

# Kaweah Delta Health Care District Board Of Directors Committee Meeting

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

## NOTICE

The Finance Property Services Acquisition Board Committee of the Kaweah Delta Health Care District will meet at the Executive Office Conference Room {305 W Acequia Avenue, Visalia, CA} on Monday, July 21, 2025:

- 1:00PM Open meeting

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.

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 near the Mineral King entrance.

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/Executive Offices) {1st floor}, 400 West Mineral King Avenue, Visalia, CA via phone 559-624-2330 or email: [kedavis@kaweahhealth.org](mailto:kedavis@kaweahhealth.org), or on the Kaweah Delta Health Care District web page <http://www.kaweahhealth.org>.

KAWEAH DELTA HEALTH CARE DISTRICT

David Francis, Secretary/Treasurer



Kelsie Davis

Board Clerk / Executive Assistant to CEO

DISTRIBUTION:

Governing Board, Legal Counsel, Executive Team, Chief of Staff, [www.kaweahhealth.org](http://www.kaweahhealth.org)

# Kaweah Delta Health Care District Board of Directors Committee Meeting

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## **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)

**Monday July 21, 2025**

ATTENDING: Directors: David Francis (Chair) & Dean Levitan; Gary Herbst, Chief Executive Officer. Malinda Tupper, Chief Financial Officer; Marc Mertz, Chief Strategy Officer; Jennifer Stockton, Director of Finance, Jag Batth, Chief Operating Officer, Ryan Gates, Chief Population Health Office; Kelsie Davis, Board Clerk Recording

### **OPEN MEETING – 1:00PM**

**CALL TO ORDER** – *David Francis, Board Secretary/Treasurer*

**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.

1. **MINUTES**- Review of the open minutes from June 18, 2025.
2. **SEQUOIA INTEGRATED HEALTH AND SEQUOIA HEALTH PLAN**- Review of the most recent financials. – *Ryan Gates, Chief Ambulatory Officer*
3. **FINANCIALS**- Review of the most current fiscal year financial results and budget. – *Malinda Tupper, Chief Financial Officer*

### **ADJOURN** – *David Francis, Board Secretary/Treasurer*

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<b>Mike Olmos • Zone 1</b> President	<b>Lynn Havard Mirviss • Zone 2</b> Vice President	<b>Dean Levitan, MD • Zone 3</b> Board Member	<b>David Francis • Zone 4</b> Secretary/Treasurer	<b>Armando Murrieta • Zone 5</b> Board Member
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# Kaweah Delta Health Care District Board of Directors Committee Meeting

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Center – Acequia Wing, Executive Offices (Administration Department/Executive Offices) {1st floor}, 400 West Mineral King Avenue, Visalia, CA via phone 559-624-2330 or email: [kedavis@kaweahhealth.org](mailto:kedavis@kaweahhealth.org), or on the Kaweah Delta Health Care District web page.

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# Kaweah Delta Health Care District

## Board of Directors Committee

### Meeting Minutes

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

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#### **Finance, Property, Services, and Acquisition Committee – OPEN MEETING**

**Wednesday June 18, 2025**

**Kaweah Health Medical Center – Executive Office Conference Room**

Present: Directors: David Francis & Dean Levitan, M.D.; Gary Herbst, CEO; Malinda Tupper, Chief Financial Officer; Marc Mertz, Chief Strategy Officer; Jennifer Stockton, Director of Finance; Jag Bath, Chief Operating Officer; R. Gates, Chief Ambulatory Officer; K. Davis, Board Clerk  
Recording

Called to order at 10:00AM

Public Participation- None.

**MINUTES-** Minutes were reviewed from May 21, 2025.

**FINANCIALS** – Review of the most current fiscal year financial results and a progress review of projections relative to the Kaweah Health initiatives to decrease costs and improve cost efficiencies (copy attached to the original of these minutes and considered a part thereof) - *Malinda Tupper – Chief Financial Officer*

Adjourned at 11:04 AM

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**Mike Olmos • Zone 1**  
President

**Lynn Havard Mirviss • Zone 2**  
Vice President

**Dean Levitan, MD • Zone 3**  
Board Member

**David Francis • Zone 4**  
Secretary/Treasurer

**Armando Murrieta • Zone 5**  
Board Member

**Sequoia Integrated Health (SIH)  
Sequoia Health Plan (SHP)  
Finance Board Report  
July 15, 2025**

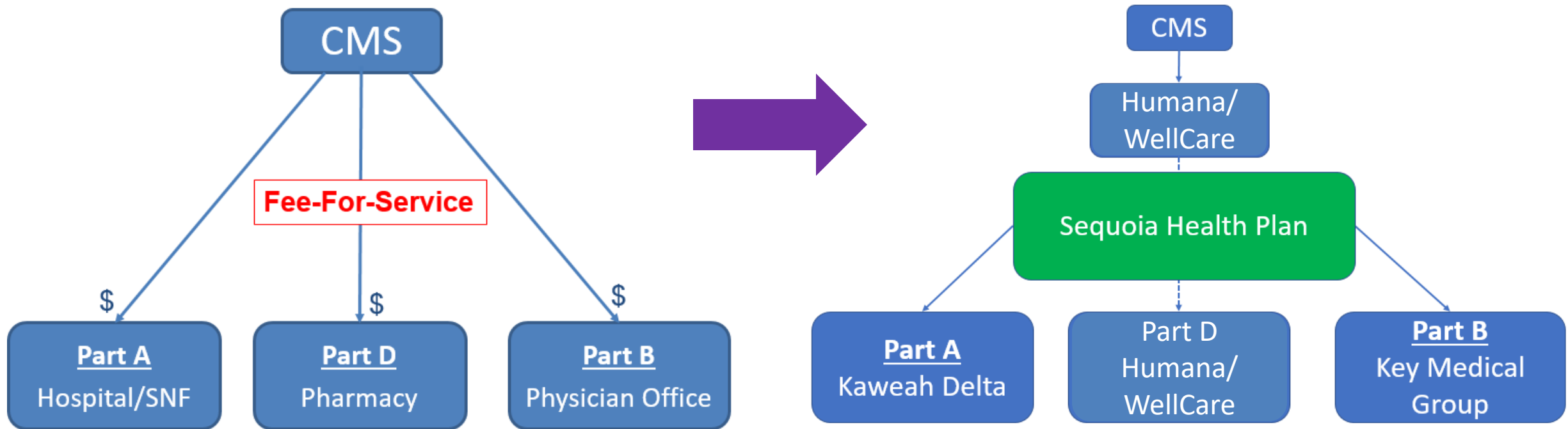


# Sequoia Integrated Health

## What is our why?

# Our Why

Develop an Integrated Delivery Network that improves the health and wellness of our community in a way that is financially sustainable



# Sequoia Integrated Health

## What is our how?



# Understanding the Financial Mechanics of Medicare Advantage

## Revenue

- Largest variables we can impact
  - Risk Adjustment Factor (RAF)
  - CMS Star Quality Score
- Annual CMS rate adjustments

## Expenses

- Largest variables we can impact
  - Decrease the cost of care by improving health and wellbeing & operational efficiencies
  - Preventable hospitalizations and ED visits
  - Avoiding transferring care outside of the area when able

# Our How

## Improving Documentation & Coding (*revenue*)

- Annual Wellness/Physician Assessment Form (PAF) Visits:
  - Assessing Hierarchical Chronic Conditions (HCC) = Risk Adjustment Factor (RAF) scores
- Key MG Incentive Compensation Program rewarding Quality

## Improving Care and Decreasing Avoidable Utilization (*savings*)

- Virtual Care Team & Dedicated Hospitalists
  - Admission diversions
  - LOS 2025 YTD (0.67 days vs 1.91 days of hospitalists group)
- Comprehensive Care Clinic (CCC)
- End-Stage Renal Disease (ESRD) Program
- Clinical Pharmacists & Medication Management
- Streamlining the Medicare benefit

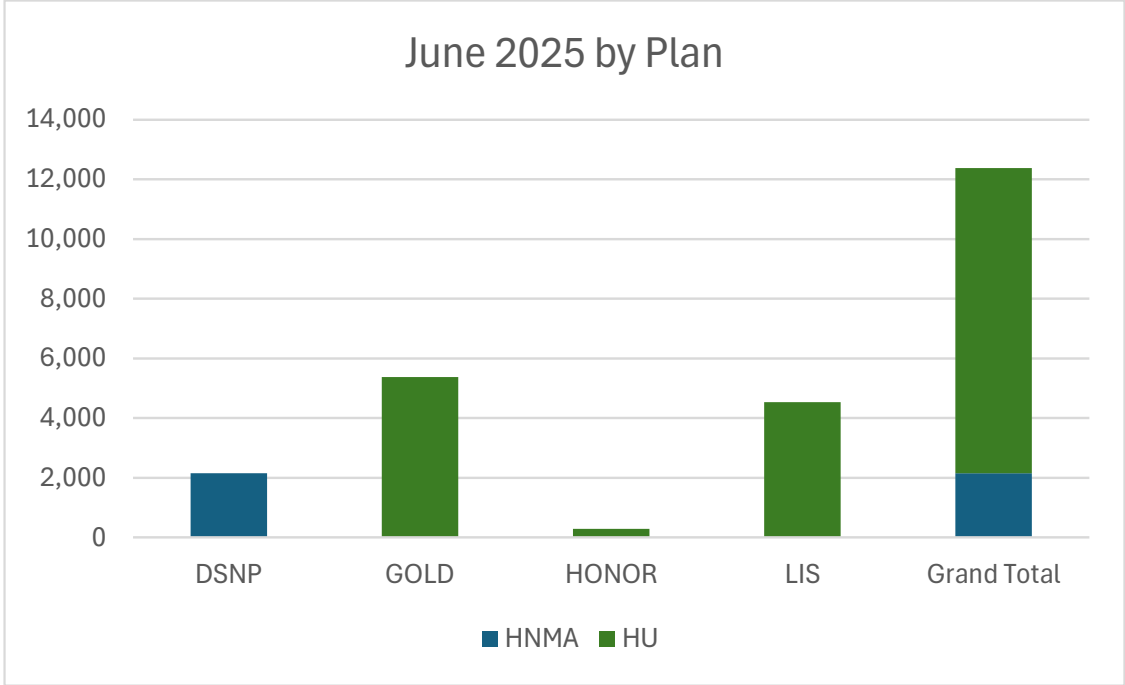
# Sequoia Integrated Health

## Where are we today?

# Membership Update

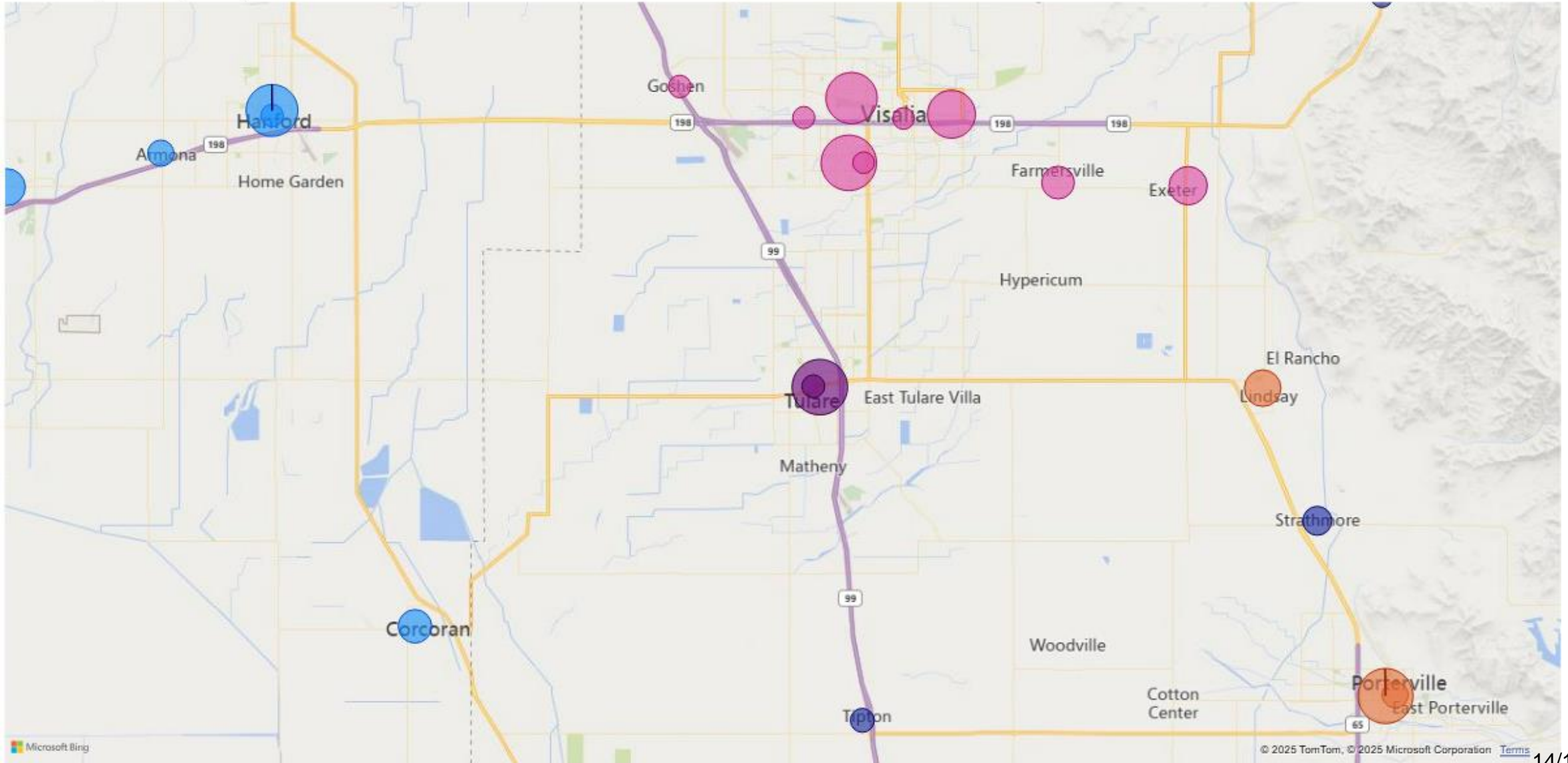
# Humana MA & WellCare – Enrollment

Option	June 2024	June 2025	Change
DSNP	3,384	2,157	-1,227
GOLD	7,779	5,383	-2,396
HONOR	280	294	14
LIS	2,474	4,541	2,067
Grand Total	13,917	12,375	-1,542



# Geographic Distribution of

Member Region ● Kings County ● Other ● Porterville ● Tulare ● Visalia



# **Financial Update**

## **Humana & WellCare (DNSP) Combined**

# Kaweah Health Capitation Summary

## FY25 YTD

	YTD May 2025					
	Humana Gold		WellCare DSNP		Total	
Member Months	51,476		9,157		60,633	
Revenue	GOLD	PMPM	DSNP	PMPM	Total	PMPM
Annual Funding <sup>1</sup>	\$25,130,352	\$488	\$7,973,956	\$871	\$33,104,308	\$546
Annual Settlement	\$0	\$0				\$0
Mid Year Settlement	\$912,918	\$18				\$0
Reinsurance Payments						
KDHCD Employee	\$0	\$0	\$0	\$0	\$0	\$0
Lab Capitation	\$42,449	\$1	\$7,551	\$1	\$50,000	\$1
Indirect Medical Education Payments <sup>3</sup>	\$229,567	\$4	\$50,931	\$6	\$280,498	\$5
<b>Total Revenue</b>	<b>\$26,315,286</b>	<b>\$511</b>	<b>\$8,032,438</b>	<b>\$877</b>	<b>\$34,347,723</b>	<b>\$566</b>



# Kaweah Health Capitation

	YTD May 2025					
	Humana Gold		WellCare DSNP		Total	
Member Months	51,476		9,157		60,633	
Expenses						
Operational/Patient Related Expenses						
Kaweah Health - Direct Cost <sup>5</sup>	\$12,896,881	\$251	\$4,263,258	\$466	\$17,160,139	\$283
Third Party Facilities Net Paid Claims <sup>4</sup>	\$8,451,834	\$164	\$1,189,867	\$130	\$9,641,702	\$159
IBNR - Third Party Claims <sup>5</sup>	\$4,880,605	\$95	\$868,205	\$95	\$5,748,809	\$95
Estimated Kaweah Health Home Health Direct Cost <sup>8</sup>	\$404,128	\$8	\$86,047	\$9	\$490,176	\$8
<b>Total Patient related expenses</b>	<b>\$26,633,448</b>	<b>\$517</b>	<b>\$6,407,378</b>	<b>\$700</b>	<b>\$33,040,826</b>	<b>\$545</b>
Total Admin Fee - Foundation	\$477,809	\$9	\$151,564	\$17	\$629,374	\$10
<b>Total Direct Expenses</b>	<b>\$27,111,258</b>	<b>\$527</b>	<b>\$6,558,942</b>	<b>\$716</b>	<b>\$33,670,200</b>	<b>\$555</b>
Contribution Margin	(\$795,972)	(\$15)	\$1,473,496	\$161	\$677,524	\$11
Kaweah Delta - Indirect Cost <sup>7</sup>	\$3,760,815	\$73	\$1,284,281	\$140	\$5,045,096	\$83
<b>Total Expenses</b>	<b>\$30,872,072</b>	<b>\$600</b>	<b>\$7,843,223</b>	<b>\$857</b>	<b>\$38,715,296</b>	<b>\$639</b>
<b>Profit / Loss</b>	<b>(\$4,556,787)</b>	<b>(\$89)</b>	<b>\$189,215</b>	<b>\$21</b>	<b>(\$4,367,572)</b>	<b>(\$72)</b>

# Financial Update

## Humana

# Kaweah Health Capitation - Humana

## HUMANA PART A FINANCIAL SUMMARY KAWEAH HEALTH

	2023						2024						YTD May 2025			
	GOLD		DSNP		Total		GOLD		DSNP		Total		Gold		Total	
Member Months	120,276		48,333		168,609		126,184		40,526		166,710		51,476		51,476	
Revenue	GOLD	PMPM	DSNP	PMPM	Total	PMPM	GOLD	PMPM	DSNP	PMPM	Total	PMPM	GOLD	PMPM	Total	PMPM
Annual Funding <sup>1</sup>	\$51,084,633	\$425	\$34,472,186	\$713	\$85,556,819	\$507	\$56,338,979	\$446	\$31,780,708	\$784	\$88,119,687	\$529	\$25,130,352	\$488	\$25,130,352	\$488
Annual Settlement		\$0		\$0		\$0	\$1,150,554	\$9	\$649,026	\$16	\$1,799,580	\$11	\$0	\$0		\$0
Mid Year Settlement		\$0		\$0		\$0		\$0		\$0		\$0	\$912,918	\$18	\$912,918	\$18
Reinsurance Payments							\$274,919	\$2	\$155,081	\$4	\$430,000	\$3				
KDHCD Employee	\$286,457	\$2	\$193,303	\$4	\$479,760	\$3	\$306,733	\$2	\$173,027	\$4	\$479,760	\$3	\$0	\$0	\$0	\$0
Lab Capitation							\$76,722	\$1	\$43,278	\$1	\$120,000	\$1	\$50,000	\$1	\$50,000	\$1
Indirect Medical Education Payments <sup>3</sup>	\$629,804	\$5	\$424,995	\$9	\$1,054,800	\$6	\$731,265	\$6	\$412,505	\$10	\$1,143,770	\$7	\$229,567	\$4	\$229,567	\$4
<b>Total Revenue</b>	<b>\$52,000,894</b>	<b>\$432</b>	<b>\$35,090,484</b>	<b>\$726</b>	<b>\$87,091,378</b>	<b>\$517</b>	<b>\$58,879,171</b>	<b>\$467</b>	<b>\$33,213,625</b>	<b>\$820</b>	<b>\$92,092,797</b>	<b>\$552</b>	<b>\$26,322,837</b>	<b>\$511</b>	<b>\$26,322,837</b>	<b>\$511</b>
Expenses																
Operational/Patient Related Expenses																
Kaweah Health - Direct Cost <sup>6</sup>	\$25,905,996	\$215	\$15,073,448	\$312	\$40,979,444	\$243	\$29,718,031	\$236	\$12,570,034	\$310	\$42,288,065	\$254	\$12,896,881	\$251	\$12,896,881	\$251
Third Party Facilities Net Paid Claims <sup>4</sup>	\$24,827,877	\$206	\$17,044,950	\$353	\$41,872,828	\$248	\$35,613,721	\$282	\$15,050,760	\$371	\$50,664,481	\$304	\$8,451,834	\$164	\$8,451,834	\$164
IBNR - Third Party Claims <sup>5</sup>	\$0	\$0	\$0	\$0	\$0	\$0	\$450,914	\$4	\$254,360	\$6	\$705,273	\$4	\$4,880,605	\$95	\$4,880,605	\$95
Estimated Kaweah Health Home Health Direct Cost	\$1,188,242	\$10	\$801,832	\$17	\$1,990,074	\$12	\$1,858,606	\$15	\$1,048,436	\$26	\$2,907,042	\$17	\$404,128	\$8	\$404,128	\$8
<b>Total Patient related expenses</b>	<b>\$51,922,115</b>	<b>\$432</b>	<b>\$32,920,230</b>	<b>\$681</b>	<b>\$84,842,346</b>	<b>\$503</b>	<b>\$67,641,272</b>	<b>\$536</b>	<b>\$28,923,590</b>	<b>\$714</b>	<b>\$96,564,861</b>	<b>\$579</b>	<b>\$26,633,448</b>	<b>\$517</b>	<b>\$26,633,448</b>	<b>\$517</b>
<b>Total Admin Fee - Foundation</b>	<b>\$960,736</b>	<b>\$8</b>	<b>\$648,310</b>	<b>\$13</b>	<b>\$1,609,046</b>	<b>\$10</b>	<b>\$1,100,982</b>	<b>\$9</b>	<b>\$621,062</b>	<b>\$15</b>	<b>\$1,722,044</b>	<b>\$10</b>	<b>\$477,809</b>	<b>\$9</b>	<b>\$477,809</b>	<b>\$9</b>
<b>Total Direct Expenses</b>	<b>\$52,882,852</b>	<b>\$439.68</b>	<b>\$33,568,540</b>	<b>\$694.53</b>	<b>\$86,451,392</b>	<b>\$513</b>	<b>\$68,742,254</b>	<b>\$545</b>	<b>\$29,544,652</b>	<b>\$729</b>	<b>\$98,286,905</b>	<b>\$590</b>	<b>\$27,111,258</b>	<b>\$527</b>	<b>\$27,111,258</b>	<b>\$527</b>
<b>Contribution Margin</b>	<b>(\$881,957)</b>	<b>-\$7</b>	<b>\$1,521,944</b>	<b>\$31</b>	<b>\$639,987</b>	<b>\$4</b>	<b>(\$9,863,082)</b>	<b>(\$78)</b>	<b>\$3,668,973</b>	<b>\$91</b>	<b>(\$6,194,109)</b>	<b>(\$37)</b>	<b>(\$788,421)</b>	<b>(\$15)</b>	<b>(\$788,421)</b>	<b>(\$15)</b>
Kaweah Delta - Indirect Cost <sup>7</sup>	\$7,601,047	\$63	\$4,667,866	\$97	\$12,268,913	\$73	\$8,583,808	\$68	\$3,958,479	\$98	\$12,542,287	\$75	\$3,760,815	\$73	\$3,760,815	\$73
<b>Total Expenses</b>	<b>\$60,483,898</b>	<b>\$503</b>	<b>\$38,236,406</b>	<b>\$791.10</b>	<b>\$98,720,305</b>	<b>\$585</b>	<b>\$77,326,062</b>	<b>\$613</b>	<b>\$33,503,130</b>	<b>\$827</b>	<b>\$110,829,192</b>	<b>\$665</b>	<b>\$30,872,072</b>	<b>\$600</b>	<b>\$30,872,072</b>	<b>\$600</b>
<b>Profit / Loss</b>	<b>(\$8,483,004)</b>	<b>(\$71)</b>	<b>(\$3,145,922)</b>	<b>(\$65)</b>	<b>(\$11,628,926)</b>	<b>(\$69)</b>	<b>(\$18,446,891)</b>	<b>(\$146)</b>	<b>(\$289,505)</b>	<b>(\$7)</b>	<b>(\$18,736,396)</b>	<b>(\$112)</b>	<b>(\$4,549,236)</b>	<b>(\$88)</b>	<b>(\$4,549,236)</b>	<b>(\$88)</b>

# Financial Update

## WellCare - DSNP

# Kaweah Health Capitation – WellCare DSNP

## WellCare Part A Financial Summary

	YTD May 2025			
	DSNP		Total	
Member Months	9,157		9,157	
Revenue	DSNP	PMPM	Total	PMPM
Annual Funding <sup>1</sup>	\$7,973,956	\$871	\$7,973,956	\$871
Annual Settlement		\$0		\$0
Mid Year Settlement		\$0		\$0
KDHCD Employee	\$0	\$0	\$0	\$0
Lab Capitation	\$7,551	\$1	\$7,551	\$1
Indirect Medical Education Payments <sup>3</sup>	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$7,981,507</b>	<b>\$872</b>	<b>\$7,981,507</b>	<b>\$872</b>
Expenses				
Operational/Patient Related Expenses				
Kaweah Health - Direct Cost <sup>6</sup>	\$4,263,258	\$466	\$4,263,258	\$466
Third Party Facilities Net Paid Claims <sup>4</sup>	\$1,189,867	\$130	\$1,189,867	\$130
IBNR - Third Party Claims <sup>5</sup>	\$868,205	\$95	\$868,205	\$95
Estimated Kaweah Health Home Health Direct Cost	\$86,047	\$9	\$86,047	\$9
<b>Total Patient related expenses</b>	<b>\$6,407,378</b>	<b>\$700</b>	<b>\$6,407,378</b>	<b>\$700</b>
<b>Total Admin Fee - Foundation</b>	<b>\$151,564</b>	<b>\$17</b>	<b>\$151,564</b>	<b>\$17</b>
<b>Total Direct Expenses</b>	<b>\$6,558,942</b>	<b>\$716</b>	<b>\$6,558,942</b>	<b>\$716</b>
<b>Contribution Margin</b>	<b>\$1,422,565</b>	<b>\$155</b>	<b>\$1,422,565</b>	<b>\$155</b>
Kaweah Delta - Indirect Cost <sup>7</sup>	\$1,284,281	\$140	\$1,284,281	\$140
<b>Total Expenses</b>	<b>\$7,843,223</b>	<b>\$857</b>	<b>\$7,843,223</b>	<b>\$857</b>
<b>Profit / Loss</b>	<b>\$138,284</b>	<b>\$15</b>	<b>\$138,284</b>	<b>\$15</b>

# Improvements in Care & Efficiency

# Improvements in Efficiency

## LOS of SIH Members vs Hospitalist Group

	2025 Cases	GMLOS	ALOS	Cost Per Day	LOS Opp	Direct Cost Savings vs Hospitalist Group
<b>Hospitalist Group</b>	6,618	3.88	5.79	\$2,406	1.91	
<b>Virtual Care Team – Key Medical Group</b>	1,168	3.93	4.6	\$2,714	<b>0.67</b>	\$3,484,658

Additional value of avoided costs if Kaweah funded/subsidized 2 FTE hospitalists

Key Medical Group Employs 2 FTE Hospitalists

2 FTEs = ~\$475,000 / year savings to Kaweah in subsidies

# Improvements in Care

## Hospital Admission Diversions by KMG Virtual Care Team

2025 Diversions	
May	3
April	5
March	5
February	5
January	6
<b>YTD Total</b>	<b>24</b>

### May Details:

#### 3 Diversions:

- 2 placements (2 to SNF-Part A)
- 1 discharged home with hospice

Historical	
July - Dec 2022	36
2023	41
2024	43

*Definition: Members in the ED who do not meet medical necessity for admission but rather diverted to outpatient services.*

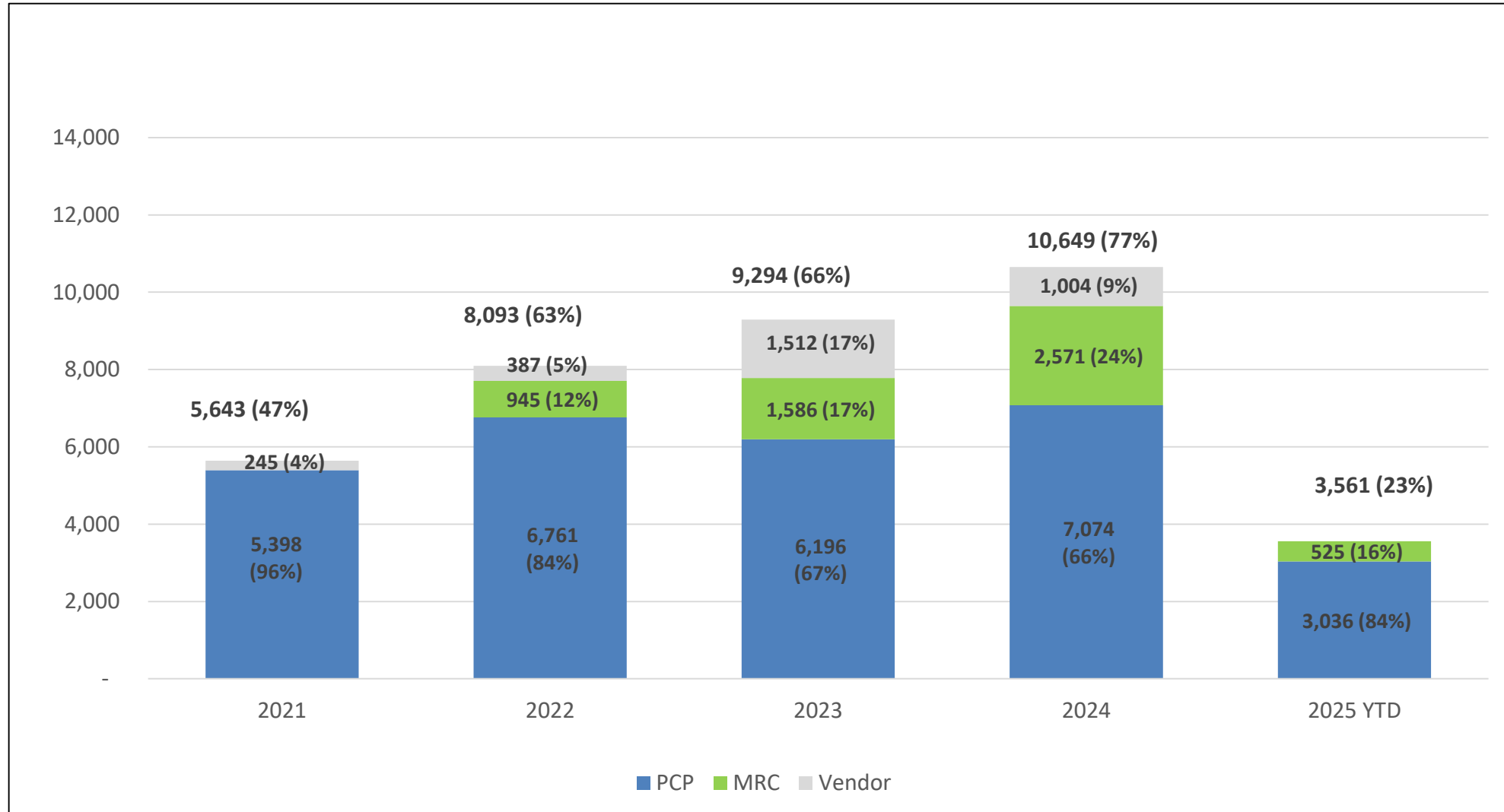


# RAF Score & Quality Outcomes

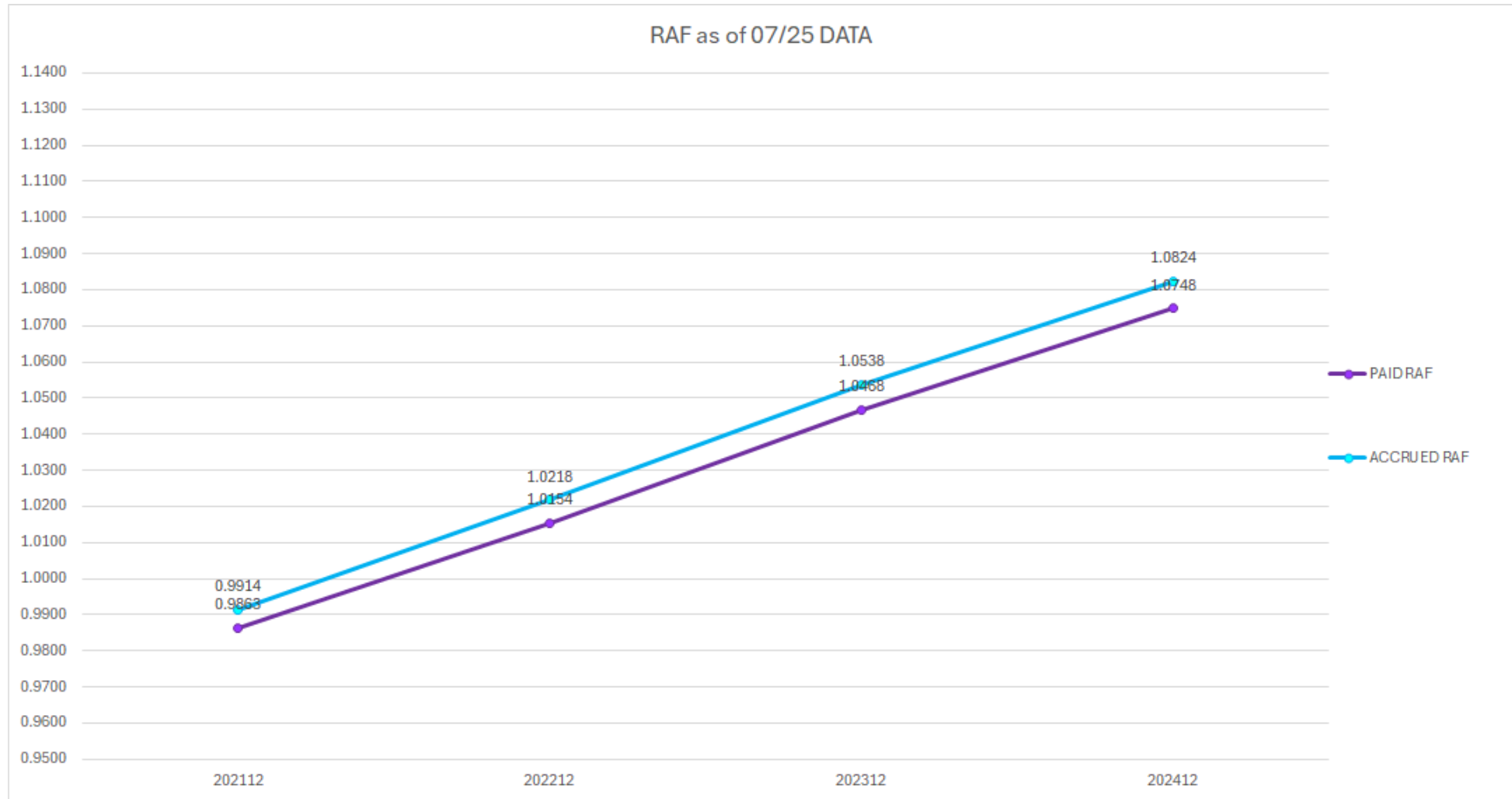
# Impact of Key MG's Quality Incentive Program

- KMG's Quality Incentive Program factors
  - Risk Adjustment Factor
  - Star Score
  - Practice Participation
    - Cozeva Use
    - Open Practice/Accepting New Patients
    - Embedded office support
    - Attend Coding & Documentation Training
    - 80% HCC Redocumentation Rate
  - Kaweah's 2024 Quality Incentive Bonus = \$169,906

# Annual Assessments as of 6/2/25



# RAF Score



# Quality/Stars Summary MY 2024

Quality Stars Summary 04/07/2025 08:35 AM HST

KEY MED GRP CALIFORNIA (SG1: CA000030)

Lob: Medicare Product: HMO, HMO - Dual/SNP, POS

Status: New, Existing Patients: 13,625 CMS Bonus Year: 2026

**Overall Star: 2.96 HEDIS & Patient Safety Star: 3.63 HEDIS Star: 3.65**

**Patient Safety Star: 3.60 Patient Experience Star: 2.00**

Patient Experience: 81.05% Overall Medication Adherence: 88.55%

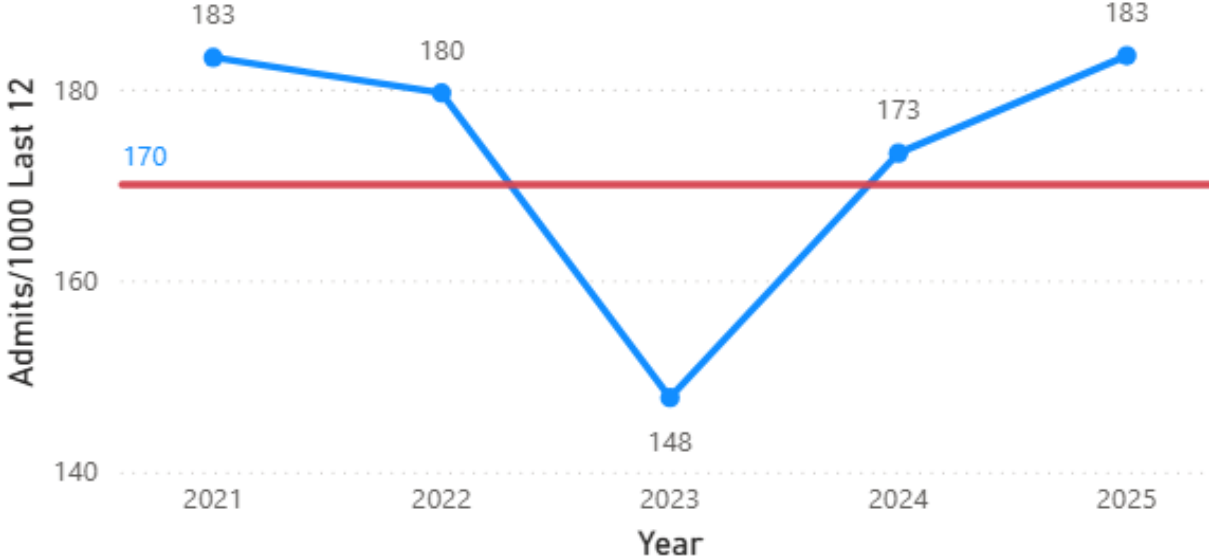
# Quality Outcomes

Measure Name	Pass %	PFY %	YOY	Passing	Eligible	Open	Opp 4	Opp 5	Star	MY 23	YOY Var
			Var PR				Star	Star	Level		Star
Breast Cancer Screening	80.2	78.2	2	2065	2573	508	0	45	4	4	
Care for Older Adults: Functional Status Assessment	93.1	91.4	1.7	2197	2359	162	0	0	5	5	
Care for Older Adults: Medication Review	93.3	92.9	0.4	2202	2359	157	0	110	4	4	
Care for Older Adults: Pain Screening	94.3	94.4	-0.1	2226	2359	133	0	39	4	4	
Colorectal Cancer Screening	74.0	68.7	5.3	4236	5719	1483	54	511	3	3	
Colorectal Cancer Screening: Patients 45-50	45.6	42.8	2.8	26	57	31	-	-	-	-	
Controlling High Blood Pressure	79.2	76.3	2.9	5007	6316	1309	46	362	3	4	-1
Eye Exam for Patients with Diabetes	76.4	75.0	1.4	2269	2969	700	18	196	3	4	-1
Follow-Up After Emergency Department Visit for MCC	62.4	59.9	2.5	992	1589	597	0	105	4	4	
Glycemic Status Assessment for Patients with Diabetes (<=9%)	84.6	80.4	4.2	2514	2969	455	0	159	4	4	
Kidney Health Evaluation for Patients With Diabetes	61.7	56.6	5.1	2488	4031	1543	0	213	4	-	
Osteoporosis Management in Women Who Had a Fracture	44.4	42.8	1.6	24	54	30	5	15	3	3	
Plan All-Cause Readmissions	8.6	9.3	-0.7	1562	1709	147	-	-	4	4	
Statin Therapy for Patients with Cardiovascular Disease	80.6	81.9	-1.3	635	787	152	58	90	2	2	
Transitions of Care: Medication Reconciliation Post Discharge	84.7	75.0	9.7	1242	1466	224	0	34	4	4	
Transitions of Care: Patient Engagement After Inpatient Discharge	89.9	90.4	-0.5	1318	1466	148	0	17	4	4	
Medication Adherence for Cholesterol (Statins)	88.7	88.5	0.2	5858	6602	744	0	282	4	4	
Medication Adherence for Diabetes	85.9	87.2	-1.3	2478	2883	405	31	146	3	3	
Medication Adherence for Hypertension (ACE or ARB)	89.5	88.9	0.6	5629	6284	655	0	153	4	4	
Statin Use in Persons with Diabetes	86.2	86.2	0	1861	2157	296	59	146	3	3	
Coordination of Care	82.55	83.60	-1.05	-	-	-	-	-	2	2	
Getting Care Quickly	88.10	88.01	0.09	-	-	-	-	-	2	2	
Getting Needed Care	91.22	89.88	1.34	-	-	-	-	-	2	2	
Patient Discussion	58.18	57.54	0.64	-	-	-	-	-	2	2	

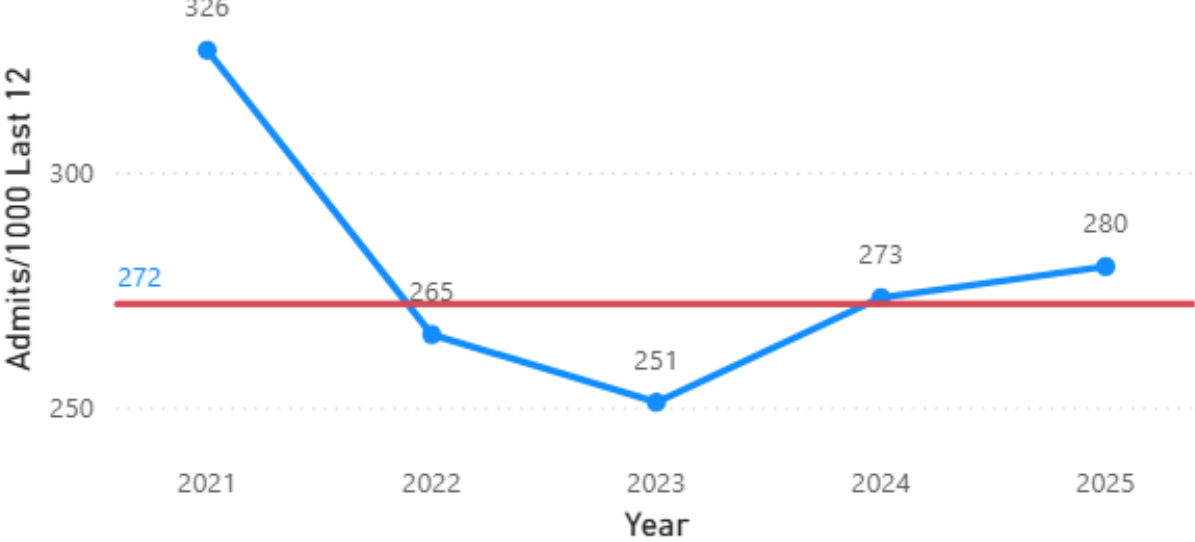
# Acute Care Utilization

# Hospital Admissions per 1,000

Gold Admits/1000 Rolling 12

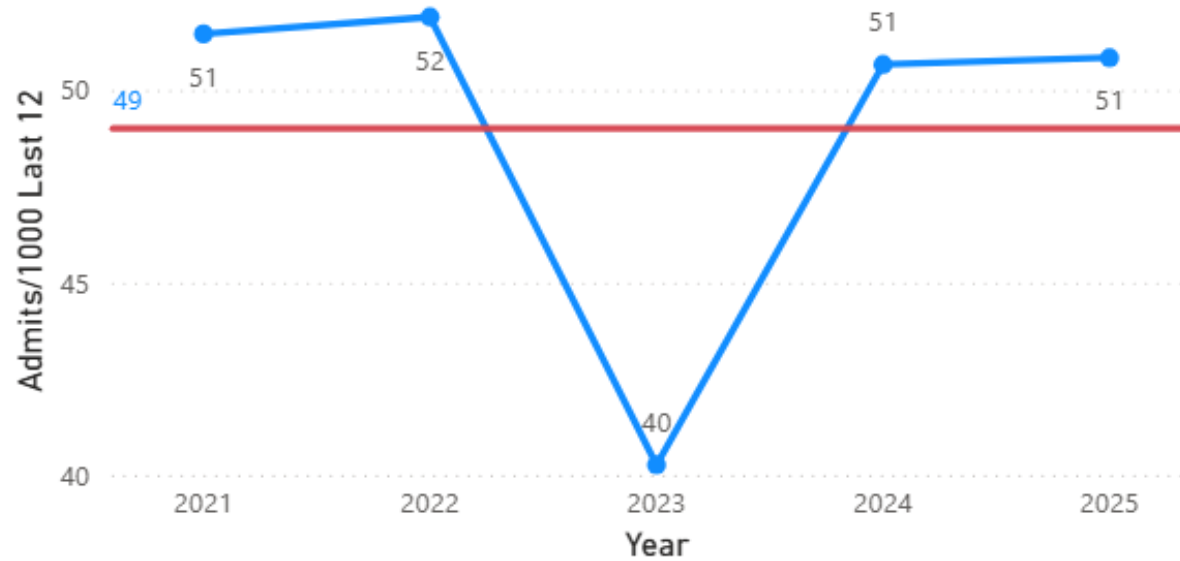


Combined D-SNP Admits/1000 Rolling 12 ↑ ↓ ↕ 🔍 📄 🔔 ☰ 🗨️ ⋮

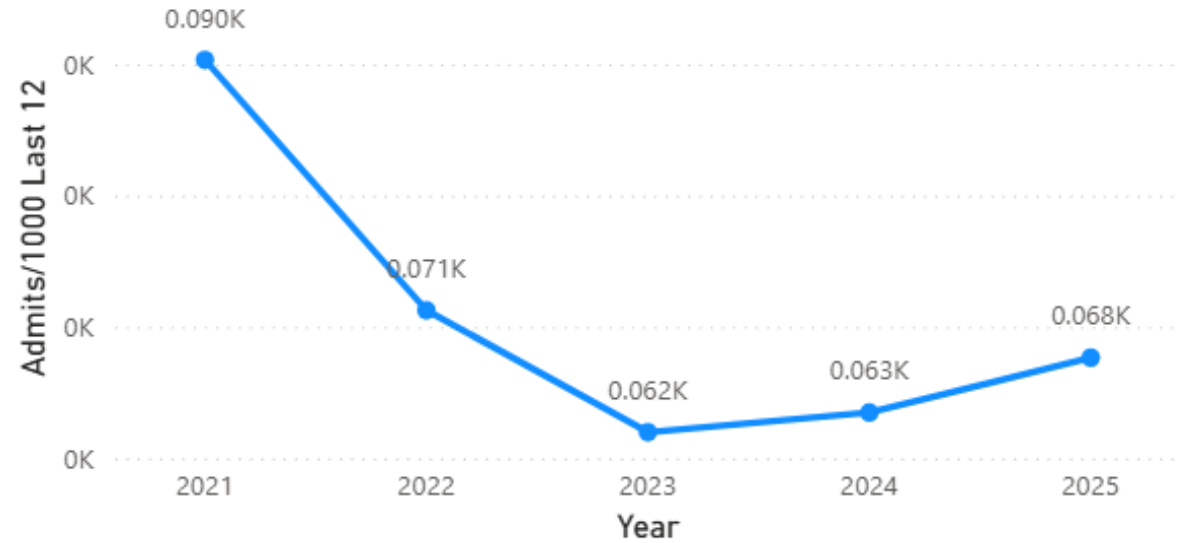


# SNF Admissions per 1,000

Humana Gold SNF Admits/1000 Rolling 12



Combined D-SNP SNF Admits/1000 Rolling 12





# **Disease States Driving Avoidable Utilization**

# Hospital Admissions

Top Admission Clinical Categories

Clinical Category	CY IP Admits	% Change from PY	CY IP Avg Cost	% Change from PY
Heart failure	37.00	27.6%	\$14,308	-19.0%
Bacterial infections	32.00	-17.9%	\$18,301	-24.4%
Pneumonia (except that caused by tube..	12.00	-47.8%	\$11,675	6.1%
Intestinal obstruction and ileus	11.00	175.0%	\$11,611	1.1%
Cardiac dysrhythmias	10.00	25.0%	\$12,083	-32.8%
Gastrointestinal hemorrhage	10.00	-9.1%	\$11,506	-5.1%
Influenza	10.00	233.3%	\$9,930	-7.9%
Acute and unspecified renal failure	9.00	-25.0%	\$12,145	-30.5%
Acute myocardial infarction	9.00	125.0%	\$13,787	-59.1%
Cerebral infarction	9.00	-25.0%	\$13,486	14.4%

Top PQI Avoidable Clinical Categories

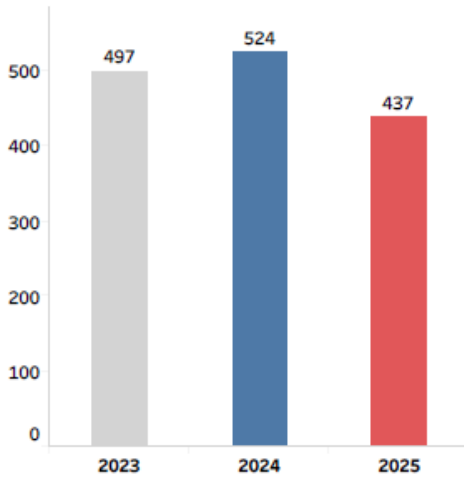
Clinical Category	CY Avoidable Admits	% Change from PY	CY Average Avoidable Co..	% Change from PY
Heart failure	37.00	27.6%	\$14,308	-19.0%
Chronic obstructive pulmonary disease and ..	9.00	-50.0%	\$9,380	18.6%
Diabetes mellitus, Type 2	8.00	-27.3%	\$13,924	7.6%
Pneumonia (except that caused by tuberculo..	7.00	-61.1%	\$11,943	7.3%
Diabetes mellitus with complication	6.00	-33.3%	\$19,454	-26.0%
Null	0.00			
Abdominal hernia	0.00			
Abdominal pain and other digestive/abdome..	0.00			
Abnormal findings related to substance use	0.00			
Abnormal findings without diagnosis	0.00			

Top 10 Inpatient Facilities

Servicing Provider	Network	Admits	CMI Adjusted Cost per Admit	ALOS	Avoidable Rate	Readmission Rate
Kaweah Delta Health Care District	IN - IN AREA	252	\$9,220	5.28	18%	14%
Hanford Community Hospital	OON	43	\$8,435	5.51	23%	9%
Sierra View Local Health Care District	IN - IN AREA	35	\$9,525	3.71	9%	17%
Adventist Health Tulare	OON	27	\$9,133	5.19	30%	11%

# ED and Urgent Care Visits

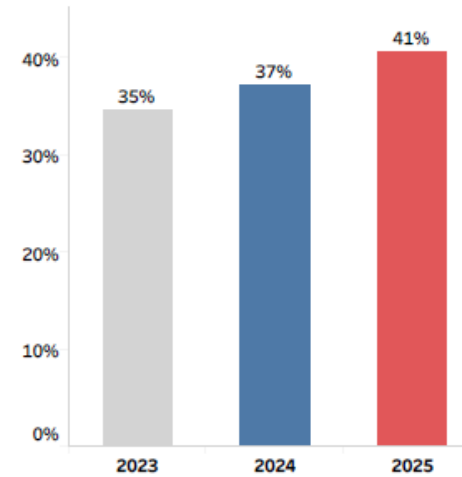
ED Visits per 1000



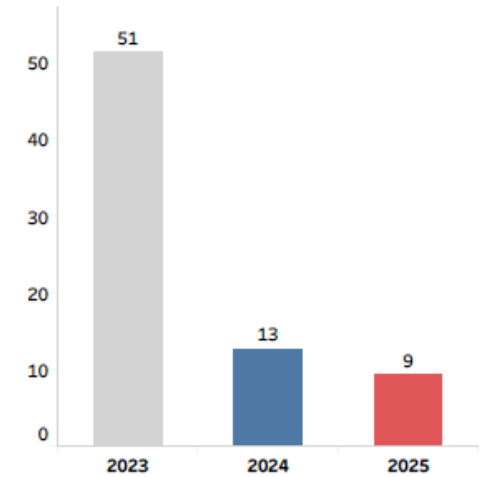
ED Clinical Categories  
Ranked by ED Visit Count

Clinical Category	Visits	Avg Cost
Nonspecific chest pain	47	\$757
Superficial injury; contusion, initial encounter	42	\$409
Musculoskeletal pain, not low back pain	35	\$332
Urinary tract infections	34	\$630
Respiratory signs and symptoms	31	\$478
Abdominal pain and other digestive/abdomen signs and symp..	30	\$475
Syncope	26	\$1,159
Other unspecified injury	23	\$344
Influenza	22	\$567
Skin and subcutaneous tissue infections	22	\$245

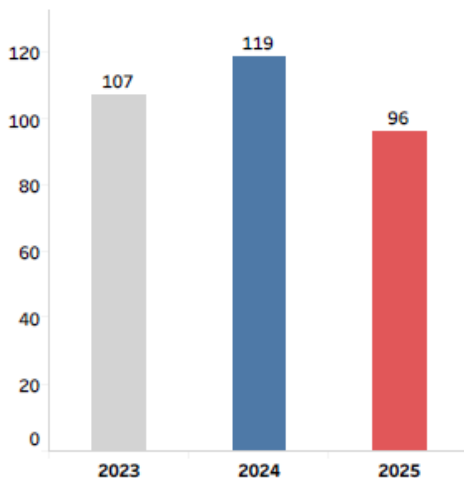
% ED Visits Converted to IP Admits



Urgent Care Visits per 1000



Preventable ED Visits per 1000



Preventable Clinical Categories  
Ranked by Preventable ED Visit Count

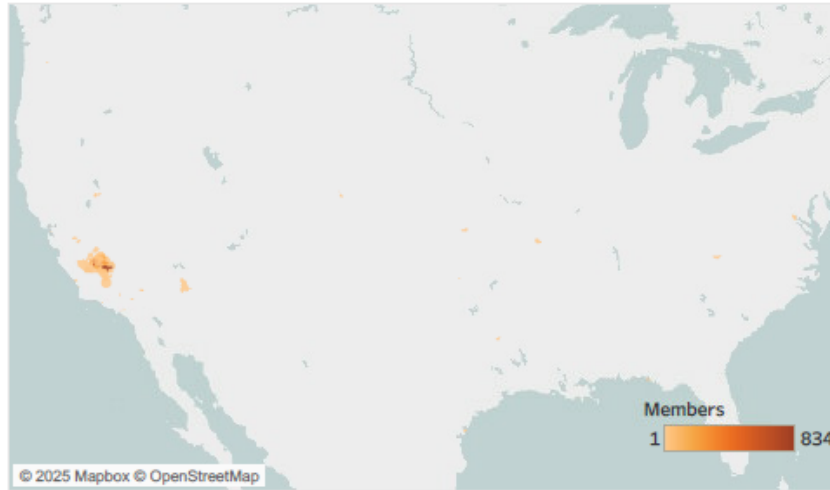
Clinical Category	Visits	Avg Cost
Musculoskeletal pain, not low back pain	34	\$342
Pneumonia (except that caused by tuberculosis)	18	\$668
Malaise and fatigue	16	\$565
Aplastic anemia	15	\$725
Chronic obstructive pulmonary disease and bronchiectasis	14	\$1,186
Nausea and vomiting	13	\$439
Diabetes mellitus, Type 2	10	\$646
General sensation/perception signs and symptoms	10	\$575
Essential hypertension	6	\$256
Spondylopathies/spondyloarthropathy (including infective)	6	\$227

Urgent Care Clinical Categories  
Ranked by Urgent Care Visit Count

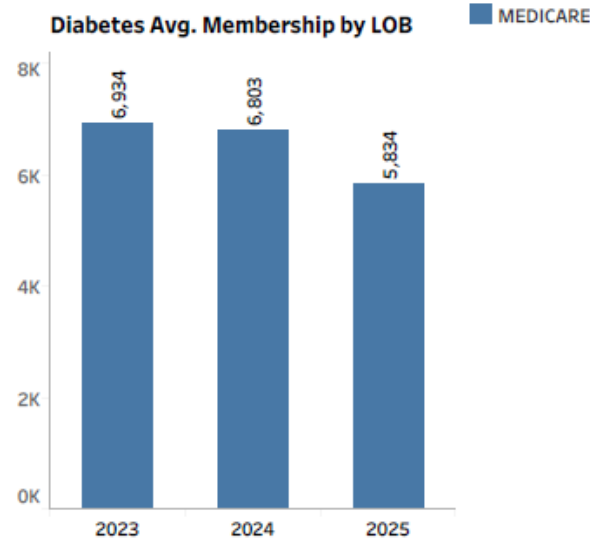
Clinical Category	Visits
Other specified upper respiratory infections	6
Other specified and unspecified disorders of the ear	4
Acute bronchitis	1
Effect of other external causes, initial encounter	1
Fracture of the upper limb, initial encounter	1
Hyperplasia of prostate	1
Musculoskeletal pain, not low back pain	1
Nausea and vomiting	1
Other general signs and symptoms	1
Other specified and unspecified skin disorders	1

# Diabetes Utilization and Cost of Care

Diabetes Member Density by Zip Code



Diabetes Avg. Membership by LOB



Diabetes Trends: Overall vs LOB

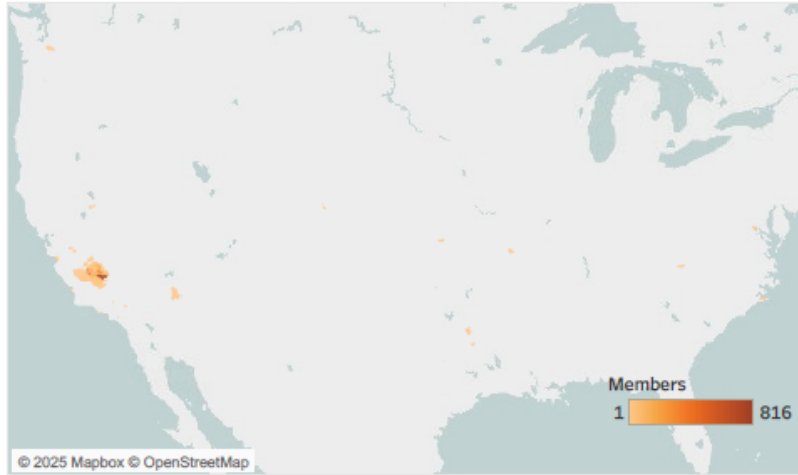


Practices with Highest Diabetes Membership

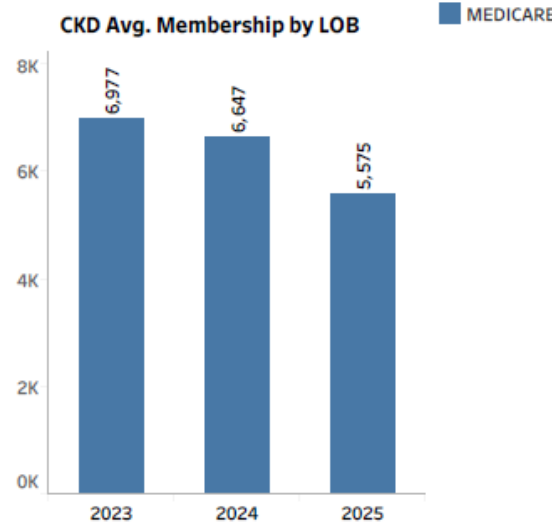
Practice	Members	PMPM	ED/K	IP/K
KAWEAH HEALTH MEDICAL CENTER - V00086	940	\$763	280	247
KEY MEDICAL ASSOCIATES - V02826	557	\$1,092	483	270
TULARE FAMILY PRACTICE MEDICAL GROUP - V00217	362	\$1,003	649	239
SEQUOIA HEALTHCARE ALLIANCE - V04085	357	\$794	399	191
KINGS MEDICAL GROUP - V00697	264	\$1,270	963	399

# CKD Utilization and Cost of Care

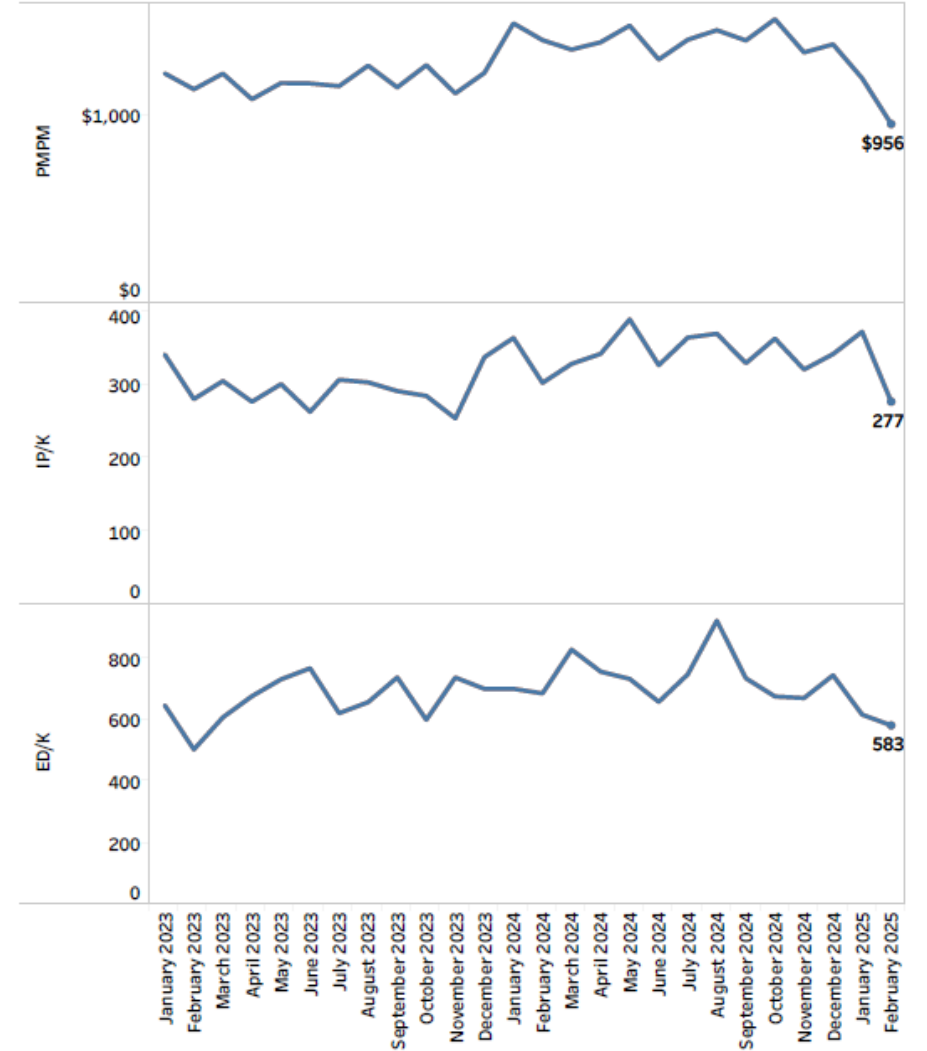
CKD Member Density by Zip Code



CKD Avg. Membership by LOB



CKD Trends: Overall vs LOB



Practices with Highest CKD Membership

Practice	Members	PMPM	ED/K	IP/K
KAWEAH HEALTH MEDICAL CENTER - V00086	924	\$875	343	289
KEY MEDICAL ASSOCIATES - V02826	619	\$1,292	585	404
SEQUOIA HEALTHCARE ALLIANCE - V04085	388	\$936	574	239
TULARE FAMILY PRACTICE MEDICAL GROUP - V00217	324	\$1,266	612	383
VISALIA FAMILY PRACTICE MEDICAL GROUP - V00234	230	\$1,071	426	239



# The pursuit of healthiness

# CFO Financial Report

## Month Ending June 2025



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



**Kawah Health**<sup>™</sup>  
MORE THAN MEDICINE. LIFE.

## → Timeline for Implementation & Expected Impact/Cuts

**2025**

- SDP programs capped 100% Medicare (grandfathered gets delay) 5/1/2025
- Provider Tax uniformity changes 7/4/2025
- DSH Cuts begin 10/1/2025
- Rural Health Transformation application due by state 12/31/2025
- Medicare sequestration 4% begins 10/1/2025

**2026**

- Expansion FMAP reduction for undocumented emergency care 10/2026
- Rural Health Transform funds likely start to flow in Q2 or Q3

**2027**

- 1115 Waiver Budget Neutrality
- Retroactive Eligibility limitation by 1/1/2027
- Redeterminations by 12/31/2026; *\$\$ impact starts 2027*
- Work requirements by 12/31/2026; *\$\$ impact starts 2027*

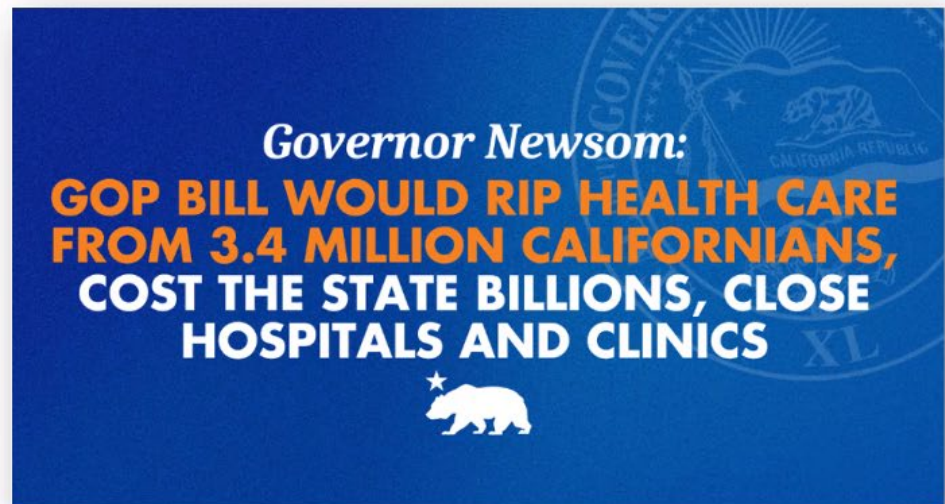
**2028**

- 10% annual Phase-down of SDPs begins
- Phase-down of Provider taxes begins
- \$35 Copayments by 10/1/2028



## Expected Impact on California

- Governor's press conference stated Medi-Cal Impact:
  - 3.4 million individuals lose Medi-Cal coverage,
  - Loss of \$30 billion in federal funding
- CHA's estimate:
  - \$66 billion to \$128 billion over 10 years
  - 30% reduction in total Medi-Cal revenue
- Covered California estimates
  - Roughly 30% or 600,000 of their 2.0 million enrollees will drop off the ACA exchange.
  - Without subsidy enhancements, average premiums will increase by 66%.



# Financial Impacts from Recent Legislation

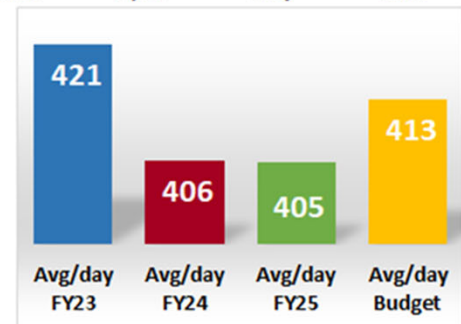
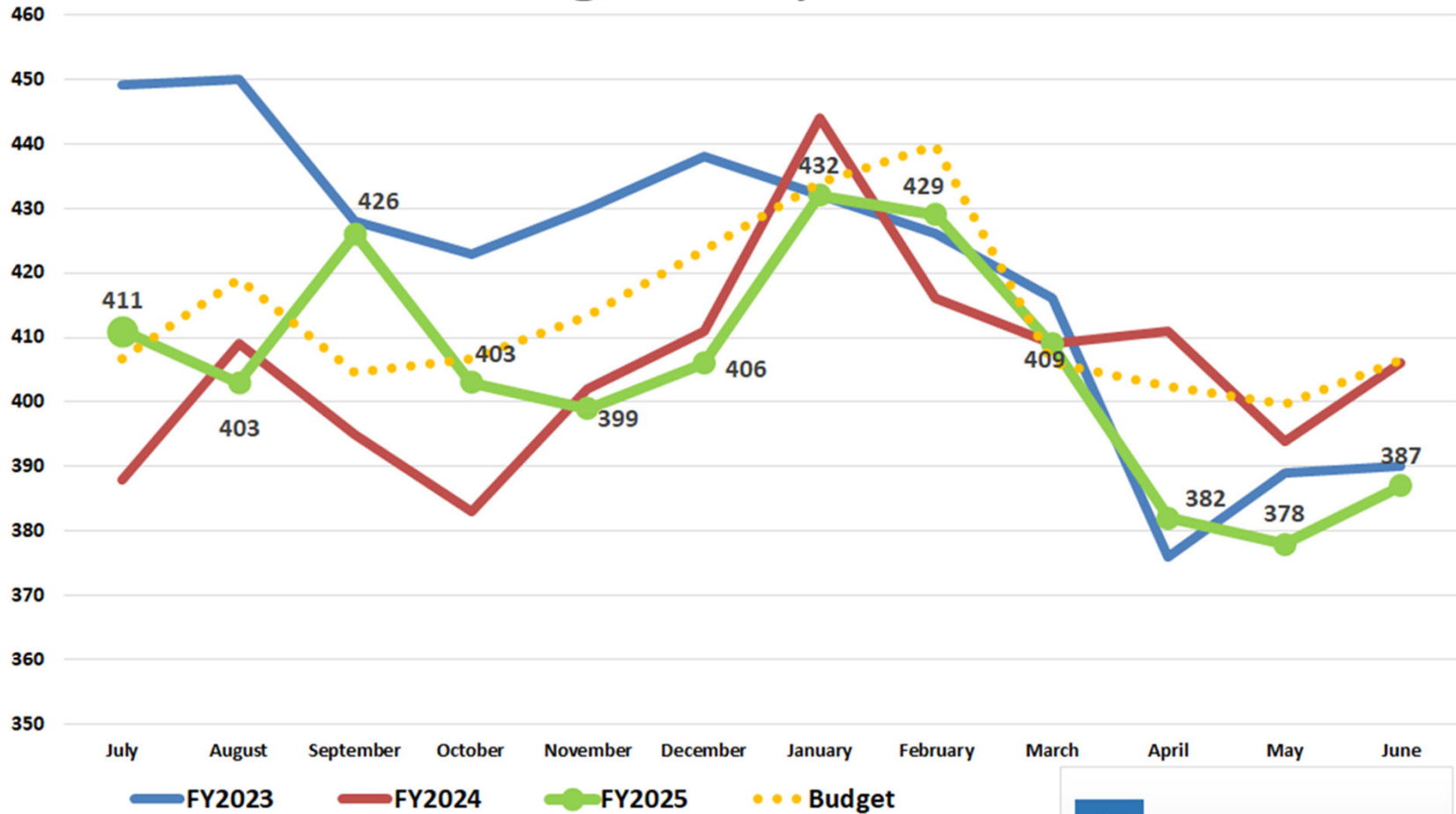
## Total Net Impact (Accrual Basis)

- DHLF's estimated impact assessment *does not* consider the impact to Medi-Cal base rates (potential FFS policy changes or MC contracting), pending regulatory changes, Medicare sequestration changes, any potential offsetting Rural Health Transformation funding, increases in uncompensated care, or other Medi-Cal programmatic changes.

