



June 10, 2022

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in the Sequoia Regional Cancer Center Maynard Fought Conference Room on Wednesday June 15, 2022 beginning at 3:30PM in a special open board meeting.

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 can be obtained by contacting the Board Clerk at Kaweah Health Medical Center – Acequia Wing, Executive Offices (Administration Department) {1st floor}, 400 West Mineral King Avenue, Visalia, CA via phone 559-624-2330 or email: cmoccio@kaweahhealth.org, or on the Kaweah Delta Health Care District web page <http://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

DISTRIBUTION:

Governing Board

Legal Counsel

Executive Team

Chief of Staff

www.kaweahhealth.org



KAWEAH DELTA HEALTH CARE DISTRICT SPECIAL BOARD OF DIRECTORS MEETING

Sequoia Regional Cancer Center {4945 W. Cypress Avenue}
Maynard Fought Conference Room

Wednesday June 15, 2022

SPECIAL OPEN MEETING AGENDA {3:30PM}

- 1. CALL TO ORDER**
- 2. APPROVAL OF AGENDA**
- 3. PUBLIC PARTICIPATION** – Members of the public may comment on agenda items before action is taken and after it is discussed by the Board. Each speaker will be allowed five minutes. Members of the public wishing to address the Board concerning items not on the agenda and within the 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.
- 4. ANNUAL OPERATING & CAPITAL BUDGET AND FINANCIALS** – Review of the annual [operating & capital budget](#) and strategies and the most current fiscal year [financial results](#).
Malinda Tupper –Vice President & Chief Financial Officer
- 5. REPORTS**
 - 5.1.**Chief Executive Officer Report -Report relative to current events and issues.
Gary Herbst, Chief Executive Officer
 - 5.2.**Board President - Report relative to current events and issues.
David Francis, Board President
- 6. ADJOURN**

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

*Mike Olmos – Zone
Secretary/Treasurer*

*Lynn Havard Mirviss – Zone II
Vice President*

*Garth Gipson – Zone III
Board Member*

*David Francis – Zone IV
President*

*Ambar Rodriguez – Zone V
Board Member*

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

FY23 Preliminary Budget Presentation June 15, 2022



kaweahhealth.org



FY2023 | Budget Update

February 4th: Capital budgets distributed Due March 4th **Completed**

February 14th : Volume budget worksheets Due February 26th **Completed**

March 18th: Operational budget workbooks Due April 15th **Completed**

April 18th -May 13th: 1st round budget meetings (446 Budgets) **Completed**

May 17th: Board of Directors presented Preliminary budget concepts **Completed**

May 17th-June 10th :Breakout budget meetings with leaders **Completed**

May 23rd: 1st draft budget to Finance/Executive Team **Completed**

June 15th : Final Budget Discussions with the Board of Directors

June 29th: Final Presentation to the Board of Directors

2022-2023 Annual Budget Review

- **Guiding Principals**
- **Key Volume Projections and Ratios**
- **FY2023 Budget as of 6/15/22**
- **Discussion on Options**
- **Pension Discussion**
- **FY2023 Capital Budget**
- **Cash Flow and Ratios**

Supporting Detail

- **Financial Analysis based on trended volumes**
- **Variance Explanations**
- **Staffing Ratios**
- **Operating Expenses**
- **Detailed Volume Graphs**

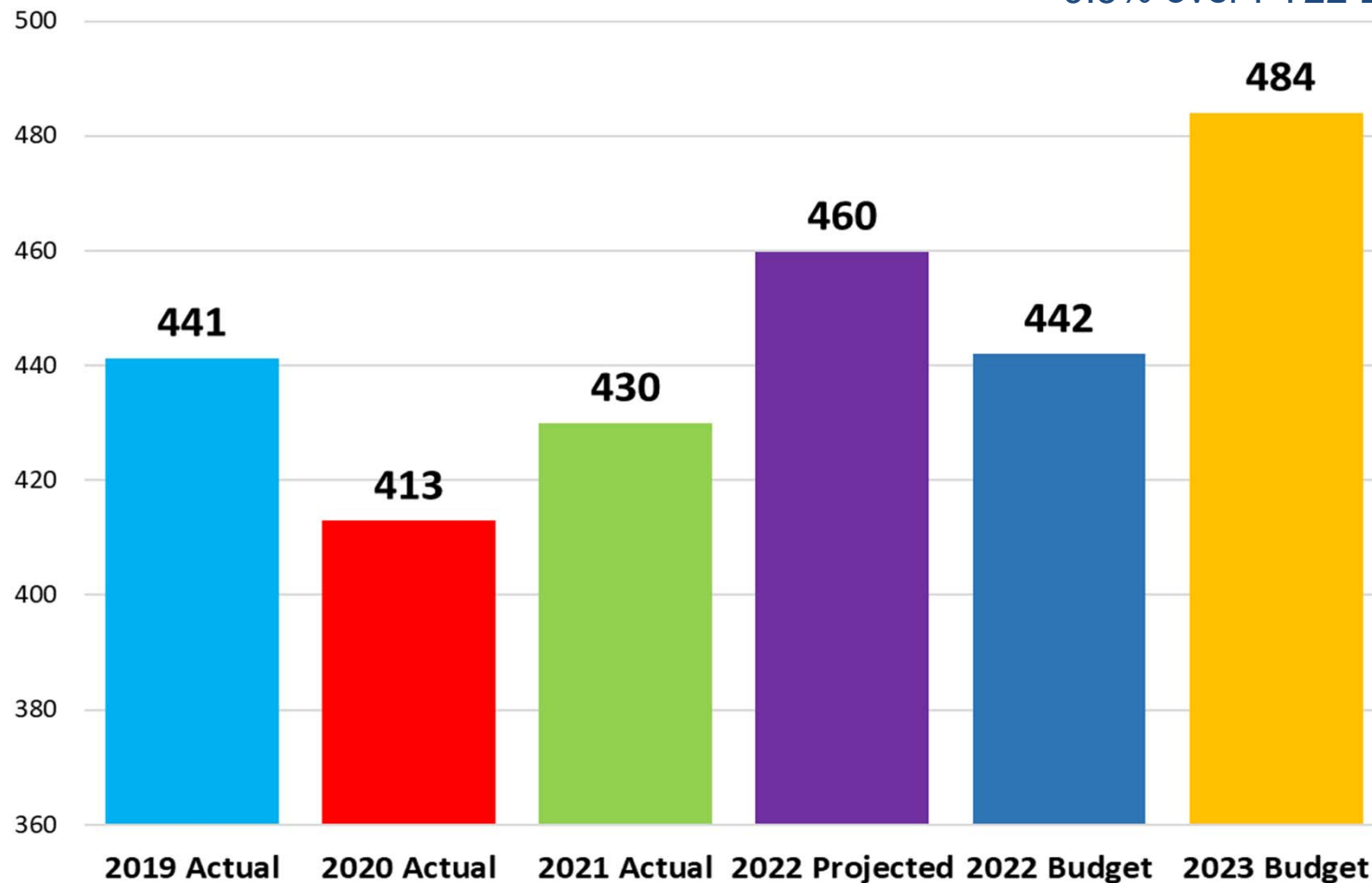
Note: The FY22 Projected amounts are based on 11 months of actual (July 2021-May 2022) plus a projected month for June 2022.

Guiding Principals| FY 2023

- Operating Margin 0.1%, Operating Cash Flow Margin 6.7% (Moody's 2020 Median Benchmarks A3)
- Meet Bond Covenants: Minimum of 1.75 MADS and 90 Days Cash on Hand
- Volume: Assumes end of the pandemic
- Assumes the official end of pandemic 9/30/2022
- Capital Budget not to exceed \$16M
- Maintain or reduce productivity ratios
- Reduce reliance on shift bonus and premium pay
- Inflation: 2-10% increase in supply costs
- Projected FY22 based off of 11 months actual and 1 month estimated

Key Statistical Indicators | Average Daily Census

5.3% over FY22 Projection
9.5% over FY22 Budget



FY 23 Budget

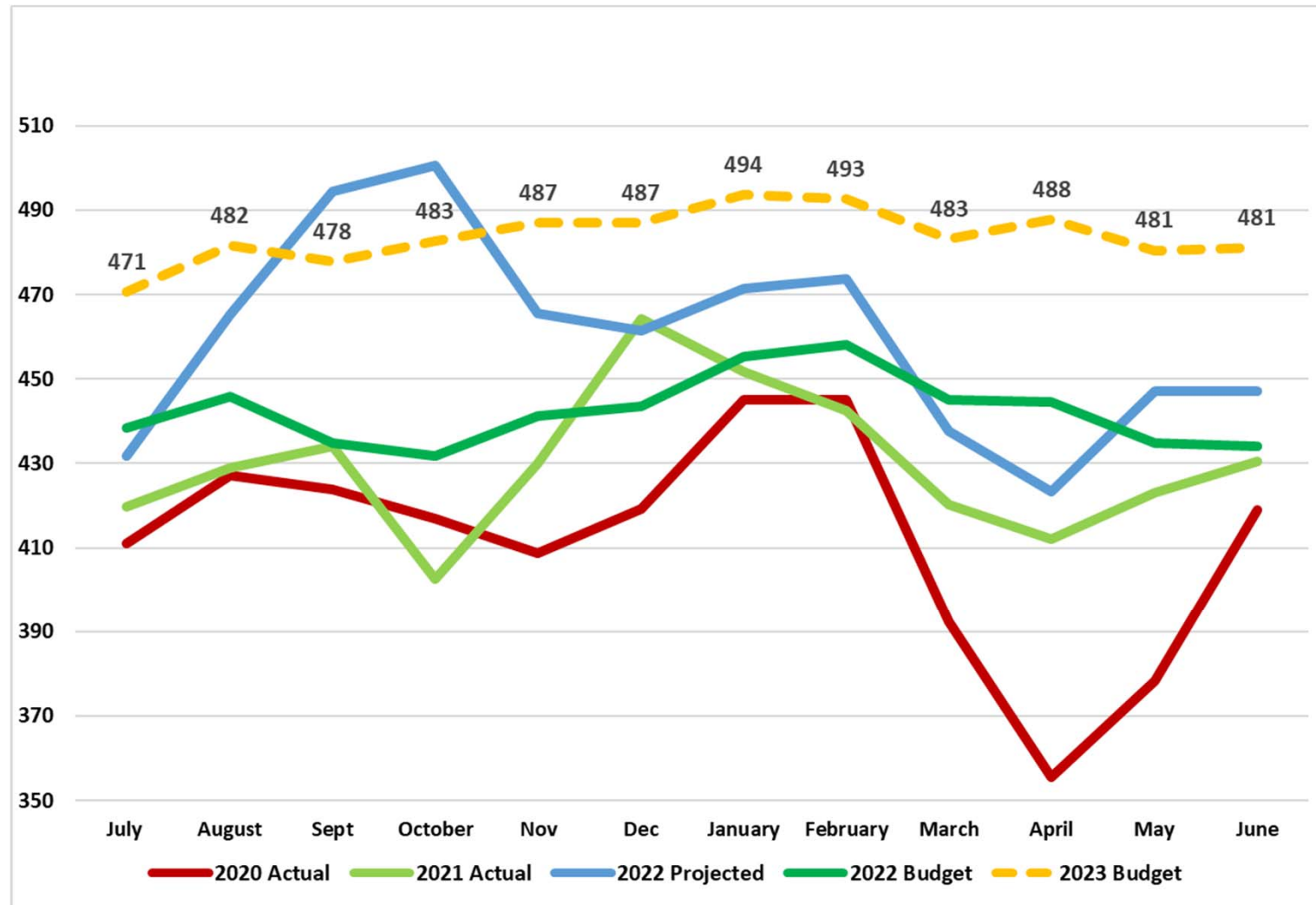
Key Statistical Indicators | Average Daily Census

	FY 22 Projected	FY 22 Budget	FY 23 Budget	Change Budget FY23-Projected FY22	% Change from FY22 Projected
Average Daily Census	460	442	484	24	5%

Patient Days

Medical Center	116,963	103,896	117,240	277	0%
Acute I/P Psych	14,597	17,092	18,680	4,083	28%
Sub-Acute	10,092	11,245	10,882	790	8%
Rehab	5,907	6,733	6,733	826	14%
TCS-Ortho	4,251	5,110	5,110	859	20%
TCS	5,019	6,031	6,031	1,012	20%
NICU	5,125	4,800	5,500	375	7%
Nursery	5,894	6,509	6,509	615	10%
Total Patient Days	167,848	161,416	176,685	8,837	5%

Key Statistical Indicators | Average Daily Census



FY 23 Budget

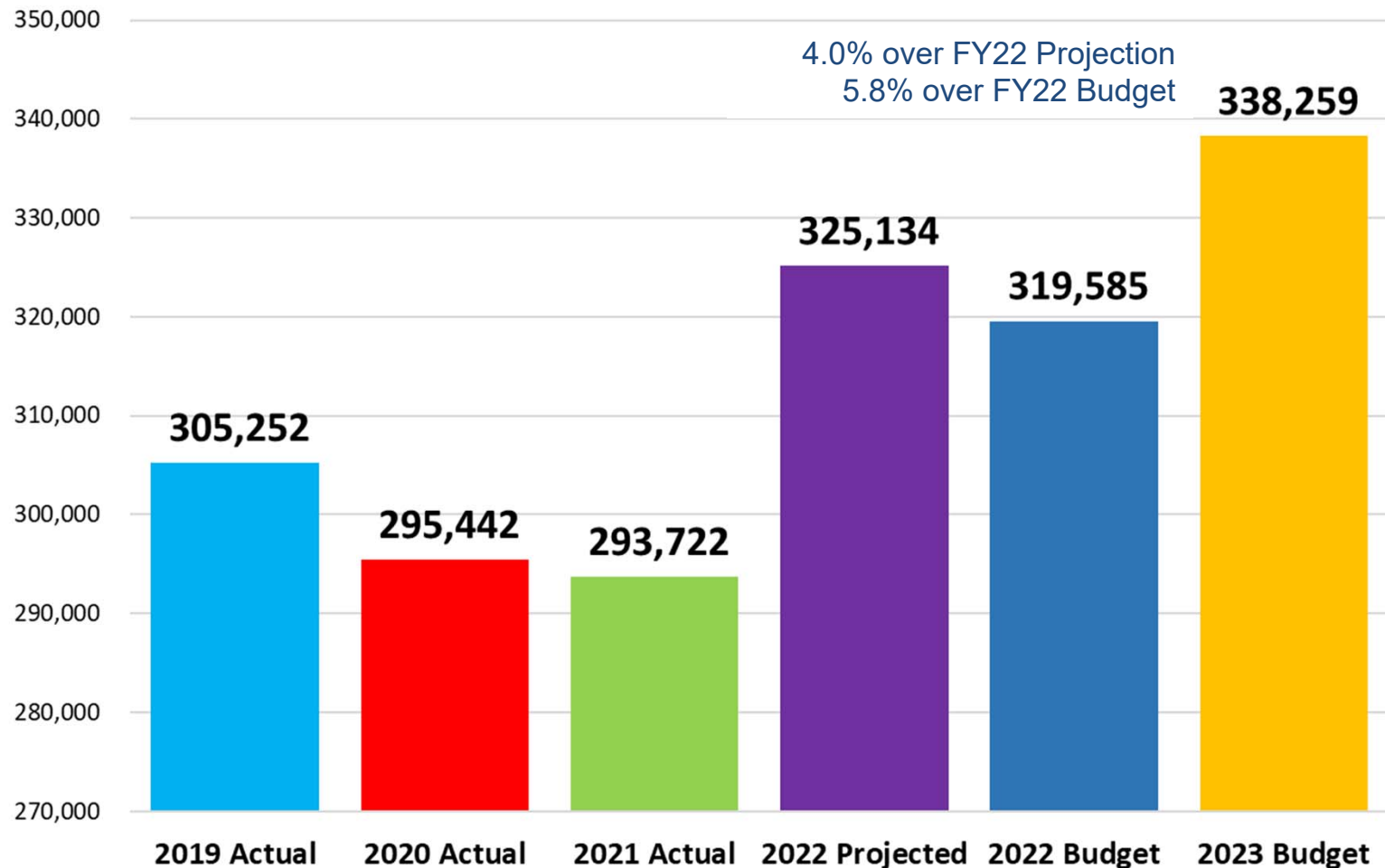
Key Statistical Indicators | Inpatient days

	FY 19 Actual	FY 22 Actual (projected ..)	FY 22 Budget	FY 23 Budget	Change Budget FY23- Budget FY22	% Change from FY22 Budget	% Change from FY19 Actual	% Occupancy	# Beds
Downtown Campus excluding Mom/Baby	98,353	112,673	99,107	112,813	13,706	13.8%	14.7%	85%	365
Downtown Campus Mom/Baby*	17,253	15,309	16,098	16,436	338	2.1%	(4.7%)	47%	96
Acute Psych	17,184	14,597	17,092	18,680	1,588	9.3%	8.7%	81%	63
Acute Rehab	6,756	5,907	6,733	6,733	0	0.0%	(0.3%)	41%	45
Sub Acute	11,311	10,092	11,245	10,882	(363)	(3.2%)	(3.8%)	93%	32
Skilled Nursing - South	5,409	5,019	6,031	6,031	0	0.0%	11.5%	75%	22
Skilled Nursing - West Short Stay	4,816	4,251	5,110	5,110	0	0.0%	6.1%	88%	16
Inpatient Days	161,082	167,848	161,416	176,685	15,269	9.5%	9.7%	76%	639

* Includes Nursery 32 beds

** Occupancy % includes Observation

Key Statistical Indicators | Adjusted Patient Days



FY 23 Budget

Key Statistical Indicators | Volume

	FY 19 Actual	FY 22 Actual (projected ..)	FY 22 Budget	FY 23 Budget	Change Budget FY23-Budget FY22	% Change from FY22 Budget	% Change from FY19 Actual
Inpatient Days	161,082	167,848	161,416	176,685	15,269	9.5%	9.7%
Emergency Department Visits	84,834	81,118	83,950	83,950	0	0.0%	(1.0%)
Surgery Minutes	11,788	11,484	15,278	12,943	(2,335)	(15.3%)	9.8%
Cath Lab Minutes	4,403	3,830	4,786	4,786	0	0.0%	8.7%
Deliveries	4,764	4,534	4,603	4,700	97	2.1%	(1.3%)
Rural Health Clinic Visits	97,806	124,286	114,973	124,970	9,997	8.7%	27.8%
Rural Health Clinic-Tulare Visits	-	10,737	14,175	15,648	1,473	10.4%	0.0%
Urgent Care - Court	49,071	67,222	47,323	47,678	355	0.8%	(2.8%)
Urgent Care - Demaree	19,202	42,254	28,600	29,230	630	2.2%	52.2%
SWHC Family Medicine GME	11,930	13,288	14,240	14,467	227	1.6%	21.3%
Sequoia Cardiology Clinic	11,101	21,364	19,698	25,020	5,322	27.0%	125.4%
Neuroscience Center	4,125	4,276	4,684	4,242	(442)	(9.4%)	2.8%
Outpatient Rehabilitation Units	9,664	14,947	15,027	15,027	0	0.0%	55.5%
Physical & Other Therapy Units	274,912	270,485	269,361	274,661	5,300	2.0%	(0.1%)
Home Health Visits	28,794	33,426	34,765	36,160	1,395	4.0%	25.6%
Hospice	39,947	50,786	50,975	51,180	205	0.4%	28.1%
Radiation Oncology	25,031	24,045	28,504	28,244	(260)	(0.9%)	12.8%
Radiology Xray	117,573	159,654	146,922	154,595	7,673	5.2%	31.5%
Radiology CT	49,111	51,765	50,709	52,948	2,239	4.4%	7.8%
Radiology MRI	9,199	9,989	9,981	10,065	84	0.8%	9.4%
Radiology US	26,756	27,817	26,156	28,549	2,393	9.1%	6.7%

FY23 Budget Comparison to Budget FY22 - Updated 6/13 (000's)

	For Comparison to Budget FY23							
	FY 19 Actual	FY 22 * Projection	FY 22 Budget	FY 23 Budget	Variance Budget FY23- Projection FY22		Variance Budget FY23- Budget FY22	
Operating Revenue								
Net Patient Service Revenue	\$561,911	\$639,253	\$634,620	\$671,652	\$32,399	5.1%	\$37,032	5.8%
Other Operating Revenue	191,056	218,358	187,973	219,640	1,282	0.6%	31,667	16.8%
Total Operating Revenue	752,967	857,611	822,593	891,292	33,681	3.9%	68,699	8.4%
Operating Expenses								
Employment Expense	376,115	454,150	390,522	460,231	6,081	1.3%	69,709	17.9%
Other Operating Expense	361,250	439,953	418,897	445,267	5,314	1.2%	26,370	6.3%
Total Operating Expenses	737,366	894,103	809,419	905,498	11,395	1.3%	96,079	11.9%
Operating Margin								
Operating Margin	15,601	(36,492)	13,174	(14,206)	22,286		(27,380)	
Stimulus Funds	0	17,867	1,195	3,000	(14,867)		1,805	
Operating Margin after Stimulus	15,601	(18,625)	14,369	(11,206)	7,419		(25,575)	
Nonoperating Revenue (Loss)	12,306	(5,637)	4,568	4,267	9,904		(301)	
Excess Margin	\$27,907	(\$24,262)	\$18,937	(\$6,939)	\$17,323		(\$25,876)	

Note *: The FY22 Projected "Actual" amounts are based on 11 months of actual (July 2021-May 2022) plus a projected month for June 2022.

FY23 Budget Comparison to Budget FY22 - Updated 6/13 (000's)

	FY 19 Actual	FY 22 Actual	FY 22 Budget	FY 23 Budget	Variance Budget FY23- Actual FY22		Variance Budget FY23- Budget FY22	
Operating Revenue								
Net Patient Service Revenue	\$561,911	\$639,253	\$634,620	\$671,652	\$32,399	5.1%	\$37,032	5.8%
Supplemental Gov't Programs	76,471	70,220	53,106	61,903	(8,317)	(11.8%)	8,797	16.6%
Prime Program	17,717	15,850	8,000	8,911	(6,939)	(43.8%)	911	11.4%
Premium Revenue	40,871	69,496	66,017	79,636	10,140	14.6%	13,619	20.6%
Management Services Revenue	31,751	35,869	36,290	40,949	5,080	14.2%	4,659	12.8%
Other Revenue	24,245	26,923	24,560	28,241	1,318	4.9%	3,681	15.0%
Other Operating Revenue	191,056	218,358	187,973	219,640	1,282	0.6%	31,667	16.8%
Total Operating Revenue	752,967	857,611	822,593	891,292	33,681	3.9%	68,699	8.4%
Operating Expenses								
Salaries & Wages	287,902	349,531	330,396	358,544	9,013	2.6%	28,148	8.5%
Contract Labor	14,997	42,392	6,204	28,894	(13,498)	(31.8%)	22,690	365.7%
Employee Benefits	73,216	62,227	53,922	72,793	10,566	17.0%	18,871	35.0%
Total Employment Expenses	376,115	454,150	390,522	460,231	6,081	1.3%	69,709	17.9%
Medical & Other Supplies	112,866	134,355	125,503	122,824	(11,531)	(8.6%)	(2,679)	(2.1%)
Physician Fees	85,521	107,847	99,783	110,105	2,258	2.1%	10,322	10.3%
Purchased Services	21,151	18,332	15,866	19,728	1,396	7.6%	3,862	24.3%
Repairs & Maintenance	25,878	28,373	28,699	30,384	2,011	7.1%	1,685	5.9%
Utilities	5,642	8,967	7,308	8,695	(272)	(3.0%)	1,387	19.0%
Rents & Leases	6,119	6,244	6,169	7,009	765	12.3%	840	13.6%
Depreciation & Amortization	30,851	31,907	33,552	34,003	2,096	6.6%	451	1.3%
Interest Expense	5,453	7,469	7,234	7,190	(279)	(3.7%)	(44)	(0.6%)
Other Expense	17,260	21,979	22,630	24,878	2,899	13.2%	2,248	9.9%
Humana Cap Plan Expenses	19,151	39,823	36,254	39,994	171	0.4%	3,740	10.3%
Management Services Expense	31,359	34,657	35,899	40,457	5,800	16.7%	4,558	12.7%
Total Other Expenses	361,250	439,953	418,897	445,267	5,314	1.2%	26,370	6.3%
Total Operating Expenses	737,366	894,103	809,419	905,498	11,395	1.3%	96,079	11.9%
Operating Margin	15,601	(36,492)	13,174	(14,206)	22,286		(27,380)	
Stimulus Funds	0	17,867	1,195	3,000	(14,867)		1,805	
Operating Margin after Stimulus	15,601	(18,625)	14,369	(11,206)	7,419		(25,575)	
Nonoperating Revenue (Loss)	12,306	(5,637)	4,568	4,267	9,904		(301)	
Excess Margin	\$27,907	(\$24,262)	\$18,937	(\$6,939)	\$17,323		(\$25,876)	

FY2023 | Budget Options (000's)

Budget FY23: Options	FY23 Budget	Option 1	Option 2	Option 3
Operating Margin %	-1.3%	0.00%	0.25%	0.5%
Current Budgeted Operating Loss 6/9/2022	(\$11,206)	(\$11,206)	(\$11,206)	(\$11,206)
Desired Operating Margin	(\$11,206)	\$0	\$2,228	\$4,456
<i>Difference to Gap</i>	\$0	(\$11,206)	(\$13,434)	(\$15,662)
Staffing Related Efficiencies (Options #1: 2.22% reduction to employee costs, #2: 2.7%, #3: 3.2%)		\$10,206	\$12,435	\$14,663
TBA Example: Focus Savings Initiatives		\$1,000	\$1,000	\$1,000
Total Amount to close GAP	\$0	\$0	\$0	\$0
Days Cash on Hand (Bond covenants require > 90 days)	116.8	121.5	122.5	123.4
Debt Service Coverage: >1.75 budget required: >1.35 must fund debt service fund, >1.1 allowed actual	1.95	2.59	2.72	2.84

Major assumptions already in budget - Impact to Bottom Line	FY23 Budget	Prior Year Budget
Strategic Planning - Length of Stay Reduction	\$10,455	\$10,500
Revenue Cycle - Contracts (\$4.78M) & Denials reduction (\$2.5M)	\$8,538	\$7,393
Humana Premium Increase	\$8,500	\$10,476
Vacancy Factor (100 FTEs)	\$7,557	\$6,700
New Supplemental Program Effective 1/1/2023	\$5,403	\$0
QIP (was Prime) Supplemental Funding	\$4,144	\$2,853
Reduction in Contract Labor	\$4,036	\$1,297
Focus Savings Initiatives	\$4,000	\$4,000
COVID Stimulus Funds	\$3,000	\$0
Changes in Defined Benefit plan expense (\$11.7M negative impact prior year)	\$1,319	\$13,090
Improved Reimbursement - Tulare	\$1,535	\$0
Assuming no COVID expenses (\$10M actual)	\$0	\$0
2.88% Merit increase (assumes 1.44% Average)	(\$5,284)	(\$4,602)
401K - maintaining full match	(\$10,150)	(\$7,487)
Travel and Education - up \$1.1M	(\$1,100)	\$0
Consulting (\$3.4M)	(\$1,106)	\$0
Marketing (\$1.9M)	(\$614)	\$0
Assuming no market increases or changes in benefit rates	\$0	(\$3,000)
Does not include \$1.2M at risk compensation	\$0	(\$1,200)
Current amount included in Budget	\$40,235	\$41,220

FY2023 | Capital Budget - Preliminary

Total Capital Requests	\$26,391,513
Total Rejected/Deferred	(\$10,391,513)
In Review	\$16,000,000

Breakdown of Items in Review

Infrastructure Maintenance	\$2,776,265
Facilities Construction Projects & Planning	\$1,211,314
Information Services (ISS)	\$2,233,591
Director Requests	\$9,778,830
In Review	\$16,000,000

Funding Sources

Capital FY23	\$16,000,000
Unspent Capital from prior years	\$0
Donations	\$0
Available Bond Funds - prior issues	\$0
Total Funds	\$16,000,000

General Contingency Capital	\$340,000
	\$340,000

FY 2023 Capital Budget	\$16,340,000
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FY23 Staffing Comparisons

	FY22 Projected	FY22 Budget	FY23 Budget	Bdgt 23- Bdgt22	% Chg	Bdgt 23- Act22	% Chg
Employee Metrics							
Total Payroll Hours	9,552,535	9,356,476	9,817,119	460,643	5%	264,584	3%
Staff (FTEs)	4,593	4,498	4,720	221	5%	127	3%
Adjusted Patient Day (APD)	325,134	319,585	338,259	18,674	6%	13,125	4%
Total Staffing Costs includes benefits (000's)	\$454,150	\$390,522	\$460,231	69,709	18%	6,081	1%

Efficiency Ratios							
Total Hours/APD – lower is better	29.38	29.28	29.02	(0.25)	-0.9%	(0.36)	-1.2%
APD/FTEs – higher is better	70.80	71.05	71.67	0.62	1%	0.87	1%
Total Staffing Costs/Total Hrs	\$ 47.5	\$ 41.7	\$ 46.9	\$ 5.1	12%	\$ (0.7)	-1%
Total Staffing Costs/APD	\$ 1,397	\$ 1,222	\$ 1,361	\$ 139	11%	\$ (36.2)	-3%

FY23 Comparison per Adjusted Patient Day (000') Projected to Budget 6/13

					PER APD			
	FY 22 Projected	FY 23 Budget	Variance	% Change	FY 22 Projected	FY 23 Budget	Variance	% Change
Operating Revenue								
Net Patient Service Revenue	\$639,253	\$671,652	\$32,399	4.8%	\$1,966	\$1,986	\$19	1.0%
Supplemental Gov't Programs	70,220	61,903	(8,317)	(13.4%)	216	183	(33)	(18.0%)
Prime Program	15,850	8,911	(6,939)	(77.9%)	49	26	(22)	(85.0%)
Premium Revenue	69,496	79,636	10,140	12.7%	214	235	22	9.2%
Management Services Revenue	35,869	40,949	5,080	12.4%	110	121	11	8.9%
Other Revenue	26,923	28,241	1,318	4.7%	83	83	1	0.8%
Other Operating Revenue	218,358	219,640	1,282	0.6%	672	649	(22)	(3.4%)
Total Operating Revenue	857,611	891,292	33,681	3.8%	2,638	2,635	(3)	(0.1%)
Operating Expenses								
Salaries & Wages	349,531	358,544	9,013	2.5%	1,075	1,060	(15)	(1.4%)
Contract Labor	42,392	28,894	(13,498)	(46.7%)	130	85	(45)	(52.6%)
Employee Benefits	62,227	72,793	10,566	14.5%	191	215	24	11.1%
Total Employment Expenses	454,150	460,231	6,081	1.3%	1,397	1,361	(36)	(2.7%)
Medical & Other Supplies	134,355	122,824	(11,531)	-9.4%	413	363	(50)	(13.8%)
Physician Fees	107,847	110,105	2,258	2.1%	332	326	(6)	(1.9%)
Purchased Services	18,332	19,728	1,396	7.1%	56	58	2	3.3%
Repairs & Maintenance	28,373	30,384	2,011	6.6%	87	90	3	2.8%
Utilities	8,967	8,695	(272)	-3.1%	28	26	(2)	(7.3%)
Rents & Leases	6,244	7,009	765	10.9%	19	21	2	7.3%
Depreciation & Amortization	31,907	34,003	2,096	6.2%	98	101	2	2.4%
Interest Expense	7,469	7,190	(279)	-3.9%	23	21	(2)	(8.1%)
Other Expense	21,979	24,878	2,899	11.7%	68	74	6	8.1%
Humana Cap Plan Expenses	39,823	39,994	171	0.4%	122	118	(4)	(3.6%)
Management Services Expense	34,657	40,457	5,800	14.3%	107	120	13	10.9%
Total Other Expenses	439,953	445,267	5,314	1.2%	1,353	1,316	(37)	(2.8%)
Total Operating Expenses	894,103	905,498	11,395	1.3%	2,750	2,677	(73)	(2.7%)
Operating Margin	(36,492)	(14,206)	22,286		(112)	(42)	70	
Stimulus Funds	17,867	3,000	(14,867)		55	9	(46)	
		(11,206)	(11,206)				0	
Operating Margin after Stimulus	(18,625)	0	18,625				0	
Nonoperating Revenue (Loss)	(5,637)	4,267	9,904		(17)	13	30	
Excess Margin	(\$24,262)	(\$6,939)	\$17,323		(\$75)	(\$21)	\$54	

FY23 Comparison per Adjusted Patient Day (000') Budget to Budget and 2019 Actual

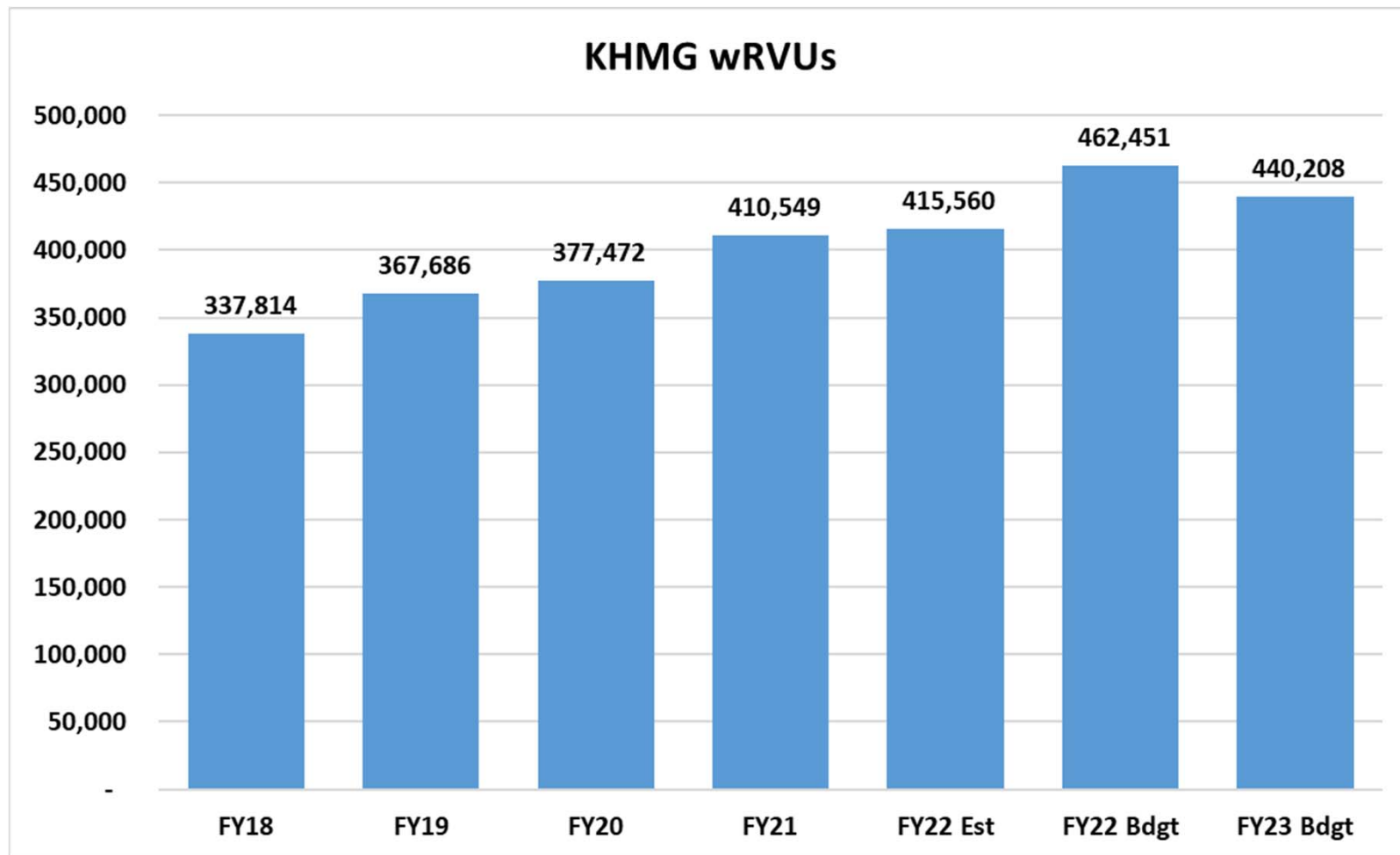
	PER APD							PER APD				
	FY 22 Projected	FY 23 Budget	FY 22 Budget	FY 22 Budget	FY 23 Budget	Variance	% Change	FY 19 Actual	FY 19 Actual	FY 23 Budget	Variance	% Change
Operating Revenue												
Net Patient Service Revenue	\$639,253	\$671,652	\$634,620	\$1,986	\$1,986	(\$0)	(0.0%)	\$561,911	\$1,841	\$1,986	\$145	7.9%
Supplemental Gov't Programs	70,220	61,903	53,106	166	183	17	10.1%	76,471	251	183	(68)	(27.0%)
Prime Program	15,850	8,911	8,000	25	26	1	5.2%	17,717	58	26	(32)	(54.6%)
Premium Revenue	69,496	79,636	66,017	207	235	29	14.0%	40,871	134	235	102	75.8%
Management Services Revenue	35,869	40,949	36,290	114	121	8	6.6%	31,751	104	121	17	16.4%
Other Revenue	26,923	28,241	24,560	77	83	7	8.6%	24,245	79	83	4	5.1%
Other Operating Revenue	218,358	219,640	187,973	588	649	61	10.4%	191,056	626	649	23	3.7%
Total Operating Revenue	857,611	891,292	822,593	2,574	2,635	61	2.4%	752,967	2,467	2,635	168	6.8%
Operating Expenses												
Salaries & Wages	349,531	358,544	330,396	1,034	1,060	26	2.5%	287,902	943	1,060	117	12.4%
Contract Labor	42,392	28,894	6,204	19	85	66	340.0%	14,997	49	85	36	73.8%
Employee Benefits	62,227	72,793	53,922	169	215	46	27.5%	73,216	240	215	(25)	(10.3%)
Total Employment Expenses	454,150	460,231	390,522	1,222	1,361	139	11.3%	376,115	1,232	1,361	128	10.4%
Medical & Other Supplies	134,355	122,824	125,503	393	363	(30)	(7.5%)	112,866	370	363	(7)	(1.8%)
Physician Fees	107,847	110,105	99,783	312	326	13	4.3%	85,521	280	326	45	16.2%
Purchased Services	18,332	19,728	15,866	50	58	9	17.5%	21,151	69	58	(11)	(15.8%)
Repairs & Maintenance	28,373	30,384	28,699	90	90	0	0.0%	25,878	85	90	5	5.9%
Utilities	8,967	8,695	7,308	23	26	3	12.4%	5,642	18	26	7	39.1%
Rents & Leases	6,244	7,009	6,169	19	21	1	7.3%	6,119	20	21	1	3.4%
Depreciation & Amortization	31,907	34,003	33,552	105	101	(4)	(4.3%)	30,851	101	101	(1)	(0.5%)
Interest Expense	7,469	7,190	7,234	23	21	(1)	(6.1%)	5,453	18	21	3	19.0%
Other Expense	21,979	24,878	22,630	71	74	3	3.9%	17,260	57	74	17	30.1%
Humana Cap Plan Expenses	39,823	39,994	36,254	113	118	5	4.2%	19,151	63	118	55	88.4%
Management Services Expense	34,657	40,457	35,899	112	120	7	6.5%	31,359	103	120	17	16.4%
Total Other Expenses	439,953	445,267	418,897	1,311	1,316	6	0.4%	361,250	1,184	1,316	133	11.2%
Total Operating Expenses	894,103	905,498	809,419	2,533	2,677	144	5.7%	737,366	2,416	2,677	261	10.8%

FY23 Comparison as a % of Net Patient Revenue

Revenue and Expenses as a % of Net Patient Revenue

	FY 19 Actual	FY 22 Budget	FY 22 Projected	FY 23 Budget
Operating Revenue				
Net Patient Service Revenue	100.0%	100.0%	100.0%	100.0%
Supplemental Gov't Programs	13.6%	8.4%	11.0%	9.2%
Prime Program	3.2%	1.3%	2.5%	1.3%
Premium Revenue	7.3%	10.4%	10.9%	11.9%
Management Services Revenue	5.7%	5.7%	5.6%	6.1%
Other Revenue	4.3%	3.9%	4.2%	4.2%
Other Operating Revenue	34.0%	29.6%	34.2%	32.7%
Operating Expenses				
Salaries & Wages	51.2%	55.1%	54.7%	53.4%
Contract Labor	2.7%	6.7%	6.6%	4.3%
Employee Benefits	13.0%	9.8%	9.7%	10.8%
Total Employment Expenses	66.9%	71.6%	71.0%	68.5%
Medical & Other Supplies	20.1%	21.2%	21.0%	18.3%
Physician Fees	15.2%	17.0%	16.9%	16.4%
Purchased Services	3.8%	2.9%	2.9%	2.9%
Repairs & Maintenance	4.6%	4.5%	4.4%	4.5%
Utilities	1.0%	1.4%	1.4%	1.3%
Rents & Leases	1.1%	1.0%	1.0%	1.0%
Depreciation & Amortization	5.5%	5.0%	5.0%	5.1%
Interest Expense	1.0%	1.2%	1.2%	1.1%
Other Expense	3.1%	3.5%	3.4%	3.7%
Humana Cap Plan Expenses	3.4%	6.3%	6.2%	6.0%
Management Services Expense	5.6%	5.5%	5.4%	6.0%
Total Other Expenses	64.3%	69.3%	68.8%	66.3%
Total Operating Expenses	131.2%	140.9%	139.9%	134.8%
Operating Margin	2.8%	0.0%	-5.7%	-2.1%

FY2023 | Kaweah Health Medical Group – Volume



FY23 Budget

FY2023 | Kaweah Health Medical Group – Prelim.

In (000's)	FY 19 Actual	FY 22 Projected	FY 22 Budget	FY 23 Budget	Variance Budget FY23 - Budget FY22	
Operating Revenue						
Net Patient Service Revenue	\$44,110	\$47,293	\$53,261	\$52,950	(\$311)	(0.6%)
Other Operating Revenue	773	1,341	841	820	(21)	(2.5%)
Total Operating Revenue	44,883	48,634	54,102	53,770	(332)	(0.6%)
Operating Expenses						
Salaries & Wages	11,474	11,544	12,473	13,005	532	4.3%
Contract Labor	143	0	0	0	0	0.0%
Employee Benefits	2,898	1,754	2,034	2,572	538	26.5%
Total Employment Expenses	14,515	13,298	14,507	15,577	1,070	7.4%
Medical & Other Supplies	6,369	6,074	6,894	7,106	212	3.1%
Physician Fees	22,361	27,884	30,313	30,989	676	2.2%
Purchased Services	1,336	978	1,008	1,104	96	9.5%
Repairs & Maintenance	1,868	2,413	2,737	2,791	54	2.0%
Utilities	406	453	484	516	32	6.6%
Rents & Leases	2,701	2,574	2,597	2,656	59	2.3%
Depreciation & Amortization	1,270	717	1,100	826	(274)	(24.9%)
Interest Expense	22	1	1	0	(1)	(100.0%)
Other Expense	1,737	1,371	1,523	1,818	295	19.4%
Total Other Expenses	38,070	42,465	46,657	47,806	1,149	2.5%
Total Operating Expenses	52,585	55,763	61,164	63,383	2,219	3.6%
Excess Margin	(\$7,702)	(\$7,129)	(\$7,062)	(\$9,613)	(\$2,551)	

Defined Benefit Plan – Pension FY22 and FY23

Discussion:

- Recommend not funding pension plan in FY23 as actuarial recommended contribution is assumed to be zero due to assumption that the plan is fully funded at the 7.5% discount rate - \$11.4M cash impact from prior year.
- Recommend holding the pension discount rate at 7.5% versus 7.25% and resume glide path reduction in FY24. FY22 income statement \$4.6M impact, FY23 income statement \$2.9M impact.

Year Ended June 30	Actuarial Determined Contribution	Actual Contribution	Contribution Excess
2021	\$4,414	\$11,400	\$6,986
2020	\$3,466	\$11,400	\$7,934
2019	\$4,533	\$11,400	\$6,867
2018	\$5,818	\$11,400	\$5,582
2018	\$6,879	\$9,000	\$2,121
2016	\$3,224	\$5,000	\$1,776
2016	\$2,673	\$3,720	\$1,047
2014	\$3,972	\$4,058	\$86
2013	\$4,093	\$4,095	\$2
2012	\$2,233	\$2,235	\$2

Fiscal Year Ending	6/30/2022	6/30/2023
Measurement Date	6/30/2021	6/30/2022
Valuation Date	6/30/2020	6/30/2020

Plan Fiduciary Net Position

Total Pension Liability (TPL)	297,774,486	303,391,000
Market Value of Assets (MVA)	320,047,417	312,407,000
Net Pension Liability (NPL)	(22,272,931)	(9,016,000)
Funded Ratio	107.48%	102.97%

2022-2023 Surplus Cash Flows (000's)

Excess Margin	(\$6,939)
----------------------	------------------

Additional Sources (Uses) of Cash:

Capital Expenditures:

Annual Recurring	(\$16,000)
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General Capital Contingency Fund	(\$340)
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Depreciation/Amortization (Non-Cash)	\$34,003
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Capitalized Employment Expense	(\$1,101)
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No Defined Benefit Plan Funding	(\$1,319)
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Debt Service Payments (Principal)	(\$9,899)
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Total Additional Net Sources (Uses) of Cash	(\$16,365)
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Projected Surplus Cash Flow (Deficit)	(\$1,595)
--	------------------

General Fund Cash Reserves (000's)

District without Kaweah Delta Hospital Foundation:

Projected Balance at July 1, 2022	\$292,722
Medicare accelerated payment recoupment	(27,015)
Deferral of employer social security tax repayment	(5,898)
Cash Flow from 2022-2023 Operations	<u>(1,595)</u>
Balance at June 30, 2023	<u><u>\$258,214</u></u>

Credit Highlights (000's)

Consolidated District:

Ratio/Statistic	Moody's A (1)	2020	2021	2022 Projected	2023 Bdgt
Operating Income (3)	\$619	(\$24,626)	\$4,954	(\$18,625)	(\$11,206)
Operating Cash Flow	\$67,826	\$11,938	\$43,370	\$20,751	\$29,987
Net Income	\$35,038	(\$7,651)	\$12,414	(\$25,929)	(\$6,939)
Unrestricted Cash	\$519,145	\$358,842	\$387,773	\$313,476	\$278,968
Operating Margin	0.1%	(3.3%)	0.6%	(2.2%)	(1.3%)
Excess Margin	2.8%	(0.9%)	1.5%	(3.0%)	(0.8%)
Operating Cash Flow Margin	6.7%	1.6%	5.4%	2.4%	3.4%
Maximum Debt Service Coverage x	3.4	1.6	2.9	0.8 (2)	2.0
Days Cash on Hand	232.8	176.1	182.9	132.71	116.8

(1) Represents 2020 median ratios for all non-profit hospitals rated "A3" by Moody's Investor Services.
Must budget 1.75x MADS and have 1.35x MADS and 90 days cash on hand at 6/30 per bond covenants

(2) If unrealized losses on bond portfolio excluded, the MADS x coverage is 1.2.

(3) All operating income includes stimulus funds as measured by Moody's.

FY23 Budget

FY2023 | Variance between Budget 23 & Projected FY22

	FY 19 Actual	FY 22 Projected	FY 22 Budget	FY 23 Budget	Variance Budget 23-Projected 22	% Change
Net Patient Service Revenue (000's)	\$561,911	\$639,253	\$634,620	\$671,652	\$32,399	5.1%
Volume/mix increase over COVID year					15,809	
Commercial Insurance Rate Increase					6,724	
Medi-Cal Managed Care					4,075	
Medicare Acute Inpatient Increase					2,979	
Medicare Acute Outpatient					390	
Other Medicare					716	
Revenue cycle improvements					4,250	
Sequestration impact					(2,791)	
					\$32,152	

	FY 19 Actual	FY 22 Projected	FY 22 Budget	FY 23 Budget	Variance Budget 23-Projected 22	% Change
Other Operating Revenue (000's)	\$191,056	\$218,358	\$187,973	\$219,640	\$1,282	0.6%
Humana Premium Revenue increase in lives, base reimbursement and RAF score					10,140	
Management Services increase SRCC MO					5,080	
LifeStyle volume increase					277	
Kaweah Kids revenue increase					510	
NonPatient food sales increase					711	
Supplemental MediCal funds - FY22 true up for prior years					(8,317)	
QIP decrease - FY21 true up and extra six months					(6,939)	
					\$1,462	

FY23 Budget

FY2023 | Variance between Budget 23 & Projected FY22

	FY 19 Actual	FY 22 Projected	FY 22 Budget	FY 23 Budget	Variance Budget 23-Projected 22	% Change
Wages & Contract Labor Expense (000's)	\$302,899	\$391,923	\$336,600	\$387,438	(\$4,485)	-1.1%
Patient Volume/Mix					15,962	
FY23 pay for performance/full year of market adjustments					8,626	
Decrease Shift Bonus					(15,451)	
Decrease in Contract Labor					(5,791)	
Remove COVID labor - -Nonexempt					(2,565)	
Strategic Plan LOS efficiency assumption					(6,174)	
					(5,393)	

	FY 19 Actual	FY 22 Projected	FY 22 Budget	FY 23 Budget	Variance Budget 23-Projected 22	% Change
Employee Benefit Expense (000's)	\$73,216	\$62,227	\$53,922	\$72,793	\$10,566	17.0%
401K 1/2 rate in calendar year 2021 and full match in Calendar years 2022 and 2023					2,664	
Increase in workers' compensation cost - FY22 decrease due to prior years liability decreases					4,668	
Increase in FICA - wages increase					1,420	
Increase in Tuition and Scholarship cost					657	
Increase in Life insurance cost					91	
Increase Unemployment Insurance - wages increase					194	
Employee retirement plans (Pension) -FY22 actual returns less than projected					2,744	
Decrease in employee health cost					(1,639)	
					\$10,799	

FY23 Budget

FY2023 | Variance between Budget 23 & Projected FY22

	FY 19 Actual	FY 22 Projected	FY 22 Budget	FY 23 Budget	Variance Budget 23-Projected 22	% Change
Other Operating Expense (000's)	\$361,250	\$439,953	\$418,897	\$445,267	\$5,314	1.2%
Management services expenses (Nets with Revenue)					5,800	
Other Supplies - Patient Volume increase					3,500	
Physician Fee Increase					2,258	
Depreciation Increase					2,096	
Repairs and maintenance - IT service contracts					2,011	
Humana MA Cost of Third Party Claims					1,986	
Education and Travel					1,018	
Staff Recruiting					974	
Insurance					823	
Rent					765	
Professional liability - experience					482	
Utilities Decrease					(272)	
Interest Expense Increase - no bond issue costs					(279)	
Collection agency (move to inhouse)					(484)	
Strategic Plan Supply reduction initiative					(4,000)	
Supplies decrease - COVID supplies in FY22					(11,061)	
					5,617	

	FY 19 Actual	FY 22 Projected	FY 22 Budget	FY 23 Budget	Variance Budget 23-Projected 22	% Change
Humana Medicare Advantage						
Humana Premium Revenue increase	\$40,871	\$69,496	\$66,017	\$79,636	\$10,140	14.6%
3rd Party Claims (Expense)	\$19,151	\$39,823	\$36,254	\$39,994	\$171	0.4%

FY23 Budget

FY2023 | Variance between Budget FY23 & Budget FY22

	FY 19 Actual	FY 22 Projected	FY 22 Budget	FY 23 Budget	Variance Budget 23-Budget 22	% Change
Net Patient Service Revenue (000's)	\$561,911	\$639,253	\$634,620	\$671,652	\$37,032	5.8%
Volume and mix increase					24,988	
Commercial Insurance Rate Increase					6,724	
Medi-Cal Managed Care					4,075	
Medicare Acute Inpatient Increase					2,979	
Medicare Acute Outpatient					390	
Other Medicare					716	
Sequestration impact					(2,791)	
					\$37,081	

	FY 19 Actual	FY 22 Projected	FY 22 Budget	FY 23 Budget	Variance Budget 23-Budget 22	% Change
Other Operating Revenue (000's)	\$191,056	\$218,358	\$187,973	\$219,640	\$31,667	16.8%
Humana Premium Revenue increase in lives, base reimbursement and RAF score					13,619	
Supplemental MediCal funds - new program \$5.403M					8,797	
Management Services increase SRCC MO					4,659	
QIP Program - higher than anticipated					911	
Retail pharmacy volume increase					1,229	
Increase in partnerships' profit allocations					949	
Kaweah Kids revenue increase					457	
New or increased grant funding					2,772	
Care transformation revenue decrease (BHI)					(1,533)	
					\$31,860	

FY23 Budget

FY2023 | Variance between Budget FY23 & Budget FY22

	FY 19 Actual	FY 22 Projected	FY 22 Budget	FY 23 Budget	Variance Budget 23- Budget 22	% Change
Wages & Contract Labor Expense (000's)	\$302,899	\$391,923	\$336,600	\$387,438	\$50,838	15.1%
FY23 pay for performance/full year of market adjustments					8,626	
Patient Volume/mix					20,722	
Other						
Increase in Contract Labor (premium rate paid)					22,690	
At Risk					(1,200)	
					50,838	

	FY 19 Actual	FY 22 Projected	FY 22 Budget	FY 23 Budget	Variance Budget 23- Budget 22	% Change
Employee Benefit Expense (000's)	\$73,216	\$62,227	\$53,922	\$72,793	\$18,871	35%
401K 1/2 rate in calendar year 2021 and full match in Calendar year 2022 and 2023					3,321	
Increase in Tuition and Scholarship cost					651	
FICA increase due to increase in wages					2,763	
Employee retirement plans (Pension) higher than expected investment returns					11,771	
					\$18,506	

FY23 Budget

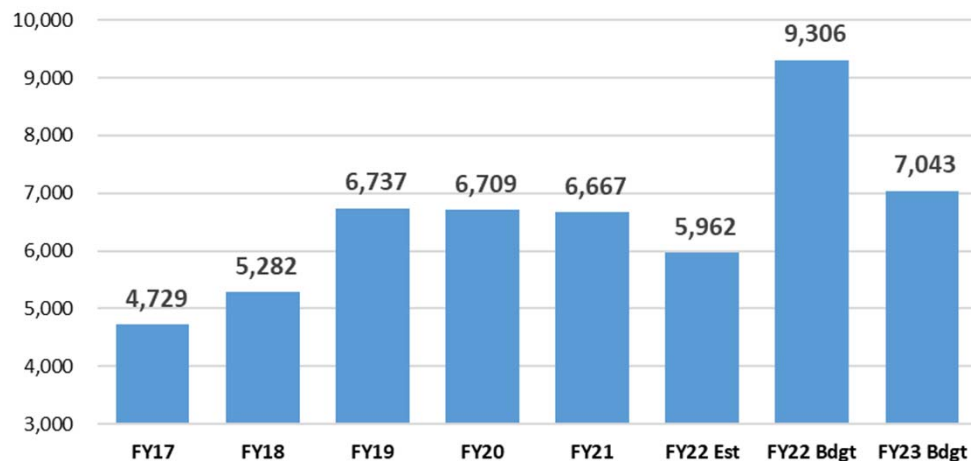
FY2023 | Variance between Budget FY23 & Budget FY22

	FY 19 Actual	FY 22 Projected	FY 22 Budget	FY 23 Budget	Variance Budget 23-Budget 22	% Change
Other Operating Expense (000's)	\$361,250	\$439,953	\$418,897	\$445,267	\$26,370	6.3%
Physician Fee Increase					10,322	
Management services expenses - offset in revenue					4,558	
Humana MA Cost of Third Party Claims - offset in premium					3,739	
Repairs					1,685	
Utilities Increase					1,387	
Consulting					1,106	
Insurance - Professional Liability and Other Insurance					920	
Reference Lab					870	
Depreciation Increase					840	
Grants - offset in revenue					749	
Rent					451	
Education and Travel					417	
Other Direct Expenses					173	
Collection agency (move to inhouse)					(596)	
Recruiting					(909)	
Supply increase due to volume/rates offset by reduction in COVID supplies					(2,629)	
					25,712	

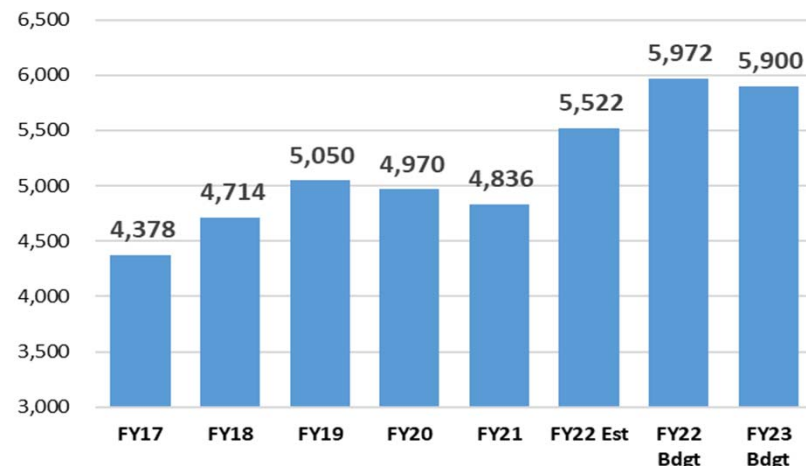
	FY 19 Actual	FY 22 Projected	FY 22 Budget	FY 23 Budget	Variance Budget 23-Budget 22	% Change
Humana Medicare Advantage						
Humana Premium Revenue increase	\$40,871	\$69,496	\$66,017	\$79,636	\$13,619	20.6%
3rd Party Claims (Expense)	\$19,151	\$39,823	\$36,254	\$39,994	\$3,740	10.3%

FY23 Trended Budget Volume Graphs

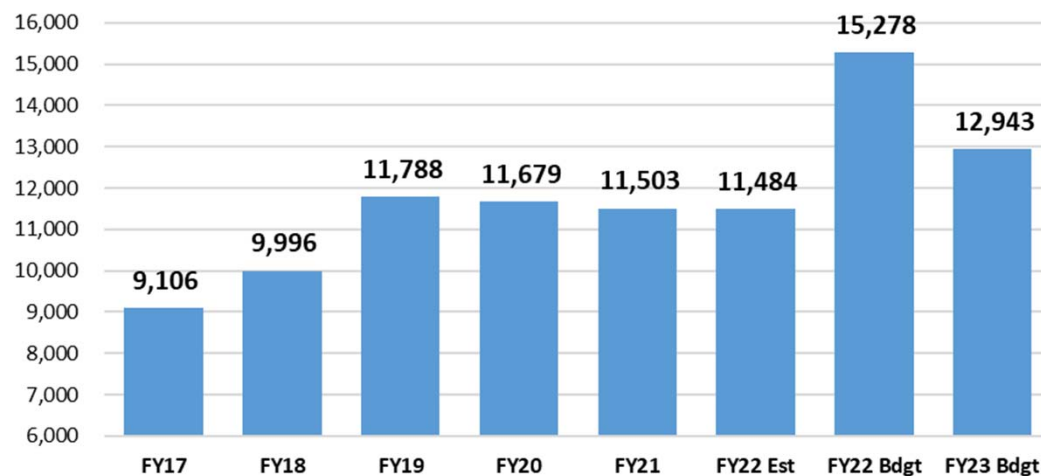
Inpatient Surgery Minutes per 100



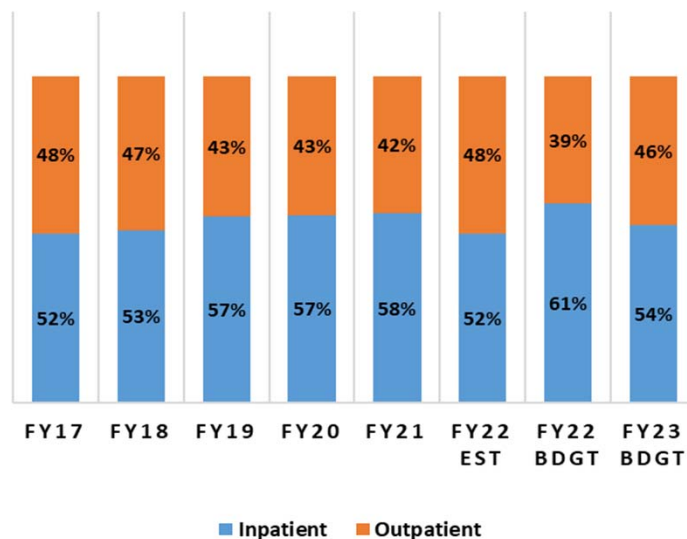
Outpatient Surgery Minutes per 100



Total Surgery Minutes per 100

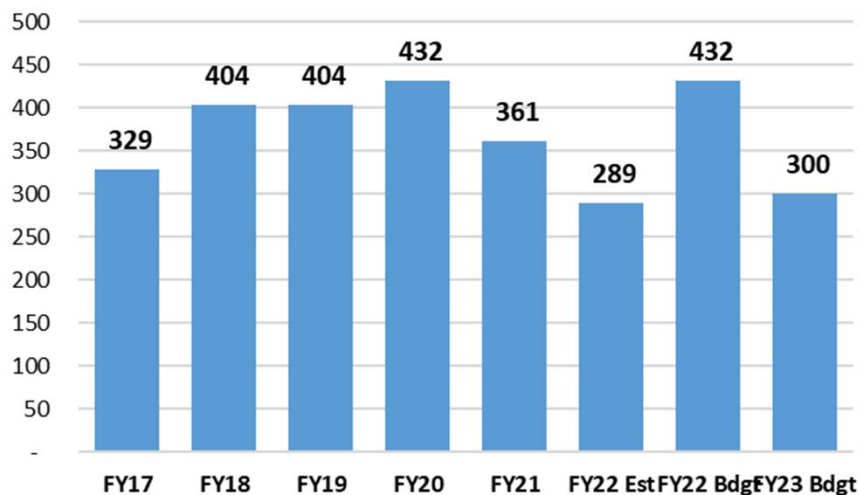


SURGERIES - % OF PATIENT TYPE

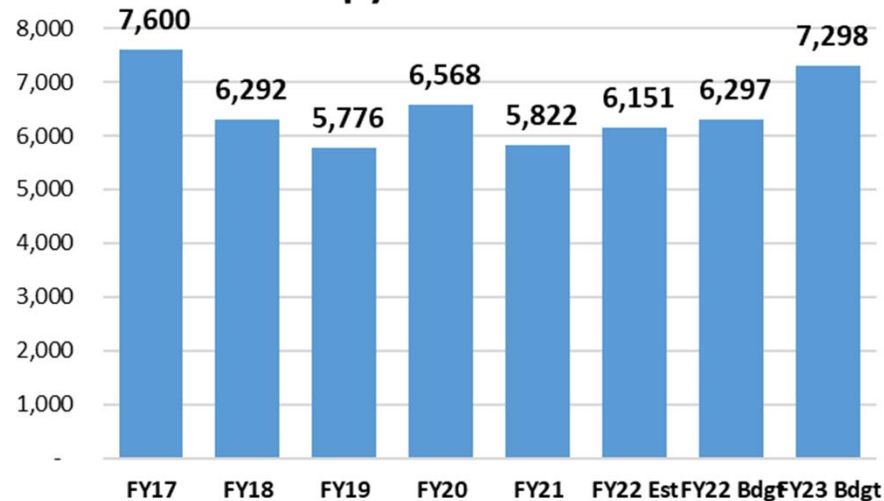


FY23 Trended Budget Volume Graphs

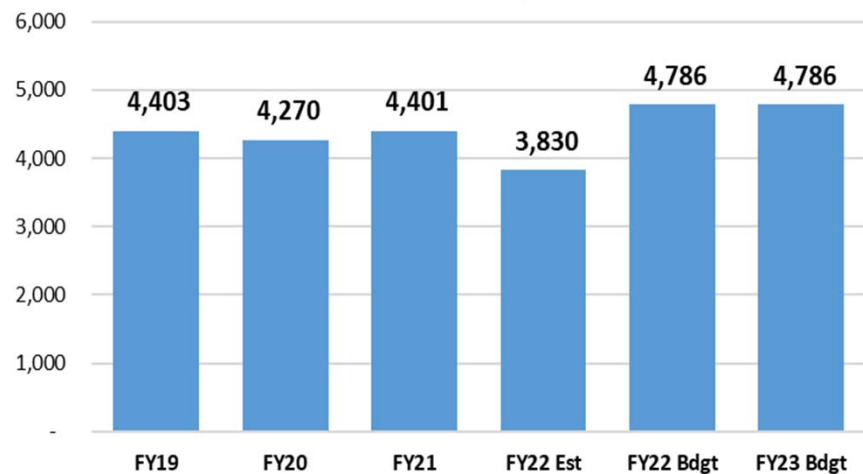
Cardiac Surgeries



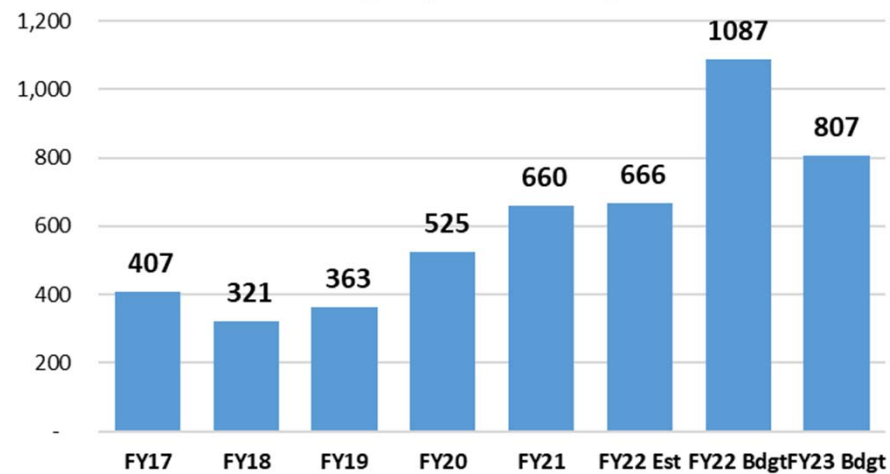
Endoscopy Procedure Hours



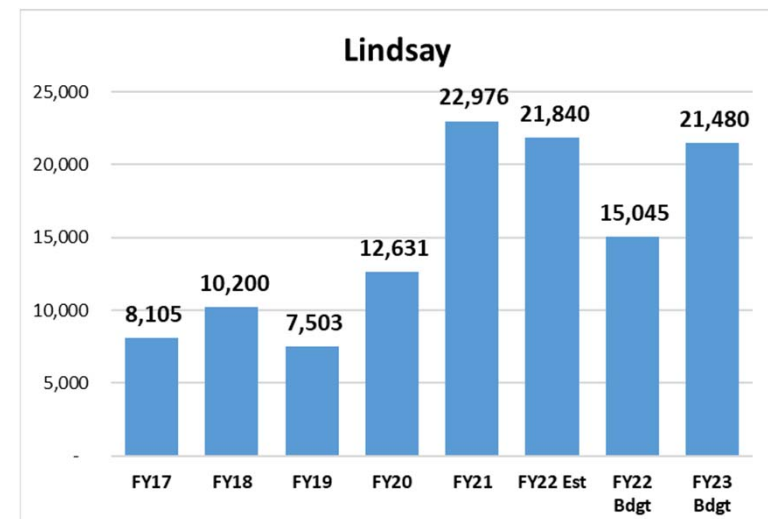
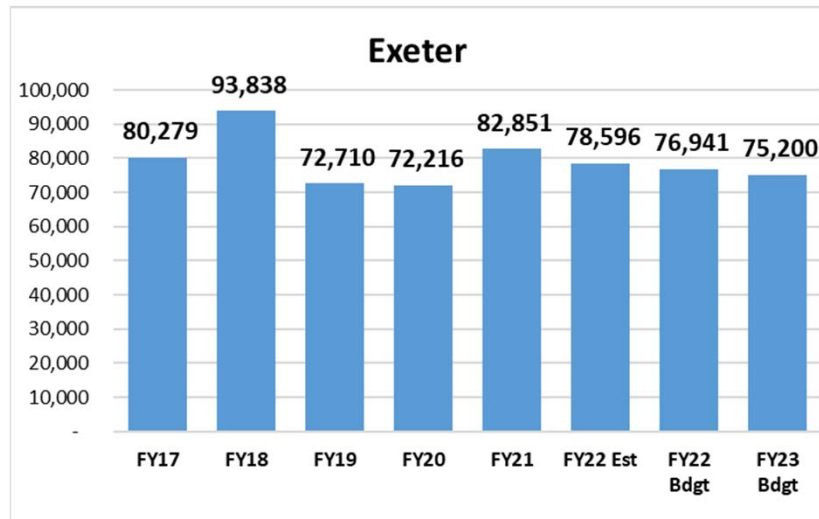
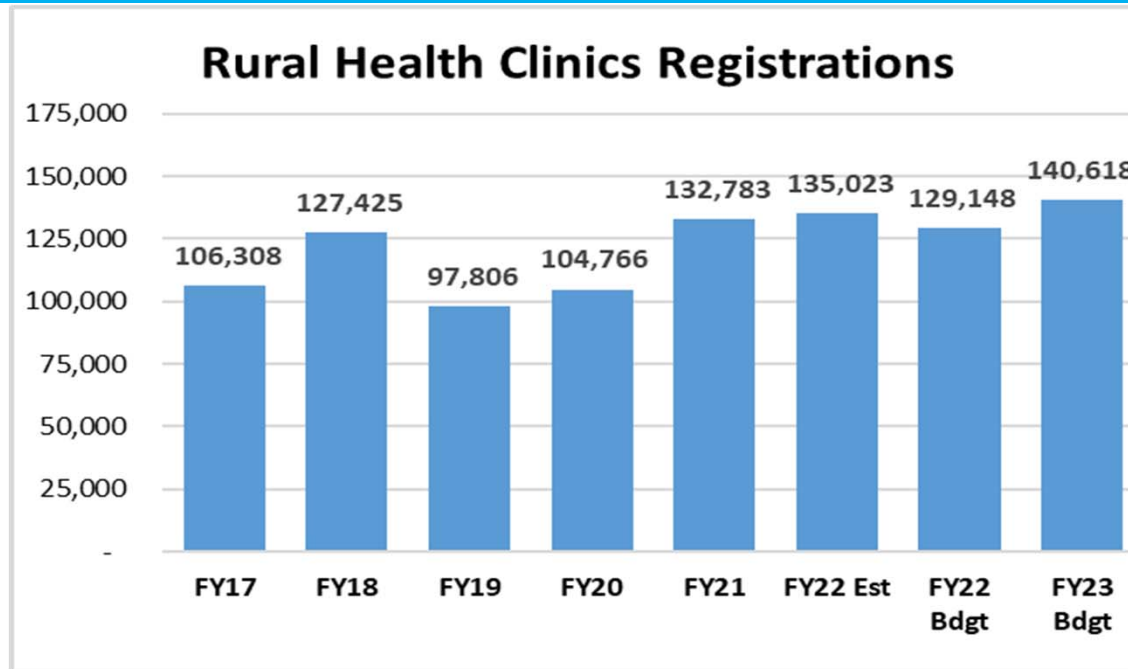
Cath Lab Minutes per 100



