

Kaweah Delta Health Care District Board Of Directors Committee Meeting

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

SPECIAL NOTICE

The SPECIAL 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 Wednesday, April 16, 2025:

- 10:30AM 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, 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

Kaweah Delta Health Care District Board of Directors Committee Meeting

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



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

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

Wednesday April 16, 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 – 10:30AM

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 March 19, 2025.
- 2. 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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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

Finance, Property, Services, and Acquisition Committee – OPEN MEETING
Wednesday March 19, 2025
Kaweah Health Medical Center – Executive Office Conference Room

Present: Directors: David Francis & Dean Levitan, M.D.; 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 Officer; Kelsie Davis Board Clerk Recording

Called to order at 10:00AM

Public Participation- None.

APPROVAL OF AGENDA- Approval of the FPSA Agenda.

MINUTES- Minutes were reviewed from February 19, 2025.

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

Malinda is to also take a look at where imaging volume increase is coming from. The board members also noted that we need to look at clinics and focus on the volumes.

SEMI-ANNUAL INVESTMENT REPORT- Review of the Semi-Annual investment report for December 31, 2024. (Copy attached to the original of these minutes and considered a part thereof.)- *Jennifer Stockton- Director of Finance*

Adjourned at 10:55AM

CFO Financial Report

Month Ending March 2025

Fiscal Year 2026 Budget Calendar

March 12, 2025 Finance Department prepares cost center operating budget templates

March 21, 2025

- Operating budgets with statistics distributed to cost center Directors. Directors prepare operating budgets including details for selected expense lines Send to appropriate VP for review and approval
- Capital budgets distributed to cost center directors. Directors prepare capital equipment requests with input from medical directors and staff physicians

April 18, 2025 Completed VP reviewed and approved Operating and Capital Budgets

April 21–May 9 First round of Budget meeting sessions

May 19, 2025 First draft of budget presented to Executive Team

May 19, 2025 Leadership/Finance Team submits final vetted capital equipment budget

May 21, 2025 Present to Board of Directors of preliminary budget concepts and guidelines

June 11, 2025 Budget finalized in preparation for Board Meeting

June 18, 2025 Present to Finance Board

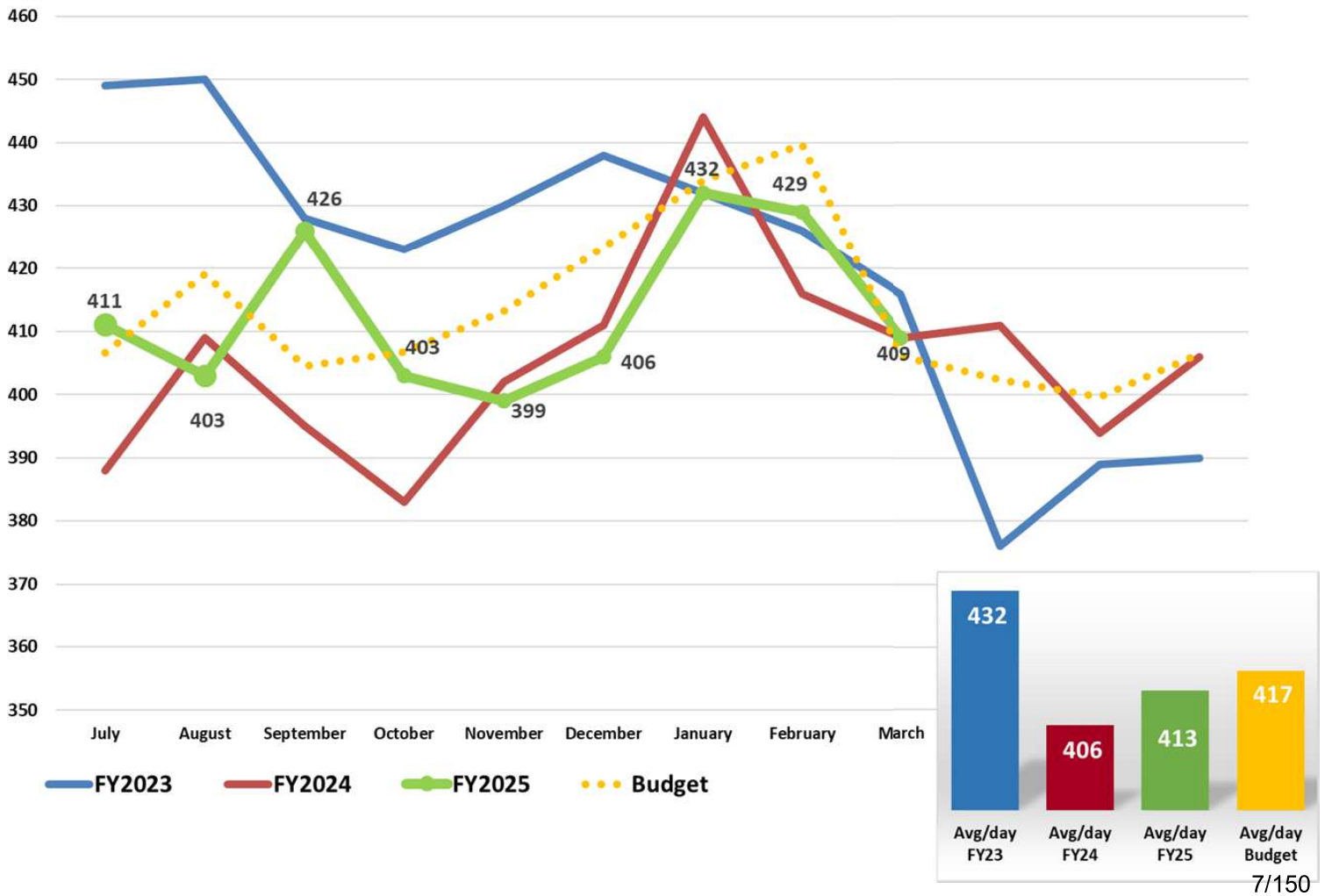
June 20, 2025 Complete presentation for Board Meeting due

June 25, 2025 Final budget presented to Board of Directors for approval

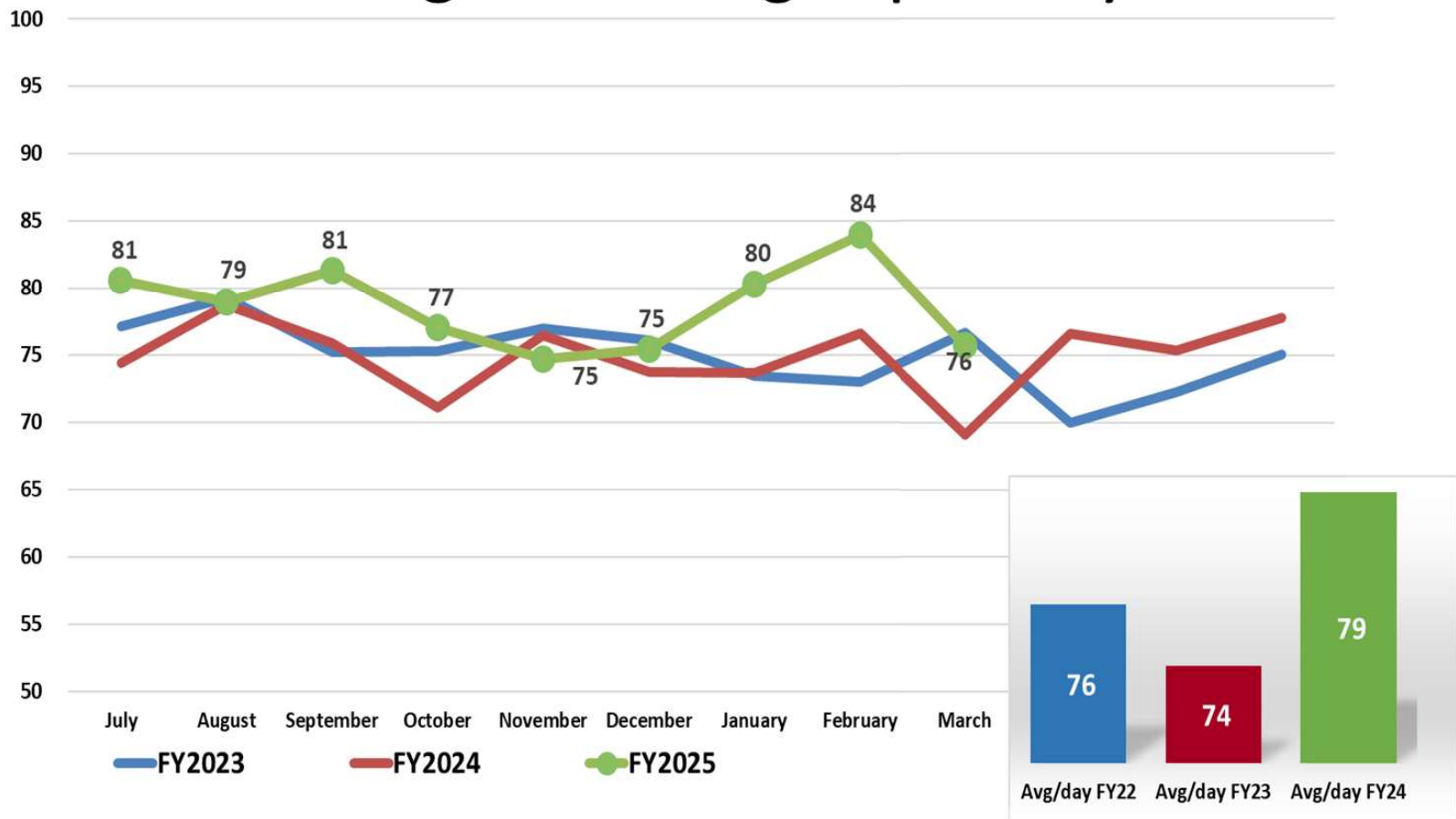
Status of FEMA Projects

FEMA Project Title	Process Step	Obligation Date	Best Available Cost	Best Available Federal Share Cost (90%)	Payments Received To Date
P1- Door Screeners/Temperature Scan (12/1/21-6/30/22)	Received	2/6/2023	\$190,721	\$190,721	\$190,721
P3- Medical Facility Infection Control (1/1/21-6/30/22)	Received	4/3/2023	\$187,351	\$187,351	\$187,351
P4- PPE (1/1/22-6/30/22)	Received	4/3/2023	\$134,926	\$134,926	\$134,926
P7- Diagnostic Testing for Employees (7/2/22-5/11/23)	Received	2/8/2024	\$15,150	\$13,635	\$13,635
P2- Contract Labor & Overtime, part 1 (4/1/20-6/30/22)	Obligated	11/27/2024	\$33,202,760	\$33,202,771	
P5- Contract Labor & Overtime, part 2 (7/2/22-5/11/2023)	Obligated	11/27/2024	\$16,132,516	\$14,519,264	
P8- Diagnostic Testing for Patients (7/2/22-5/11/23)	Received 3/5/2025	11/21/2024	\$606,825	\$546,143	\$546,143
Management Costs (5% B projects)	Submitted 12/13/24		\$2,523,512	\$143,566	
Total			\$52,993,762	\$48,938,377	\$1,072,777

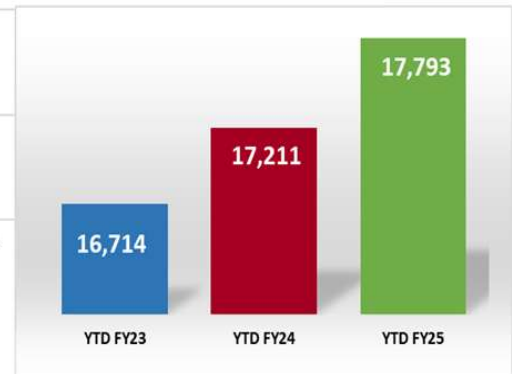
Average Daily Census



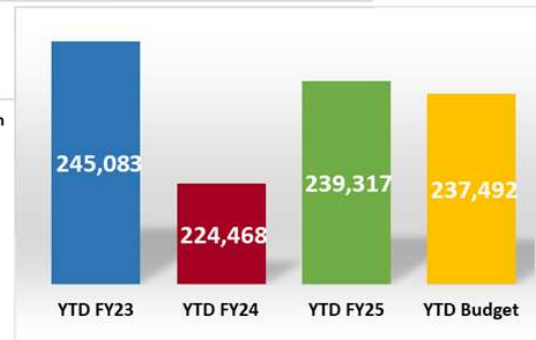
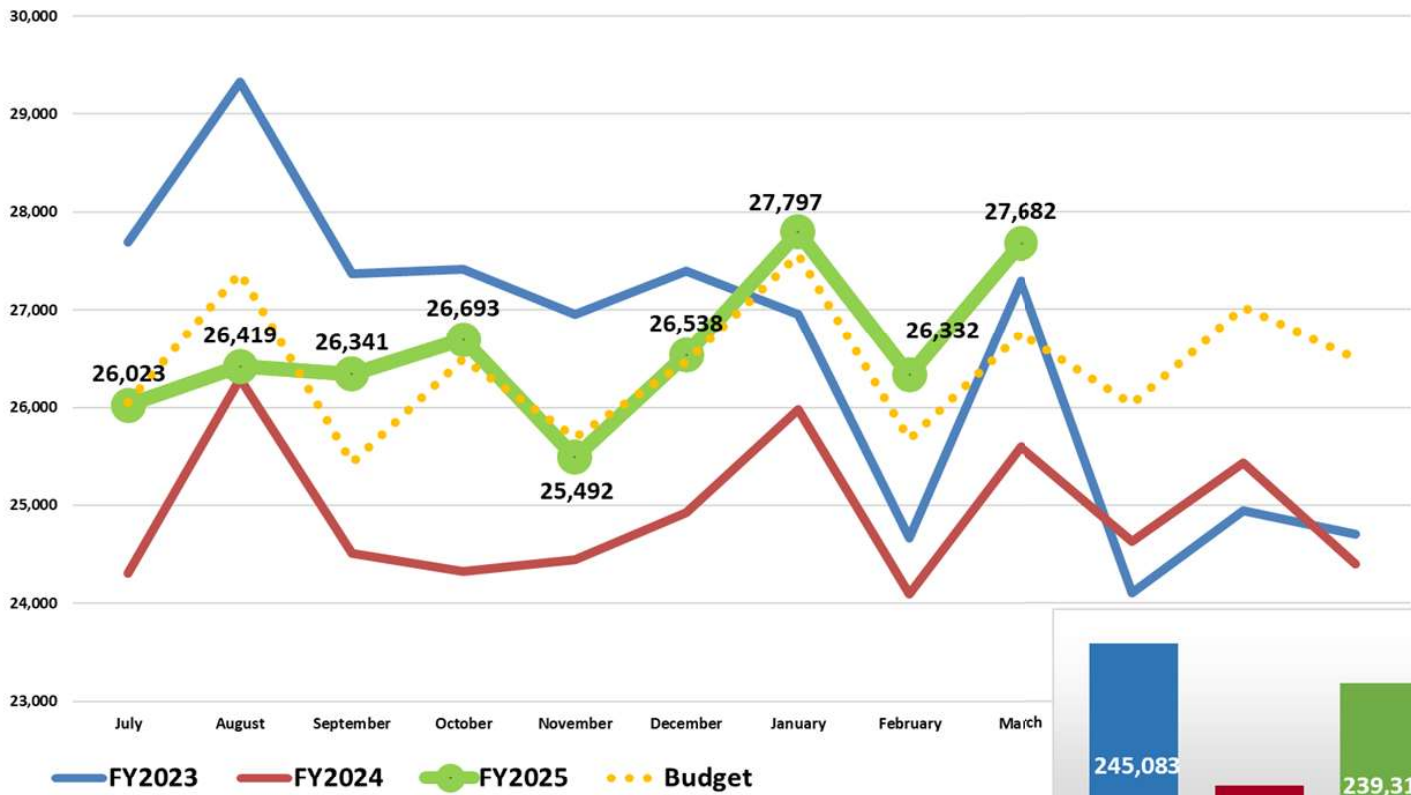
Average Discharges per day



Outpatient Registrations Per Day



Adjusted Patient Days



Statistical Results – Fiscal Year Comparison (Mar)

Actual Results			Budget	Budget Variance	
Mar 2024	Mar 2025	% Change	Mar 2025	Change	% Change

Average Daily Census	409	409	(0.1%)	407	2	0.4%
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KDHCD Patient Days:

Medical Center	8,498	8,747	2.9%	8,378	369	4.4%
Acute I/P Psych	1,311	1,114	(15.0%)	1,403	(289)	(20.6%)
Sub-Acute	955	890	(6.8%)	920	(30)	(3.3%)
Rehab	641	751	17.2%	592	159	26.9%
TCS-Ortho	371	347	(6.5%)	421	(74)	(17.6%)
NICU	415	323	(22.2%)	405	(82)	(20.2%)
Nursery	475	494	4.0%	500	(6)	(1.2%)

Total KDHCD Patient Days	12,666	12,666	0.0%	12,619	47	0.4%
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Total Outpatient Volume	59,086	63,674	7.8%	61,660	2,014	3.3%
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Statistical Results – Fiscal Year Comparison (Jul-Mar)

Actual Results			Budget	Budget Variance	
FYTD 2024	FYTD 2025	% Change	FYTD 2025	Change	% Change

Average Daily Census	406	413	1.7%	417	(4)	(1.0%)
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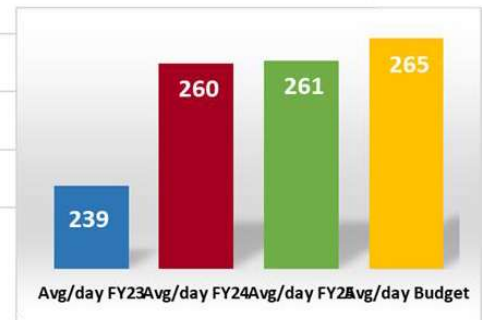
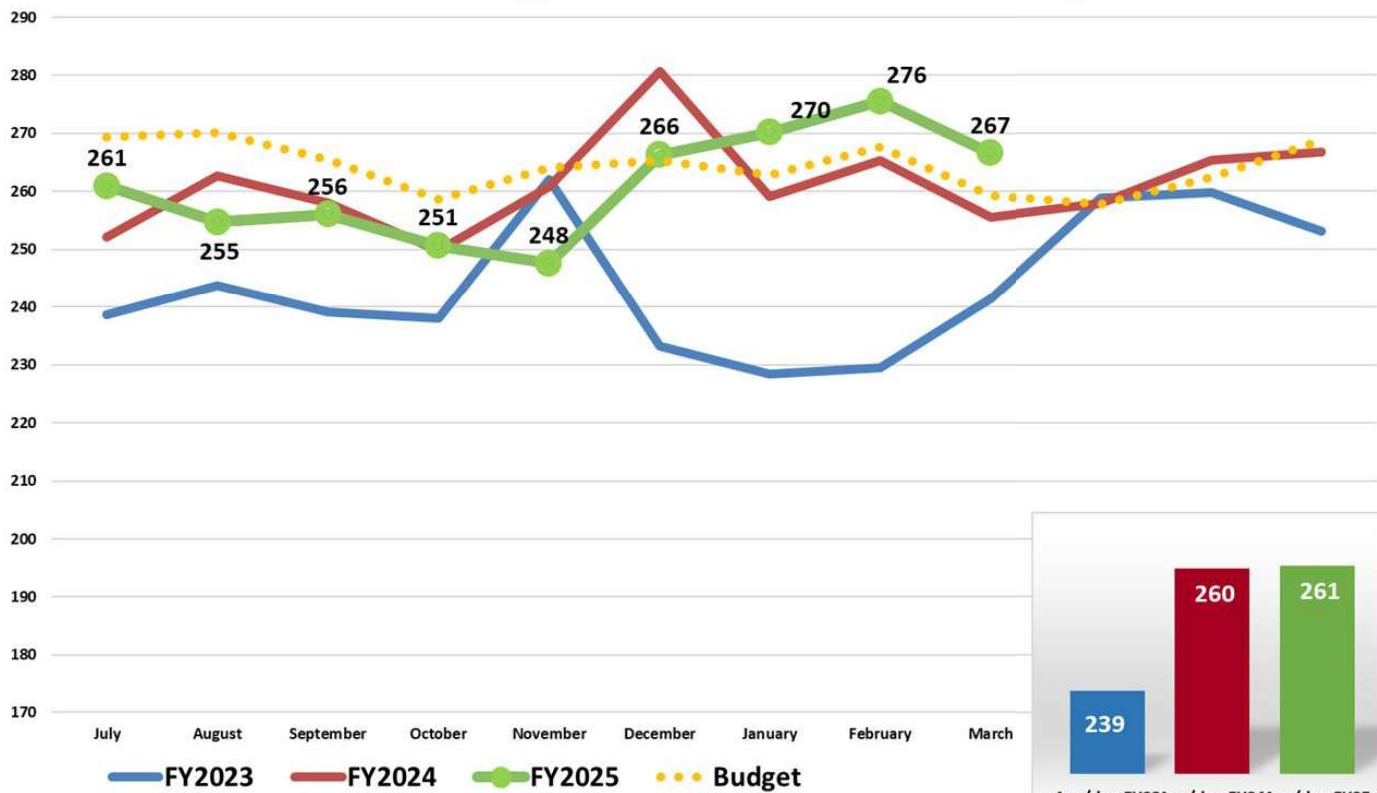
KDHCD Patient Days:

Medical Center	75,415	77,874	3.3%	76,940	934	1.2%
Acute I/P Psych	11,824	9,894	(16.3%)	12,399	(2,505)	(20.2%)
Sub-Acute	8,371	8,209	(1.9%)	8,230	(21)	(0.3%)
Rehab	4,928	5,608	13.8%	4,978	630	12.7%
TCS-Ortho	3,085	3,253	5.4%	3,481	(228)	(6.5%)
NICU	3,670	3,614	(1.5%)	3,765	(151)	(4.0%)
Nursery	4,463	4,673	4.7%	4,500	173	3.8%

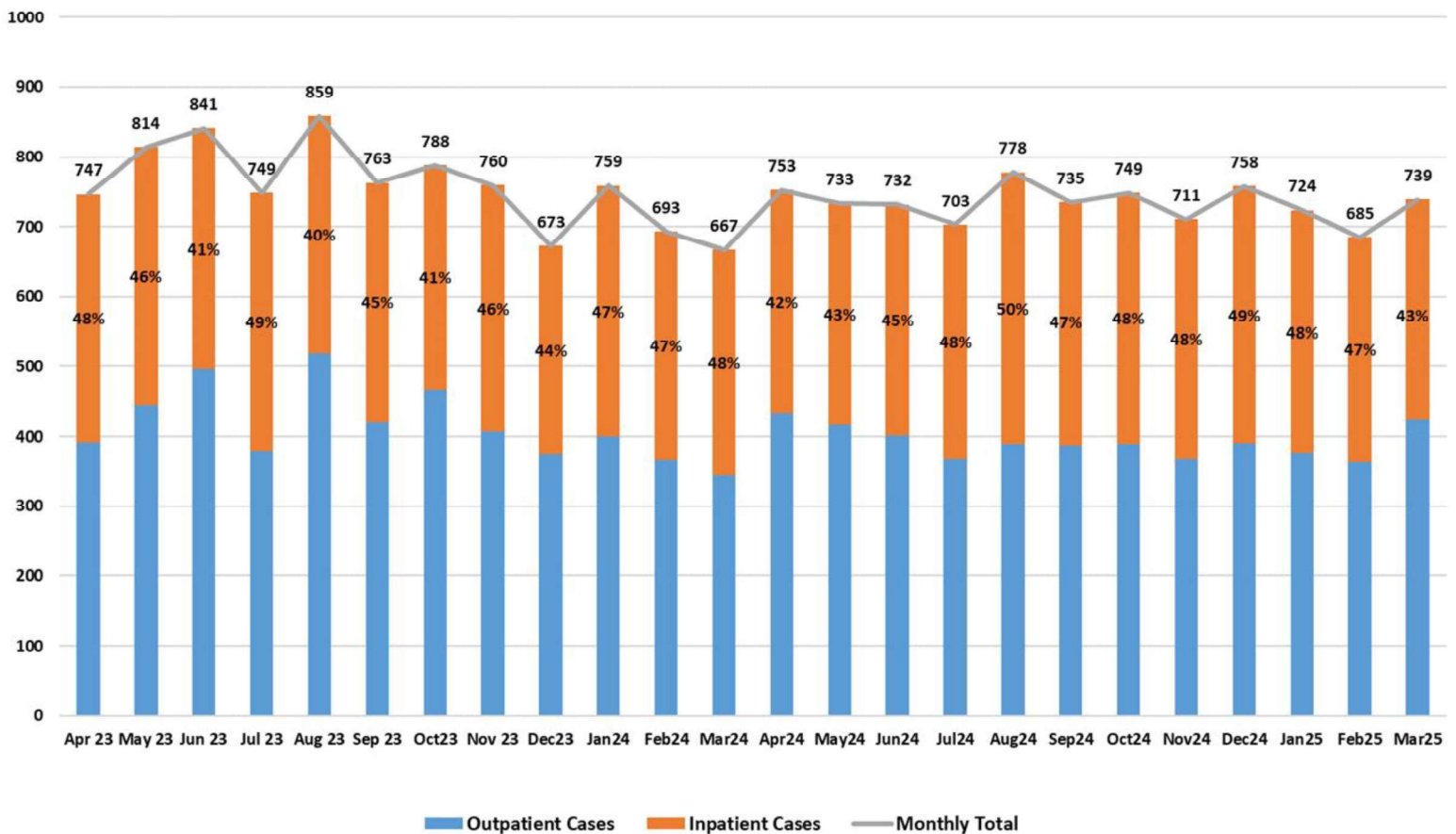
Total KDHCD Patient Days	111,756	113,125	1.2%	114,293	(1,168)	(1.0%)
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Total Outpatient Volume	523,545	541,616	3.5%	544,998	(3,382)	(0.6%)
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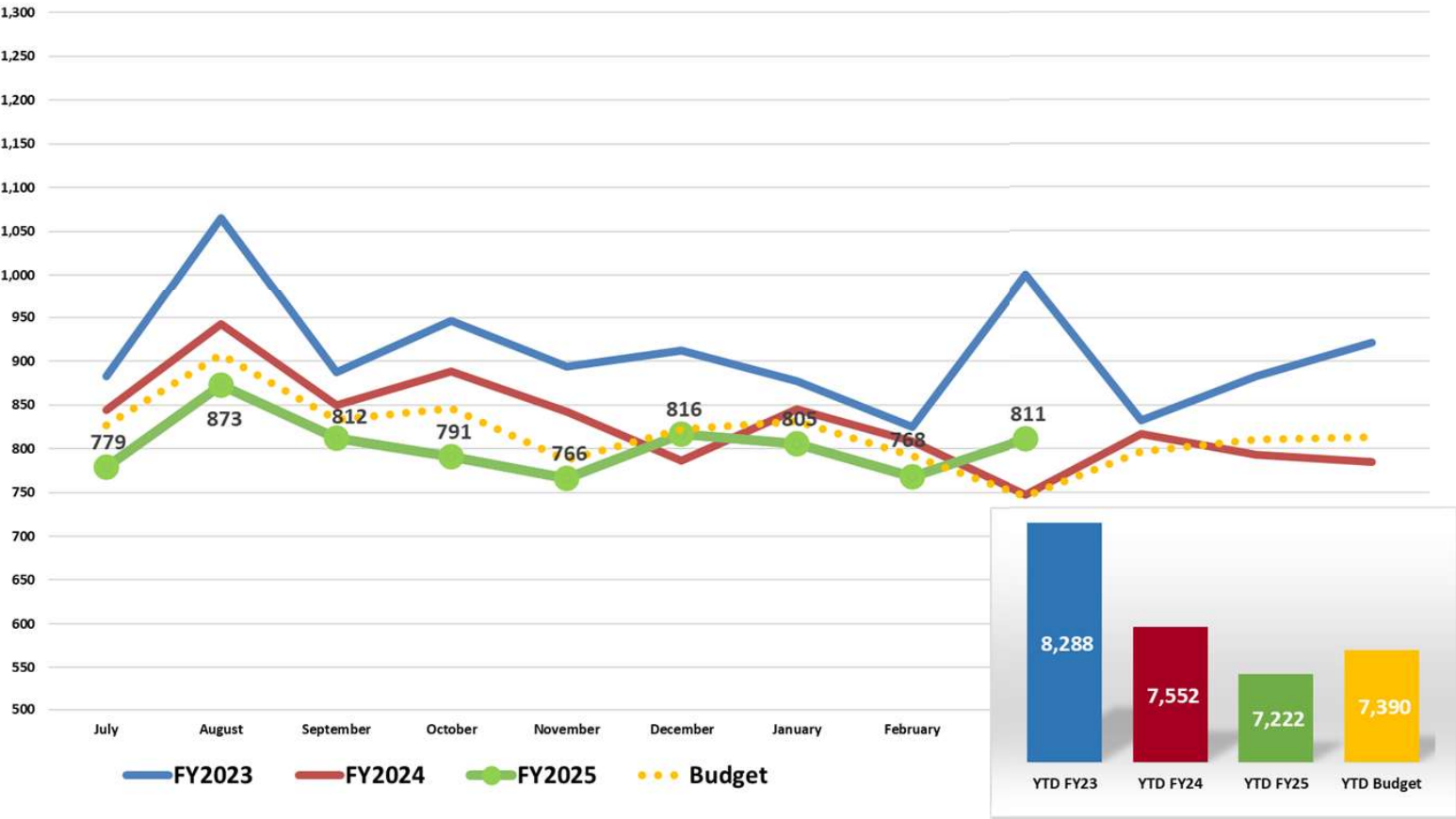
ED - Avg Treated Per Day



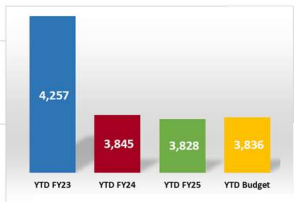
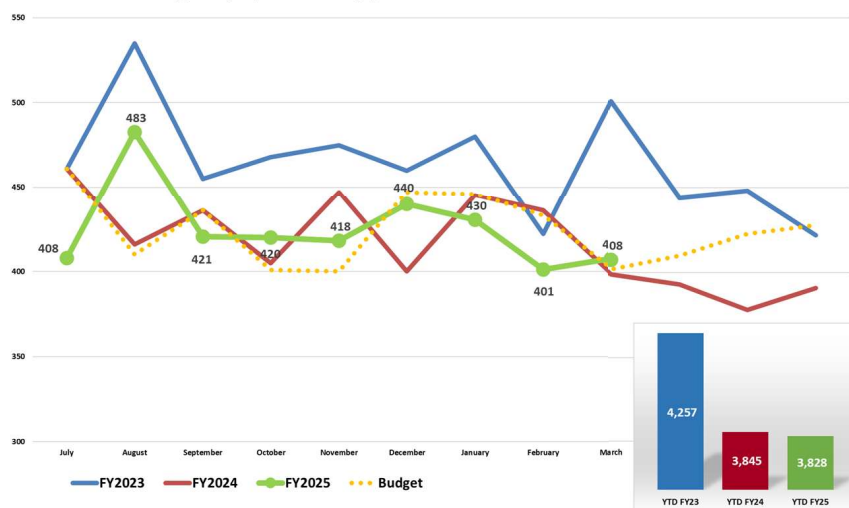
Surgery Cases (IP & OP)



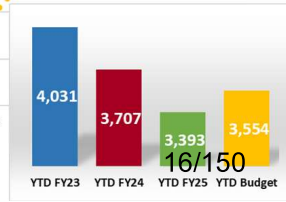
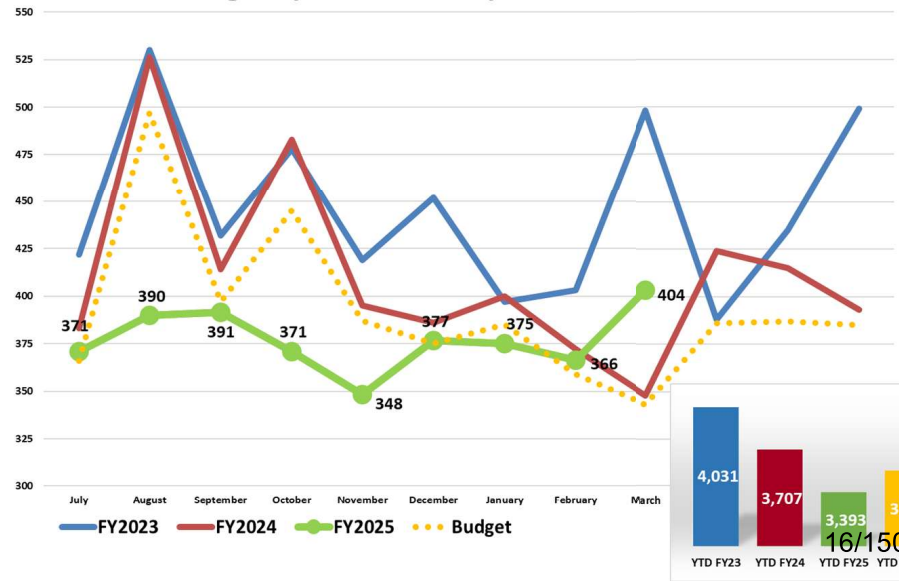
Surgery (IP & OP) – 100 Min Units



Surgery (IP Only) - 100 Min Unit

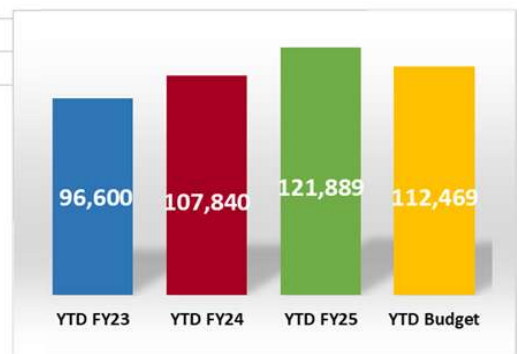
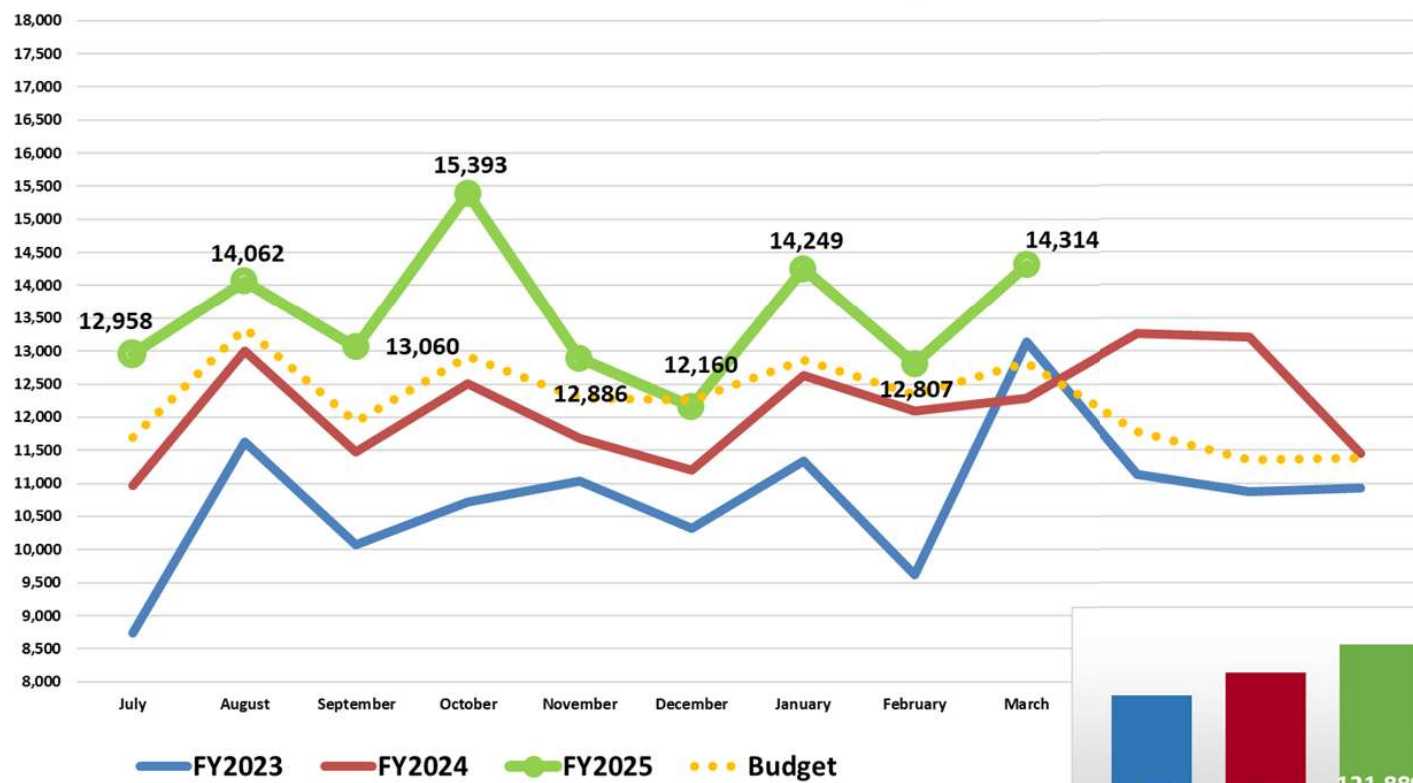


Surgery (OP Only) - 100 Min Units

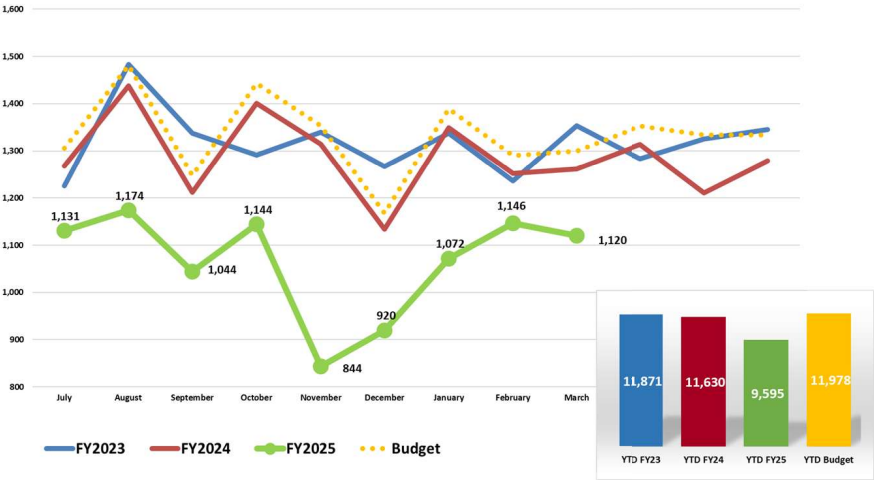


16/150

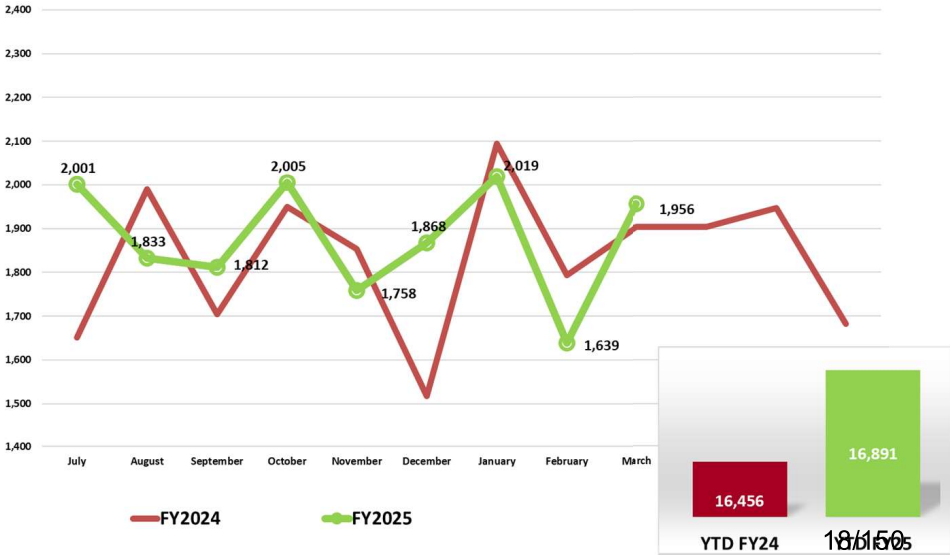
Rural Health Clinics Registrations



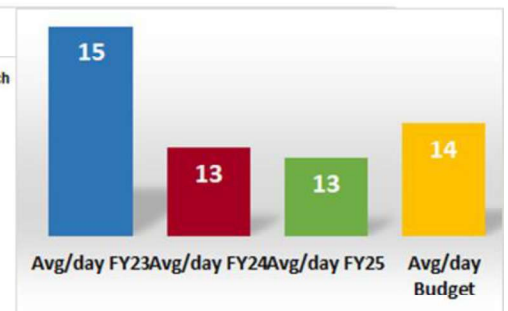
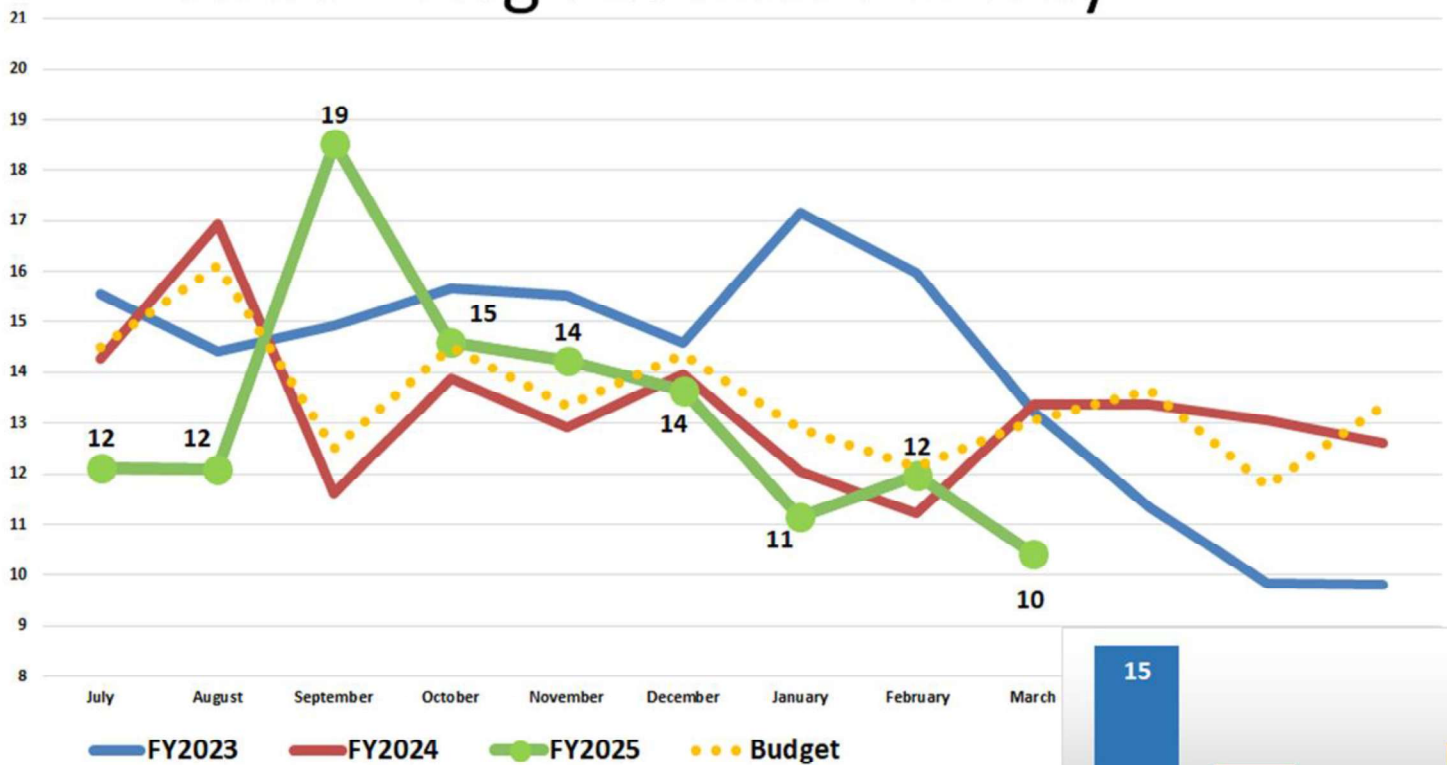
Medical Oncology Treatments



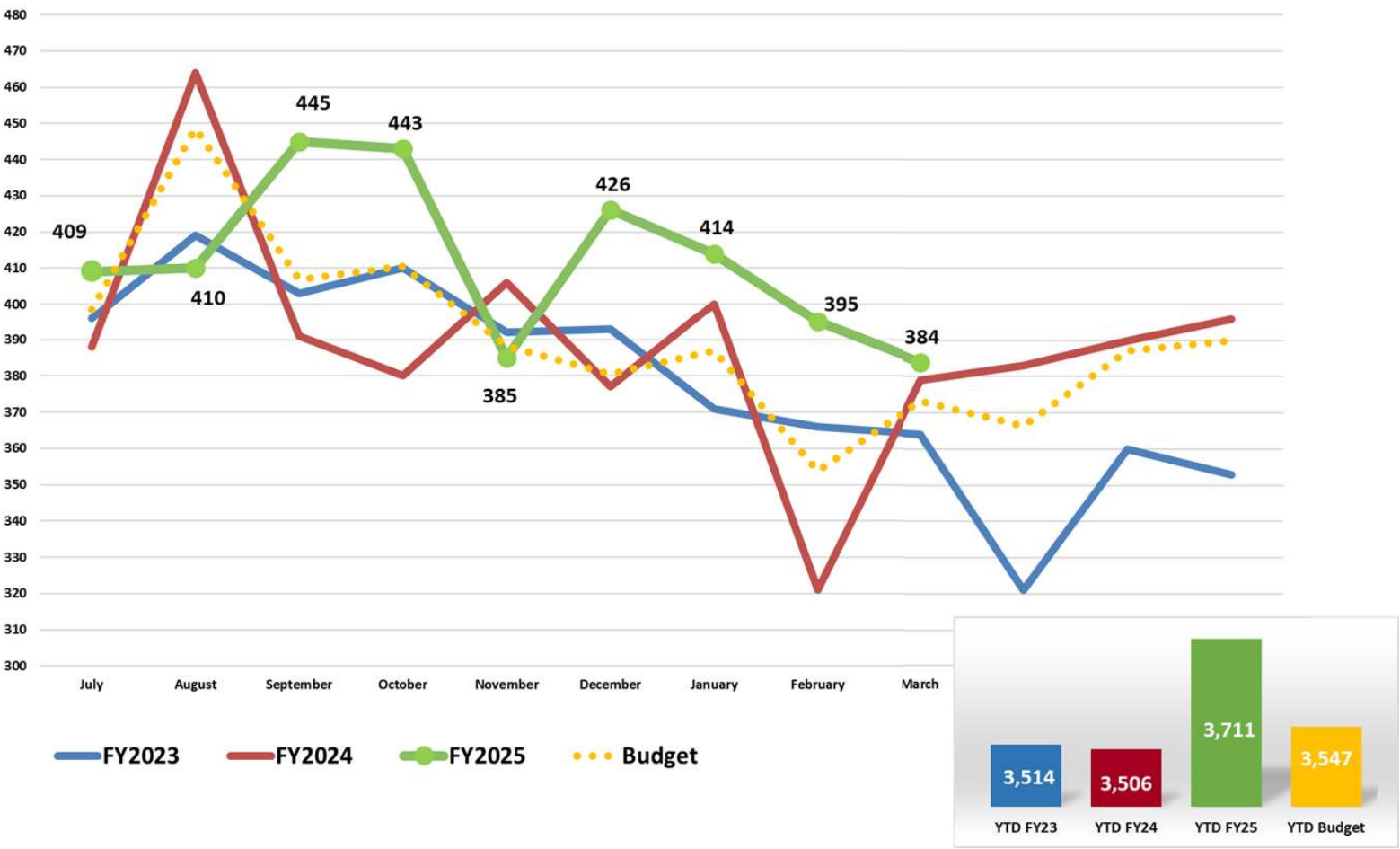
Medical Oncology Visits



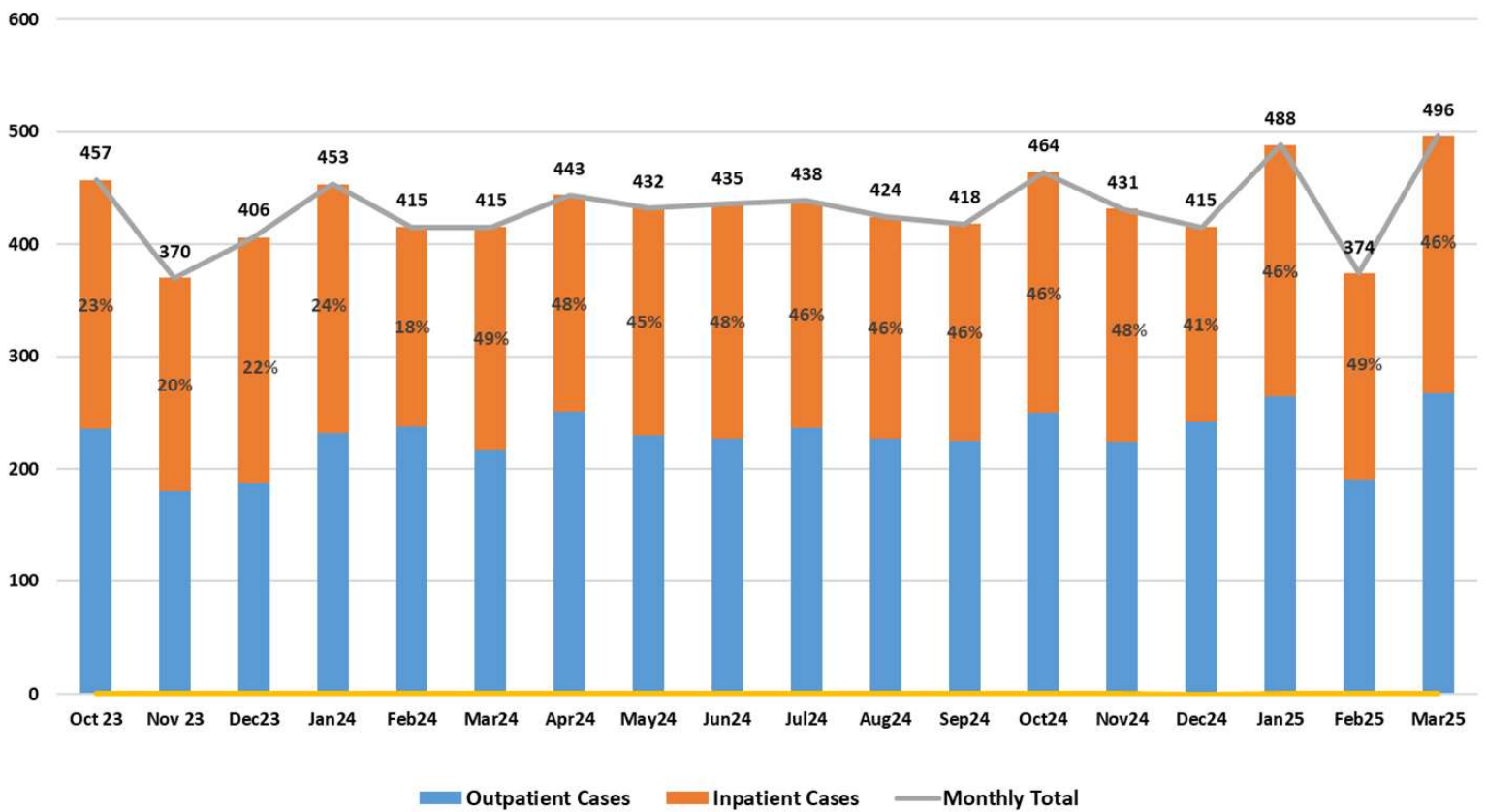
NICU - Avg Patients Per Day



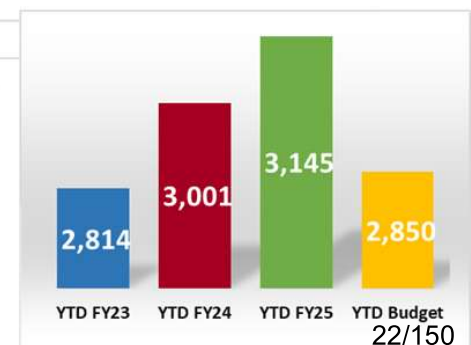
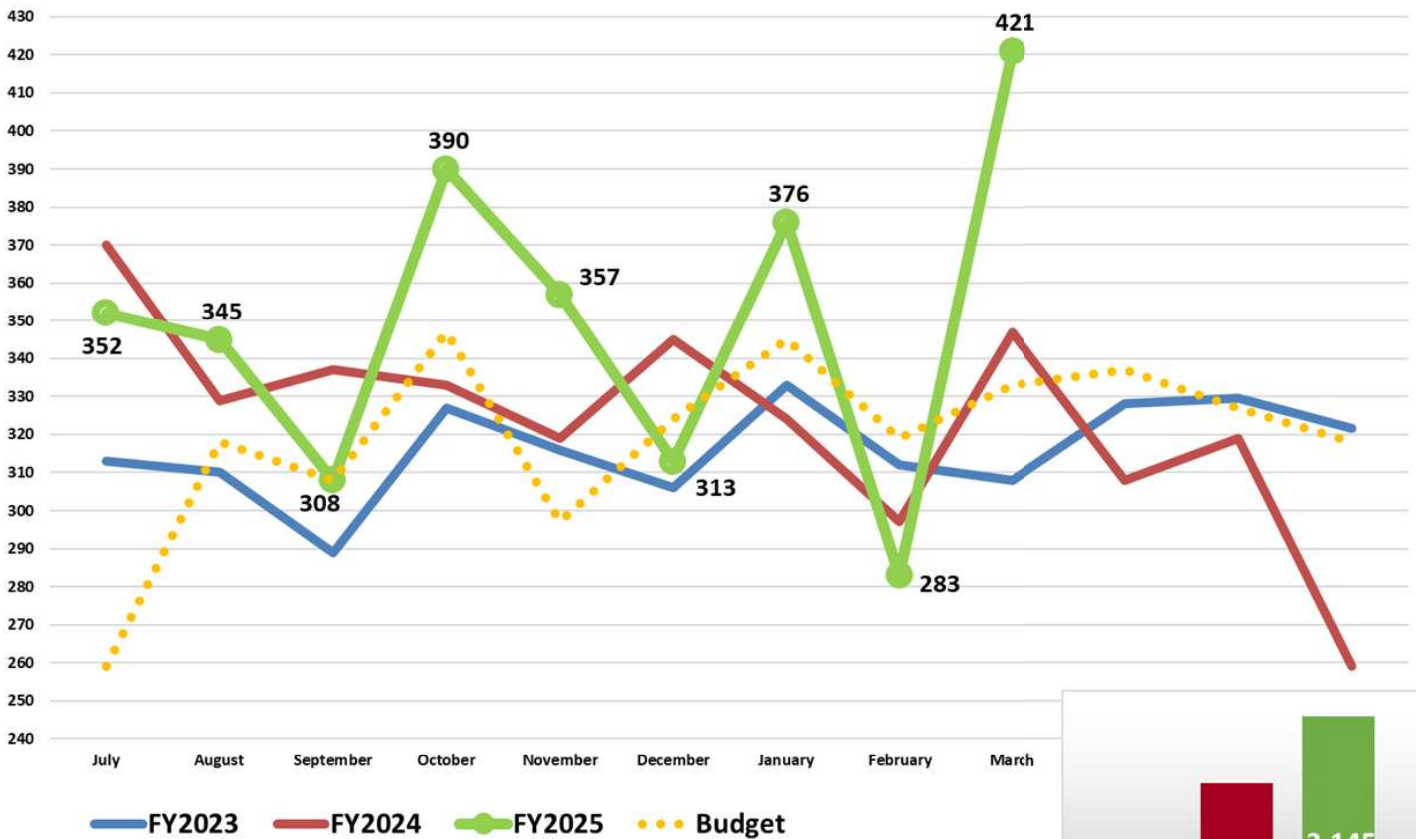
Deliveries



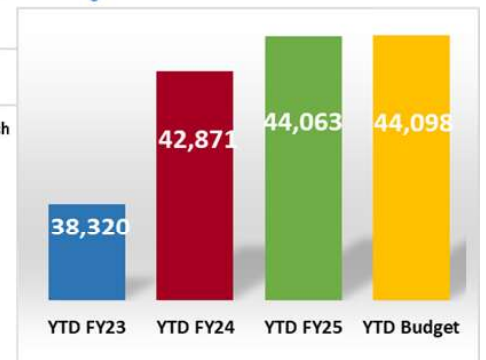
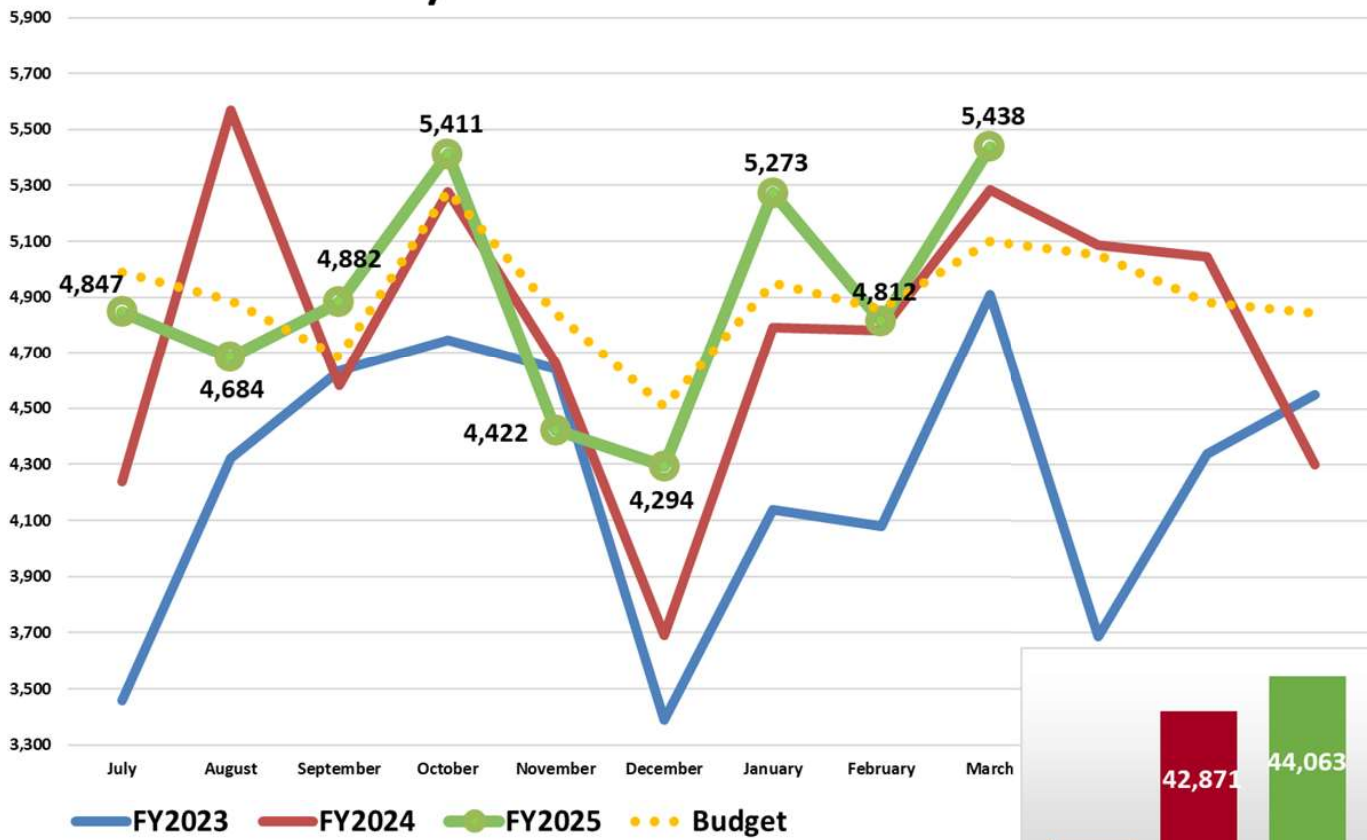
Cath Lab Patients (IP & OP)



