The pursuit of healthiness goes well beyond hospital care. It’s about helping our community thrive.
This community is the reason we exist. It was this community that founded the Kaweah Delta Health Care District back in 1961 to meet the healthcare needs of its people. No matter the challenges we face as a healthcare organization, health is our passion, excellence is our focus, and compassion is our promise. Over the last 60 years, we have grown into the largest district hospital in the state, and each day we provide access to award-winning services – trauma care, heart care, stroke care, cancer care, neurosurgery, general surgery, and many more.

In the last year, we have accomplished some phenomenal work in our quest to become your world-class healthcare choice for life:

- We continued to deliver essential healthcare services throughout the COVID-19 pandemic to thousands of Central Valley residents.
- We were named one of America’s 250 best hospitals and 50 best hospitals for cardiac surgery by Healthgrades, and we received two consecutive A grades from the Leapfrog Group, both independent evaluators.
- We graduated 42 resident physicians through our six residency programs in our effort to bring more doctors to the Central Valley.
- We partnered with Tulare County Health and Human Services Agency to bring a 24-hour youth in crisis stabilization unit to Tulare County for our under 21 population.
- We developed the Kaweah Health School of Nursing with partner Unitek to help Kaweah Health employees start their career in nursing as soon as 2023. At full enrollment, the program will graduate up to 50 Kaweah Health nurses a year.
- We installed the SafeGait 360° Balance and Mobility Trainer®, which is helping people learn to walk again after stroke, spinal cord injury, multiple sclerosis, amputation, and more. It’s the only one in California and has the longest track in the nation.
- We reopened the Ruth Wood Open Arms House, reaffirming our commitment to hospice patients in this community. The house provides a home-like setting for hospice patients and a fee system based on ability to pay.

Kaweah Health provides more than just healthcare services to this community — we also provide economic stability. **Each year, we infuse $1.12 billion into the local economy**, according to a recent study by Impact DataSource of Austin, Texas. And while we do receive operating tax revenue each year from local residents, it represents only two tenths of one percent of our annual budget — not even enough to run our healthcare system for one day. Each year, Kaweah Health creates an estimated $973 million in annual economic impact, and represents 3.3% of the total economic output of Tulare County. As the largest employer in Tulare County, we drive an estimated $513.3 million in earnings, $420.8 million of which is spent in our local economy.

In the year ahead, we know there will be financial challenges as we join the 53 percent of U.S. hospitals who are expected to lose money, according to a new report prepared by Kaufman Hall for the American Hospital Association. We’ve budgeted for the first operating loss in our organization’s history – an estimated $11.2 million – as we continue to struggle with unprecedented labor costs and high rates of inflation. This means we’ll need your support. There is excellent care available locally, and we hope you’ll choose it. Your support will help us continue to improve the health of our community and our economy. Our community can rest comfortably knowing the quality and safety of care provided at Kaweah Health will never be diminished while we confront these challenges.
**Our Mission**

Health is our passion.
Excellence is our focus.
Compassion is our promise.

Our mission statement articulates Kaweah Health’s fundamental purpose both within our organization and for our community.

**Our Vision**

To be your world-class healthcare choice, for life.

Our vision statement is what we aspire to be for our community and sets the future path and framework in our strategic planning.

**Our Pillars**

In order to achieve our mission and vision, Kaweah Health must:

- Achieve outstanding community health
- Deliver excellent service
- Provide an ideal work environment
- Empower through education
- Maintain financial strength
### Income

For every dollar spent on Kaweah Health’s operating costs for fiscal year 2021-22, less than two tenths of a penny was covered by tax revenue.

---

**One year’s operating expenses represented by one dollar**

![One dollar bill](image)

**INCOME SOURCES AS PERCENTAGES OF COST OF OPERATIONS**

- Patients and insurance companies: 24.94%
- Medicare and Medicare Managed Care: 36.70%
- Medi-Cal and Medi-Cal Managed Care: 30.52%
- Federal stimulus funding: 2.13%
- Other health related services including Foundation fundraising, and investment income: 7.68%
- Property tax revenue used for operations: 0.19%
- Property tax revenue used to pay general obligation bond principal and interest: 0.43%

