



February 10, 2023

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Finance, Property, Services and Acquisition Committee meeting at 10:00AM on Tuesday February 14, 2023 in Kaweah Health Support Services Building, 520 West Mineral King Avenue, Copper Room (2nd Floor), Visalia, CA.

The Board of Directors of the Kaweah Delta Health Care District will meet in a closed Finance, Property, Services and Acquisition Committee meeting immediately following the 10:00AM open meeting on Tuesday February 14, 2023 in Kaweah Health Support Services Building, 520 West Mineral King Avenue, Copper Room (2nd Floor), Visalia, CA.

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 Health Medical Center, Mineral King Wing entry corridor between the Mineral King lobby and the Emergency Department waiting room.

The disclosable public records related to agendas are available for public inspection at Kaweah Health Medical Center – Acequia Wing, Executive Offices (Administration Department) {1st floor}, 400 West Mineral King Avenue, Visalia, CA and on the Kaweah Delta Health Care District web page <https://www.kaweahhealth.org>.

KAWEAH DELTA HEALTH CARE DISTRICT
Mike Olmos, Secretary/Treasurer

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

Cindy Moccio
Board Clerk, Executive Assistant to CEO / CNO

DISTRIBUTION:

Governing Board

Legal Counsel

Executive Team

Chief of Staff

<http://www.kaweahhealth.org>



KAWEAH DELTA HEALTH CARE DISTRICT BOARD OF DIRECTORS FINANCE, PROPERTY, SERVICES & ACQUISITION COMMITTEE

Kaweah Health Medical Center – Support Services Building
520 W. Mineral King Avenue – 2nd floor Copper Room Conference Room

Tuesday February 14, 2023

ATTENDING: Directors: David Francis & Mike Olmos; Gary Herbst, Chief Executive Officer; Malinda Tupper, Chief Financial Officer; Marc Mertz, Chief Strategy Officer; Kevin Morrison, Director of Facilities Planning; Jennifer Stockton, Director of Finance, Deborah Volosin, Director of Community Engagement; Theresa Croushore, Director of Behavioral Health, Rebekah Foster, Director of Case Management; Keri Noeske, Chief Nursing Officer; Dianne Cox, Chief Human Resources Officer; Cindy Moccio, Recording

OPEN MEETING – 10:00AM

1. **CALL TO ORDER** – *David Francis, Board President*
2. **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 jurisdictions of the Board are requested to identify themselves at this time. For those who are unable to attend the beginning of the Board meeting during the public participation segment but would like to address the Board, please contact the Board Clerk (Cindy Moccio 559-624-2330) or cmoccio@kaweahhealth.org to make arrangements to address the Board.
3. **FINANCIALS** – Review of Budget Initiatives and Financials.
Malinda Tupper – Chief Financial Officer
 - 3.1. **BUDGET INITIATIVES** – Progress review and projections relative to the Kaweah Health initiatives to decrease costs and improving cost efficiencies.
 - 3.2. **FINANCIALS** – Review of the most current fiscal year financial results and budget.
4. **KAWEAH HEALTH PROPERTY AND SERVICES PLANNING** – Review and discussion of long-term and short-term property and services planning concepts and projects for Kaweah Delta Health Care District dba Kaweah Health.

Marc Mertz, Chief Strategy Officer

5. **APPROVAL OF CLOSED PROPERTY, SERVICES, AND ACQUISITION AGENDA: Closed Agenda**
 – immediately following the 10:00AM open meeting
 - 5.1. **Report involving trade secrets {Health and Safety Code 32106}** – Discussion will concern a proposed new services/programs – estimated date of disclosure is June 2023
 – Gary Herbst, Chief Executive Officer
6. **ADJOURN** – David Francis, Board President

CLOSED MEETING – following the 10:00AM Open Meeting

1. **CALL TO ORDER** – David Francis, Board President
2. **REPORT INVOLVING TRADE SECRETS {HEALTH AND SAFETY CODE 32106}** – Discussion will concern a proposed new services/programs – estimated date of disclosure is June 2023 – Gary Herbst, Chief Executive Officer
3. **ADJOURN** – David Francis, Board President

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.

CFO Financial Report

Month Ending January 2023

Kaufman Hall - National Update January 2023

Key Takeaways

1. Hospital margins end year in difficult shape.

Despite modest margin improvements in November and December, suggesting a positive trendline heading into the new year, 2022 was the worst financial year since the start of the pandemic. Approximately half of U.S. hospitals finished the year with a negative margin as growth in expenses outpaced revenue increases.

2. Financial pressures driven by labor expenses.

Hospitals faced prolonged increases in labor expenses last year. The increases were driven in part by a competitive labor market, as well as hospitals needing to rely on more expensive contract labor to meet staffing demands. Increased lengths of stay due to a decline in discharges also negatively affected hospital margins.

3. Outpatient settings see increased volume.

The front door of the hospital continues to shift away from the emergency department. Hospitals experienced increased outpatient volumes, including in surgical settings.

4. Success in 2023 tied to learning lessons of '22.

Expense pressures are unlikely to recede in 2023. Hospitals that embrace better workforce management strategies, secure more stable supply lines, and more effectively negotiate with payers are likely to have better financial years in 2023. Hospitals should also leverage their outpatient footprint and improve relationships with post-acute settings to maximize current patient volume trends.

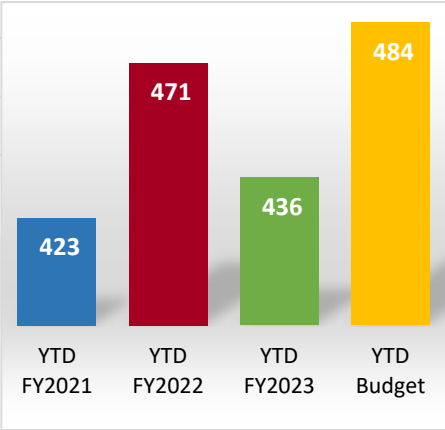
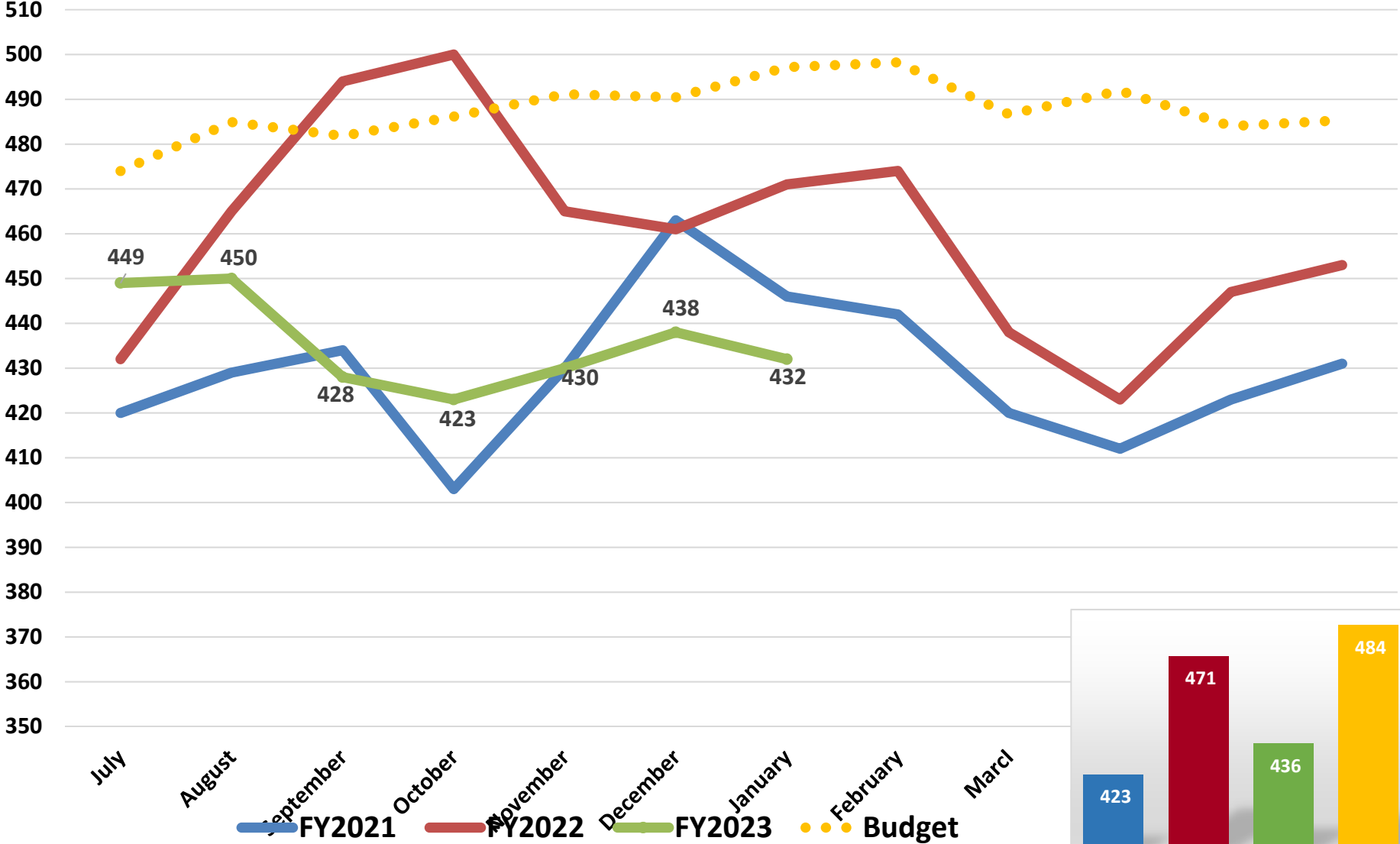
Public Health Emergency Ending May 11, 2023

A statement issued by the Office of Management and Budget (OMB) announced the public health emergency (PHE) and the COVID-19 national emergency will both end on May 11, 2023. The distinction for these two emergency declarations is related to the issuing party (government agency vs. presidential administration) and length of declaration period (90 days vs. one year). The temporary flexibilities that have been implemented specifically for the PHE that may see future guidance changes with the end of the PHE.

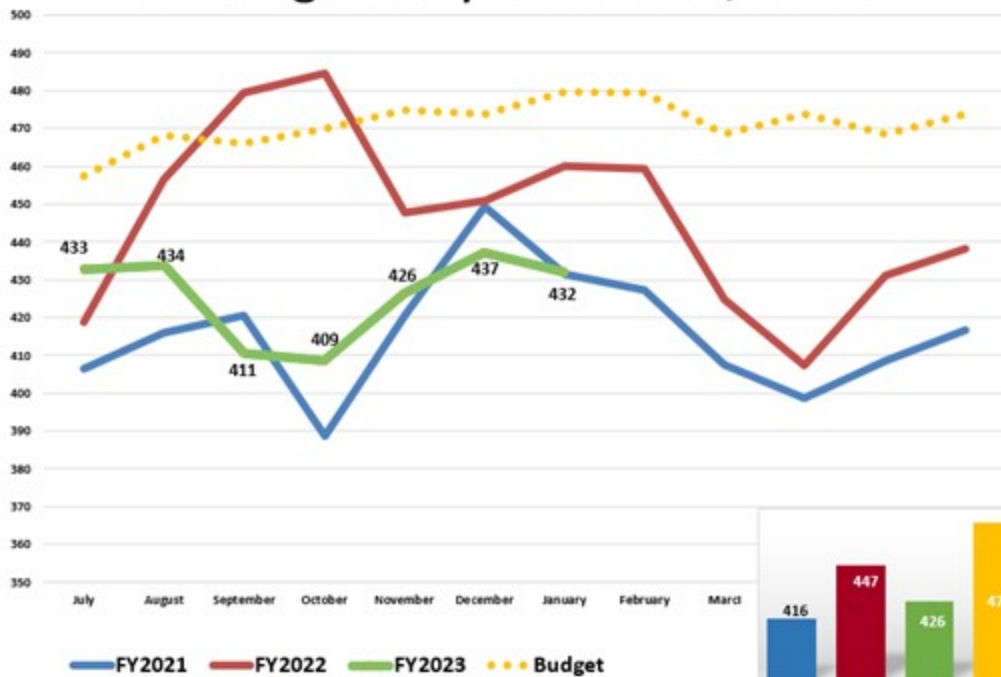
Estimated Impacts on Kaweah Health

- Impact on **FMAP** (Federal Medical Assistance Percentages): Due to the end of the Public Health Emergency, the amount of federal match for Medicaid administrative activities will decrease throughout this calendar year. It is scheduled to decline 5 percentage points in April-June 2023, 2.5 percentage points for July – September 2023 and then fall to 1.5 percentage points for October-December 2023. **\$2.5M-\$4M calendar year 2023**
- Impact of **removal of 2% Medicare Sequestration**: 1% reduction April 1, 2022, 2% July 1 2022. **\$2.1M**
- Impact on **scheduled DSH Cuts if not delayed** past October 2023. Currently DHCS is estimating the reduction at 45%: Impact FY 2024 **\$5M-\$10M**
- Impact of removal of **20% additional inpatient Medicare Reimbursement**: depends on COVID volume **\$500K**
- Impact of removal of **10% additional inpatient Medi-Cal Reimbursement for SNF**: depends on COVID volume **\$100K**
- This will be offset by the removal of the supplemental COVID pay requirement: \$5M-\$6M/year and the reduction in extra staff needed for screening/lab testing.
- Changes in Telehealth: unknown impact at this time

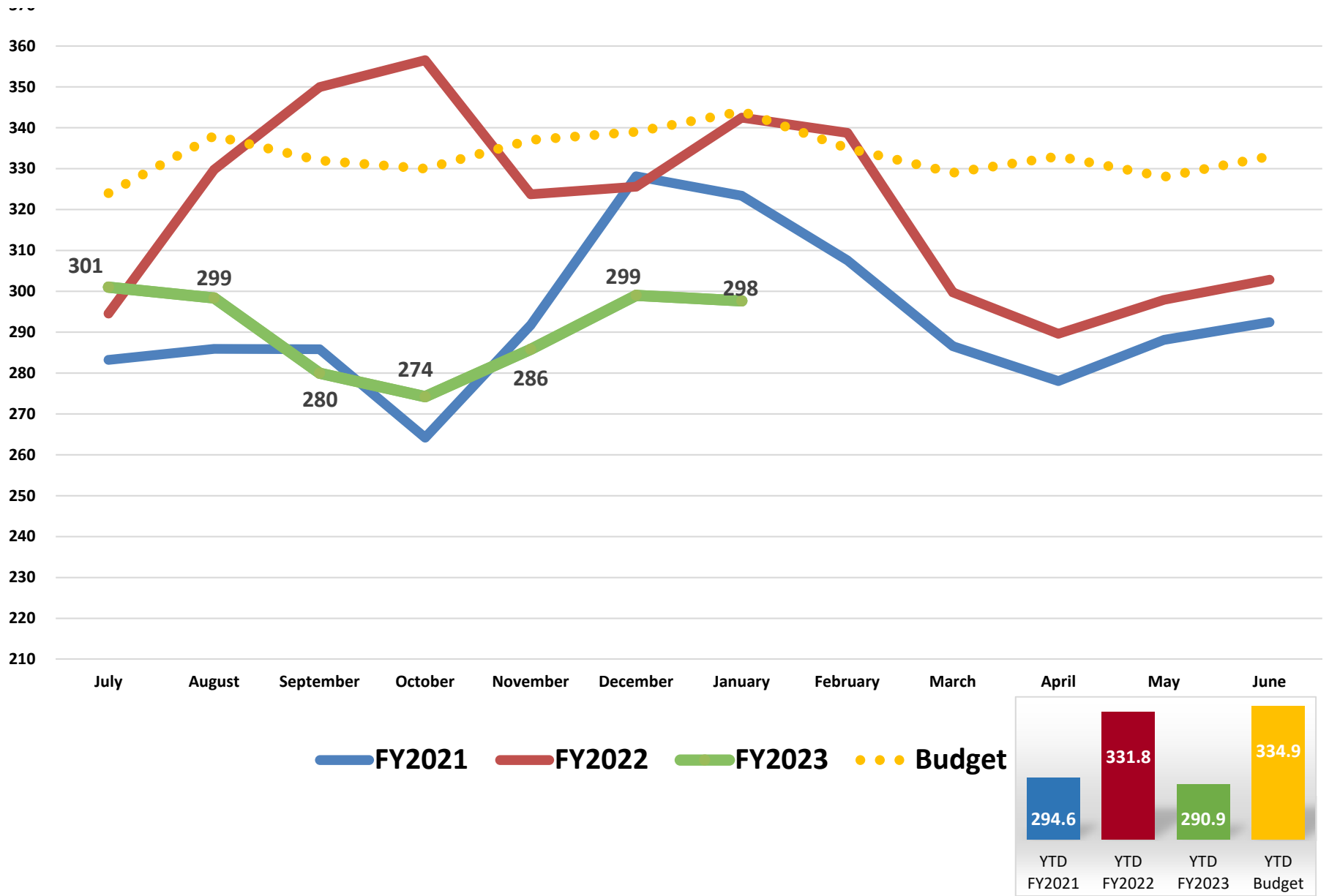
Average Daily Census



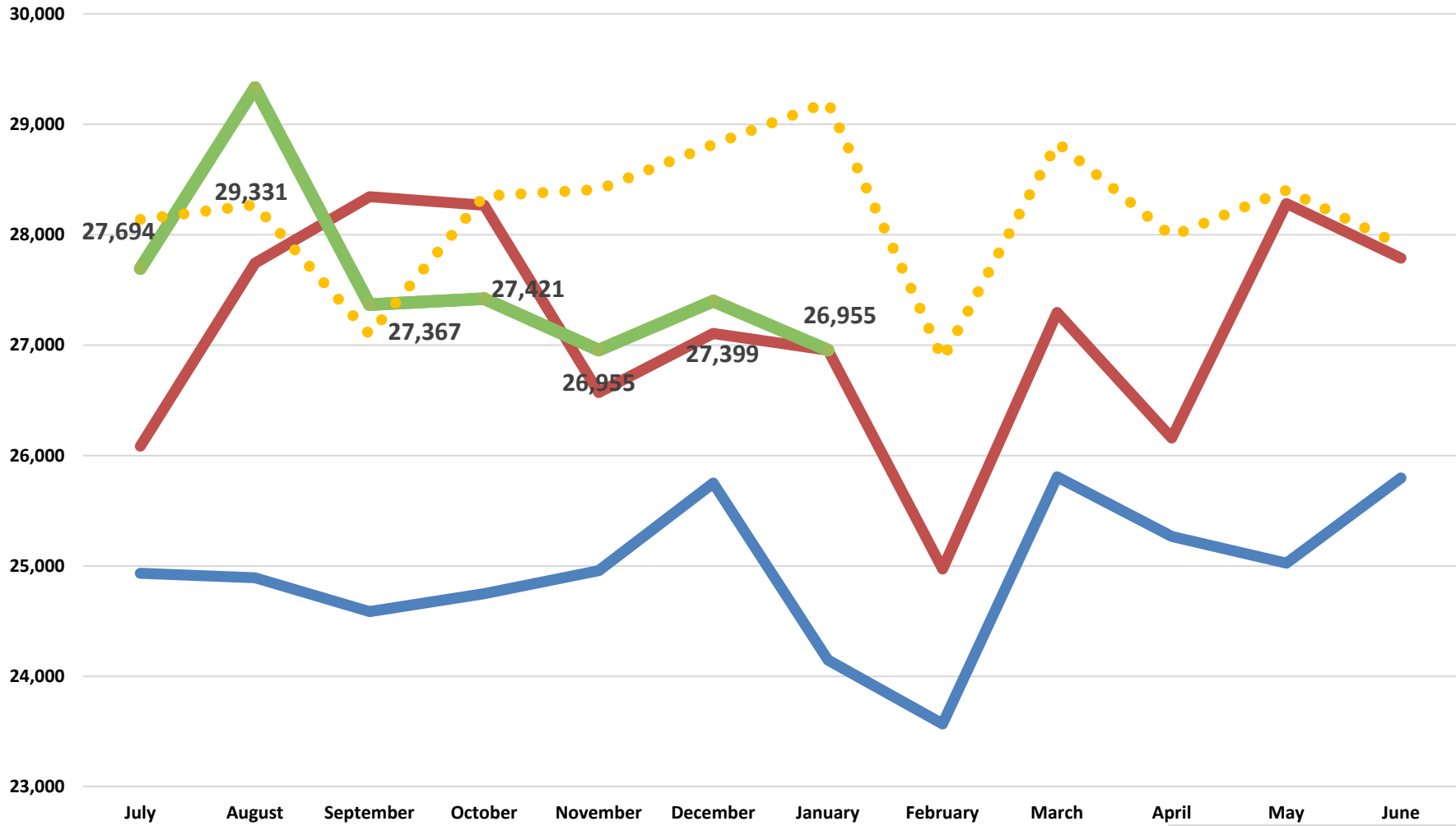
Average Daily Census w/o TCS



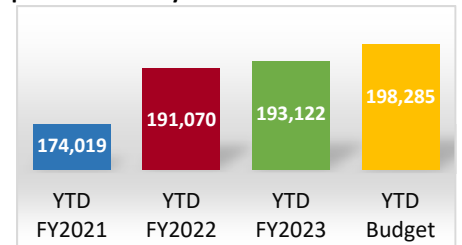
Medical Center (Avg Patients Per Day)



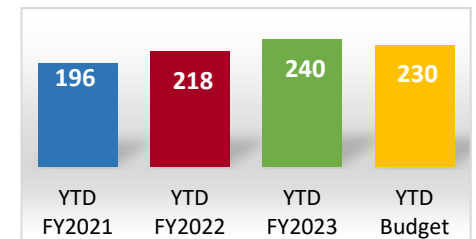
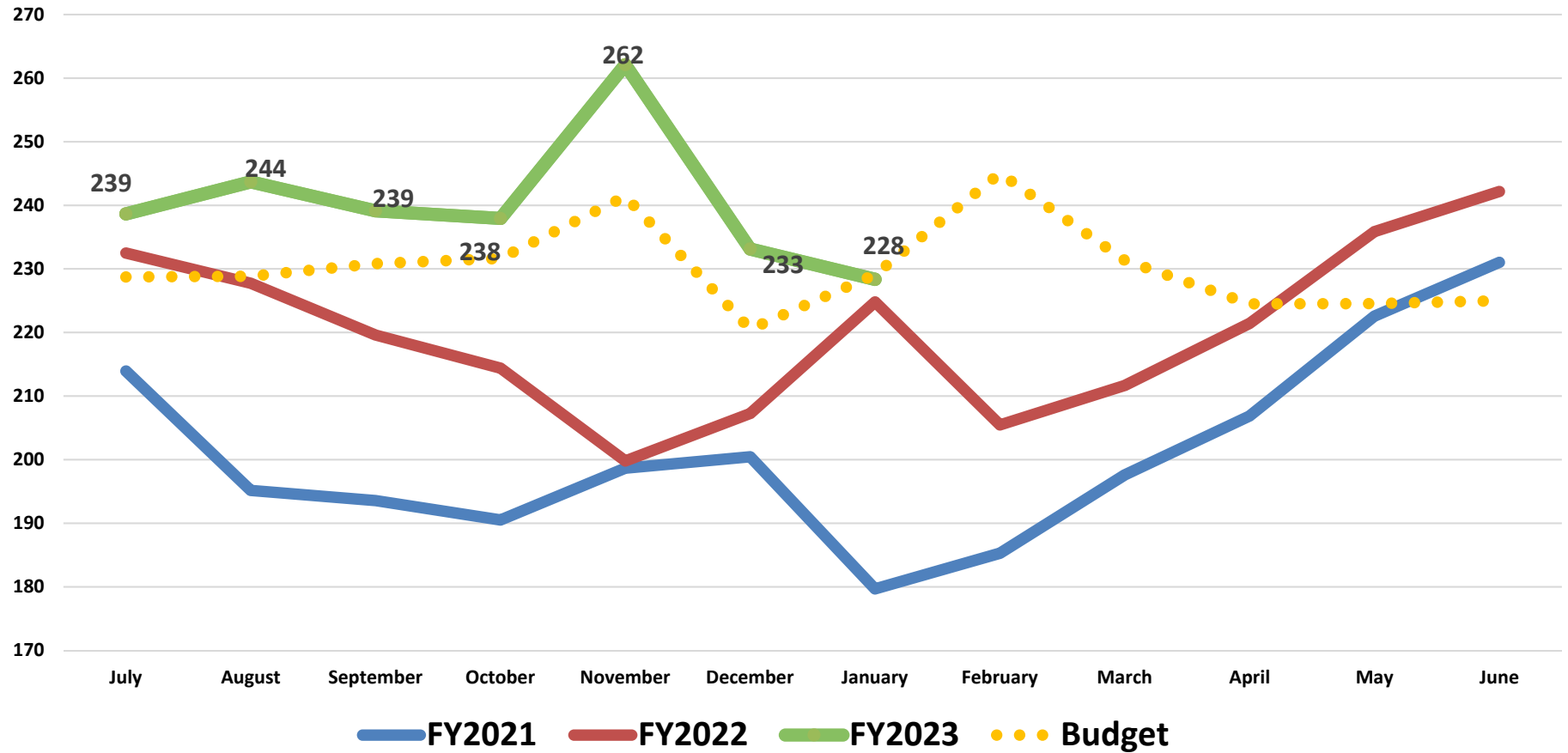
Adjusted Patient Days



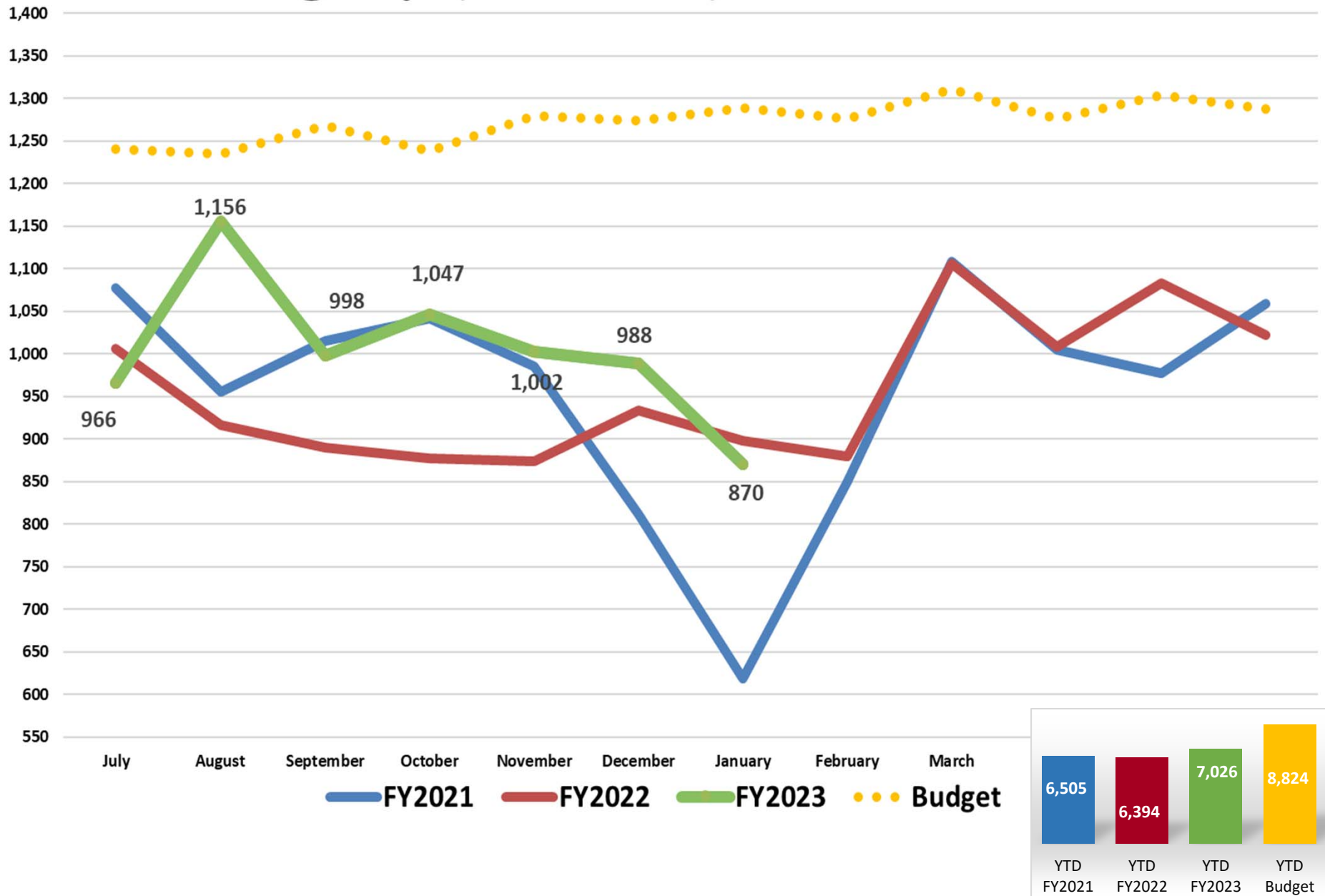
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



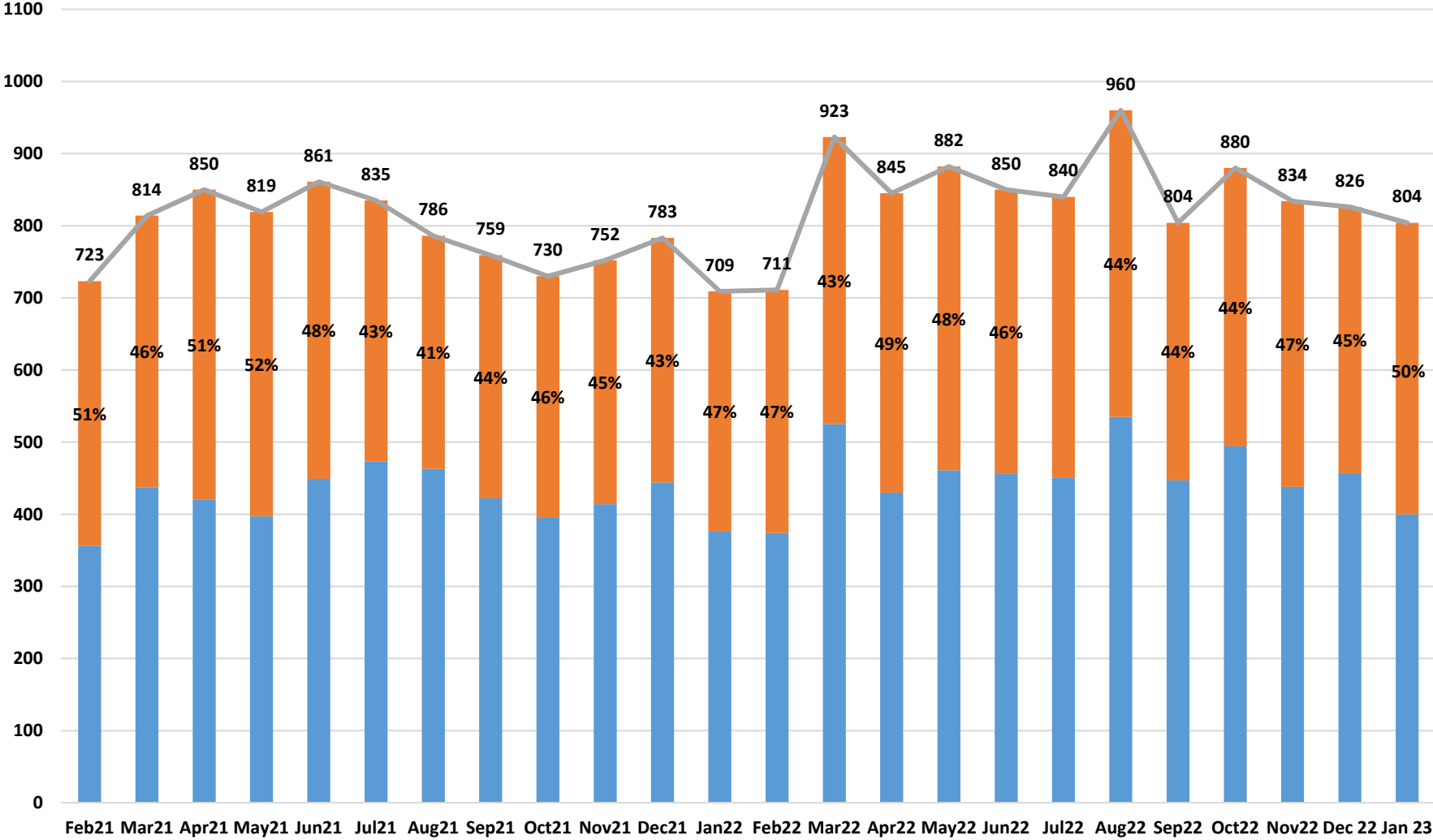
Emergency Dept – Avg Treated Per Day



Surgery (IP & OP) – 100 Min Units



Surgery Cases (IP & OP)



■ Oupatient Cases
 ■ Inpatient Cases
 — Monthly Total

Statistical Results – Fiscal Year Comparison (Jan)

	Actual Results			Budget	Budget Variance	
	Jan 2022	Jan 2023	% Change	Jan 2023	Change	% Change
Average Daily Census	471	432	(8.3%)	494	(62)	(12.5%)
KDHCD Patient Days:						
Medical Center	10,617	9,227	(13.1%)	10,428	(1,201)	(11.5%)
Acute I/P Psych	1,116	1,339	20.0%	1,581	(242)	(15.3%)
Sub-Acute	859	925	7.7%	955	(30)	(3.1%)
Rehab	477	526	10.3%	502	24	4.8%
TCS-Ortho	311	398	28.0%	415	(17)	(4.1%)
TCS	338	0	(100.0%)	540	(540)	(100.0%)
NICU	389	532	36.8%	380	152	40.0%
Nursery	504	449	(10.9%)	502	(53)	(10.6%)
Total KDHCD Patient Days	14,611	13,396	(8.3%)	15,303	(1,907)	(12.5%)
Total Outpatient Volume	50,964	42,005	(17.6%)	48,146	(6,141)	(12.8%)

Statistical Results – Fiscal Year Comparison (Jul-Jan)

	Actual Results			Budget	Budget Variance	
	FYTD 2022	FYTD 2023	% Change	FYTD 2023	Change	% Change
Average Daily Census	470	435	(7.4%)	483	(48)	(9.9%)
KDHCD Patient Days:						
Medical Center	71,326	62,550	(12.3%)	69,166	(6,616)	(9.6%)
Acute I/P Psych	8,042	9,170	14.0%	10,932	(1,762)	(16.1%)
Sub-Acute	5,968	6,325	6.0%	6,248	77	1.2%
Rehab	3,435	3,771	9.8%	3,909	(138)	(3.5%)
TCS-Ortho	2,438	2,703	10.9%	2,864	(161)	(5.6%)
TCS	2,767	2,115	(23.6%)	3,556	(1,441)	(40.5%)
NICU	3,379	3,313	(2.0%)	3,250	63	1.9%
Nursery	3,693	3,602	(2.5%)	3,945	(343)	(8.7%)
Total KDHCD Patient Days	101,048	93,549	(7.4%)	103,870	(10,321)	(9.9%)
Total Outpatient Volume	334,655	307,356	(8.2%)	333,919	(26,563)	(8.0%)

Other Statistical Results – Fiscal Year Comparison (Jan)

	Actual Results				Budget	Budget Variance	
	Jan 2022	Jan 2023	Change	% Change	Jan 2023	Change	% Change
Adjusted Patient Days	26,955	27,042	86	0.3%	29,199	(2,157)	(7.4%)
Outpatient Visits	50,964	42,005	(8,959)	(17.6%)	48,146	(6,141)	(12.8%)
Home Health Visits	2,448	3,256	808	33.0%	3,116	140	4.5%
Dialysis Treatments	1,530	1,764	234	15.3%	1,541	223	14.5%
Endoscopy Procedures (I/P & O/P)	463	512	49	10.6%	558	(46)	(8.2%)
O/P Rehab Units	17,897	19,391	1,494	8.3%	20,140	(749)	(3.7%)
Physical & Other Therapy Units	16,669	17,989	1,320	7.9%	19,180	(1,191)	(6.2%)
Radiology/CT/US/MRI Proc (I/P & O/P)	16,029	16,433	404	2.5%	16,604	(171)	(1.0%)
ED Total Registered	7,105	7,142	37	0.5%	7,102	40	0.6%
Cath Lab Minutes (IP & OP)	334	333	(1)	(0.3%)	406	(73)	(18.0%)
Surgery Minutes-General & Robotic (I/P & O/P)	940	933	(7)	(0.7%)	1,165	(232)	(19.9%)
Infusion Center	393	387	(6)	(1.5%)	401	(14)	(3.5%)
OB Deliveries	390	371	(19)	(4.9%)	390	(19)	(4.9%)
Radiation Oncology Treatments (I/P & O/P)	1,820	1,731	(89)	(4.9%)	2,327	(596)	(25.6%)
GME Clinic visits	1,025	942	(83)	(8.1%)	1,252	(310)	(24.8%)
KHMG RVU	33,927	30,910	(3,017)	(8.9%)	38,293	(7,383)	(19.3%)
RHC Registrations	12,051	10,643	(1,408)	(11.7%)	10,360	283	2.7%
Hospice Days	4,538	3,617	(921)	(20.3%)	4,300	(683)	(15.9%)
Urgent Care - Demaree	4,238	2,484	(1,754)	(41.4%)	2,700	(216)	(8.0%)
Urgent Care - Court	6,448	3,184	(3,264)	(50.6%)	3,903	(719)	(18.4%)

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

	Actual Results				Budget	Budget Variance	
	FY 2022	FY 2023	Change	% Change	FY 2023	Change	% Change
Adjusted Patient Days	191,068	193,292	2,225	1.2%	198,243	(4,951)	(2.5%)
Outpatient Visits	334,655	307,356	(27,299)	(8.2%)	333,919	(26,563)	(8.0%)
Surgery Minutes-General & Robotic (I/P & O/P)	6,762	7,475	713	10.5%	7,991	(516)	(6.5%)
ED Total Registered	47,585	52,295	4,710	9.9%	49,471	2,824	5.7%
Home Health Visits	19,300	20,894	1,594	8.3%	21,034	(140)	(0.7%)
Endoscopy Procedures (I/P & O/P)	3,595	3,753	158	4.4%	4,277	(524)	(12.3%)
Physical & Other Therapy Units	122,523	124,258	1,735	1.4%	133,049	(8,791)	(6.6%)
Radiology/CT/US/MRI Proc (I/P & O/P)	115,686	115,757	71	0.1%	114,102	1,655	1.5%
OB Deliveries	2,809	2,784	(25)	(0.9%)	2,805	(21)	(0.7%)
Dialysis Treatments	10,834	10,611	(223)	(2.1%)	10,787	(176)	(1.6%)
O/P Rehab Units	135,826	130,634	(5,192)	(3.8%)	137,077	(6,443)	(4.7%)
Cath Lab Minutes (IP & OP)	2,285	2,194	(91)	(4.0%)	2,770	(576)	(20.8%)
Radiation Oncology Treatments (I/P & O/P)	13,637	12,778	(859)	(6.3%)	16,065	(3,287)	(20.5%)
KHMG RVU	242,996	225,324	(17,672)	(7.3%)	268,696	(43,372)	(16.1%)
GME Clinic visits	7,827	7,119	(708)	(9.0%)	8,452	(1,333)	(15.8%)
RHC Registrations	75,759	68,818	(6,941)	(9.2%)	66,863	1,955	2.9%
Hospice Days	30,077	25,620	(4,457)	(14.8%)	29,765	(4,145)	(13.9%)
Infusion Center	2,847	2,325	(522)	(18.3%)	2,793	(468)	(16.8%)
Urgent Care - Demaree	27,043	20,592	(6,451)	(23.9%)	17,730	2,862	16.1%
Urgent Care - Court	44,230	31,092	(13,138)	(29.7%)	26,021	5,071	19.5%

Trended Financial Comparison (000's)

	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	YTD
Operating Revenue								
Net Patient Service Revenue	\$52,368	\$54,965	\$48,168	\$54,432	\$56,706	\$53,217	\$51,048	\$370,904
Supplemental Gov't Programs	5,042	5,042	4,943	5,410	5,494	5,060	6,065	37,055
Prime Program	743	743	743	743	743	743	743	5,198
Premium Revenue	5,901	5,927	5,972	5,943	5,784	6,780	6,336	42,643
Management Services Revenue	2,932	3,797	3,313	2,733	3,559	3,277	3,294	22,905
Other Revenue	3,495	2,164	2,334	2,462	2,161	2,594	3,315	18,525
Other Operating Revenue	18,113	17,672	17,304	17,291	17,741	18,452	19,753	126,327
Total Operating Revenue	70,480	72,637	65,472	71,723	74,447	71,670	70,801	497,231
Operating Expenses								
Salaries & Wages	29,176	29,435	28,455	29,473	26,929	28,727	28,050	200,247
Contract Labor	5,864	7,124	7,067	5,941	4,393	3,550	2,199	36,139
Employee Benefits	6,279	5,563	3,636	5,212	5,155	5,828	6,612	38,284
Total Employment Expenses	41,319	42,122	39,158	40,625	36,477	38,105	36,862	274,669
Medical & Other Supplies	9,593	11,666	11,642	11,523	11,358	10,632	10,396	76,810
Physician Fees	8,892	9,585	8,814	9,859	9,645	8,276	8,564	63,634
Purchased Services	2,937	1,120	1,556	1,349	1,328	1,576	1,540	11,406
Repairs & Maintenance	2,237	2,486	2,516	2,542	2,460	2,365	2,230	16,835
Utilities	715	999	1,061	942	881	806	841	6,244
Rents & Leases	510	540	537	552	566	553	425	3,683
Depreciation & Amortization	2,657	2,650	2,640	2,651	2,693	2,680	2,978	18,949
Interest Expense	589	589	589	590	658	701	607	4,322
Other Expense	1,631	2,013	1,825	1,510	1,759	1,834	1,945	12,517
Humana Cap Plan Expenses	4,404	3,831	3,777	2,680	3,454	3,372	3,674	25,191
Management Services Expense	2,921	3,660	3,370	2,707	3,371	3,317	3,058	22,404
Total Other Expenses	37,087	39,139	38,324	36,904	38,173	36,110	36,256	261,993
Total Operating Expenses	78,406	81,261	77,483	77,529	74,650	74,216	73,118	536,662
Operating Margin	(\$7,926)	(\$8,623)	(\$12,010)	(\$5,807)	(\$203)	(\$2,546)	(\$2,317)	(\$39,433)
Stimulus Funds	\$97	\$0	\$0	\$0	\$0	\$0	\$190	\$287
Operating Margin after Stimulus	(\$7,829)	(\$8,623)	(\$12,010)	(\$5,807)	(\$203)	(\$2,546)	(\$2,127)	(\$39,146)
Nonoperating Revenue (Loss)	455	326	(3,901)	452	150	2,901	1,350	1,733
Excess Margin	(\$7,374)	(\$8,297)	(\$15,911)	(\$5,355)	(\$53)	\$355	(\$777)	(\$37,412)

Jan Financial Comparison (000's)

	Actual Results		Budget	Budget Variance	
	Jan 2022	Jan 2023	Jan 2023	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$56,862	\$51,048	\$55,800	(\$4,752)	(8.5%)
Other Operating Revenue	17,469	19,753	18,771	982	5.2%
Total Operating Revenue	74,331	70,801	74,571	(3,770)	(5.1%)
Operating Expenses					
Employment Expense	38,931	36,862	38,904	(2,042)	(5.2%)
Other Operating Expense	35,266	36,256	37,424	(1,169)	(3.1%)
Total Operating Expenses	74,197	73,118	76,329	(3,211)	(4.2%)
Operating Margin	\$134	(\$2,317)	(\$1,758)	(\$559)	
Stimulus Funds	0	190	255	(65)	
Operating Margin after Stimulus	\$134	(\$2,127)	(\$1,503)	(\$624)	
Non Operating Revenue (Loss)	568	1,350	371	979	
Excess Margin	\$702	(\$777)	(\$1,131)	\$355	

Operating Margin %	0.2%	(3.0%)	(2.4%)
OM after Stimulus%	0.2%	(3.0%)	(2.0%)
Excess Margin %	0.9%	(1.1%)	(1.5%)
Operating Cash Flow Margin %	4.6%	1.8%	2.3%

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

	Actual Results FYTD Jul-Jan		Budget FYTD	Budget Variance	FYTD
	FYTD2022	FYTD2023	FYTD2023	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$377,591	\$370,905	\$393,475	(\$22,570)	(5.7%)
Other Operating Revenue	123,152	126,326	128,505	(2,179)	(1.7%)
Total Operating Revenue	500,743	497,231	521,981	(24,749)	(4.7%)
Operating Expenses					
Employment Expense	251,002	274,669	268,215	6,454	2.4%
Other Operating Expense	253,046	261,994	262,627	(634)	(0.2%)
Total Operating Expenses	504,048	536,663	530,842	5,821	1.1%
Operating Margin	(\$3,306)	(\$39,431)	(\$8,862)	(\$30,570)	
Stimulus Funds	7,117	287	1,767	(1,480)	
Operating Margin after Stimulus	\$3,811	(\$39,144)	(\$7,095)	(\$32,050)	
Nonoperating Revenue (Loss)	4,992	1,733	2,567	(833)	
Excess Margin	\$8,804	(\$37,411)	(\$4,528)	(\$32,883)	

Operating Margin %	(0.7%)	(7.9%)	(1.7%)
OM after Stimulus%	0.8%	(7.9%)	(1.4%)
Excess Margin %	1.7%	(7.5%)	(0.9%)
Operating Cash Flow Margin %	3.8%	(3.3%)	2.9%

January Financial Comparison (000's)

	Actual Results			Budget	Budget Variance	
	Jan 2022	Jan 2023	% Change	Jan 2023	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$56,862	\$51,048	(10.2%)	\$55,800	(\$4,752)	(8.5%)
Supplemental Gov't Programs	4,383	6,065	38.4%	5,257	807	15.4%
Prime/QIP Program	3,285	743	(77.4%)	757	(14)	(1.9%)
Premium Revenue	5,272	6,336	20.2%	6,813	(477)	(7.0%)
Management Services Revenue	2,536	3,294	29.9%	3,478	(183)	(5.3%)
Other Revenue	1,993	3,315	66.4%	2,466	850	34.5%
Other Operating Revenue	17,469	19,753	13.1%	18,771	982	5.2%
Total Operating Revenue	74,331	70,801	(4.7%)	74,571	(3,770)	(5.1%)
Operating Expenses						
Salaries & Wages	29,407	28,050	(4.6%)	30,204	(2,153)	(7.1%)
Contract Labor	4,958	2,199	(55.6%)	2,511	(312)	(12.4%)
Employee Benefits	4,566	6,612	44.8%	6,189	423	6.8%
Total Employment Expenses	38,931	36,862	(5.3%)	38,904	(2,042)	(5.2%)
Medical & Other Supplies	10,913	10,396	(4.7%)	10,332	64	0.6%
Physician Fees	9,210	8,564	(7.0%)	9,099	(535)	(5.9%)
Purchased Services	1,261	1,540	22.1%	1,682	(143)	(8.5%)
Repairs & Maintenance	2,324	2,230	(4.0%)	2,560	(330)	(12.9%)
Utilities	753	841	11.6%	650	191	29.4%
Rents & Leases	528	425	(19.6%)	629	(204)	(32.5%)
Depreciation & Amortization	2,614	2,978	13.9%	2,834	144	5.1%
Interest Expense	655	607	(7.3%)	611	(3)	(0.6%)
Other Expense	2,110	1,945	(7.8%)	2,161	(216)	(10.0%)
Humana Cap Plan Expense	2,327	3,674	57.9%	3,432	242	7.0%
Management Services Expense	2,570	3,058	19.0%	3,436	(378)	(11.0%)
Total Other Expenses	35,266	36,256	2.8%	37,424	(1,169)	(3.1%)
Total Operating Expenses	74,197	73,118	(1.5%)	76,329	(3,211)	(4.2%)
Operating Margin	\$134	(\$2,317)		(\$1,758)	(\$559)	
Stimulus Funds	0	190		255	(65)	
Operating Margin after Stimulus	\$134	(\$2,127)		(\$1,503)	(\$624)	
Nonoperating Revenue (Loss)	568	1,350		371	979	
Excess Margin	\$702	(\$777)		(\$1,131)	\$355	

YTD Financial Comparison (000's)

	Actual Results FYTD Jul-Jan			Budget FYTD	Budget Variance	FYTD
	FYTD2022	FYTD2023	% Change	FYTD2023	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$377,591	\$370,905	(1.8%)	\$393,475	(\$22,570)	(5.7%)
Supplemental Gov't Programs	43,701	37,055	(15.2%)	36,463	592	1.6%
Prime/QIP Program	7,285	5,198	(28.6%)	5,249	(51)	(1.0%)
Premium Revenue	36,145	42,643	18.0%	45,569	(2,925)	(6.4%)
Management Services Revenue	21,276	22,905	7.7%	24,120	(1,215)	(5.0%)
Other Revenue	14,744	18,525	25.6%	17,104	1,421	8.3%
Other Operating Revenue	123,152	126,516	2.6%	128,505	(2,179)	(1.7%)
Total Operating Revenue	500,743	497,421	(0.7%)	521,981	(24,749)	(4.7%)
Operating Expenses						
Salaries & Wages	205,876	200,246	(2.7%)	208,513	(8,266)	(4.0%)
Contract Labor	16,008	36,139	125.8%	16,846	19,293	114.5%
Employee Benefits	29,119	38,284	31.5%	42,857	(4,573)	(10.7%)
Total Employment Expenses	251,002	274,669	9.4%	268,215	6,454	2.4%
Medical & Other Supplies	78,478	76,810	(2.1%)	73,995	2,815	3.8%
Physician Fees	62,809	63,634	1.3%	63,743	(109)	(0.2%)
Purchased Services	10,401	11,406	9.7%	11,638	(232)	(2.0%)
Repairs & Maintenance	16,611	16,835	1.3%	17,896	(1,061)	(5.9%)
Utilities	5,152	6,244	21.2%	5,417	827	15.3%
Rents & Leases	3,510	3,683	4.9%	4,218	(535)	(12.7%)
Depreciation & Amortization	18,418	18,949	2.9%	19,835	(886)	(4.5%)
Interest Expense	3,854	4,322	12.1%	4,235	86	2.0%
Other Expense	11,592	12,517	8.0%	14,984	(2,467)	(16.5%)
Humana Cap Plan Expense	21,958	25,191	14.7%	22,835	2,356	10.3%
Management Services Expense	20,263	22,404	10.6%	23,831	(1,427)	(6.0%)
Total Other Expenses	253,046	261,994	3.5%	262,627	(634)	(0.2%)
Total Operating Expenses	504,048	536,663	6.5%	530,842	5,821	1.1%
Operating Margin	(\$3,306)	(\$39,431)		(\$8,862)	(\$30,380)	
Stimulus Funds	7,117	287		1,767	(1,480)	
Operating Margin after Stimulus	\$3,811	(\$39,144)		(\$7,095)	(\$32,050)	
Nonoperating Income						
Nonoperating Revenue (Loss)	4,992	1,733		2,567	(833)	
Excess Margin	\$8,804	(\$37,411)		(\$4,528)	(\$32,883)	

Kaweah Health Medical Group

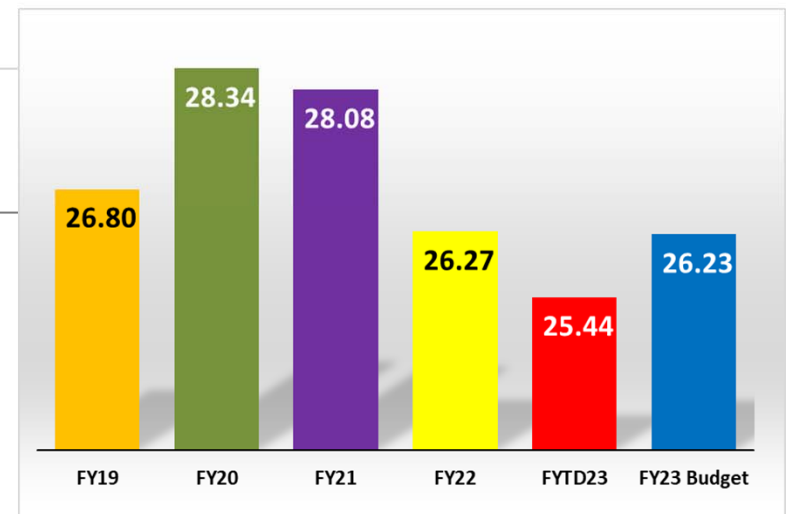
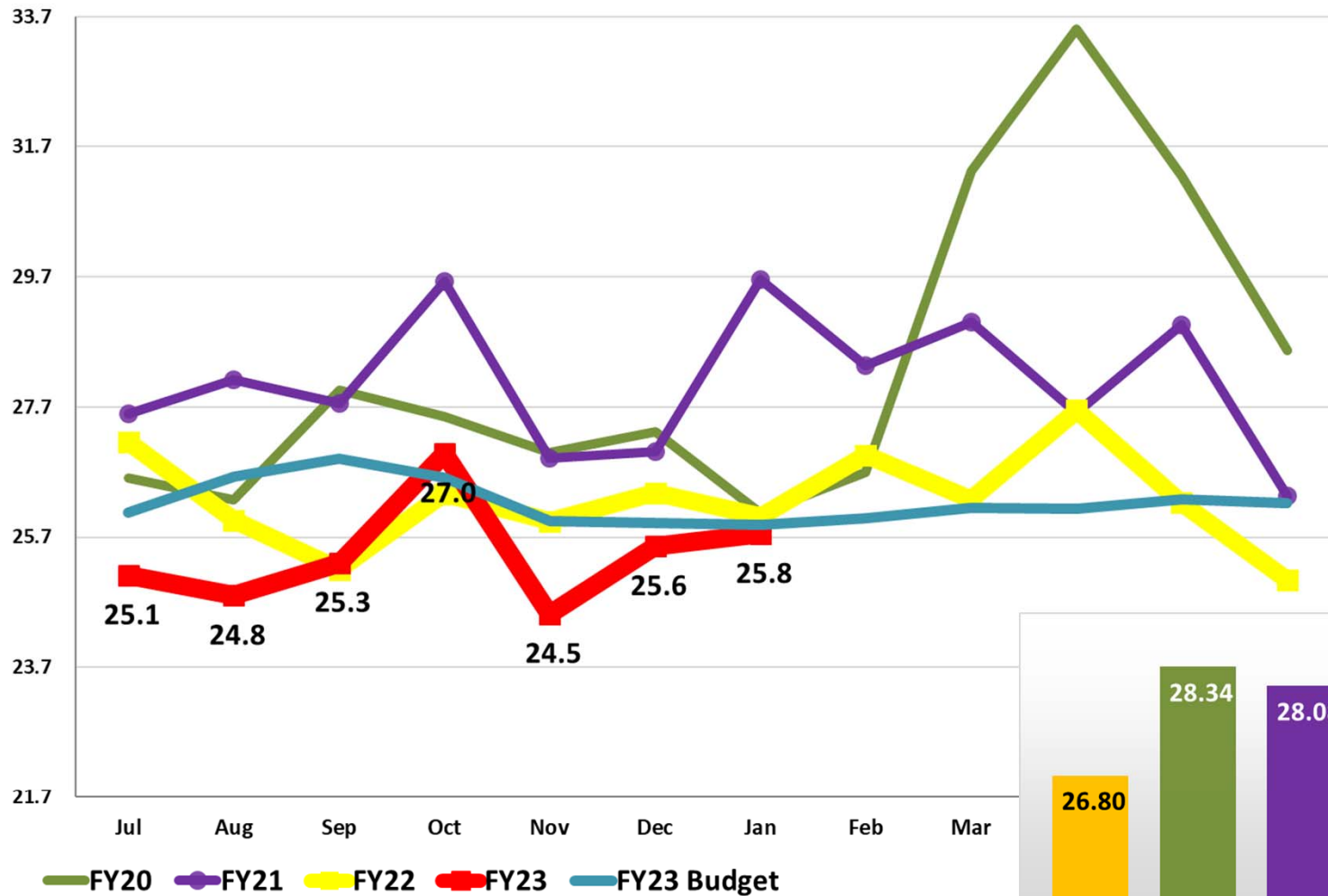
Fiscal Year Financial Comparison (000's)

	Actual Results FYTD July – Jan			Budget FYTD	Budget Variance	FYTD
	Jan 2022	Jan 2023	% Change	Jan 2023	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$28,110	\$28,119	0.0%	\$30,710	(\$2,591)	(8.4%)
Other Revenue	1,050	452	(56.9%)	697	(245)	(35.1%)
Other Operating Revenue	1,050	452	(56.9%)	697	(245)	(35.1%)
Total Operating Revenue	29,160	28,571	(2.0%)	31,407	(2,836)	(9.0%)
Operating Expenses						
Salaries & Wages	6,747	6,970	3.3%	7,750	(779)	(10.1%)
Employee Benefits	994	1,386	39.4%	1,589	(202)	(12.7%)
Total Employment Expenses	7,741	8,356	8.0%	9,338	(982)	(10.5%)
Medical & Other Supplies	3,833	4,425	15.4%	4,150	274	6.6%
Physician Fees	17,087	16,112	(5.7%)	17,595	(1,482)	(8.4%)
Purchased Services	582	579	(0.5%)	643	(63)	(9.8%)
Repairs & Maintenance	1,243	1,310	5.4%	1,629	(318)	(19.6%)
Utilities	275	348	26.6%	337	11	3.2%
Rents & Leases	1,463	1,592	8.8%	1,552	40	2.6%
Depreciation & Amortization	461	394	(14.4%)	451	(56)	(12.5%)
Interest Expense	1	0	(100.0%)	0	0	0.0%
Other Expense	772	663	(14.2%)	1,073	(410)	(38.2%)
Total Other Expenses	25,717	25,423	(1.1%)	27,429	(2,006)	(7.3%)
Total Operating Expenses	33,458	33,779	1.0%	36,767	(2,987)	(8.1%)
Stimulus Funds	0	0	0.0%	0	0	0.0%
Excess Margin	(\$4,297)	(\$5,208)	(21.2%)	(\$5,360)	\$152	2.8%
Excess Margin %	(14.7%)	(18.2%)		(17.1%)		

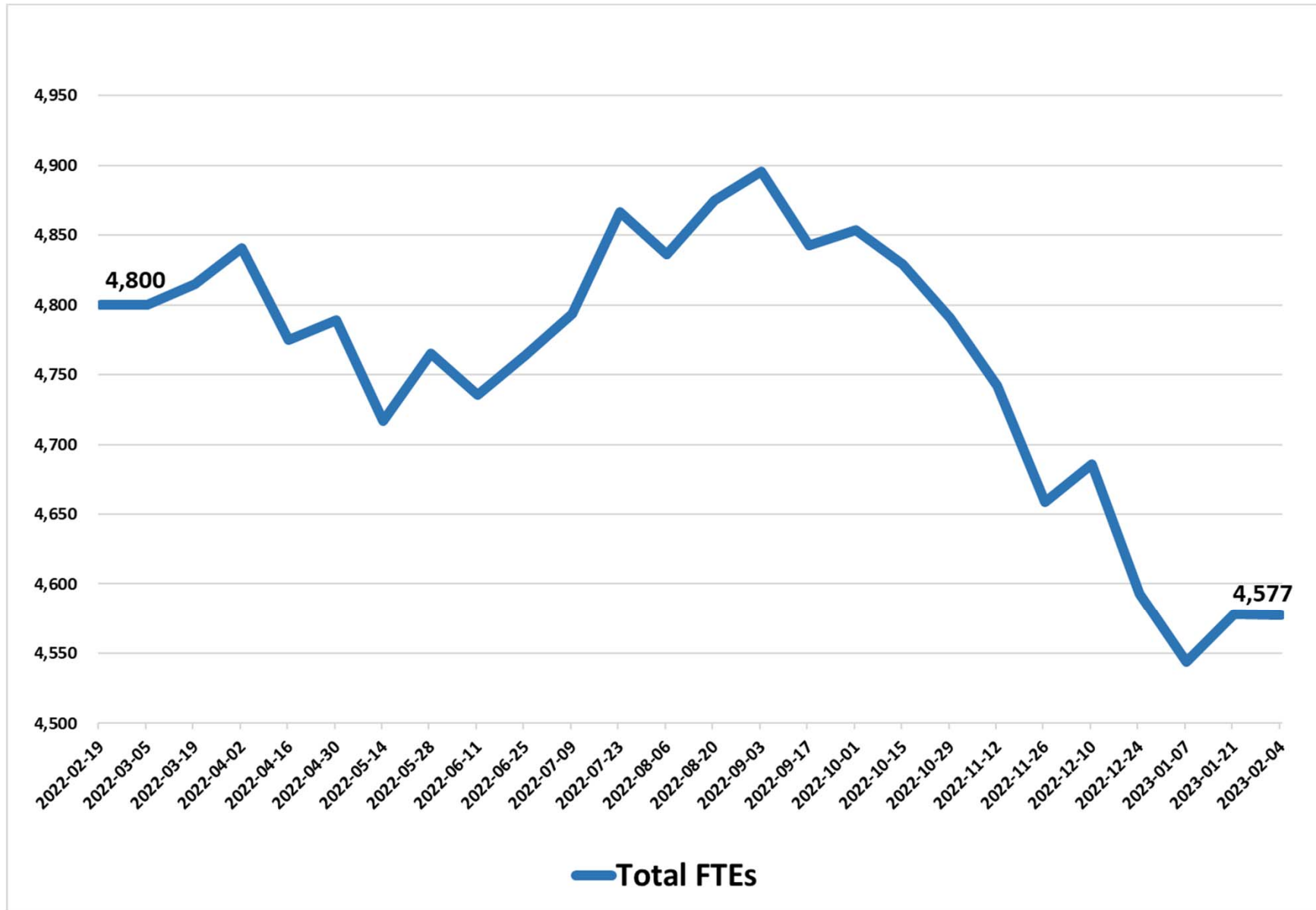
Month of January - Budget Variances

- **Closure of the Transitional Care Service Unit on Court Street.** Beginning in November, we stopped accepting patients at our TCS South location. This ramp down represents approximately \$278K less in net patient revenue and \$418K less in direct costs, which is a \$140K positive net bottom line impact for January and approximately \$500K positive net impact for November - January.
- **Net Patient Revenues:** Net patient revenue was under budget by \$4.8M or 8.5% in January. The decrease was due to lower patient volume than budgeted. Inpatient days were 12.5% under budget primarily due to the downtown campus and the closure of TCS. In addition, outpatient equivalent days were 7.4% under budget in the majority of our services.
- **Salaries and Contract Labor:** Both Salary and wages and contract labor were under budget primarily due to the lower volumes and operation back in black initiatives.
- **Utilities:** In January and throughout FY23, we have experienced higher costs of gas and electricity. Our gas expense exceeded budget by \$128.5K and our electricity by \$57.8K in January. We are working through final negotiations with our gas provider to reduce these escalating expenses.
- **Humana Third Party Claims:** Humana Third party claims continue to be over budget with an unfavorable variance of \$242K in January.