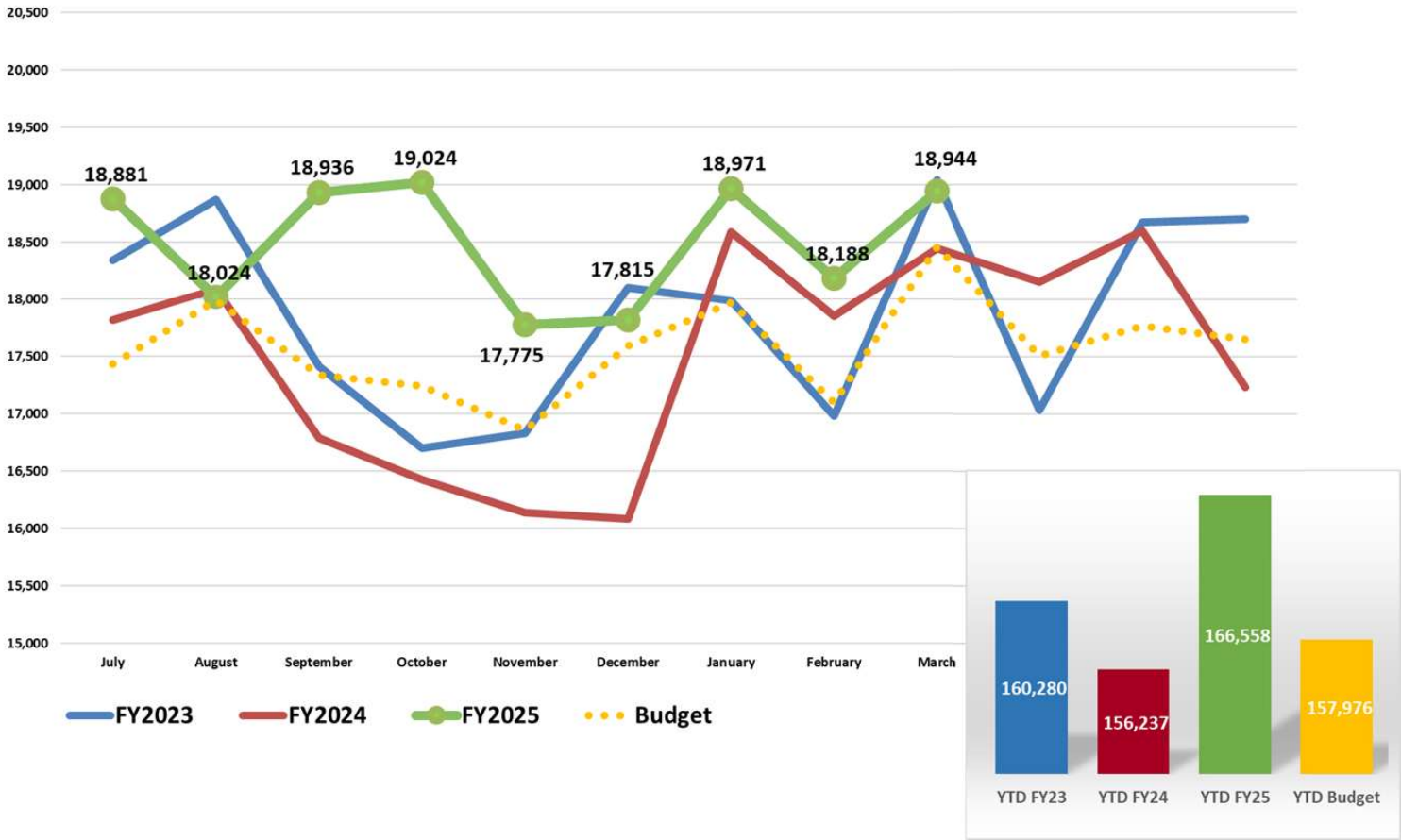
Cath Lab (IP & OP) – 100 Min Units



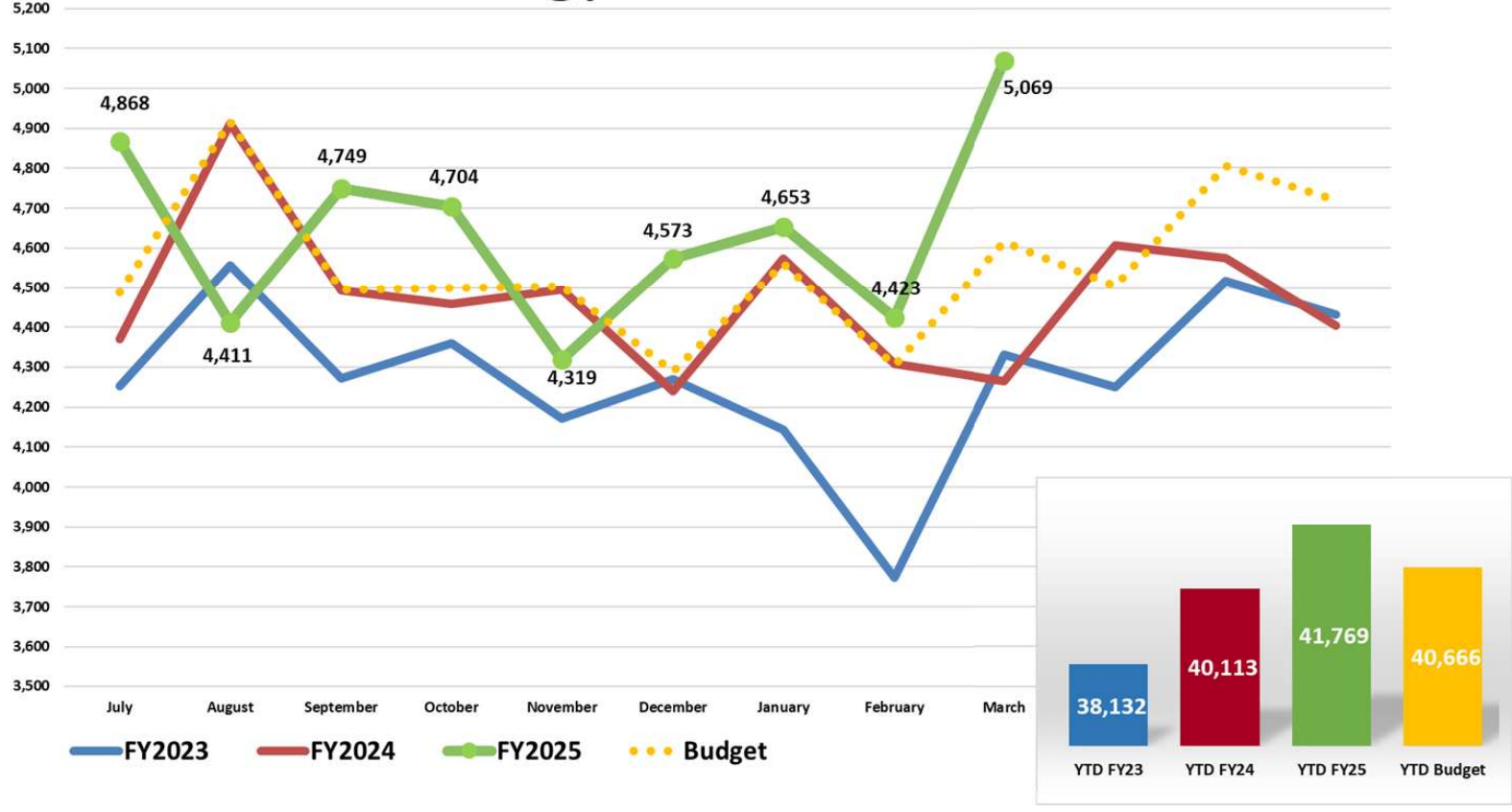
O/P Rehab Services



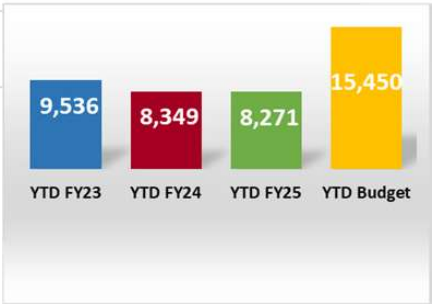
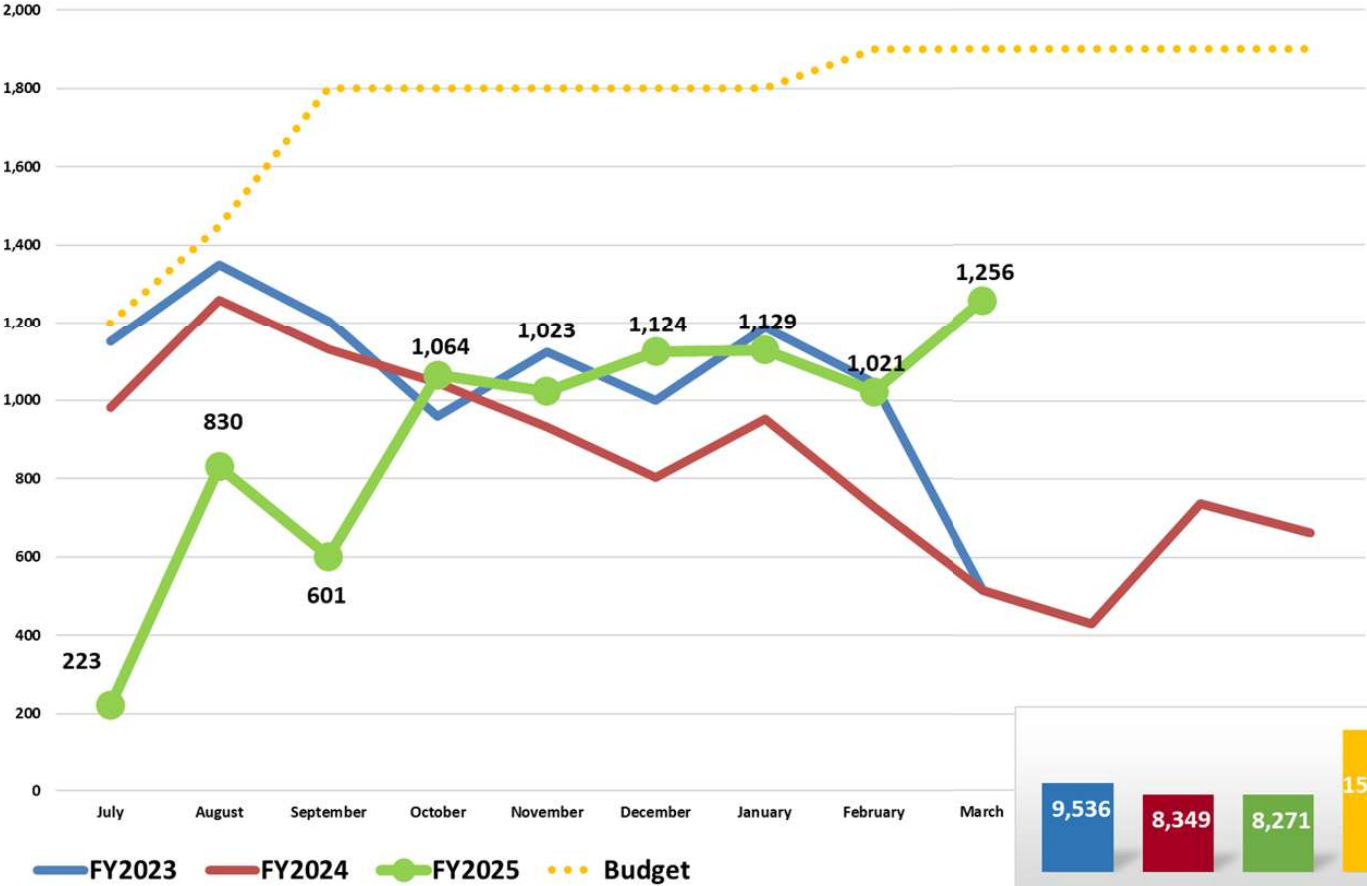
Physical & Other Therapy Units (I/P & O/P)



Radiology - CT - All Areas



Therapy-Wound Care



Other Statistical Results – Fiscal Year Comparison (March)

	Actual Results				Budget	Budget Variance	
	Mar 24	Mar 25	Change	% Change	Mar 25	Change	% Change
Rural Health Clinics Registrations	12,291	14,314	2,023	16.5%	11,398	2,916	25.6%
RHC Exeter - Registrations	6,019	6,804	785	13.0%	6,662	142	2.1%
RHC Lindsay - Registrations	1,876	1,924	48	2.6%	1,368	556	40.6%
RHC Woodlake - Registrations	918	1,505	587	63.9%	712	793	111.4%
RHC Dinuba - Registrations	1,368	1,561	193	14.1%	1,306	255	19.5%
RHC Tulare - Registrations	2,110	2,520	410	19.4%	1,350	1,170	86.7%
Urgent Care – Court Total Visits	3,301	2,924	(377)	(11.4%)	5,184	(2,260)	(43.6%)
Urgent Care – Demaree Total Visits	2,176	1,791	(385)	(17.7%)	3,146	(1,355)	(43.1%)
KH Medical Clinic - Ben Maddox Visits	923	1,026	103	11.2%	1,300	(274)	(21.1%)
KH Medical Clinic - Plaza Visits	245	233	(12)	(4.9%)	609	(376)	(61.7%)
KH Medical Willow Clinic Visits	0	1,312	1,312	0.0%	1,173	139	11.8%
KH Cardiology Center Visalia Registrations	1,609	1,590	(19)	(1.2%)	1,652	(62)	(3.7%)
KH Mental Wellness Clinic Visits	285	302	17	6.0%	400	(98)	(24.5%)
Urology Clinic Visits	316	350	34	10.8%	600	(250)	(41.7%)
Wound Care Visits	517	1,256	739	142.9%	2,106	(850)	(40.4%)

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

	YTD Actual Results				Budget	Budget Variance	
	YTD Mar 24	YTD Mar 25	Change	% Change	YTD Mar 25	Change	% Change
Rural Health Clinics Registrations	107,703	121,752	14,049	13.0%	97,533	24,219	24.8%
RHC Exeter - Registrations	53,358	58,004	4,646	8.7%	57,959	45	0.1%
RHC Lindsay - Registrations	15,773	16,708	935	5.9%	11,660	5,048	43.3%
RHC Woodlake - Registrations	9,486	12,042	2,556	26.9%	6,787	5,255	77.4%
RHC Dinuba - Registrations	11,720	13,694	1,974	16.8%	11,002	2,692	24.5%
RHC Tulare - Registrations	17,366	21,304	3,938	22.7%	10,125	11,179	110.4%
Urgent Care – Court Total Visits	28,766	22,615	(6,151)	(21.4%)	36,301	(13,686)	(37.7%)
Urgent Care – Demaree Total Visits	19,925	13,946	(5,979)	(30.0%)	22,022	(8,076)	(36.7%)
KH Medical Clinic - Ben Maddox Visits	7,331	8,272	941	12.8%	10,500	(2,228)	(21.2%)
KH Medical Clinic - Plaza Visits	995	2,387	1,392	139.9%	5,281	(2,894)	(54.8%)
KH Medical Willow Clinic Visits	0	5,278	5,278	0.0%	10,933	(5,655)	(51.7%)
KH Cardiology Center Visalia Registrations	13,242	13,806	564	4.3%	13,724	82	0.6%
KH Mental Wellness Clinic Visits	2,436	2,601	165	6.8%	3,320	(719)	(21.7%)
Urology Clinic Visits	2,538	2,762	224	8.8%	4,954	(2,192)	(44.2%)
Wound Care Visits	8,349	8,271	(79)	(0.9%)	17,943	(9,672)	(53.9%)

28,150

Other Statistical Results – Fiscal Year Comparison (March)

	Actual Results				Budget	Budget Variance	
	Mar 24	Mar 25	Change	% Change	Mar 25	Change	% Change
All O/P Rehab Svcs Across District	21,593	21,617	24	0.1%	21,575	42	0.2%
Physical & Other Therapy Units (I/P & O/P)	18,445	18,944	499	2.7%	19,311	(367)	(1.9%)
Radiology - CT - All Areas	4,265	5,069	804	18.9%	4,152	917	22.1%
Radiology - MRI - All Areas	831	866	35	4.2%	865	1	0.1%
Radiology - Ultrasound - All Areas	2,736	3,130	394	14.4%	2,255	875	38.8%
Radiology - Diagnostic Radiology	9,473	9,911	438	4.6%	8,322	1,589	19.1%
Radiology – Main Campus	14,568	16,151	1,583	10.9%	12,896	3,255	25.2%
Radiology - Ultrasound - Main Campus	2,101	2,485	384	18.3%	1,405	1,080	76.9%
West Campus - Diagnostic Radiology	1,250	1,248	(2)	(0.2%)	1,059	189	17.8%
West Campus - CT Scan	453	530	77	17.0%	410	120	29.3%
West Campus - MRI	399	402	3	0.8%	379	23	6.1%
West Campus - Ultrasound	635	645	10	1.6%	850	(205)	(24.1%)
West Campus - Breast Center	1,690	1,607	(83)	(4.9%)	1,589	18	1.1%
Med Onc Visalia Treatments	1,262	1,120	(142)	(11.3%)	1,223	(103)	(8.4%)
Rad Onc Visalia Treatments	1,478	1,188	(290)	(19.6%)	2,091	(903)	(43.2%)
Rad Onc Hanford Treatments	138	202	64	46.4%	444	(242)	(54.5%)

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

	YTD Actual Results				Budget	Budget Variance	
	YTD Mar 24	YTD Mar 25	Change	% Change	YTD Mar 25	Change	% Change
All O/P Rehab Svcs Across District	178,804	184,519	5,715	3.2%	174,473	10,046	5.8%
Physical & Other Therapy Units (I/P & O/P)	156,237	166,558	10,321	6.6%	169,922	(3,364)	(2.0%)
Radiology - CT - All Areas	40,113	41,769	1,656	4.1%	37,658	4,111	10.9%
Radiology - MRI - All Areas	7,494	7,811	317	4.2%	7,488	323	4.3%
Radiology - Ultrasound - All Areas	23,509	27,183	3,674	15.6%	19,591	7,592	38.8%
Radiology - Diagnostic Radiology	85,950	86,655	705	0.8%	72,843	13,812	19.0%
Radiology – Main Campus	134,350	138,766	4,416	3.3%	113,663	25,103	22.1%
Radiology - Ultrasound - Main Campus	18,235	21,274	3,039	16.7%	11,819	9,455	80.0%
West Campus - Diagnostic Radiology	9,969	10,558	589	5.9%	9,137	1,421	15.6%
West Campus - CT Scan	4,145	4,396	251	6.1%	3,676	720	19.6%
West Campus - MRI	3,328	3,718	390	11.7%	3,332	386	11.6%
West Campus - Ultrasound	5,274	5,909	635	12.0%	7,416	(1,507)	(20.3%)
West Campus - Breast Center	15,243	14,780	(463)	(3.0%)	15,615	(835)	(5.3%)
Med Onc Visalia Treatments	11,630	9,595	(2,035)	(17.5%)	10,959	(1,364)	(12.4%)
Rad Onc Visalia Treatments	13,226	12,452	(774)	(5.9%)	17,553	(5,101)	(29.1%)
Rad Onc Hanford Treatments	2,018	2,108	90	4.5%	3,652	(1,544)	(42.3%)

Other Statistical Results – Fiscal Year Comparison (March)

	Actual Results				Budget	Budget Variance	
	Mar 24	Mar 25	Change	% Change	Mar 25	Change	% Change
ED - Avg Treated Per Day	256	267	11	4.3%	231	35	15.2%
Surgery (IP & OP) – 100 Min Units	747	811	64	8.6%	745	66	8.9%
Endoscopy Procedures	653	480	(173)	(26.5%)	565	(85)	(15.0%)
Cath Lab (IP & OP) - 100 Min Units	347	421	74	21.3%	409	12	2.9%
Cardiac Surgery Cases	29	31	2	6.9%	44	(13)	(29.5%)
Deliveries	379	384	5	1.3%	355	29	8.2%
Clinical Lab	236,918	265,633	28,715	12.1%	274,614	(8,981)	(3.3%)
Reference Lab	6,228	7,797	1,569	25.2%	4,314	3,483	80.7%
Dialysis Center - Visalia Visits	1,666	1,566	(100)	(6.0%)	1,969	(403)	(20.5%)
Infusion Center - Units of Service	481	396	(85)	(17.7%)	425	(29)	(6.8%)
Hospice Days	3,452	3,777	325	9.4%	4,198	(421)	(10.0%)
Home Health Visits	3,040	2,947	(93)	(3.1%)	2,900	47	1.6%
Home Infusion Days	23,875	22,422	(1,453)	(6.1%)	27,748	(5,326)	(19.2%)

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

	YTD Actual Results				Budget	Budget Variance	
	YTD Mar 24	YTD Mar 25	Change	% Change	YTD Mar 25	Change	% Change
ED - Avg Treated Per Day	260	261	0	0.2%	232	29	12.5%
Surgery (IP & OP) – 100 Min Units	7,552	7,222	(330)	(4.4%)	7,390	(168)	(2.3%)
Endoscopy Procedures	5,564	4,728	(836)	(15.0%)	4,672	56	1.2%
Cath Lab (IP & OP) - 100 Min Units	3,001	3,145	144	4.8%	3,577	(432)	(12.1%)
Cardiac Surgery Cases	257	244	(13)	(5.1%)	339	(95)	(28.0%)
Deliveries	3,506	3,711	205	5.8%	3,447	264	7.7%
Clinical Lab	2,126,991	2,254,283	127,293	6.0%	2,377,626	(123,343)	(5.2%)
Reference Lab	52,053	61,171	9,118	17.5%	38,301	22,870	59.7%
Dialysis Center - Visalia Visits	13,680	13,490	(190)	(1.4%)	16,679	(3,189)	(19.1%)
Infusion Center - Units of Service	3,682	3,779	97	2.6%	3,644	135	3.7%
Hospice Days	32,219	31,653	(566)	(1.8%)	36,702	(5,049)	(13.8%)
Home Health Visits	27,659	25,952	(1,707)	(6.2%)	26,053	(101)	(0.4%)
Home Infusion Days	203,632	196,494	(7,138)	(3.5%)	228,014	(31,520)	(13.8%)

March Financial Summary (000's)

Comparison to Budget - Month of March				
	Budget Mar-2025	Actual Mar-2025	\$ Change	% Change
Operating Revenue				
Net Patient Service Revenue	\$54,519	\$57,324	\$2,806	4.9%
Other Operating Revenue	\$20,410	\$21,231	\$821	3.9%
Total Operating Revenue	\$74,929	\$78,555	\$3,626	4.6%
Operating Expenses				
Employment Expenses	\$38,052	\$42,423	\$4,370	10.3%
Other Expenses	\$35,706	\$36,024	\$318	0.9%
Total Operating Expenses	\$73,758	\$78,446	\$4,688	6.0%
Operating Margin	\$1,171	\$109	(\$1,062)	
Stimulus/FEMA	\$0	\$690	\$690	
Operating Margin after Stimulus/FEMA	\$1,171	\$799	(\$372)	
Nonoperating Revenue (Loss)	\$658	\$1,313	\$655	
Excess Margin	\$1,828	\$2,111	\$283	

Year to Date Financial Summary (000's)

Comparison to Budget - YTD March				
	Budget YTD Mar-2025	Actual YTD Mar-2025	\$ Change	% Change
Operating Revenue				
Net Patient Service Revenue	\$478,121	\$492,594	\$14,473	2.9%
Other Operating Revenue	\$181,963	\$176,792	(\$5,171)	-2.9%
Total Operating Revenue	\$660,083	\$669,386	\$9,302	1.4%
Operating Expenses				
Employment Expenses	\$344,037	\$361,676	\$17,638	4.9%
Other Expenses	\$331,989	\$323,681	(\$8,309)	-2.6%
Total Operating Expenses	\$676,027	\$685,357	\$9,330	1.4%
Operating Margin	(\$15,944)	(\$15,971)	(\$27)	
Stimulus/FEMA	\$0	\$48,412	\$48,412	
Operating Margin after Stimulus/FEMA	(\$15,944)	\$32,441	\$48,384	
Nonoperating Revenue (Loss)	\$5,936	\$12,305	\$6,368	
Excess Margin	(\$10,007)	\$44,746	\$54,753	

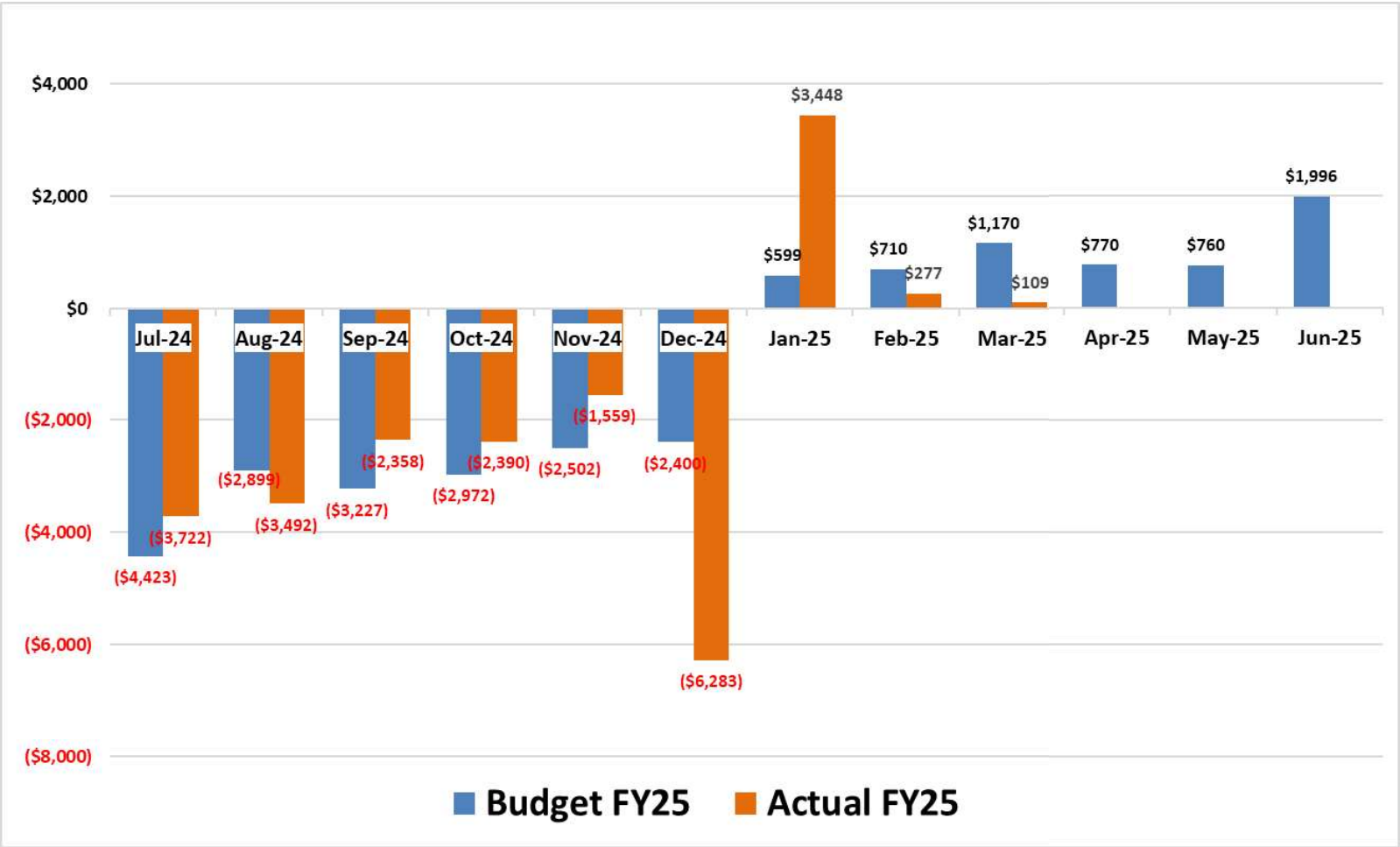
March Financial Comparison (000's)

	Comparison to Budget - Month of March				Comparison to Prior Year - Month of March			
	Budget Mar-2025	Actual Mar-2025	\$ Change	% Change	Actual Mar-2024	Actual Mar-2025	\$ Change	% Change
Operating Revenue								
Net Patient Service Revenue	\$54,519	\$57,324	\$2,806	4.9%	\$54,365	\$57,324	\$2,959	5.2%
Supplemental Gov't Programs	\$7,668	\$7,573	(\$96)	-1.3%	\$7,472	\$7,573	\$101	1.3%
Prime Program	\$792	\$792	\$0	0.0%	\$822	\$792	(\$30)	-3.8%
Premium Revenue	\$7,547	\$8,201	\$654	8.0%	\$7,005	\$8,201	\$1,196	14.6%
Management Services Revenue	\$0	\$0	\$0	0.0%	\$3,255	\$0	(\$3,255)	0.0%
Other Revenue	\$4,403	\$4,665	\$262	5.6%	\$641	\$4,665	\$4,024	86.3%
Other Operating Revenue	\$20,410	\$21,231	\$821	3.9%	\$19,194	\$21,231	\$2,036	9.6%
Total Operating Revenue	\$74,929	\$78,555	\$3,626	4.6%	\$73,559	\$78,555	\$4,996	6.4%
Operating Expenses								
Salaries & Wages	\$31,860	\$33,921	\$2,062	6.1%	\$32,185	\$33,921	\$1,736	5.1%
Contract Labor	\$1,114	\$2,347	\$1,233	52.5%	\$2,031	\$2,347	\$315	13.4%
Employee Benefits	\$5,079	\$6,155	\$1,076	17.5%	\$7,768	\$6,155	(\$1,613)	-26.2%
Total Employment Expenses	\$38,052	\$42,423	\$4,370	10.3%	\$41,984	\$42,423	\$438	1.0%
Medical & Other Supplies	\$13,582	\$13,847	\$265	1.9%	\$13,330	\$13,847	\$516	3.7%
Physician Fees	\$7,253	\$7,851	\$597	7.6%	\$6,115	\$7,851	\$1,736	22.1%
Purchased Services	\$1,819	\$1,763	(\$56)	-3.2%	\$995	\$1,763	\$768	43.6%
Repairs & Maintenance	\$2,081	\$2,112	\$30	1.4%	\$2,527	\$2,112	(\$416)	-19.7%
Utilities	\$850	\$828	(\$22)	-2.6%	\$676	\$828	\$152	18.4%
Rents & Leases	\$154	\$168	\$15	8.7%	\$161	\$168	\$7	4.1%
Depreciation & Amortization	\$3,302	\$3,402	\$100	2.9%	\$2,792	\$3,402	\$610	17.9%
Interest Expense	\$608	\$605	(\$4)	-0.6%	\$644	\$605	(\$39)	-6.4%
Other Expense	\$2,291	\$2,920	\$630	21.6%	\$1,927	\$2,920	\$993	34.0%
Humana Cap Plan Expenses	\$3,766	\$2,528	(\$1,238)	-49.0%	\$4,215	\$2,528	(\$1,687)	-66.7%
Total Other Expenses	\$35,706	\$36,024	\$318	0.9%	\$33,382	\$36,024	\$2,641	7.3%
Total Operating Expenses	\$73,758	\$78,446	\$4,688	6.0%	\$75,367	\$78,446	\$3,080	3.9%
Operating Margin	\$1,171	\$109	(\$1,062)		(\$1,807)	\$109	\$1,916	
Stimulus/FEMA	\$0	\$690	\$690		\$0	\$690	\$690	
Operating Margin after Stimulus/FEMA	\$1,171	\$799	(\$372)		(\$1,807)	\$799	\$2,606	
Nonoperating Revenue (Loss)	\$658	\$1,313	\$655		\$1,781	\$1,313	(\$468)	
Excess Margin	\$1,828	\$2,111	\$283		(\$26)	\$2,111	\$2,138	

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

	Comparison to Budget - YTD March				Comparison to Prior Year - YTD March			
	Budget YTD Mar-2025	Actual YTD Mar-2025	\$ Change	% Change	Actual YTD Mar-2024	Actual YTD Mar-2025	\$ Change	% Change
Operating Revenue								
Net Patient Service Revenue	\$478,121	\$492,594	\$14,473	2.9%	\$440,177	\$492,594	\$52,417	10.6%
Supplemental Gov't Programs	\$67,249	\$63,795	(\$3,454)	-5.4%	\$62,846	\$63,795	\$948	1.5%
Prime Program	\$7,127	\$11,886	\$4,759	40.0%	\$9,032	\$11,886	\$2,854	24.0%
Premium Revenue	\$67,925	\$63,590	(\$4,335)	-6.8%	\$66,720	\$63,590	(\$3,131)	-4.9%
Management Services Revenue	\$0	\$0	\$0	0.0%	\$29,574	\$0	(\$29,574)	0.0%
Other Revenue	\$39,662	\$37,522	(\$2,141)	-5.7%	\$26,696	\$37,522	\$10,826	28.9%
Other Operating Revenue	\$181,963	\$176,792	(\$5,171)	-2.9%	\$194,869	\$176,792	(\$18,077)	-10.2%
Total Operating Revenue	\$660,083	\$669,386	\$9,302	1.4%	\$635,046	\$669,386	\$34,340	5.1%
Operating Expenses								
Salaries & Wages	\$283,257	\$288,303	\$5,047	1.8%	\$260,479	\$288,303	\$27,824	9.7%
Contract Labor	\$11,629	\$15,493	\$3,864	24.9%	\$17,032	\$15,493	(\$1,540)	-9.9%
Employee Benefits	\$49,152	\$57,880	\$8,728	15.1%	\$61,393	\$57,880	(\$3,513)	-6.1%
Total Employment Expenses	\$344,037	\$361,676	\$17,638	4.9%	\$338,904	\$361,676	\$22,772	6.3%
Medical & Other Supplies	\$133,908	\$124,242	(\$9,666)	-7.8%	\$120,725	\$124,242	\$3,517	2.8%
Physician Fees	\$64,868	\$65,639	\$771	1.2%	\$59,139	\$65,639	\$6,500	9.9%
Purchased Services	\$16,064	\$14,953	(\$1,111)	-7.4%	\$13,429	\$14,953	\$1,525	10.2%
Repairs & Maintenance	\$18,678	\$19,380	\$702	3.6%	\$21,255	\$19,380	(\$1,875)	-9.7%
Utilities	\$8,505	\$8,499	(\$6)	-0.1%	\$7,617	\$8,499	\$882	10.4%
Rents & Leases	\$1,383	\$1,294	(\$89)	-6.8%	\$1,455	\$1,294	(\$161)	-12.4%
Depreciation & Amortization	\$29,716	\$28,836	(\$880)	-3.1%	\$25,223	\$28,836	\$3,613	12.5%
Interest Expense	\$5,377	\$5,347	(\$30)	-0.6%	\$5,450	\$5,347	(\$103)	-1.9%
Other Expense	\$20,202	\$19,349	(\$853)	-4.4%	\$17,390	\$19,349	\$1,959	10.1%
Humana Cap Plan Expenses	\$33,289	\$36,141	\$2,852	7.9%	\$33,216	\$36,141	\$2,925	8.1%
Total Other Expenses	\$331,989	\$323,681	(\$8,309)	-2.6%	\$304,899	\$323,681	\$18,781	5.8%
Total Operating Expenses	\$676,027	\$685,357	\$9,330	1.4%	\$643,803	\$685,357	\$41,553	6.1%
Operating Margin	(\$15,944)	(\$15,971)	(\$27)		(\$8,757)	(\$15,971)	(\$7,213)	
Stimulus/FEMA	\$0	\$48,412	\$48,412		\$3,220	\$48,412	\$45,192	
Operating Margin after Stimulus/FEM/	(\$15,944)	\$32,441	\$48,384		(\$5,537)	\$32,441	\$37,978	
Nonoperating Revenue (Loss)	\$5,936	\$12,305	\$6,368		\$11,513	\$12,305	\$791	
Excess Margin	(\$10,007)	\$44,746	\$54,753		\$5,976	\$44,746	\$38,770	

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



July 2024 – March 2025 : Trended Financial Information (000's)

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	FY 2025
Patient Service Revenue	\$50,866	\$53,450	\$51,648	\$56,157	\$54,496	\$53,026	\$61,895	\$53,731	\$57,324	\$492,594
Other Revenue	\$19,487	\$20,024	\$19,142	\$20,242	\$19,868	\$19,778	\$18,042	\$18,979	\$21,231	\$176,792
Total Operating Revenue	\$70,353	\$73,474	\$70,790	\$76,398	\$74,364	\$72,804	\$79,938	\$72,710	\$78,555	\$669,386
Employee Expense	\$38,264	\$39,058	\$37,671	\$41,494	\$41,051	\$43,219	\$39,859	\$38,637	\$42,423	\$361,676
Other Operating Expense	\$35,811	\$37,908	\$35,477	\$37,294	\$34,872	\$35,868	\$36,630	\$33,796	\$36,024	\$323,681
Total Operating Expenses	\$74,075	\$76,965	\$73,148	\$78,788	\$75,923	\$79,087	\$76,489	\$72,433	\$78,446	\$685,357
Net Operating Margin	(\$3,722)	(\$3,492)	(\$2,358)	(\$2,390)	(\$1,559)	(\$6,283)	\$3,448	\$277	\$109	(\$15,971)
Stimulus/FEMA	\$0	\$0	\$0	\$0	\$0	\$47,722	\$0	\$0	\$690	\$48,412
NonOperating Income	\$1,190	\$896	\$4,720	\$1,371	\$905	(\$101)	\$845	\$1,166	\$1,313	\$12,305
Excess Margin	(\$2,533)	(\$2,596)	\$2,362	(\$1,019)	(\$654)	\$41,338	\$4,293	\$1,443	\$2,111	\$44,746

Profitability										
Operating Margin %	(5.3%)	(4.8%)	(3.3%)	(3.1%)	(2.1%)	(8.6%)	4.3%	0.4%	0.1%	(2.4%)
Operating Margin %excl. Int	(4.4%)	(4.0%)	(2.5%)	(2.4%)	(1.3%)	(7.8%)	5.1%	1.1%	0.9%	(1.6%)
Operating EBIDA	\$46	\$239	\$1,457	\$1,348	\$2,293	(\$2,546)	\$7,207	\$4,052	\$4,115	\$18,213
Operating EBIDA Margin	0.1%	0.3%	2.1%	1.8%	3.1%	(3.5%)	9.0%	5.6%	5.2%	2.7%

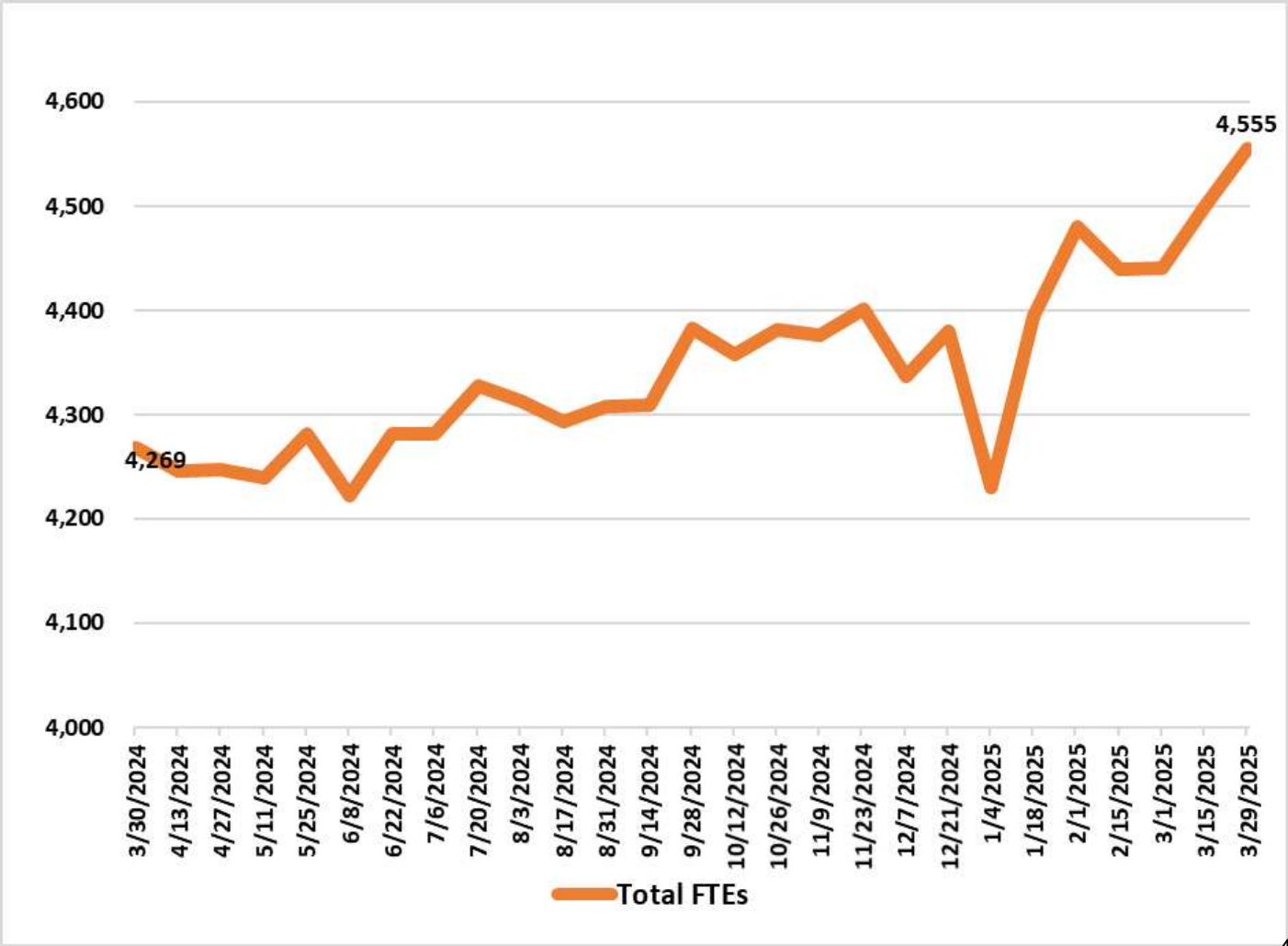
Liquidity Indicators										
Day's Cash on Hand	97.4	89.8	91.9	88.4	78.9	74.6	80.3	88.9	88.1	88.1
Day's in Accounts Rec.	64.0	68.5	71.0	68.3	66.9	65.8	70.6	73.0	68.6	68.6

Debt & Other Indicators										
Debt Service Coverage (MADS)	0.70	0.50	1.40	1.80	1.50	3.20	3.20	3.90	4.10	4.10
Discharges (Monthly)	2,498	2,447	2,440	2,388	2,240	2,339	2,339	2,352	2,347	2,377
Adj Discharges (Case mix adj)	8,455	8,215	7,779	8,441	7,760	7,724	8,294	8,320	8,053	73,041
Adjusted patient Days (Mo.)	26,023	26,419	26,419	26,693	25,492	26,538	26,538	26,332	27,682	26,460
Cost/Adj Discharge	\$8.8	\$9.4	\$9.4	\$9.3	\$9.8	\$10.2	\$9.2	\$8.7	\$9.7	\$9.4
Compensation Ratio	75%	73%	73%	74%	75%	82%	64%	72%	74%	73%

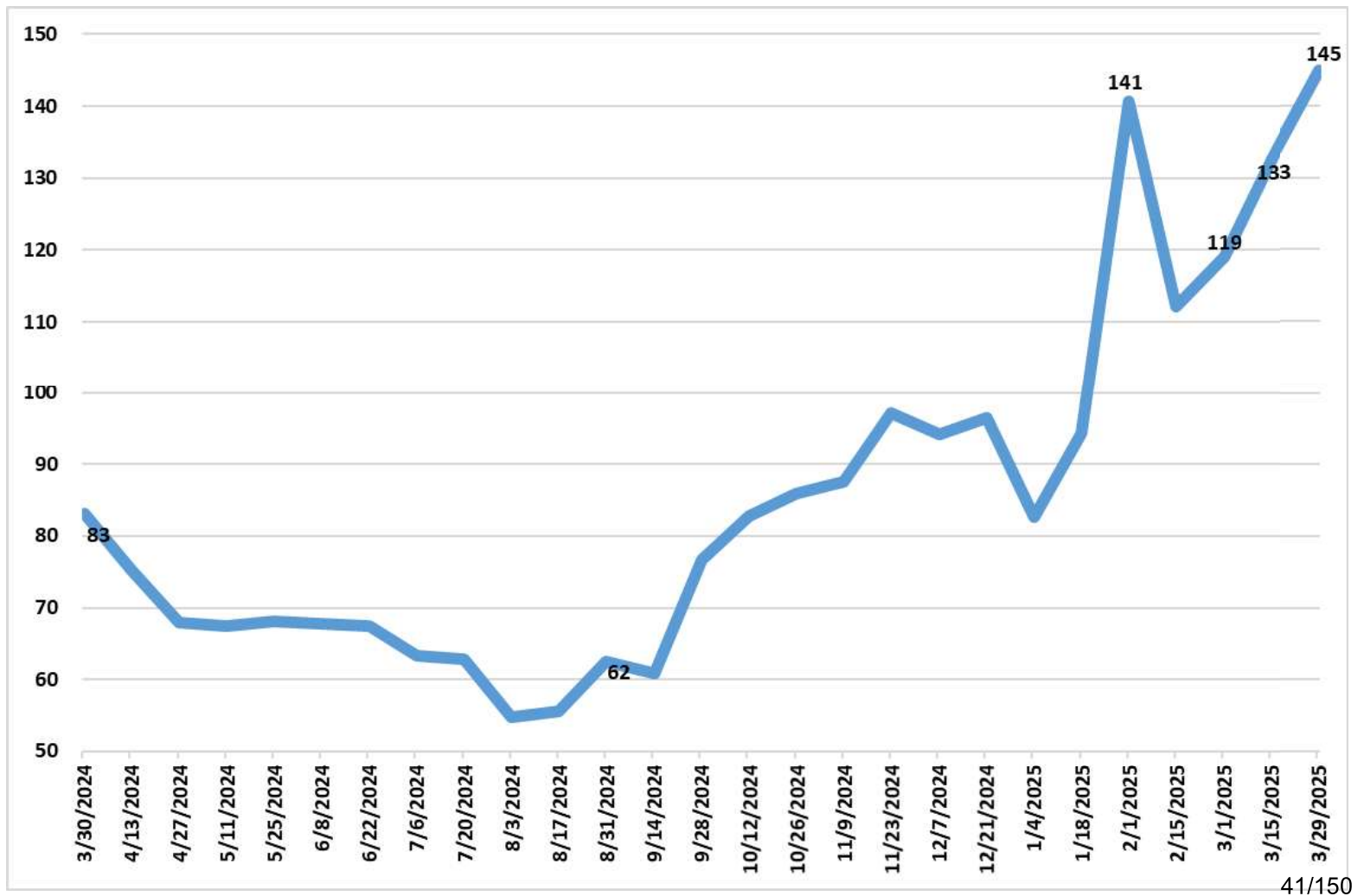
Month of March - Budget Variances

- **Net Patient Service Revenue:** The \$2.8M favorable variance in March resulted from and increase in both inpatient and outpatient volumes and the mix of our patients.
- **Salaries and wages:** The \$2.0M 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 \$1.2M is due to an unexpected increase in the need of contract labor primarily in Labor and Delivery and the ED.
- **Employee Benefits:** Due to unbudgeted 100% 401k match for CY25 (50% budgeted), an increase in FICA due to increased payroll, and an increase in workers compensation expense, we experienced a \$1.1M unfavorable variance in March.
- **Physician Fees:** The \$597K unfavorable variance is due to the timing of payments as well as a change in the radiology contract.
- **Humana Cap Expenses:** The favorable variance of \$1.2M is due to lower than anticipated third party expenses as the enrollment decreased.
- **Investment Income:** The quarterly fair market value adjustment for investments was recorded in March which resulted in a \$655K favorable variance.

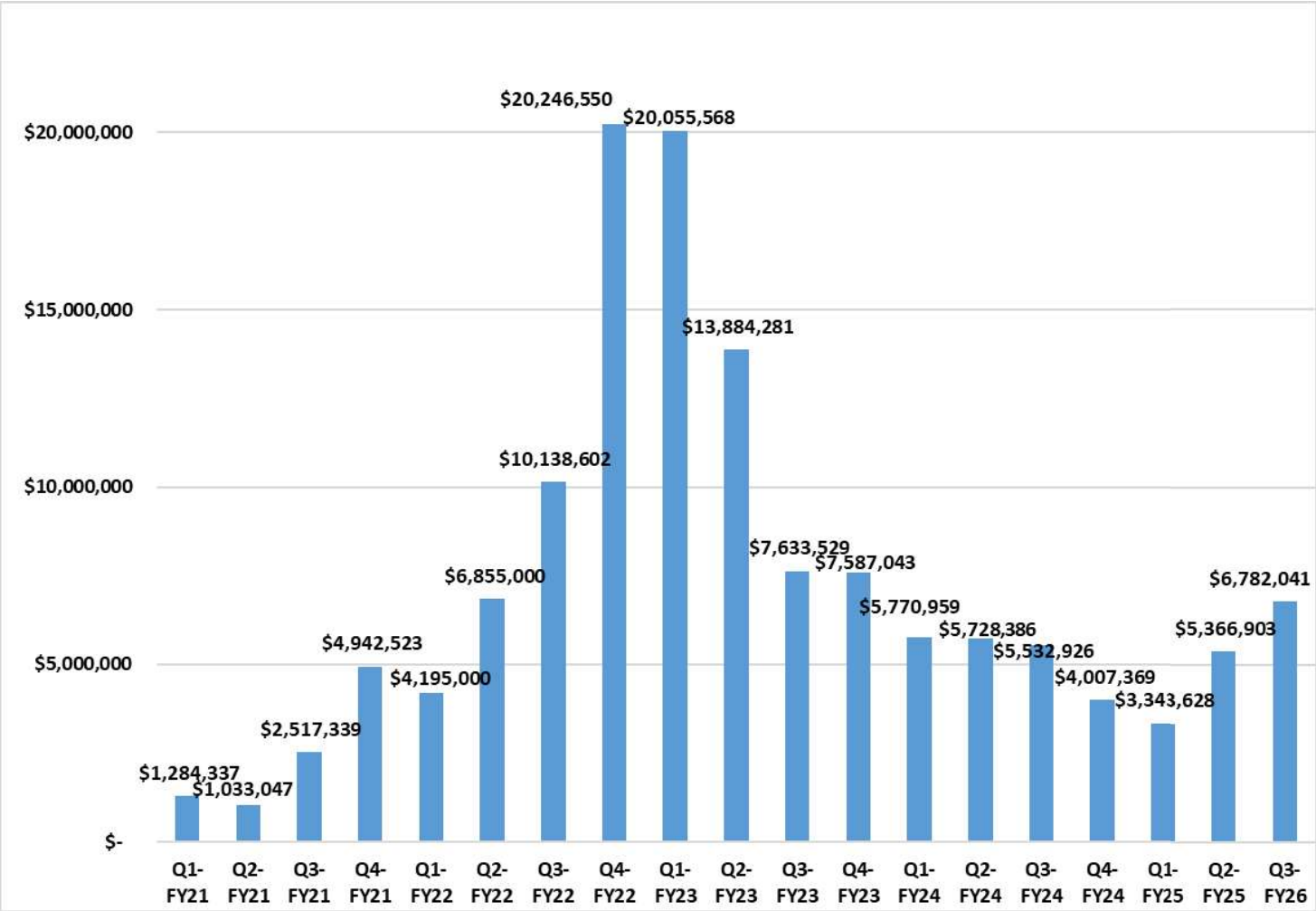
Total FTEs (includes Contract Labor)



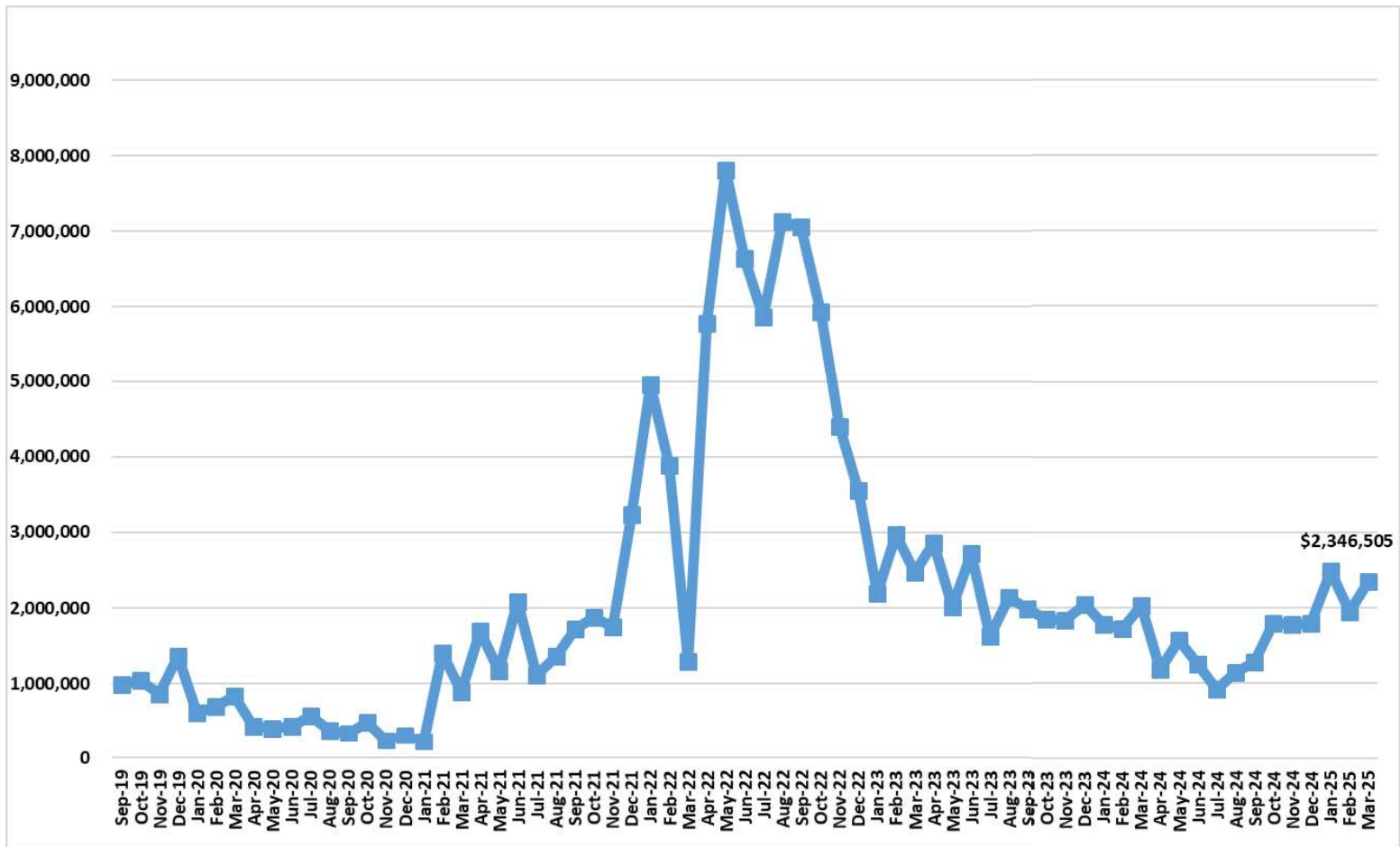
Contract Labor Full Time Equivalents (FTEs)



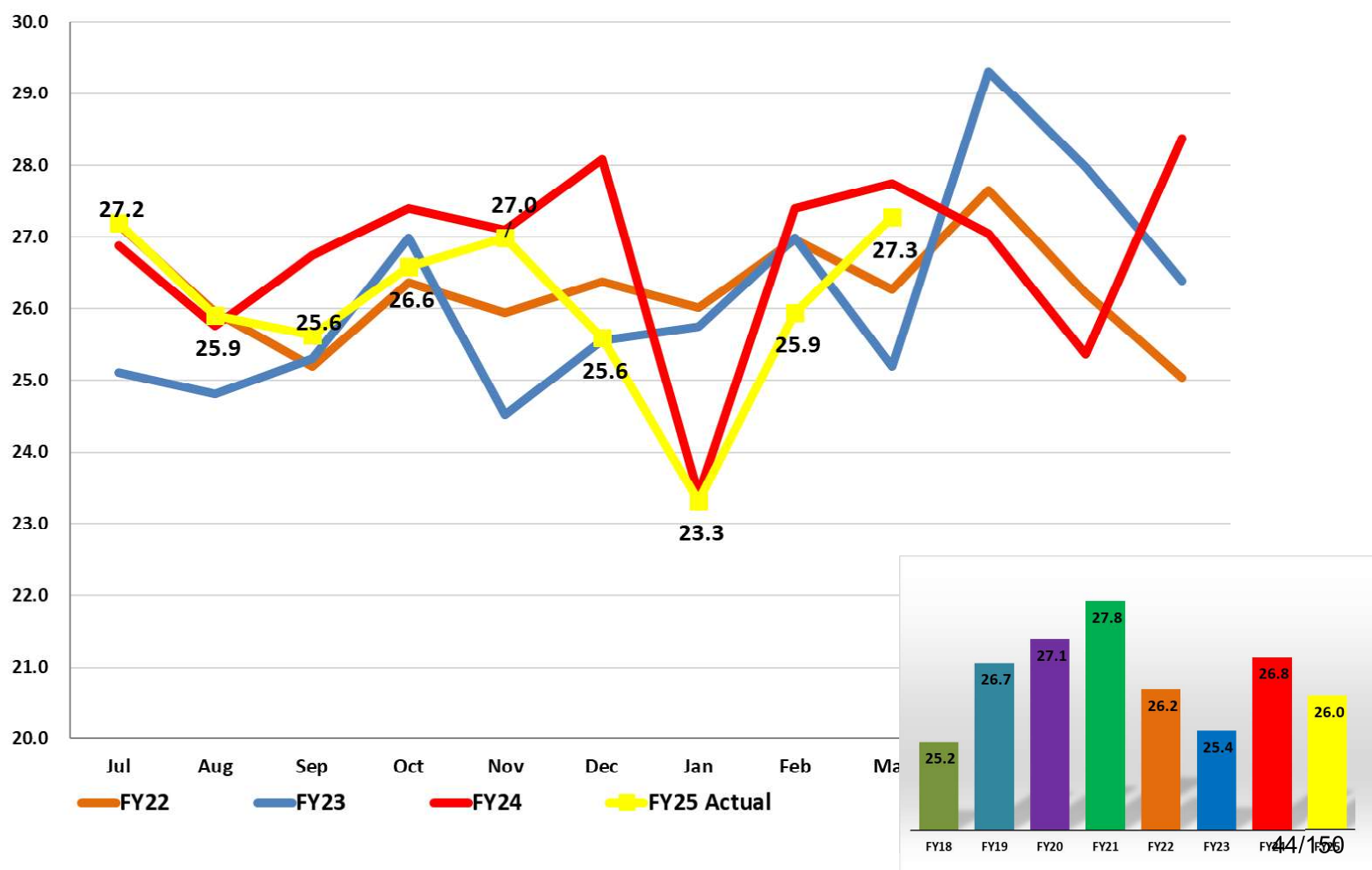
Trended Contract Labor Expense by Quarter



