



September 15, 2023

## NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Finance, Property, Services and Acquisition Committee meeting at 10:00AM on Wednesday September 20, 2023 in the Kaweah Health Medical Center Executive Offices Conference Room – 305 W. Acequia Avenue – Acequia Wing, Visalia, CA.

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

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

KAWEAH DELTA HEALTH CARE DISTRICT  
Mike Olmos, Secretary/Treasurer

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

Cindy Moccio  
Board Clerk, Executive Assistant to CEO / CNO

DISTRIBUTION:  
Governing Board  
Legal Counsel  
Executive Team  
Chief of Staff

<http://www.kaweahhealth.org>



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

Kaweah Health Medical Center  
305 W. Acequia Avenue, Executive Office Conference Room (1<sup>st</sup> Floor)

**Wednesday September 20, 2023**

ATTENDING: Directors: David Francis & Mike Olmos; Gary Herbst, Chief Executive Officer; Malinda Tupper, Chief Financial Officer; Marc Mertz, Chief Strategy Officer; Jennifer Stockton, Director of Finance, Cindy Moccio, Recording

### **OPEN MEETING – 10:00AM**

- 1. CALL TO ORDER** – *David Francis, Board President*
- 2. PUBLIC PARTICIPATION** – Members of the public may comment on agenda items before action is taken and after it is discussed by the Board. Each speaker will be allowed five minutes. Members of the public wishing to address the Board concerning items not on the agenda and within the jurisdictions of the Board are requested to identify themselves at this time. For those who are unable to attend the beginning of the Board meeting during the public participation segment but would like to address the Board, please contact the Board Clerk (Cindy Moccio 559-624-2330) or [cmoccio@kaweahhealth.org](mailto:cmoccio@kaweahhealth.org) to make arrangements to address the Board.
- 3. FINANCIALS** – Review of the most current fiscal year financial results and budget and a progress review and projections relative to the Kaweah Health initiatives to decrease costs and improve cost efficiencies.

*Malinda Tupper – Chief Financial Officer*

- 4. ADJOURN** – *David Francis, Board President*

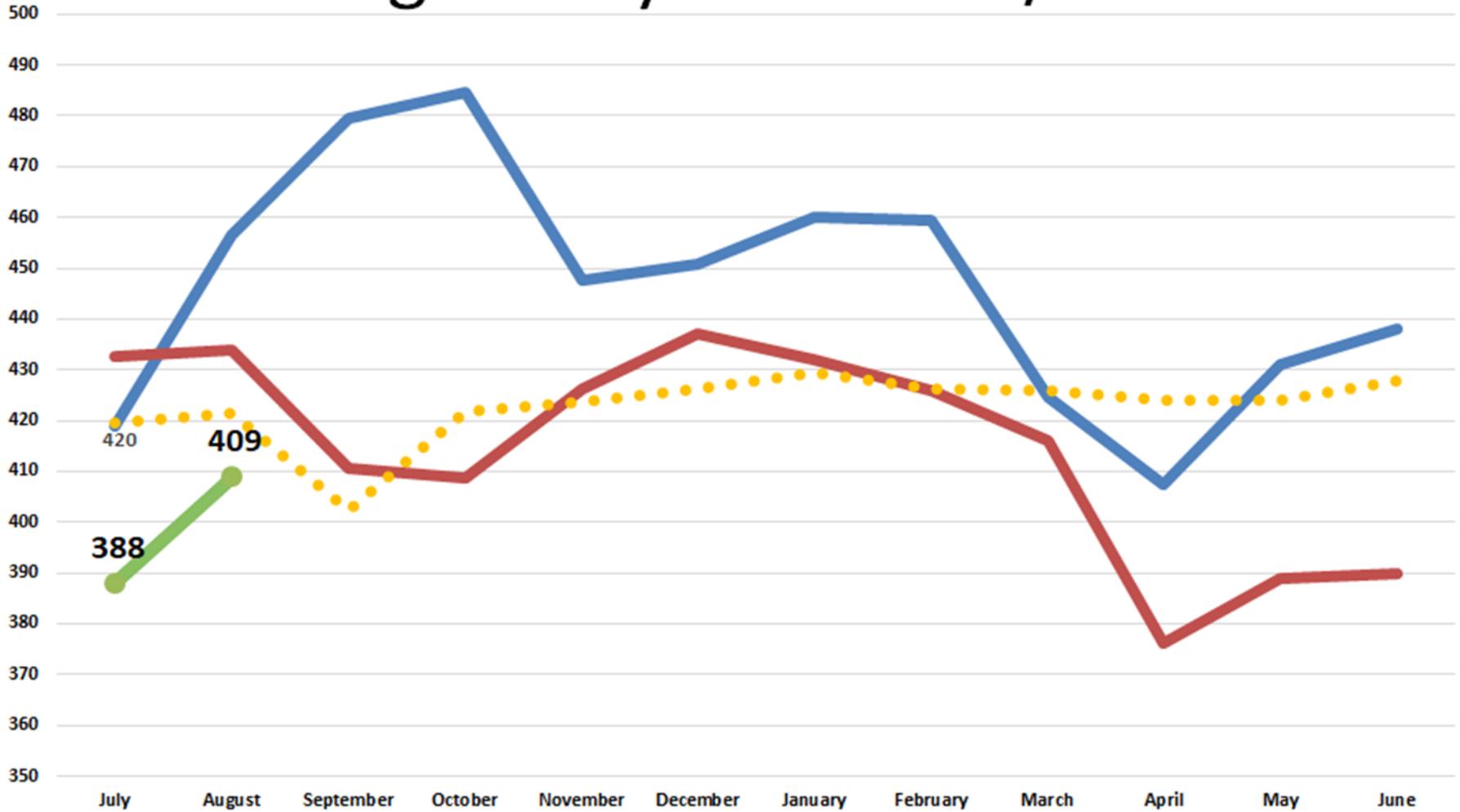
*In compliance with the Americans with Disabilities Act, if you need special assistance to participate at this meeting, please contact the Board Clerk (559) 624-2330. Notification 48 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to the Kaweah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

# CFO Financial Report

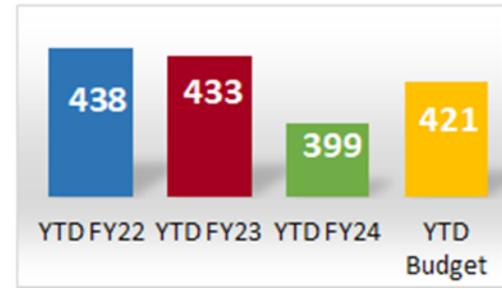
## Financials

### Month Ending August 2023

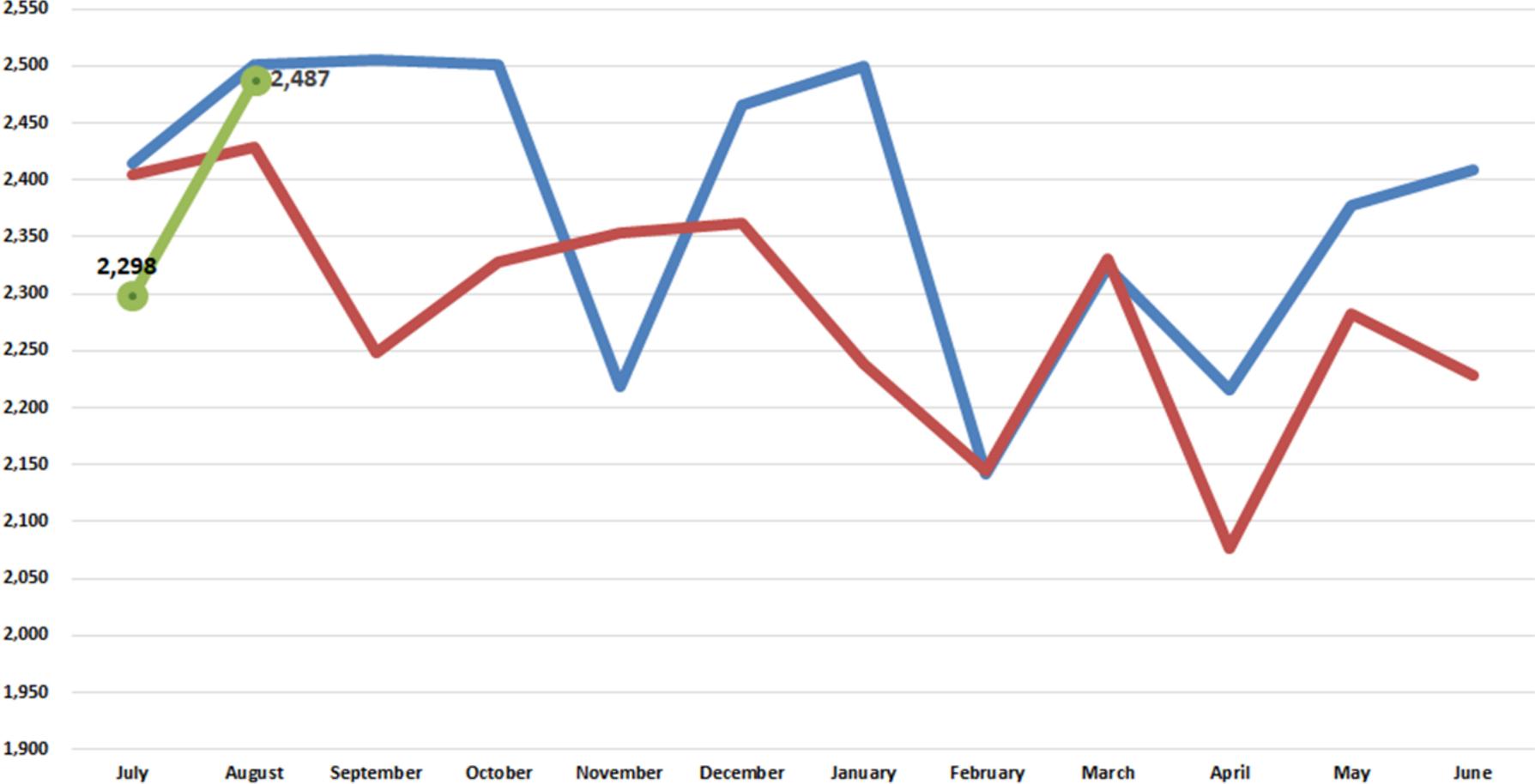
# Average Daily Census w/o TCS



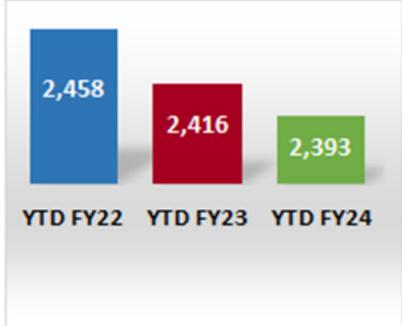
—●— FY2023   
 —●— FY2024   
 —●— FY2024   
 ●●● Budget



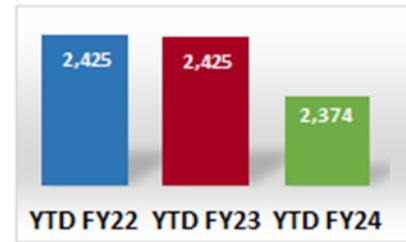
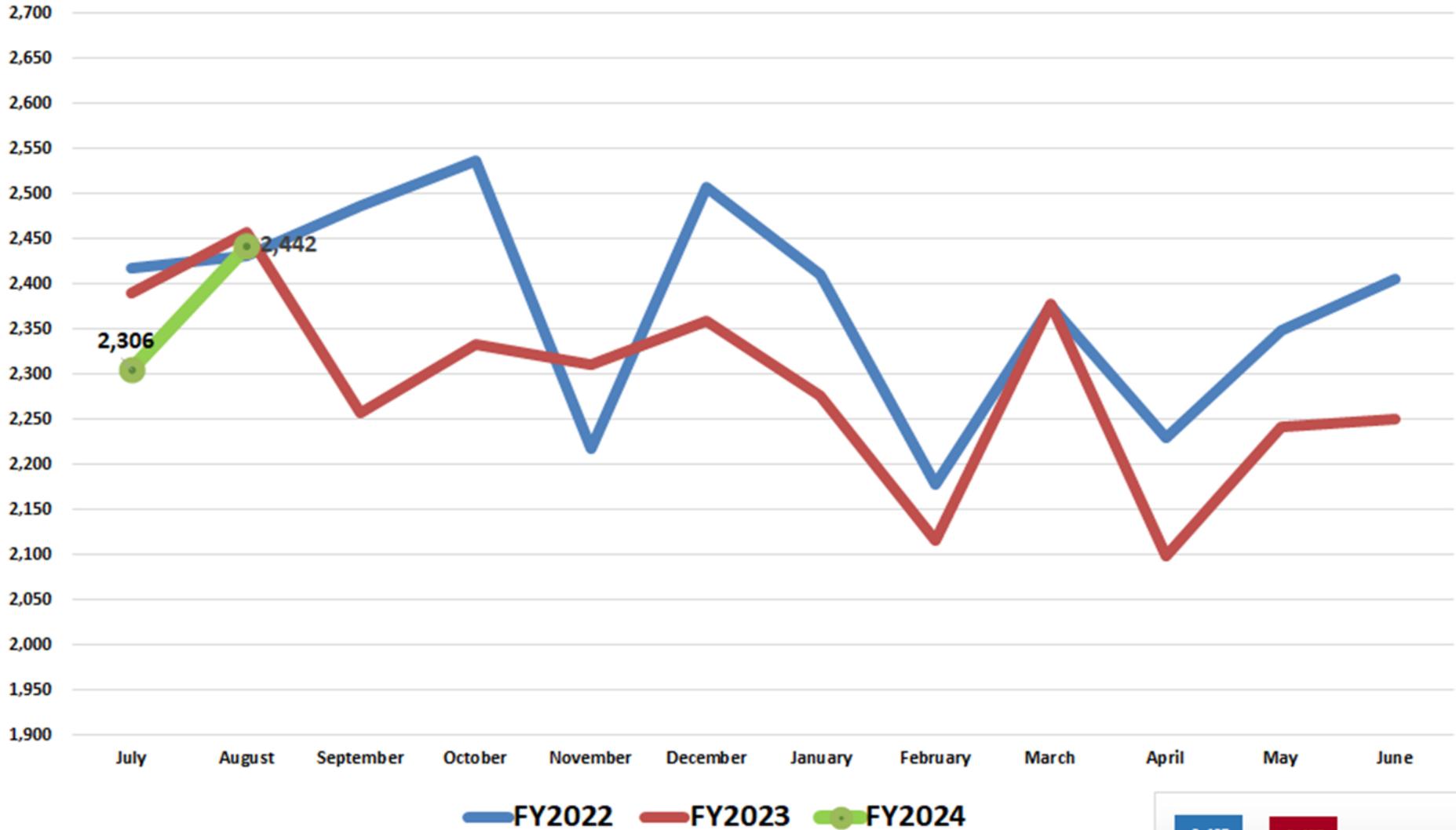
# Admissions



— FY2022 — FY2023 — FY2024



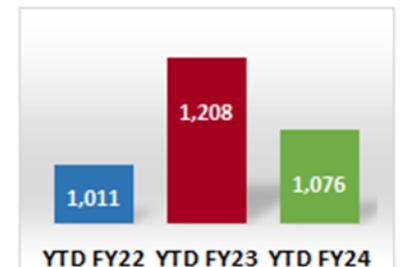
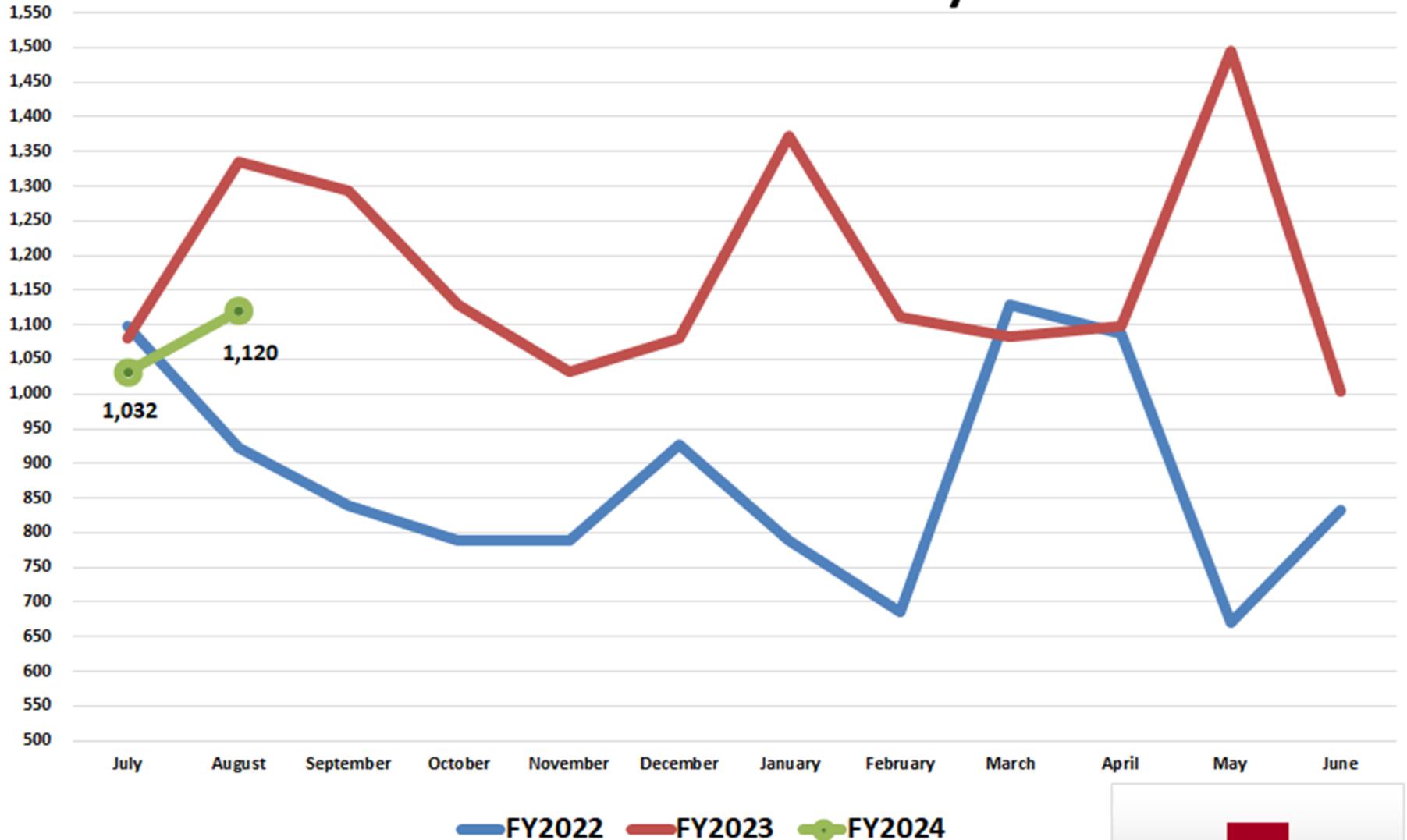
# Discharges



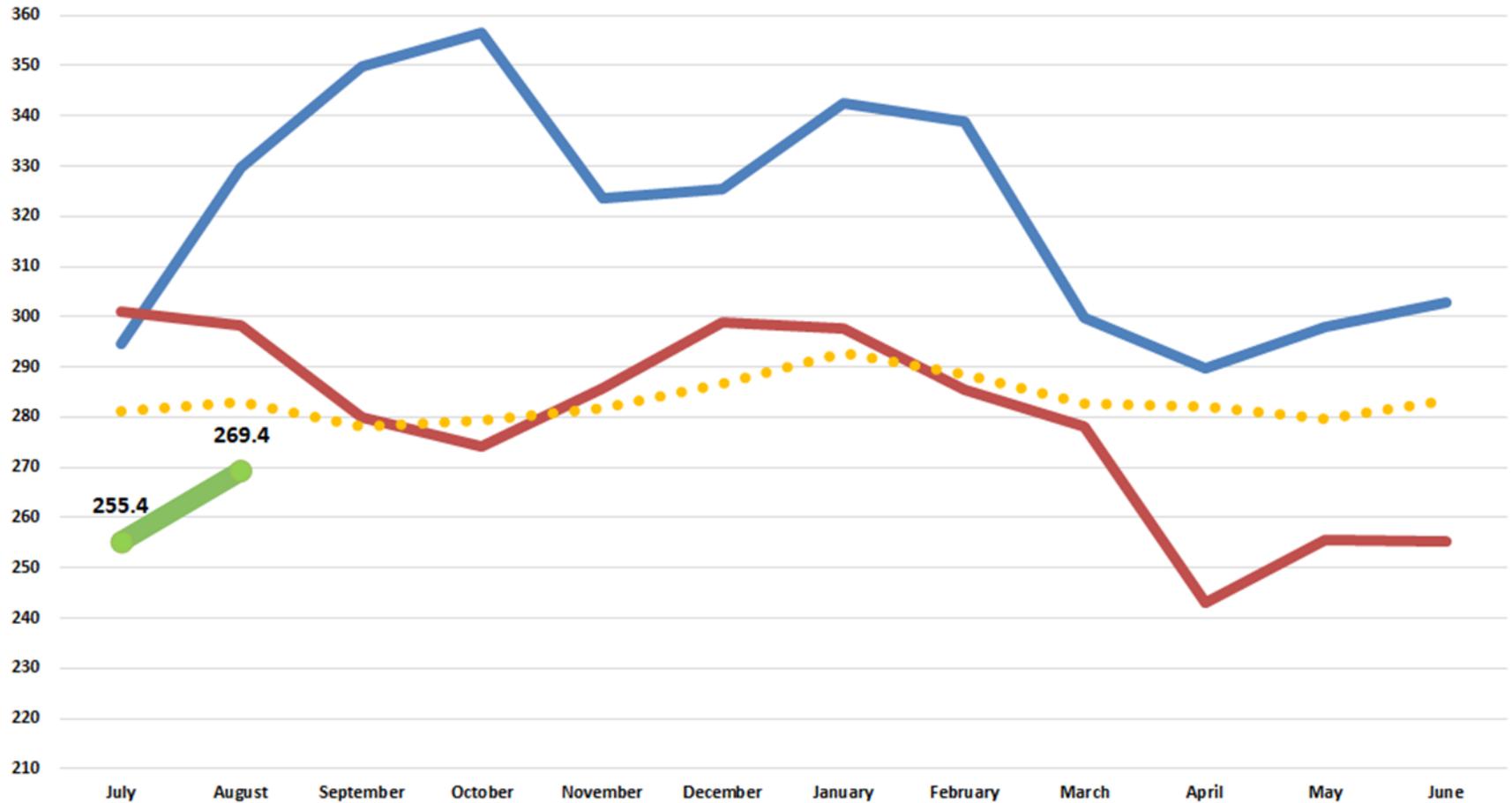
# Average Length of Stay versus National Average (GMLOS)

	Including COVID Patients			Excluding COVID Patients			Gap Diff	%
	ALOS	GMLOS	GAP	ALOS	GMLOS	GAP		
<b>Aug-21</b>	6.25	4.39	1.86	5.95	4.05	1.90	(0.04)	-2%
Sep-21	6.72	4.52	2.20	5.89	4.08	1.81	0.39	18%
Oct-21	6.51	4.38	2.13	5.33	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	6.09	4.26	1.83	5.96	3.96	2.00	(0.17)	-9%
Feb-22	6.61	4.23	2.38	5.86	3.83	2.03	0.35	15%
Mar-22	6.61	4.02	2.59	5.68	3.89	1.79	0.80	31%
Apr-22	5.79	3.99	1.80	5.67	3.98	1.69	0.11	6%
May-22	5.99	3.94	2.05	5.63	3.89	1.74	0.31	15%
Jun-22	6.11	3.97	2.14	5.62	3.88	1.74	0.40	19%
Jul-22	5.93	4.06	1.87	5.66	3.90	1.76	0.11	6%
<b>Aug-22</b>	5.95	3.94	2.01	5.62	3.82	1.80	0.21	10%
Sep-22	6.57	4.02	2.55	6.32	3.95	2.37	0.18	7%
Oct-22	5.83	3.97	1.86	5.62	3.91	1.71	0.15	8%
Nov-22	5.93	3.77	2.16	5.87	3.74	2.13	0.03	1%
Dec-22	6.13	4.01	2.12	5.68	3.92	1.76	0.36	17%
Jan-23	6.80	4.05	2.75	6.28	3.94	2.34	0.41	15%
Feb-23	6.59	4.09	2.50	6.39	4.04	2.35	0.15	6%
Mar-23	5.68	3.99	1.69	5.55	3.93	1.62	0.07	4%
Apr-23	5.34	3.99	1.35	5.06	3.94	1.12	0.23	17%
May-23	5.37	3.94	1.43	5.15	3.91	1.24	0.19	13%
Jun-23	5.38	3.89	1.49	5.32	3.86	1.46	0.03	2%
Jul-23	5.48	3.84	1.64	5.46	3.82	1.64	-	0%
<b>Aug-23</b>	5.27	3.81	1.46	5.21	3.77	1.44	0.02	1%
<b>Average</b>	<b>5.97</b>	<b>4.11</b>	<b>1.85</b>	<b>5.52</b>	<b>3.95</b>	<b>1.57</b>	<b>0.28</b>	<b>15%</b>

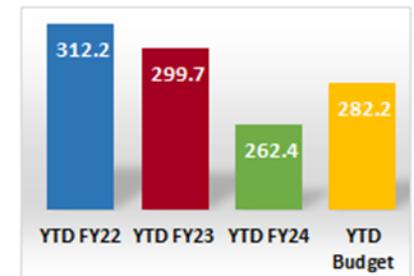
# Observation Days



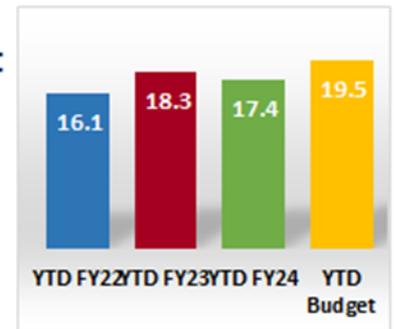
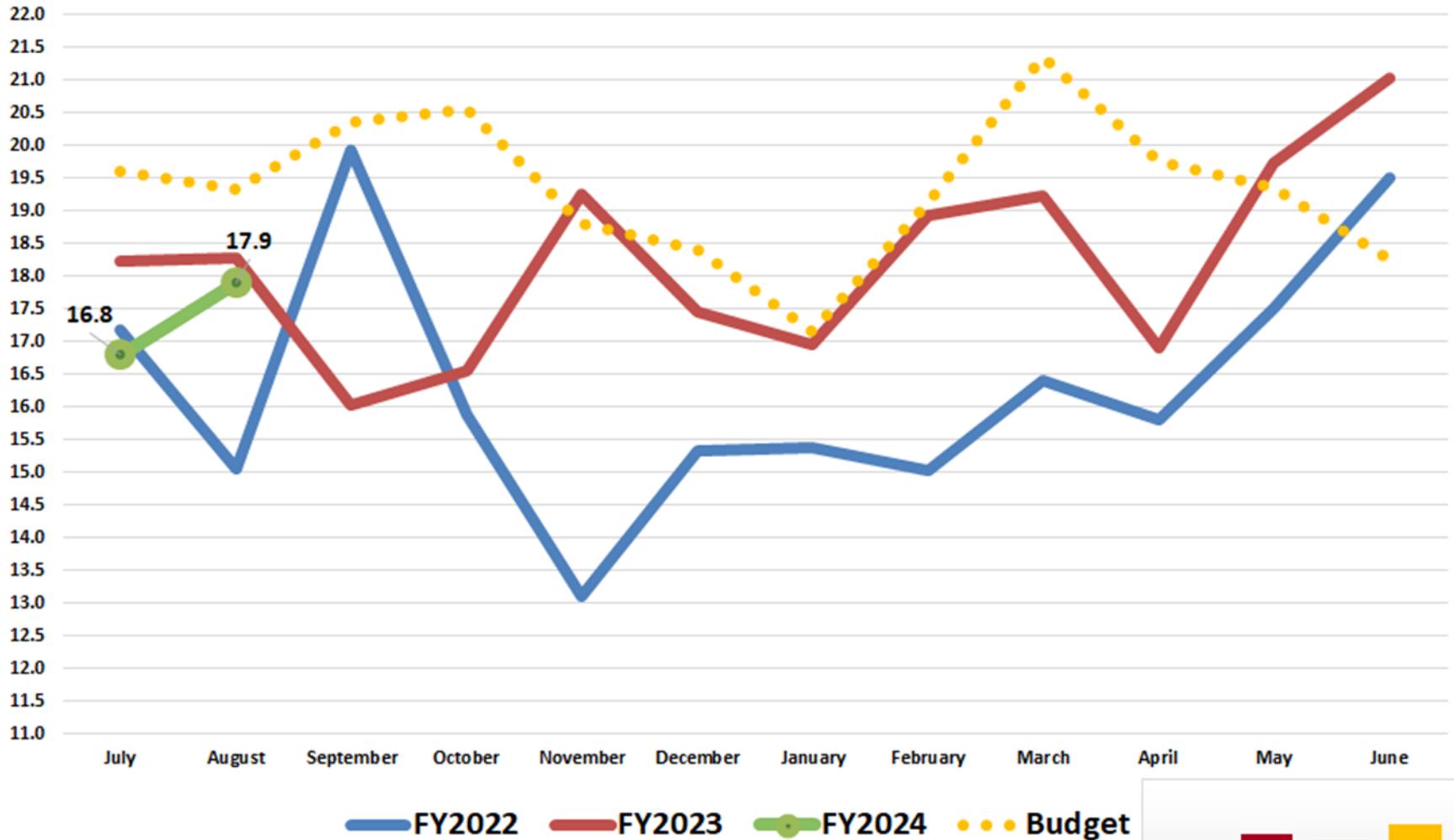
# Medical Center (Avg Patients Per Day)



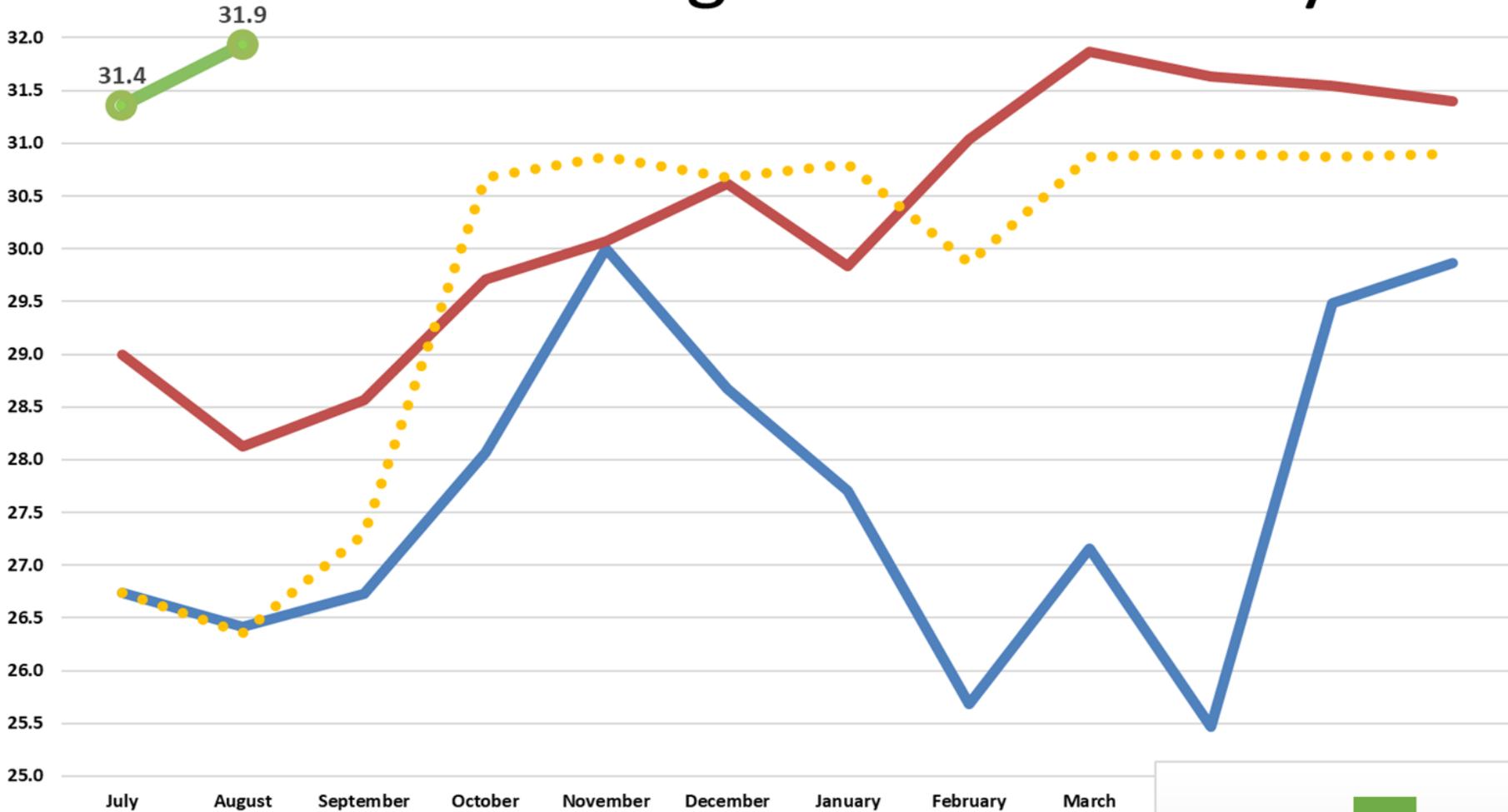
— FY2022   
 — FY2023   
 — FY2024   
 ●●● Budget



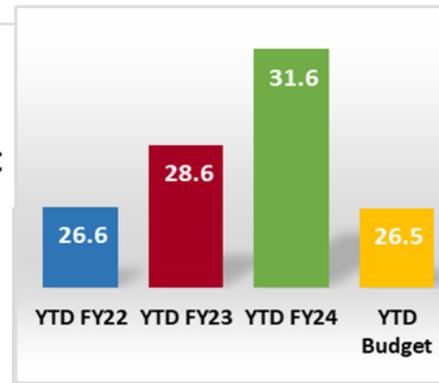
# Rehabilitation Hospital - Avg Patients Per Day



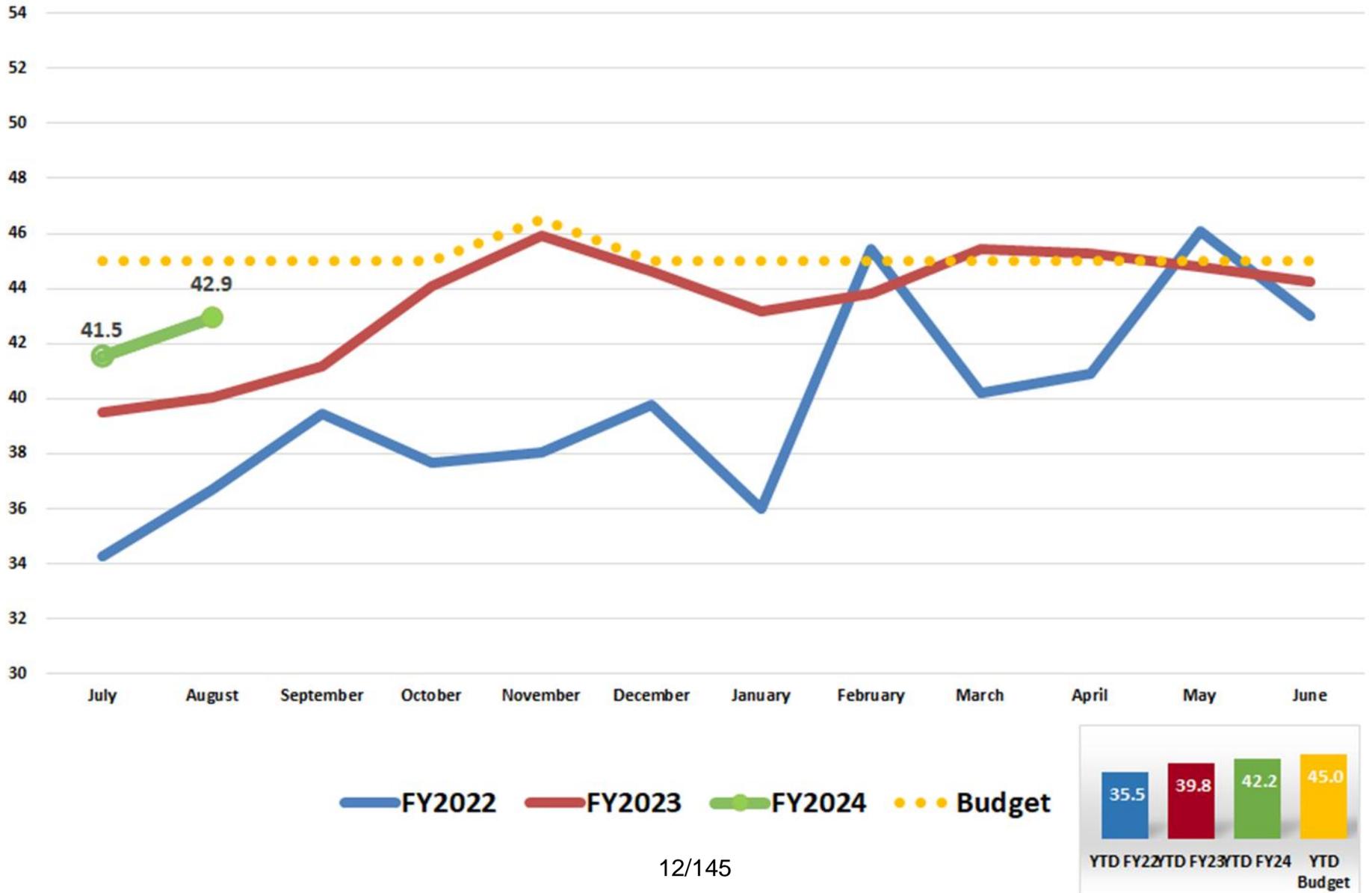
# Sub-Acute - Avg Patients Per Day



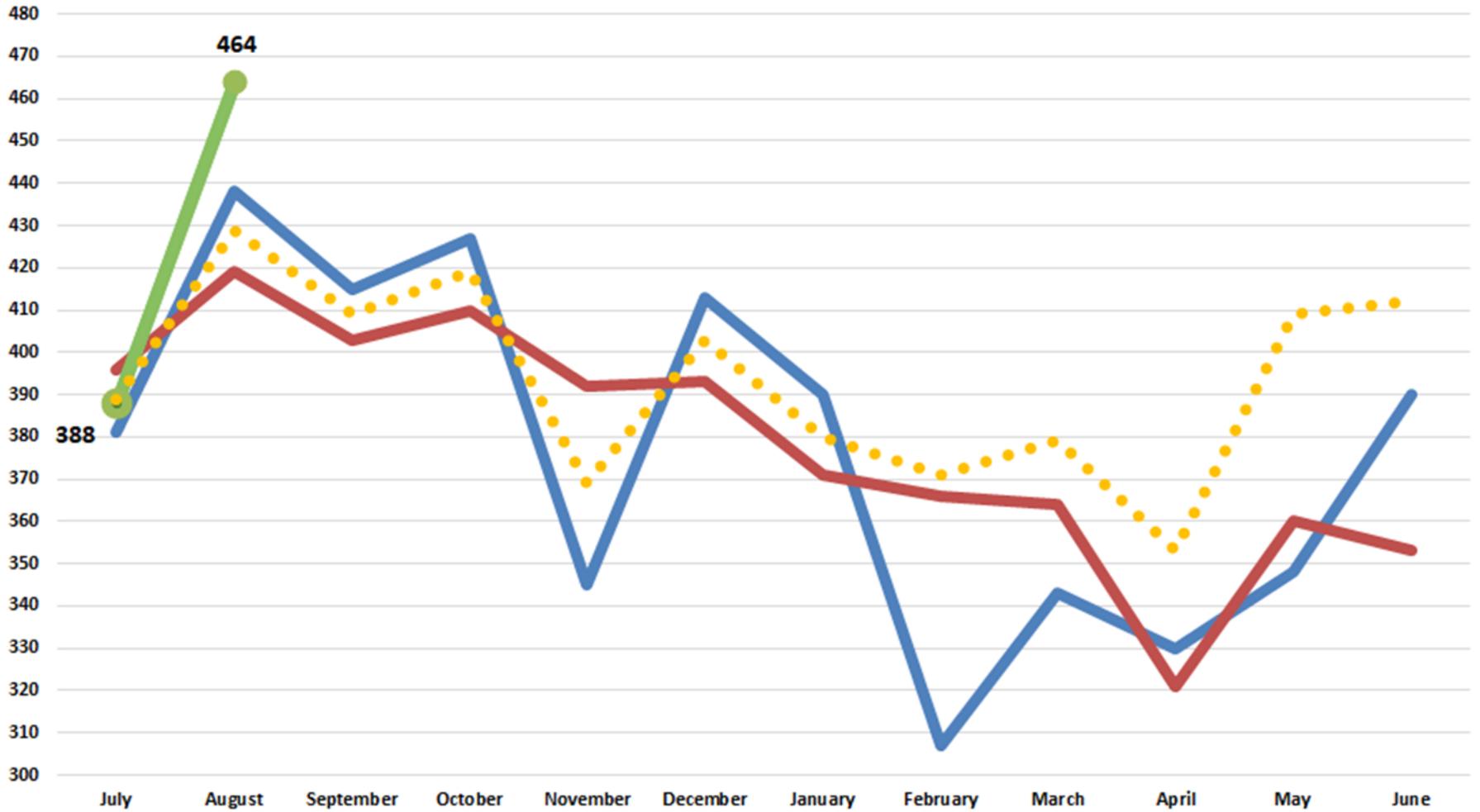
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



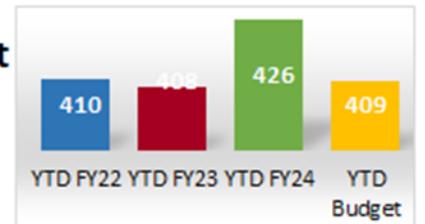
# Acute I/P Psych (Avg Patients Per Day)



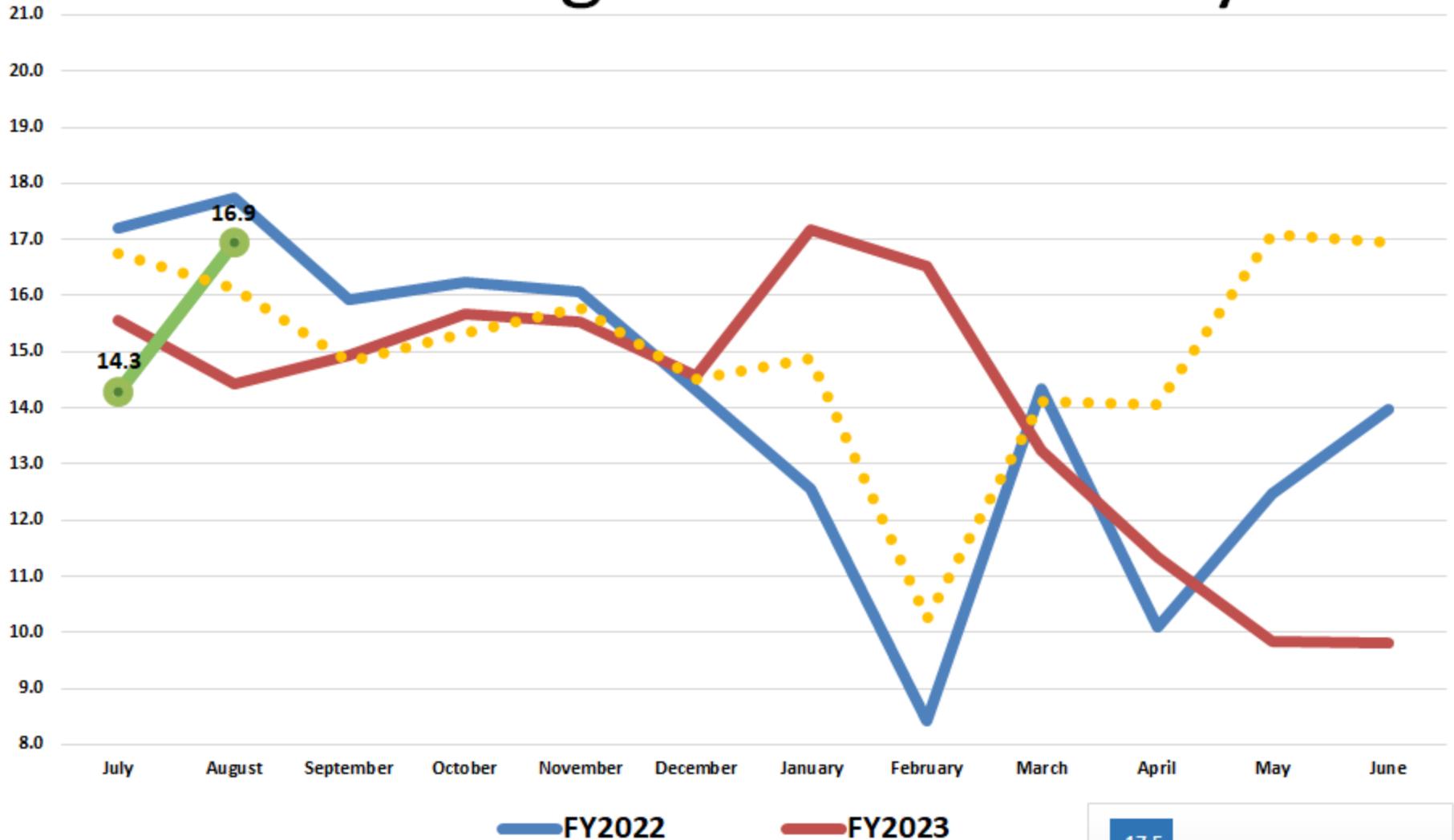
# Deliveries



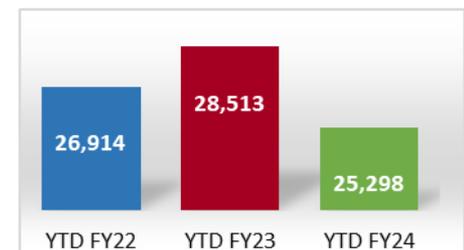
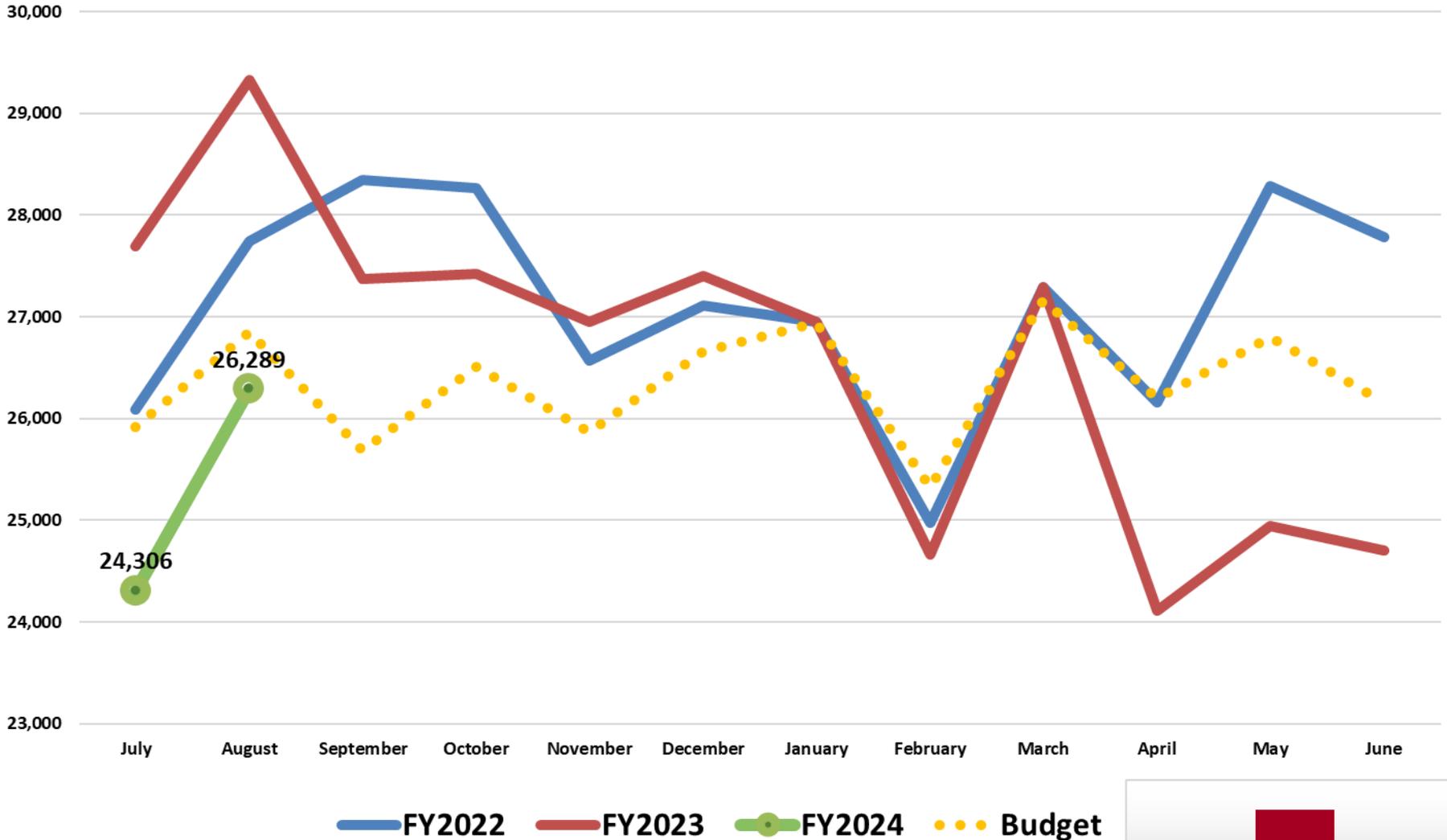
— FY2022   
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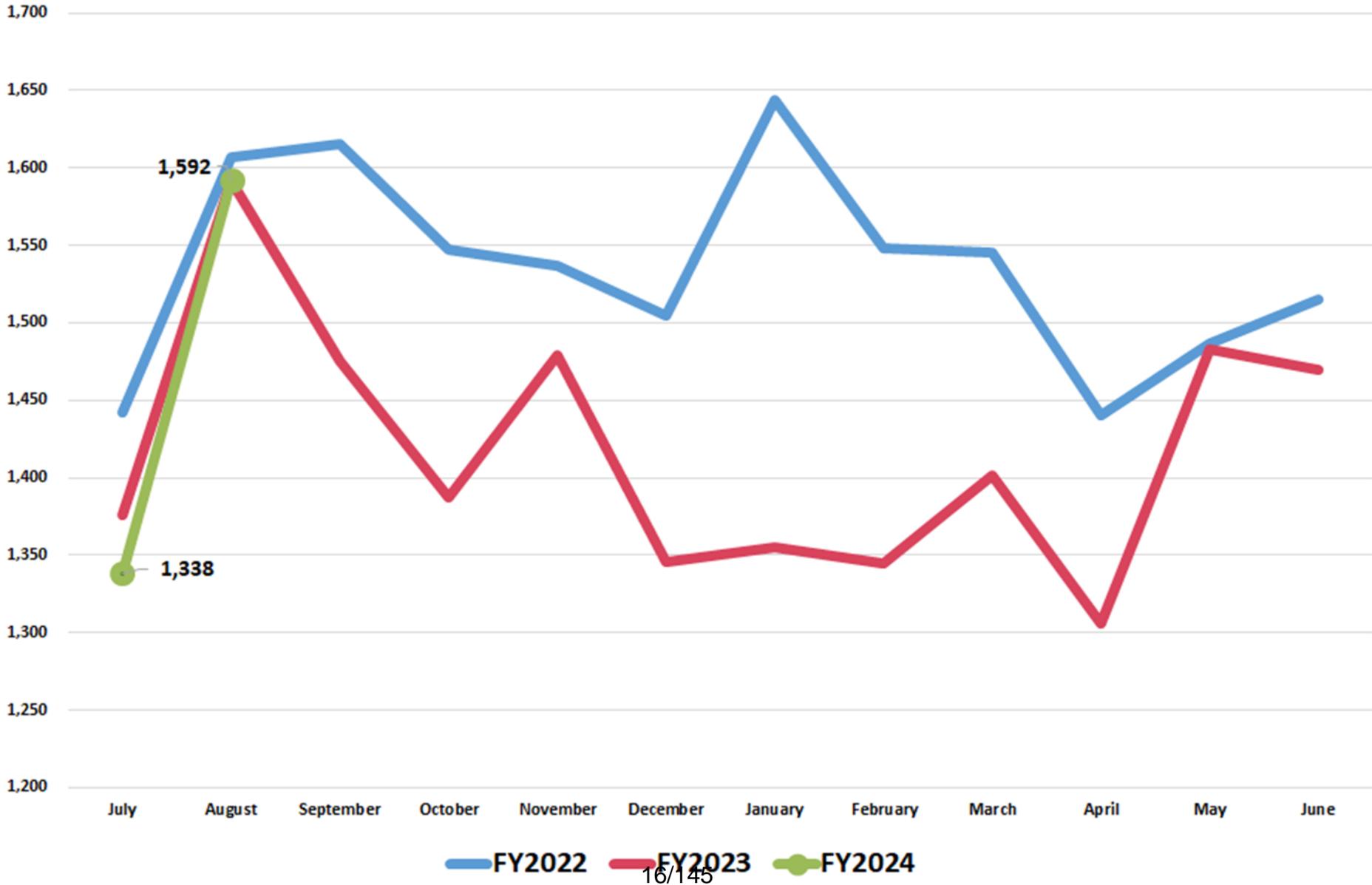
# NICU - Avg Patients Per Day



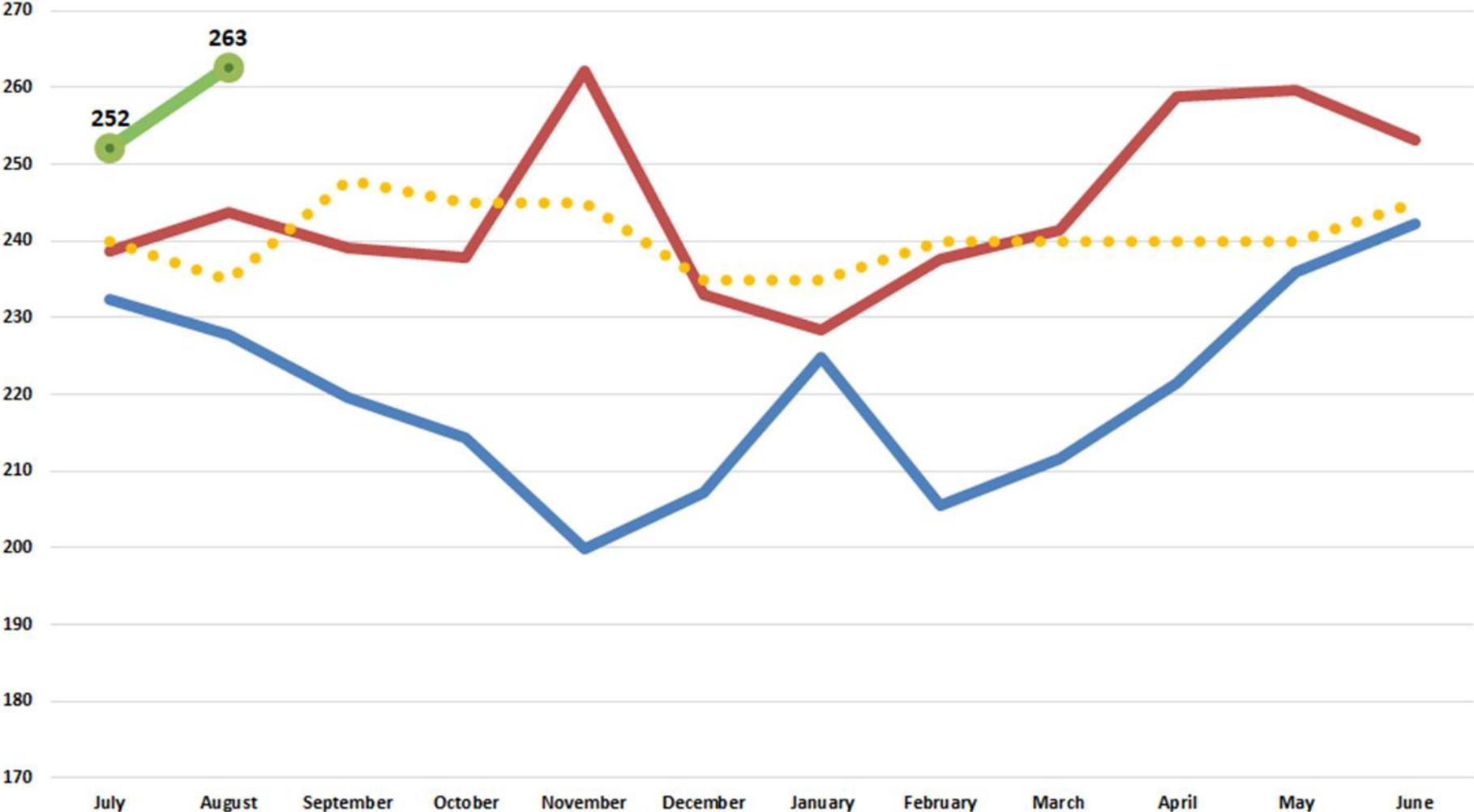
# Adjusted Patient Days



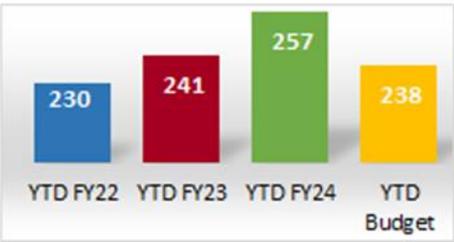
# Outpatient Registrations Per Day



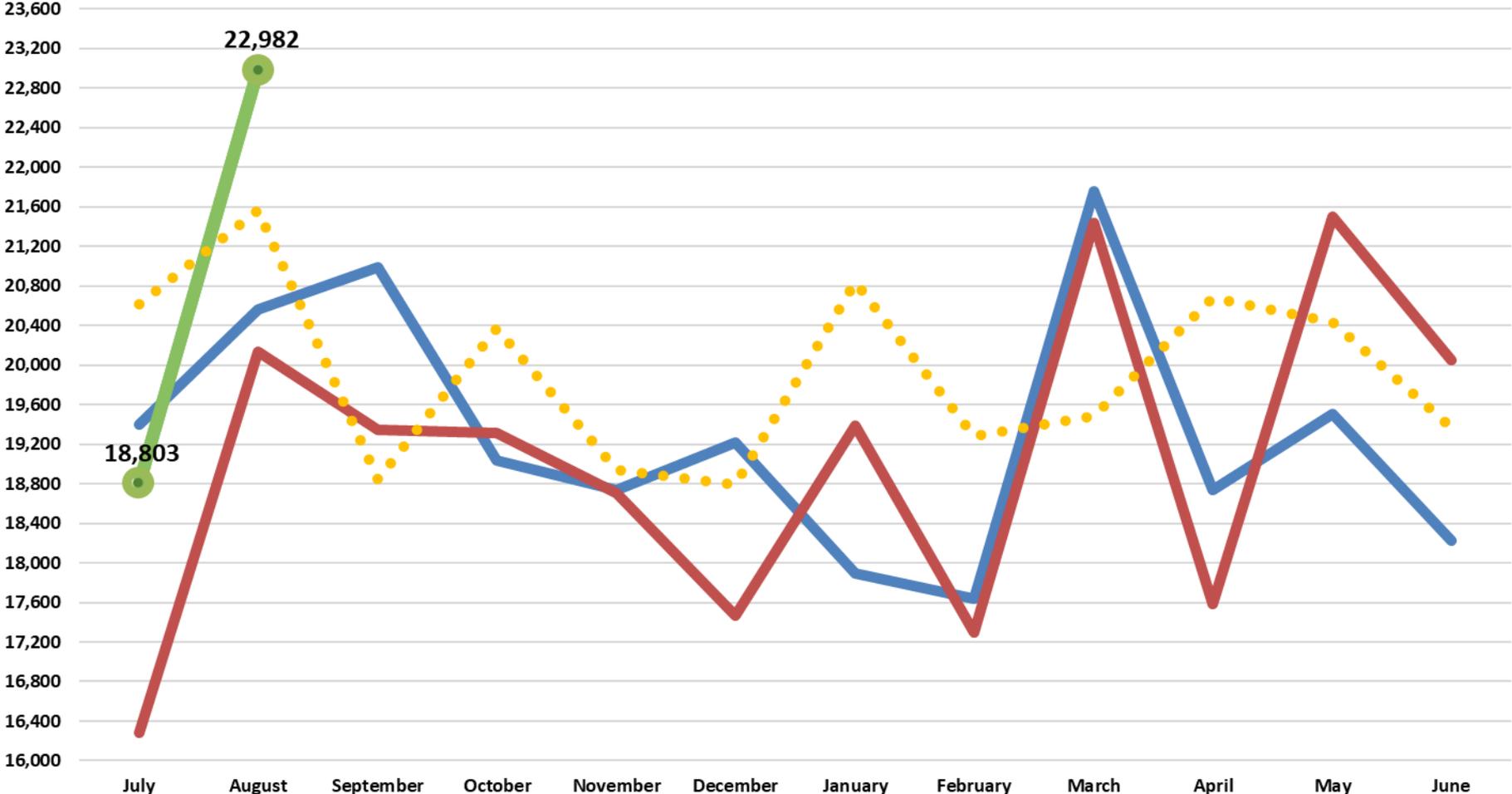
# ED - Avg Treated Per Day



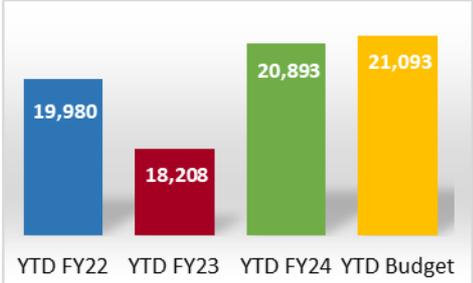
— FY2022   
 — FY2023   
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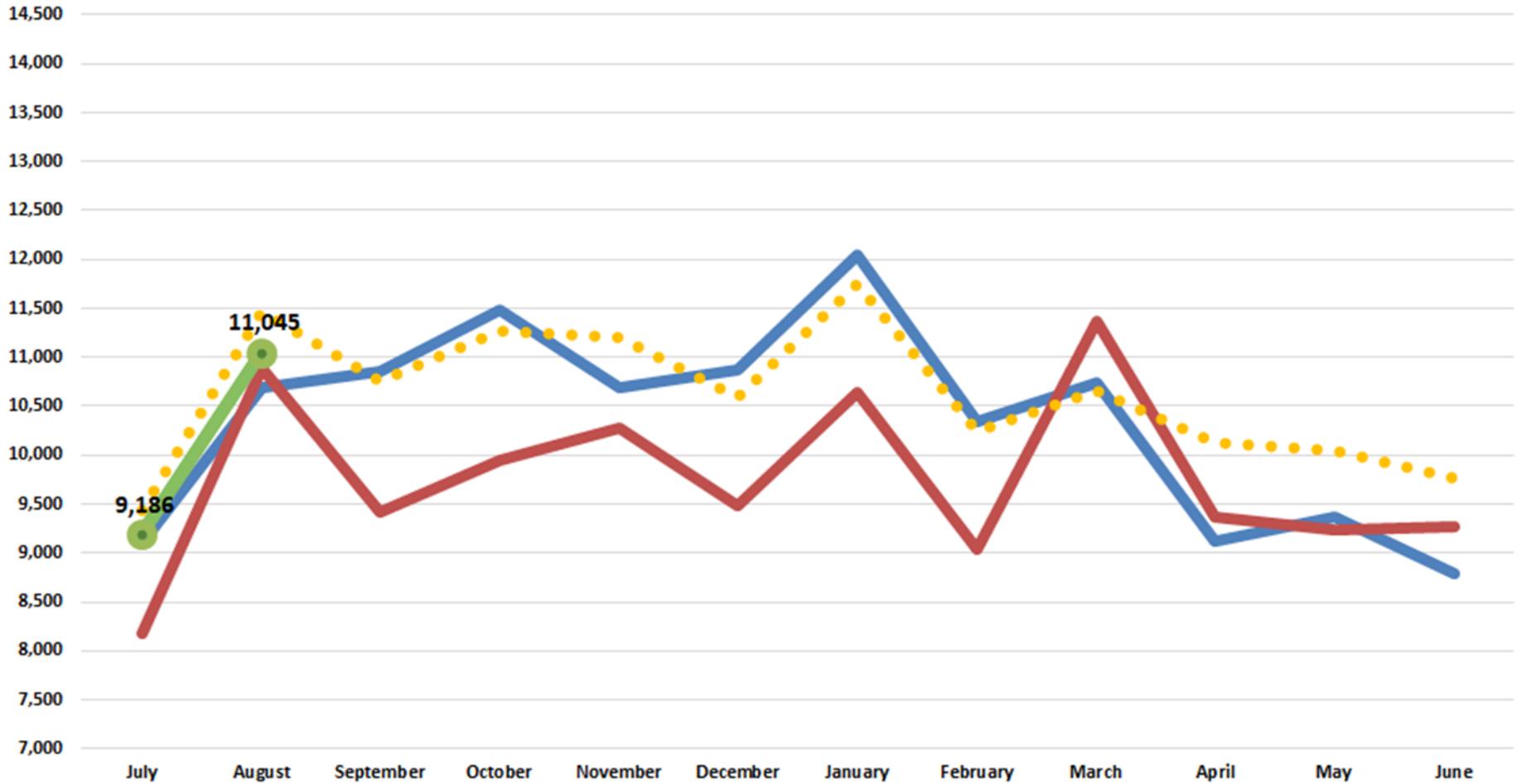
# All O/P Rehab Svcs Across District



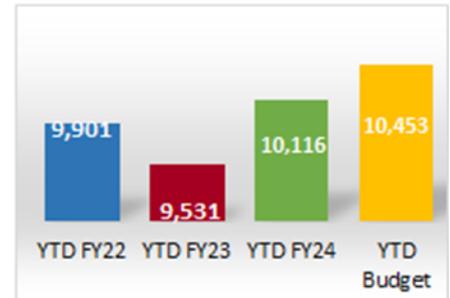
—●— FY2022   
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 ●●● Budget



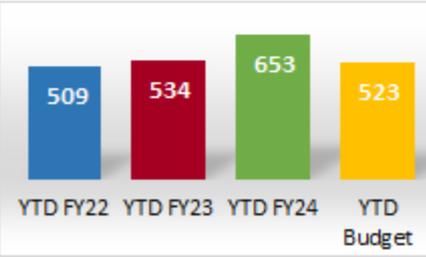
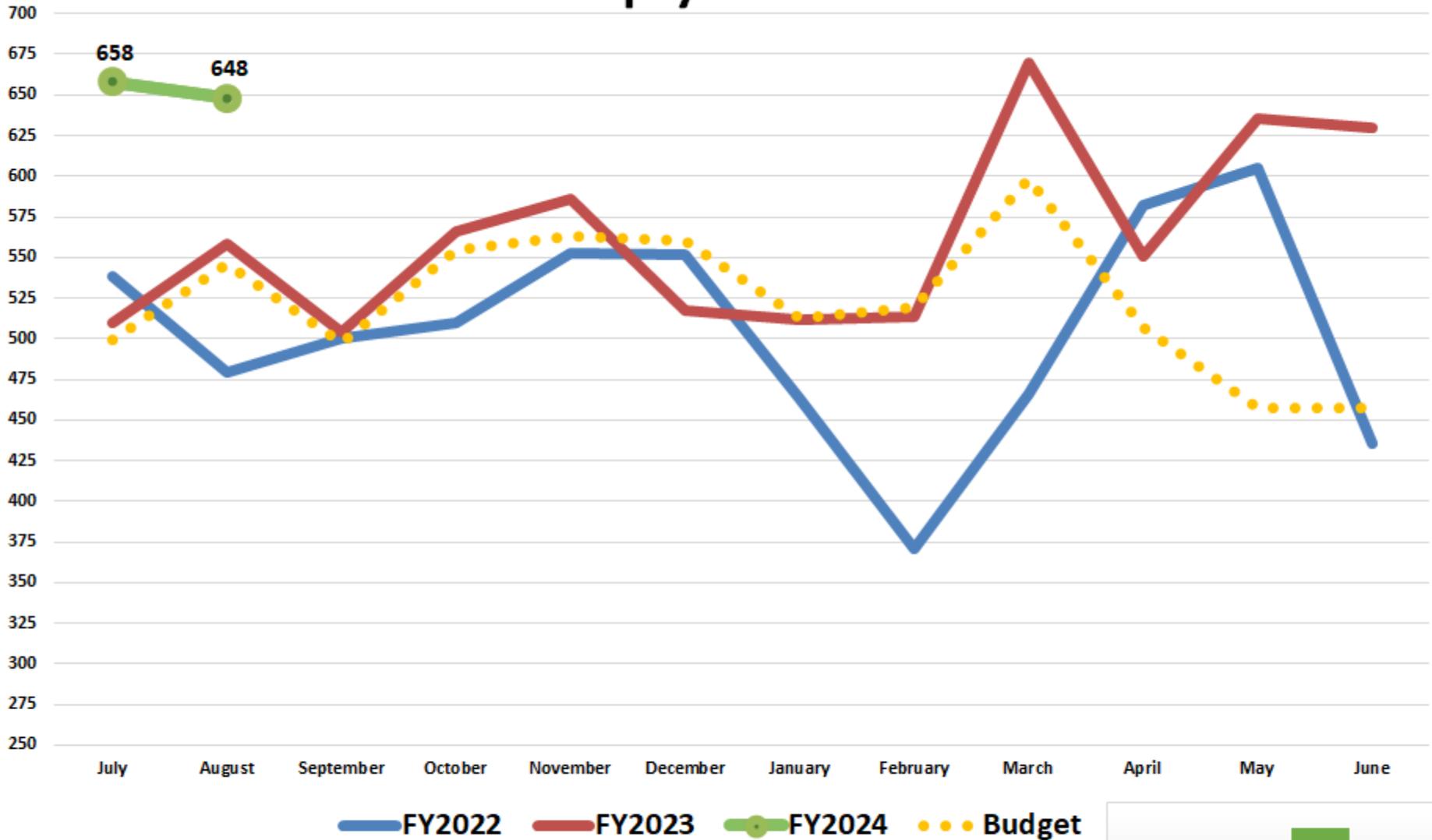
# Rural Health Clinics Registrations



