

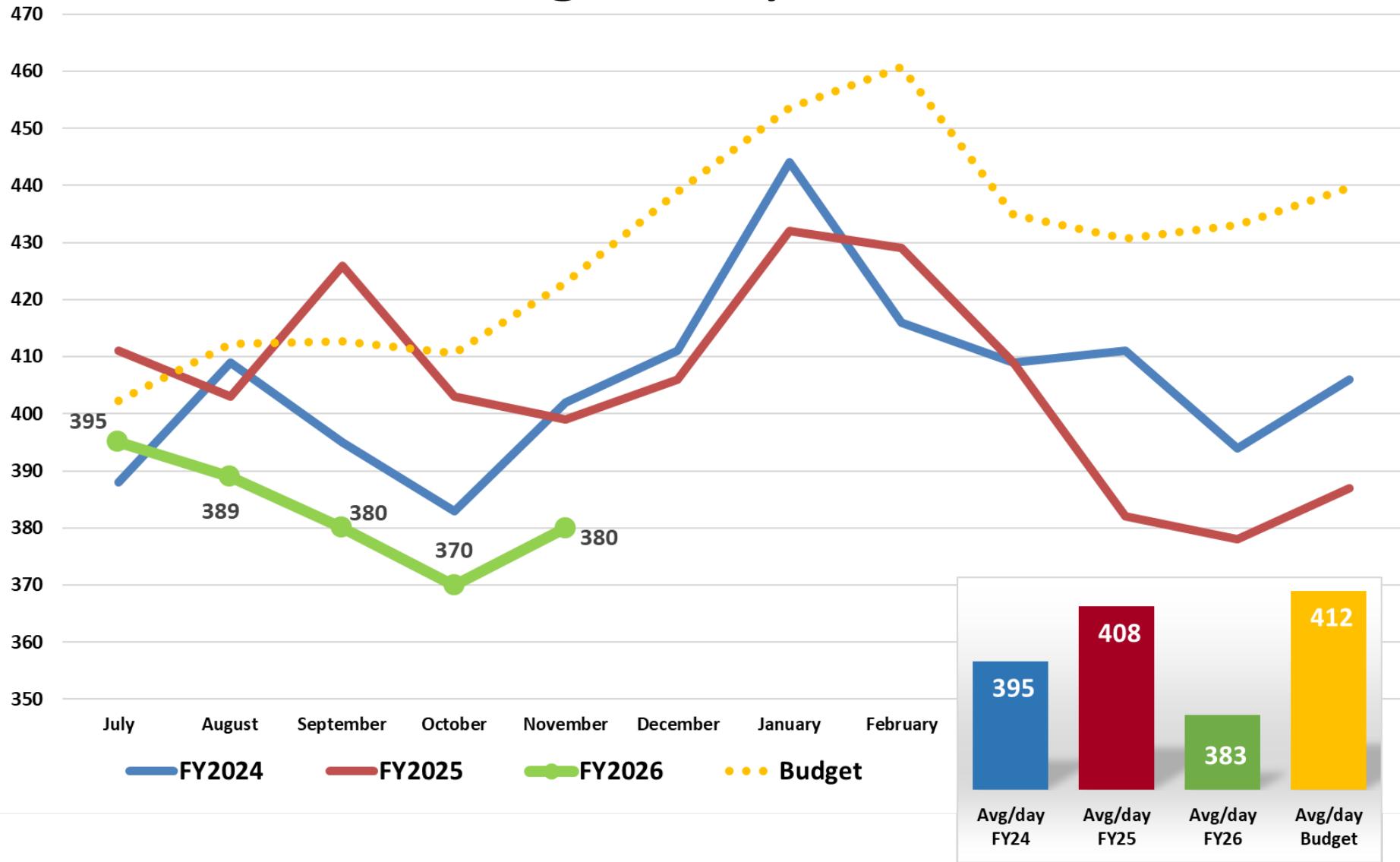
CFO Financial Report

Month Ending November 2025



kaweahhealth.org

Average Daily Census



Impact of Fewer “Work Days” (Mon.-Fri.)

% Decrease between Months

(5.3%) Nov 26 compared to Nov 25

(22%) Nov 26 compared to Oct 26

November 2026 - 18 Week Days

Sun. Mon. Tues. Wed. Thurs. Fri. Sat.

							1
2	3	4	5	6	7	8	
10	11	12	13	14	15	16	
17	18	19	20	21	22	23	
24	25	26	27	28	29	30	

November 2025 - 19 Week Days

Sun. Mon. Tues. Wed. Thurs. Fri. Sat.

					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

October 2026 - 23 Week Days

Sun. Mon. Tues. Wed. Thurs. Fri. Sat.

			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Patients in a Bed

500

480

460

440

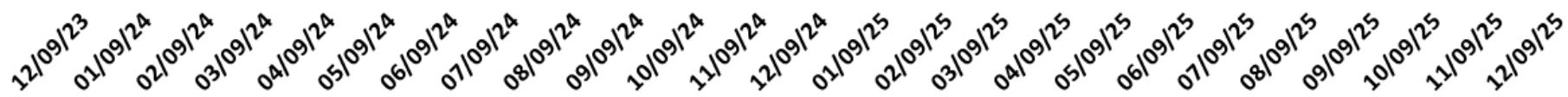
420

400

380

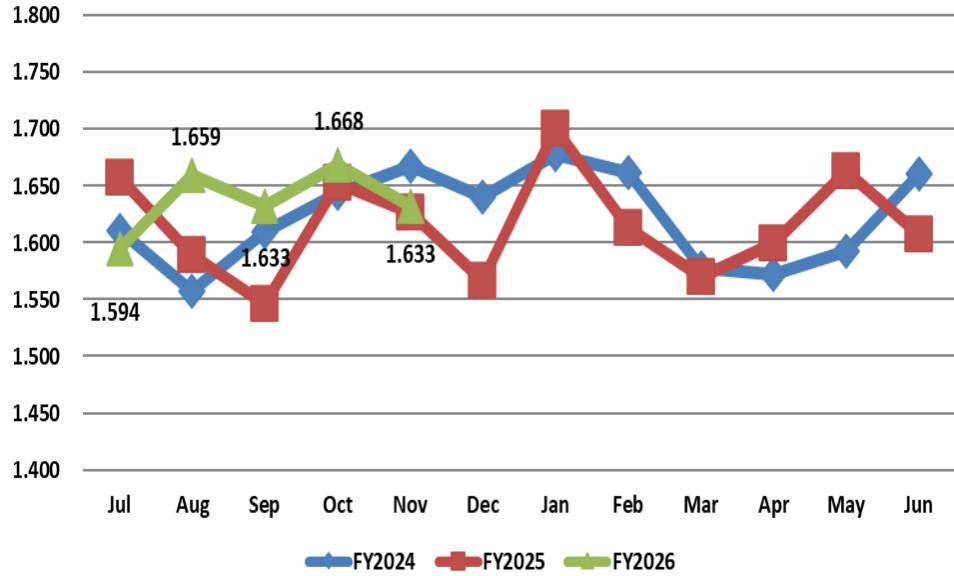
360

340

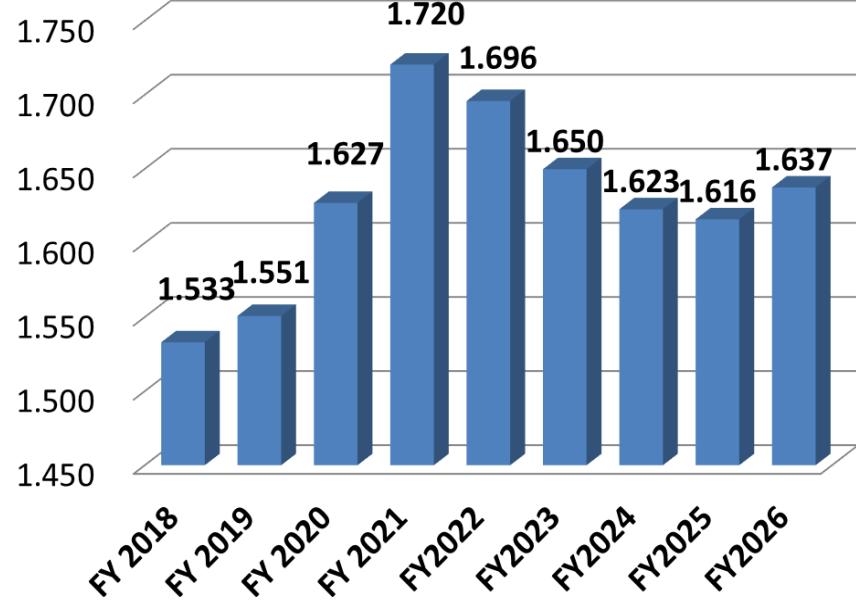


— Patients in a Bed ⬤ Linear (Patients in a Bed)

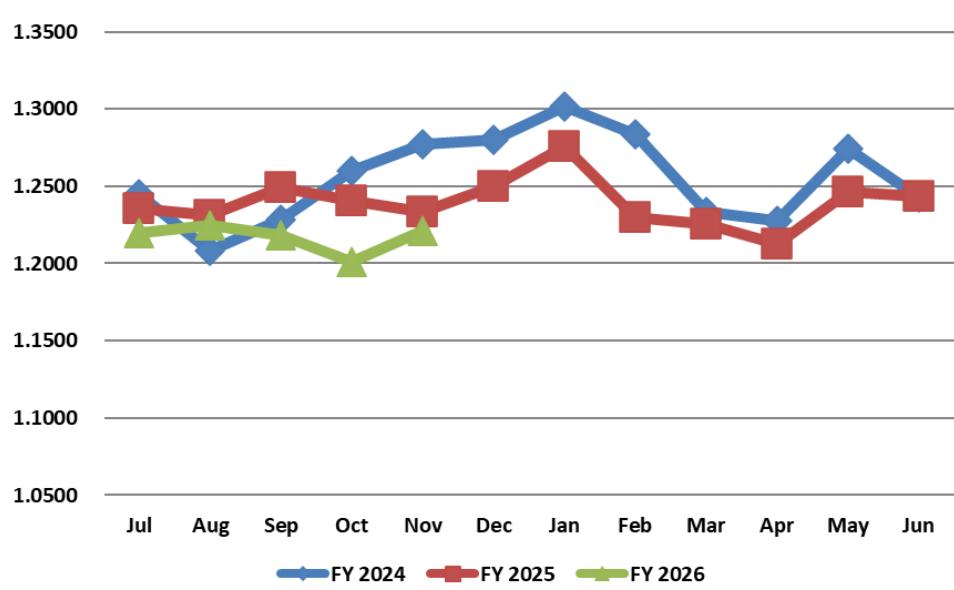
Case Mix Index w/o Normal Newborns



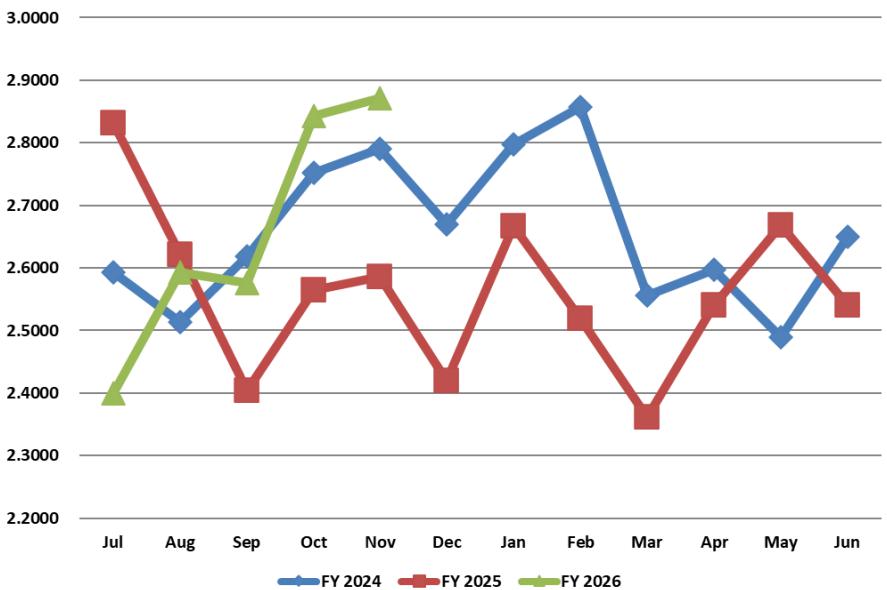
Case Mix Index w/o Normal Newborns - All