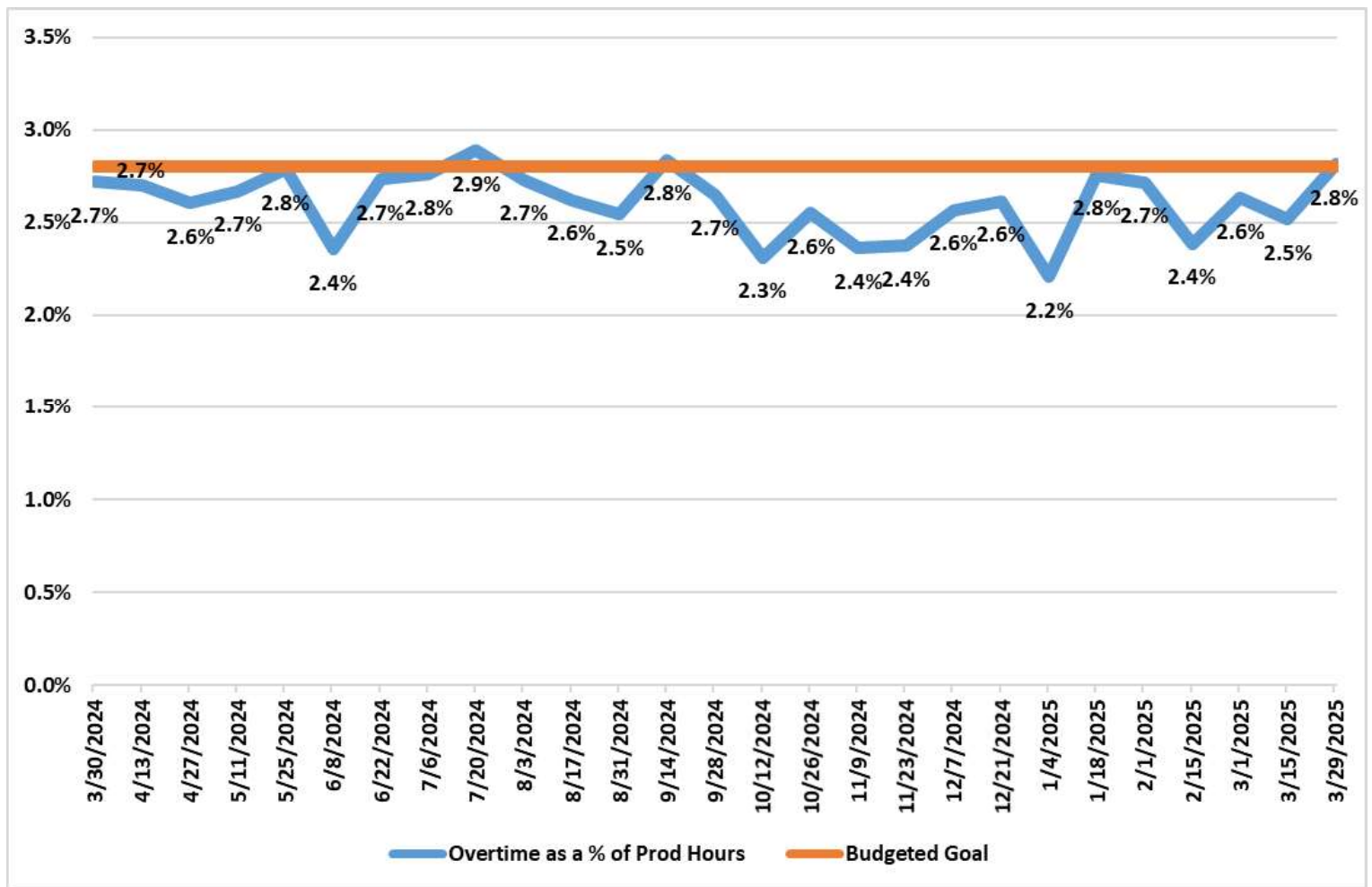
Contract Labor Expense



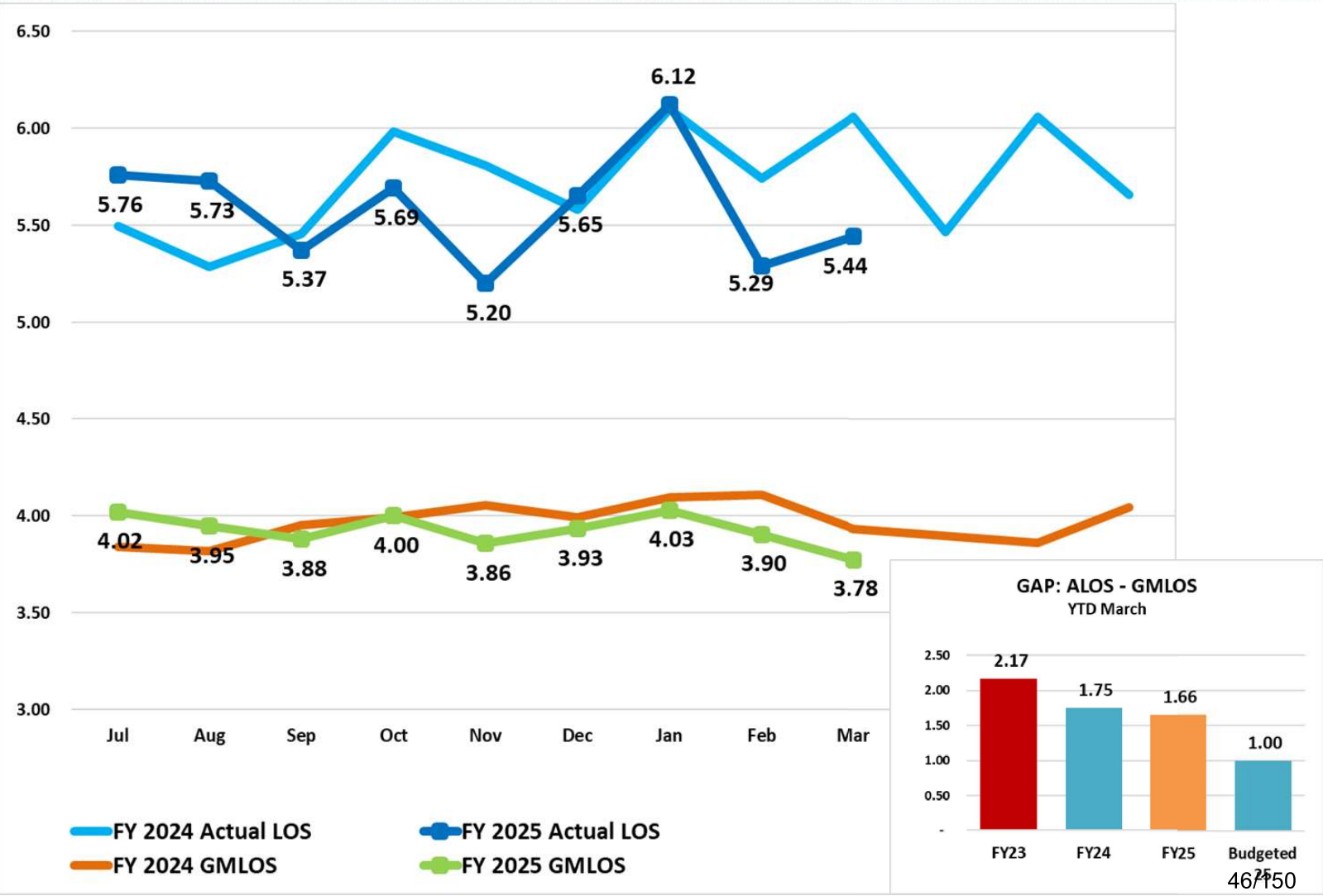
Productivity Measure : Worked Hours/ Adj. Patient Days



Overtime as a % of Productive Hours



Average Length of Stay versus National Average (GMLOS)

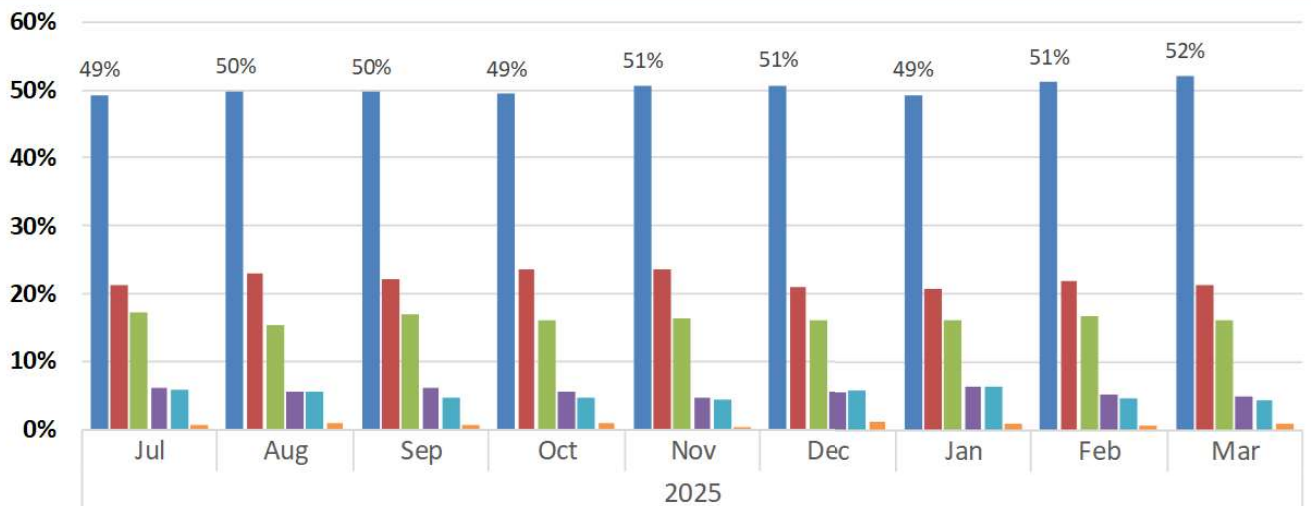


Average Length of Stay versus National Average (GMLOS)

	Including COVID Patients		
	ALOS	GMLOS	GAP
Mar-23	5.69	4.09	1.60
Apr-23	5.35	3.99	1.36
May-23	5.37	3.99	1.38
Jun-23	5.39	3.94	1.45
Jul-23	5.50	3.90	1.60
Aug-23	5.29	3.84	1.45
Sep-23	5.45	3.82	1.64
Oct-23	5.98	3.95	2.03
Nov-23	5.81	3.99	1.82
Dec-23	5.58	4.05	1.53
Jan-24	6.09	3.99	2.10
Feb-24	5.74	4.10	1.64
Mar-24	6.05	4.11	1.94
Apr-24	5.47	3.94	1.53
May-24	6.05	3.90	2.15
Jun-24	5.63	3.86	1.76
Jul-24	5.76	4.02	1.74
Aug-24	5.73	3.95	1.78
Sep-24	5.37	3.88	1.49
Oct-24	5.69	4.00	1.69
Nov-24	5.20	3.86	1.34
Dec-24	5.65	3.93	1.72
Jan-25	6.12	4.03	2.09
Feb-25	5.29	3.90	1.39
Mar-25	5.44	3.78	1.66
Average	5.66	3.96	1.71

Average Length of Stay Distribution

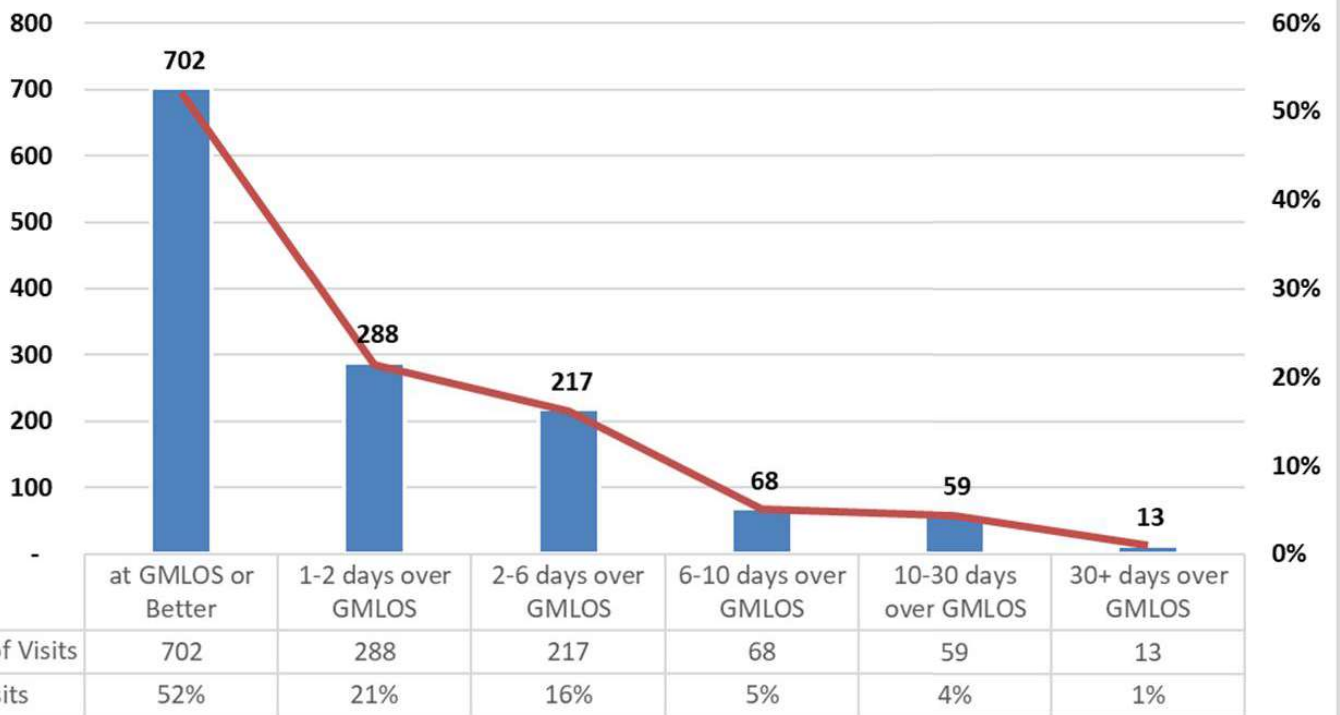
Overall



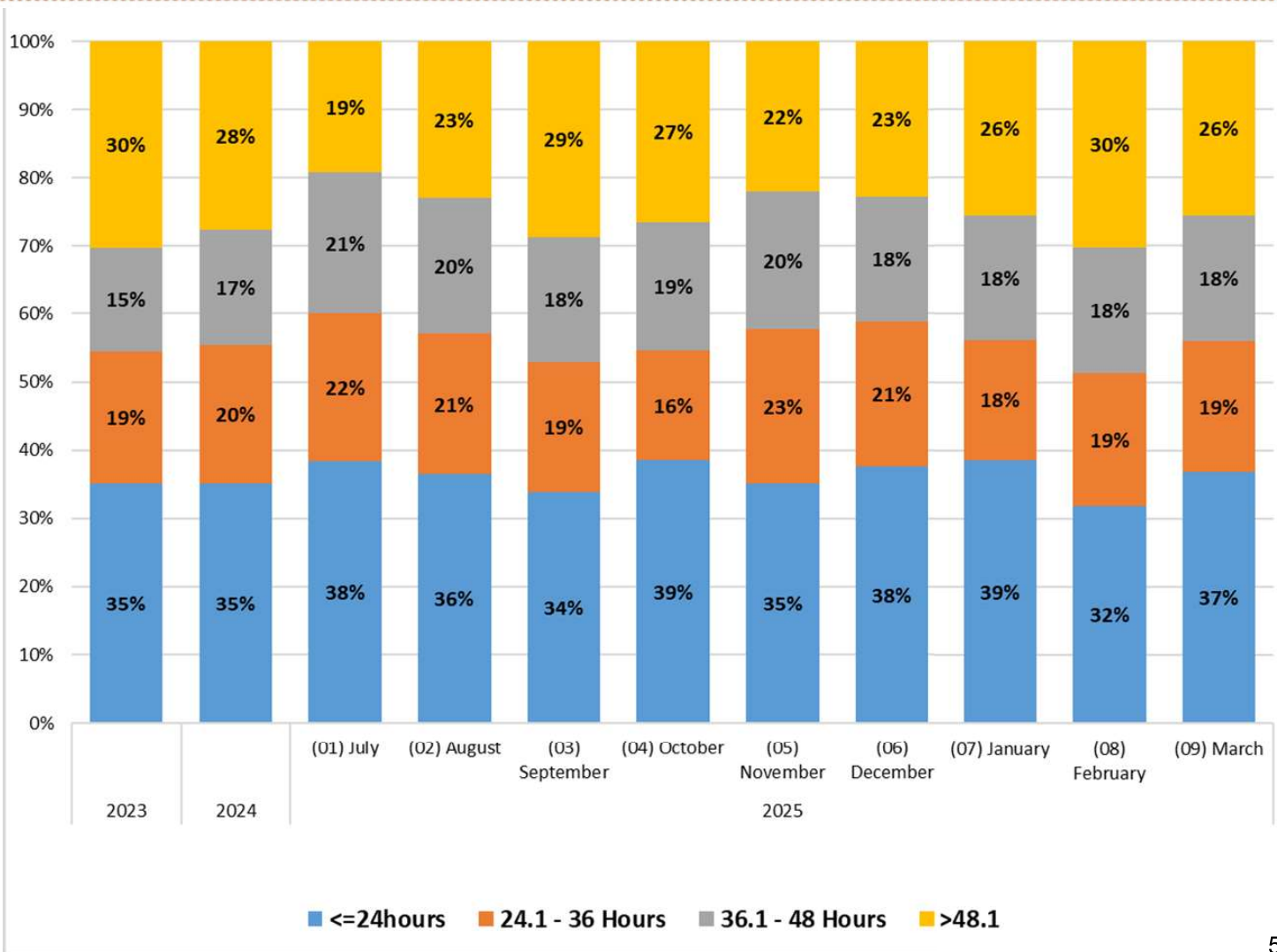
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
at GMLOS or Better	49%	50%	50%	49%	51%	51%	49%	51%	52%
1-2 days over GMLOS	21%	23%	22%	24%	24%	21%	21%	22%	21%
2-6 days over GMLOS	17%	15%	17%	16%	17%	16%	16%	17%	16%
6-10 days over GMLOS	6%	6%	6%	5%	5%	6%	6%	5%	5%
10-30 days over GMLOS	6%	6%	5%	5%	4%	6%	6%	5%	4%
30+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

Length of Stay Distribution

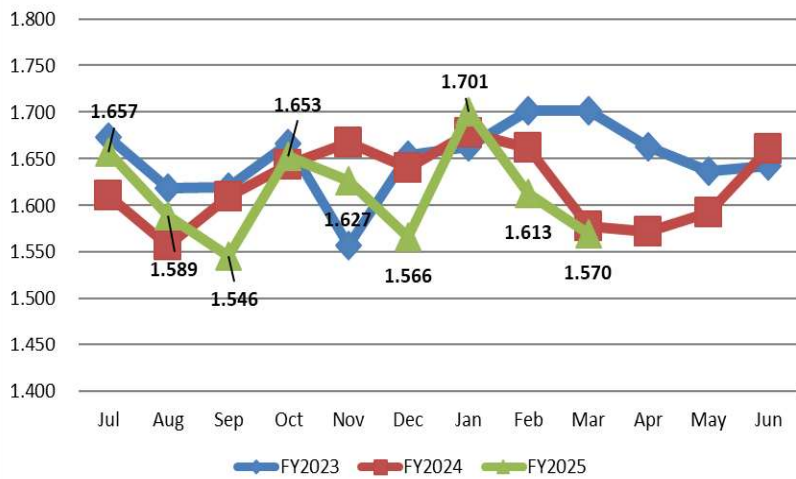
Mar FY 2025 Overall LOS Distribution



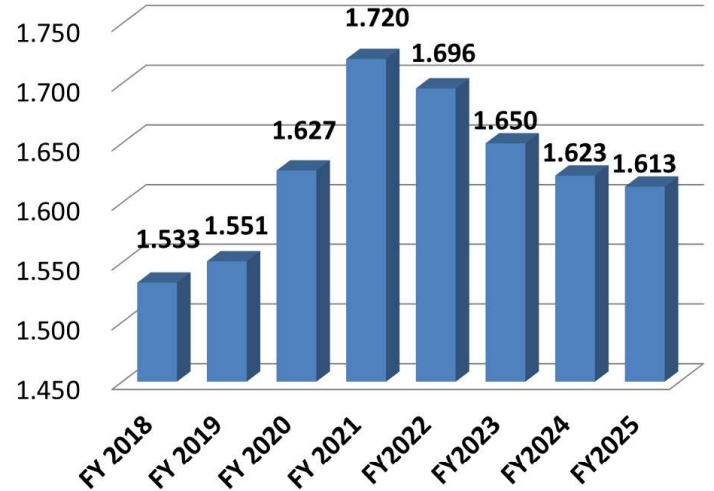
Monthly Discharges of Observation Patients by their Length of Stay



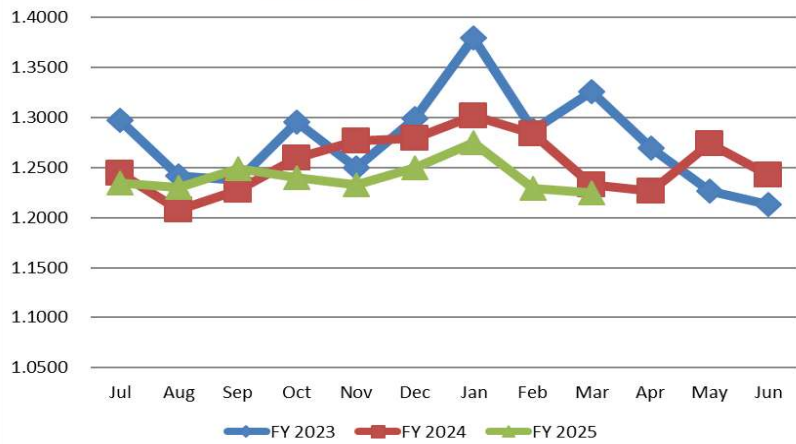
Case Mix Index w/o Normal Newborns



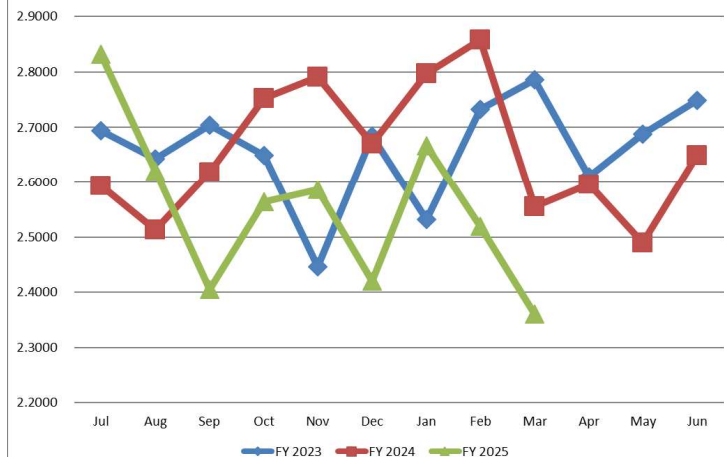
Case Mix Index w/o Normal Newborns - All



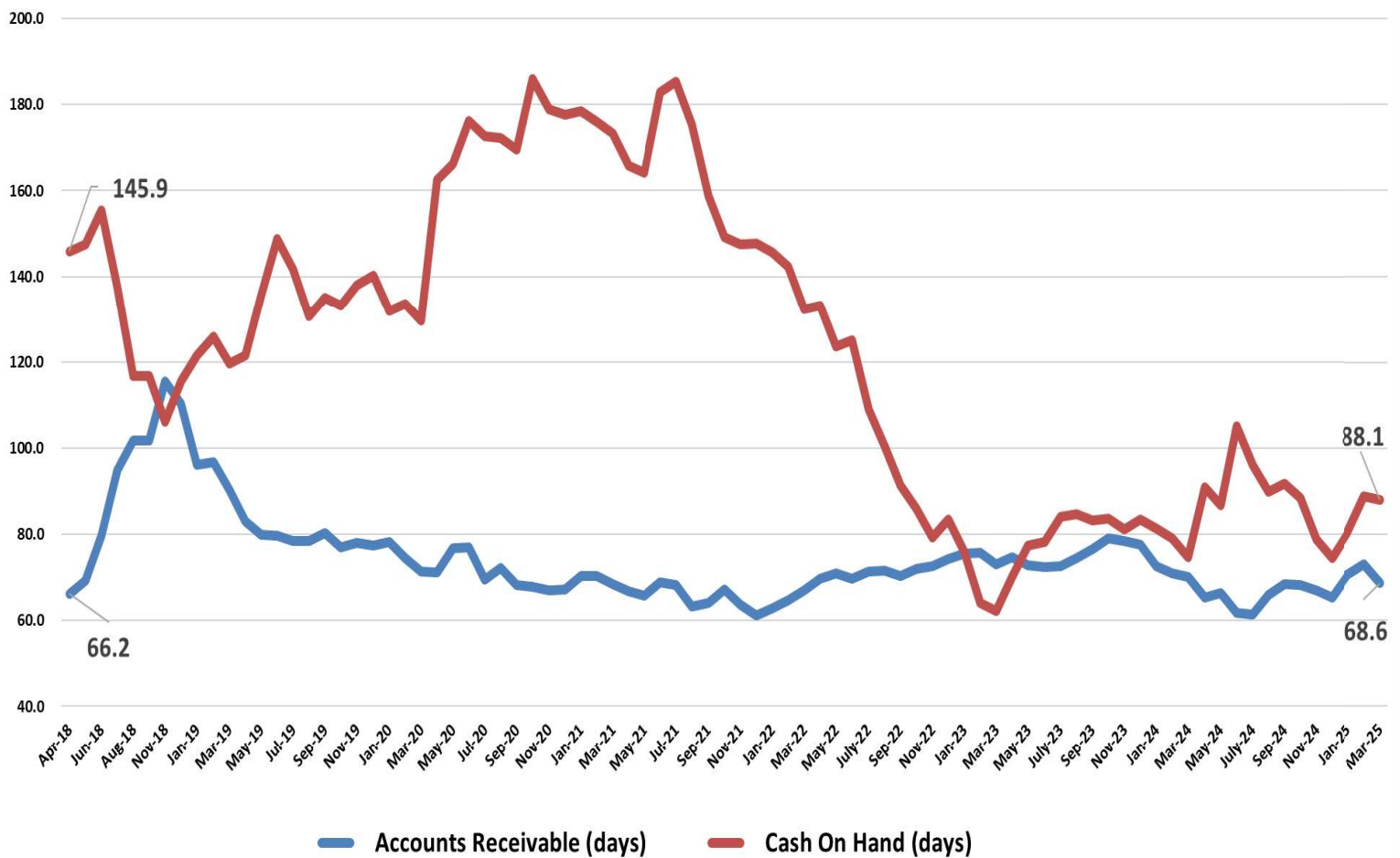
Case Mix **Medical w/o Normal Newborns**



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



Trended Liquidity Ratios



Ratio Analysis Report

MARCH 31, 2025

	Current Month Value	Prior Month Value	6/30/2023 Audited Value	2023 Moody's Median Benchmark		
				Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	2.9	2.9	2.3	1.7	1.8	1.7
Accounts Receivable (days)	68.6	73.0	61.9	47.8	47.7	47.8
Cash On Hand (days)	88.1	88.9	105.1	273.9	188.4	134.1
Cushion Ratio (x)	9.9	9.9	10.7	44.7	24.2	16.6
Average Payment Period (days)	54.2	50.9	58.6	70.9	62.7	64.0
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	99.0%	99.8%	106.3%	271.7%	164.5%	131.0%
Debt-To-Capitalization	31.9%	32.0%	34.5%	22.5%	31.1%	35.0%
Debt-to-Cash Flow (x)	2.5	2.6	3.4	2.4	3.6	6.9
Debt Service Coverage	5.2	4.9	3.7	6.7	4.5	2.1
Maximum Annual Debt Service Coverage (x)	4.1	3.9	2.9	6.8	3.8	1.9
Age Of Plant (years)	13.9	13.9	13.3	11.1	12.8	13.9
PROFITABILITY RATIOS						
Operating Margin	(2.4%)	(2.7%)	0.8%	2.1%	0.5%	(2.3%)
Excess Margin	6.1%	6.6%	2.4%	5.5%	2.7%	(.9%)
Operating Cash Flow Margin	2.7%	2.4%	6.1%	6.7%	5.5%	3.0%
Return on Assets	6.5%	7.1%	2.4%	3.9%	2.4%	(.7%)

Consolidated Statements of Net Position (000's)

	Mar-25	Jun-24
	(Audited)	
ASSETS AND DEFERRED OUTFLOWS		
CURRENT ASSETS		
Cash and cash equivalents	\$ 12,676	\$ 19,412
Current Portion of Board designated and trusted assets	22,943	14,944
Accounts receivable:		
Net patient accounts	145,605	133,806
Other receivables	90,250	25,023
	235,856	158,829
Inventories	13,625	13,738
Medicare and Medi-Cal settlements	77,002	82,755
Prepaid expenses	8,990	8,403
Total current assets	371,091	298,082
NON-CURRENT CASH AND INVESTMENTS -		
less current portion		
Board designated cash and assets	191,142	210,518
Revenue bond assets held in trust	22,692	19,326
Assets in self-insurance trust fund	729	827
Total non-current cash and investments	214,563	230,671
INTANGIBLE RIGHT TO USE LEASE,	12,530	10,464
net of accumulated amortization		
INTANGIBLE RIGHT TO USE SBITA,	9,149	12,153
net of accumulated amortization		
CAPITAL ASSETS		
Land	17,542	17,542
Buildings and improvements	430,344	428,209
Equipment	337,728	334,316
Construction in progress	25,266	22,757
	810,880	802,825
Less accumulated depreciation	533,218	512,148
	277,662	290,676
OTHER ASSETS		
Property not used in operations	5,165	4,487
Health-related investments	2,270	2,676
Other	20,836	17,120
Total other assets	28,270	24,283
Total assets	913,265	866,329
DEFERRED OUTFLOWS	14,290	15,283
Total assets and deferred outflows	\$ 927,555	\$ 881,611

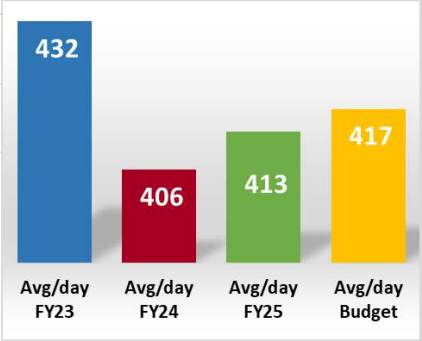
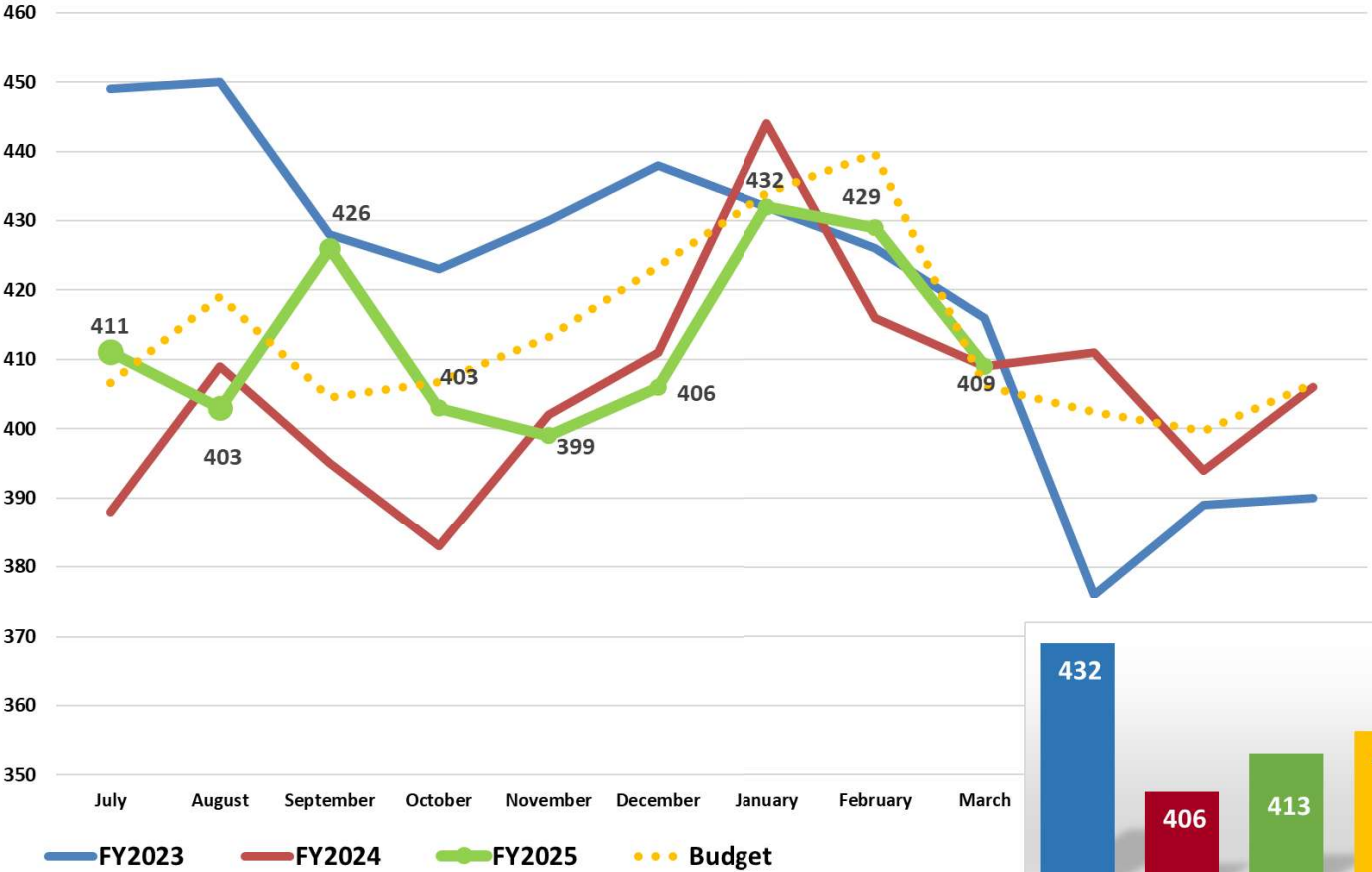
Consolidated Statements of Net Position (000's)

	Mar-25	Jun-24
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable and accrued expenses	\$ 34,785	\$ 41,096
Accrued payroll and related liabilities	73,115	62,382
SBITA liability, current portion	3,722	4,146
Lease liability, current portion	2,869	2,248
Bonds payable, current portion	12,754	12,585
Notes payable, current portion	2,690	9,850
Total current liabilities	129,935	132,306
LEASE LIABILITY, net of current portion	10,011	8,477
SBITA LIABILITY, net of current portion	3,854	5,846
LONG-TERM DEBT, less current portion		
Bonds payable	212,273	214,713
Notes payable	18,060	20,750
Total long-term debt	230,333	235,463
NET PENSION LIABILITY	21,622	21,226
OTHER LONG-TERM LIABILITIES	43,224	36,256
Total liabilities	438,980	439,574
NET ASSETS		
Invested in capital assets, net of related debt	55,073	66,112
Restricted	65,210	52,733
Unrestricted	368,293	323,192
Total net position	488,576	442,037
Total liabilities and net position	\$ 927,555	\$ 881,611

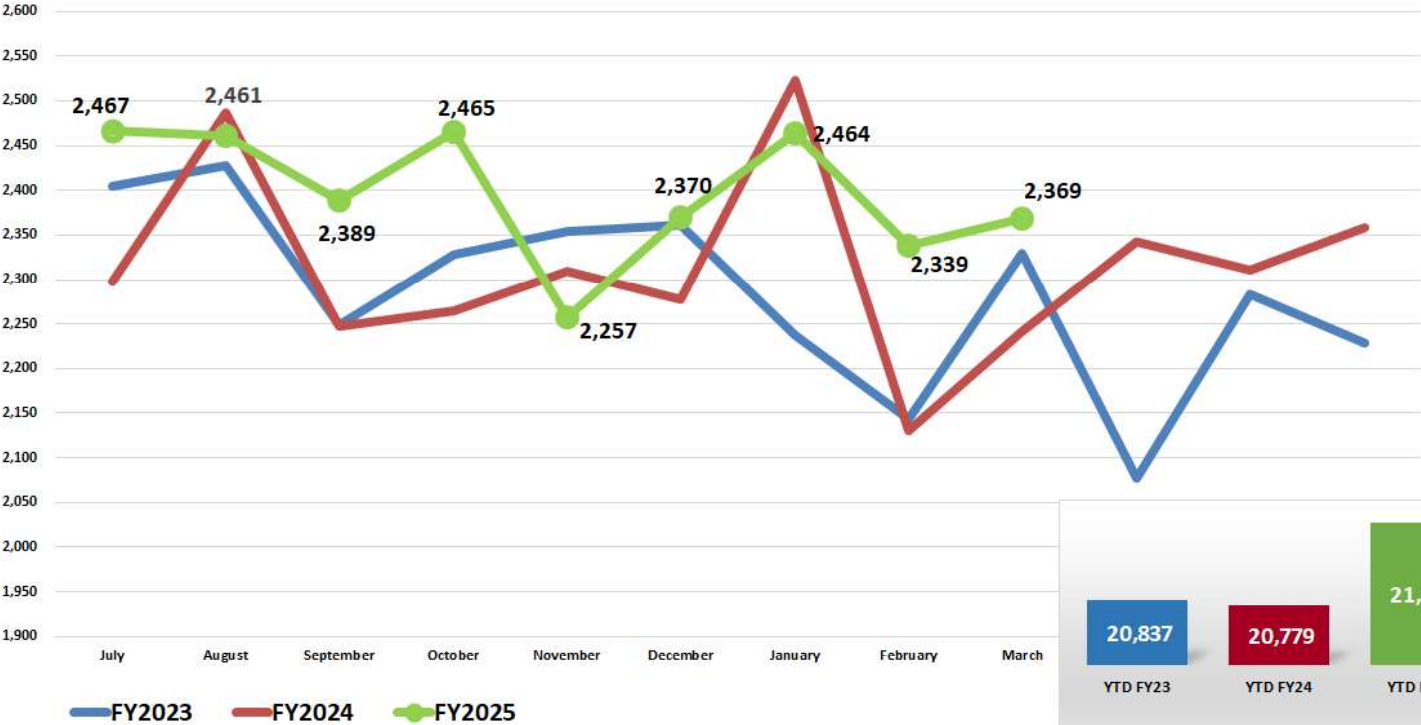
Statistical Report

March 2025

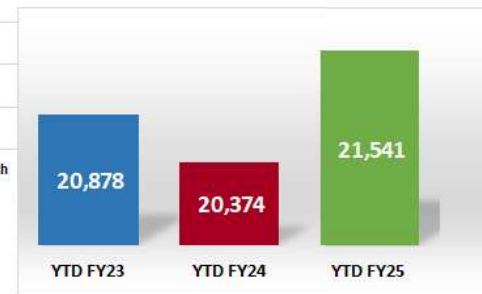
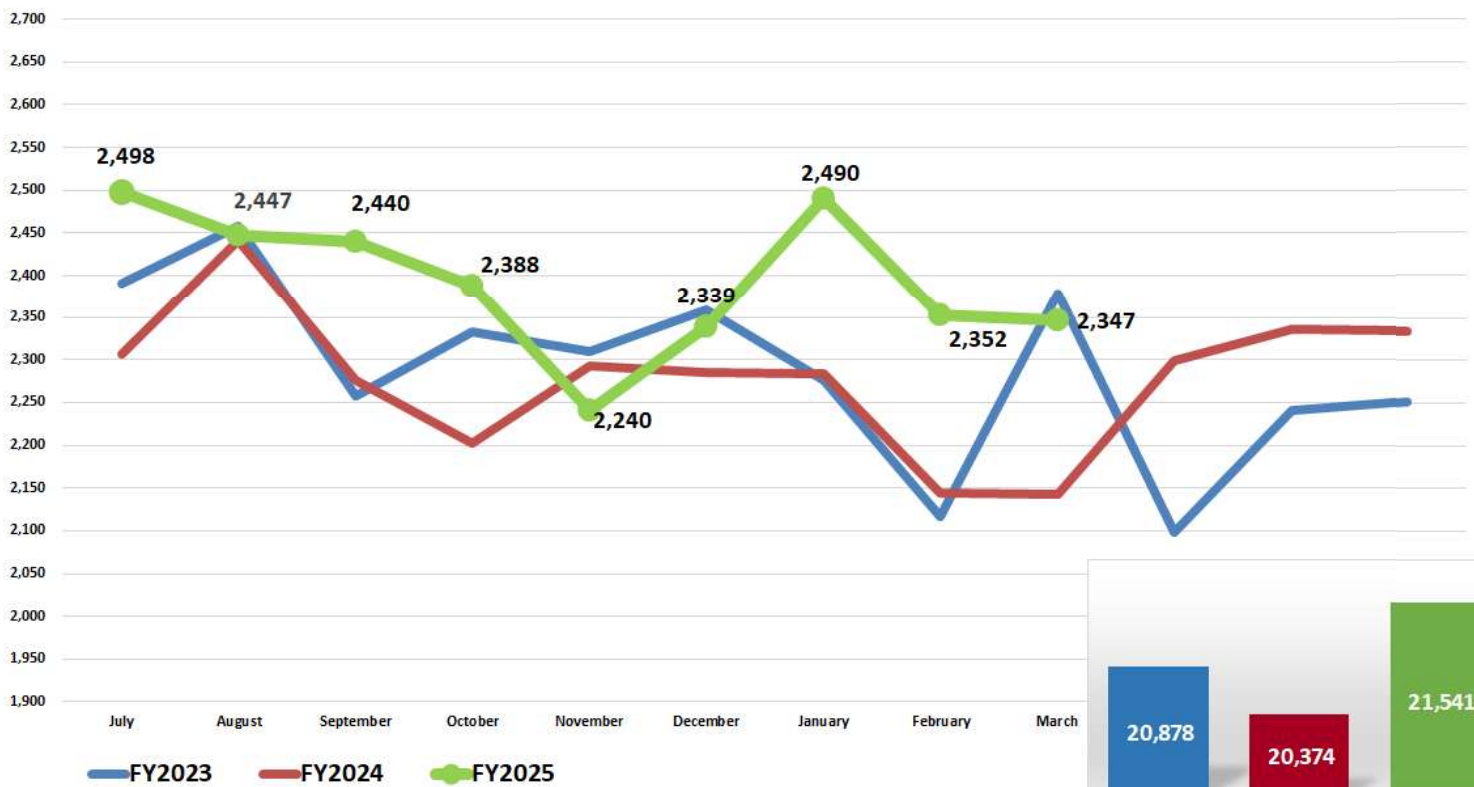
Average Daily Census



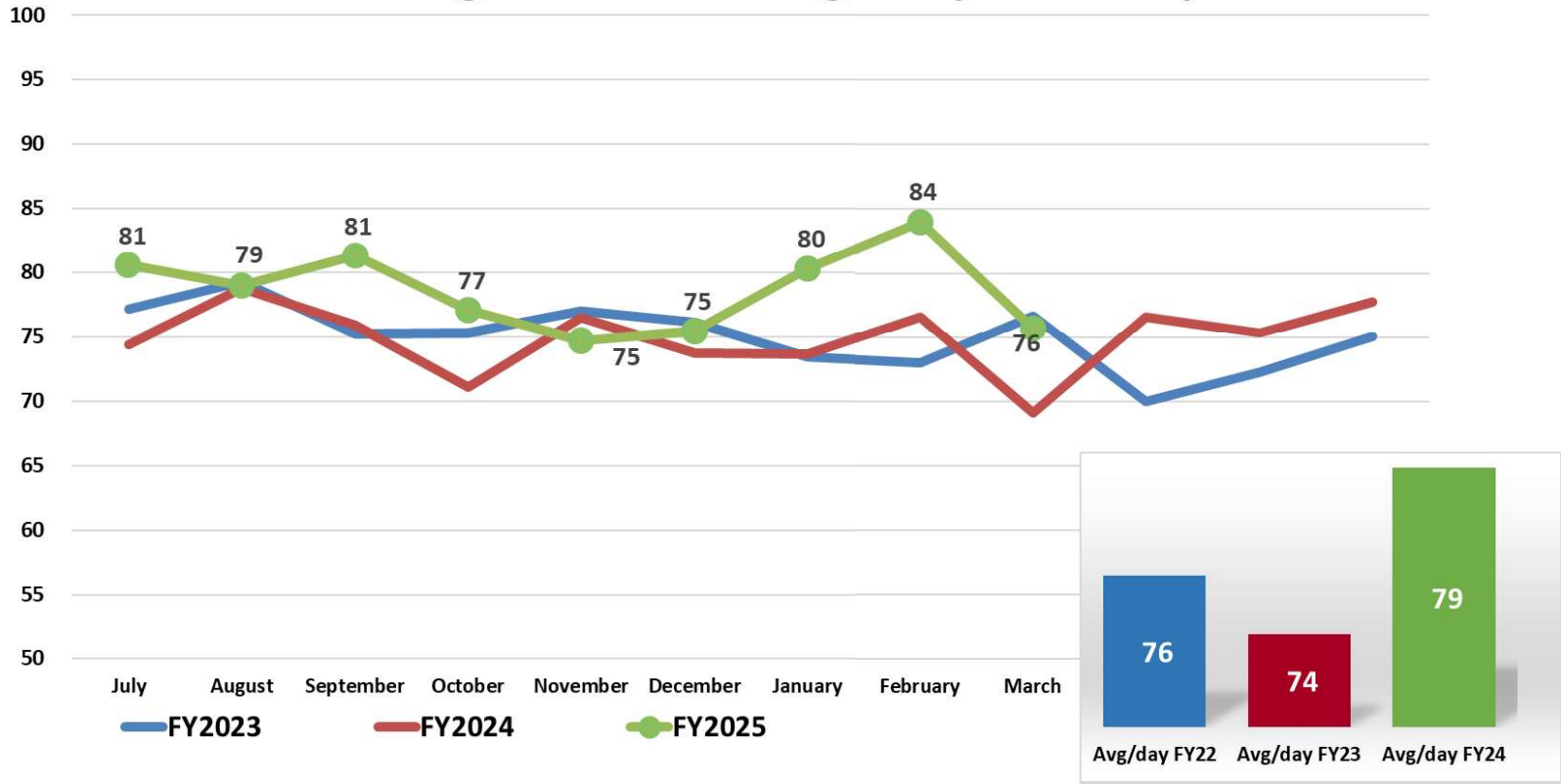
Admissions



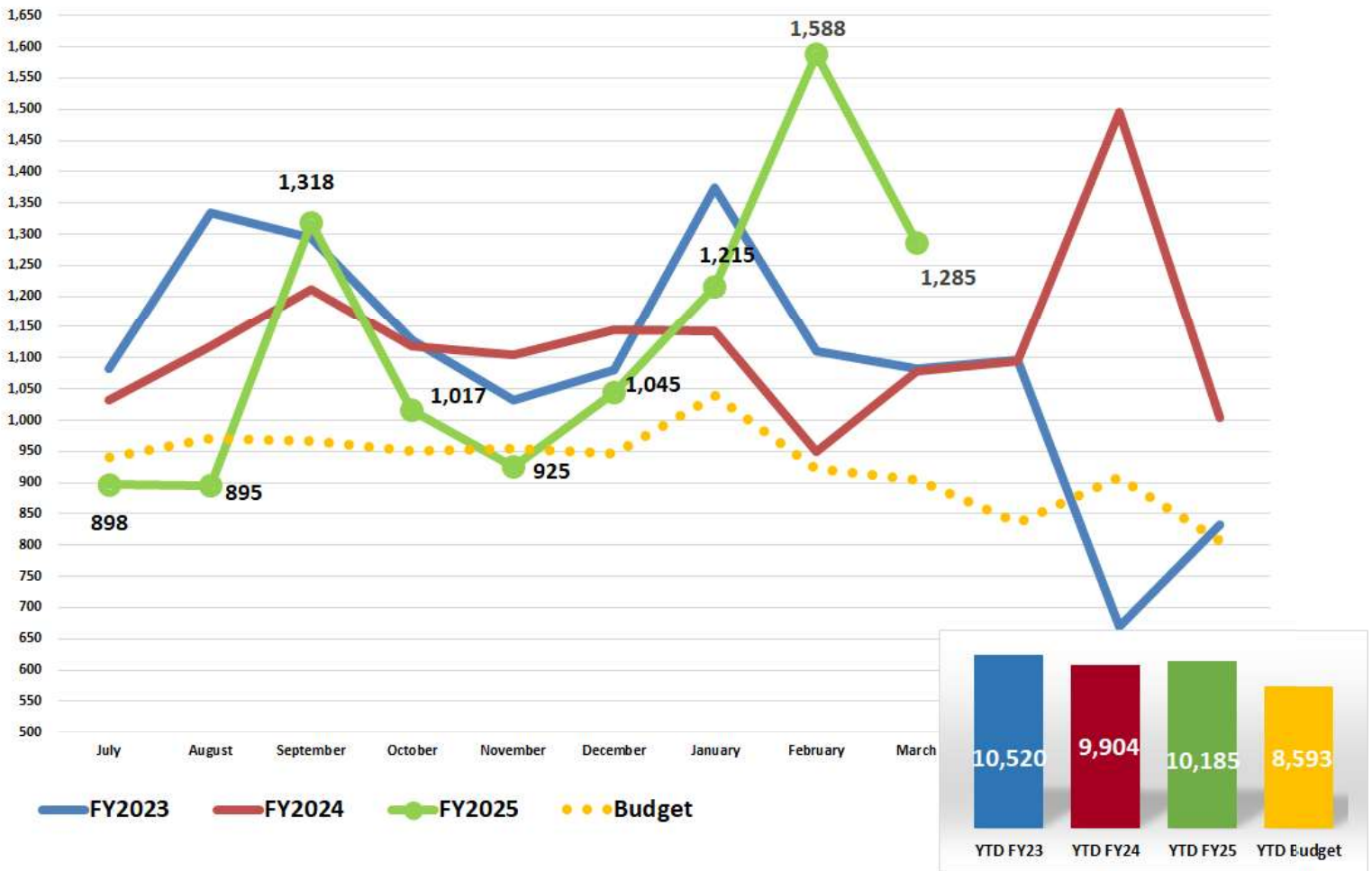
Discharges



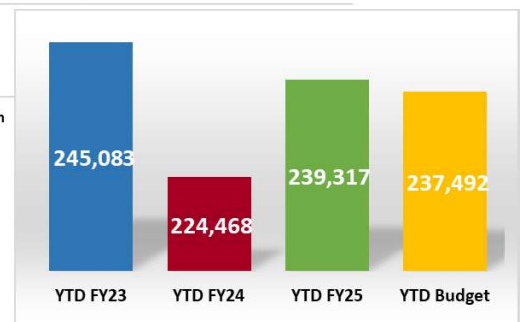
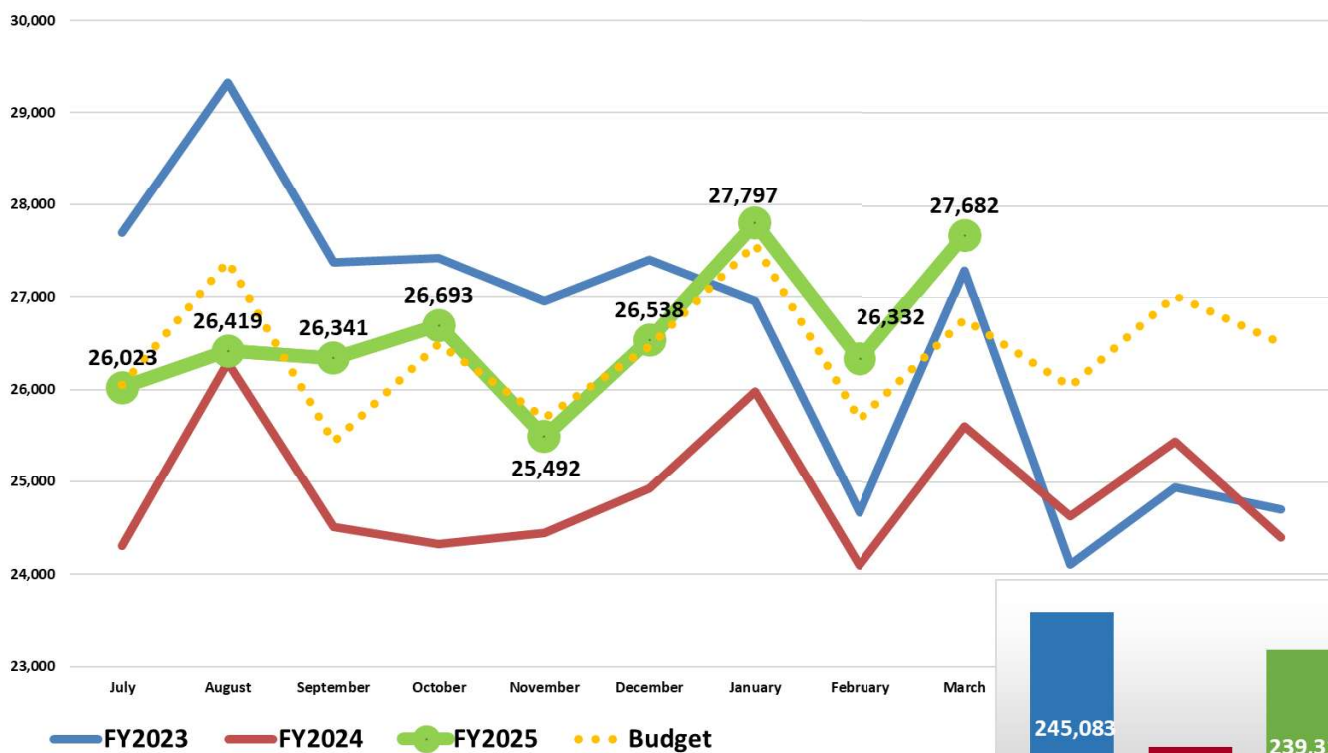
Average Discharges per day



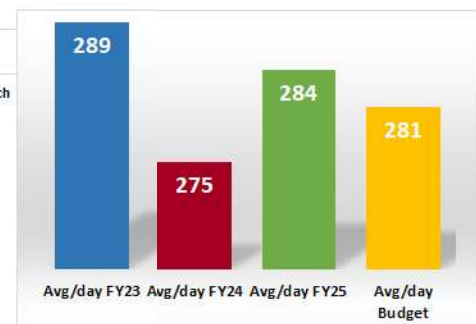
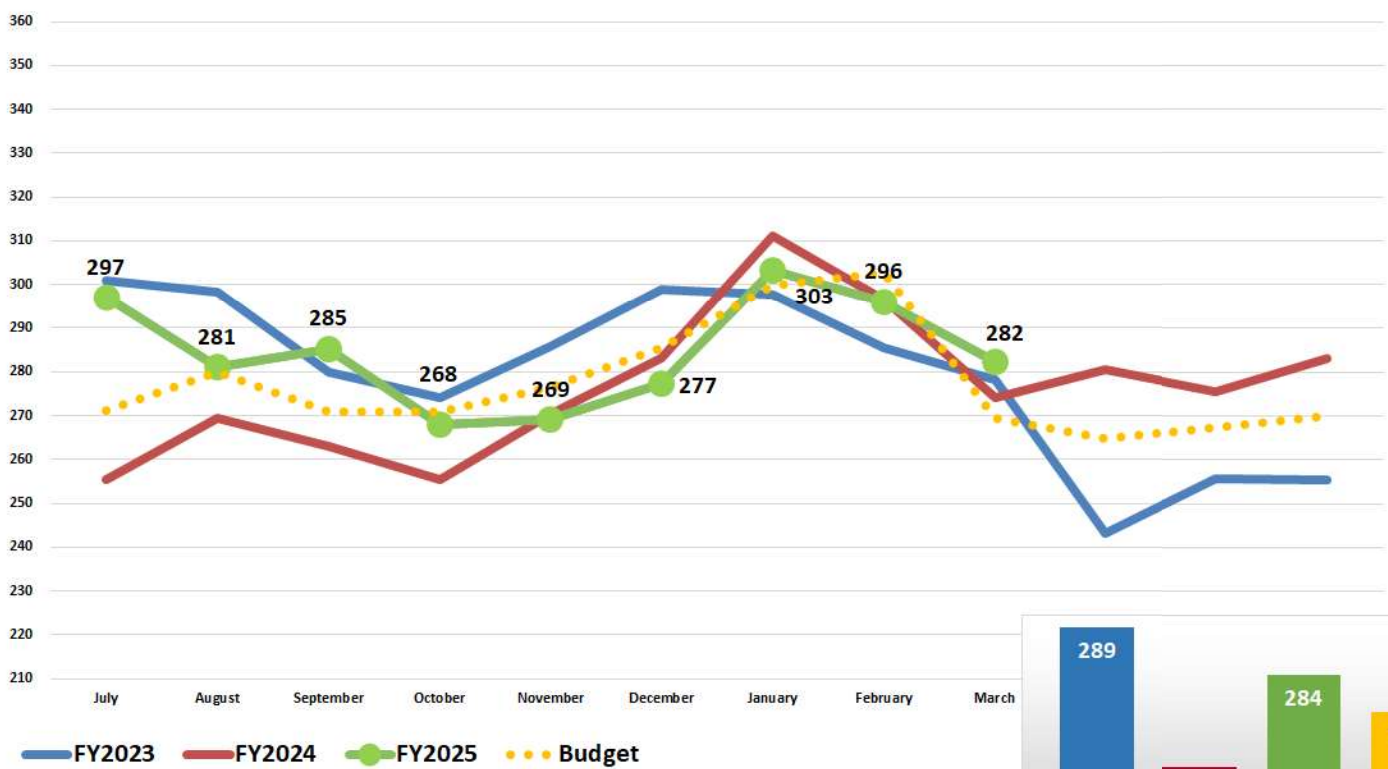
Observation Days



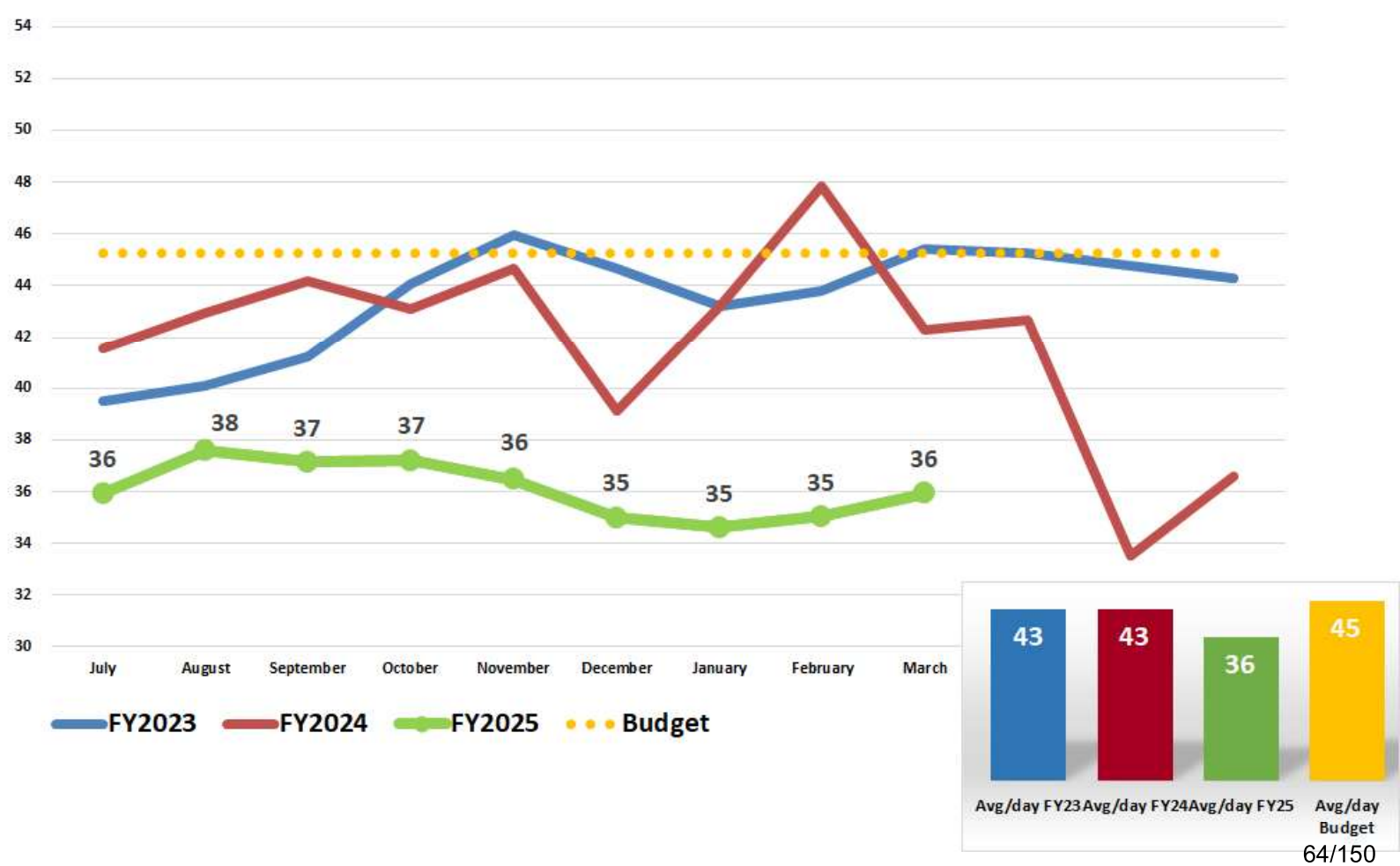
Adjusted Patient Days



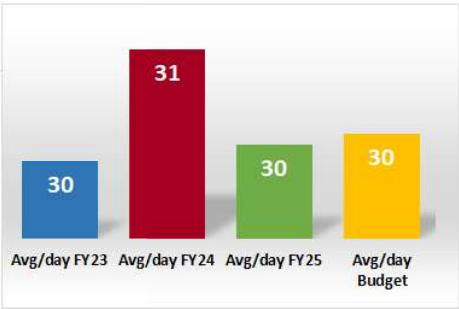
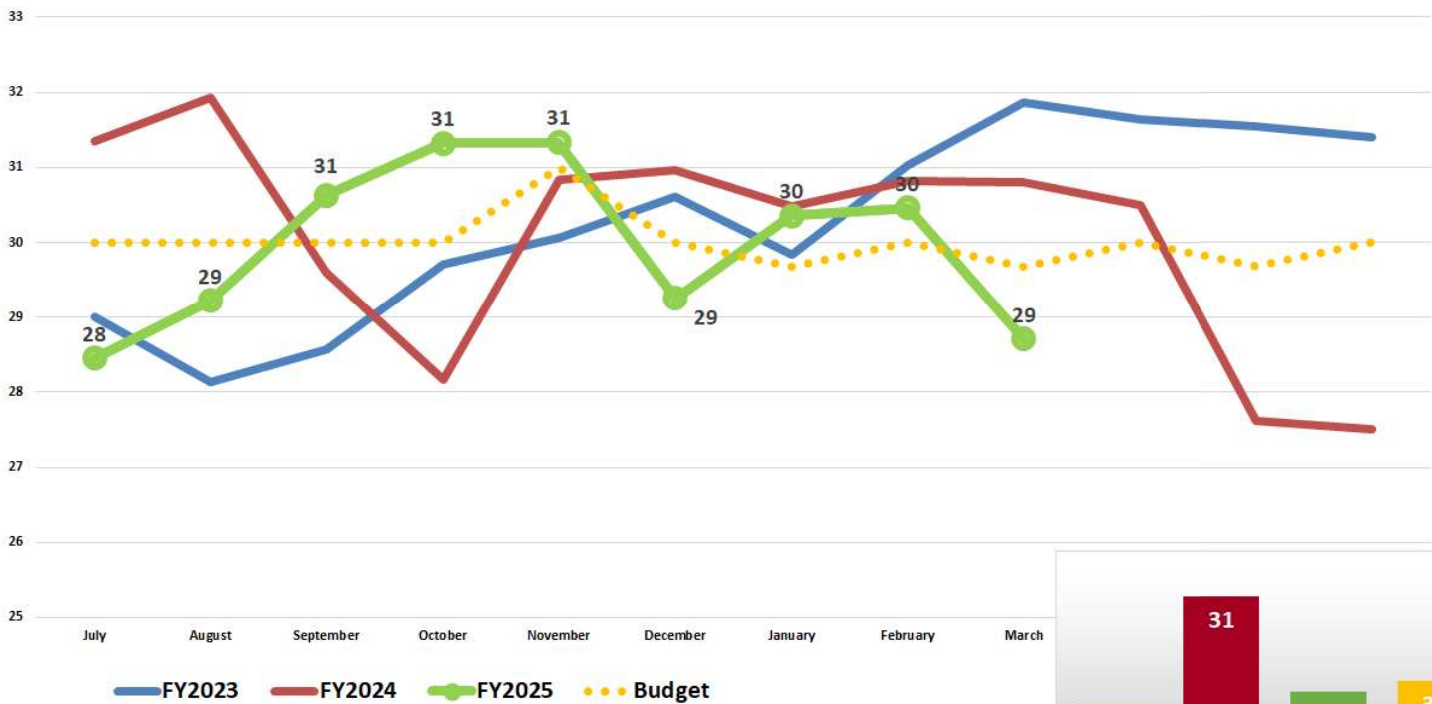
Medical Center (Avg Patients Per Day)