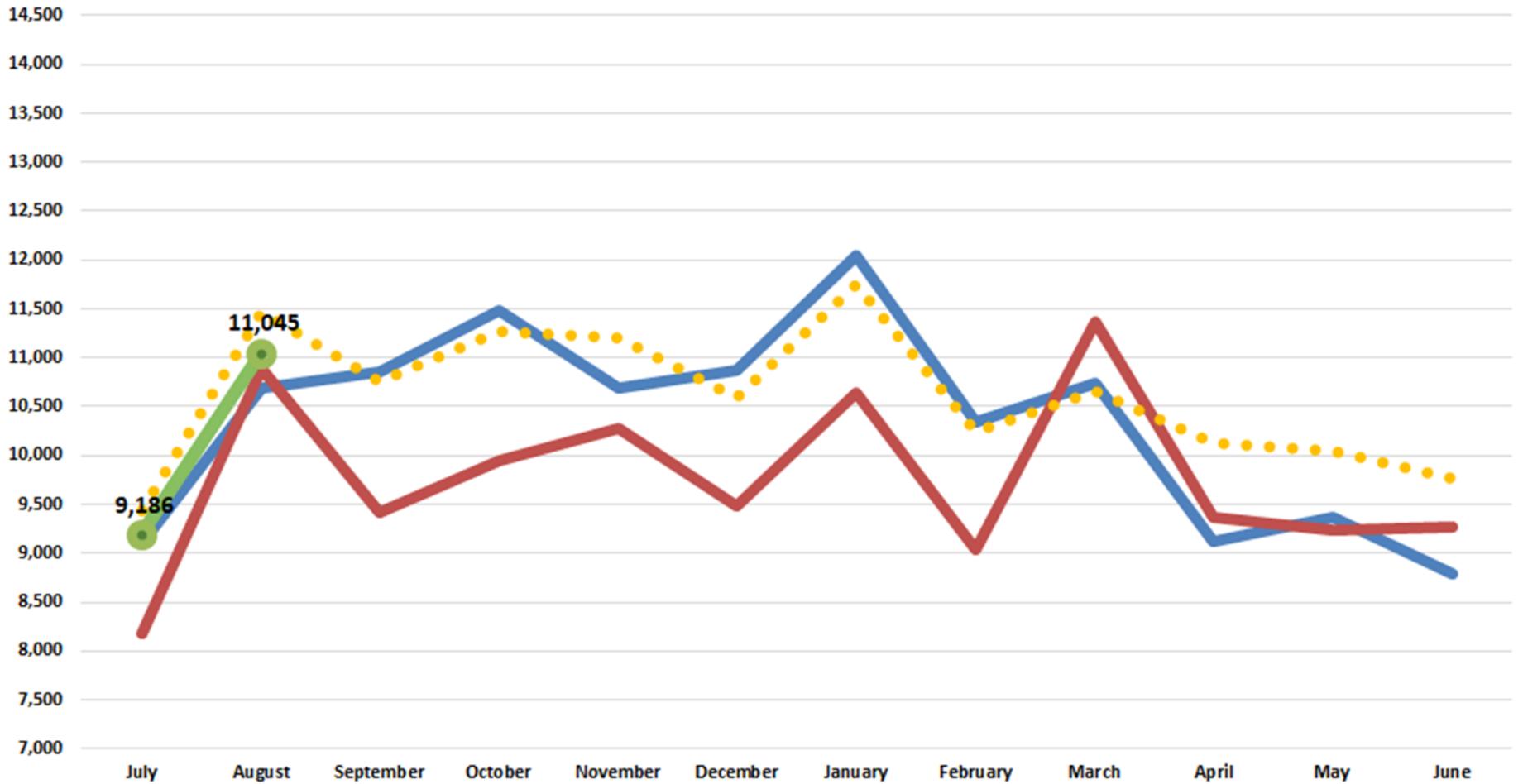
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



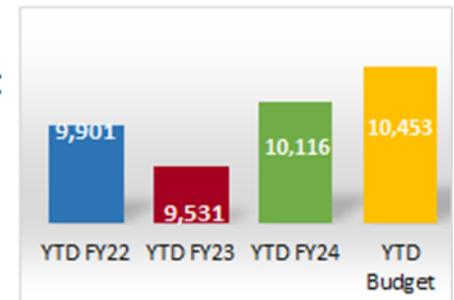
# Endoscopy Procedures



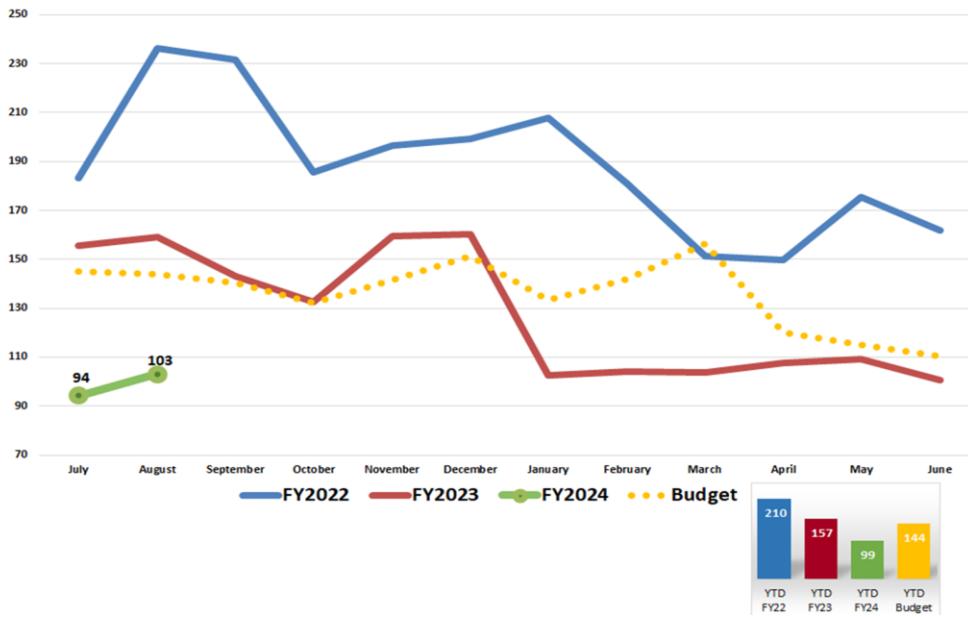
# Rural Health Clinics Registrations



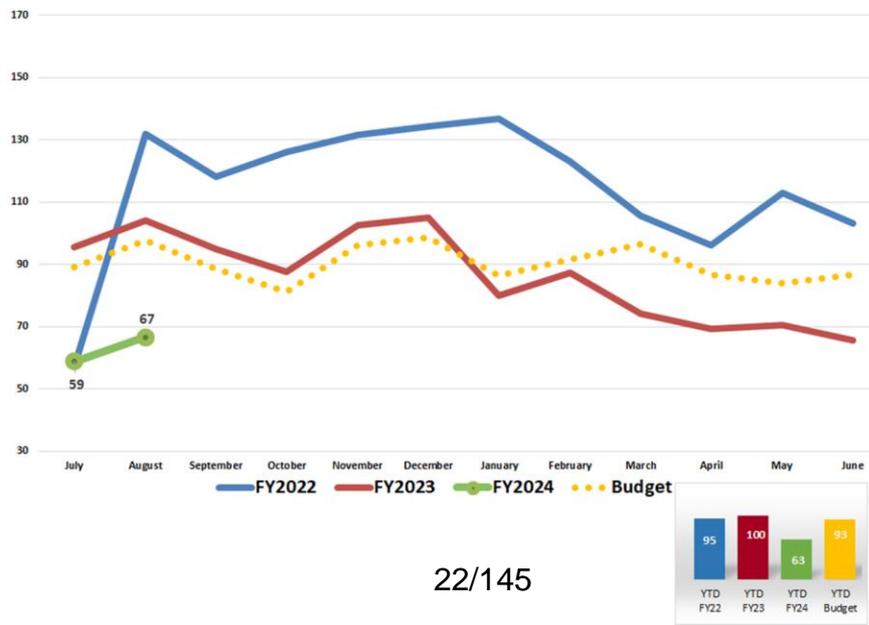
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



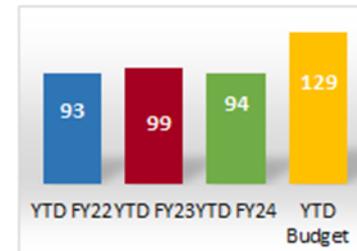
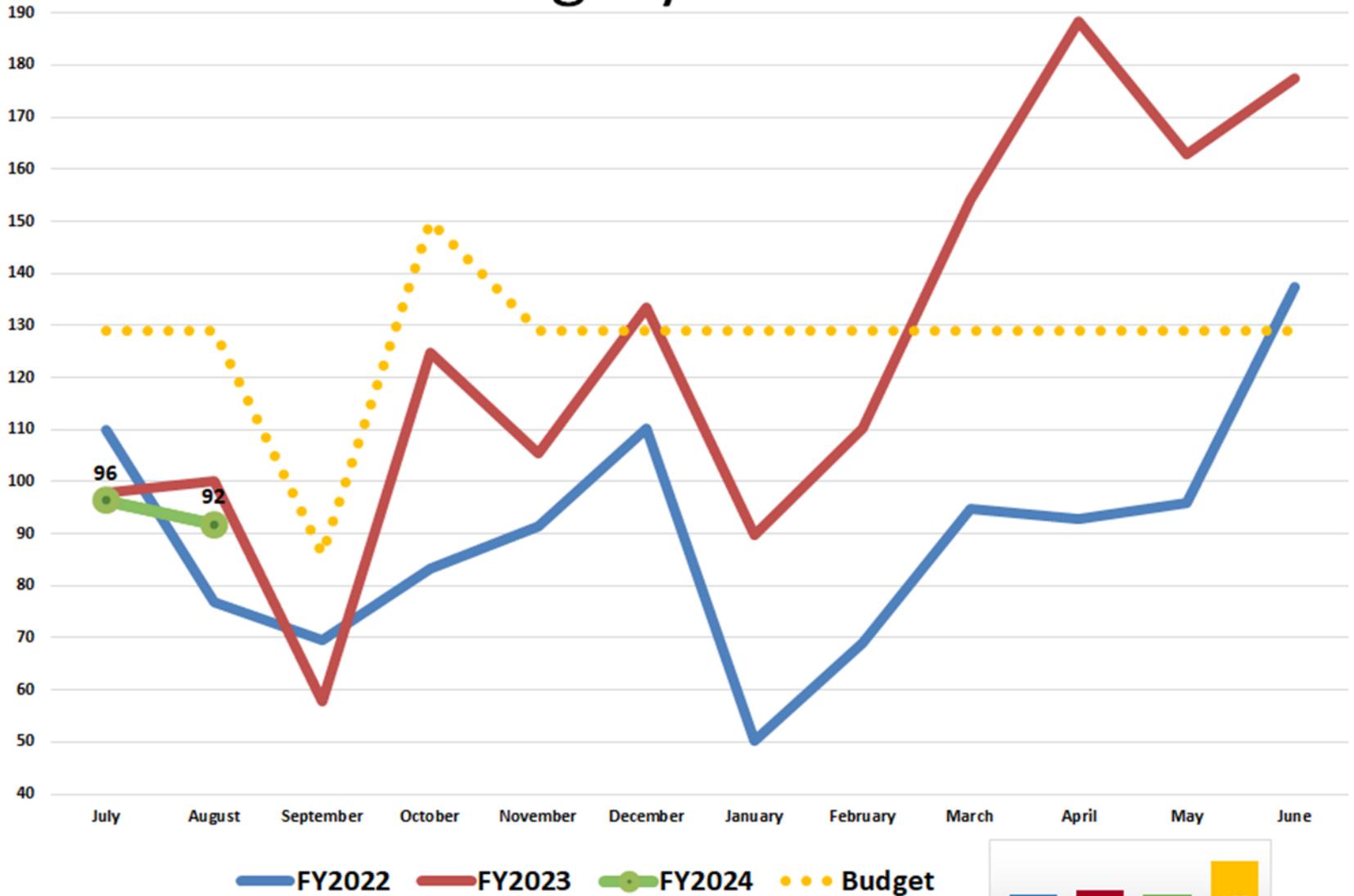
# Urgent Care – Court Avg Visits Per Day



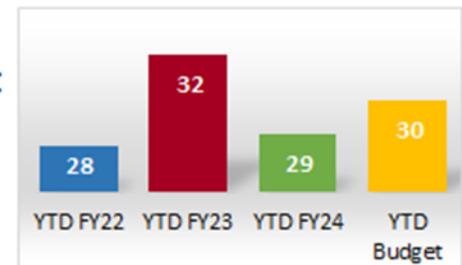
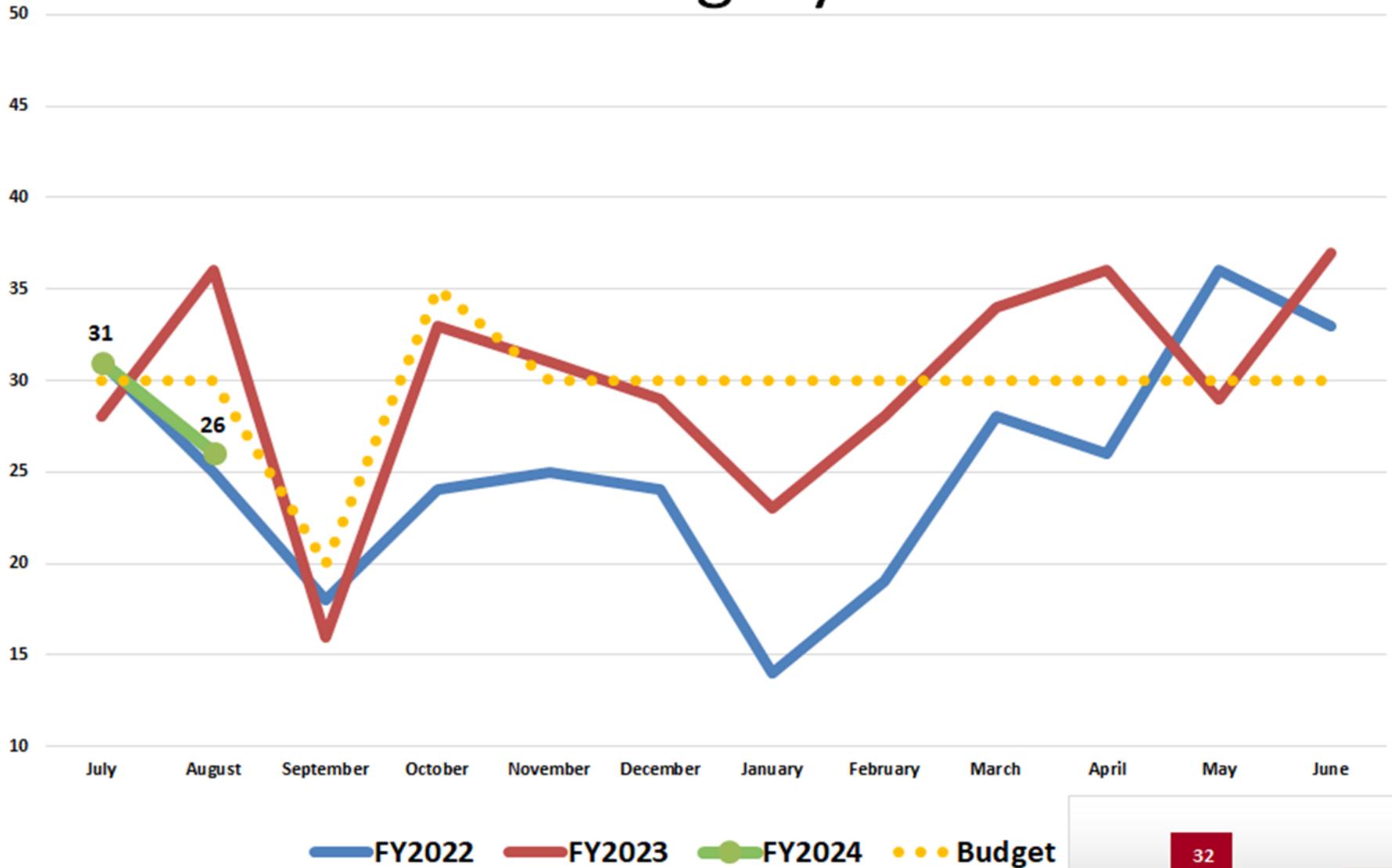
# Urgent Care – Demaree Avg Visits Per Day



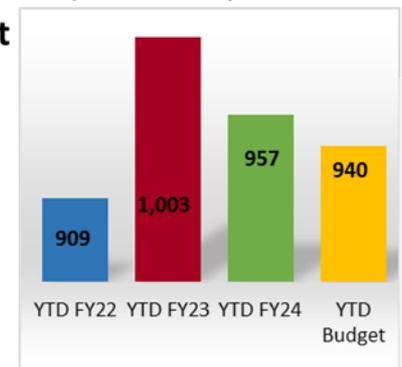
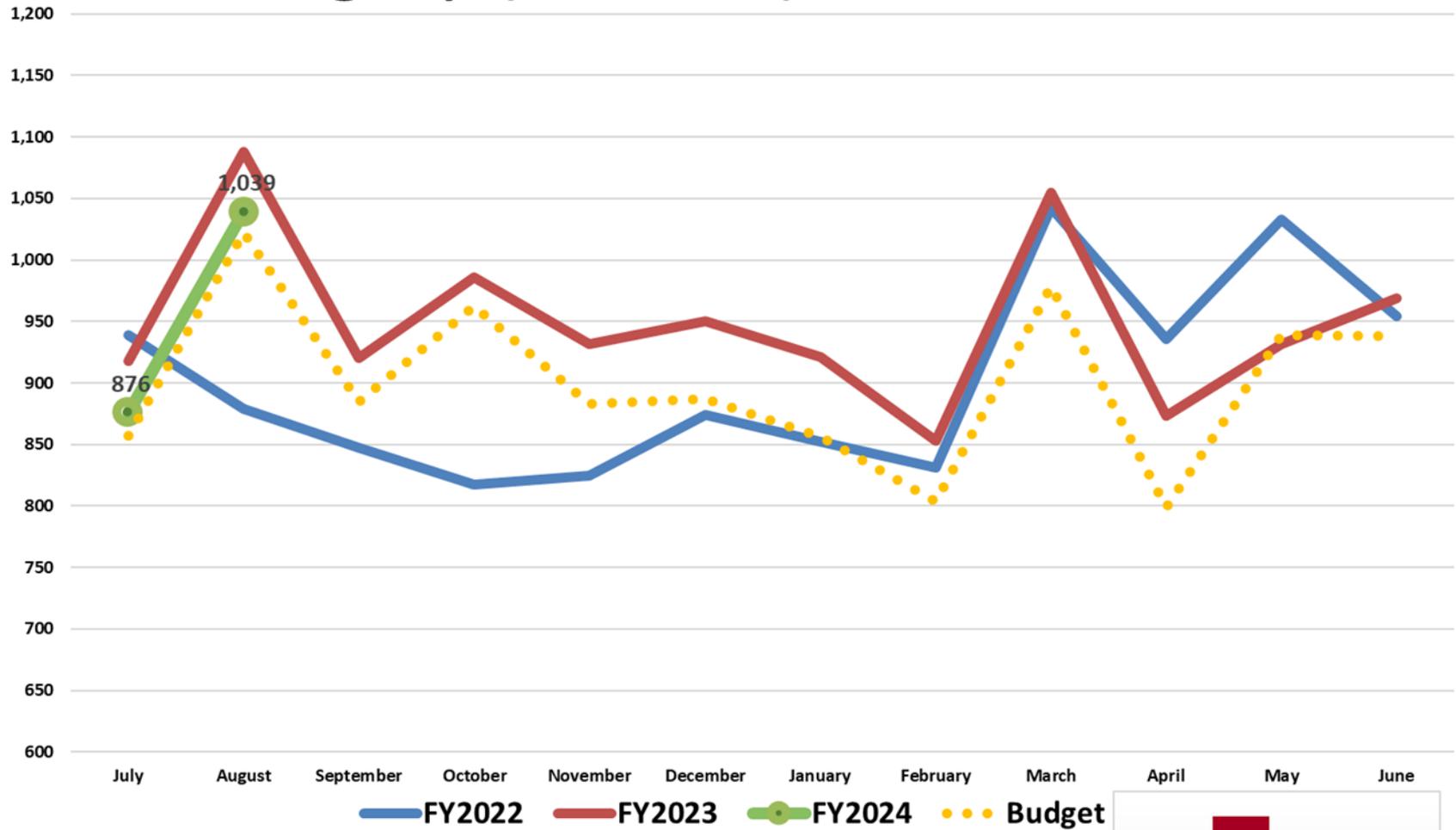
# Cardiac Surgery - 100 Min Units



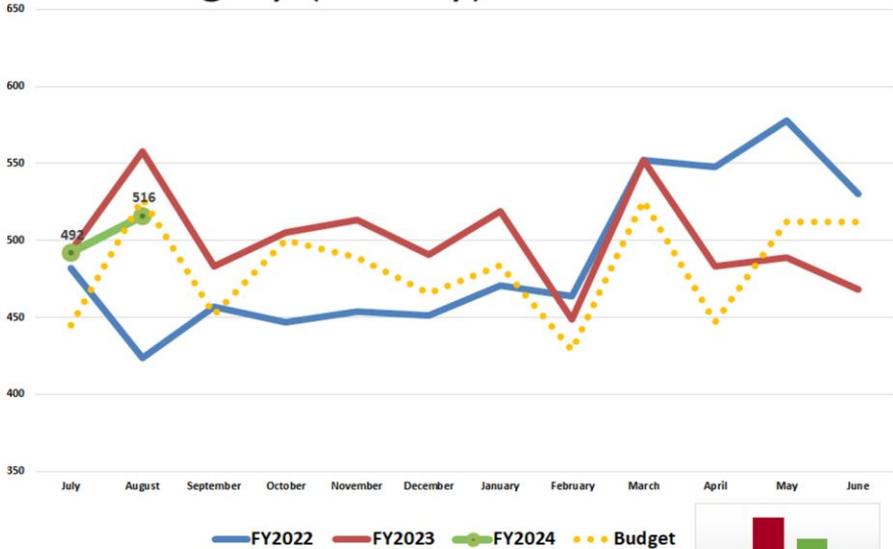
# Cardiac Surgery Cases



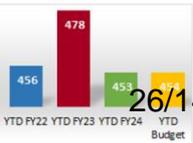
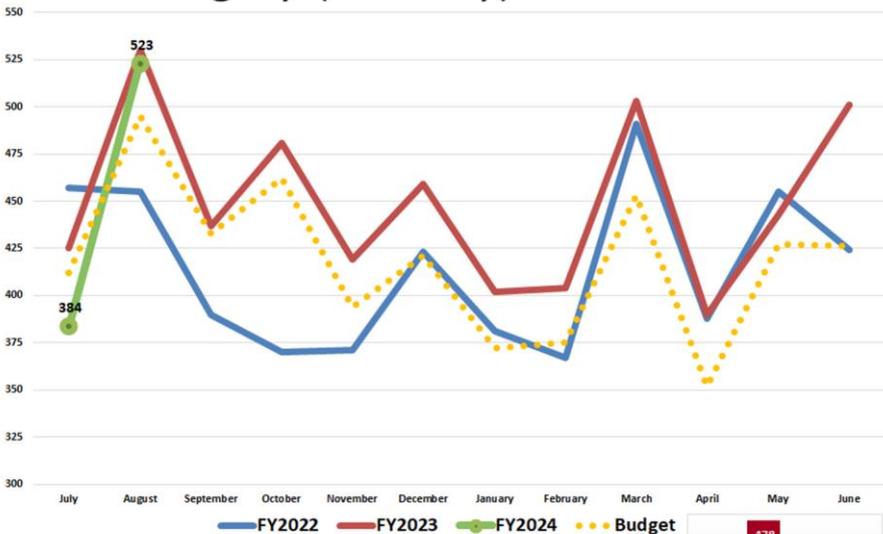
# Surgery (IP & OP) – 100 Min Units



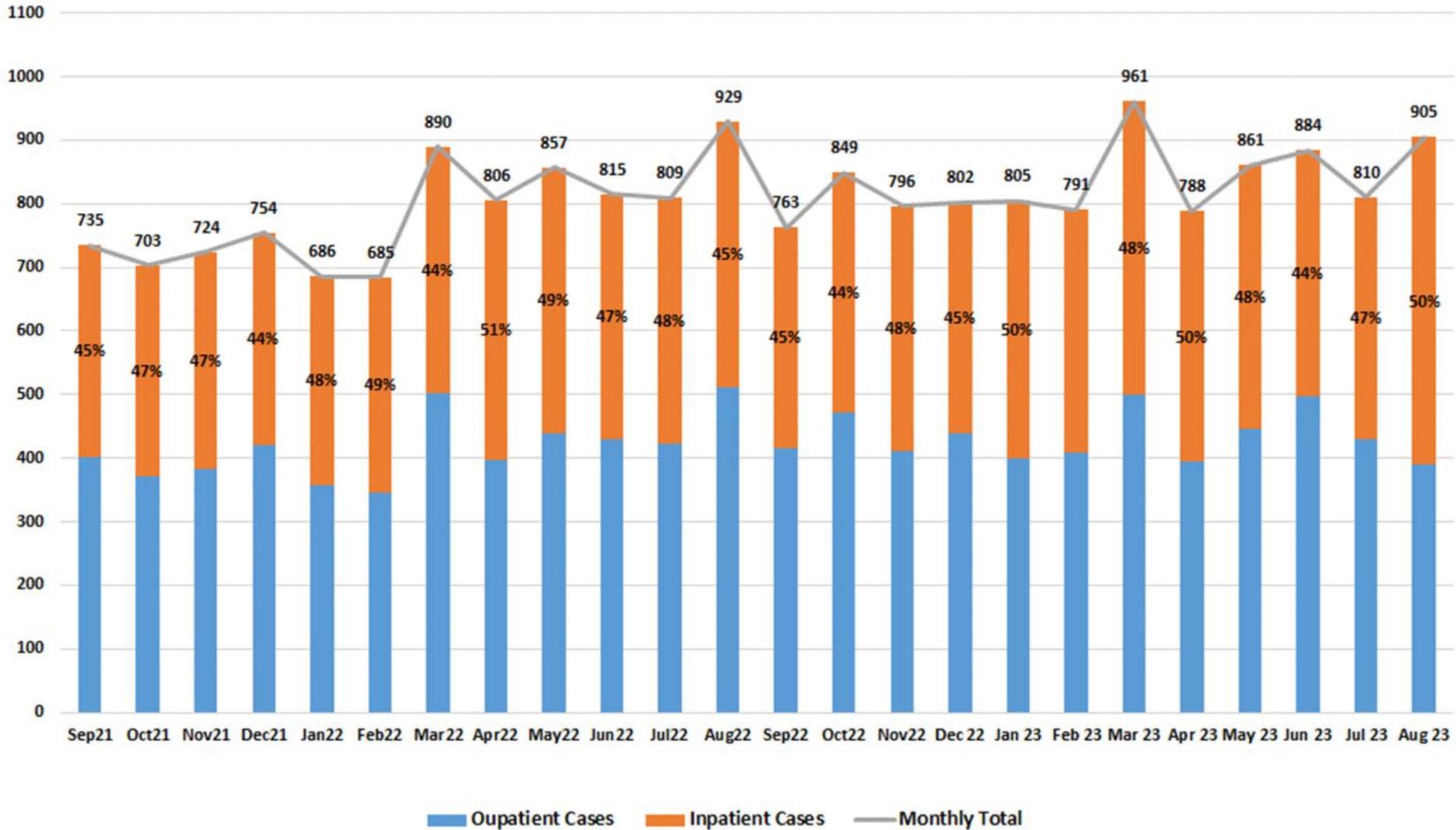
# Surgery (IP Only) - 100 Min Unit



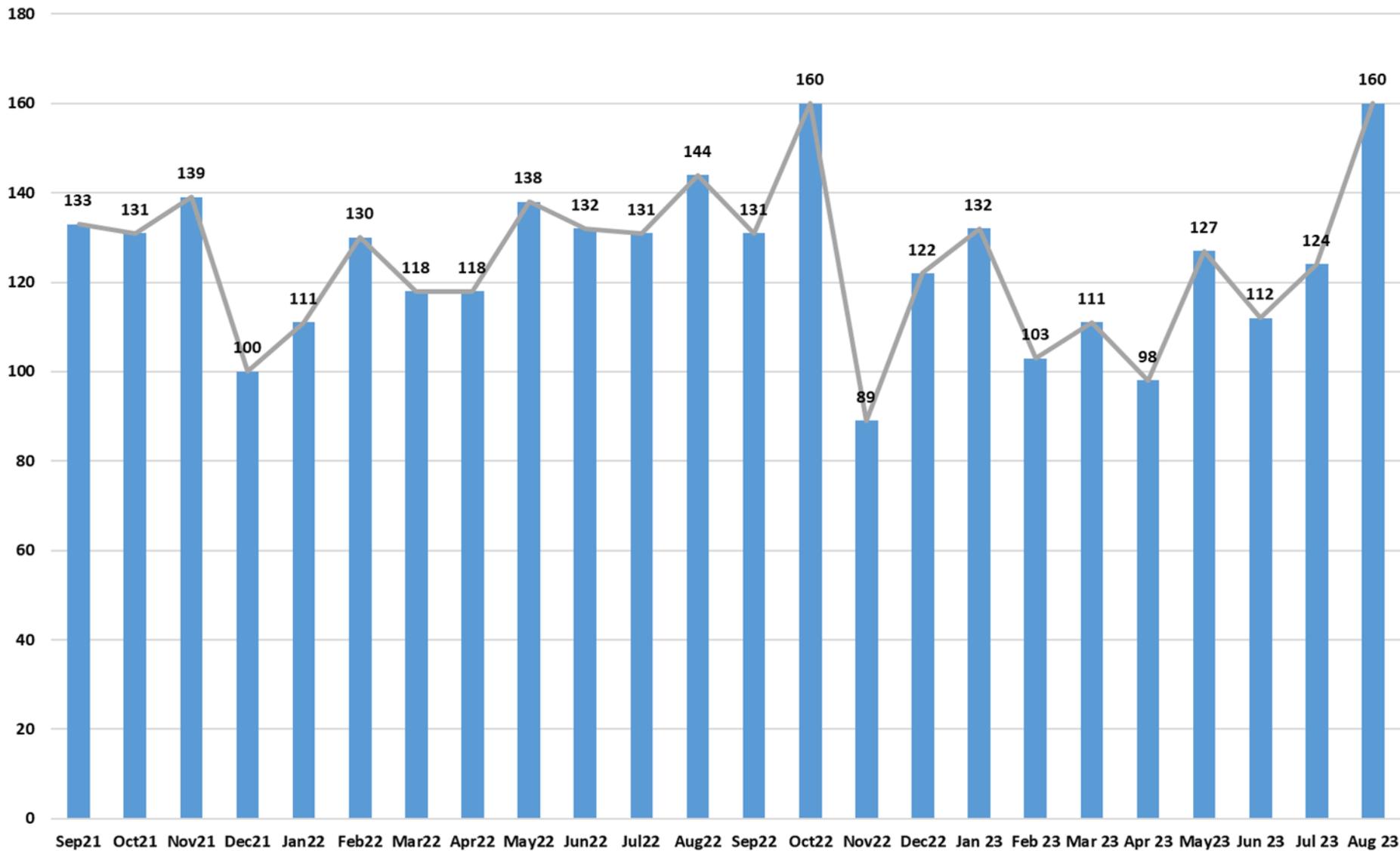
# Surgery (OP Only) - 100 Min Units



# Surgery Cases (IP & OP)



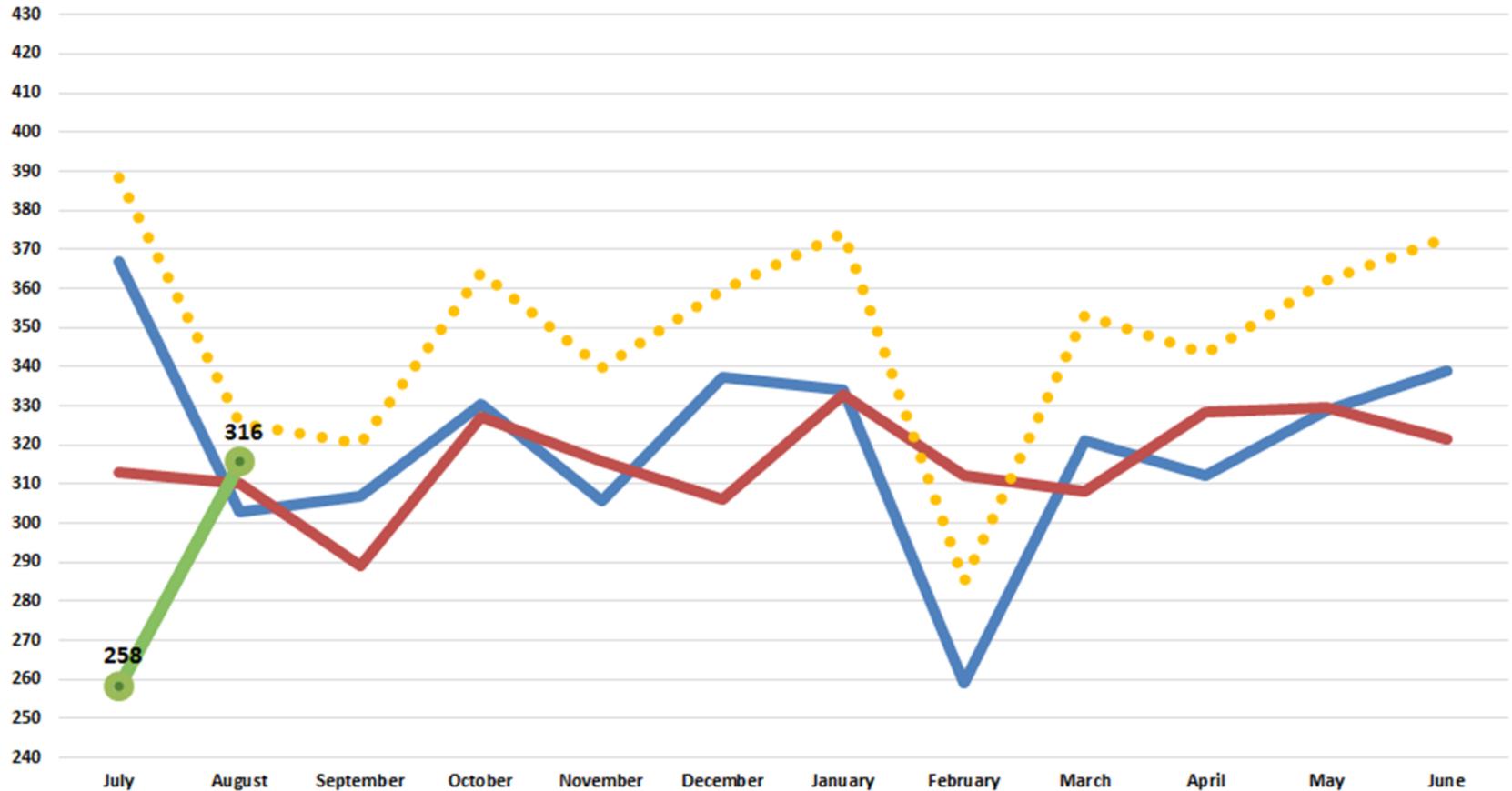
# OB Cases



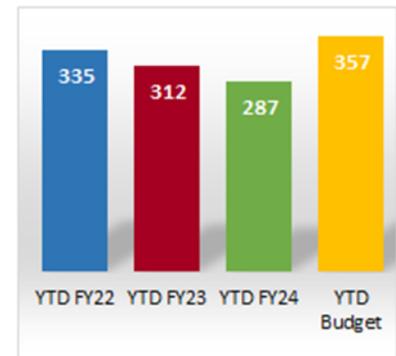
■ Cases — Monthly Total

28/145

# Cath Lab (IP & OP) – 100 Min Units



—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget







# Other Statistical Results – Fiscal Year Comparison (Aug)

	Actual Results				Budget	Budget Variance	
	Aug 2022	Aug 2023	Change	% Change	Aug 2023	Change	% Change
<b>Adjusted Patient Days</b>	<b>29,148</b>	<b>26,289</b>	<b>(2,859)</b>	<b>(9.8%)</b>	<b>26,848</b>	<b>(559)</b>	<b>(2.1%)</b>
<b>Outpatient Visits</b>	<b>49,352</b>	<b>47,585</b>	<b>(1,767)</b>	<b>(3.6%)</b>	<b>42,641</b>	<b>4,944</b>	<b>11.6%</b>
Infusion Center	336	451	115	34.2%	386	65	16.8%
Radiology/CT/US/MRI Proc (I/P & O/P)	17,247	20,330	3,083	17.9%	19,615	715	3.6%
Endoscopy Procedures (I/P & O/P)	558	648	90	16.1%	546	102	18.7%
O/P Rehab Units	20,139	22,982	2,843	14.1%	21,565	1,417	6.6%
OB Deliveries	419	464	45	10.7%	429	35	8.2%
ED Total Registered	7,702	8,259	557	7.2%	7,285	974	13.4%
Home Health Visits	3,078	3,223	145	4.7%	3,111	112	3.6%
Cath Lab Minutes (IP & OP)	310	316	6	1.9%	326	(10)	(3.1%)
RHC Registrations	10,890	11,045	155	1.4%	11,463	(418)	(3.6%)
Hospice Days	3,970	4,017	47	1.2%	3,748	269	7.2%
Physical & Other Therapy Units	18,875	18,091	(784)	(4.2%)	18,187	(96)	(0.5%)
Dialysis Treatments	1,560	1,444	(116)	(7.4%)	1,550	(106)	(6.8%)
Surgery Minutes-General & Robotic (I/P & O/P)	1,215	1,119	(96)	(7.9%)	1,095	24	2.2%
Radiation Oncology Treatments (I/P & O/P)	2,339	1,717	(622)	(26.6%)	2,161	(444)	(20.5%)
Urgent Care - Court	4,928	3,197	(1,731)	(35.1%)	4,457	(1,260)	(28.3%)
Urgent Care - Demaree	3,226	2,065	(1,161)	(36.0%)	3,026	(961)	(31.8%)

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

	Actual Results				Budget	Budget Variance	
	FY 2023	FY 2024	Change	% Change	FY 2024	Change	% Change
<b>Adjusted Patient Days</b>	<b>56,858</b>	<b>50,595</b>	<b>(6,263)</b>	<b>(11.0%)</b>	<b>52,768</b>	<b>(2,173)</b>	<b>(4.1%)</b>
<b>Outpatient Visits</b>	<b>92,008</b>	<b>89,063</b>	<b>(2,945)</b>	<b>(3.2%)</b>	<b>85,281</b>	<b>3,782</b>	<b>4.4%</b>
Infusion Center	625	832	207	<b>33.1%</b>	722	110	<b>15.2%</b>
Endoscopy Procedures (I/P & O/P)	1,068	1,306	238	<b>22.3%</b>	1,045	261	<b>25.0%</b>
O/P Rehab Units	36,416	41,785	5,369	<b>14.7%</b>	42,186	(401)	<b>(1.0%)</b>
Home Health Visits	5,599	6,022	423	<b>7.6%</b>	6,216	(194)	<b>(3.1%)</b>
ED Total Registered	15,195	16,143	948	<b>6.2%</b>	14,725	1,418	<b>9.6%</b>
Radiology/CT/US/MRI Proc (I/P & O/P)	33,211	35,262	2,051	<b>6.2%</b>	33,868	1,394	<b>4.1%</b>
RHC Registrations	19,061	20,231	1,170	<b>6.1%</b>	20,905	(674)	<b>(3.2%)</b>
OB Deliveries	815	852	37	<b>4.5%</b>	818	34	<b>4.2%</b>
Dialysis Treatments	3,024	3,099	75	<b>2.5%</b>	3,100	(1)	<b>(0.0%)</b>
Hospice Days	7,796	7,875	79	<b>1.0%</b>	7,544	331	<b>4.4%</b>
Physical & Other Therapy Units	37,222	35,908	(1,314)	<b>(3.5%)</b>	36,374	(466)	<b>(1.3%)</b>
Surgery Minutes-General & Robotic (I/P & O/P)	2,229	2,061	(168)	<b>(7.5%)</b>	2,015	46	<b>2.3%</b>
Cath Lab Minutes (IP & OP)	623	574	(49)	<b>(7.9%)</b>	714	(140)	<b>(19.6%)</b>
Radiation Oncology Treatments (I/P & O/P)	3,976	3,360	(616)	<b>(15.5%)</b>	4,260	(900)	<b>(21.1%)</b>
Urgent Care - Court	9,751	6,122	(3,629)	<b>(37.2%)</b>	8,953	(2,831)	<b>(31.6%)</b>
Urgent Care - Demaree	6,193	3,888	(2,305)	<b>(37.2%)</b>	5,793	(1,905)	<b>(32.9%)</b>

# Payer Trend by Gross Charges (Through August 2024)

Payers Grouped	Gross Charges				Patient Cases %			
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2021	FY 2022	FY 2023	FY 2024
Medicare	\$1,024,403,992	\$1,062,397,956	\$1,095,034,342	\$181,203,792	43.3%	42.0%	43.0%	42.3%
Medi-Cal	\$762,517,252	\$834,888,178	\$836,590,614	\$136,581,085	32.2%	33.0%	32.9%	31.9%
Commercial/Other	\$526,692,820	\$567,541,720	\$561,498,885	\$97,605,623	22.2%	22.5%	22.1%	22.8%
Other	\$54,702,674	\$63,029,160	\$51,511,313	\$12,488,311	2.3%	2.5%	2.0%	2.9%
<b>Grand Total</b>	<b>\$2,368,316,738</b>	<b>\$2,527,857,014</b>	<b>\$2,544,635,154</b>	<b>\$427,878,810</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Payers - Add'l Breakout	Gross Charges				Patient Cases %			
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2021	FY 2022	FY 2023	FY 2024
Medicare	\$722,820,858	\$719,315,129	\$719,791,278	\$111,754,356	30.5%	28.5%	28.3%	26.1%
Medi-Cal Managed Care	\$564,282,466	\$631,191,685	\$656,293,721	\$109,041,089	23.8%	25.0%	25.8%	25.5%
Commercial/Other	\$526,692,820	\$567,541,720	\$561,498,885	\$97,605,623	22.2%	22.5%	22.1%	22.8%
Medicare Managed Care	\$301,583,134	\$343,082,828	\$375,243,065	\$69,449,436	12.7%	13.6%	14.7%	16.2%
Medi-Cal	\$198,234,786	\$203,696,493	\$180,296,892	\$27,539,995	8.4%	8.1%	7.1%	6.4%
Cash Pay	\$31,071,034	\$37,377,691	\$31,813,260	\$8,817,796	1.3%	1.5%	1.3%	2.1%
Work Comp	\$22,307,951	\$24,705,998	\$18,444,527	\$3,558,356	0.9%	1.0%	0.7%	0.8%
Tulare County	\$1,323,688	\$945,471	\$1,253,525	\$112,159	0.1%	0.0%	0.0%	0.0%
<b>Grand Total</b>	<b>\$2,368,316,738</b>	<b>\$2,527,857,014</b>	<b>\$2,544,635,154</b>	<b>\$427,878,810</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

# Payer Trend by Patient Volume (Through August 2024)

	Patient Cases				Patient Cases %			
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2021	FY 2022	FY 2023	FY 2024
<b>Inpatient</b>								
Medi-Cal Managed Care	8,035	8,533	8,754	1,573	28.3%	29.6%	31.6%	32.8%
Commercial/Other	6,491	6,770	6,420	1,117	22.8%	23.4%	23.2%	23.3%
Medicare	6,844	6,491	6,015	983	24.1%	22.5%	21.7%	20.5%
Medicare Managed Care	2,799	2,993	3,034	552	9.8%	10.4%	10.9%	11.5%
Medi-Cal	3,830	3,711	3,129	478	13.5%	12.9%	11.3%	10.0%
Cash Pay	237	215	213	74	0.8%	0.7%	0.8%	1.5%
Work Comp	122	114	90	19	0.4%	0.4%	0.3%	0.4%
Tulare County	74	49	58	7	0.3%	0.2%	0.2%	0.1%
<b>Total Inpatient</b>	<b>28,432</b>	<b>28,876</b>	<b>27,713</b>	<b>4,803</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Outpatient</b>								
Commercial/Other	177,378	185,520	172,082	28,501	34.2%	33.0%	32.3%	32.3%
Medi-Cal Managed Care	156,270	186,731	170,094	26,309	30.1%	33.2%	31.9%	29.8%
Medicare	100,401	96,894	94,155	16,101	19.3%	17.2%	17.7%	18.2%
Medicare Managed Care	46,719	51,242	60,156	10,901	9.0%	9.1%	11.3%	12.3%
Medi-Cal	24,833	23,911	22,950	3,799	4.8%	4.3%	4.3%	4.3%
Cash Pay	10,338	14,381	9,644	1,784	2.0%	2.6%	1.8%	2.0%
Work Comp	3,204	3,387	3,920	918	0.6%	0.6%	0.7%	1.0%
Tulare County	1		1		0.0%	0.0%	0.0%	0.0%
<b>Total Outpatient</b>	<b>519,144</b>	<b>562,066</b>	<b>533,002</b>	<b>88,313</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

# August Financial Comparison without KHMG (000's)

	Comparison to Budget - Month of August				Comparison to Prior Year - Month of August			
	Budget Aug-2023	Actual Aug-2023	\$ Change	% Change	Aug-2022	Aug-2023	\$ Change	% Change
<b>Operating Revenue</b>								
Net Patient Service Revenue	\$48,988	\$49,531	\$543	1.1%	\$50,999	\$49,531	(\$1,468)	-3.0%
Supplemental Gov't Programs	\$6,483	\$6,383	(\$100)	-1.6%	\$5,042	\$6,383	\$1,341	21.0%
Prime Program	\$835	\$822	(\$13)	-1.6%	\$743	\$822	\$79	9.6%
Premium Revenue	\$7,931	\$7,930	(\$0)	0.0%	\$5,927	\$7,930	\$2,004	25.3%
Management Services Revenue	\$3,439	\$3,621	\$182	5.0%	\$3,797	\$3,621	(\$176)	-4.9%
Other Revenue	\$2,505	\$3,702	\$1,197	32.3%	\$2,096	\$3,702	\$1,606	43.4%
Other Operating Revenue	\$21,192	\$22,458	\$1,265	5.6%	\$17,604	\$22,458	\$4,853	21.6%
<b>Total Operating Revenue</b>	<b>\$70,180</b>	<b>\$71,989</b>	<b>\$1,809</b>	<b>2.5%</b>	<b>\$68,603</b>	<b>\$71,989</b>	<b>\$3,385</b>	<b>4.7%</b>
<b>Operating Expenses</b>								
Salaries & Wages	\$29,334	\$28,197	(\$1,138)	-4.0%	\$28,420	\$28,197	(\$223)	-0.8%
Contract Labor	\$1,786	\$2,121	\$335	15.8%	\$7,124	\$2,121	(\$5,003)	-235.8%
Employee Benefits	\$6,781	\$6,547	(\$234)	-3.6%	\$5,374	\$6,547	\$1,172	17.9%
<b>Total Employment Expenses</b>	<b>\$37,901</b>	<b>\$36,864</b>	<b>(\$1,037)</b>	<b>-2.8%</b>	<b>\$40,918</b>	<b>\$36,864</b>	<b>(\$4,053)</b>	<b>-11.0%</b>
Medical & Other Supplies	\$10,677	\$10,518	(\$158)	-1.5%	\$10,798	\$10,518	(\$280)	-2.7%
Physician Fees	\$6,665	\$6,793	\$128	1.9%	\$7,173	\$6,793	(\$380)	-5.6%
Purchased Services	\$1,471	\$2,031	\$560	27.6%	\$1,062	\$2,031	\$970	47.7%
Repairs & Maintenance	\$2,370	\$1,434	(\$936)	-65.3%	\$2,238	\$1,434	(\$803)	-56.0%
Utilities	\$1,001	\$1,007	\$7	0.7%	\$940	\$1,007	\$68	6.7%
Rents & Leases	\$165	\$156	(\$10)	-6.1%	\$140	\$156	\$15	9.8%
Depreciation & Amortization	\$2,914	\$2,841	(\$73)	-2.6%	\$2,778	\$2,841	\$62	2.2%
Interest Expense	\$587	\$604	\$18	3.0%	\$592	\$604	\$12	2.0%
Other Expense	\$2,171	\$1,788	(\$383)	-21.4%	\$1,897	\$1,788	(\$109)	-6.1%
Humana Cap Plan Expenses	\$3,701	\$4,331	\$629	14.5%	\$3,831	\$4,331	\$500	11.5%
Management Services Expense	\$3,641	\$3,571	(\$70)	-2.0%	\$3,660	\$3,571	(\$88)	-2.5%
<b>Total Other Expenses</b>	<b>\$35,363</b>	<b>\$35,076</b>	<b>(\$287)</b>	<b>-0.8%</b>	<b>\$35,108</b>	<b>\$35,076</b>	<b>(\$33)</b>	<b>-0.1%</b>
<b>Total Operating Expenses</b>	<b>\$73,264</b>	<b>\$71,940</b>	<b>(\$1,324)</b>	<b>-1.8%</b>	<b>\$76,026</b>	<b>\$71,940</b>	<b>(\$4,086)</b>	<b>-5.7%</b>
<b>Operating Margin</b>	<b>(\$3,084)</b>	<b>\$48</b>	<b>\$3,132</b>		<b>(\$7,423)</b>	<b>\$48</b>	<b>\$7,471</b>	
Stimulus/FEMA	\$1,610	\$1,610	\$0		\$0	\$1,610	\$1,610	
<b>Operating Margin after Stimulus/FEMA</b>	<b>(\$1,474)</b>	<b>\$1,658</b>	<b>\$3,133</b>		<b>(\$7,423)</b>	<b>\$1,658</b>	<b>\$9,081</b>	
Nonoperating Revenue (Loss)	\$484	\$602	\$117		\$326	\$602	\$275	
<b>Excess Margin</b>	<b>(\$990)</b>	<b>\$2,260</b>	<b>\$3,250</b>		<b>(\$7,096)</b>	<b>\$2,260</b>	<b>\$9,356</b>	

# FYTD July and August: Financial Comparison without KHMG (000's)

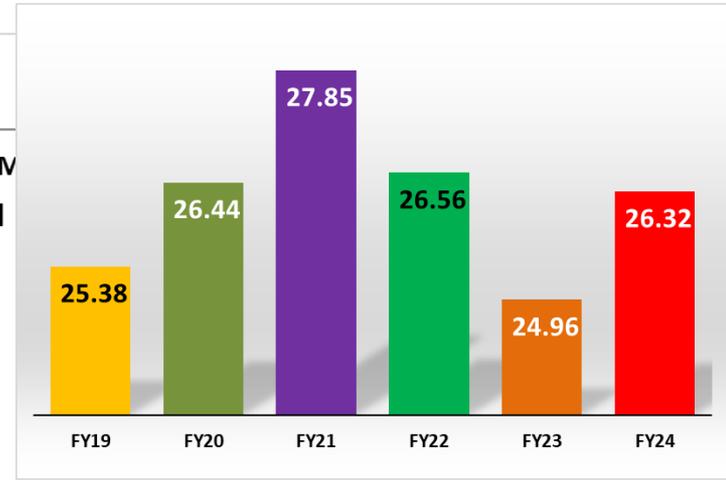
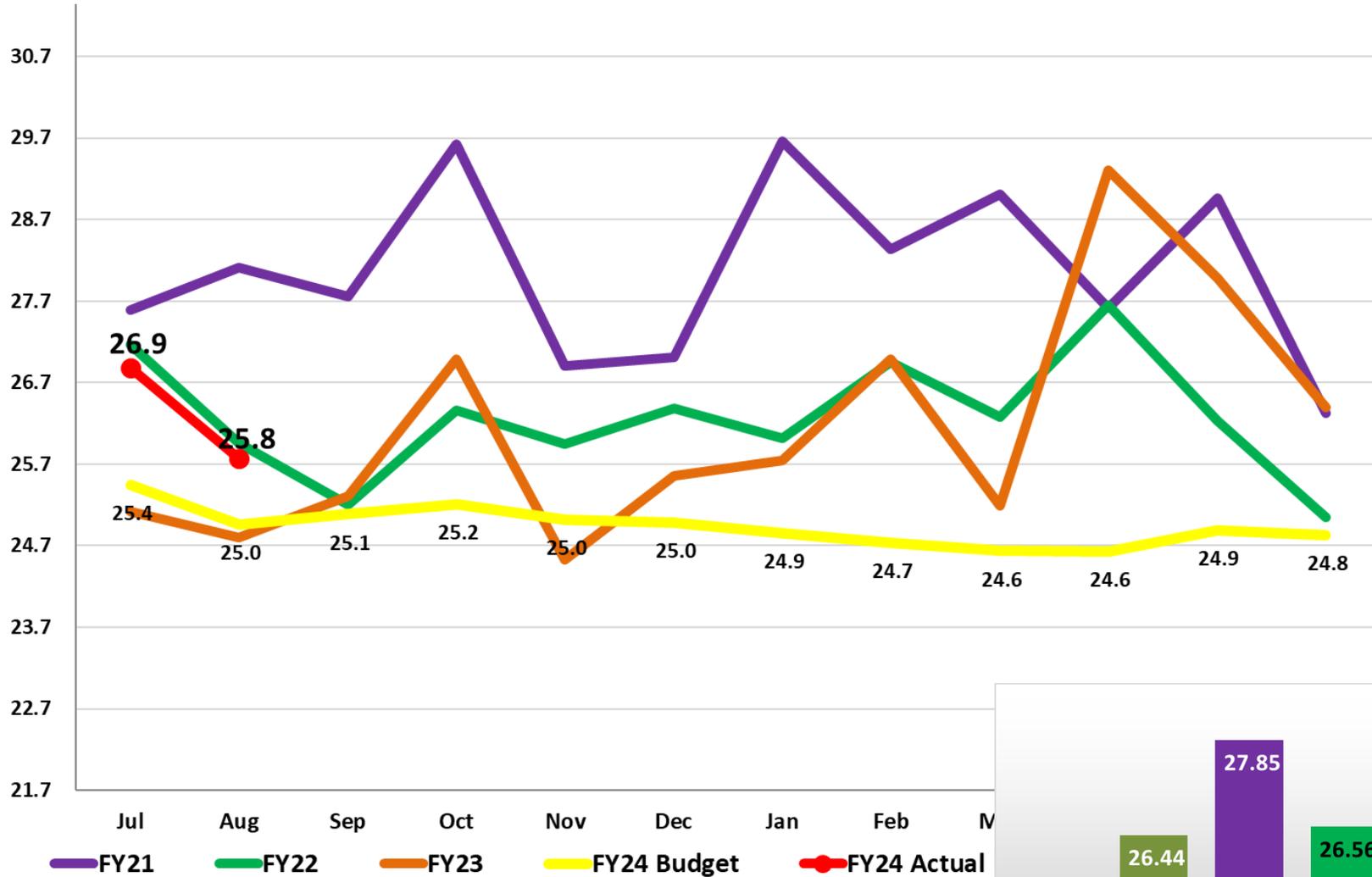
	Comparison to Budget - YTD August				Comparison to Prior Year - YTD August			
	Budget	Actual	\$ Change	% Change	FYTD	FYTD	\$ Change	% Change
	FYTD	FYTD			2023	2024		
	2024	2024						
<b>Operating Revenue</b>								
Net Patient Service Revenue	\$96,764	\$95,010	(\$1,754)	-1.8%	\$99,745	\$95,010	(\$4,735)	-5.0%
Supplemental Gov't Programs	\$12,965	\$12,765	(\$200)	-1.6%	\$10,084	\$12,765	\$2,682	21.0%
Prime Program	\$1,670	\$1,643	(\$27)	-1.6%	\$1,485	\$1,643	\$158	9.6%
Premium Revenue	\$15,861	\$15,861	(\$0)	0.0%	\$11,828	\$15,861	\$4,033	25.4%
Management Services Revenue	\$6,878	\$6,899	\$21	0.3%	\$6,729	\$6,899	\$170	2.5%
Other Revenue	\$5,009	\$6,449	\$1,440	22.3%	\$5,535	\$6,449	\$914	14.2%
Other Operating Revenue	\$42,384	\$43,618	\$1,234	2.8%	\$35,661	\$43,618	\$7,957	18.2%
<b>Total Operating Revenue</b>	<b>\$139,148</b>	<b>\$138,628</b>	<b>(\$520)</b>	<b>-0.4%</b>	<b>\$135,407</b>	<b>\$138,628</b>	<b>\$3,222</b>	<b>2.3%</b>
<b>Operating Expenses</b>								
Salaries & Wages	\$58,233	\$56,344	(\$1,889)	-3.4%	\$56,612	\$56,344	(\$268)	-0.5%
Contract Labor	\$3,787	\$3,742	(\$45)	-1.2%	\$12,988	\$3,742	(\$9,246)	-247.1%
Employee Benefits	\$13,461	\$12,831	(\$630)	-4.9%	\$11,445	\$12,831	\$1,386	10.8%
<b>Total Employment Expenses</b>	<b>\$75,480</b>	<b>\$72,916</b>	<b>(\$2,564)</b>	<b>-3.5%</b>	<b>\$81,045</b>	<b>\$72,916</b>	<b>(\$8,129)</b>	<b>-11.1%</b>
Medical & Other Supplies	\$20,840	\$20,910	\$70	0.3%	\$19,795	\$20,910	\$1,115	5.3%
Physician Fees	\$13,330	\$13,828	\$497	3.6%	\$13,855	\$13,828	(\$28)	-0.2%
Purchased Services	\$2,942	\$3,400	\$458	13.5%	\$3,920	\$3,400	(\$521)	-15.3%
Repairs & Maintenance	\$4,741	\$3,625	(\$1,116)	-30.8%	\$4,237	\$3,625	(\$612)	-16.9%
Utilities	\$1,926	\$1,770	(\$156)	-8.8%	\$1,601	\$1,770	\$169	9.5%
Rents & Leases	\$330	\$248	(\$82)	-33.0%	\$248	\$248	\$0	0.1%
Depreciation & Amortization	\$5,828	\$5,665	(\$163)	-2.9%	\$5,559	\$5,665	\$106	1.9%
Interest Expense	\$1,173	\$1,190	\$17	1.4%	\$1,184	\$1,190	\$6	0.5%
Other Expense	\$4,349	\$3,444	(\$906)	-26.3%	\$3,441	\$3,444	\$3	0.1%
Humana Cap Plan Expenses	\$7,403	\$8,203	\$800	9.7%	\$8,235	\$8,203	(\$33)	-0.4%
Management Services Expense	\$7,026	\$6,395	(\$631)	-9.9%	\$6,581	\$6,395	(\$186)	-2.9%
<b>Total Other Expenses</b>	<b>\$69,888</b>	<b>\$68,676</b>	<b>(\$1,212)</b>	<b>-1.8%</b>	<b>\$68,657</b>	<b>\$68,676</b>	<b>\$20</b>	<b>0.0%</b>
<b>Total Operating Expenses</b>	<b>\$145,368</b>	<b>\$141,593</b>	<b>(\$3,776)</b>	<b>-2.7%</b>	<b>\$149,702</b>	<b>\$141,593</b>	<b>(\$8,109)</b>	<b>-5.7%</b>
<b>Operating Margin</b>	<b>(\$6,220)</b>	<b>(\$2,964)</b>	<b>\$3,256</b>		<b>(\$14,296)</b>	<b>(\$2,964)</b>	<b>\$11,331</b>	
<b>Stimulus/FEMA</b>	<b>\$3,219</b>	<b>\$3,220</b>	<b>\$1</b>		<b>\$97</b>	<b>\$3,220</b>	<b>\$3,123</b>	
<b>Operating Margin after FEMA</b>	<b>(\$3,001)</b>	<b>\$256</b>	<b>\$3,256</b>		<b>(\$14,198)</b>	<b>\$256</b>	<b>\$14,454</b>	
Nonoperating Revenue (Loss)	\$969	\$1,219	\$250		\$781	\$1,219	\$438	
<b>Excess Margin</b>	<b>(\$2,032)</b>	<b>\$1,475</b>	<b>\$3,507</b>		<b>(\$13,417)</b>	<b>\$1,475</b>	<b>\$14,892</b>	

# Month of August- Budget Variances

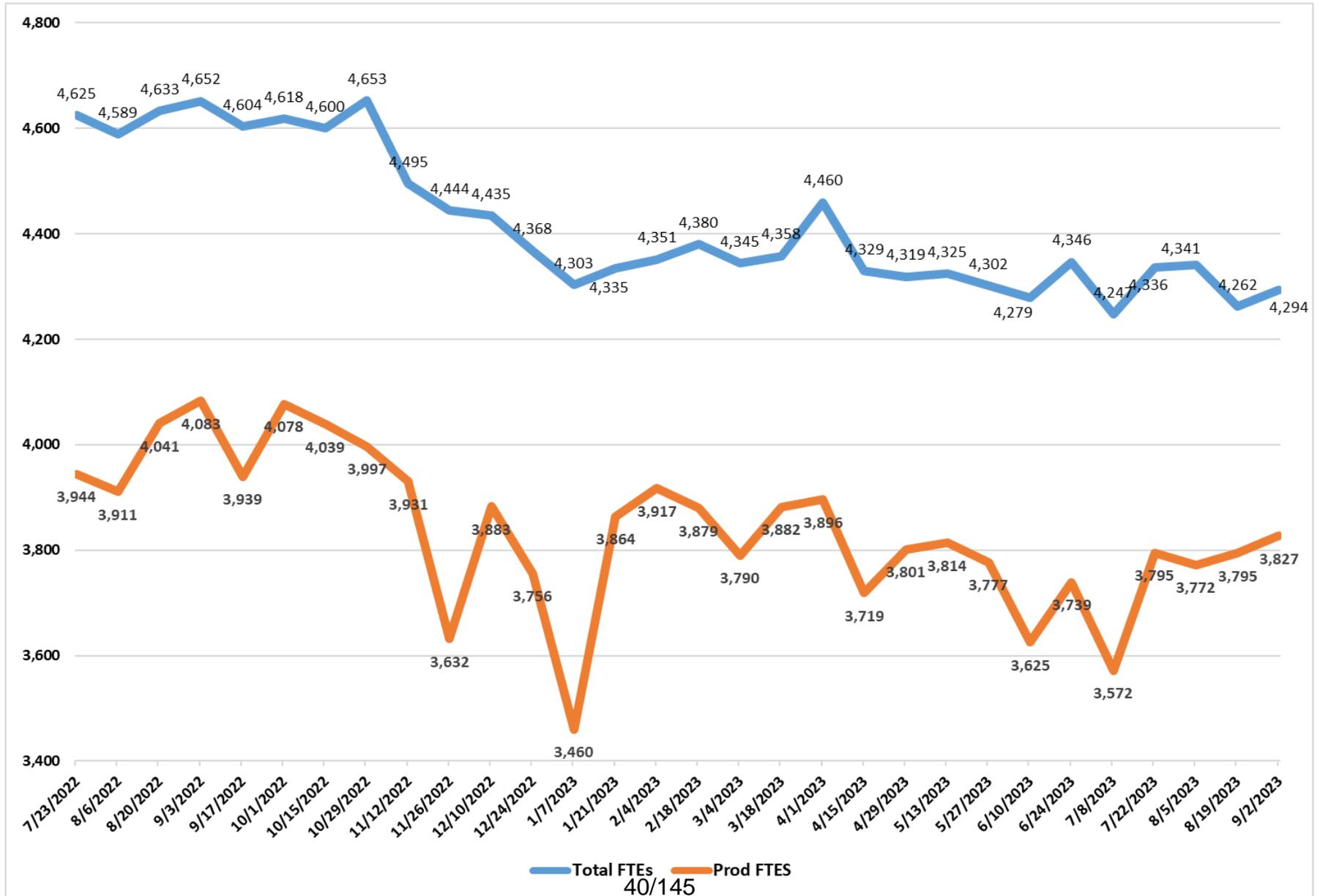
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- **Net Patient Revenues:** August patient revenue was 1.1%, \$543K higher than budget primarily due to higher than budgeted revenue in the Emergency Department, Subacute Hospital, Endoscopy Service Line, NICU/OB and our Radiology Modalities (CT, MRI, PET, Xray)
- **Other Revenue:** Other revenue was \$2.2M over budget primarily due to grant funds recognized and higher than budgeted retail pharmacy revenue.
- **Employment expenses:** Employment expense is slightly less than budget. August employment expense was 2.8%, \$1M less than budget.