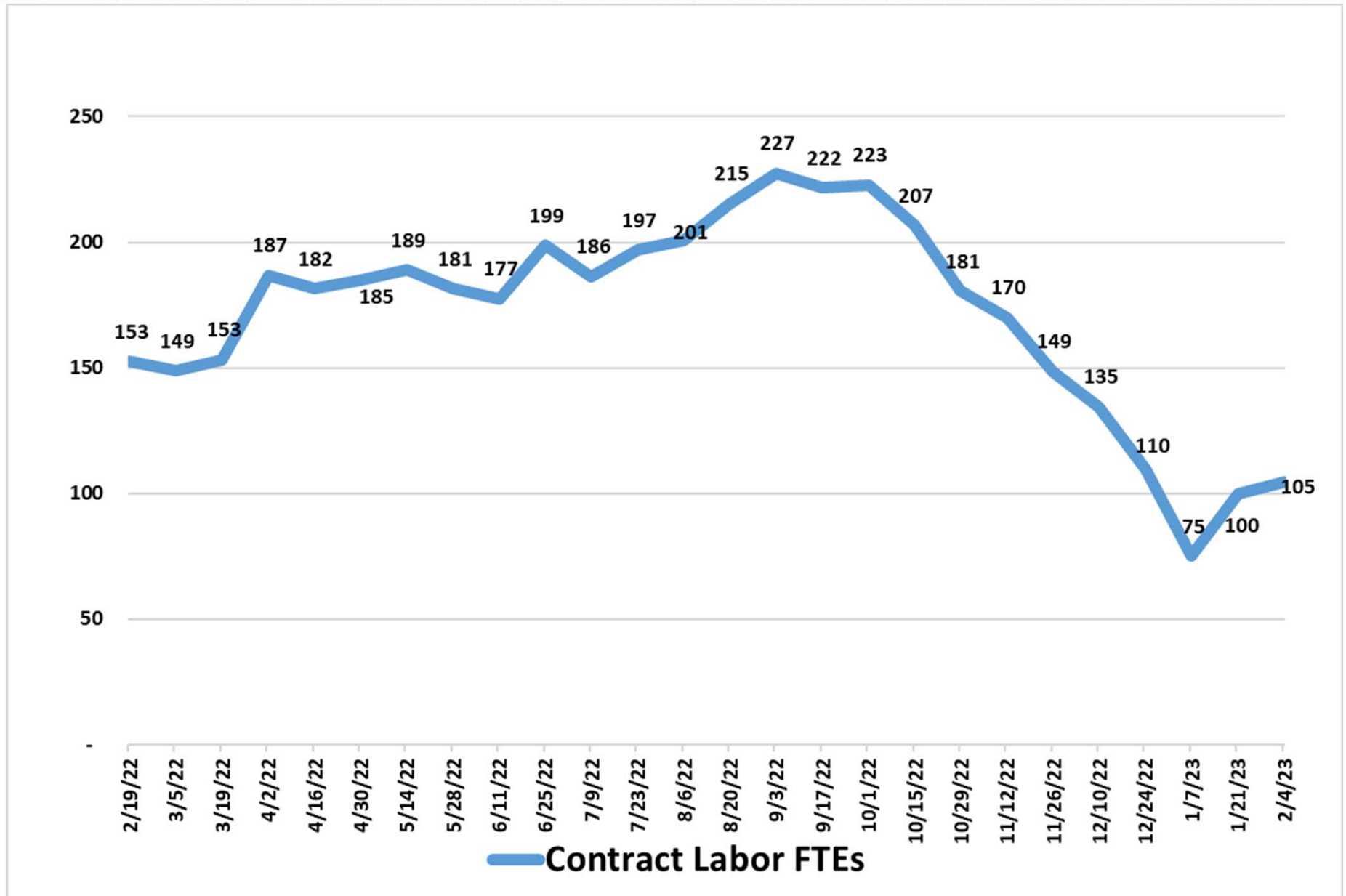
Productivity: Worked Hours/Adjusted Patient Days



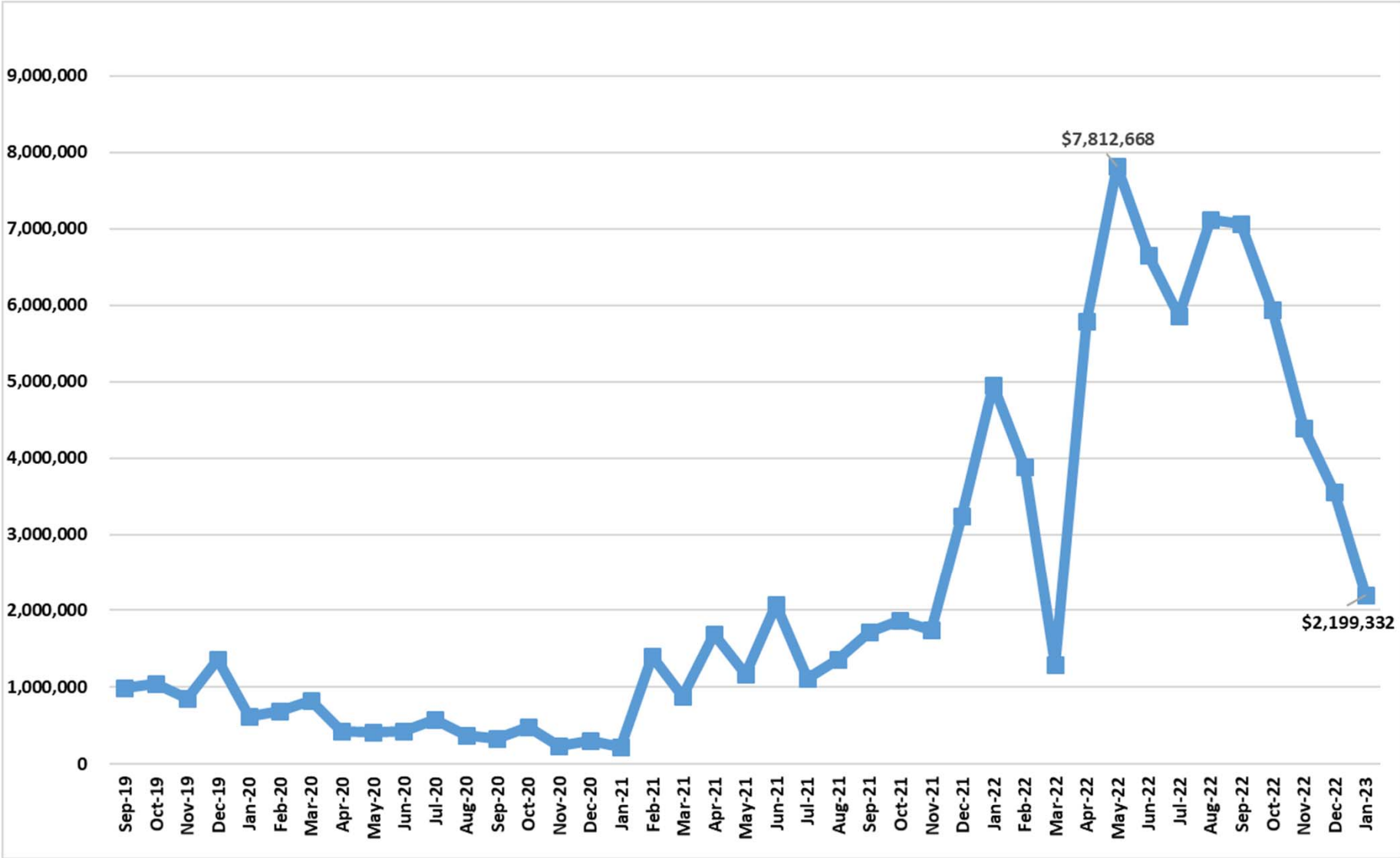
Trended FTEs: Productive & Nonproductive Hours



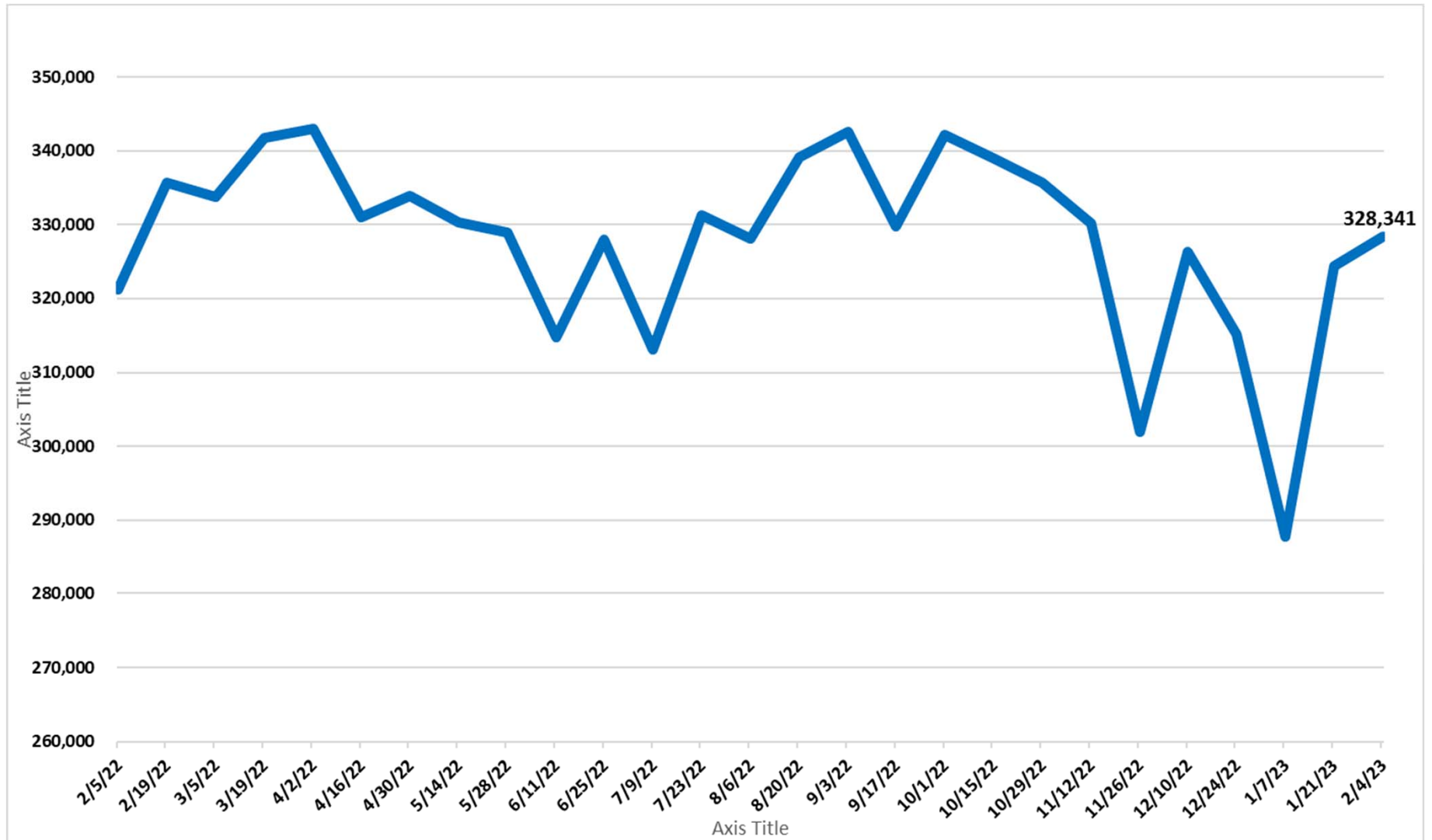
Contract Labor Full Time Equivalents (FTEs)



Contract Labor Expense

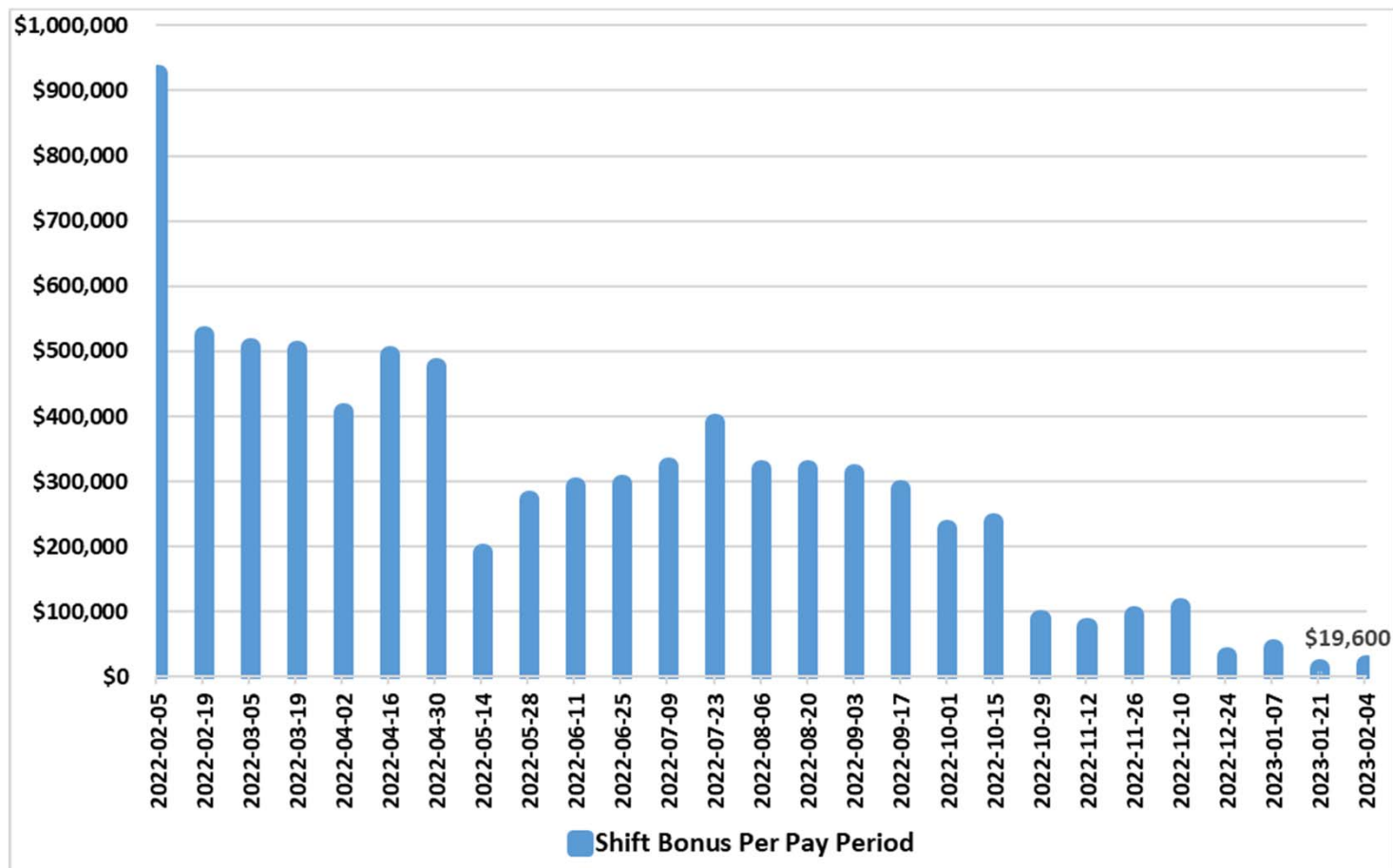


Productive Hours

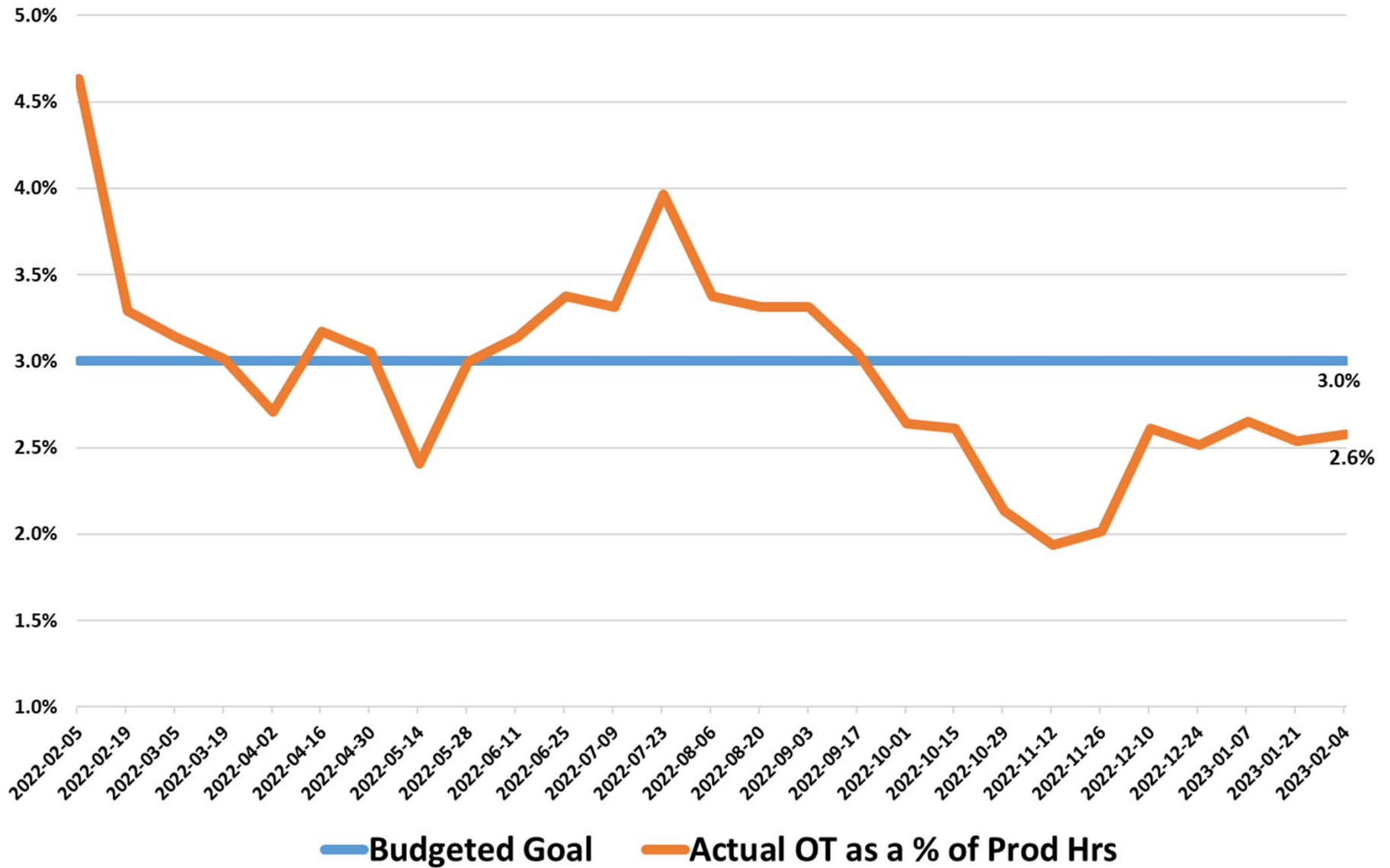


Bonus: Shift & \$7 for 7th

\$ Impact from new pay initiative 7th shift for \$7					
	2023-02-04	2023-01-21	2023-01-07	2022-12-24	Annualized
Additional Pay	\$ 139,965	\$ 142,072	\$ 122,999	\$ 106,693	\$ 3,639,093
# of Staff Participating	213	216	187	156	
Average \$ per person	\$ 657	\$ 658	\$ 658	\$ 684	



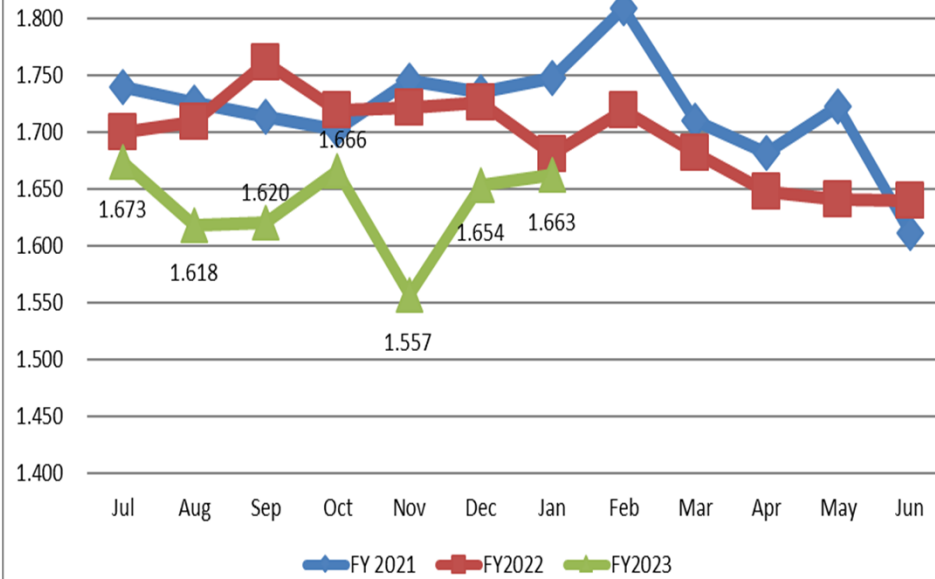
Overtime as a % of Productive Hours and \$



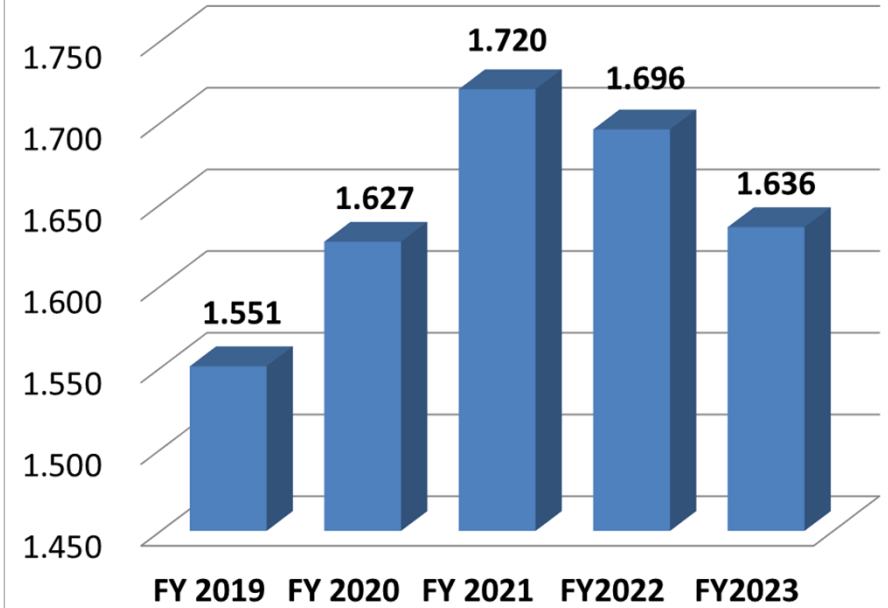
Overtime Biweekly Expense



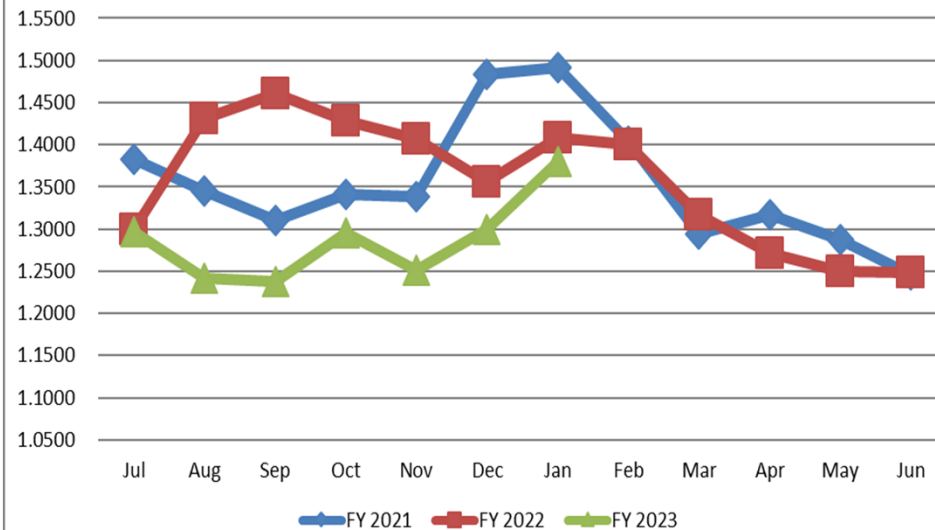
Case Mix Index w/o Normal Newborns



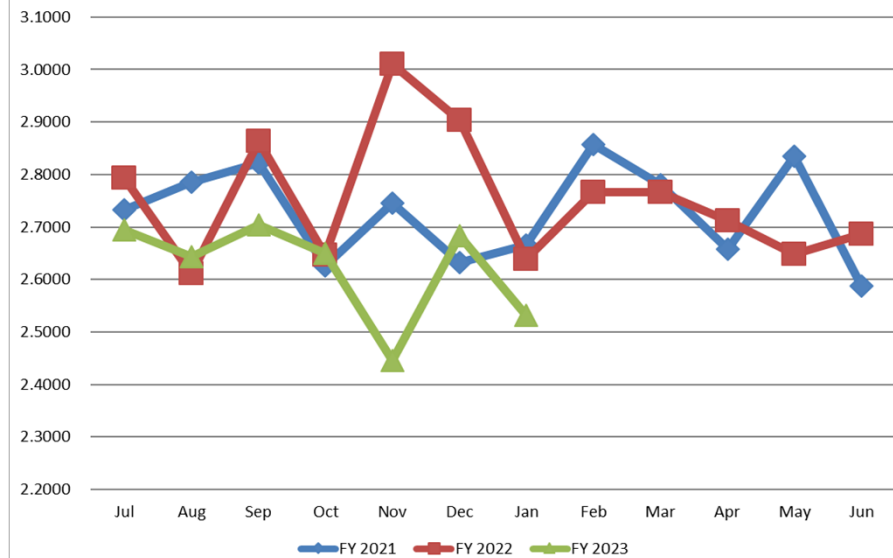
Case Mix Index w/o Normal Newborns - All



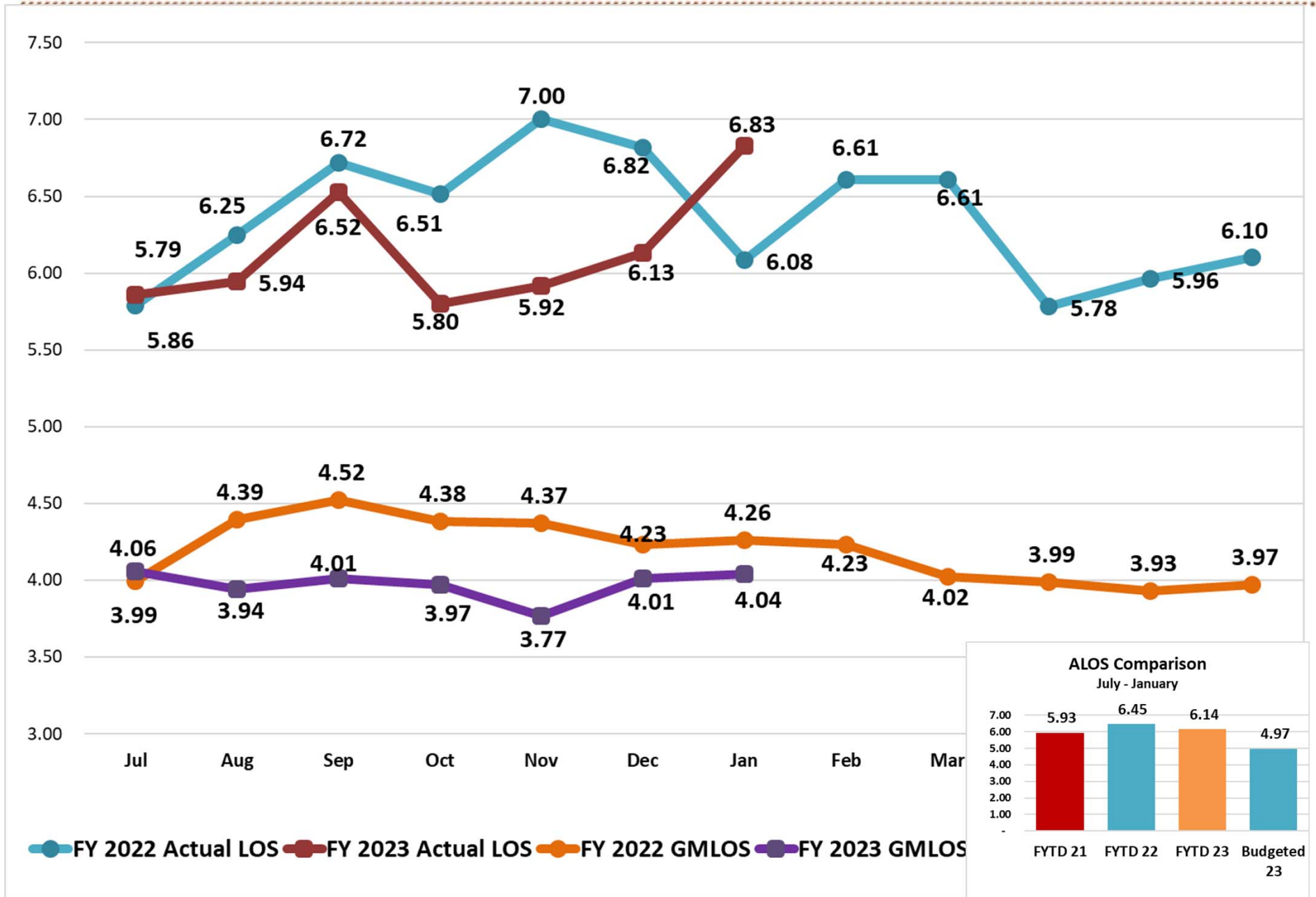
Case Mix **Medical** w/o Normal Newborns



Case Mix Index **Surgical** w/o Normal Newborns



Average Length of Stay versus National Average (GMLOS)



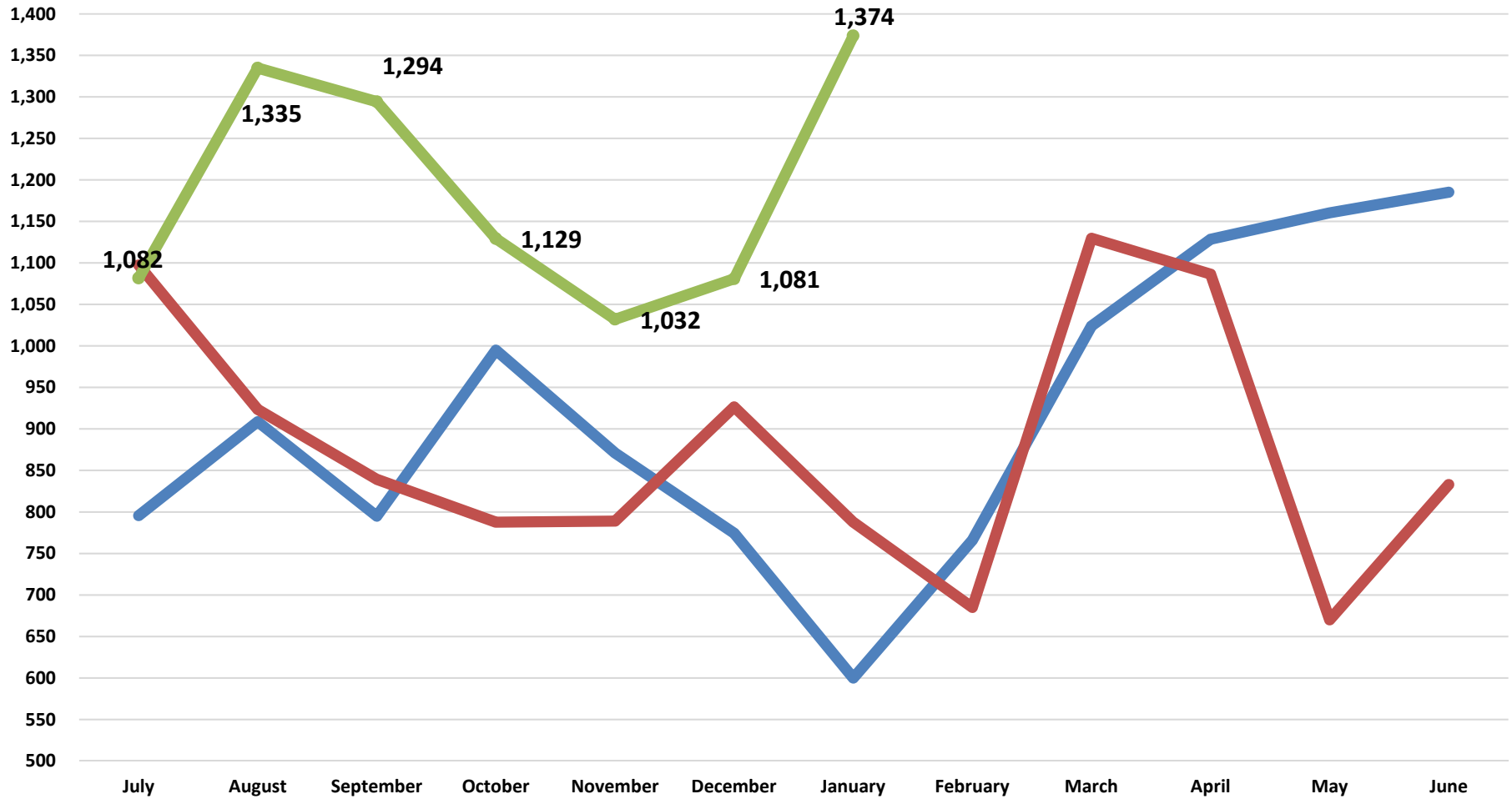
Average Length of Stay versus National Average (GMLOS)

	Including COVID Patients			Excluding COVID Patients			Gap Diff	%
	ALOS	GMLOS	GAP	ALOS	GMLOS	GAP		
Mar-20	5.20	4.04	1.16	5.17	4.03	1.14	0.02	2%
Apr-20	5.30	4.25	1.05	5.20	4.17	1.03	0.02	1%
May-20	5.25	4.16	1.09	4.74	4.06	0.68	0.40	37%
Jun-20	5.61	4.11	1.50	4.98	3.95	1.03	0.47	31%
Jul-20	5.61	4.32	1.29	5.01	4.05	0.96	0.33	25%
Aug-20	5.70	4.23	1.47	5.00	3.95	1.05	0.42	28%
Sep-20	5.93	4.17	1.76	5.33	4.00	1.33	0.43	24%
Oct-20	5.21	4.09	1.12	4.98	3.98	1.00	0.12	10%
Nov-20	5.66	4.21	1.45	5.40	4.07	1.33	0.12	8%
Dec-20	6.32	4.50	1.82	5.16	3.97	1.19	0.63	34%
Jan-21	7.07	4.72	2.35	5.61	4.15	1.46	0.90	38%
Feb-21	6.73	4.37	2.36	5.64	4.01	1.63	0.73	31%
Mar-21	5.76	4.07	1.69	5.04	3.92	1.12	0.57	34%
Apr-21	5.40	3.98	1.42	5.22	3.89	1.33	0.09	7%
May-21	5.57	4.00	1.57	5.34	3.92	1.42	0.15	10%
Jun-21	5.76	3.90	1.86	5.68	3.88	1.80	0.06	3%
Jul-21	5.79	3.99	1.80	5.69	3.94	1.75	0.05	3%
Aug-21	6.25	4.39	1.86	5.95	4.05	1.90	(0.04)	-2%
Sep-21	6.72	4.52	2.20	5.89	4.08	1.81	0.39	18%
Oct-21	6.51	4.38	2.13	5.34	4.00	1.34	0.79	37%
Nov-21	7.00	4.37	2.63	5.75	3.95	1.80	0.83	32%
Dec-21	6.82	4.23	2.59	6.12	3.98	2.14	0.45	17%
Jan-22	6.08	4.26	1.82	5.96	3.96	2.00	(0.18)	-10%
Feb-22	6.61	4.23	2.38	5.86	3.83	2.03	0.35	15%
Mar-22	6.61	4.02	2.59	5.68	3.89	1.79	0.80	31%
Apr-22	5.78	3.99	1.79	5.66	3.98	1.68	0.11	6%
May-22	5.96	3.93	2.03	5.60	3.87	1.73	0.30	15%
Jun-22	6.10	3.97	2.13	5.62	3.88	1.74	0.39	18%
Jul-22	5.86	4.06	1.80	5.64	3.89	1.75	0.05	3%
Aug-22	5.94	3.94	2.00	5.61	3.82	1.79	0.21	11%
Sep-22	6.52	4.01	2.51	6.27	3.94	2.33	0.18	7%
Oct-22	5.80	3.97	1.83	5.59	3.91	1.68	0.15	8%
Nov-22	5.92	3.77	2.15	5.85	3.74	2.11	0.04	2%
Dec-22	6.13	4.01	2.12	5.68	3.92	1.76	0.36	17%
Jan-23	6.83	5.01	1.82	6.30	3.92	2.38	(0.56)	-31%
Average	6.04	4.18	1.86	5.51	3.96	1.55	0.31	17%

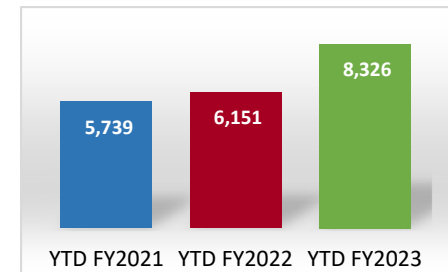
Opportunity Cost of Reducing LOS to National Average - \$82M FY22



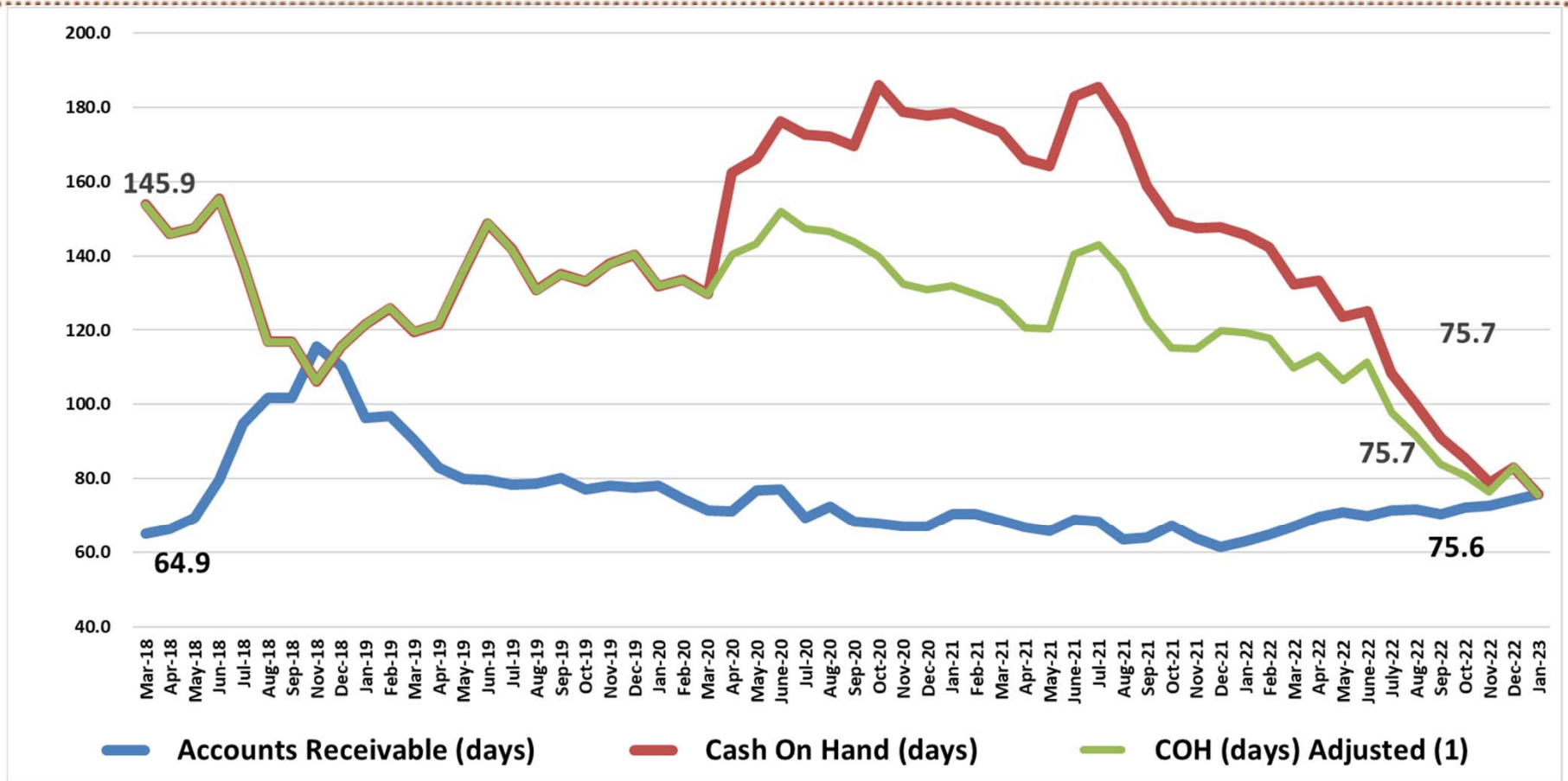
Observation Days



— **FY2021**
 — **FY2022**
 — **FY2023**



Trended Liquidity Ratios



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

KAWEAH DELTA HEALTH CARE DISTRICT

RATIO ANALYSIS REPORT

JANUARY 31, 2022

	Current Month Value	Prior Month Value	June 30, 2022 Audited Value	2021 Moody's Median Benchmark		
				Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	3.5	3.0	2.0	1.4	1.7	1.6
Accounts Receivable (days)	75.6	74.3	69.4	48.3	48.3	47.5
Cash On Hand (days)	75.7	83.0	117.3	341.3	268.4	206.5
Cushion Ratio (x)	10.0	11.1	17.4	52.4	31.5	19.9
Average Payment Period (days)	36.4	43.4	61.8	97.6	86.4	94.0
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	85.6%	94.9%	128.3%	323.4%	220.4%	170.1%
Debt-To-Capitalization	33.2%	33.1%	31.3%	20.6%	29.1%	36.3%
Debt-to-Cash Flow (x)	(7.4)	(6.0)	7.2	2.1	2.6	3.3
Debt Service Coverage	(1.7)	(2.0)	1.4	9.6	6.0	4.5
Maximum Annual Debt Service Coverage (x)	(1.6)	(2.0)	1.4	8.2	5.5	3.9
Age Of Plant (years)	14.9	15.0	12.3	10.8	12.4	13.5
PROFITABILITY RATIOS						
Operating Margin	(7.9%)	(8.7%)	(4.3%)	4.1%	3.1%	2.2%
Excess Margin	(7.9%)	(8.6%)	(2.9%)	8.1%	6.7%	4.8%
Operating Cash Flow Margin	(3.3%)	(4.1%)	1.0%	9.6%	8.8%	7.5%
Return on Assets	(8.0%)	(8.6%)	(2.8%)	5.8%	4.9%	3.9%

KAWEAH DELTA HEALTH CARE DISTRICT
CONSOLIDATED INCOME STATEMENT (000's)
FISCAL YEAR 2022 & 2023

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								
2022																
Jul-21	51,502	15,035	66,537	32,678	7,922	9,596	15,217	65,413	1,124	582	1,706	1.7%	2.5%			
Aug-21	49,714	16,024	65,737	33,434	8,527	13,004	15,414	70,379	(4,642)	990	(3,651)	(7.1%)	(5.5%)			
Sep-21	57,879	15,513	73,391	38,332	7,736	11,942	17,438	75,448	(2,056)	(388)	(2,445)	(2.8%)	(3.3%)			
Oct-21	55,674	15,592	71,266	36,627	9,674	11,714	17,386	75,402	(4,136)	732	(3,403)	(5.8%)	(4.7%)			
Nov-21	54,846	22,162	77,008	33,634	10,261	10,623	15,629	70,146	6,862	7,129	13,991	8.9%	16.6%			
Dec-21	51,115	21,796	72,911	37,366	9,479	10,687	15,532	73,064	(153)	2,057	1,904	(0.2%)	2.5%			
Jan-22	56,862	17,469	74,331	38,931	9,210	10,913	15,143	74,197	134	568	702	0.2%	0.9%			
Feb-22	47,933	17,525	65,458	36,102	8,812	10,406	15,848	71,168	(5,710)	787	(4,924)	(8.7%)	(7.4%)			
Mar-22	52,555	16,609	69,164	37,920	9,045	11,180	18,266	76,412	(7,247)	(470)	(7,717)	(10.5%)	(11.2%)			
Apr-22	49,729	23,436	73,165	40,828	8,829	10,685	17,410	77,752	(4,588)	(568)	(5,156)	(6.3%)	(7.1%)			
May-22	56,673	18,552	75,225	40,040	9,329	11,914	17,162	78,445	(3,220)	(436)	(3,656)	(4.3%)	(4.9%)			
Jun-22	51,040	23,102	74,142	50,244	9,413	8,179	19,349	87,186	(13,044)	126	(12,918)	(17.6%)	(17.4%)			
2022 FY Total	\$ 635,520	\$ 222,815	\$ 858,335	\$ 456,137	\$ 108,238	\$ 130,842	\$ 199,795	\$ 895,011	\$ (36,676)	\$ 11,108	\$ (25,568)	(4.3%)	(2.9%)			
2023																
Jul-22	52,368	18,113	70,480	41,319	8,892	9,593	18,601	78,406	(7,926)	552	(7,374)	(11.2%)	(10.4%)			
Aug-22	54,965	17,672	72,637	42,122	9,585	11,666	17,888	81,261	(8,623)	326	(8,297)	(11.9%)	(11.4%)			
Sep-22	48,168	17,304	65,472	39,158	8,814	11,642	17,869	77,483	(12,010)	(3,901)	(15,911)	(18.3%)	(25.8%)			
Oct-22	54,432	17,291	71,723	40,625	9,859	11,523	15,522	77,529	(5,807)	452	(5,355)	(8.1%)	(7.4%)			
Nov-22	56,706	17,741	74,447	36,477	9,645	11,358	17,171	74,650	(203)	150	(53)	(0.3%)	(0.1%)			
Dec-22	53,217	18,452	71,670	38,105	8,276	10,632	17,203	74,216	(2,546)	2,901	355	(3.6%)	0.5%			
Jan-23	51,048	19,753	70,801	36,862	8,564	10,396	17,296	73,118	(2,317)	1,540	(777)	(3.3%)	(1.1%)			
2023 FY Total	\$ 370,905	\$ 126,326	\$ 497,231	\$ 274,669	\$ 63,634	\$ 76,810	\$ 121,550	\$ 536,663	\$ (39,431)	\$ 2,020	\$ (37,411)	(7.9%)	(7.5%)			
FYTD Budget	393,475	130,272	523,748	268,215	63,743	73,995	124,890	530,842	(7,095)	2,567	(4,528)	(1.4%)	(0.9%)			
Variance	\$ (22,570)	\$ (3,946)	\$ (26,516)	\$ 6,454	\$ (109)	\$ 2,815	\$ (3,339)	\$ 5,821	\$ (32,337)	\$ (546)	\$ (32,883)					
Current Month Analysis																
Jan-23	\$ 51,048	\$ 19,943	\$ 70,991	\$ 36,862	\$ 8,564	\$ 10,396	\$ 17,296	\$ 73,118	\$ (2,127)	\$ 1,350	\$ (777)	(3.0%)	(1.1%)			
Budget	55,800	19,026	74,826	38,904	9,099	10,332	17,994	76,329	(1,503)	371	(1,131)	(2.0%)	(1.5%)			
Variance	\$ (4,752)	\$ 917	\$ (3,835)	\$ (2,042)	\$ (535)	\$ 64	\$ (698)	\$ (3,211)	\$ (624)	\$ 979	\$ 355					

KAWEAH DELTA HEALTH CARE DISTRICT

FISCAL YEAR 2022 & 2023

Fiscal Year	Patient Days	ADC	Adjusted		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		Physician Fees/ Net Patient Revenue	Supply	
			Patient Days	I/P Revenue %						Operating Expense/ Adjusted Patient Day	Personnel Expense/ Net Patient Revenue		Net Patient Revenue	Operating Expense/ Net Patient Revenue
2022														
Jul-21	13,388	432	26,085	51.3%	76.2%	1,974	1,253	304	368	2,508	63.4%	15.4%	18.6%	127.0%
Aug-21	14,421	465	27,742	52.0%	77.3%	1,792	1,205	307	469	2,537	67.3%	17.2%	26.2%	141.6%
Sep-21	14,836	495	28,344	52.3%	75.0%	2,042	1,352	273	421	2,662	66.2%	13.4%	20.6%	130.4%
Oct-21	15,518	501	28,267	54.9%	75.8%	1,970	1,296	342	414	2,667	65.8%	17.4%	21.0%	135.4%
Nov-21	13,969	466	26,571	52.6%	74.8%	2,064	1,266	386	400	2,640	61.3%	18.7%	19.4%	127.9%
Dec-21	14,305	461	27,106	52.8%	76.4%	1,886	1,378	350	394	2,695	73.1%	18.5%	20.9%	142.9%
Jan-22	14,611	471	26,955	54.2%	74.3%	2,109	1,444	342	405	2,753	68.5%	16.2%	19.2%	130.5%
Feb-22	13,263	474	24,973	53.1%	75.8%	1,919	1,446	353	417	2,850	75.3%	18.4%	21.7%	148.5%
Mar-22	13,570	438	27,296	49.7%	76.7%	1,925	1,389	331	410	2,799	72.2%	17.2%	21.3%	145.4%
Apr-22	12,698	423	26,159	48.5%	77.0%	1,901	1,561	338	408	2,972	82.1%	17.8%	21.5%	156.4%
May-22	13,858	447	28,283	49.0%	74.6%	2,004	1,416	330	421	2,774	70.7%	16.5%	21.0%	138.4%
Jun-22	13,603	453	27,788	49.0%	77.5%	1,837	1,808	339	294	3,137	98.4%	18.4%	16.0%	170.8%
2022 FY Total	168,040	460	325,602	51.6%	75.9%	1,952	1,401	332	402	2,749	71.8%	17.0%	20.6%	140.8%
2023														
Jul-22	13,910	449	27,688	50.2%	75.6%	1,891	1,492	321	346	2,832	78.9%	17.0%	18.3%	149.7%
Aug-22	13,865	447	29,148	47.6%	76.4%	1,886	1,445	329	400	2,788	76.6%	17.4%	21.2%	147.8%
Sep-22	12,768	426	27,367	46.7%	77.4%	1,760	1,431	322	425	2,831	81.3%	18.3%	24.2%	160.9%
Oct-22	13,119	423	27,421	47.8%	75.7%	1,985	1,482	360	420	2,827	74.6%	18.1%	21.2%	142.4%
Nov-22	12,904	430	26,955	47.9%	74.6%	2,104	1,353	358	421	2,769	64.3%	17.0%	20.0%	131.6%
Dec-22	13,587	438	27,686	49.1%	76.2%	1,922	1,376	299	384	2,681	71.6%	15.6%	20.0%	139.5%
Jan-23	13,396	432	27,042	49.5%	77.5%	1,888	1,363	317	384	2,704	72.2%	16.8%	20.4%	143.2%
2023 FY Total	93,549	435	193,292	48.4%	76.2%	1,919	1,421	329	397	2,776	74.1%	17.2%	20.7%	144.7%
FYTD Budget	103,870	483	198,243	52.4%	75.2%	1,985	1,353	322	373	2,746	68.2%	16.2%	18.8%	134.9%
Variance	(10,321)	(48)	(4,951)	(4.0%)	1.0%	(66)	68	8	24	30	5.9%	1.0%	1.9%	9.8%
Current Month Analysis														
Jan-23	13,396	432	27,042	49.5%	77.5%	1,888	1,363	317	384	2,704	72.2%	16.8%	20.4%	143.2%
Budget	15,303	494	29,199	52.4%	75.5%	1,911	1,332	312	354	2,823	69.7%	16.3%	18.5%	136.8%
Variance	(1,907)	(62)	(2,158)	(2.9%)	2.0%	(23)	31	5	31	(119)	2.5%	0.5%	1.8%	6.4%

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

	Jan-23	Dec-22	Change	% Change	Jun-22 (Audited)
ASSETS AND DEFERRED OUTFLOWS					
CURRENT ASSETS					
Cash and cash equivalents	\$ 2,377	\$ 15,856	\$ (13,479)	-85.01%	\$ 21,693
Current Portion of Board designated and trusted assets	19,776	19,103	673	3.52%	14,121
Accounts receivable:					
Net patient accounts	144,491	145,179	(688)	-0.47%	135,946
Other receivables	29,564	30,123	(559)	-1.86%	27,575
	174,055	175,303	(1,247)	-0.71%	163,521
Inventories	13,776	14,139	(363)	-2.57%	14,025
Medicare and Medi-Cal settlements	77,172	72,131	5,041	6.99%	58,593
Prepaid expenses	16,316	15,755	560	3.55%	13,050
Total current assets	303,471	312,286	(8,816)	-2.82%	285,004
NON-CURRENT CASH AND INVESTMENTS -					
less current portion					
Board designated cash and assets	172,056	178,281	(6,226)	-3.49%	266,148
Revenue bond assets held in trust	0	2	(1)	-84.26%	8
Assets in self-insurance trust fund	960	957	3	0.31%	1,040
Total non-current cash and investments	173,015	179,239	(6,224)	-3.47%	267,197
INTANGIBLE RIGHT TO USE LEASE,	14,086	14,376	(291)	-2.02%	14,376
net of accumulated amortization					
CAPITAL ASSETS					
Land	17,542	17,542	-	0.00%	17,542
Buildings and improvements	427,096	425,932	1,164	0.27%	425,542
Equipment	331,097	325,195	5,902	1.81%	325,209
Construction in progress	19,140	25,304	(6,164)	-24.36%	15,620
	794,876	793,974	902	0.11%	783,912
Less accumulated depreciation	477,794	475,181	2,613	0.55%	459,744
	317,082	318,793	(1,711)	-0.54%	324,168
Property under capital leases -					
less accumulated amortization	(403)	(346)	(58)	16.67%	0
Total capital assets	316,679	318,447	(1,768)	-0.56%	324,168
OTHER ASSETS					
Property not used in operations	1,554	1,558	(4)	-0.27%	1,584
Health-related investments	3,916	3,872	45	1.15%	4,620
Other	13,175	13,182	(7)	-0.06%	12,511
Total other assets	18,645	18,612	33	0.18%	18,715
Total assets	825,896	842,962	(17,066)	-2.02%	909,460
DEFERRED OUTFLOWS	34,149	34,186	(37)	-0.11%	34,410
Total assets and deferred outflows	\$ 860,044	\$ 877,148	\$ (17,103)	-1.95%	\$ 943,870

KAWEAH DELTA HEALTH CARE DISTRICT

CONSOLIDATED STATEMENTS OF NET POSITION (000's)

	Jan-23	Dec-22	Change	% Change	Jun-22 (Audited)
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable and accrued expenses	\$ 28,681	\$ 44,874	\$ (16,193)	-36.09%	\$ 62,542
Accrued payroll and related liabilities	49,004	50,784	(1,780)	-3.50%	70,913
Long-term debt, current portion	9,846	9,846	-	0.00%	11,759
Total current liabilities	87,531	105,503	(17,973)	-17.04%	145,214
LEASE LIABILITY, net of current portion	14,473	14,677	(204)	-1.39%	14,677
LONG-TERM DEBT, less current portion					
Bonds payable	239,571	239,578	(7)	0.00%	239,618
Capital leases	(13)	(13)	-	0.00%	0
Notes payable	17,745	17,745	-	0.00%	7,895
Total long-term debt	257,303	257,309	(7)	0.00%	247,512
NET PENSION LIABILITY	42,106	40,673	1,433	3.52%	39,789
OTHER LONG-TERM LIABILITIES	29,855	29,514	341	1.16%	30,968
Total liabilities	431,268	447,676	(16,408)	-3.67%	478,161
NET ASSETS					
Invested in capital assets, net of related debt	52,809	54,605	(1,796)	-3.29%	68,426
Restricted	37,447	36,884	563	1.53%	31,905
Unrestricted	338,521	337,982	538	0.16%	365,378
Total net position	428,777	429,471	(695)	-0.16%	465,709
Total liabilities and net position	\$ 860,044	\$ 877,148	\$ (17,103)	-1.95%	\$ 943,870

Operation Back in Black Updates

Updates on Forecast



[kawahhealth.org](https://www.kawahhealth.org)



Updated Recovery Plan – FY23 Operation Back in Black Initiatives

Group #	Initiative Groups	Feb-23	Mar-23	Apr-23	May-23	Jun-23	5 mos. Feb-June
1	Reduction in Workforce	\$490,967	\$595,487	\$686,747	\$778,007	\$778,007	\$3,329,213
2	Reduction Contract Labor FTES \$150/hr less increase	67,781	163,114	258,447	353,781	449,114	\$1,292,237
3	Reduction Contract Labor Rate	69,333	65,000	60,667	56,333	52,000	\$303,333
4	Secure Additional Grants	\$91,667	\$91,667	\$91,667	\$91,667	\$10,697	\$377,363
5	Change in Employee Benefits	\$49,515	\$49,515	\$369,515	\$369,515	\$369,515	\$1,207,574
6	Change in Pay Practices	\$126,472	\$126,472	\$126,472	\$126,472	\$126,472	\$632,361
7	Closing/Restructuring Services	\$371,342	\$561,342	\$1,371,342	\$1,371,342	\$1,521,342	\$5,196,708
8	Physician Arrangements	\$82,219	\$82,219	\$82,219	\$82,219	\$82,219	\$411,093
9	Revenue Cycle	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
10	Contracts/Underpayments/Supplementals	\$1,699,196	\$2,265,595	\$2,265,595	\$2,831,993	\$2,831,993	\$11,327,974
11	Supplies/Contracted Services	\$500,000	\$600,000	\$700,000	\$850,000	\$900,000	\$3,550,000
12	Throughput	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$400,000
Total Improvement to Bottom Line		\$3,878,491	\$4,930,409	\$6,342,669	\$7,241,328	\$7,451,358	\$29,277,857
Negative impacts							
13	Merit 2.88	(\$436,508)	(\$491,072)	(\$545,635)	(\$600,199)	(\$654,762)	(\$2,728,177)
14	Minimum Wage impact	(\$32,143)	(\$32,143)	(\$32,143)	(\$32,143)	(\$32,143)	(\$160,714)
15	Market adj	(\$243,333)	(\$243,333)	(\$243,333)	(\$243,333)	(\$243,333)	(\$1,216,667)
17	Supply inflation/rate increases	(\$408,888)	(\$408,888)	(\$545,184)	(\$545,184)	(\$681,480)	(\$2,589,624)
18	\$7 for 7's Bonus	(\$304,167)	(\$304,167)	(\$304,167)	(\$304,167)	(\$304,167)	(\$1,520,833)
Total		(\$1,425,039)	(\$1,479,603)	(\$1,670,462)	(\$1,725,026)	(\$1,915,885)	(\$8,216,015)
Net Impact		\$2,453,451	\$3,450,807	\$4,672,207	\$5,516,302	\$5,535,473	\$21,061,842