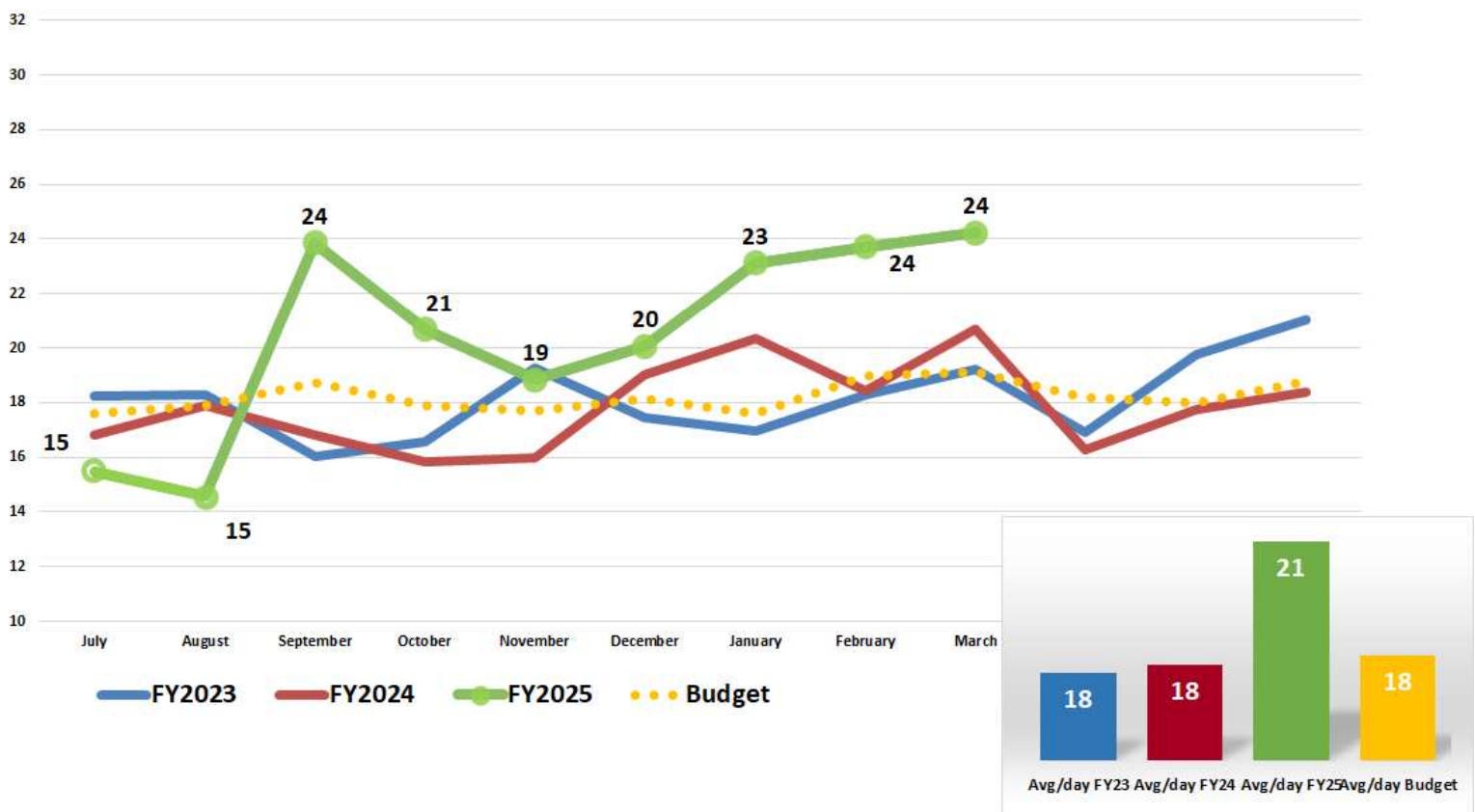
Acute I/P Psych (Avg Patients Per Day)



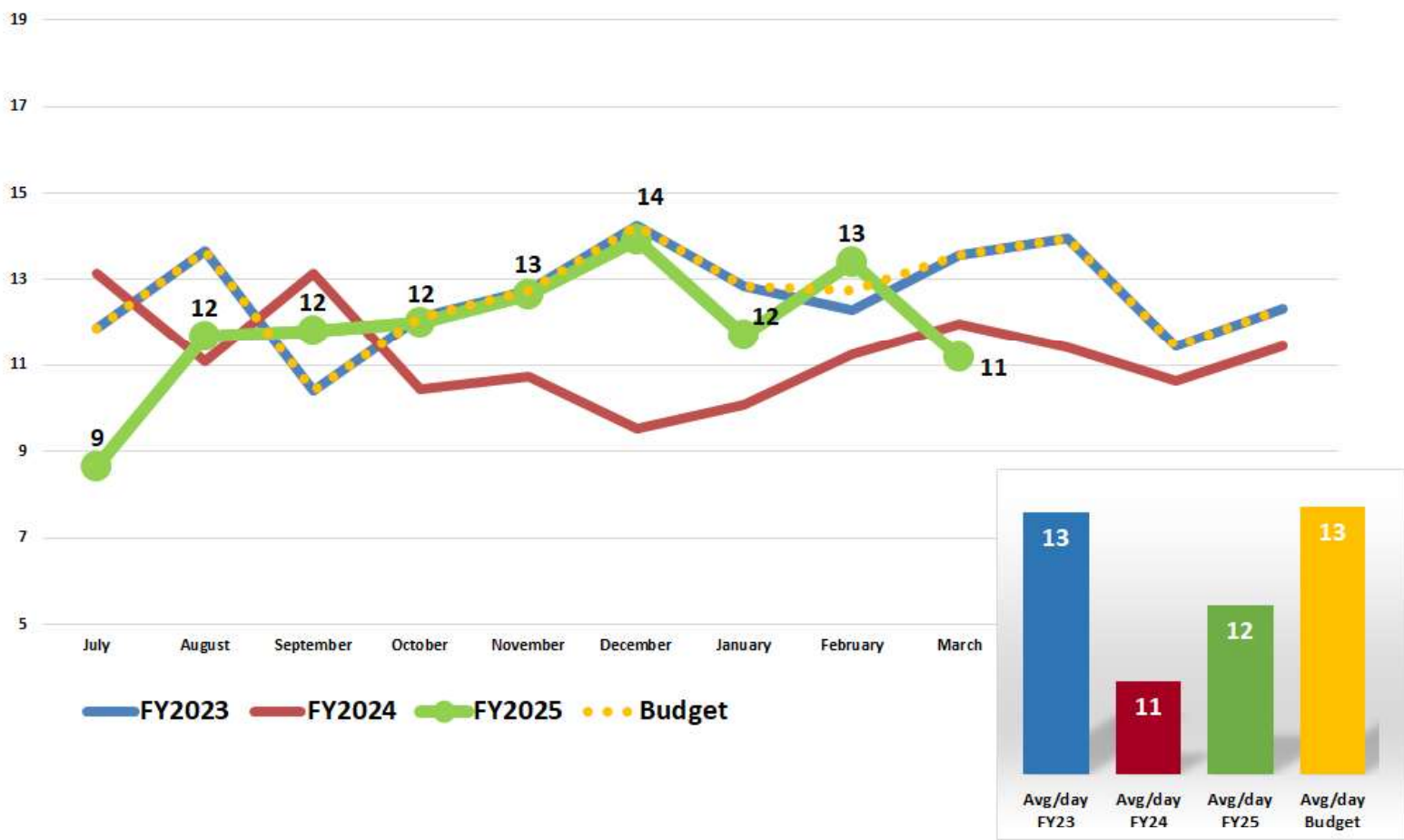
Sub-Acute - Avg Patients Per Day



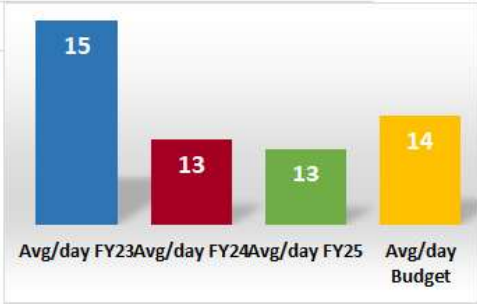
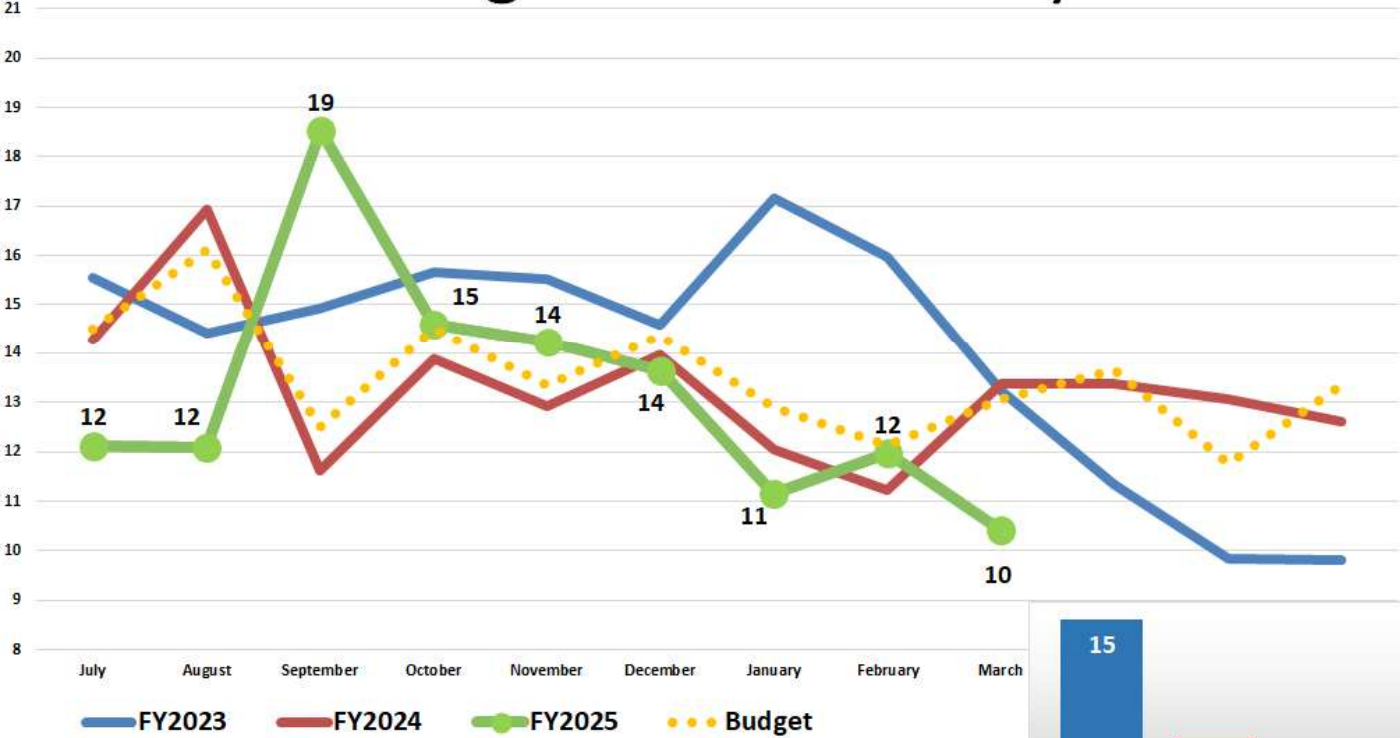
Rehabilitation Hospital - Avg Patients Per Day



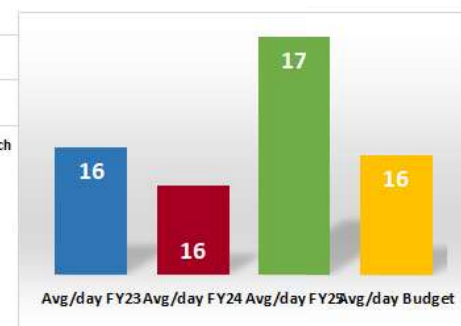
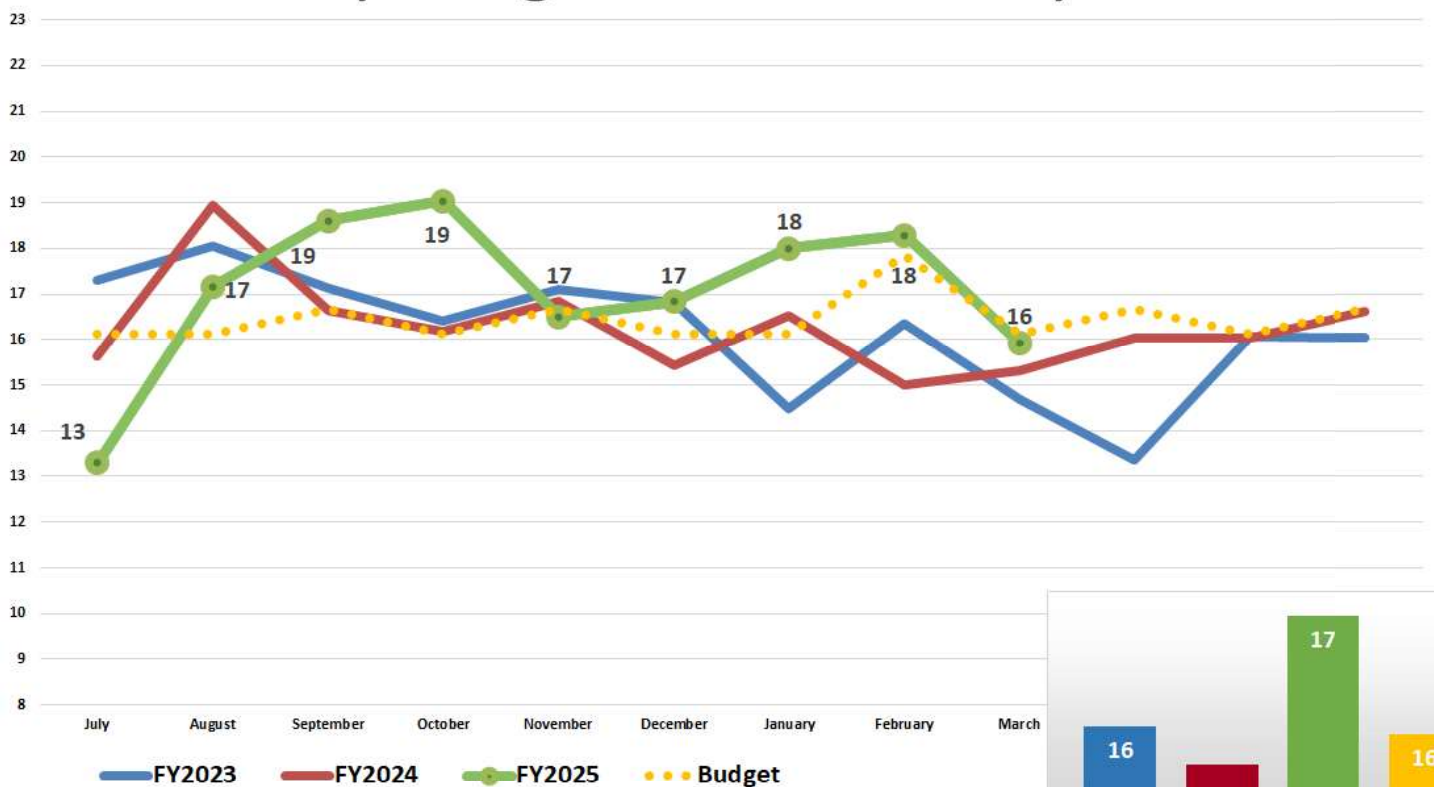
TCS Ortho - Avg Patients Per Day



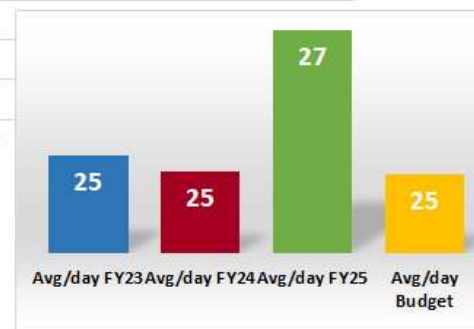
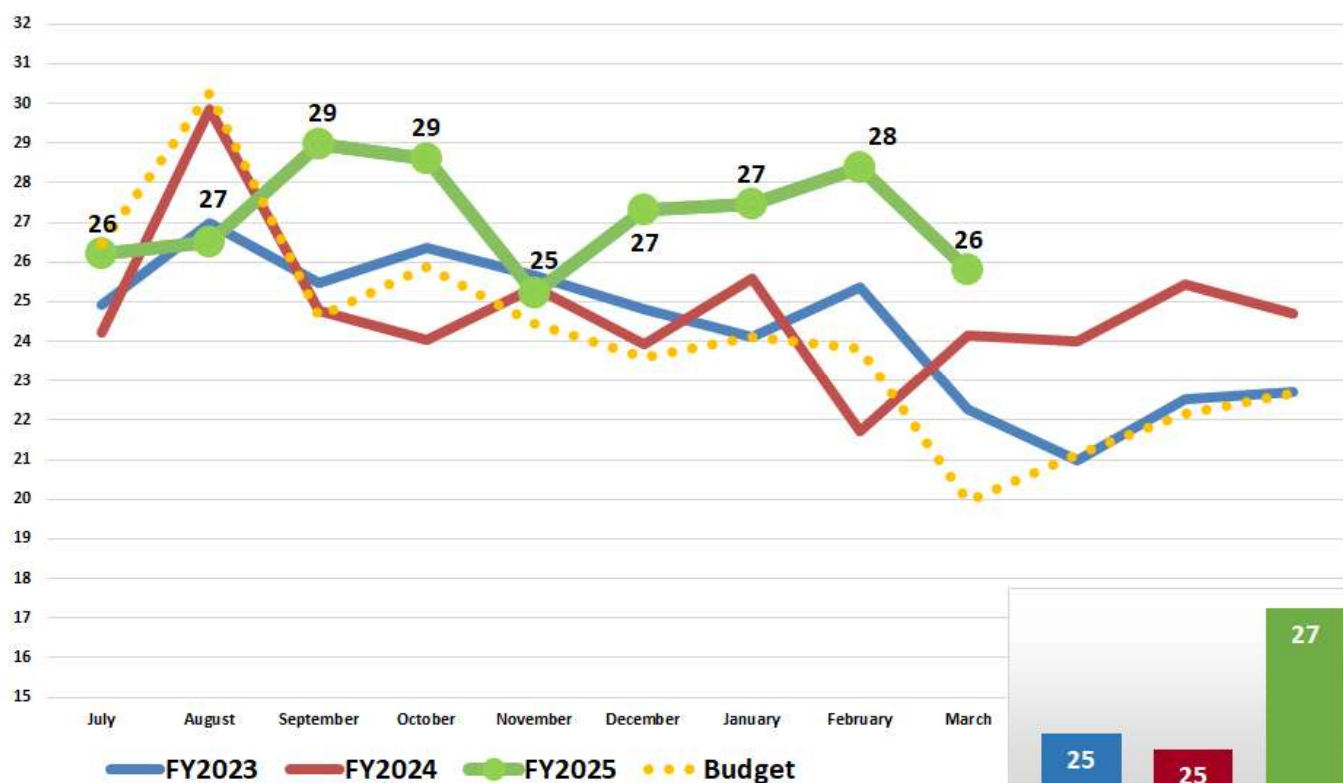
NICU - Avg Patients Per Day



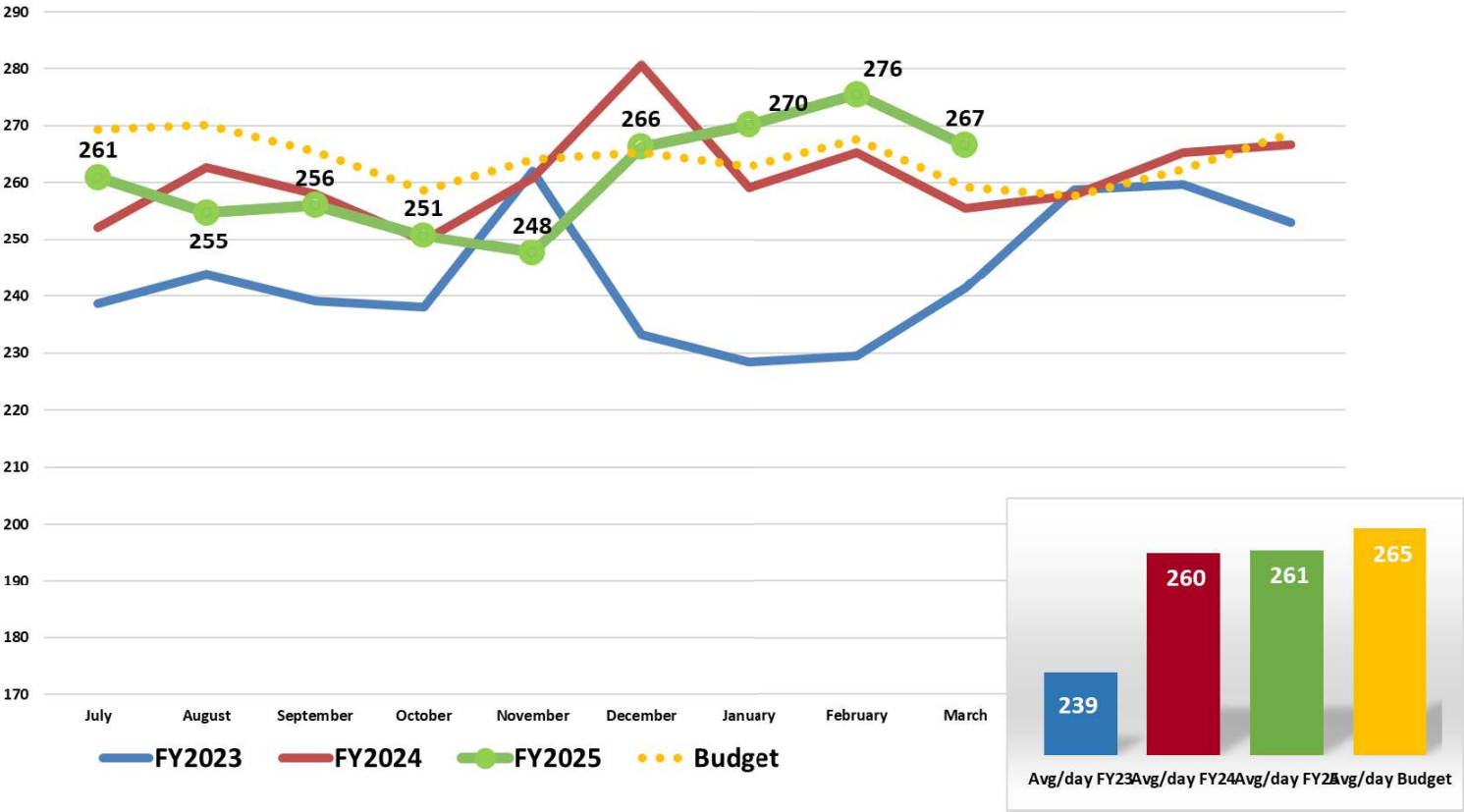
Nursery - Avg Patients Per Day



Obstetrics - Avg Patients Per Day



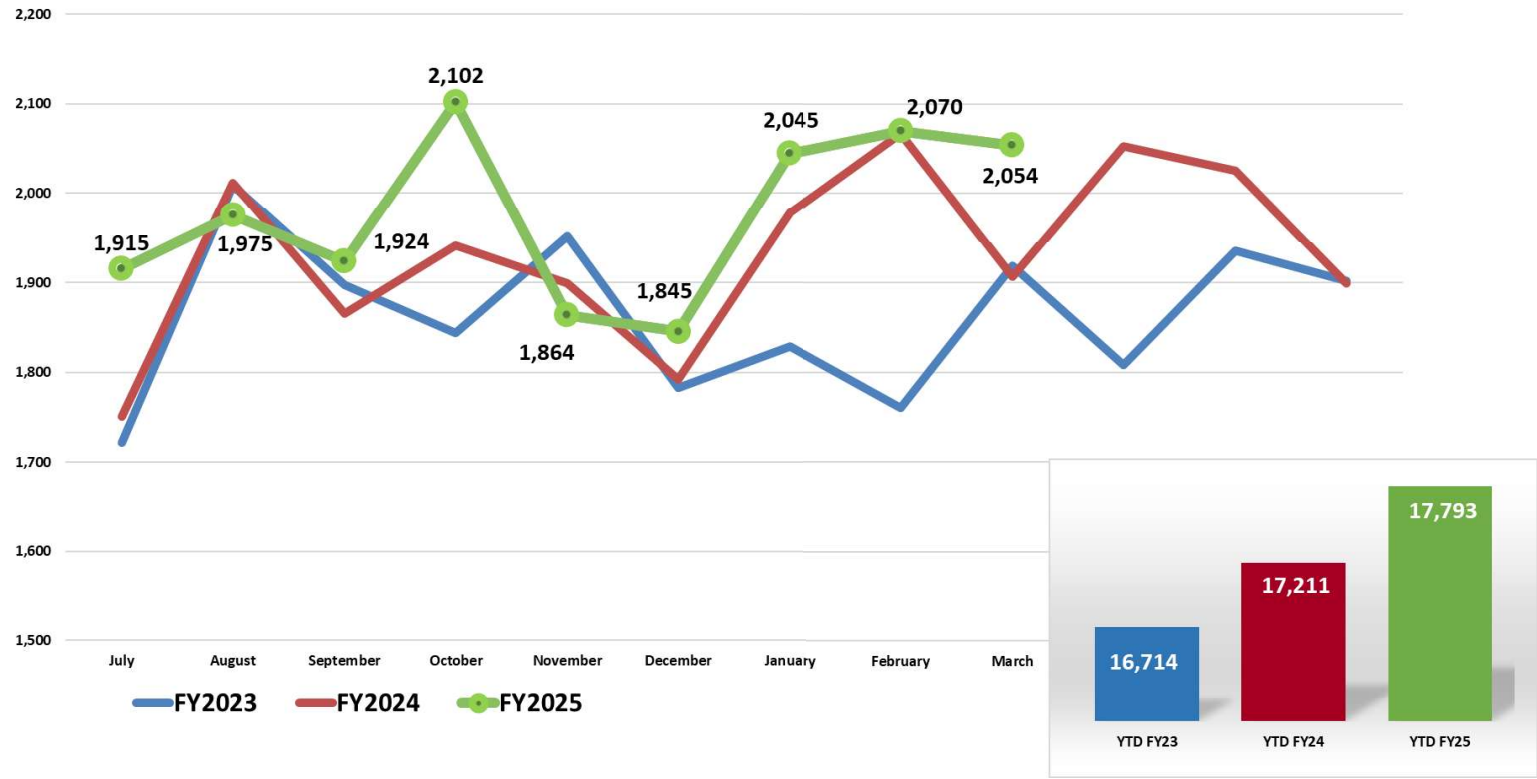
ED - Avg Treated Per Day



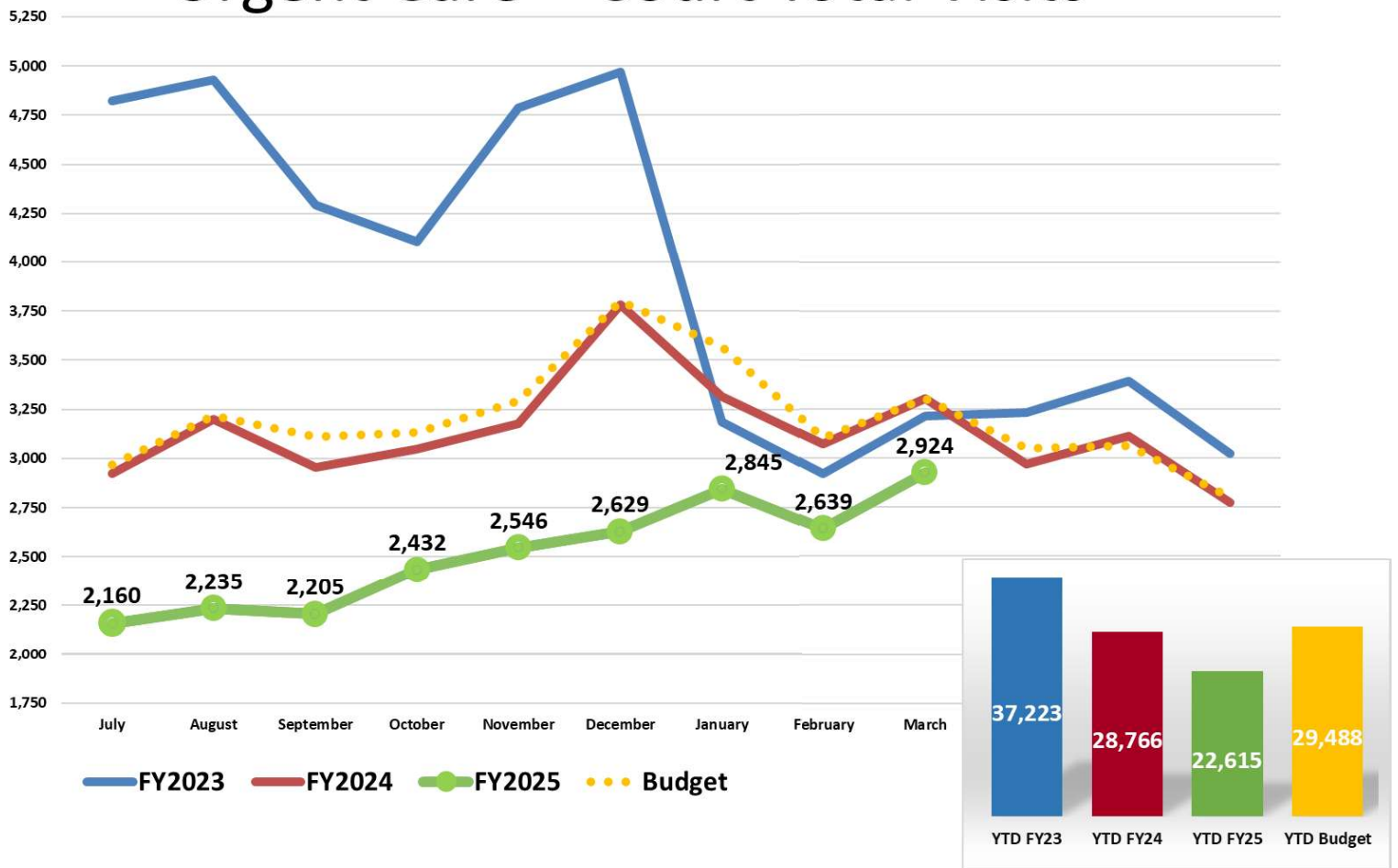
Outpatient Registrations



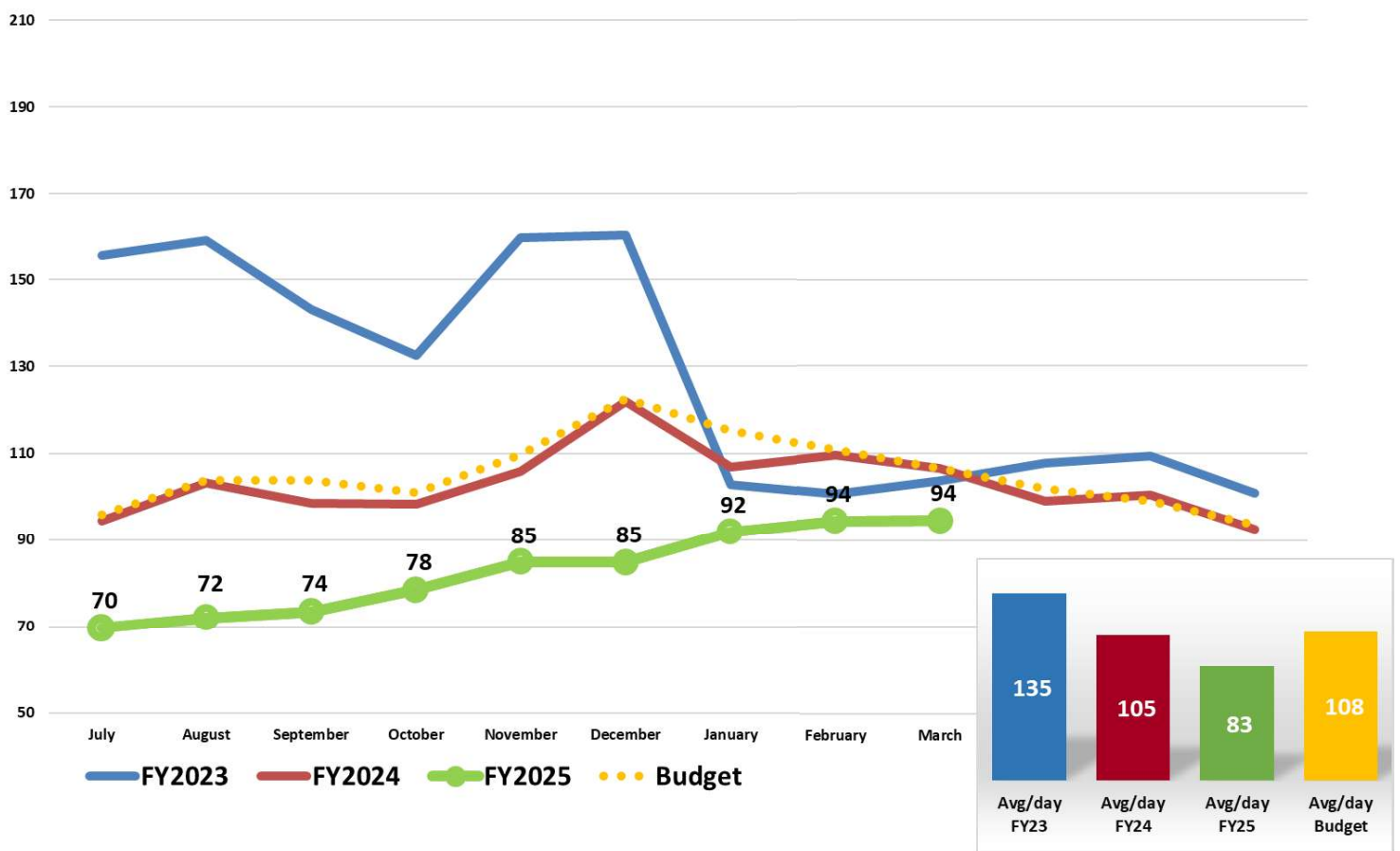
Outpatient Registrations Per Day



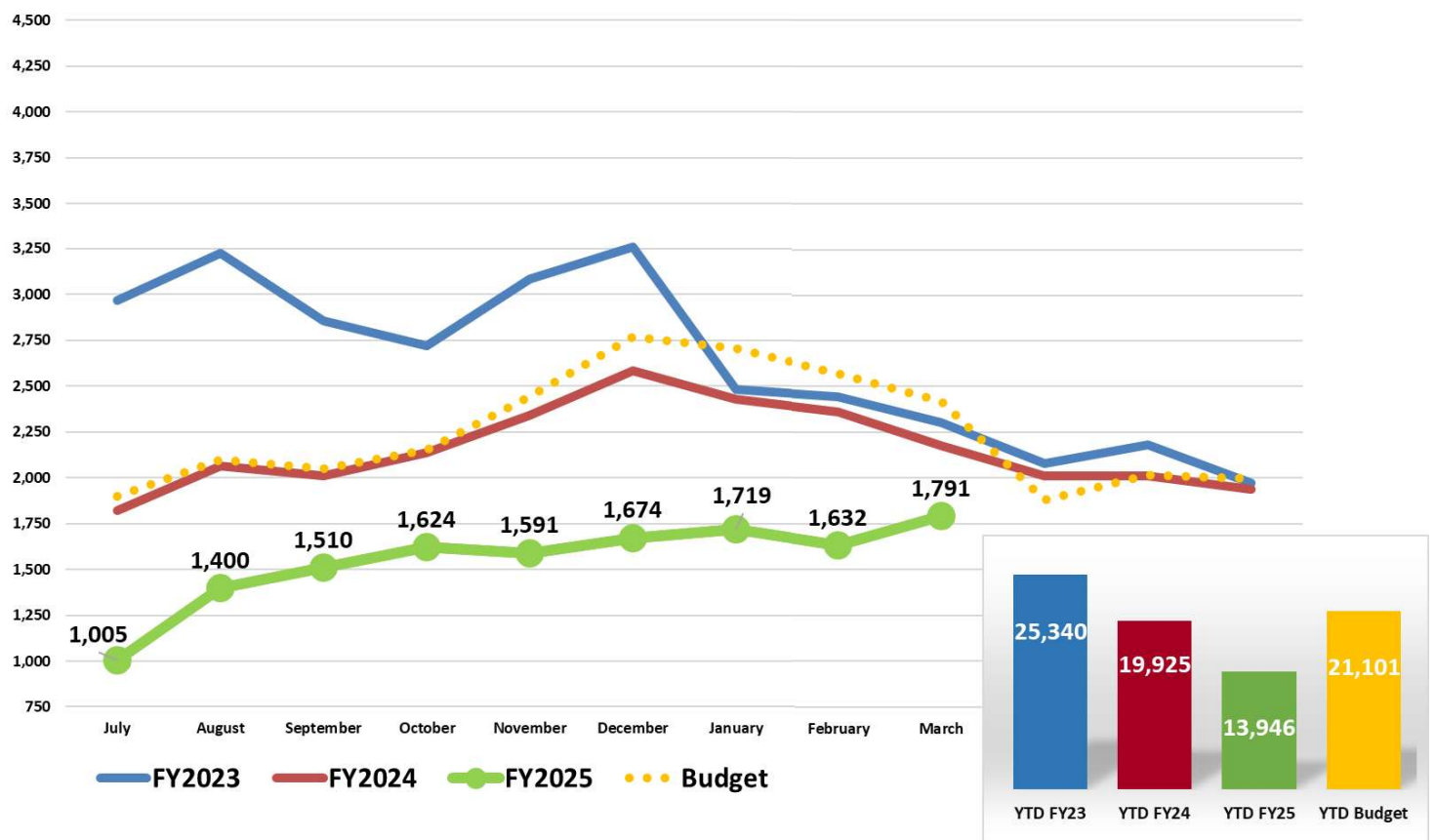
Urgent Care – Court Total Visits



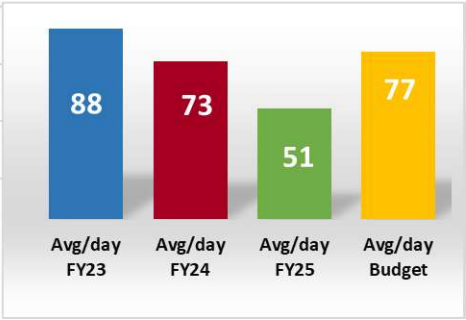
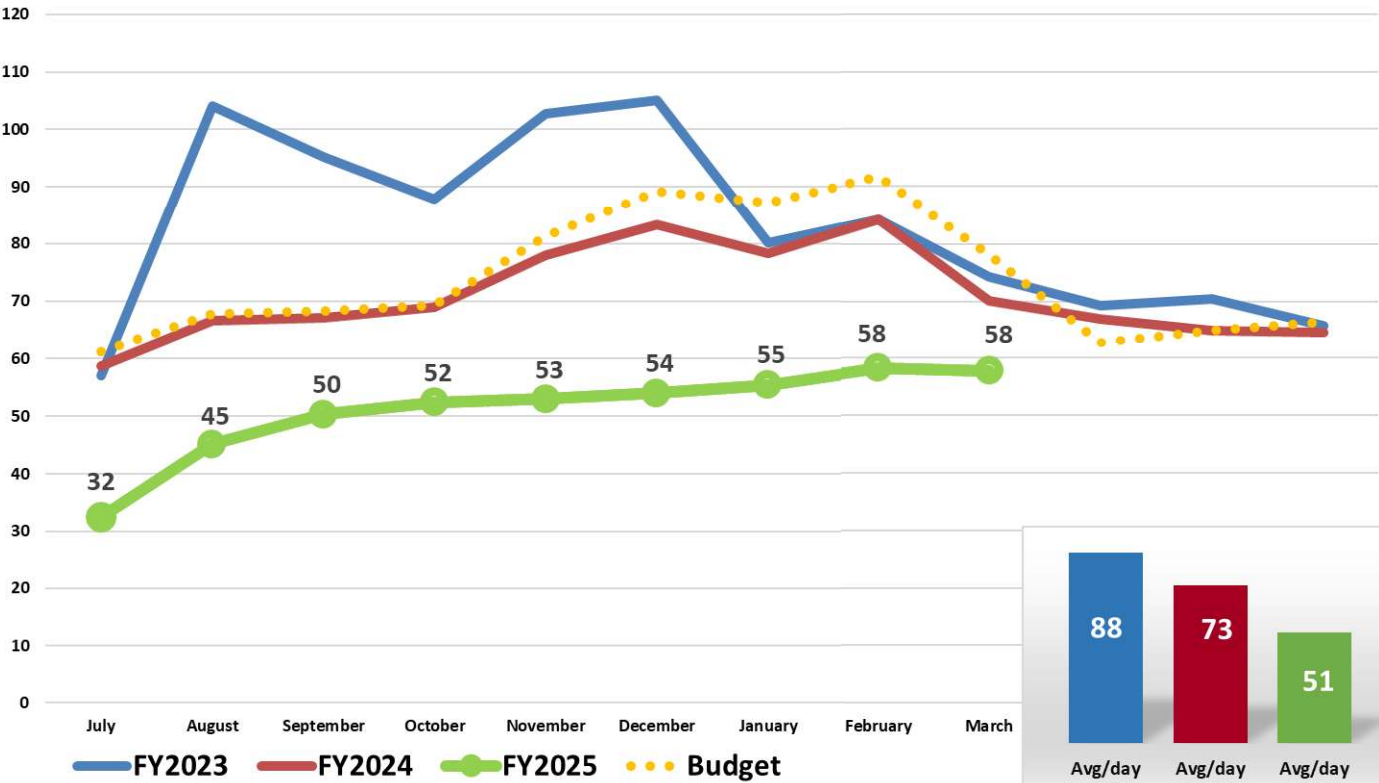
Urgent Care – Court Avg Visits Per Day



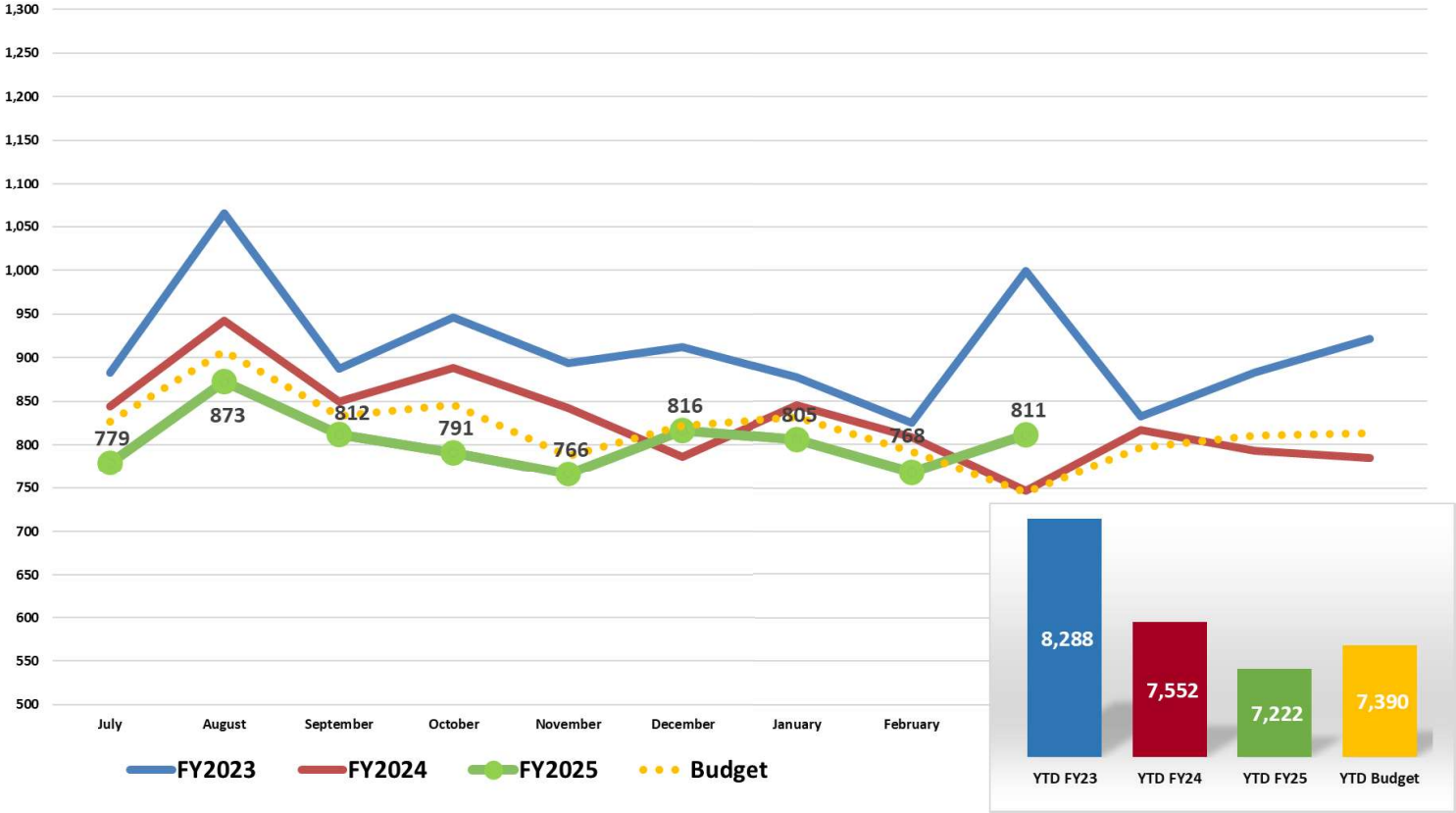
Urgent Care – Demaree Total Visits



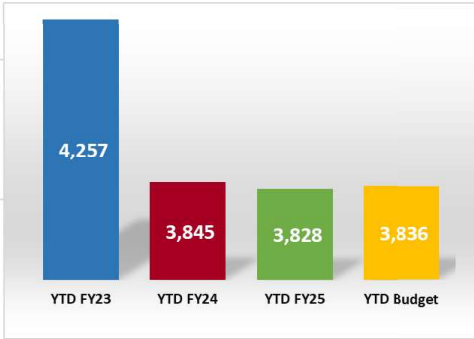
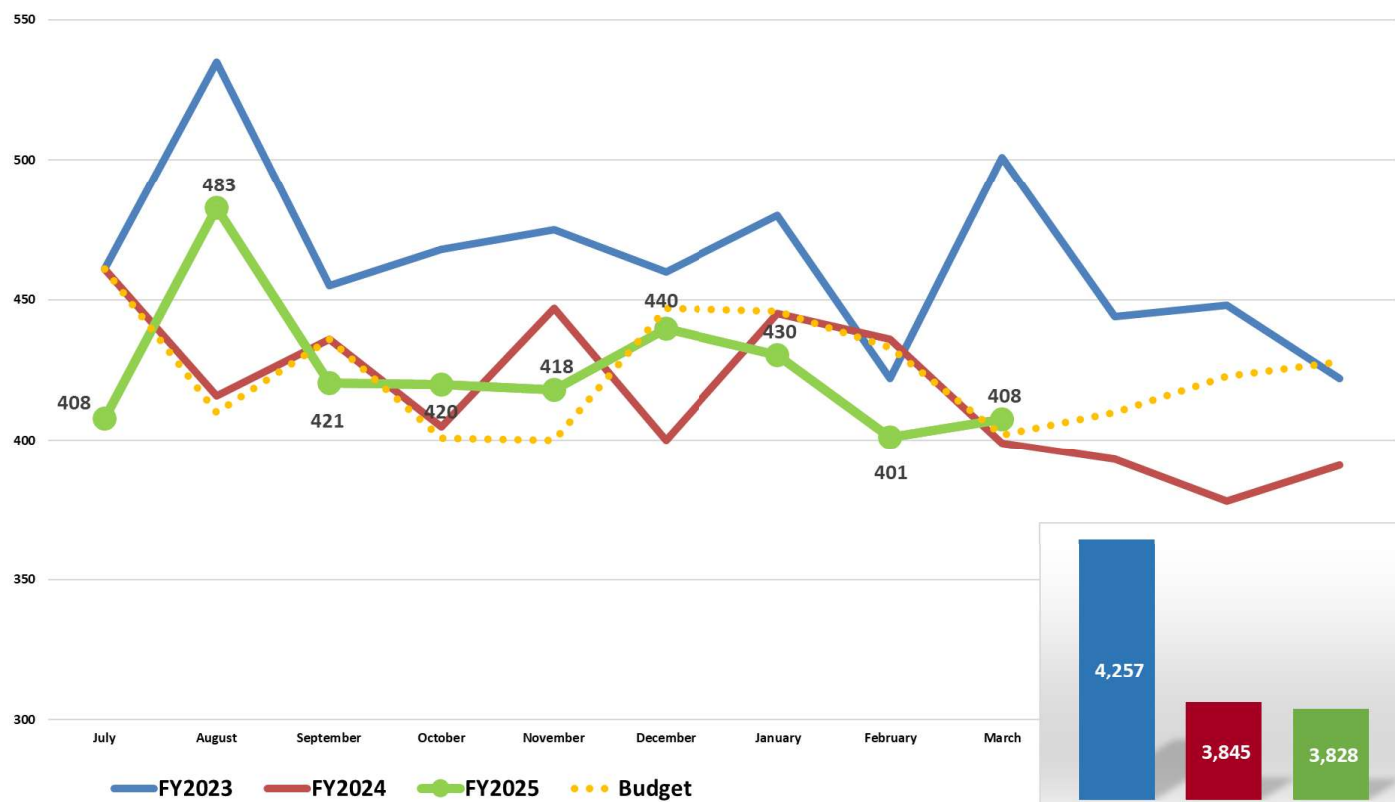
Urgent Care – Demaree Avg Visits Per Day



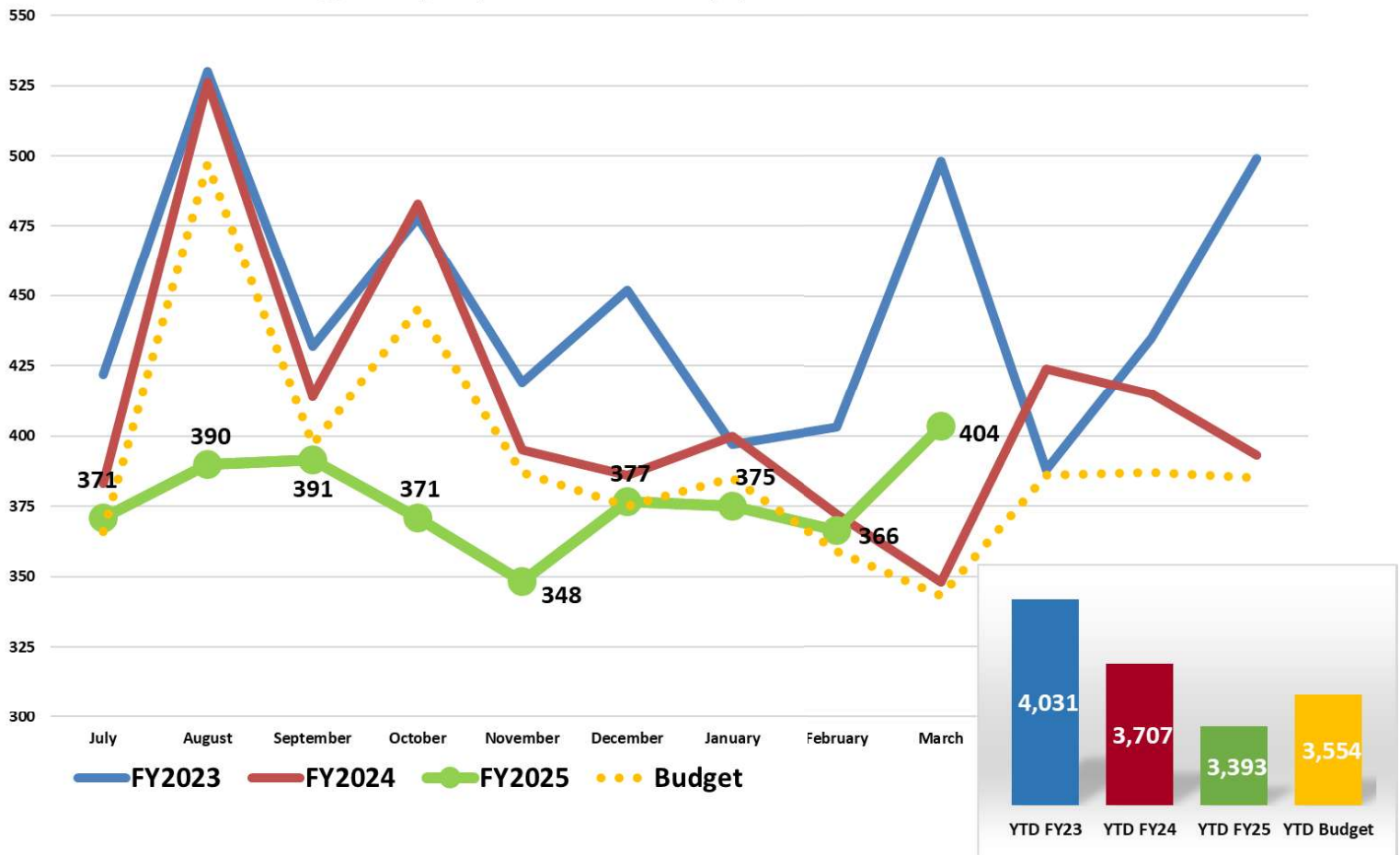
Surgery (IP & OP) – 100 Min Units



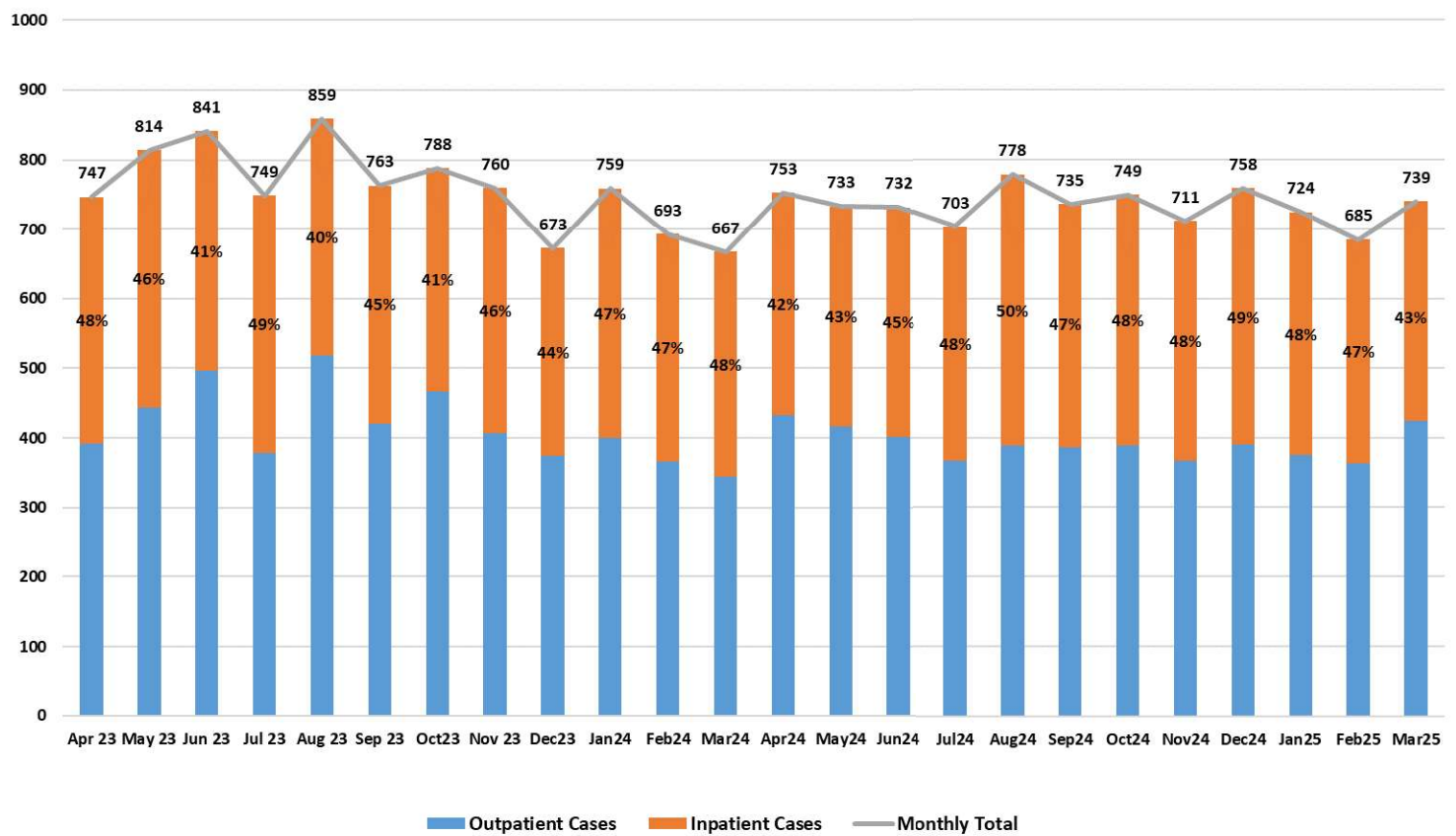
Surgery (IP Only) - 100 Min Unit



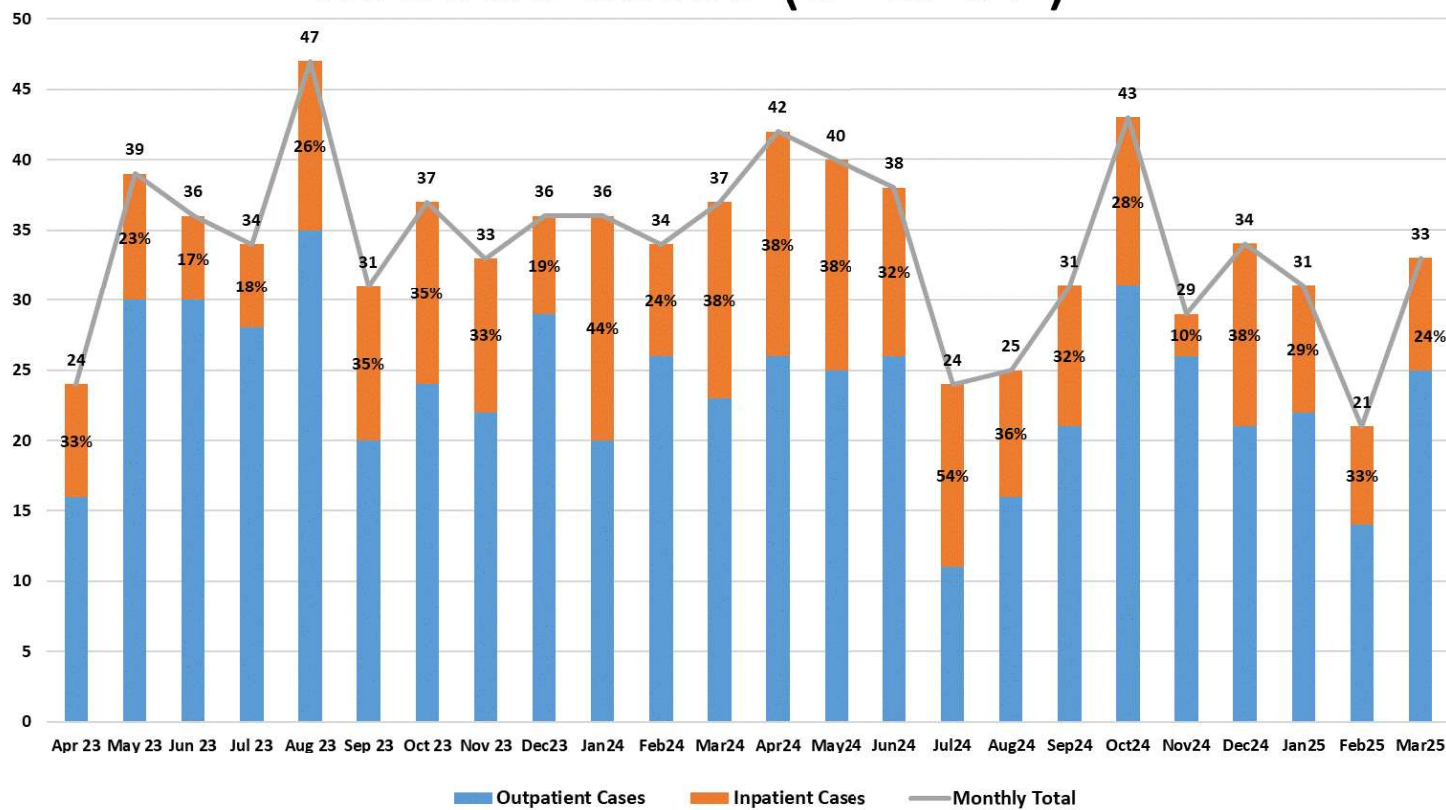
Surgery (OP Only) - 100 Min Units



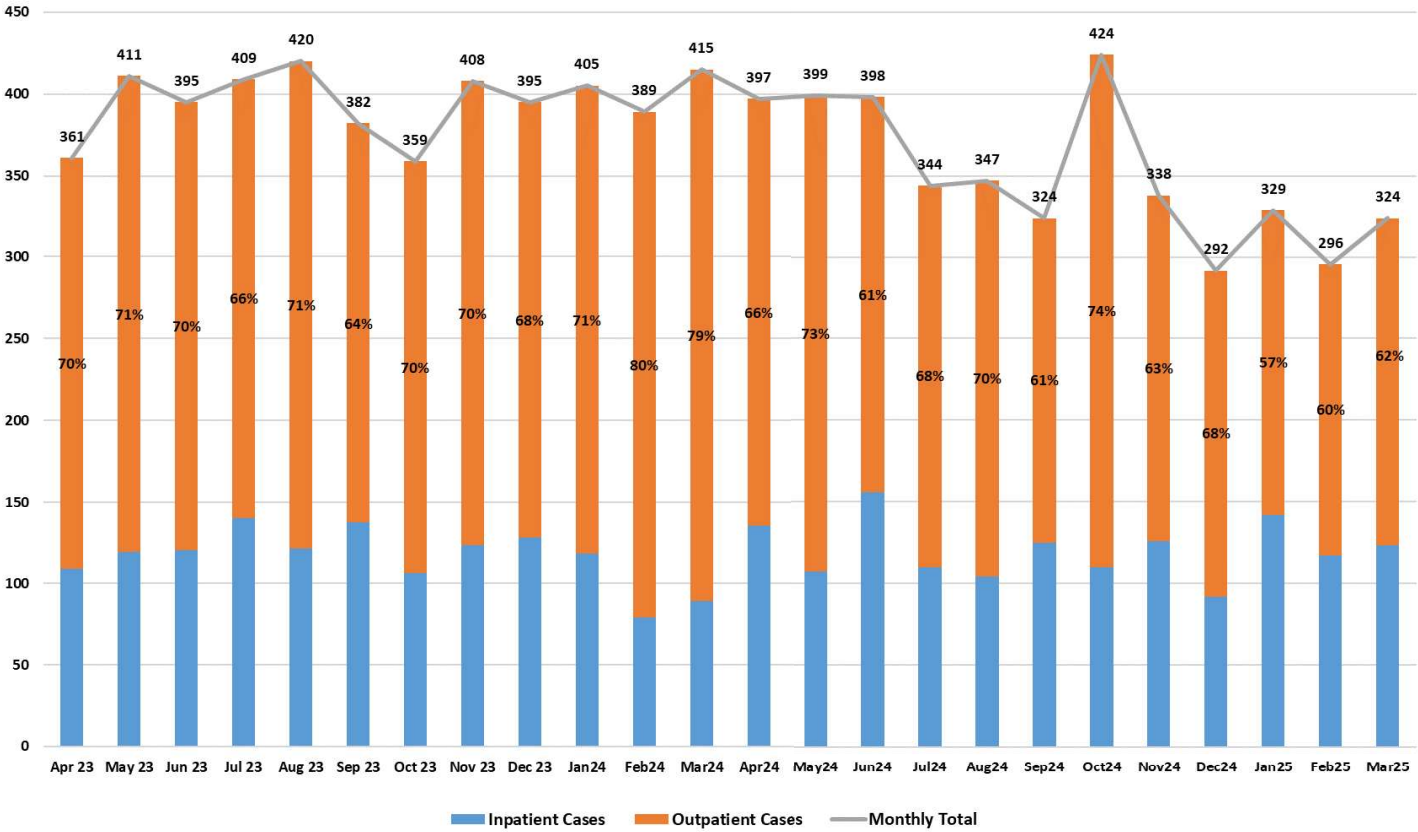
Surgery Cases (IP & OP)