Robotic Surgery Minutes per 100

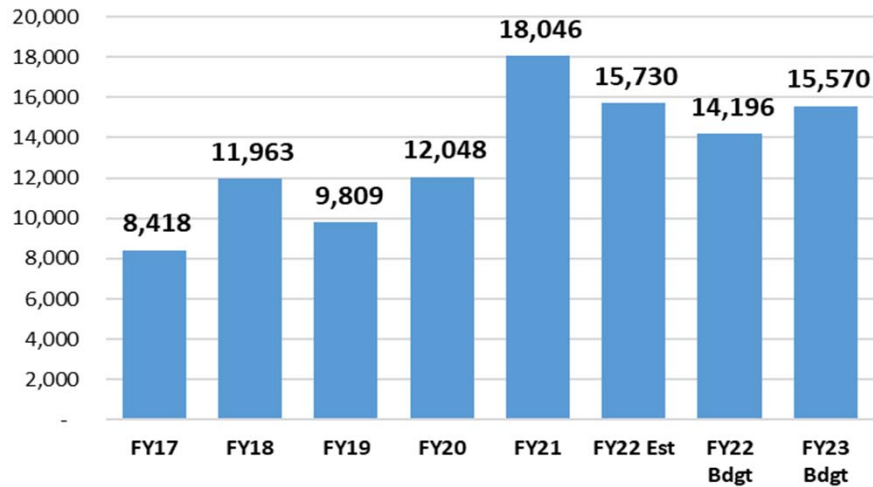


FY23 Trended Budget Volume Graphs

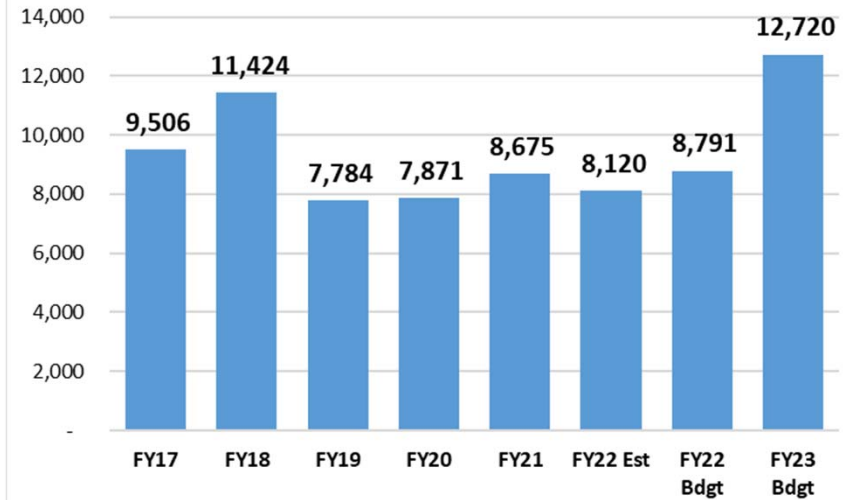


FY23 Trended Budget Volume Graphs

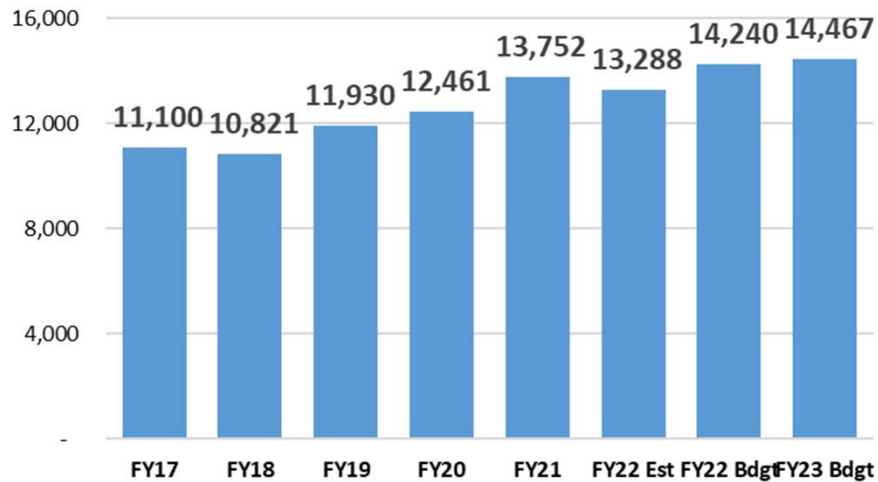
Dinuba



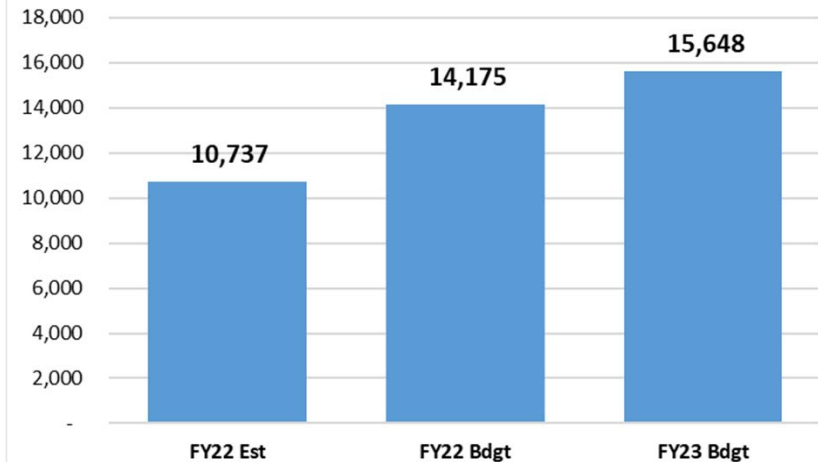
Woodlake



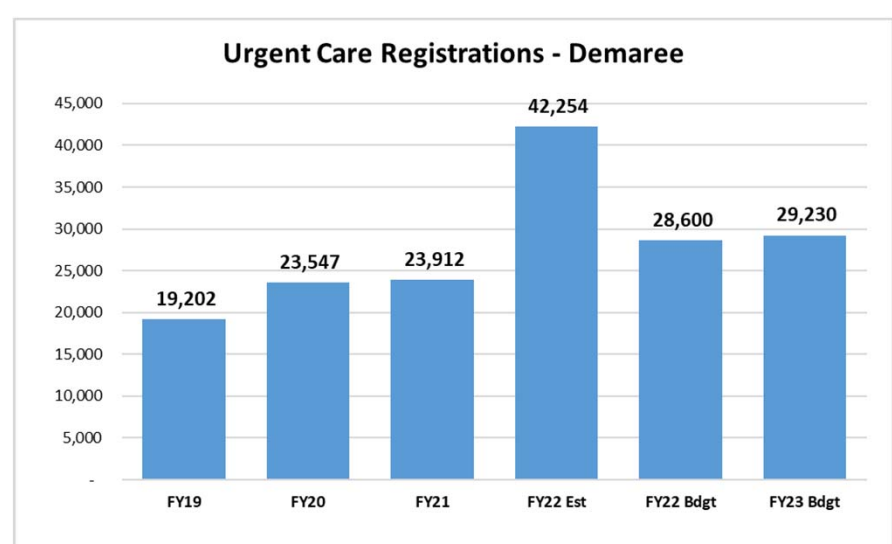
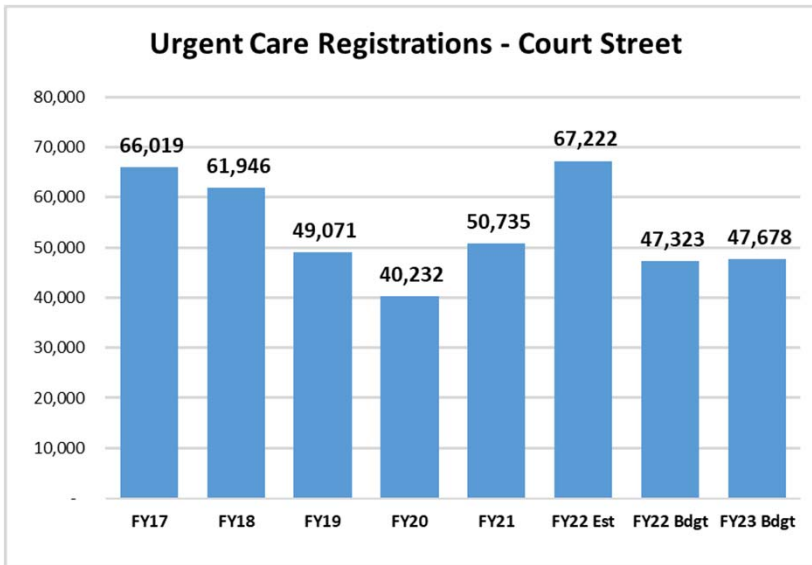
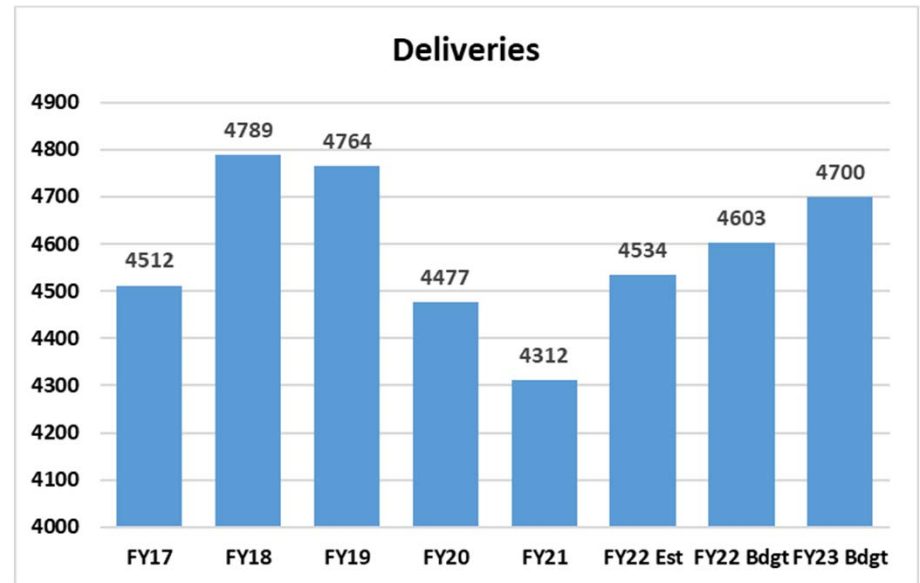
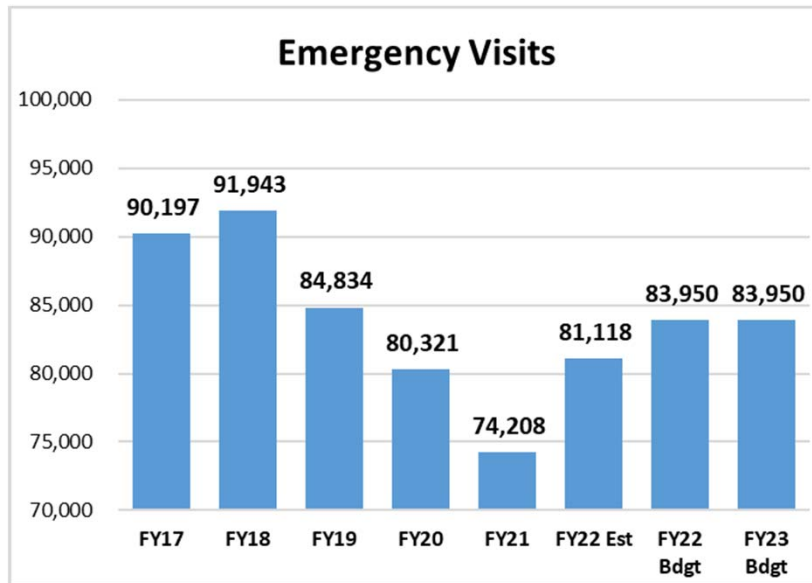
Family Medical Center Registrations



Tulare

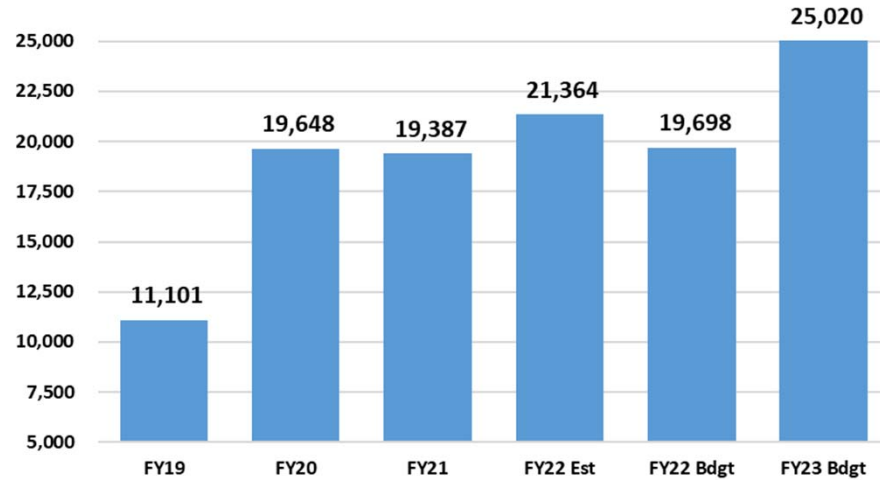


FY23 Trended Budget Volume Graphs

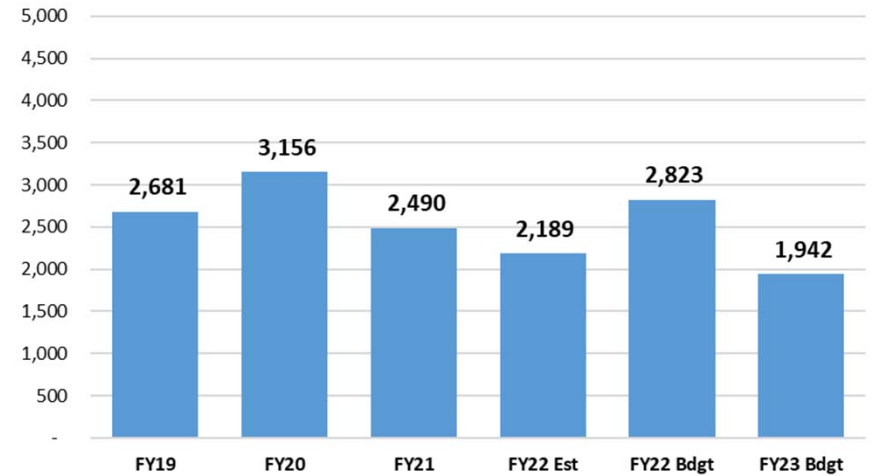


FY23 Trended Budget Volume Graphs

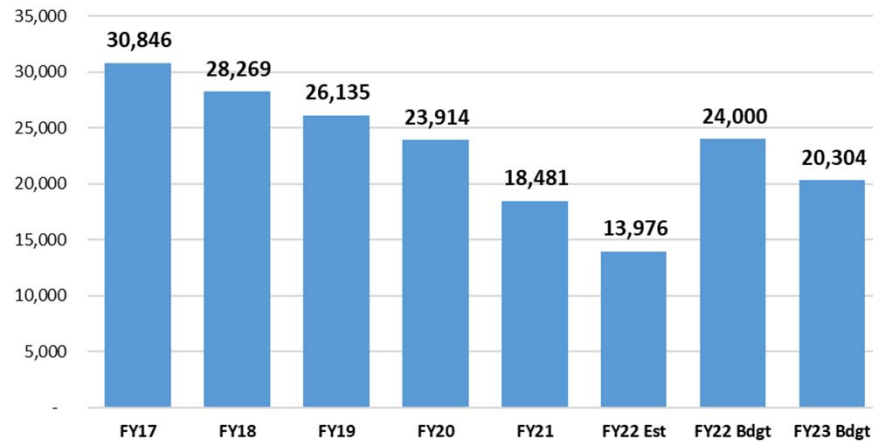
Cardiology Clinic Registrations



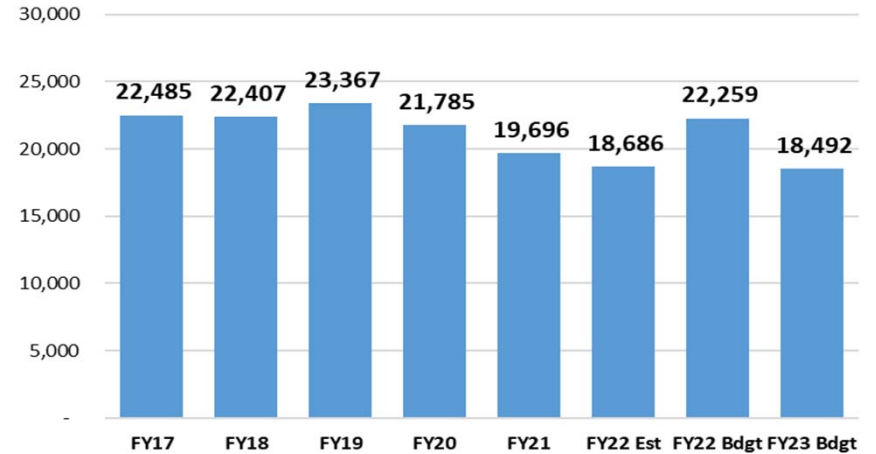
Neuroscience Center Registrations



Wound Care Visits

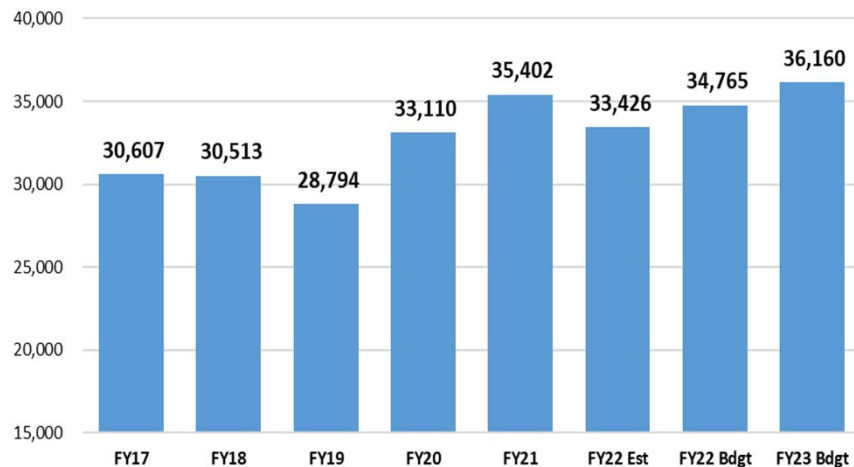


Outpatient Dialysis Treatments

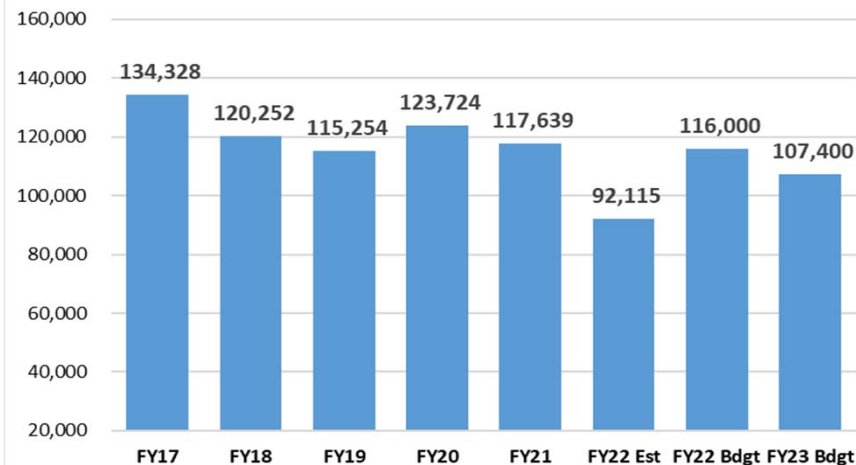


FY23 Trended Budget Volume Graphs

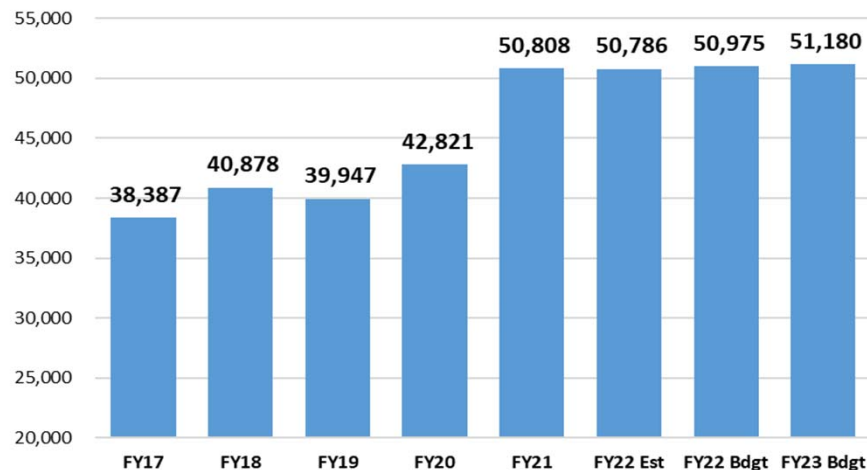
Home Health Outpatient Visits



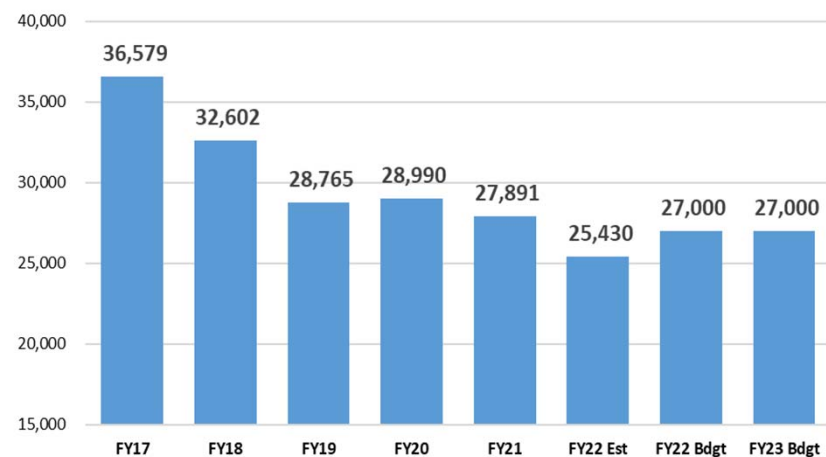
Private Homecare Outpatient Hours



Hospice Outpatient Days

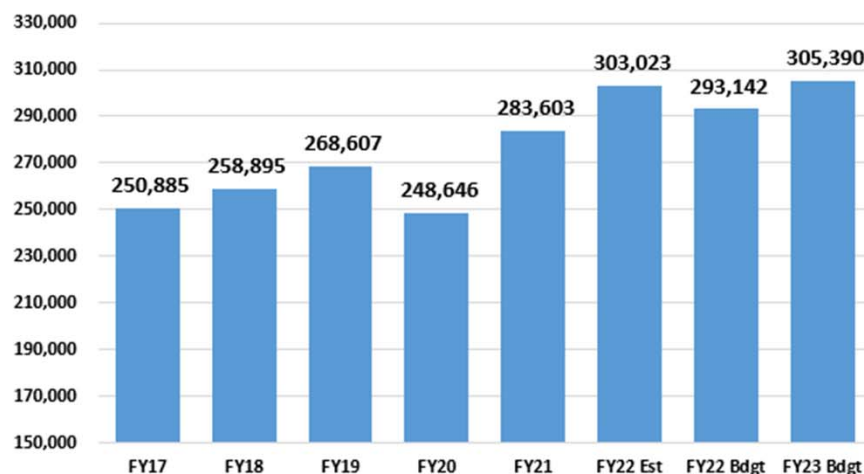


Specialty Home Care Hours

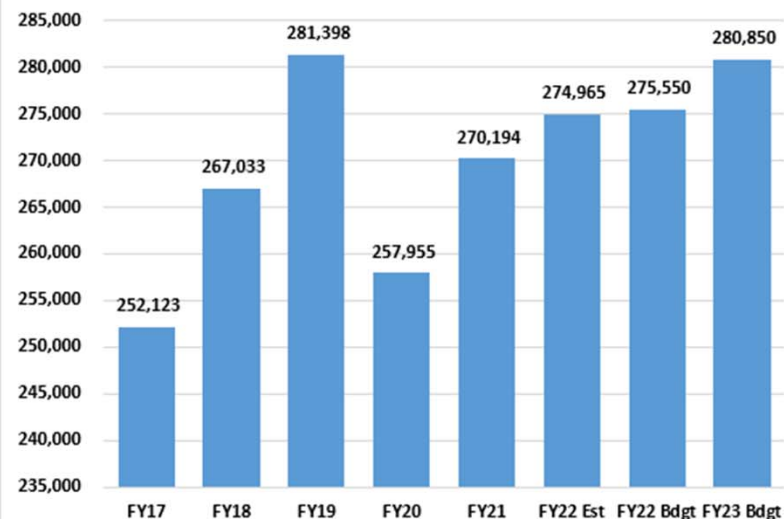


FY23 Trended Budget Volume Graphs

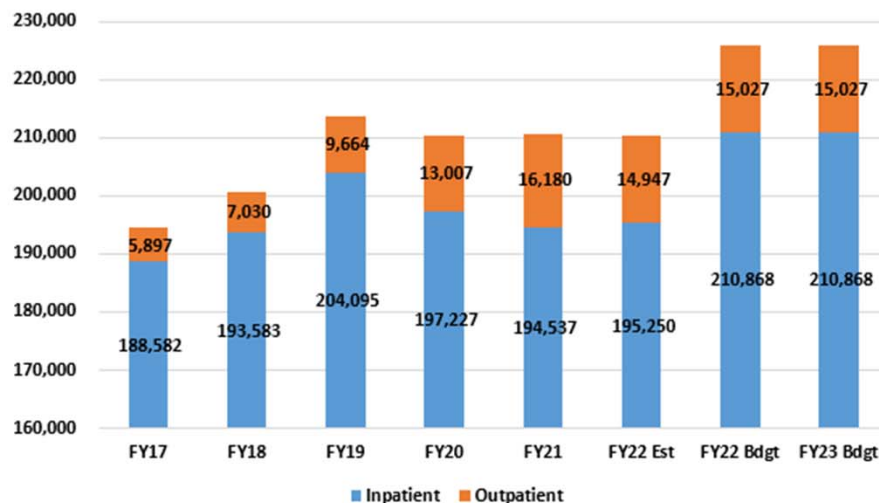
All Modalities Radiology Procedures



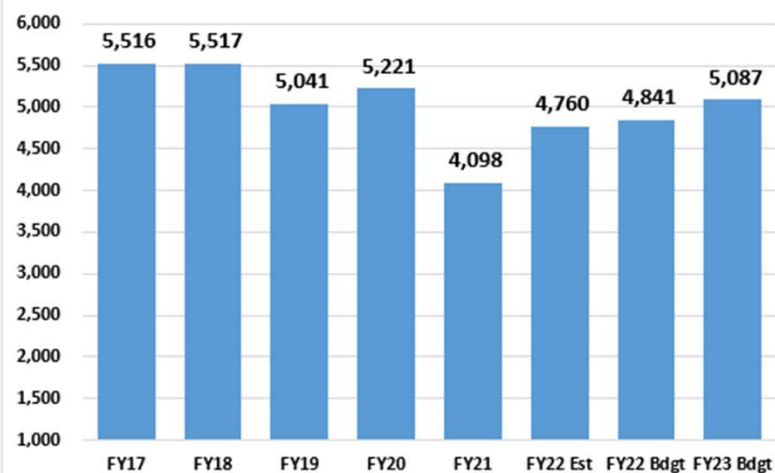
Outpatient Rehabilitation Services



Therapies - ST, PT, OT



Infusion Center



Guiding Principals| FY 2023

LIQUIDITY RATIOS

Current Ratio (x)
Accounts Receivable (days)
Cash On Hand (days)
Cushion Ratio (x)
Average Payment Period (days)

CAPITAL STRUCTURE RATIOS

Cash-to-Debt
Debt-To-Capitalization
Debt-to-Cash Flow (x)
Debt Service Coverage
Maximum Annual Debt Service Coverage (x)
Age Of Plant (years)

PROFITABILITY RATIOS

Operating Margin
Excess Margin
Operating Cash Flow Margin
Return on Assets

Moody's Benchmark 2019 2020 A3 A3

1.7 1.5
46.1 42.9
179.2 232.8
18.5 22.0
61.9 88.9

141.5% 185.9%
36.3% 37.4%
3.6 3.7
4.5 3.8
4.1 3.4
13.1 12.1

1.8% 0.1%
4.6% 2.8%
8.0% 6.7%
4.0% 2.6%



CFO Financial Report

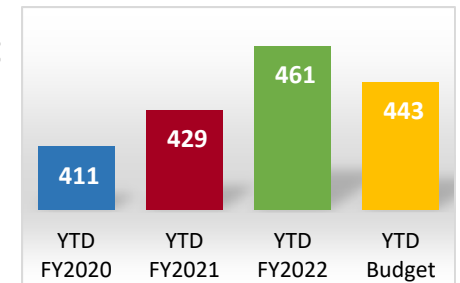
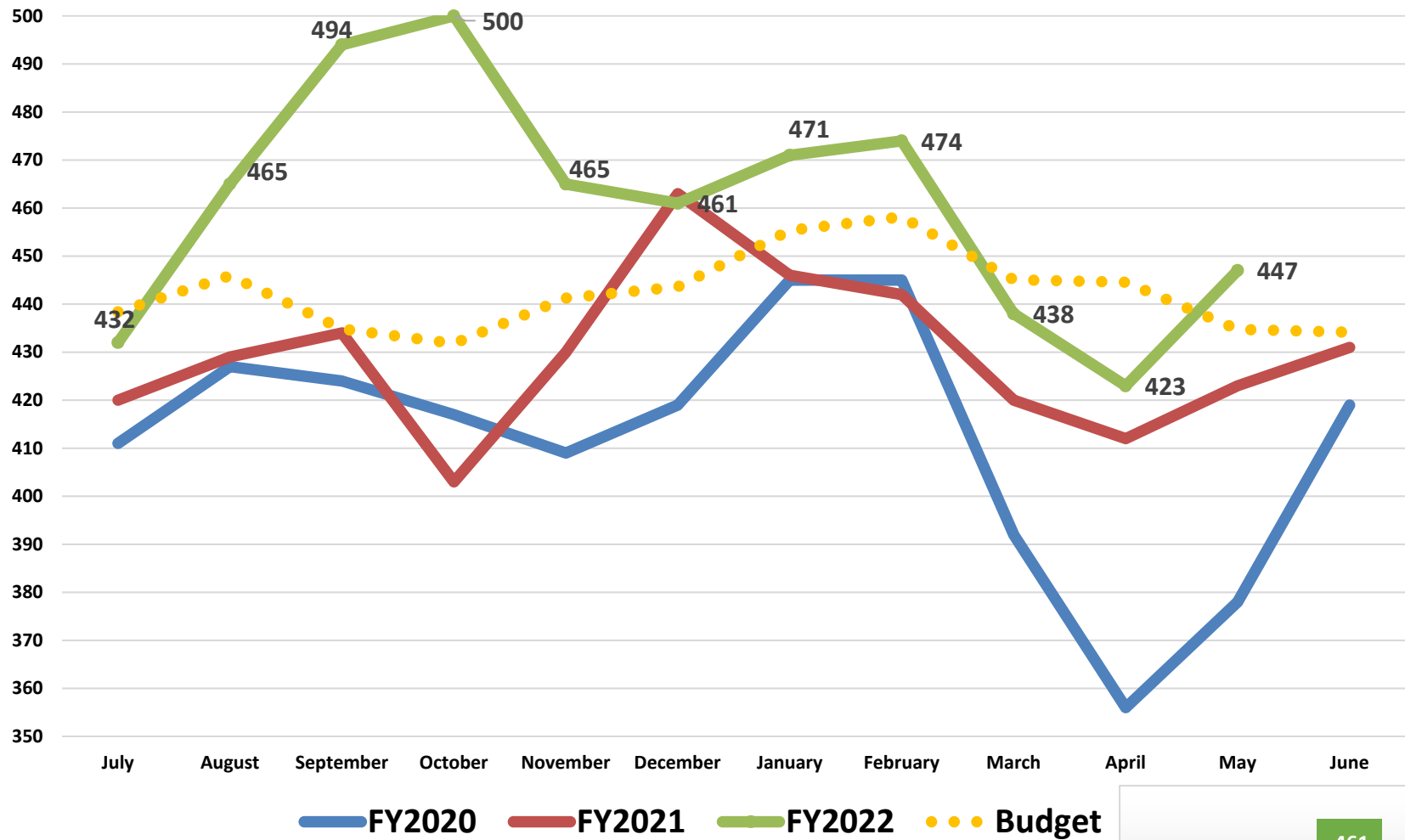
June 15, 2022



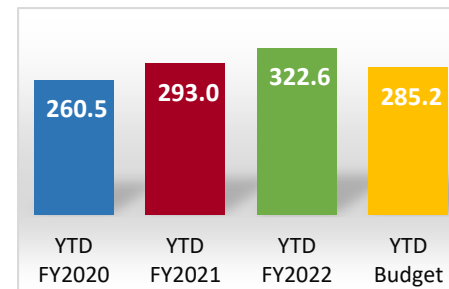
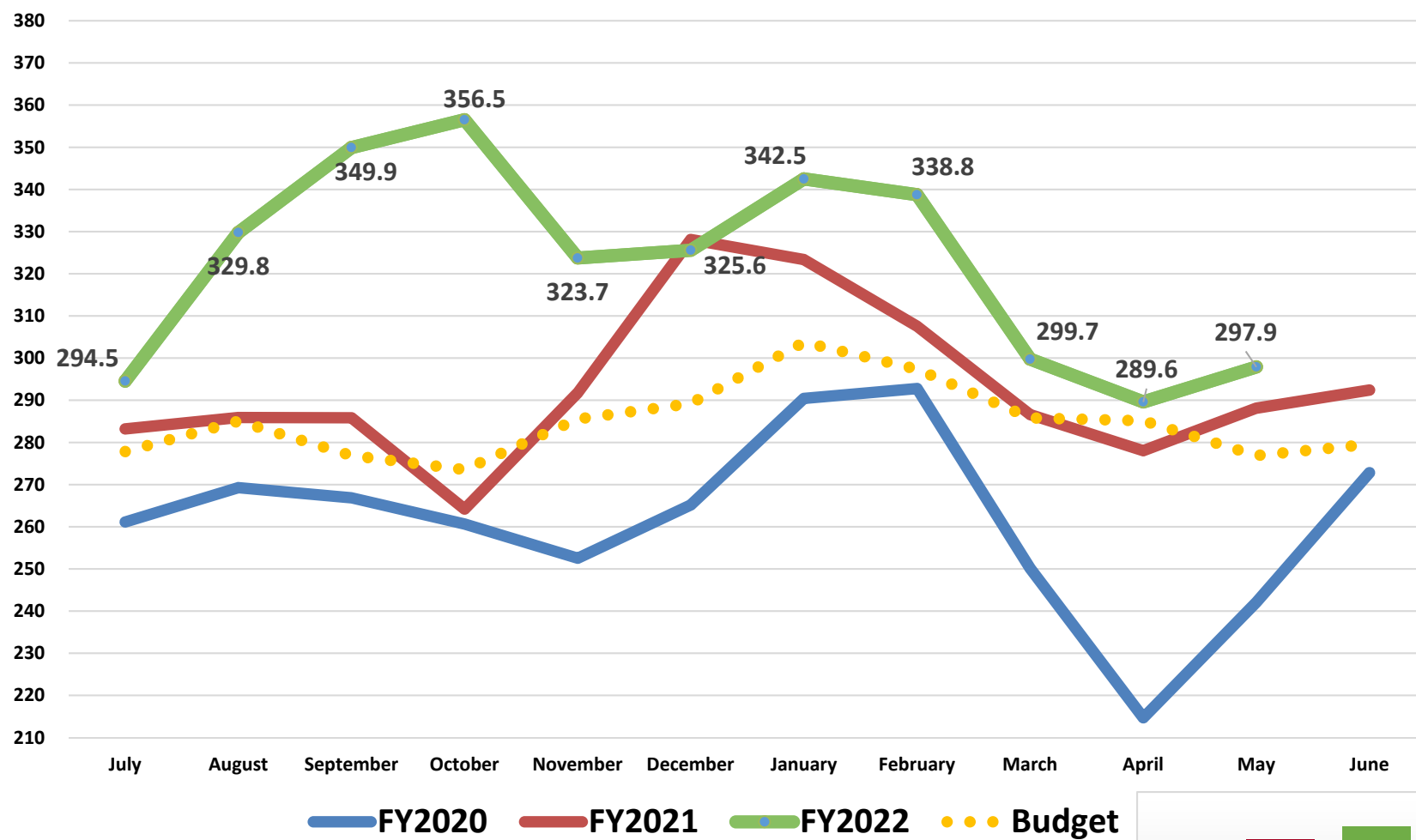
kaweahhealth.org



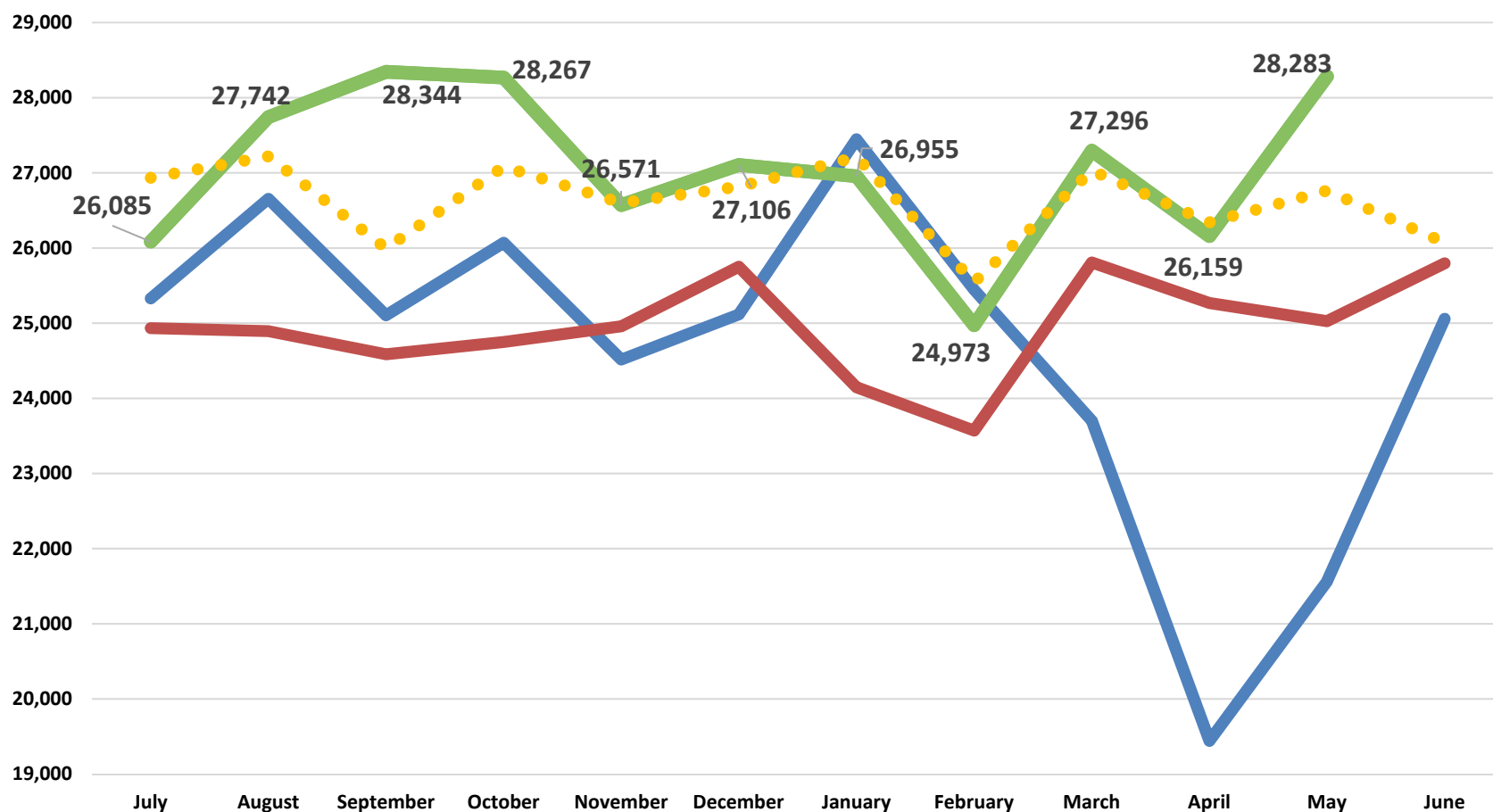
Average Daily Census



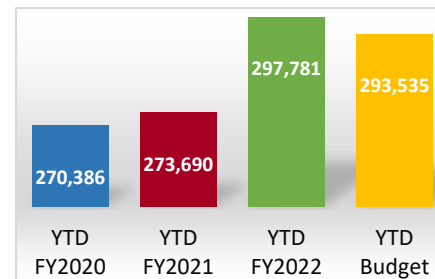
Medical Center – Avg. Patients Per Day



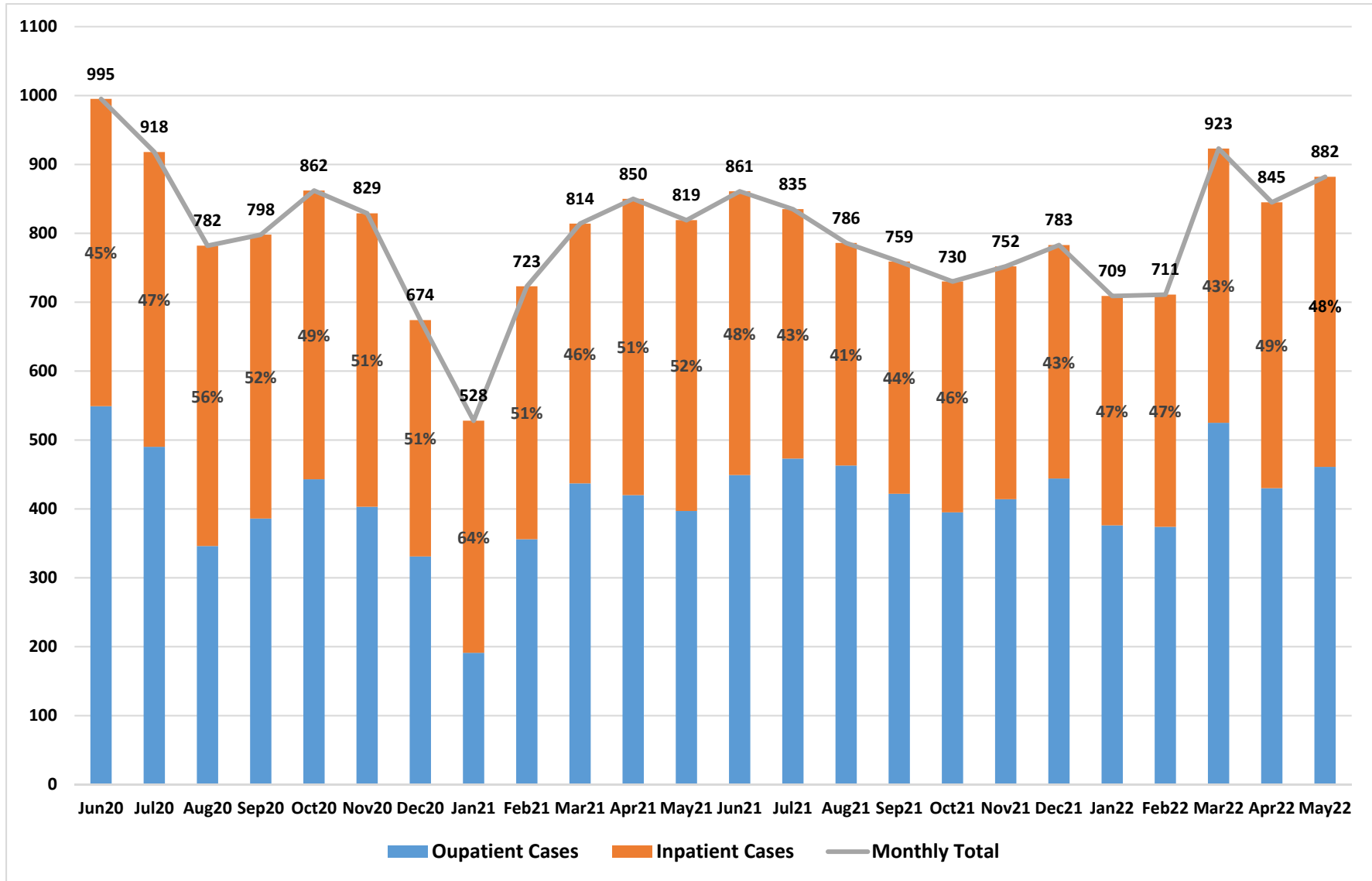
Adjusted Patient Days



— FY2020
 — FY2021
 — FY2022
 ●●● Budget



Surgery Cases



COVID IMPACT (000's)

March 2020 - May 2022

Operating Revenue

Net Patient Service Revenue **\$1,334,318**

Supplemental Gov't Programs 142,311

Prime Program 31,257

Premium Revenue 139,610

Management Services Revenue 78,225

Other Revenue 52,831

Other Operating Revenue 444,232

Total Operating Revenue 1,778,547

Operating Expenses

Salaries & Wages 749,941

Contract Labor 46,664

Employee Benefits 127,059

Total Employment Expenses 923,665

Medical & Other Supplies 293,885

Physician Fees 227,343

Purchased Services 43,170

Repairs & Maintenance 60,748

Utilities 17,425

Rents & Leases 13,964

Depreciation & Amortization 71,338

Interest Expense 15,730

Other Expense 47,741

Humana Cap Plan Expenses 79,075

Management Services Expense 77,237

Total Other Expenses 947,654

Total Operating Expenses 1,871,320

Operating Margin (\$92,773)

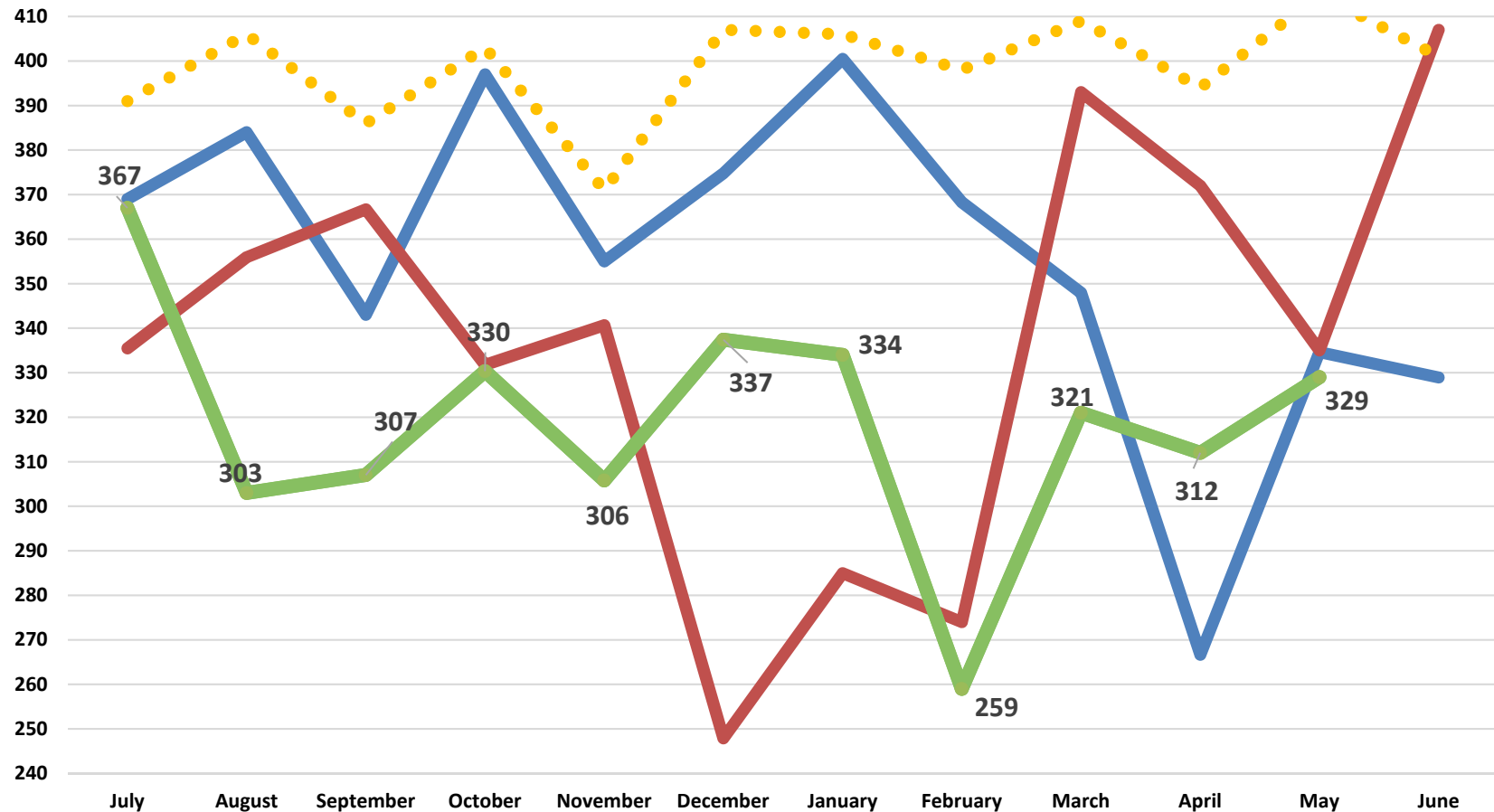
Stimulus Funds \$63,982

Operating Margin after Stimulus (\$28,791)

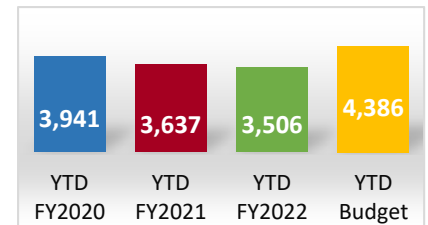
Nonoperating Revenue (Loss) 9,504

Excess Margin (\$19,288)

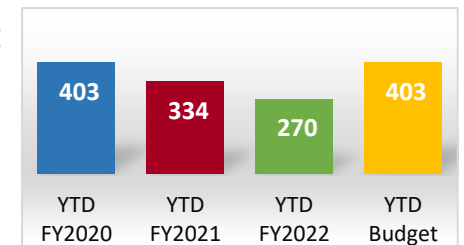
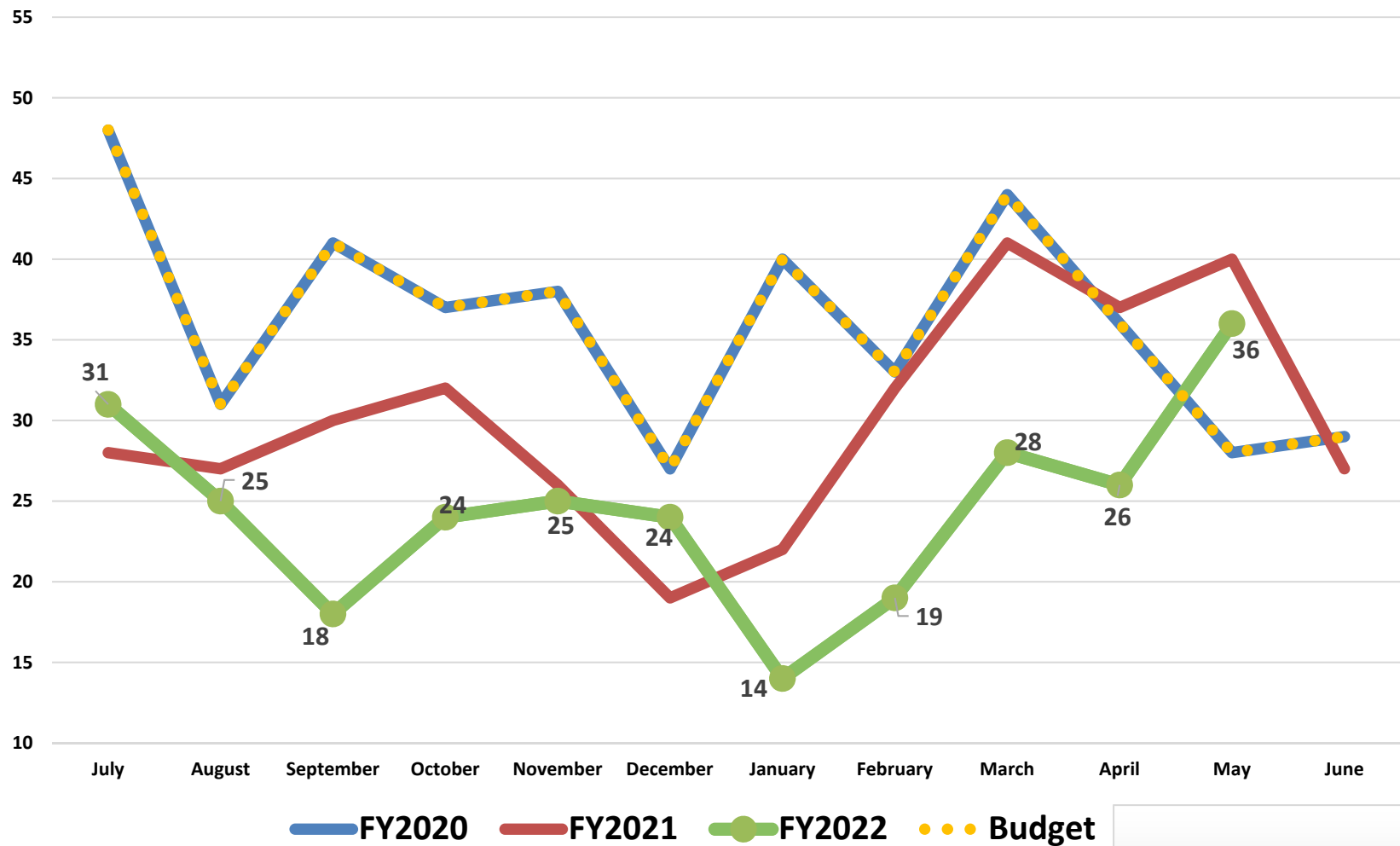
Cath Lab (IP & OP) – 100 Min Units



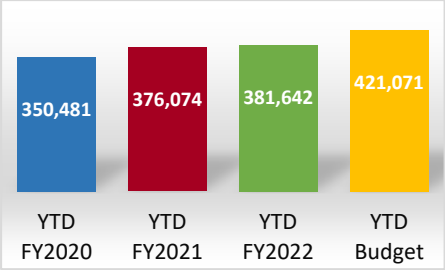
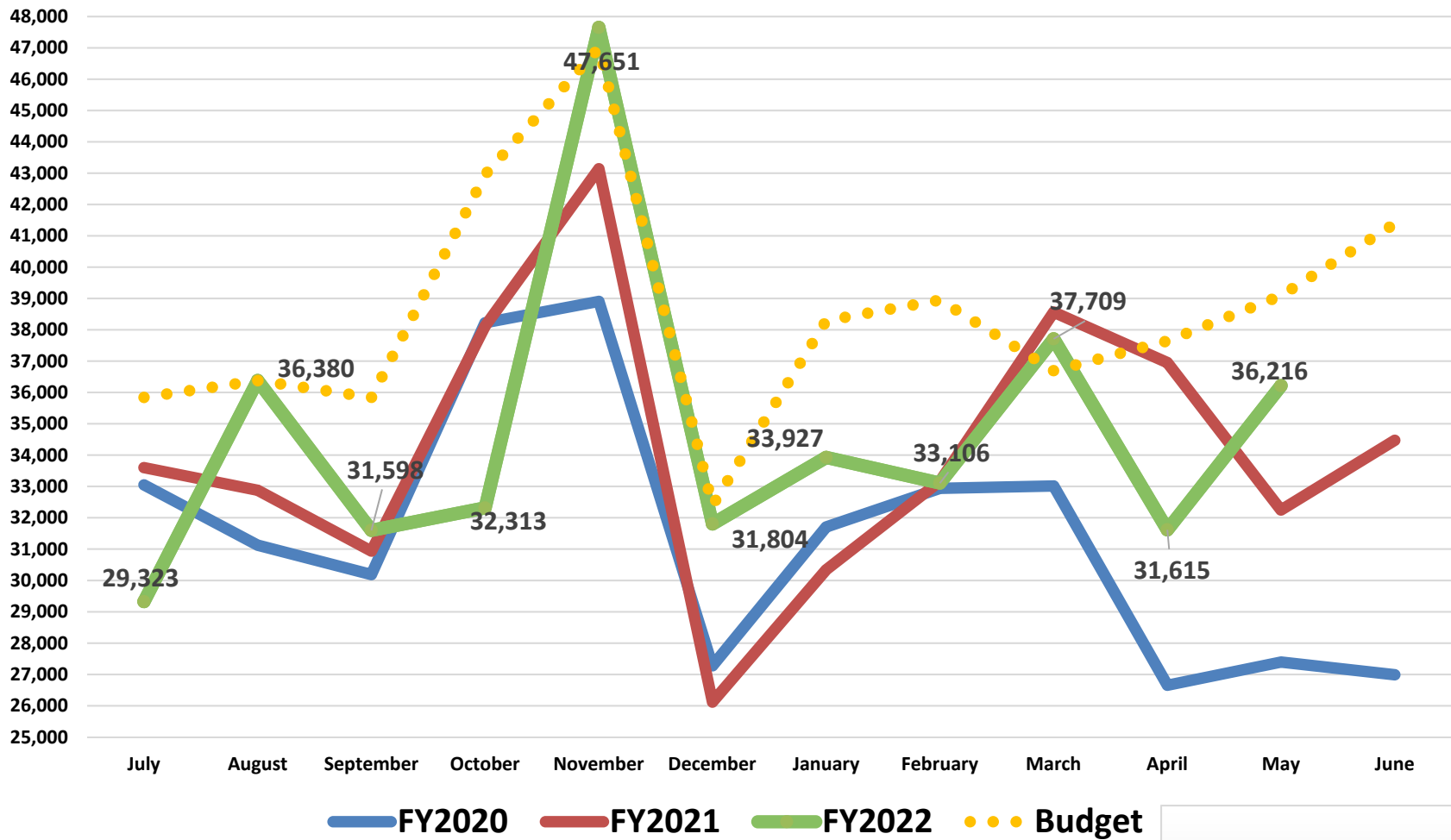
— FY2020 — FY2021 — FY2022 ••• Budget



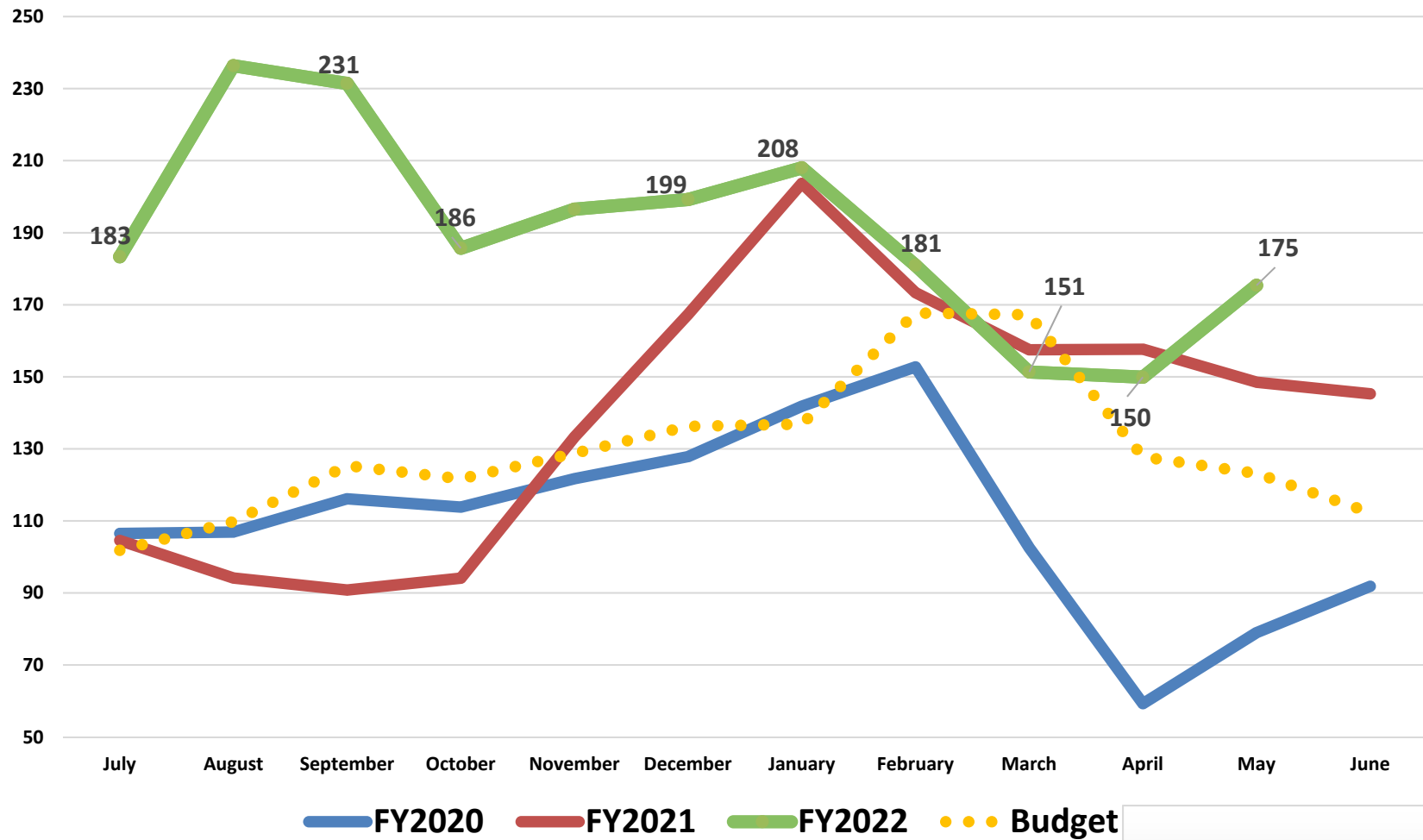
Cardiac Surgery – Cases



KHMG RVU's

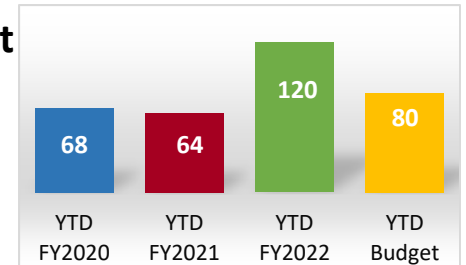
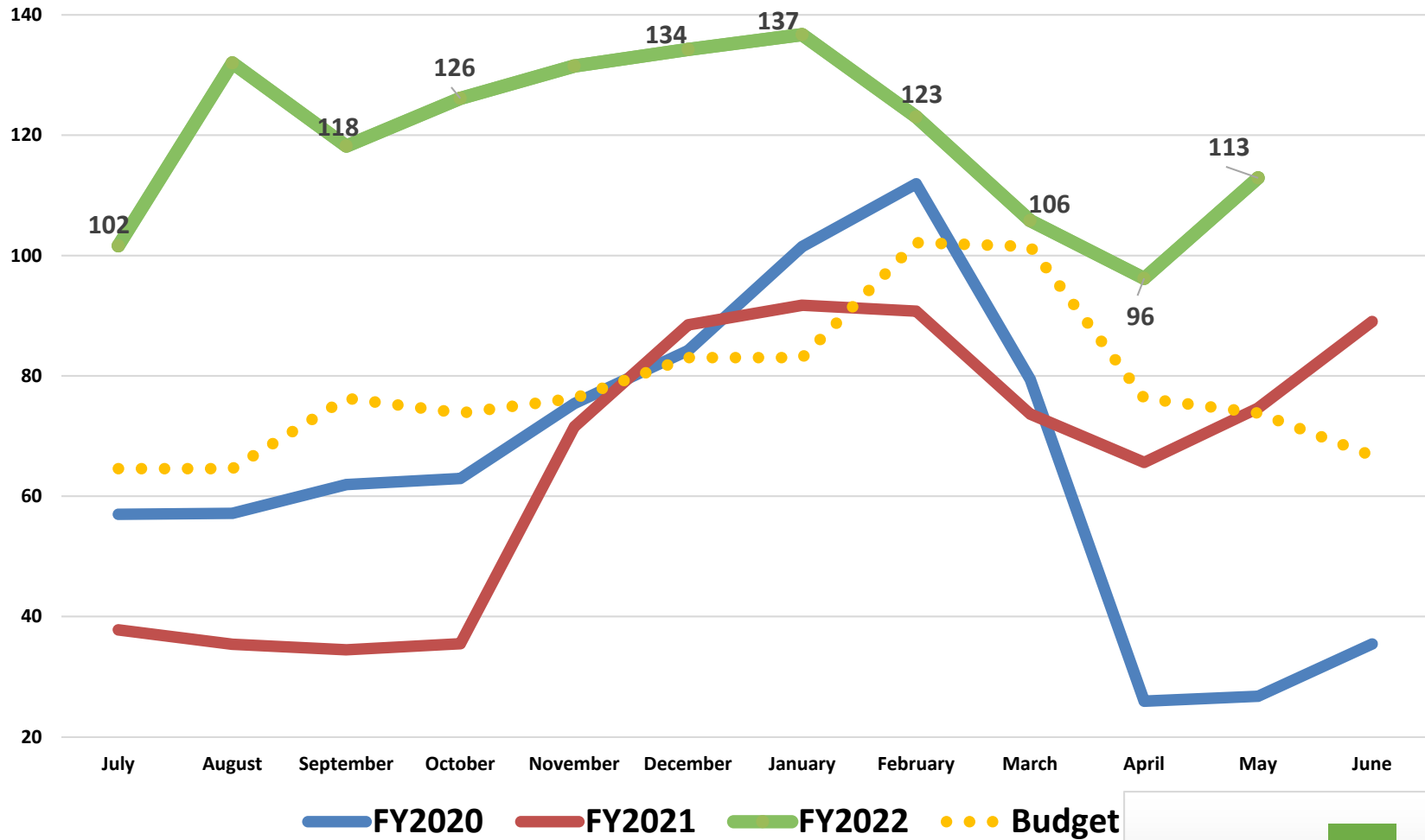