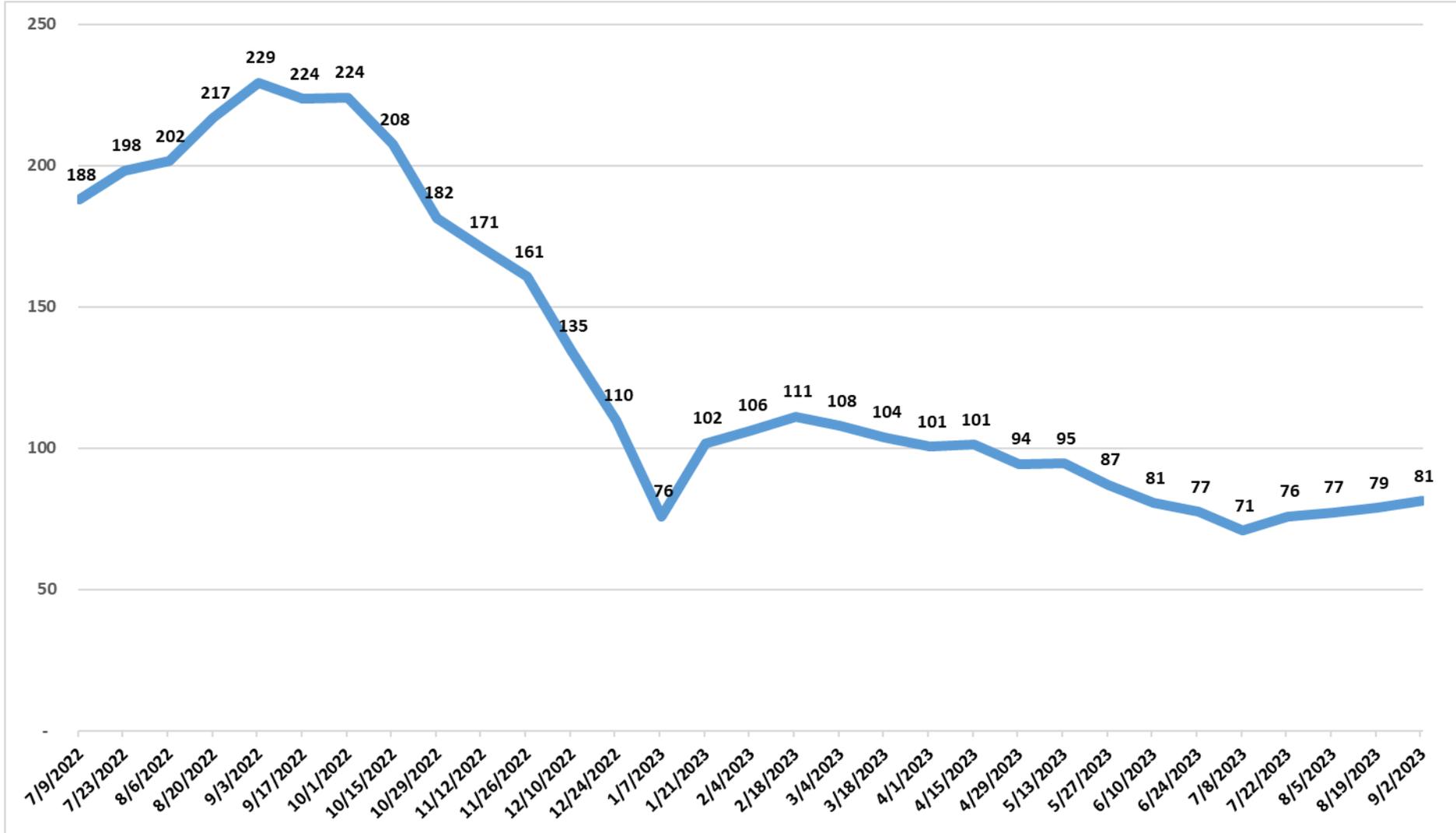
# Productivity: Worked Hours/Adjusted Patient Days



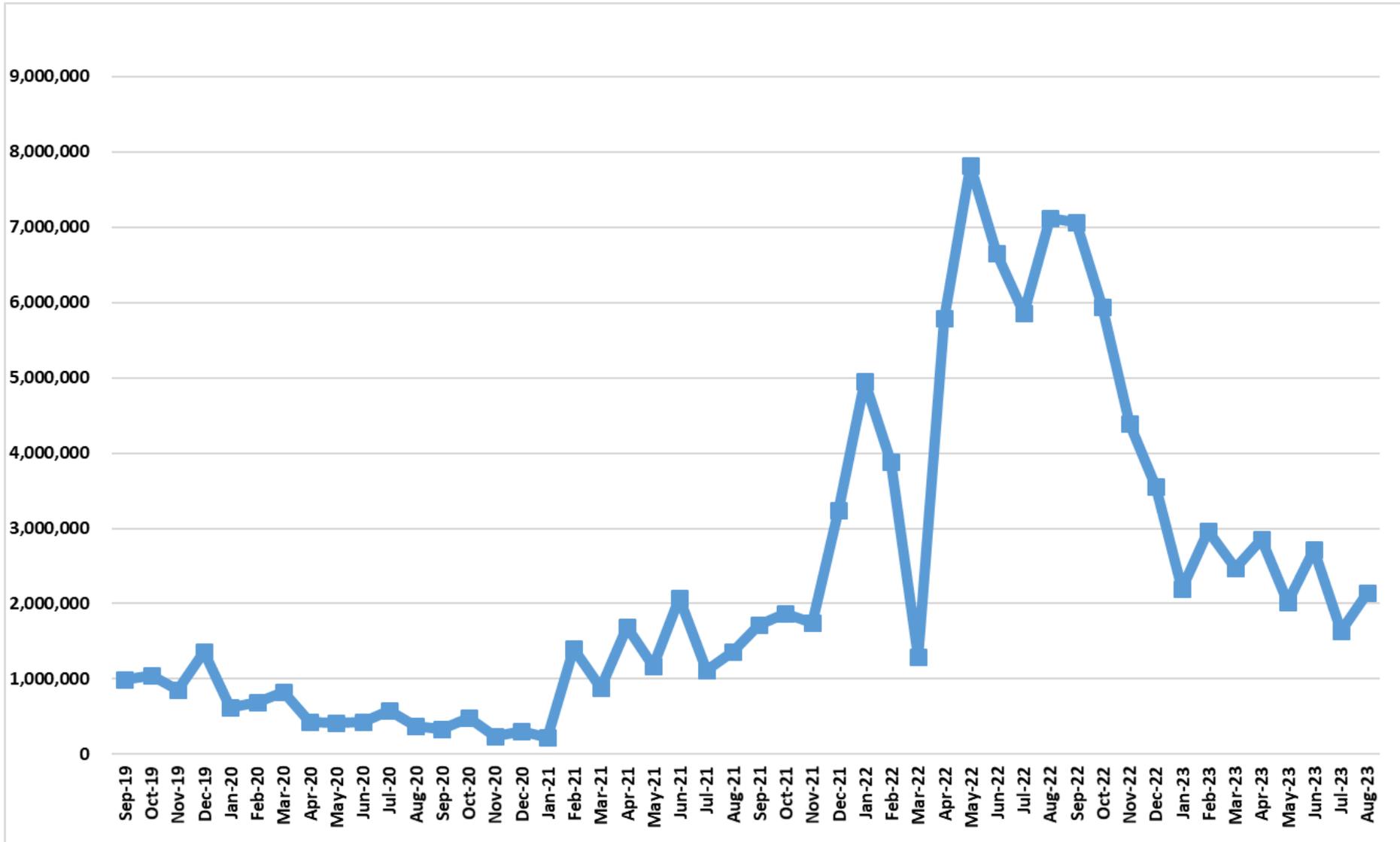
# Productive and Total FTEs without KHMG



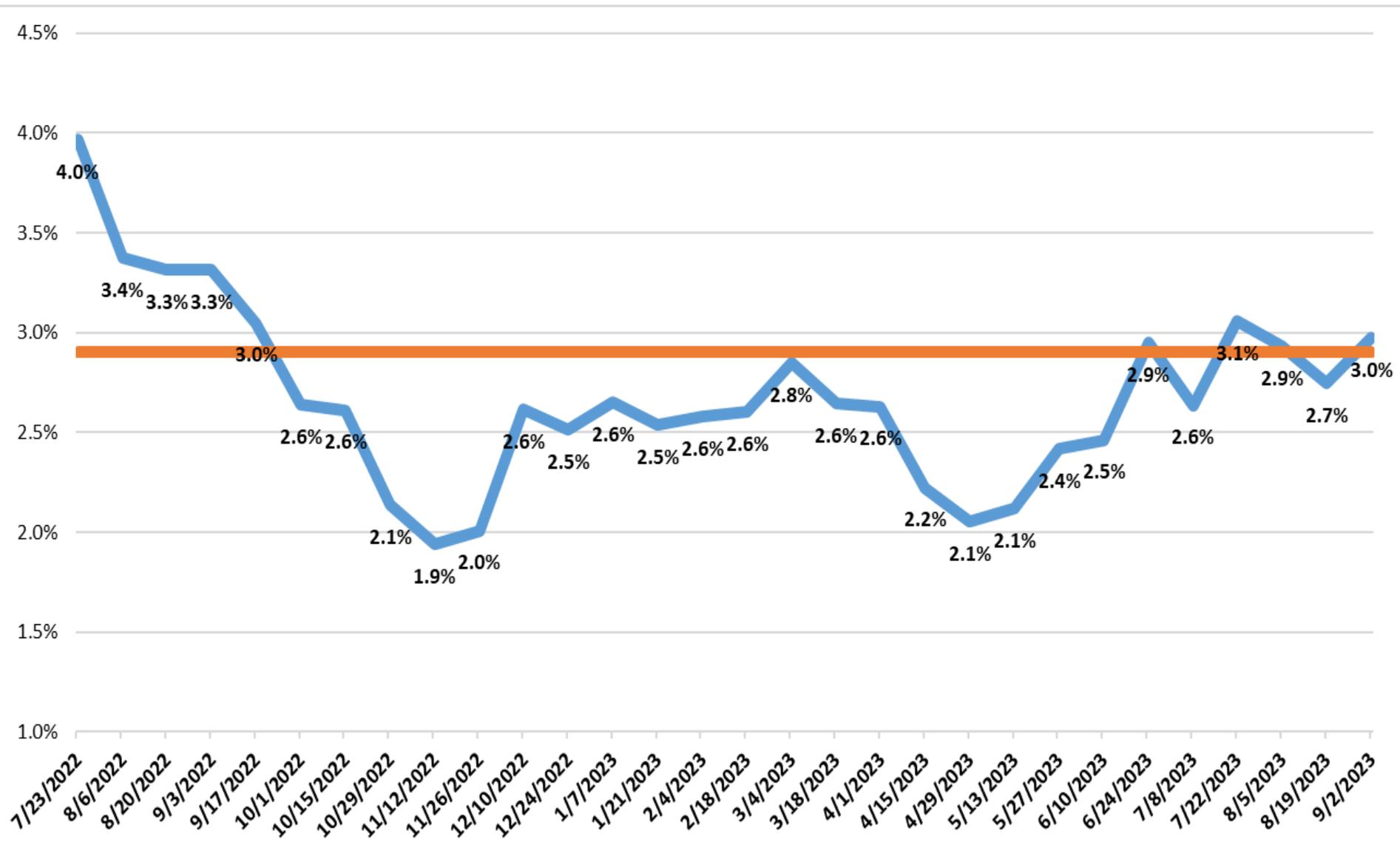
# Contract Labor Full Time Equivalents (FTEs)



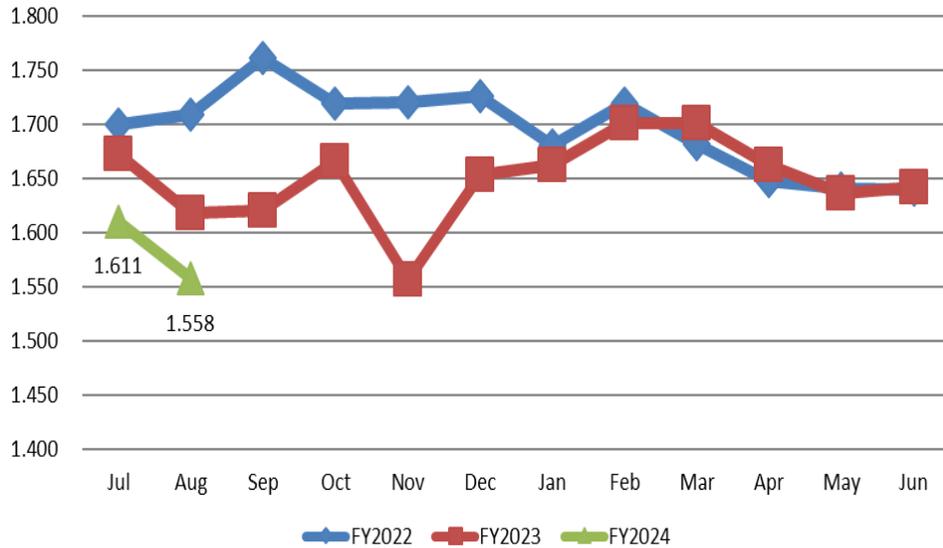
# Contract Labor Expense



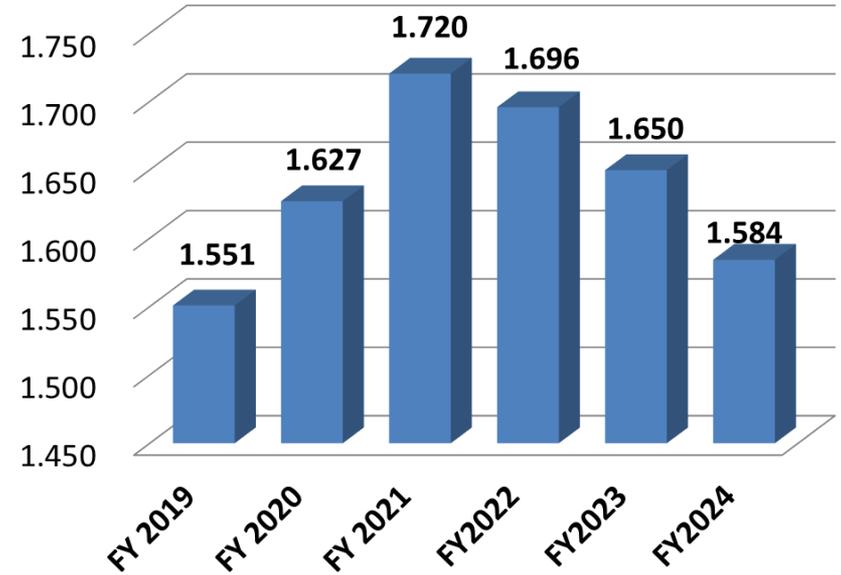
# Overtime as a % of Productive Hours and \$



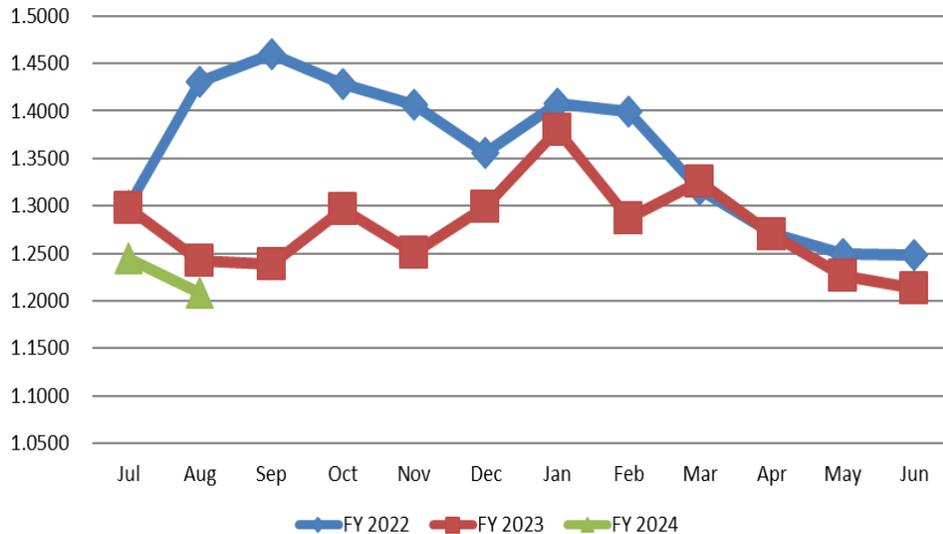
### Case Mix Index w/o Normal Newborns



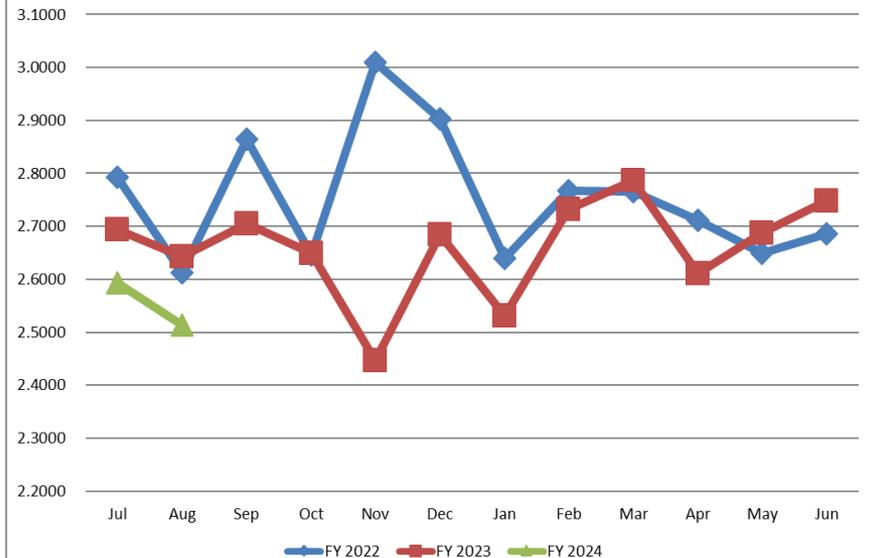
### Case Mix Index w/o Normal Newborns - All



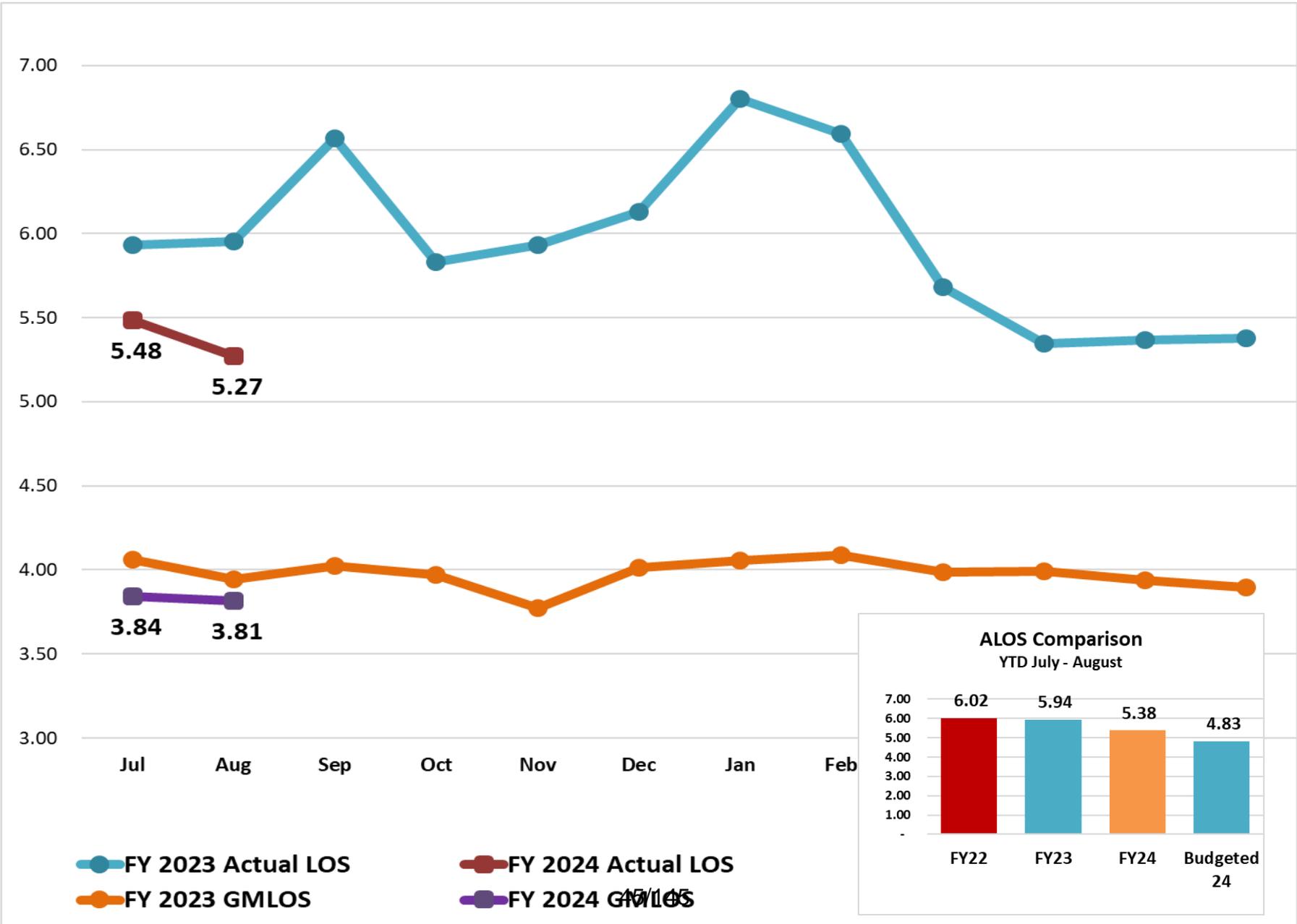
### Case Mix **Medical** w/o Normal Newborns



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



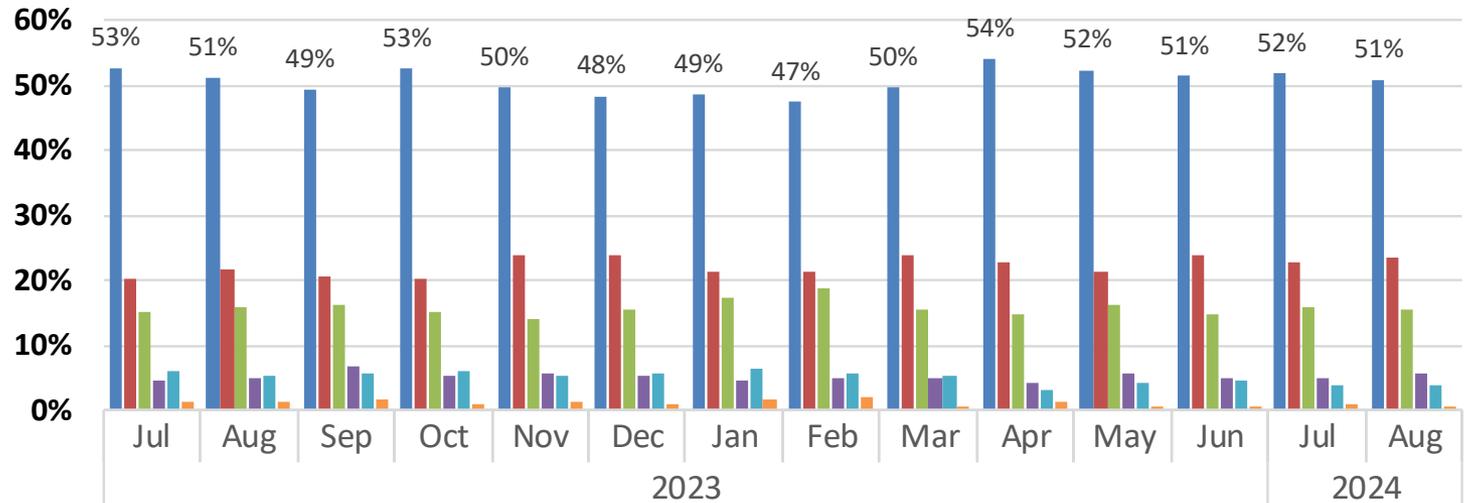
# Average Length of Stay versus National Average (GMLOS)



# Average Length of Stay Distribution

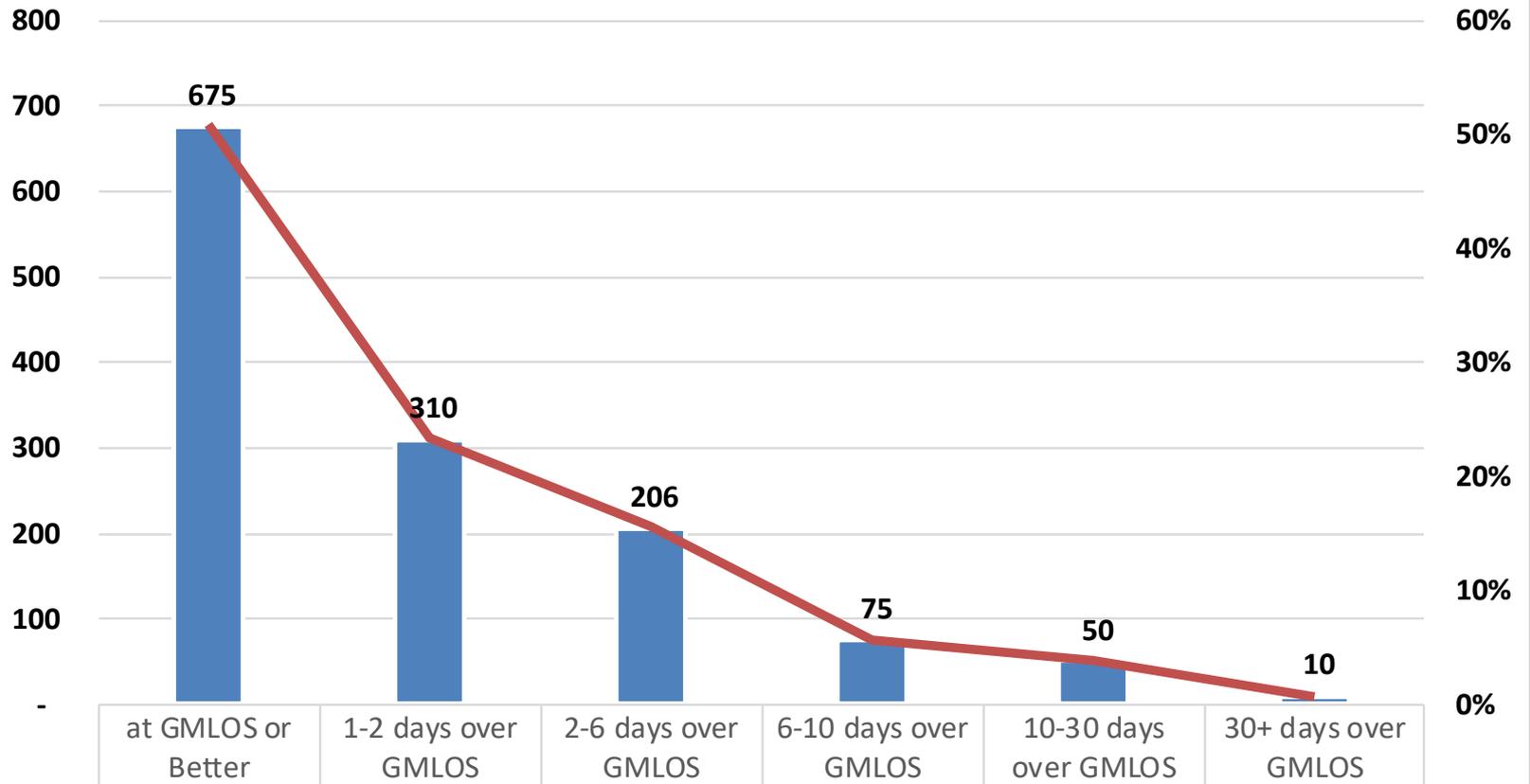
## Overall

### FY24 Overall LOS Distribution



■ at GMLOS or Better	53%	51%	49%	53%	50%	48%	49%	47%	50%	54%	52%	51%	52%	51%
■ 1-2 days over GMLOS	20%	22%	20%	20%	24%	24%	21%	21%	24%	23%	21%	24%	23%	23%
■ 2-6 days over GMLOS	15%	16%	16%	15%	14%	16%	17%	19%	16%	15%	16%	15%	16%	16%
■ 6-10 days over GMLOS	5%	5%	7%	5%	6%	5%	5%	5%	5%	4%	6%	5%	5%	6%
■ 10-30 days over GMLOS	6%	5%	6%	6%	5%	6%	7%	6%	5%	3%	4%	5%	4%	4%
■ 30+ days over GMLOS	1.2%	1.2%	1.7%	1.0%	1.2%	1.1%	1.6%	2.0%	0.5%	1.2%	0.5%	0.8%	0.9%	0.8%

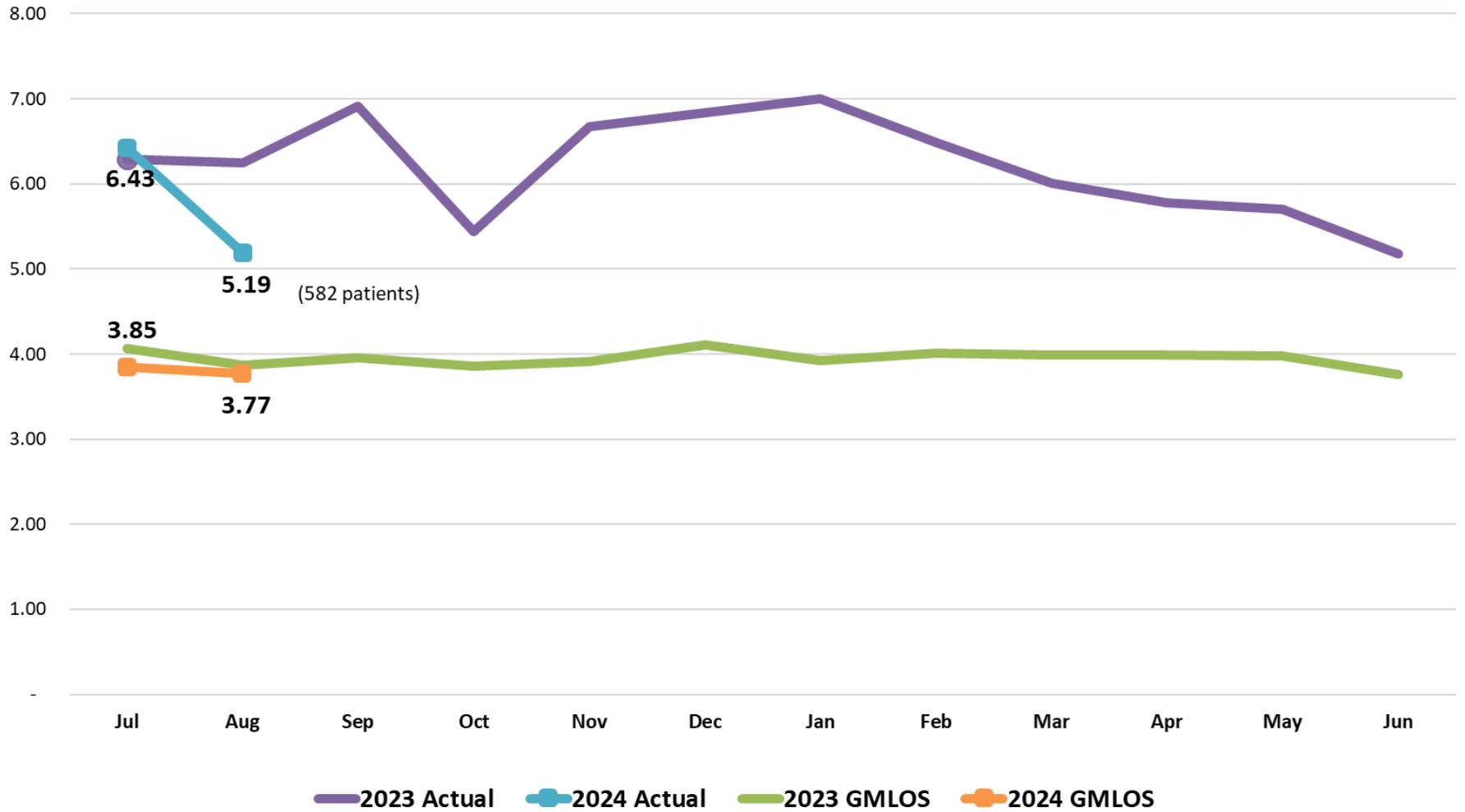
# Average Length of Stay Distribution



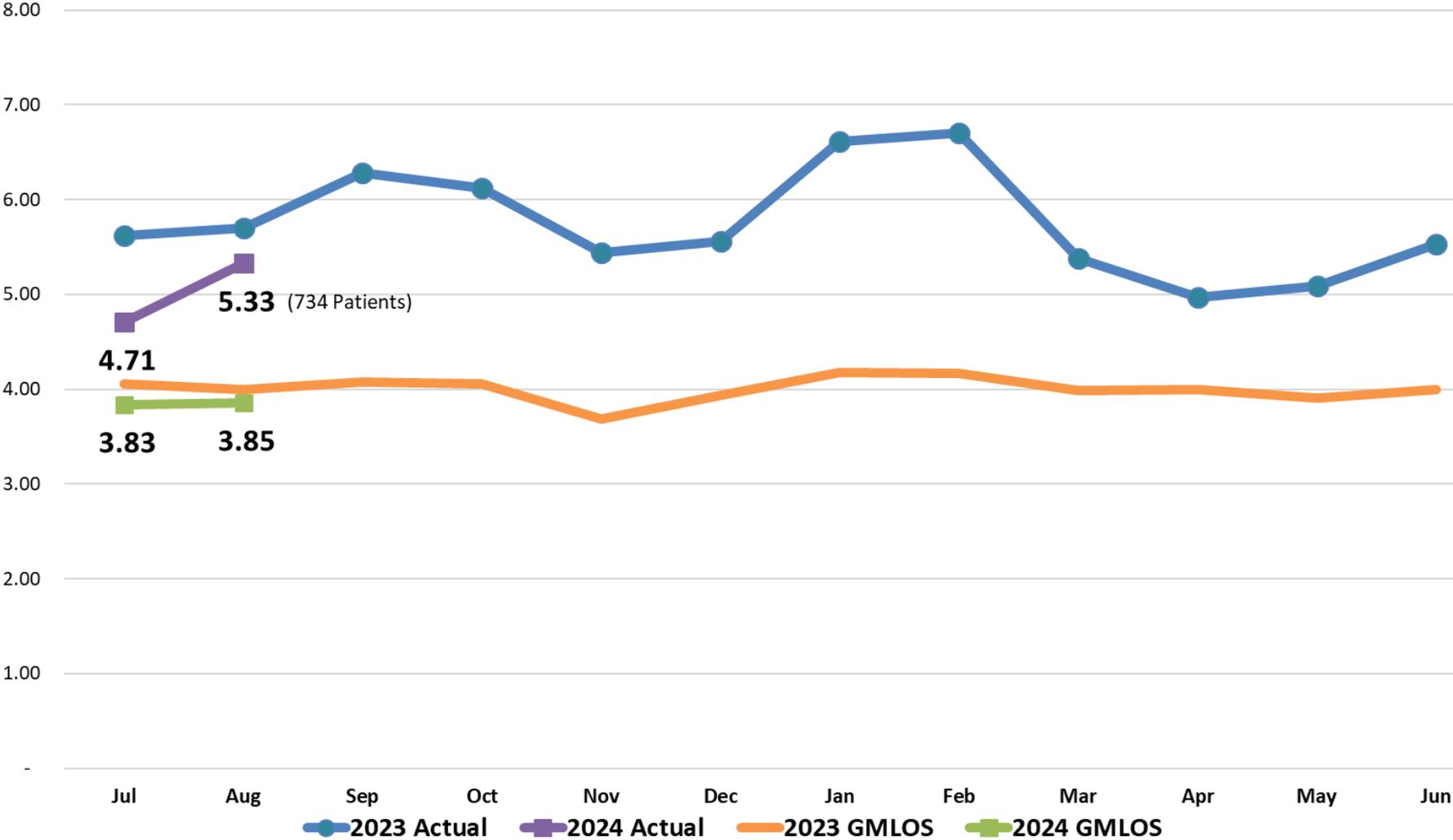
# Opportunity Cost of Reducing LOS to National Average - \$82M FY22



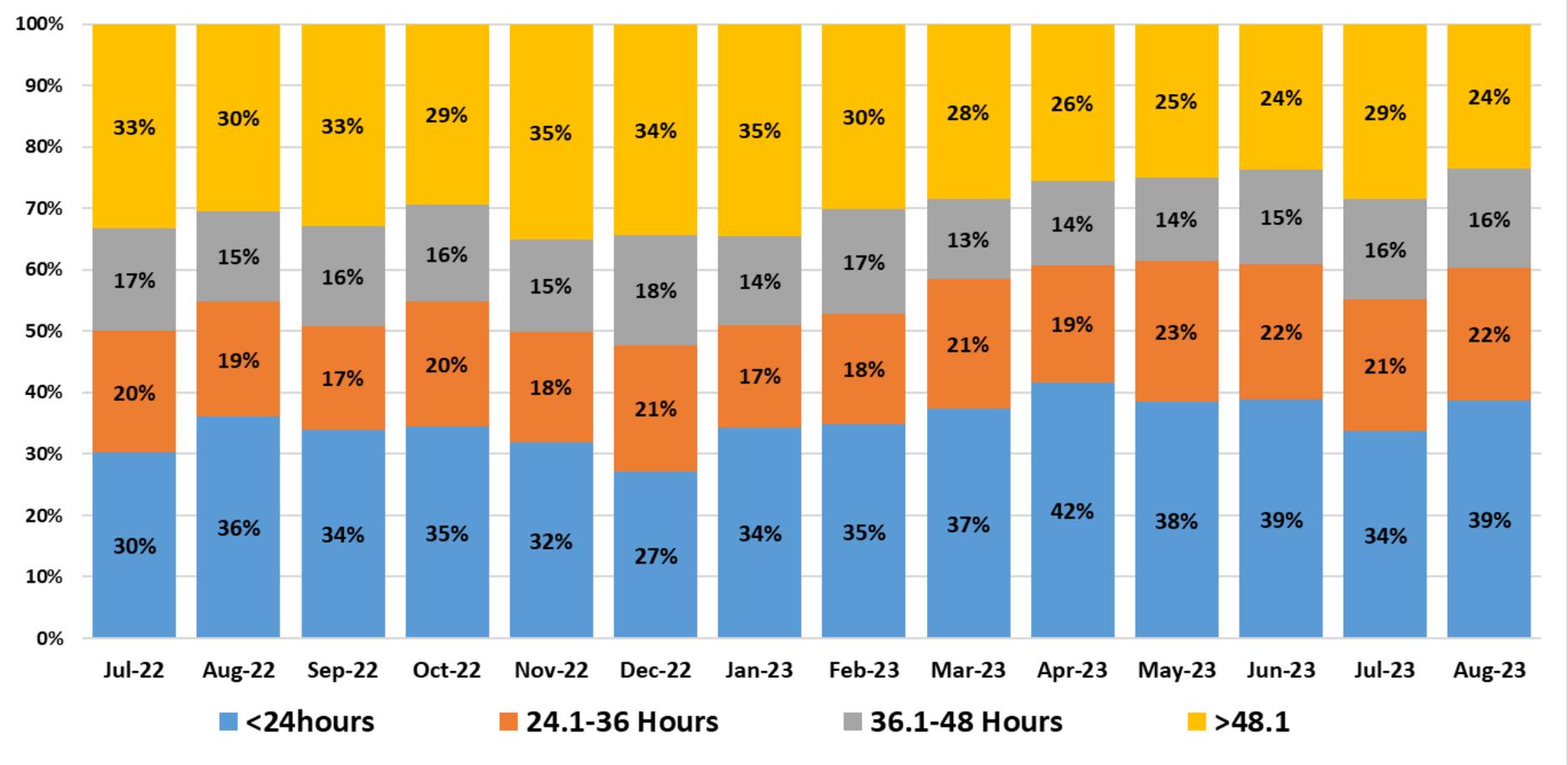
# Hospitalist Average Length of Stay



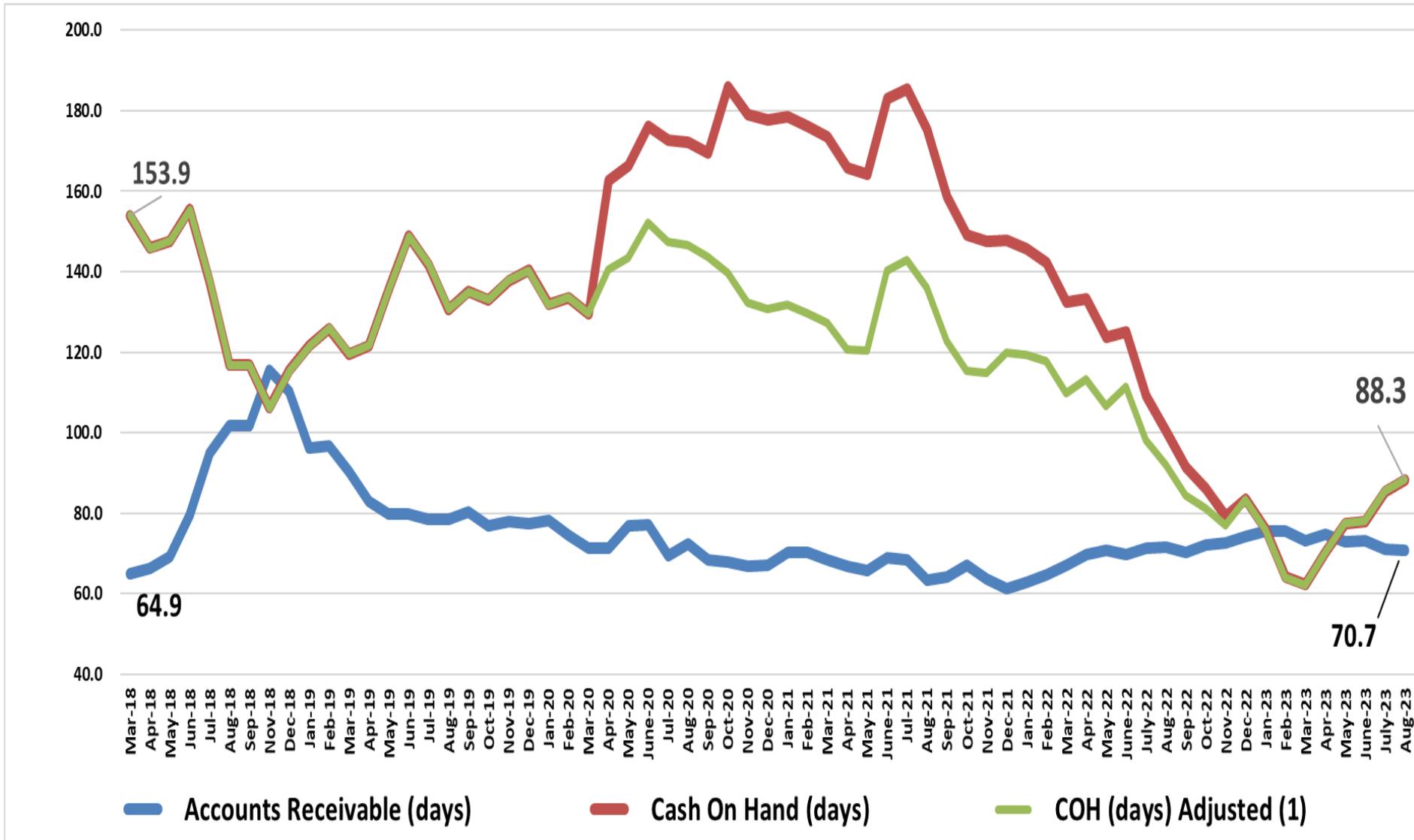
# NonHospitalist Average Length of Stay



# Monthly Discharges of Observation Patients by their Length of Stay



# Trended Liquidity Ratios



# Ratio Analysis Report

	Current Month Value	Prior Month Value	June 30, 2023 Unaudited Value	2021 Moody's Median Benchmark		
				Aa	A	Baa
<b>LIQUIDITY RATIOS</b>						
Current Ratio (x)	3.3	3.3	3.2	1.4	<b>1.7</b>	1.6
Accounts Receivable (days)	70.7	71.0	72.7	48.3	<b>48.3</b>	47.5
Cash On Hand (days)	88.3	85.9	78.0	341.3	<b>268.4</b>	206.5
Cushion Ratio (x)	10.7	10.2	10.3	52.4	<b>31.5</b>	19.9
Average Payment Period (days)	42.4	40.8	38.1	97.6	<b>86.4</b>	94.0
<b>CAPITAL STRUCTURE RATIOS</b>						
Cash-to-Debt	95.4%	91.3%	91.8%	323.4%	<b>220.4%</b>	170.1%
Debt-To-Capitalization	33.2%	33.0%	32.9%	20.6%	<b>29.1%</b>	36.3%
Debt-to-Cash Flow (x)	4.3	6.9	<b>(63.3)</b>	2.1	<b>2.6</b>	3.3
Debt Service Coverage	2.6	1.6	<b>(0.2)</b>	9.6	<b>6.0</b>	4.5
Maximum Annual Debt Service Coverage(x)	2.6	1.6	<b>(0.2)</b>	8.2	<b>5.5</b>	3.9
Age Of Plant (years)	14.6	14.7	13.3	10.8	<b>12.4</b>	13.5
<b>PROFITABILITY RATIOS</b>						
Operating Margin	<b>(2.1%)</b>	<b>(4.5%)</b>	<b>(6.6%)</b>	4.1%	<b>3.1%</b>	2.2%
Excess Margin	1.0%	<b>(1.1%)</b>	<b>(5.2%)</b>	8.1%	<b>6.7%</b>	4.8%
Operating Cash Flow Margin	2.8%	0.7%	<b>(1.5%)</b>	9.6%	<b>8.8%</b>	7.5%
Return on Assets	1.0%	<b>(1.1%)</b>	<b>(5.5%)</b>	5.8%	<b>4.9%</b>	3.9%

# Consolidated Statements of Net Position (000's)

	Aug-23	Jul-23	Change	% Change
<b>ASSETS AND DEFERRED OUTFLOWS</b>				
<b>CURRENT ASSETS</b>				
Cash and cash equivalents	\$ 20,283	\$ 7,063	\$ 13,220	187.17%
Current Portion of Board designated and trusted assets	14,931	13,560	1,372	10.12%
Accounts receivable:		-		
Net patient accounts	124,968	126,340	(1,372)	-1.09%
Other receivables	28,002	31,859	(3,857)	-12.11%
	152,970	158,199	(5,230)	-3.31%
Inventories	14,007	12,856	1,151	8.95%
Medicare and Medi-Cal settlements	88,376	88,471	(95)	-0.11%
Prepaid expenses	13,484	12,567	917	7.30%
Total current assets	304,051	292,716	11,335	3.87%
<b>NON-CURRENT CASH AND INVESTMENTS - less current portion</b>				
Board designated cash and assets	164,403	169,226	(4,824)	-2.85%
Revenue bond assets held in trust	18,806	18,806	-	0.00%
Assets in self-insurance trust fund	963	959	4	0.40%
Total non-current cash and investments	184,171	188,991	(4,820)	-2.55%
<b>INTANGIBLE RIGHT TO USE LEASE, net of accumulated amortization</b>	12,866	11,202	1,664	14.86%
<b>CAPITAL ASSETS</b>				
Land	20,544	17,542	3,002	17.11%
Buildings and improvements	426,230	427,105	(875)	-0.20%
Equipment	323,988	328,663	(4,675)	-1.42%
Construction in progress	24,324	25,714	(1,390)	-5.41%
	795,087	799,025	(3,938)	-0.49%
Less accumulated depreciation	485,326	487,985	(2,660)	-0.55%
	309,761	311,039	(1,279)	-0.41%
Property under capital leases - less accumulated amortization	(691)	(691)	-	0.00%
Total capital assets	309,069	310,348	(1,279)	-0.41%
<b>OTHER ASSETS</b>				
Property not used in operations	1,913	1,529	384	25.13%
Health-related investments	2,497	2,752	(255)	-9.28%
Other	13,761	13,760	1	0.01%
Total other assets	18,170	18,040	130	0.72%
Total assets	828,328	821,297	7,031	0.86%
<b>DEFERRED OUTFLOWS</b>				
	33,769	33,802	(33)	-0.10%
	54/145			
Total assets and deferred outflows	\$ 862,097	\$ 855,099	\$ 6,998	0.82%

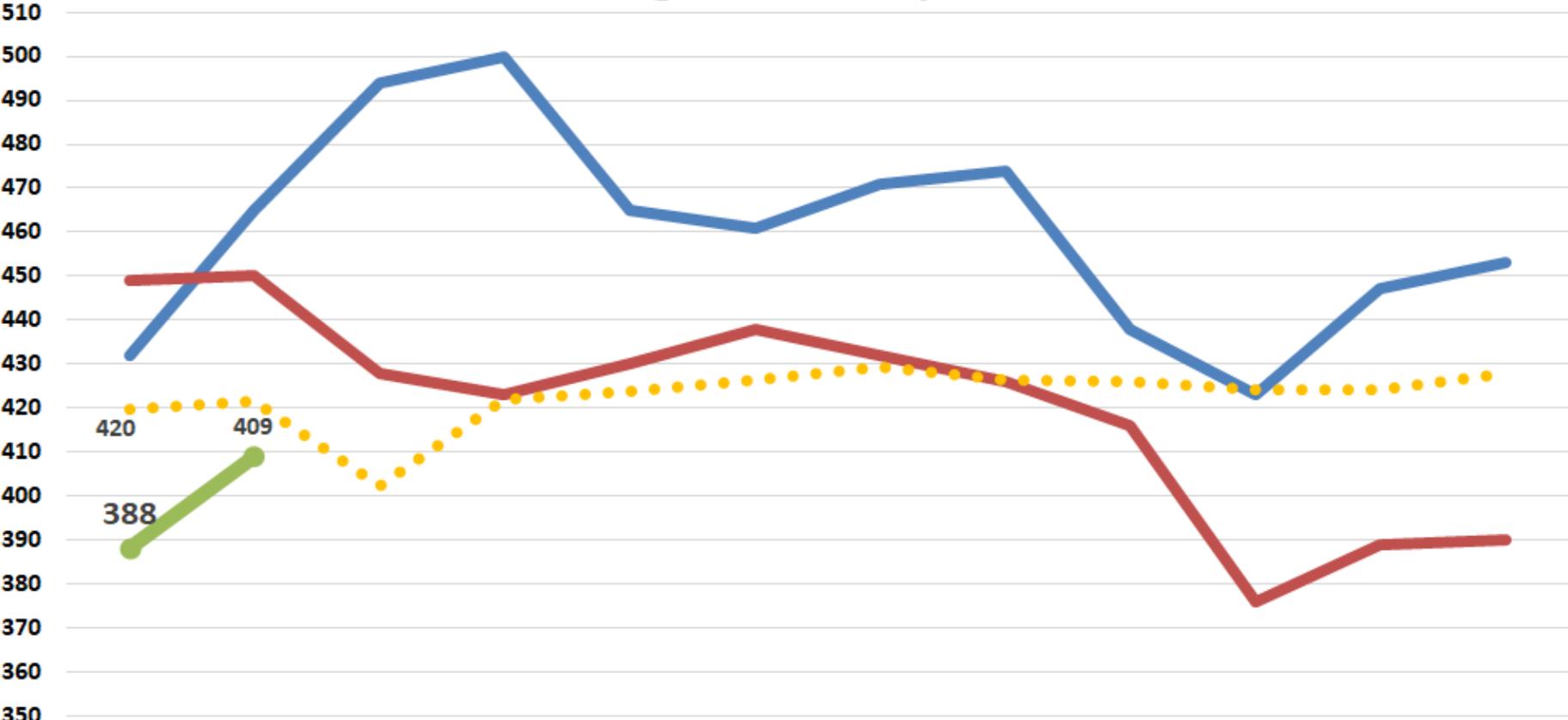
# Consolidated Statements of Net Position (000's)

	Aug-23	Jul-23	Change	% Change
<b>LIABILITIES AND NET ASSETS</b>				
<b>CURRENT LIABILITIES</b>				
Accounts payable and accrued expenses	\$ 32,148	\$ 28,863	\$ 3,285	11.38%
Accrued payroll and related liabilities	52,775	50,910	1,865	3.66%
Long-term debt, current portion	8,051	8,051	-	0.00%
Total current liabilities	92,974	87,824	5,150	5.86%
<b>LEASE LIABILITY, net of current portion</b>	13,043	11,354	1,689	14.88%
<b>LONG-TERM DEBT, less current portion</b>				
Bonds payable	229,419	229,426	(7)	0.00%
Capital leases	-	-	-	0.00%
Notes payable	17,745	17,745	-	0.00%
Total long-term debt	247,164	247,170	(7)	0.00%
<b>NET PENSION LIABILITY</b>	53,200	52,276	924	1.77%
<b>OTHER LONG-TERM LIABILITIES</b>	31,835	30,853	983	3.18%
Total liabilities	438,216	429,477	8,739	2.03%
<b>NET ASSETS</b>				
Invested in capital assets, net of related debt	56,916	58,220	(1,305)	-2.24%
Restricted	50,150	48,669	1,481	3.04%
Unrestricted	316,816	318,732	(1,917)	-0.60%
Total net position	423,881	425,621	(1,740)	-0.41%
Total liabilities and net position	<b>\$ 862,097</b>	<b>\$ 855,099</b>	<b>\$ 6,998</b>	<b>0.82%</b>

# Statistical Report

## August 2023

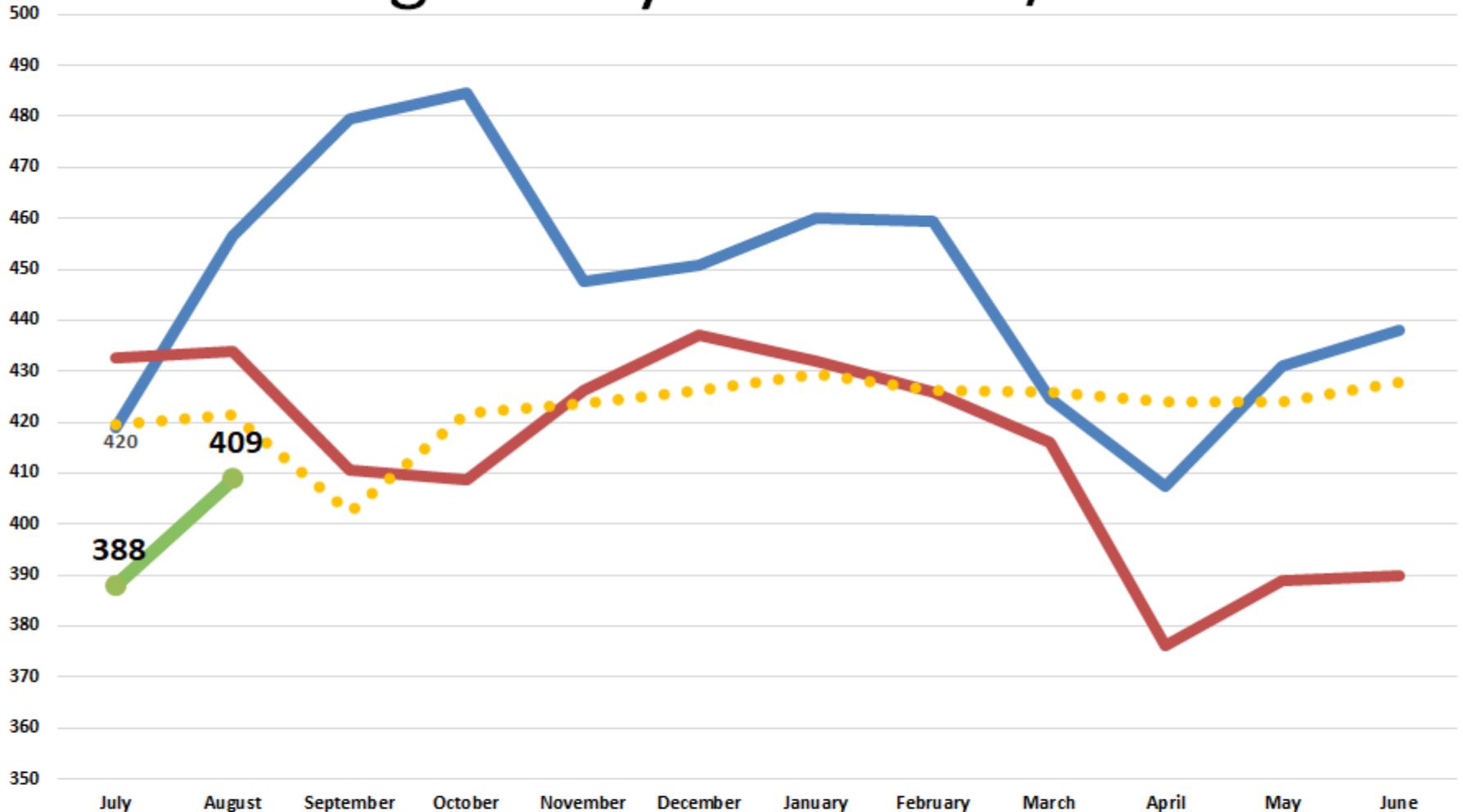
# Average Daily Census



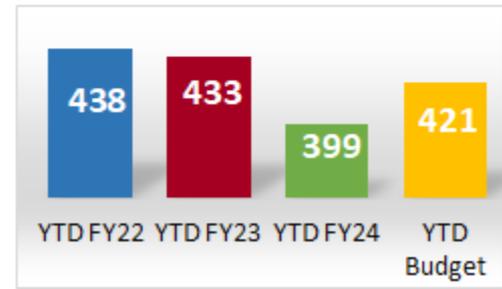
July August September October November December January February March  
 — FY2023 — FY2024 — FY2024 ••• Budget

April	May	June
449	450	421
YTD FY22	YTD FY23	YTD FY24
		421
		YTD Budget

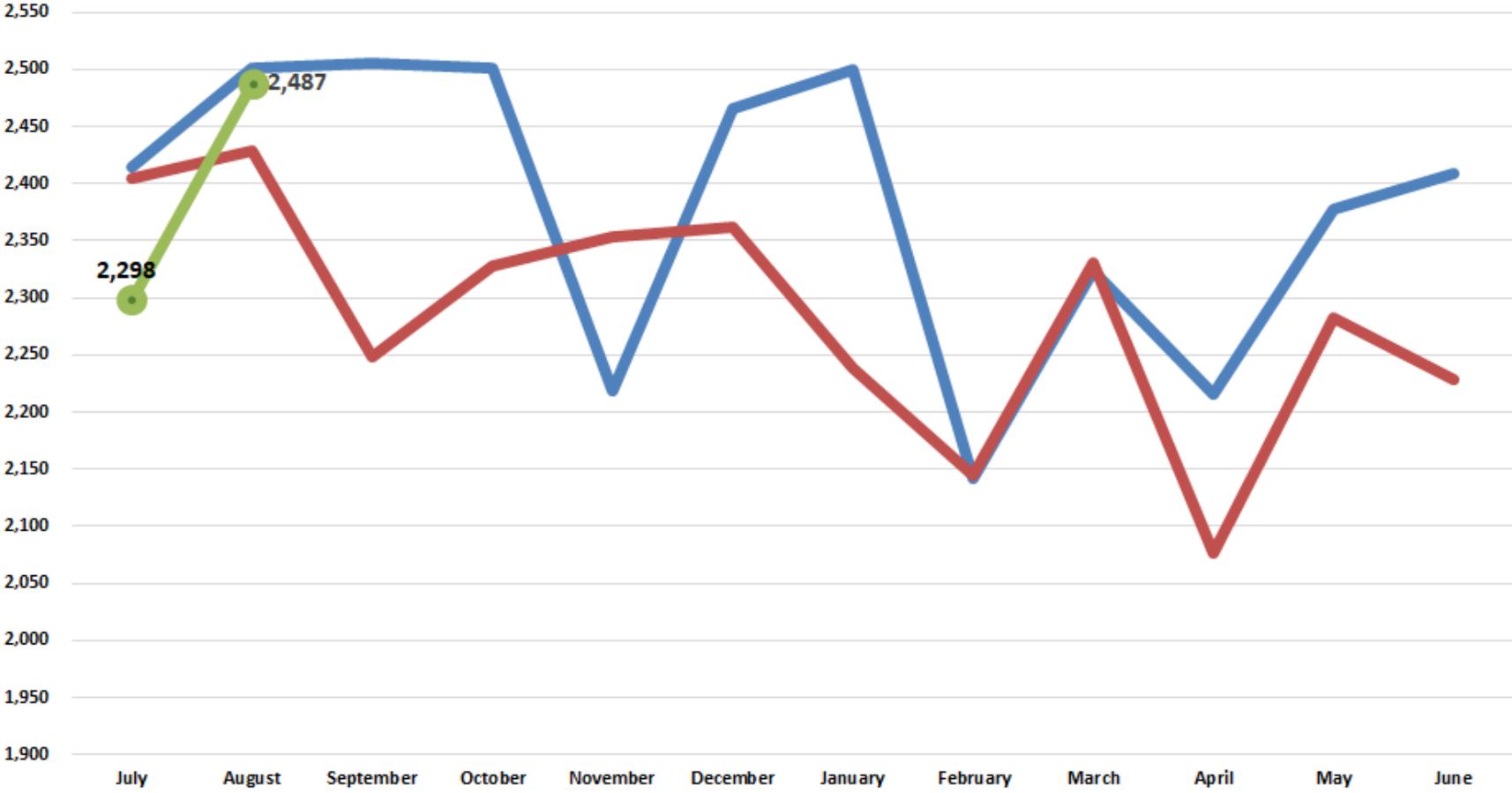
# Average Daily Census w/o TCS



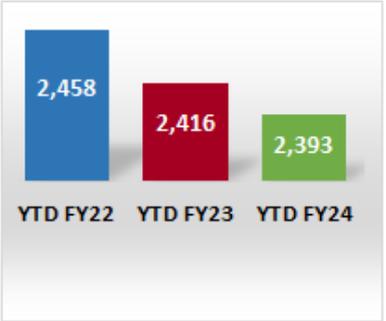
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 —●— FY2024   
 ●●● Budget



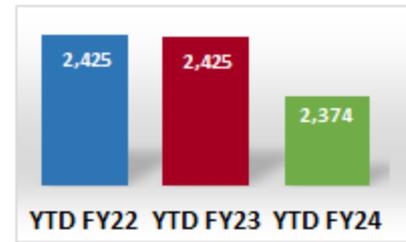
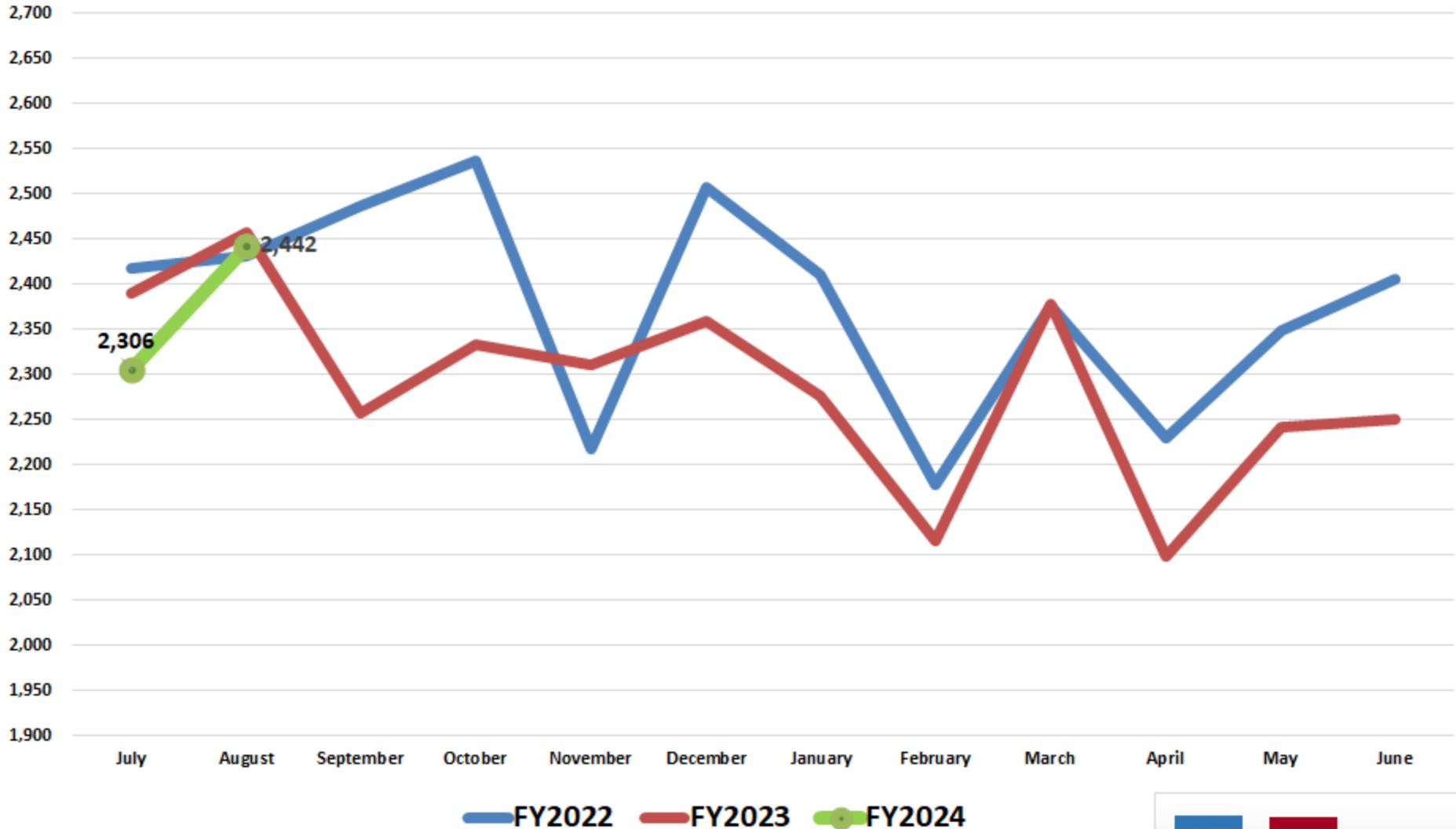
# Admissions



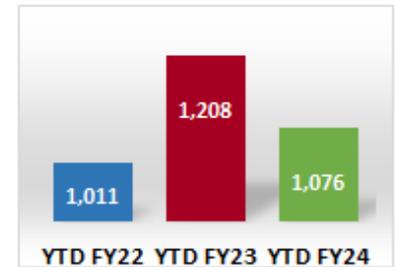
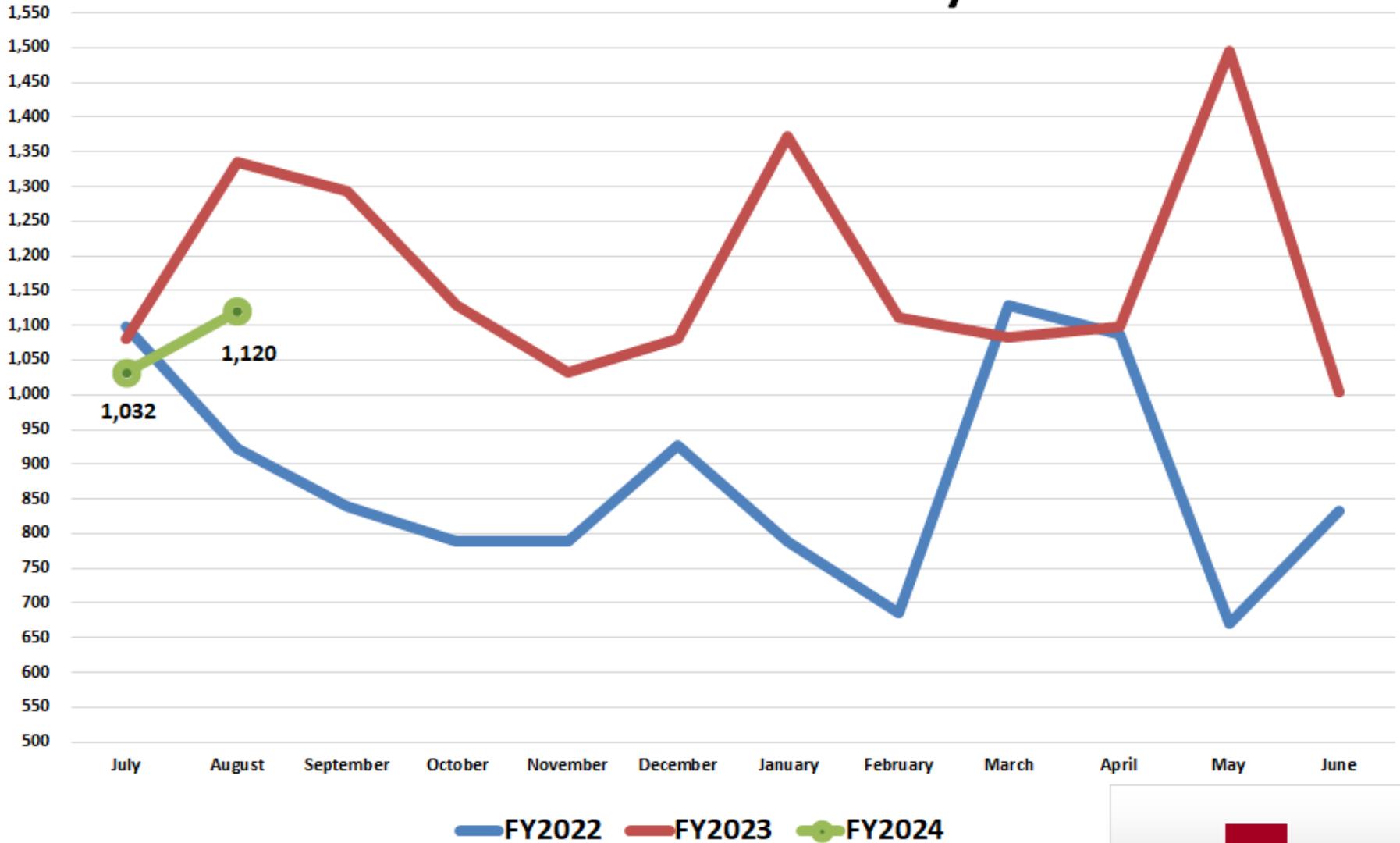
FY2022 FY2023 FY2024