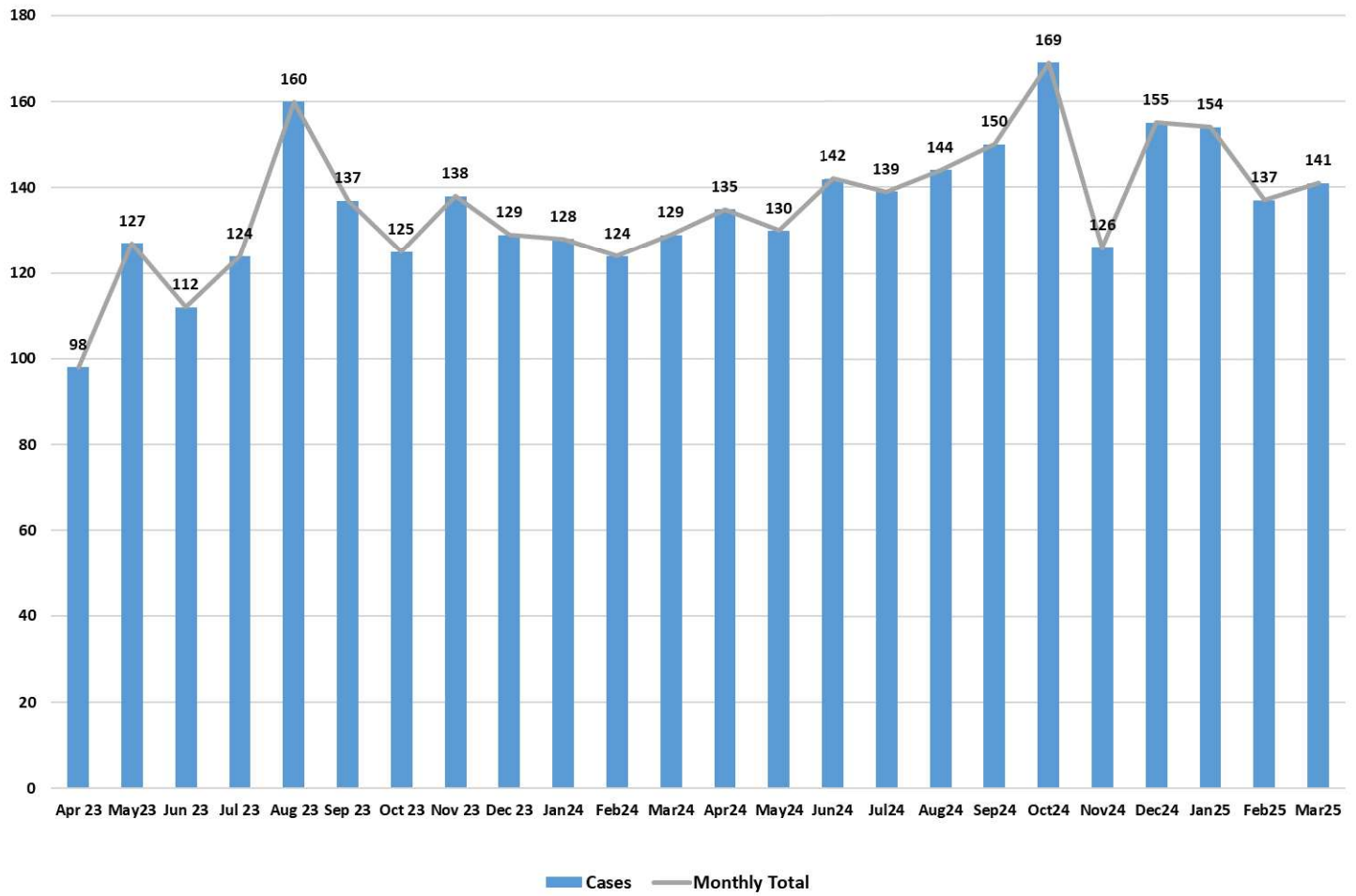
Robotic Cases (IP & OP)



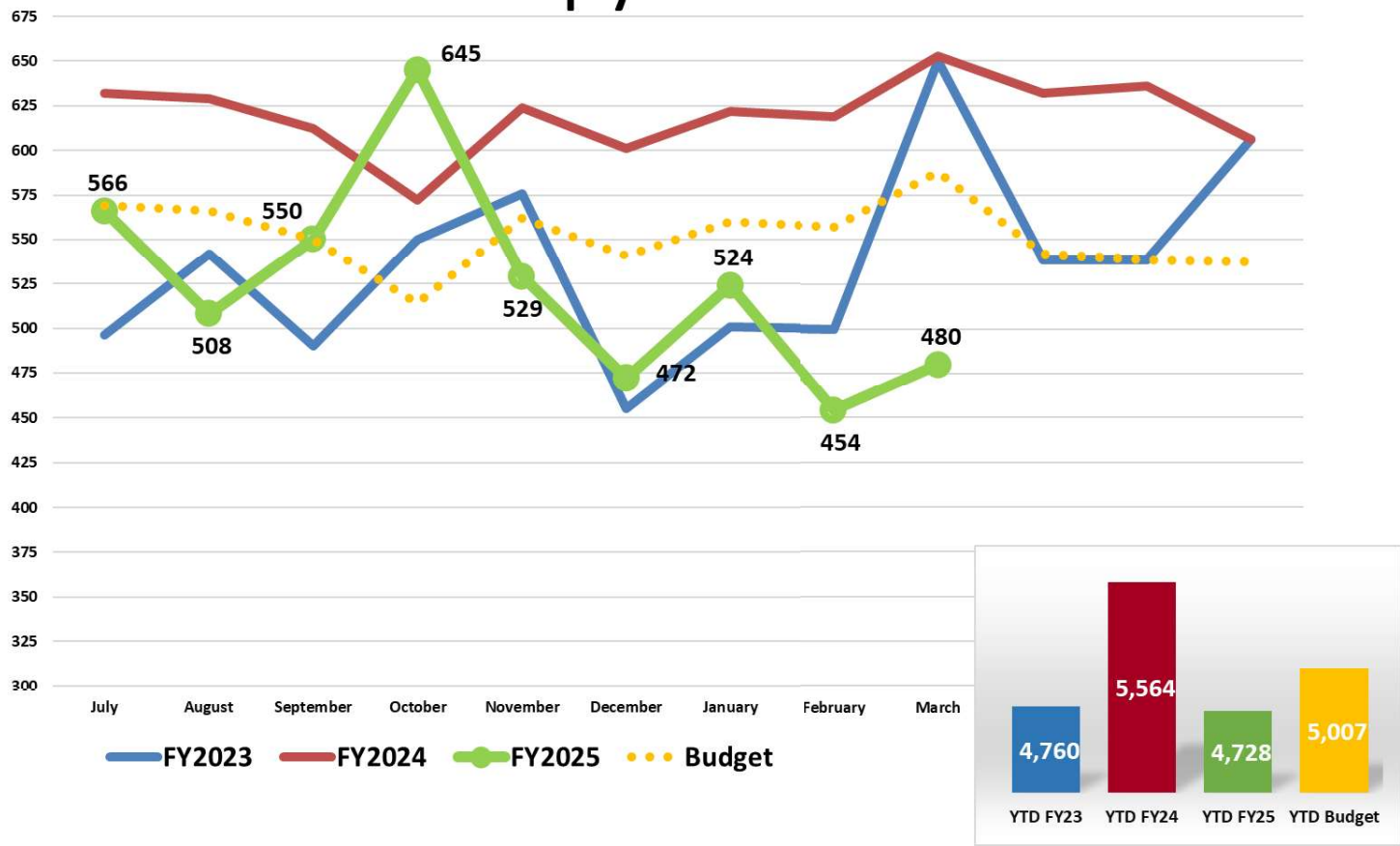
Endo Cases (Suites A & B and OR)



OB Cases



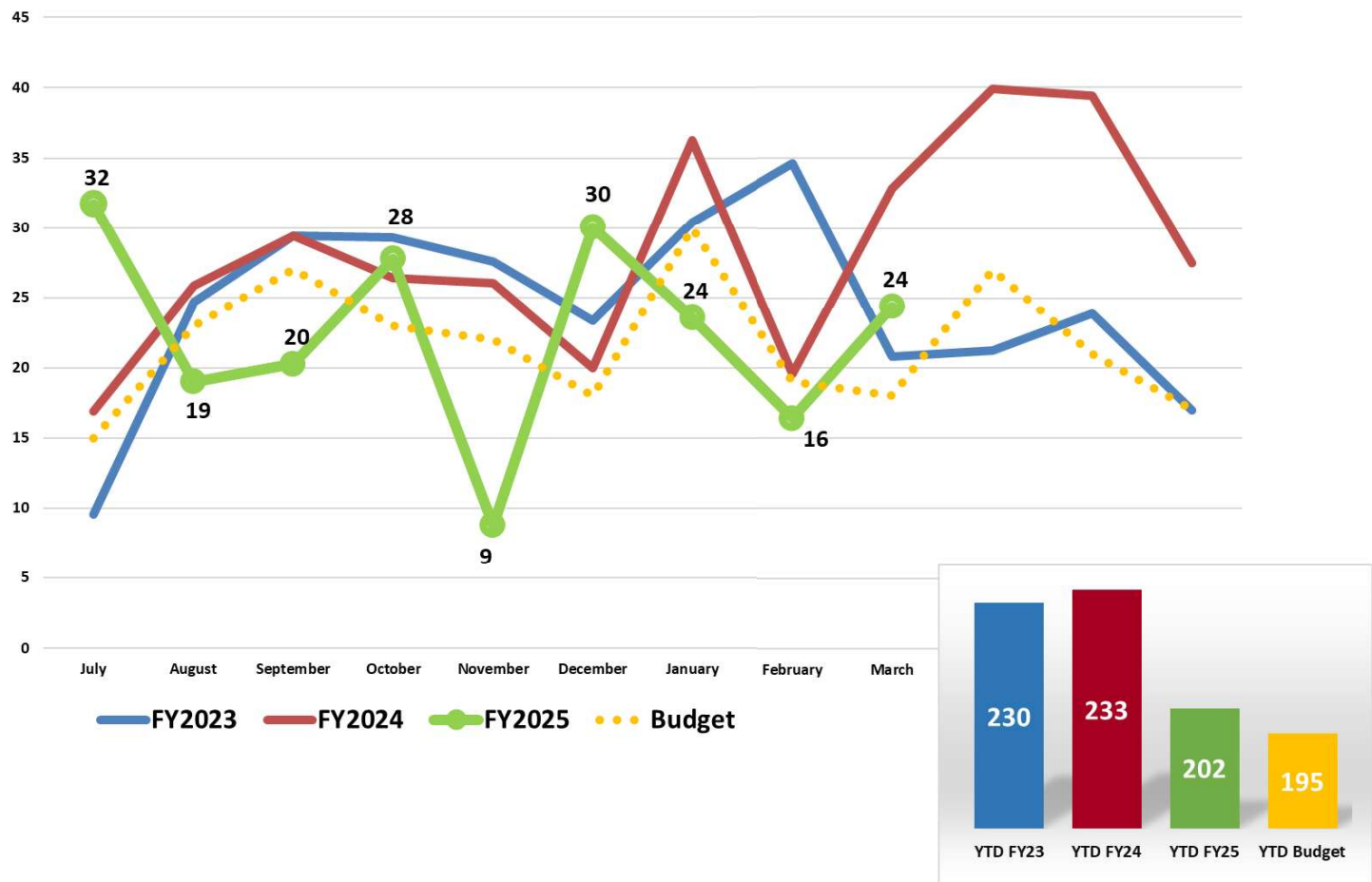
Endoscopy Procedures



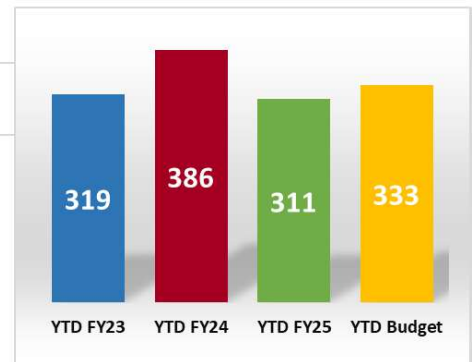
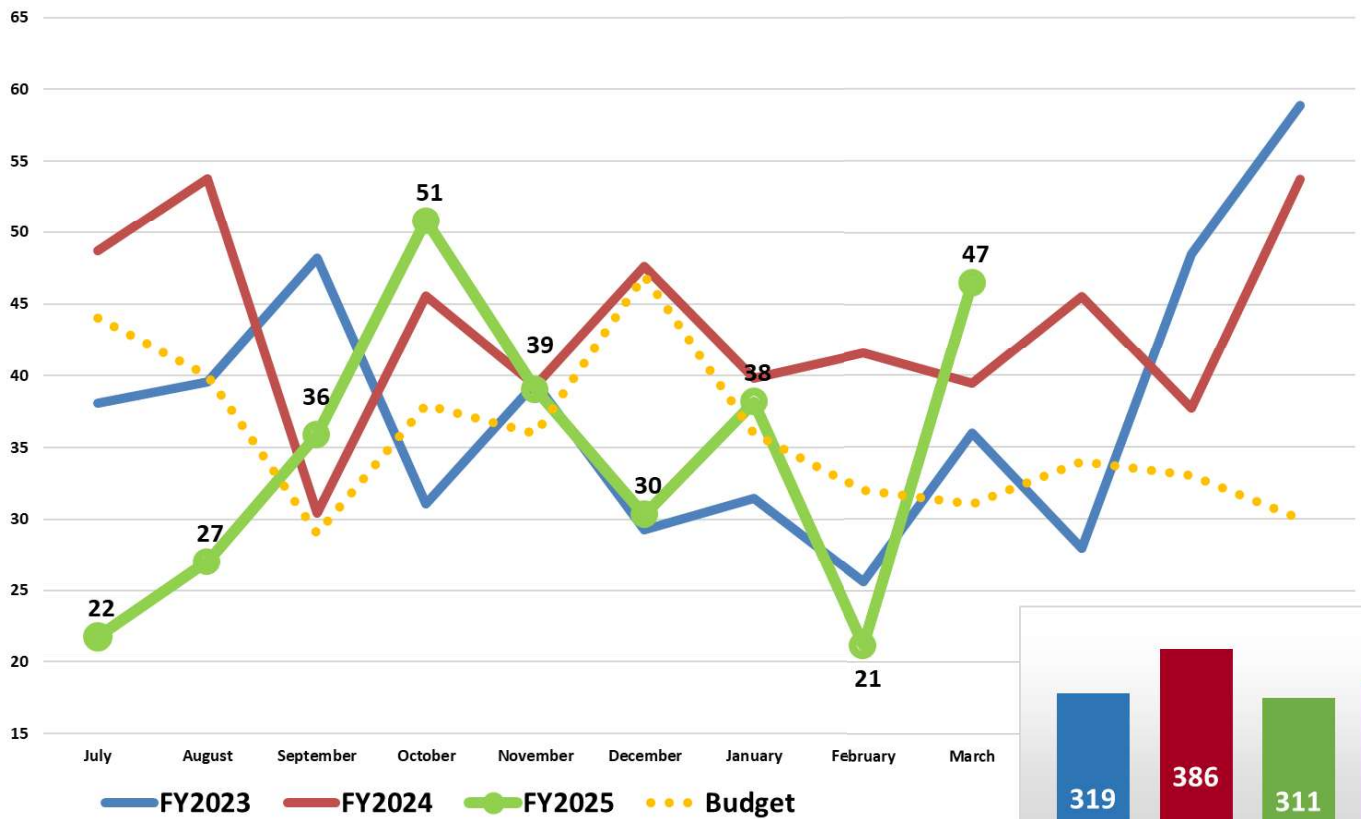
Robotic Surgery (IP & OP) - 100 Min Units



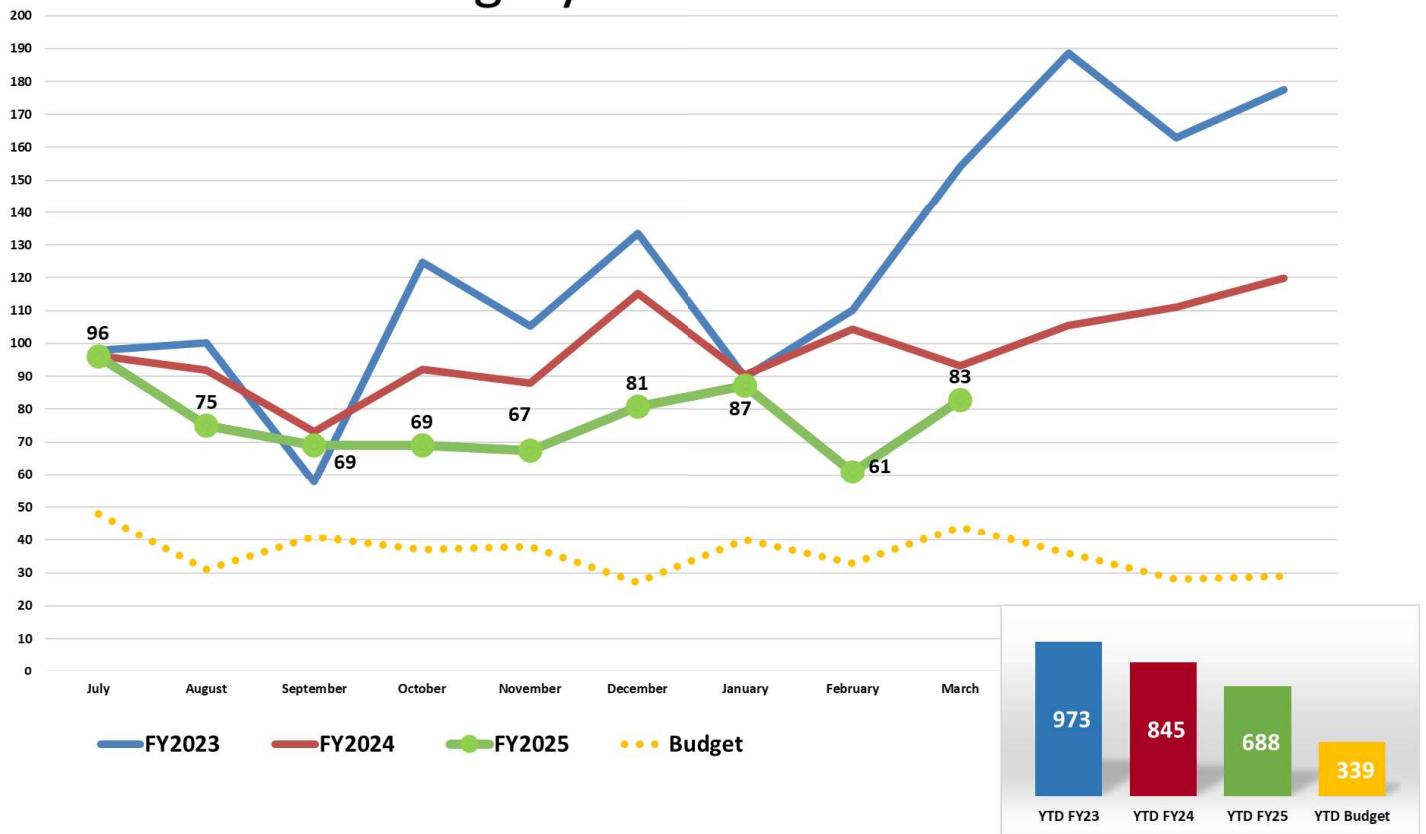
Robotic Surgery Minutes (IP Only)



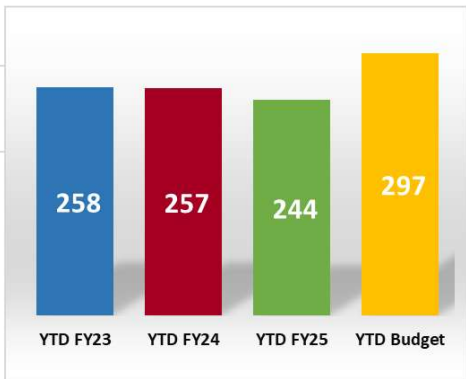
Robotic Surgery Minutes (OP Only)



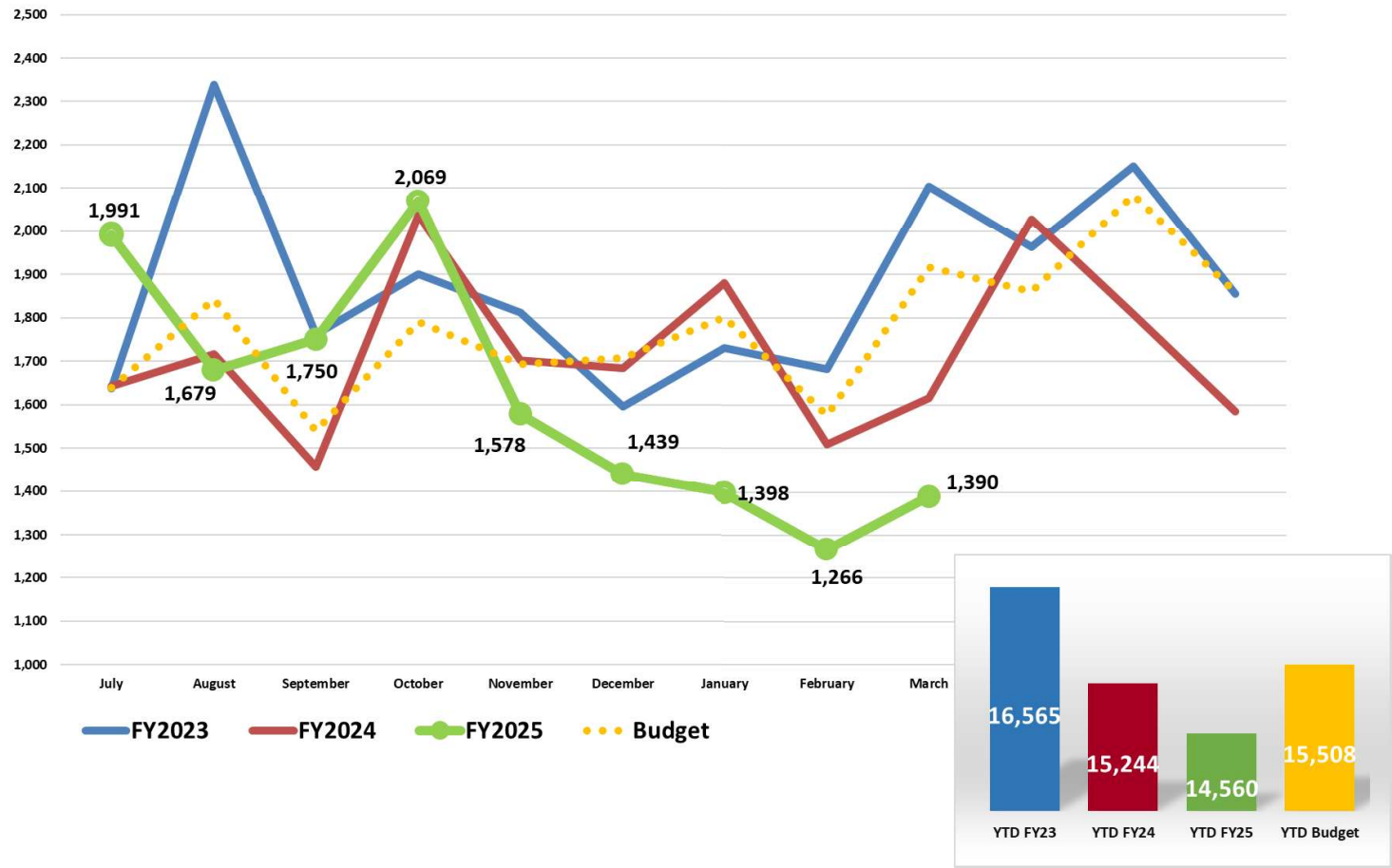
Cardiac Surgery - 100 Min Units



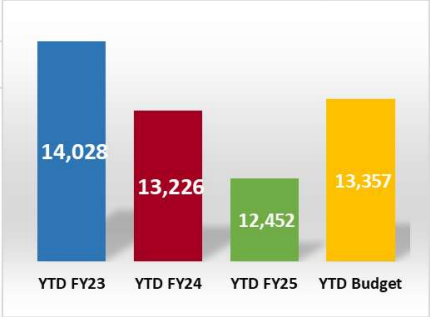
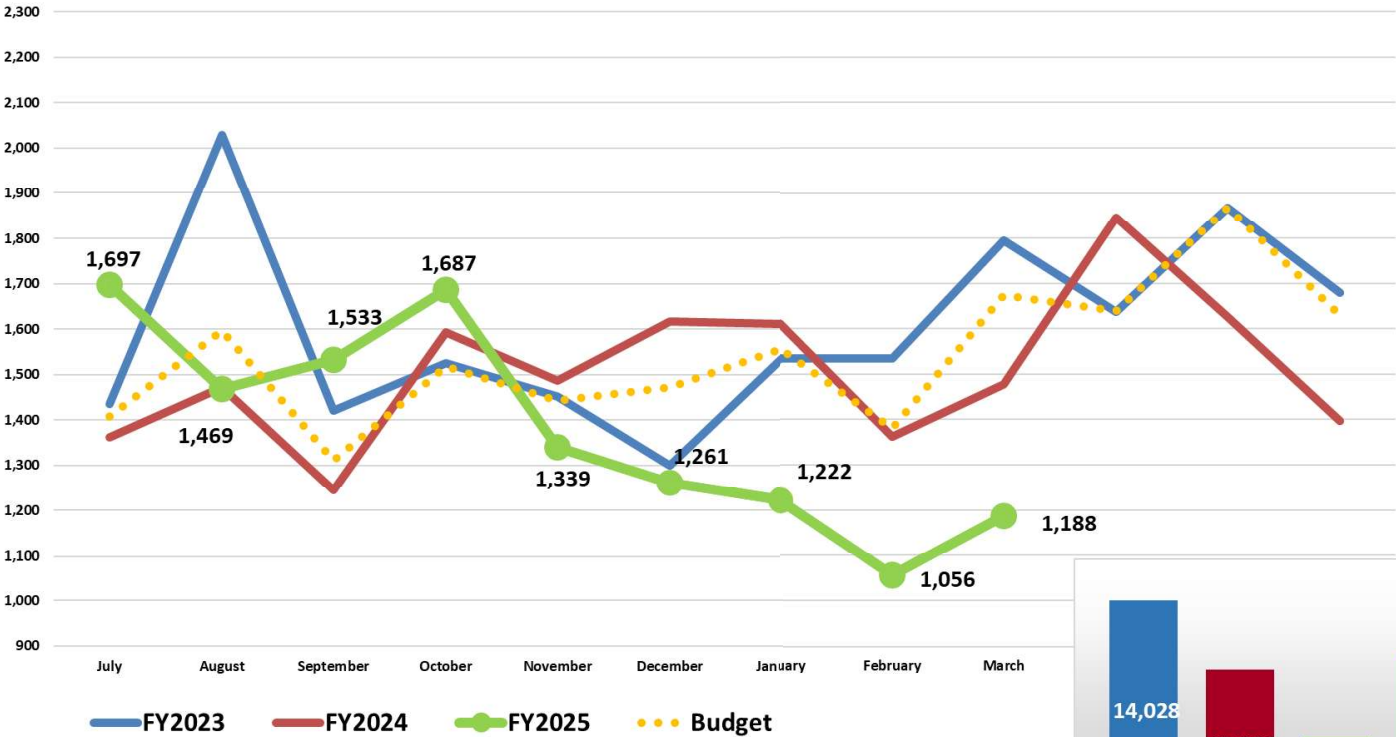
Cardiac Surgery Cases



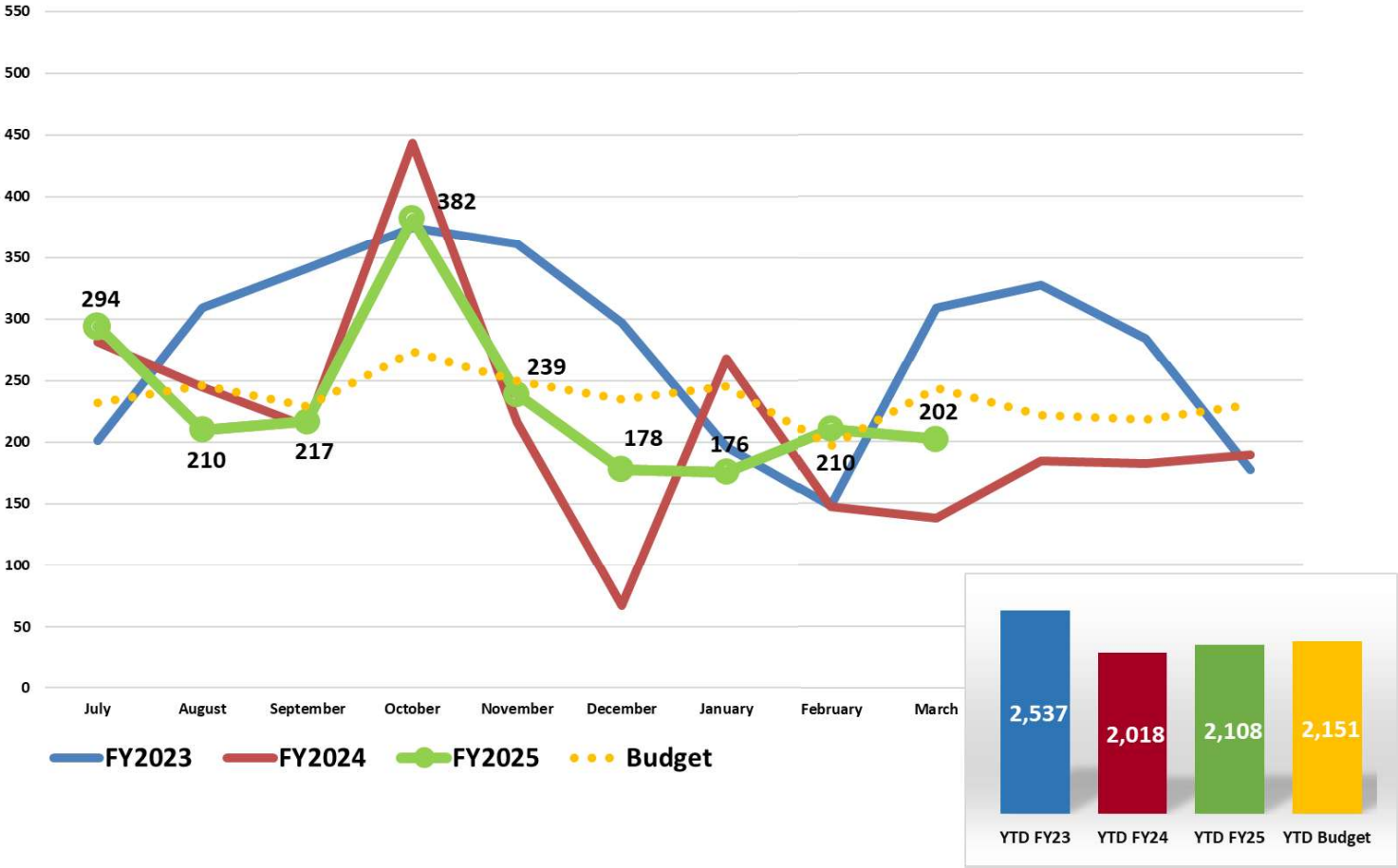
Rad Onc Treatments (Vis. & Hanf.)



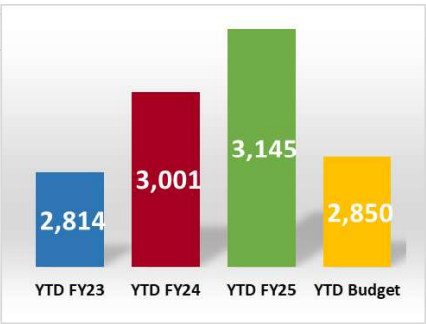
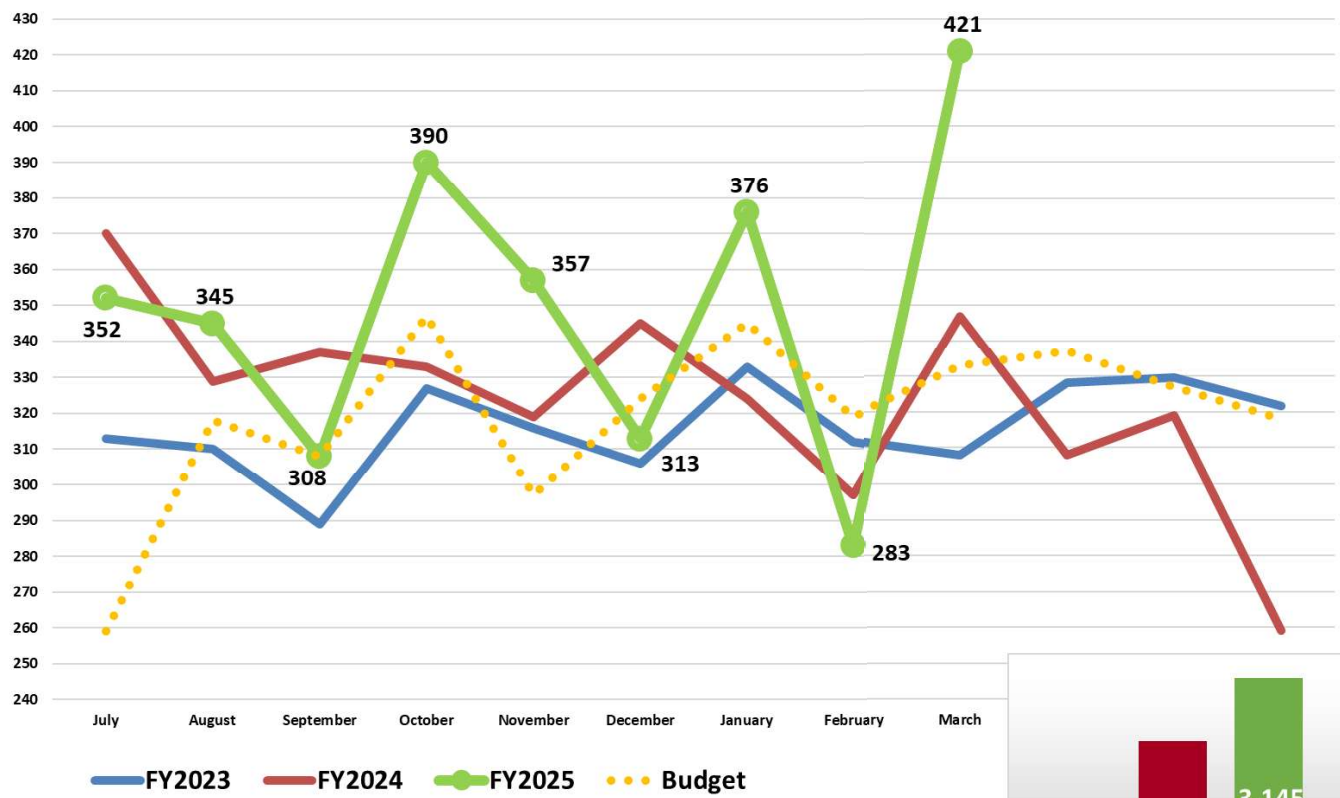
Rad Onc Visalia



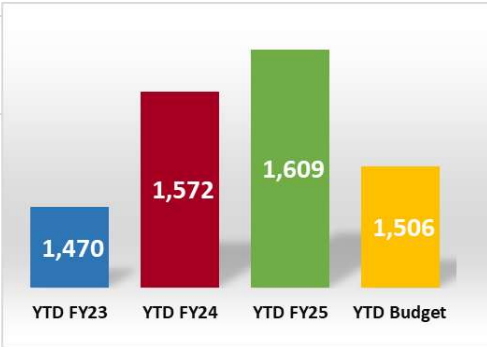
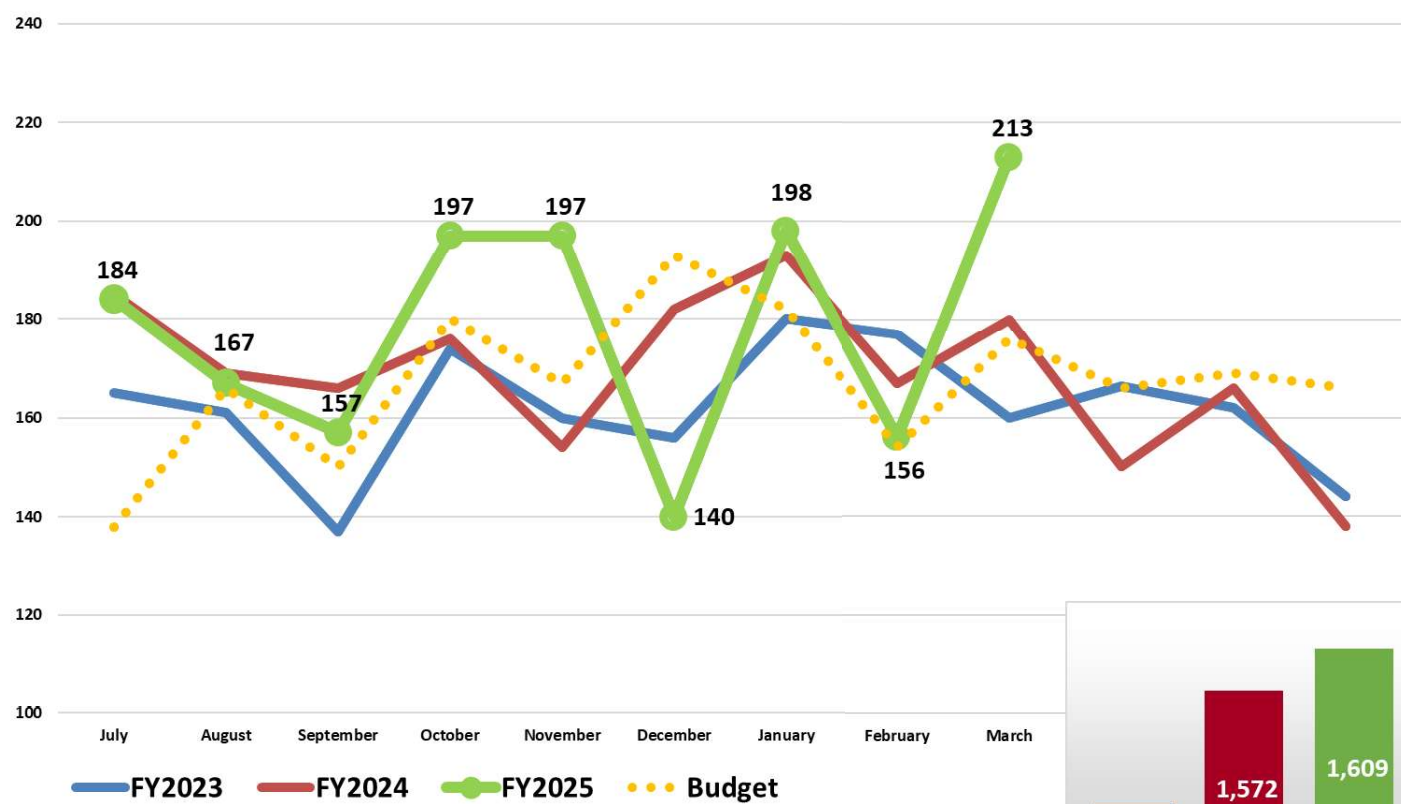
Rad Onc Hanford



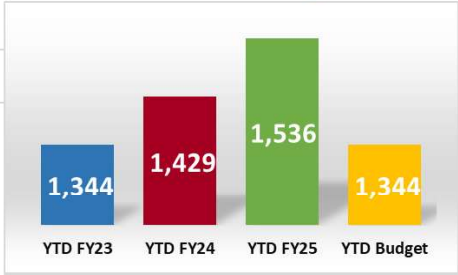
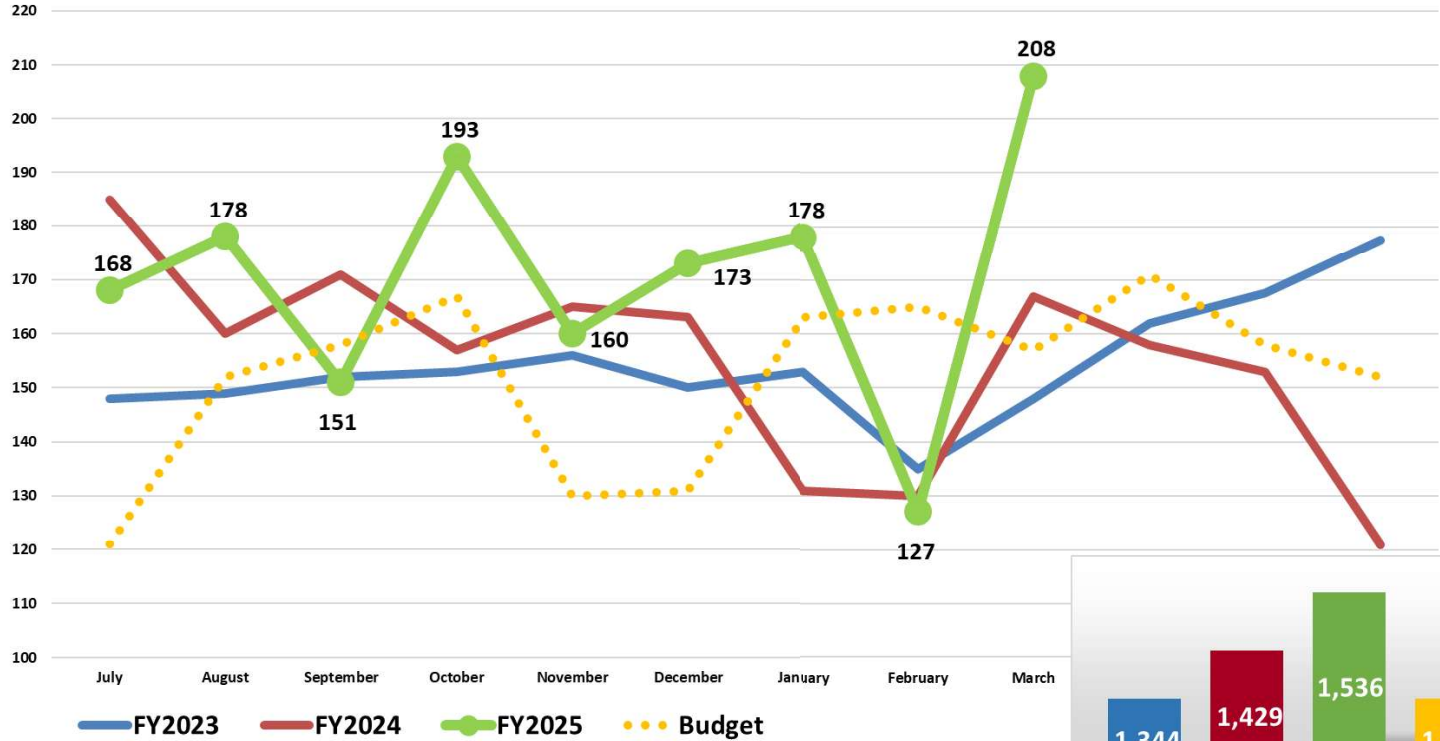
Cath Lab (IP & OP) – 100 Min Units



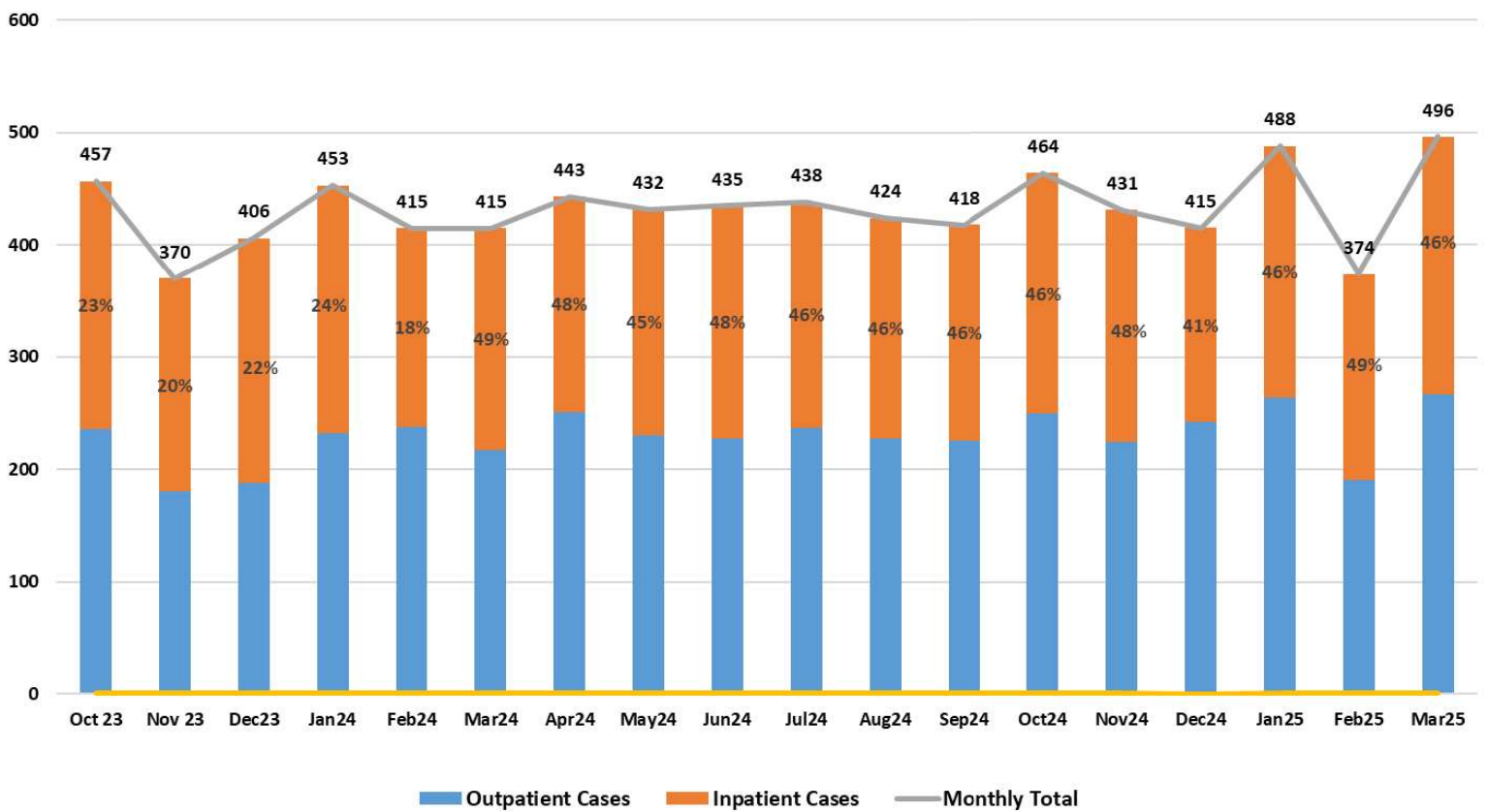
Cath Lab (IP Only) – 100 Min Units



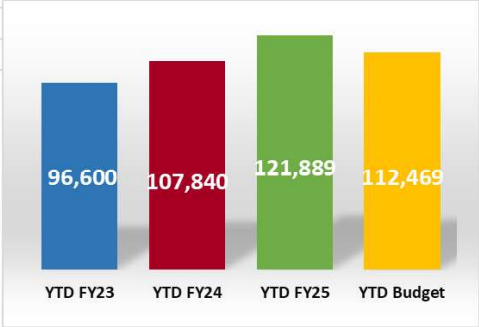
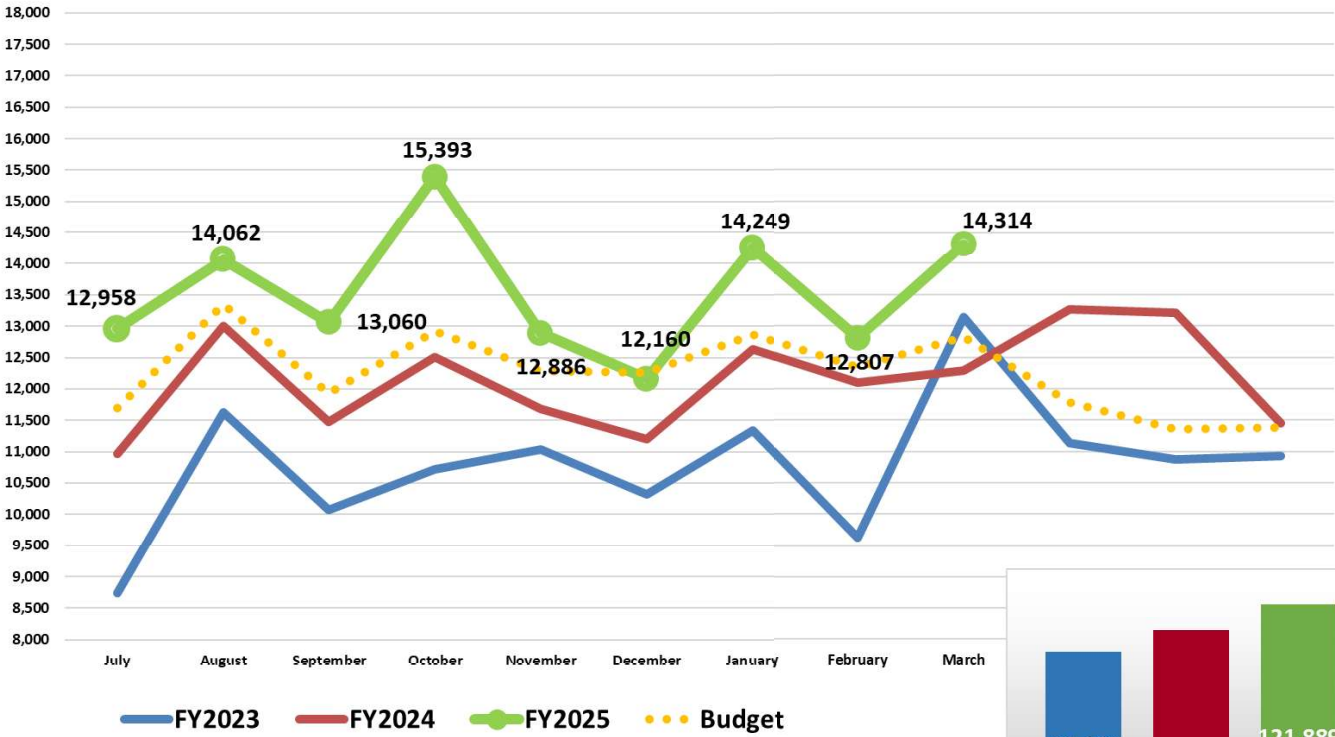
Cath Lab (OP Only) – 100 Min Units



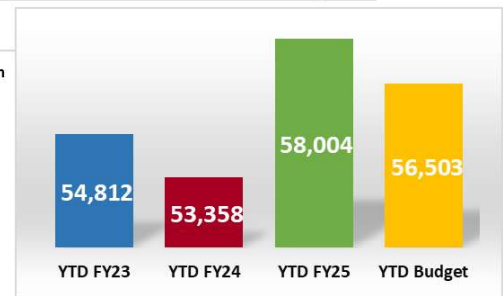
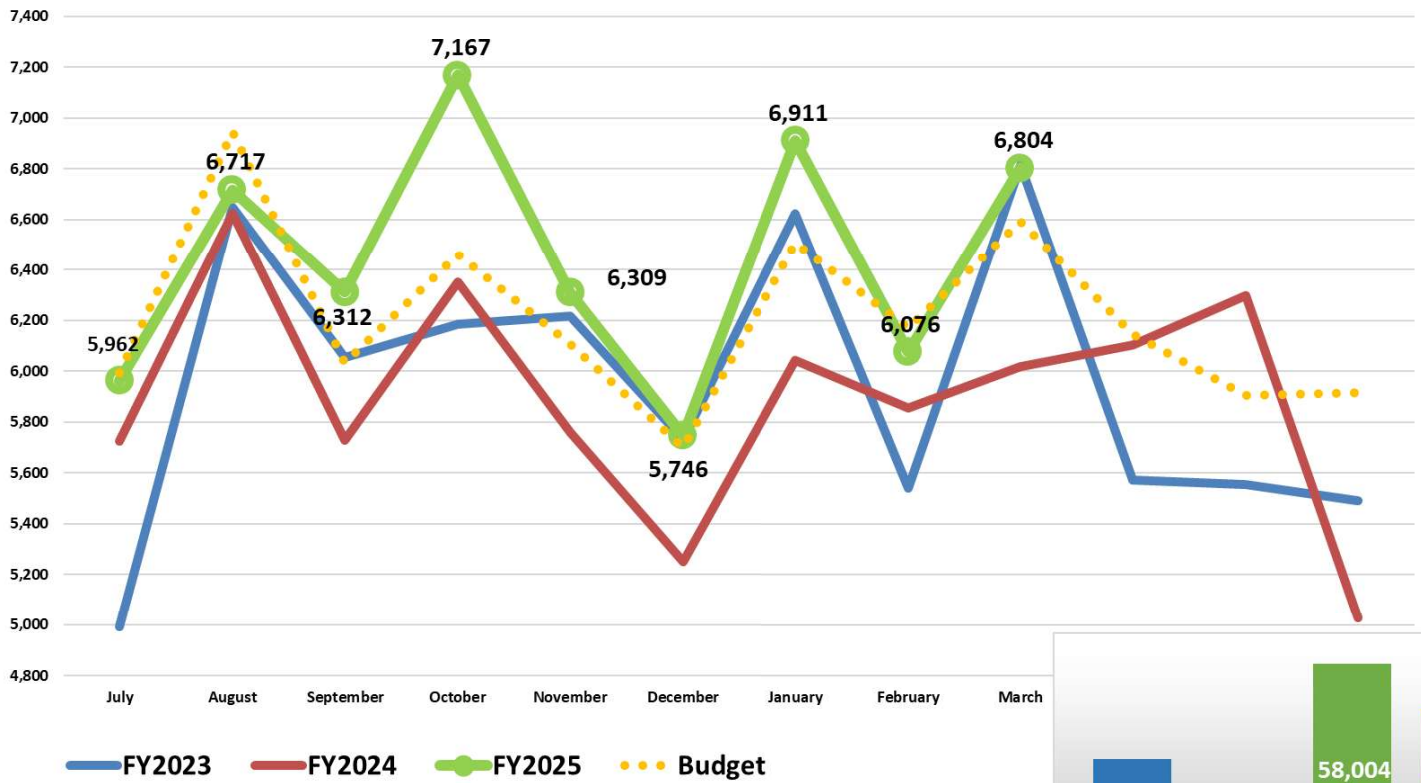
Cath Lab Patients (IP & OP)