---

**Where our income came from:**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patients and insurance companies</td>
<td>$217,258,243</td>
</tr>
<tr>
<td>Medicare and Medicare Managed Care</td>
<td>$319,670,745</td>
</tr>
<tr>
<td>Medi-Cal and Medi-Cal Managed Care</td>
<td>$265,866,259</td>
</tr>
<tr>
<td>Less: Patient Payments Not Received/ Written Off to Charity Care</td>
<td>($22,578,150)</td>
</tr>
<tr>
<td>Federal stimulus funding</td>
<td>$18,548,037</td>
</tr>
<tr>
<td>Other health related services including Foundation fundraising, and investment income</td>
<td>$66,930,068</td>
</tr>
<tr>
<td>Property tax revenue used for operations</td>
<td>$1,616,501</td>
</tr>
<tr>
<td>Property tax revenue used to pay general obligation bond principal and interest</td>
<td>$3,702,671</td>
</tr>
</tbody>
</table>

**Total income**

$871,014,374

---

**Where it went:**

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and benefits</td>
<td>$417,003,388</td>
</tr>
<tr>
<td>Paid to others who provide goods and services for patient care</td>
<td>$433,192,617</td>
</tr>
<tr>
<td>Depreciation (funds set aside for future capital purchases)</td>
<td>$37,432,657</td>
</tr>
<tr>
<td>Interest paid on borrowed funds</td>
<td>$8,953,787</td>
</tr>
<tr>
<td>Principal debt repayments</td>
<td>$9,691,000</td>
</tr>
<tr>
<td>Capital purchases (equipment, building, improvements, etc.)</td>
<td>$7,512,305</td>
</tr>
</tbody>
</table>

**Total expenditures**

$913,785,754

**Funds used from cash reserves**

$42,771,379

---

**AR3**

Right: Kaweah Health Care District Consolidated Information Fiscal year ended June 30, 2022
2021-2022 Highlights

Healthgrades Quality Outcomes Awards

**Stroke care**

- STROKE CARE EXCELLENCE AWARD™
- TREND OF STROKE FIVE-STAR RECIPIENT
- TREATMENT OF HEART FAILURE FIVE-STAR RECIPIENT
- TREATMENT OF HEART ATTACK FIVE-STAR RECIPIENT

**Cardiac care**

- AMERICA’S 50 Best CARDIAC SURGERY™
- VALVE SURGERY FIVE-STAR RECIPIENT
- TREATMENT OF RESPIRATORY FAILURE FIVE-STAR RECIPIENT
- CRITICAL CARE EXCELLENCE AWARD™
- CORONARY BYPASS SURGERY FIVE-STAR RECIPIENT

**Gastrointestinal care**

- TREATMENT OF GASTROINTESTINAL BLEED FIVE-STAR RECIPIENT

**Pulmonary (lung) care**

- AMERICA’S 100 Best PULMONARY CARE™
- PULMONARY CARE EXCELLENCE AWARD™
- TREATMENT OF CHRONIC OBSTRUCTIVE PULMONARY DISEASE FIVE-STAR RECIPIENT
- TREATMENT OF PNEUMONIA FIVE-STAR RECIPIENT

For a complete list of official recognitions and awards visit KaweahHealth.org/Awards.

**What is Healthgrades?**

Healthgrades evaluates hospital quality for conditions and procedures based solely on clinical outcomes. Their purpose is to help consumers understand and compare hospital performance to support their care choices. *Healthgrades America’s Best Hospitals™* consistently exhibit exceptional, comprehensive quality care based on clinical quality outcomes for 31 conditions and procedures. *America’s 250 Best Hospitals™* are in the top 5% in the nation for overall clinical excellence for the current year.
New and Upcoming

**New**

- Child and Adolescent Psychiatry Fellowship added to Graduate Medical Education program
- Free vaccination event held at Kaweah Health Tulare Clinic
- Grief services offered to first through sixth grade children in Visalia by Kaweah Health Hospice
- Cardiothoracic clinic opened in downtown Visalia
- Telehealth program upgraded through federal grant program
- Graduate Medical Education residency programs welcomed 51 new resident physicians.
- Graduate Medical Education program graduated 42 resident physicians.
- Twenty-four-hour facility for youth in mental health crisis created through partnership with Tulare County Health and Human Services
- Ruth Wood Open Arms House reopened.
- SafeGait 360° Balance and Mobility Trainer,® with longest track in the US installed at Kaweah Heath Rehabilitation Hospital