Projected FY23 FY24 Financials with Operation Back in Black Initiatives

	Feb-23	Mar-23	Apr-23	May-23	Jun-23	FY23	FY24
Net Patient Service Revenue	\$47,307,305	\$52,813,858	\$51,167,140	\$53,380,256	\$51,733,538	\$627,307,174	\$623,661,439
Supplemental Gov't Programs	\$5,498,709	\$6,007,499	\$5,837,902	\$6,007,499	\$5,837,902	\$66,244,508	\$73,054,826
Prime/QIP Program	\$683,587	\$756,828	\$732,414	\$756,828	\$732,417	\$8,860,183	\$8,860,183
Premium Revenue	\$6,091,889	\$6,091,889	\$6,091,889	\$6,091,889	\$6,091,889	\$73,102,665	\$0
Management Services Revenue	\$3,141,269	\$3,477,833	\$3,365,645	\$3,477,833	\$3,365,647	\$39,733,246	\$39,733,246
Other Revenue	\$2,457,337	\$2,724,628	\$2,632,135	\$2,722,589	\$2,636,193	\$31,984,794	\$30,814,375
Operating Revenue Total	\$65,180,095	\$71,872,534	\$69,827,124	\$72,436,894	\$70,397,586	\$847,232,571	\$776,124,069
Salaries & Wages	(\$25,122,947)	(\$27,386,003)	(\$25,643,491)	(\$26,502,610)	(\$25,592,328)	(\$330,493,681)	(\$310,314,006)
Contract Labor	(\$1,849,379)	(\$1,971,218)	(\$1,809,272)	(\$1,789,218)	(\$1,698,218)	(\$45,256,487)	(\$20,378,616)
Employee Benefits	(\$4,751,261)	(\$5,226,834)	(\$4,736,629)	(\$4,906,834)	(\$4,736,629)	(\$62,641,794)	(\$63,941,806)
Medical & Other Supplies	(\$9,582,369)	(\$10,518,814)	(\$10,209,628)	(\$10,405,110)	(\$10,145,924)	(\$127,671,433)	(\$121,720,307)
Physician Fees	(\$8,481,781)	(\$8,481,781)	(\$8,481,781)	(\$8,481,781)	(\$8,481,781)	(\$106,042,634)	(\$73,129,421)
Purchased Services	(\$1,513,963)	(\$1,680,078)	(\$1,632,439)	(\$1,679,912)	(\$1,625,422)	(\$19,537,943)	(\$18,518,873)
Humana Cap Plan Expense	(\$3,598,742)	(\$3,598,742)	(\$3,598,742)	(\$3,598,742)	(\$3,598,742)	(\$43,184,900)	-
Repairs & Maintenance	(\$2,405,035)	(\$2,405,035)	(\$2,405,035)	(\$2,405,035)	(\$2,405,035)	(\$28,860,423)	(\$26,519,760)
Utilities	(\$891,960)	(\$891,960)	(\$891,960)	(\$891,960)	(\$891,960)	(\$10,703,515)	(\$10,691,707)
Rents & Leases	(\$648,943)	(\$531,218)	(\$599,160)	(\$493,660)	(\$695,635)	(\$6,651,302)	(\$6,786,726)
Depreciation & Amortization	(\$2,706,959)	(\$2,706,959)	(\$2,706,959)	(\$2,706,959)	(\$2,706,959)	(\$32,483,505)	(\$29,402,997)
Interest Expense	(\$551,592)	(\$610,690)	(\$590,990)	(\$610,690)	(\$590,998)	(\$7,276,694)	(\$7,240,591)
Other Expense	(\$1,953,134)	(\$2,160,237)	(\$2,090,468)	(\$2,159,438)	(\$2,088,272)	(\$22,968,403)	(\$21,762,145)
Management Services Expense	(\$3,141,269)	(\$3,477,833)	(\$3,365,645)	(\$3,477,833)	(\$3,365,647)	(\$39,232,326)	(\$39,816,657)
Operating Expenses Total	(\$67,199,335)	(\$71,647,401)	(\$68,762,199)	(\$70,109,781)	(\$68,623,550)	(\$883,005,041)	(750,223,613)
Net Operating Income	(\$2,019,240)	\$225,134	\$1,064,925	\$2,327,114	\$1,774,036	(\$35,772,470)	\$25,900,456
Nonoperating Income Total	(\$12,488)	(\$31,863)	(\$25,406)	(\$31,863)	(\$25,402)	\$1,606,243	(\$1,908,042)
Net Income	(\$2,031,727)	\$193,271	\$1,039,520	\$2,295,251	\$1,748,634	(\$34,166,228)	\$23,992,414

Updated Recovery Plan – FY24 Assumptions used in Projection

FY24's projections is based on FY23 trends plus the Conservative assumptions below:

Major Assumptions in FY24	Impact to Bottom Line		
	Conservative *	Aggressive	
Patient Volume similar to FY23 after Closing servcies	\$0	\$5,000,000	Net impact
Reduction in Outpatient (loss producing) Surgical Services	\$0	\$2,500,000	Net impact
Throughput / Observation	\$0	\$5,000,000	Net impact
Terminate Medical Group	\$9,725,565	\$9,725,565	Net impact
Terminate Humana Agreement	\$13,000,000	\$13,000,000	Net impact
Payer Contracted increases in FY24	\$8,688,562	\$9,688,562	Increased revenue
Additional Supplemental Funds Program offset by end of PHE	\$3,000,000	\$14,000,000	Increased revenue
Merit FY24 1.44%	(\$7,614,574)	\$0	Increased costs
Contract Labor	\$0	\$6,000,000	Reduced costs
Reduction in Physician Fees	\$0	\$1,500,000	Reduced costs
Shift Bonus	(\$4,000,000)	(\$2,500,000)	Increased costs
1/2 401K Match	(\$4,500,000)	\$0	Increased costs
Inflation impact on Supplies	(\$4,997,300)	(\$2,498,650)	Increased costs
Rent/Lease escalations	(\$514,000)	(\$514,000)	Increased costs
Increase costs of Utilitiies	(\$500,000)	(\$500,000)	Increased costs
Combined Impact to Bottom Line	\$12,288,253	\$60,401,477	
* Conservative assumptions used in FY24 Projections			

Updated Recovery Plan – FY24 Impacts by Category

		FY24				FY24
		Removing Medical Group	Removing Humana	Conservative Assumptions	Total Impact	
	Net Patient Service Revenue	(\$48,198,194)	\$42,578,522	\$8,688,562	\$3,068,890	\$623,661,439
	Supplemental Gov't Programs			\$3,000,000	\$3,000,000	\$73,054,826
	Prime/QIP Program					\$8,860,183
	Premium Revenue		(\$72,613,820)		(\$72,613,820)	\$0
	Management Services Revenue					\$39,733,246
	Other Revenue	(\$1,170,419)			(\$1,170,419)	\$30,814,375
Operating Revenue Total		(\$49,368,613)	(\$30,035,298)	\$11,688,562	(\$67,715,349)	\$776,124,069
	Salaries & Wages	\$12,254,286		(\$11,614,574)	\$639,712	(\$310,314,006)
	Contract Labor					(\$20,378,616)
	Employee Benefits	\$2,499,532		(\$4,500,000)	(\$2,000,468)	(\$63,941,806)
	Medical & Other Supplies	\$7,115,419		(\$4,997,300)	\$2,118,119	(\$121,720,307)
	Physician Fees	\$28,651,956			\$28,651,956	(\$73,129,421)
	Purchased Services	\$1,019,070			\$1,019,070	(\$18,518,873)
	Humana Cap Plan Expense		\$43,035,298		\$43,035,298	\$0
	Repairs & Maintenance	\$2,340,663			\$2,340,663	(\$26,519,760)
	Utilities	\$525,808		(\$514,000)	\$11,808	(\$10,691,707)
	Rents & Leases	\$364,576		(\$500,000)	(\$135,424)	(\$6,786,726)
	Depreciation & Amortization	\$3,080,508			\$3,080,508	(\$29,402,997)
	Interest Expense	\$36,103			\$36,103	(\$7,240,591)
	Other Expense	\$1,206,258			\$1,206,258	(\$21,762,145)
	Management Services Expense					(\$39,816,657)
Operating Expenses Total		\$59,094,179	\$43,035,298	(\$22,125,874)	\$80,003,602	(\$750,223,613)
Net Operating Income		\$9,725,565	\$13,000,000	(\$10,437,312)	\$12,288,253	\$25,900,456
Nonoperating Income Total						(\$1,908,042)
Net Income		\$9,725,565	\$13,000,000	(\$10,437,312)	\$12,288,253	\$23,992,414

KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
January 31, 2023

Board designated funds	Maturity		Investment Type	G/L Account	Amount	Total
	Date	Yield				
LAIF		2.55	Various		183,792	
CAMP		4.56	CAMP		3,572,826	
PFM		2.63	Money market		1,104,581	
Allspring		2.63	Money market		406,093	
Torrey Pines Bank	5-Mar-23	0.35	CD	Torrey Pines Bank	3,064,300	
PFM	17-Mar-23	0.59	CD	Credit Suisse Ag CD	665,000	
Allspring	8-Apr-23	0.30	Municipal	Foothill Ca	850,000	
PFM	3-Jun-23	0.80	MTN-C	Amazon Com Inc	445,000	
PFM	1-Jul-23	1.09	Municipal	Port Auth NY	245,000	
PFM	5-Jul-23	0.70	MTN-C	John Deere Mtn	230,000	
Allspring	1-Aug-23	0.58	Municipal	Palomar Ca	700,000	
Allspring	1-Aug-23	0.68	Municipal	Upper Santa Clara	1,100,000	
PFM	13-Nov-23	0.54	MTN-C	Bristol Myers Squibb	280,000	
PFM	24-Nov-23	0.25	Supra-National Agenc	Intl Bk	1,265,000	
PFM	25-Nov-23	3.06	U.S. Govt Agency	FHLMC	383,920	
PFM	4-Dec-23	0.25	U.S. Govt Agency	FHLMC	595,000	
Allspring	1-Jan-24	2.12	Municipal	New York ST	585,000	
PFM	15-Jan-24	0.13	U.S. Govt Agency	US Treasury Bill	810,000	
PFM	23-Jan-24	3.50	MTN-C	PNC Financial	395,000	
PFM	25-Jan-24	0.40	ABS	BMW Auto Leasing LLC	64,903	
Allspring	2-Feb-24	0.35	MTN-C	Paccar Financial Mtn	1,000,000	
Allspring	8-Feb-24	0.35	MTN-C	National Rural	1,400,000	
PFM	29-Feb-24	2.38	U.S. Govt Agency	US Treasury Bill	220,000	
PFM	7-Mar-24	3.25	MTN-C	Unilever Capital	200,000	
Allspring	18-Mar-24	0.75	MTN-C	Schwab Charles	1,625,000	
PFM	18-Mar-24	0.75	MTN-C	Schwab Charles	90,000	
Allspring	22-Mar-24	0.75	MTN-C	Verizon	730,000	
PFM	25-Mar-24	3.35	U.S. Govt Agency	FNMA	204,870	
PFM	5-Apr-24	0.73	MTN-C	Morgan Stanley	230,000	
PFM	15-Apr-24	3.70	MTN-C	Comcast Corp	395,000	
Allspring	26-Apr-24	0.50	MTN-C	Bank of Ny Mtn	1,000,000	
PFM	26-Apr-24	0.50	MTN-C	Bank of Ny Mtn	170,000	
PFM	30-Apr-24	2.00	U.S. Govt Agency	US Treasury Bill	1,285,000	
Allspring	1-May-24	0.36	Municipal	Wisconsin ST	1,320,000	
Allspring	1-May-24	0.43	Municipal	Wisconsin ST	500,000	
Allspring	12-May-24	0.45	MTN-C	Amazon Com Inc	875,000	
PFM	12-May-24	0.45	MTN-C	Amazon Com Inc	250,000	
Allspring	15-May-24	0.58	Municipal	University Ca	1,000,000	
PFM	15-May-24	0.55	MTN-C	JP Morgan	195,000	
PFM	15-May-24	2.50	U.S. Govt Agency	US Treasury Bill	950,000	
PFM	15-May-24	2.50	U.S. Govt Agency	US Treasury Bill	425,000	
PFM	20-May-24	0.00	ABS	GM Fin Auto Lease	278,230	
PFM	24-May-24	3.75	MTN-C	HSBC USA Inc	415,000	
PFM	28-May-24	0.70	MTN-C	Astrazeneca LP	300,000	
Allspring	1-Jun-24	0.59	Municipal	Orange Ca	500,000	
Allspring	1-Jun-24	0.64	Municipal	Torrance Ca	1,450,000	
Allspring	15-Jun-24	0.52	Municipal	Louisiana ST	500,000	
PFM	15-Jun-24	0.25	U.S. Govt Agency	US Treasury Bill	865,000	
Allspring	1-Jul-24	0.63	Municipal	El Segundo Ca	510,000	
Allspring	1-Jul-24	5.00	Municipal	Los Angeles Calif Ca	1,500,000	
PFM	1-Jul-24	1.96	Municipal	Arizona ST	875,000	
PFM	1-Jul-24	2.00	Municipal	Connecticut ST	150,000	
PFM	1-Jul-24	0.62	Municipal	Wisconsin ST	470,000	
PFM	15-Jul-24	0.00	MTN-C	Nissan Auto	30,934	
PFM	30-Jul-24	2.40	MTN-C	US Bancorp	415,000	
PFM	1-Aug-24	0.51	Municipal	Maryland ST	355,000	
PFM	1-Aug-24	2.05	Municipal	San Diego Ca Community	80,000	
PFM	1-Aug-24	0.70	Municipal	San Juan Ca	195,000	
PFM	1-Aug-24	2.02	Municipal	Tamalpais Ca Union	305,000	
PFM	9-Aug-24	0.75	ABS	American Honda Mtn	190,000	
PFM	12-Aug-24	0.75	ABS	BMW US Cap LLC	120,000	
PFM	12-Aug-24	0.75	ABS	BMW US Cap LLC	220,000	
PFM	12-Aug-24	0.63	MTN-C	Unilever Capital	100,000	
PFM	15-Aug-24	2.30	MTN-C	Honeywell	330,000	
PFM	15-Aug-24	2.15	MTN-C	Paccar Financial Mtn	210,000	
Allspring	16-Aug-24	2.02	MTN-C	Exxon Mobil	1,320,000	
PFM	30-Aug-24	1.75	MTN-C	Walt Disney Co	780,000	
PFM	30-Aug-24	0.63	MTN-C	Deere John Mtn	85,000	
Allspring	13-Sep-24	0.60	MTN-C	Caterpillar Fini Mtn	500,000	
PFM	14-Sep-24	0.61	MTN-C	Nestle Holdings	840,000	
PFM	23-Sep-24	0.50	Supra-National Agenc	Inter Amer Bk	870,000	
PFM	30-Sep-24	1.50	U.S. Govt Agency	US Treasury Bill	425,000	
PFM	15-Oct-24	0.70	ABS	Toyota Auto Recvcs	104,201	
PFM	18-Oct-24	0.37	ABS	Honda Auto	169,489	
PFM	24-Oct-24	2.10	MTN-C	Bank of NY	150,000	
PFM	25-Oct-24	0.00	ABS	BMW Vehicle Owner	42,942	
PFM	25-Oct-24	0.85	MTN-C	Bank of Ny Mtn	390,000	
PFM	30-Oct-24	0.78	MTN-C	Citigroup Inc	445,000	
Allspring	31-Oct-24	1.50	U.S. Govt Agency	US Treasury Bill	650,000	
PFM	31-Oct-24	1.50	U.S. Govt Agency	US Treasury Bill	1,500,000	
PFM	1-Nov-24	0.57	Municipal	Mississippi ST	300,000	
Allspring	8-Nov-24	2.15	MTN-C	Caterpillar Fini Mtn	600,000	
PFM	8-Nov-24	2.15	MTN-C	Caterpillar Fini Mtn	850,000	
PFM	30-Nov-24	1.50	U.S. Govt Agency	US Treasury Bill	1,000,000	
Allspring	5-Dec-24	4.02	MTN-C	JP Morgan	1,050,000	
Allspring	6-Dec-24	2.15	MTN-C	Branch Banking Trust	1,300,000	
Allspring	15-Dec-24	1.00	U.S. Govt Agency	US Treasury Bill	550,000	
PFM	15-Dec-24	0.00	ABS	Hyundai Auto	79,192	
Allspring	31-Dec-24	1.75	U.S. Govt Agency	US Treasury Bill	1,000,000	

KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
January 31, 2023

PFM	7-Jan-25	1.63	U.S. Govt Agency	FNMA	1,510,000
Allspring	9-Jan-25	2.05	MTN-C	John Deere Mtn	500,000
PFM	10-Jan-25	1.38	Supra-National Agenc	Cooperatieve	440,000
Allspring	15-Jan-25	1.13	U.S. Govt Agency	US Treasury Bill	3,300,000
Allspring	21-Jan-25	2.05	MTN-C	US Bank NA	1,400,000
Allspring	24-Jan-25	1.76	MTN-C	Goldman Sachs	725,000
PFM	25-Jan-25	0.53	U.S. Govt Agency	FHLMC	37,030
PFM	7-Feb-25	1.88	MTN-C	National Rural Mtn	125,000
PFM	12-Feb-25	1.50	U.S. Govt Agency	FHLMC	1,000,000
PFM	13-Feb-25	1.80	MTN-C	Toyota Motor	420,000
PFM	14-Feb-25	1.75	MTN-C	Novartis Capital	425,000
PFM	20-Feb-25	0.00	MTN-C	Verizon Owner	216,437
Allspring	7-Mar-25	2.13	MTN-C	Deere John Mtn	550,000
PFM	10-Mar-25	2.13	MTN-C	Roche Holding Inc	730,000
PFM	15-Mar-25	0.00	ABS	Carmax Auto Owner	97,135
Allspring	1-Apr-25	0.88	Municipal	Bay Area Toll	250,000
PFM	1-Apr-25	3.25	MTN-C	General Dynamics	395,000
PFM	14-Apr-25	0.50	U.S. Govt Agency	FHLB	1,340,000
PFM	15-Apr-25	2.70	MTN-C	Home Depot Inc	65,000
PFM	22-Apr-25	0.63	U.S. Govt Agency	FNMA	1,530,000
PFM	25-Apr-25	3.50	MTN-C	Bank of NY	425,000
Allspring	1-May-25	0.74	Municipal	San Diego County	300,000
PFM	1-May-25	0.98	MTN-C	Citigroup Inc	440,000
PFM	11-May-25	1.13	MTN-C	Apple, Inc	655,000
Allspring	15-May-25	2.75	U.S. Govt Agency	US Treasury Bill	980,000
PFM	15-May-25	0.93	Municipal	University Calf Ca	185,000
PFM	25-May-25	3.33	U.S. Govt Agency	FHLMC	855,000
Allspring	1-Jun-25	0.92	Municipal	Connecticut ST	400,000
PFM	1-Jun-25	1.35	MTN-C	Honeywell	220,000
PFM	1-Jun-25	3.15	MTN-C	Emerson Electric Co	265,000
PFM	1-Jun-25	1.35	MTN-C	Honeywell	180,000
PFM	1-Jun-25	0.82	MTN-C	JP Morgan	725,000
PFM	1-Jun-25	0.82	MTN-C	JP Morgan	275,000
Allspring	17-Jun-25	0.50	U.S. Govt Agency	FNMA	2,000,000
PFM	17-Jun-25	0.50	U.S. Govt Agency	FNMA	1,800,000
Allspring	30-Jun-25	0.25	U.S. Govt Agency	US Treasury Bill	350,000
PFM	1-Jul-25	1.26	Municipal	Florida ST	600,000
PFM	1-Jul-25	0.77	Municipal	Wisconsin ST	440,000
Allspring	21-Jul-25	0.38	U.S. Govt Agency	FHLMC	1,500,000
PFM	21-Jul-25	0.50	ABS	GM Financial	100,000
PFM	21-Jul-25	0.38	U.S. Govt Agency	FHLMC	520,000
PFM	31-Jul-25	0.25	U.S. Govt Agency	US Treasury Bill	185,000
Allspring	1-Aug-25	2.17	Municipal	Santa Cruz Ca	400,000
PFM	1-Aug-25	0.77	Municipal	Los Angeles Ca	335,000
PFM	1-Aug-25	0.85	Municipal	San Juan Ca	190,000
PFM	15-Aug-25	3.10	MTN-C	Colgate Palmolive	140,000
PFM	15-Aug-25	0.78	ABS	Carmax Auto Owner	135,727
PFM	15-Aug-25	0.62	ABS	Kubota Credit	195,000
Allspring	25-Aug-25	0.38	U.S. Govt Agency	FNMA	1,500,000
Allspring	4-Sep-25	0.38	U.S. Govt Agency	FHLB	525,000
Allspring	15-Sep-25	0.36	ABS	John Deere Owner	555,765
PFM	15-Sep-25	0.00	ABS	Hyundai Auto	166,517
PFM	15-Sep-25	3.88	MTN-C	Abbott Laboratories	195,000
Allspring	23-Sep-25	0.00	U.S. Govt Agency	FHLMC	750,000
PFM	23-Sep-25	0.00	U.S. Govt Agency	FHLMC	835,000
Allspring	25-Sep-25	0.98	MTN-C	Bk of America	1,300,000
Allspring	29-Oct-25	0.55	MTN-C	Procter Gamble Co	1,300,000
Allspring	31-Oct-25	0.25	U.S. Govt Agency	US Treasury Bill	770,000
PFM	17-Nov-25	0.56	ABS	Kubota Credit	165,000
Allspring	30-Nov-25	0.38	U.S. Govt Agency	US Treasury Bill	1,200,000
Allspring	30-Nov-25	0.38	U.S. Govt Agency	US Treasury Bill	1,350,000
PFM	15-Dec-25	0.00	ABS	Carmax Auto Owner	97,929
PFM	31-Dec-25	0.38	U.S. Govt Agency	US Treasury Bill	445,000
PFM	31-Dec-25	0.38	U.S. Govt Agency	US Treasury Bill	950,000
PFM	31-Dec-25	2.63	U.S. Govt Agency	US Treasury Bill	2,000,000
PFM	31-Jan-26	0.38	U.S. Govt Agency	US Treasury Bill	1,000,000
Allspring	6-Feb-26	1.75	MTN-C	State Street Corp	350,000
Allspring	6-Feb-26	1.75	MTN-C	State Street Corp	650,000
PFM	12-Feb-26	0.86	MTN-C	Goldman Sachs	205,000
PFM	15-Feb-26	1.63	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	17-Feb-26	0.00	ABS	Carmax Auto Owner	259,110
PFM	28-Feb-26	0.50	U.S. Govt Agency	US Treasury Bill	1,500,000
PFM	30-Mar-26	2.90	MTN-C	State Street Corp	420,000
Allspring	31-Mar-26	0.75	U.S. Govt Agency	US Treasury Bill	675,000
PFM	31-Mar-26	0.38	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	2-Apr-26	3.38	MTN-C	Bank of America	250,000
PFM	19-Apr-26	3.50	MTN-C	Bank of America	295,000
Allspring	25-Apr-26	3.91	MTN-C	Wells Fargo co	800,000
Allspring	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	1,900,000
Allspring	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	450,000
Allspring	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	1,000,000
Allspring	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	1,875,000
PFM	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	435,000
PFM	15-May-26	3.30	MTN-C	IBM Corp	410,000
PFM	28-May-26	1.20	MTN-C	Astrazeneca LP	265,000
PFM	31-May-26	0.75	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	31-May-26	2.13	U.S. Govt Agency	US Treasury Bill	1,200,000
Allspring	15-Jun-26	0.91	ABS	Carmax Auto Owner	1,750,000
PFM	15-Jun-26	0.00	ABS	Carmax Auto Owner	550,000

**KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
January 31, 2023**

Allspring	18-Jun-26	1.13	MTN-C	Toyota Motor	1,400,000
Allspring	30-Jun-26	0.88	U.S. Govt Agency	US Treasury Bill	1,850,000
PFM	30-Jun-26	0.88	U.S. Govt Agency	US Treasury Bill	750,000
PFM	30-Jun-26	0.88	U.S. Govt Agency	US Treasury Bill	240,000
Allspring	1-Jul-26	1.89	Municipal	Anaheim Ca Pub	1,000,000
PFM	1-Jul-26	1.46	Municipal	Los Angeles Ca	270,000
PFM	8-Jul-26	3.05	MTN-C	Walmart INC	205,000
PFM	20-Jul-26	0.00	ABS	Honda Auto Rec Own	130,000
PFM	24-Jul-26	4.41	MTN-C	Bank of NY Mtn	55,000
PFM	31-Jul-26	0.63	U.S. Govt Agency	US Treasury Bill	280,000
PFM	31-Jul-26	0.63	U.S. Govt Agency	US Treasury Bill	600,000
Allspring	20-Aug-26	5.40	ABS	GM Fin Atmbl Lease	1,365,000
PFM	31-Aug-26	0.75	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	14-Sep-26	1.15	MTN-C	Caterpillar Finl Mtn	220,000
Allspring	15-Sep-26	2.44	MTN-C	Ford Credit	1,750,000
Allspring	30-Sep-26	0.88	U.S. Govt Agency	US Treasury Bill	1,210,000
Allspring	30-Sep-26	0.88	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	30-Sep-26	0.88	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	1-Oct-26	2.95	MTN-C	JP Morgan	415,000
Allspring	31-Oct-26	1.13	U.S. Govt Agency	US Treasury Bill	800,000
PFM	4-Nov-26	0.02	MTN-C	American Express Co	445,000
PFM	15-Nov-26	3.55	MTN-C	Lockheed Martin	203,000
Allspring	16-Nov-26	0.90	MTN-C	American Express Cr	1,750,000
PFM	16-Nov-26	0.00	ABS	Capital One Multi	640,000
Allspring	30-Nov-26	1.13	U.S. Govt Agency	US Treasury Bill	1,100,000
Allspring	30-Nov-26	1.13	U.S. Govt Agency	US Treasury Bill	900,000
PFM	30-Nov-26	1.25	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	30-Nov-26	1.25	U.S. Govt Agency	US Treasury Bill	200,000
PFM	30-Nov-26	1.25	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	31-Dec-26	1.25	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	31-Dec-26	1.25	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	8-Jan-27	2.35	MTN-C	American Honda Mtn	220,000
PFM	11-Jan-27	1.70	MTN-C	Deere John Mtn	220,000
Allspring	15-Jan-27	1.95	MTN-C	Target Corp	900,000
PFM	15-Jan-27	1.95	MTN-C	Target Corp	115,000
PFM	15-Jan-27	1.95	MTN-C	Target Corp	215,000
Allspring	31-Jan-27	1.50	U.S. Govt Agency	US Treasury Bill	650,000
Allspring	31-Jan-27	1.50	U.S. Govt Agency	US Treasury Bill	750,000
PFM	1-Feb-27	2.15	MTN-C	Adobe Inc	220,000
PFM	10-Feb-27	0.83	U.S. Govt Agency	FHLB	710,000
PFM	27-Mar-27	2.75	MTN-C	Nike Inc	215,000
Allspring	31-Mar-27	2.50	U.S. Govt Agency	US Treasury Bill	1,280,000
Allspring	31-Mar-27	2.50	U.S. Govt Agency	US Treasury Bill	550,000
Allspring	31-Mar-27	2.38	U.S. Govt Agency	US Treasury Bill	1,500,000
PFM	15-Apr-27	0.00	ABS	Carmax Auto Owner	600,000
PFM	15-Apr-27	2.50	MTN-C	Home Depot Inc	220,000
Allspring	30-Apr-27	2.88	U.S. Govt Agency	US Treasury Bill	970,000
PFM	30-Apr-27	0.50	U.S. Govt Agency	US Treasury Bill	250,000
PFM	30-Apr-27	2.88	U.S. Govt Agency	US Treasury Bill	800,000
PFM	10-May-27	4.00	MTN-C	Northern Tr Corp Sr	250,000
Allspring	15-May-27	7.10	ABS	Capital One Multi	1,750,000
PFM	15-May-27	2.38	U.S. Govt Agency	US Treasury Bill	925,000
PFM	15-May-27	1.70	MTN-C	IBM Corp	230,000
PFM	15-May-27	3.70	MTN-C	Unitedhealth Group	85,000
Allspring	17-May-27	3.32	MTN-C	Discover Card Exe	1,750,000
PFM	17-May-27	4.14	ABS	Capital One Prime	265,000
PFM	17-May-27	2.39	MTN-C	American Express Co	655,000
PFM	17-May-27	0.00	MTN-C	Discover Card Exe	305,000
PFM	19-May-27	3.15	MTN-C	PNC Financial	215,000
PFM	19-May-27	3.15	MTN-C	Truist Financial Mtn	240,000
Allspring	15-Jul-27	3.68	Municipal	Massachusetts St	1,000,000
PFM	31-Jul-27	2.75	U.S. Govt Agency	US Treasury Bill	1,675,000
Allspring	1-Aug-27	3.46	Municipal	Alameda Cnty Ca	500,000
PFM	5-Aug-27	3.75	MTN-C	Intel Corp	420,000
PFM	9-Sep-27	3.95	MTN-C	Walmart INC	420,000
PFM	15-Nov-27	4.51	ABS	Mercedes Benz Auto	200,000
PFM	1-Dec-27	4.55	MTN-C	Amazon Com Inc	390,000
PFM	31-Dec-27	3.88	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	31-Jan-28	3.38	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	15-Sep-28	0.00	MTN-C	Discover Card Exe	495,000
PFM	20-Jul-32	0.00	ABS	Toyota Lease Owner	161,507
PFM	1-Nov-25	0.38	U.S. Govt Agency	US Treasury Bill	500,000

\$

169,765,430

**KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
January 31, 2023**

	Maturity Date	Yield	Investment Type	G/L Account	Amount	Total
<u>Self-insurance trust</u>						
Wells Fargo Bank			Money market	110900	1,312,186	
Wells Fargo Bank			Fixed income - LT	152300	1,096,954	2,409,140
<u>2015A revenue bonds</u>						
US Bank			Principal/Interest payment fund	142115	231,852	231,852
<u>2015B revenue bonds</u>						
US Bank			Principal/Interest payment fund	142116	701,264	
US Bank			Project Fund	152442	73	701,337
<u>2017C revenue bonds</u>						
US Bank			Principal/Interest payment fund	142118	5,552,912	5,552,912
<u>2020 revenue bonds</u>						
Signature Bank			Project Fund	152446	177	
US Bank			Principal/Interest payment fund	142113	646,781	646,958
<u>2014 general obligation bonds</u>						
LAIF			Interest Payment fund	152440	2,860,328	2,860,328
<u>Operations</u>						
Wells Fargo Bank	0.16		Checking	100000	(2,363,542)	
Wells Fargo Bank	0.16		Checking	100500	3,062,350	698,808
<u>Payroll</u>						
Wells Fargo Bank	0.16		Checking	100100	(125,151)	
Wells Fargo Bank	0.16		Checking Flexible Spending	100201	719,498	
Wells Fargo Bank	0.16		Checking HSA	100200	7,375	
Wells Fargo Bank			Checking Resident Fund	100205	1,140	
Bancorp			Checking Bancorp	100202	(67,490)	1,234,180
					535,372	
Total investments					\$	183,402,138
<u>Kaweah Delta Medical Foundation</u>						
Wells Fargo Bank			Checking	100050		\$ 120,843
<u>Sequoia Regional Cancer Center</u>						
Wells Fargo Bank			Checking	100535	533,996	\$ 533,996
<u>Kaweah Delta Hospital Foundation</u>						
VCB Checking			Investments	100501	464,362	
Various			S/T Investments	142200	7,505,360	
Various			L/T Investments	142300	12,121,165	
Various			Unrealized G/L	142400	(129,837)	\$ 19,961,049

**KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
January 31, 2023**

Summary of board designated funds:

Plant fund:

Uncommitted plant funds	\$ 101,043,746	142100
Committed for capital	<u>42,273,791</u>	142100
	143,317,537	
GO Bond reserve - L/T	1,992,658	142100
401k Matching	(60)	142100
Cost report settlement - curre	2,135,384	142104
Cost report settlement - L/T	<u>1,312,727</u>	142100
	3,448,111	
Development fund/Memorial fund	104,184	112300
Workers compensation - curre	5,625,000	112900
Workers compensation - L/T	<u>15,278,000</u>	113900
	20,903,000	
	<u>\$ 169,765,430</u>	

	Total Investments	%	Trust Accounts	Surplus Funds	%
Investment summary by institution:					
Bank of New York	\$ -	0.0%	0	-	0.0%
Bancorp	\$ (67,490)	0.0%		(67,490)	0.0%
Cal Trust	-	0.0%		-	0.0%
CAMP	3,572,826	1.9%		3,572,826	2.1%
Local Agency Investment Fund (LAIF)	183,792	0.1%		183,792	0.1%
Local Agency Investment Fund (LAIF) - GOB Tax Rev	2,860,328	1.6%	2,860,328	-	0.0%
Local Agency Investment Fund (LAIF) - Kresge Foundation	-	0.0%	-	-	0.0%
AIG	-	0.0%	-	-	0.0%
Royal Bank of Canada	-	0.0%	-	-	0.0%
Merrill Lynch	-	0.0%	-	-	0.0%
Wells Fargo Advisors	-	0.0%	-	-	0.0%
Allspring	81,601,857	44.5%	2,409,140	79,192,717	46.3%
PFM	81,342,655	44.4%		81,342,655	47.6%
Torrey Pines Bank	3,064,300	1.7%		3,064,300	1.8%
Wells Fargo Bank	3,710,810	2.0%		3,710,810	2.2%
Prudential Bache	-	0.0%		-	0.0%
Bank of the Sierra	-	0.0%		-	0.0%
Bank of the Sierra - CDARS	-	0.0%		-	0.0%
UMB	-	0.0%	-	-	0.0%
Valley Business Bank	-	0.0%		-	0.0%
Visalia Community Bank	-	0.0%		-	0.0%
Signature Bank	177	0.0%	177	-	0.0%
US Bank	7,132,883	3.9%	7,132,883	-	0.0%
Union Bank	-	0.0%		-	0.0%
WestAmerica Bank	-	0.0%		-	0.0%
Banco Pop	-	0.0%		-	0.0%
Total investments	<u>\$ 183,402,138</u>	<u>100.0%</u>	<u>\$ 12,402,528</u>	<u>170,999,610</u>	<u>100.0%</u>

Investment summary of surplus funds by type:

		Investment Limitations
Negotiable and other certificates of deposit	\$ 3,729,300	51,300,000 (30%)
Checking accounts	1,234,180	
Local Agency Investment Fund (LAIF)	183,792	75,000,000
Cal Trust	-	
CAMP	3,572,826	
Medium-term notes (corporate) (MTN-C)	48,960,371	51,300,000 (30%)
U.S. government agency	79,620,820	
Municipal securities	19,160,000	
Money market accounts	1,510,673	34,200,000 (20%)
Commercial paper	-	42,750,000 (25%)
Asset Backed Securities	10,452,647	34,200,000 (20%)
Supra-National Agency	<u>2,575,000</u>	51,300,000 (30%)
	<u>\$ 170,999,610</u>	

Return on investment:

Current month	<u>1.26%</u>
Year-to-date	<u>0.68%</u>
Prospective	<u>1.54%</u>
LAIF (year-to-date)	<u>1.75%</u>
Budget	<u>1.65%</u>

Fair market value disclosure for the quarter ended December 31, 2022 (District only):

	Quarter-to-date	Year-to-date
Difference between fair value of investments and amortized cost (balance sheet effect)	N/A	(10,703,742)
Change in unrealized gain (loss) on investments (income statement effect)	\$ 1,444,742	(2,359,623)

KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
January 31, 2023

Investment summary of CDs:

Credit Suisse Ag CD	\$	665,000
Dnb Bank Asa Ny CD		-
Torrey Pines Bank		3,064,300
	\$	<u>3,729,300</u>

Investment summary of asset backed securities:

American Honda Mtn	\$	190,000
BMW Vehicle Owner		42,942
BMW Auto Leasing LLC		64,903
BMW US Cap LLC		340,000
Capital One Multi		2,390,000
Capital One Prime		265,000
Carmax Auto Owner		3,489,901
GM Fin Atmbl Lease		1,365,000
Gm Fin Auto Lease		278,230
Gm Financial		100,000
Honda Auto		169,489
Honda Auto Rec Own		130,000
Hyundai Auto		245,709
John Deere Owner		555,765
Kubota Credit		360,000
Mercedes Benz Auto		200,000
Toyota Auto Recvs		104,201
Toyota Lease Owner		161,507
	\$	<u>10,452,647</u>

Investment summary of medium-term notes (corporate):

Abbott Laboratories	\$	195,000
Adobe Inc		220,000
Amazon Com Inc		1,960,000
American Express Co		1,100,000
American Express Cr		1,750,000
American Honda Mtn		220,000
Apple, Inc		655,000
Astrazeneca LP		565,000
Bank of America		545,000
Bank of NY		575,000
Bank of NY Mtn		1,615,000
Bk of America		1,300,000
Branch Banking Trust		1,300,000
Bristol Myers Squibb		280,000
Caterpillar Firil Mtn		2,170,000
Citigroup Inc		885,000
Colgate Palmolive		140,000
Comcast Corp		395,000
Deere John Mtn		855,000
Discover Card Exe		2,550,000
Emerson Electric Co		265,000
Exxon Mobil		1,320,000
Ford Credit		1,750,000
General Dynamics		395,000
Goldman Sachs		930,000
Home Depot Inc		285,000
Honeywell		730,000
HSBC USA Inc		415,000
IBM Corp		640,000
Intel corp		420,000
John Deere Mtn		730,000
JP Morgan		2,660,000
Lockheed Martin		203,000
Morgan Stanley		230,000
National Rural		1,400,000
National Rural Mtn		125,000
Nestle Holdings		640,000
Nike Inc		215,000
Nissan Auto		30,934
Northern Tr Corp Sr		250,000
Novartis Capital		425,000
Paccar Financial Mtn		1,210,000
PNC Financial		610,000
Procter Gamble Co		1,300,000
Roche Holding Inc		730,000
Schwab Charles		1,715,000
State Street Corp		1,420,000
Target Corp		1,230,000
Toyota Motor		1,820,000
Truist Financial Mtn		240,000
Unilever Capital		300,000
Unitedhealth Group		85,000
US Bancorp		415,000
US Bank NA		1,400,000
Verizon		730,000
Verizon Owner		216,437
Walmart INC		625,000
Walt Disney Co		780,000
Wells Fargo co		800,000
	\$	<u>48,960,371</u>

Investment summary of U.S. government agency:

Federal National Mortgage Association (FNMA)	\$	8,544,870
Federal Home Loan Bank (FHLB)		2,575,000
Federal Home Loan Mortgage Corp (FHLMC)		6,475,950
US Treasury Bill		62,025,000
	\$	<u>79,620,820</u>

KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
January 31, 2023

Investment summary of municipal securities:

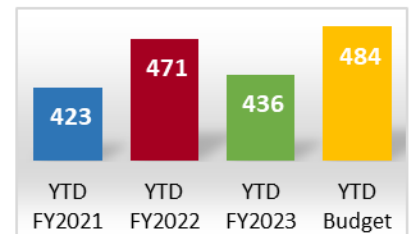
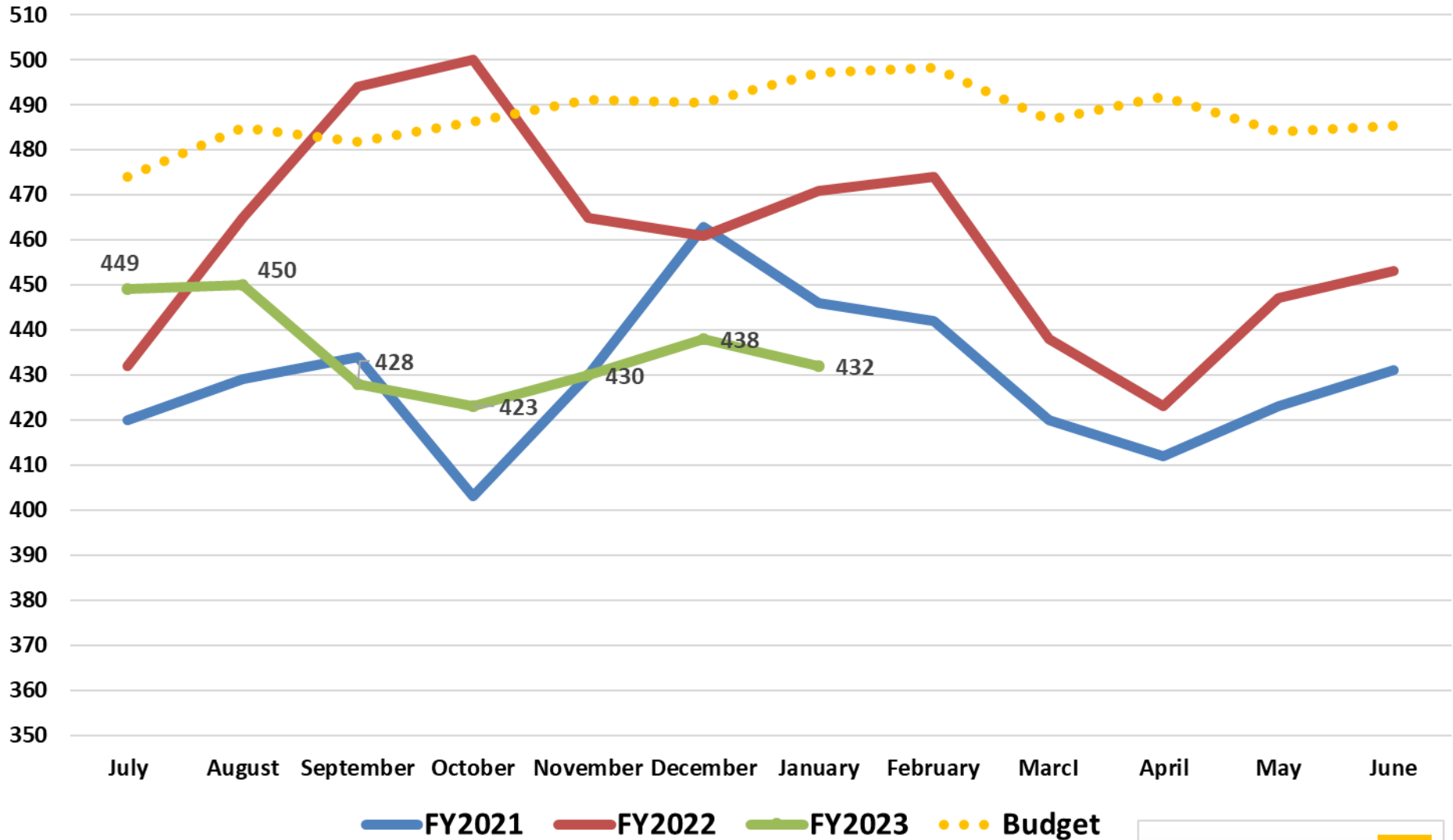
Arizona ST	\$	675,000
Alameda Cnty Ca	\$	500,000
Anaheim Ca Pub		1,000,000
Bay Area Toll		250,000
Connecticut ST		550,000
El Segundo Ca		510,000
Florida ST		600,000
Foothill Ca		850,000
Los Angeles Ca		605,000
Los Angeles Calif Ca		1,500,000
Louisiana ST		500,000
Maryland ST		355,000
Massachusetts St		1,000,000
Mississippi ST		300,000
New York ST		585,000
Orange Ca		500,000
Palomar Ca		700,000
Port Auth NY		245,000
San Diego Ca Community		80,000
San Diego County		300,000
San Juan Ca		385,000
Santa Cruz Ca		400,000
Tamalpais Ca Union		305,000
Torrance Ca		1,450,000
University Ca		1,000,000
University Calif Ca		185,000
Upper Santa Clara		1,100,000
Wisconsin ST		2,730,000
	\$	<u>19,160,000</u>

Investment summary of Supra-National Agency:

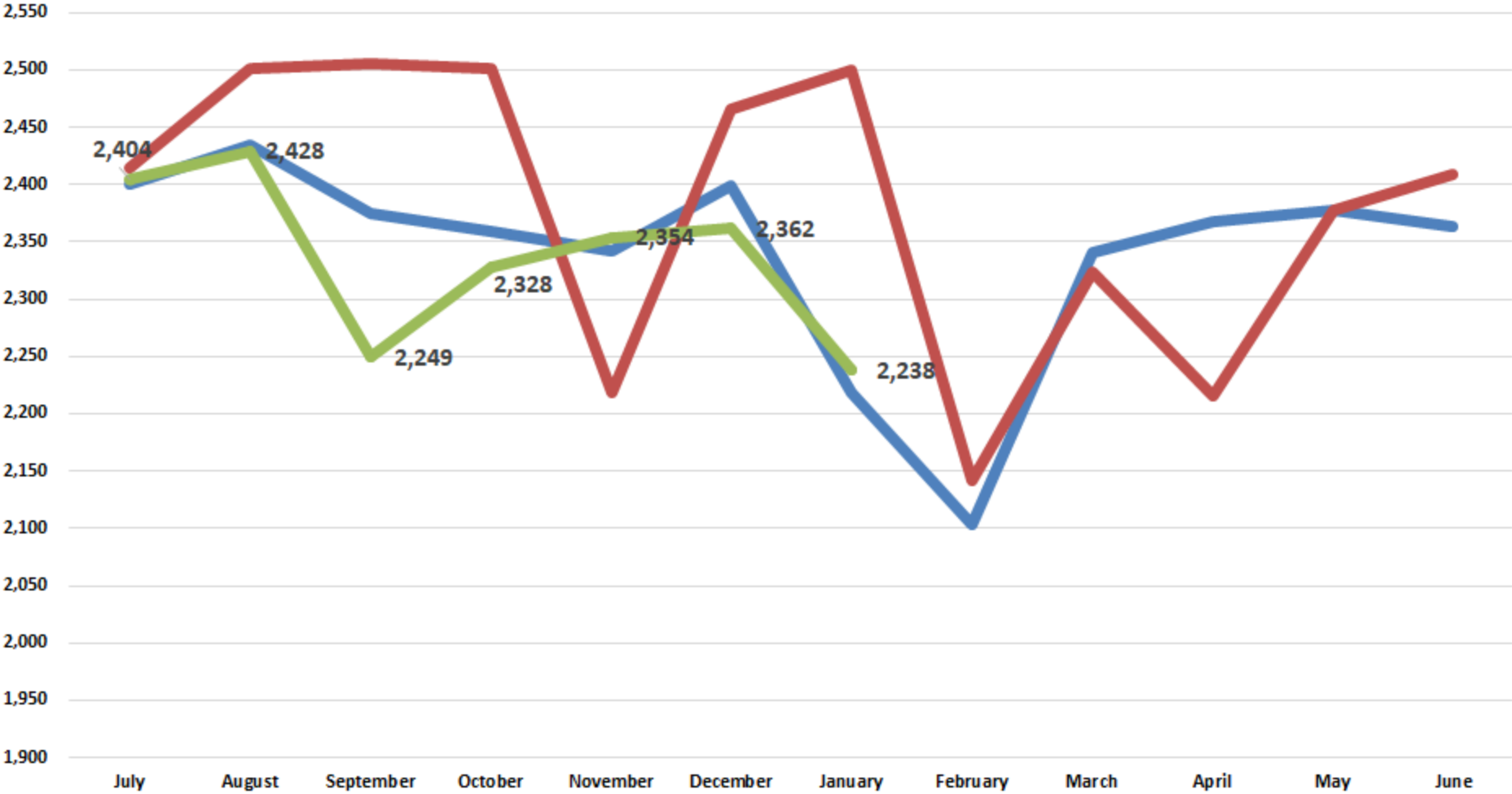
Cooperative	\$	440,000
Inter Amer Bk		870,000
Intl Bk		1,265,000
	\$	<u>2,575,000</u>

Statistical Report January 2023

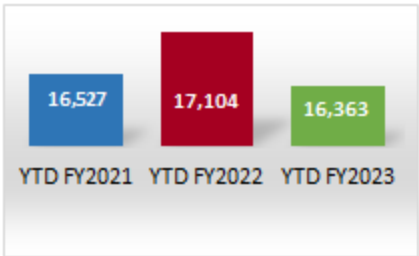
Average Daily Census



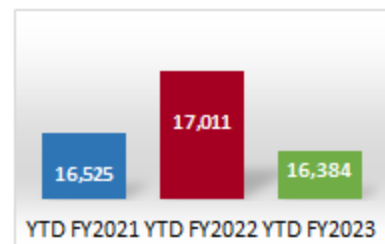
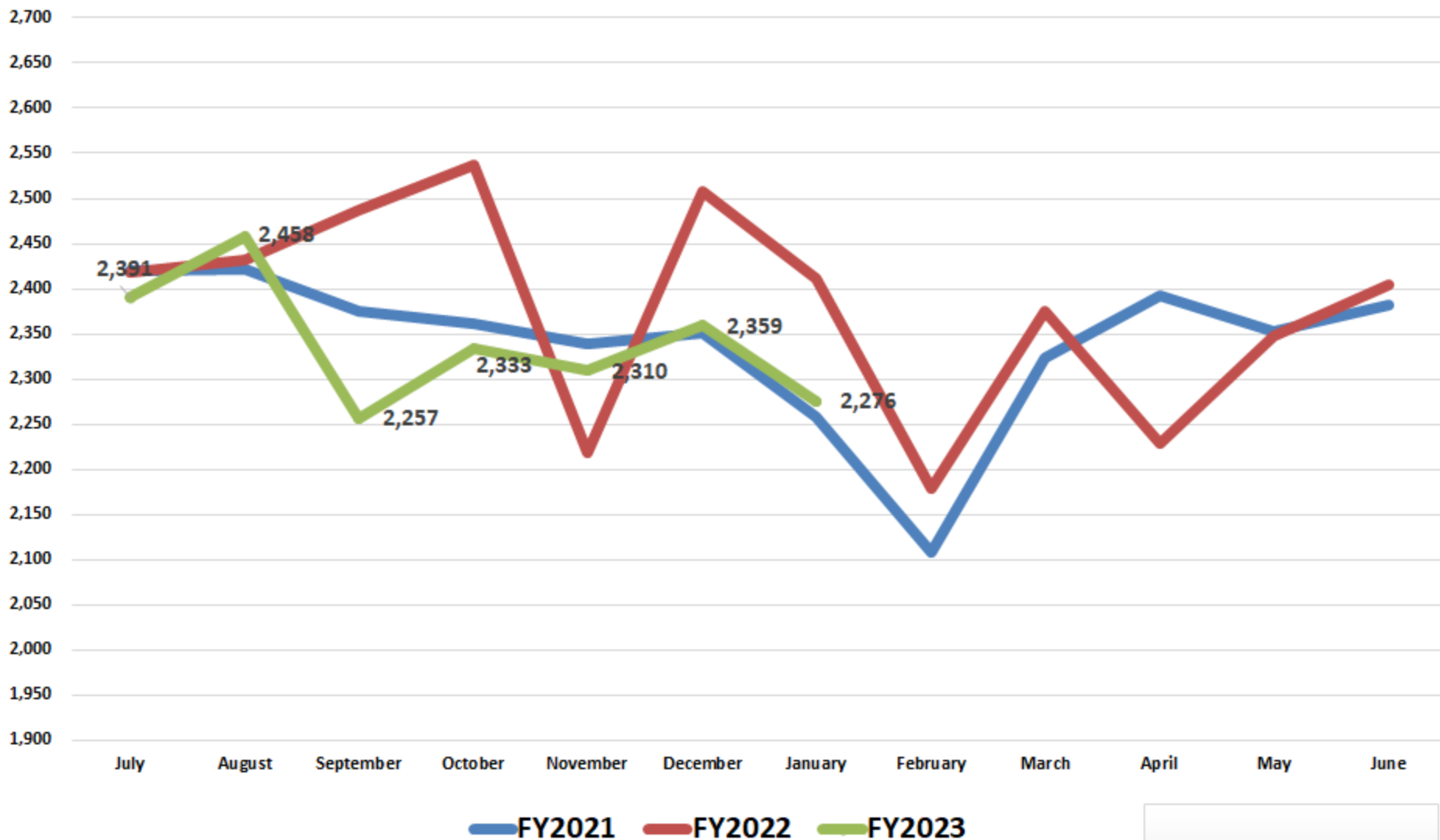
Admissions



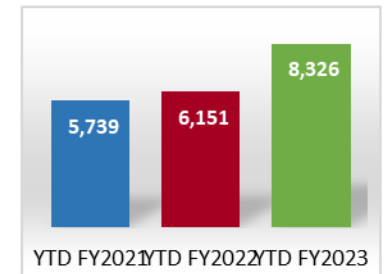
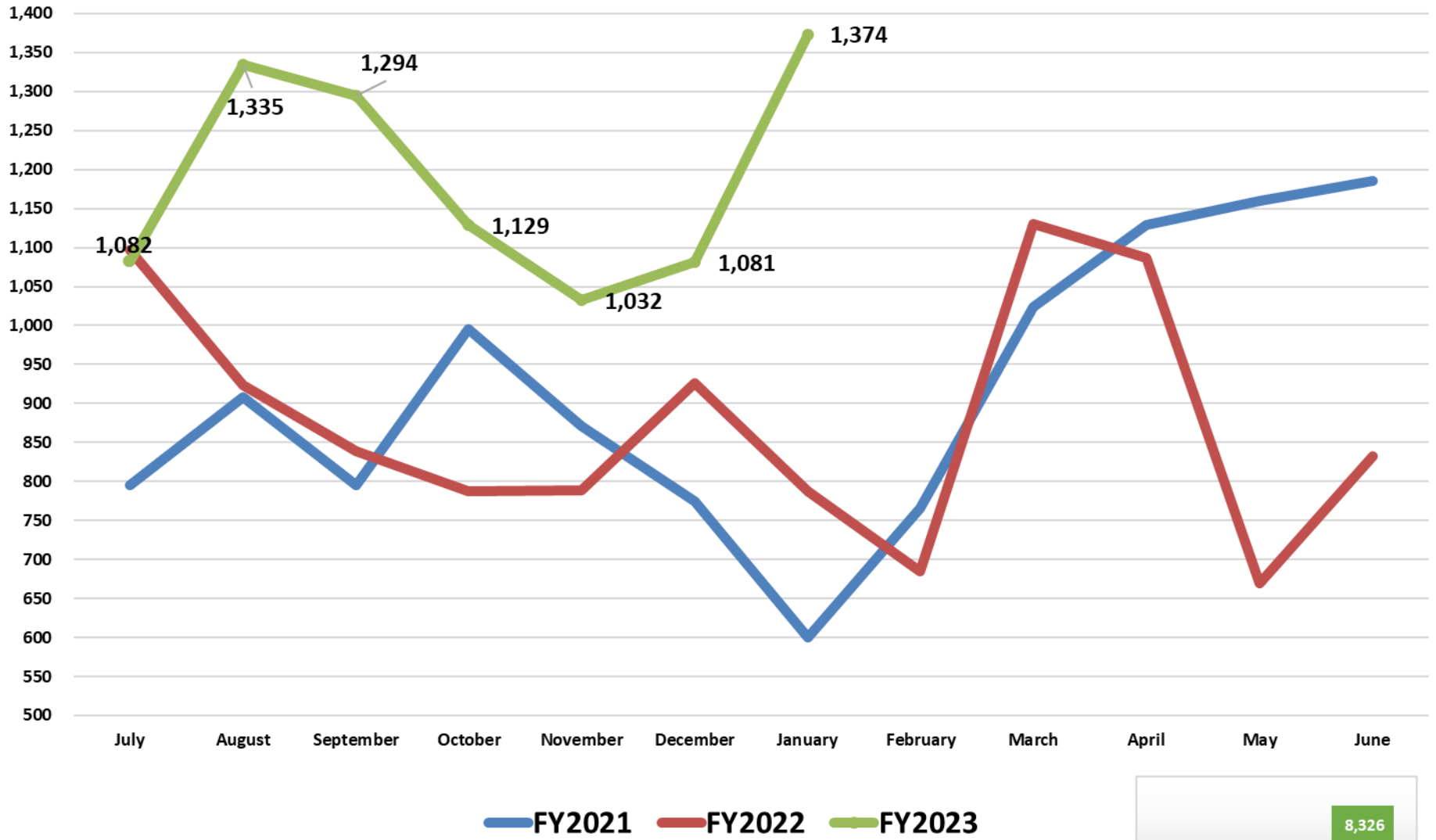
— FY2021
 — FY2022
 — FY2023