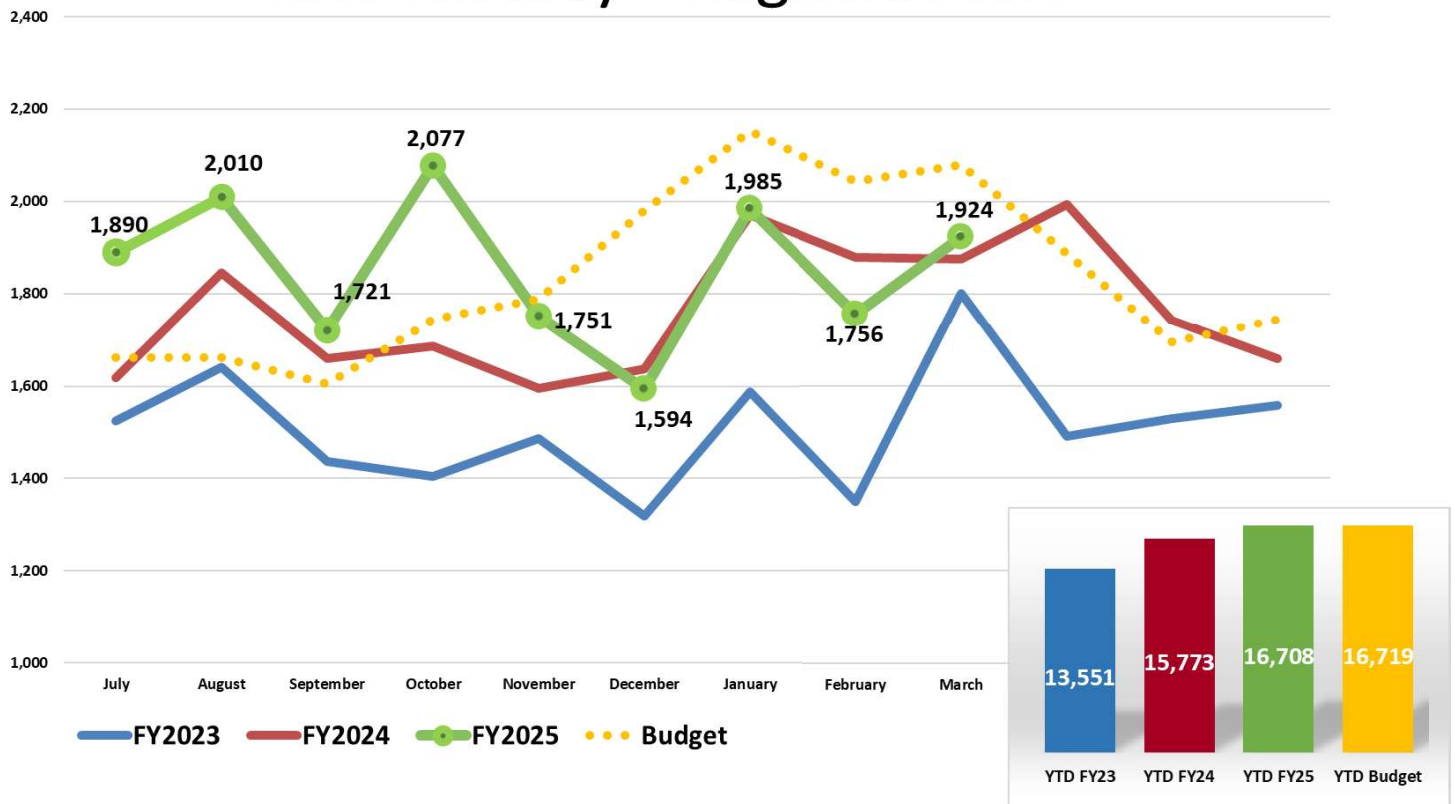
Rural Health Clinics Registrations



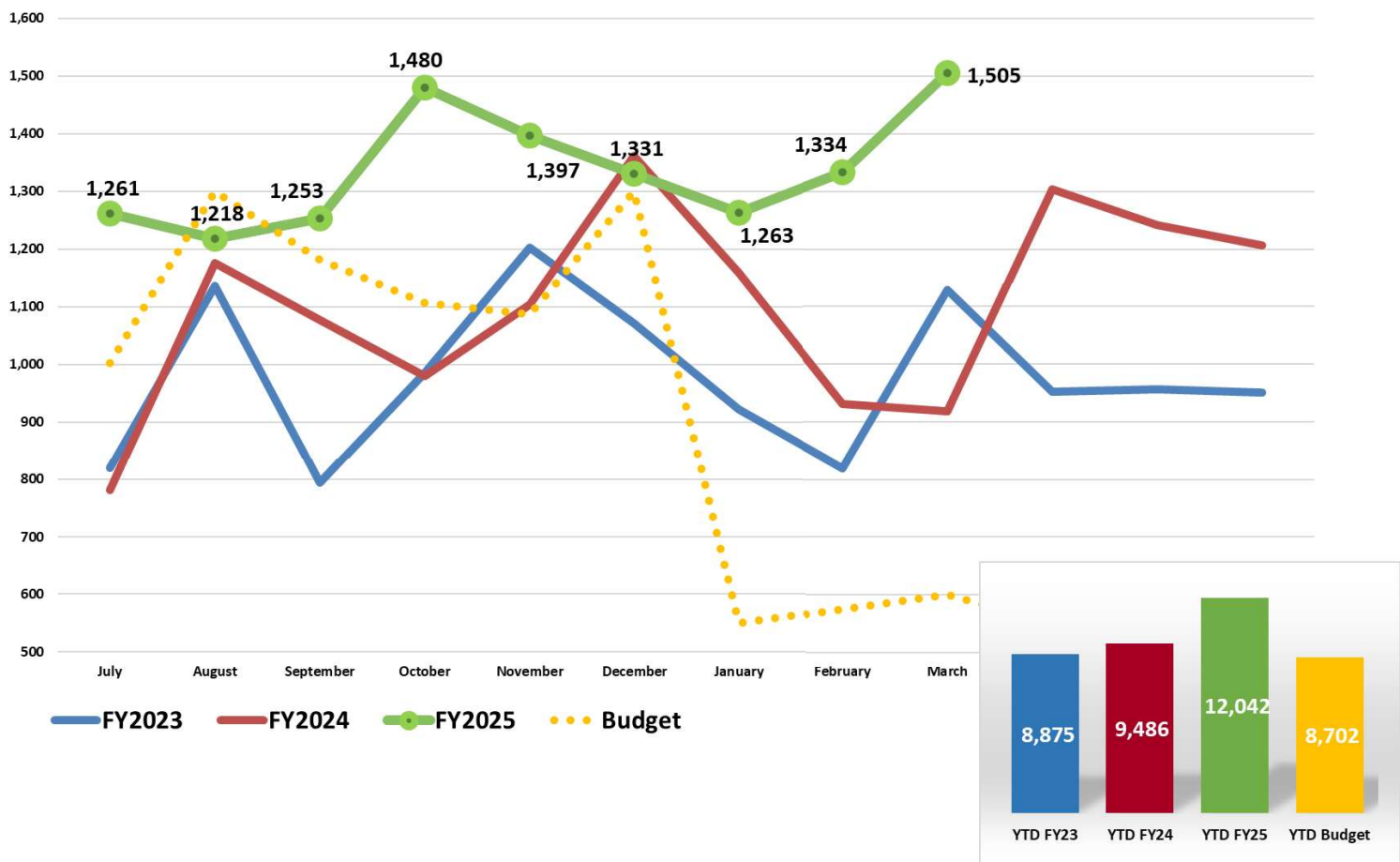
RHC Exeter - Registrations



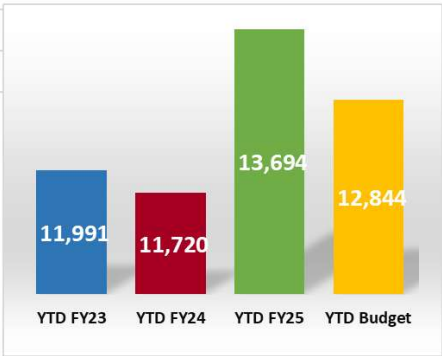
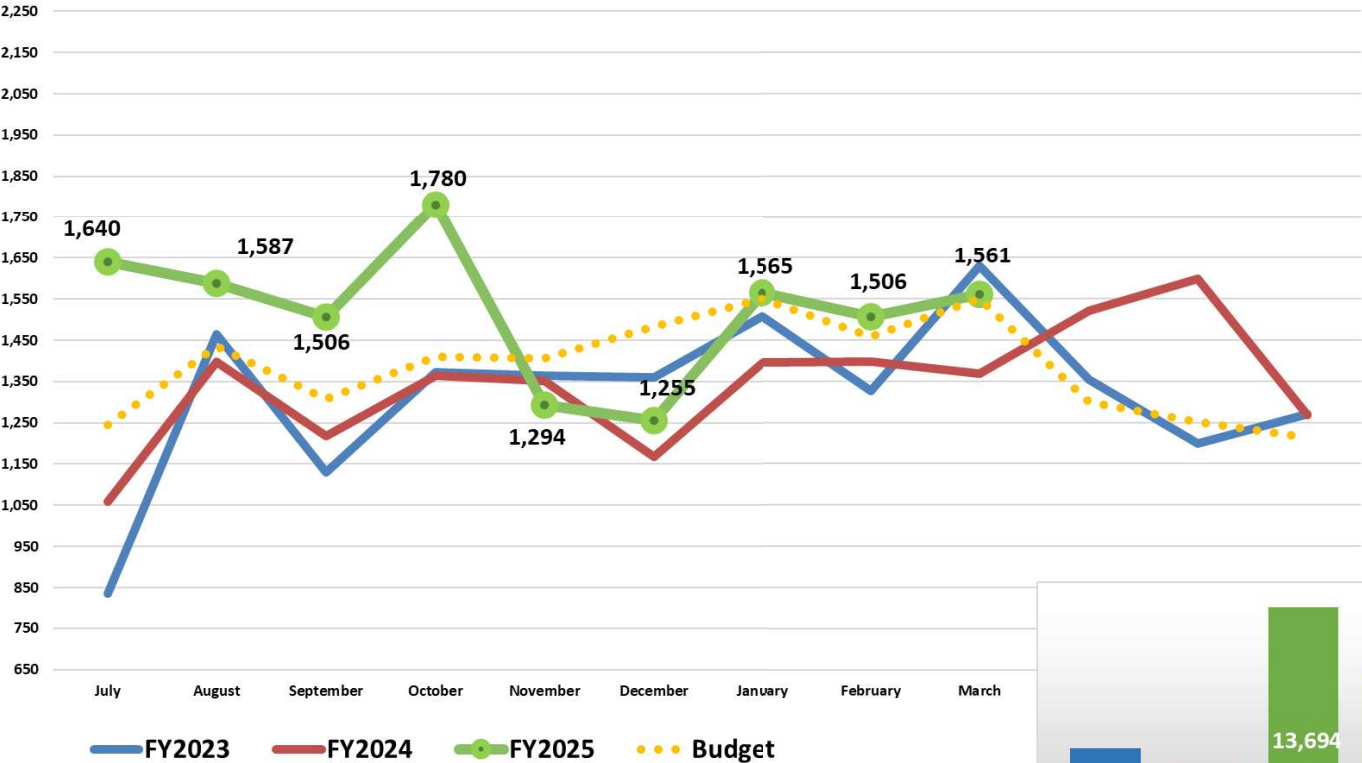
RHC Lindsay - Registrations



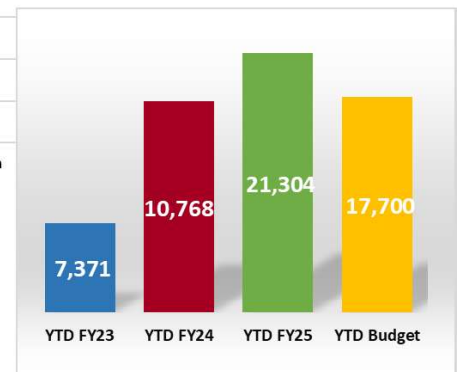
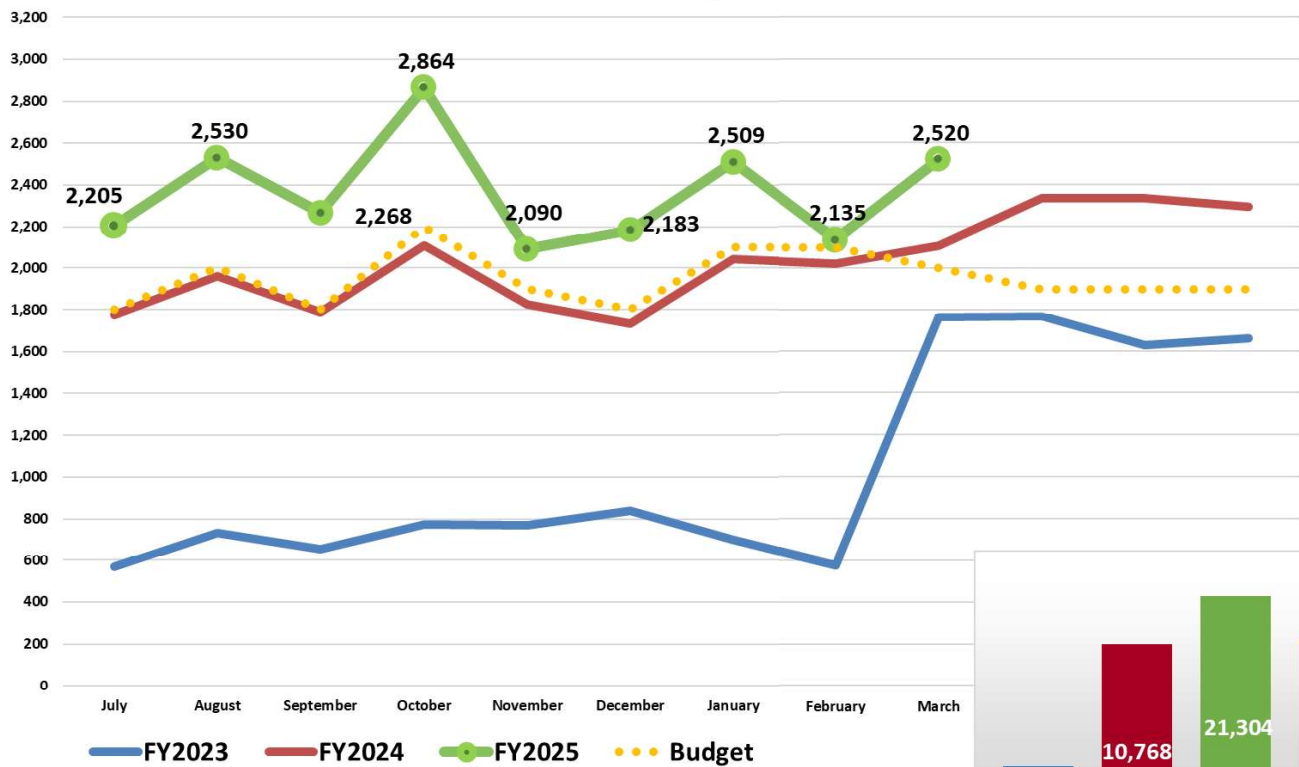
RHC Woodlake - Registrations



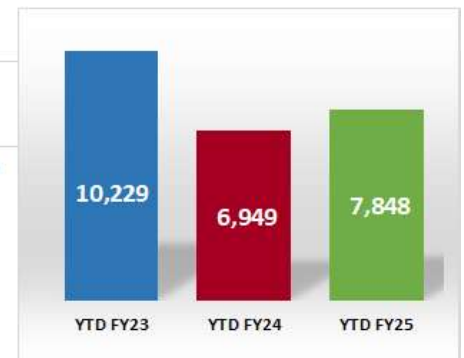
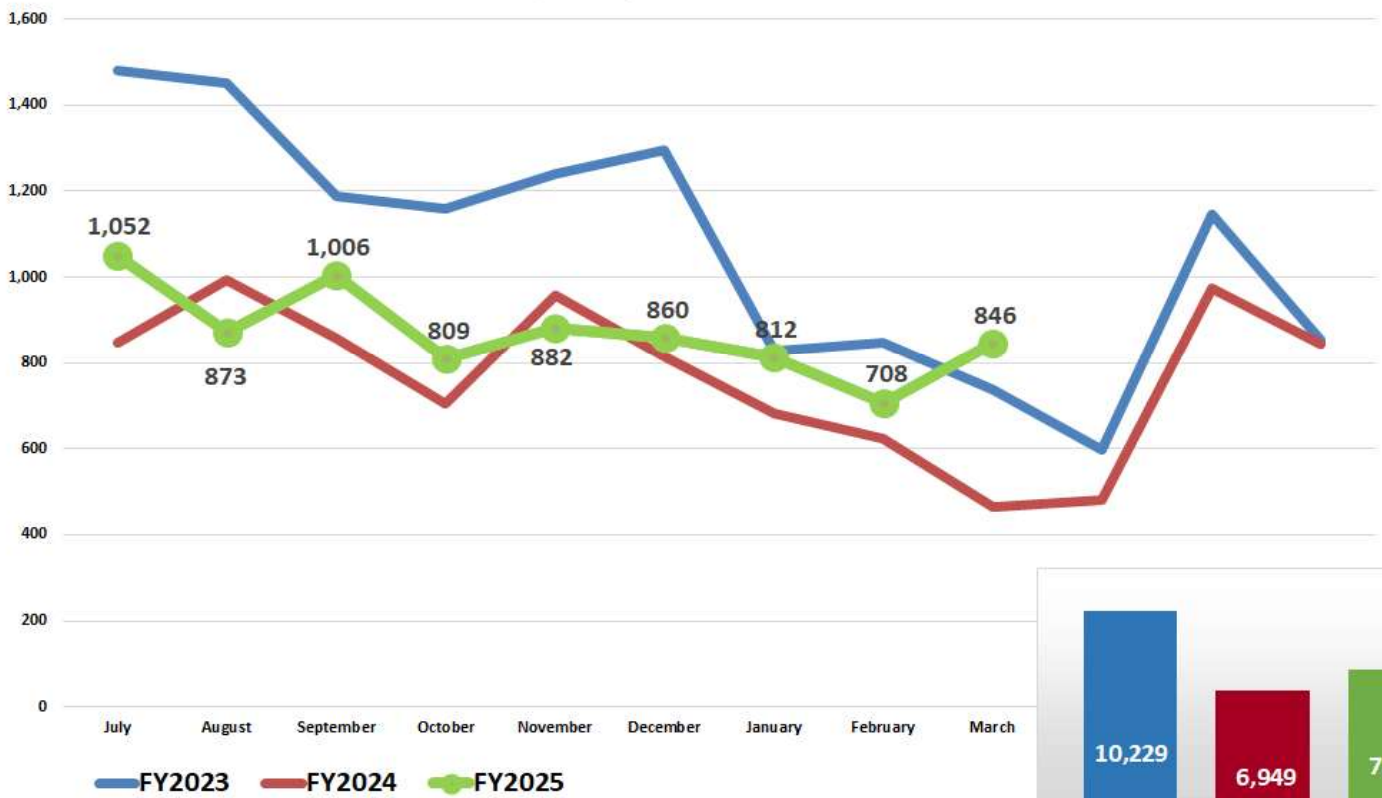
RHC Dinuba - Registrations



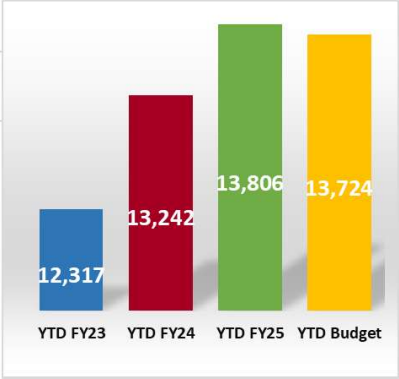
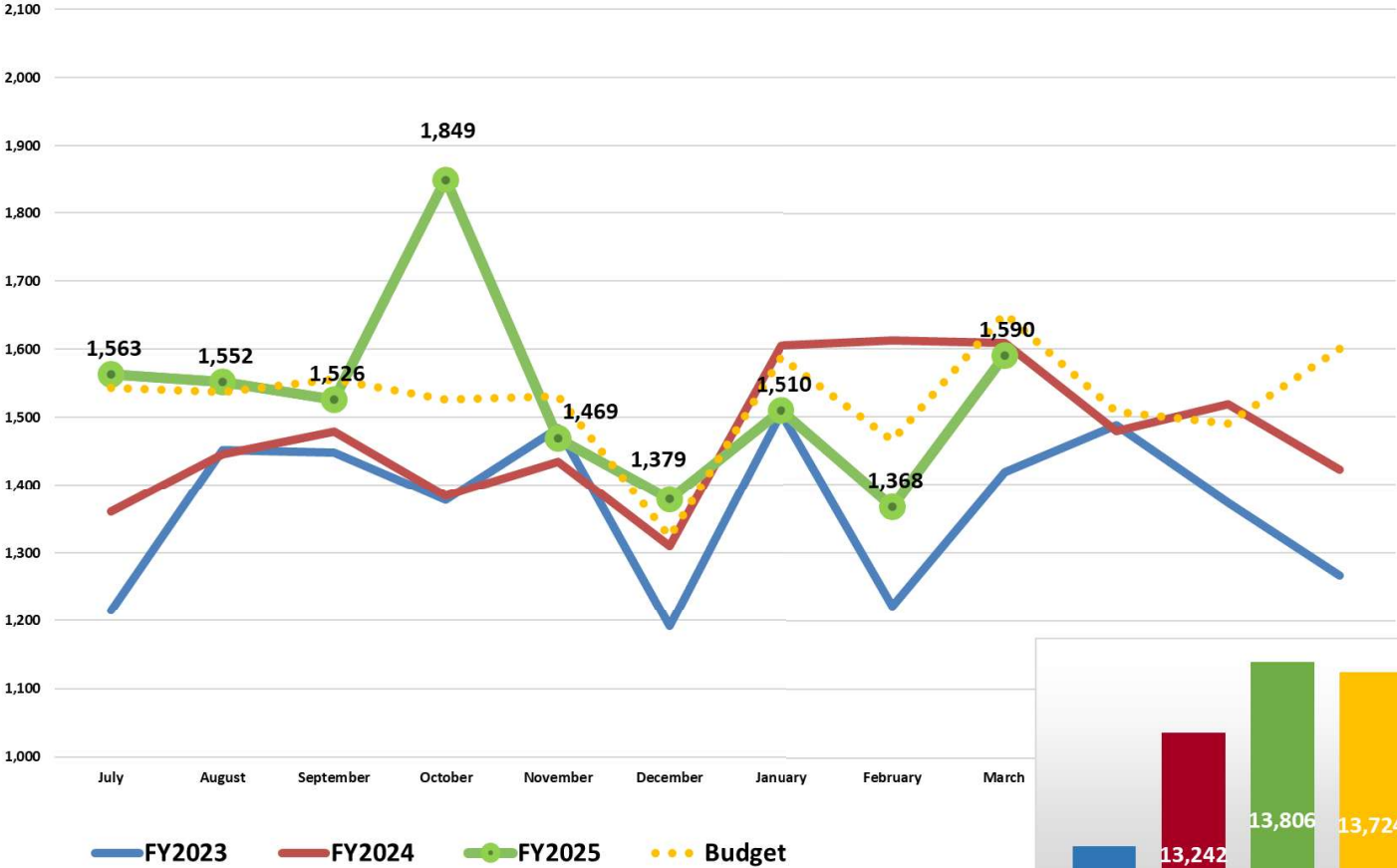
RHC Tulare - Registrations



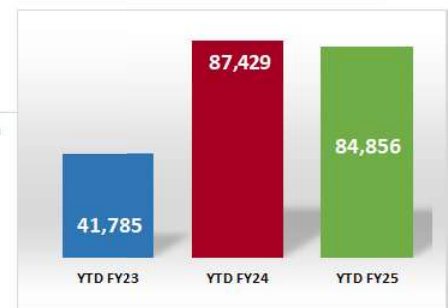
Neurosurgery Clinic - wRVU's



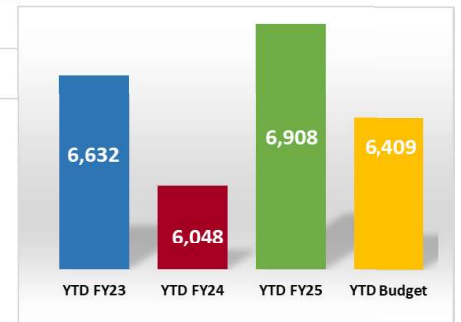
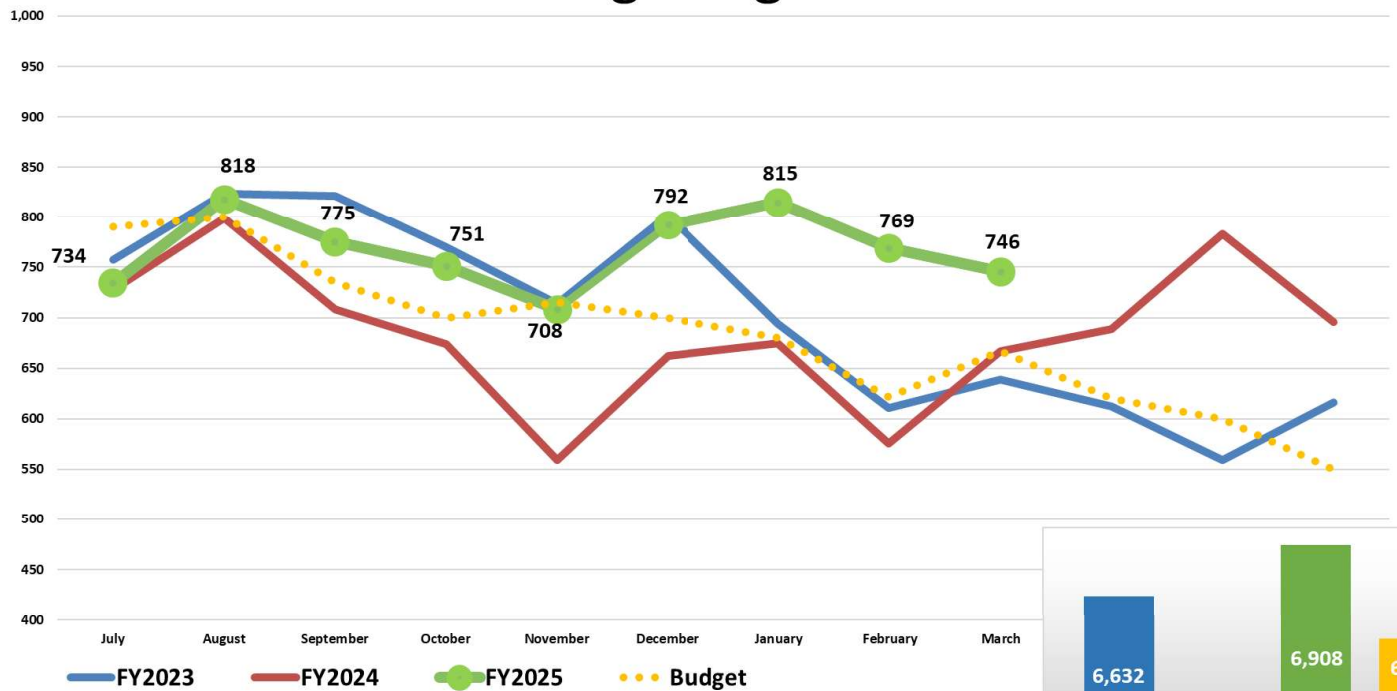
KH Cardiology Center Registrations



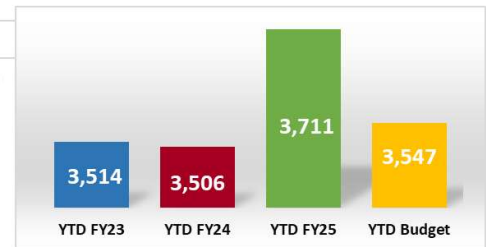
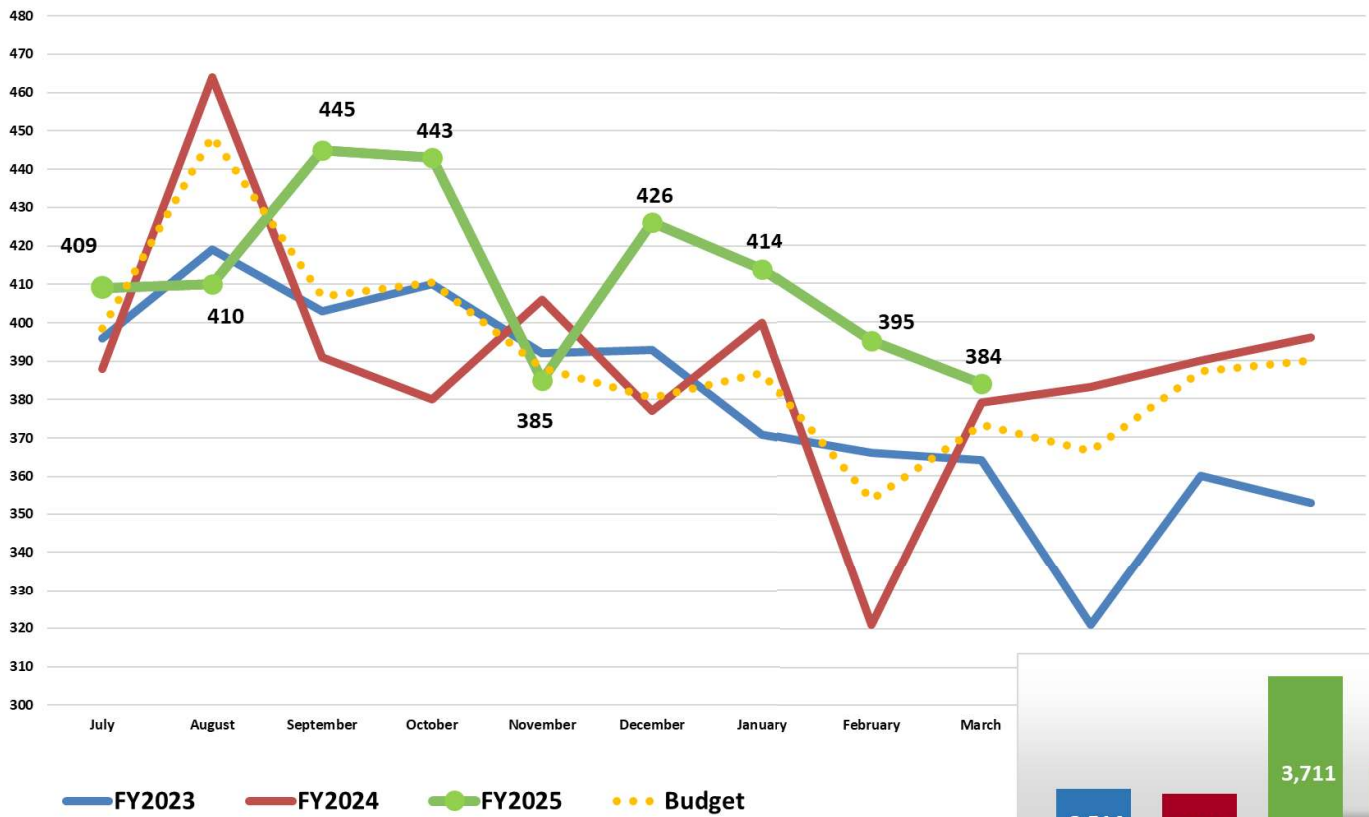
KH Cardiology Center - wRVU's



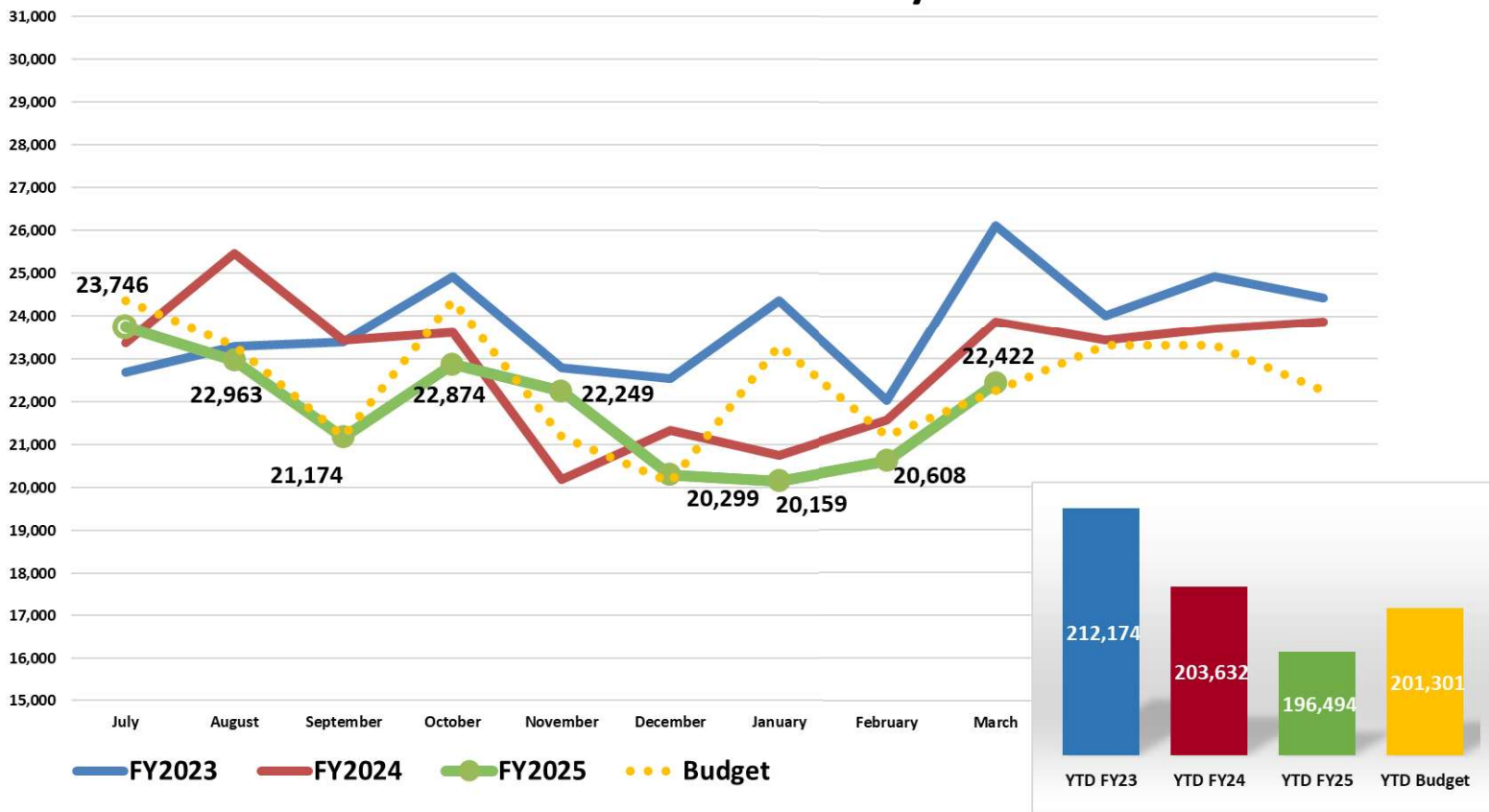
Labor Triage Registrations



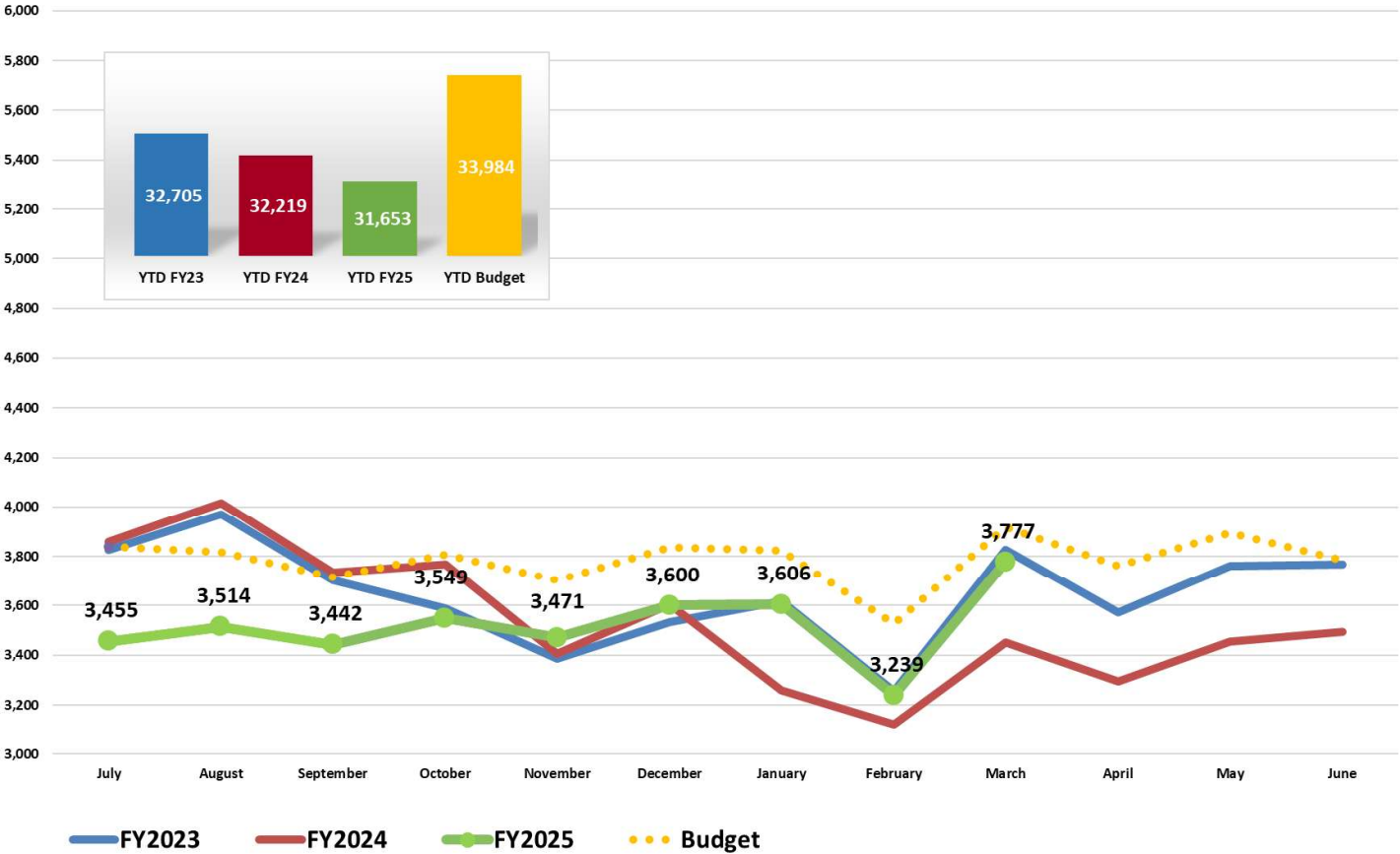
Deliveries



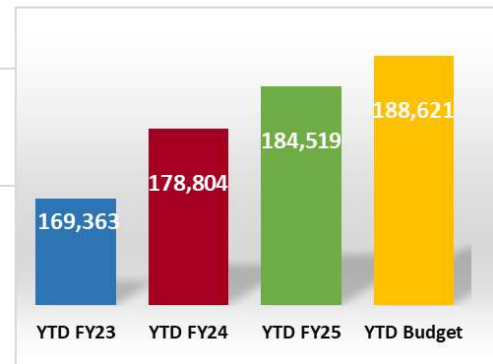
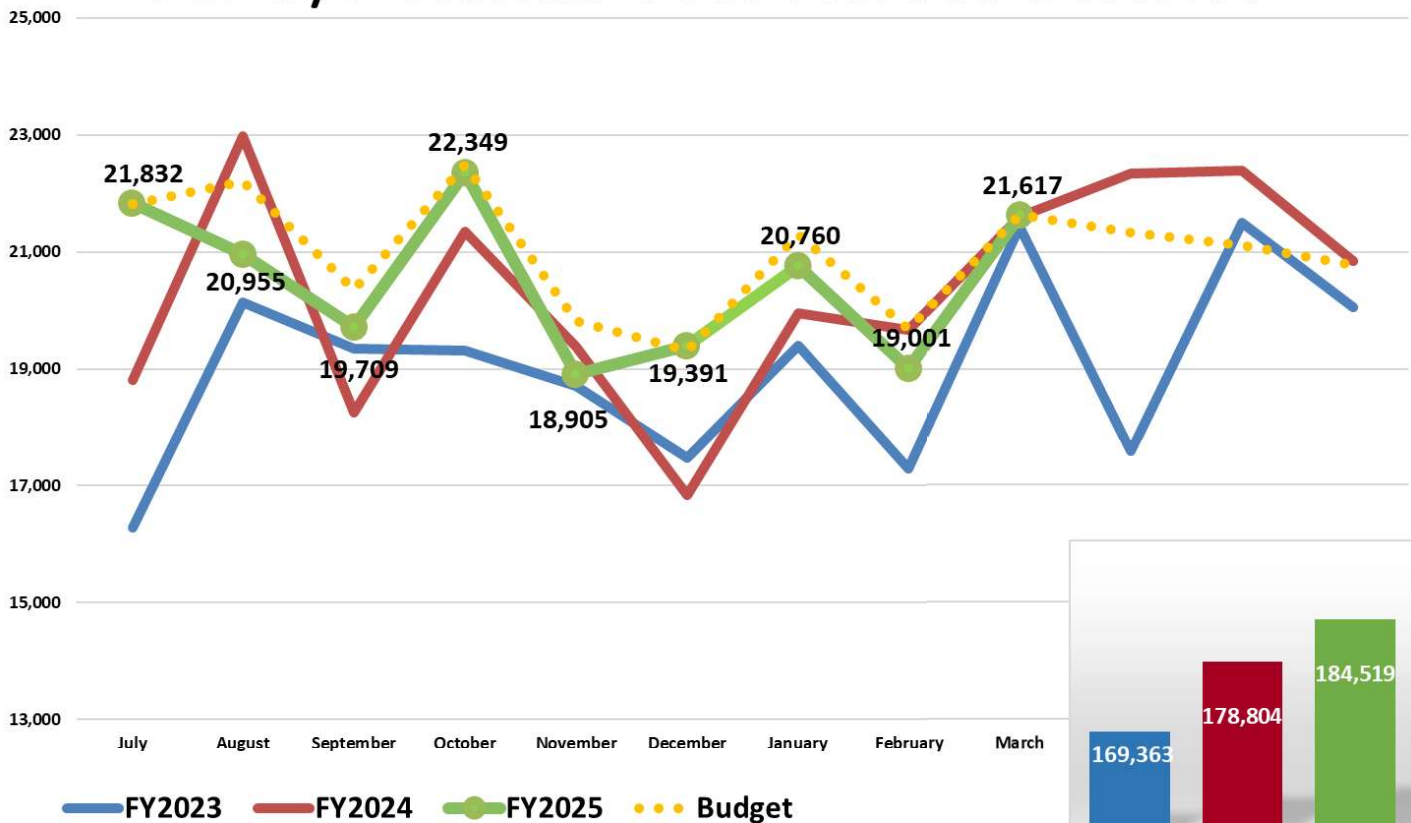
Home Infusion Days



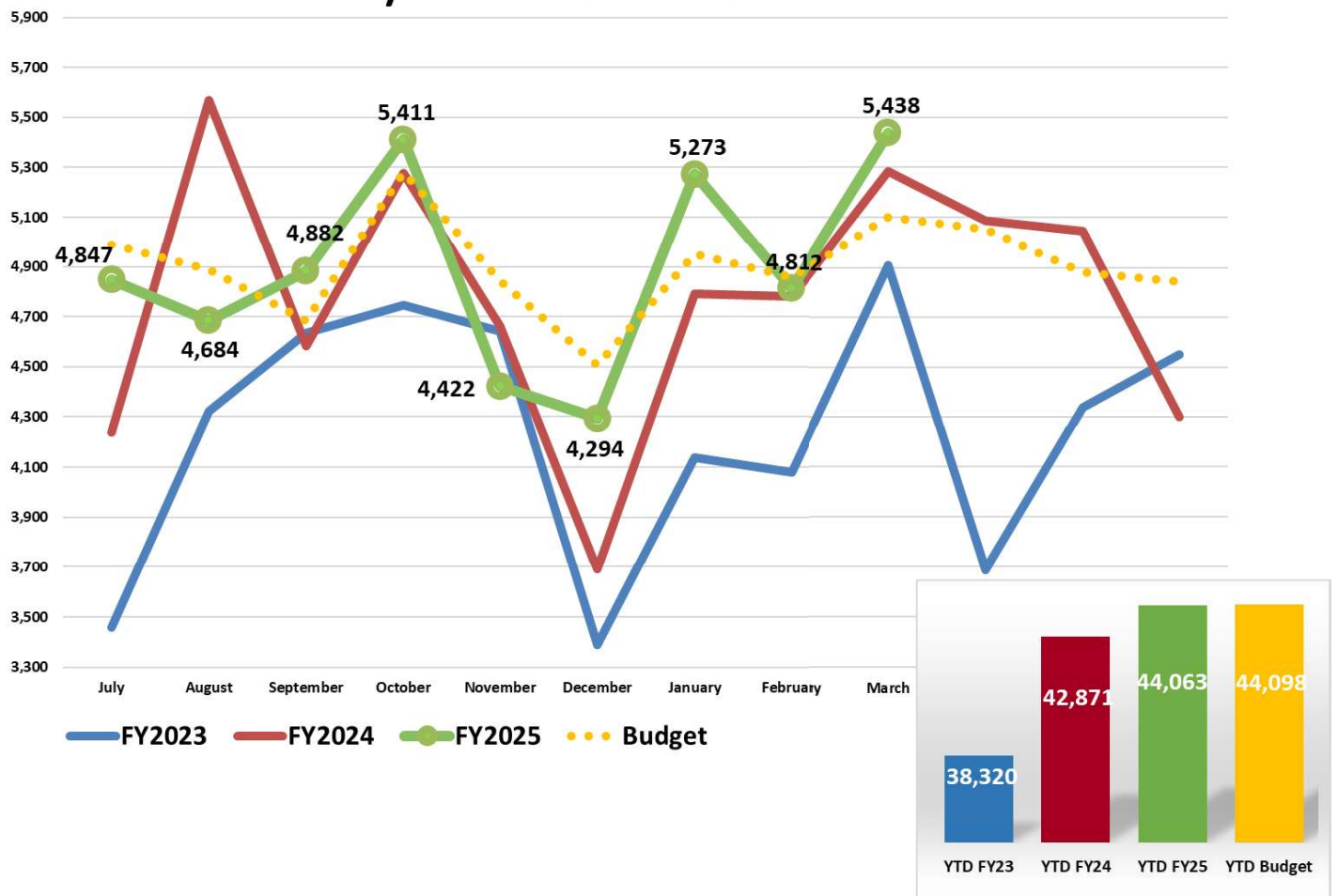
Hospice Days



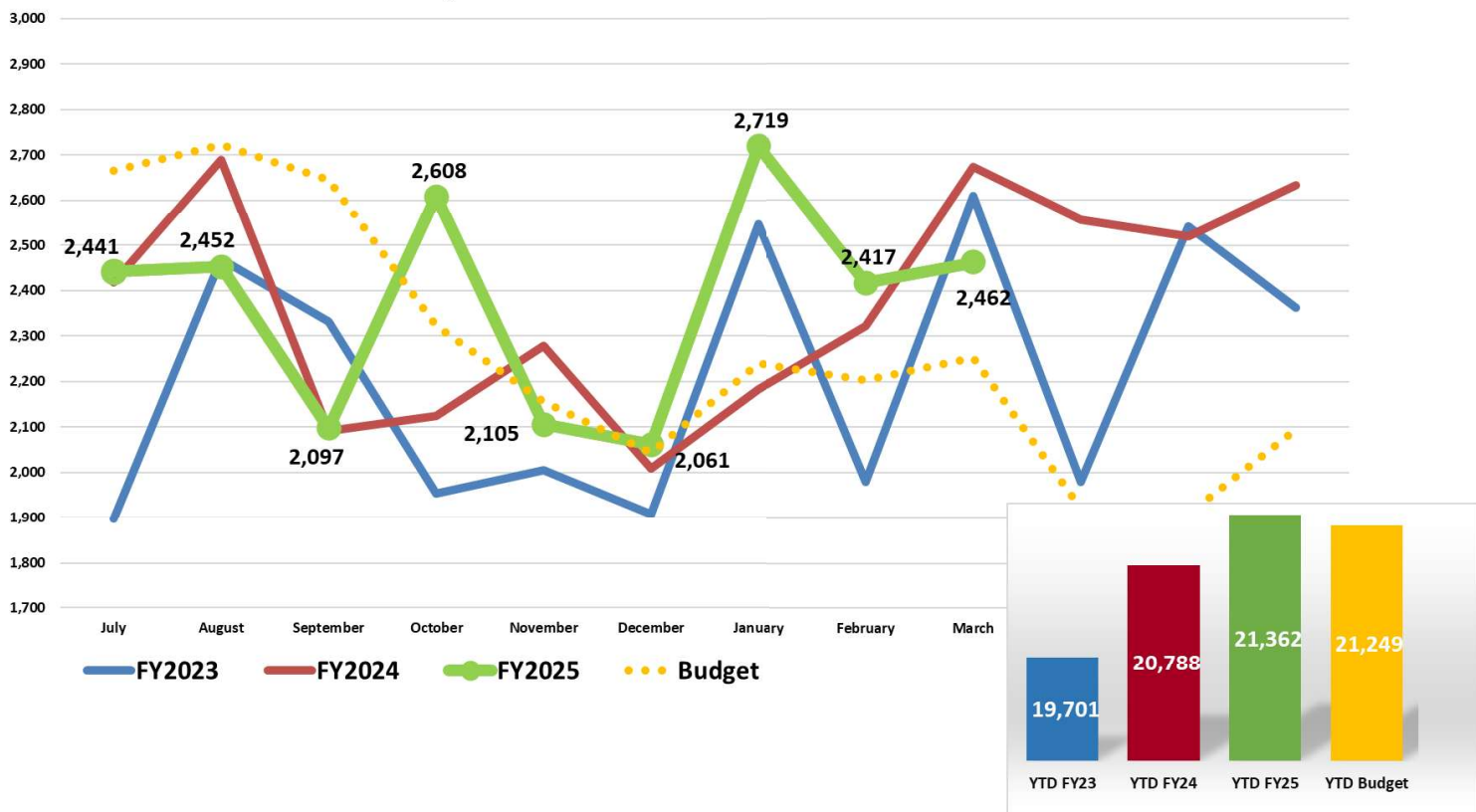
All O/P Rehab Svcs Across District



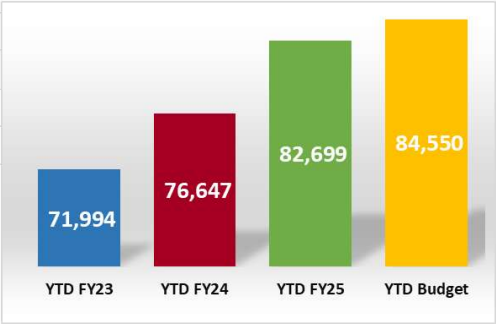
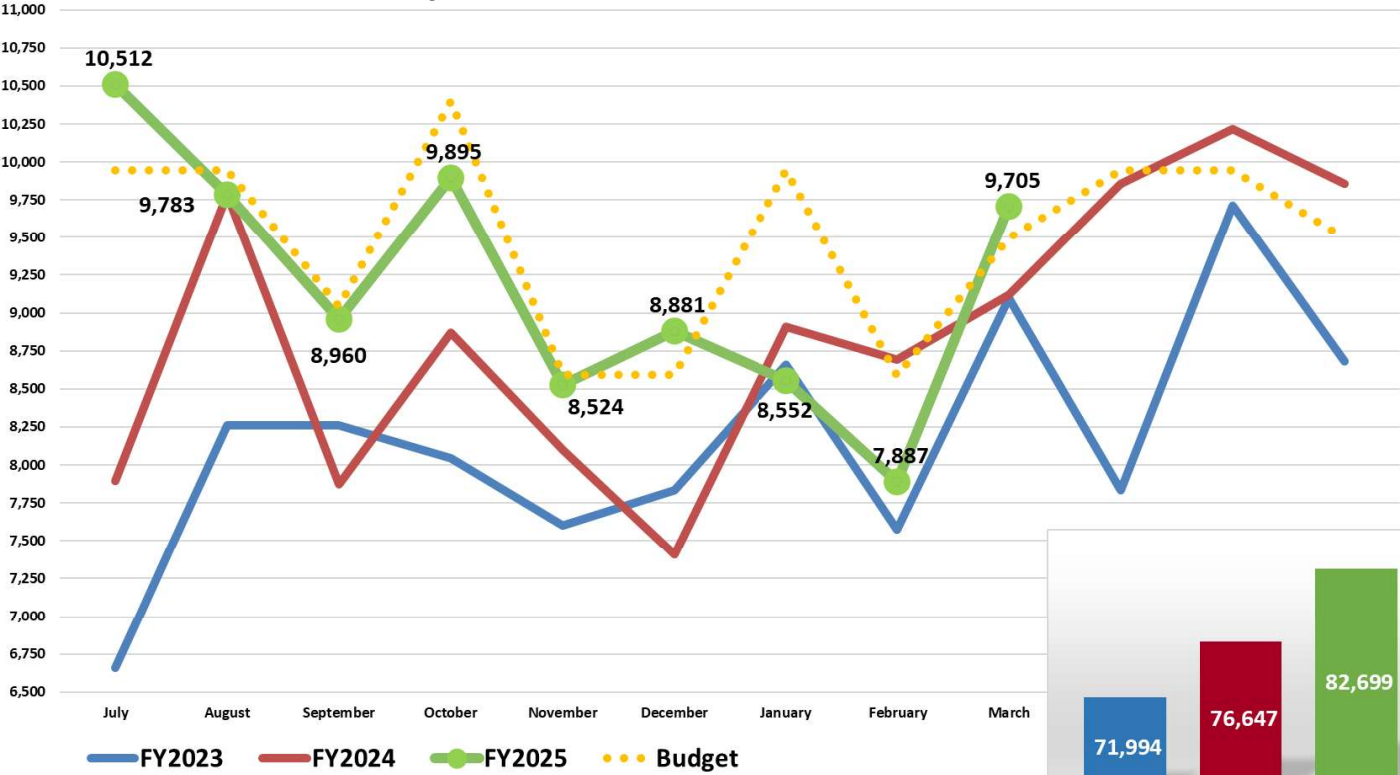
O/P Rehab Services



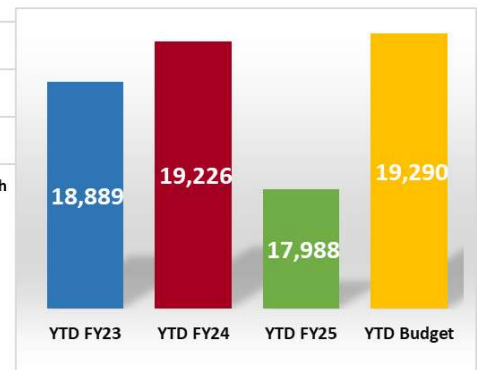
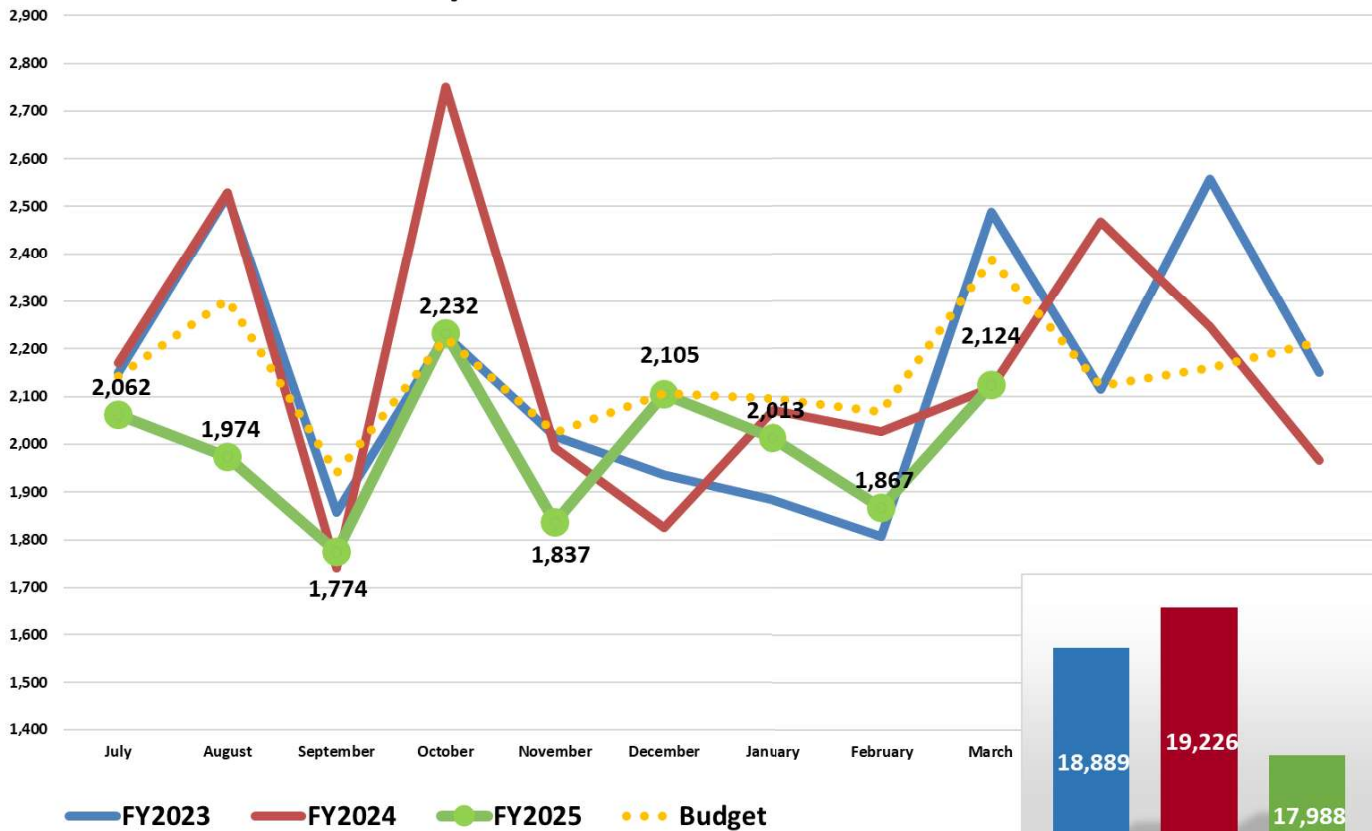
O/P Rehab - Exeter



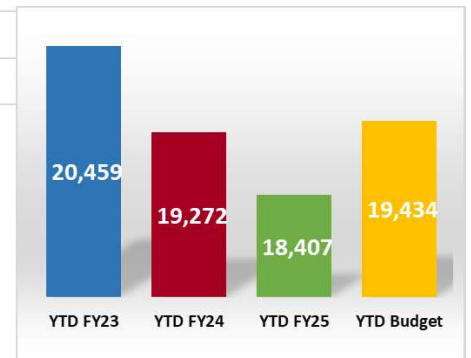
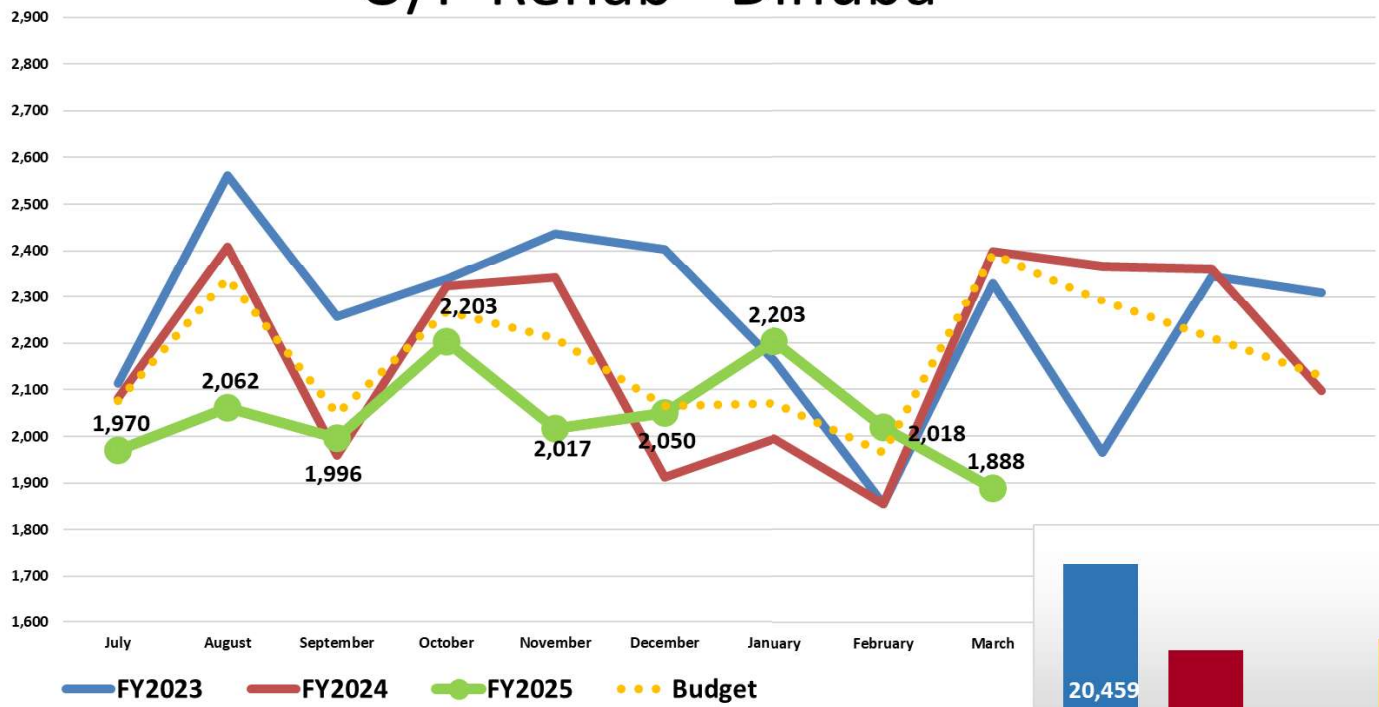
O/P Rehab - Akers