Urgent Care – Court Average Visits Per Day

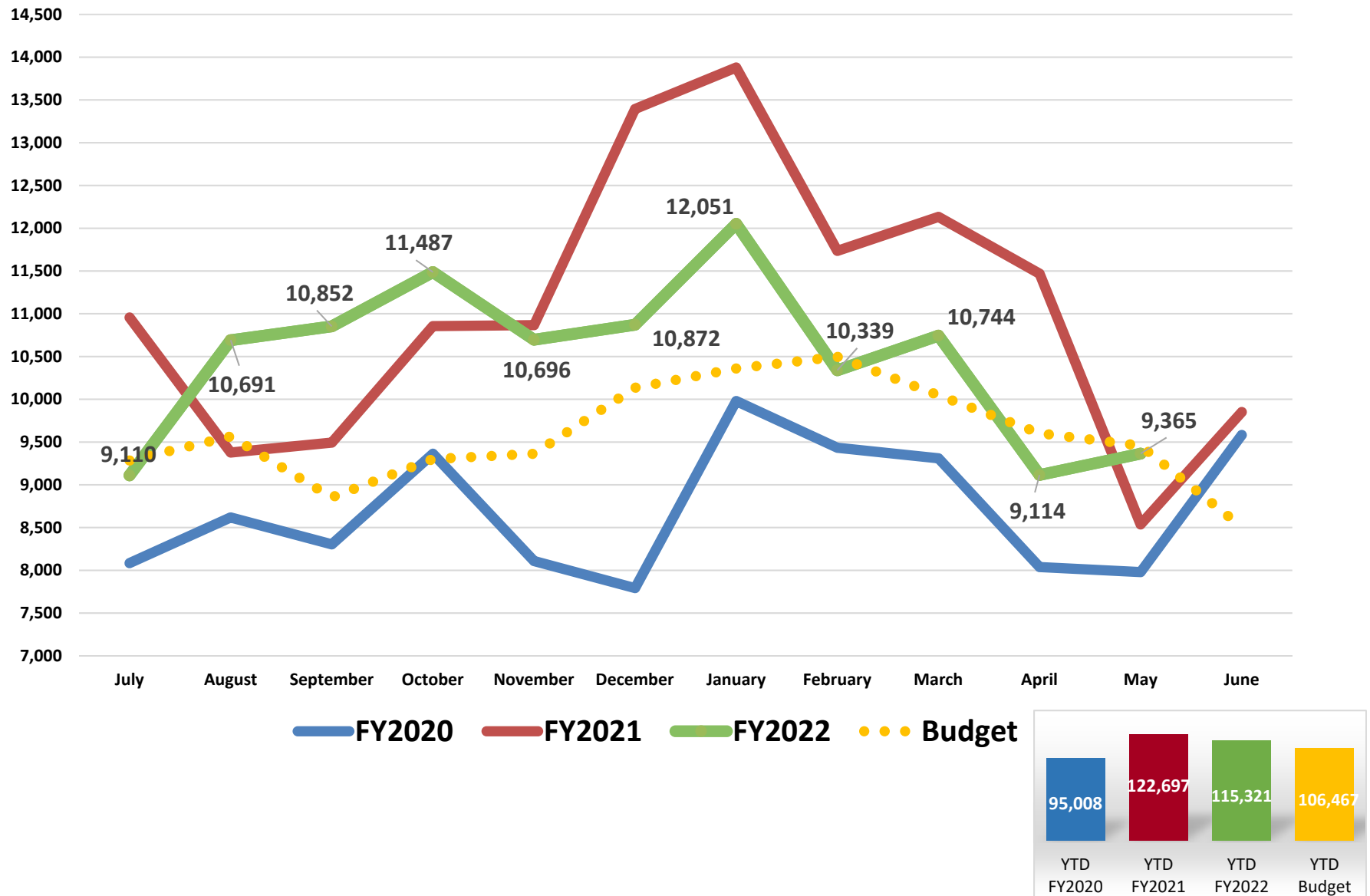


112	139	191	131
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Urgent Care – Demaree Average Visits Per Day



Rural Health Clinic Registrations



Statistical Results – Fiscal Year Comparison (May)

Actual Results			Budget	Budget Variance	
May 2021	May 2022	% Change	May 2022	Change	% Change

Average Daily Census	423	447	5.7%	435	12	2.8%
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KDHCD Patient Days:

Medical Center	8,932	9,235	3.4%	8,584	651	7.6%
Acute I/P Psych	1,051	1,428	35.9%	1,427	1	0.1%
Sub-Acute	858	914	6.5%	957	(43)	(4.5%)
Rehab	518	543	4.8%	570	(27)	(4.7%)
TCS-Ortho	376	401	6.6%	486	(85)	(17.5%)
TCS	452	491	8.6%	487	4	0.8%
NICU	465	387	(16.8%)	457	(70)	(15.3%)
Nursery	463	459	(0.9%)	509	(50)	(9.8%)

Total KDHCD Patient Days	13,115	13,858	5.7%	13,477	381	2.8%
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Total Outpatient Volume	40,362	45,787	13.4%	47,657	(1,870)	(3.9%)
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Statistical Results – Fiscal Year Comparison (Jul-May)

	Actual Results			Budget	Budget Variance	
	FYTD 2021	FYTD 2022	% Change	FYTD 2022	Change	% Change
Average Daily Census	430	461	7.3%	443	18	4.1%
KDHCD Patient Days:						
Medical Center	98,126	108,026	10.1%	95,509	12,517	13.1%
Acute I/P Psych	13,171	13,215	0.3%	15,693	(2,478)	(15.8%)
Sub-Acute	9,866	9,207	(6.7%)	10,318	(1,111)	(10.8%)
Rehab	4,890	5,382	10.1%	6,215	(833)	(13.4%)
TCS-Ortho	3,969	3,863	(2.7%)	4,655	(792)	(17.0%)
TCS	4,479	4,544	1.5%	5,679	(1,135)	(20.0%)
NICU	4,348	4,750	9.2%	4,346	404	9.3%
Nursery	5,148	5,450	5.9%	5,976	(526)	(8.8%)
Total KDHCD Patient Days	143,997	154,437	7.3%	148,391	6,046	4.1%
Total Outpatient Volume	473,196	514,821	8.8%	514,999	(178)	(0.0%)

Other Statistical Results – Fiscal Year Comparison (May)

	Actual Results				Budget	Budget Variance	
	May 2021	May 2022	Change	% Change	May 2022	Change	% Change
Adjusted Patient Days	25,026	28,283	3,257	13.0%	26,755	1,528	5.7%
Outpatient Visits	40,362	45,787	5,425	13.4%	47,657	(1,870)	(3.9%)
Urgent Care - Demaree	2,314	3,500	1,186	51.3%	2,288	1,212	53.0%
Endoscopy Procedures (I/P & O/P)	470	605	135	28.7%	578	27	4.7%
Urgent Care - Court	4,603	5,437	834	18.1%	3,819	1,618	42.4%
KHMG RVU	32,248	36,216	3,968	12.3%	39,089	(2,873)	(7.3%)
Surgery Minutes-General & Robotic (I/P & O/P)	1,023	1,131	108	10.6%	1,399	(268)	(19.2%)
RHC Registrations	8,537	9,365	828	9.7%	9,457	(92)	(1.0%)
Radiation Oncology Treatments (I/P & O/P)	1,983	2,128	145	7.3%	2,423	(295)	(12.2%)
Radiology/CT/US/MRI Proc (I/P & O/P)	15,836	16,947	1,111	7.0%	16,254	693	4.3%
ED Total Registered	7,019	7,411	392	5.6%	6,961	450	6.5%
O/P Rehab Units	18,668	19,509	841	4.5%	20,344	(835)	(4.1%)
Home Health Visits	2,861	2,954	93	3.3%	2,897	57	2.0%
Physical & Other Therapy Units	17,899	18,178	279	1.6%	19,309	(1,131)	(5.9%)
OB Deliveries	351	348	(3)	(0.9%)	396	(48)	(12.1%)
Cath Lab Minutes (IP & OP)	335	329	(6)	(1.8%)	415	(86)	(20.7%)
GME Clinic visits	1,141	1,116	(25)	(2.2%)	1,114	2	0.2%
Hospice Days	4,273	3,957	(316)	(7.4%)	4,274	(317)	(7.4%)
Dialysis Treatments	1,700	1,551	(149)	(8.8%)	1,868	(317)	(17.0%)
Infusion Center	397	315	(82)	(20.7%)	415	(100)	(24.1%)

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

	Actual Results				Budget	Budget Variance	
	FY 2021	FY 2022	Change	% Change	FY 2022	Change	% Change
Adjusted Patient Days	274,262	297,800	23,538	8.6%	266,716	31,084	11.7%
Outpatient Visits	473,196	514,821	41,625	8.8%	514,999	(178)	(0.0%)
Urgent Care - Demaree	21,241	40,154	18,913	89.0%	26,598	13,556	51.0%
Urgent Care - Court	46,376	63,922	17,546	37.8%	43,953	19,969	45.4%
Infusion Center	3,661	4,305	644	17.6%	4,476	(171)	(3.8%)
ED Total Registered	67,141	74,178	7,037	10.5%	77,200	(3,022)	(3.9%)
Radiology/CT/US/MRI Proc (I/P & O/P)	166,367	180,407	14,040	8.4%	169,743	10,664	6.3%
Endoscopy Procedures (I/P & O/P)	5,258	5,619	361	6.9%	5,821	(202)	(3.5%)
OB Deliveries	3,962	4,137	175	4.4%	4,208	(71)	(1.7%)
O/P Rehab Units	209,789	213,471	3,682	1.8%	215,167	(1,696)	(0.8%)
KHMG RVU	376,075	381,642	5,567	1.5%	421,071	(39,429)	(9.4%)
Physical & Other Therapy Units	191,594	193,115	1,521	0.8%	207,645	(14,530)	(7.0%)
Surgery Minutes-General & Robotic (I/P & O/P)	11,043	11,074	31	0.3%	14,978	(3,904)	(26.1%)
Hospice Days	46,724	46,549	(175)	(0.4%)	45,161	1,388	3.1%
GME Clinic visits	12,454	12,156	(298)	(2.4%)	13,162	(1,006)	(7.6%)
Cath Lab Minutes (IP & OP)	3,637	3,506	(131)	(3.6%)	4,386	(880)	(20.1%)
Dialysis Treatments	18,138	17,205	(933)	(5.1%)	20,358	(3,153)	(15.5%)
Radiation Oncology Treatments (I/P & O/P)	23,348	22,094	(1,254)	(5.4%)	26,064	(3,970)	(15.2%)
Home Health Visits	32,561	30,726	(1,835)	(5.6%)	31,815	(1,089)	(3.4%)
RHC Registrations	122,697	115,321	(7,376)	(6.0%)	106,467	8,854	8.3%

Trended Financial Comparison (000's)

Kaweah Delta Health Care District

Trended Income Statement (000's)

	Adjusted Patient Days	25,026	25,797	26,085	27,742	28,344	28,267	26,571	27,106	26,955	24,973	27,296	26,159	28,283
	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	
Operating Revenue														
Net Patient Service Revenue	\$50,531	\$43,233	\$51,502	\$49,714	\$57,879	\$55,674	\$54,846	\$51,115	\$56,862	\$47,933	\$52,555	\$49,729	\$56,673	
Supplemental Gov't Programs	4,990	6,845	4,286	4,286	4,286	4,383	11,778	10,297	4,383	5,579	5,192	6,983	4,383	
Quality Incentive Program (QIP)	715	721	667	667	667	667	667	667	3,285	667	667	667	3,282	
Premium Revenue	5,036	6,584	4,902	5,425	5,163	5,156	5,054	5,173	5,272	6,574	5,772	9,112	5,948	
Management Services Revenue	2,877	3,251	3,172	3,298	3,523	3,137	2,690	2,921	2,536	2,910	2,988	2,885	2,813	
Other Revenue	2,074	2,188	2,009	2,348	1,873	2,250	1,974	2,300	1,993	1,796	1,990	3,789	2,126	
Other Operating Revenue	15,692	19,589	15,036	16,024	15,513	15,592	22,162	21,358	17,469	17,526	16,609	23,436	18,552	
Total Operating Revenue	66,223	62,822	66,537	65,737	73,391	71,266	77,008	72,473	74,331	65,459	69,164	73,165	75,225	
Operating Expenses														
Salaries & Wages	27,786	26,249	27,474	28,198	31,872	30,538	28,408	29,967	29,407	27,297	30,503	28,987	28,998	
Contract Labor	1,169	2,080	1,116	1,358	1,721	1,872	1,745	3,238	4,958	3,882	1,299	5,784	7,813	
Employee Benefits	5,087	(7,812)	4,087	3,878	4,728	4,217	3,481	4,161	4,566	4,923	6,119	6,057	3,229	
Total Employment Expenses	34,042	20,517	32,678	33,434	38,321	36,627	33,634	37,366	38,931	36,102	37,920	40,828	40,040	
Medical & Other Supplies	10,170	11,772	9,596	13,004	11,942	11,714	10,623	10,687	10,913	10,406	11,180	10,685	11,914	
Physician Fees	7,754	8,207	7,922	8,527	7,736	9,674	10,261	9,479	9,210	8,812	9,045	8,829	9,329	
Purchased Services	1,383	2,697	1,100	1,368	1,680	1,683	1,565	1,745	1,261	1,511	1,304	1,914	2,038	
Repairs & Maintenance	2,282	2,319	2,074	2,425	2,425	2,702	2,330	2,331	2,324	2,588	2,251	2,204	2,380	
Utilities	729	1,175	688	740	696	860	760	654	753	736	723	753	794	
Rents & Leases	489	504	475	519	487	474	522	505	528	525	515	519	585	
Depreciation & Amortization	2,923	3,924	2,635	2,632	2,636	2,634	2,636	2,631	2,614	2,634	2,583	2,649	2,610	
Interest Expense	555	666	555	646	499	501	500	498	655	671	671	671	826	
Other Expense	1,537	2,053	1,450	1,466	1,641	1,563	1,557	1,804	2,110	1,731	2,019	1,907	2,812	
Humana Cap Plan Expenses	3,780	3,018	3,472	2,503	3,642	3,982	3,130	2,902	2,327	2,617	5,196	3,413	2,850	
Management Services Expense	2,892	3,521	2,768	3,115	3,734	2,988	2,628	2,462	2,570	2,835	3,003	3,380	2,268	
Total Other Expenses	34,493	39,856	32,735	36,945	37,116	38,774	36,512	35,698	35,266	35,066	38,491	36,924	38,405	
Total Operating Expenses	68,535	60,373	65,413	70,379	75,437	75,402	70,146	73,064	74,197	71,168	76,412	77,752	78,445	
Operating Margin	(\$2,312)	\$2,449	\$1,124	(\$4,642)	(\$2,046)	(\$4,136)	\$6,862	(\$591)	\$134	(\$5,709)	(\$7,247)	(\$4,588)	(\$3,220)	
Stimulus Funds	\$1,076	\$525	\$0	\$438	\$0	\$137	\$6,542	\$0	\$0	\$93	\$9,345	\$0	\$0	
Operating Margin after Stimulus	(\$1,236)	\$2,974	\$1,124	(\$4,204)	(\$2,046)	(\$3,999)	\$13,404	(\$591)	\$134	(\$5,616)	\$2,098	(\$4,588)	(\$3,220)	
Nonoperating Revenue (Loss)	753	248	582	552	(388)	595	587	2,495	568	693	(9,815)	(568)	(436)	
Excess Margin	(\$483)	\$3,222	\$1,706	(\$3,651)	(\$2,434)	(\$3,404)	\$13,991	\$1,904	\$702	(\$4,924)	(\$7,718)	(\$5,156)	(\$3,656)	

May Financial Comparison (000's)

	Actual Results		Budget	Budget Variance	
	May 2021	May 2022	May 2022	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$50,531	\$56,673	\$53,667	\$2,996	5.6%
Other Operating Revenue	15,692	18,552	16,177	2,375	14.7%
Total Operating Revenue	66,223	75,225	69,854	5,371	7.7%
Operating Expenses					
Employment Expense	34,042	40,040	33,656	6,384	19.0%
Other Operating Expense	34,493	38,405	35,689	2,715	7.6%
Total Operating Expenses	68,535	78,445	69,345	9,100	13.1%
Operating Margin	(\$2,312)	(\$3,220)	\$509	(\$3,729)	
Stimulus Funds	1,076	0	101	(101)	
Operating Margin after Stimulus	(\$1,236)	(\$3,220)	\$610	(\$3,830)	
Non Operating Revenue (Loss)	753	(436)	542	(978)	
Excess Margin	(\$483)	(\$3,656)	\$1,151	(\$4,808)	

Operating Margin %	(3.5%)	(4.3%)	0.7%
OM after Stimulus%	(1.9%)	(4.3%)	0.9%
Excess Margin %	(0.7%)	(4.9%)	1.6%
Operating Cash Flow Margin %	1.8%	0.3%	5.9%

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

	Actual Results FYTD Jul-May		Budget FYTD	Budget Variance	FYTD
	FYTD2021	FYTD2022	FYTD2022	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$551,142	\$584,480	\$582,958	\$1,522	0.3%
Other Operating Revenue	160,730	199,713	171,971	27,742	16.1%
Total Operating Revenue	711,872	784,193	754,929	29,265	3.9%
Operating Expenses					
Employment Expense	368,365	405,893	358,896	46,997	13.1%
Other Operating Expense	375,160	401,933	384,013	17,919	4.7%
Total Operating Expenses	743,525	807,826	742,910	64,916	8.7%
Operating Margin	(\$31,653)	(\$23,632)	\$12,019	(\$35,651)	
Stimulus Funds	31,936	16,117	1,097	15,020	
Operating Margin after Stimulus	\$283	(\$7,515)	\$13,116	(\$20,631)	
Nonoperating Revenue (Loss)	7,211	(5,135)	5,312	(10,446)	
Excess Margin	\$7,494	(\$12,650)	\$18,428	(\$31,078)	

Operating Margin %	(4.4%)	(3.0%)	1.6%
OM after Stimulus%	0.0%	(1.0%)	1.7%
Excess Margin %	1.0%	(1.6%)	2.4%
Operating Cash Flow Margin %	0.3%	1.5%	6.5%

May Financial Comparison (000's)

	Actual Results			Budget	Budget Variance	
	May 2021	May 2022	% Change	May 2022	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$50,531	\$56,673	12.2%	\$53,677	\$2,996	5.6%
Supplemental Gov't Programs	4,990	4,383	(12.2%)	4,426	(43)	(1.0%)
Quality Incentive Program(QIP)	715	3,282	358.9%	679	2,603	383.1%
Premium Revenue	5,036	5,948	18.1%	5,904	44	0.8%
Management Services Revenue	2,877	2,813	(2.2%)	3,082	(270)	(8.7%)
Other Revenue	2,074	2,126	2.5%	2,086	40	1.9%
Other Operating Revenue	15,692	18,552	18.2%	16,177	2,375	14.7%
Total Operating Revenue	66,223	75,225	13.6%	69,854	5,371	7.7%
Operating Expenses						
Salaries & Wages	27,786	28,998	4.4%	28,449	549	1.9%
Contract Labor	1,169	7,813	568.3%	527	7,285	1381.8%
Employee Benefits	5,087	3,229	(36.5%)	4,680	(1,450)	(31.0%)
Total Employment Expenses	34,042	40,040	17.6%	33,656	6,384	19.0%
Medical & Other Supplies	10,170	11,914	17.1%	10,613	1,301	12.3%
Physician Fees	7,754	9,329	20.3%	8,445	884	10.5%
Purchased Services	1,383	2,038	47.3%	1,347	691	51.3%
Repairs & Maintenance	2,282	2,380	4.3%	2,426	(47)	(1.9%)
Utilities	729	794	9.0%	562	232	41.4%
Rents & Leases	489	585	19.7%	517	68	13.1%
Depreciation & Amortization	2,923	2,610	(10.7%)	3,024	(414)	(13.7%)
Interest Expense	555	826	48.9%	614	212	34.4%
Other Expense	1,537	2,812	82.9%	1,916	896	46.7%
Humana Cap Plan Expenses	3,780	2,850	(24.6%)	3,176	(326)	(10.3%)
Management Services Expense	2,892	2,268	(21.6%)	3,049	(781)	(25.6%)
Total Other Expenses	34,493	38,405	11.3%	35,689	2,715	7.6%
Total Operating Expenses	68,535	78,445	14.5%	69,345	9,100	13.1%
Operating Margin	(\$2,312)	(\$3,220)	39.3%	\$509	(\$3,729)	(733%)
Stimulus Funds	1,076	0	(100%)	101	(101)	(100%)
Operating Margin after Stimulus	(\$1,236)	(\$3,220)	160.5%	\$610	(\$3,830)	(628%)
Nonoperating Revenue (Loss)	753	(436)	(158%)	542	(978)	(181%)
Excess Margin	(\$483)	(\$3,656)	656.8%	\$1,151	(\$4,808)	(418%)

Operating Margin %	(3.5%)	(4.3%)		0.7%
OM after Stimulus%	(1.9%)	(4.3%)		0.9%
Excess Margin %	(0.7%)	(4.9%)		1.6%
Operating Cash Flow Margin %	1.8%	0.3%		5.9%

YTD Financial Comparison (000's)

	Actual Results FYTD Jul-May			Budget FYTD	Budget Variance	FYTD
	FYTD2021	FYTD2022	% Change	FYTD2022	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$551,142	\$584,480	6.0%	\$582,958	\$1,522	0.3%
Supplemental Gov't Programs	49,237	65,837	33.7%	48,681	17,157	35.2%
Quality Incentive Program (QIP)	9,947	12,567	26.3%	7,342	5,225	71.2%
Premium Revenue	50,505	63,552	25.8%	60,099	3,452	5.7%
Management Services Revenue	30,916	32,872	6.3%	33,307	(435)	(1.3%)
Other Revenue	20,125	24,884	23.6%	22,541	2,343	10.4%
Other Operating Revenue	160,730	199,713	24.3%	171,971	27,742	16.1%
Total Operating Revenue	711,872	784,193	10.2%	754,929	29,265	3.9%
Operating Expenses						
Salaries & Wages	297,902	321,661	8.0%	303,476	18,185	6.0%
Contract Labor	7,697	34,785	351.9%	5,692	29,093	511%
Employee Benefits	62,766	49,447	(21.2%)	49,728	(281)	(0.6%)
Total Employment Expenses	368,365	405,893	10.2%	358,896	46,997	13.1%
Medical & Other Supplies	119,382	122,663	2.7%	115,280	7,383	6.4%
Physician Fees	88,483	98,824	11.7%	91,600	7,225	7.9%
Purchased Services	16,534	17,167	3.8%	14,559	2,607	17.9%
Repairs & Maintenance	23,825	26,033	9.3%	26,350	(317)	(1.2%)
Utilities	6,217	8,158	31.2%	6,653	1,505	22.6%
Rents & Leases	5,688	5,654	(0.6%)	5,688	(34)	(0.6%)
Depreciation & Amortization	27,721	28,894	4.2%	30,496	(1,602)	(5.3%)
Interest Expense	6,105	6,693	9.6%	6,639	53	0.8%
Other Expense	18,539	20,062	8.2%	20,730	(667)	(3.2%)
Humana Cap Plan Expenses	31,740	36,036	13.5%	33,070	2,966	9.0%
Management Services Expense	30,926	31,749	2.7%	32,948	(1,199)	(3.6%)
Total Other Expenses	375,160	401,933	7.1%	384,013	17,919	4.7%
Total Operating Expenses	743,525	807,826	8.6%	742,910	64,916	8.7%
Operating Margin	(\$31,653)	(\$23,632)	25.3%	\$12,019	(\$35,651)	(297%)
Stimulus Funds	31,936	16,117	(49.5%)	1,097	15,020	1369%
Operating Margin after Stimulus	\$283	(\$7,515)	2758%	\$13,116	(\$20,631)	(157%)
Nonoperating Revenue (Loss)	7,211	(5,135)	(171%)	5,312	(10,446)	(197%)
Excess Margin	\$7,494	(\$12,650)	(269%)	\$18,428	(\$31,078)	(169%)

Operating Margin %	(4.4%)	(3.0%)		1.6%
OM after Stimulus%	0.0%	(1.0%)		1.7%
Excess Margin %	1.0%	(1.6%)		2.4%
Operating Cash Flow Margin %	0.3%	1.5%		6.5%

Kaweah Health Medical Group

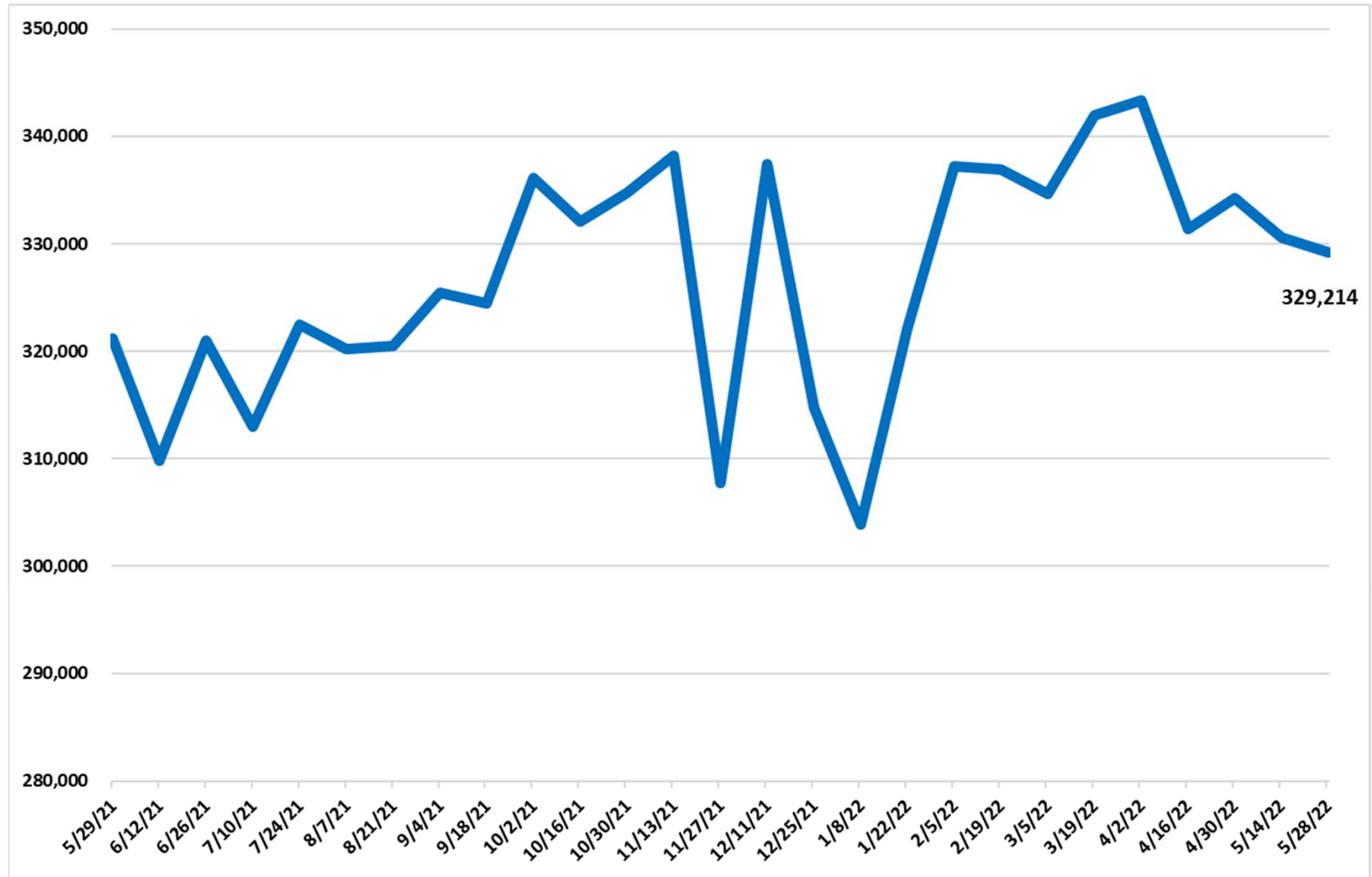
Fiscal Year Financial Comparison (000's)

	Actual Results FYTD July – May			Budget FYTD	Budget Variance FYTD	
	May 2021	May 2022	% Change	May 2022	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$43,084	\$44,645	3.6%	\$48,547	(\$3,902)	(8.0%)
Other Operating Revenue	1,449	1,452	0.2%	772	680	88.1%
Total Operating Revenue	44,533	46,097	3.5%	49,319	(3,222)	(6.5%)
Operating Expenses						
Salaries & Wages	10,546	10,962	3.9%	11,427	(464)	(4.1%)
Contract Labor	0	0	0.0%	0	0	0.0%
Employee Benefits	2,075	1,839	(11.4%)	1,864	(25)	(1.3%)
Total Employment Expenses	12,622	12,802	1.4%	13,290	(489)	(3.7%)
Medical & Other Supplies	5,906	5,868	(0.6%)	6,319	(452)	(7.1%)
Physician Fees	24,398	26,945	10.4%	27,691	(745)	(2.7%)
Purchased Services	792	900	13.7%	777	123	15.8%
Repairs & Maintenance	2,171	2,053	(5.4%)	2,509	(456)	(18.2%)
Utilities	396	410	3.4%	441	(31)	(7.1%)
Rents & Leases	2,548	2,380	(6.6%)	2,381	(1)	(0.0%)
Depreciation & Amortization	868	701	(19.2%)	1,008	(308)	(30.5%)
Interest Expense	3	1	(75.6%)	1	(0)	(21.2%)
Other Expense	1,206	1,200	(0.5%)	1,546	(345)	(22.3%)
Total Other Expenses	38,288	40,458	5.7%	42,673	(2,216)	(5.2%)
Total Operating Expenses	50,909	53,259	4.6%	55,964	(2,704)	(4.8%)
Stimulus Funds	0	194	0.0%	0	194	0.0%
Excess Margin	(\$6,376)	(\$6,968)	(9.3%)	(\$6,645)	(\$323)	(4.9%)
Excess Margin %	(14.3%)	(15.1%)		(13.5%)		

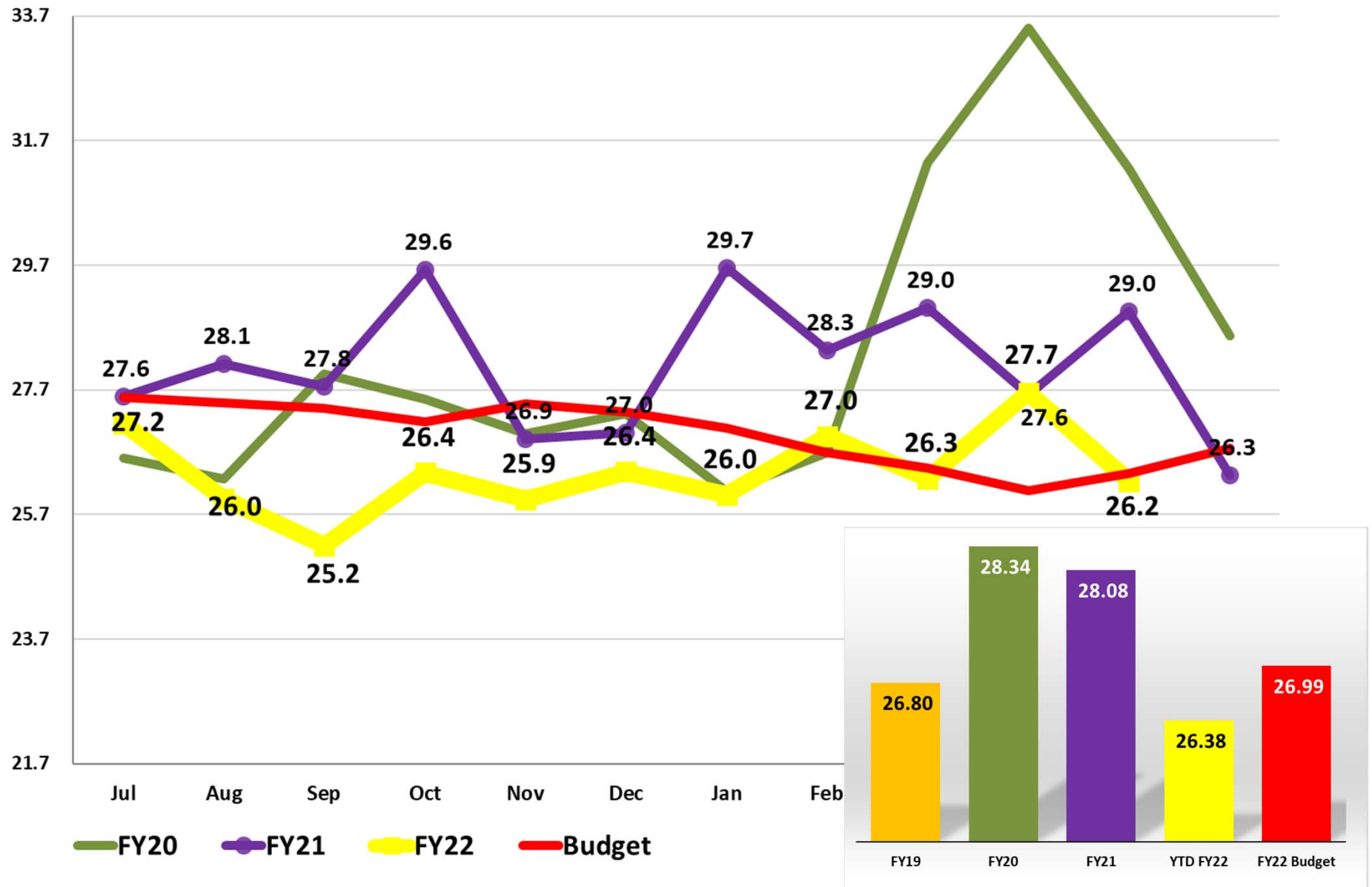
Month of May - Budget Variances

- **Net Patient Revenues:** Net patient revenue exceeded budget by \$3.0M (5.6%). This increase was mainly due to volumes. Both inpatient days and adjusted patient days exceeded budget by 2.8% and 5.7%, respectively, in May.
- **Quality Incentive Program (QIP) Revenues:** Exceeded budget in May as we recorded a \$2.6M (1/2 of total impact) increase in QIP revenue due to the assumption that we will earn more funding for the program related to fiscal year 2022 than that originally budgeted.
- **Salaries and Contract Labor:** We experienced an unfavorable budget variance of \$7.8M in May. The unfavorable variance is partially due to the increase in volume but primarily due to the amount of contract labor utilized during the month (\$7.3M) and shift bonuses (\$457K) paid in May. We also paid \$361K of unbudgeted COVID supplemental sick pay in May.
- **Employee Benefits:** Benefits expense fell short of budget by \$1.5M primarily due to the recognition of \$2.3M (1/2 of total impact) in May of improved workers' compensation experience and reduction in our related liability as estimated by our actuary. This credit to our benefit expenses was partially offset by an increase of \$824K due to claims experience related to our employee health insurance plan.
- **Supplies Expense:** Exceeded budget in May by \$884K to COVID test costs, lab supplies, and an increase in our patient and retail pharmacy costs.
- **Other Expense:** This unfavorable budget variance of \$896K was mainly due to a payout of our partner share of SRCC Radiation Oncology profits (timing) and unbudgeted Chartis consulting fees.

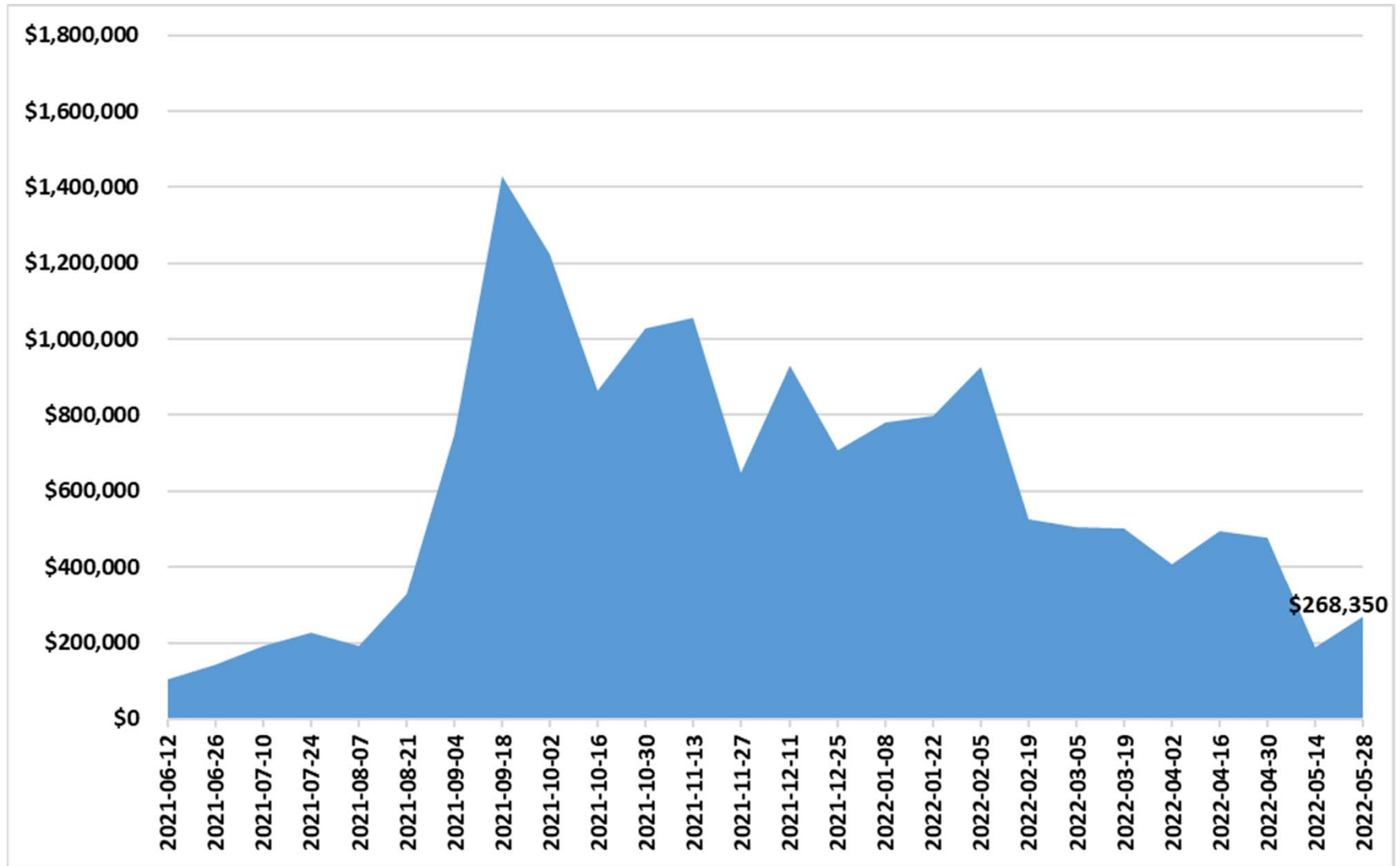
Productive Hours



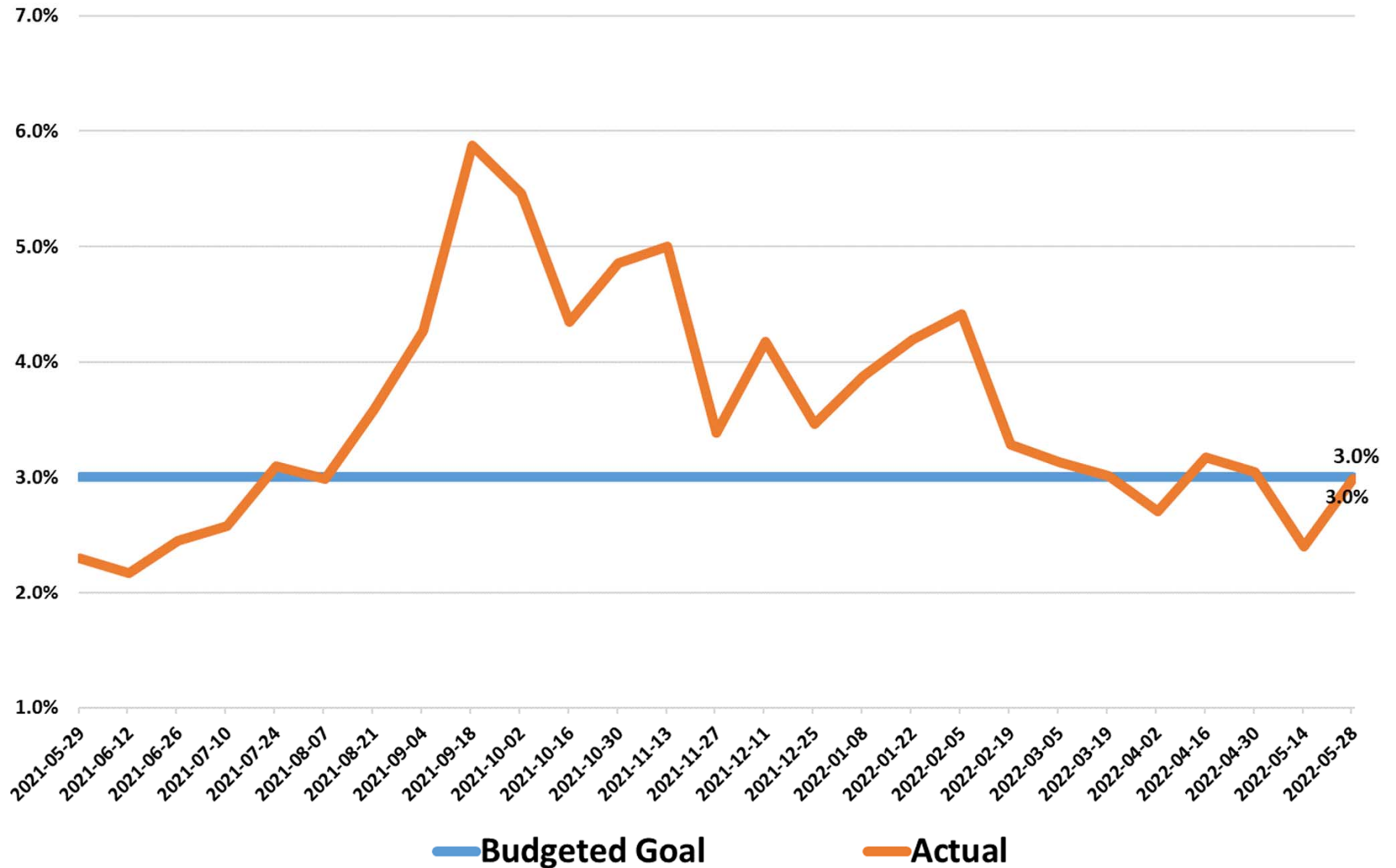
Productivity: Worked Hours/Adjusted Patient Days



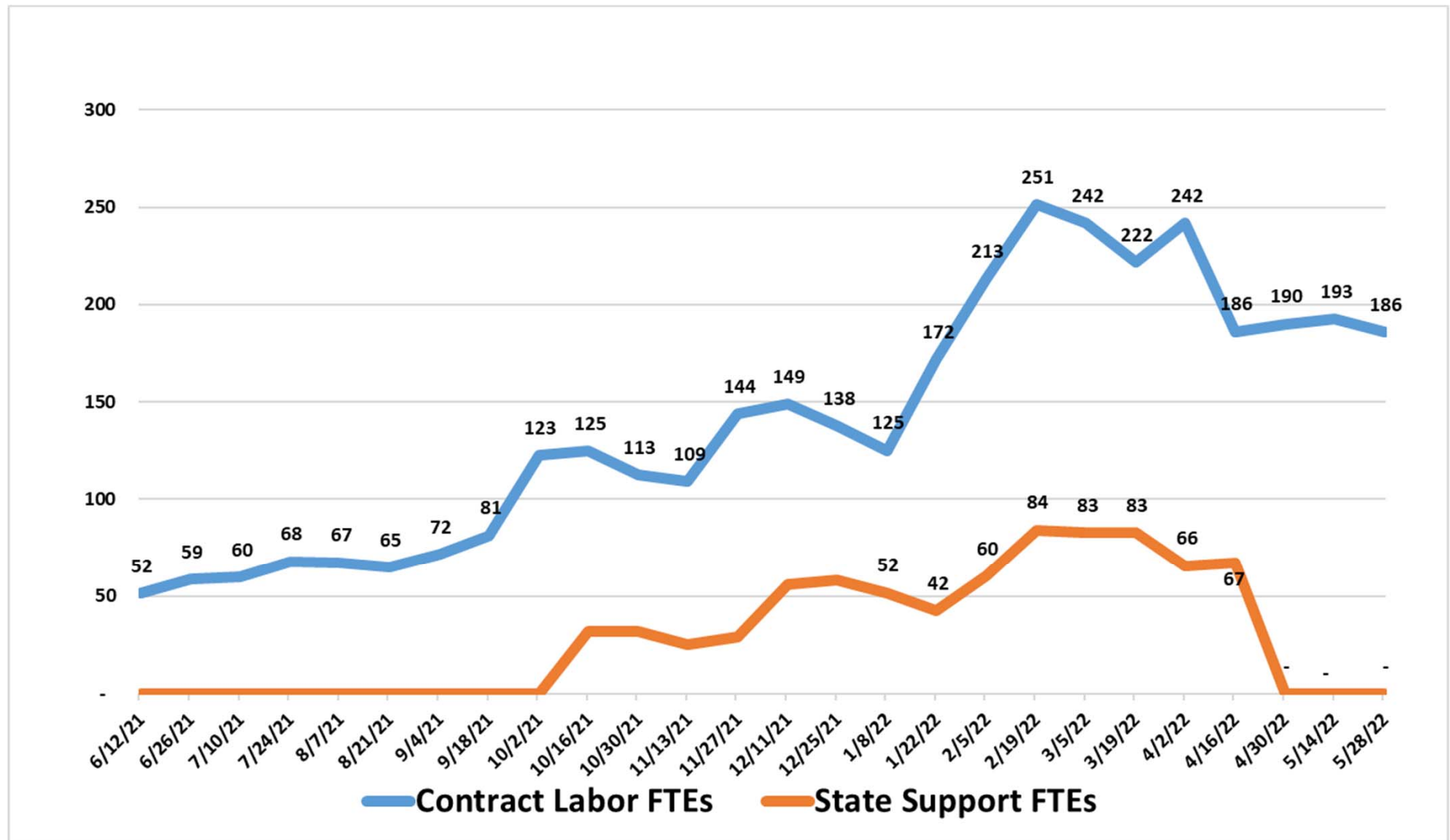
Shift Bonus



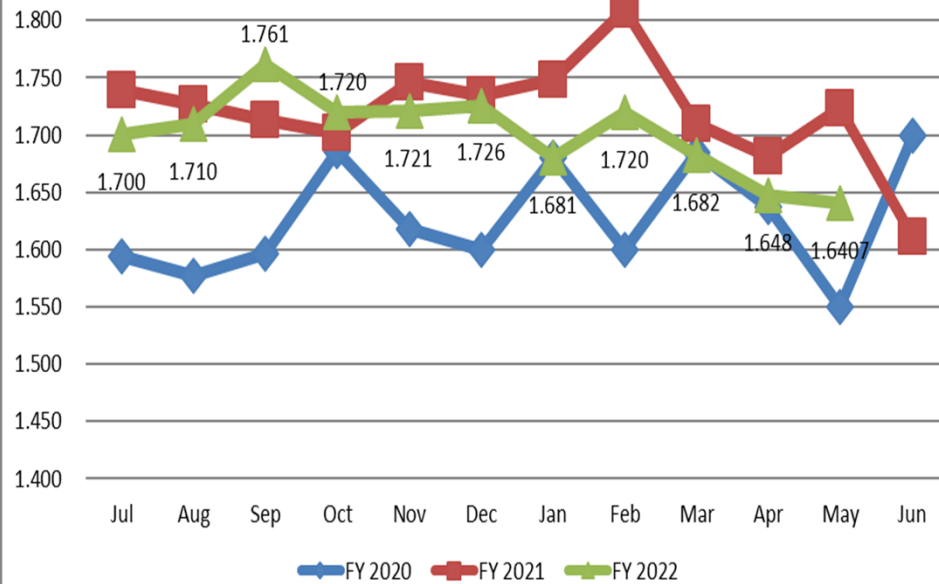
Overtime as a % of Productive Hours and \$



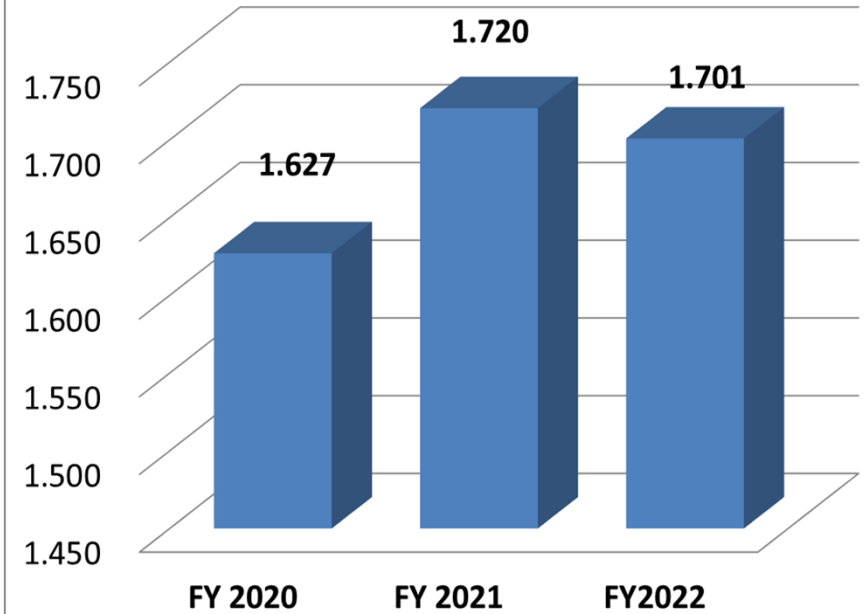
Contract Labor Full Time Equivalents (FTEs)



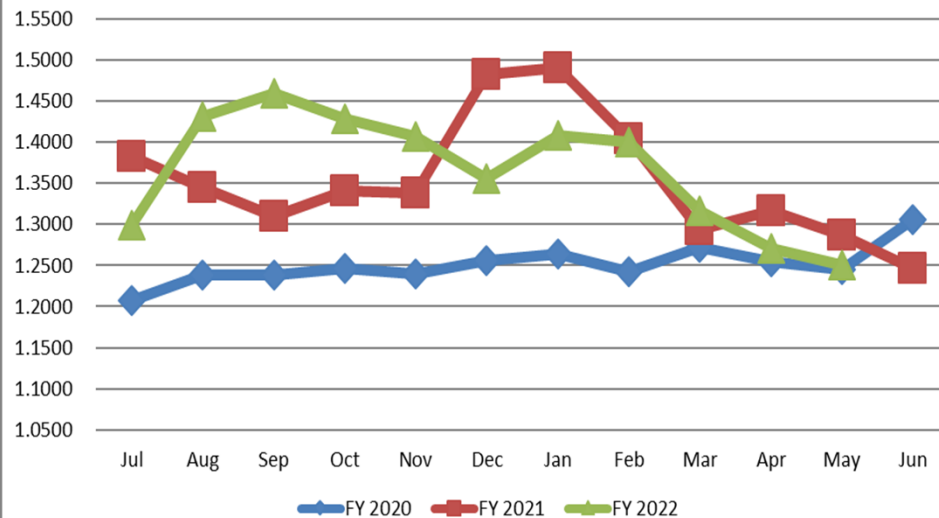
Case Mix Index w/o Normal Newborns



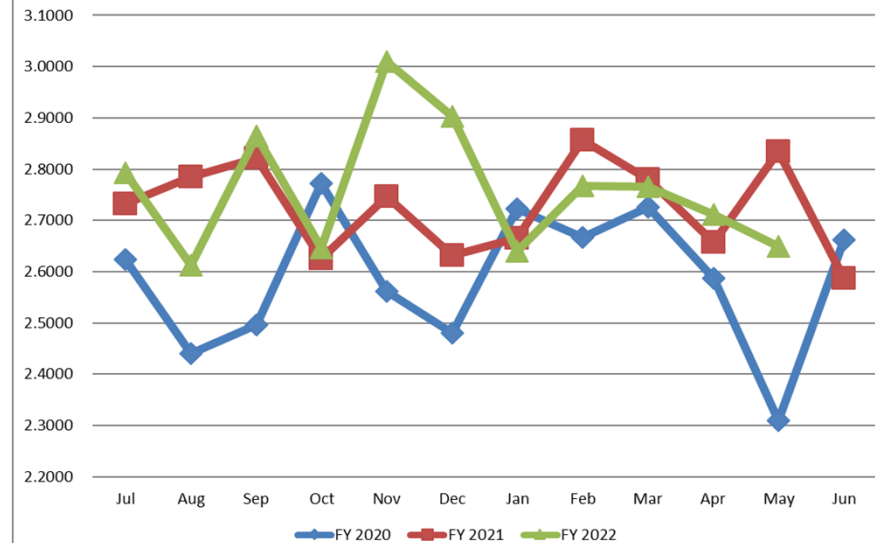
Case Mix Index w/o Normal Newborns - All



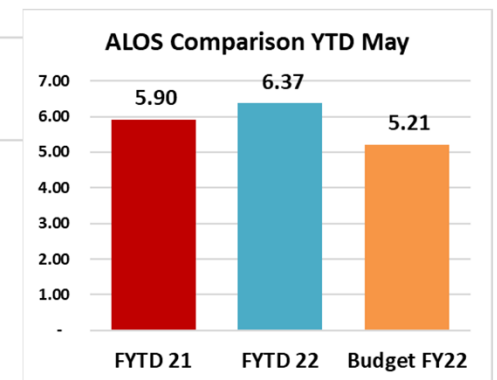
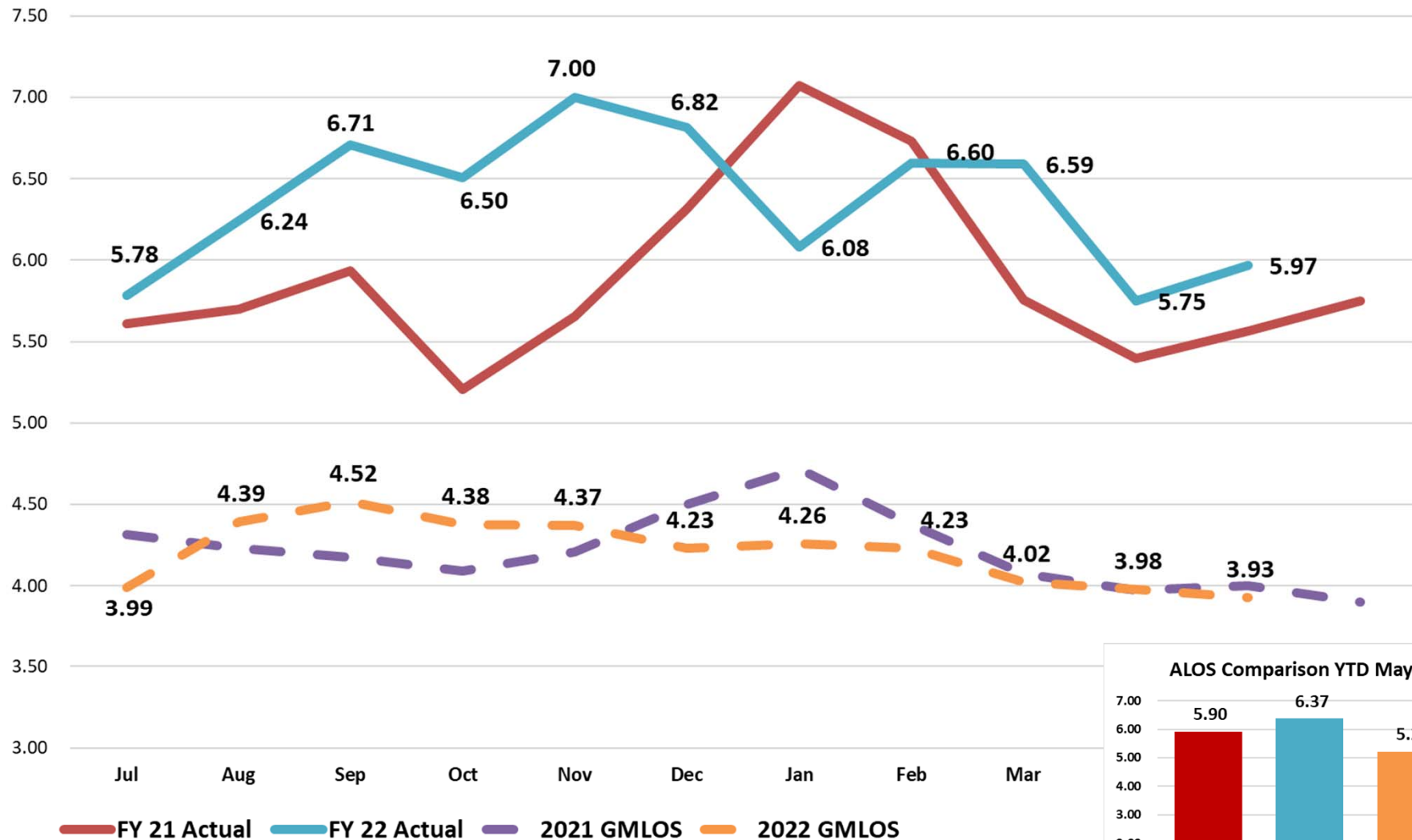
Case Mix **Medical** w/o Normal Newborns



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



Average Length of Stay versus National Average (GMLOS)



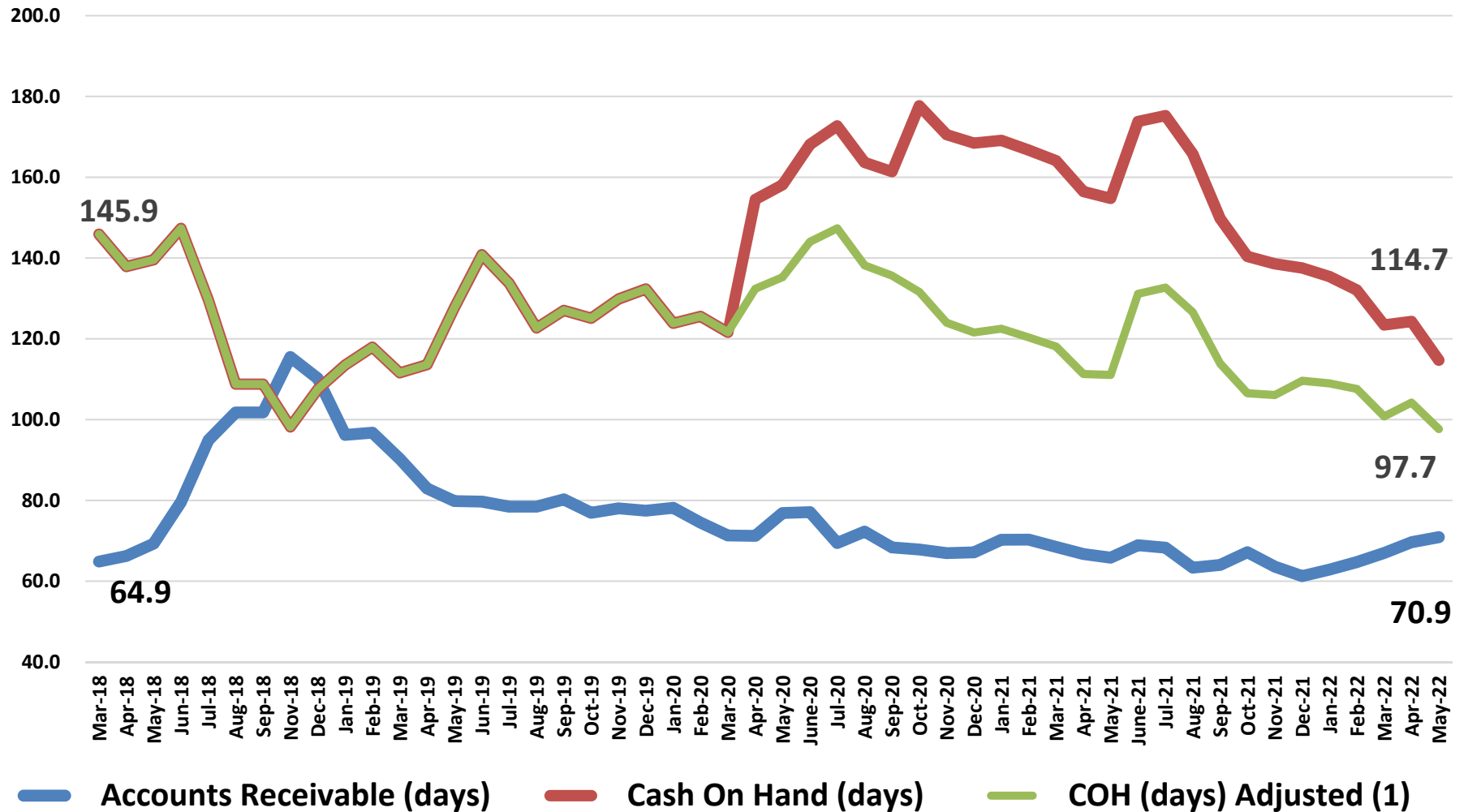
Average Length of Stay versus National Average (GMLOS)

	Including COVID Patients				Excluding COVID Patients				
	ALOS	GMLOS	GAP		ALOS	GMLOS	GAP	Gap Diff	%
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	5.20	4.09	1.11		4.98	3.98	1.00	0.11	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	5.75	4.07	1.68		5.04	3.92	1.12	0.56	33%
Apr-21	5.39	3.98	1.41		5.21	3.89	1.32	0.09	7%
May-21	5.56	4.00	1.56		5.33	3.92	1.41	0.15	10%
Jun-21	5.75	3.90	1.85		5.67	3.88	1.79	0.06	3%
Jul-21	5.78	3.99	1.79		5.68	3.94	1.74	0.05	3%
Aug-21	6.24	4.39	1.85		5.95	4.05	1.90	(0.05)	-3%
Sep-21	6.71	4.52	2.19		5.88	4.08	1.80	0.39	18%
Oct-21	6.51	4.38	2.13		5.33	4.00	1.33	0.80	38%
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	3.97	1.99	(0.17)	-9%
Feb-22	6.60	4.23	2.37		5.86	3.82	2.04	0.33	14%
Mar-22	6.59	4.02	2.57		5.66	3.89	1.77	0.80	31%
Apr-22	5.73	3.98	1.75		5.63	3.96	1.67	0.08	5%
May-22	5.97	3.93	2.04		5.60	3.87	1.73	0.31	15%
Average	6.00	4.21	1.79		5.43	3.99	1.45	0.34	19%

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



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

MAY 31, 2022

	Current Month Value	Prior Month Value	June 30, 2021 Audited Value	2020 Moody's Median Benchmark		
				Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	1.8	1.7	1.2	1.5	1.7	1.8
Accounts Receivable (days)	70.9	69.6	67.0	47.2	46.3	45.9
Cash On Hand (days)	114.7	124.3	173.3	334.8	261.4	207.2
Cushion Ratio (x)	16.9	18.2	22.9	45.9	28.8	19
Average Payment Period (days)	67.1	68.9	93.2	100.5	89.4	95.2
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	119.3%	129.0%	164.4%	285.0%	200.8%	149.7%
Debt-To-Capitalization	32.1%	31.8%	31.2%	24.8%	31.7%	40.1%
Debt-to-Cash Flow (x)	9.6	8.6	4.6	2.4	3	3.9
Debt Service Coverage	1.4	1.5	2.9	7.5	5.2	3.7
Maximum Annual Debt Service Coverage (x)	1.3	1.5	2.9	6.6	4.4	3
Age Of Plant (years)	14.5	14.4	13.5	10.6	11.8	12.9
PROFITABILITY RATIOS						
Operating Margin	(3.0%)	(2.9%)	(3.5%)	2.2%	1.4%	0.6%
Excess Margin	(1.6%)	(1.2%)	1.5%	6.3%	4.8%	3.0%
Operating Cash Flow Margin	1.5%	1.7%	1.4%	7.4%	7.6%	6.2%
Return on Assets	(1.5%)	(1.2%)	1.3%	4.4%	3.8%	2.8%

KAWEAH DELTA HEALTH CARE DISTRICT
CONSOLIDATED INCOME STATEMENT (000's)
FISCAL YEAR 2021 & 2022

Fiscal Year	Operating Revenue		Operating Revenue Total	Operating Expenses				Operating Expenses Total	Operating Income	Non-Operating Income	Net Income	Operating Margin %	Excess Margin
	Net Patient Revenue	Other Operating Revenue		Personnel Expense	Physician Fees	Supplies Expense	Other Operating Expense						
2021													
Jul-20	47,402	13,608	61,009	32,213	7,807	10,036	13,502	63,559	(2,550)	4,542	1,993	(4.2%)	3.0%
Aug-20	48,393	13,339	61,732	32,203	8,699	10,720	14,744	66,366	(4,634)	4,444	(191)	(7.5%)	(0.3%)
Sep-20	48,769	13,548	62,317	32,837	6,871	11,619	14,643	65,971	(3,654)	3,138	(515)	(5.9%)	(0.8%)
Oct-20	51,454	13,083	64,537	33,385	7,746	10,713	15,033	66,876	(2,339)	5,177	2,837	(3.6%)	4.1%
Nov-20	50,994	12,719	63,713	31,225	8,079	10,999	14,837	65,140	(1,427)	2,807	1,380	(2.2%)	2.1%
Dec-20	50,409	13,317	63,726	34,298	8,024	11,492	15,152	68,965	(5,240)	1,963	(3,276)	(8.2%)	(5.0%)
Jan-21	49,949	14,115	64,064	34,008	8,421	12,014	15,101	69,544	(5,480)	6,363	883	(8.6%)	1.3%
Feb-21	44,505	14,519	59,024	31,565	8,484	9,685	13,829	63,562	(4,538)	3,973	(565)	(7.7%)	(0.9%)
Mar-21	56,144	17,106	73,250	35,505	8,278	10,923	16,990	71,696	1,554	2,267	3,821	2.1%	5.1%
Apr-21	52,593	19,684	72,277	37,084	8,320	11,011	16,895	73,310	(1,033)	2,645	1,612	(1.4%)	2.2%
May-21	50,531	15,692	66,223	34,042	7,754	10,170	16,569	68,535	(2,312)	1,829	(483)	(3.5%)	(0.7%)
Jun-21	45,033	20,967	66,000	21,557	8,207	12,067	20,023	61,854	4,146	773	4,919	6.3%	7.4%
2021 FY Total	\$ 596,175	\$ 181,697	\$ 777,872	\$ 389,923	\$ 96,690	\$ 131,449	\$ 187,317	\$ 805,379	\$ (27,507)	\$ 39,921	\$ 12,414	(3.5%)	1.5%
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%)	(4.8%)
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%	18.2%
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%)	2.6%
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%)	(7.5%)
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%)	(7.0%)
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%)
2022 FY Total	\$ 584,480	\$ 199,713	\$ 784,193	\$ 405,893	\$ 98,824	\$ 122,663	\$ 180,445	\$ 807,826	\$ (23,632)	\$ 10,984	\$ (12,649)	(3.0%)	(1.6%)
FYTD Budget	582,958	173,068	756,026	358,896	91,600	115,280	177,134	742,910	13,116	5,312	18,428	1.7%	2.4%
Variance	\$ 1,522	\$ 26,645	\$ 28,168	\$ 46,997	\$ 7,225	\$ 7,383	\$ 3,312	\$ 64,916	\$ (36,748)	\$ 5,672	\$ (31,076)		
Current Month Analysis													
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%)
Budget	53,677	16,278	69,955	33,656	8,445	10,613	16,632	69,345	610	542	1,151	0.9%	1.6%
Variance	\$ 2,996	\$ 2,274	\$ 5,270	\$ 6,384	\$ 884	\$ 1,301	\$ 531	\$ 9,100	\$ (3,830)	\$ (978)	(4,808)		

KAWEAH DELTA HEALTH CARE DISTRICT

FISCAL YEAR 2021 & 2022

Fiscal Year	Patient Days	ADC	Adjusted Patient Days	I/P Revenue %	DFR & Bad Debt %	Net Patient Revenue/ Adjusted Patient Day	Personnel Expense/ Adjusted Patient Day	Physician Fees/ Adjusted Patient Day	Supply Expense/ Adjusted Patient Day	Total Operating Expense/ Adjusted Patient Day	Personnel Expense/ Net Patient Revenue	Physician Fees/ Net Patient Revenue	Supply Expense/ Net Patient Revenue	Total Operating Expense/ Net Patient Revenue
2021														
Jul-20	13,016	420	24,934	52.2%	76.8%	1,901	1,292	313	403	2,549	68.0%	16.5%	21.2%	134.1%
Aug-20	13,296	429	24,893	53.4%	75.7%	1,944	1,294	349	431	2,666	66.5%	18.0%	22.2%	137.1%
Sep-20	13,024	434	24,587	53.0%	75.6%	1,984	1,336	279	473	2,683	67.3%	14.1%	23.8%	135.3%
Oct-20	12,478	403	24,749	50.4%	74.2%	2,079	1,349	313	433	2,702	64.9%	15.1%	20.8%	130.0%
Nov-20	12,898	430	24,958	51.7%	74.0%	2,043	1,251	324	441	2,610	61.2%	15.8%	21.6%	127.7%
Dec-20	14,389	464	25,827	55.7%	75.2%	1,952	1,328	311	445	2,670	68.0%	15.9%	22.8%	136.8%
Jan-21	14,002	452	24,471	57.2%	75.5%	2,041	1,390	344	491	2,842	68.1%	16.9%	24.1%	139.2%
Feb-21	12,388	442	23,578	52.5%	77.3%	1,888	1,339	360	411	2,696	70.9%	19.1%	21.8%	142.8%
Mar-21	13,030	420	25,820	50.5%	74.9%	2,174	1,375	321	423	2,777	63.2%	14.7%	19.5%	127.7%
Apr-21	12,361	412	25,268	48.9%	75.8%	2,081	1,468	329	436	2,901	70.5%	15.8%	20.9%	139.4%
May-21	13,115	423	25,026	52.4%	76.4%	2,019	1,360	310	406	2,739	67.4%	15.3%	20.1%	135.6%
Jun-21	12,916	431	25,797	50.1%	79.6%	1,746	836	318	468	2,398	47.9%	18.2%	26.8%	137.4%
2021 FY Total	156,913	430	300,105	52.3%	75.9%	1,987	1,299	322	438	2,684	65.4%	16.2%	22.0%	135.1%
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%
2022 FY Total	154,437	461	297,800	51.9%	75.8%	1,963	1,363	332	412	2,713	69.4%	16.9%	21.0%	138.2%
FYTD Budget	148,391	443	293,471	50.6%	75.6%	1,986	1,223	312	393	2,495	61.6%	15.7%	19.8%	127.4%
Variance	6,046	18	4,329	1.3%	0.2%	(24)	140	20	19	218	7.9%	1.2%	1.2%	10.8%