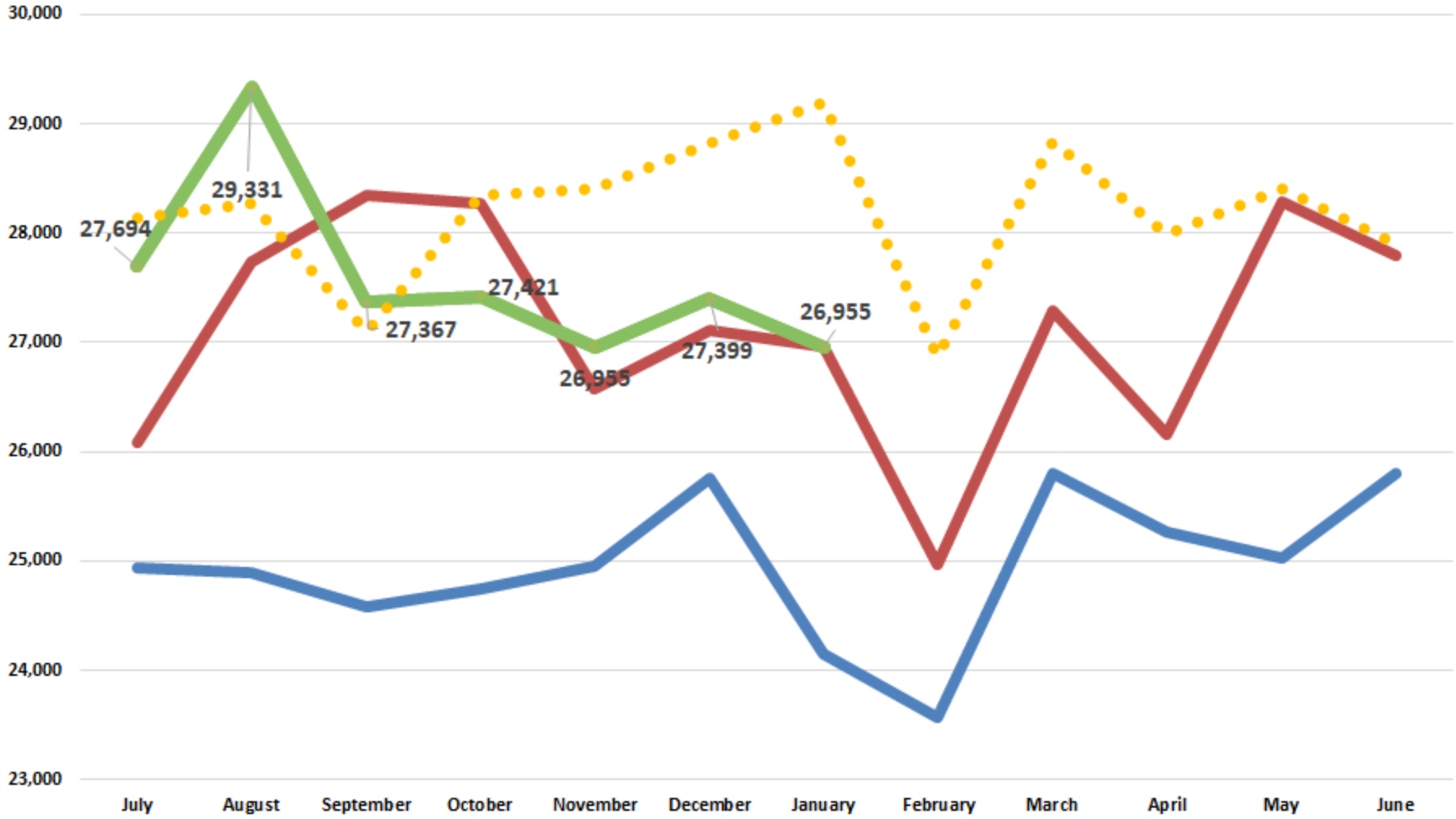
Discharges



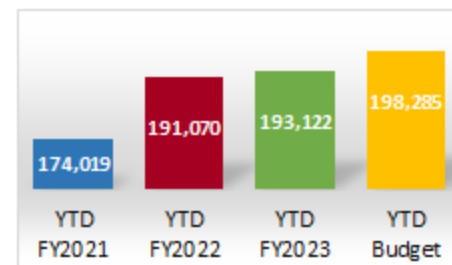
Observation Days



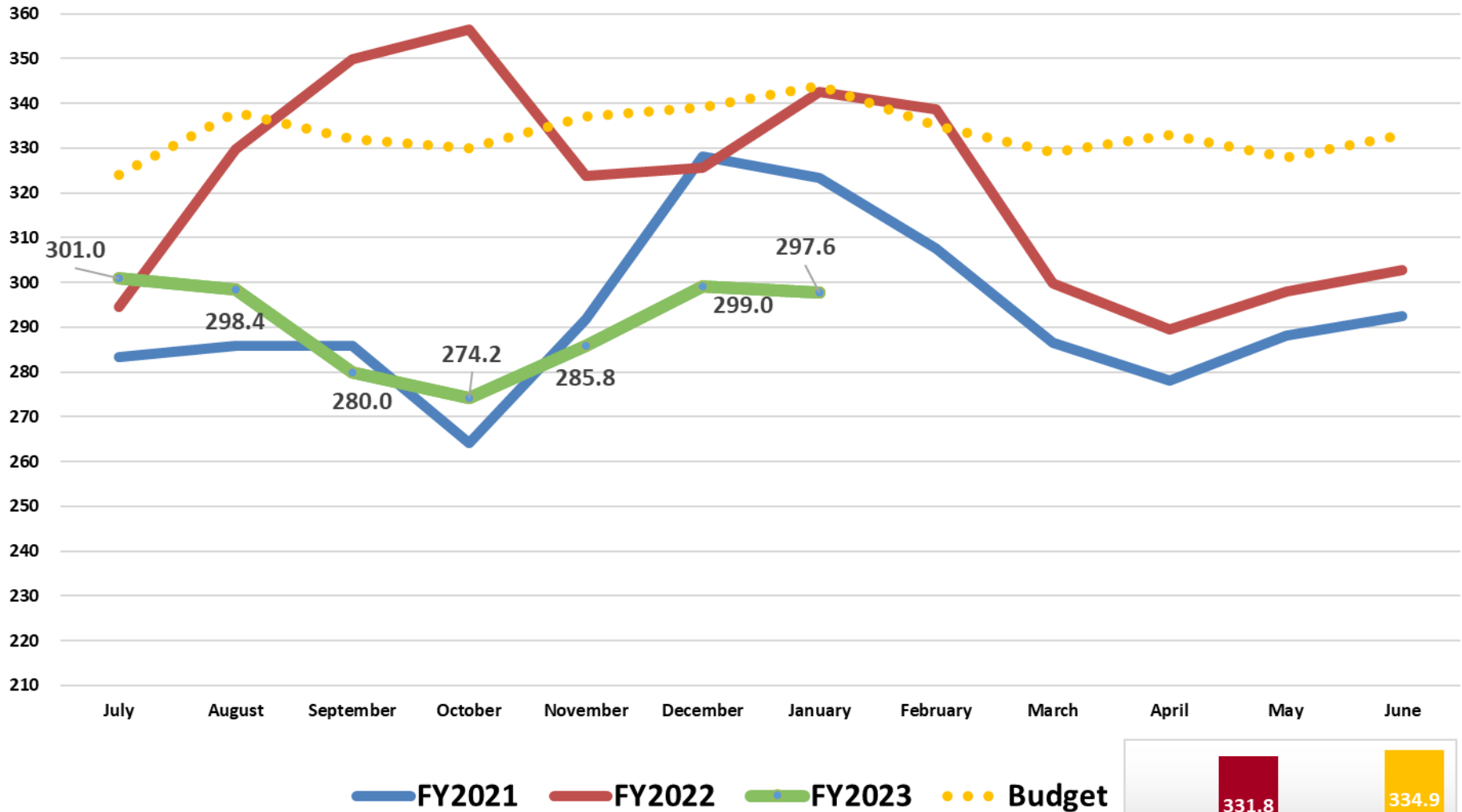
Adjusted Patient Days



— FY2021
 — FY2022
 — FY2023
 ●●● Budget

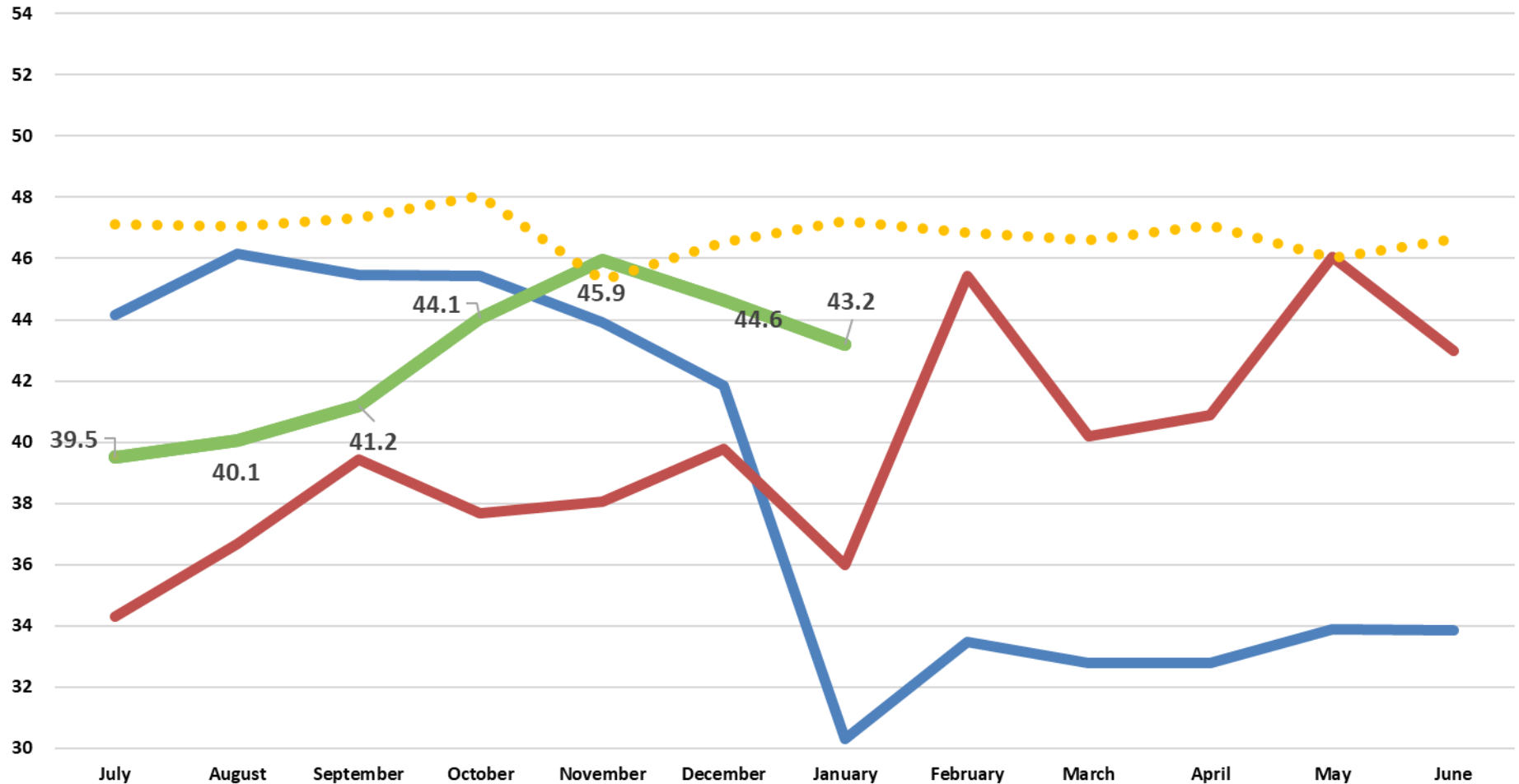


Medical Center (Avg Patients Per Day)



294.6	331.8	290.9	334.9
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

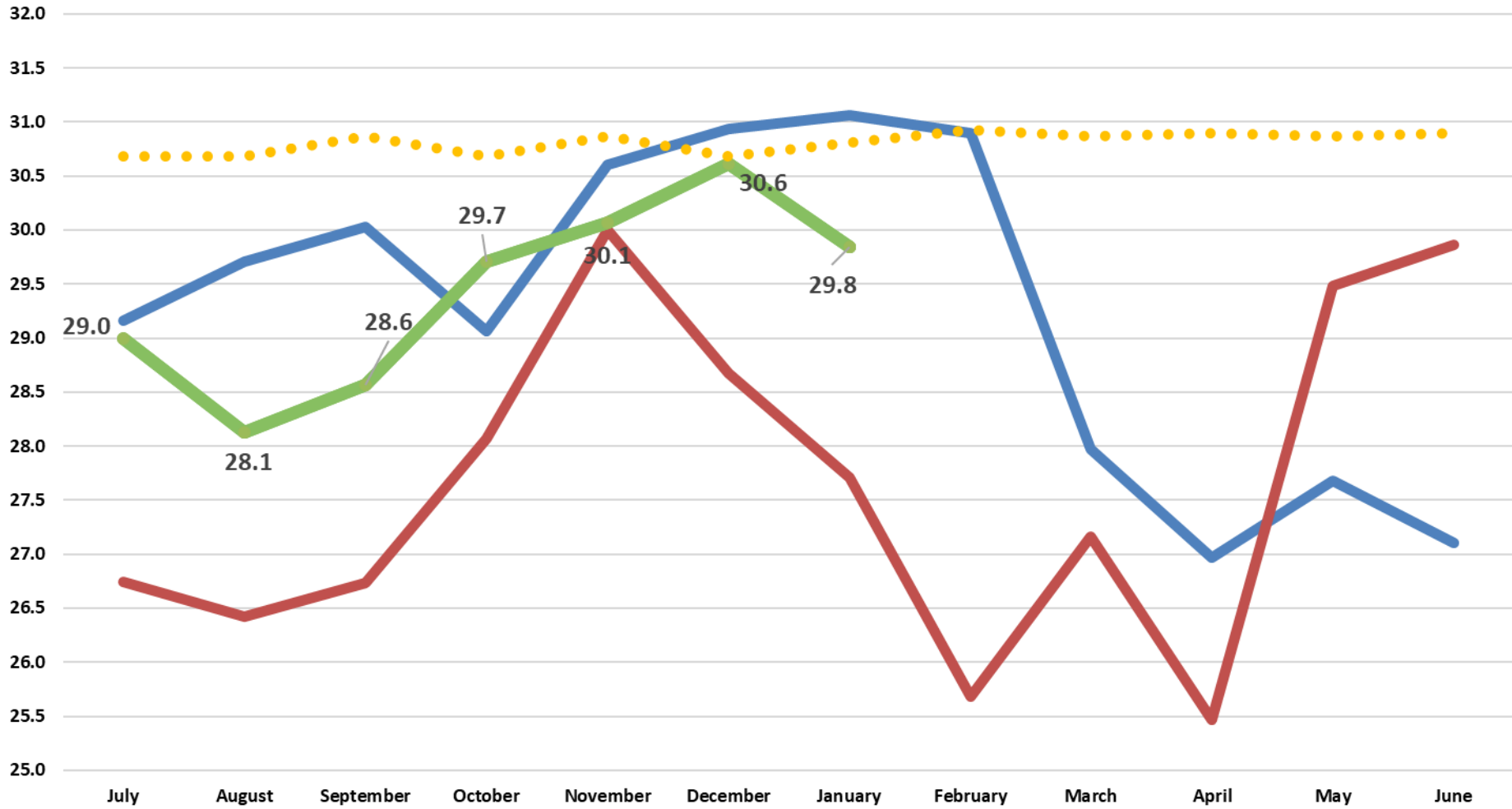
Acute I/P Psych (Avg Patients Per Day)



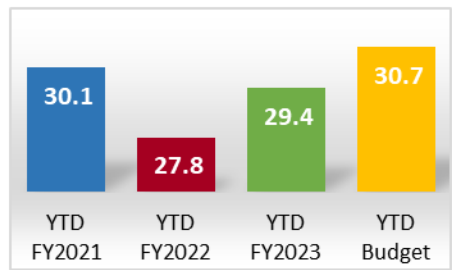
— **FY2021**
 — **FY2022**
 — **FY2023**
 ●●● **Budget**

42.5	37.4	42.7	47.0
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

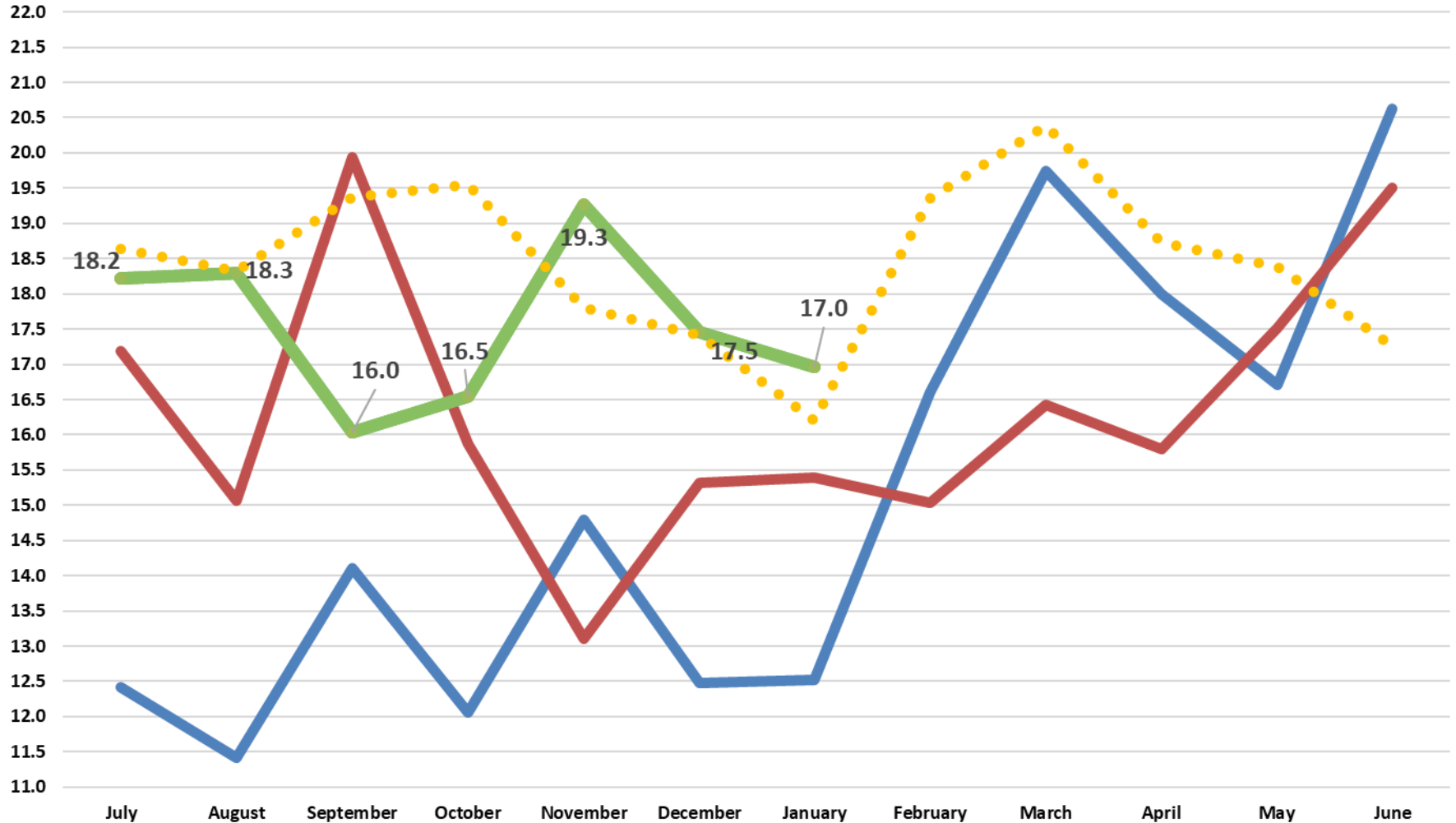
Sub-Acute - Avg Patients Per Day



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



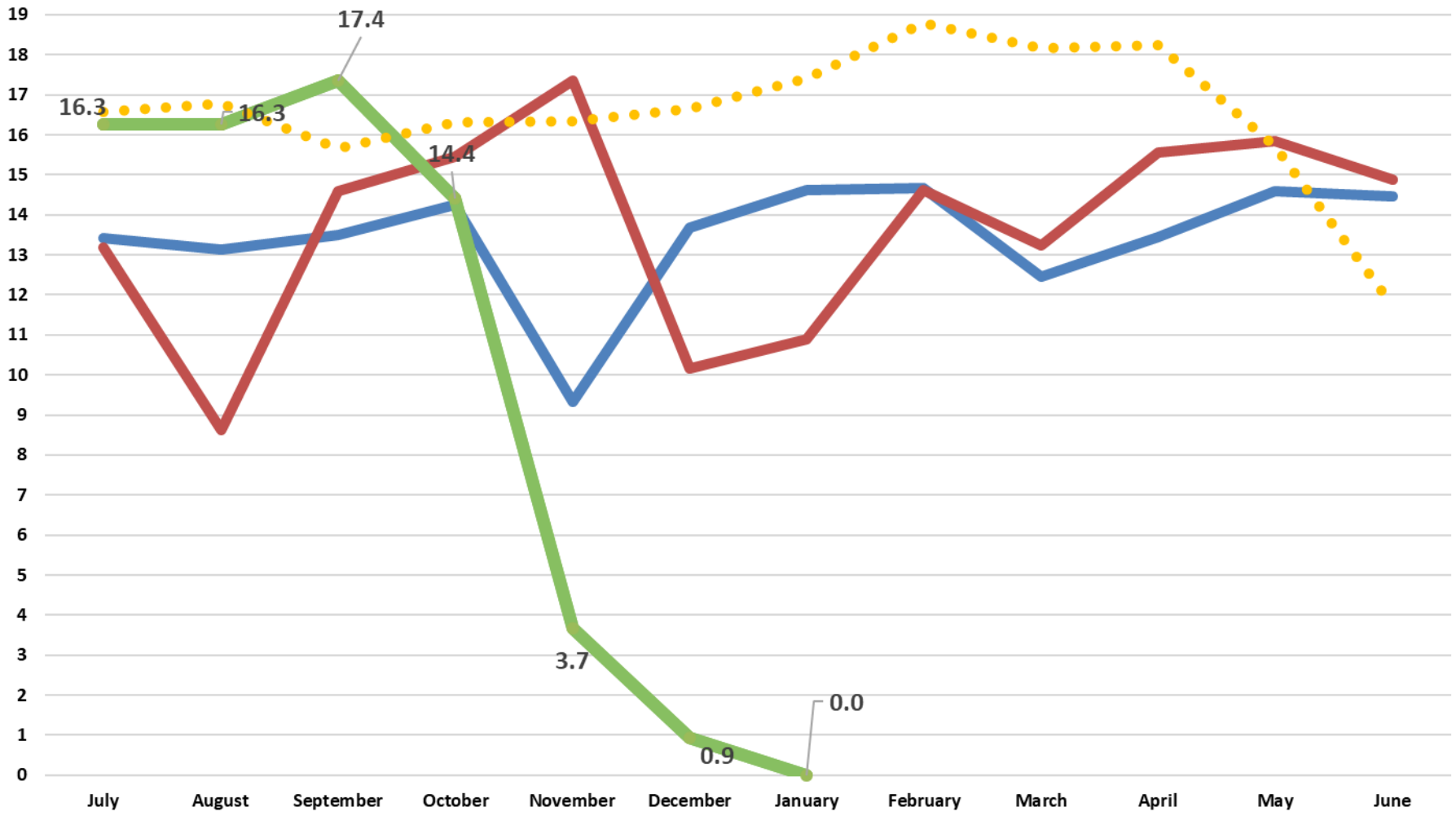
Rehabilitation Hospital - Avg Patients Per Day



— **FY2021**
 — **FY2022**
 — **FY2023**
 ●●● **Budget**

12.8	16.0	17.5	18.2
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

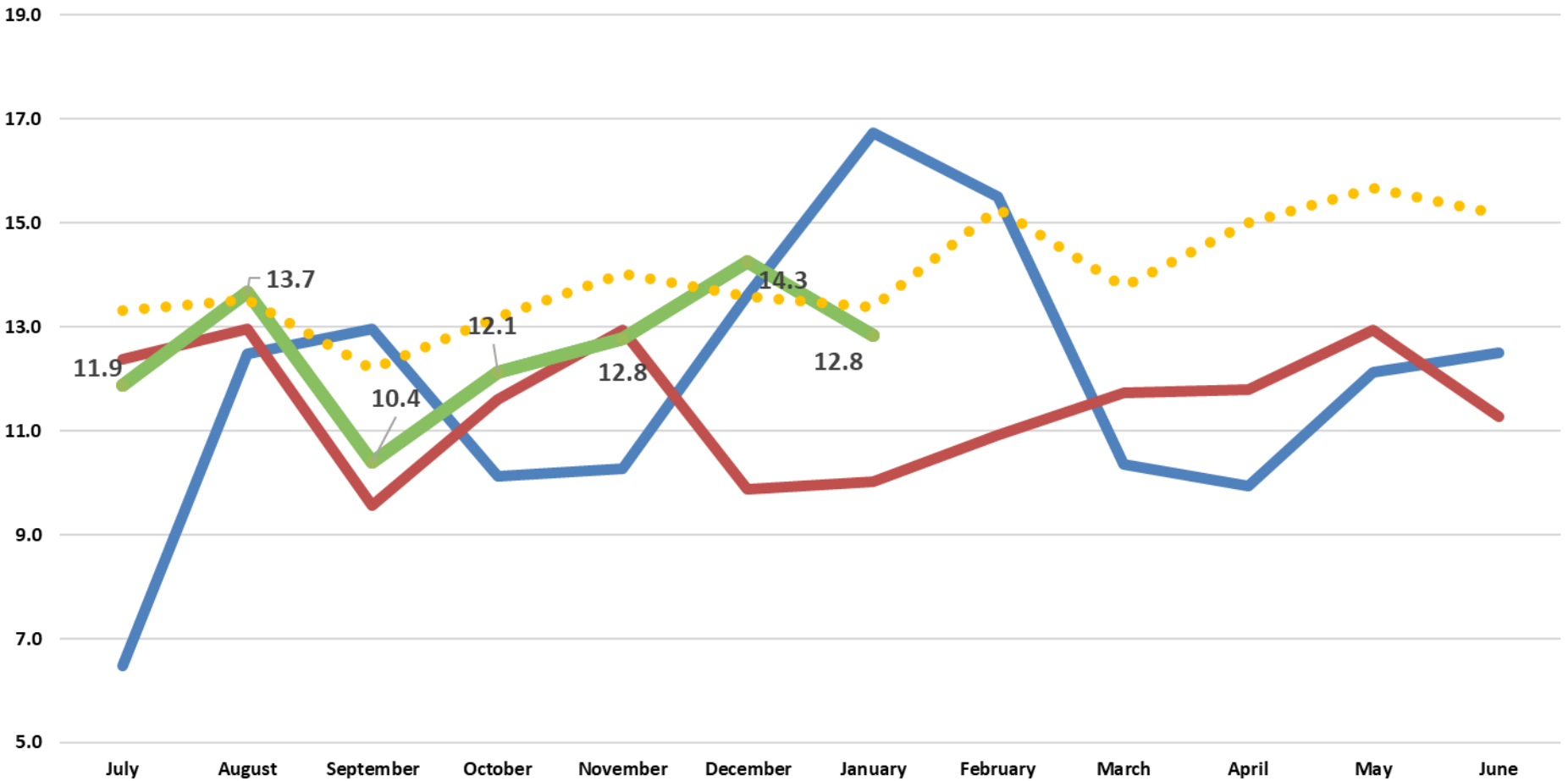
Transitional Care Services (TCS) - Avg Patients Per Day



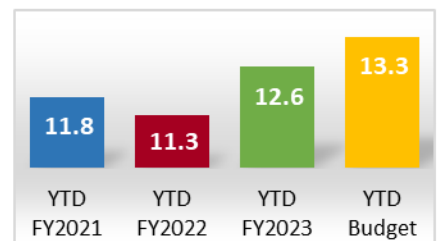
— **FY2021**
 — **FY2022**
 — **FY2023**
 ●●● **Budget**

13.1	12.9	9.8	16.5
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

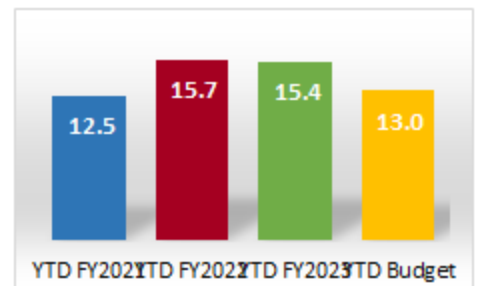
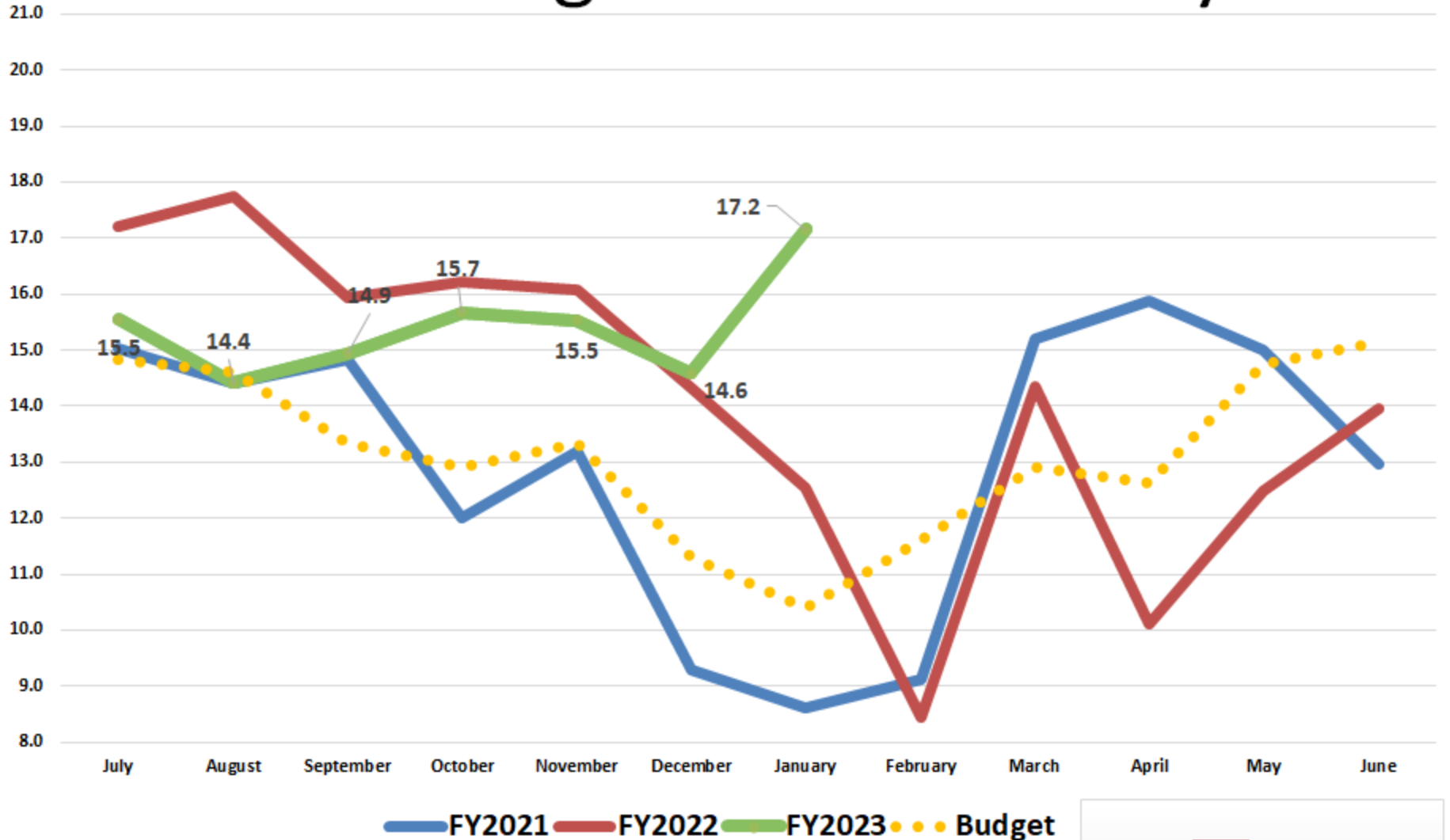
TCS Ortho - Avg Patients Per Day



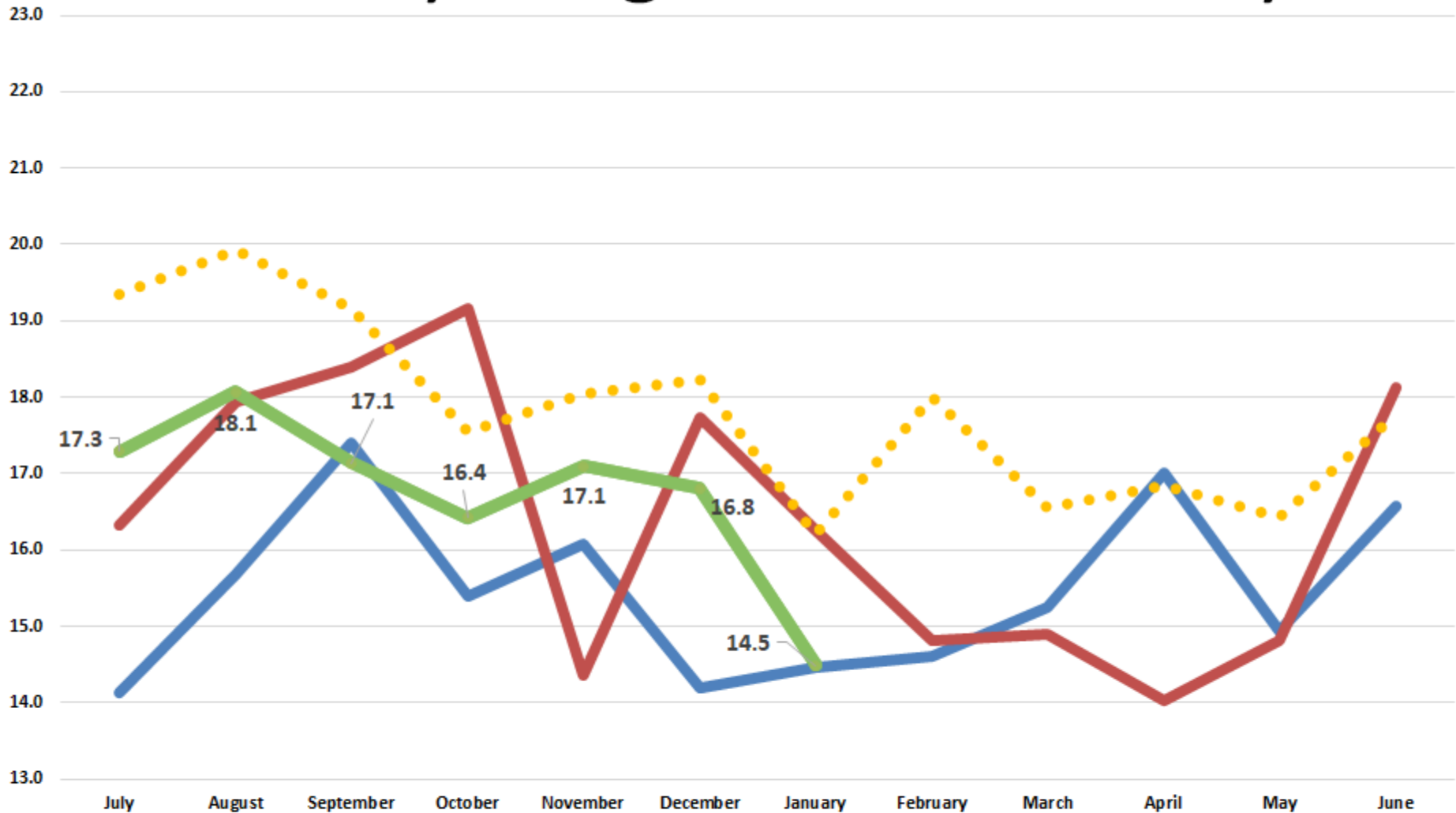
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



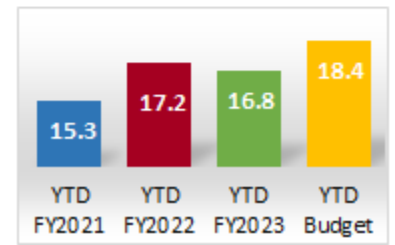
NICU - Avg Patients Per Day



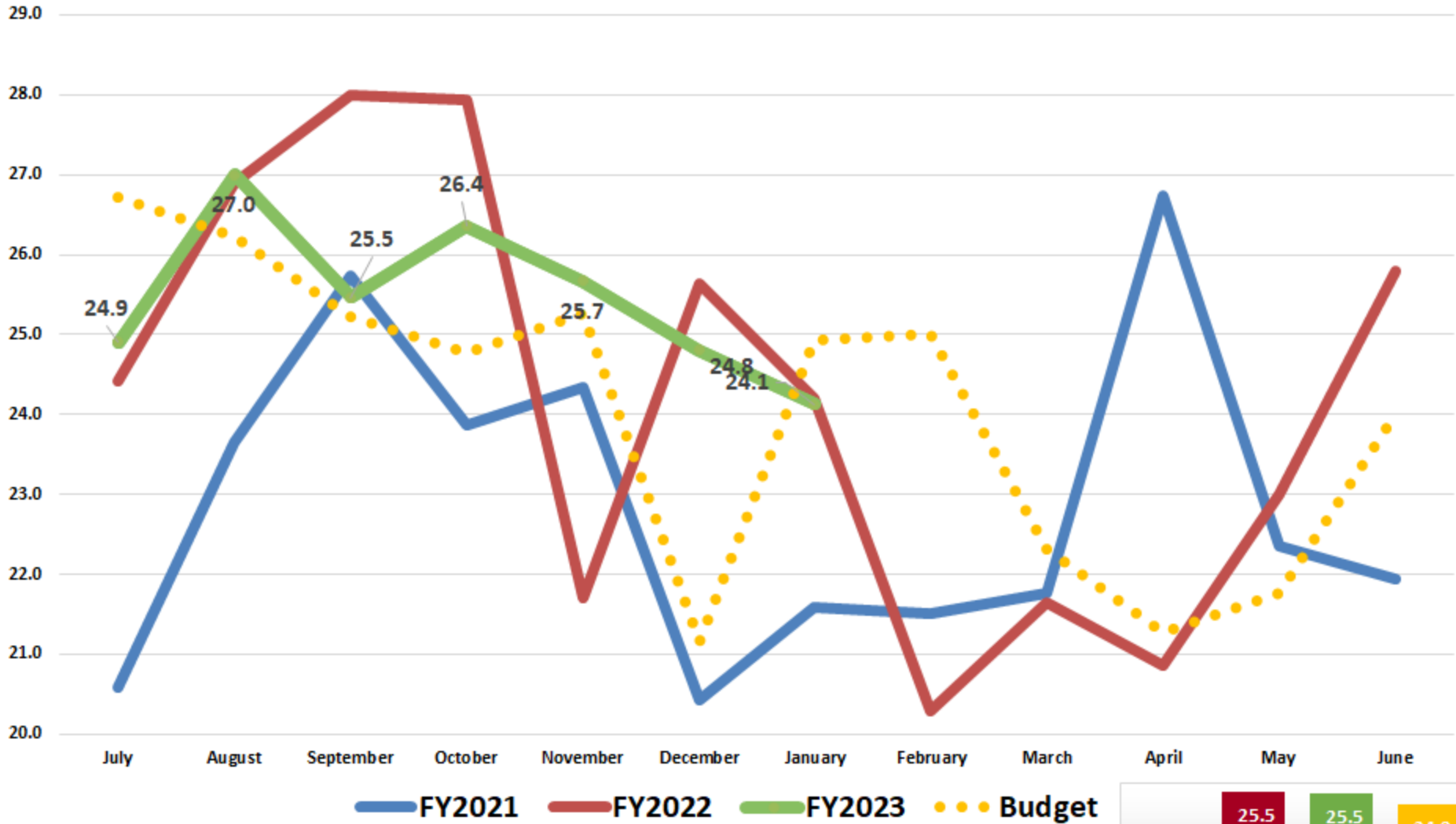
Nursery - Avg Patients Per Day



— FY2021
 — FY2022
 — FY2023
 ●●● Budget

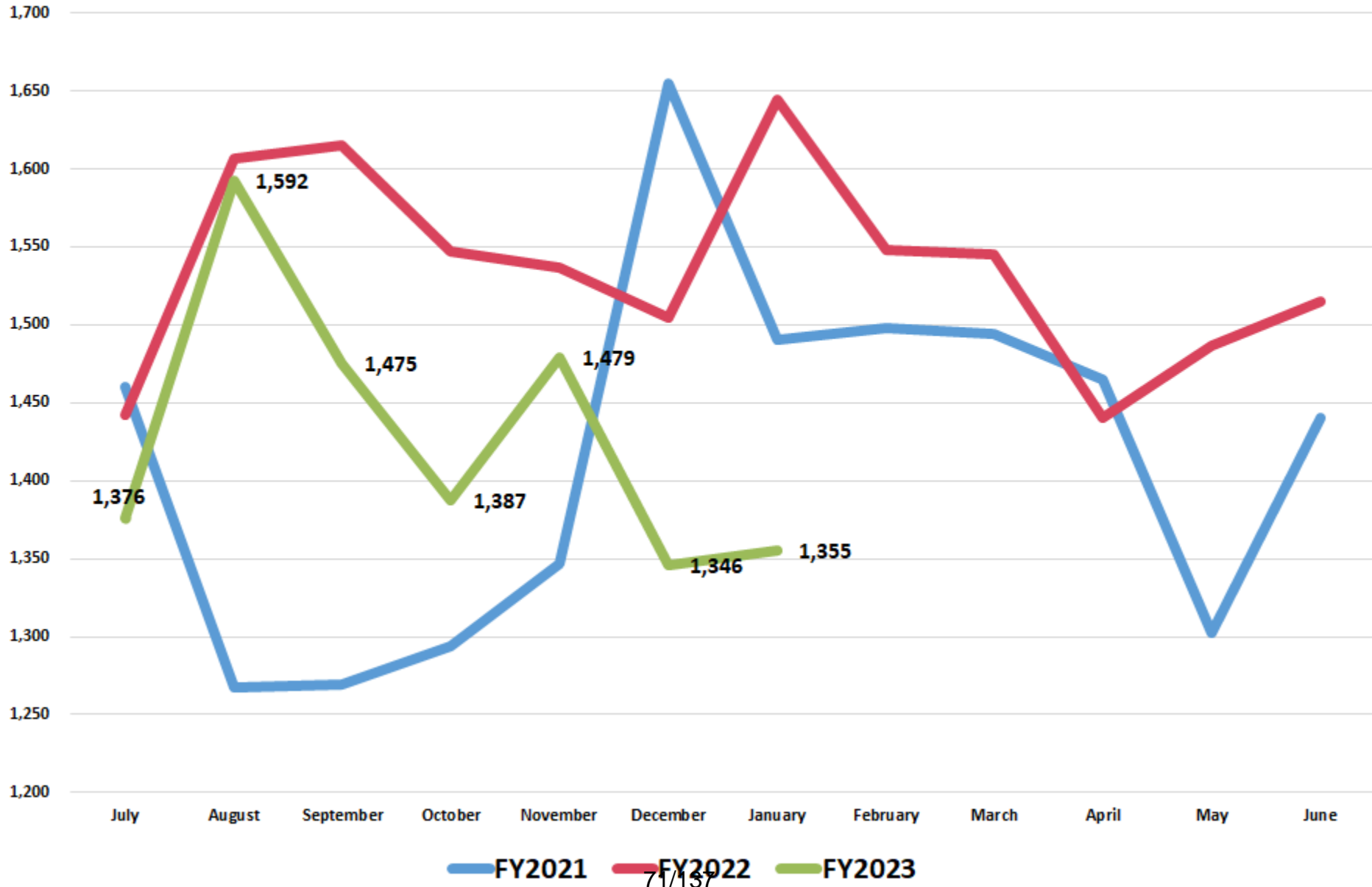


Obstetrics - Avg Patients Per Day

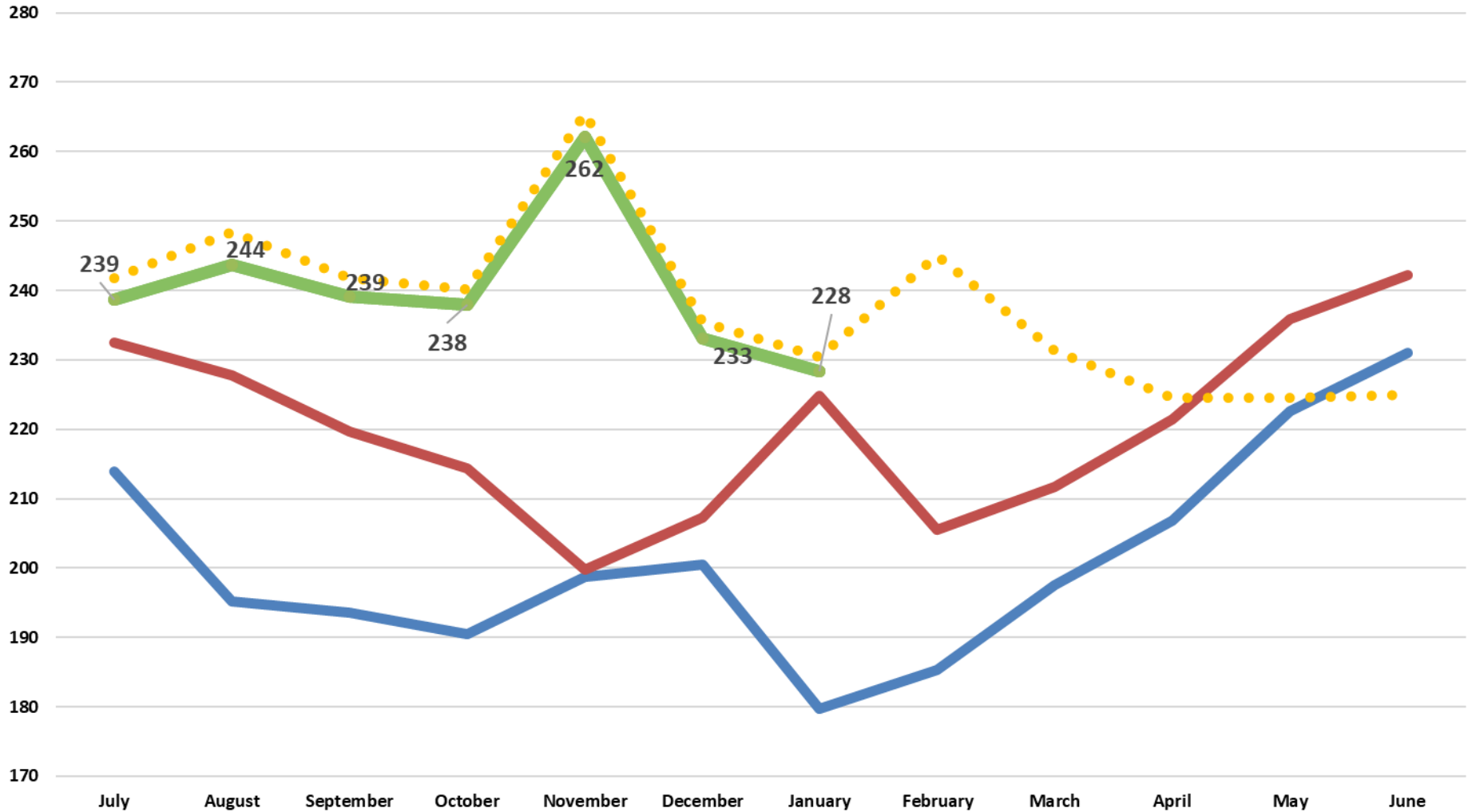


22.9	25.5	25.5	24.9
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

Outpatient Registrations Per Day



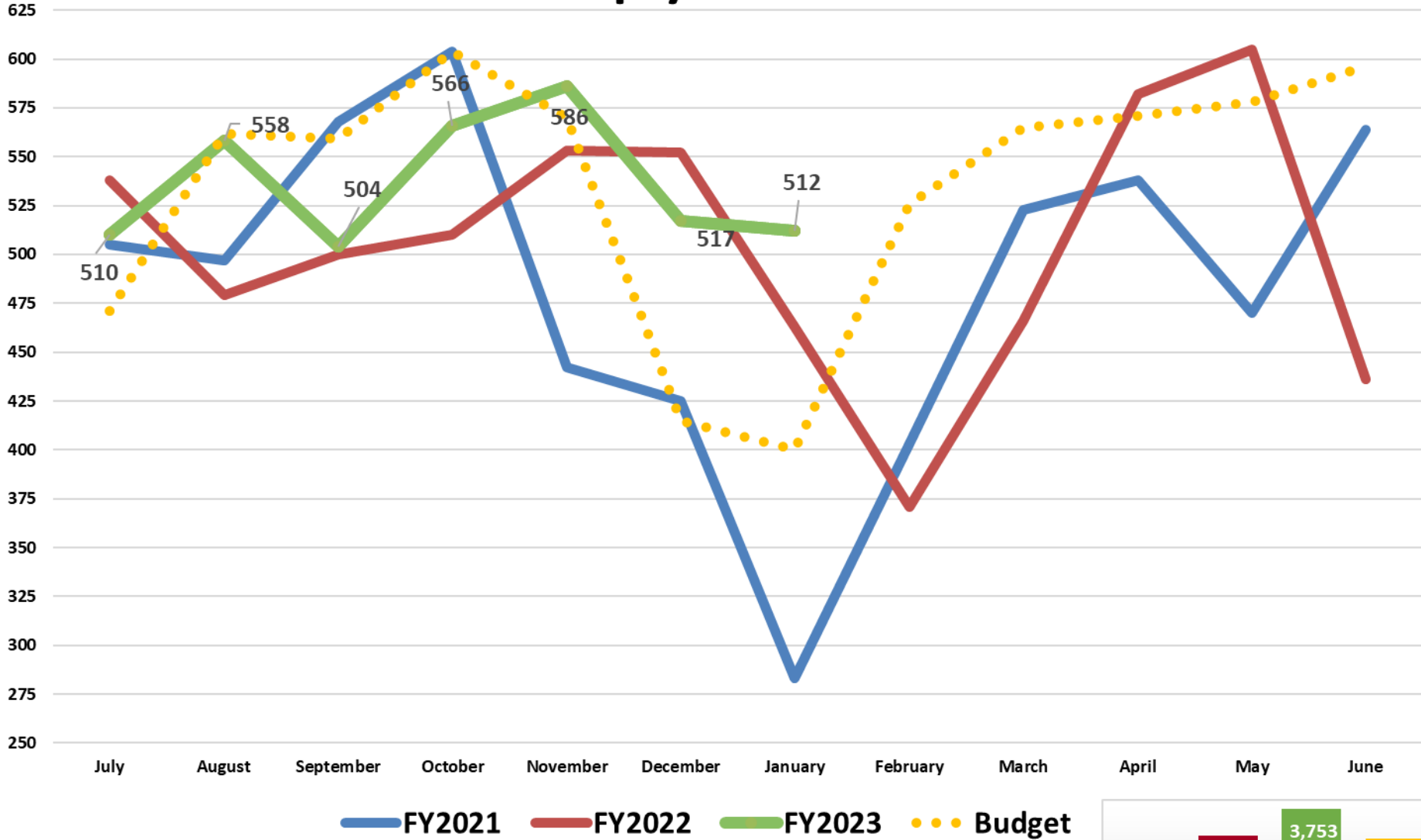
ED - Avg Treated Per Day



— FY2021
 — FY2022
 — FY2023
 ●●● Budget

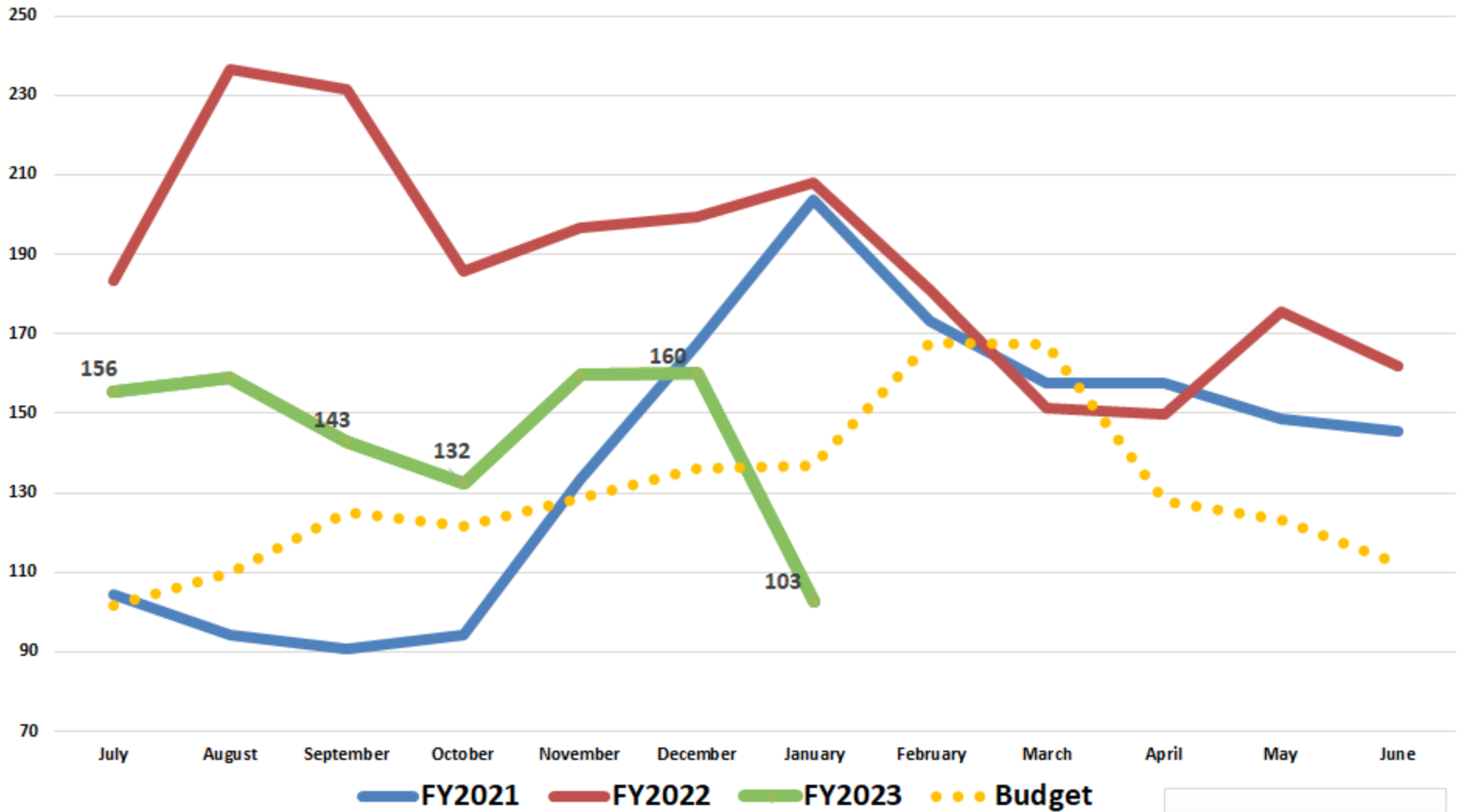
196	218	240	243
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

Endoscopy Procedures



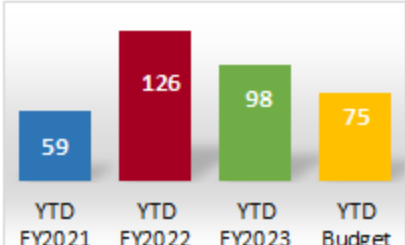
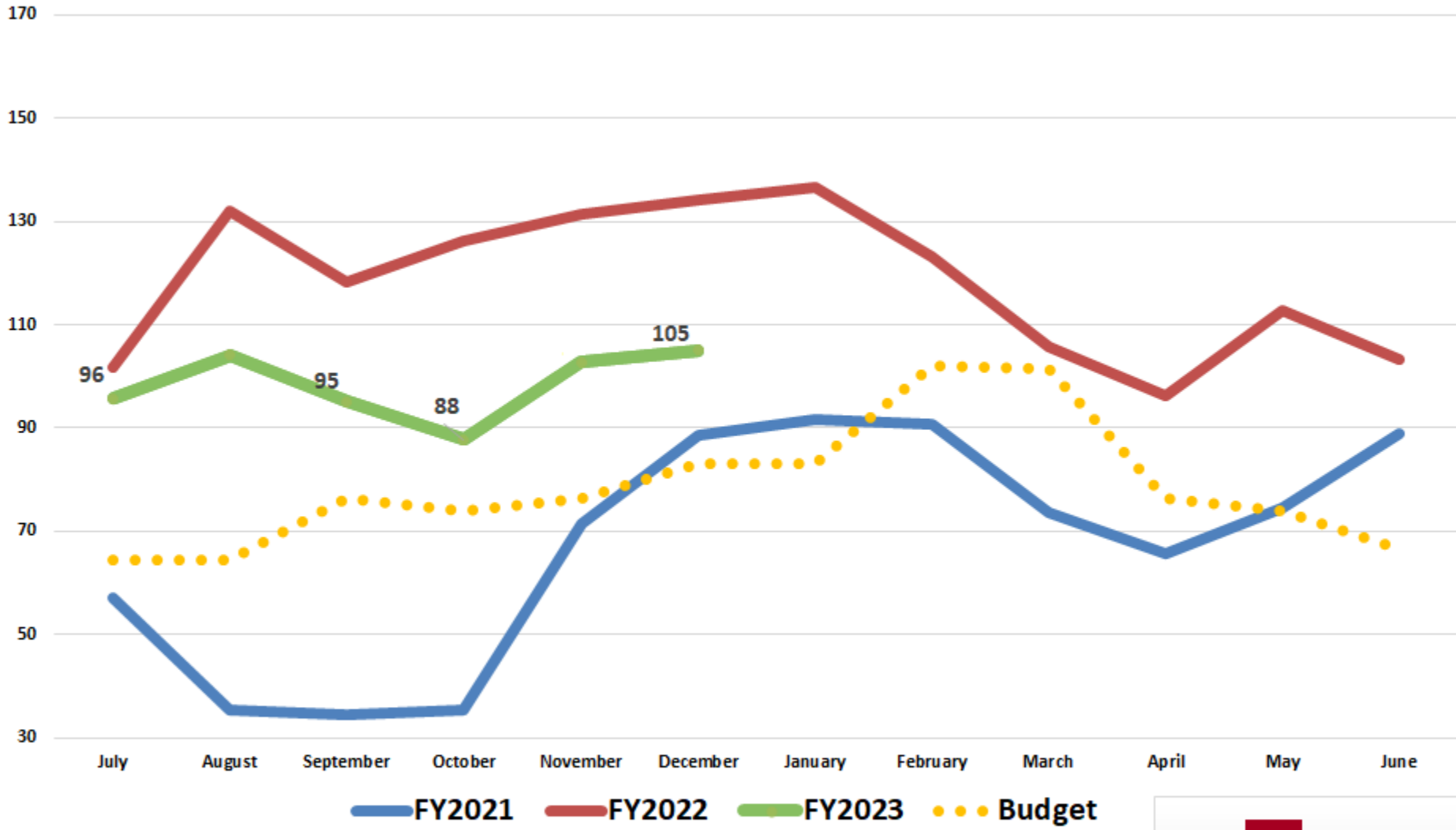
3,324	3,595	3,753	3,581
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

Urgent Care – Court Avg Visits Per Day

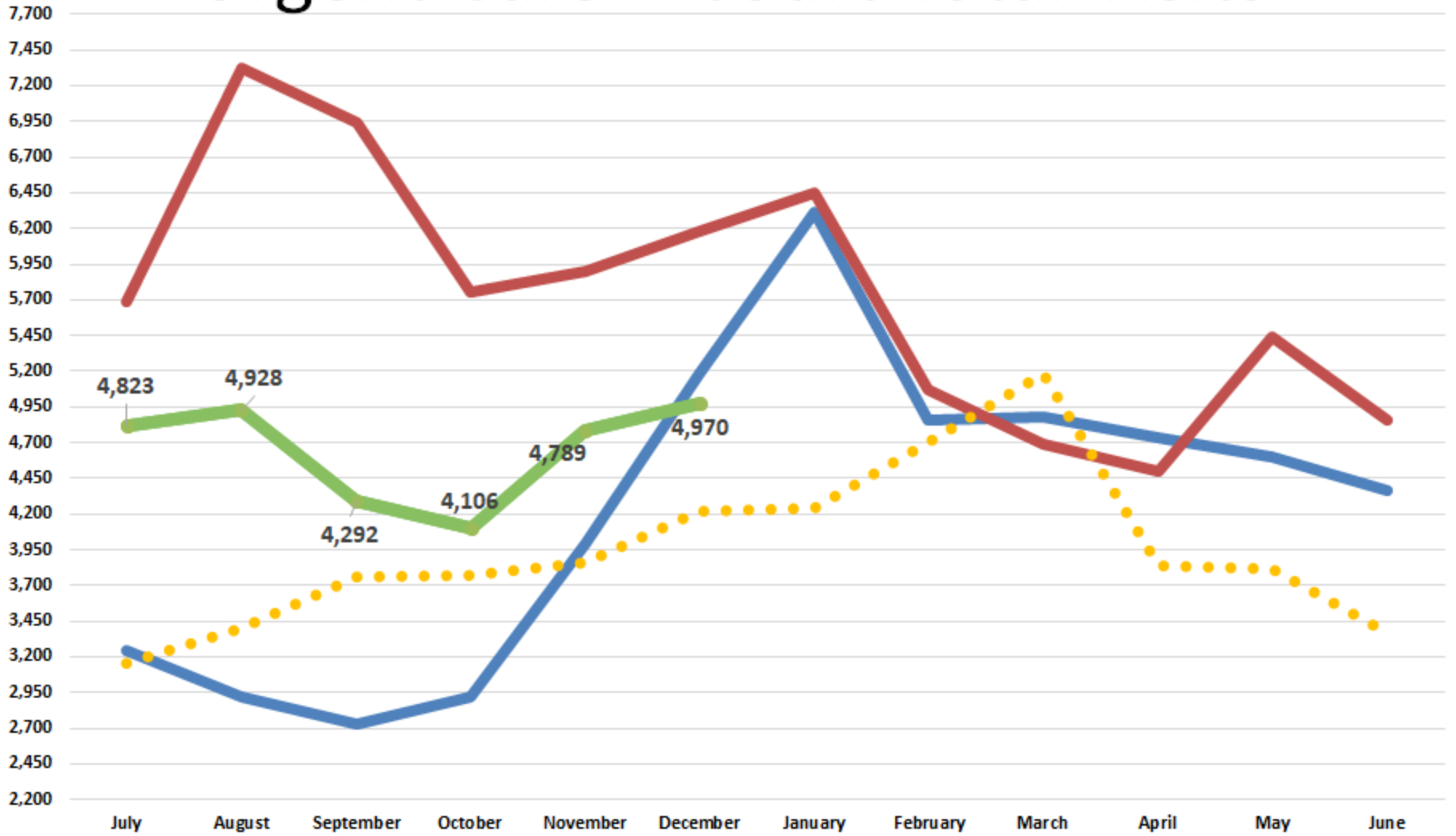


127	206	145	123
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

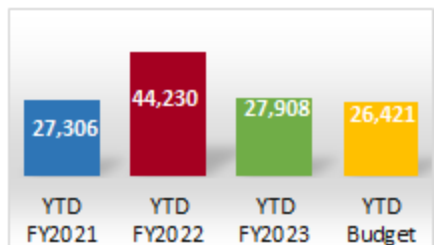
Urgent Care – Demaree Avg Visits Per Day



