



February 16, 2021

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in a special open Board of Directors meeting at 3:30PM on Wednesday February 17, 2021 in the Kaweah Delta Lifestyle Center Conference Room {5105 W. Cypress Avenue, Visalia}. **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 3:30PM open meeting on Wednesday February 17, 2021 pursuant to Government Code 54957(a) in the Kaweah Delta Lifestyle Center Conference Room {5105 W. Cypress Avenue, Visalia}

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
Garth Gipson, Secretary/Treasurer

A handwritten signature in black ink that reads 'Cindy Moccio'.

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

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

Wednesday February 17, 2021

SPECIAL OPEN MEETING AGENDA {3:30PM}

- 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 AND FINANCIALS** – Review of the annual operating & capital budget and strategies and the most current fiscal year financial results.
Malinda Tupper – Vice President & Chief Financial Officer
- 5. REPORTS**
 - 5.1. Chief Executive Officer Report -Report relative to current events and issues.
Gary Herbst, Chief Executive Officer
 - 5.2. Board President - Report relative to current events and issues.
David Francis, Board President
- 6. APPROVAL OF CLOSED SPECIAL BOARD MEETING AGENDA - CLOSED AGENDA** – immediately following the 3:30PM open special meeting.
 - 6.1. **Public Security** – Potential threat to the security of essential public services pursuant to Government Code 54957(a)

ADJOURN

*Mike Olmos – Zone I
Board Member*

*Lynn Havard Mirviss – Zone II
Vice President*

*Garth Gipson – Zone III
Secretary/Treasurer*

*David Francis – Zone IV
President*

*Ambar Rodriguez – Zone V
Board Member*

SPECIAL CLOSED MEETING AGENDA
{Immediately following the 3:30pm Open meeting}

1. **CALL TO ORDER**
2. **PUBLIC SECURITY** – Potential threat to the security of essential public services pursuant to Government Code 54957(a)

Doug Leeper, Vice President & Chief Information 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.

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

CFO Financial Report

February 16, 2021



Focused Presentation – Ryan Gates

Population Health Division: Financial Initiatives

1. Humana - Medicare Advantage (MA)

- Risk Adjustment Factor (RAF)
- CMS STAR Quality Score

2. Outpatient Clinic Network – focus on:

- Rural Health Clinics
- Urgent Cares

3. Care Transformation/Outpatient Quality Programs

- Behavioral Health Integration (BHI)
- Public hospital Redesign & Incentives in Medicaid (PRIME)
- Quality Incentive Program (QIP)
- Health Homes Program (HHP)





Humana Medicare Advantage Risk Adjustment Factor & Quality Score

KAWEAH DELTA HEALTH CARE DISTRICT

Humana - Medicare Advantage (MA)

- To understand the importance of the Quality and Risk Adjustment Factor (RAF) Scores, one must first understand:
 - Fee-For-Service and the shift from it
 - “At-Risk Contracts” and how Medicare Advantage is funded



Risk Adjustment Factor (RAF)

- **Use:** Predict the annual healthcare costs for a patient
 - *Hierarchical Chronic Conditions (HCC)s = set of diagnosis that CMS assigns a weighted value*
 - *The sum of these diagnosis = the patient's RAF score*
 - *1.0 = average state of health of their demographic*
 - *<1.0 = healthier than the average person*
 - *>1.0 = sicker than the average person*

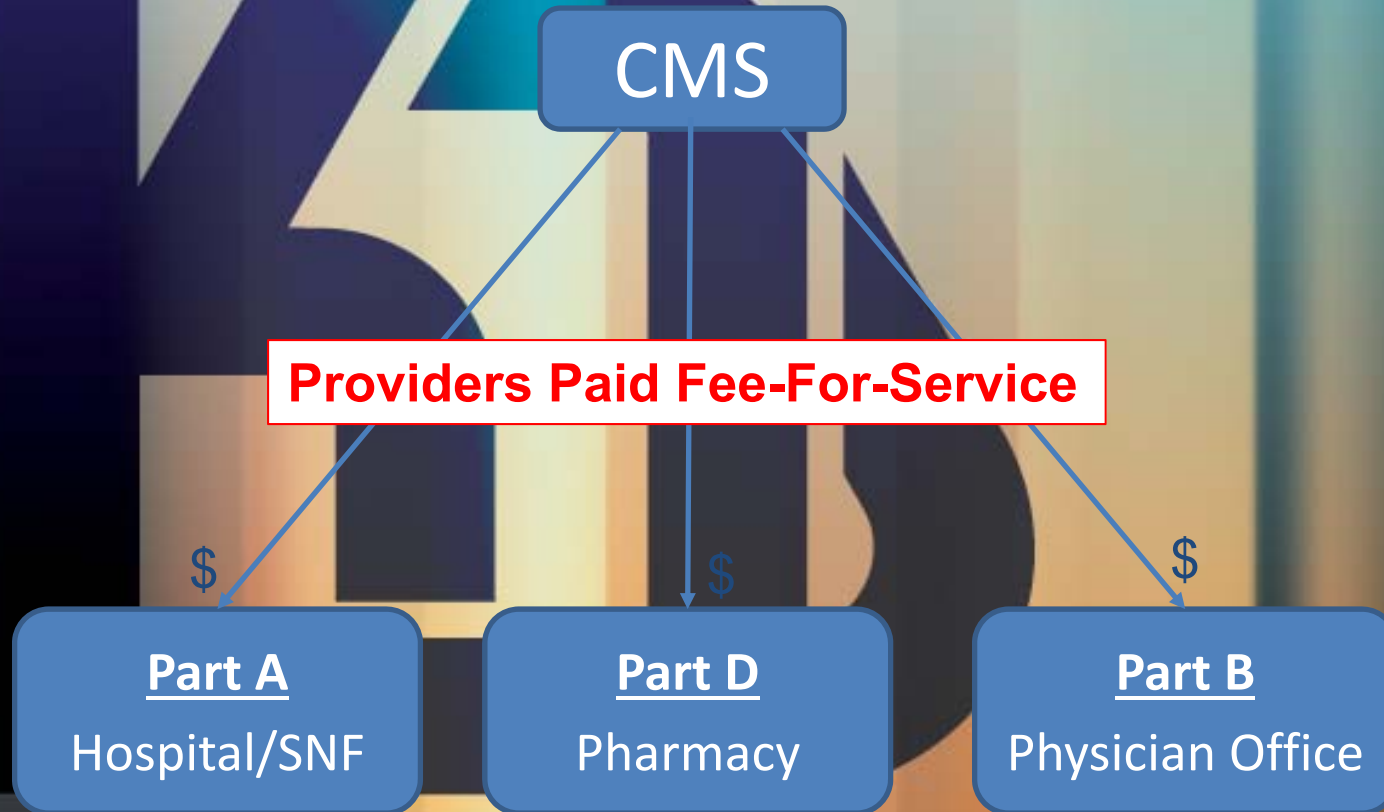


Risk Adjustment Factor (RAF)

- **Goal:** Accurate diagnosis & coding = accurate RAF score = appropriate funding to cover the cost of care
- **Opportunities:** Tulare County has some of the poorest health outcomes in California, therefore its expected that the average RAF score of our population >1.0
- **Risk:** Over coding



Overview of Fee-For-Service (FFS)

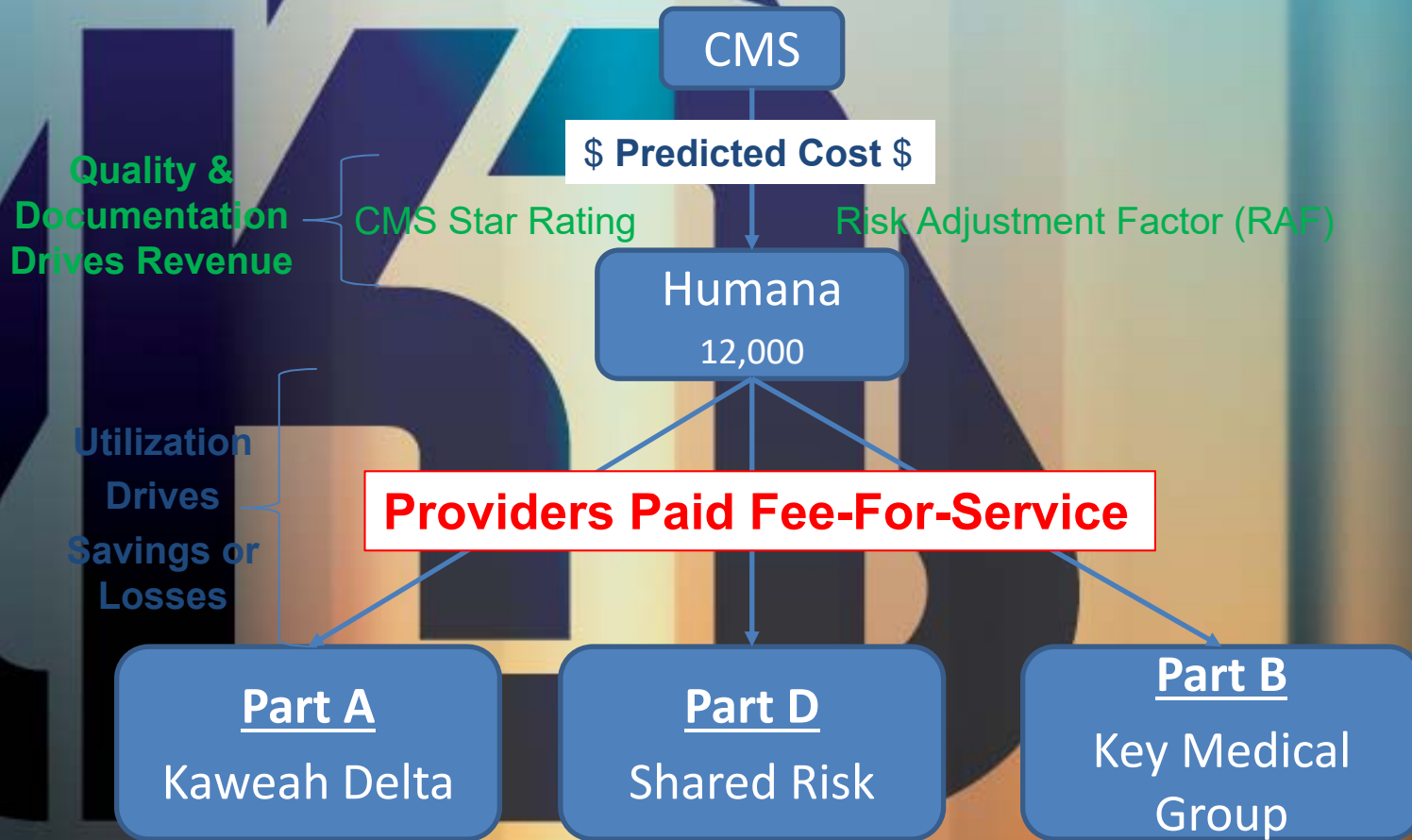


KAWEAH DELTA HEALTH CARE DISTRICT

Sequoia Health
& Wellness Centers

Kaweah Delta
MORNING MEDICINE LIFE

Overview of Medicare Advantage (i.e. "MA" or "Medicare Part C")

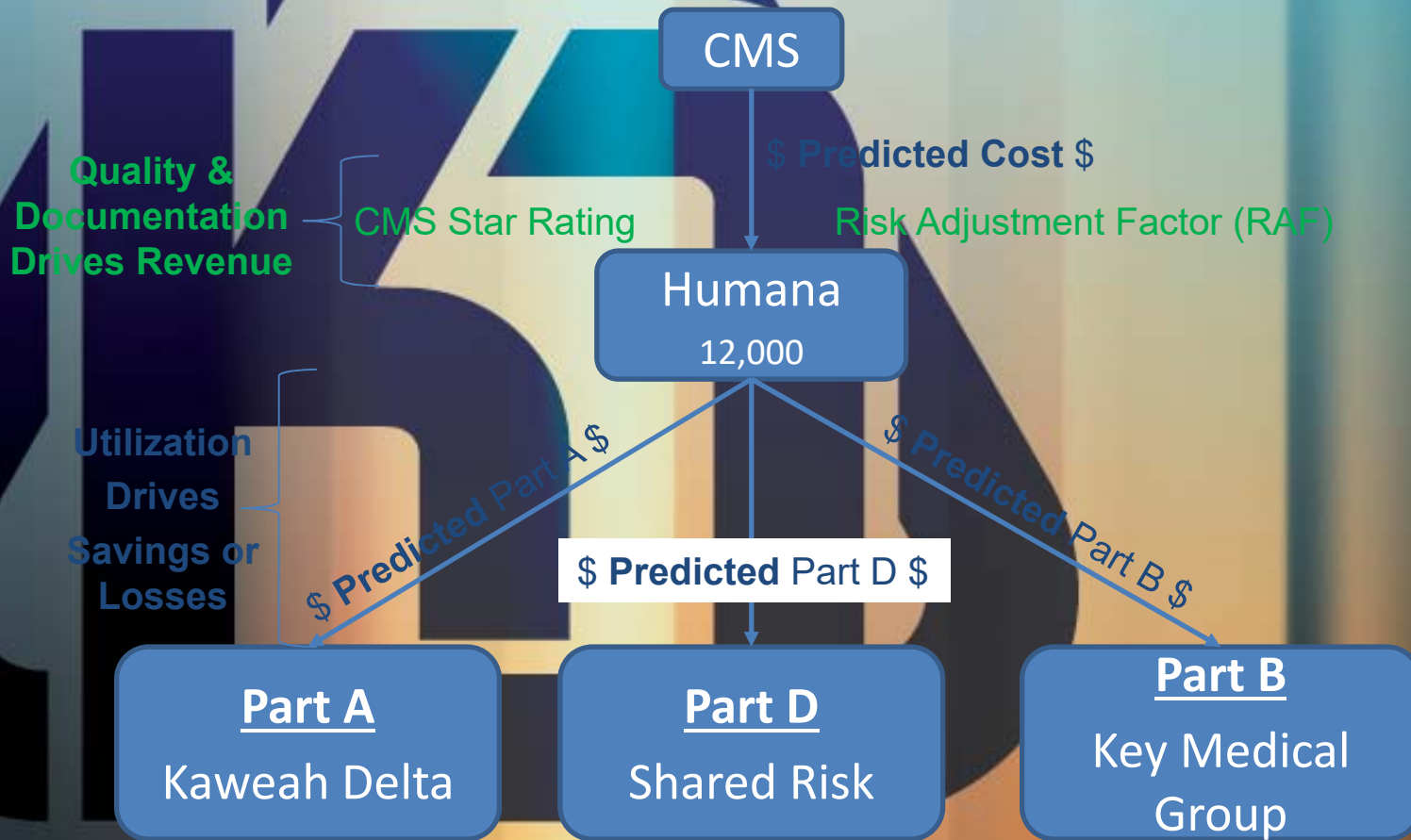


KAWEAH DELTA HEALTH CARE DISTRICT

Sequoia Health
& Wellness Centers

Kaweah Delta
MORE THAN MEDICINE. LIFE.

Medicare Advantage with Hospitals and Medical Groups taking “risk” individually

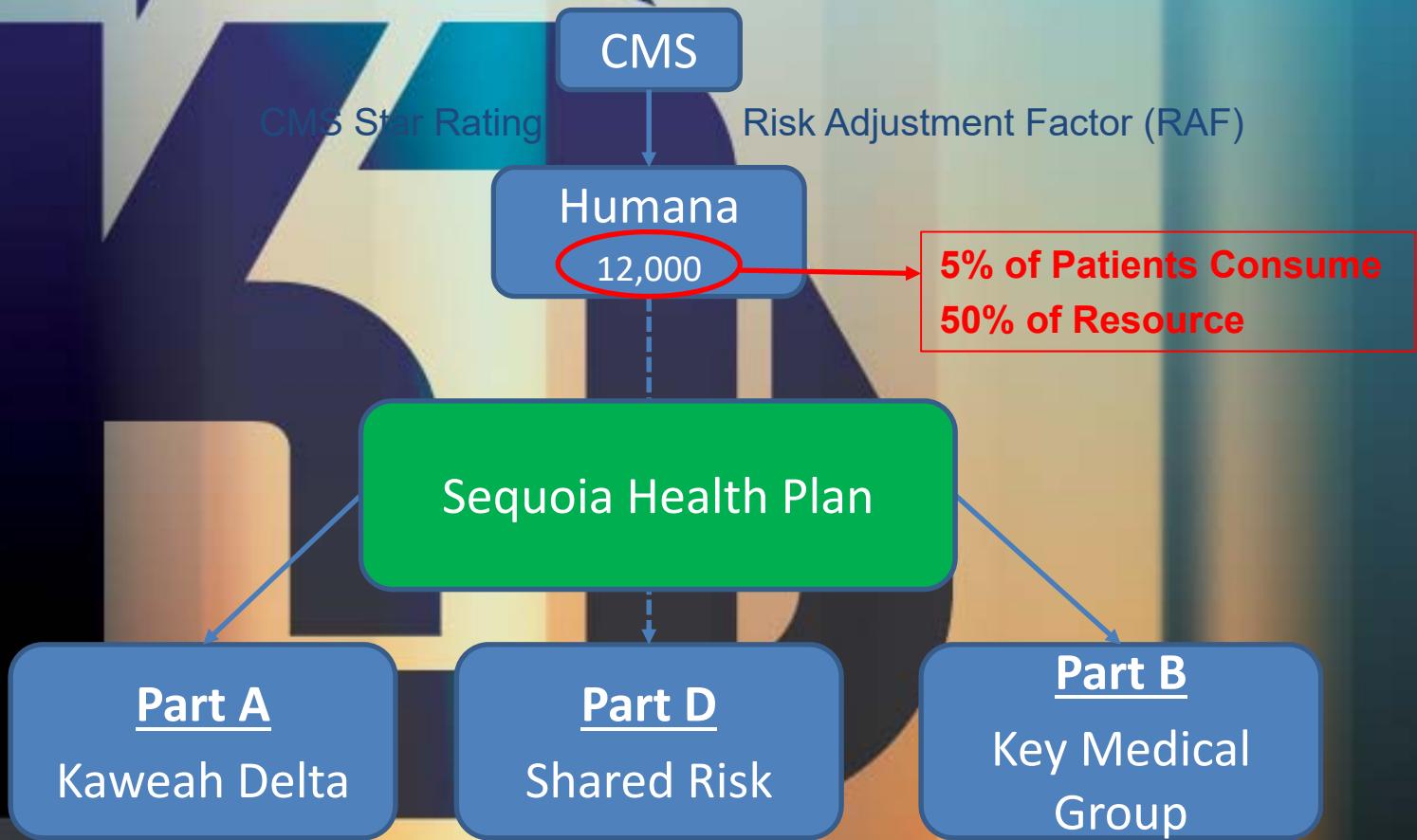


KAWEAH DELTA HEALTH CARE DISTRICT

Sequoia Health
& Wellness Centers

Kaweah Delta
MORE THAN MEDICINE. LIFE.

Sequoia Health Plan: Aligning Patient Health and Outcomes with Funding

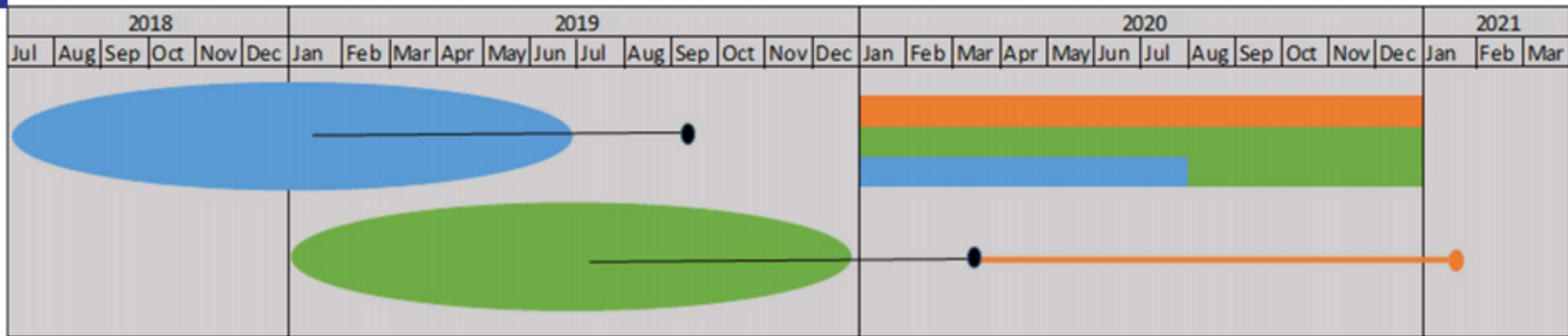


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Medicare Advantage – Reporting and Payment Timelines “Already But Not Yet”

Data Submission Timeline



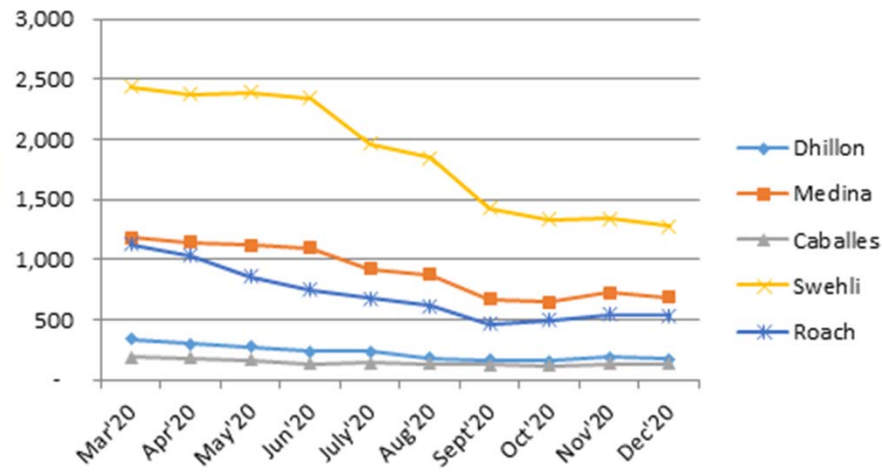
Payment	Dates of Service	Submission Deadline	Month Reflected in MMR
Payment Year 2019			
Initial	7/1/17 – 6/30/18	Early Sep '18	January '19
Mid-Year	1/1/18 – 12/31/18	Early Mar '19	August '19
Final	1/1/18 – 12/31/18	Jan 31, 2020	July '20
Payment Year 2020			
Initial	7/1/18 – 6/30/19	Early Sep '19	January '20
Mid-Year	1/1/19 – 12/31/19	Early Mar '20	August '20
Final	1/1/19 – 12/31/19	Jan 31, 2021	July '21

- = Initial
- = Mid-Year Sweep
- = Final Sweep

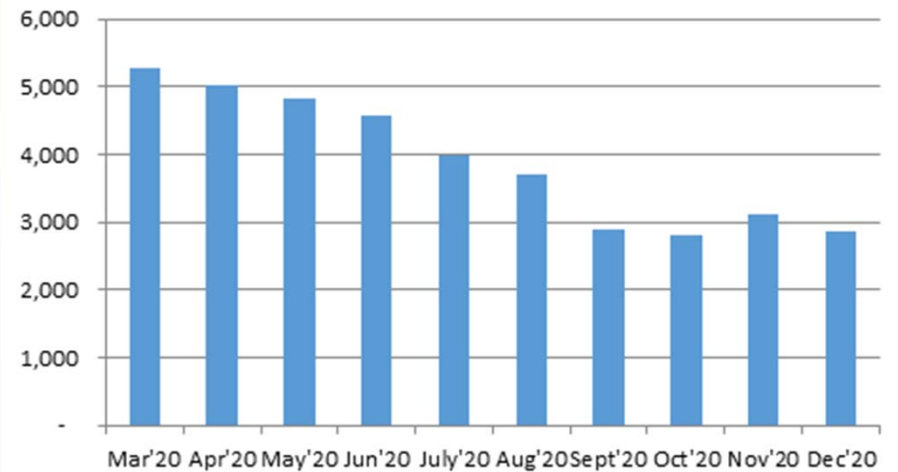
MMR =
Monthly Membership Report

HUMANA CMS Star Quality Gaps

Humana Quality Gaps



Humana Quality Gaps - All Providers



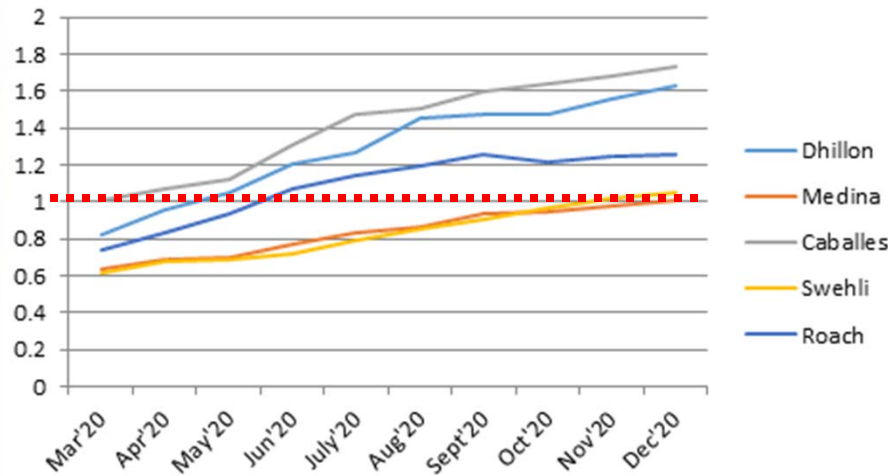
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More than medicine. Life.

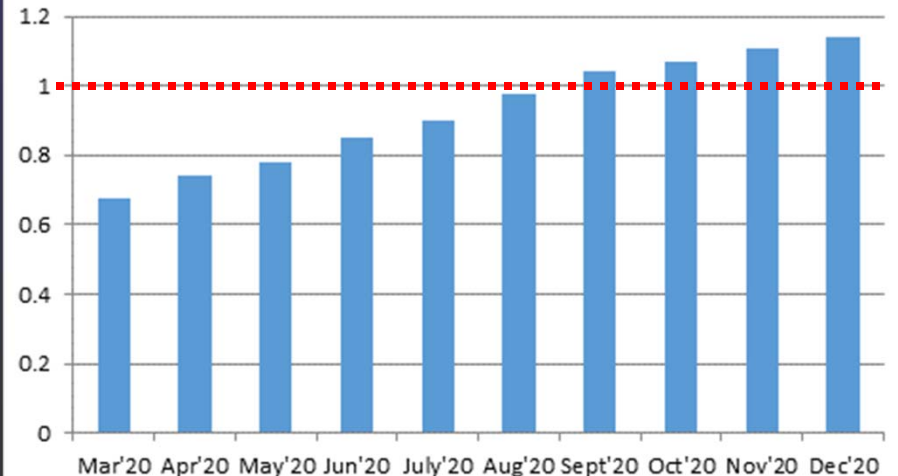


HUMANA Risk Adjustment Factor (RAF) Score

Humana RAF score



Humana RAF score all KD RCH providers



Increase in HCC equates to increased funding for our HUMANA patients

KAWEAH DELTA HEALTH CARE DISTRICT

HUMANA PAF & RAF Efforts at Kaweah Delta RHC Clinics

Efforts started March 2020 with the launch of the Pop Health Division

- All five primary care providers have higher HCC scores than any prior year
- Current overall STAR 2020 Rating for KD is 4.0. Higher score than any prior year
- RAF score continues to rise with focused efforts on annual patient assessments
- Ongoing collaboration with clinic network leadership, KD Dialysis Center, Skilled Nursing Facilities, to outreach & schedule patient annual assessments.
- Training of additional RHC clinic staff in COZEVA solution

	PAFs completed	% PAFs completed	HCC Score	Quality Gaps	Patients	Star Rating
2020	719	73.14%	1.142	2853	1011	4.0
2019	362	42.19%	1.003	2849	877	2.5
2018	275	39.12%	0.920	2258	703	2.7

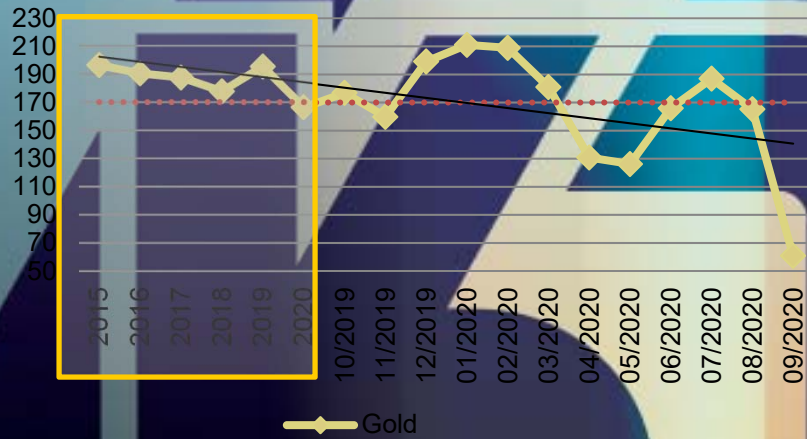
Kaweah Delta RHC Clinics – Helping Lead Network in Quality and RAF

STAR Score	RAF	Group	Members	STAR Score	RAF	Group	Members
4.6	1.176	Group A	501	3.4	0.964	Group F	343
4.0	1.148	Kaweah Delta RHCs	1,008	3.3	1.033	Group G	1,488
3.8	0.957	Group B	342	3.3	0.963	Group H	777
3.7	0.992	Group C	2,032	2.7	0.894	Group I	523
3.6	1.109	Group D	2,390	2.3	1.073	Group J	122
3.4	1.003	Group E	273	3.6	1.035	Entire Network	11,572

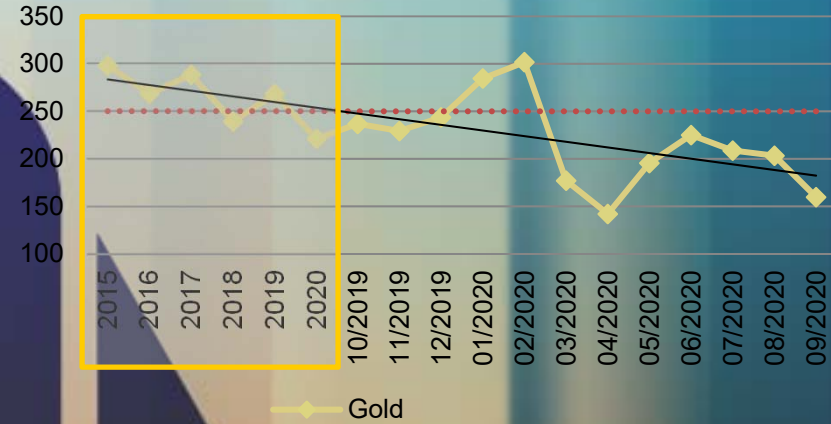
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Humana Members – Tracking Healthcare Utilization

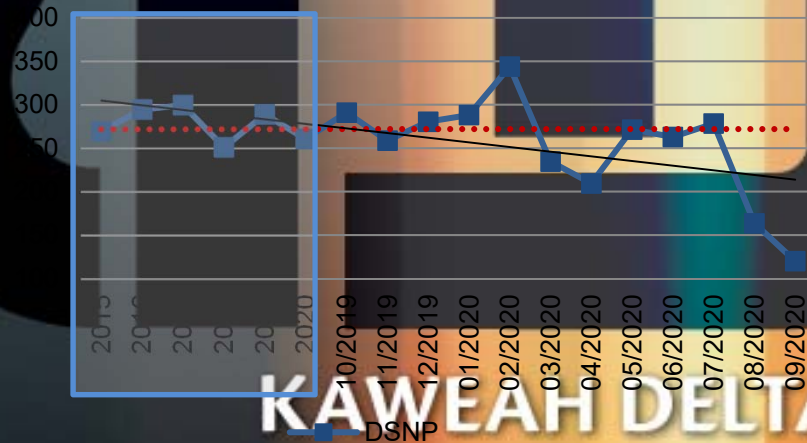
Gold Acute Admits per 1000



Gold ED Visits per 1000



D-SNP Admits per 1000



D-SNP ED Visits per 1000



KAWEAH DELTA HEALTH CARE DISTRICT

Humana Member – Chronic Condition Admissions

Using Data to Design Programs



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30-Day Readmissions:

Focusing Resources on the Most Vulnerable

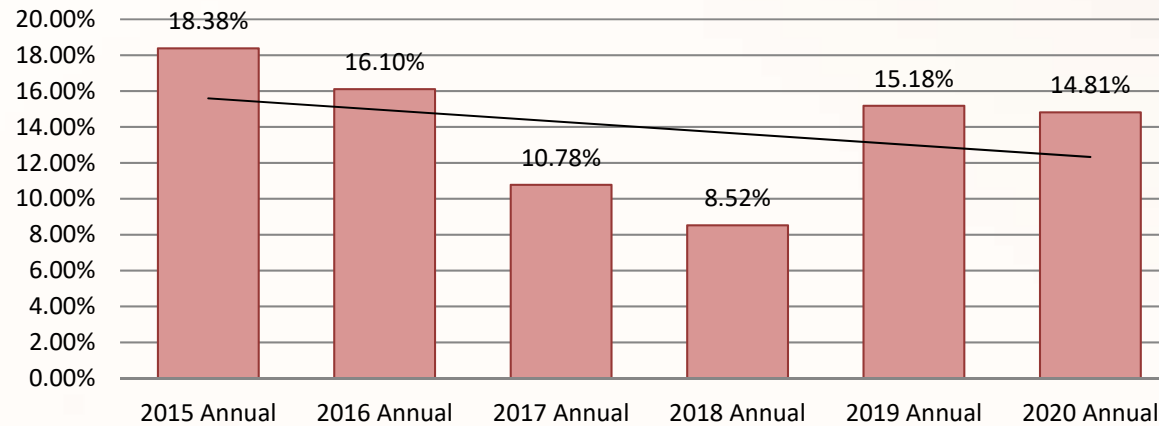
Gold				
# of Visits	# of Patients	# of Cases	% of Readmissions	Resulting Readmission Rate
15	1	15	7.9%	12.5%
6	1	6	11.1%	12.1%
5	1	5	13.8%	11.8%
3	3	9	18.5%	11.1%
2	26	52	46.0%	7.4%
1	102	102	100.0%	0.0%
Total	134	189		

DSNP				
# of Visits	# of Patients	# of Cases	% of Readmissions	Resulting Readmission Rate
9	1	9	10.1%	16.6%
7	1	7	18.0%	15.1%
4	1	4	22.5%	14.3%
3	2	6	29.2%	13.0%
2	11	22	53.9%	8.5%
1	41	41	100.0%	0.0%
Total	57	89		

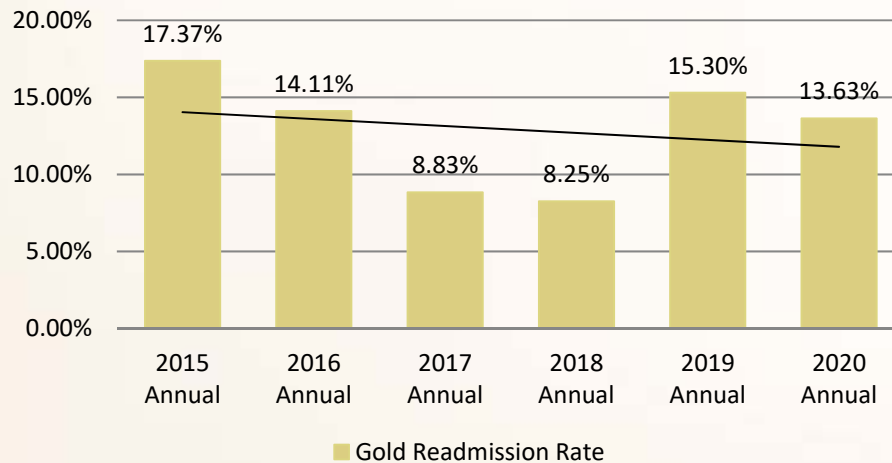
48 Patients (0.5% out of 10,427) account for 49% of our 30-day readmissions

Impact on 30-Day Readmissions

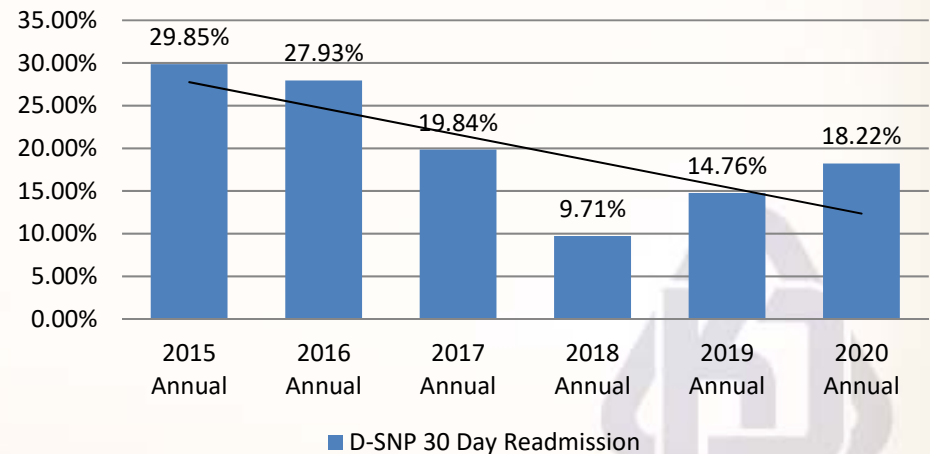
All Populations



Gold Readmission Rate



D-SNP 30 Day Readmission





Clinic Network Updates

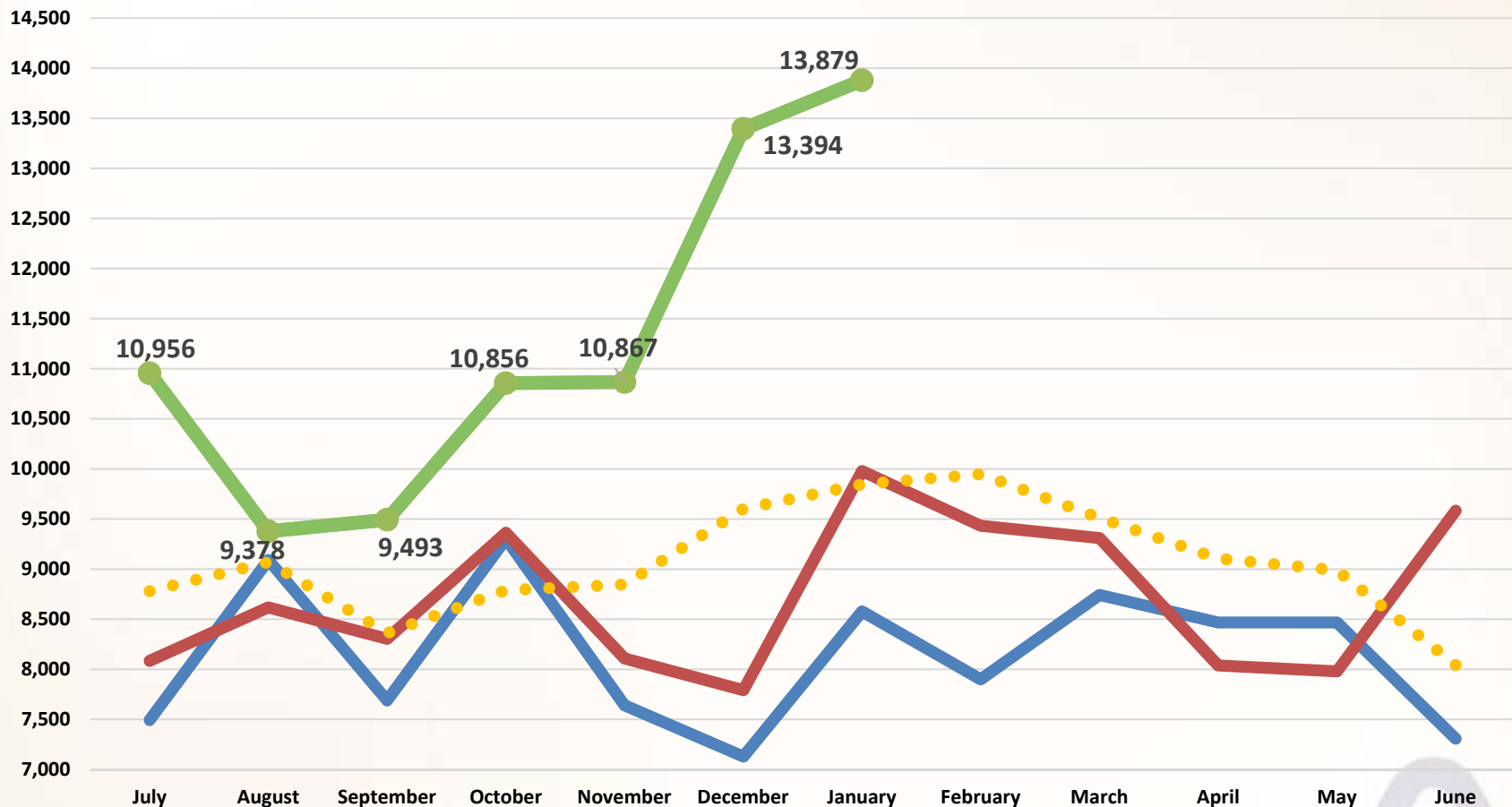
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Clinic Network Update Highlights

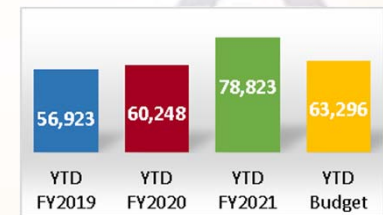
- Rural Health Clinics continue to break records for volume of clinic visits
 - Much attributed to COVID testing, Telehealth and outreach
- While expanding testing for community, they've simultaneously drastically improved RAF and quality of care scores
- Tulare Rural Health Clinic – Construction completed & awaiting licensure
 - Grand opening anticipated March 1st, 2021
- Sequoia Health & Wellness Centers awaiting FQHC LAL designation
 - Expecting designation Feb 2021 with effective date March 1st, 2021
- Behavioral Health Integration (BHI) Project approved and underway throughout clinic network

KAWEAH DELTA HEALTH CARE DISTRICT

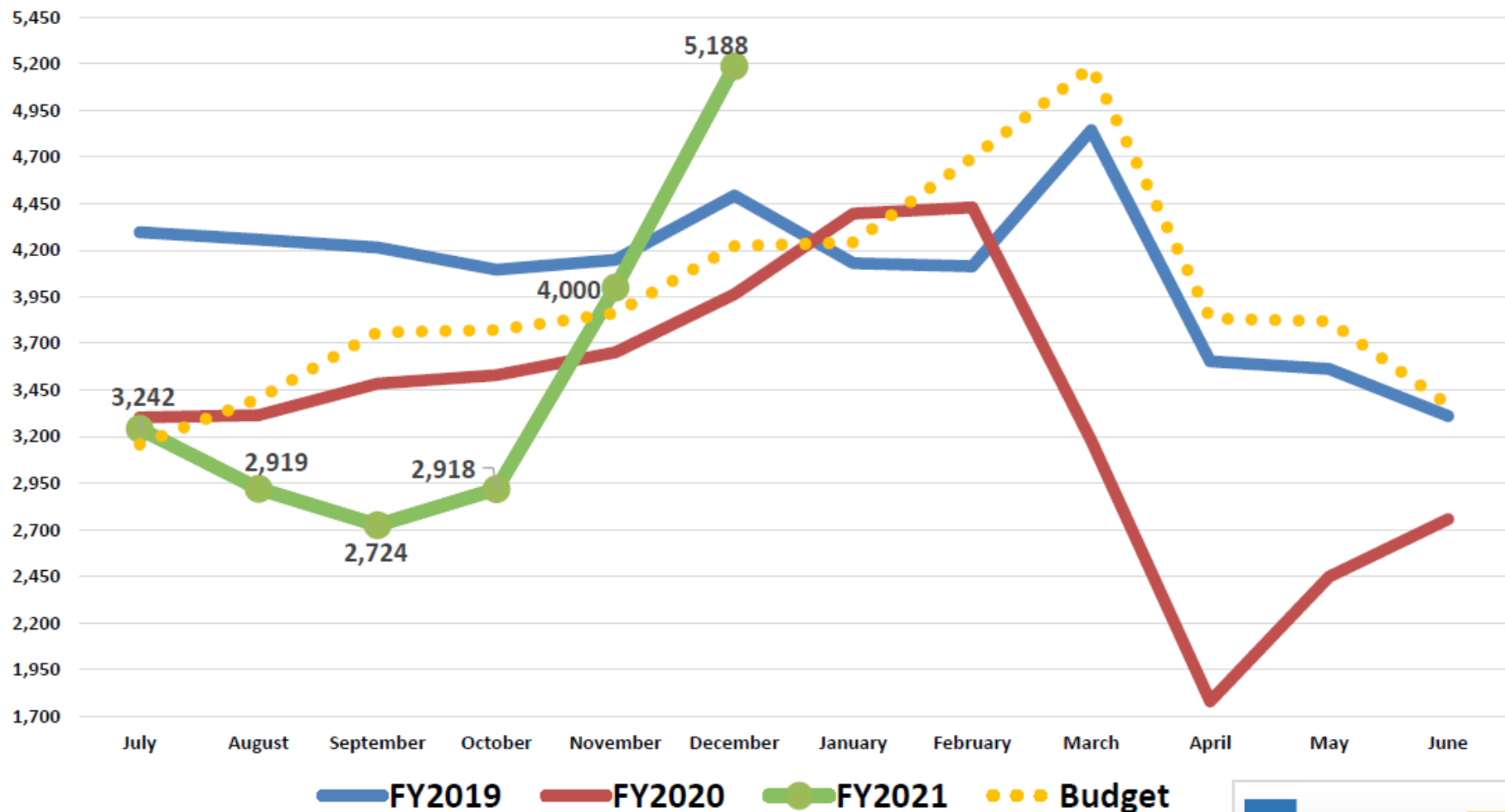
Rural Health Clinic Registrations



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

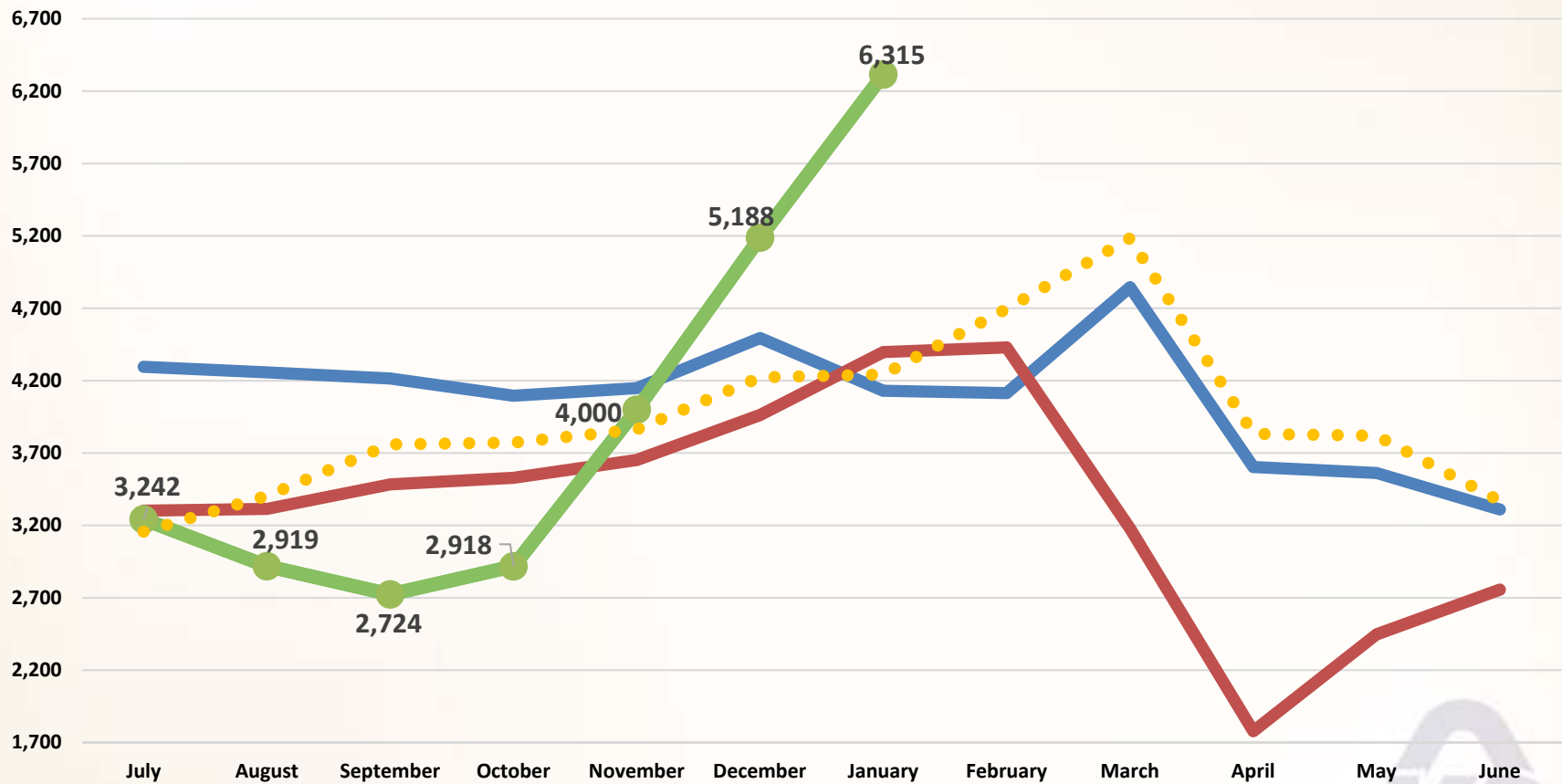


Urgent Care – Court Total Visits



25,506	21,244	20,991	22,179
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

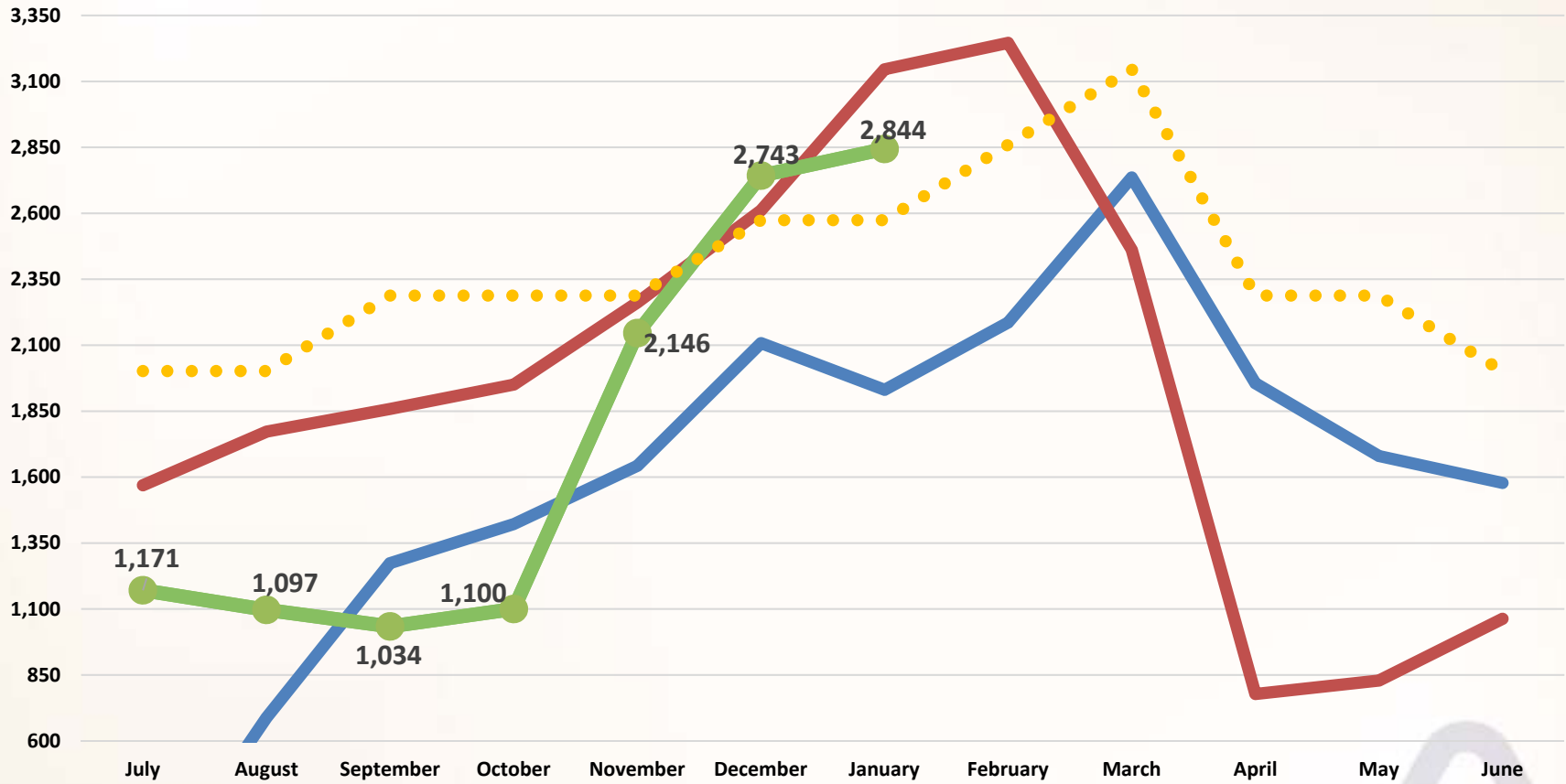
Urgent Care – Court Total Visits



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

29,636	25,641	27,306	26,421
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

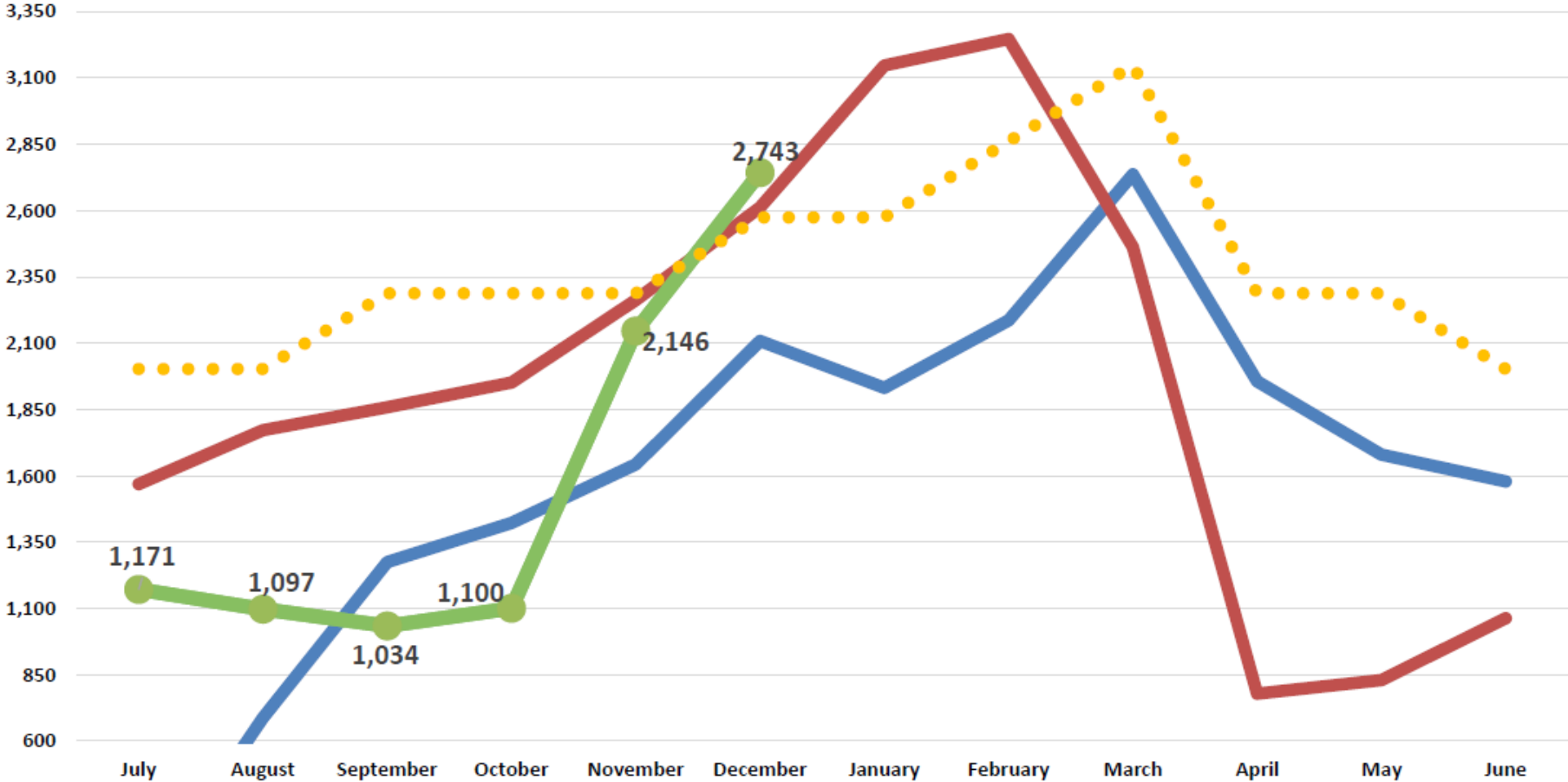
Urgent Care – Demaree Total Visits



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

9,066	15,169	12,135	16,016
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Urgent Care – Demaree Total Visits



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

7,135	12,023	9,291	13,442
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget



Care Transformation Outpatient Quality Programs

KAWEAH DELTA HEALTH CARE DISTRICT

California's Mental Health Crisis

California's Worsening Mental Health Crisis Starts Young

By David Crook | December 02, 2019

The U.S. and California are in the throes of a worsening epidemic of mental illness among adolescents and young adults.

The situation is far more dire today than it was just a decade ago, in large part because of the tremendous increase among teenagers' use of smartphones and other internet-based technologies.

Blue Shield of California, the state's Department of Education and other organizations are about to launch a new "Blue Sky" initiative that they expect will place additional mental health clinicians in middle- and high schools throughout the state. The service is launching in 19 schools in Alameda and San Diego counties. Details of the plan are to be announced on Dec. 2.

The statistics on the worsening condition of adolescent mental health are startling. According to important research published earlier this year by the American Psychological Association, the percentage of young Americans experiencing major mental health problems, including depression and suicidal thoughts, has risen significantly over the past decade.

- Individuals reporting symptoms consistent with major depression in the last 12 months increased 52% in adolescents from 2005 to 2017.
- There was also a 71% increase in young adults experiencing serious psychological distress from 2009 to 2017.
- The rate of young adults with suicidal thoughts or other suicide-related cuts: 2009 to 2017

CaliforniaHealth
REPORT

ACCESS AGING OPINION CHILDREN PUBLIC HEALTH

Californians Want Better Mental Health Care. Can the State Deliver?

By Claudia Boyd-Barrett • Feb 25, 2020





Photo credit: iStock

California's top health priority should be making sure that people who need mental health treatment can get it, over 90 percent of respondents said in a recent poll.

Watch: The crisis in California mental health

BY VANESSA RICHARDSON, JULY 14, 2020
UPDATED ON JULY 27, 2020



POLICY MATTERS

Before the pandemic and recession, California was already struggling with a mental health system widely considered to be dysfunctional. Gov. Gavin Newsom promised "an aggressive agenda to lift California's approach to mental healthcare into a national model." What have the pandemic and recession done to this issue and these plans? What are the mental health impacts of the virus and how is a struggling government system, now facing budget cuts, responding?

- <https://news.blueshieldca.com/2019/12/02/youth-mental-health>
- <https://www.calhealthreport.org/2020/02/25/californians-want-better-mental-health-care-can-the-state-deliver/>
- <https://calmatters.org/events/2020/07/california-mental-health-crisis/>

More than medicine. Life.





California Regional Markets: San Joaquin Valley

CALIFORNIA HEALTH CARE ALMANAC QUICK REFERENCE GUIDE

Other guides available at www.chcf.org.



▶ **Access to mental health and substance use disorder services for Medi-Cal enrollees has been improving, though significant gaps in care remain.** Inpatient psychiatric beds are in short supply. This shortage may be offset by a new 128-bed inpatient psychiatric facility slated to open in Madera County in 2023. County mental health plans in the region have adopted more holistic approaches to addressing behavioral health needs, developing partnerships with health plans and adding new services.

▶ **Shortages of physicians and other health care professionals continue to plague the region, even with scholarships, loan repayments, and other recruitment incentives.** Shortages exist across a range of specialties, notably psychiatry (especially pediatric psychiatry), dermatology, optometry, pain management, and orthopedics. The San Joaquin Valley's relatively low rankings on a range of quality-of-life measures may inhibit recruitment and retention of clinicians.