**Upcoming**

- Ten urologists from USC Urology to provide services at Kaweah Health Specialty Clinic
- Kaweah Health School of Nursing partnership with Unitek Learning to help reduce the nursing shortage in California
- Kaweah Health Tulare Clinic to add more specialty services
- Children’s bereavement program, CUBS, to offer emotional support to children who have lost a loved one
- Stanford University cardiac surgeons to join Kaweah Health Cardiothoracic Surgery Clinic
- Second TrueBeam® radiotherapy system and Brainlab imaging software to be available at Sequoia Regional Cancer Center
- Third CT scanner to be added at Kaweah Health Medical Center
- New outpatient psychiatric clinic to open
- New outpatient clinic to open in Visalia Industrial Park

The Kaweah Health School of Nursing is being established to address the urgent demand for nurses.
Our Impact on the Community

In fiscal year 2021-2022, Kaweah Health performed

### Services

<table>
<thead>
<tr>
<th>Service</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total chemistry tests</td>
<td>3,458,753</td>
</tr>
<tr>
<td>Hematology tests</td>
<td>1,648,778</td>
</tr>
<tr>
<td>Covid tests</td>
<td>40,631</td>
</tr>
<tr>
<td>Other tests</td>
<td>621,096</td>
</tr>
<tr>
<td>Total Lab tests</td>
<td>5,769,258</td>
</tr>
<tr>
<td>ED visits</td>
<td>81,555</td>
</tr>
<tr>
<td>Hemodialysis treatments</td>
<td>33,219</td>
</tr>
<tr>
<td>Surgeries</td>
<td>9,566</td>
</tr>
<tr>
<td>Sleep studies in-lab</td>
<td>1,454</td>
</tr>
<tr>
<td>Coronary stents</td>
<td>1,284</td>
</tr>
<tr>
<td>Heart catheterizations</td>
<td>965</td>
</tr>
<tr>
<td>Vascular surgeries</td>
<td>632</td>
</tr>
<tr>
<td>Open-heart surgeries</td>
<td>393</td>
</tr>
<tr>
<td>Neurosurgeries</td>
<td>317</td>
</tr>
<tr>
<td>Helipad flights</td>
<td>128</td>
</tr>
<tr>
<td>Implanted defibrillator pacemakers</td>
<td>8,078</td>
</tr>
</tbody>
</table>

### Employees

- **2114** Support staff
- **1850** Nurses
- **490** Med staff members
- **422** Volunteers
- **128** GME resident physicians
- **70** Guild members
- **56** Hospitalists
- **30** ED physicians
- **22** Anesthesiologists
- **12** Chaplains
- **3** GME fellows

### Other

- **22,581** Hours volunteered
- **4,614** Babies delivered
- **639** Licensed beds
- **$5.7 M** Contributed by foundation

### Economic Analysis

- **$420.7 MILLION**
  - **HOUSING** 37% - $154.7 M
  - **FOOD** 13% - $56.3 M
  - **TRANSPORTATION** 15% - $63.9 M
  - **OTHER** 35% - $145.8 M

### Economic Impact

- **$513.3 MILLION IN HOUSEHOLD EARNINGS**
- **$69.1 MILLION FROM NEW PHYSICIAN RECRUITMENT**

### Boosting the local economy

Much of the money paid to Kaweah Health employees and vendors goes back into the local economy. For example, they buy homes, purchase cars, eat at restaurants, buy groceries, and shop at local retailers. This local spending supports businesses and creates jobs.

---

**Economic analysis prepared by Impact DataSource, Austin, TX**
Keeping our patients safe from infection is a top priority at Kaweah Health. For us, excellent doctors and leading-edge technology are just a start. We also focus on the little things — things that deliver huge rewards. Hand washing, strict protocols for hygiene, and comprehensive training lead to better outcomes for our patients. We are committed to providing excellent care. Every hour. Every day.

We congratulate our doctors, nurses, staff, and board for their never-ending dedication to patient safety. An A grade during this historically challenging time in healthcare is a testament to their vigilance, expertise, and hard work.

The Leapfrog Hospital Safety Grade is an elite designation from The Leapfrog Group, a national, independent watchdog organization that sets the highest patient safety standards in the United States.