Current Month Analysis

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%
Budget	13,477	435	26,755	50.4%	75.5%	2,006	1,258	316	397	2,452	62.7%	15.7%	19.8%	129.2%
Variance	381	12	1,528	(1.4%)	(0.9%)	(2)	158	14	25	322	8.0%	0.7%	1.2%	9.2%

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

	May-22	Apr-22	Change	% Change	Jun-21 (Audited)
ASSETS AND DEFERRED OUTFLOWS					
CURRENT ASSETS					
Cash and cash equivalents	\$ 12,391	\$ 13,840	\$ (1,448)	-10.46%	\$ 30,081
Current Portion of Board designated and trusted assets	24,737	23,208	1,530	6.59%	13,695
Accounts receivable:					
Net patient accounts	135,283	131,453	3,829	2.91%	121,553
Other receivables	26,417	22,280	4,137	18.57%	16,048
	161,700	153,733	7,967	5.18%	137,601
Inventories	11,428	11,841	(413)	-3.49%	10,800
Medicare and Medi-Cal settlements	55,544	50,243	5,300	10.55%	37,339
Prepaid expenses	9,989	12,953	(2,964)	-22.89%	12,210
Total current assets	275,789	265,818	9,971	3.75%	241,726
NON-CURRENT CASH AND INVESTMENTS -					
less current portion					
Board designated cash and assets	267,248	286,558	(19,310)	-6.74%	349,933
Revenue bond assets held in trust	22,336	22,330	6	0.03%	22,271
Assets in self-insurance trust fund	1,945	1,944	1	0.07%	2,073
Total non-current cash and investments	291,529	310,832	(19,303)	-6.21%	374,277
CAPITAL ASSETS					
Land	17,542	17,542	-	0.00%	17,542
Buildings and improvements	386,089	386,079	9	0.00%	384,399
Equipment	321,955	321,066	890	0.28%	316,636
Construction in progress	58,288	58,248	40	0.07%	53,113
	783,874	782,936	939	0.12%	771,690
Less accumulated depreciation	455,318	452,781	2,536	0.56%	427,307
	328,557	330,154	(1,598)	-0.48%	344,383
Property under capital leases -					
less accumulated amortization	(295)	(238)	(58)	24.26%	376
Total capital assets	328,262	329,917	(1,655)	-0.50%	344,759
OTHER ASSETS					
Property not used in operations	1,588	1,593	(4)	-0.27%	1,635
Health-related investments	4,635	5,053	(418)	-8.27%	5,216
Other	12,832	12,828	4	0.03%	11,569
Total other assets	19,055	19,473	(418)	-2.15%	18,419
Total assets	914,635	926,040	(11,405)	-1.23%	979,182
DEFERRED OUTFLOWS					
	(35,192)	(36,142)	950	-2.63%	(35,831)
Total assets and deferred outflows	\$ 879,443	\$ 889,898	\$ (10,455)	-1.17%	\$ 943,351

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

	May-22	Apr-22	Change	% Change	Jun-21 (Audited)
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable and accrued expenses	\$ 70,586	\$ 79,060	\$ (8,474)	-10.72%	\$ 114,900
Accrued payroll and related liabilities	74,025	69,076	4,950	7.17%	71,537
Long-term debt, current portion	11,499	11,216	283	2.52%	11,128
Total current liabilities	156,110	159,351	(3,241)	-2.03%	197,565
LONG-TERM DEBT, less current portion					
Bonds payable	248,535	248,191	344	0.14%	250,675
Capital leases	89	98	(8)	-8.66%	123
Notes payable	7,816	7,816	-	0.00%	-
Total long-term debt	256,440	256,105	336	0.13%	250,797
NET PENSION LIABILITY	(44,722)	(42,681)	(2,041)	4.78%	(22,273)
OTHER LONG-TERM LIABILITIES	32,828	35,026	(2,199)	-6.28%	30,894
Total liabilities	400,656	407,801	(7,145)	-1.75%	456,983
NET ASSETS					
Invested in capital assets, net of related debt	94,008	87,110	6,898	7.92%	107,949
Restricted	42,558	41,729	829	1.99%	31,668
Unrestricted	342,221	353,258	(11,037)	-3.12%	346,751
Total net position	478,787	482,097	(3,310)	-0.69%	486,368
Total liabilities and net position	\$ 879,443	\$ 889,898	\$ (10,455)	-1.17%	\$ 943,351

KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
May 31, 2022

Board designated funds	Maturity Date	Yield	Investment Type	G/L Account	Amount	Total
LAIF		0.68	Various		65,506,842	
CAMP		0.82	CAMP		9,965,433	
PFM	31846V203	0.01	Money market		242,001	
Wells Cap	31846V203	0.01	Money market		67,680	
PFM	25-Aug-22	2.31	ABS	FHLMC	349,721	
PFM	27-Dec-22	2.28	U.S. Govt Agency	FNMA	248,323	
Torrey Pines Bank	5-Mar-23	0.35	CD	Torrey Pines Bank	3,057,111	
PFM	17-Mar-23	0.59	CD	Credit Suisse Ag CD	665,000	
Wells Cap	8-Apr-23	0.30	Municipal	Foothill Ca	850,000	
Wells Cap	15-Apr-23	1.27	Municipal	San Diego Ca	1,300,000	
PFM	20-Apr-23	0.13	Supra-National Agency	Intl Bk	620,000	
PFM	11-May-23	1.14	MTN-C	Chevron Corp	250,000	
PFM	15-May-23	0.13	U.S. Govt Agency	US Treasury Bill	200,000	
PFM	24-May-23	0.50	Supra-National Agency	Inter Amer Bk	915,000	
PFM	3-Jun-23	0.80	MTN-C	Amazon Com Inc	445,000	
PFM	8-Jun-23	0.80	MTN-C	Paccar Financial Mtn	140,000	
PFM	30-Jun-23	0.13	U.S. Govt Agency	US Treasury Bill	1,675,000	
PFM	1-Jul-23	1.09	Municipal	Port Auth NY	245,000	
Wells Cap	1-Jul-23	1.89	Municipal	San Francisco	1,070,000	
PFM	5-Jul-23	0.70	MTN-C	John Deere Mtn	230,000	
PFM	5-Jul-23	0.70	MTN-C	John Deere Mtn	295,000	
PFM	10-Jul-23	0.25	U.S. Govt Agency	FNMA	1,710,000	
PFM	24-Jul-23	2.91	MTN-C	Goldman Sachs	900,000	
PFM	25-Jul-23	3.20	ABS	FHLMC	10,728	
PFM	1-Aug-23	2.00	Municipal	Chaffey Ca	265,000	
PFM	1-Aug-23	2.00	Municipal	San Diego Ca Community	165,000	
PFM	1-Aug-23	1.97	Municipal	Tamalpais Ca Union	370,000	
Wells Cap	1-Aug-23	0.98	Municipal	Carson Ca Redev Ag	300,000	
Wells Cap	1-Aug-23	1.30	Municipal	Desert Sands Ca	315,000	
Wells Cap	1-Aug-23	0.58	Municipal	Palomar Ca	700,000	
Wells Cap	1-Aug-23	0.68	Municipal	Upper Santa Clara	1,100,000	
Wells Cap	11-Aug-23	0.43	MTN-C	Chevron USA Inc	1,300,000	
PFM	21-Aug-23	0.74	ABS	GM Fin Auto Lease	124,186	
PFM	1-Sep-23	2.13	Municipal	San Jose Ca Ref	765,000	
PFM	20-Sep-23	3.45	MTN-C	Toyota Motor	550,000	
PFM	30-Sep-23	1.38	U.S. Govt Agency	US Treasury Bill	605,000	
PFM	10-Oct-23	3.63	MTN-C	American Honda Mtn	395,000	
PFM	16-Oct-23	0.00	ABS	Nissann Auto Lease	180,658	
PFM	13-Nov-23	0.54	MTN-C	Bristol Myers Squibb	280,000	
PFM	15-Nov-23	2.51	ABS	Capital One Prime	56,154	
PFM	15-Nov-23	0.25	U.S. Govt Agency	US Treasury Bill	1,000,000	
PFM	15-Nov-23	0.25	U.S. Govt Agency	US Treasury Bill	350,000	
PFM	24-Nov-23	0.25	Supra-National Agency	Intl Bk	1,265,000	
PFM	25-Nov-23	3.06	U.S. Govt Agency	FHLMC	415,000	
PFM	4-Dec-23	0.25	U.S. Govt Agency	FHLMC	595,000	
Wells Cap	1-Jan-24	2.12	Municipal	New York ST	585,000	
PFM	15-Jan-24	0.13	U.S. Govt Agency	US Treasury Bill	910,000	
PFM	23-Jan-24	3.50	MTN-C	PNC Financial	395,000	
PFM	25-Jan-24	0.40	ABS	BMW Auto Leasing LLC	215,000	
PFM	25-Jan-24	0.53	MTN-C	Morgan Stanley	335,000	
Wells Cap	31-Jan-24	2.50	U.S. Govt Agency	US Treasury Bill	3,575,000	
Wells Cap	2-Feb-24	0.35	MTN-C	Paccar Financial Mtn	1,000,000	
Wells Cap	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	1,470,000	
PFM	7-Mar-24	2.90	MTN-C	Merck Co Inc.	405,000	
PFM	7-Mar-24	3.25	MTN-C	Unilever Capital	200,000	
PFM	15-Mar-24	2.95	MTN-C	Pfizer Inc.	465,000	
PFM	16-Mar-24	0.70	MTN-C	JP Morgan	215,000	
PFM	18-Mar-24	0.75	MTN-C	Schwab Charles	90,000	
Wells Cap	18-Mar-24	0.75	MTN-C	Schwab Charles	1,625,000	
Wells Cap	22-Mar-24	0.75	MTN-C	Verizon	730,000	
PFM	25-Mar-24	3.35	U.S. Govt Agency	FNMA	264,237	
PFM	1-Apr-24	3.38	MTN-C	Mastercard Inc.	395,000	
PFM	5-Apr-24	0.73	MTN-C	Morgan Stanley	230,000	
Wells Cap	5-Apr-24	0.73	MTN-C	Morgan Stanley	700,000	
PFM	15-Apr-24	3.70	MTN-C	Comcast Corp	395,000	
PFM	26-Apr-24	0.50	MTN-C	Bank of Ny Mtn	170,000	
Wells Cap	26-Apr-24	0.50	MTN-C	Bank of Ny Mtn	1,000,000	
PFM	30-Apr-24	2.00	U.S. Govt Agency	US Treasury Bill	1,285,000	
Wells Cap	30-Apr-24	2.25	U.S. Govt Agency	US Treasury Bill	500,000	
Wells Cap	1-May-24	0.36	Municipal	Wisconsin ST	1,320,000	
Wells Cap	1-May-24	0.43	Municipal	Wisconsin ST	500,000	
PFM	12-May-24	0.45	MTN-C	Amazon Com Inc	250,000	
Wells Cap	12-May-24	0.45	MTN-C	Amazon Com Inc	875,000	
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	
Wells Cap	15-May-24	0.58	Municipal	University Ca	1,000,000	

KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
May 31, 2022

PFM	20-May-24	0.00	ABS	GM Fin Auto Lease	445,000
Wells Cap	20-May-24	0.00	ABS	GM Fin Auto Lease	1,175,000
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
Wells Cap	31-May-24	2.00	U.S. Govt Agency	US Treasury Bill	3,710,000
Wells Cap	1-Jun-24	0.59	Municipal	Orange Ca	500,000
Wells Cap	1-Jun-24	0.64	Municipal	Torrance Ca	1,450,000
PFM	15-Jun-24	0.25	U.S. Govt Agency	US Treasury Bill	865,000
Wells Cap	15-Jun-24	0.52	Municipal	Louisiana ST	500,000
Wells Cap	30-Jun-24	1.75	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	1-Jul-24	1.96	Municipal	Arizona ST	675,000
PFM	1-Jul-24	2.00	Municipal	Connecticut ST	150,000
PFM	1-Jul-24	0.62	Municipal	Wisconsin ST	470,000
Wells Cap	1-Jul-24	0.63	Municipal	El Segundo Ca	510,000
Wells Cap	1-Jul-24	5.00	Municipal	Los Angeles Calif Ca	1,500,000
PFM	15-Jul-24	0.00	MTN-C	Nissan Auto	94,773
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
Wells Cap	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	10-Sep-24	0.63	MTN-C	Deere John Mtn	85,000
Wells Cap	13-Sep-24	0.60	MTN-C	Caterpillar Finl Mtn	500,000
PFM	14-Sep-24	0.61	MTN-C	Nestle Holdings	640,000
PFM	23-Sep-24	0.50	Supra-National Agen	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 Recvs	233,283
PFM	18-Oct-24	0.37	ABS	Honda Auto	336,391
PFM	24-Oct-24	2.10	MTN-C	Bank of NY	150,000
PFM	25-Oct-24	0.00	ABS	BMW Vehicle Owner	111,607
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
PFM	31-Oct-24	1.50	U.S. Govt Agency	US Treasury Bill	1,500,000
Wells Cap	31-Oct-24	1.50	U.S. Govt Agency	US Treasury Bill	650,000
PFM	1-Nov-24	0.57	Municipal	Mississippi ST	300,000
PFM	8-Nov-24	2.15	MTN-C	Caterpillar Finl Mtn	850,000
Wells Cap	8-Nov-24	2.15	MTN-C	Caterpillar Finl Mtn	600,000
PFM	30-Nov-24	1.50	U.S. Govt Agency	US Treasury Bill	1,000,000
Wells Cap	30-Nov-24	1.50	U.S. Govt Agency	US Treasury Bill	700,000
Wells Cap	5-Dec-24	4.02	MTN-C	JP Morgan	1,050,000
Wells Cap	6-Dec-24	2.15	MTN-C	Branch Banking Trust	1,300,000
PFM	15-Dec-24	0.00	ABS	Hyundai Auto	200,105
Wells Cap	15-Dec-24	1.00	U.S. Govt Agency	US Treasury Bill	550,000
Wells Cap	31-Dec-24	1.75	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	7-Jan-25	1.63	U.S. Govt Agency	FNMA	1,510,000
Wells Cap	9-Jan-25	2.05	MTN-C	John Deere Mtn	500,000
PFM	10-Jan-25	1.38	Supra-National Agen	Cooperative	440,000
Wells Cap	15-Jan-25	1.13	U.S. Govt Agency	US Treasury Bill	3,300,000
Wells Cap	21-Jan-25	2.05	MTN-C	US Bank NA	1,400,000
Wells Cap	24-Jan-25	1.76	MTN-C	Goldman Sachs	725,000
PFM	25-Jan-25	0.53	U.S. Govt Agency	FHLMC	249,776
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
Wells Cap	15-Feb-25	1.50	U.S. Govt Agency	US Treasury Bill	750,000
PFM	20-Feb-25	0.00	MTN-C	Verizon Owner	455,000
Wells Cap	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	204,306
PFM	1-Apr-25	3.25	MTN-C	General Dynamics	395,000
Wells Cap	1-Apr-25	0.88	Municipal	Bay Area Toll	250,000
PFM	13-Apr-25	3.00	MTN-C	Amazon Com Inc	425,000
Wells Cap	13-Apr-25	3.00	MTN-C	Amazon Com Inc	500,000
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
PFM	1-May-25	0.98	MTN-C	Citigroup Inc	440,000
Wells Cap	1-May-25	0.74	Municipal	San Diego County	300,000
PFM	11-May-25	1.13	MTN-C	Apple, Inc	655,000
PFM	15-May-25	0.93	Municipal	University Calf Ca	185,000
Wells Cap	15-May-25	2.75	U.S. Govt Agency	US Treasury Bill	980,000

KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
May 31, 2022

Wells Cap	23-May-25	3.65	MTN-C	Intercontinental	725,000
PFM	25-May-25	3.33	U.S. Govt Agency	FHLMC	855,000
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
Wells Cap	1-Jun-25	0.92	Municipal	Connecticut ST	400,000
PFM	17-Jun-25	0.50	U.S. Govt Agency	FNMA	1,800,000
Wells Cap	17-Jun-25	0.50	U.S. Govt Agency	FNMA	2,000,000
Wells Cap	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
PFM	21-Jul-25	0.50	ABS	GM Financial	100,000
PFM	21-Jul-25	0.38	U.S. Govt Agency	FHLMC	520,000
Wells Cap	21-Jul-25	0.38	U.S. Govt Agency	FHLMC	1,500,000
PFM	31-Jul-25	0.25	U.S. Govt Agency	US Treasury Bill	185,000
PFM	1-Aug-25	0.77	Municipal	Los Angeles Ca	335,000
PFM	1-Aug-25	0.85	Municipal	San Juan Ca	190,000
Wells Cap	1-Aug-25	2.17	Municipal	Santa Cruz Ca	400,000
PFM	15-Aug-25	0.78	ABS	Carmax Auto Owner	215,000
PFM	15-Aug-25	0.62	ABS	Kubota Credit	195,000
Wells Cap	15-Aug-25	0.00	ABS	Honda Auto Rec Own	1,350,000
Wells Cap	25-Aug-25	0.38	U.S. Govt Agency	FNMA	1,500,000
Wells Cap	31-Aug-25	0.25	U.S. Govt Agency	US Treasury Bill	250,000
Wells Cap	4-Sep-25	0.38	U.S. Govt Agency	FHLB	525,000
PFM	15-Sep-25	0.00	ABS	Hyundai Auto	190,000
PFM	15-Sep-25	3.88	MTN-C	Abbott Laboratories	195,000
Wells Cap	15-Sep-25	0.36	ABS	John Deere Owner	685,000
Wells Cap	15-Sep-25	0.50	ABS	Santander Drive	1,800,000
PFM	23-Sep-25	0.00	U.S. Govt Agency	FHLMC	835,000
Wells Cap	23-Sep-25	0.00	U.S. Govt Agency	FHLMC	750,000
Wells Cap	25-Sep-25	0.98	MTN-C	Bk of America	1,300,000
Wells Cap	29-Oct-25	0.55	MTN-C	Procter Gamble Co	1,300,000
Wells Cap	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
Wells Cap	30-Nov-25	0.38	U.S. Govt Agency	US Treasury Bill	1,200,000
Wells Cap	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	140,000
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
Wells Cap	6-Feb-26	1.75	MTN-C	State Street Corp	350,000
Wells Cap	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	285,000
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
PFM	31-Mar-26	0.38	U.S. Govt Agency	US Treasury Bill	1,000,000
Wells Cap	31-Mar-26	0.75	U.S. Govt Agency	US Treasury Bill	675,000
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
Wells Cap	25-Apr-26	3.91	MTN-C	Wells Fargo co	800,000
Wells Cap	26-Apr-26	4.08	MTN-C	JP Morgan	250,000
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
Wells Cap	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	1,900,000
Wells Cap	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	450,000
Wells Cap	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	1,000,000
Wells Cap	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	1,875,000
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
PFM	15-Jun-26	0.00	ABS	Carmax Auto Owner	550,000
Wells Cap	18-Jun-26	1.13	MTN-C	Toyota Motor	1,400,000
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
Wells Cap	30-Jun-26	0.88	U.S. Govt Agency	US Treasury Bill	1,850,000
PFM	1-Jul-26	1.46	Municipal	Los Angeles Ca	270,000
Wells Cap	1-Jul-26	1.89	Municipal	Anaheim Ca Pub	1,000,000
PFM	8-Jul-26	3.05	MTN-C	Walmart INC	205,000
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
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
PFM	30-Sep-26	0.88	U.S. Govt Agency	US Treasury Bill	1,000,000
Wells Cap	30-Sep-26	0.88	U.S. Govt Agency	US Treasury Bill	1,210,000
Wells Cap	30-Sep-26	0.88	U.S. Govt Agency	US Treasury Bill	1,000,000

KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
May 31, 2022

PFM	1-Oct-26	2.95	MTN-C	JP Morgan	415,000
Wells Cap	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
PFM	16-Nov-26	0.00	ABS	Capital One Multi	640,000
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
Wells Cap	30-Nov-26	1.13	U.S. Govt Agency	US Treasury Bill	1,100,000
Wells Cap	30-Nov-26	1.13	U.S. Govt Agency	US Treasury Bill	900,000
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	11-Jan-27	1.70	MTN-C	Deere John Mtn	220,000
PFM	15-Jan-27	1.95	MTN-C	Target Corp	115,000
PFM	15-Jan-27	1.95	MTN-C	Target Corp	215,000
Wells Cap	15-Jan-27	1.95	MTN-C	Target Corp	900,000
Wells Cap	31-Jan-27	1.50	U.S. Govt Agency	US Treasury Bill	650,000
Wells Cap	31-Jan-27	1.50	U.S. Govt Agency	US Treasury Bill	750,000
Wells Cap	31-Mar-27	2.50	U.S. Govt Agency	US Treasury Bill	1,280,000
Wells Cap	31-Mar-27	2.50	U.S. Govt Agency	US Treasury Bill	550,000
Wells Cap	31-Mar-27	2.38	U.S. Govt Agency	US Treasury Bill	1,500,000
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
Wells Cap	30-Apr-27	2.88	U.S. Govt Agency	US Treasury Bill	970,000
PFM	10-May-27	4.00	MTN-C	Northern Tr Corp Sr	250,000
Wells Cap	10-May-27	4.00	MTN-C	Northern Tr Corp Sr	800,000
PFM	15-May-27	3.70	MTN-C	Unitedhealth Group	85,000
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	15-Sep-28	0.00	MTN-C	Discover Card Exe	495,000
PFM	20-Jul-32	0.00	ABS	Toyota Lease Owner	235,000
PFM	1-Nov-25	0.38	U.S. Govt Agency	US Treasury Bill	500,000
					\$ 258,856,316

**KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
May 31, 2022**

	Maturity Date	Yield	Investment Type	G/L Account	Amount	Total
<u>Self-insurance trust</u>						
Wells Cap			Money market	110900	1,312,186	
Wells Cap			Fixed income - L/T	152300	2,025,835	
						3,338,021
<u>2012 revenue bonds</u>						
US Bank			Principal/Interest payment fund	142112	4,048,838	
						4,048,838
<u>2015A revenue bonds</u>						
US Bank			Principal/Interest payment fund	142115	437,242	
						437,242
<u>2015B revenue bonds</u>						
US Bank			Principal/Interest payment fund	142116	2,070,313	
US Bank			Project Fund	152442	11,699,935	
						13,770,248
<u>2017A/B revenue bonds</u>						
US Bank			Principal/Interest payment fund	142117	138,983	
						138,983
<u>2017C revenue bonds</u>						
US Bank			Principal/Interest payment fund	142118	4,306,450	
						4,306,450
<u>2020 revenue bonds</u>						
Signature Bank			Project Fund	152446	10,631,215	
US Bank			Principal/Interest payment fund	142113	1,020,925	
						11,652,140
<u>2014 general obligation bonds</u>						
LAIF			Interest Payment fund	152440	3,629,066	
						3,629,066
<u>Operations</u>						
Wells Fargo Bank	(Checking)	0.16	Checking	100000	(3,192,193)	
Wells Fargo Bank	(Savings)	0.16	Checking	100500	6,707,030	
					3,514,837	
<u>Payroll</u>						
Wells Fargo Bank	(Checking)	0.16	Checking	100100	(107,799)	
Wells Fargo Bank	(Checking)	0.16	Checking	100201	491,277	
Wells Fargo Bank	(Checking)	0.16	Checking	100200	12,241	
Wells Fargo Bank			Checking	100205	2,021	
Bancorp	(Checking)		Checking	100202	41,835	
					439,575	
						3,954,413
Total investments					\$	304,131,717

KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
May 31, 2022

Kaweah Delta Medical Foundation

Wells Fargo Bank	Checking	100050	\$	7,905,189
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Sequoia Regional Cancer Center

Wells Fargo Bank	(Medical) Checking	100535	268,605	\$	268,605
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Kaweah Delta Hospital Foundation

VCB Checking	Investments	100501	239,740		
Various	S/T Investments	142200	7,824,695		
Various	L/T Investments	142300	11,830,514		
Various	Unrealized G/L	142400	859,549		
				\$	20,754,498

Summary of board designated funds:

Plant fund:

Uncommitted plant funds	\$ 206,815,025	142100		
Committed for capital	16,627,388	142100		
	223,442,414			
GO Bond reserve - L/T	1,992,658	142100		
401k Matching	8,965,949	142100		
Cost report settlement - current	2,135,384	142104		
Cost report settlement - L/T	1,312,727	142100		
	3,448,111			
Development fund/Memorial fund	104,184	112300		
Workers compensation - current	5,625,000	112900		
Workers compensation - L/T	15,278,000	113900		
	20,903,000			
	\$ 258,856,316			

Investment summary by institution:

	Total Investments	%	Trust Accounts	Surplus Funds	%
Bancorp	\$ 41,835	0.0%		41,835	0.0%
CAMP	9,965,433	3.3%		9,965,433	3.8%
Local Agency Investment Fund (LAIF)	65,506,842	21.5%		65,506,842	24.9%
Local Agency Investment Fund (LAIF) - GOB Tax Rev	3,629,066	1.2%	3,629,066	-	0.0%
Wells Cap	95,185,701	31.3%	3,338,021	91,847,680	34.9%
PFM	88,479,250	29.1%		88,479,250	33.7%
Torrey Pines Bank	3,057,111	1.0%		3,057,111	1.2%
Wells Fargo Bank	3,912,578	1.3%		3,912,578	1.5%
Signature Bank	10,631,215	3.5%	10,631,215		0.0%
US Bank	23,722,687	7.8%	23,722,687		0.0%
Total investments	\$ 304,131,717	100.0%	\$ 41,320,989	262,810,728	100.0%

KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
May 31, 2022

<u>Investment summary of surplus funds by type:</u>		<u>Investment Limitations</u>
Negotiable and other certificates of deposit	\$ 3,722,111	78,843,000 (30%)
Checking accounts	3,954,413	
Local Agency Investment Fund (LAIF)	65,506,842	75,000,000
CAMP	9,965,433	
Medium-term notes (corporate) (MTN-C)	50,072,773	78,843,000 (30%)
U.S. government agency	92,237,337	
Municipal securities	22,210,000	
Money market accounts	309,681	52,562,000 (20%)
Asset Backed Securities	10,722,139	52,562,000 (20%)
Supra-National Agency	4,110,000	78,843,000 (30%)
	<u>\$ 262,810,728</u>	

Return on investment:

Current month	<u>0.64%</u>
Year-to-date	<u>0.99%</u>
Prospective	<u>1.10%</u>
 LAIF (year-to-date)	 <u>0.31%</u>
Budget	<u>1.65%</u>

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

	<u>Quarter-to-date</u>	<u>Year-to-date</u>
Difference between fair value of investments and amortized cost (balance sheet effect)	N/A	(5,461,670)
Change in unrealized gain (loss) on investments (income statement effect)	\$ (7,576,971)	(6,578,596)

KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
May 31, 2022

Investment summary of CDs:

Credit Suisse Ag CD	\$ 665,000
Dnb Bank Asa Ny CD	0
Torrey Pines Bank	3,057,111
	<u>\$ 3,722,111</u>

Investment summary of asset backed securities:

American Honda Mtn	\$ 190,000
BMW Vehicle Owner	111,607
BMW Auto Leasing LLC	215,000
BMW US Cap LLC	340,000
Capital One Multi	640,000
Capital One Prime	56,154
Carmax Auto Owner	1,394,306
FHLMC	360,449
Gm Fin Auto Lease	1,744,186
Gm Financial	100,000
Honda Auto	336,391
Honda Auto Rec Own	1,350,000
Hyundai Auto	390,105
John Deere Owner	685,000
Kubota Credit	360,000
Nissann Auto Lease	180,658
Santander Drive	1,800,000
Toyota Auto Recvs	233,283
Toyota Lease Owner	235,000
	<u>\$ 10,722,139</u>

KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
May 31, 2022

Investment summary of medium-term notes (corporate):

Abbott Laboratories	\$ 195,000
Amazon Com Inc	2,495,000
American Express Co	1,100,000
American Honda Mtn	395,000
Apple, Inc	655,000
Astrazeneca LP	565,000
Bank of America	545,000
Bank of NY	575,000
Bank of NY Mtn	1,560,000
Bk of America	1,300,000
Branch Banking Trust	1,300,000
Bristol Myers Squibb	280,000
Caterpillar Finl Mtn	2,170,000
Chevron Corp	250,000
Chevron USA Inc	1,300,000
Citigroup Inc	885,000
Comcast Corp	395,000
Deere John Mtn	855,000
Discover Card Exe	800,000
Emerson Electric Co	265,000
Exxon Mobil	1,320,000
General Dynamics	395,000
Goldman Sachs	1,830,000
Home Depot Inc	65,000
Honeywell	730,000
HSBC USA Inc	415,000
IBM Corp	410,000
Intercontinental	725,000
John Deere Mtn	1,025,000
JP Morgan	3,125,000
Lockheed Martin	203,000
Mastercard Inc.	395,000
Merck Co Inc.	405,000
Morgan Stanley	1,265,000
National Rural	1,400,000
National Rural Mtn	125,000
Nestle Holdings	640,000
Nissan Auto	94,773
Northern Tr Corp Sr	1,050,000
Novartis Capital	425,000
Paccar Financial Mtn	1,350,000
Pfizer Inc.	465,000
PNC Financial	395,000
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	2,370,000
Unilever Capital	300,000
Unitedhealth Group	85,000
US Bancorp	415,000
US Bank NA	1,400,000
Verizon	730,000
Verizon Owner	455,000
Walmart INC	205,000
Walt Disney Co	780,000
Wells Fargo co	800,000
	<u>\$ 50,072,773</u>

Investment summary of U.S. government agency:

Federal National Mortgage Association (FNMA)	\$ 10,562,560
Federal Home Loan Bank (FHLB)	1,865,000
Federal Home Loan Mortgage Corp (FHLMC)	6,719,776
US Treasury Bill	73,090,000
	<u>\$ 92,237,337</u>

KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
May 31, 2022

Investment summary of municipal securities:

Arizona ST	\$ 675,000
Anaheim Ca Pub	1,000,000
Bay Area Toll	250,000
Carson Ca Redev Ag	300,000
Chaffey Ca	265,000
Connecticut ST	550,000
Desert Sands Ca	315,000
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
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	1,300,000
San Diego Ca Community	245,000
San Diego County	300,000
San Francisco	1,070,000
San Jose Ca Ref	765,000
San Juan Ca	385,000
Santa Cruz Ca	400,000
Tamalpais Ca Union	675,000
Torrance Ca	1,450,000
University Ca	1,000,000
University Calf Ca	185,000
Upper Santa Clara	1,100,000
Wisconsin ST	2,730,000
	<u>\$ 22,210,000</u>

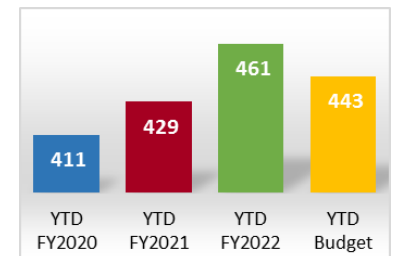
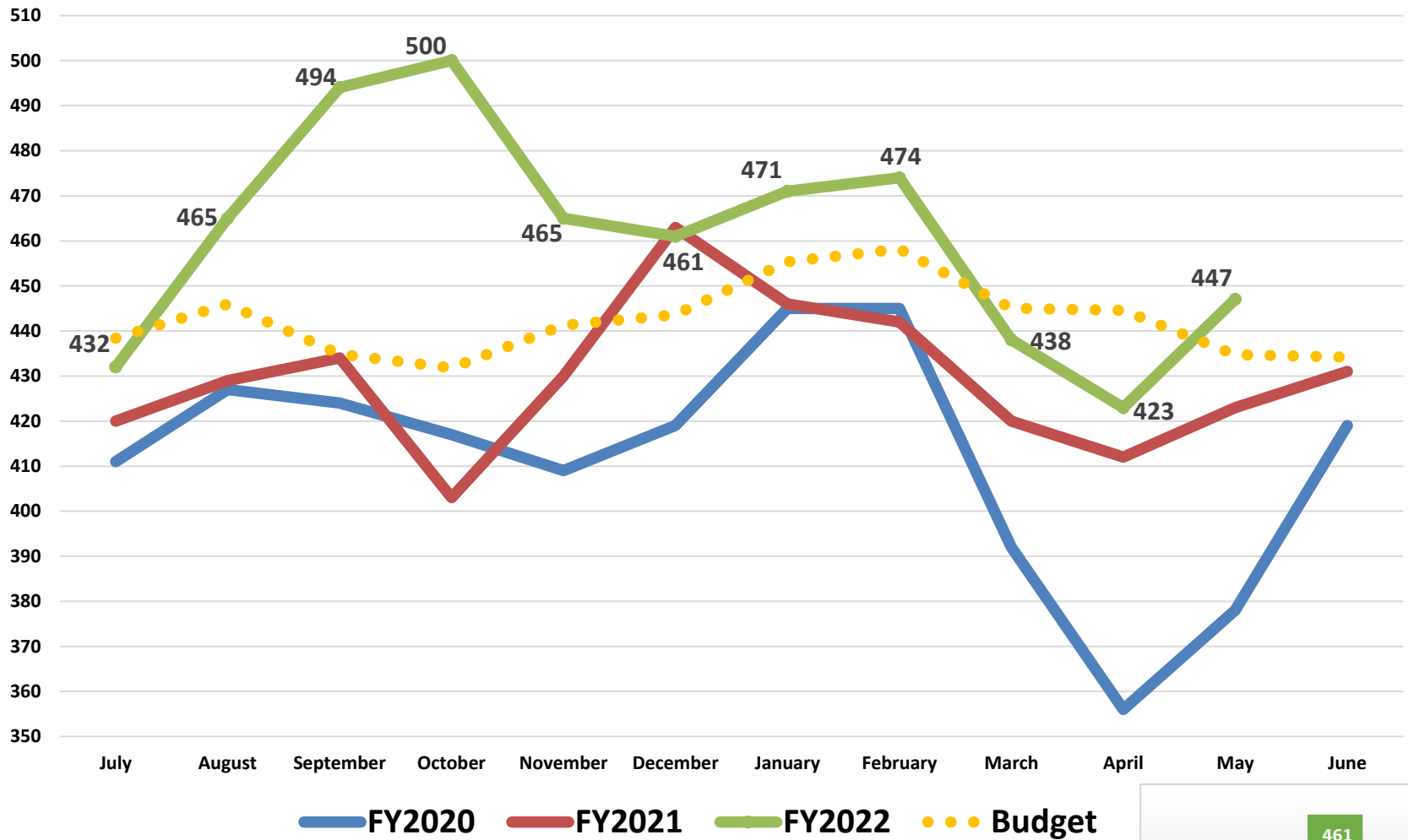
Investment summary of Supra-National Agency:

Cooperative	\$ 440,000
Inter Amer Bk	1,785,000
Intl Bk	1,885,000
	<u>\$ 4,110,000</u>

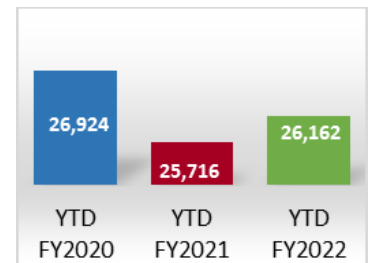
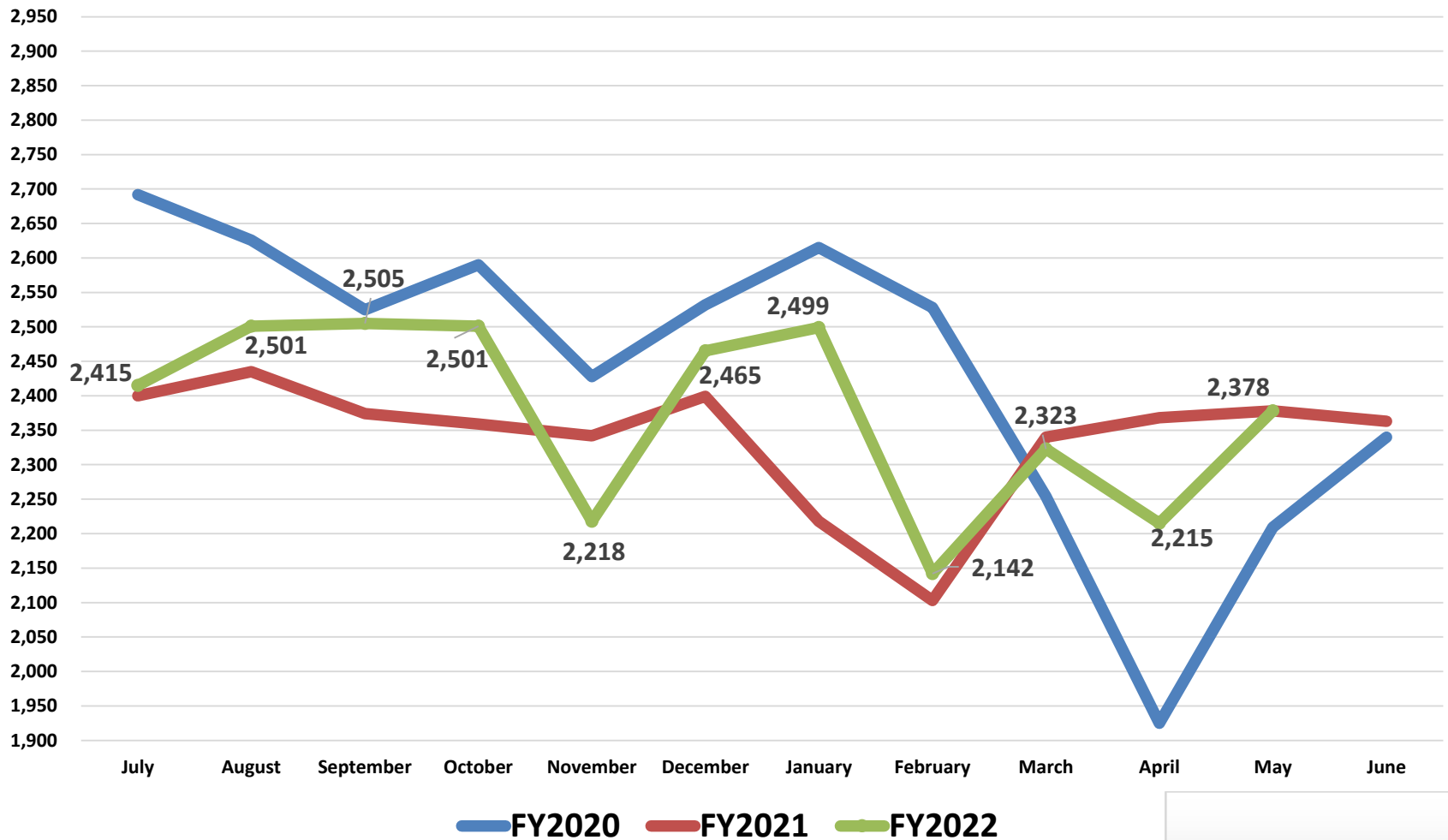
Statistical Report

June 2022

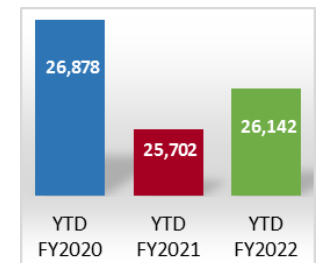
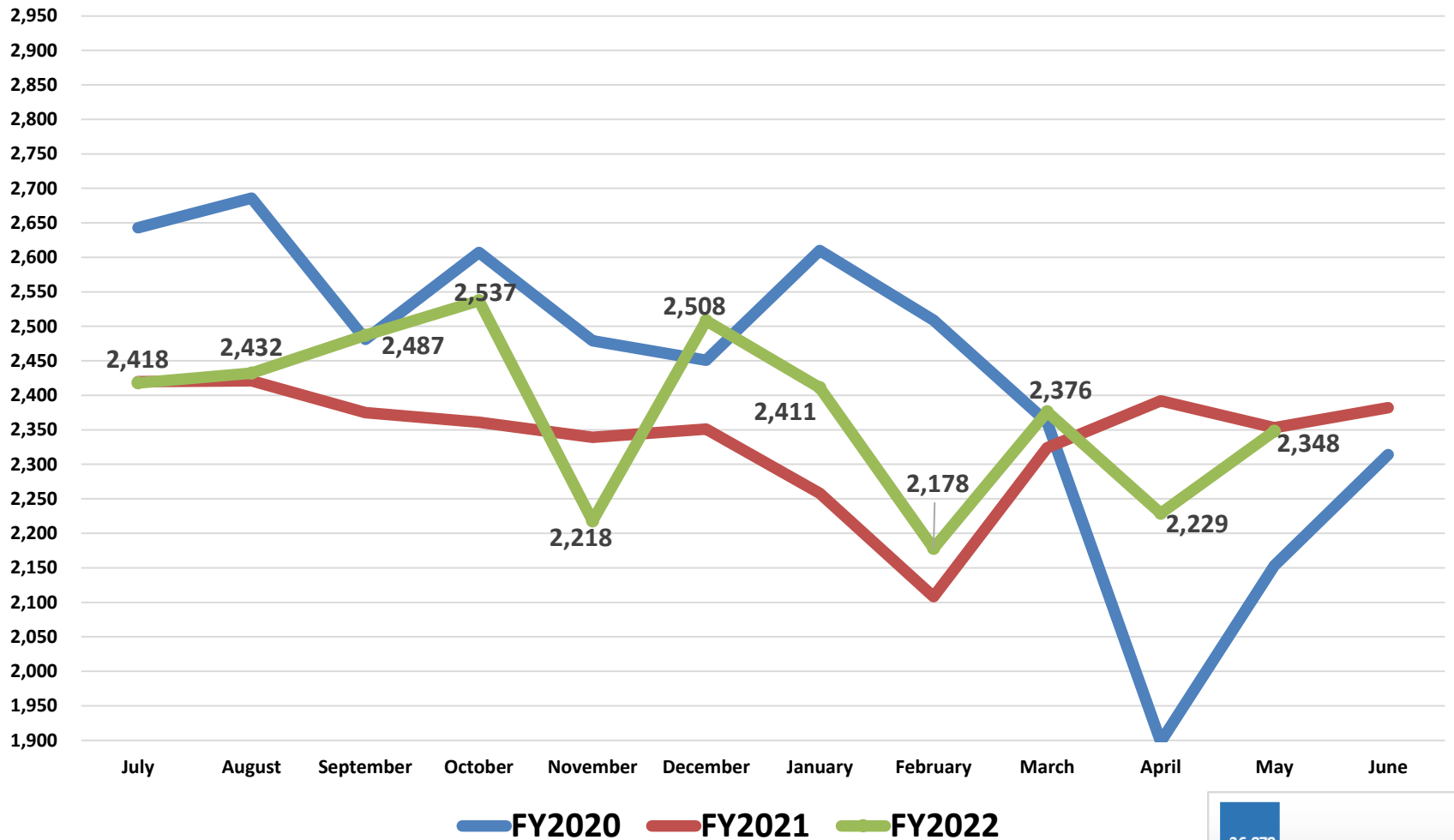
Average Daily Census



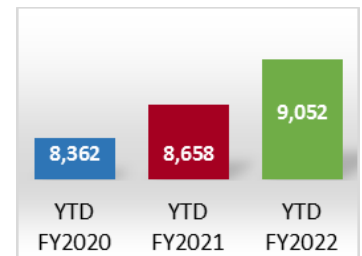
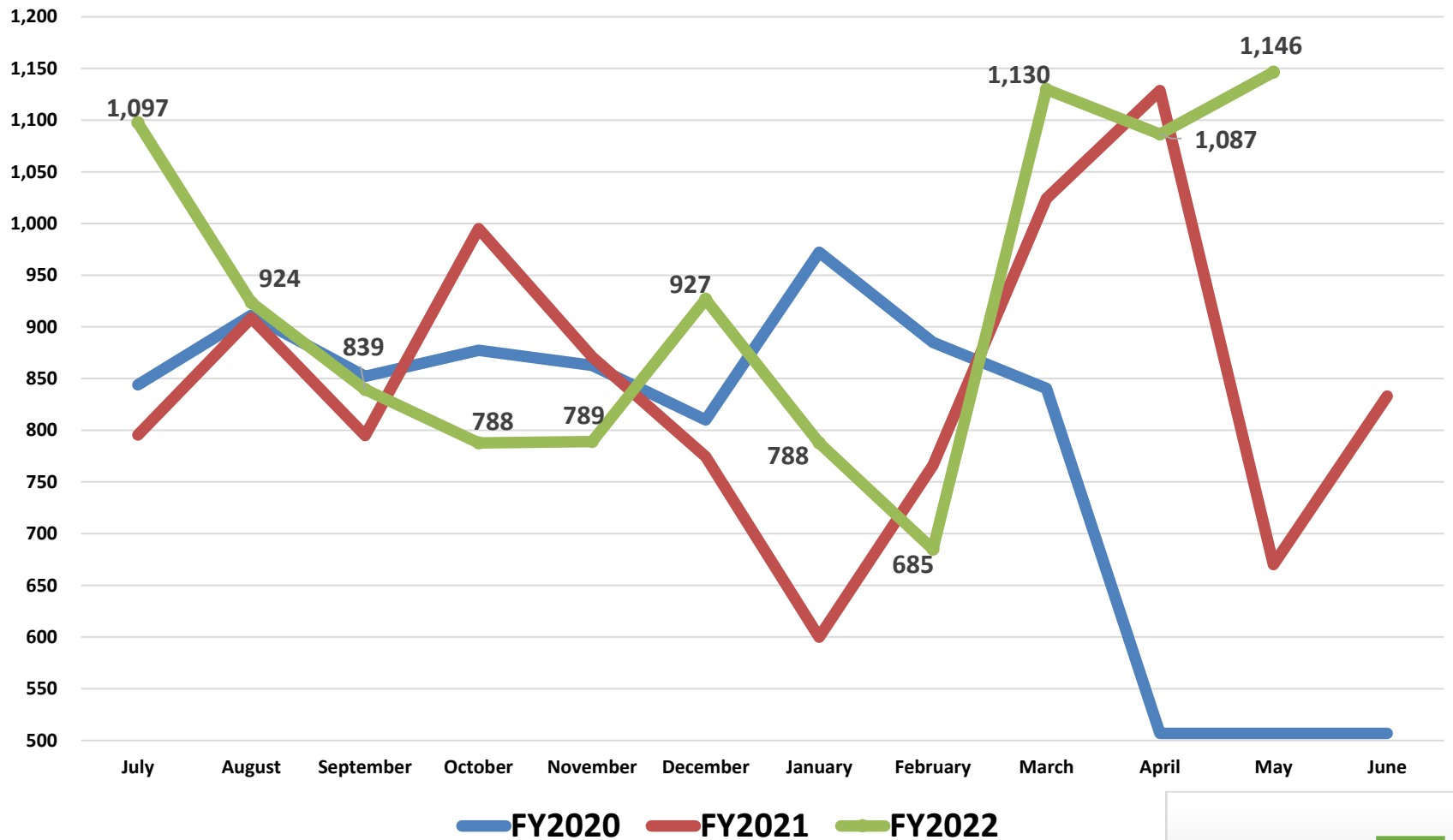
Admissions



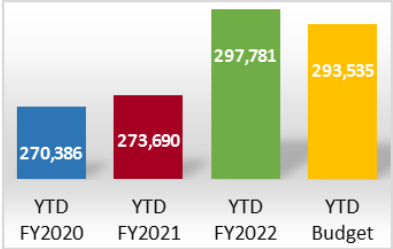
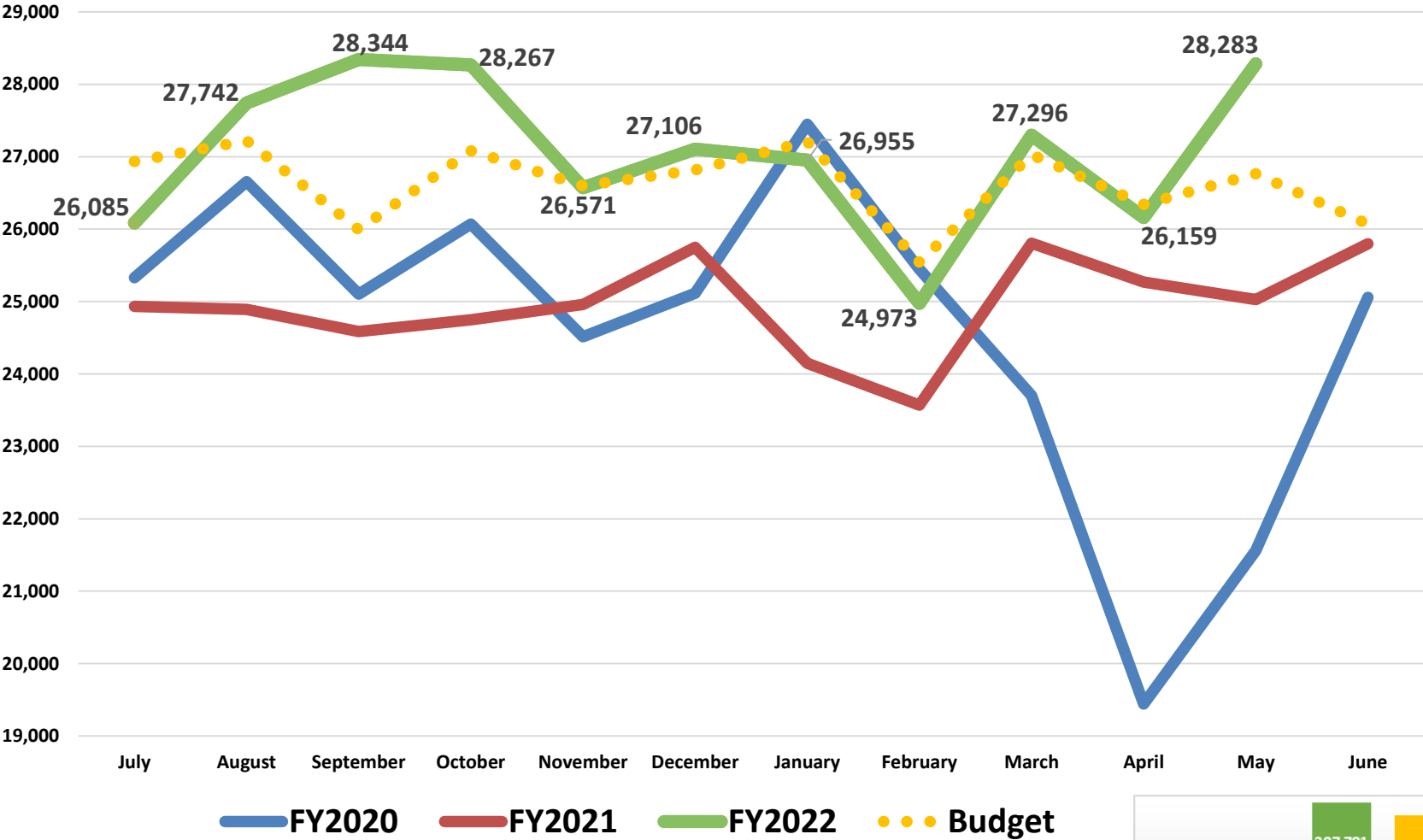
Discharges



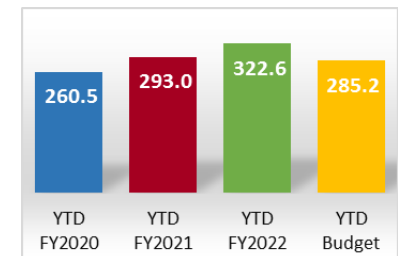
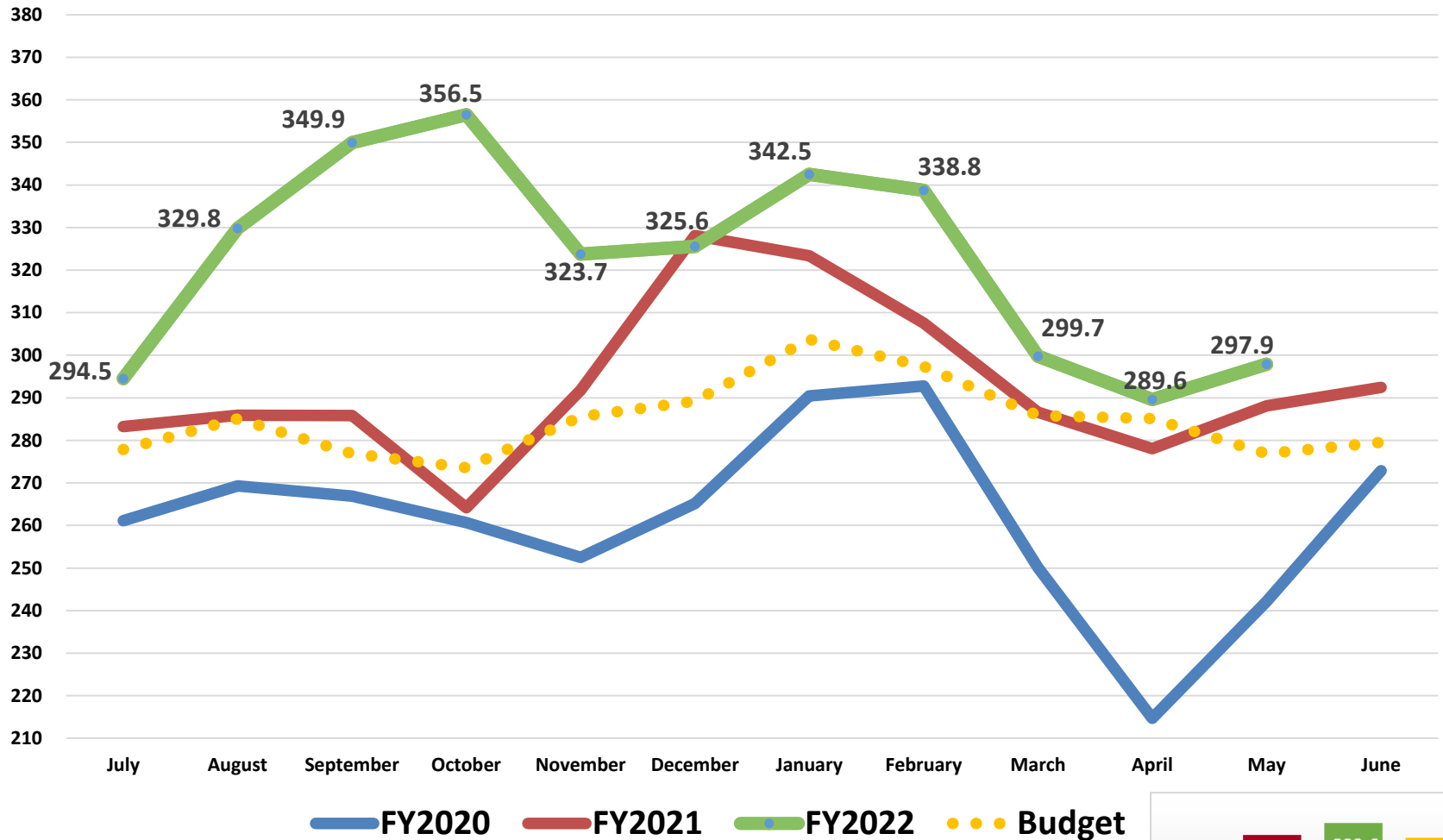
Observation Days



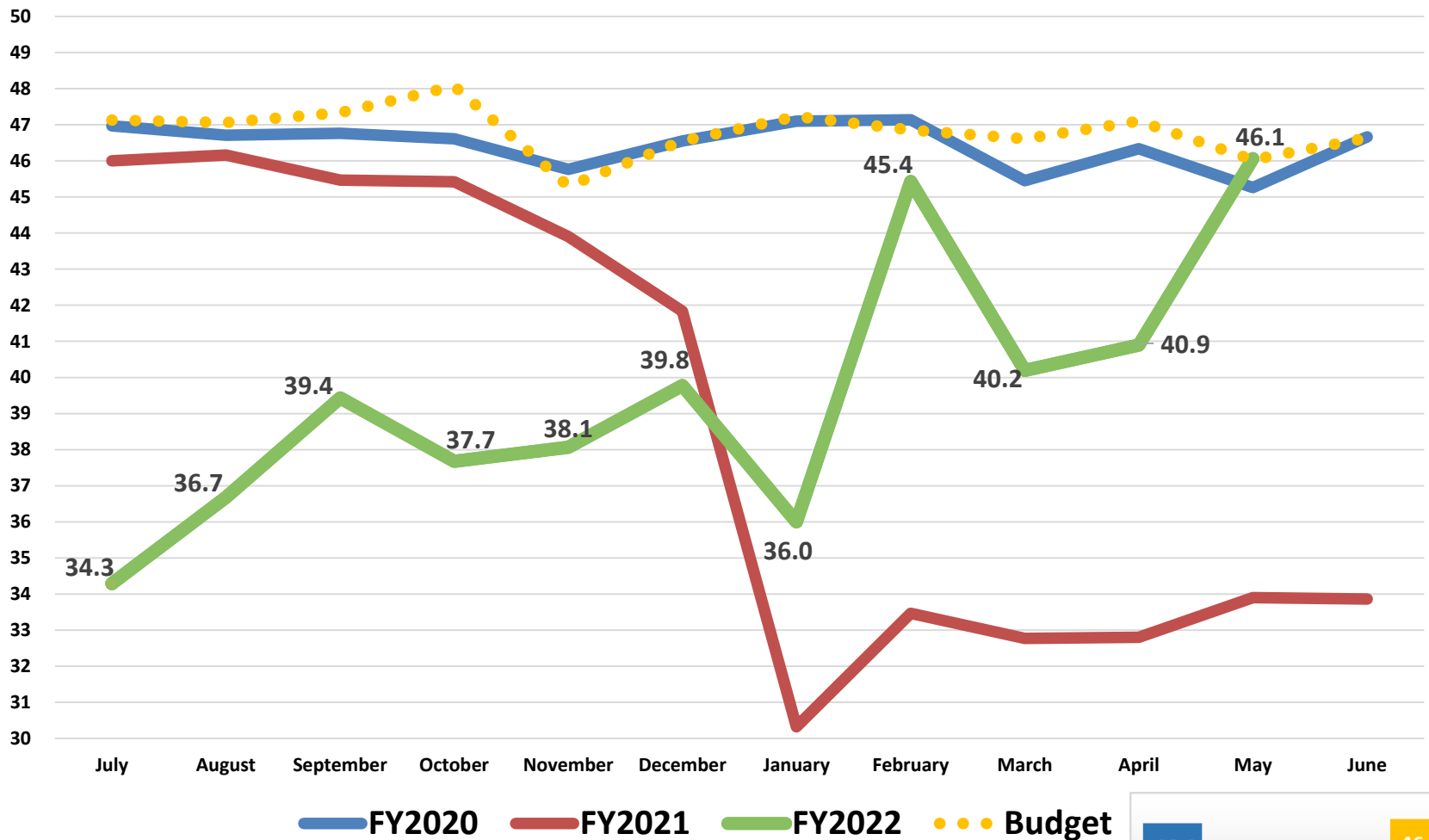
Adjusted Patient Days



Medical Center – Avg. Patients Per Day

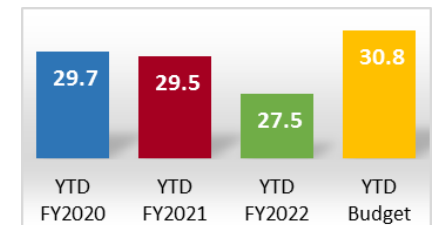
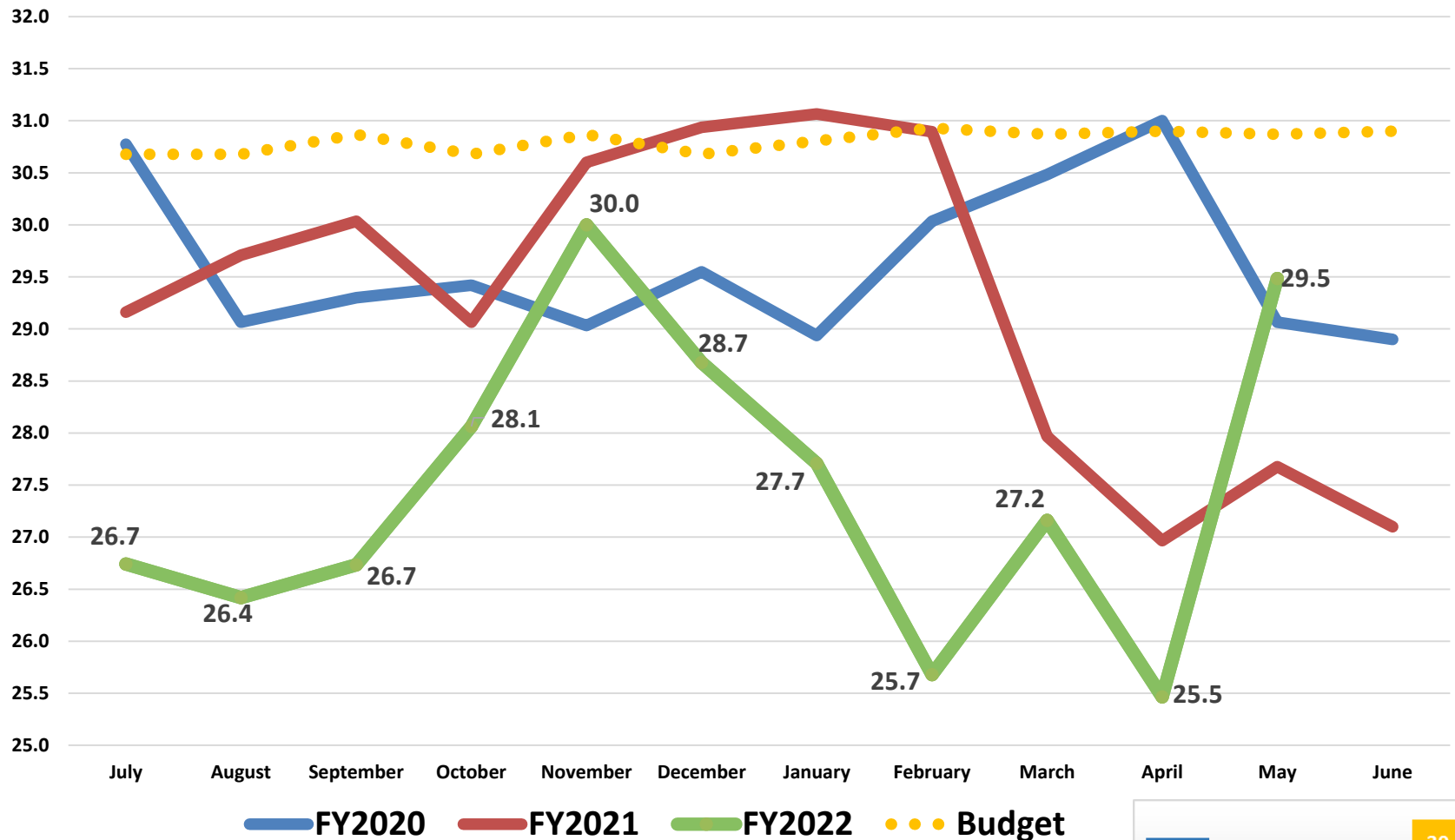


Acute I/P Psych - Avg. Patients Per Day

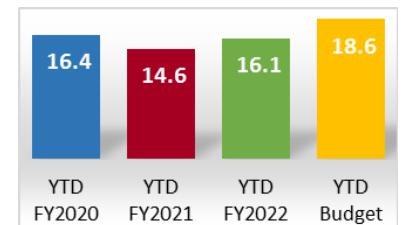
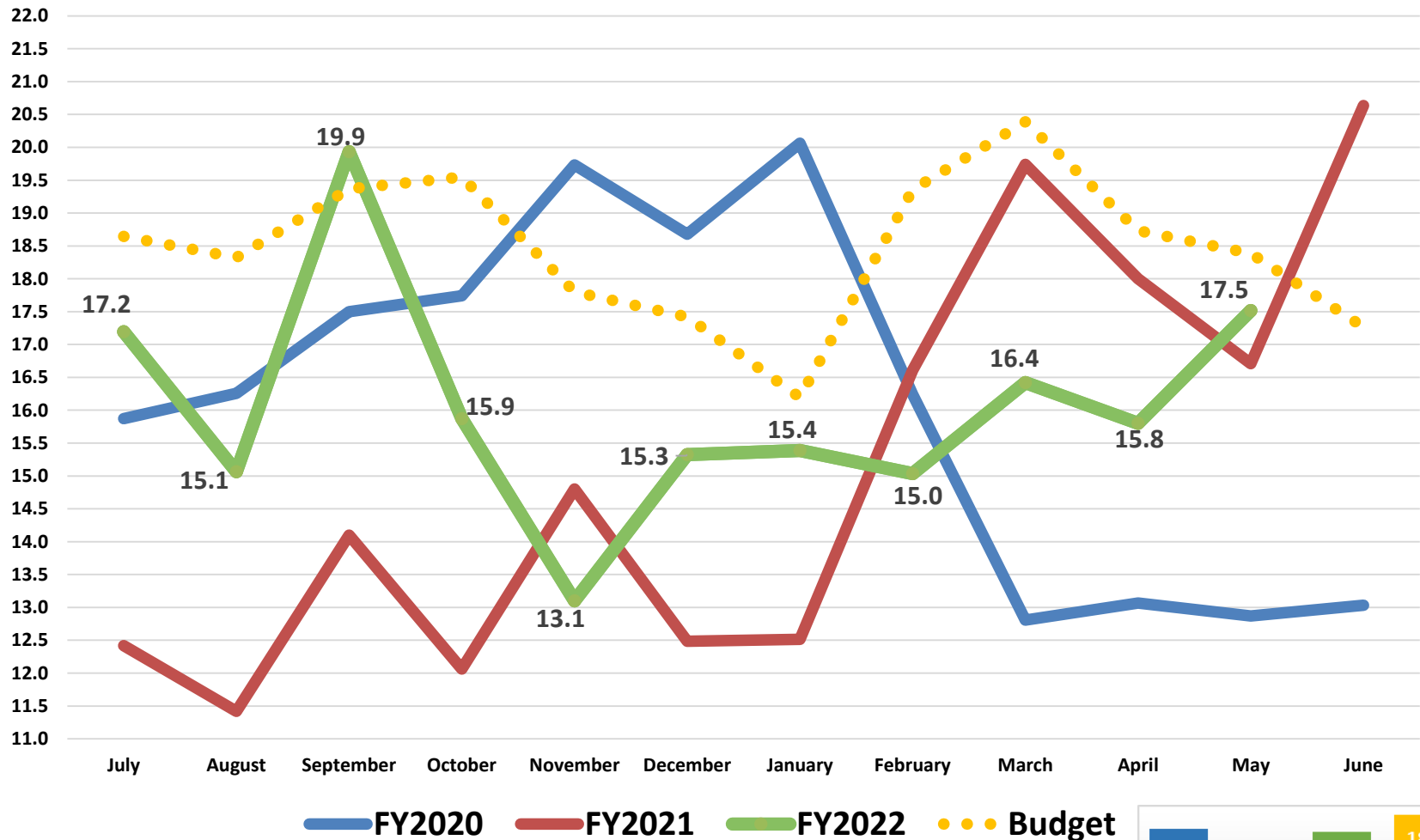