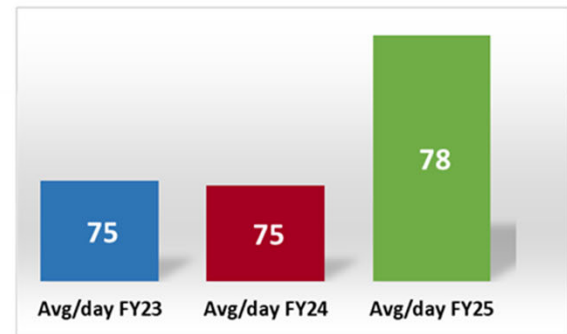
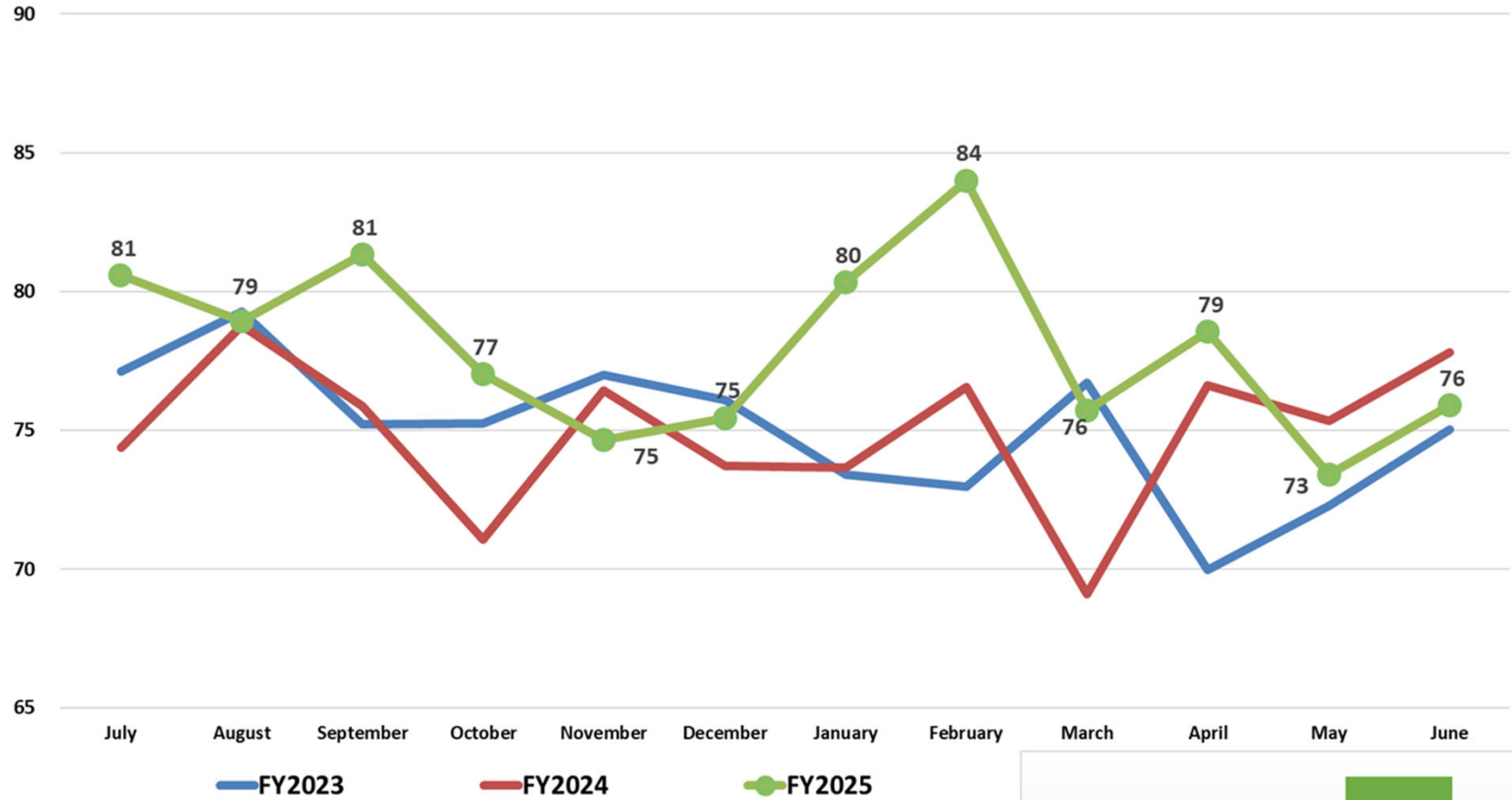
***These estimates are intended to illustrate only the potential impact from the changes to current net Medi-Cal supplemental payments.***

Program	CY 2025	CY 2026	CY 2027	CY 2028	CY 2029	CY 2030+
AB 113	\$29M	\$26M	\$26M	\$26M	\$26M	\$26M
AB 915	\$29M	\$26M	\$23M	\$20M	\$20M	\$20M
HQAF Grants	\$80M	\$60M	\$40M	\$0M	\$0M	\$0M
Medi-Cal DSH	\$52M	\$21M	\$21M	\$21M	\$21M	\$21M
VRRP	\$335M	\$302M	\$268M	\$235M	\$235M	\$235M
DHDP	\$505M	\$455M	\$429M	\$379M	\$354M	\$354M
QIP	\$104M	\$94M	\$88M	\$78M	\$73M	\$73M
<b>Total</b>	<b>\$1,134M</b>	<b>\$982M</b>	<b>\$896M</b>	<b>\$758M</b>	<b>\$728M</b>	<b>\$728M</b>
<b>% Change from CY 2025</b>	<b>n/a</b>	<b>-13%</b>	<b>-21%</b>	<b>-33%</b>	<b>-36%</b>	<b>-36%</b>

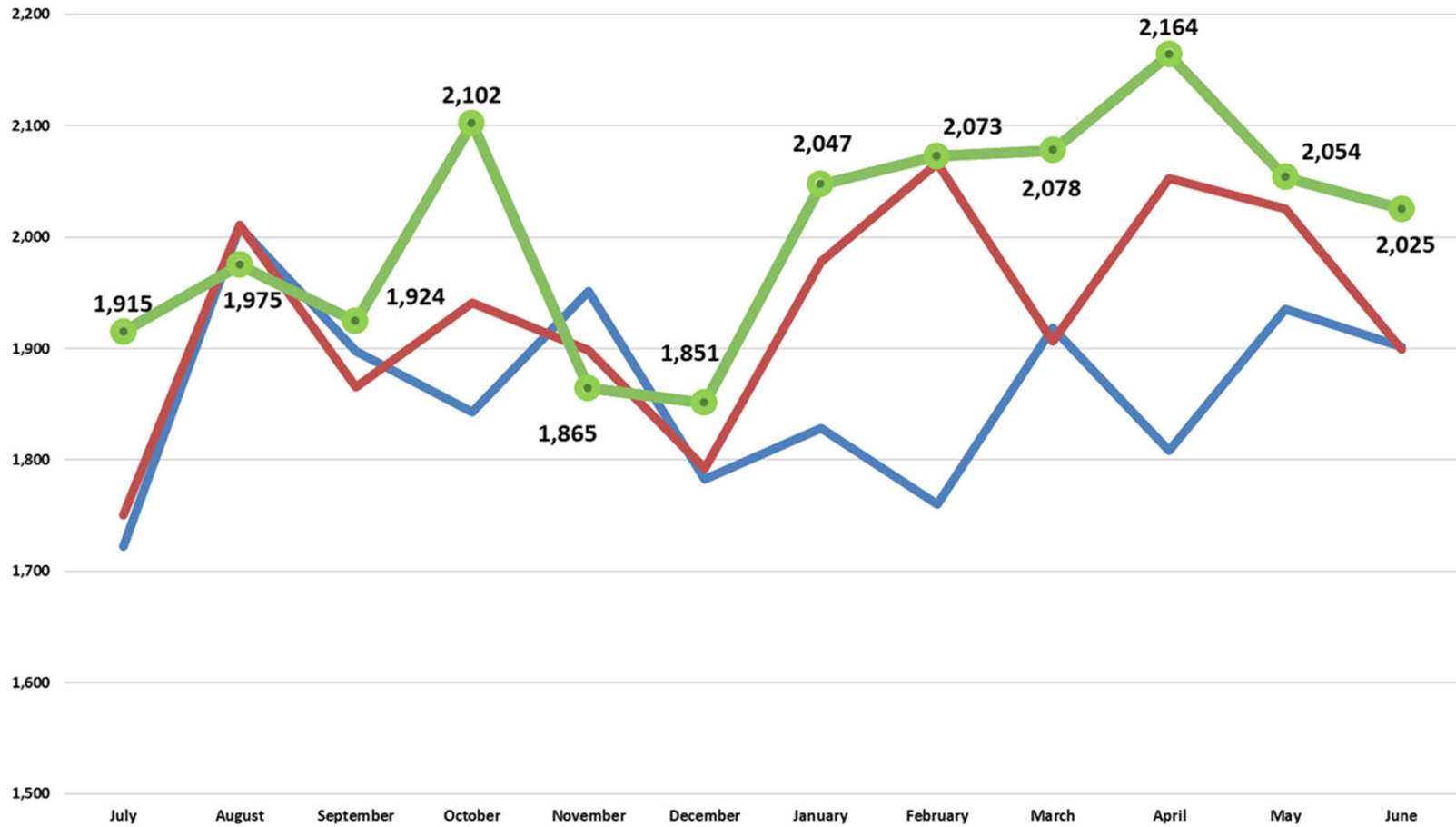
# Average Daily Census



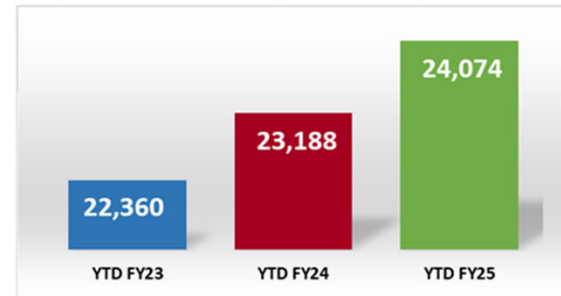
# Average Discharges per Day



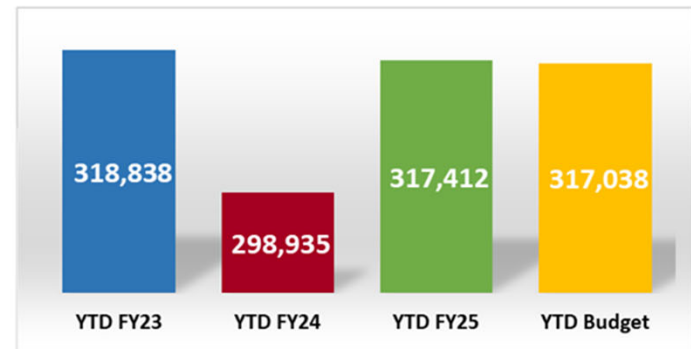
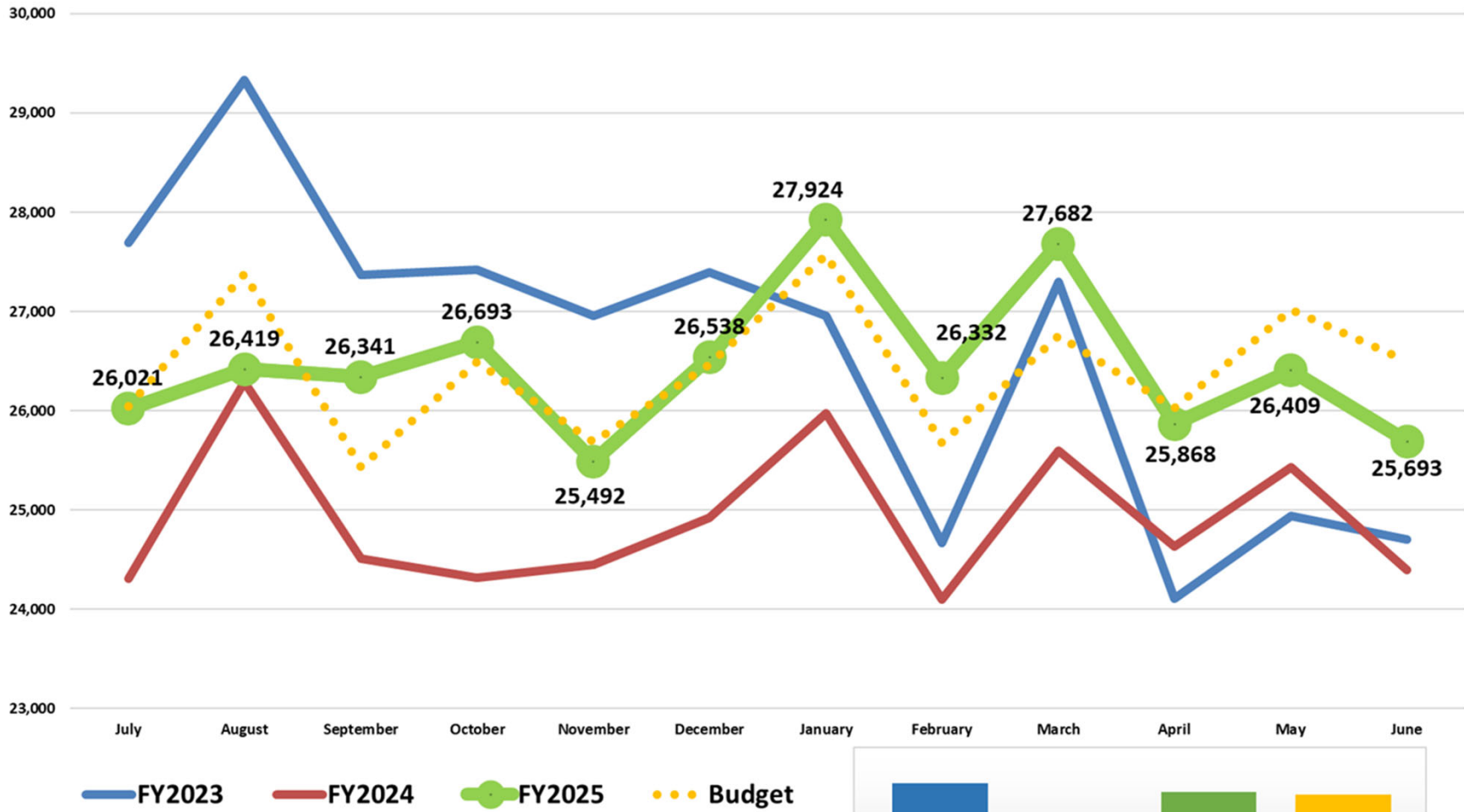
# Outpatient Registrations Per Day



—● FY2023   
 —● FY2024   
 —● FY2025



# Adjusted Patient Days



## Statistical Results – Fiscal Year Comparison (June)

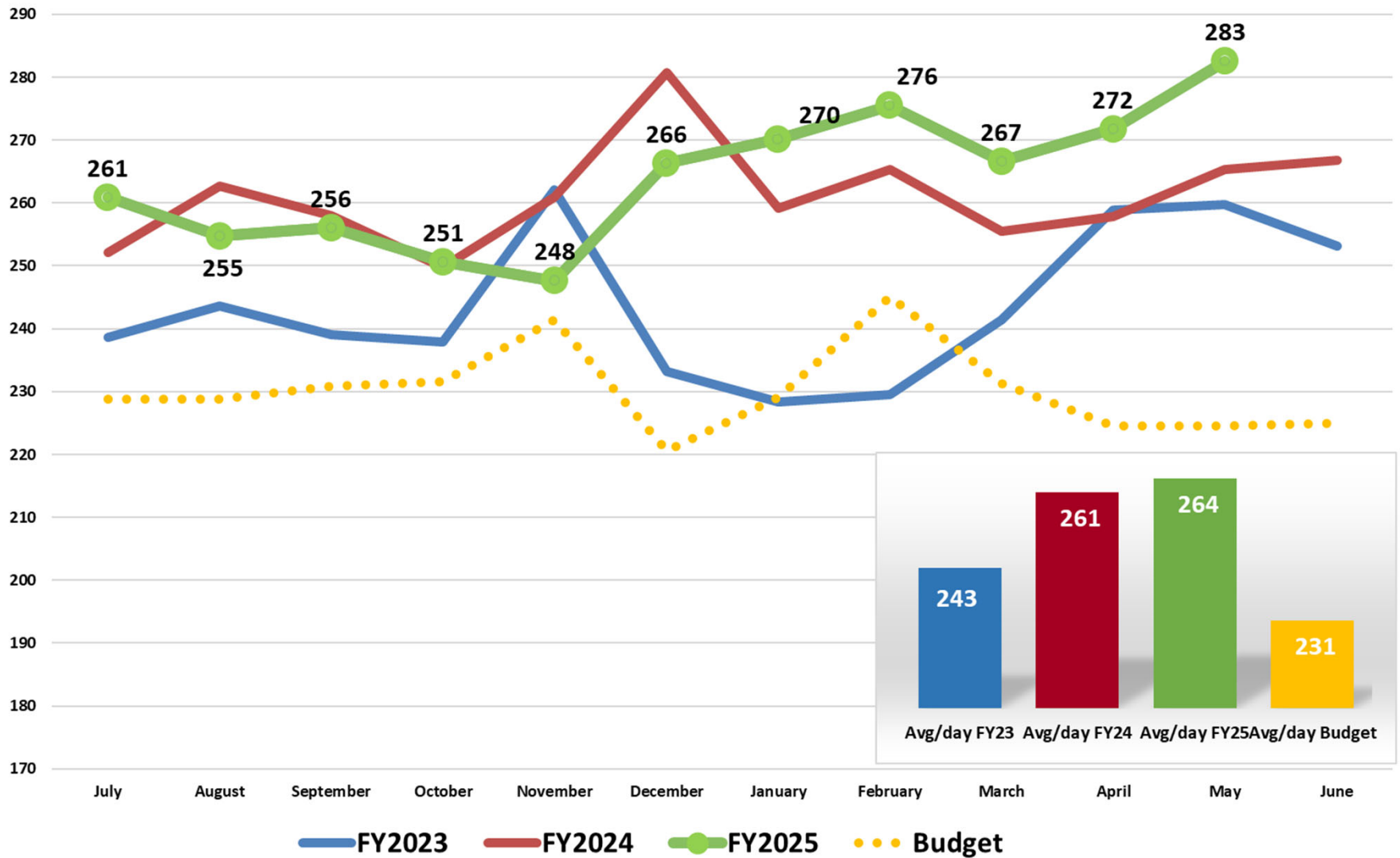
	Actual Results			Budget	Budget Variance	
	Jun 2024	Jun 2025	% Change	Jun 2025	Change	% Change
<b>Average Daily Census</b>	<b>406</b>	<b>387</b>	<b>(4.7%)</b>	<b>407</b>	<b>(20)</b>	<b>(5.0%)</b>
<b>KDHCD Patient Days:</b>						
Medical Center	8,493	7,765	(8.6%)	8,115	(350)	(4.3%)
Acute I/P Psych	1,098	1,299	18.3%	1,358	(59)	(4.3%)
Sub-Acute	825	836	1.3%	900	(64)	(7.1%)
Rehab	552	543	(1.6%)	564	(21)	(3.7%)
TCS-Ortho	344	393	14.2%	370	23	6.2%
NICU	378	323	(14.6%)	400	(77)	(19.3%)
Nursery	498	443	(11.0%)	500	(57)	(11.4%)
<b>Total KDHCD Patient Days</b>	<b>12,188</b>	<b>11,602</b>	<b>(4.8%)</b>	<b>12,207</b>	<b>(605)</b>	<b>(5.0%)</b>
<b>Total Outpatient Volume</b>	<b>56,970</b>	<b>60,750</b>	<b>6.6%</b>	<b>59,671</b>	<b>1,079</b>	<b>1.8%</b>

## Statistical Results – Fiscal Year Comparison (Jul-Jun)

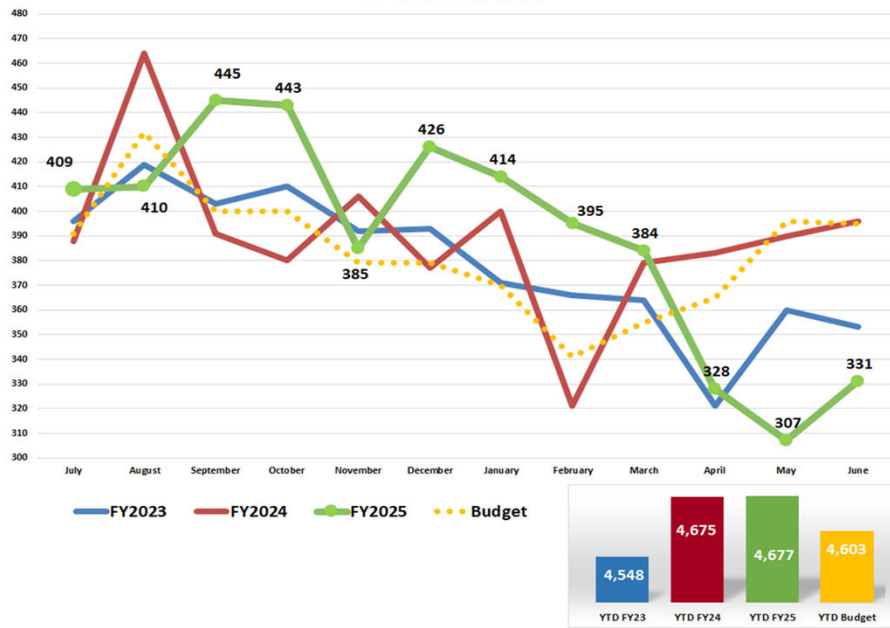
	Actual Results			Budget	Budget Variance	
	FYTD 2024	FYTD 2025	% Change	FYTD 2025	Change	% Change
<b>Average Daily Census</b>	<b>406</b>	<b>405</b>	<b>(0.2%)</b>	<b>413</b>	<b>(8)</b>	<b>(2.0%)</b>
<b>KDHCD Patient Days:</b>						
Medical Center	100,865	101,129	0.3%	101,198	(69)	(0.1%)
Acute I/P Psych	15,242	13,754	(9.8%)	16,516	(2,762)	(16.7%)
Sub-Acute	10,967	10,719	(2.3%)	10,950	(231)	(2.1%)
Rehab	6,518	7,384	13.3%	6,646	738	11.1%
TCS-Ortho	4,102	4,333	5.6%	4,625	(292)	(6.3%)
NICU	4,854	4,643	(4.3%)	4,940	(297)	(6.0%)
Nursery	5,939	5,945	0.1%	6,000	(55)	(0.9%)
<b>Total KDHCD Patient Days</b>	<b>148,487</b>	<b>147,907</b>	<b>(0.4%)</b>	<b>150,875</b>	<b>(2,968)</b>	<b>(2.0%)</b>
<b>Total Outpatient Volume</b>	<b>704,880</b>	<b>732,066</b>	<b>3.9%</b>	<b>726,001</b>	<b>6,065</b>	<b>0.8%</b>



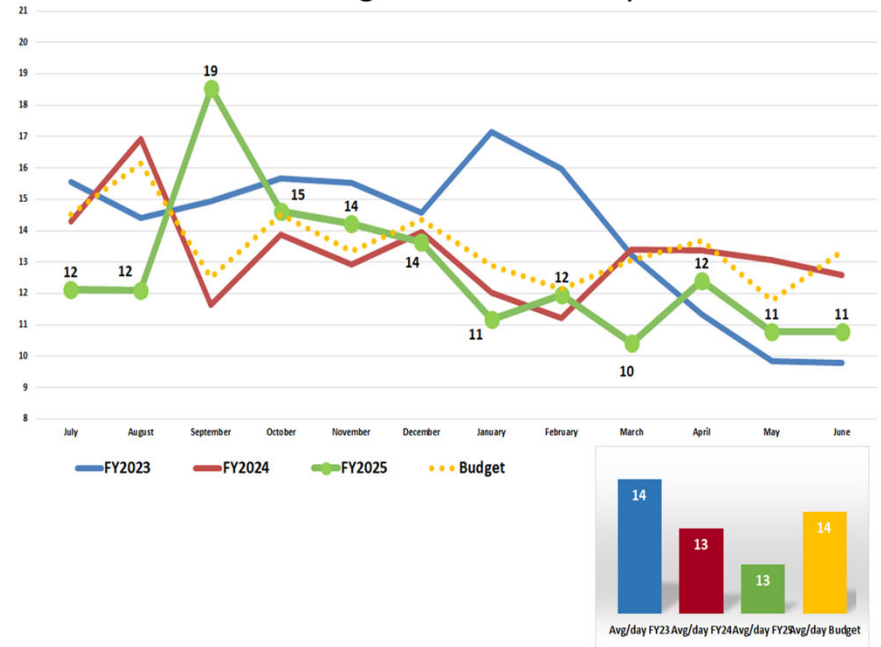
# ED - Avg Treated Per Day



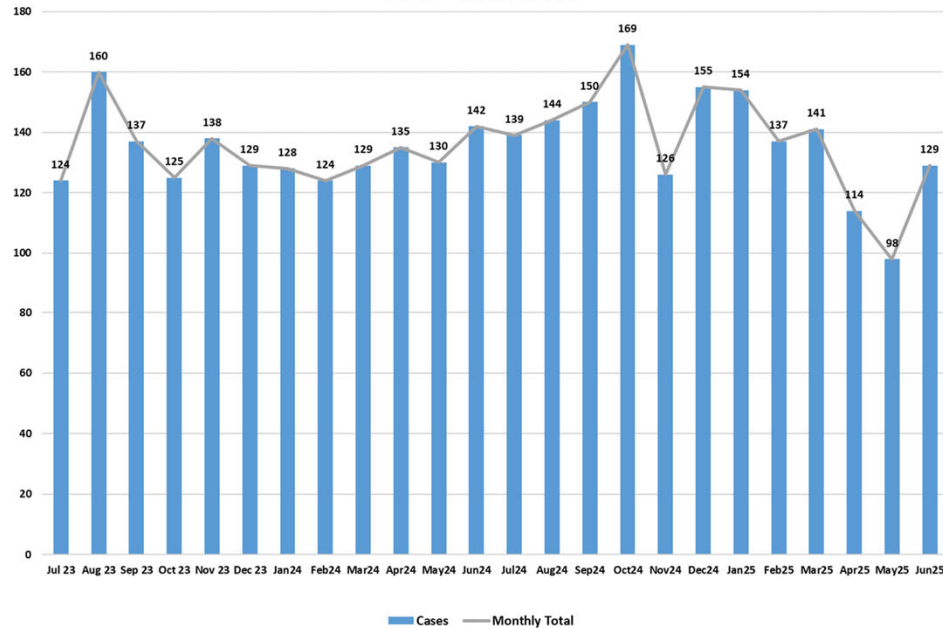
## Deliveries



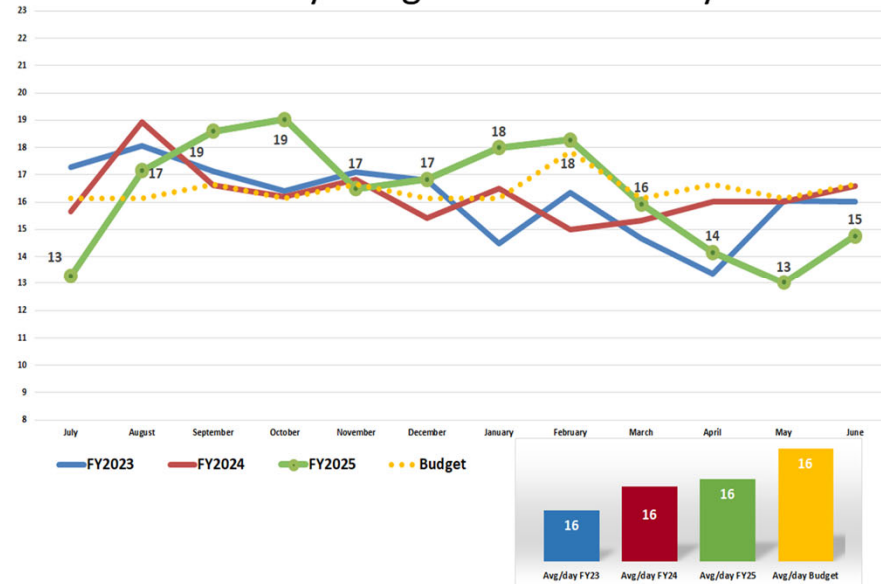
## NICU - Avg Patients Per Day



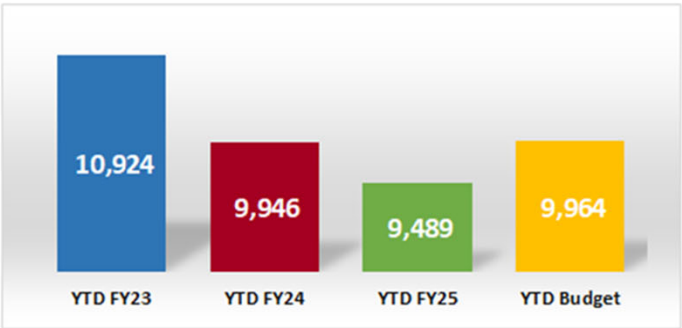
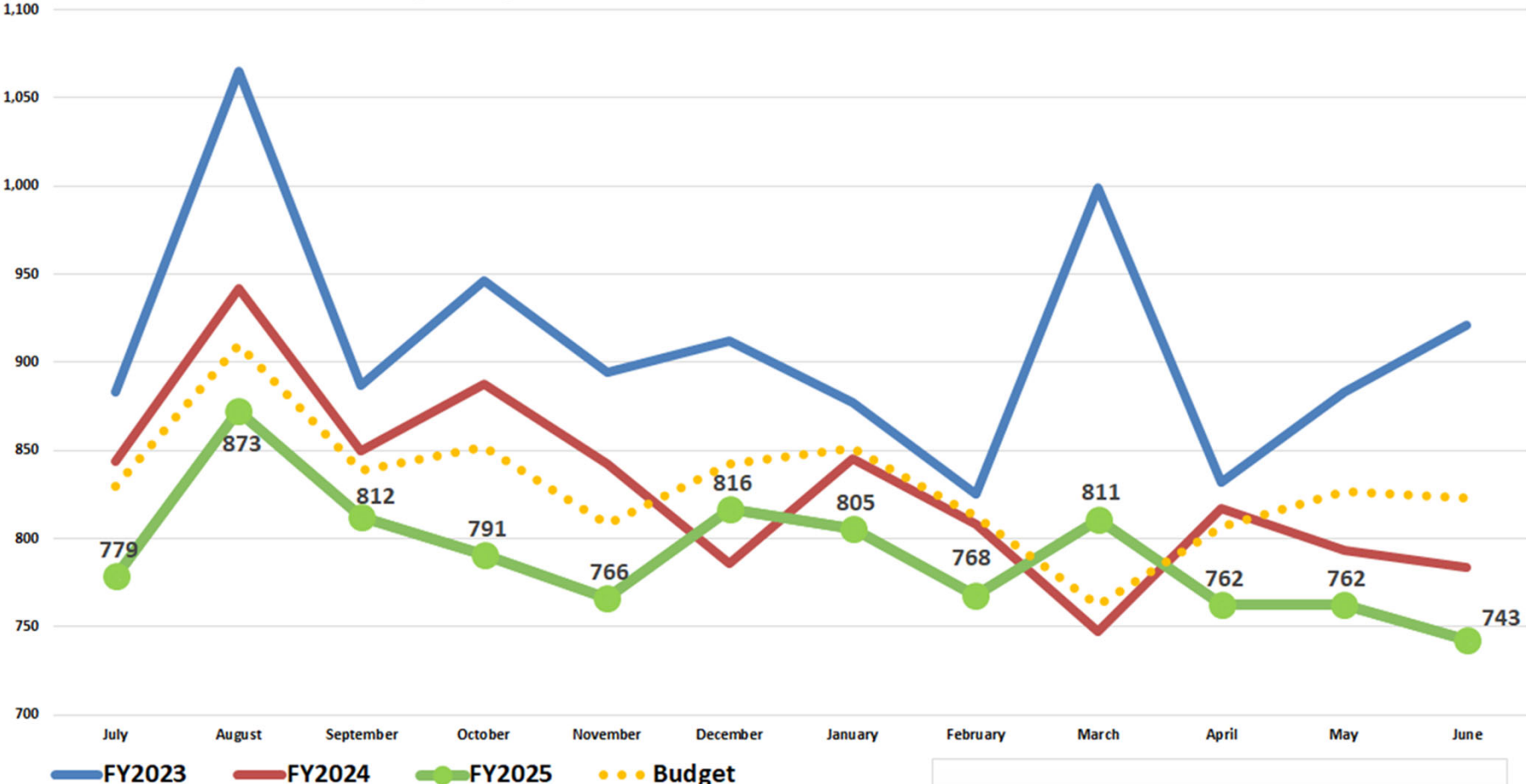
## OB Cases



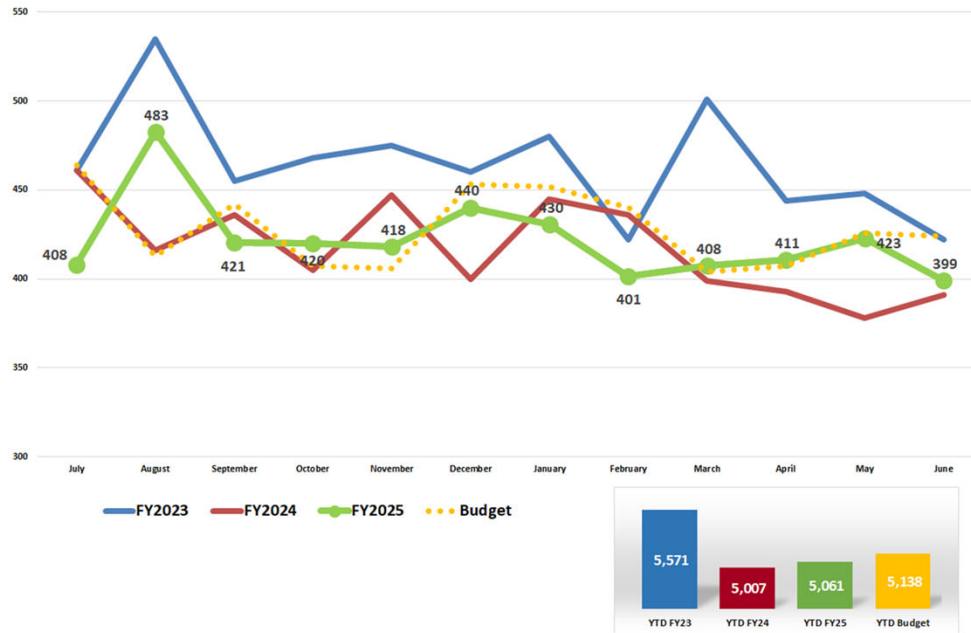
## Nursery - Avg Patients Per Day



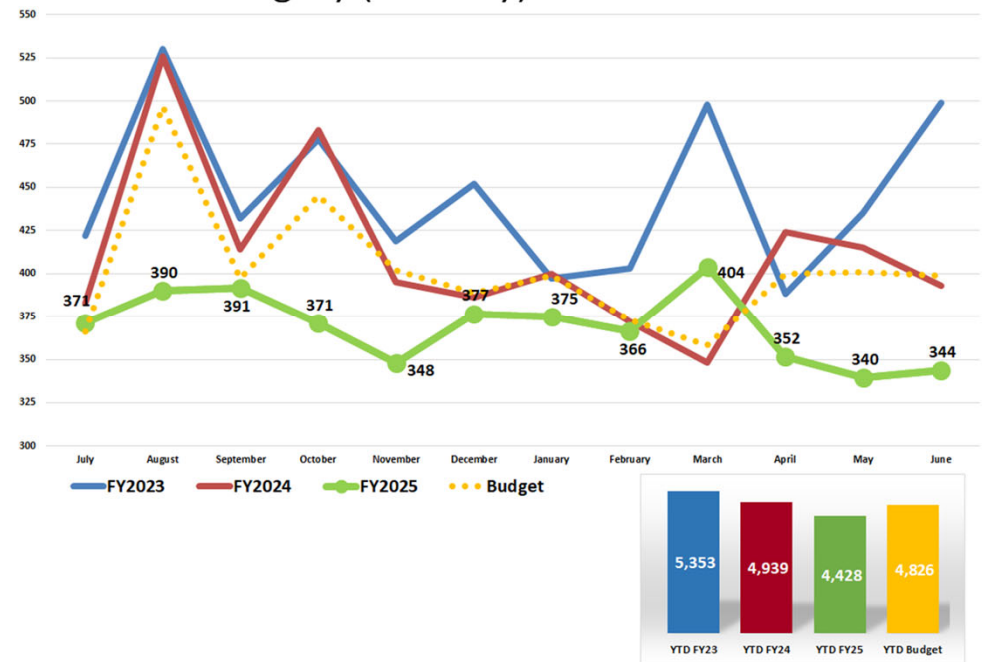
# Surgery (IP & OP) – 100 Min Units



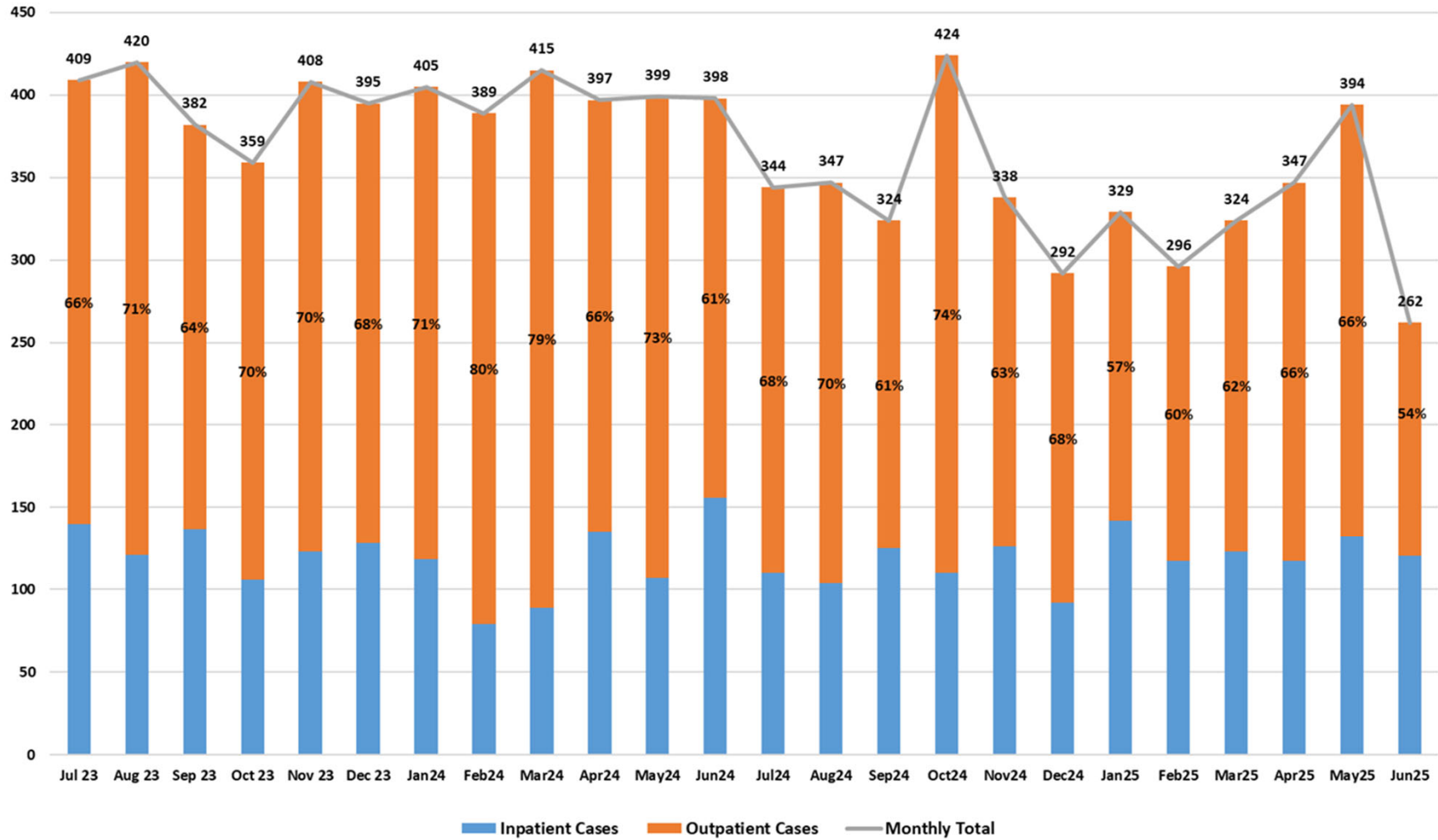
### Surgery (IP Only) - 100 Min Unit



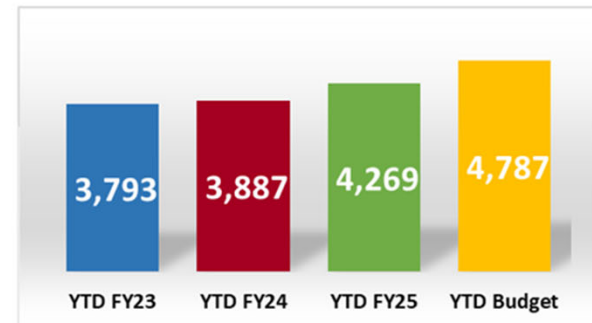
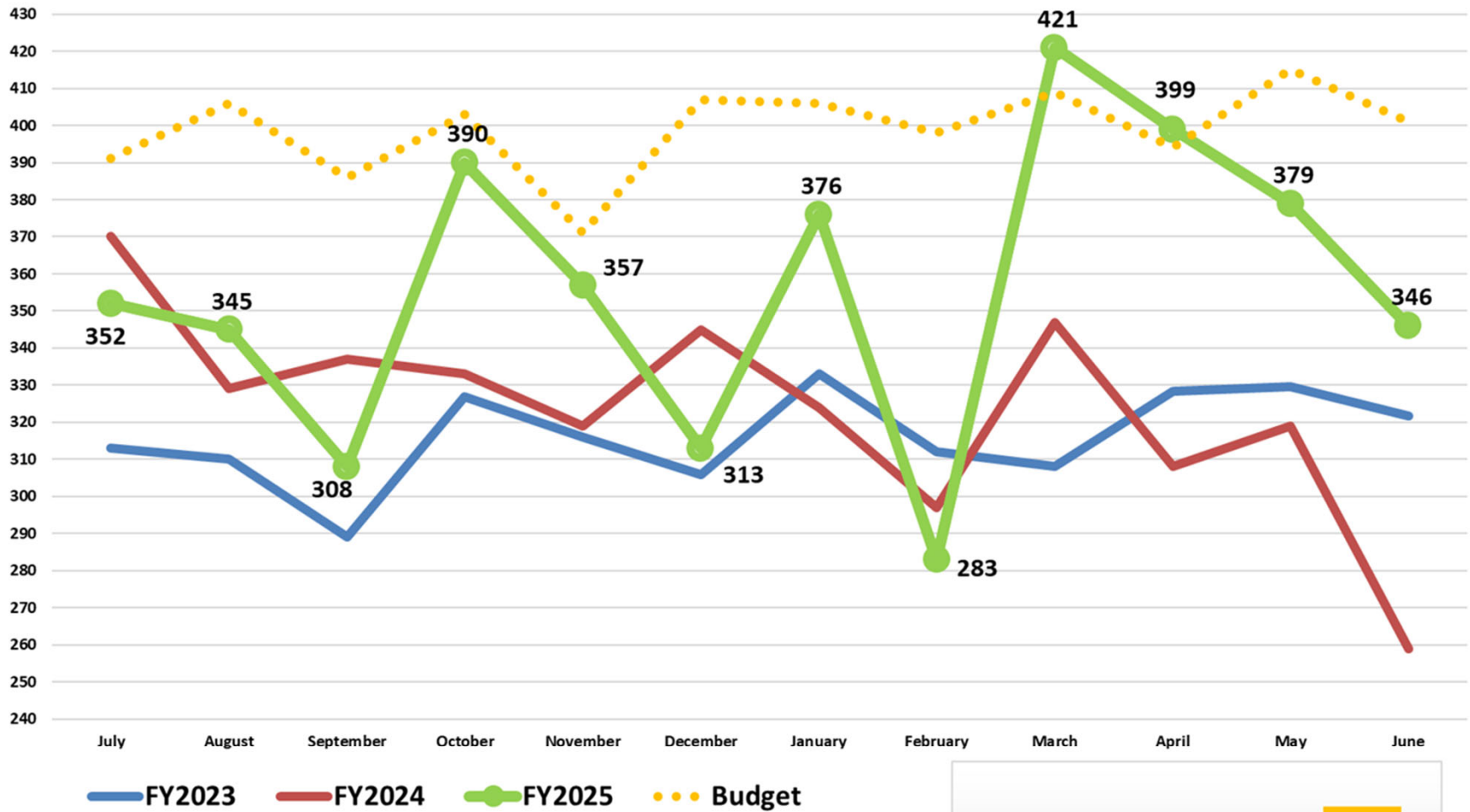
### Surgery (OP Only) - 100 Min Units



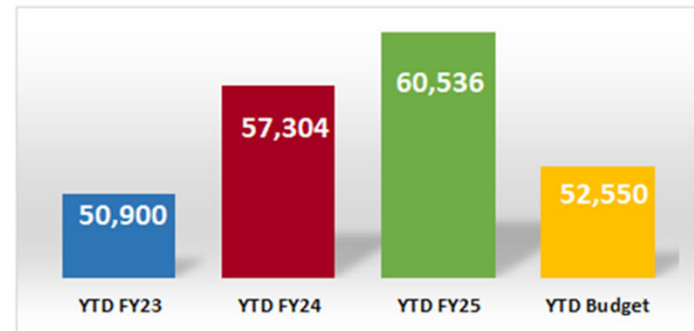
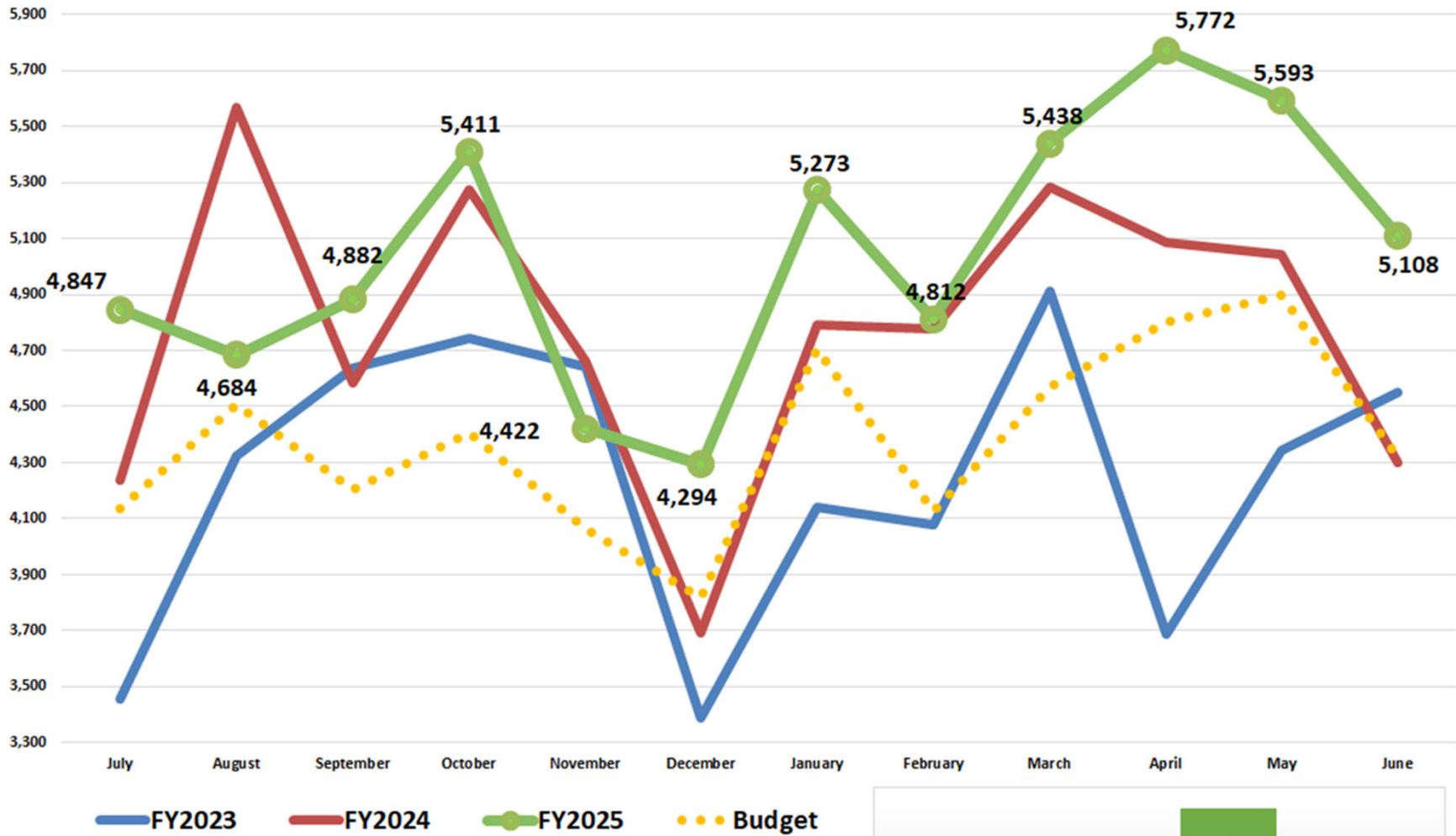
# Endo Cases (Suites A & B and OR )



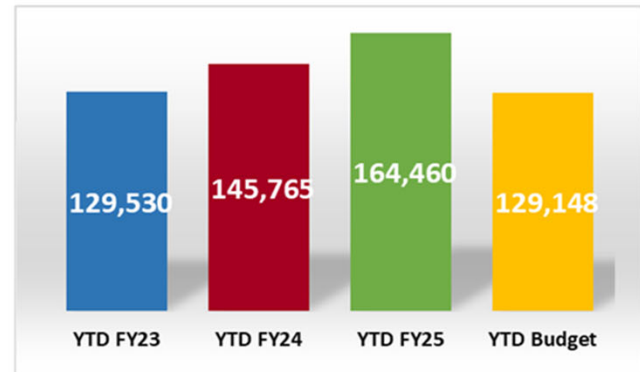
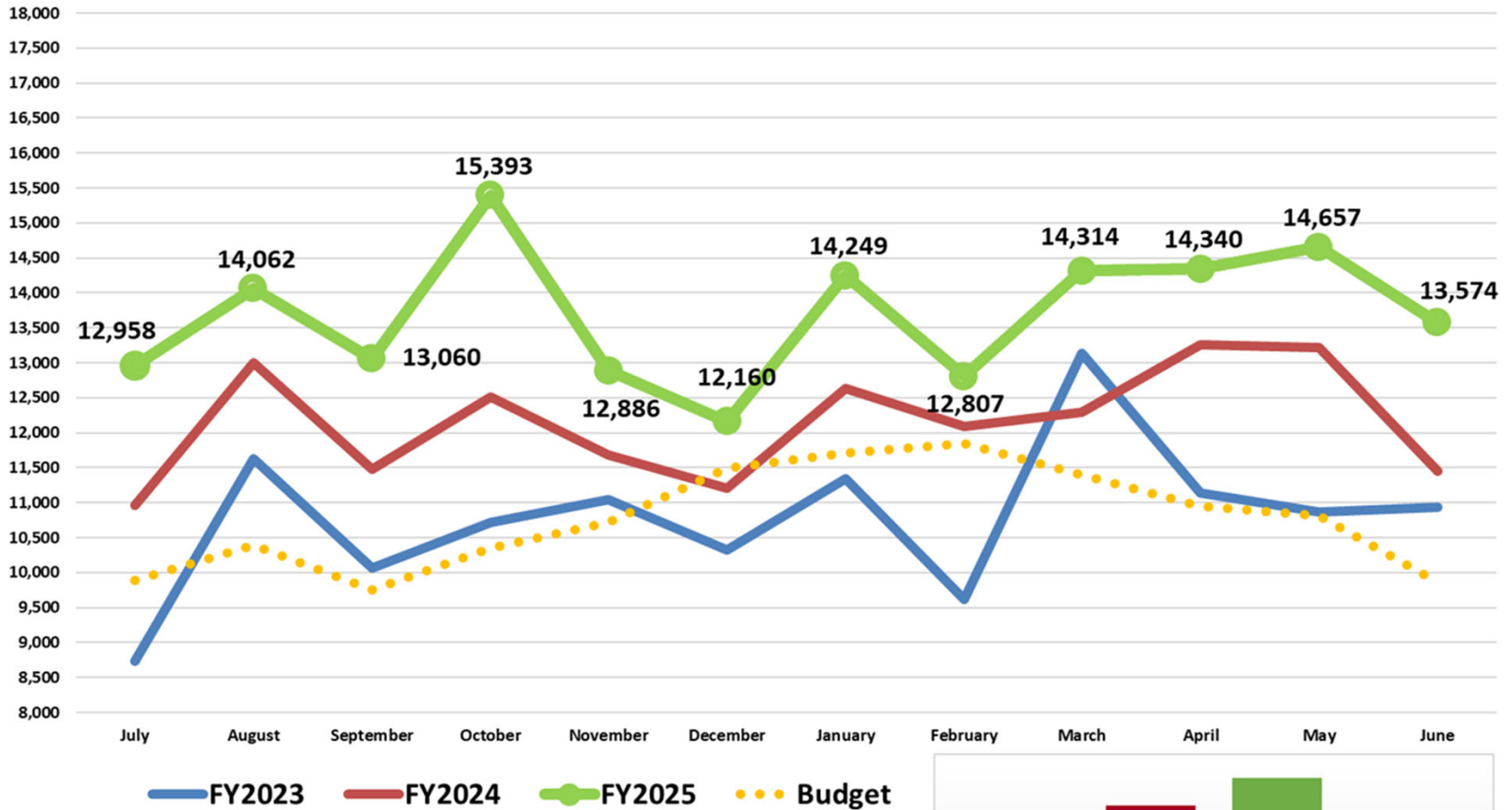
# Cath Lab (IP & OP) – 100 Min Units



# O/P Rehab Services

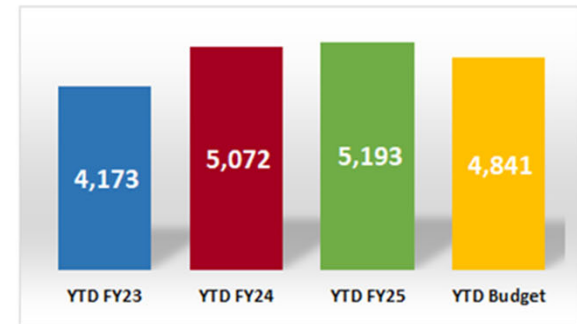
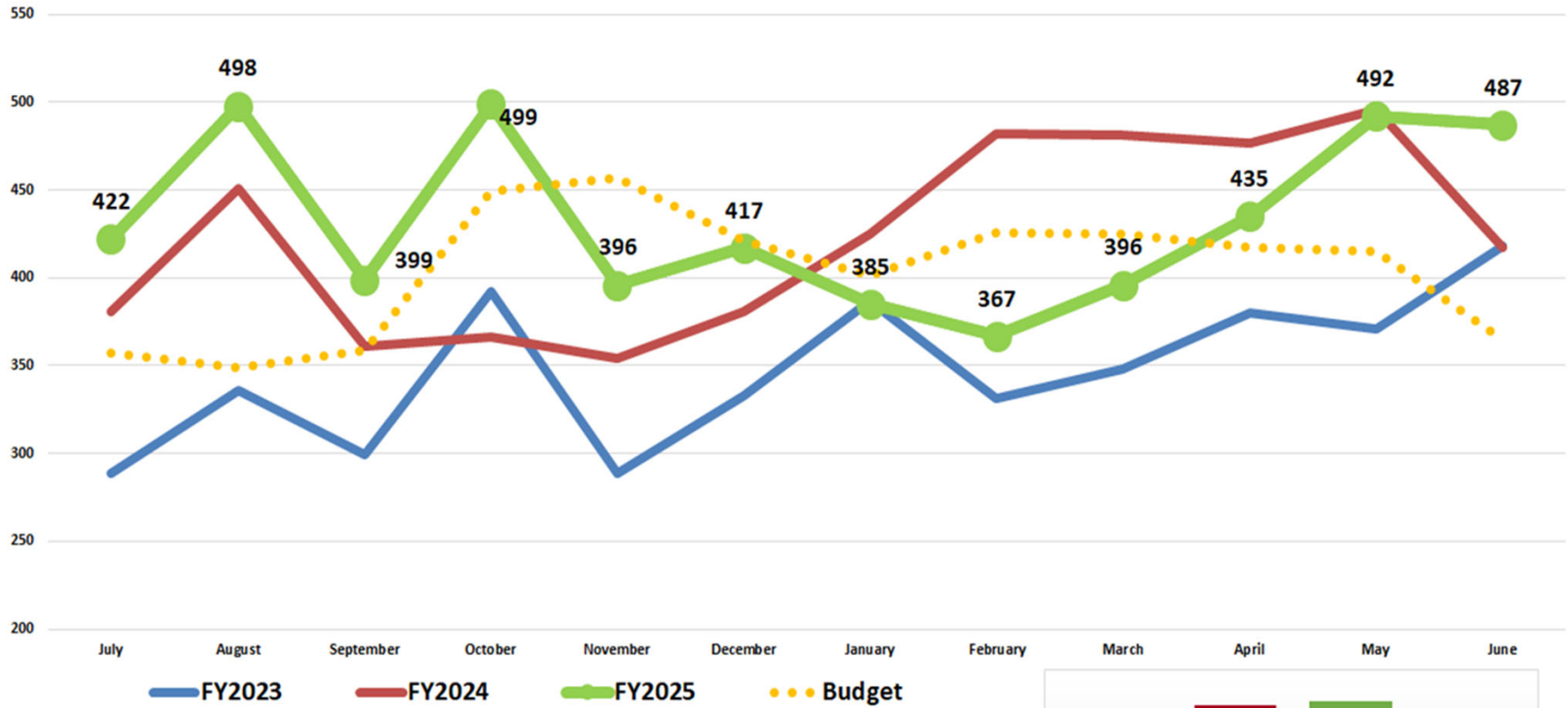


# Rural Health Clinics Registrations

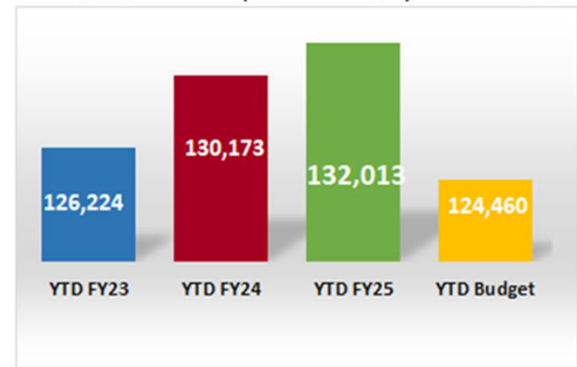
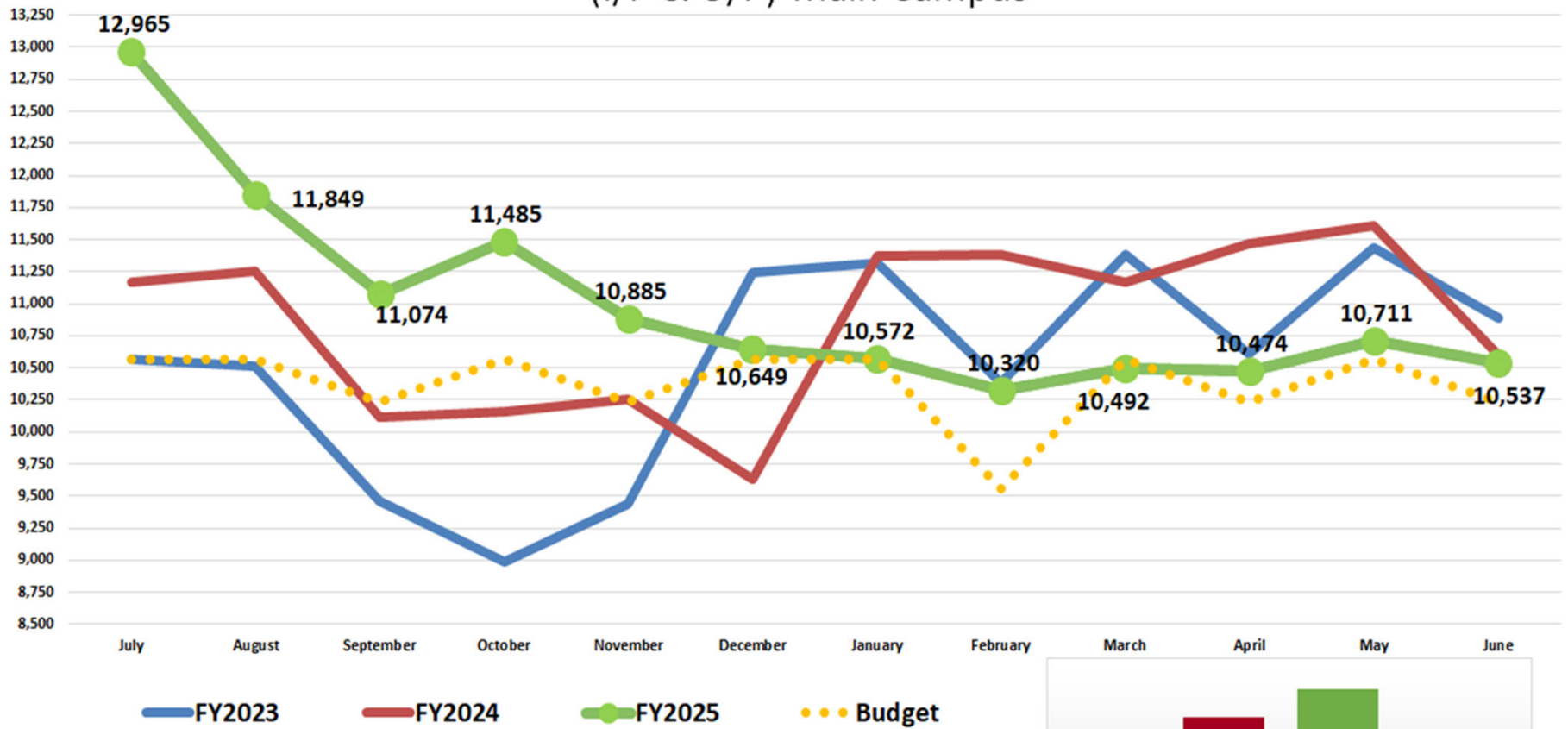




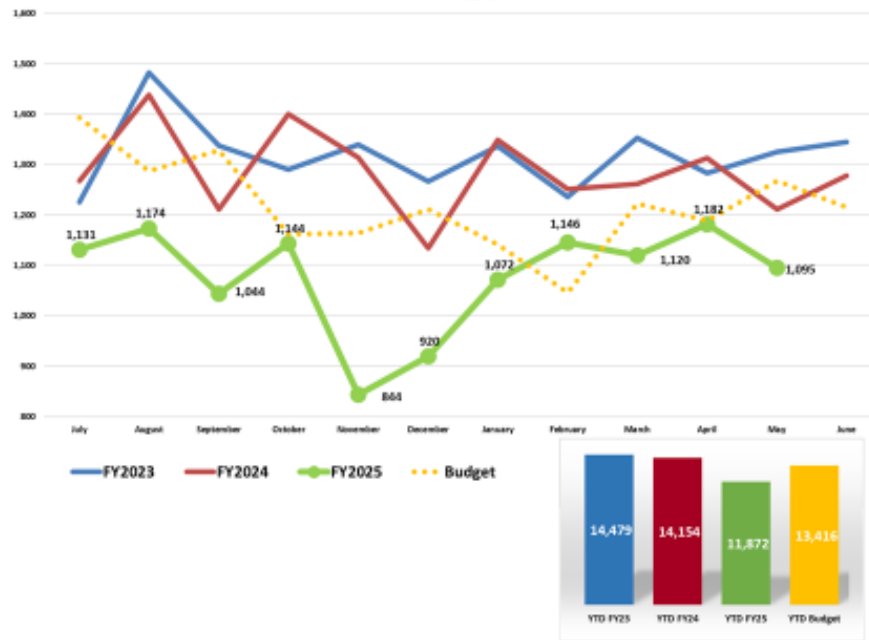
# Infusion Center - Units of Service



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



## Medical Oncology Treatments



## Medical Oncology Visits



# Other Statistical Results – Fiscal Year Comparison (June)

	Actual Results				Budget	Budget Variance	
	Jun 24	Jun 25	Change	% Change	Jun 25	Change	% Change
Rural Health Clinics Registrations	11,452	13,574	2,122	18.5%	9,856	3,718	37.7%
RHC Exeter - Registrations	5,028	6,490	1,462	29.1%	5,870	620	10.6%
RHC Lindsay - Registrations	1,658	1,868	210	12.7%	1,088	780	71.7%
RHC Woodlake - Registrations	1,206	1,302	96	8.0%	602	700	116.3%
RHC Dinuba - Registrations	1,268	1,257	(11)	(0.9%)	946	311	32.9%
RHC Tulare - Registrations	2,292	2,657	365	15.9%	1,350	1,307	96.8%
Urgent Care – Court Total Visits	2,772	2,473	(299)	(10.8%)	3,370	(897)	(26.6%)
Urgent Care – Demaree Total Visits	1,940	1,568	(372)	(19.2%)	2,002	(434)	(21.7%)
KH Medical Clinic - Ben Maddox Visits	837	862	25	3.0%	1,200	(338)	(28.2%)
KH Medical Clinic - Plaza Visits	281	254	(27)	(9.6%)	561	(307)	(54.7%)
KH Medical Willow Clinic Visits	71	1,385	1,314	1850.7%	1,078	307	28.5%
KH Cardiology Center Visalia Registrations	1,423	1,396	(27)	(1.9%)	1,600	(204)	(12.8%)
KH Mental Wellness Clinic Visits	270	311	41	15.2%	400	(89)	(22.3%)
Urology Clinic Visits	297	243	(54)	(18.2%)	600	(357)	(59.5%)

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

	YTD Actual Results				Budget	Budget Variance	
	YTD Jun 24	YTD Jun 25	Change	% Change	YTD Jun 25	Change	% Change
Rural Health Clinics Registrations	145,628	164,323	18,695	12.8%	129,148	35,175	27.2%
RHC Exeter - Registrations	70,787	78,302	7,515	10.6%	76,941	1,361	1.8%
RHC Lindsay - Registrations	21,167	22,470	1,303	6.2%	15,045	7,425	49.4%
RHC Woodlake - Registrations	13,238	15,980	2,742	20.7%	8,791	7,189	81.8%
RHC Dinuba - Registrations	16,109	18,242	2,133	13.2%	14,196	4,046	28.5%
RHC Tulare - Registrations	24,327	29,329	5,002	20.6%	14,175	15,154	106.9%
Urgent Care – Court Total Visits	37,619	30,487	(7,132)	(19.0%)	47,323	(16,836)	(35.6%)
Urgent Care – Demaree Total Visits	25,888	18,797	(7,091)	(27.4%)	28,600	(9,803)	(34.3%)
KH Medical Clinic - Ben Maddox Visits	9,985	10,906	921	9.2%	14,050	(3,144)	(22.4%)
KH Medical Clinic - Plaza Visits	1,857	3,151	1,294	69.7%	6,972	(3,821)	(54.8%)
KH Medical Willow Clinic Visits	115	9,475	9,360	8139.1%	14,240	(4,765)	(33.5%)
KH Cardiology Center Visalia Registrations	17,664	18,285	621	3.5%	18,321	(36)	(0.2%)
KH Mental Wellness Clinic Visits	3,214	3,639	425	13.2%	4,520	(881)	(19.5%)
Urology Clinic Visits	3,466	3,551	85	2.5%	6,754	(3,203)	(47.4%)

# Other Statistical Results – Fiscal Year Comparison (June)

	Actual Results				Budget	Budget Variance	
	Jun 24	Jun 25	Change	% Change	Jun 25	Change	% Change
All O/P Rehab Svcs Across District	20,851	20,711	(140)	(0.7%)	20,261	450	2.2%
Physical & Other Therapy Units (I/P & O/P)	17,237	17,449	212	1.2%	18,250	(801)	(4.4%)
Radiology - CT - All Areas	4,404	5,109	705	16.0%	4,110	999	24.3%
Radiology - MRI - All Areas	838	1,128	290	34.6%	787	341	43.3%
Radiology - Ultrasound - All Areas	2,799	3,153	354	12.6%	2,312	841	36.4%
Radiology - Diagnostic Radiology	9,425	9,677	252	2.7%	7,683	1,994	26.0%
Radiology – Main Campus	14,837	16,052	1,215	8.2%	12,341	3,711	30.1%
Radiology - Ultrasound - Main Campus	2,214	2,439	225	10.2%	1,445	994	68.8%
West Campus - Diagnostic Radiology	1,189	1,310	121	10.2%	967	343	35.5%
West Campus - CT Scan	473	523	50	10.6%	384	139	36.2%
West Campus - MRI	382	468	86	22.5%	333	135	40.5%
West Campus - Ultrasound	585	714	129	22.1%	867	(153)	(17.6%)
West Campus - Breast Center	1,635	1,635	0	0.0%	1,658	(23)	(1.4%)
Med Onc Visalia Treatments	1,278	1,100	(178)	(13.9%)	1,216	(116)	(9.5%)
Rad Onc Visalia Treatments	1,396	1,675	279	20.0%	1,982	(307)	(15.5%)
Rad Onc Hanford Treatments	189	391	202	106.9%	458	(67)	(14.6%)

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

	YTD Actual Results				Budget	Budget Variance	
	YTD Jun 24	YTD Jun 25	Change	% Change	YTD Jun 25	Change	% Change
All O/P Rehab Svcs Across District	244,375	248,488	4,113	1.7%	235,428	13,060	5.5%
Physical & Other Therapy Units (I/P & O/P)	210,219	220,355	10,136	4.8%	225,895	(5,540)	(2.5%)
Radiology - CT - All Areas	53,697	57,086	3,389	6.3%	50,691	6,395	12.6%
Radiology - MRI - All Areas	10,070	10,766	696	6.9%	9,969	797	8.0%
Radiology - Ultrasound - All Areas	32,098	36,707	4,609	14.4%	26,501	10,206	38.5%
Radiology - Diagnostic Radiology	115,420	116,224	804	0.7%	97,792	18,432	18.8%
Radiology – Main Campus	180,203	186,875	6,672	3.7%	153,091	33,784	22.1%
Radiology - Ultrasound - Main Campus	24,940	28,658	3,718	14.9%	16,150	12,508	77.4%
West Campus - Diagnostic Radiology	13,748	14,716	968	7.0%	12,243	2,473	20.2%
West Campus - CT Scan	5,665	5,990	325	5.7%	4,860	1,130	23.3%
West Campus - MRI	4,511	5,082	571	12.7%	4,408	674	15.3%
West Campus - Ultrasound	7,158	8,049	891	12.4%	9,995	(1,946)	(19.5%)
West Campus - Breast Center	20,541	19,258	(1,283)	(6.2%)	20,841	(1,583)	(7.6%)
Med Onc Visalia Treatments	15,432	12,972	(2,460)	(15.9%)	14,632	(1,660)	(11.3%)
Rad Onc Visalia Treatments	18,093	16,943	(1,150)	(6.4%)	23,499	(6,556)	(27.9%)
Rad Onc Hanford Treatments	2,573	2,925	352	13.7%	5,005	(2,080)	(41.6%)

# Other Statistical Results – Fiscal Year Comparison (Jun)

	Actual Results				Budget	Budget Variance	
	Jun 24	Jun 25	Change	% Change	Jun 25	Change	% Change
ED - Avg Treated Per Day	267	280	13	4.9%	225	55	24.4%
Surgery (IP & OP) – 100 Min Units	784	743	(41)	(5.3%)	823	(80)	(9.8%)
Endoscopy Procedures	606	438	(168)	(27.7%)	596	(158)	(26.5%)
Cath Lab (IP & OP) - 100 Min Units	259	346	87	33.6%	401	(55)	(13.7%)
Cardiac Surgery Cases	37	30	(7)	(18.9%)	29	1	3.4%
Deliveries	396	331	(65)	(16.4%)	395	(64)	(16.2%)
Clinical Lab	244,663	256,686	12,024	4.9%	262,318	(5,632)	(2.1%)
Reference Lab	5,328	7,108	1,780	33.4%	3,859	3,249	84.2%
Dialysis Center - Visalia Visits	1,547	1,457	(90)	(5.8%)	1,901	(444)	(23.4%)
Infusion Center - Units of Service	417	487	70	16.8%	365	122	33.4%
Hospice Days	3,494	4,112	618	17.7%	3,784	328	8.7%
Home Health Visits	3,085	2,789	(296)	(9.6%)	2,950	(161)	(5.5%)
Home Infusion Days	23,883	24,374	491	2.1%	26,541	(2,167)	(8.2%)



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

	YTD Actual Results				Budget	Budget Variance	
	YTD Jun 24	YTD Jun 25	Change	% Change	YTD Jun 25	Change	% Change
ED - Avg Treated Per Day	261	265	4	1.6%	230	35	15.3%
Surgery (IP & OP) – 100 Min Units	9,946	9,489	(457)	(4.6%)	9,964	(475)	(4.8%)
Endoscopy Procedures	7,438	6,591	(847)	(11.4%)	6,417	174	2.7%
Cath Lab (IP & OP) - 100 Min Units	3,887	4,269	382	9.8%	4,787	(518)	(10.8%)
Cardiac Surgery Cases	359	344	(15)	(4.2%)	432	(88)	(20.4%)
Deliveries	4,675	4,677	2	0.0%	4,603	74	1.6%
Clinical Lab	2,886,963	3,020,527	133,564	4.6%	3,170,258	(149,732)	(4.7%)
Reference Lab	69,081	82,799	13,718	19.9%	50,803	31,996	63.0%
Dialysis Center - Visalia Visits	18,382	17,884	(498)	(2.7%)	22,259	(4,375)	(19.7%)
Infusion Center - Units of Service	5,072	5,193	121	2.4%	4,841	352	7.3%
Hospice Days	42,460	43,419	959	2.3%	45,425	(2,006)	(4.4%)
Home Health Visits	37,088	34,533	(2,555)	(6.9%)	34,765	(232)	(0.7%)
Home Infusion Days	274,658	268,810	(5,848)	(2.1%)	305,225	(36,415)	(11.9%)

## June Financial Summary (000's)

### Comparison to Budget - Month of June

	Budget June-2025	Actual June-2025	\$ Change	% Change
<b>Operating Revenue</b>				
Net Patient Service Revenue	\$53,232	\$53,472	\$240	0.4%
Other Operating Revenue	\$20,229	\$28,843	\$8,613	29.9%
<b>Total Operating Revenue</b>	<b>\$73,462</b>	<b>\$82,315</b>	<b>\$8,853</b>	<b>10.8%</b>
<b>Operating Expenses</b>				
Employment Expenses	\$35,969	\$42,029	\$6,060	14.4%
Other Expenses	\$35,496	\$36,580	\$1,083	3.0%
<b>Total Operating Expenses</b>	<b>\$71,466</b>	<b>\$78,609</b>	<b>\$7,144</b>	<b>9.1%</b>
<b>Operating Margin</b>	<b>\$1,996</b>	<b>\$3,706</b>	<b>\$1,709</b>	
Stimulus/FEMA	\$2,200	\$0	(\$2,200)	
<b>Operating Margin after Stimulus/FEMA</b>	<b>\$4,196</b>	<b>\$3,706</b>	<b>(\$491)</b>	
Nonoperating Revenue (Loss)	\$661	\$2,633	\$1,972	
<b>Excess Margin</b>	<b>\$4,857</b>	<b>\$6,338</b>	<b>\$1,481</b>	

## Year to Date Financial Summary (000's)

### Comparison to Budget - YTD June

	Budget YTD June-2025	Actual YTD June-2025	\$ Change	% Change
<b>Operating Revenue</b>				
Net Patient Service Revenue	\$637,868	\$657,902	\$20,034	3.0%
Other Operating Revenue	\$242,658	\$246,035	\$3,378	1.4%
<b>Total Operating Revenue</b>	<b>\$880,525</b>	<b>\$903,938</b>	<b>\$23,412</b>	<b>2.6%</b>
<b>Operating Expenses</b>				
Employment Expenses	\$454,306	\$493,338	\$39,032	7.9%
Other Expenses	\$438,636	\$433,904	(\$4,732)	-1.1%
<b>Total Operating Expenses</b>	<b>\$892,942</b>	<b>\$927,242</b>	<b>\$34,300</b>	<b>3.7%</b>
<b>Operating Margin</b>	<b>(\$12,416)</b>	<b>(\$23,305)</b>	<b>(\$10,888)</b>	
Stimulus/FEMA	\$6,600	\$48,412	\$41,812	
<b>Operating Margin after Stimulus/FEMA</b>	<b>(\$5,816)</b>	<b>\$25,107</b>	<b>\$30,924</b>	
Nonoperating Revenue (Loss)	\$7,916	\$17,007	\$9,091	
<b>Excess Margin</b>	<b>\$2,100</b>	<b>\$42,114</b>	<b>\$40,014</b>	

## June Financial Comparison (000's)

	Comparison to Budget - Month of June				Comparison to Prior Year - Month of June			
	Budget June-2025	Actual June-2025	\$ Change	% Change	Actual June-2024	Actual June-2025	\$ Change	% Change
<b>Operating Revenue</b>								
Net Patient Service Revenue	\$53,232	\$53,472	\$240	0.4%	\$49,876	\$53,472	\$3,596	6.7%
Supplemental Gov't Programs	\$7,487	\$16,897	\$9,410	55.7%	\$18,604	\$16,897	(\$1,707)	-10.1%
Prime Program	\$792	\$524	(\$268)	-51.2%	(\$1,844)	\$524	\$2,368	452.0%
Premium Revenue	\$7,547	\$6,590	(\$957)	-14.5%	\$7,356	\$6,590	(\$766)	-11.6%
Management Services Revenue	\$0	\$0	\$0	0.0%	\$1,905	\$0	(\$1,905)	0.0%
Other Revenue	\$4,403	\$4,832	\$429	8.9%	\$4,185	\$4,832	\$648	13.4%
Other Operating Revenue	\$20,229	\$28,843	\$8,613	29.9%	\$30,206	\$28,843	(\$1,363)	-4.7%
<b>Total Operating Revenue</b>	<b>\$73,462</b>	<b>\$82,315</b>	<b>\$8,853</b>	<b>10.8%</b>	<b>\$80,082</b>	<b>\$82,315</b>	<b>\$2,233</b>	<b>2.7%</b>
<b>Operating Expenses</b>								
Salaries & Wages	\$30,121	\$31,673	\$1,552	4.9%	\$31,206	\$31,673	\$467	1.5%
Contract Labor	\$973	\$3,699	\$2,726	73.7%	\$1,255	\$3,699	\$2,444	66.1%
Employee Benefits	\$4,875	\$6,658	\$1,783	26.8%	(\$402)	\$6,658	\$7,060	106.0%
<b>Total Employment Expenses</b>	<b>\$35,969</b>	<b>\$42,029</b>	<b>\$6,060</b>	<b>14.4%</b>	<b>\$32,059</b>	<b>\$42,029</b>	<b>\$9,971</b>	<b>23.7%</b>
Medical & Other Supplies	\$13,680	\$13,330	(\$351)	-2.6%	\$14,094	\$13,330	(\$764)	-5.7%
Physician Fees	\$7,253	\$7,176	(\$77)	-1.1%	\$6,018	\$7,176	\$1,158	16.1%
Purchased Services	\$1,767	\$2,236	\$469	21.0%	\$2,154	\$2,236	\$82	3.7%
Repairs & Maintenance	\$2,070	\$1,629	(\$441)	-27.1%	\$1,796	\$1,629	(\$167)	-10.3%
Utilities	\$821	\$233	(\$587)	-251.5%	\$1,301	\$233	(\$1,068)	-457.4%
Rents & Leases	\$154	\$103	(\$51)	-49.3%	\$144	\$103	(\$41)	-39.9%
Depreciation & Amortization	\$3,302	\$3,766	\$465	12.3%	\$3,484	\$3,766	\$282	7.5%
Interest Expense	\$589	\$694	\$105	15.2%	\$762	\$694	(\$68)	-9.8%
Other Expense	\$2,216	\$2,227	\$11	0.5%	\$2,665	\$2,227	(\$438)	-19.7%
Humana Cap Plan Expenses	\$3,645	\$5,185	\$1,540	29.7%	\$5,102	\$5,185	\$83	1.6%
<b>Total Other Expenses</b>	<b>\$35,496</b>	<b>\$36,580</b>	<b>\$1,083</b>	<b>3.0%</b>	<b>\$37,520</b>	<b>\$36,580</b>	<b>(\$941)</b>	<b>-2.6%</b>
<b>Total Operating Expenses</b>	<b>\$71,466</b>	<b>\$78,609</b>	<b>\$7,144</b>	<b>9.1%</b>	<b>\$69,579</b>	<b>\$78,609</b>	<b>\$9,030</b>	<b>11.5%</b>
<b>Operating Margin</b>	<b>\$1,996</b>	<b>\$3,706</b>	<b>\$1,709</b>		<b>\$10,503</b>	<b>\$3,706</b>	<b>(\$6,798)</b>	
<b>Stimulus/FEMA</b>	<b>\$2,200</b>	<b>\$0</b>	<b>(\$2,200)</b>		<b>(\$1,603)</b>	<b>\$0</b>	<b>\$1,603</b>	
<b>Operating Margin after Stimulus/FEMA</b>	<b>\$4,196</b>	<b>\$3,706</b>	<b>(\$491)</b>		<b>\$8,900</b>	<b>\$3,706</b>	<b>(\$5,194)</b>	
Nonoperating Revenue (Loss)	\$661	\$2,633	\$1,972		\$1,213	\$2,633	\$1,420	
<b>Excess Margin</b>	<b>\$4,857</b>	<b>\$6,338</b>	<b>\$1,481</b>		<b>\$10,113</b>	<b>\$6,338</b>	<b>(\$3,774)</b>	

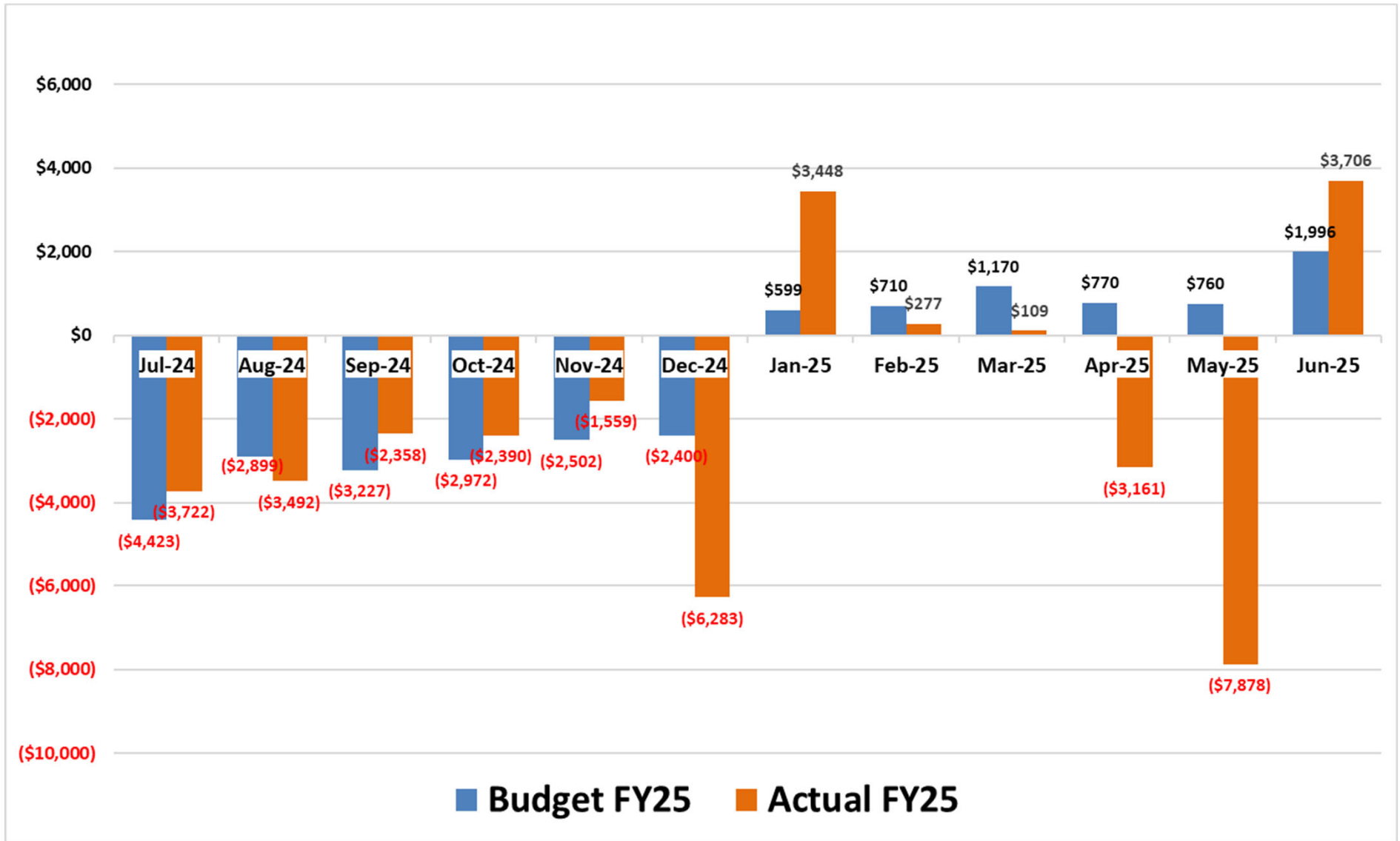
# Year to Date: July through June Financial Comparison (000's)

	Comparison to Budget - YTD June				Comparison to Prior Year - YTD June			
	Budget YTD June-2025	Actual YTD June-2025	\$ Change	% Change	Actual YTD June-2024	Actual YTD June-2025	\$ Change	% Change
<b>Operating Revenue</b>								
Net Patient Service Revenue	\$637,868	\$657,902	\$20,034	3.0%	\$593,847	\$657,902	\$64,056	9.7%
Supplemental Gov't Programs	\$89,717	\$95,229	\$5,512	5.8%	\$106,005	\$95,229	(\$10,775)	-11.3%
Prime Program	\$9,502	\$13,994	\$4,491	32.1%	\$8,831	\$13,994	\$5,162	36.9%
Premium Revenue	\$90,567	\$85,330	(\$5,236)	-6.1%	\$88,414	\$85,330	(\$3,083)	-3.6%
Management Services Revenue	\$0	\$0	\$0	0.0%	\$37,519	\$0	(\$37,519)	0.0%
Other Revenue	\$52,872	\$51,482	(\$1,389)	-2.7%	\$37,459	\$51,482	\$14,023	27.2%
Other Operating Revenue	\$242,658	\$246,035	\$3,378	1.4%	\$278,228	\$246,035	(\$32,192)	-13.1%
<b>Total Operating Revenue</b>	<b>\$880,525</b>	<b>\$903,938</b>	<b>\$23,412</b>	<b>2.6%</b>	<b>\$872,074</b>	<b>\$903,938</b>	<b>\$31,863</b>	<b>3.5%</b>
<b>Operating Expenses</b>								
Salaries & Wages	\$375,604	\$386,197	\$10,594	2.7%	\$353,464	\$386,197	\$32,734	8.5%
Contract Labor	\$14,685	\$25,550	\$10,865	42.5%	\$21,040	\$25,550	\$4,510	17.7%
Employee Benefits	\$64,017	\$81,591	\$17,573	21.5%	\$73,526	\$81,591	\$8,064	9.9%
<b>Total Employment Expenses</b>	<b>\$454,306</b>	<b>\$493,338</b>	<b>\$39,032</b>	<b>7.9%</b>	<b>\$448,030</b>	<b>\$493,338</b>	<b>\$45,308</b>	<b>9.2%</b>
Medical & Other Supplies	\$174,807	\$165,990	(\$8,818)	-5.3%	\$163,147	\$165,990	\$2,843	1.7%
Physician Fees	\$86,628	\$88,113	\$1,486	1.7%	\$81,122	\$88,113	\$6,992	7.9%
Purchased Services	\$21,484	\$21,103	(\$381)	-1.8%	\$18,892	\$21,103	\$2,211	10.5%
Repairs & Maintenance	\$24,899	\$25,354	\$455	1.8%	\$23,506	\$25,354	\$1,848	7.3%
Utilities	\$10,987	\$10,522	(\$465)	-4.4%	\$10,467	\$10,522	\$55	0.5%
Rents & Leases	\$1,843	\$1,689	(\$155)	-9.2%	\$1,928	\$1,689	(\$239)	-14.2%
Depreciation & Amortization	\$39,621	\$39,841	\$220	0.6%	\$38,511	\$39,841	\$1,329	3.3%
Interest Expense	\$7,163	\$7,229	\$66	0.9%	\$7,545	\$7,229	(\$316)	-4.4%
Other Expense	\$26,858	\$25,978	(\$880)	-3.4%	\$23,280	\$25,978	\$2,698	10.4%
Humana Cap Plan Expenses	\$44,345	\$48,086	\$3,740	7.8%	\$48,426	\$48,086	(\$340)	-0.7%
<b>Total Other Expenses</b>	<b>\$438,636</b>	<b>\$433,904</b>	<b>(\$4,732)</b>	<b>-1.1%</b>	<b>\$416,824</b>	<b>\$433,904</b>	<b>\$17,081</b>	<b>3.9%</b>
<b>Total Operating Expenses</b>	<b>\$892,942</b>	<b>\$927,242</b>	<b>\$34,300</b>	<b>3.7%</b>	<b>\$864,854</b>	<b>\$927,242</b>	<b>\$62,389</b>	<b>6.7%</b>
<b>Operating Margin</b>	<b>(\$12,416)</b>	<b>(\$23,305)</b>	<b>(\$10,888)</b>		<b>\$7,221</b>	<b>(\$23,305)</b>	<b>(\$30,525)</b>	
<b>Stimulus/FEMA</b>	<b>\$6,600</b>	<b>\$48,412</b>	<b>\$41,812</b>		<b>\$14</b>	<b>\$48,412</b>	<b>\$48,398</b>	
<b>Operating Margin after Stimulus/FEM</b>	<b>(\$5,816)</b>	<b>\$25,107</b>	<b>\$30,924</b>		<b>\$7,234</b>	<b>\$25,107</b>	<b>\$17,873</b>	
Nonoperating Revenue (Loss)	\$7,916	\$17,007	\$9,091		\$14,124	\$17,007	\$2,883	
<b>Excess Margin</b>	<b>\$2,100</b>	<b>\$42,114</b>	<b>\$40,014</b>		<b>\$21,358</b>	<b>\$42,114</b>	<b>\$20,756</b>	

## Supplemental Funds (000's)

Programs (000's)	FY23	FY24	FY25	FY25 Budget	FY25-Bdgt 25	FY26 Budget	BDGT FY 26 - FY 25
HQAF	23,345	20,607	18,535	20,768	(2,233)	20,768	2,233
Directed Payments	11,629	21,258	46,774	19,371	27,403	71,800	25,026
MCO Tax ED only	-	-	-	-	-	2,000	2,000
Medi-Cal DSH	2,756	21,814	(23,810)	17,250	(41,060)	-	23,810
Rate Range	16,538	28,355	48,250	25,616	22,634	27,400	(20,850)
Fee for Service	7,139	13,971	5,480	6,713	(1,232)	5,700	220
<b>Total Supplemental</b>	<b>\$61,407</b>	<b>\$106,005</b>	<b>\$95,229</b>	<b>\$89,717</b>	<b>\$5,512</b>	<b>\$127,668</b>	<b>\$32,438</b>
<b>Prime (QIP) Program</b>	<b>\$8,719</b>	<b>\$8,832</b>	<b>\$13,994</b>	<b>\$9,504</b>	<b>\$4,490</b>	<b>\$8,268</b>	<b>(\$5,726)</b>
<b>Total</b>	<b>\$70,126</b>	<b>\$114,837</b>	<b>\$109,223</b>	<b>\$99,221</b>	<b>\$10,002</b>	<b>\$135,936</b>	<b>\$26,713</b>

# Budget and Actual Fiscal Year 2025: Trended Operating Margin (000's)



## Fiscal Year 2025: Trended Financial Information (000's)

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	FY 2025
Patient Service Revenue	\$50,866	\$53,450	\$51,648	\$56,157	\$54,496	\$53,026	\$61,895	\$53,731	\$57,324	\$55,188	\$56,648	\$53,472	\$657,902
Other Revenue	\$19,487	\$20,024	\$19,142	\$20,242	\$19,868	\$19,778	\$18,042	\$18,979	\$21,231	\$20,234	\$20,167	\$28,843	\$246,035
<b>Total Operating Revenue</b>	<b>\$70,353</b>	<b>\$73,474</b>	<b>\$70,790</b>	<b>\$76,398</b>	<b>\$74,364</b>	<b>\$72,804</b>	<b>\$79,938</b>	<b>\$72,710</b>	<b>\$78,555</b>	<b>\$75,422</b>	<b>\$76,815</b>	<b>\$82,315</b>	<b>\$903,938</b>
Employee Expense	\$38,264	\$39,058	\$37,671	\$41,494	\$41,051	\$43,219	\$39,859	\$38,637	\$42,423	\$43,595	\$46,037	\$42,029	\$493,338
Other Operating Expense	\$35,811	\$37,908	\$35,477	\$37,294	\$34,872	\$35,868	\$36,630	\$33,796	\$36,024	\$34,988	\$38,656	\$36,580	\$433,904
<b>Total Operating Expenses</b>	<b>\$74,075</b>	<b>\$76,965</b>	<b>\$73,148</b>	<b>\$78,788</b>	<b>\$75,923</b>	<b>\$79,087</b>	<b>\$76,489</b>	<b>\$72,433</b>	<b>\$78,446</b>	<b>\$78,583</b>	<b>\$84,693</b>	<b>\$78,609</b>	<b>\$927,242</b>
<b>Net Operating Margin</b>	<b>(\$3,722)</b>	<b>(\$3,492)</b>	<b>(\$2,358)</b>	<b>(\$2,390)</b>	<b>(\$1,559)</b>	<b>(\$6,283)</b>	<b>\$3,448</b>	<b>\$277</b>	<b>\$109</b>	<b>(\$3,161)</b>	<b>(\$7,878)</b>	<b>\$3,706</b>	<b>(\$23,305)</b>
Stimulus/FEMA	\$0	\$0	\$0	\$0	\$0	\$47,722	\$0	\$0	\$690	\$0	\$0	\$0	\$48,412
NonOperating Income	\$1,190	\$896	\$4,720	\$1,371	\$905	(\$101)	\$845	\$1,166	\$1,313	\$1,114	\$955	\$2,633	\$17,007
<b>Excess Margin</b>	<b>(\$2,533)</b>	<b>(\$2,596)</b>	<b>\$2,362</b>	<b>(\$1,019)</b>	<b>(\$654)</b>	<b>\$41,338</b>	<b>\$4,293</b>	<b>\$1,443</b>	<b>\$2,111</b>	<b>(\$2,047)</b>	<b>(\$6,923)</b>	<b>\$6,338</b>	<b>\$42,114</b>
<b>Profitability</b>													
Operating Margin %	(5.3%)	(4.8%)	(3.3%)	(3.1%)	(2.1%)	(8.6%)	4.3%	0.4%	0.1%	(4.2%)	(10.3%)	4.5%	(2.6%)
Operating Margin %excl. Int	(4.4%)	(4.0%)	(2.5%)	(2.4%)	(1.3%)	(7.8%)	5.1%	1.1%	0.9%	(3.4%)	(9.5%)	5.3%	(1.8%)
Operating EBIDA	\$46	\$239	\$1,457	\$1,348	\$2,293	(\$2,546)	\$7,207	\$4,052	\$4,115	\$920	(\$3,534)	\$8,166	\$23,765
Operating EBIDA Margin	0.1%	0.3%	2.1%	1.8%	3.1%	(3.5%)	9.0%	5.6%	5.2%	1.2%	(4.6%)	9.9%	2.6%
<b>Liquidity Indicators</b>													
Day's Cash on Hand	97.4	89.8	91.9	88.4	78.9	74.6	80.3	88.9	88.1	95.7	90.5	95.7	95.7
Day's in Accounts Rec.	64.0	68.5	71.0	68.3	66.9	65.8	70.6	73.0	68.6	63.6	71.3	68.8	68.8
<b>Debt &amp; Other Indicators</b>													
Debt Service Coverage (MADS)	0.70	0.50	1.40	1.80	1.50	3.20	3.20	3.90	4.10	4.00	3.70	4.00	4.00
Discharges (Monthly)	2,498	2,447	2,440	2,388	2,240	2,339	2,339	2,352	2,347	2,357	2,276	2,277	2,358
Adj Discharges (Case mix adj)	8,455	8,215	7,779	8,441	7,760	7,724	8,294	8,320	8,053	8,500	8,534	8,538	98,614
Adjusted patient Days (Mo.)	26,021	26,419	26,341	26,693	25,492	26,538	27,924	26,332	27,682	25,868	26,409	25,593	26,443
Cost/Adj Discharge	\$8.8	\$9.4	\$9.4	\$9.3	\$9.8	\$10.2	\$9.2	\$8.7	\$9.7	\$9.2	\$9.9	\$9.2	\$9.4
Compensation Ratio	75%	73%	73%	74%	75%	82%	64%	72%	74%	79%	81%	79%	75%



# Month of June - Budget Variances

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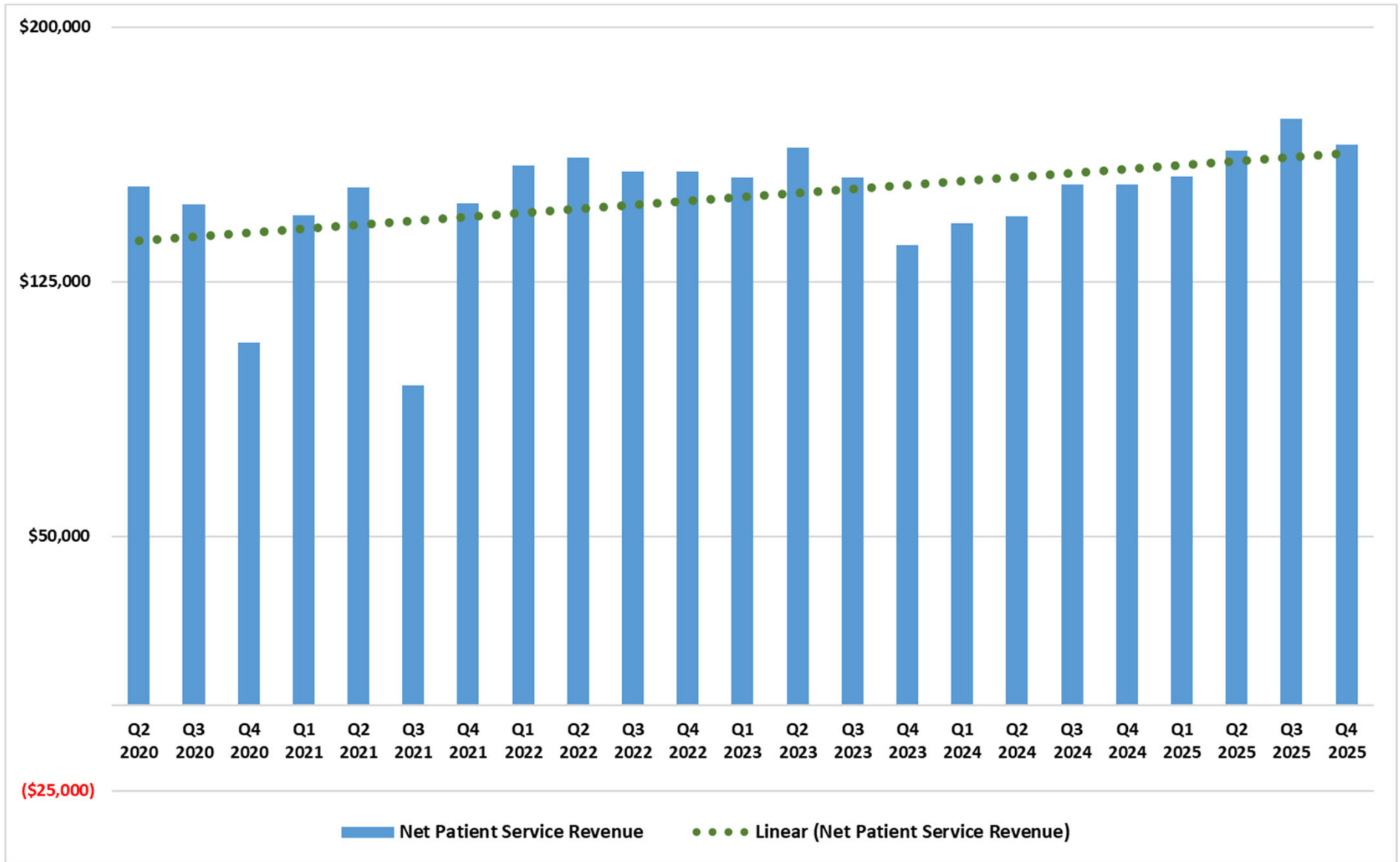
- **Supplemental Funds:** The \$9.4M (55.7%) favorable budget variance was due to additional Rate Range funds recognized based on recent estimates by the state for FY2024.
- **Salaries and Wages:** The \$1.5M unfavorable variance is due to increases in staffing in the ED and other areas as well as increases in market rates.
- **Contract Labor:** The unfavorable variance of \$2.7M is due to an unexpected increase in the need of contract labor primarily in the ED, Labor and Delivery, and for interim management positions.
- **Employee Benefits:** The \$1.8M unfavorable variance is mainly due to the recognition of one-third (\$1.4M) of the total amount necessary to record our year end unpaid claims liability for workers' compensation as projected by our actuary.
- **Humana Cap Expenses:** The unfavorable variance of \$1.5M is due to higher than anticipated third party expenses.