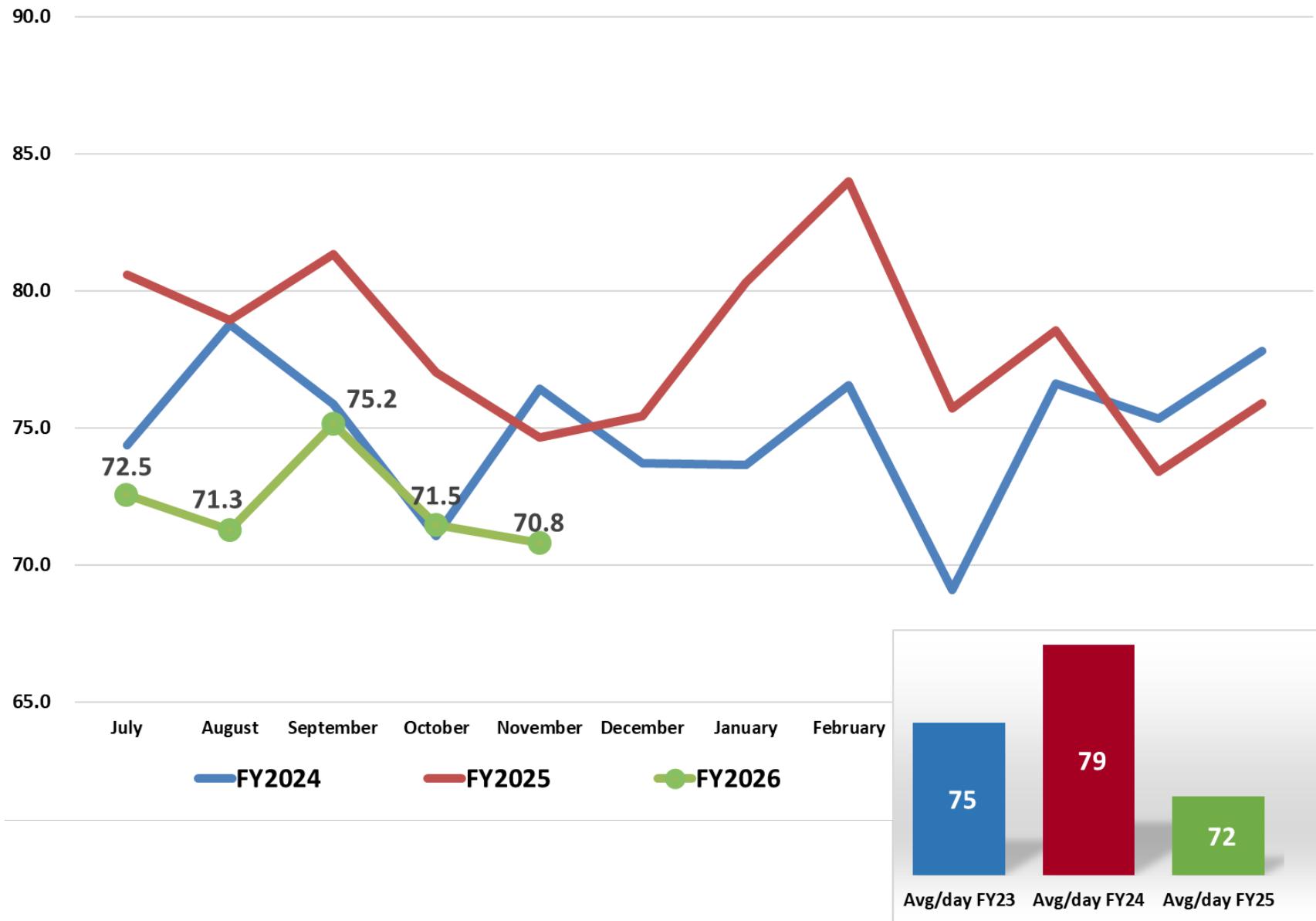
Case Mix Medical w/o Normal Newborns



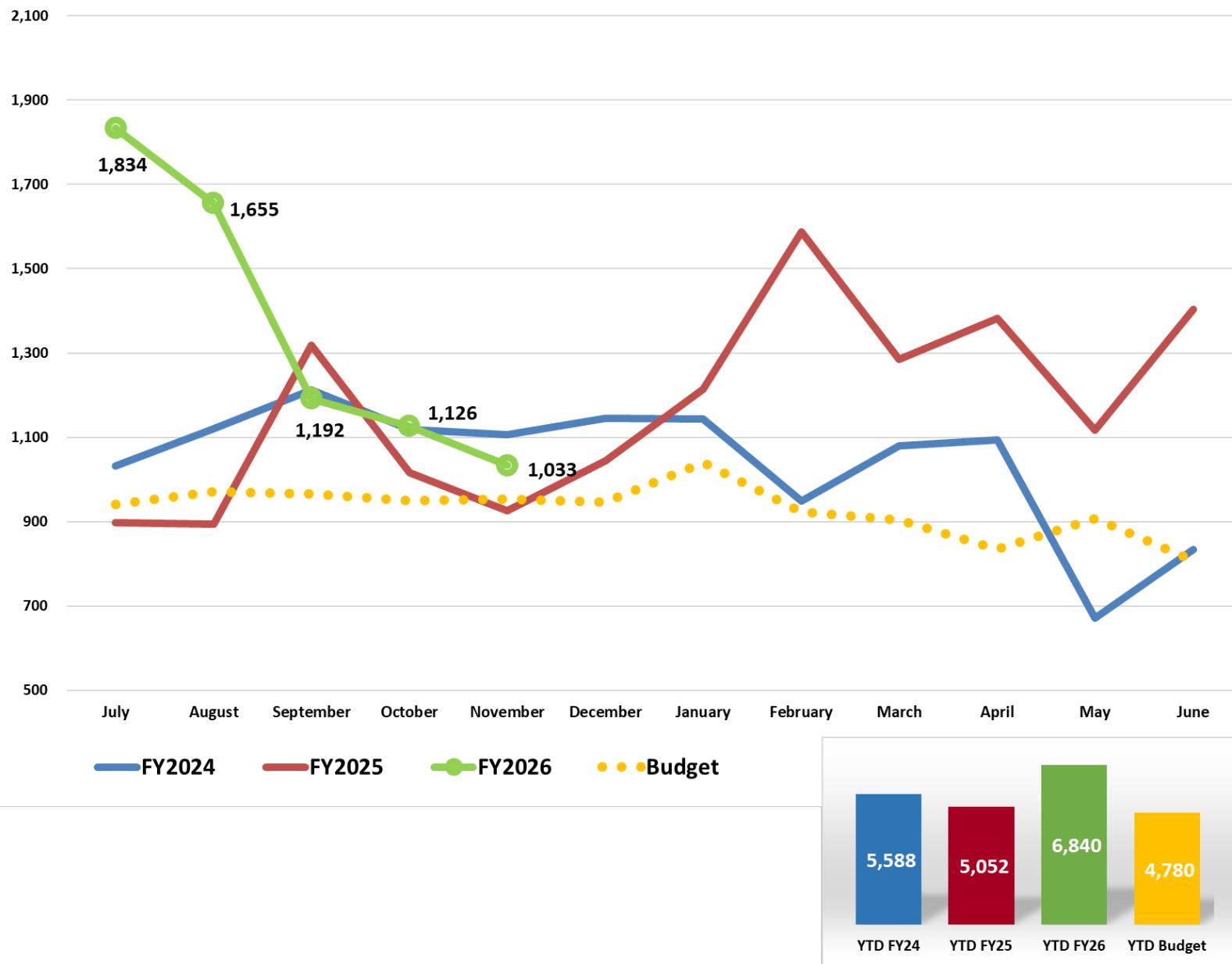
Case Mix Index Surgical w/o Normal Newborns



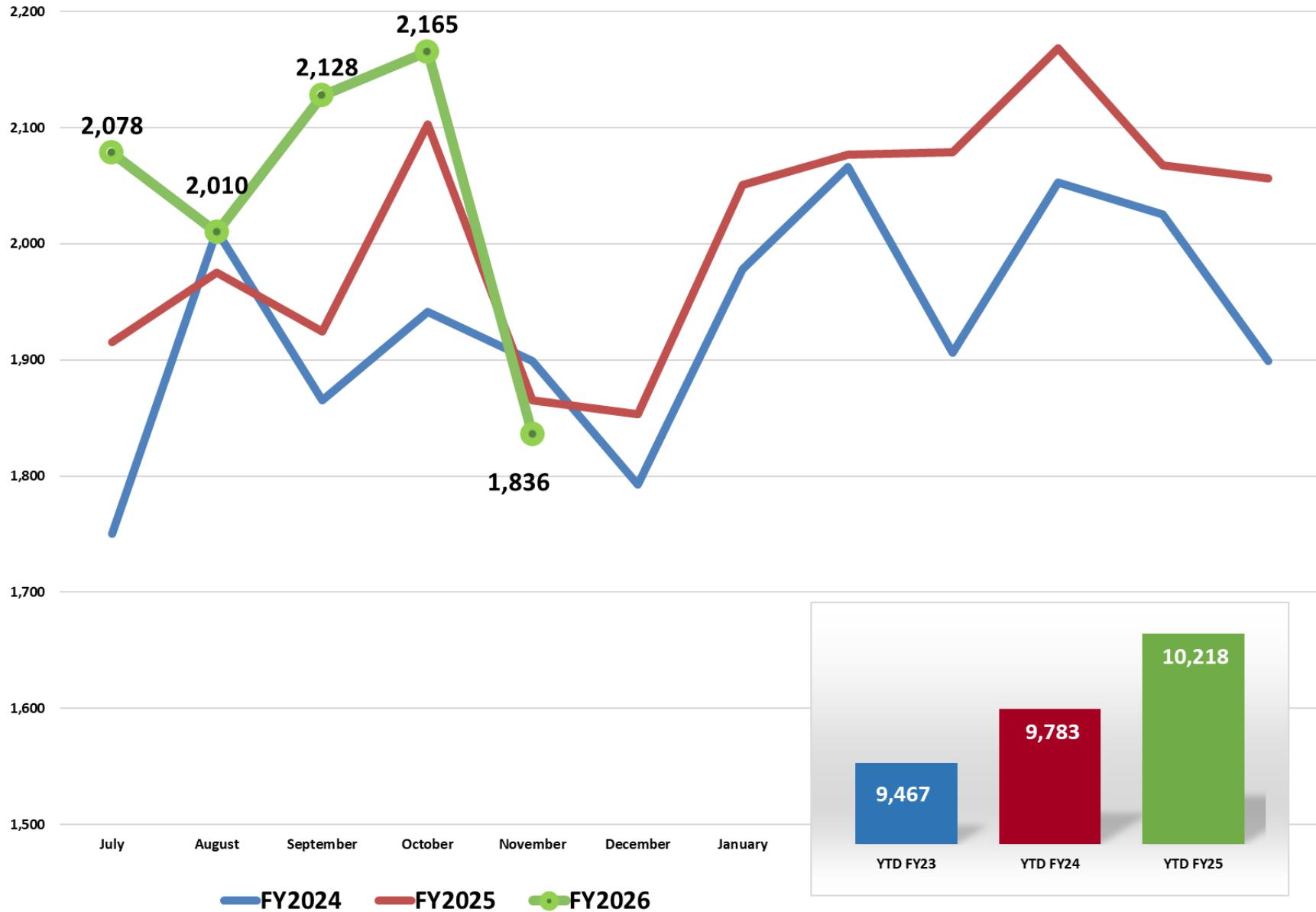
Average Discharges per Day



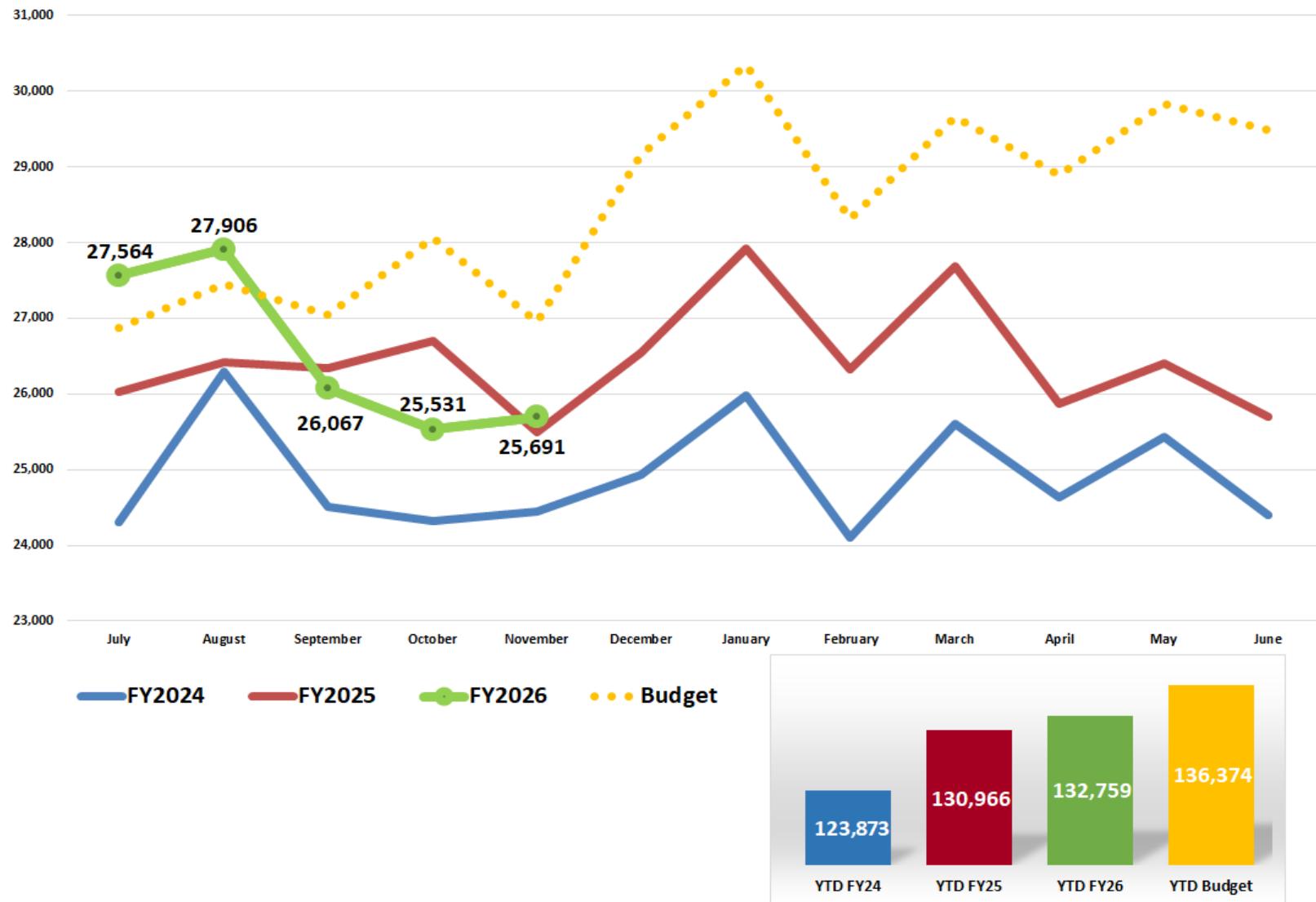
Observation Days



Outpatient Registrations Per Day



Adjusted Patient Days



Statistical Results – Fiscal Year Comparison (Nov)

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

Average Daily Census **399** **380** **(4.7%)** **423** **(42)** **(10.0%)**

KDHCD Patient Days:

Medical Center	8,071	7,519	(6.8%)	8,384	(865)	(10.3%)
Acute I/P Psych	1,094	1,375	25.7%	1,500	(125)	(8.3%)
Sub-Acute	940	842	(10.4%)	916	(74)	(8.1%)
Rehab	565	569	0.7%	642	(73)	(11.4%)
TCS-Ortho	380	405	6.6%	372	33	8.9%
NICU	427	319	(25.3%)	392	(73)	(18.6%)
Nursery	495	384	(22.4%)	481	(97)	(20.2%)

Total KDHCD Patient Days **11,972** **11,413** **(4.7%)** **12,687** **(1,274)** **(10.0%)**

Total Outpatient Volume **55,950** **55,080** **(1.6%)** **68,462** **(13,382)** **(19.5%)**

Statistical Results – Fiscal Year Comparison (Jul-Nov)

	Actual Results			Budget	Budget Variance	
	FYTD 2025	FYTD 2026	% Change	FYTD 2025	Change	% Change

Average Daily Census	408	383	(6.2%)	412	(29)	(7.1%)
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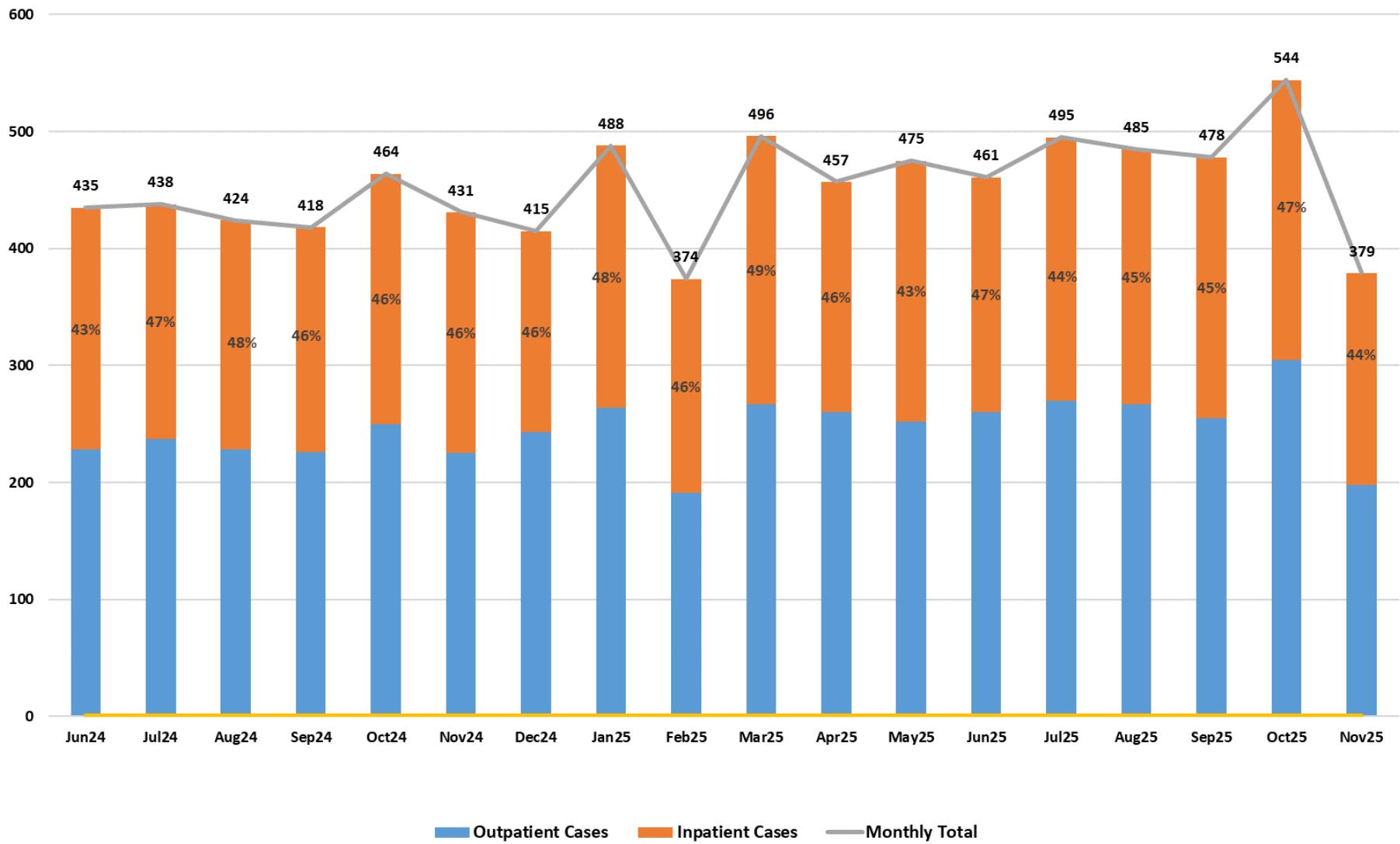
KDHCD Patient Days:

Medical Center	42,849	38,200	(10.8%)	42,040	(3,840)	(9.1%)
Acute I/P Psych	5,641	6,794	20.4%	7,311	(517)	(7.1%)
Sub-Acute	4,618	4,321	(6.4%)	4,567	(246)	(5.4%)
Rehab	2,854	3,044	6.7%	3,116	(72)	(2.3%)
TCS-Ortho	1,736	2,140	23.3%	1,930	210	10.9%
NICU	2,187	1,826	(16.5%)	1,844	(18)	(1.0%)
Nursery	2,587	2,232	(13.7%)	2,236	(4)	(0.2%)

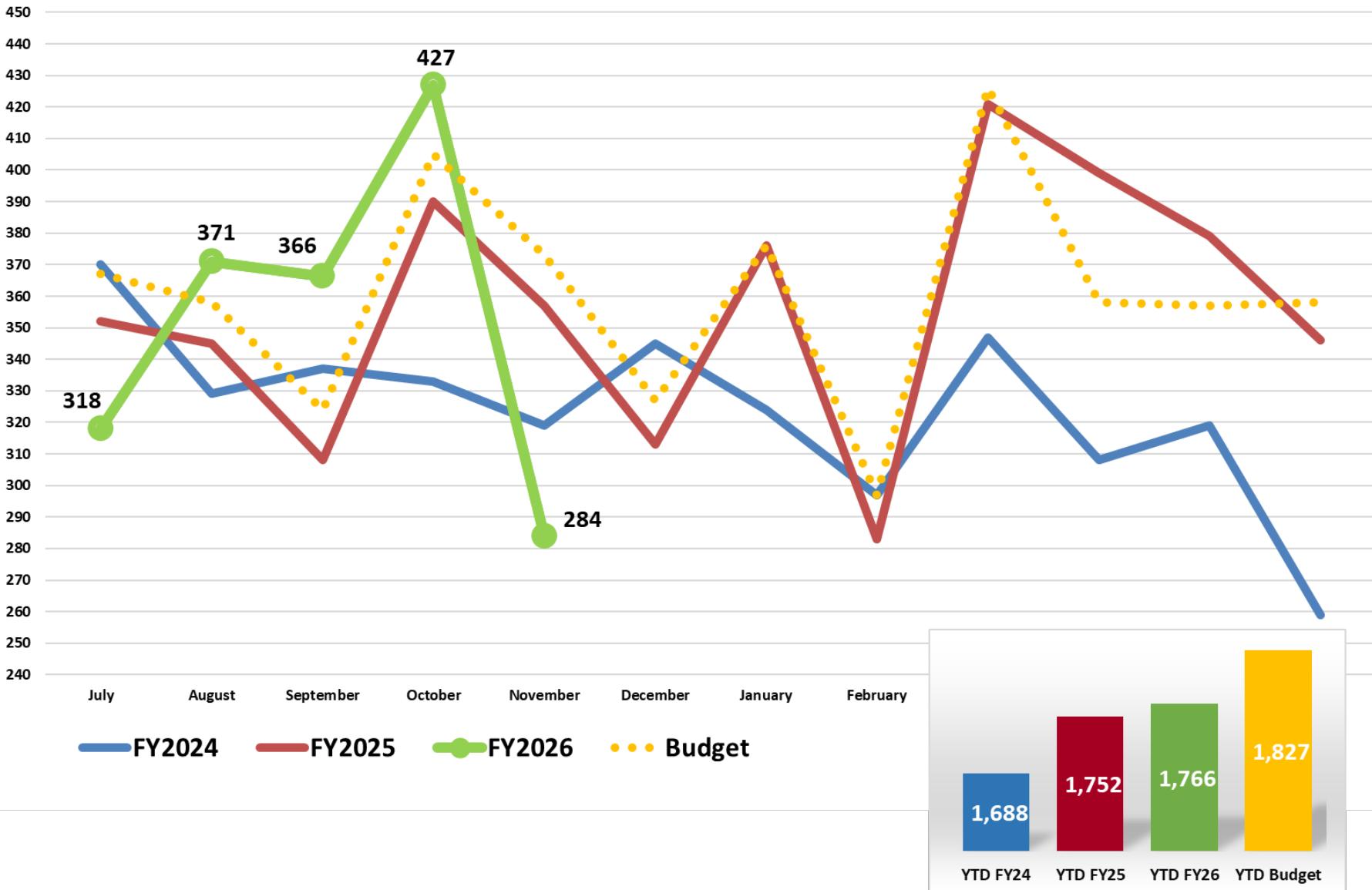
Total KDHCD Patient Days	62,472	58,557	(6.3%)	63,044	(4,487)	(7.1%)
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Total Outpatient Volume	299,483	312,763	4.4%	349,156	(36,393)	(10.4%)
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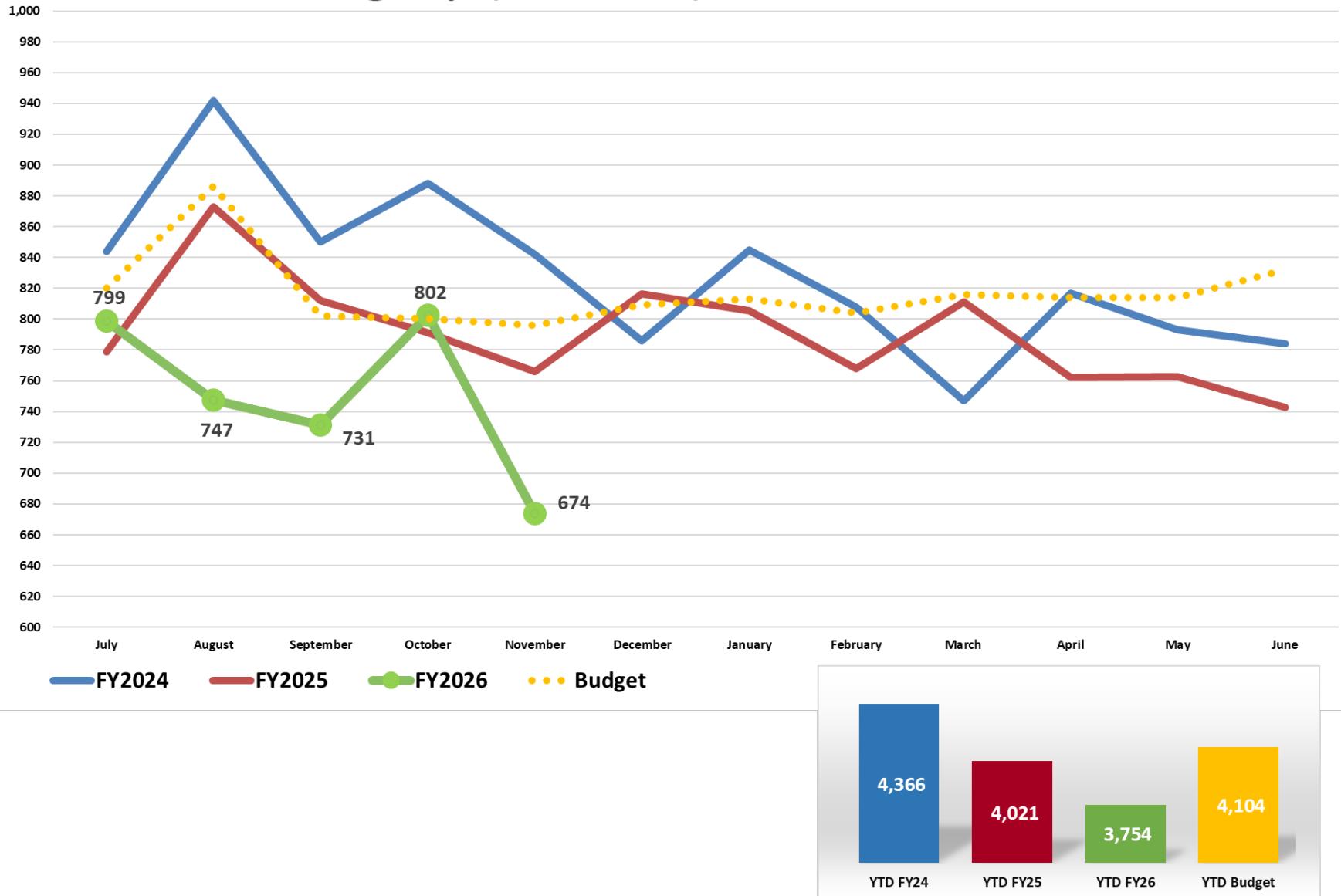
Cath Lab Patients (IP & OP)



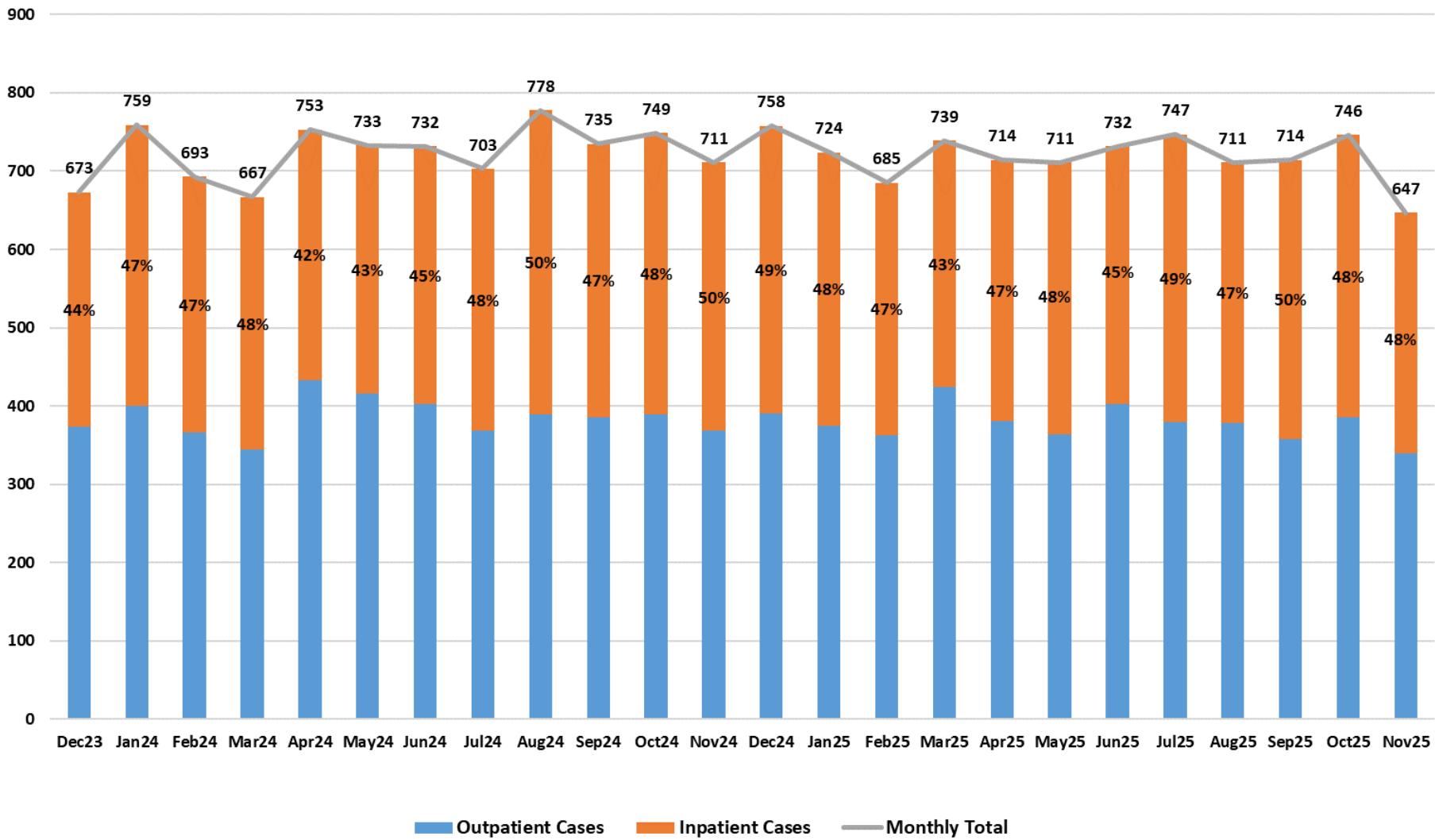
Cath Lab (IP & OP) – 100 Min Units



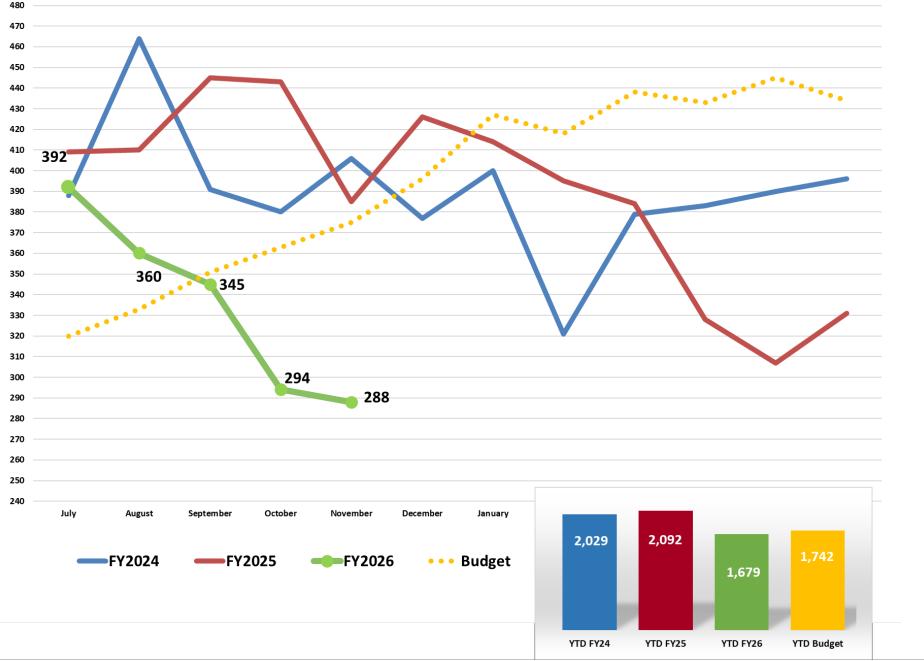
Surgery (IP & OP) – 100 Min Units



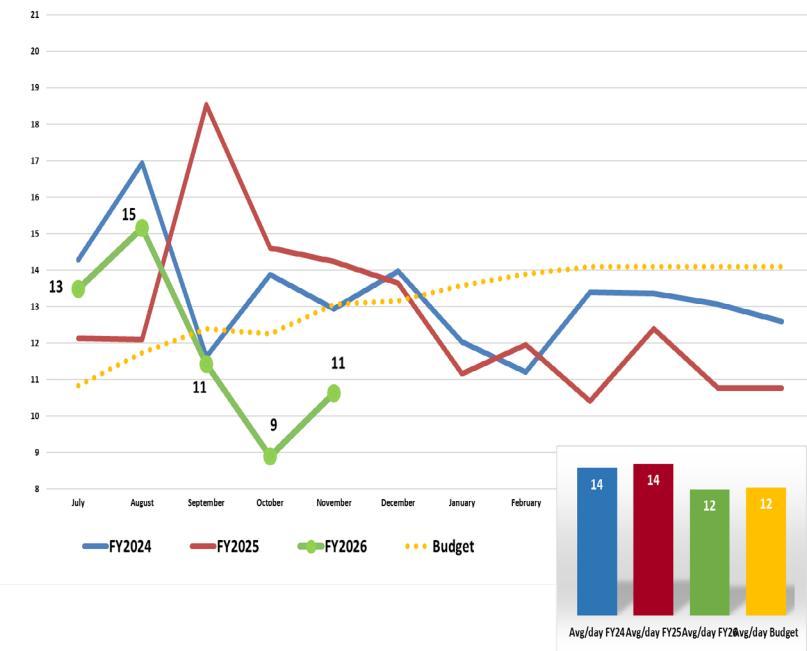
Surgery Cases (IP & OP)