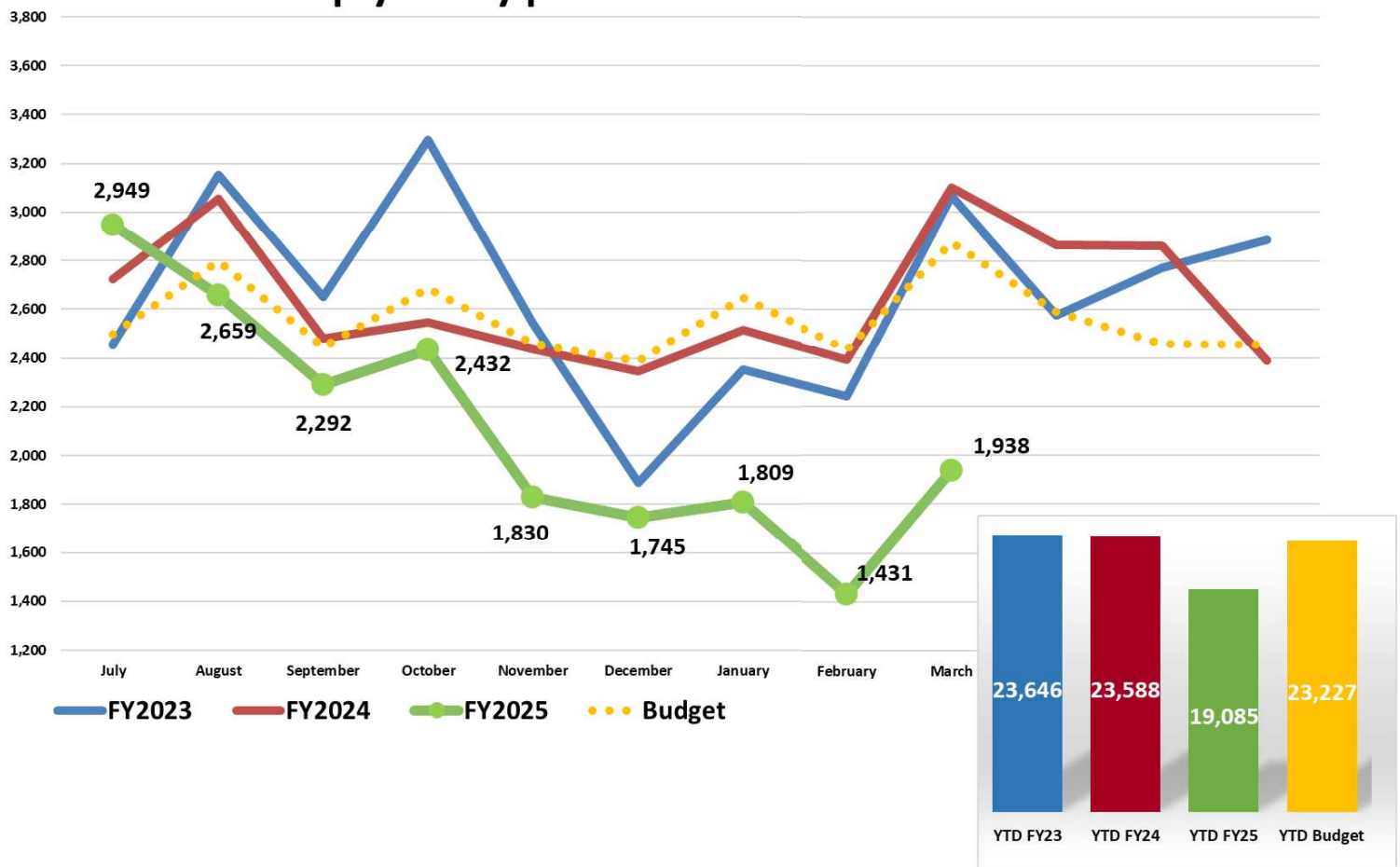
O/P Rehab - LLOPT



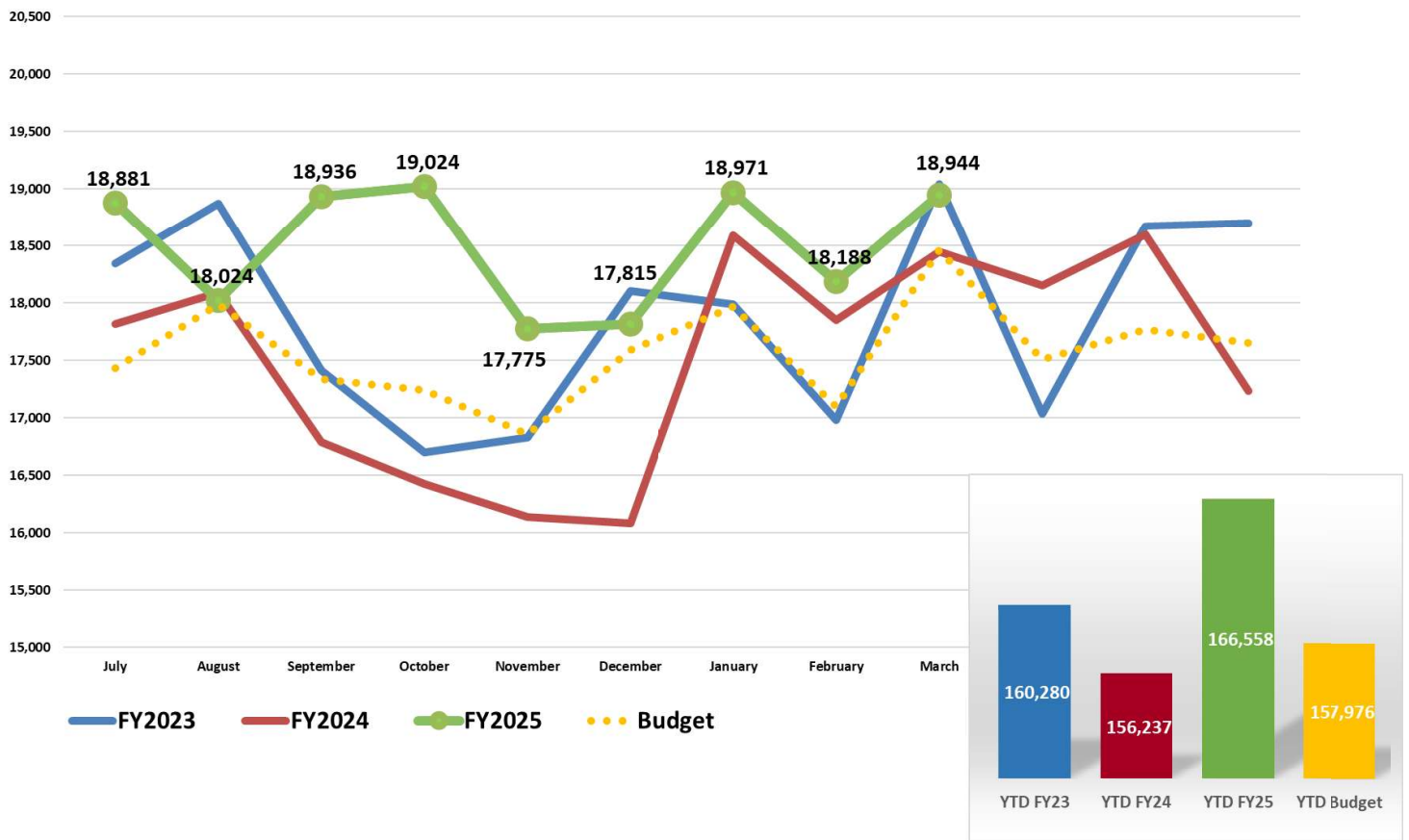
O/P Rehab - Dinuba



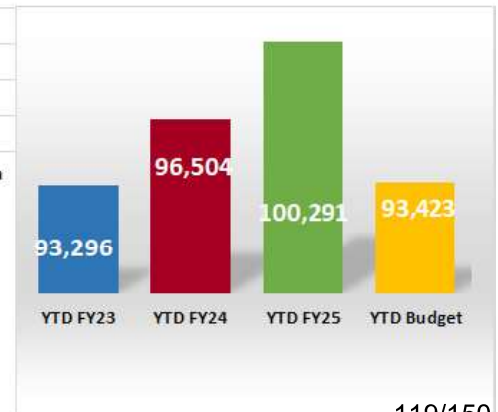
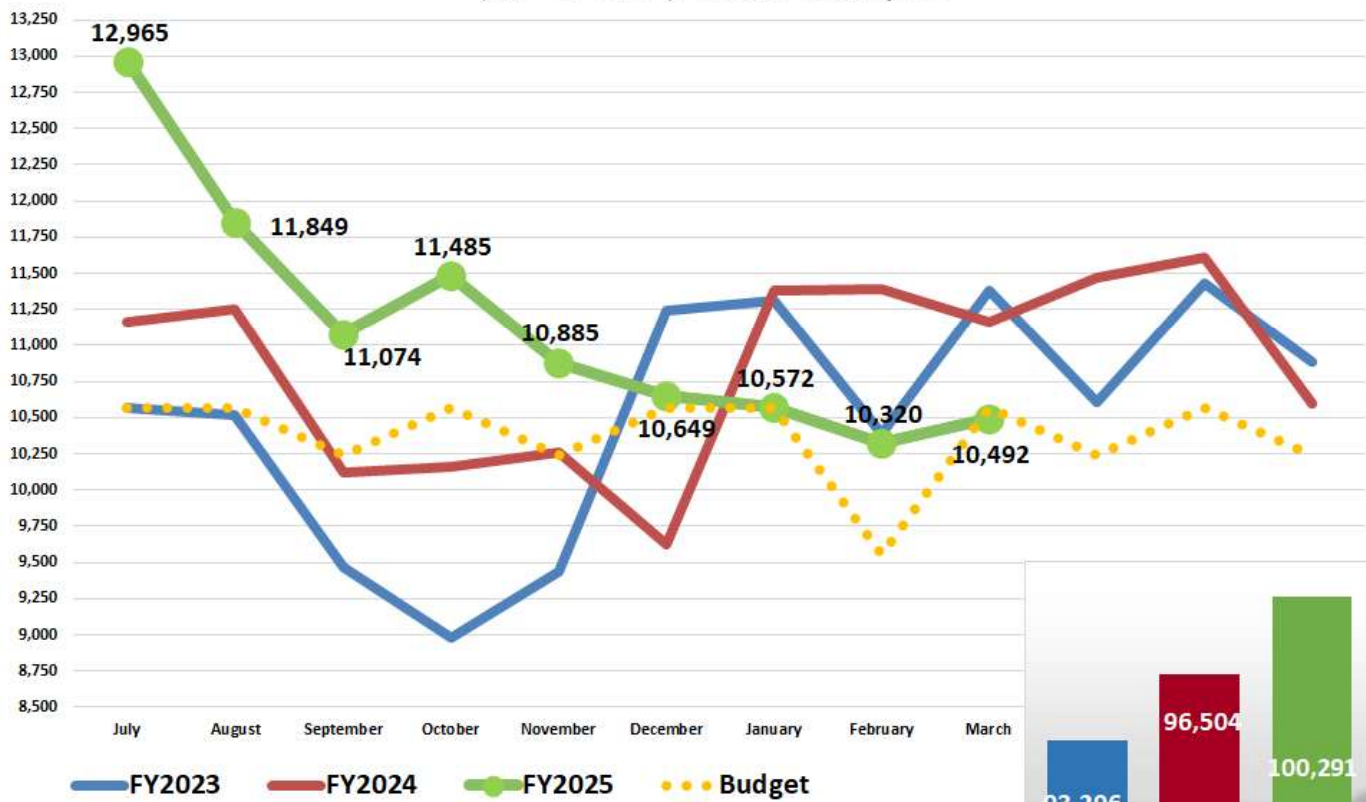
Therapy - Cypress Hand Center



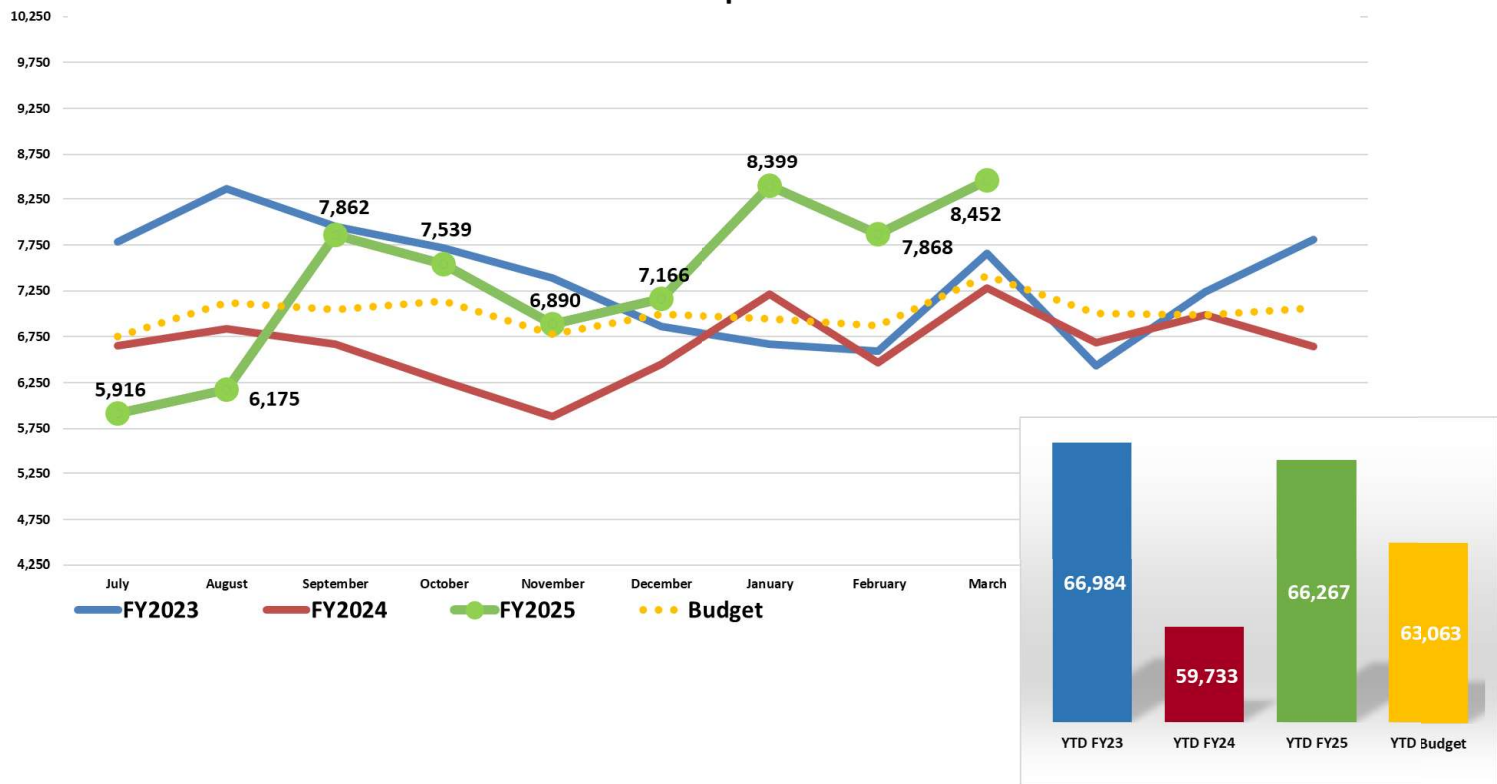
Physical & Other Therapy Units (I/P & O/P)



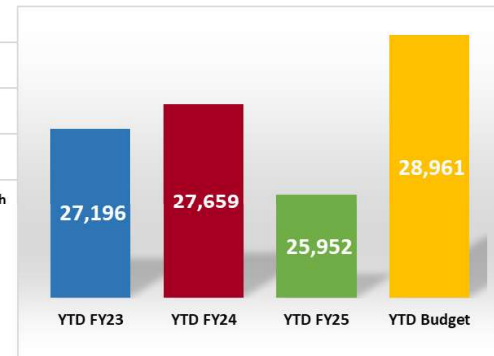
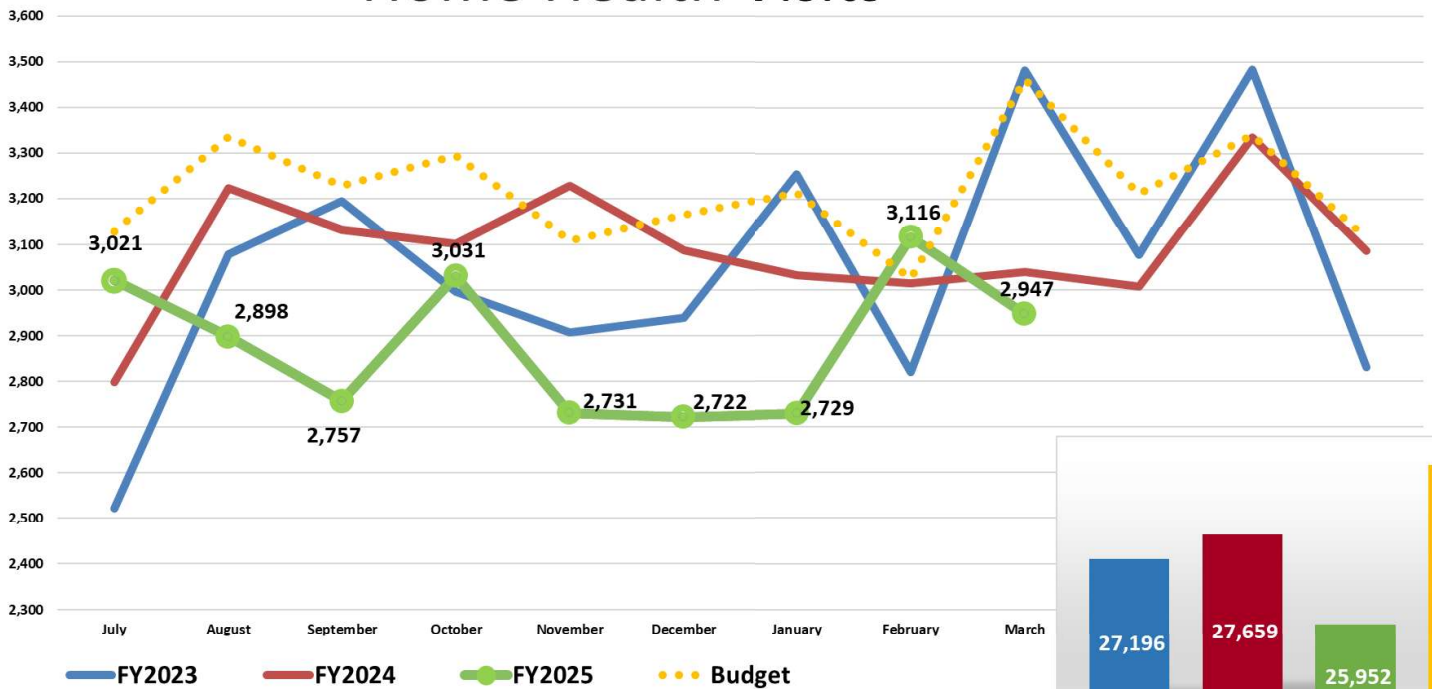
Physical & Other Therapy Units (I/P & O/P)-Main Campus



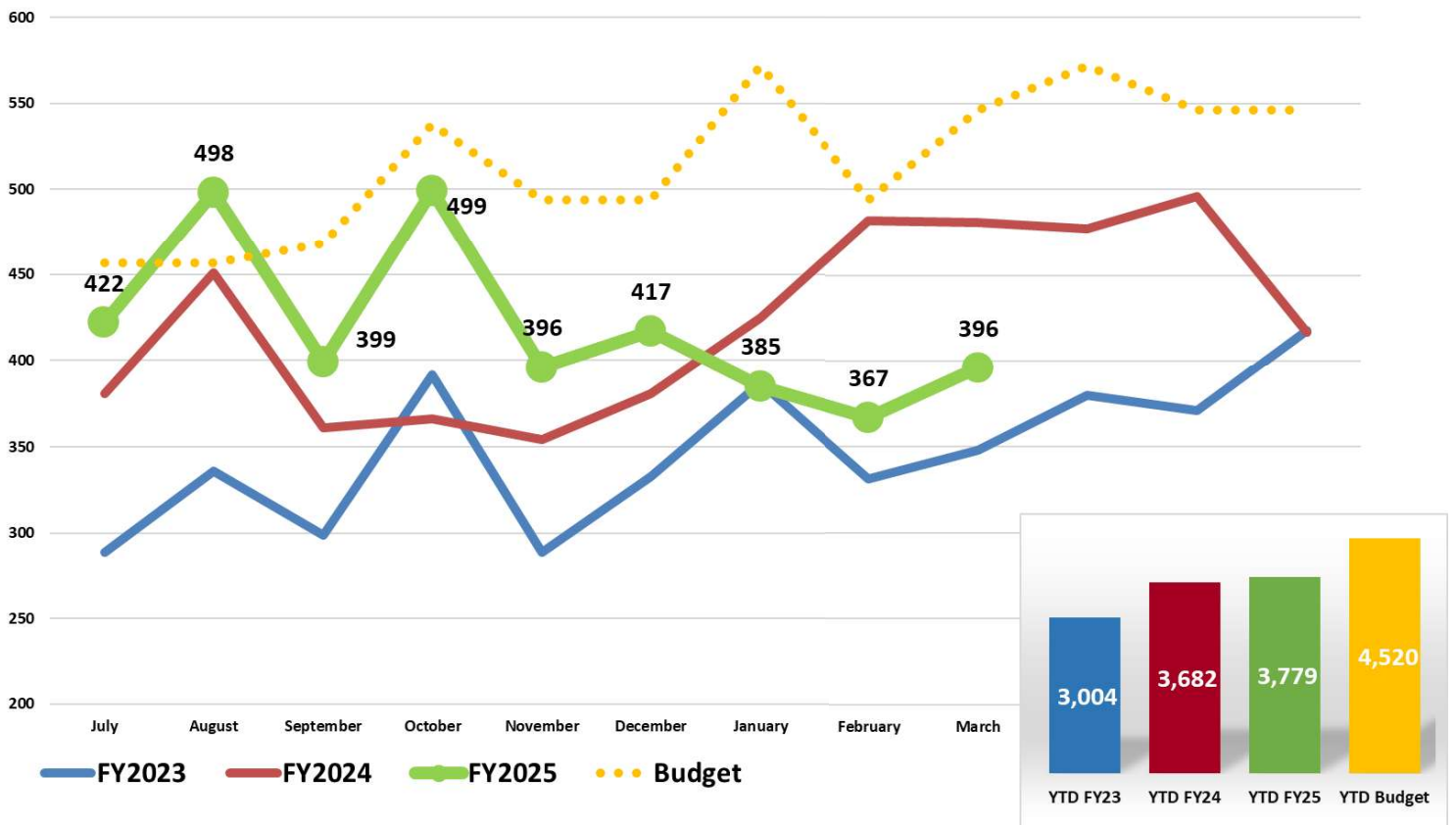
Physical & Other Therapy Units (I/P & O/P)-KDRH & South Campus



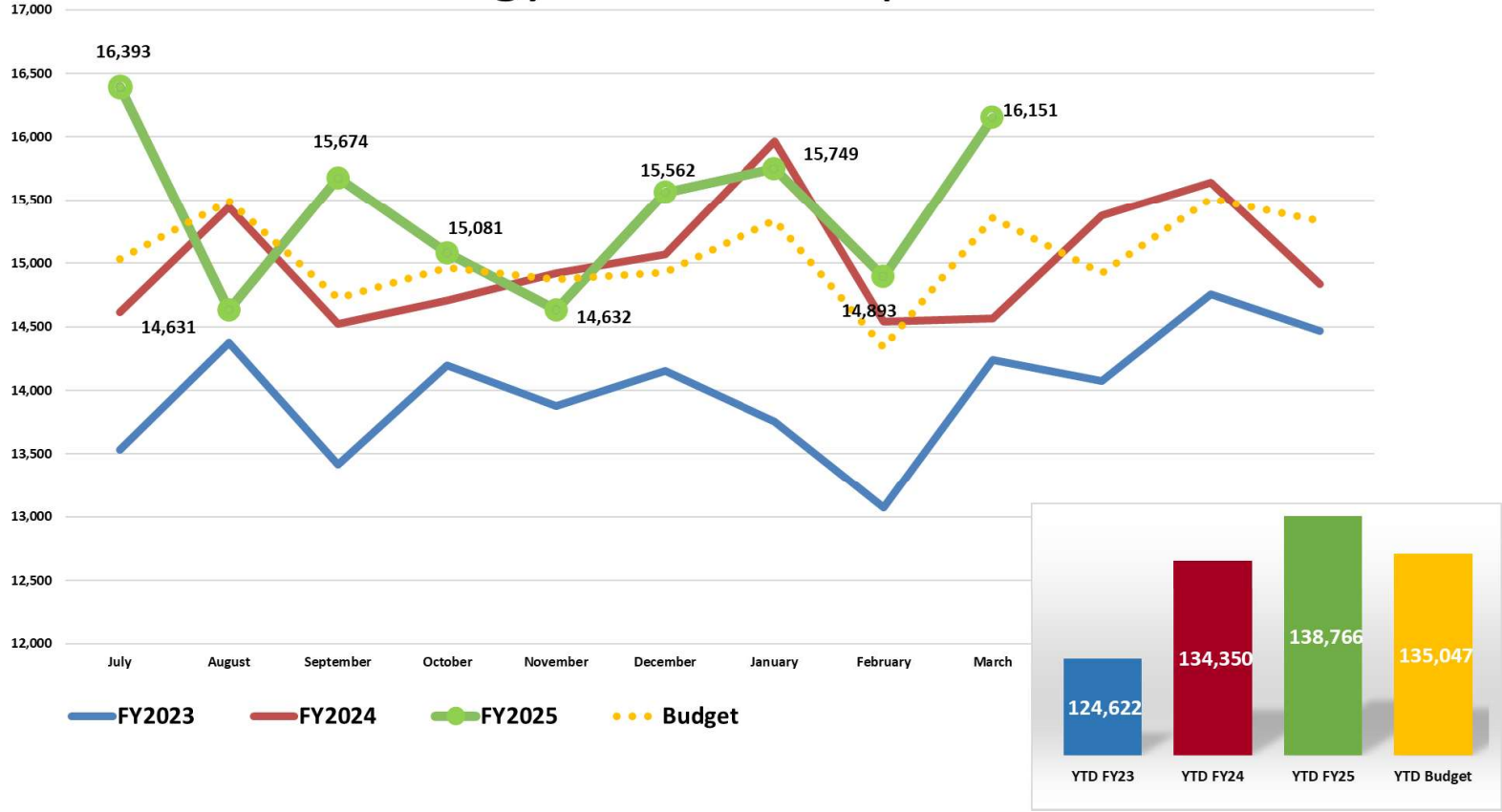
Home Health Visits



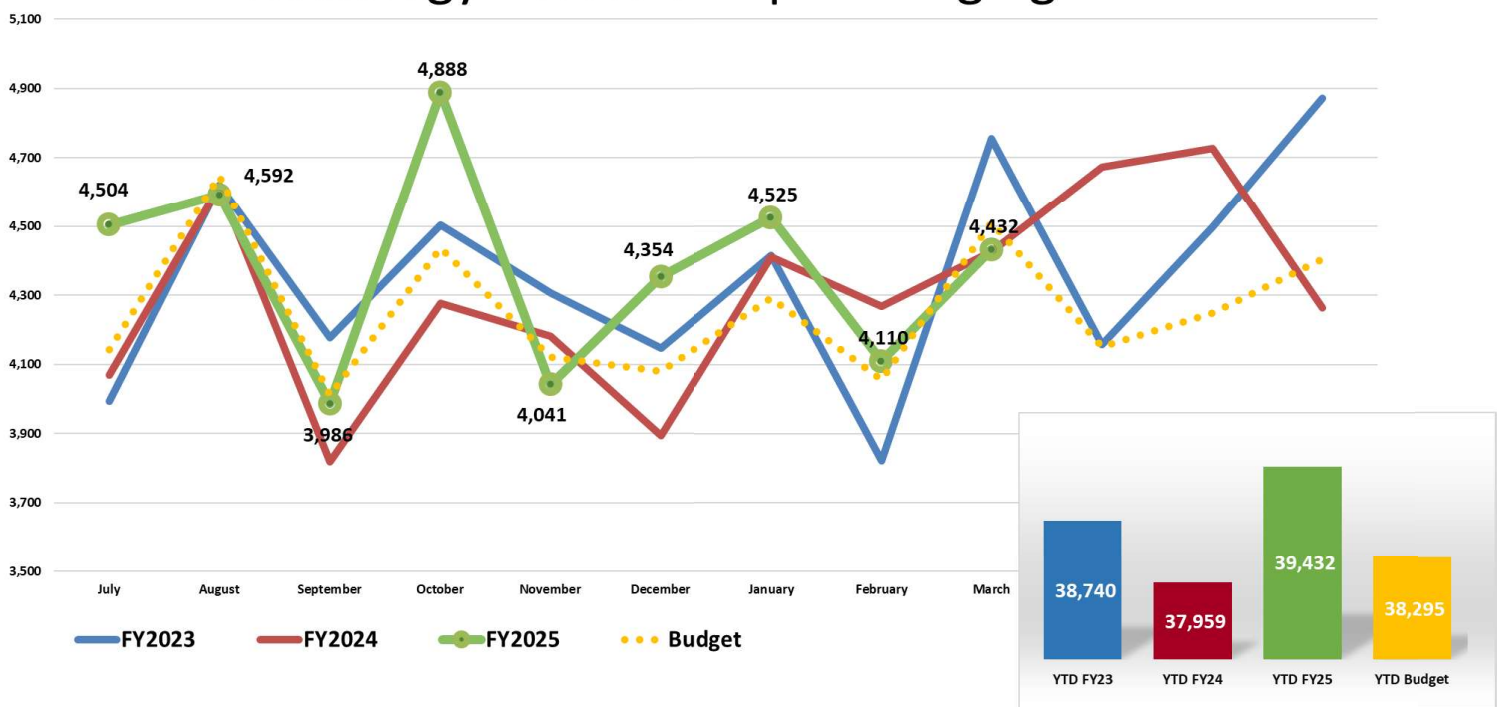
Infusion Center - Units of Service



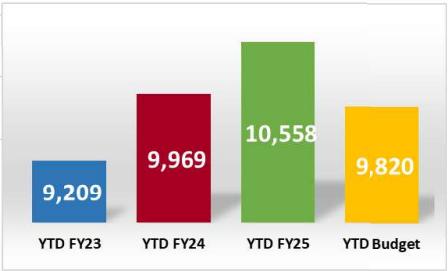
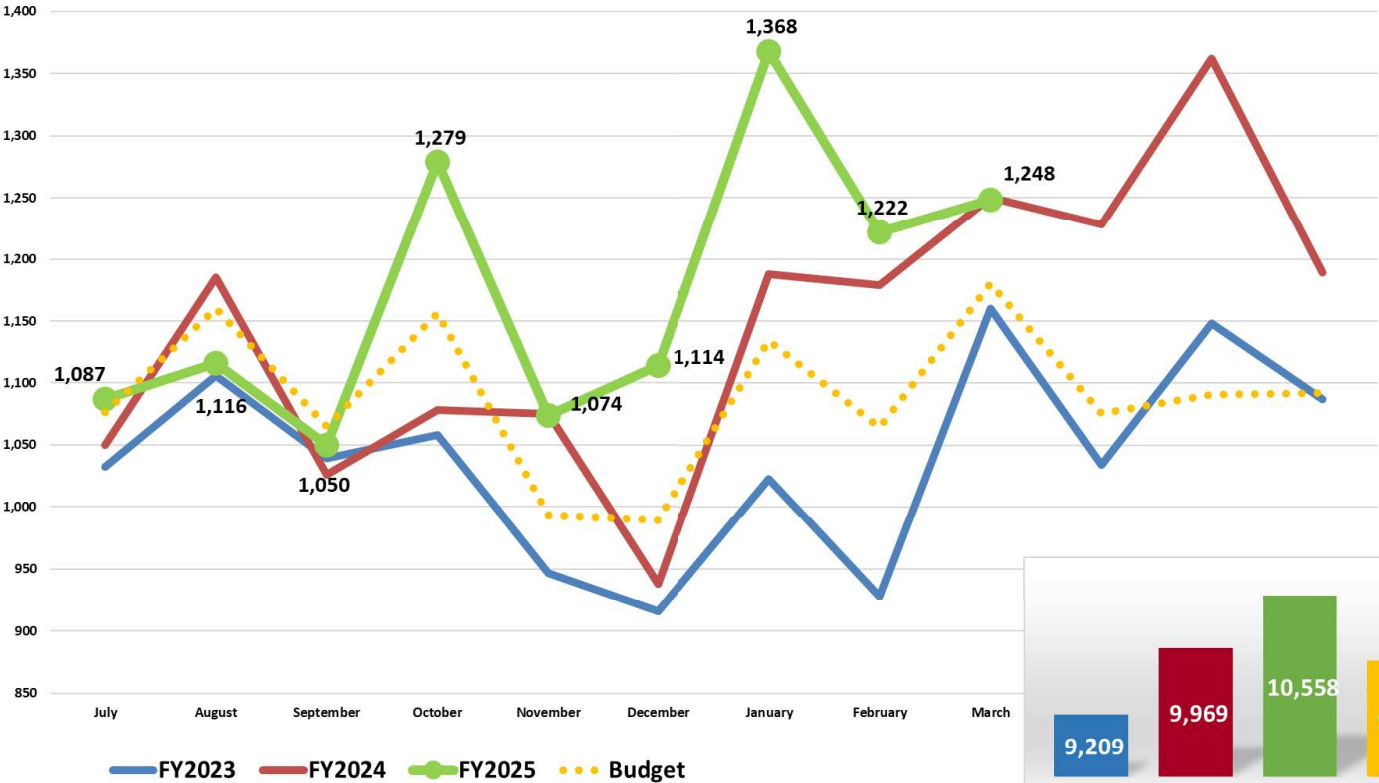
Radiology – Main Campus



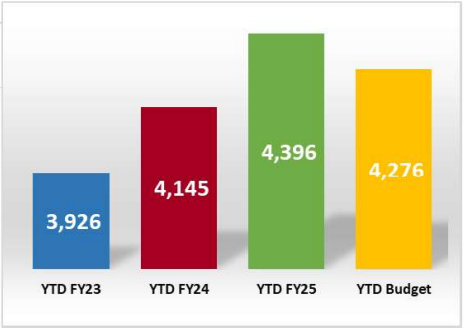
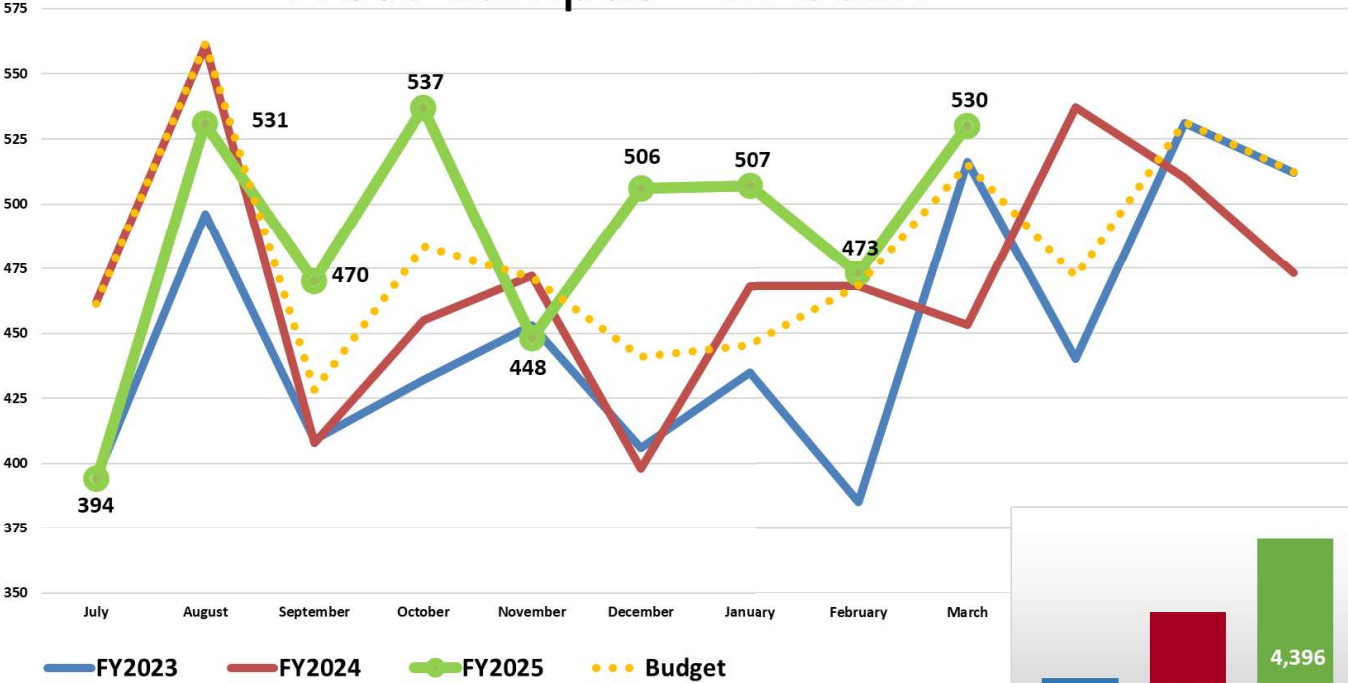
Radiology - West Campus Imaging



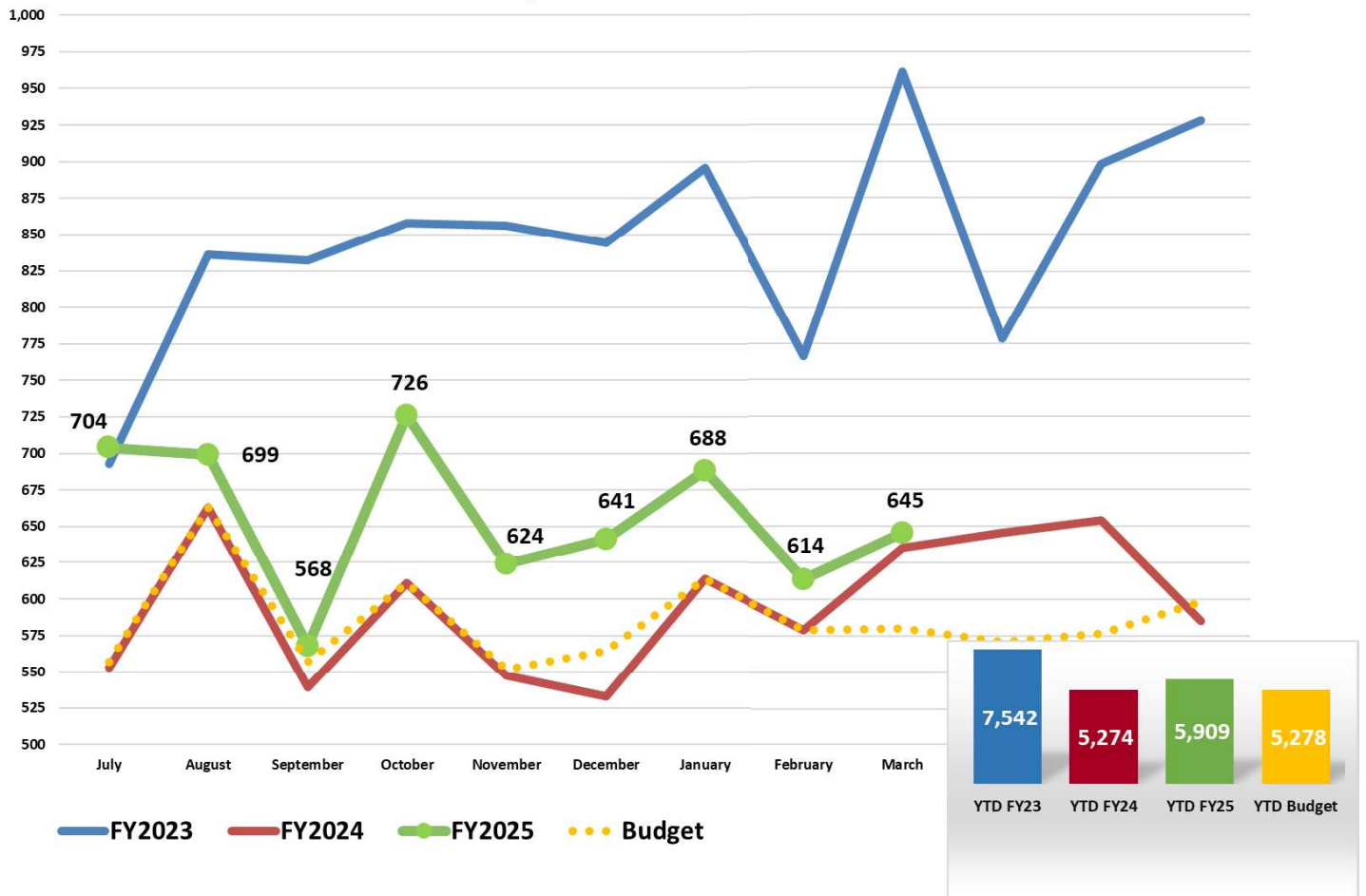
West Campus - Diagnostic Radiology



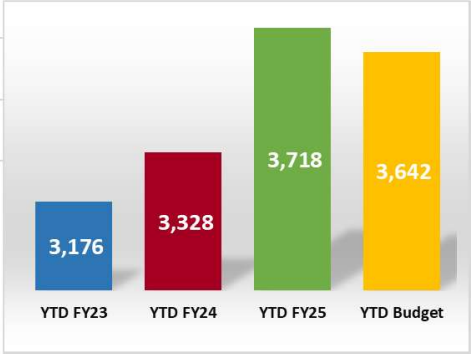
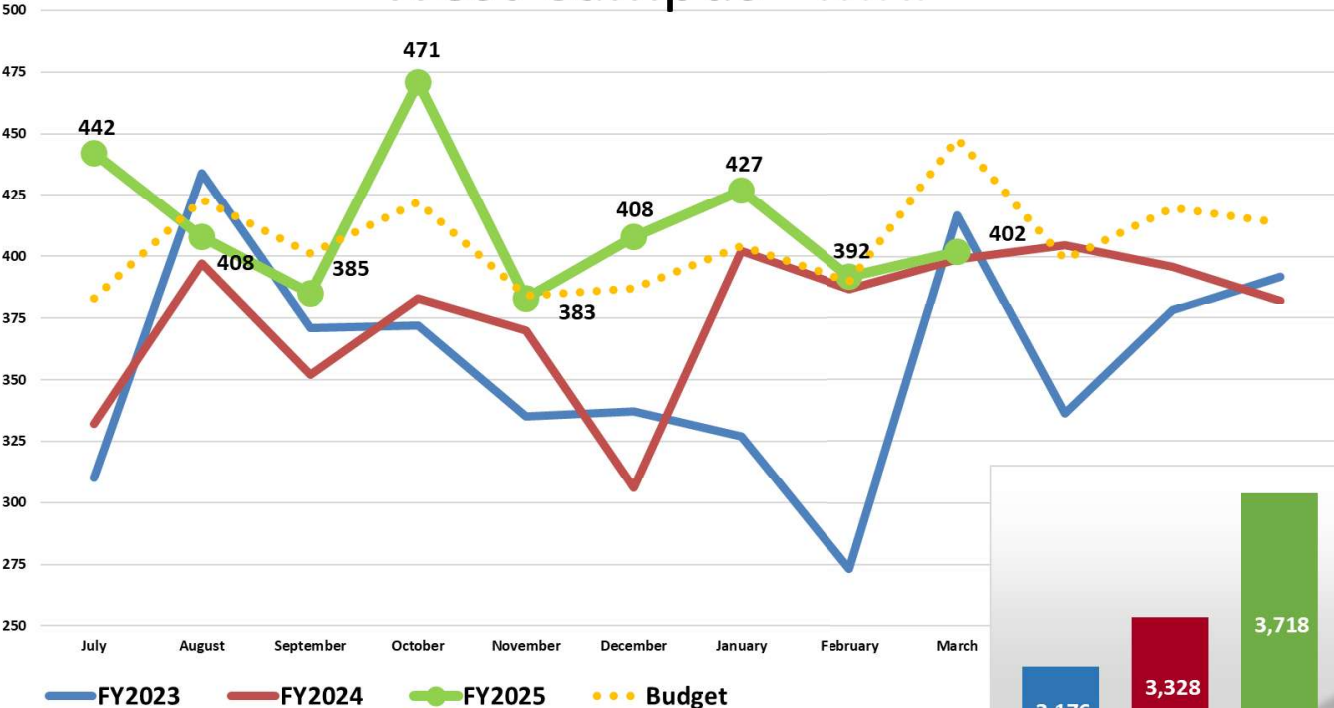
West Campus - CT Scan



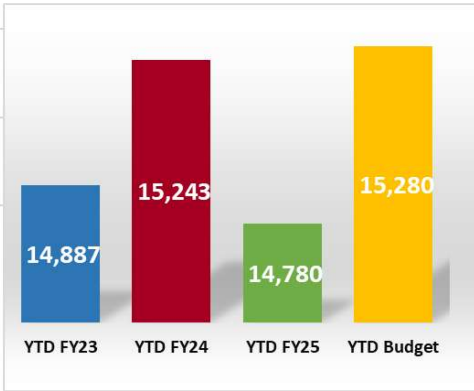
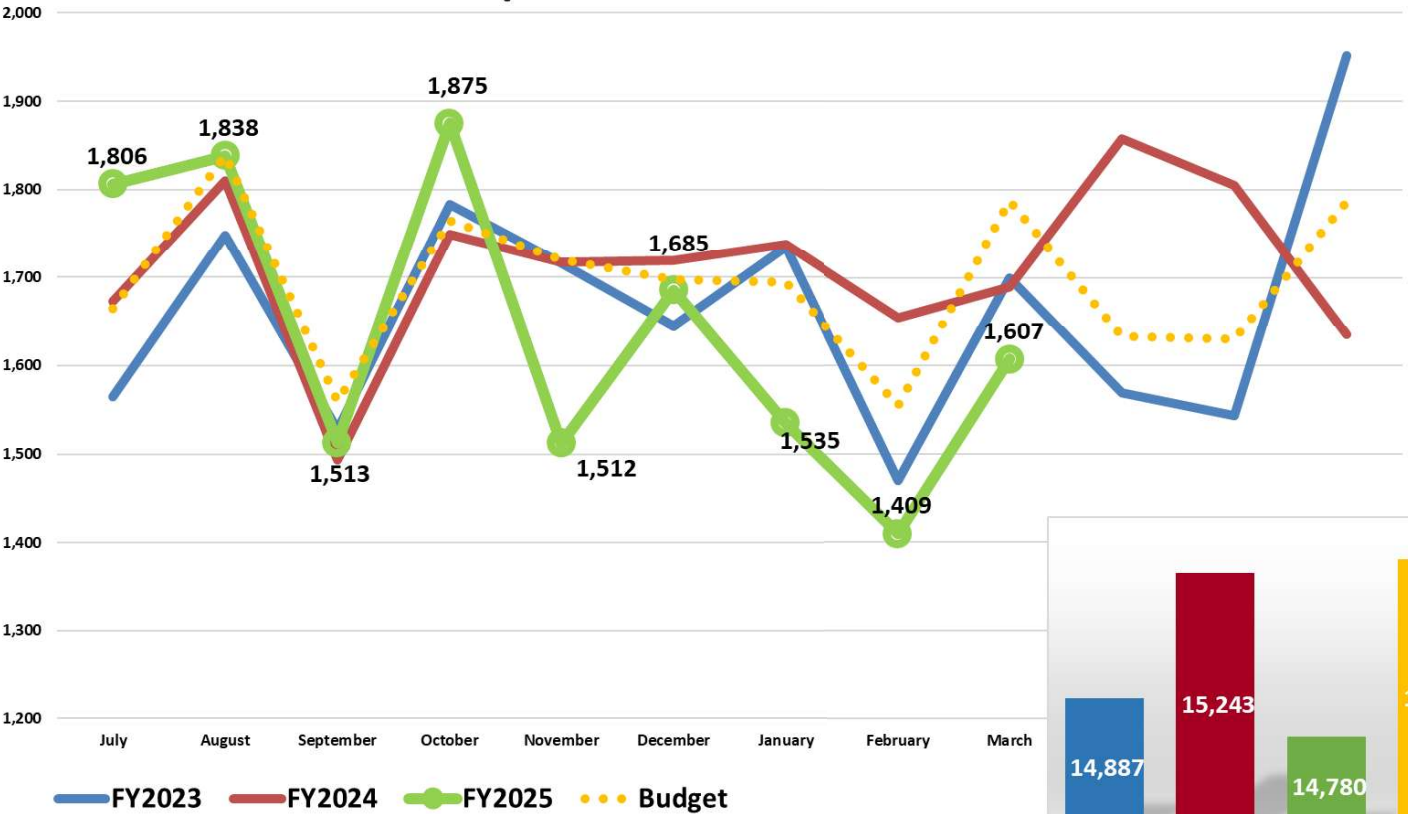
West Campus - Ultrasound



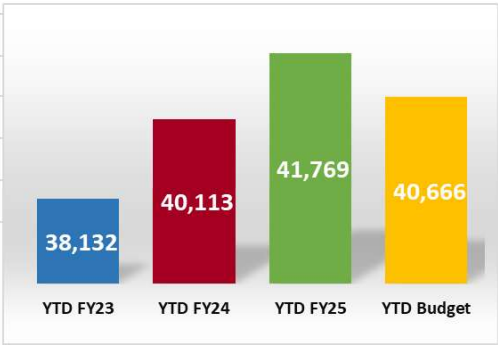
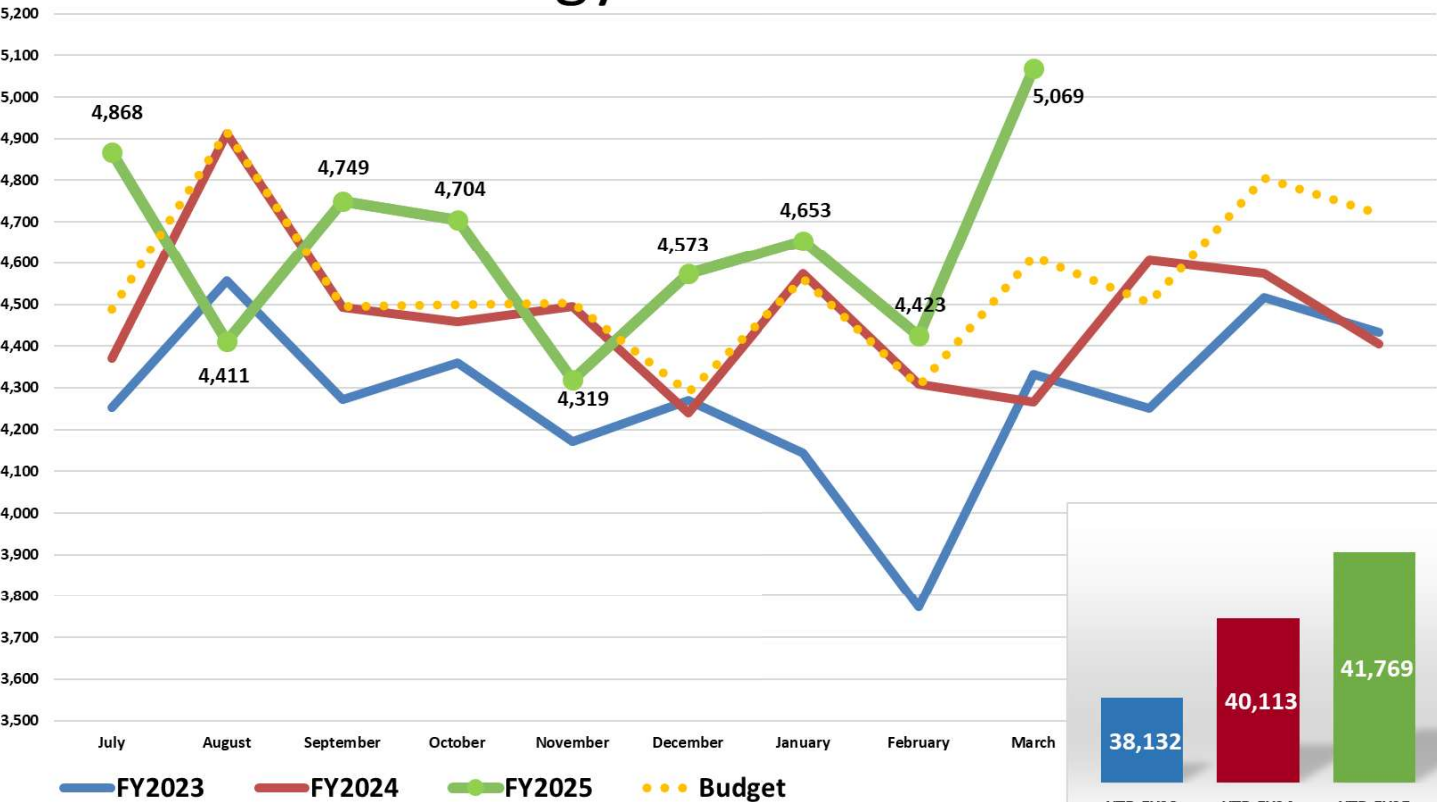
West Campus - MRI



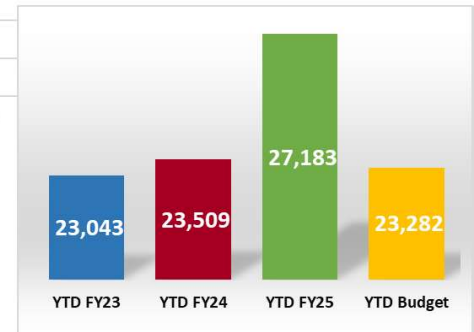
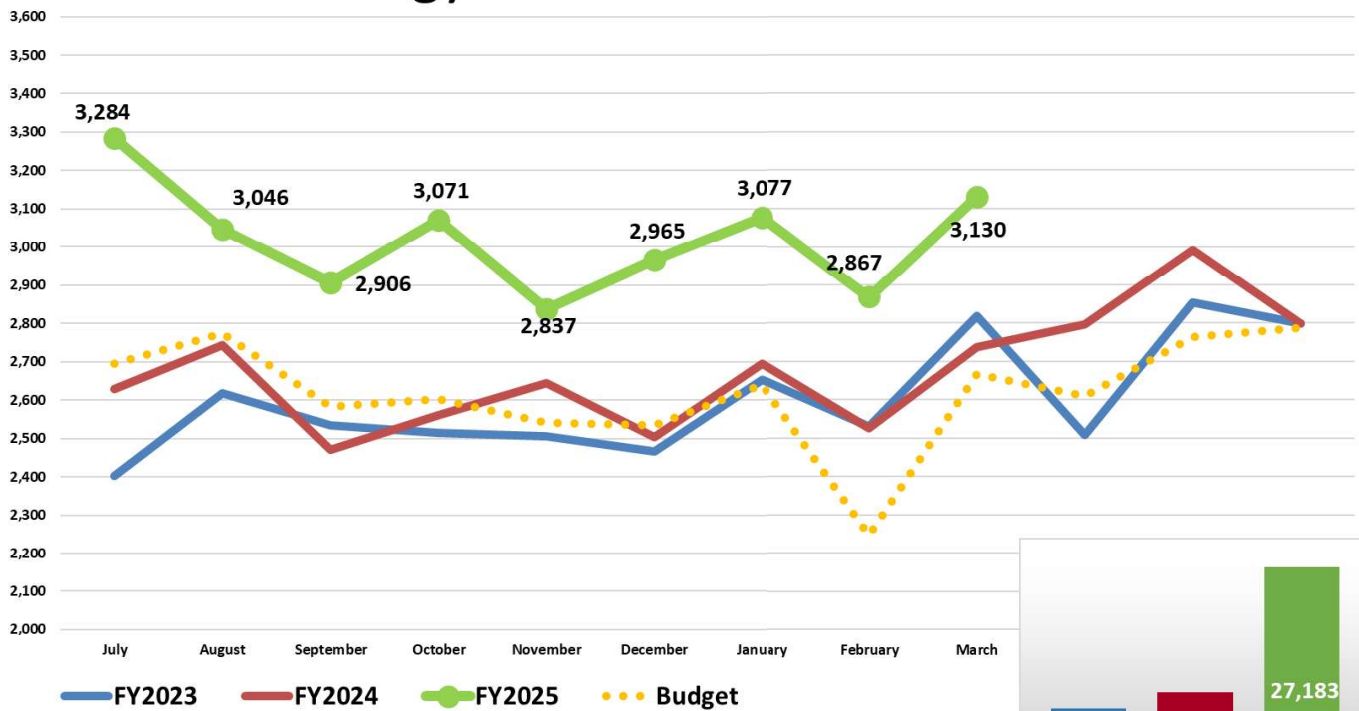
West Campus - Breast Center



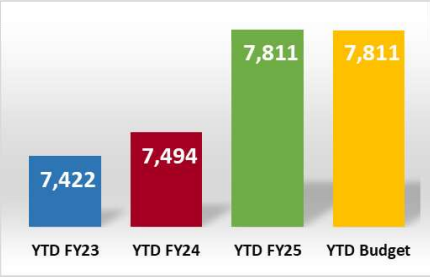
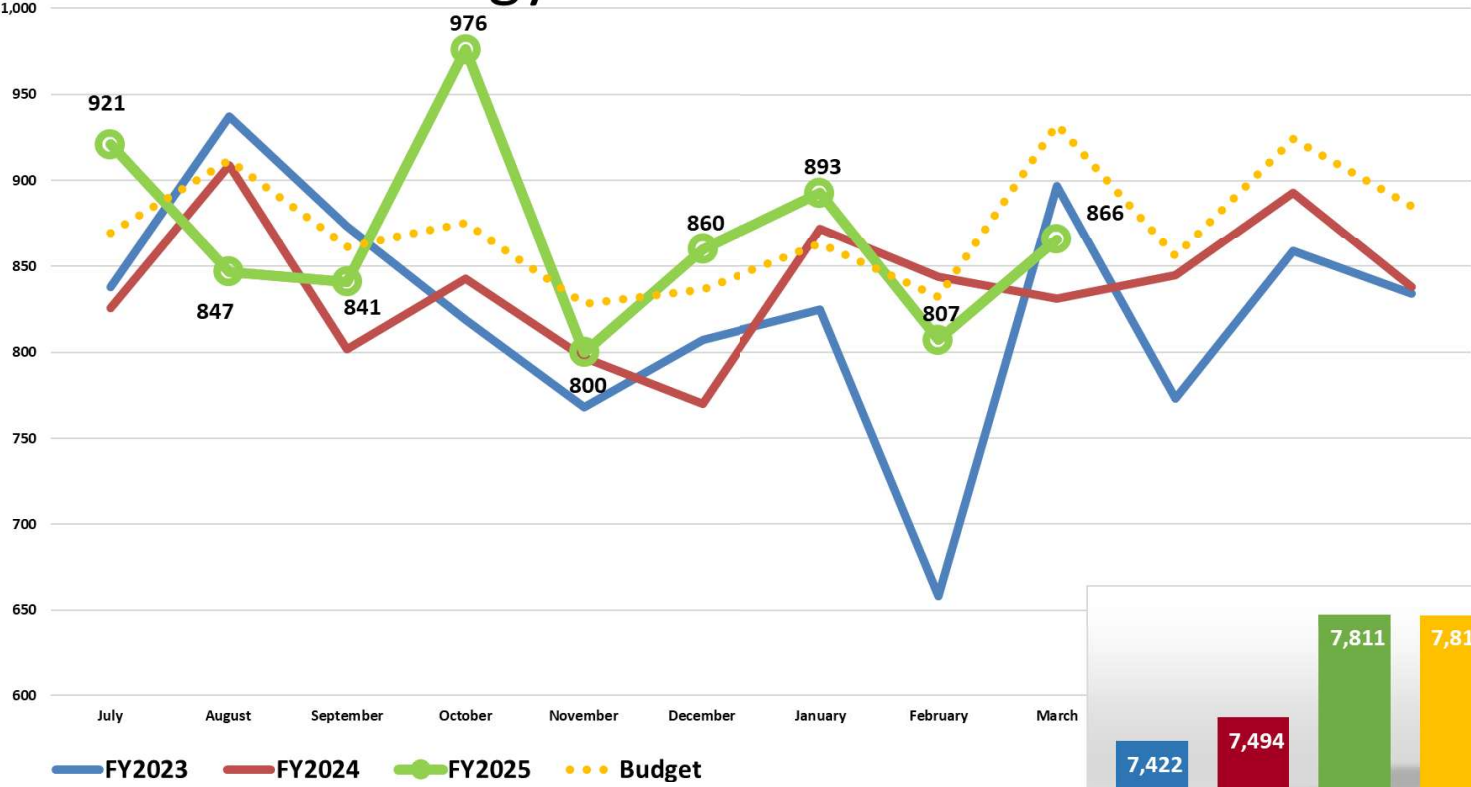
Radiology - CT - All Areas