# Fiscal Year 2025 - Budget Variances

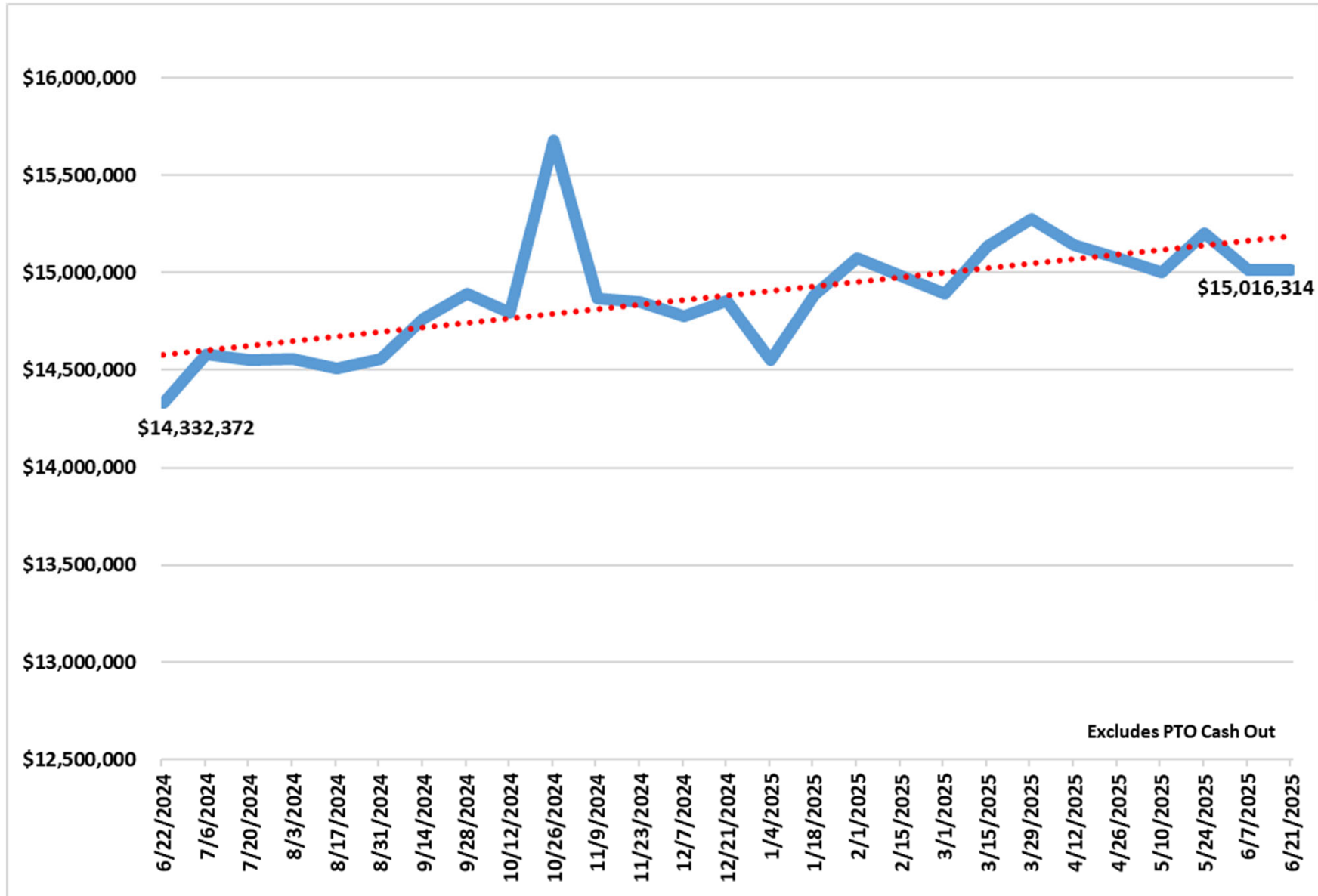
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- **Net Patient Service Revenue:** The \$20M (3.0%) favorable variance resulted from an increase in outpatient volumes and within the mix of our patients.
- **Supplemental Funds:** The \$5.5M (5.8%) favorable budget variance was a combination of offsetting variances in several programs including variances in Directed Payments (+\$27.4M), Medi-Cal DSH (-\$41.1M Capped), Rate Range (+\$22.6M), HQAF (-\$2.2M), and FFS (-\$1.2M).
- **Prime/QIP:** This \$4.5M (32.1%) positive variance occurred as we successfully achieved more goals than expected .
- **Humana Premium Revenue:** The \$5.2M (6.1%) unfavorable variance is primarily due to a loss in membership
- **Salaries and wages:** The \$10.6M (2.7%) unfavorable variance is due to increases in staffing in the ED and other patient care areas as well as increases in market rates.
- **Contract Labor:** The unfavorable variance of \$10.9M (42.5%) is due to an unexpected increase in the need of contract labor primarily in the ED, Labor and Delivery, and for interim management positions.
- **Employee Benefits:** The \$17.6M (21.5%) unfavorable variance is due to an increase in employee self-funded health insurance claims \$6.4M, an unbudgeted 100% 401k match for CY25 \$4.3M (50% budgeted), and workers compensation expense \$5.5M
- **Medical and Other Supplies:** The \$8.8M (5.3%) positive variance is due to lower than anticipated pharmaceutical expense.
- **Humana Cap Expenses:** The unfavorable variance of \$3.7M (7.8%) is due to higher than anticipated third party expenses.
- **Investment Income:** The 8.9M positive favorable variance is due to higher than expected realized investment income and \$6.2M in unrealized gains on District and Foundation portfolios due to changes in the market.

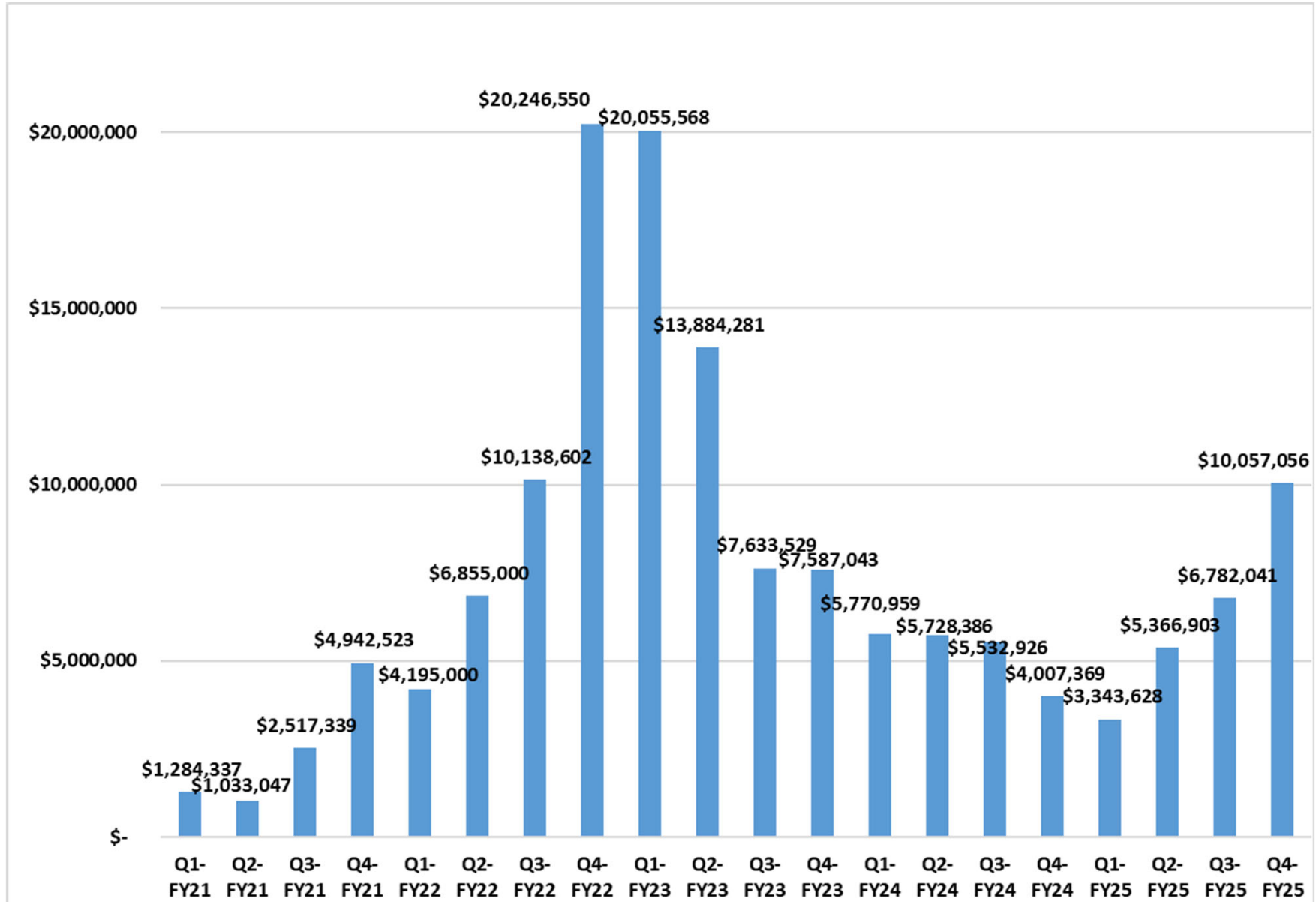
# Net Patient Revenue



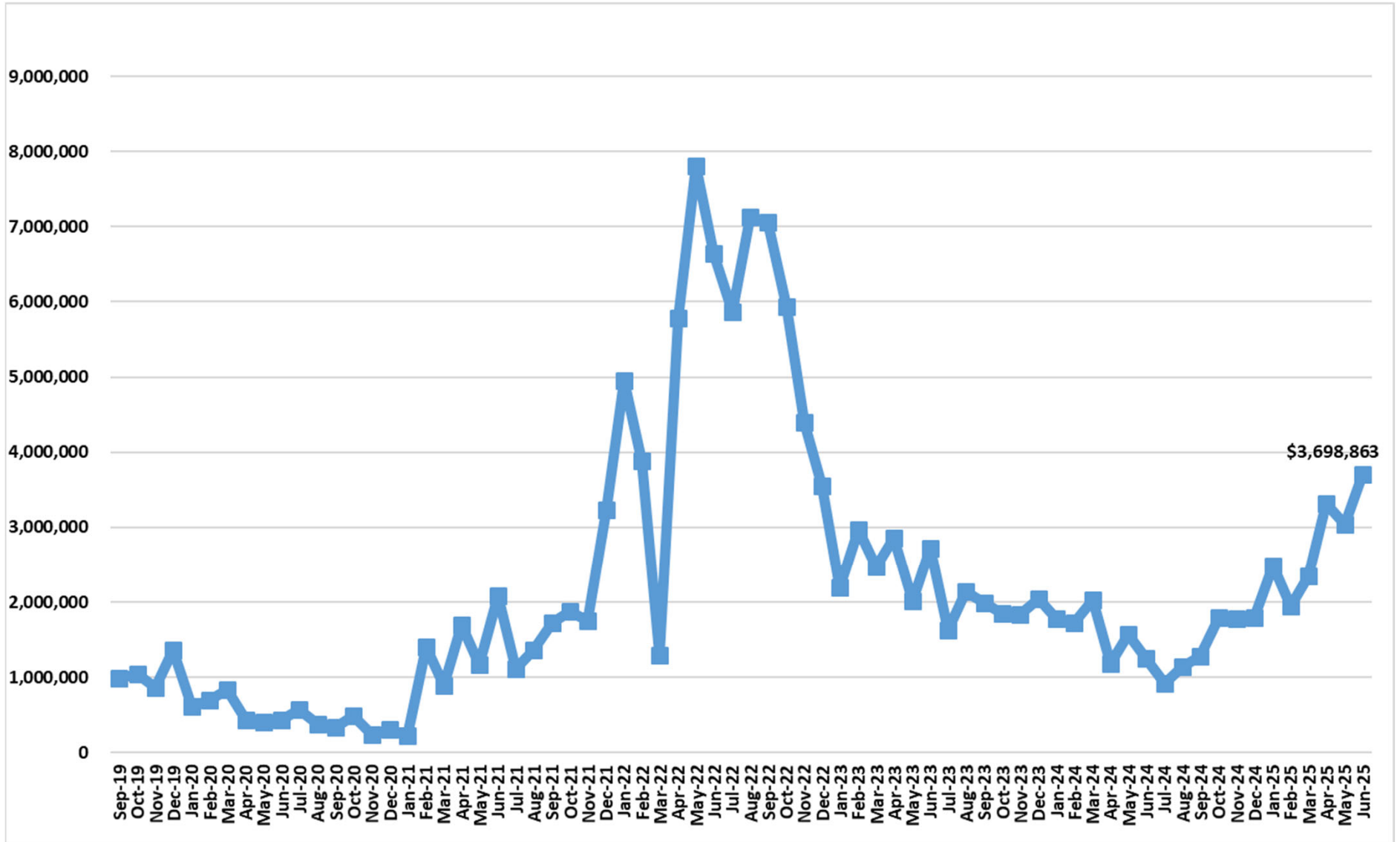
# Biweekly Payroll Costs excluding Contract Labor



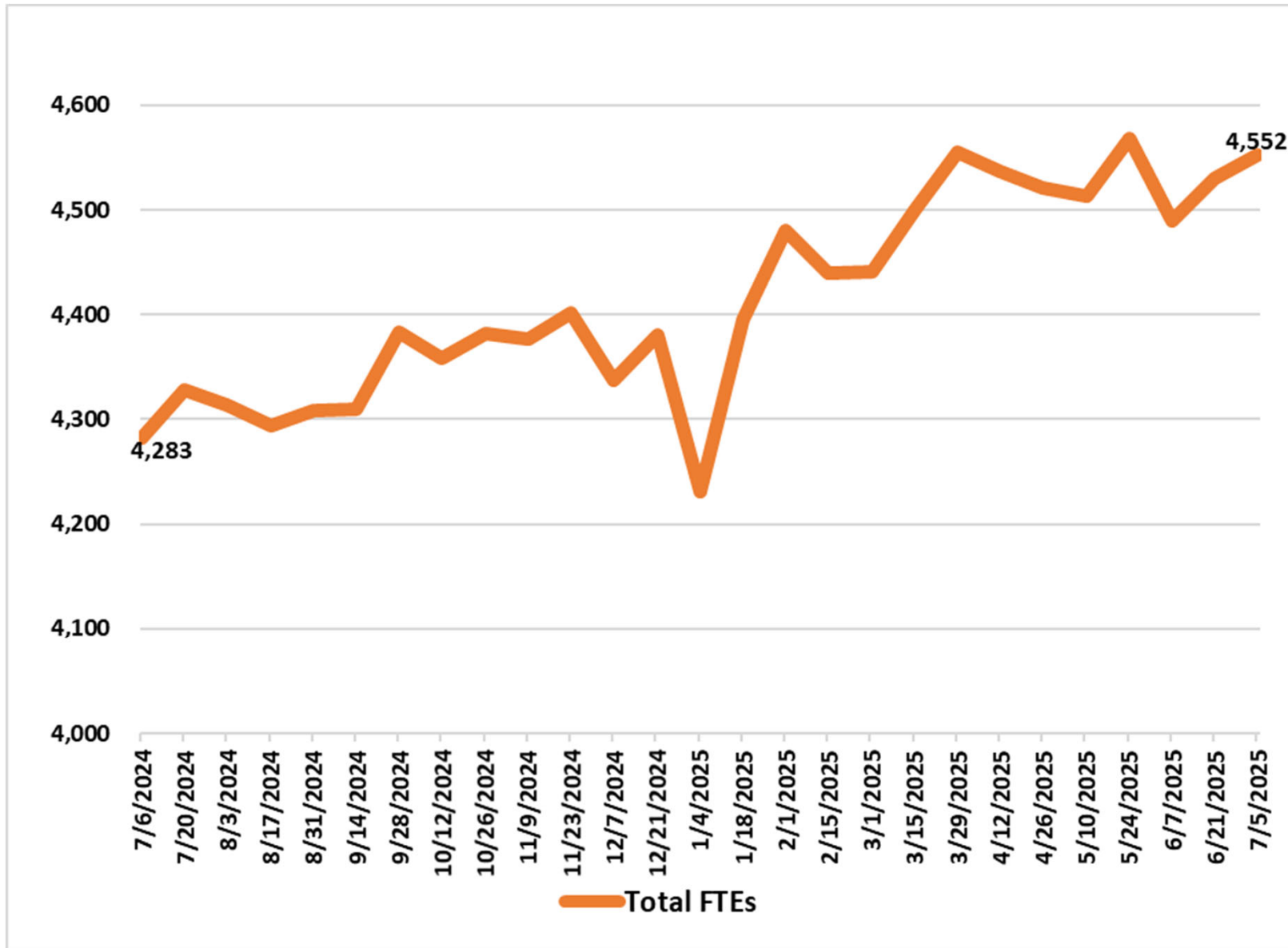
# Quarterly Contract Labor Costs



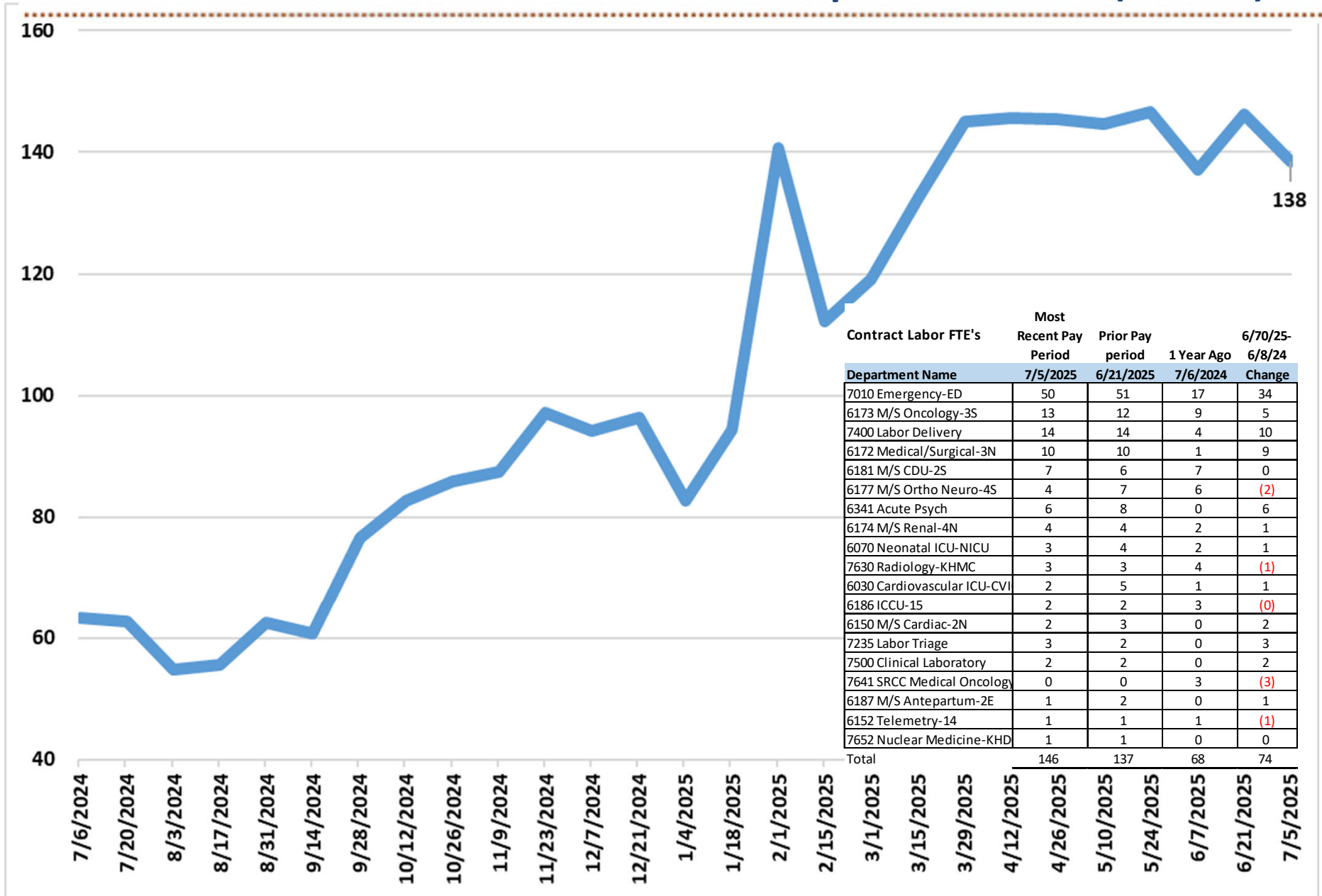
# Monthly Contract Labor Costs



# Total FTEs (includes Contract Labor)



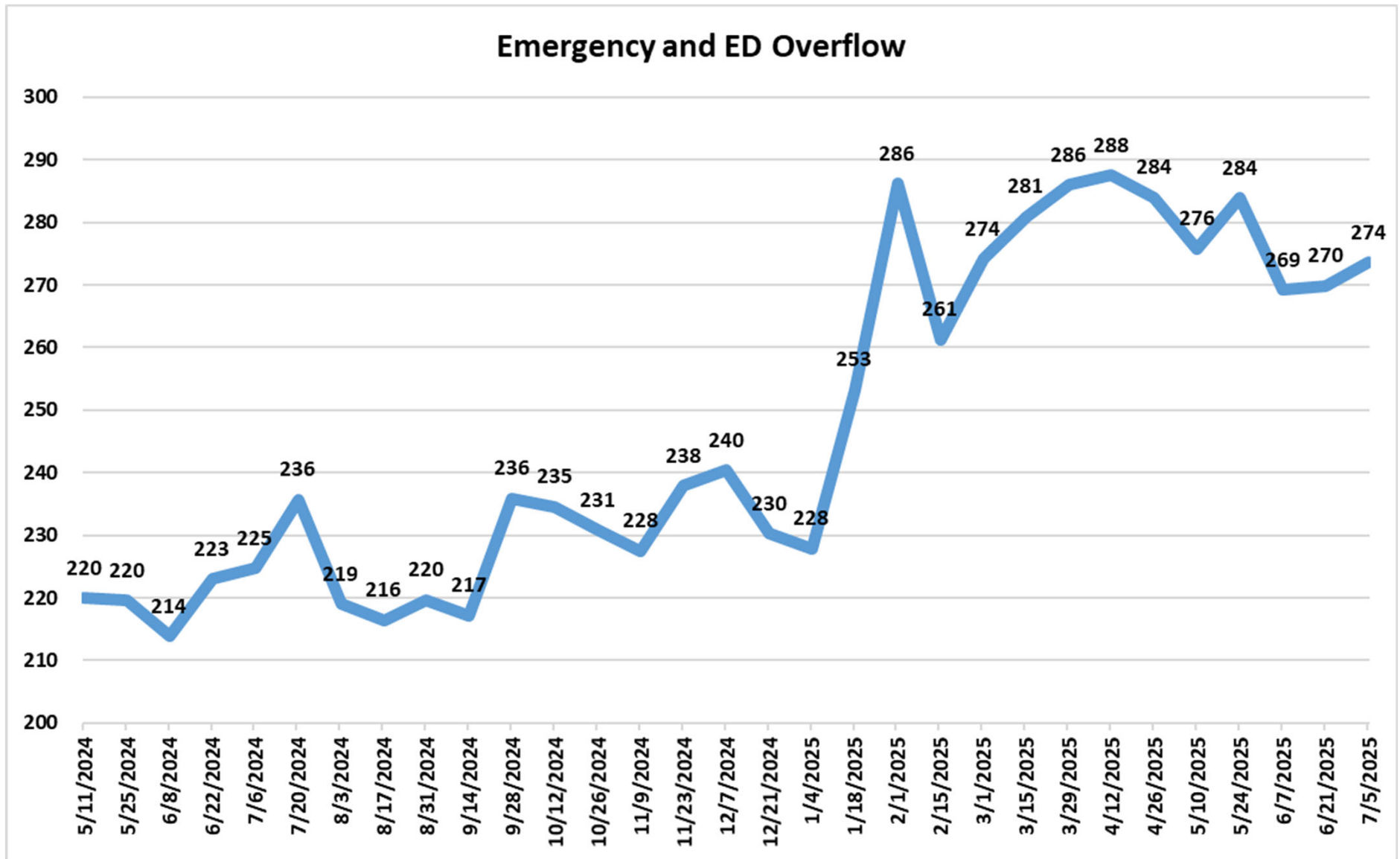
# Contract Labor Full Time Equivalents (FTEs)



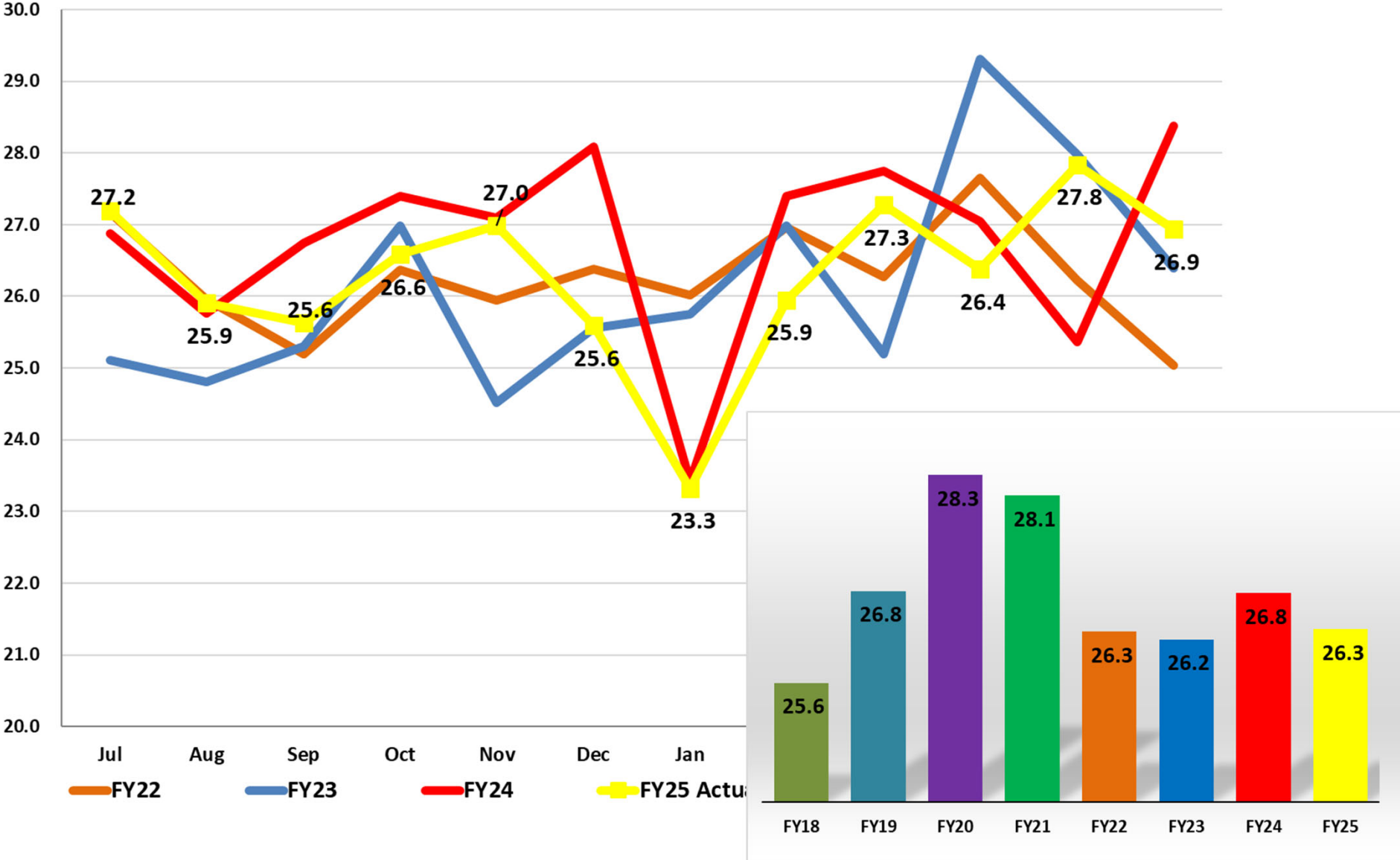
Contract Labor FTE's	Most Recent Pay Period	Prior Pay period	1 Year Ago	6/70/25- 6/8/24
Department Name	7/5/2025	6/21/2025	7/6/2024	Change
7010 Emergency-ED	50	51	17	34
6173 M/S Oncology-3S	13	12	9	5
7400 Labor Delivery	14	14	4	10
6172 Medical/Surgical-3N	10	10	1	9
6181 M/S CDU-2S	7	6	7	0
6177 M/S Ortho Neuro-4S	4	7	6	(2)
6341 Acute Psych	6	8	0	6
6174 M/S Renal-4N	4	4	2	1
6070 Neonatal ICU-NICU	3	4	2	1
7630 Radiology-KHMC	3	3	4	(1)
6030 Cardiovascular ICU-CVI	2	5	1	1
6186 ICCU-15	2	2	3	(0)
6150 M/S Cardiac-2N	2	3	0	2
7235 Labor Triage	3	2	0	3
7500 Clinical Laboratory	2	2	0	2
7641 SRCC Medical Oncology	0	0	3	(3)
6187 M/S Antepartum-2E	1	2	0	1
6152 Telemetry-14	1	1	1	(1)
7652 Nuclear Medicine-KHD	1	1	0	0
<b>Total</b>	<b>146</b>	<b>137</b>	<b>68</b>	<b>74</b>



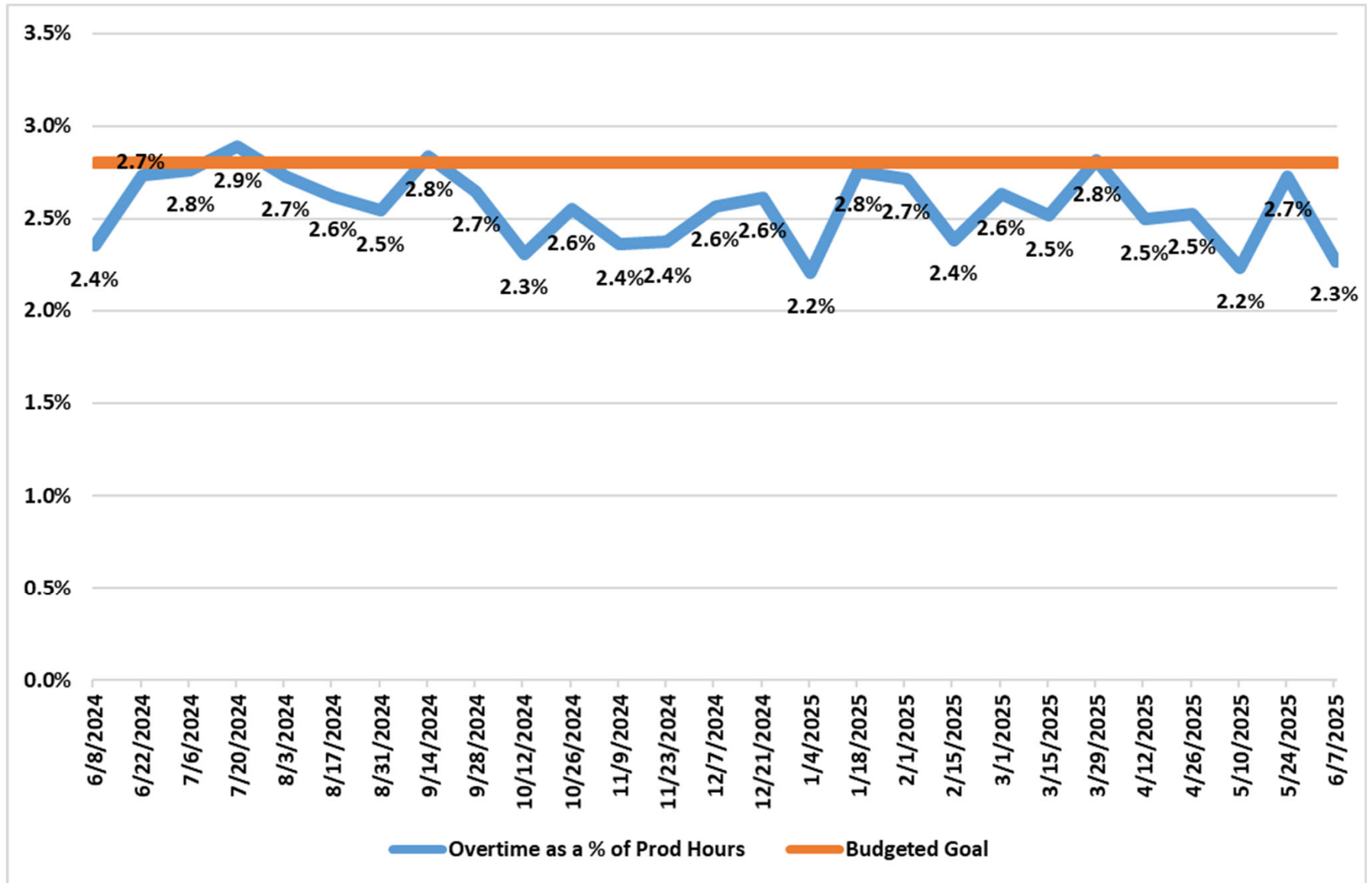
# Emergency Department FTEs: Includes Contract



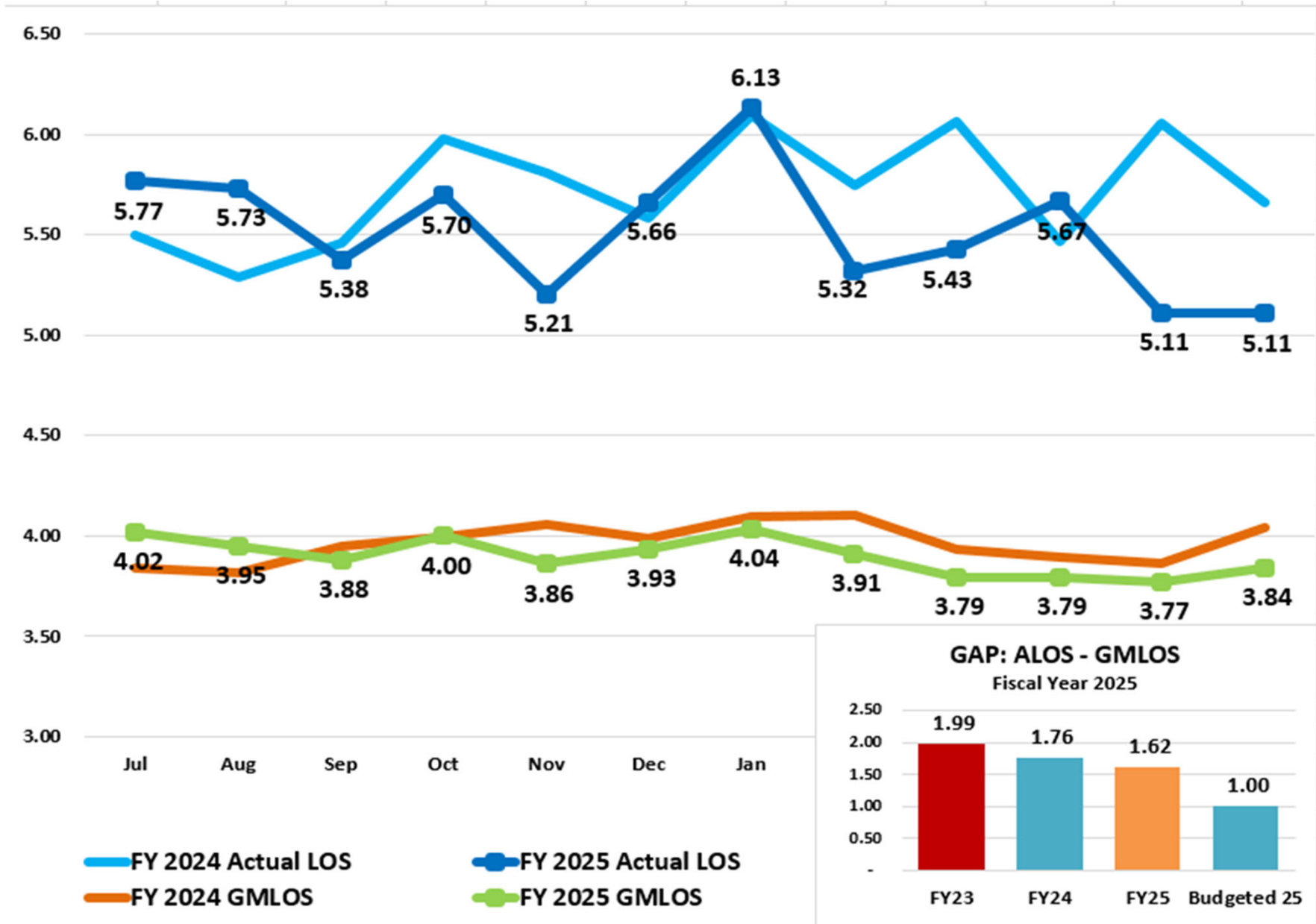
# Productivity Measure : Worked Hours/ Adj. Patient Days



# Overtime as a % of Productive Hours

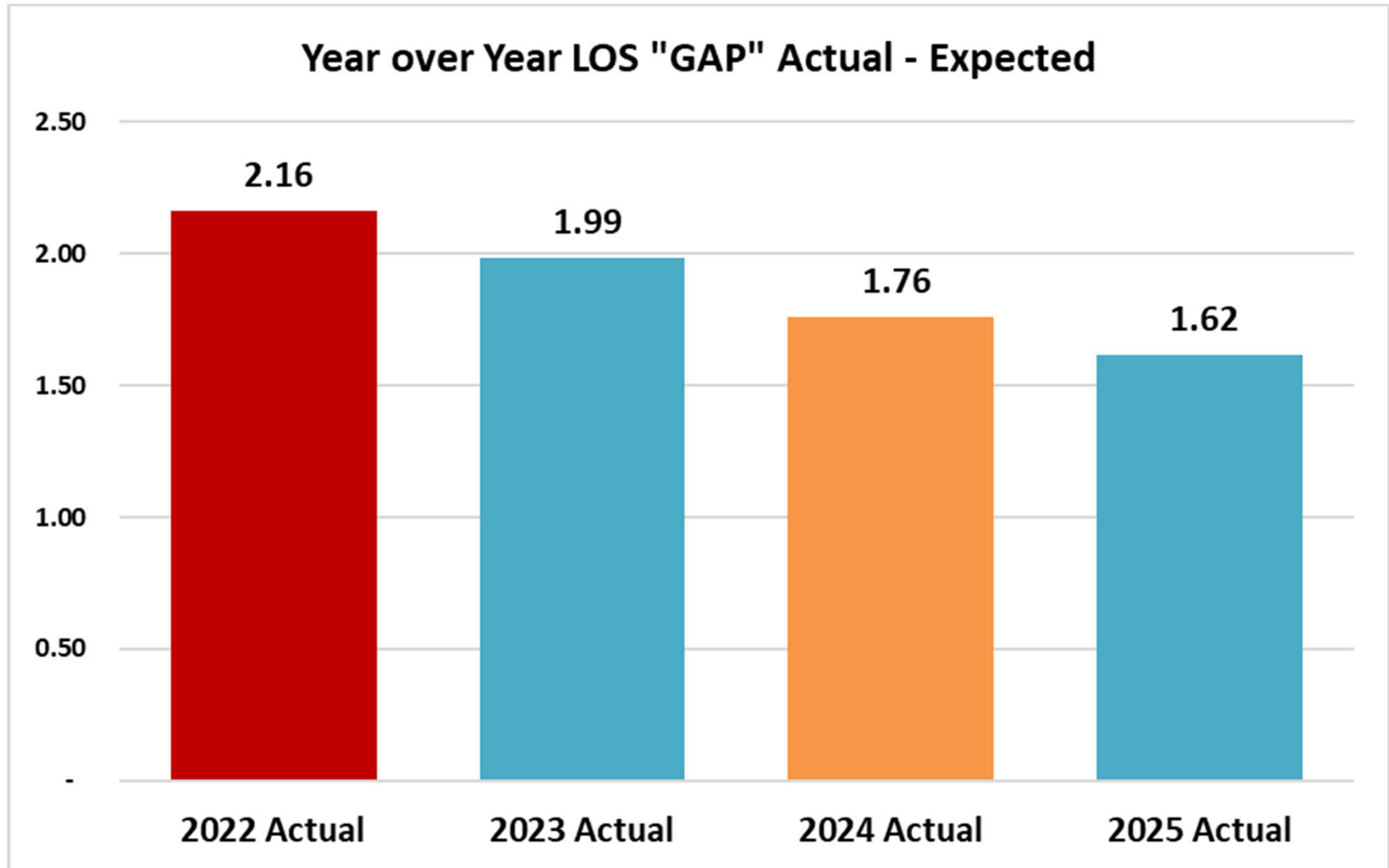


# Average Length of Stay versus National Average (GMLOS)



## Average Length of Stay versus National Average (GMLOS)

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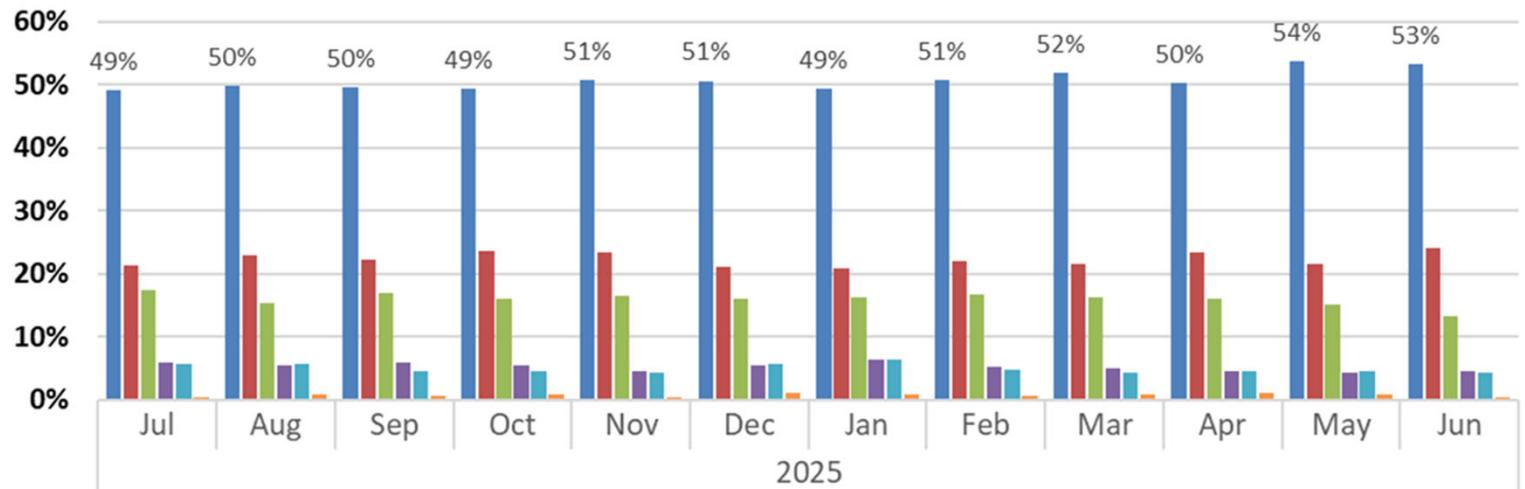


## Average Length of Stay versus National Average (GMLOS)

	ALOS	GMLOS	GAP
Jun-23	5.40	3.90	1.50
Jul-23	5.50	3.84	1.66
Aug-23	5.29	3.82	1.47
Sep-23	5.46	3.95	1.51
Oct-23	5.98	3.99	1.99
Nov-23	5.81	4.06	1.75
Dec-23	5.58	3.99	1.59
Jan-24	6.10	4.10	2.00
Feb-24	5.74	4.11	1.63
Mar-24	6.06	3.93	2.13
Apr-24	5.47	3.90	1.57
May-24	6.06	3.86	2.20
Jun-24	5.66	4.04	1.62
Jul-24	5.77	4.02	1.75
Aug-24	5.73	3.95	1.78
Sep-24	5.38	3.88	1.50
Oct-24	5.70	4.00	1.70
Nov-24	5.21	3.86	1.35
Dec-24	5.66	3.93	1.73
Jan-25	6.13	4.04	2.10
Feb-25	5.32	3.91	1.41
Mar-25	5.43	3.79	1.63
Apr-25	5.67	3.79	1.87
May-25	5.11	3.77	1.34
Jun-25	5.11	3.84	1.27
	<b>5.61</b>	<b>3.93</b>	<b>1.62</b>

# Average Length of Stay Distribution

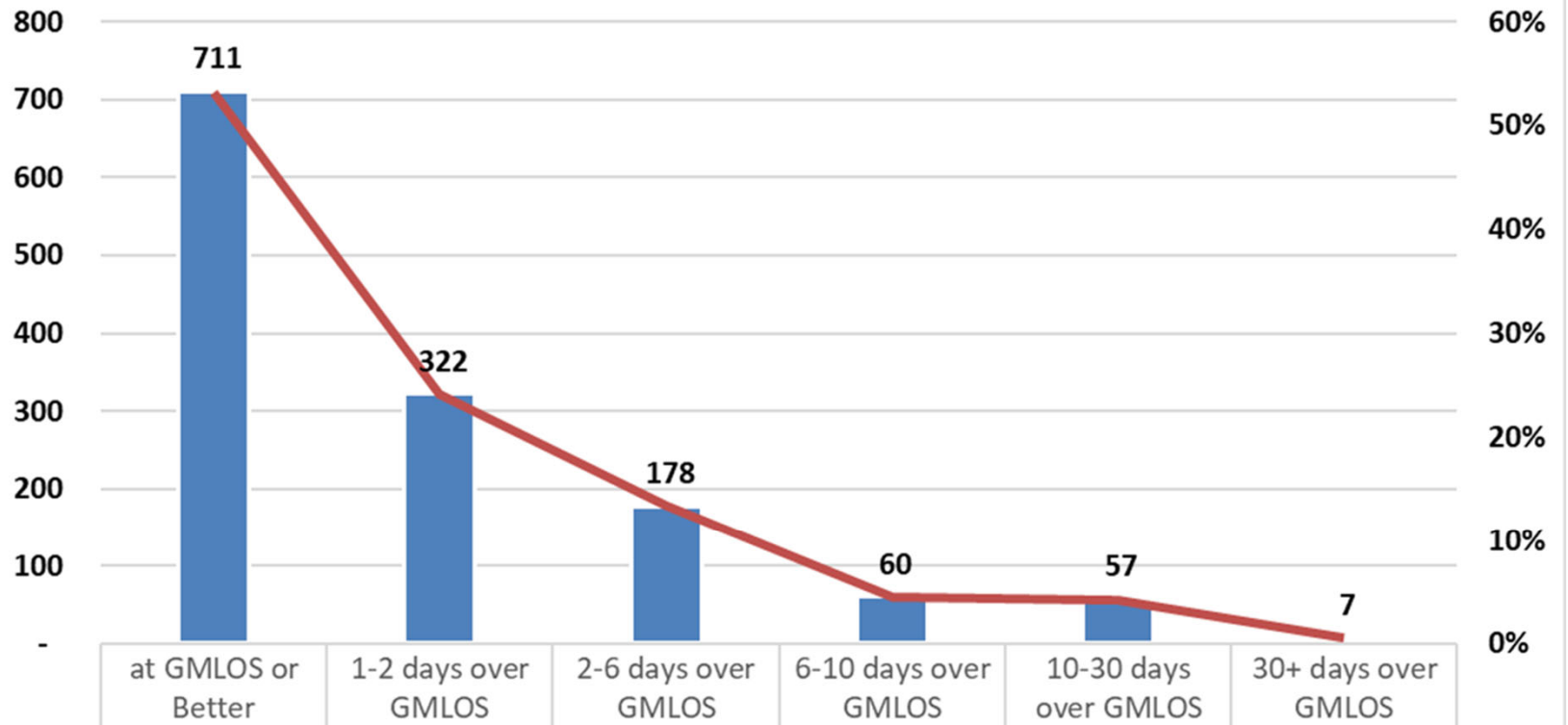
## FY25 Overall LOS Distribution



	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
at GMLOS or Better	49%	50%	50%	49%	51%	51%	49%	51%	52%	50%	54%	53%
1-2 days over GMLOS	21%	23%	22%	24%	23%	21%	21%	22%	22%	23%	22%	24%
2-6 days over GMLOS	17%	15%	17%	16%	17%	16%	16%	17%	16%	16%	15%	13%
6-10 days over GMLOS	6%	6%	6%	5%	5%	6%	6%	5%	5%	5%	4%	4%
10-30 days over GMLOS	6%	6%	5%	5%	4%	6%	6%	5%	4%	5%	4%	4%
30+ days over GMLOS	0.5%	0.8%	0.6%	0.9%	0.3%	1.1%	1.0%	0.6%	0.9%	1.2%	0.8%	0.5%

# Length of Stay Distribution

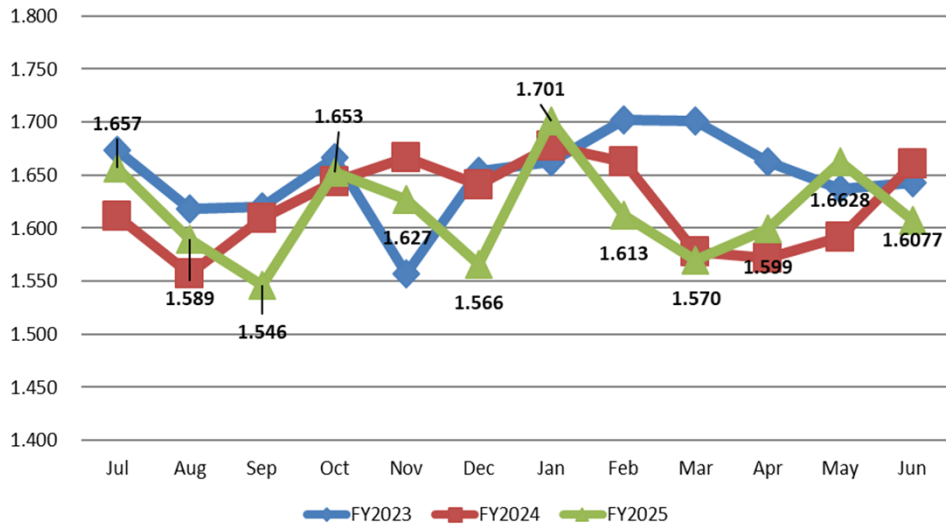
## Jun FY 2025 Overall LOS Distribution



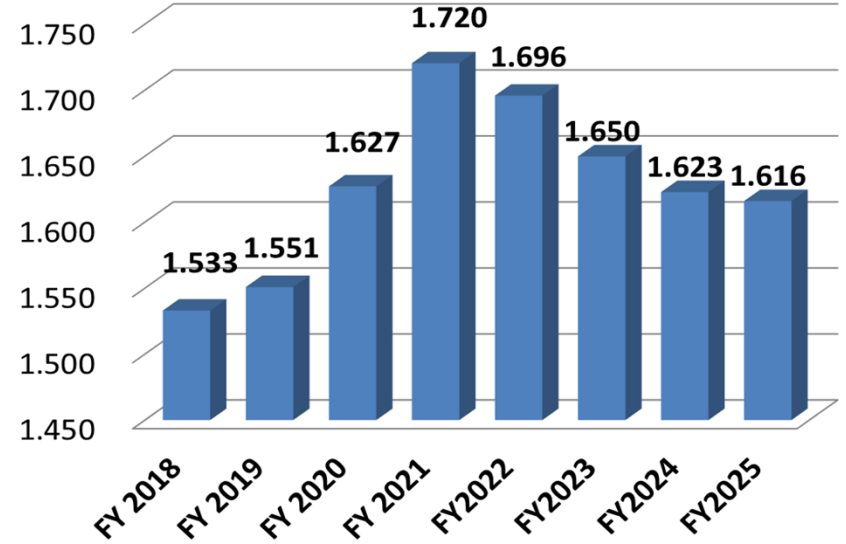
Count of Visits	711	322	178	60	57	7
% of Visits	53%	24%	13%	4%	4%	1%



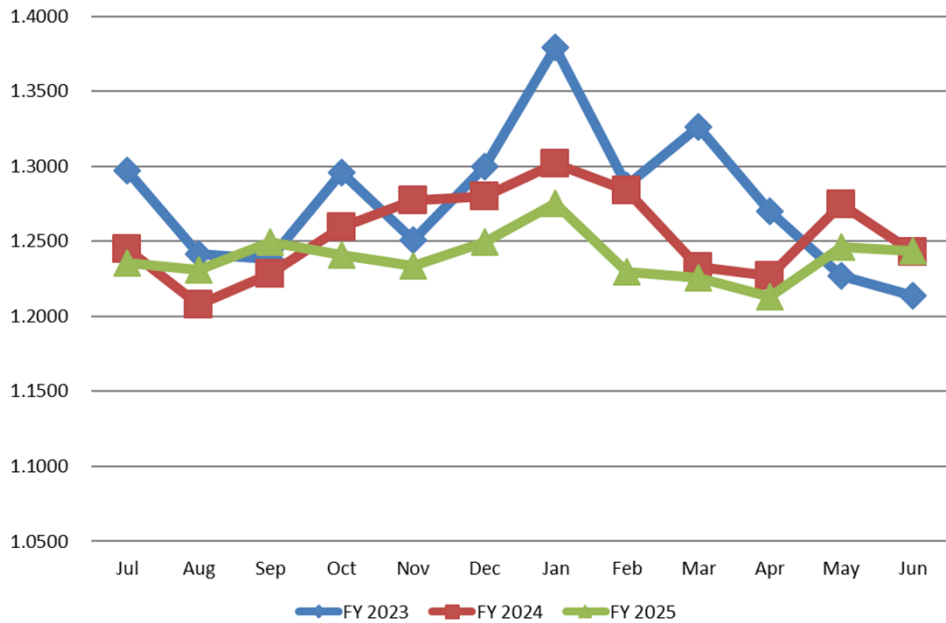
**Case Mix Index w/o Normal Newborns**



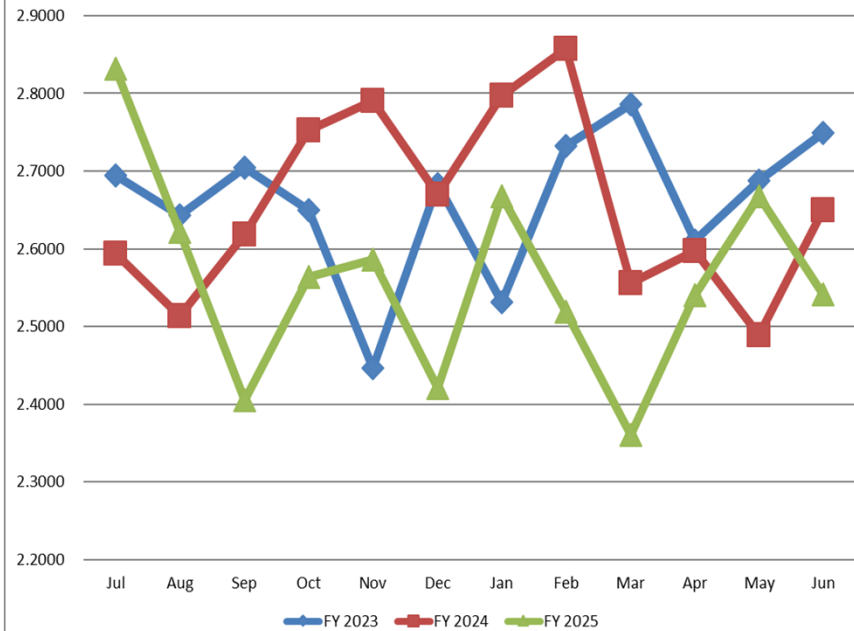
**Case Mix Index w/o Normal Newborns - All**



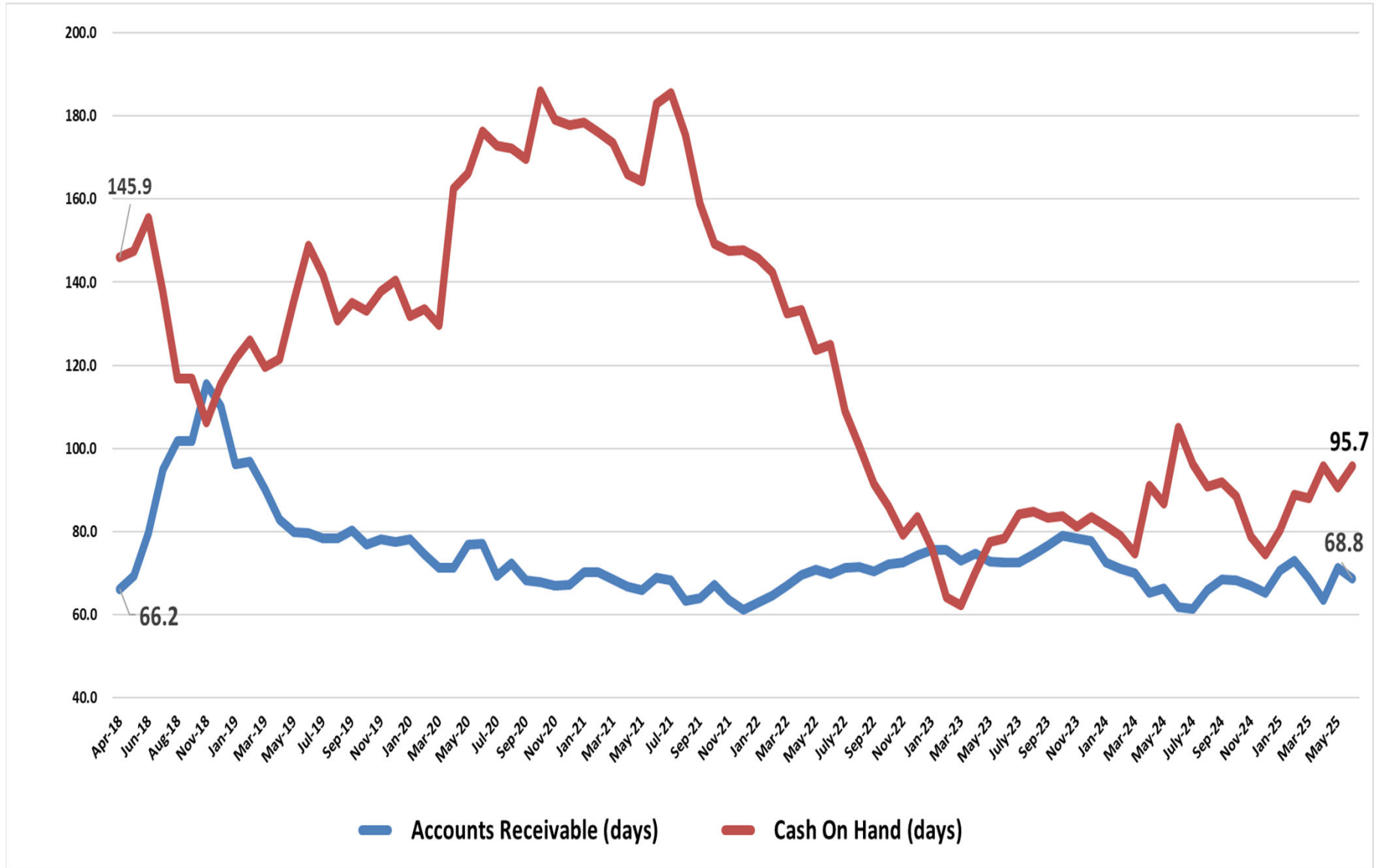
**Case Mix **Medical** w/o Normal Newborns**



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



# Trended Liquidity Ratios



# Ratio Analysis Report

JUNE 30, 2025

	Current Month Value	Prior Month Value	June 30, 2024 Audited Value	2023 Moody's Median Benchmark		
				Aa	A	Baa
<b>LIQUIDITY RATIOS</b>						
Current Ratio (x)	2.6	2.7	2.3	1.7	<b>1.8</b>	1.7
Accounts Receivable (days)	68.8	71.3	61.9	47.8	<b>47.7</b>	47.8
Cash On Hand (days)	95.7	90.5	105.1	273.9	<b>188.4</b>	134.1
Cushion Ratio (x)	10.9	10.3	10.7	44.7	<b>24.2</b>	16.6
Average Payment Period (days)	53.3	52.6	58.6	70.9	<b>62.7</b>	64.0
<b>CAPITAL STRUCTURE RATIOS</b>						
Cash-to-Debt	114.7%	103.0%	106.3%	271.7%	<b>164.5%</b>	131.0%
Debt-To-Capitalization	30.6%	32.5%	34.5%	22.5%	<b>31.1%</b>	35.0%
Debt-to-Cash Flow (x)	2.3	2.7	3.4	2.4	<b>3.6</b>	6.9
Debt Service Coverage	5.2	4.7	2.9	6.7	<b>4.5</b>	2.1
Maximum Annual Debt Service Coverage (x)	4.0	3.7	3.7	6.8	<b>3.8</b>	1.9
Age Of Plant (years)	13.6	13.7	13.3	11.1	<b>12.8</b>	13.9
<b>PROFITABILITY RATIOS</b>						
Operating Margin	(2.6%)	(3.3%)	0.8%	2.1%	<b>0.5%</b>	(2.3%)
Excess Margin	4.3%	4.0%	2.4%	5.5%	<b>2.7%</b>	(.9%)
Operating Cash Flow Margin	2.6%	1.9%	6.1%	6.7%	<b>5.5%</b>	3.0%
Return on Assets	4.6%	4.3%	2.4%	3.9%	<b>2.4%</b>	(.7%)

# Consolidated Statements of Net Position (000's)

	Jun-25	Jun-24
		<b>(Audited)</b>
<b>ASSETS AND DEFERRED OUTFLOWS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	\$ 6,146	\$ 19,412
Current Portion of Board designated and trusted assets	16,070	14,944
Accounts receivable:		
Net patient accounts	154,445	133,806
Other receivables	70,327	25,023
	224,772	158,829
Inventories	13,669	13,738
Medicare and Medi-Cal settlements	71,696	82,755
Prepaid expenses	8,297	8,403
Total current assets	340,650	298,082
<b>NON-CURRENT CASH AND INVESTMENTS -</b>		
less current portion		
Board designated cash and assets	219,278	210,518
Revenue bond assets held in trust	22,950	19,326
Assets in self-insurance trust fund	747	827
Total non-current cash and investments	242,975	230,671
<b>INTANGIBLE RIGHT TO USE LEASE,</b>	15,613	10,464
net of accumulated amortization		
<b>INTANGIBLE RIGHT TO USE SBITA,</b>	8,062	12,153
net of accumulated amortization		
<b>CAPITAL ASSETS</b>		
Land	17,542	17,542
Buildings and improvements	437,184	428,209
Equipment	340,589	334,316
Construction in progress	19,186	22,757
	814,502	802,825
Less accumulated depreciation	541,578	512,148
	272,924	290,676
<b>OTHER ASSETS</b>		
Property not used in operations	5,155	4,487
Health-related investments	2,251	2,676
Other	20,922	17,120
Total other assets	28,328	24,283
Total assets	908,551	866,329
<b>DEFERRED OUTFLOWS</b>	13,958	15,283
Total assets and deferred outflows	<b>\$ 922,510</b>	<b>\$ 881,611</b>

# Consolidated Statements of Net Position (000's)

	Jun-25	Jun-24
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued expenses	\$ 43,358	\$ 41,096
Accrued payroll and related liabilities	67,143	62,382
SBITA liability, current portion	2,950	4,146
Lease liability, current portion	3,191	2,248
Bonds payable, current portion	13,014	12,585
Notes payable, current portion	-	9,850
Total current liabilities	129,657	132,306
<b>LEASE LIABILITY, net of current portion</b>	12,862	8,477
<b>SBITA LIABILITY, net of current portion</b>	4,022	5,846
<b>LONG-TERM DEBT, less current portion</b>		
Bonds payable	201,619	214,713
Notes payable	20,750	20,750
Total long-term debt	222,369	235,463
<b>NET PENSION LIABILITY</b>	21,666	21,226
<b>OTHER LONG-TERM LIABILITIES</b>	45,362	36,256
Total liabilities	435,939	439,574
<b>NET ASSETS</b>		
Invested in capital assets, net of related debt	60,630	66,112
Restricted	59,659	52,733
Unrestricted	366,282	323,192
Total net position	486,571	442,037
Total liabilities and net position	<b>\$ 922,510</b>	<b>\$ 881,611</b>

**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
June 30, 2025**

Board designated funds	Maturity Date	Yield	Investment Type	G/L Account	Amount	Total
LAIF		4.26	Various		43,218,951	
CAMP		4.40	CAMP		37,637,139	
Allspring	31846V203	3.95	Money market		641,840	
PFM	31846V203	3.95	Money market		1,075,101	
Western Alliance		0.25	Money market		130,764	
Allspring	21-Jul-25	0.38	U.S. Govt Agency	FHLMC	1,500,000	
Allspring	1-Aug-25	2.17	Municipal	Santa Cruz Ca	400,000	
PFM	1-Aug-25	0.85	Municipal	San Juan Ca	190,000	
Allspring	25-Aug-25	0.38	U.S. Govt Agency	FNMA	1,500,000	
PFM	25-Aug-25	3.75	U.S. Govt Agency	FHLMC	162,294	
Allspring	4-Sep-25	0.38	U.S. Govt Agency	FHLB	525,000	
Allspring	23-Sep-25	0.38	U.S. Govt Agency	FHLMC	750,000	
Allspring	29-Oct-25	0.55	MTN-C	Procter Gamble Co	1,300,000	
Allspring	31-Oct-25	0.25	U.S. Govt Agency	US Treasury Bill	770,000	
Allspring	30-Nov-25	0.38	U.S. Govt Agency	US Treasury Bill	2,550,000	
Allspring	31-Mar-26	0.75	U.S. Govt Agency	US Treasury Bill	675,000	
Western Alliance - CDARS	2-Apr-26	4.01	CD	First Heritage Bank	238,007	
Western Alliance - CDARS	2-Apr-26	4.01	CD	Farmers & Merchants Bank	13,586	
Western Alliance - CDARS	2-Apr-26	4.01	CD	Citizens Bank & Trust	22,597	
Western Alliance - CDARS	2-Apr-26	4.01	CD	American Plus Bank, N.A.	238,007	
Western Alliance - CDARS	2-Apr-26	4.01	CD	BOKF, National Association	238,007	
Western Alliance - CDARS	2-Apr-26	4.01	CD	CalPrivate Bank	238,007	
Western Alliance - CDARS	2-Apr-26	4.01	CD	Centreville Bak	238,007	
Western Alliance - CDARS	2-Apr-26	4.01	CD	Citizens Bank & Trust	215,411	
Western Alliance - CDARS	2-Apr-26	4.01	CD	City Natl Bank of Sulphur Springs	238,007	
Western Alliance - CDARS	2-Apr-26	4.01	CD	Farmer & Merchants Bank	176,797	
Western Alliance - CDARS	2-Apr-26	4.01	CD	First Oklahoma Bank	201,033	
Western Alliance - CDARS	2-Apr-26	4.01	CD	Homeland Federal Savings Bank	16,013	
Western Alliance - CDARS	2-Apr-26	4.01	CD	Locus Bank	238,007	
Western Alliance - CDARS	2-Apr-26	4.01	CD	Old National Bank	238,007	
Western Alliance - CDARS	2-Apr-26	4.01	CD	River City Bank	238,007	
Western Alliance - CDARS	2-Apr-26	4.01	CD	Solera National Bank	238,007	
PFM	19-Apr-26	3.50	MTN-C	Bank of America	295,000	
Allspring	21-Apr-26	4.75	MTN-C	Morgan Stanley	1,000,000	
PFM	15-May-26	3.30	MTN-C	IBM Corp	410,000	
PFM	28-May-26	1.20	MTN-C	Astrazeneca LP	265,000	
Allspring	18-Jun-26	1.13	MTN-C	Toyota Motor	1,400,000	
Allspring	30-Jun-26	0.88	U.S. Govt Agency	US Treasury Bill	1,850,000	
PFM	30-Jun-26	0.88	U.S. Govt Agency	US Treasury Bill	990,000	
Allspring	1-Jul-26	1.89	Municipal	Anaheim Ca Pub	1,000,000	
PFM	1-Jul-26	1.46	Municipal	Los Angeles Ca	270,000	
PFM	7-Jul-26	5.25	MTN-C	American Honda Mtn	145,000	
PFM	17-Jul-26	5.08	MTN-C	Cooperative CD	400,000	
PFM	20-Jul-26	3.73	ABS	Honda Auto Rec Own	25,219	
PFM	31-Jul-26	0.63	U.S. Govt Agency	US Treasury Bill	880,000	
PFM	31-Aug-26	0.75	U.S. Govt Agency	US Treasury Bill	800,000	
PFM	14-Sep-26	1.15	MTN-C	Caterpillar Finl Mtn	220,000	
PFM	18-Sep-26	5.61	MTN-C	Natixis Ny	405,000	
Allspring	30-Sep-26	0.88	U.S. Govt Agency	US Treasury Bill	2,210,000	
PFM	30-Sep-26	0.88	U.S. Govt Agency	US Treasury Bill	1,000,000	
Allspring	31-Oct-26	1.13	U.S. Govt Agency	US Treasury Bill	800,000	
PFM	1-Nov-26	4.76	Municipal	California St Univ	125,000	
PFM	4-Nov-26	1.65	MTN-C	American Express Co	445,000	
PFM	13-Nov-26	5.60	MTN-C	National Rural Mtn	160,000	
Allspring	30-Nov-26	1.25	U.S. Govt Agency	US Treasury Bill	2,000,000	
Allspring	4-Dec-26	5.49	MTN-C	Citibank N A	1,000,000	
Allspring	15-Jan-27	1.95	MTN-C	Target Corp	900,000	
PFM	26-Feb-27	4.80	MTN-C	Cisco Sys Inc	260,000	
PFM	15-Mar-27	5.90	ABS	Daimler Trucks	228,651	
PFM	18-Mar-27	4.99	MTN-C	State Street Corp	335,000	
PFM	25-Mar-27	3.22	U.S. Govt Agency	FHLMC	575,000	
PFM	30-Mar-27	5.39	MTN-C	Hormel Food Corp	115,000	
PFM	15-Apr-27	2.50	MTN-C	Home Depot Inc	220,000	
PFM	15-Apr-27	3.97	ABS	Carmax Auto Owner	197,657	
Allspring	30-Apr-27	2.75	U.S. Govt Agency	US Treasury Bill	970,000	
PFM	30-Apr-27	0.50	U.S. Govt Agency	US Treasury Bill	250,000	
PFM	30-Apr-27	2.75	U.S. Govt Agency	US Treasury Bill	800,000	
PFM	1-May-27	5.41	MTN-C	Goldman Sachs	220,000	
PFM	13-May-27	5.00	MTN-C	Paccar Financial Mtn	95,000	
PFM	15-May-27	3.70	MTN-C	Unithedhealth Group	85,000	
PFM	15-May-27	2.38	U.S. Govt Agency	US Treasury Bill	925,000	
PFM	17-May-27	3.66	ABS	Capital One Prime	102,251	
Allspring	21-May-27	5.41	MTN-C	Goldman Sachs	1,100,000	
Allspring	15-Jul-27	3.68	Municipal	Massachusetts St	1,000,000	
PFM	26-Jul-27	4.60	MTN-C	Blackrock Funding	185,000	
PFM	31-Jul-27	2.75	U.S. Govt Agency	US Treasury Bill	185,000	
Allspring	1-Aug-27	3.23	Municipal	San Jose Ca Redeve	400,000	
Allspring	1-Aug-27	3.46	Municipal	Alameda Cnty Ca	500,000	
Allspring	6-Aug-27	4.45	MTN-C	Paccar Financial Mtn	900,000	
PFM	15-Aug-27	2.25	U.S. Govt Agency	US Treasury Bill	190,000	
PFM	31-Aug-27	0.50	U.S. Govt Agency	US Treasury Bill	1,140,000	
Allspring	15-Sep-27	5.93	MTN-C	Bank of America	1,100,000	
Allspring	1-Oct-27	4.66	Municipal	San Francisco Ca	1,000,000	
PFM	8-Oct-27	4.35	MTN-C	Toyota Motor	130,000	
Allspring	22-Oct-27	4.33	MTN-C	State Street Corp	1,000,000	
PFM	31-Oct-27	0.50	U.S. Govt Agency	US Treasury Bill	1,500,000	
Allspring	15-Nov-27	5.49	ABS	Nissan Auto Lease	500,000	
Allspring	15-Nov-27	4.60	MTN-C	Caterpillar Finl Mtn	1,000,000	
PFM	15-Nov-27	4.51	ABS	Mercedes Benz Auto	100,532	
PFM	17-Nov-27	5.02	MTN-C	Bp Cap Mkts Amer	310,000	
PFM	15-Jan-28	4.10	MTN-C	Mastercard	130,000	
Allspring	18-Jan-28	5.66	ABS	Mercedes Benz Auto	1,000,000	
PFM	24-Jan-28	4.90	MTN-C	Wells Fargo MTN	145,000	
PFM	7-Feb-28	3.44	MTN-C	Bank New York Mellon Mtn	300,000	
Allspring	12-Feb-28	4.55	MTN-C	Eli Lilly Co	300,000	
Allspring	16-Feb-28	4.47	ABS	GM Finl Consumer	710,344	
PFM	18-Feb-28	5.41	ABS	Honda Auto	303,872	
PFM	24-Feb-28	4.55	MTN-C	Cisco Sys Inc	70,000	
PFM	24-Feb-28	4.55	MTN-C	Hershey Co	80,000	
PFM	25-Feb-28	5.47	ABS	BMW Vehicle Owner	71,480	
PFM	28-Feb-28	4.48	MTN-C	Chevron USA Inc	340,000	
PFM	29-Feb-28	1.13	U.S. Govt Agency	US Treasury Bill	1,500,000	
PFM	1-Mar-28	4.55	MTN-C	Johnson Johnson Sr	80,000	
PFM	17-Apr-28	5.48	ABS	Hyundai Auto	99,614	
Allspring	22-Apr-28	5.57	MTN-C	JP Morgan	1,100,000	