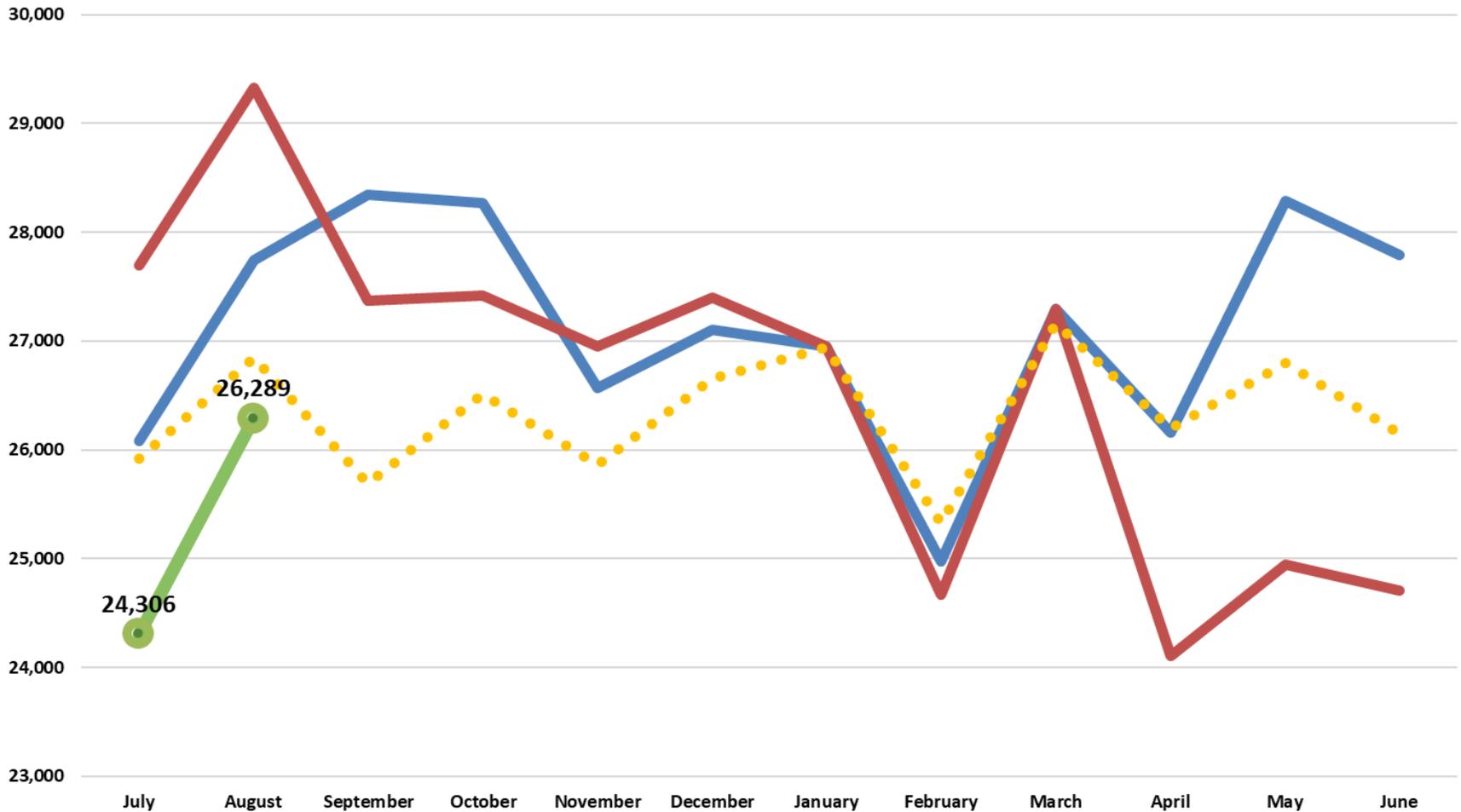
# Discharges



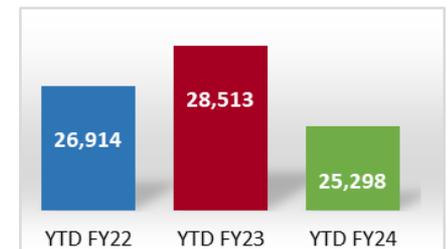
# Observation Days



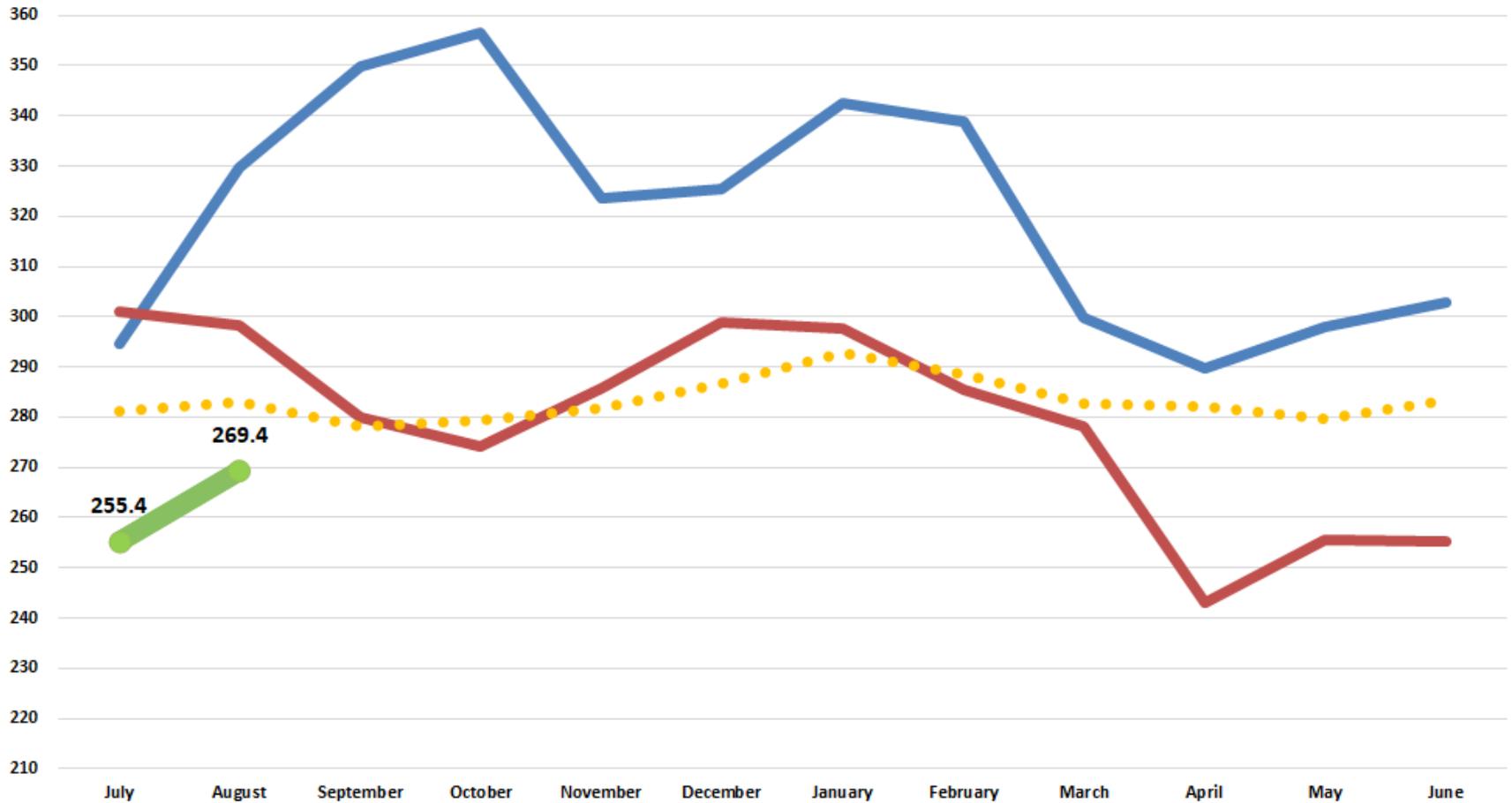
# Adjusted Patient Days



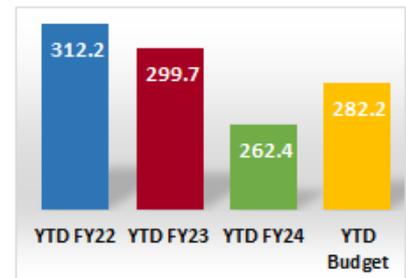
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 —●— FY2024   
 ●●● Budget



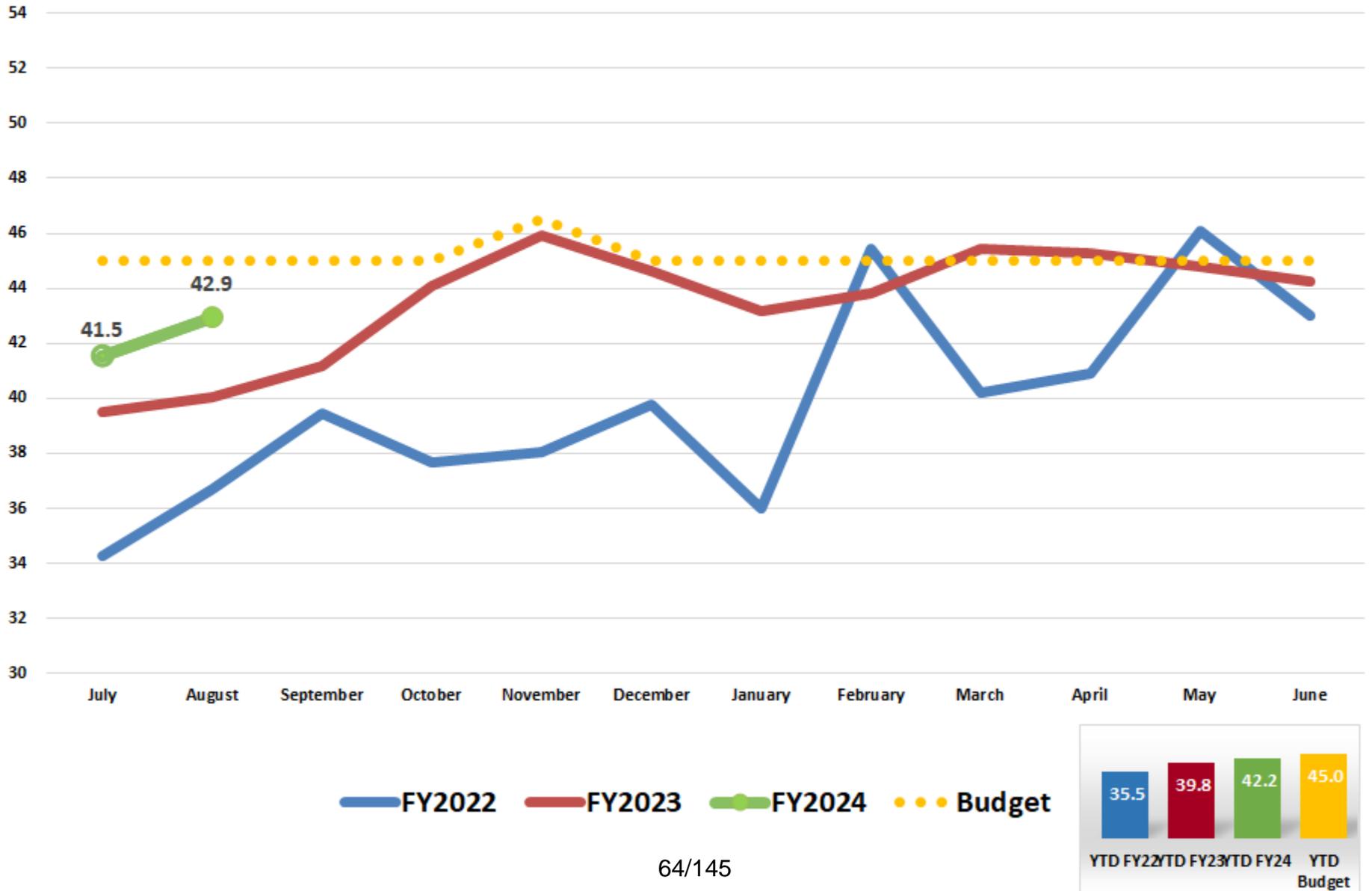
# Medical Center (Avg Patients Per Day)



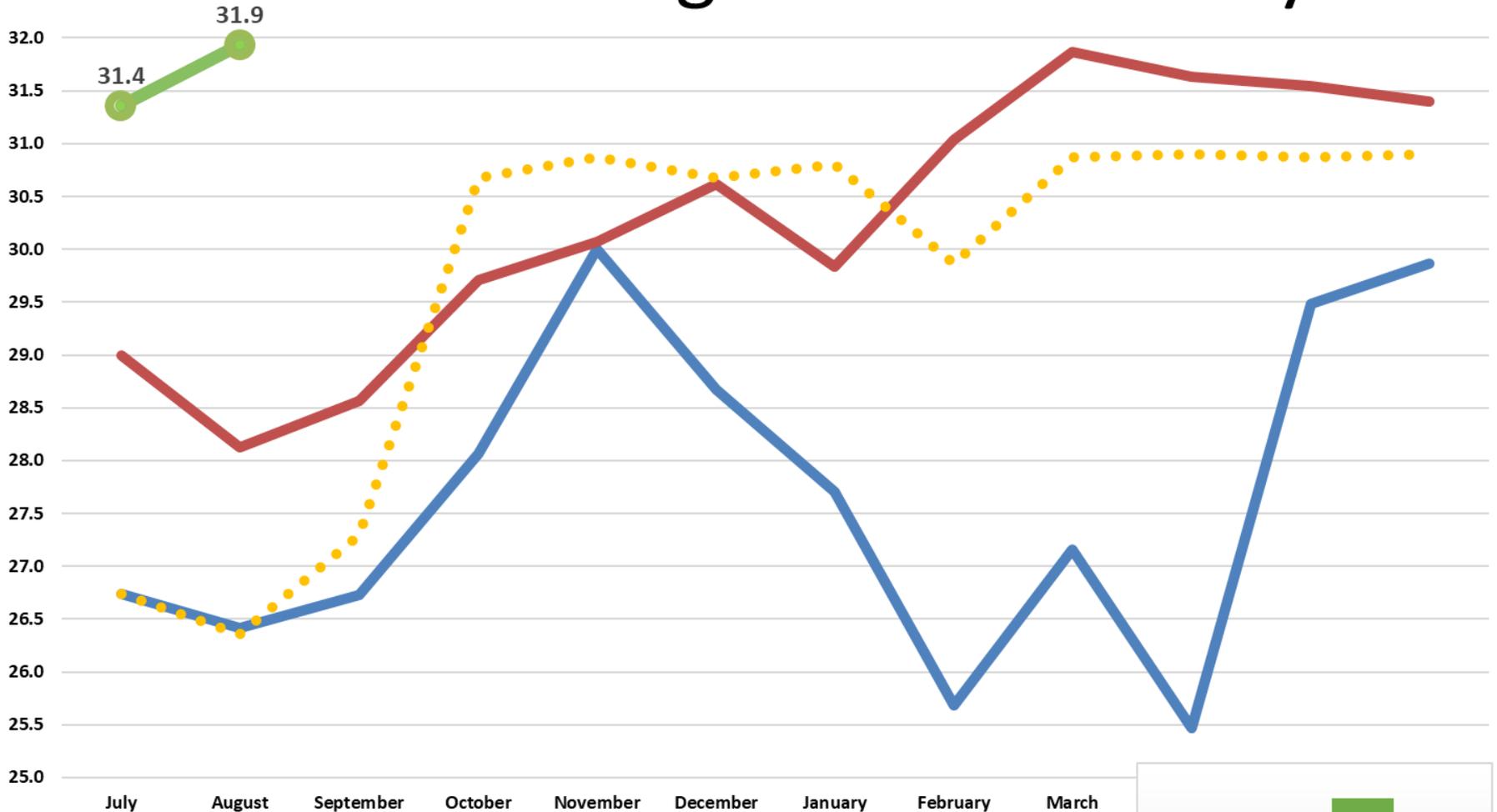
— FY2022   
 — FY2023   
 — FY2024   
 ●●● Budget



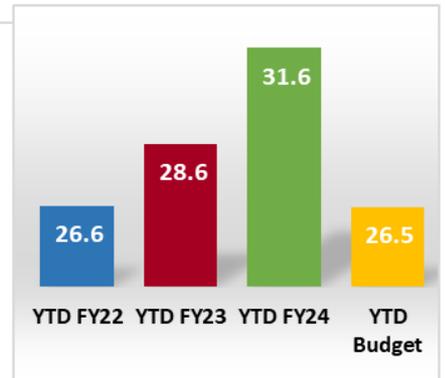
# Acute I/P Psych (Avg Patients Per Day)



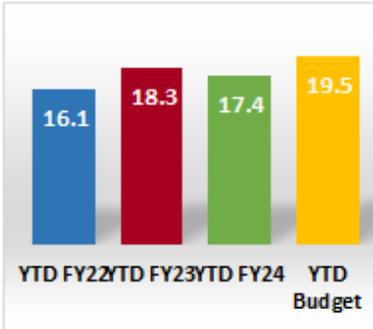
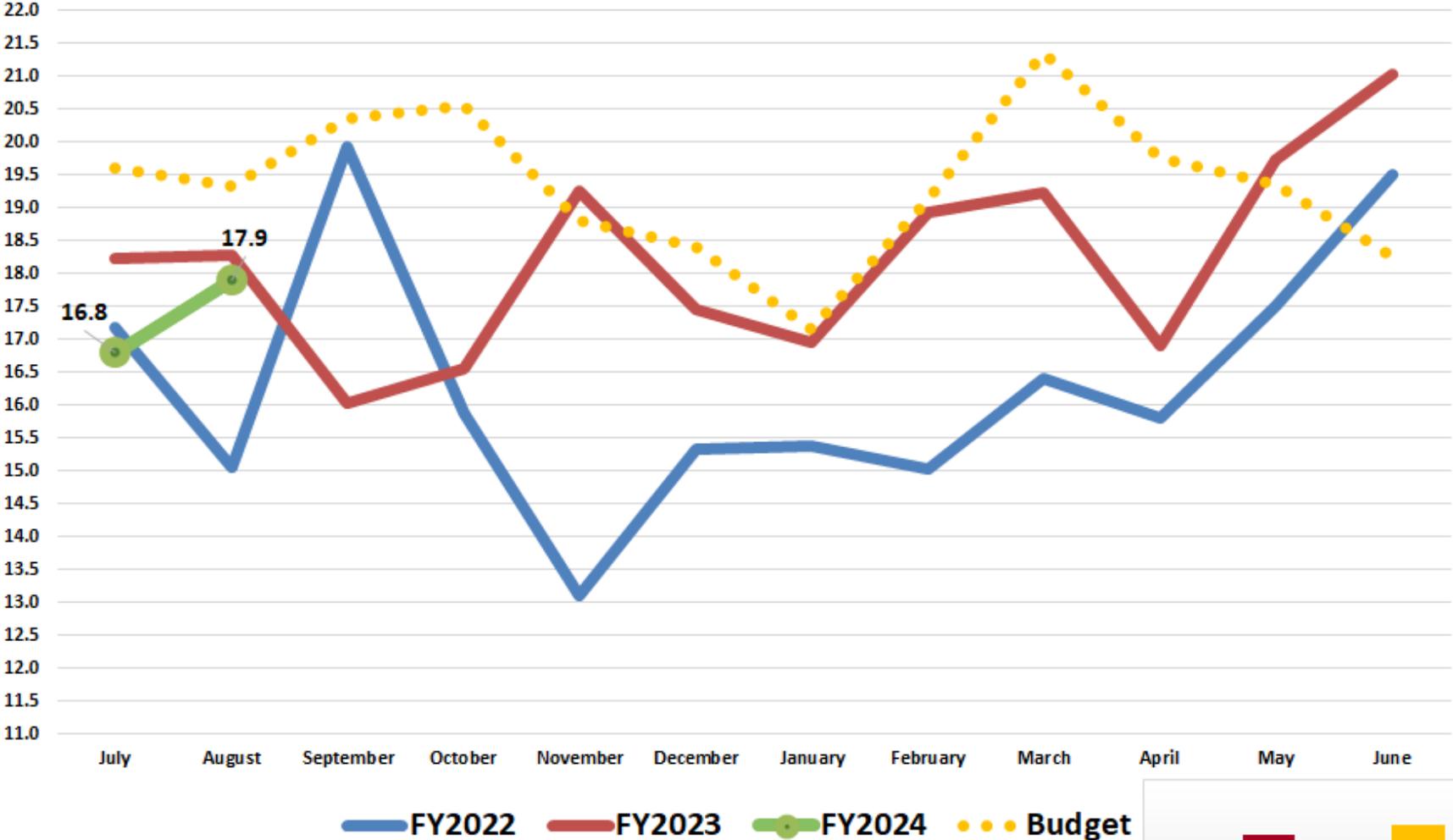
# Sub-Acute - Avg Patients Per Day



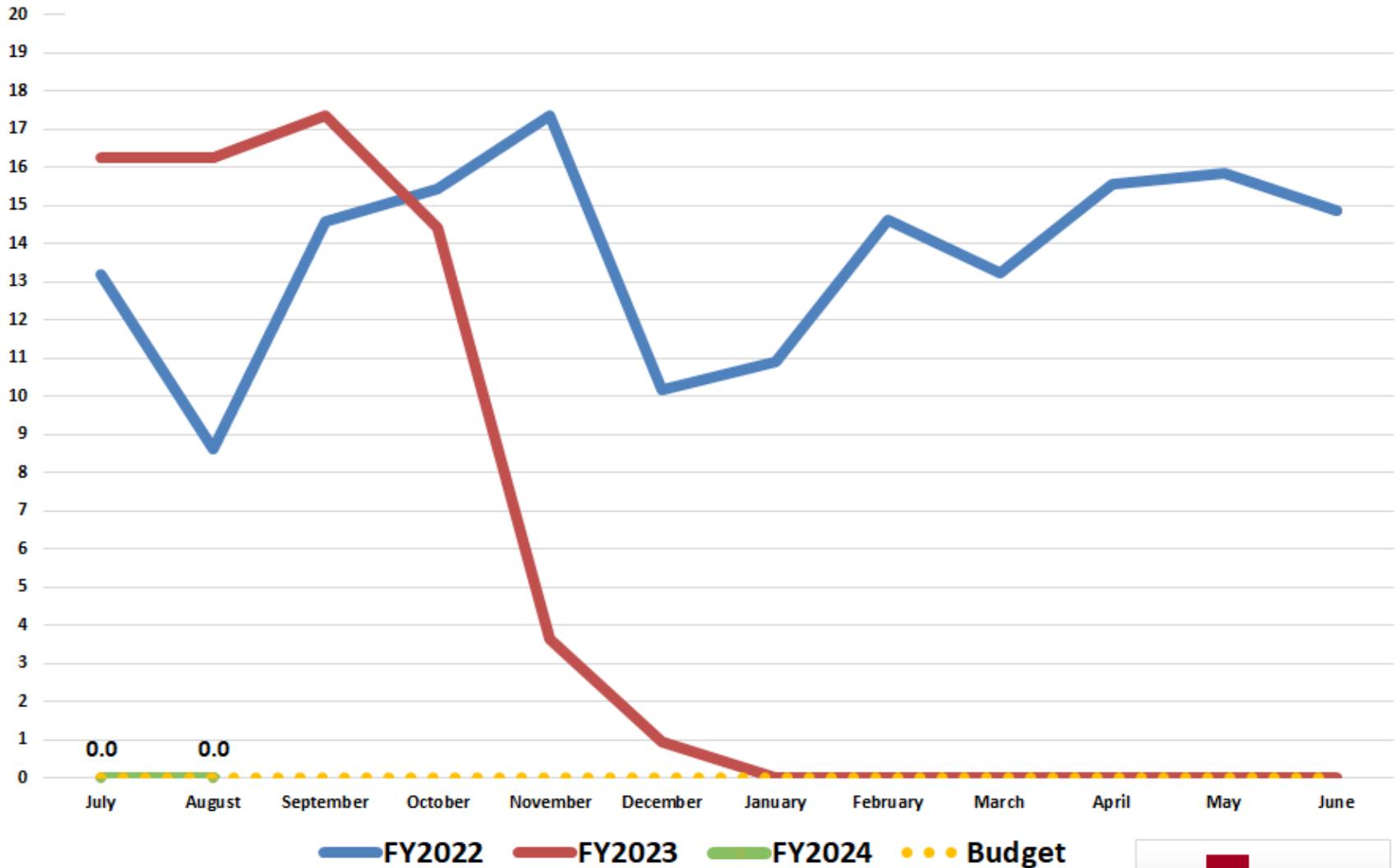
—● FY2022   
 —● FY2023   
 —● FY2024   
 ●●● Budget



# Rehabilitation Hospital - Avg Patients Per Day

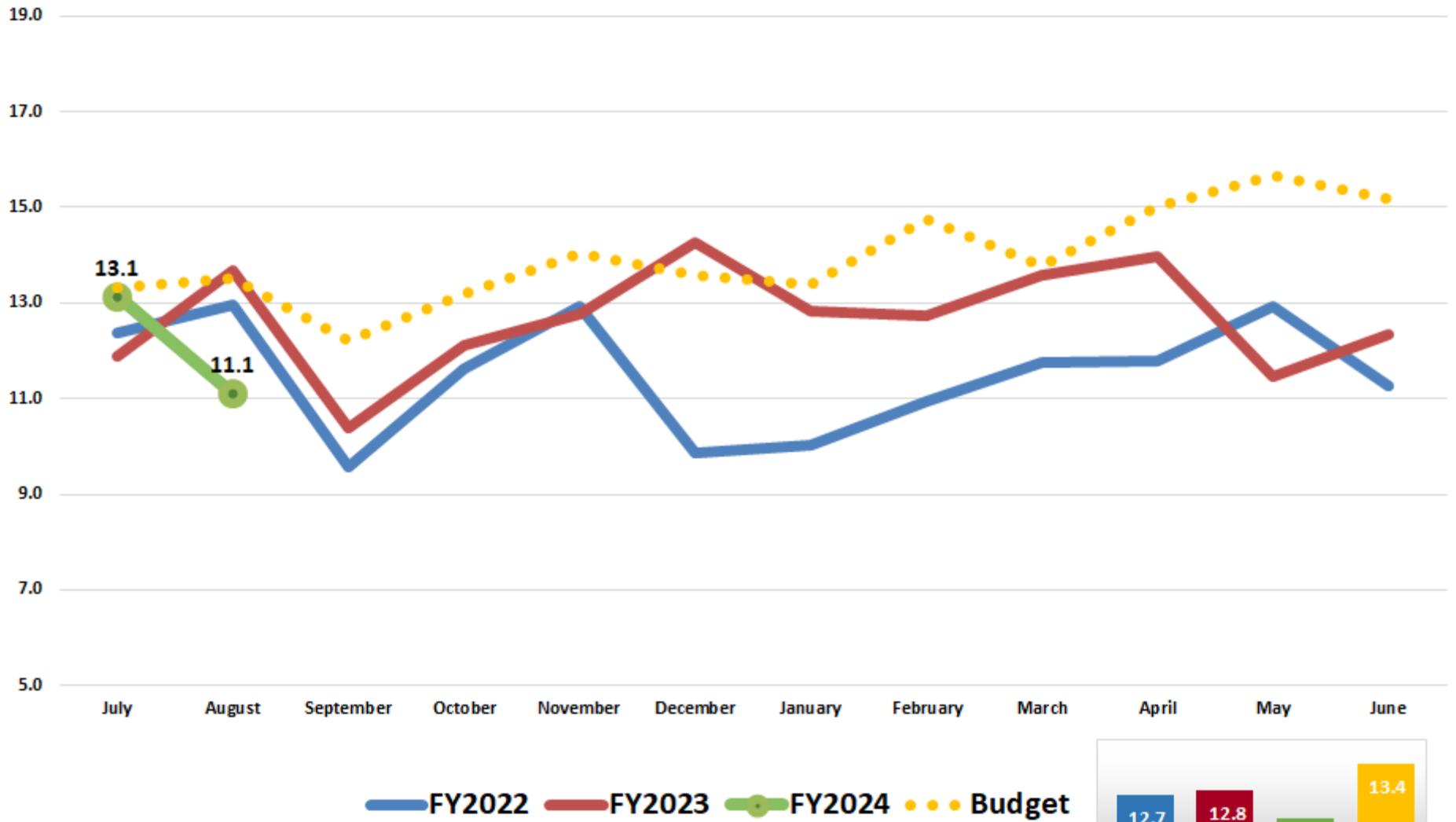


# Transitional Care Services (TCS) - Avg Patients Per Day

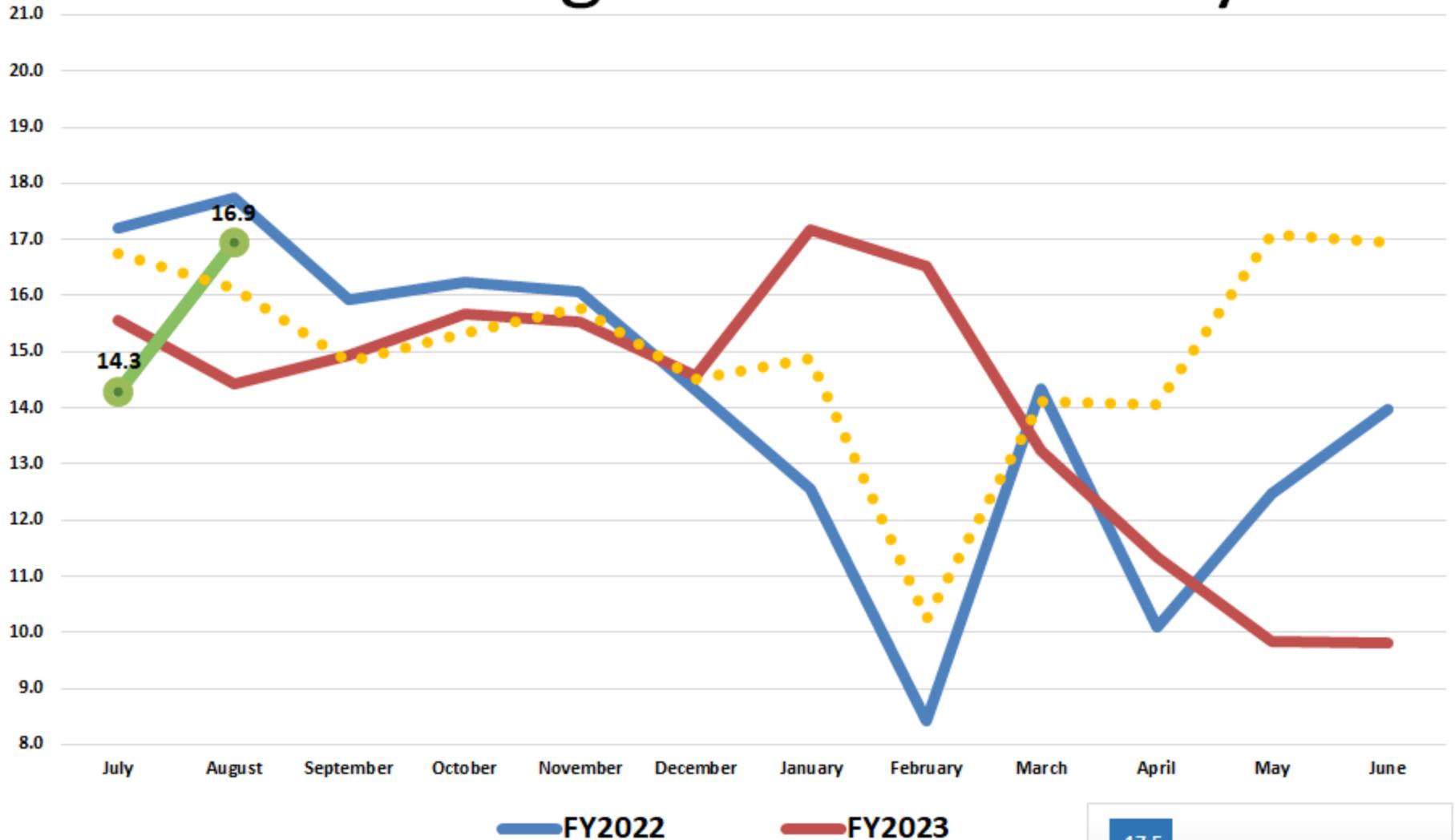


10.9	16.3	-	-
YTD FY22	YTD FY23	YTD FY24	YTD Budget

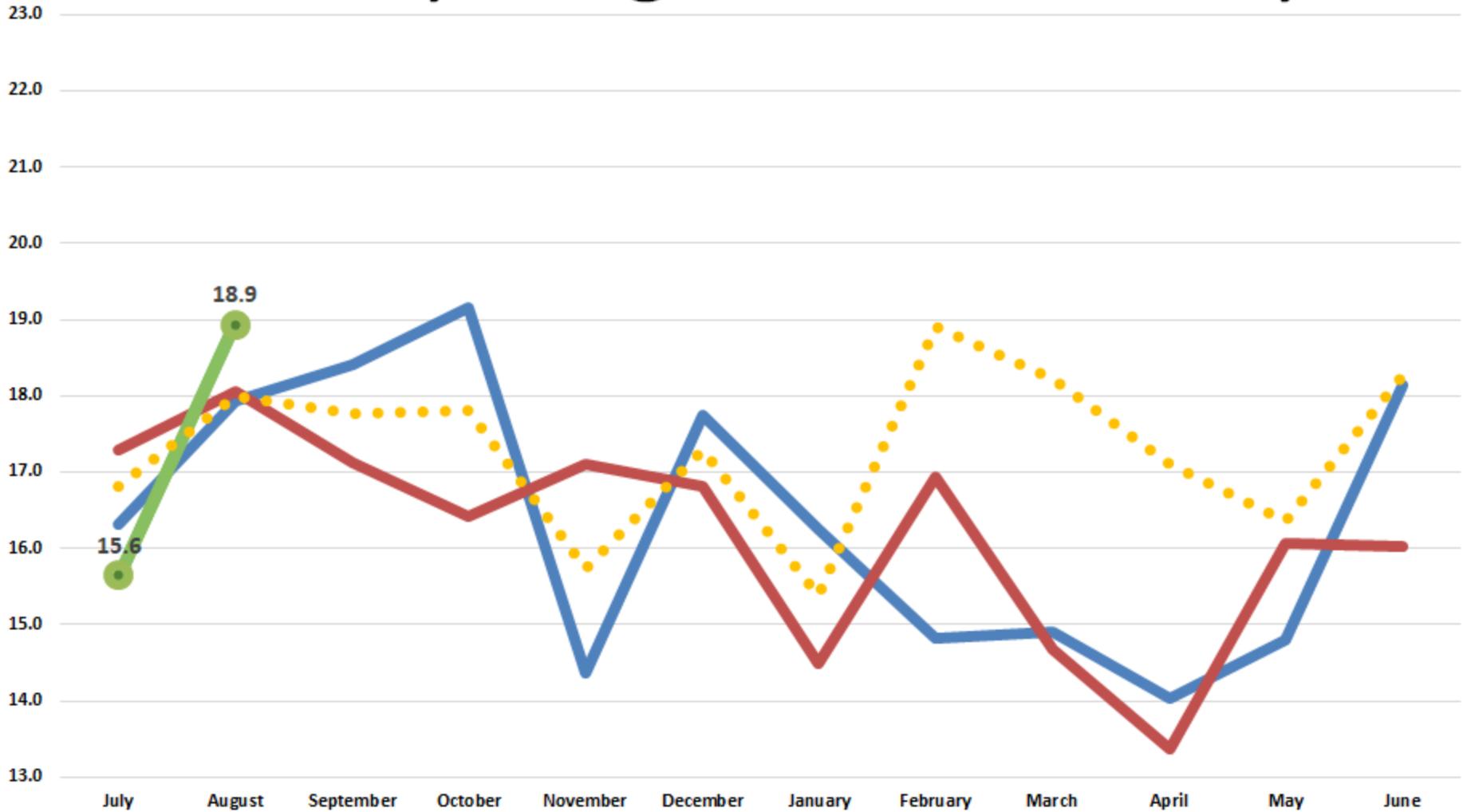
# TCS Ortho - Avg Patients Per Day



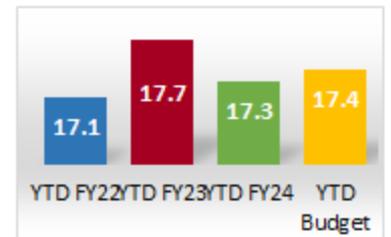
# NICU - Avg Patients Per Day



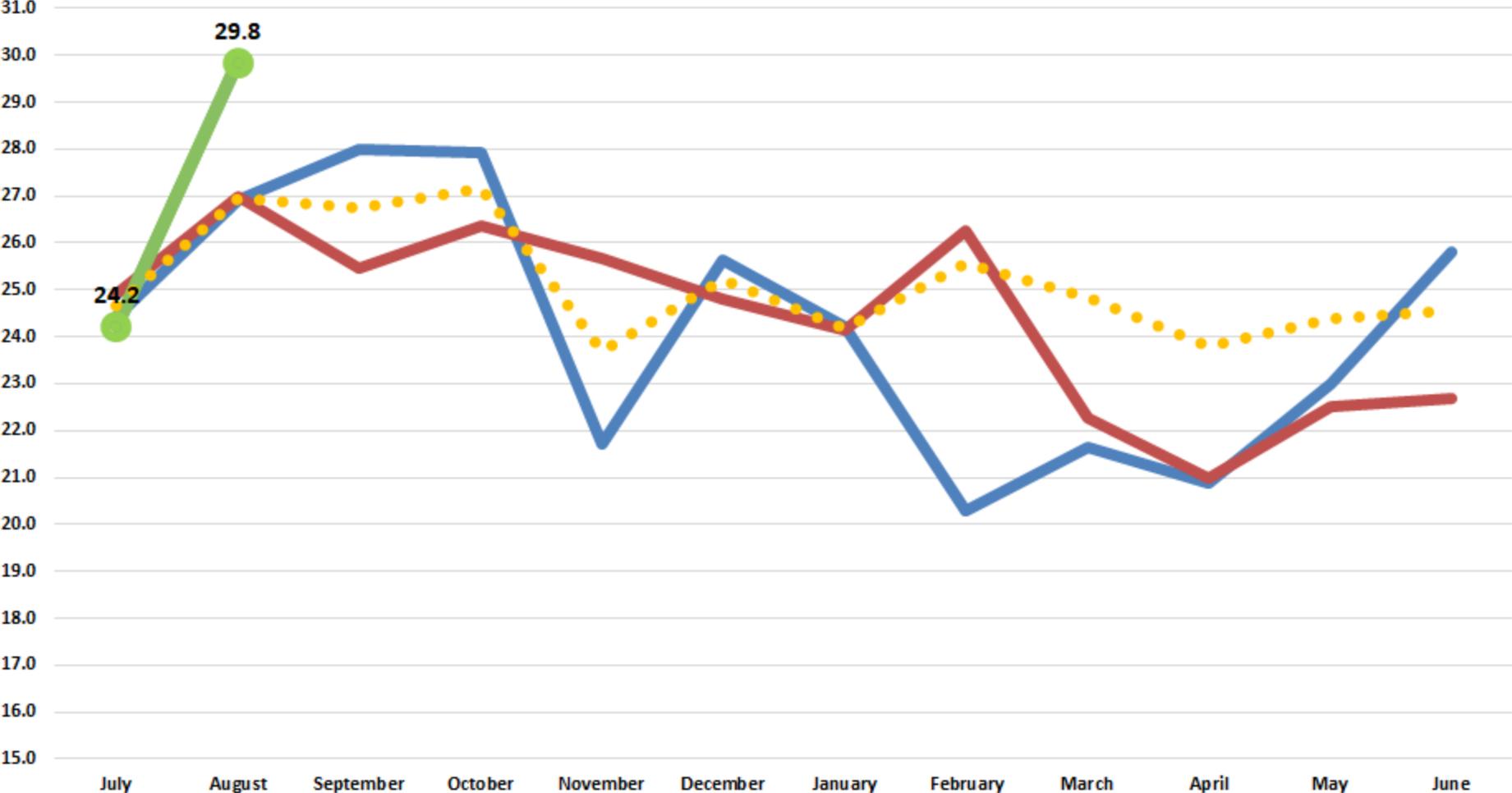
# Nursery - Avg Patients Per Day



—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



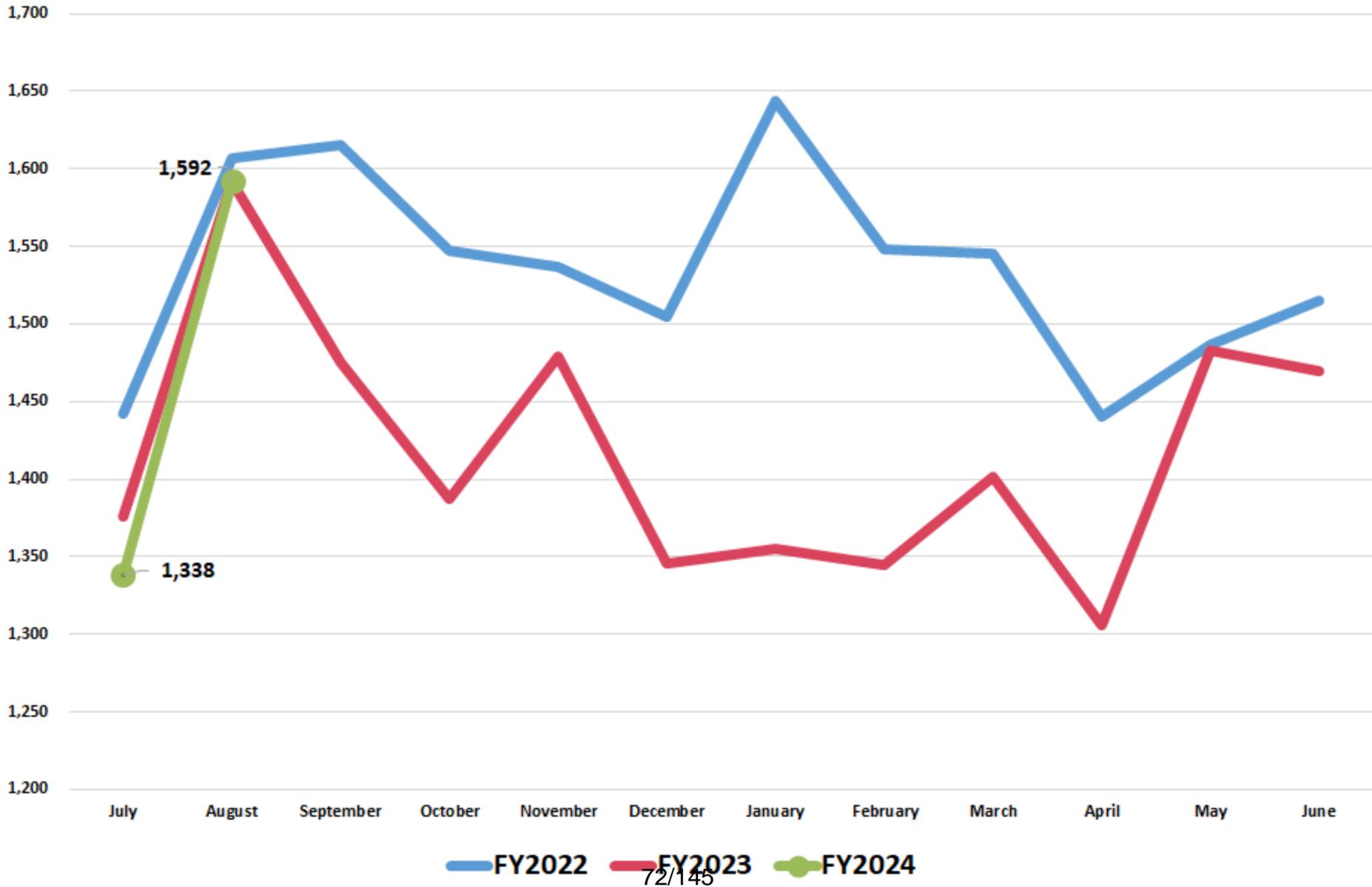
# Obstetrics - Avg Patients Per Day



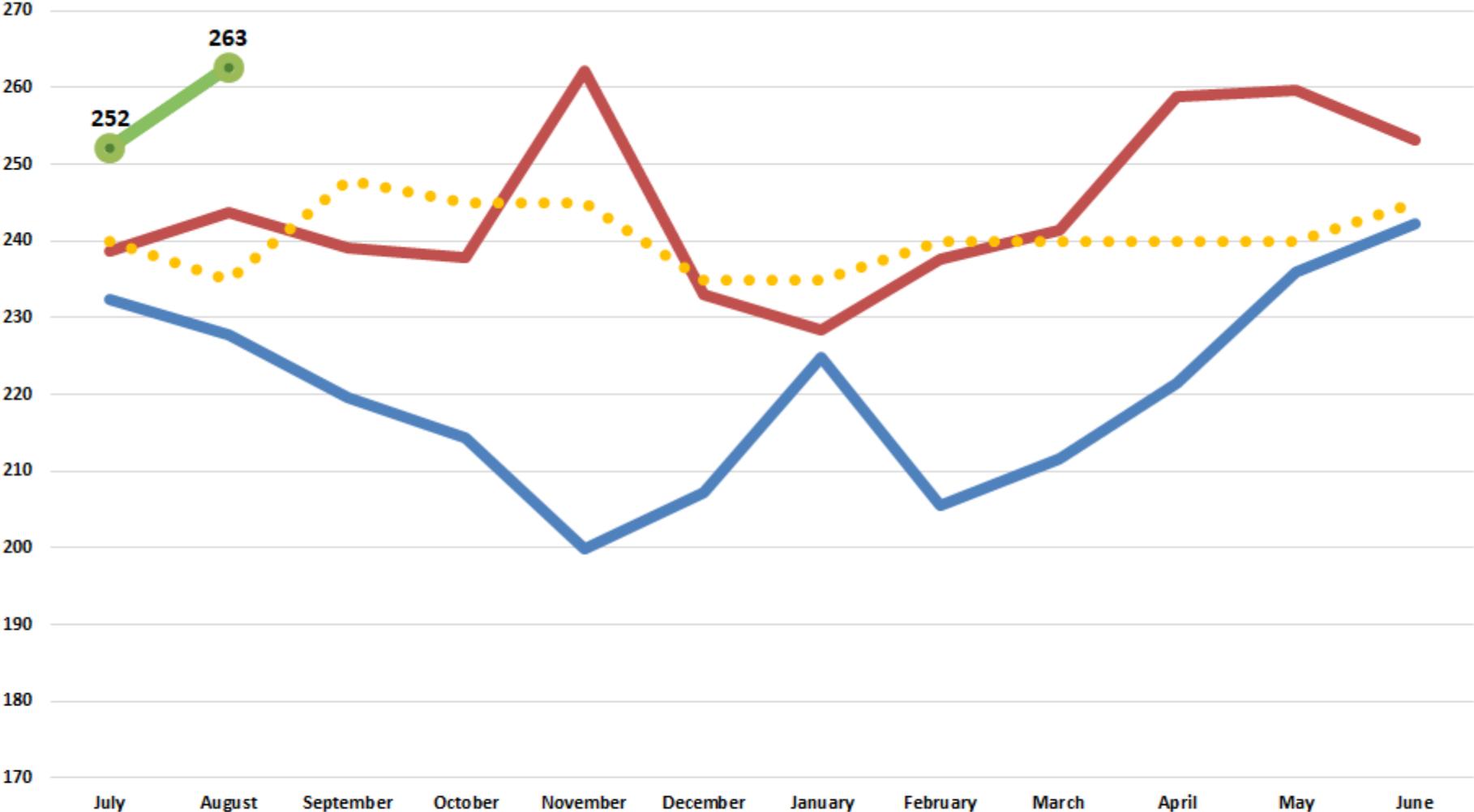
—● FY2022   
 — FY2023   
 —● FY2024   
 ●●● Budget



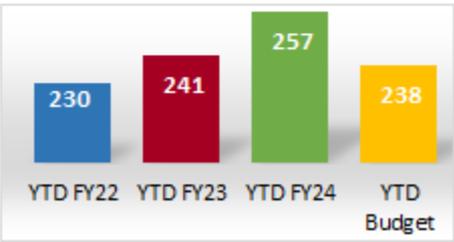
# Outpatient Registrations Per Day



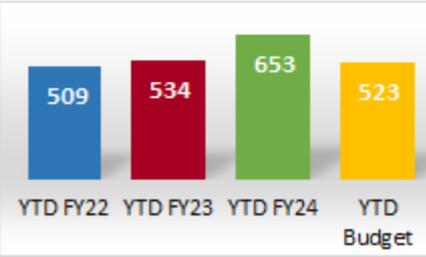
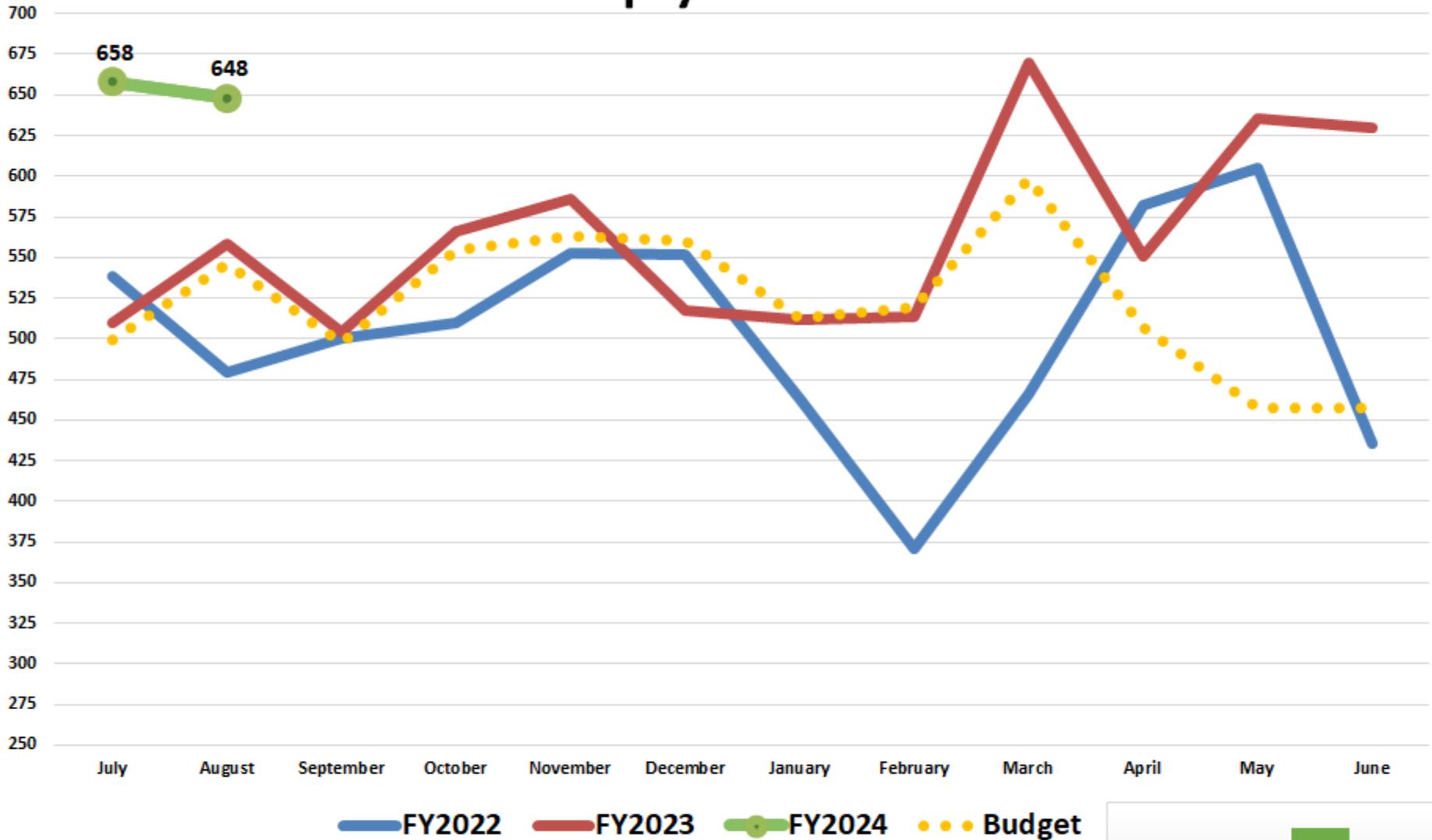
# ED - Avg Treated Per Day



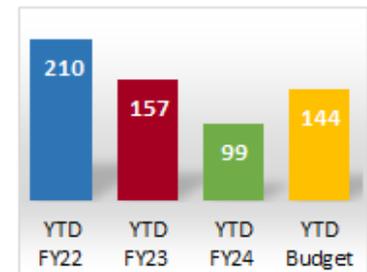
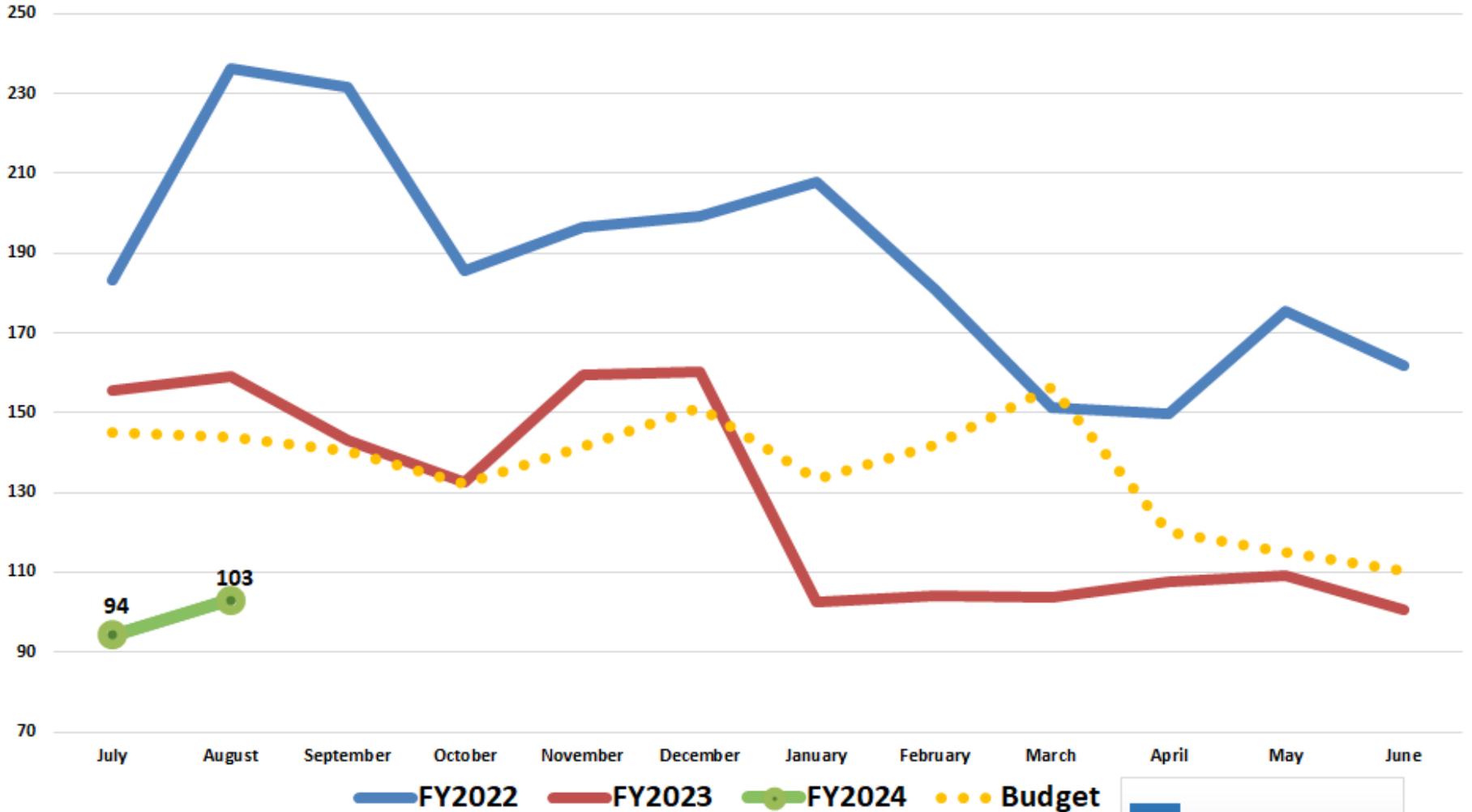
—●— FY2022   
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 —●— FY2024   
 ●●● Budget



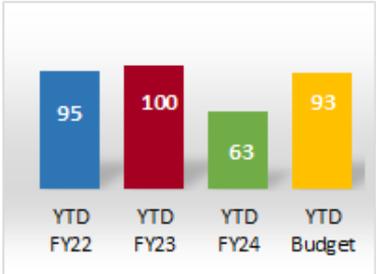
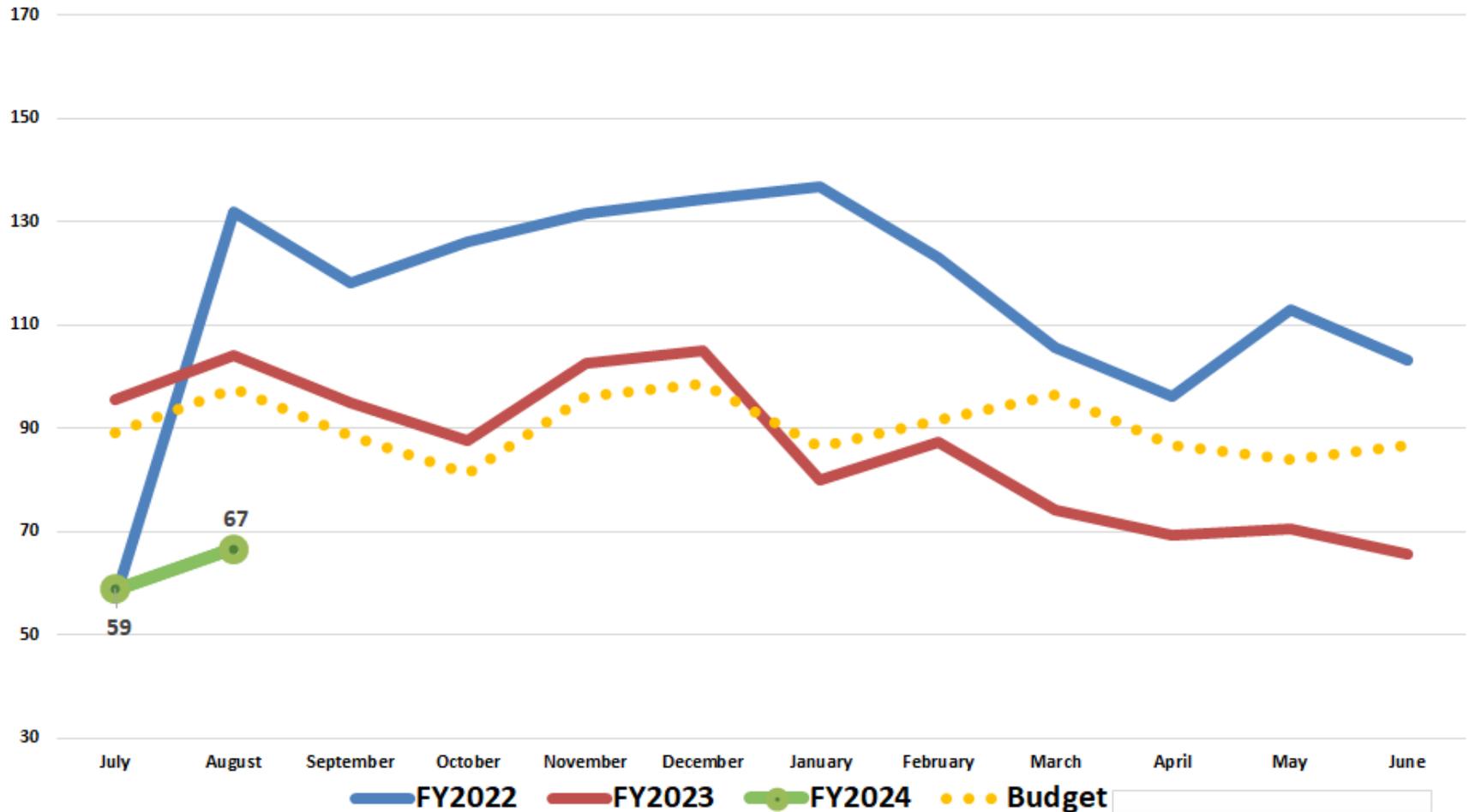
# Endoscopy Procedures



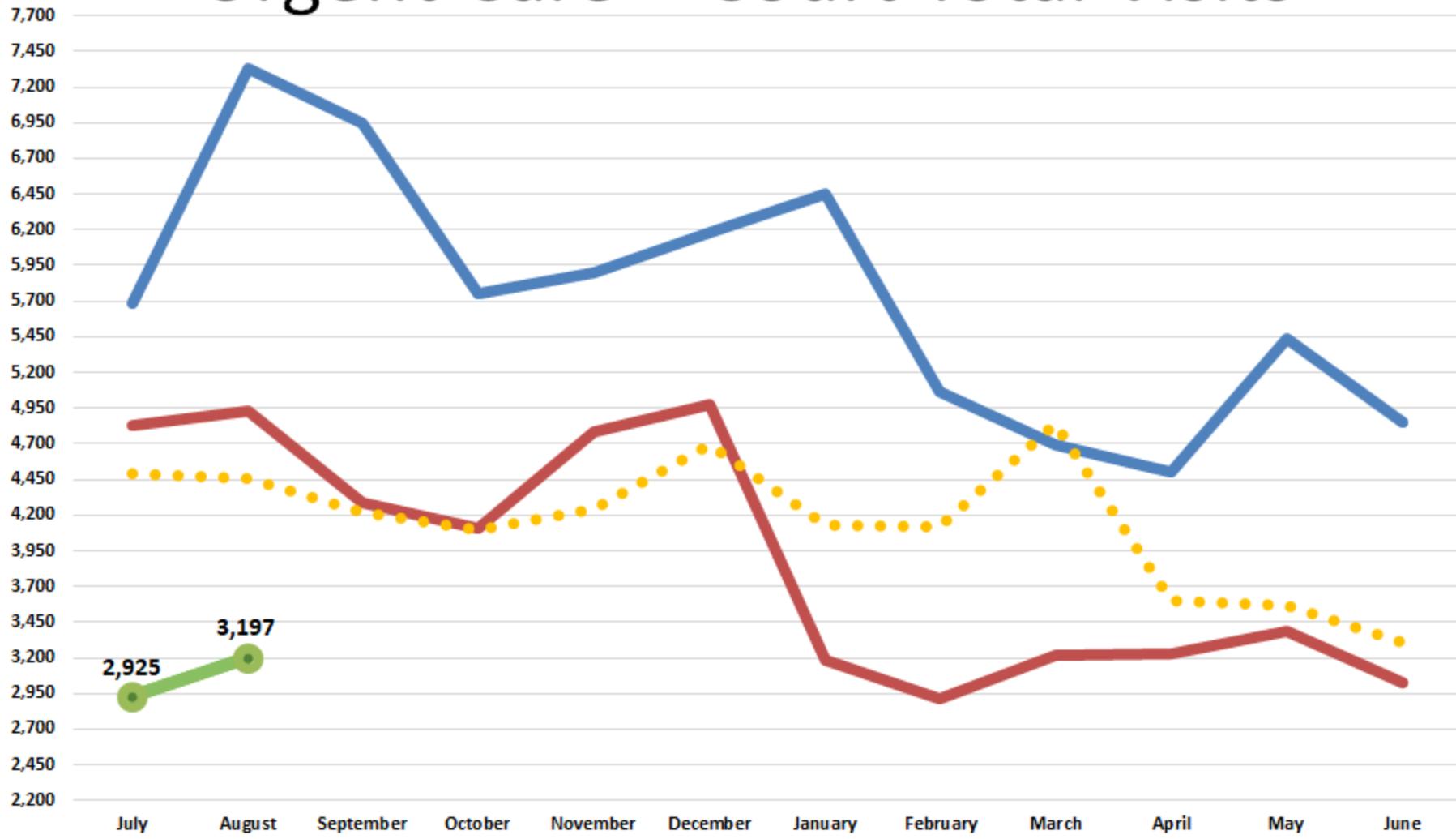
# Urgent Care – Court Avg Visits Per Day



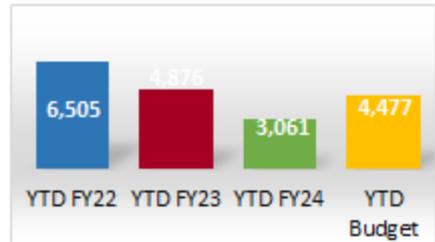
# Urgent Care – Demaree Avg Visits Per Day



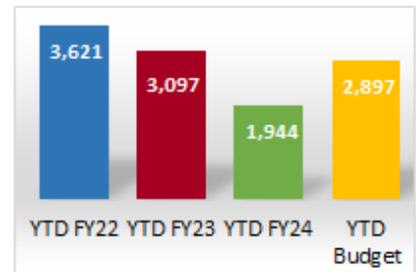
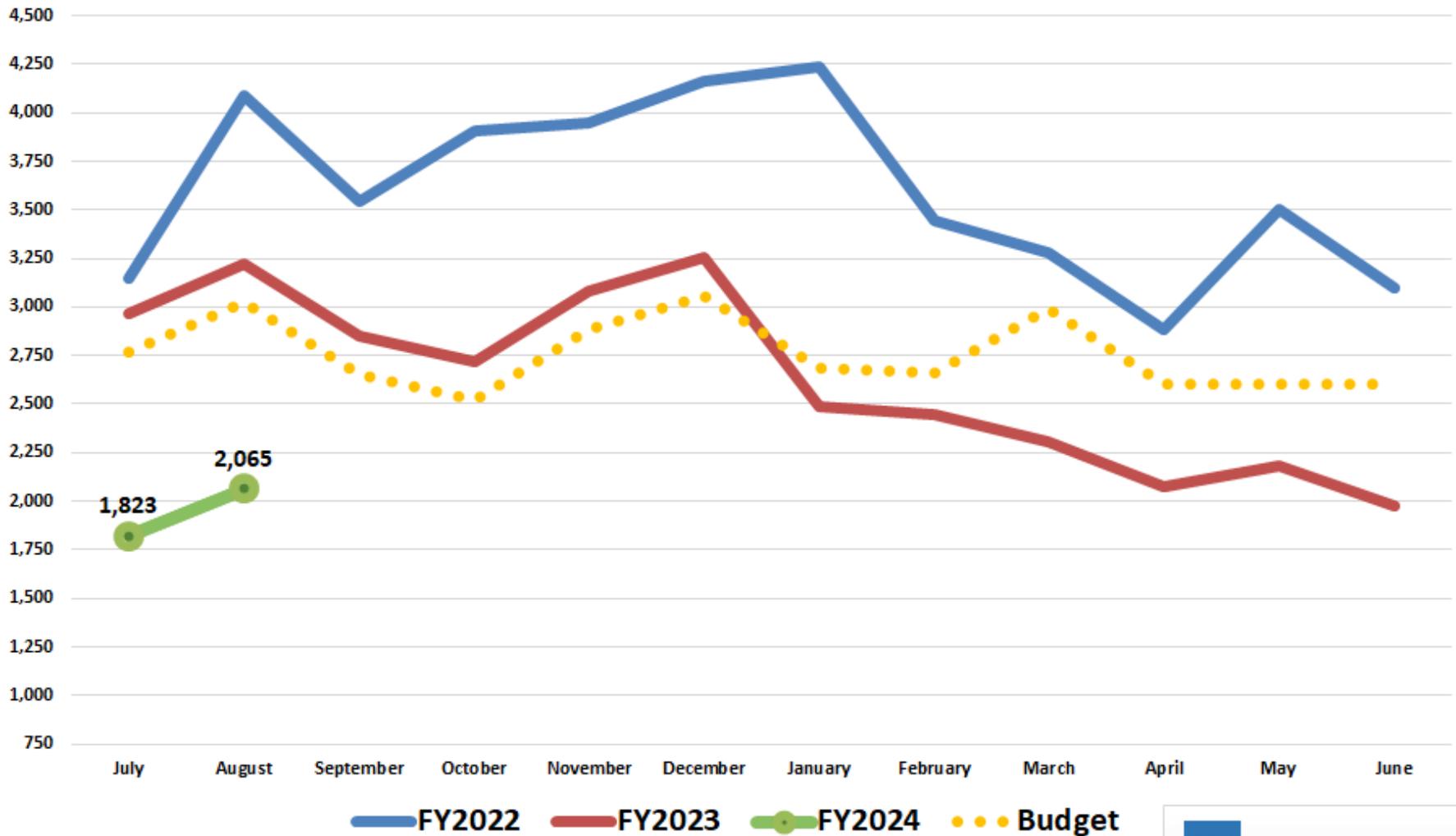
# Urgent Care – Court Total Visits