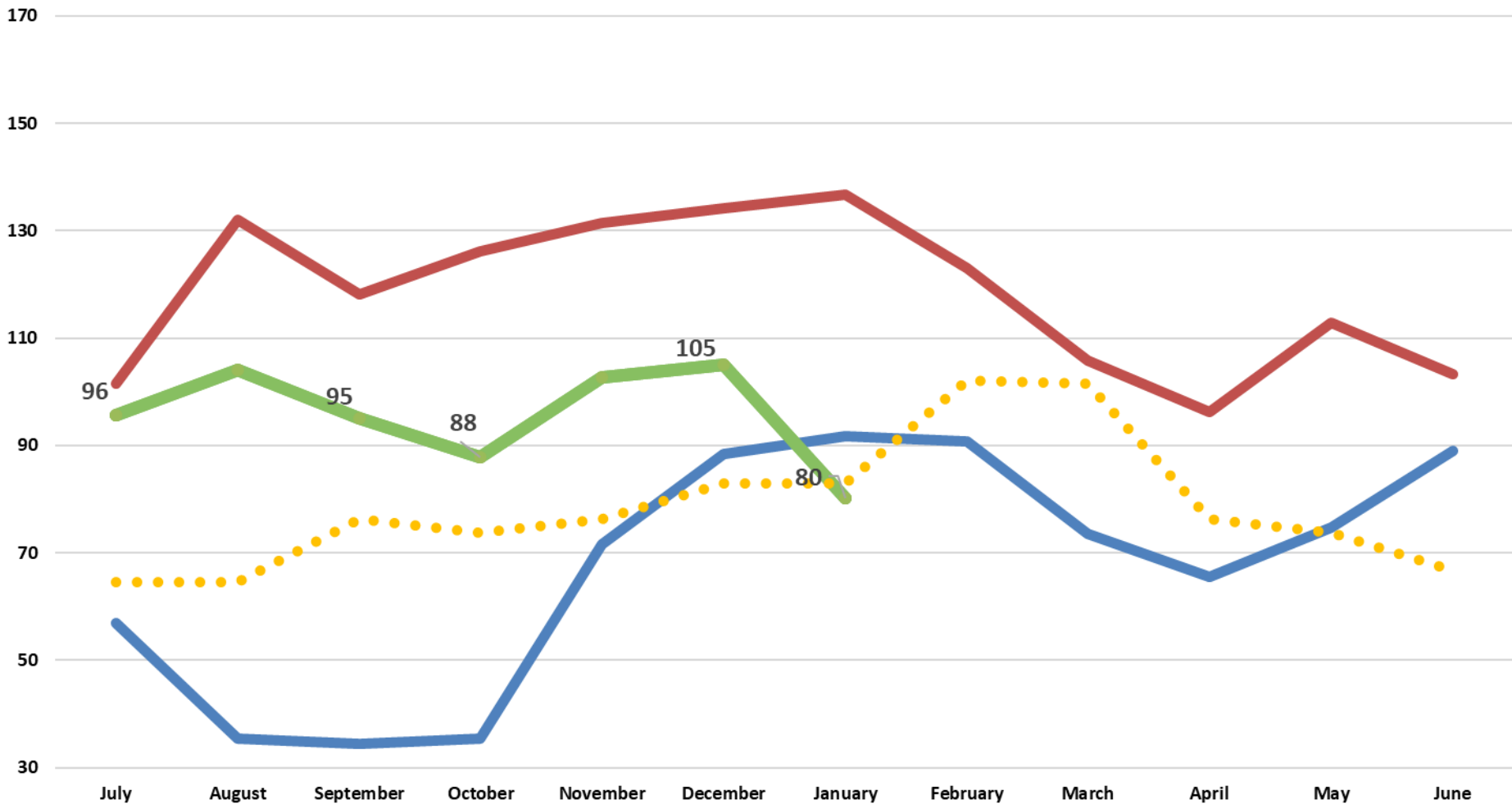
Urgent Care – Court Total Visits



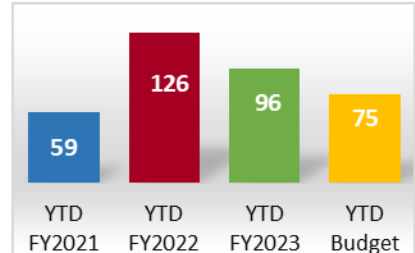
— FY2021
 — FY2022
 — FY2023
 ••• Budget



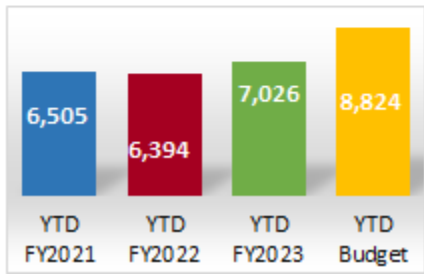
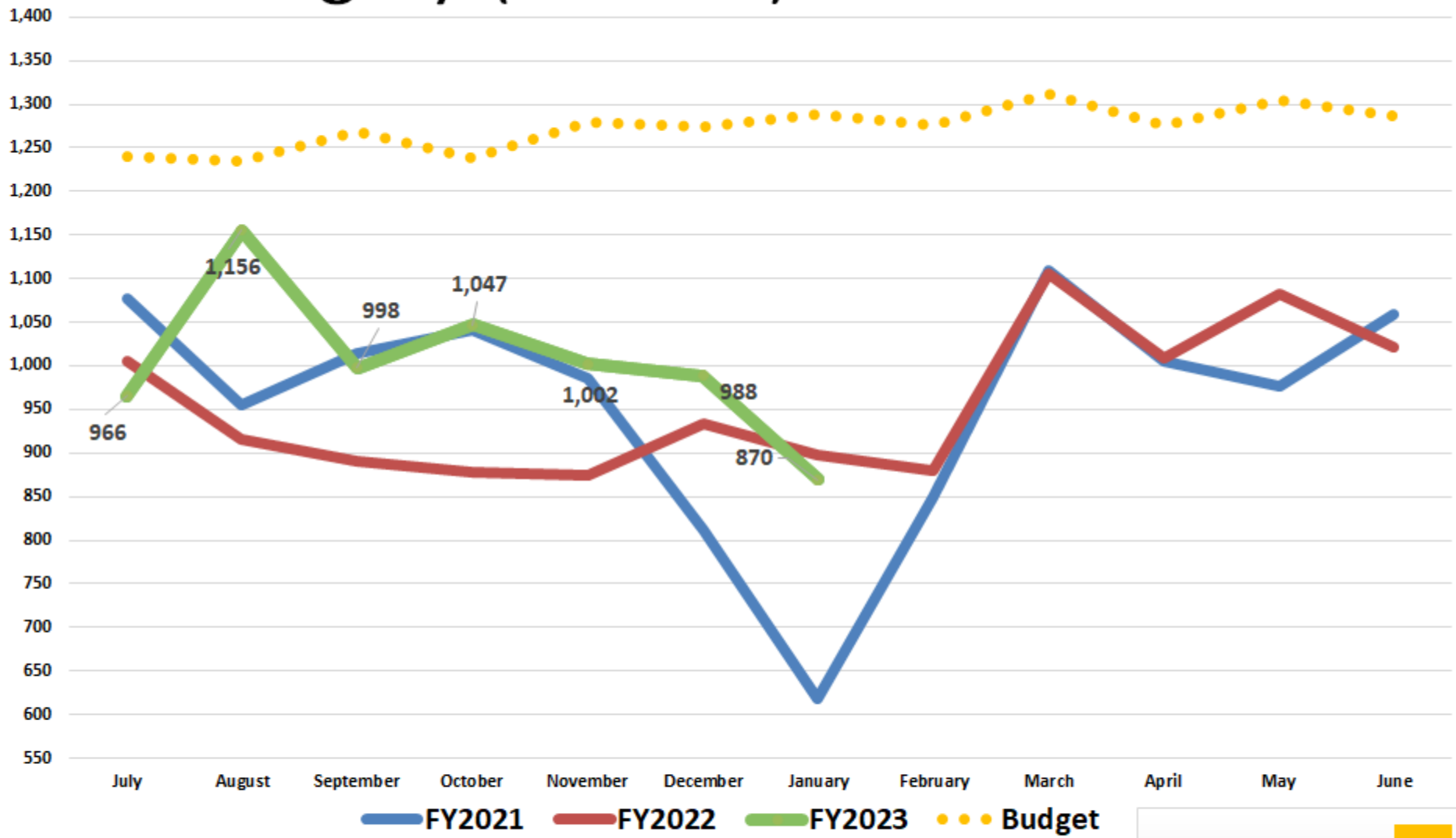
Urgent Care – Demaree Avg Visits Per Day



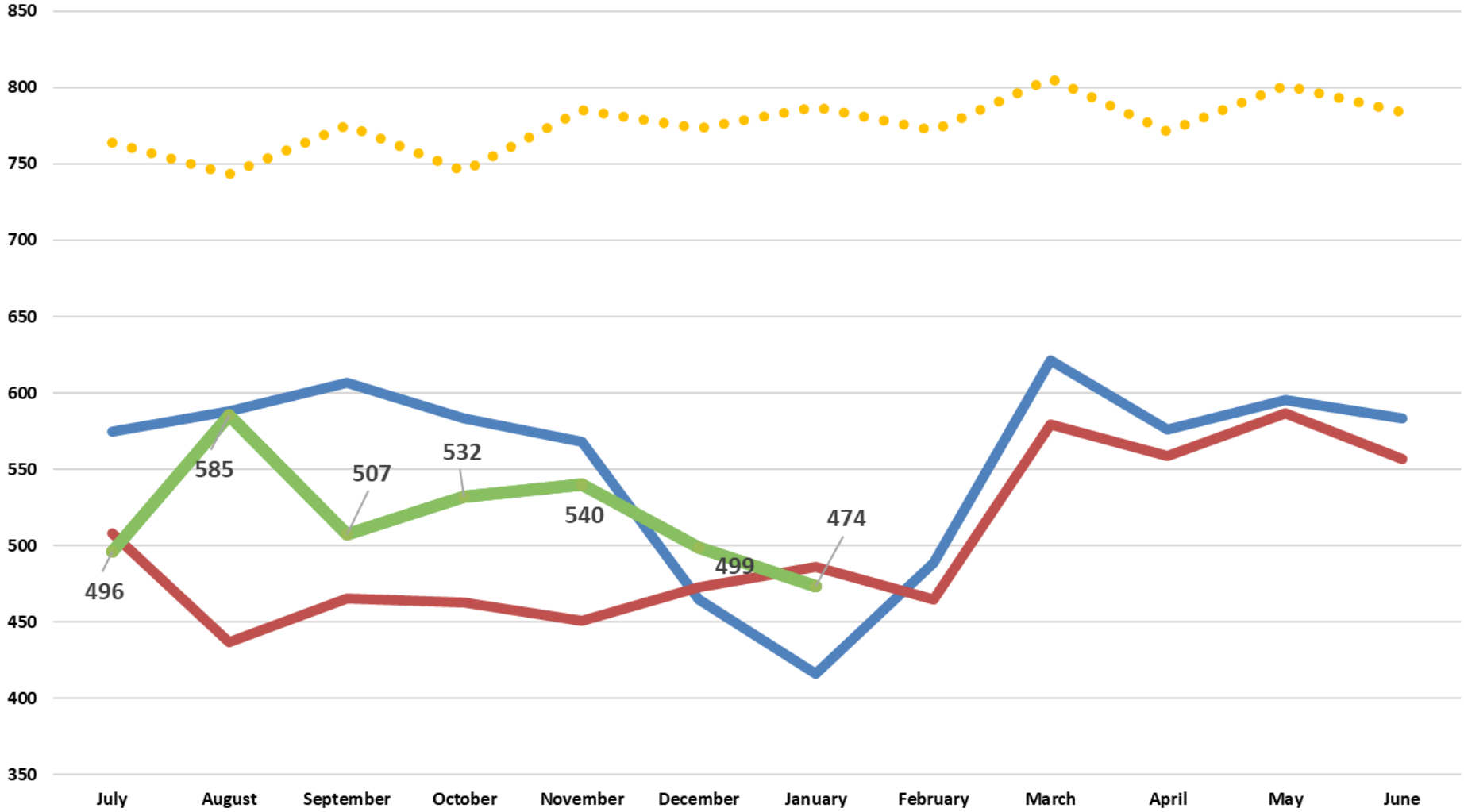
—●— **FY2021**
 —●— **FY2022**
 —●— **FY2023**
 ●●● **Budget**



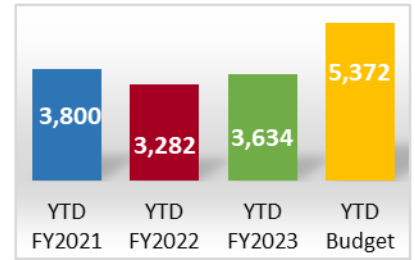
Surgery (IP & OP) – 100 Min Units



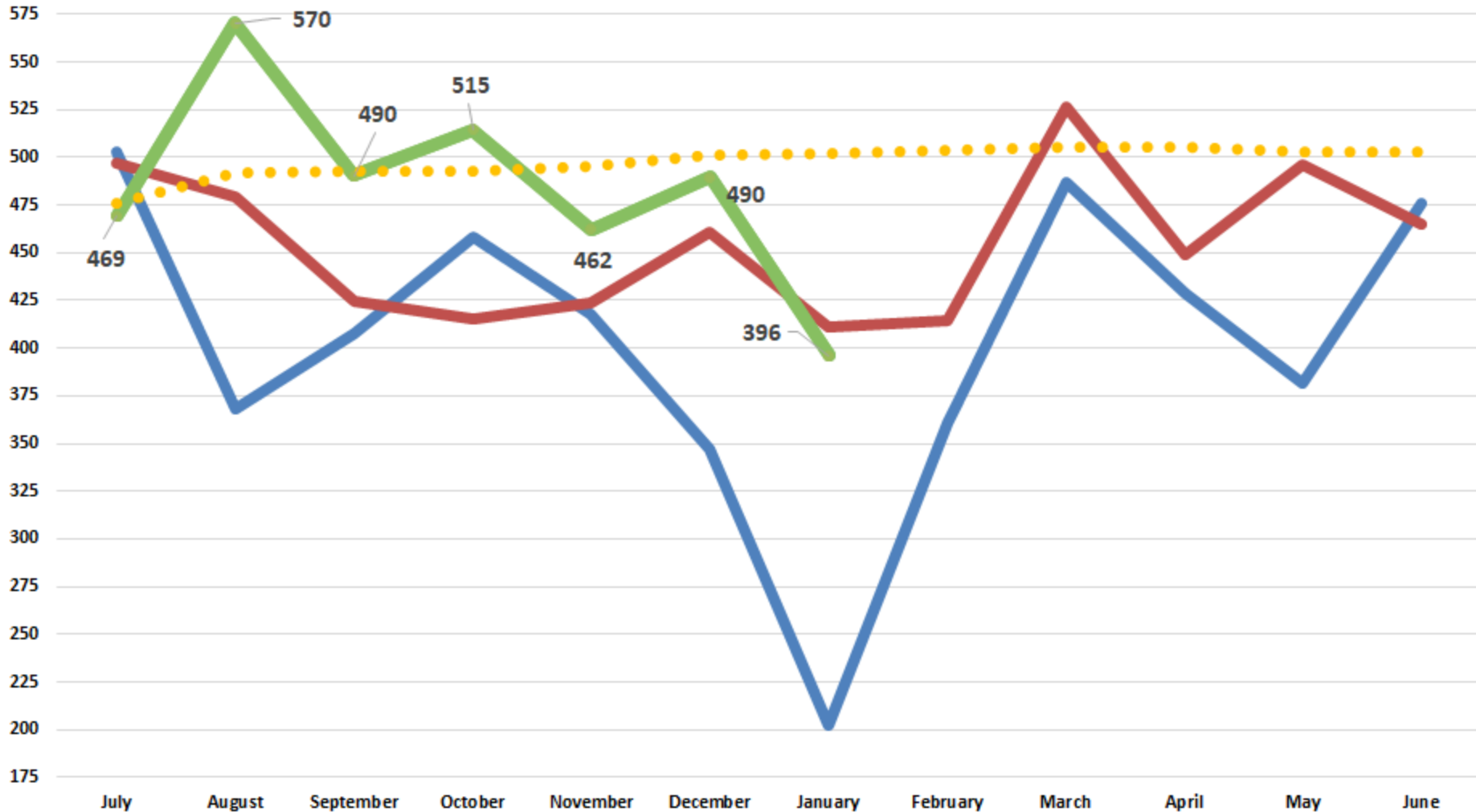
Surgery (IP Only) - 100 Min Unit



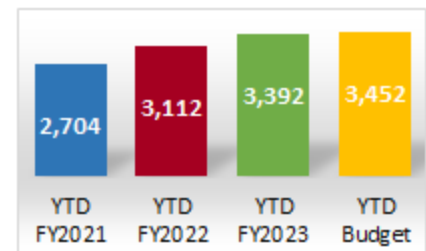
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



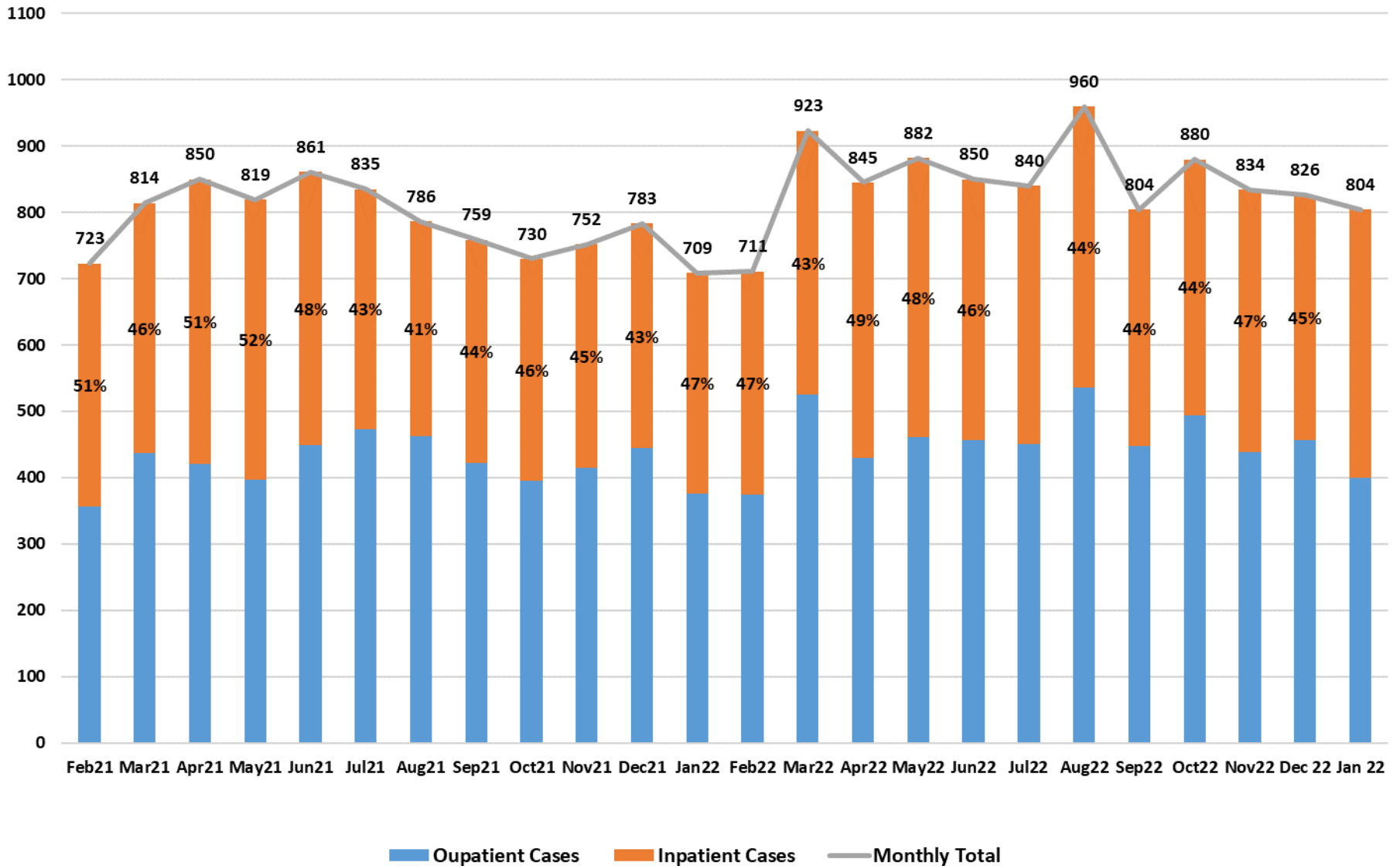
Surgery (OP Only) - 100 Min Units



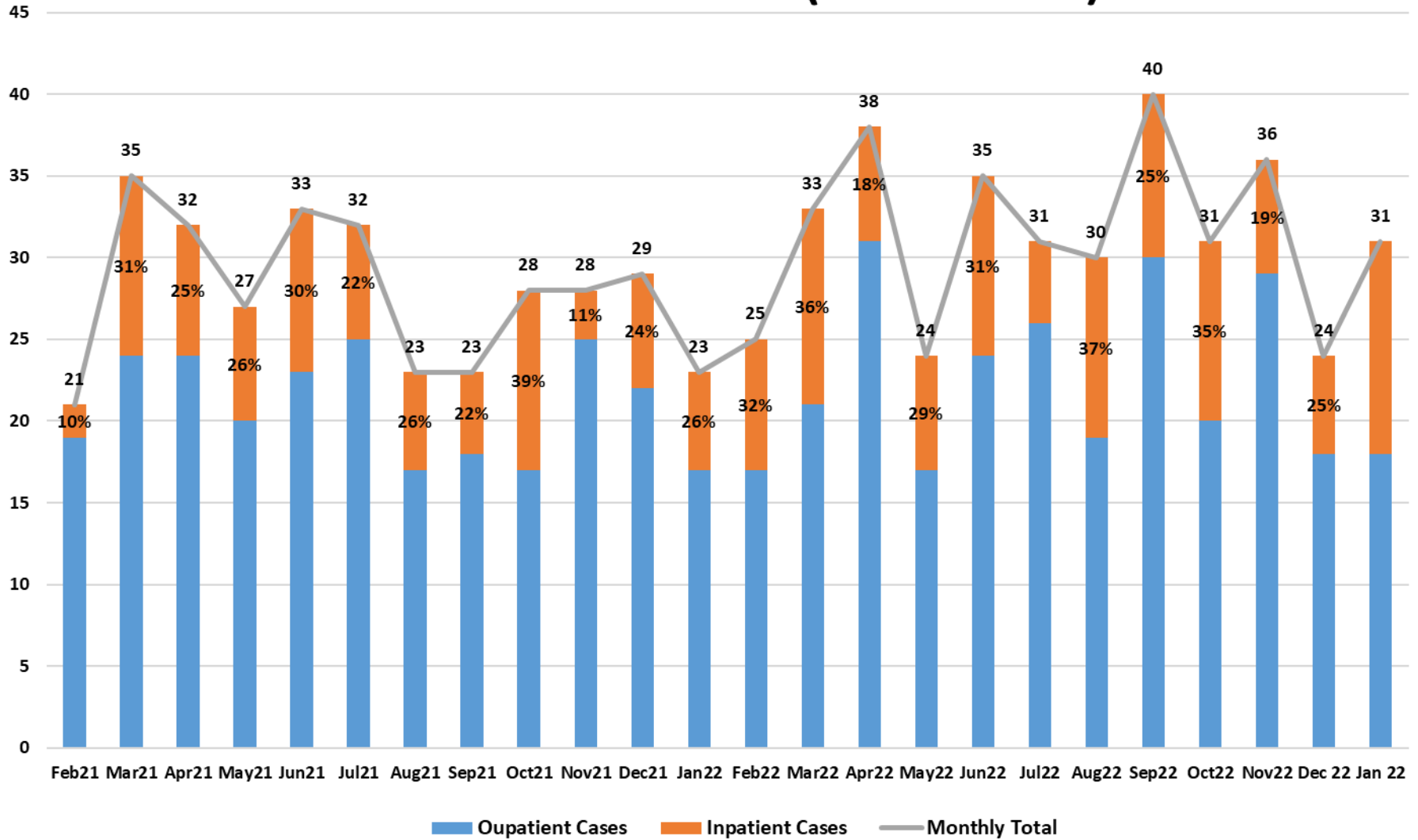
— **FY2021**
 — **FY2022**
 — **FY2023**
 ●●● **Budget**



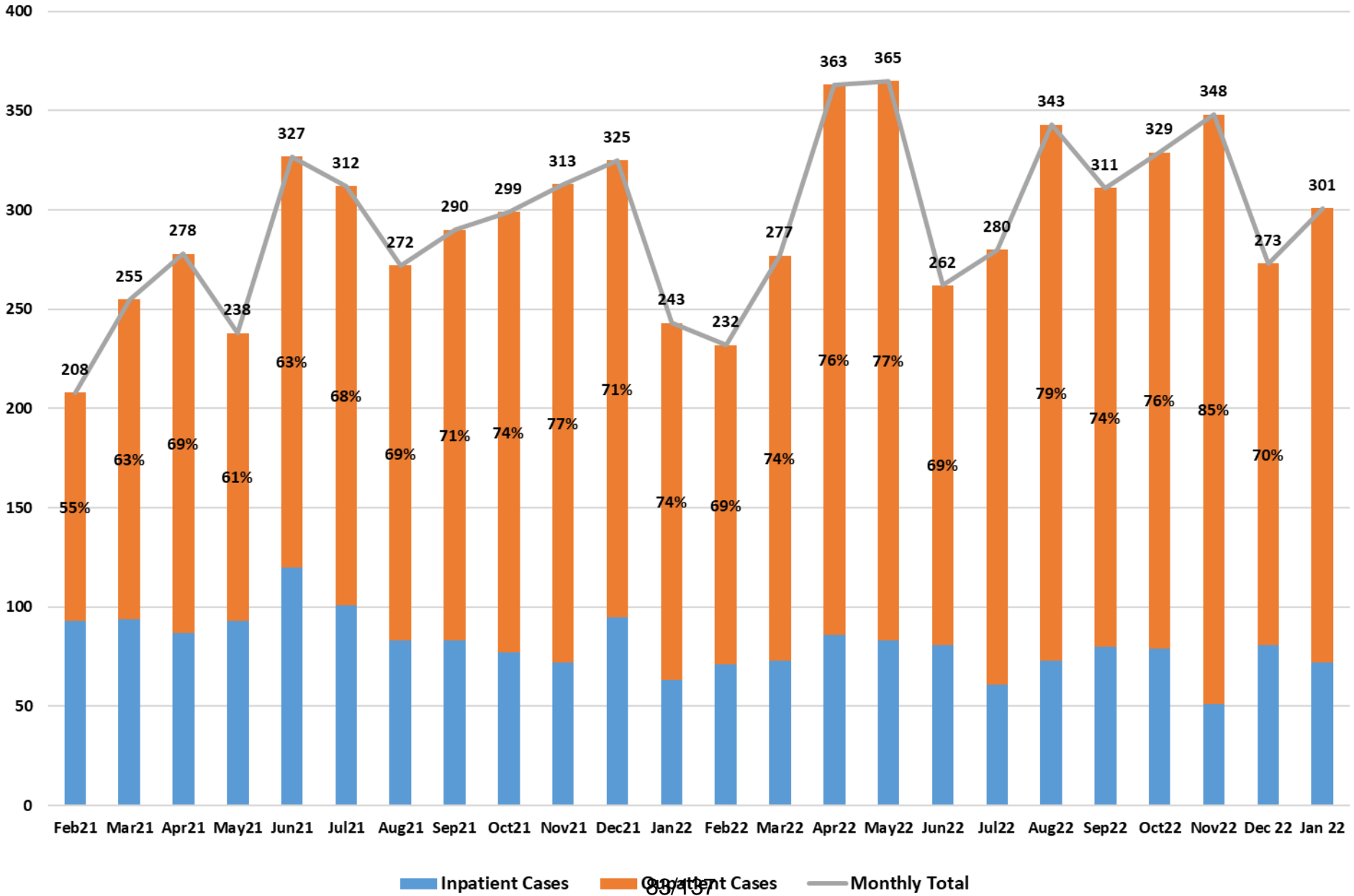
Surgery Cases (IP & OP)



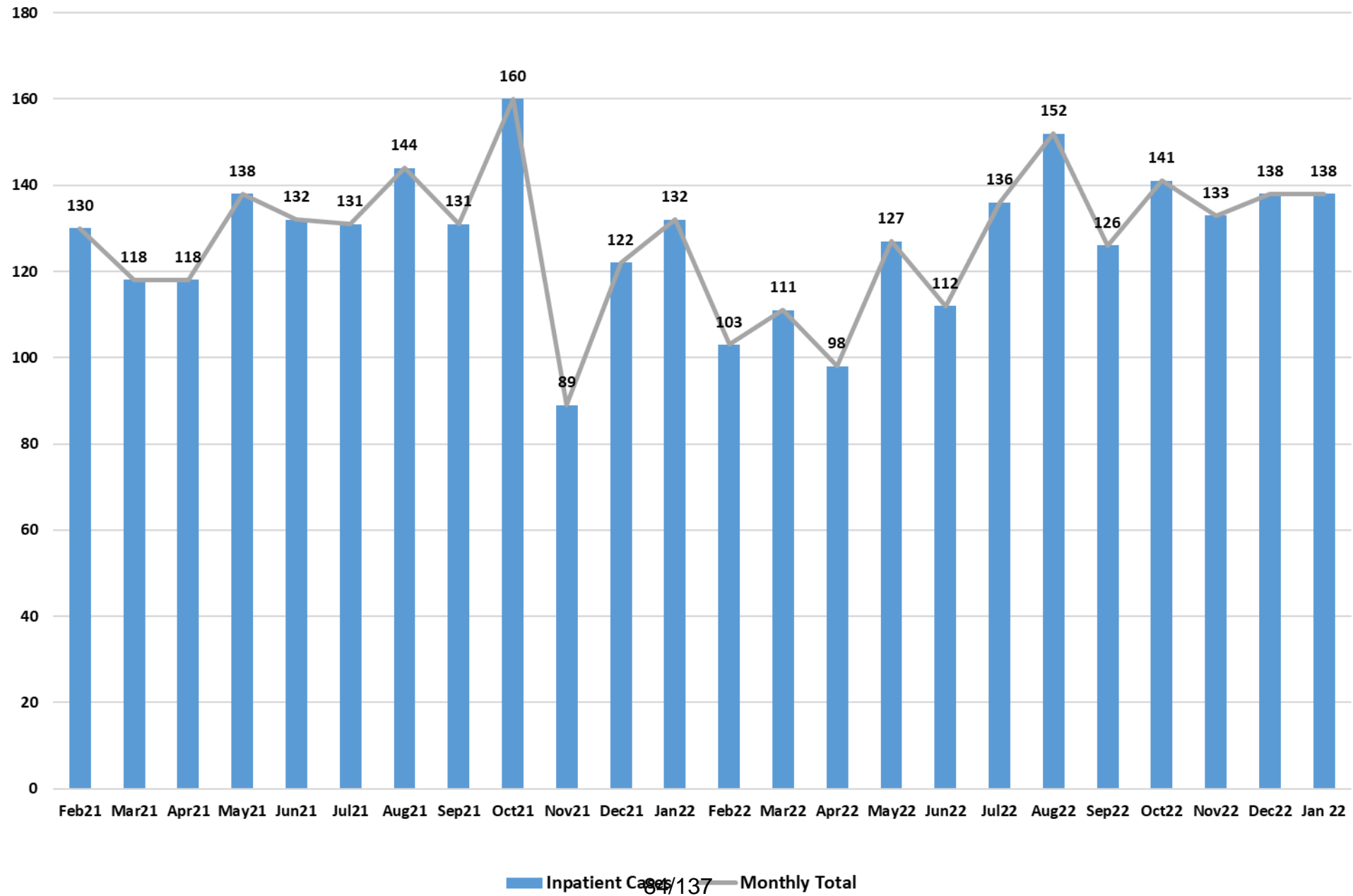
Robotic Cases (IP & OP)



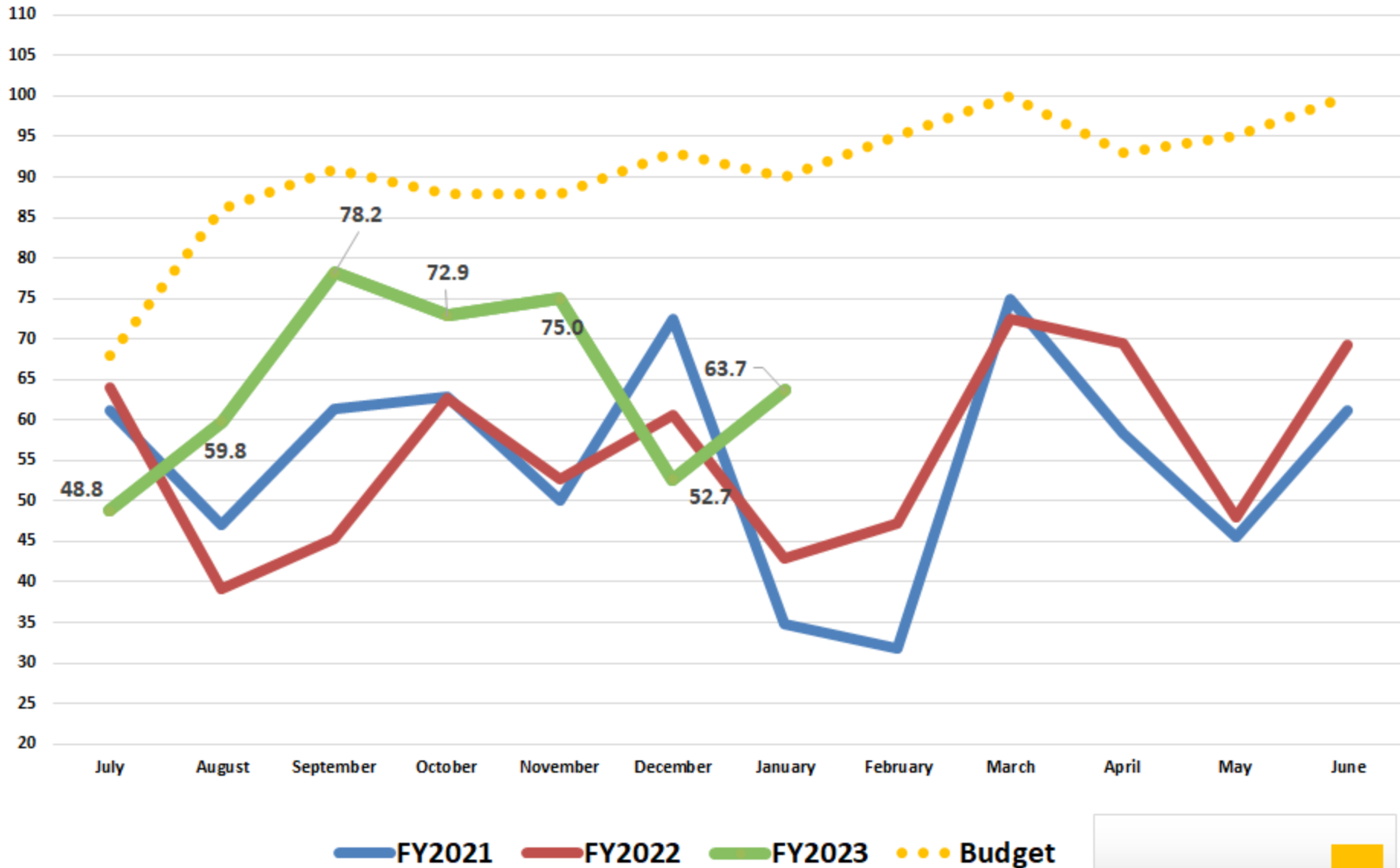
Endo Cases (Endo Suites)



OB Cases



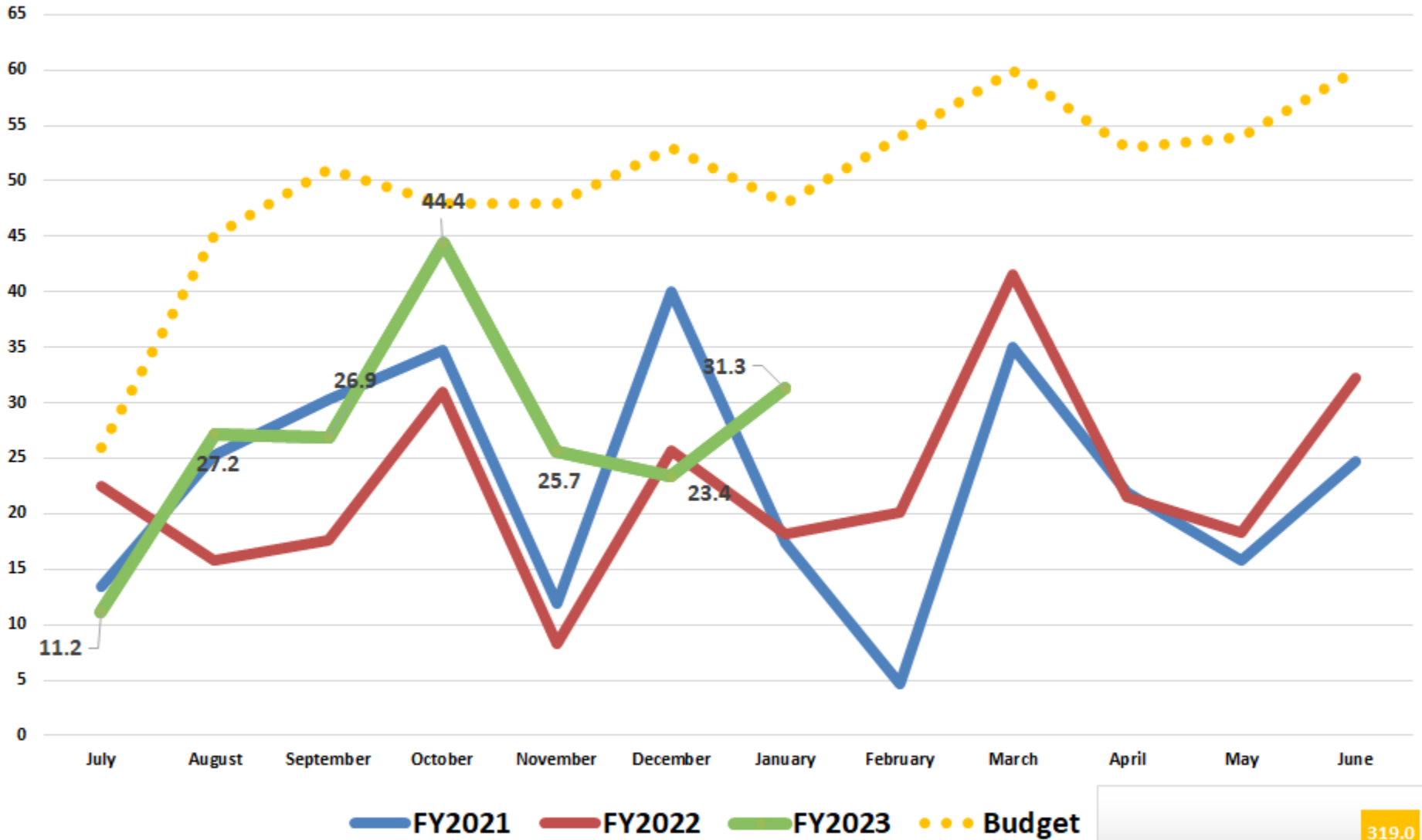
Robotic Surgery (IP & OP) - 100 Min Units



— FY2021
 — FY2022
 — FY2023
 ●●● Budget

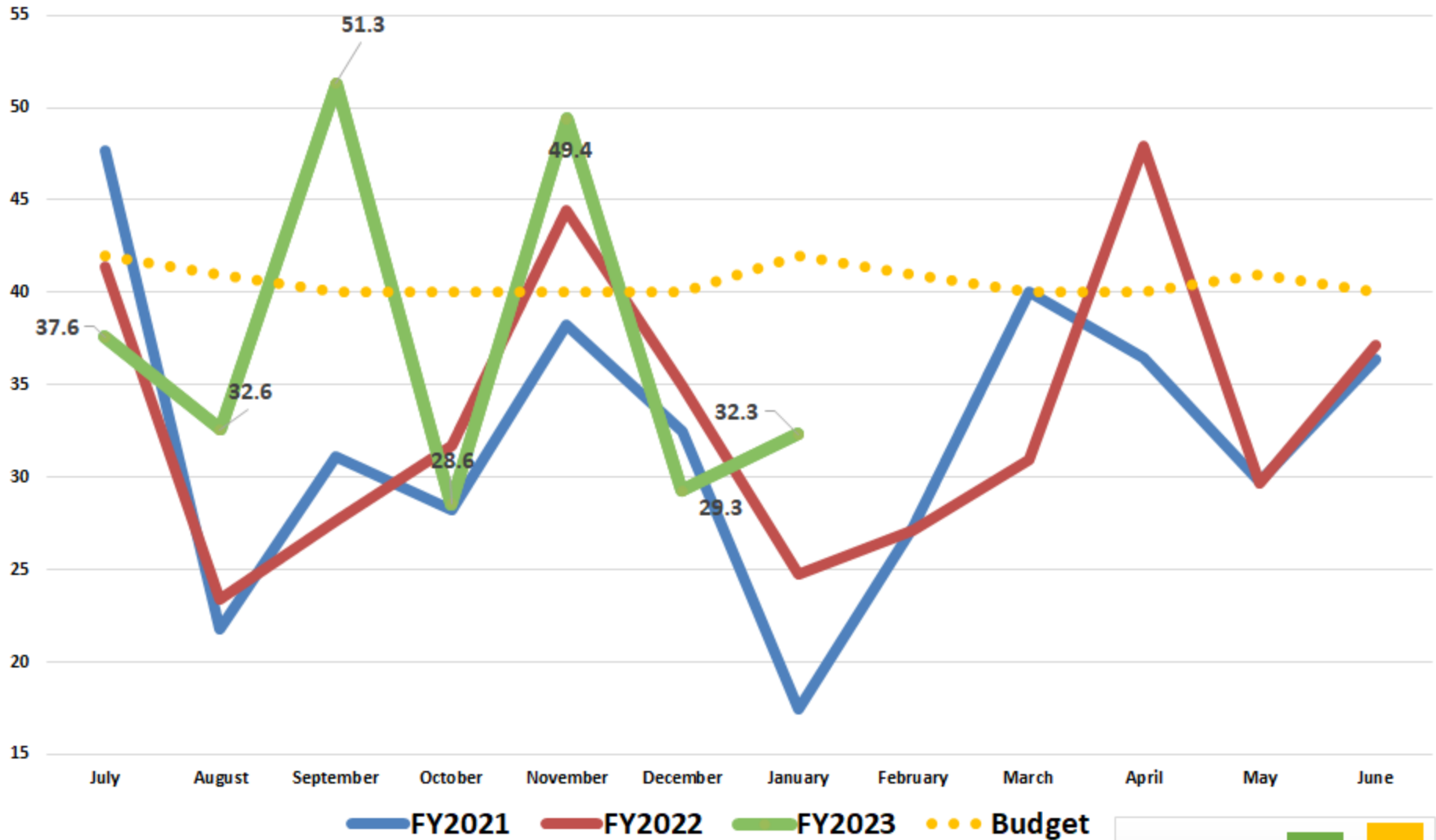
390.0	367.2	451.0	604.0
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

Robotic Surgery Minutes (IP Only)



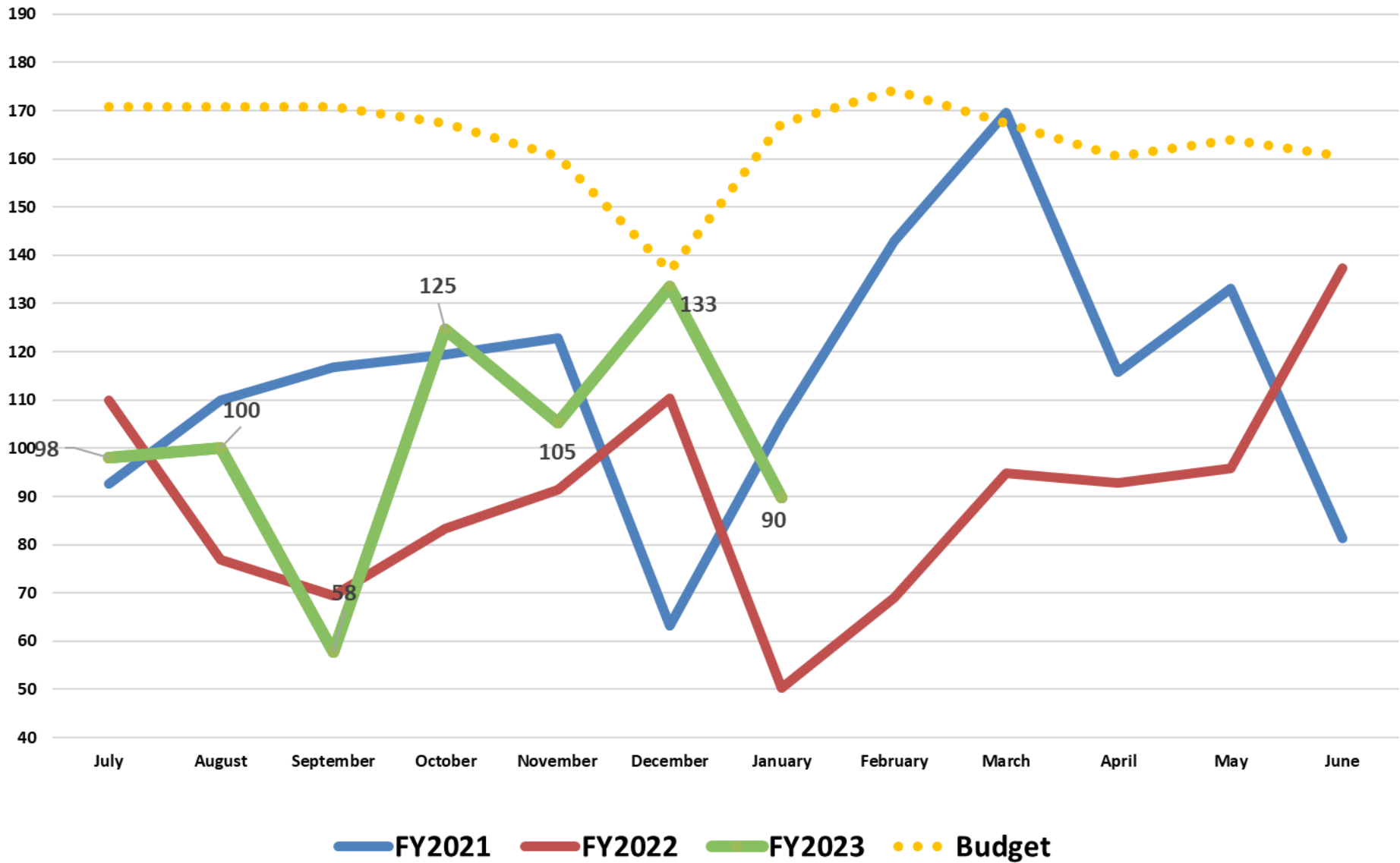
173.0	138.9	190.0	319.0
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

Robotic Surgery Minutes (OP Only)

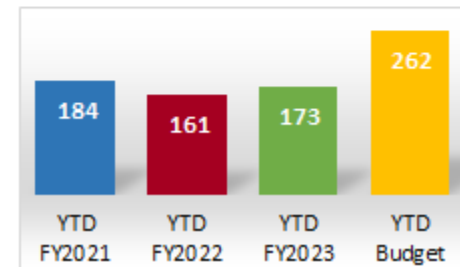
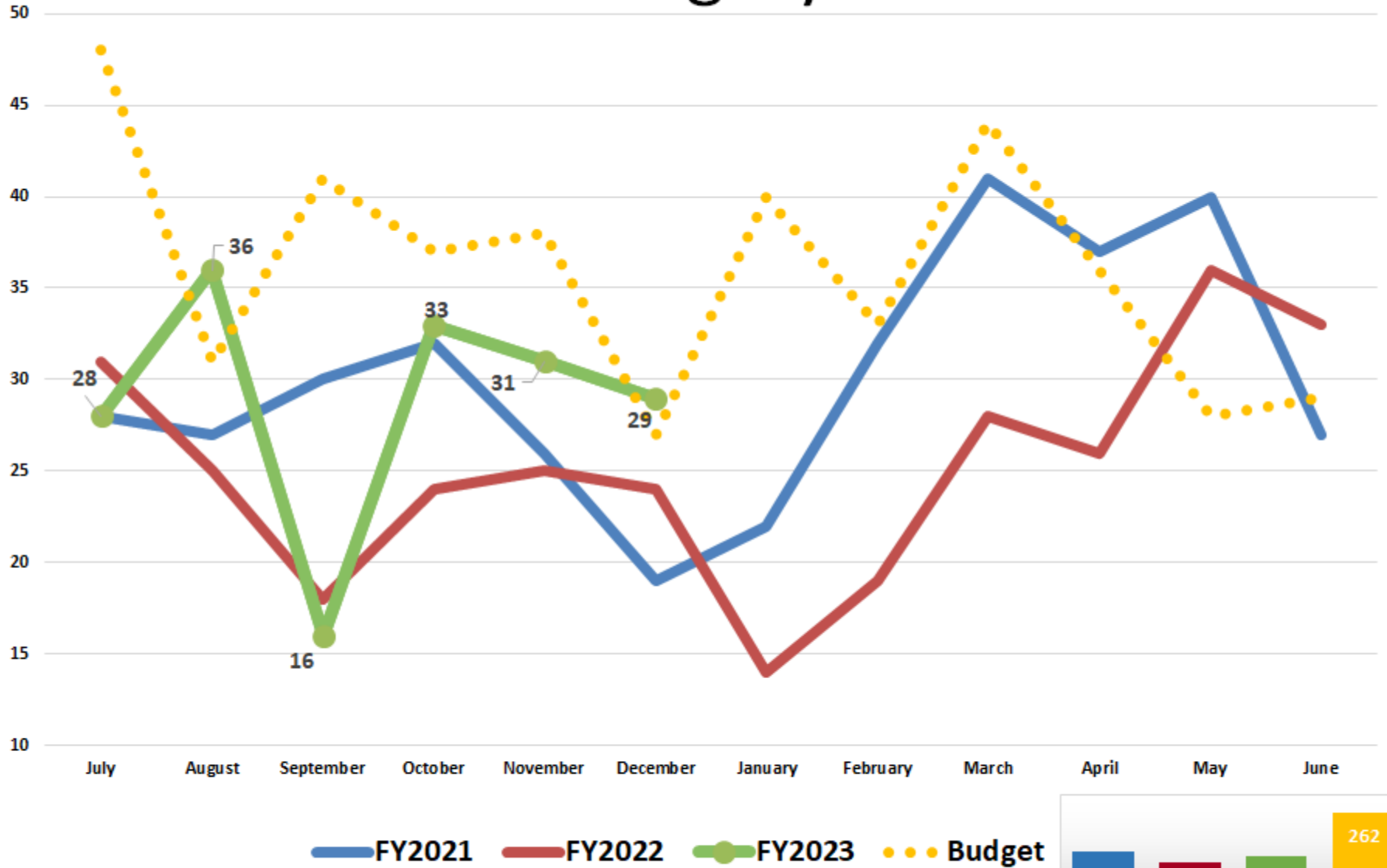


217.1	228.4	261.0	285.0
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

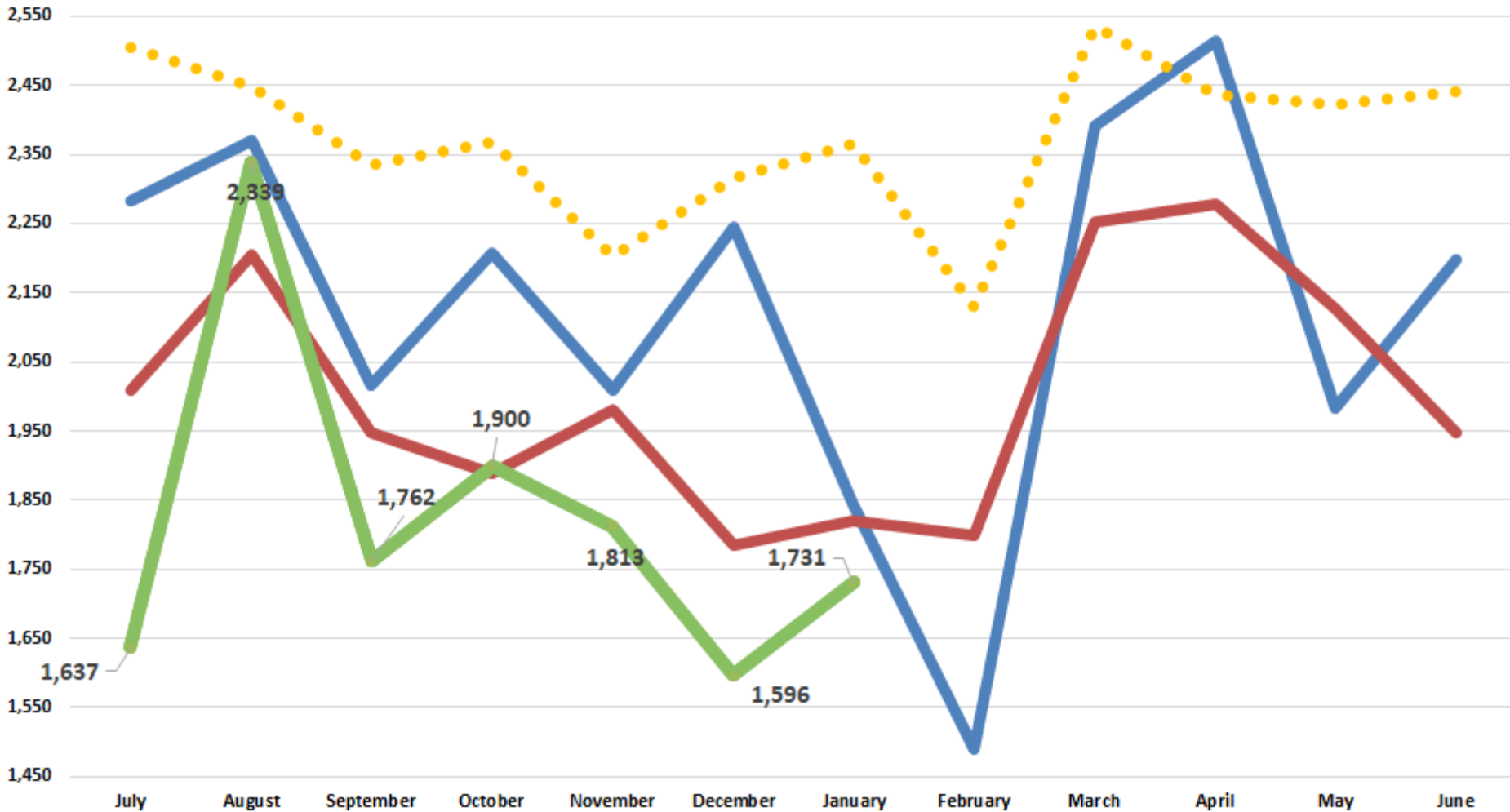
Cardiac Surgery - 100 Min Units



Cardiac Surgery Cases



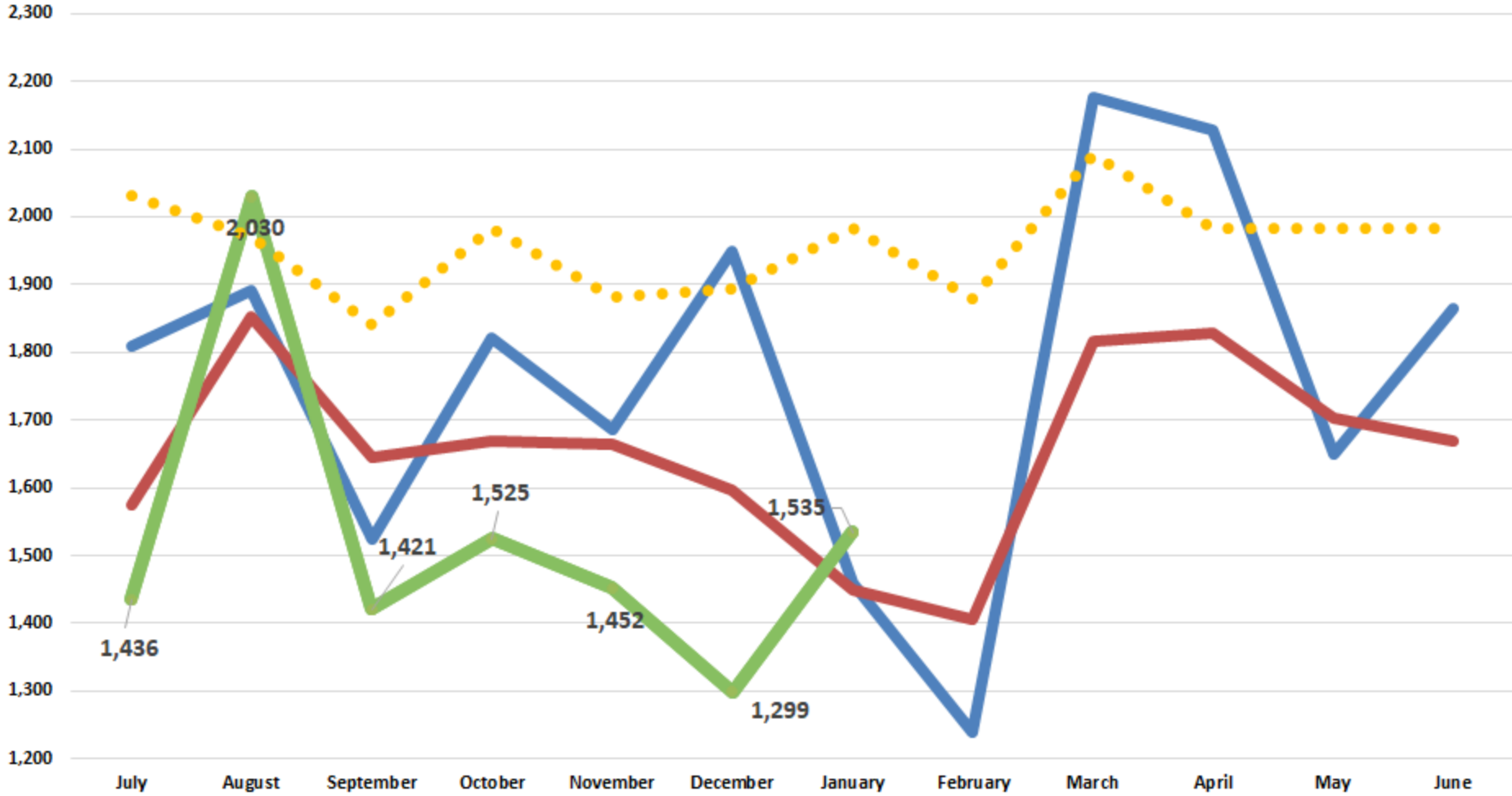
Rad Onc Treatments (Vis. & Hanf.)