**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
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PFM	23-Apr-28	4.89	MTN-C	Goldman Sachs	155,000
PFM	30-Apr-28	3.50	U.S. Govt Agency	US Treasury Bill	750,000
PFM	30-Apr-28	1.25	U.S. Govt Agency	US Treasury Bill	600,000
PFM	9-May-28	4.25	MTN-C	Cummins INC	20,000
PFM	15-May-28	5.23	ABS	Ford CR Auto Owner	146,929
PFM	15-May-28	5.46	ABS	Ally Auto Rec	166,348
PFM	26-May-28	5.50	MTN-C	Morgan Stanley	280,000
PFM	31-May-28	3.63	U.S. Govt Agency	US Treasury Bill	730,000
PFM	15-Jun-28	4.35	MTN-C	Target Corp	75,000
PFM	15-Jun-28	4.35	MTN-C	Target Corp	290,000
PFM	16-Jun-28	5.45	ABS	GM Finl con Auto Rec	98,750
PFM	25-Jun-28	4.82	U.S. Govt Agency	FHLMC	530,000
PFM	25-Jun-28	4.78	U.S. Govt Agency	FHLMC	433,132
Allspring	30-Jun-28	4.00	U.S. Govt Agency	US Treasury Bill	500,000
PFM	30-Jun-28	4.00	U.S. Govt Agency	US Treasury Bill	1,300,000
PFM	1-Jul-28	4.42	Municipal	Los Angeles Ca	140,000
Allspring	14-Jul-28	4.95	MTN-C	John Deere Mtn	700,000
PFM	14-Jul-28	4.95	MTN-C	John Deere Mtn	120,000
PFM	25-Jul-28	4.18	U.S. Govt Agency	FNMA	515,773
Allspring	1-Aug-28	5.75	Municipal	San Diego County	1,000,000
PFM	15-Aug-28	5.53	ABS	Fifth Third Auto	354,694
PFM	15-Aug-28	5.69	ABS	Harley Davidson	484,448
PFM	25-Aug-28	4.74	U.S. Govt Agency	FHLMC	545,000
PFM	25-Aug-28	4.65	U.S. Govt Agency	FHLMC	545,000
PFM	15-Sep-28	5.16	ABS	Chase Issuance Trust	435,000
PFM	15-Sep-28	5.23	ABS	American Express	445,000
PFM	25-Sep-28	4.85	U.S. Govt Agency	FHLMC	410,000
PFM	25-Sep-28	4.80	U.S. Govt Agency	FHLMC	535,000
PFM	29-Sep-28	5.80	MTN-C	Citibank N A	535,000
PFM	30-Sep-28	4.63	U.S. Govt Agency	US Treasury Bill	500,000
Allspring	25-Oct-28	5.80	MTN-C	Bank New York Mtn	1,000,000
PFM	25-Oct-28	5.07	U.S. Govt Agency	FHLMC	200,000
PFM	25-Oct-28	4.86	U.S. Govt Agency	FHLMC	300,000
PFM	31-Oct-28	1.38	U.S. Govt Agency	US Treasury Bill	1,500,000
PFM	31-Oct-28	1.38	U.S. Govt Agency	US Treasury Bill	775,000
Allspring	15-Nov-28	4.98	ABS	Bank of America	394,000
PFM	25-Nov-28	5.00	U.S. Govt Agency	FHLMC	280,000
PFM	25-Dec-28	4.57	U.S. Govt Agency	FHLMC	325,000
PFM	25-Dec-28	4.72	U.S. Govt Agency	FHLMC	315,000
PFM	31-Dec-28	3.75	U.S. Govt Agency	US Treasury Bill	1,200,000
PFM	31-Dec-28	1.38	U.S. Govt Agency	US Treasury Bill	500,000
PFM	12-Jan-29	5.02	MTN-C	Morgan Stanley	250,000
PFM	16-Jan-29	4.60	ABS	Chase Issuance Trust	490,000
PFM	24-Jan-29	4.92	MTN-C	JP Morgan	140,000
PFM	31-Jan-29	4.60	MTN-C	Paccar Financial Mtn	160,000
PFM	8-Feb-29	4.60	MTN-C	Air products	295,000
PFM	8-Feb-29	4.60	MTN-C	Texas Instrs	370,000
PFM	15-Feb-29	4.94	ABS	Wells Fargo Card	560,000
PFM	20-Feb-29	4.90	MTN-C	Cummins INC	195,000
PFM	22-Feb-29	4.90	MTN-C	Bristol Myers Squibb	200,000
Allspring	26-Feb-29	5.18	ABS	BMW Vehicle Owner	1,100,000
PFM	26-Feb-29	4.85	MTN-C	Cisco Sys Inc	225,000
PFM	26-Feb-29	4.85	MTN-C	Astrazeneca	165,000
PFM	28-Feb-29	4.25	U.S. Govt Agency	US Treasury Bill	750,000
PFM	14-Mar-29	4.70	MTN-C	Blackrock Funding	50,000
PFM	14-Mar-29	4.70	MTN-C	Blackrock Funding	220,000
Allspring	15-Mar-29	5.20	ABS	John Deere Owner	1,000,000
Allspring	15-Mar-29	5.38	ABS	Hyundai Auto Rec	1,000,000
PFM	25-Mar-29	5.18	U.S. Govt Agency	FHLMC	315,000
Allspring	31-Mar-29	4.13	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	31-Mar-29	4.13	U.S. Govt Agency	US Treasury Bill	225,000
PFM	4-Apr-29	4.80	MTN-C	Adobe Inc	225,000
Allspring	15-Apr-29	5.10	ABS	Ford CR Auto Owner	1,000,000
PFM	15-Apr-29	5.10	ABS	Ford CR Auto Owner	415,000
PFM	23-Apr-29	4.91	MTN-C	Wells Fargo co	205,000
PFM	25-Apr-29	4.73	MTN-C	American Express	245,000
PFM	9-May-29	4.62	MTN-C	Bank America Mtn	290,000
PFM	15-May-29	4.42	ABS	Hyundai Auto Rec	195,000
PFM	25-May-29	4.72	U.S. Govt Agency	FHLMC	460,000
Allspring	31-May-29	4.50	U.S. Govt Agency	US Treasury Bill	1,000,000
Allspring	15-Jun-29	5.15	MTN-C	National Rural Mtn	850,000
Allspring	20-Jun-29	5.98	ABS	Verizon Master Trust	1,000,000
Allspring	25-Jun-29	4.75	MTN-C	Home Depot Inc	500,000
PFM	25-Jun-29	4.75	MTN-C	Home Depot Inc	95,000
PFM	25-Jun-29	4.64	U.S. Govt Agency	FHLMC	200,000
PFM	30-Jun-29	3.25	U.S. Govt Agency	US Treasury Bill	2,030,000
PFM	15-Jul-29	4.76	ABS	Ford CR Auto Owner	360,000
Allspring	16-Jul-29	4.65	ABS	American Express	1,025,000
PFM	17-Jul-29	4.50	MTN-C	Pepsico inc	280,000
PFM	25-Jul-29	4.54	U.S. Govt Agency	FHLMC	515,000
PFM	25-Jul-29	4.62	U.S. Govt Agency	FHLMC	410,000
Allspring	31-Jul-29	4.00	U.S. Govt Agency	US Treasury Bill	500,000
PFM	31-Jul-29	4.00	U.S. Govt Agency	US Treasury Bill	260,000
PFM	9-Aug-29	4.55	MTN-C	Toyota Motor	195,000
PFM	14-Aug-29	4.20	MTN-C	Eli Lilly Co	65,000
PFM	16-Aug-29	4.27	ABS	GM Finl con Auto Rec	155,000
PFM	18-Aug-29	4.64	ABS	Toyota Auto	260,000
PFM	20-Aug-29	4.92	ABS	Volkswagen Auto Ln	365,000
PFM	31-Aug-29	3.63	U.S. Govt Agency	US Treasury Bill	750,000
PFM	16-Sep-29	3.80	MTN-C	Novartis Capital	365,000
PFM	21-Sep-29	4.57	ABS	Honda Auto	205,000
PFM	25-Sep-29	4.85	ABS	BMW Vehicle Owner	140,000
PFM	25-Sep-29	4.79	U.S. Govt Agency	FHLMC	345,000
Allspring	30-Sep-29	3.50	U.S. Govt Agency	US Treasury Bill	950,000
PFM	4-Oct-29	4.05	MTN-C	Accenture Capital	195,000
PFM	15-Oct-29	4.15	ABS	Honda Auto	125,000
PFM	15-Oct-29	4.45	ABS	Ford Credit Auto	445,000
Allspring	31-Oct-29	4.13	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	31-Oct-29	4.13	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	15-Nov-29	4.77	ABS	Toyota Auto	220,000
Allspring	30-Nov-29	4.13	U.S. Govt Agency	US Treasury Bill	1,700,000
Allspring	15-Dec-29	4.49	ABS	Nissan Auto Rec	500,000
PFM	17-Dec-29	4.78	ABS	Mercedes Benz Auto	255,000
Allspring	31-Dec-29	4.38	U.S. Govt Agency	US Treasury Bill	1,000,000
Allspring	31-Dec-29	4.38	U.S. Govt Agency	US Treasury Bill	1,000,000
Allspring	17-Jan-30	4.95	MTN-C	Adobe Inc	900,000
PFM	17-Jan-30	4.95	MTN-C	Adobe Inc	285,000
Allspring	23-Jan-30	5.20	MTN-C	Wells Fargo co	500,000

**KAWEAH DELTA HEALTH CARE DISTRICT  
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PFM	25-Jan-30	0.00	U.S. Govt Agency	FHLMC	205,000	
PFM	31-Jan-30	4.25	U.S. Govt Agency	US Treasury Bill	295,000	
PFM	24-Feb-30	4.75	MTN-C	Cisco Sys Inc	290,000	
PFM	28-Feb-30	4.00	U.S. Govt Agency	US Treasury Bill	160,000	
PFM	20-Mar-30	4.51	ABS	Verizon Master Trust	440,000	
PFM	31-Mar-30	4.00	U.S. Govt Agency	US Treasury Bill	700,000	
PFM	15-Apr-30	4.28	ABS	American Express	410,000	
PFM	16-Apr-30	4.66	ABS	GM Finl Consumer	95,000	
PFM	24-Apr-30	4.76	MTN-C	State Street Corp	140,000	
Allspring	28-Apr-30	4.35	MTN-C	Walmart Inc	500,000	
PFM	28-Apr-30	4.30	MTN-C	Walmart Inc	160,000	
Allspring	30-Apr-30	3.88	U.S. Govt Agency	US Treasury Bill	1,000,000	
PFM	1-May-30	4.20	MTN-C	Colgate Palmolive	180,000	
PFM	15-May-30	4.31	ABS	Bank of America	265,000	
PFM	15-May-30	4.34	ABS	WF Card Issuance	515,000	
PFM	15-May-30	4.80	MTN-C	Toyota Motor	200,000	
PFM	25-May-30	4.35	U.S. Govt Agency	FHLMC	575,000	
PFM	29-May-30	4.91	MTN-C	Citibank N A	250,000	
Allspring	31-May-30	4.00	U.S. Govt Agency	US Treasury Bill	1,000,000	
PFM	31-May-30	4.00	U.S. Govt Agency	US Treasury Bill	1,065,000	
PFM	5-Jun-30	4.55	MTN-C	John Deere Mtn	285,000	
PFM	15-Jun-30	4.50	MTN-C	Analog Devices	435,000	
PFM	21-Jun-30	4.30	ABS	Citibank Credit	580,000	
Allspring	30-Jun-30	3.88	U.S. Govt Agency	US Treasury Bill	1,000,000	
						\$ 203,460,293

	<u>Maturity Date</u>	<u>Yield</u>	<u>Investment Type</u>		<u>G/L Account</u>	<u>Amount</u>	<u>Total</u>
<b><u>Self-insurance trust</u></b>							
Wells Fargo Bank			Money market		110900	967,173	
Wells Fargo Bank			Fixed income - L/T		152300	<u>761,799</u>	1,728,971
<b><u>2015A revenue bonds</u></b>							
US Bank			Principal/Interest payment fund		142110	<u>512,039</u>	512,039
<b><u>2015B revenue bonds</u></b>							
US Bank			Principal/Interest payment fund		142110	367,973	367,973
<b><u>2017C revenue bonds</u></b>							
US Bank			Principal/Interest payment fund		142110	<u>951,120</u>	951,120
<b><u>2020 revenue bonds</u></b>							
US Bank			Principal/Interest payment fund		142110	<u>193,391</u>	193,391
<b><u>2022 revenue bonds</u></b>							
US Bank			Principal/Interest payment fund		142110	<u>436,185</u>	436,185
<b><u>2014 general obligation bonds</u></b>							
CAMP			Interest Payment fund		152440	<u>5,327,015</u>	5,327,015
<b><u>Master Reserve fund</u></b>							
US Bank					142102	(422,246)	
US Bank					142103	<u>23,372,427</u>	22,950,181
<b><u>Operations</u></b>							
Wells Fargo Bank	(Checking)	0.38	Checking	100100	100100	(623,737)	
Wells Fargo Bank	(Savings)	0.38	Checking	100500	100500	<u>5,924,022</u>	
						5,300,285	
<b><u>Payroll</u></b>							
Wells Fargo Bank	(Checking)	0.38	Checking		100200	(186,139)	
Wells Fargo Bank	(Checking)	0.38	Checking	Flexible Spending	100300	595,653	
Wells Fargo Bank	(Checking)	0.38	Checking	Benefits	100300	39,481	
Wells Fargo Bank	(Checking)	0.00	Checking	HSA	100300	28,155	
						477,150	
							5,777,435
<b>Total investments</b>						<b>\$</b>	<b><u>241,704,602</u></b>



**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
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**Sequoia Regional Cancer Center**

Wells Fargo Bank (Medical)	Checking	100500	4,636	
			<u>\$</u>	<u>4,636</u>

**Kaweah Delta Hospital Foundation**

Central Valley Community Checking	Investments	100100	342,815	
Various	S/T Investments	142200	5,603,109	
Various	L/T Investments	142300	13,788,807	
Various	Unrealized G/L	142400	2,901,293	
			<u>\$</u>	<u>22,636,024</u>

**Summary of board designated funds:**

Plant fund:

Uncommitted plant funds	\$ 142,143,643	142100
Committed for capital	<u>23,435,552</u>	142100
	165,579,195	
GO Bond reserve - L/T	1,992,658	142100
401k Matching	14,710,145	142100
Cost report settlement - curre	2,135,384	142104
Cost report settlement - L/T	<u>1,312,727</u>	142100
	3,448,111	
Development fund/Memorial fund	104,184	112300
Workers compensation - curr	5,180,000	112900
Workers compensation - L/T	<u>12,446,000</u>	113900
	17,626,000	
	<u>\$ 203,460,293</u>	

	Total Investments	%	Trust Accounts	Surplus Funds	%
<b>Investment summary by institution:</b>					
CAMP	37,637,139	15.6%		37,637,139	18.0%
Local Agency Investment Fund (LAIF)	43,218,951	17.9%		43,218,951	20.7%
CAMP - GOB Tax Rev	5,327,015	2.2%	5,327,015	-	0.0%
Alispring	59,971,185	24.8%	1,728,971	58,242,213	27.8%
PFM	59,476,748	24.6%		59,476,748	28.4%
Western Alliance - CDARS	3,025,506			3,025,506	1.4%
Western Alliance	130,764			130,764	0.1%
Wells Fargo Bank	7,506,406	3.1%		7,506,406	3.6%
US Bank	25,410,889	10.5%	25,410,889	-	0.0%
<b>Total investments</b>	<u>\$ 241,704,602</u>	<u>100.0%</u>	<u>\$ 32,466,875</u>	<u>209,237,728</u>	<u>100.0%</u>

**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
June 30, 2025**

**Investment summary of surplus funds by type:**

		<u>Investment Limitations</u>
Negotiable and other certificates of deposit	\$ 3,025,506	62,771,000 (30%)
Checking accounts	5,777,435	
Local Agency Investment Fund (LAIF)	43,218,951	75,000,000
CAMP	37,637,139	
Medium-term notes (corporate) (MTN-C)	31,025,000	62,771,000 (30%)
U.S. government agency	61,696,199	
Municipal securities	6,025,000	
Money market accounts	1,847,706	41,848,000 (20%)
Commercial paper	-	52,309,000 (25%)
Asset Backed Securities	18,984,791	41,848,000 (20%)
Supra-National Agency	-	62,771,000 (30%)
	<u>\$ 209,237,728</u>	

**Return on investment:**

<b>Current month</b>	<u><u>3.60%</u></u>
<b>Year-to-date</b>	<u><u>3.78%</u></u>
<b>Prospective</b>	<u><u>3.73%</u></u>
<b>LAIF (year-to-date)</b>	<u><u>4.41%</u></u>
<b>Budget</b>	<u><u>2.82%</u></u>

**Fair market value disclosure for the quarter ended June 30, 2025 (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	485,552
Change in unrealized gain (loss) on investments (income statement effect)	\$ 894,350	4,529,081

**Investment summary of CDs:**

American Plus Bank, N.A.	\$ 238,007
BOKF, National Association	238,007
CalPrivate Bank	238,007
Centreville Bak	238,007
Citizens Bank & Trust	238,007
City Natl Bank of Sulphur Springs	238,007
Farmer & Merchants Bank	176,797
Farmers & Merchants Bank	13,586
First Heritage Bank	238,007
First Oklahoma Bank	201,033
Homeland Federal Savings Bank	16,013
Locus Bank	238,007
Old National Bank	238,007
River City Bank	238,007
Solera National Bank	238,007
	<u>\$ 3,025,506</u>

**Investment summary of asset backed securities:**

Ally Auto Rec	\$ 166,348
American Express	1,880,000
Bank of America	659,000
BMW Vehicle Owner	1,311,480
Capital One Prime	102,251
Carmax Auto Owner	197,657
Chase Issuance Trust	925,000
Citibank Credit	580,000
Daimler Trucks	228,651
Fifth Third Auto	354,694
Ford CR Auto Owner	1,921,929
Ford Credit Auto	445,000
GM Finl con Auto Rec	253,750
GM Finl Consumer	805,344
Harley Davidson	484,448
Honda Auto	633,872
Honda Auto Rec Own	25,219
Hyundai Auto	99,614
Hyundai Auto Rec	1,195,000
John Deere Owner	1,000,000
Mercedes Benz Auto	1,355,532
Nissan Auto Lease	500,000
Nissan Auto Rec	500,000
Toyota Auto	480,000
Verizon Master Trust	1,440,000
Wells Fargo Card	560,000
WF Card Issuance	515,000
Volkswagen Auto Ln	365,000
	<u>\$ 18,984,791</u>

**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
June 30, 2025**

**Investment summary of medium-term notes (corporate):**

Accenture Capital	\$	195,000
Adobe Inc		1,410,000
American Express		245,000
American Express Co		445,000
American Honda Mtn		145,000
Analog Devices		435,000
Air products		295,000
Astrazeneca		165,000
Astrazeneca LP		265,000
Bank America Mtn		290,000
Bank of America		1,395,000
Bank New York Mellon Mtn		300,000
Bank New York Mtn		1,000,000
Blackrock Funding		455,000
Bp Cap Mkts Amer		310,000
Bristol Myers Squibb		200,000
Chevron USA Inc		340,000
Caterpillar Finl Mtn		1,220,000
Cisco Sys Inc		845,000
Citibank N A		1,785,000
Colgate Palmolive		180,000
Cooperative CD		400,000
Cummins INC		215,000
Eli Lilly Co		365,000
Goldman Sachs		1,475,000
Hershey Co		80,000
Home Depot Inc		815,000
Hormel Food Corp		115,000
IBM Corp		410,000
John Deere Mtn		1,105,000
Johnson Johnson Sr		80,000
JP Morgan		1,240,000
Mastercard		130,000
Morgan Stanley		1,530,000
National Rural Mtn		1,010,000
Natixis Ny		405,000
Novartis Capital		365,000
Paccar Financial Mtn		1,155,000
Pepsico inc		280,000
Procter Gamble Co		1,300,000
State Street Corp		1,475,000
Target Corp		1,265,000
Texas Instrs		370,000
Toyota Motor		1,925,000
Unitedhealth Group		85,000
Walmart Inc		660,000
Wells Fargo Mtn		145,000
Wells Fargo co		705,000
	<b>\$</b>	<b>31,025,000</b>

**Investment summary of U.S. government agency:**

Federal National Mortgage Association (FNMA)	\$	2,015,773
Federal Home Loan Bank (FHLB)		525,000
Federal Home Loan Mortgage Corp (FHLMC)		10,430,426
US Treasury Bill		48,725,000
	<b>\$</b>	<b>61,696,199</b>

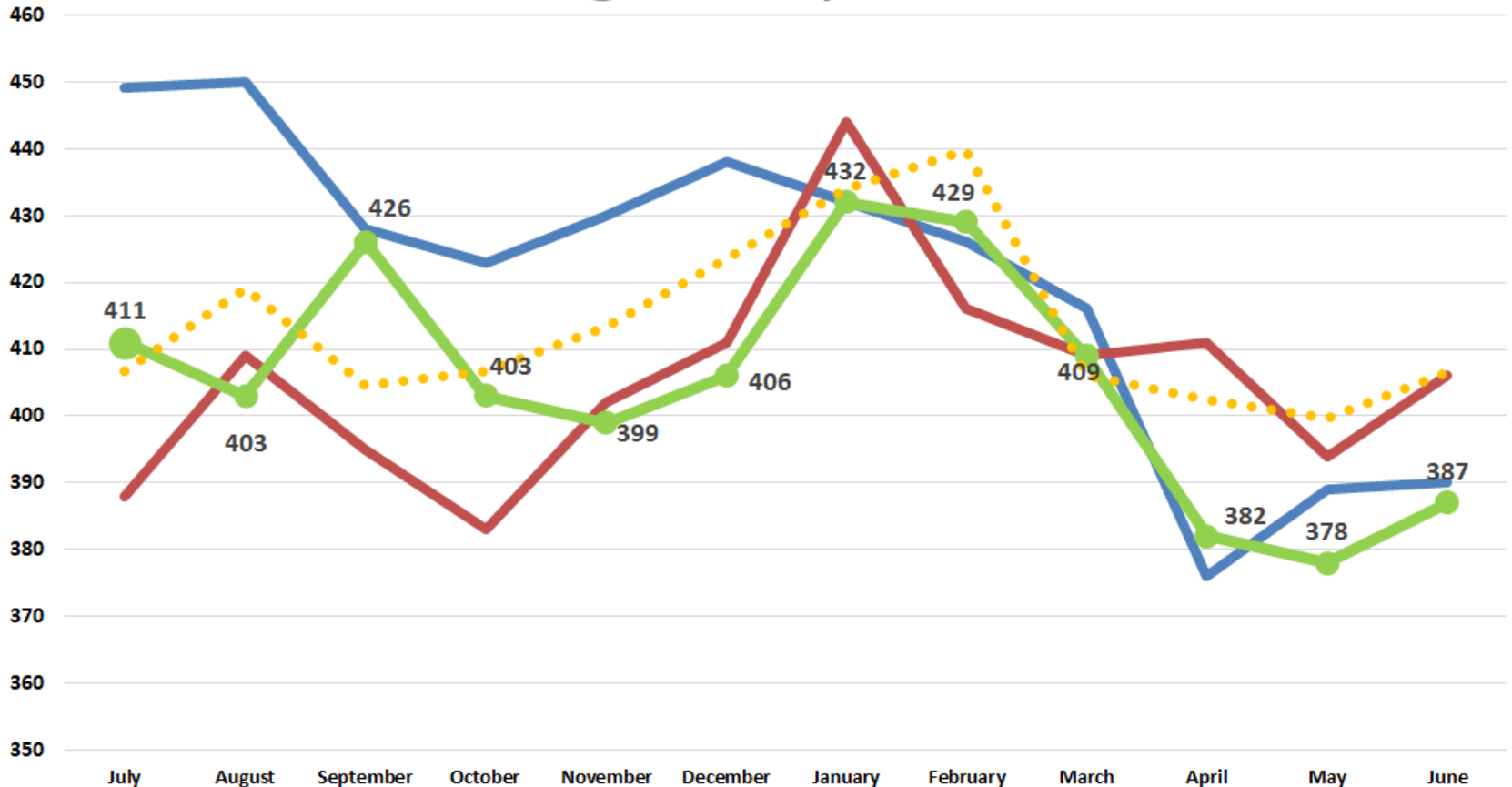
**Investment summary of municipal securities:**

Alameda Cnty Ca	\$	500,000
Anaheim Ca Pub		1,000,000
California St Univ		125,000
Los Angeles Ca		410,000
Massachusetts St		1,000,000
San Diego County		1,000,000
San Francisco Ca		1,000,000
San Jose Ca Redev		400,000
San Juan Ca		190,000
Santa Cruz Ca		400,000
	<b>\$</b>	<b>6,025,000</b>

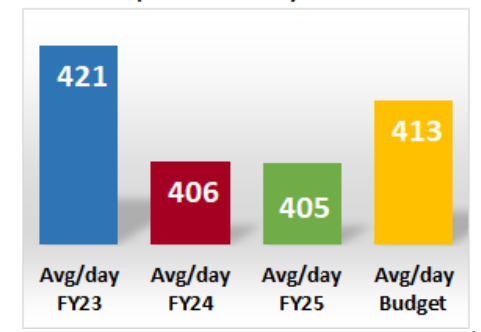
# Statistical Report

## June 2025

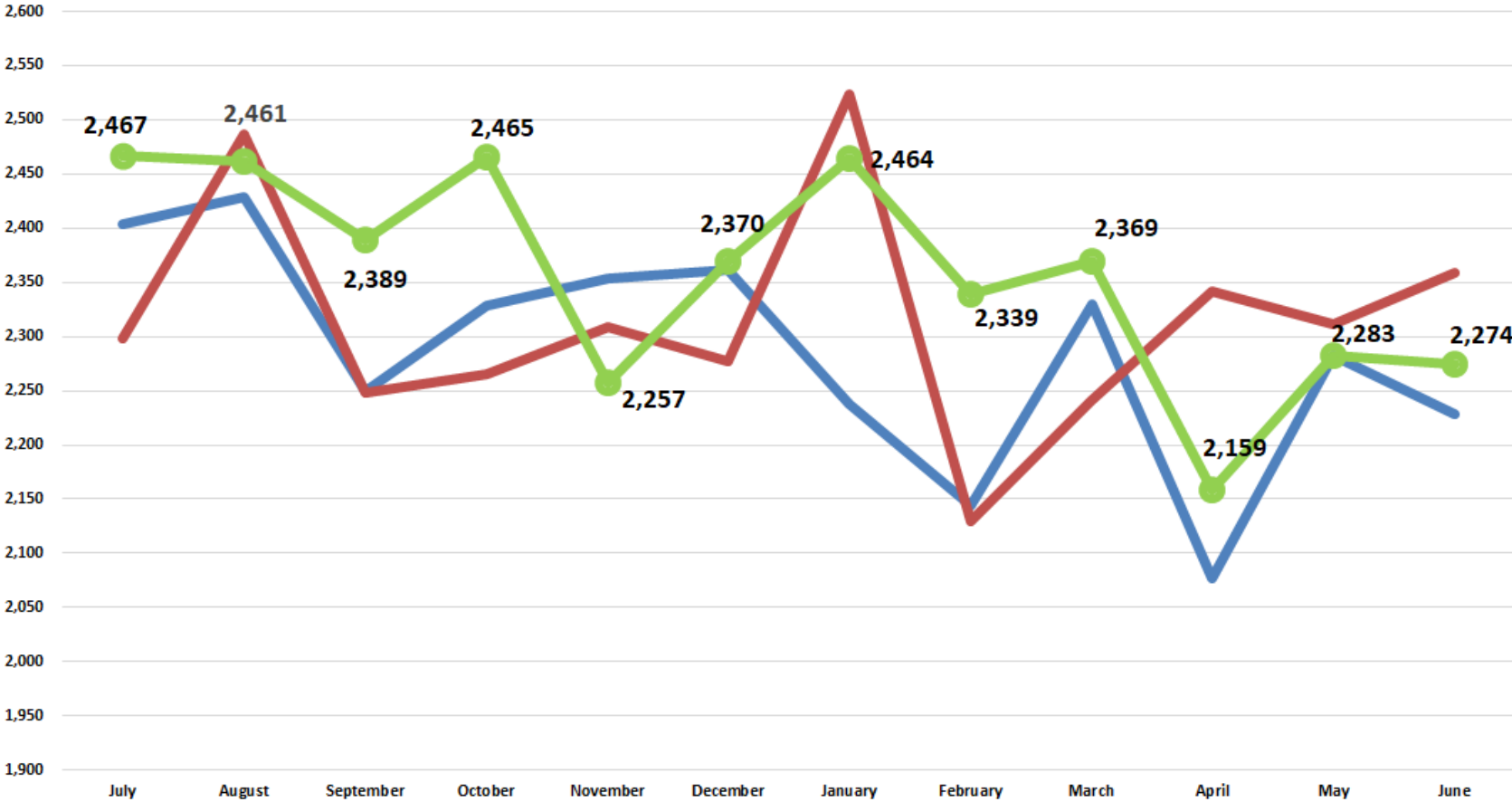
# Average Daily Census



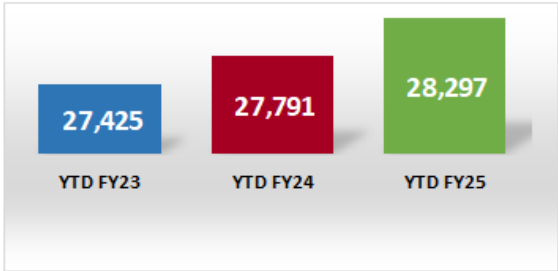
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 —●— FY2024    
 —●— FY2025    
 ●●● Budget



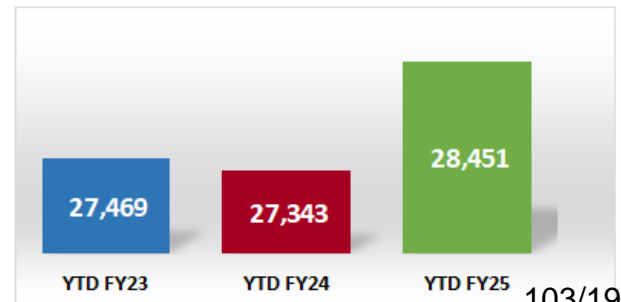
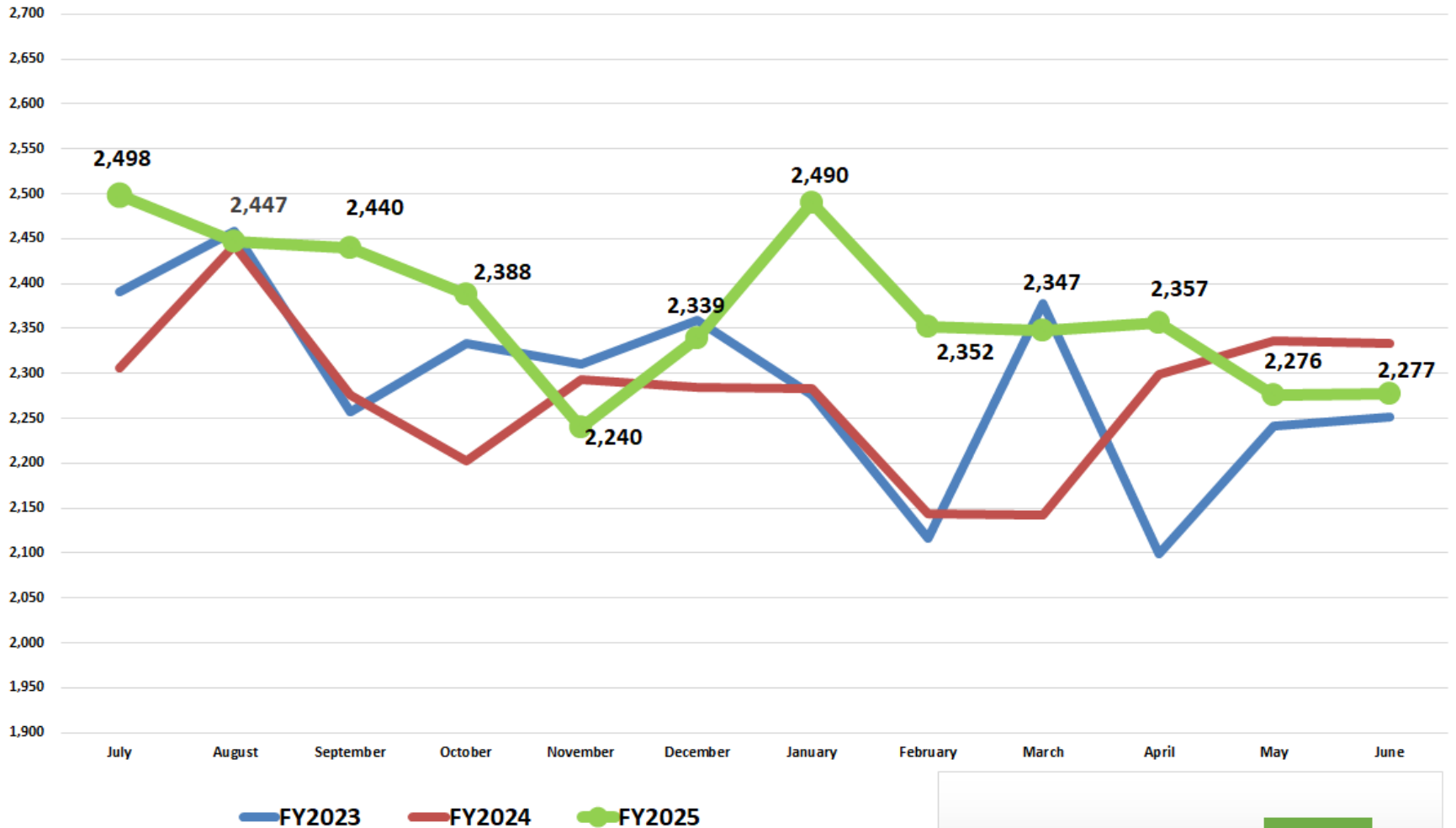
# Admissions



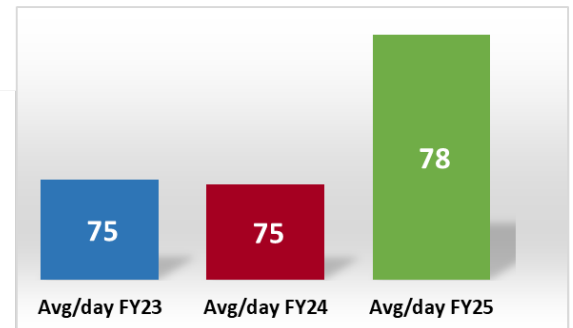
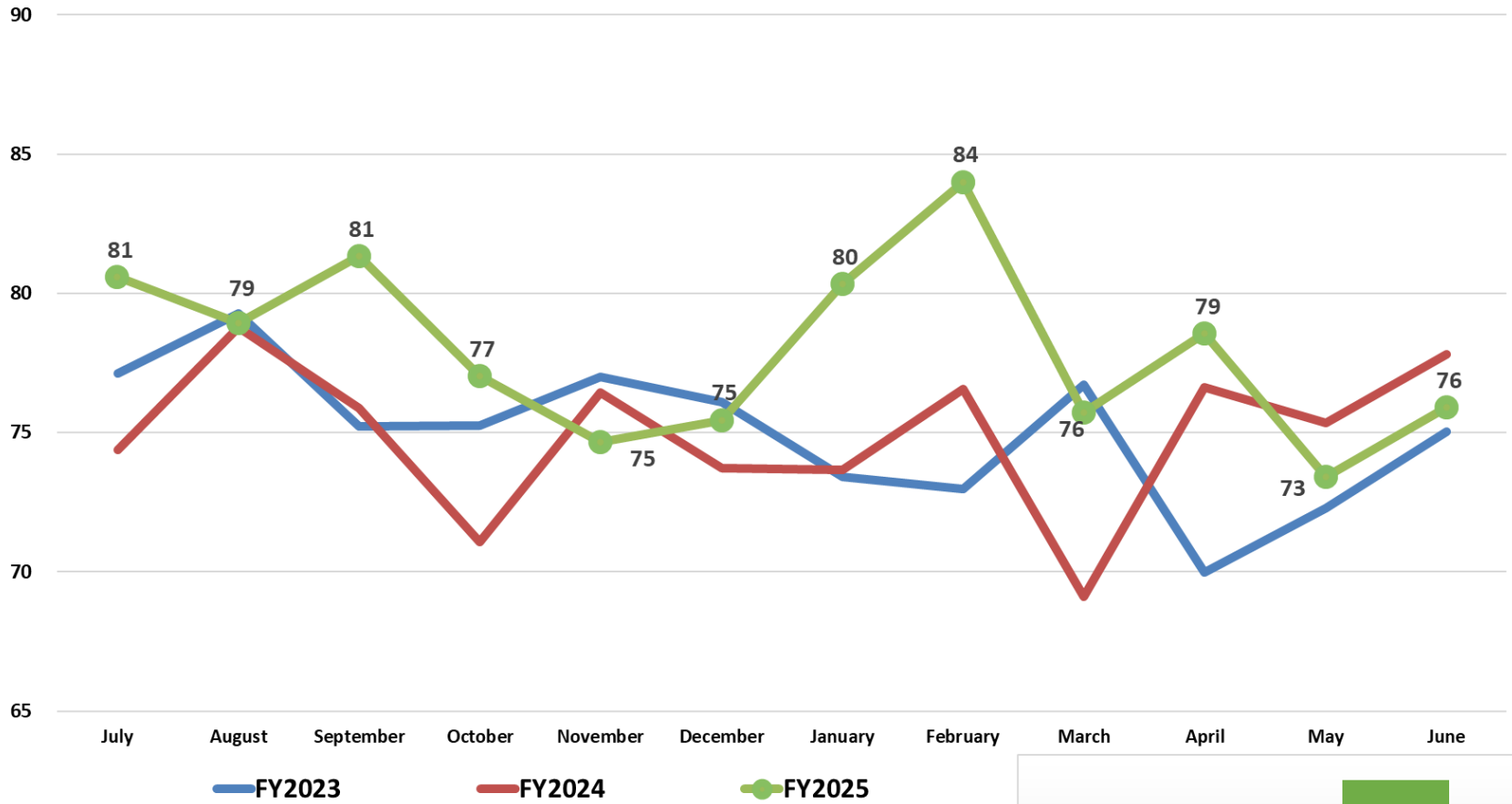
—● FY2023   
 —● FY2024   
 —● FY2025



# Discharges

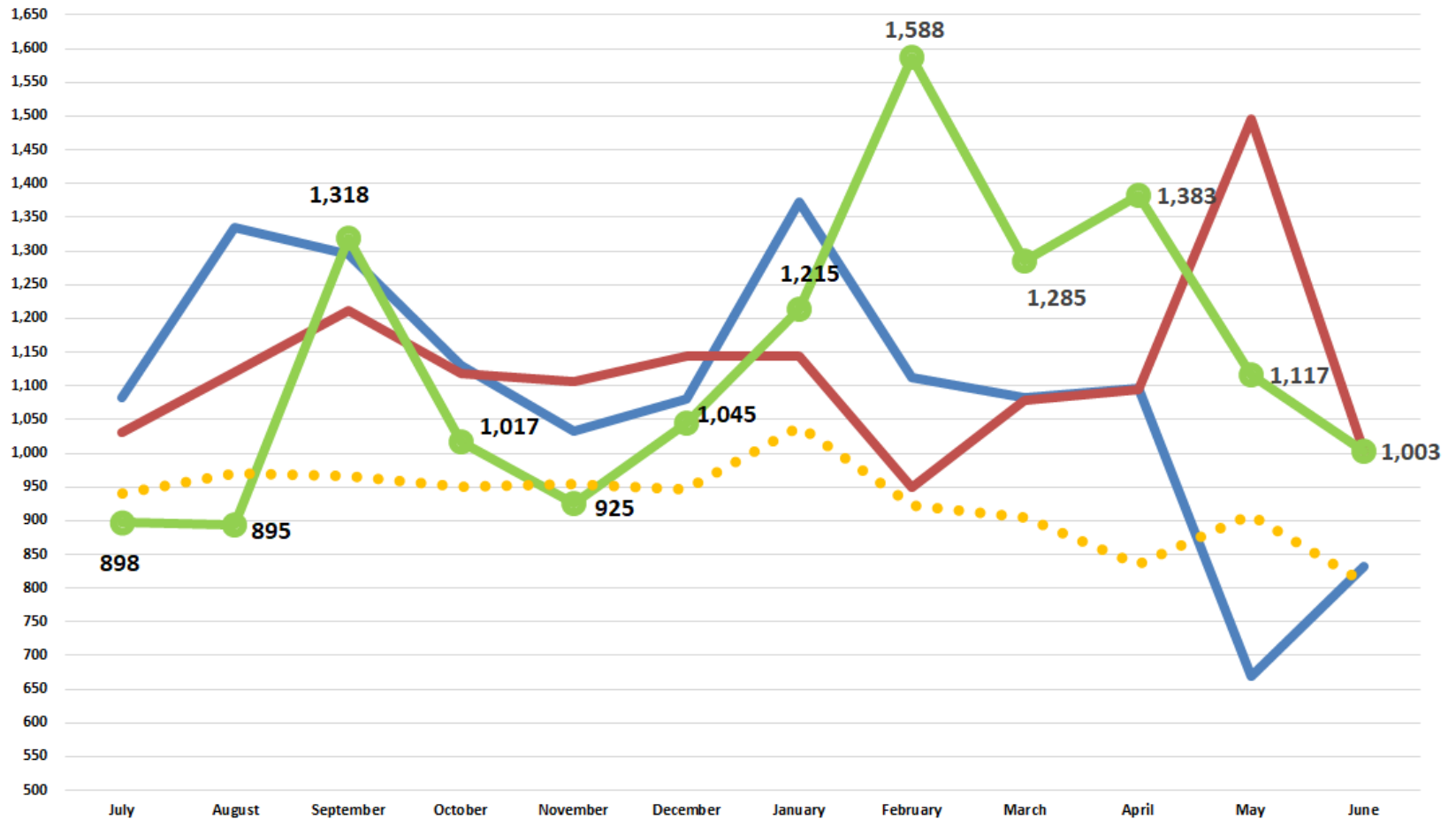


# Average Discharges per Day

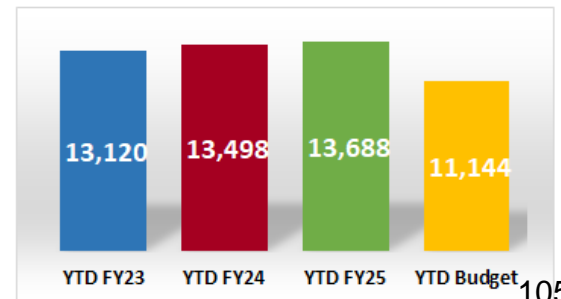




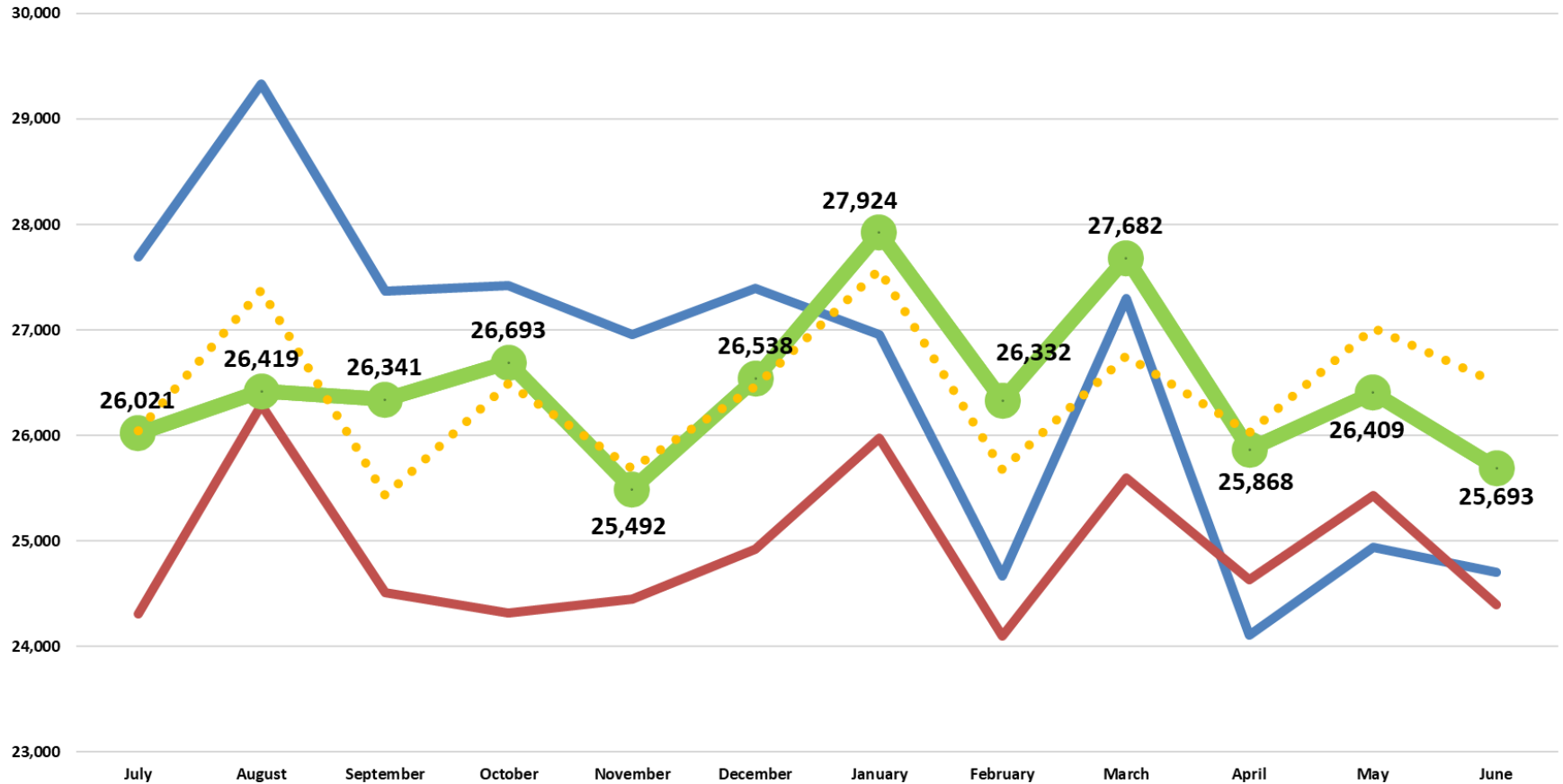
# Observation Days



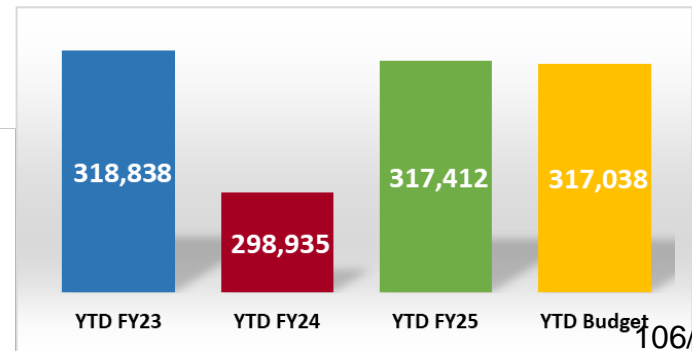
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 —●— FY2024   
 —●— FY2025   
 ●●● Budget



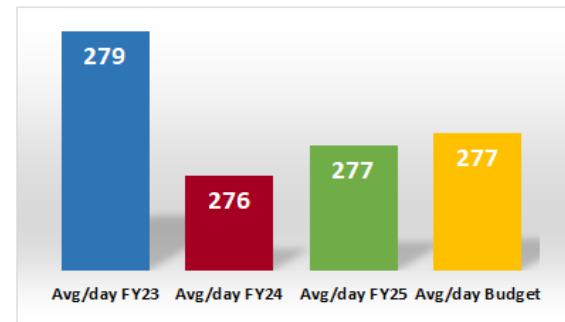
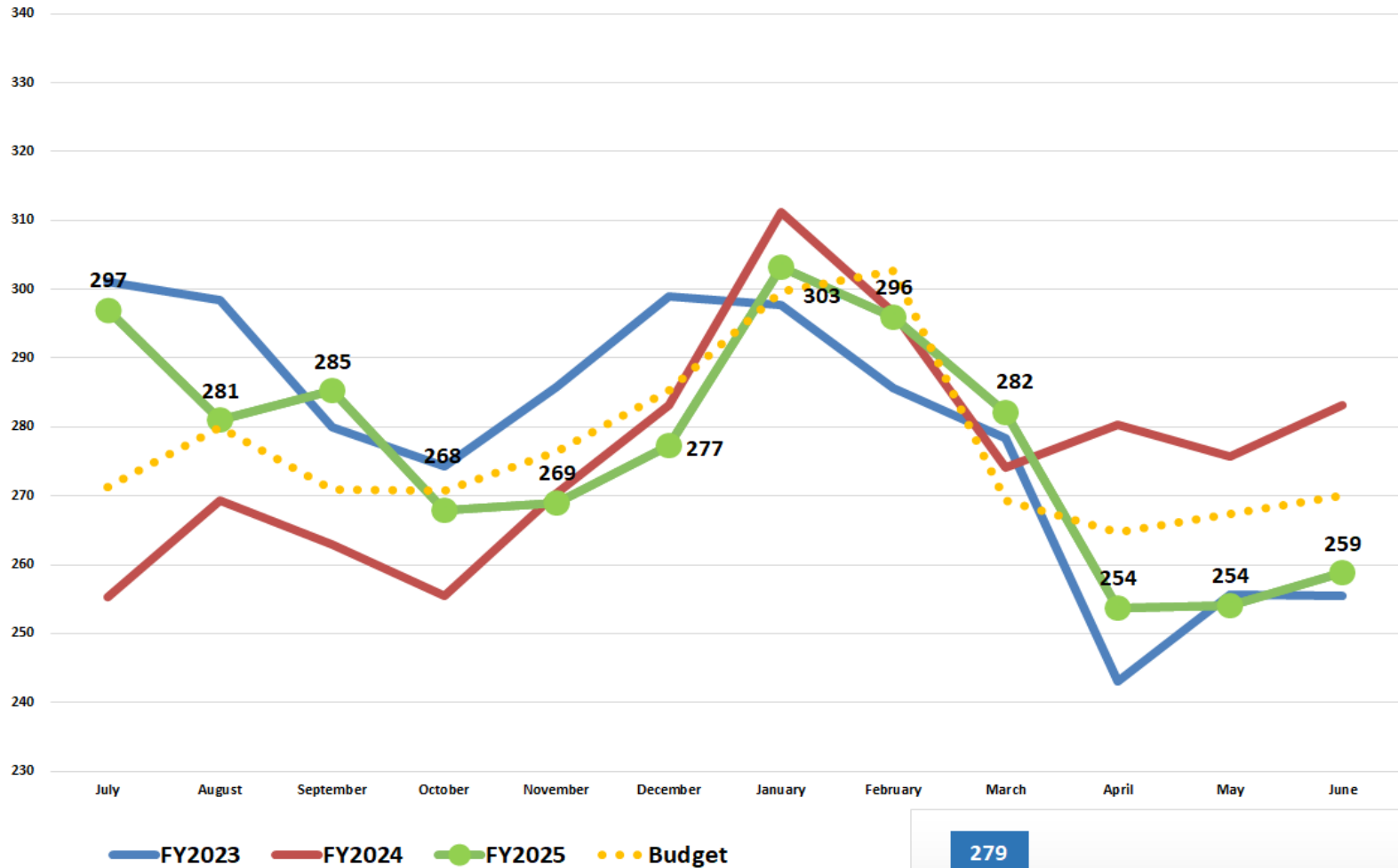
# Adjusted Patient Days



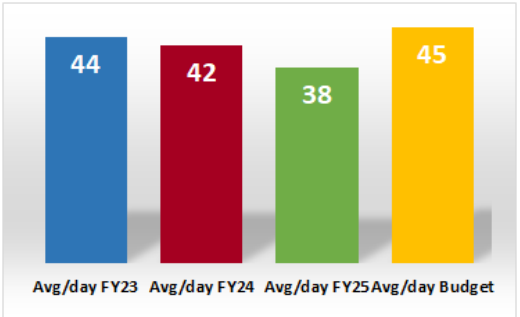
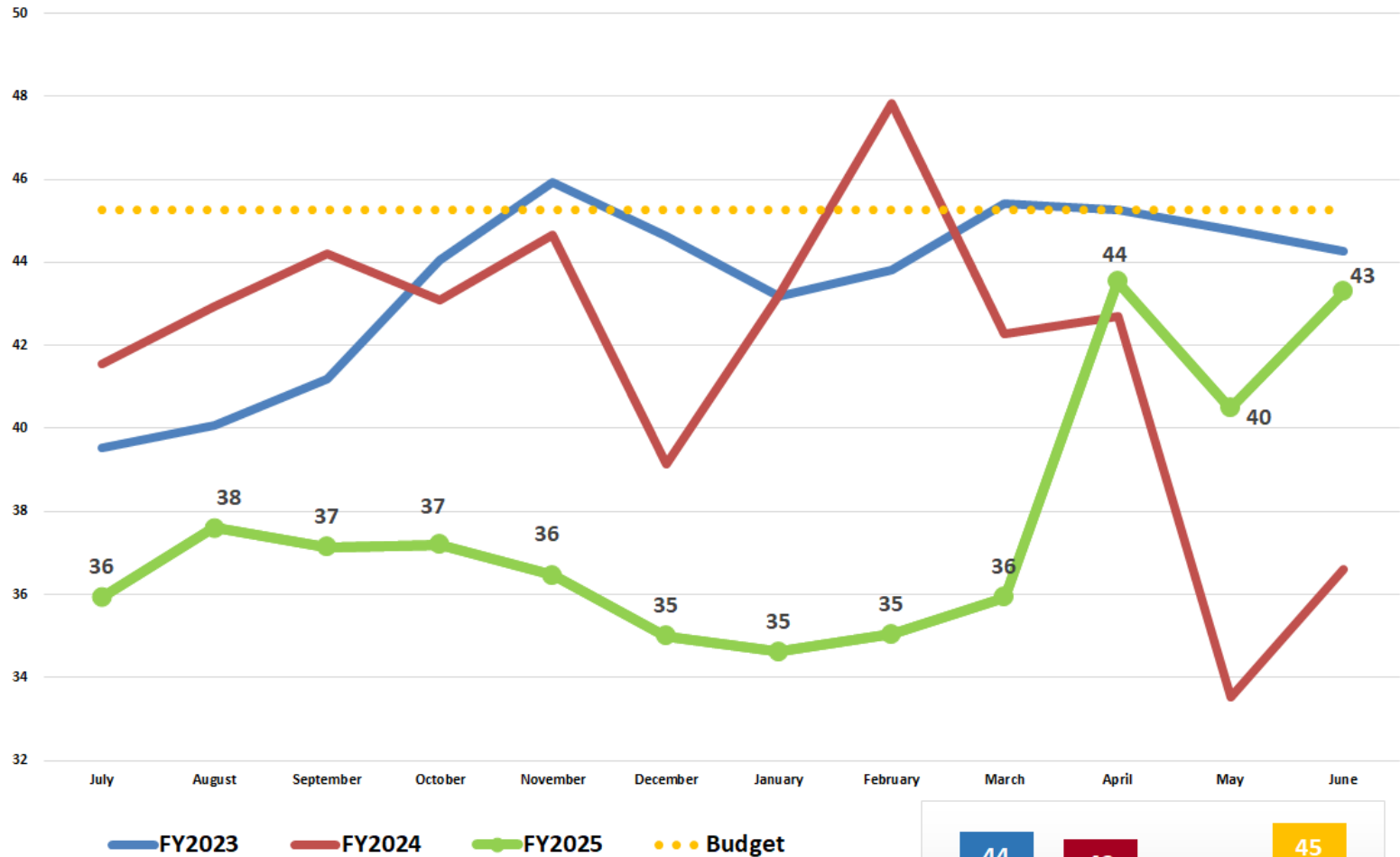
—●— FY2023   
 —●— FY2024   
 —●— FY2025   
 ●●● Budget



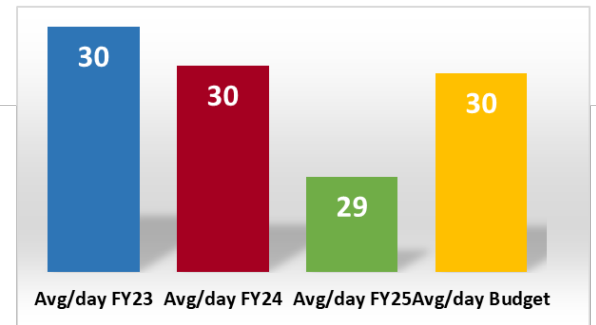
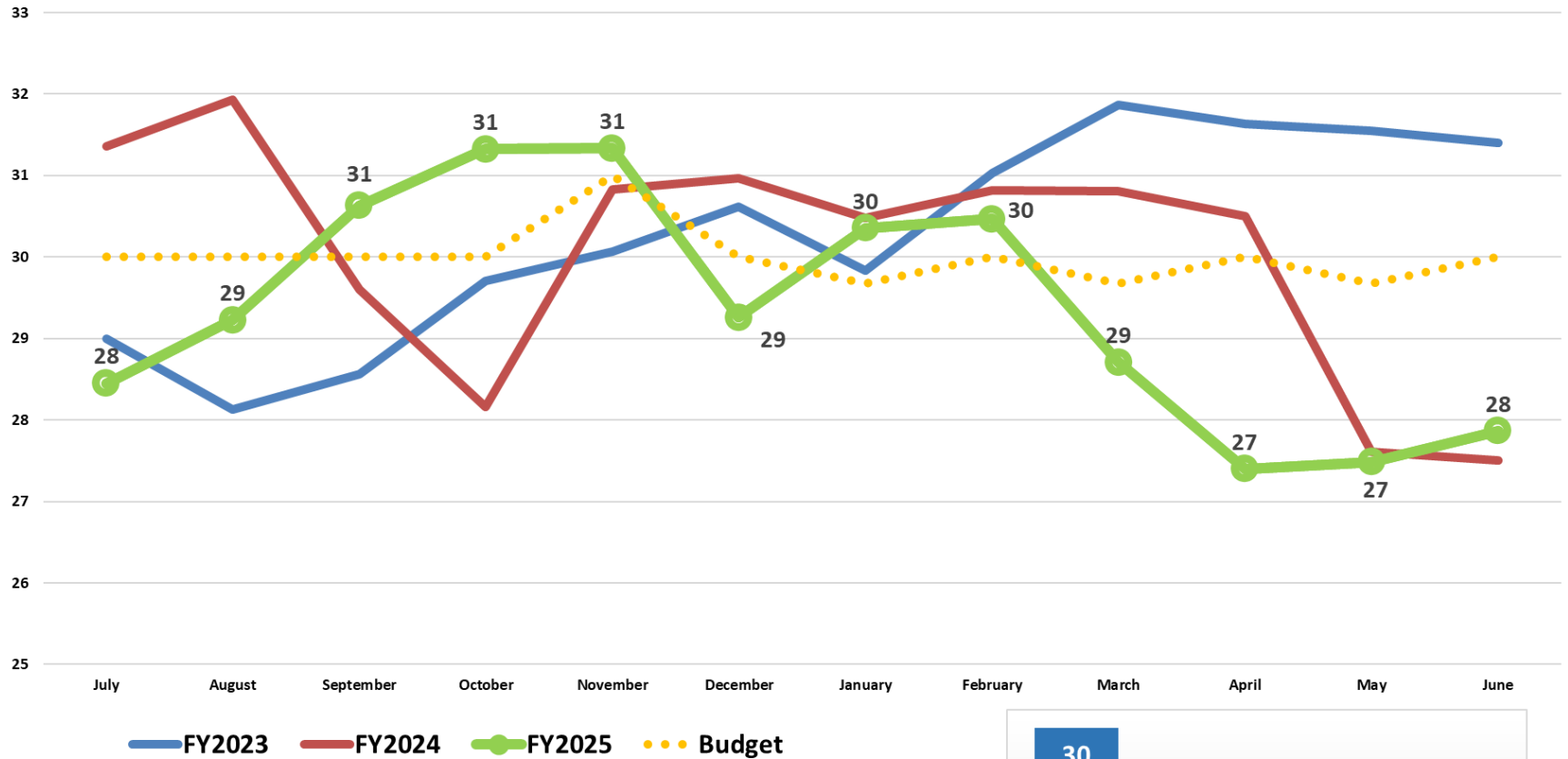
# Medical Center (Avg Patients Per Day)



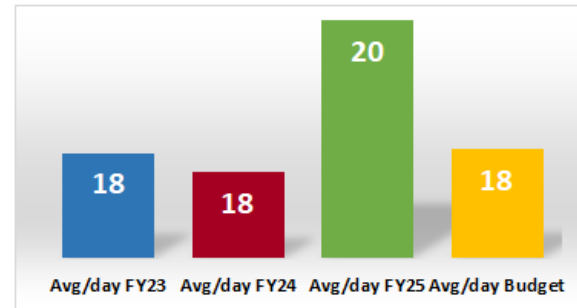
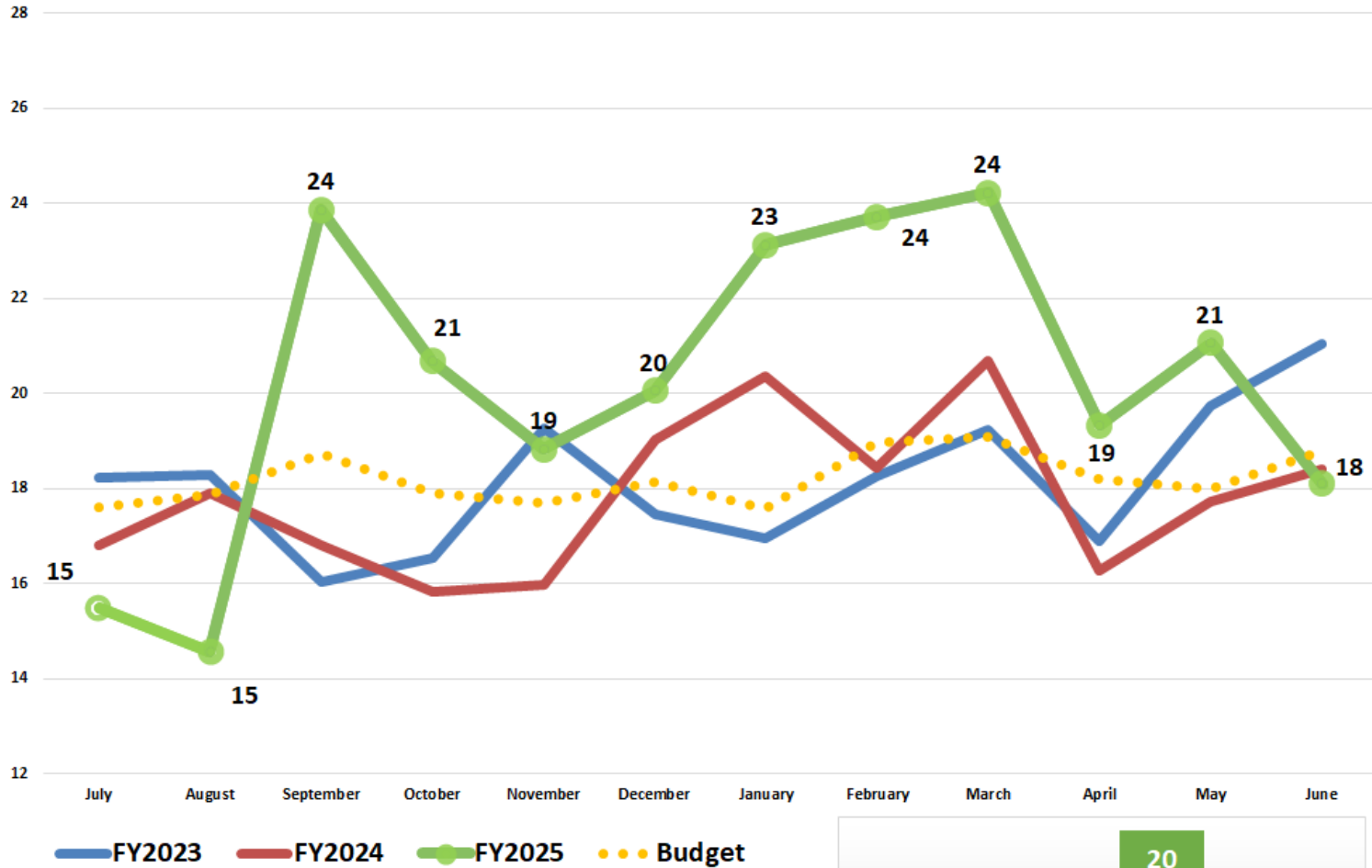
# Acute I/P Psych (Avg Patients Per Day)



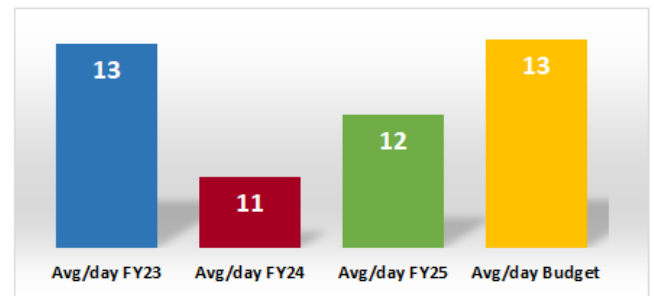
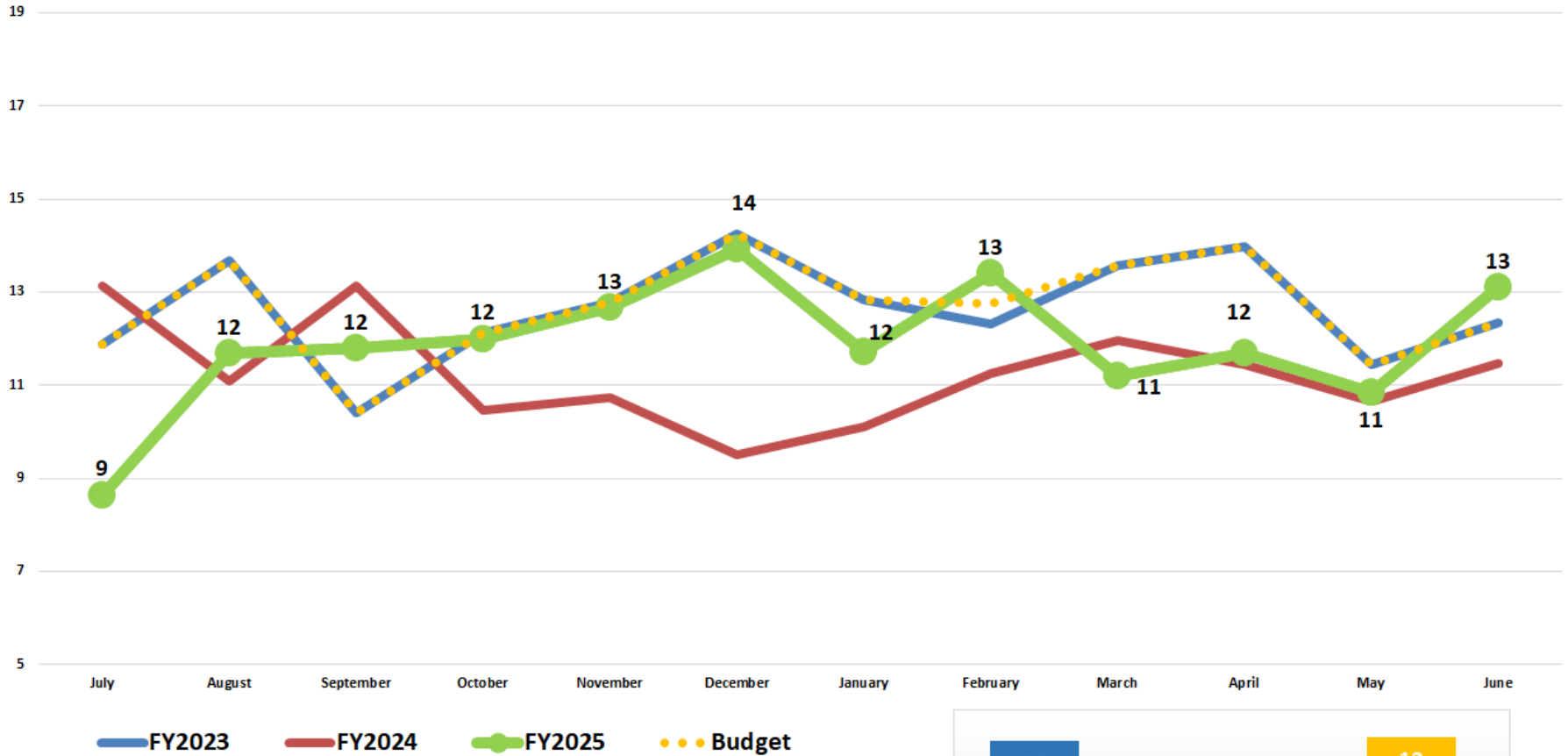
# Sub-Acute - Avg Patients Per Day



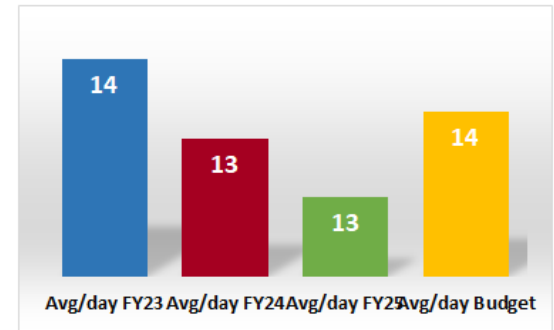
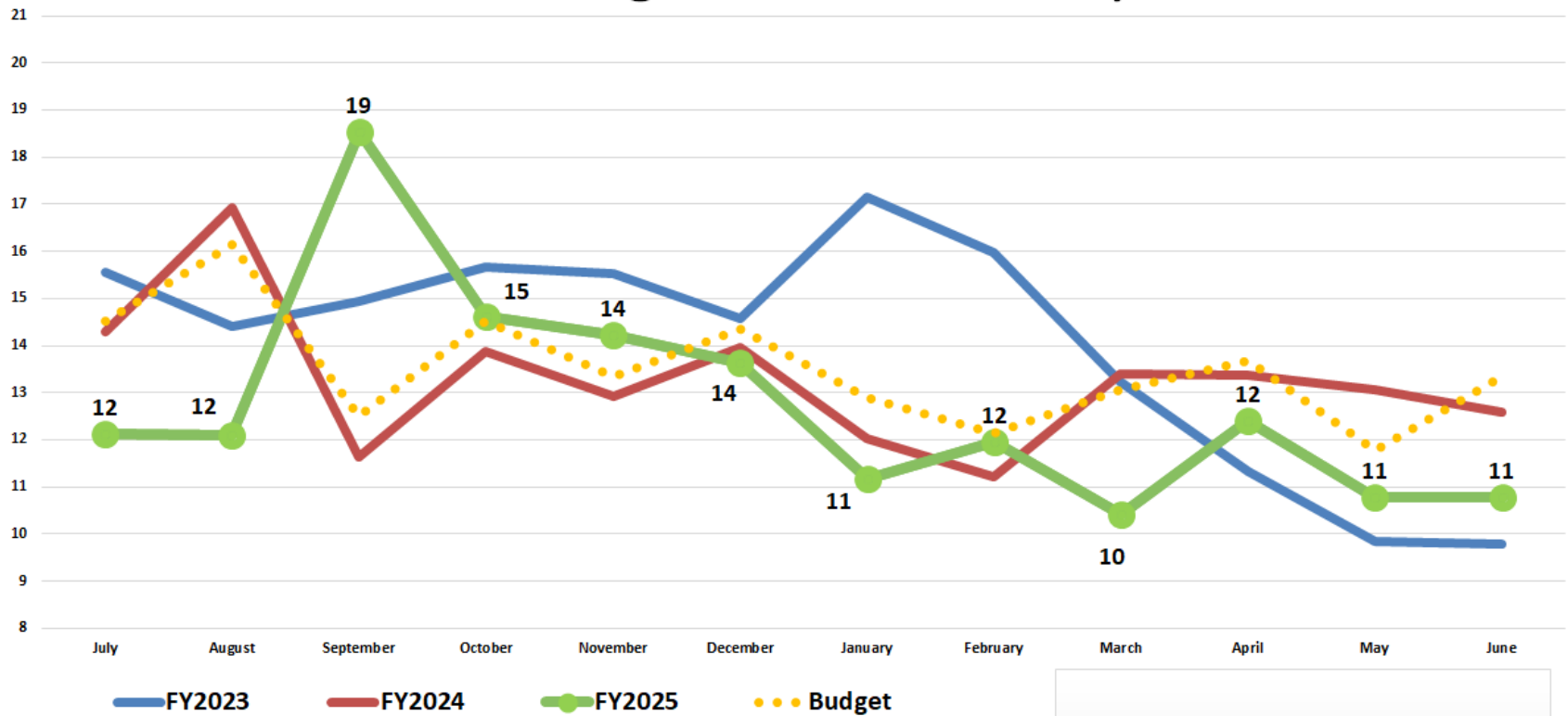
# Rehabilitation Hospital - Avg Patients Per Day



# TCS Ortho - Avg Patients Per Day

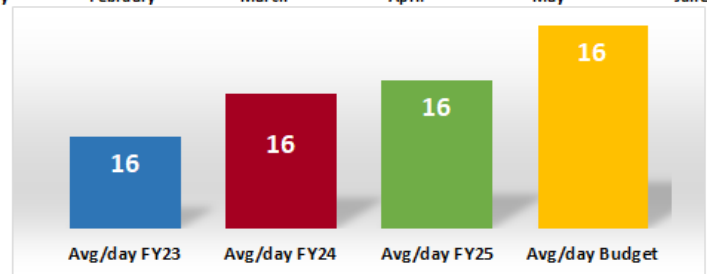
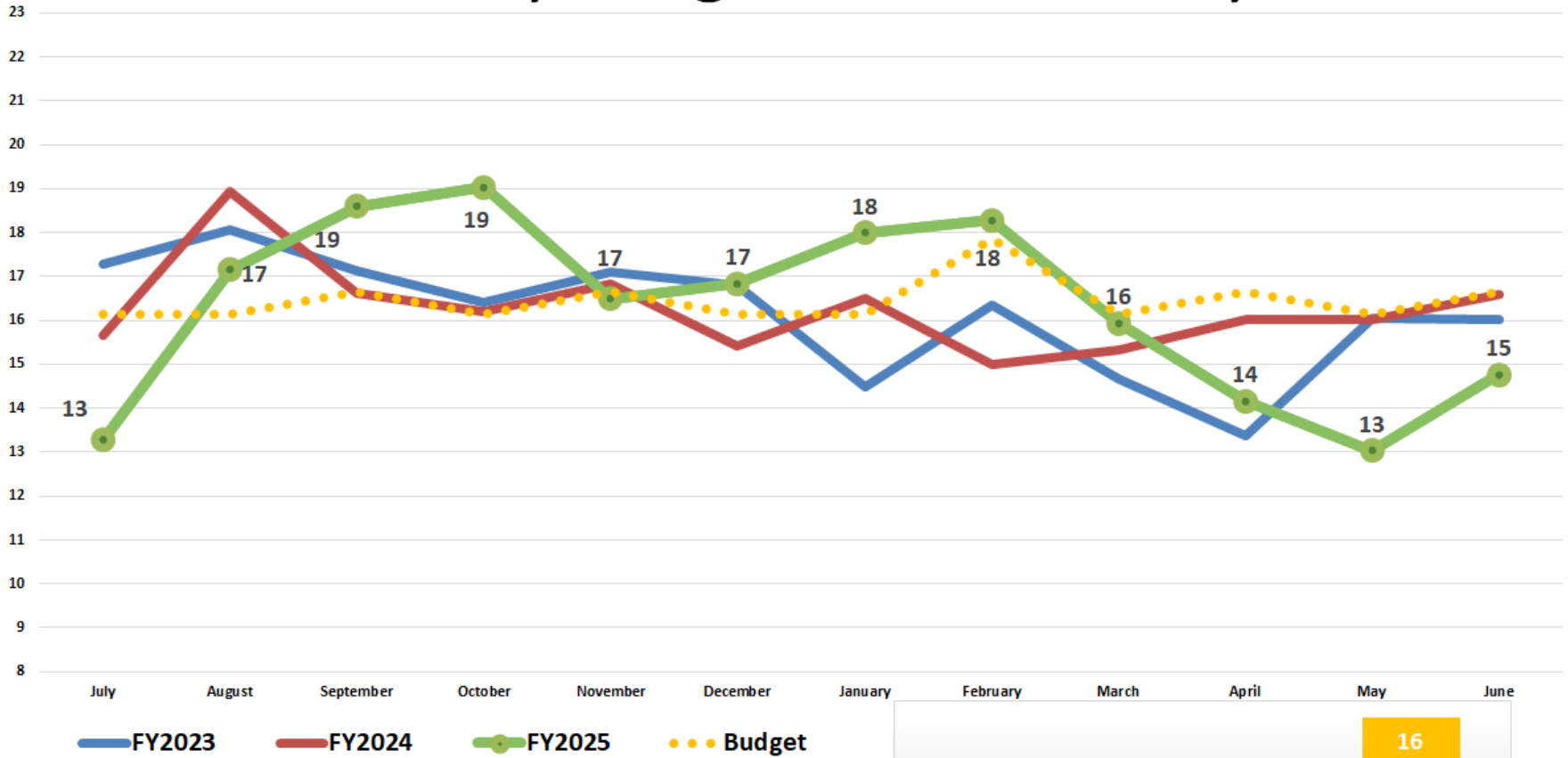


# NICU - Avg Patients Per Day

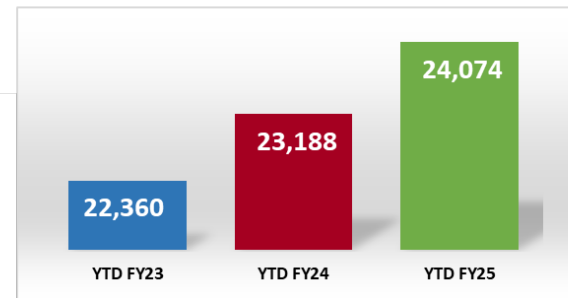
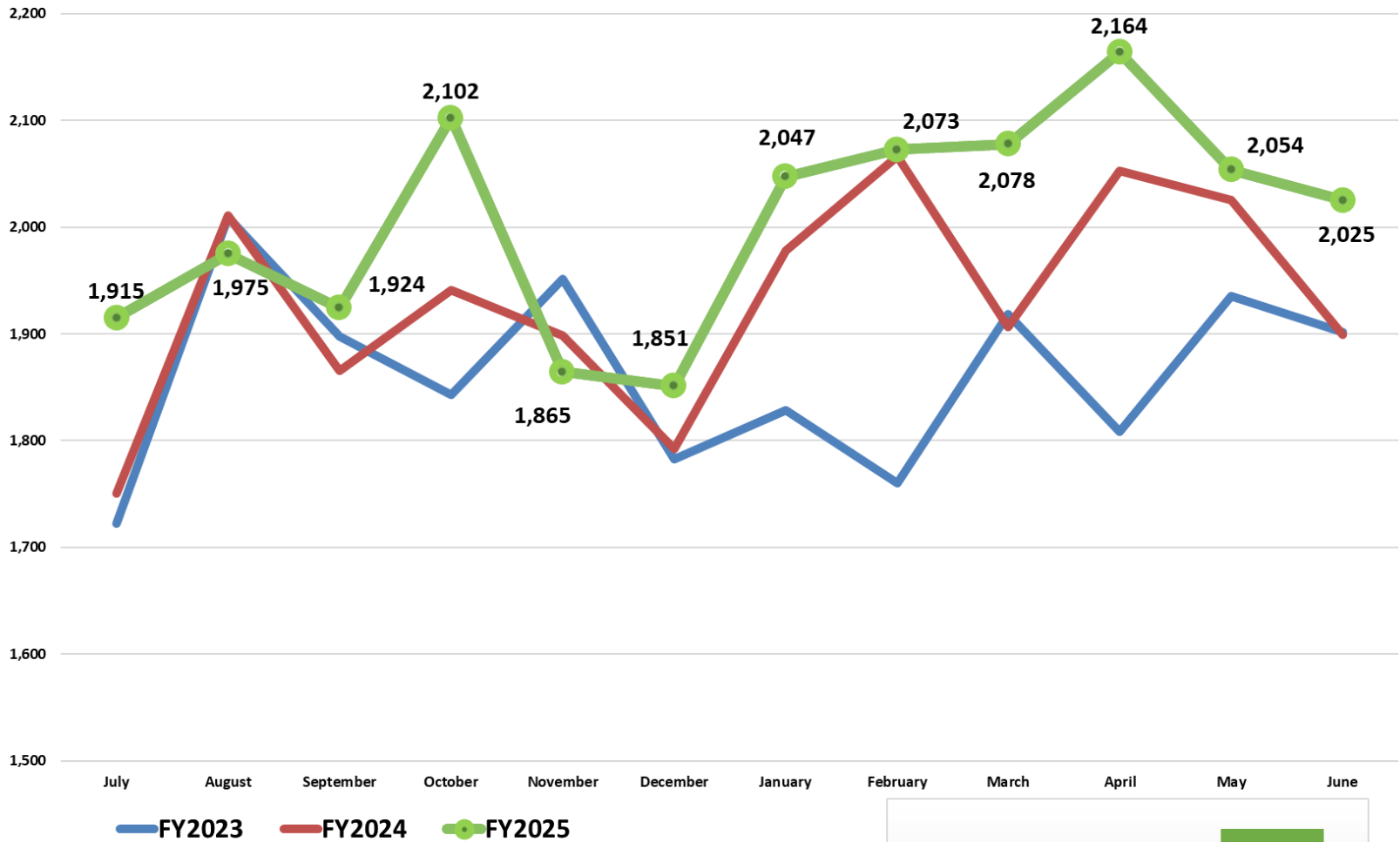




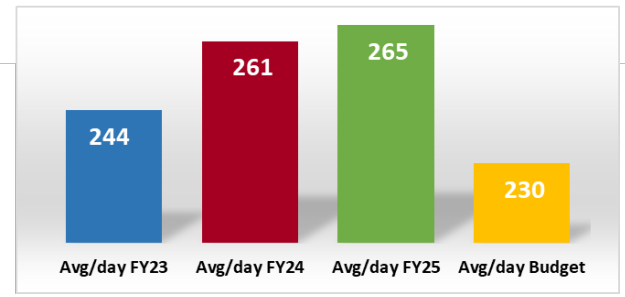
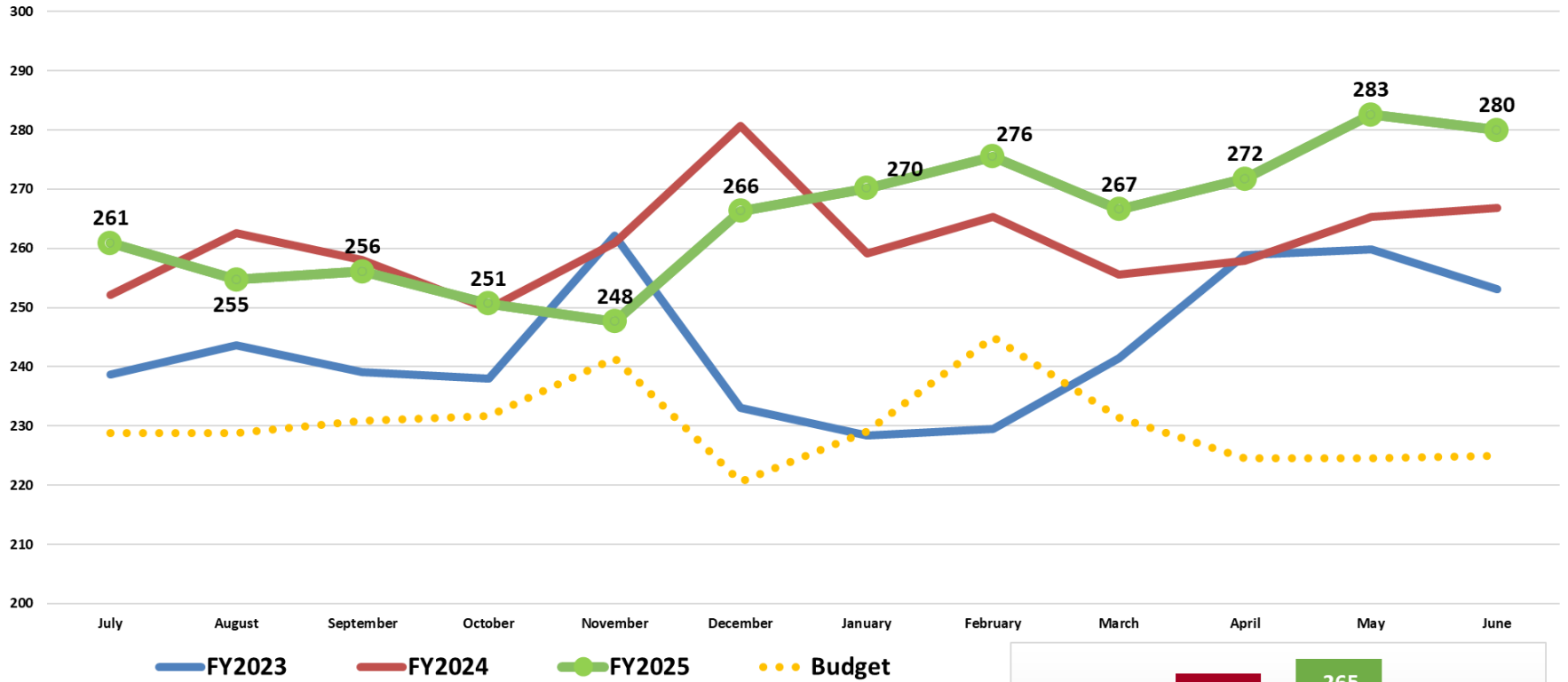
# Nursery - Avg Patients Per Day