	San Joaquin Valley	California
Hospitals (acute care), 2018		
Beds per 100,000	157	178
Operating margin	6.2%	4.4%
Total operating expenses per adjusted patient day	\$2,696	\$4,488
Health Professionals		
Per 100,000 Population, 2020		
Physicians.	130.0	191.0
▶ Primary care	46.5	59.7
▶ Specialists.	83.3	130.8
▶ Psychiatrists.	6.5	11.8
% of population in HPSA.	92.0%	28.4%

Behavioral Health Integration (BHI) Program

Milestones, Funding & Timelines

- **Milestones:** Total of 60 divided over the 3 projects
 - Construction
 - Staff/Providers
 - Training
 - Data Reporting
 - Practice Redesign
- **Funding:** \$3,586,308
 - Triggered by demonstrated completion of milestones
 - Paid on a quarterly basis in calendar years 2021-2022
- **Timelines:**
 - Project Year (PY) 1 = 1/1/2021 – 12/31/2021
 - PY2 = 1/1/2022-12/31/2023



Kaweah Delta's Approved BHI Projects

3.1 Basic Behavioral Health Integration

3.4 Diabetes Screening and Treatment for People with Serious Mental Illness

3.5 Improving Follow-Up after Hospitalization for Mental Illness



Kaweah Delta's BHI Program Specifics

- **Physical Locations**
 - All RHCs (Exeter, Lindsay, Woodlake, Dinuba, Tulare)
 - Sequoia Health and Wellness Centers
 - Urgent Care – Court St.
 - Mental Health Hospital
 - Street Medicine Program
- **Integration of Behavioral Health into Primary Care Teams**
 - Psychiatry (adult and pediatric)
 - Therapy (Licensed Clinical Social Workers/Psychologists)
 - Community Outreach Specialists
 - BHI Program Manager
 - Medication Assisted Therapy (MAT) - Suboxone Clinic



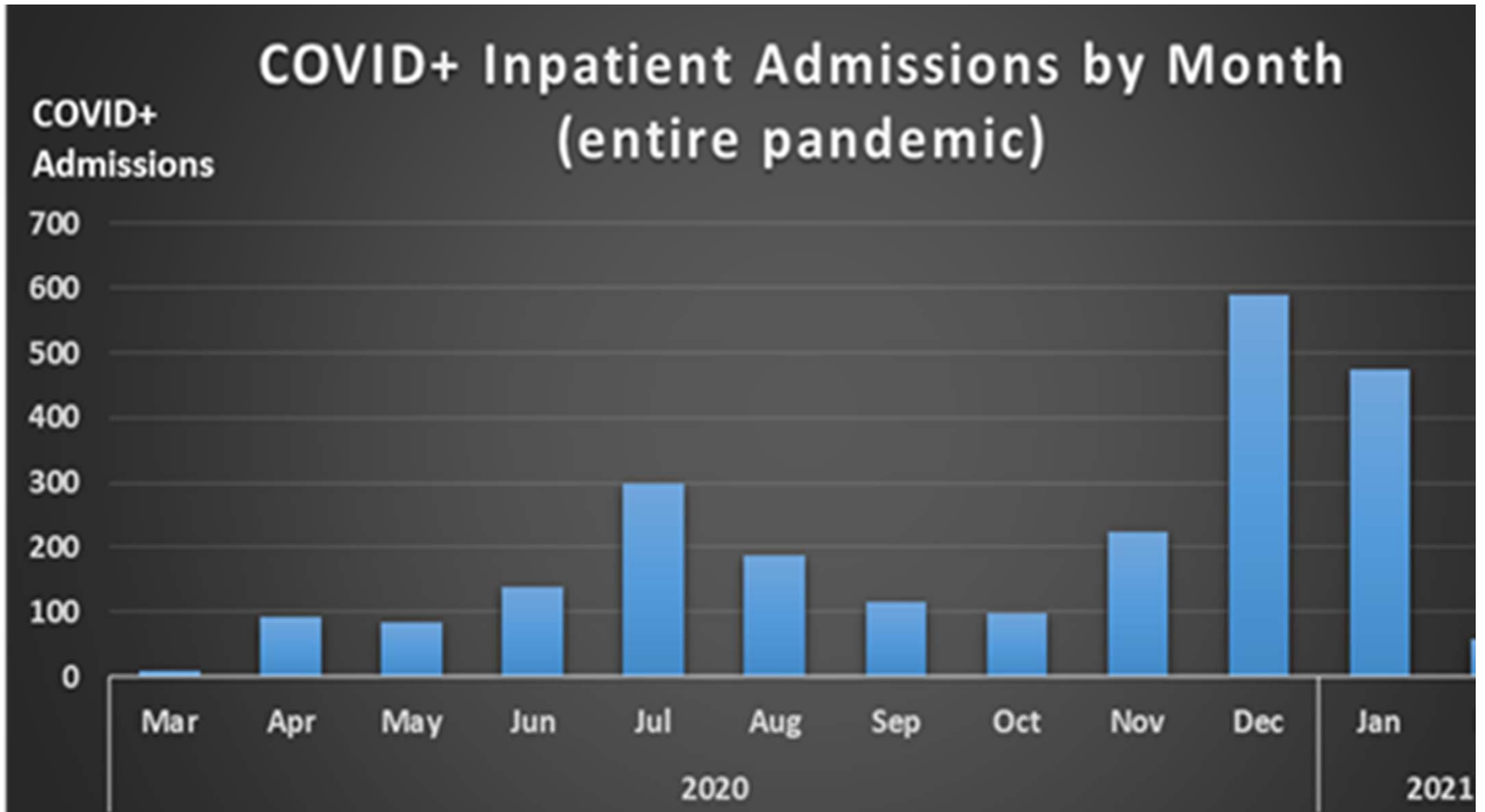
Population Health – Care Transformation Initiatives

Programs	Total Metrics	Funding	Other Considerations
Behavioral Health Integration (BHI)	10	\$ 3.6 million	Calendar years 2021-2022
PRIME-Extension	39	\$ 4.2 million	6 month extension
Quality Incentive Program (QIP)	27	\$ 10 million	PRIME transition
Health Homes Program	10	\$ 2 million	Roll into future Enhanced Care Management
Health Plan Incentives	20	\$350,000	Strong Partnerships with Health Plans
MIPS	27	+/- 9% Medicare Payment Adjustment	Scores are publicly reported-reputation for organization & providers
Total	151	\$16 - 18 million/yr	



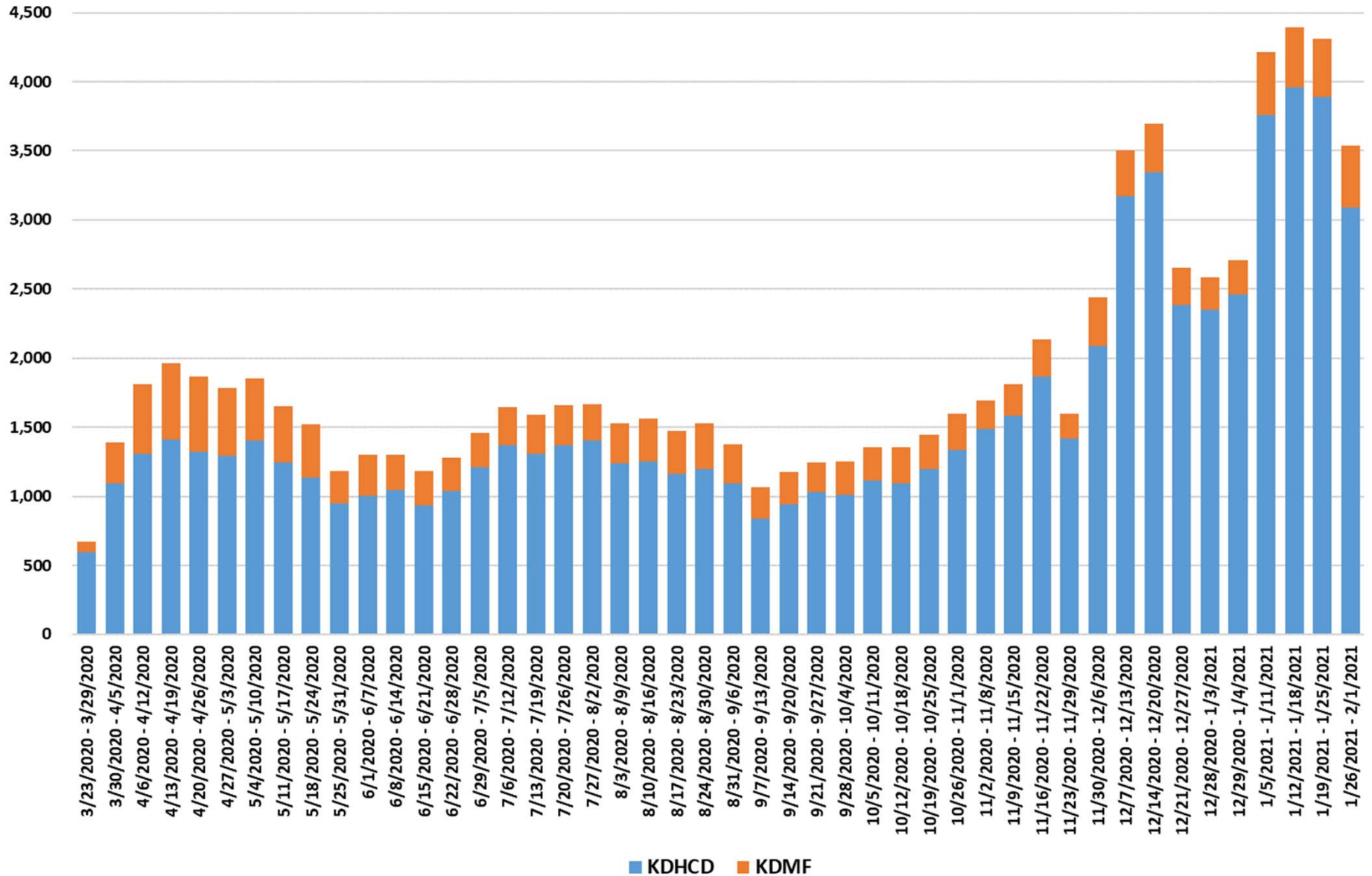
Questions?

Current COVID Inpatients 12/11

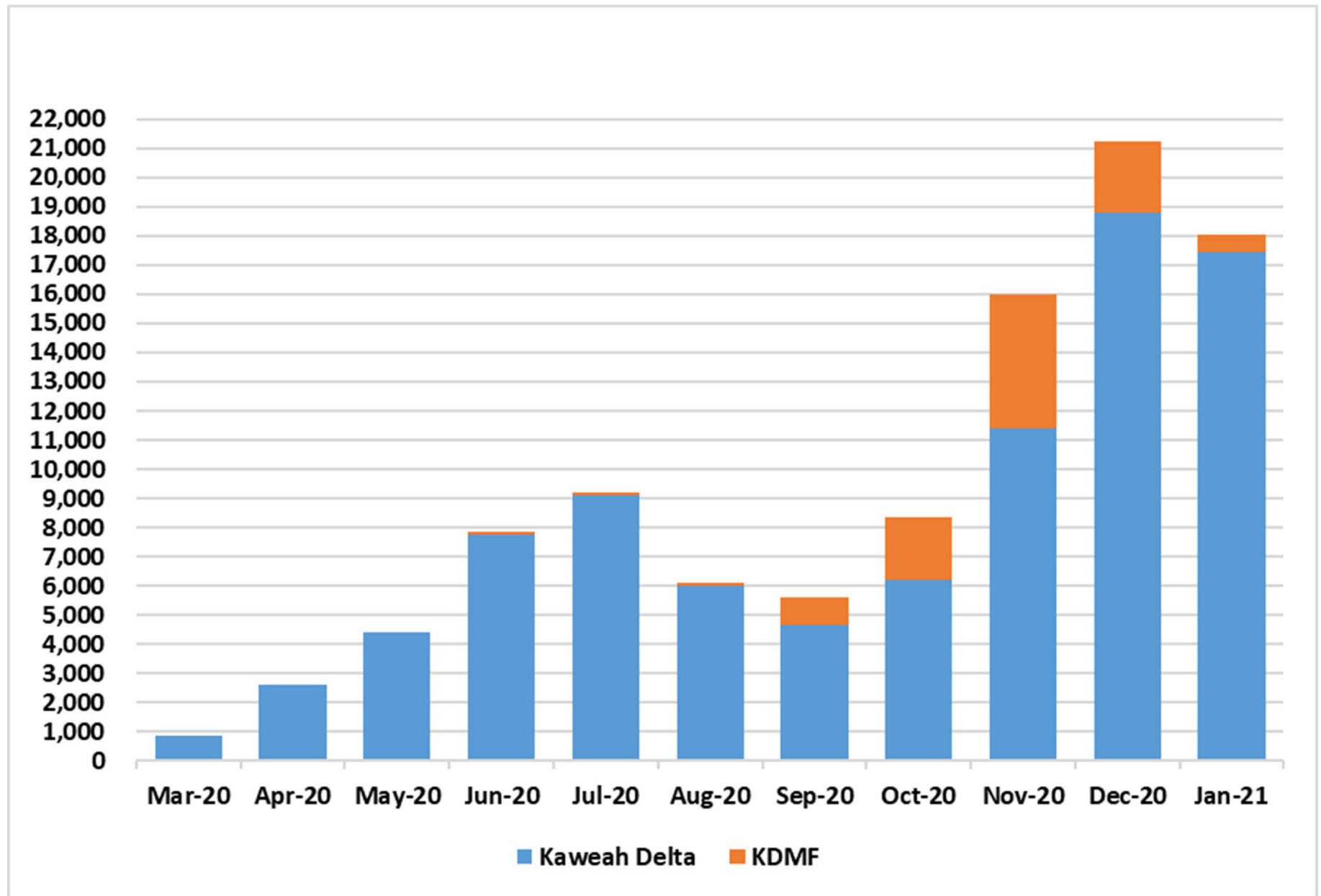


Telehealth

Volume Services: Telehealth including KDMF



COVID Specimen Collections – All Locations



January Overview

- **Volume:** Overall inpatient days fell short of budget by 1.0%. Although this is the case, the census at the downtown campus exceeded budget by 8.8% but was offset by our other inpatient areas such as Rehabilitation Hospital, Behavioral Hospital and Skilled Nursing. Overall outpatient volume, as measured by patient registrations, also fell short of budget by 2.7% due to decreases in ED visits, cardiac cath lab procedures, surgeries, radiation oncology and endoscopy procedures.
- **Revenue:** The lower-than-budgeted volumes mentioned above resulted in a negative \$2.1M, or 3.9%, variance in net patient revenue.
- **Expenses:** Three main items contributing to the \$3.8M unfavorable budget variance:
 - COVID unbudgeted expenses of \$1.5M which included - Payroll \$500K, Supplies \$975K and Other \$40K. YTD COVID related expenses were \$12.2M.
 - Increased pharmaceutical cost of \$1.6M to care for COVID patients.
 - Shift bonus of \$796K paid in January in order to provide labor coverage.

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
Stimulus Funds – Skilled Nursing Facility (Incentive Pmt)	\$184,388	Received 5 out of 5 payments
Stimulus Funds – KD 3 rd wave of federal payments	\$11,120,347	Received 1/27/21
Impact to Net Revenue	\$38,005,183	

COVID-19 Financial Activity - Reimbursement and In Kind Impact

Red indicates changes since last reviewed

20% increase in Medicare inpatient payments	\$ 1,350,000	Public health emergency extended through April 20, 2021
6.2% increase in FMAP - IGT matching	\$ 1,200,000	Extended through the 1 st quarter in which emergency ends
10% increase in Medi-Cal rates in SNF payments	\$ 997,000	Calendar year 2020
5% increase Blue Shield rates for certain procedures	\$ 12,000	4 Month Estimate
Uninsured COVID Patients – Medicare Rates	\$ 254,924	Payments to date
Department of Defense	\$ 250,000	In kind clinical support staff
2% sequestration	\$ 2,100,000	Calendar year 2020 – extended through March 31, 2021
Unemployment benefit costs ½ covered	\$ 1,057,000	4 quarters – extended through Mar 14 th 2021
3 County agreements – Lab testing, PPE, Pharmaceuticals	\$ 3,130,597	\$4,578,800 max ,County will cover related costs as we begin to submit invoices
COVID Payer Grants	\$ 3,065,000	October deposit
Repayment period of Medicare Advanced Payments extended - Initial funding \$46.6M (4/7/2020)	Balance must be repaid in full 29 months from the first payment.	Medicare payments will be reduced by 25% for the first 11 months and 50% during the next 6 months.
Additional payments received from Medicare Advanced Payments Program - \$40.2M (10/28/20) Total to date \$86.8M		10/28/20 We received \$40,173,945 additional funds to be repaid in 1 year
Social Security Tax Deferral – \$13.5M		Repayment of 50% due 12/31/21 and 50% 12/31/22
DSH cuts were delayed through FFY2023 - \$5,200,000 in FY2021		DSH cuts were delayed through FFY2023
Impact to Bottom Line	\$ 13,416,521	

Financial Analysis - COVID-19 Inpatients

January 2020- January 2021 Discharged COVID Inpatients

Payer Group	Patient Volume	% of Total Visits	ALOS	GMLOS	Est. Net Revenue	Direct Cost	Contribution Margin	Net income
Medicare	833	39%	9.8	5.5	\$17,969,640	\$16,019,084	\$1,950,556	(\$17,750,015)
Medi-Cal Managed Care	417	20%	8.3	5.4	\$8,765,523	\$7,363,180	\$1,402,343	(\$7,629,614)
Commercial/Other	384	18%	8.7	5.8	\$11,350,002	\$7,167,371	\$4,182,631	(\$4,603,371)
Medicare Managed Care	270	13%	10.2	5.8	\$5,303,457	\$5,662,064	(\$358,607)	(\$7,219,626)
Medi-Cal	177	8%	12.1	5.4	\$2,951,550	\$3,751,114	(\$799,564)	(\$5,383,035)
Cash Pay	32	1%	5.1	4.7	\$23,156	\$310,658	(\$287,502)	(\$671,846)
Work Comp	21	1%	14.6	7.9	\$841,312	\$819,493	\$21,819	(\$984,502)
Grand Total	2,134	100%	9.5	5.6	\$47,204,640	\$41,092,964	\$6,111,676	(\$44,242,009)

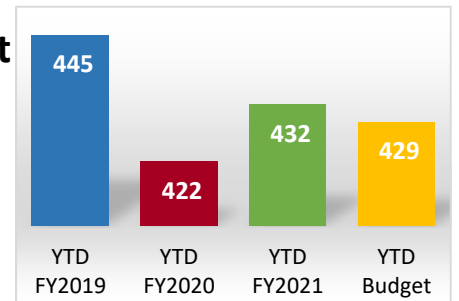
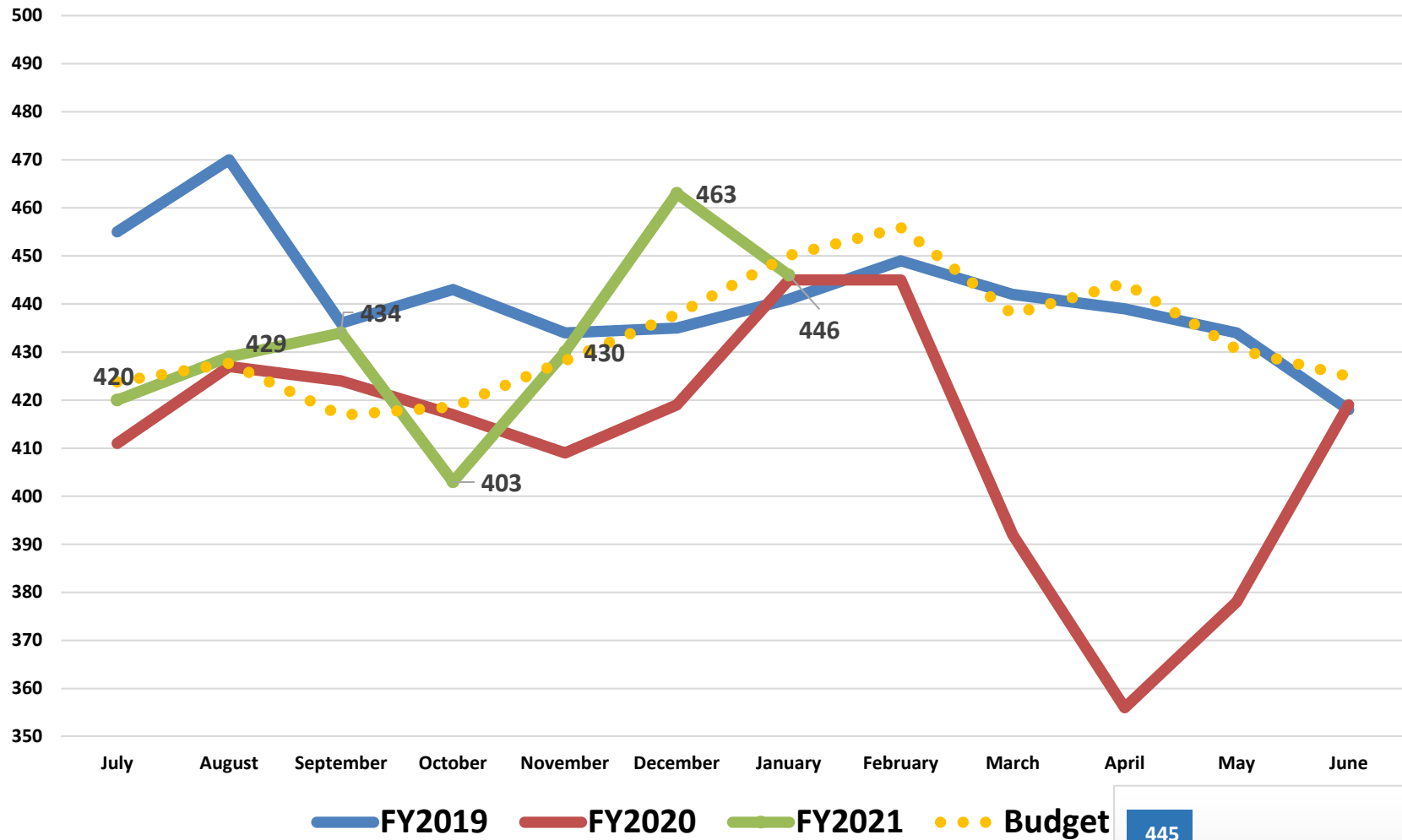
Typical Contribution margin on 2,134 inpatient visits \$5,815,150

LOS GAP 3.9

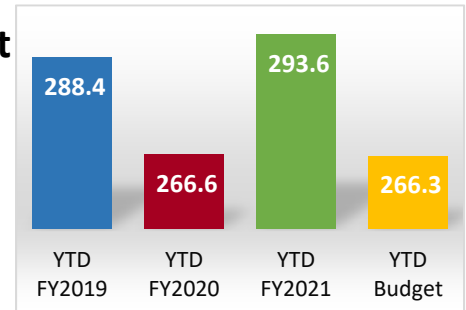
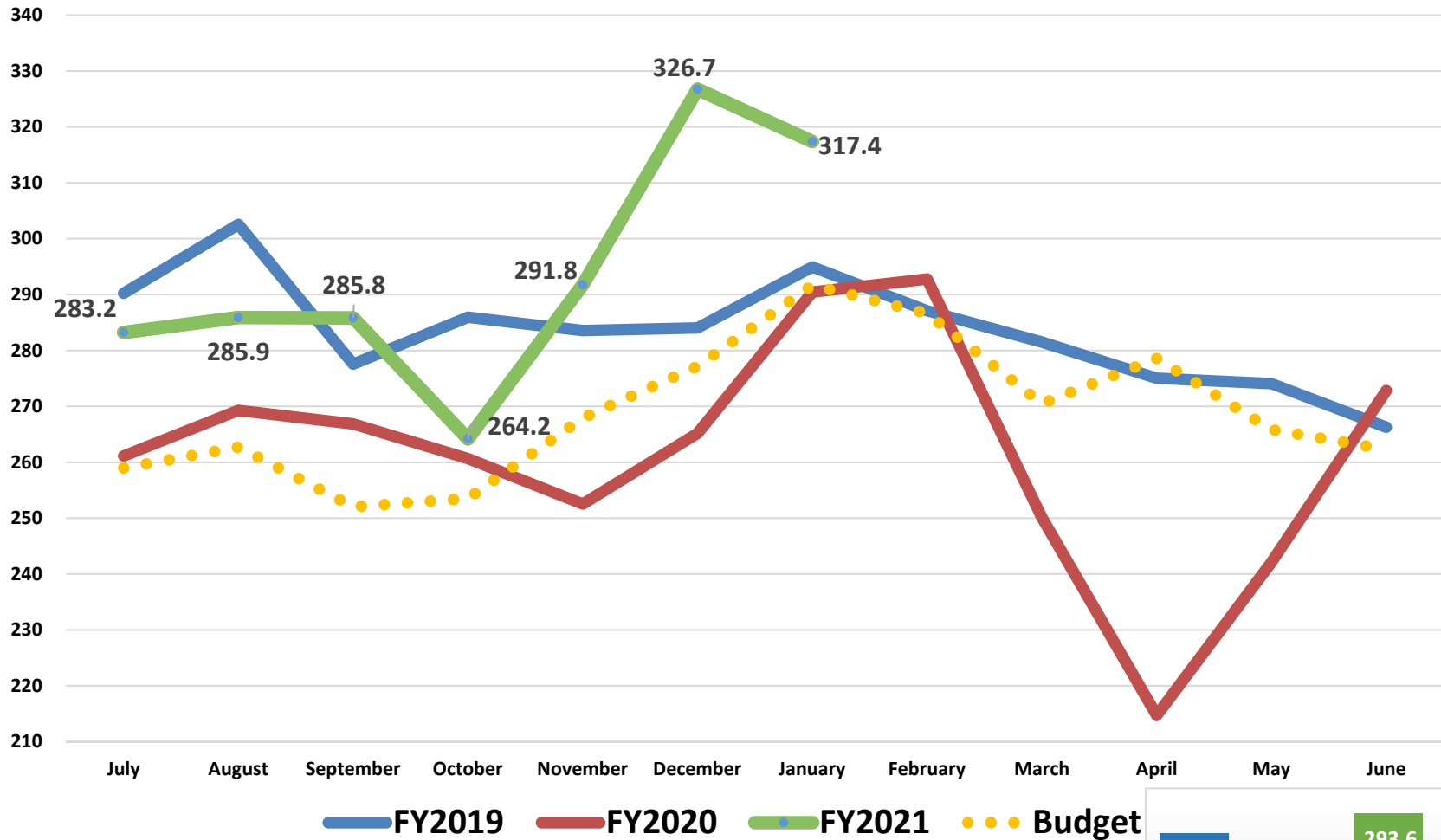
Difference

\$296,526

Average Daily Census



Medical Center – Average Daily Census



Statistical Results – Fiscal Year Comparison (January)

Actual Results			Budget	Budget Variance	
Jan 2020	Jan 2021	% Change	Jan 2021	Change	% Change

Average Daily Census	445	446	0.1%	450	(4)	(1.0%)
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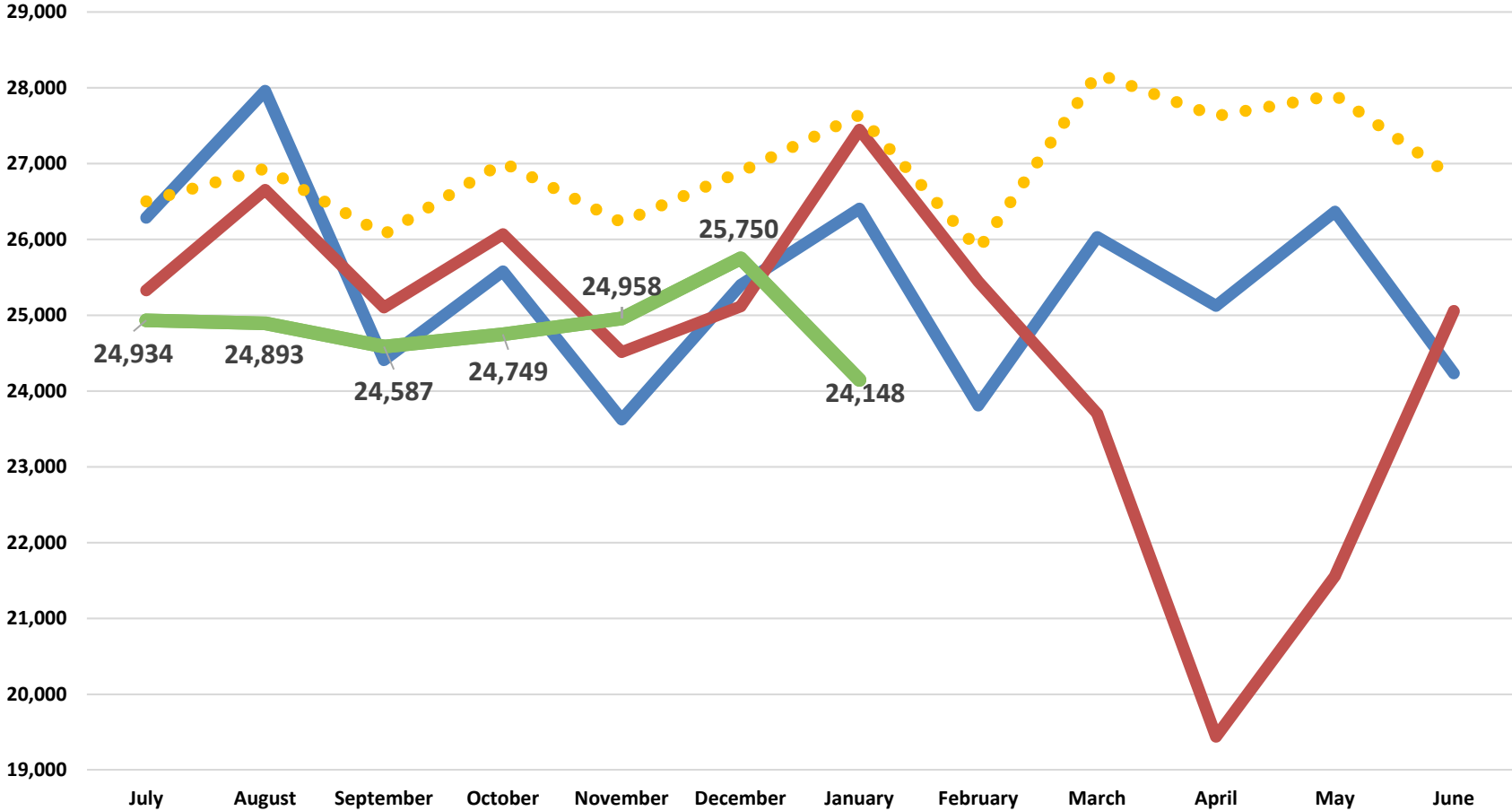
KDHCD Patient Days:

Medical Center	9,004	9,839	9.3%	9,042	797	8.8%
Acute I/P Psych	1,460	940	(35.6%)	1,464	(524)	(35.8%)
Sub-Acute	897	963	7.4%	959	4	0.4%
Rehab	622	388	(37.6%)	494	(106)	(21.5%)
TCS-Ortho	431	519	20.4%	630	(111)	(17.6%)
TCS	521	453	(13.1%)	540	(87)	(16.1%)
NICU	328	267	(18.6%)	322	(55)	(17.1%)
Nursery	536	448	(16.4%)	502	(54)	(10.8%)

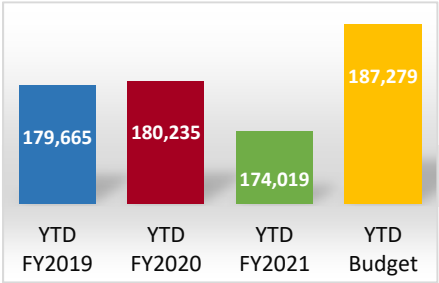
Total KDHCD Patient Days	13,799	13,817	0.1%	13,953	(136)	(1.0%)
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Total Outpatient Volume	43,803	45,198	3.2%	46,475	(1,277)	(2.7%)
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Adjusted Patient Days



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



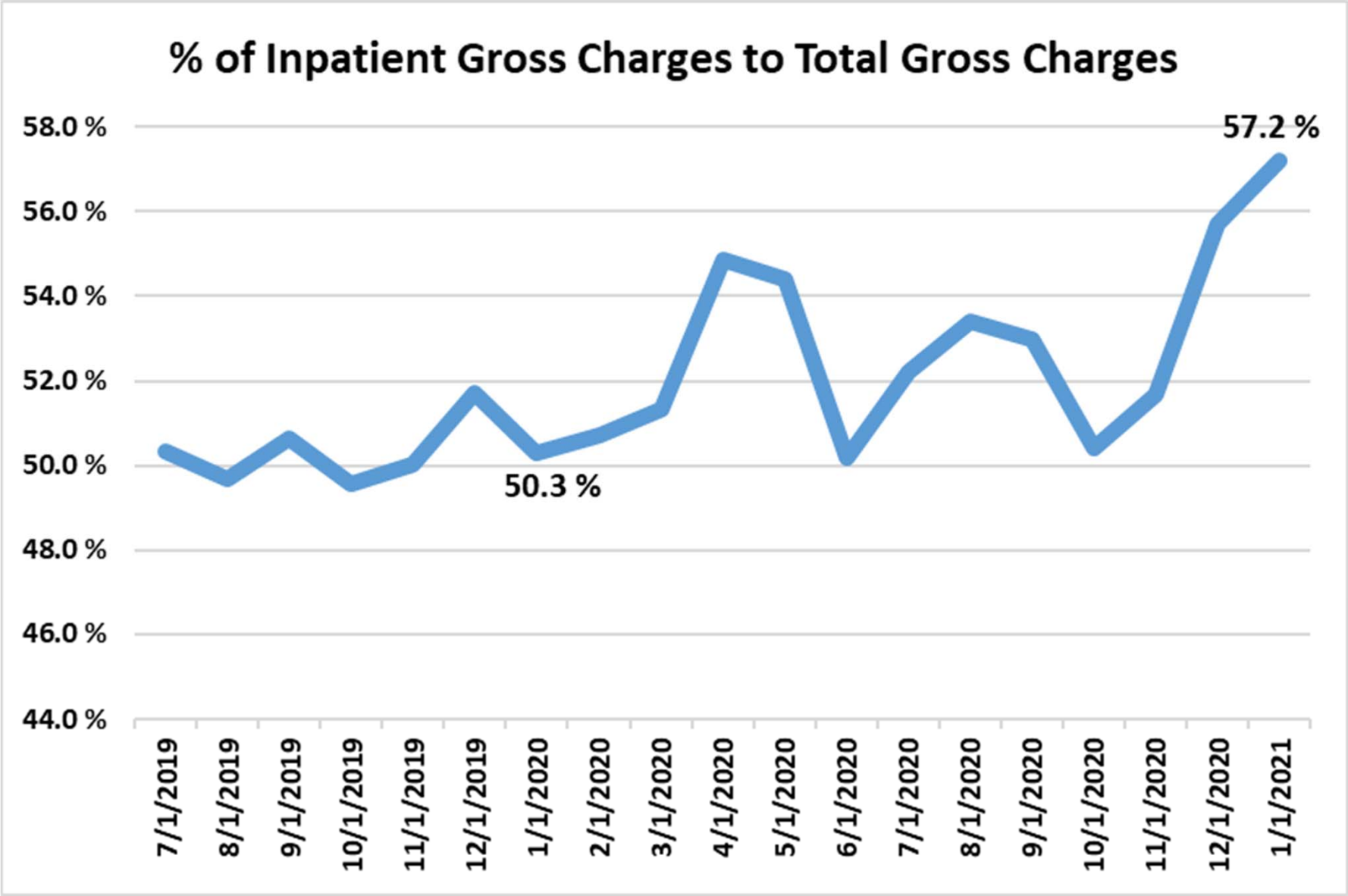
Other Statistical Results – Fiscal Year Comparison (Jan)

	Actual Results				Budget	Budget Variance	
	Jan 2020	Jan 2021	Change	% Change	Jan 2021	Change	% Change
Adjusted Patient Days	27,447	24,148	(3,299)	(12.0%)	27,648	(3,500)	(12.7%)
Outpatient Visits	43,803	45,198	1,395	3.2%	46,475	(1,277)	(2.7%)
Urgent Care - Court	4,397	6,315	1,918	43.6%	4,242	2,073	48.9%
RHC Registrations	9,979	13,879	3,900	39.1%	9,846	4,033	41.0%
Hospice Days	3,451	4,379	928	26.9%	4,132	247	6.0%
Home Health Visits	2,543	2,778	235	9.2%	2,613	165	6.3%
KDMF RVU	31,705	33,149	1,444	4.6%	36,922	(3,773)	(10.2%)
Dialysis Treatments	1,657	1,604	(53)	(3.2%)	1,876	(272)	(14.5%)
GME Clinic visits	1,088	1,047	(41)	(3.8%)	1,377	(330)	(24.0%)
Radiology/CT/US/MRI Proc (I/P & O/P)	15,596	14,726	(870)	(5.6%)	16,011	(1,285)	(8.0%)
Urgent Care - Demaree	3,146	2,844	(302)	(9.6%)	2,574	270	10.5%
OB Deliveries	385	339	(46)	(11.9%)	380	(41)	(10.8%)
Physical & Other Therapy Units	20,385	17,137	(3,248)	(15.9%)	19,016	(1,879)	(9.9%)
O/P Rehab Units	20,669	17,024	(3,645)	(17.6%)	19,723	(2,699)	(13.7%)
Radiation Oncology Treatments (I/P & O/P)	2,253	1,844	(409)	(18.2%)	2,305	(461)	(20.0%)
ED Total Registered	7,705	5,598	(2,107)	(27.3%)	7,705	(2,107)	(27.3%)
Cath Lab Minutes (IP & OP)	400	285	(115)	(28.8%)	406	(121)	(29.8%)
Infusion Center	497	313	(184)	(37.0%)	500	(187)	(37.4%)
Surgery Minutes-General & Robotic (I/P & O/P)	1,097	653	(444)	(40.5%)	1,276	(623)	(48.8%)
Endoscopy Procedures (I/P & O/P)	644	283	(361)	(56.1%)	404	(121)	(30.0%)

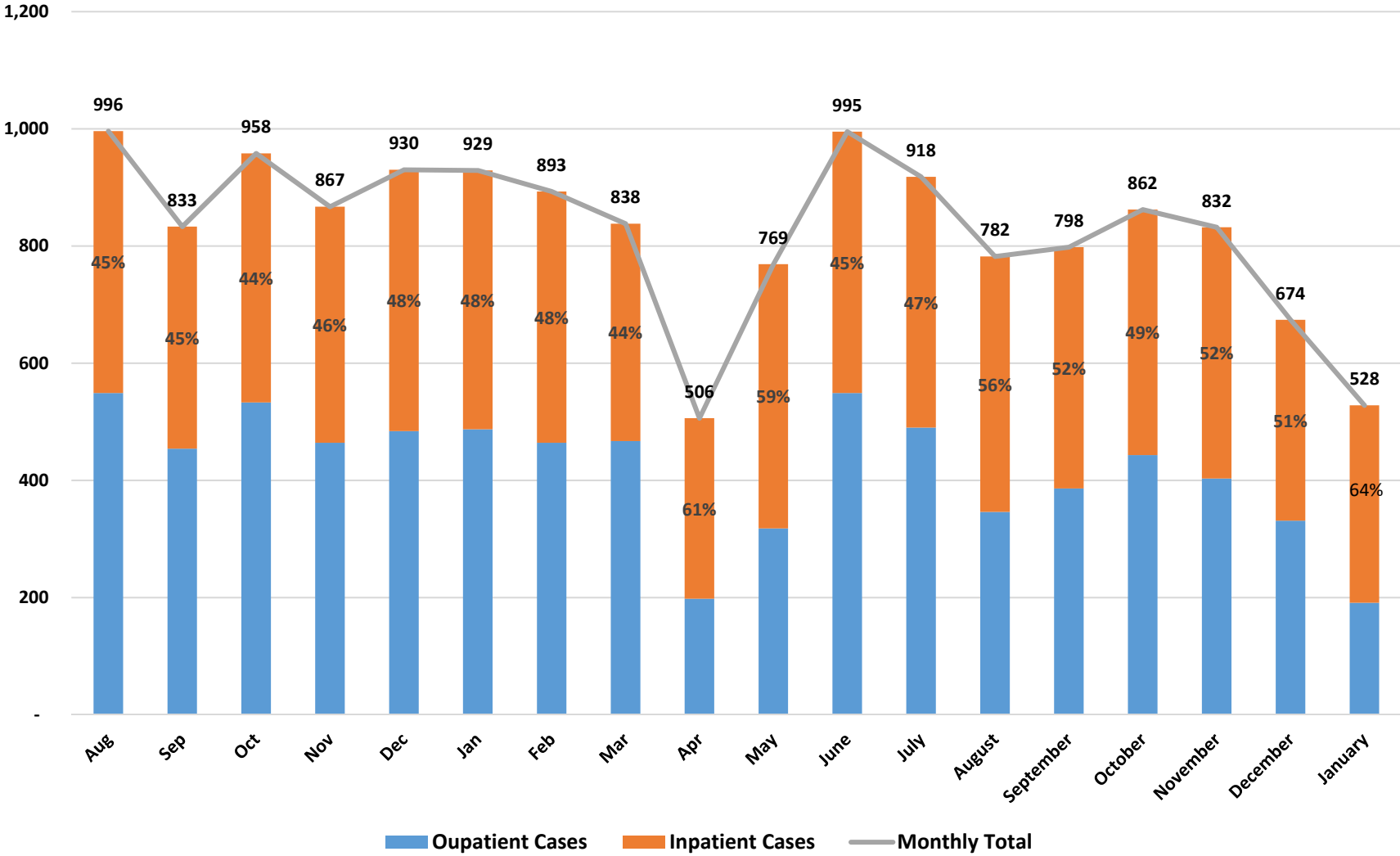
Other Statistical Results – Fiscal Year Comparison (Jul-Jan)

	Actual Results				Budget	Budget Variance	
	FY 2020	FY 2021	Change	% Change	FY 2021	Change	% Change
Adjusted Patient Days	180,231	173,952	(6,280)	(3.5%)	187,323	(13,371)	(7.1%)
Outpatient Visits	276,314	299,634	23,320	8.4%	293,169	6,465	2.2%
RHC Registrations	60,248	78,823	18,575	30.8%	63,296	15,527	24.5%
Hospice Days	24,207	30,226	6,019	24.9%	25,774	4,452	17.3%
Home Health Visits	18,946	20,768	1,822	9.6%	18,990	1,778	9.4%
GME Clinic visits	7,263	7,804	541	7.4%	8,568	(764)	(8.9%)
Urgent Care - Court	25,641	27,306	1,665	6.5%	26,421	885	3.3%
KDMF RVU	230,475	237,947	7,472	3.2%	260,170	(22,223)	(8.5%)
Radiation Oncology Treatments (I/P & O/P)	15,078	14,972	(106)	(0.7%)	15,430	(458)	(3.0%)
Radiology/CT/US/MRI Proc (I/P & O/P)	106,452	104,398	(2,054)	(1.9%)	108,993	(4,595)	(4.2%)
O/P Rehab Units	135,929	129,636	(6,293)	(4.6%)	139,087	(9,451)	(6.8%)
OB Deliveries	2,704	2,547	(157)	(5.8%)	2,821	(274)	(9.7%)
Surgery Minutes-General & Robotic (I/P & O/P)	7,401	6,893	(508)	(6.9%)	8,750	(1,857)	(21.2%)
Physical & Other Therapy Units	129,347	118,618	(10,729)	(8.3%)	135,086	(16,468)	(12.2%)
Dialysis Treatments	12,976	11,878	(1,098)	(8.5%)	12,960	(1,082)	(8.3%)
Cath Lab Minutes (IP & OP)	2,623	2,263	(360)	(13.7%)	2,770	(507)	(18.3%)
ED Total Registered	51,755	42,459	(9,296)	(18.0%)	53,696	(11,237)	(20.9%)
Urgent Care - Demaree	15,169	12,135	(3,034)	(20.0%)	16,016	(3,881)	(24.2%)
Endoscopy Procedures (I/P & O/P)	4,385	3,324	(1,061)	(24.2%)	4,326	(1,002)	(23.2%)
Infusion Center	3,198	2,177	(1,021)	(31.9%)	3,483	(1,306)	(37.5%)

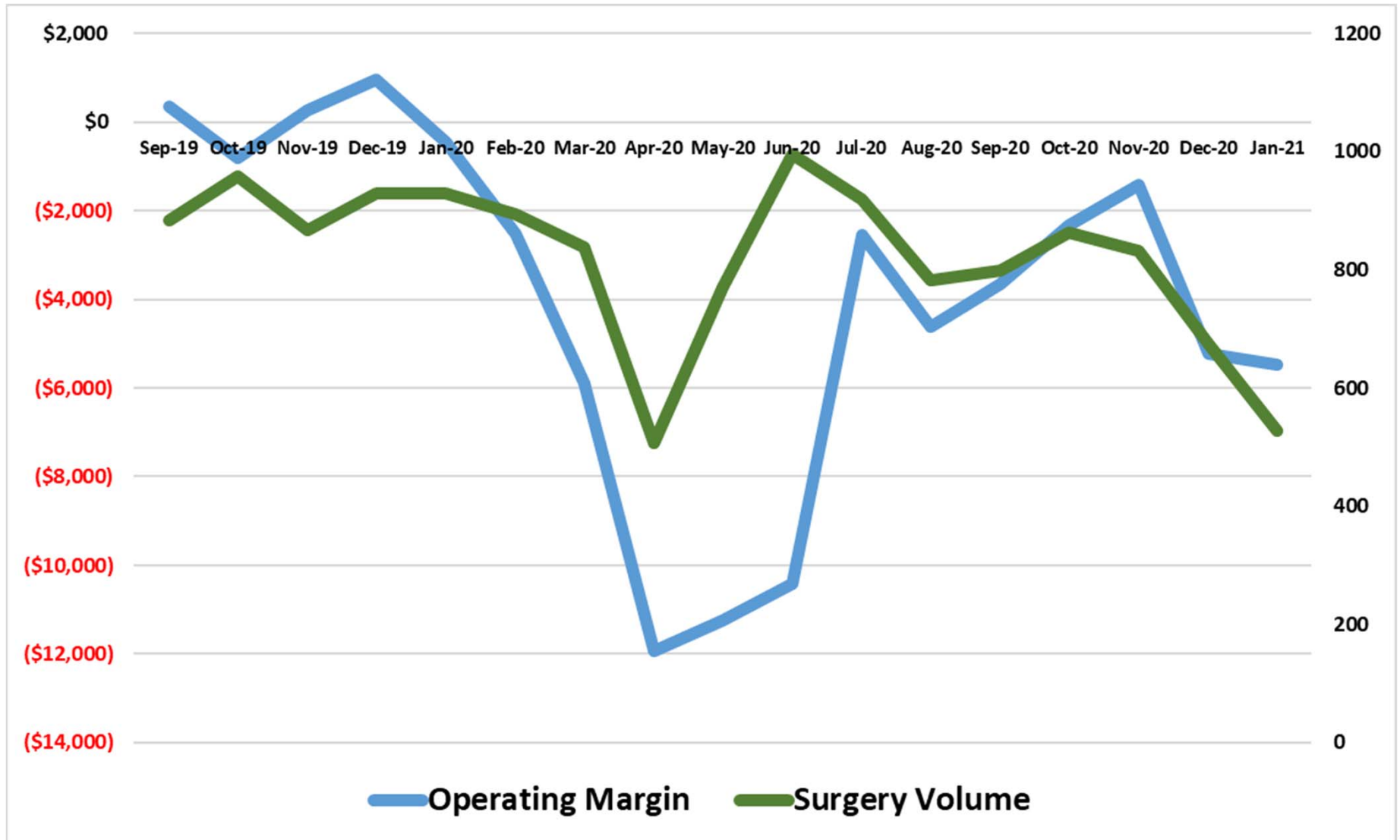
Relationship: Mix of Inpatient / Outpatient Charges



Surgery Volume



Relationship: Surgery Volume & Operating Margin



Operating Margin = Revenue less Operating Expenses – without stimulus funds

Trended Financial Comparison (000's)

	Adjusted Patient Days												
	27,447	25,445	23,703	19,442	21,561	25,057	24,934	24,893	24,587	24,749	24,958	25,750	24,148
	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21
Operating Revenue													
Net Patient Service Revenue	\$52,382	\$46,813	\$48,523	\$35,582	\$35,995	\$35,360	\$47,402	\$48,393	\$48,769	\$51,454	\$50,994	\$50,409	\$49,949
Supplemental Gov't Programs	5,367	5,435	3,839	5,577	5,572	5,406	3,979	3,979	3,979	3,980	3,979	3,979	4,822
Prime Program	905	905	905	103	103	6,908	429	429	429	429	429	429	713
Premium Revenue	4,145	4,794	4,218	4,297	4,542	5,911	4,239	4,561	4,351	4,408	4,271	4,318	4,690
Management Services Revenue	2,848	2,581	2,655	3,007	2,569	2,954	2,834	2,684	3,072	2,396	2,569	2,583	2,867
Other Revenue	2,039	2,251	1,686	1,590	1,968	826	2,127	1,686	1,716	1,871	1,471	2,008	1,022
Other Operating Revenue	15,305	15,966	13,303	14,574	14,754	22,005	13,608	13,339	13,548	13,083	12,719	13,317	14,115
Total Operating Revenue	67,687	62,778	61,826	50,156	50,750	57,365	61,009	61,732	62,317	64,537	63,713	63,726	64,064
Operating Expenses													
Salaries & Wages	27,060	25,206	27,448	25,081	25,402	26,208	26,540	26,671	26,449	27,583	25,984	28,026	28,111
Contract Labor	617	690	834	431	410	426	576	372	336	488	242	303	226
Employee Benefits	7,222	6,811	7,313	6,751	6,486	2,109	5,098	5,160	6,053	5,314	4,998	5,969	5,671
Total Employment Expenses	34,899	32,707	35,596	32,263	32,299	28,743	32,213	32,203	32,837	33,385	31,225	34,298	34,008
Medical & Other Supplies	11,127	10,347	10,216	8,115	8,423	13,315	10,036	10,720	11,619	10,713	10,999	11,492	12,014
Physician Fees	7,653	8,702	8,202	7,950	7,191	8,486	7,807	8,699	6,871	7,746	8,079	8,024	8,421
Purchased Services	1,698	1,380	1,681	409	1,587	3,093	1,239	1,518	988	1,685	1,592	1,628	1,935
Repairs & Maintenance	2,396	1,785	2,134	2,127	1,766	2,544	2,283	2,022	1,965	2,166	2,091	2,146	2,192
Utilities	439	472	483	331	477	586	506	606	646	644	491	439	537
Rents & Leases	568	562	572	552	511	483	503	516	517	529	543	504	546
Depreciation & Amortization	2,472	2,487	2,492	2,550	2,685	3,072	2,561	2,582	2,518	2,509	2,473	2,458	2,451
Interest Expense	468	501	500	494	493	779	555	555	557	556	555	555	555
Other Expense	1,822	1,660	1,796	1,570	1,676	2,046	1,478	1,347	1,266	1,747	1,863	1,610	1,808
Humana Cap Plan Expenses	1,904	2,048	1,347	2,879	2,145	1,912	1,562	3,040	3,137	2,750	2,677	2,935	2,217
Management Services Expense	2,702	2,644	2,711	2,856	2,739	2,732	2,815	2,559	3,050	2,447	2,553	2,876	2,860
Total Other Expenses	33,249	32,587	32,133	29,834	29,692	39,048	31,346	34,163	33,133	33,491	33,915	34,668	35,536
Total Operating Expenses	68,148	65,295	67,729	62,097	61,991	67,791	63,559	66,366	65,971	66,876	65,140	68,965	69,544
Operating Margin	(\$461)	(\$2,516)	(\$5,902)	(\$11,941)	(\$11,241)	(\$10,426)	(\$2,550)	(\$4,634)	(\$3,654)	(\$2,339)	(\$1,427)	(\$5,240)	(\$5,480)
Stimulus Funds			\$2,855	\$3,607	\$3,687	\$4,817	\$3,633	\$3,745	\$3,633	\$4,538	\$1,724	\$0	\$5,758
Operating Margin after Stimulus	(\$461)	(\$2,516)	(\$3,047)	(\$8,334)	(\$7,554)	(\$5,609)	\$1,083	(\$889)	(\$21)	\$2,199	\$297	(\$5,240)	\$278
Nonoperating Revenue (Loss)	682	733	1,957	507	652	4,412	909	699	(495)	638	1,083	1,963	605
Excess Margin	\$221	(\$1,783)	(\$1,091)	(\$7,827)	(\$6,902)	(\$1,197)	\$1,993	(\$191)	(\$515)	\$2,837	\$1,380	(\$3,276)	\$883

COVID IMPACT (000's)

March 2020-
January 2021

Operating Revenue	
Net Patient Service Revenue	\$502,830
Supplemental Gov't Programs	49,091
Prime Program	11,306
Premium Revenue	49,807
Management Services Revenue	30,190
Other Revenue	17,971
Other Operating Revenue	158,364
Total Operating Revenue	661,195
Operating Expenses	
Salaries & Wages	293,504
Contract Labor	4,645
Employee Benefits	60,922
Total Employment Expenses	359,071
Medical & Other Supplies	117,661
Physician Fees	87,476
Purchased Services	17,355
Repairs & Maintenance	23,436
Utilities	5,744
Rents & Leases	5,776
Depreciation & Amortization	28,350
Interest Expense	6,152
Other Expense	18,208
Humana Cap Plan Expenses	26,601
Management Services Expense	30,198
Total Other Expenses	366,957
Total Operating Expenses	726,029
Operating Margin	(\$64,834)
Stimulus Funds	\$37,997
Operating Margin after Stimulus	(\$26,837)
Nonoperating Revenue (Loss)	12,930
Excess Margin	(\$13,907)

January Financial Comparison (000's)

	Actual Results		Budget	Budget Variance	
	Jan 2020	Jan 2021	Jan 2021	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$52,382	\$49,949	\$52,000	(\$2,051)	(3.9%)
Other Operating Revenue	15,305	14,115	13,997	117	0.8%
Total Operating Revenue	67,687	64,064	65,998	(1,934)	(2.9%)
Operating Expenses					
Employment Expense	34,899	34,008	33,619	389	1.2%
Other Operating Expense	33,249	35,536	32,125	3,411	10.6%
Total Operating Expenses	68,148	69,544	65,744	3,800	5.8%
Operating Margin	(\$461)	(\$5,480)	\$254	(\$5,734)	(2261%)
Stimulus Funds	0	5,758	0	5,758	
Operating Margin after Stimulus	(\$461)	\$278	\$254	\$24	9.5%
Non Operating Revenue (Loss)	682	605	645	(40)	(6.2%)
Excess Margin	\$221	\$883	\$899	(\$16)	(1.7%)

Operating Margin %	(0.7%)	(8.6%)	0.4%
OM after Stimulus%	(0.7%)	0.4%	0.4%
Excess Margin %	0.3%	1.3%	1.3%
Operating Cash Flow Margin %	3.7%	(3.9%)	5.3%

YTD (Jul.-Jan.) 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	\$355,587	\$347,369	\$355,797	(\$8,428)	(2.4%)
Other Operating Revenue	97,299	93,729	94,281	(552)	(0.6%)
Total Operating Revenue	452,886	441,098	450,078	(8,980)	(2.0%)
Operating Expenses					
Employment Expense	230,911	230,170	230,071	99	0.0%
Other Operating Expense	219,540	236,251	221,689	14,562	6.6%
Total Operating Expenses	450,451	466,421	451,760	14,661	3.2%
Operating Margin	\$2,435	(\$25,323)	(\$1,682)	(\$23,641)	(1405%)
Stimulus Funds	0	23,031	0	23,031	100%
Operating Margin after Stimulus	\$2,435	(\$2,292)	(\$1,682)	(\$610)	(36.3%)
Non Operating Revenue (Loss)	8,716	5,403	4,485	919	20.5%
Excess Margin	\$11,151	\$3,111	\$2,803	\$309	11.0%

Operating Margin %	0.5%	(5.7%)	(0.4%)
OM after Stimulus%	0.5%	(0.5%)	(0.4%)
Excess Margin %	2.4%	0.7%	0.6%
Operating Cash Flow Margin %	5.1%	(0.9%)	4.7%

January Financial Comparison (000's)

	Actual Results			Budget	Budget Variance		Explanation
	Jan 2020	Jan 2021	% Change	Jan 2021	Change	% Change	
Operating Revenue							
Net Patient Service Revenue	\$52,382	\$49,949	(4.6%)	\$52,000	(\$2,051)	(3.9%)	See highlights slide
Supplemental Gov't Programs	5,367	4,822	(10.2%)	4,111	711	17.3%	
Prime Program	905	713	(21.2%)	429	284	66.2%	
Premium Revenue	4,145	4,690	13.2%	4,538	153	3.4%	
Management Services Revenue	2,848	2,867	0.7%	2,797	70	2.5%	
Other Revenue	2,039	1,022	(49.9%)	2,123	(1,101)	(51.8%)	See highlights slide
Other Operating Revenue	15,305	14,115	(7.8%)	13,997	117	0.8%	
Total Operating Revenue	67,687	64,064	(5.4%)	65,998	(1,934)	(2.9%)	
Operating Expenses							
Salaries & Wages	27,060	28,111	3.9%	27,349	763	2.8%	See highlights slide
Contract Labor	617	226	(63.3%)	600	(374)	(62.3%)	
Employee Benefits	7,222	5,671	(21.5%)	5,670	1	0.0%	
Total Employment Expenses	34,899	34,008	(2.6%)	33,619	389	1.2%	
Medical & Other Supplies	11,127	12,014	8.0%	10,542	1,472	14.0%	See highlights slide
Physician Fees	7,653	8,421	10.0%	7,462	959	12.9%	See highlights slide
Purchased Services	1,943	1,935	(0.4%)	1,738	197	11.3%	
Repairs & Maintenance	2,396	2,192	(8.5%)	2,298	(106)	(4.6%)	
Utilities	439	537	22.4%	486	51	10.6%	
Rents & Leases	568	546	(4.0%)	539	7	1.2%	
Depreciation & Amortization	2,472	2,451	(0.9%)	2,692	(242)	(9.0%)	
Interest Expense	468	555	18.5%	572	(17)	(3.0%)	
Other Expense	1,822	1,808	(0.7%)	1,150	658	57.2%	
Humana Cap Plan Expenses	1,659	2,217	33.6%	1,885	332	17.6%	
Management Services Expense	2,702	2,860	5.8%	2,761	98	3.6%	
Total Other Expenses	33,249	35,536	6.9%	32,125	3,411	10.6%	
Total Operating Expenses	68,148	69,544	2.0%	65,744	3,800	5.8%	
Operating Margin	(\$461)	(\$5,480)	(1090%)	\$254	(\$5,734)	(2261%)	
Stimulus Funds	0	5,758		0	5,758		See highlights slide
Operating Margin after Stimulus	(\$461)	\$278	160.3%	\$254	\$24	9.5%	
Nonoperating Revenue (Loss)	682	605	(11.2%)	645	(40)	(6.2%)	
Excess Margin	\$221	\$883	299.1%	\$899	(\$16)	(1.7%)	

Operating Margin %	(0.7%)	(8.6%)		0.4%
OM after Stimulus%	(0.7%)	0.4%		0.4%
Excess Margin %	0.3%	1.3%		1.3%
Operating Cash Flow Margin %	3.7%	6.0%		5.3%

YTD Financial Comparison (000's)

	Actual Results FYTD Jul-Jan			Budget FYTD	Budget Variance	FYTD
	FYTD2020	FYTD2021	% Change	FYTD2021	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$355,587	\$347,369	(2.3%)	\$355,797	(\$8,428)	(2.4%)
Supplemental Gov't Programs	30,747	28,697	(6.7%)	28,778	(81)	(0.3%)
Prime Program	7,271	3,286	(54.8%)	3,002	284	9.5%
Premium Revenue	27,140	30,838	13.6%	28,624	2,214	7.7%
Management Services Revenue	19,039	19,005	(0.2%)	19,206	(201)	(1.0%)
Other Revenue	13,101	11,903	(9.2%)	14,671	(2,768)	(18.9%)
Other Operating Revenue	97,299	93,729	(3.7%)	94,281	(552)	(0.6%)
Total Operating Revenue	452,886	441,098	(2.6%)	450,078	(8,980)	(2.0%)
Operating Expenses						
Salaries & Wages	179,247	189,364	5.6%	186,772	2,592	1.4%
Contract Labor	6,975	2,543	(63.5%)	3,966	(1,423)	(35.9%)
Employee Benefits	44,688	38,263	(14.4%)	39,333	(1,070)	(2.7%)
Total Employment Expenses	230,911	230,170	(0.3%)	230,071	99	0.0%
Medical & Other Supplies	69,076	77,593	12.3%	72,242	5,351	7.4%
Physician Fees	52,064	55,647	6.9%	52,281	3,366	6.4%
Purchased Services	16,751	10,583	(36.8%)	10,574	9	0.1%
Repairs & Maintenance	15,132	14,865	(1.8%)	16,058	(1,193)	(7.4%)
Utilities	3,653	3,868	5.9%	3,983	(115)	(2.9%)
Rents & Leases	3,694	3,659	(0.9%)	3,808	(150)	(3.9%)
Depreciation & Amortization	17,393	17,552	0.9%	18,622	(1,071)	(5.7%)
Interest Expense	3,118	3,886	24.6%	4,002	(116)	(2.9%)
Other Expense	11,674	11,120	(4.7%)	7,963	3,157	39.6%
Humana Cap Plan Expenses	8,305	18,319	120.6%	13,193	5,126	38.9%
Management Services Expense	18,680	19,160	2.6%	18,961	199	1.0%
Total Other Expenses	219,540	236,251	7.6%	221,689	14,562	6.6%
Total Operating Expenses	450,451	466,421	3.5%	451,760	14,661	3.2%
Operating Margin	\$2,435	(\$25,323)	(1140%)	(\$1,682)	(\$23,641)	(1405%)
Stimulus Funds	0	23,031	100.0%	0	23,031	100.0%
Operating Margin after Stimulus	\$2,435	(\$2,292)	(194.1%)	(\$1,682)	(\$610)	(36.3%)
Nonoperating Revenue (Loss)	8,716	5,403	(38.0%)	4,485	919	20.5%
Excess Margin	\$11,151	\$3,111	(72.1%)	\$2,803	\$309	11.0%
Operating Margin %	0.5%	(5.7%)		(0.4%)		
OM after Stimulus%	0.5%	(0.5%)		(0.4%)		
Excess Margin %	2.4%	0.7%		0.6%		
Operating Cash Flow Margin %	5.1%	(0.9%)		4.7%		