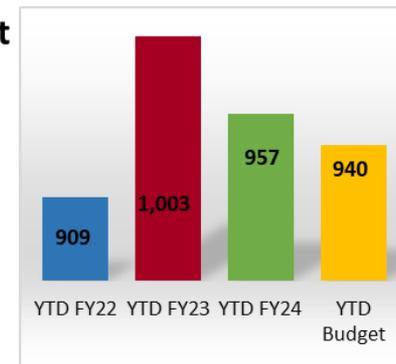
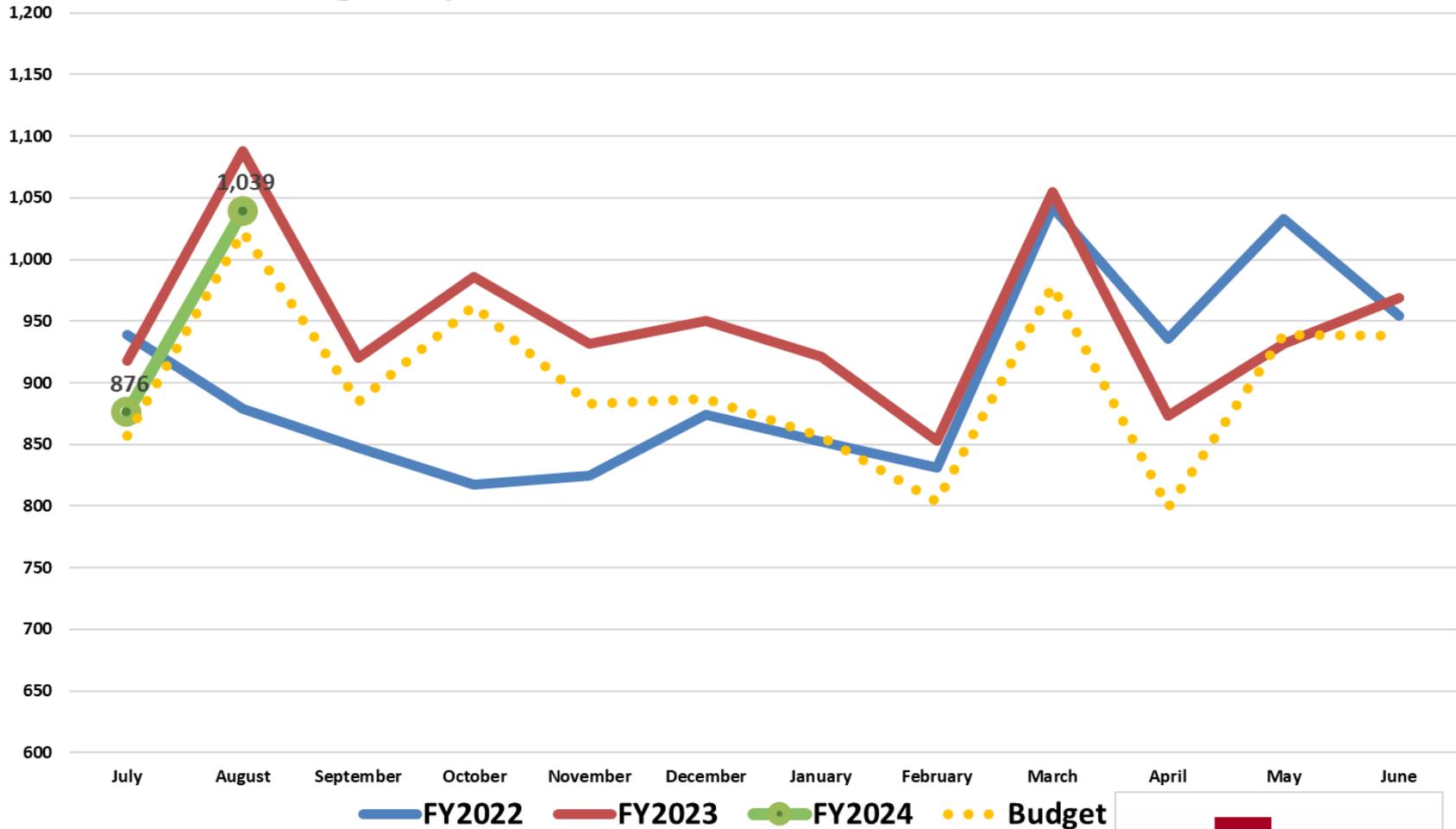
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 —●— FY2024   
 ●●● Budget



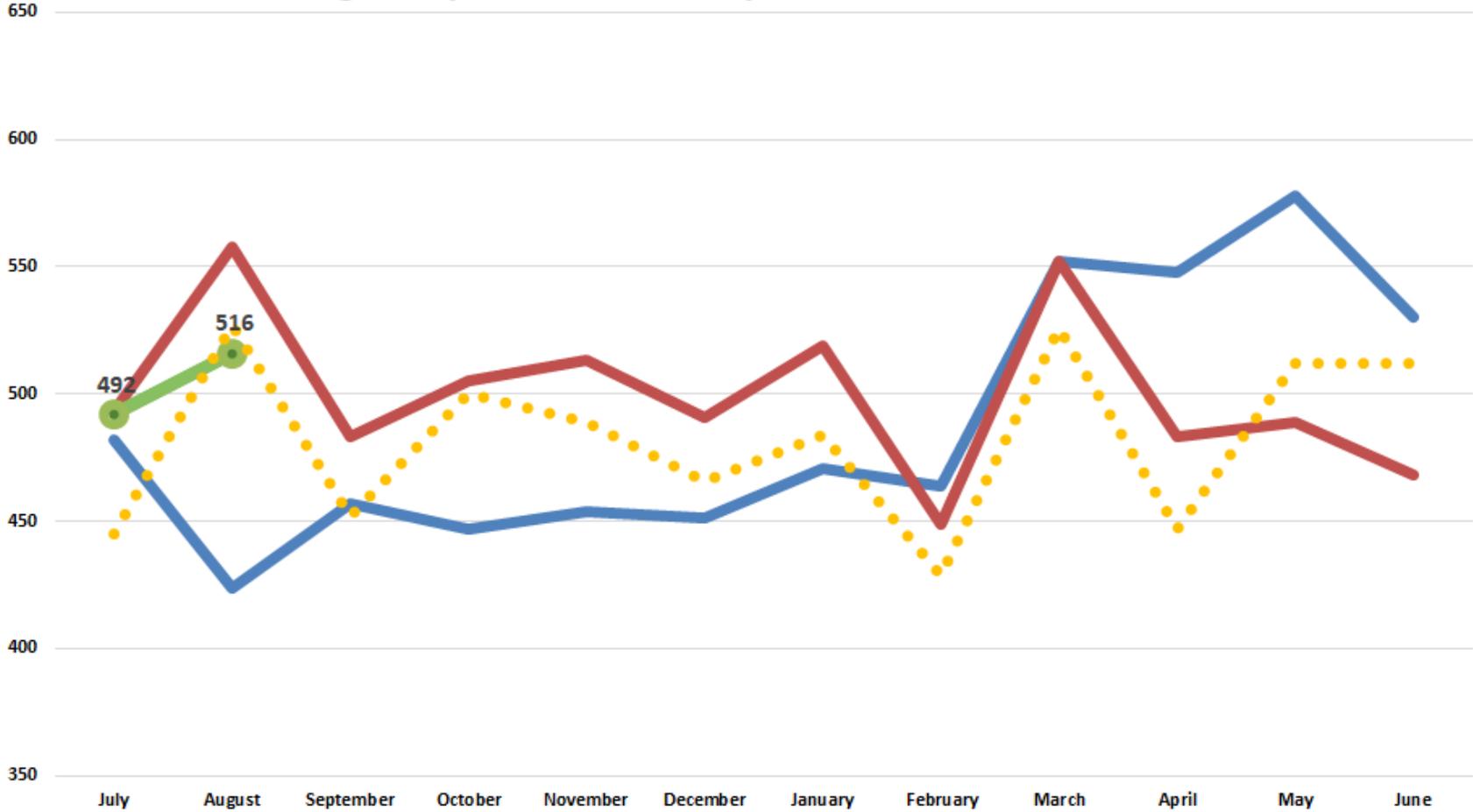
# Urgent Care – Demaree Total Visits



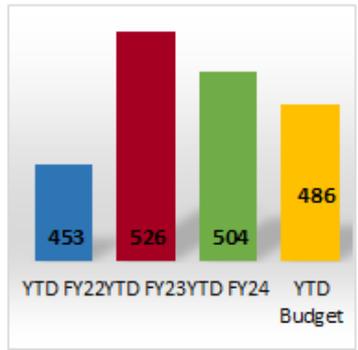
# Surgery (IP & OP) – 100 Min Units



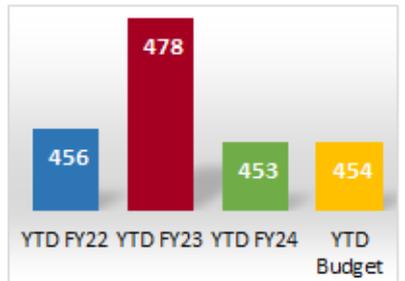
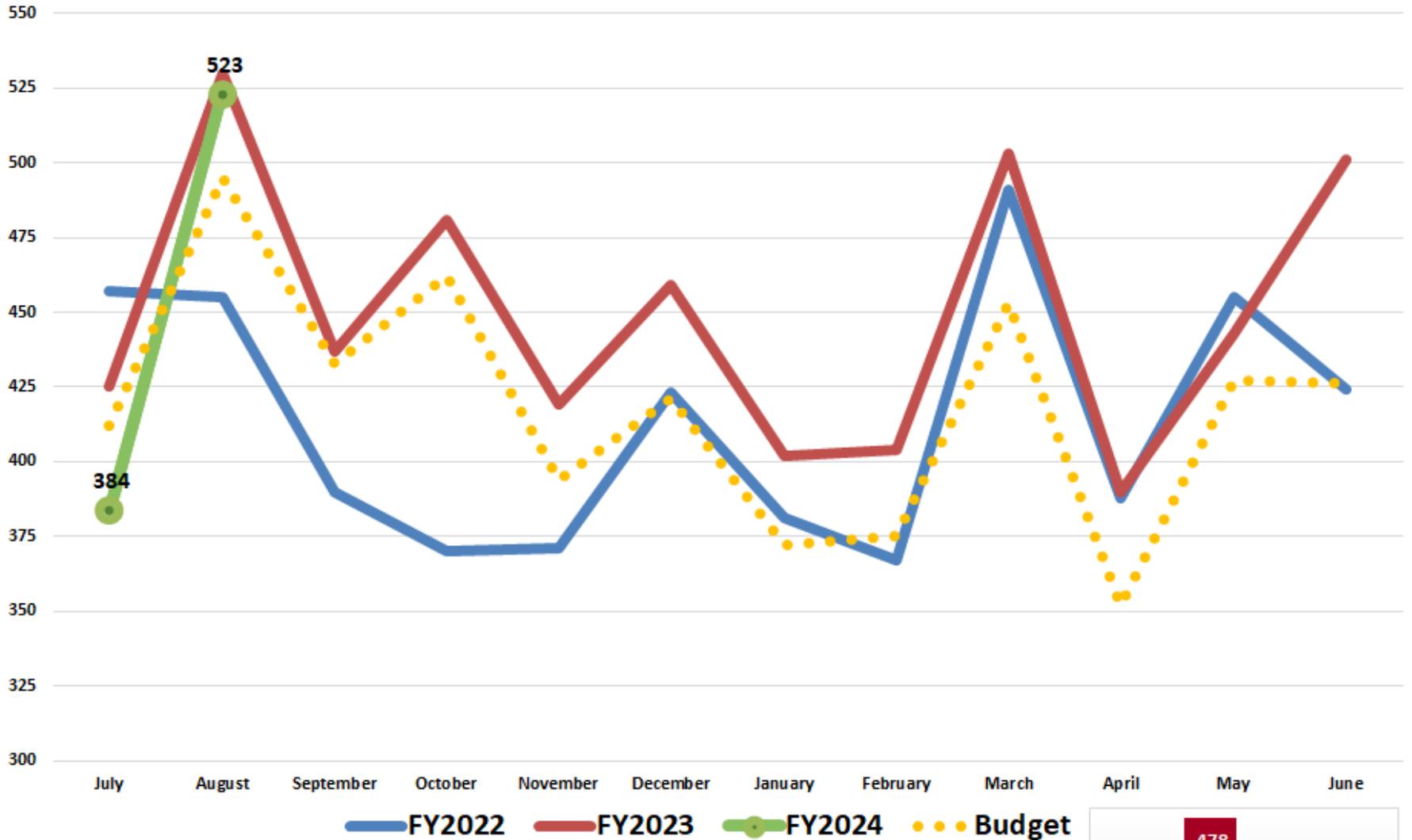
# Surgery (IP Only) - 100 Min Unit



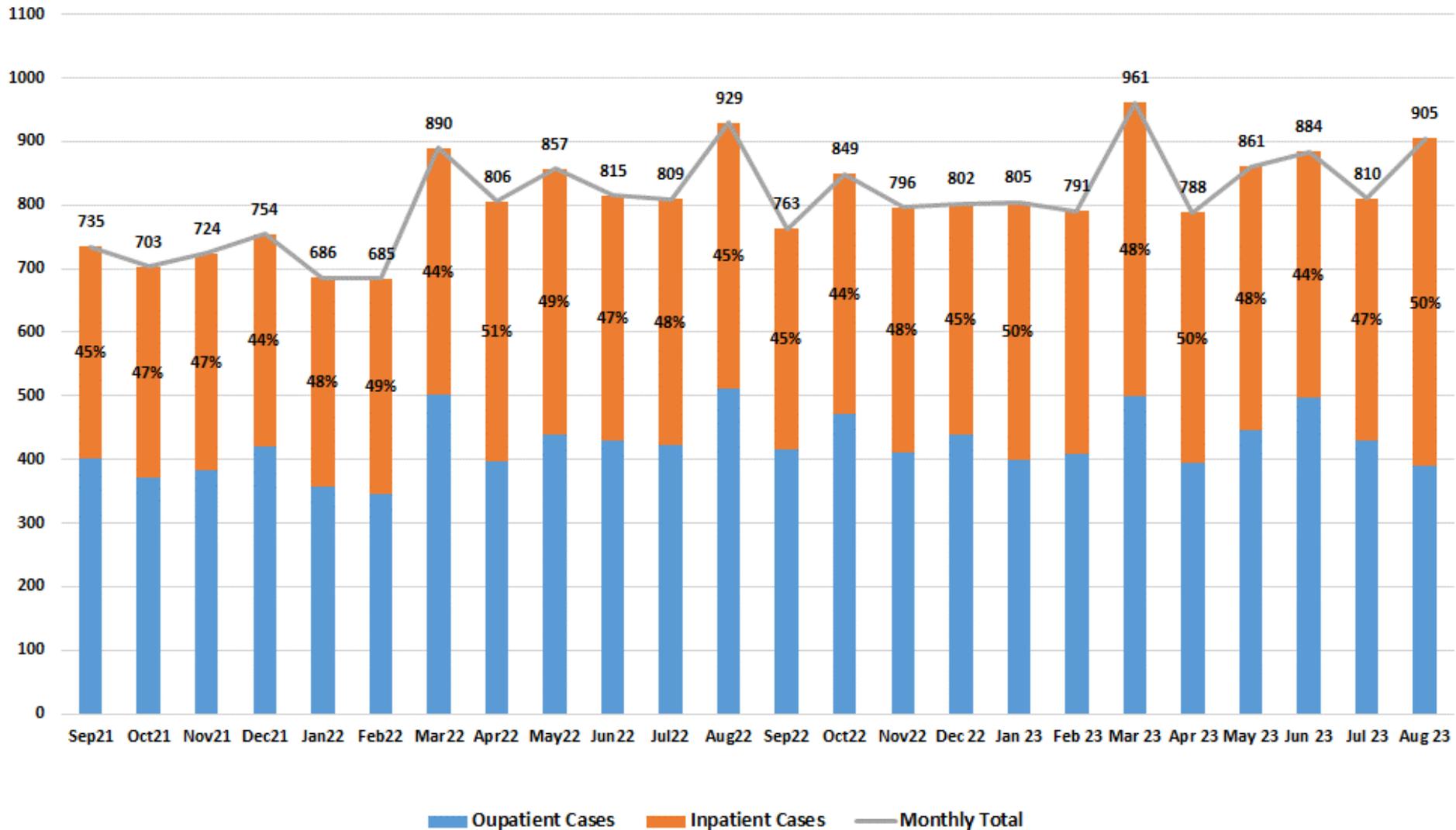
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 —●— FY2023   
 —●— FY2024   
 ●●● Budget



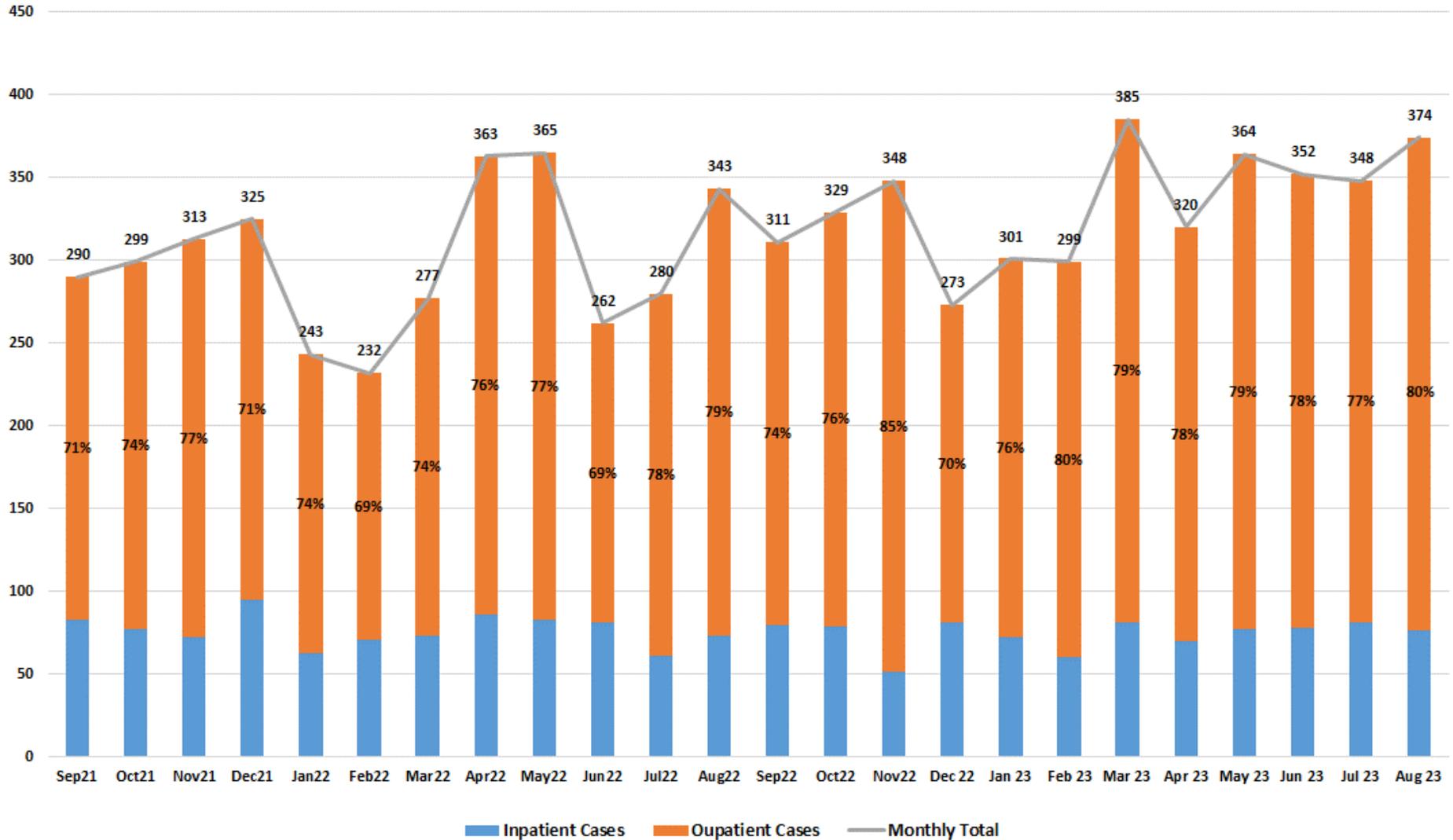
# Surgery (OP Only) - 100 Min Units



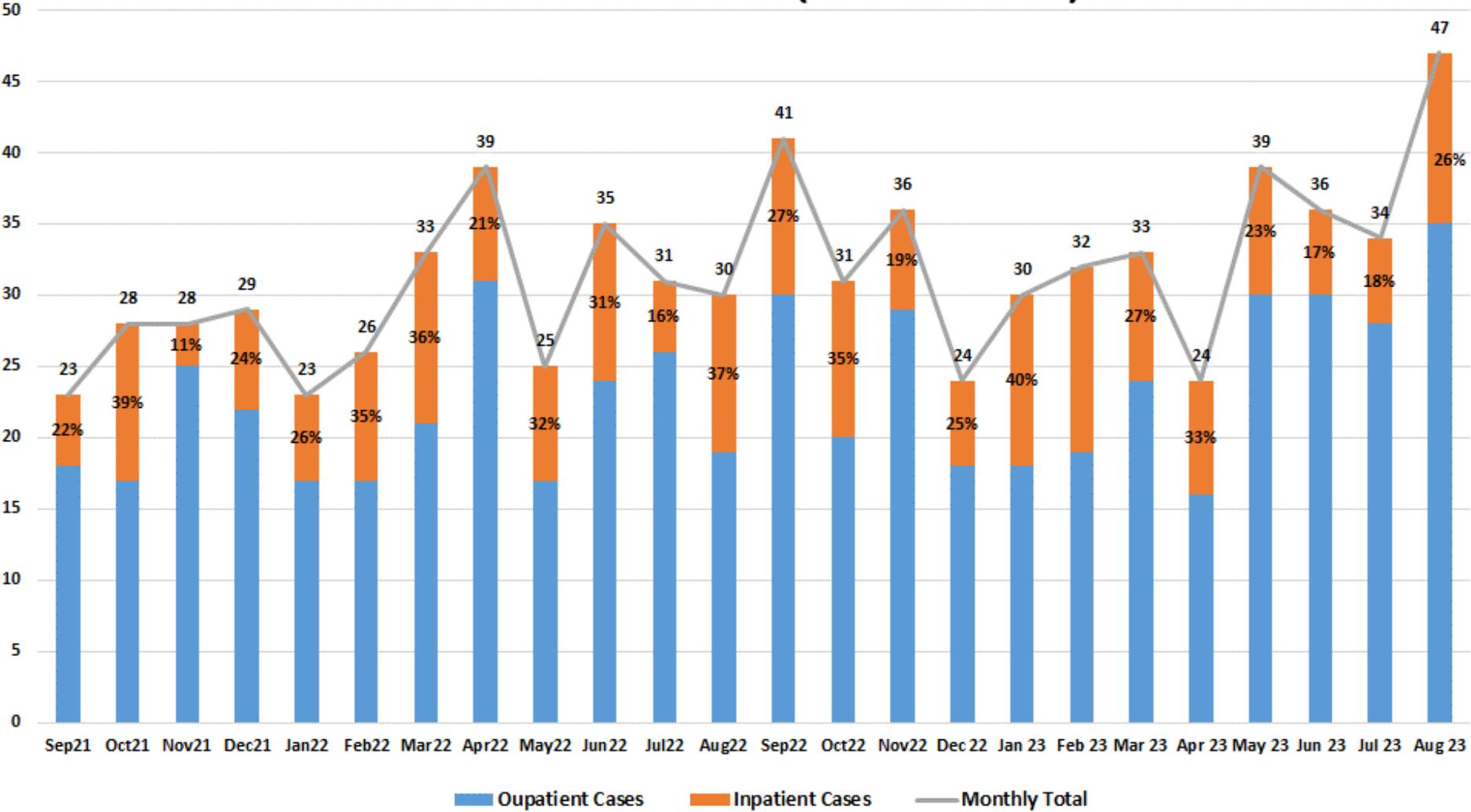
# Surgery Cases (IP & OP)



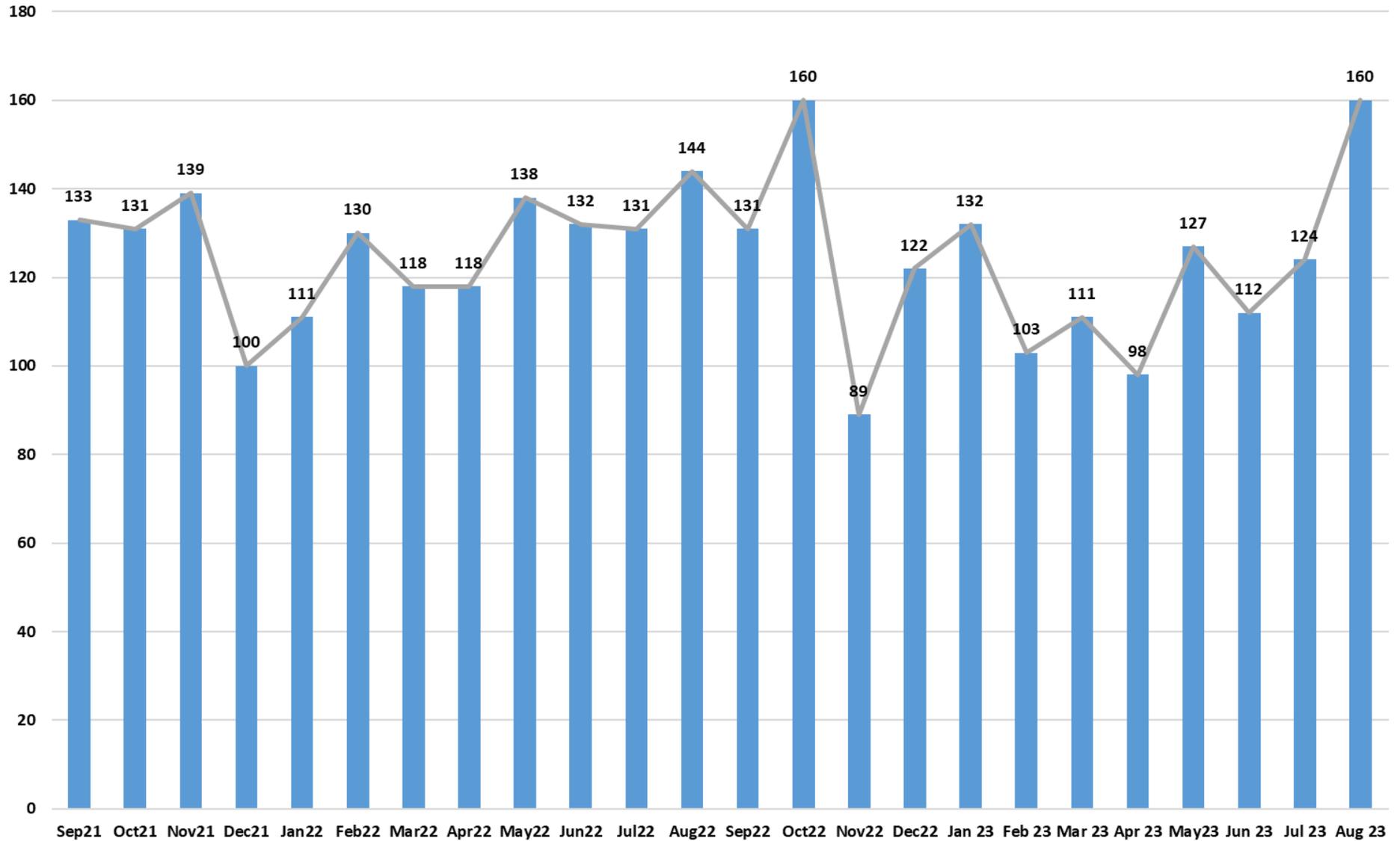
# Endo Cases (Endo Suites)



# Robotic Cases (IP & OP)

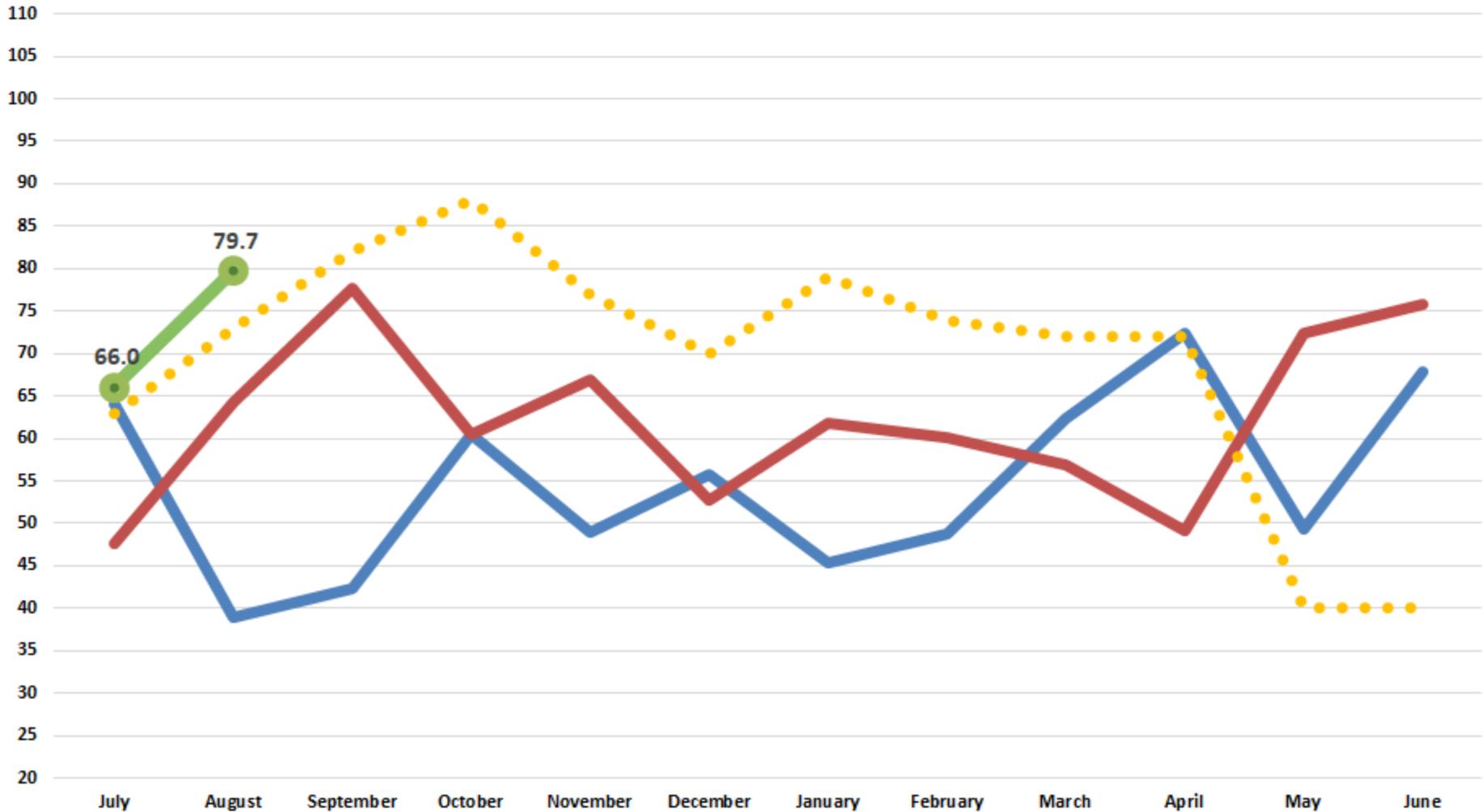


# OB Cases



■ Cases    85/149 Monthly Total

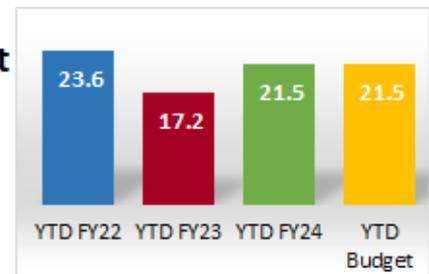
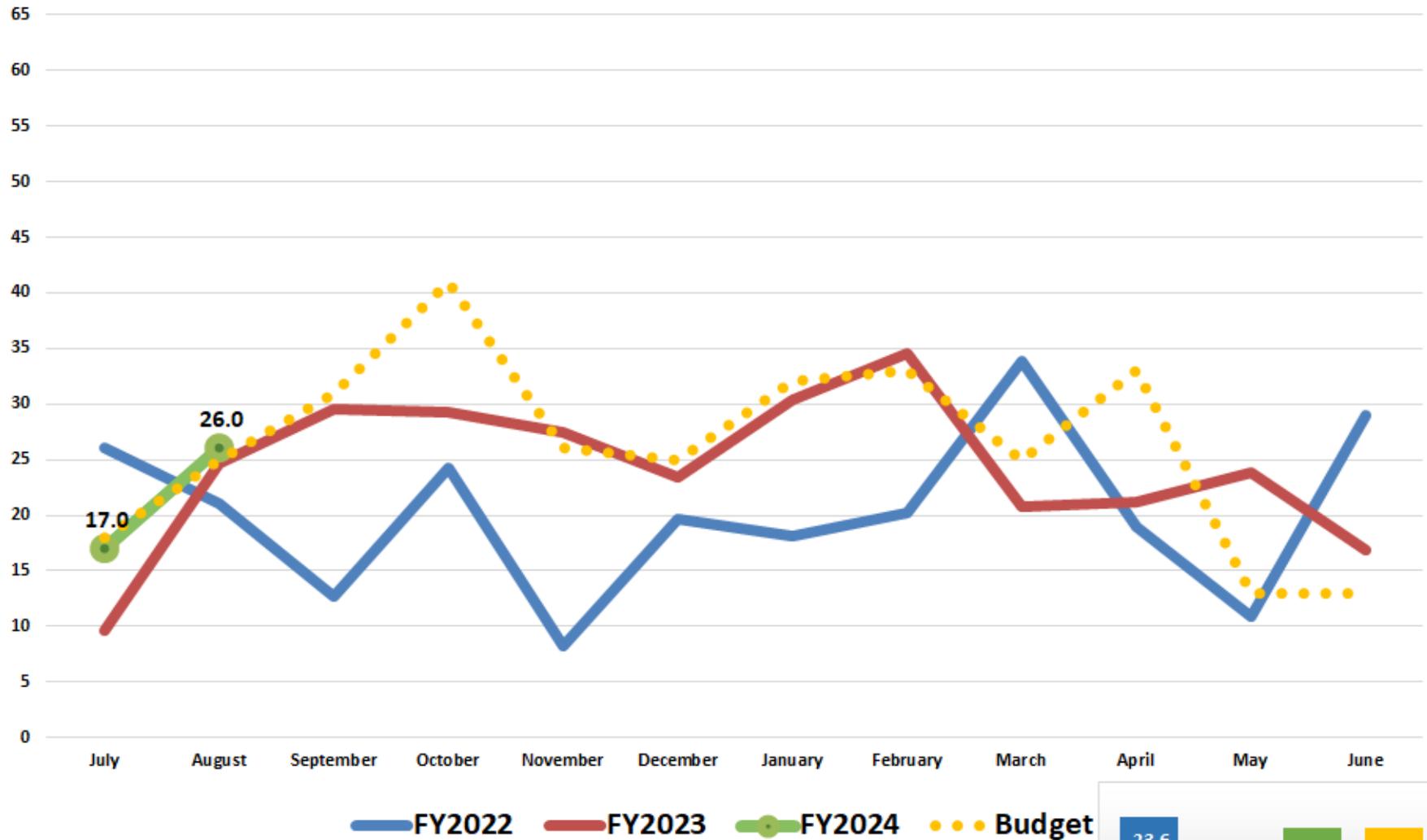
# Robotic Surgery (IP & OP) - 100 Min Units



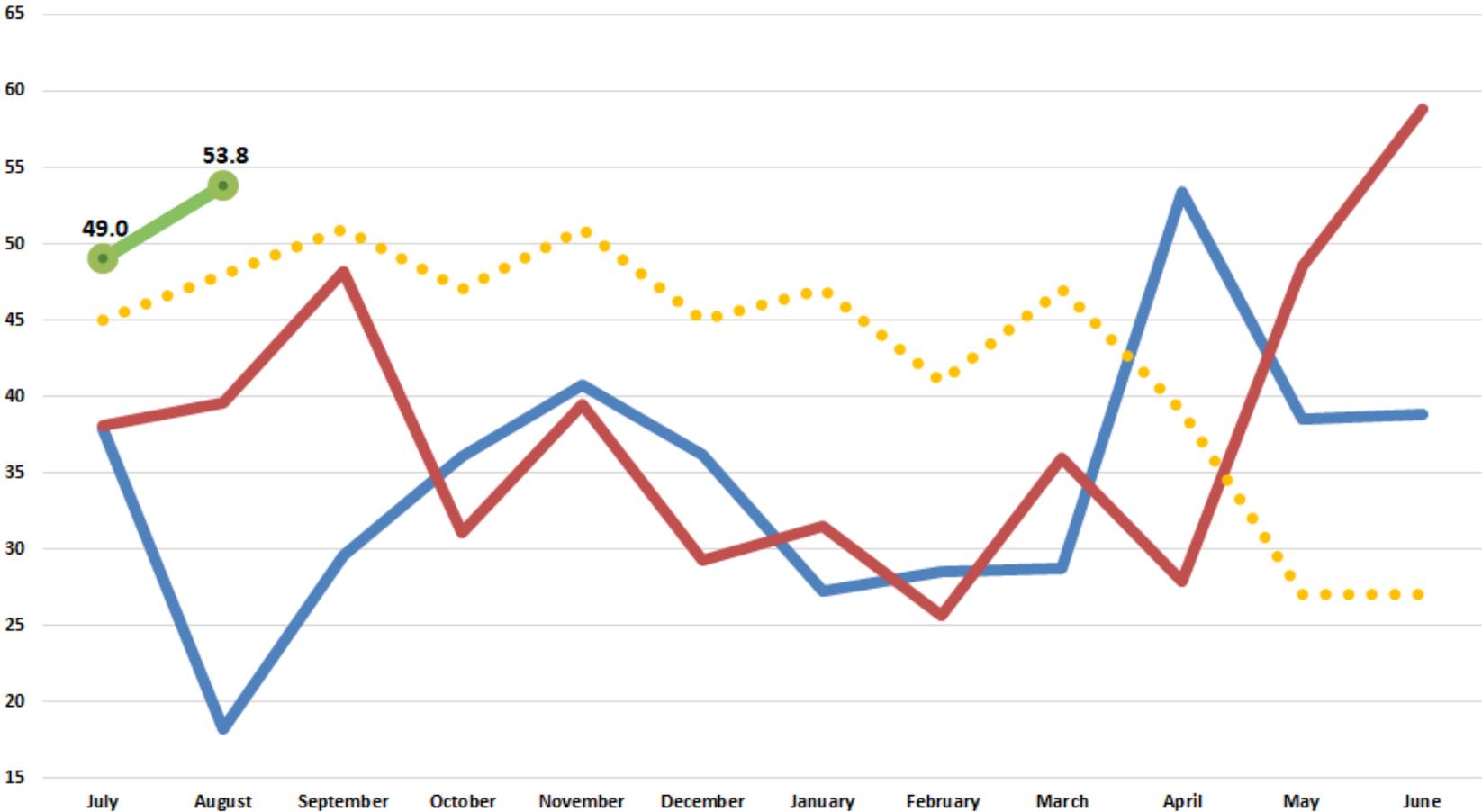
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 —●— FY2024   
 ●●● Budget



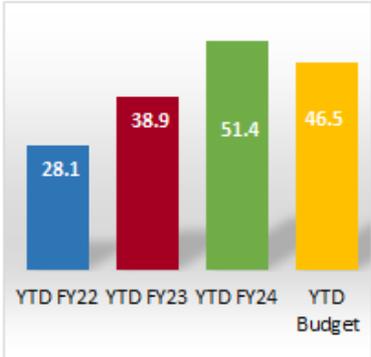
# Robotic Surgery Minutes (IP Only)



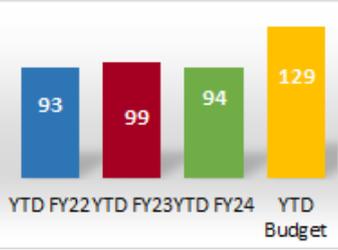
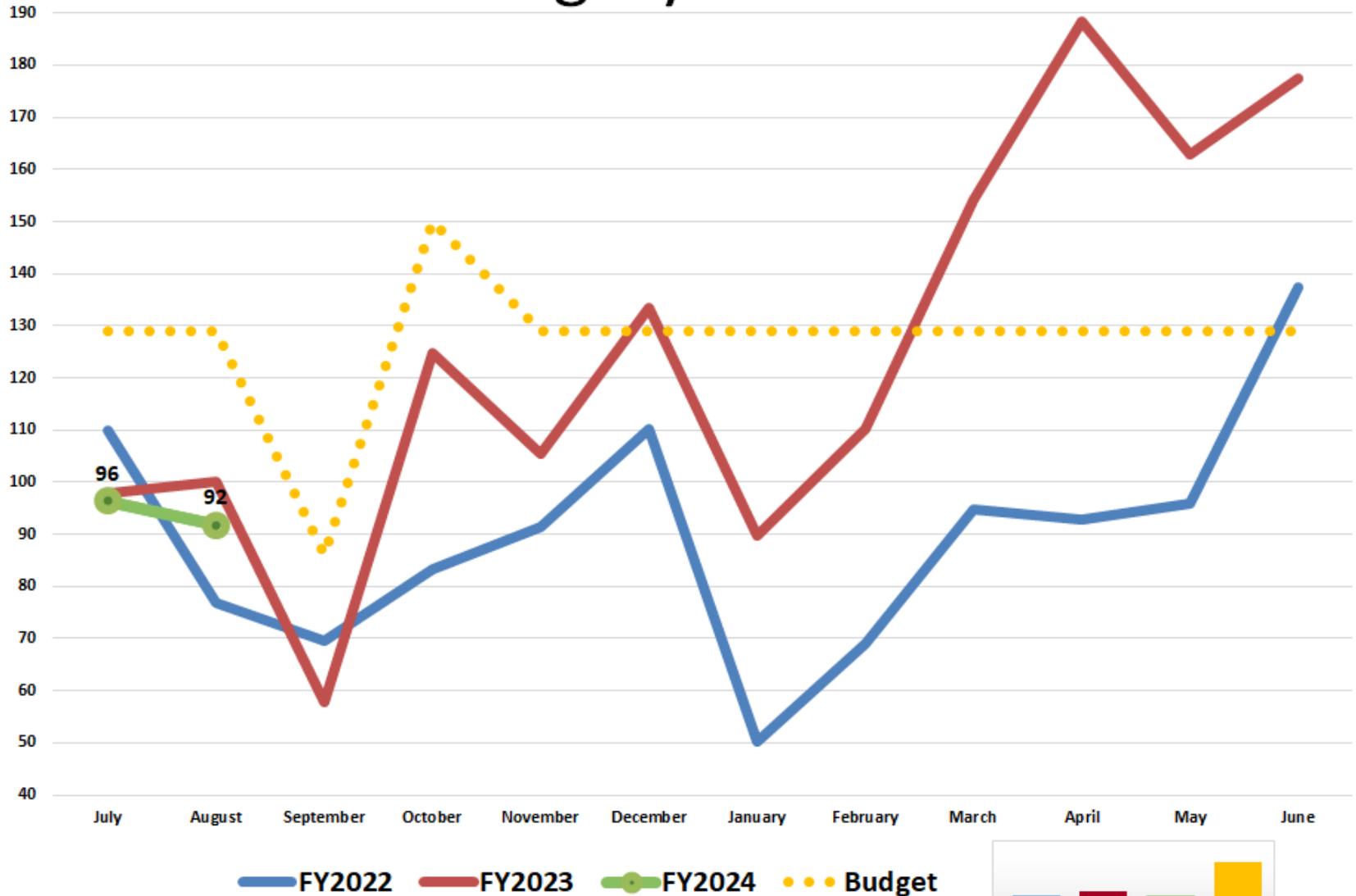
# Robotic Surgery Minutes (OP Only)



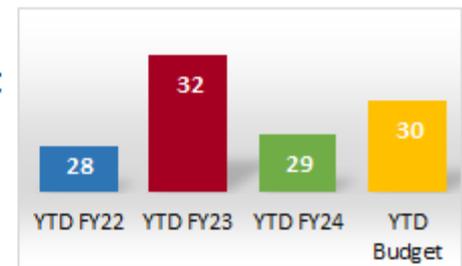
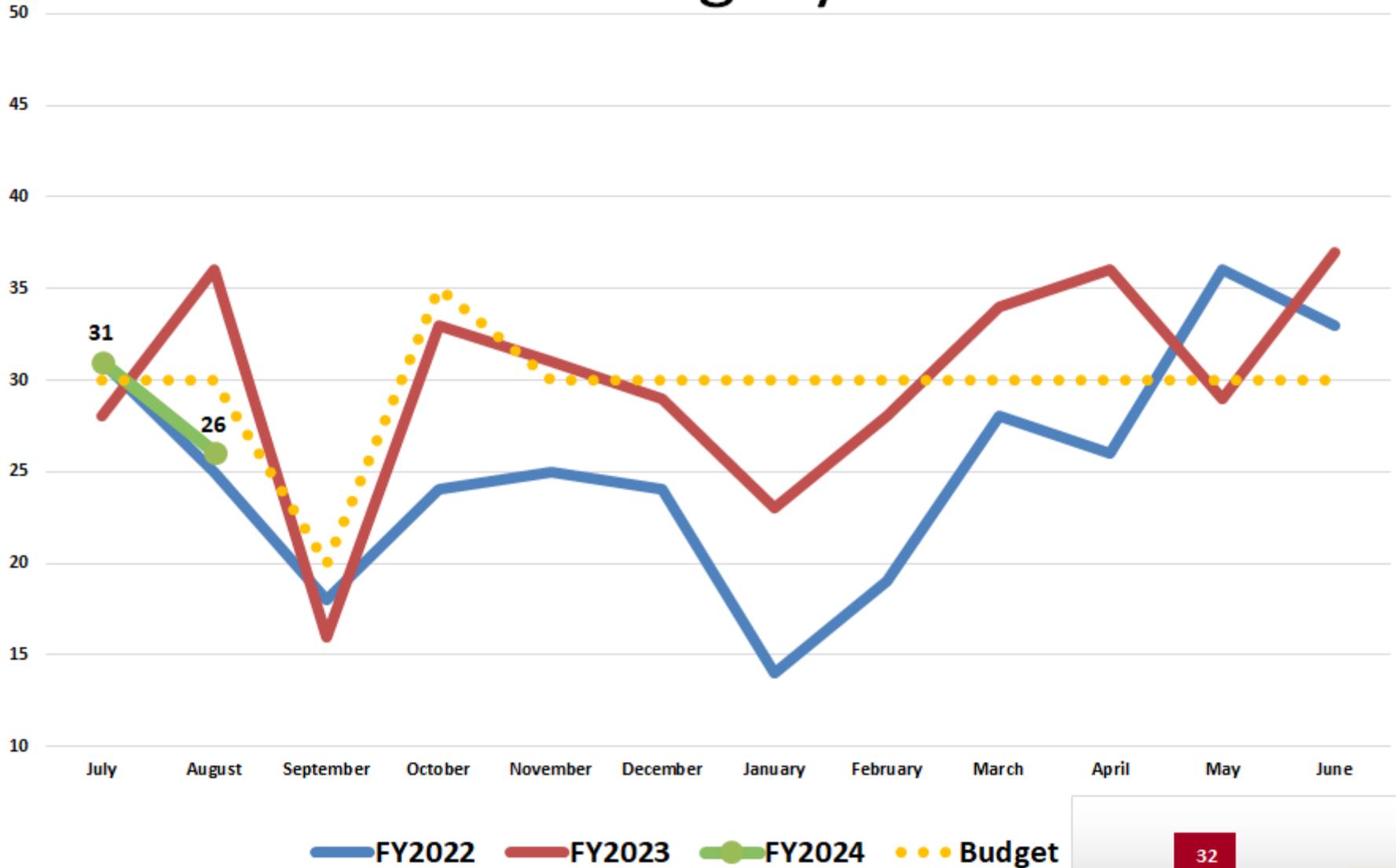
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 ●●●● Budget



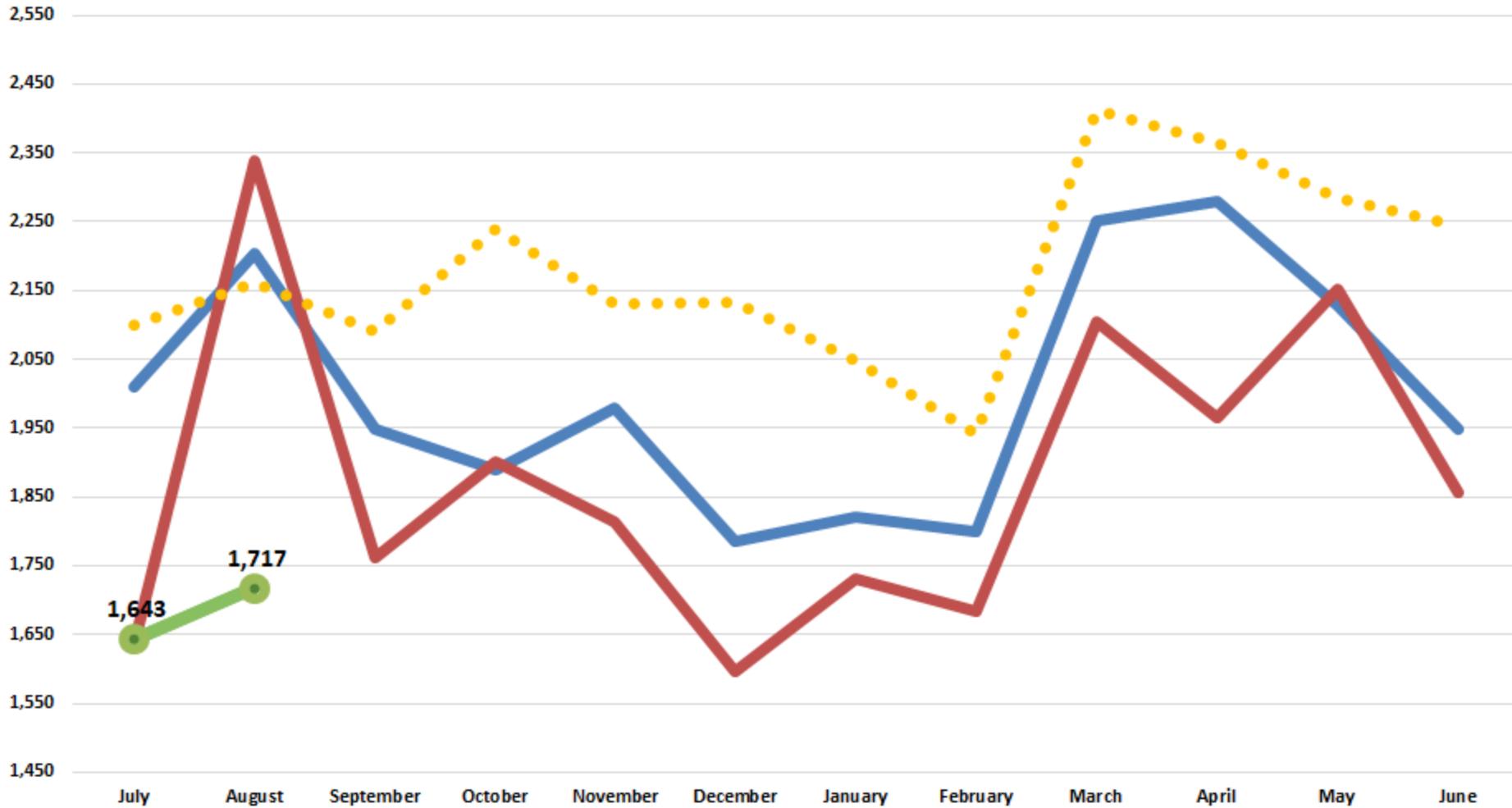
# Cardiac Surgery - 100 Min Units



# Cardiac Surgery Cases



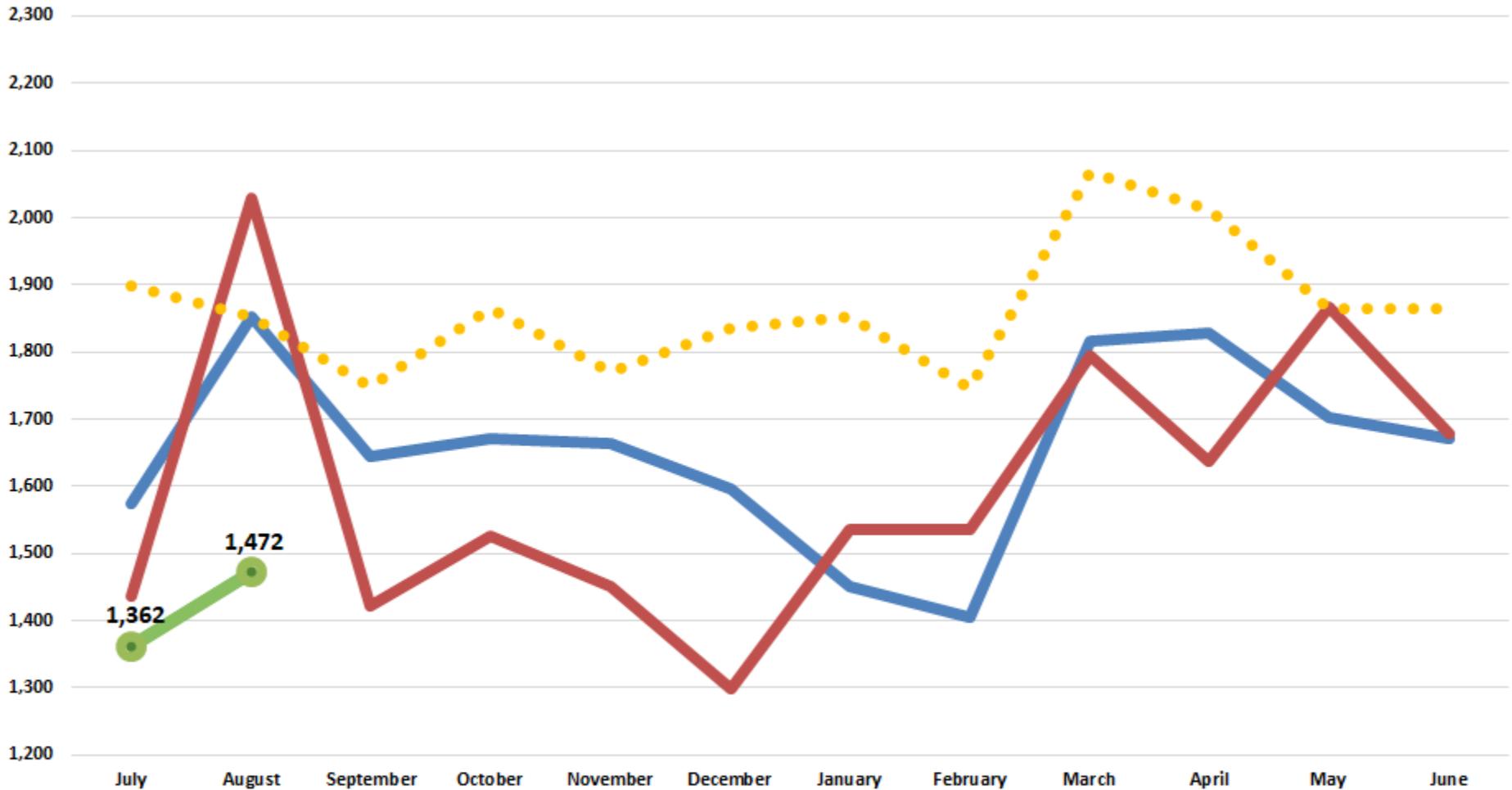
# Rad Onc Treatments (Vis. & Hanf.)



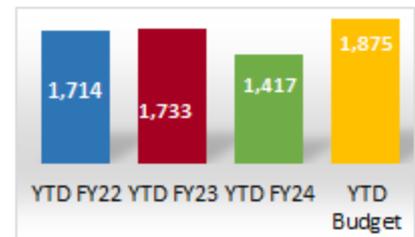
—●— FY2022   
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 ●●● Budget

2,108	1,988	1,680	2,130
YTD FY22	YTD FY23	YTD FY24	YTD Budget

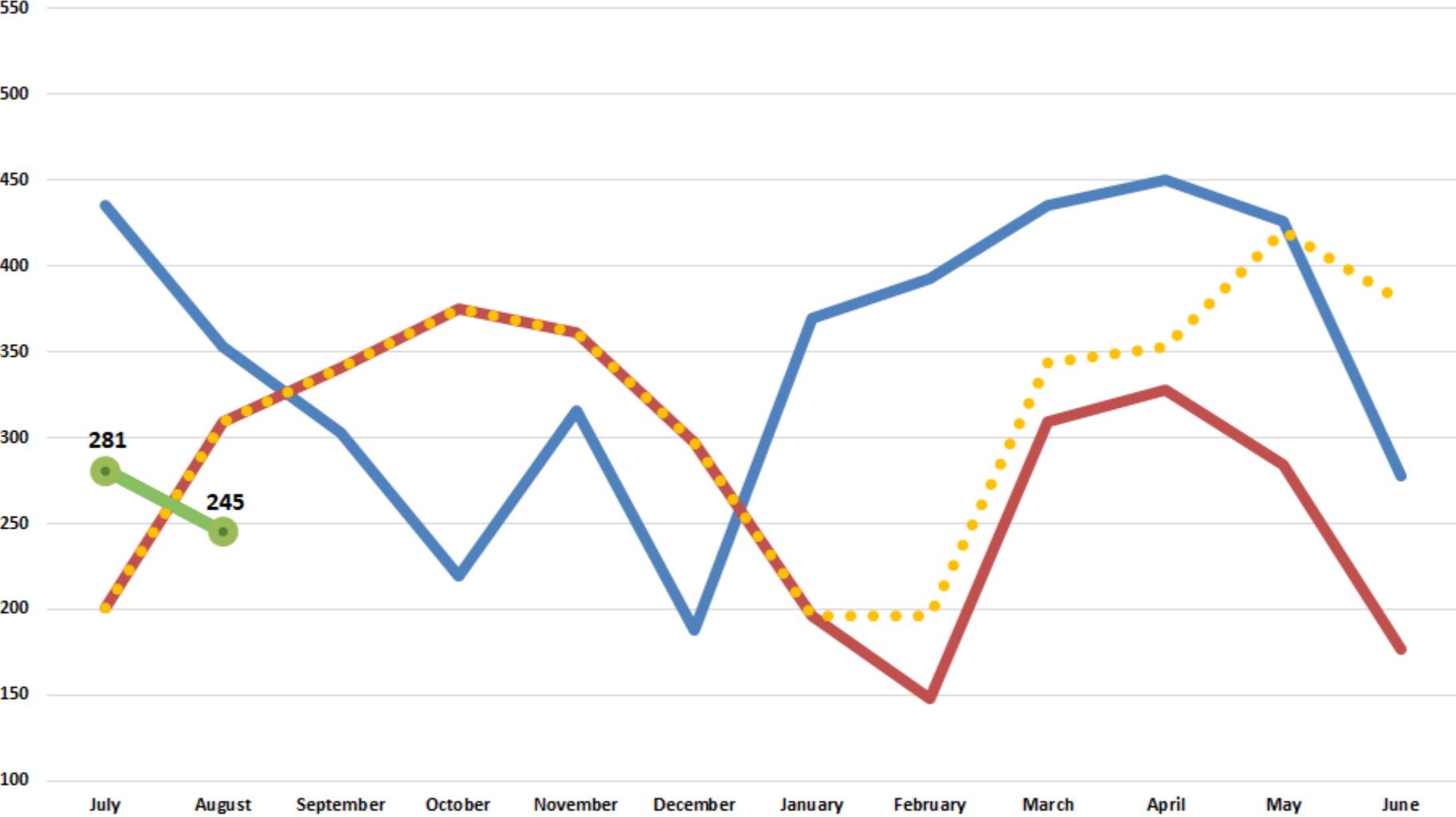
# Rad Onc Visalia



—● FY2022   
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 —● FY2024   
 ●●● Budget



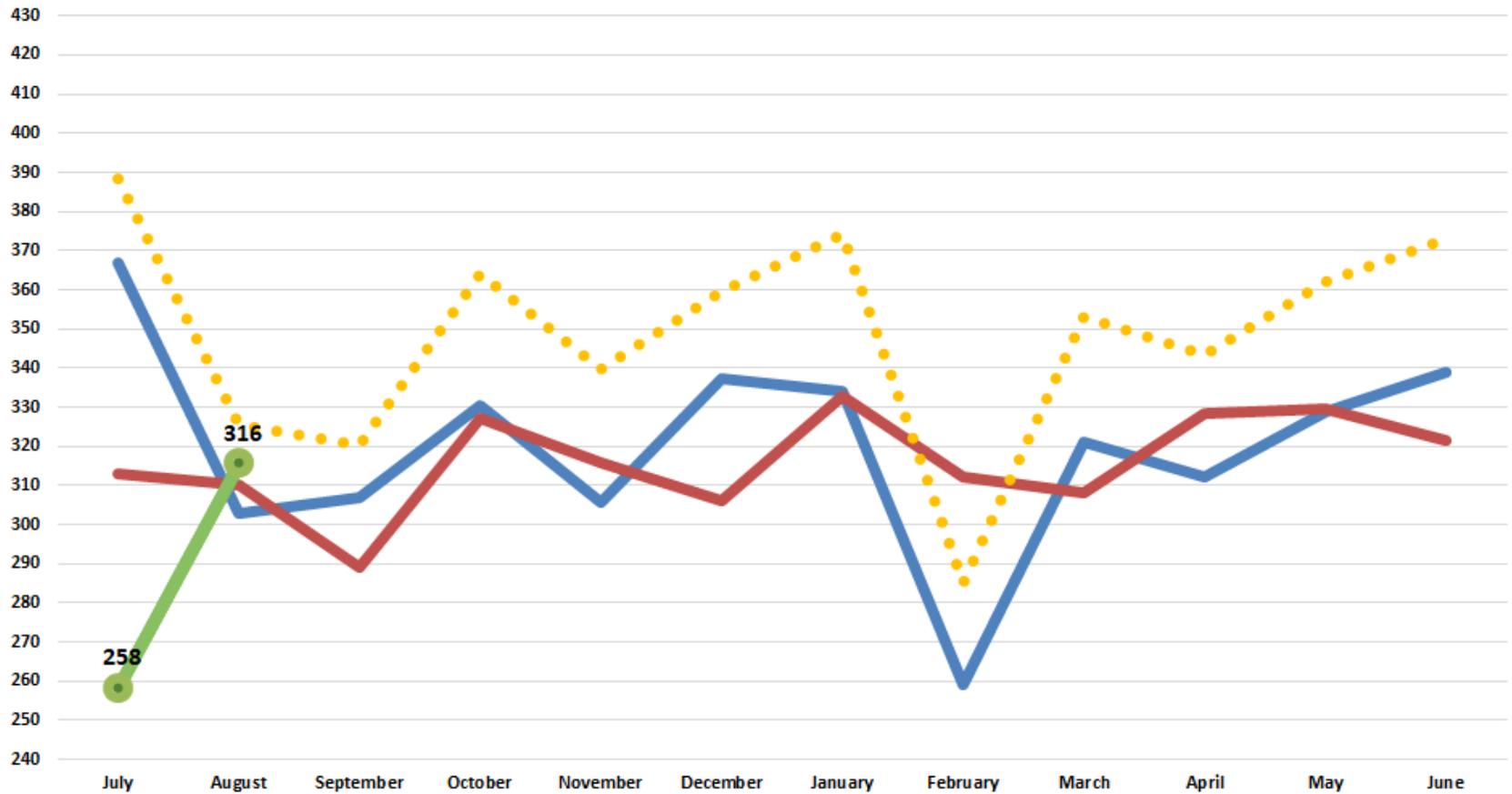
# Rad Onc Hanford



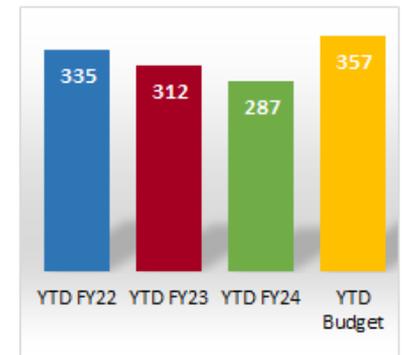
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 ●●● Budget



# Cath Lab (IP & OP) – 100 Min Units

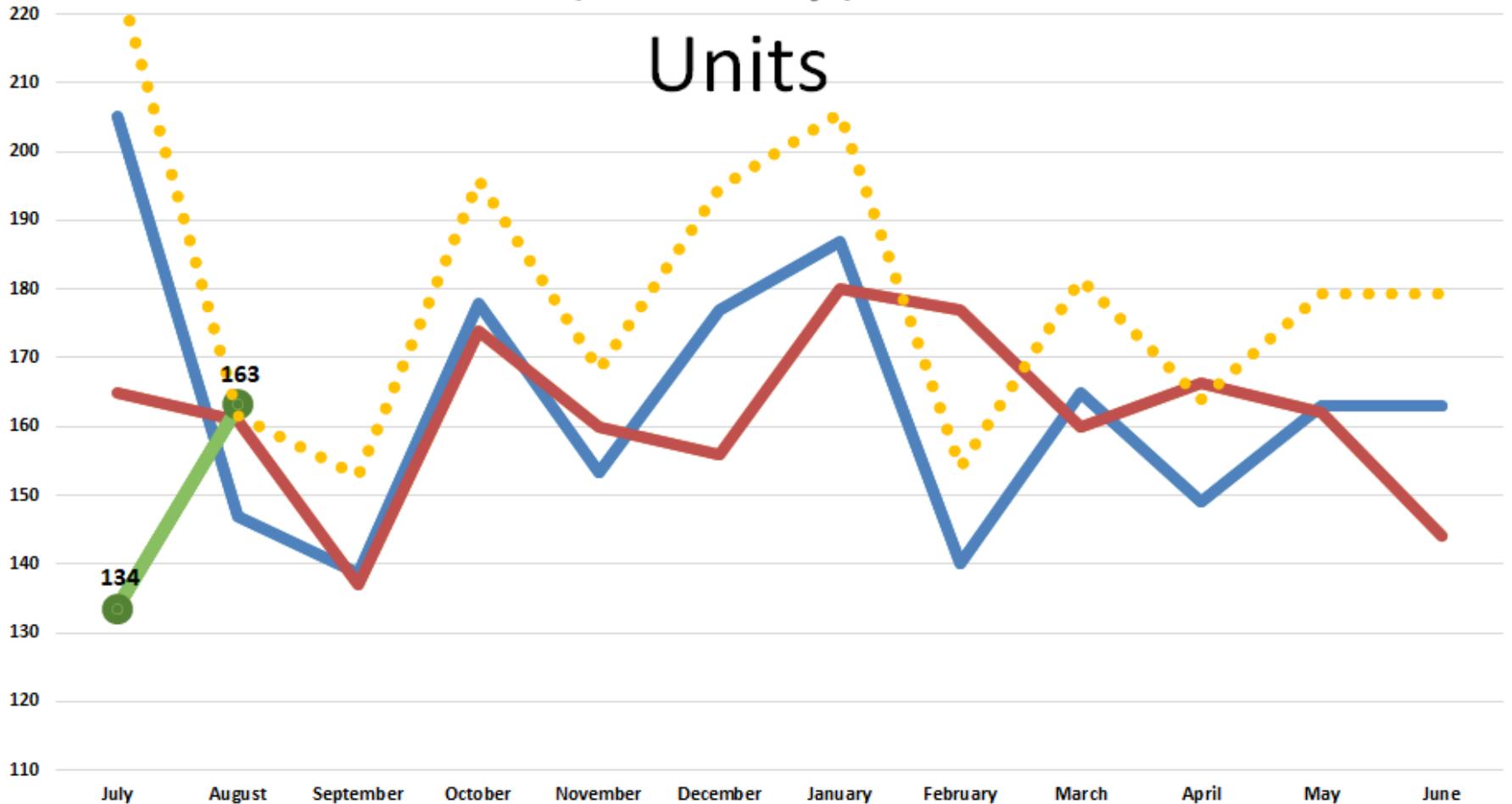


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 ●●● Budget

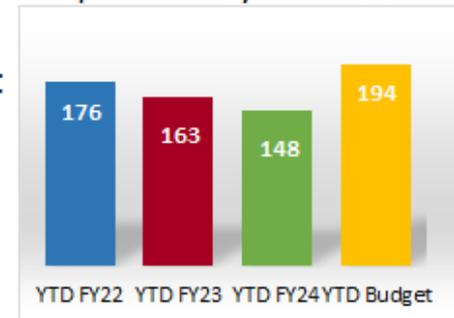


# Cath Lab (IP Only) – 100 Min

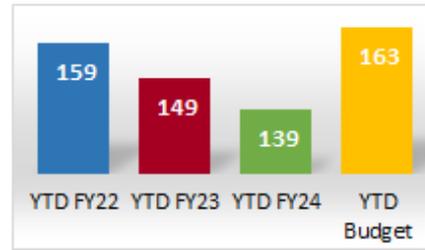
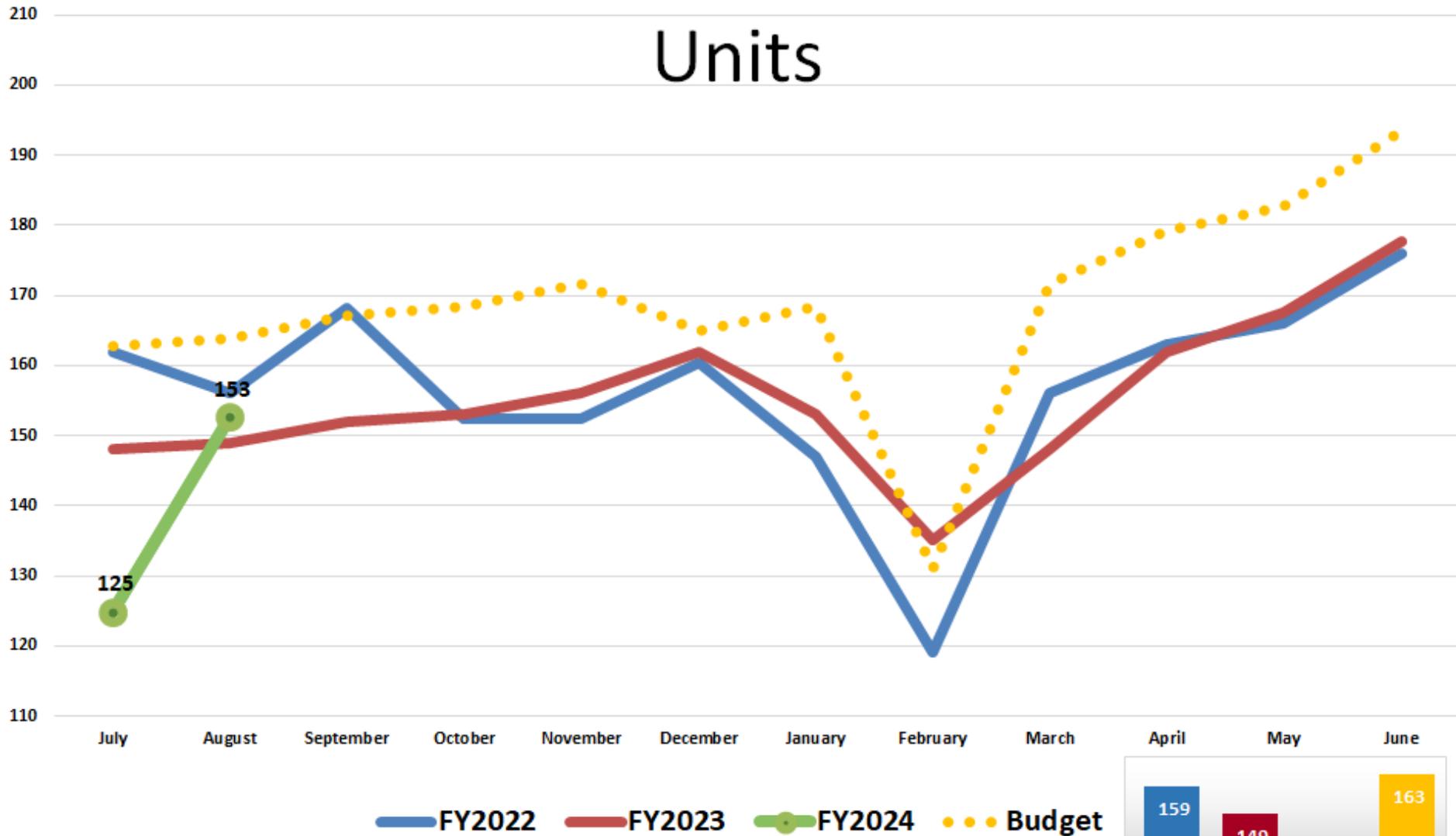
## Units