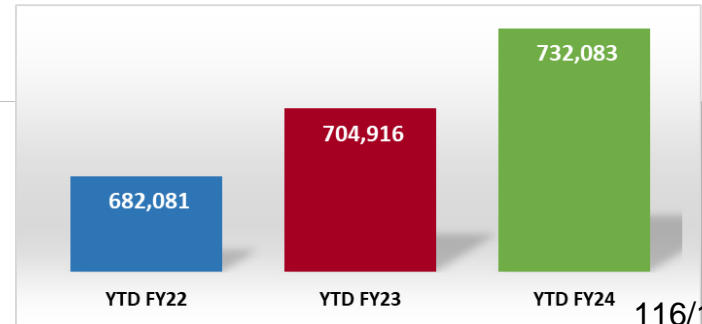
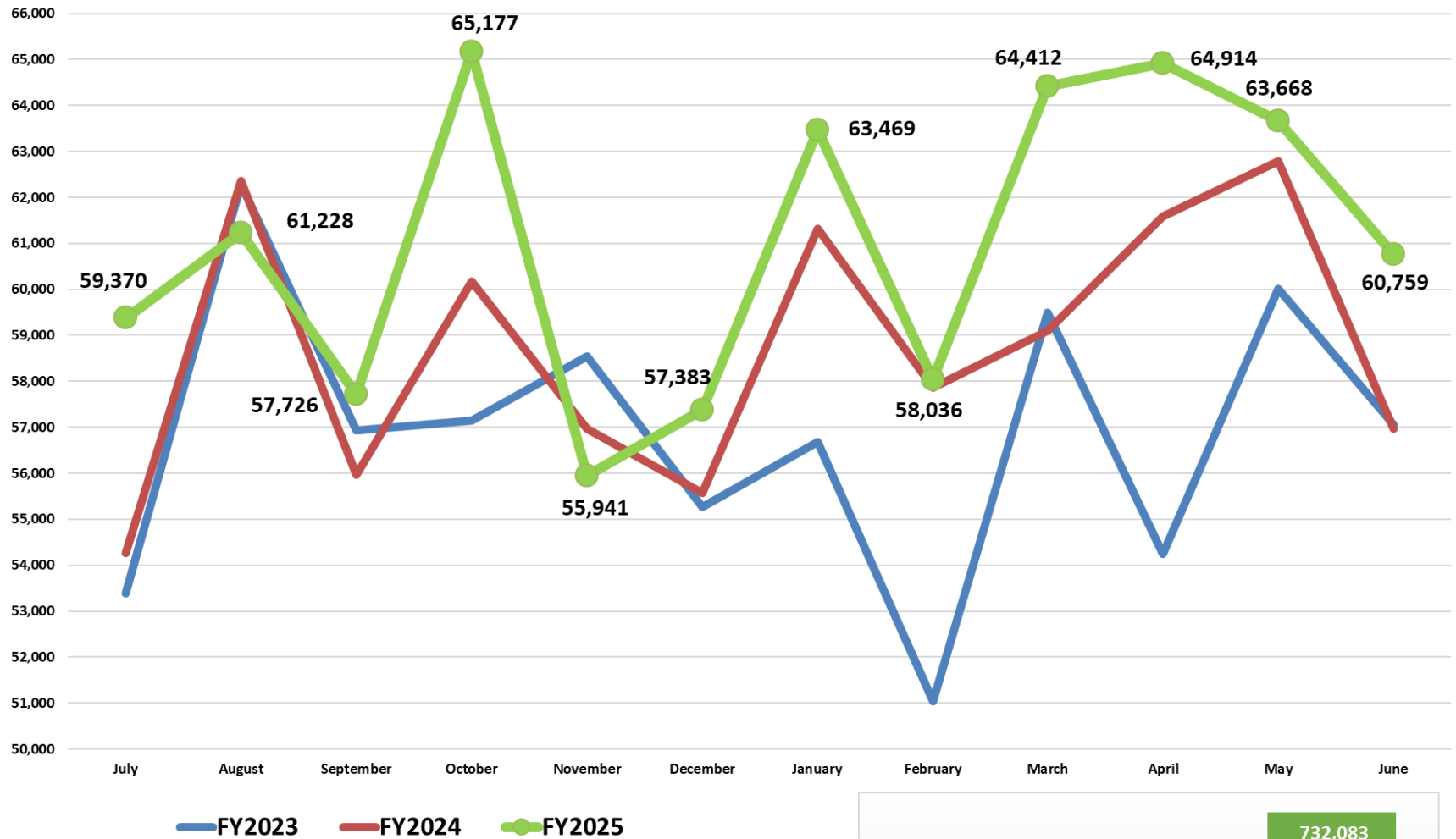
# Outpatient Registrations Per Day



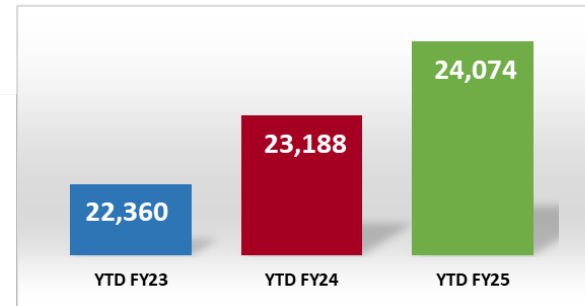
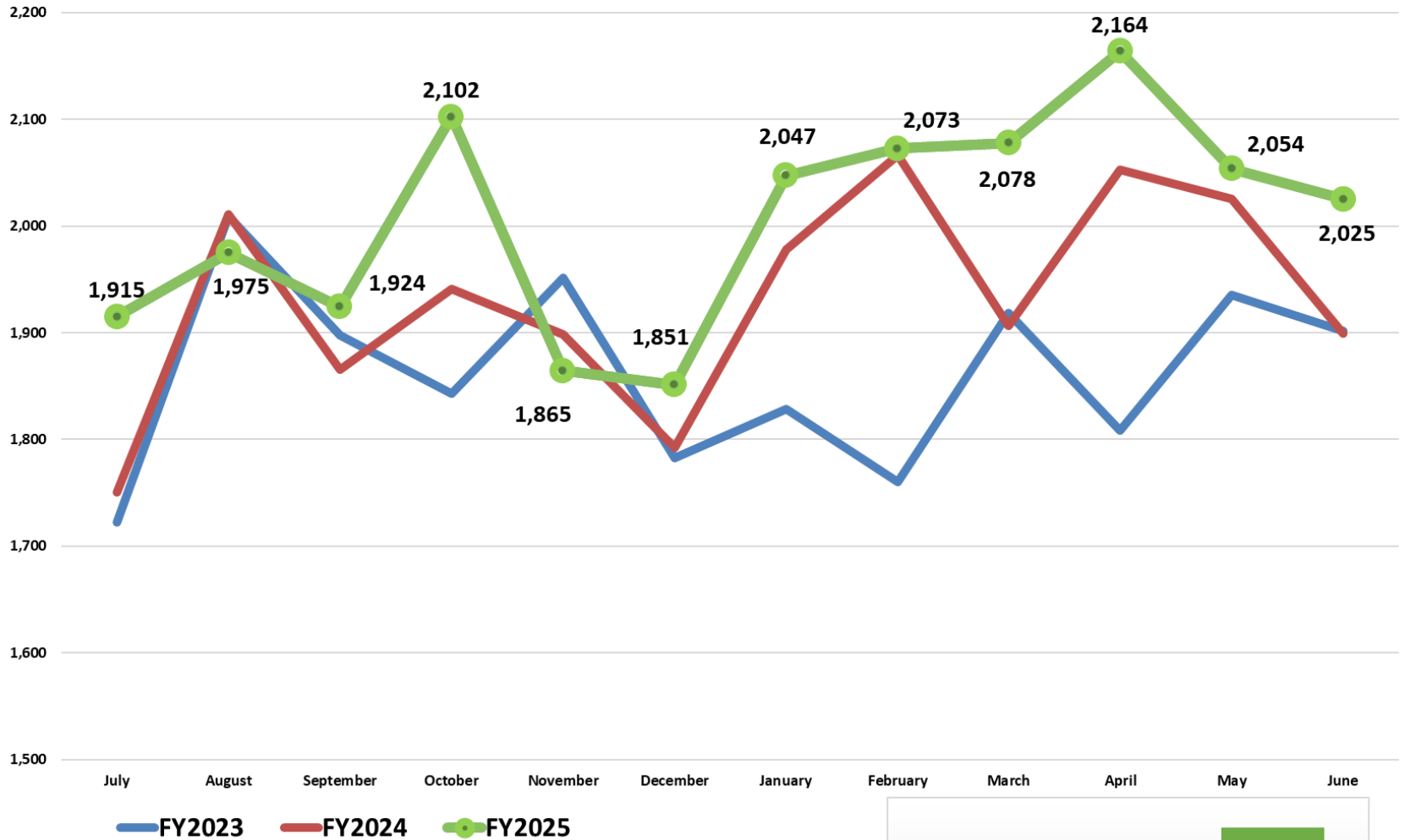
# ED - Avg Treated Per Day



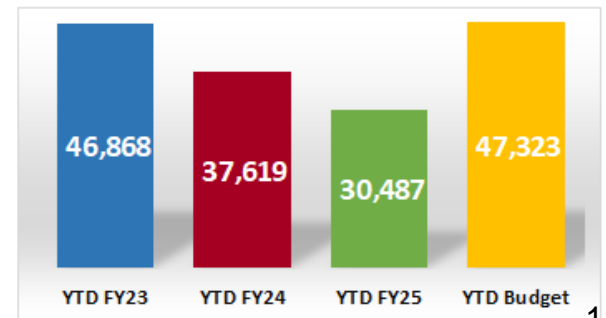
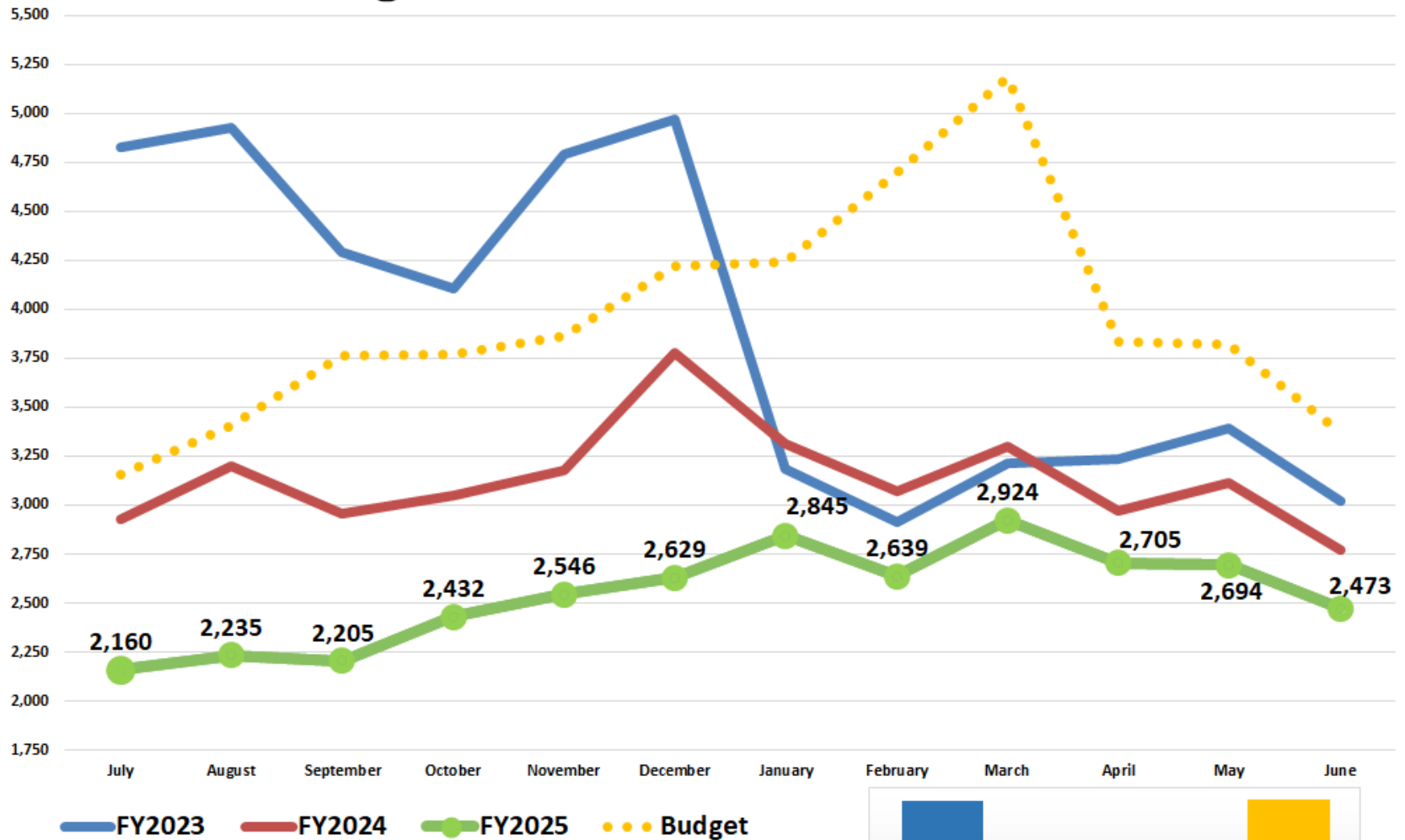
# Outpatient Registrations



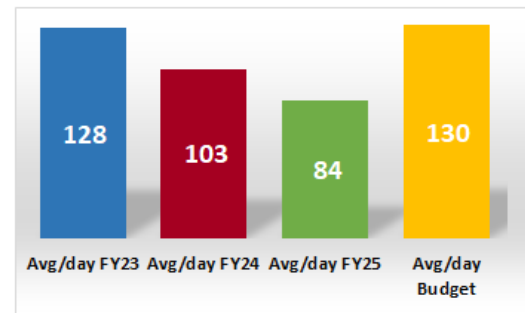
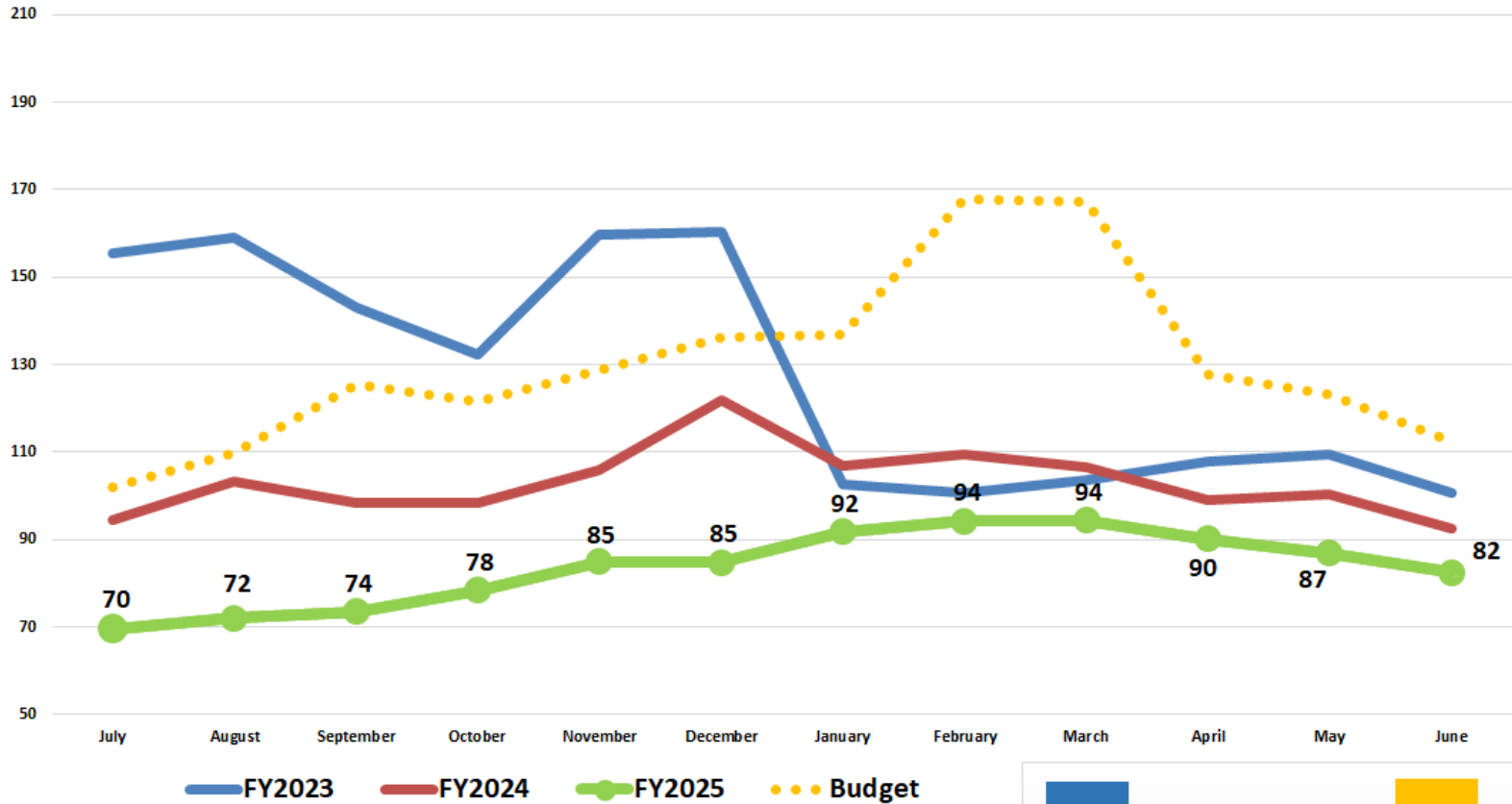
# Outpatient Registrations Per Day



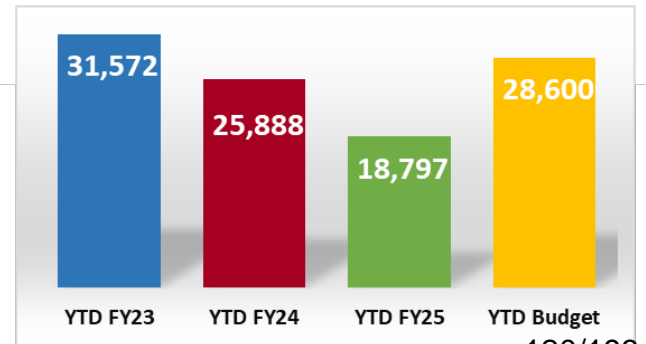
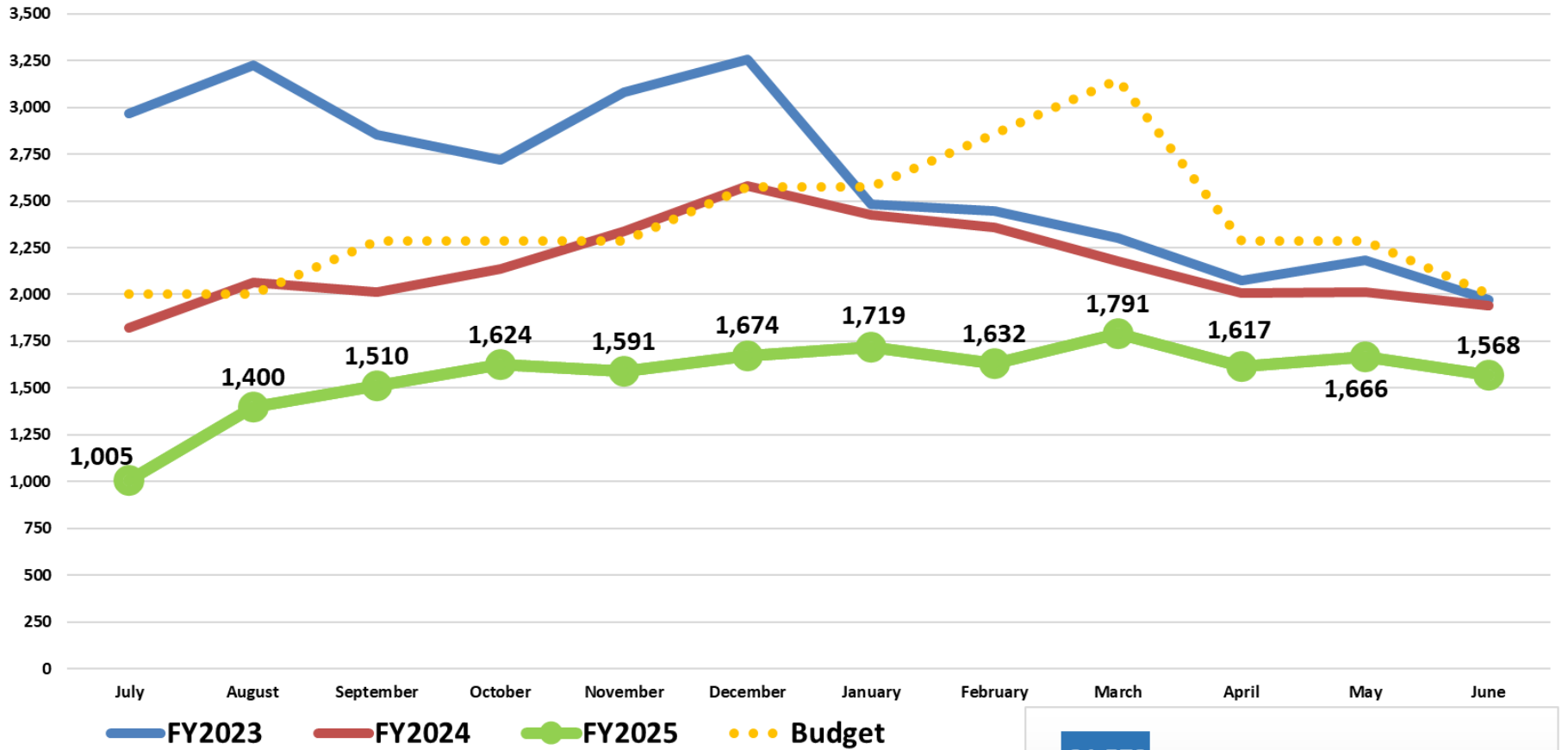
# Urgent Care – Court Total Visits



# Urgent Care – Court Avg Visits Per Day

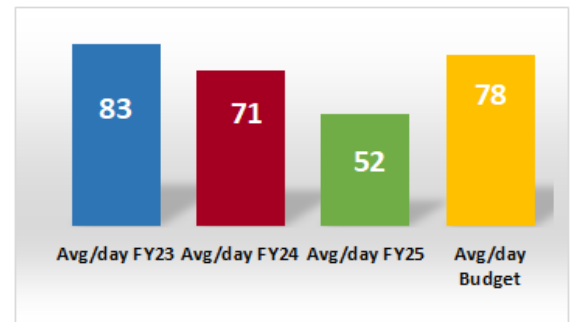
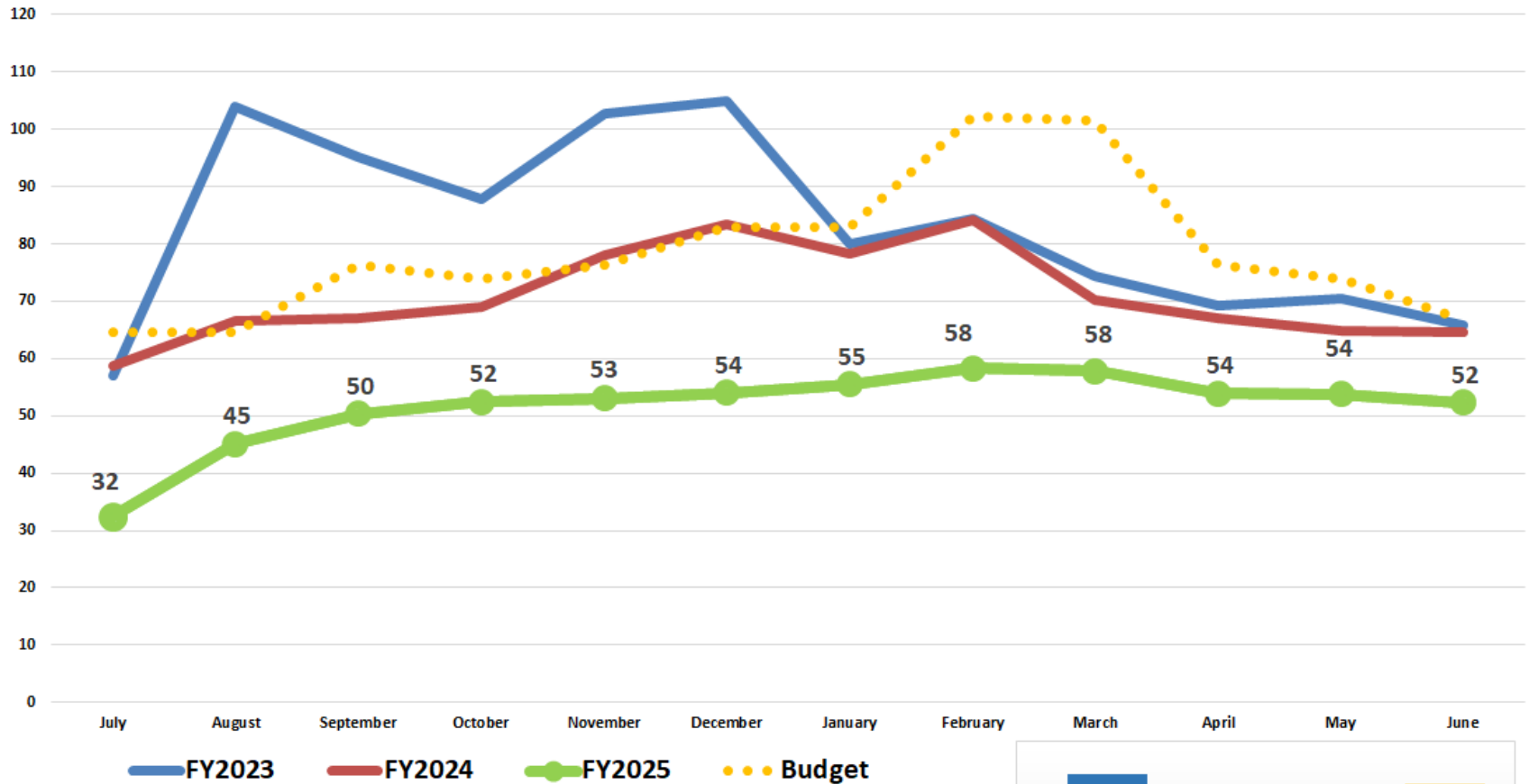


# Urgent Care – Demaree Total Visits

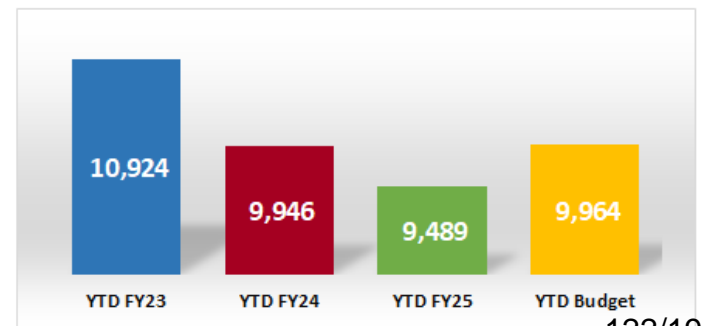
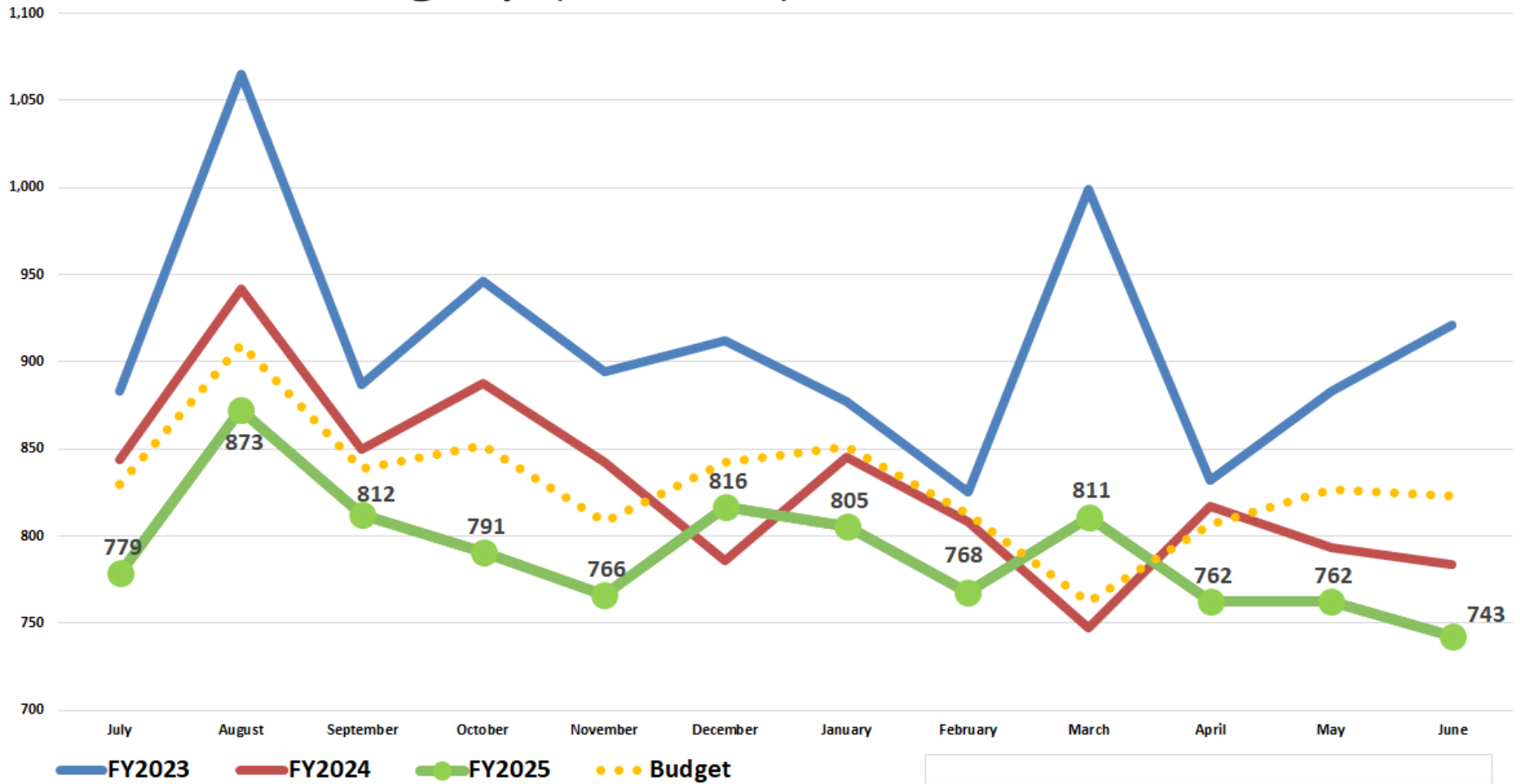




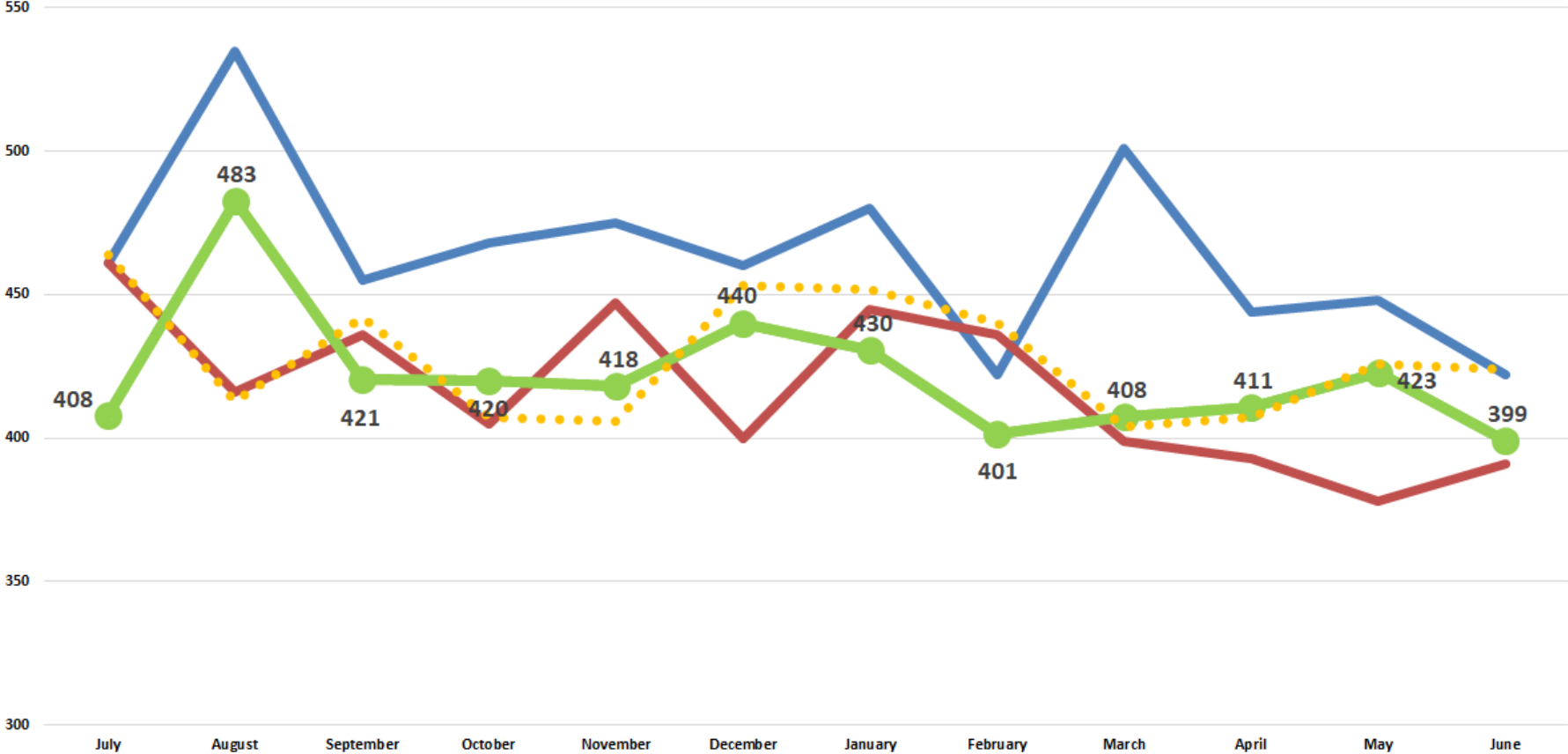
# Urgent Care – Demaree Avg Visits Per Day



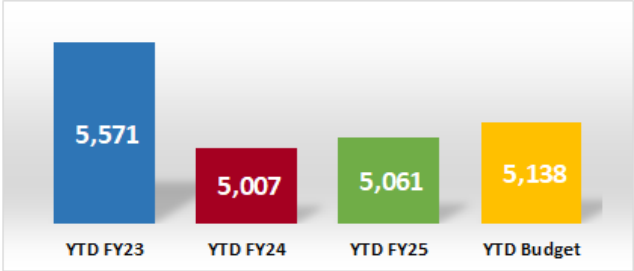
# Surgery (IP & OP) – 100 Min Units



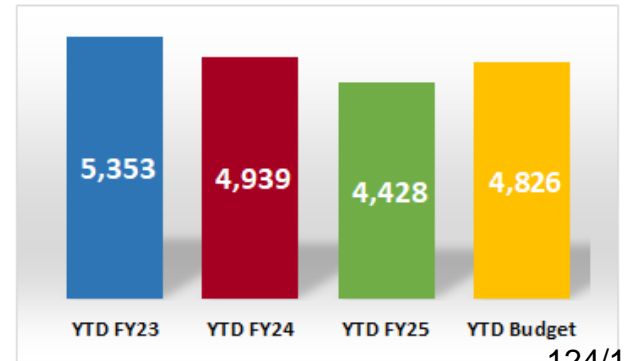
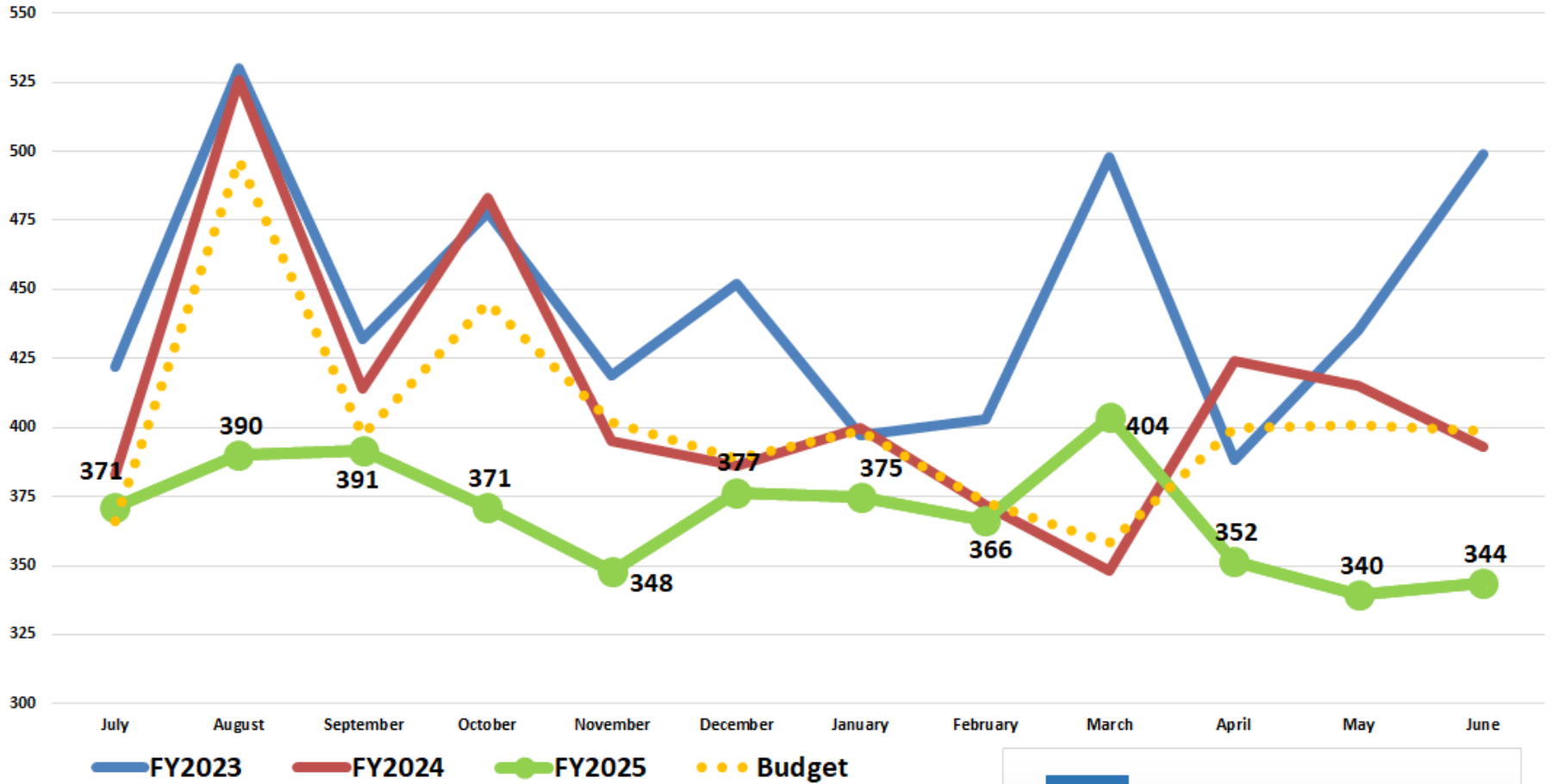
# Surgery (IP Only) - 100 Min Unit



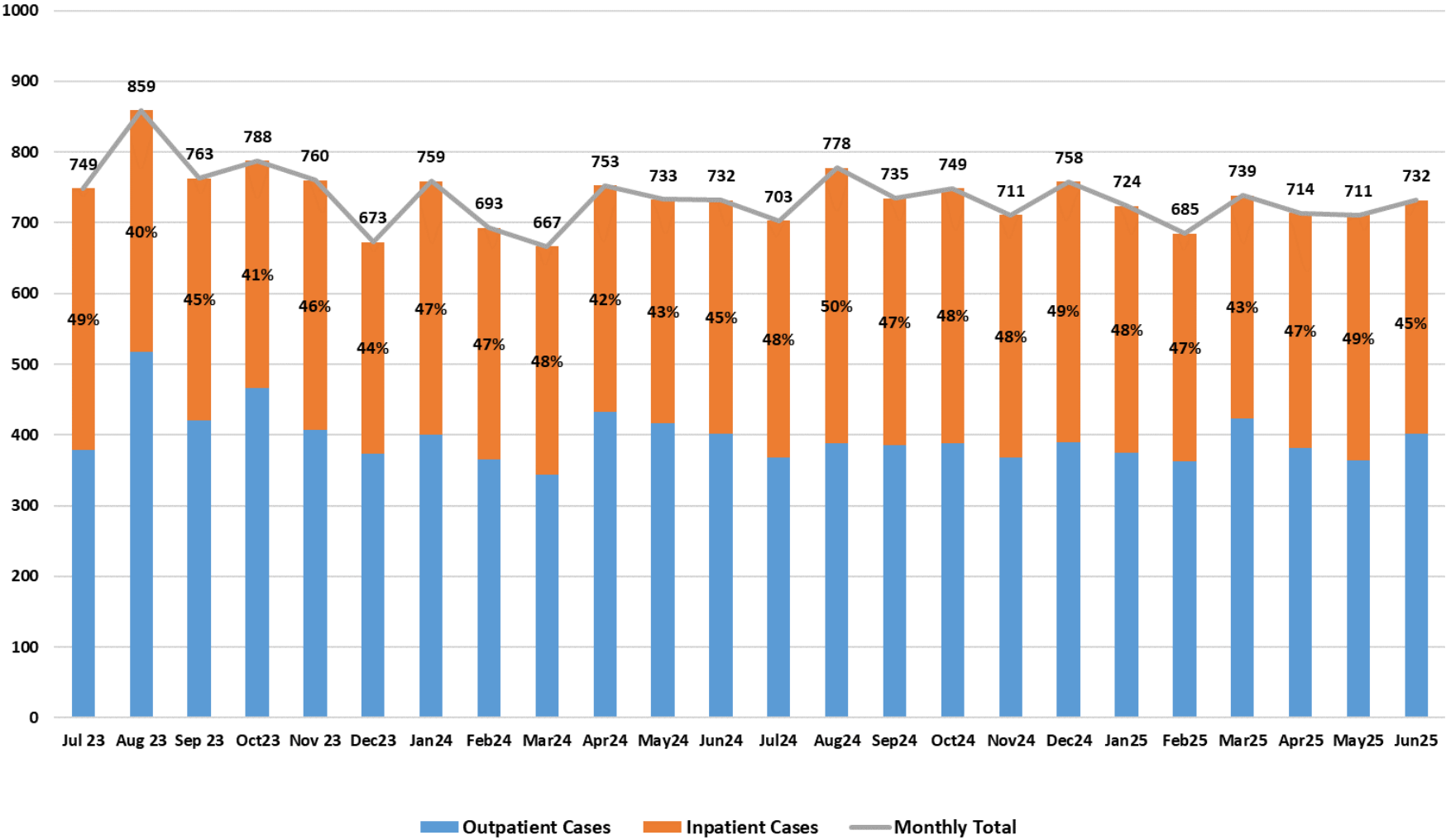
—●— FY2023   
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 —●— FY2025   
 ●●● Budget



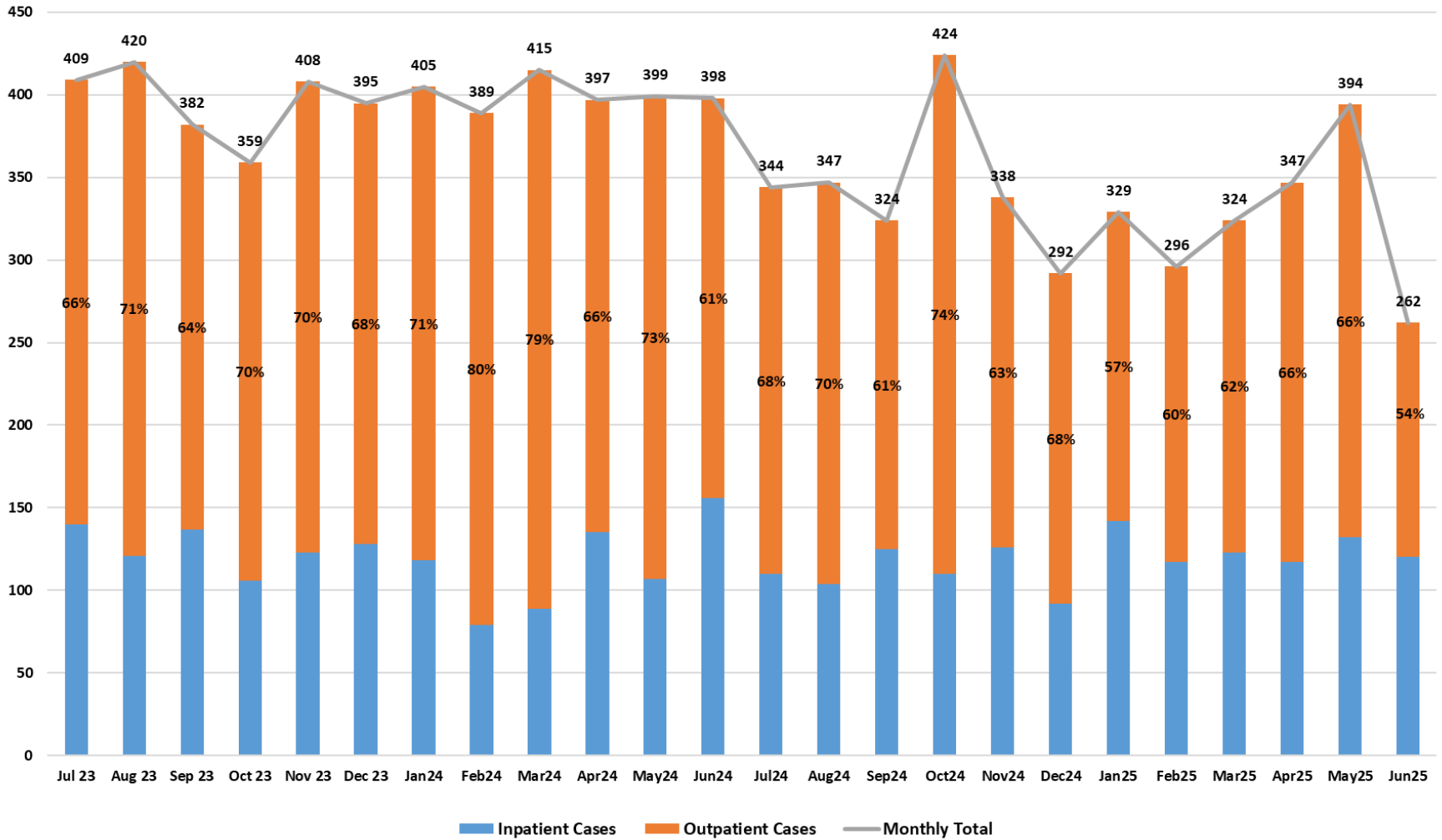
# Surgery (OP Only) - 100 Min Units



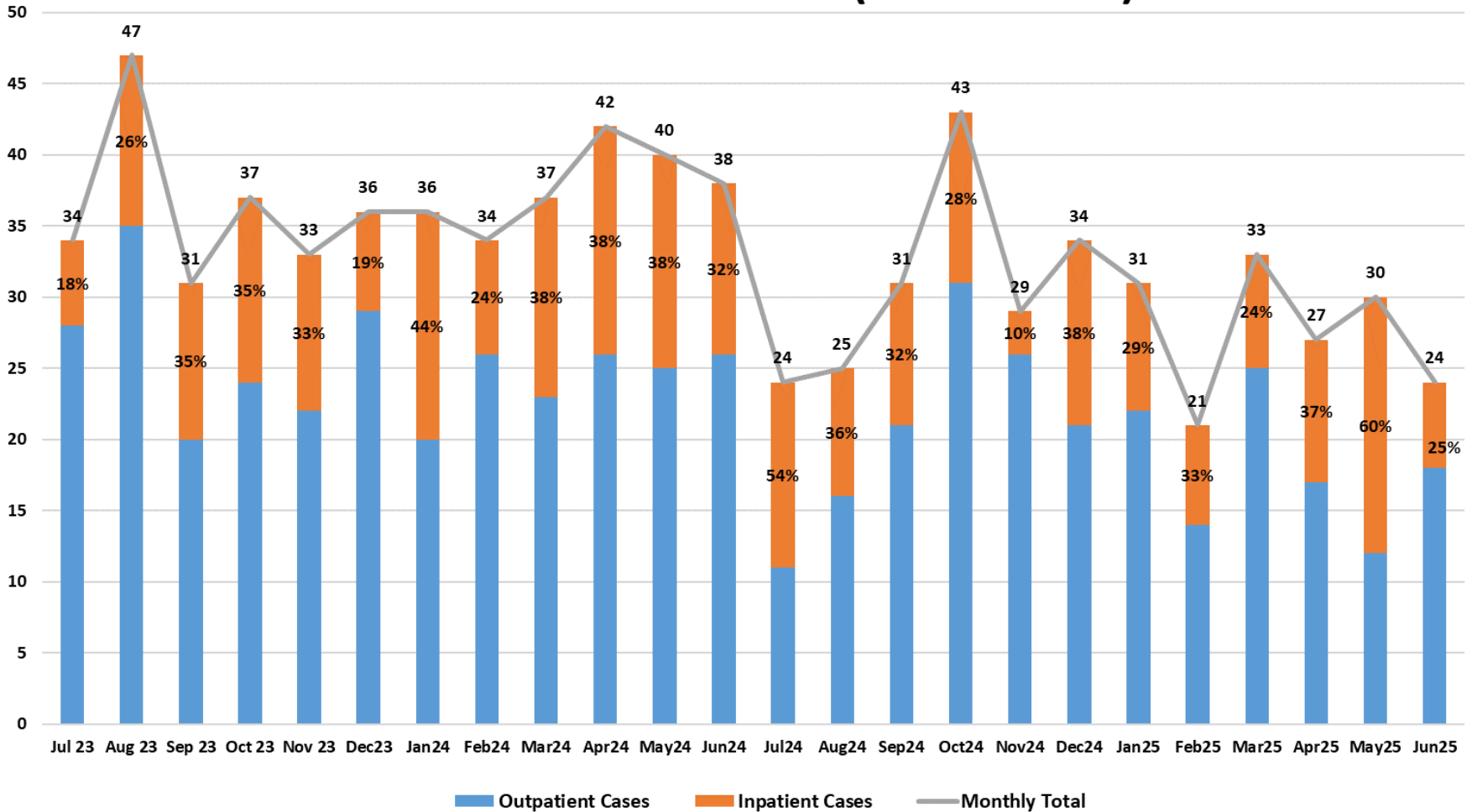
# Surgery Cases (IP & OP)



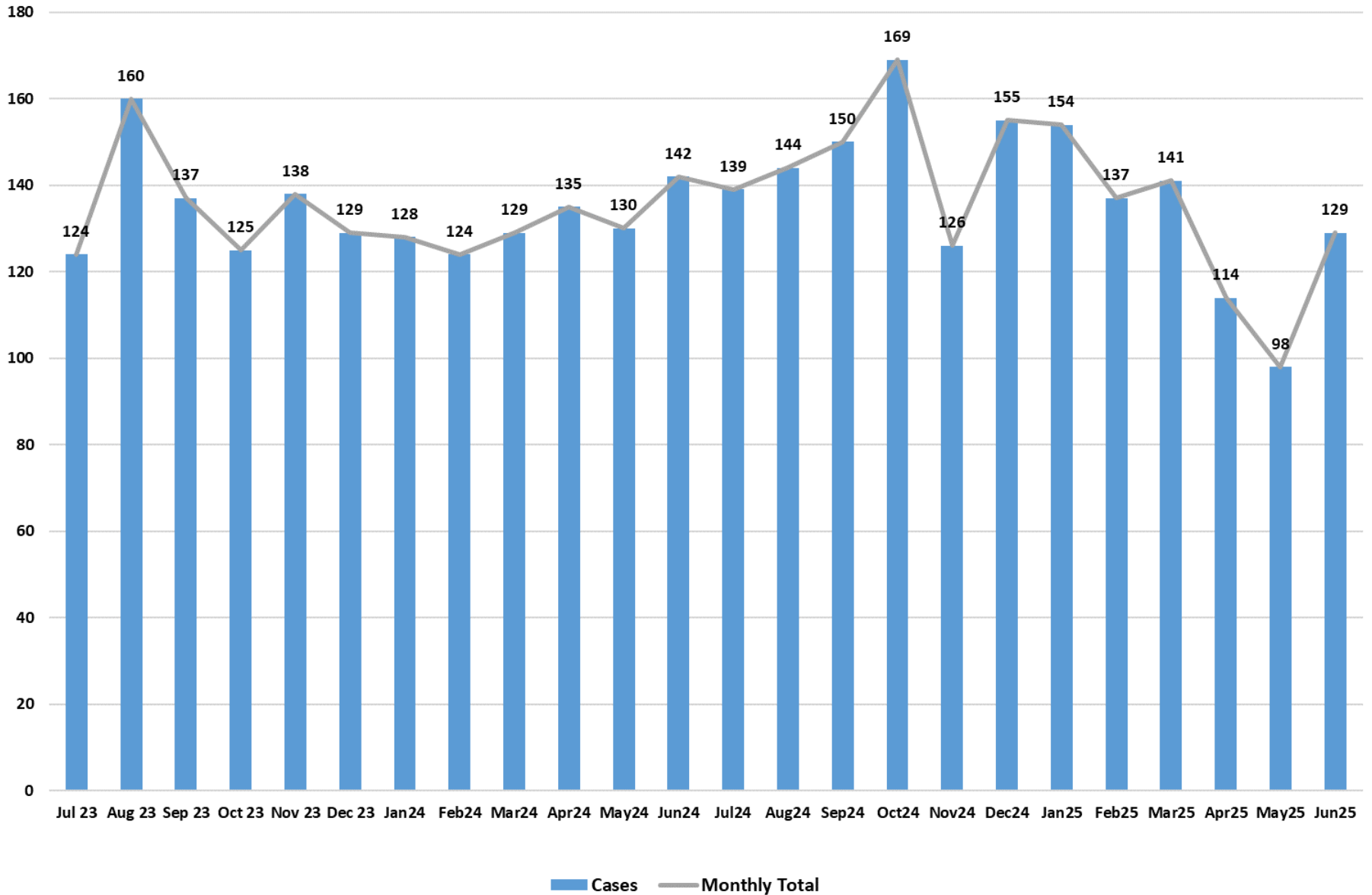
# Endo Cases (Suites A & B and OR )



# Robotic Cases (IP & OP)

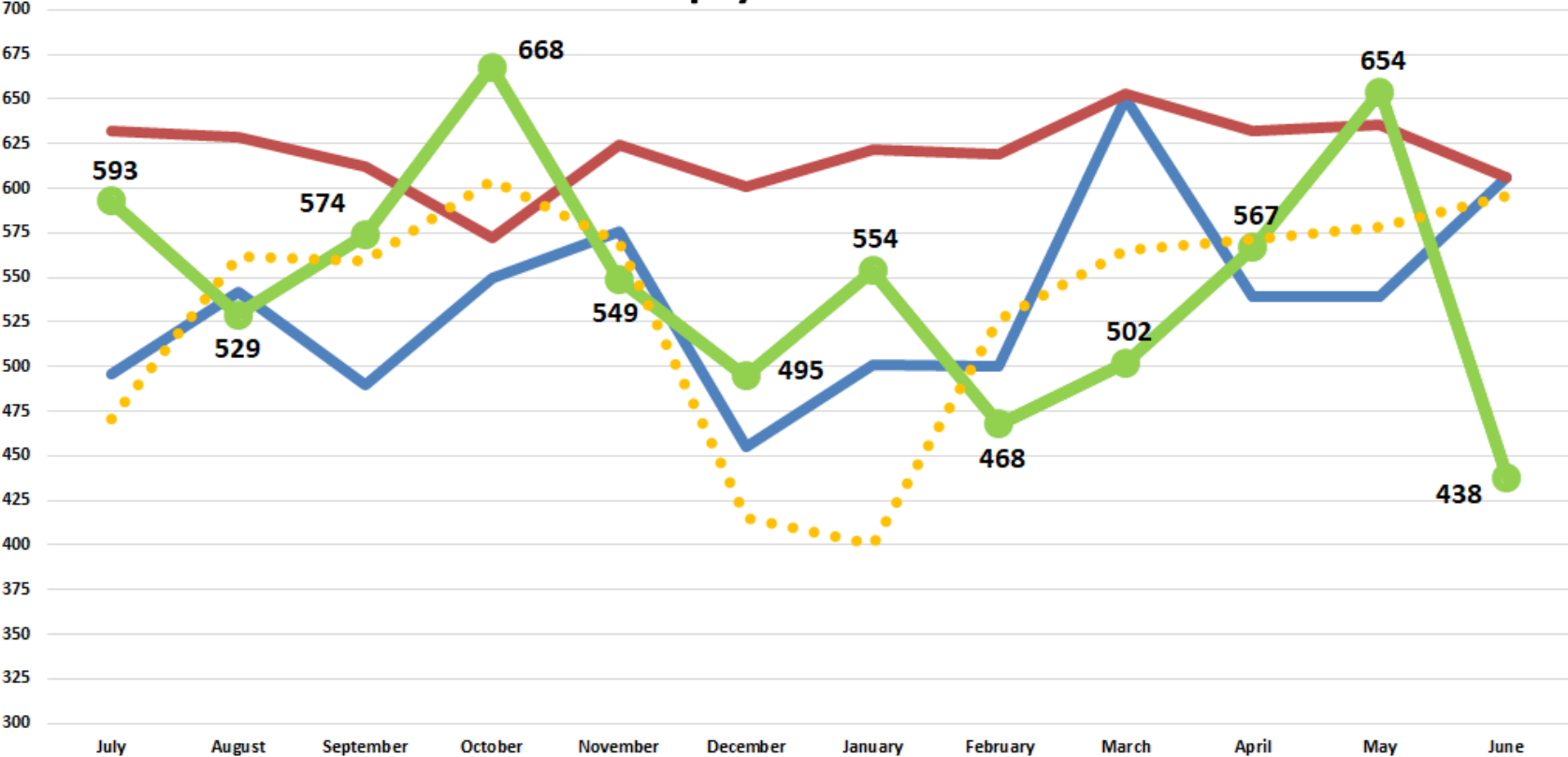


# OB Cases

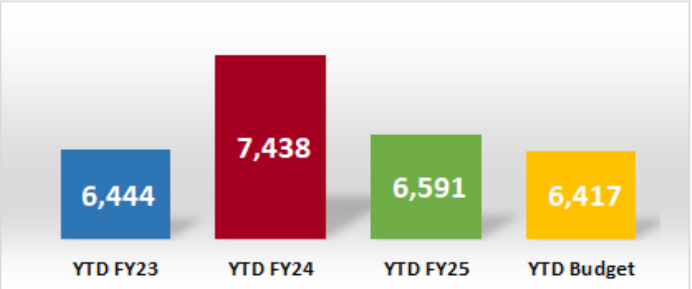




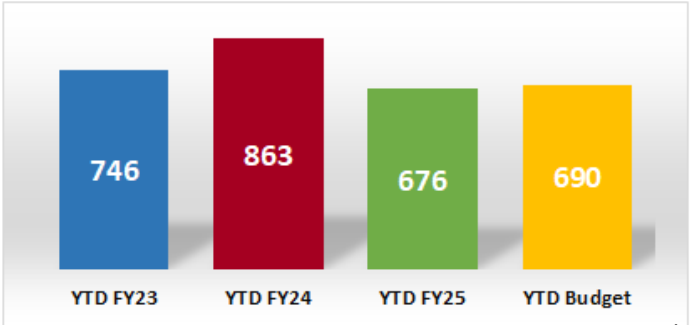
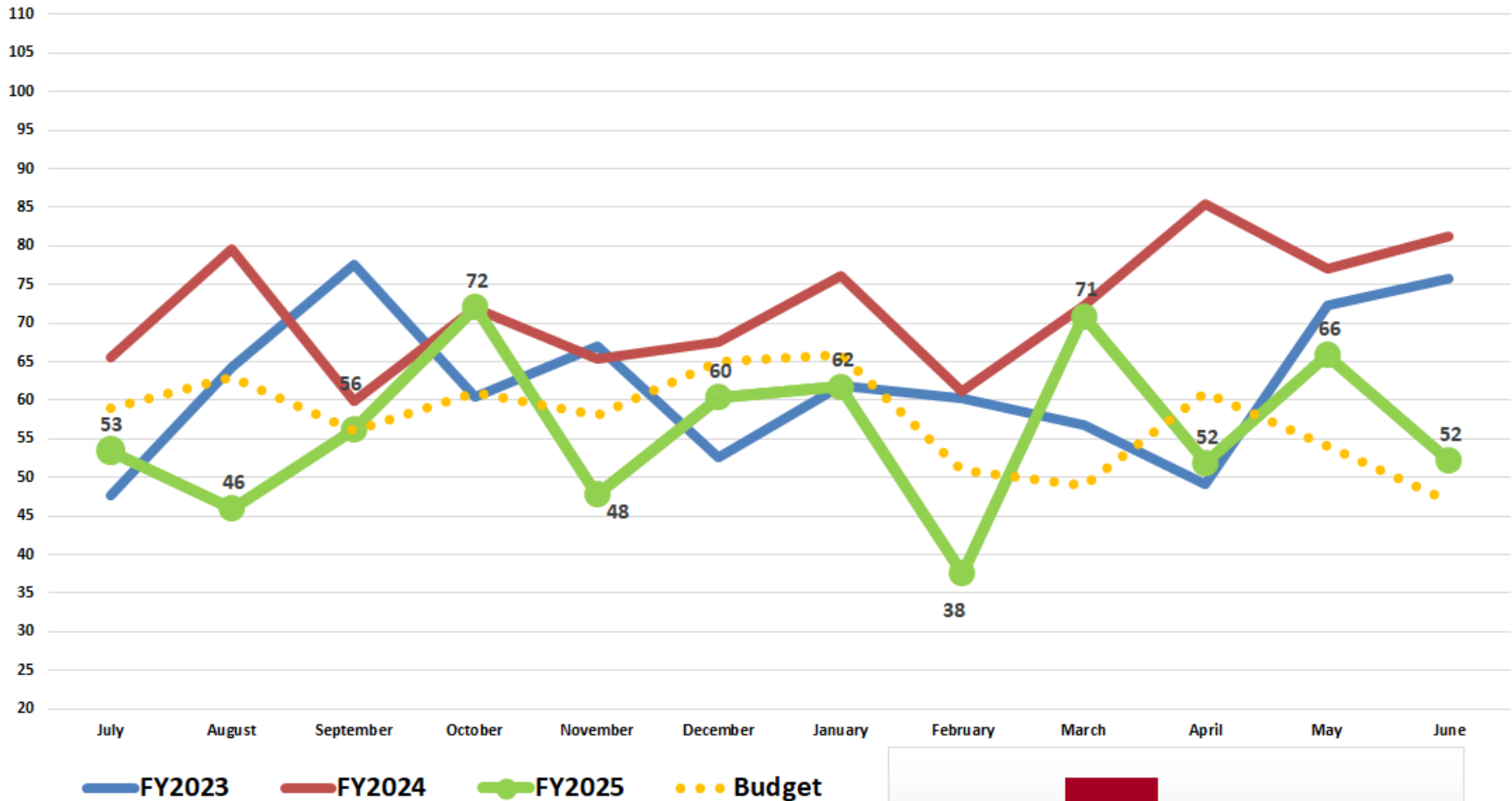
# Endoscopy Procedures



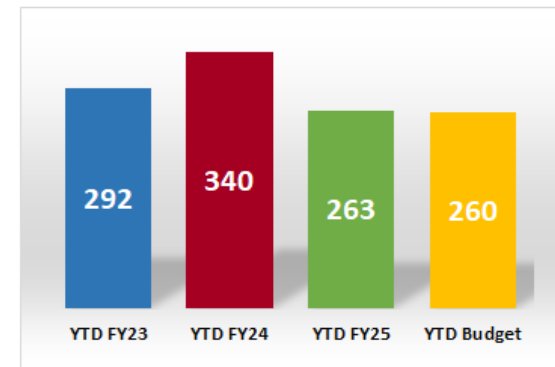
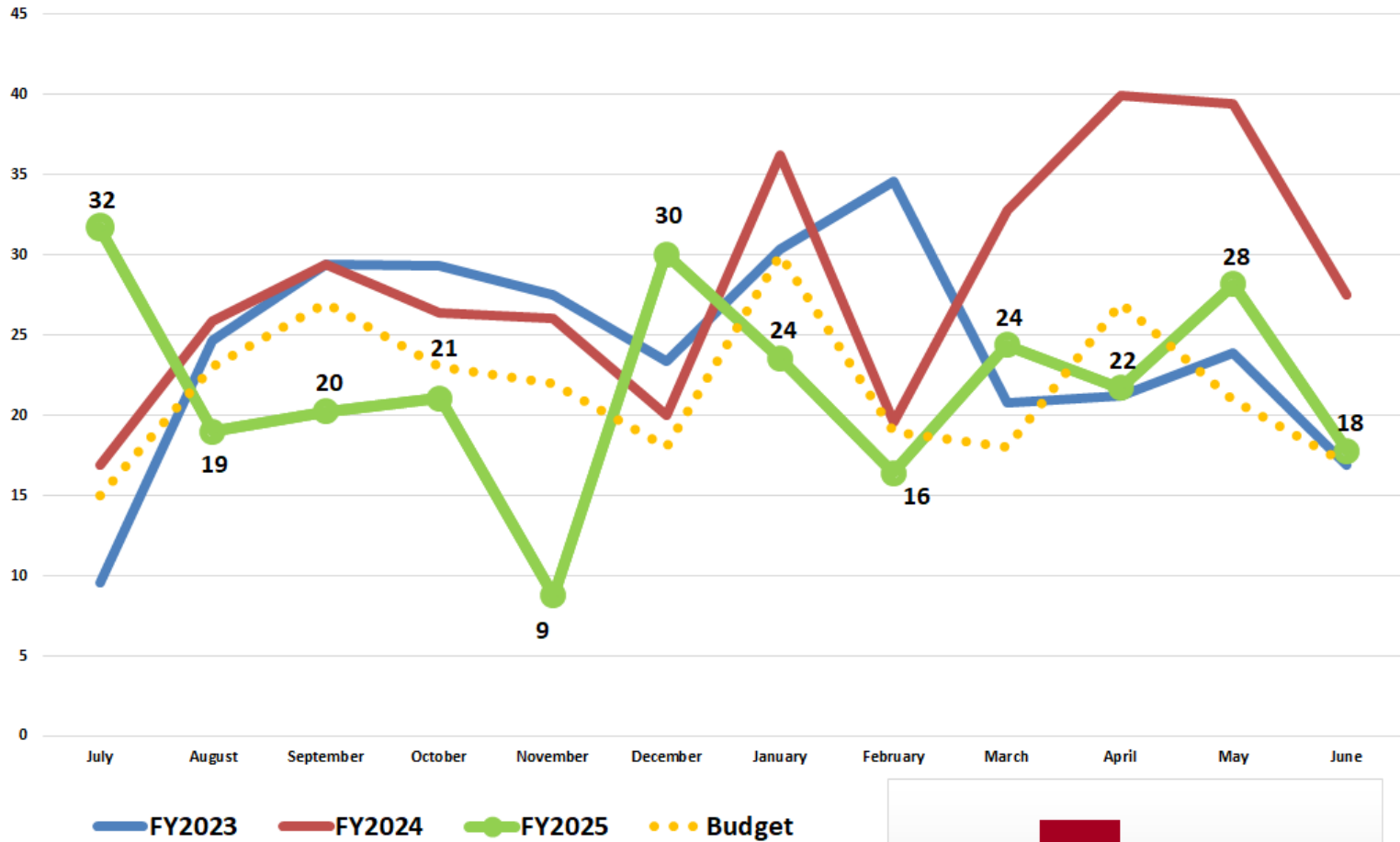
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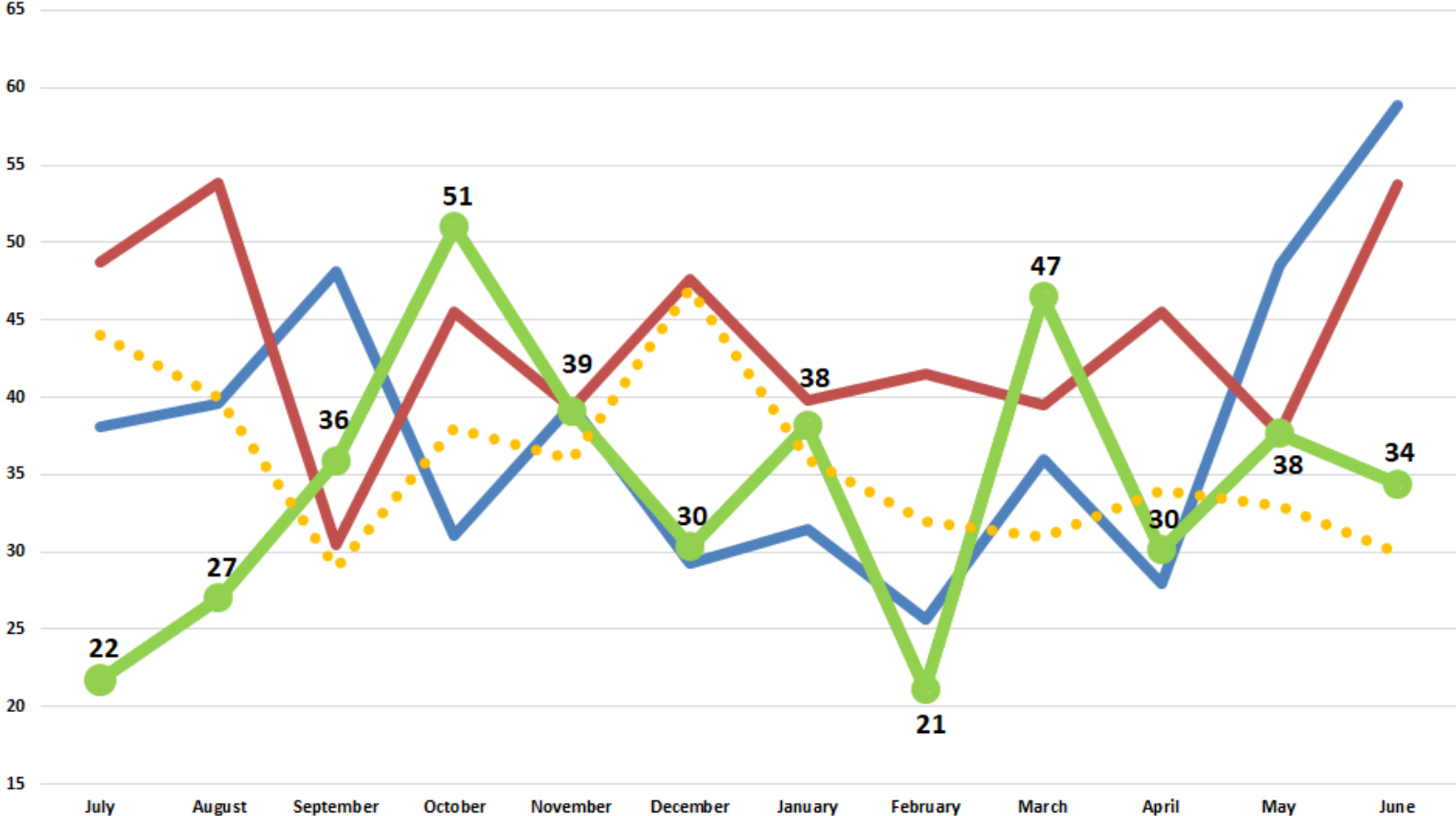
# Robotic Surgery (IP & OP) - 100 Min Units



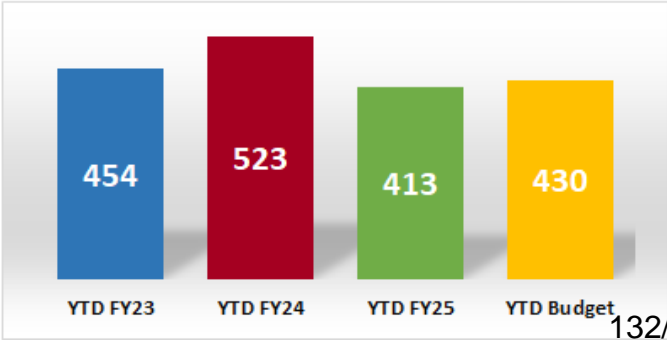
# Robotic Surgery Minutes (IP Only)



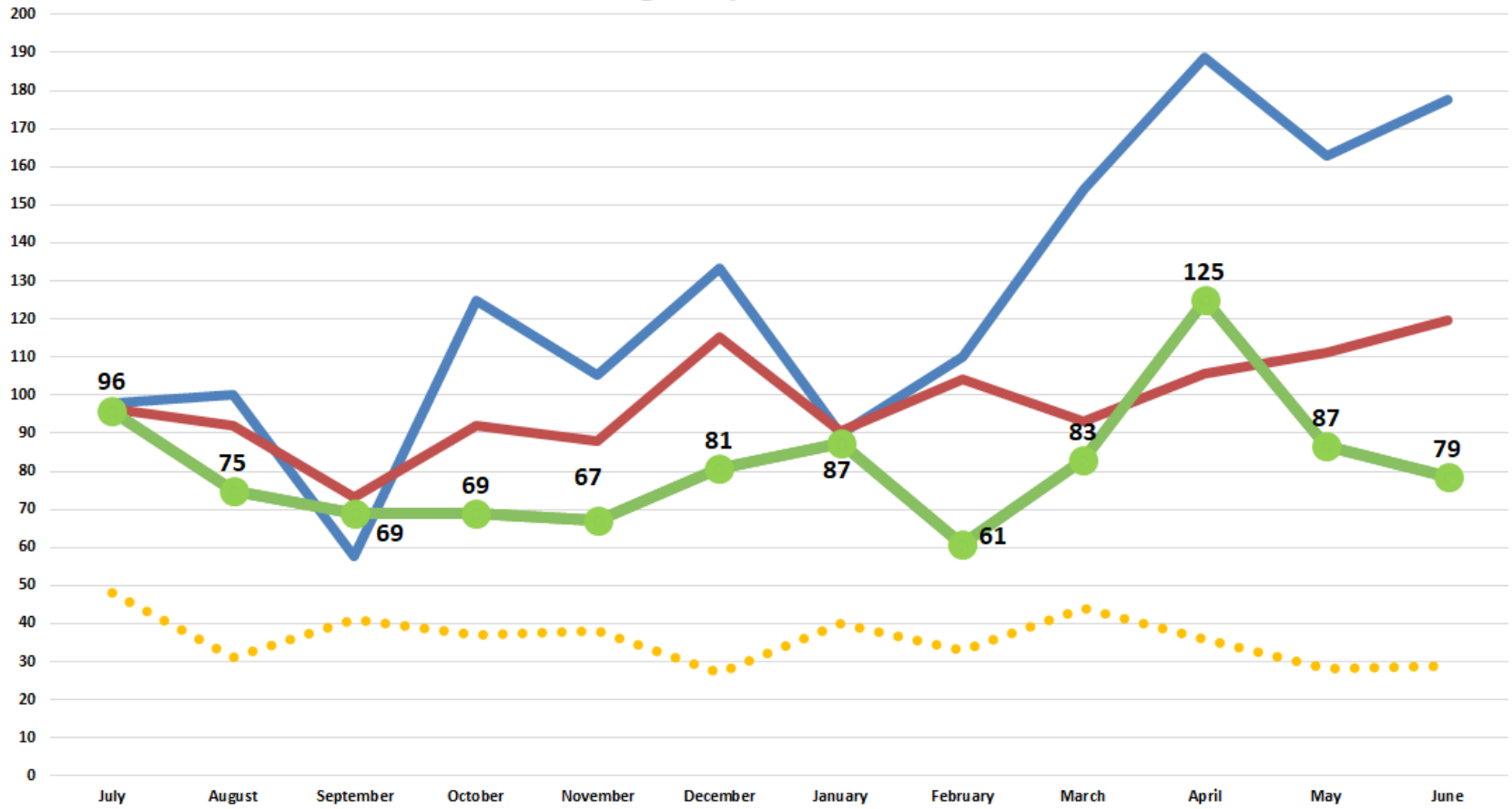
# Robotic Surgery Minutes (OP Only)



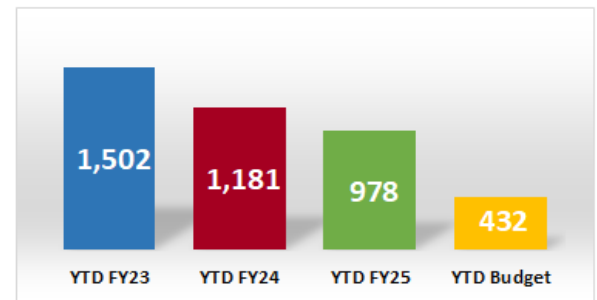
—●— FY2023   
 —●— FY2024   
 —●— FY2025   
 ●●● Budget



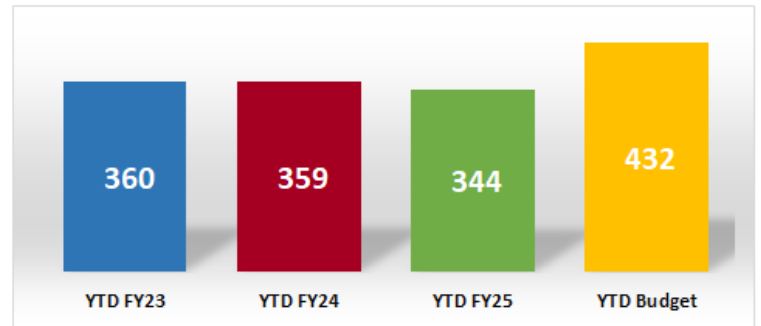
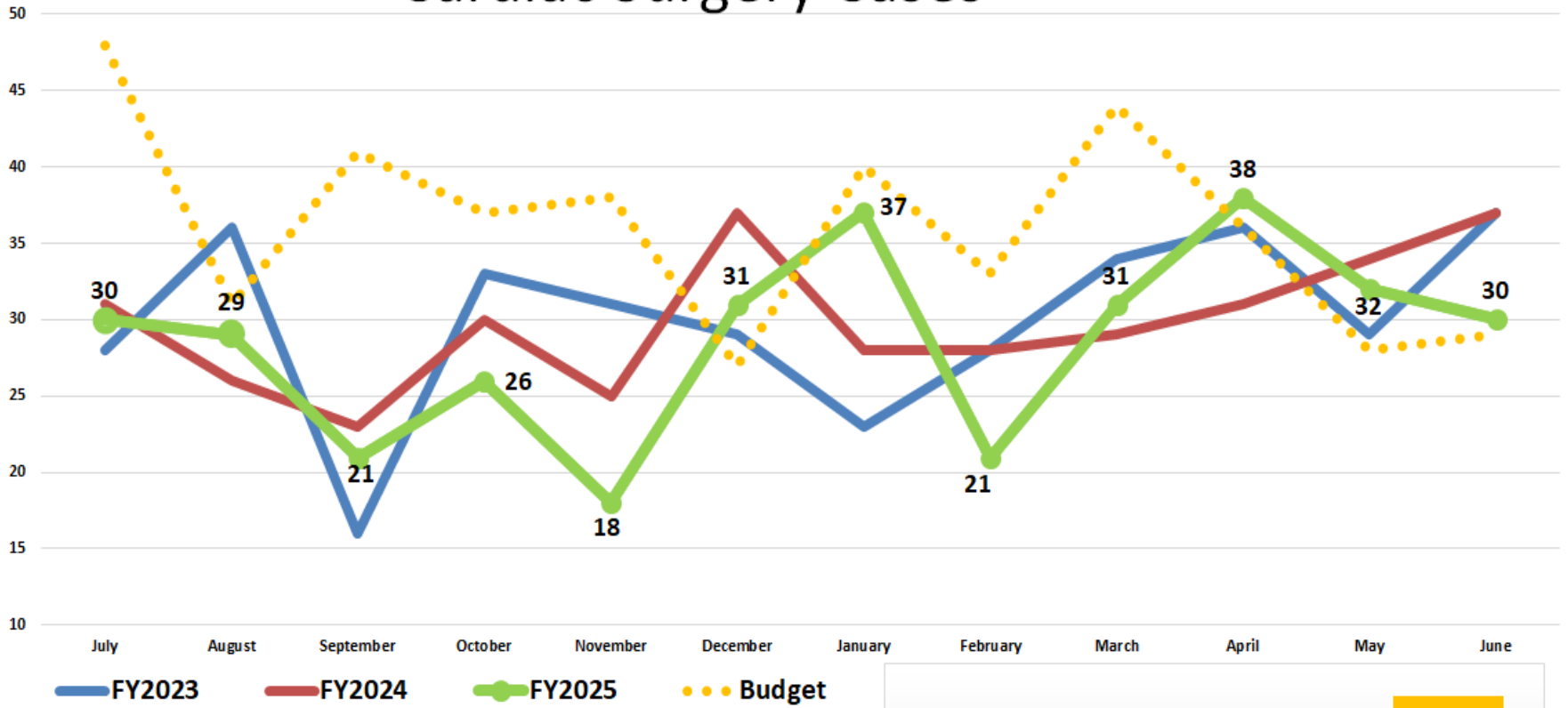
# Cardiac Surgery - 100 Min Units



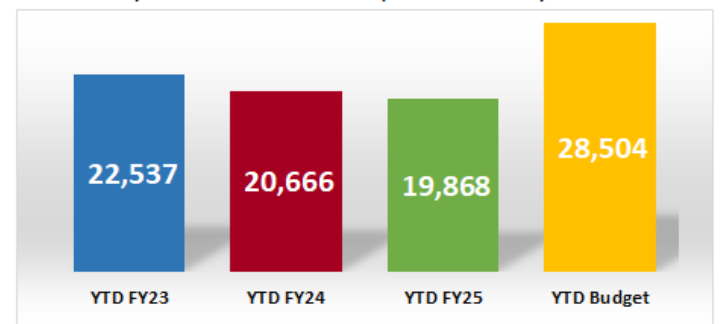
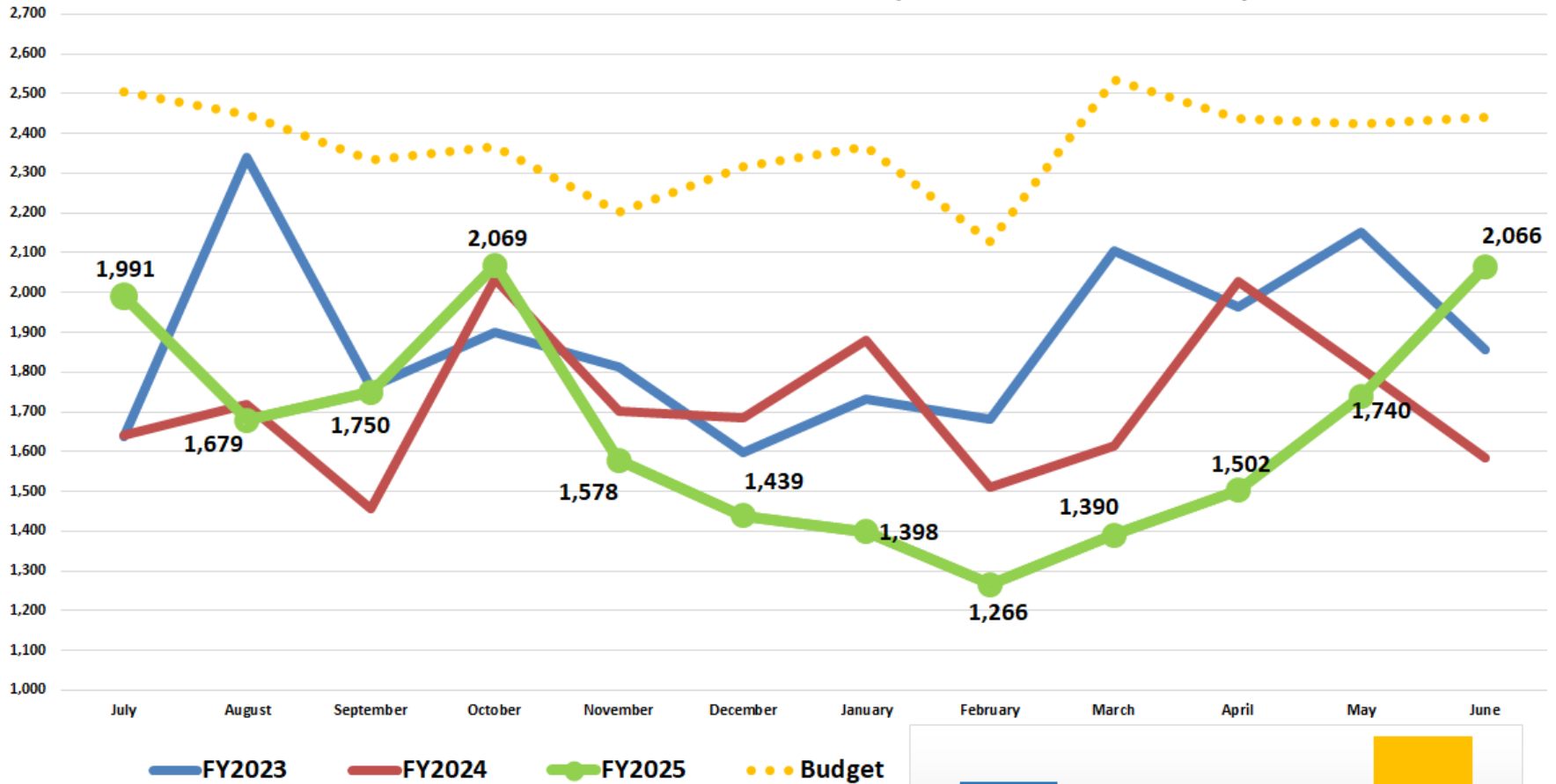
—●— FY2023    
 —●— FY2024    
 —●— FY2025    
 ●●● Budget



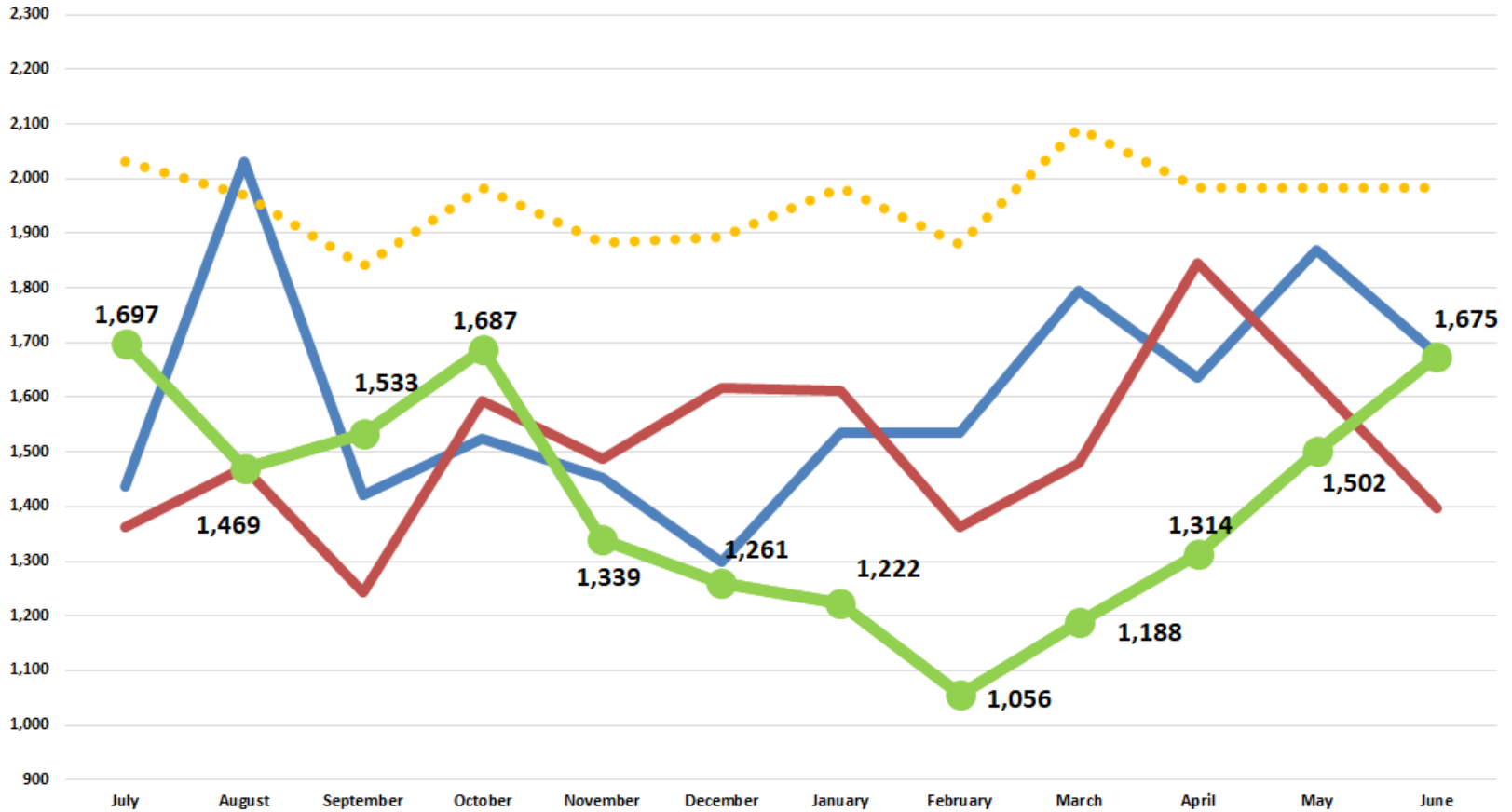
# Cardiac Surgery Cases



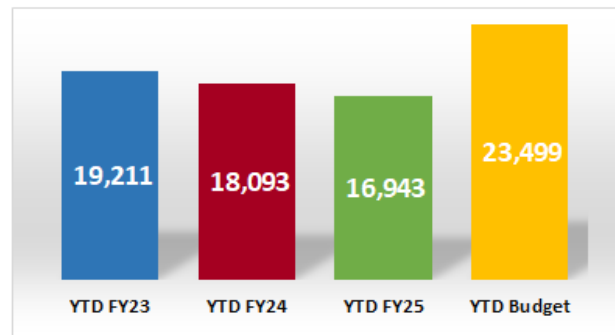
# Rad Onc Treatments (Vis. & Hanf.)