Kaweah Delta Medical Foundation

Fiscal Year Financial Comparison (000's)

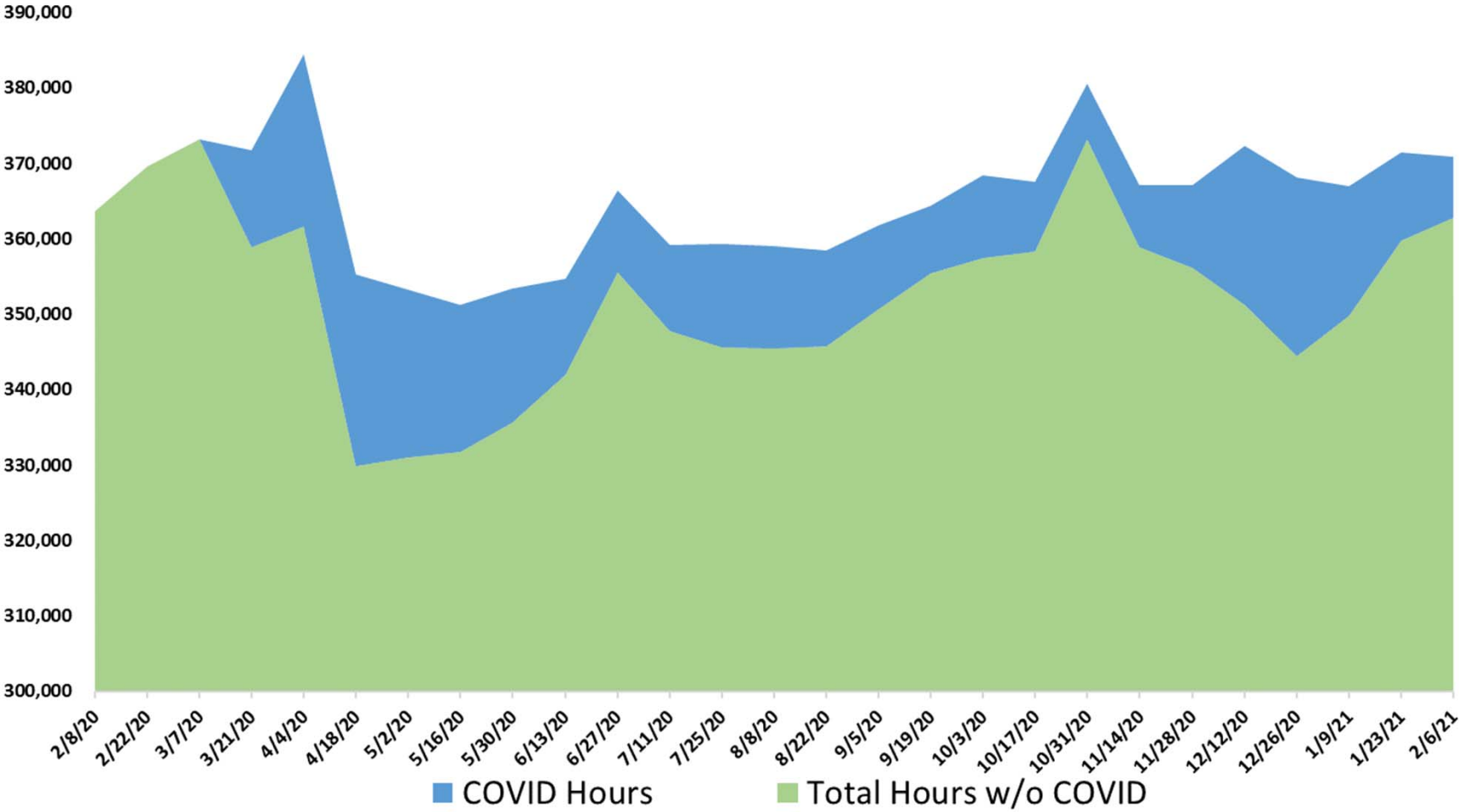
	Actual Results FYTD Jul – Jan			Budget FYTD	Budget Variance FYTD	
	FYTD2020	FYTD2021	% Change	FYTD2021	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$26,097	\$27,063	3.7%	\$29,283	(\$2,220)	(7.6%)
Other Operating Revenue	389	256	(34.1%)	459	(203)	(44.2%)
Total Operating Revenue	26,486	27,319	3.1%	29,742	(2,423)	(8.1%)
Operating Expenses						
Salaries & Wages	6,776	6,536	(3.5%)	7,041	(505)	(7.2%)
Contract Labor	48	0	(100.0%)	5	(5)	0.0%
Employee Benefits	1,695	1,223	(27.9%)	1,470	(247)	(16.8%)
Total Employment Expenses	8,519	7,759	(8.9%)	8,517	(758)	(8.9%)
Medical & Other Supplies	3,531	4,039	14.4%	4,154	(116)	(2.8%)
Physician Fees	14,145	15,229	7.7%	16,510	(1,281)	(7.8%)
Purchased Services	691	540	(21.8%)	538	3	0.5%
Repairs & Maintenance	1,191	1,372	15.2%	1,581	(209)	(13.2%)
Utilities	225	265	17.9%	261	5	1.8%
Rents & Leases	1,606	1,625	1.2%	1,628	(2)	(0.2%)
Depreciation & Amortization	620	582	(6.1%)	594	(12)	(2.0%)
Interest Expense	8	2	(73.3%)	2	(0)	(12.2%)
Other Expense	1,045	728	(30.3%)	703	25	3.5%
Total Other Expenses	23,061	24,382	5.7%	25,970	(1,588)	(6.1%)
Total Operating Expenses	31,580	32,141	1.8%	34,487	(2,346)	(6.8%)
Excess Margin	(\$5,094)	(\$4,822)	5.3%	(\$4,745)	(\$77)	(1.6%)

Excess Margin %	(19.2%)	(17.6%)	(16.0%)
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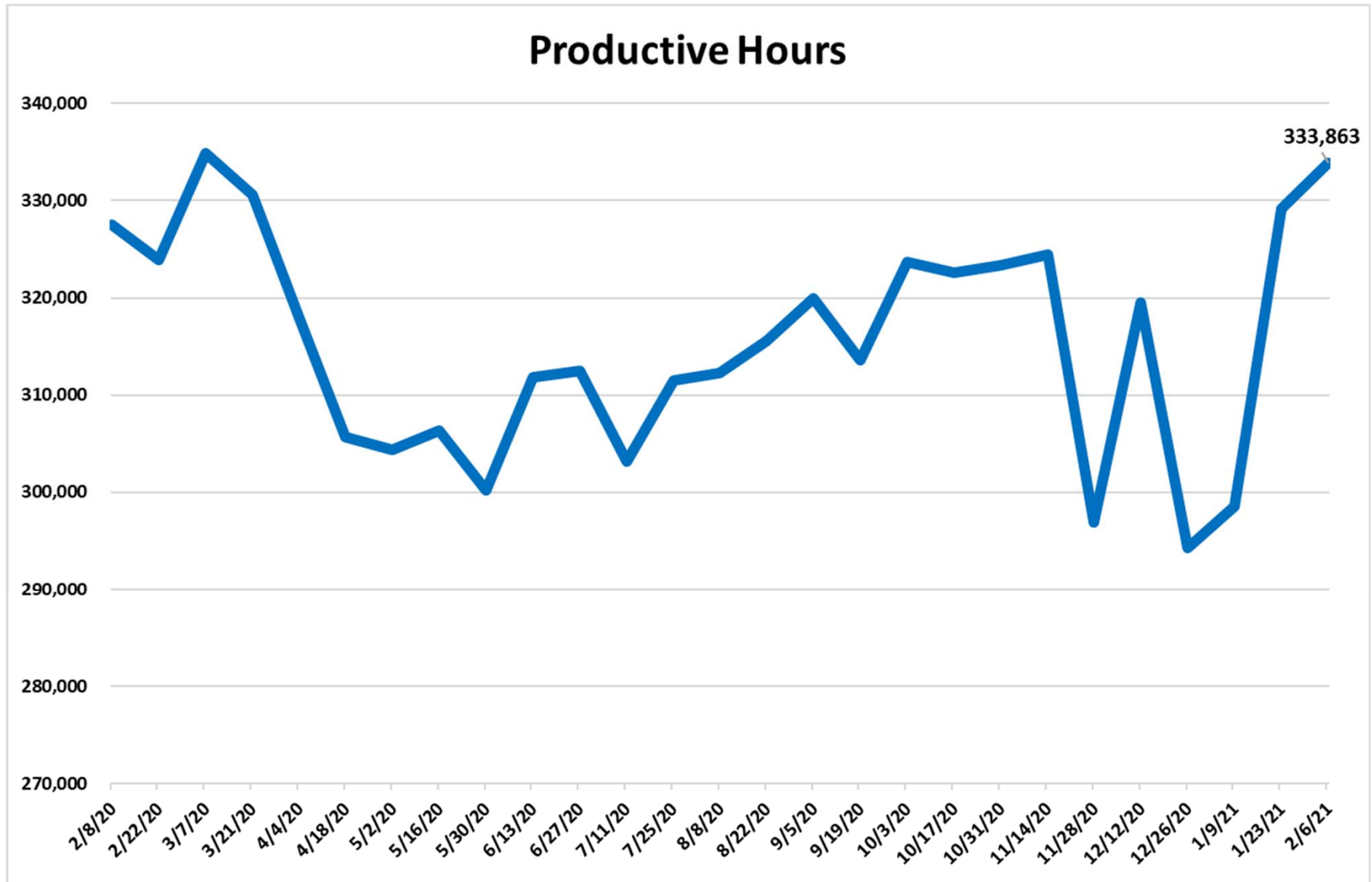
Month of January - Budget Variances

- **Net Patient Revenues:** Net patient revenue was less than January budget expectation by \$2.1M due to lower surgical, cath lab and overall outpatient volumes.
- **Other Operating Revenues:** Other Revenue was \$1.1M lower than budget as COVID continues to impact these revenue generating areas which are not open or are experiencing lower-than-budgeted volumes.
- **Salaries and Contract Labor:** We experienced an unfavorable budget variance of \$389K in January. The unfavorable variance is primarily due to \$505K of salaries allocated to unbudgeted COVID related activities and additional premium dollars paid in overtime and shift bonuses.
- **Medical & Other Supplies:** The \$1.5M unfavorable variance resulted from \$975K of COVID related supplies as well as additional COVID related pharmaceutical expenditures.
- **Physician Fees:** Due to new underbudgeted contracts, this area continues to be over budget and experienced a \$959K unfavorable variance in January.
- **Stimulus Income:** The HHS Phase III general distribution of \$11.1M was received in January 2021, with half of that amount recognized in January and the remainder to be recognized in February and March.

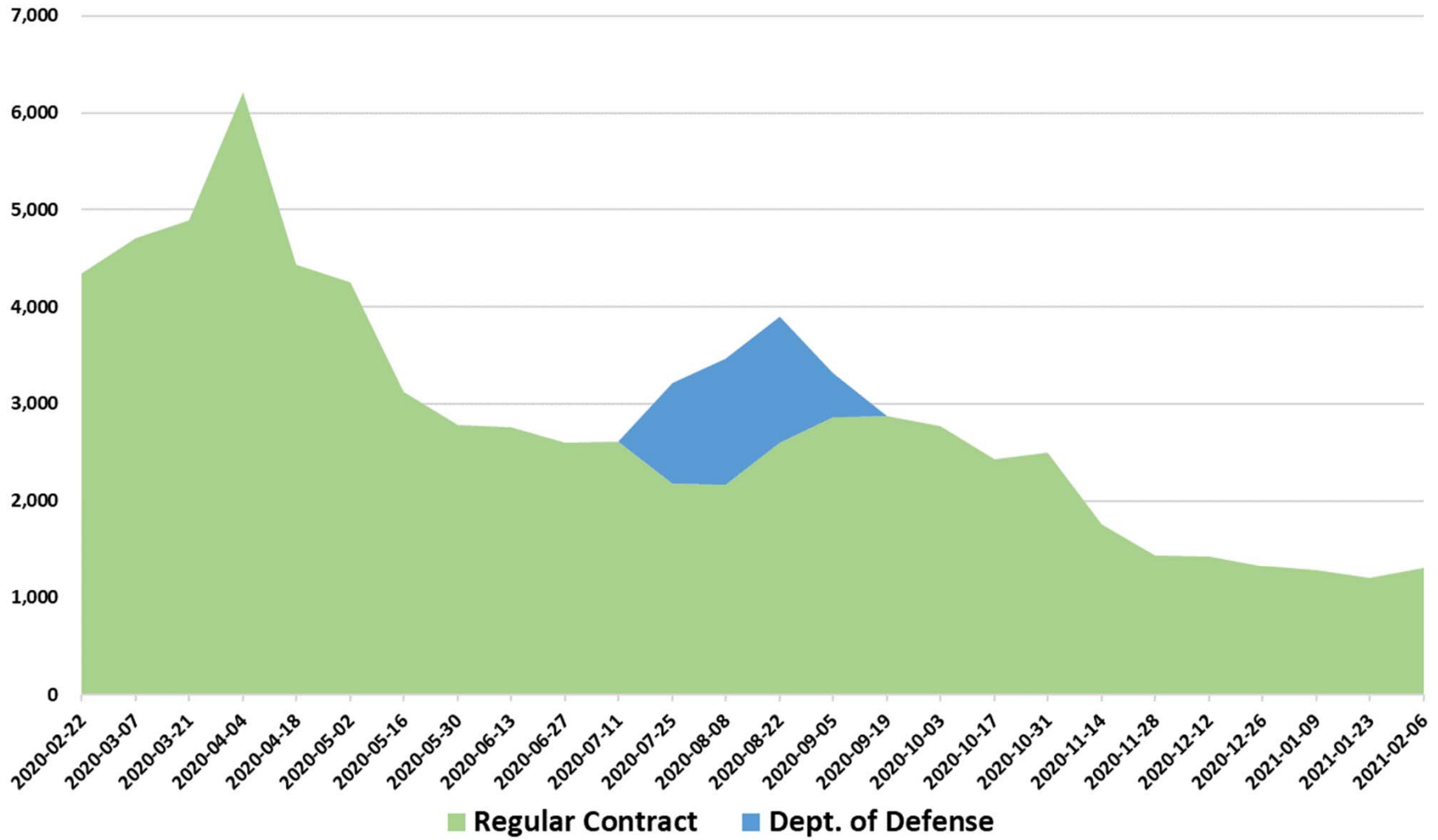
Total Payroll Hours (excludes PTO cash out hours)



Productive Hours (excludes PTO cash out hours)

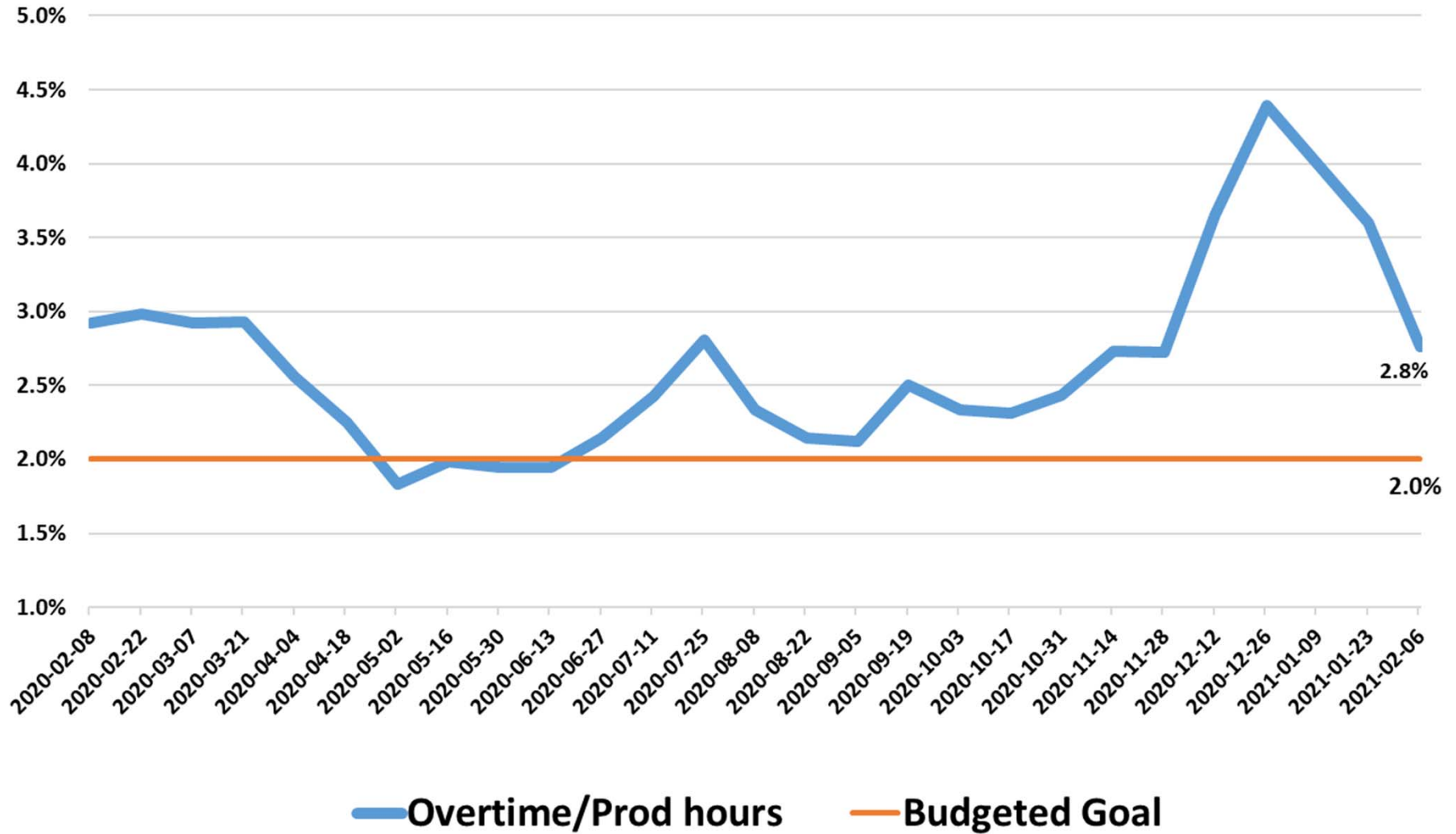


Contract Labor Hours

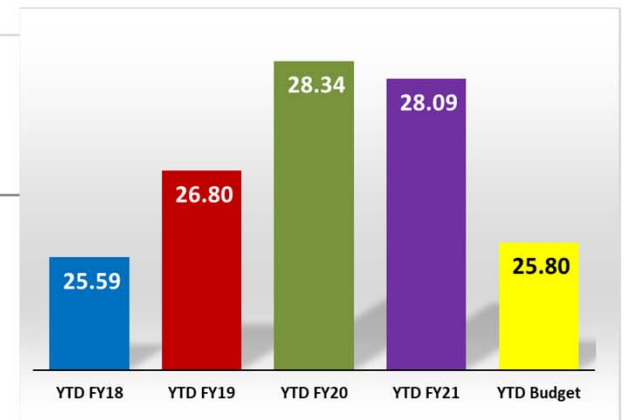
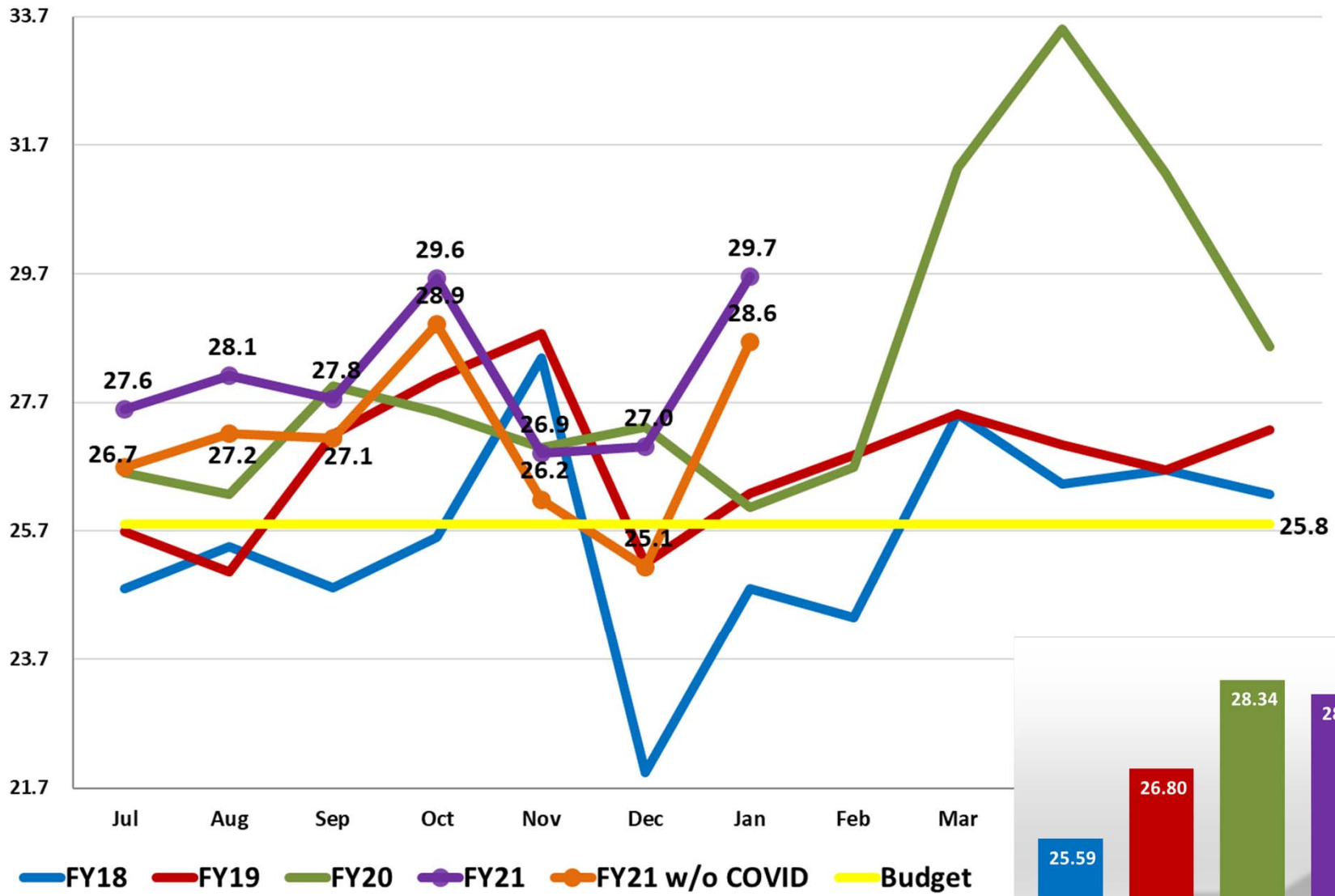


Overtime

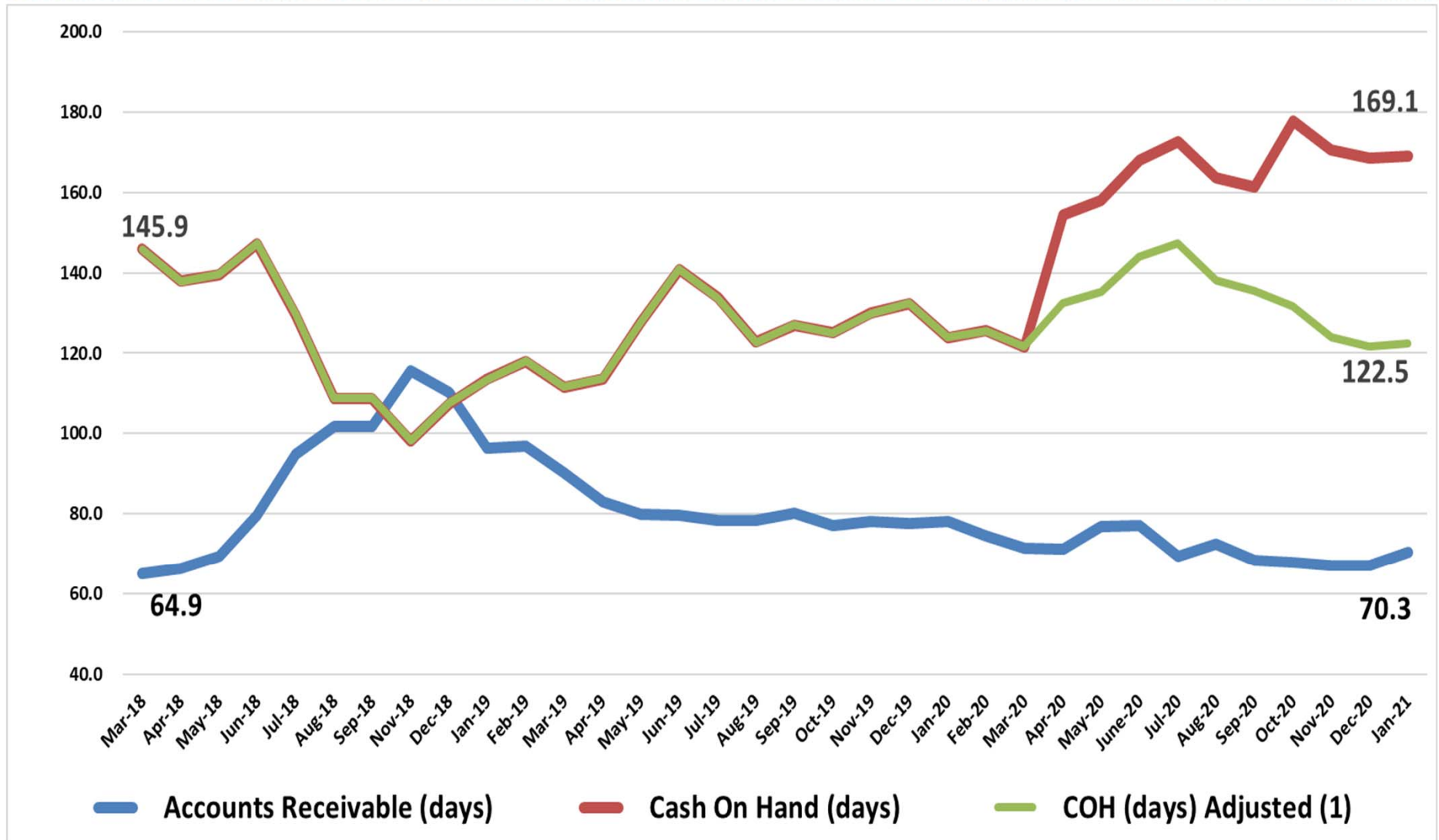
Overtime as a % of Productive Hours



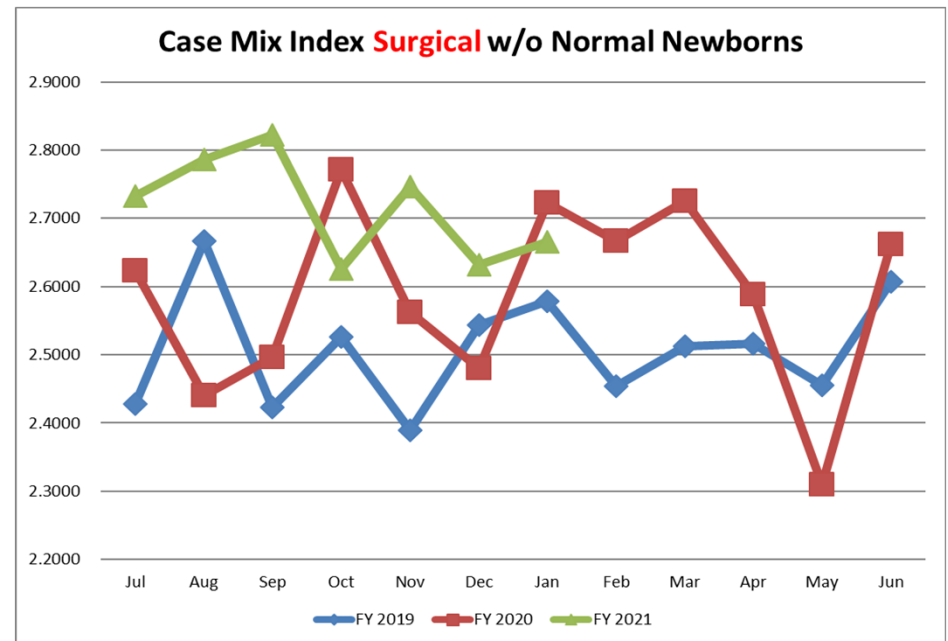
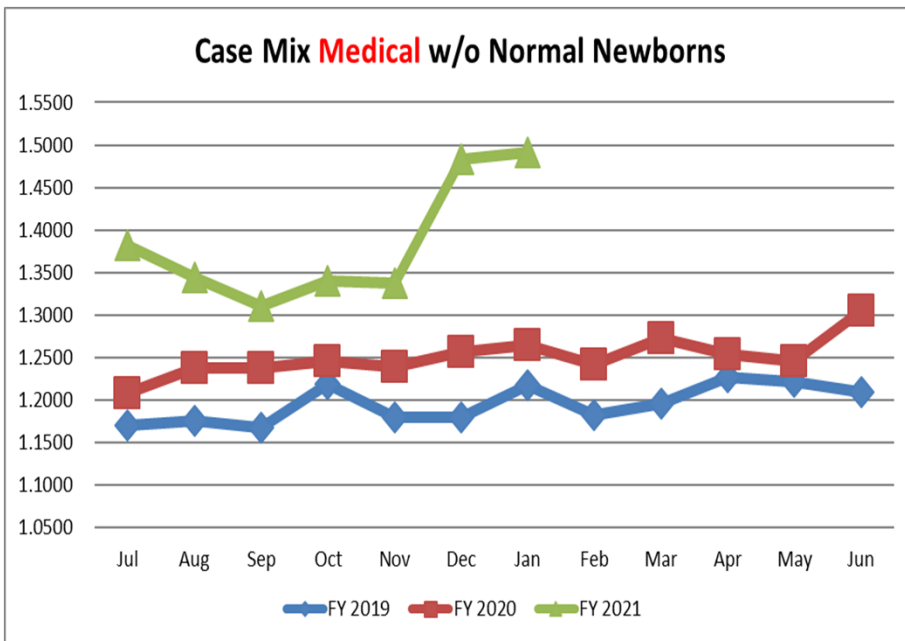
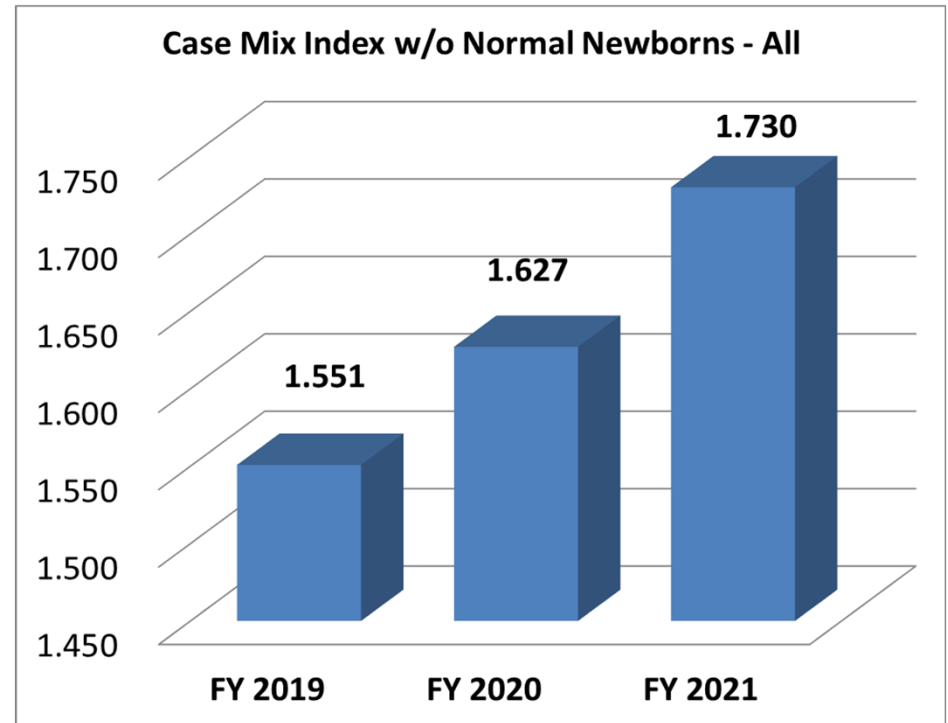
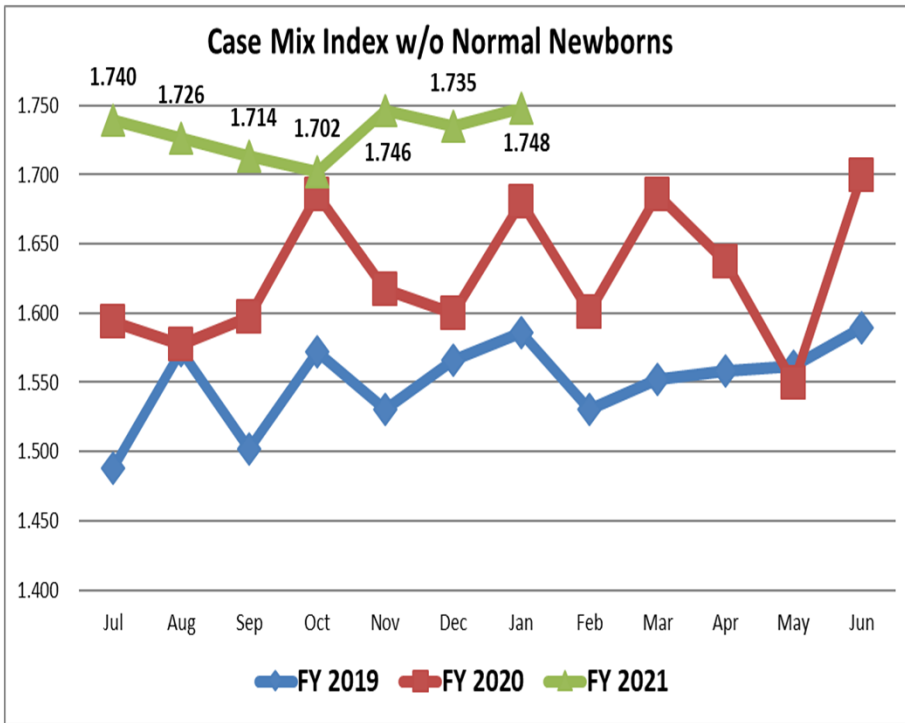
Productivity: Worked Hours/Adjusted Patient Days



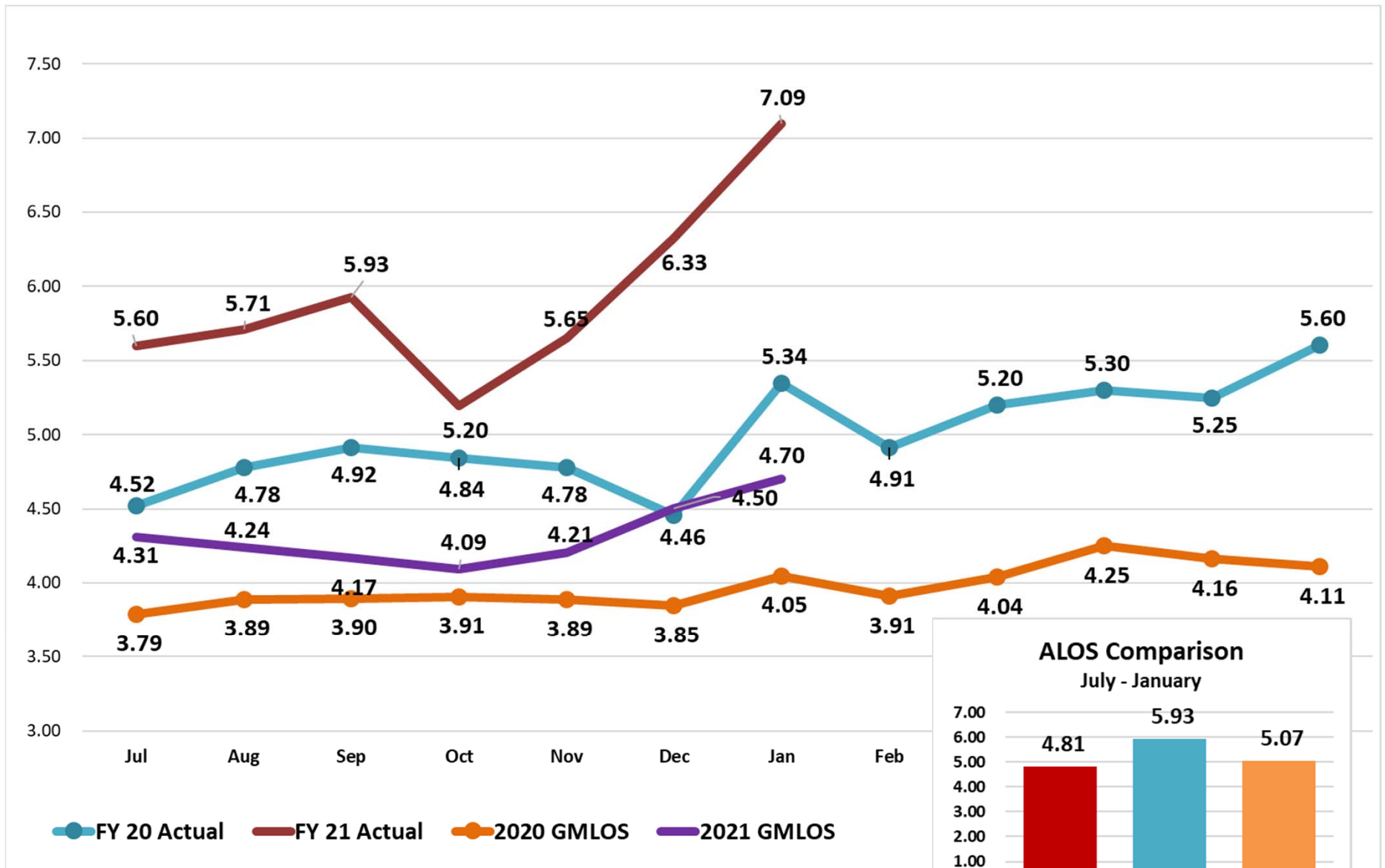
Trended Liquidity Ratios



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

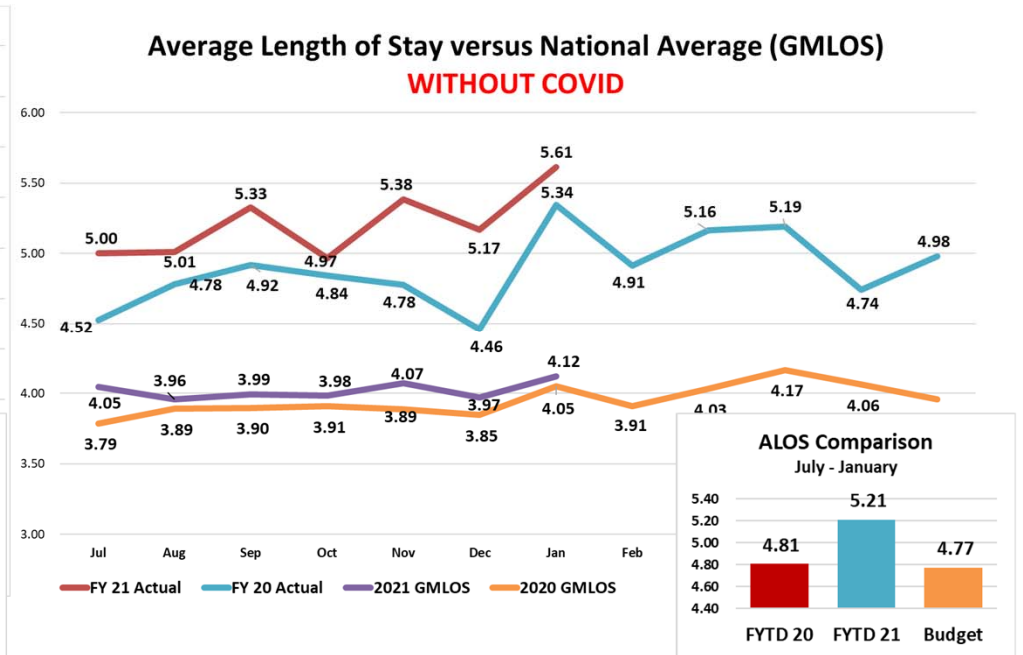
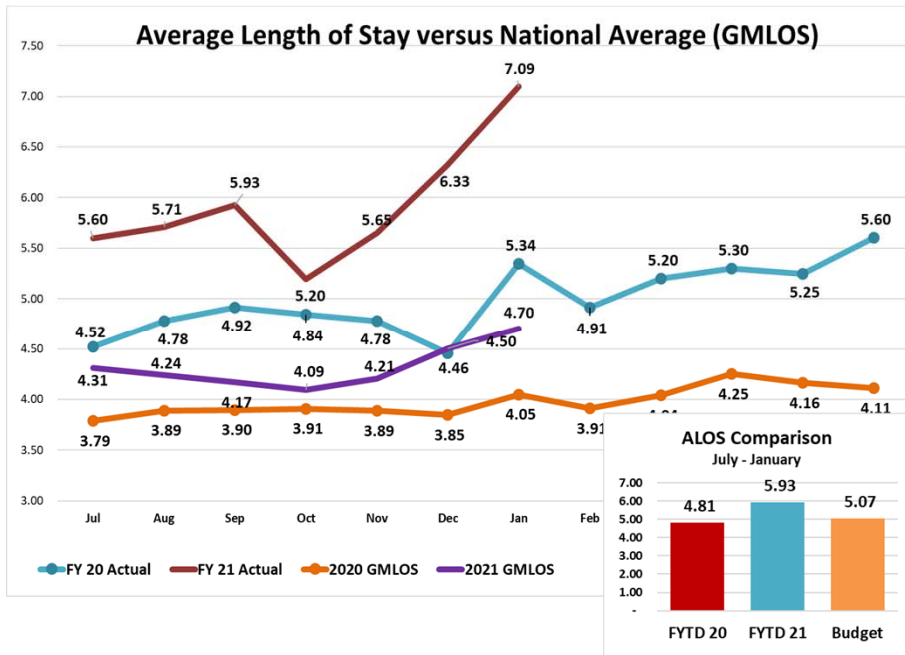


Average Length of Stay versus National Average (GMLoS)



Average Length of Stay versus National Average (GMLOS)

	Including COVID Patients			Excluding COVID Patients			Gap Diff	%
	ALOS	GMLOS	GAP	ALOS	GMLOS	GAP		
Mar-20	5.20	4.04	1.16	5.16	4.03	1.13	0.03	2%
Apr-20	5.30	4.25	1.05	5.19	4.17	1.03	0.02	2%
May-20	5.25	4.16	1.09	4.74	4.07	0.68	0.41	38%
Jun-20	5.60	4.11	1.49	4.98	3.96	1.02	0.47	31%
Jul-20	5.60	4.31	1.29	5.00	4.05	0.96	0.33	26%
Aug-20	5.71	4.24	1.47	5.01	3.96	1.05	0.42	28%
Sep-20	5.93	4.17	1.76	5.33	3.99	1.34	0.42	24%
Oct-20	5.20	4.09	1.10	4.97	3.98	0.99	0.12	11%
Nov-20	5.65	4.21	1.44	5.38	4.07	1.31	0.13	9%
Dec-20	6.33	4.50	1.82	5.17	3.97	1.20	0.62	34%
Jan-21	7.09	4.70	2.40	5.61	4.12	1.49	0.90	38%
Average	5.71	4.25	1.46	5.14	4.03	1.11	0.35	24%



Opportunity Cost of Reducing LOS to National Average - \$39.2M FY20



KAWEAH DELTA HEALTH CARE DISTRICT
CONSOLIDATED INCOME STATEMENT (000's)
FISCAL YEAR 2020 & 2021

Fiscal Year	Operating Revenue			Operating Expenses								Operating Income	Non- Operating Income	Net Income	Operating Margin %	Excess Margin
	Net Patient Revenue	Other Operating Revenue	Operating Revenue Total	Personnel Expense	Physician Fees	Supplies Expense	Other Operating Expense	Operating Expenses Total								
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	35,360	22,005	57,365	28,744	8,486	13,315	17,247	67,791	(10,427)	9,229	(1,198)	(18.2%)	(1.8%)			
2020 FY Total	\$ 557,860	\$ 177,901	\$ 735,761	\$ 392,520	\$ 92,595	\$ 119,490	\$ 170,748	\$ 775,353	\$ (39,592)	\$ 31,941	\$ (7,651)	(5.4%)	(1.0%)			
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%)			
Sep-20	48,769	13,548	62,317	32,837	6,871	11,619	14,643	65,971	(3,654)	3,138	(515)	(5.9%)	(0.8%)			
Oct-20	51,454	13,083	64,537	33,385	7,746	10,713	15,033	66,876	(2,339)	5,177	2,837	(3.6%)	4.4%			
Nov-20	50,994	12,719	63,713	31,225	8,079	10,999	14,837	65,140	(1,427)	2,807	1,380	(2.2%)	2.2%			
Dec-20	50,409	13,317	63,726	34,298	8,024	11,492	15,152	68,965	(5,240)	1,963	(3,276)	(8.2%)	(5.1%)			
Jan-21	49,949	14,115	64,064	34,008	8,421	12,014	15,101	69,544	(5,480)	6,363	883	(8.6%)	1.4%			
2021 FY Total	\$ 347,369	\$ 93,729	\$ 441,098	\$ 230,170	\$ 55,647	\$ 77,593	\$ 103,012	\$ 466,421	\$ (25,323)	\$ 28,434	\$ 3,111	(5.7%)	0.7%			
FYTD Budget	355,797	94,281	450,078	230,071	52,281	72,242	97,166	451,760	(1,682)	4,485	2,803	(0.4%)	0.6%			
Variance	\$ (8,428)	\$ (552)	\$ (8,980)	\$ 99	\$ 3,366	\$ 5,351	\$ 5,845	\$ 14,661	\$ (23,641)	\$ 23,950	\$ 309					
Current Month Analysis																
Jan-21	\$ 49,949	\$ 14,115	\$ 64,064	\$ 34,008	\$ 8,421	\$ 12,014	\$ 15,101	\$ 69,544	\$ (5,480)	\$ 6,363	\$ 883	(8.6%)	1.3%			
Budget	52,000	13,997	65,998	33,619	7,462	10,542	14,122	65,744	254	645	899	0.4%	1.3%			
Variance	\$ (2,051)	\$ 117	\$ (1,934)	\$ 389	\$ 959	\$ 1,472	\$ 979	\$ 3,800	\$ (5,734)	\$ 5,718	(16)					

KAWEAH DELTA HEALTH CARE DISTRICT

FISCAL YEAR 2020 & 2021

Fiscal Year	Patient		Adjusted Patient Days	I/P Revenue %	DFR & Bad Debt %	Net Patient Revenue/ Adjusted Patient Day	Personnel Expense/ Adjusted Patient Day	Physician Fees/ Adjusted Patient Day	Supply Expense/ Adjusted Patient Day	Total Operating Expense/ Adjusted Patient Day	Personnel Expense/ Net Patient Revenue	Physician Fees/ Net Patient Revenue	Supply Expense/ Net Patient Revenue	Total Operating Expense/ Net Patient Revenue
	Days	ADC												
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%	81.9%	1,411	1,147	339	531	2,706	81.3%	24.0%	37.7%	191.7%
2020 FY Total	150,710	412	295,371	51.0%	75.7%	1,889	1,329	313	405	2,625	70.4%	16.6%	21.4%	139.0%
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%
Sep-20	13,024	434	24,587	53.0%	75.6%	1,984	1,336	279	473	2,683	67.3%	14.1%	23.8%	135.3%
Oct-20	12,478	403	24,749	50.4%	74.2%	2,079	1,349	313	433	2,702	64.9%	15.1%	20.8%	130.0%
Nov-20	12,898	430	24,958	51.7%	74.0%	2,043	1,251	324	441	2,610	61.2%	15.8%	21.6%	127.7%
Dec-20	14,346	463	25,750	55.7%	75.2%	1,958	1,332	312	446	2,678	68.0%	15.9%	22.8%	136.8%
Jan-21	13,817	446	24,148	57.2%	75.5%	2,068	1,408	349	498	2,880	68.1%	16.9%	24.1%	139.2%
2021 FY Total	92,875	432	173,952	53.4%	75.3%	1,997	1,323	320	446	2,681	66.3%	16.0%	22.3%	134.3%
FYTD Budget	92,250	429	187,323	49.2%	75.6%	1,899	1,228	279	386	2,597	64.7%	14.7%	20.3%	127.0%
Variance	625	3	(13,372)	4.1%	(0.3%)	98	95	41	60	84	1.6%	1.3%	2.0%	7.3%
Current Month Analysis														
Jan-21	13,817	446	24,148	57.2%	75.5%	2,068	1,408	349	498	2,880	68.1%	16.9%	24.1%	139.2%
Budget	13,953	450	27,648	50.5%	75.6%	1,881	1,216	270	381	2,723	64.7%	14.3%	20.3%	126.4%
Variance	(136)	(4)	(3,500)	6.8%	(0.2%)	188	192	79	116	157	3.4%	2.5%	3.8%	12.8%

KAWEAH DELTA HEALTH CARE DISTRICT

RATIO ANALYSIS REPORT

January 31, 2021

	June 30,			2018 Moody's		
	Current Month Value	Prior Month Value	2020 Audited Value	Median Benchmark		
				Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	1.3	1.2	1.4	1.6	1.9	2.1
Accounts Receivable (days)	70.3	67.1	79.7	47.6	45.9	44.4
Cash On Hand (days)	169.1	168.5	167.5	257.6	215.1	158.0
Cushion Ratio (x)	22.0	21.7	21.2	36.2	22.5	14.4
Average Payment Period (days)	90.1	88.2	76.7	73.1	59.2	59.2
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	151.9%	150.3%	146.2%	228.8%	167.7%	119.7%
Debt-To-Capitalization	32.7%	32.8%	32.6%	26.9%	32.2%	40.4%
Debt-to-Cash Flow (x)	5.8	5.9	8.5	2.3	2.9	3.8
Debt Service Coverage	2.4	2.3	1.7	6.6	5.2	3.3
Maximum Annual Debt Service Coverage (x)	2.4	2.3	1.6	6.6	4.7	3.2
Age Of Plant (years)	13.9	13.7	12.9	10.3	11.8	12.1
PROFITABILITY RATIOS						
Operating Margin	(5.7%)	(5.3%)	(5.4%)	3.2%	2.2%	0.7%
Excess Margin	0.7%	0.6%	(1.0%)	7.0%	5.0%	2.6%
Operating Cash Flow Margin	(.9%)	(.4%)	(.4%)	9.1%	8.5%	6.8%
Return on Assets	0.5%	0.5%	(.8%)	5.0%	3.9%	2.6%

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

	Jan-21	Dec-20	Change	% Change	Jun-20 (Audited)
ASSETS AND DEFERRED OUTFLOWS					
CURRENT ASSETS					
Cash and cash equivalents	\$ 15,277	\$ 3,796	\$11,481	302.49%	\$ 11,766
Current Portion of Board designated and trusted assets	19,433	18,033	1,399	7.76%	13,954
Accounts receivable:					
Net patient accounts	125,370	120,249	5,121	4.26%	118,451
Other receivables	7,733	6,875	858	12.47%	16,669
Inventories	133,103	127,124	5,979	4.70%	135,119
Medicare and Medi-Cal settlements	8,790	9,109	(320)	-3.51%	8,479
Prepaid expenses	50,811	55,522	(4,711)	-8.49%	36,726
Total current assets	9,796	10,453	(657)	-6.28%	10,317
	237,210	224,038	13,172	5.88%	216,362
NON-CURRENT CASH AND INVESTMENTS -					
less current portion					
Board designated cash and assets	349,535	357,148	(7,613)	-2.13%	338,785
Revenue bond assets held in trust	30,466	30,446	20	0.07%	36,092
Assets in self-insurance trust fund	2,597	2,955	(358)	-12.13%	3,727
Total non-current cash and investments	382,598	390,549	(7,951)	-2.04%	378,604
CAPITAL ASSETS					
Land	17,542	17,542	-	0.00%	17,542
Buildings and improvements	378,415	378,415	-	0.00%	378,313
Equipment	299,818	299,818	-	0.00%	299,378
Construction in progress	63,055	59,185	3,870	6.54%	38,837
	758,831	754,961	3,870	0.51%	734,071
Less accumulated depreciation	412,961	410,590	2,372	0.58%	396,060
	345,870	344,371	1,499	0.44%	338,011
Property under capital leases - less accumulated amortization	(107)	(44)	(63)	143.41%	389
Total capital assets	345,763	344,327	1,436	0.42%	338,401
OTHER ASSETS					
Property not used in operations	1,656	1,661	(4)	-0.26%	1,686
Health-related investments	6,737	6,891	(155)	-2.24%	6,888
Other	11,306	11,411	(106)	-0.92%	10,759
Total other assets	19,699	19,963	(264)	-1.32%	19,334
Total assets	985,269	978,877	6,392	0.65%	952,700
DEFERRED OUTFLOWS					
	9,060	9,095	(35)	-0.38%	9,354
Total assets and deferred outflows	\$ 994,329	\$ 987,972	\$ 6,357	0.64%	\$ 962,054

KAWEAH DELTA HEALTH CARE DISTRICT

CONSOLIDATED STATEMENTS OF NET POSITION (000's)

	Jan-21	Dec-20	Change	% Change	Jun-20
					(Audited)
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable and accrued expenses	\$ 115,833	\$ 115,280	\$ 554	0.48%	\$ 81,897
Accrued payroll and related liabilities	61,433	56,996	4,437	7.78%	63,411
Long-term debt, current portion	10,753	10,753	(0)	0.00%	10,647
Total current liabilities	188,020	183,029	4,990	2.73%	155,955
LONG-TERM DEBT, less current portion					
Bonds payable	260,208	260,265	(57)	-0.02%	262,436
Capital leases	168	174	(6)	-3.26%	220
Total long-term debt	260,376	260,439	(63)	-0.02%	262,656
NET PENSION LIABILITY	36,356	36,930	(575)	-1.56%	40,378
OTHER LONG-TERM LIABILITIES	33,334	32,889	445	1.35%	30,626
Total liabilities	518,085	513,287	4,798	0.93%	489,615
NET ASSETS					
Invested in capital assets, net of related debt	108,082	106,593	1,489	1.40%	104,433
Restricted	36,945	35,785	1,160	3.24%	30,567
Unrestricted	331,217	332,307	(1,090)	-0.33%	337,439
Total net position	476,244	474,685	1,559	0.33%	472,439
Total liabilities and net position	\$ 994,329	\$ 987,972	\$ 6,357	0.64%	\$ 962,054

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

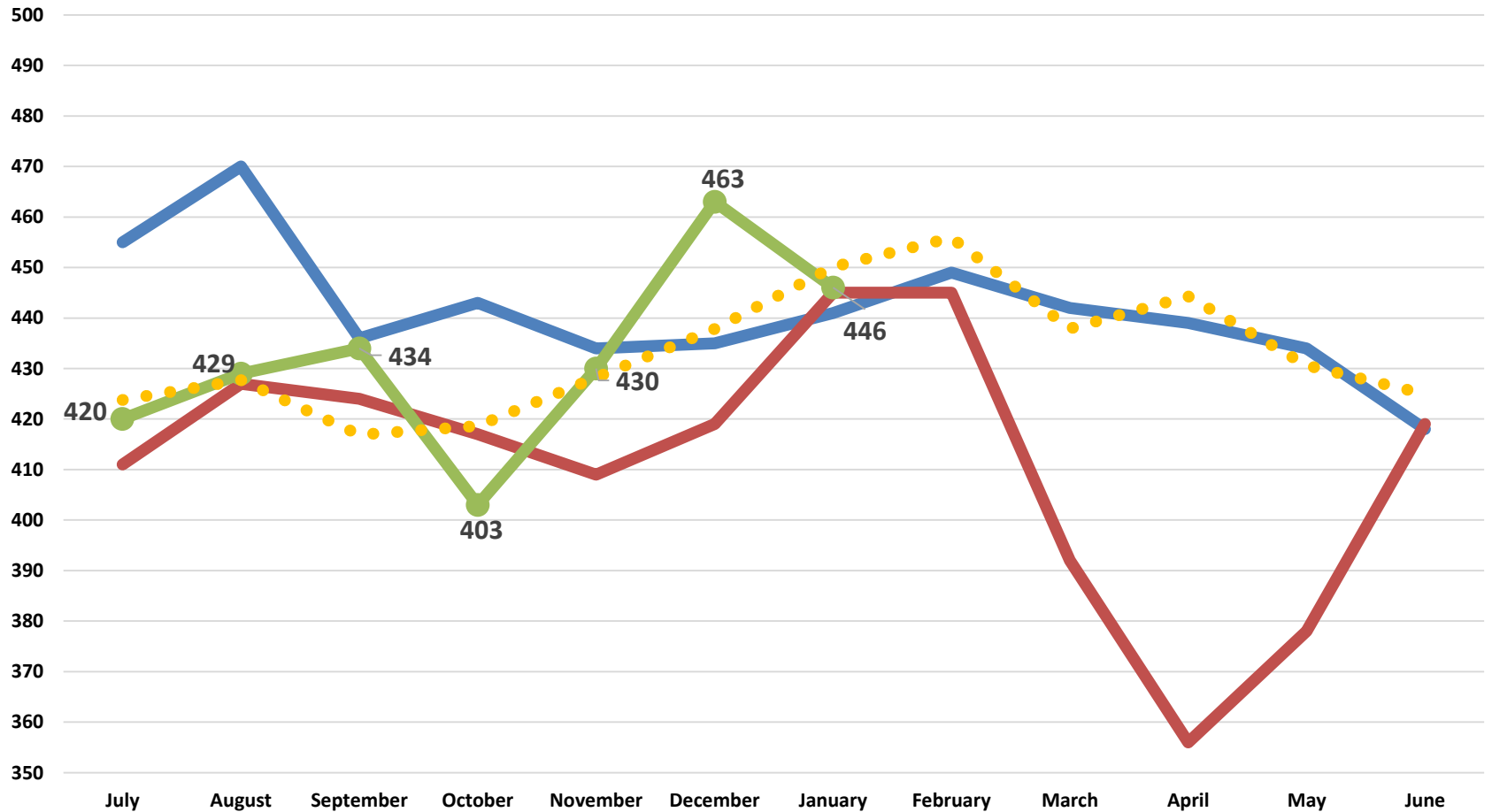
Statistical Report

February 22, 2021

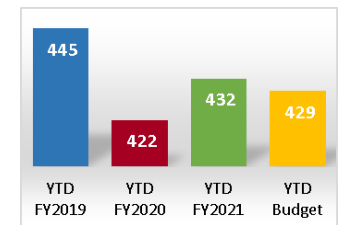


Kaweah Delta
HEALTH CARE DISTRICT

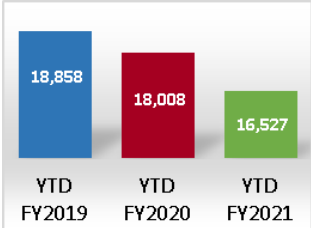
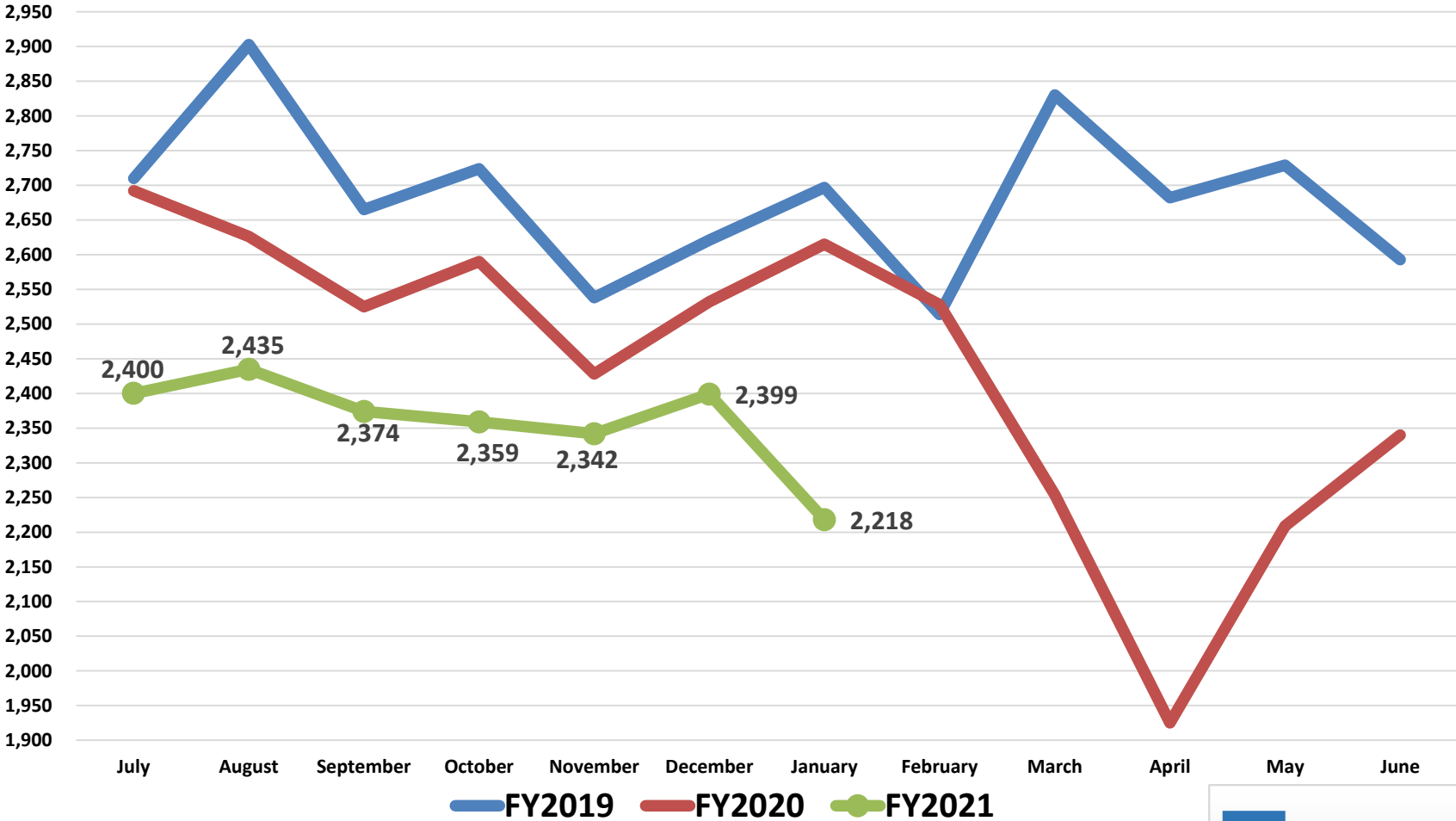
Average Daily Census