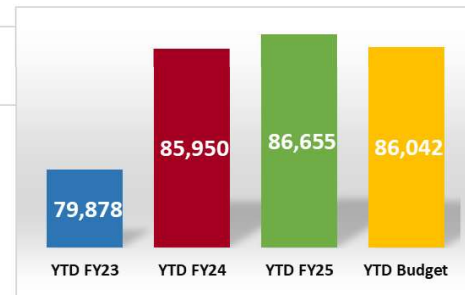
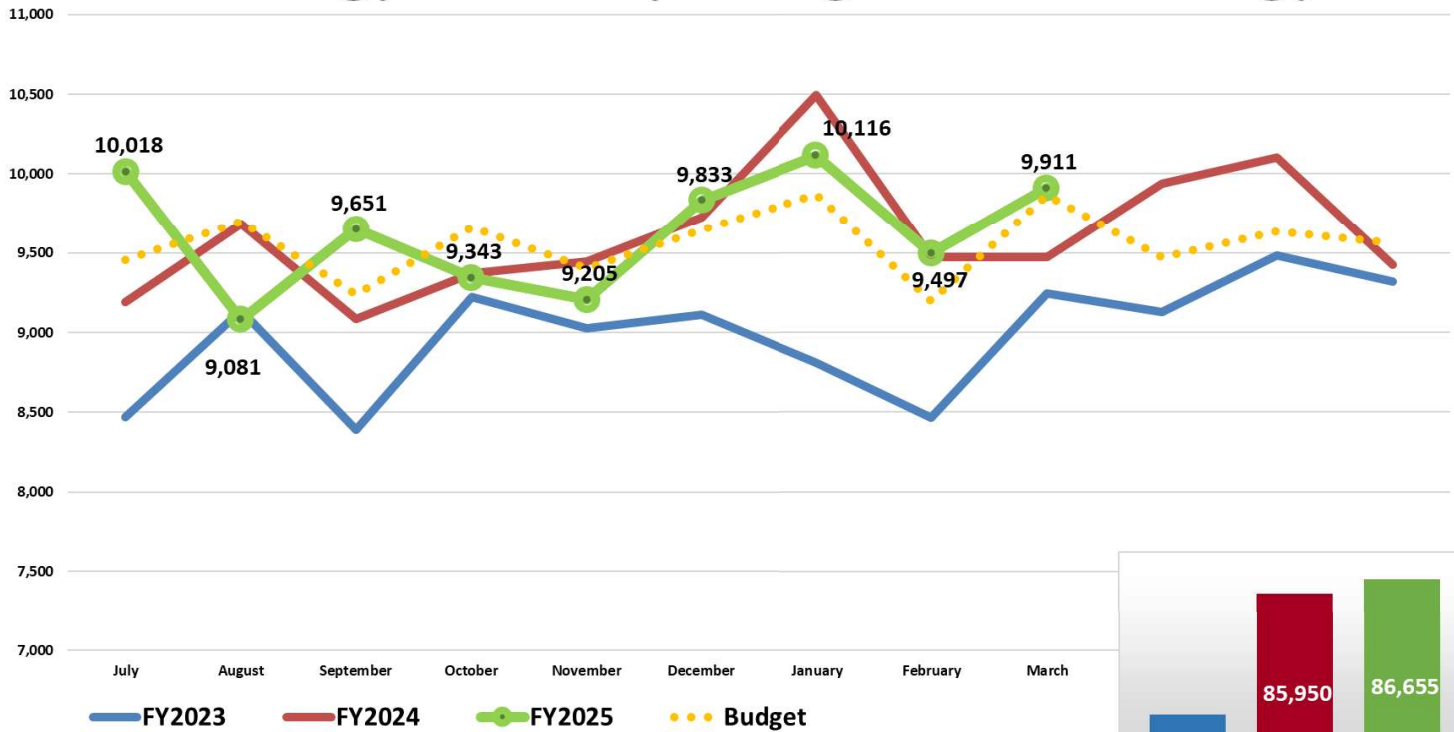
Radiology - Ultrasound - All Areas



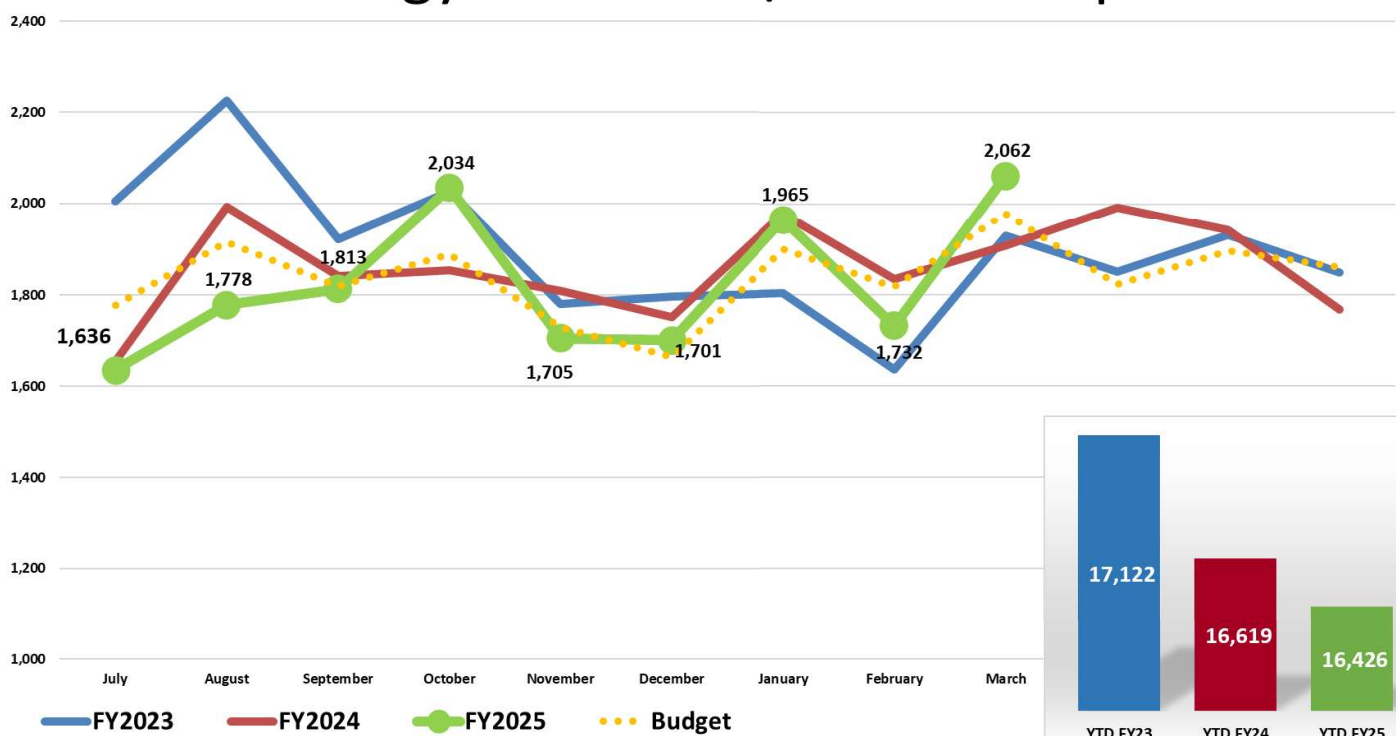
Radiology - MRI - All Areas



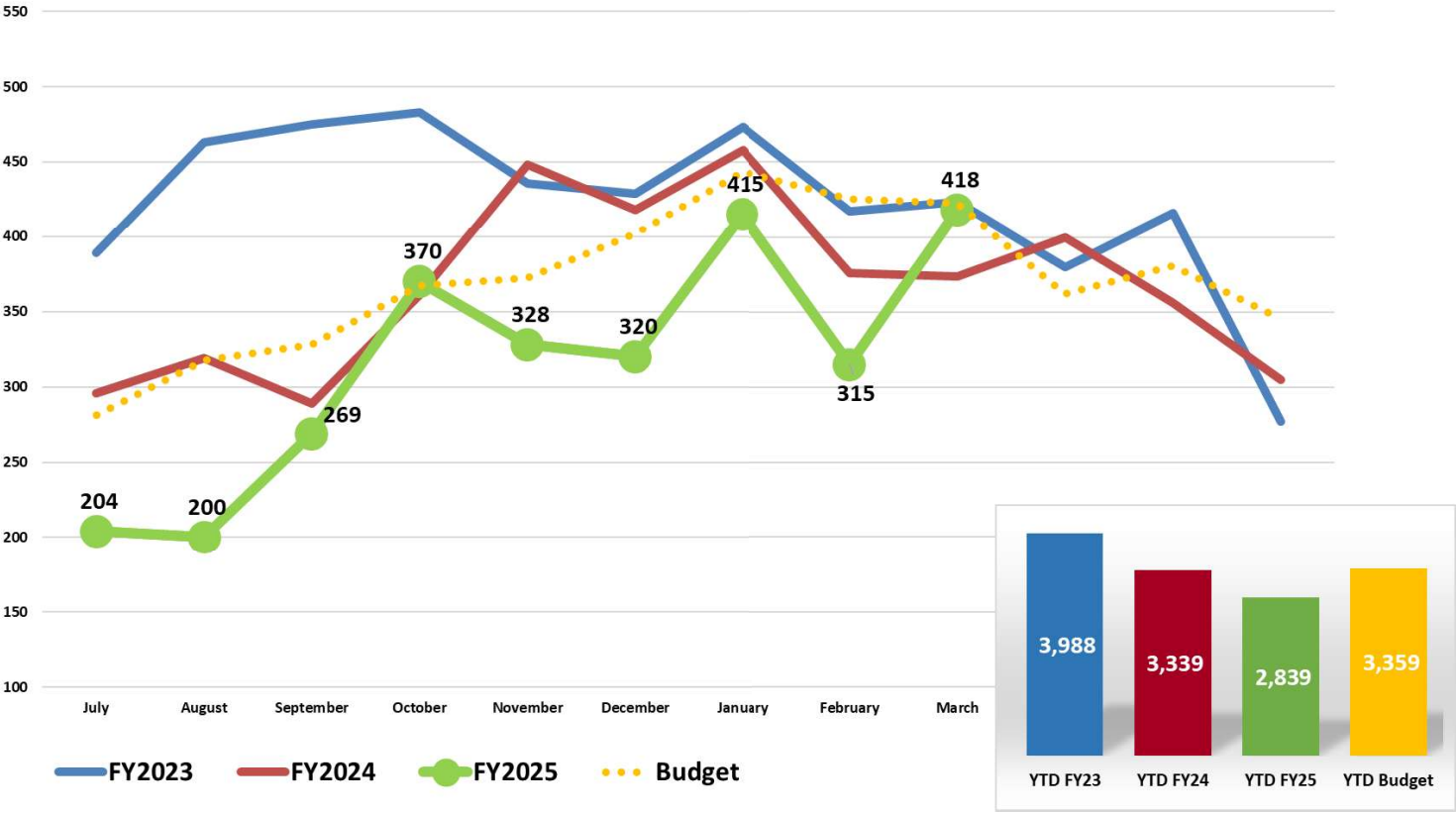
Radiology Modality - Diagnostic Radiology



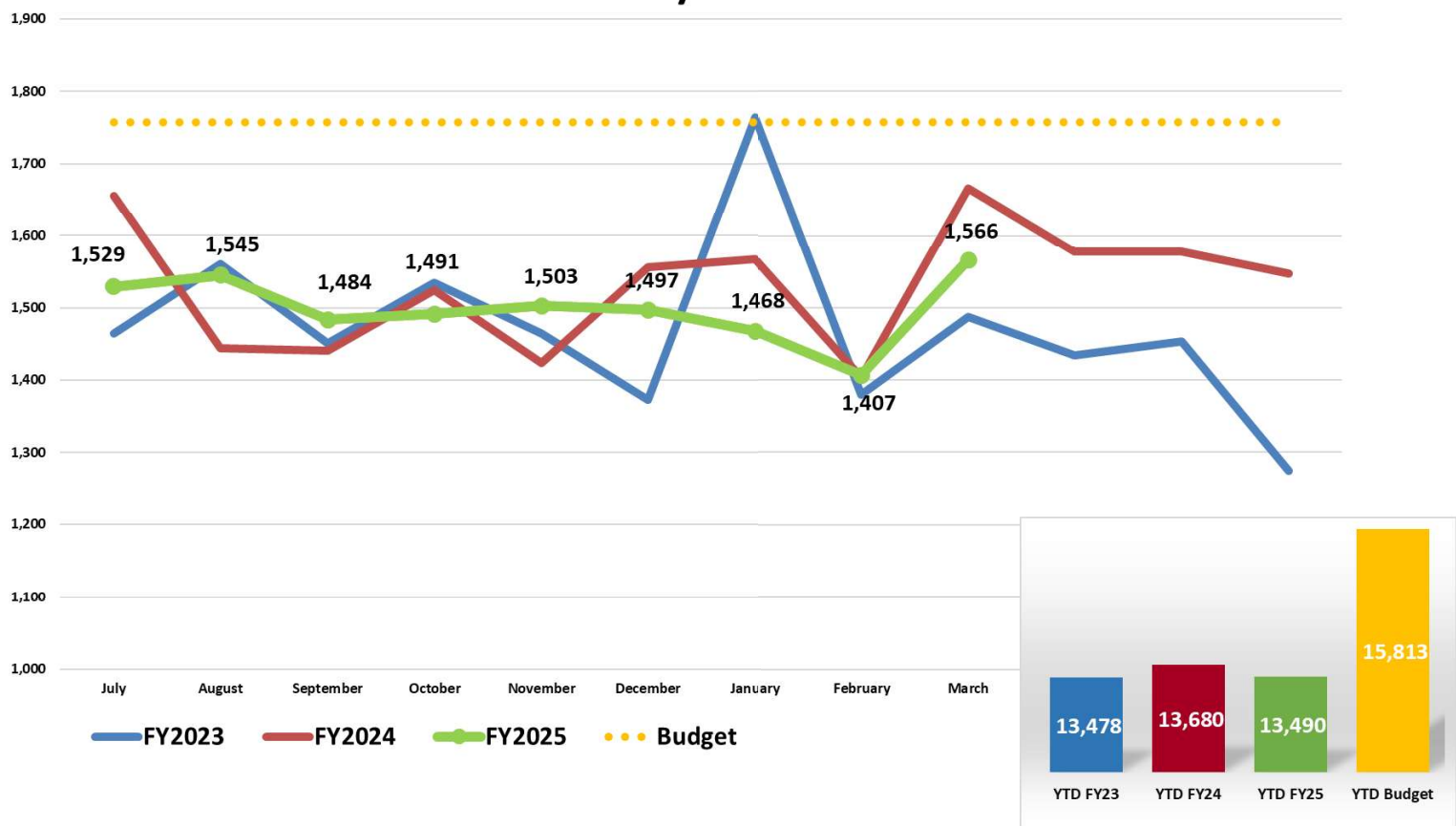
Radiology - UC Court/South Campus



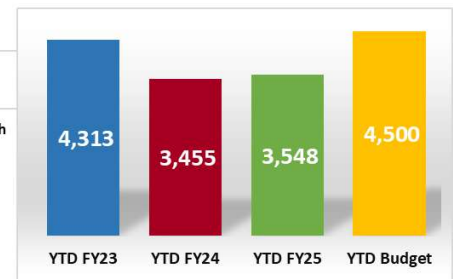
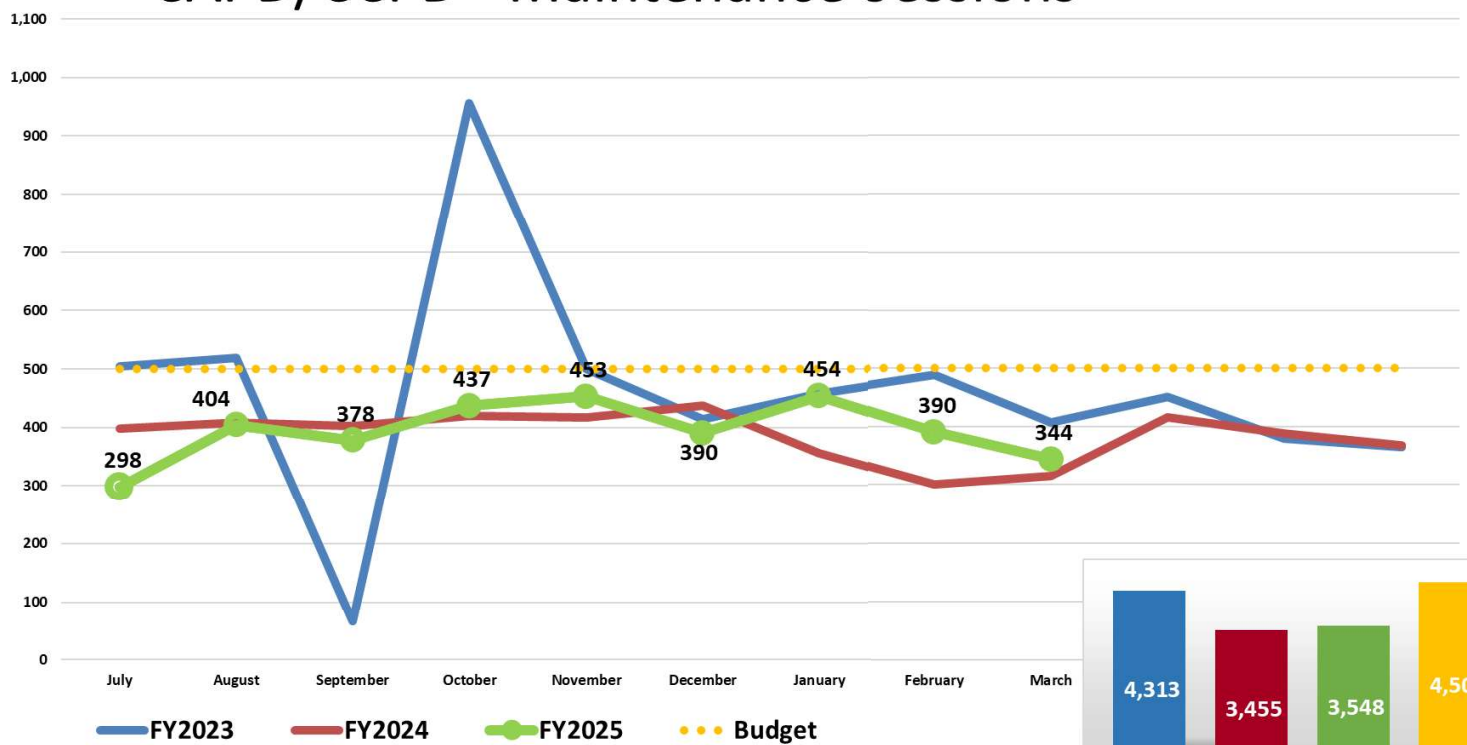
Radiology - UC Demaree/North Campus



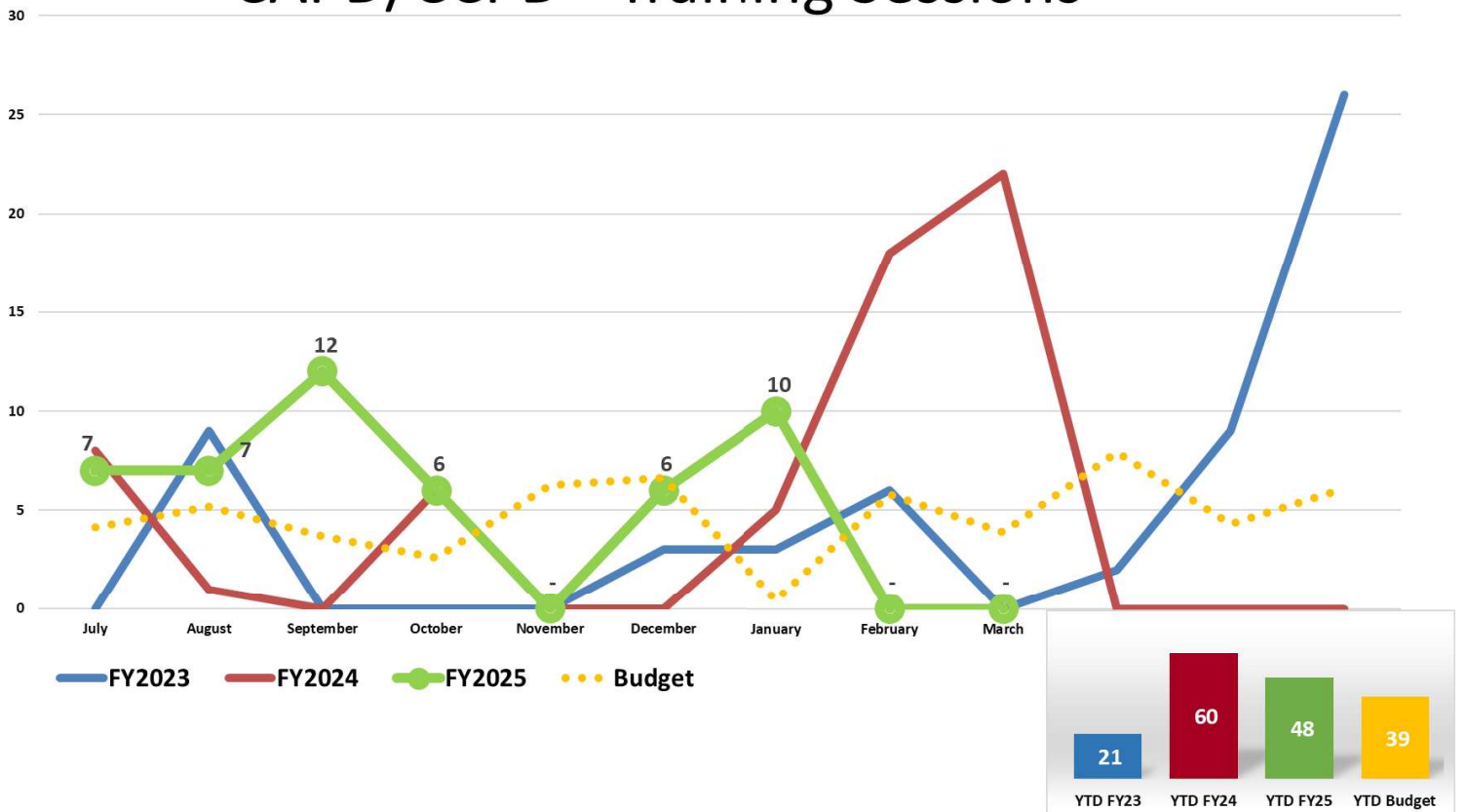
Chronic Dialysis - Visalia



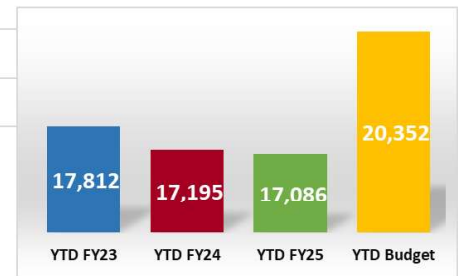
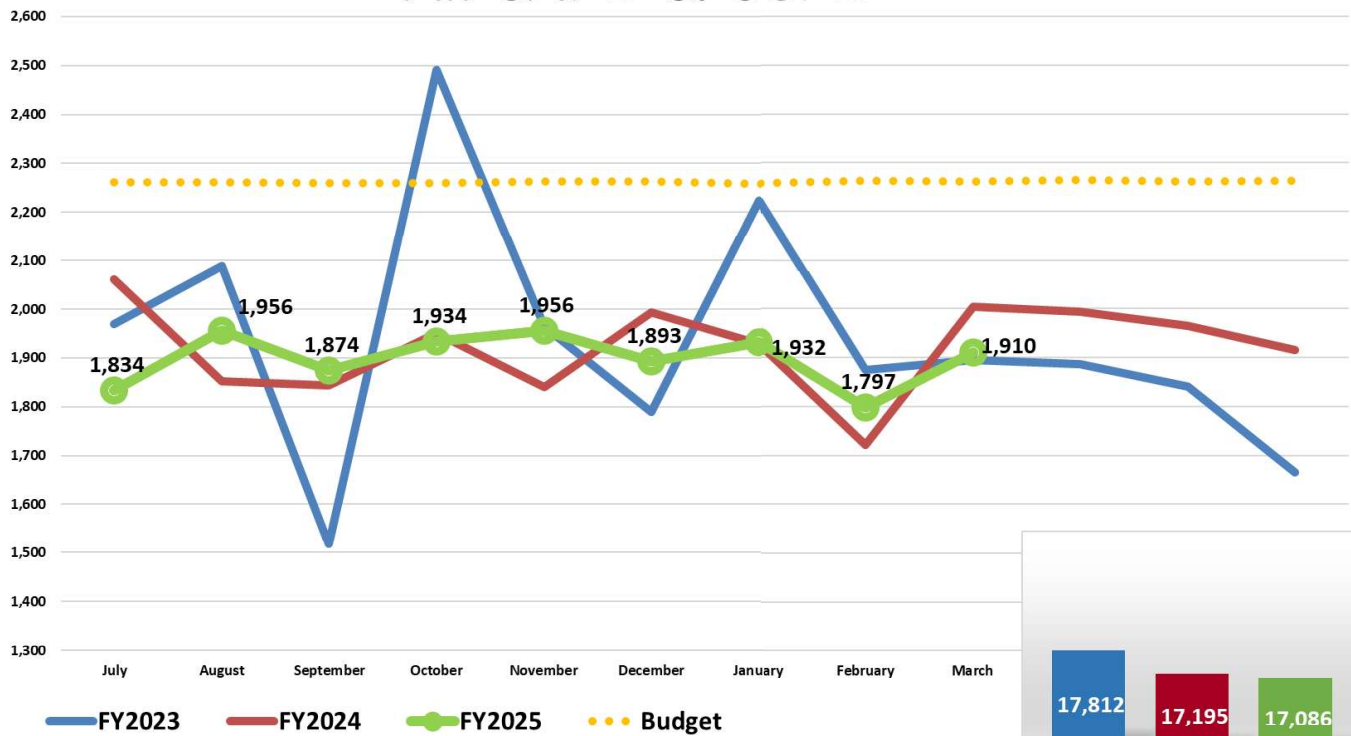
CAPD/CCPD - Maintenance Sessions



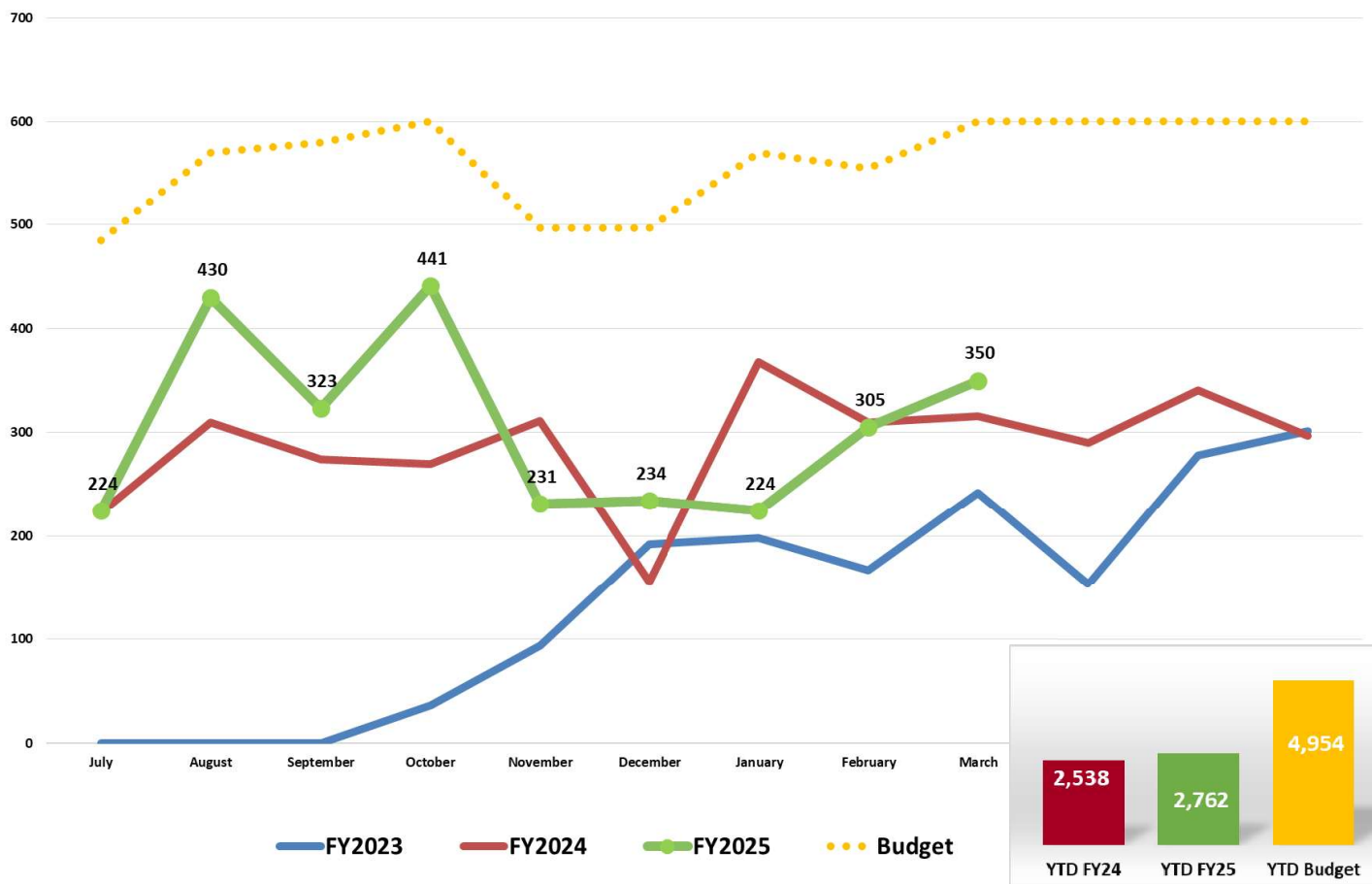
CAPD/CCPD - Training Sessions



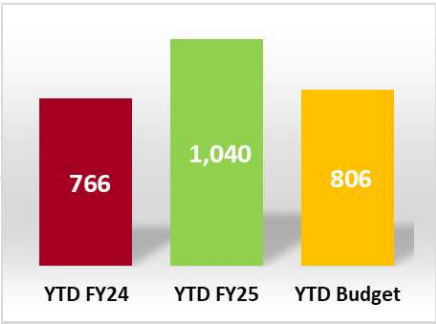
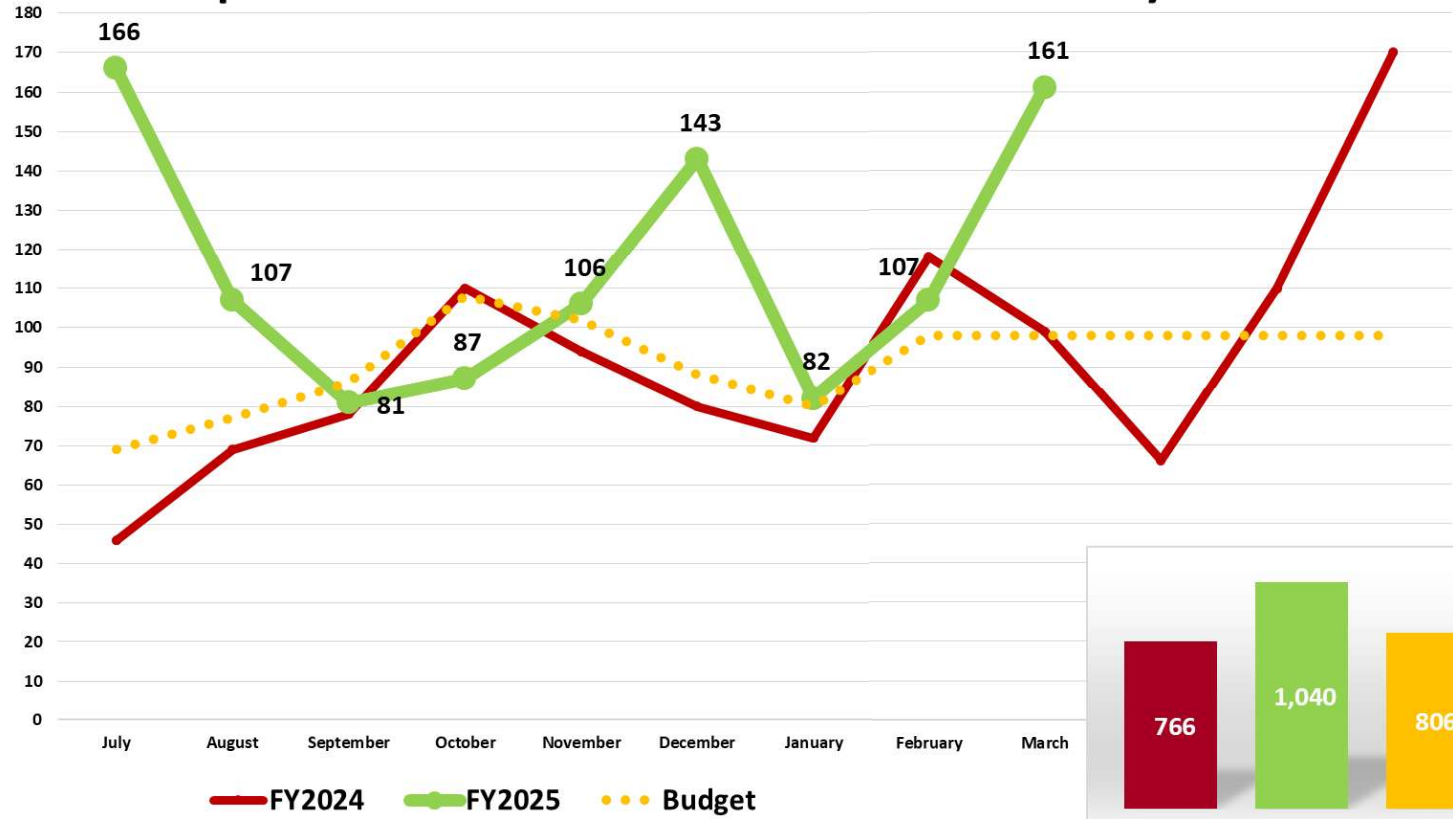
All CAPD & CCPD



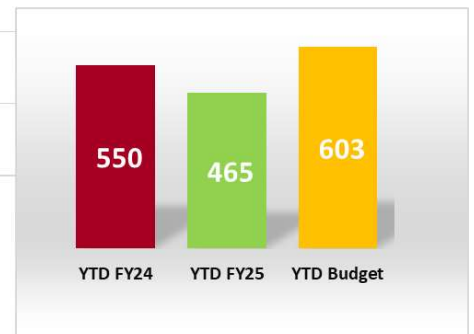
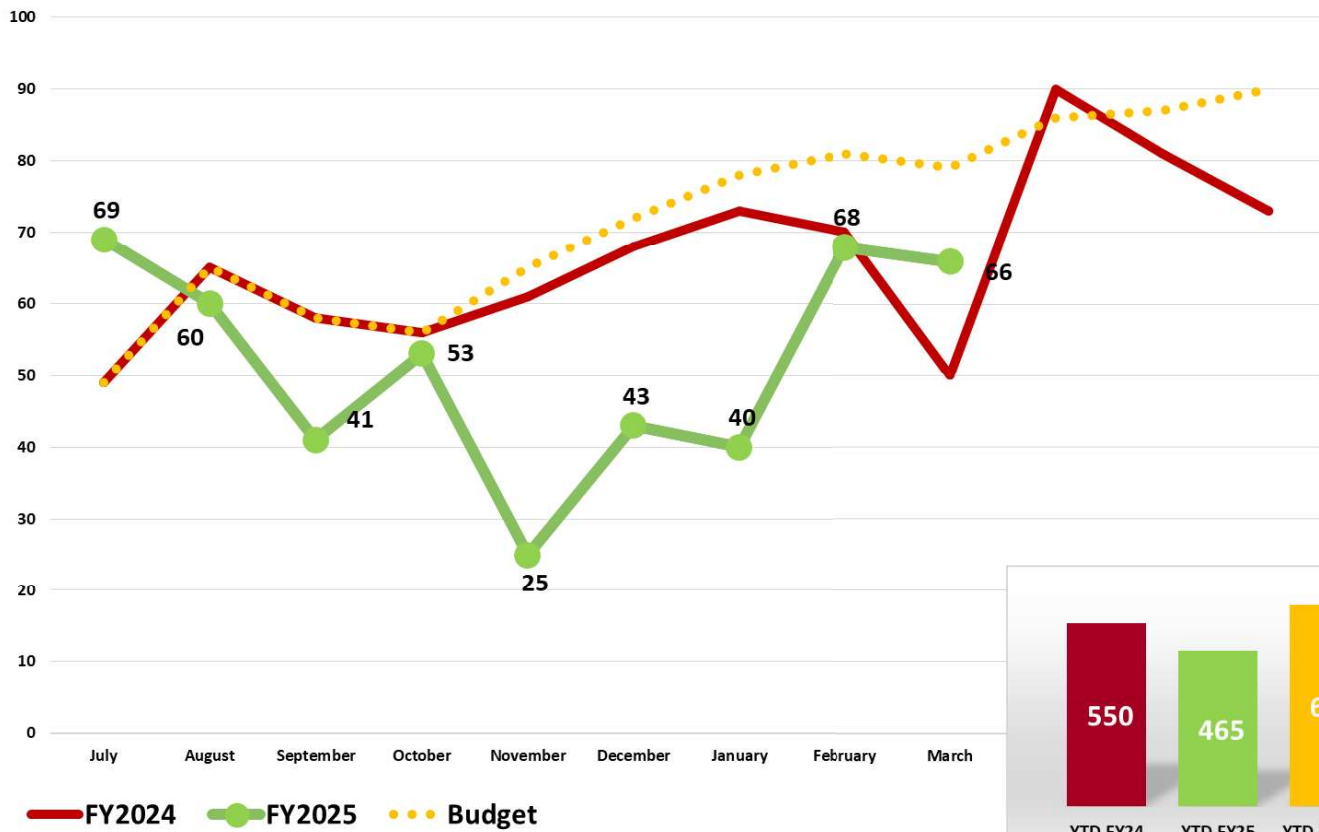
Urology Clinic Visits



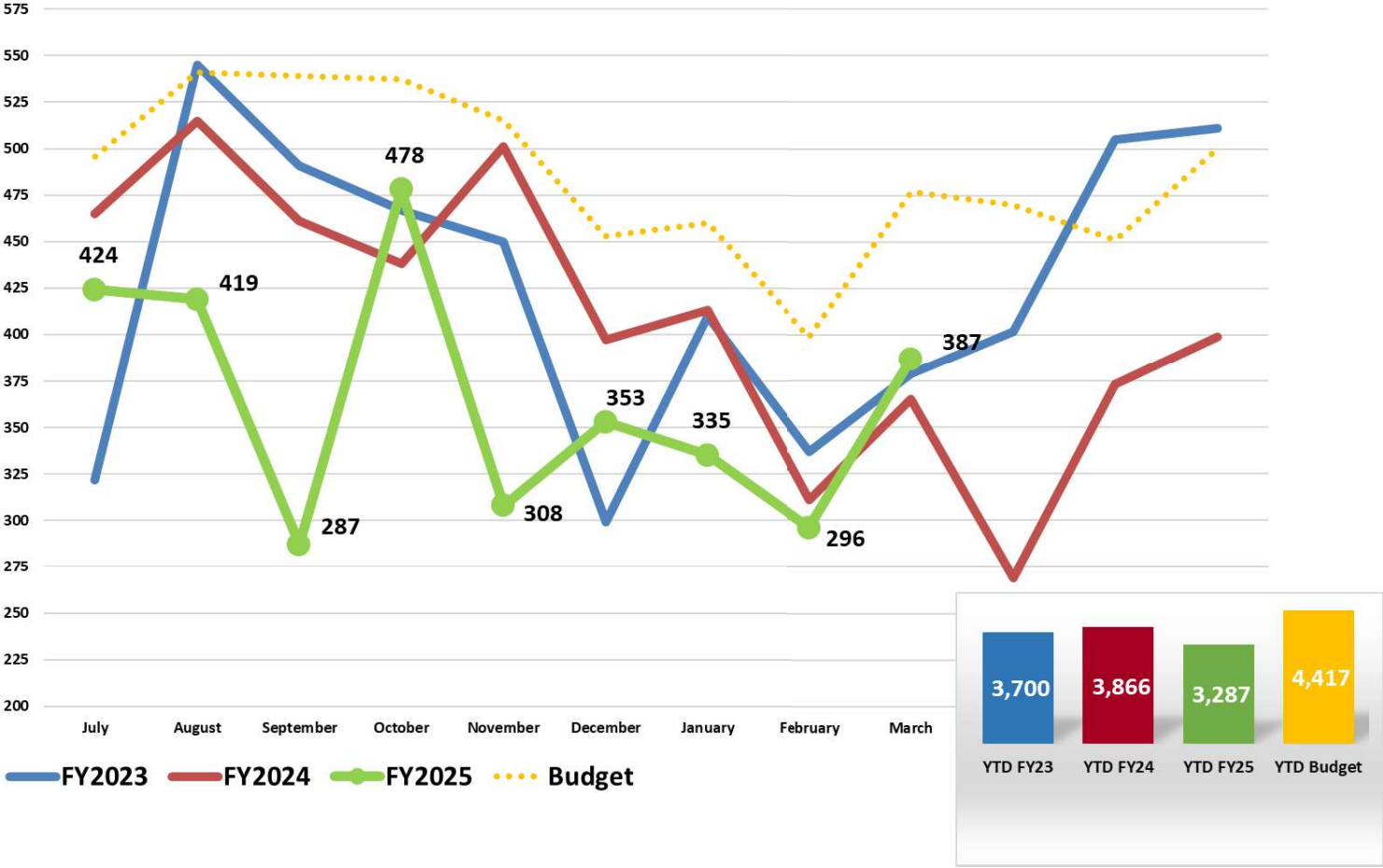
Open Arms House - Patient Days



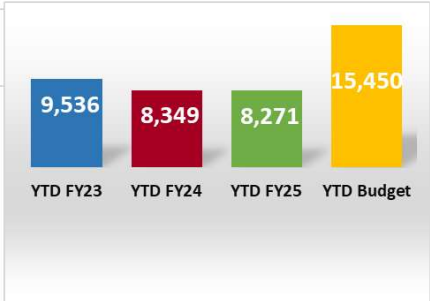
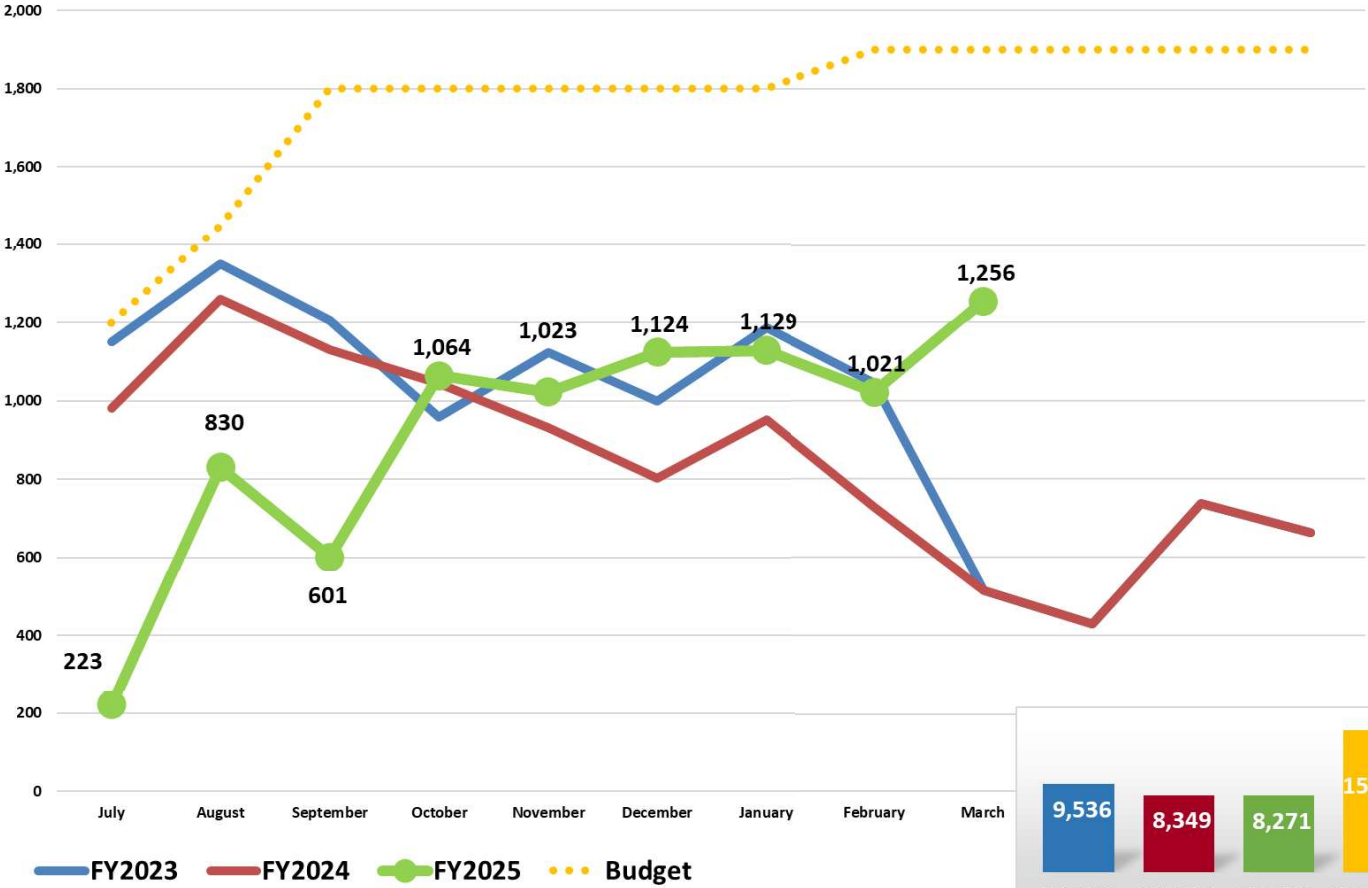
Cardiothoracic Surgery Clinic - Visits



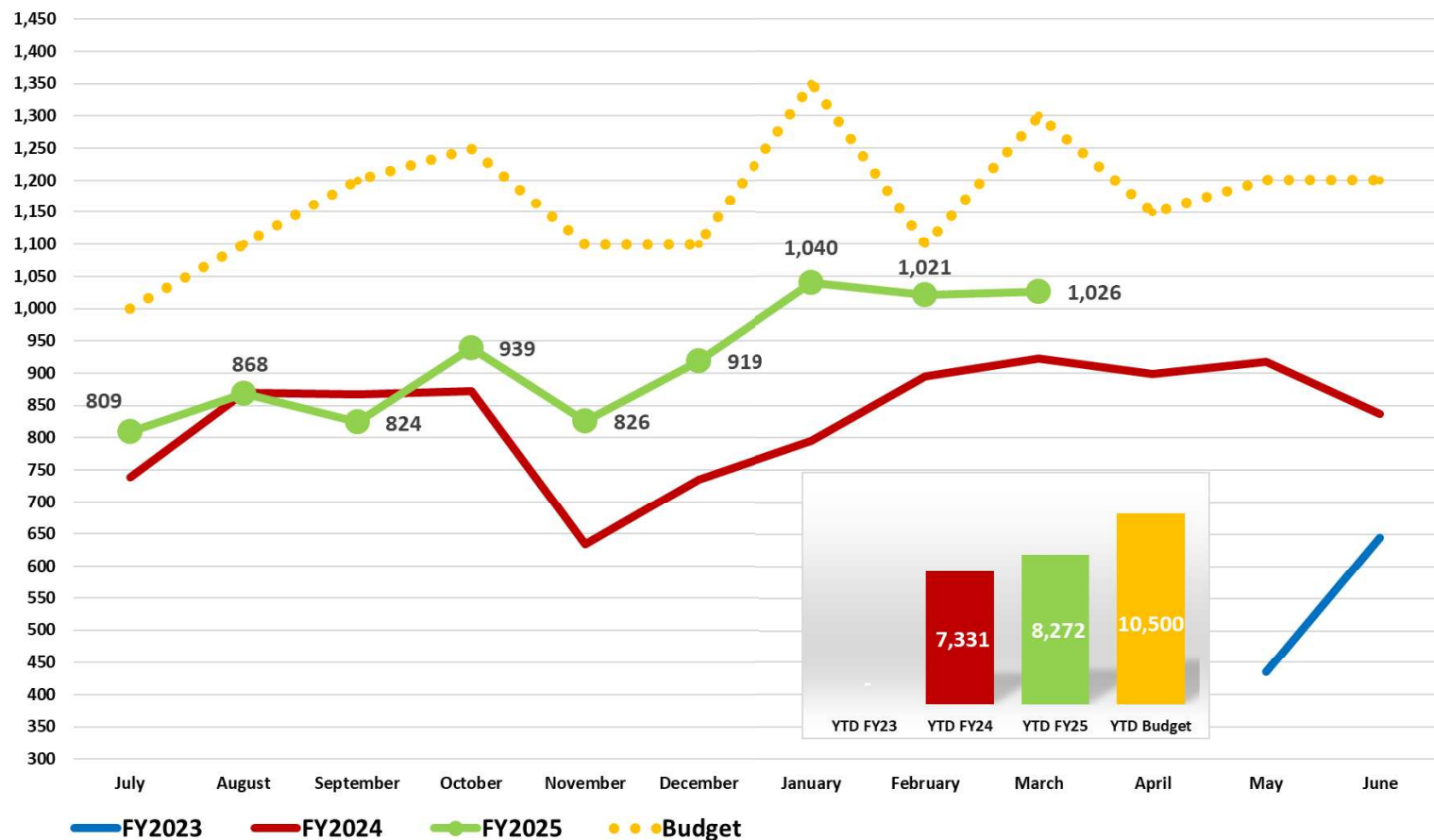
Cardiac Rehabilitation



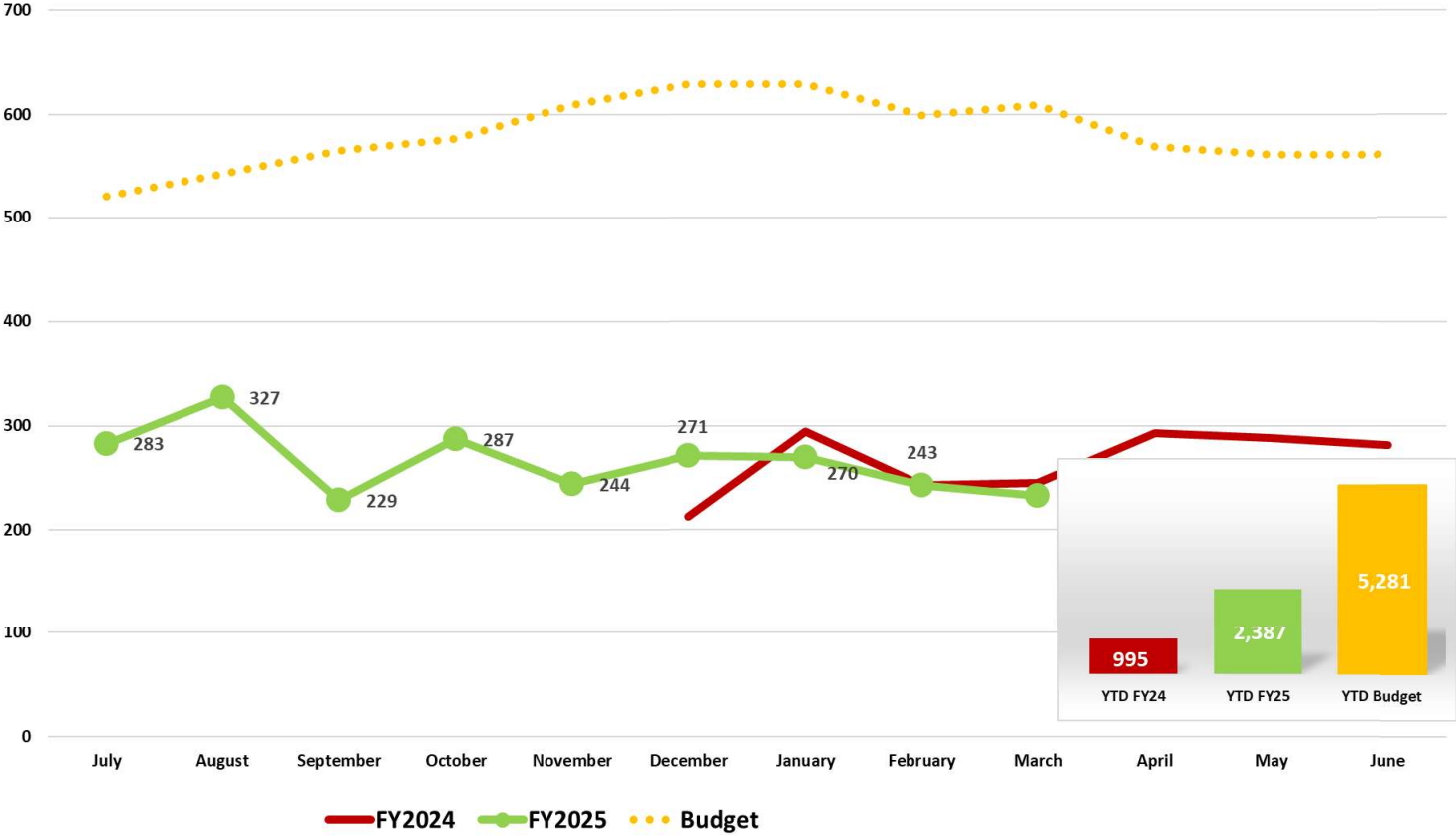
Therapy-Wound Care



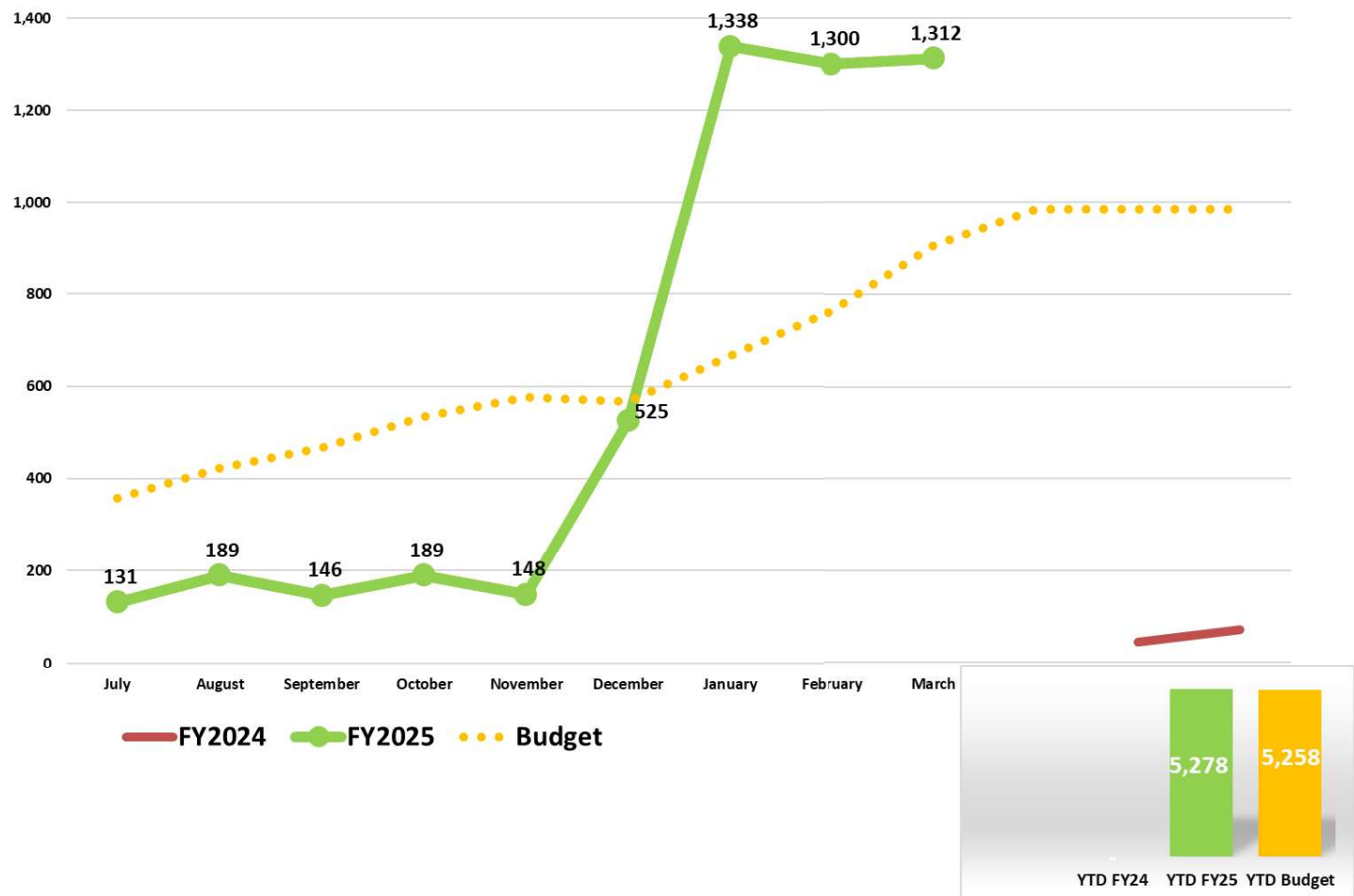
KH Medical Clinic - Ben Maddox



KH Medical Clinic - Plaza



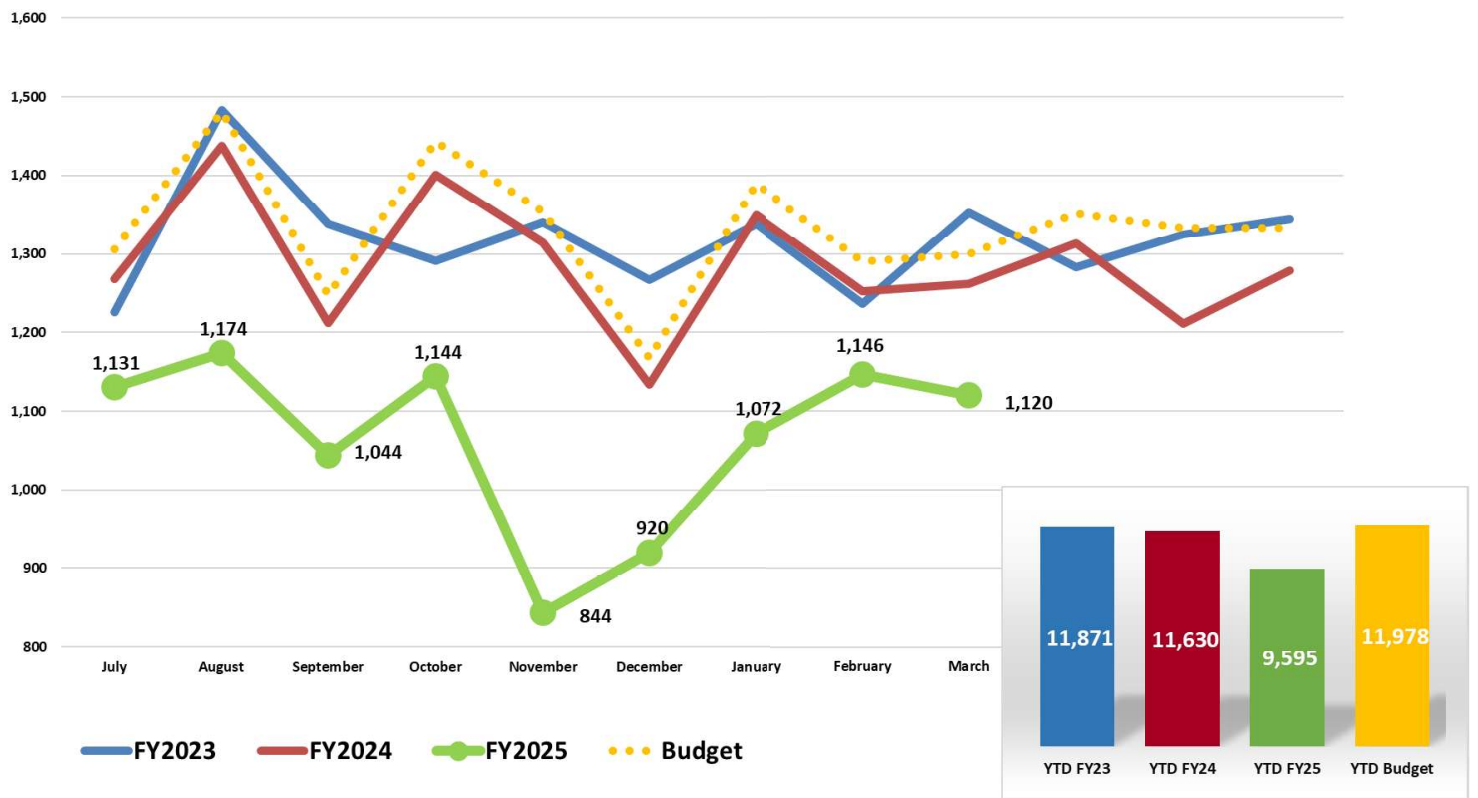
KH Willow Clinic



Medical Oncology Visits



Medical Oncology Treatments



Mental Wellness Clinic