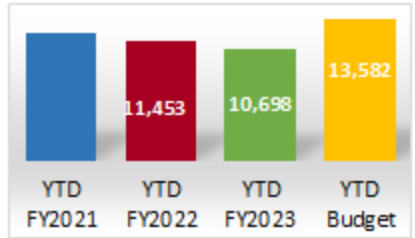
— FY2021
 — FY2022
 — FY2023
 ●●● Budget

14,972	13,637	12,778	16,540
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

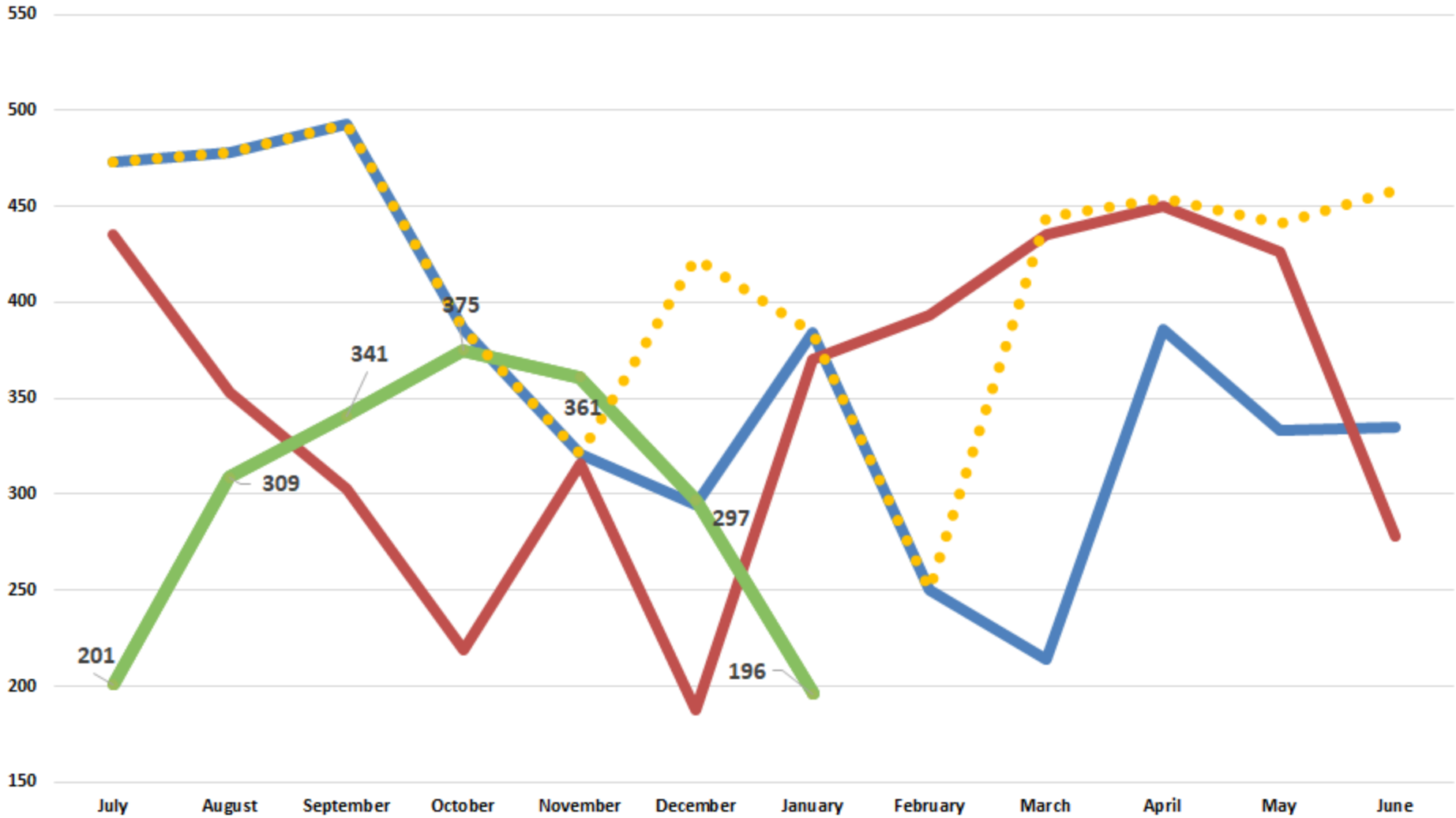
Rad Onc Visalia



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



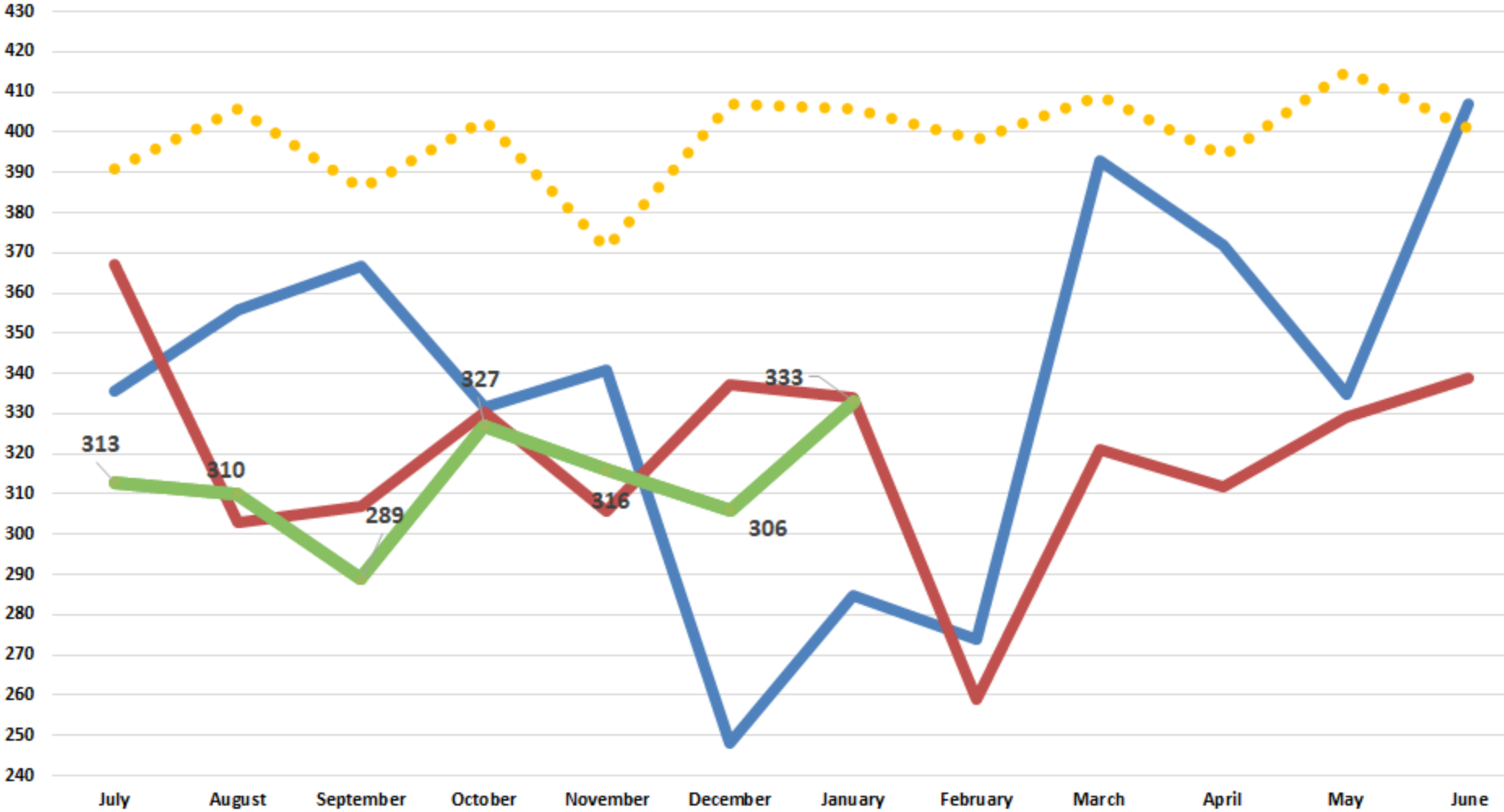
Rad Onc Hanford



— FY2021
 — FY2022
 — FY2023
 ●●● Budget

2,830	2,184	2,080	2,958
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

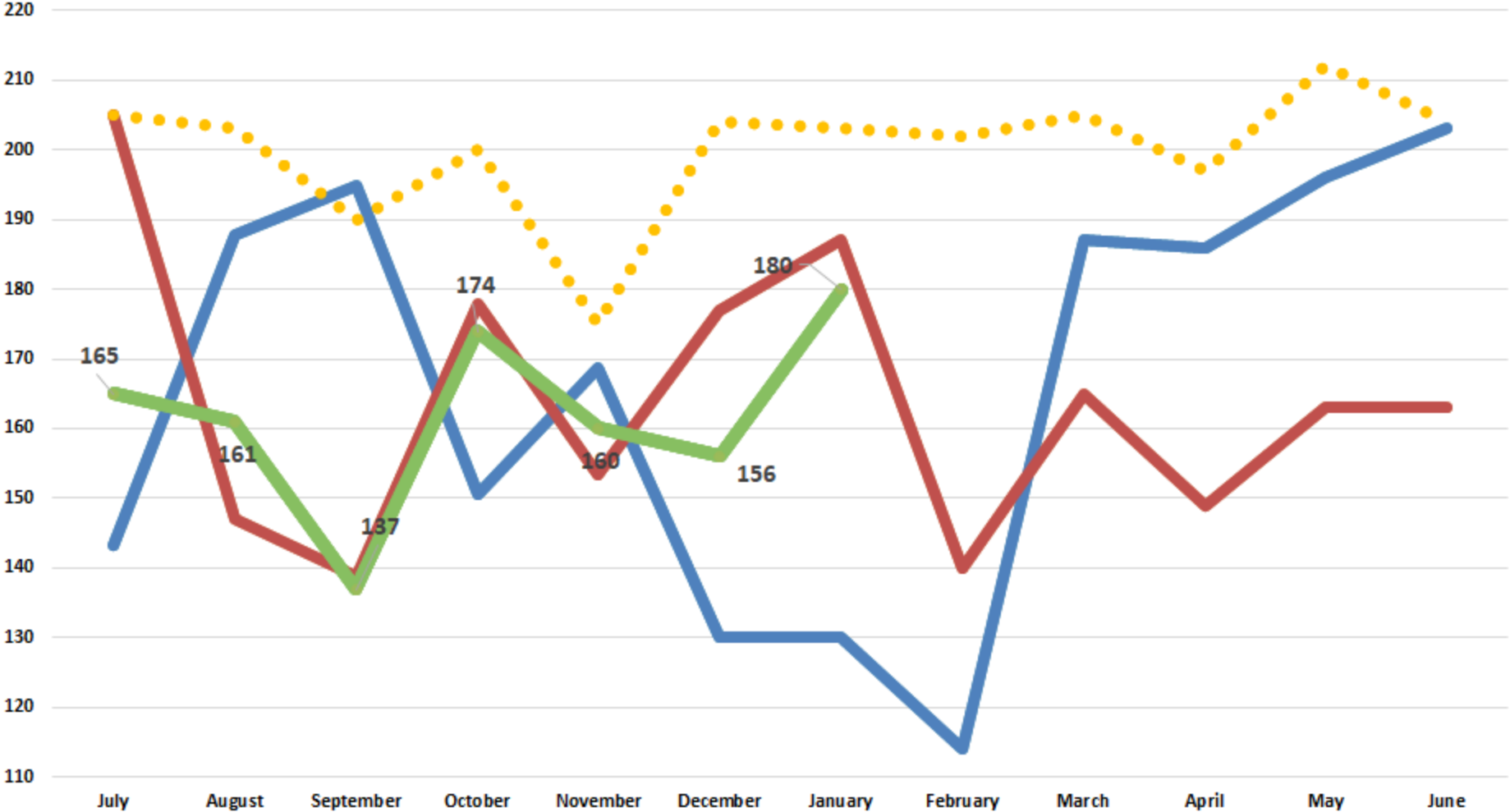
Cath Lab (IP & OP) – 100 Min Units



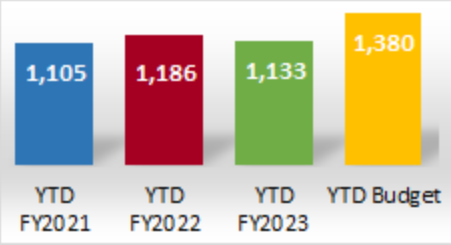
— FY2021
 — FY2022
 — FY2023
 ●●● Budget

2,263	2,285	2,194	2,770
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

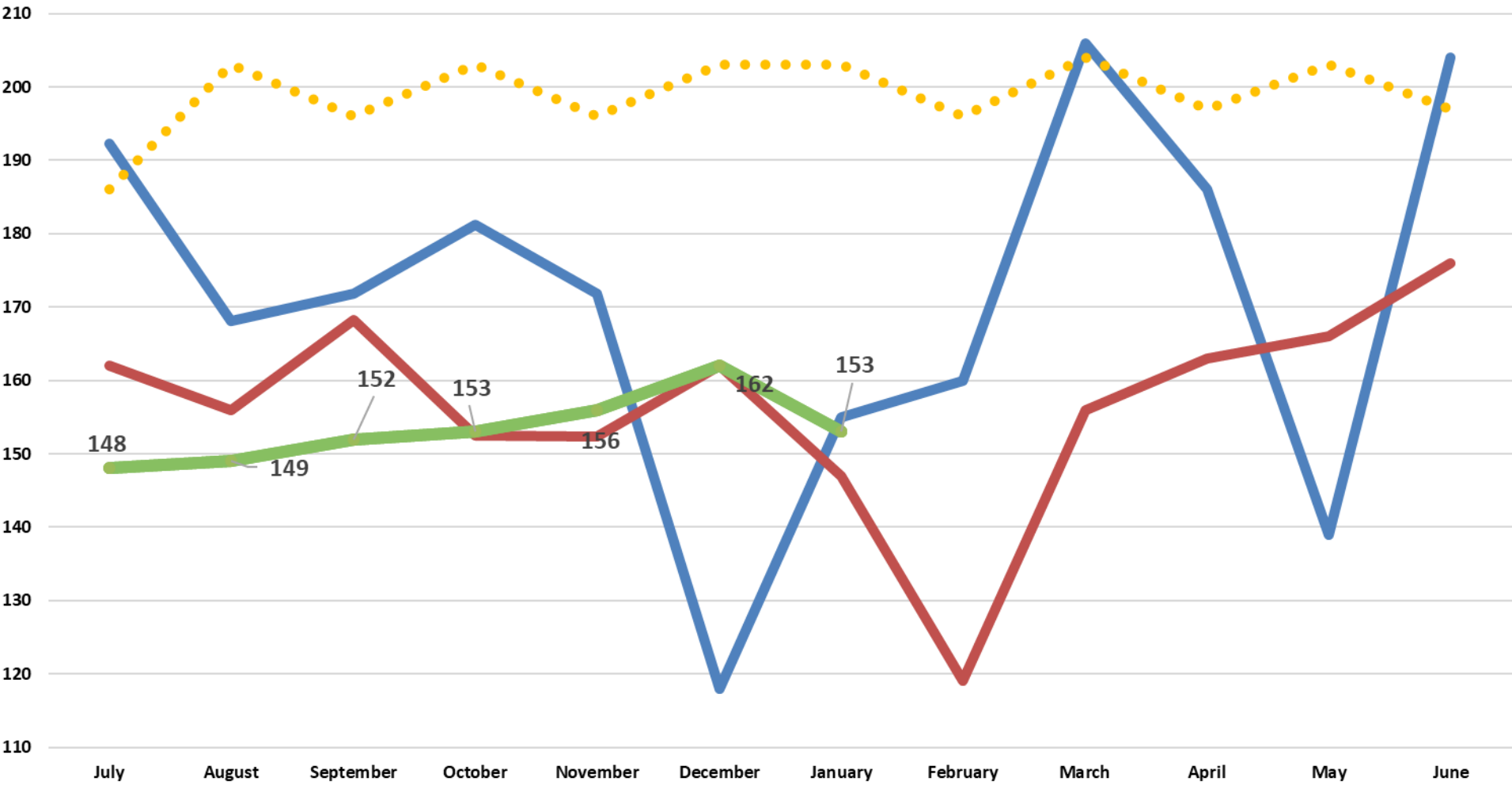
Cath Lab (IP Only) – 100 Min Units



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



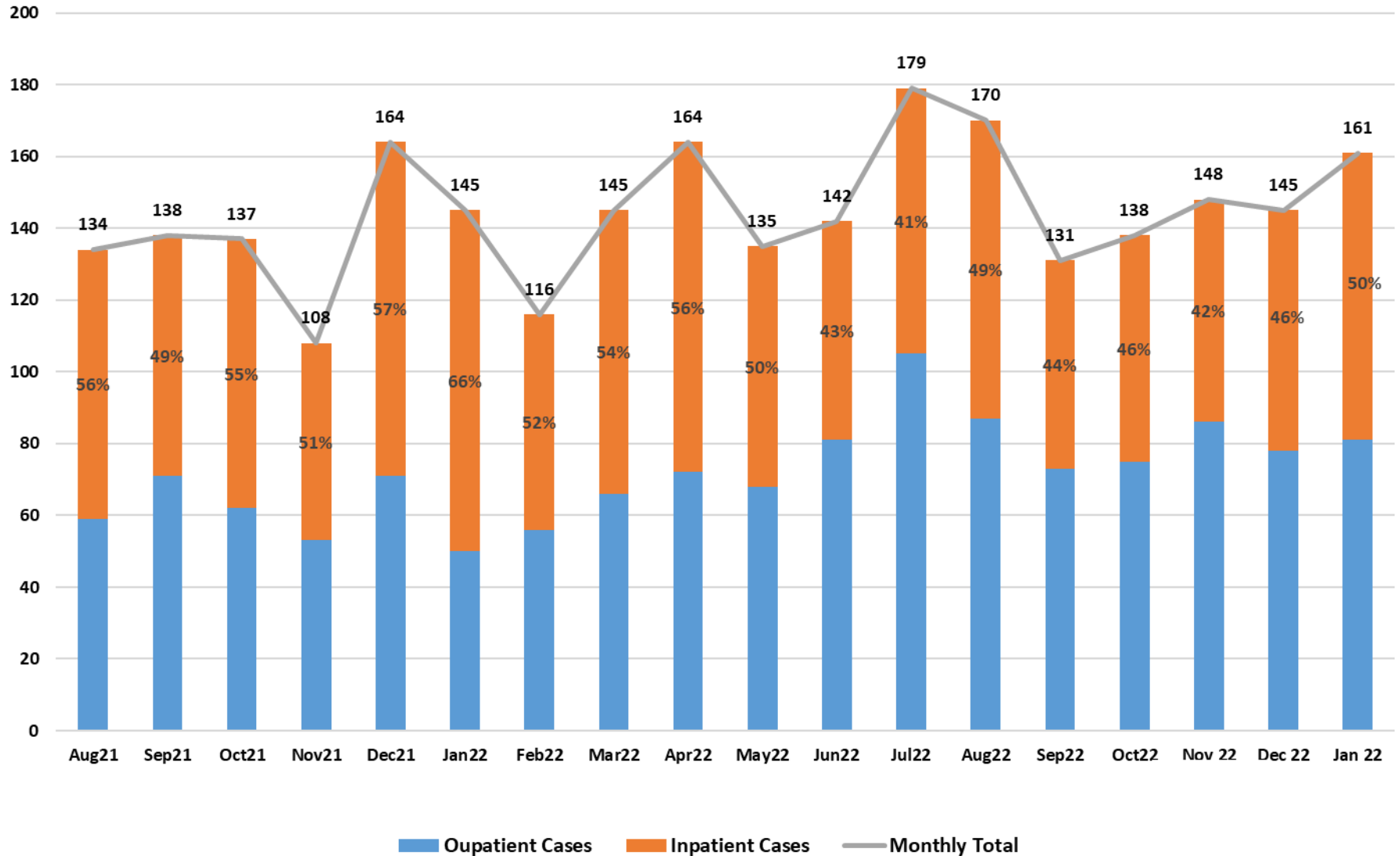
Cath Lab (OP Only) – 100 Min Units



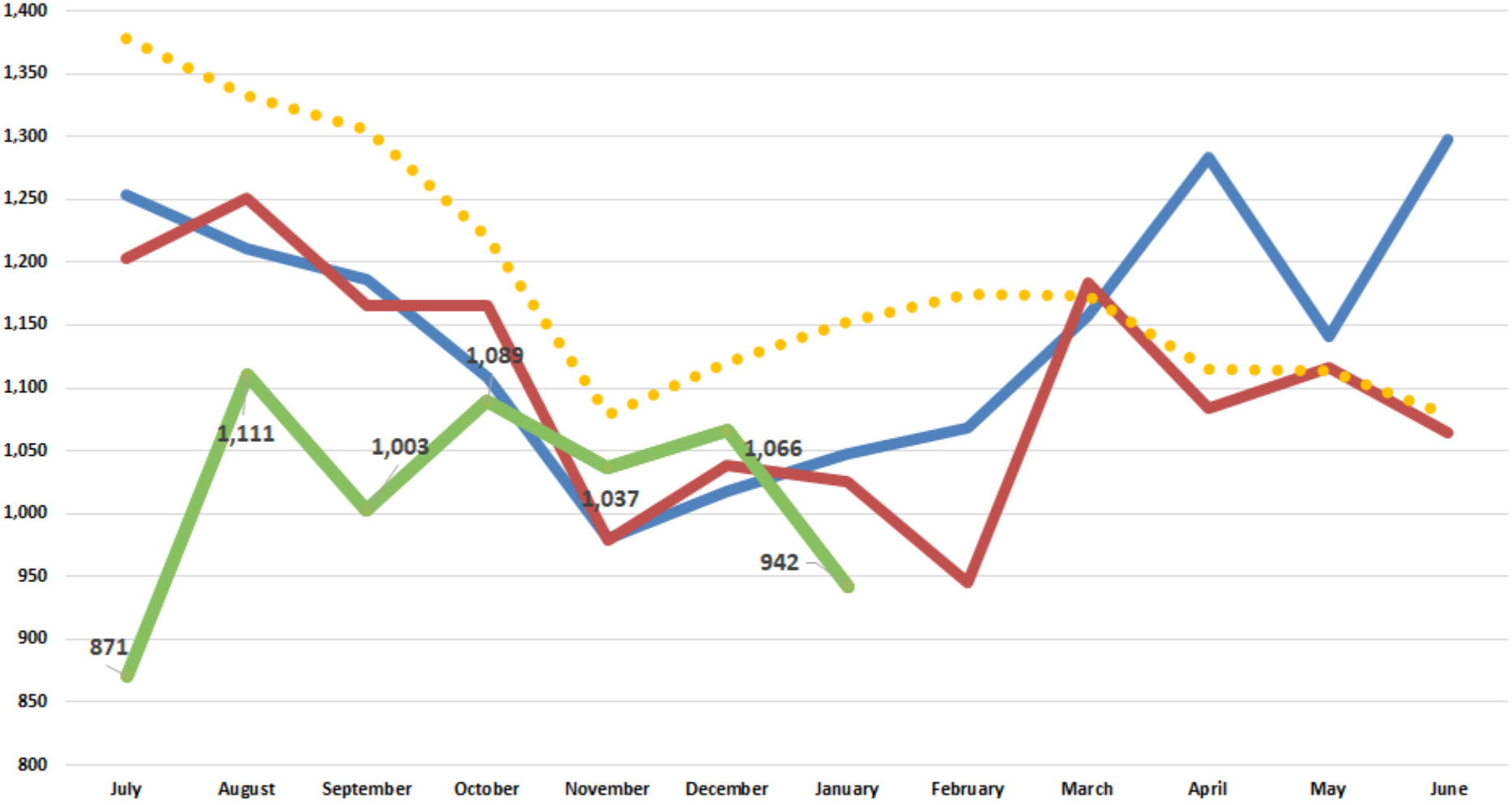
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



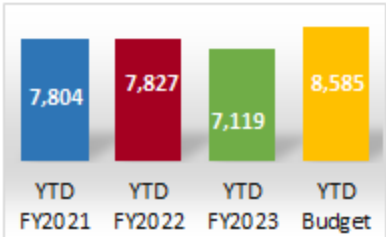
Cath Lab Patients (HP & OP)



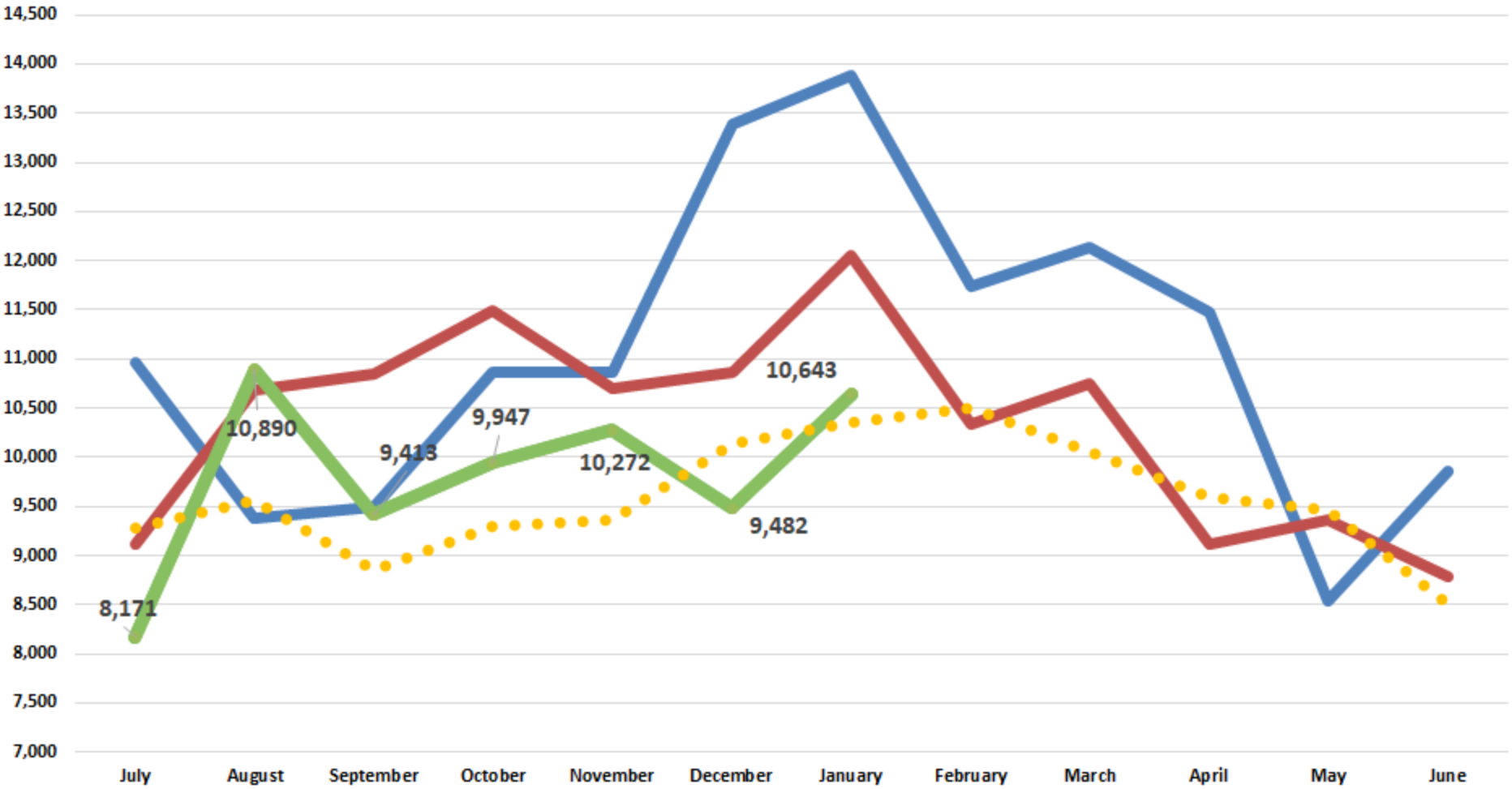
GME Family Medicine Clinic Visits



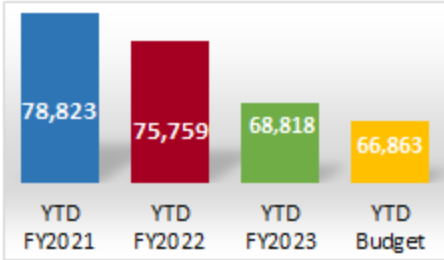
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



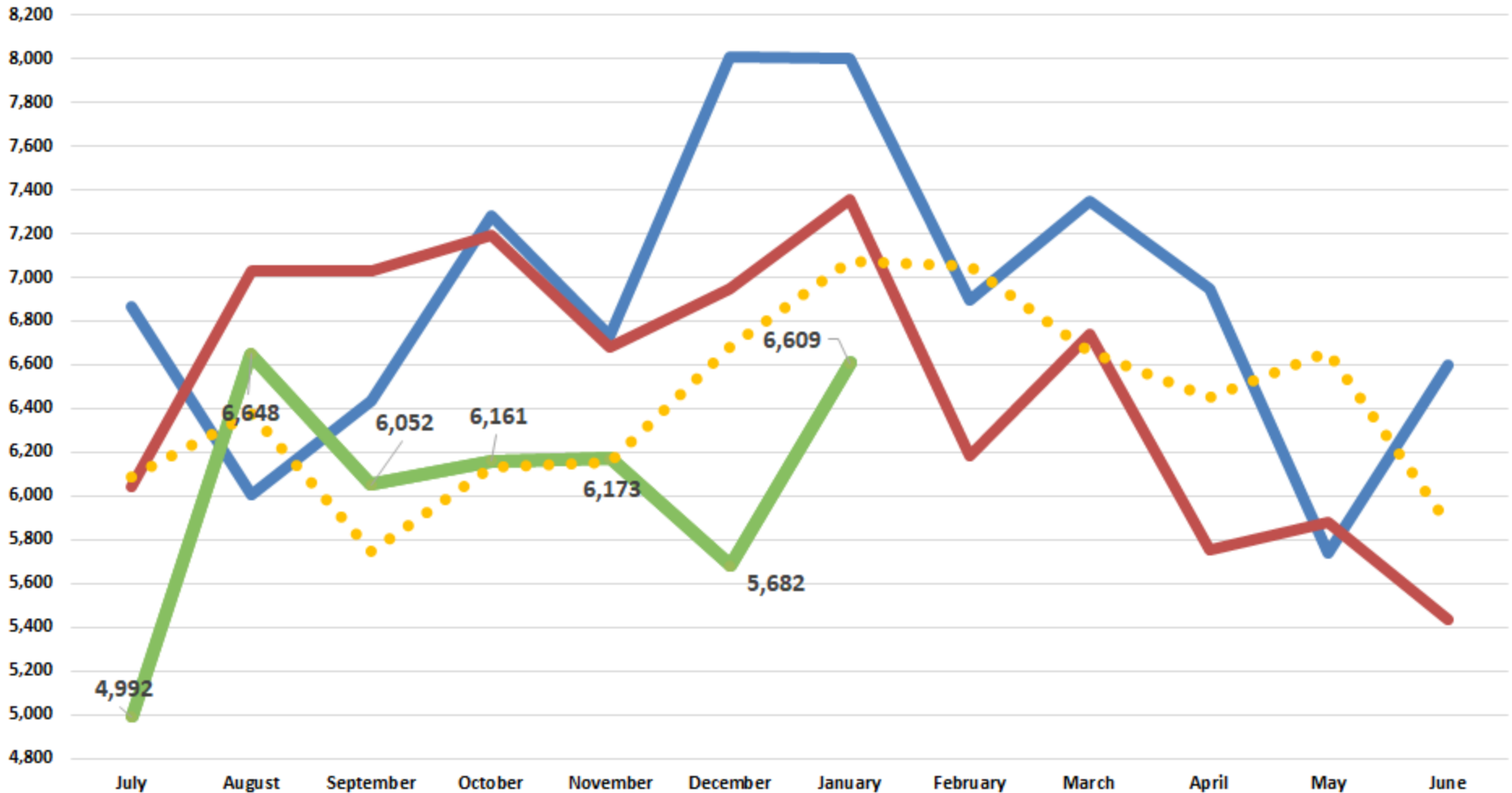
Rural Health Clinics Registrations



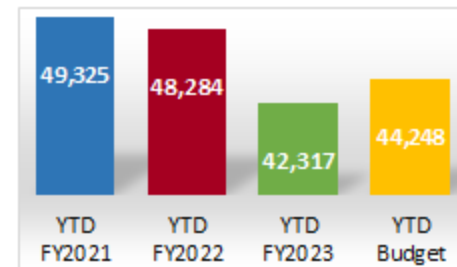
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



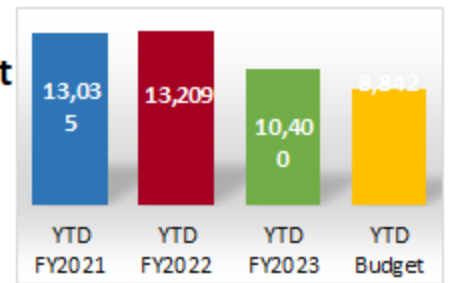
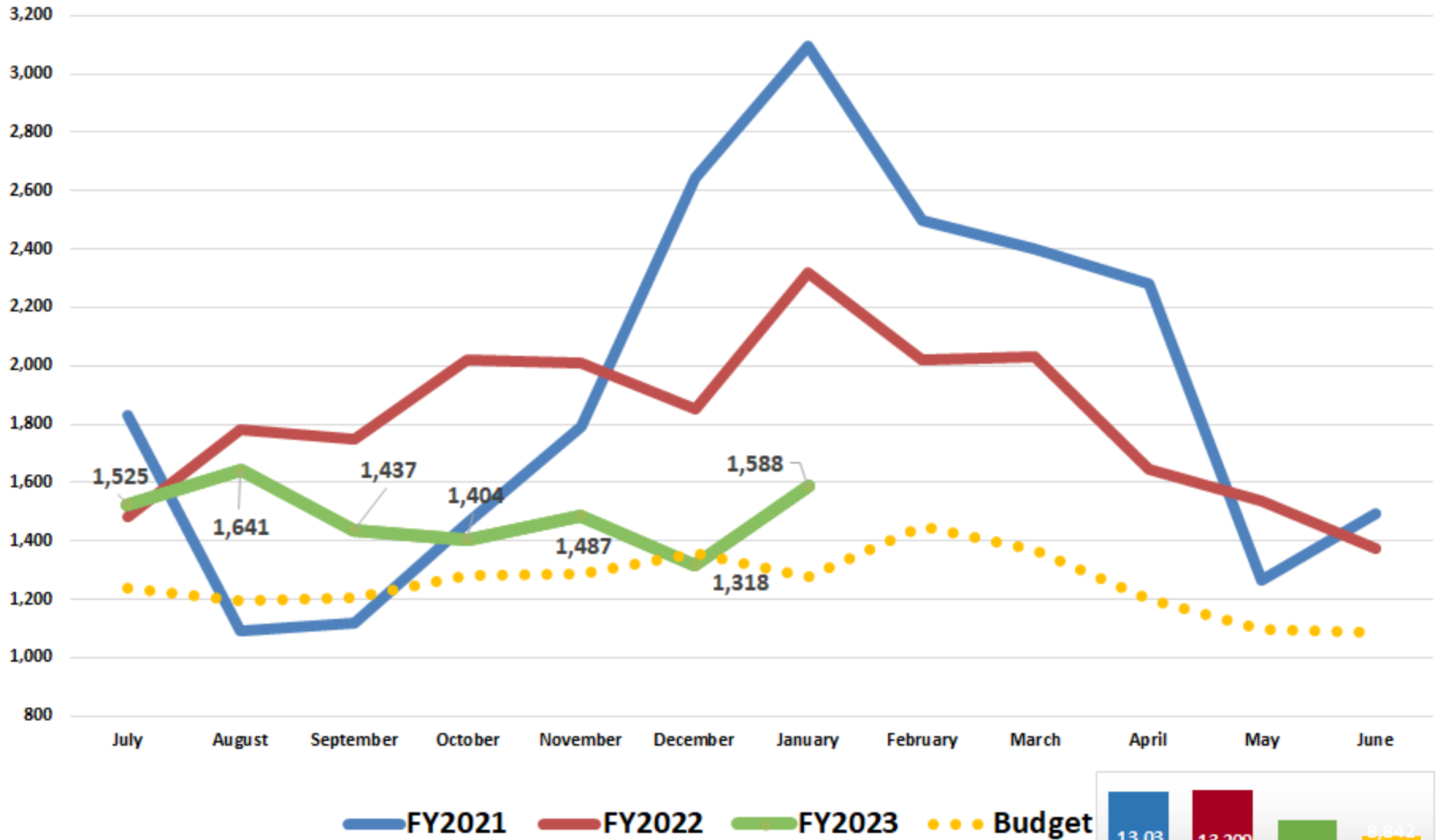
RHC Exeter - Registrations



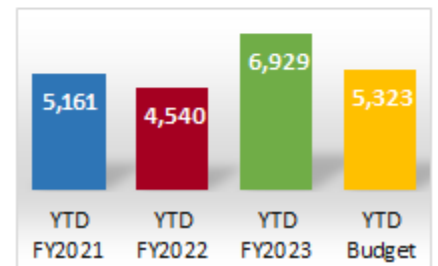
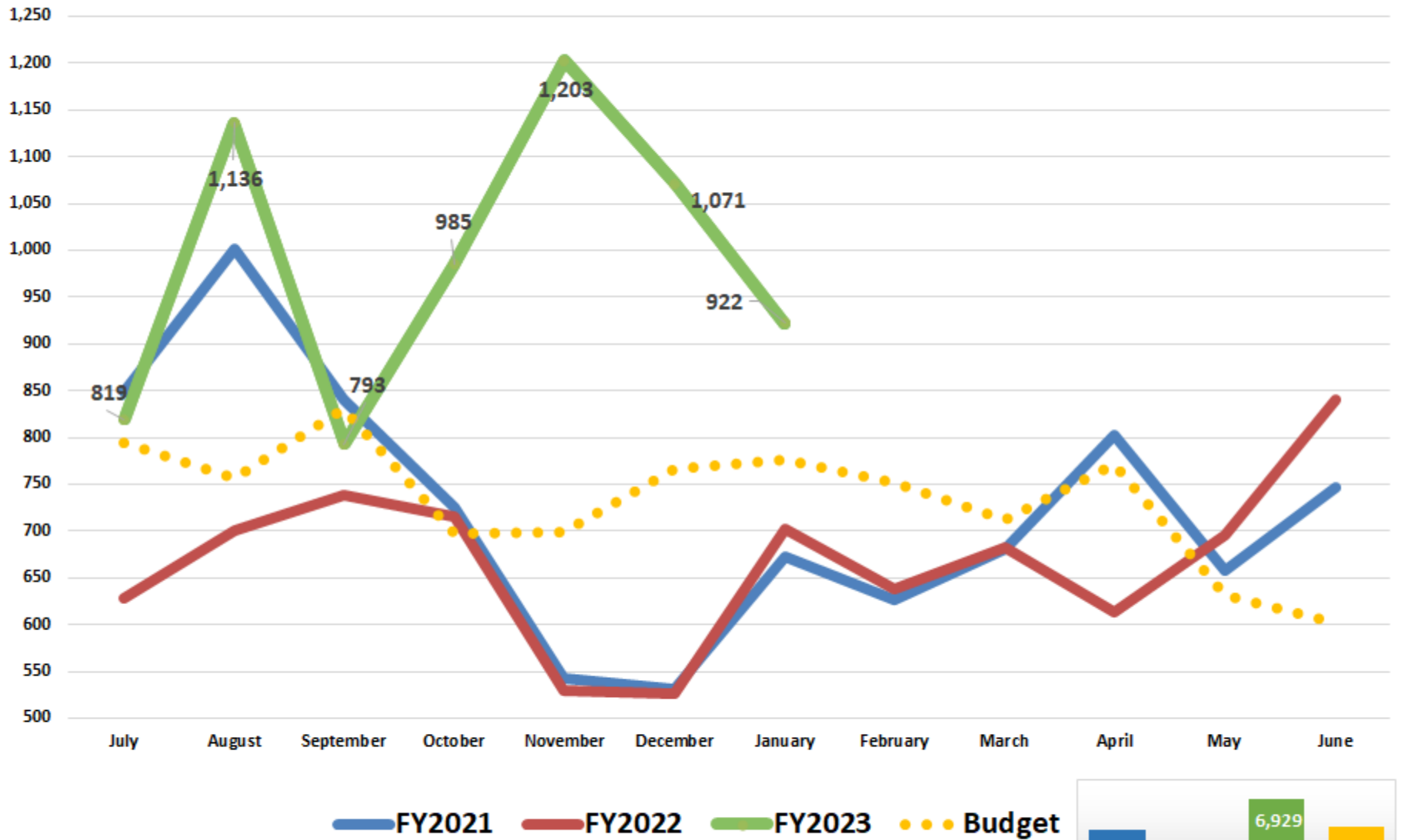
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



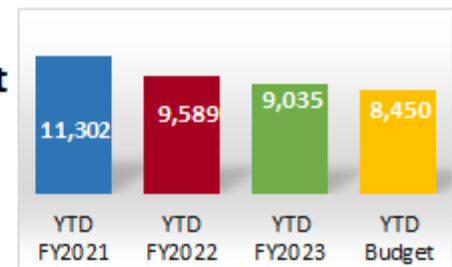
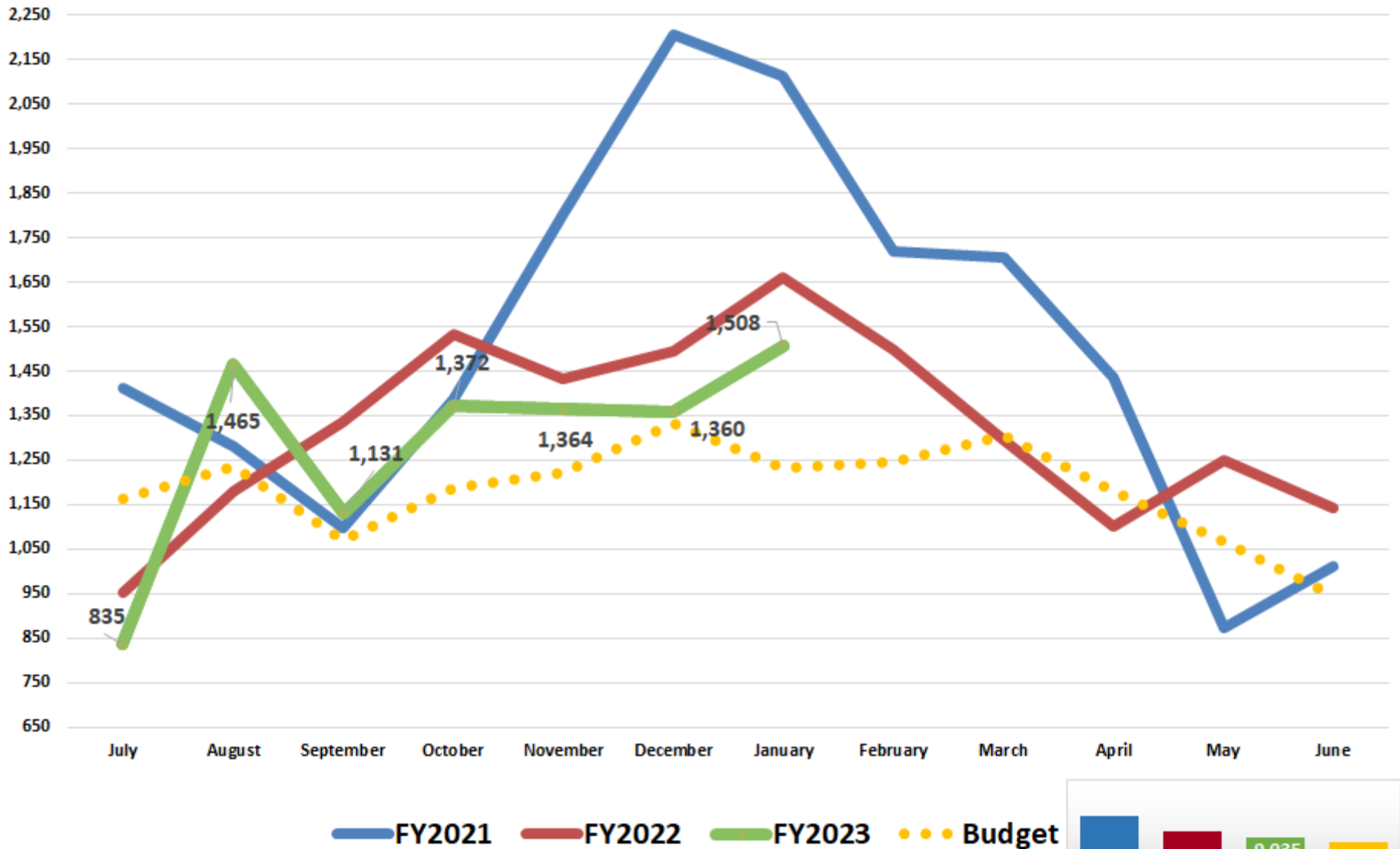
RHC Lindsay - Registrations



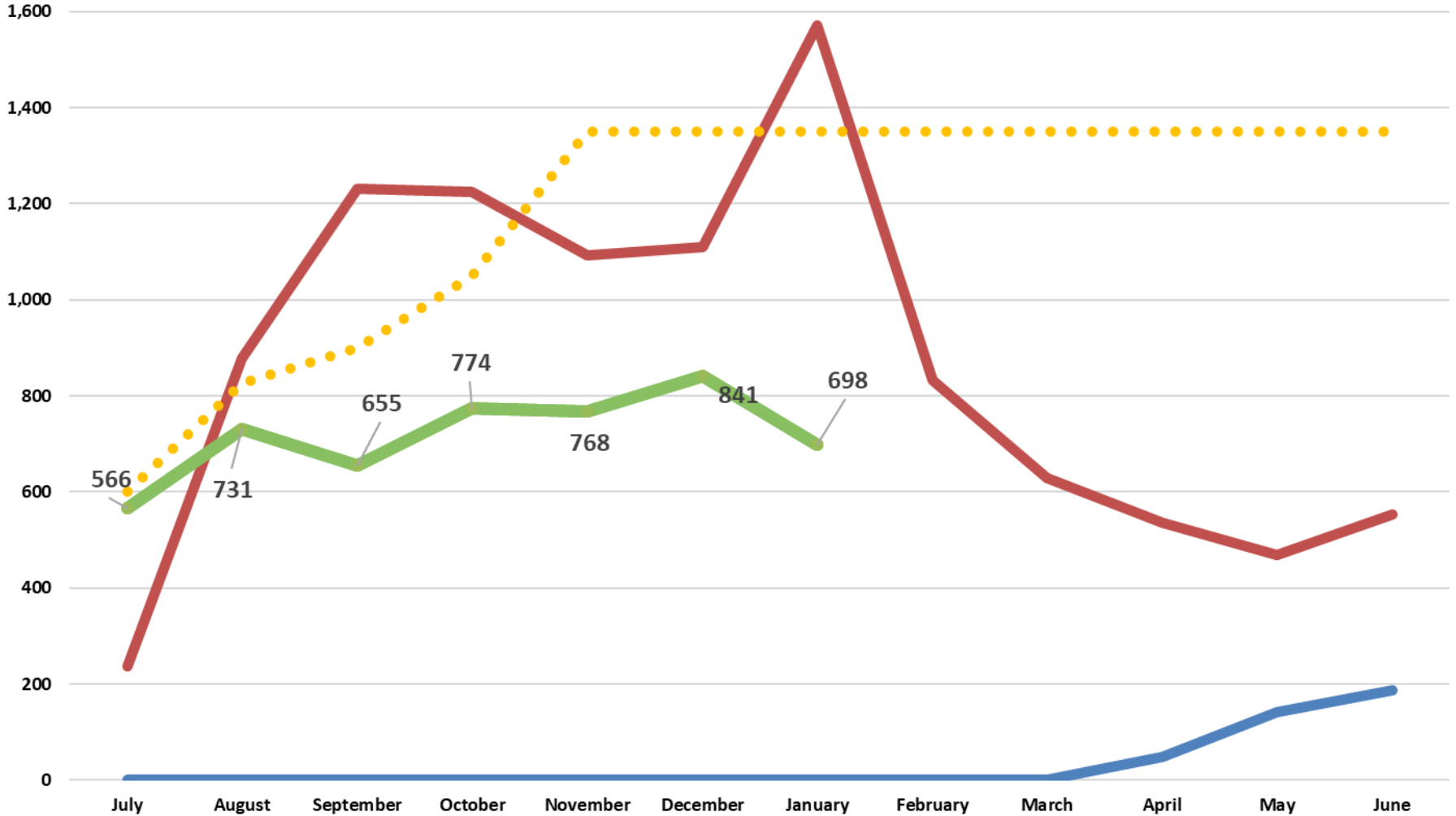
RHC Woodlake - Registrations



RHC Dinuba - Registrations



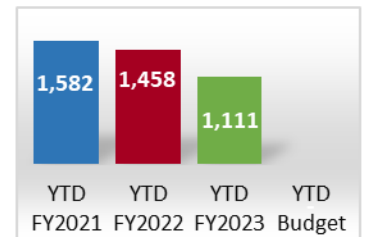
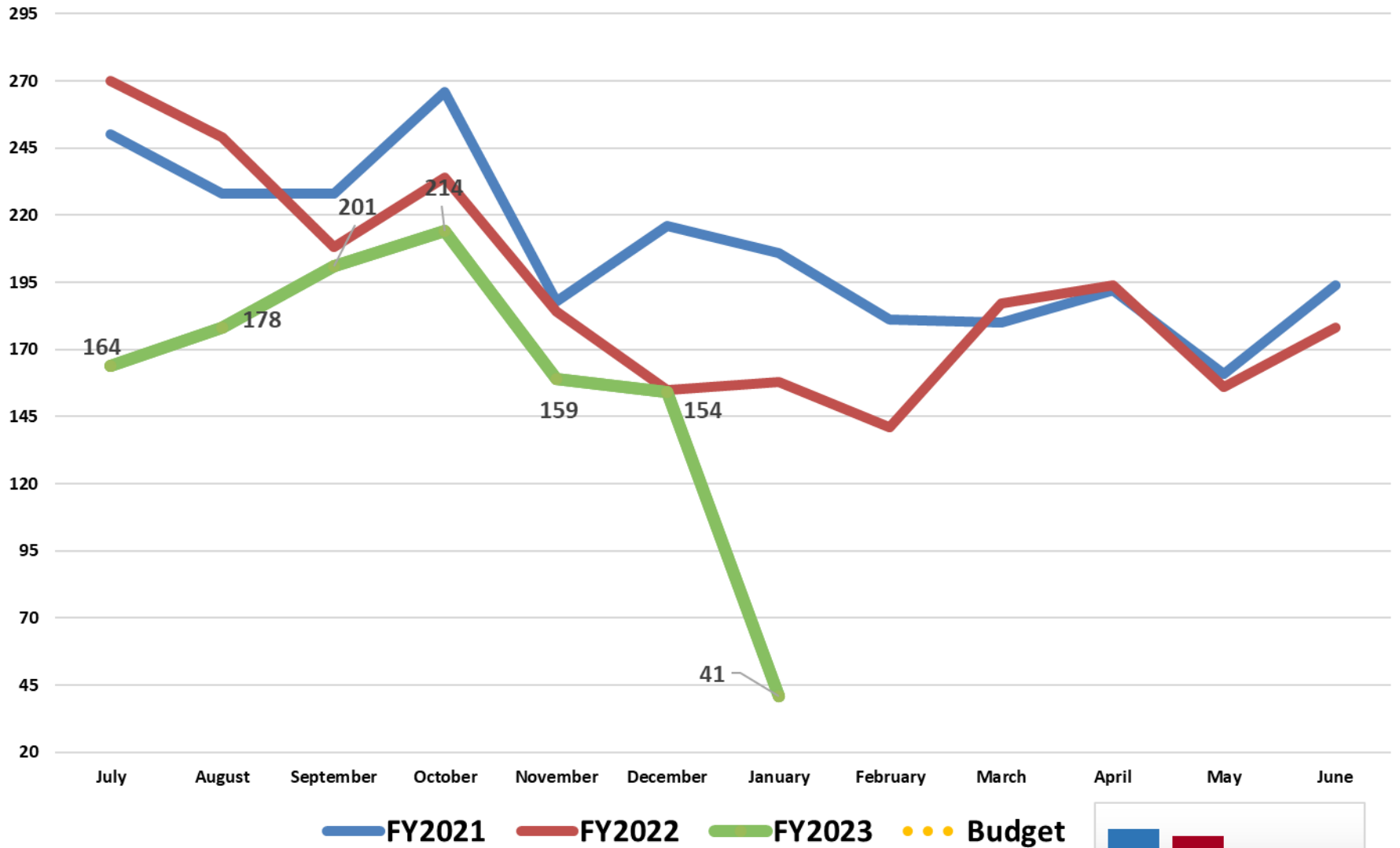
RHC Tulare - Registrations



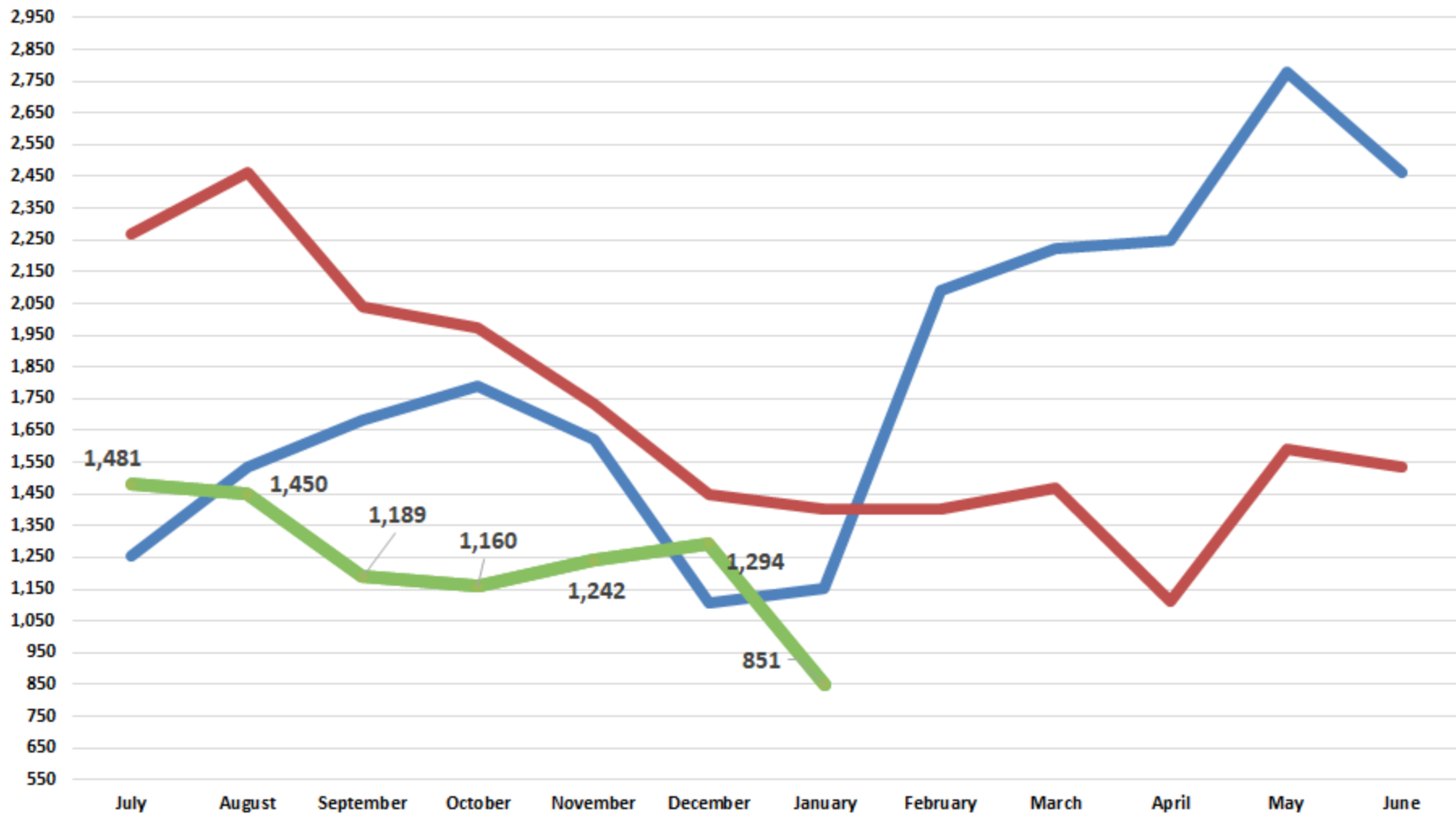
— **FY2021**
 — **FY2022**
 — **FY2023**
 ●●● **Budget**

-	7,345	5,033	7,425
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

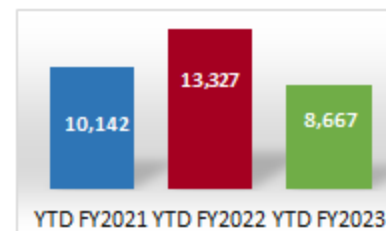
Neurosurgery Clinic Registrations



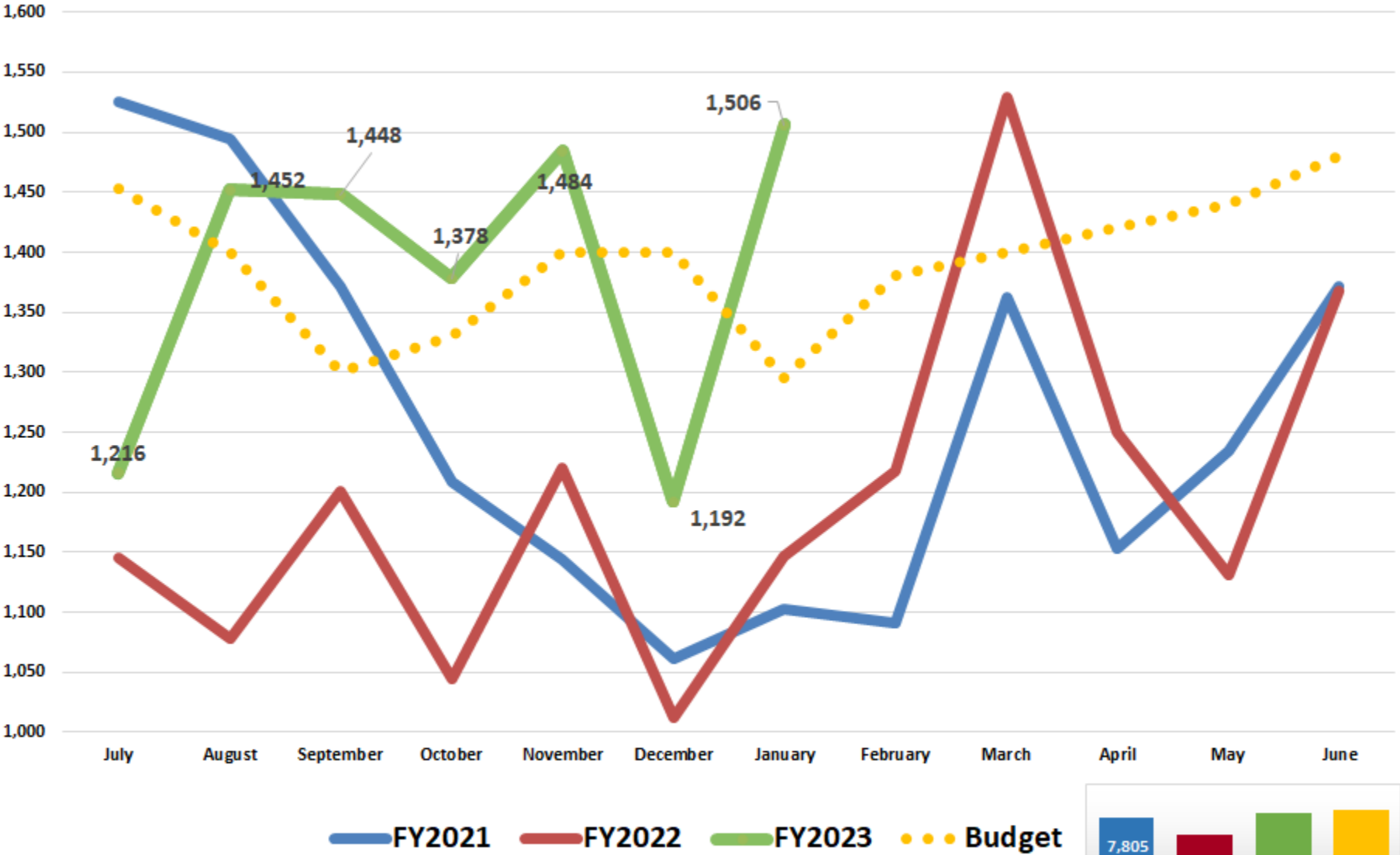
Neurosurgery Clinic - wRVU's



— FY2021
 — FY2022
 — FY2023

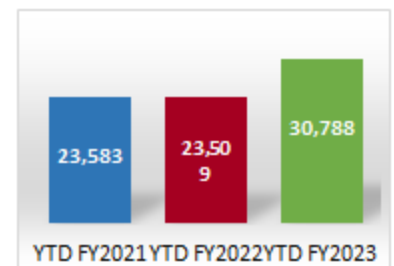
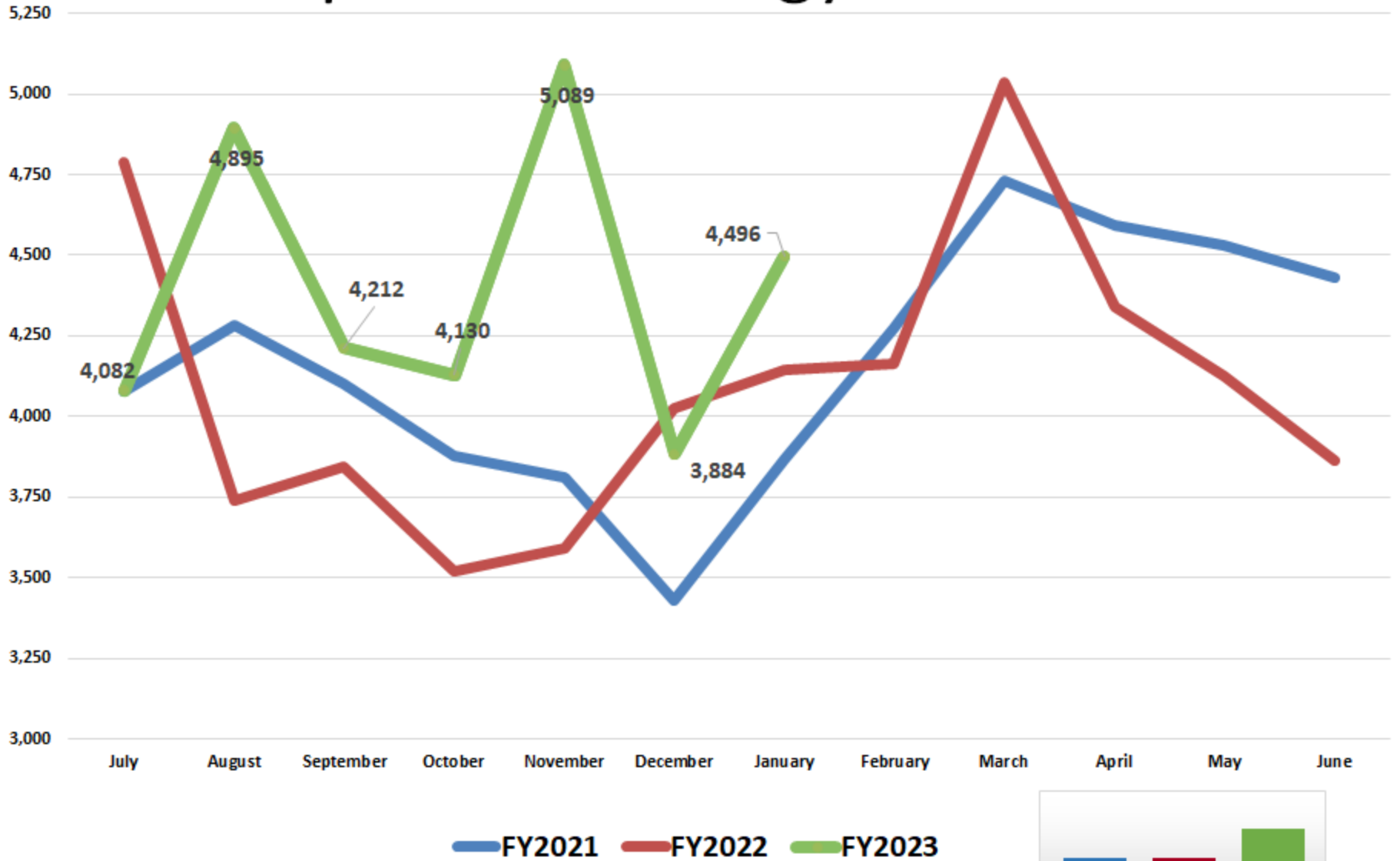