# Rad Onc Visalia

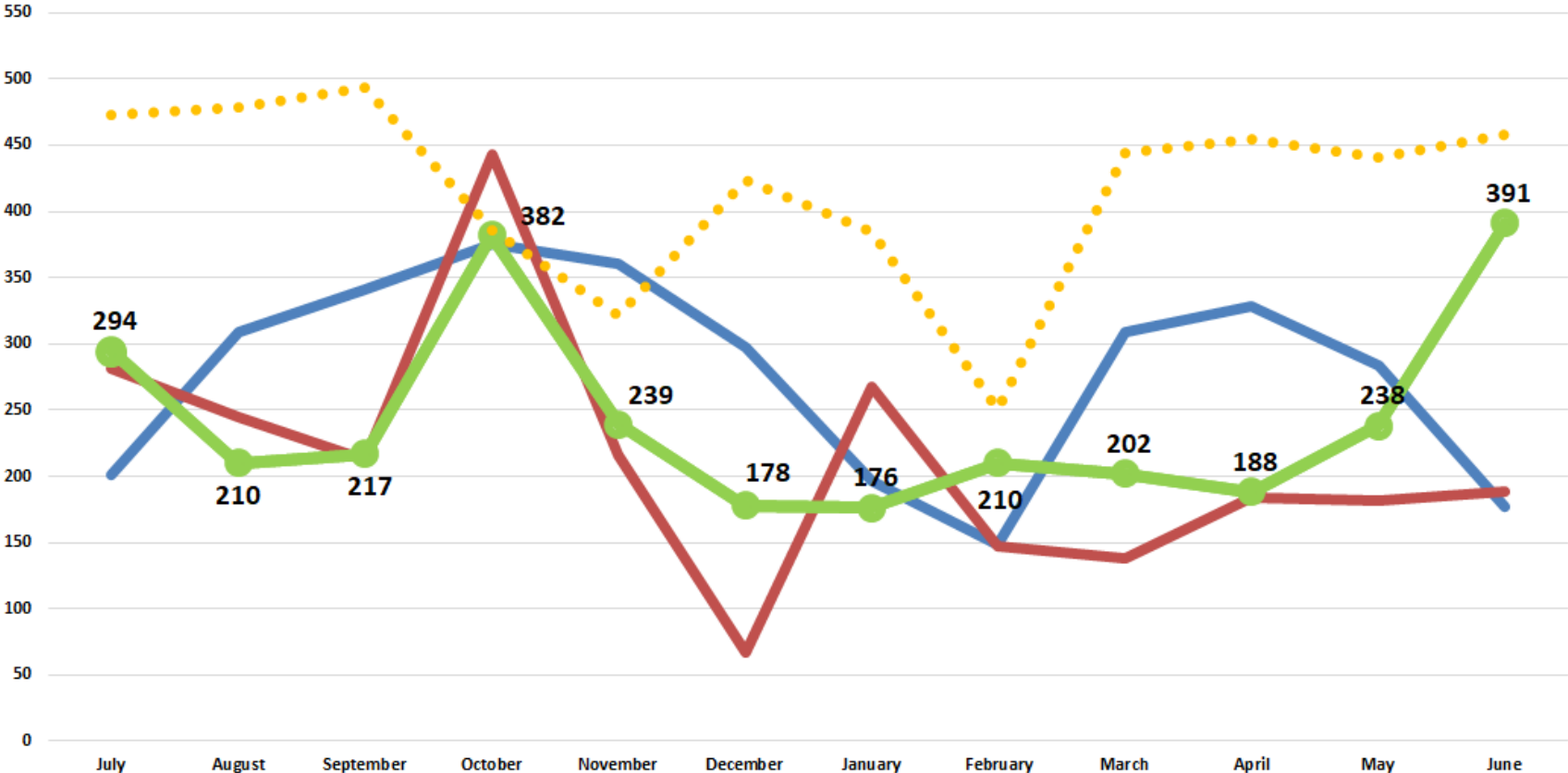


—●— FY2023   
 —●— FY2024   
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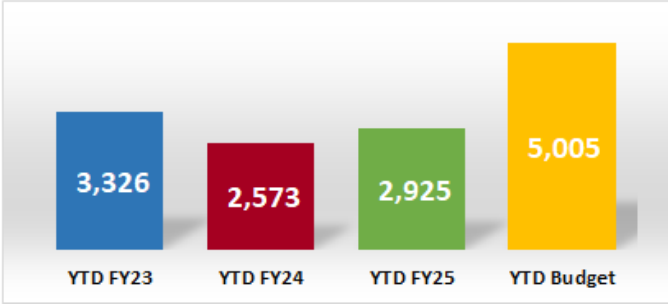




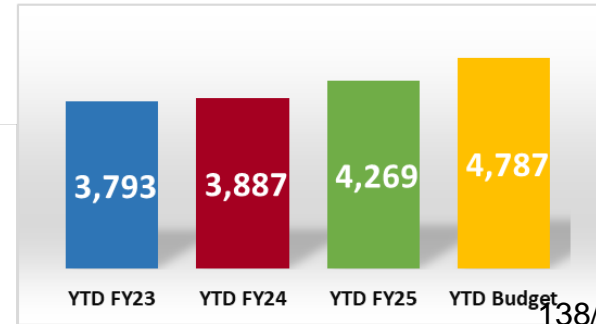
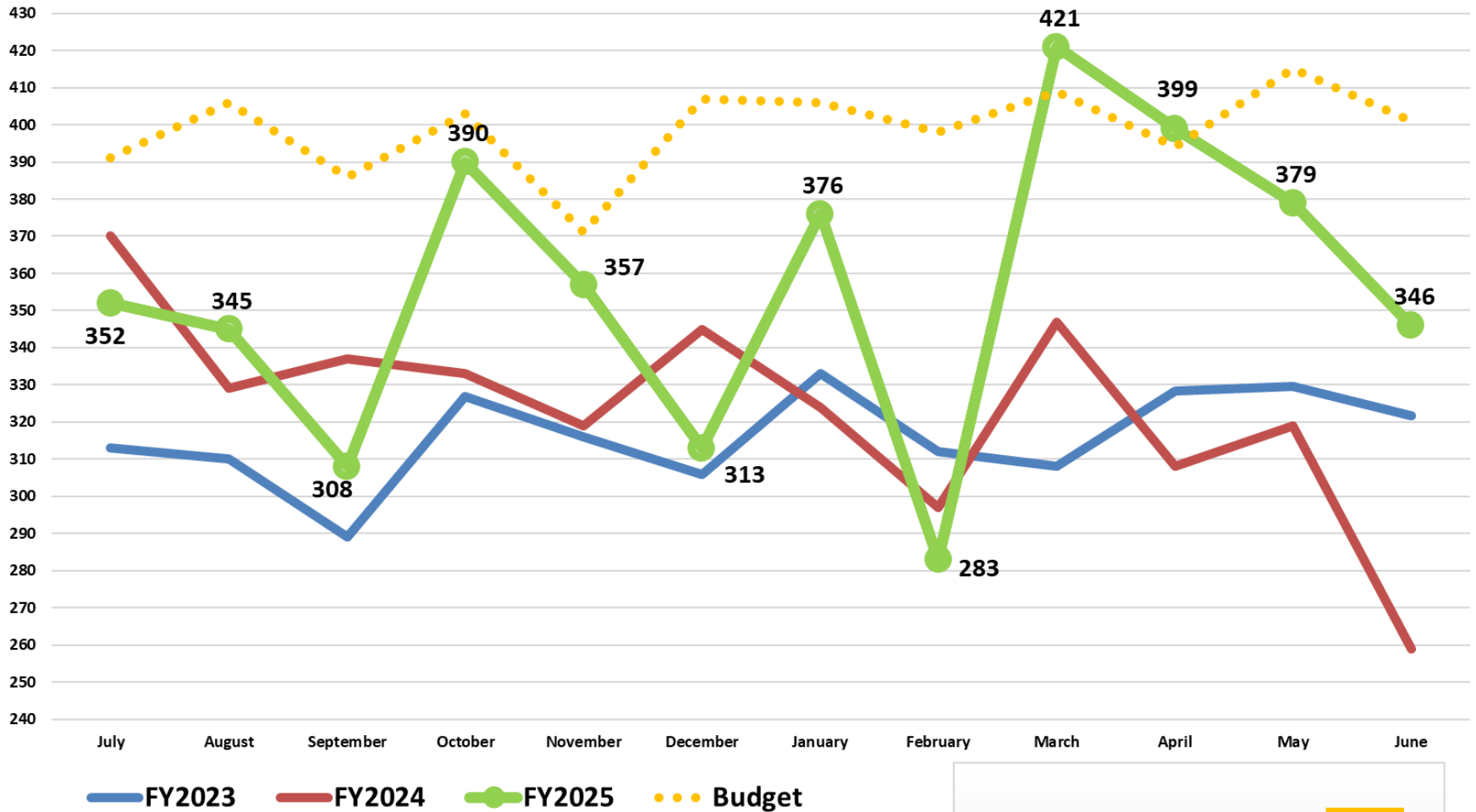
# Rad Onc Hanford



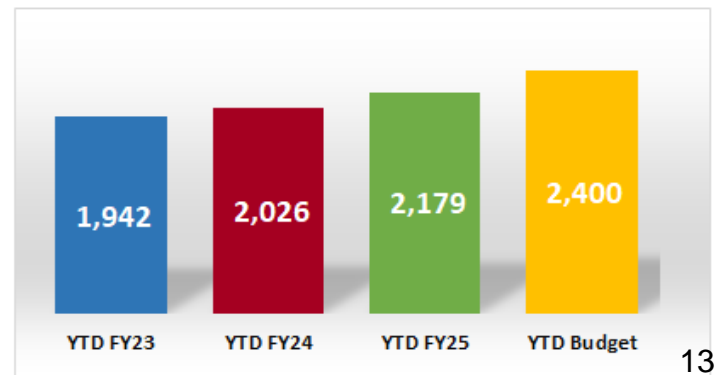
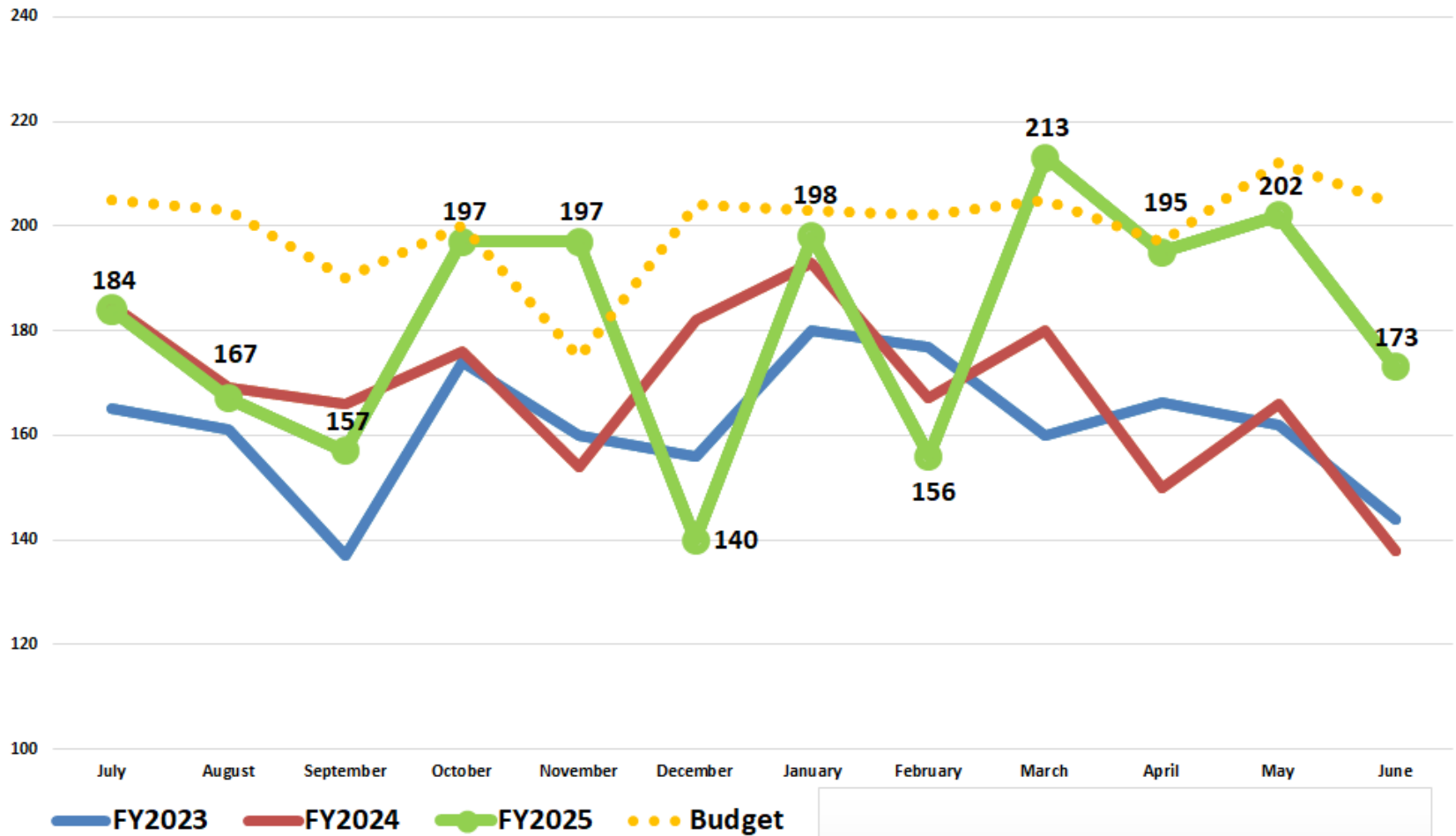
—●— FY2023    
 —●— FY2024    
 —●— FY2025    
 ●●● Budget



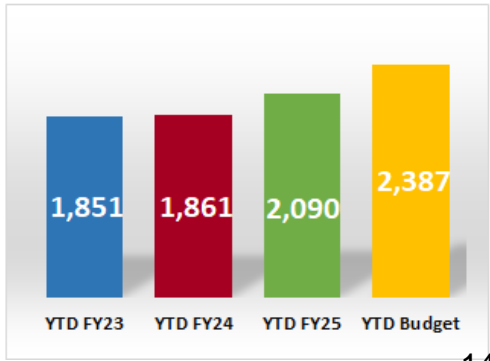
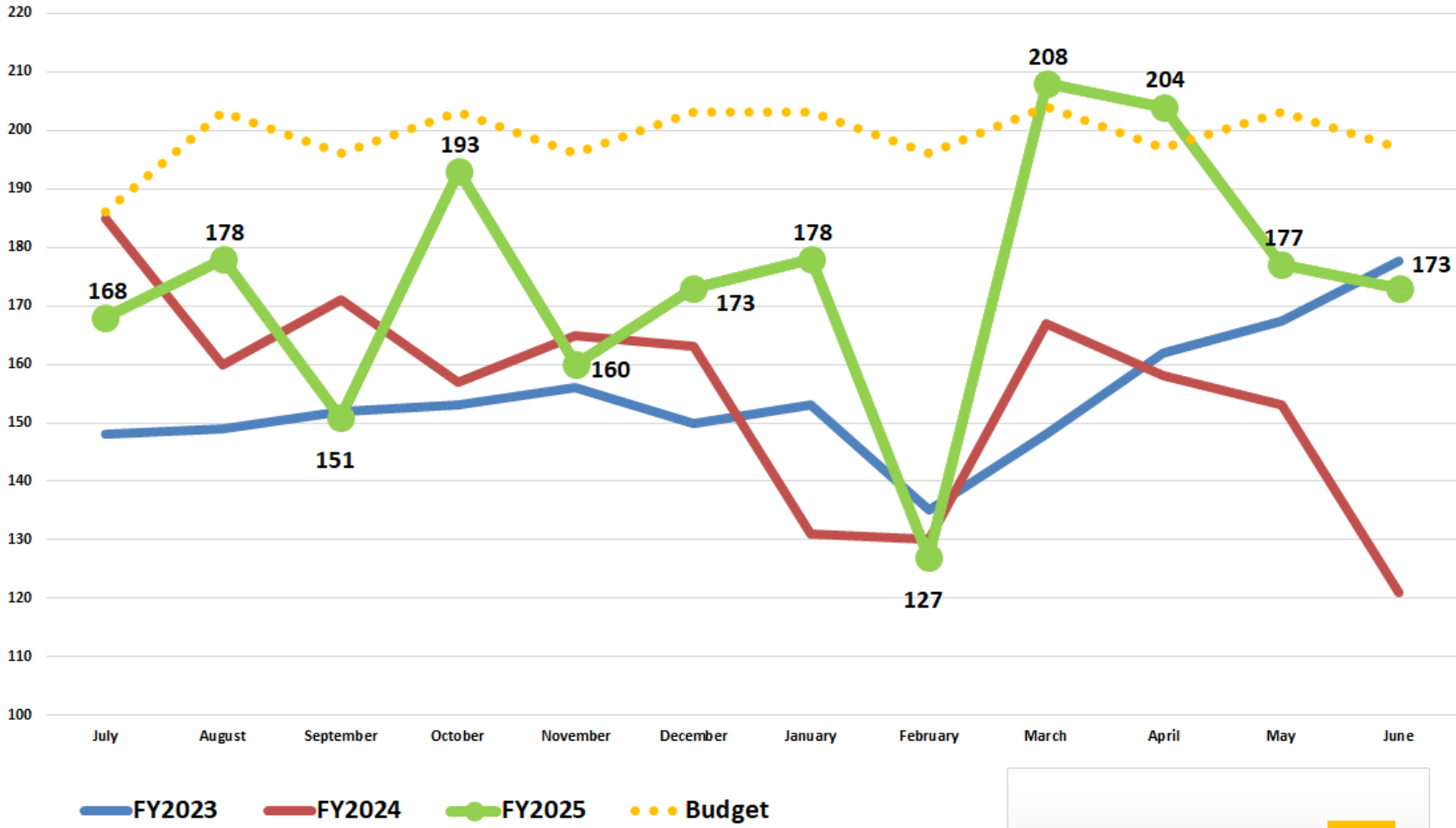
# Cath Lab (IP & OP) – 100 Min Units



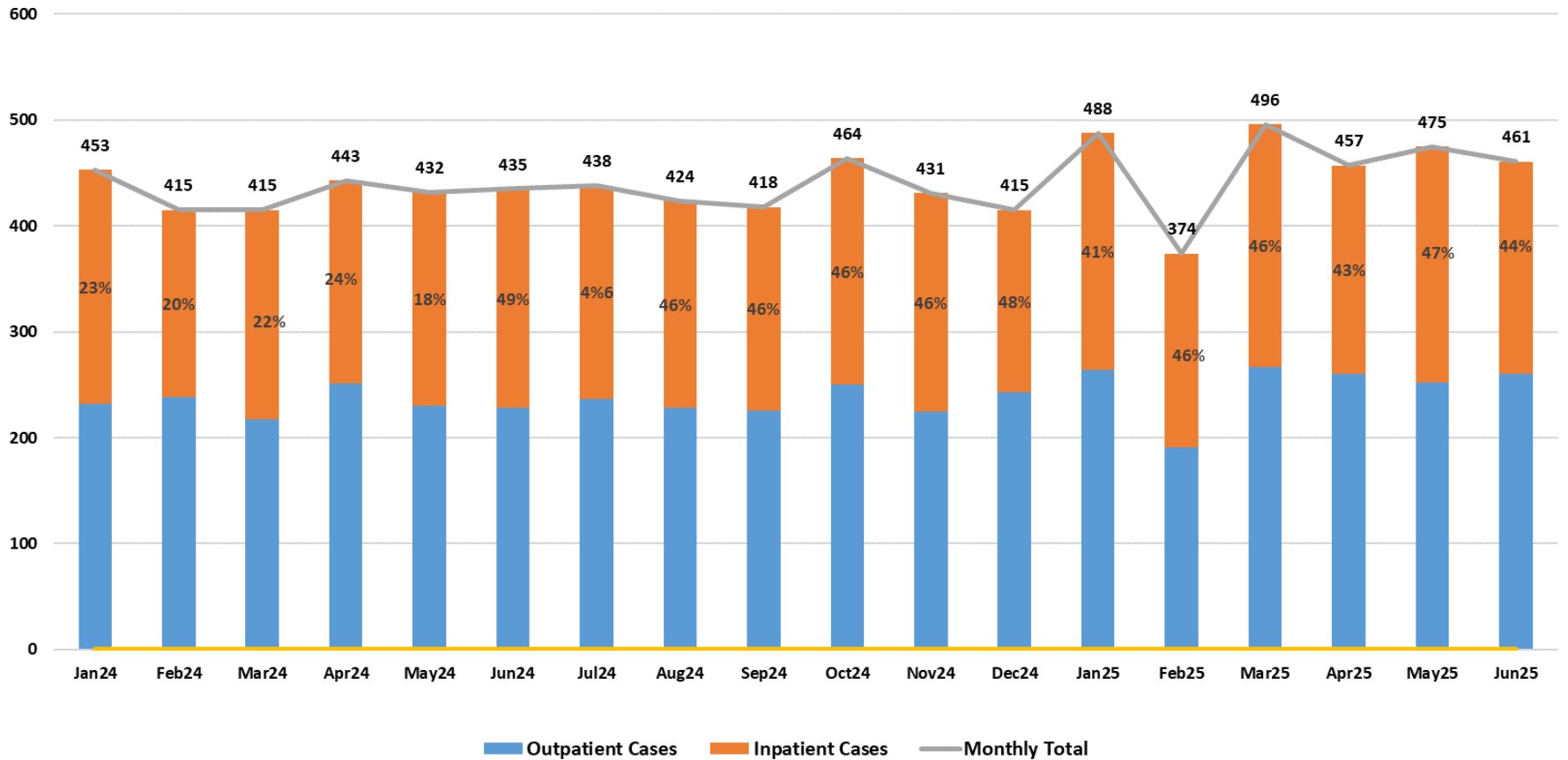
# Cath Lab (IP Only) – 100 Min Units



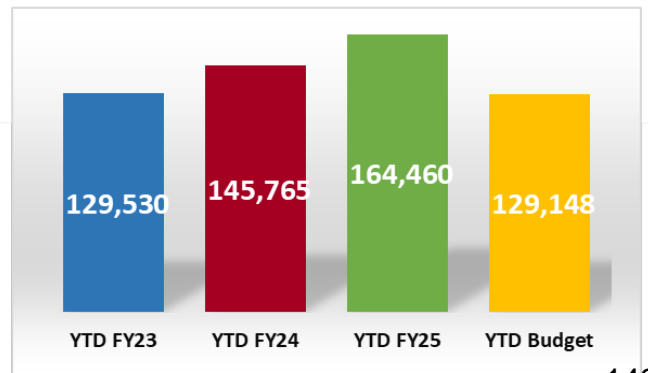
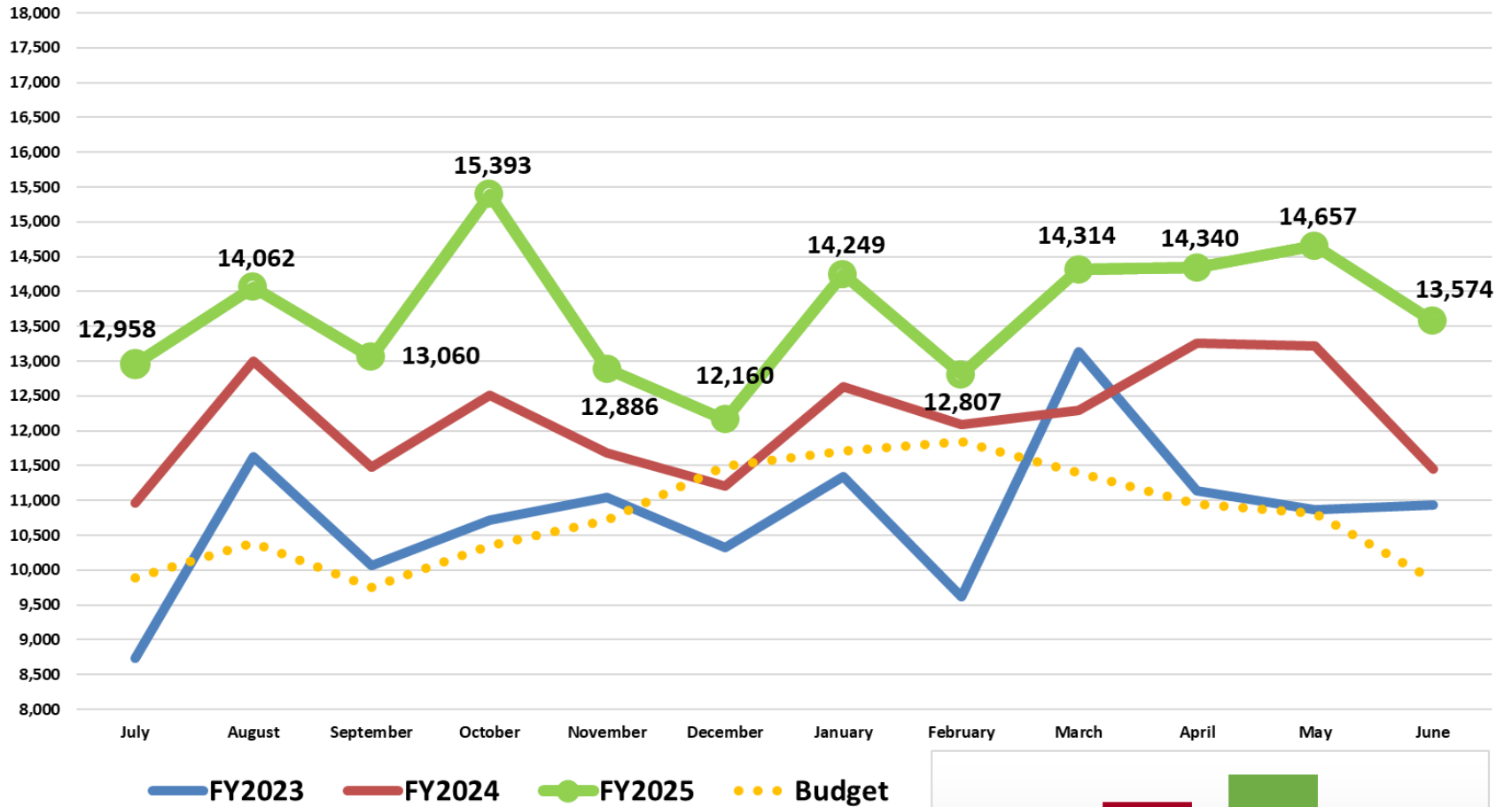
# Cath Lab (OP Only) – 100 Min Units



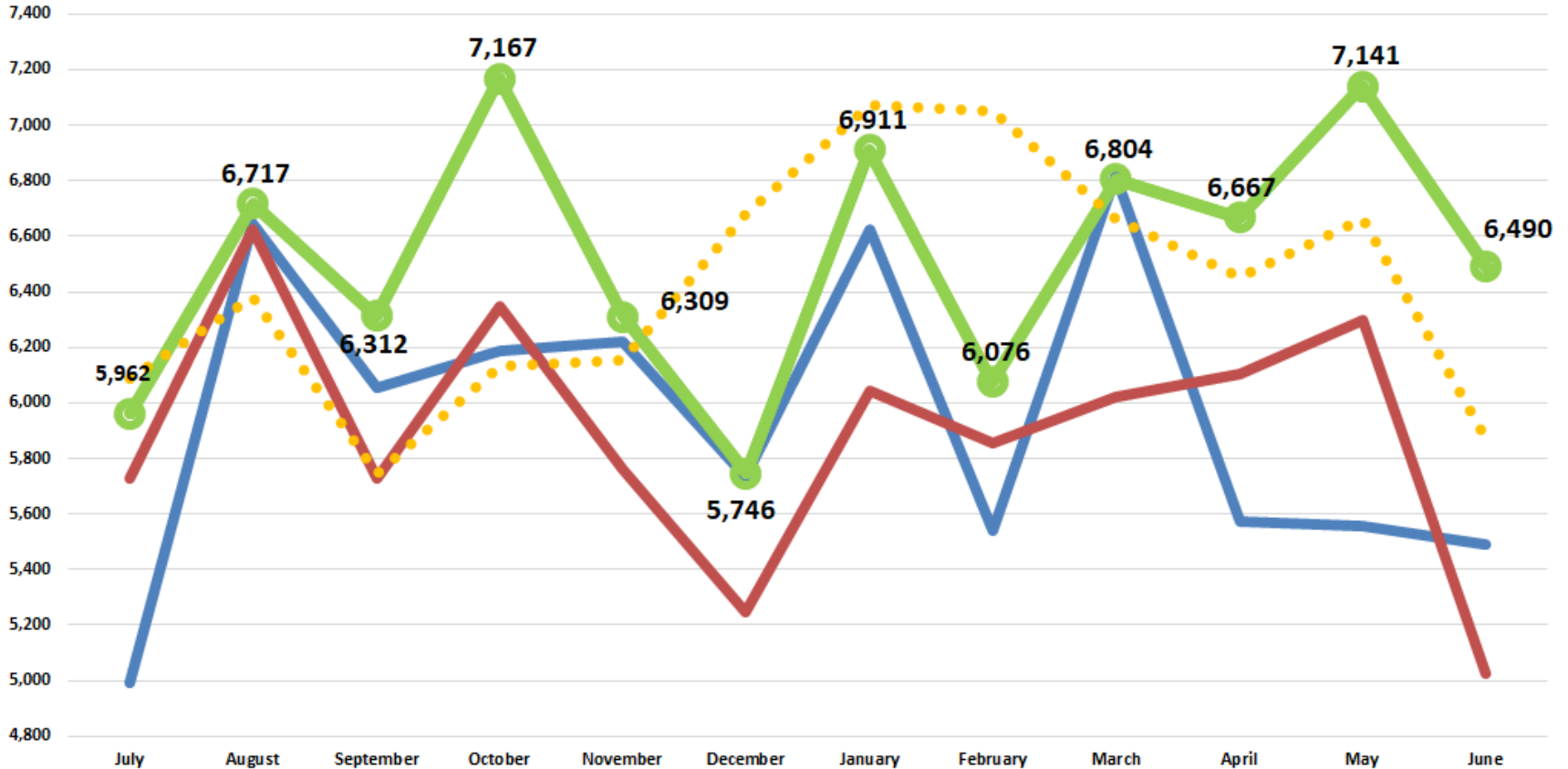
# Cath Lab Patients (IP & OP)



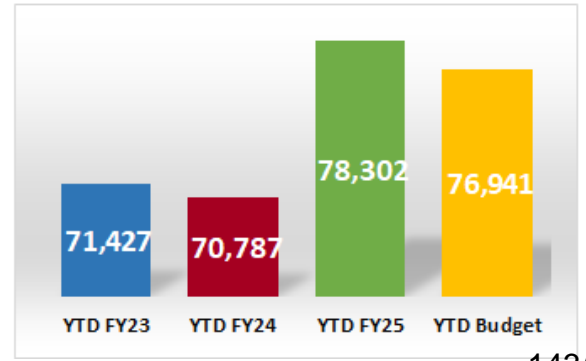
# Rural Health Clinics Registrations



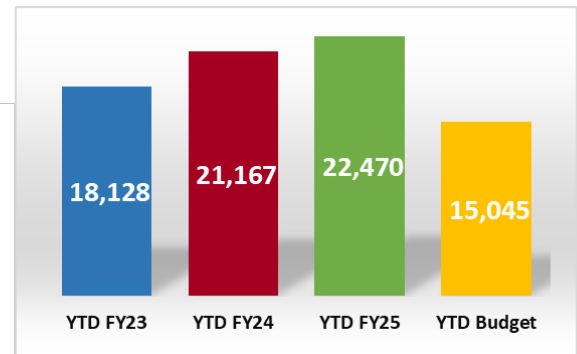
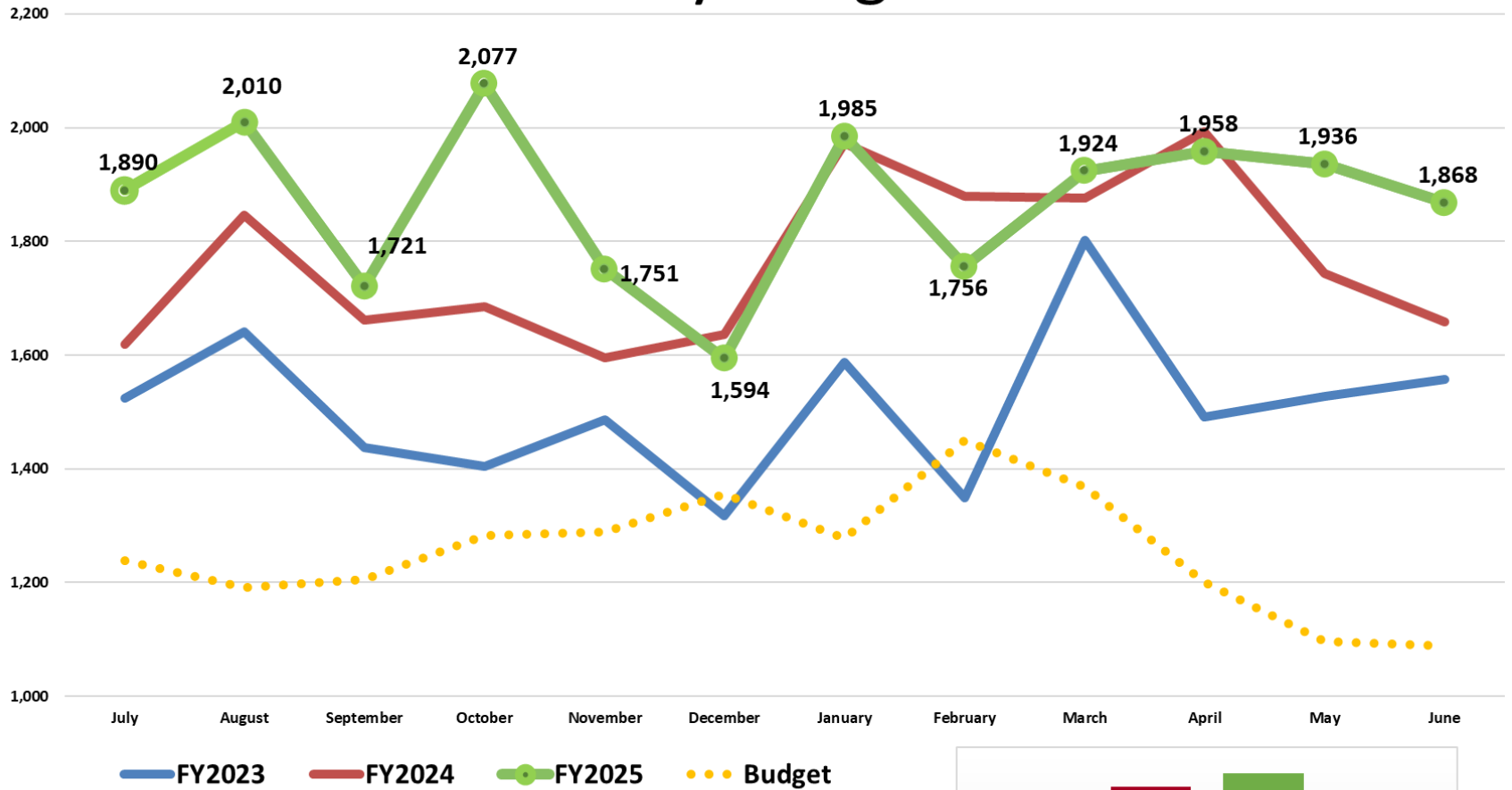
# RHC Exeter - Registrations



—●— FY2023   
 —●— FY2024   
 —●— FY2025   
 - - -●- - - Budget

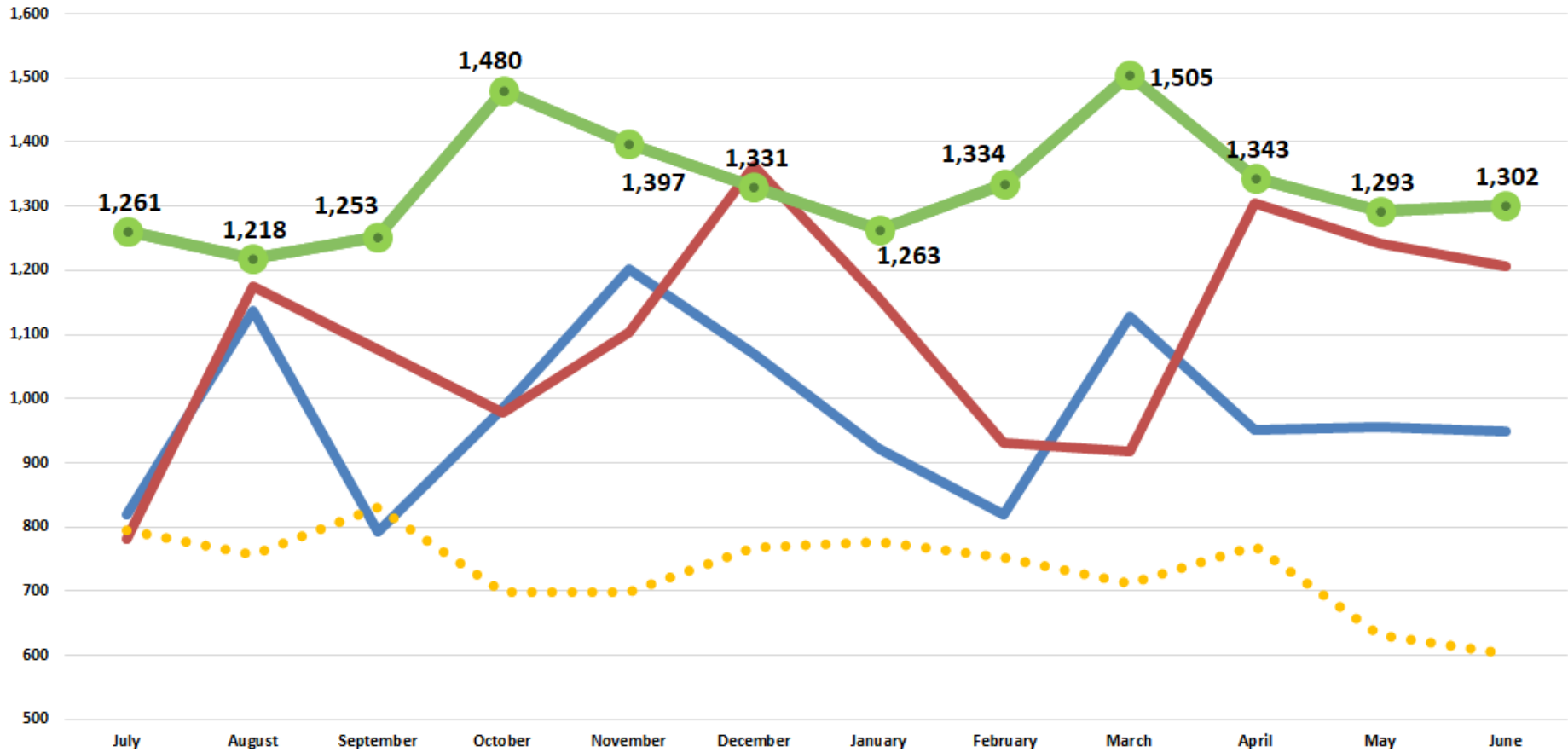


# RHC Lindsay - Registrations

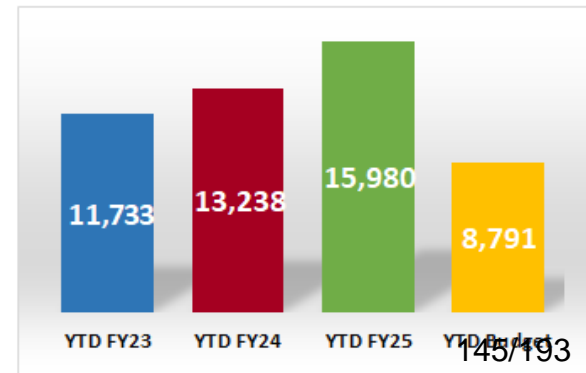




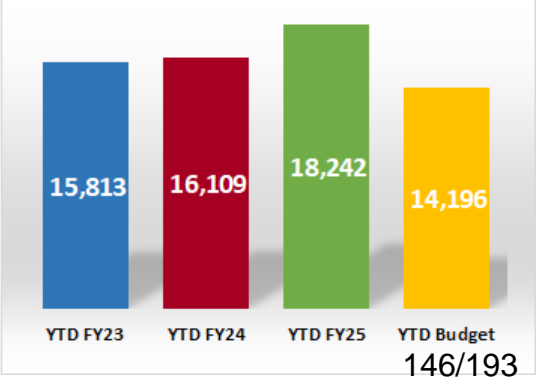
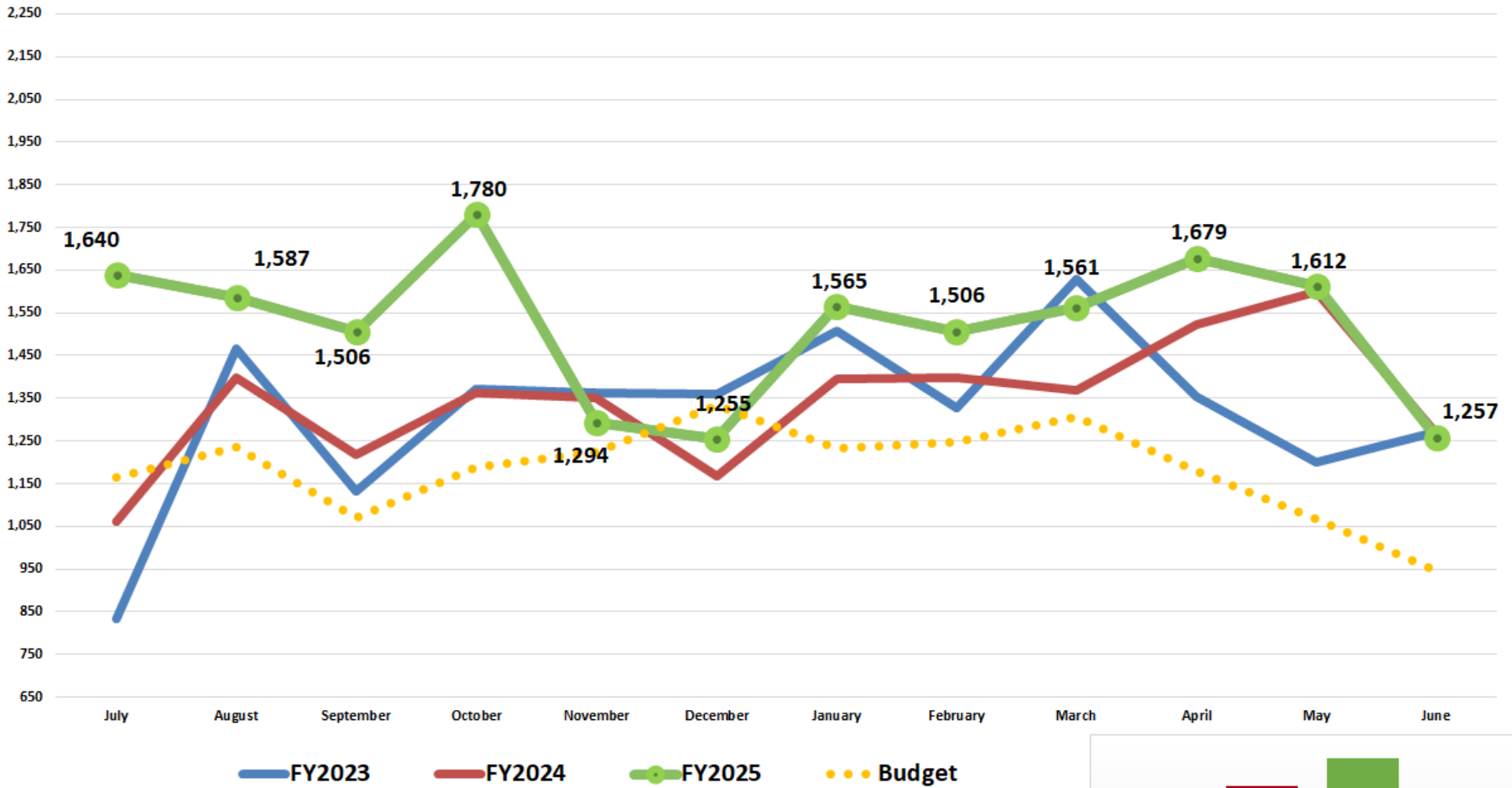
# RHC Woodlake - Registrations



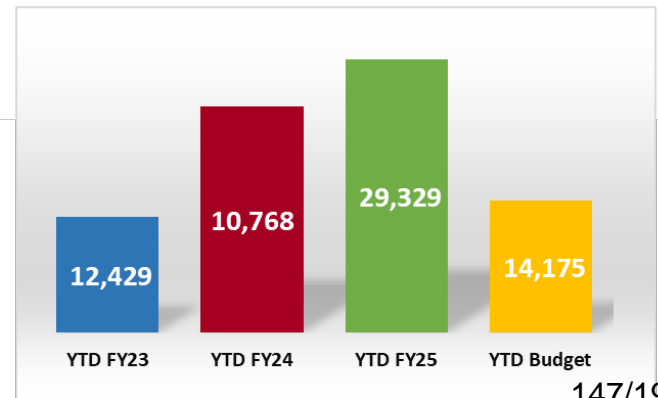
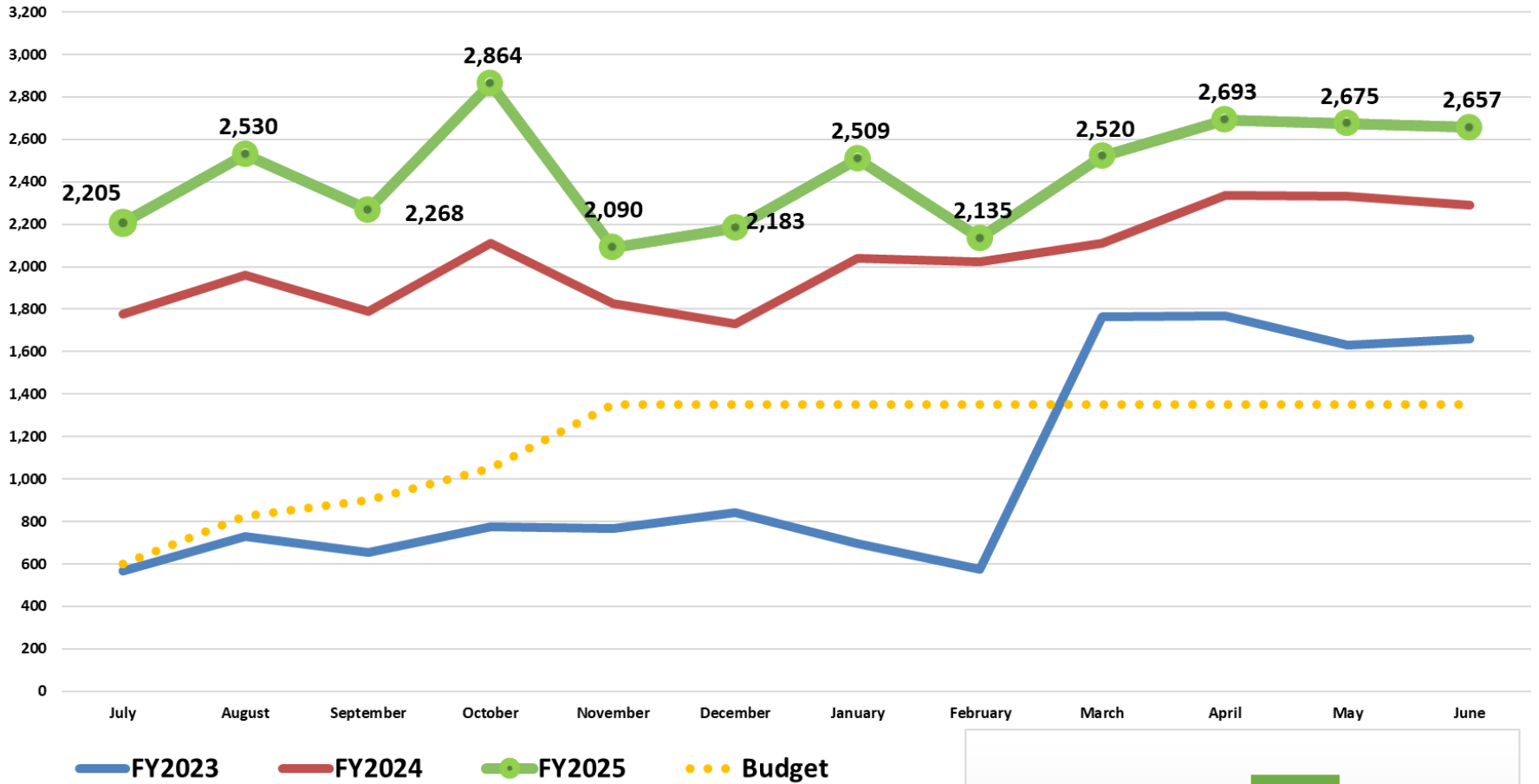
—●— FY2023   
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 ●●● Budget



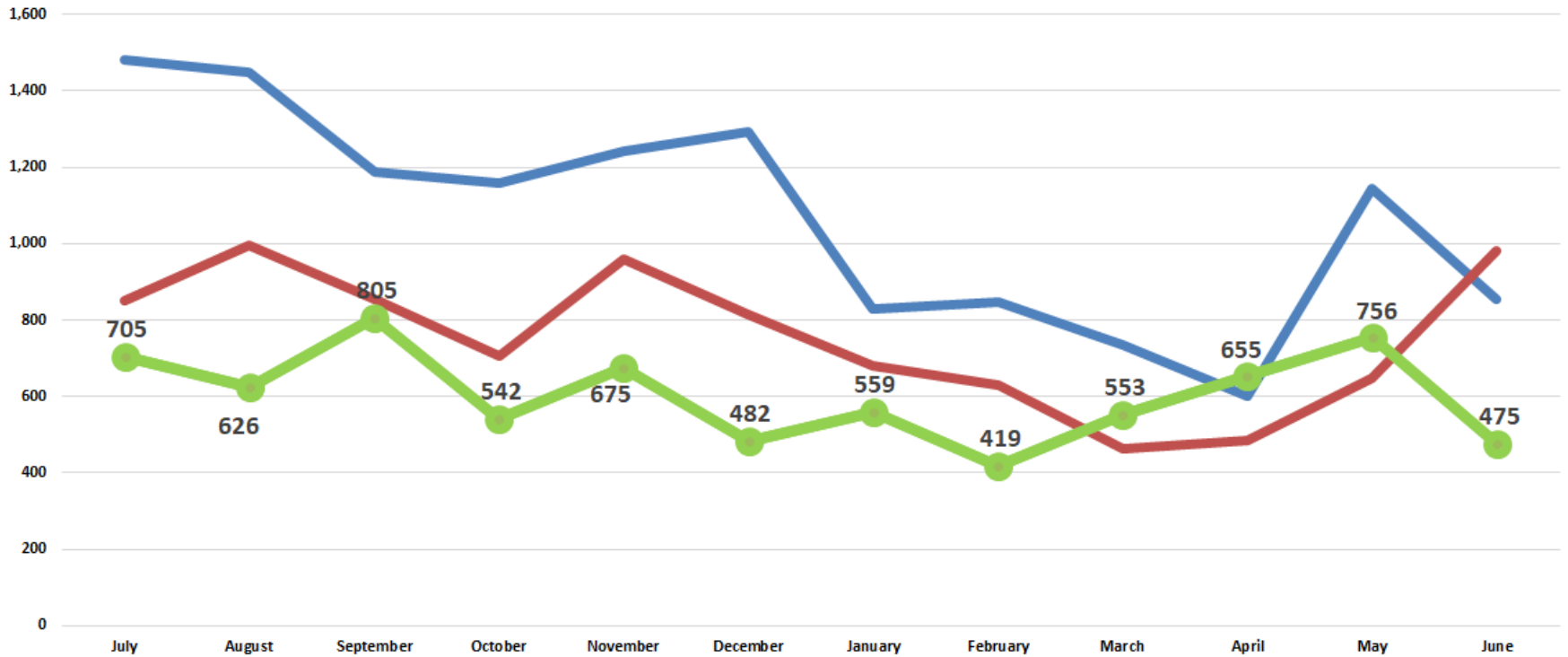
# RHC Dinuba - Registrations



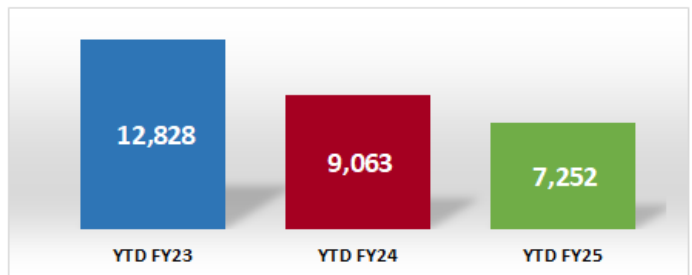
# RHC Tulare - Registrations



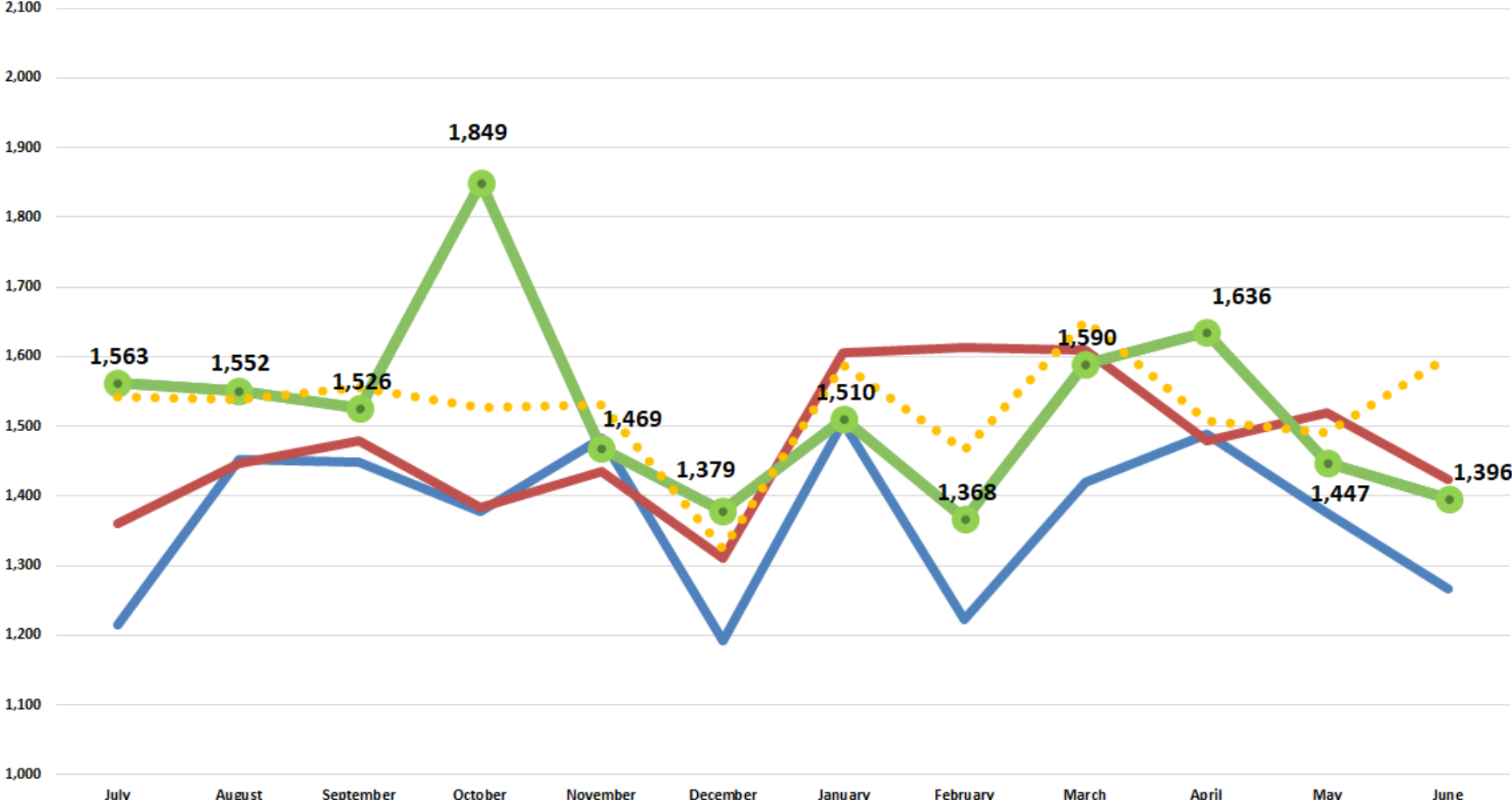
# Neurosurgery Clinic - wRVU's



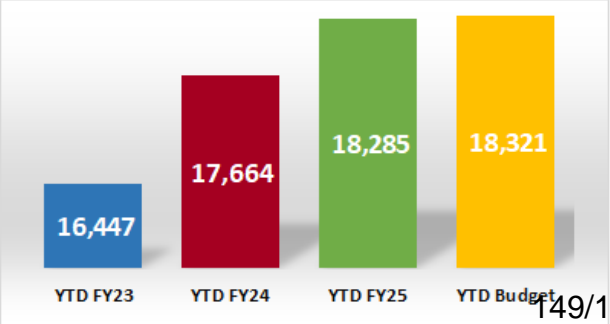
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 —●— FY2025



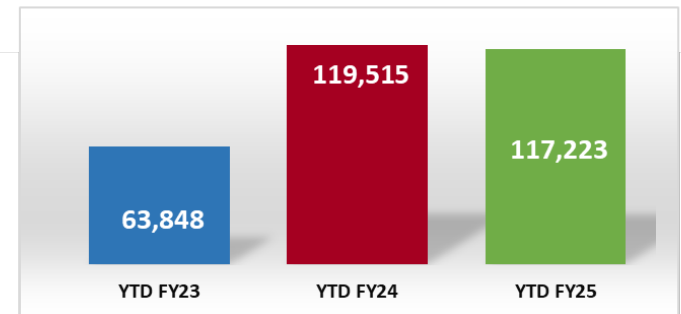
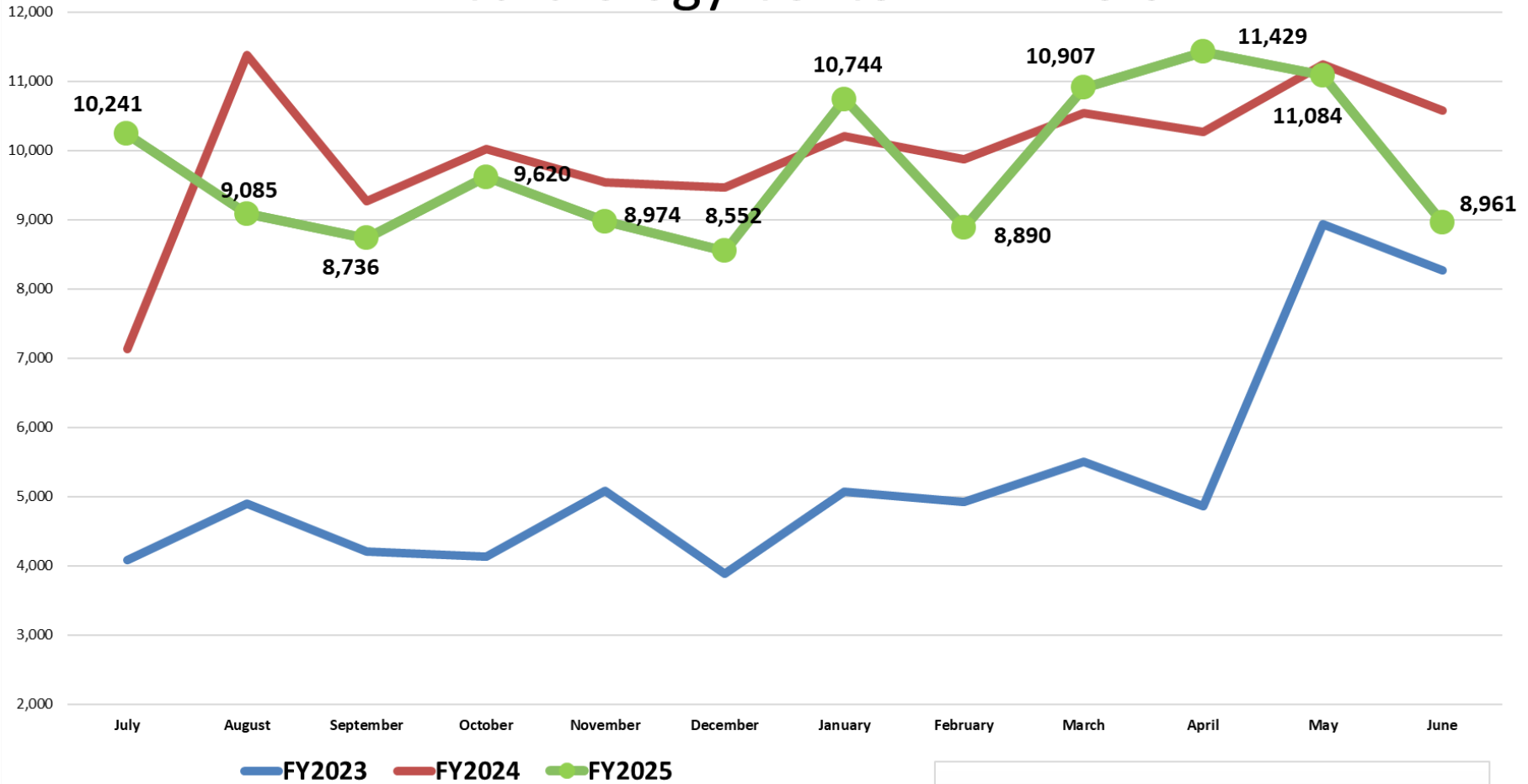
# KH Cardiology Center Registrations



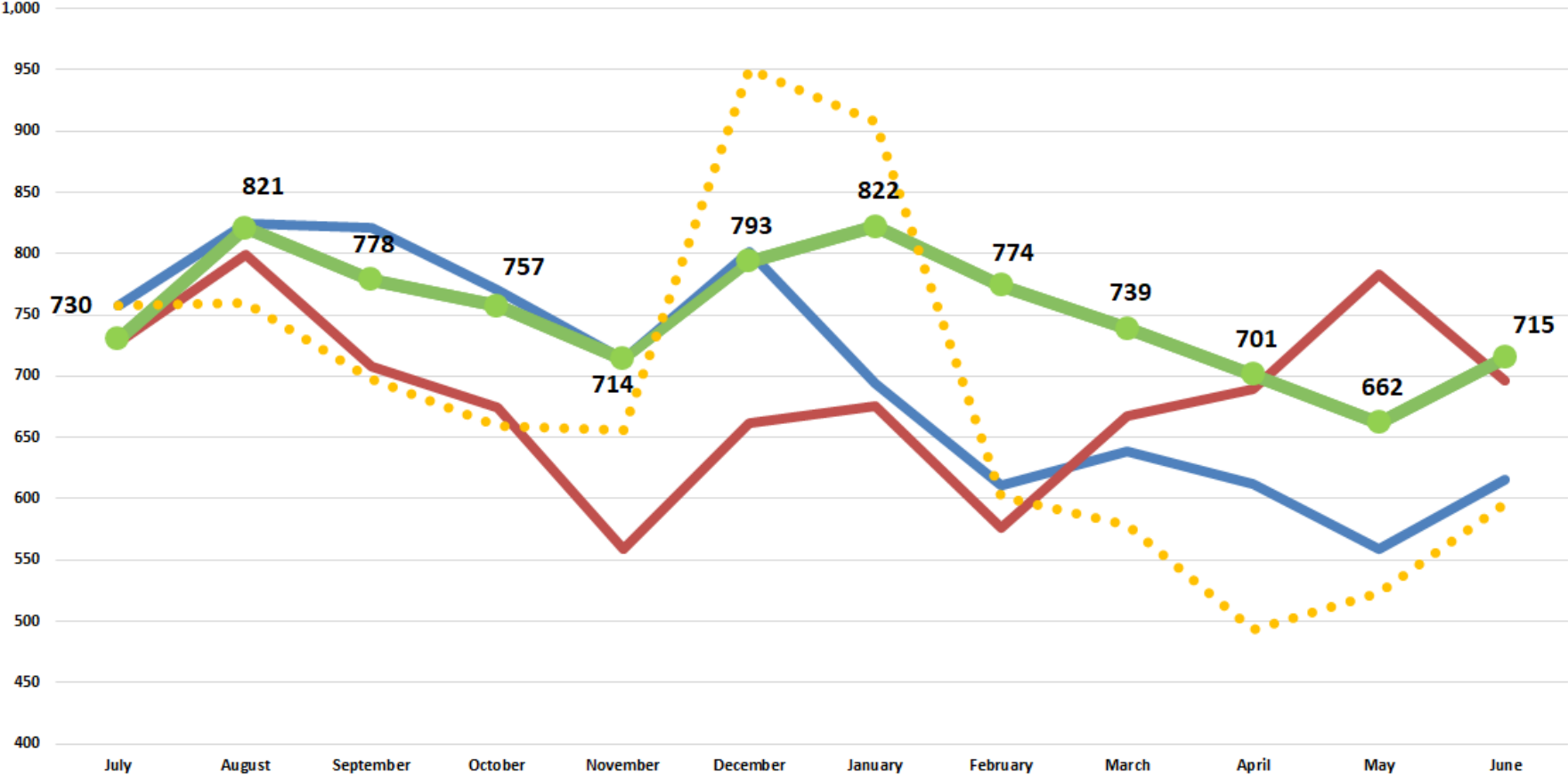
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 ●●● Budget



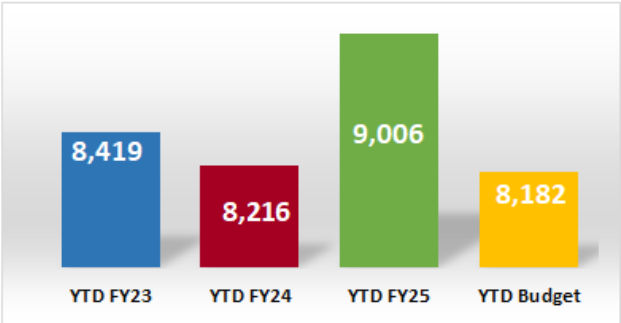
# KH Cardiology Center - wRVU's



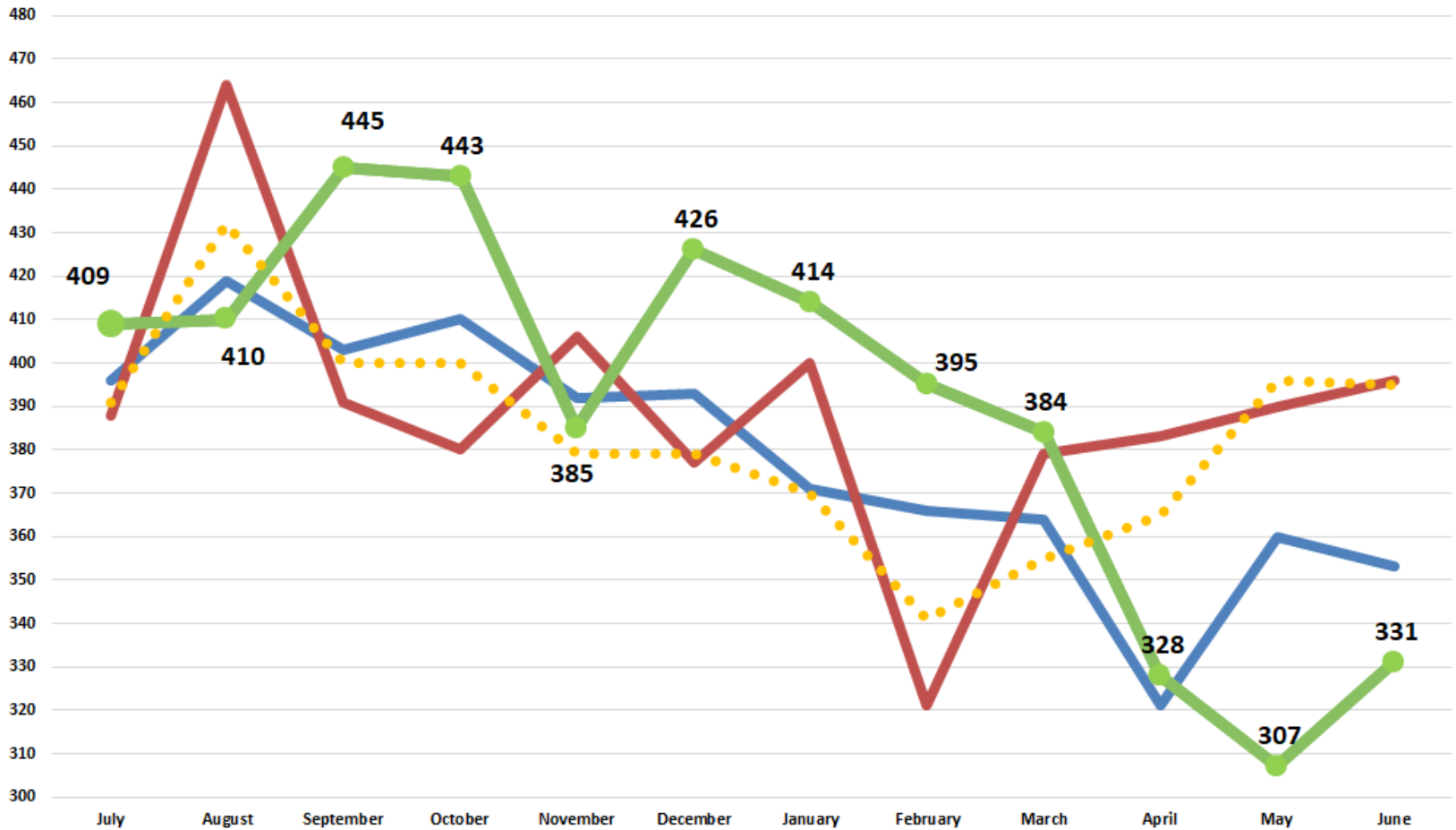
# Labor Triage Registrations



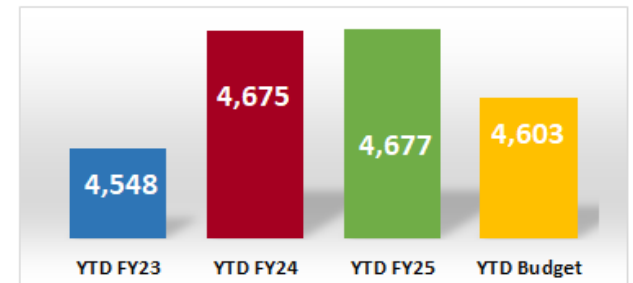
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 ●●● Budget



# Deliveries

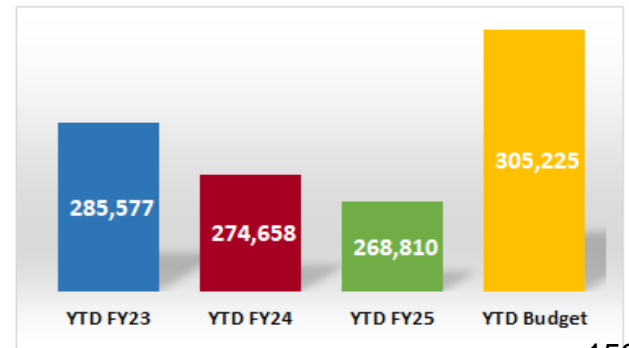
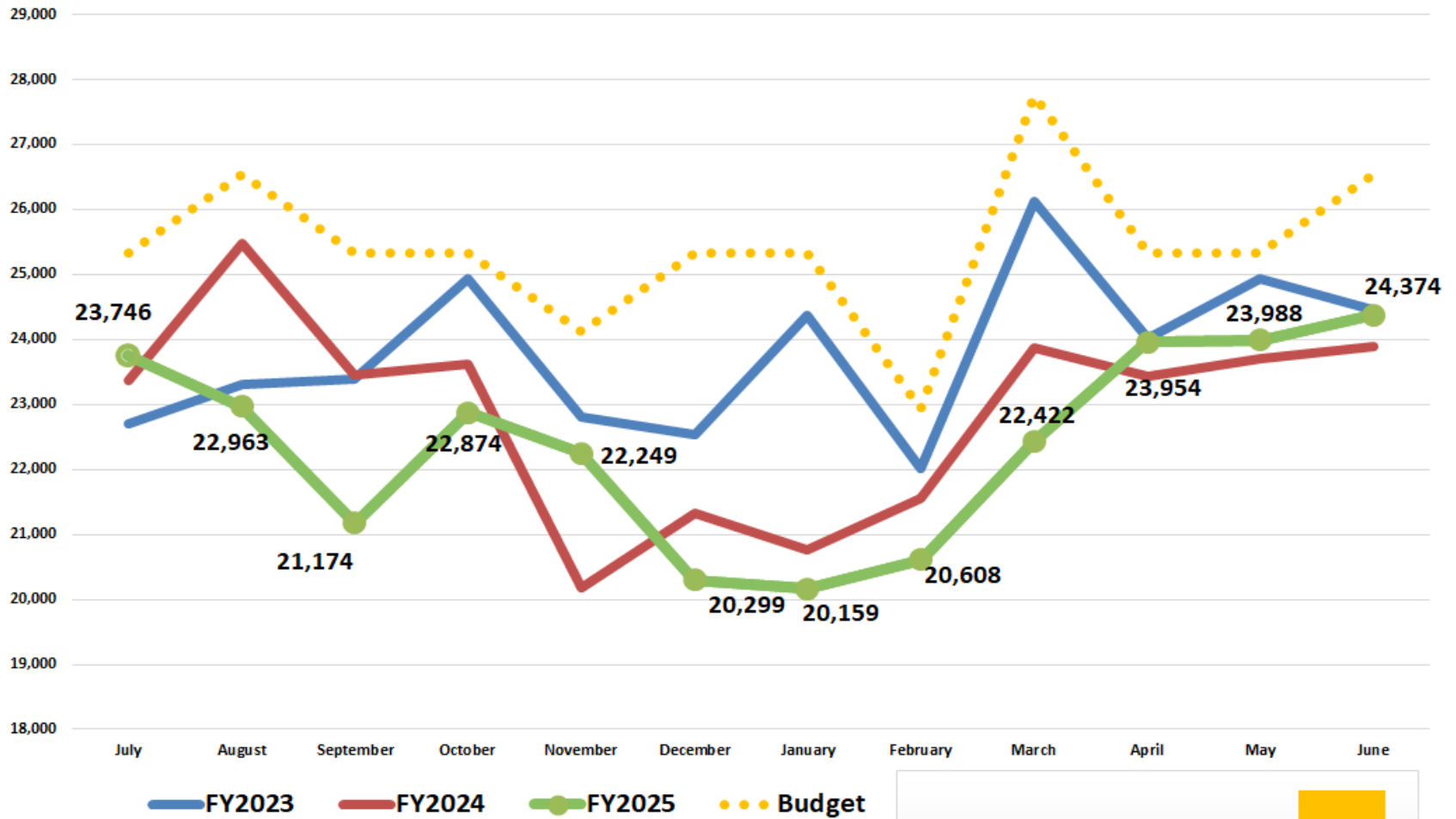


—●— FY2023   
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 —●— FY2025   
 ●●● Budget