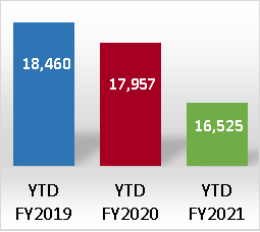
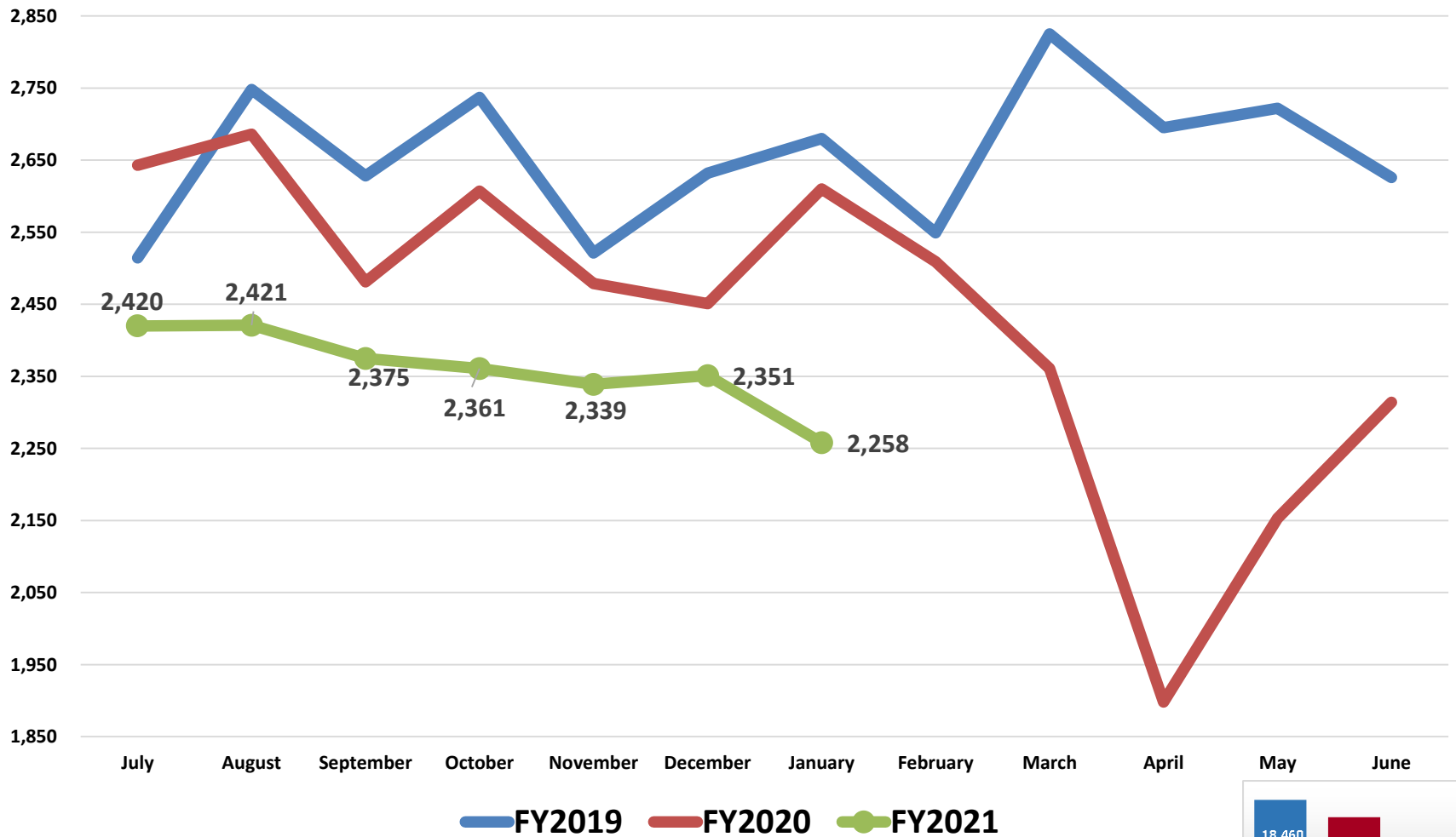
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



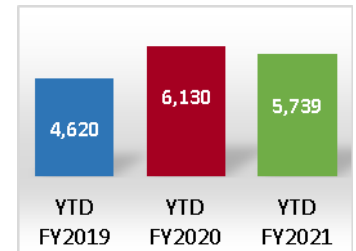
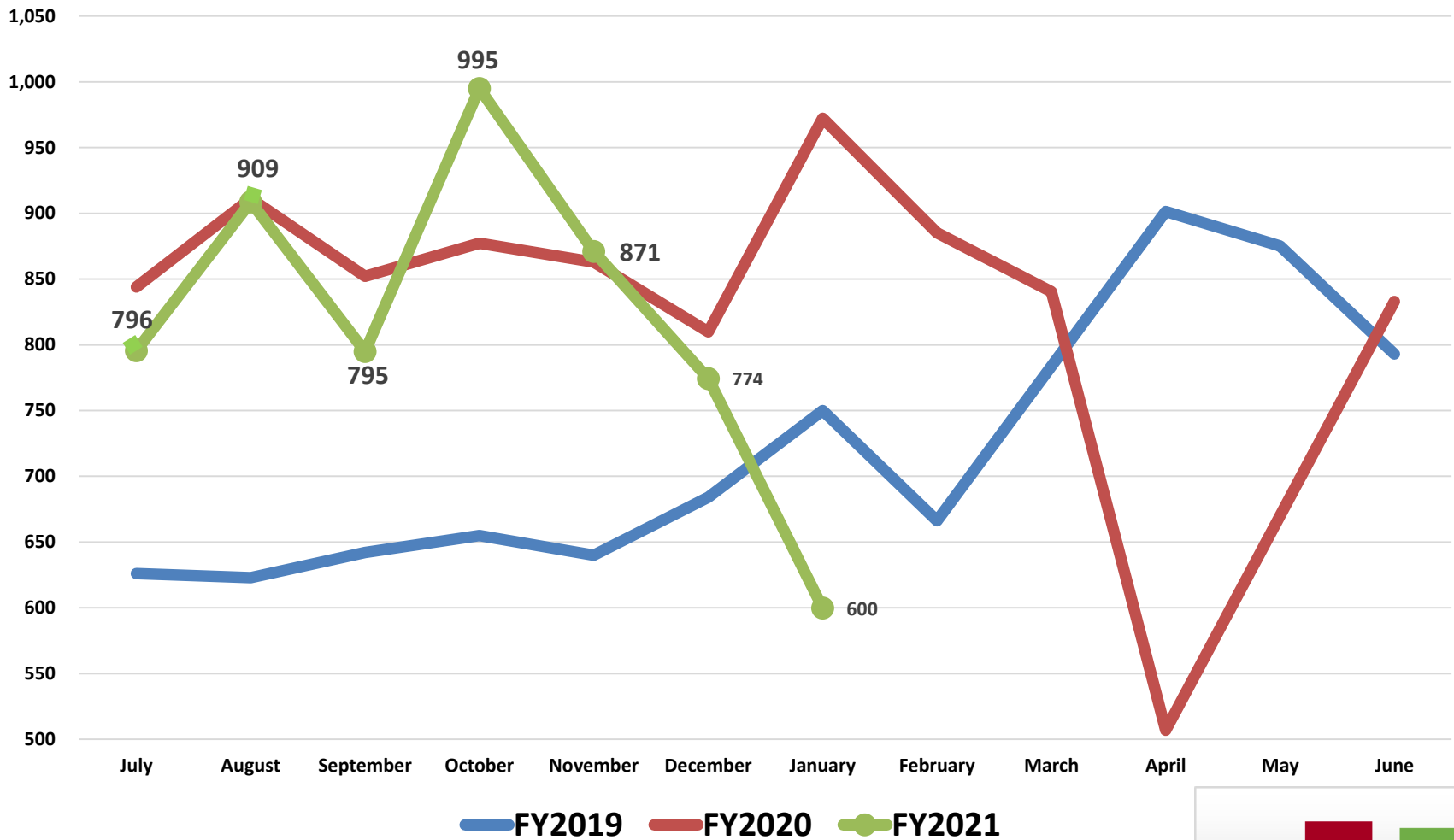
Admissions



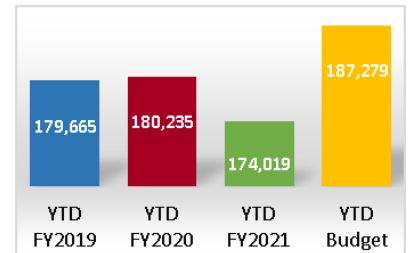
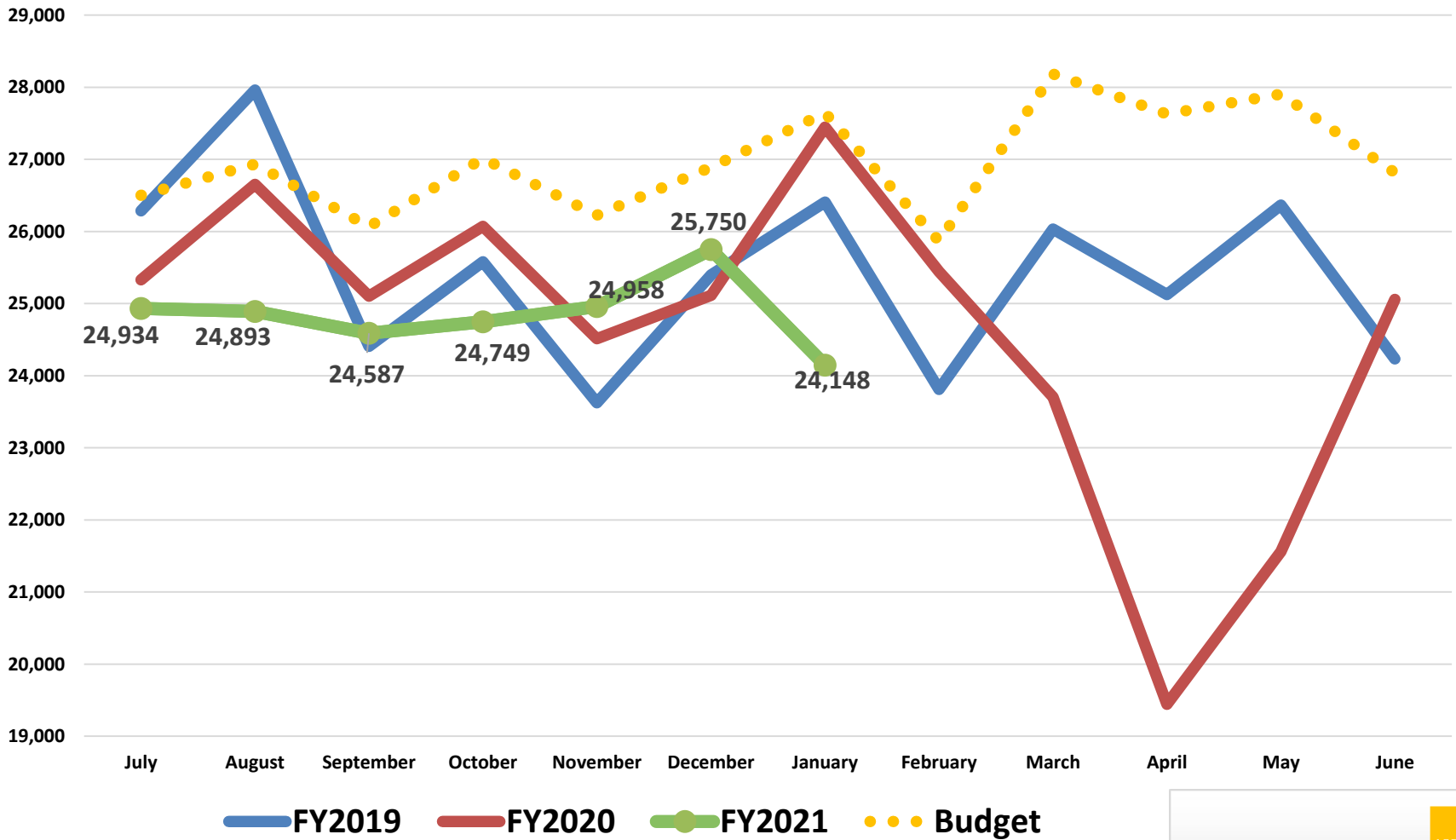
Discharges



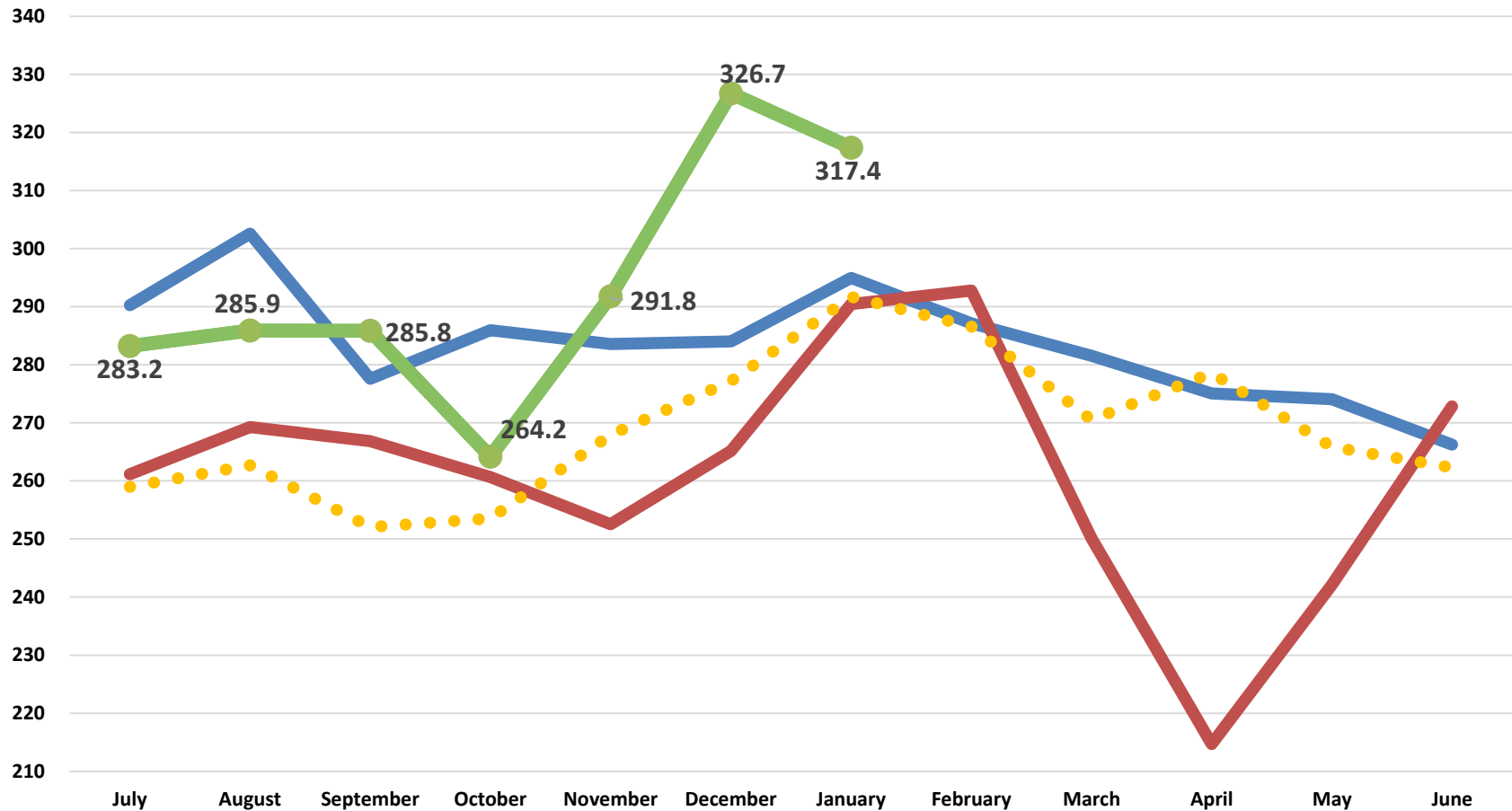
Observation Days



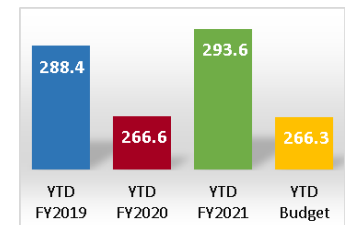
Adjusted Patient Days



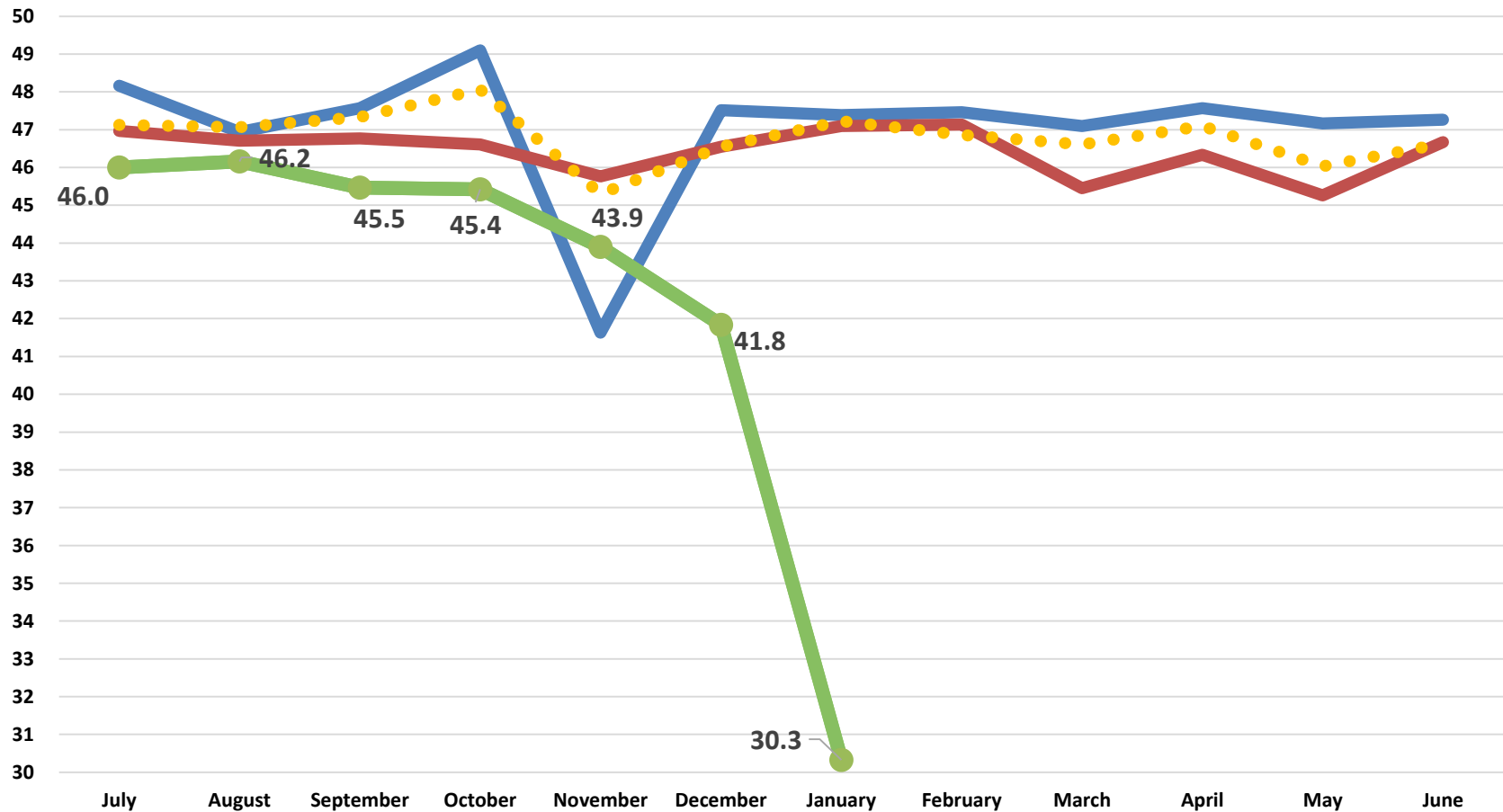
Medical Center – Avg. Patients Per Day



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



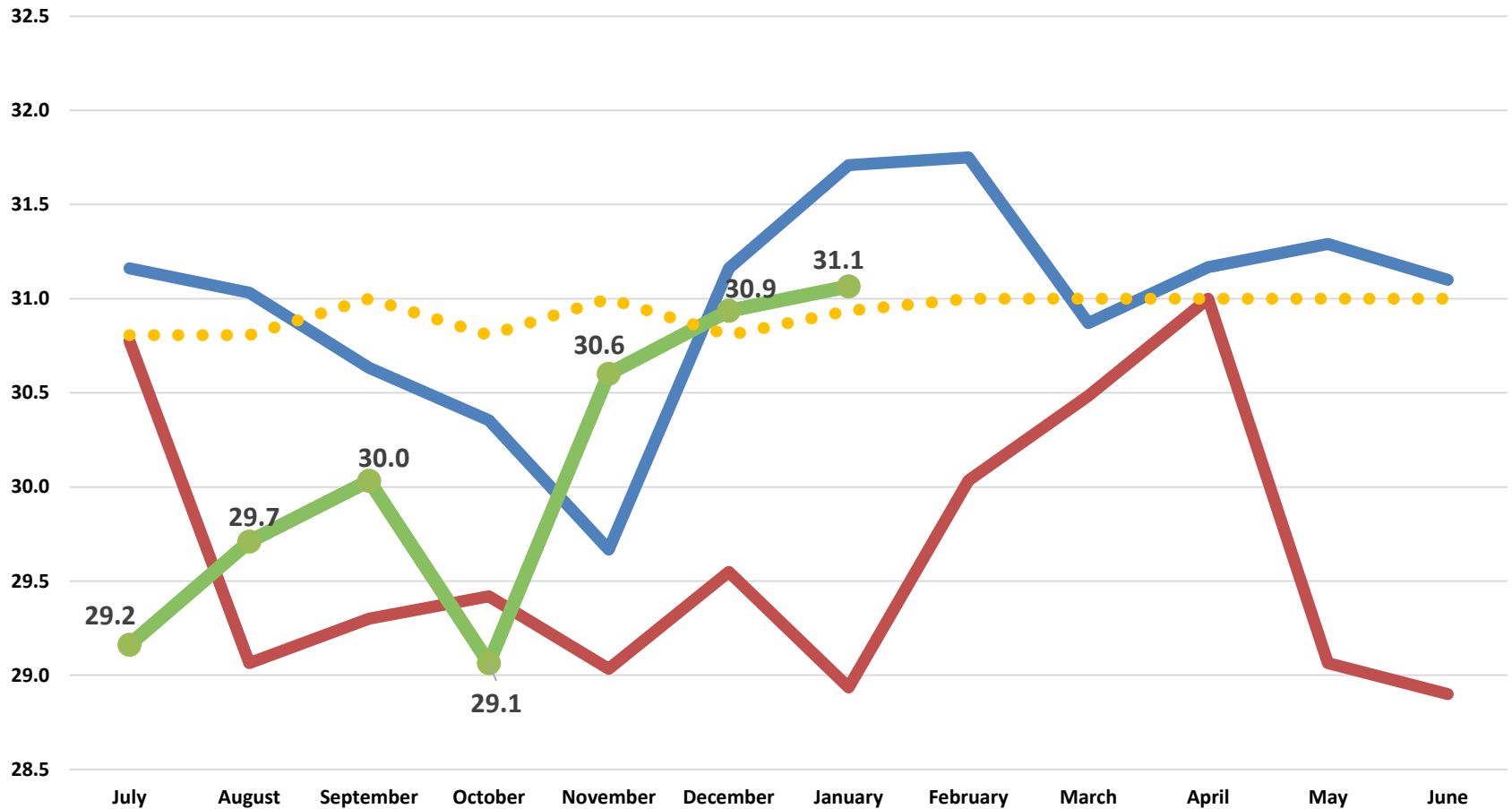
Acute I/P Psych - Avg. Patients Per Day



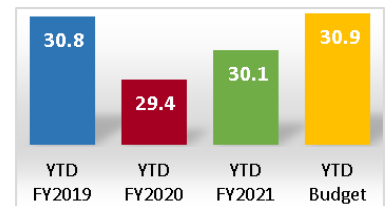
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

46.9	46.6	42.7	47.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

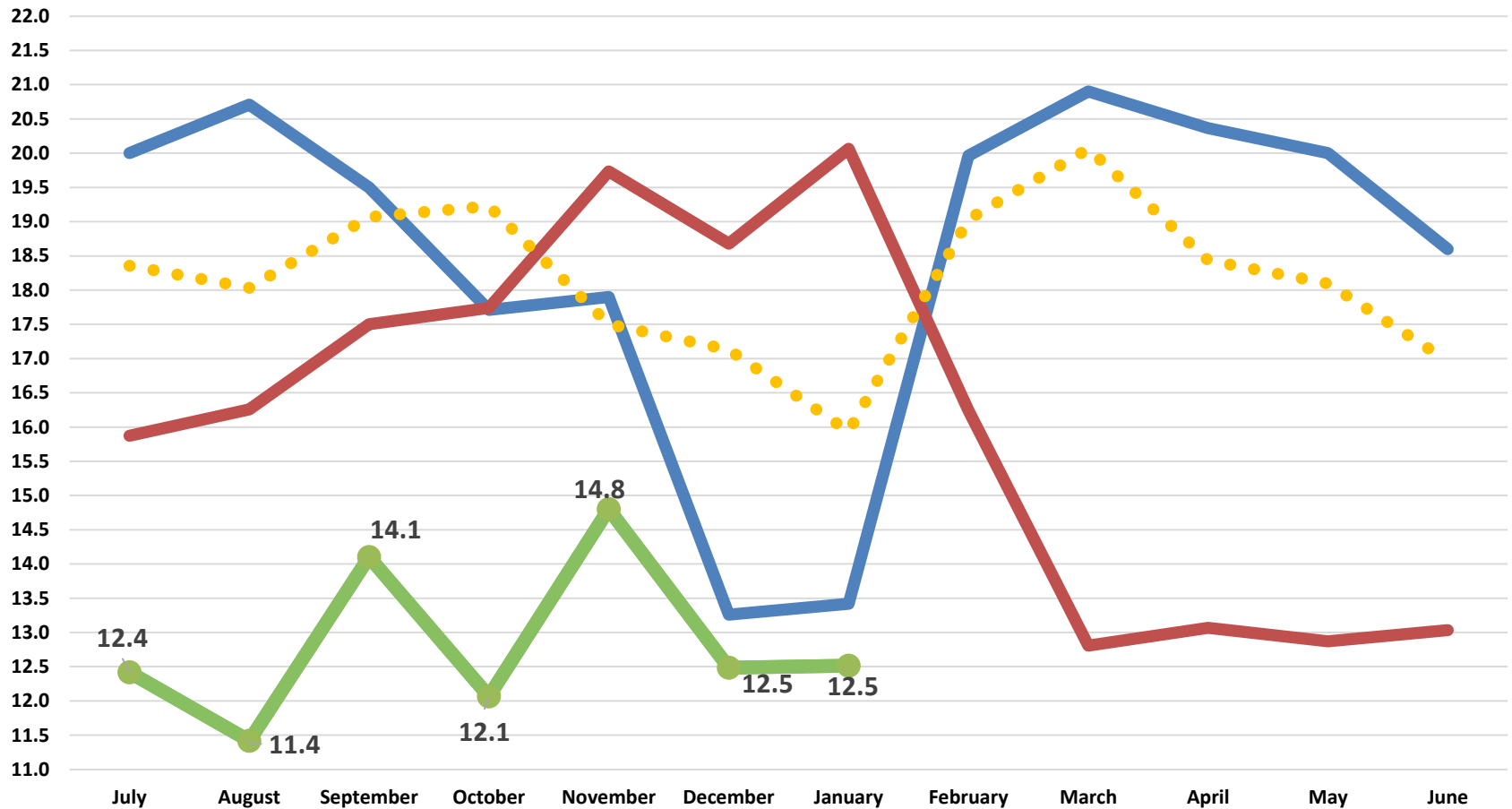
Sub-Acute - Avg. Patients Per Day



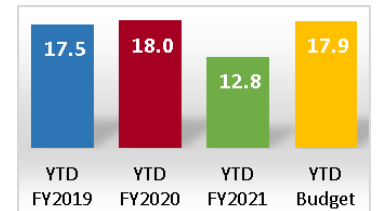
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



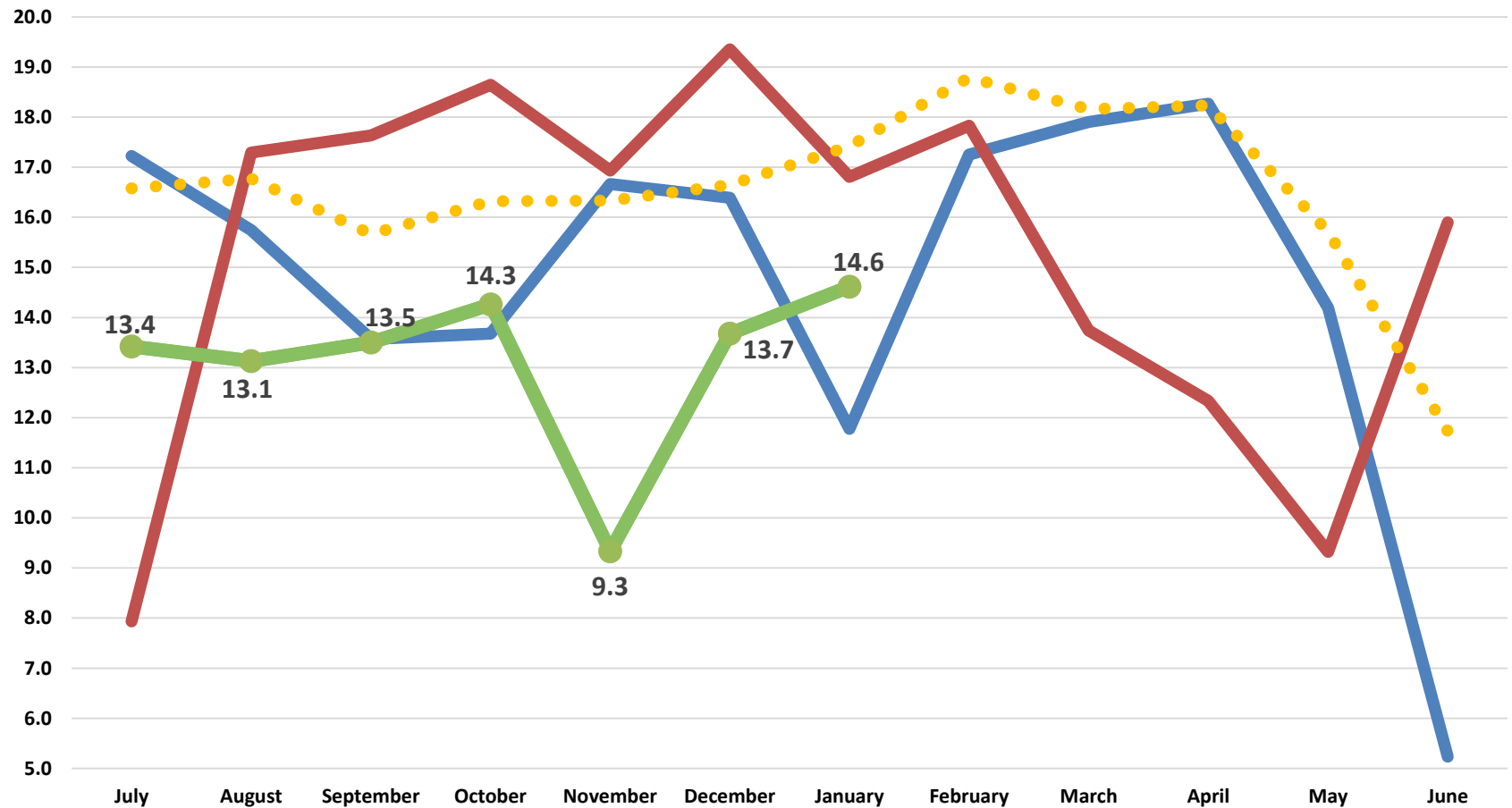
Rehabilitation Hospital - Avg. Patients Per Day



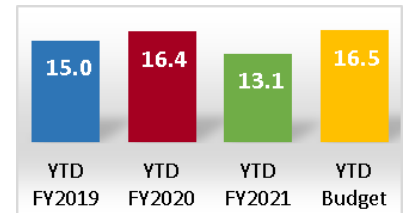
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



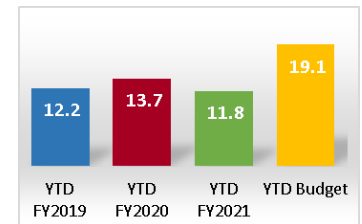
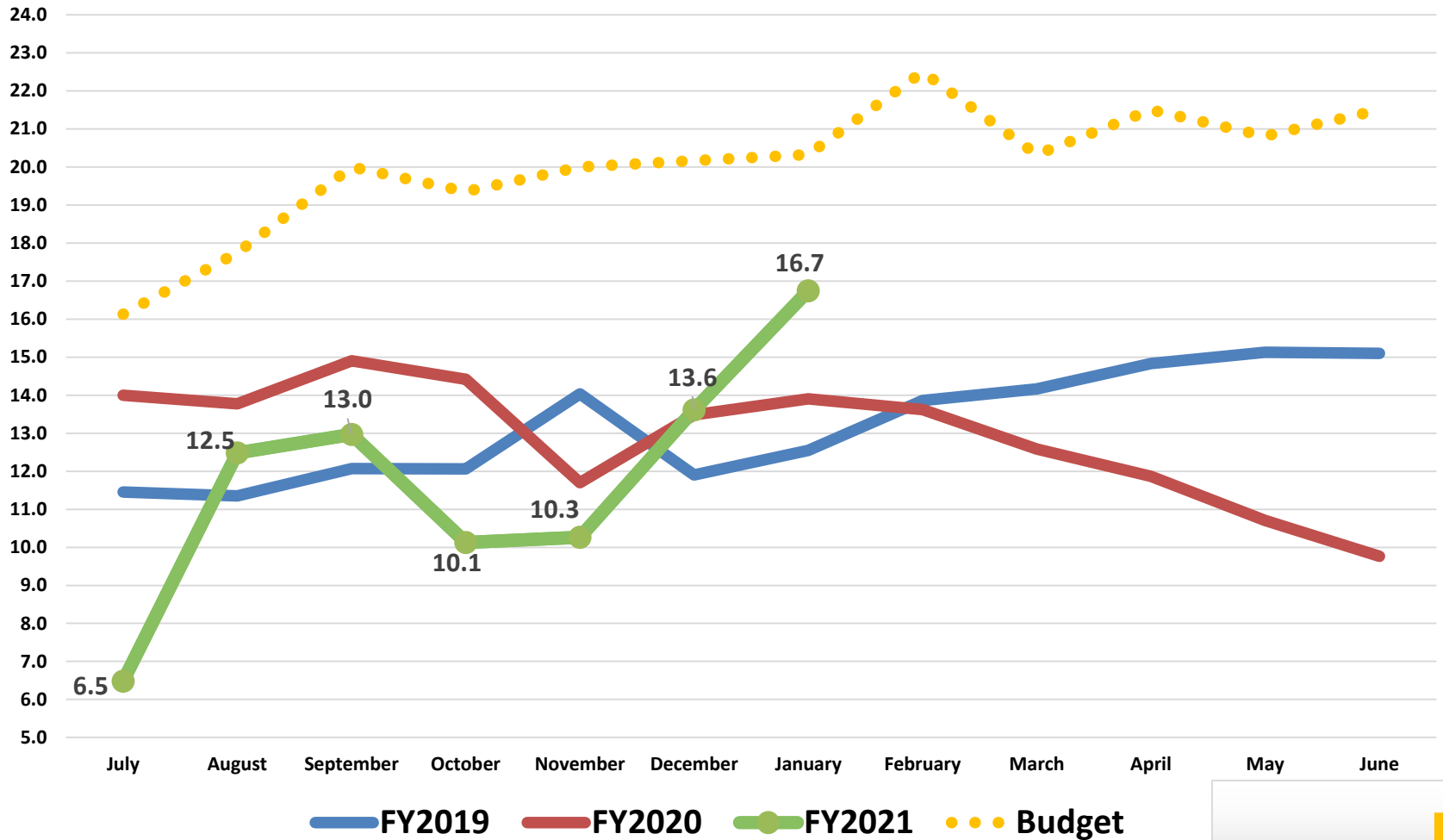
Transitional Care Services (TCS) - Avg. Patients Per Day



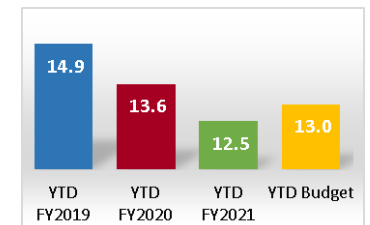
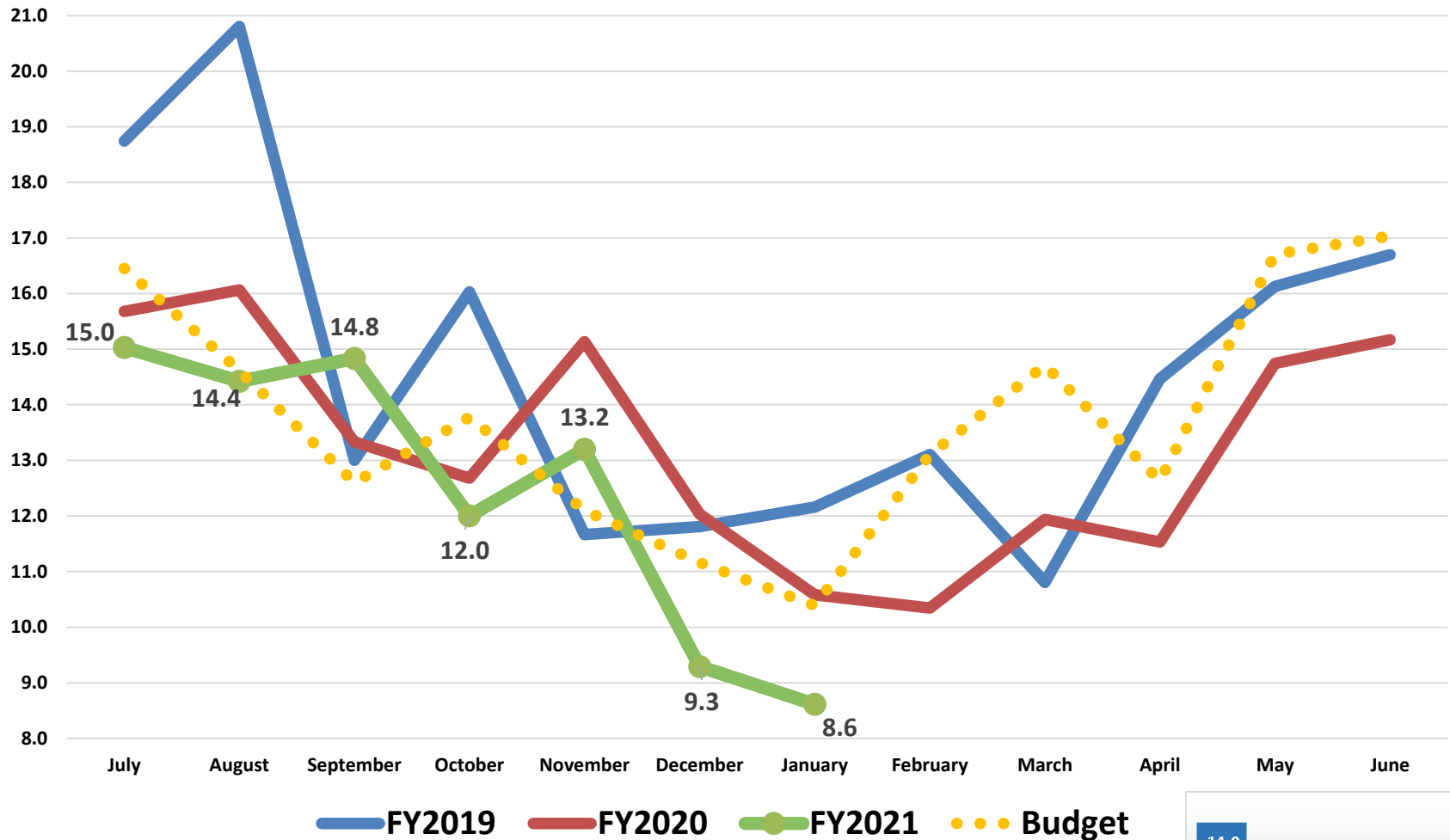
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



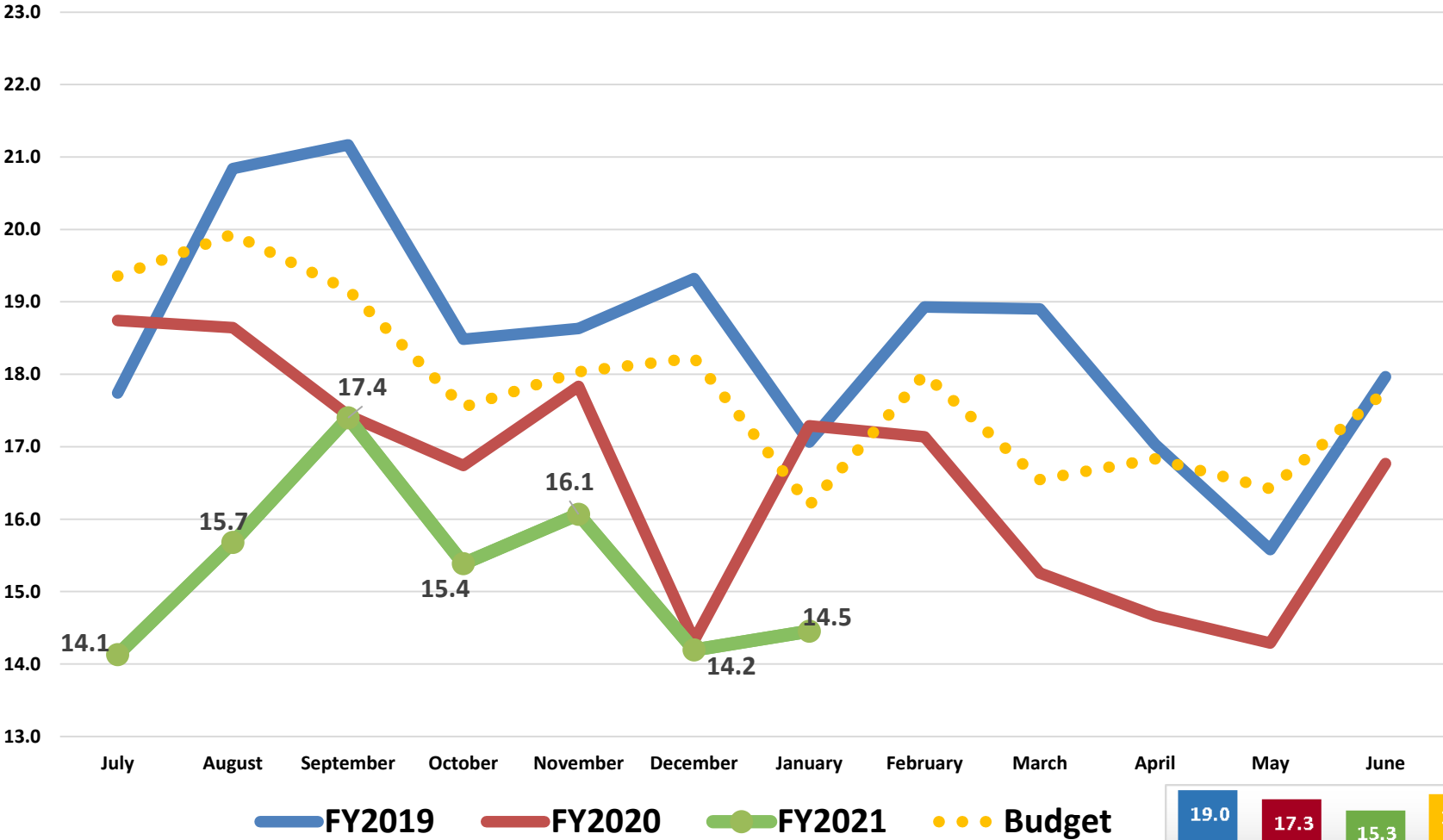
TCS Ortho - Avg. Patients Per Day



NICU - Avg. Patients Per Day

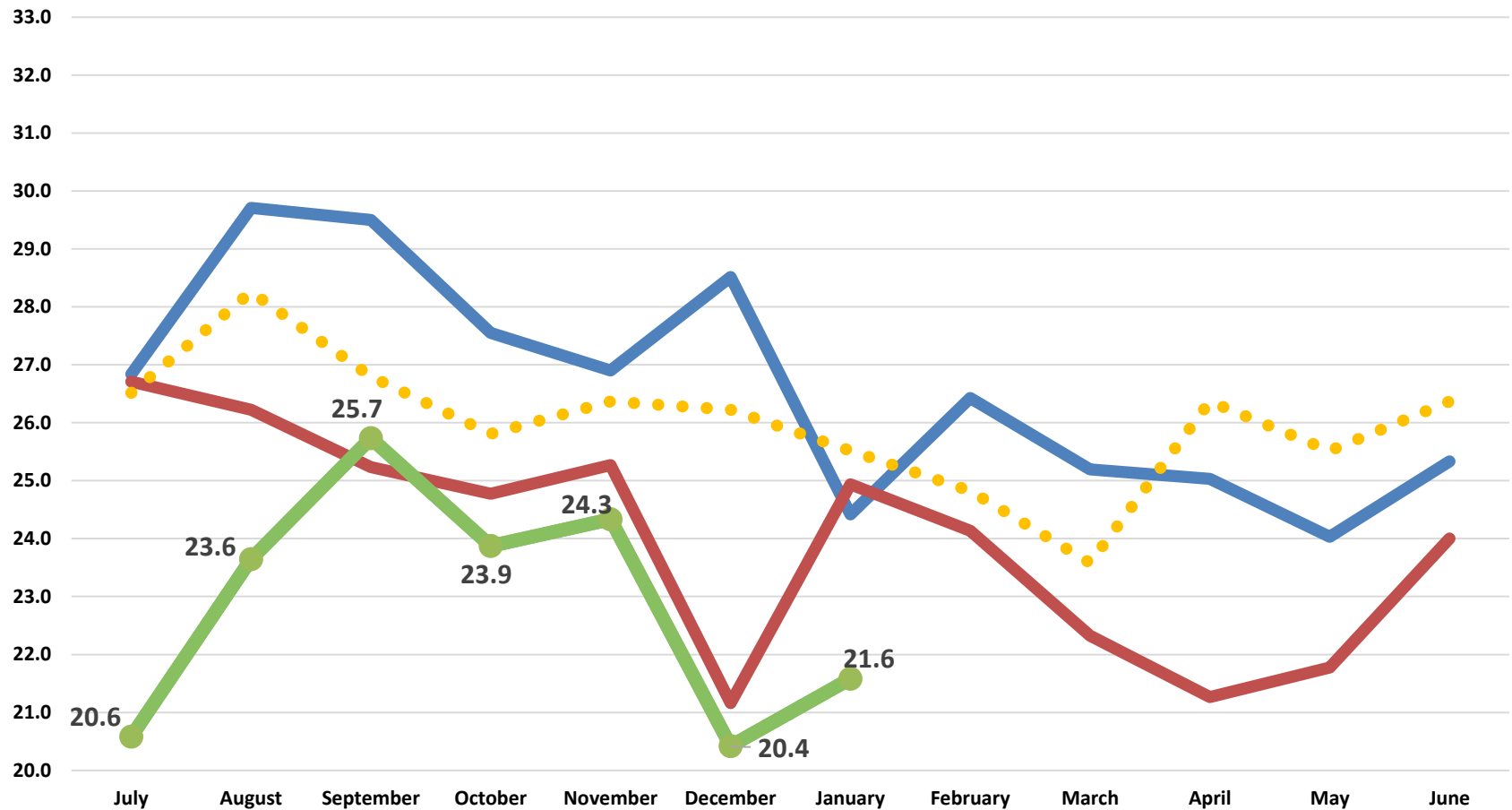


Nursery - Avg. Patients Per Day

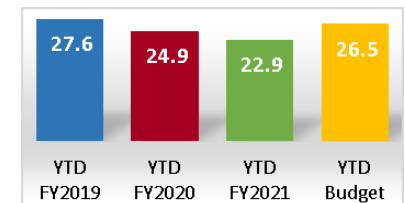


19.0	17.3	15.3	18.4
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

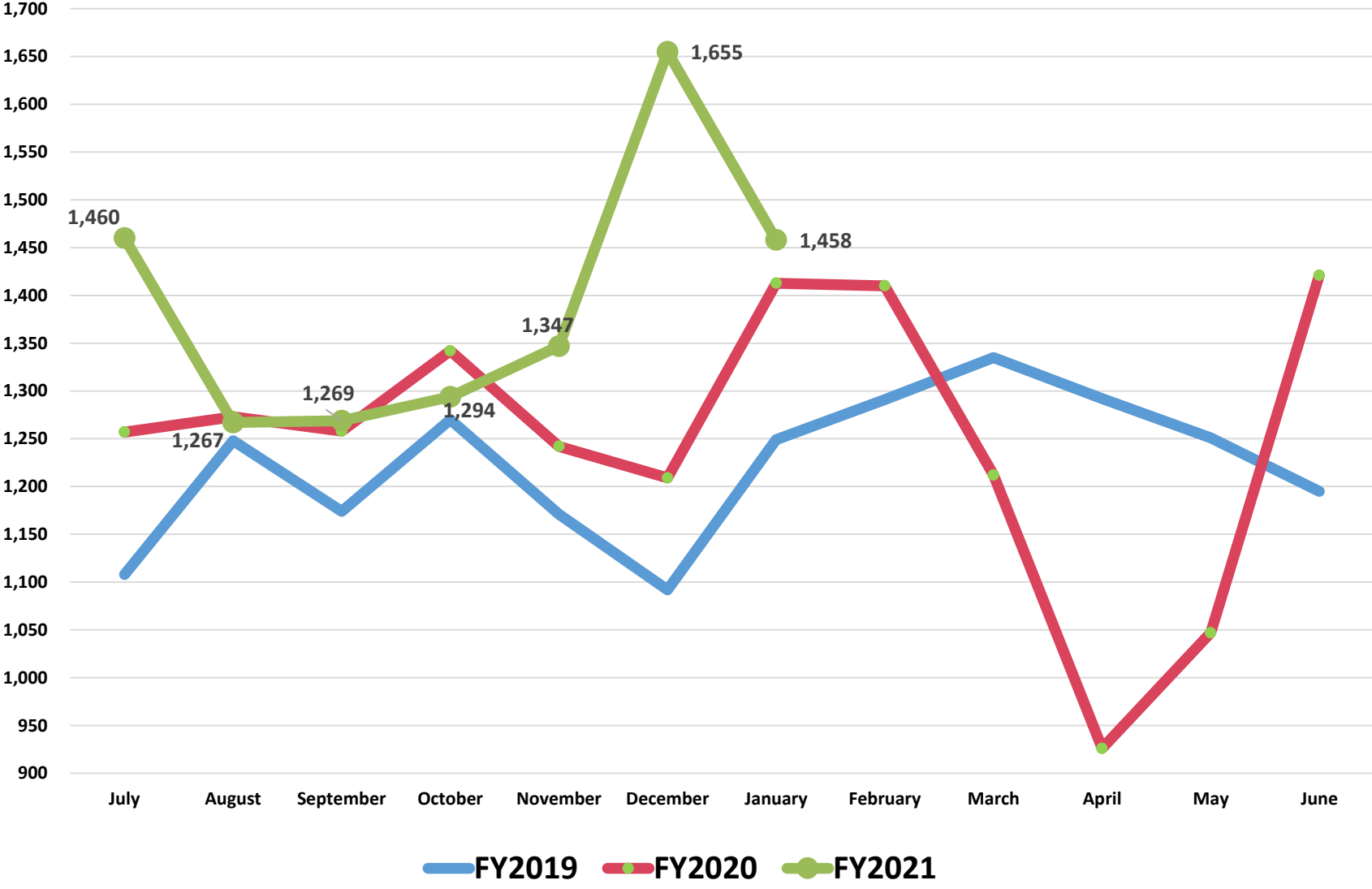
Obstetrics - Avg. Patients Per Day



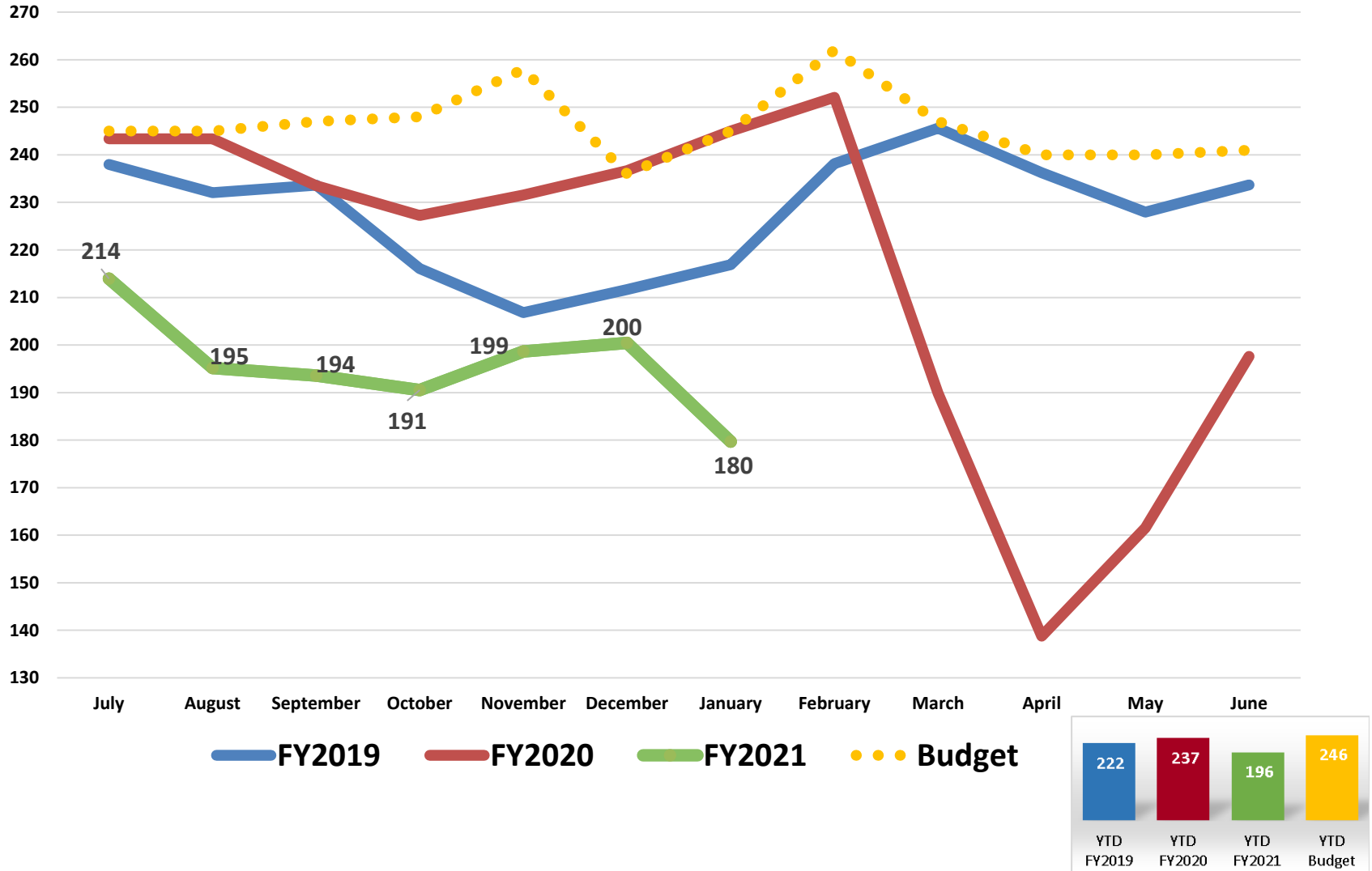
—●— FY2019
 —●— FY2020
 —●— FY2021
 ●●● Budget