Sequoia Cardiology Registrations

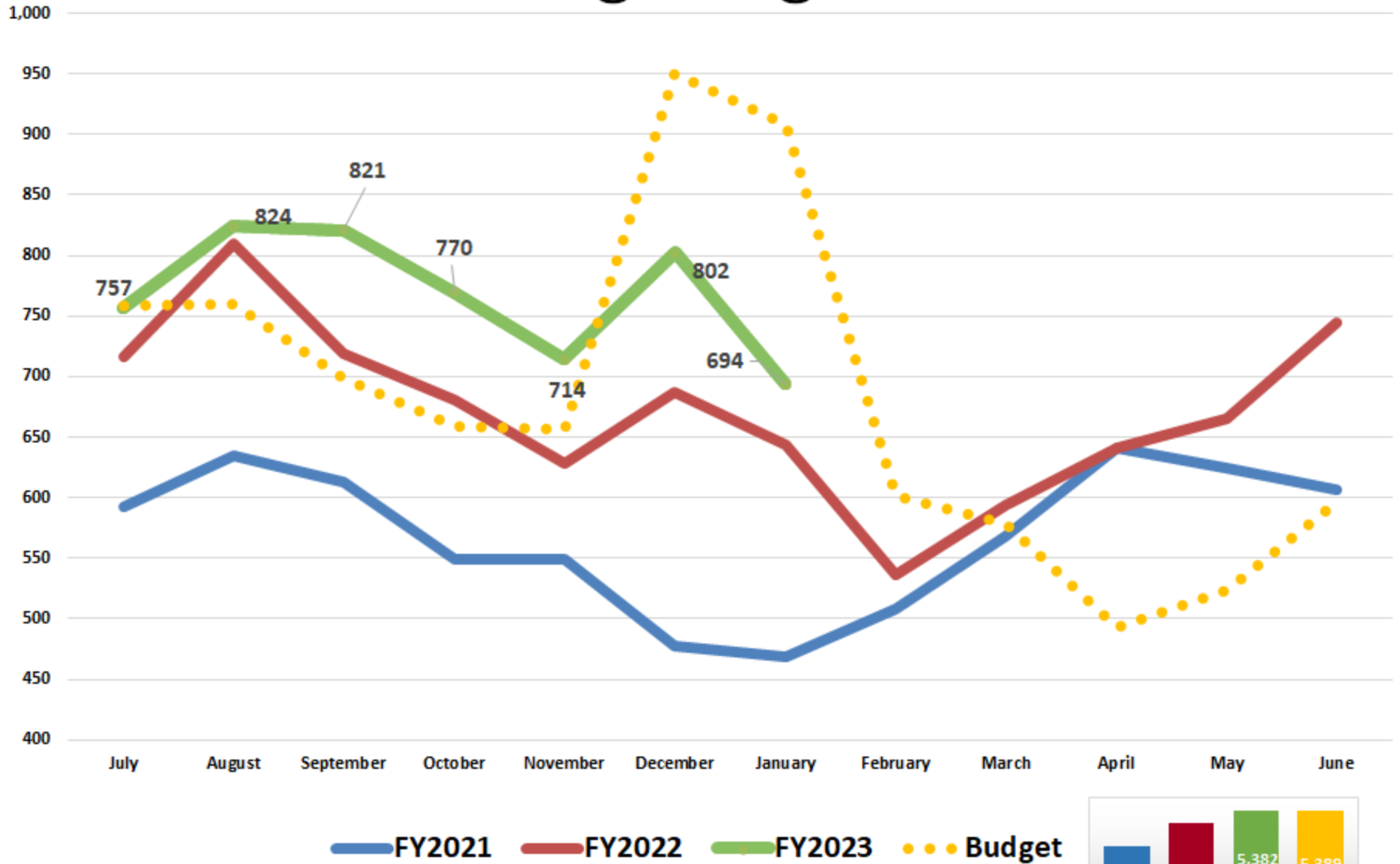


7,805	6,701	8,170	8,283
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

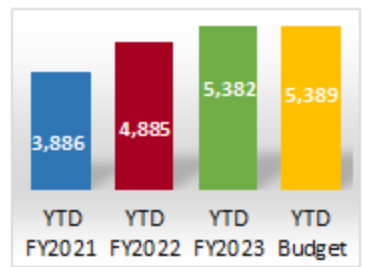
Sequoia Cardiology - wRVU's



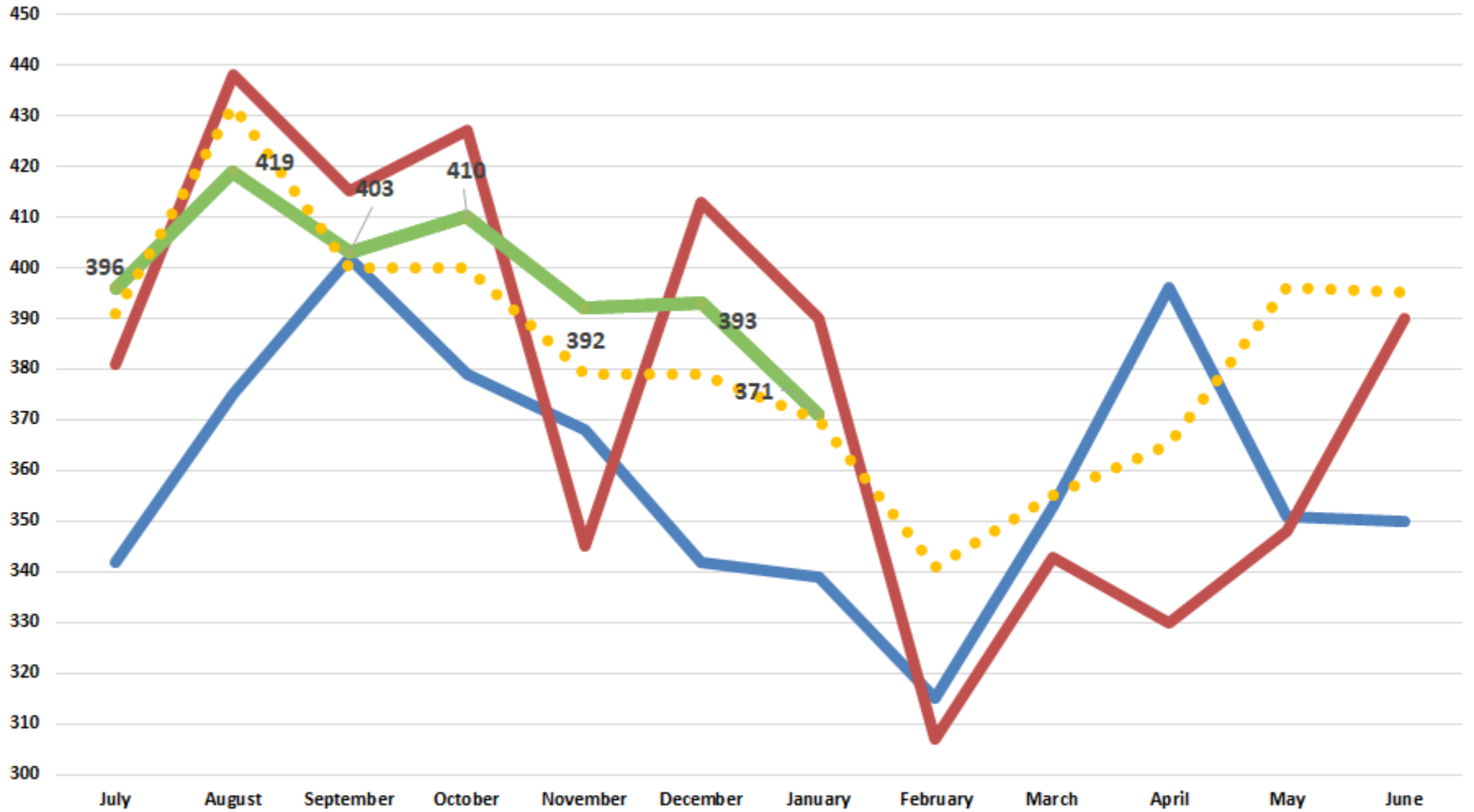
Labor Triage Registrations



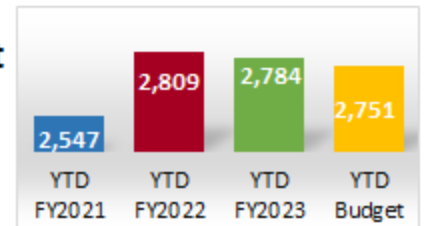
— FY2021
 — FY2022
 — FY2023
 ••• Budget



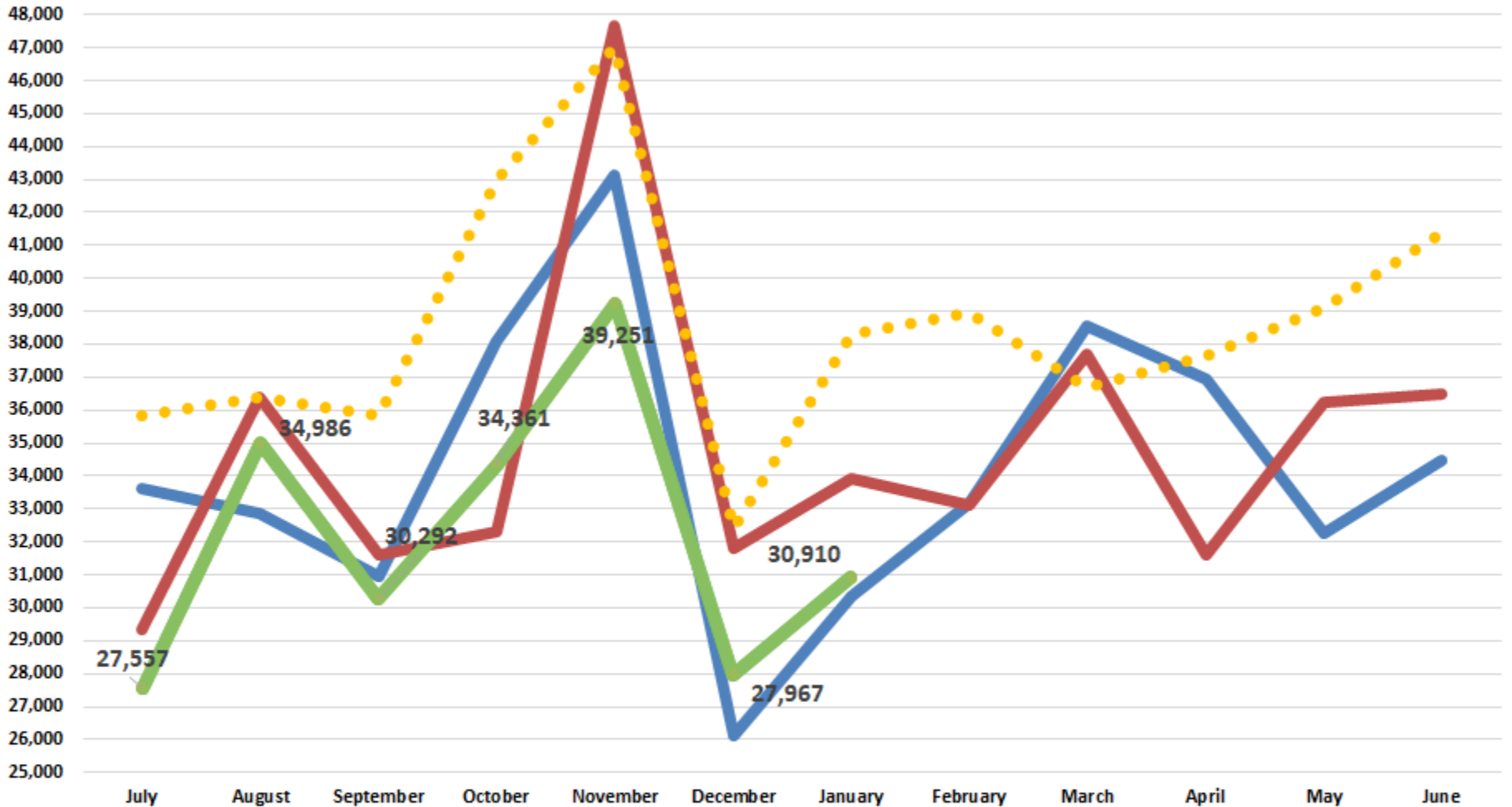
Deliveries



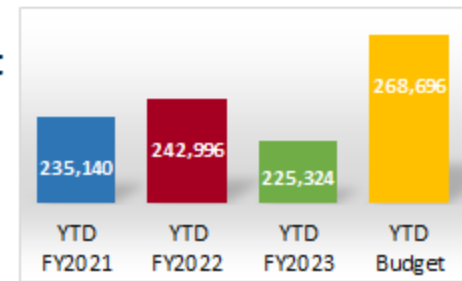
— FY2021
 — FY2022
 — FY2023
 ••• Budget



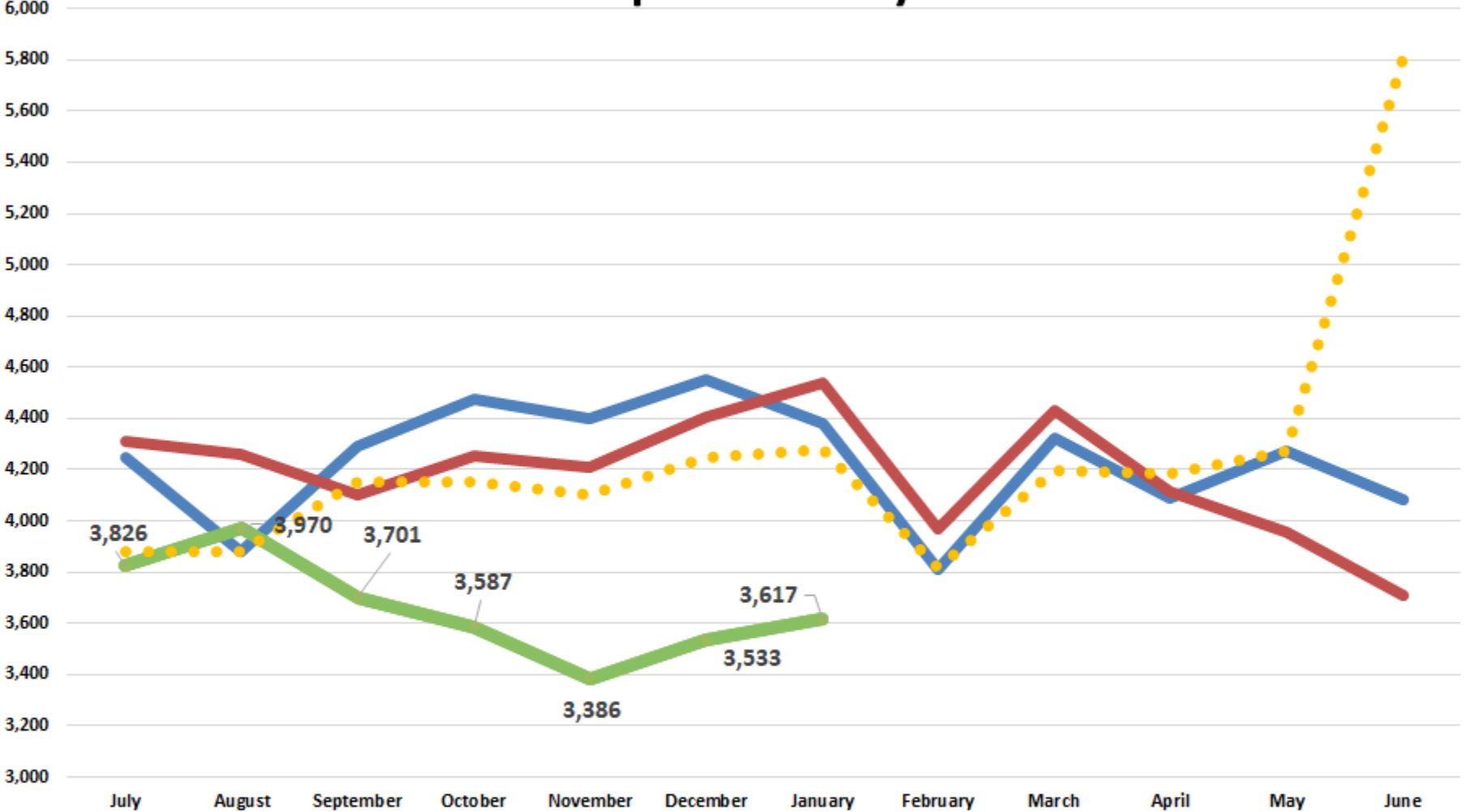
KHMG RVU's



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



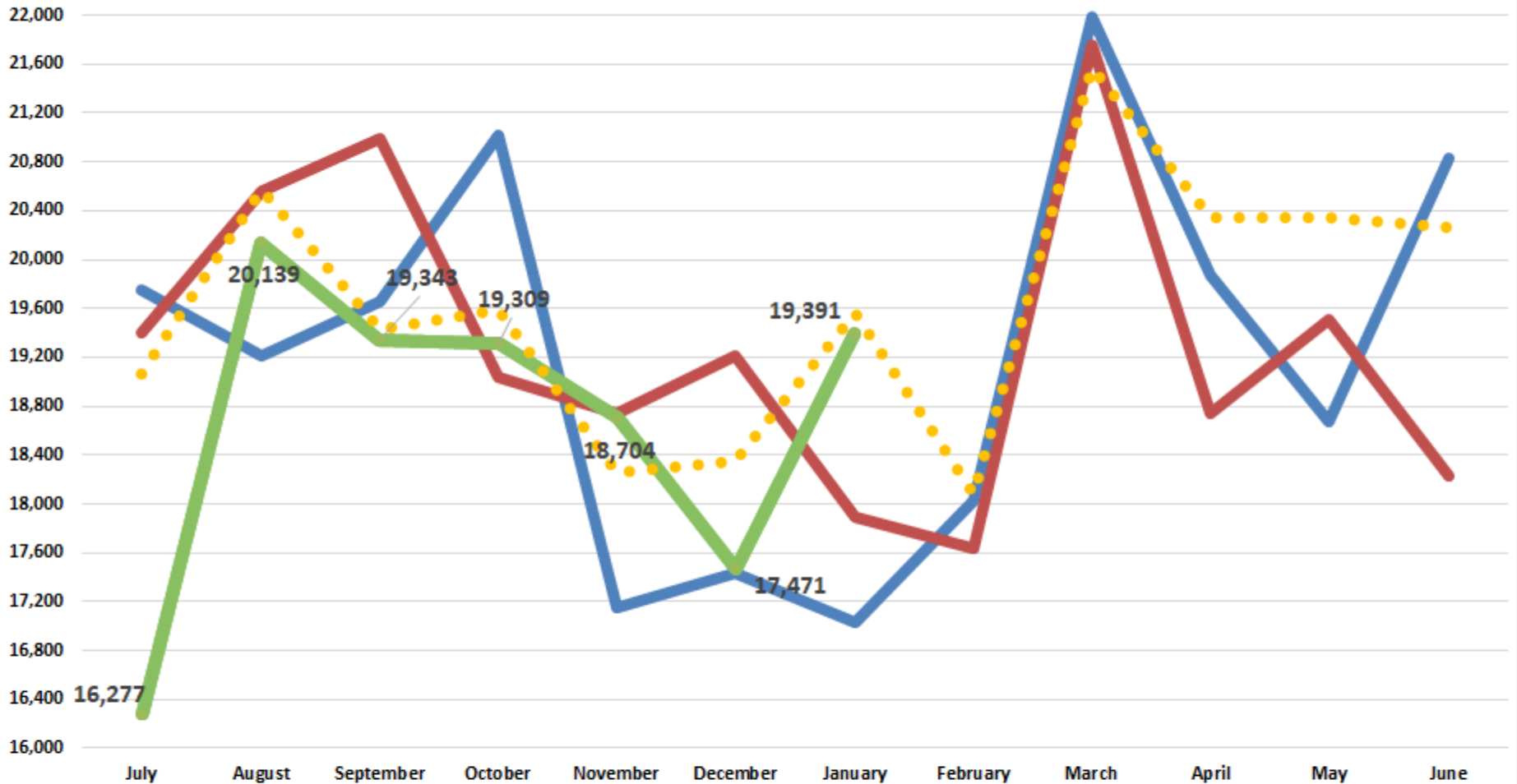
Hospice Days



FY2021 FY2022 FY2023 Budget

30,226	30,077	25,620	28,687
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

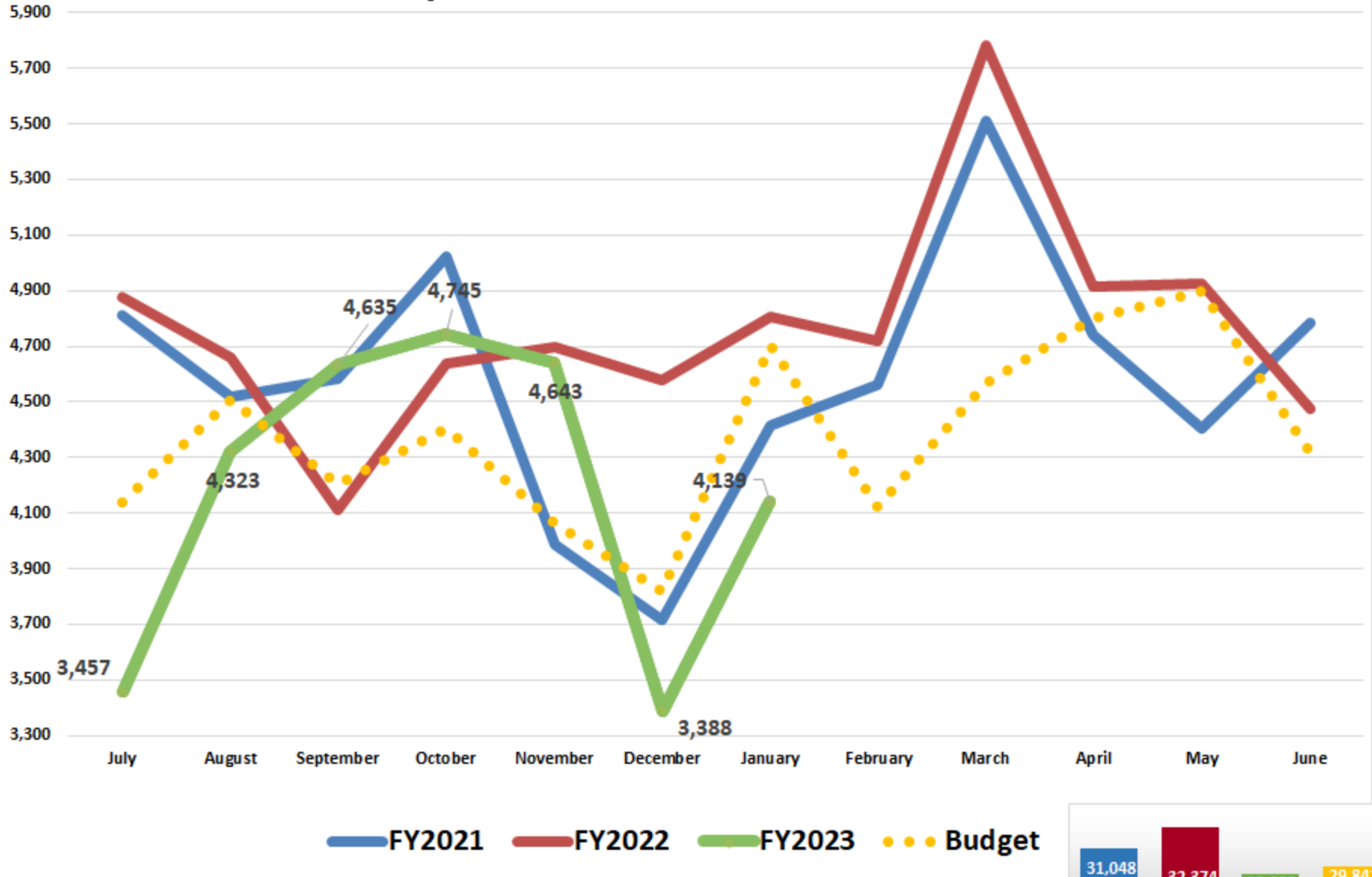
All O/P Rehab Svcs Across District



— FY2021
 — FY2022
 — FY2023
 ●●● Budget

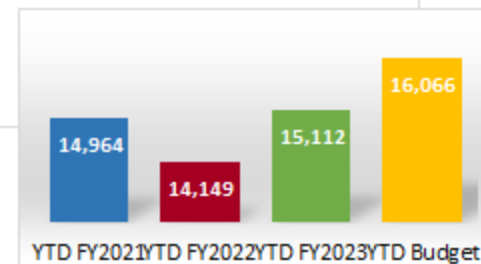
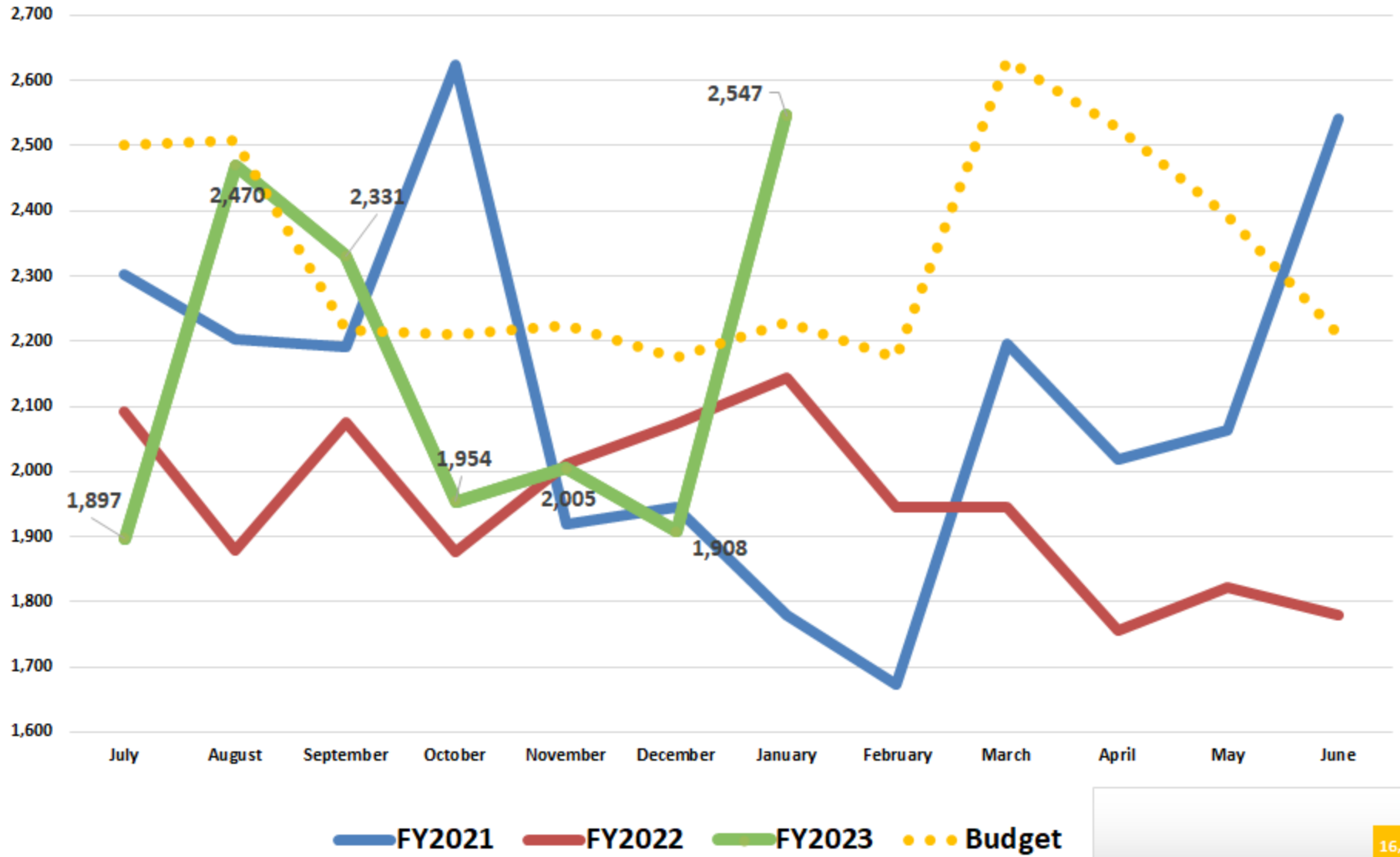
131,236	135,826	130,634	134,824
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

O/P Rehab Services

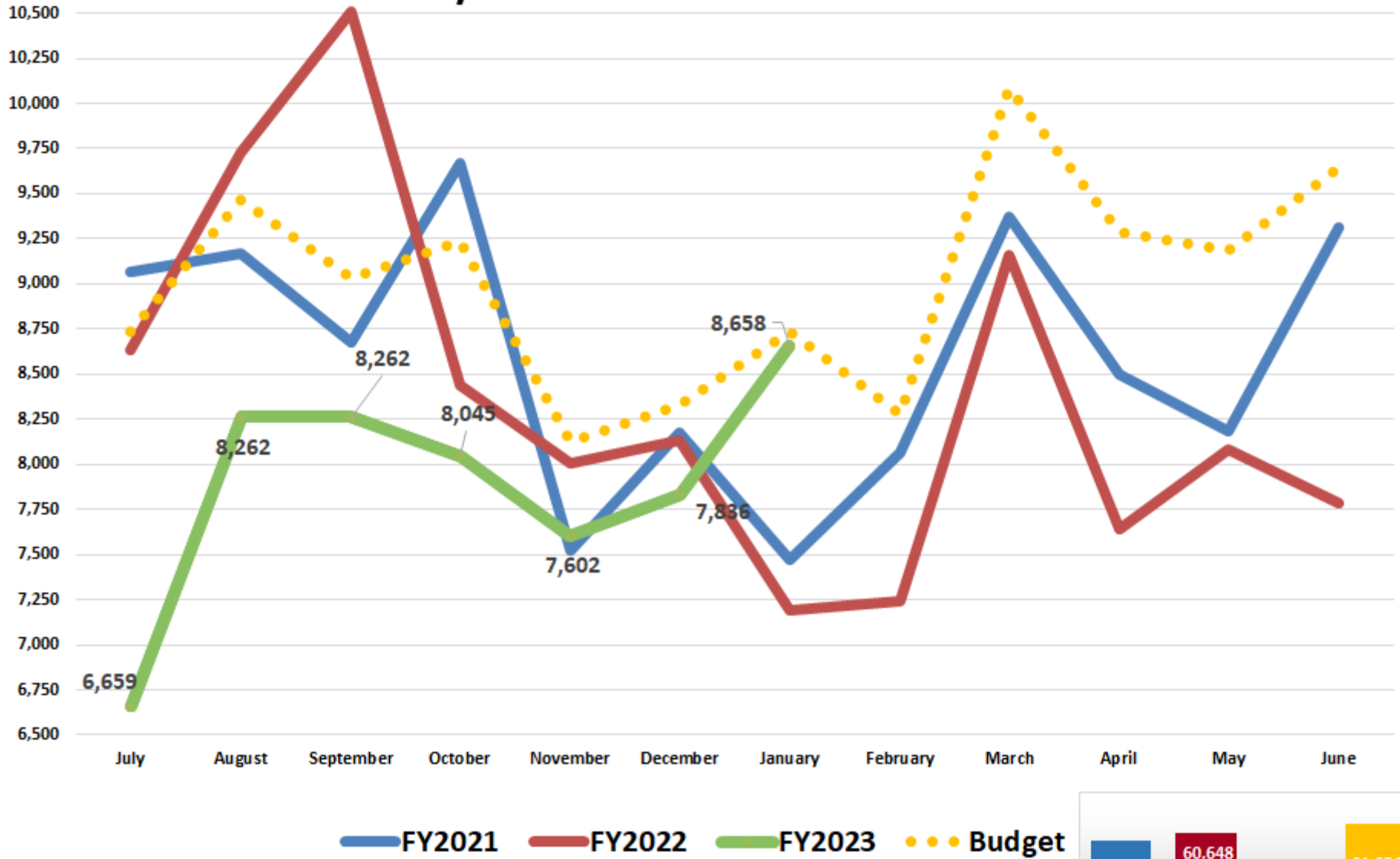


31,048	32,374	29,330	29,841
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

O/P Rehab - Exeter

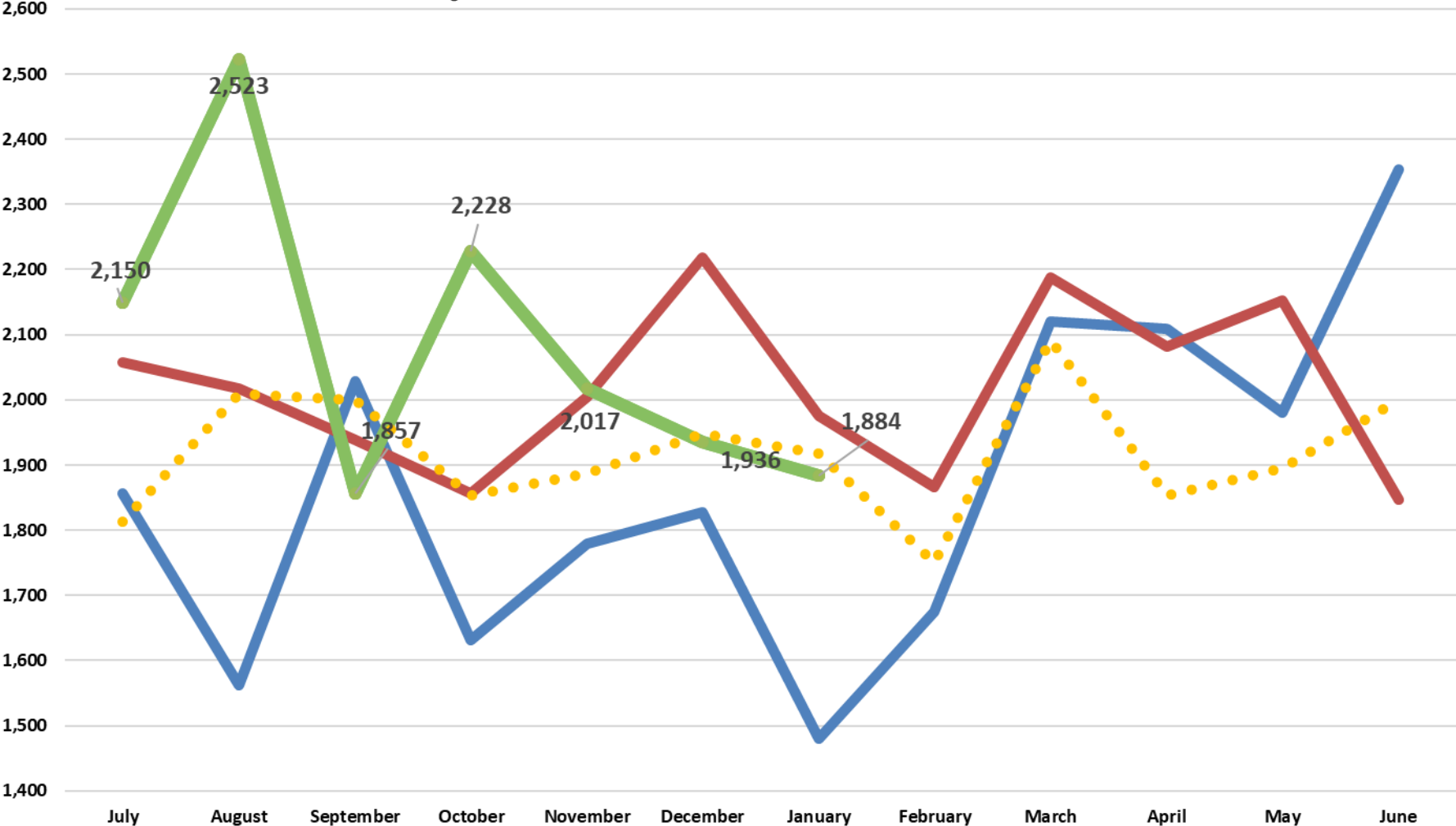


O/P Rehab - Akers



59,749	60,648	55,324	61,654
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

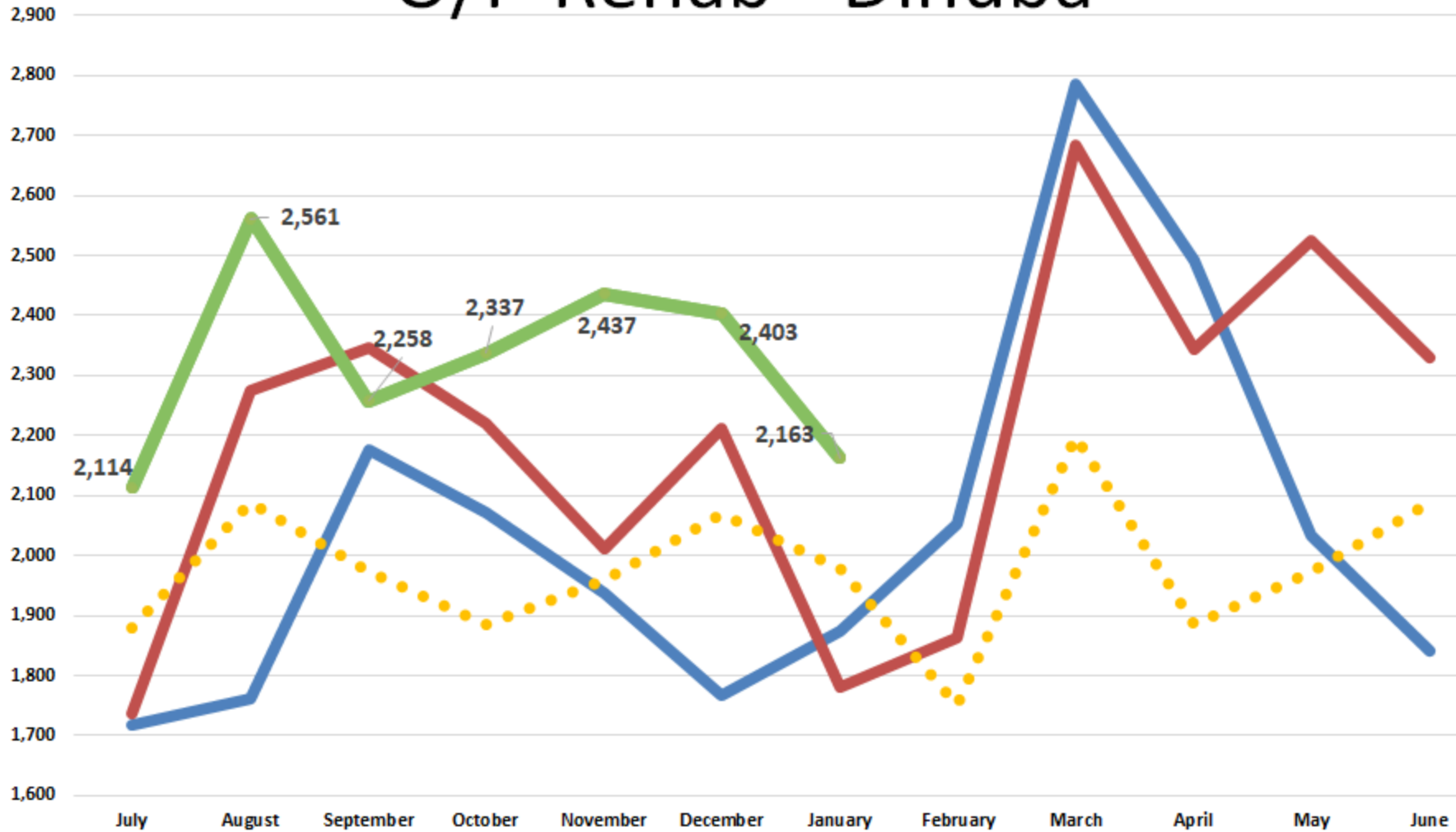
O/P Rehab - LLOPT



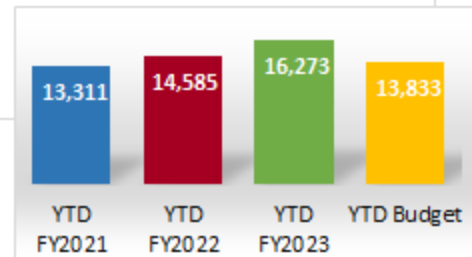
— **FY2021**
 — **FY2022**
 — **FY2023**
 ●●● **Budget**

12,164	14,070	14,595	13,430
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

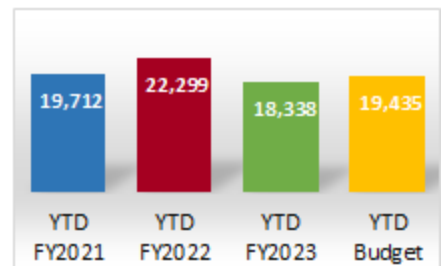
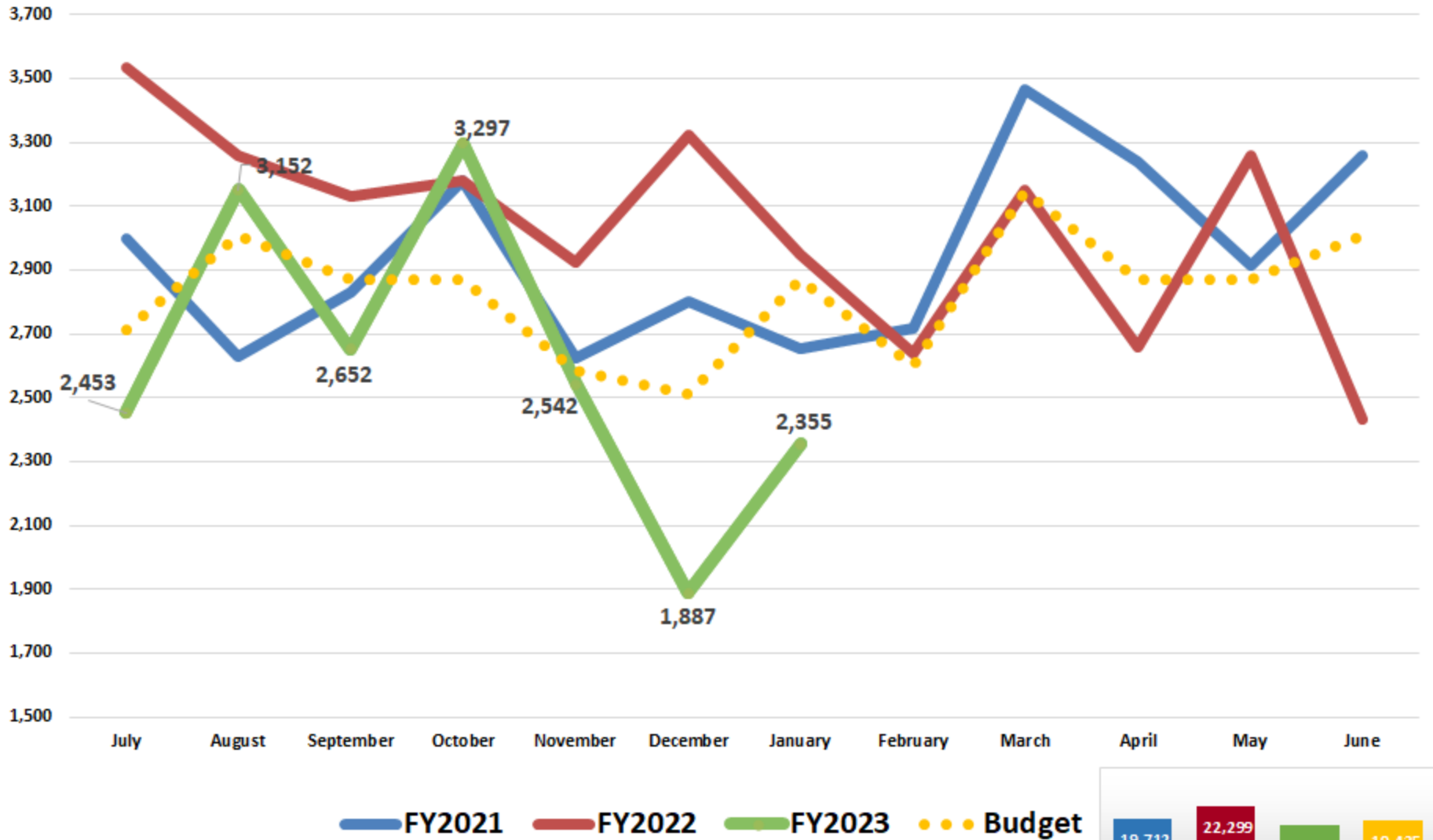
O/P Rehab - Dinuba



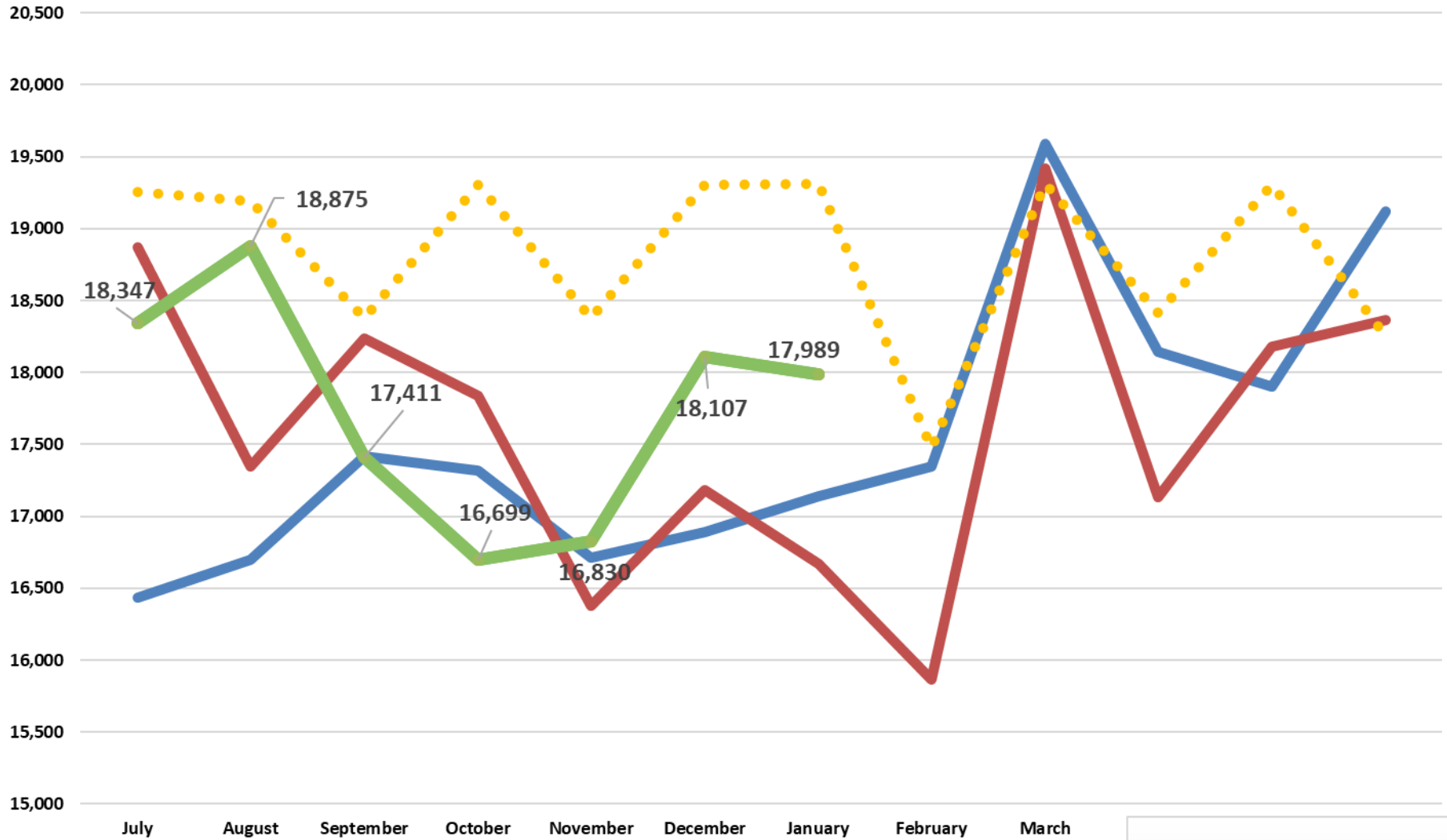
— **FY2021**
 — **FY2022**
 — **FY2023**
 ●●● **Budget**



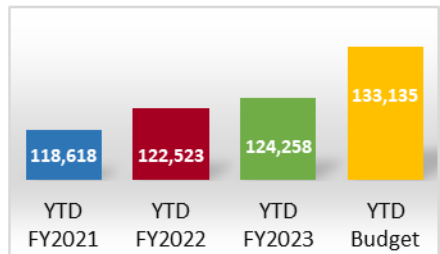
Therapy - Cypress Hand Center



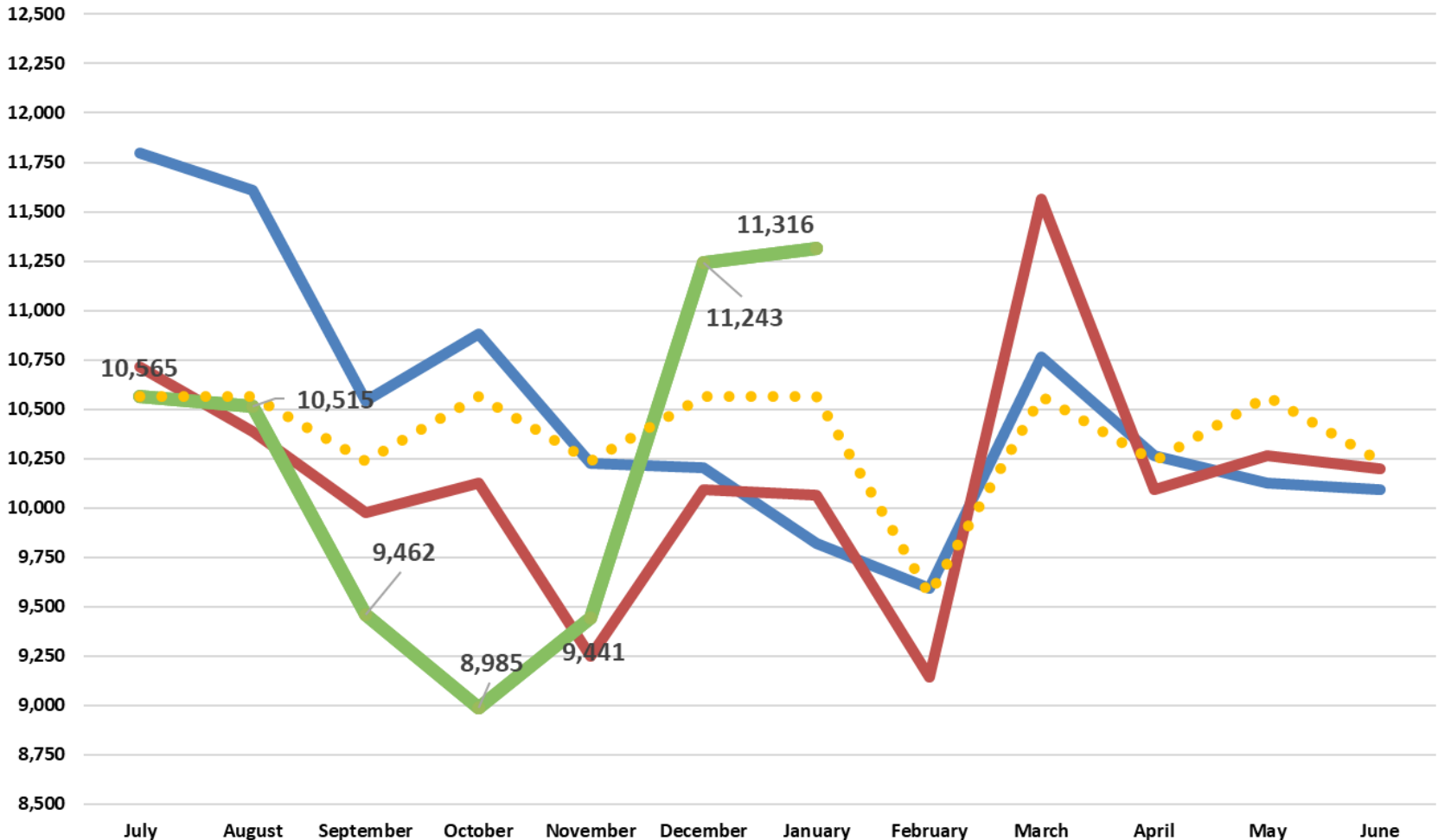
Physical & Other Therapy Units (I/P & O/P)



— **FY2021**
 — **FY2022**
 — **FY2023**
 ••• **Budget**



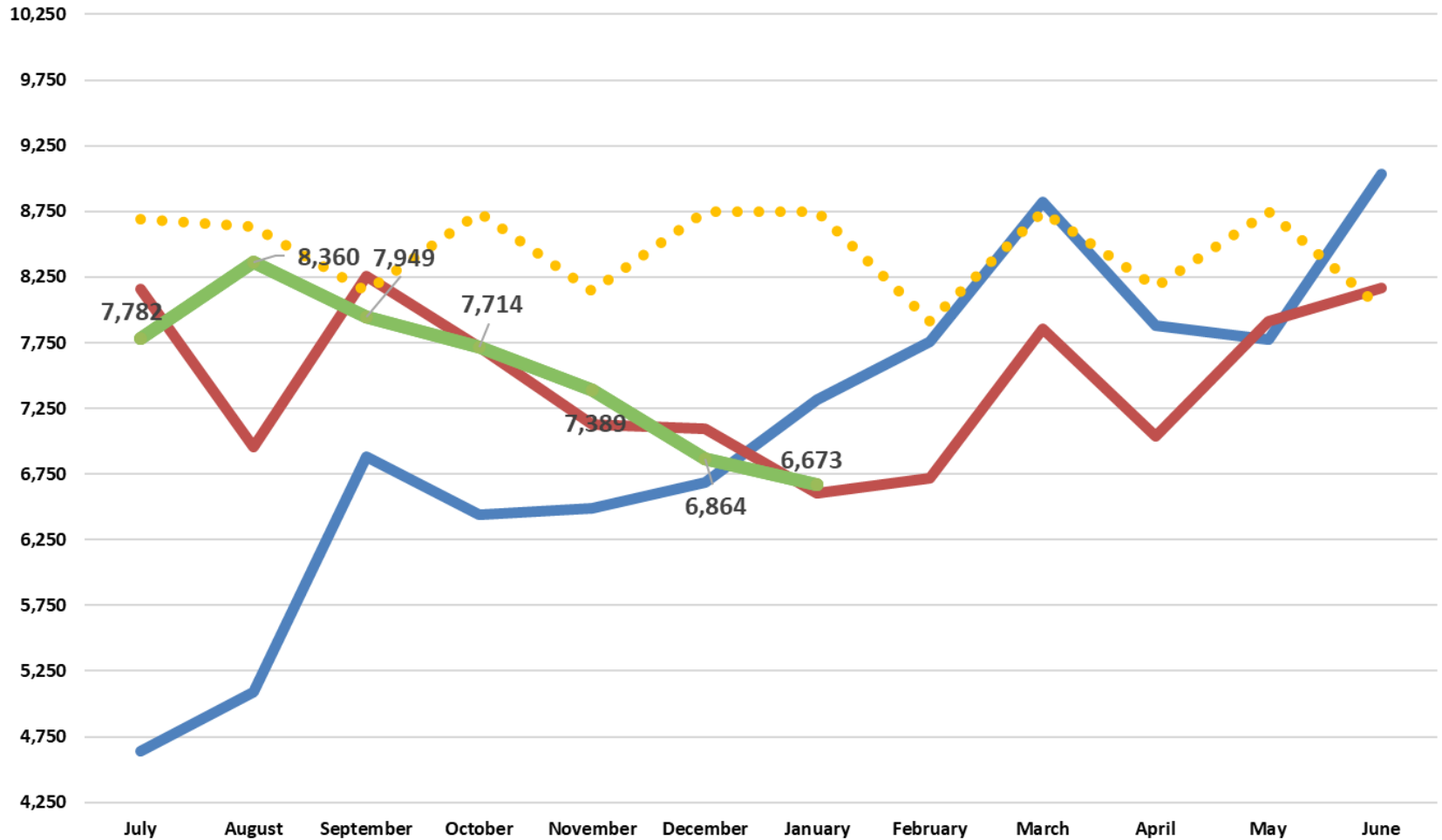
Physical & Other Therapy Units (I/P & O/P)-Main Campus



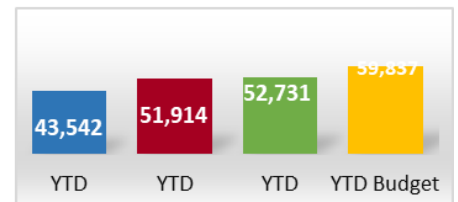
— FY2021
 — FY2022
 — FY2023
 ●●● Budget

75,076	70,609	71,527	73,298
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