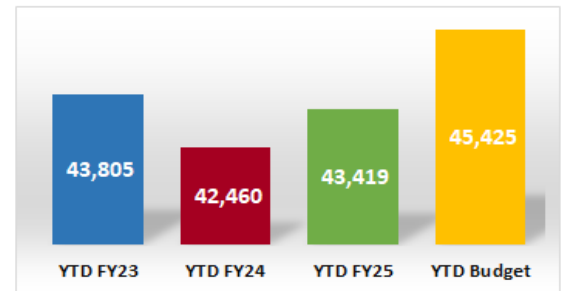
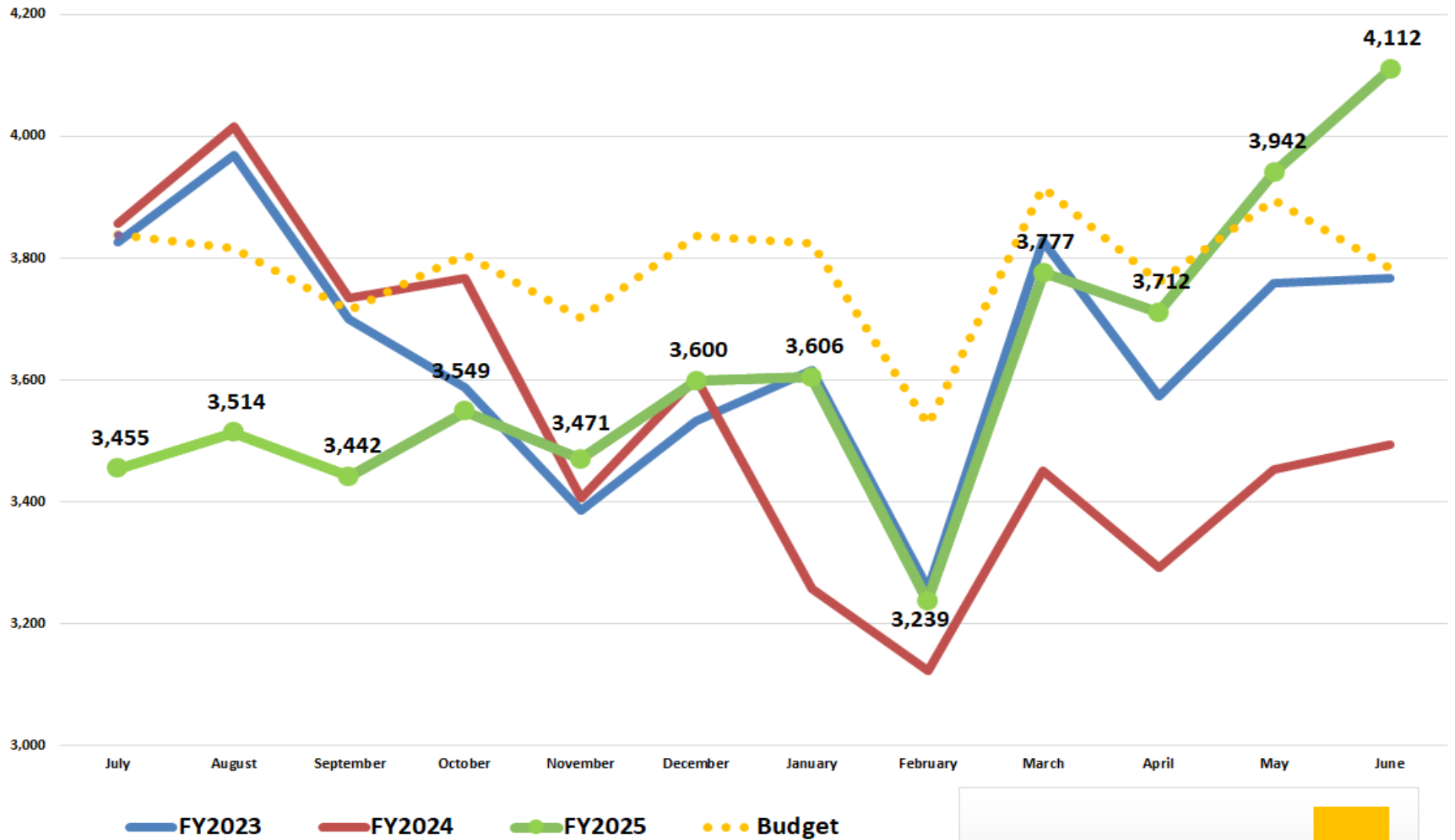




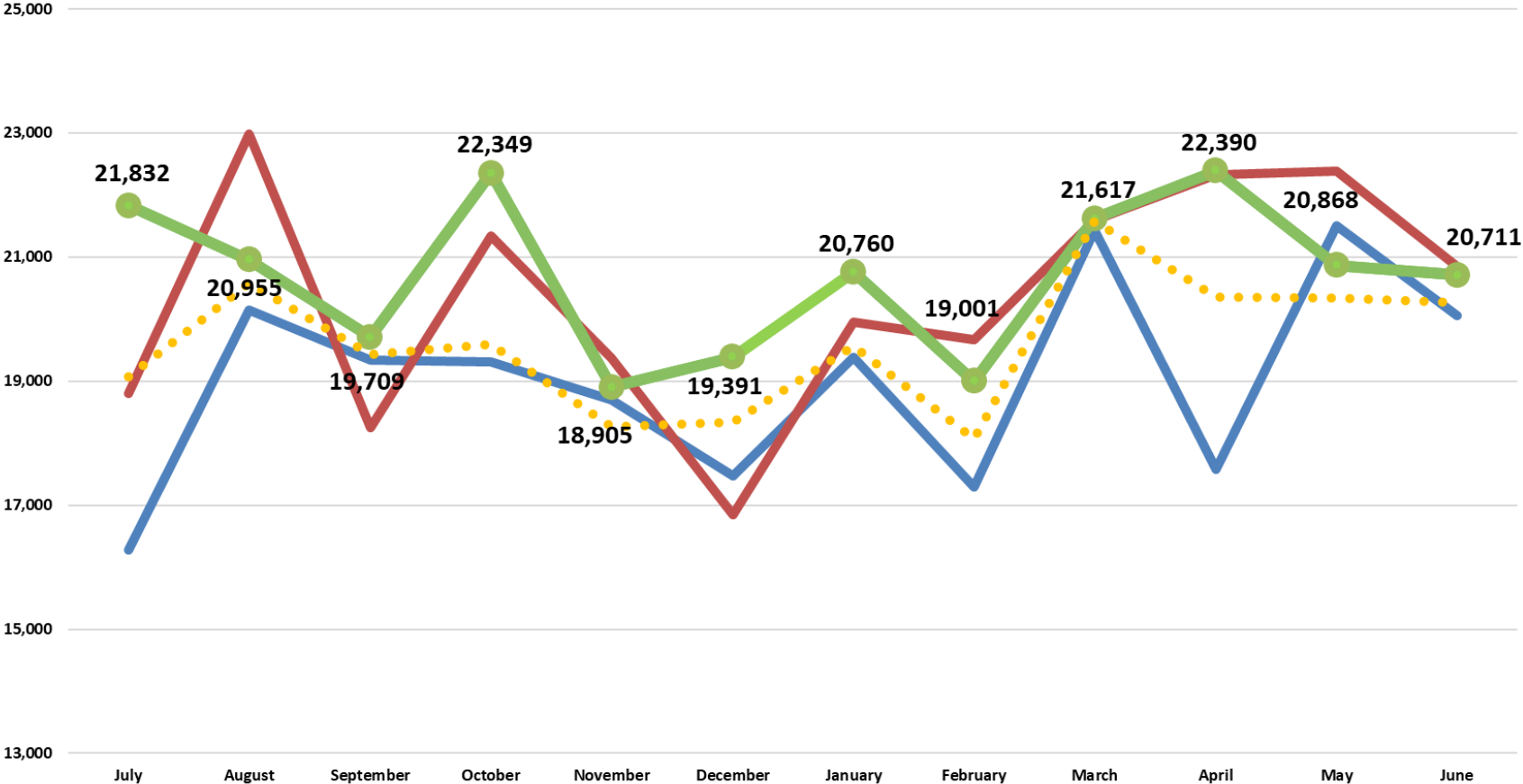
# Home Infusion Days



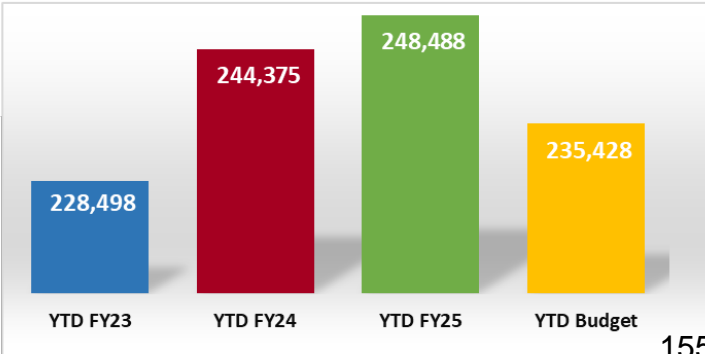
# Hospice Days



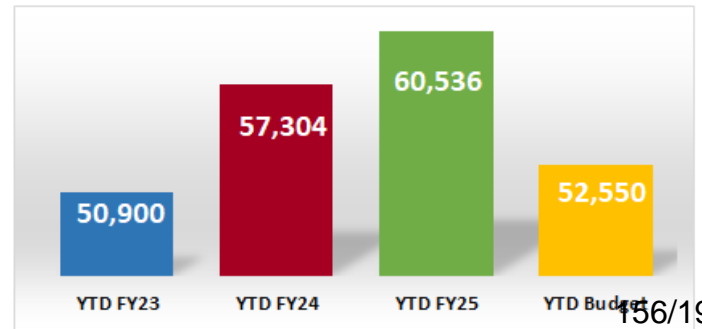
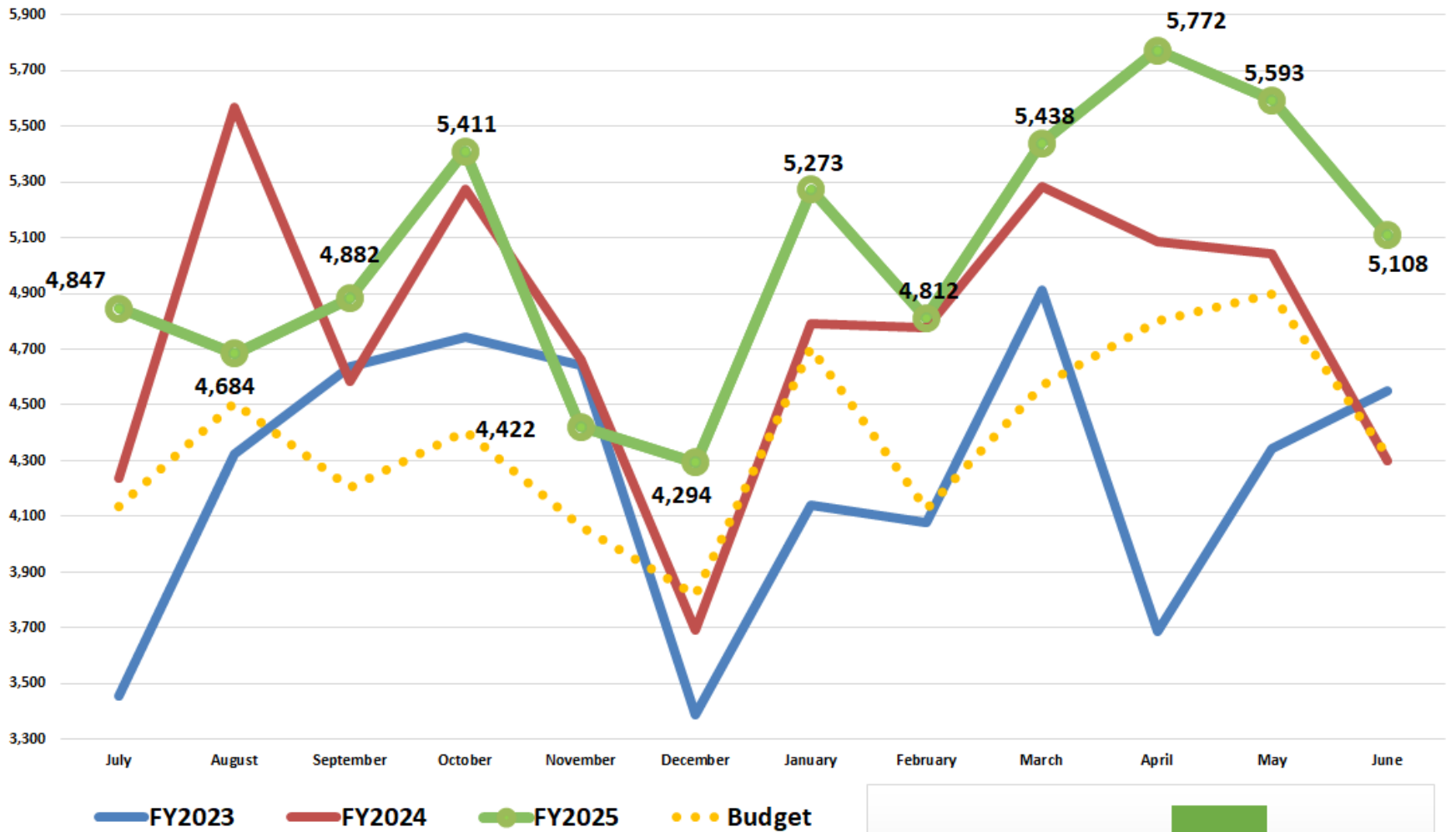
# All O/P Rehab Svcs Across District



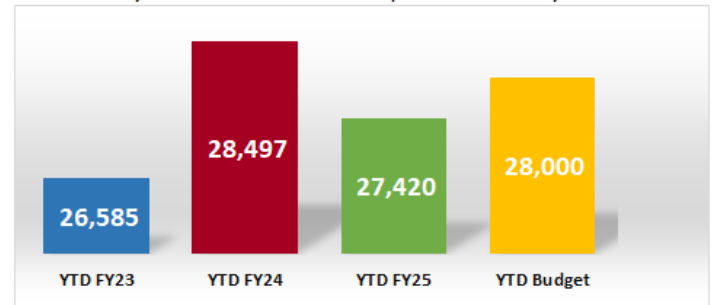
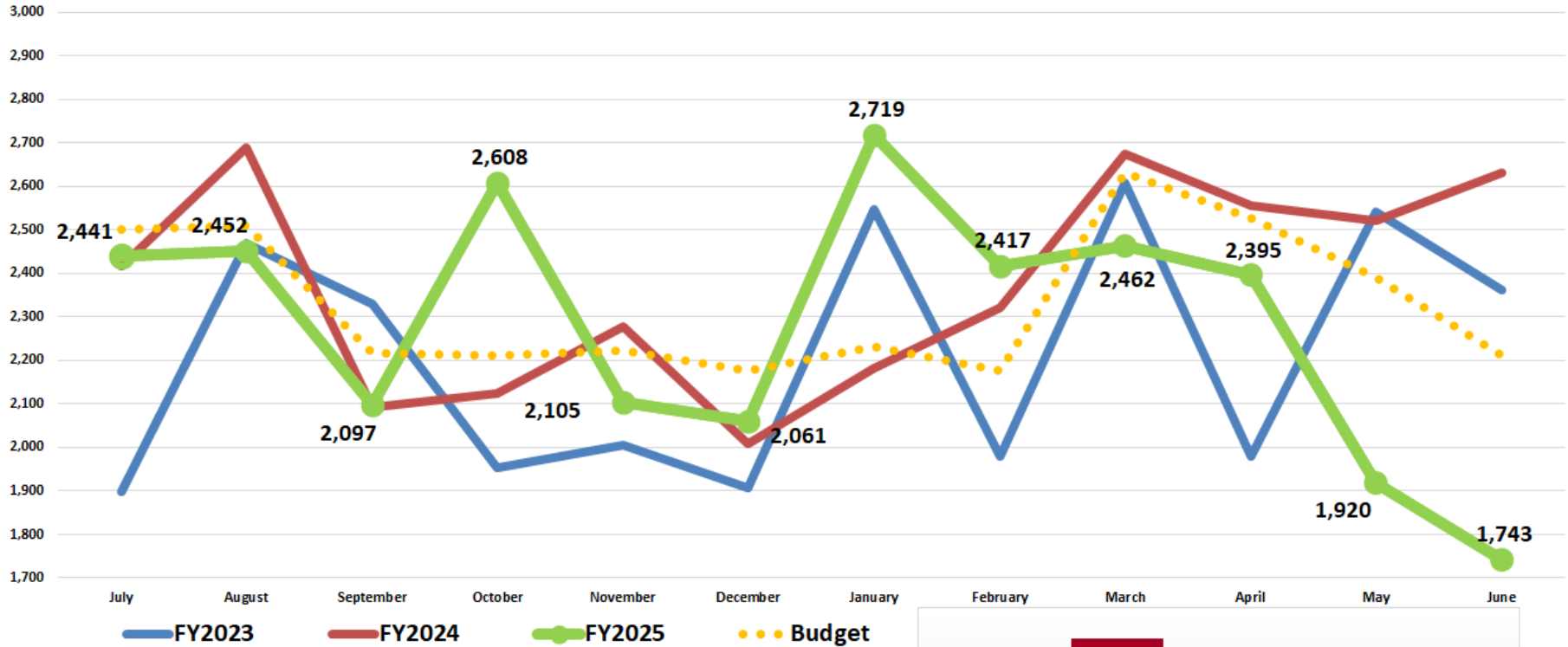
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 ●●● Budget



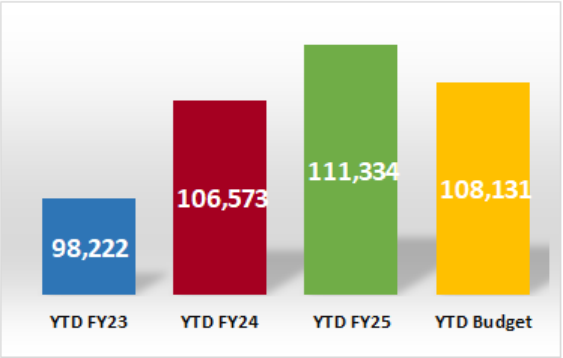
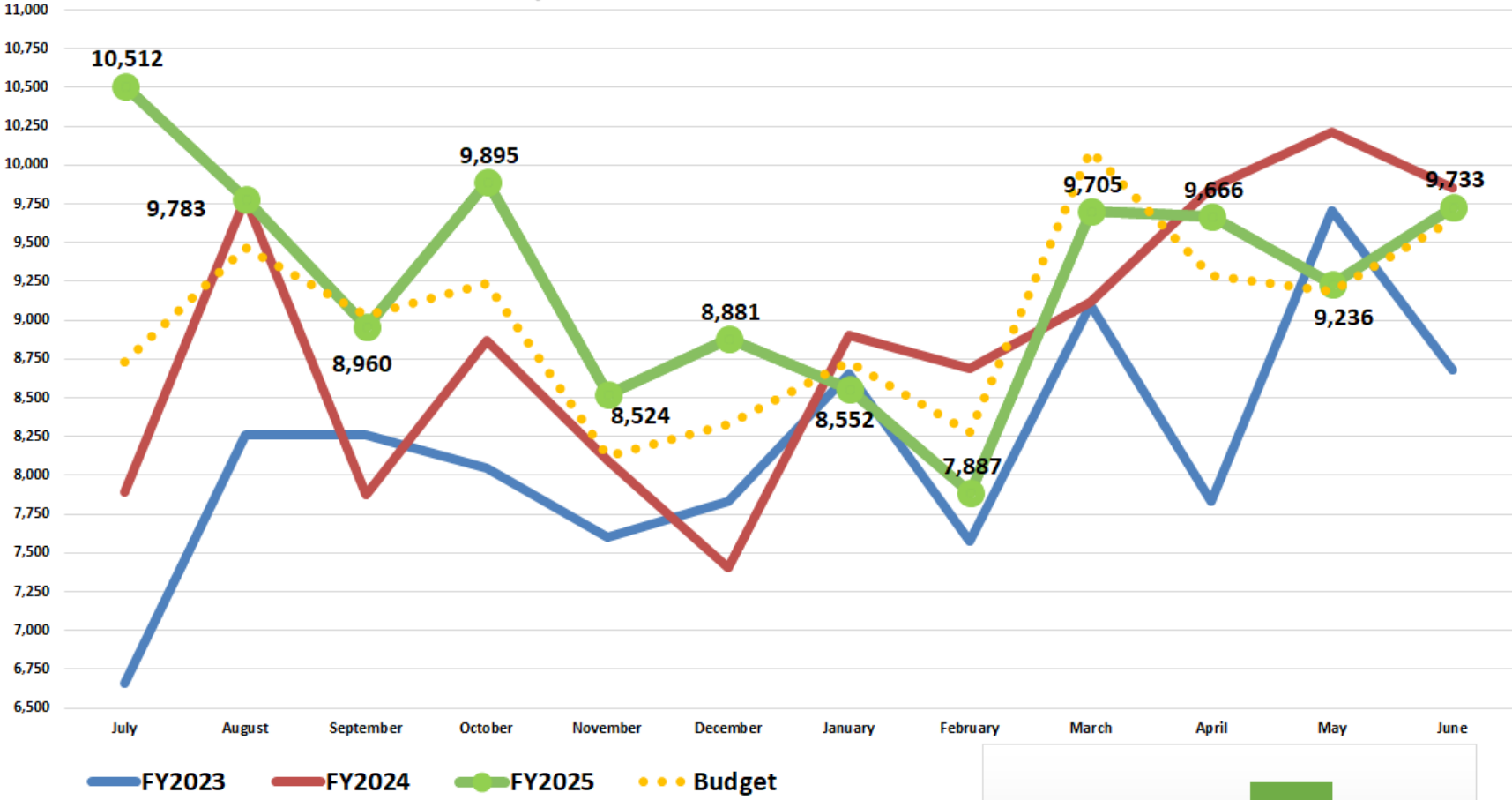
# O/P Rehab Services



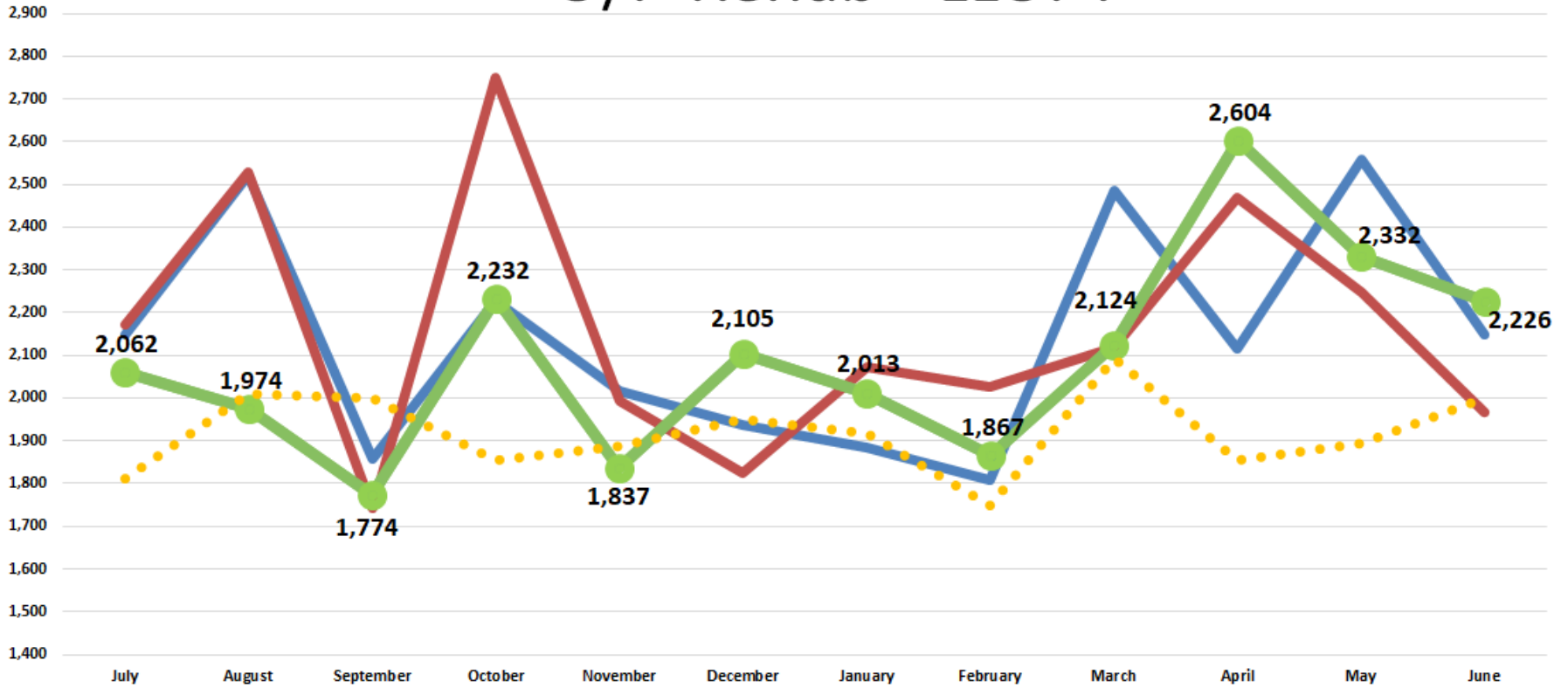
# O/P Rehab - Exeter



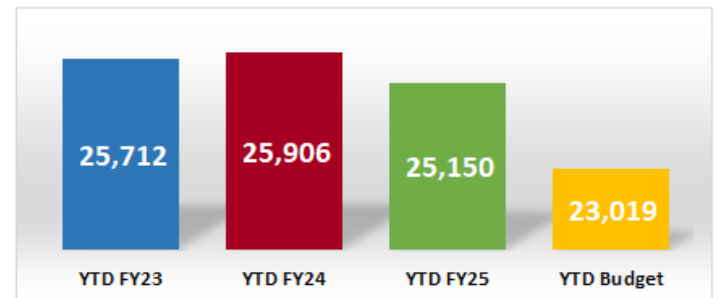
# O/P Rehab - Akers



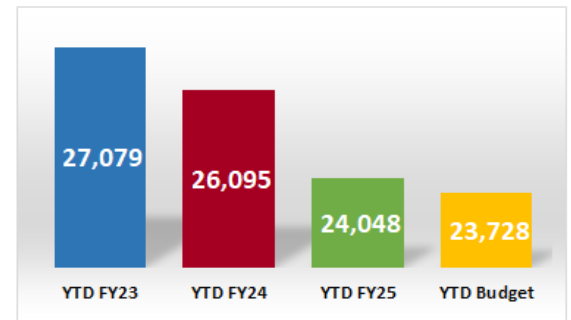
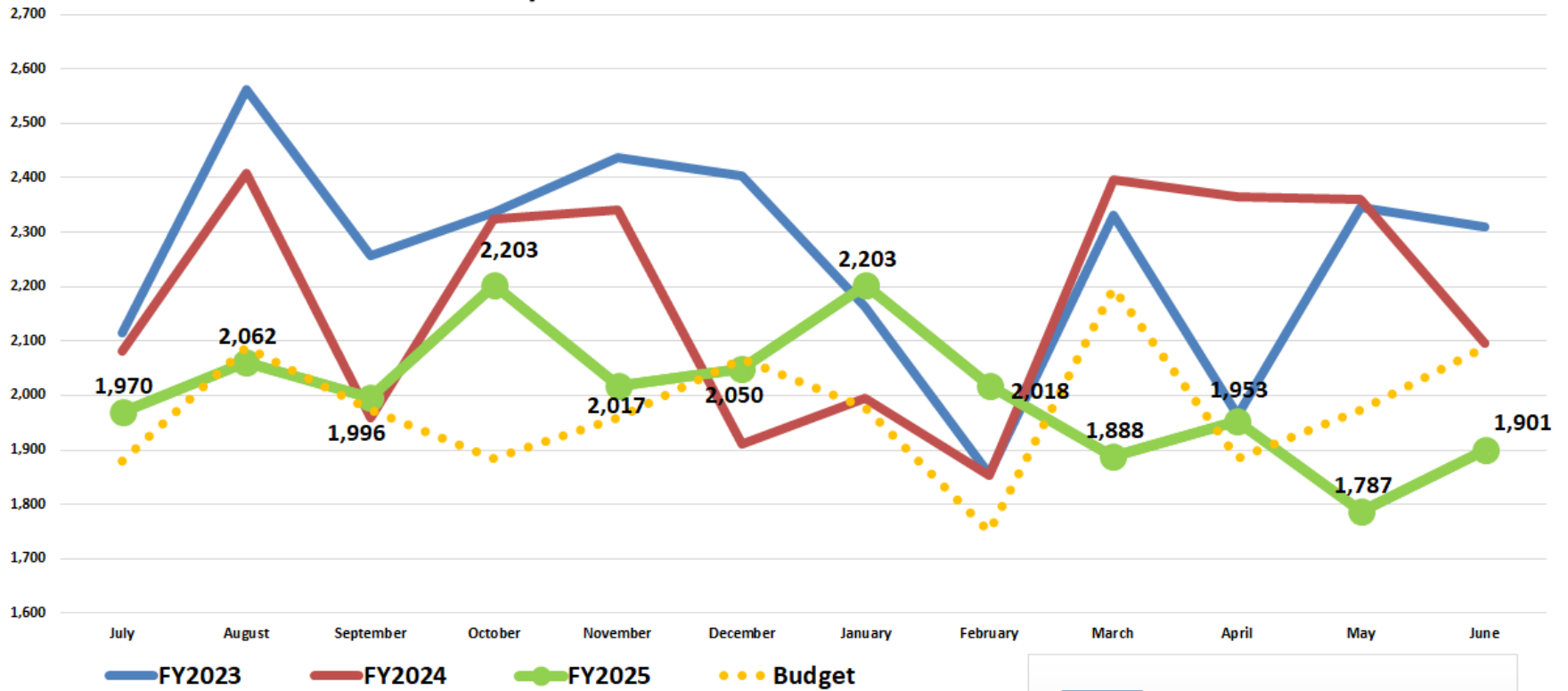
# O/P Rehab - LLOPT



—●— FY2023    
 —●— FY2024    
 —●— FY2025    
 ●●● Budget

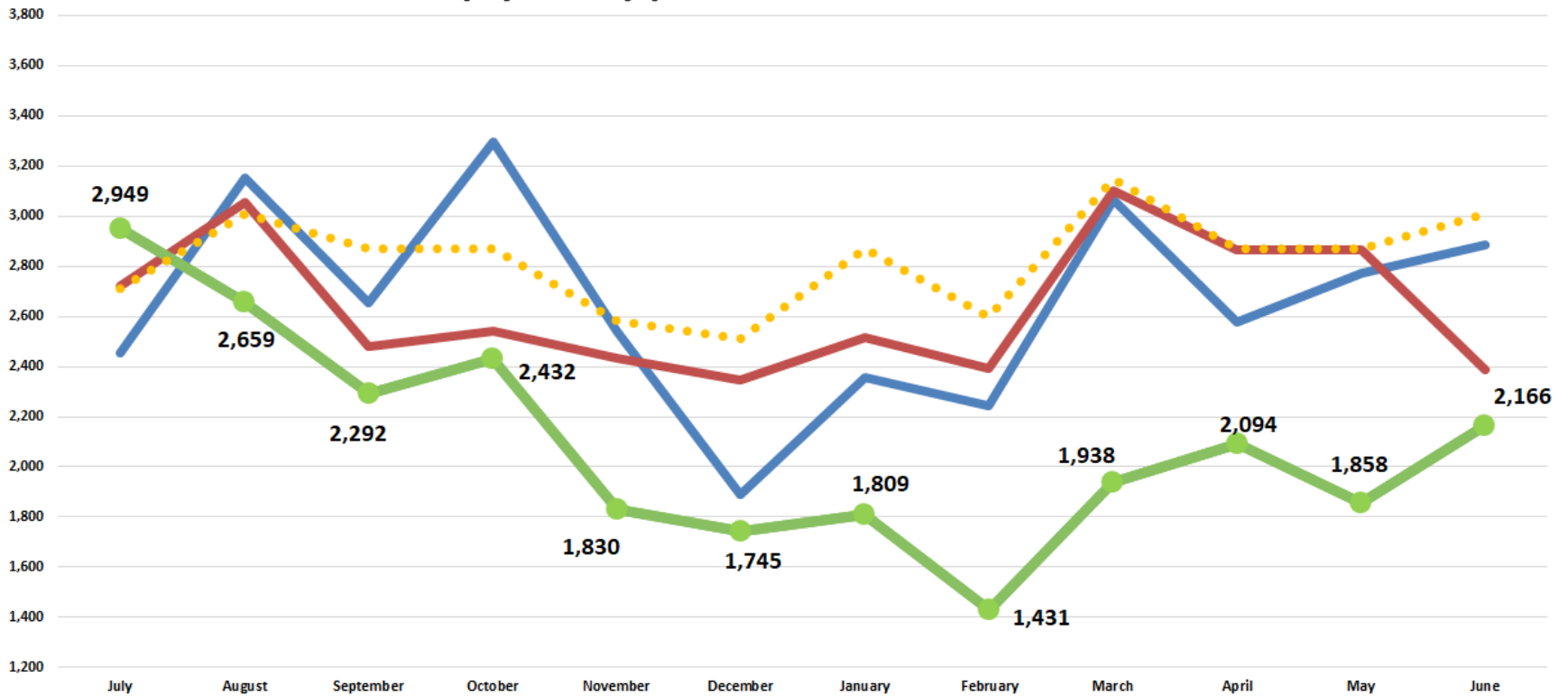


# O/P Rehab - Dinuba

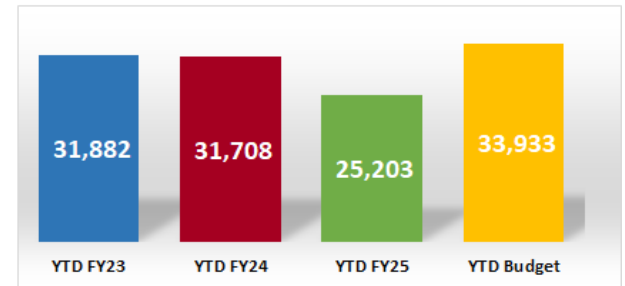




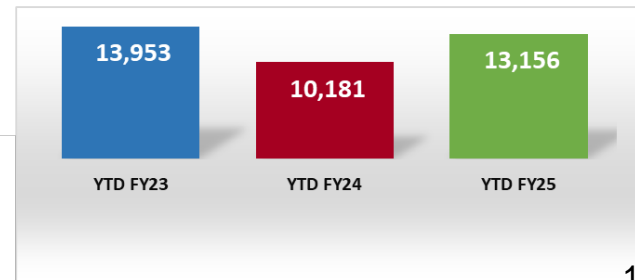
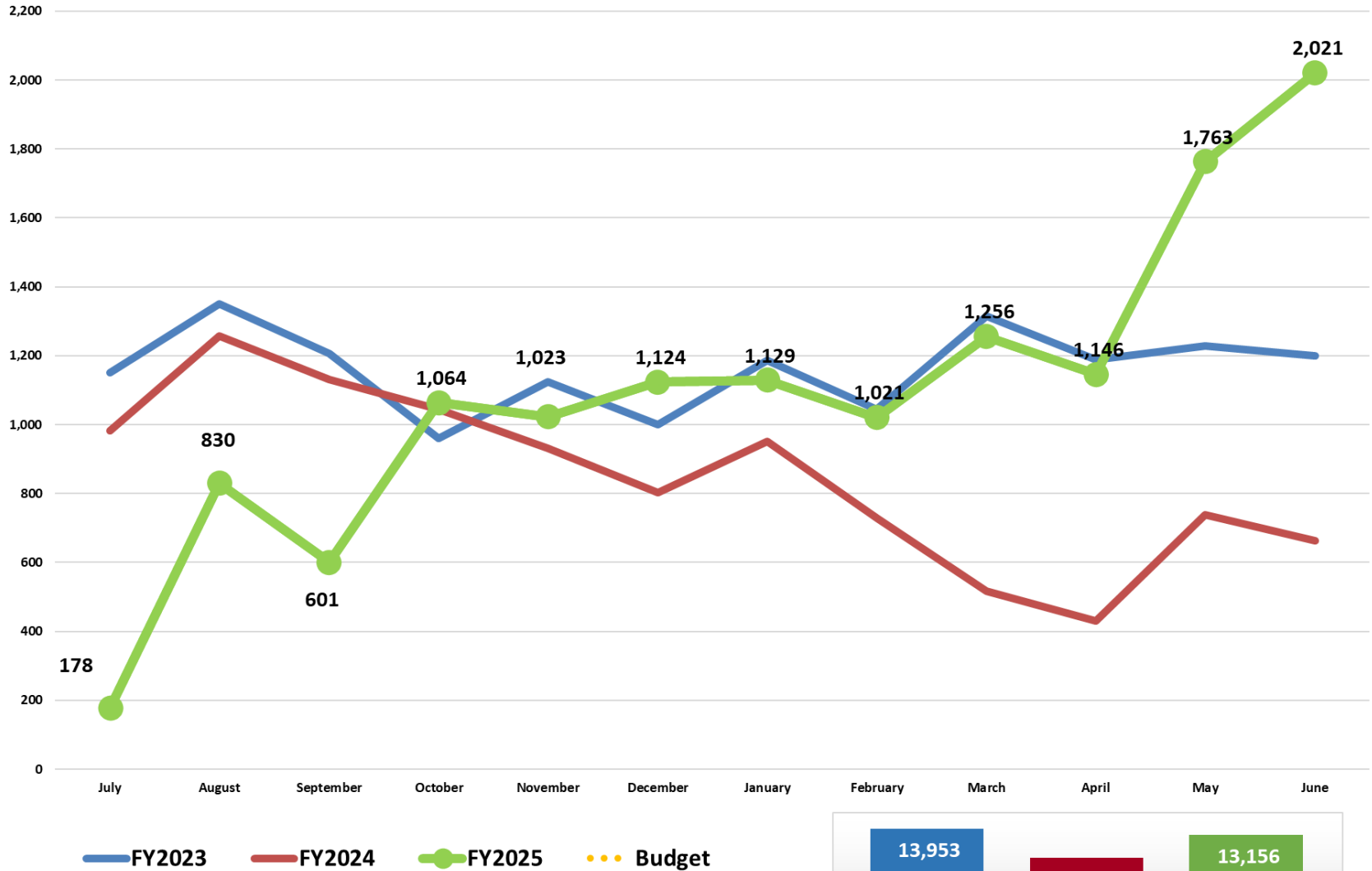
# Therapy - Cypress Hand Center



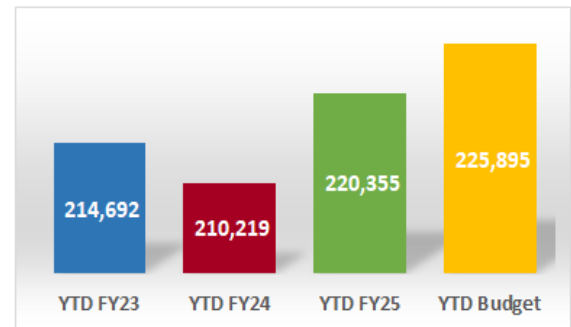
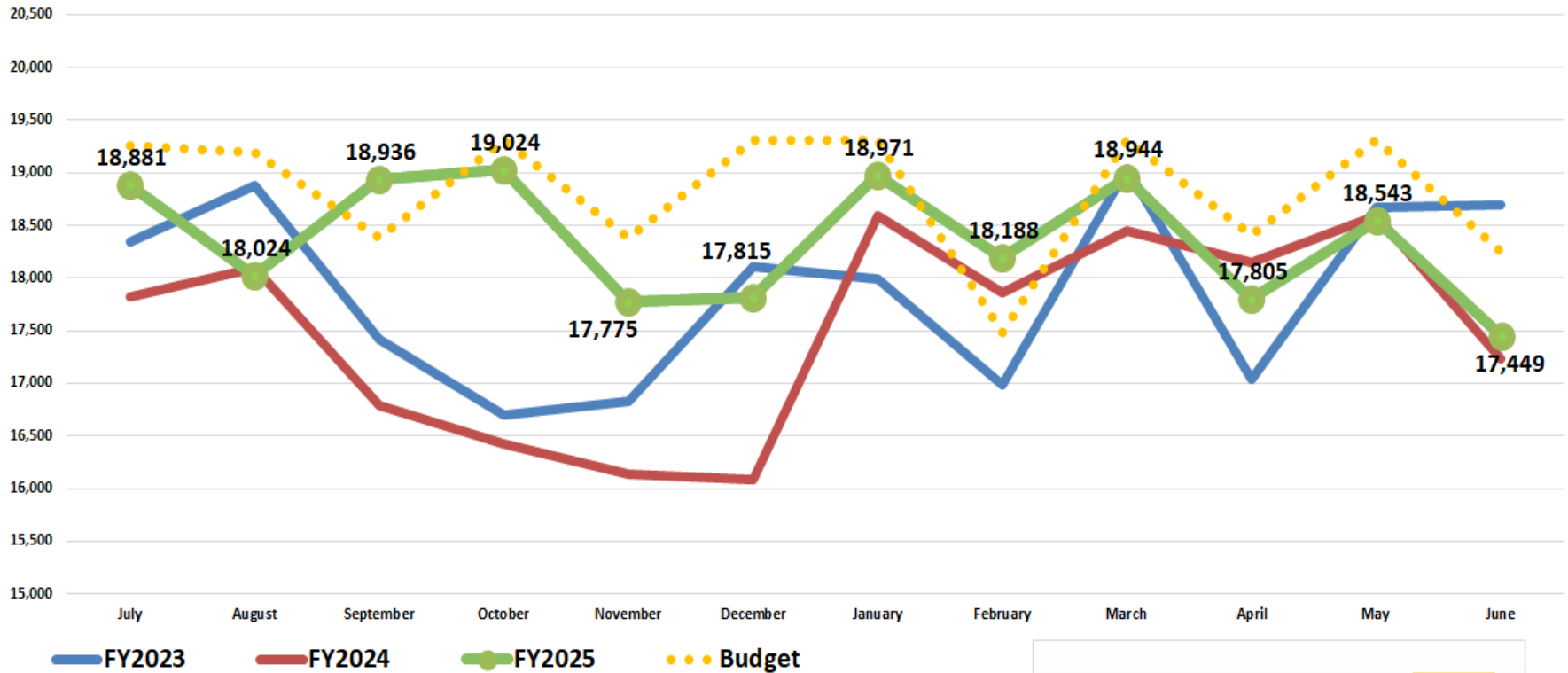
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 ●●● Budget



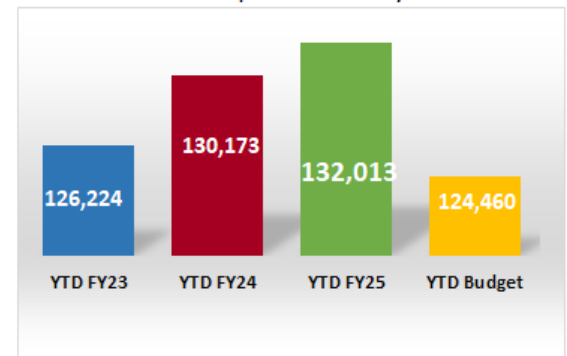
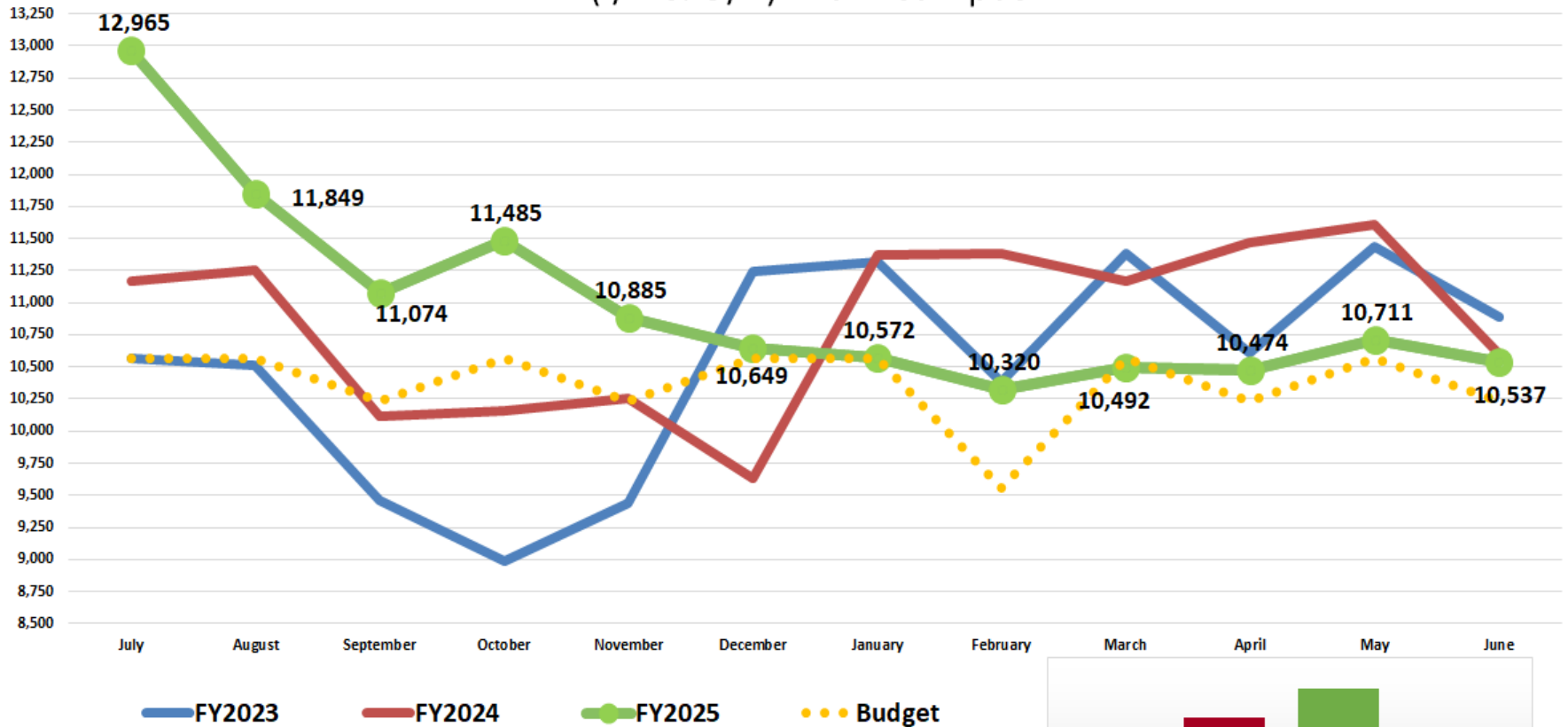
# Therapy-Wound Care Visits



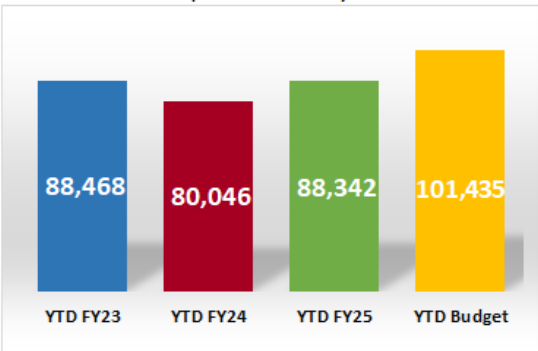
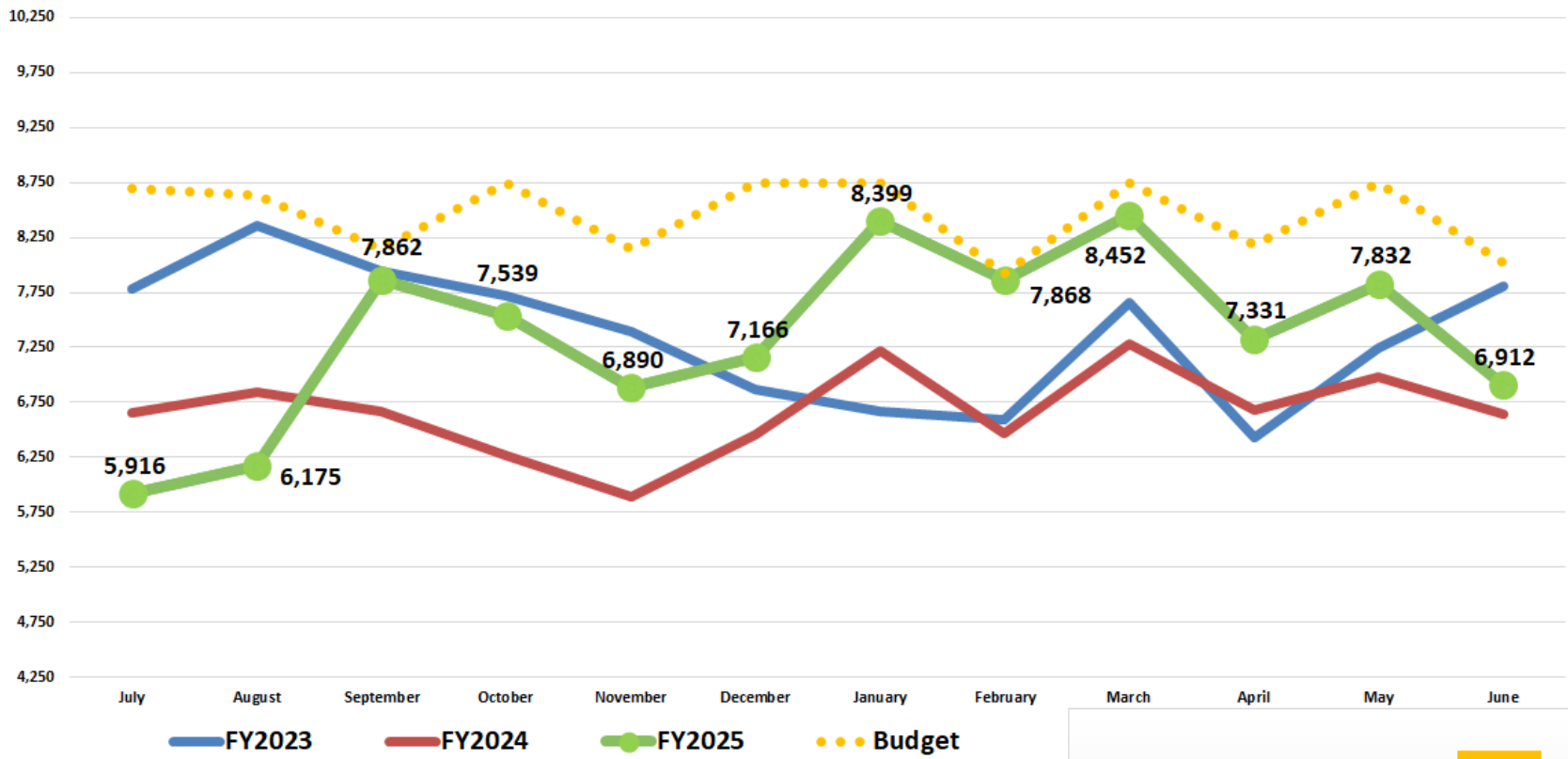
# Physical & Other Therapy Units (I/P & O/P)



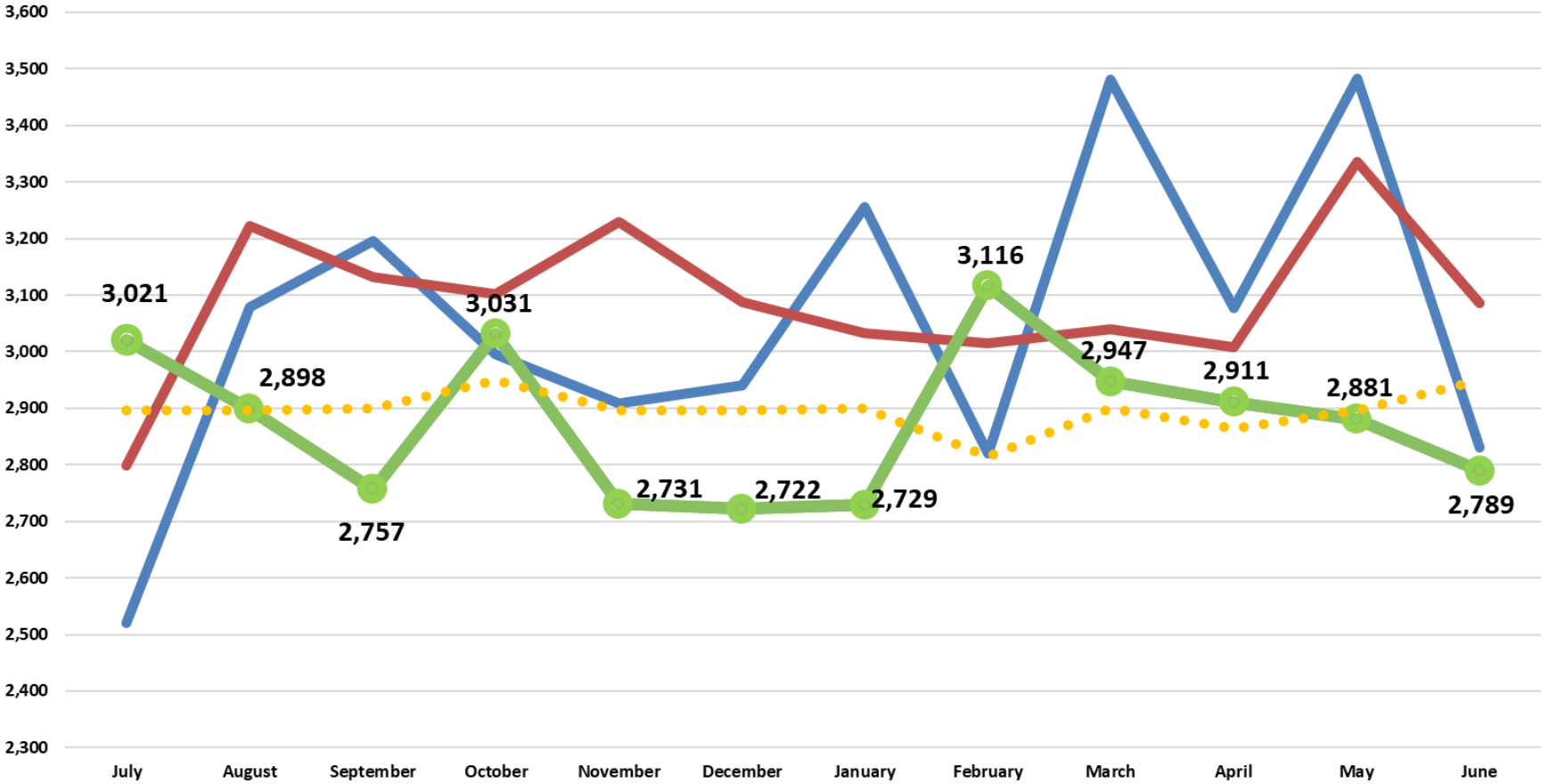
# Physical & Other Therapy Units (I/P & O/P)-Main Campus



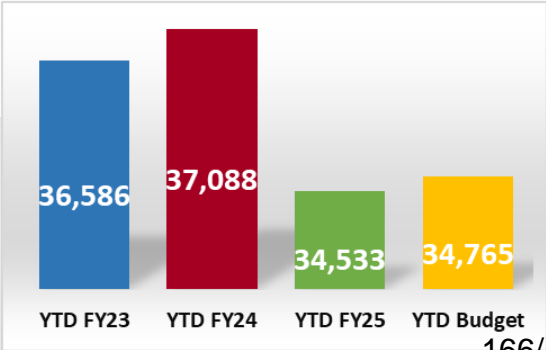
# Physical & Other Therapy Units (I/P & O/P)-KDRH & South Campus



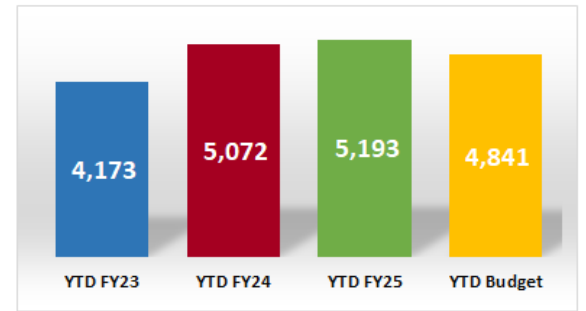
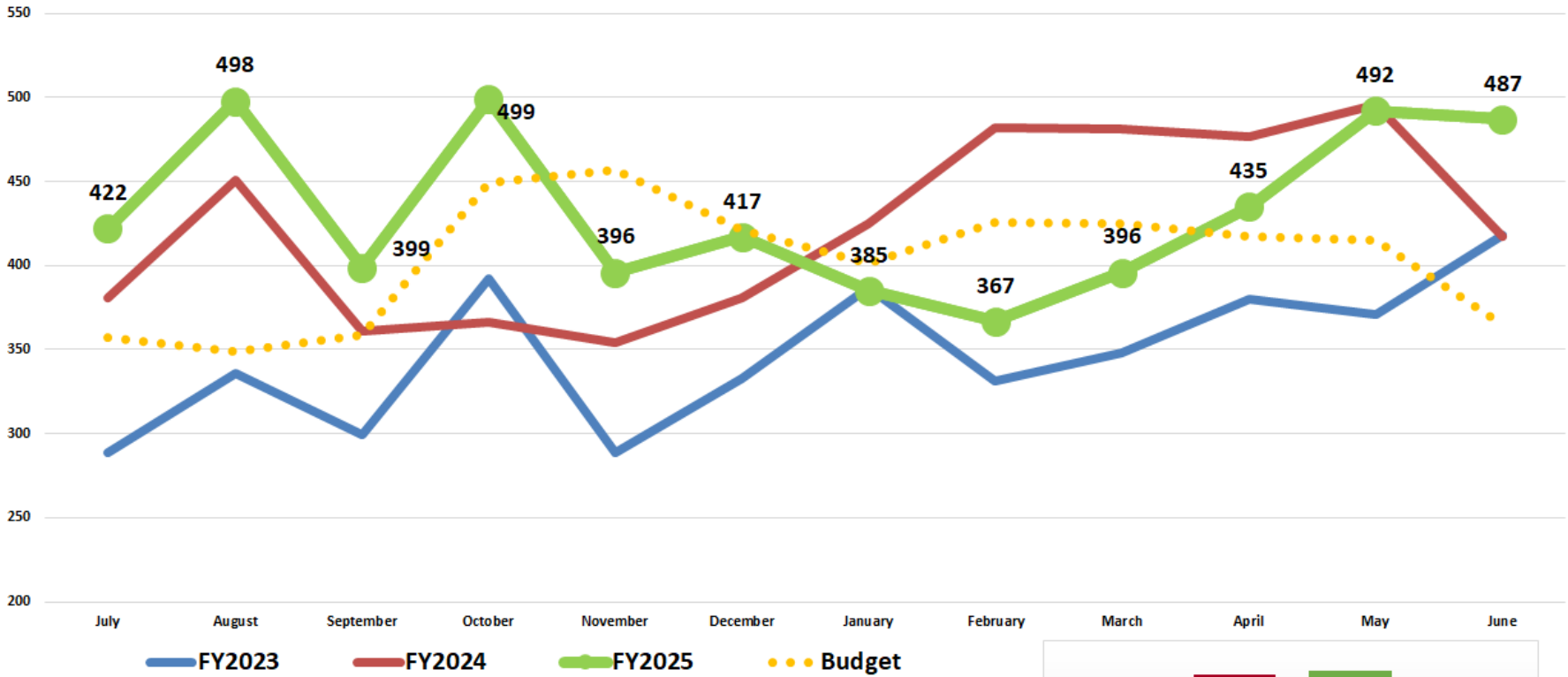
# Home Health Visits



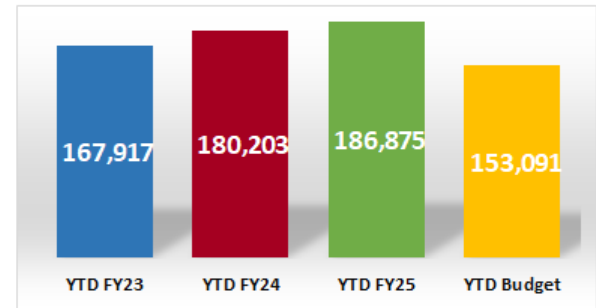
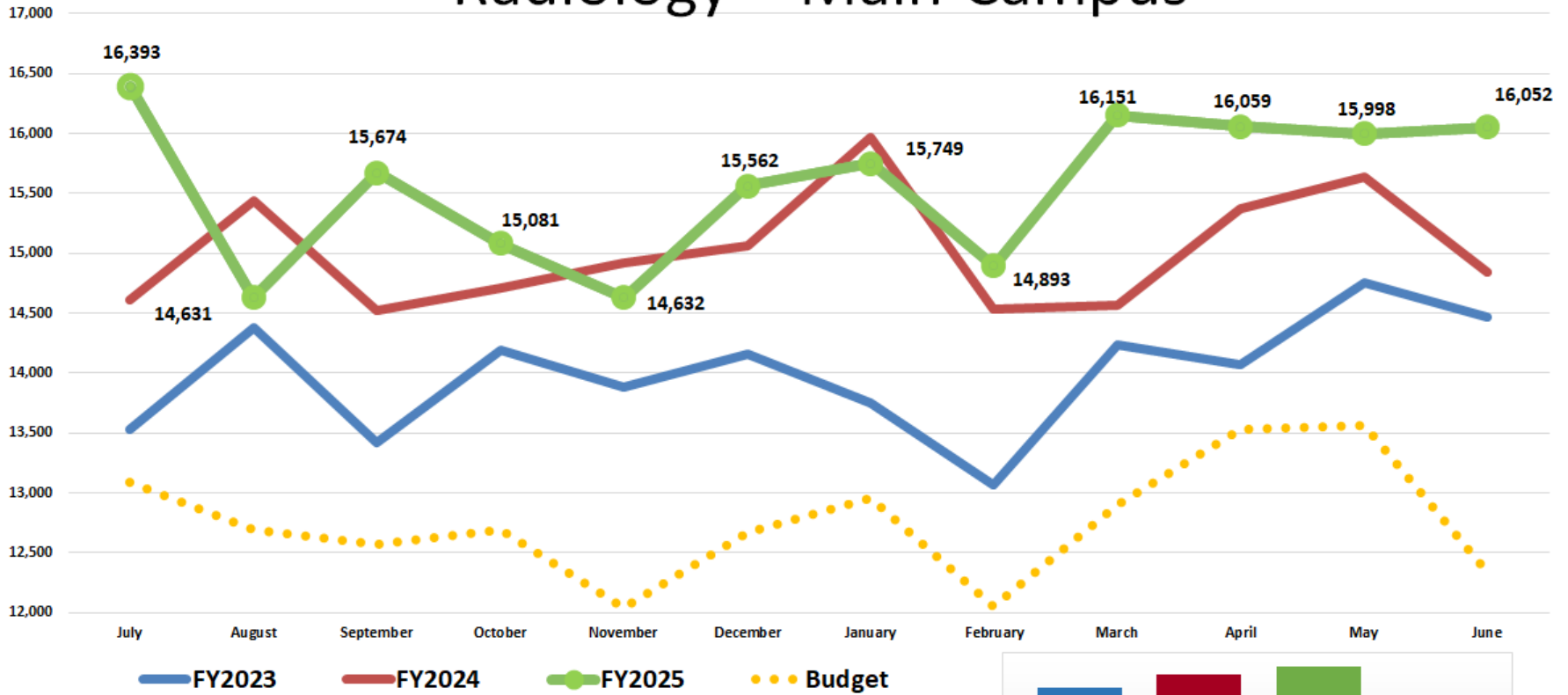
—●— FY2023    
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 ●●● Budget



# Infusion Center - Units of Service

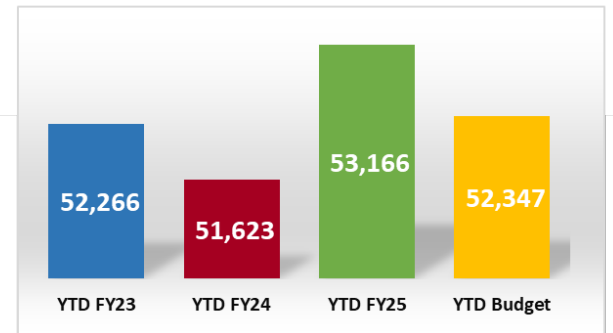
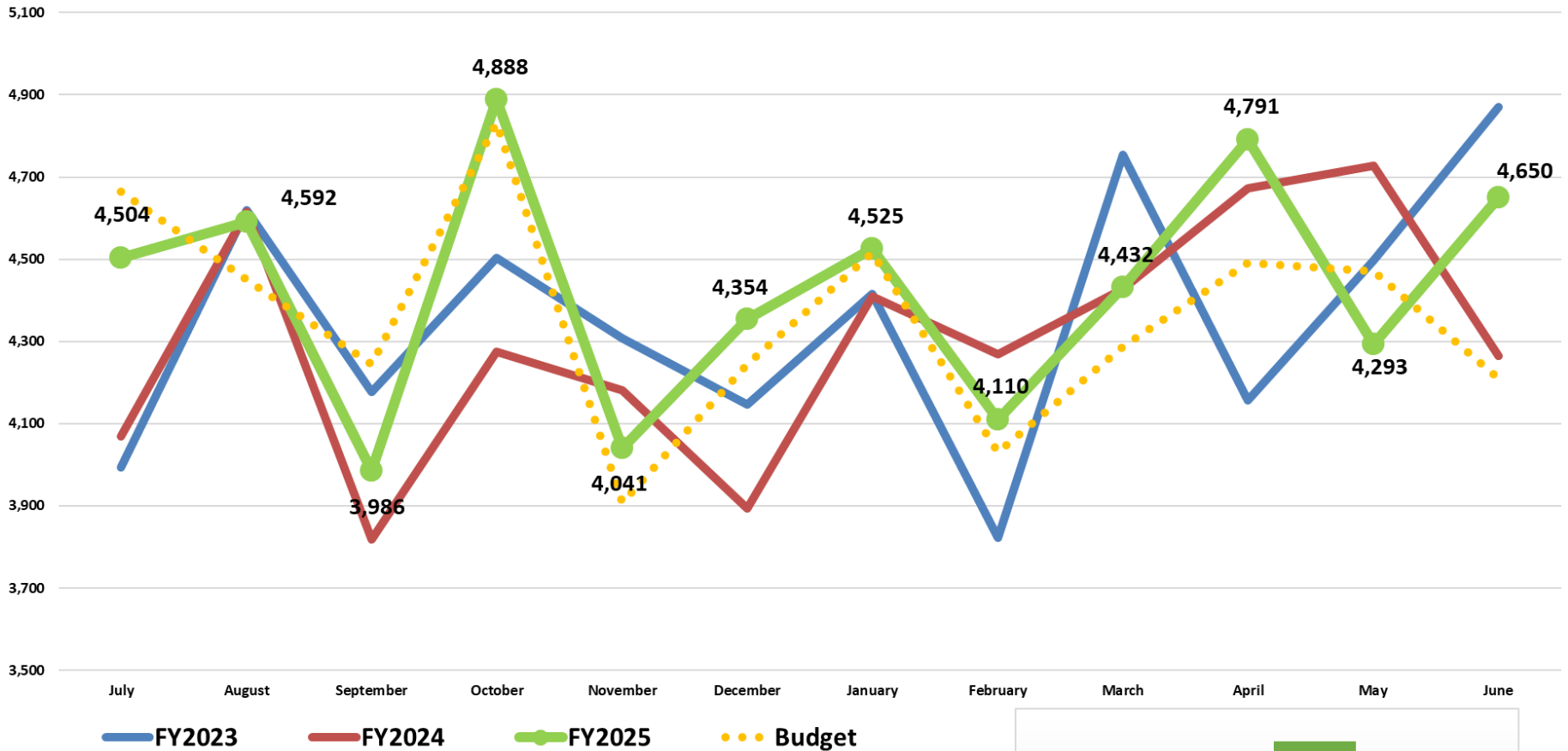


# Radiology – Main Campus

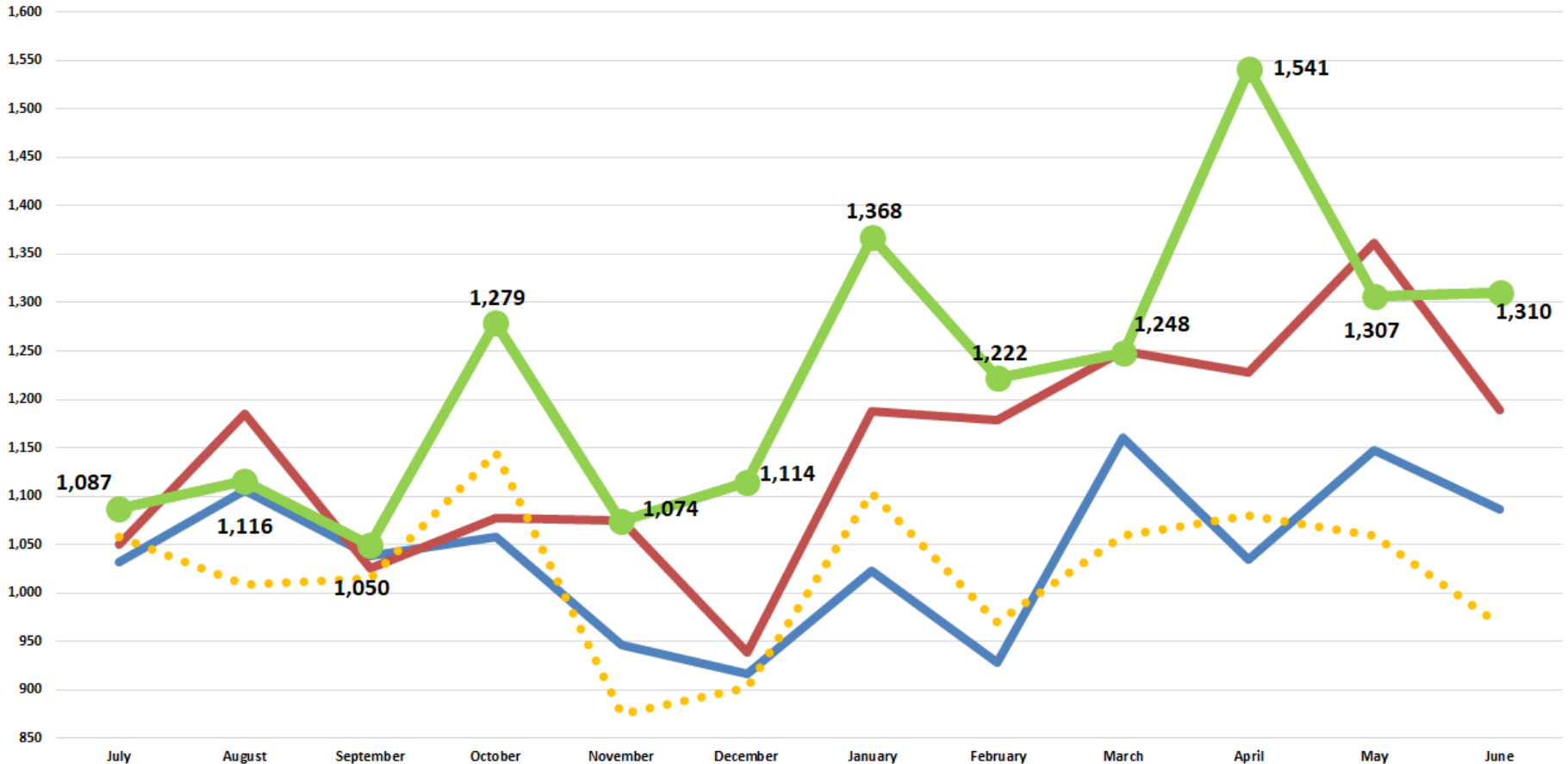




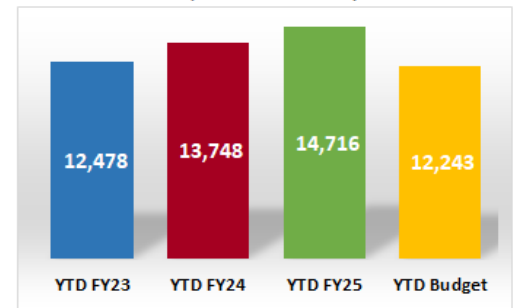
# Radiology - West Campus Imaging



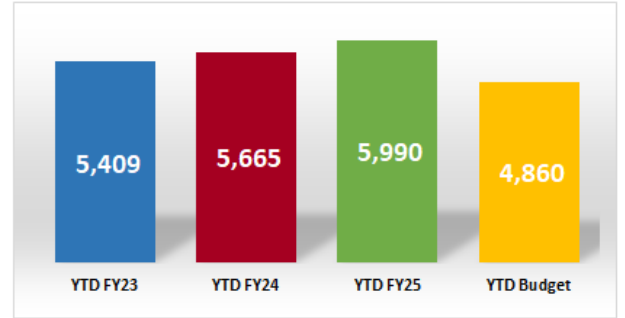
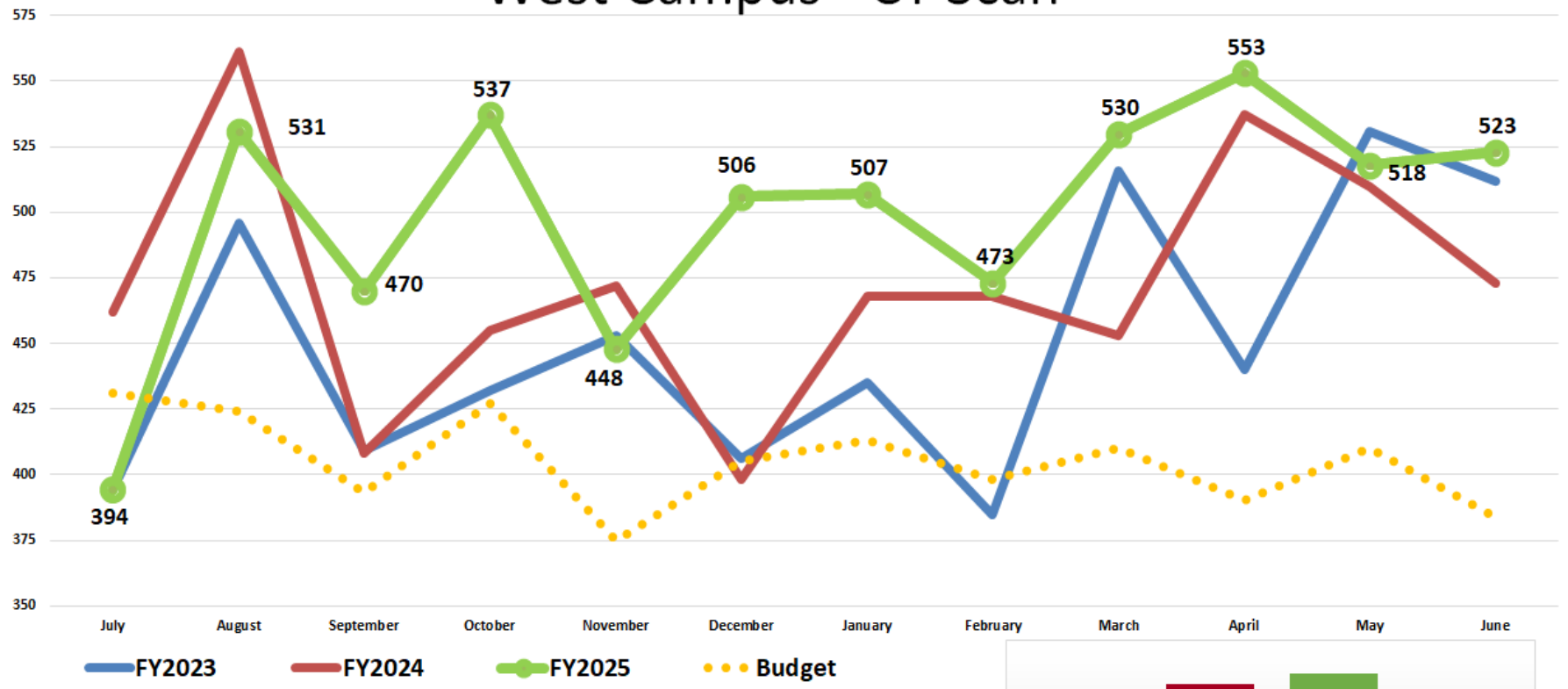
# West Campus - Diagnostic Radiology



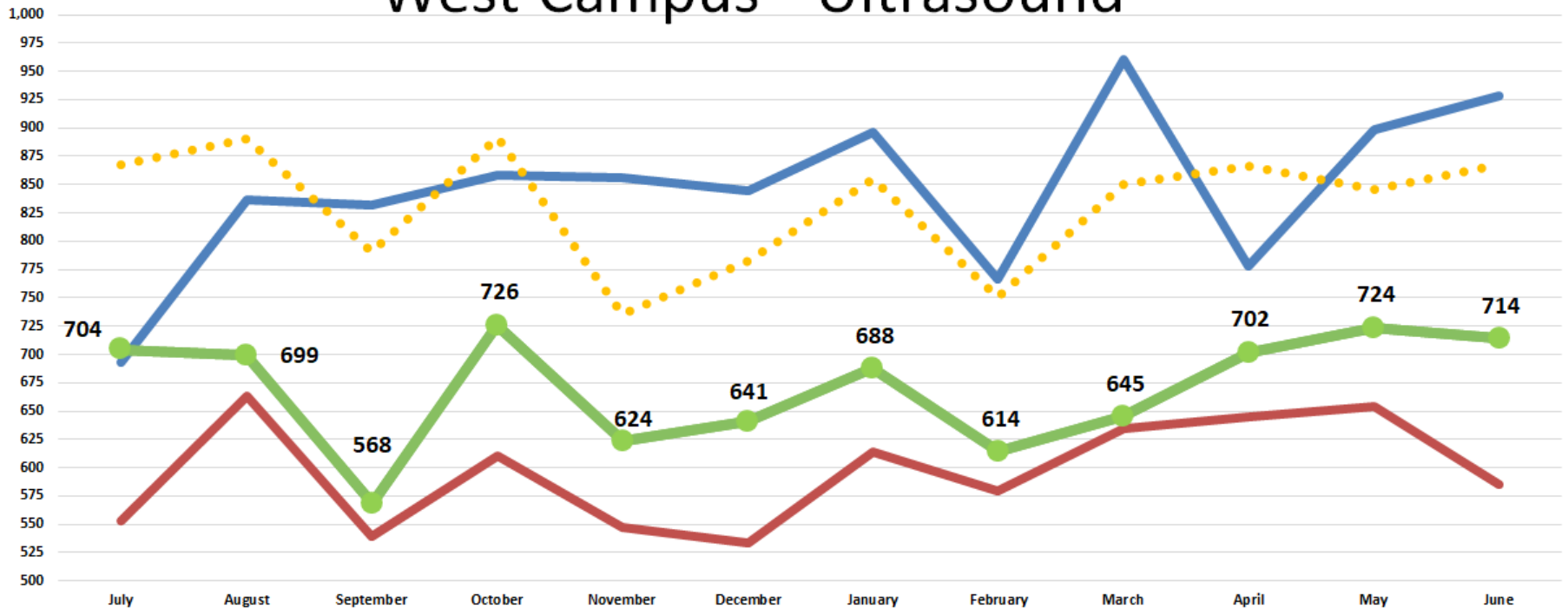
—●— FY2023   
 —●— FY2024   
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 -.-.-●-.-.- Budget



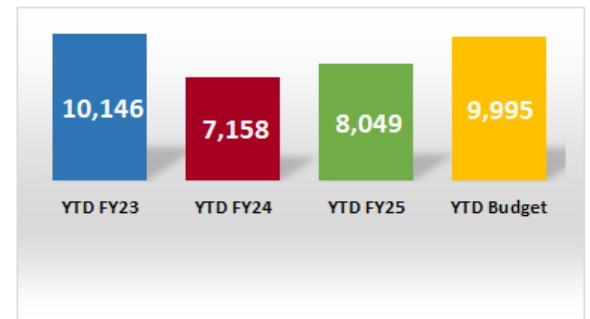
# West Campus - CT Scan



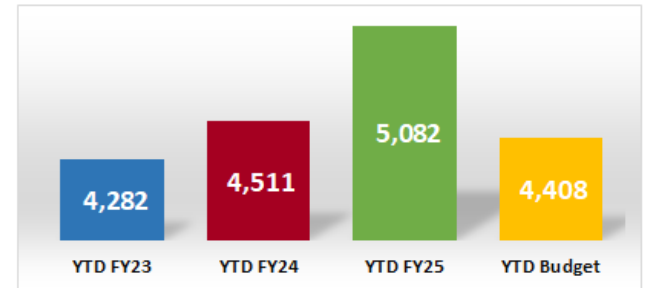
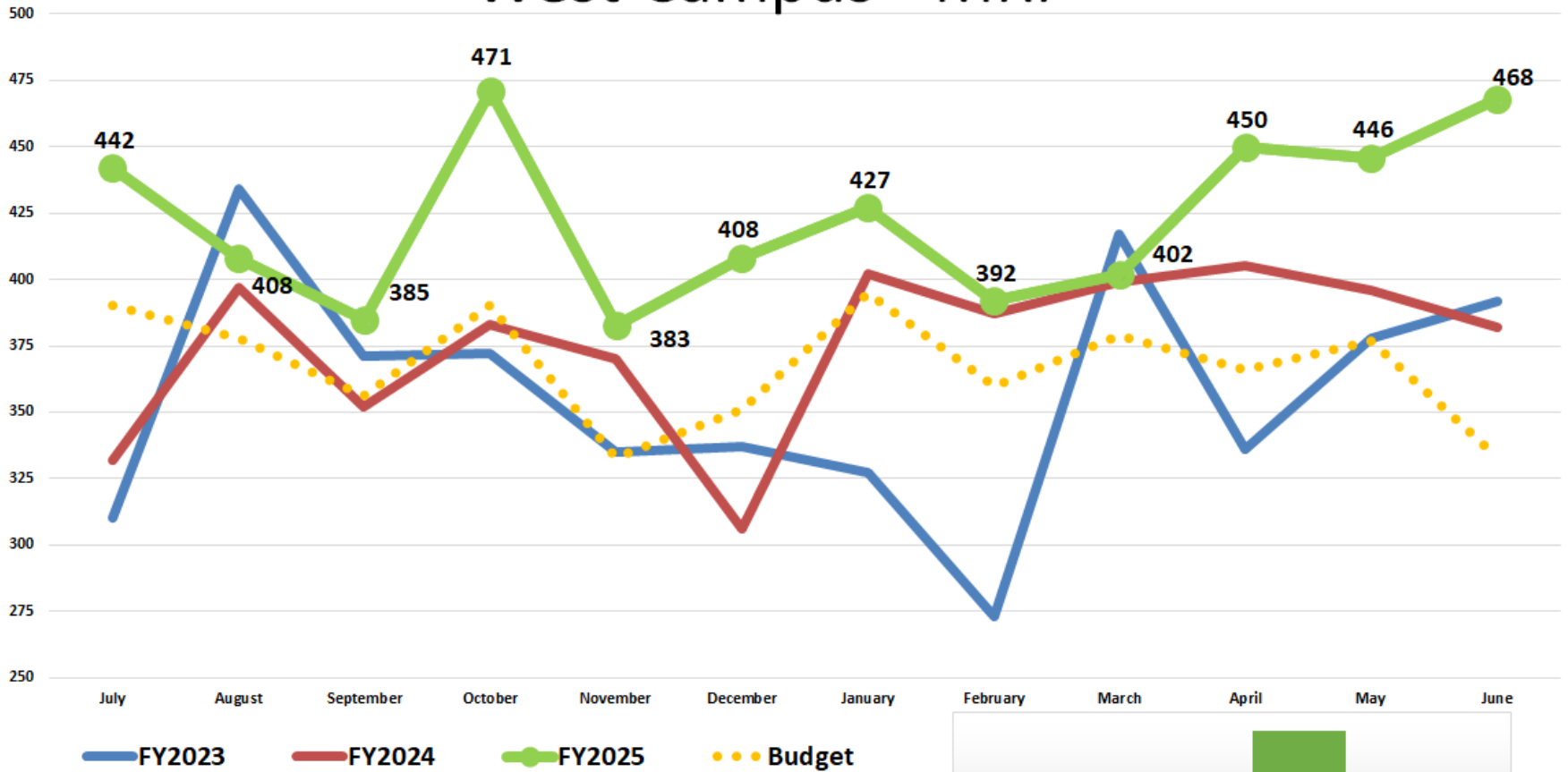
# West Campus - Ultrasound