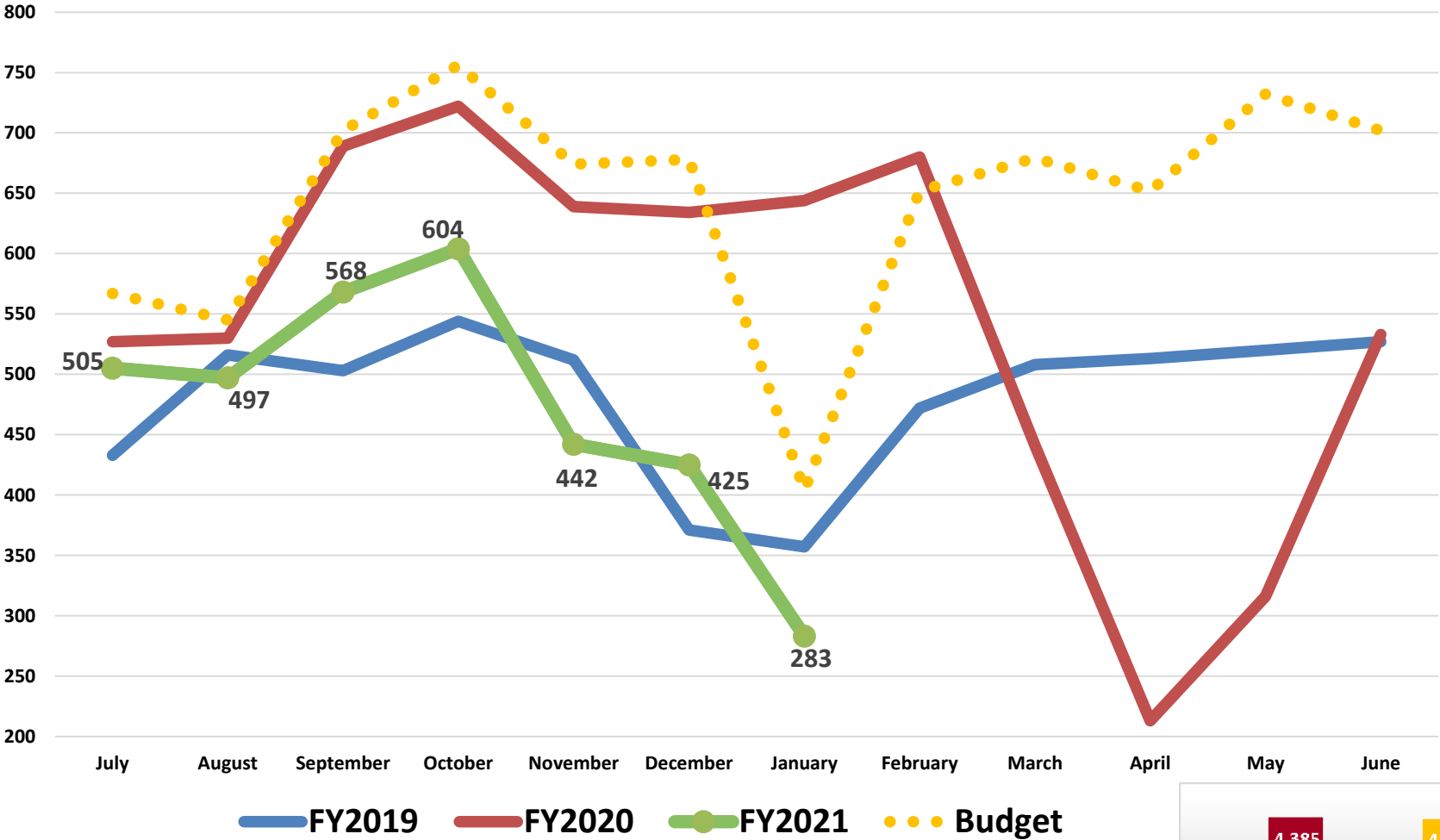
Outpatient Registrations per Day



Emergency Dept – Avg Treated Per Day

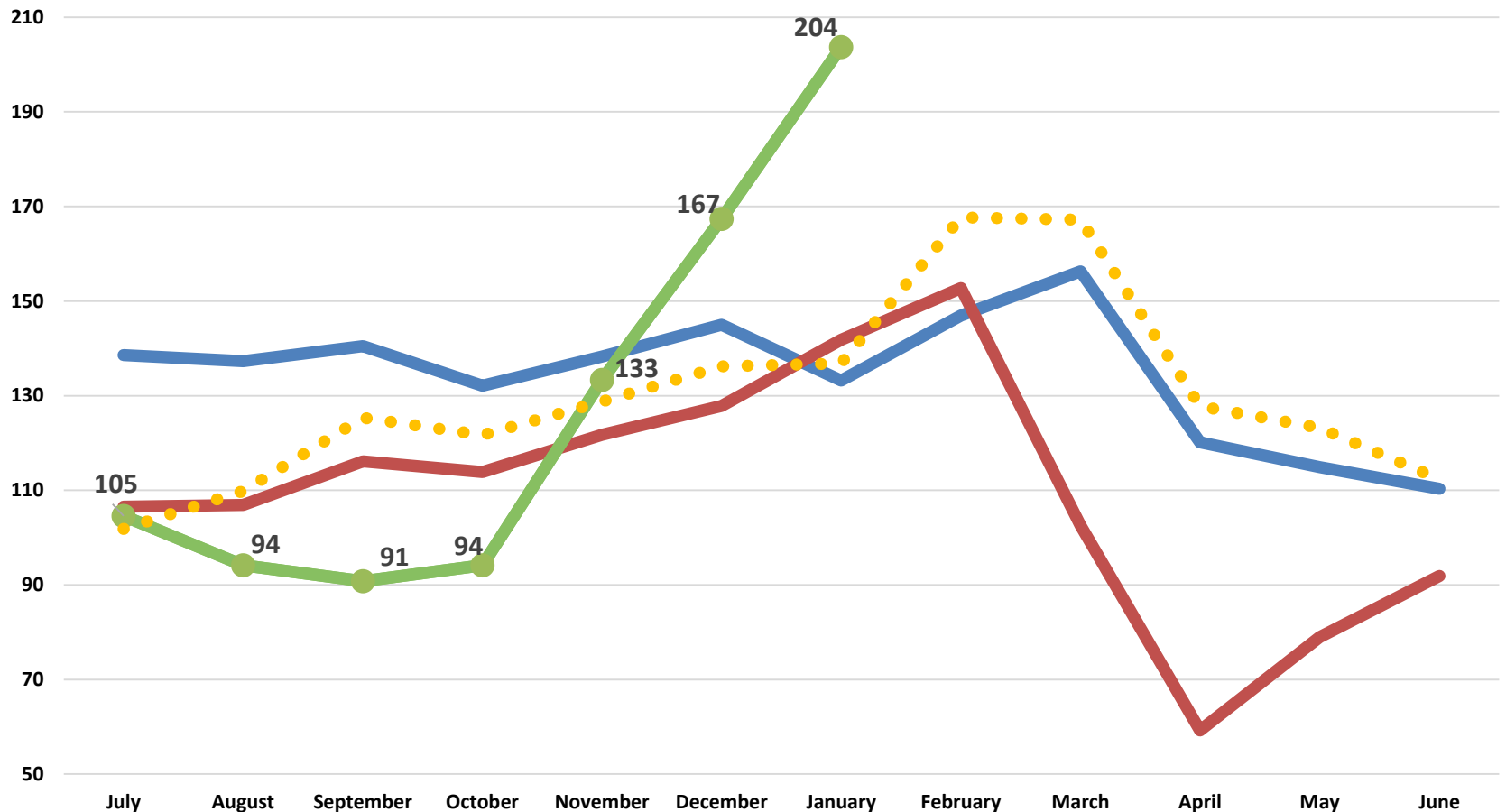


Endoscopy Procedures

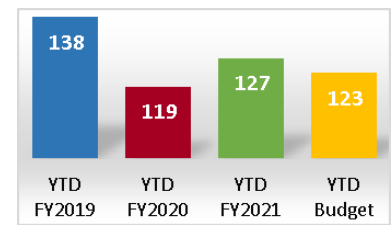


3,236	4,385	3,324	4,326
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

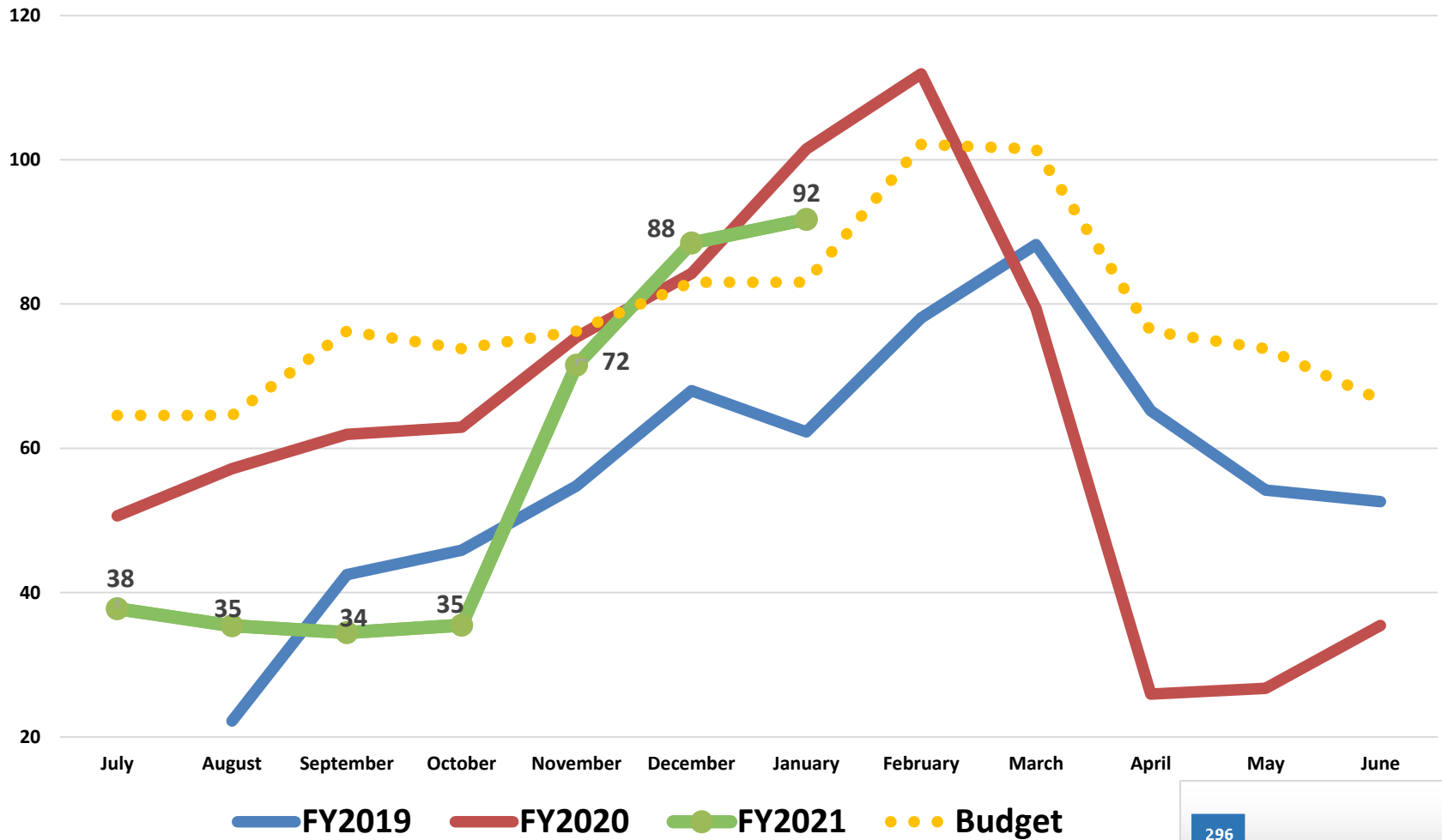
Urgent Care – Court Average Visits Per Day



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

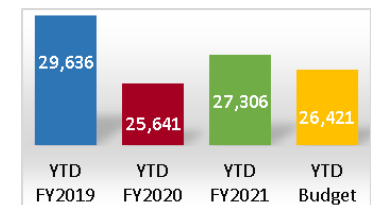
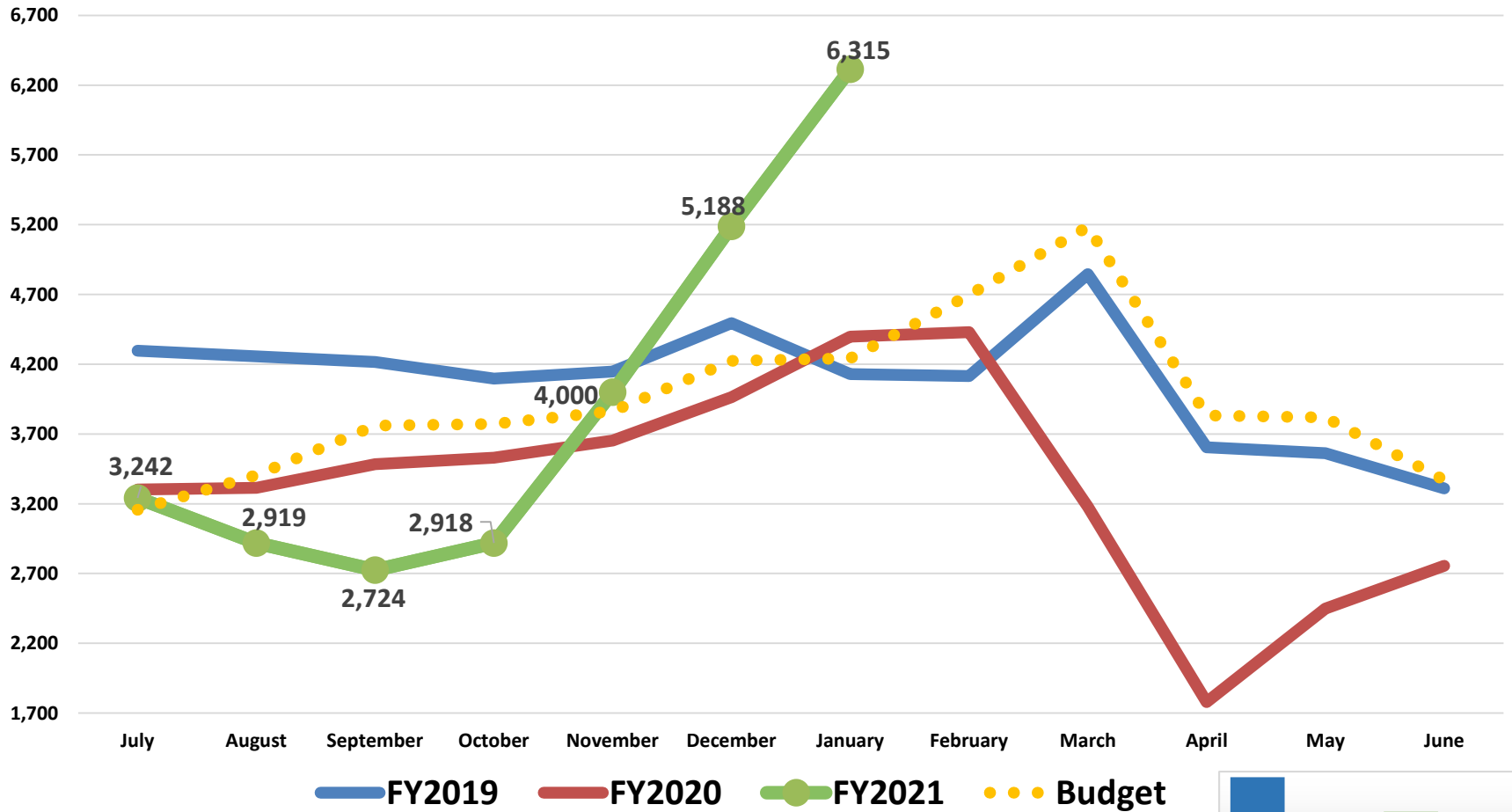


Urgent Care – Demaree Average Visits Per Day

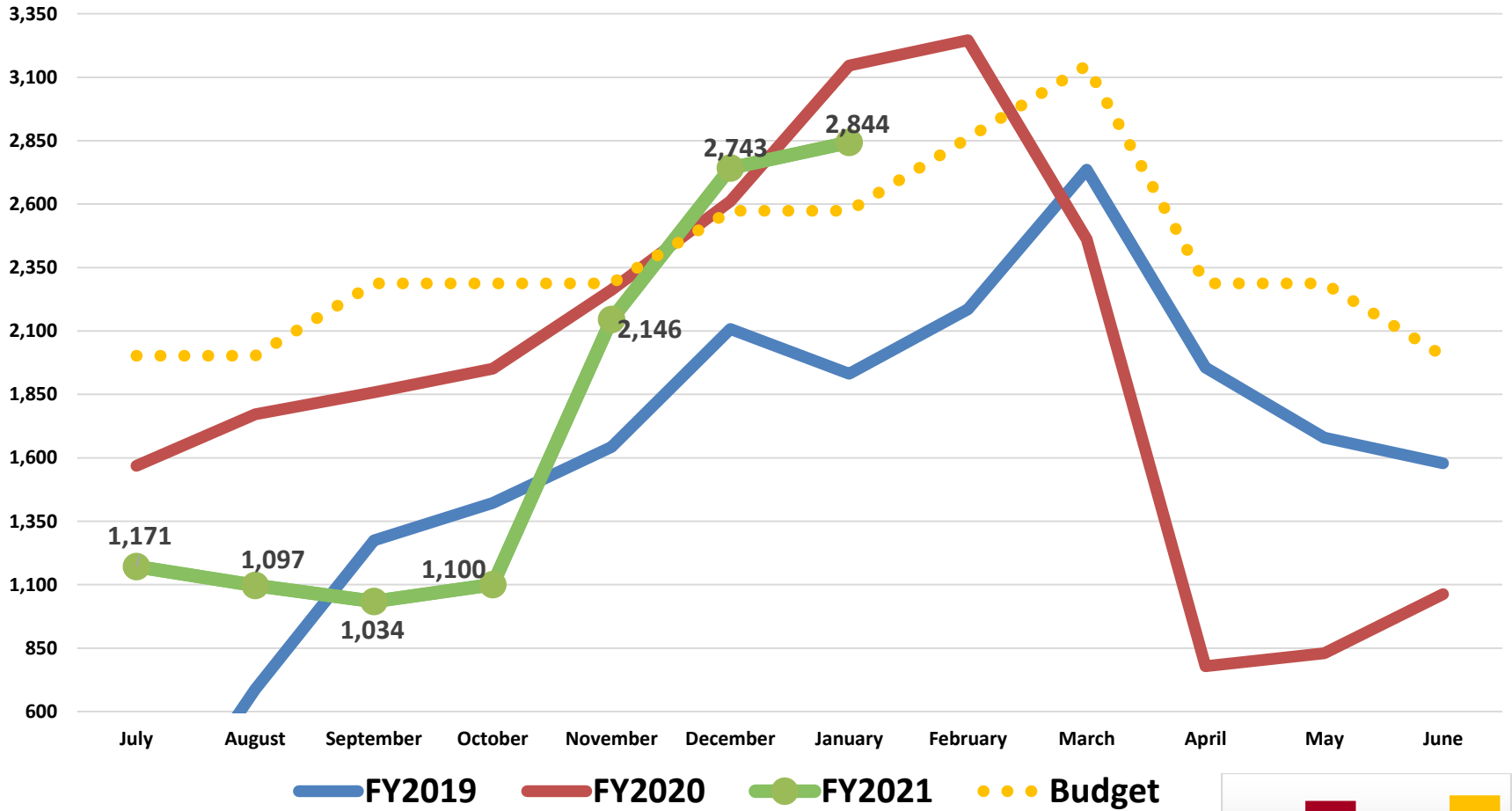


296	71	56	75
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Urgent Care – Court Total Visits

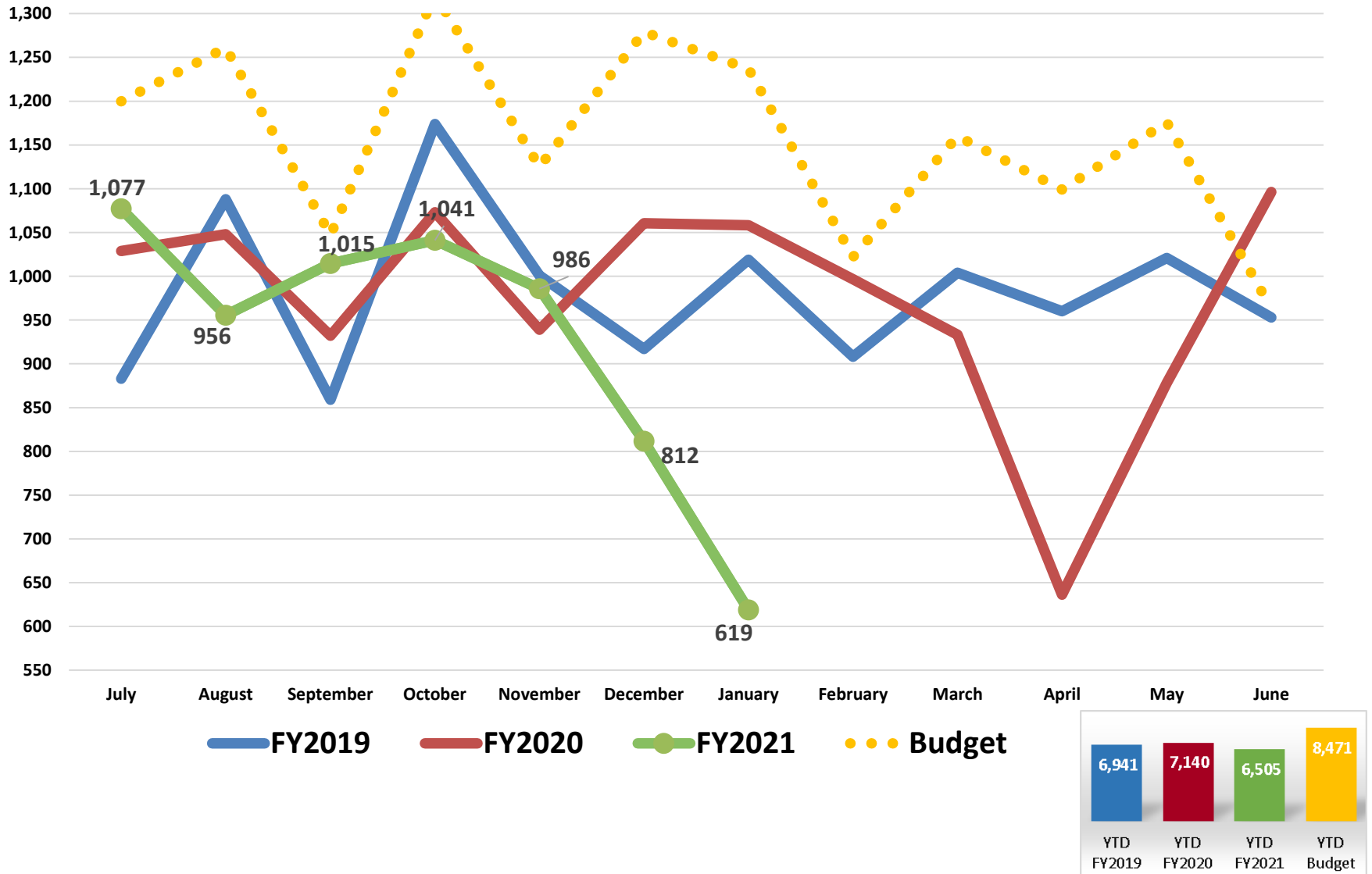


Urgent Care – Demaree Total Visits

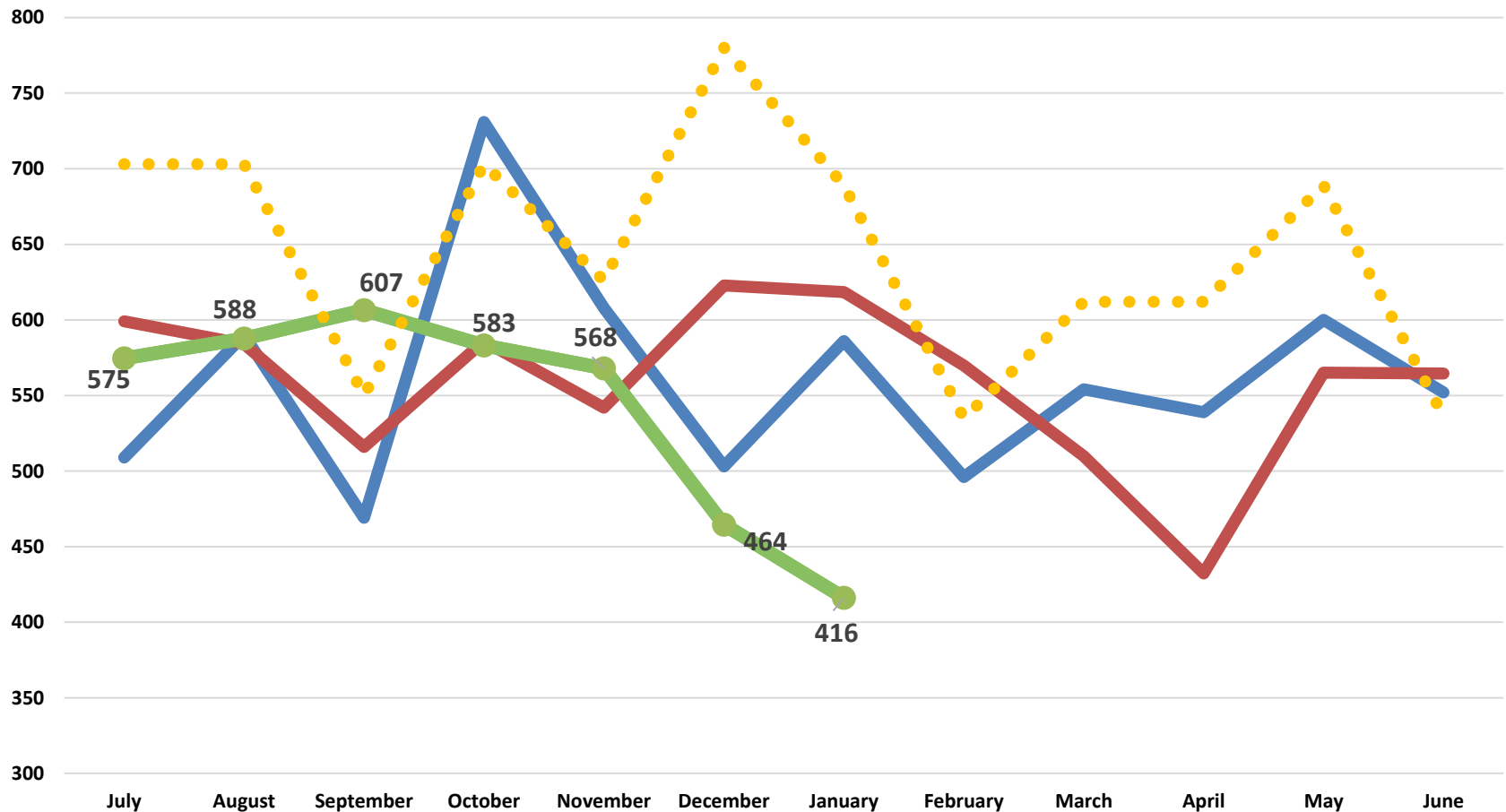


9,066	15,169	12,135	16,016
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

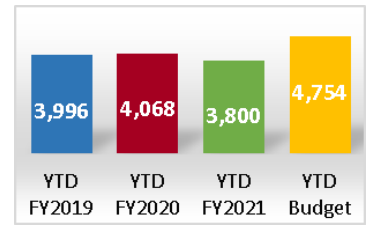
Surgery (IP & OP) – 100 Min Units



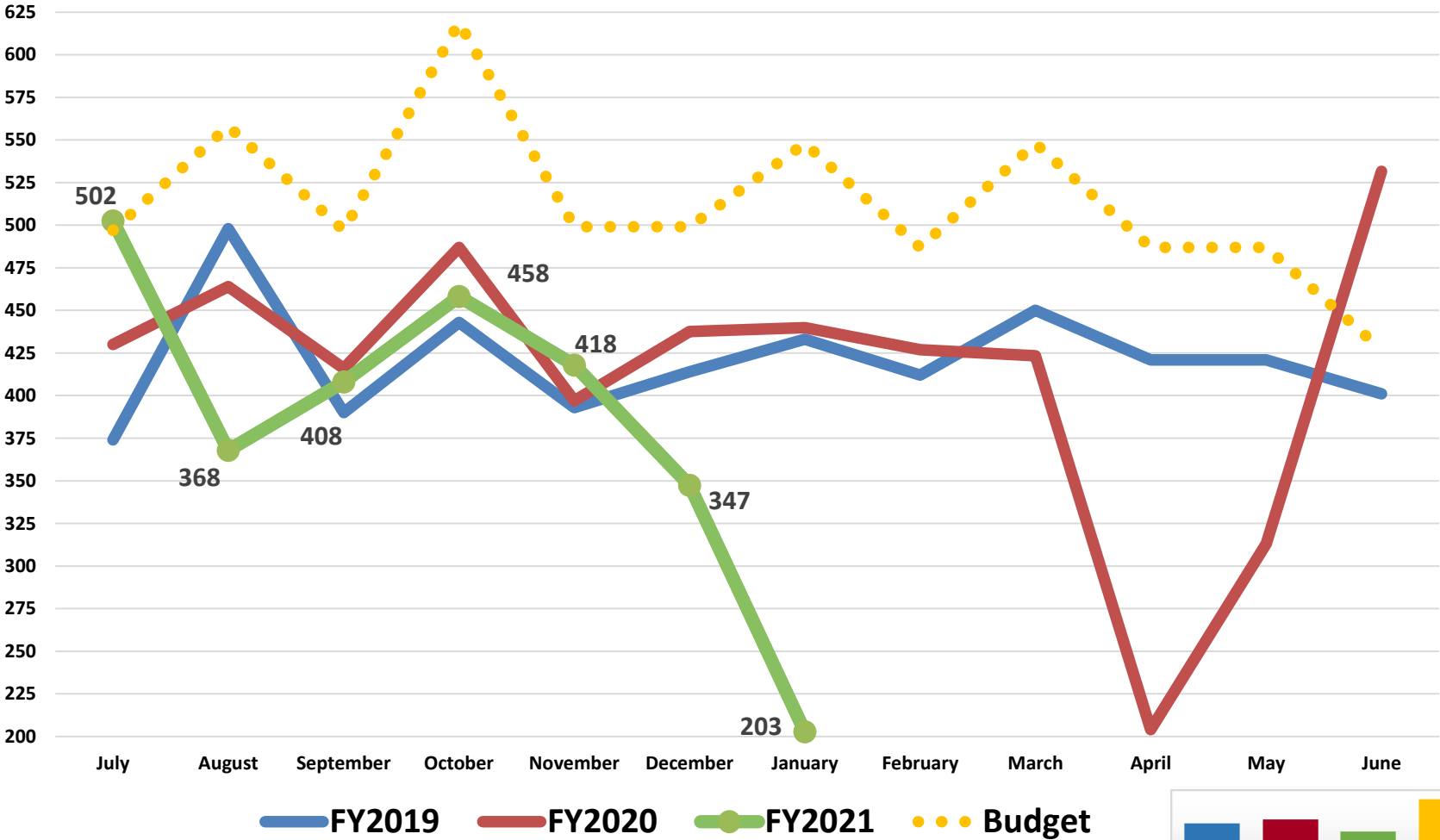
Surgery (IP Only) – 100 Min Units



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

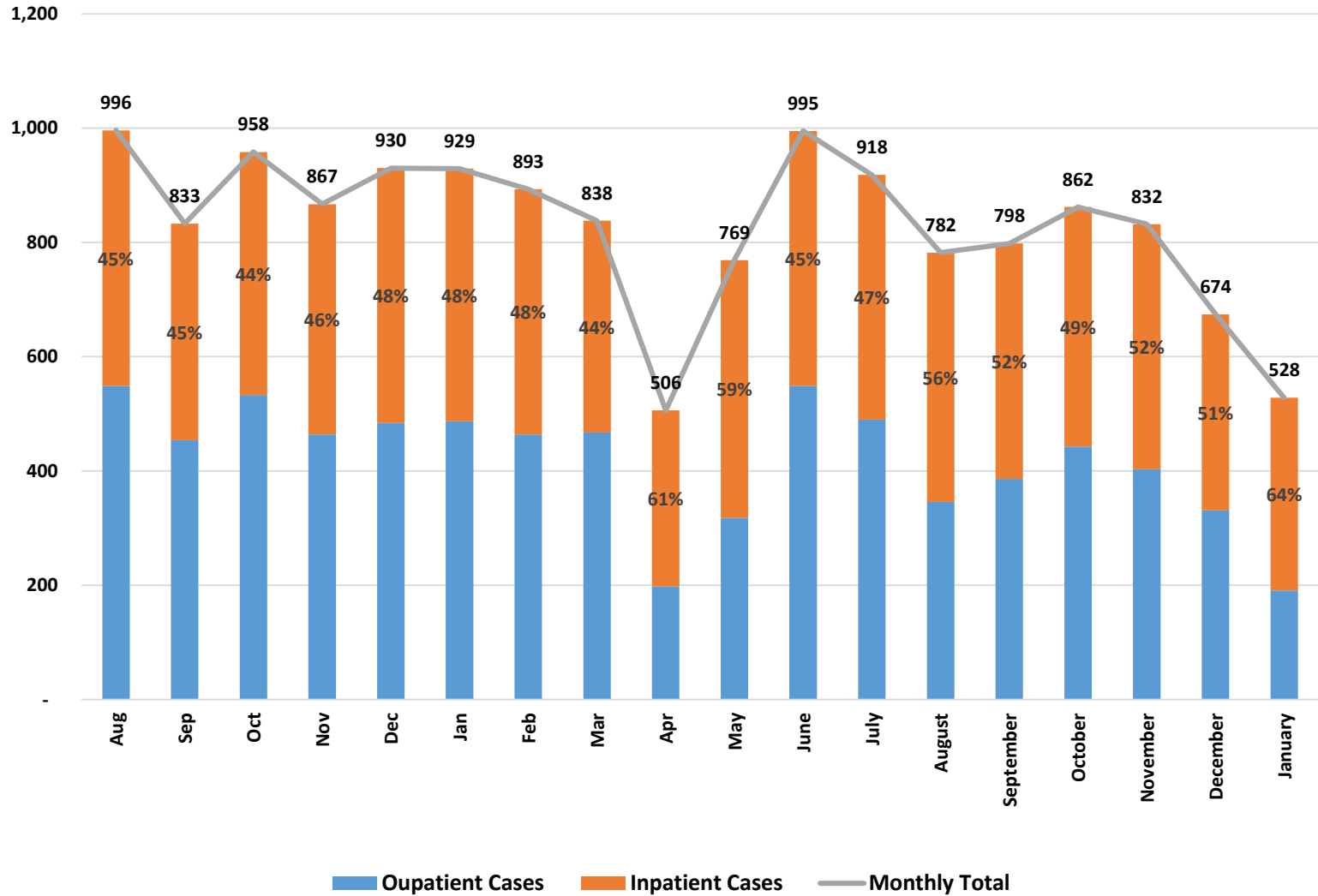


Surgery (OP Only) – 100 Min Units

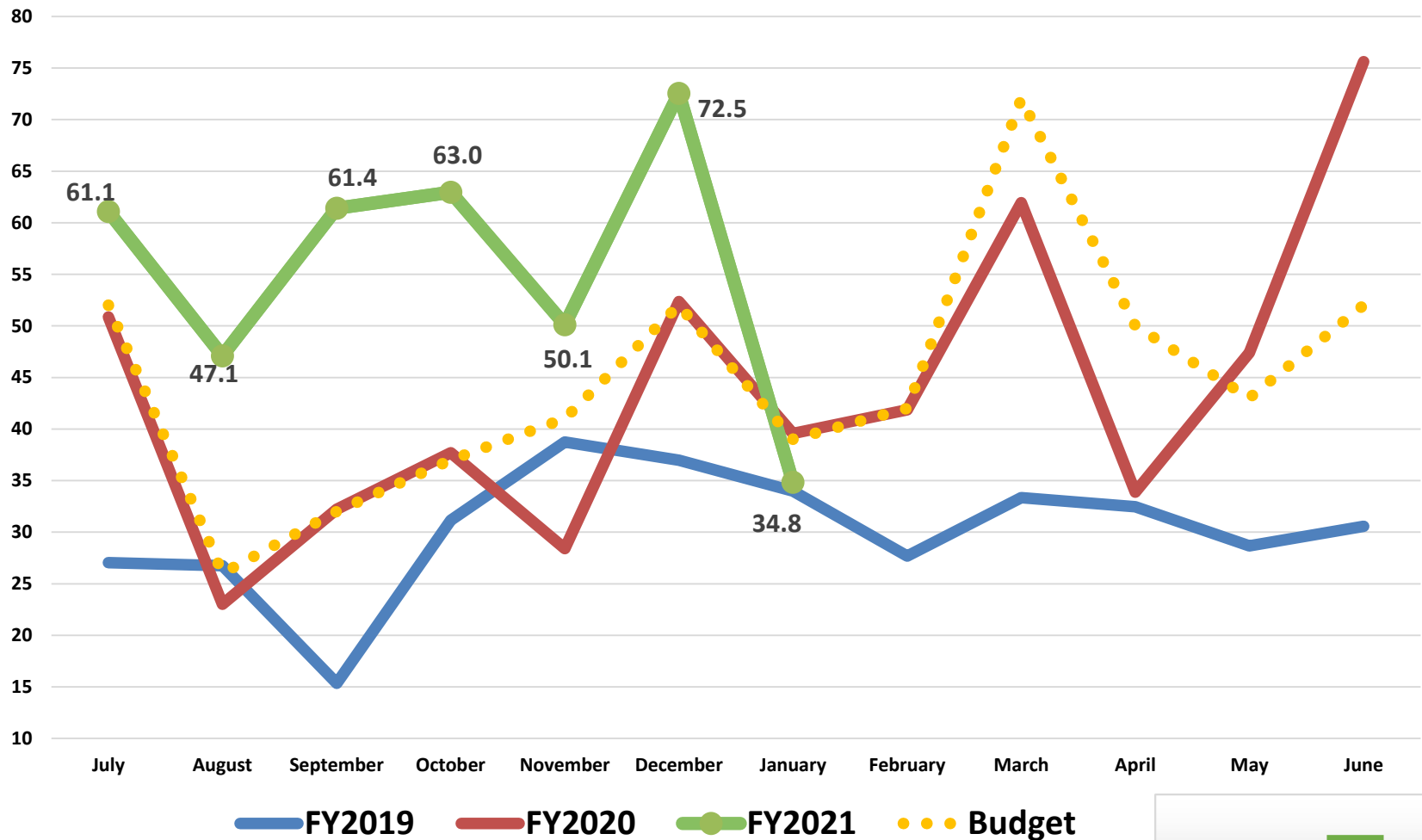


2,945	3,072	2,704	3,717
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Surgery (IP & OP) - Cases

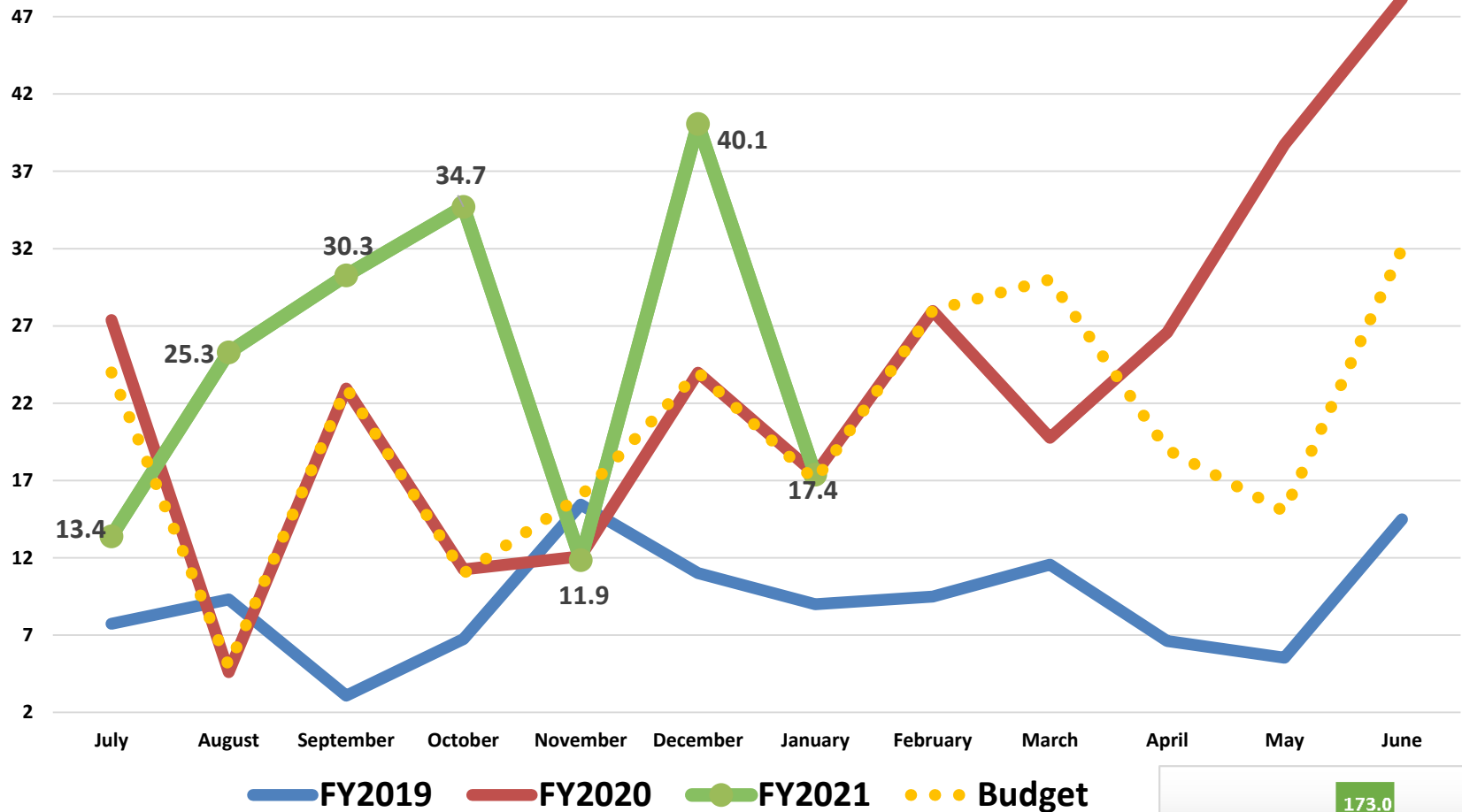


Robotic Surgery (IP & OP) – 100 Min Units



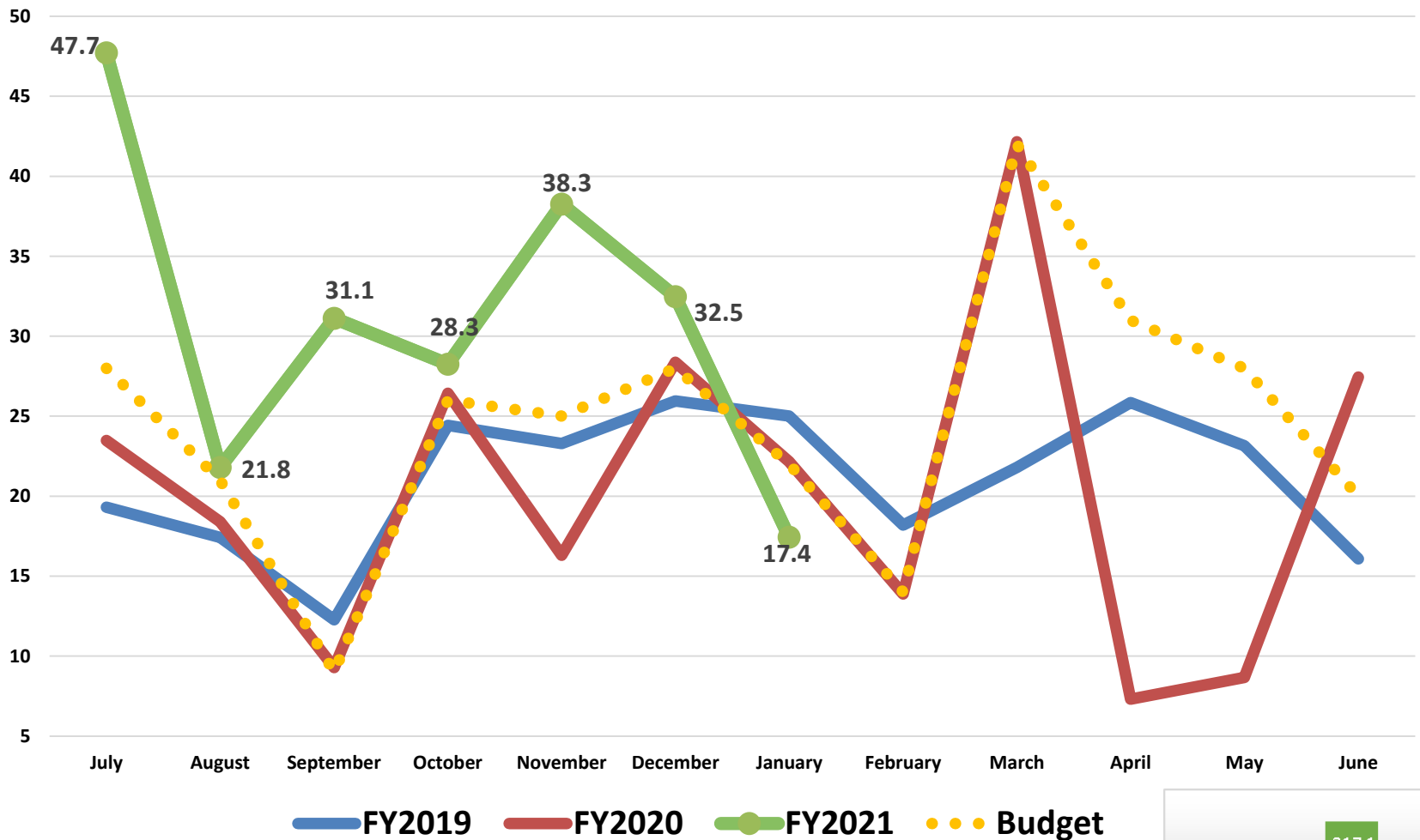
210.0	264.1	390.0	279.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Robotic Surgery (IP Only) – 100 Min Units



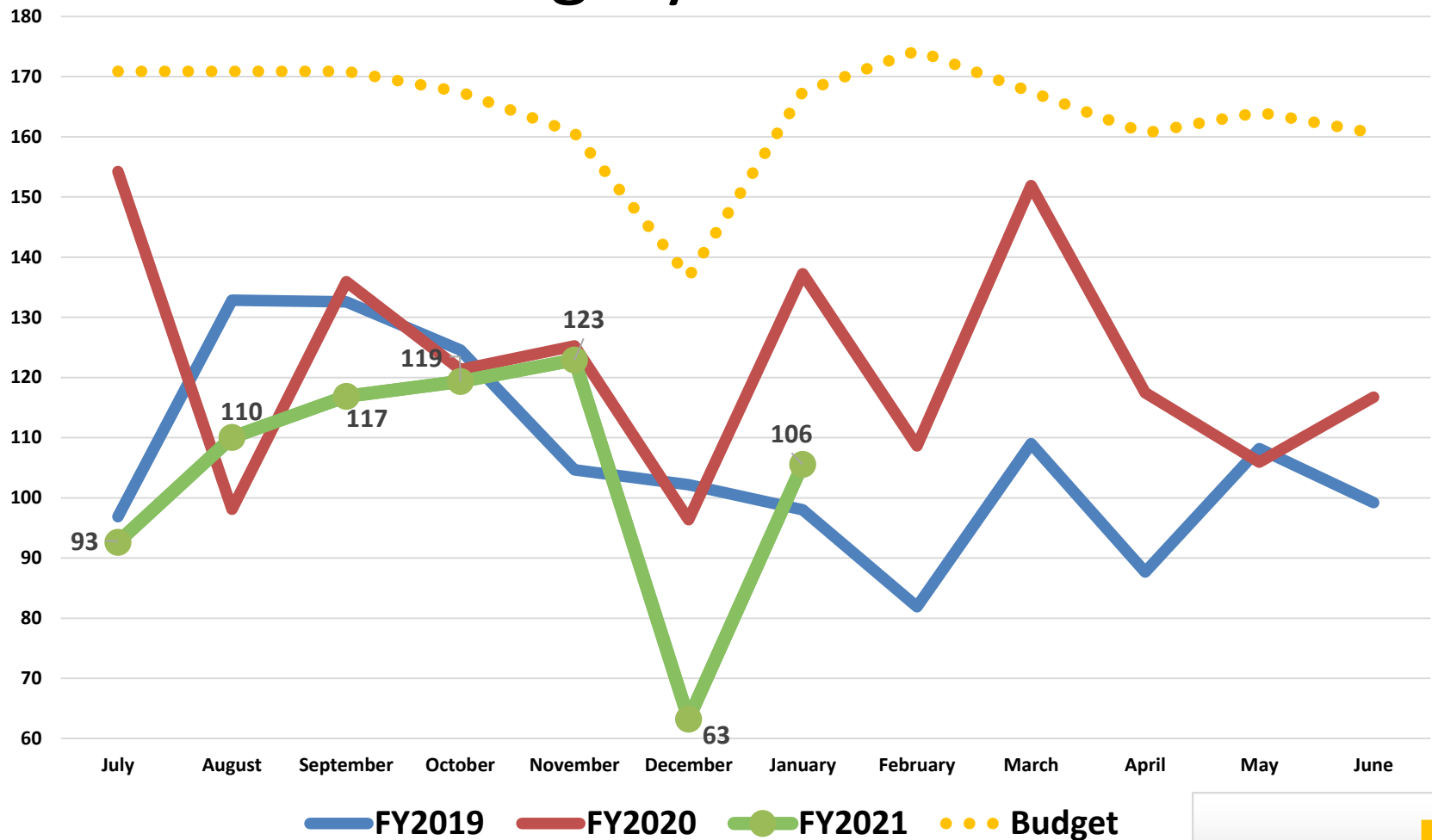
62.3	119.7	173.0	120.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Robotic Surgery (OP Only) – 100 Min Units



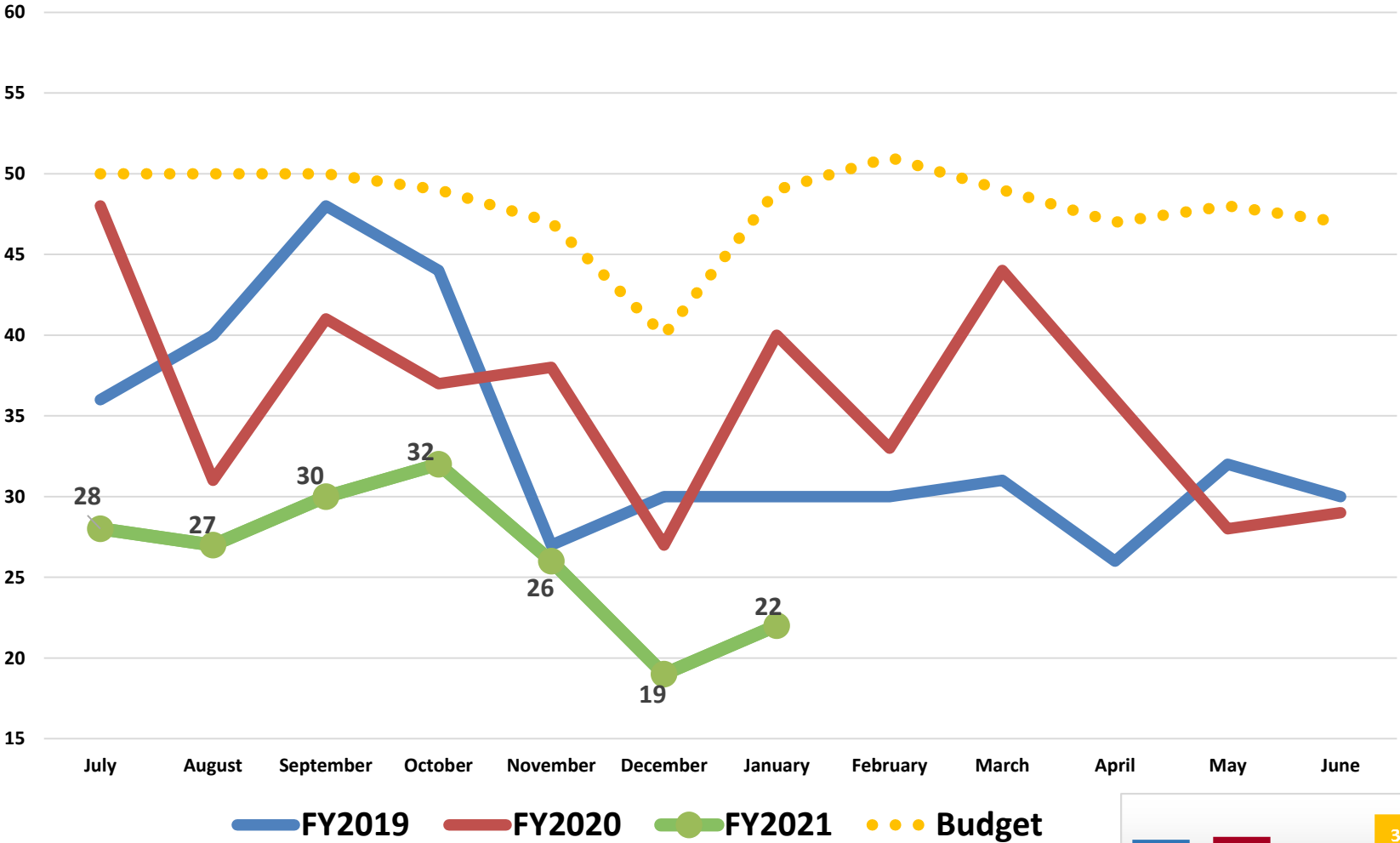
147.7	144.4	217.1	159.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Cardiac Surgery – 100 Min Units



792	868	731	1,145
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

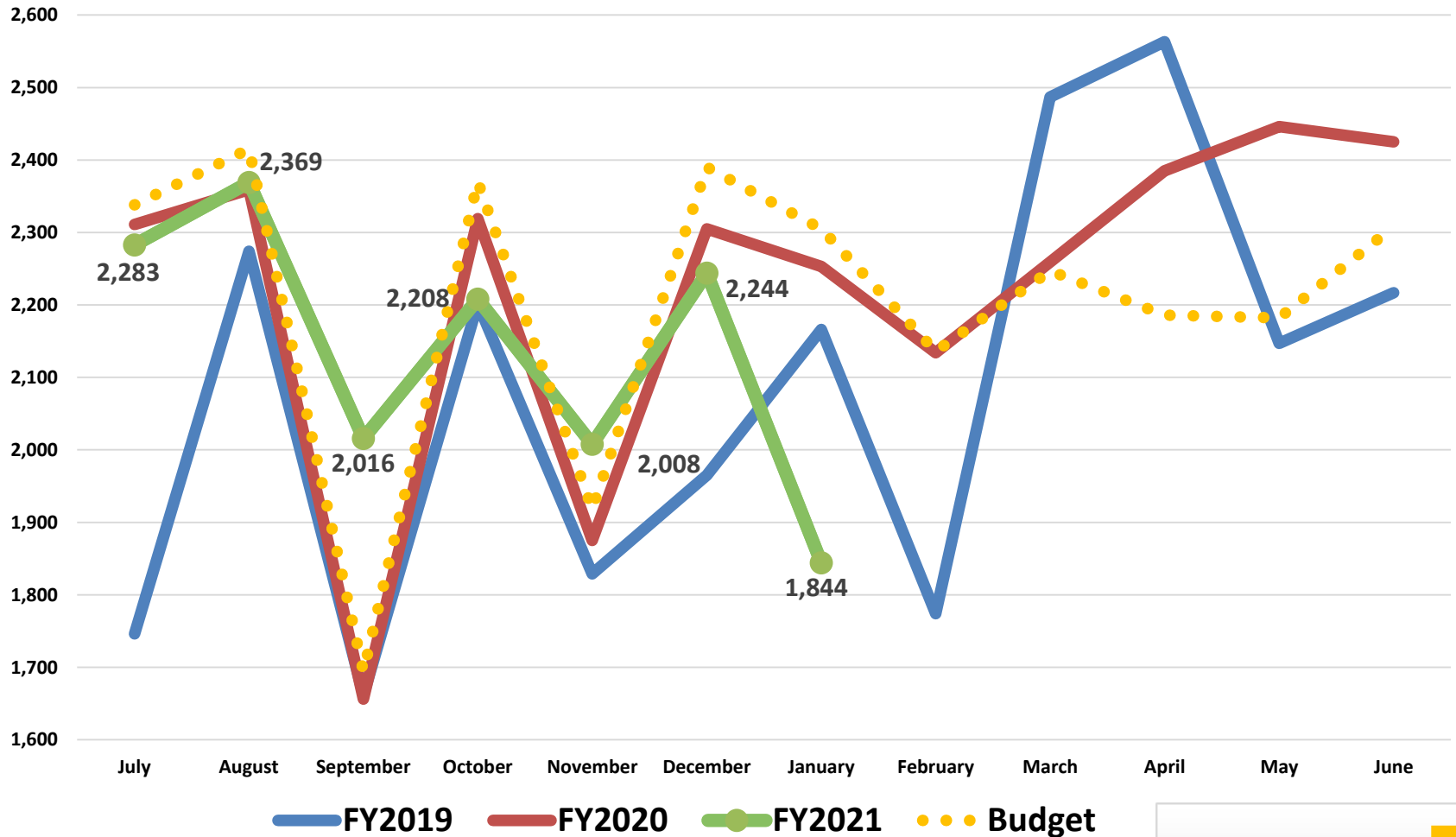
Cardiac Surgery – Cases



255	262	184	335
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

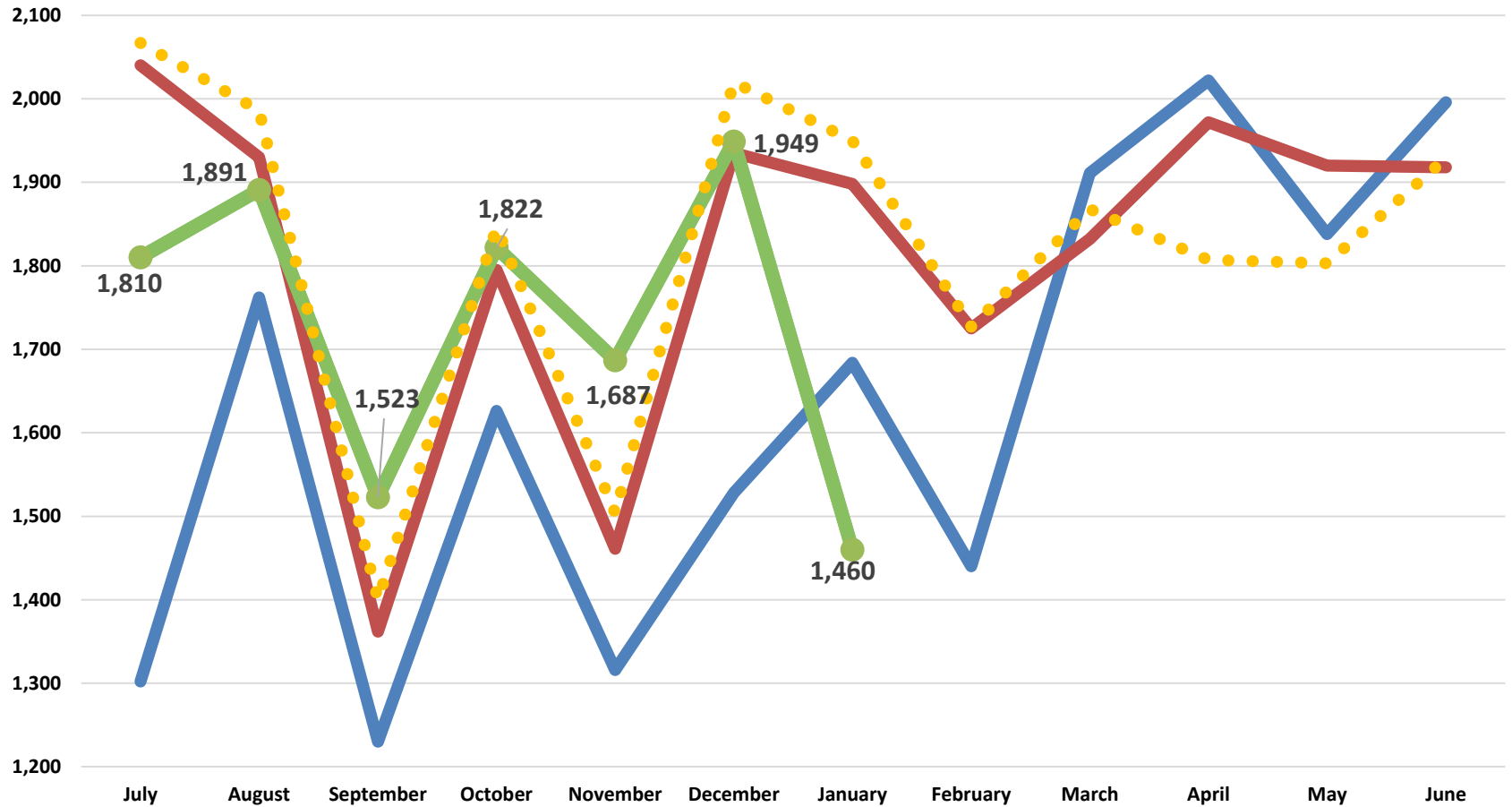
Radiation Oncology Treatments

Hanford and Visalia



13,843	15,078	14,972	15,430
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

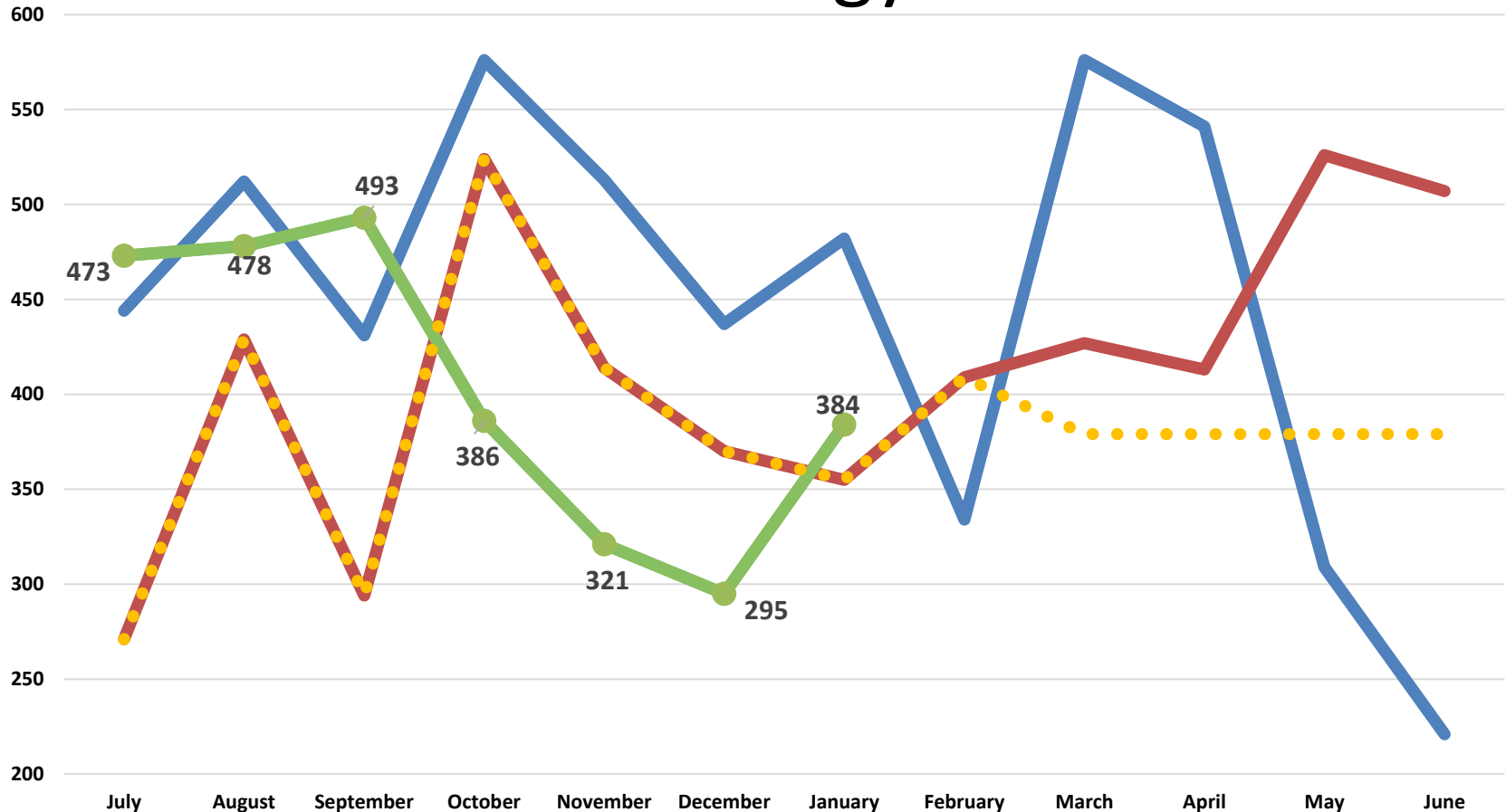
Radiation Oncology - Visalia



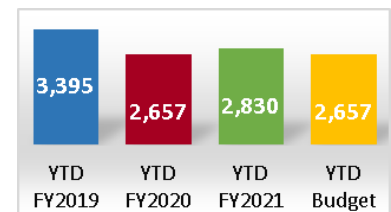
—●— FY2019
 —●— FY2020
 —●— FY2021
 ●●● Budget