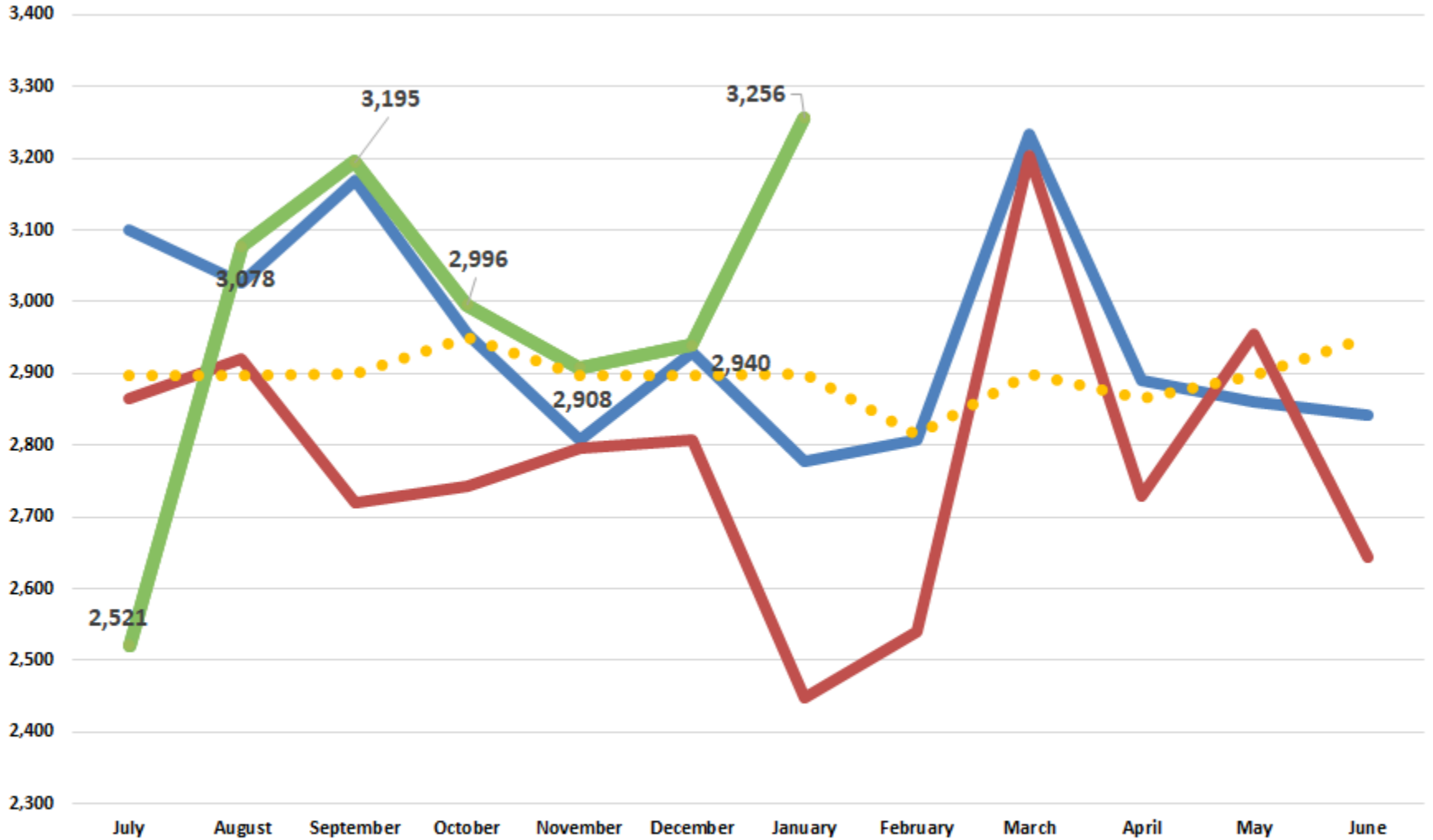
Physical & Other Therapy Units (I/P & O/P)- KDRH & South Campus



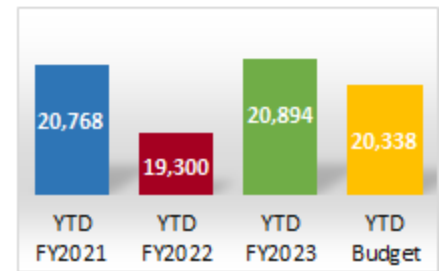
— FY2021
 — FY2022
 — FY2023
 ••• Budget



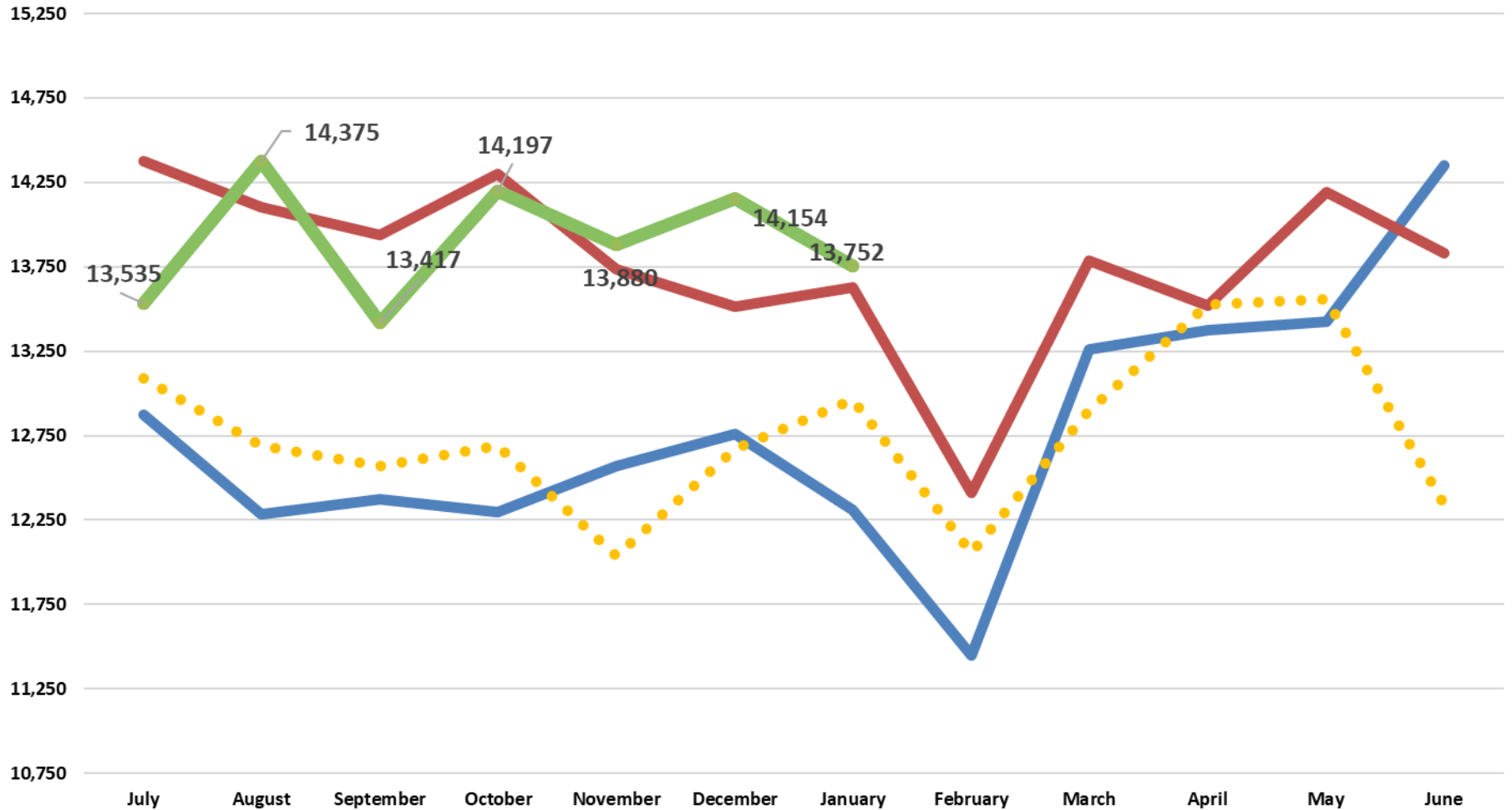
Home Health Visits



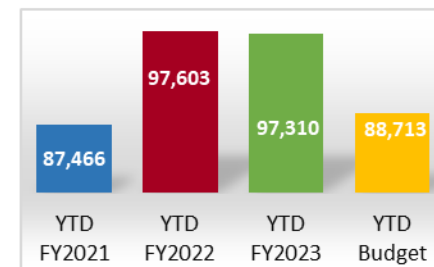
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



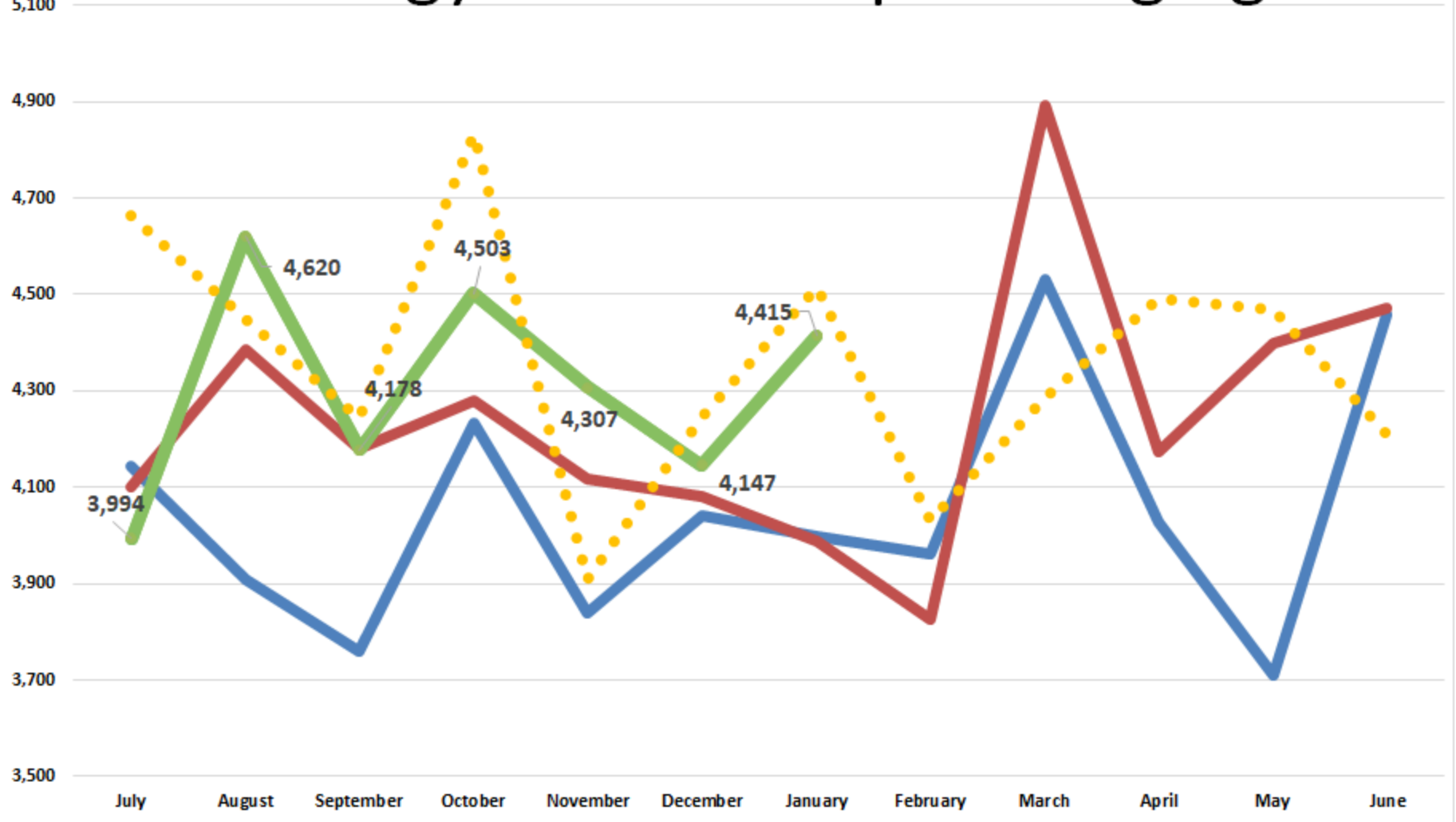
Radiology – Main Campus



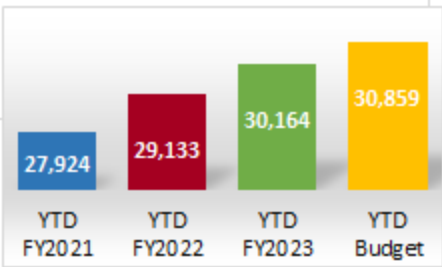
— **FY2021**
 — **FY2022**
 — **FY2023**
 ••• **Budget**



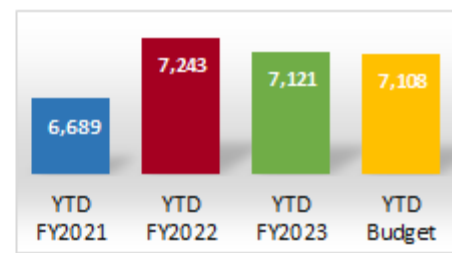
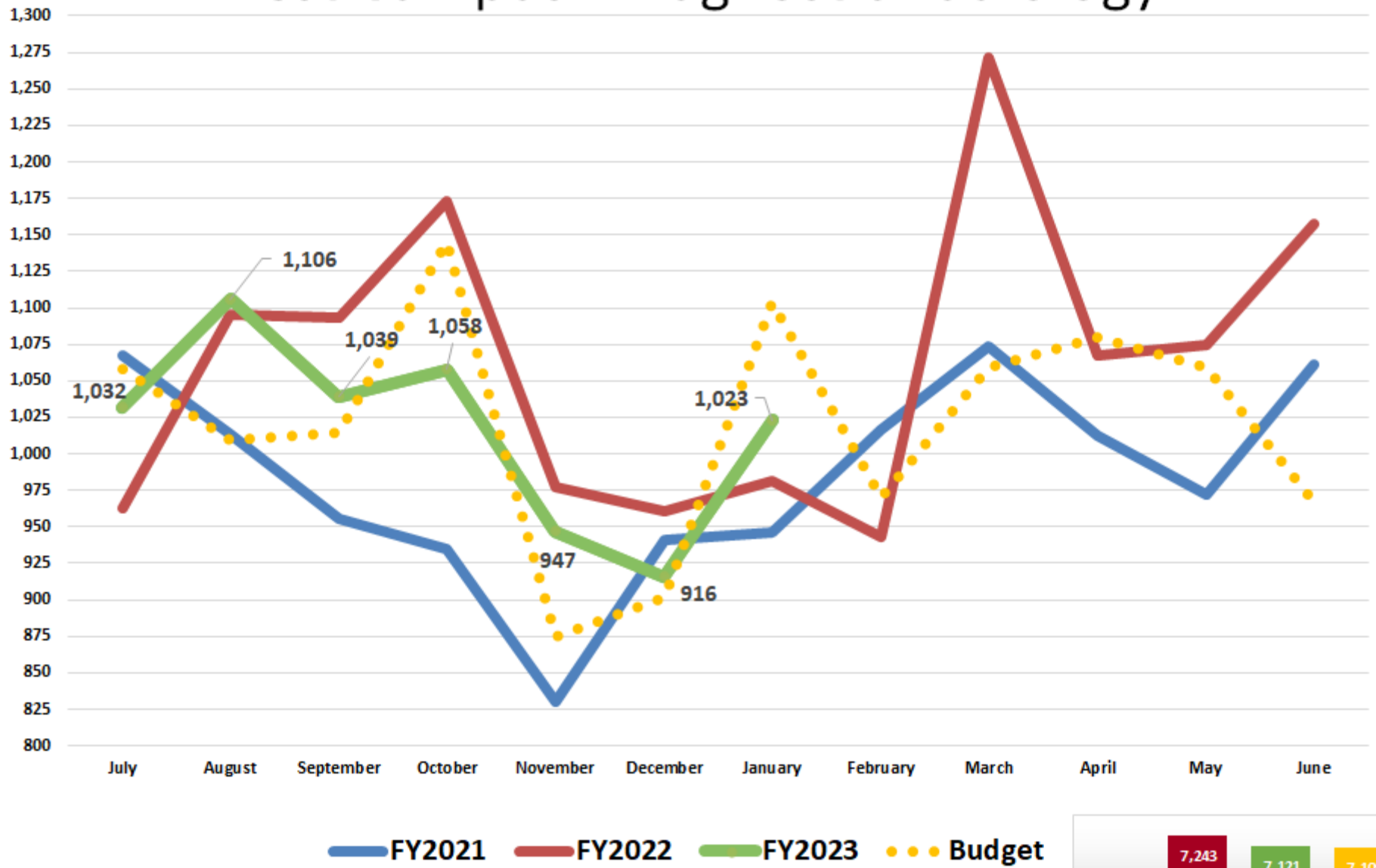
Radiology - West Campus Imaging



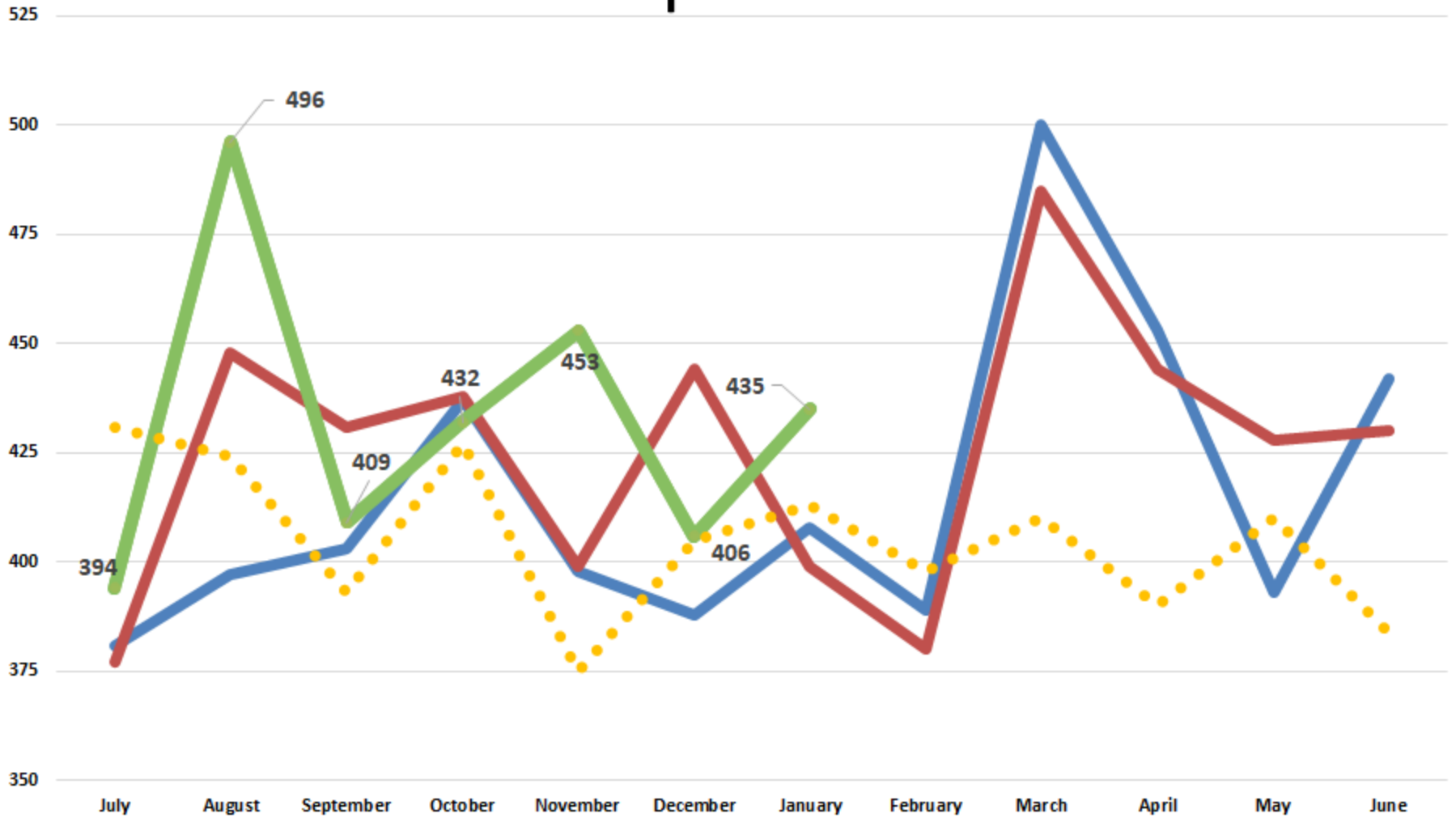
■ FY2021
 ■ FY2022
 ■ FY2023
 ●●● Budget



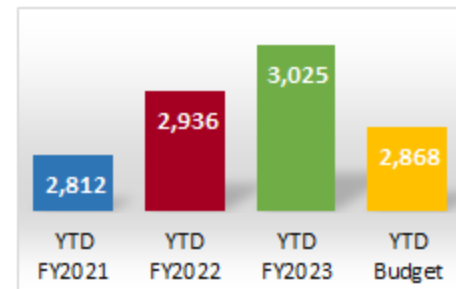
West Campus - Diagnostic Radiology



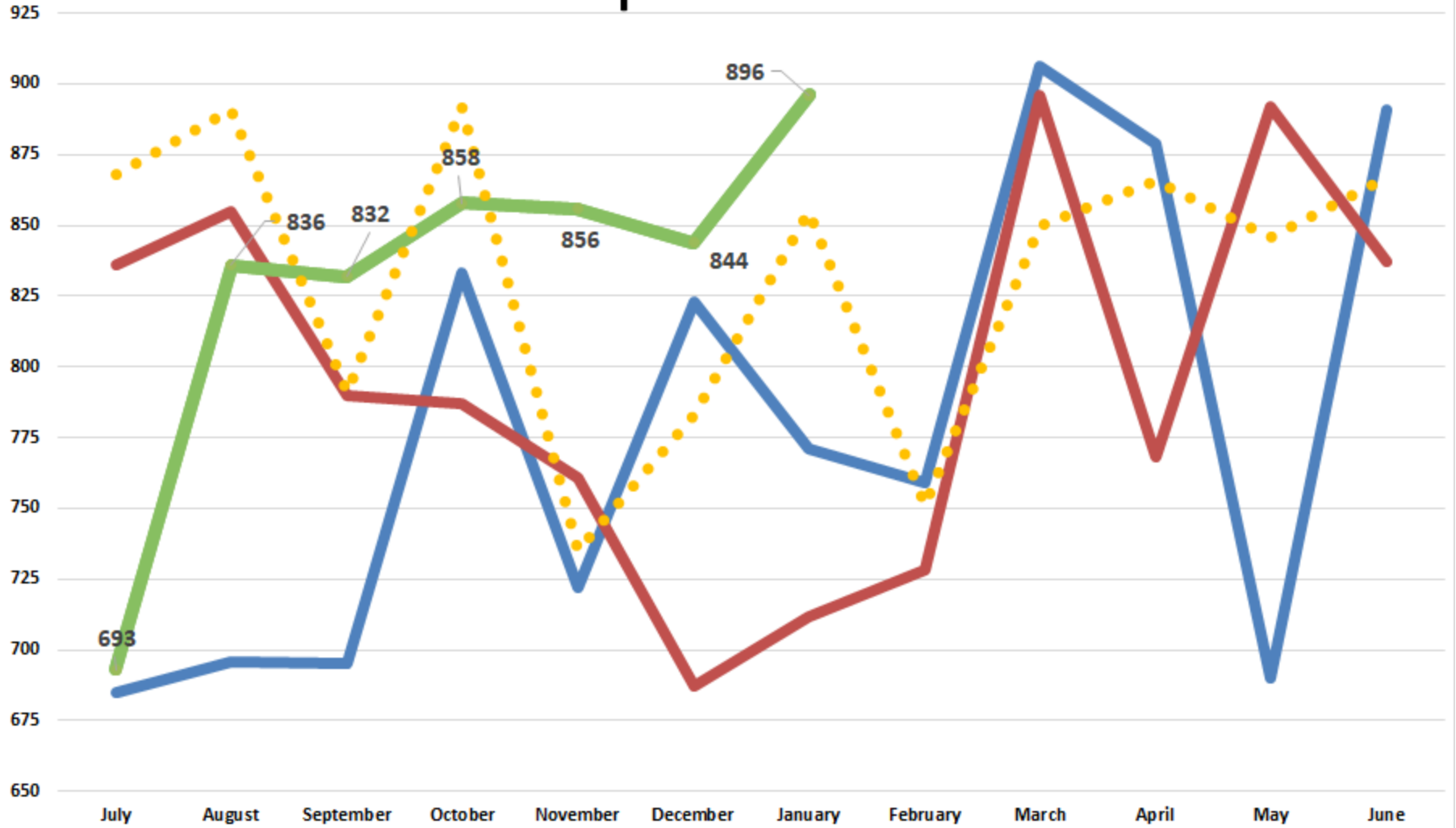
West Campus - CT Scan



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



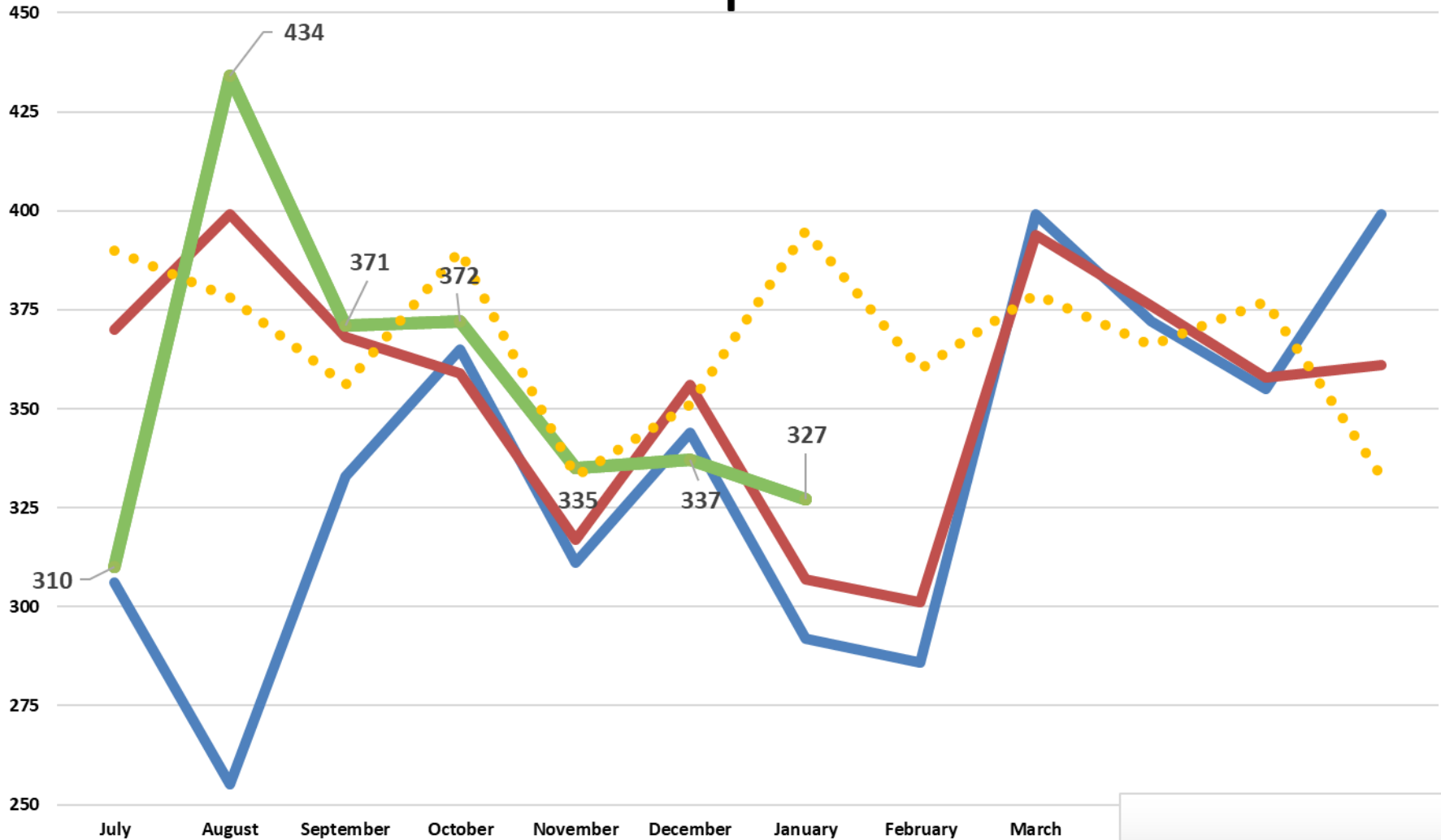
West Campus - Ultrasound



— FY2021
 — FY2022
 — FY2023
 ●●● Budget

5,225	5,428	5,815	5,815
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

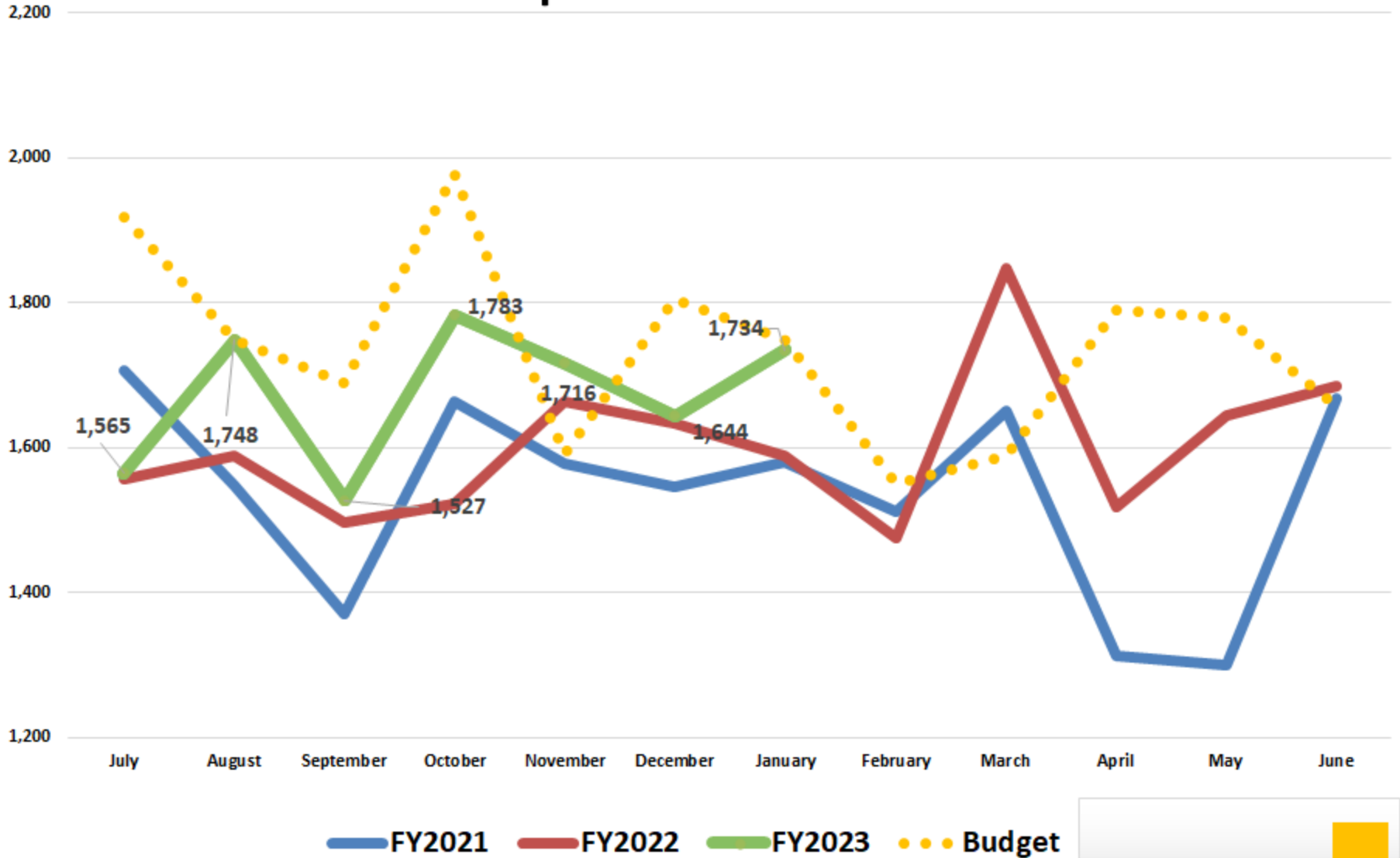
West Campus - MRI



— **FY2021**
 — **FY2022**
 — **FY2023**
 ••• **Budget**

2,206	2,476	2,486	2,593
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

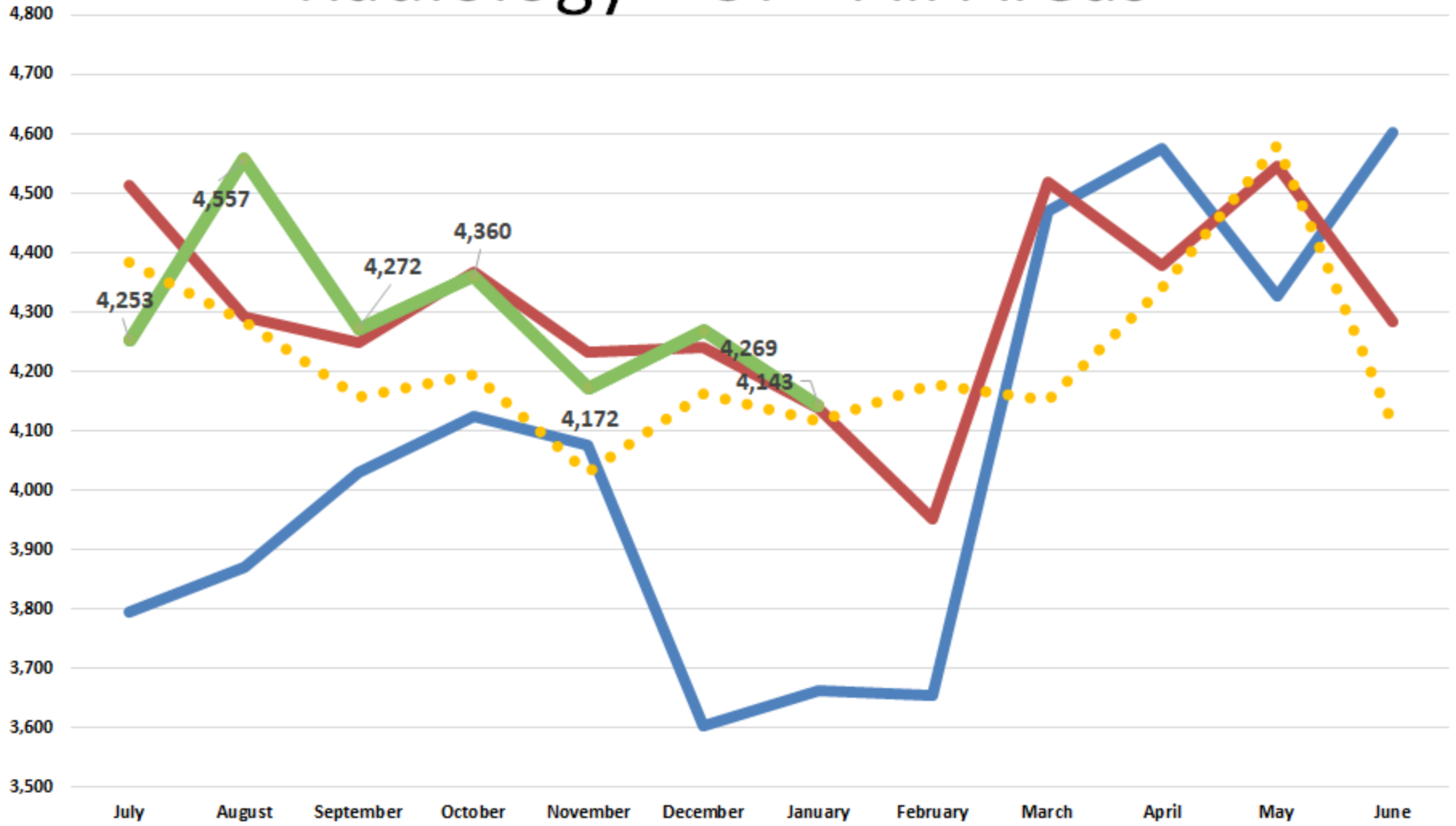
West Campus - Breast Center



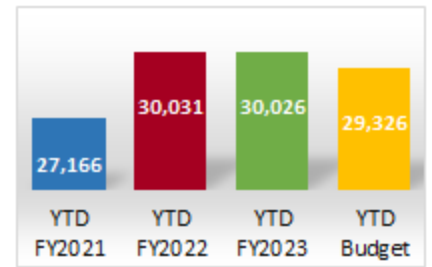
— FY2021
 — FY2022
 — FY2023
 ••• Budget

10,992	11,050	11,717	12,475
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

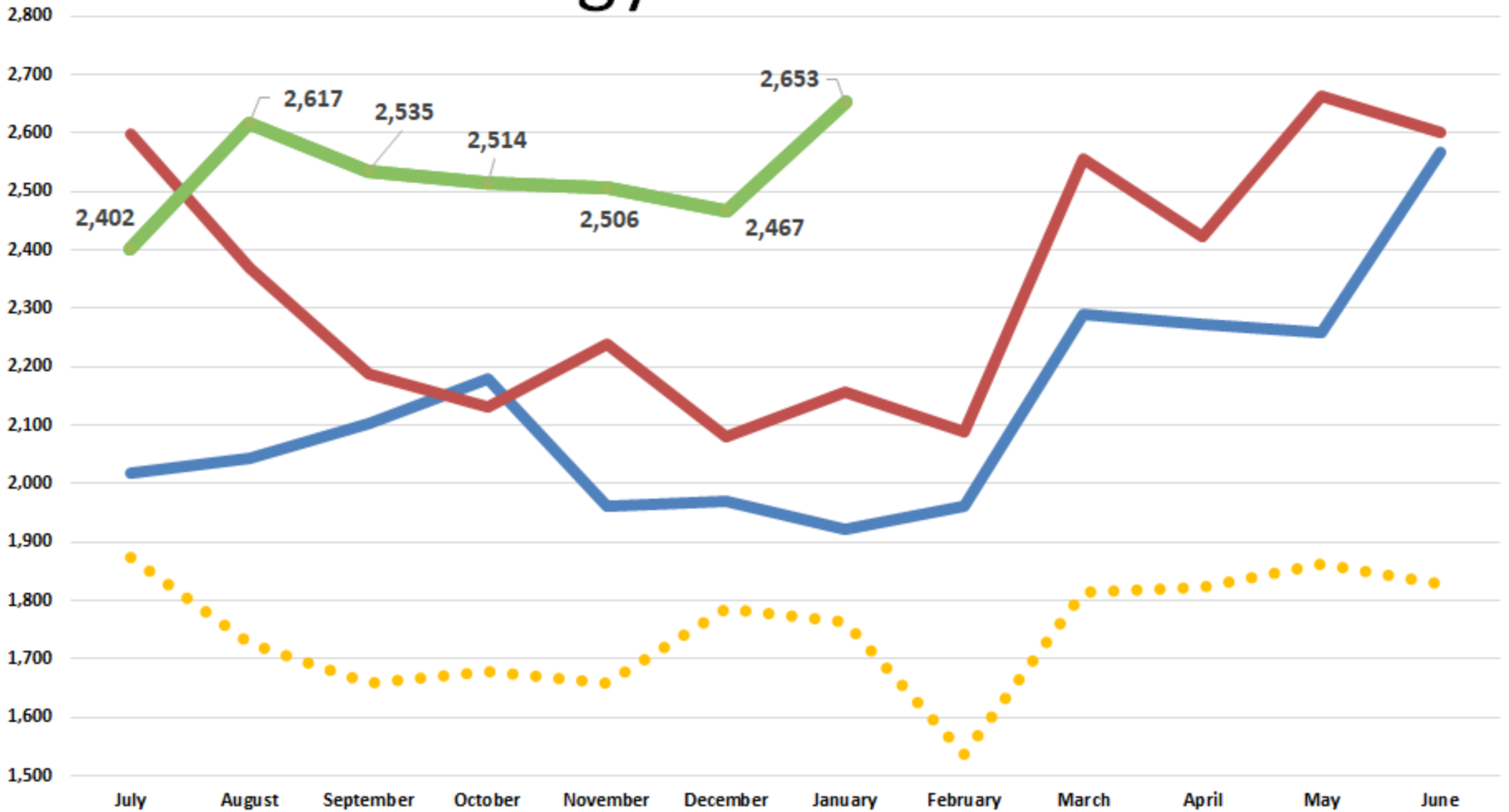
Radiology - CT - All Areas



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



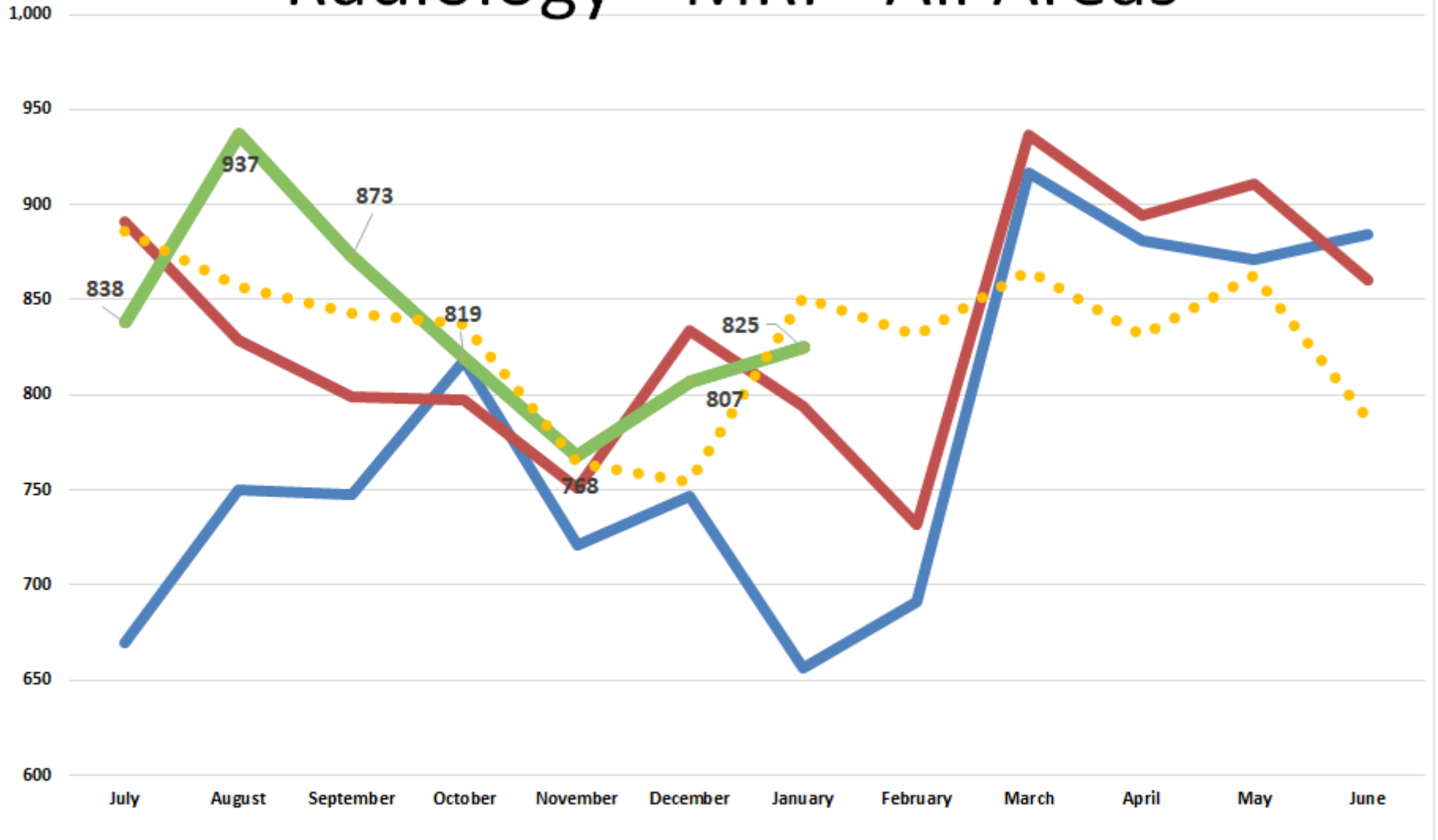
Radiology - Ultrasound - All Areas



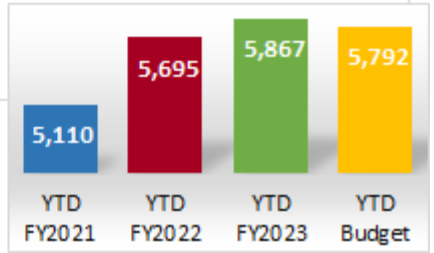
— FY2021
 — FY2022
 — FY2023
 ●● Budget

14,196	15,760	17,694	12,143
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

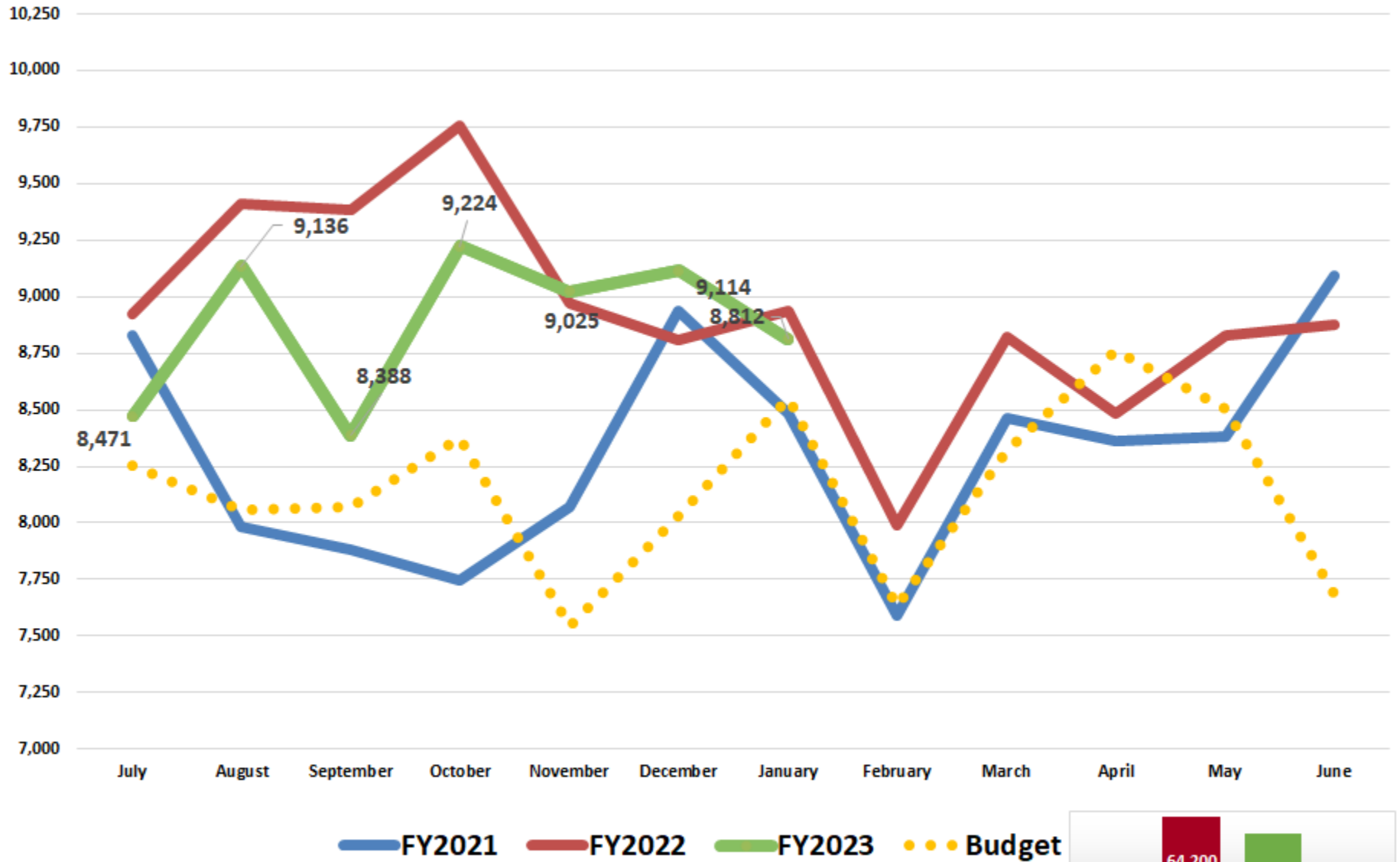
Radiology - MRI - All Areas



■ FY2021
 ■ FY2022
 ■ FY2023
 ●●● Budget

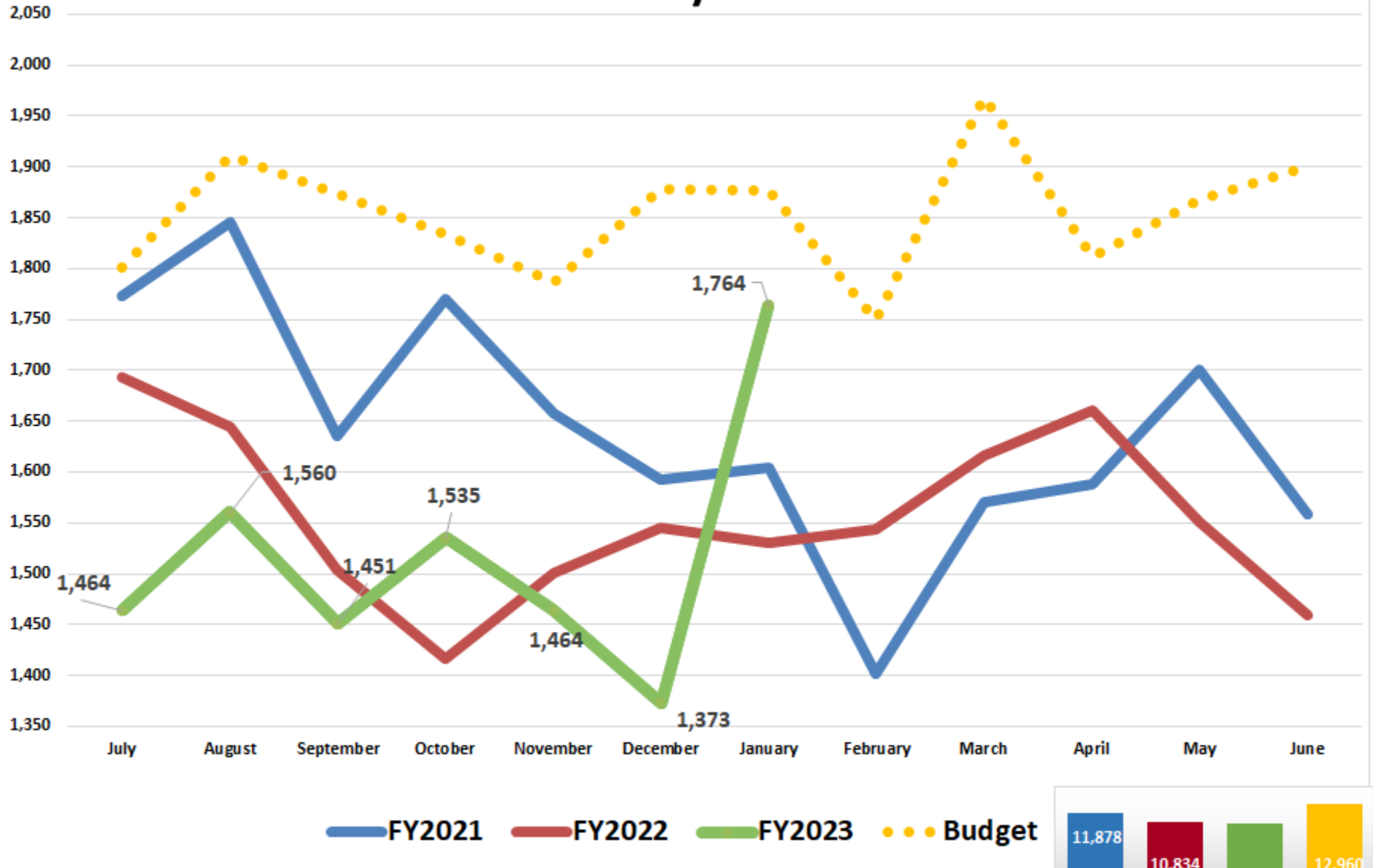


Radiology Modality - Diagnostic

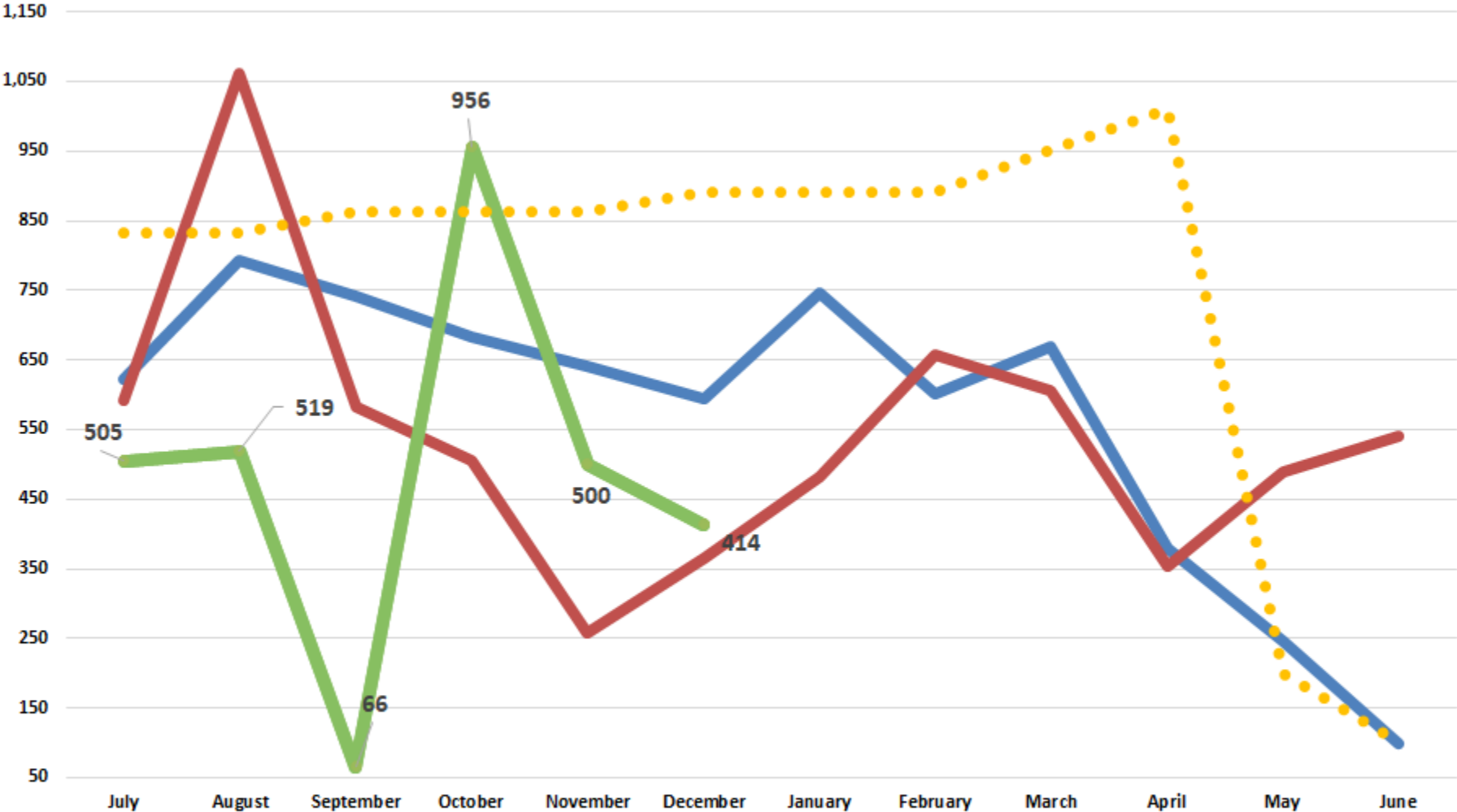


57,926	64,200	62,170	56,889
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

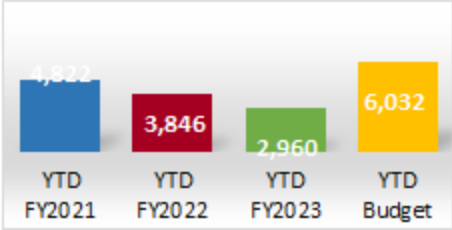
Chronic Dialysis - Visalia



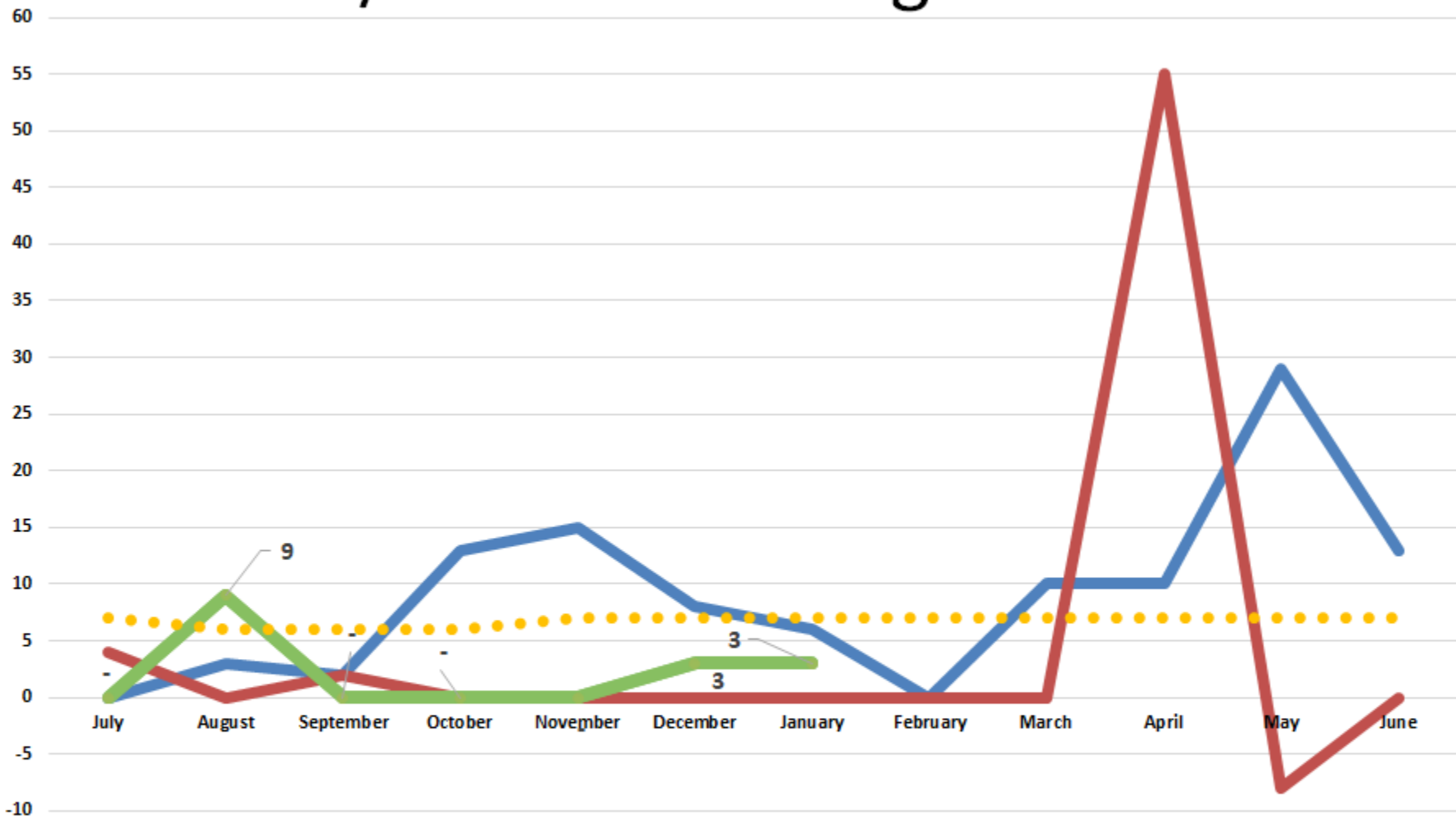
CAPD/CCPD - Maintenance Sessions



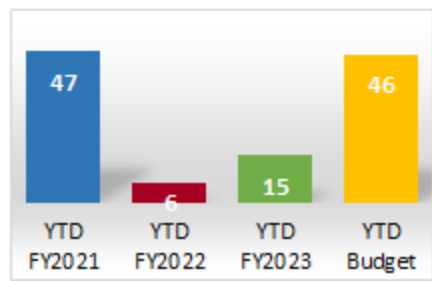
— **FY2021**
 — **FY2022**
 — **FY2023**
 ●●● **Budget**



CAPD/CCPD - Training Sessions



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



Infusion Center - Outpatient Visits