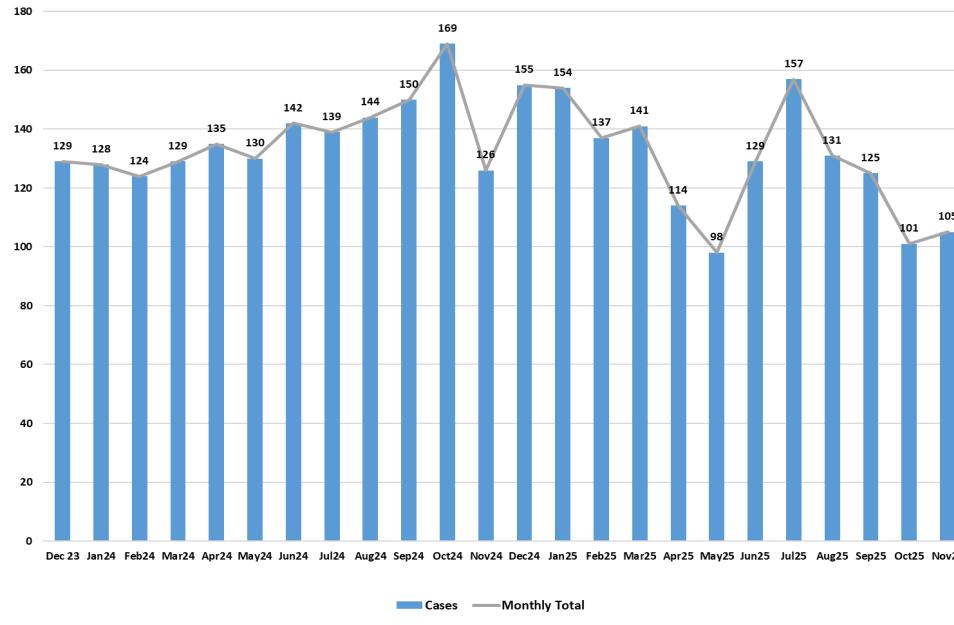
Deliveries



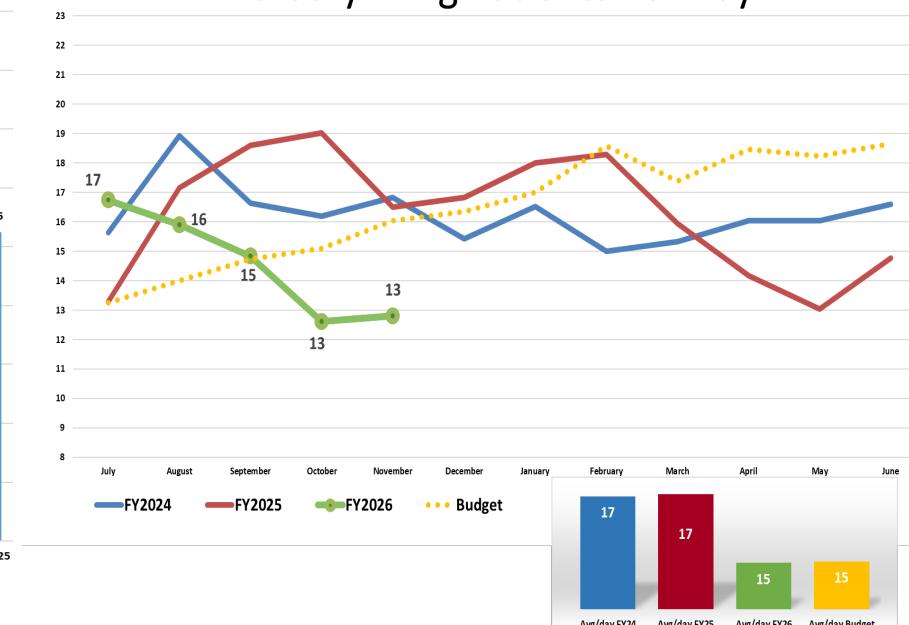
NICU - Avg Patients Per Day



OB Cases



Nursery - Avg Patients Per Day



Other Statistical Results – Prior Year/Budget Comparison (Nov)

	Actual Results				Budget	Budget Variance		
	Nov 24	Nov 25	Change	% Change	Nov 25	Change	% Change	
ED - Avg Treated Per Day	248	265	17	7.0%	263	2	0.8%	
Surgery (IP & OP) – 100 Min Units	766	674	(92)	(12.1%)	796	(122)	(15.3%)	
Endoscopy Procedures	624	519	(105)	(16.8%)	524	(5)	(0.9%)	
Cath Lab (IP & OP) - 100 Min Units	357	284	(73)	(20.4%)	373	(89)	(23.9%)	
Cardiac Surgery Cases	18	21	3	16.7%	31	(10)	(32.6%)	
Deliveries	385	288	(97)	(25.2%)	375	(87)	(23.2%)	
Clinical Lab		232,573	236,392	3,818	1.6%	255,830	(19,439)	(7.6%)
Reference Lab		4,028	6,620	2,592	64.3%	5,805	815	14.0%
Dialysis Center - Visalia Visits	1,503	1,303	(200)	(13.3%)	1,503	(200)	(13.3%)	
Infusion Center - Units of Service	396	481	85	21.5%	522	(41)	(7.9%)	
Hospice Days	3,471	4,517	1,046	30.1%	4,014	503	12.5%	
Home Health Visits	2,731	2,507	(224)	(8.2%)	2,969	(462)	(15.6%)	
Home Infusion Days	22,249	23,820	1,571	7.1%	19,570	4,250	21.7%	

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

	YTD Actual Results				Budget	Budget Variance	
	YTD Nov 24	YTD Nov 25	Change	% Change	YTD Nov 25	Change	% Change
ED - Avg Treated Per Day	254	274	20	7.8%	272	1	0.5%
Surgery (IP & OP) – 100 Min Units	4,021	3,754	(267)	(6.6%)	4,104	(350)	(8.5%)
Endoscopy Procedures	3,069	2,472	(597)	(19.5%)	2,761	(289)	(10.5%)
Cath Lab (IP & OP) - 100 Min Units	1,752	1,766	14	0.8%	1,827	(61)	(3.3%)
Cardiac Surgery Cases	124	132	8	6.5%	171	(39)	(22.7%)
Deliveries	2,092	1,679	(413)	(19.7%)	1,742	(63)	(3.6%)
Clinical Lab	1,214,047	1,268,343	54,297	4.5%	1,335,450	(67,107)	(5.0%)
Reference Lab	34,073	38,722	4,649	13.6%	35,232	3,490	9.9%
Dialysis Center - Visalia Visits	7,552	7,237	(315)	(4.2%)	7,612	(375)	(4.9%)
Infusion Center - Units of Service	2,214	3,039	825	37.3%	3,142	(103)	(3.3%)
Hospice Days	17,431	20,993	3,562	20.4%	20,315	678	3.3%
Home Health Visits	14,438	14,838	400	2.8%	15,291	(453)	(3.0%)
Home Infusion Days	113,006	121,954	8,948	7.9%	110,211	11,743	10.7%

Other Statistical Results – Prior Year/Budget Comparison (Nov)

	Actual Results				Budget	Budget Variance	
	Nov 24	Nov 25	Change	% Change	Nov 25	Change	% Change
All O/P Rehab Svcs Across District	18,905	17,514	(1,391)	(7.4%)	18,674	(1,160)	(6.2%)
Physical & Other Therapy Units (I/P & O/P)	17,775	16,985	(790)	(4.4%)	19,226	(2,241)	(11.7%)
Radiology - CT - All Areas	4,319	4,711	392	9.1%	4,488	223	5.0%
Radiology - MRI - All Areas	800	811	11	1.4%	817	(6)	(0.8%)
Radiology - Ultrasound - All Areas	2,837	2,680	(157)	(5.5%)	2,921	(241)	(8.3%)
Radiology - Diagnostic Radiology	9,205	8,508	(697)	(7.6%)	9,392	(884)	(9.4%)
Radiology – Main Campus	14,632	14,042	(590)	(4.0%)	14,877	(835)	(5.6%)
Radiology - Ultrasound - Main Campus	2,213	1,996	(217)	(9.8%)	2,085	(89)	(4.3%)
West Campus - Diagnostic Radiology	1,074	1,123	49	4.6%	1,050	73	7.0%
West Campus - CT Scan	448	502	54	12.1%	469	33	6.9%
West Campus - MRI	383	359	(24)	(6.3%)	387	(28)	(7.2%)
West Campus - Ultrasound	624	684	60	9.6%	836	(152)	(18.2%)
West Campus - Breast Center	1,512	1,636	124	8.2%	1,512	124	8.2%
Med Onc Visalia Treatments	844	1,146	302	35.8%	1,023	123	12.0%
Rad Onc Visalia Treatments	1,339	1,202	(137)	(10.2%)	1,388	(186)	(13.4%)
Rad Onc Hanford Treatments	239	272	33	13.8%	254	18	7.2%

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

	YTD Actual Results				Budget	Budget Variance	
	YTD Nov 24	YTD Nov 25	Change	% Change	YTD Nov 25	Change	% Change
All O/P Rehab Svcs Across District	103,750	102,972	(778)	(0.7%)	104,745	(1,773)	(1.7%)
Physical & Other Therapy Units (I/P & O/P)	92,640	91,996	(644)	(0.7%)	98,442	(6,446)	(6.5%)
Radiology - CT - All Areas	23,051	25,476	2,425	10.5%	23,051	2,425	10.5%
Radiology - MRI - All Areas	4,385	4,615	230	5.2%	4,400	215	4.9%
Radiology - Ultrasound - All Areas	15,144	14,954	(190)	(1.3%)	15,124	(170)	(1.1%)
Radiology - Diagnostic Radiology	47,298	46,776	(522)	(1.1%)	48,158	(1,382)	(2.9%)
Radiology – Main Campus	76,411	76,865	454	0.6%	76,174	691	0.9%
Radiology - Ultrasound - Main Campus	11,823	11,318	(505)	(4.3%)	10,852	466	4.3%
West Campus - Diagnostic Radiology	5,606	6,479	873	15.6%	5,734	745	13.0%
West Campus - CT Scan	2,451	2,738	287	11.7%	2,424	314	12.9%
West Campus - MRI	2,089	2,103	14	0.7%	2,129	(26)	(1.2%)
West Campus - Ultrasound	3,321	3,636	315	9.5%	4,272	(636)	(14.9%)
West Campus - Breast Center	8,544	7,825	(719)	(8.4%)	8,545	(720)	(8.4%)
Med Onc Visalia Treatments	5,337	5,778	441	8.3%	5,761	17	0.3%
Rad Onc Visalia Treatments	7,725	8,044	319	4.1%	7,963	81	1.0%
Rad Onc Hanford Treatments	1,342	1,487	145	10.8%	1,260	227	18.1%

Other Statistical Results – Prior Year/Budget Comparison (Nov)

	Actual Results				Budget	Budget Variance	
	Nov 24	Nov 25	Change	% Change	Nov 25	Change	% Change
Rural Health Clinics Registrations	12,841	12,205	(636)	(5.0%)	13,386	(1,181)	(8.8%)
RHC Exeter - Registrations	6,309	5,671	(638)	(10.1%)	6,726	(1,055)	(15.7%)
RHC Lindsay - Registrations	1,751	1,674	(77)	(4.4%)	1,900	(226)	(11.9%)
RHC Woodlake - Registrations	1,397	890	(507)	(36.3%)	637	253	39.7%
RHC Woodlake Valencia - Registrations	0	508	508	0.0%	791	(283)	(35.8%)
RHC Dinuba - Registrations	1,294	1,379	85	6.6%	1,675	(296)	(17.7%)
RHC Tulare - Registrations	2,090	2,083	(7)	(0.3%)	2,448	(365)	(14.9%)
Urgent Care – Court Total Visits	2,546	2,481	(65)	(2.6%)	2,900	(419)	(14.4%)
Urgent Care – Demaree Total Visits	1,591	1,767	176	11.1%	1,950	(183)	(9.4%)
KH Medical Clinic - Ben Maddox Visits	634	738	104	16.4%	950	(212)	(22.3%)
KH Medical Clinic - Plaza Visits	244	231	(13)	(5.3%)	244	(13)	(5.3%)
KH Medical Willow Clinic Visits	0	834	834	0.0%	1,400	(566)	(40.4%)
KH Cardiology Center Visalia Registrations	1,469	1,201	(268)	(18.2%)	1,554	(353)	(22.7%)
KH Mental Wellness Clinic Visits	318	244	(74)	(23.3%)	370	(126)	(34.1%)
Urology Clinic Visits	231	78	(153)	(66.2%)	210	(132)	(62.9%)
Therapy-Wound Care Svcs Encounters	205	251	46	22.4%	347	(96)	(27.7%)

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

	YTD Actual Results				Budget	Budget Variance	
	YTD Nov 24	YTD Nov 25	Change	% Change	YTD Nov 25	Change	% Change
Rural Health Clinics Registrations	68,289	69,306	1,017	1.5%	69,433	(127)	(0.2%)
RHC Exeter - Registrations	32,467	32,538	71	0.2%	34,037	(1,499)	(4.4%)
RHC Lindsay - Registrations	9,449	9,478	29	0.3%	10,200	(722)	(7.1%)
RHC Woodlake - Registrations	6,609	4,270	(2,339)	(35.4%)	3,557	713	20.0%
RHC Woodlake Valencia - Registrations	0	3,120	3,120	0.0%	3,607	(487)	(13.5%)
RHC Dinuba - Registrations	7,807	7,607	(200)	(2.6%)	8,975	(1,368)	(15.2%)
RHC Tulare - Registrations	11,957	12,293	336	2.8%	12,664	(371)	(2.9%)
Urgent Care – Court Total Visits	11,578	12,305	727	6.3%	13,900	(1,595)	(11.5%)
Urgent Care – Demaree Total Visits	7,130	8,825	1,695	23.8%	9,700	(875)	(9.0%)
KH Medical Clinic - Ben Maddox Visits	3,982	5,095	1,113	28.0%	5,500	(405)	(7.4%)
KH Medical Clinic - Plaza Visits	1,370	1,138	(232)	(16.9%)	1,370	(232)	(16.9%)
KH Medical Willow Clinic Visits	0	4,241	4,241	0.0%	5,250	(1,009)	(19.2%)
KH Cardiology Center Visalia Registrations	7,959	7,216	(743)	(9.3%)	8,317	(1,101)	(13.2%)
KH Mental Wellness Clinic Visits	1,538	1,577	39	2.5%	1,940	(363)	(18.7%)
Urology Clinic Visits	1,649	834	(815)	(49.4%)	1,442	(608)	(42.2%)
Therapy-Wound Care Svcs Encounters	787	1,709	922	117.2%	1,771	(62)	(3.5%)

November Financial Summary (000's) Budget Comparison

Operating Revenue

Net Patient Service Revenue
Other Operating Revenue
Total Operating Revenue

Operating Expenses

Operating Expenses

Operating Margin

Stimulus/FEMA

Operating Margin after Stimulus/FEMA

Nonoperating Revenue (Loss)