10,448	12,421	12,142	12,773
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

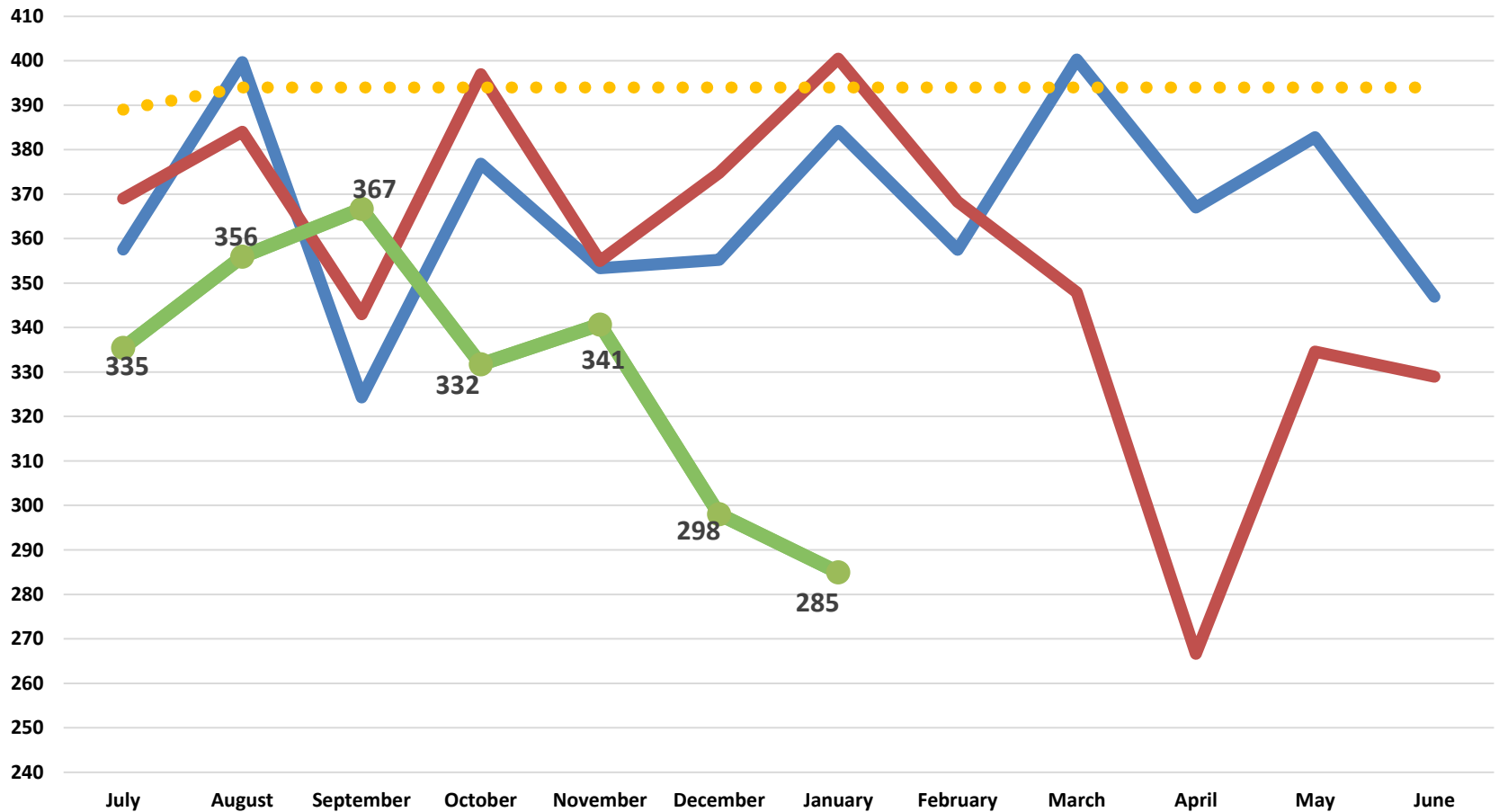
Radiation Oncology - Hanford



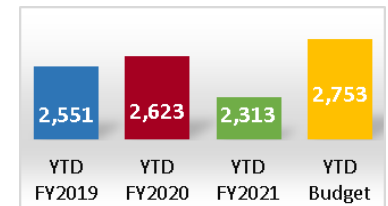
—●— FY2019
 —●— FY2020
 —●— FY2021
 ●●● Budget



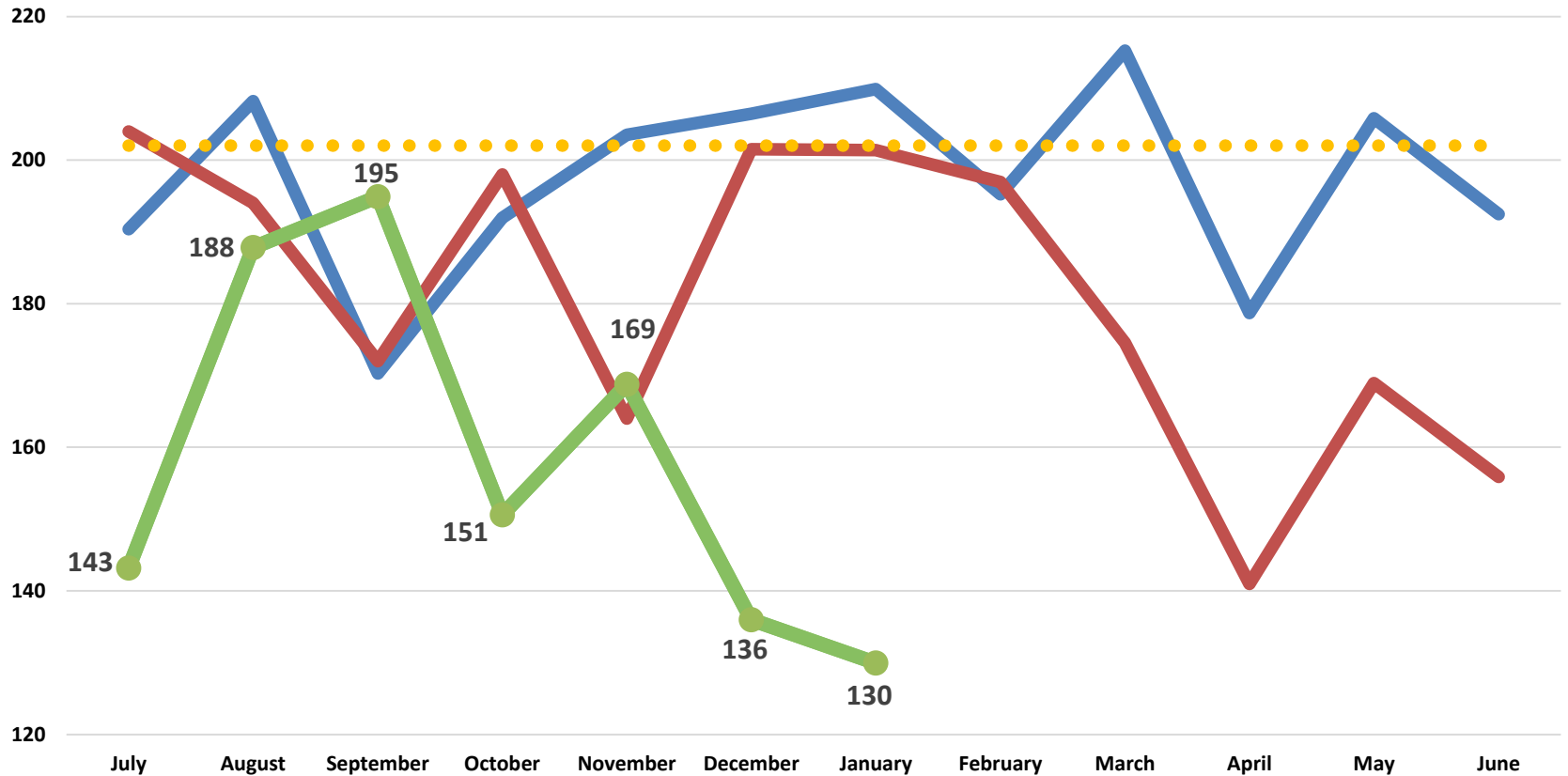
Cath Lab (IP & OP) – 100 Min Units



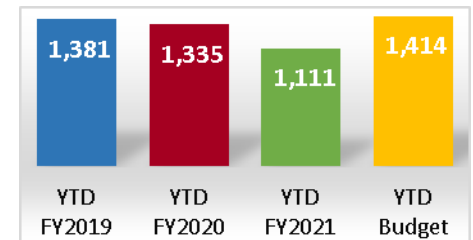
—●— FY2019
 —●— FY2020
 —●— FY2021
 ●●● Budget



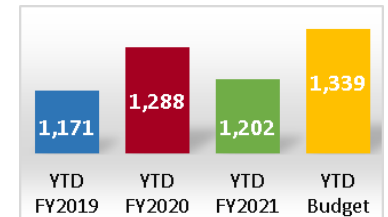
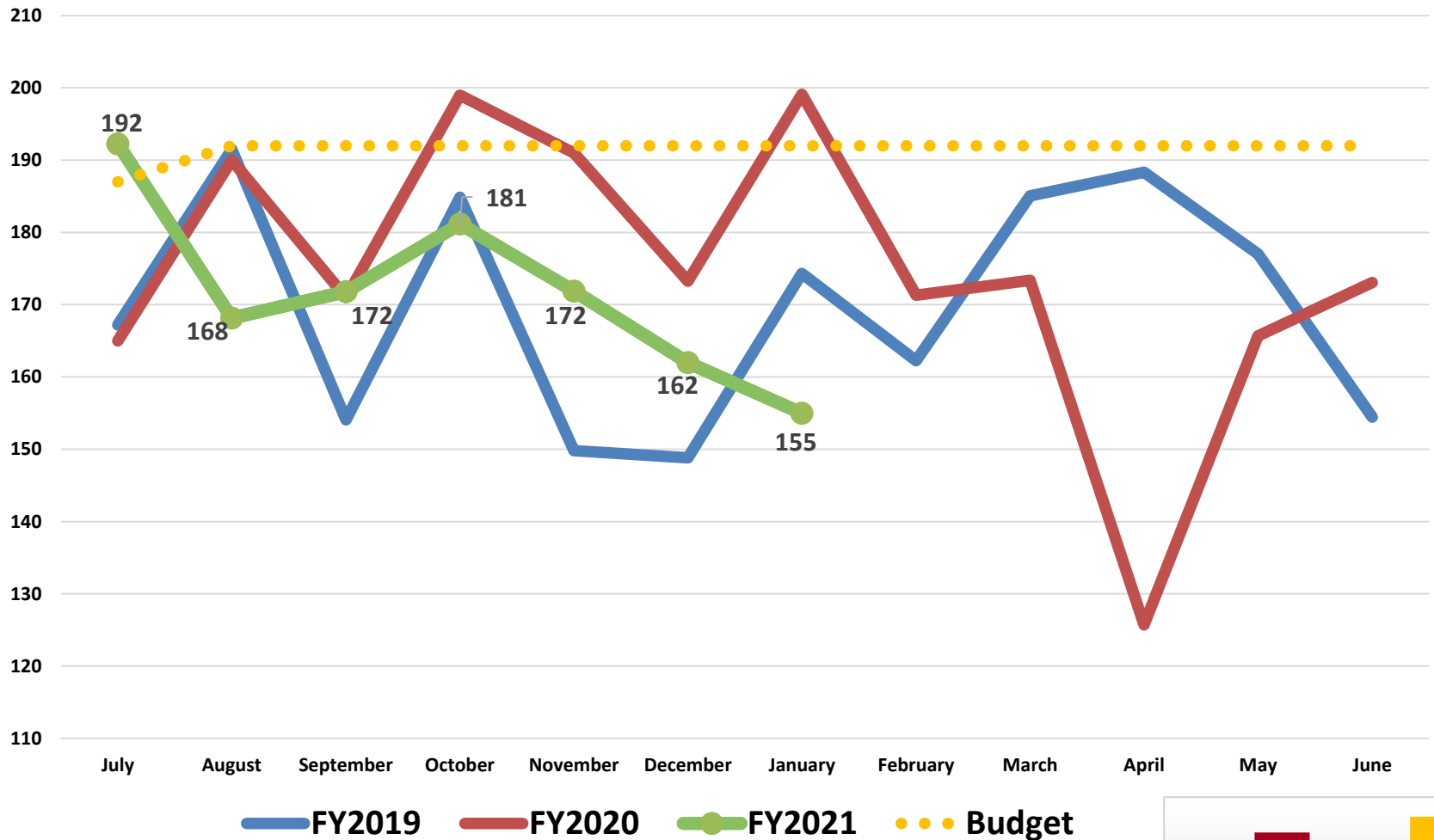
Cath Lab (IP Only) – 100 Min Units



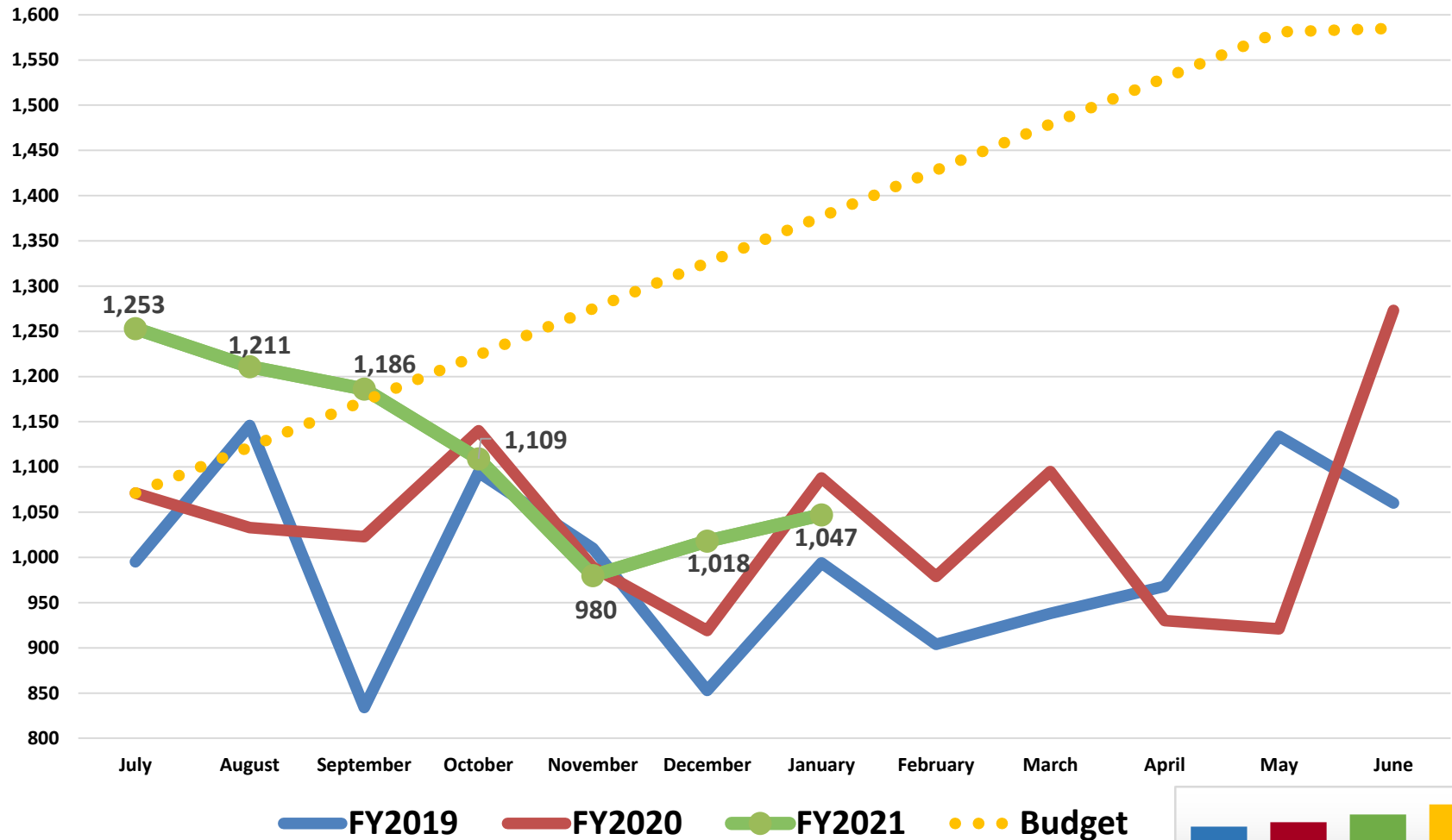
—●— FY2019
 —●— FY2020
 —●— FY2021
 ●●● Budget



Cath Lab (OP Only) – 100 Min Units

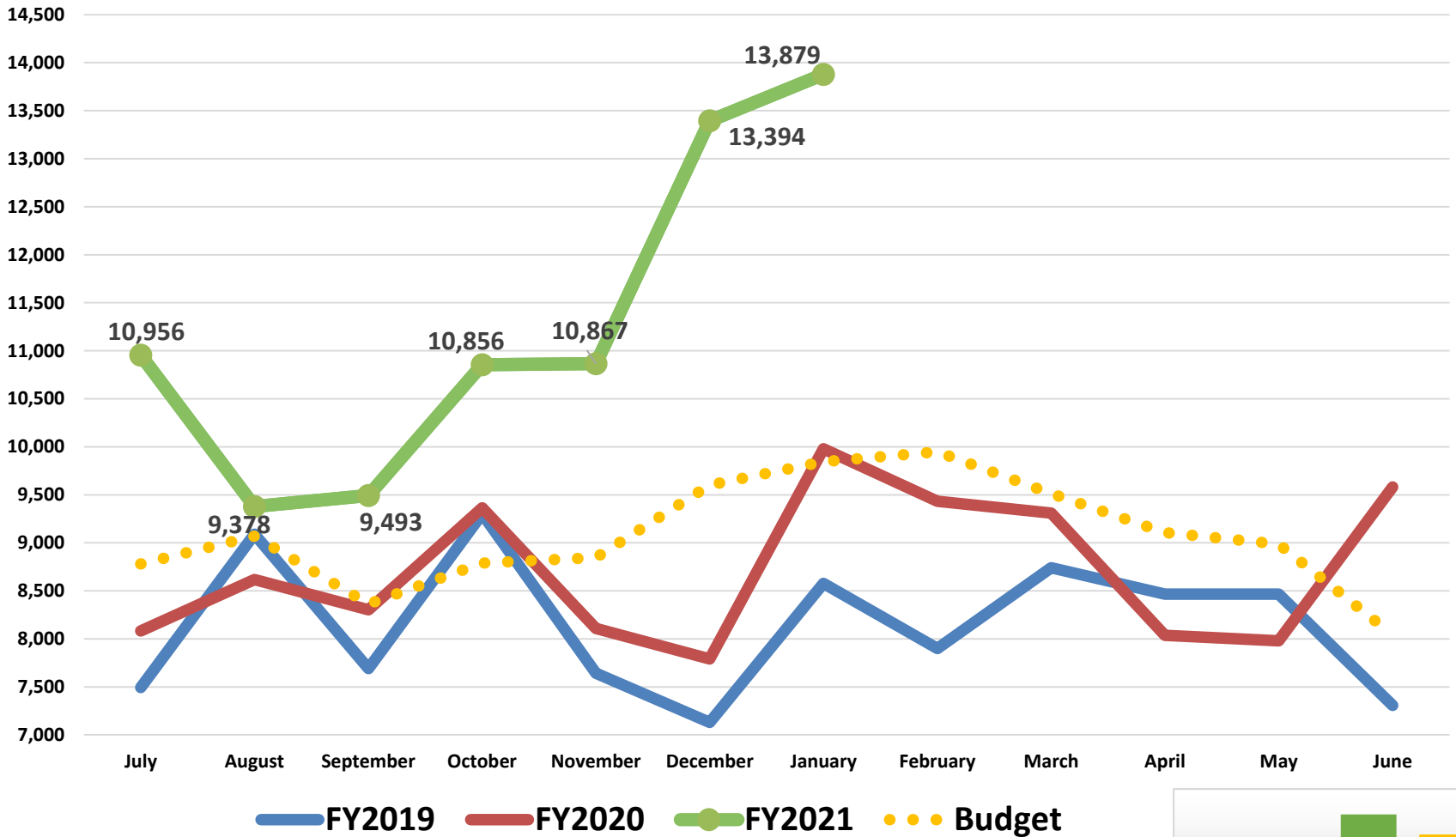


GME Family Medicine Clinic Visits



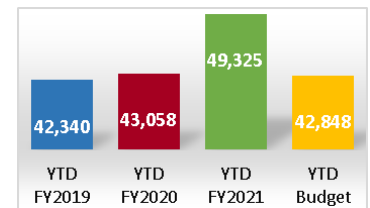
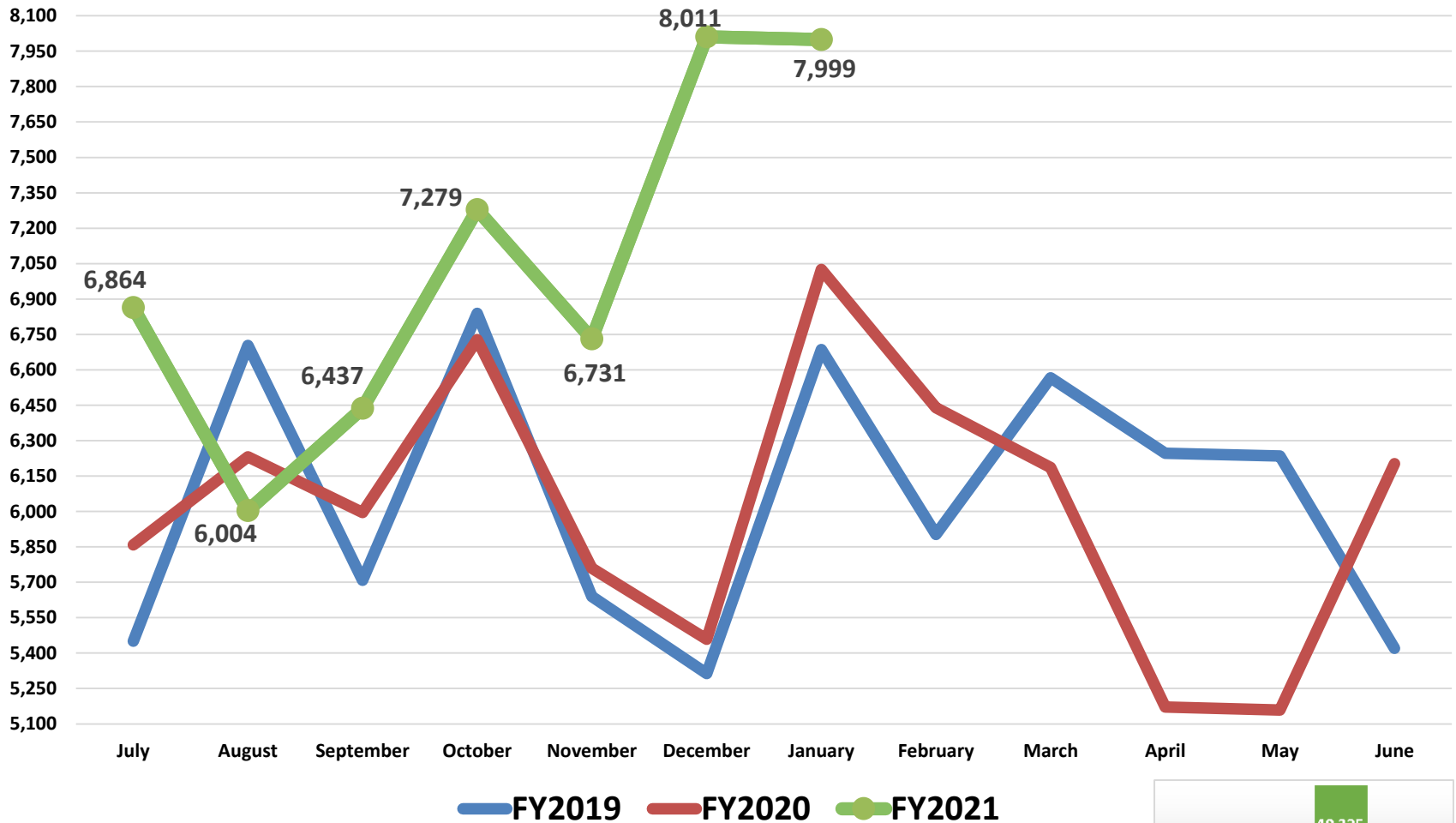
6,926	7,263	7,804	8,568
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Rural Health Clinic Registrations

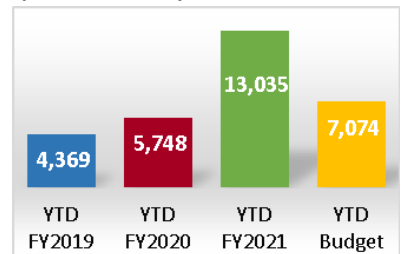
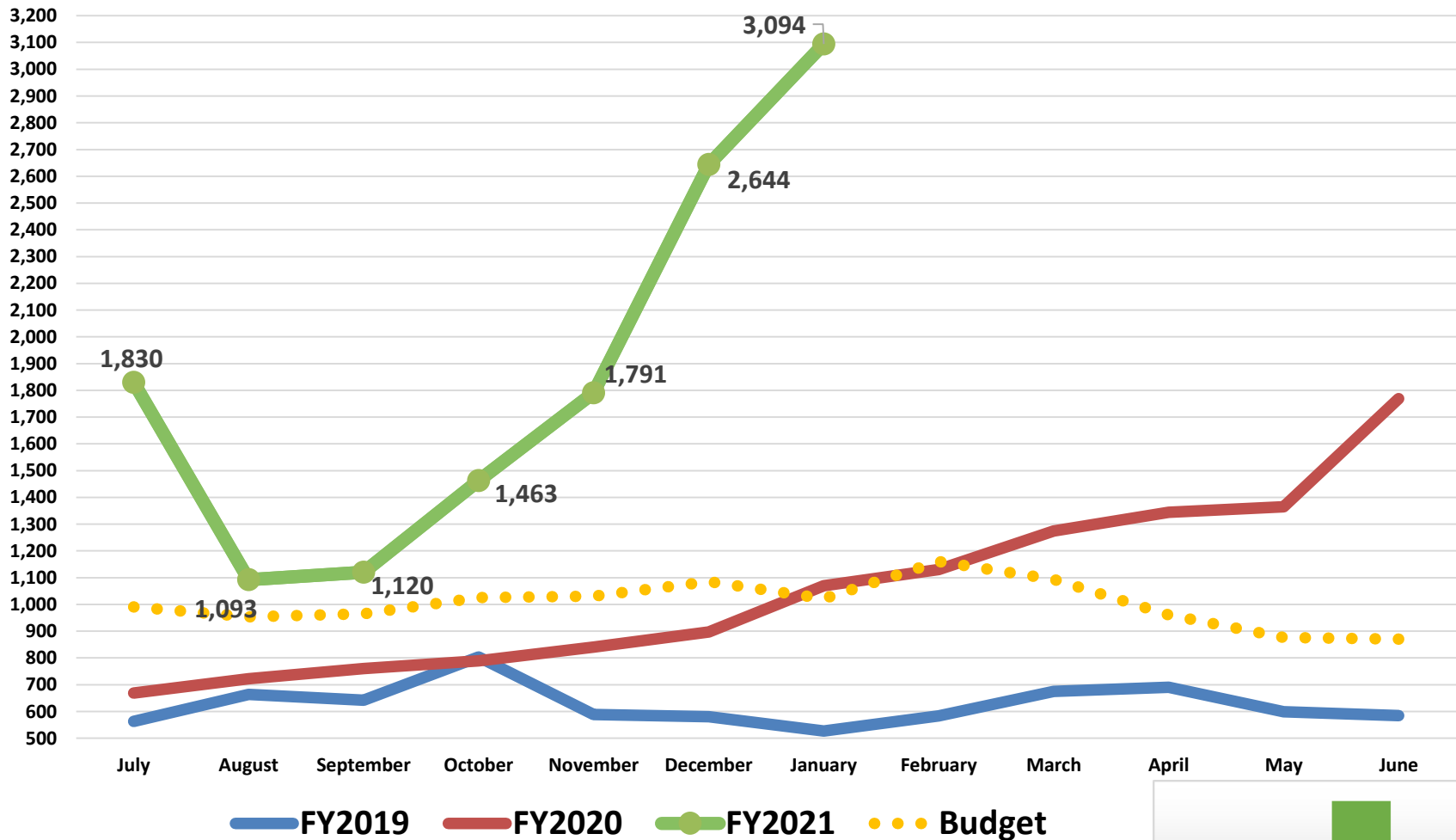


56,923	60,248	78,823	63,296
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

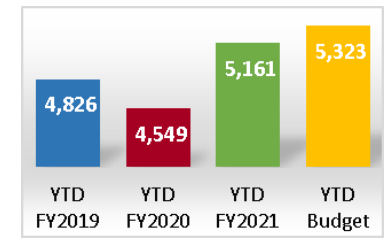
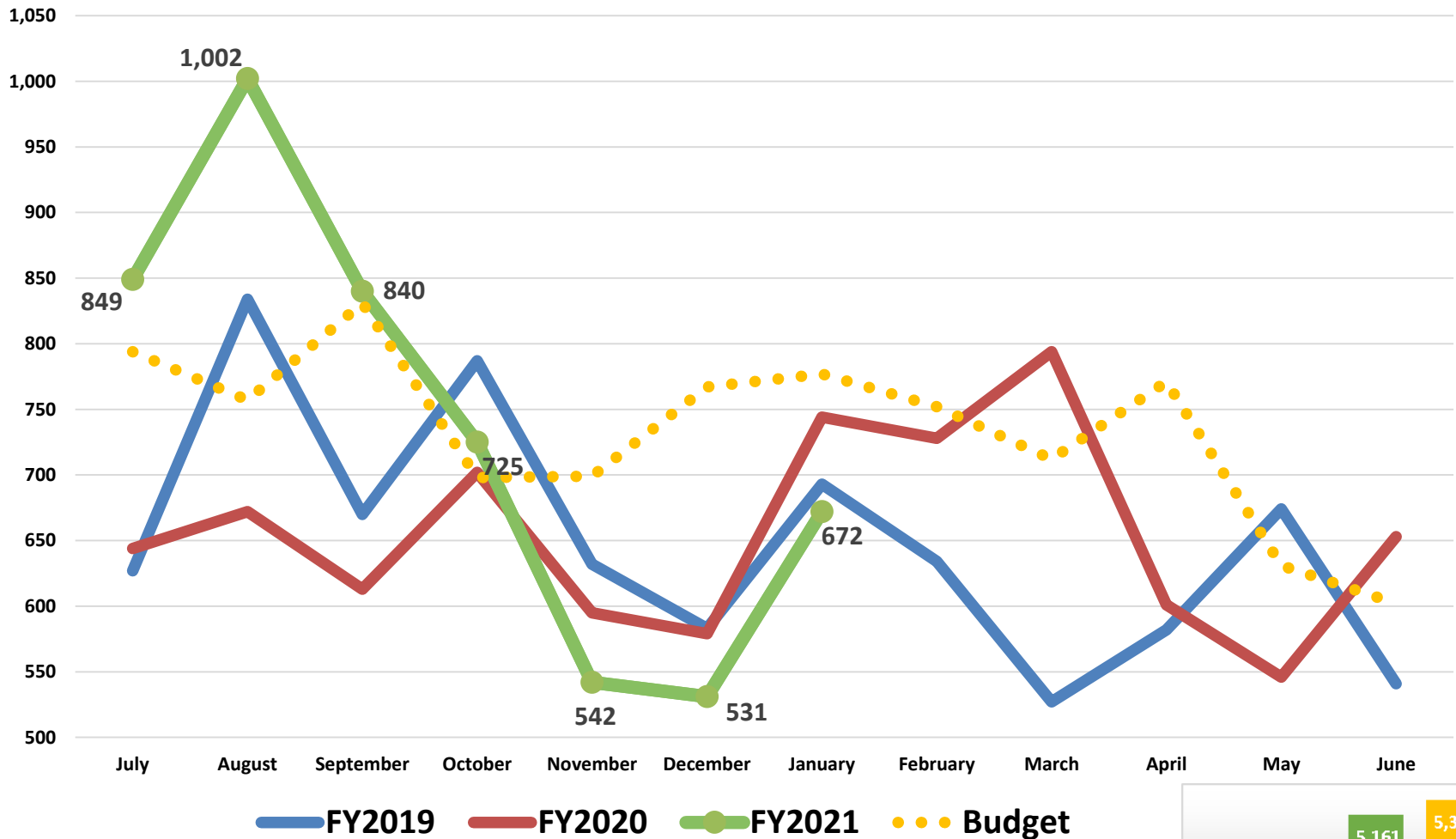
Exeter RHC - Registrations



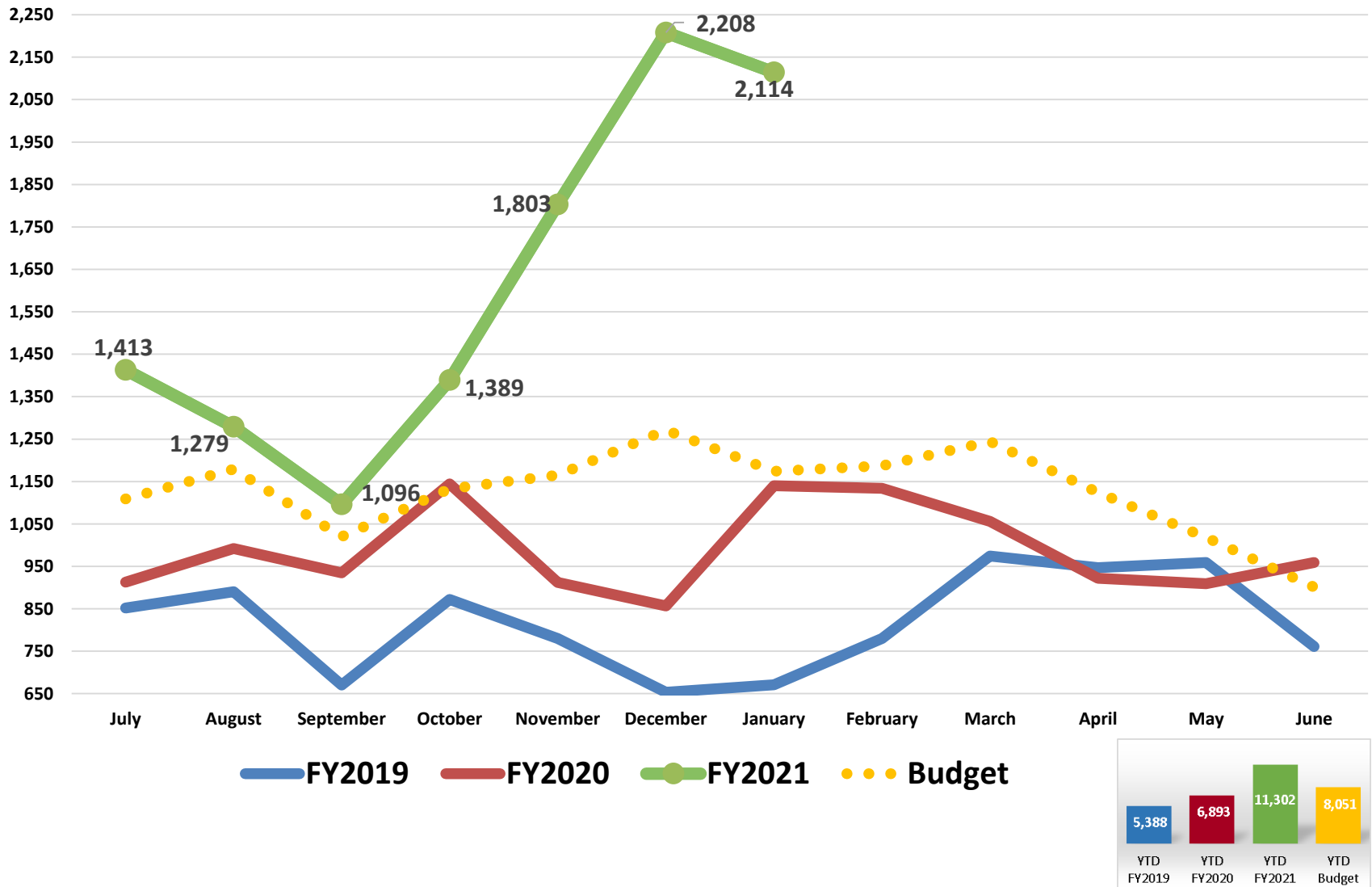
Lindsay RHC - Registrations



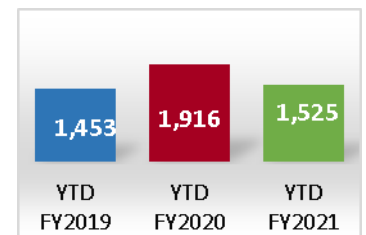
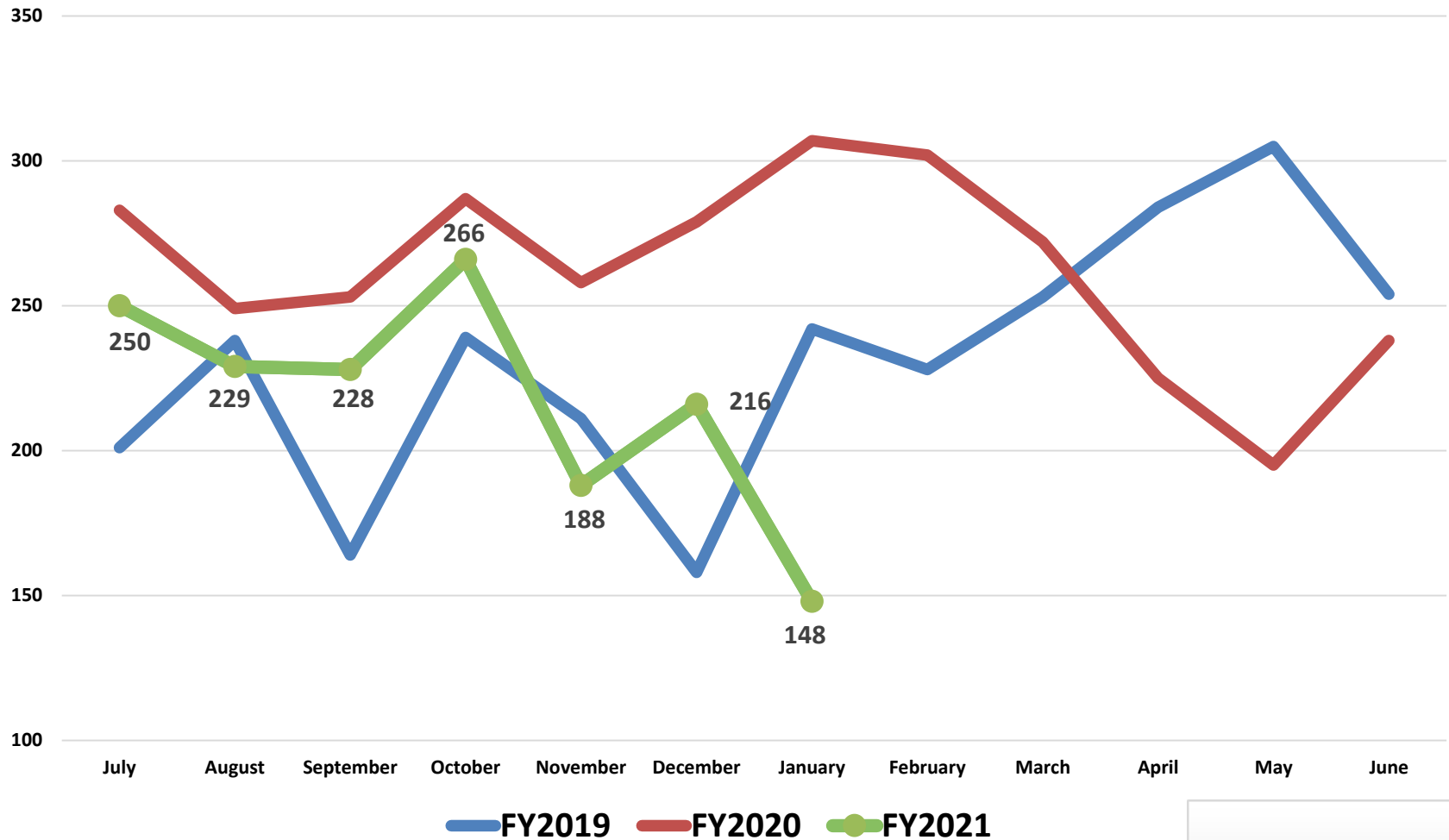
Woodlake RHC - Registrations



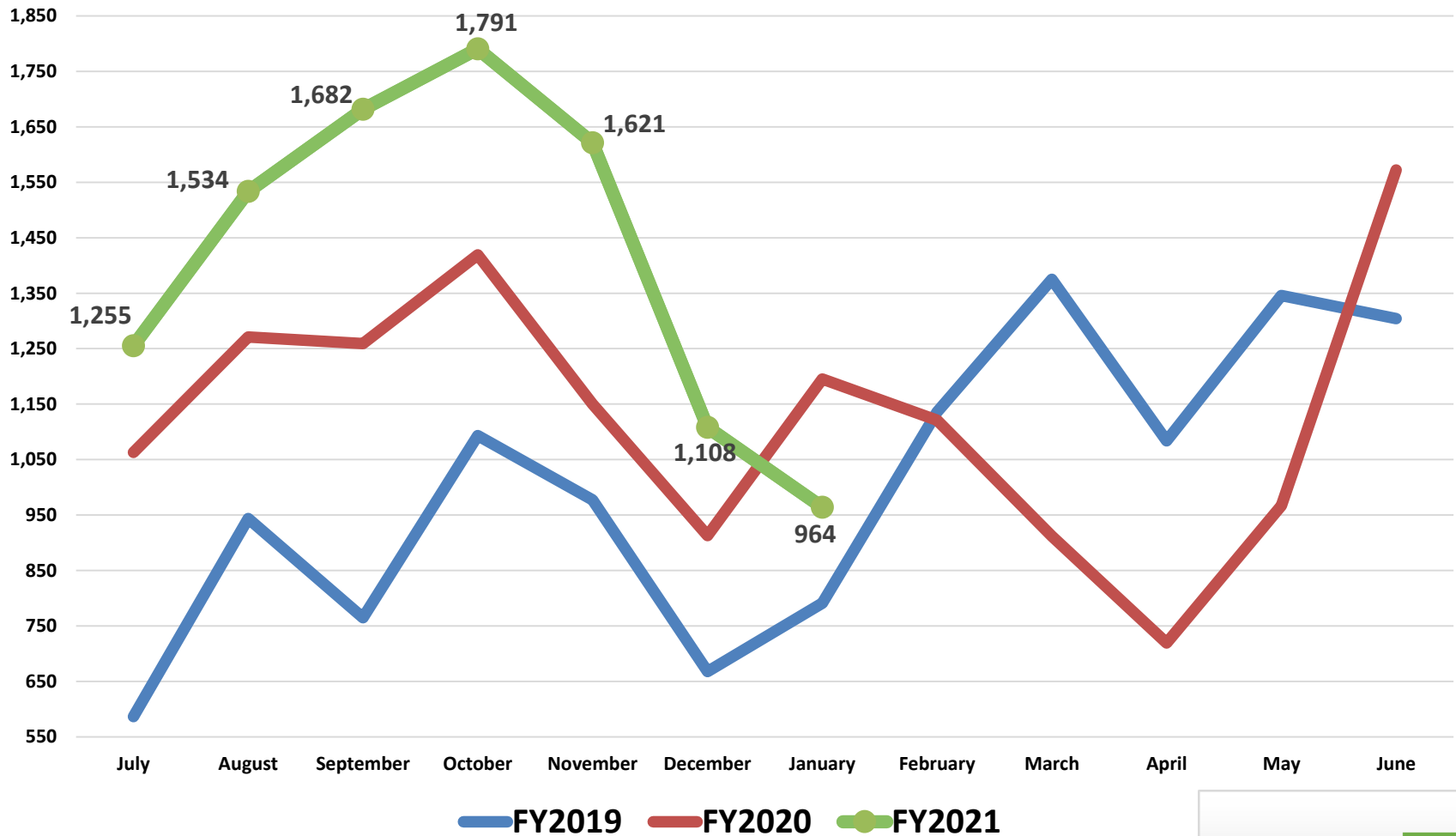
Dinuba RHC - Registrations



Neurosurgery Clinic - Registrations

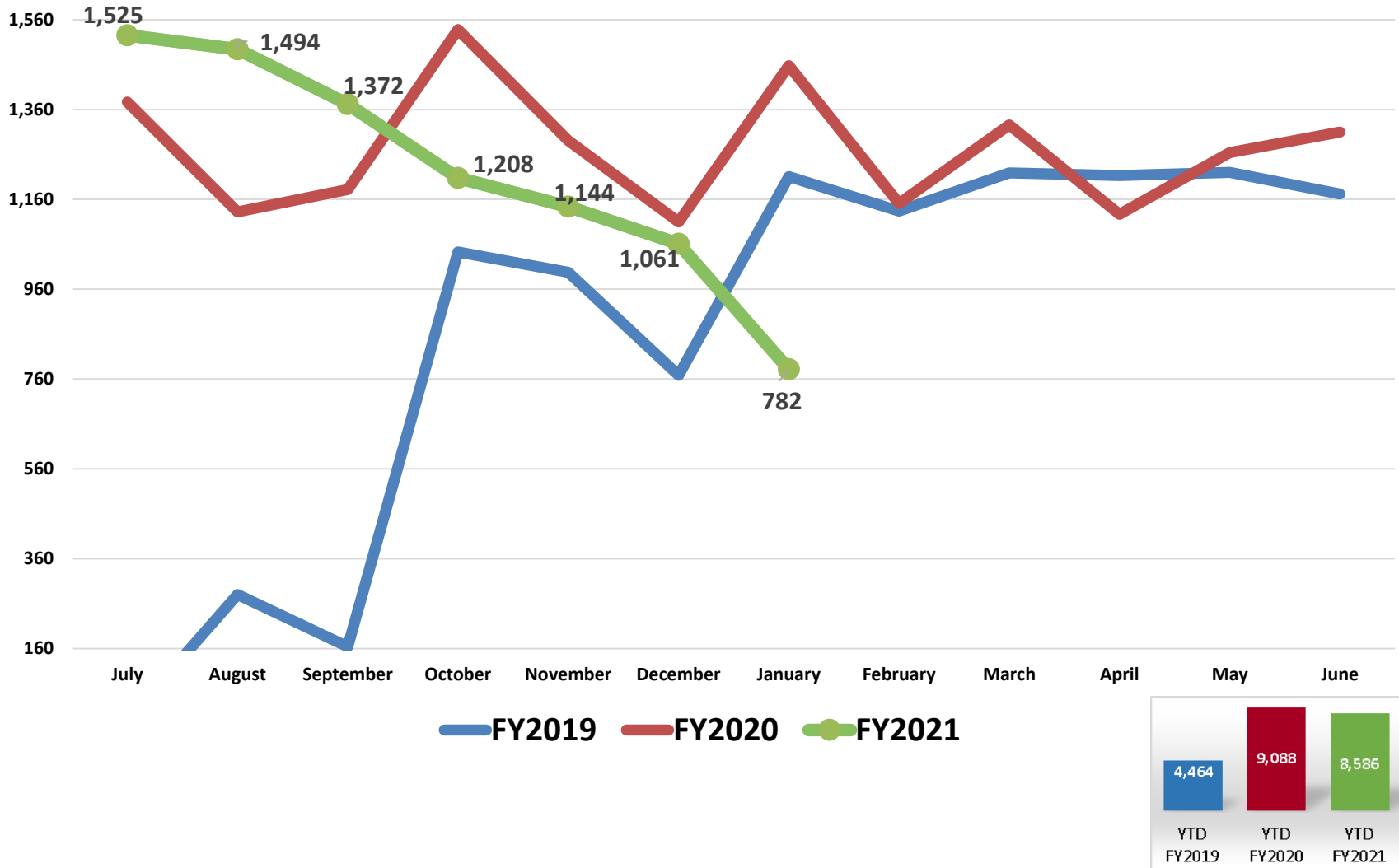


Neurosurgery Clinic - wRVU's

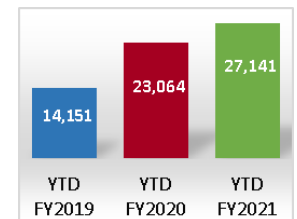
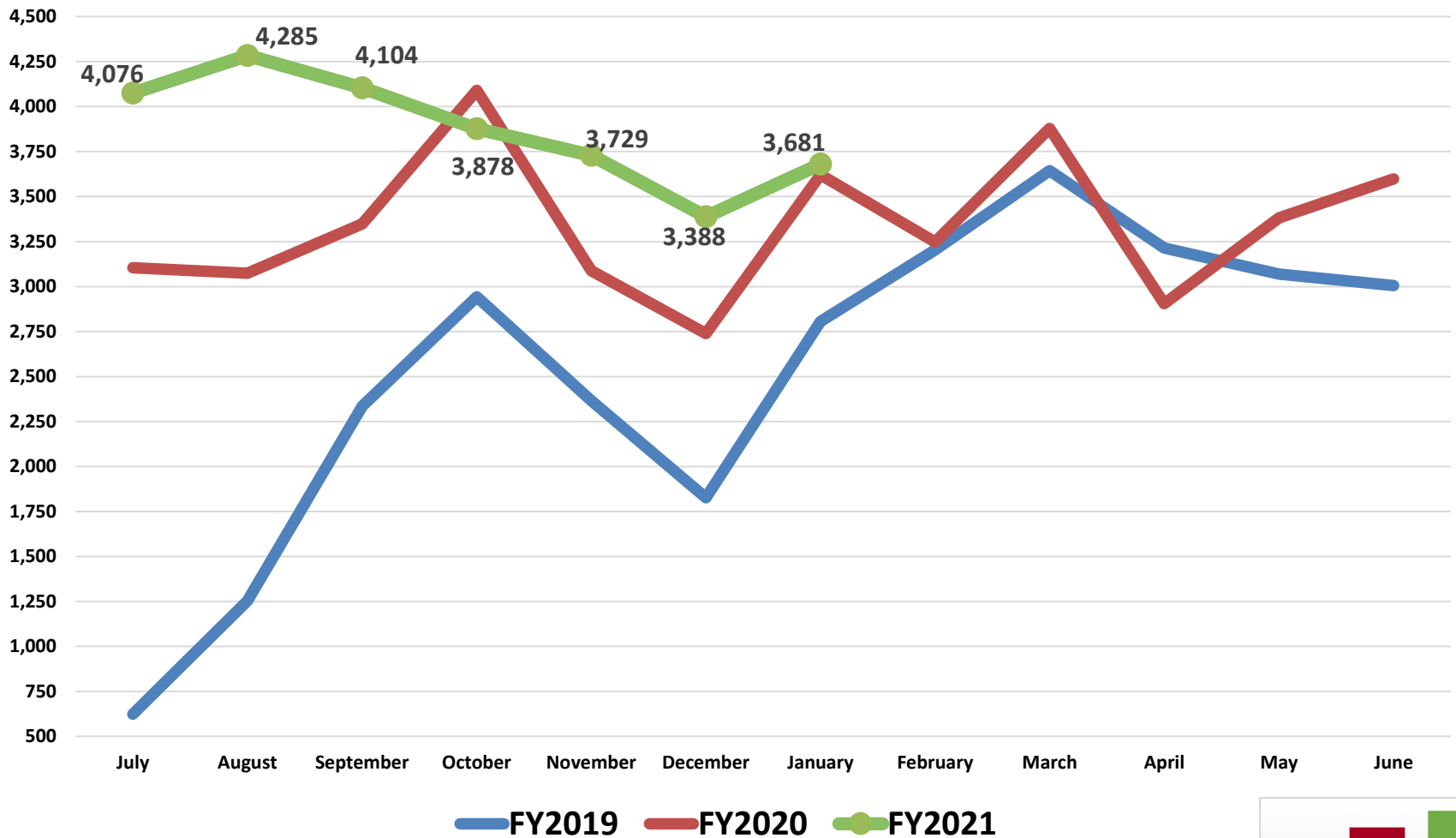


5,824	8,270	9,955
YTD FY2019	YTD FY2020	YTD FY2021

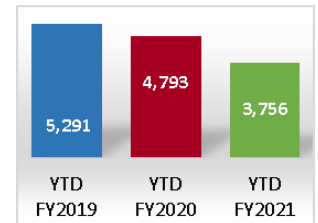
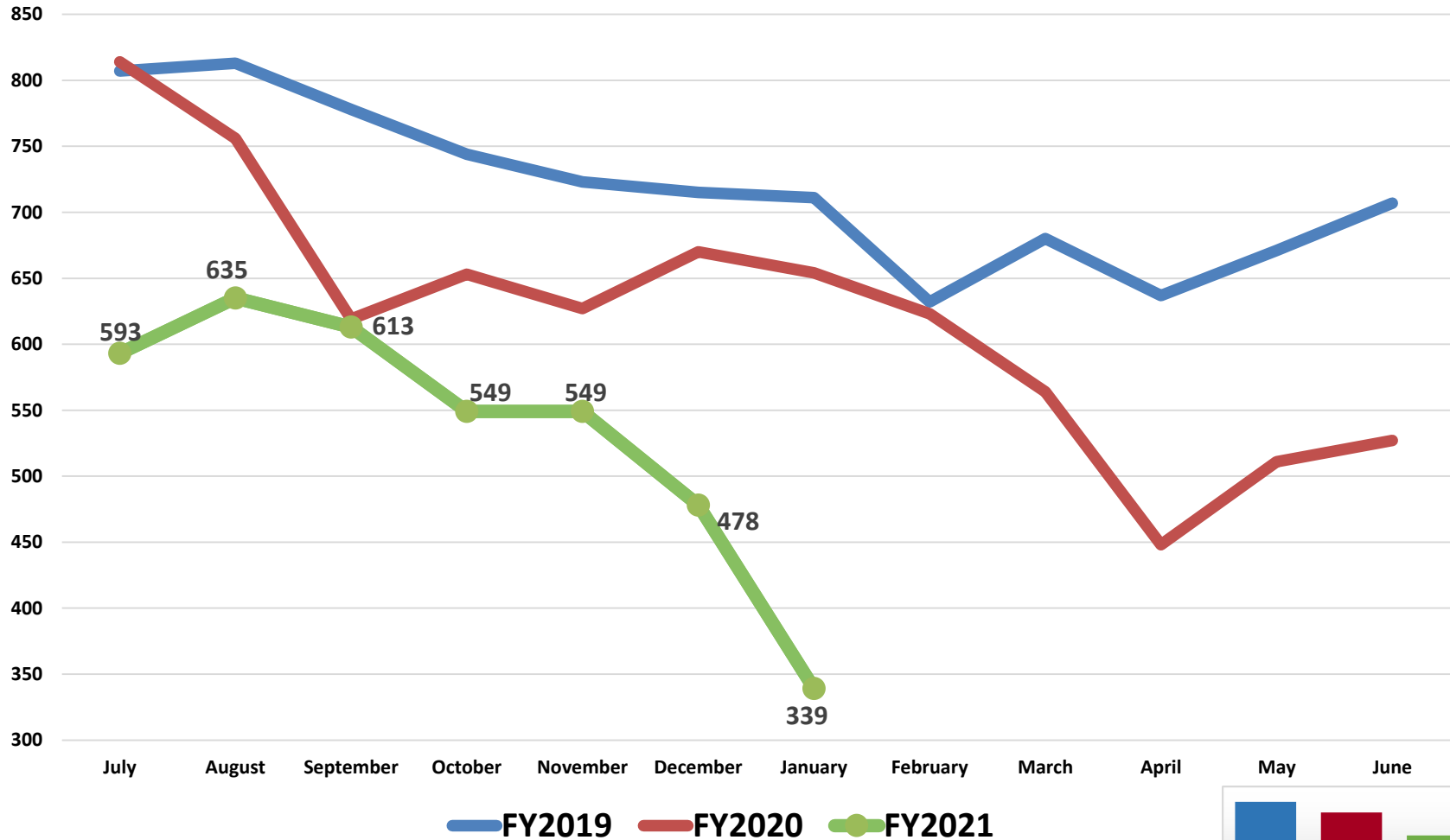
Sequoia Cardiology - Registrations



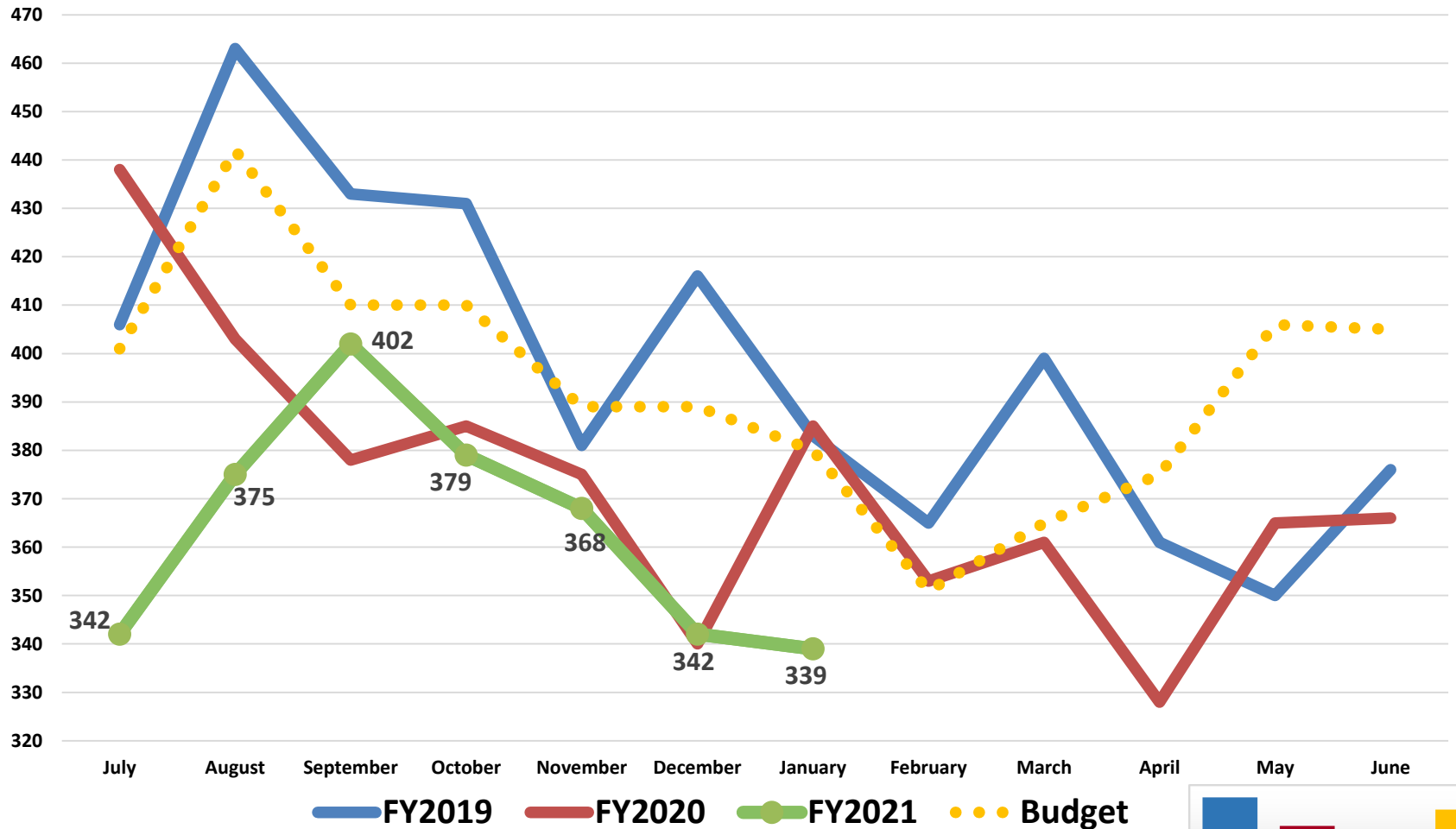
Sequoia Cardiology – wRVU's



Labor Triage Registrations

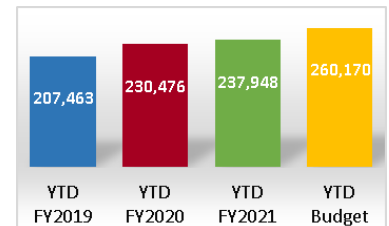
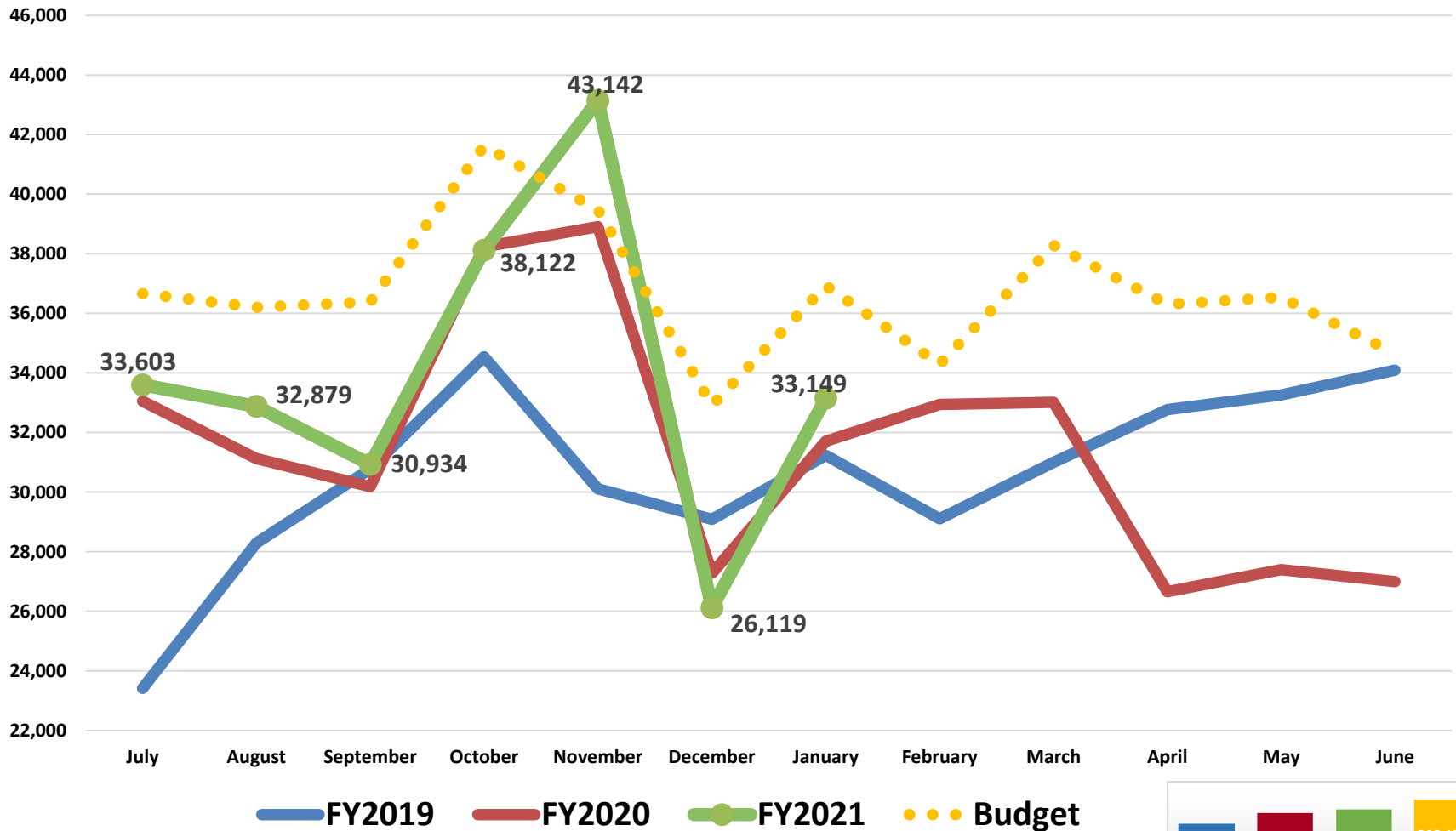


Deliveries

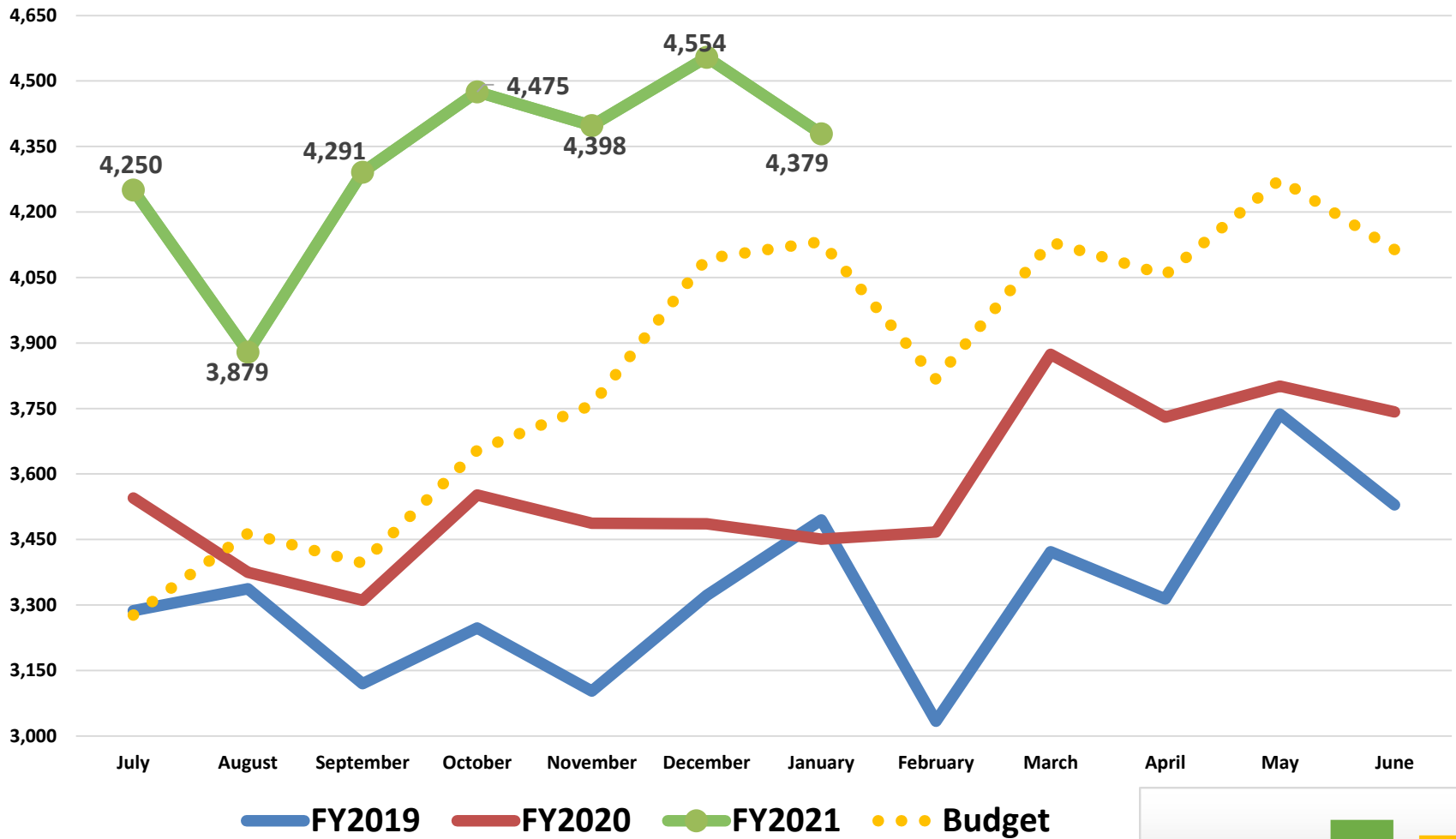


2,913	2,704	2,547	2,821
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

KDMF RVU's

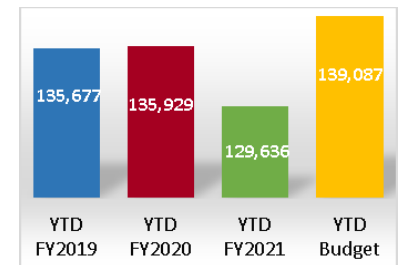
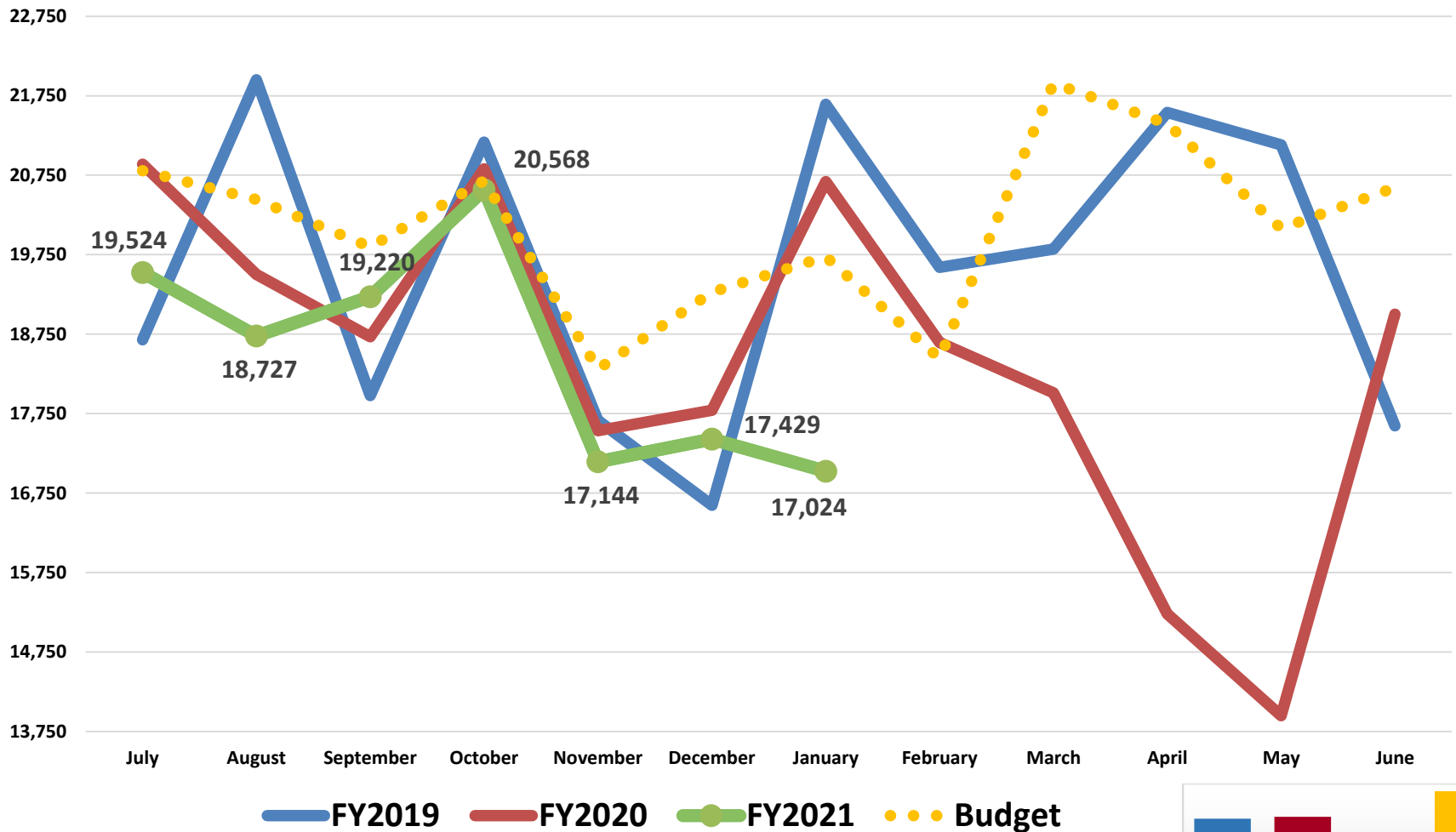


Hospice Days

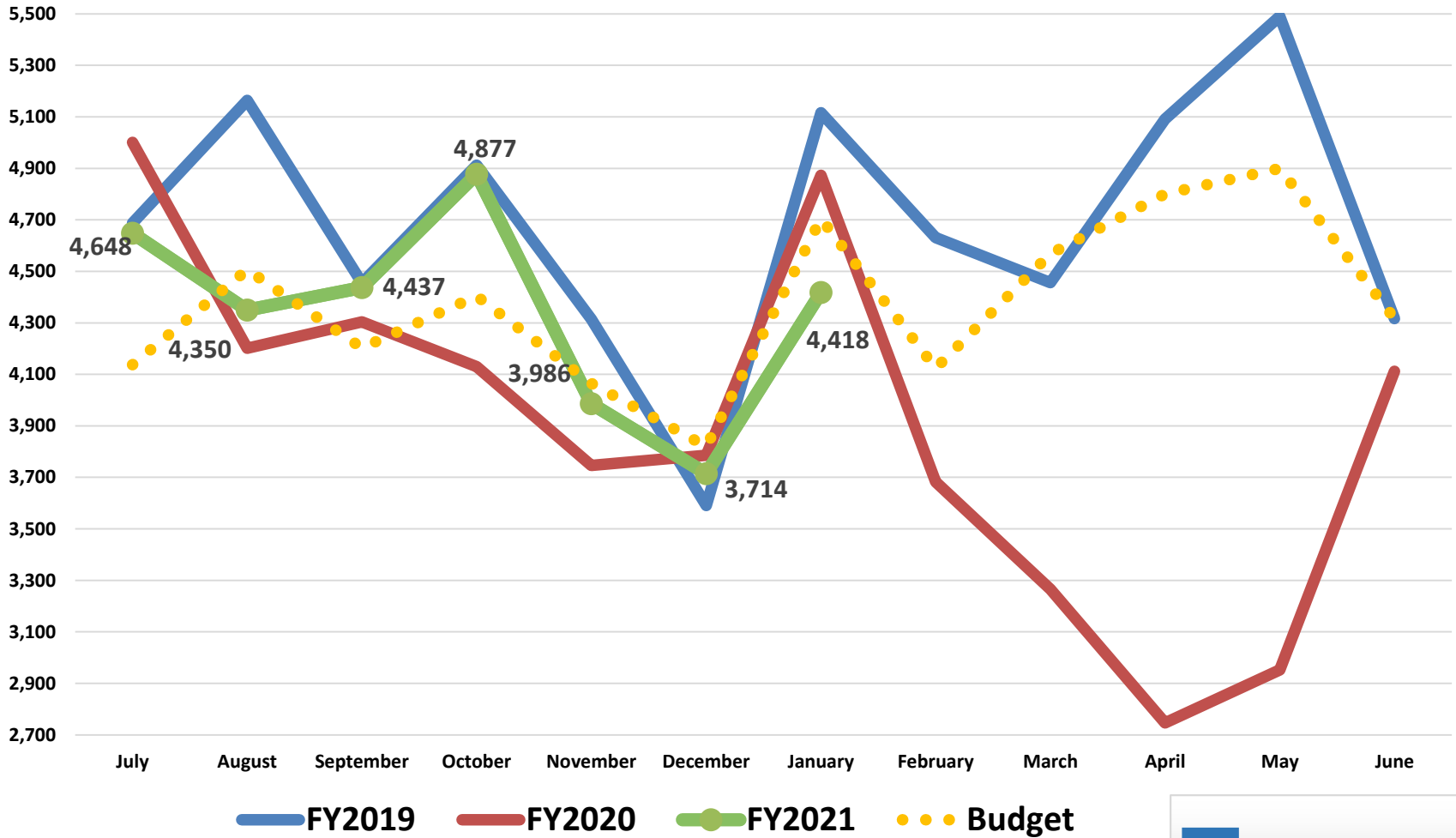


22,911	24,207	30,226	25,774
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

All O/P Rehab Services Across District

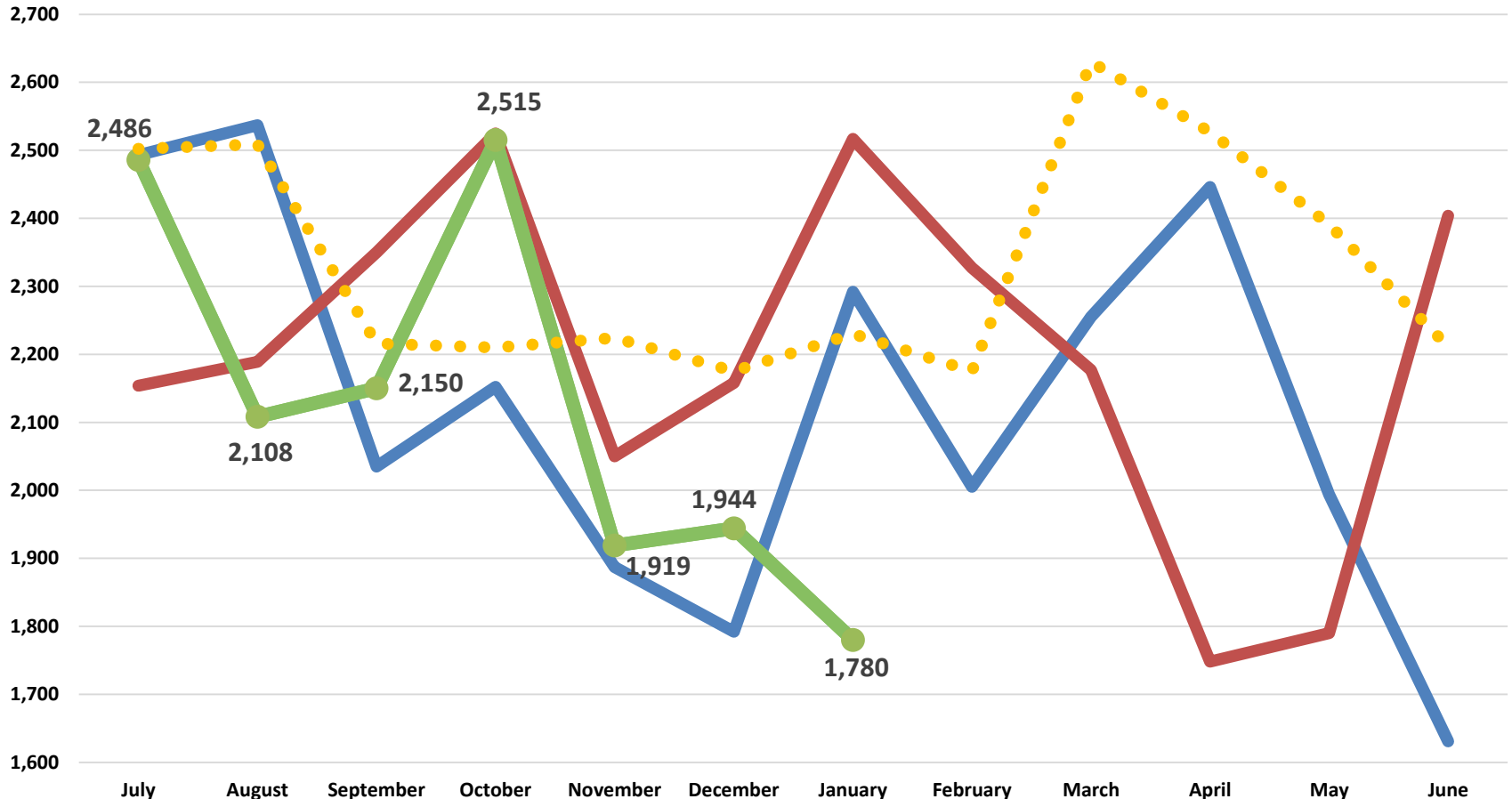


O/P Rehab Services

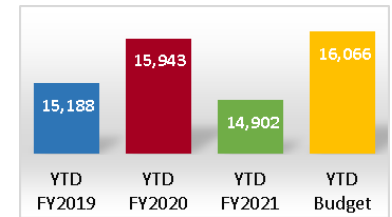


32,239	30,041	30,430	29,841
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

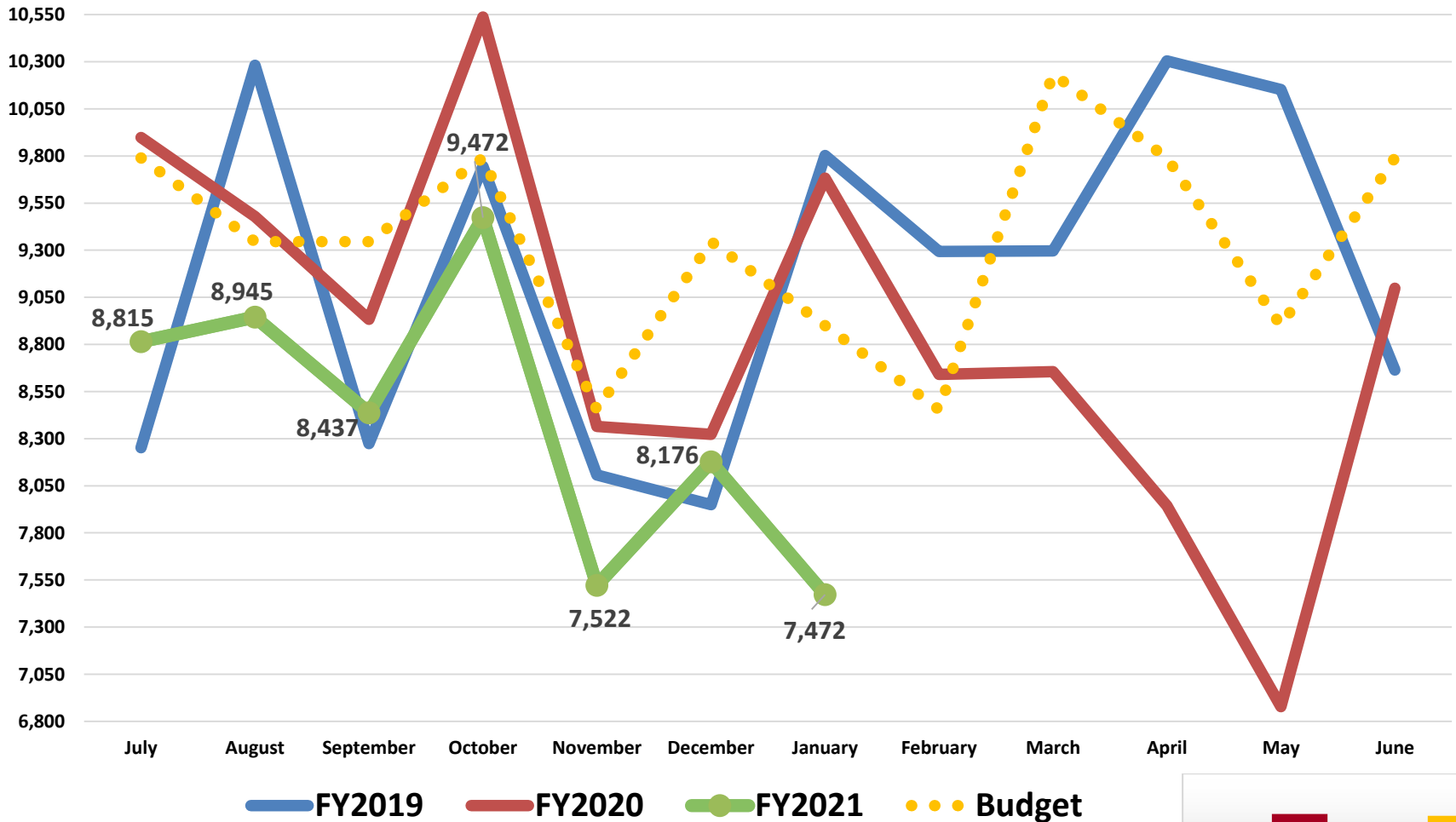
O/P Rehab - Exeter



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

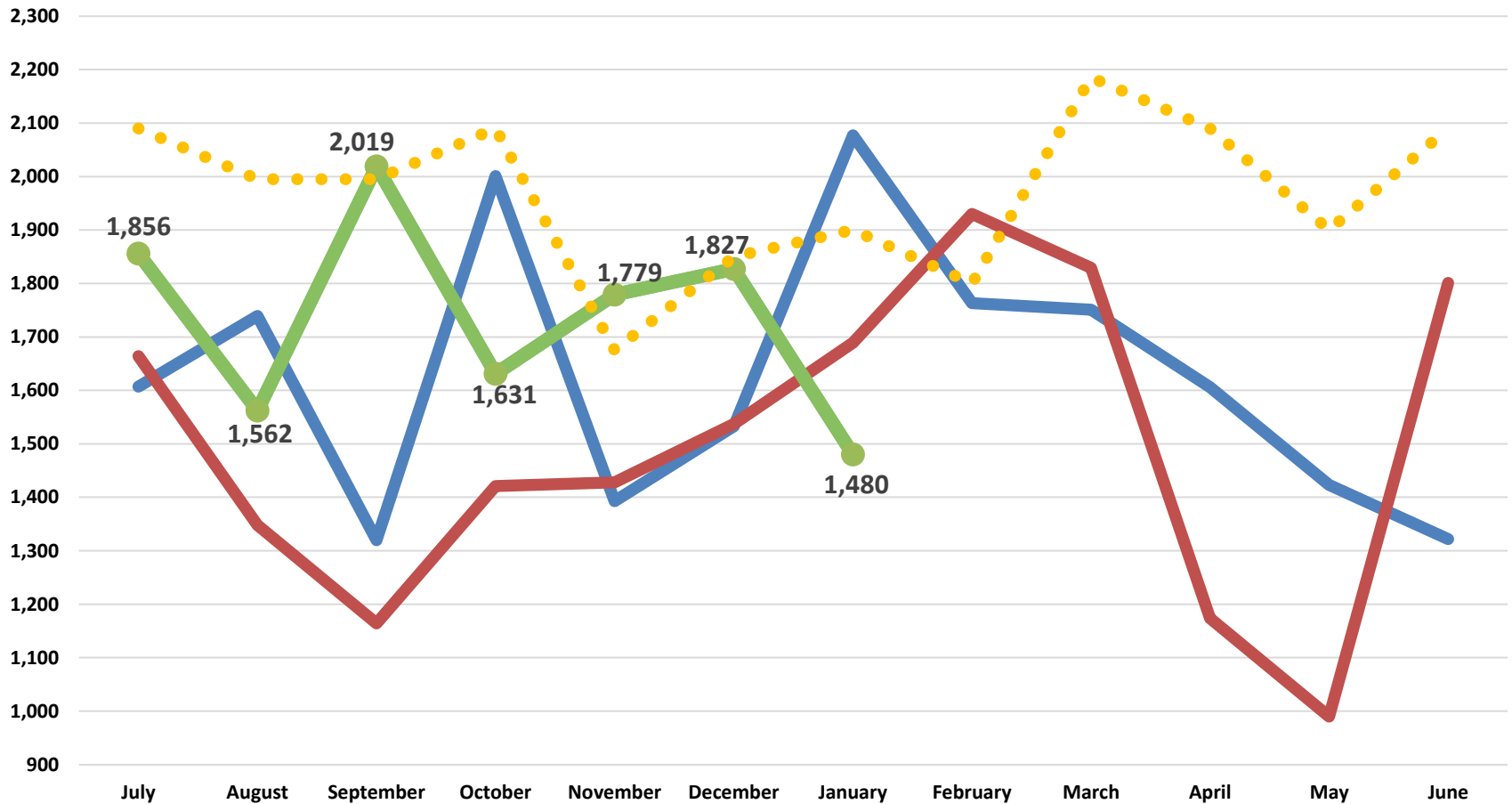


O/P Rehab - Akers



62,409	65,217	58,839	64,970
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

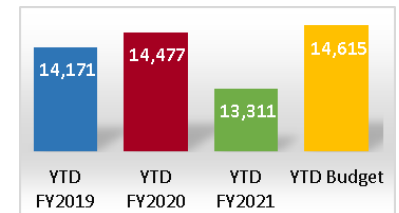
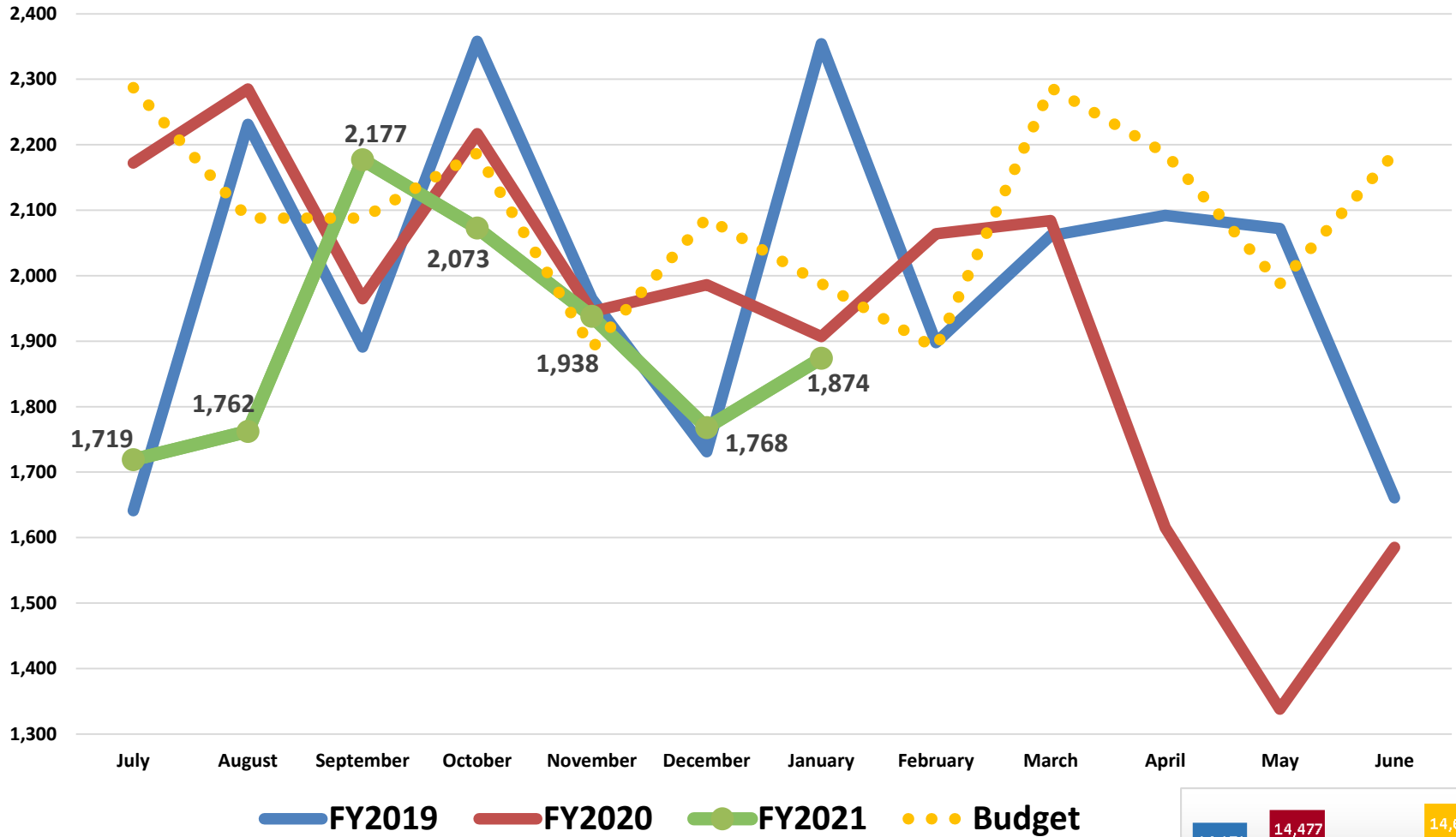
O/P Rehab - LLOPT



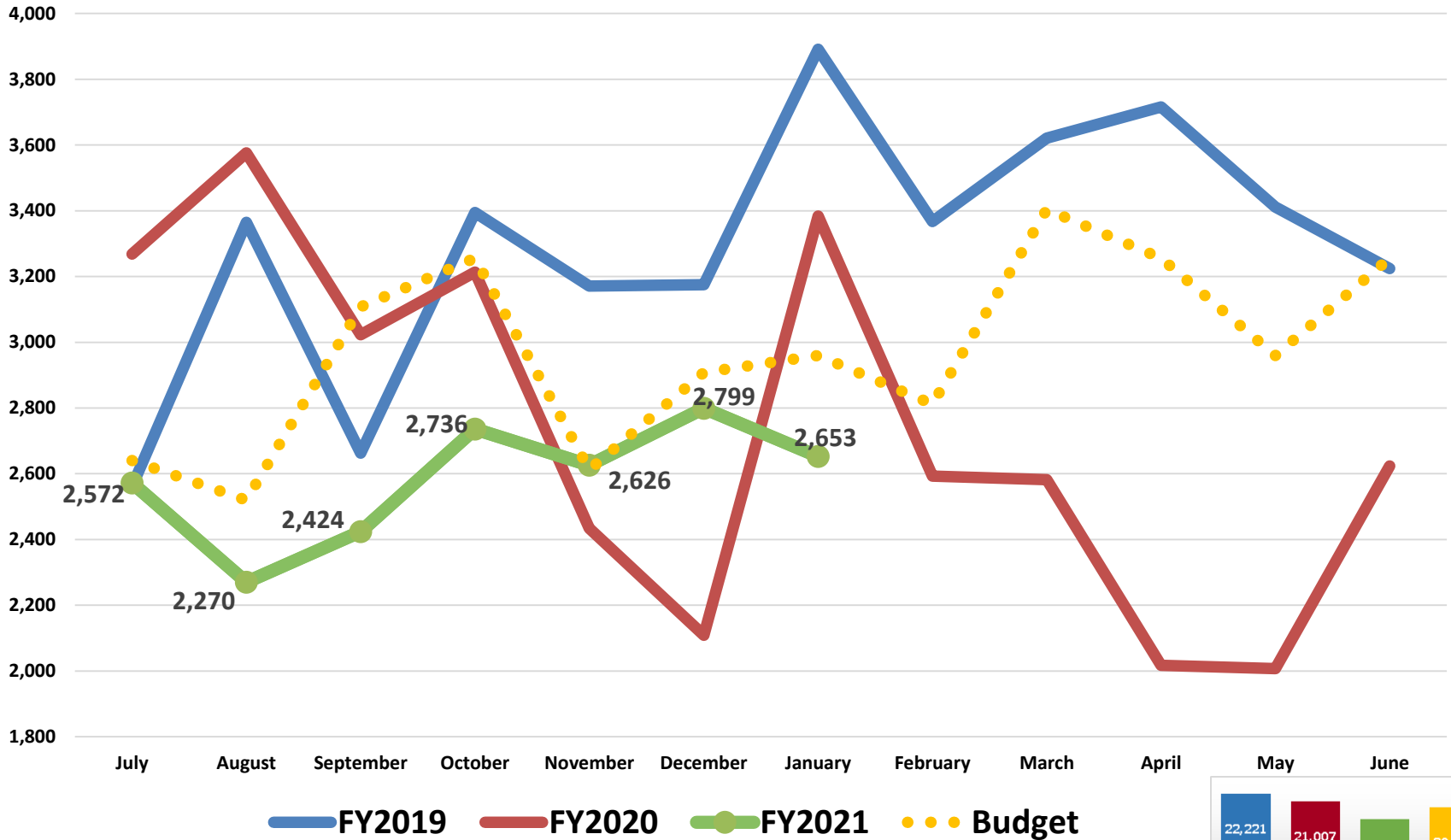
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

11,670	10,251	12,154	13,595
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

O/P Rehab - Dinuba

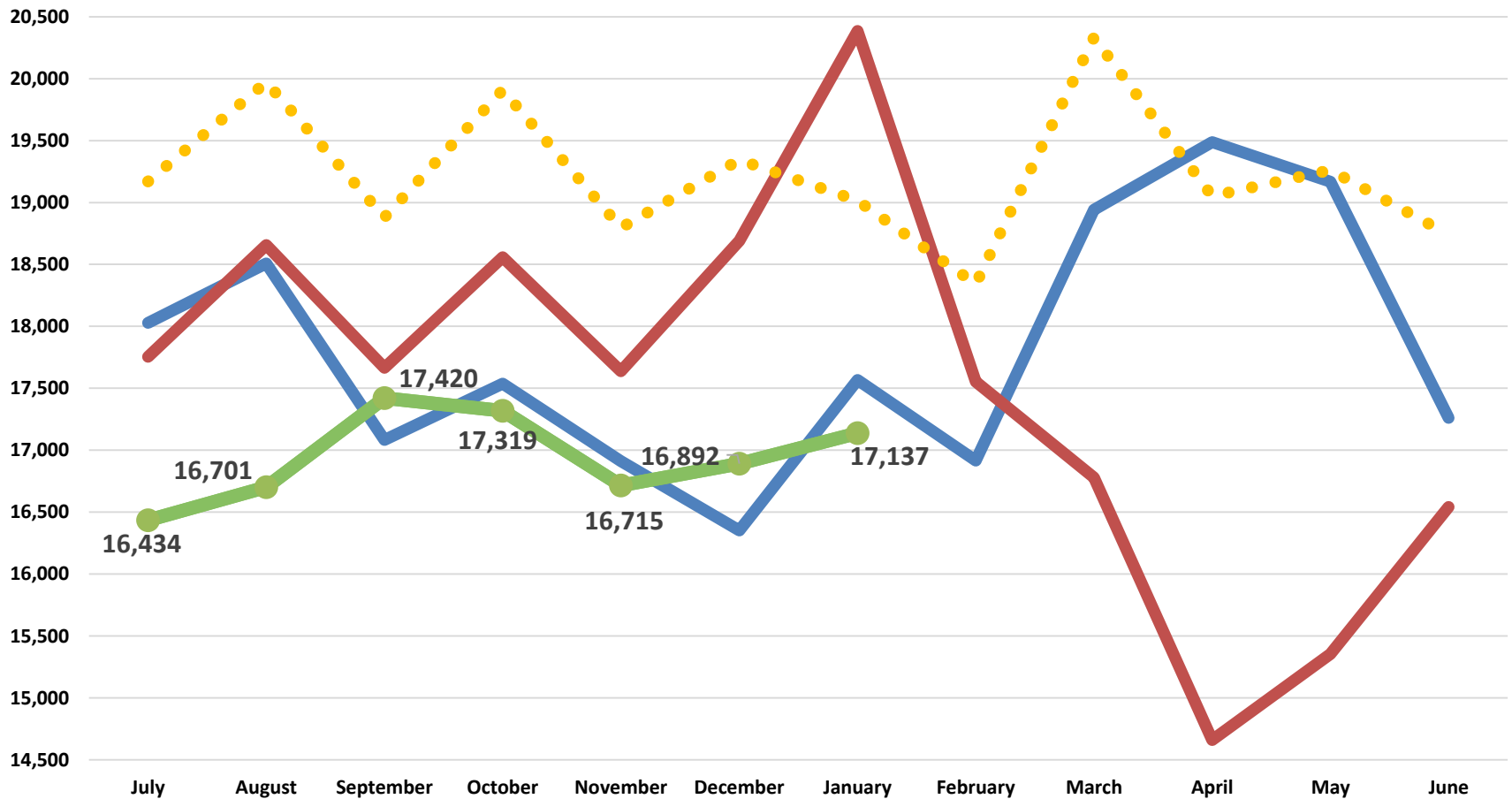


Therapy - Cypress Hand Center

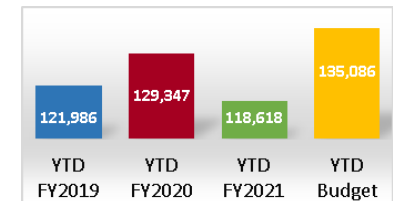


22,221	21,007	18,080	20,004
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

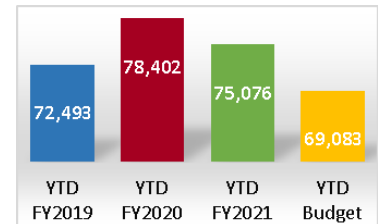
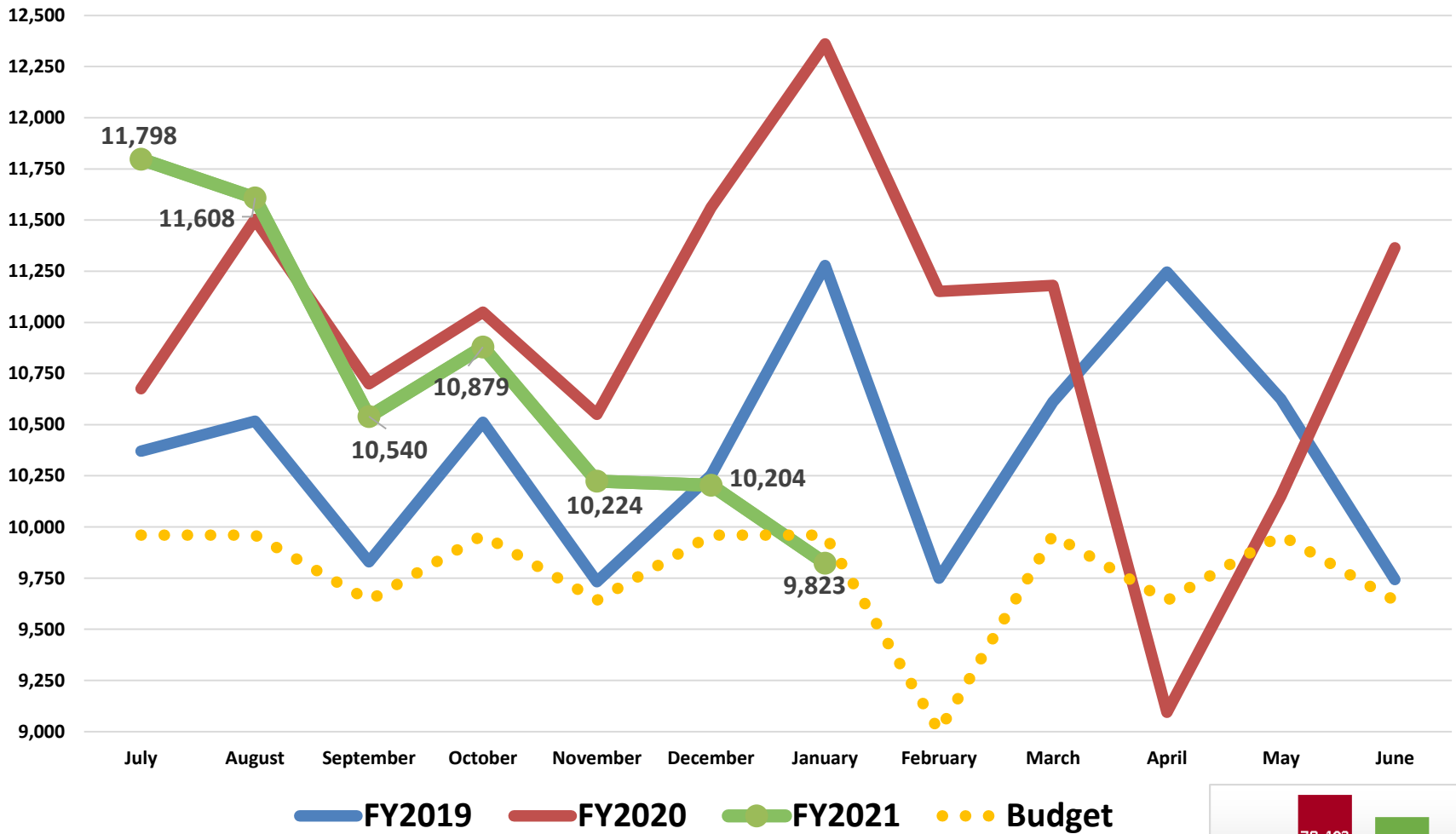
Physical & Other Therapy Units (I/P & O/P)



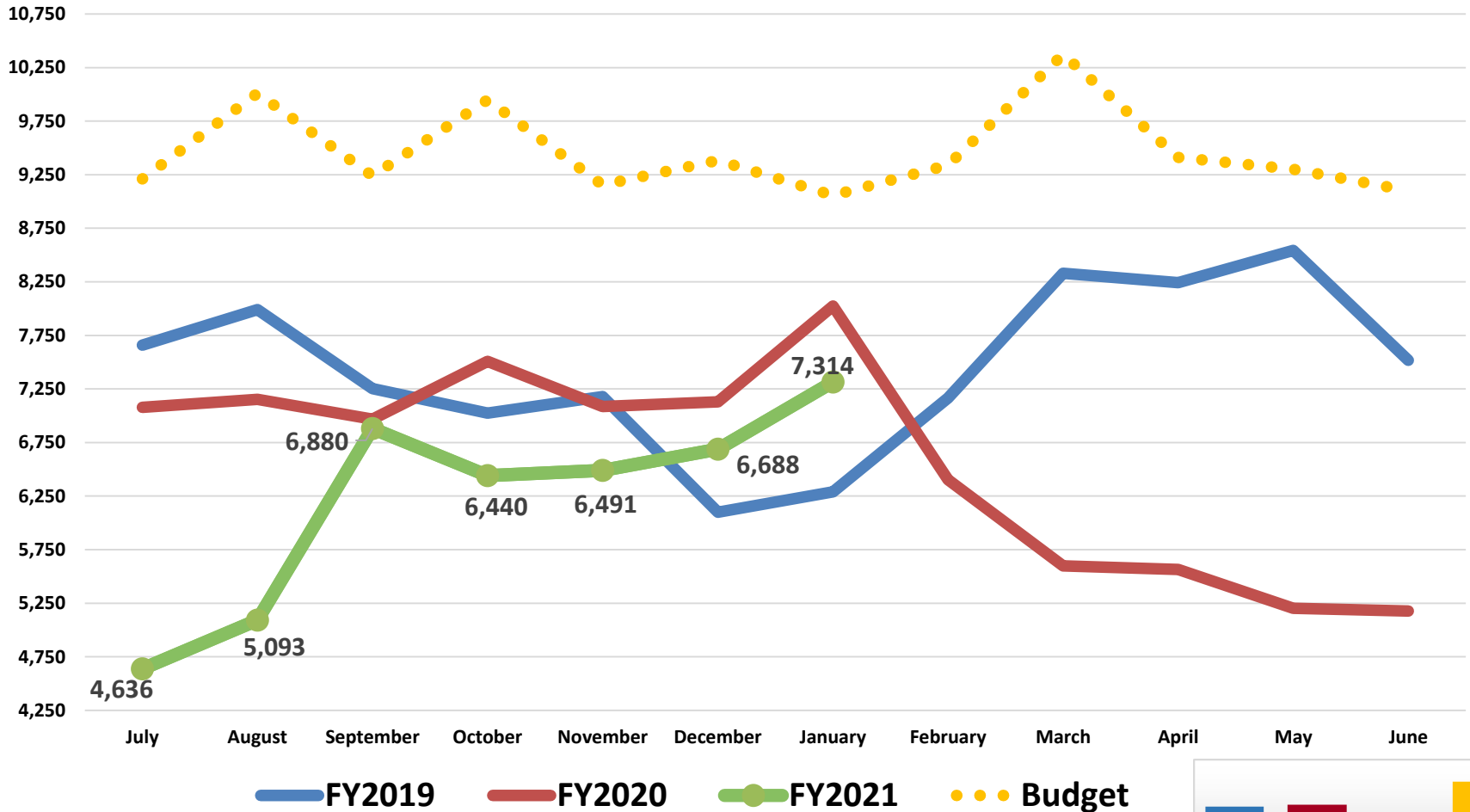
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



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

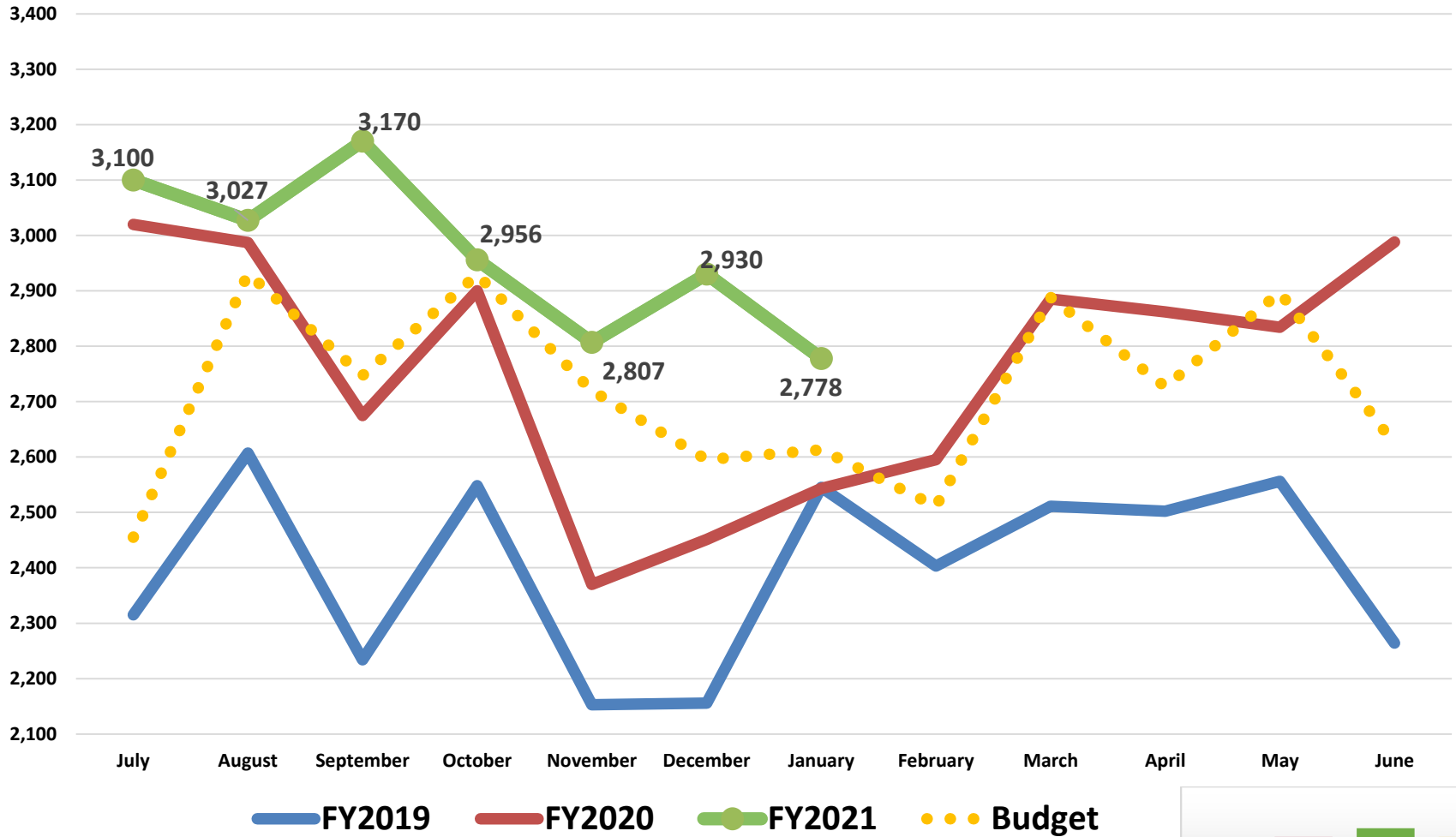


Physical & Other Therapy Units (I/P & O/P)-KDRH & South Campus



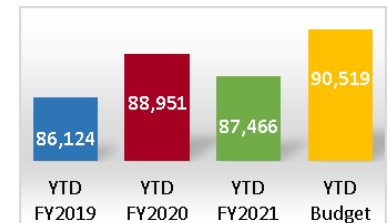
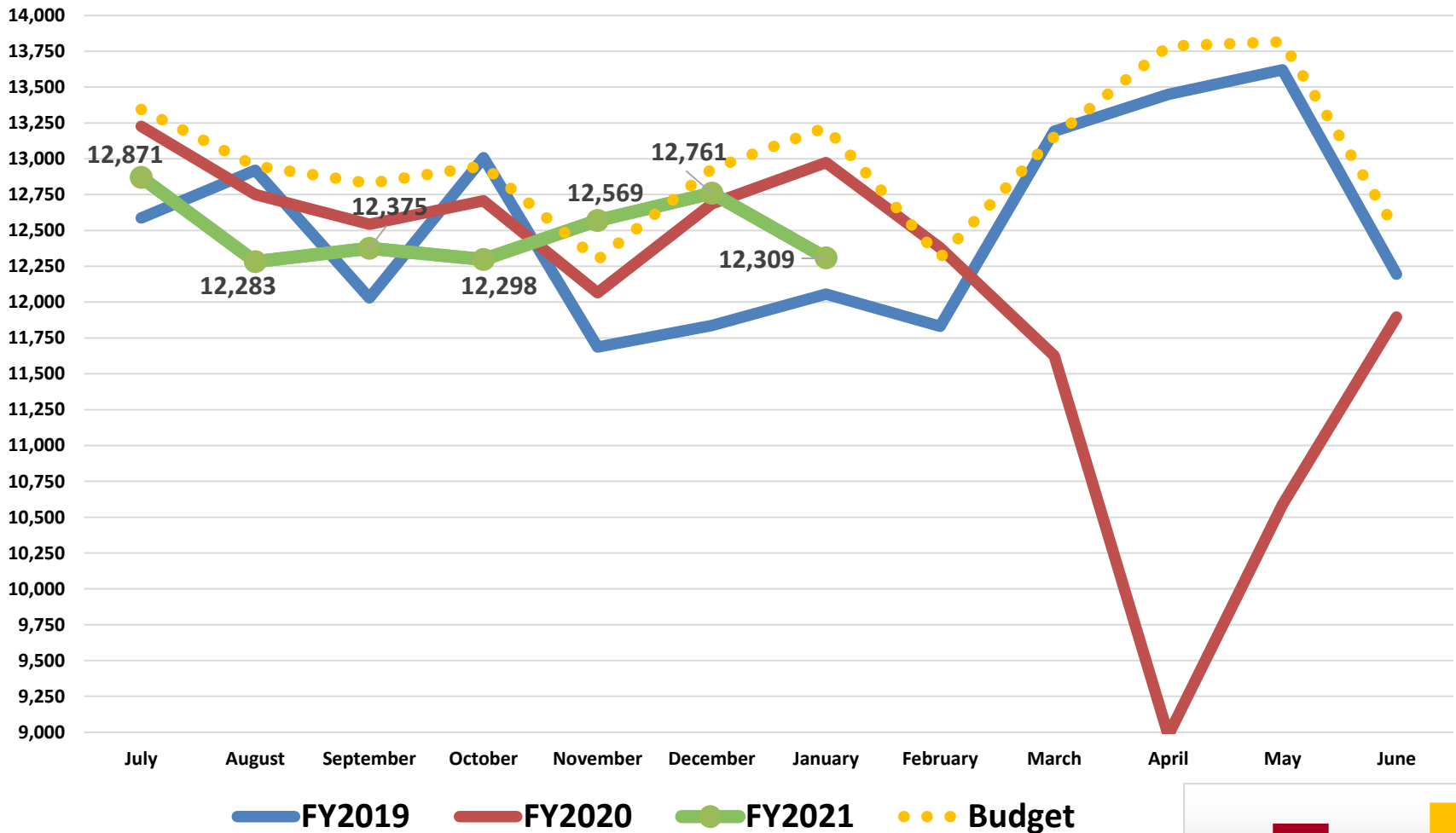
49,493	50,945	43,542	66,003
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Home Health Visits

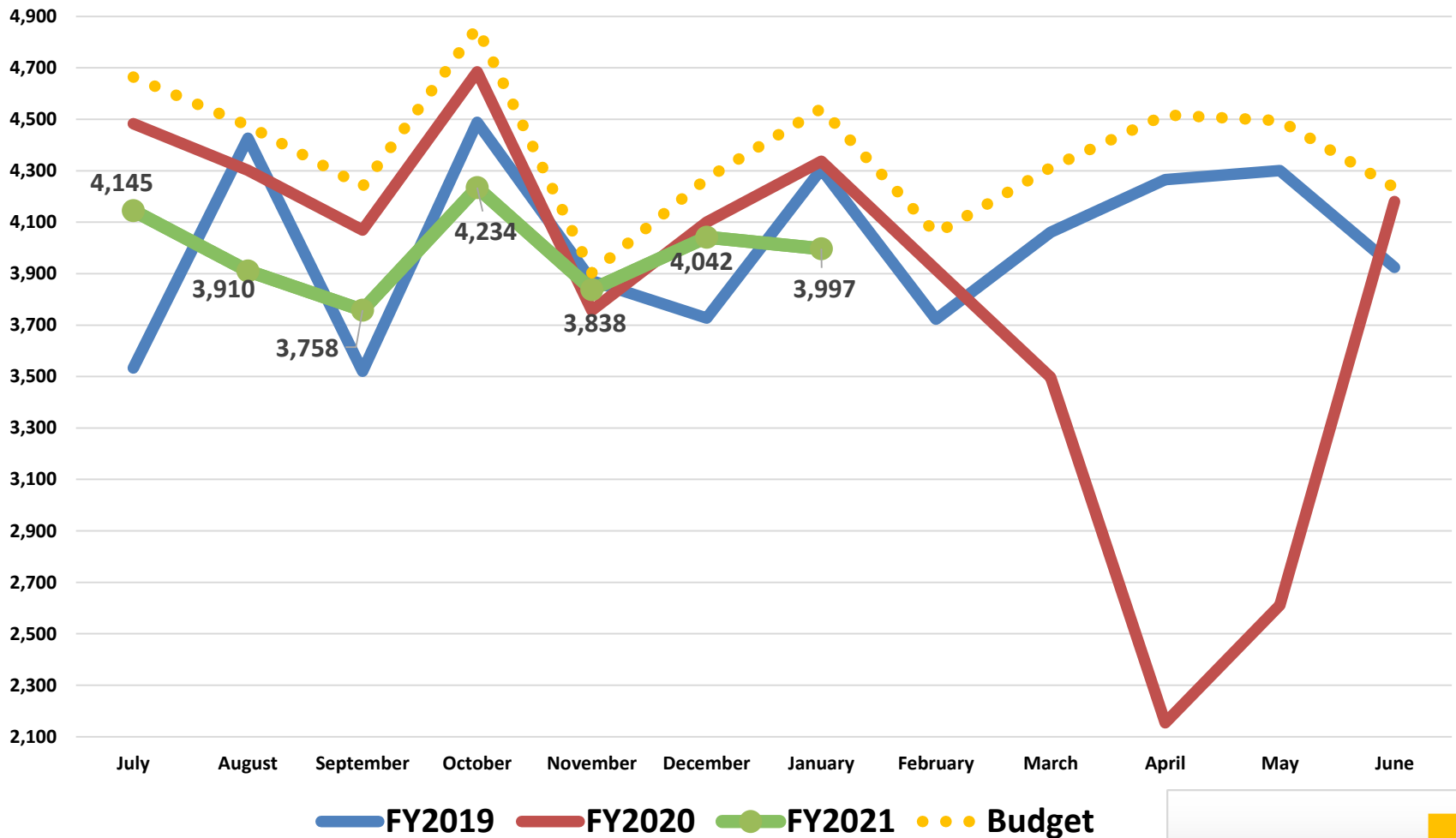


16,558	18,946	20,768	18,990
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Radiology – Main Campus