46.4	39.3	39.5	46.8
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

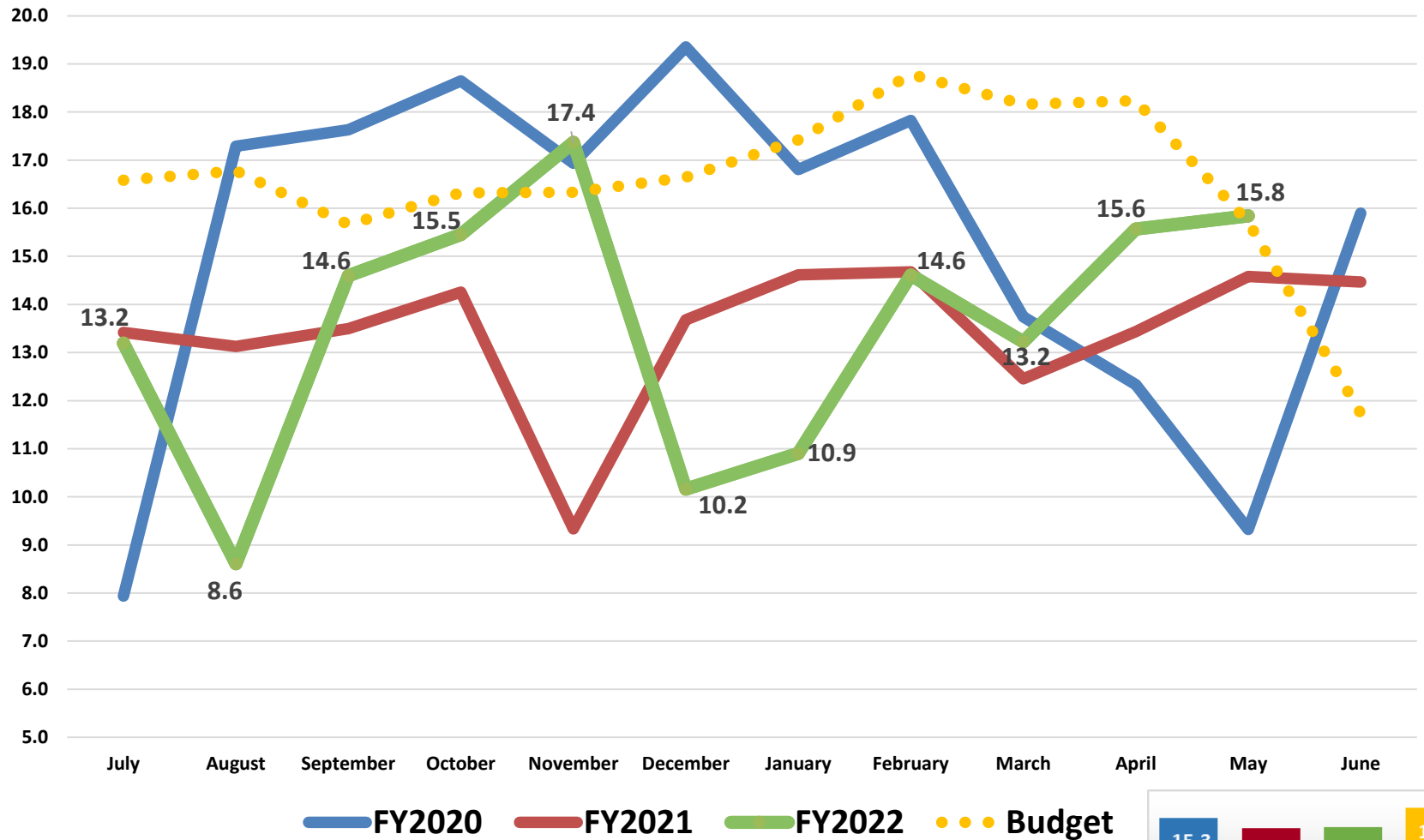
Sub-Acute - Avg. Patients Per Day



Rehabilitation Hospital - Avg. Patients Per Day

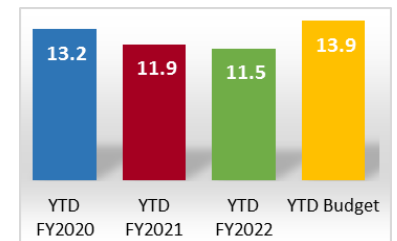
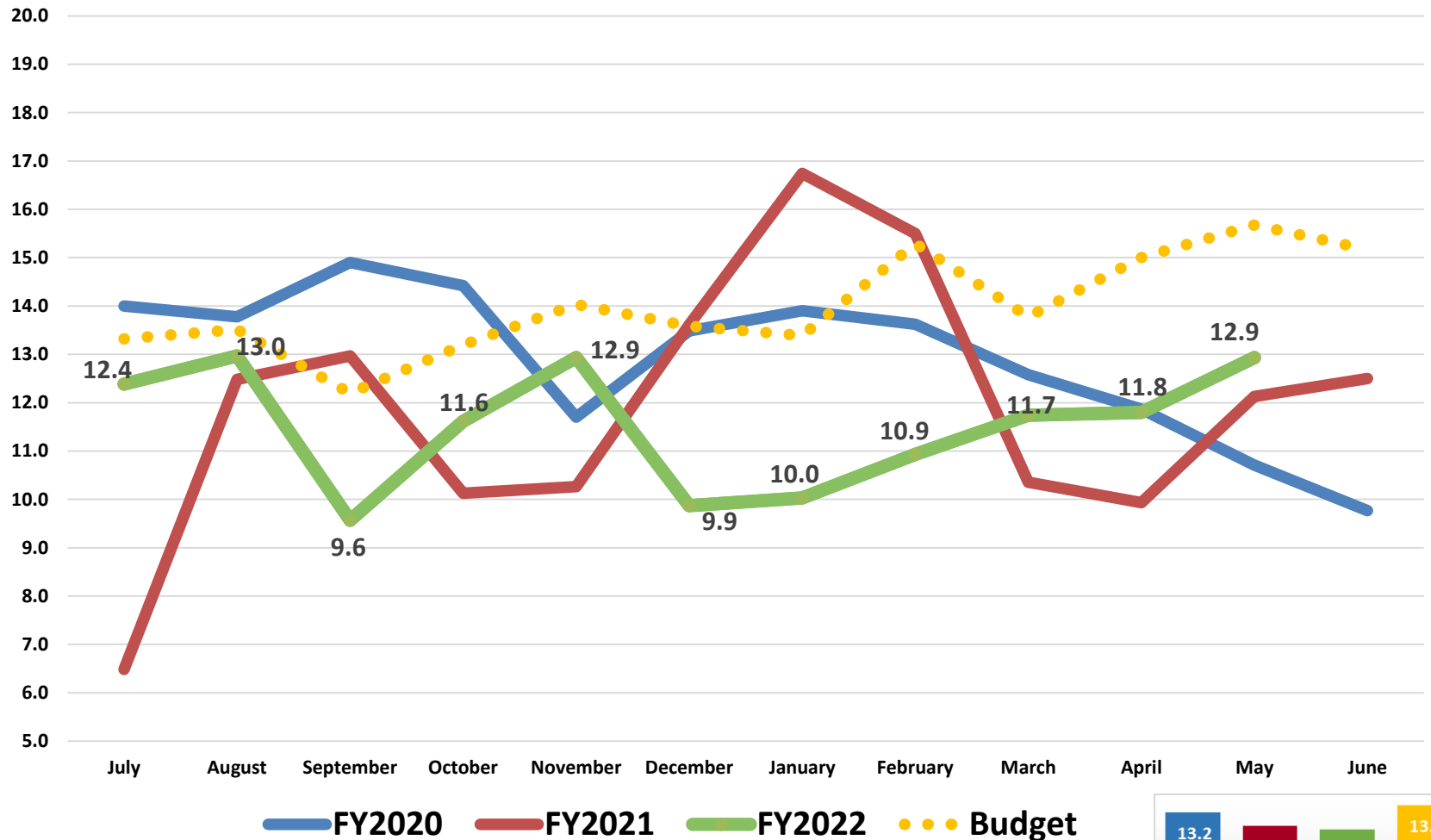


Transitional Care Services (TCS) - Avg. Patients Per Day

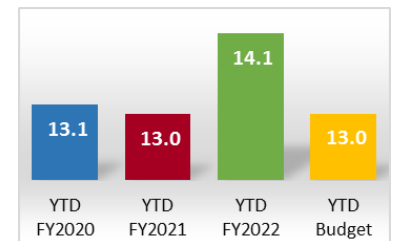
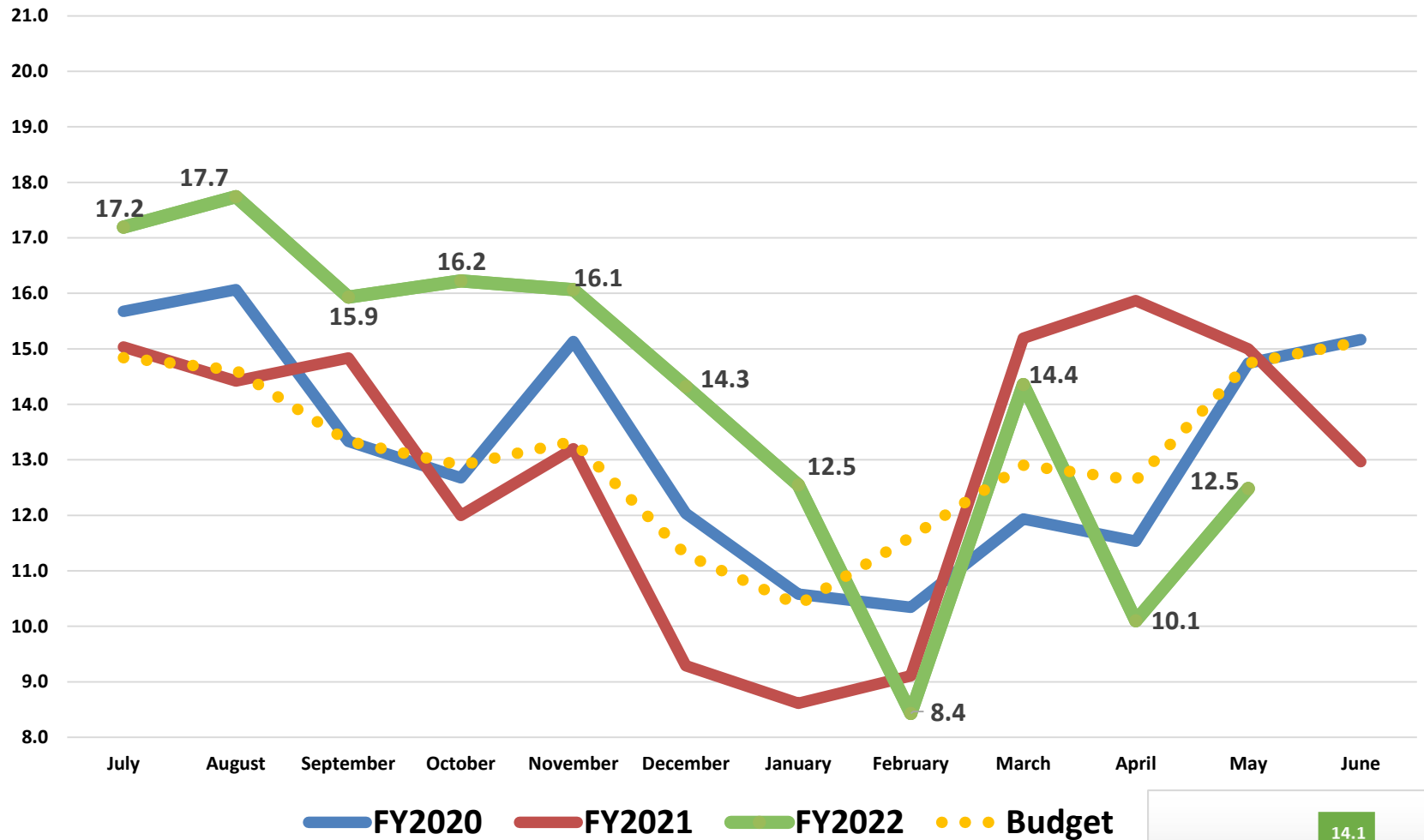


15.3	13.4	13.6	17.0
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

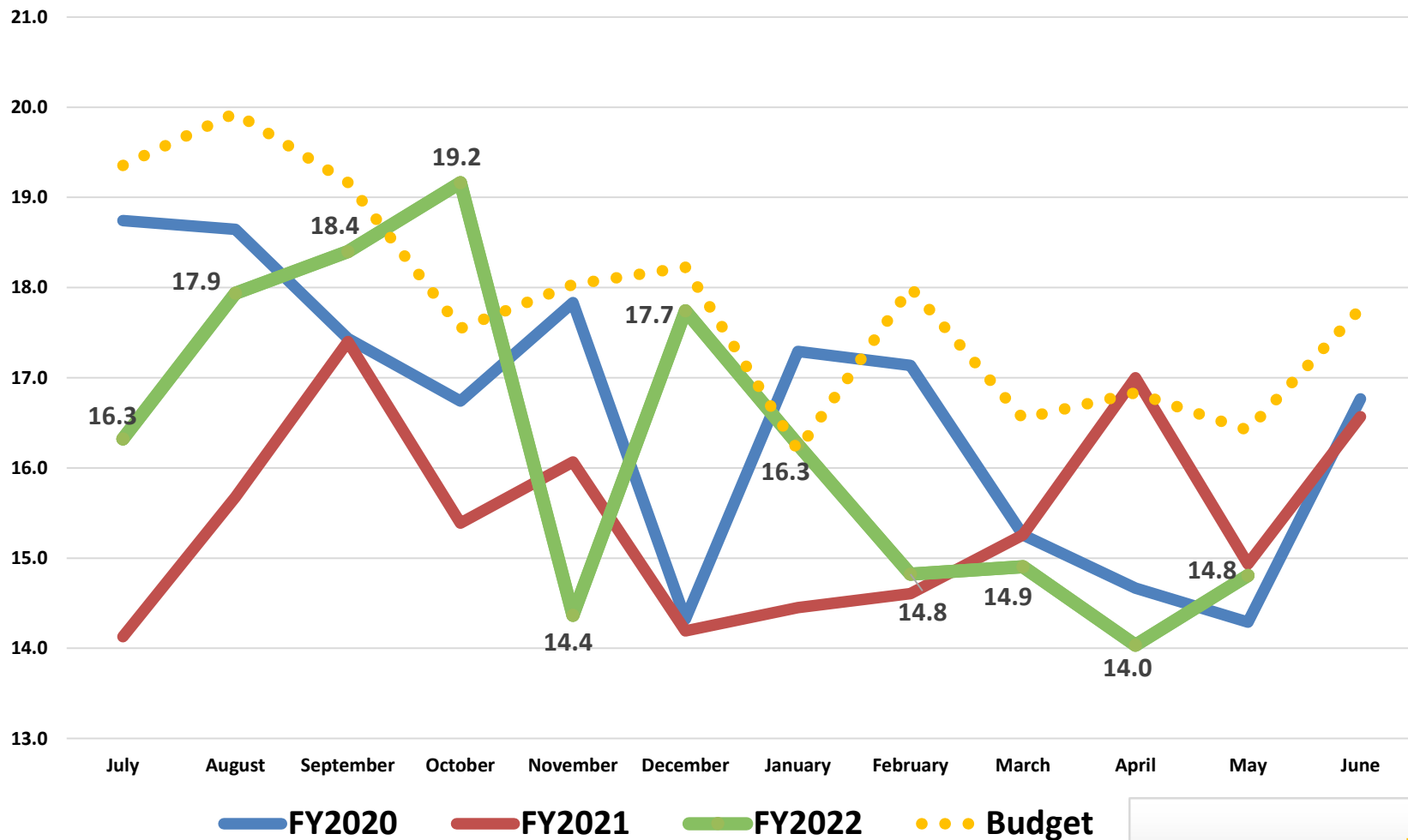
TCS Ortho - Avg. Patients Per Day



NICU - Avg. Patients Per Day

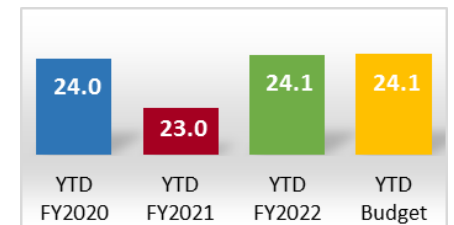
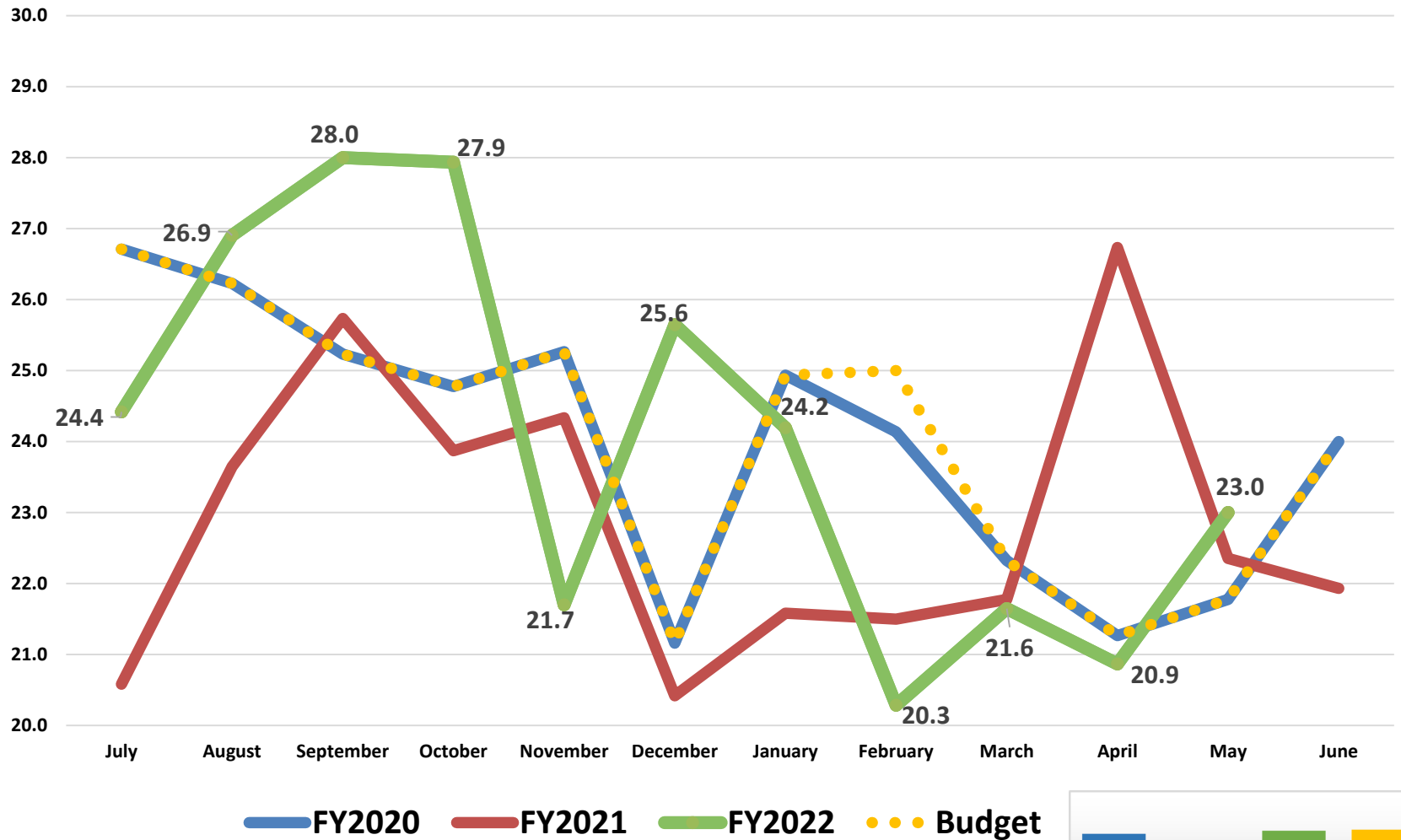


Nursery - Avg. Patients Per Day

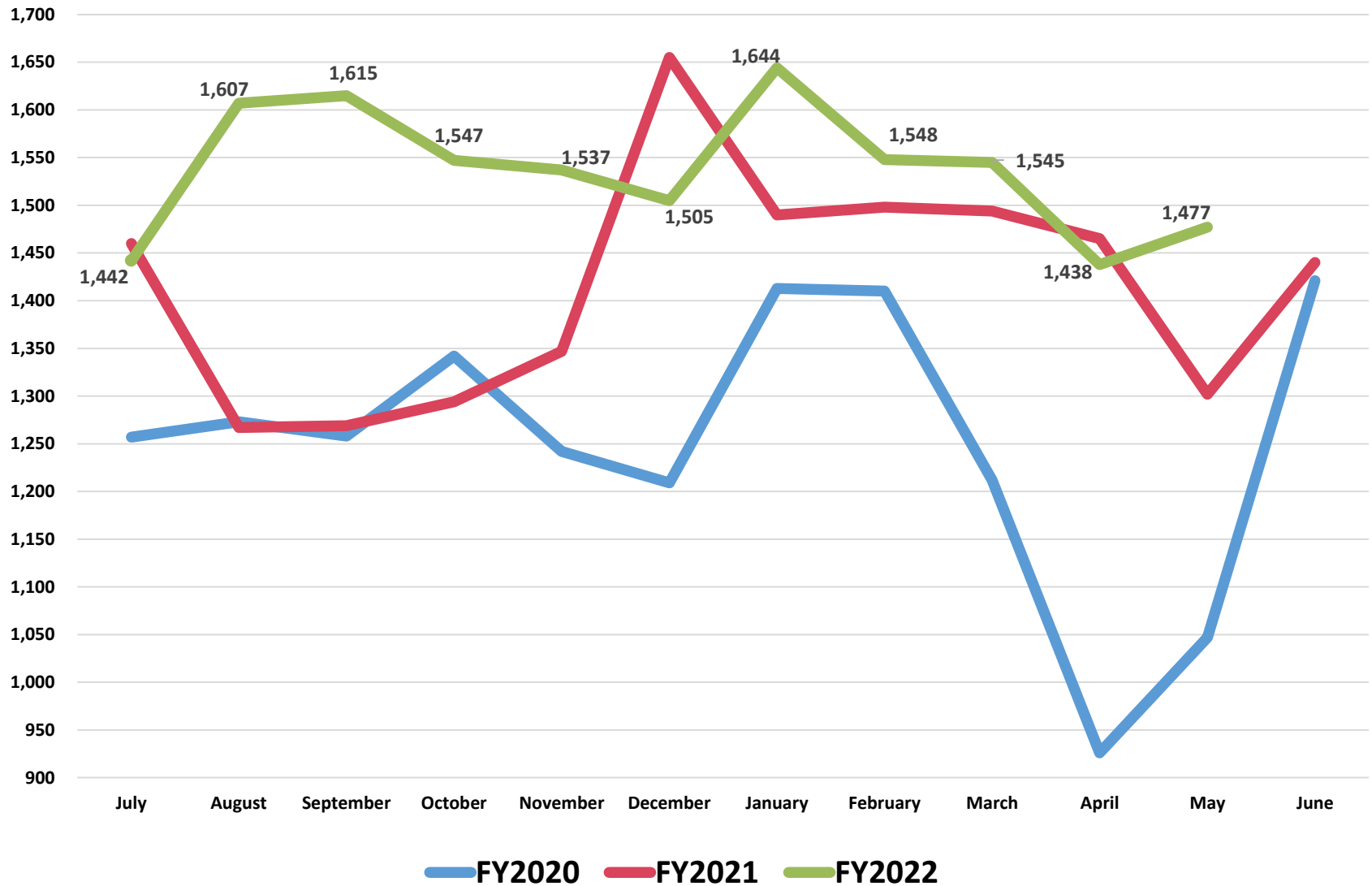


16.6	15.4	16.3	17.8
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

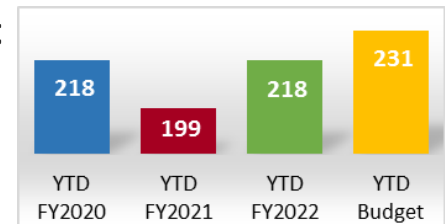
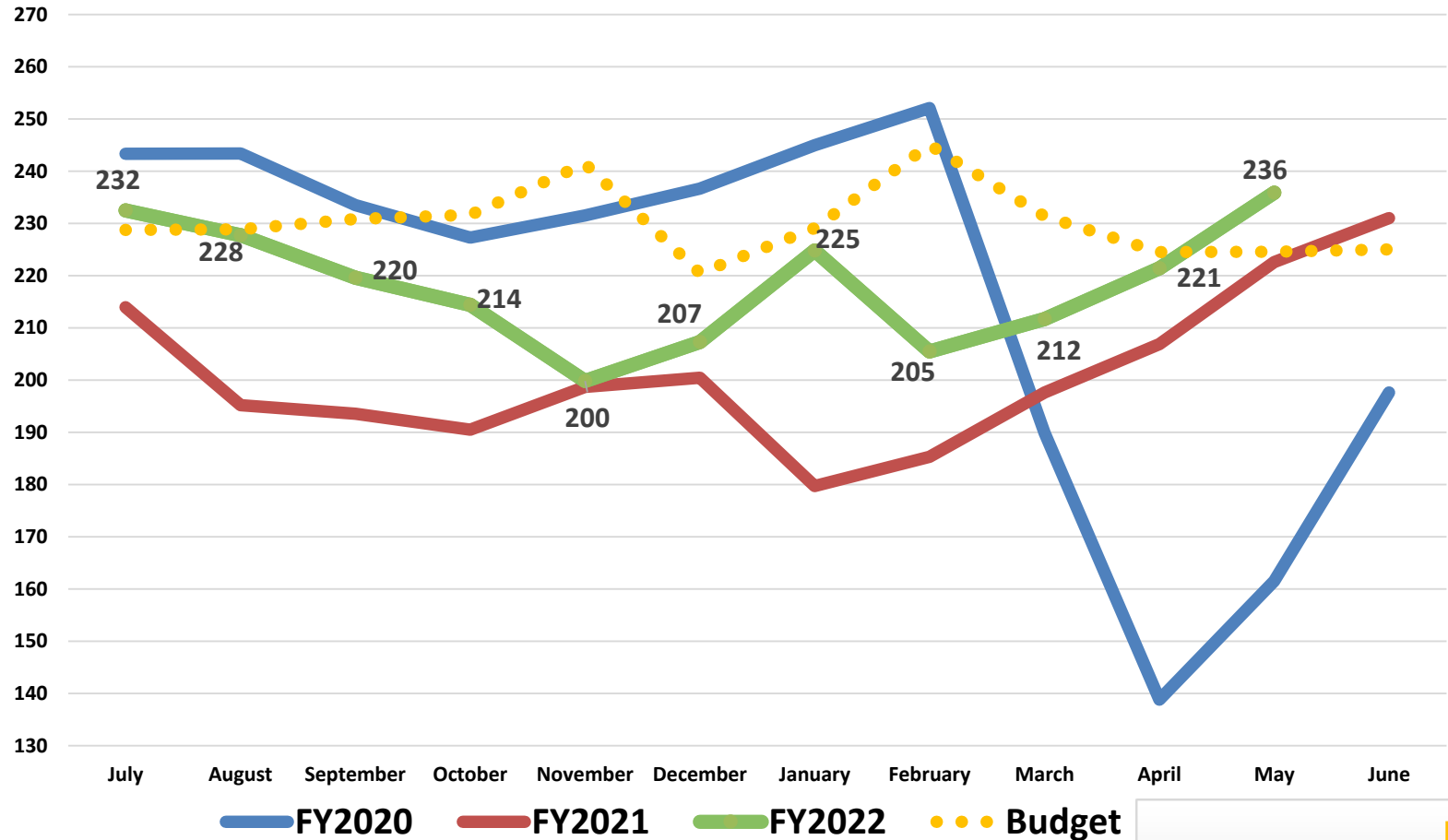
Obstetrics - Avg. Patients Per Day



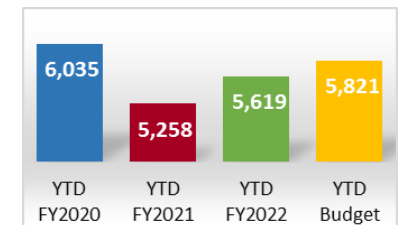
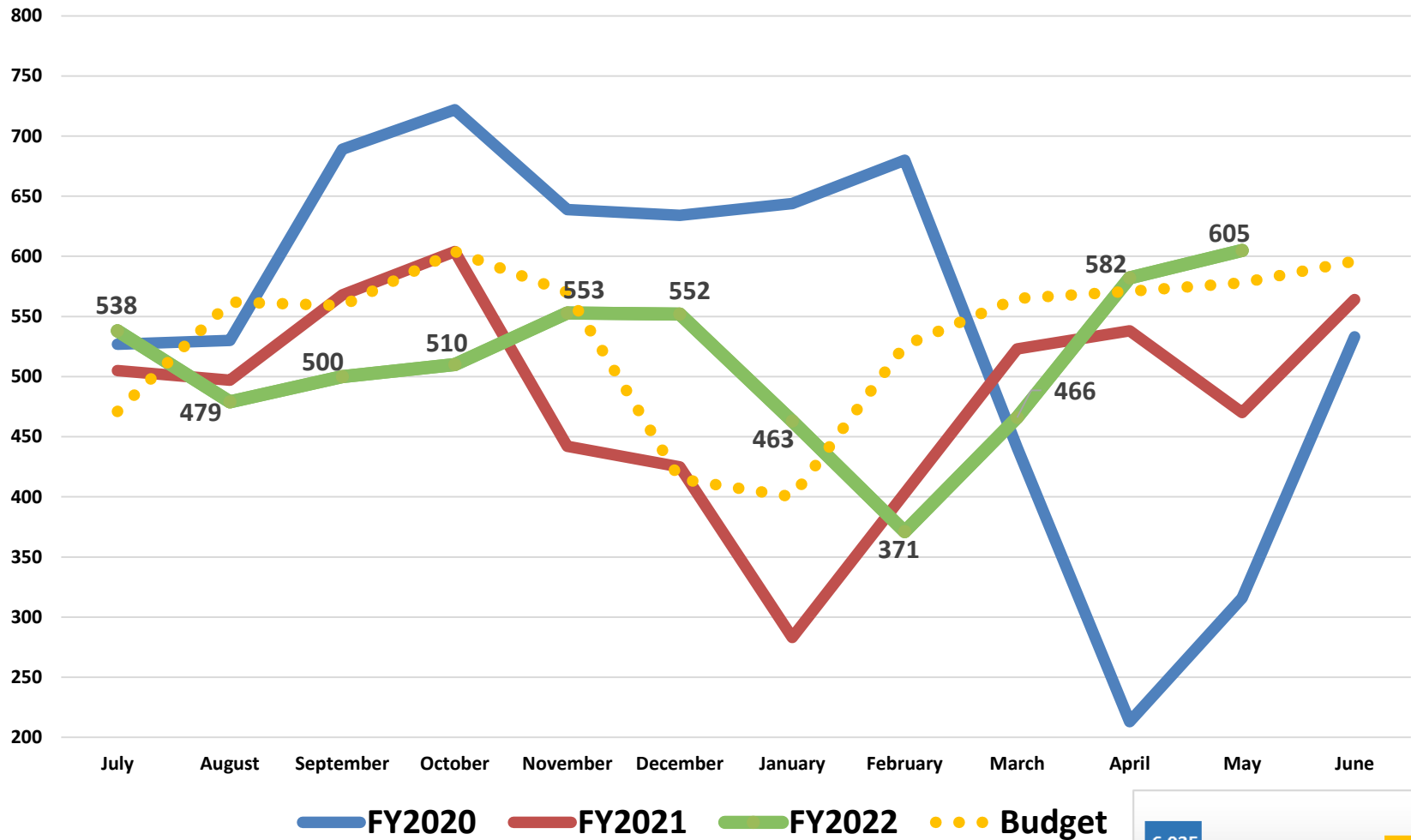
Outpatient Registrations per Day



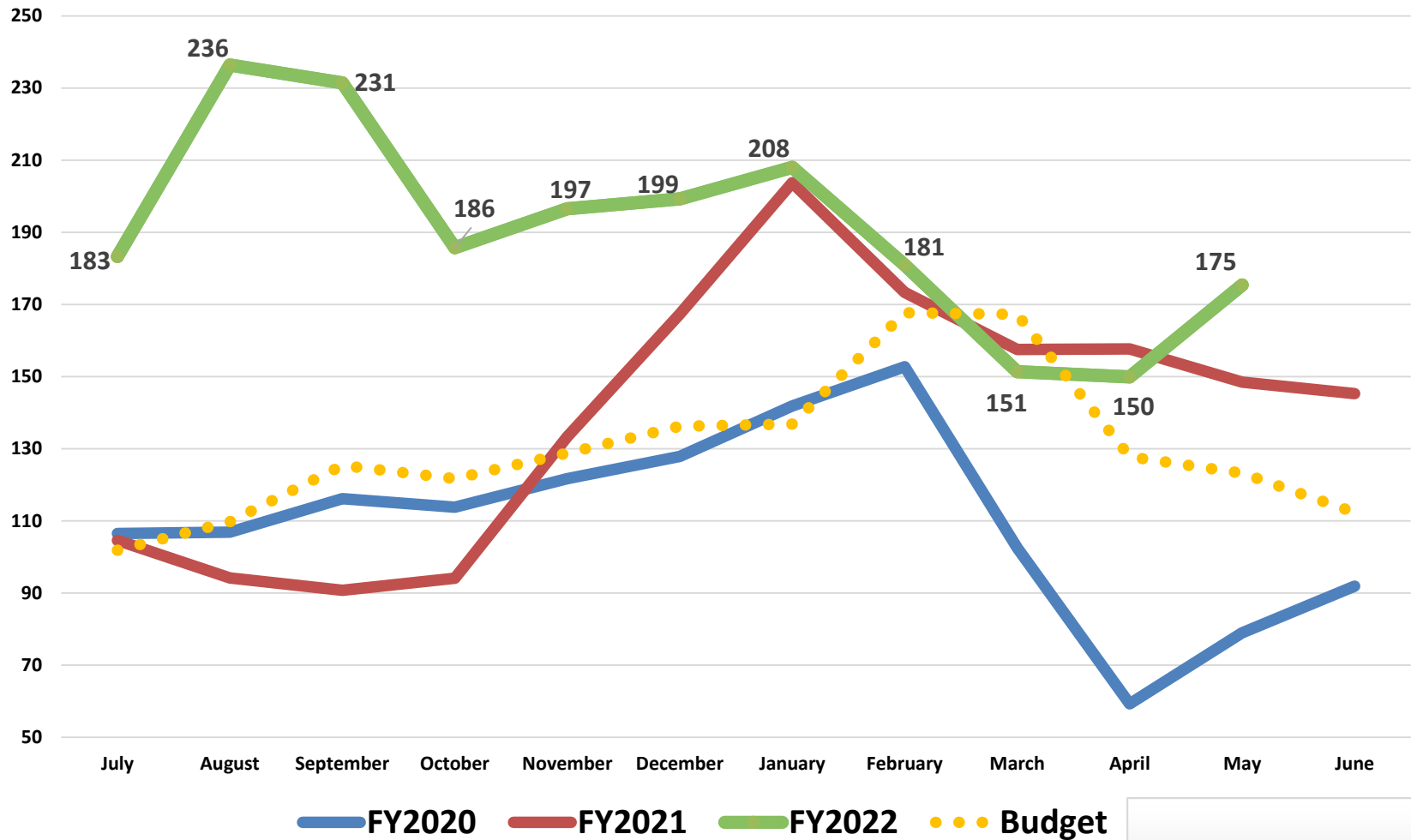
Emergency Dept – Avg Treated Per Day



Endoscopy Procedures

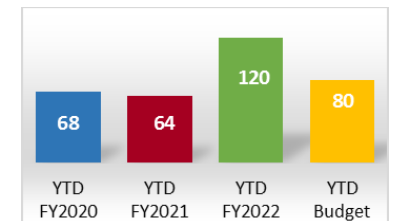
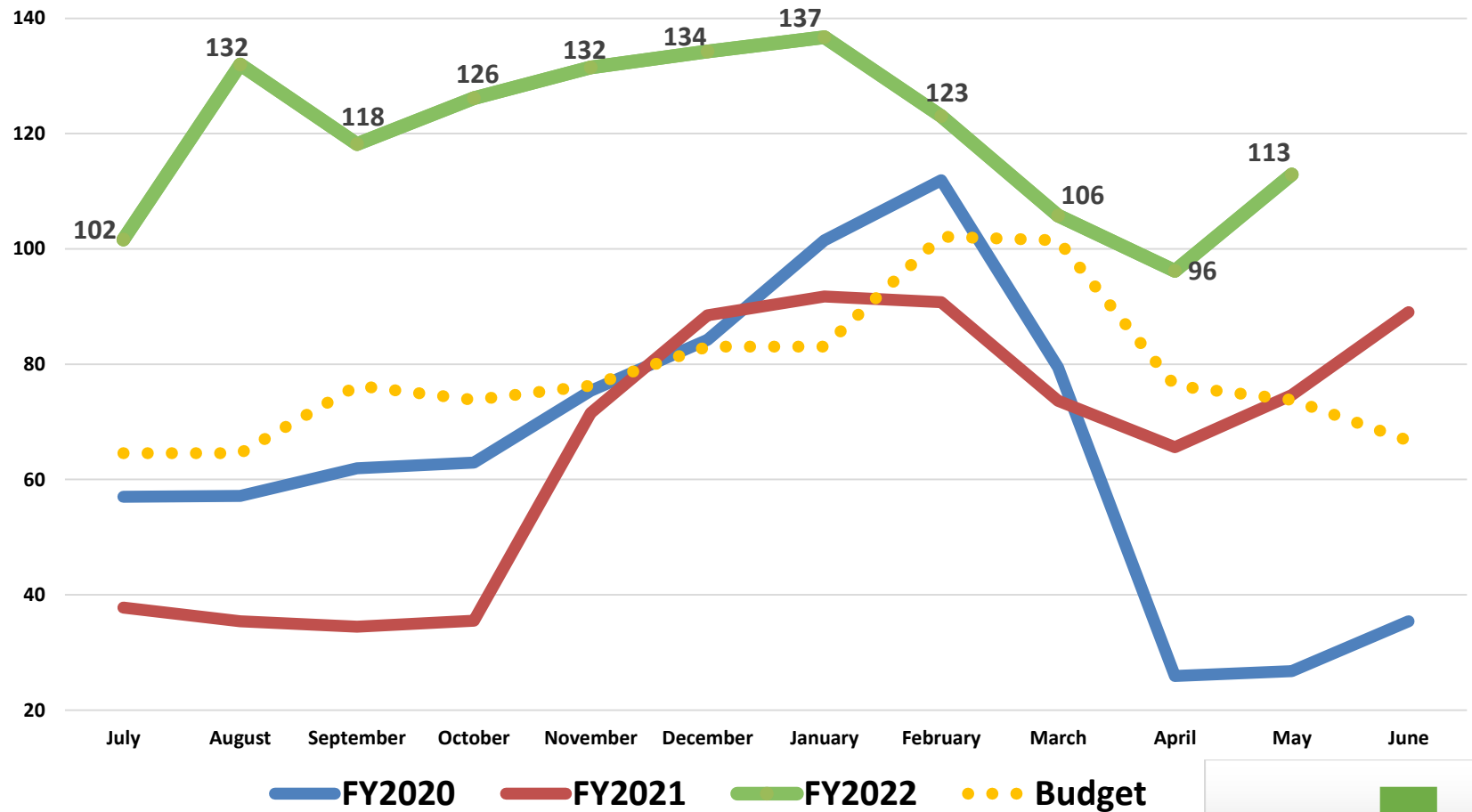


Urgent Care – Court Average Visits Per Day

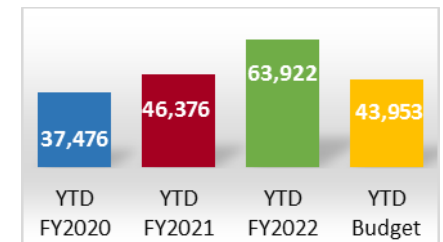
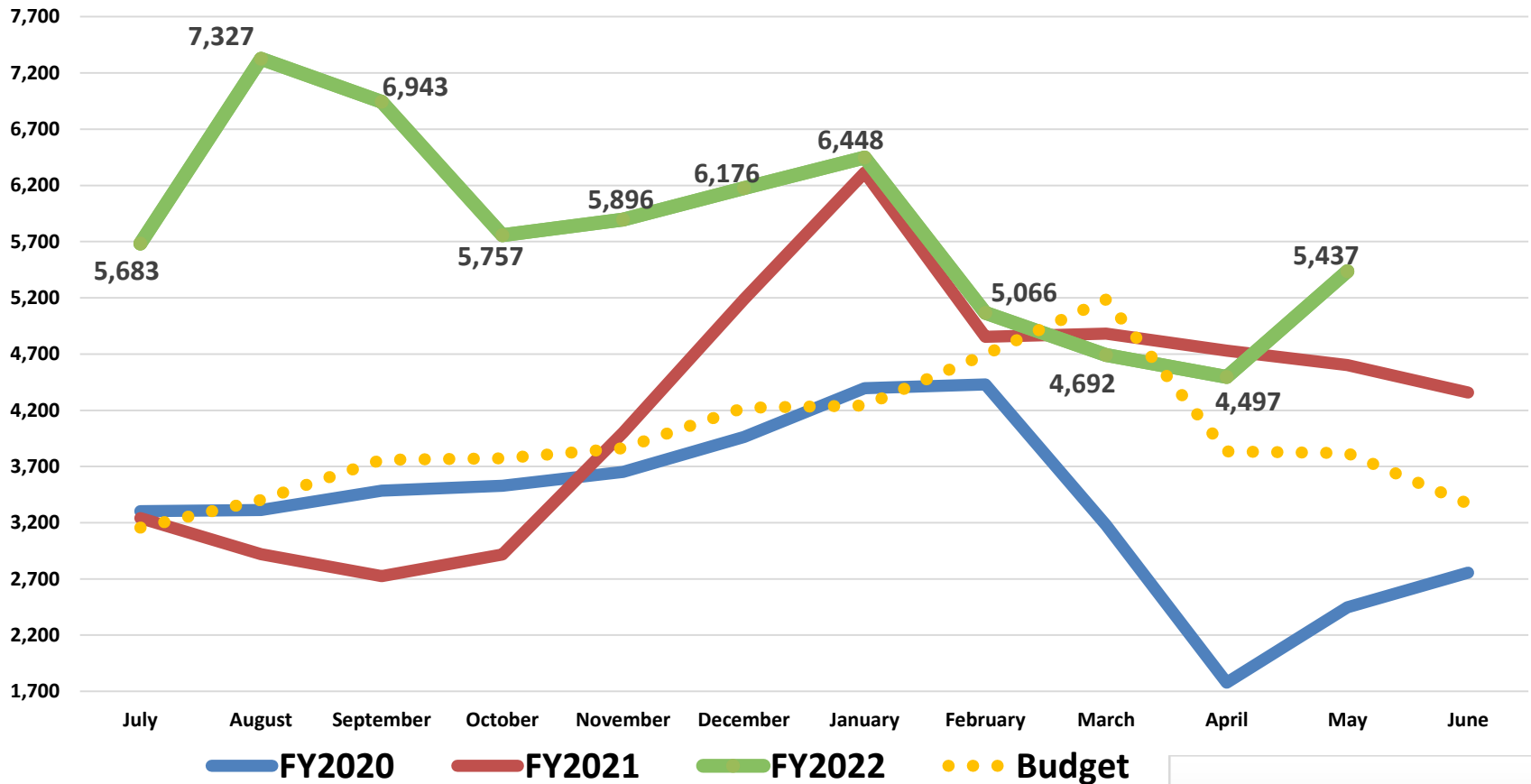


112	139	191	131
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

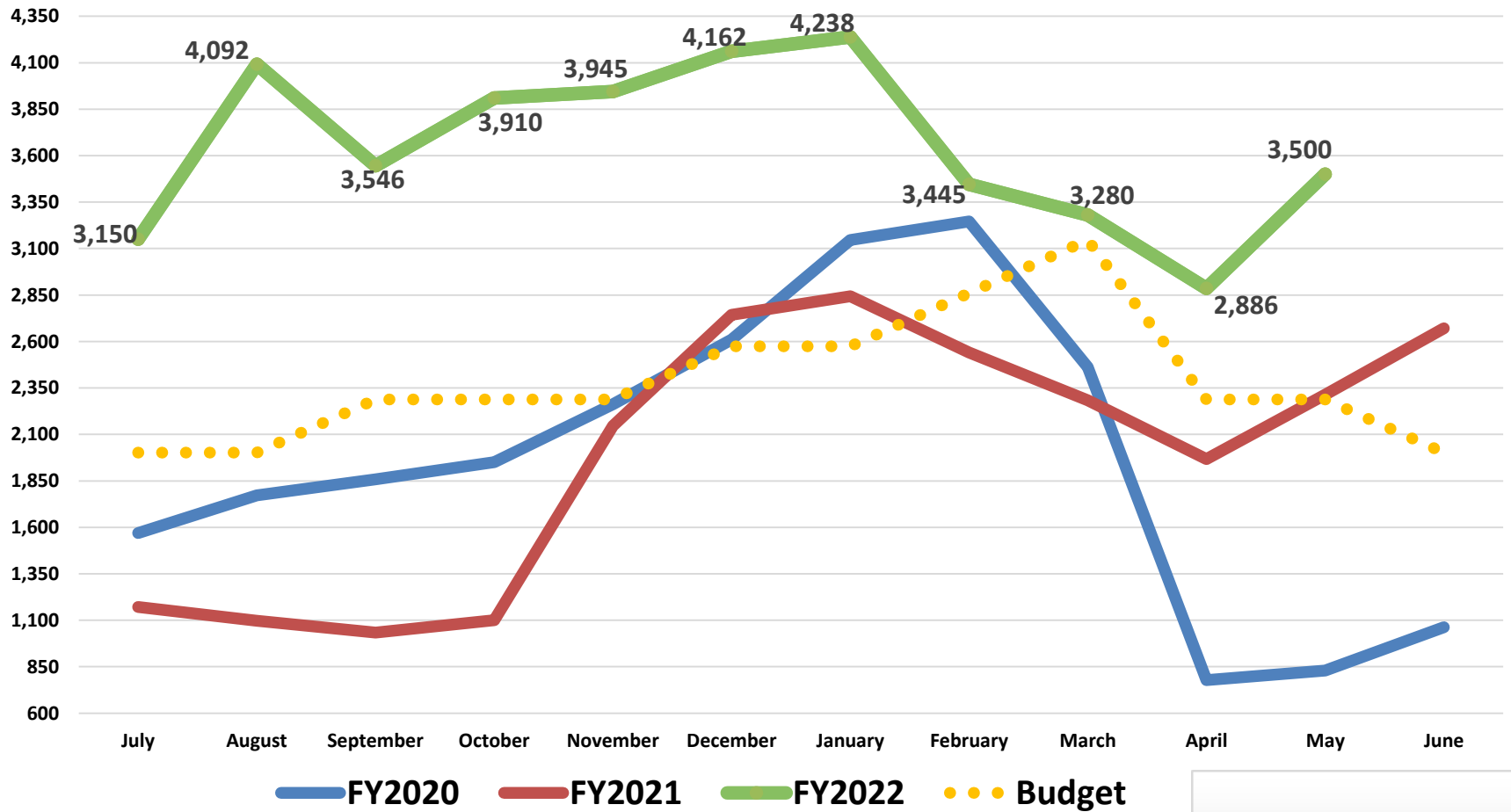
Urgent Care – Demaree Average Visits Per Day



Urgent Care – Court Total Visits

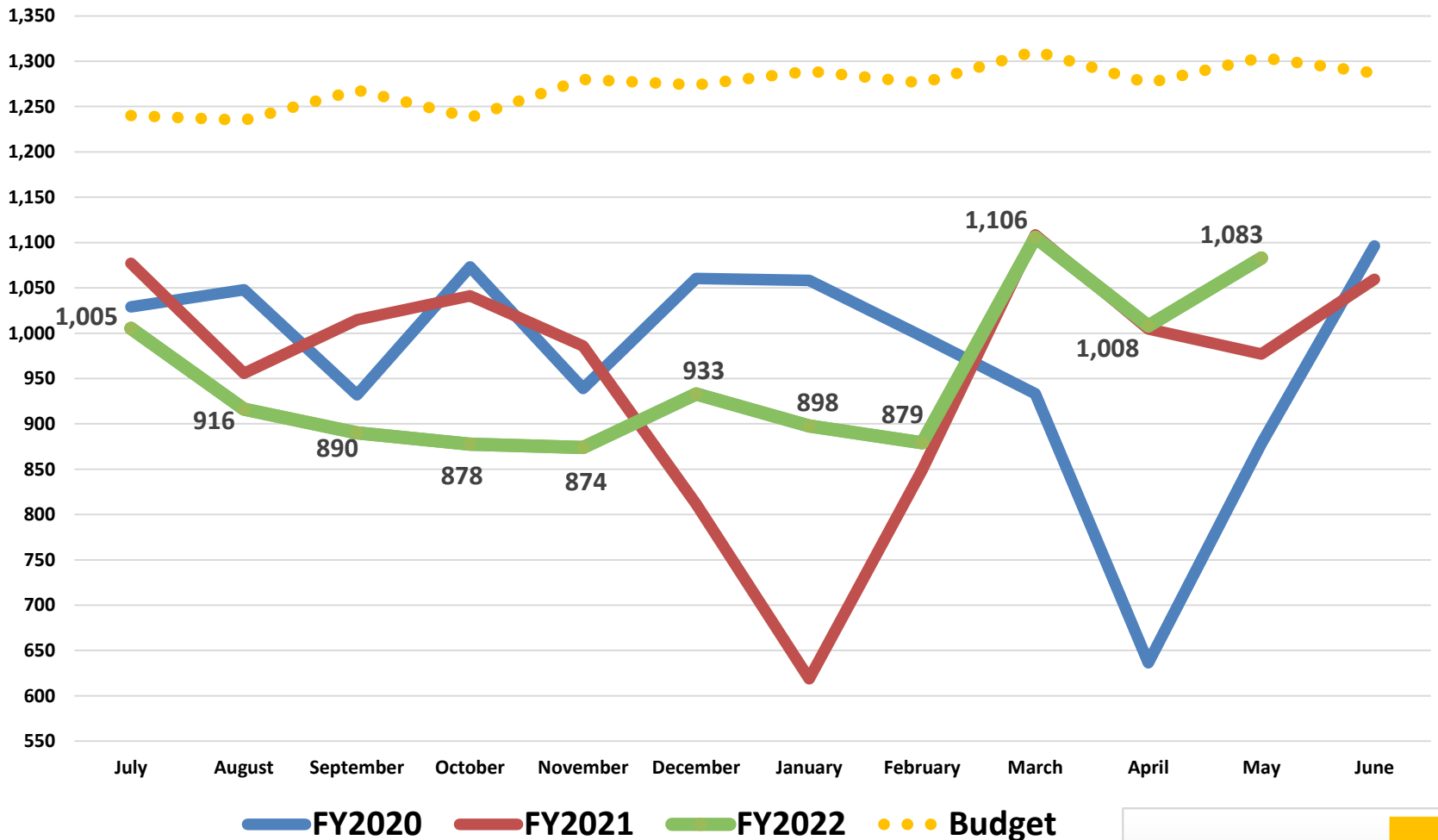


Urgent Care – Demaree Total Visits



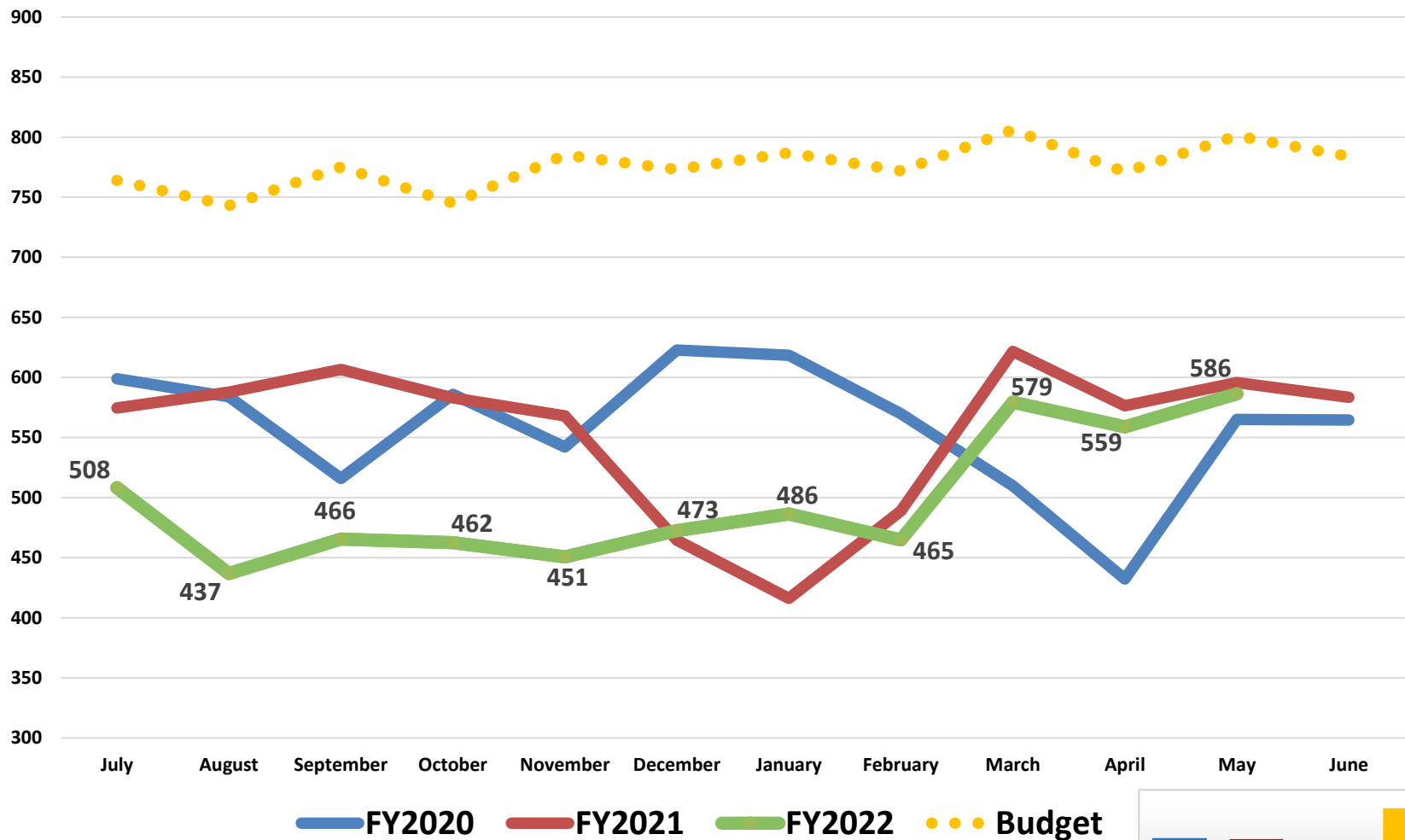
22,484	21,241	40,154	26,598
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Surgery (IP & OP) – 100 Min Units



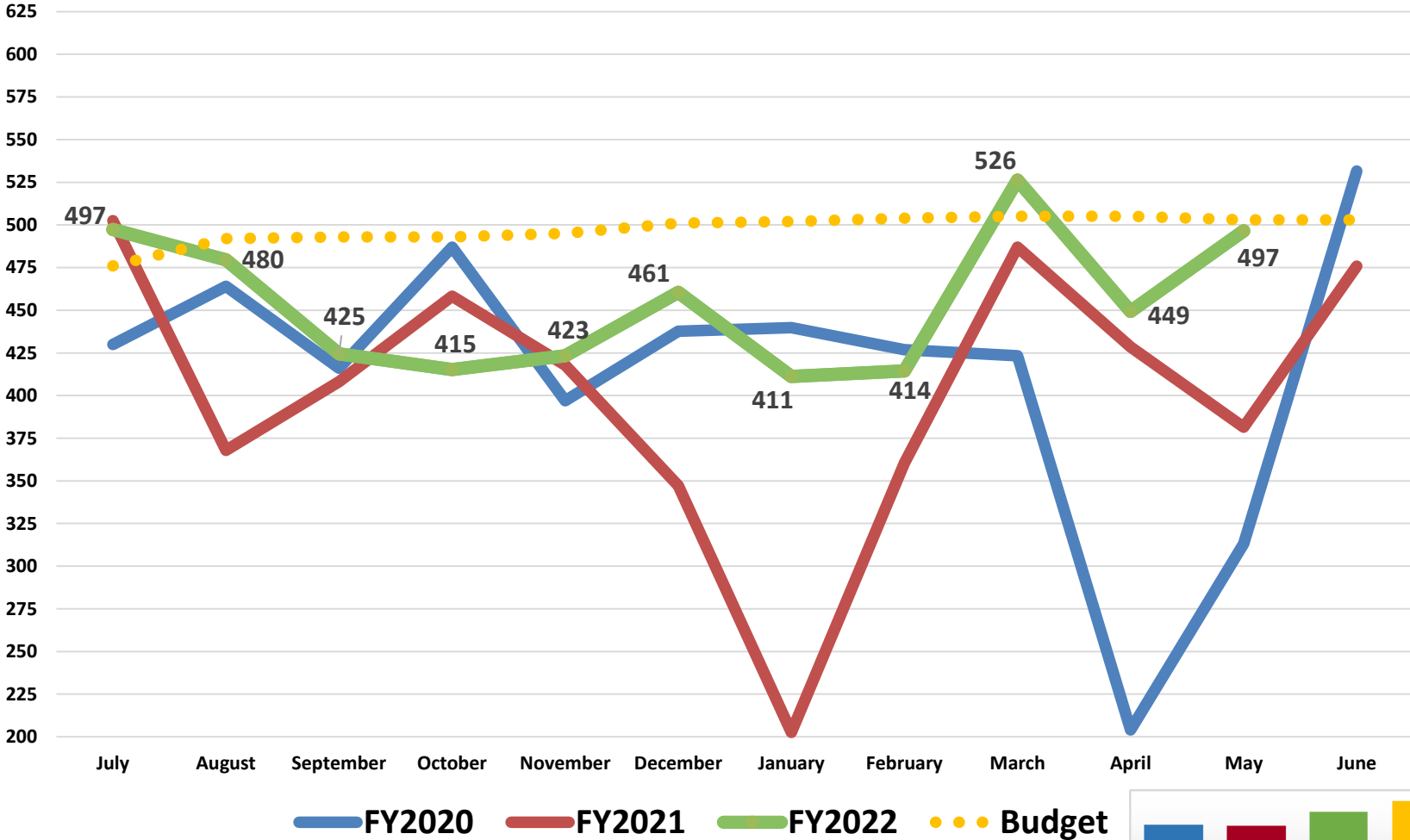
10,584	10,444	10,470	13,991
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Surgery (IP Only) – 100 Min Units



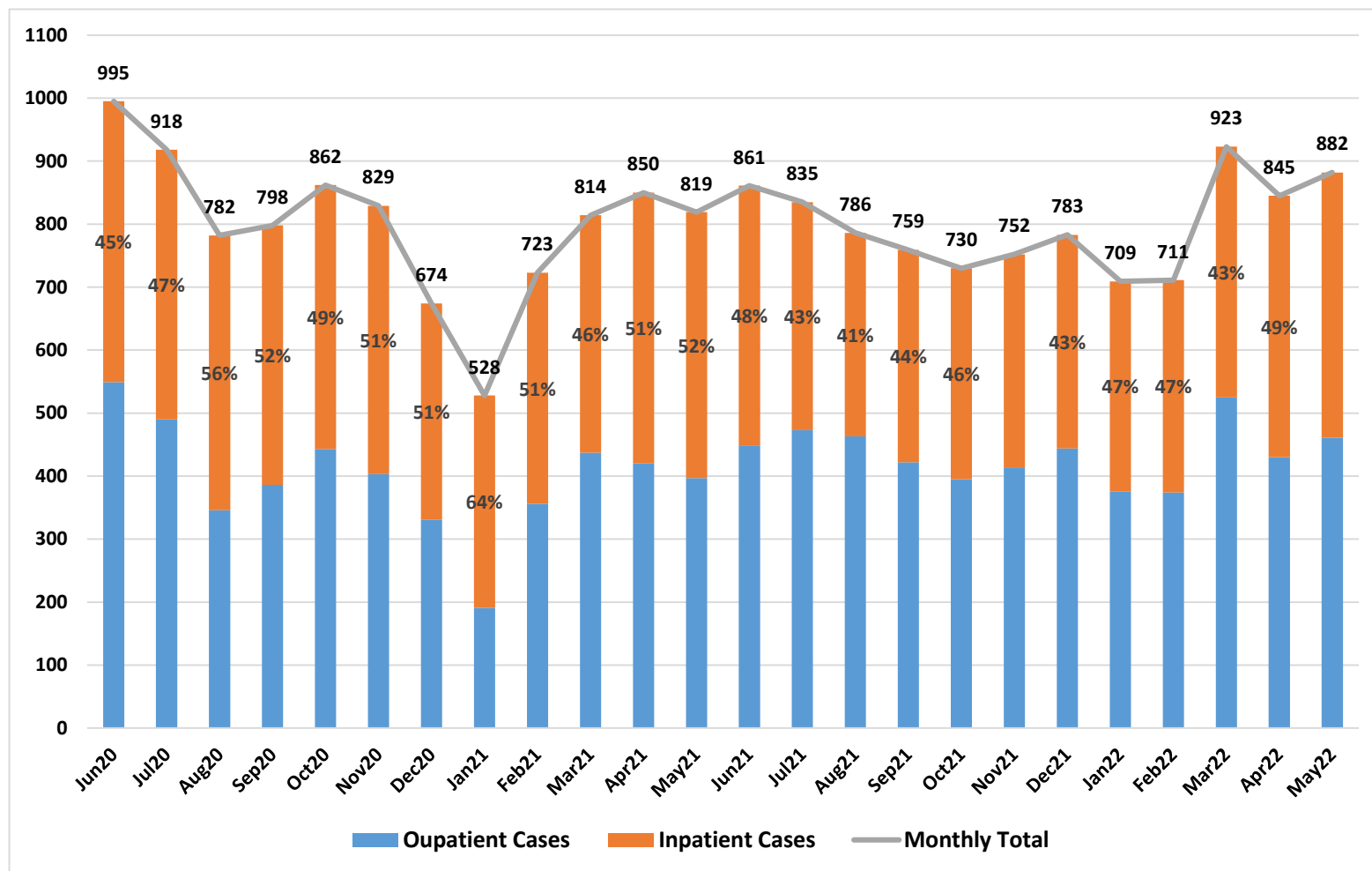
6,145	6,083	5,472	8,522
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Surgery (OP Only) – 100 Min Units

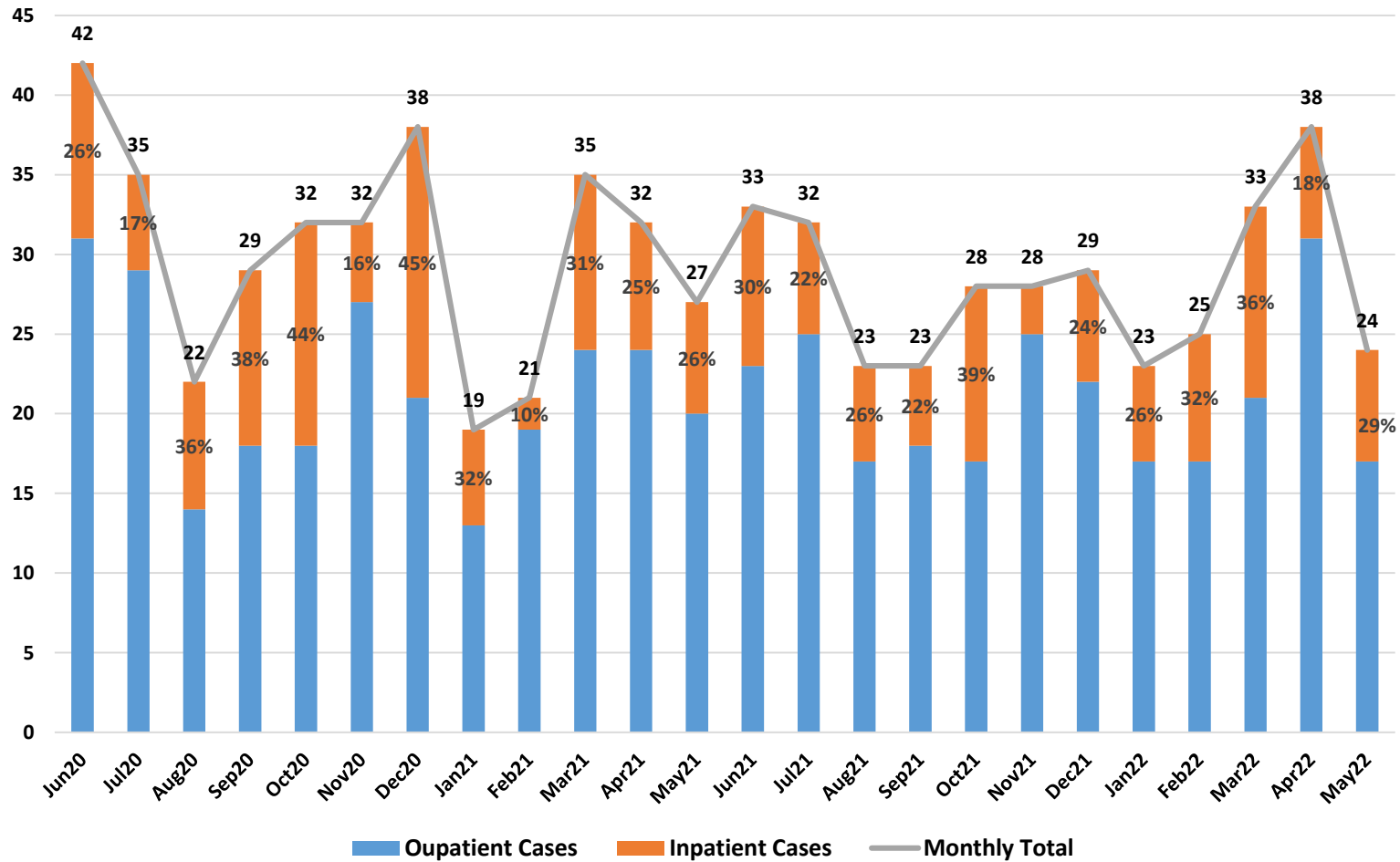


4,439	4,362	4,998	5,469
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

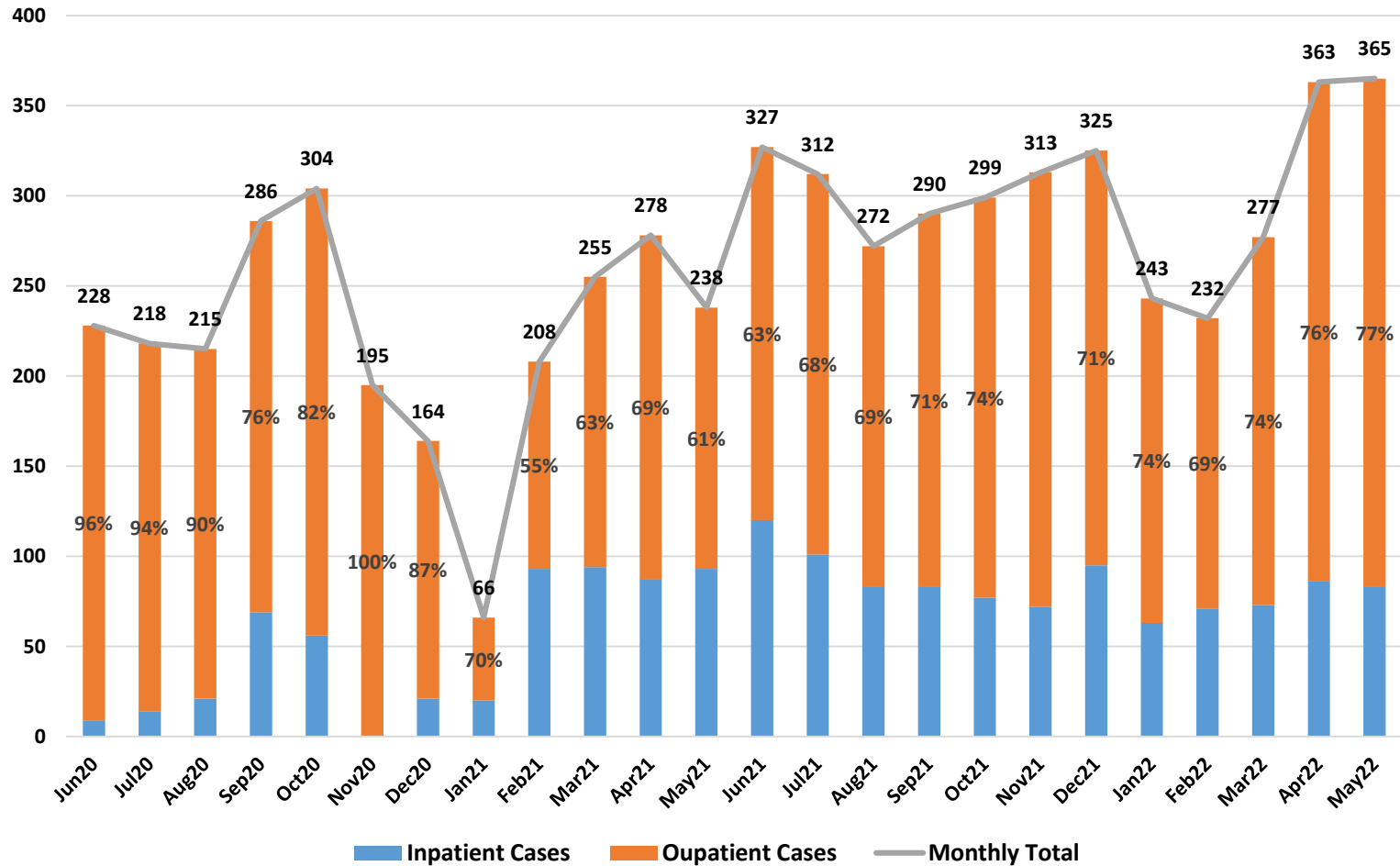
Surgery Cases



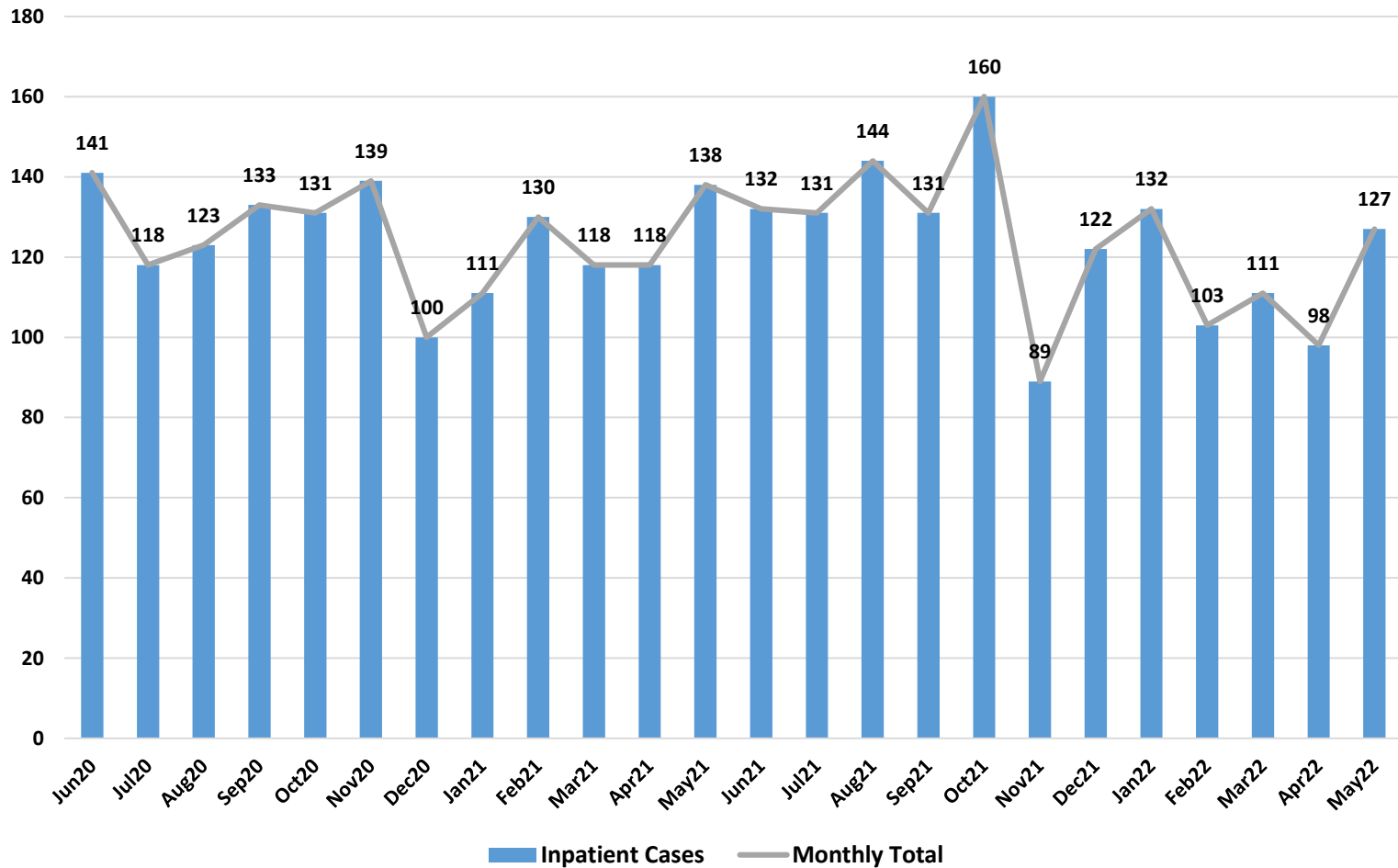
Robotic Cases



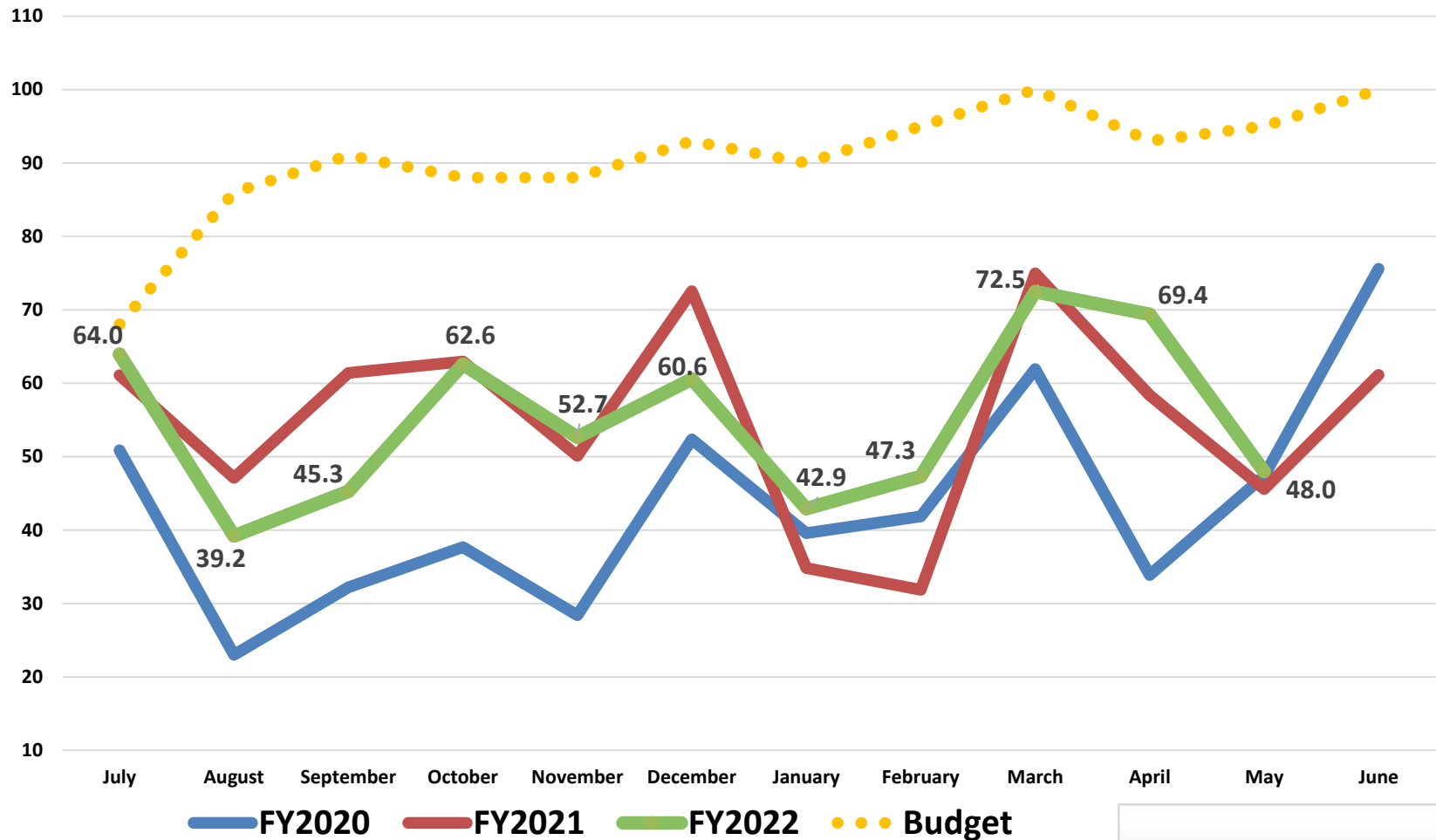
Endo Cases (Endo Suites)