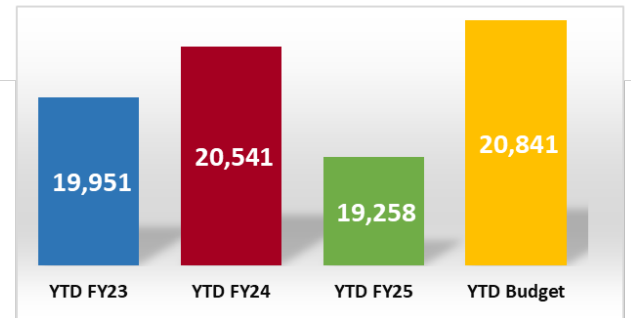
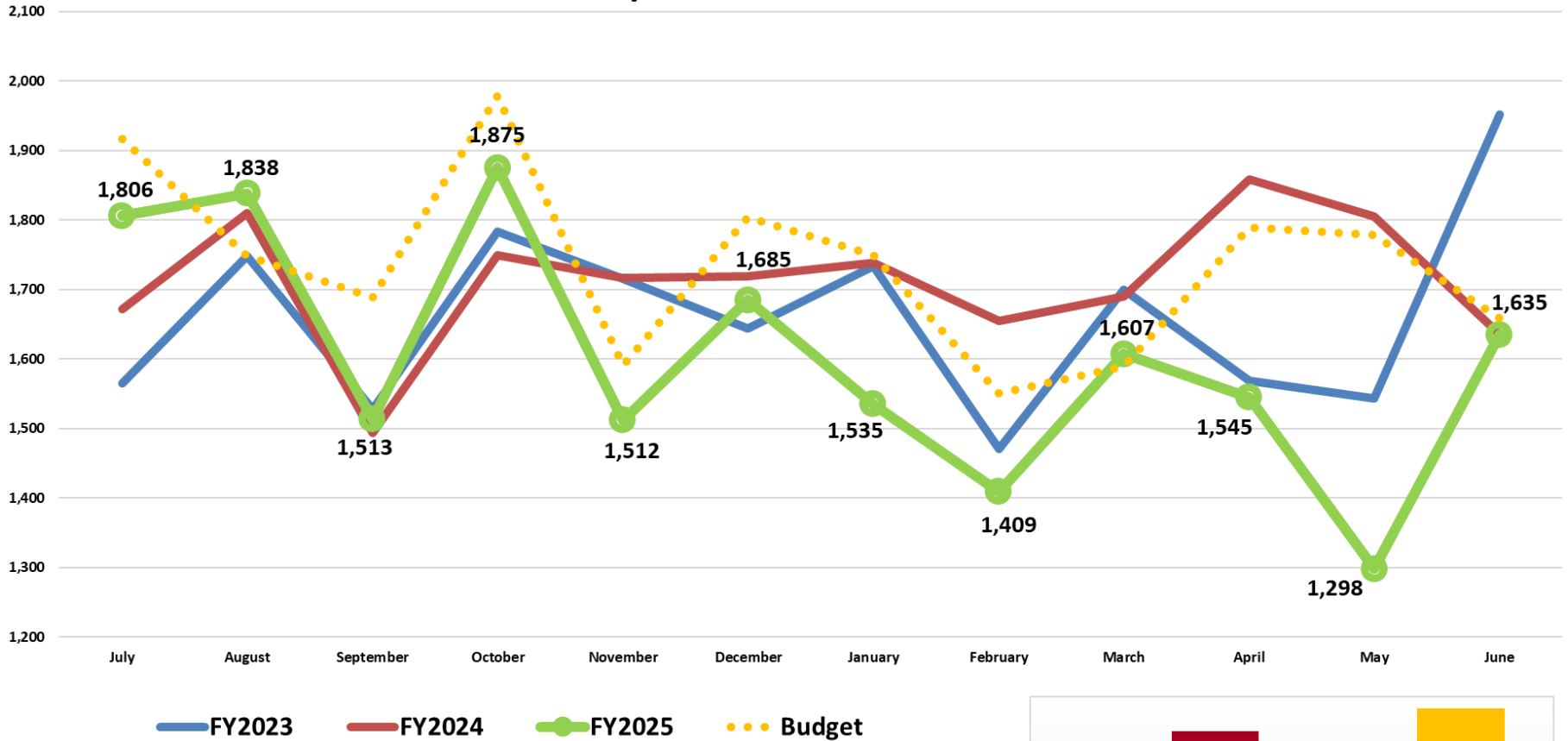
—●— FY2023    
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 —●— FY2025    
 ●●● Budget



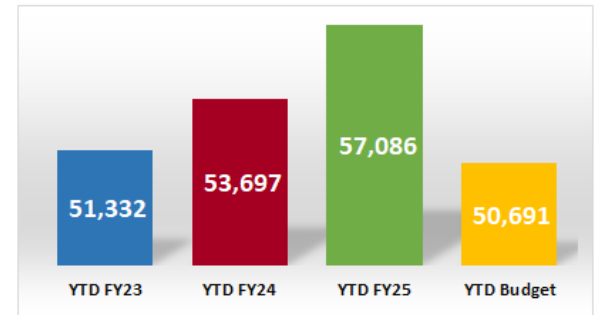
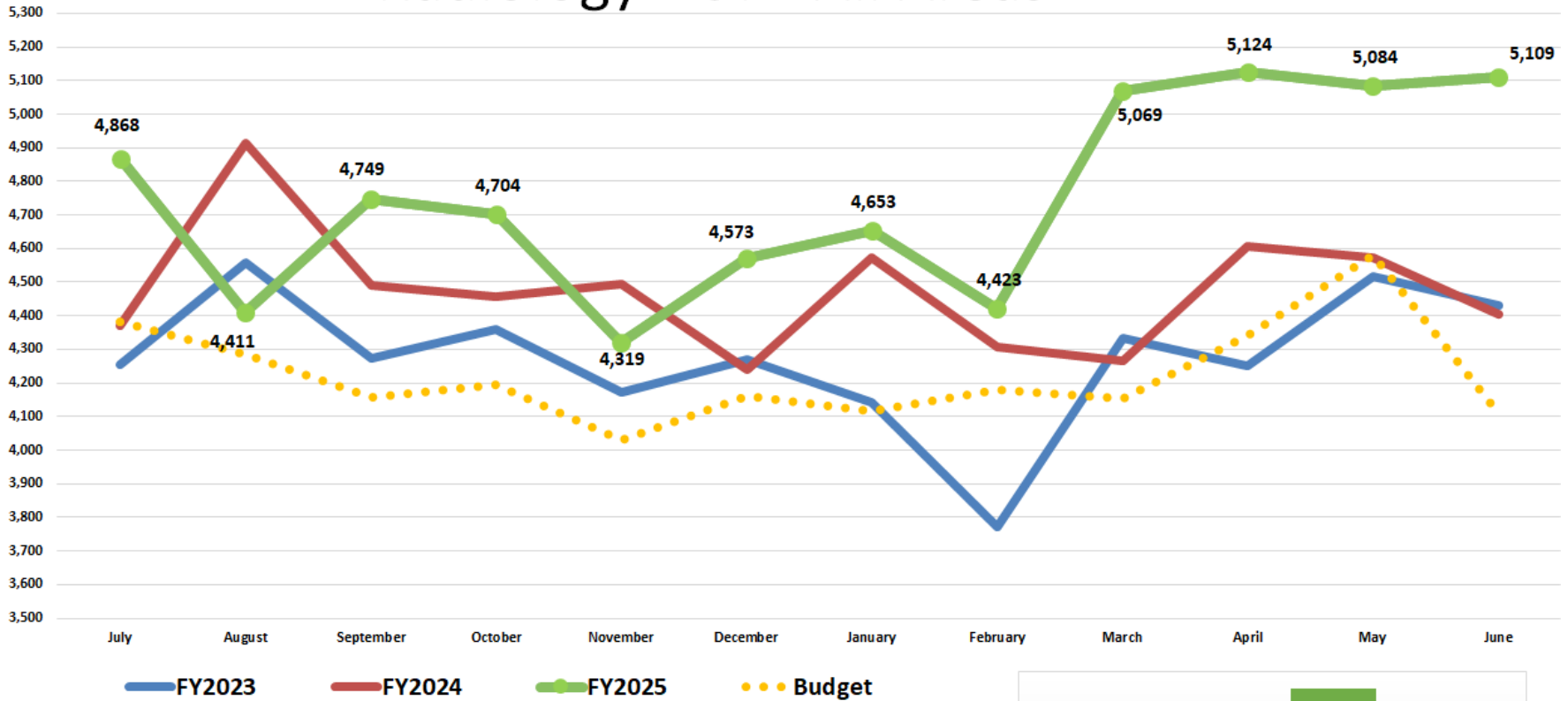
# West Campus - MRI



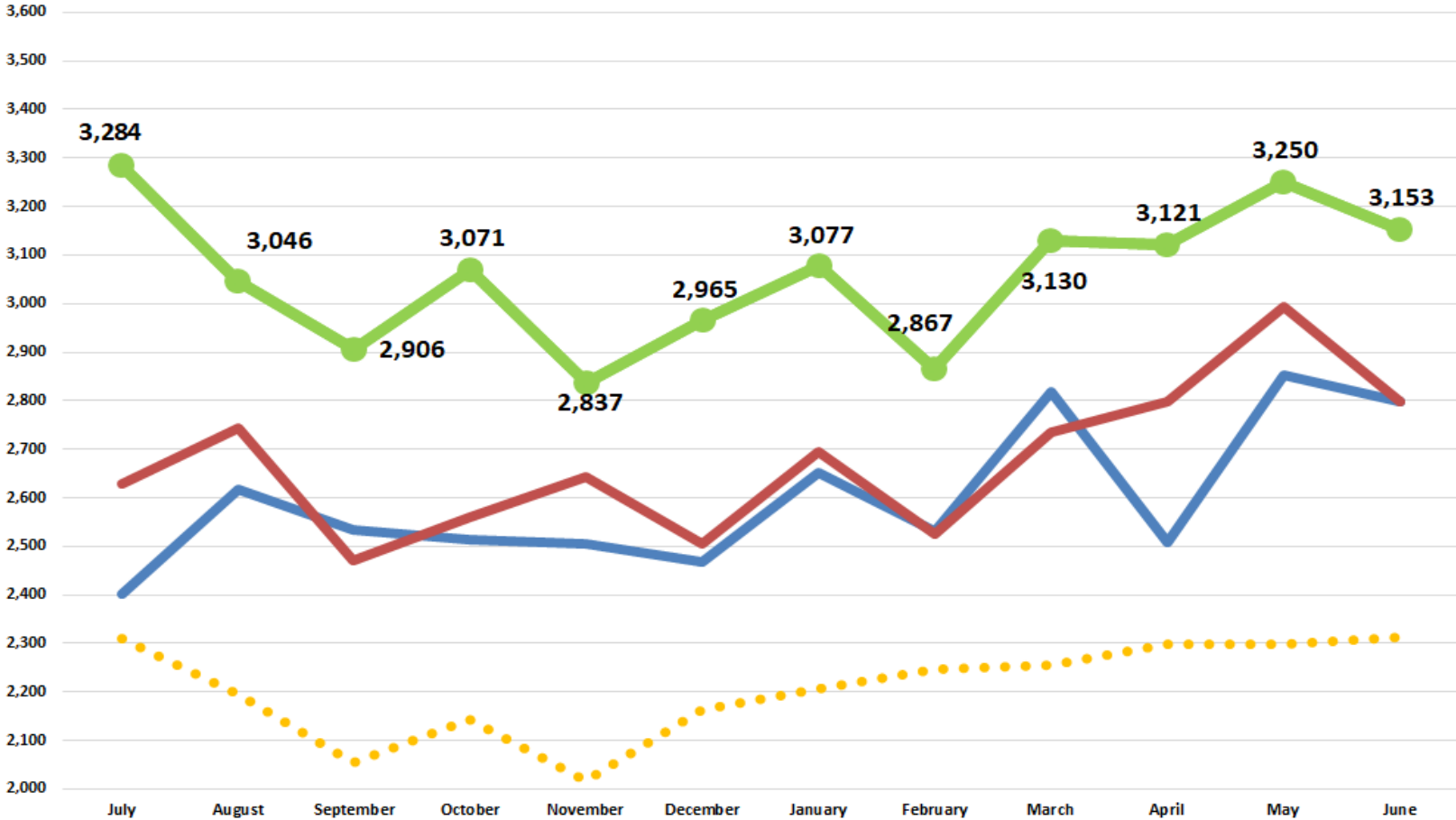
# West Campus - Breast Center



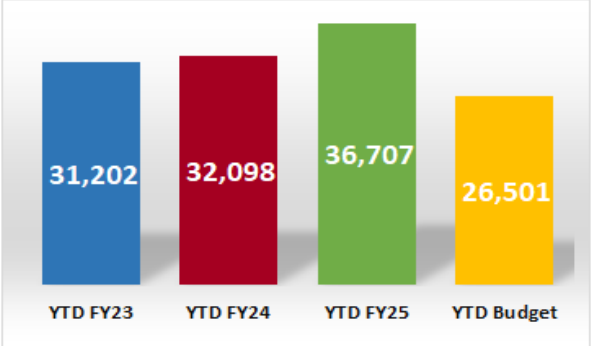
# Radiology - CT - All Areas



# Radiology - Ultrasound - All Areas

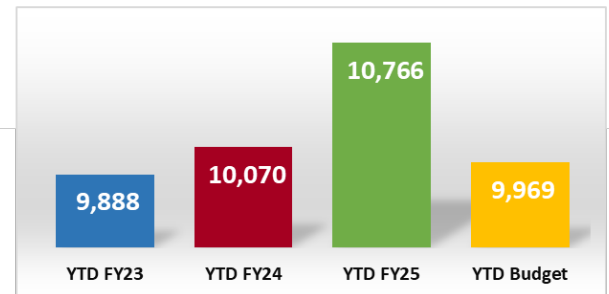
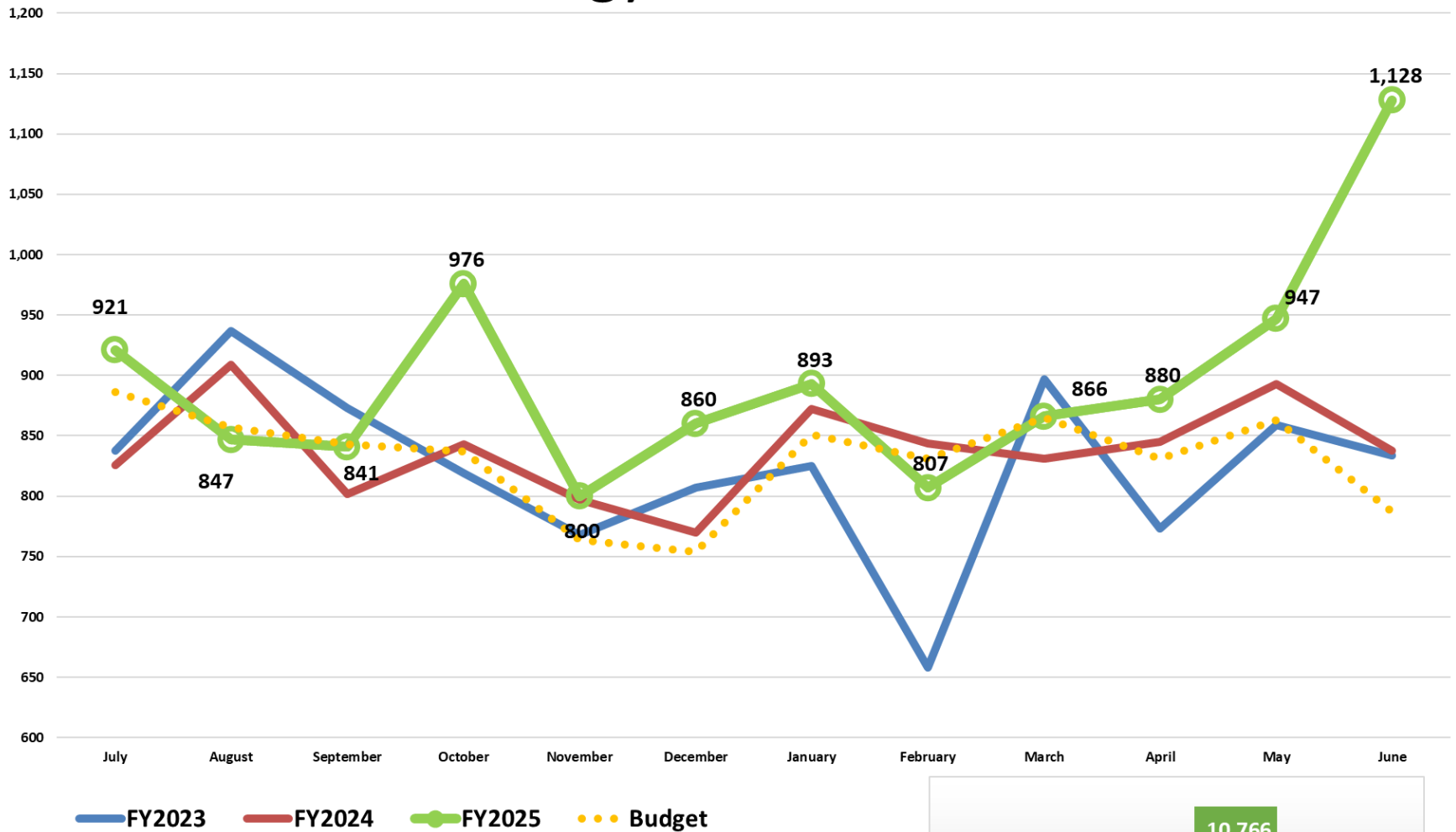


—●— FY2023   
 —●— FY2024   
 —●— FY2025   
 ●●● Budget

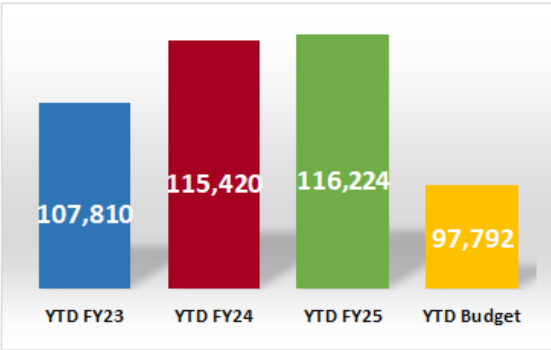
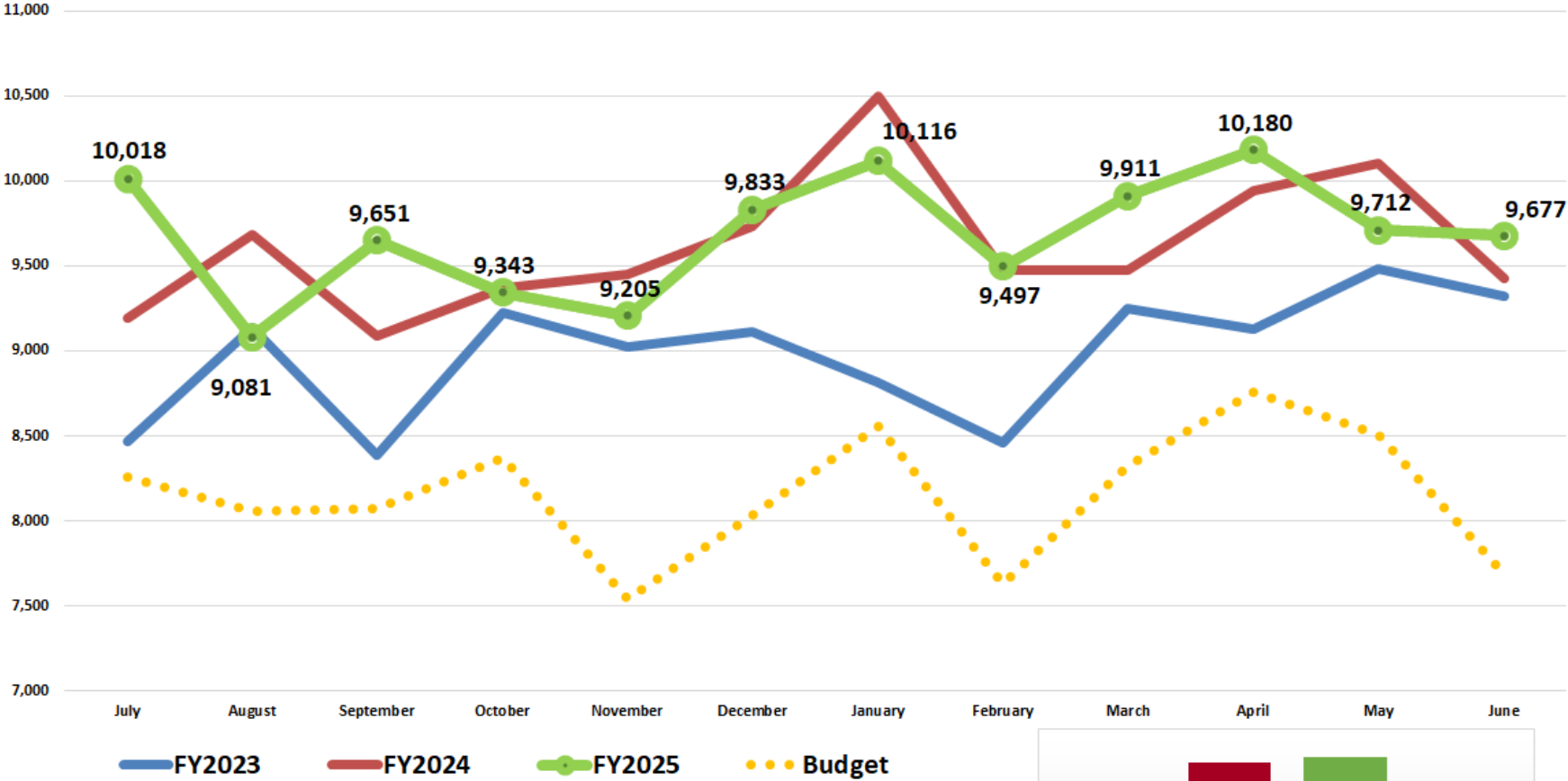




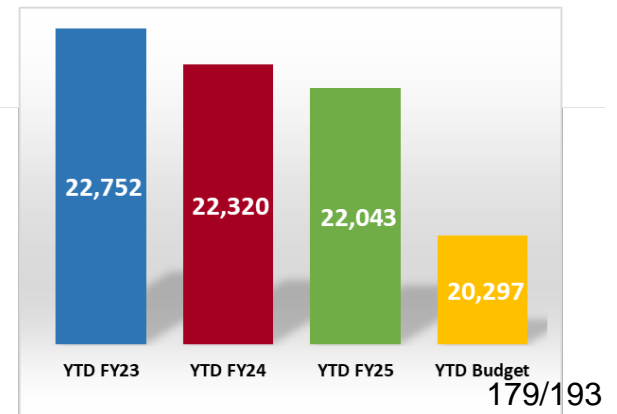
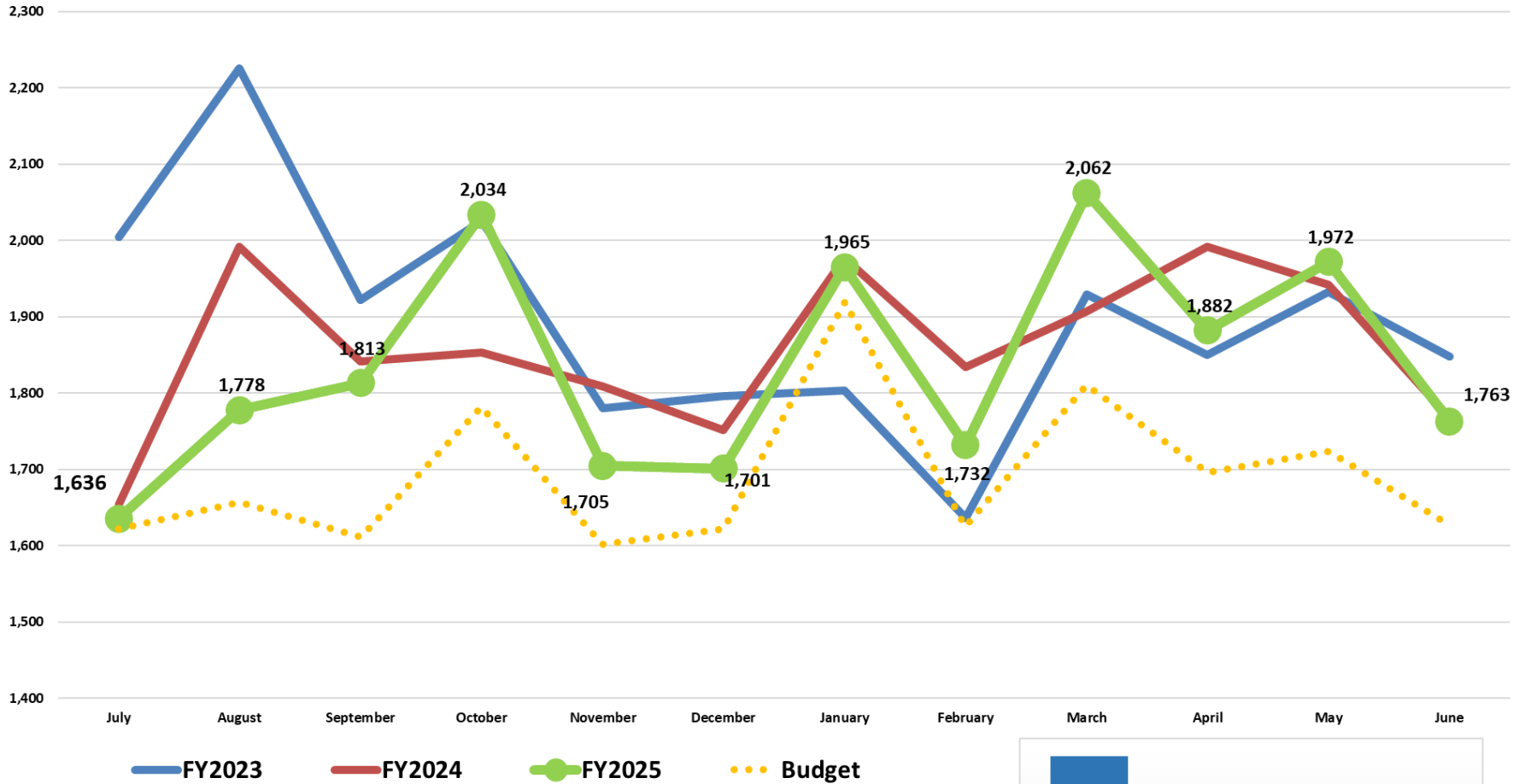
# Radiology - MRI - All Areas



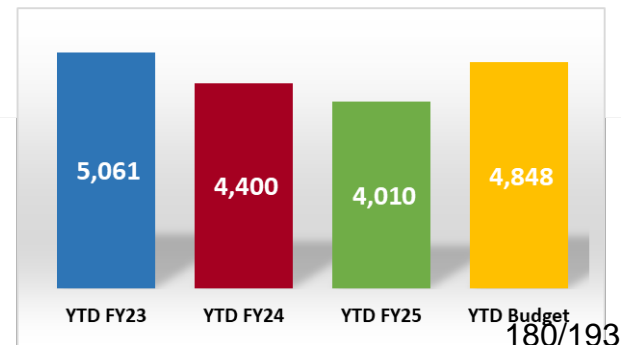
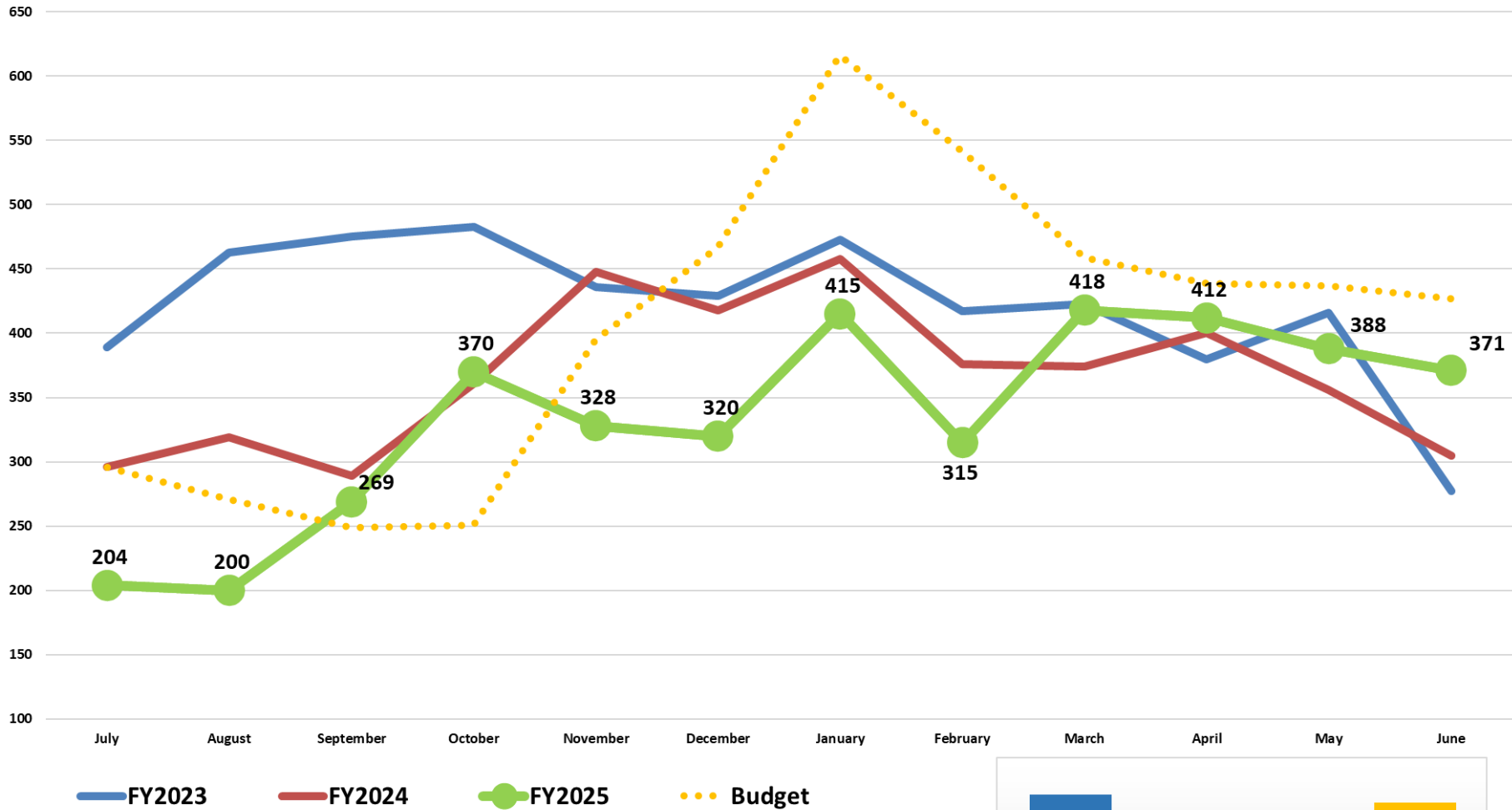
# Radiology Modality - Diagnostic Radiology



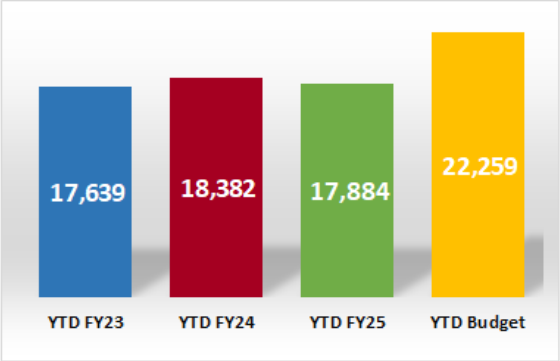
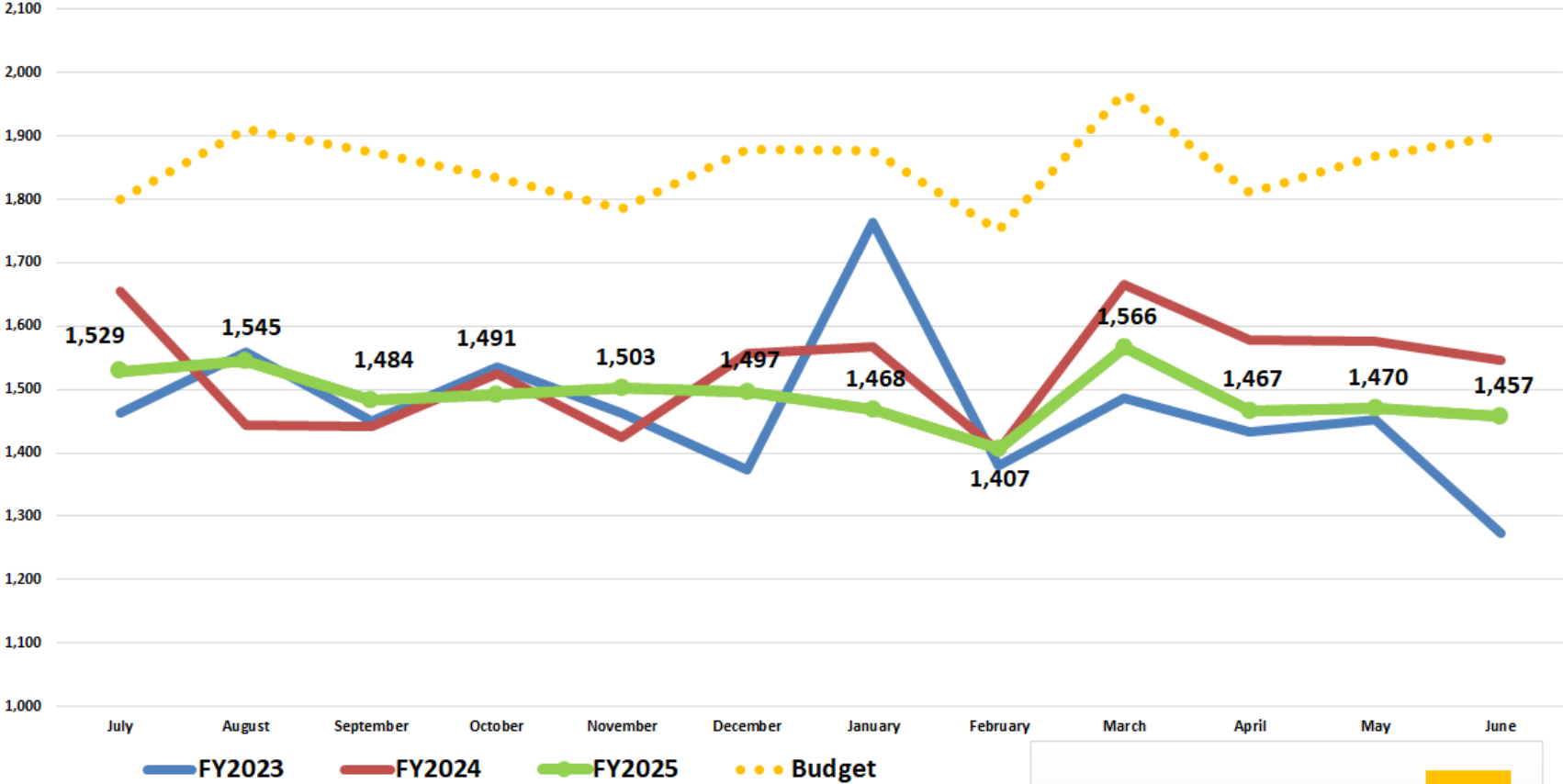
# Radiology - UC Court/South Campus



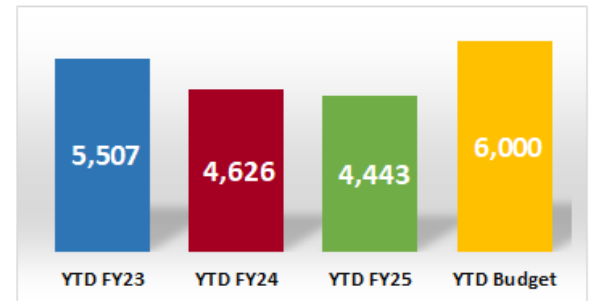
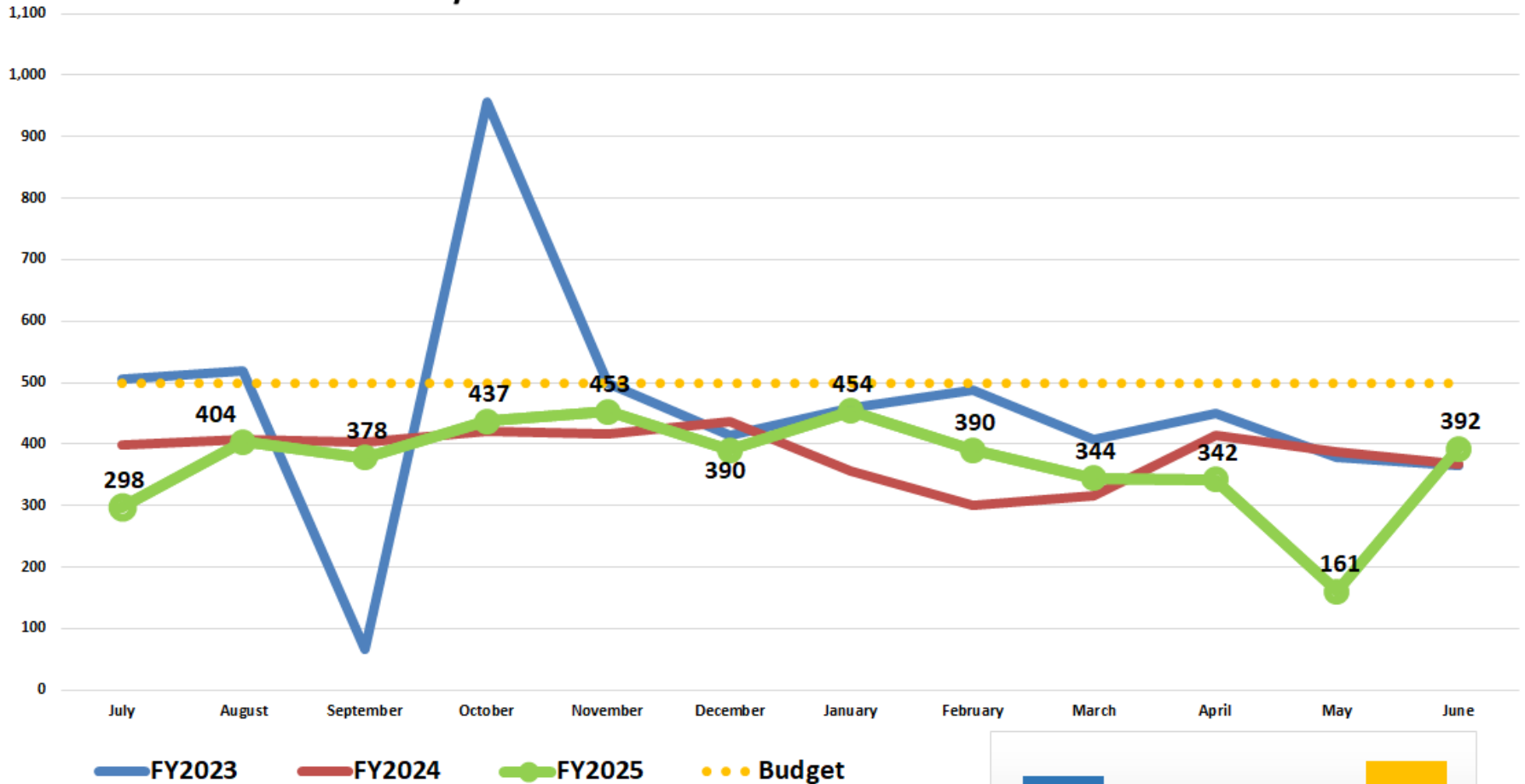
# Radiology - UC Demaree/North Campus



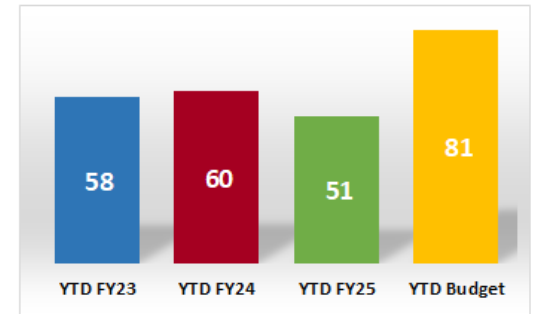
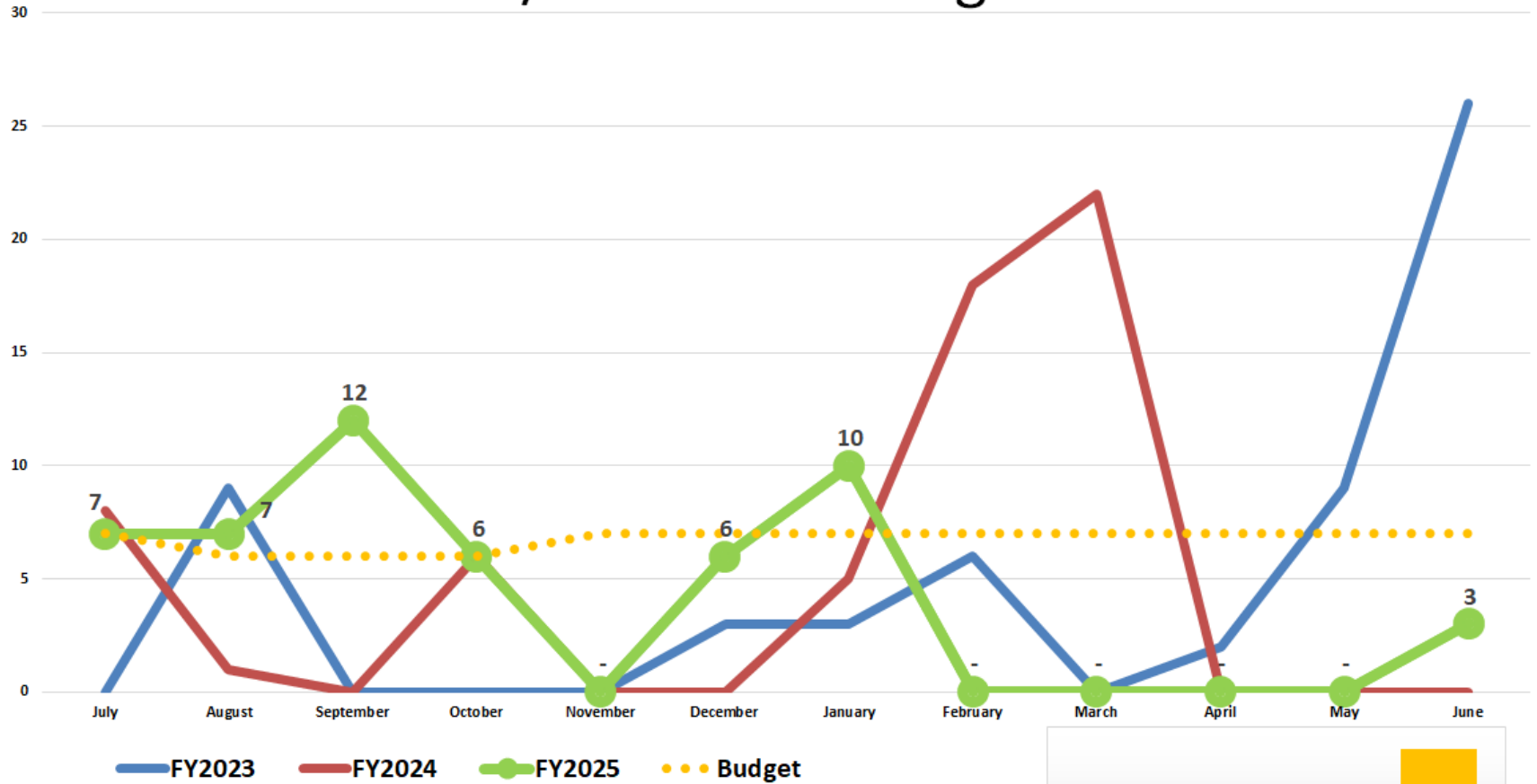
# Chronic Dialysis - Visalia



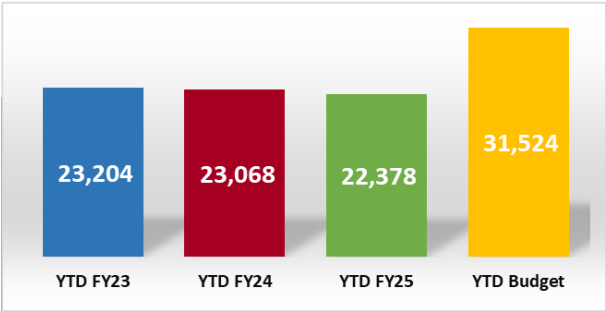
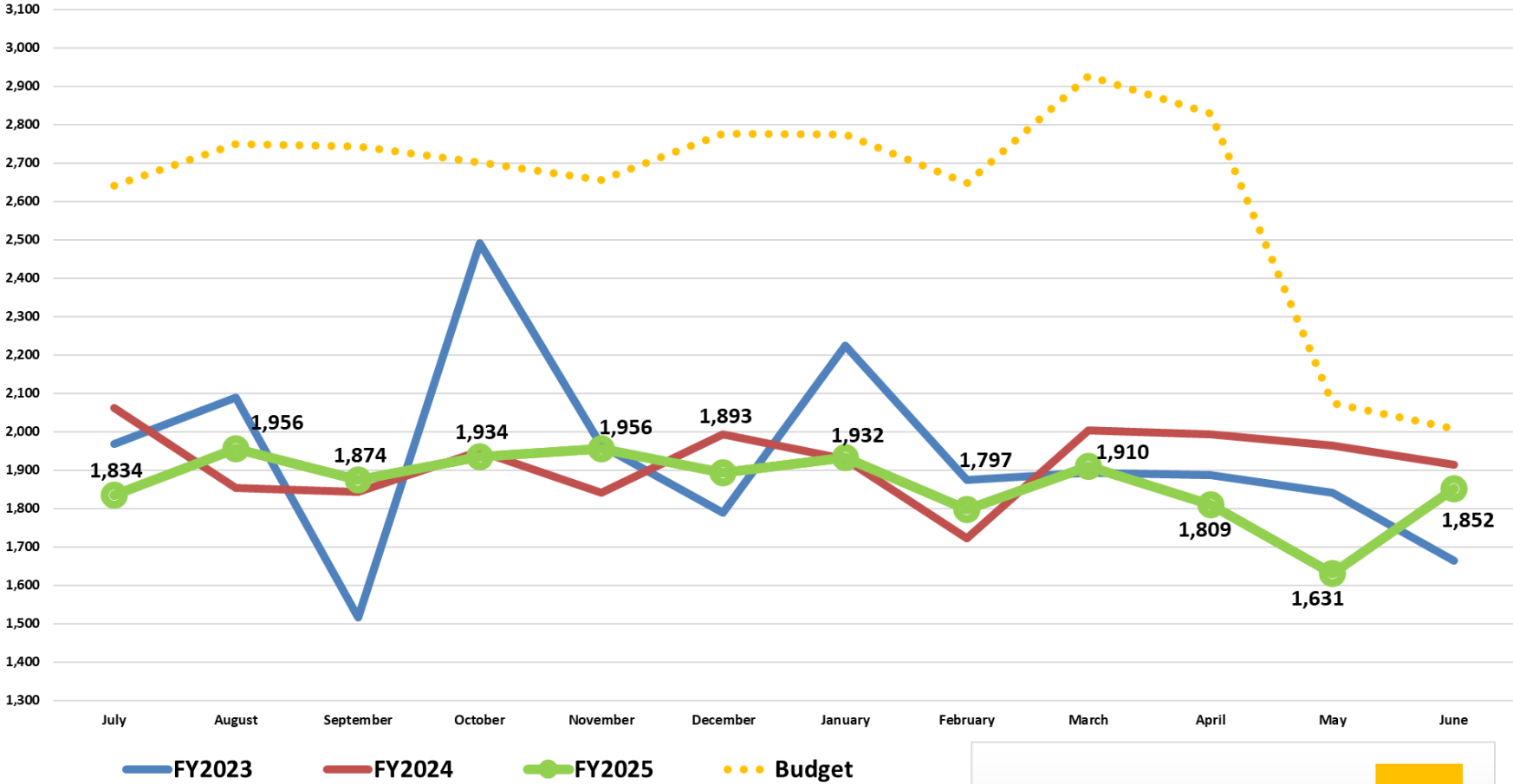
# CAPD/CCPD - Maintenance Sessions



# CAPD/CCPD - Training Sessions

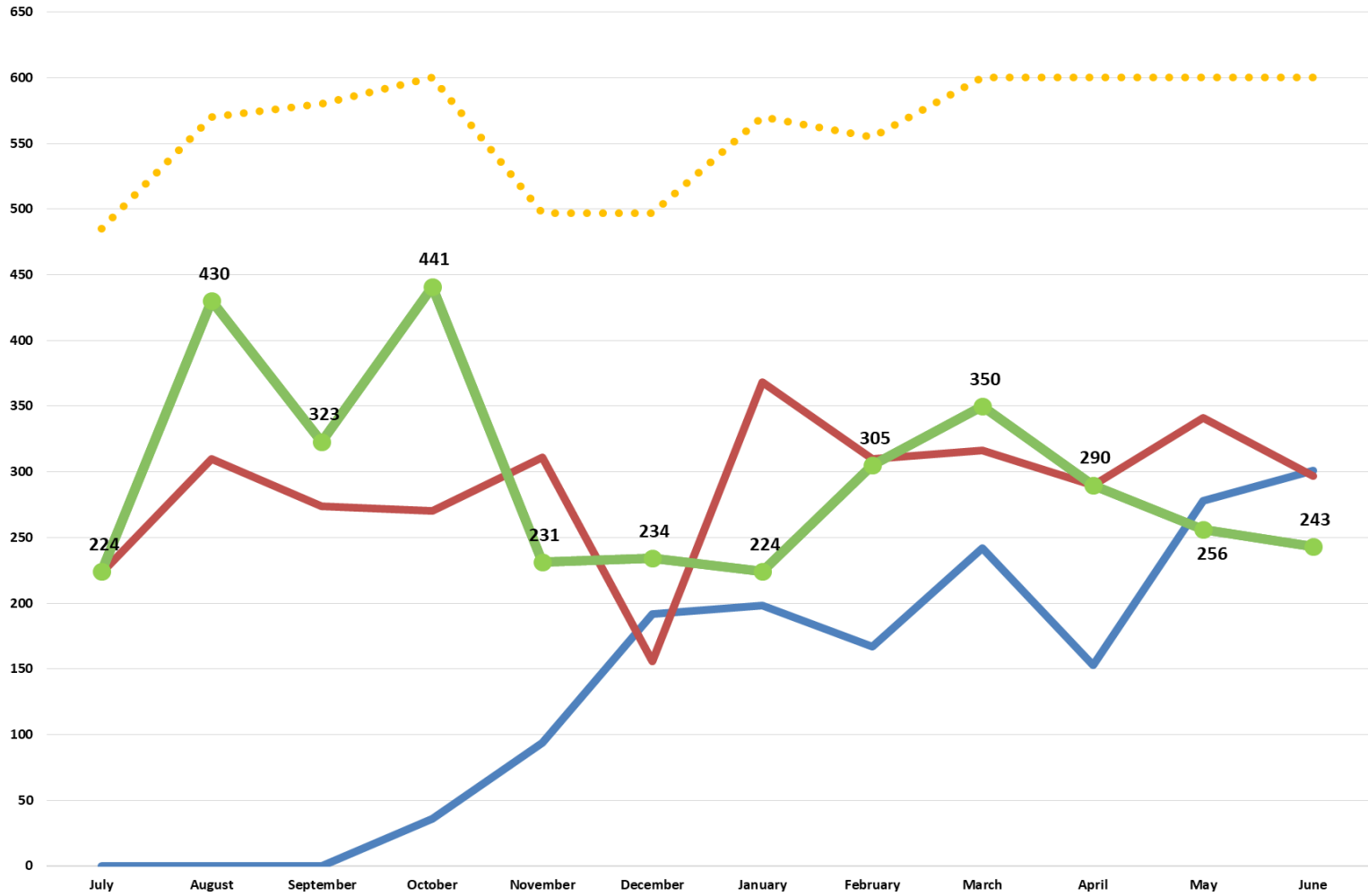


# All CAPD & CCPD

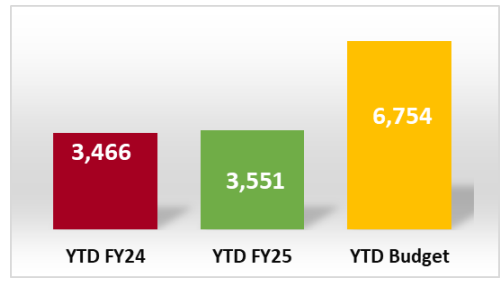




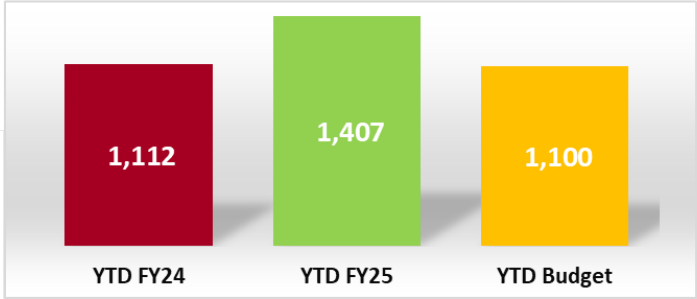
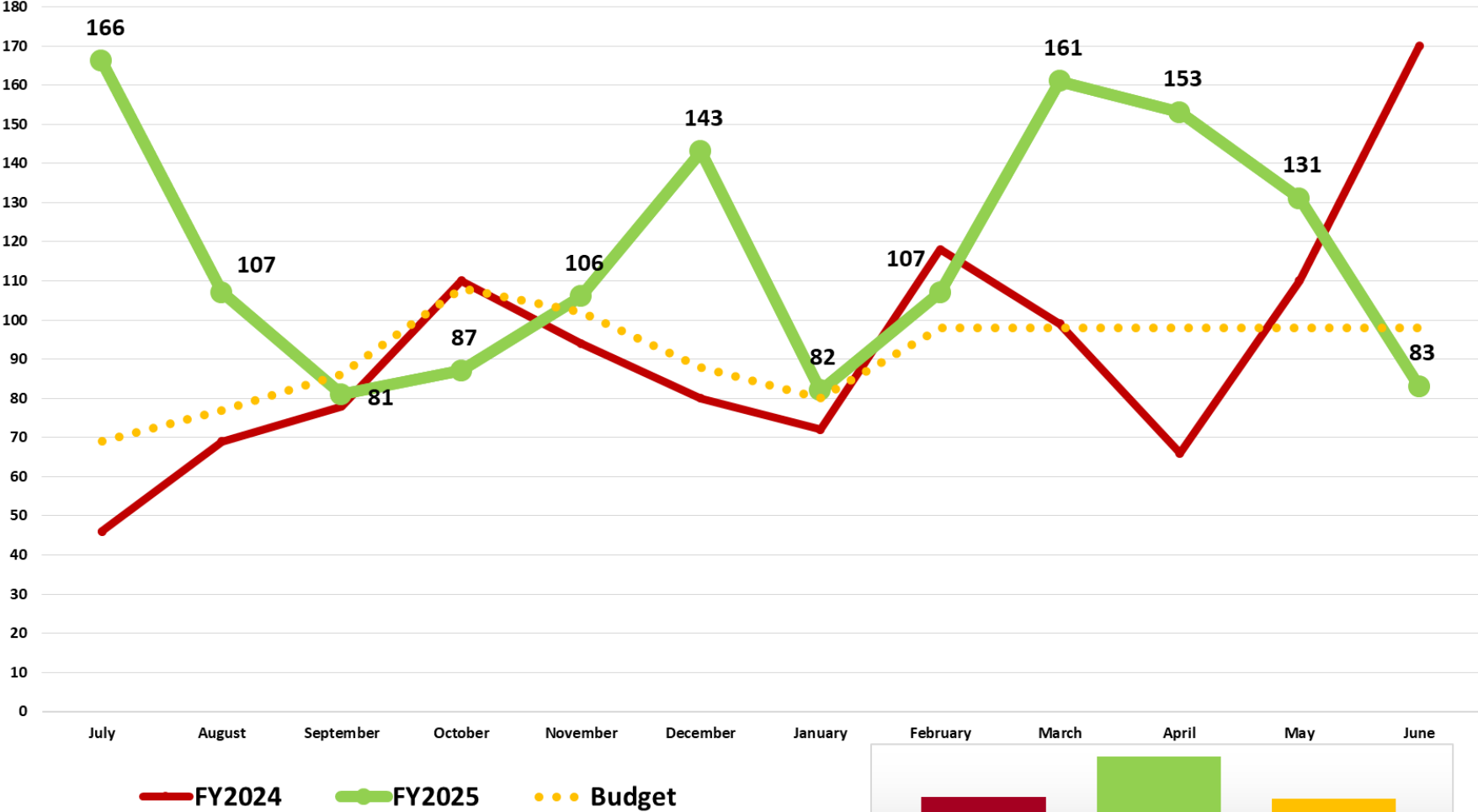
# Urology Clinic Visits



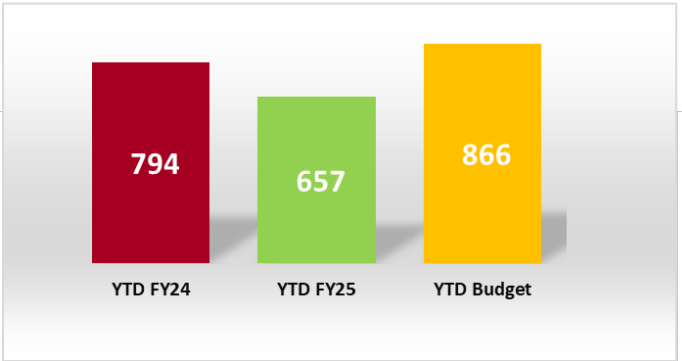
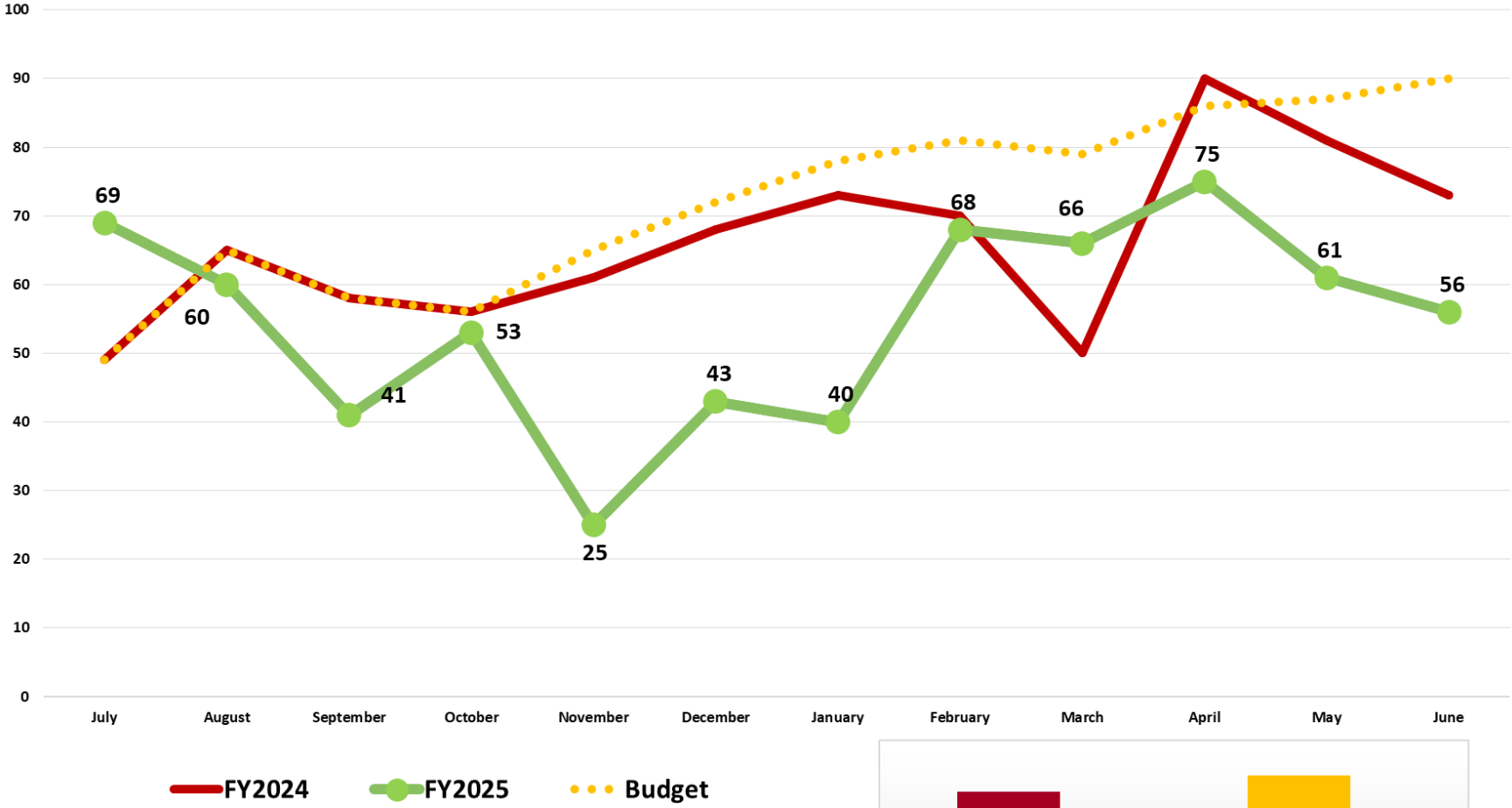
—●— FY2023    
 —●— FY2024    
 —●— FY2025    
 ●●● Budget



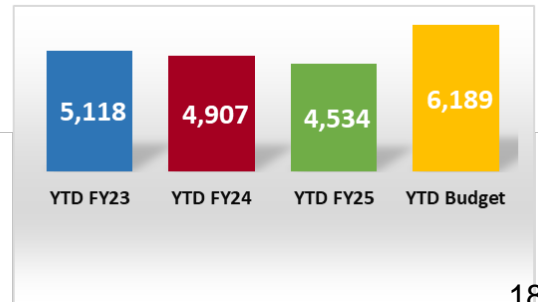
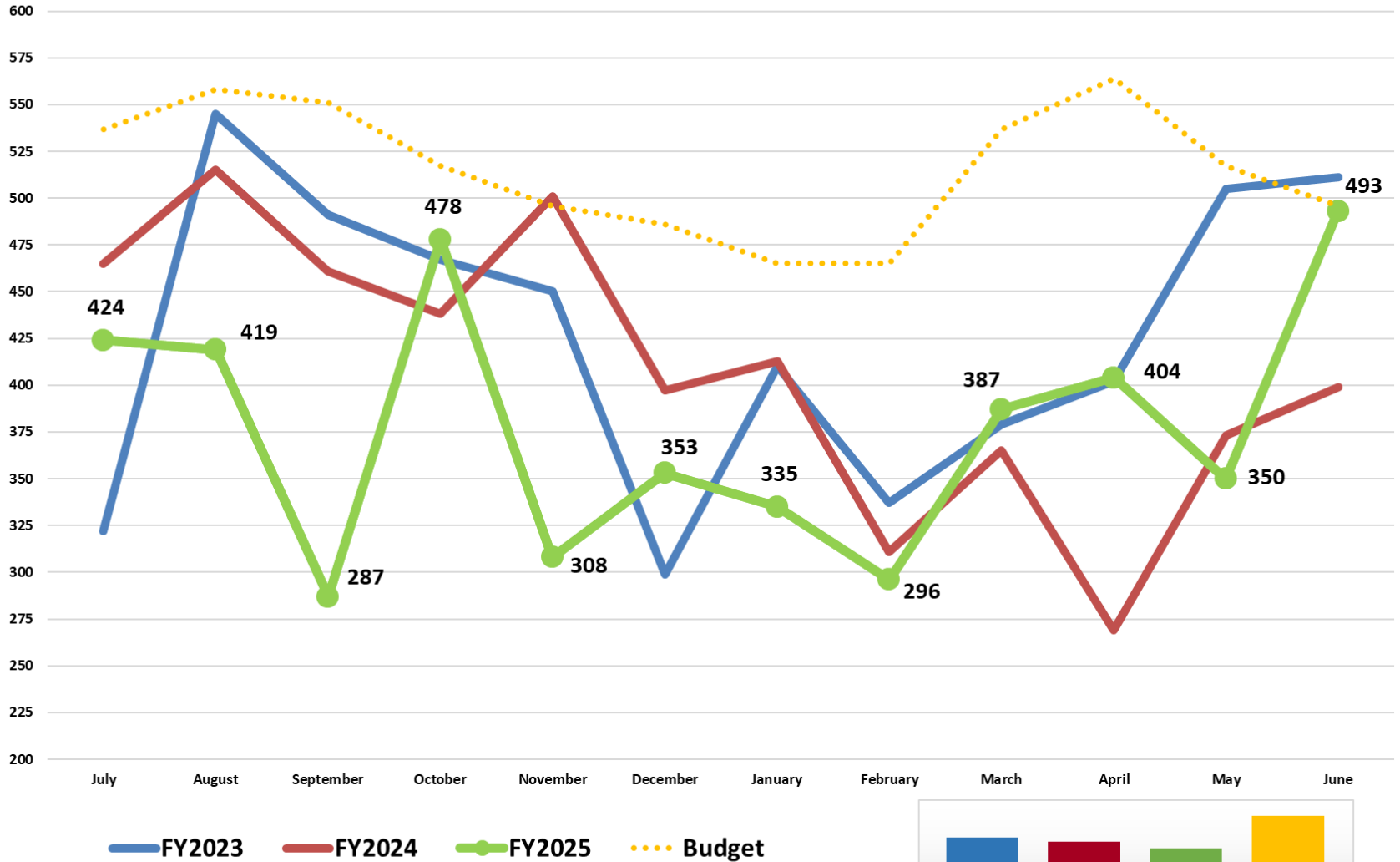
# Open Arms House - Patient Days



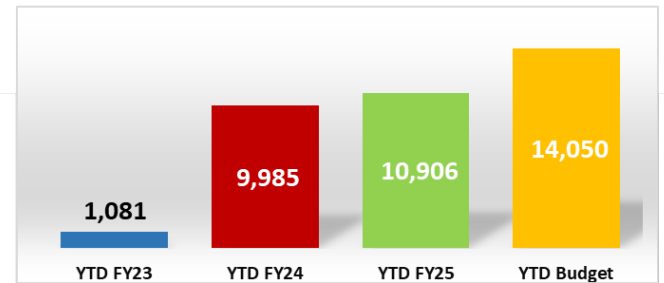
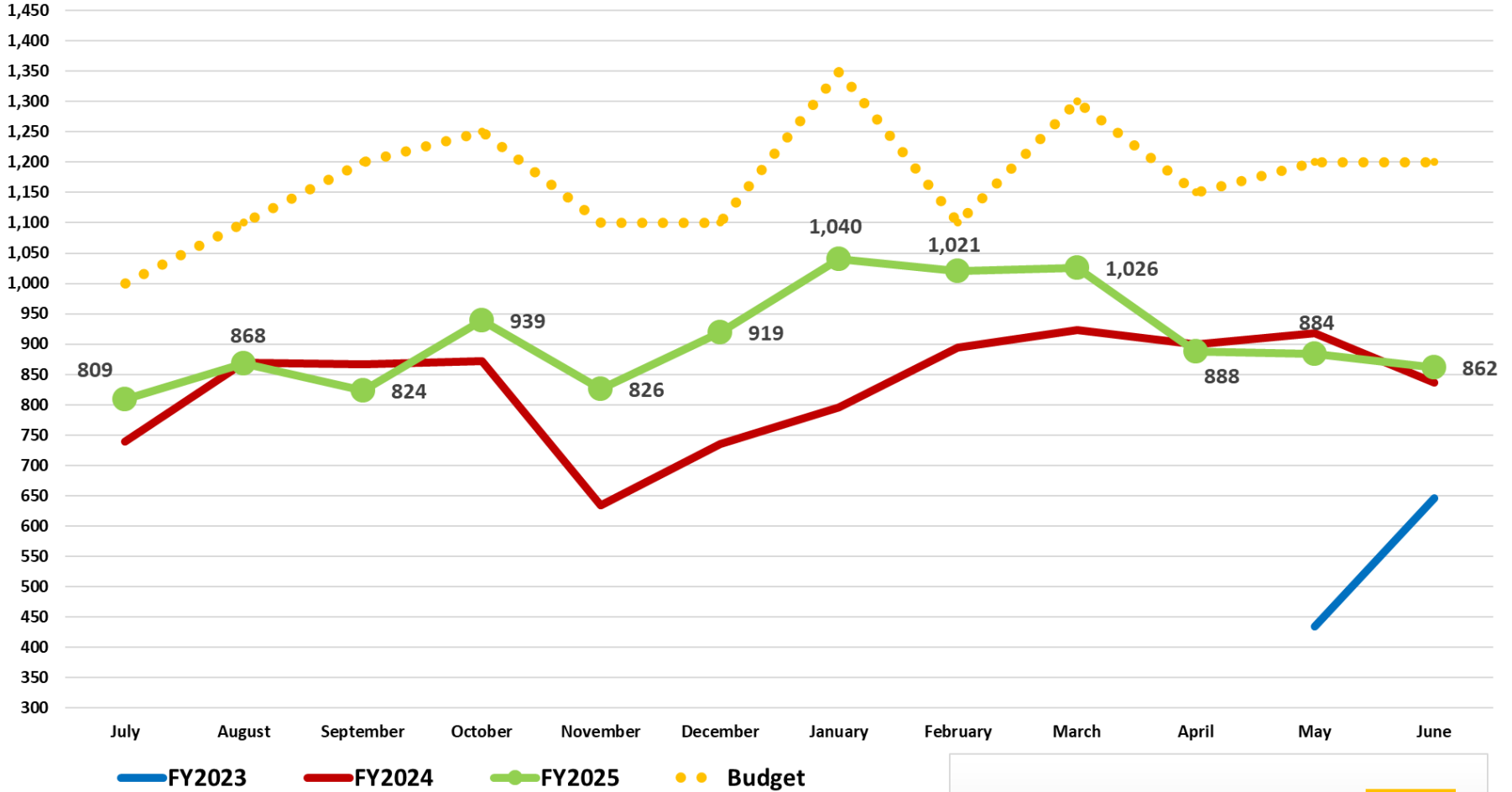
# Cardiothoracic Surgery Clinic - Visits



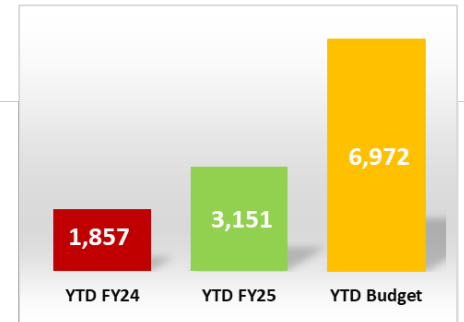
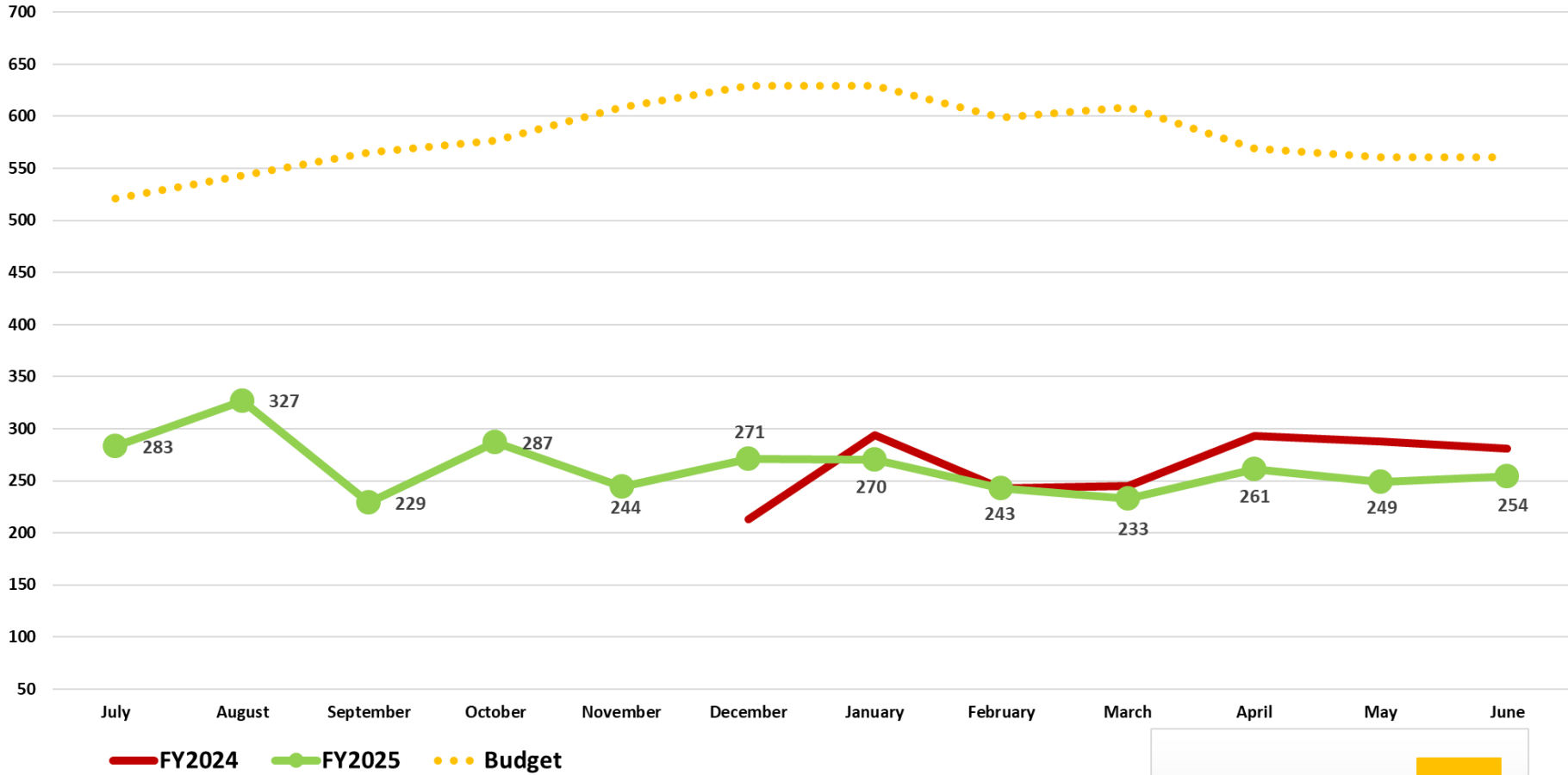
# Cardiac Rehabilitation



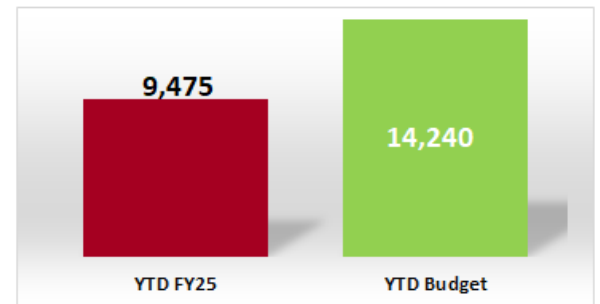
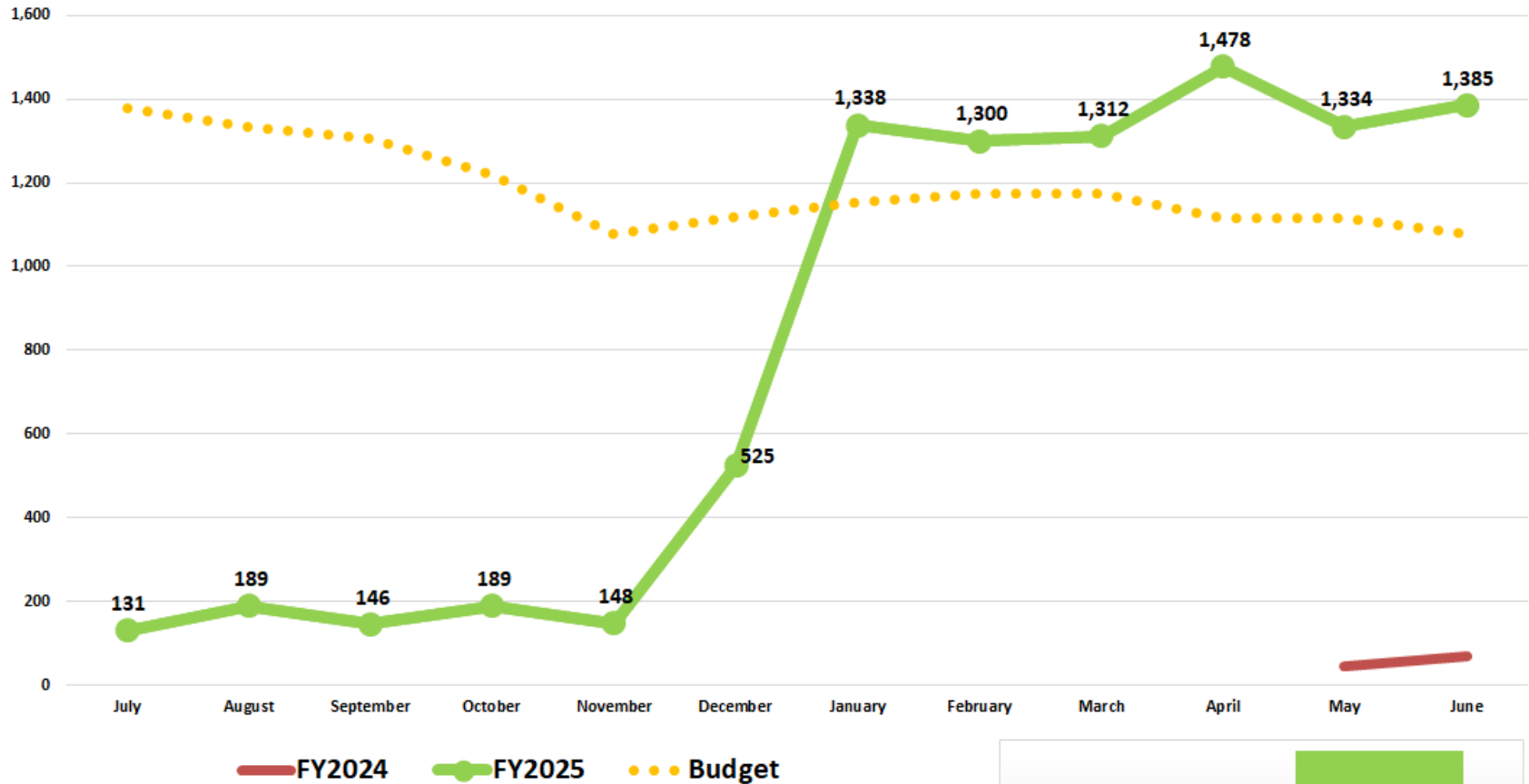
# KH Medical Clinic - Ben Maddox



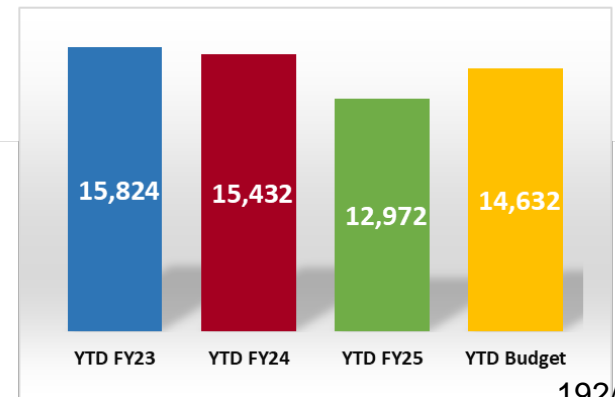
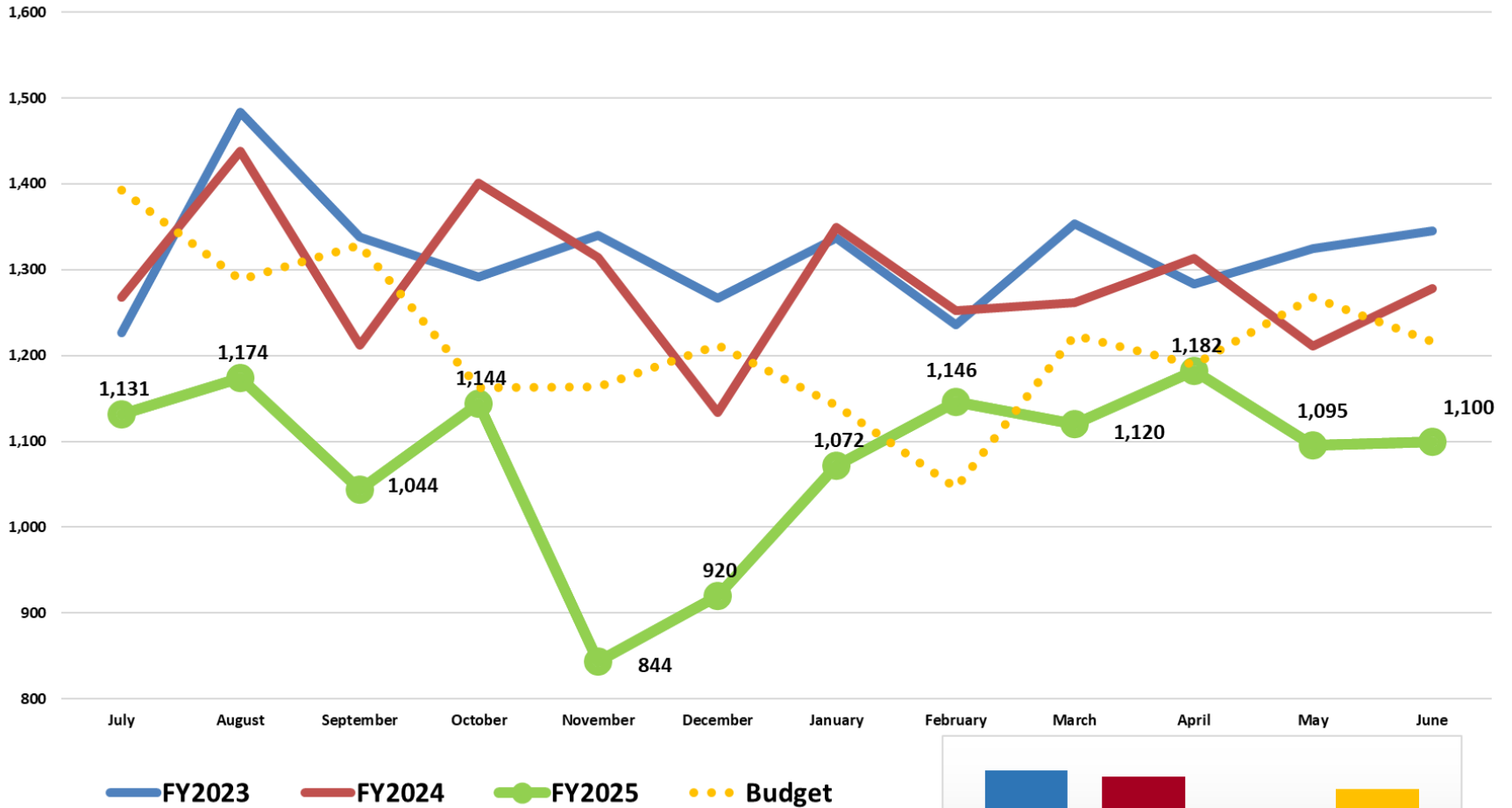
# KH Medical Clinic - Plaza



# KH Willow Clinic



# Medical Oncology Treatments





# Mental Wellness Clinic