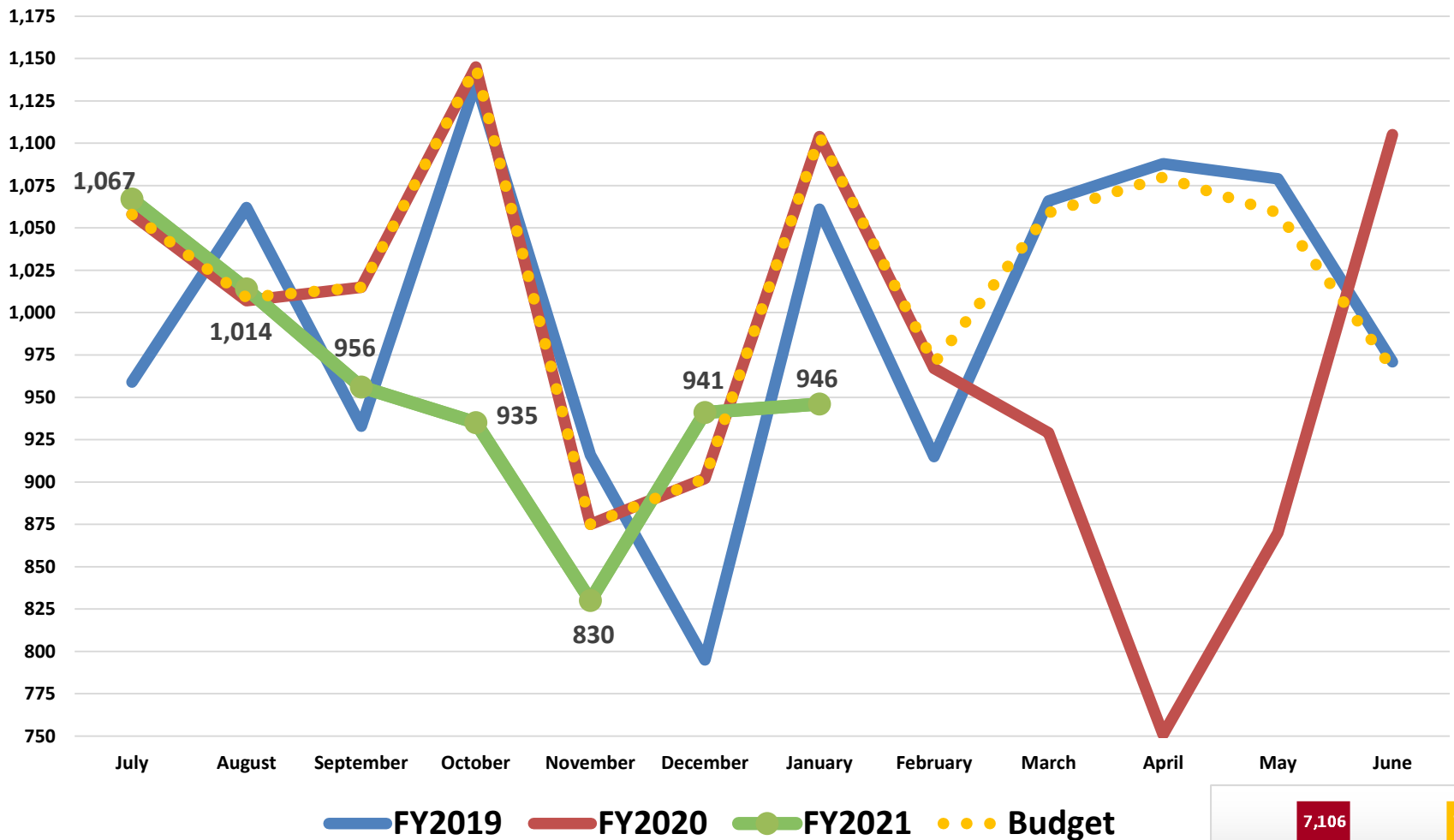


Radiology – West Campus Imaging



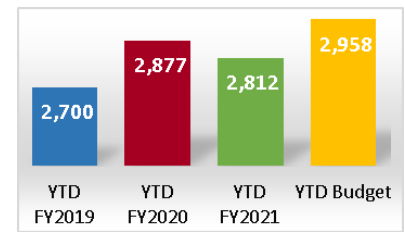
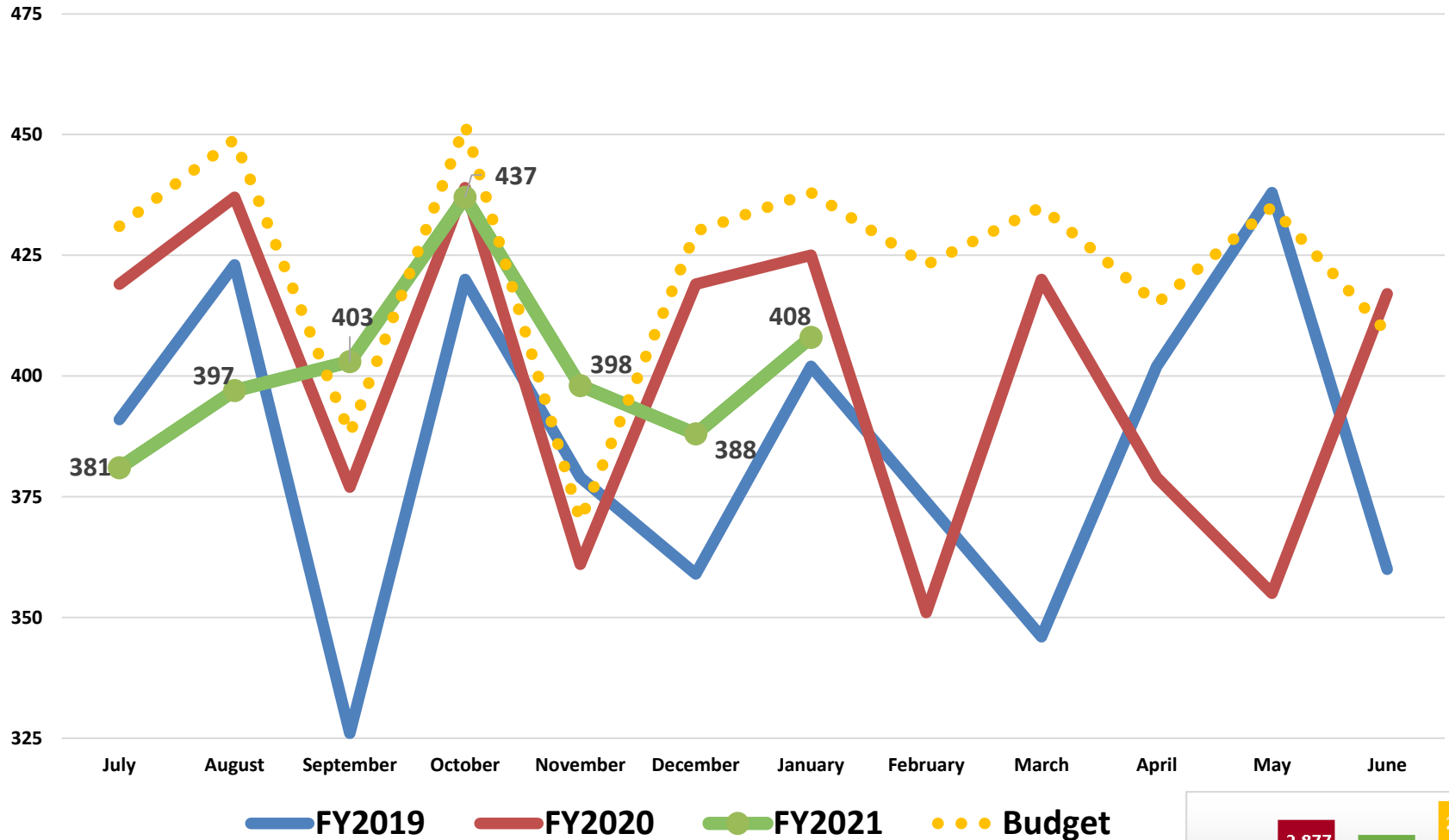
27,872	29,732	27,924	30,949
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

West Campus – Diagnostic Radiology

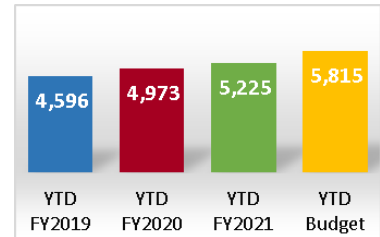
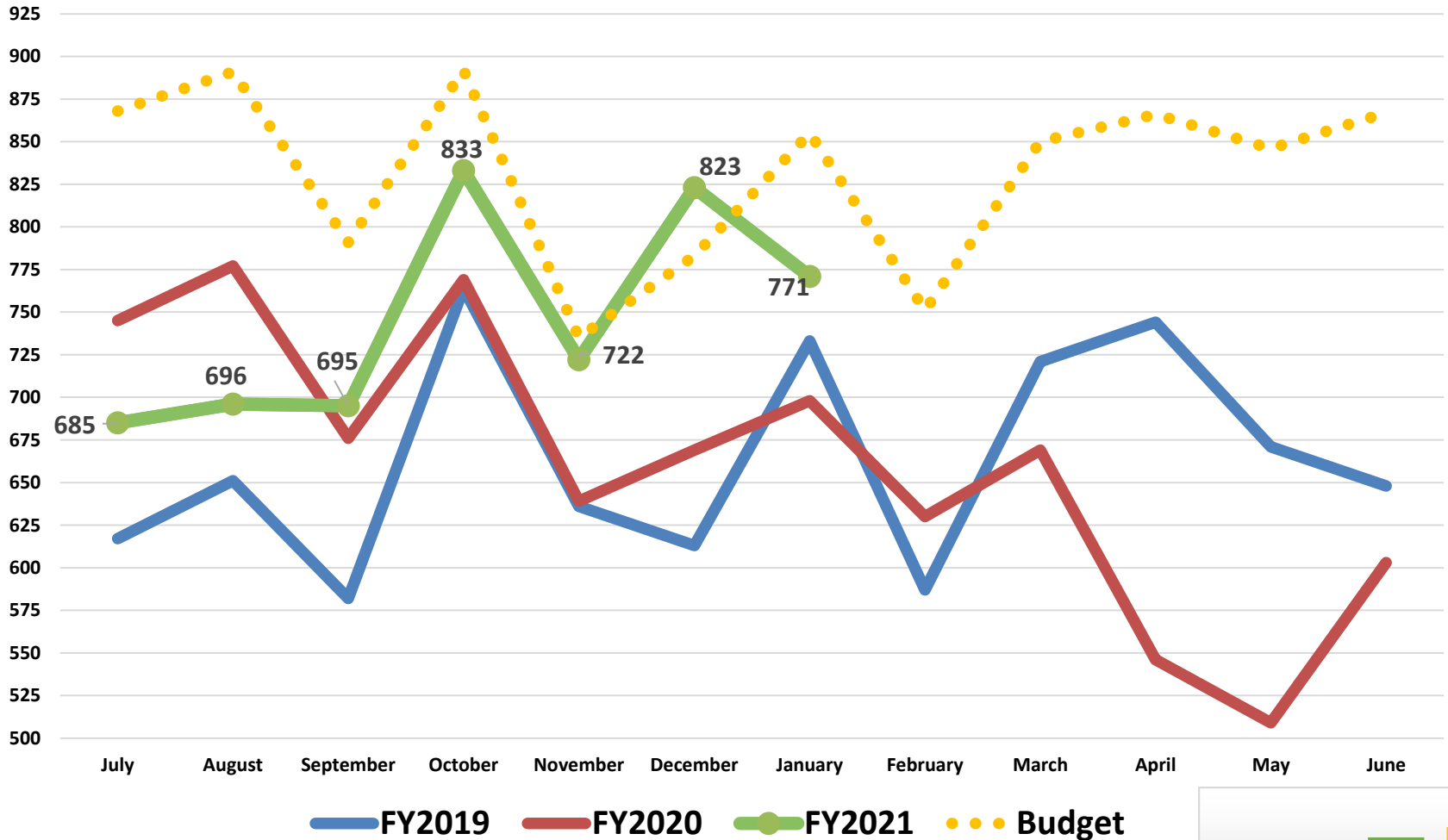


6,862	7,106	6,689	7,108
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

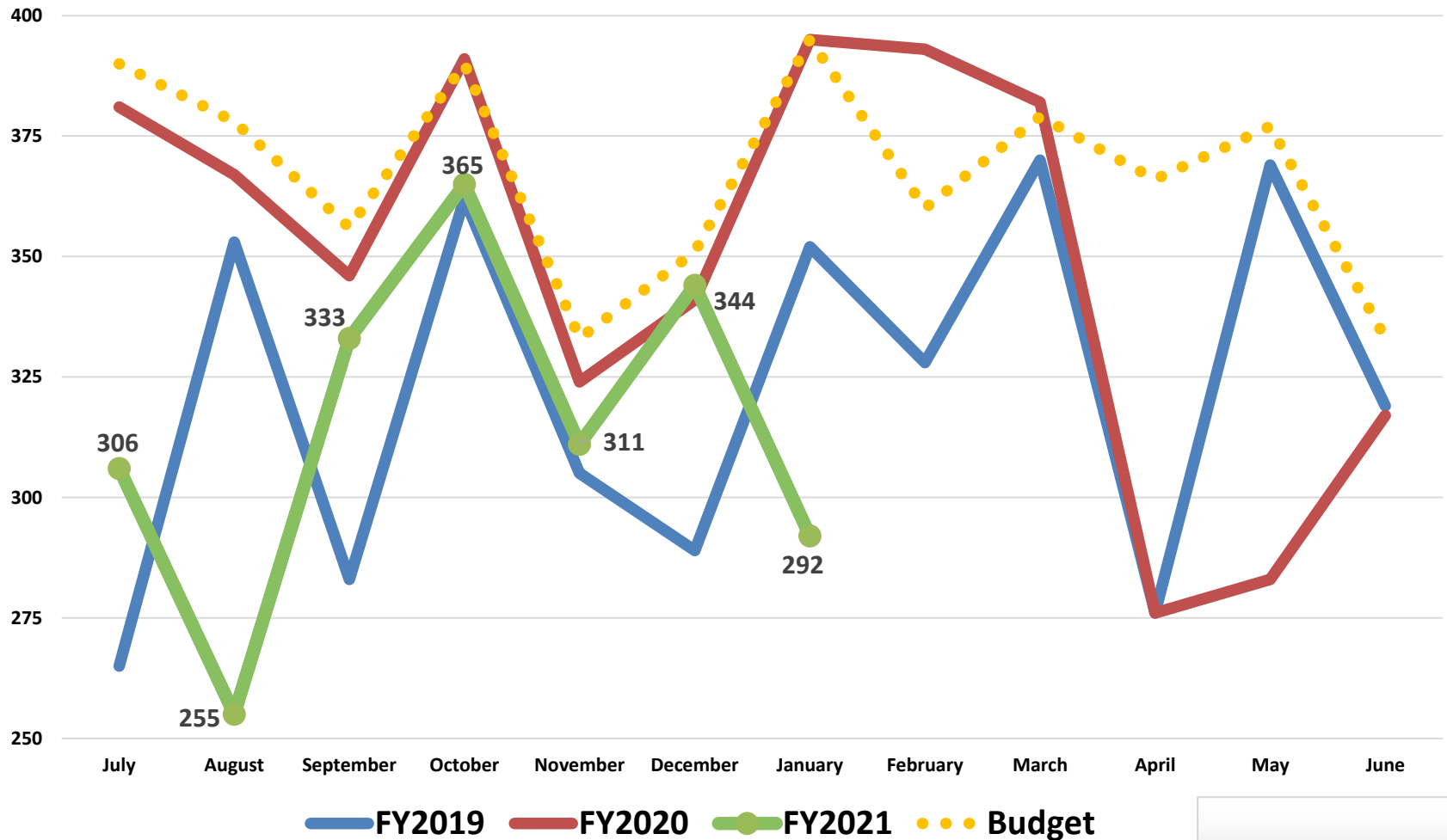
West Campus – CT Scan



West Campus - Ultrasound

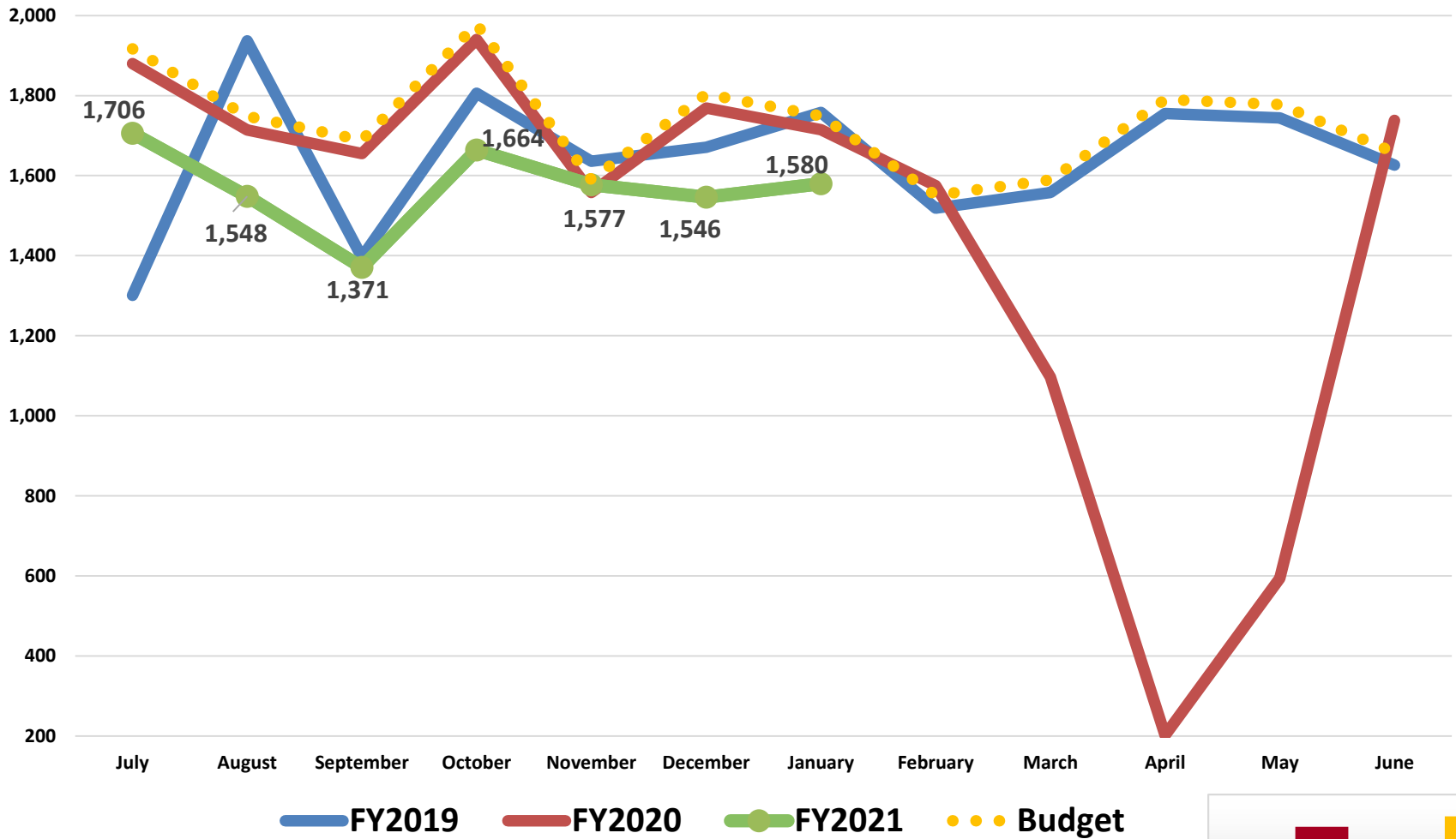


West Campus - MRI



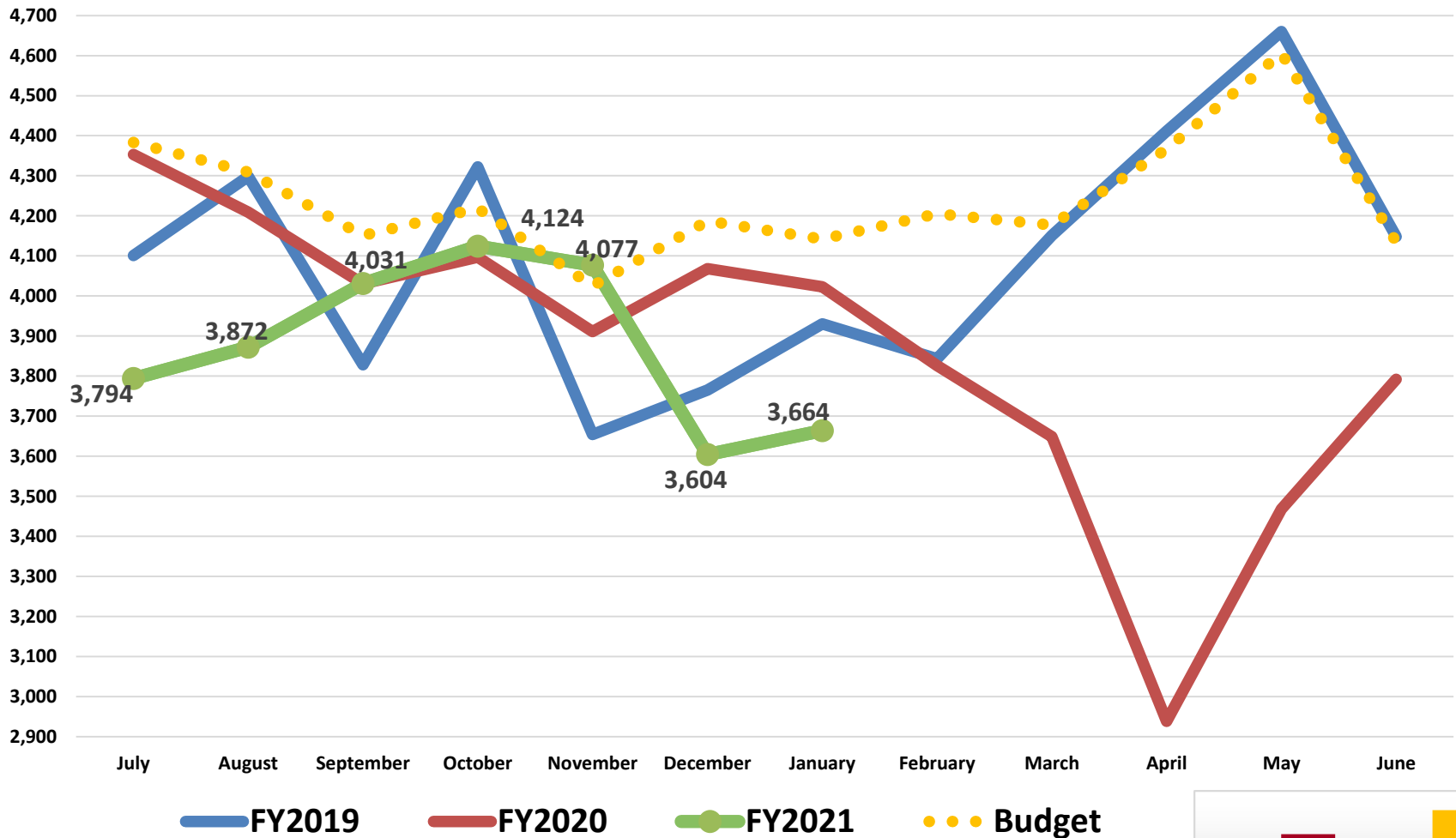
2,209	2,545	2,206	2,593
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

West Campus – Breast Center



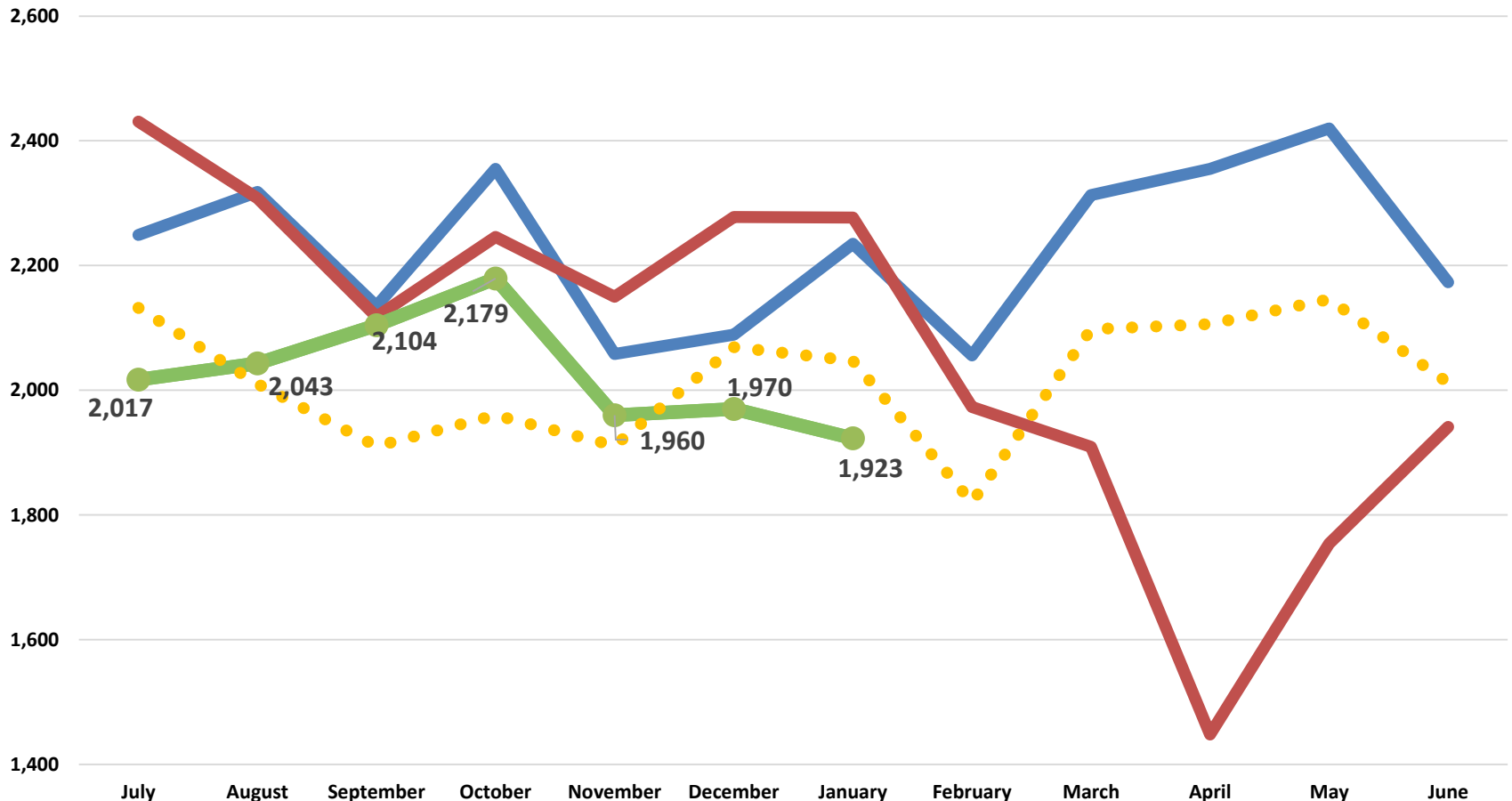
11,505	12,231	10,992	12,475
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Radiology all areas – CT

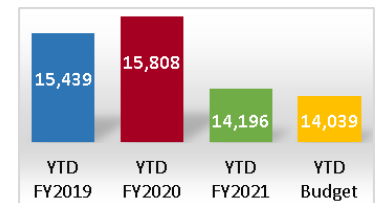


27,898	28,691	27,166	29,416
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

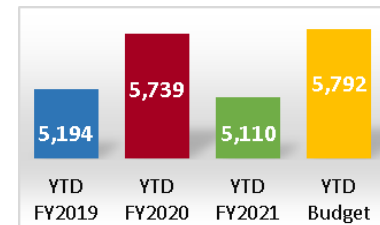
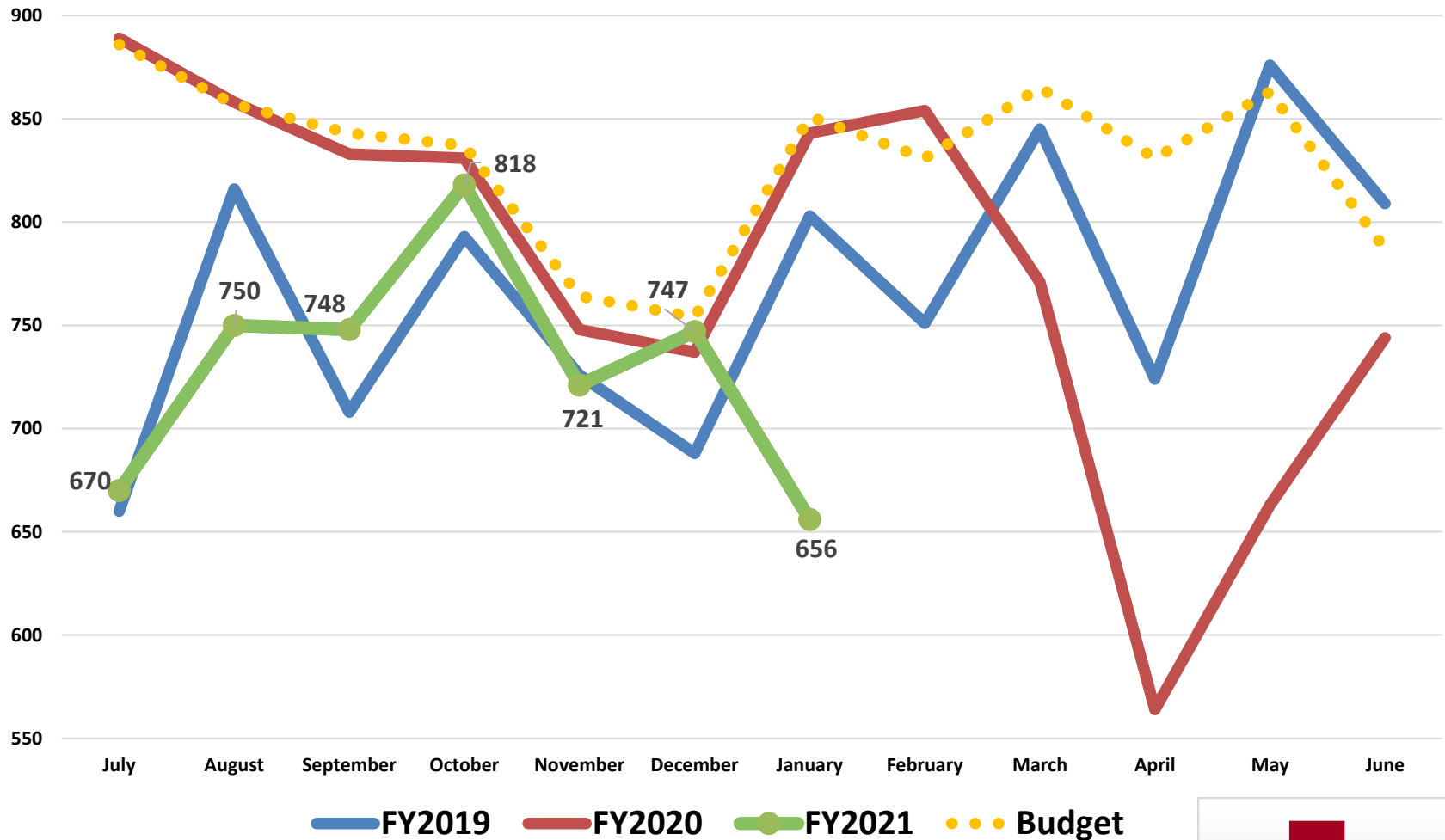
Radiology all areas – Ultrasound



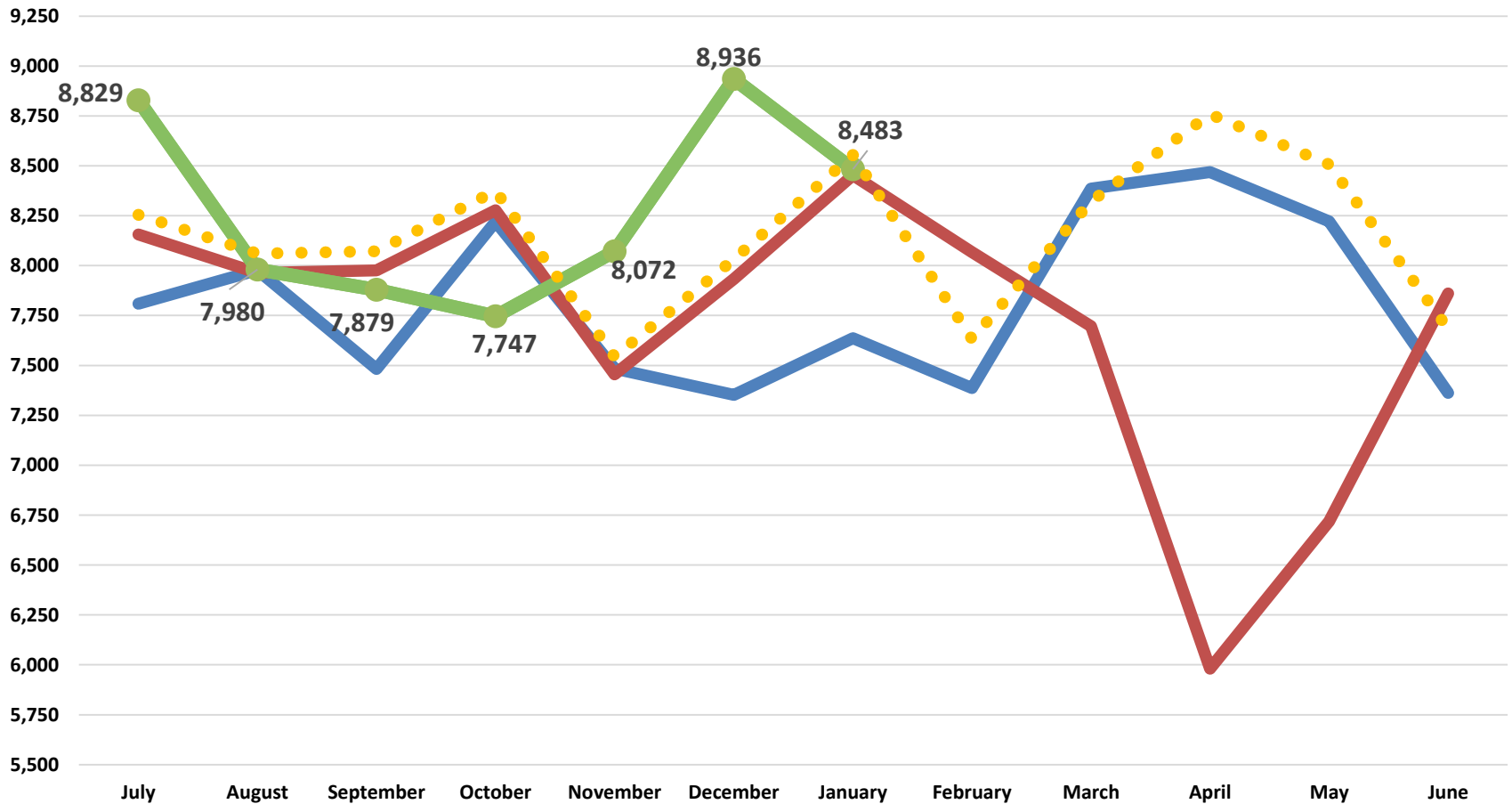
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



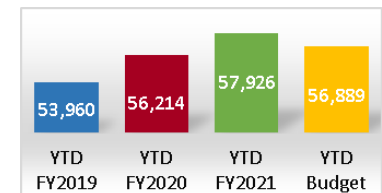
Radiology all areas – MRI



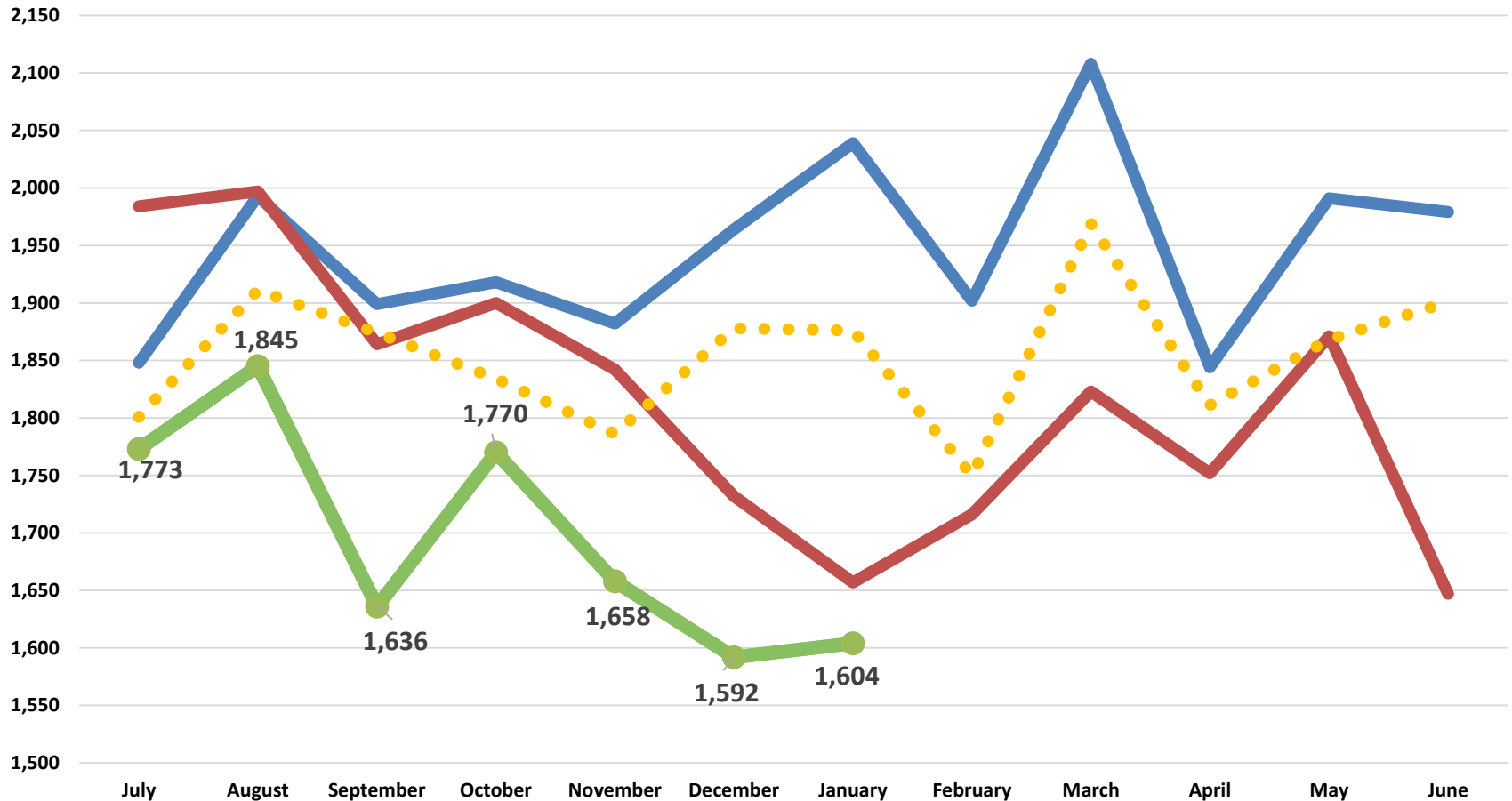
Radiology Modality – Diagnostic Radiology



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



Chronic Dialysis - Visalia

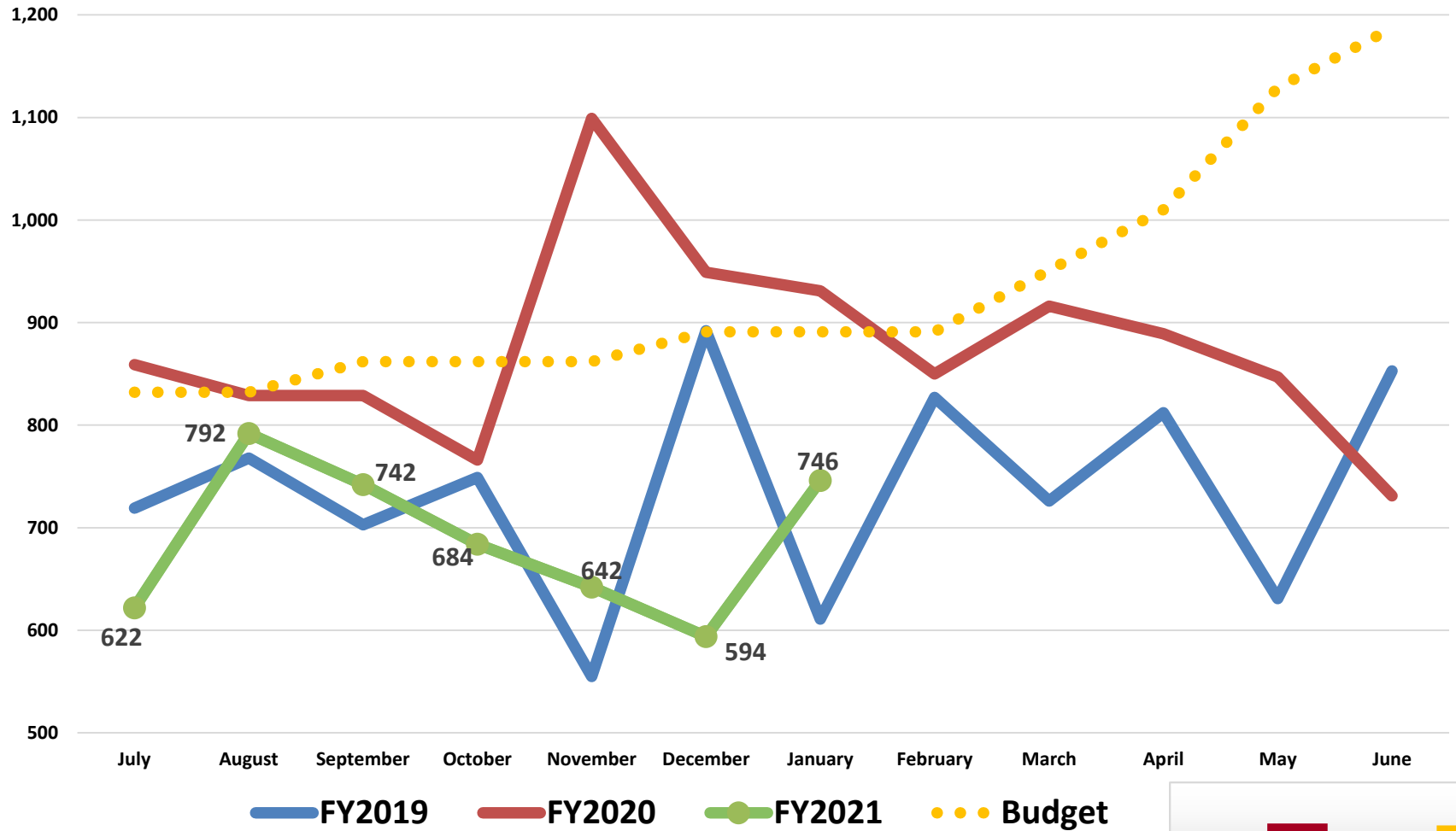


—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

13,543	12,976	11,878	12,960
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

CAPD/CCPD – Maintenance Sessions

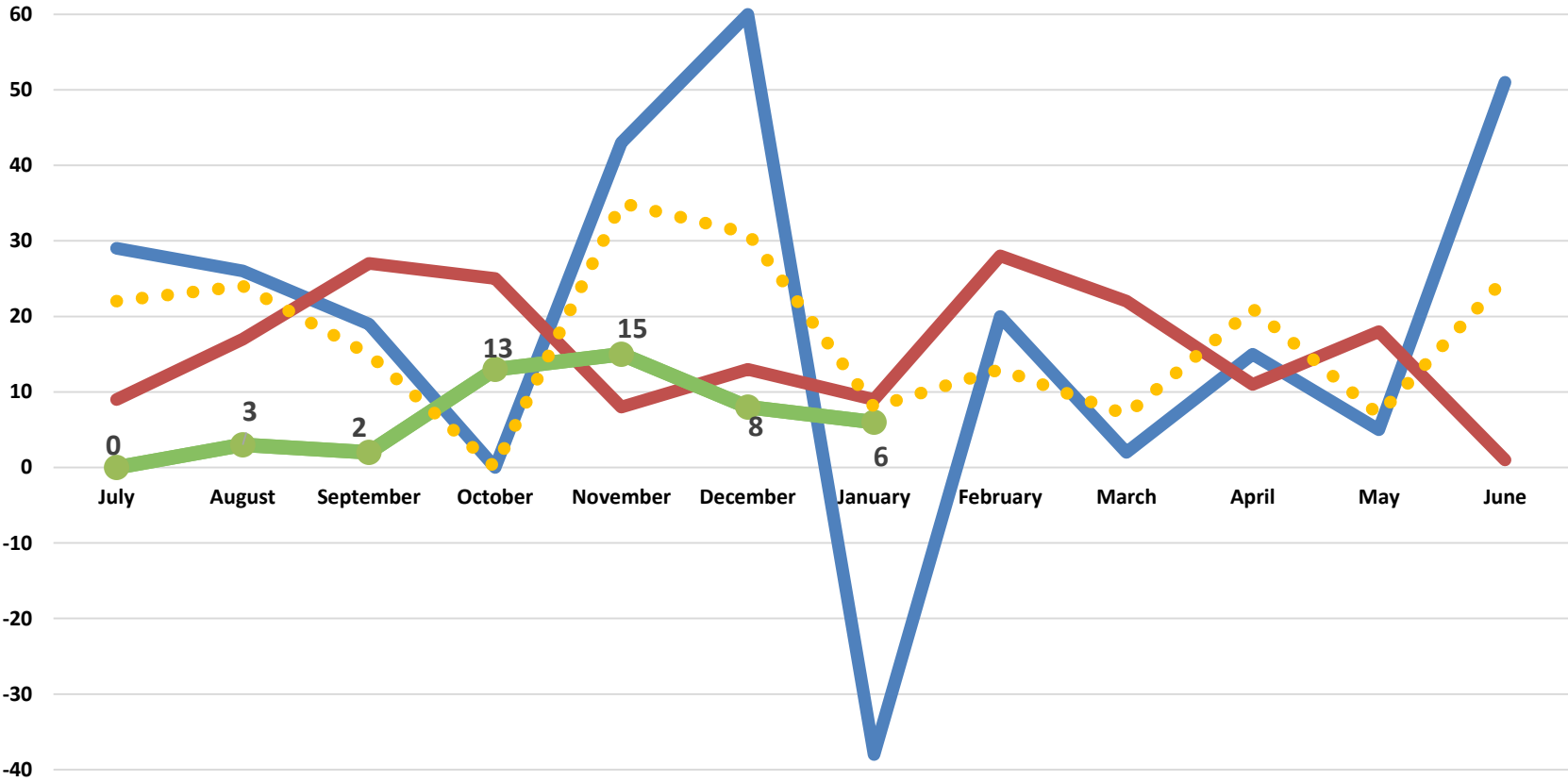
(Continuous peritoneal dialysis)



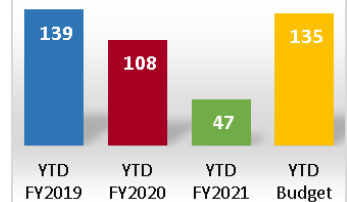
4,997	6,262	4,822	6,032
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

CAPD/CCPD – Training Sessions

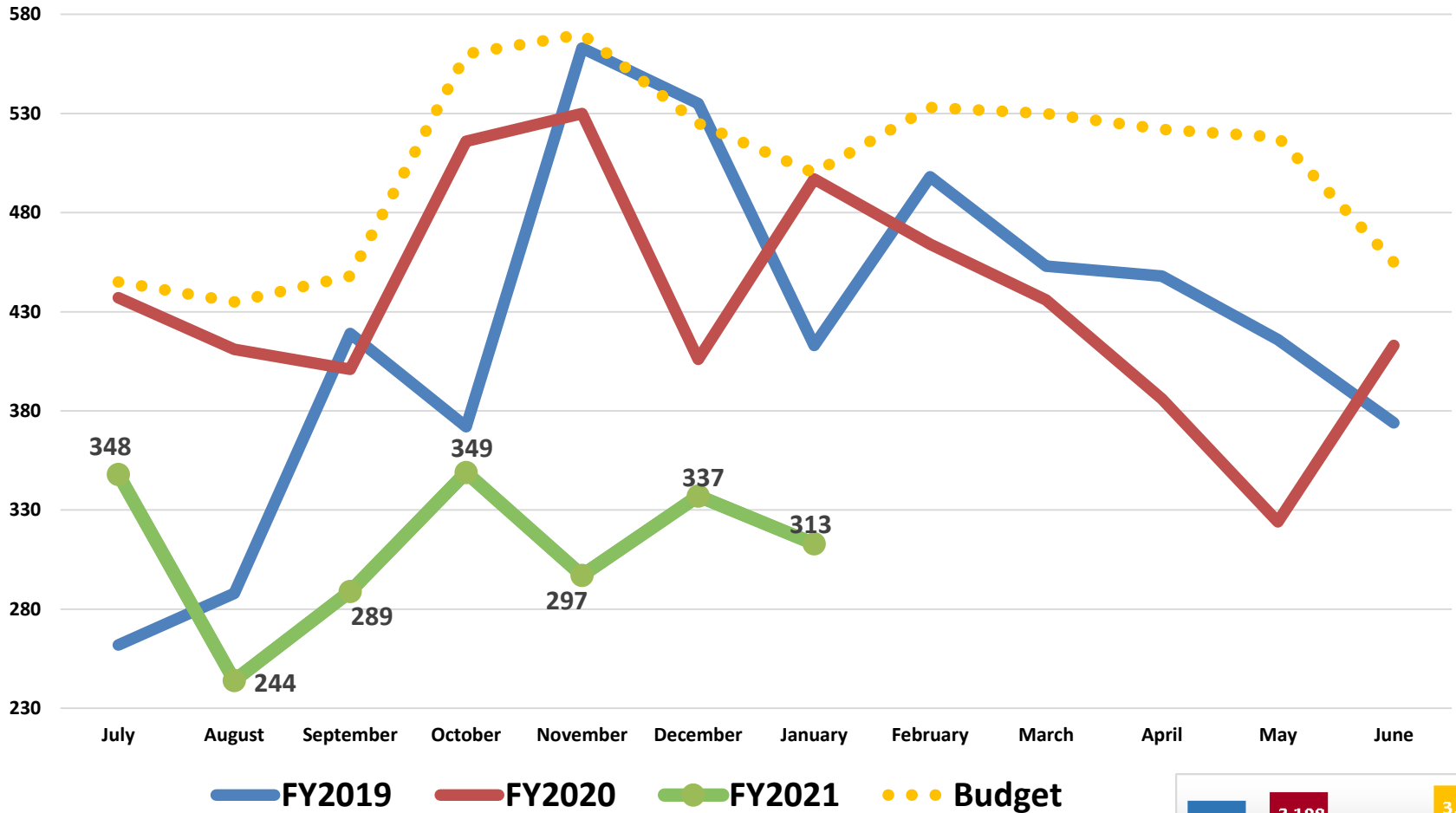
(Continuous peritoneal dialysis)



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



Infusion Center – Outpatient Visits



2,852	3,198	2,177	3,483
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Kaweah Delta Physician Contract Listing FY21

Kaweah Delta Health Care District

Exclusive and Non-Exclusive Provider Agreements

Updated February 12, 2021

Service	Contracted Party	Vice President Owner	Department Owner	Contract Term Date	Physician and Administrative Expenses	Est Professional Collections	FY21 Projected Expense (KD Subsidy)
Adult General and Trauma Surgery	IQ Surgical Associates	Dan Allain	Brian Pearcy	2/28/2024	5,116,845.00	(2,088,000.00)	3,028,845.00
Adult Hospitalist	Valley Hospitalist Medical Group	Keri Noeske	Emma Mozier	8/31/2021	11,005,200.00	(4,620,000.00)	6,385,200.00 (c)
Anesthesia	Oak Creek Anesthesia Services	Dan Allain	Brian Pearcy	9/30/2022	13,045,491.00	(6,400,000.00)	6,645,491.00 (c)
Cardiac/Thoracic Surgery	Golden State and Thoracic Surgery Inc	Dan Allain	Christine Aleman	9/30/2022	2,529,153.00	(1,044,000.00)	1,485,153.00
Cardiology Clinic	Sequoia Cardiology Medical Group	Dan Allain	Christine Aleman	12/31/2026	3,400,032.00	-	3,400,032.00 (a)
Critical Care (ICU / ICCU)	Central Valley Critical Care Medicine	Keri Noeske	Kassie Waters	6/30/2021	6,106,766.00	(1,920,000.00)	4,186,766.00 (c)
Emergency Department	Vituity - Emergency Department	Keri Noeske	Brad Dunby	7/31/2023	13,281,171.00	(12,422,935.00)	858,236.00 (c)
Gastrointestinal	Valley Hospitalist Medical Group - GI	Keri Noeske	Emma Mozier	8/31/2021	1,606,000.00	(552,000.00)	1,054,000.00 (c)
Maternal Fetal Medicine Clinic	Valley Children's Medical Group MFM (Outpatient)	Keri Noeske	Tracie Plunkett	11/30/2022	2,545,043.00	(642,000.00)	1,903,043.00
Mental Health	Precision Psychiatry Services, Inc.	Keri Noeske	Jaime Hinesly	5/18/2023	3,094,213.00	(1,200,000.00)	1,894,213.00 (c)
Neurosurgery	Center Neurorestoration Associates	Dan Allain	Tracy Salsa	9/30/2023	3,448,353.00	-	3,448,353.00 (c)
NICU/Pediatric Hospitalist	Valley Children's Medical Group NICU/Peds (Inpatient)	Keri Noeske	Tracie Plunkett	12/31/2022	3,386,300.00	(1,476,000.00)	1,910,300.00 (c)
Palliative Care	Ryan Howard, MD	Keri Noeske	Rebekah Foster	6/30/2025	357,000.00	-	357,000.00 (a)
Pathology	Visalia Pathology Medical Group	Jag Batth	Randy Kokka	12/31/2021	684,472.00	-	684,472.00 (a)
Radiation Oncology	Sequoia Radiation Oncology Services, Inc.	Jag Batth	Renee Lauck	1/31/2024	-	-	- (b)
Radiology	Mineral King Radiological Group, Inc.	Jag Batth	Renee Lauck	12/31/2023	10,651,604.00	(7,699,461.00)	2,952,143.00 (c)
Rehabilitation	Kaweah Rehab Group	Jag Batth	Lisa Harrold	9/30/2022	1,000,340.00	(725,000.00)	275,340.00
Rural Health Clinics	Kaweah Exeter Medical Group	Ryan Gates	Jessica Rodriguez	9/30/2022	6,306,238.00	-	6,306,238.00 (a)
Sequoia Health & Wellness Center/FQHC	Kaweah Delta Faculty Medical Group	Ryan Gates	Jessica Rodriguez	5/31/2022	1,822,908.00	-	1,822,908.00 (a), (c)
Urgent Care	Vituity - Urgent Care	Ryan Gates	Jessica Rodriguez	4/30/2021	4,001,867.00	-	4,001,867.00 (a)
Totals					93,388,996.00	(40,789,396.00)	52,599,600.00

(a) Kaweah Delta bills and collects for professional fees; amounts are recorded in service line revenue

(b) Professional collections cover physician and administrative costs of providing the service

(c) Medical Director fees included in Physician/Admin Expenses (not included on Medical Director listing)

Kaweah Delta Health Care District

Physician Expenses - Call Agreements

Updated February 12, 2021

Service	Contracted Party	Vice President Owner	Department Owner	Contract Term Date	FY21 Projected Expense
Nephrology ED Call	Visalia Nephrology, Fresno Nephrology, Renal Medical Group	Keri Noeske	Amy Baker	12/31/2021	58,400.00
Ophthalmology ED Call	California Eye Institute	Keri Noeske	Teresa Boyce	6/30/2021	80,300.00
Neurology ED Call	Various Providers	Dan Allain	Tracy Salsa	12/31/2021	219,000.00
Urology ED Call	Dr. Ford, USC Care Medical Group	Dan Allain	Tracy Salsa	7/31/2021	552,900.00
Cardiac ED call	Heart and Vascular Consultants of Central California	Dan Allain	Christine Aleman	9/30/2022	2,152,685.00
Laborist ED call	Kaweah Delta Laborist Medical Group	Keri Noeske	Tracie Plunkett	12/31/2021	1,251,096.00
Vascular ED call	South Valley Vascular	Dan Allain	Christine Aleman	12/31/2023	785,400.00
Orthopedic ED call	Visalia Orthopedic Co-Management Group LLC	Dan Allain	Dan Allain	12/31/2021	853,750.00
Ophthalmology NICU	Eye Q Vision Center	Keri Noeske	Tracie Plunkett	3/31/2021	104,000.00
				Total	<u>6,057,531.00</u>

Kaweah Delta Health Care District

Physician Expenses - Medical Director Agreements

Updated February 12, 2021

Directorship	Physician	Vice President Owner	Department Owner	Contract Term Tate	FY21 Projected Expense
Infectious Diseases	Boken	Anu Banerjee	Sandy Volchko	8/31/2021	37,420.00
Quality and Patient Safety	Gray	Anu Banerjee	Sandy Volchko	11/30/2021	237,600.00
NSQIP	Mack	Anu Banerjee	Sandy Volchko	7/31/2022	34,200.00
Inpatient Stroke	Open	Anu Banerjee	Sandy Volchko	N/A	6,720.00
Stroke Program	Oldroyd	Anu Banerjee	Sandy Volchko	8/31/2021	33,200.00
Trauma Services	Atherton	Keri Noeske	Amber Woods	6/30/2023	100,800.00
Cardiology Clinic Svcs	Cislowski	Daniel Allain	Christine Aleman	12/31/2026	40,500.00
General Cardiology (Non Invasive)	Lively	Daniel Allain	Christine Aleman	8/31/2021	10,325.00
Surgical Services	Wiseman	Daniel Allain	Brian Piearcy	8/31/2021	15,960.00
Cath Lab Invasive Cardiology (Interventional)	Ashok Verma	Daniel Allain	Christine Aleman	2/28/2021	18,900.00
Endocrinology	Saif	Daniel Allain	Tracy Salsa	7/8/2021	21,000.00
Employee Health	Brown	Dianne Cox	Raleen Larez	6/30/2021	5,400.00
Informatics	Haley	Doug Leeper	Luke Schneider	4/30/2021	182,000.00
Palliative Care	Howard	Keri Noeske	Rebekah Foster	2/28/2025	55,800.00
Podiatry Subacute	Aaronson	Jag Batth	Lisa Harrold	1/31/2023	7,200.00
Subacute/Skilled Nursing	Beggs	Jag Batth	Lisa Harrold	12/31/2022	21,000.00
Transitional Care Unit	Caballes	Jag Batth	Lisa Harrold	8/31/2021	18,000.00
Dental Subacute	Jeter	Jag Batth	Lisa Harrold	11/30/2022	6,000.00
Rehabilitation Services	Matsuo	Jag Batth	Lisa Harrold	9/30/2022	159,744.00
Wound Services / Center	Rasmussen	Jag Batth	Lisa Harrold	11/30/2022	13,500.00
Hospice	Howard	Jag Batth	Tiffany Bullock	2/28/2025	55,800.00
Hospice - Pediatric	Sine	Jag Batth	Tiffany Bullock	1/31/2023	144,000.00
IRB Chair	Smith	Lori Winston	Chris Patty	11/30/2021	-
Nephrology/Renal Services	Haley	Keri Noeske	Amy Baker	7/31/2021	88,800.00
Rheumatology Disease Mgt	Boniske	Jag Batth	James McNulty	8/31/2021	3,000.00
Amb Pharmacy Pain	Morrell	Jag Batth	James McNulty	9/30/2021	3,000.00
Transfer Center	Kahwaji	Keri Noeske	Keri Noeske	2/28/2021	10,800.00
Clinical Documentation	Siddiqui	Keri Noeske	Rebekah Foster	11/30/2021	21,600.00
Laborist	Banks	Keri Noeske	Tracie Plunkett	12/31/2021	10,800.00
NICU	Dosado	Keri Noeske	Tracie Plunkett	12/31/2022	12,400.00
Pediatrics Inpatient Svcs	Randolph	Keri Noeske	Tracie Plunkett	12/31/2022	10,800.00
Mental Health Services - RHC	Castillo	Ryan Gates	Jessica Rodriguez	9/30/2022	18,000.00
Adult Health - RHC	Medina	Ryan Gates	Jessica Rodriguez	9/30/2022	18,000.00

Kaweah Delta Health Care District

Physician Expenses - Medical Director Agreements

Updated February 12, 2021

Directorship	Physician	Vice President Owner	Department Owner	Contract Term Tate	FY21 Projected Expense
Rural Pediatrics	Phan	Ryan Gates	Jessica Rodriguez	9/30/2022	18,000.00
Rural Health Clinics	Roach	Ryan Gates	Jessica Rodriguez	9/30/2022	18,000.00
Women's Health - RHC	Sabogal	Ryan Gates	Jessica Rodriguez	9/30/2022	18,000.00
Family Medicine Center	Martinez	Ryan Gates	Jessica Rodriguez	5/31/2022	37,200.00
UCC & PCC	Brown	Ryan Gates	Jessica Rodriguez	4/30/2021	21,600.00
General Medicine - CDMC	Manga	Ryan Gates	Ryan Gates	5/31/2021	63,360.00
Exeter - RHC	Caballes	Ryan Gates	Jessica Rodriguez	9/30/2022	18,000.00
Dinuba - RHC	Amari	Ryan Gates	Jessica Rodriguez	9/30/2022	18,000.00
Outpatient Infectious Disease Mgt	Boken	Jag Batth	James McNulty	8/31/2021	1,980.00
Health Information Management	Boone	Malinda Tupper	Gail Robinson	12/31/2024	16,000.00
Oncology	Havard	Malinda Tupper	Lucile Gibbs	1/31/2023	54,000.00
Pathology/Laboratory Services	Hewitt	Jag Batth	Randy Kokka	12/31/2021	66,300.00
Radiation Oncology	Chang	Jag Batth	Renee Lauck	1/31/2024	60,000.00
Pulmonary/Acute Respiratory Svcs	Malli	Jag Batth	Wendy Jones	2/28/2023	6,840.00
Sleep Lab	Malli	Jag Batth	Wendy Jones	2/28/2023	68,000.00
				Total	1,907,549.00

Kaweah Delta Health Care District

Physician Expenses - Graduate Medical Education Agreements

Updated February 12, 2021

Service	Contracted Party	Vice President Owner	Department Owner	Contract Term Tate	FY21 Projected Expense
Anesthesiology	Oak Creek Anesthesia	Lori Winston, MD	Amy Shaver	9/30/2023	589,700.00
Emergency Medicine	Vituity	Lori Winston, MD	Amy Shaver	6/30/2022	1,378,278.88
GME Admin	Vituity	Lori Winston, MD	Amy Shaver	Varies	1,162,094.58
GME Family Medicine	Kaweah Delta Faculty Medical Group	Lori Winston, MD	Amy Shaver	5/31/2022	609,601.50
Medical Students	Various providers	Lori Winston, MD	Amy Shaver	Varies	207,567.72
Psychiatry	Precision Psychiatric Services, Inc.	Lori Winston, MD	Amy Shaver	5/18/2023	473,030.21
Surgery	IQ Surgical	Lori Winston, MD	Amy Shaver	2/28/2024	247,518.45
Transitional Year	Vituity	Lori Winston, MD	Amy Shaver	6/30/2022	251,730.00
				Total	<u><u>4,919,521.34</u></u>