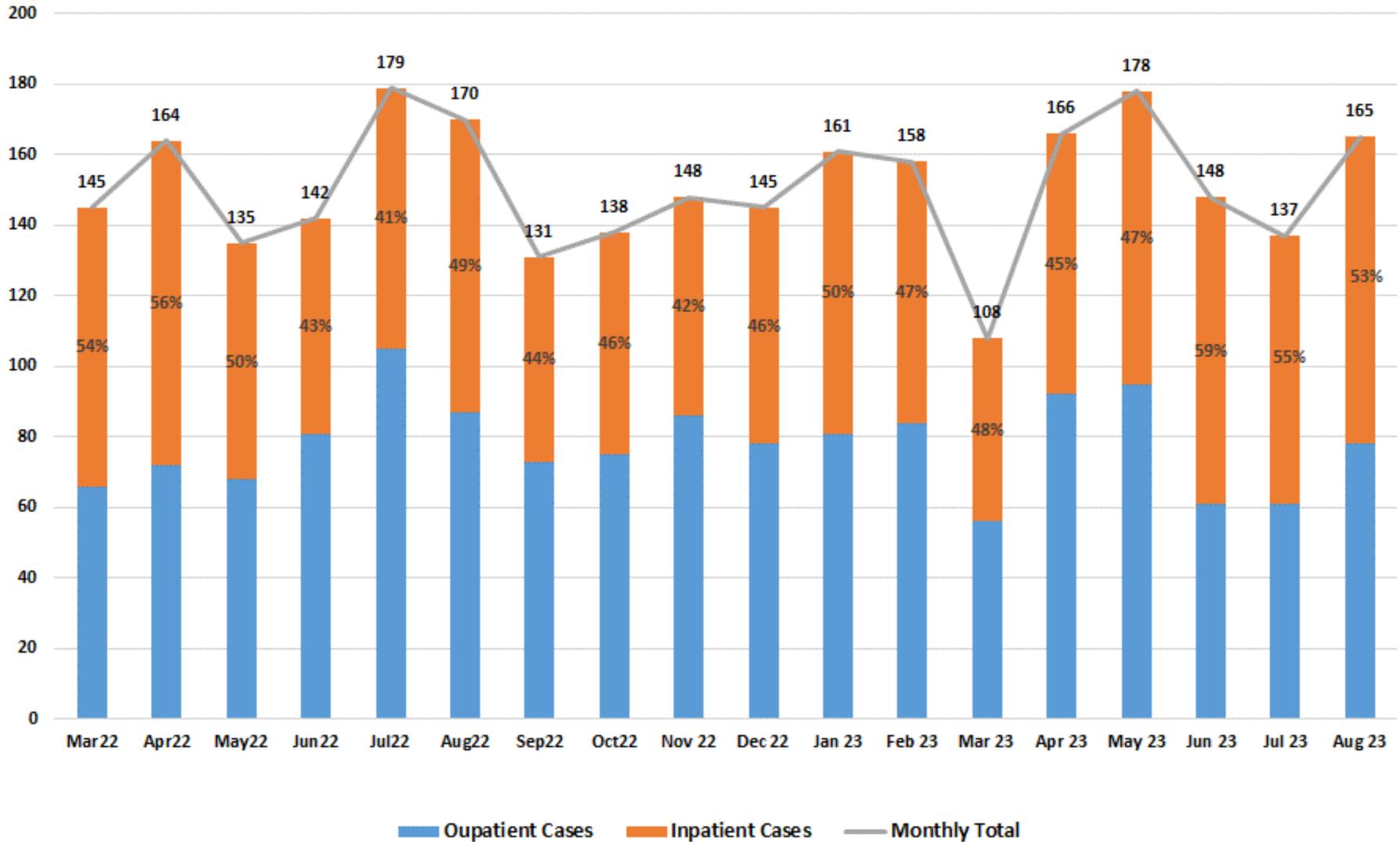
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



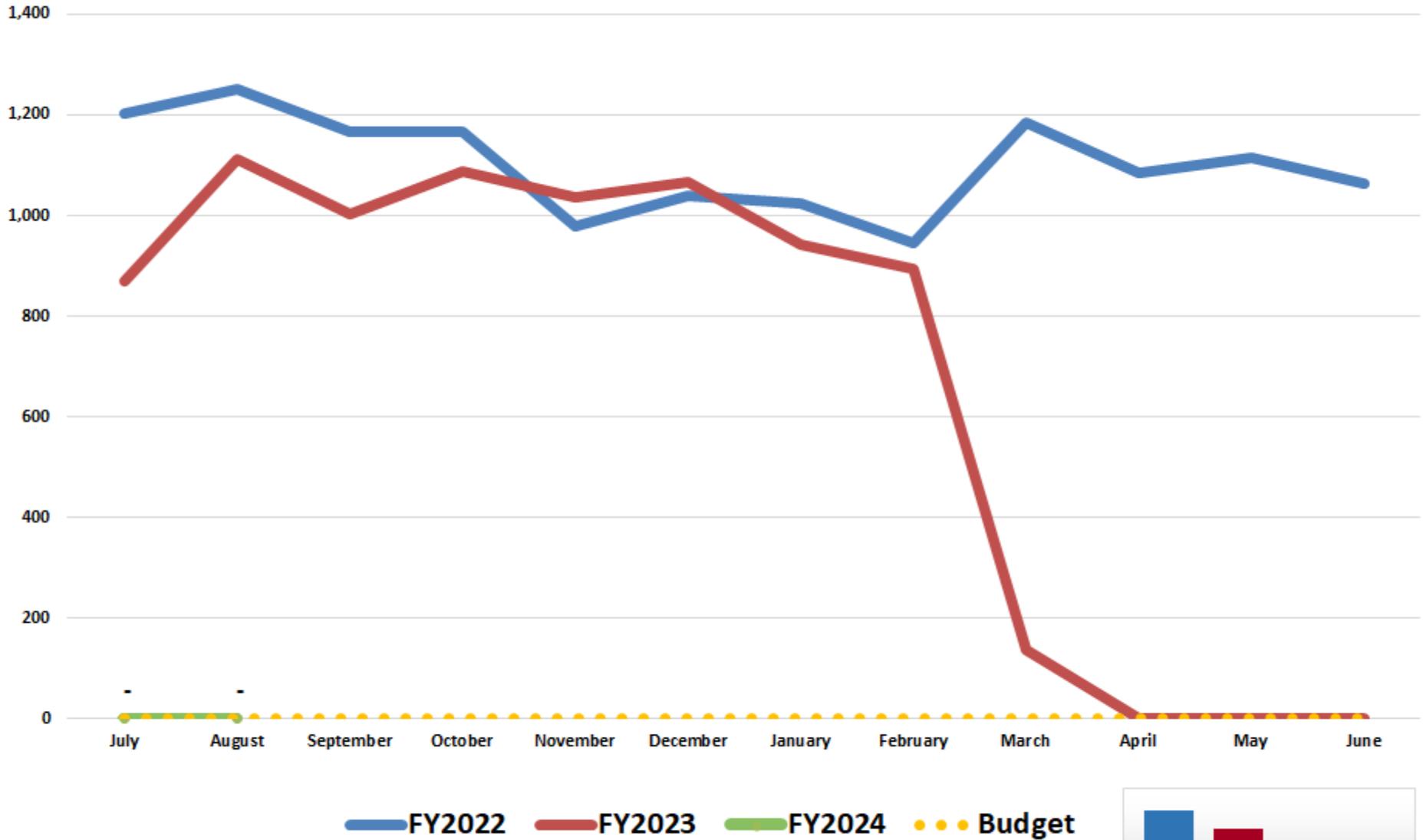
# Cath Lab (OP Only) – 100 Min Units



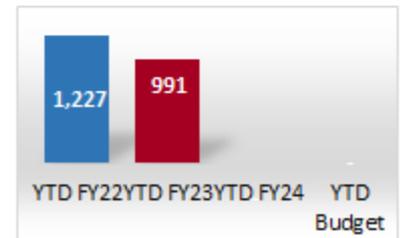
# Cath Lab Patients (IP & OP)



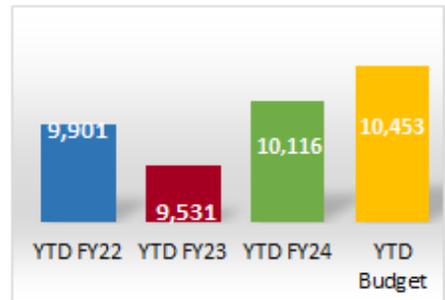
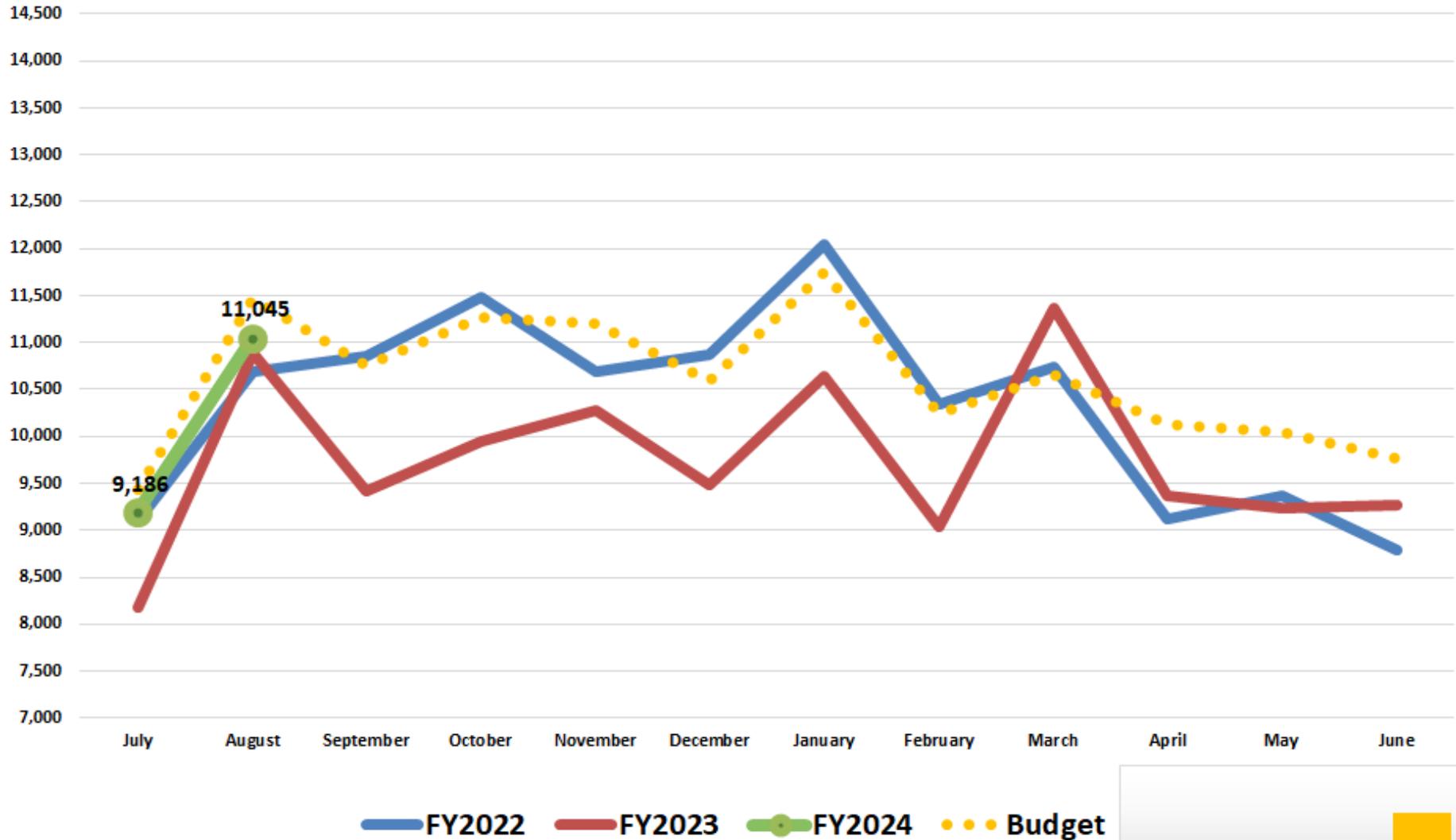
# GME Family Medicine Clinic Visits



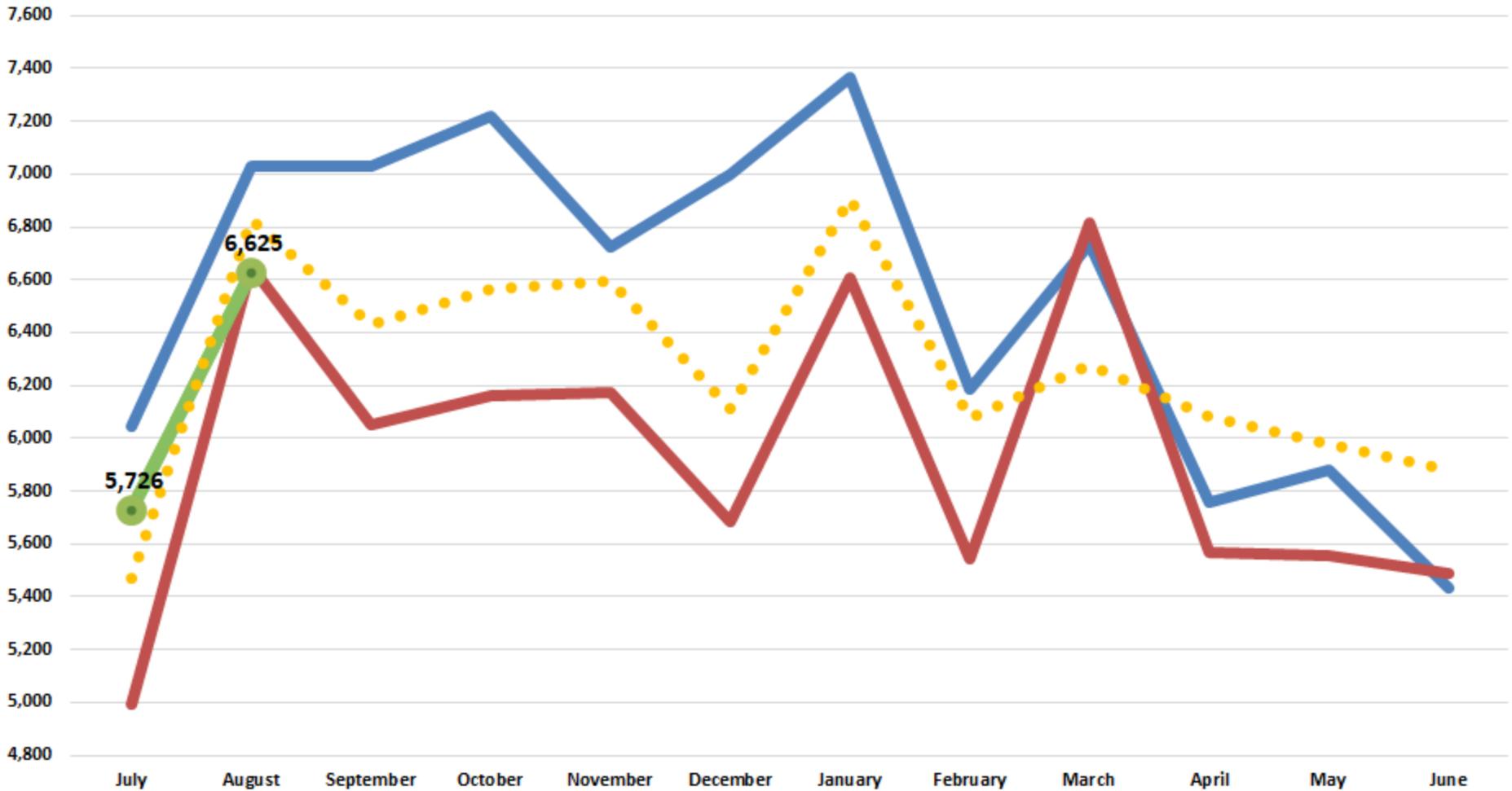
FY2022 FY2023 FY2024 Budget



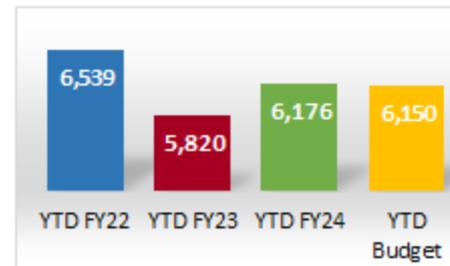
# Rural Health Clinics Registrations



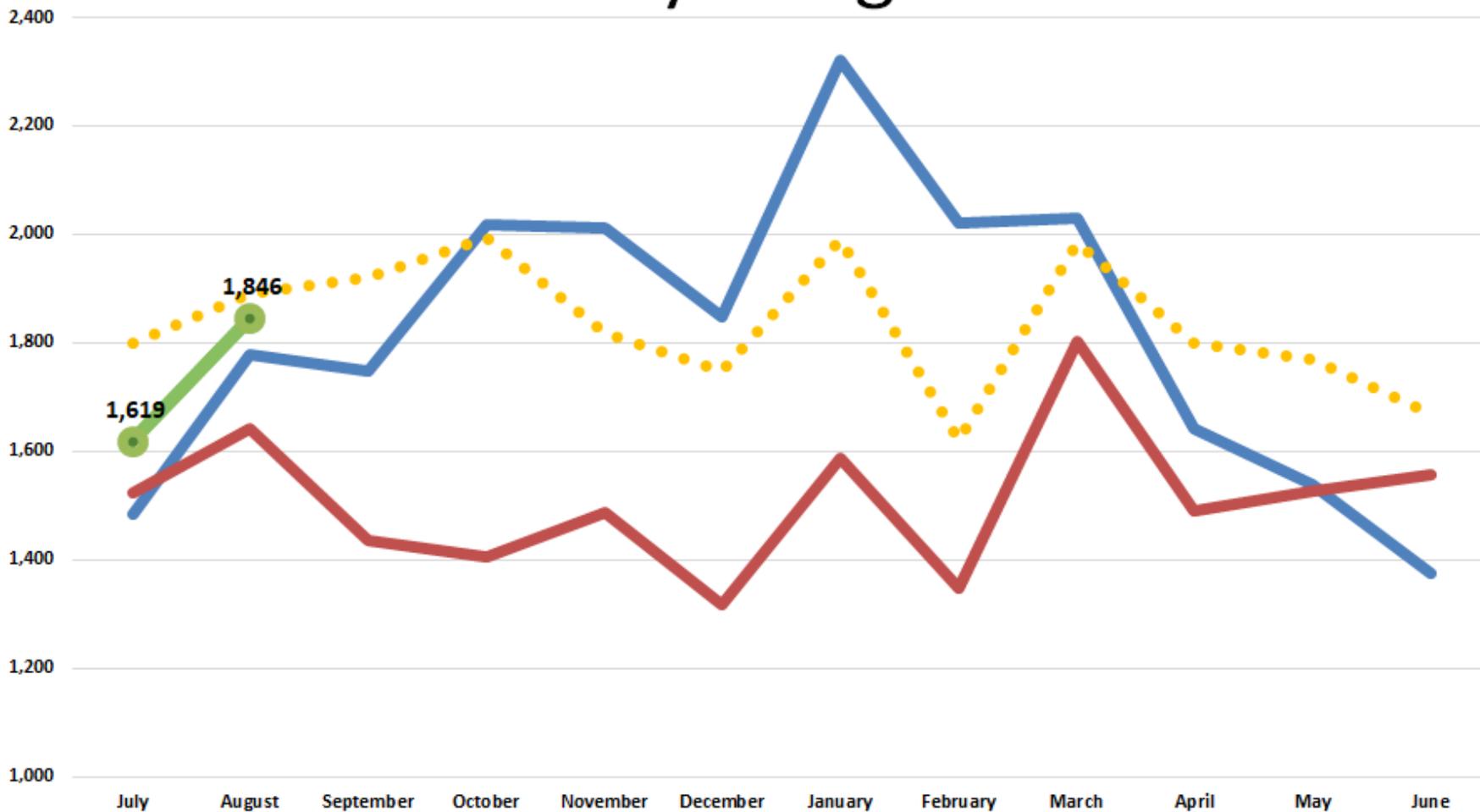
# RHC Exeter - Registrations



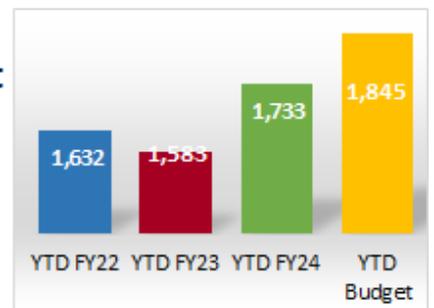
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



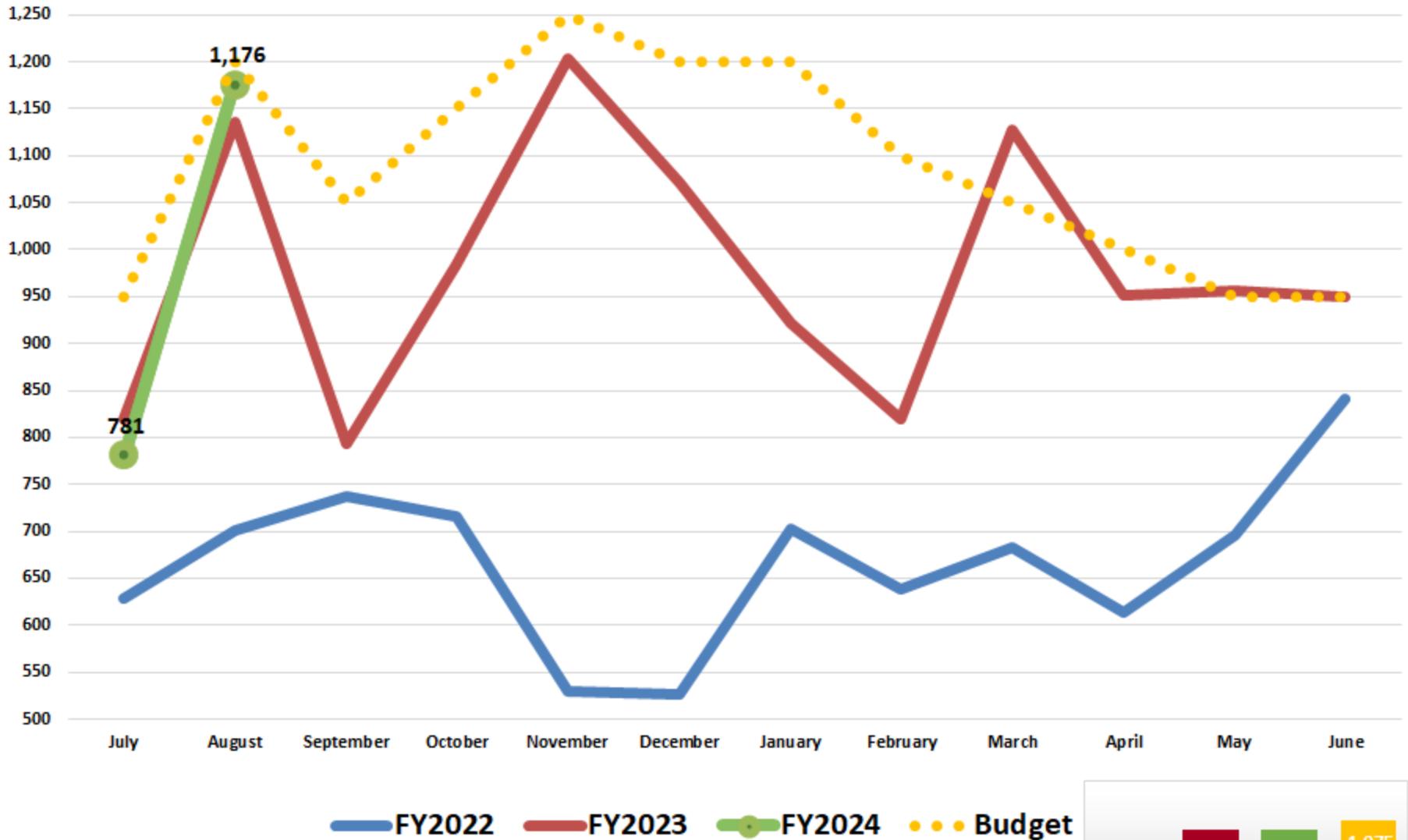
# RHC Lindsay - Registrations



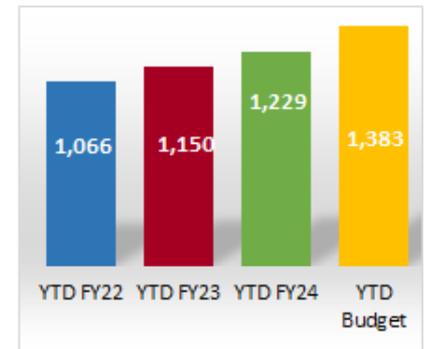
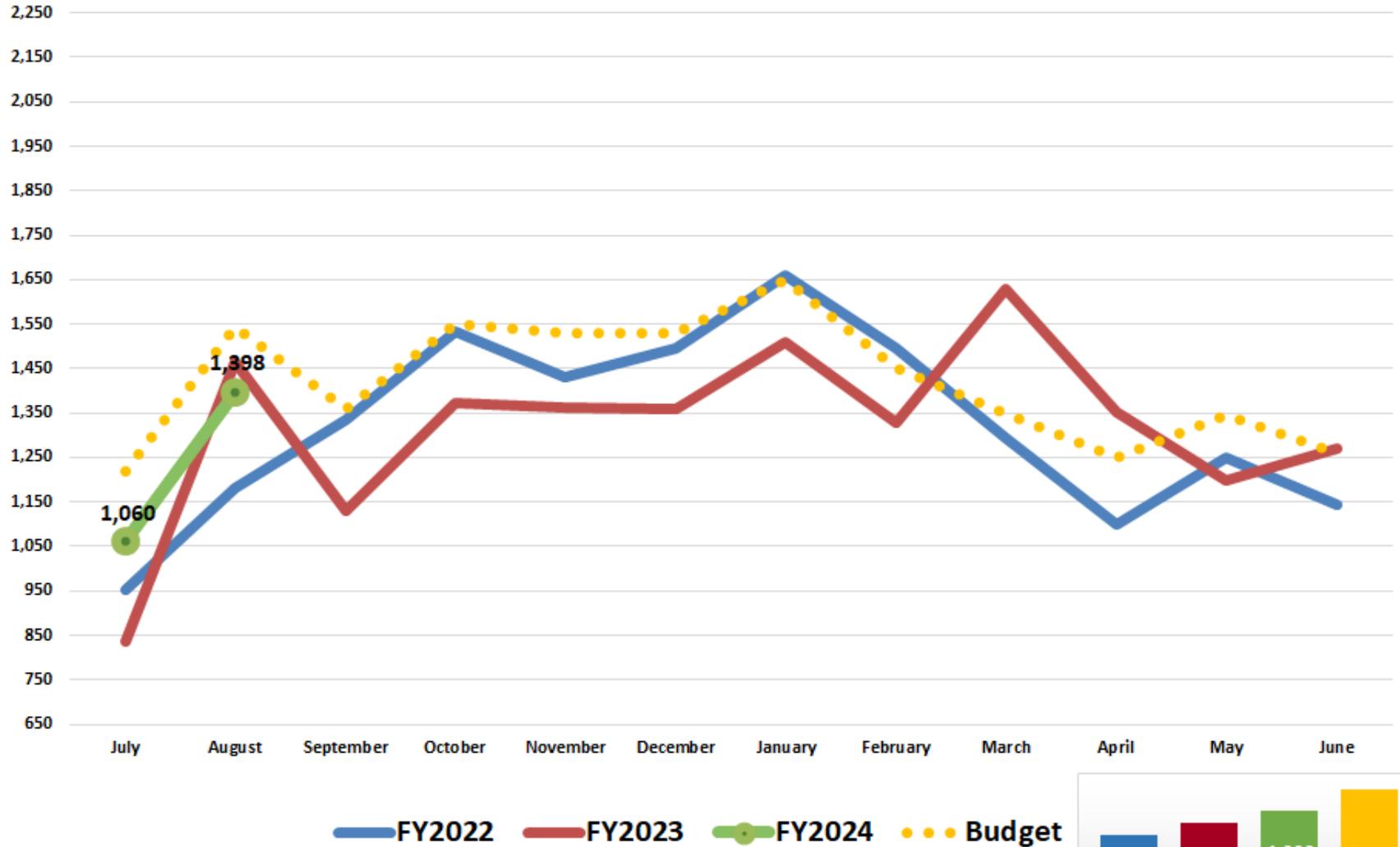
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



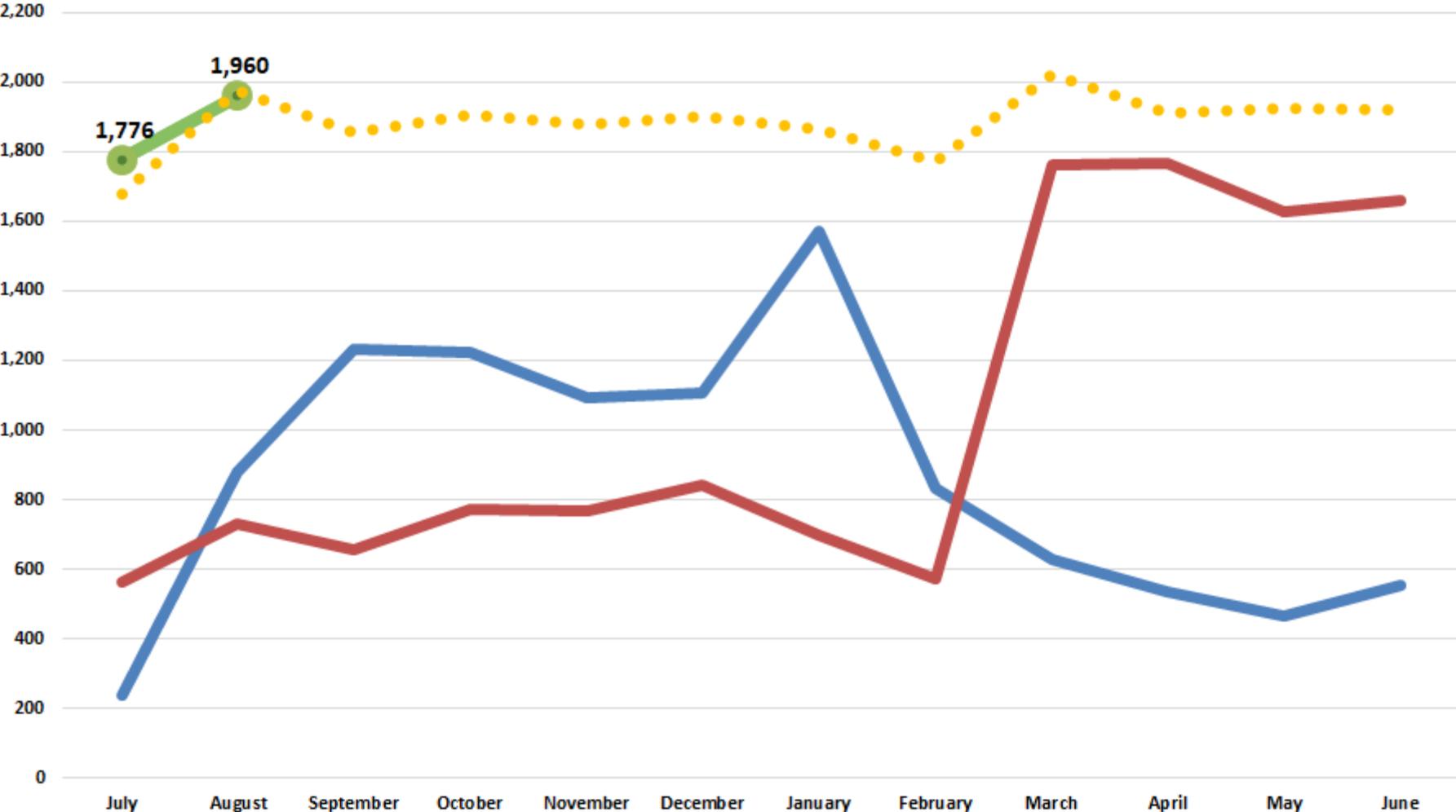
# RHC Woodlake - Registrations



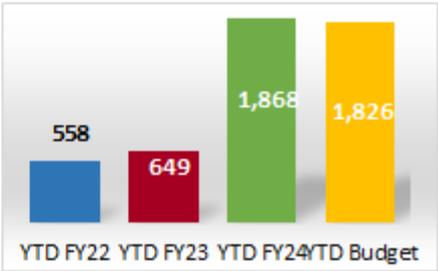
# RHC Dinuba - Registrations



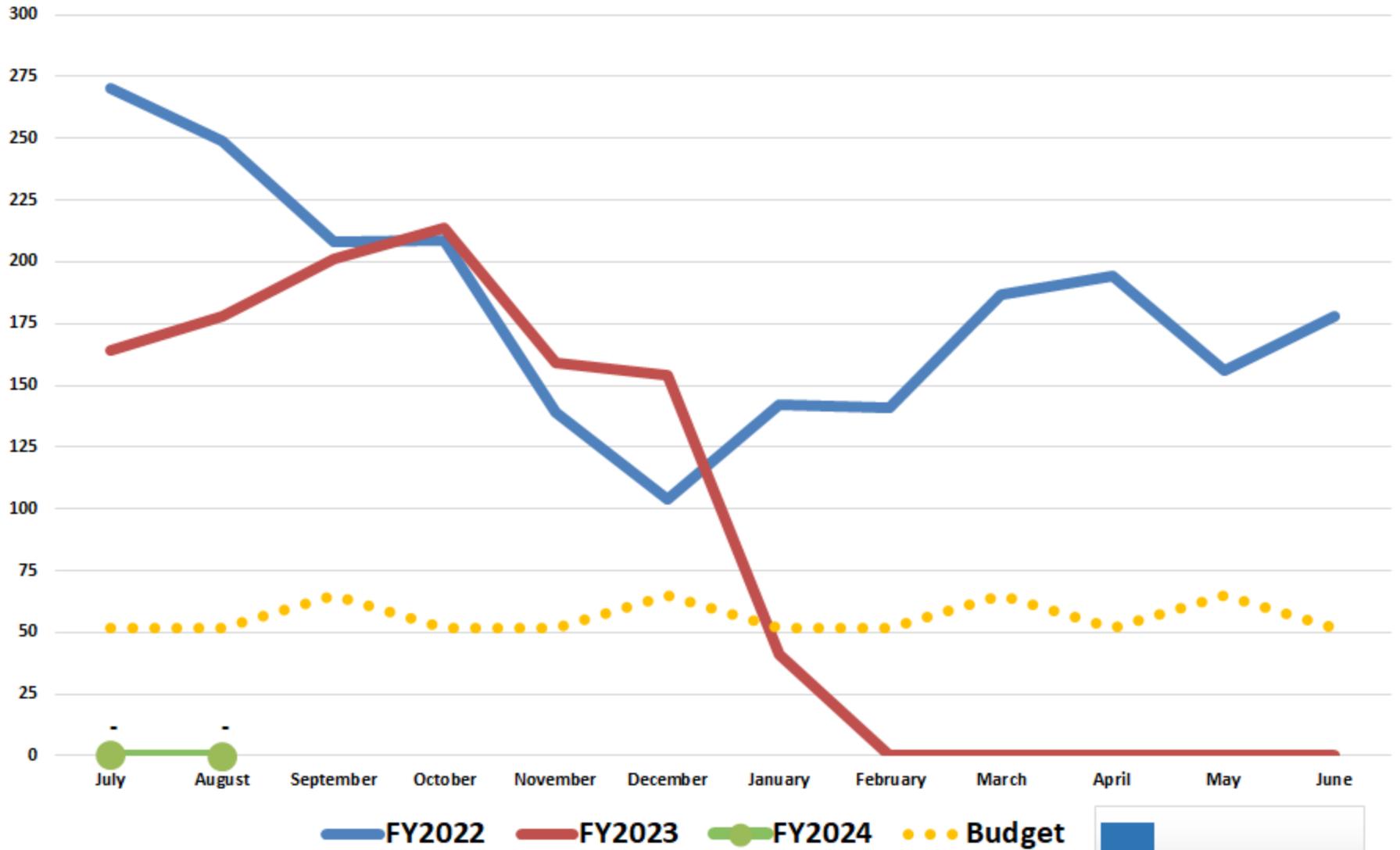
# RHC Tulare - Registrations



—● FY2022   
 —● FY2023   
 —● FY2024   
 ●●● Budget

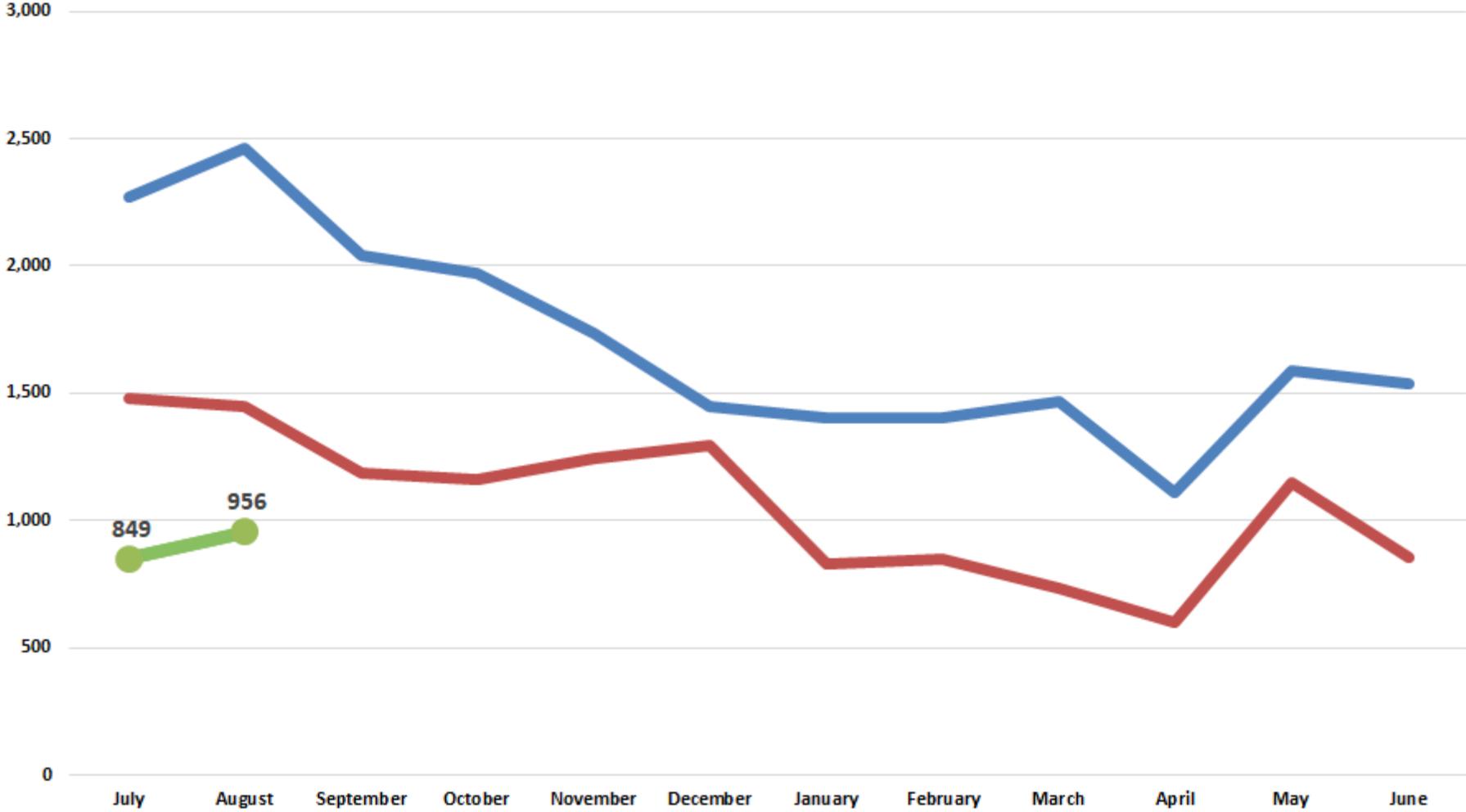


# Neurosurgery Clinic Registrations

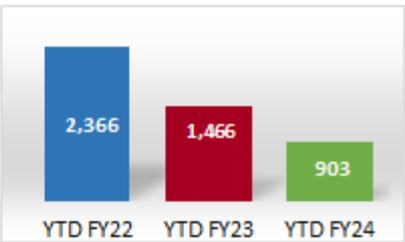


260	171	-	52
YTD FY22	YTD FY23	YTD FY24	YTD Budget

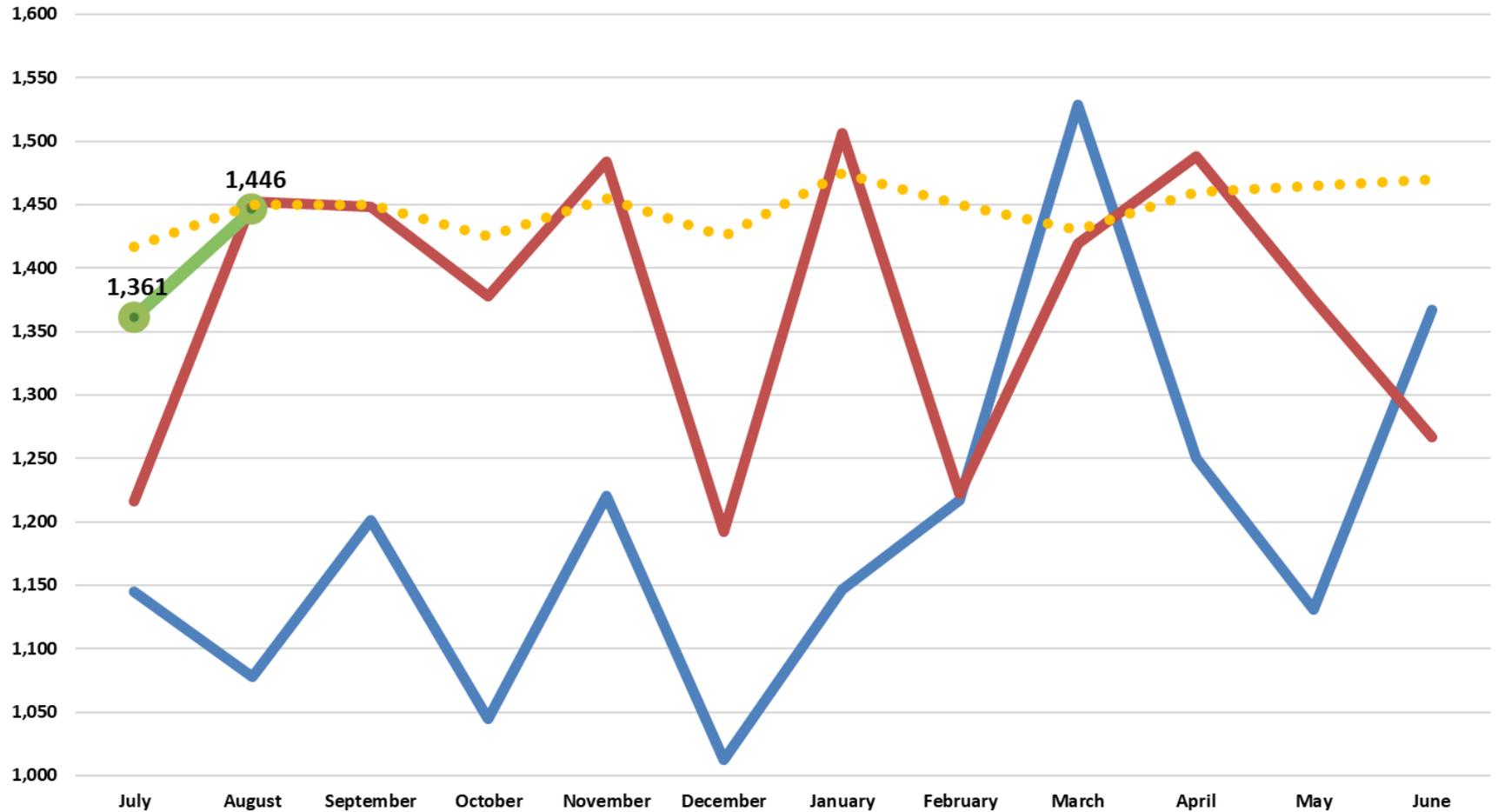
# Neurosurgery Clinic - wRVU's



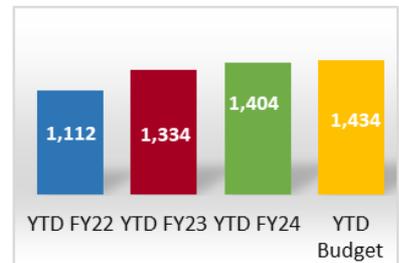
FY2022 FY2023 FY2024



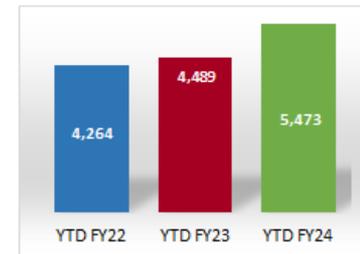
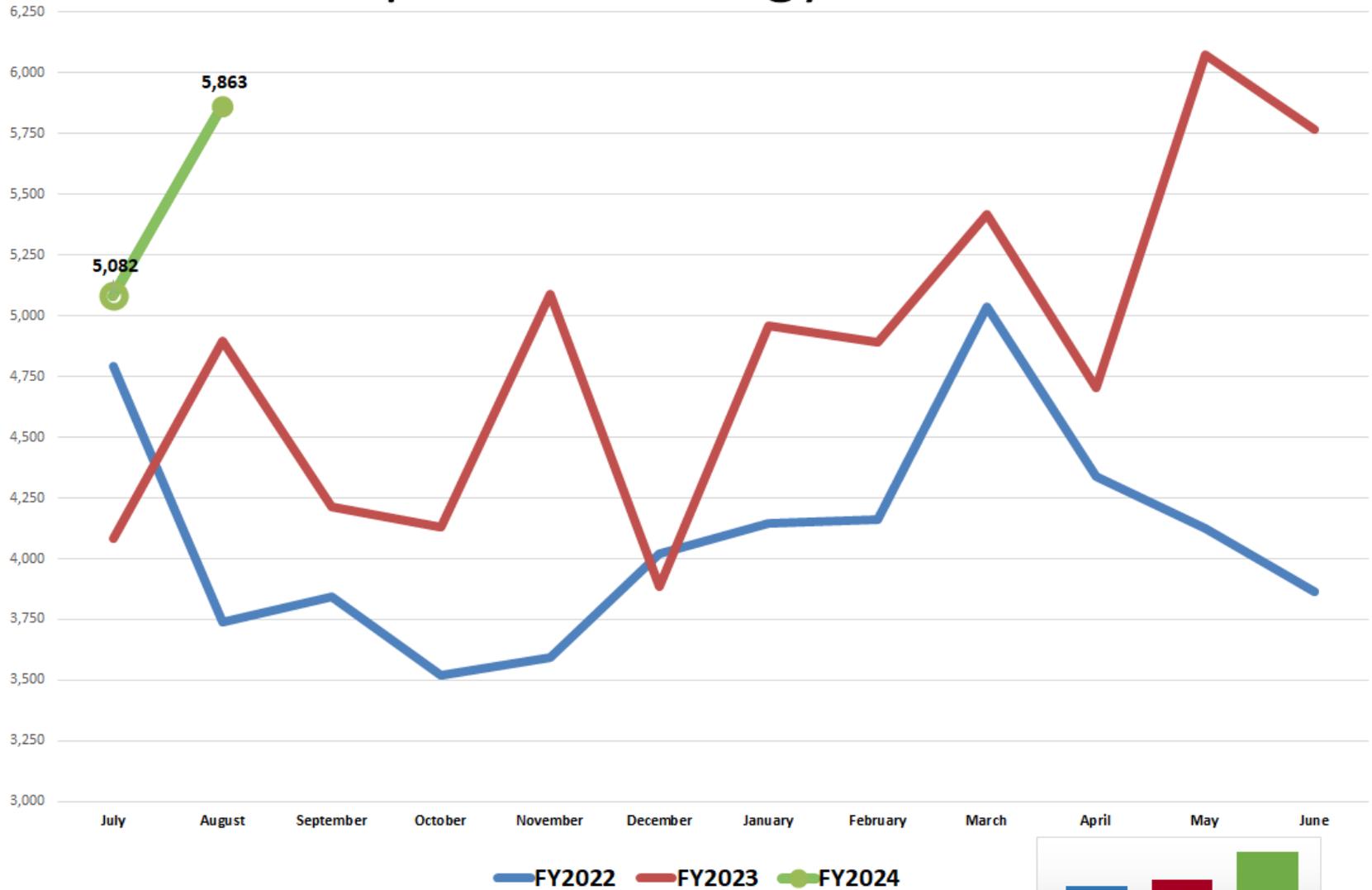
# Sequoia Cardiology Registrations



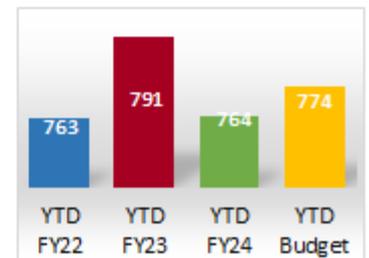
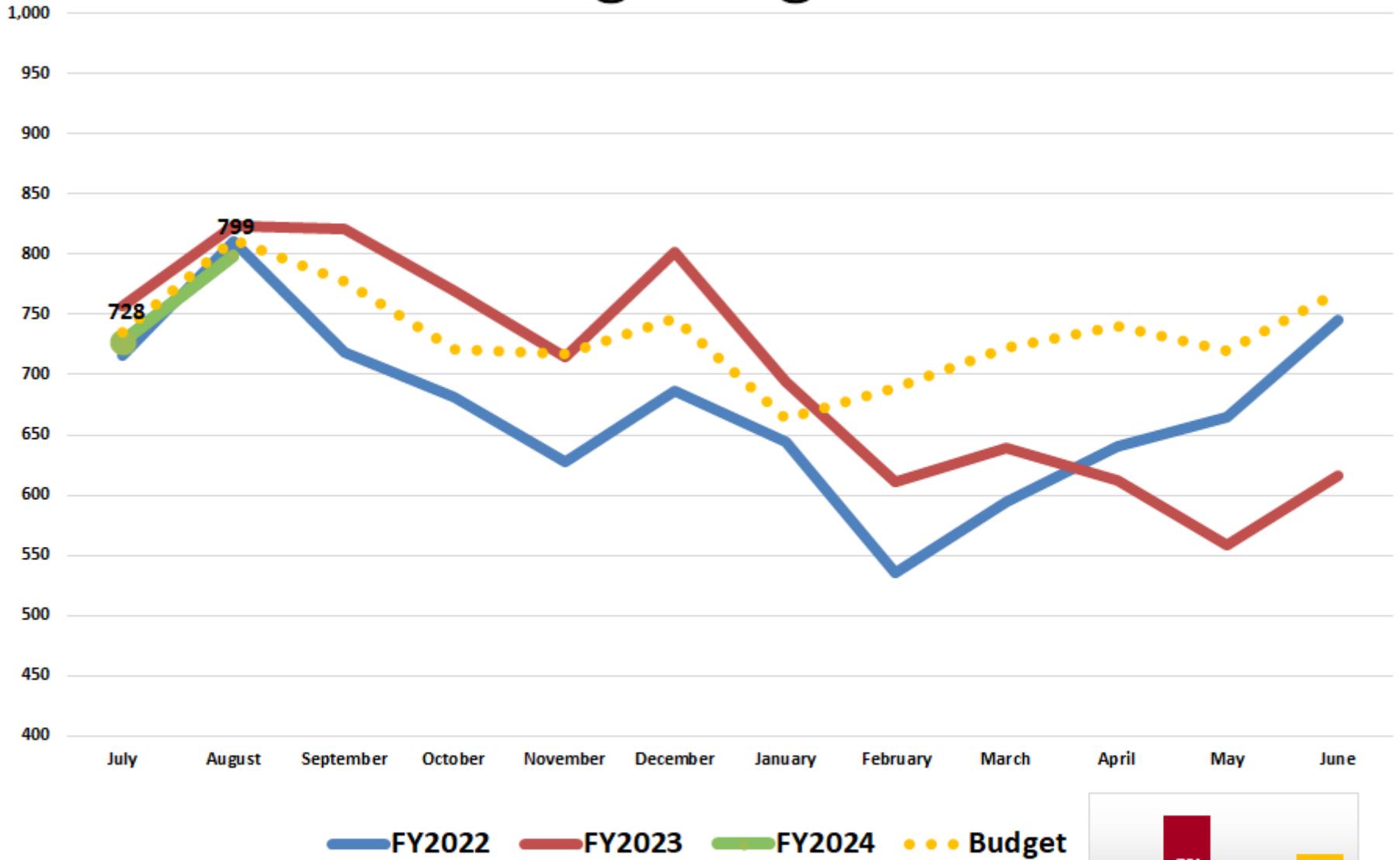
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



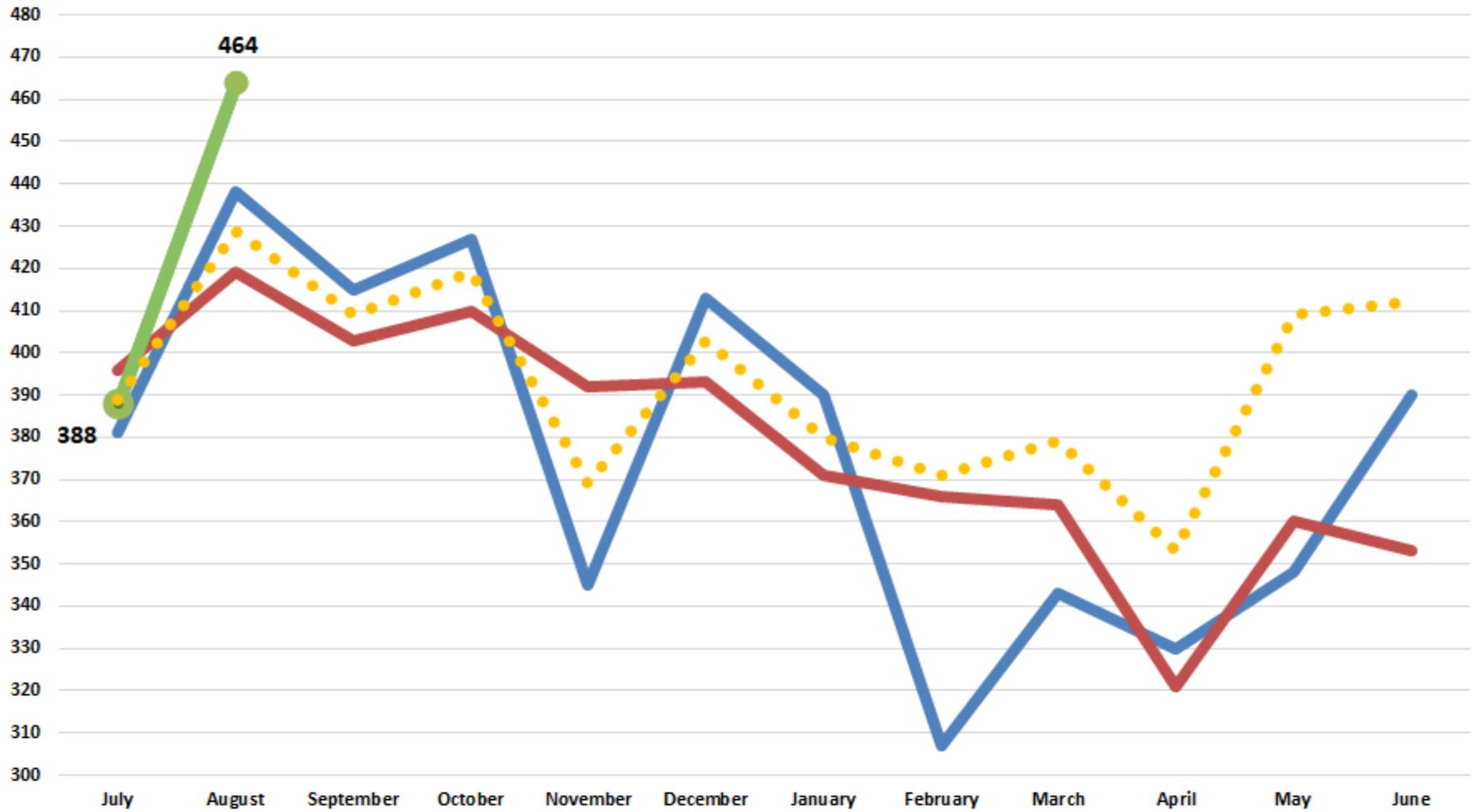
# Sequoia Cardiology - wRVU's



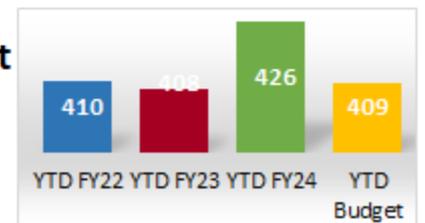
# Labor Triage Registrations



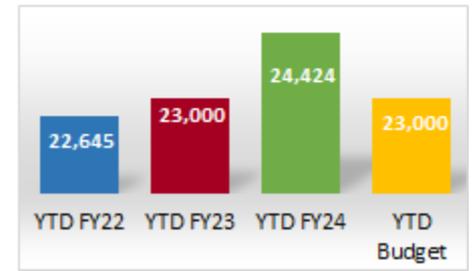
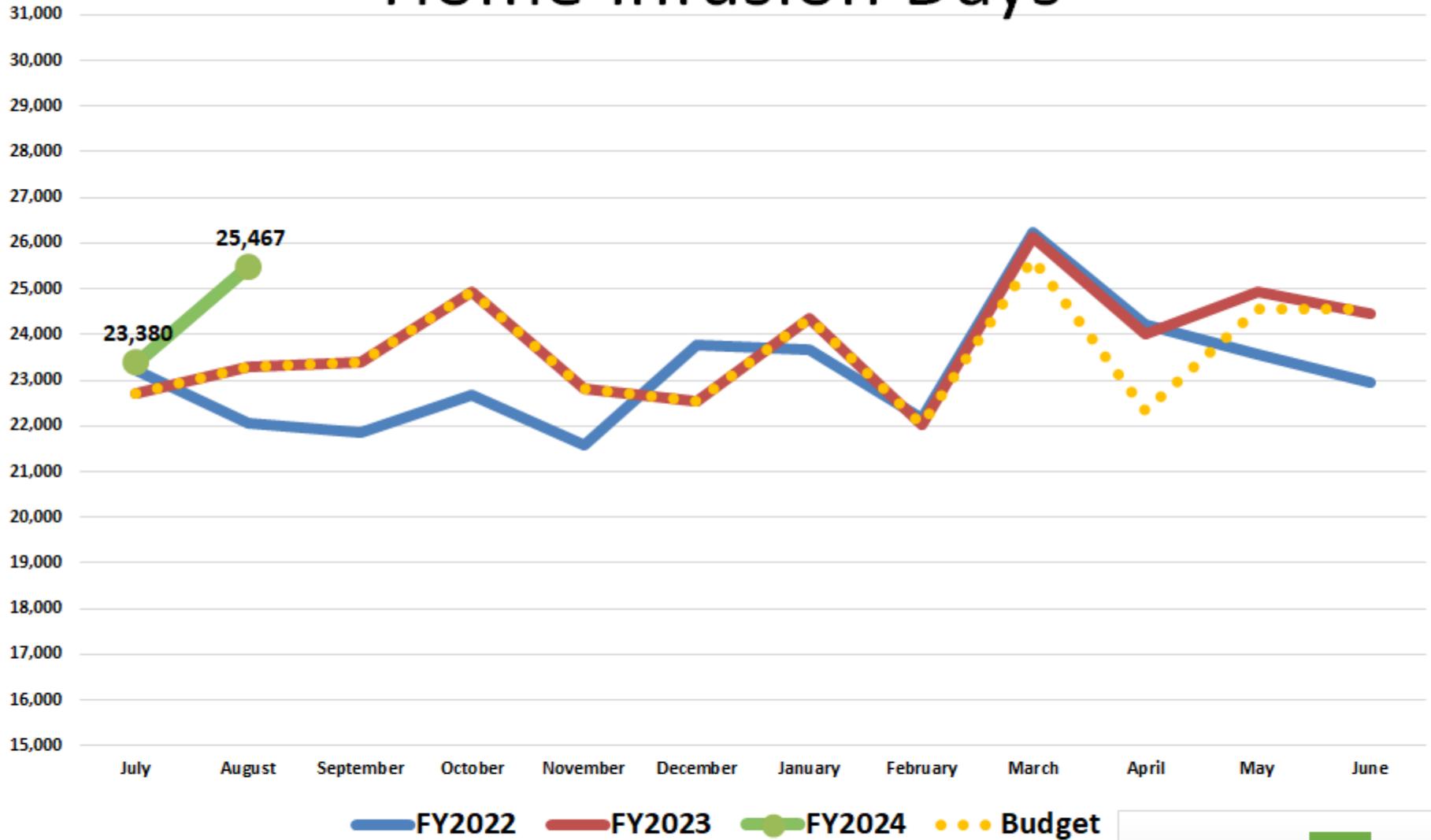
# Deliveries



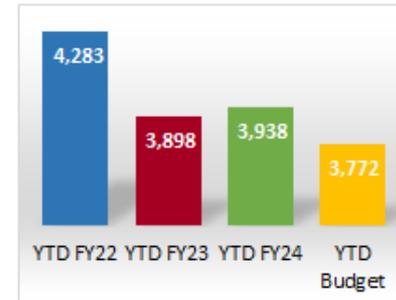
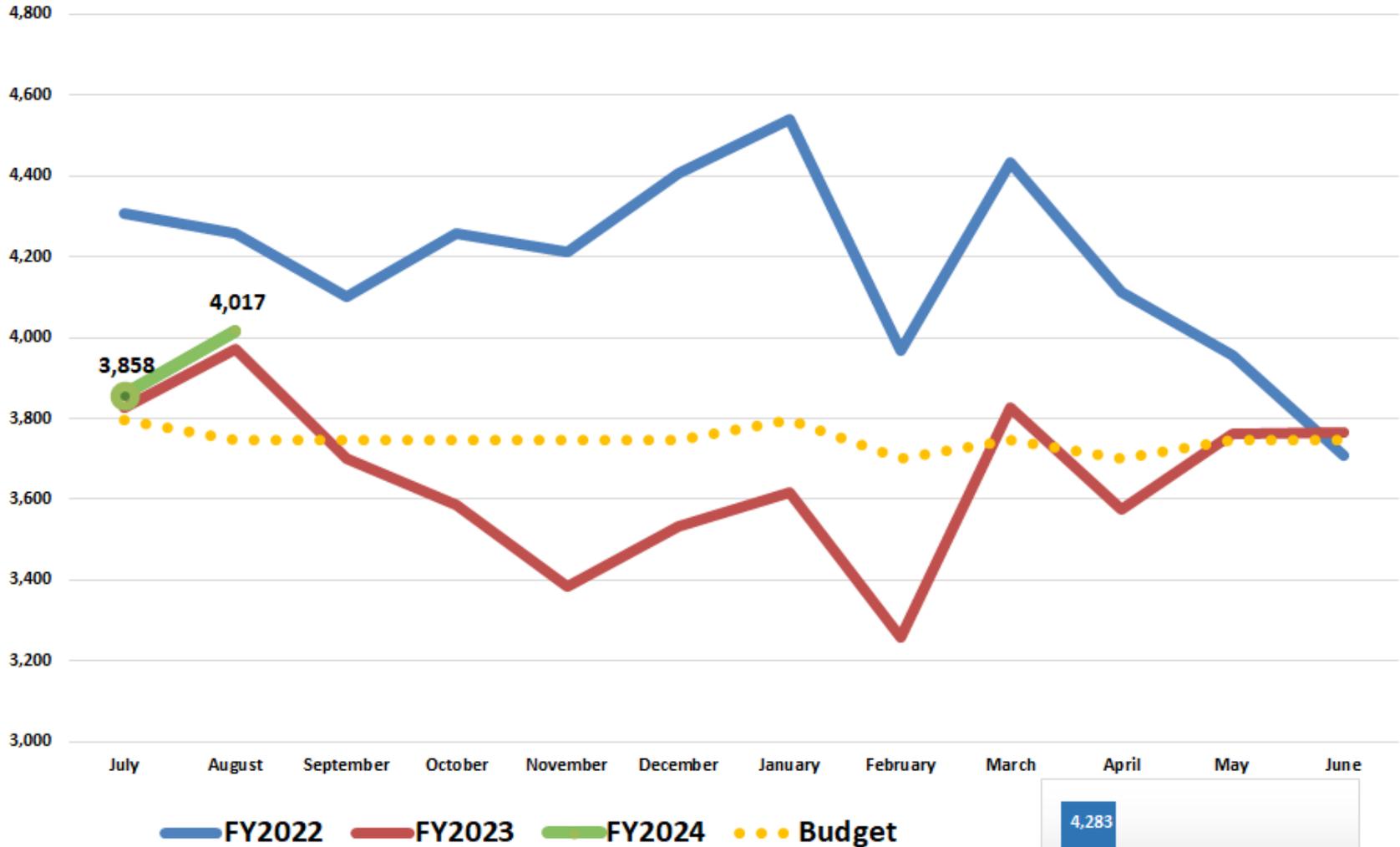
— FY2022   
 — FY2023   
 — FY2024   
 ●●● Budget



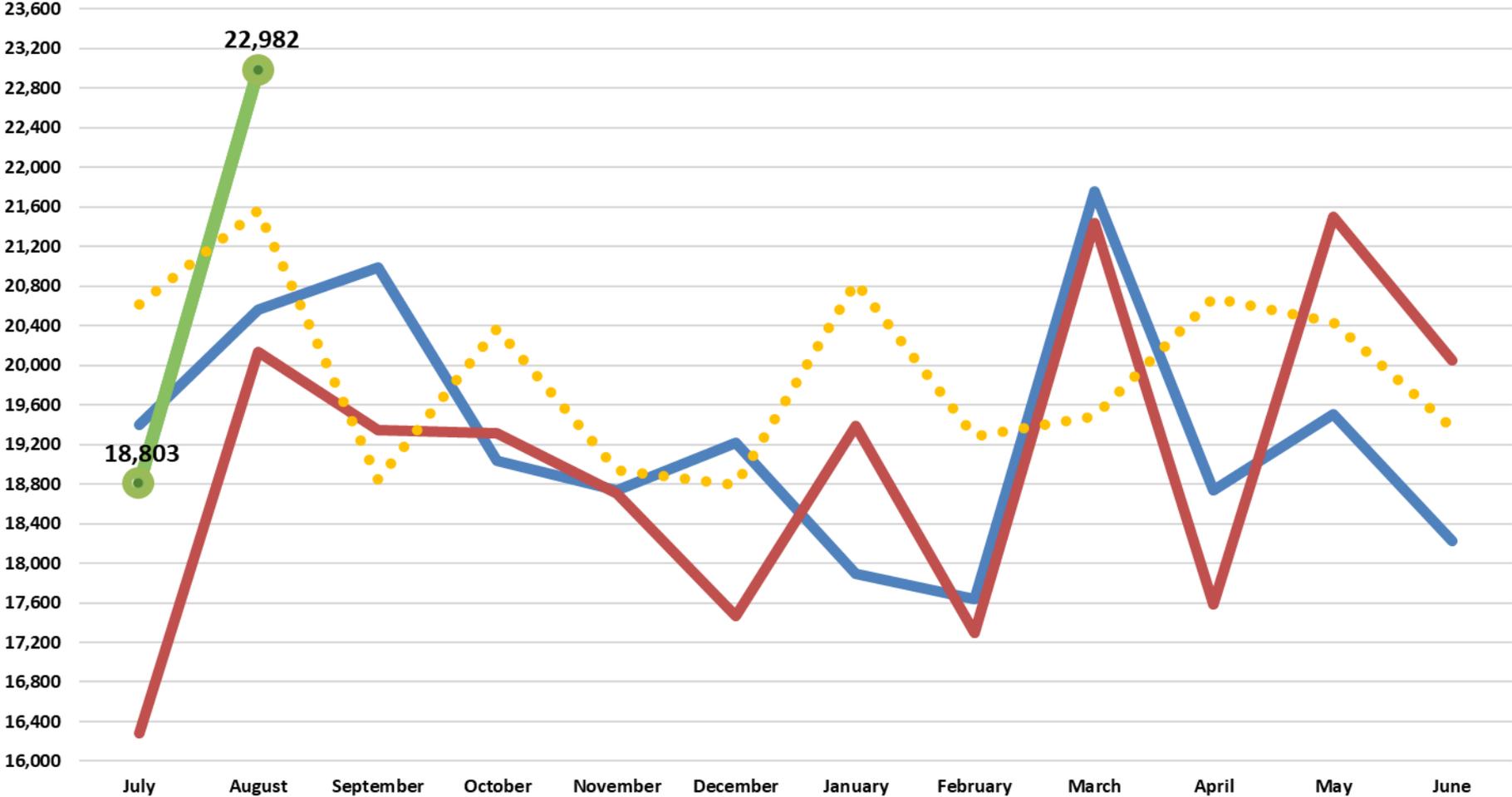
# Home Infusion Days



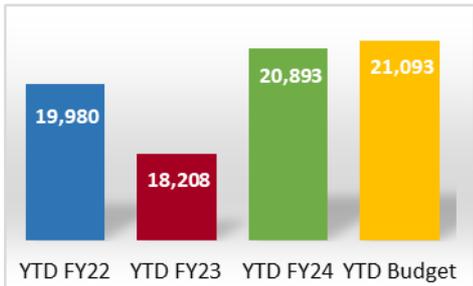
# Hospice Days



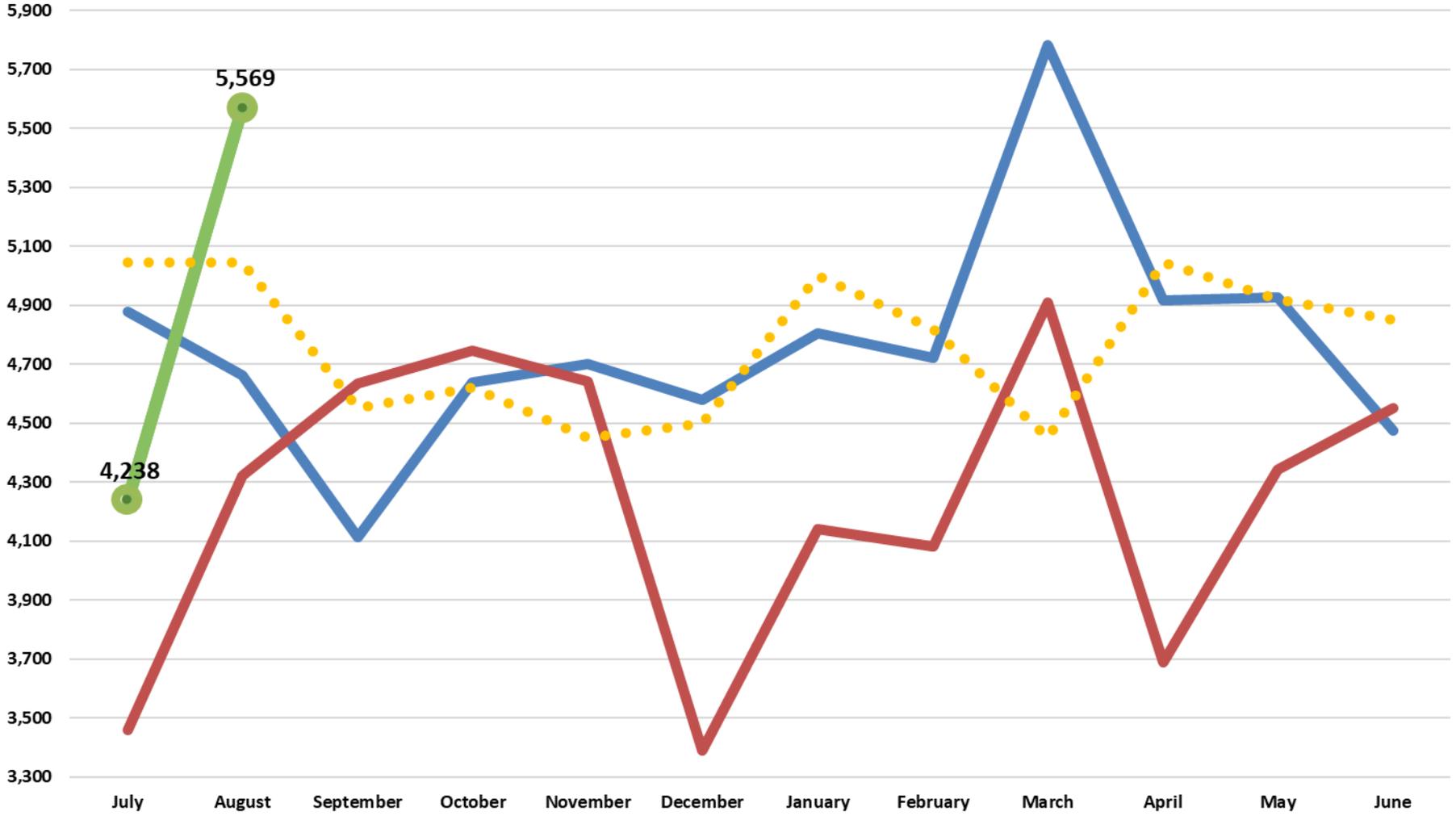
# All O/P Rehab Svcs Across District



—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



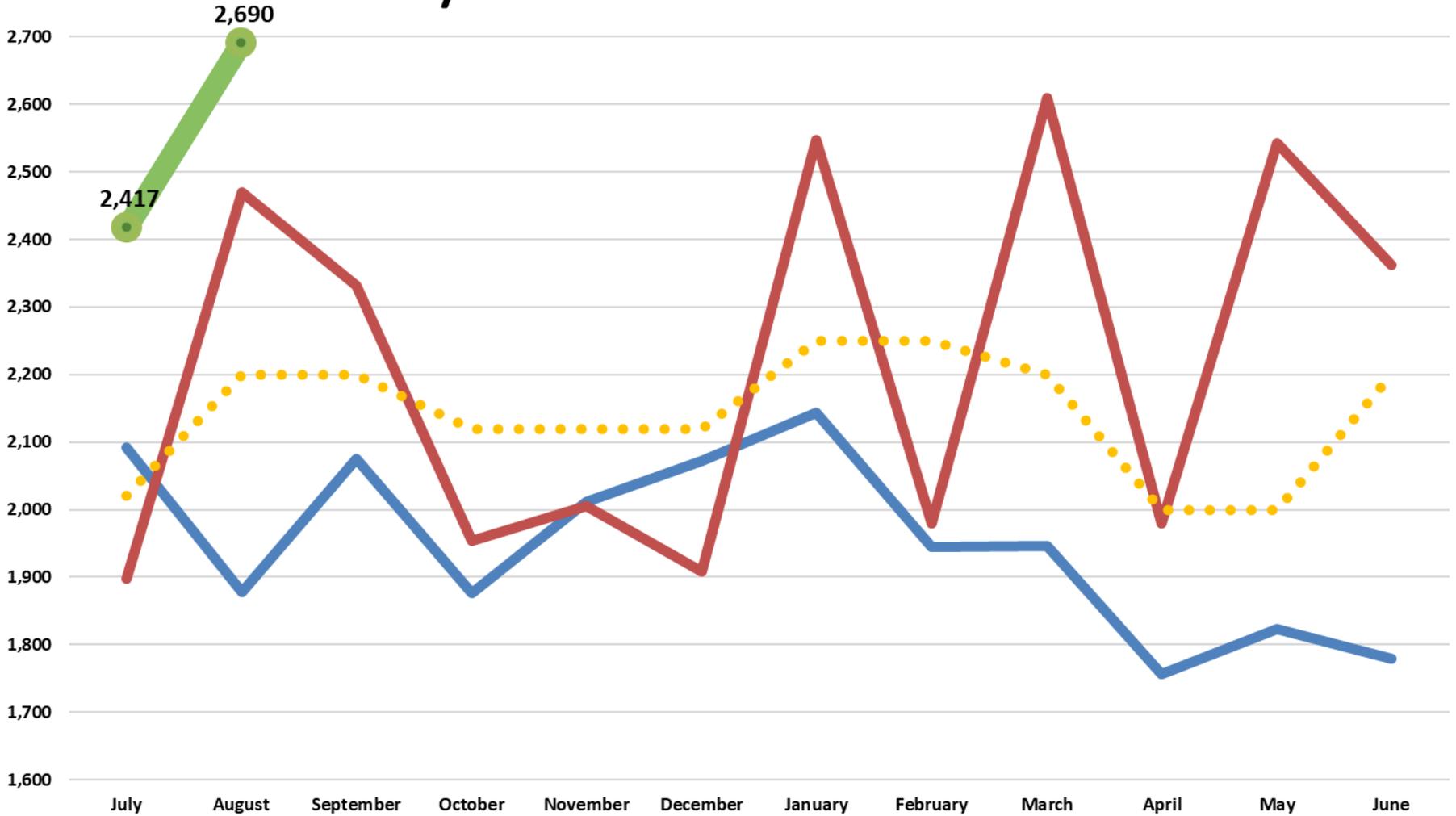
# O/P Rehab Services



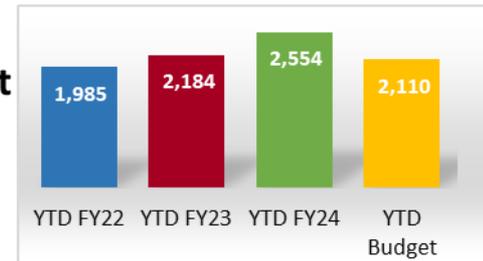
—●— **FY2022**  
 —●— **FY2023**  
 —●— **FY2024**  
 ●●● **Budget**



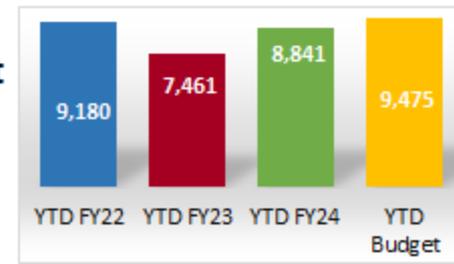
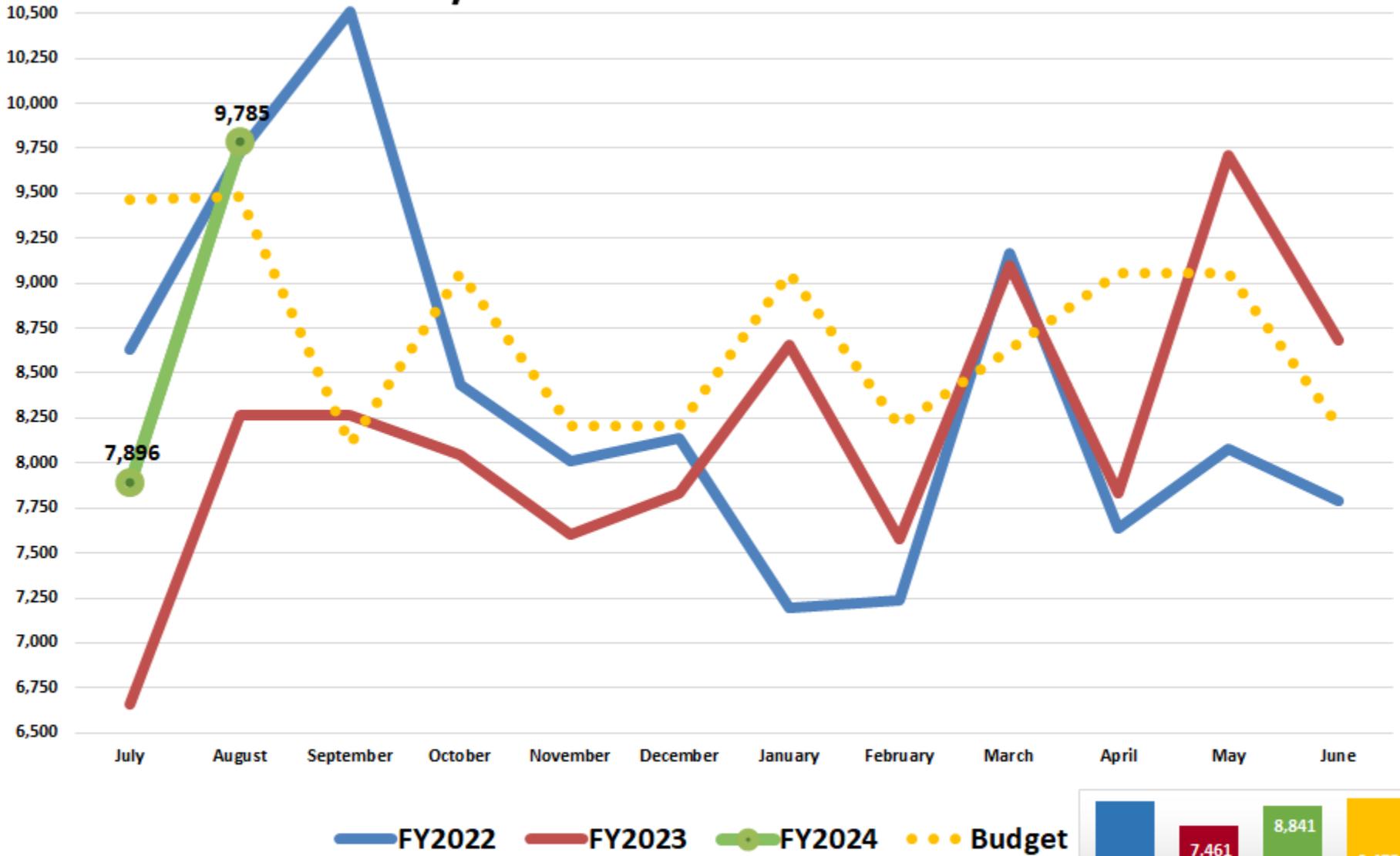
# O/P Rehab - Exeter



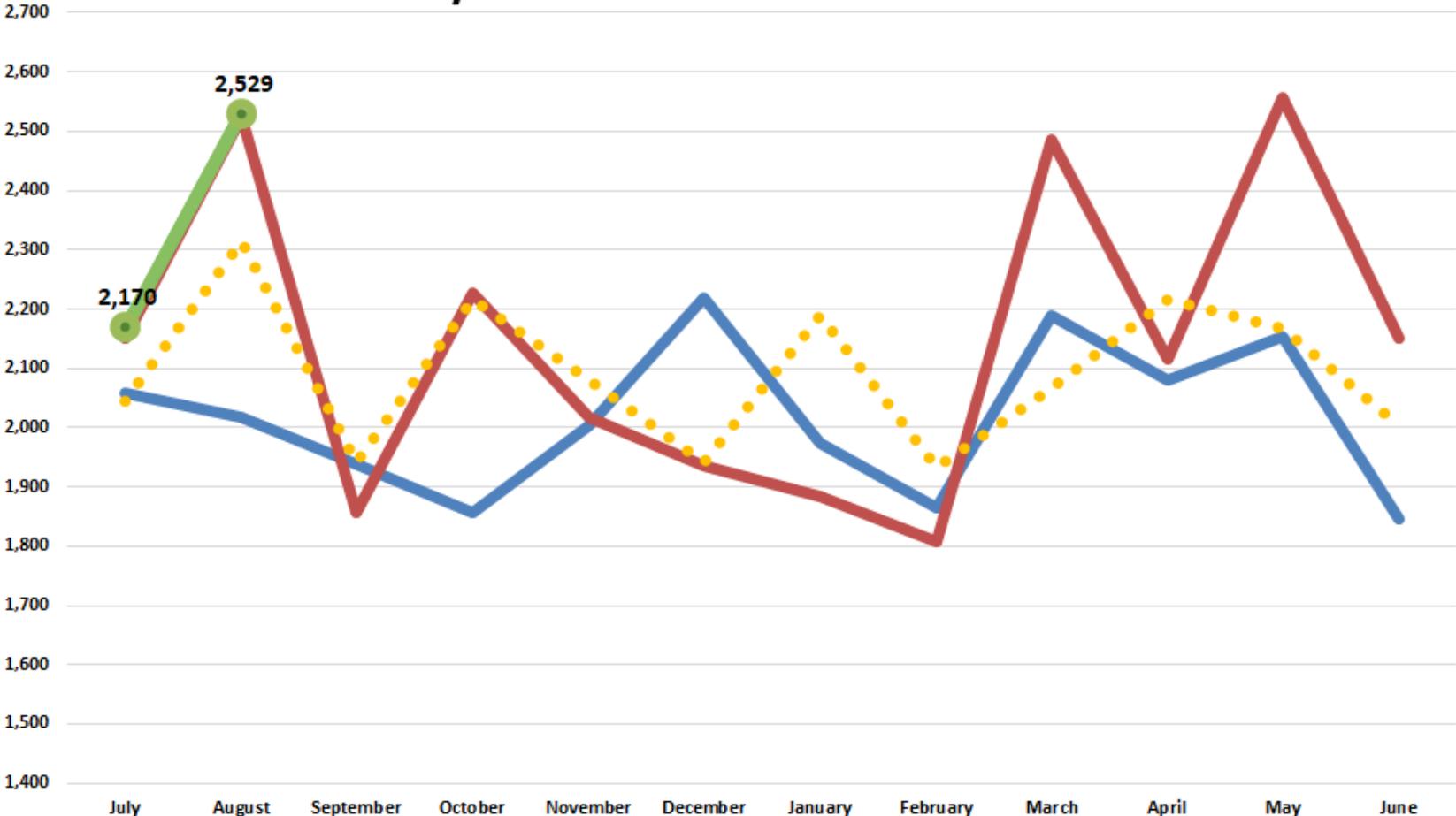
—● **FY2022**  
 —● **FY2023**  
 —● **FY2024**  
 ●● **Budget**



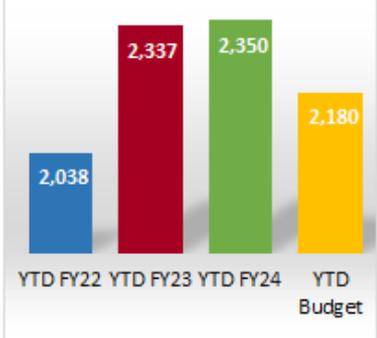
# O/P Rehab - Akers



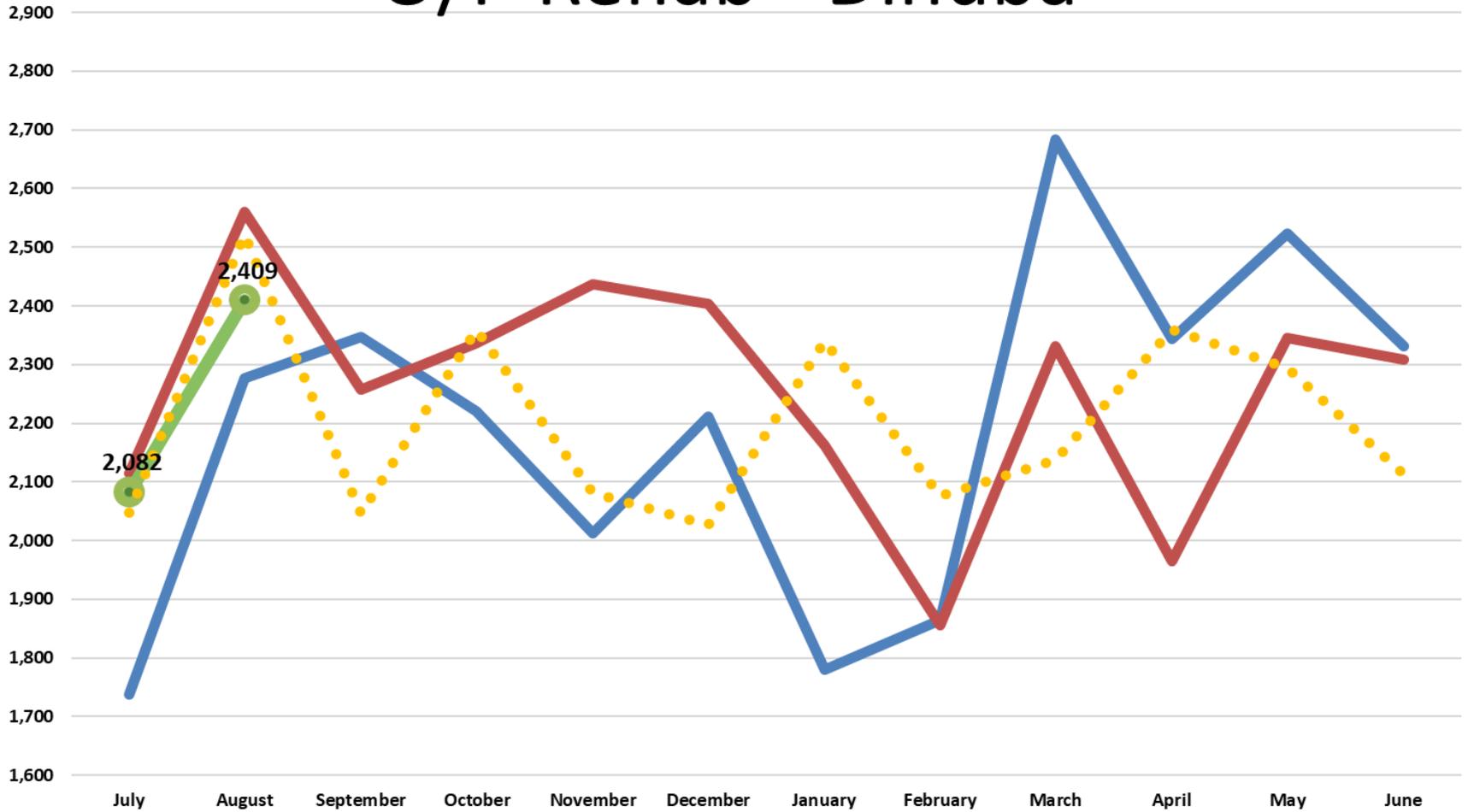
# O/P Rehab - LLOPT



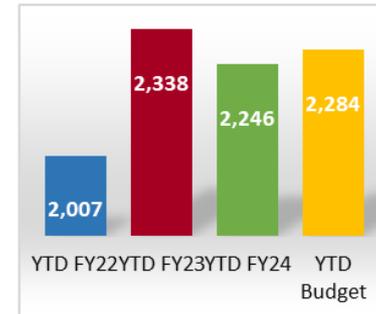
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



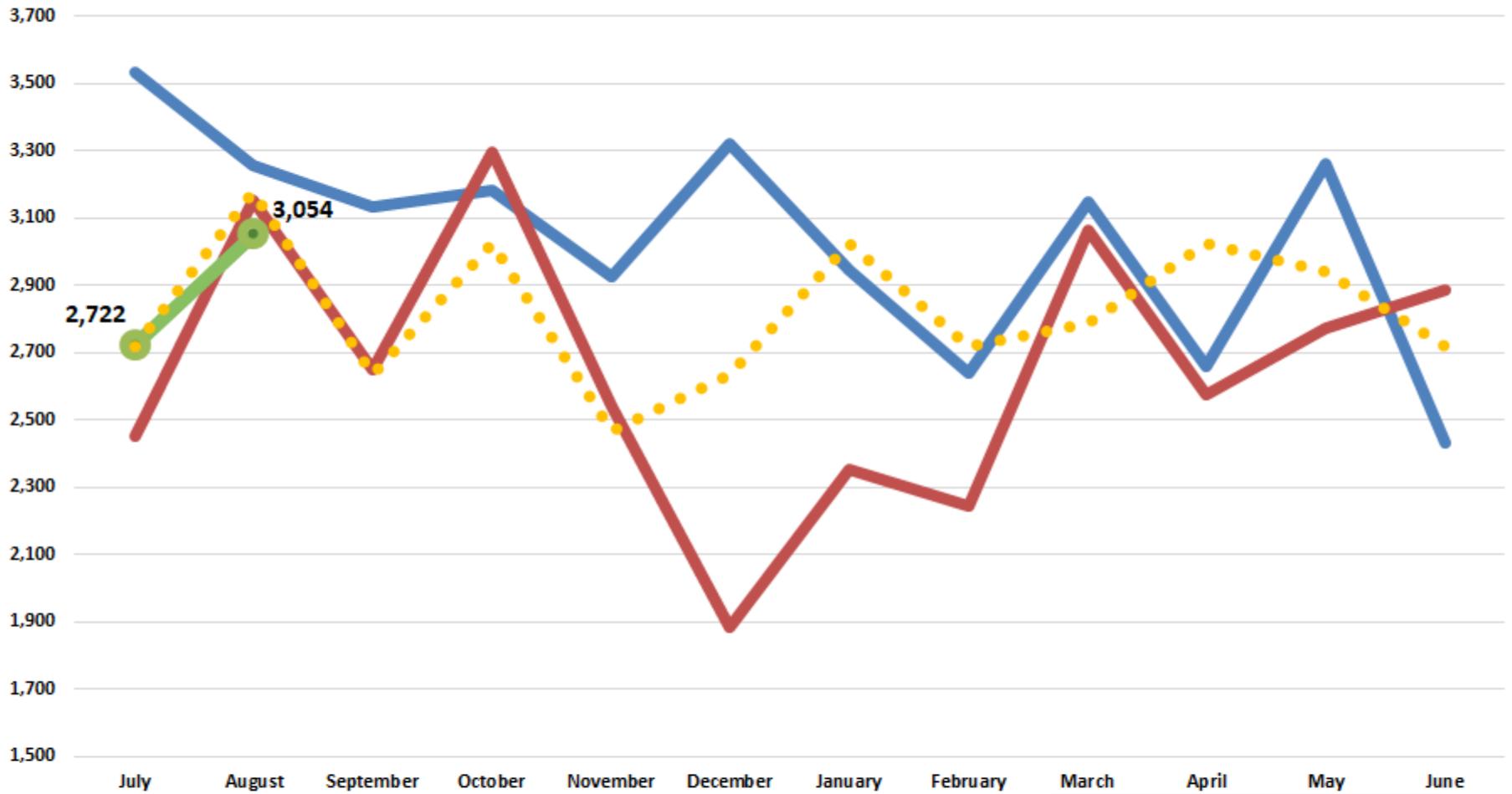
# O/P Rehab - Dinuba



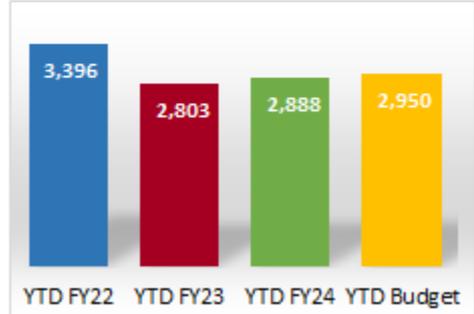
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



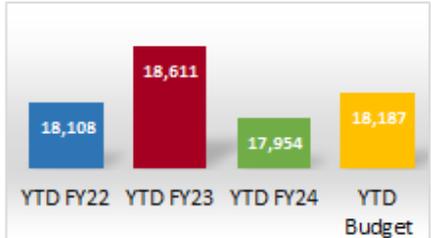
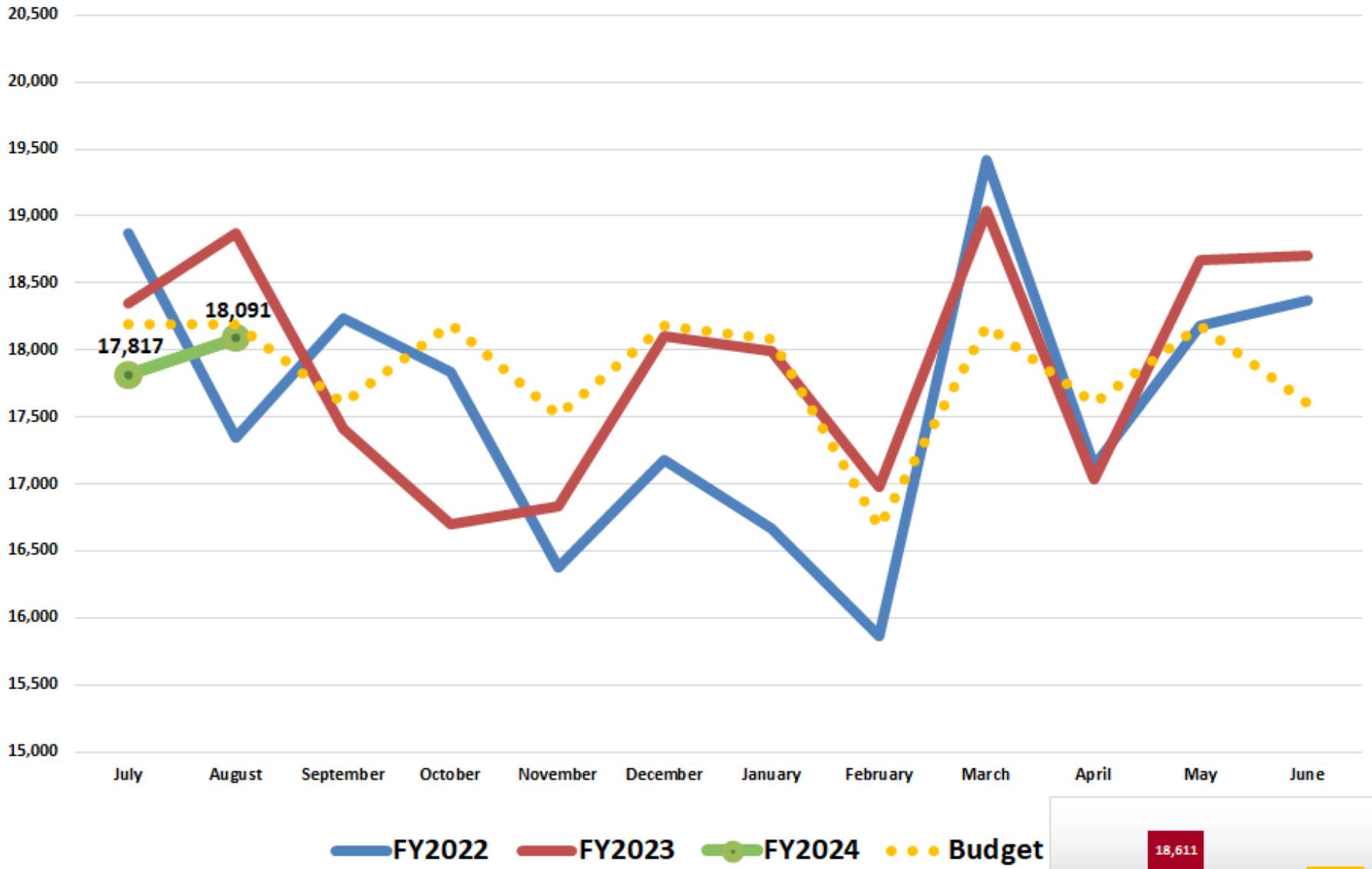
# Therapy - Cypress Hand Center



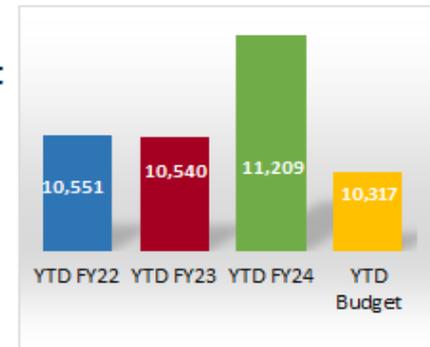
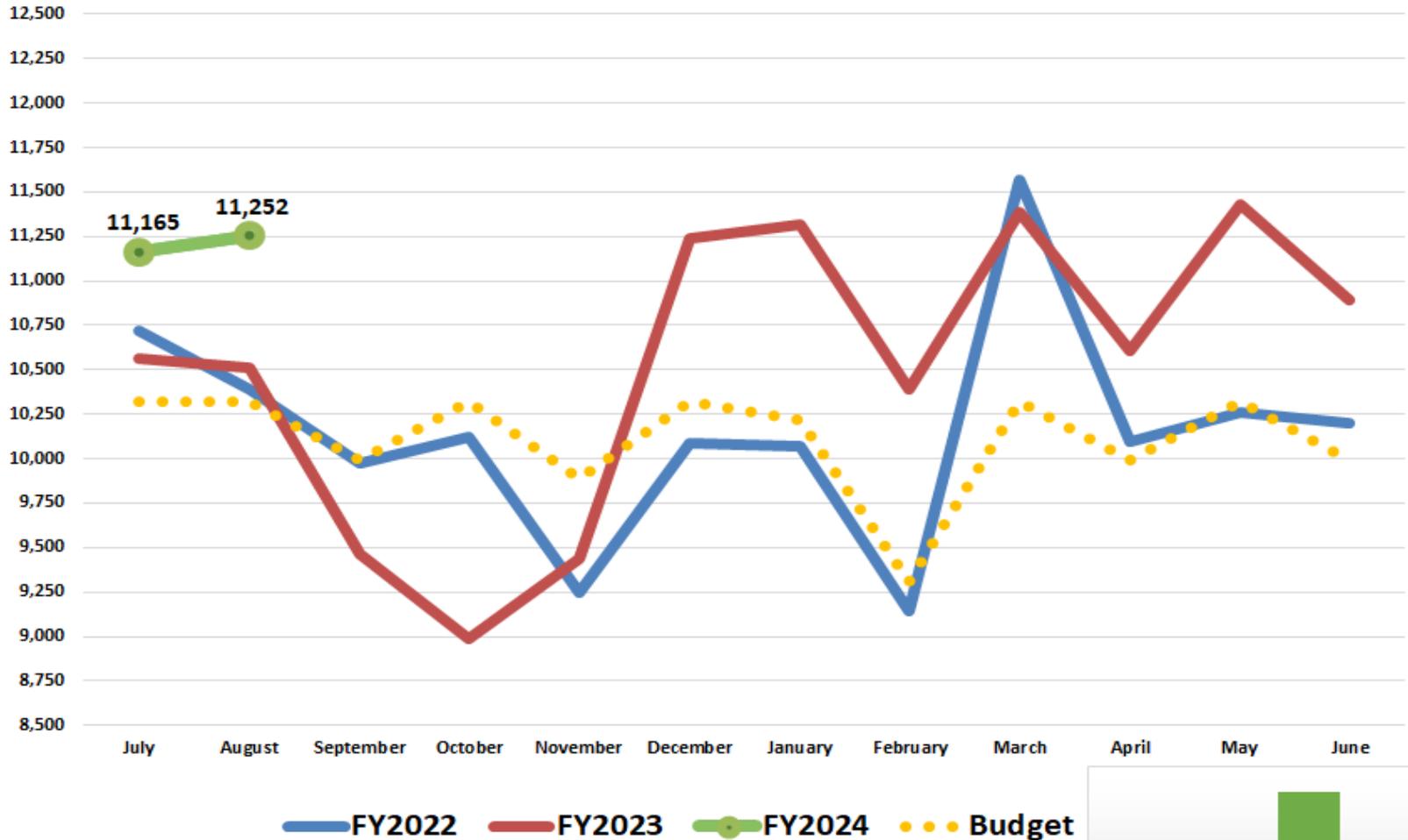
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



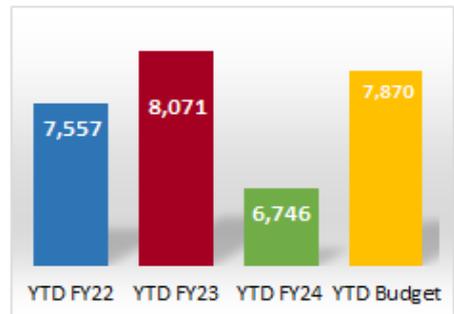
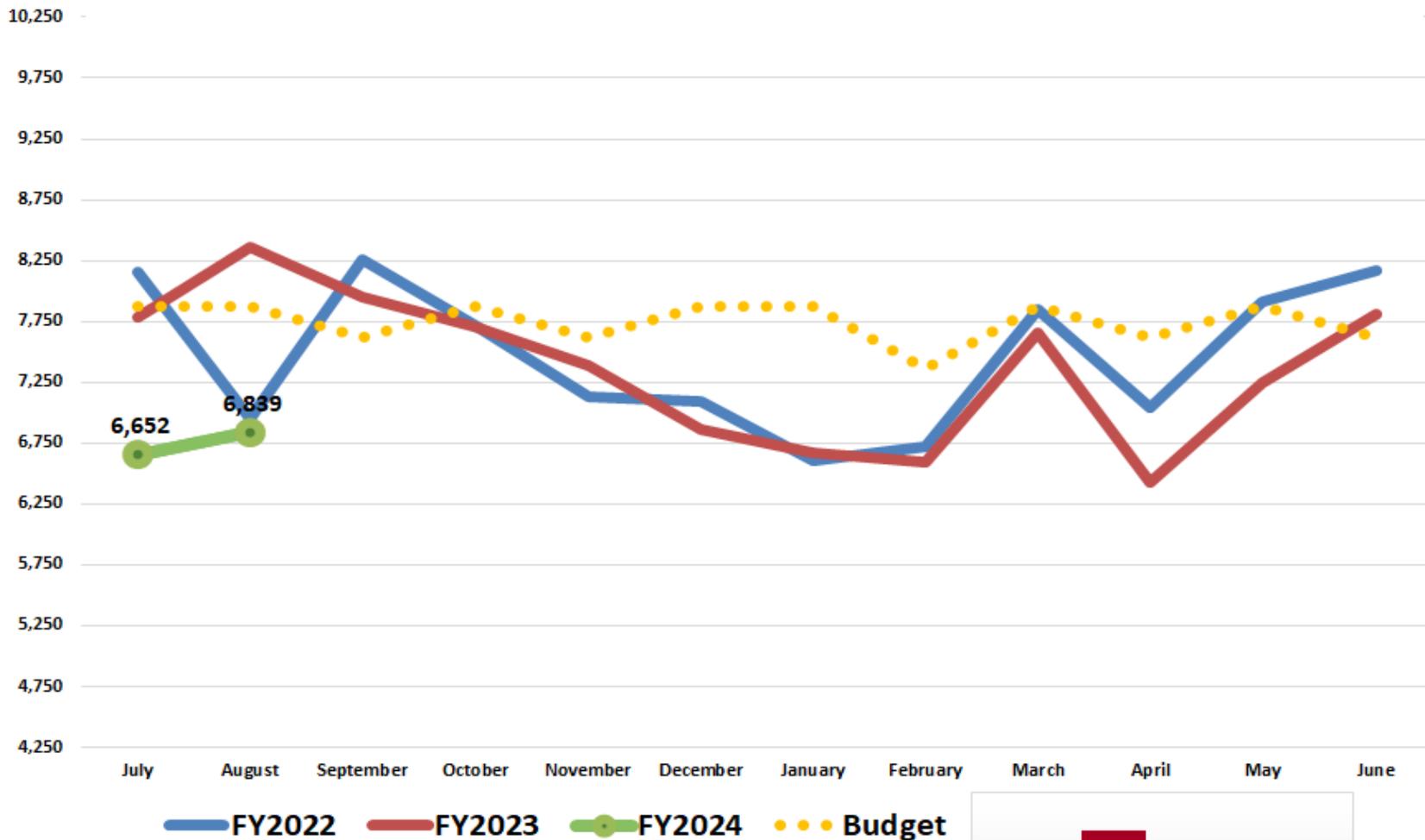
# Physical & Other Therapy Units (I/P & O/P)



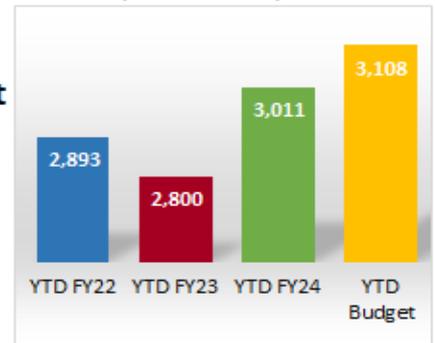
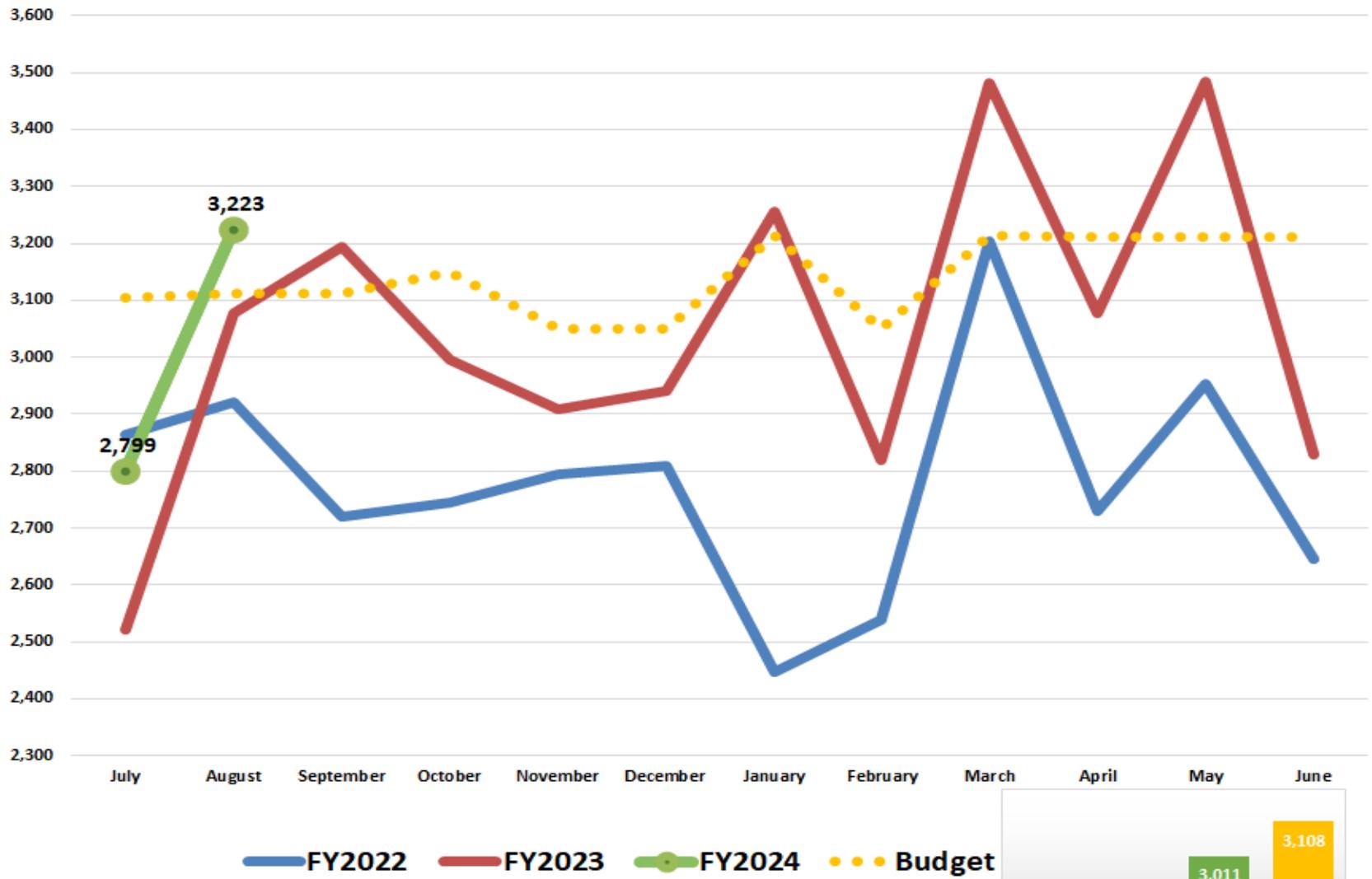
# Physical & Other Therapy Units (I/P & O/P)-Main Campus



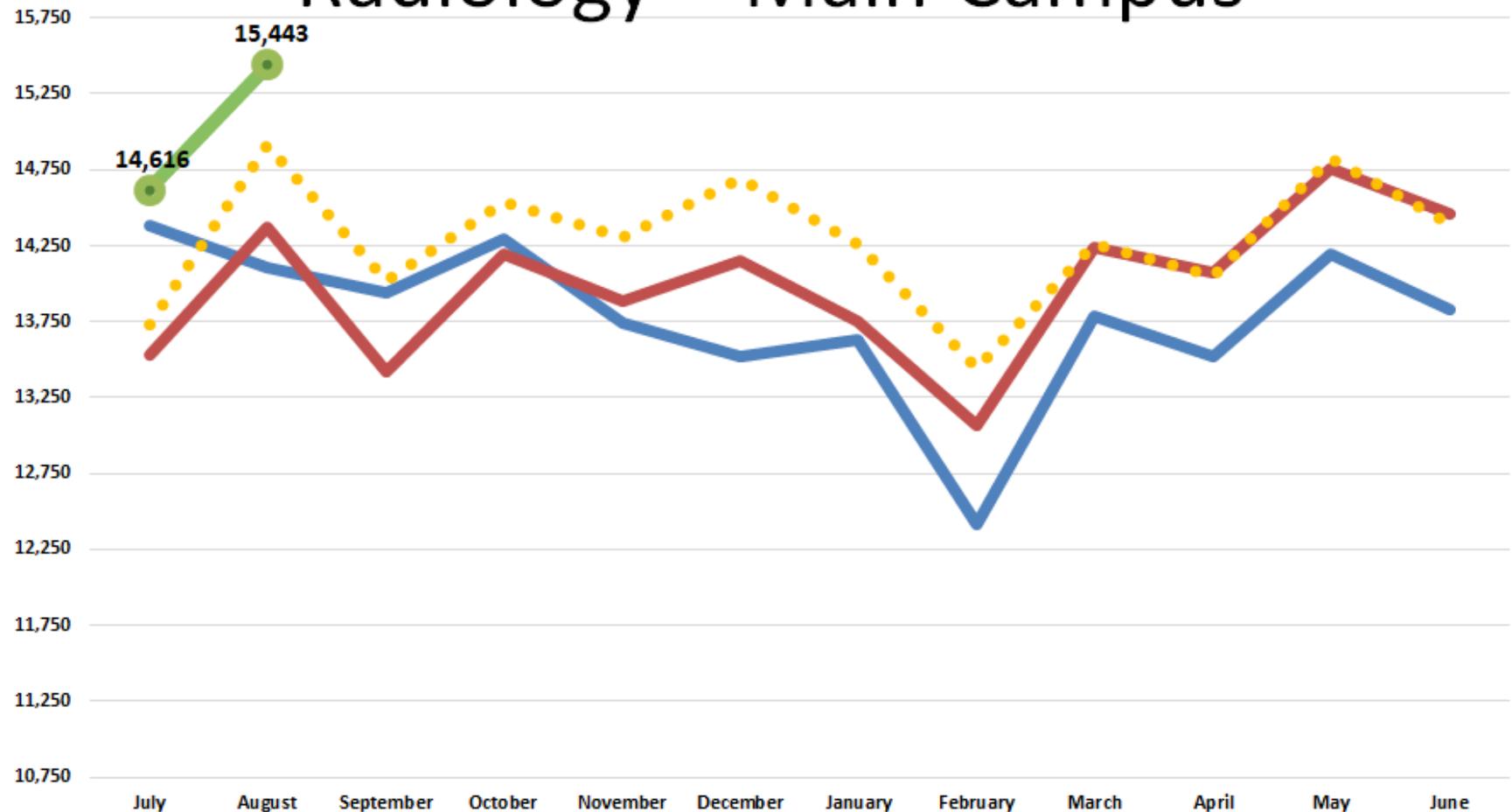
# Physical & Other Therapy Units (I/P & O/P)- KDRH & South Campus



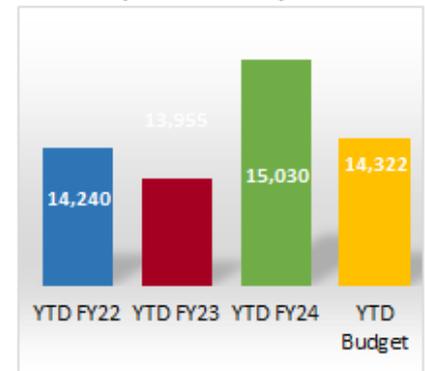
# Home Health Visits



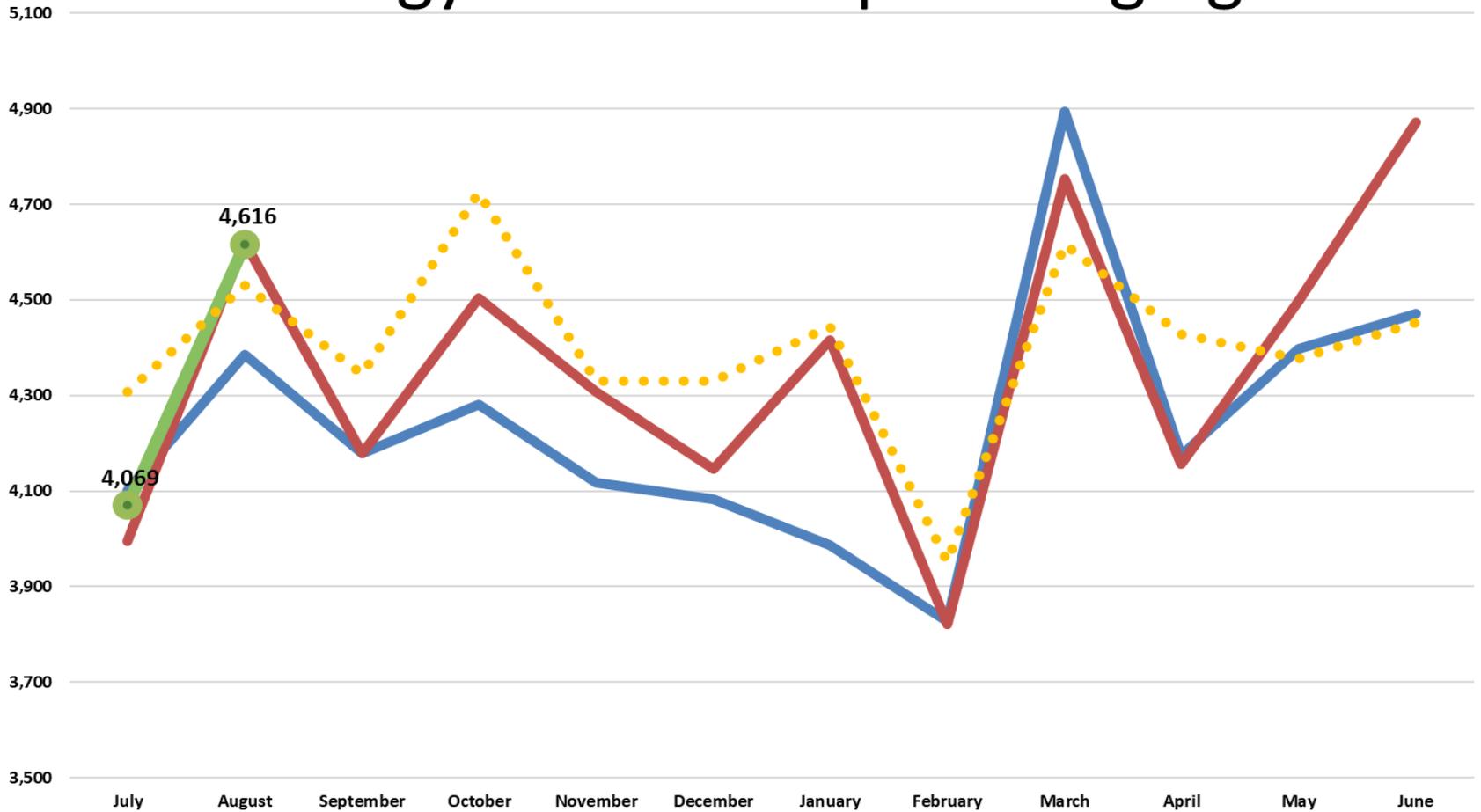
# Radiology – Main Campus



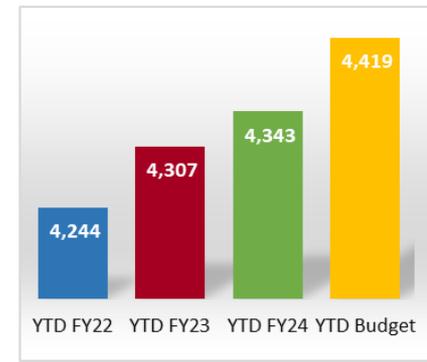
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



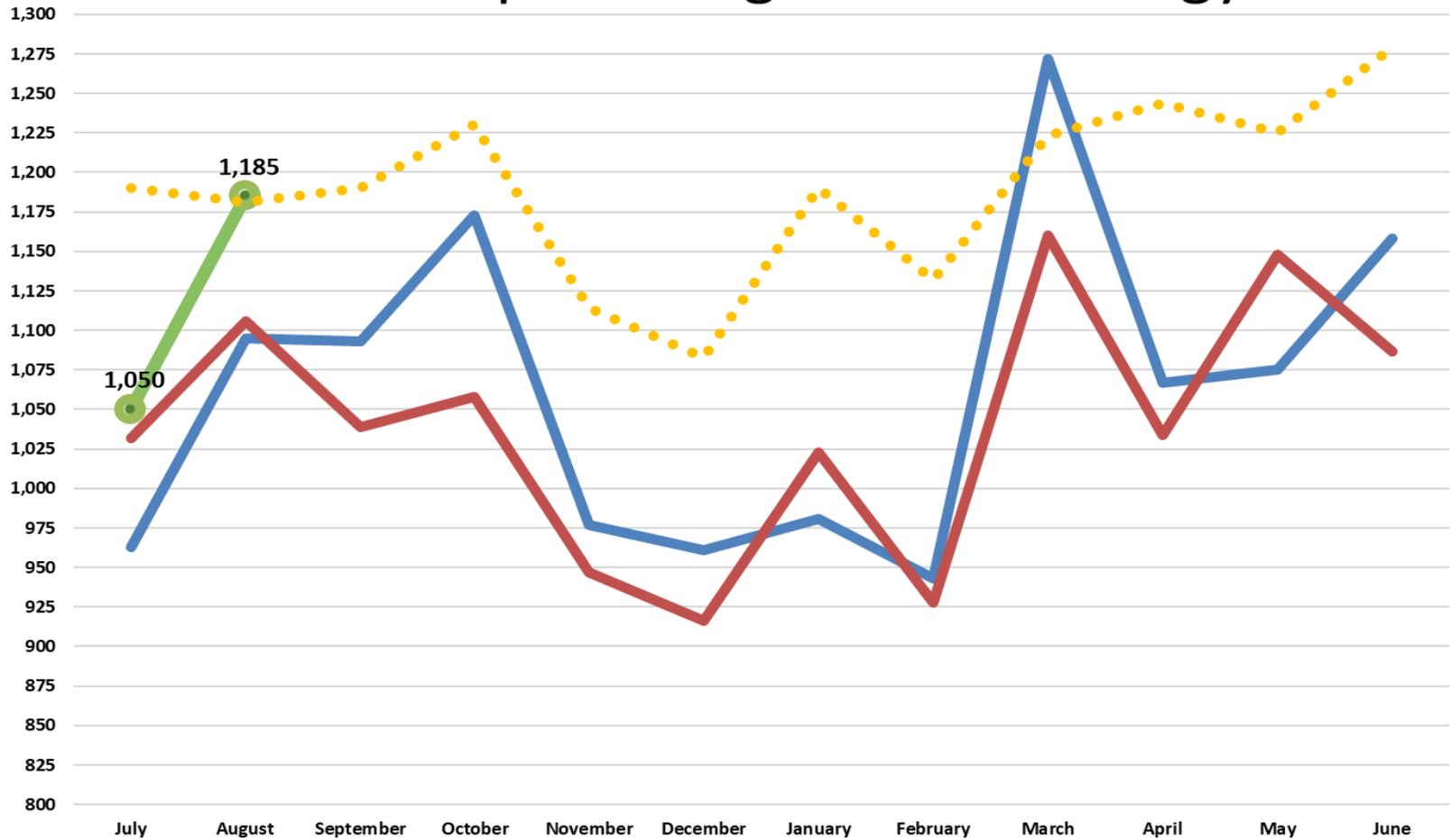
# Radiology - West Campus Imaging



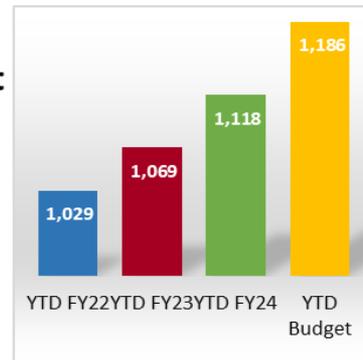
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



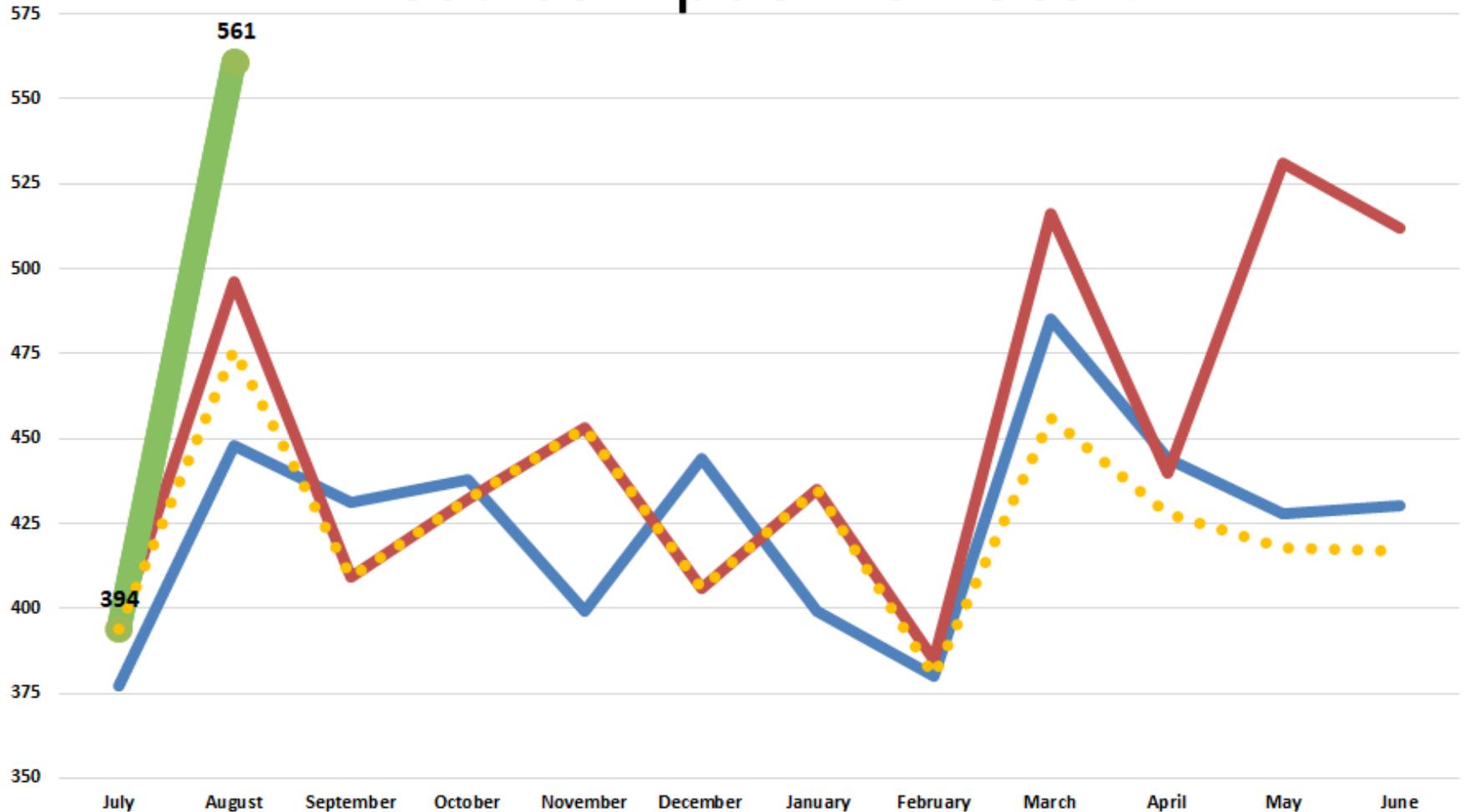
# West Campus - Diagnostic Radiology



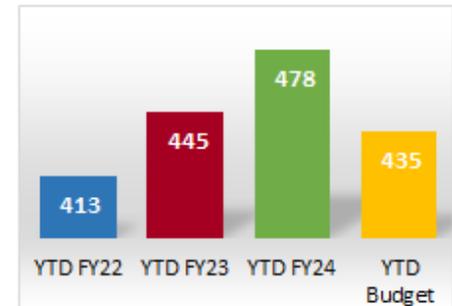
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



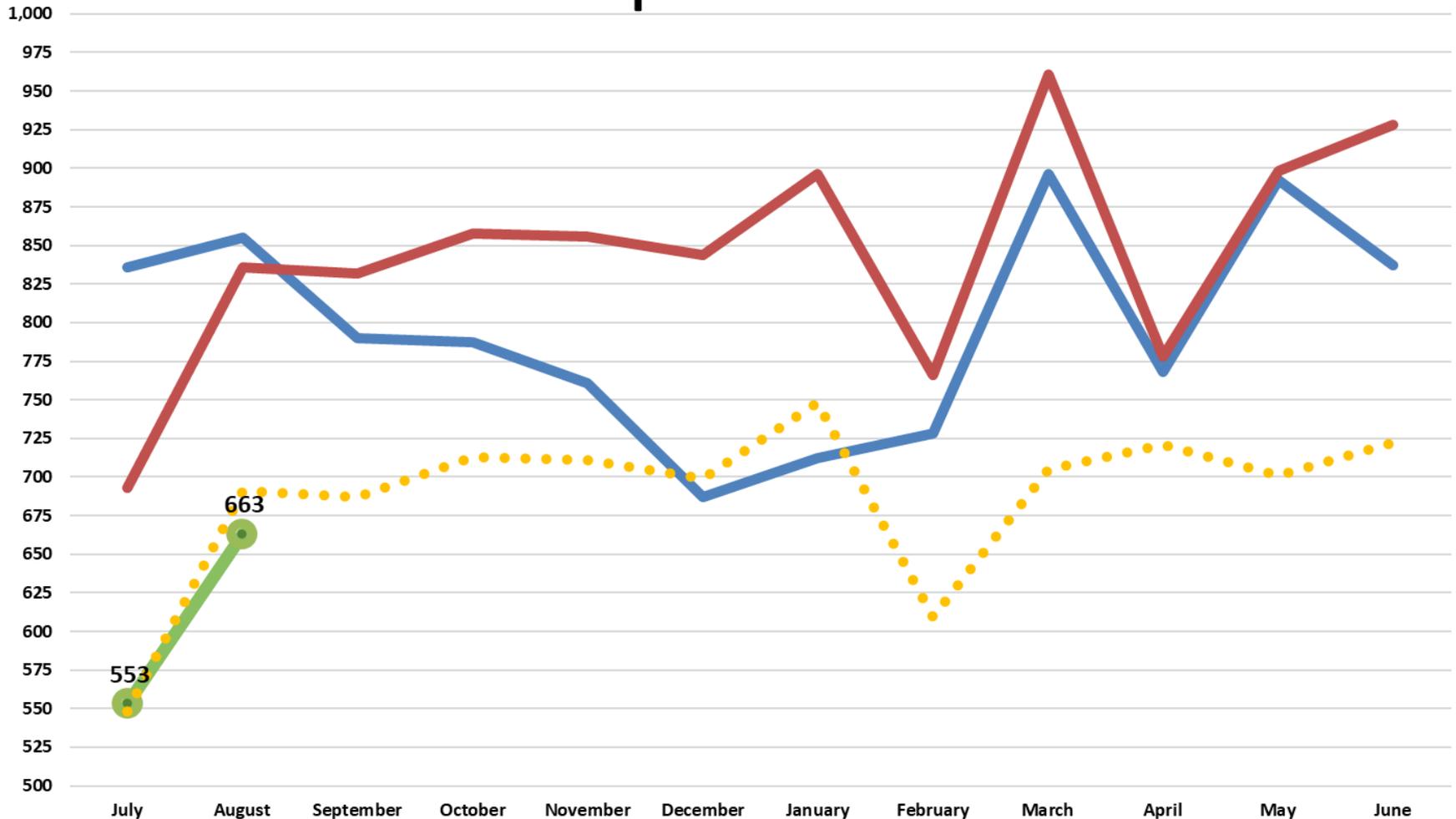
# West Campus - CT Scan



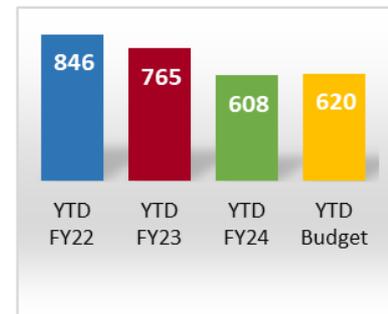
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