OB Cases

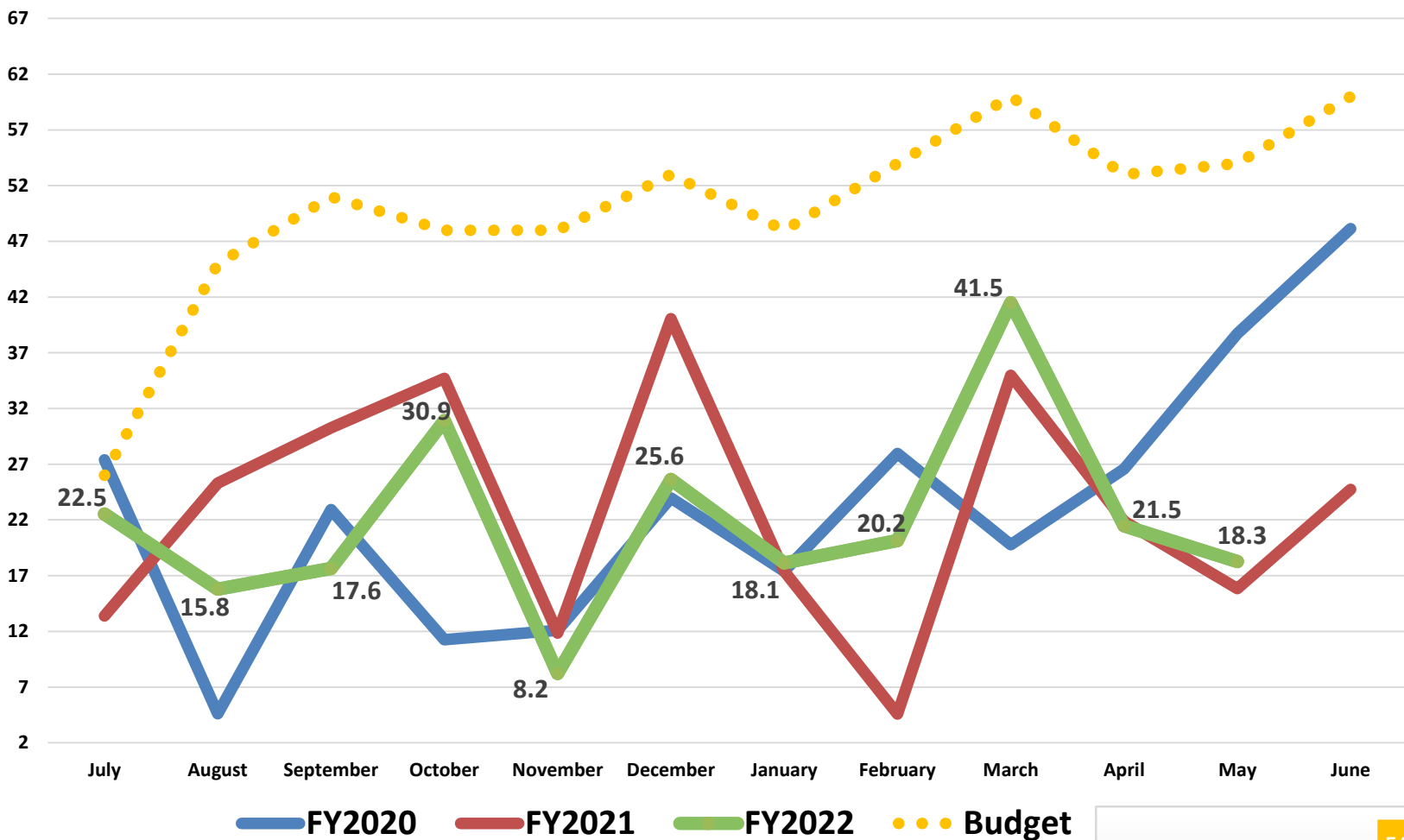


Robotic Surgery (IP & OP) – 100 Min Units



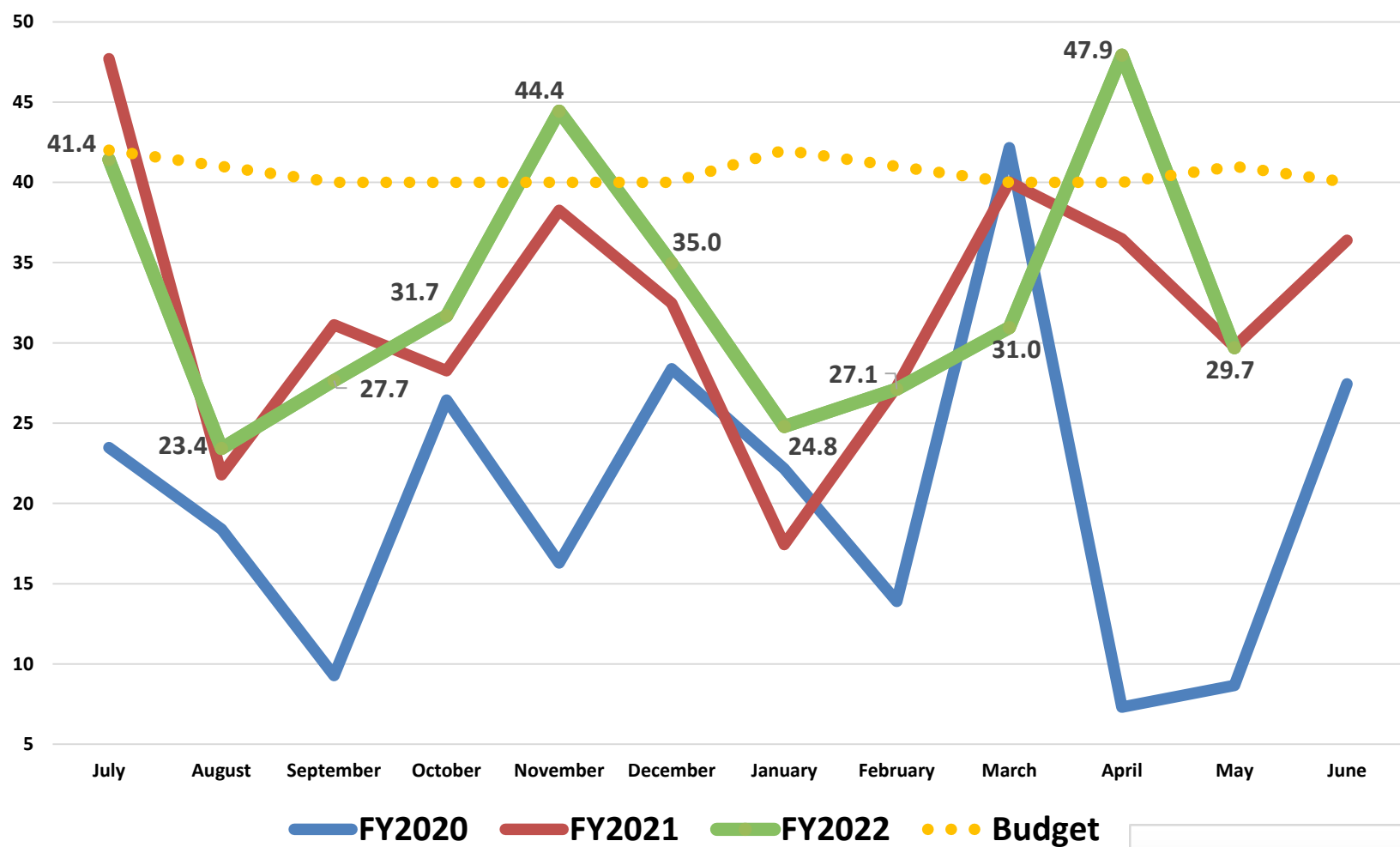
449.2	600.8	604.4	987.0
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Robotic Surgery (IP Only) – 100 Min Units



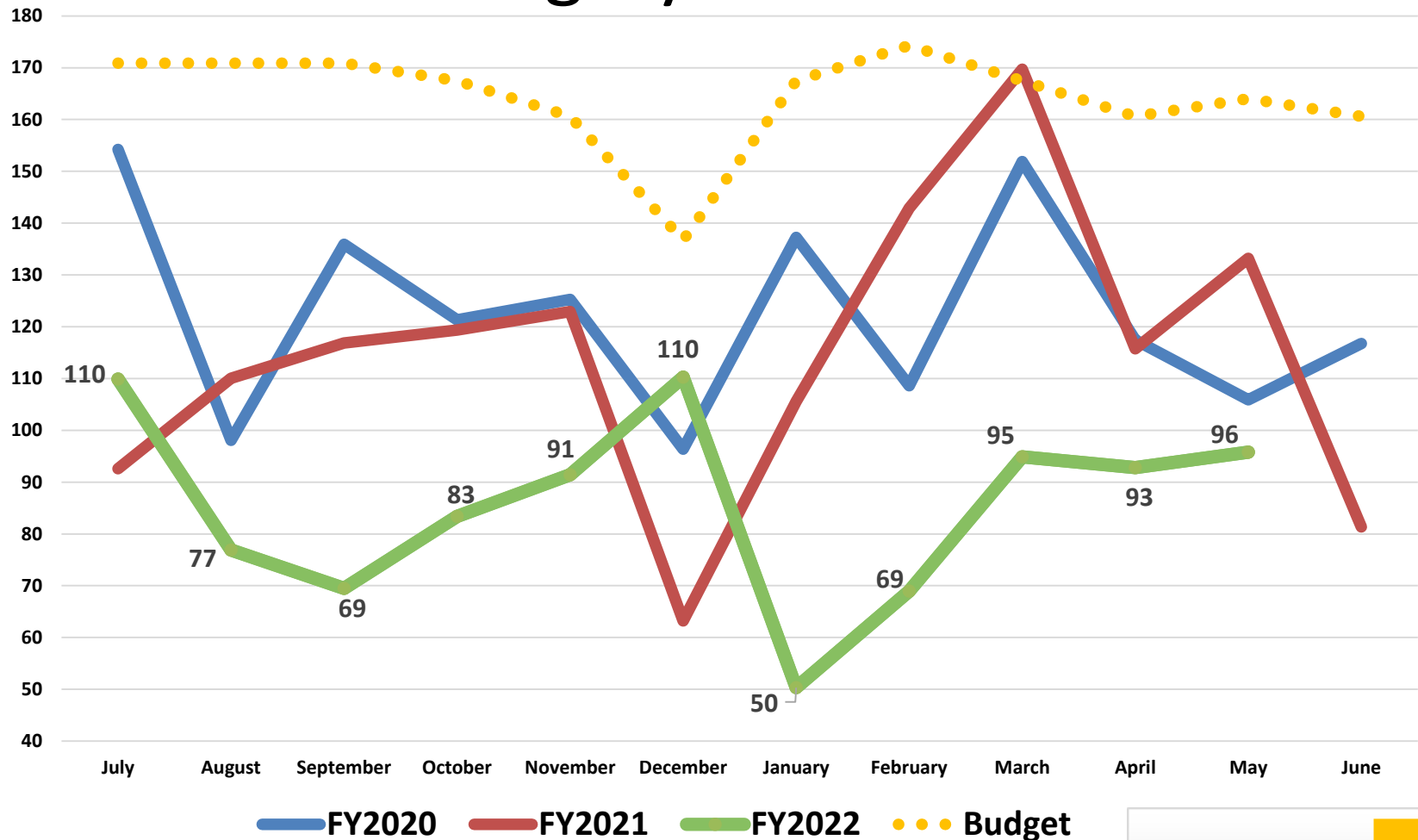
232.7	250.3	240.3	540.0
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Robotic Surgery (OP Only) – 100 Min Units



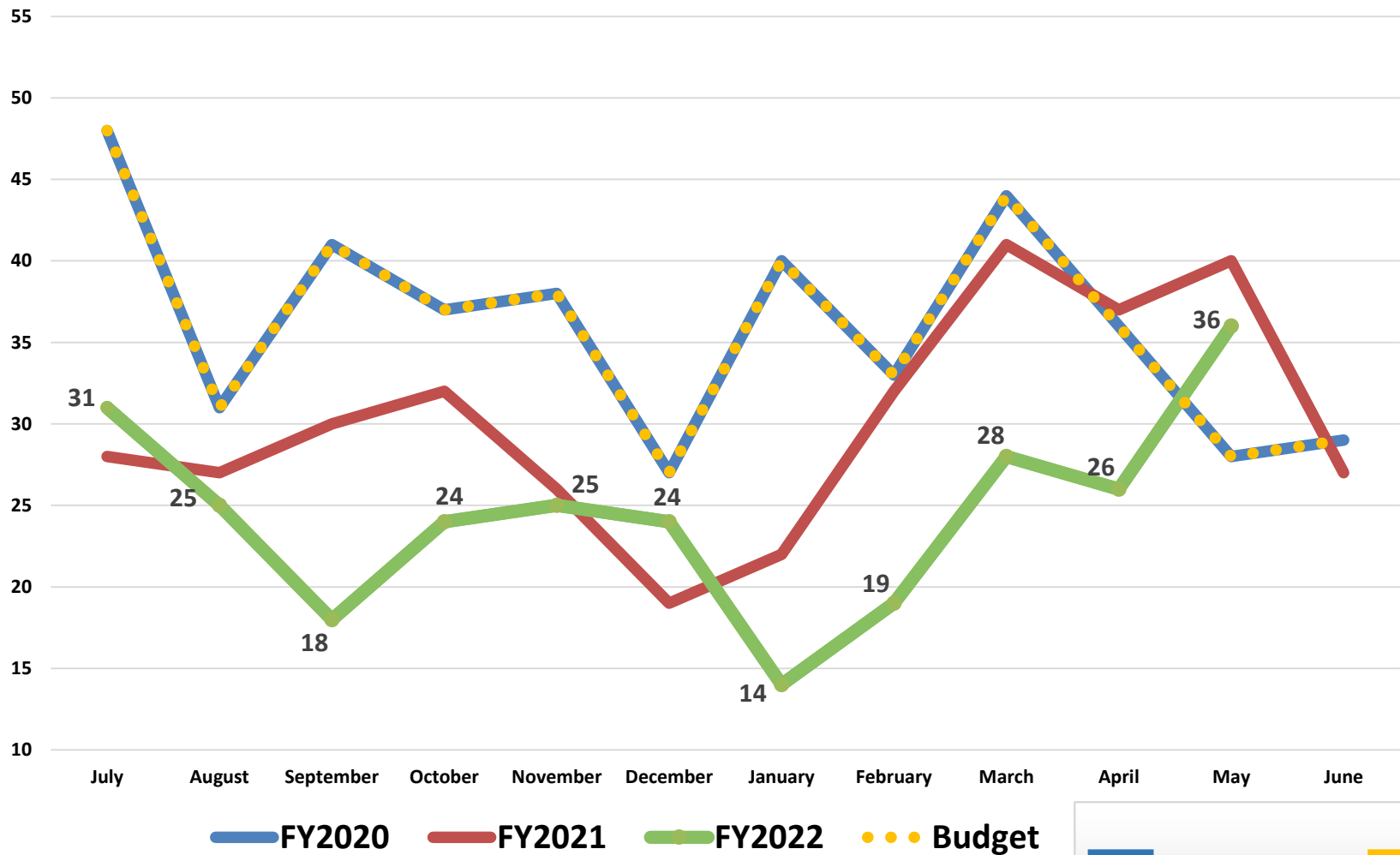
216.5	350.6	364.1	447.0
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Cardiac Surgery – 100 Min Units



1,352	1,292	944	1,811
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

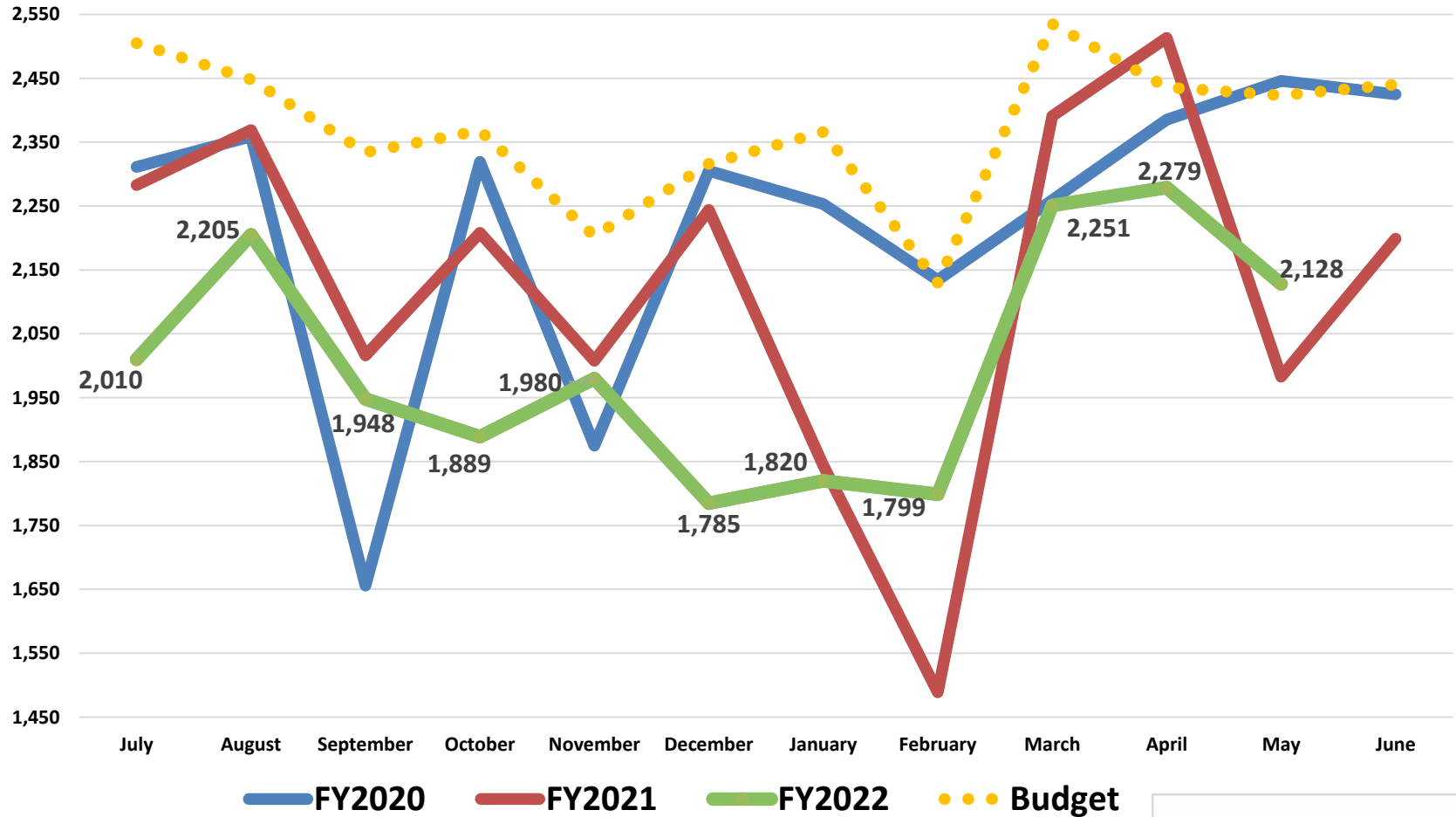
Cardiac Surgery – Cases



403	334	270	403
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

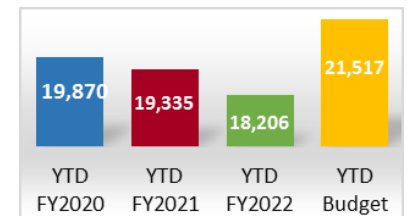
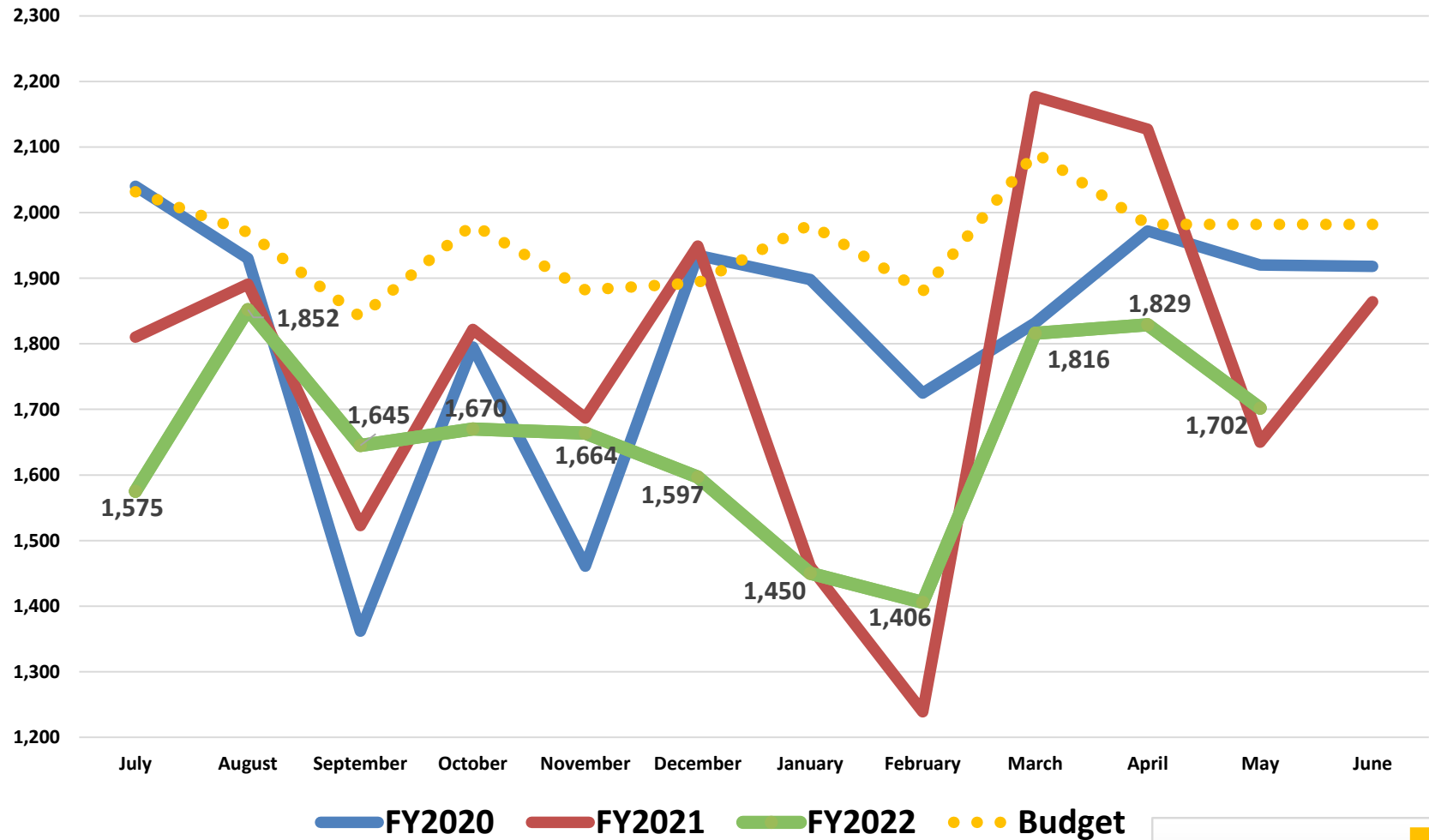
Radiation Oncology Treatments

Hanford and Visalia

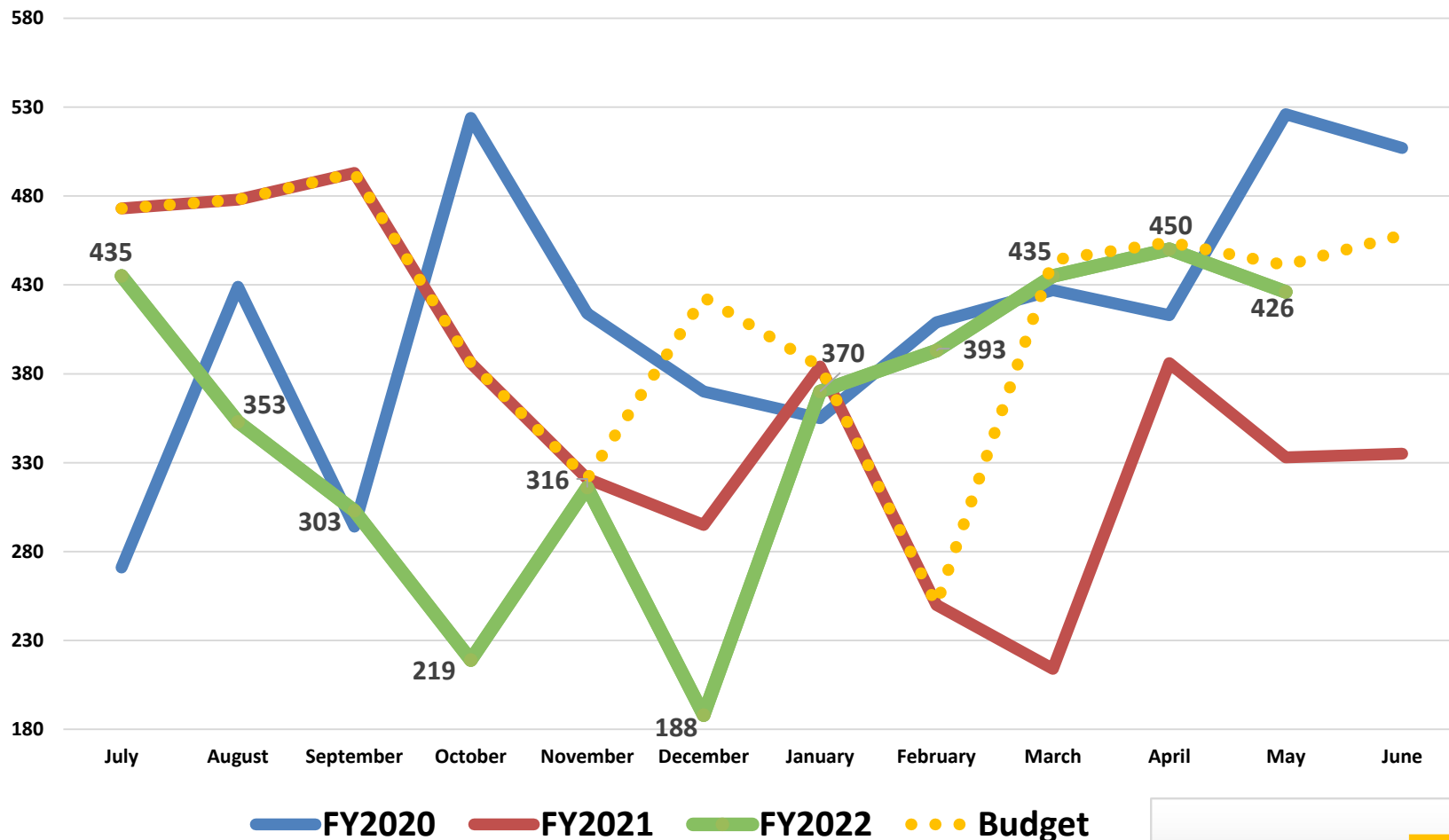


24,302	23,348	22,094	26,064
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Radiation Oncology - Visalia

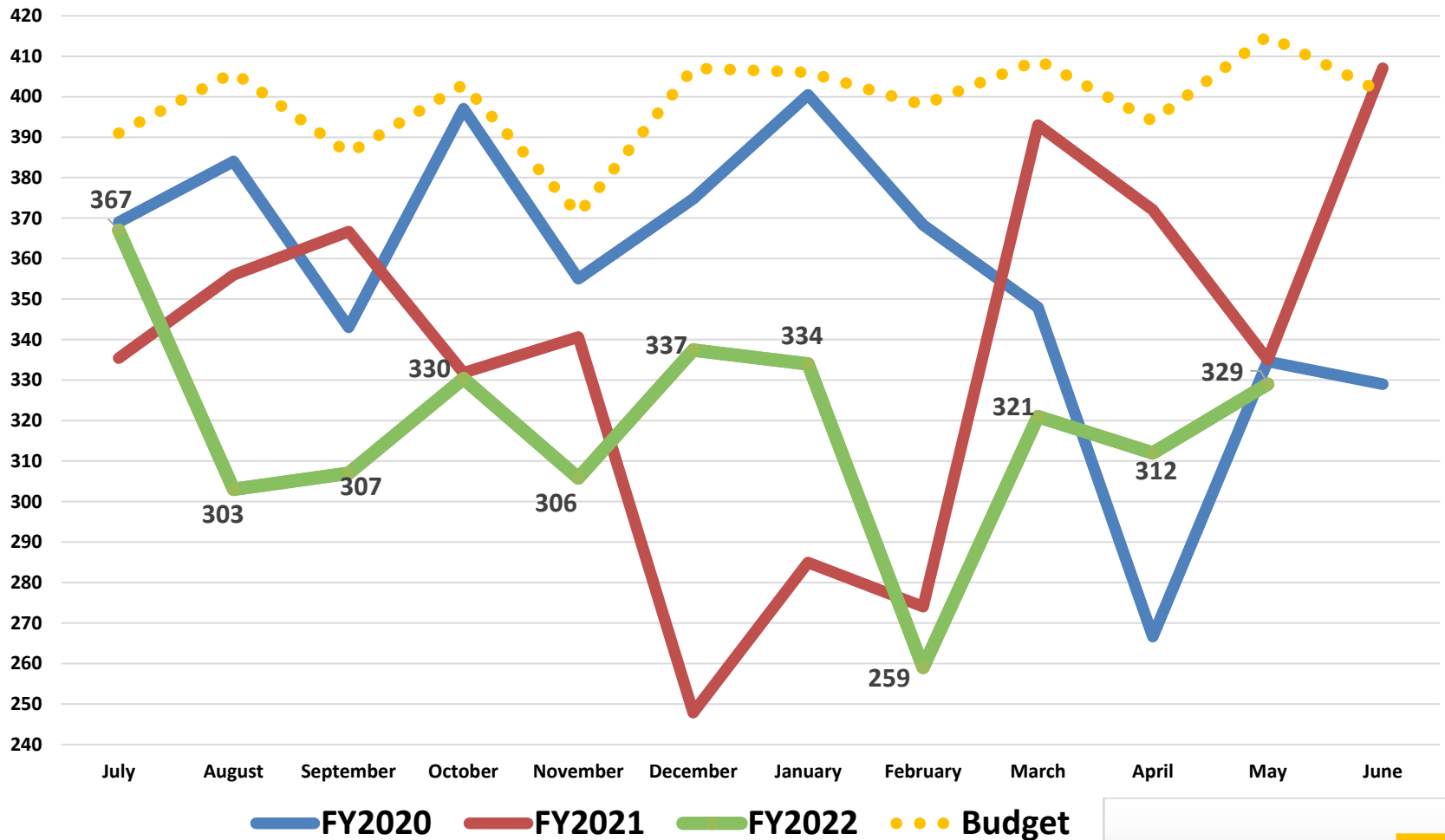


Radiation Oncology - Hanford



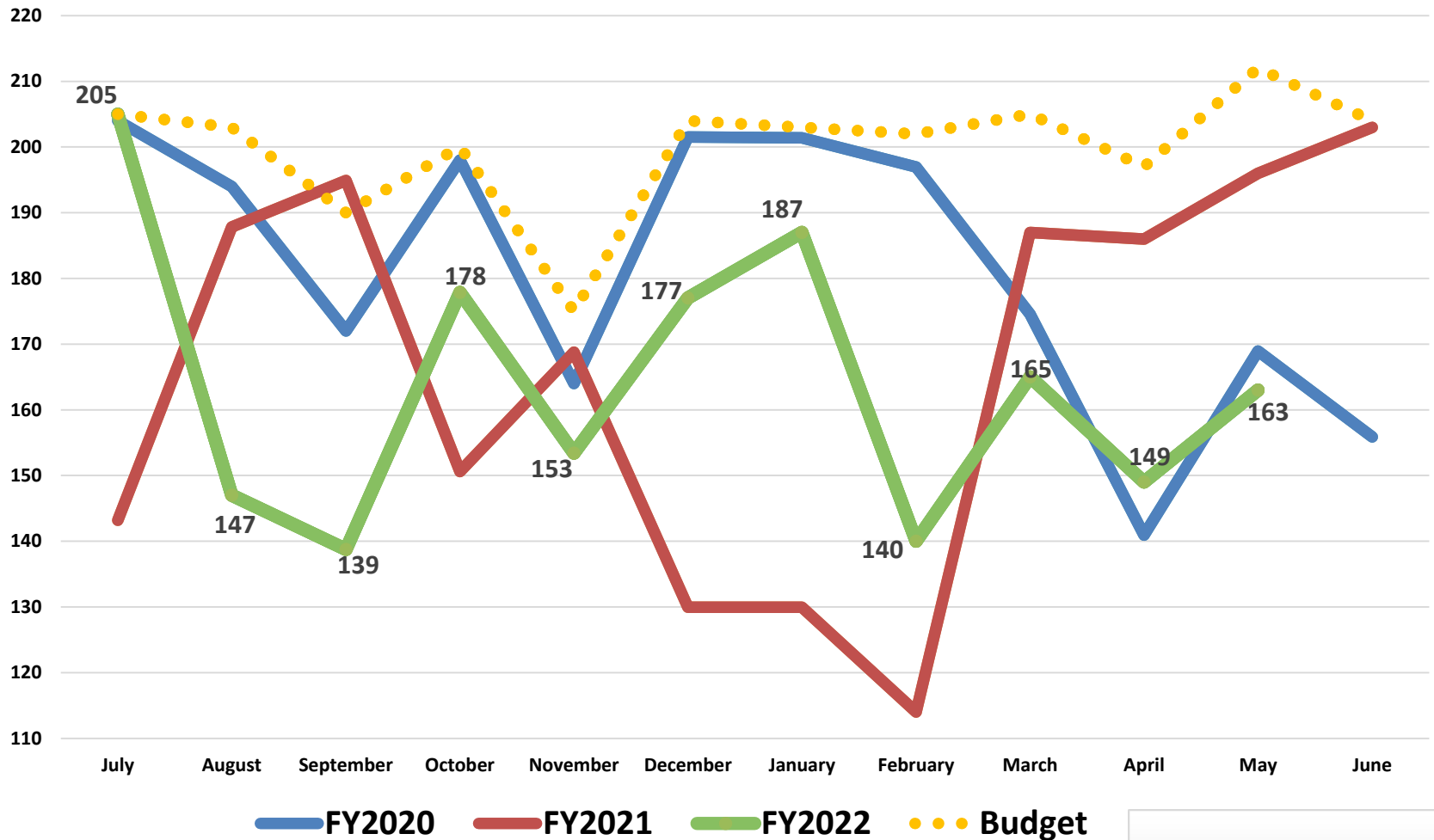
4,432	4,013	3,888	4,547
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Cath Lab (IP & OP) – 100 Min Units



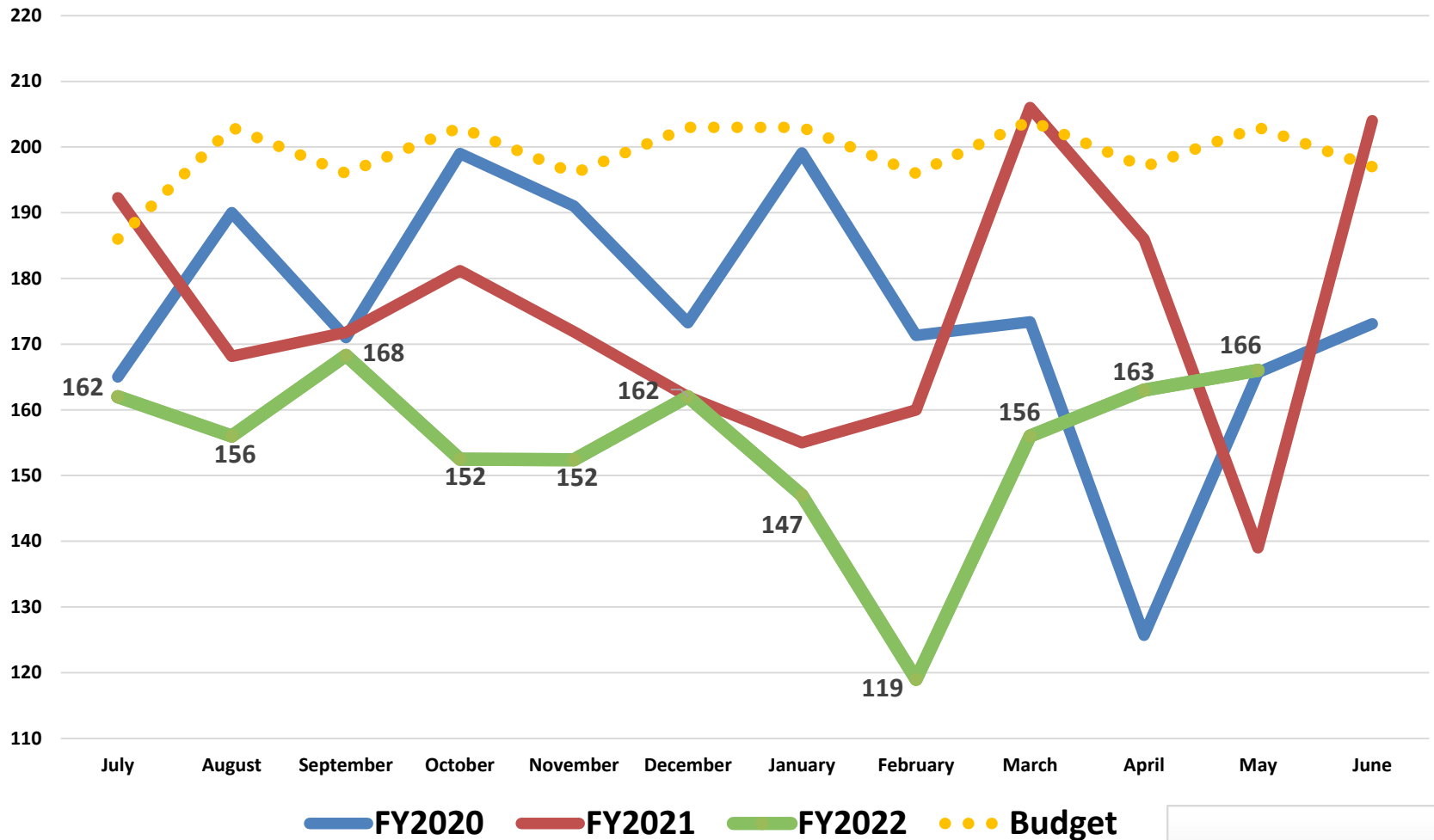
3,941	3,637	3,506	4,386
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Cath Lab (IP Only) – 100 Min Units



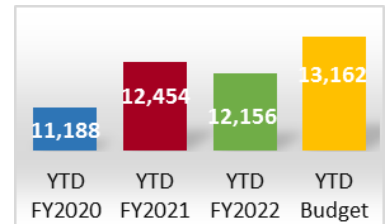
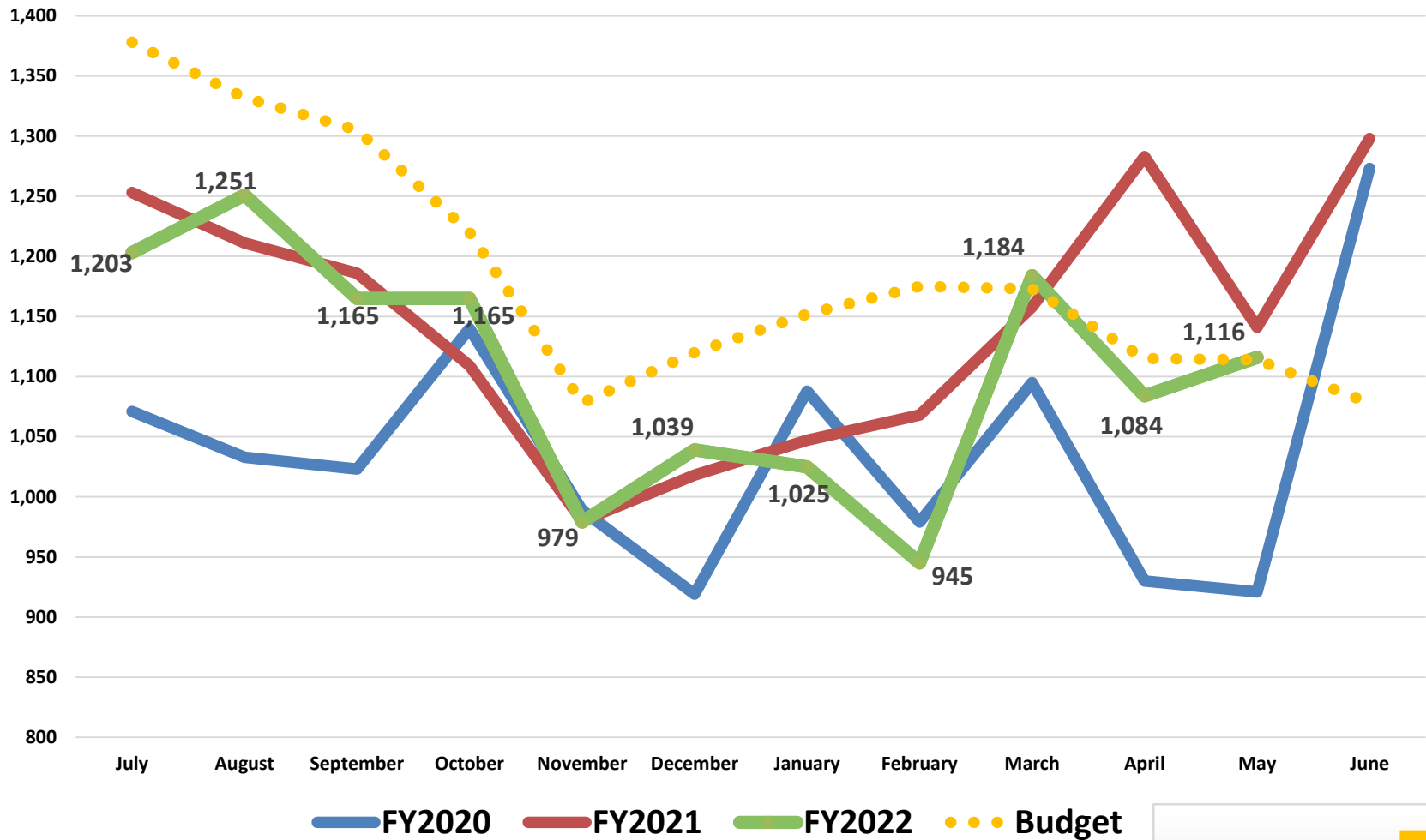
2,016	1,788	1,803	2,196
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Cath Lab (OP Only) – 100 Min Units

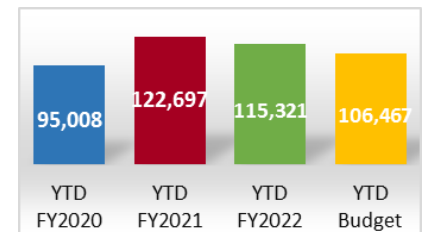
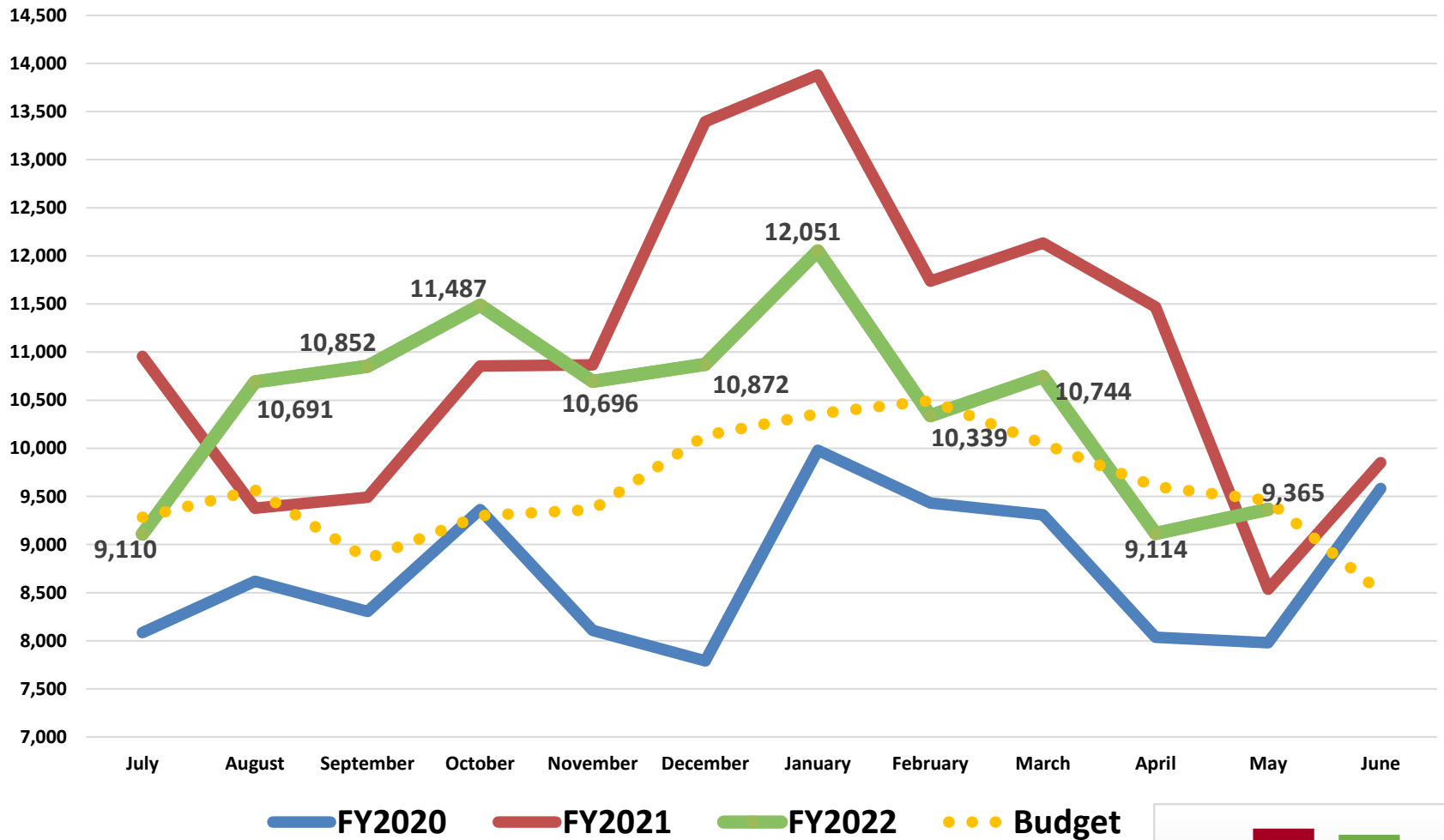


1,924	1,893	1,704	2,190
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

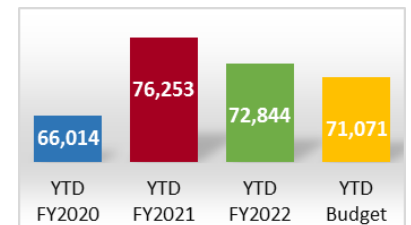
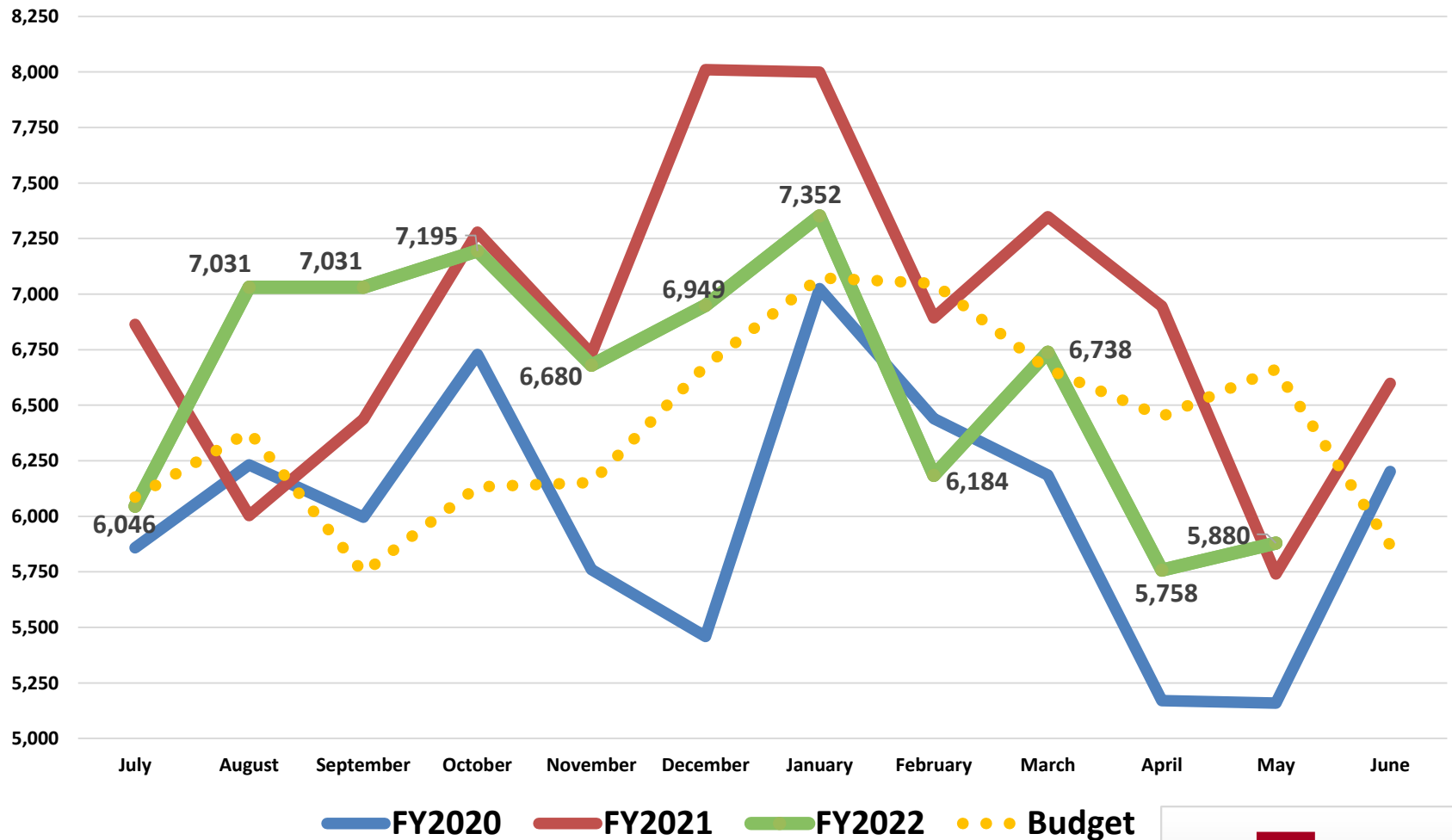
GME Family Medicine Clinic Visits



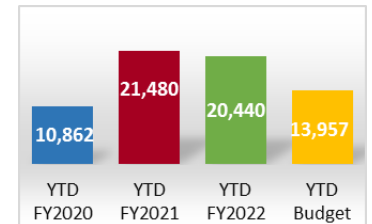
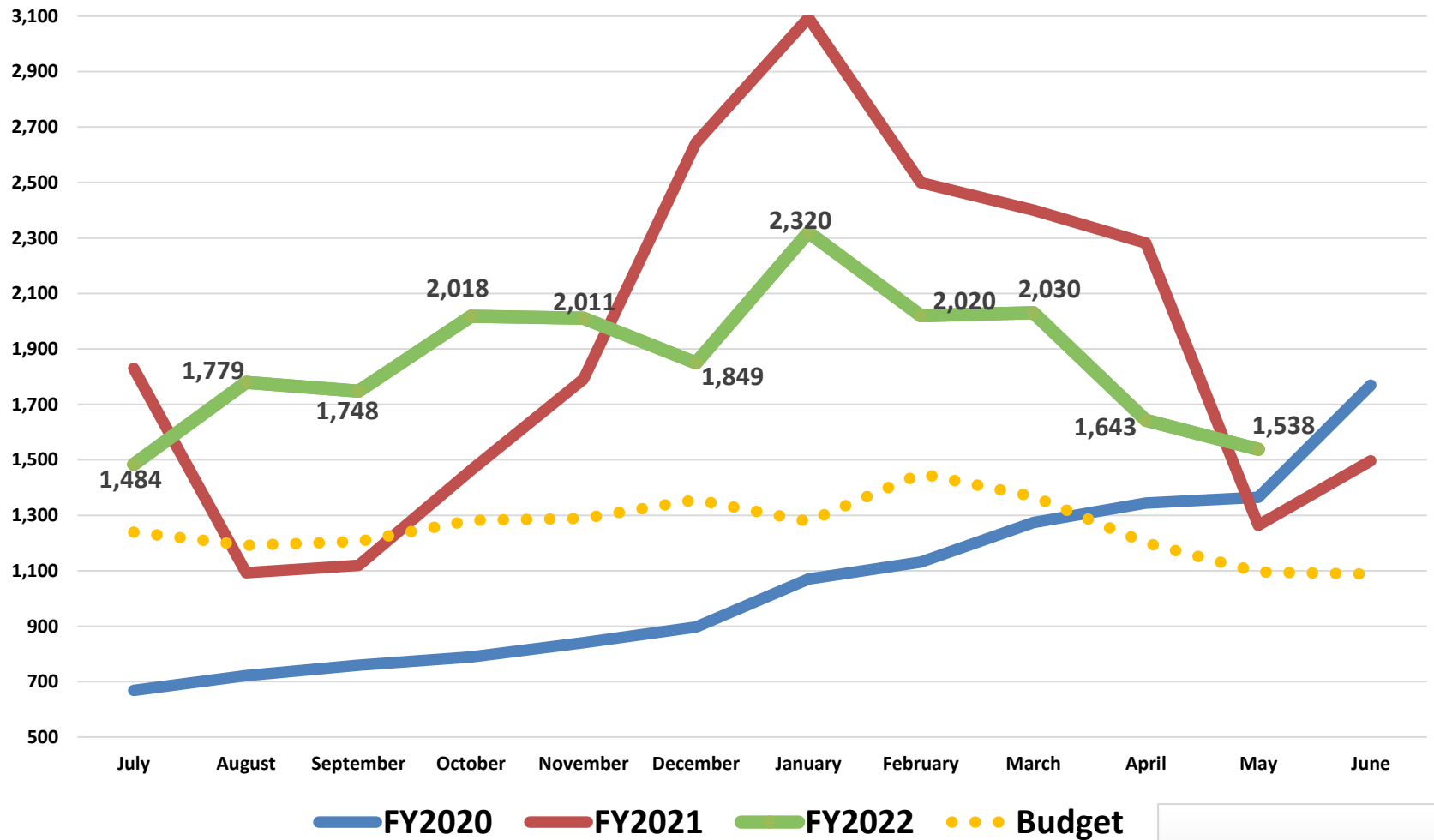
Rural Health Clinic Registrations



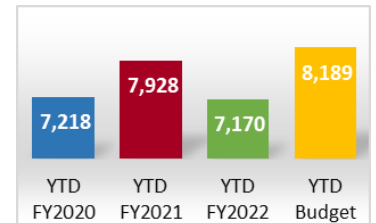
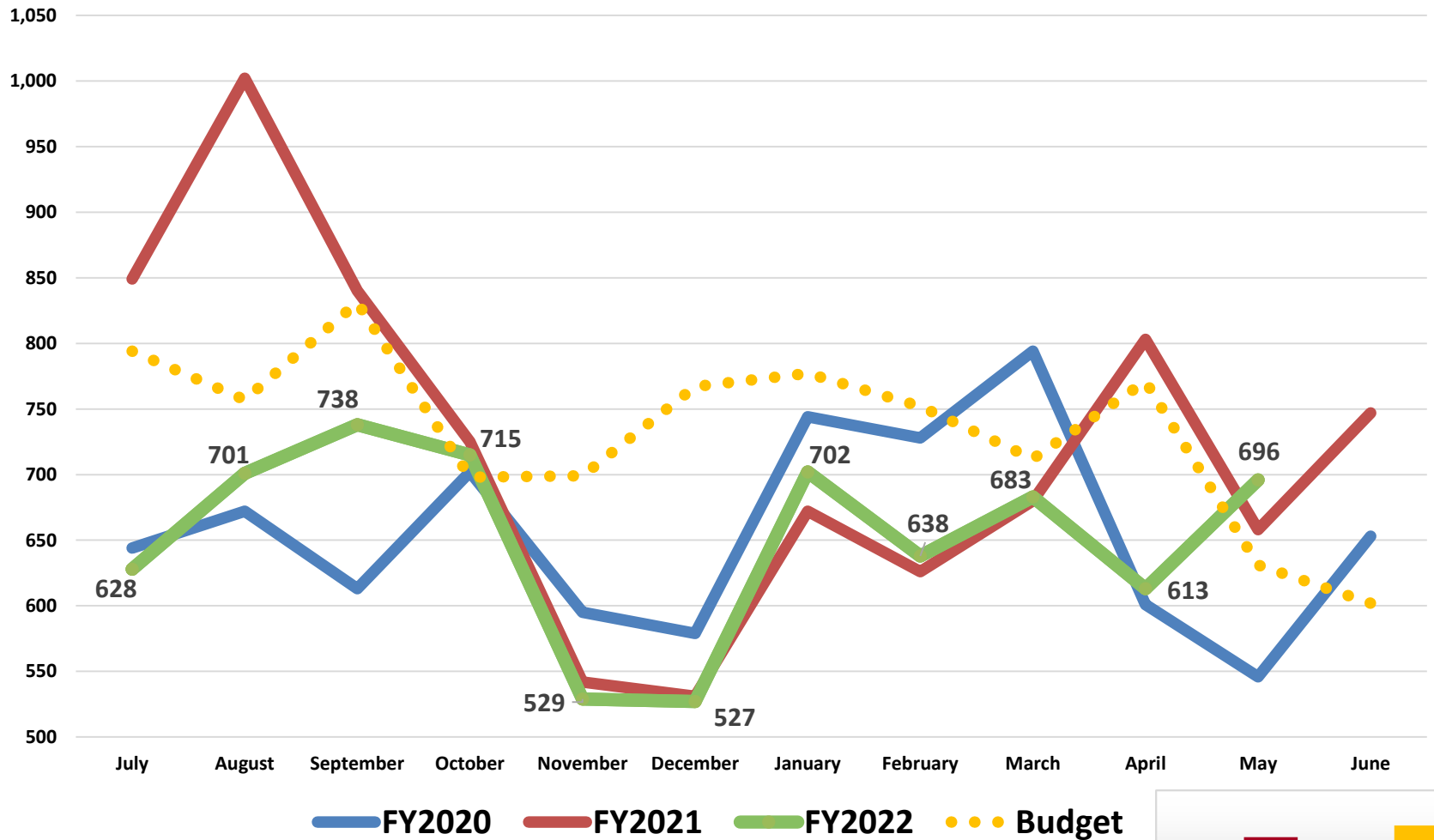
Exeter RHC - Registrations



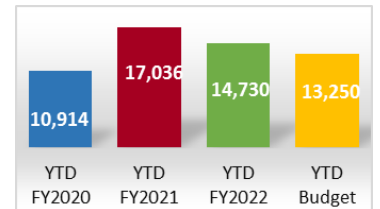
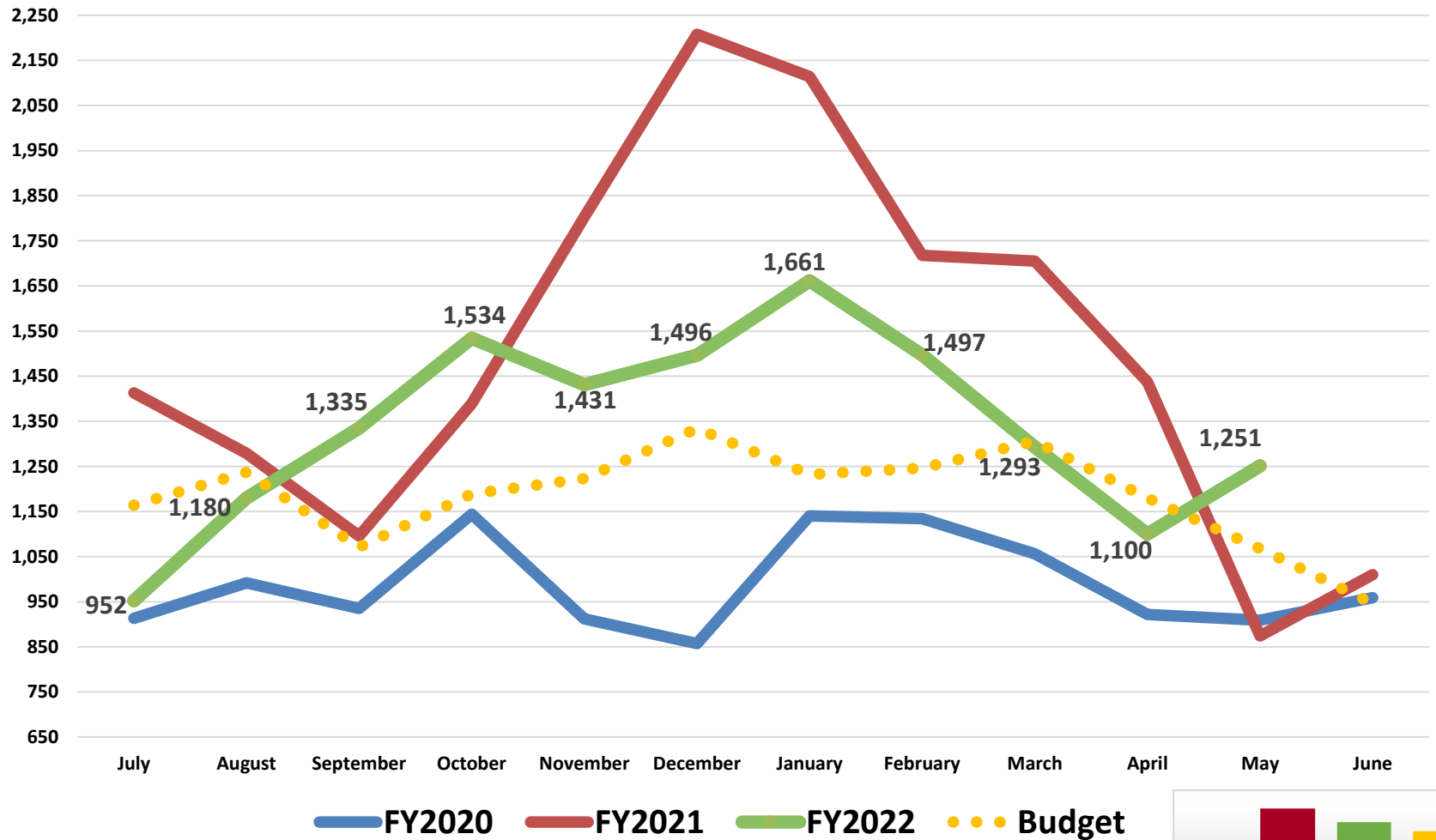
Lindsay RHC - Registrations