Excess Margin

Comparison to Budget - Month of November

Budget Nov-2025	Actual Nov-2025	\$ Change	% Change
\$55,330	\$56,876	\$1,546	2.7%
\$21,865	\$21,974	\$109	0.5%
\$77,195	\$78,850	\$1,655	2.1%
\$42,133	\$43,893	\$1,760	4.0%
\$36,127	\$34,509	(\$1,618)	-4.7%
\$78,260	\$78,402	\$142	0.2%
(\$1,065)	\$448	\$1,513	
\$0	\$0	\$0	
(\$1,065)	\$448	\$1,513	
\$863	\$1,368	\$505	
(\$201)	\$1,816	\$2,018	

November Financial Summary (000's) Prior Year Comparison

Comparison to Prior Year - Month of November				
	Actual Nov-2024	Actual Nov-2025	\$ Change	% Change
Operating Revenue				
Net Patient Service Revenue	\$54,496	\$56,876	\$2,380	4.2%
Other Operating Revenue	\$19,868	\$21,974	\$2,106	9.6%
Total Operating Revenue	\$74,364	\$78,850	\$4,486	5.7%
Operating Expenses				
Employment Expenses	\$41,051	\$43,893	\$2,842	6.5%
Other Expenses	\$34,872	\$34,509	(\$363)	-1.1%
Total Operating Expenses	\$75,923	\$78,402	\$2,479	3.2%
Operating Margin				
Stimulus/FEMA	(\$1,559)	\$448	\$2,007	
	\$0	\$0	\$0	
Operating Margin after Stimulus/FEMA	(\$1,559)	\$448	\$2,007	
Nonoperating Revenue (Loss)	\$905	\$1,368	\$463	
Excess Margin	(\$654)	\$1,816	\$2,470	

Year to Date Financial Summary (000's)

Operating Revenue

Net Patient Service Revenue
Other Operating Revenue
Total Operating Revenue

Operating Expenses

Employment Expenses
Other Expenses
Total Operating Expenses

Operating Margin

Stimulus/FEMA

Operating Margin after Stimulus/FEMA

Nonoperating Revenue (Loss)

Excess Margin

Comparison to Budget - YTD November

Budget YTD Nov-2025	Actual YTD Nov-2025	\$ Change	% Change
\$284,082	\$284,551	\$469	0.2%
\$108,582	\$115,244	\$6,662	5.8%
\$392,664	\$399,795	\$7,131	1.8%
\$211,362	\$217,111	\$5,749	2.6%
\$185,732	\$186,811	\$1,079	0.6%
\$397,094	\$403,922	\$6,828	1.7%
(\$4,430)	(\$4,127)	\$303	
\$0	(\$0)	(\$0)	
(\$4,430)	(\$4,127)	\$303	
\$4,436	\$6,488	\$2,052	
\$6	\$2,361	\$2,355	

November Financial Comparison (000's)

	Comparison to Budget - Month of November				Comparison to Prior Year - Month of November			
	Budget Nov-2025	Actual Nov-2025	\$ Change	% Change	Actual Nov-2024	Actual Nov-2025	\$ Change	% Change
Operating Revenue								
Net Patient Service Revenue	\$55,330	\$56,876	\$1,546	2.7%	\$54,496	\$56,876	\$2,380	4.2%
Supplemental Gov't Programs	\$9,727	\$9,718	(\$9)	-0.1%	\$8,236	\$9,718	\$1,482	15.2%
Prime Program	\$631	\$631	(\$0)	0.0%	\$792	\$631	(\$161)	-25.6%
Premium Revenue	\$7,062	\$6,949	(\$113)	-1.6%	\$7,120	\$6,949	(\$170)	-2.5%
Other Revenue	\$4,446	\$4,676	\$230	4.9%	\$3,721	\$4,676	\$955	20.4%
Other Operating Revenue	\$21,865	\$21,974	\$109	0.5%	\$19,868	\$21,974	\$2,106	9.6%
Total Operating Revenue	\$77,195	\$78,850	\$1,655	2.1%	\$74,364	\$78,850	\$4,486	5.7%
Operating Expenses								
Salaries & Wages	\$33,064	\$34,379	\$1,315	3.8%	\$32,093	\$34,379	\$2,286	6.7%
Contract Labor	\$1,911	\$2,036	\$125	6.1%	\$1,778	\$2,036	\$258	12.7%
Employee Benefits	\$7,158	\$7,477	\$319	4.3%	\$7,180	\$7,477	\$297	4.0%
Total Employment Expenses	\$42,133	\$43,893	\$1,760	4.0%	\$41,051	\$43,893	\$2,842	6.5%
Medical & Other Supplies	\$13,121	\$12,693	(\$429)	-3.4%	\$13,429	\$12,693	(\$736)	-5.8%
Physician Fees	\$7,568	\$7,908	\$340	4.3%	\$7,159	\$7,908	\$749	9.5%
Purchased Services	\$1,909	\$1,955	\$46	2.3%	\$1,945	\$1,955	\$11	0.5%
Repairs & Maintenance	\$2,461	\$1,967	(\$495)	-25.1%	\$1,975	\$1,967	(\$8)	-0.4%
Utilities	\$941	\$794	(\$146)	-18.4%	\$1,024	\$794	(\$230)	-28.9%
Rents & Leases	\$156	\$95	(\$61)	-64.2%	\$90	\$95	\$5	4.9%
Depreciation & Amortization	\$3,502	\$3,375	(\$127)	-3.8%	\$3,258	\$3,375	\$117	3.5%
Interest Expense	\$554	\$598	\$44	7.4%	\$593	\$598	\$5	0.8%
Other Expense	\$2,265	\$2,257	(\$8)	-0.3%	\$1,759	\$2,257	\$499	22.1%
Humana Cap Plan Expenses	\$3,650	\$2,867	(\$782)	-27.3%	\$3,641	\$2,867	(\$774)	-27.0%
Total Other Expenses	\$36,127	\$34,509	(\$1,618)	-4.7%	\$34,872	\$34,509	(\$363)	-1.1%
Total Operating Expenses	\$78,260	\$78,402	\$142	0.2%	\$75,923	\$78,402	\$2,479	3.2%
Operating Margin	(\$1,065)	\$448	\$1,513		(\$1,559)	\$448	\$2,007	
Stimulus/FEMA	\$0	\$0	\$0		\$0	\$0	\$0	
Operating Margin after Stimulus/FEMA	(\$1,065)	\$448	\$1,513		(\$1,559)	\$448	\$2,007	
Nonoperating Revenue (Loss)	\$863	\$1,368	\$505		\$905	\$1,368	\$463	
Excess Margin	(\$201)	\$1,816	\$2,018		(\$654)	\$1,816	\$2,470	

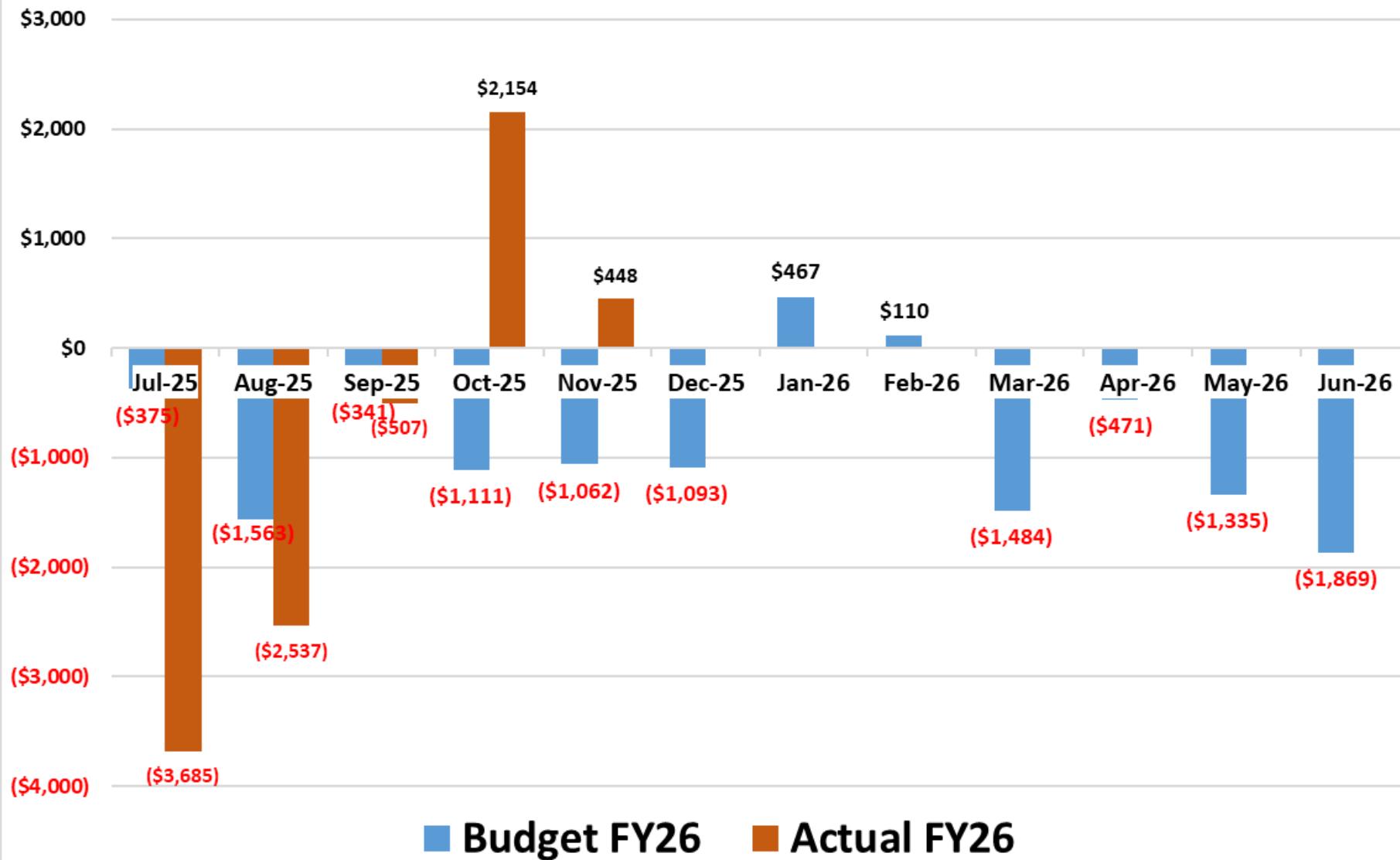
Year to Date: July through November Financial Comparison (000's)

	Comparison to Budget - YTD November				Comparison to Prior Year - YTD November			
	Budget YTD Nov-2025	Actual YTD Nov-2025	\$ Change	% Change	Actual YTD Nov-2024	Actual YTD Nov-2025	\$ Change	% Change
	Operating Revenue				Operating Expenses			
Net Patient Service Revenue	\$284,082	\$284,551	\$469	0.2%	\$266,617	\$284,551	\$17,934	6.3%
Supplemental Gov't Programs	\$48,633	\$50,375	\$1,743	3.5%	\$38,378	\$50,375	\$11,997	23.8%
Prime Program	\$3,153	\$3,153	(\$0)	0.0%	\$3,959	\$3,153	(\$806)	-25.6%
Premium Revenue	\$35,310	\$36,391	\$1,082	3.0%	\$36,814	\$36,391	(\$423)	-1.2%
Other Revenue	\$21,487	\$25,324	\$3,837	15.2%	\$19,610	\$25,324	\$5,714	22.6%
Other Operating Revenue	\$108,582	\$115,244	\$6,662	5.8%	\$98,762	\$115,244	\$16,482	14.3%
Total Operating Revenue	\$392,664	\$399,795	\$7,131	1.8%	\$365,379	\$399,795	\$34,416	8.6%
Salaries & Wages	\$164,262	\$169,023	\$4,761	2.8%	\$160,522	\$169,023	\$8,502	5.0%
Contract Labor	\$11,076	\$10,294	(\$782)	-7.6%	\$6,913	\$10,294	\$3,381	32.8%
Employee Benefits	\$36,024	\$37,794	\$1,770	4.7%	\$30,103	\$37,794	\$7,691	20.3%
Total Employment Expenses	\$211,362	\$217,111	\$5,749	2.6%	\$197,538	\$217,111	\$19,573	9.0%
Medical & Other Supplies	\$70,191	\$71,972	\$1,780	2.5%	\$70,431	\$71,972	\$1,541	2.1%
Physician Fees	\$37,529	\$39,594	\$2,065	5.2%	\$36,424	\$39,594	\$3,170	8.0%
Purchased Services	\$9,460	\$9,880	\$420	4.3%	\$7,963	\$9,880	\$1,917	19.4%
Repairs & Maintenance	\$12,551	\$11,331	(\$1,220)	-10.8%	\$10,582	\$11,331	\$749	6.6%
Utilities	\$4,814	\$4,639	(\$175)	-3.8%	\$4,719	\$4,639	(\$80)	-1.7%
Rents & Leases	\$725	\$616	(\$109)	-17.7%	\$663	\$616	(\$47)	-7.7%
Depreciation & Amortization	\$17,520	\$16,331	(\$1,189)	-7.3%	\$15,949	\$16,331	\$382	2.3%
Interest Expense	\$2,825	\$2,873	\$48	1.7%	\$2,956	\$2,873	(\$83)	-2.9%
Other Expense	\$11,505	\$10,580	(\$925)	-8.7%	\$10,293	\$10,580	\$287	2.7%
Humana Cap Plan Expenses	\$18,613	\$18,996	\$384	2.0%	\$21,384	\$18,996	(\$2,388)	-12.6%
Total Other Expenses	\$185,732	\$186,811	\$1,079	0.6%	\$181,362	\$186,811	\$5,449	2.9%
Total Operating Expenses	\$397,094	\$403,922	\$6,828	1.7%	\$378,900	\$403,922	\$25,022	6.2%
Operating Margin	(\$4,430)	(\$4,127)	\$303		(\$13,521)	(\$4,127)	\$9,394	
Stimulus/FEMA	\$0	(\$0)	(\$0)		\$0	(\$0)	(\$0)	
Operating Margin after Stimulus/FEMA	(\$4,430)	(\$4,127)	\$303		(\$13,521)	(\$4,127)	\$9,394	
Nonoperating Revenue (Loss)	\$4,436	\$6,488	\$2,052		\$9,082	\$6,488	(\$2,594)	
Excess Margin	\$6	\$2,361	\$2,355		(\$4,440)	\$2,361	\$6,801	

Month of November - Budget Variances

- **Net Patient Service Revenue:** The favorable budget variance in revenue of \$1.5M is primarily due to the \$3.2M settlement from a prior year lawsuit regarding the way our rural floor rates were calculated which was offset by lower volume.
- **Salaries and Wages:** The \$1.3M unfavorable variance is due to higher-than-expected wages primarily in the Registered Nurse category in both hours and rates.
- **Humana Cap Plan Expenses:** Humana third party expenses were \$782K less than budgeted however, year to date remains slightly over budget.

Budget and Actual Fiscal Year 2026: Trended Operating Margin (000's)



Budget and Actual Fiscal Year 2026: Trended Operating Margin (000's)

	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	FY 2026
Patient Service Revenue	\$55,188	\$56,648	\$44,473	\$56,501	\$53,289	\$56,822	\$61,063	\$56,876	\$284,551
Other Revenue	\$20,234	\$20,167	\$29,489	\$21,848	\$23,904	\$22,899	\$24,620	\$21,974	\$115,244
Total Operating Revenue	\$75,422	\$76,815	\$73,962	\$78,349	\$77,193	\$79,720	\$85,682	\$78,850	\$399,795
Employee Expense	\$43,595	\$46,037	\$40,488	\$43,550	\$42,743	\$42,190	\$44,735	\$43,893	\$217,111
Other Operating Expense	\$34,988	\$38,656	\$44,194	\$38,484	\$36,987	\$38,038	\$38,793	\$34,509	\$186,811
Total Operating Expenses	\$78,583	\$84,693	\$84,682	\$82,034	\$79,730	\$80,228	\$83,528	\$78,402	\$403,922
Net Operating Margin	(\$3,161)	(\$7,878)	(\$10,720)	(\$3,685)	(\$2,537)	(\$507)	\$2,154	\$448	(\$4,127)
Stimulus/FEMA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NonOperating Income	\$1,114	\$955	\$2,603	\$1,059	\$1,243	\$1,968	\$850	\$1,368	\$6,488
Excess Margin	(\$2,047)	(\$6,923)	(\$8,117)	(\$2,625)	(\$1,295)	\$1,461	\$3,004	\$1,816	\$2,361

Profitability

Operating Margin %	(4.2%)	(10.3%)	(14.5%)	(4.7%)	(3.3%)	(0.6%)	2.5%	0.6%	(1.0%)
Operating Margin %excl. Int	(3.4%)	(9.5%)	(13.6%)	(4.0%)	(2.6%)	0.1%	3.2%	1.3%	(0.3%)
Operating EBIDA	\$920	(\$3,534)	(\$6,230)	\$104	\$1,200	\$3,534	\$5,818	\$4,421	\$15,076
Operating EBIDA Margin	1.2%	(4.6%)	(8.4%)	0.1%	1.6%	4.4%	6.8%	5.6%	3.8%

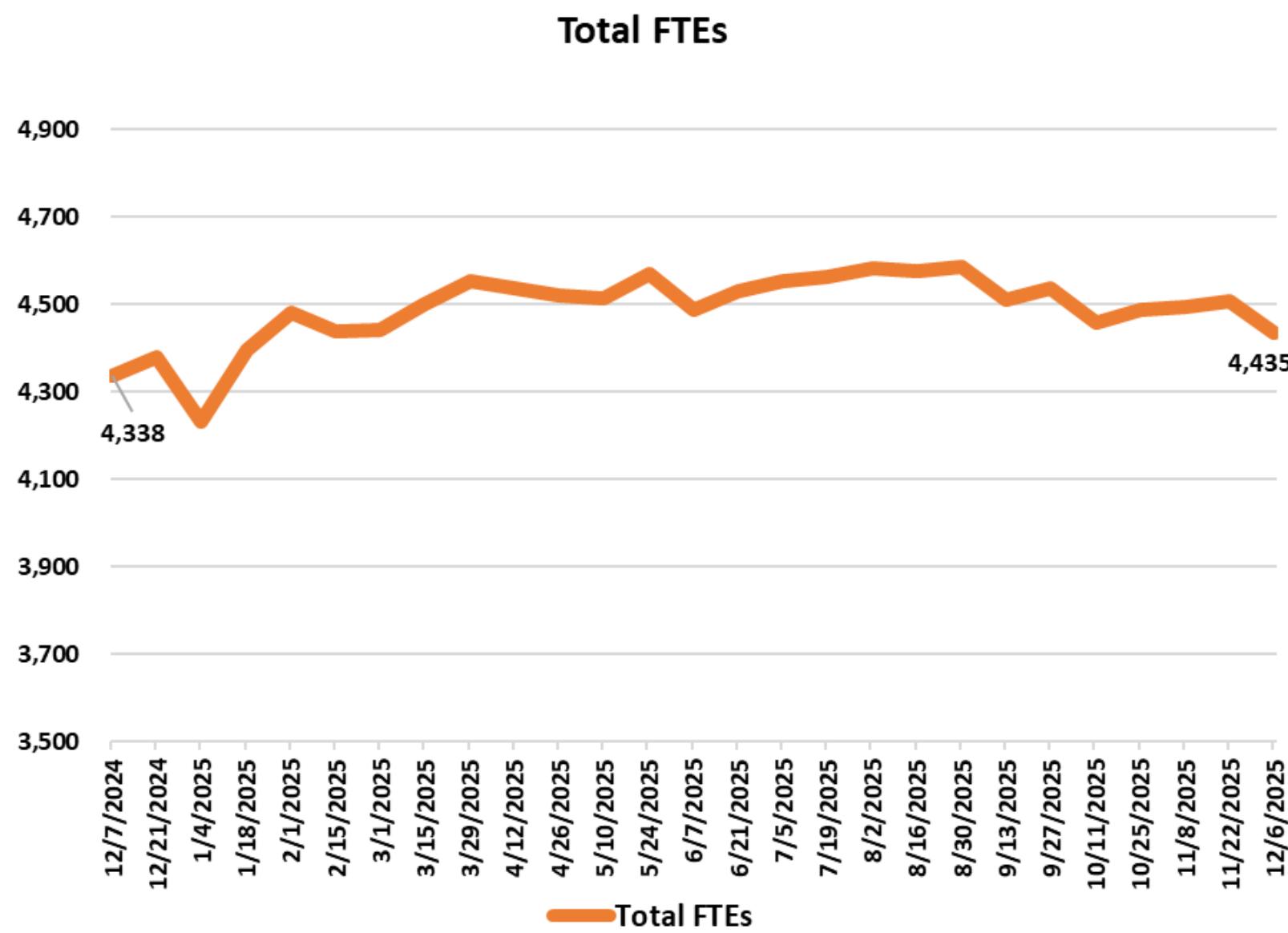
Liquidity Indicators

Day's Cash on Hand	95.7	90.5	95.7	102.7	96.4	93.2	98.0	93.7	93.7
Day's in Accounts Rec.	63.6	71.3	68.8	72.0	71.2	67.9	67.8	68.2	68.2

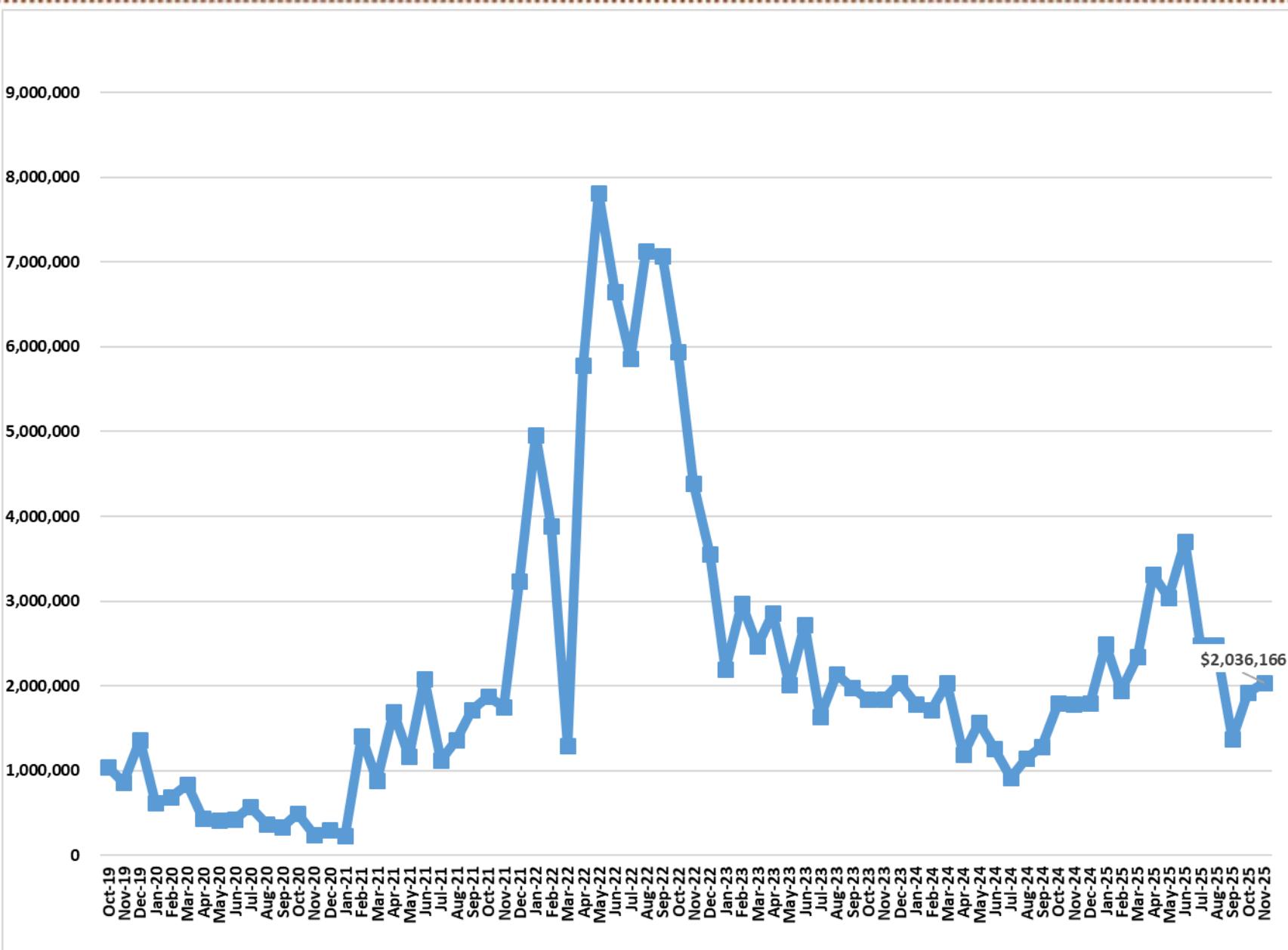
Debt & Other Indicators

Debt Service Coverage (MADS)	4.00	3.70	4.00	0.50	0.90	1.60	2.60	2.20	2.20
Discharges (Monthly)	2,357	2,276	2,277	2,249	2,210	2,255	2,216	2,124	2,211
Adj Discharges (Case mix adj)	8,500	8,534	8,255	8,071	8,493	8,611	8,462	7,568	8,241
Adjusted patient Days (Mo.)	25,868	26,409	25,593	27,564	27,906	26,067	25,531	25,691	26,552
Cost/Adj Discharge	\$9.2	\$9.9	\$10.3	\$10.2	\$9.4	\$9.3	\$9.9	\$10.4	\$9.8
Compensation Ratio	79%	81%	91%	77%	80%	74%	73%	77%	76%

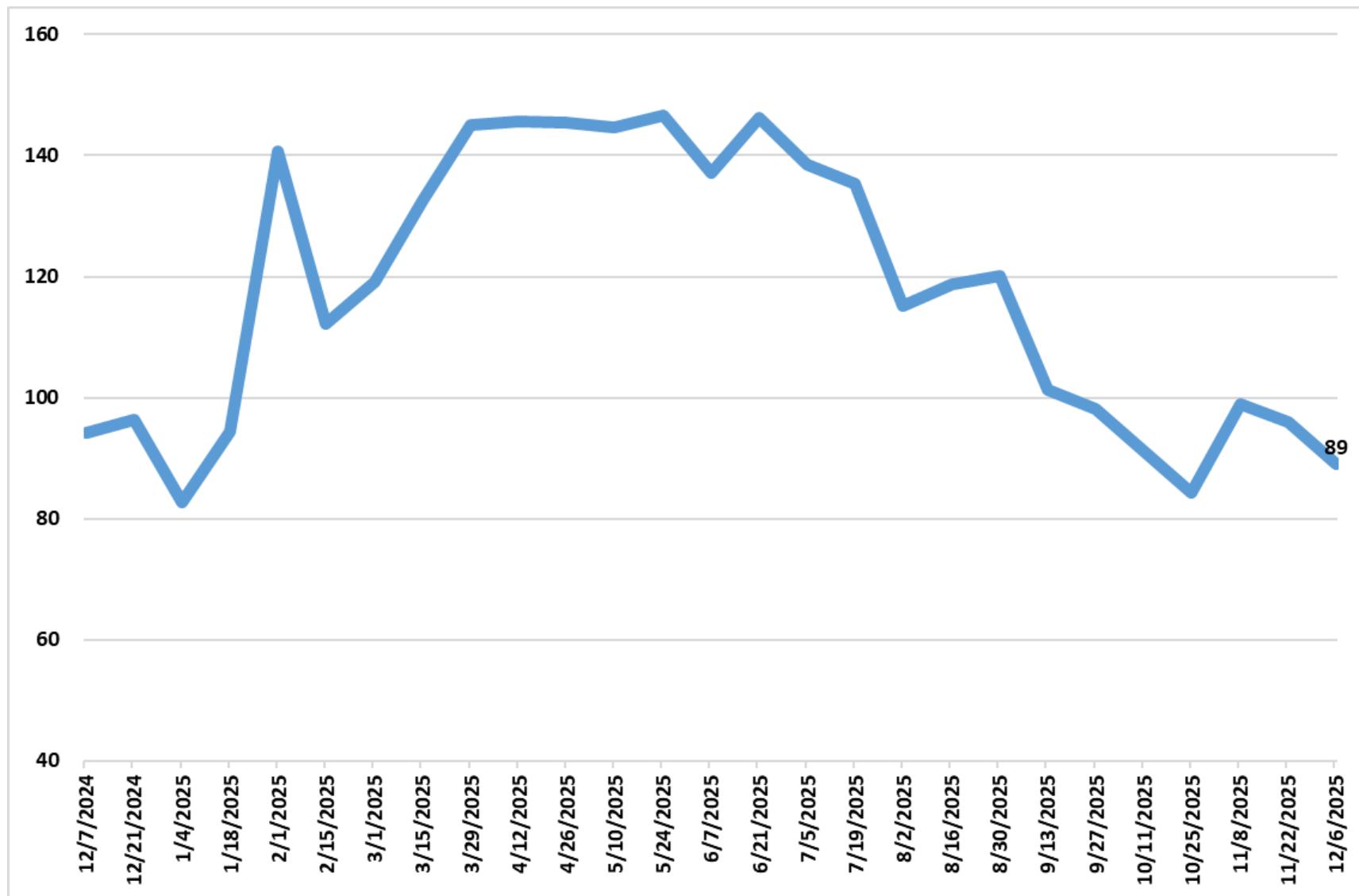
Total FTEs (includes Contract Labor)



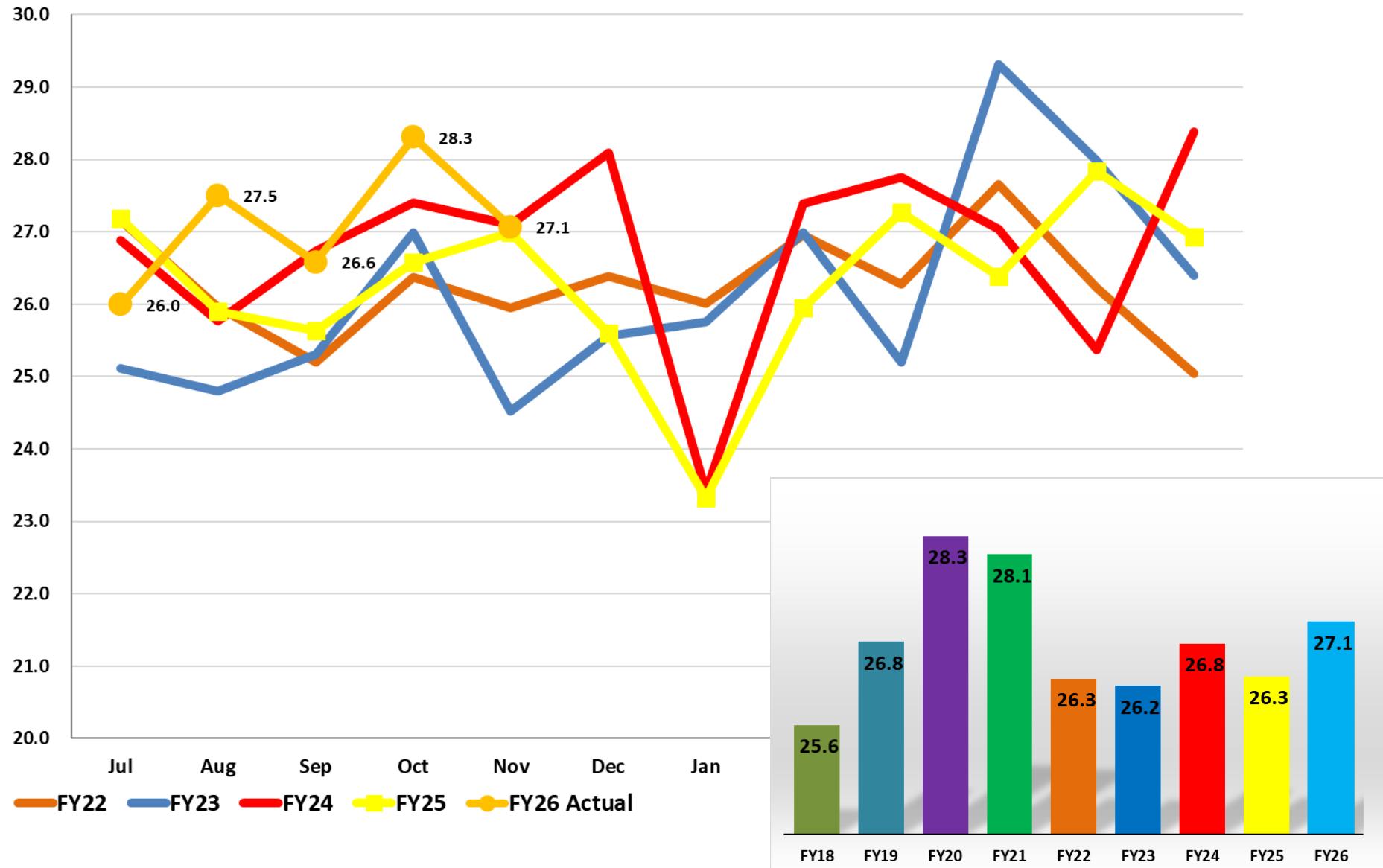
Monthly Contract Labor Costs



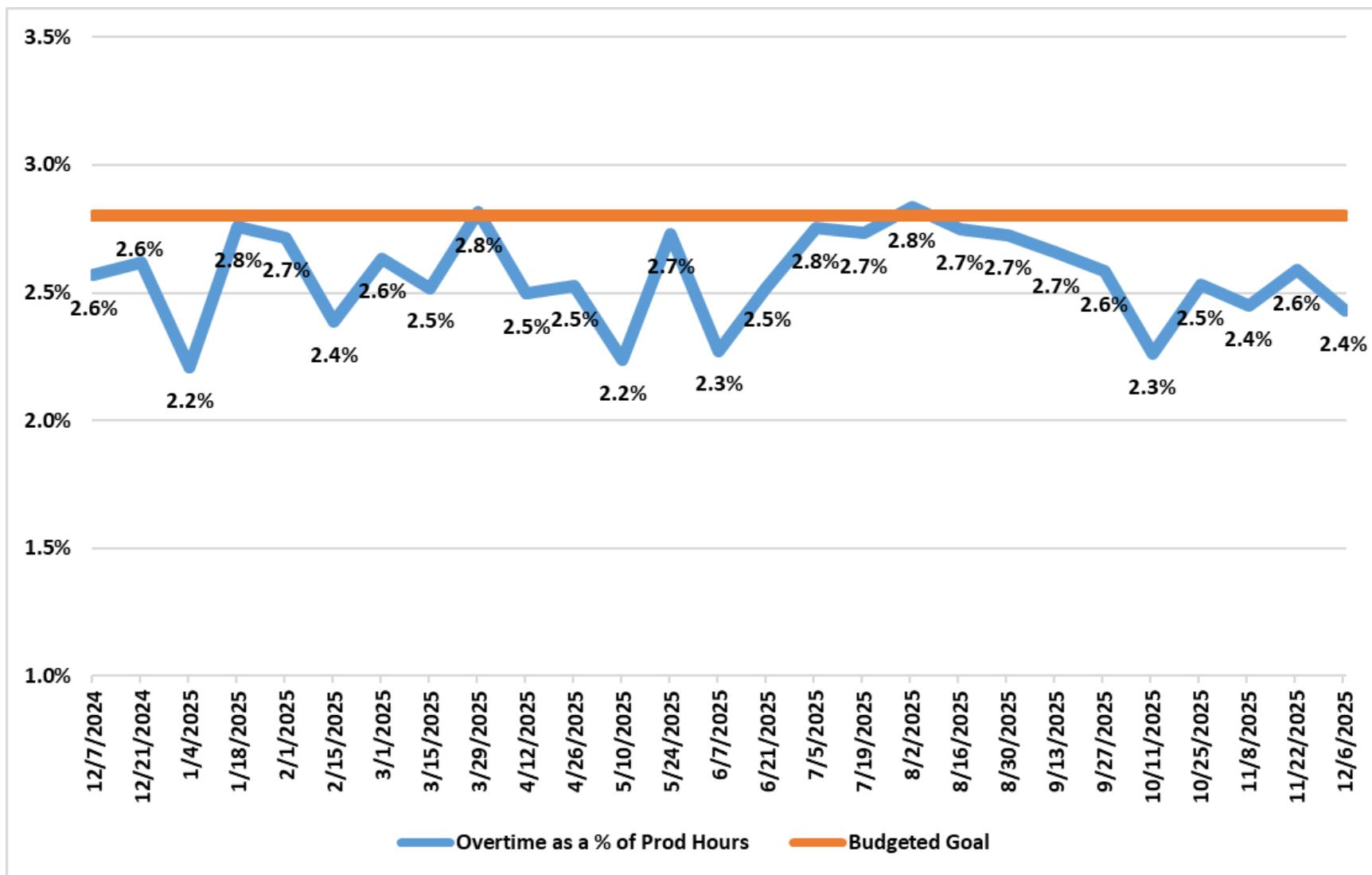
Contract Labor Full Time Equivalents (FTEs)



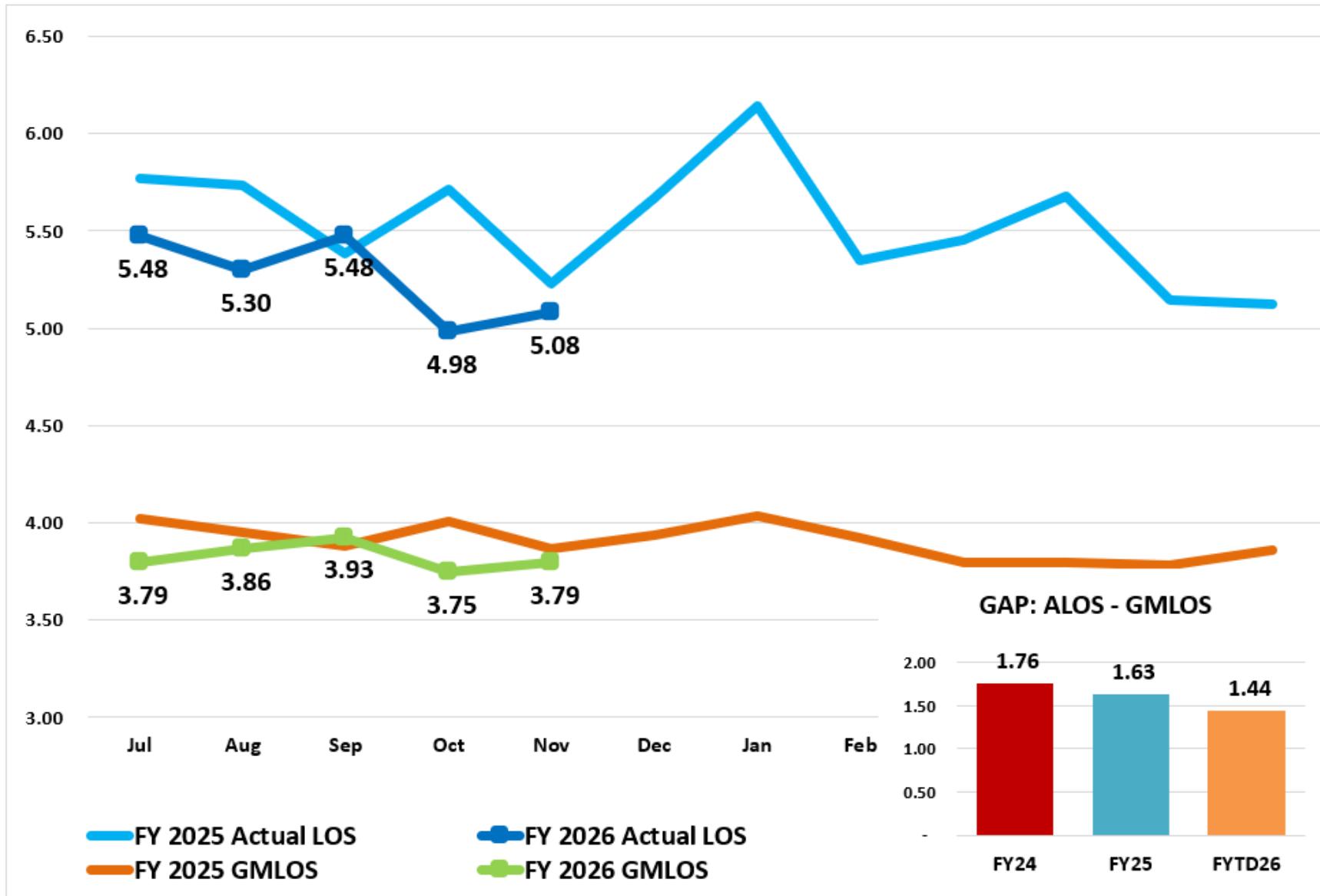
Productivity Measure : Worked Hours/ Adj. Patient Days



Overtime as a % of Productive Hours



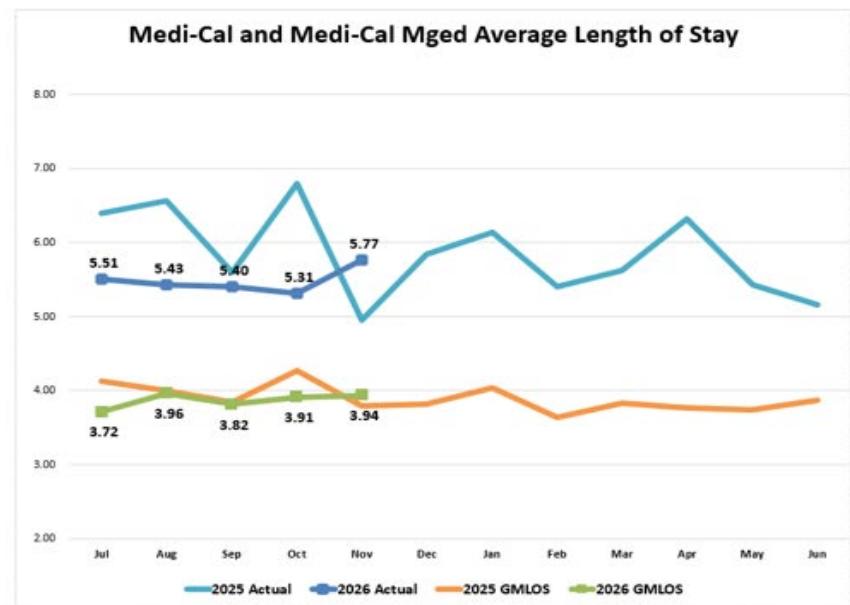
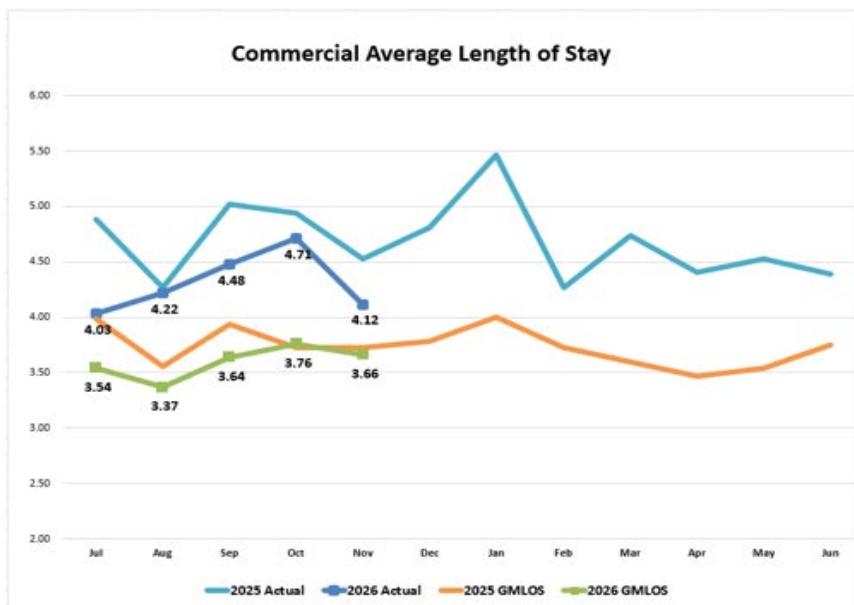
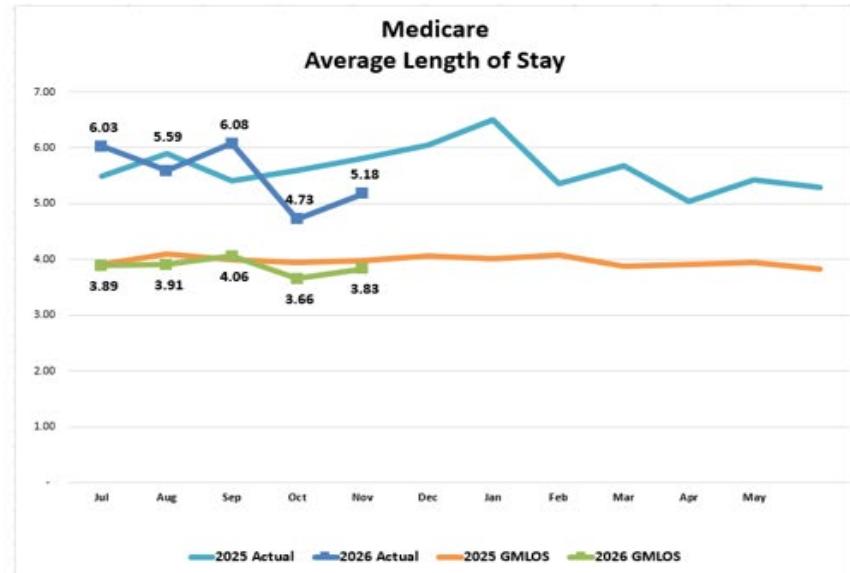
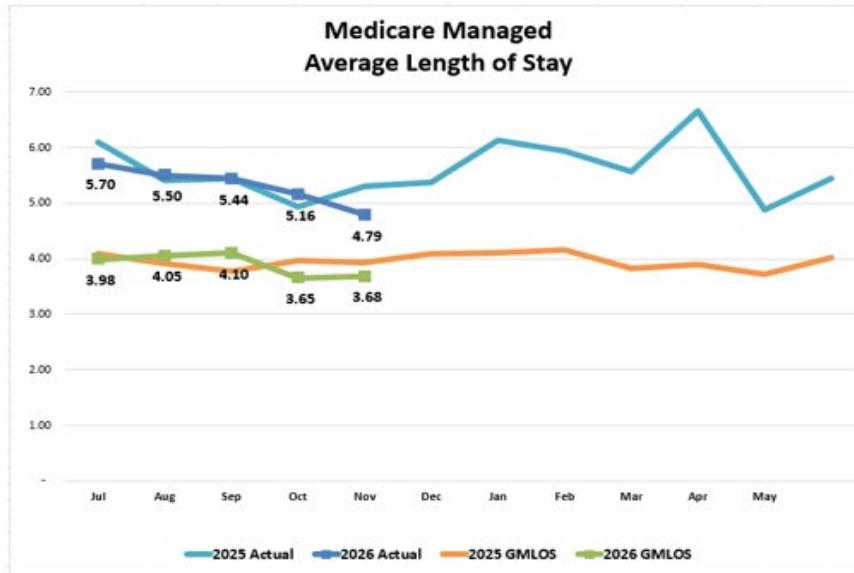
Average Length of Stay versus National Average (GMLOS)



Average Length of Stay versus National Average (GMLOS)