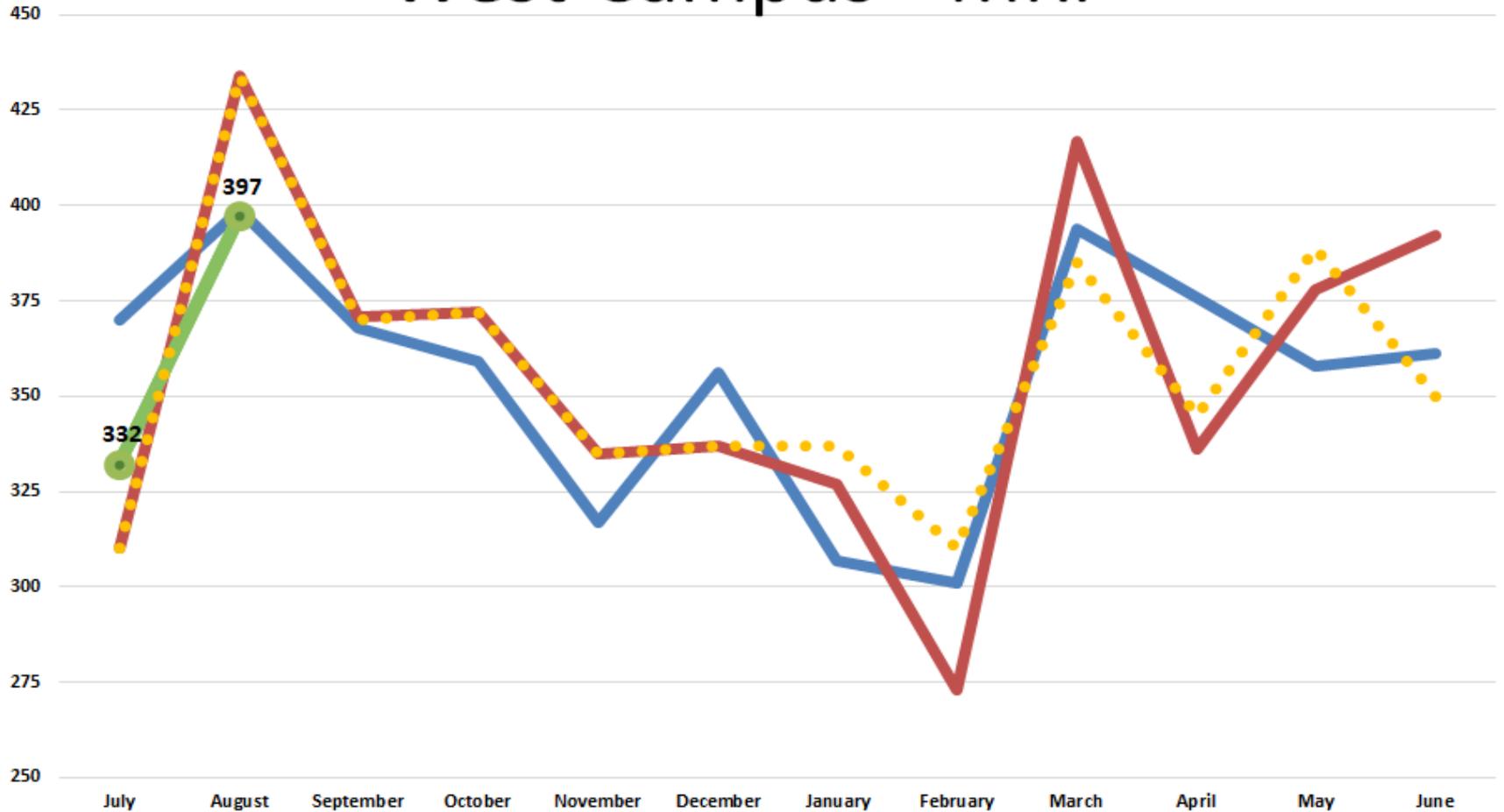
# West Campus - Ultrasound



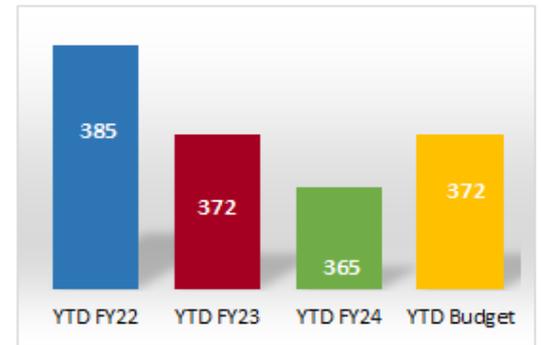
—● FY2022   
 — FY2023   
 —● FY2024   
 ●●● Budget



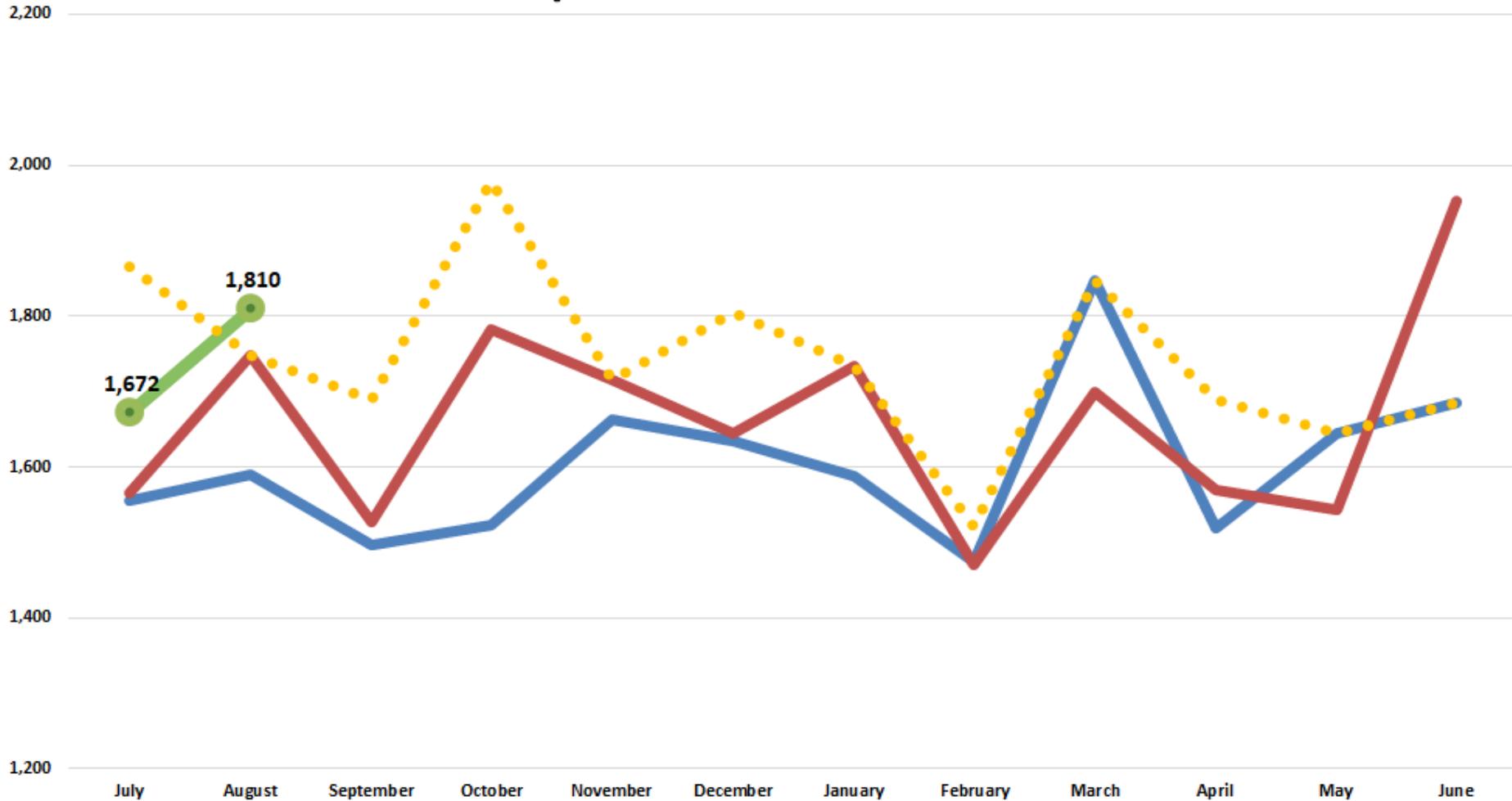
# West Campus - MRI



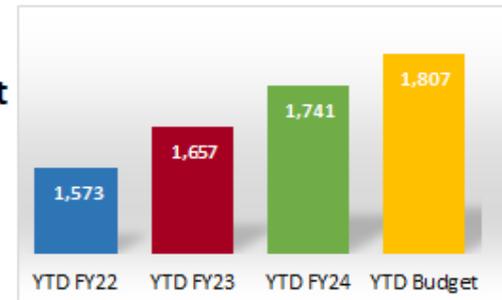
—● FY2022   
 — FY2023   
 —● FY2024   
 ●●● Budget



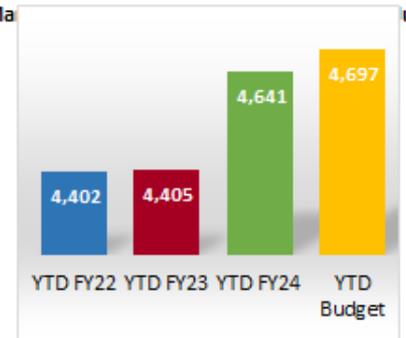
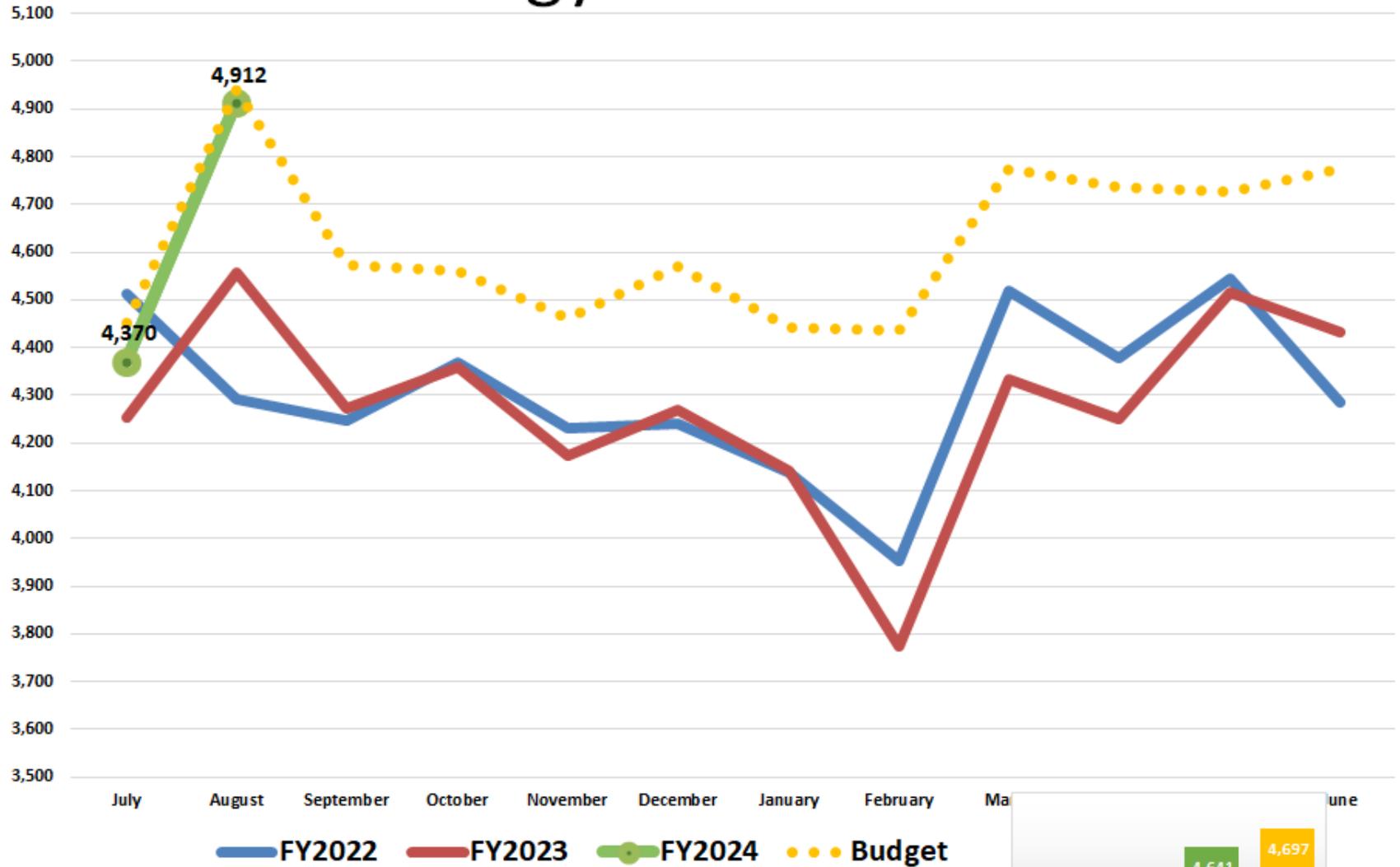
# West Campus - Breast Center



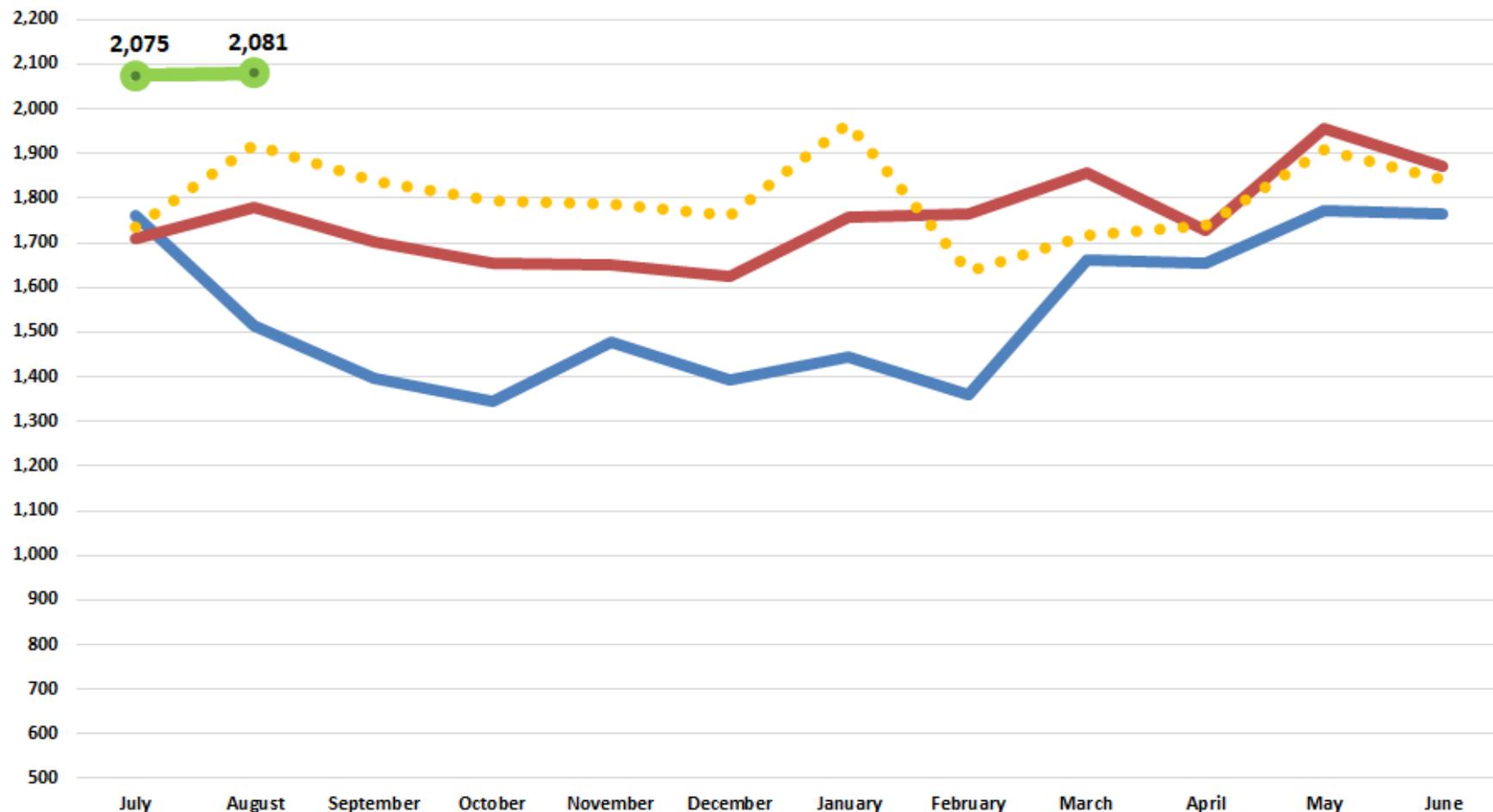
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



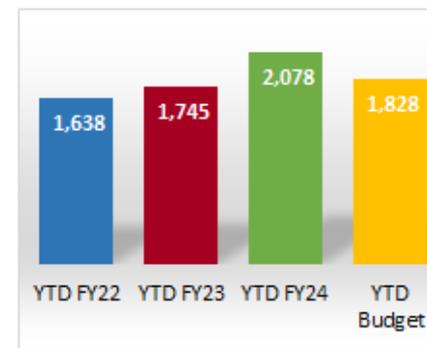
# Radiology - CT - All Areas



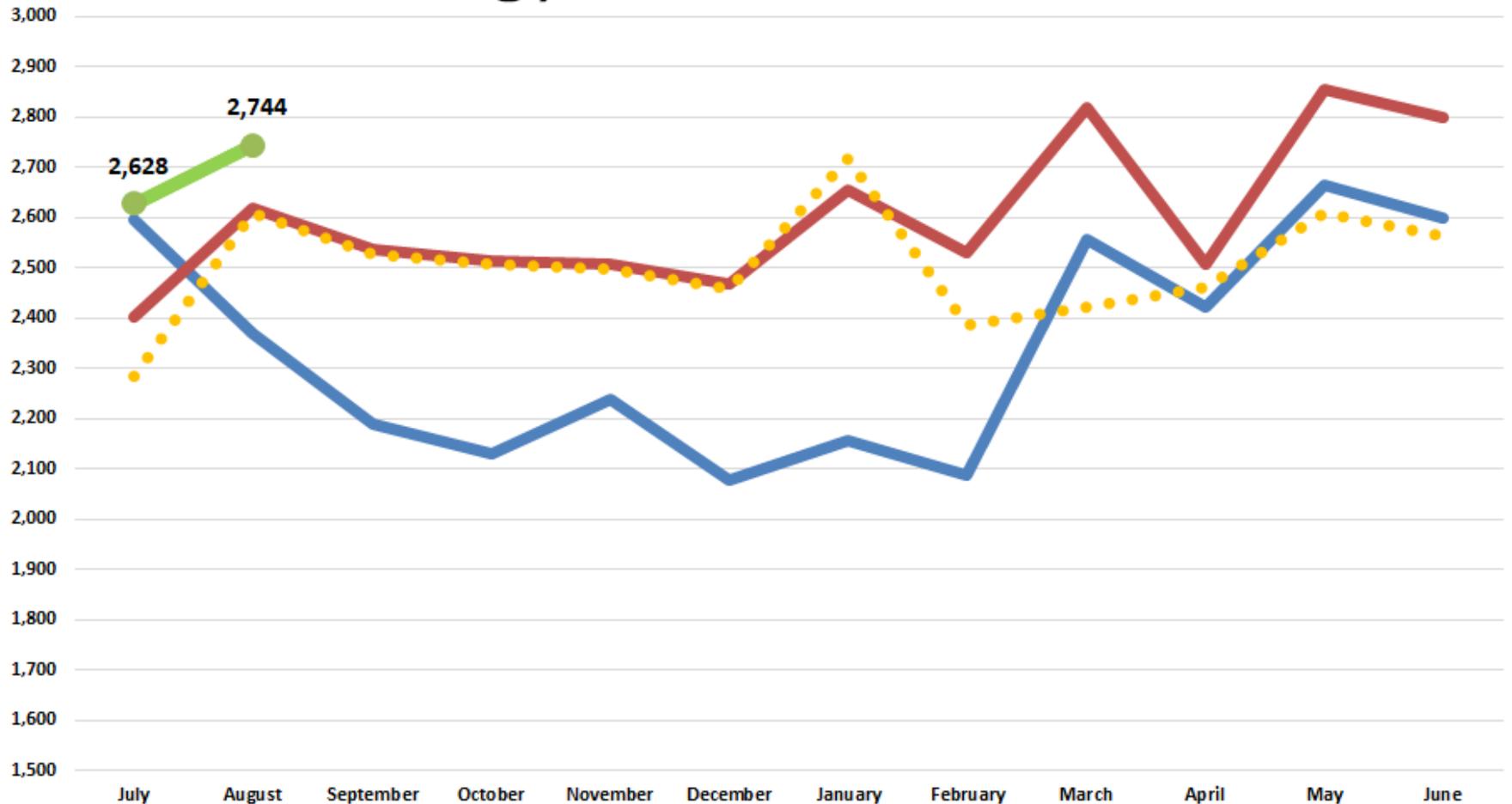
# Radiology - Ultrasound - Main Campus



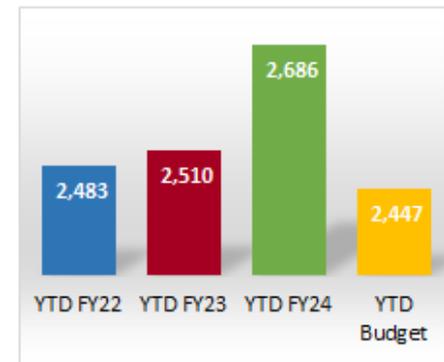
■ FY2022   
 ■ FY2023   
 ■ FY2024   
 ●●● Budget



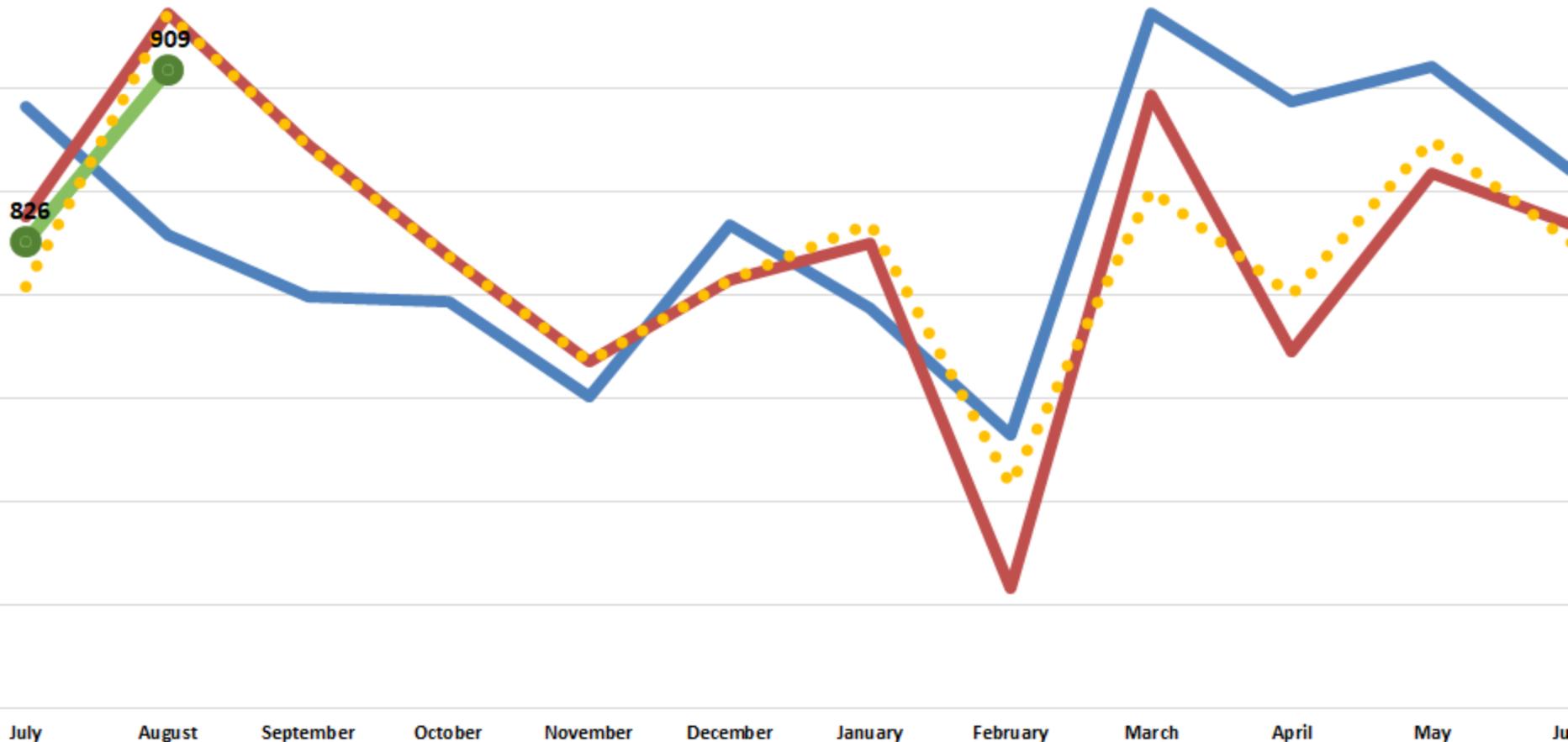
# Radiology - Ultrasound - All Areas



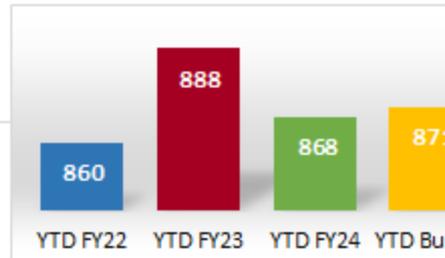
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



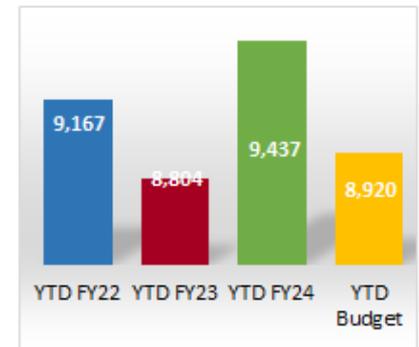
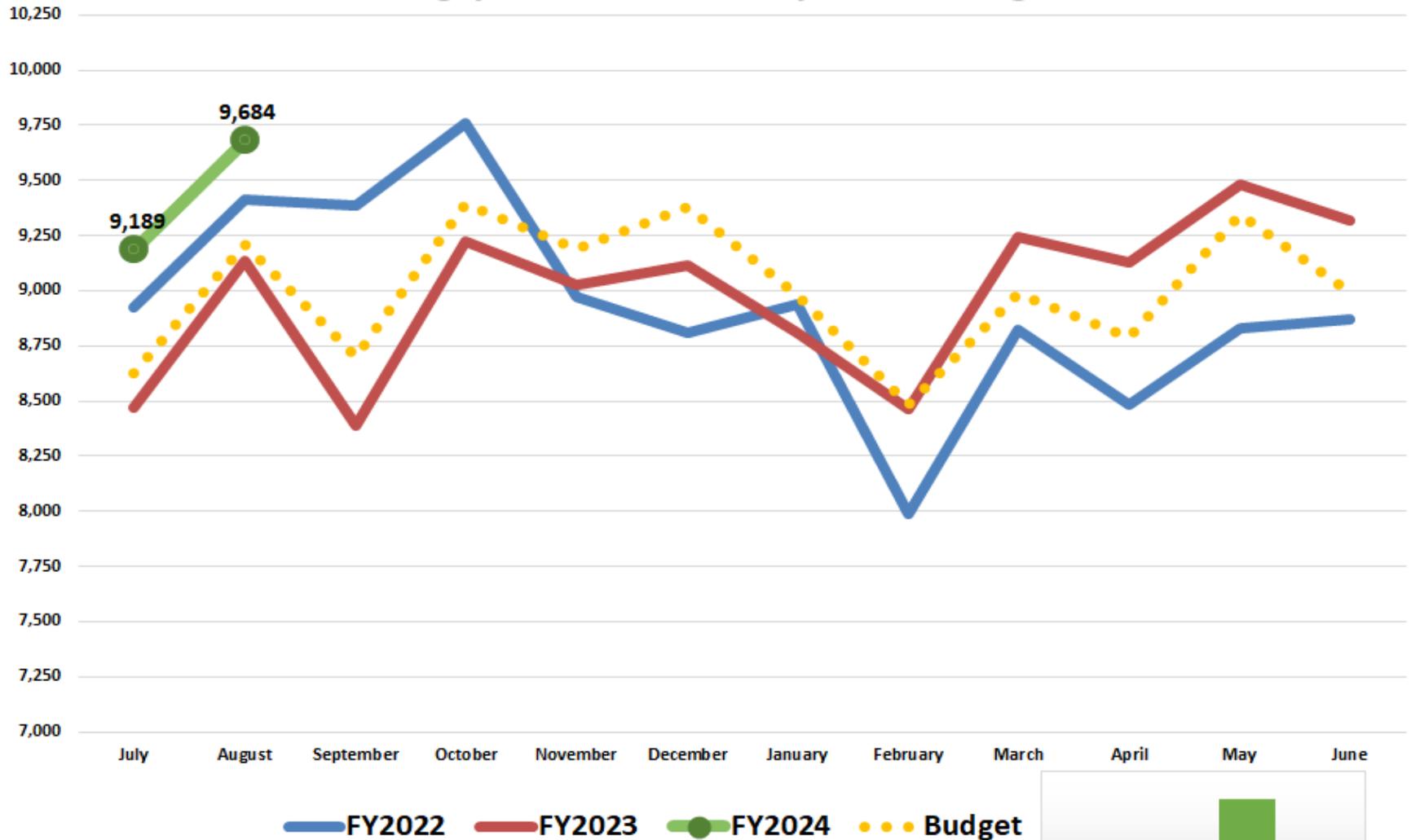
# Radiology - MRI - All Areas



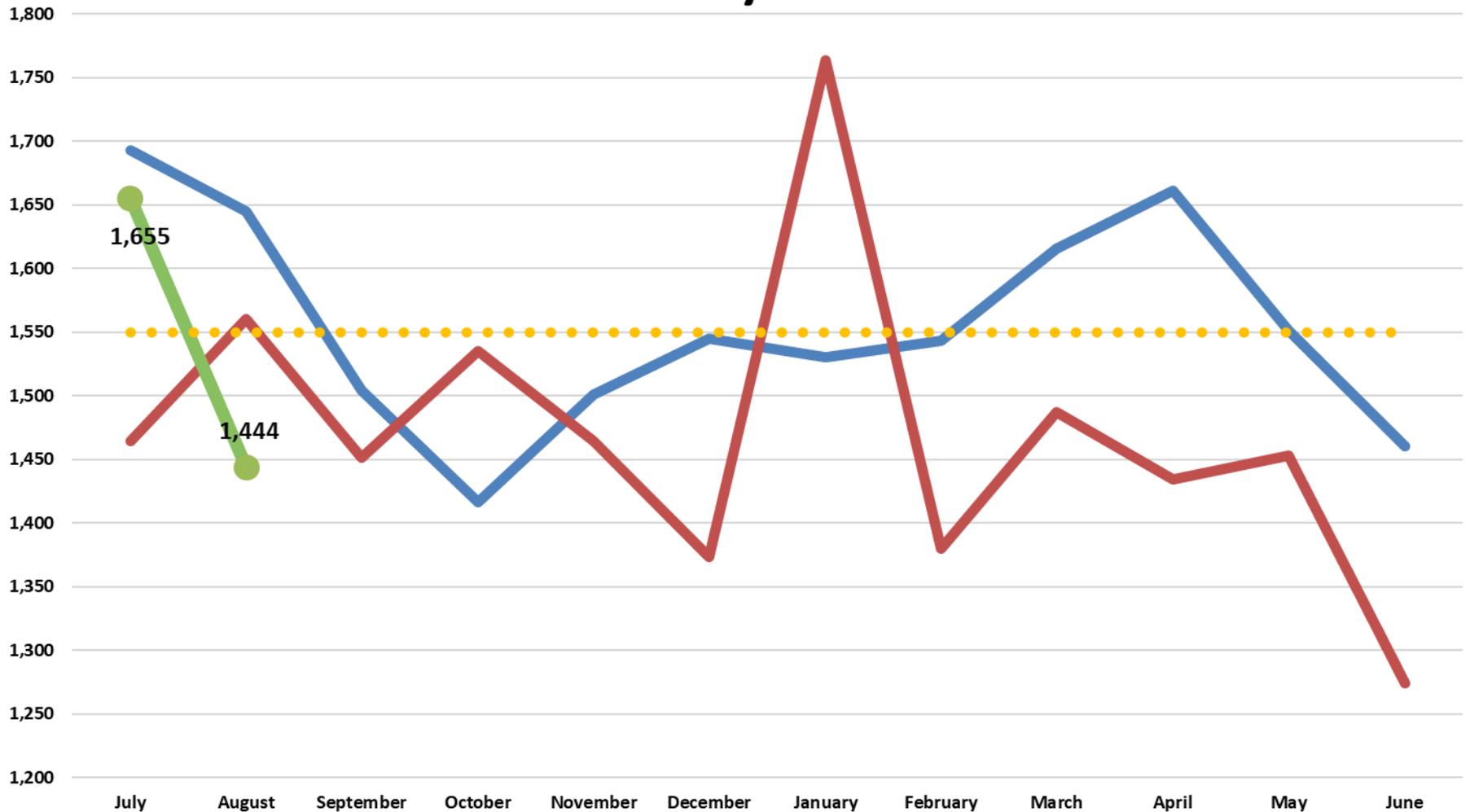
— FY2022 — FY2023 —●— FY2024 ●●● Budget



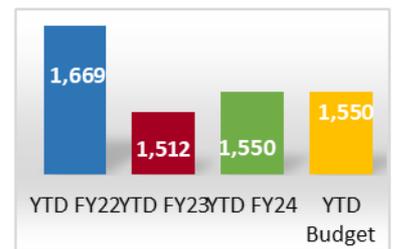
# Radiology Modality - Diagnostic



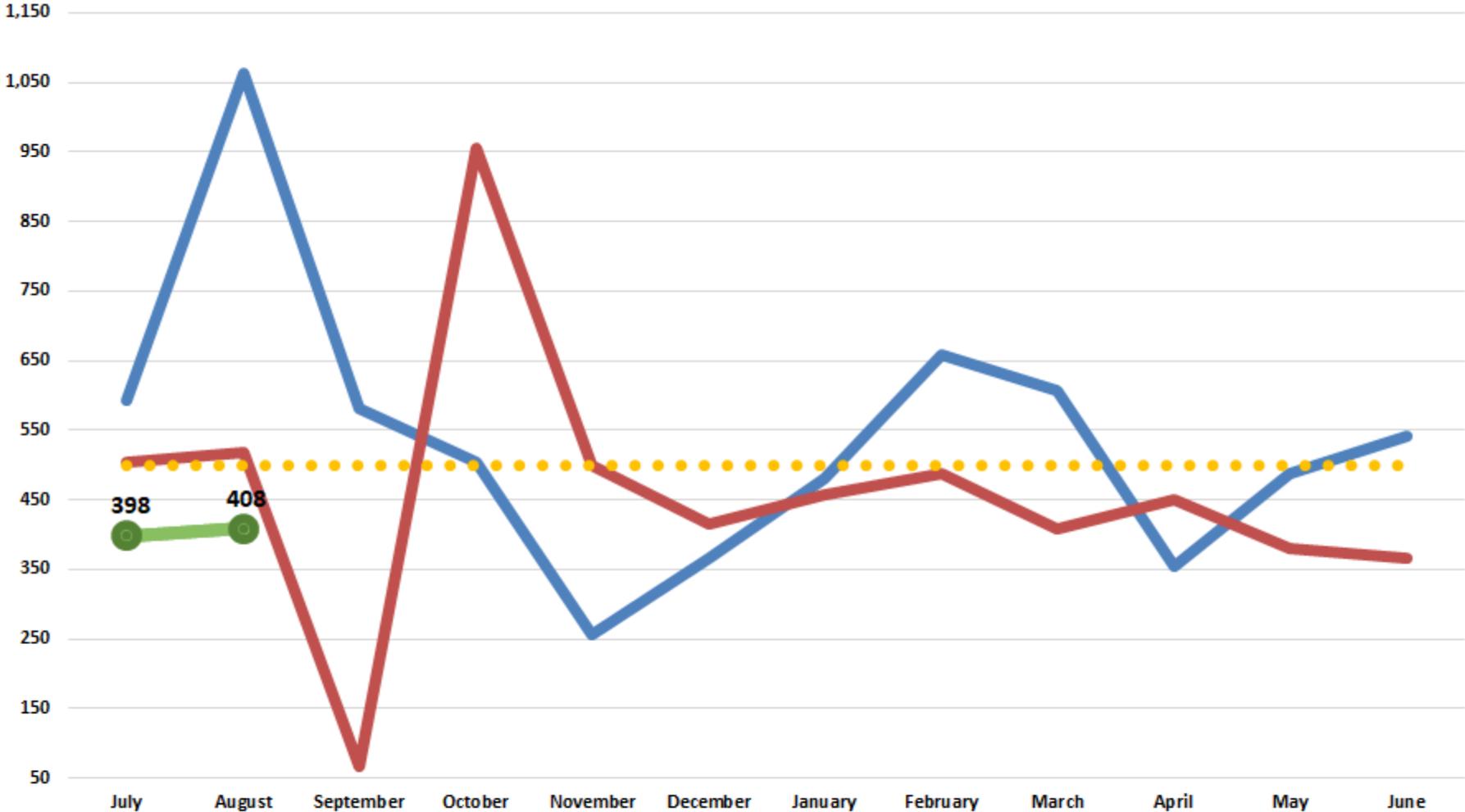
# Chronic Dialysis - Visalia



—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



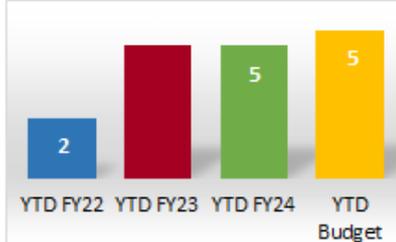
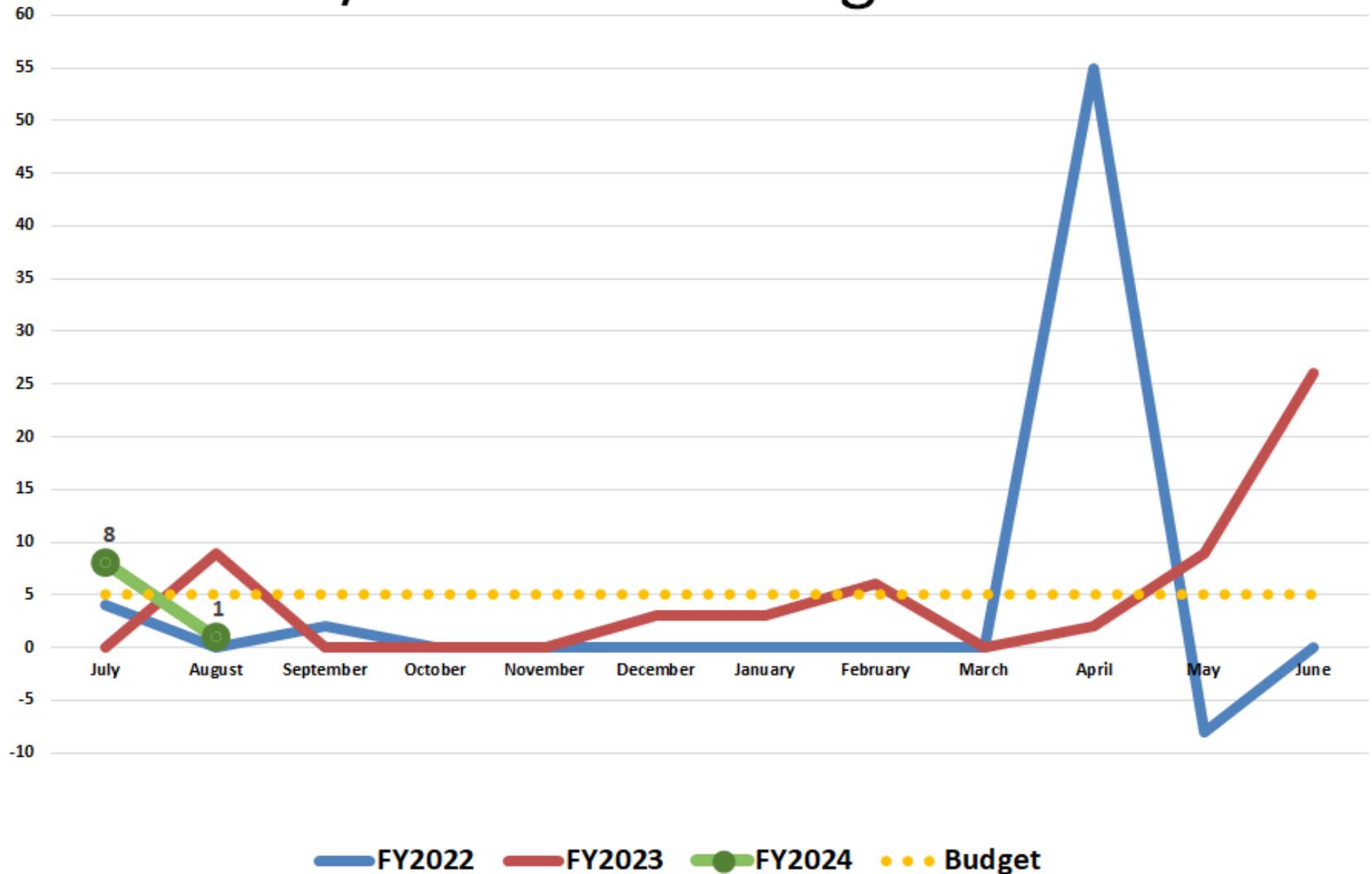
# CAPD/CCPD - Maintenance Sessions



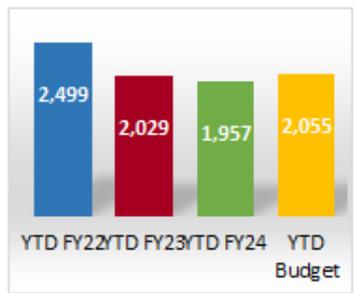
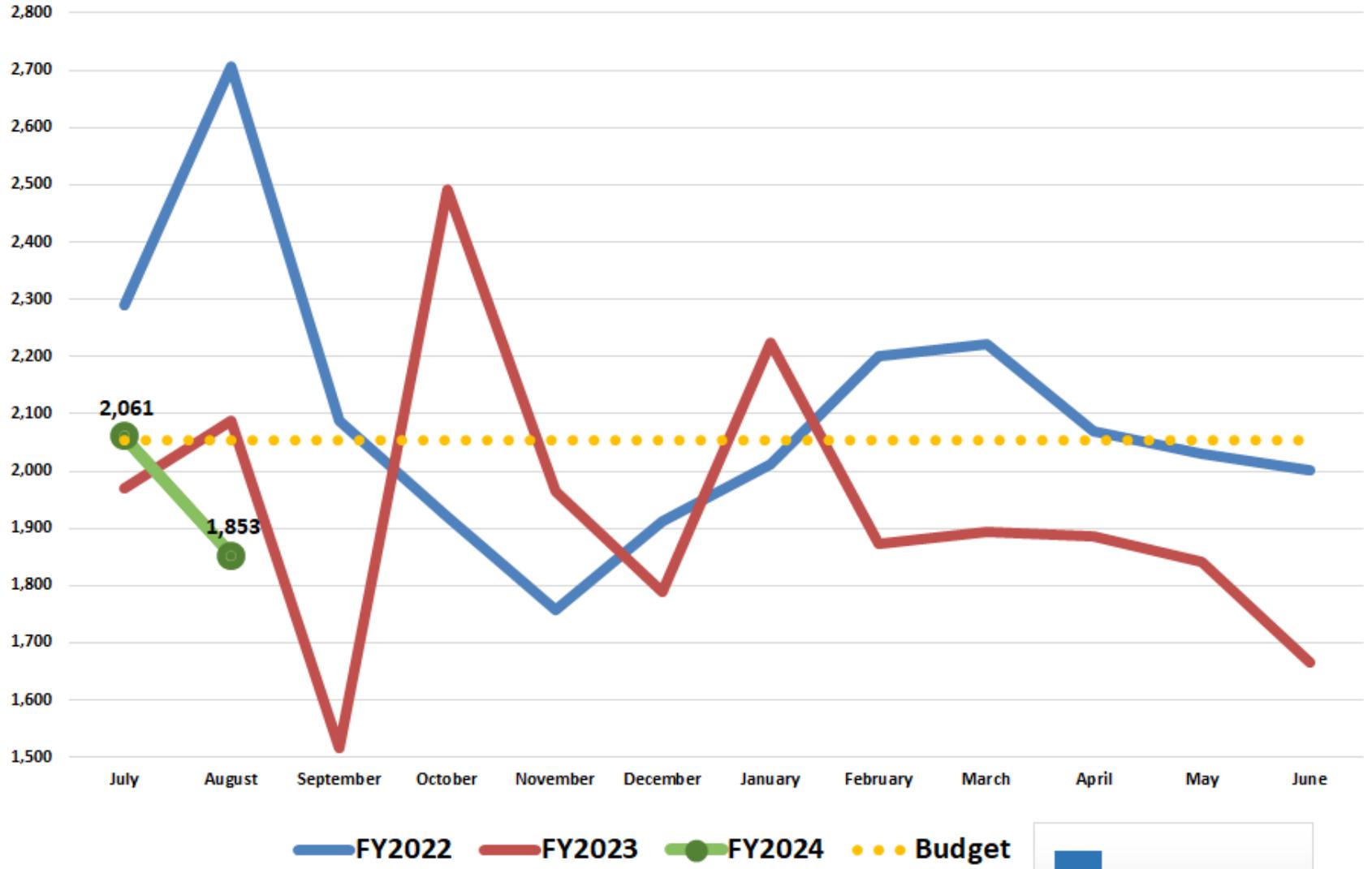
— **FY2022**  
 — **FY2023**  
 —● **FY2024**  
 ●●● **Budget**



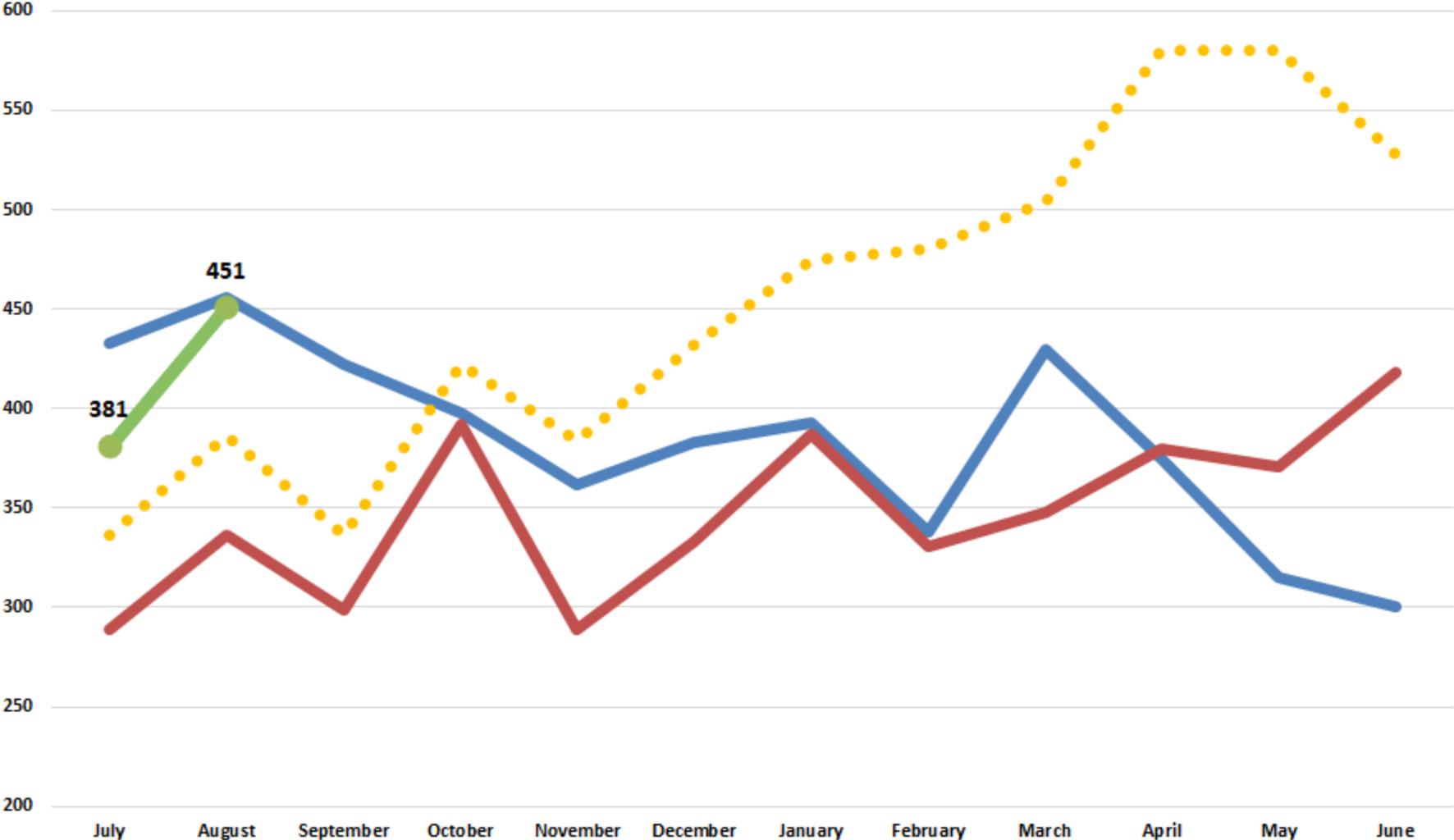
# CAPD/CCPD - Training Sessions



# All CAPD & CCPD



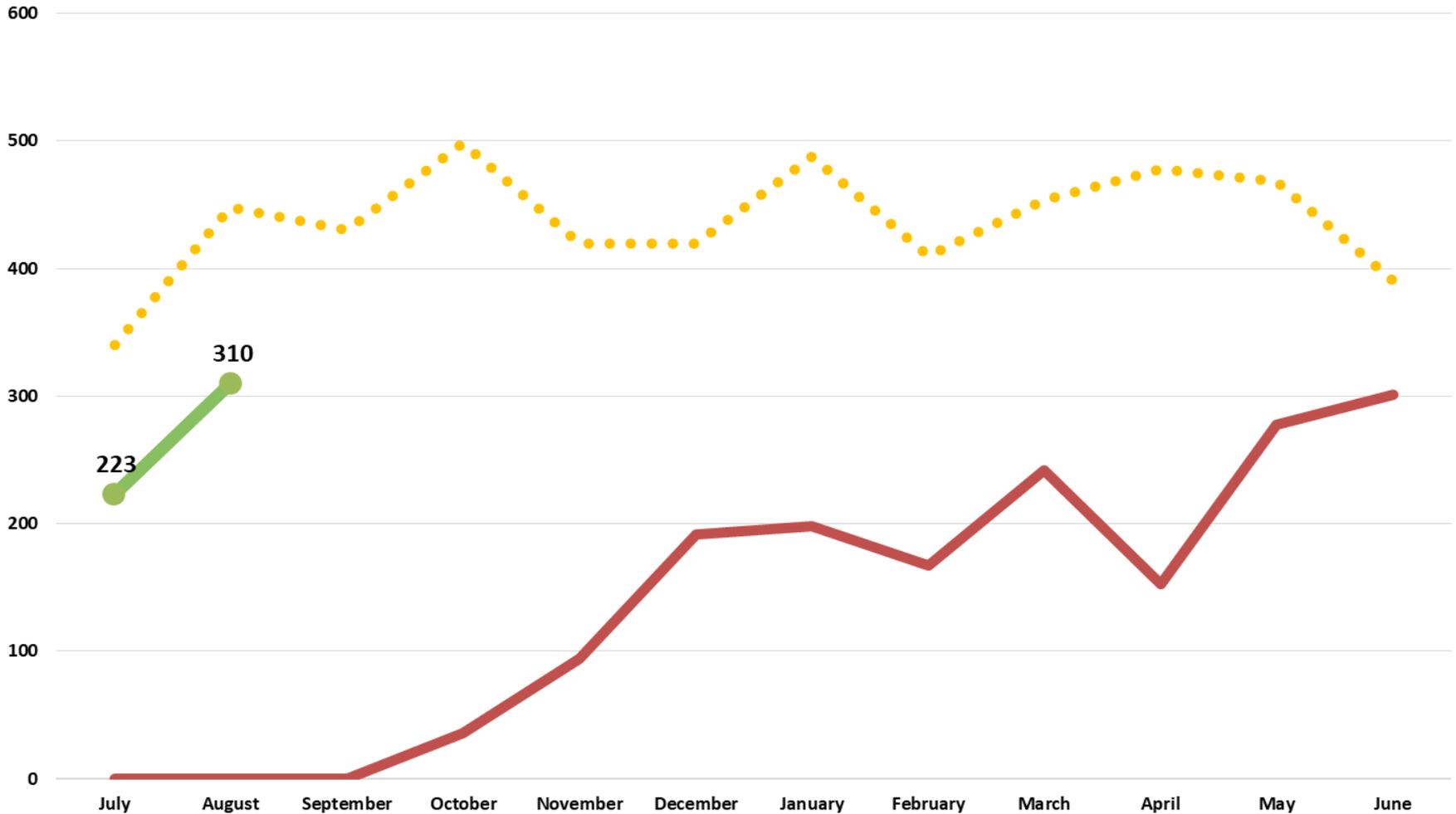
# Infusion Center - Outpatient Visits



—● **FY2022**  
 —● **FY2023**  
 —● **FY2024**  
 ●●● **Budget**



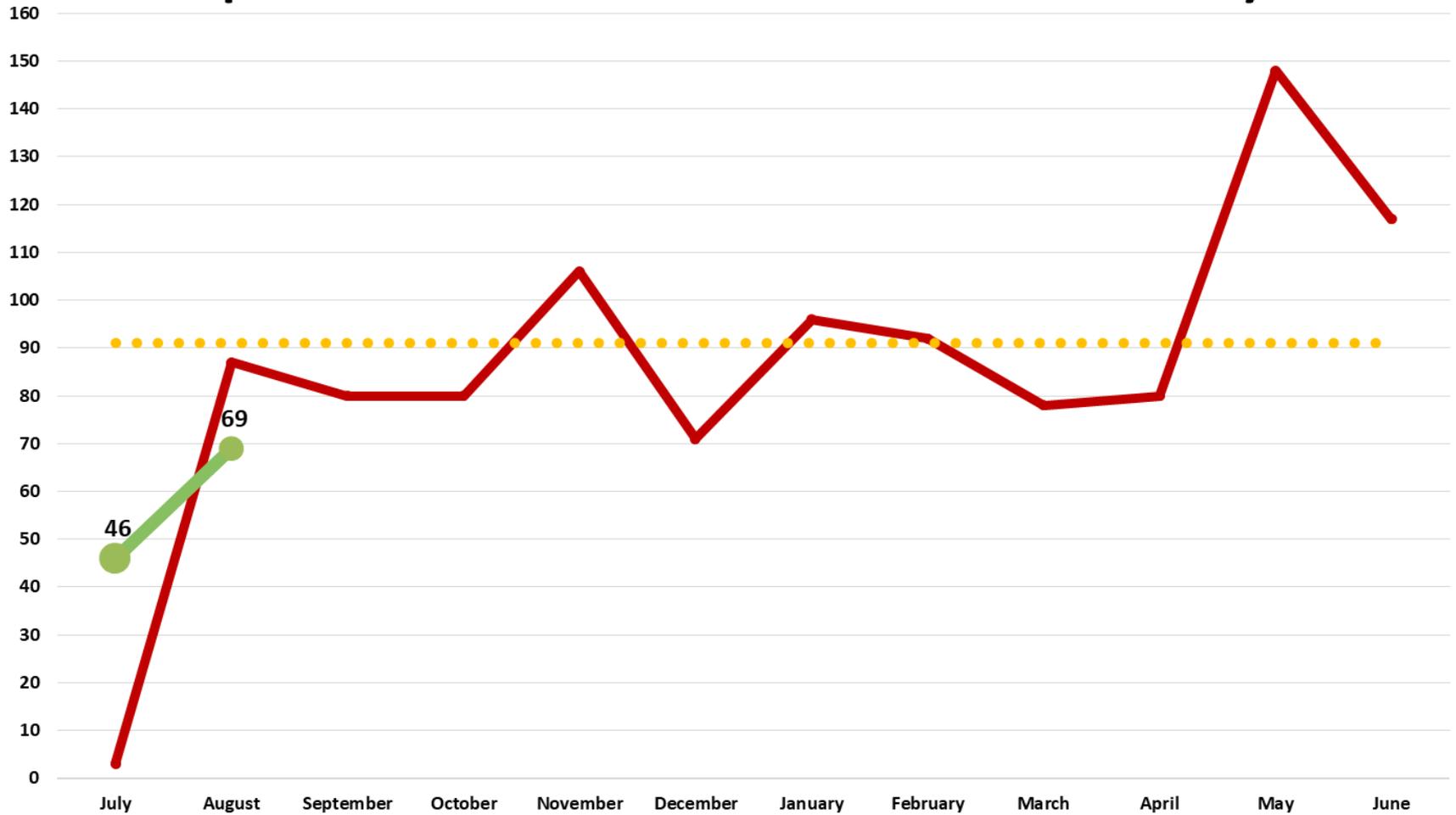
# Urology Clinic Visits



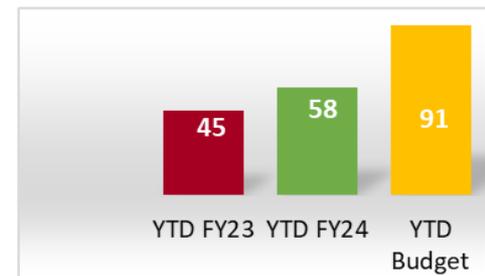
— FY2022   
 — FY2023   
 —● FY2024   
 ●● Budget

-	267	394
YTD FY22	YTD FY23	YTD Budget

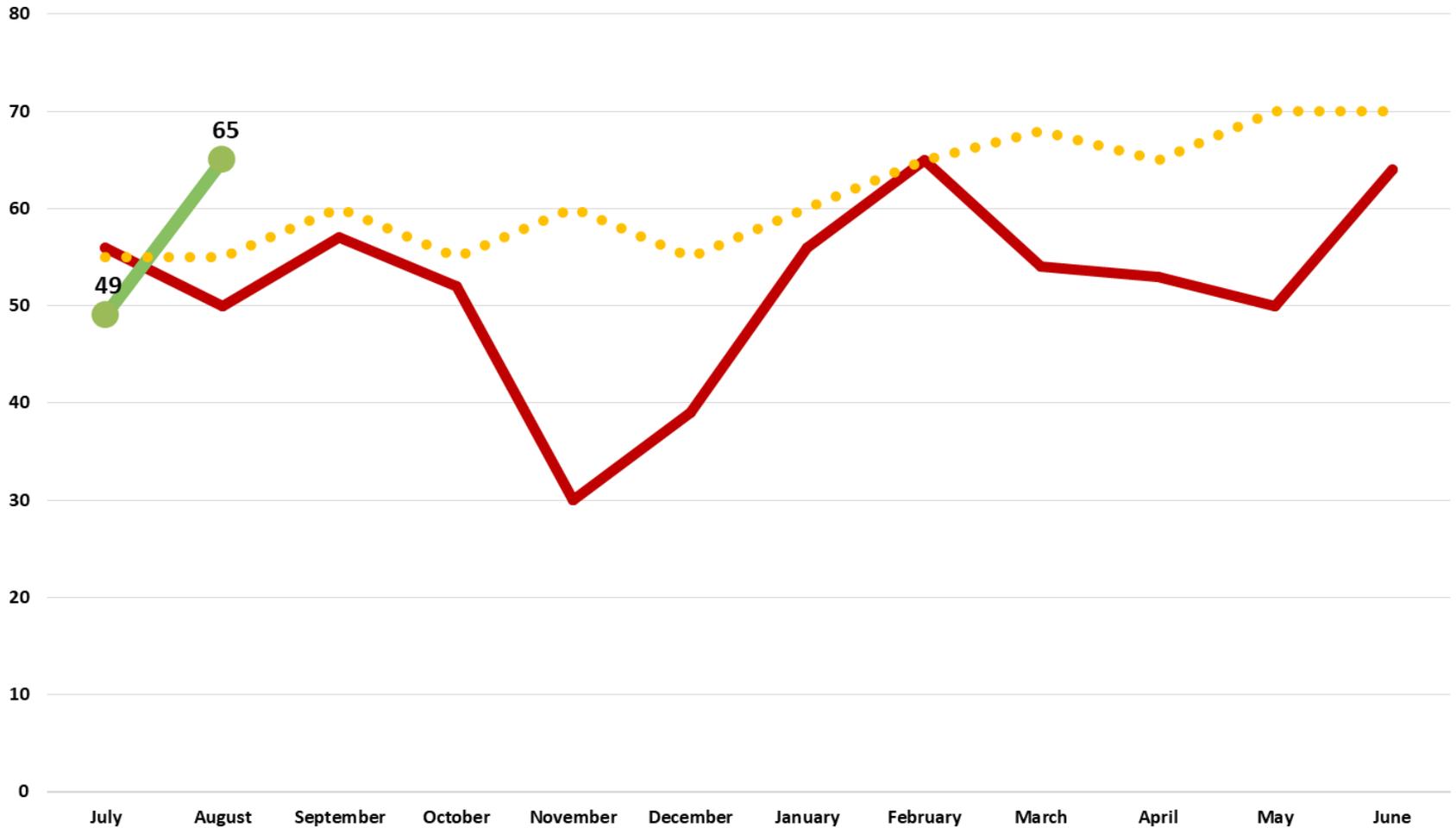
# Open Arms House - Patient Days



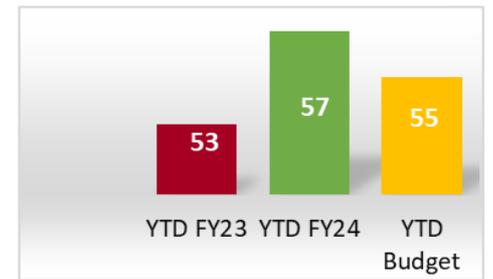
**FY2023**   **FY2024**   **Budget**



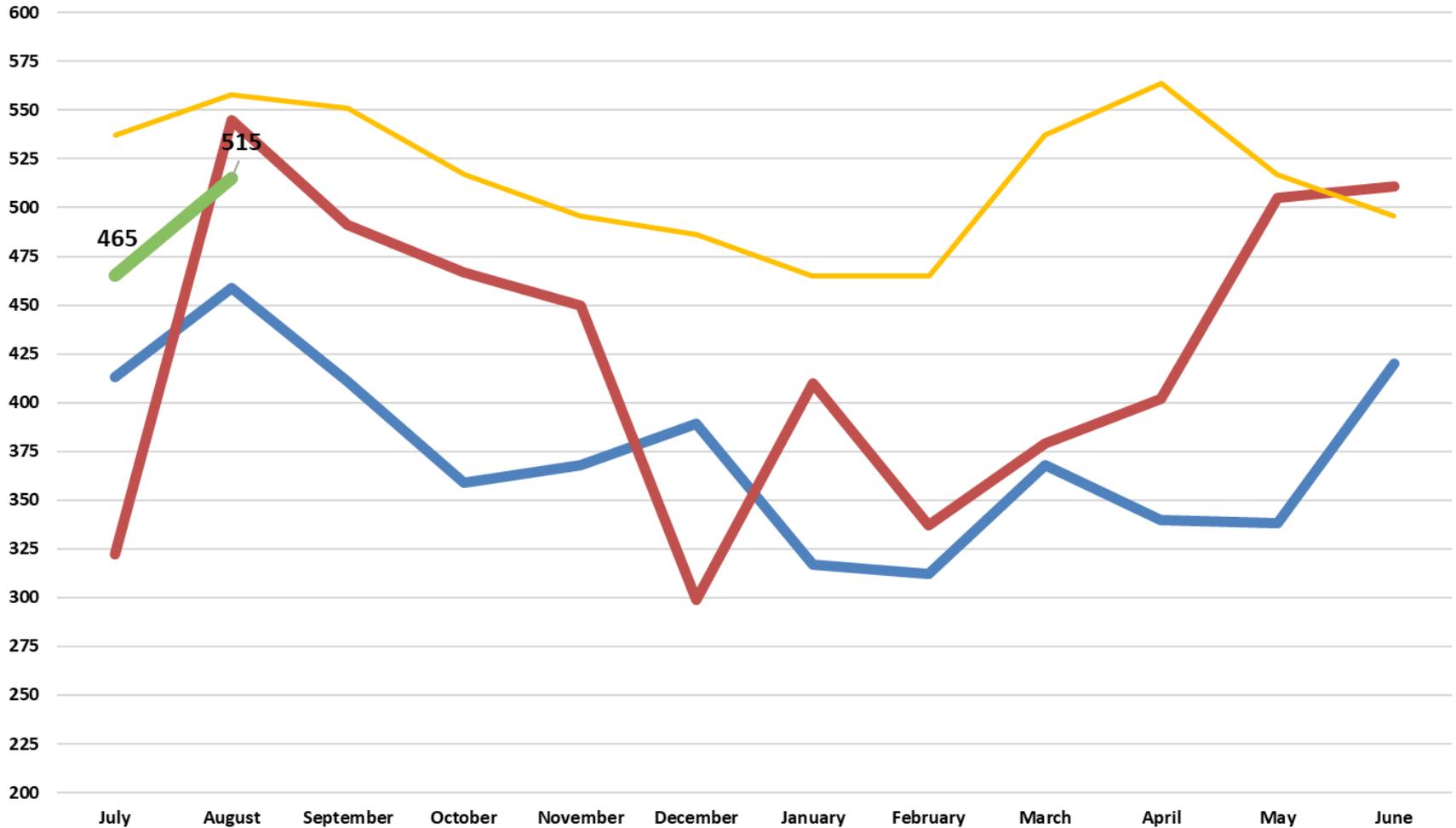
# Cardiothoracic Surgery Clinic - Visits



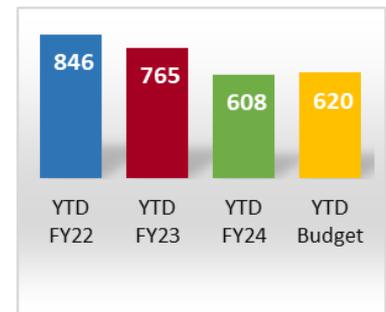
**FY2023**   **FY2024**   **Budget**



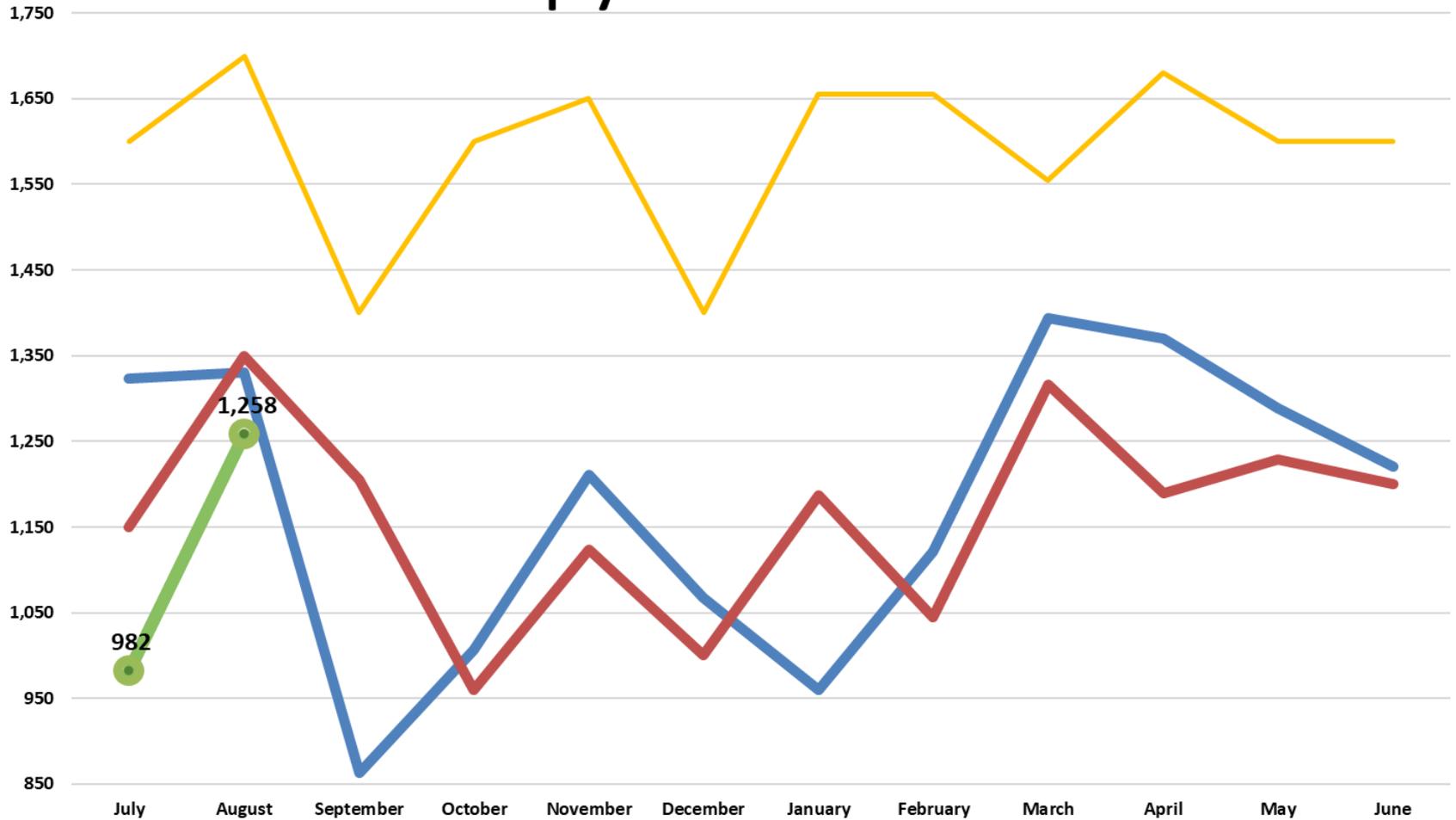
# Cardiac Rehabilitation



— FY2022   
 — FY2023   
 — FY2024   
 — Budget



# Therapy-Wound Care



—● FY2022   
 —● FY2023   
 —● FY2024   
 — Budget