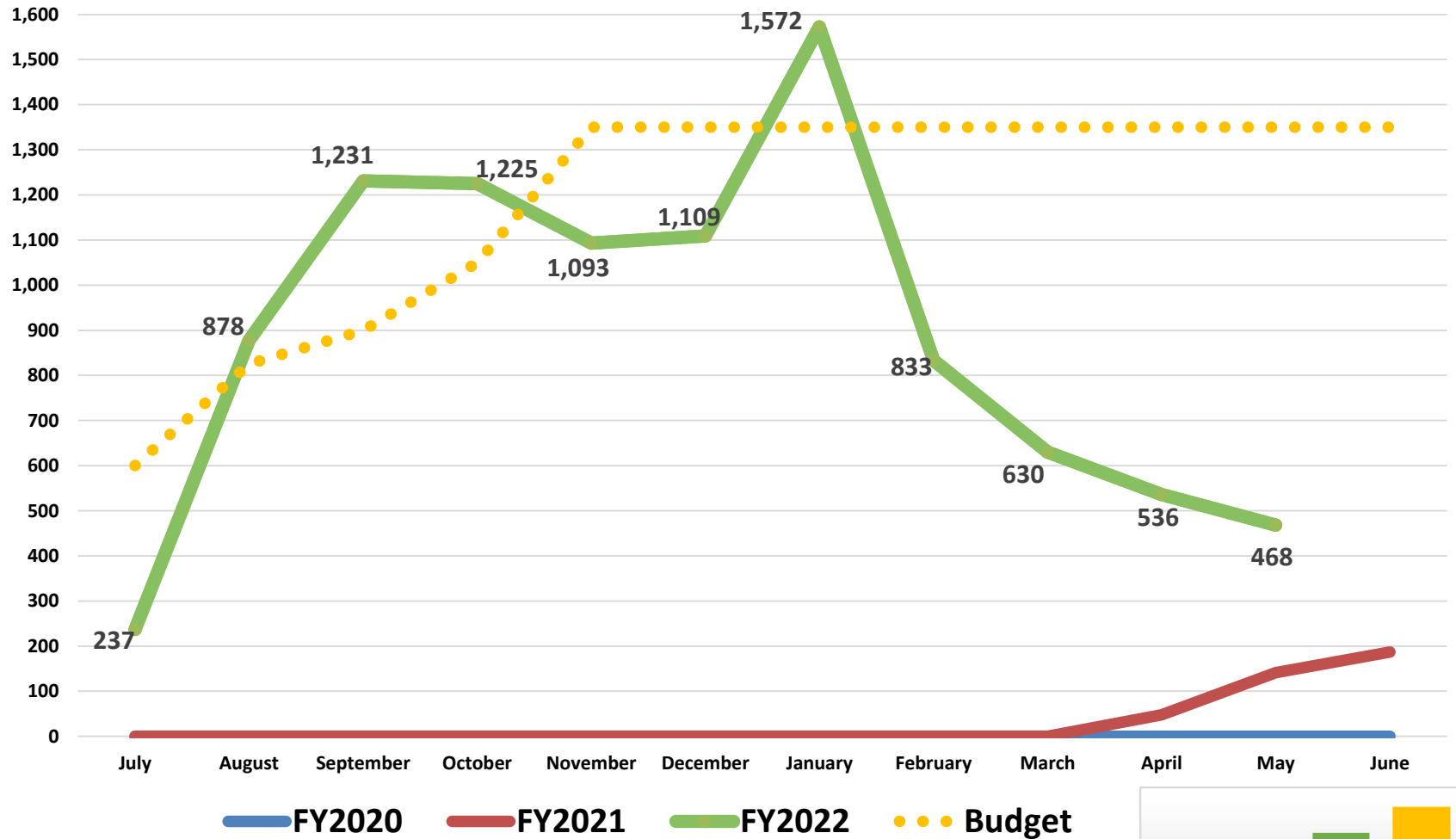
Woodlake RHC - Registrations



Dinuba RHC - Registrations

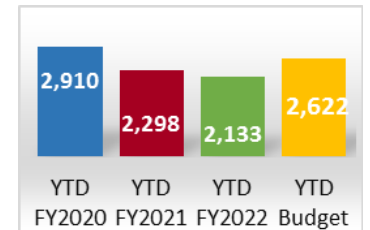
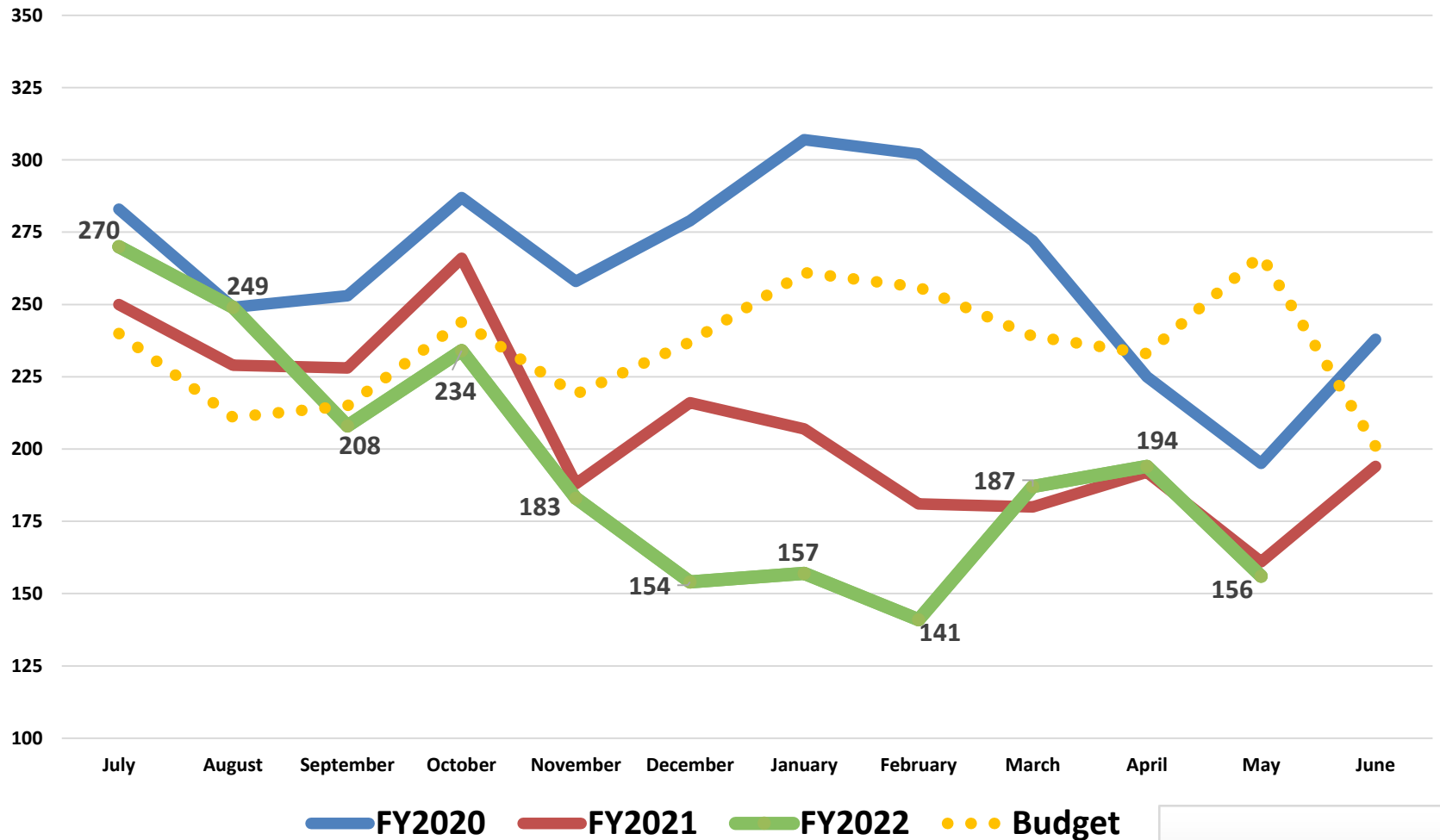


Tulare RHC - Registrations

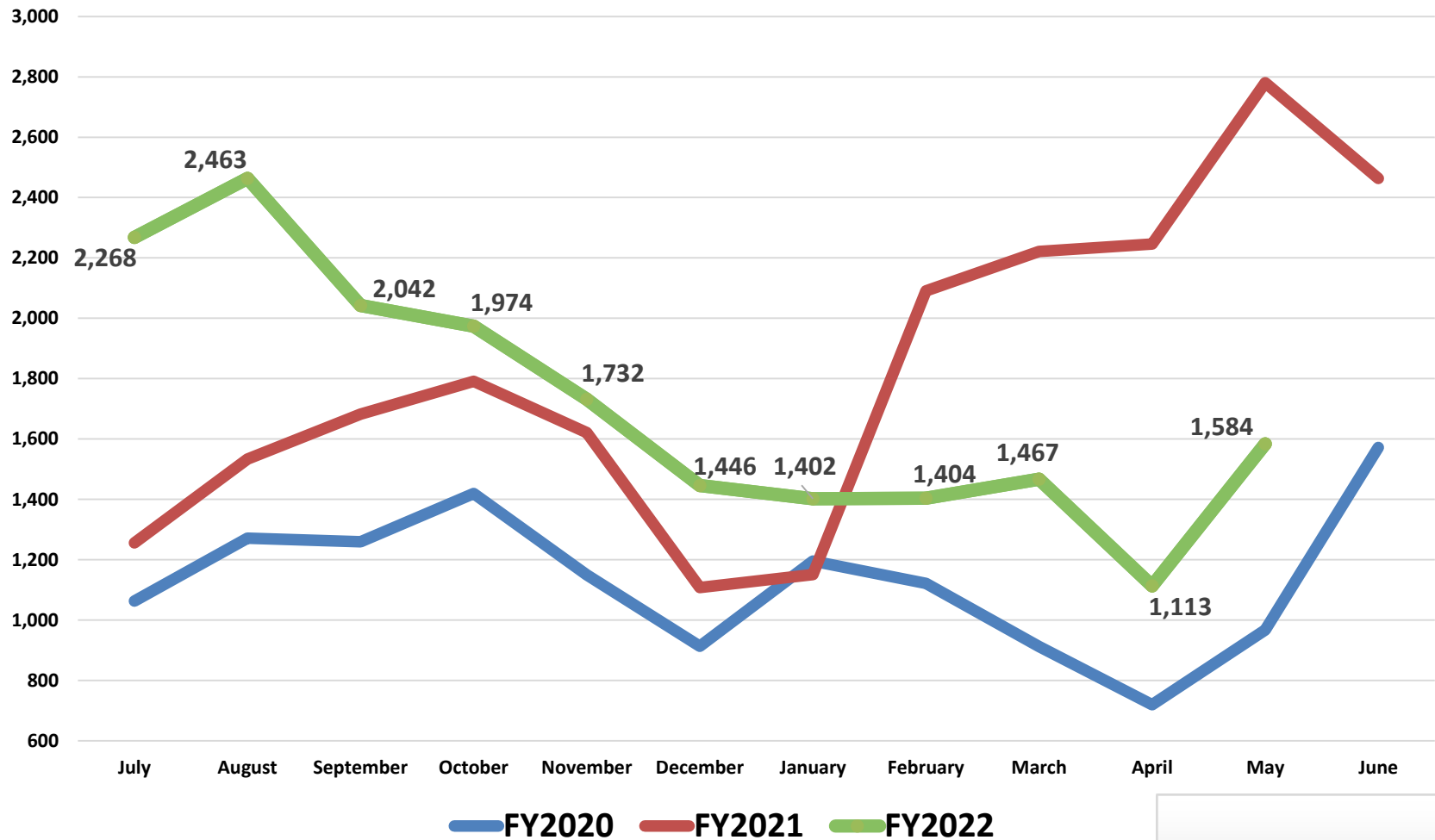


-	189	9,812	12,825
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Neurosurgery Clinic - Registrations

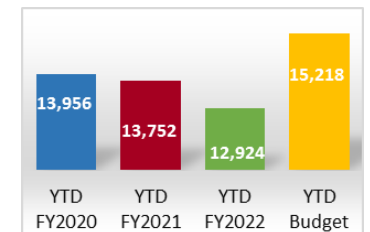
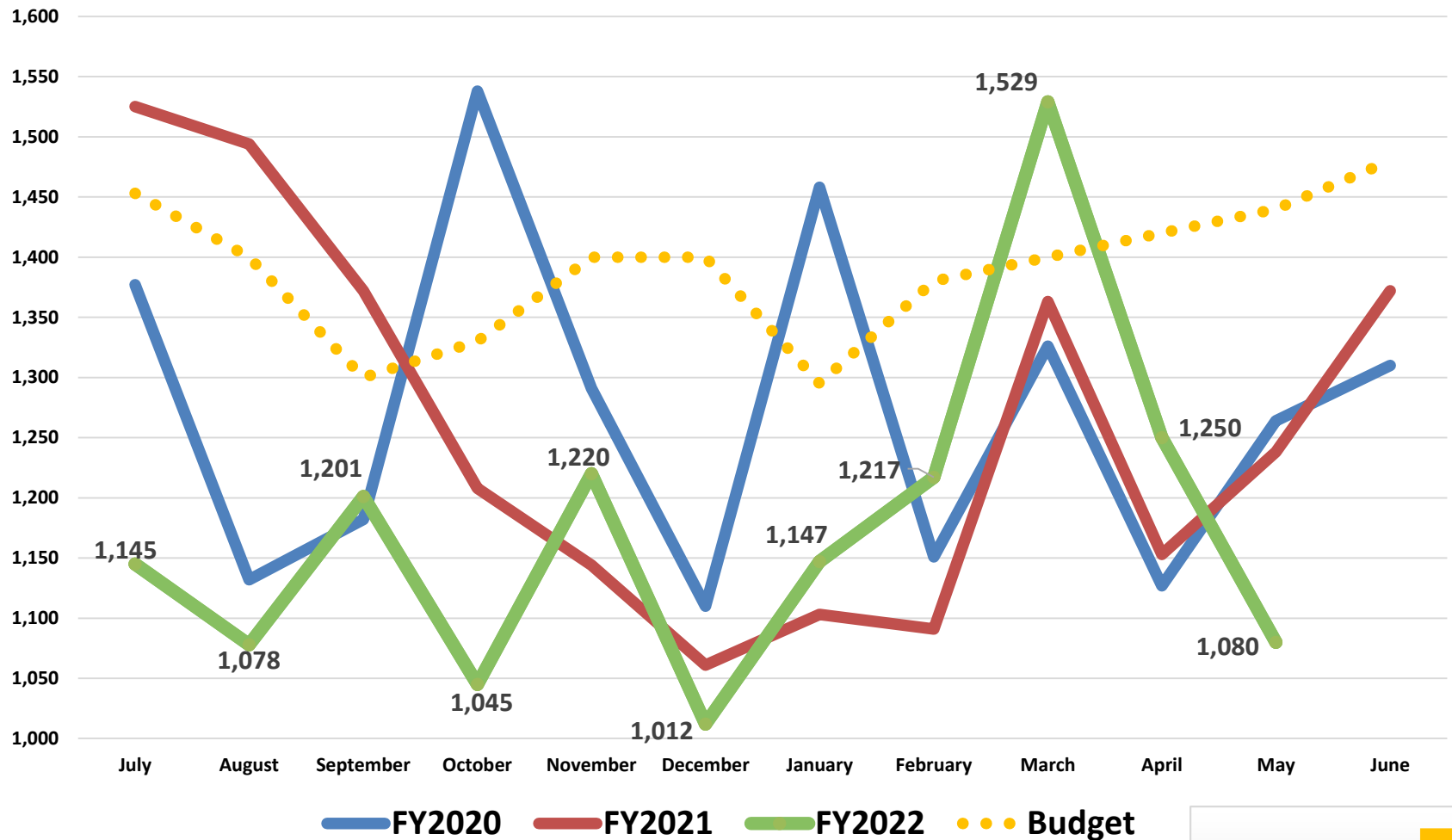


Neurosurgery Clinic - wRVU's

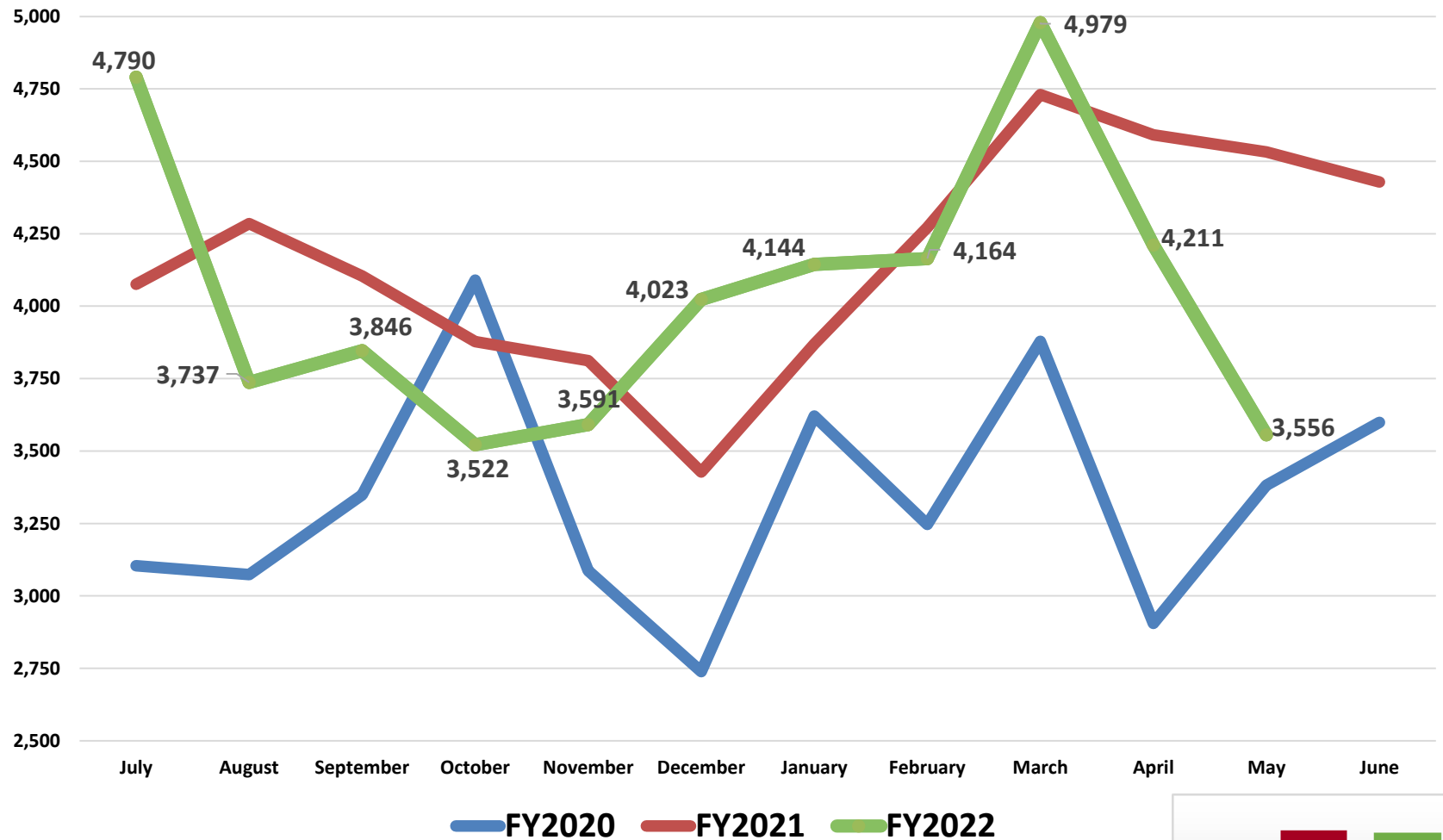


11,989	19,480	18,895
YTD FY2020	YTD FY2021	YTD FY2022

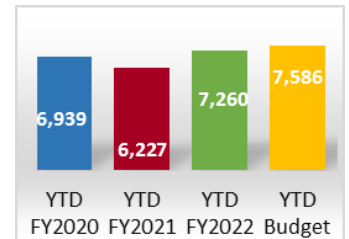
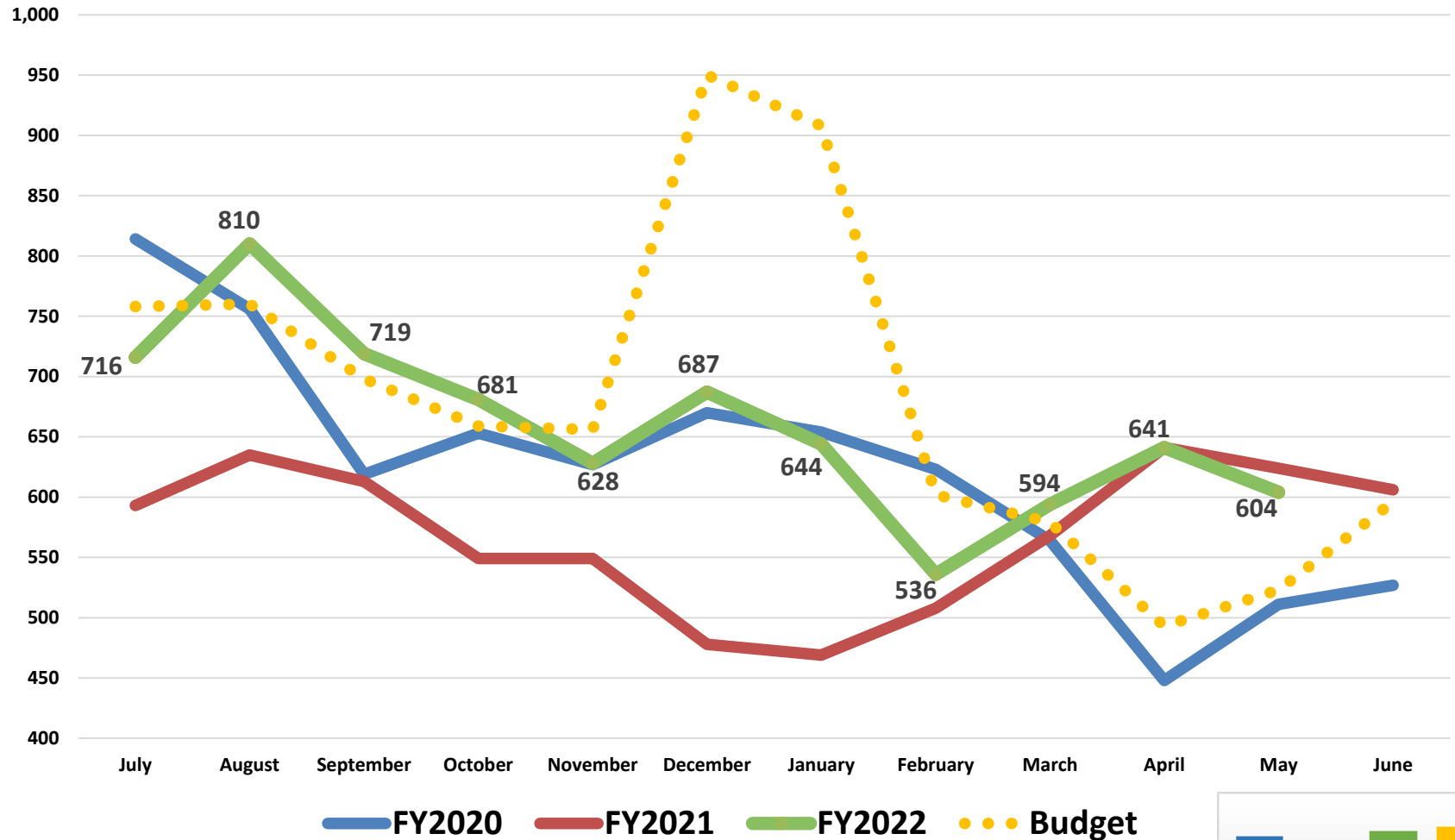
Sequoia Cardiology - Registrations



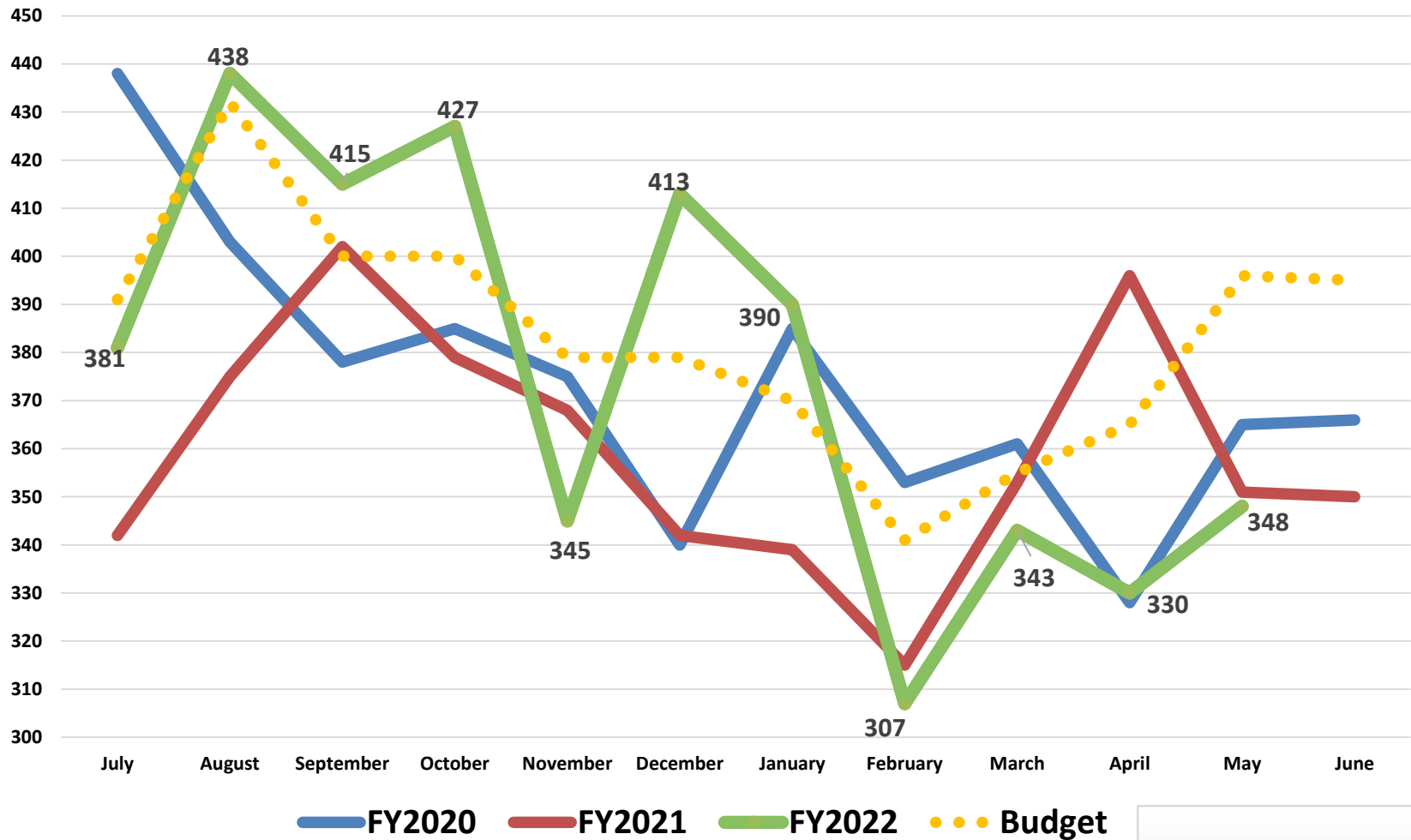
Sequoia Cardiology – wRVU's



Labor Triage Registrations

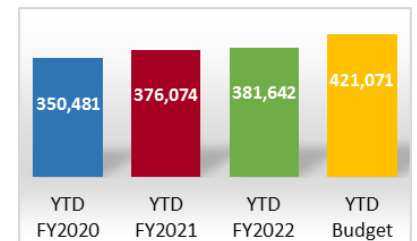
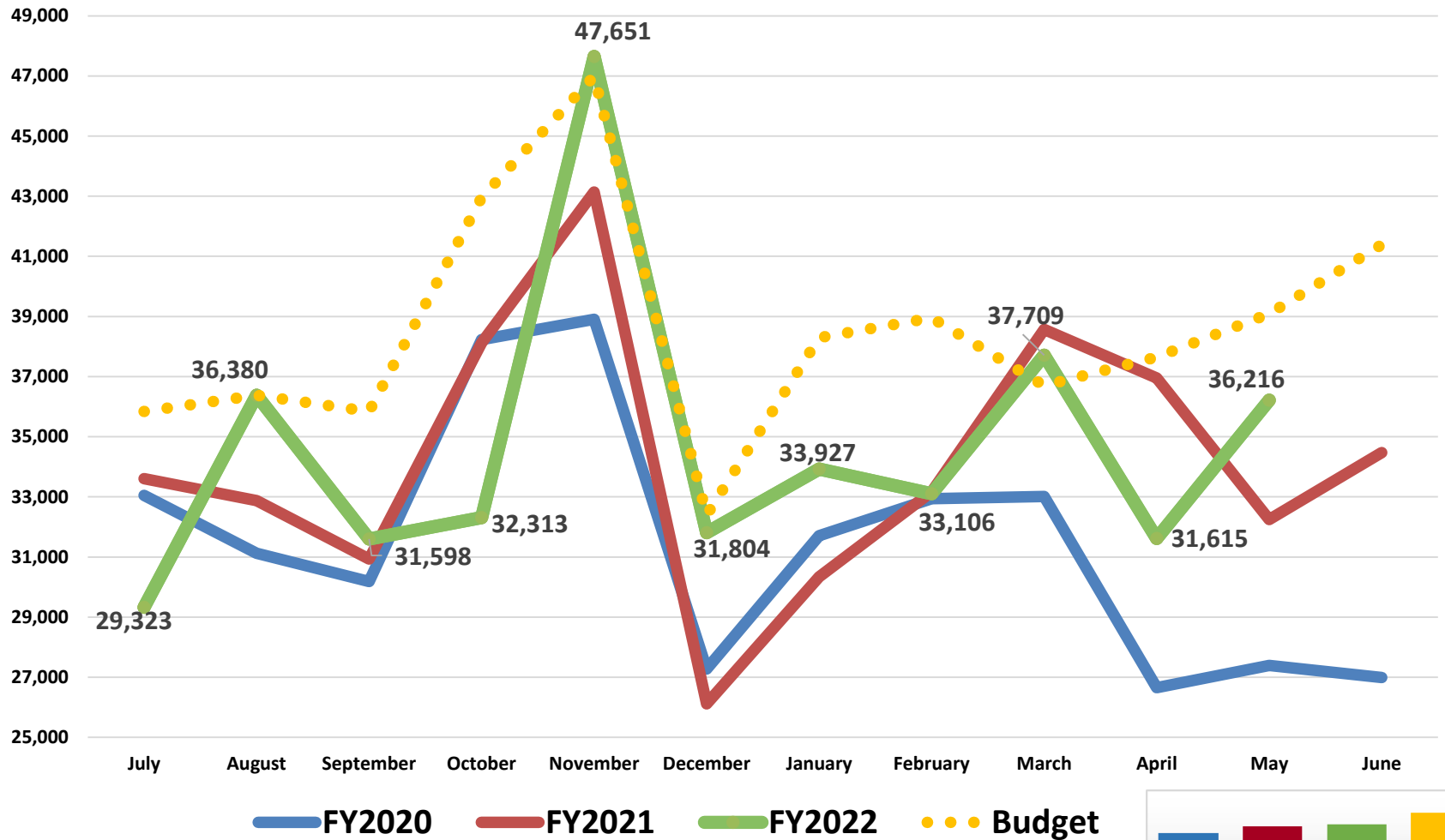


Deliveries

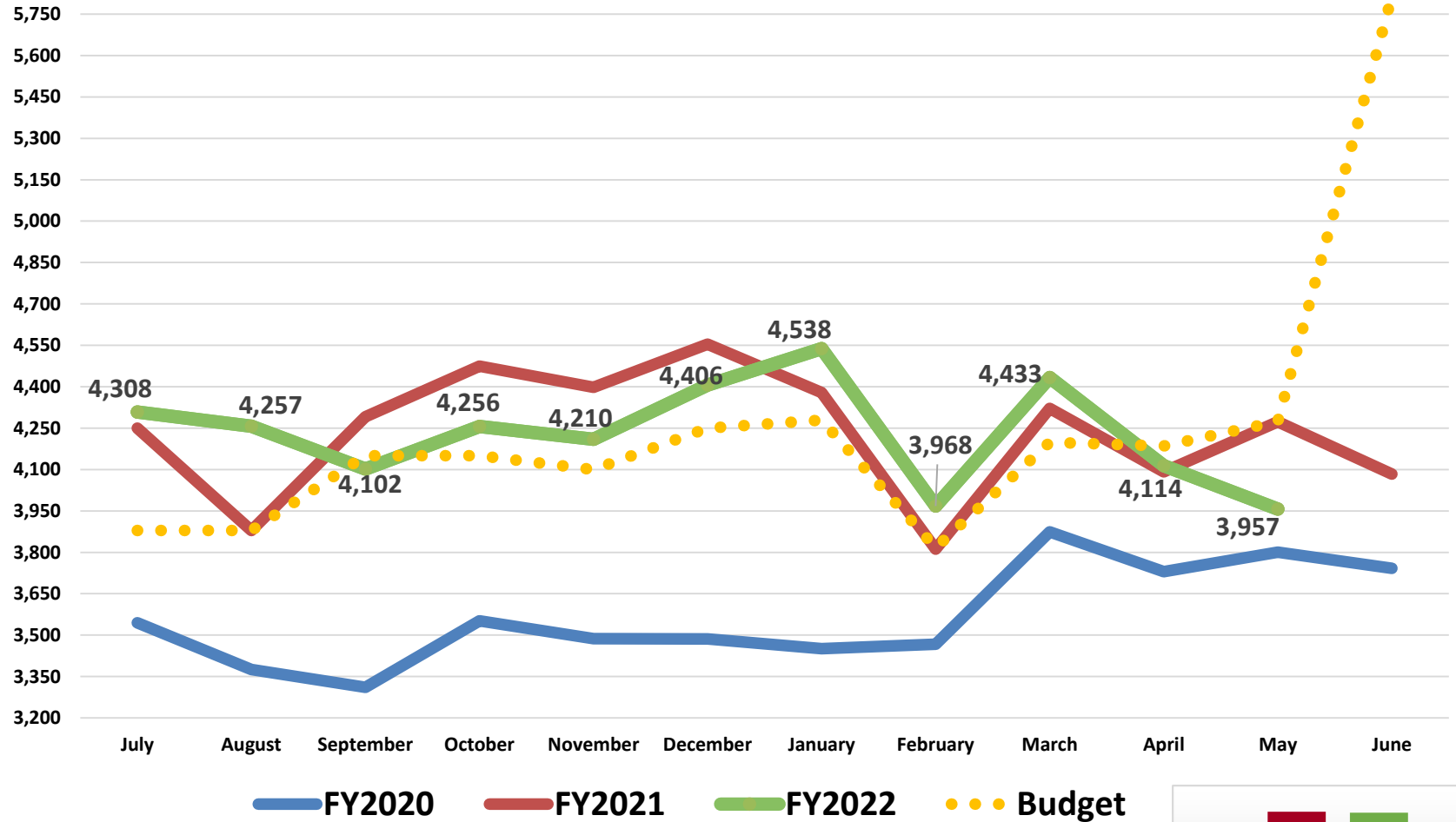


4,111	3,962	4,137	4,208
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

KHMG RVU's

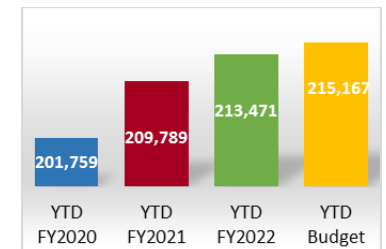
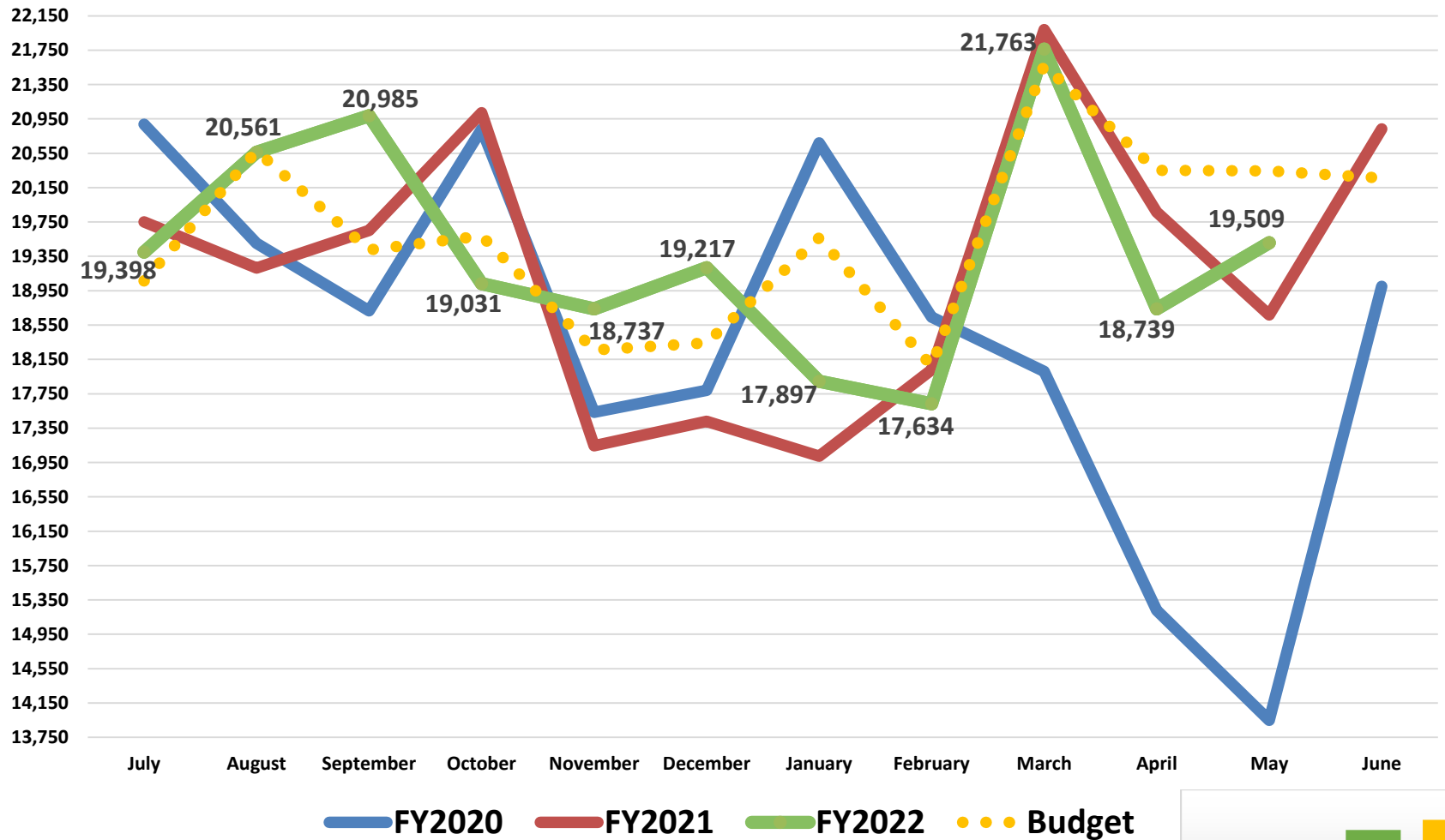


Hospice Days

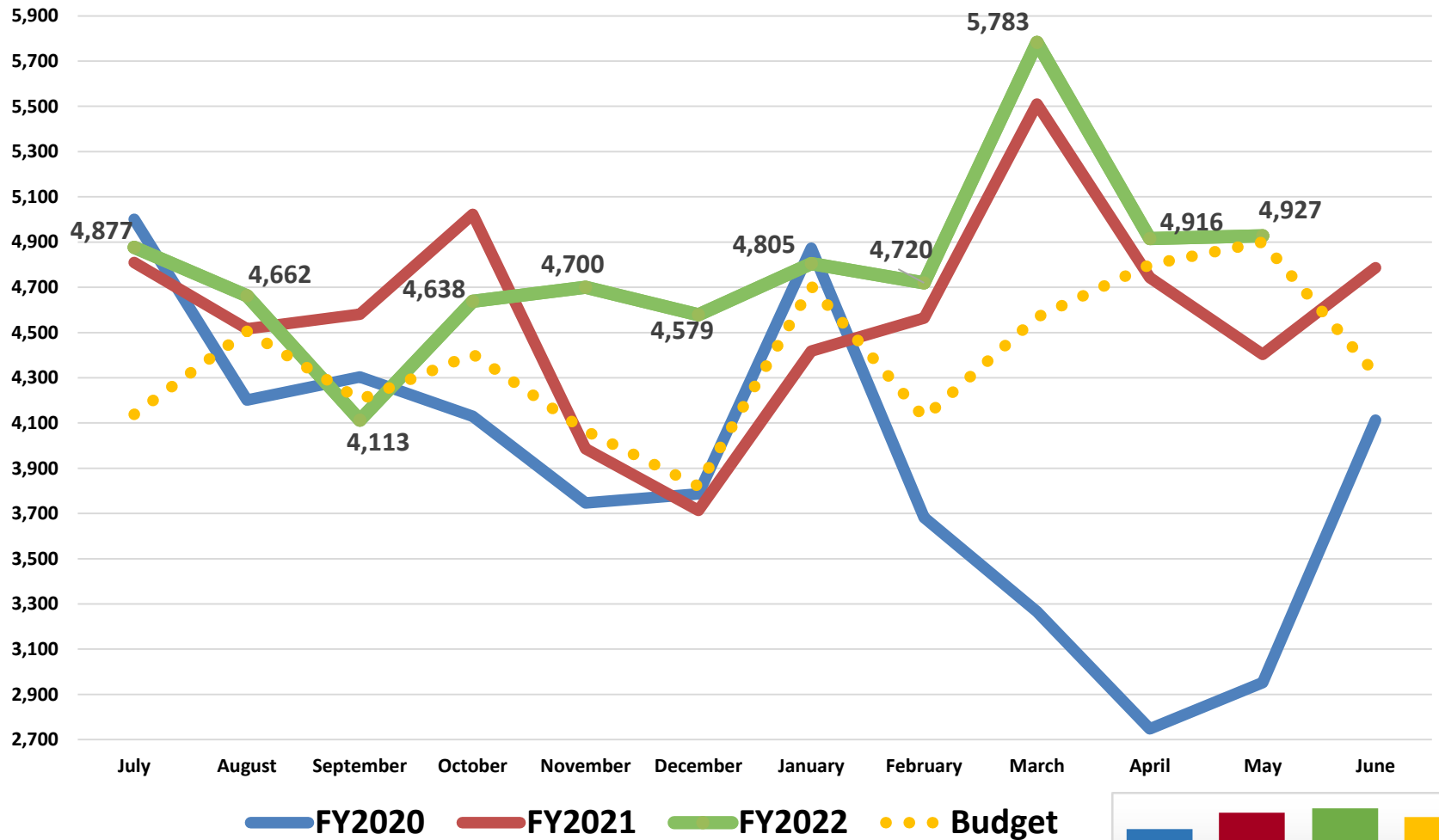


39,079	46,724	46,549	45,161
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

All O/P Rehab Services Across District

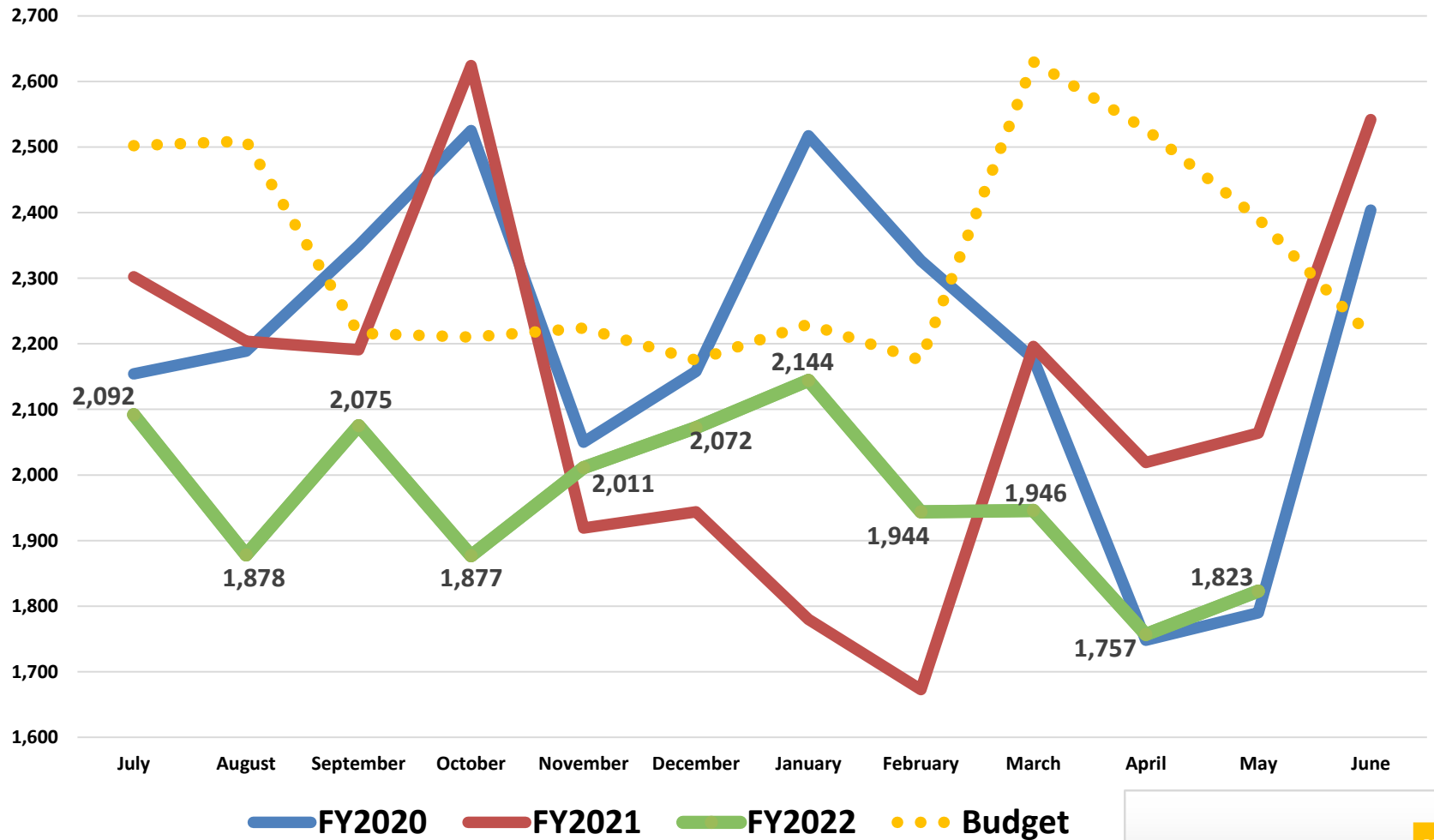


O/P Rehab Services



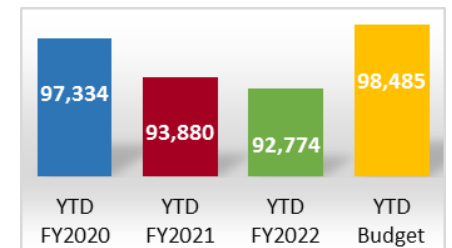
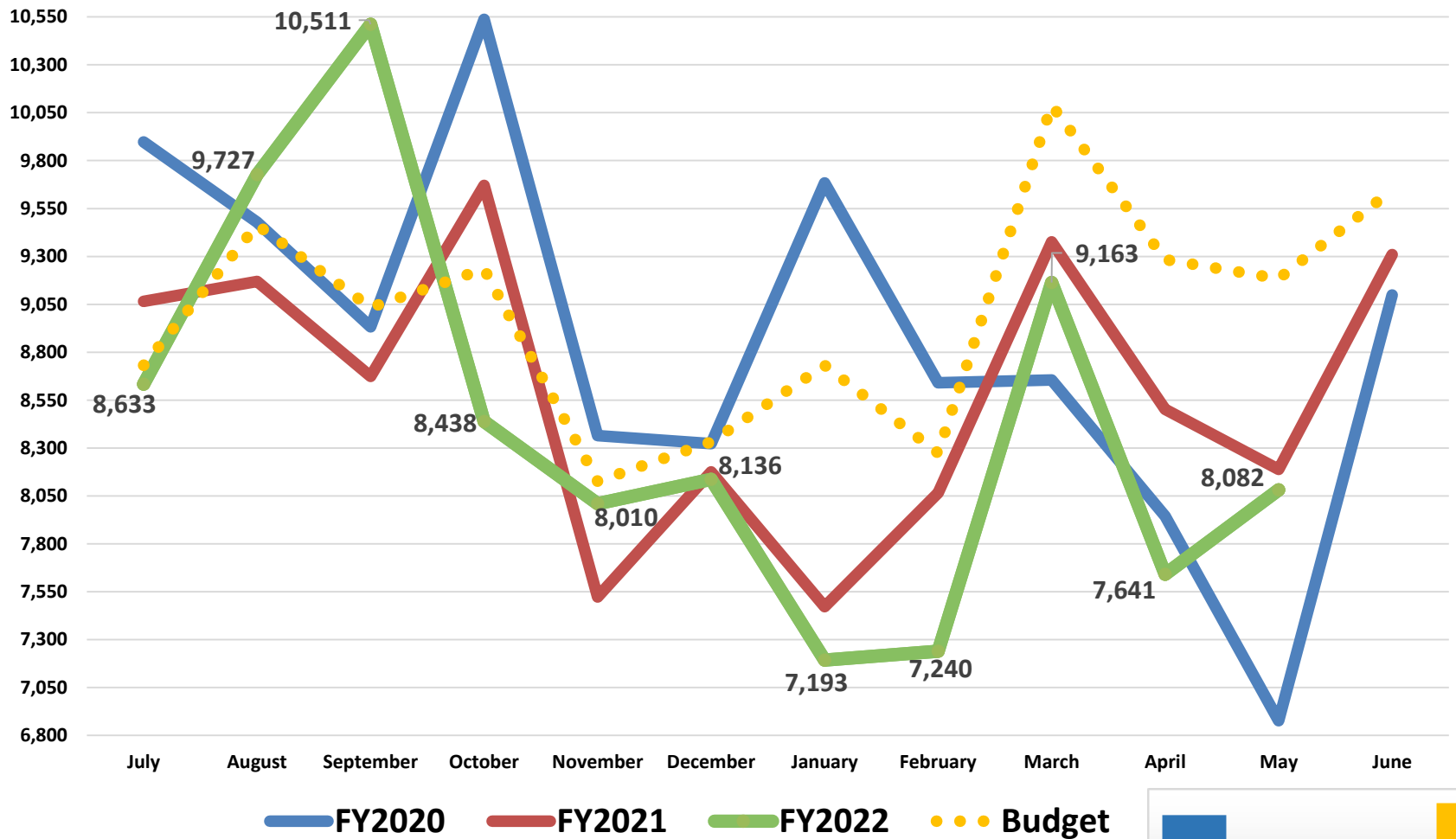
42,688	50,268	52,720	48,233
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

O/P Rehab - Exeter

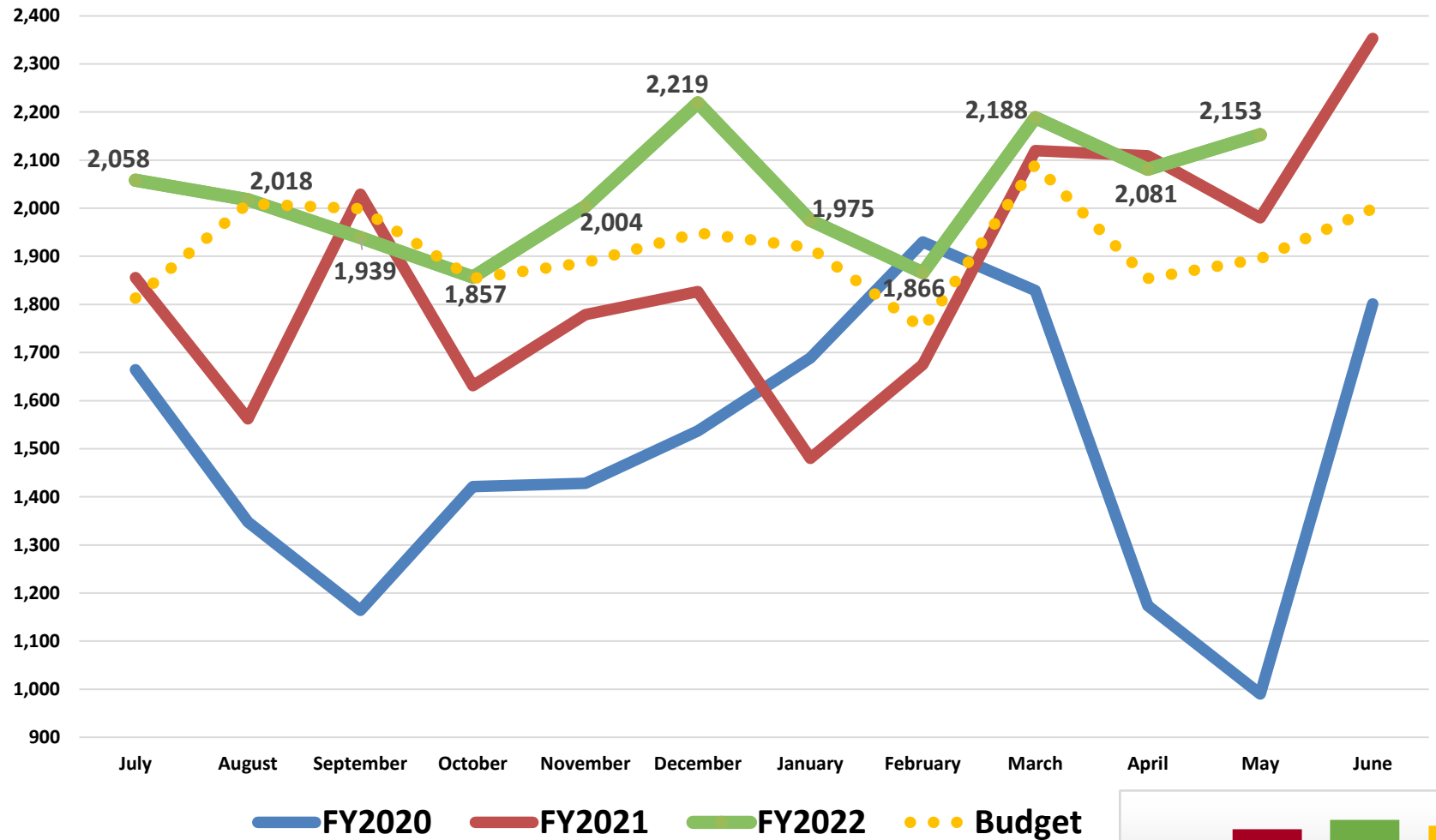


23,985	22,916	21,619	25,789
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

O/P Rehab - Akers

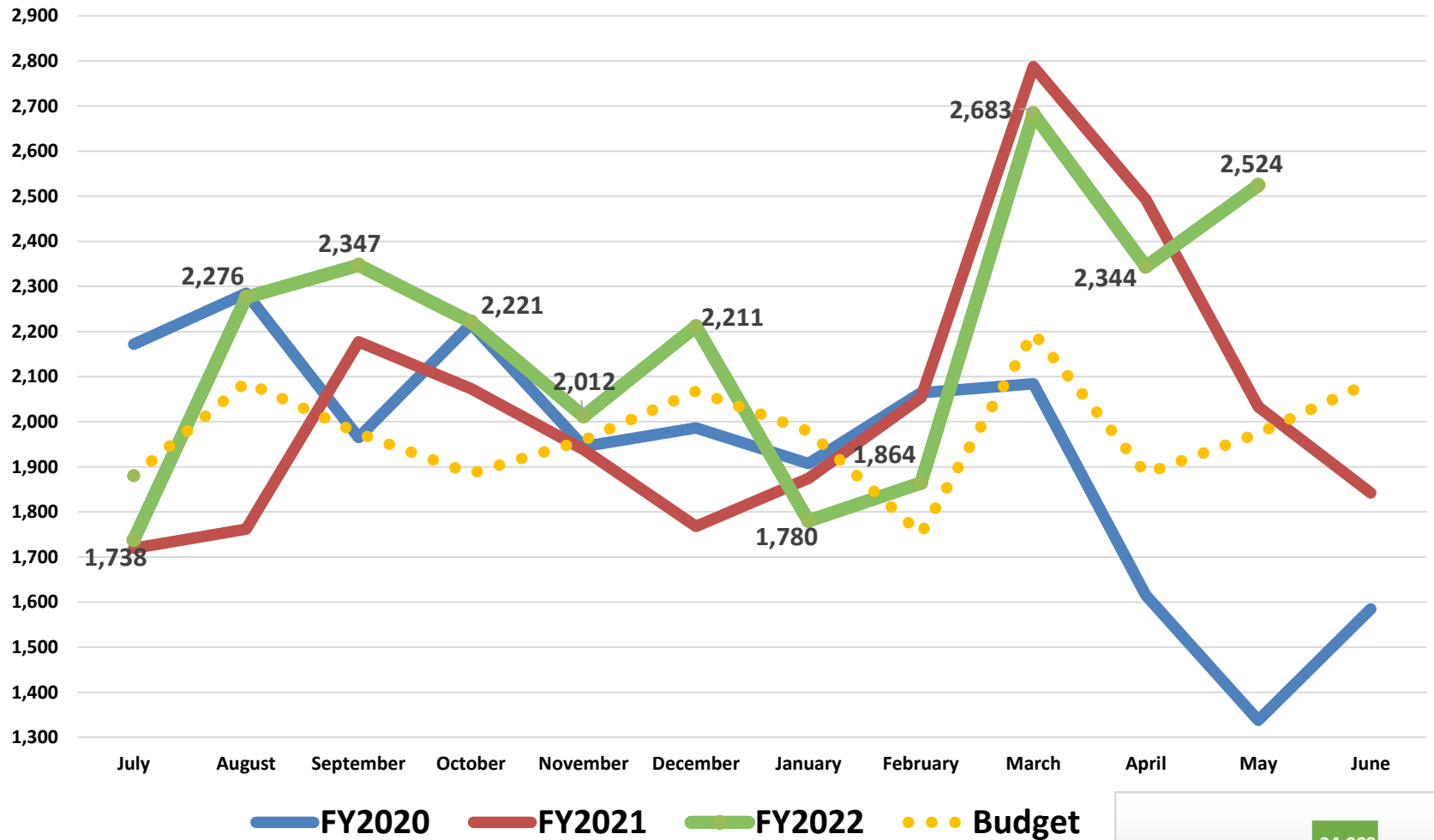


O/P Rehab - LLOPT

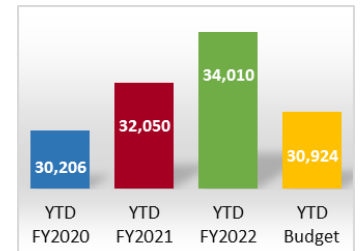
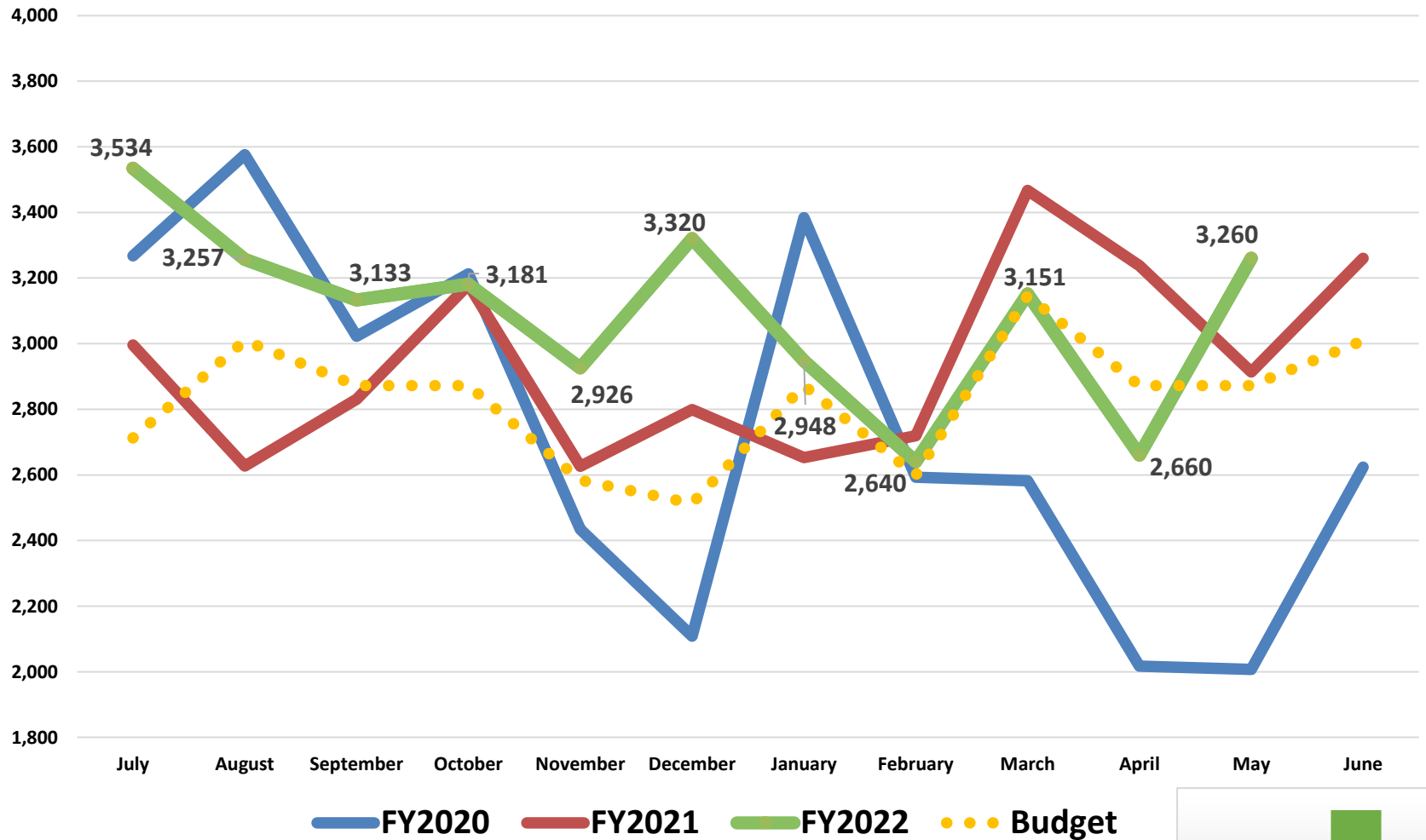


16,174	20,048	22,358	21,020
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

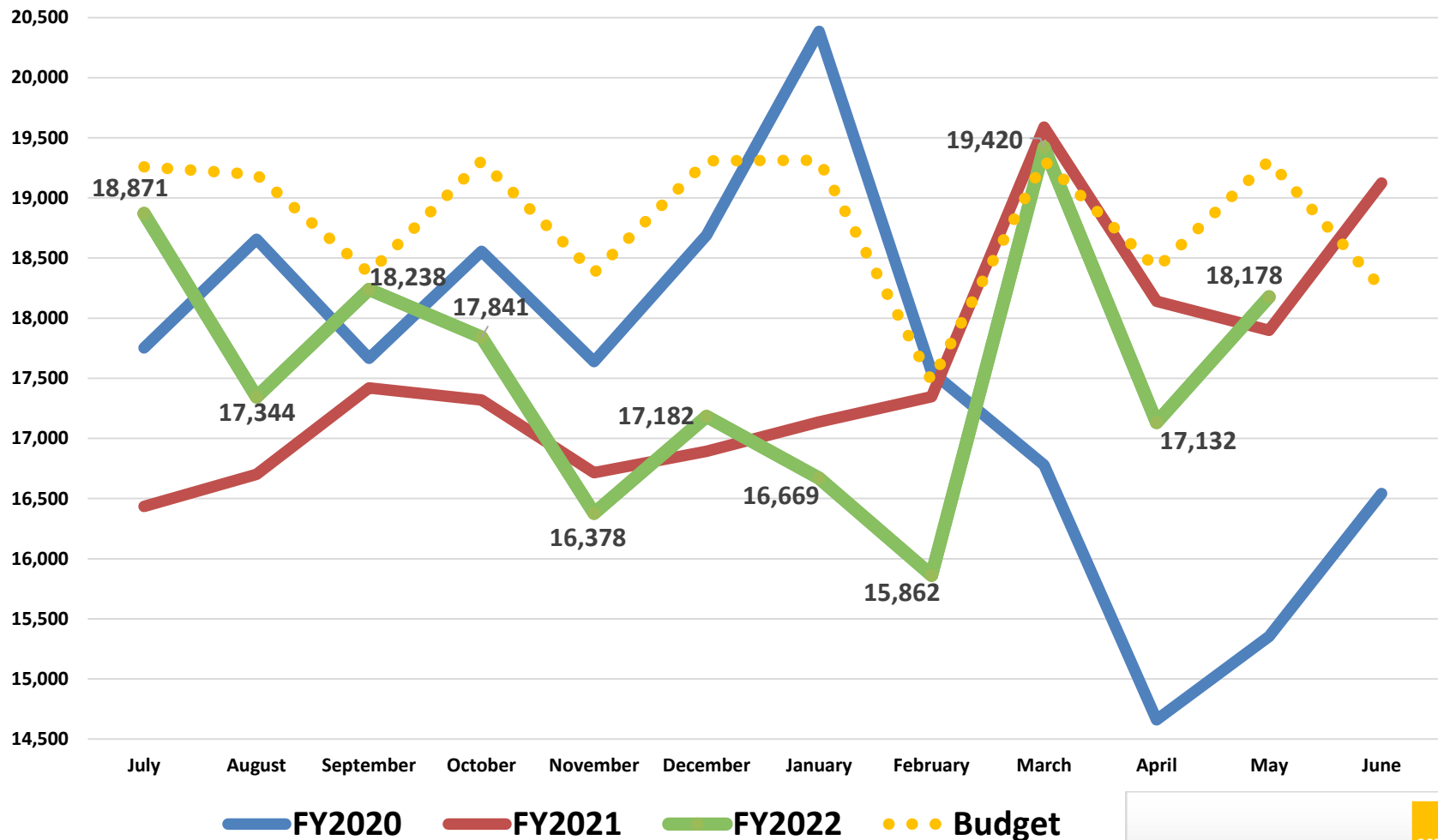
O/P Rehab - Dinuba



Therapy - Cypress Hand Center

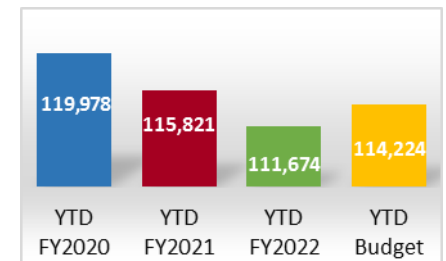
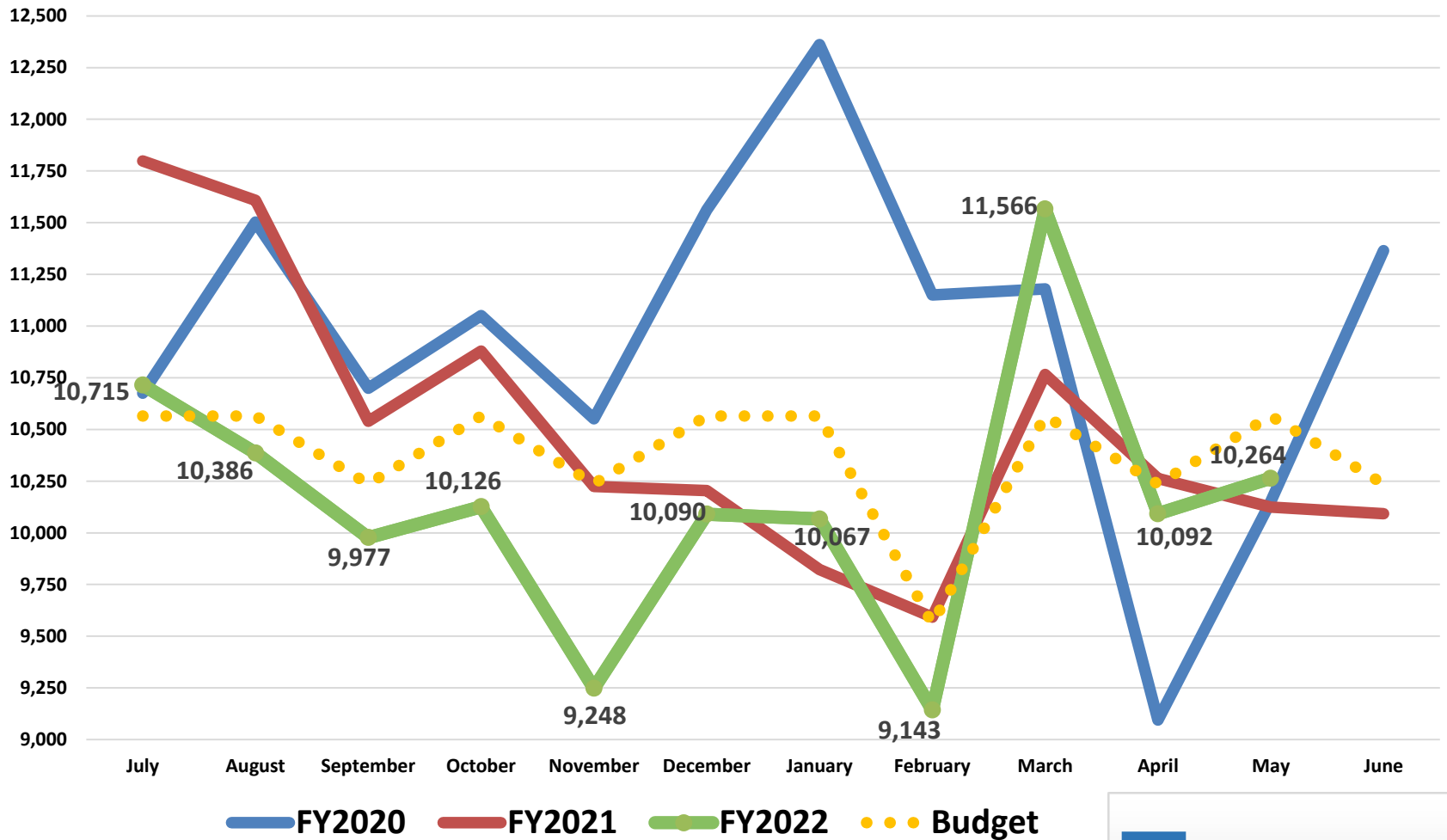