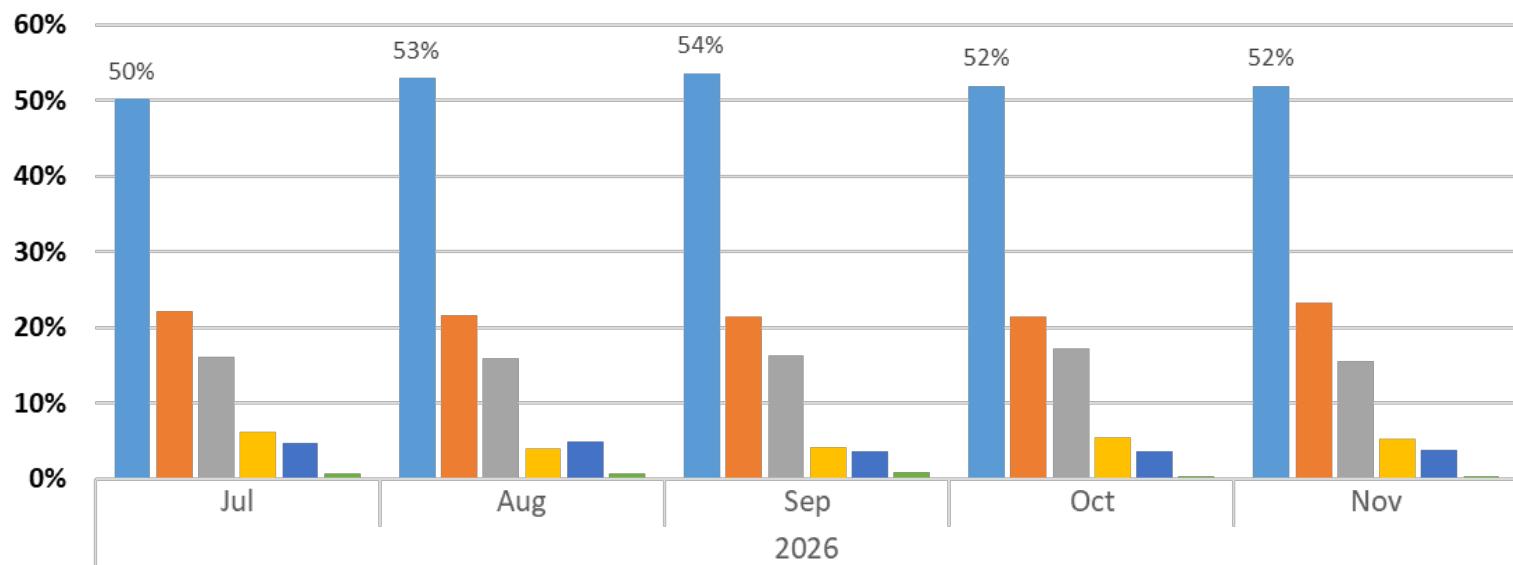
	ALOS	GMLOS	GAP
Jul-24	5.77	4.02	1.75
Aug-24	5.74	3.95	1.79
Sep-24	5.38	3.88	1.50
Oct-24	5.71	4.01	1.70
Nov-24	5.23	3.87	1.36
Dec-24	5.67	3.94	1.74
Jan-25	6.14	4.04	2.10
Feb-25	5.34	3.92	1.42
Mar-25	5.45	3.80	1.65
Apr-25	5.68	3.80	1.88
May-25	5.14	3.78	1.36
Jun-25	5.13	3.86	1.27
Jul-25	5.48	3.79	1.68
Aug-25	5.30	3.86	1.43
Sep-25	5.48	3.93	1.55
Oct-25	4.98	3.75	1.23
Nov-25	5.08	3.79	1.29

Average Length of Stay versus National Average (GMLOS)



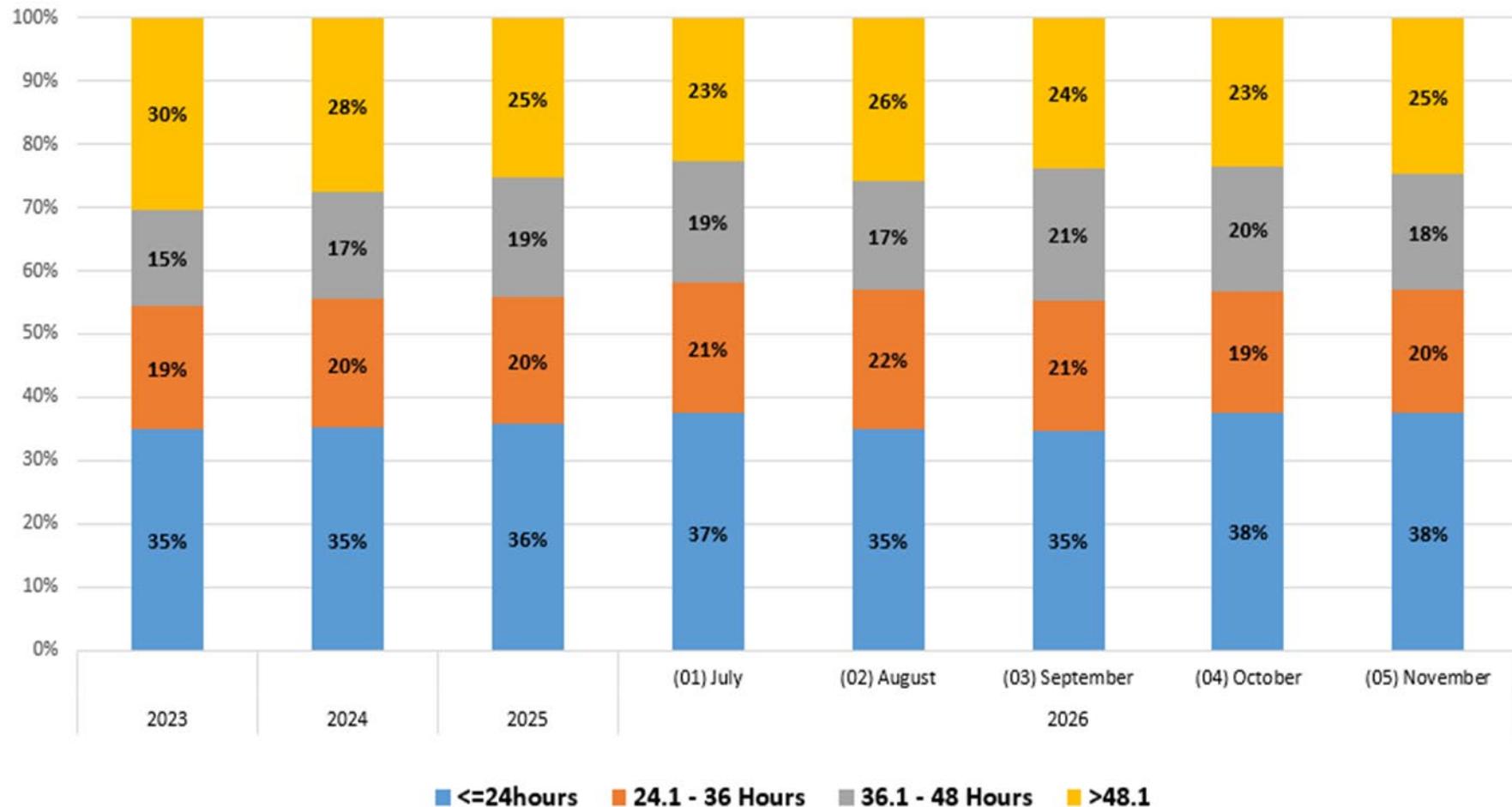
Average Length of Stay Distribution

FY26 Overall LOS Distribution

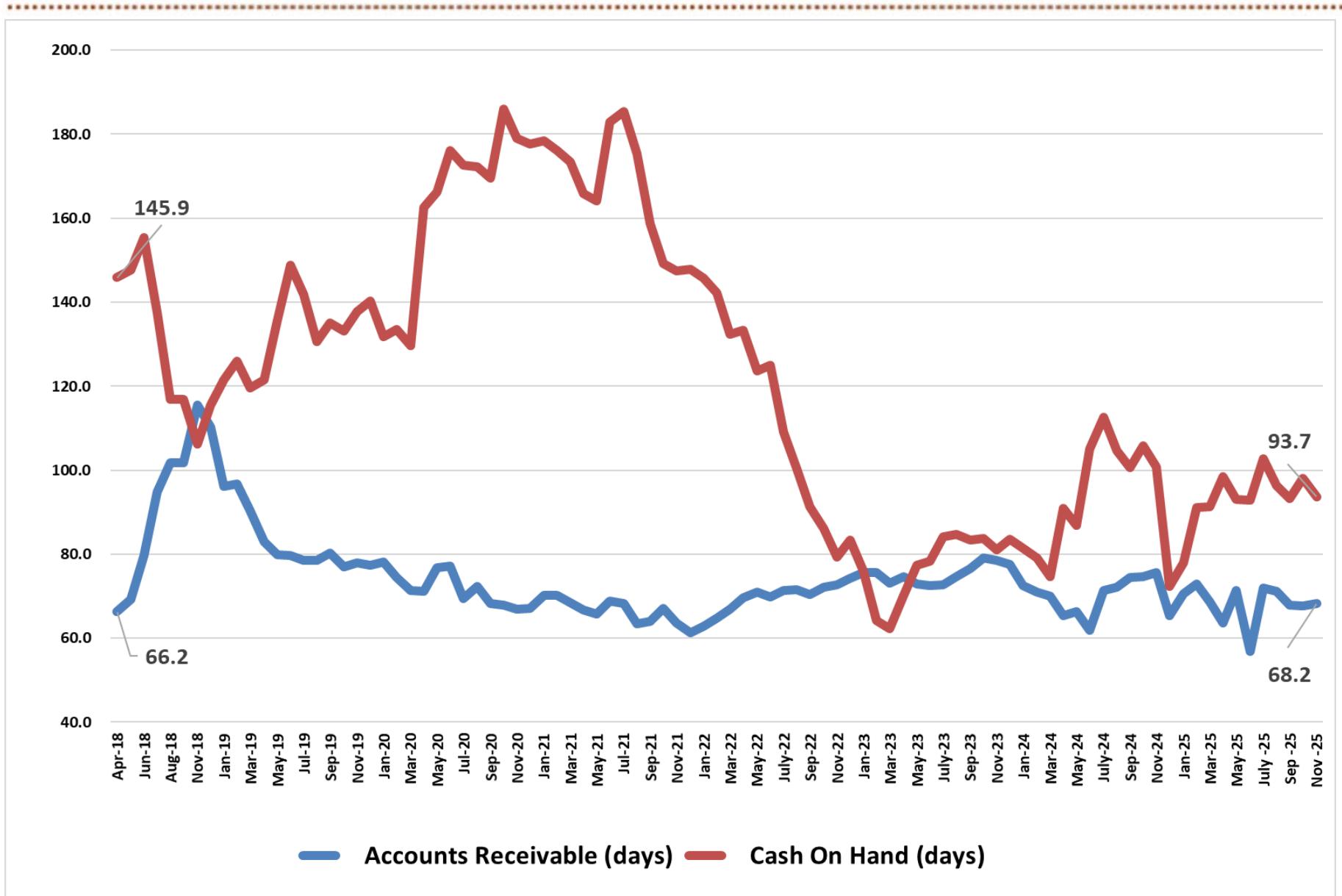


	Jul	Aug	Sep	Oct	Nov
at GMLOS or Better	50%	53%	54%	52%	52%
1-2 days over GMLOS	22%	22%	21%	21%	23%
2-6 days over GMLOS	16%	16%	16%	17%	16%
6-10 days over GMLOS	6%	4%	4%	5%	5%
10-30 days over GMLOS	5%	5%	4%	4%	4%
30+ days over GMLOS	0.6%	0.6%	0.9%	0.4%	0.3%

Trended % of Observation by Length of Stay



Trended Liquidity Ratios



Ratio Analysis Report

NOVEMBER 30, 2025

	June 30,			2024 Moody's Median Benchmark		
	Current Month Value	Prior Month Value	2025 Audited Value	Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	2.8	2.5	2.5	1.6	1.9	1.7
Accounts Receivable (days)	68.2	67.8	72.1	48.7	46.7	48.6
Cash On Hand (days)	93.7	98.0	94.6	282	194.6	122.9
Cushion Ratio (x)	10.8	11.4	10.8	46.1	26.8	15.5
Average Payment Period (days)	47.7	46.5	55.1	75.8	61.9	62.3
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	114.9%	120.5%	114.2%	297.1%	188.1%	111.0%
Debt-To-Capitalization	31.0%	32.1%	31.0%	20.8%	28.7%	35.5%
Debt-to-Cash Flow (x)	4.2	4.7	2.8	2.2	3.1	5.0
Debt Service Coverage	2.9	2.0	4.3	7.9	5.3	3.3
Maximum Annual Debt Service Coverage (x)	2.2	2.6	3.4	7.2	4.8	2.7
Age Of Plant (years)	14.1	14.2	13.6	11.1	13.3	14.8
PROFITABILITY RATIOS						
Operating Margin	(1.0%)	(1.4%)	(4.2%)	2.9%	1.6%	(.5%)
Excess Margin	0.6%	0.2%	2.9%	6.7%	4.3%	1.3%
Operating Cash Flow Margin	3.8%	3.3%	1.0%	7.9%	6.6%	4.2%
Return on Assets	0.6%	0.2%	3.1%	4.5%	3.8%	1.7%

Consolidated Statements of Net Position (000's)

	Nov-25	Jun-25
	(Audited)	
ASSETS AND DEFERRED OUTFLOWS		
CURRENT ASSETS		
Cash and cash equivalents	\$ 5,125	\$ 6,595
Current Portion of Board designated and trusted assets	25,956	17,533
Accounts receivable:		
Net patient accounts	154,228	154,634
Other receivables	44,612	70,335
Inventories	198,840	224,969
Medicare and Medi-Cal settlements	14,097	13,871
Prepaid expenses	88,220	62,463
Total current assets	11,035	8,234
	343,273	333,666
NON-CURRENT CASH AND INVESTMENTS -		
less current portion		
Board designated cash and assets	223,667	218,025
Revenue bond assets held in trust	0	22,950
Assets in self-insurance trust fund	620	626
Total non-current cash and investments	224,287	241,602
INTANGIBLE RIGHT TO USE LEASE, net of accumulated amortization	17,162	15,613
INTANGIBLE RIGHT TO USE SBITA, net of accumulated amortization	6,518	8,062
CAPITAL ASSETS		
Land	17,542	17,542
Buildings and improvements	440,685	437,184
Equipment	344,644	340,593
Construction in progress	19,883	18,729
	822,755	814,048
Less accumulated depreciation	548,149	541,607
	274,606	272,441
OTHER ASSETS		
Property not used in operations	5,138	5,155
Health-related investments	1,817	2,147
Other	22,409	20,922
Total other assets	29,363	28,224
Total assets	895,209	899,608
DEFERRED OUTFLOWS		
	12,581	13,133
Total assets and deferred outflows	\$ 907,790	\$ 912,741

Consolidated Statements of Net Position (000's)

	Nov-25	Jun-25
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable and accrued expenses	\$ 29,993	\$ 43,963
Accrued payroll and related liabilities	69,826	71,620
SBITA liability, current portion	2,912	3,031
Lease liability, current portion	3,291	3,204
Bonds payable, current portion	13,184	13,014
Notes payable, current portion	1,153	-
Financing Lease Liability, current portion	554	-
Total current liabilities	120,912	134,831
 LEASE LIABILITY, net of current portion	 14,394	 12,850
 SBITA LIABILITY, net of current portion	 2,606	 3,941
 LONG-TERM DEBT, less current portion	 199,036	 201,619
Bonds payable	3,234	-
Financing Lease payable	19,597	20,750
Notes payable	221,866	222,369
Total long-term debt	19,498	16,169
 NET PENSION LIABILITY	 53,695	 50,472
 OTHER LONG-TERM LIABILITIES	 432,971	 440,632
 NET ASSETS		
Invested in capital assets, net of related debt	60,774	60,147
Restricted	45,677	58,980
Unrestricted	368,369	352,983
Total net position	474,819	472,110
 Total liabilities and net position	 \$ 907,791	 \$ 912,741