Physical & Other Therapy Units (I/P & O/P)

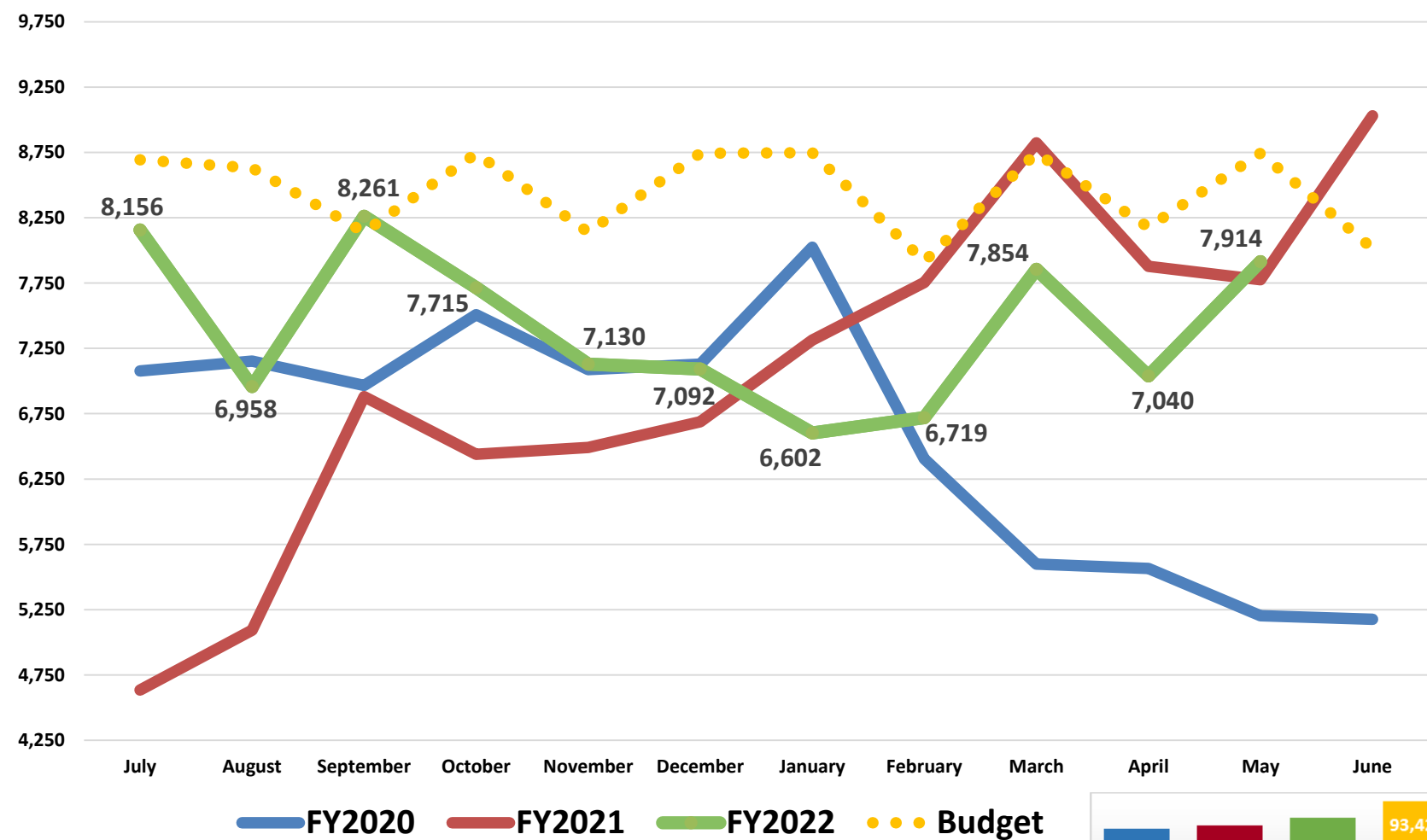


193,693	191,594	193,115	207,645
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

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

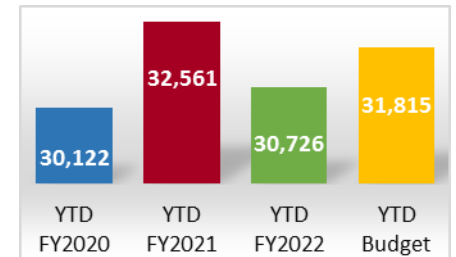
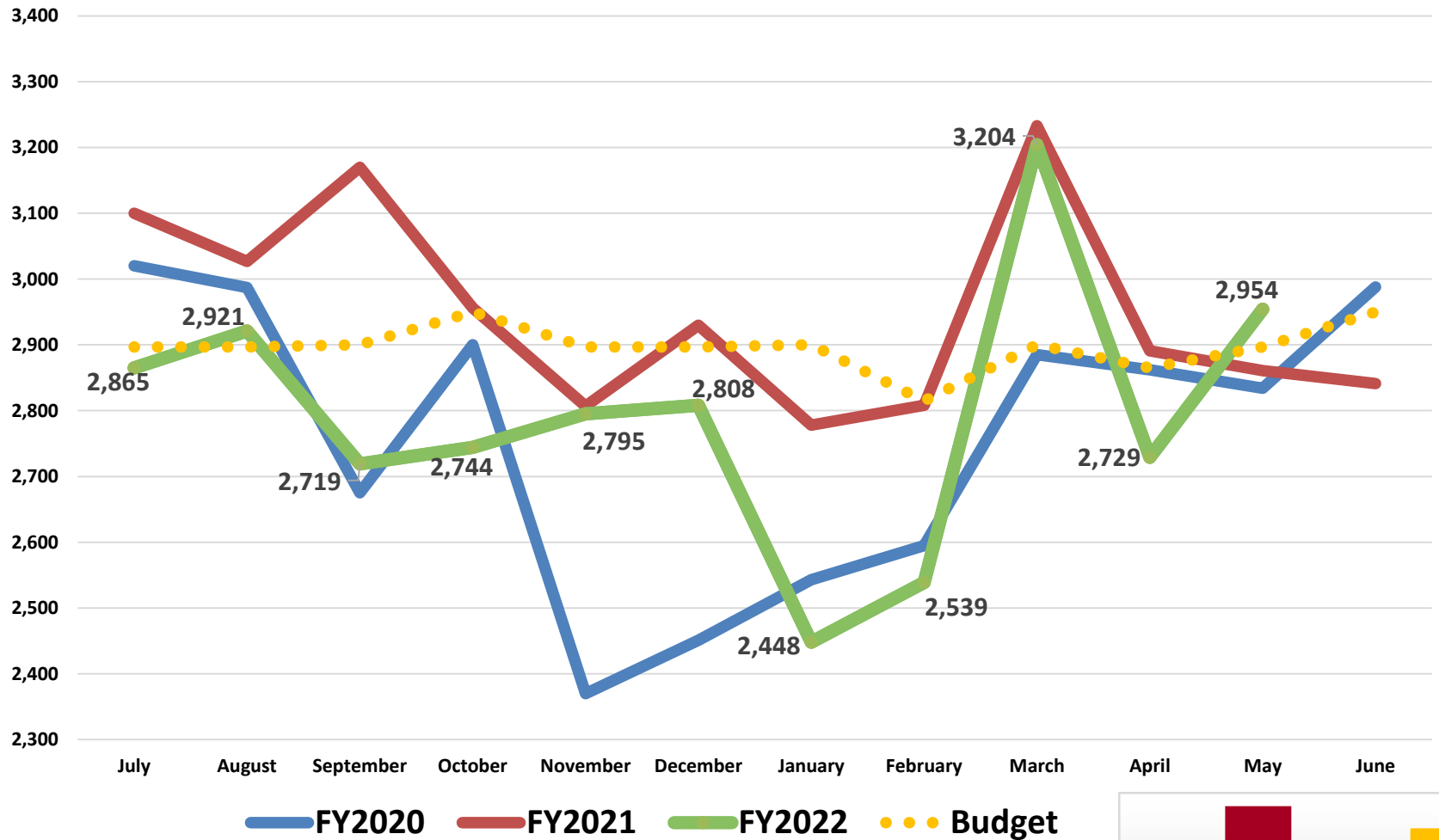


Physical & Other Therapy Units (I/P & O/P)-KDRH & South Campus

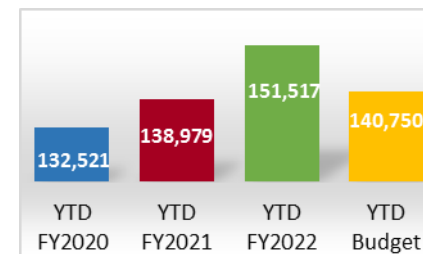
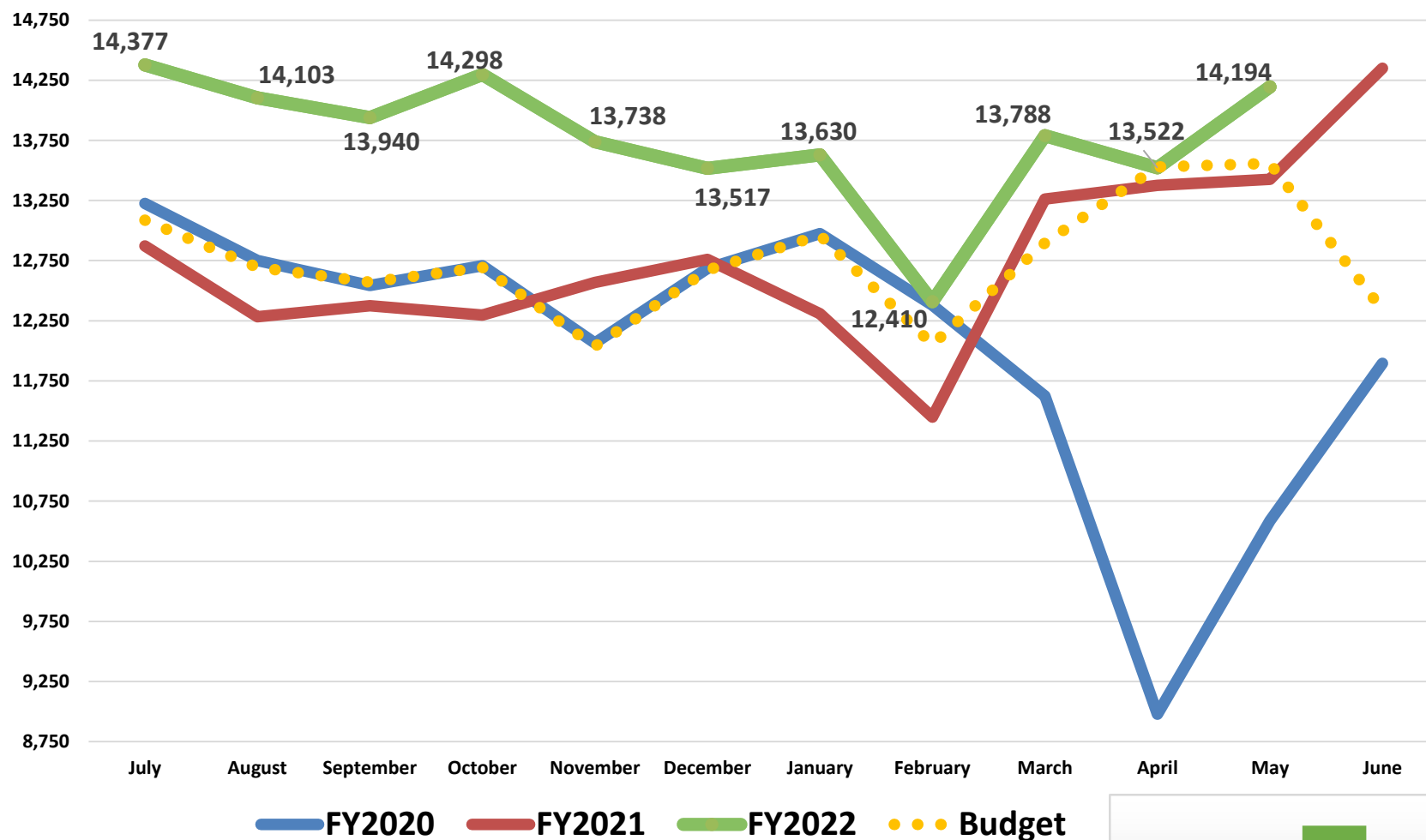


73,715	75,773	81,441	93,421
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

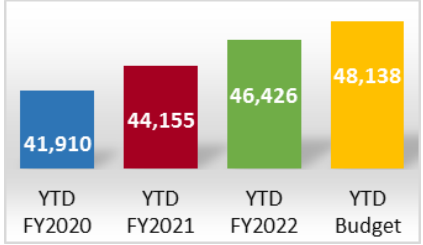
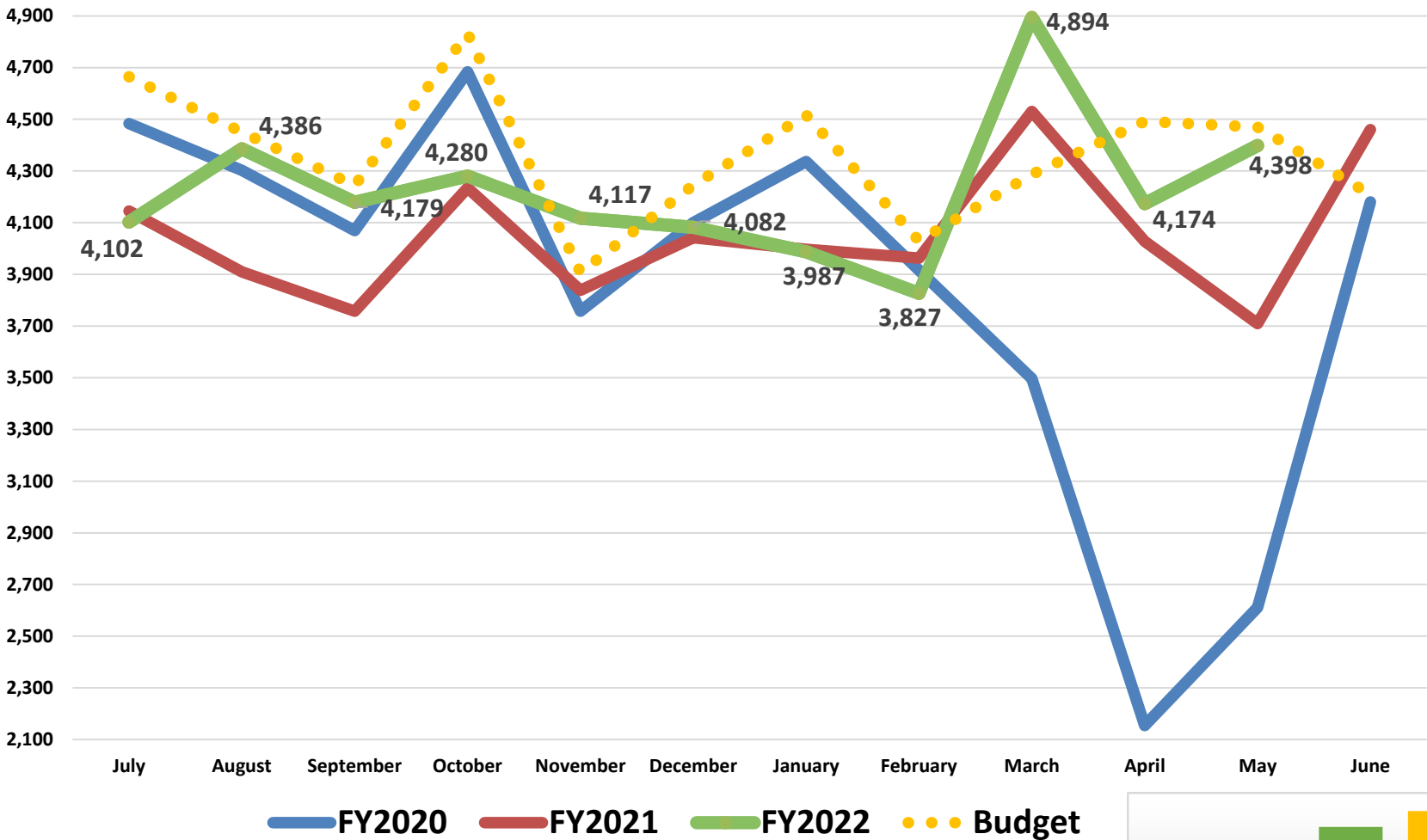
Home Health Visits



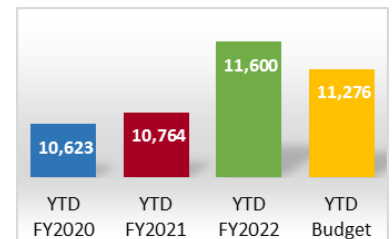
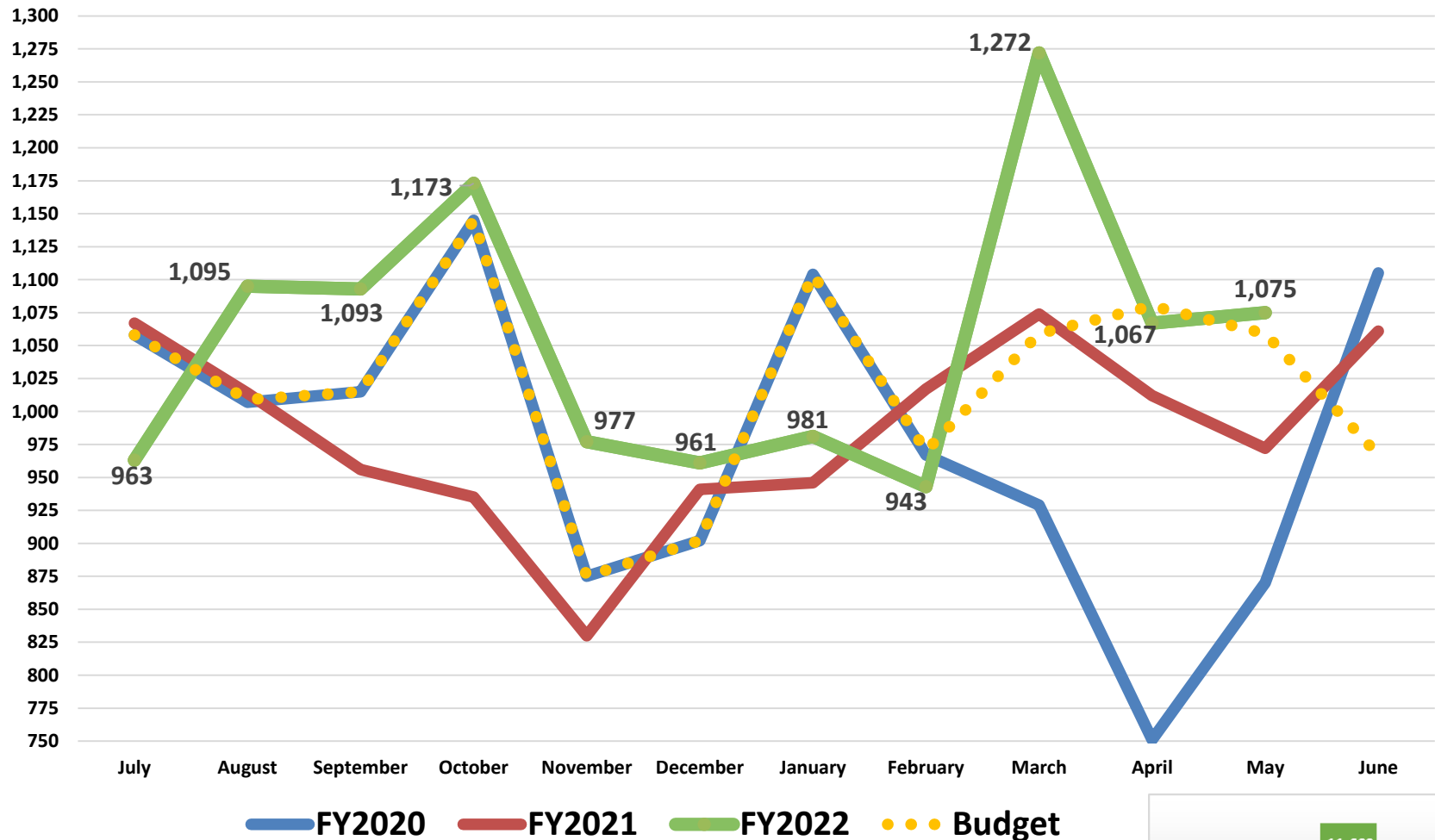
Radiology – Main Campus



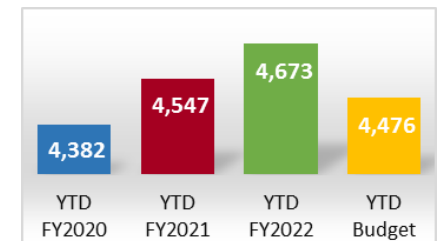
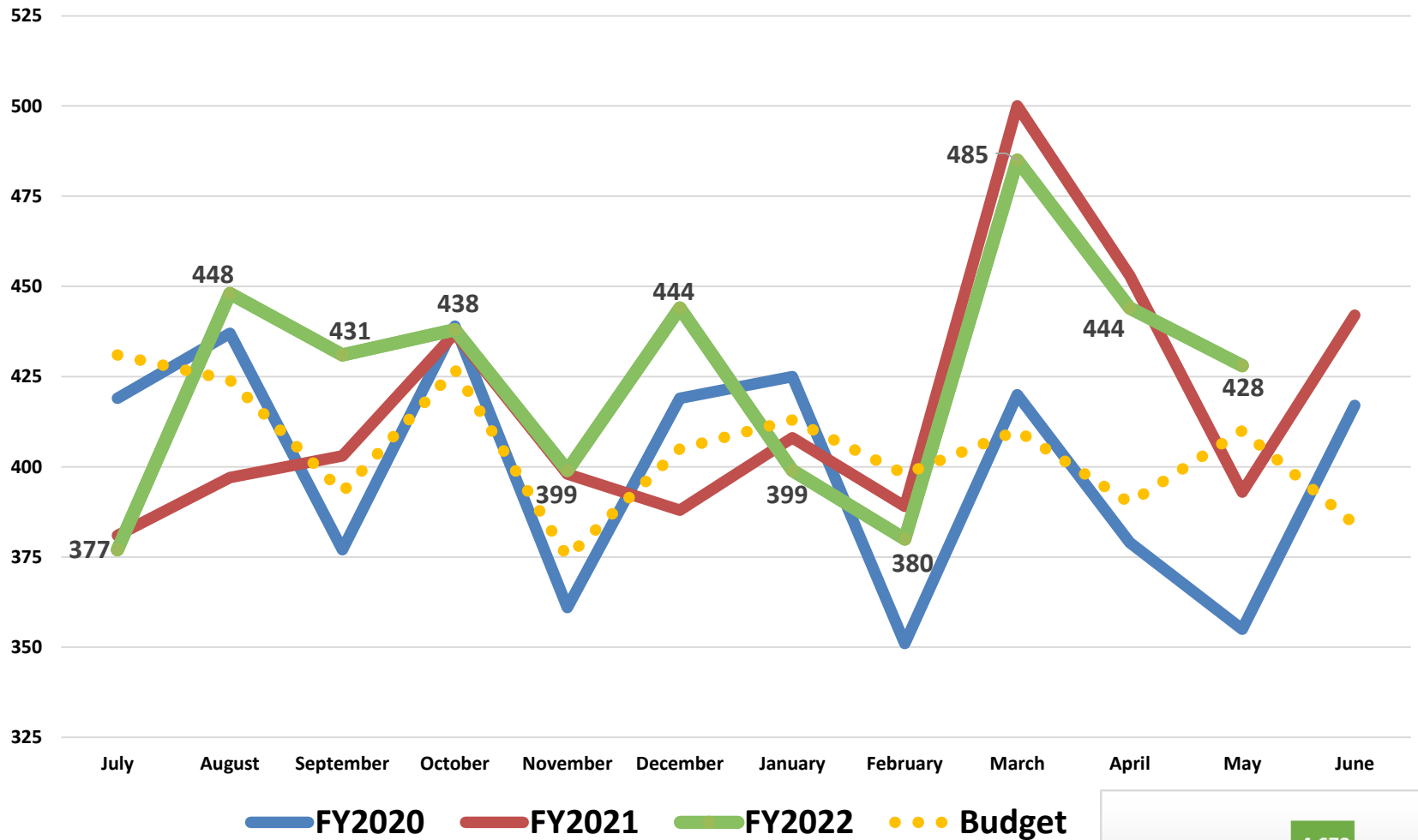
Radiology – West Campus Imaging



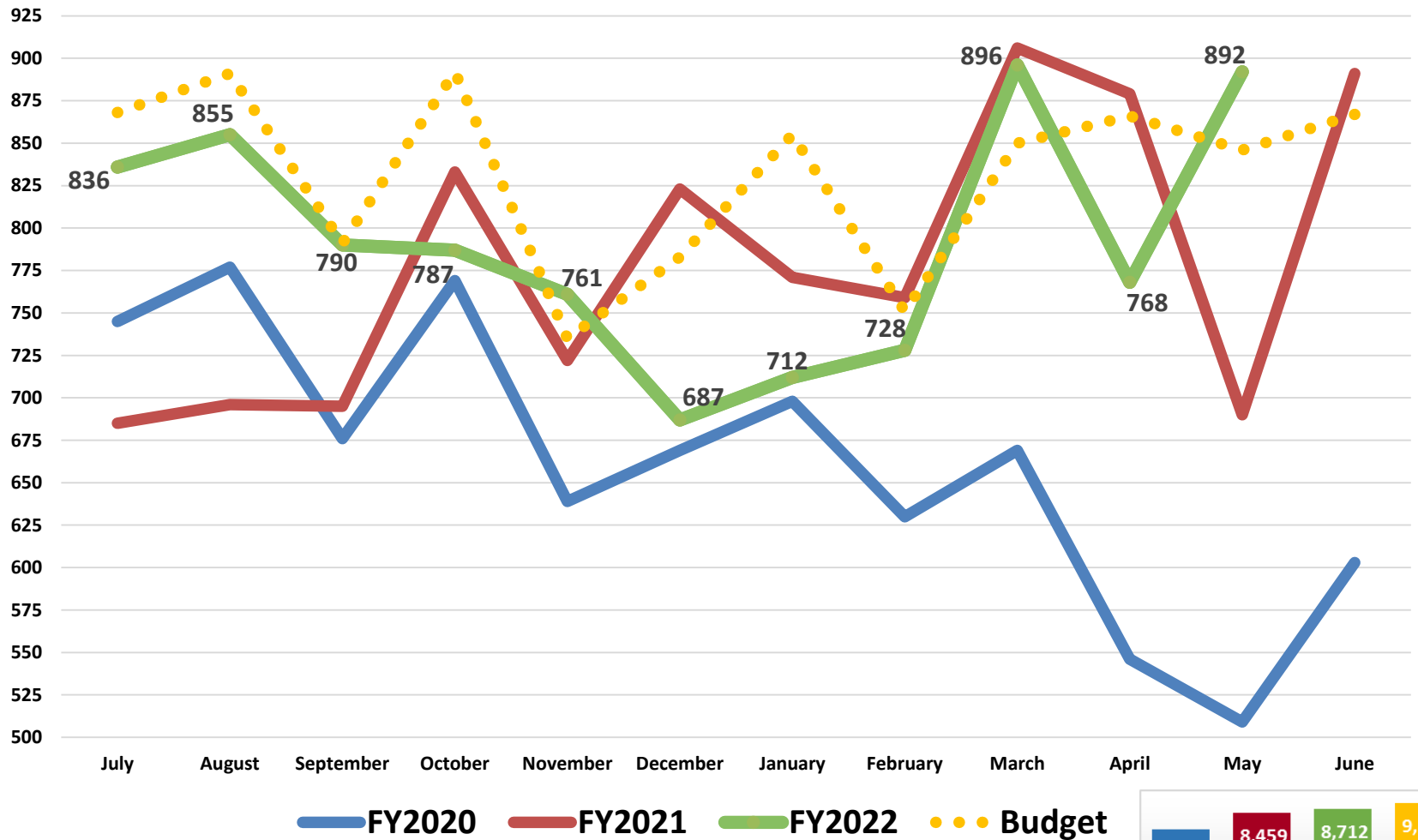
West Campus – Diagnostic Radiology



West Campus – CT Scan

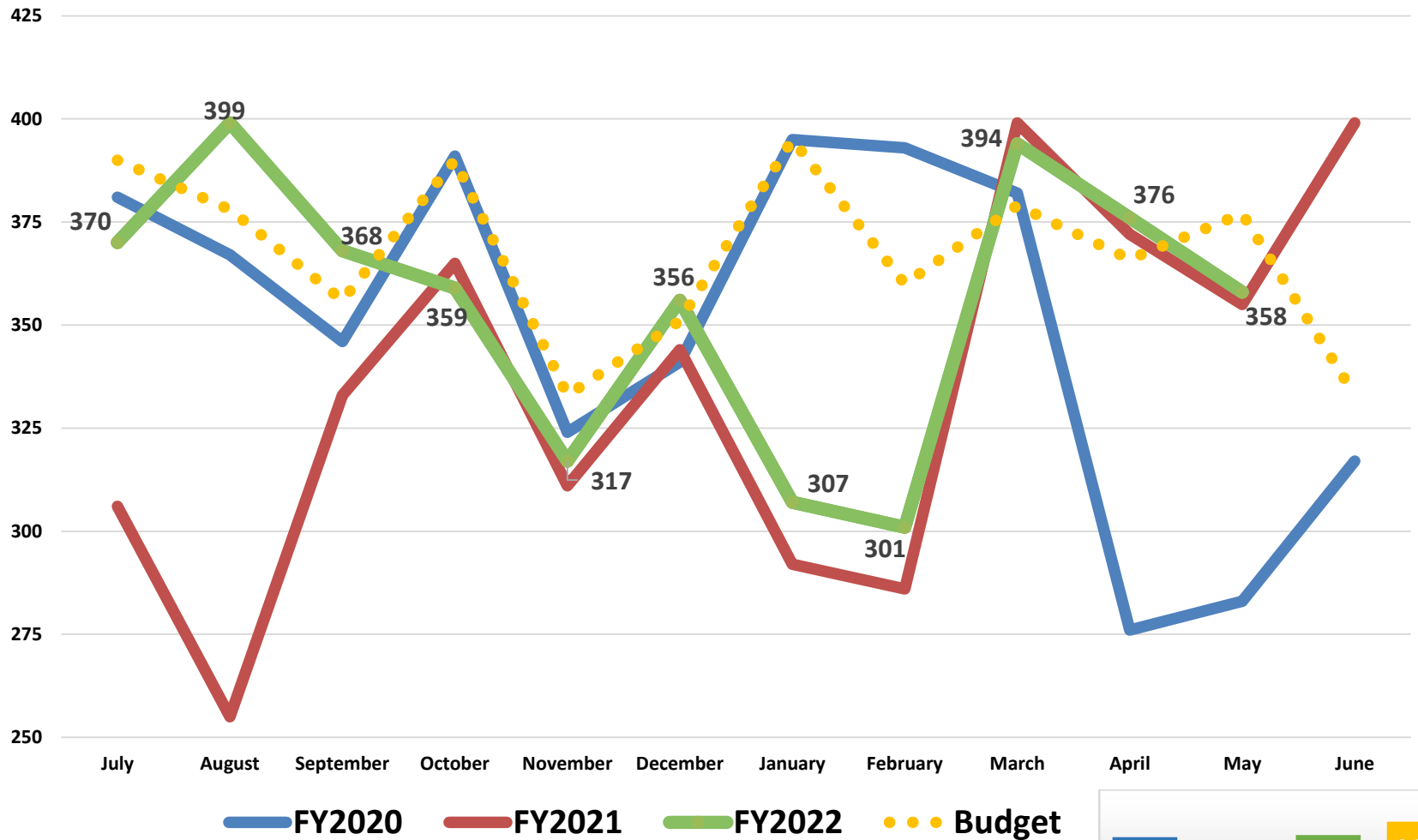


West Campus - Ultrasound



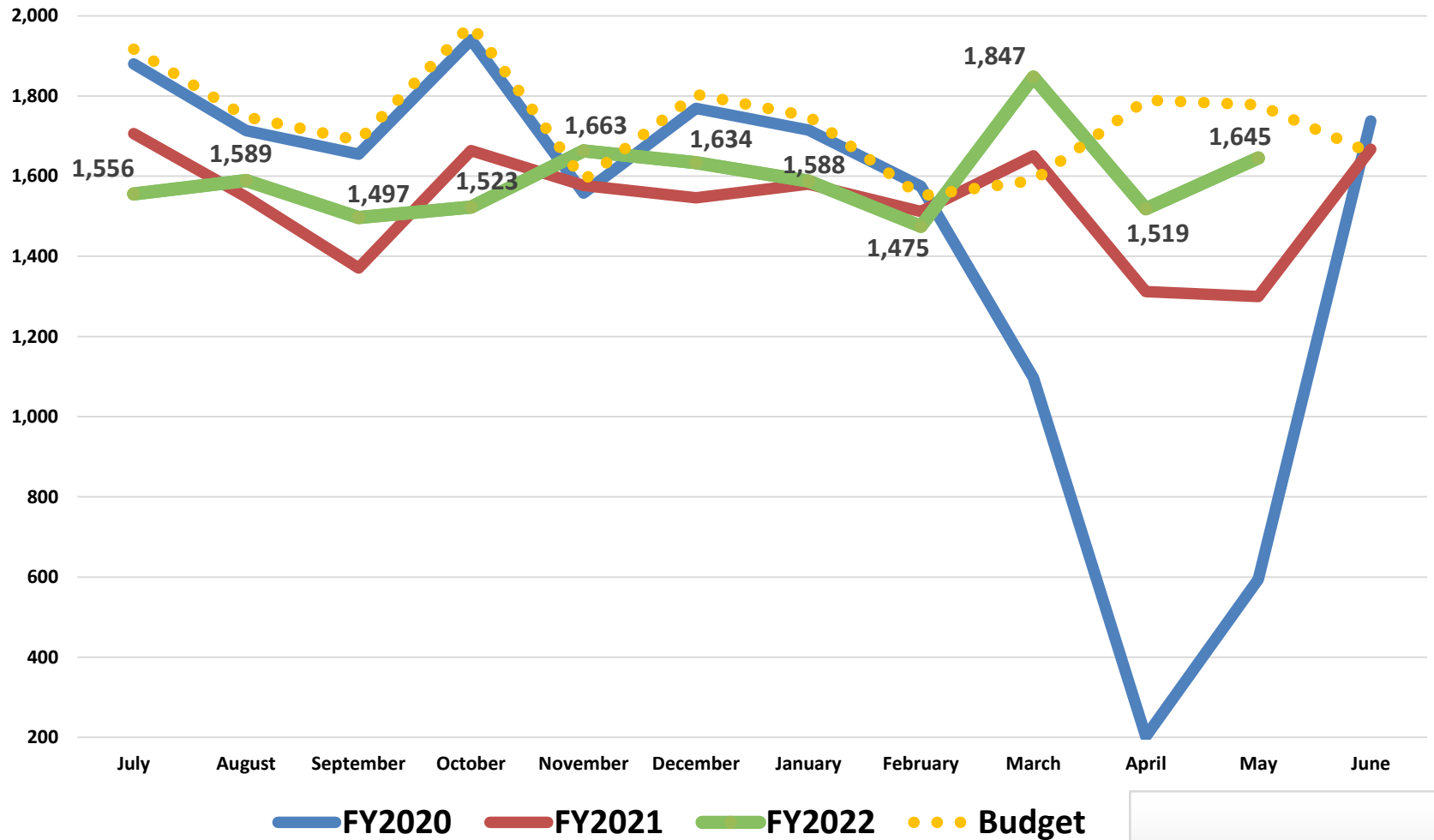
7,327	8,459	8,712	9,128
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

West Campus - MRI



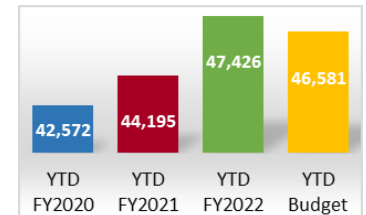
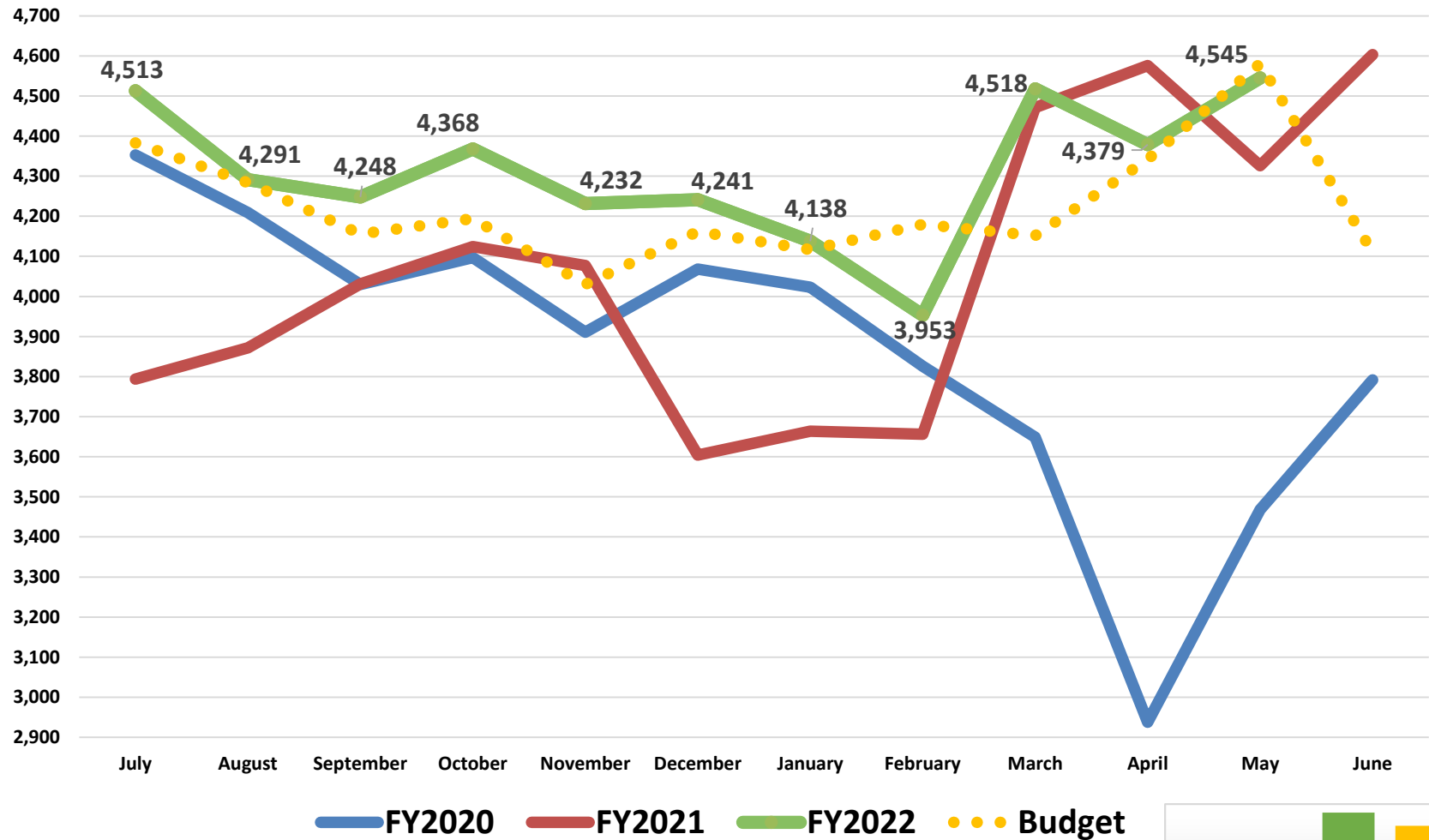
3,879	3,618	3,905	4,075
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

West Campus – Breast Center

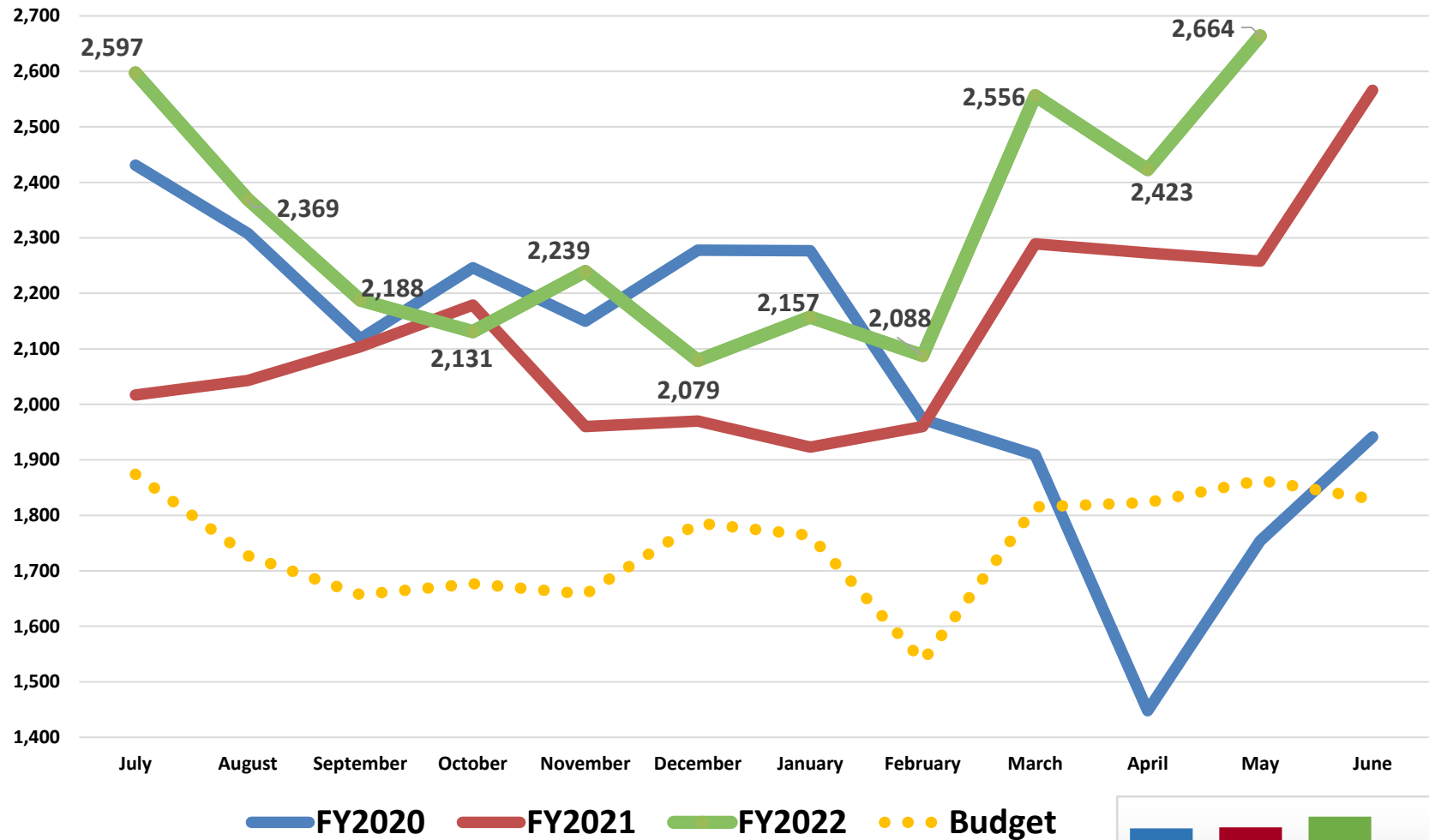


15,699	16,767	17,536	19,183
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Radiology all areas – CT

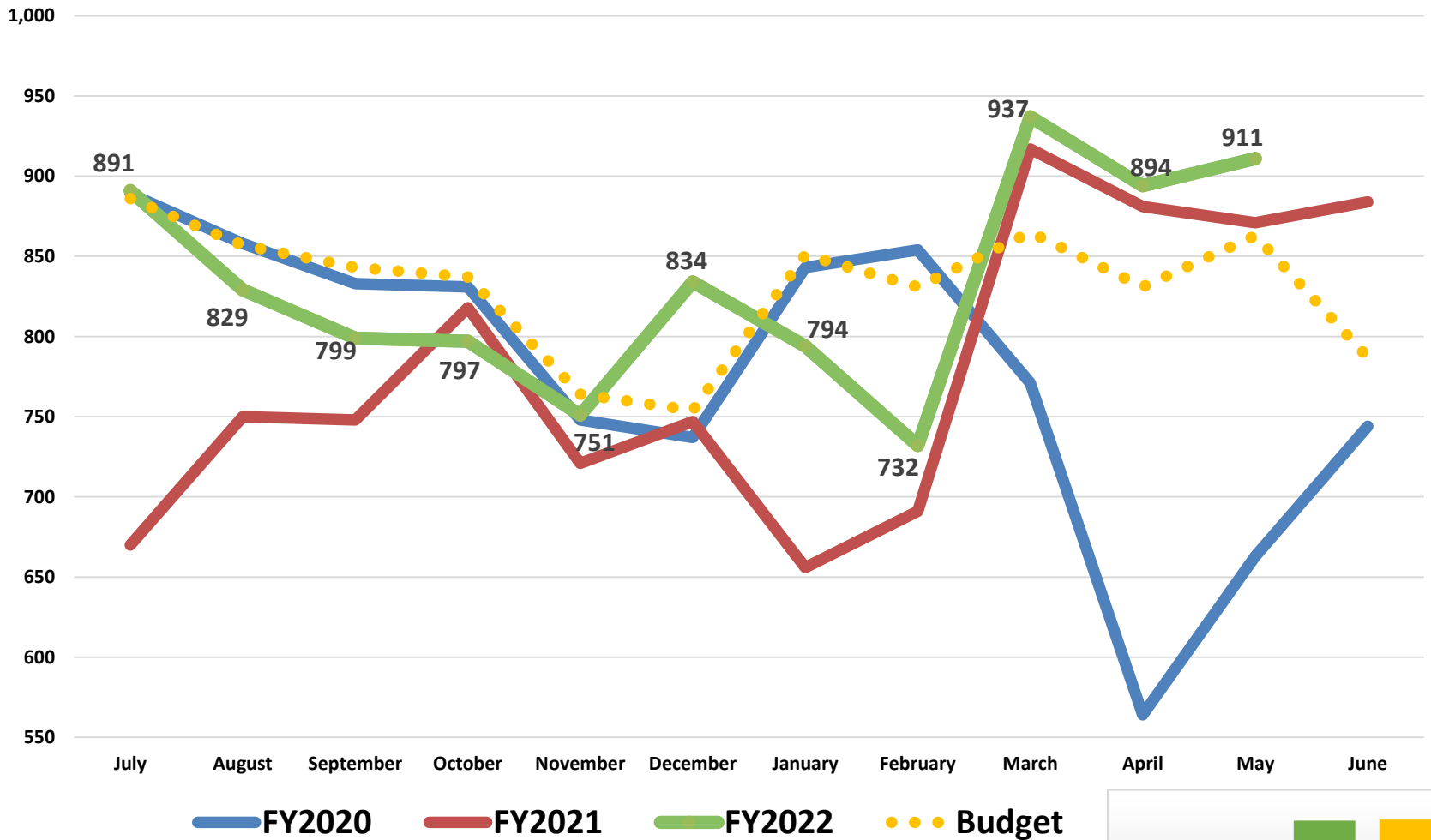


Radiology all areas – Ultrasound



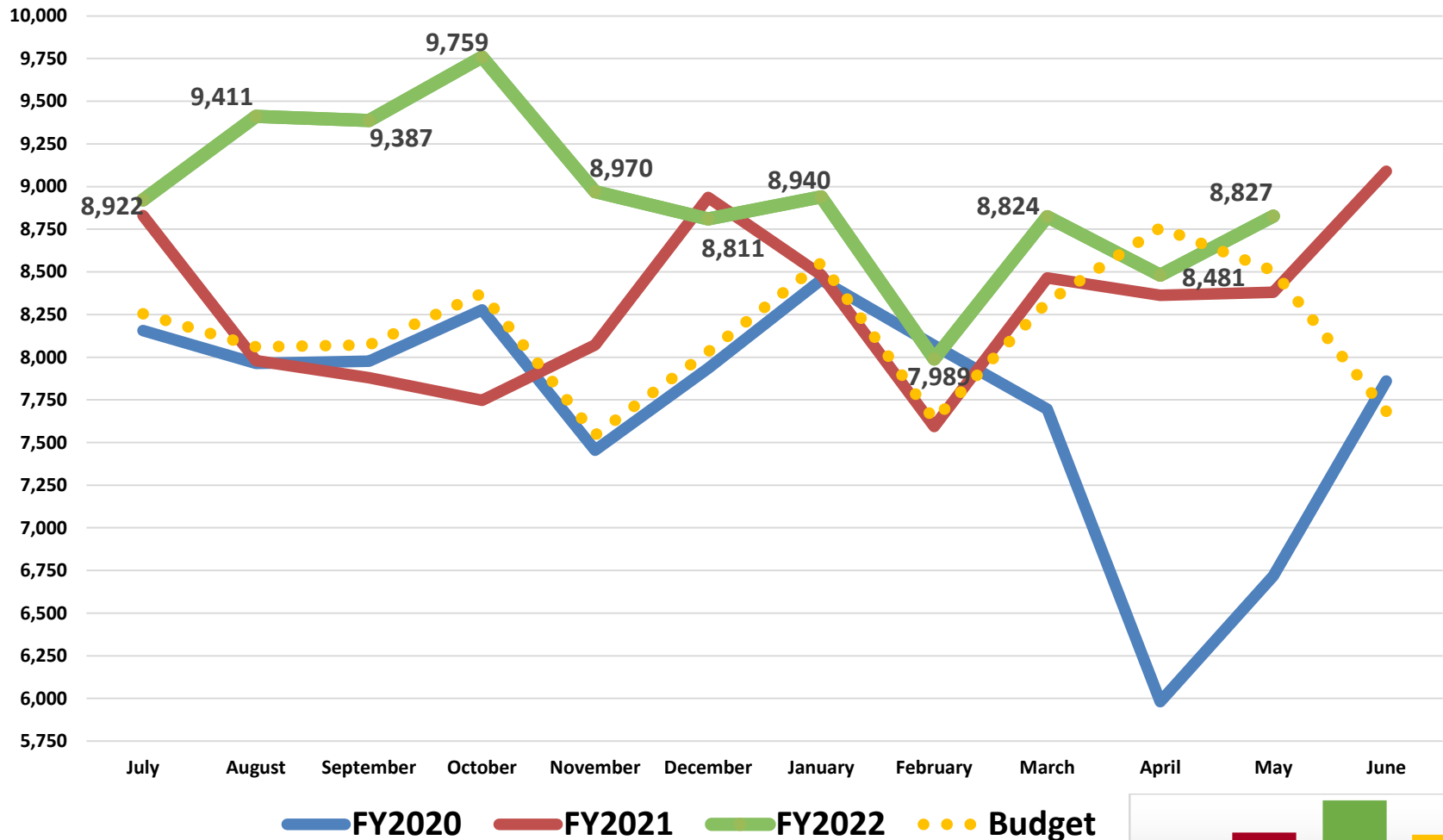
22,892	22,976	25,491	19,181
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Radiology all areas – MRI



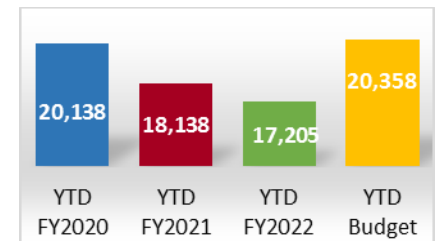
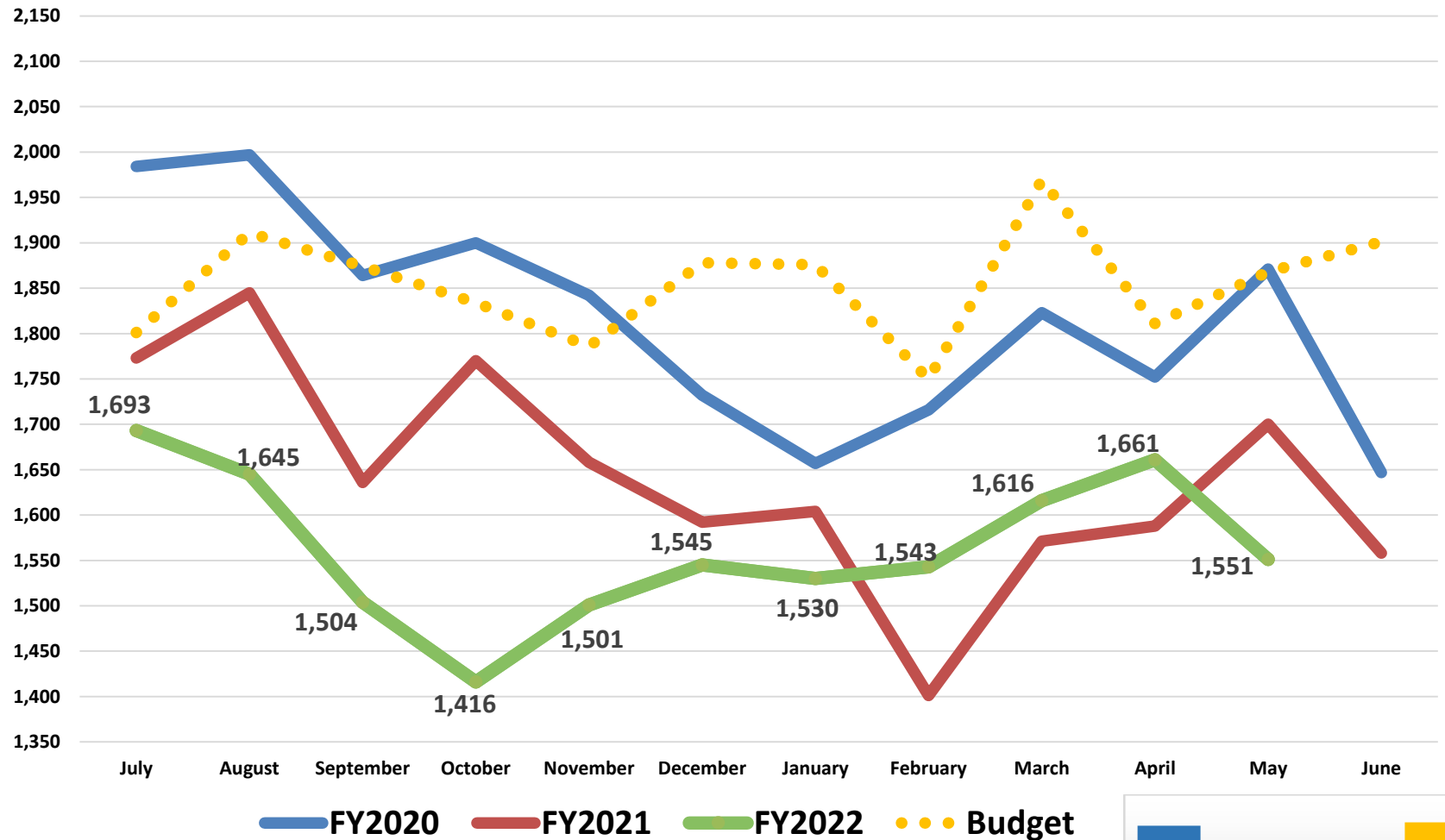
8,591	8,470	9,169	9,182
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Radiology Modality – Diagnostic Radiology



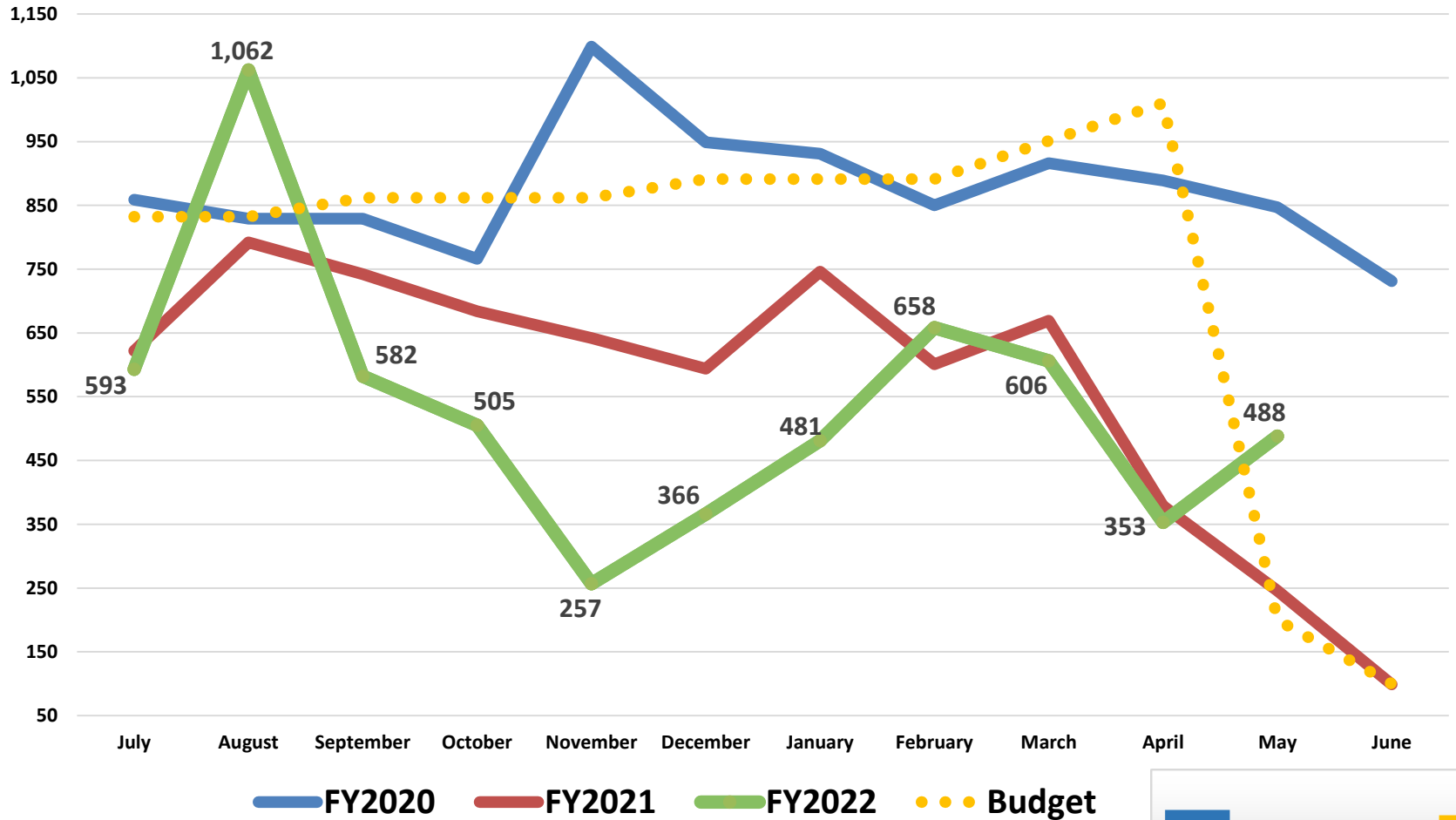
84,677	90,726	98,321	90,109
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Chronic Dialysis - Visalia



CAPD/CCPD – Maintenance Sessions

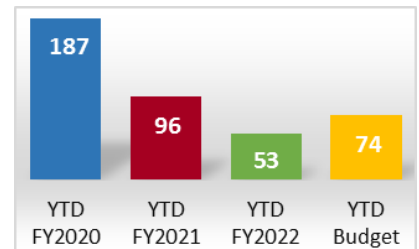
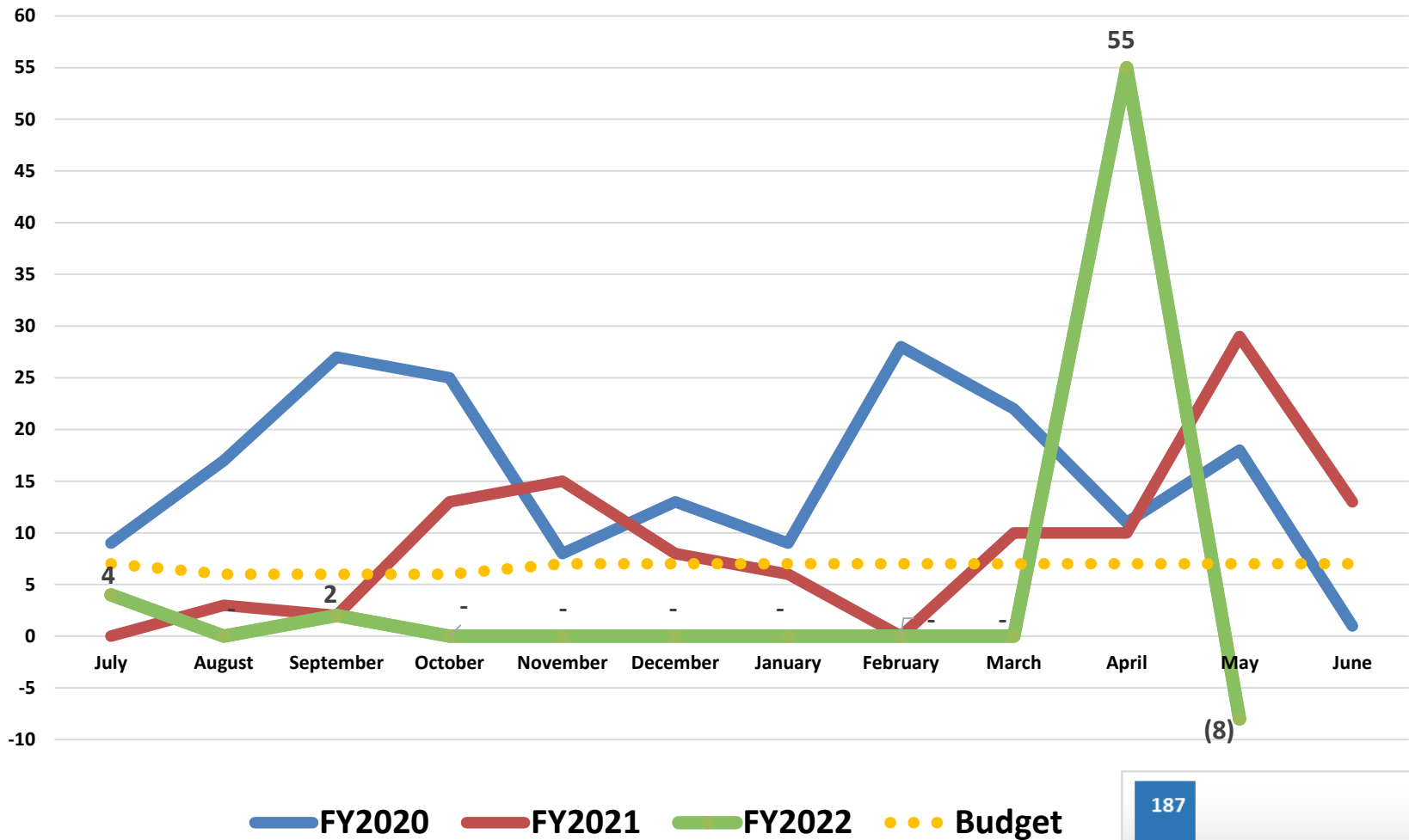
(Continuous peritoneal dialysis)



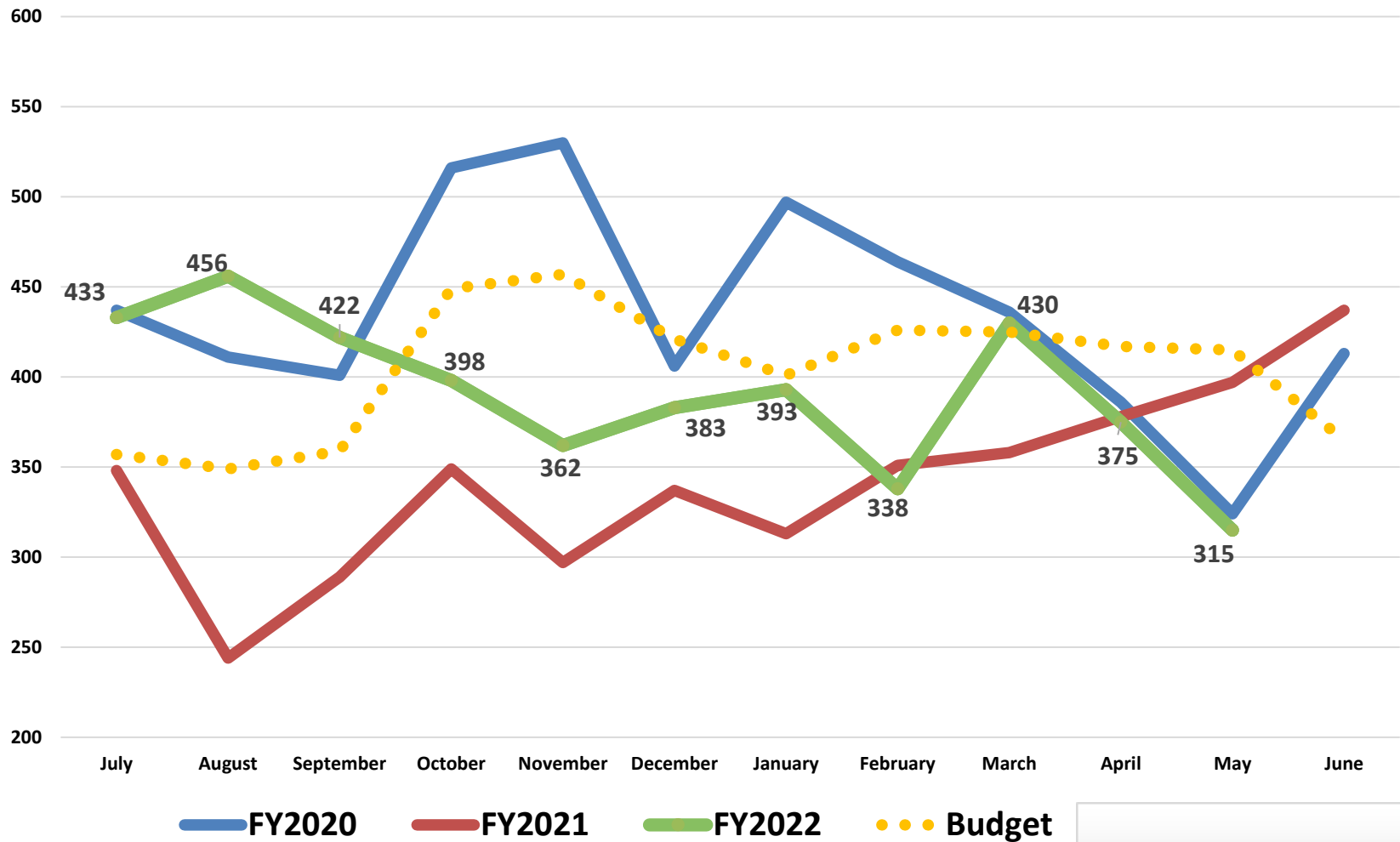
9,764	6,717	5,951	9,084
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

CAPD/CCPD – Training Sessions

(Continuous peritoneal dialysis)



Infusion Center – Outpatient Visits



4,808	3,661	4,305	4,476
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget