

# Kaweah Delta Health Care District Board of Directors Committee Meeting

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

## NOTICE

The Finance Property Services Acquisition Board Committee of the Kaweah Delta Health Care District will meet at the Executive Office Conference Room {305 W Acequia Avenue, Visalia, CA} on Wednesday, June 17, 2026:

- 10:00AM Open meeting

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

All Kaweah Delta Health Care District regular board meeting and committee meeting notices and agendas are posted 72 hours prior to meetings (special meetings are posted 24 hours prior to meetings) in the Kaweah Health Medical Center, Mineral King Wing near the Mineral King entrance.

The disclosable public records related to agendas can be obtained by contacting the Board Clerk at Kaweah Health Medical Center – Acequia Wing, Executive Offices (Administration Department/Executive Offices) {1st floor}, 400 West Mineral King Avenue, Visalia, CA via phone 559-624-2330 or email: [kedavis@kaweahhealth.org](mailto:kedavis@kaweahhealth.org), or on the Kaweah Delta Health Care District web page <http://www.kaweahhealth.org>.

KAWEAH DELTA HEALTH CARE DISTRICT

David Francis, Secretary/Treasurer



Kelsie Davis

Board Clerk / Executive Assistant to CEO

DISTRIBUTION:

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

**Mike Olmos • Zone 1**  
Board Member

**Jonna Schengel • Zone 2**  
Board Member

**Dean Levitan, MD • Zone 3**  
Secretary/Treasurer

**David Francis • Zone 4**  
President

**Armando Murrieta • Zone 5**  
Vice President

# Kaweah Delta Health Care District Board of Directors Committee Meeting

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

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

**Wednesday June 17, 2026**

ATTENDING: Directors: David Francis (Chair) & Dean Levitan; Marc Mertz, Chief Executive Officer. Malinda Tupper, Chief Financial Officer; Jennifer Stockton, Director of Finance, Jag Batth, Chief Operating Officer; Thomas Boggs, Chief Ambulatory Officer Kevin Morrison, VP Support Services; Kelsie Davis, Board Clerk Recording

**OPEN MEETING – 10:00AM**

**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 May 2026.
2. **SEQUOIA INTEGRATED HEALTH AND SEQUOIA HEALTH PLAN**-Review of the report.
3. **FINANCIALS**- Review of the most current fiscal year financial results and budget.
  - 3.1. **REHAB SERVICES**
  - 3.2. **WOUND CARE**

**ADJOURN** – *David Francis, Board President*

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

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

### **Wednesday May 20, 2025**

Present: Directors: David Francis (Chair) & Dean Levitan; Marc Mertz, Chief Executive Officer. Malinda Tupper, Chief Financial Officer; Jennifer Stockton, Director of Finance, Jag Batth, Chief Operating Officer; Kevin Morrison, VP Support Services; Max Heckhausen, VP Strategy; Tom Boggs, Chief Ambulatory Officer; Kelsie Davis, Board Clerk Recording

#### **OPEN MEETING – Called to order at 10:02 AM**

**PUBLIC PARTICIPATION** –None

**MINUTES-** Reviewed and forward to the Board for approval.

**SEQUOIA SURGERY CENTER REPORT-** This report was pulled from the agenda and will be on next month's agenda.

**SURGICAL SERVICES REPORT-** Jeffery, Director of Surgical Services presented his board report.

**LABORATORY SERVICES REPORT-** Randy, Director of Laboratory Services presented his board report.

**FINANCIALS-** Review of the most current fiscal year financial results and budget. Dialysis, RHC and Radiology was highlighted and the respective directors attended the meeting for questions if needed.

**ADJOURN** – 11:27am *David Francis, President*

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Board Member

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Secretary/Treasurer

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President

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Vice President

# Sequoia Integrated Health (SIH) & Sequoia Health Plan (SHP)

*Annual Report*

June 2026



[kaweahhealth.org](http://kaweahhealth.org)



# Content Outline

- 1) The Why: History & Strategic Intent
- 2) Governance & Funds Flow
- 3) Current Membership
- 4) Historical & Current Financial Performance & Balance Sheet/Reserves
- 5) Key Performance Levers
- 6) Risks & Opportunities for Improvement
- 7) Recap & Questions

# The “Whys”: History & Strategic Intent


*Kaweah Health has been part of the Sequoia Health Plan (SHP) Partnership since 2017*

## Strategic Intent:

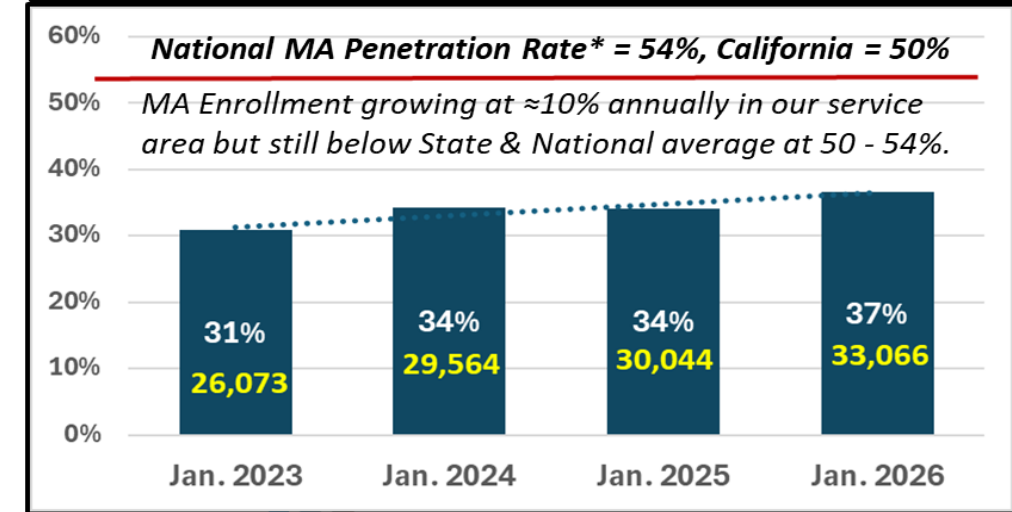
- **Strengthen Physician Alignment, Clinical / Financial Integration & Partnerships**
- **Revenue Diversification + De-risking** as CMS Payment Updates to MA Plans increase faster than Hospital Rates.
- **Growth Opportunity** as Medicare Age-ins increasingly select enrollment in MA Plan
- **Access to Claims Data** for insights to referral patterns, market opportunities & care quality.
- **Payment Reform Drives Care Delivery Reform = Better Patient Outcomes**

Medicare Advantage (MA) Penetration Rate: MA Enrollees / Total CMS Eligible Beneficiaries

### CMS Annual Payment Update Increases: MA Plans 5.06% ↑ vs. Hospital Inpatient 2.2% ↑

Feature 	Medicare Advantage (MA) Plans	Hospital Inpatient (IPPS)
Annual Update Metric	Effective growth rate & benchmarks	Hospital market basket
Typical 2025–2026 Adjustments	~5.06% payment increase	~2.4% to 2.6% increase

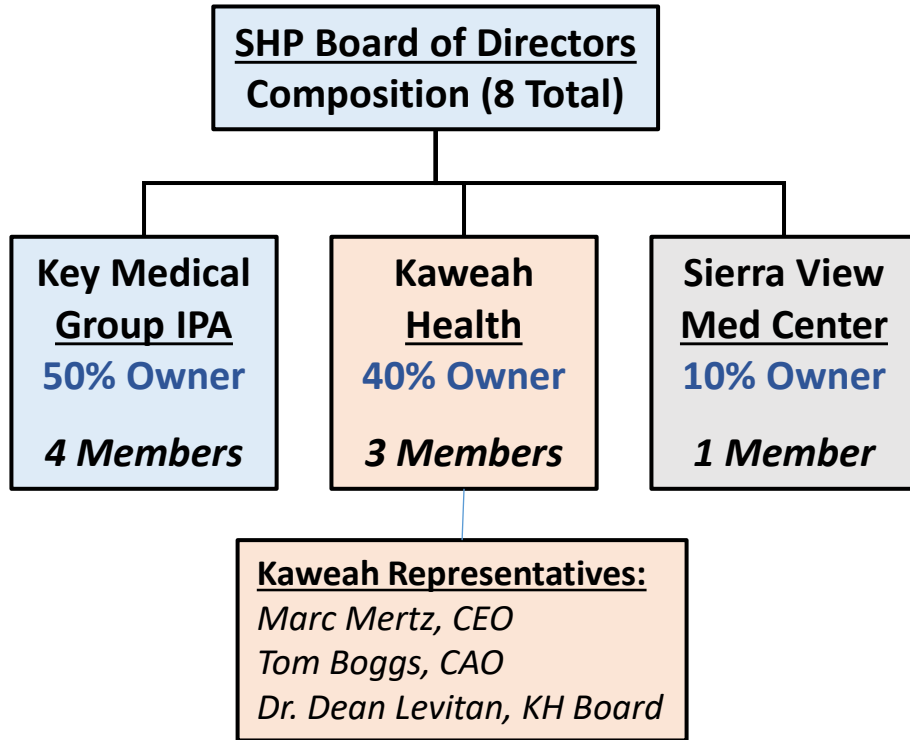
### Tulare & Kings County Service Area Medicare Advantage (MA) Enrollees & Penetration Rate\*



# Sequoia Health Plan (SHP): Governance & Funds Flow

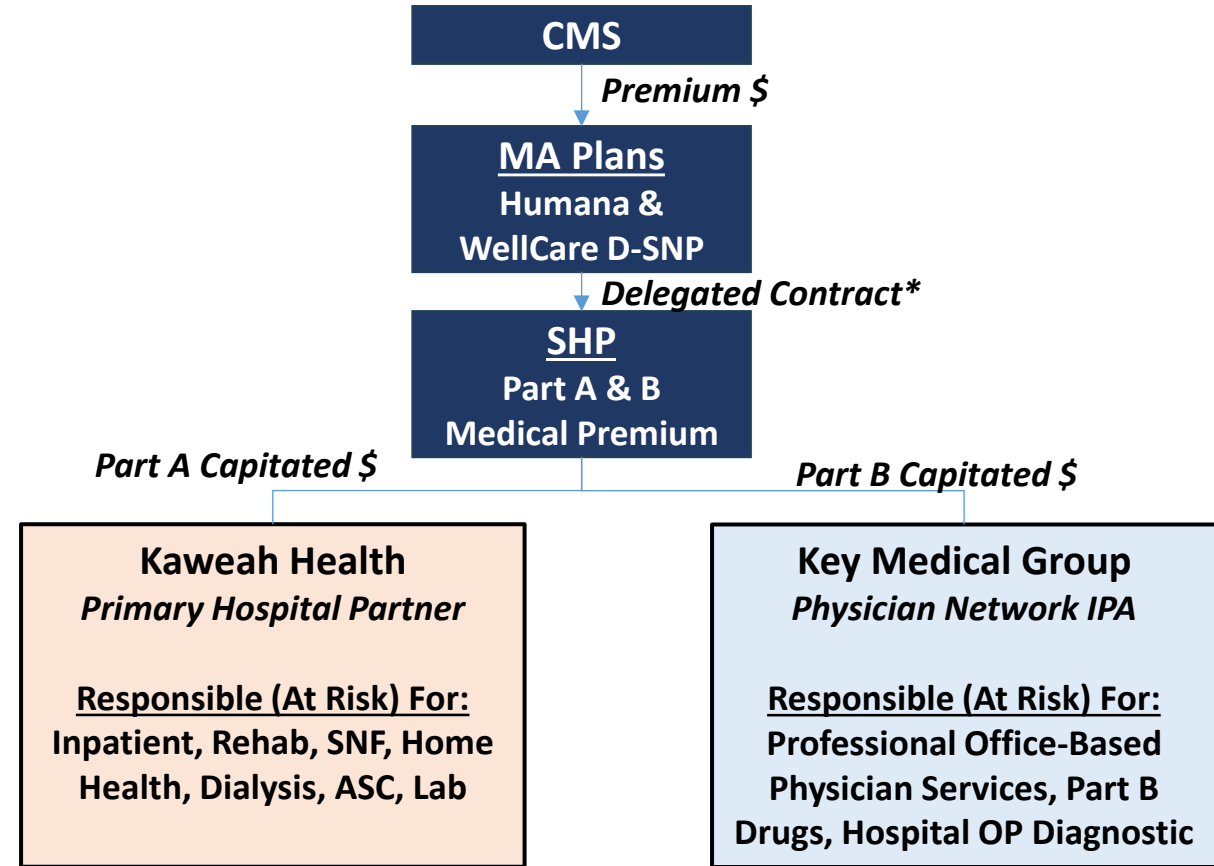
50/50 Partnership between Physicians and Hospitals, with Kaweah as 40% Owner Responsible for Inpatient Facility Capitation

## Governance



Sequoia Integrated Health (SIH) is the MSO that provides Administrative Services on behalf of SHP and its Members in exchange for a fair market Management Fee.

## Funds Flow



D-SNP: Dual Special Needs Program  
MA: Medicare Advantage  
\*Excludes Part D (Pharmacy)

# Sequoia Health Plan (SHP): Member Enrollment by Plan

*SHP serves 13,000+ MA Lives (40% of total MA Lives) in Tulare & Kings Counties through contracts with Humana & HealthNet (Dual Special Needs or D-SNP).*

Sequoia Health Plan Members (Tulare & Kings County)				
MA Enrollment	Oct. 2025	Mar. 2026	Member Change	% Change
Humana MA	10,380	10,750	370	3.6%
HealthNet (D-SNP)	2,219	2,299	80	3.6%
<b>Total SHP MA Members</b>	<b>12,599</b>	<b>13,049</b>	<b>450</b>	<b>3.6%</b>

**Kaweah Pod**  
 ≈2,200+ Lives

- SHP MA Growth of 3.6% behind Market MA Growth of 10%
- SHP Share of total MA Lives in Tulare & Kings County below 50%
- **Strategic Plan Refresh** in Summer 2026 to develop strategies around product & contract growth & partner alignment.

D-SNP: Dual Special Needs Program  
 MA: Medicare Advantage

[kaweahhealth.org](http://kaweahhealth.org)



# Financial Performance: Calendar Year (CY) 2025 & April 2026 YTD

## Kaweah Health Capitation Summary

	2025						April YTD 2026					
	Humana Gold		WellCare DSNP		Total		Humana Gold		WellCare DSNP		Total	
Member Months	123,278		25,641		148,919		43,015		9,251		52,266	
<b>Revenue</b>	<b>GOLD</b>	<b>PMPM</b>	<b>DSNP</b>	<b>PMPM</b>	<b>Total</b>	<b>PMPM</b>	<b>GOLD</b>	<b>PMPM</b>	<b>DSNP</b>	<b>PMPM</b>	<b>Total</b>	<b>PMPM</b>
Annual Funding <sup>1</sup>	\$63,115,693	\$512	\$21,426,980	\$836	\$84,542,674	\$568	\$21,613,511	\$502	\$6,813,568	\$737	\$28,427,080	\$544
Annual Settlement Accrual	\$859,195	\$7	\$0	\$0	\$0	\$0	\$48,722	\$1	\$0	\$0	\$0	\$0
Mid Year Settlement Accrual	\$0	\$0	\$0	\$0	\$0	\$0	\$491,532	\$11	\$0	\$0	\$0	\$0
Additional Funding Accrual	\$0	\$0	\$0	\$0	\$0	\$0	\$319,109	\$7	\$0	\$0	\$0	\$0
Reinsurance Payments												
KDHCD Employee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lab Capitation	\$99,338	\$1	\$20,662	\$1	\$120,000	\$1	\$32,920	\$1	\$7,080	\$1	\$40,000	\$1
Indirect Medical Education Payments <sup>3</sup>	\$823,176	\$7	\$258,885	\$10	\$1,082,060	\$7	\$171,498	\$4	\$51,952	\$6	\$223,449	\$4
<b>Total Revenue</b>	<b>\$64,897,402</b>	<b>\$526</b>	<b>\$21,706,527</b>	<b>\$847</b>	<b>\$86,603,929</b>	<b>\$582</b>	<b>\$22,677,292</b>	<b>\$527</b>	<b>\$6,872,600</b>	<b>\$743</b>	<b>\$29,549,892</b>	<b>\$565</b>
<b>Expenses</b>												
<b>Operational/Patient Related Expenses</b>												
Kaweah Health - Direct Cost <sup>6</sup>	\$29,962,563	\$243	\$10,029,299	\$391	\$39,991,862	\$269	\$11,671,570	\$271	\$3,381,135	\$365	\$15,052,705	\$288
Third Party Facilities Net Paid Claims <sup>4</sup>	\$33,054,095	\$268	\$8,620,933	\$336	\$41,675,028	\$280	\$5,431,503	\$126	\$1,240,892	\$134	\$6,672,395	\$128
IBNR - Third Party Claims <sup>5</sup>	\$554,663	\$4	\$154,668	\$6	\$709,331	\$5	\$4,515,918	\$105	\$1,929,331	\$209	\$6,445,249	\$123
Estimated Kaweah Health Home Health Direct Cost <sup>8</sup>	\$2,501,105	\$20	\$894,232	\$35	\$3,395,337	\$23	\$95,975	\$2	\$33,347	\$4	\$129,322	\$2
<b>Total Patient related expenses</b>	<b>\$66,072,426</b>	<b>\$536</b>	<b>\$19,699,133</b>	<b>\$768</b>	<b>\$85,771,559</b>	<b>\$576</b>	<b>\$21,714,967</b>	<b>\$505</b>	<b>\$6,584,705</b>	<b>\$712</b>	<b>\$28,299,672</b>	<b>\$541</b>
<b>Total Admin Fee - Foundation</b>	<b>\$1,447,782</b>	<b>\$12</b>	<b>\$478,303</b>	<b>\$19</b>	<b>\$1,926,085</b>	<b>\$13</b>	<b>\$540,768</b>	<b>\$13</b>	<b>\$129,458</b>	<b>\$14</b>	<b>\$670,226</b>	<b>\$13</b>
<b>Total Direct Expenses</b>	<b>\$67,520,208</b>	<b>\$548</b>	<b>\$20,177,435</b>	<b>\$787</b>	<b>\$87,697,644</b>	<b>\$589</b>	<b>\$22,255,735</b>	<b>\$517</b>	<b>\$6,714,163</b>	<b>\$726</b>	<b>\$28,969,897</b>	<b>\$554</b>
<b>Contribution Margin</b>	<b>(\$2,622,806)</b>	<b>(\$21)</b>	<b>\$1,529,091</b>	<b>\$60</b>	<b>(\$1,093,715)</b>	<b>(\$7)</b>	<b>\$421,557</b>	<b>\$10</b>	<b>\$158,437</b>	<b>\$17</b>	<b>\$579,995</b>	<b>\$11.10</b>
Kaweah Delta - Indirect Cost <sup>7</sup>	\$8,825,999	\$72	\$3,051,596	\$119	\$11,877,594	\$80	\$3,656,785	\$85	\$1,009,644	\$109	\$4,666,429	\$89
<b>Total Expenses</b>	<b>\$76,346,207</b>	<b>\$619</b>	<b>\$23,229,031</b>	<b>\$906</b>	<b>\$99,575,238</b>	<b>\$669</b>	<b>\$25,912,520</b>	<b>\$602</b>	<b>\$7,723,807</b>	<b>\$835</b>	<b>\$33,636,327</b>	<b>\$644</b>
<b>Profit / Loss</b>	<b>(\$11,448,804)</b>	<b>(\$93)</b>	<b>(\$1,522,504)</b>	<b>(\$59)</b>	<b>(\$12,971,309)</b>	<b>(\$87)</b>	<b>(\$3,235,228)</b>	<b>(\$75)</b>	<b>(\$851,207)</b>	<b>(\$92)</b>	<b>(\$4,086,435)</b>	<b>(\$78)</b>

### Key Takeaways:

- Updated 2026 Revenue Projections not reflected will improve CYTD P&L by \$1.1M (\$3.3M annualized)
- Additional mid-year revenue settlements pending final calculations
- Payments made to Kaweah Health for services (Expense to SHP) are higher than traditional MA Yields of 86% to 92%
- Substantial Year over Year (YoY) Improvement in Contribution Margin
- FY 27 Strategic Plan focused on Tactics to Improve Revenue and Decrease Cost!

Claims paid date through 04/30/2026

<sup>1</sup> Annual Funding reported from Capitation Summary Reports from Foundation for Medical Care

<sup>3</sup> IME is calculated based on 4% of claims paid data ( Inpatient Acute Medical Center only)

<sup>4</sup> Paid Claims Data provided by Foundation for Medical Care

<sup>5</sup> IBNR provided by Kaweah Delta Finance Team

<sup>6</sup> Direct Cost taken from Kaweah Delta data

<sup>8</sup> Cost of Clinic (Facilities) services are not included. KDH Home health cost is estimated.

# Sequoia Health Plan (SHP): Balance Sheet / Reserves Strength

SHP is in solid financial position to fund existing operations as of Feb. 2026, with Tangible Net Equity (TNE) of 167.9%, which is above Department of Managed Health Care (DMHC) requirement of 150% (\$566K excess).

## Balance Sheet / Reserves Strength → Tangible Net Equity (TNE) Calculation Overview:

- DMHC requires most Risk-Bearing Organizations to maintain excess TNE at minimum of 150%.
- TNE is a measure of plan liquidity & financial solvency and is calculated as follows:

$$\text{TNE} = \text{Total Assets} - \text{Total Liabilities} - \text{Intangible Assets}$$

1 SHP's most recent calculation of 167.9% TNE places it above DMHC requirement of 150% by \$566K excess. 2

### Sequoia Health Plan Tangible Net Equity (TNE) Calculation:

SHP Financial Metrics	2/28/2026	12/31/2025
Net Equity	\$5,308,219	\$5,302,385
Required TNE	\$3,161,045	\$3,130,086
Excess TNE	\$2,147,174	\$2,172,299
1 % Excess TNE	167.9%	169.4%
2 Expected standard equity	\$4,741,568	\$4,695,129
2 Excess above standard	\$566,652	\$607,256

\*Source: Sequoia Health Plan as of Feb. 28, 2026

# Risks & Opportunities: Foundational Levers & Focus Areas

## Revenue Drivers

- Annual Wellness Visits (AWVs)
- Accurate, Compliant Documentation & Coding (RAF)
- Quality Star Score Performance at 4 Stars

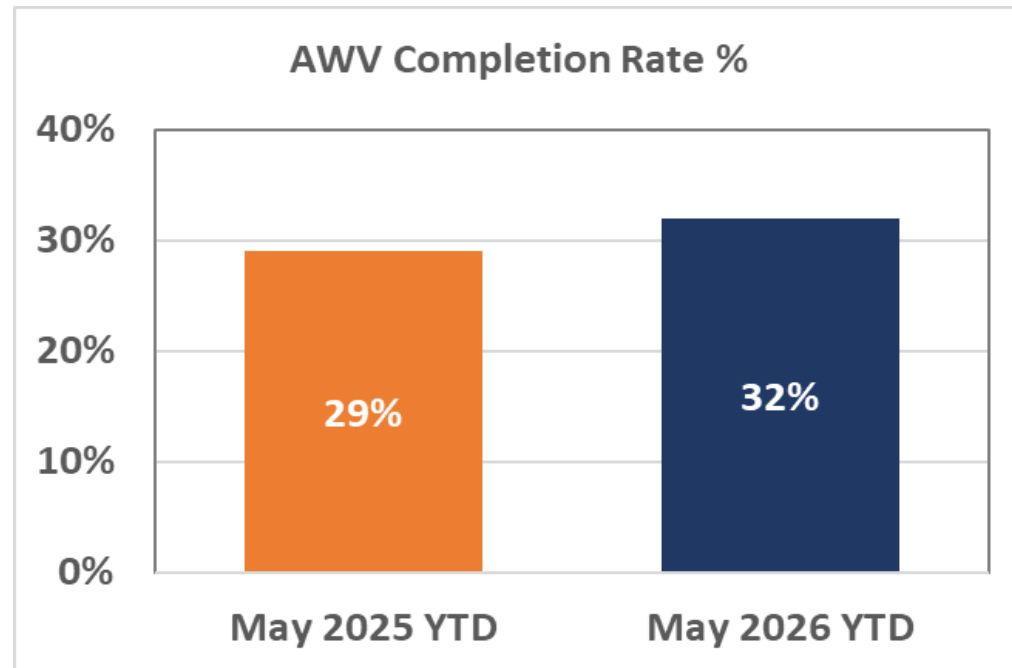
## Expense Drivers

- Network Integrity / Care Retention
- Reducing Avoidable Utilization (Inpatient, ER, Post-Acute)

# Sequoia Health Plan (SHP): Annual Wellness Visit (AWVs)

AWVs are foundational to success in value-based care (VBC) with annual full year target of 77%.

## Annual Wellness Visit (AWV) Completion %: Kaweah Providers May YTD YoY Comparison



**2025 Full Year AWV Rate = 70%**  
**2026 Full Year AWV Goal = 77%**

## Annual Wellness Visit (AWV) Overview

- Free to CMS Patients (no Co-Pay/Out of Pocket)
- Establish/Strengthen Patient-PCP Relationship
- Drive Assignment & Attribution Methodologies
- Vital to Closing Gaps in Care & Risk Scores

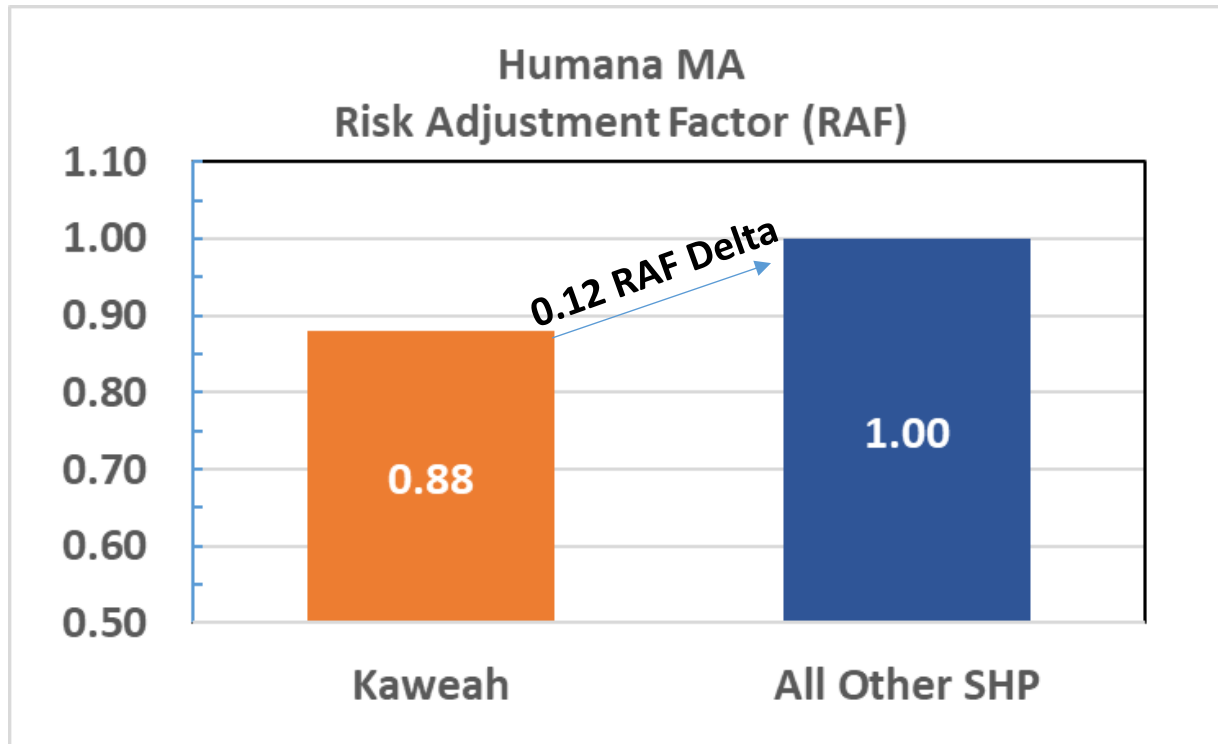
## FY 27 Strategic Plan Tactics & Goals

- Multi-disciplinary team (**AWV Team**) recently commissioned to focus on all MA & CMS VBC
- Operational improvements (“Visit Flip to AWV”)
- Augment w/Vendor for “hard to reach” patients

# Sequoia Health Plan (SHP): Accurate & Compliant Documentation & Coding (RAF)

As measured by Risk Adjustment Factor (RAF), Kaweah Pod has either a less complex patient population OR are missing key documentation & coding opportunities.

## Risk Adjustment Factor (RAF) Comparison: Kaweah Providers vs. All Other SHP



## Risk Adjustment Factor (RAF) Overview

- CMS uses RAF to measure patient severity of illness and is a key component to payment calculation.
- Mix of Demographic (Age/Gender) component & in-year Diagnoses w/standard default of 1.00
- Diagnosis capture restarts every calendar year, making opportunity additive & cumulative.

## FY 2027 Strategic Plan Tactics & Goals

- **Improve Provider workflow** → a key to ensuring accurate & complete documentation.
- Evaluate & implement tools to support physicians
- Continue RAF coding education.

*Note that revenue recognition from RAF Improvement typically lags 12 – 18 months.*

# Sequoia Health Plan (SHP): Quality (Star Scores)

*Kaweah Providers 2026 Year Over Year Performance (YoY) improving, with 4-star goal enabled by process rigor.*

Measure Name	Measure Abbr.	2025%	2025 Rating
ECDS Measures Breast Cancer Screening E	BCS-E	77.62%	4 stars
Cardiovascular Conditions BP Control	CBP	76.50%	3 stars
Prevention and Screening Medication Review	COA2	96.95%	4 stars
Prevention and Screening Functional Status Assessment	COA3	60.33%	3 stars
ECDS Measures Colorectal Cancer Screening E	COL-E	63.60%	3 stars
Depression Screening and Follow Up for Adults	DSFE*	0	New 2026
Diabetes Eye Exam	EED	65.57%	2 stars
Care Coordination Follow-Up After Emergency Department Visit for People With Multiple High-Risk Chronic Conditions	FMCOVR	65.31%	3 stars
Diabetes Glycemic Status Assessment for Patients With Diabetes (Glycemic Status <8.0%)	GSD1	80.12%	3 stars
Diabetes Glycemic Status Assessment for Patients With Diabetes (Glycemic Status <=9.0%)	GSD2	84.63%	3 stars
Diabetes Kidney Health Evaluation for Patients With Diabetes (Overall)	KED	54.91%	3 stars
Musculoskeletal Conditions Osteoporosis Management in Women Who Had a Fracture	OMW	43.10%	1 star
Risk Adjusted Utilization Plan All-Cause Readmissions	PCR	87.70%	1 star
Cardiovascular Conditions Received Statin Therapy(SPC)	SPCA	81.54%	2 stars
Diabetes Received Statin Therapy(SPD)	SPDA	80.13%	3 stars
Diabetes Statin Use in Persons with Diabetes	SUPD	90.14%	4 stars
Care Coordination Transitions of Care (Patient Engagement)	TRCE	84.59%	5 stars
Care Coordination Transitions of Care (Medication Reconciliation)	TRCM	75.56%	4 stars

## 4-Star Rating unlocks 5% Payment bonus (\$50 PMPM) from CMS to Plan:

- SHP Premium Impact ≈ \$6.7M
- **Kaweah Cap Pool Impact ≈ \$3.5M**

## 2026 PY is trending better YoY

- Collaboration with KMG on Action Plans at Measure Level where 3 Star

## Targeted Opportunities & Action:

- Data Aggregation
- Pharmacy Collaboration
- Physician Performance Inform

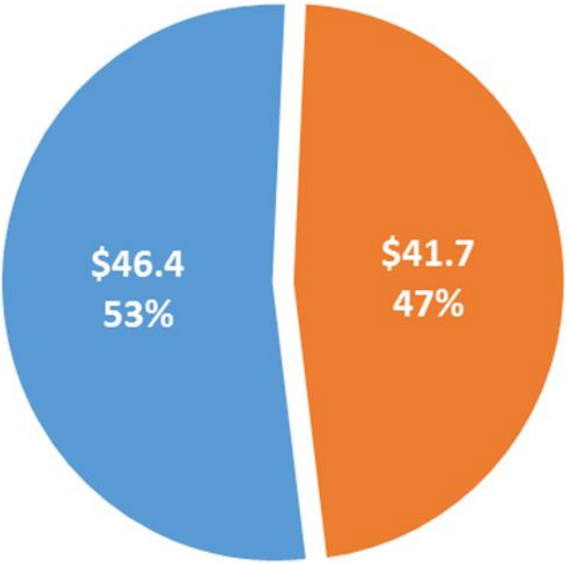
## FY 2027 Strategic Plan Goals:

- Dev. & Execute Annual Quality Plan
- **4 Star Performance** for our Pod
- Create & Push Physician Scorecard

# Sequoia Health Plan (SHP): Care Continuity / Network Integrity

*Kaweah Domestic Spend (amount paid from our Capitation to Kaweah entities) is at 53% and **below national average of 55%**, presenting revenue growth opportunity through increased use of Kaweah Health Entities.*

## Kaweah Capitation Spend \$88.1M in 2025 CY\* (Below In Millions)



■ Paid to Kaweah Entities   ■ Paid to Others

\*Source: Sequoia Integrated Health; paid through Apr 28, 2026

**Current State:**

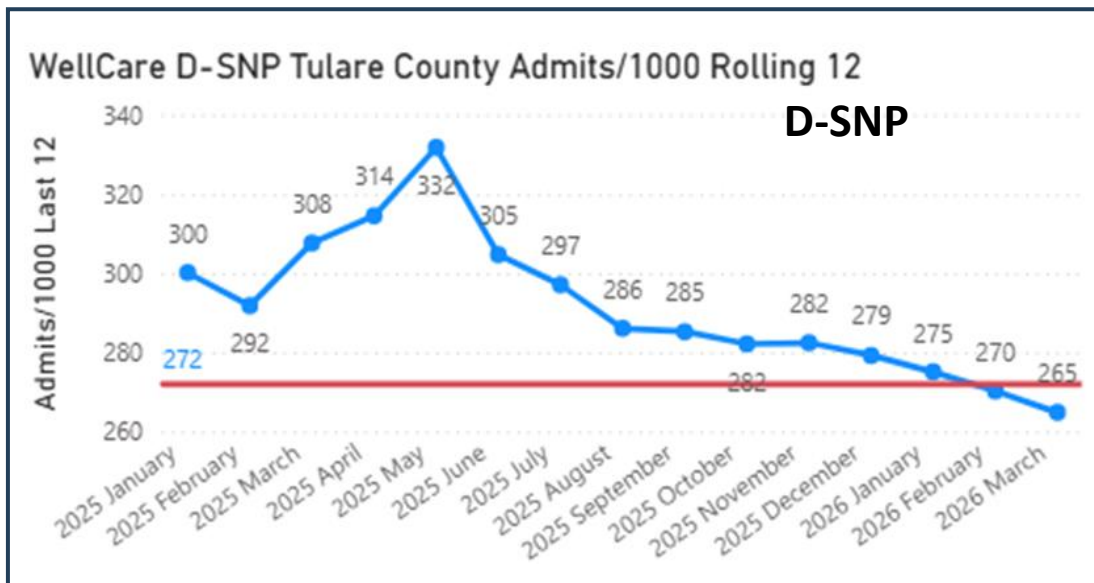
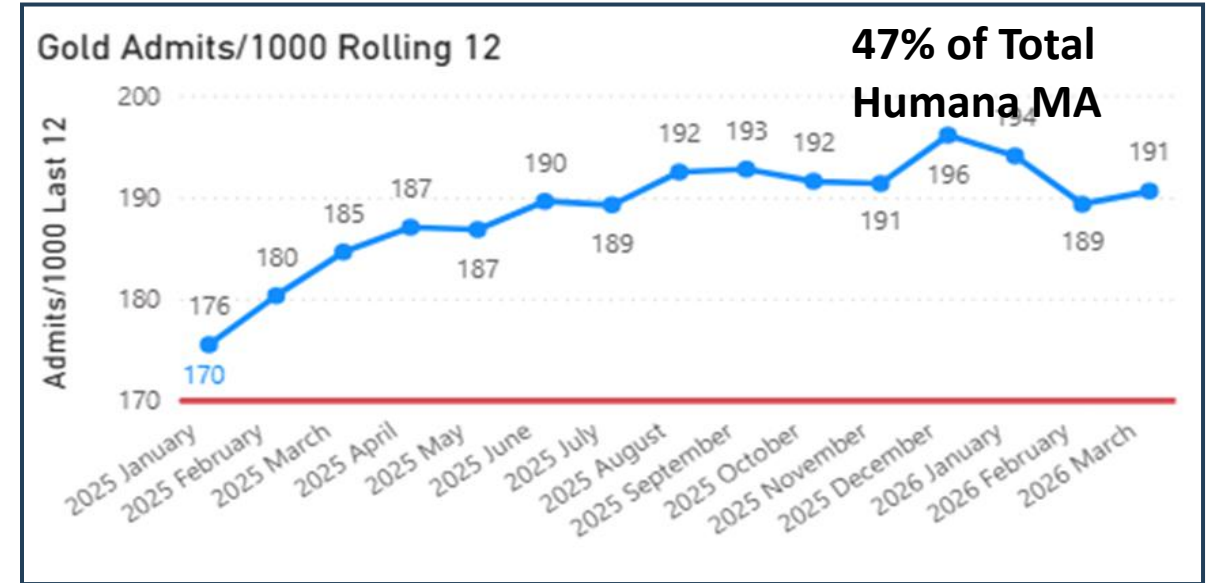
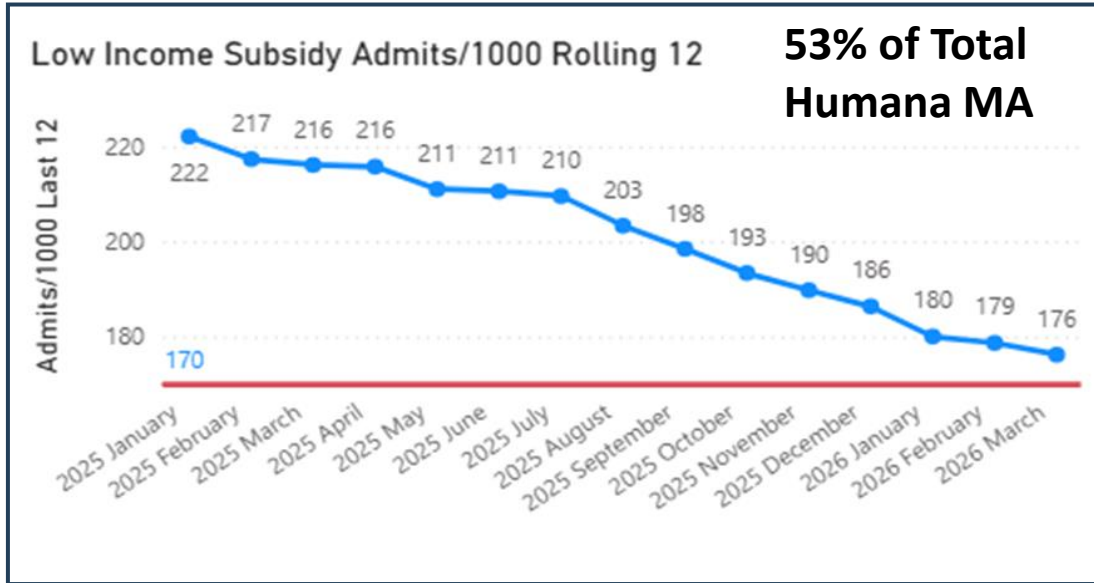
- 53% of Kaweah’s \$90M Capitation \$ is spent at Kaweah
- **Below National Average of 55%\*\*** for Physician Networks 65% to 70% for best in-class (tightly managed).
- **Each 1% improvement = \$900K Net Revenue to KH**

**FY 2027 Strategic Plan Goals**

- Identify Service Line/Market Opportunities for Care Retention
- Develop Specific Tactics & Action Plans
- Move from 53% to 55% ≈ \$1.8M Net New Revenue

\*\*Source: Healthcare Advisory Board

# Sequoia Health Plan (SHP): MA & D-SNP Inpatient Cost & Utilization



**Key Takeaways:**

- Solid progress on MA (Low Income Subsidy Product) & D-SNP
- Drivers include aligned Care Management & Hospitalist teams
- Avoidable ER and Inpatient Use Remains an Opportunity

**FY 2027 Strategic Tactics & Goals**

- Primary Care / Hospital at Home
- Care Transitions / Discharge Throughput (PAC Use)
- Patient Cohort / Chronic Disease Management Programs

# Questions?

[kawahhealth.org](http://kawahhealth.org)



# Kaweah Health

The pursuit of  
healthiness



# Rehabilitation Division

## Contribution margin

FY25	\$6,175,000
FY26	\$8,145,000
% increase	32%

## Volume

	Pt Days	Pt Cases	ADC
FY25	7379	618	20
FY26	8352	745	24
% increase	13%	21%	20%

## Strategic Initiatives

- **CMS Review Choice Demonstration**
- **Service line growth**
- **Evaluate and invest in technology solutions**
- **Optimize internal and external post acute referral process**
- **Staff recruitment**

# 6 Outpatient Therapy Clinics

## Contribution margin

FY25	\$2,485,000
FY26	\$4,214,000
% increase	70%

## Volume

FY25	278,225
FY26	260,034
% change	-7%

## Strategic Initiatives

- **Recruitment – openings impact volume**
  - Exeter
  - Dinuba
  - Neuro
  - Hand
- **Cancel/No show policy**
- **EMR and Schedule optimization**
- **Revenue enhancement**
- **KPI dashboard**
- **Opening of 7<sup>th</sup> Therapy Clinic in Tulare**

# Wound Care Center

Annual Report

Prepared June 2026



[kaweahhealth.org](http://kaweahhealth.org)



# Wound Care Center (WCC)

## Organizational Overview, Leadership & Executive Summary

### Organizational Overview

- Kaweah Health has been contractual partner with [Healogics](#) to serve as WCC Operating Partner since March 2024.
- Healogics augments Kaweah's capabilities by providing focused expertise that includes proprietary clinical protocol software, quality processes, program marketing, billing and coding education and certain staff.
- WCC expands access to specialized wound care through advanced healing techniques and improved limb preservation.

### Wound Care Center Leadership Team



**Molly Niederreiter**  
Director, Rehab



**Brian Hitt, Healogics**  
Program Director



**Chadi Kahwaji, MD**  
Medical Director

### Executive Summary – FY 26 Performance

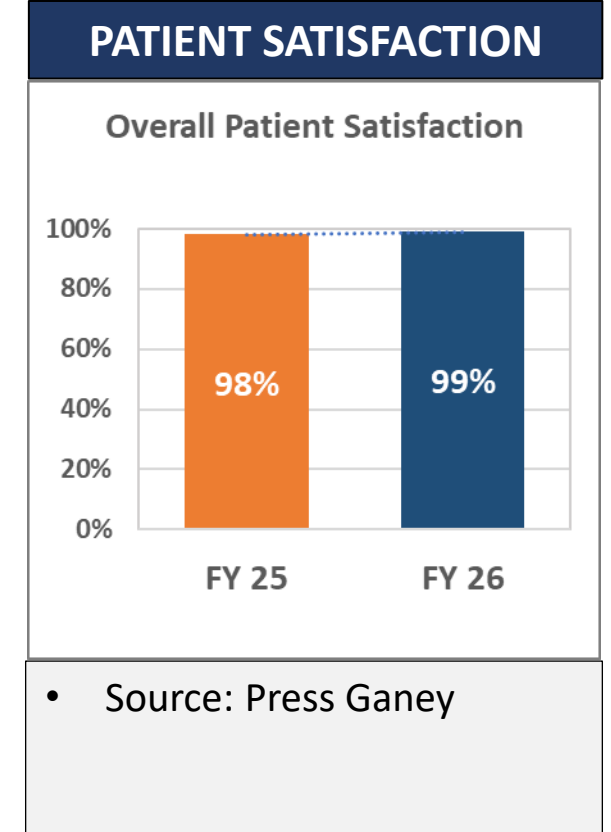
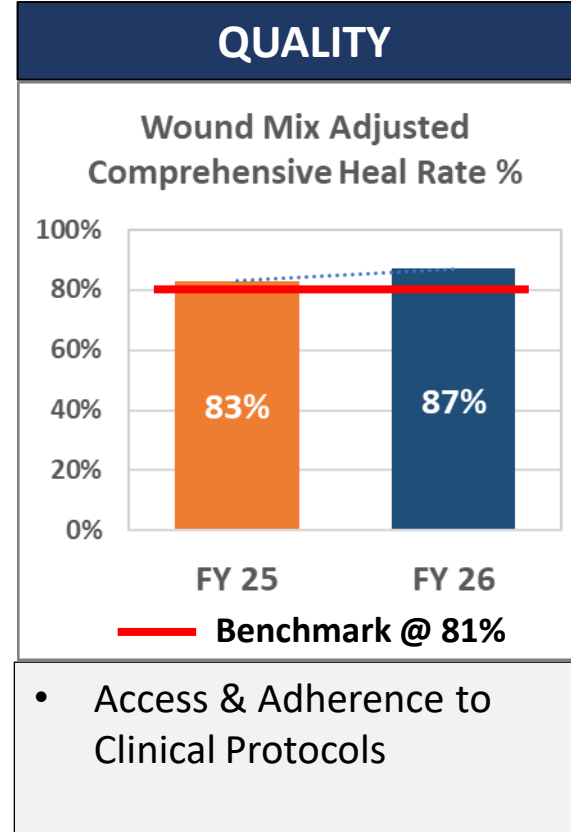
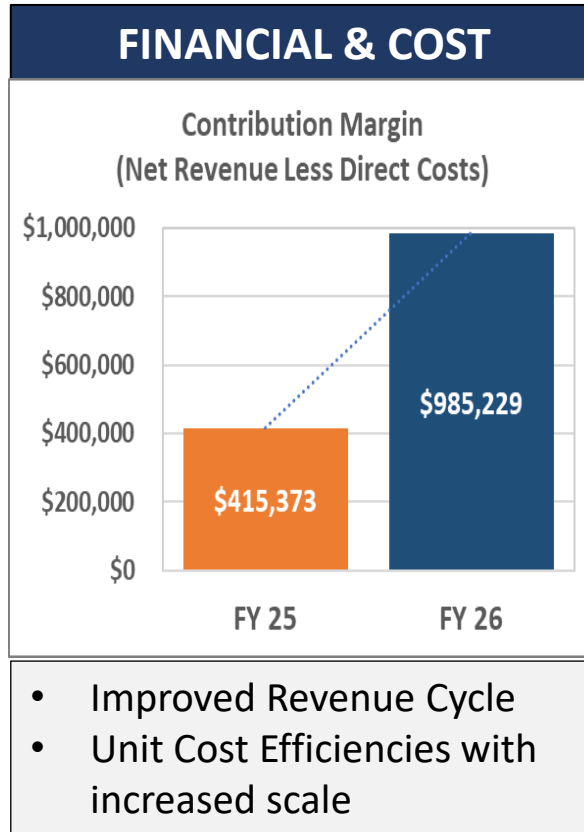
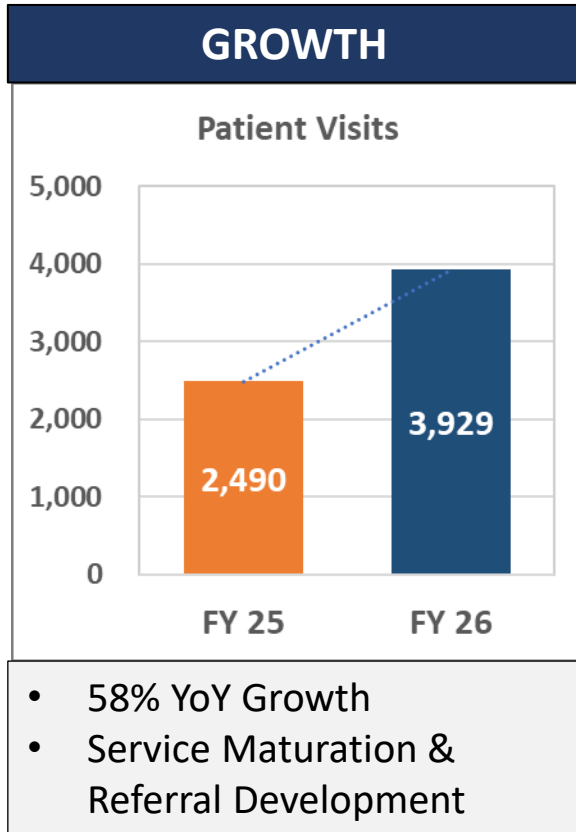
- **Growth:** 3,929 Patient Visits in FY 26\* (58% ↑ YoY)
- **Financial:** ≈\$1 million in contribution margin, doubling FY 25
- **Efficiency:** Direct Cost per Visit at \$403 (6% ↓ YoY)
- **Quality:** Wound Mix Adjusted Comprehensive Heal Rate (WMACHR) of 87% beating FY 25 (83%) & Benchmark (81%)
- **Patient Experience** Overall at 99% (Press Ganey)

\*Annualized Figures  
YoY: Year over Year

# Wound Care Center

## FY 2026 Balanced Scorecard

*All Key Indicators Performing Favorable Compared to Benchmarks and Prior Year!*



# Wound Care Center

## Opportunities, Risks & Mitigations

Opportunities & Risks	Mitigation Tactics
1) Sustaining Growth in Visit Volume	<ul style="list-style-type: none"> <li>Market program's scope of services, clinical outcomes and high patient experience to drive referrals.</li> </ul>
2) Referral Network Utilization	<ul style="list-style-type: none"> <li>Earlier patient identification, improved care coordination and increased access to specialized wound care services.</li> </ul>
3) Differentiation through Clinical Innovation: Advanced Modality Utilization	<ul style="list-style-type: none"> <li>Continue clinical protocol adherence to drive healing rates</li> <li>Expand Advanced Therapy Utilization w/additional modalities</li> </ul>
4) Revenue Cycle Complexity & Regulatory: Concentrated Medicare Payor Mix at 60%	<ul style="list-style-type: none"> <li>Proactively monitor KPIs and regulatory changes</li> <li>Diversify revenue streams (e.g. cash-based HBO Therapy)</li> </ul>
5) Highly specialized workforce, especially Clinical	<ul style="list-style-type: none"> <li>Develop bench-strength for APPs and RNs (onboarding, retention, cross-training, market comp, etc.)</li> </ul>

# Questions?

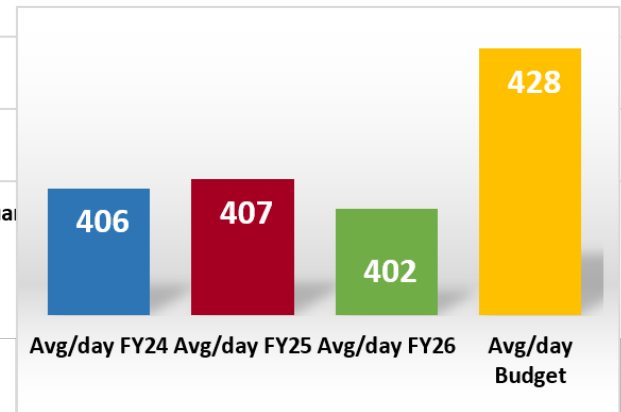
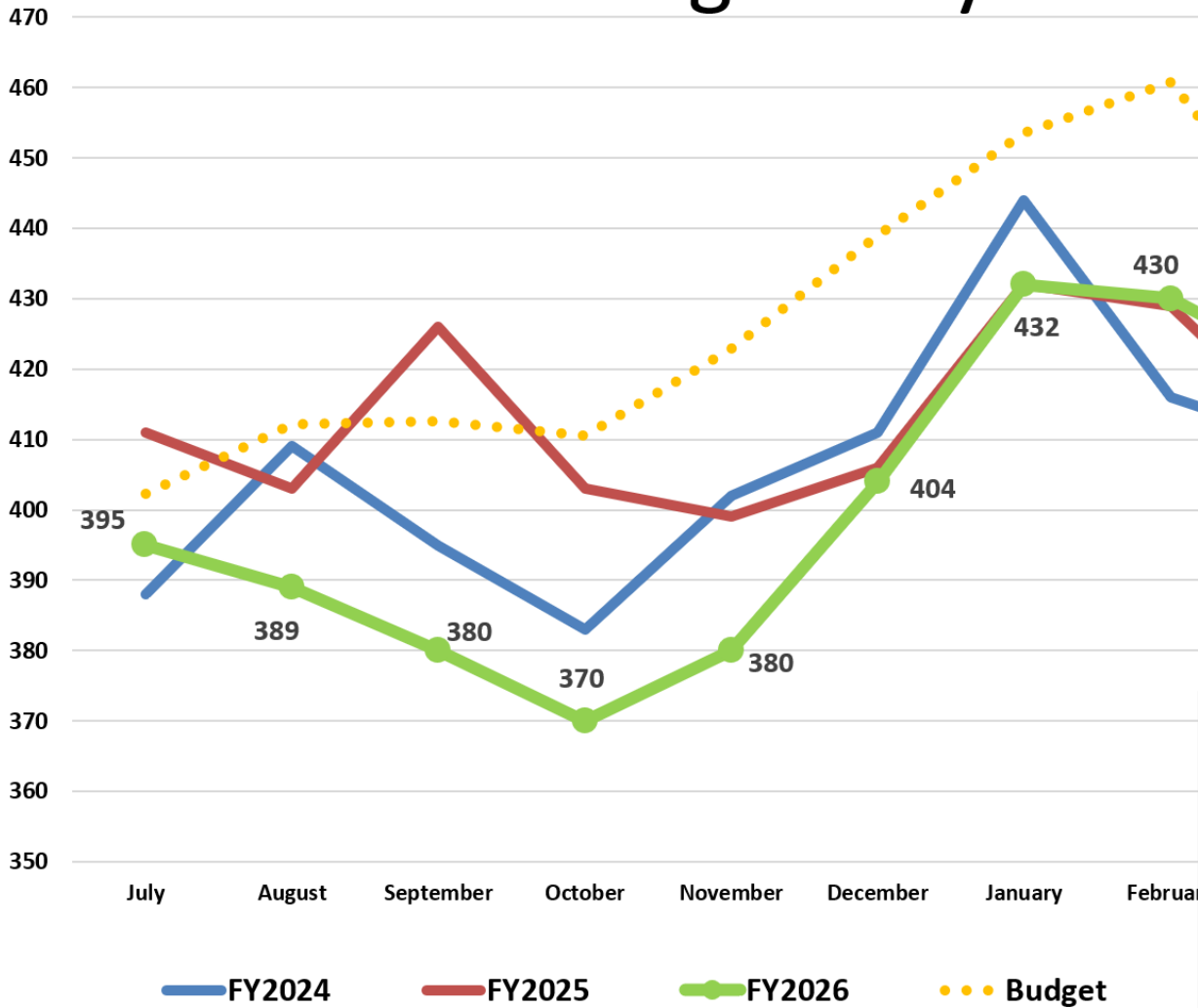
[kawahhealth.org](http://kawahhealth.org)



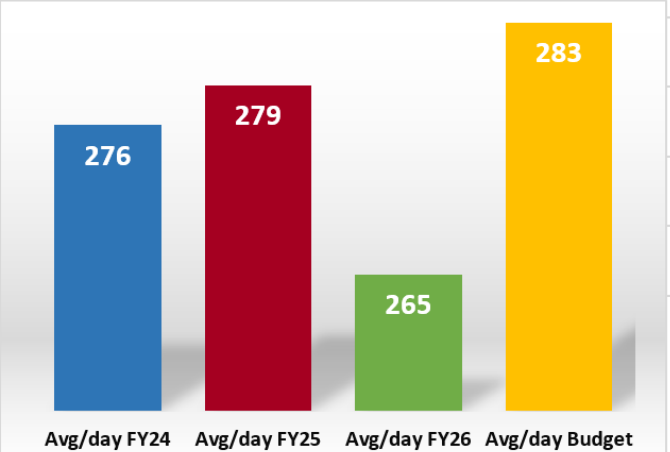
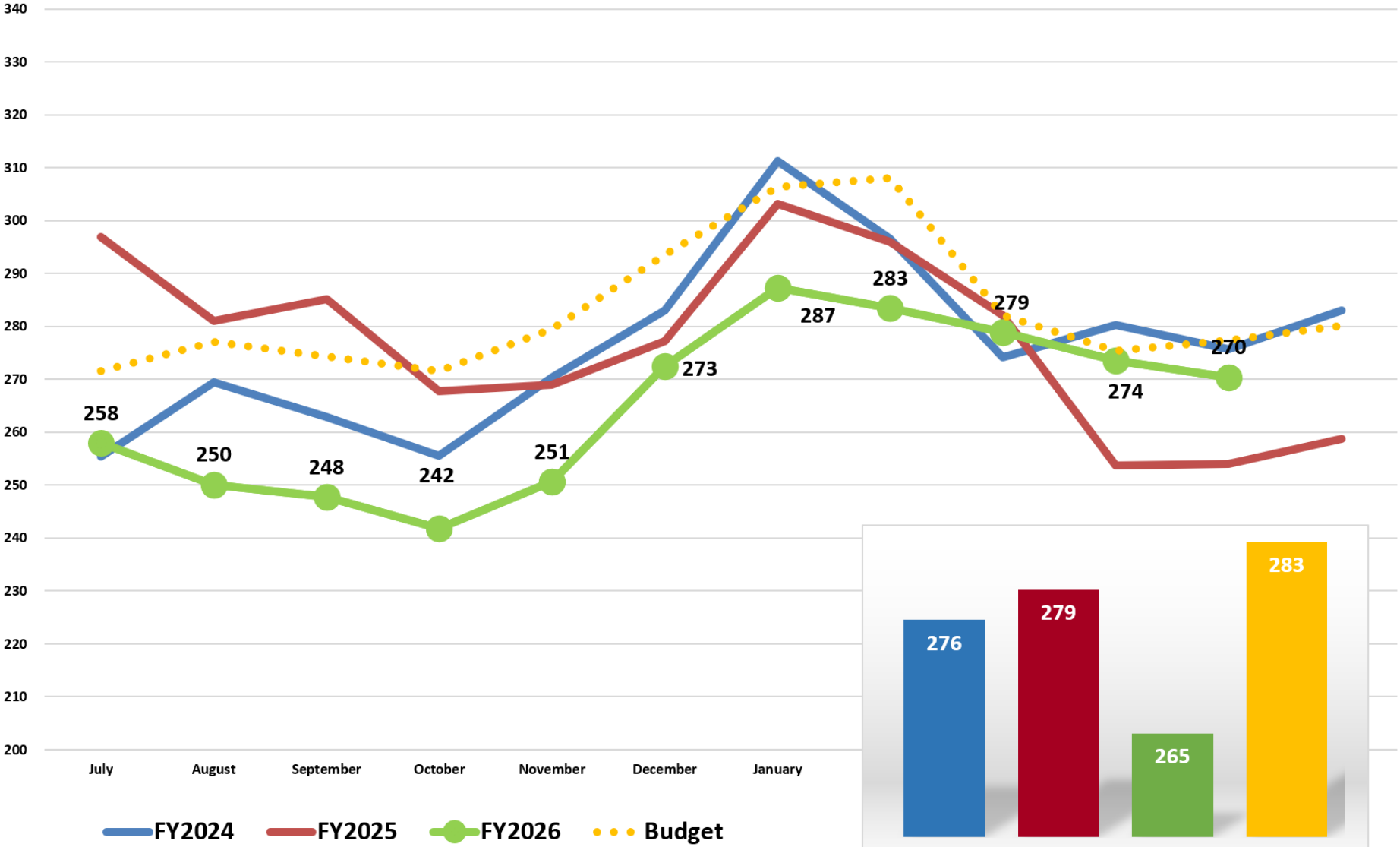
# CFO Financial Report

## Month Ending May 2026

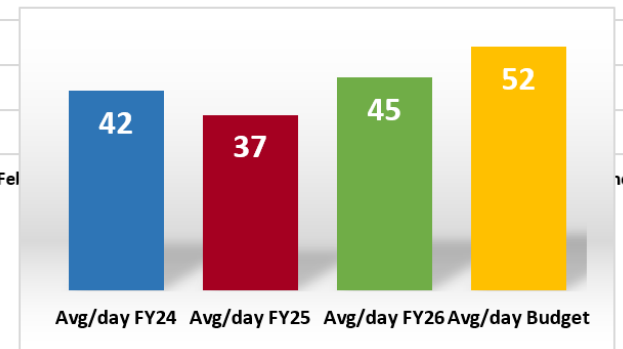
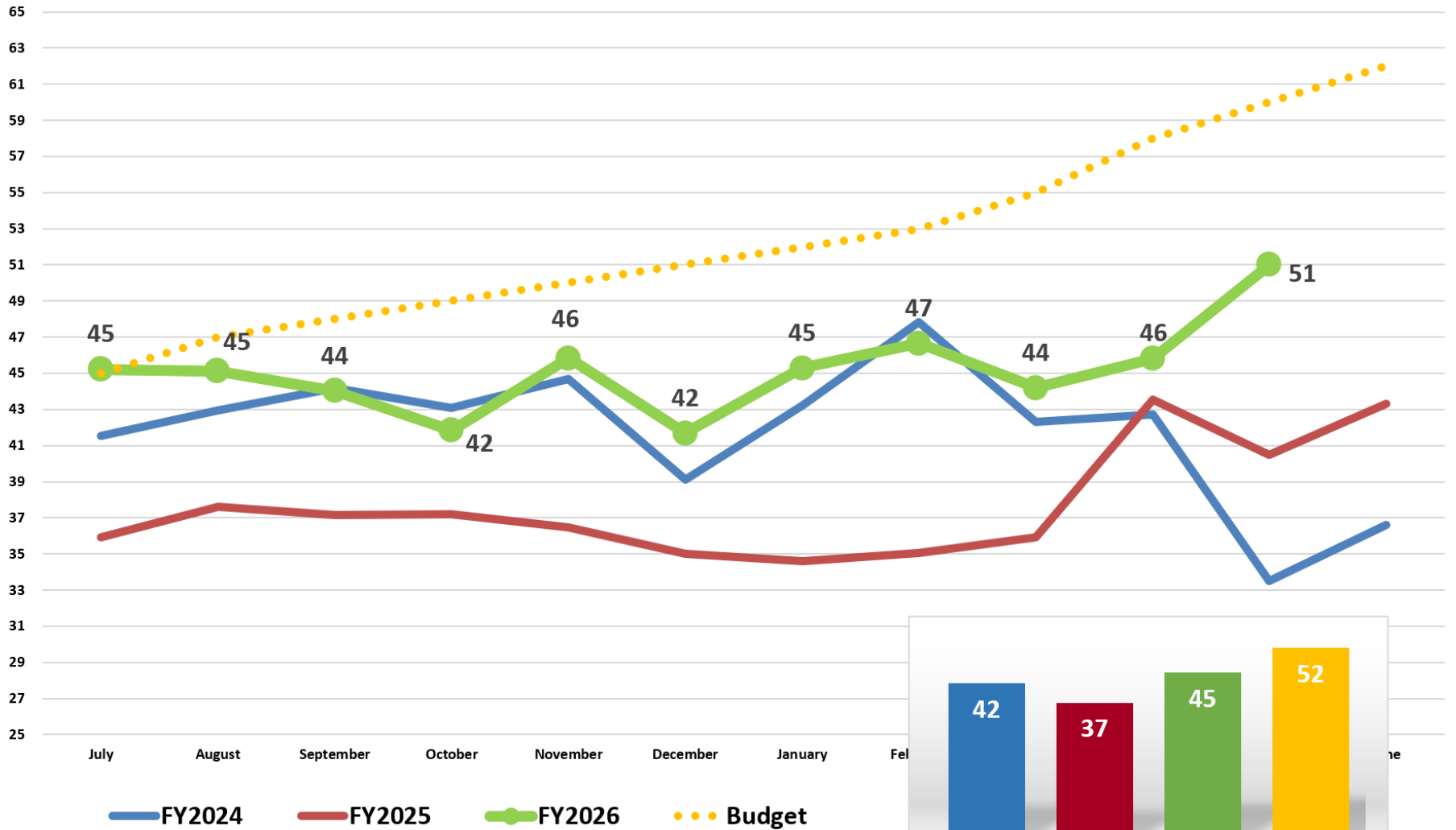
# Average Daily Census



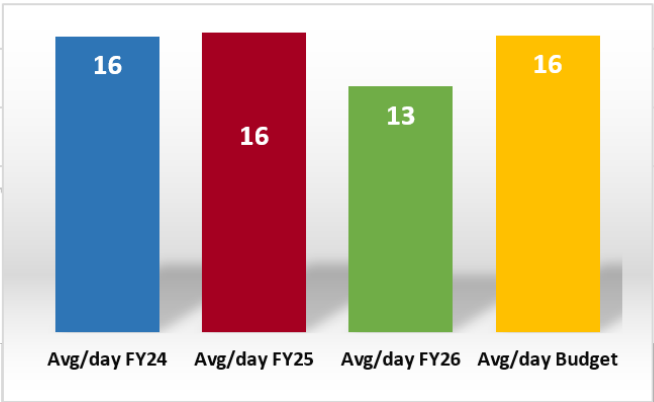
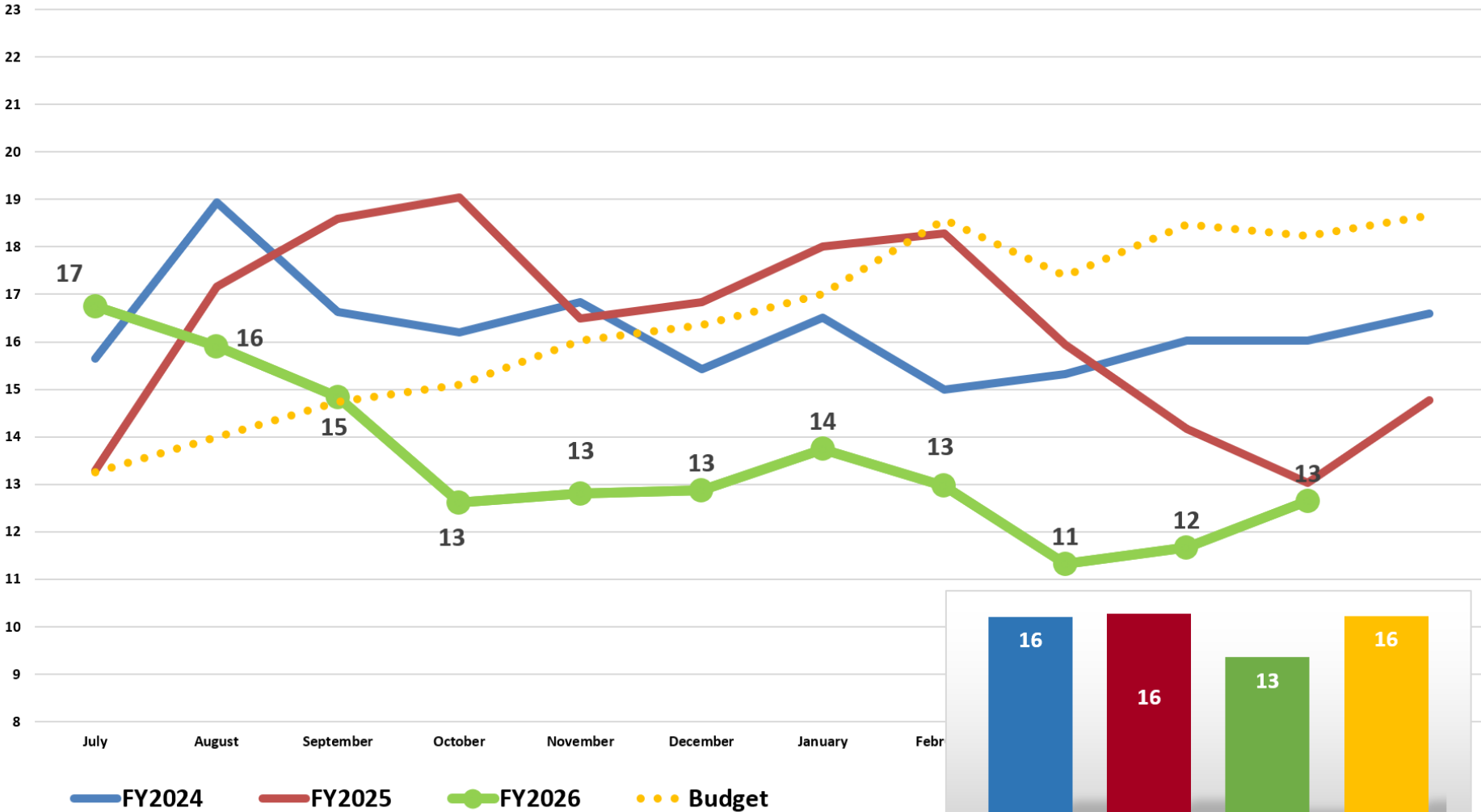
# Medical Center (Avg Patients Per Day)



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



# Nursery - Avg Patients Per Day



# Statistical Results – Fiscal Year Comparison (May)

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

**Average Daily Census**                      **378**                      **415**                      **9.9%**                      **433**                      **(18)**                      **(4.1%)**

**KDHCD Patient Days:**

Medical Center	7,877	8,382	6.4%	8,600	(218)	(2.5%)
Acute I/P Psych	1,255	1,581	26.0%	1,860	(279)	(15.0%)
Sub-Acute	852	952	11.7%	923	29	3.1%
Rehab	653	794	21.6%	674	120	17.8%
TCS-Ortho (Short Stay Rehab)	336	400	19.0%	366	34	9.3%
NICU	334	372	11.4%	437	(65)	(14.9%)
Nursery	404	392	(3.0%)	565	(173)	(30.6%)

**Total KDHCD Patient Days**                      **11,711**                      **12,873**                      **9.9%**                      **13,425**                      **(552)**                      **(4.1%)**

**Total Outpatient Volume**                      **64,108**                      **62,000**                      **(3.3%)**                      **70,744**                      **(8,744)**                      **(12.4%)**

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

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

<b>Average Daily Census</b>	<b>407</b>	<b>402</b>	<b>(1.2%)</b>	<b>428</b>	<b>(26)</b>	<b>(6.1%)</b>
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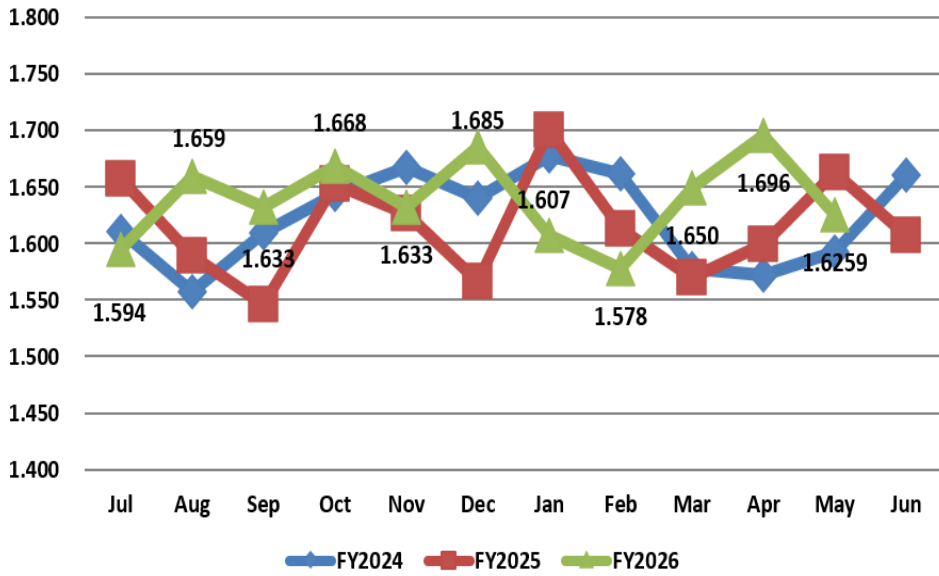
## KDHCD Patient Days:

Medical Center	93,364	88,727	(5.0%)	94,878	(6,151)	(6.5%)
Acute I/P Psych	12,455	15,121	21.4%	17,293	(2,172)	(12.6%)
Sub-Acute	9,883	9,930	0.5%	10,056	(126)	(1.3%)
Rehab	6,841	7,883	15.2%	7,169	714	10.0%
TCS-Ortho (Short Stay Rehab)	3,940	4,500	14.2%	4,232	268	6.3%
NICU	4,320	4,075	(5.7%)	4,359	(284)	(6.5%)
Nursery	5,502	4,513	(18.0%)	5,448	(935)	(17.2%)

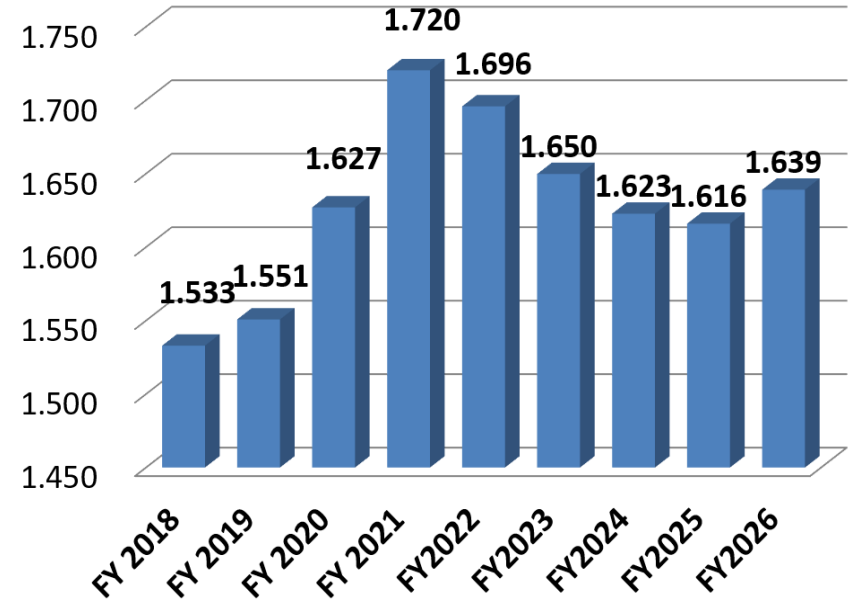
<b>Total KDHCD Patient Days</b>	<b>136,305</b>	<b>134,749</b>	<b>(1.1%)</b>	<b>143,435</b>	<b>(8,686)</b>	<b>(6.1%)</b>
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<b>Total Outpatient Volume</b>	<b>672,352</b>	<b>695,057</b>	<b>3.4%</b>	<b>764,492</b>	<b>(69,435)</b>	<b>(9.1%)</b>
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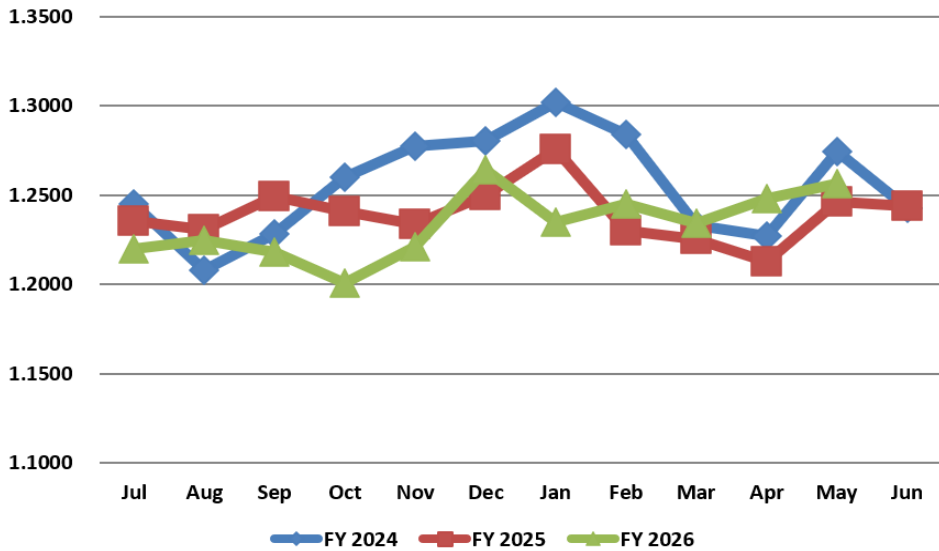
### Case Mix Index w/o Normal Newborns



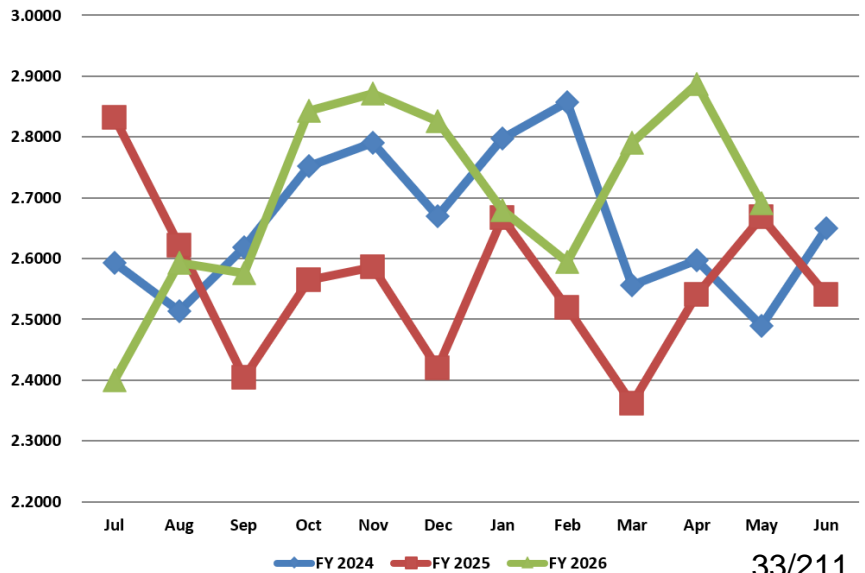
### Case Mix Index w/o Normal Newborns - All



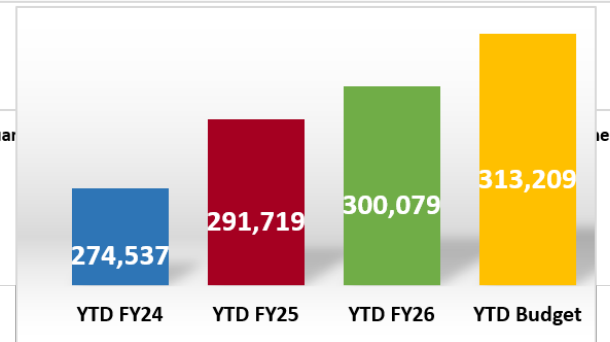
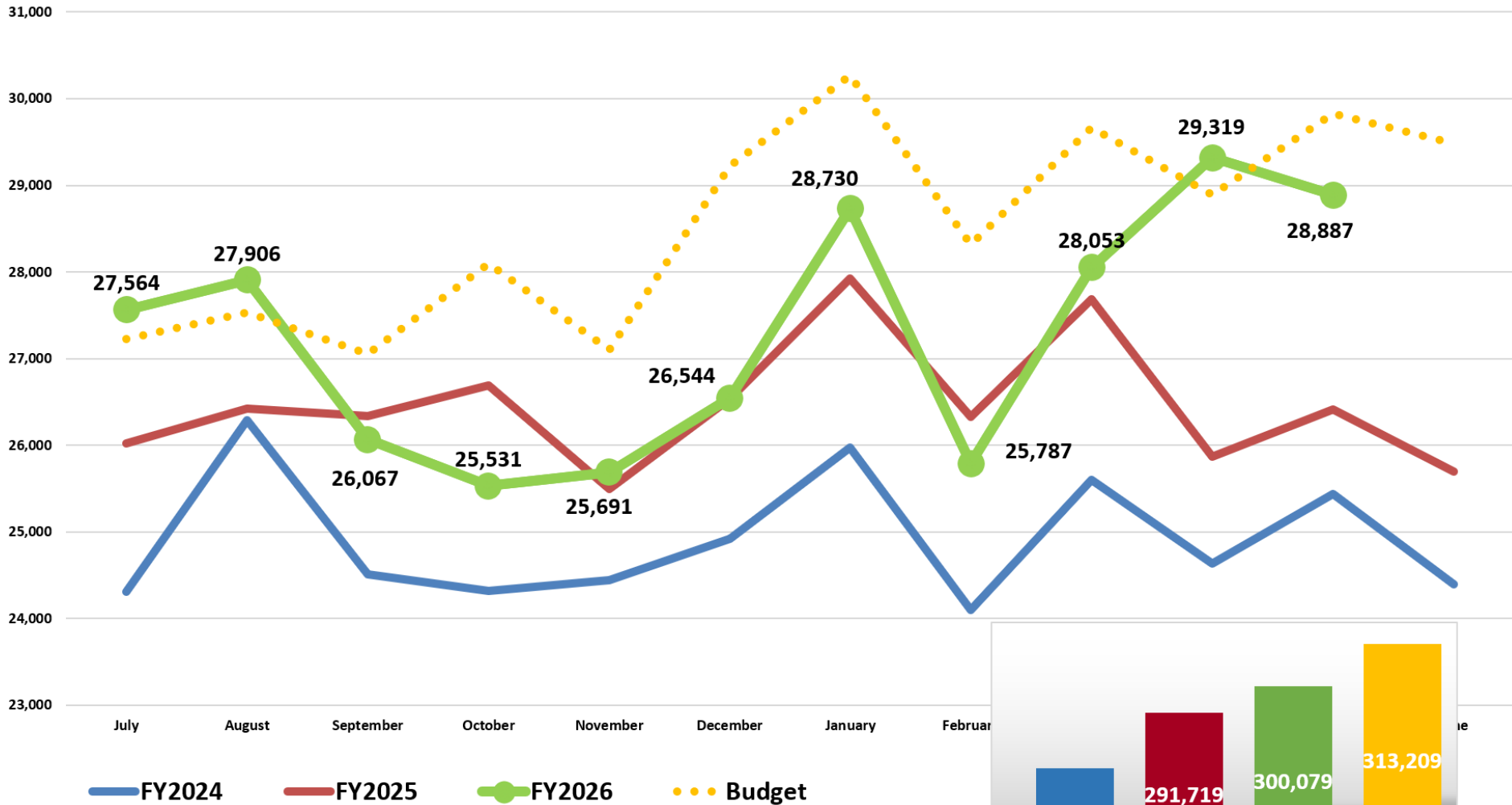
### Case Mix **Medical** w/o Normal Newborns



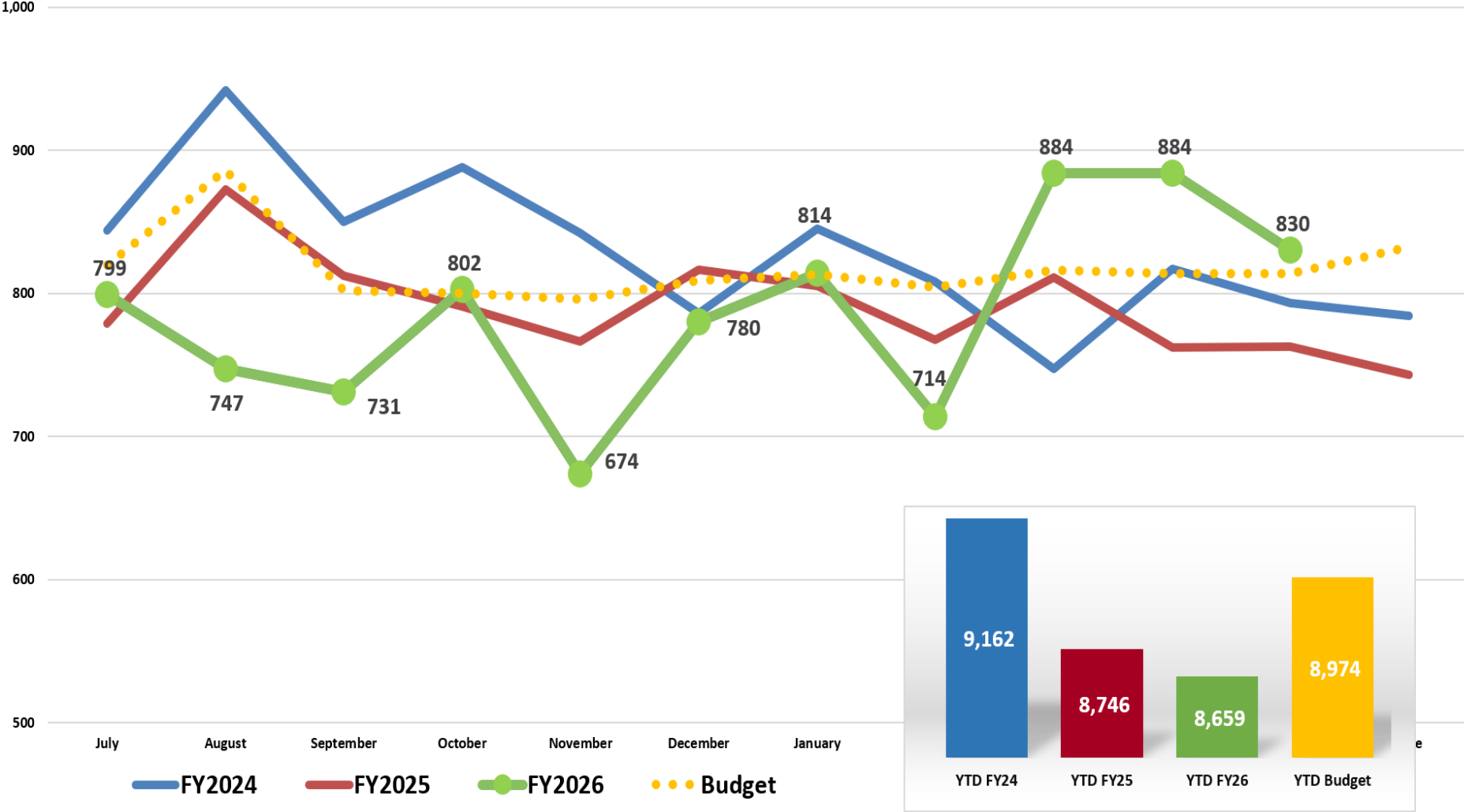
### Case Mix Index **Surgical** w/o Normal Newborns



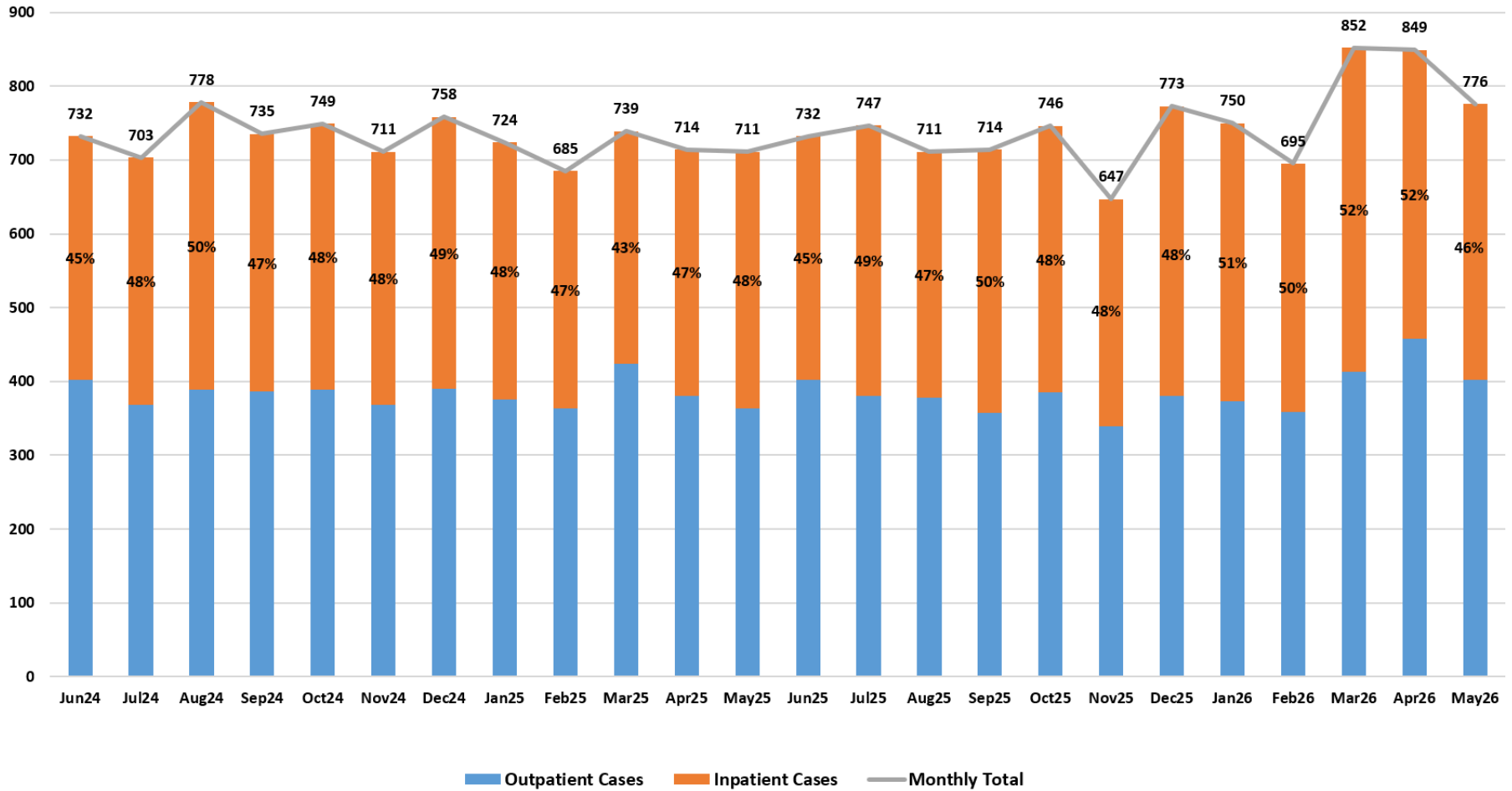
# Adjusted Patient Days



# Surgery (IP & OP) – 100 Min Units

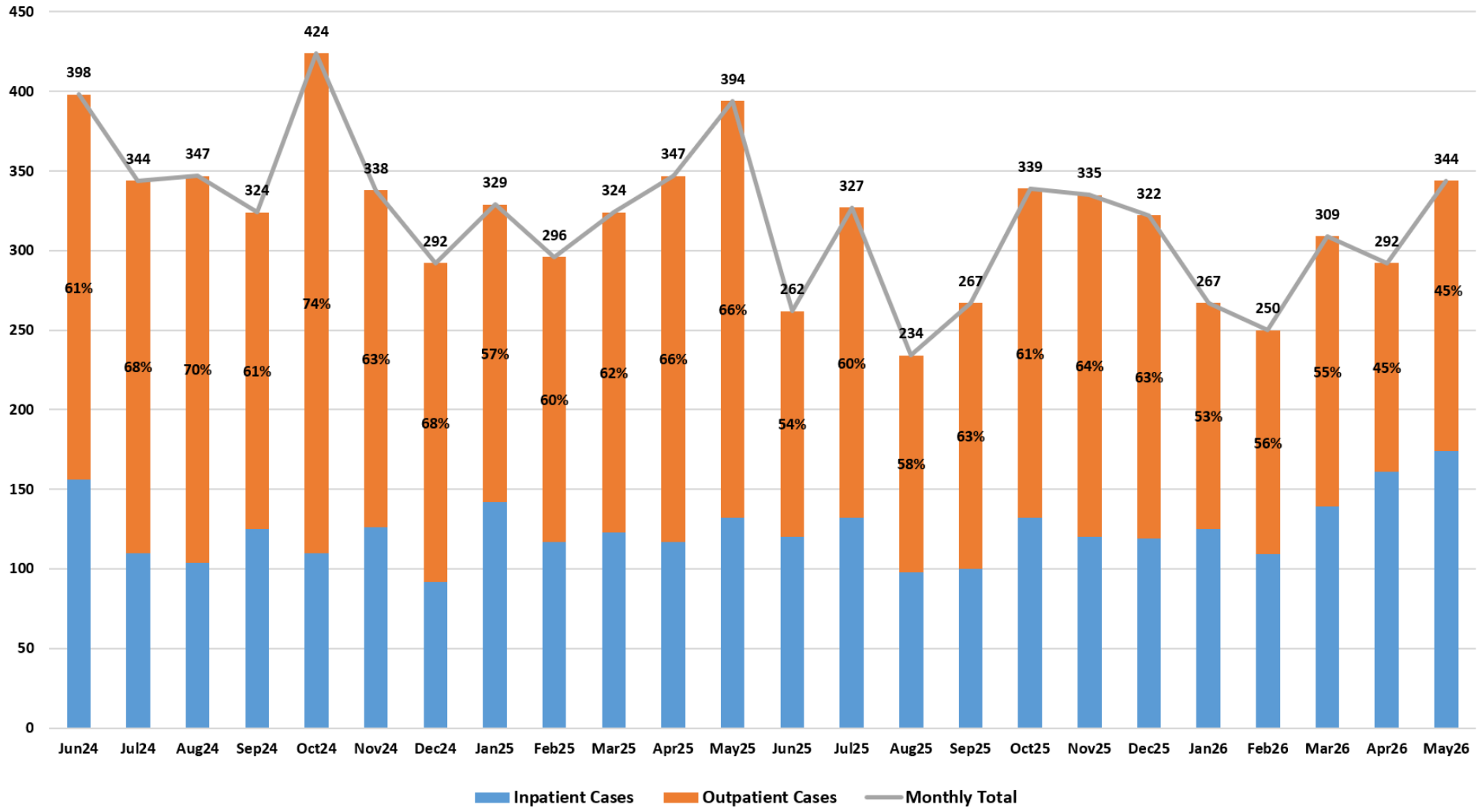


# Surgery Cases (IP & OP)

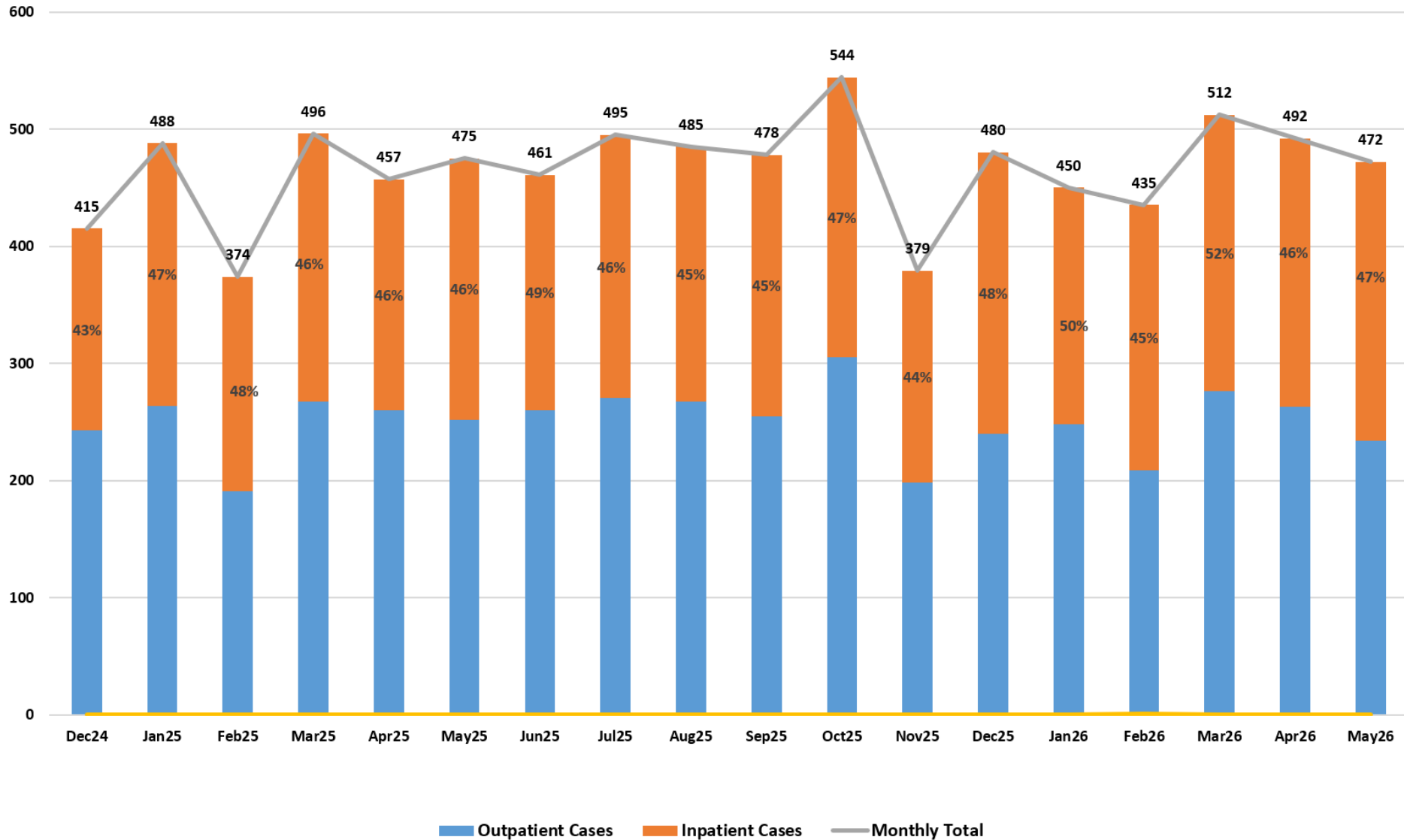




# Endo Cases (Suites A & B and OR )



# Cath Lab Patients (IP & OP)



# Other Statistical Results – Prior Year/Budget Comparison (May)

	Actual Results				Budget	Budget Variance	
	May25	May26	Change	% Change	May26	Change	% Change
All O/P Rehab Svcs Across District	20,868	21,754	886	4.2%	20,596	1,158	5.6%
Physical & Other Therapy Units (I/P & O/P)	18,543	19,290	747	4.0%	20,235	(945)	(4.7%)
Radiology - CT - All Areas	5,084	5,570	486	9.6%	4,861	709	14.6%
Radiology - MRI - All Areas	947	1,006	59	6.2%	919	87	9.5%
Radiology - Ultrasound - All Areas	3,250	3,204	(46)	(1.4%)	3,221	(17)	(0.5%)
Radiology - Diagnostic Radiology	9,712	9,677	(35)	(0.4%)	9,587	90	0.9%
Radiology – Main Campus	15,998	16,109	111	0.7%	15,578	531	3.4%
Radiology - Ultrasound - Main Campus	2,526	2,291	(235)	(9.3%)	2,350	(59)	(2.5%)
West Campus - Diagnostic Radiology	1,307	1,428	121	9.3%	1,195	233	19.5%
West Campus - CT Scan	518	523	5	1.0%	515	8	1.6%
West Campus - MRI	446	484	38	8.5%	430	54	12.7%
West Campus - Ultrasound	724	913	189	26.1%	871	42	4.8%
West Campus - Breast Center	1,298	2,092	794	61.2%	1,599	493	30.9%
Med Onc Visalia Treatments	1,095	1,728	633	57.8%	1,260	468	37.1%
Rad Onc Visalia Treatments	1,502	1,991	489	32.6%	1,616	375	23.2%
Rad Onc Hanford Treatments	238	180	(58)	(24.4%)	220	(40)	(18.2%)

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

	YTD Actual Results				Budget	Budget Variance	
	YTD May 26	YTD May 26	Change	% Change	YTD May 26	Change	% Change
All O/P Rehab Svcs Across District	227,777	223,047	(4,730)	(2.1%)	231,278	(8,231)	(3.6%)
Physical & Other Therapy Units (I/P & O/P)	202,906	211,531	8,625	4.3%	218,335	(6,804)	(3.1%)
Radiology - CT - All Areas	51,977	57,836	5,859	11.3%	50,509	7,327	14.5%
Radiology - MRI - All Areas	9,638	10,188	550	5.7%	9,641	547	5.7%
Radiology - Ultrasound - All Areas	33,554	33,828	274	0.8%	33,361	467	1.4%
Radiology - Diagnostic Radiology	106,547	106,615	68	0.1%	107,459	(844)	(0.8%)
Radiology – Main Campus	170,823	172,983	2,160	1.3%	168,636	4,347	2.6%
Radiology - Ultrasound - Main Campus	26,219	24,203	(2,016)	(7.7%)	23,860	343	1.4%
West Campus - Diagnostic Radiology	13,406	14,787	1,381	10.3%	12,787	2,000	15.6%
West Campus - CT Scan	5,538	6,385	847	15.3%	5,392	993	18.4%
West Campus - MRI	4,614	4,687	73	1.6%	4,654	33	0.7%
West Campus - Ultrasound	7,335	9,625	2,290	31.2%	9,501	124	1.3%
West Campus - Breast Center	17,623	19,957	2,334	13.2%	18,106	1,851	10.2%
Med Onc Visalia Treatments	11,872	17,398	5,526	46.5%	12,594	4,804	38.1%
Rad Onc Visalia Treatments	15,268	19,971	4,703	30.8%	16,060	3,911	24.3%
Rad Onc Hanford Treatments	2,534	2,549	15	0.6%	2,627	(78)	(3.0%)

# Other Statistical Results – Prior Year/Budget Comparison (May)

	Actual Results				Budget	Budget Variance	
	May25	May26	Change	% Change	May26	Change	% Change
Rural Health Clinics Registrations	14,657	11,645	(3,012)	(20.5%)	13,328	(1,683)	(12.6%)
RHC Exeter - Registrations	7,141	5,560	(1,581)	(22.1%)	6,471	(911)	(14.1%)
RHC Lindsay - Registrations	1,936	1,609	(327)	(16.9%)	2,070	(461)	(22.3%)
RHC Woodlake - Registrations	1,293	552	(741)	(57.3%)	637	(85)	(13.3%)
RHC Woodlake Valencia - Registrations	0	621	621	0.0%	1,300	(679)	(52.2%)
RHC Dinuba - Registrations	1,612	1,205	(407)	(25.2%)	1,675	(470)	(28.1%)
RHC Tulare - Registrations	2,675	2,098	(577)	(21.6%)	2,475	(377)	(15.2%)
Urgent Care – Court Total Visits	2,694	2,505	(189)	(7.0%)	3,000	(495)	(16.5%)
Urgent Care – Demaree Total Visits	1,666	2,166	500	30.0%	1,950	216	11.1%
KH Medical Clinic - Ben Maddox Visits	918	0	(918)	(100.0%)	-	0	0.0%
KH Medical Clinic - Plaza Visits	249	310	61	24.5%	355	(45)	(12.7%)
KH Willow Specialty Clinic	174	305	131	75.3%	509	(204)	(40.0%)
KH Cardiology Center Visalia Registrations	1,447	2,075	628	43.4%	1,655	420	25.4%
KH Mental Wellness Clinic Visits	380	308	(72)	(18.9%)	370	(62)	(16.8%)
Urology Clinic Visits	256	279	23	9.0%	886	(607)	(68.5%)
Therapy-Wound Care Svcs Encounters	293	317	24	8.2%	359	(42)	(11.7%)

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

	YTD Actual Results				Budget	Budget Variance	
	YTD May 26	YTD May 26	Change	% Change	YTD May 26	Change	% Change
Rural Health Clinics Registrations	150,749	134,842	(15,907)	(10.6%)	151,391	(16,549)	(10.9%)
RHC Exeter - Registrations	71,812	64,128	(7,684)	(10.7%)	73,679	(9,551)	(13.0%)
RHC Lindsay - Registrations	20,602	18,741	(1,861)	(9.0%)	23,080	(4,339)	(18.8%)
RHC Woodlake - Registrations	14,678	6,444	(8,234)	(56.1%)	7,379	(935)	(12.7%)
RHC Woodlake Valencia - Registrations	0	6,867	6,867	0.0%	10,598	(3,731)	(35.2%)
RHC Dinuba - Registrations	16,985	15,532	(1,453)	(8.6%)	18,925	(3,393)	(17.9%)
RHC Tulare - Registrations	26,672	23,130	(3,542)	(13.3%)	28,328	(5,198)	(18.3%)
Urgent Care – Court Total Visits	28,014	27,937	(77)	(0.3%)	32,600	(4,663)	(14.3%)
Urgent Care – Demaree Total Visits	17,229	22,151	4,922	28.6%	22,200	(49)	(0.2%)
KH Medical Clinic - Ben Maddox Visits	9,148	9,235	87	1.0%	5,500	3,735	67.9%
KH Medical Clinic - Plaza Visits	2,897	2,729	(168)	(5.8%)	3,267	(538)	(16.5%)
KH Willow Specialty Clinic	174	3,878	3,704	2128.7%	5,211	(1,333)	(25.6%)
KH Cardiology Center Visalia Registrations	16,889	17,740	851	5.0%	17,887	(147)	(0.8%)
KH Mental Wellness Clinic Visits	3,328	3,378	50	1.5%	4,170	(792)	(19.0%)
Urology Clinic Visits	3,308	2,444	(864)	(26.1%)	5,913	(3,469)	(58.7%)
Therapy-Wound Care Svcs Encounters	2,327	3,614	1,287	55.3%	3,878	(264)	(6.8%)

# Other Statistical Results – Prior Year/Budget Comparison (May)

	Actual Results				Budget	Budget Variance	
	May25	May26	Change	% Change	May26	Change	% Change
ED - Avg Treated Per Day	283	284	2	0.7%	273	12	4.4%
Surgery (IP & OP) – 100 Min Units	762	830	68	8.9%	814	16	2.0%
Endoscopy Procedures	636	531	(105)	(16.5%)	505	26	5.1%
Cath Lab (IP & OP) - 100 Min Units	379	335	(44)	(11.6%)	357	(22)	(6.2%)
Cardiac Surgery Cases	32	31	(1)	(3.1%)	26	5	18.5%
Deliveries	307	307	0	0.0%	445	(138)	(31.0%)
Clinical Lab	252,804	259,454	6,650	2.6%	273,440	(13,986)	(5.1%)
Reference Lab	6,888	7,972	1,084	15.7%	6,971	1,001	14.4%
Dialysis Center - Visalia Visits	1,470	1,340	(130)	(8.8%)	1,550	(210)	(13.5%)
Infusion Center - Units of Service	492	533	41	8.3%	754	(221)	(29.3%)
Hospice Days	3,942	3,565	(377)	(9.6%)	4,169	(604)	(14.5%)
Home Health Visits	2,881	2,554	(327)	(11.4%)	3,202	(648)	(20.2%)
Home Infusion Days	23,988	23,669	(319)	(1.3%)	21,630	2,039	9.4%

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

	YTD Actual Results				Budget	Budget Variance	
	YTD May 26	YTD May 26	Change	% Change	YTD May 26	Change	% Change
ED - Avg Treated Per Day	264	276	12	4.7%	278	(1)	(0.4%)
Surgery (IP & OP) – 100 Min Units	8,746	8,659	(87)	(1.0%)	8,974	(315)	(3.5%)
Endoscopy Procedures	6,832	5,389	(1,443)	(21.1%)	5,719	(330)	(5.8%)
Cath Lab (IP & OP) - 100 Min Units	3,923	3,814	(109)	(2.8%)	3,968	(154)	(3.9%)
Cardiac Surgery Cases	314	317	3	1.0%	346	(29)	(8.3%)
Deliveries	4,346	3,459	(887)	(20.4%)	4,299	(840)	(19.5%)
Clinical Lab	2,763,840	2,881,817	117,976	4.3%	3,007,835	(126,019)	(4.2%)
Reference Lab	77,302	79,495	2,193	2.8%	75,766	3,729	4.9%
Dialysis Center - Visalia Visits	16,427	15,232	(1,195)	(7.3%)	16,686	(1,454)	(8.7%)
Infusion Center - Units of Service	4,706	6,427	1,721	36.6%	7,427	(1,000)	(13.5%)
Hospice Days	39,307	43,869	4,562	11.6%	44,829	(960)	(2.1%)
Home Health Visits	31,744	30,871	(873)	(2.8%)	33,648	(2,777)	(8.3%)
Home Infusion Days	244,436	259,327	14,891	6.1%	242,053	17,274	7.1%

# May Financial Summary (000's) Budget Comparison

	Comparison to Budget - Month of May			
	Budget May-2026	Actual May-2026	\$ Change	% Change
<b>Operating Revenue</b>				
Net Patient Service Revenue	\$58,036	\$64,663	\$6,627	10.2%
Other Operating Revenue	\$22,072	\$24,591	\$2,519	10.2%
<b>Total Operating Revenue</b>	<b>\$80,109</b>	<b>\$89,254</b>	<b>\$9,146</b>	<b>10.2%</b>
<b>Operating Expenses</b>				
Employment Expenses	\$43,583	\$45,789	\$2,207	4.8%
Other Expenses	\$37,864	\$40,046	\$2,182	5.4%
<b>Total Operating Expenses</b>	<b>\$81,447</b>	<b>\$85,836</b>	<b>\$4,389</b>	<b>5.1%</b>
<b>Operating Margin</b>	<b>(\$1,339)</b>	<b>\$3,419</b>	<b>\$4,757</b>	
Nonoperating Revenue (Loss)	\$860	\$1,299	\$439	
<b>Excess Margin</b>	<b>(\$479)</b>	<b>\$4,717</b>	<b>\$5,196</b>	

# May Financial Summary (000's) Prior Year Comparison

	Comparison to Prior Year - Month of May			
	Actual May-2025	Actual May-2026	\$ Change	% Change
<b>Operating Revenue</b>				
Net Patient Service Revenue	\$56,648	\$64,663	\$8,015	12.4%
Other Operating Revenue	\$20,167	\$24,591	\$4,424	18.0%
<b>Total Operating Revenue</b>	<b>\$76,815</b>	<b>\$89,254</b>	<b>\$12,439</b>	<b>13.9%</b>
<b>Operating Expenses</b>				
Employment Expenses	\$46,037	\$45,789	(\$248)	-0.5%
Other Expenses	\$38,656	\$40,046	\$1,391	3.5%
<b>Total Operating Expenses</b>	<b>\$84,693</b>	<b>\$85,836</b>	<b>\$1,143</b>	<b>1.3%</b>
<b>Operating Margin</b>	<b>(\$7,878)</b>	<b>\$3,419</b>	<b>\$11,297</b>	
Nonoperating Revenue (Loss)	\$955	\$1,299	\$344	
<b>Excess Margin</b>	<b>(\$6,923)</b>	<b>\$4,717</b>	<b>\$11,640</b>	

# Year to Date Financial Summary (000's)

	Comparison to Budget - YTD May			
	Budget YTD May-2026	Actual YTD May-2026	\$ Change	% Change
<b>Operating Revenue</b>				
Net Patient Service Revenue	\$631,579	\$644,040	\$12,461	1.9%
Other Operating Revenue	\$240,944	\$248,863	\$7,919	3.2%
<b>Total Operating Revenue</b>	<b>\$872,524</b>	<b>\$892,903</b>	<b>\$20,380</b>	<b>2.3%</b>
<b>Operating Expenses</b>				
Employment Expenses	\$470,229	\$479,350	\$9,121	1.9%
Other Expenses	\$410,550	\$419,541	\$8,991	2.1%
<b>Total Operating Expenses</b>	<b>\$880,779</b>	<b>\$898,891</b>	<b>\$18,112</b>	<b>2.0%</b>
<b>Operating Margin</b>	<b>(\$8,256)</b>	<b>(\$5,988)</b>	<b>\$2,268</b>	
Nonoperating Revenue (Loss)	\$9,609	\$12,442	\$2,833	
<b>Excess Margin</b>	<b>\$1,353</b>	<b>\$6,454</b>	<b>\$5,101</b>	

# May Financial Comparison (000's)

Comparison to Budget - Month of May			
Budget May-2026	Actual May-2026	\$ Change	% Change

Comparison to Prior Year - Month of May			
Actual May-2025	Actual May-2026	\$ Change	% Change

## Operating Revenue

Net Patient Service Revenue	\$58,036	\$64,663	\$6,627	10.2%	\$56,648	\$64,663	\$8,015	12.4%
Supplemental Gov't Programs	\$9,727	\$8,538	(\$1,189)	-13.9%	\$7,003	\$8,538	\$1,535	18.0%
Prime Program	\$631	\$3,512	\$2,881	82.0%	\$792	\$3,512	\$2,720	77.5%
Premium Revenue	\$7,415	\$8,050	\$634	7.9%	\$7,829	\$8,050	\$221	2.7%
Other Revenue	\$4,300	\$4,492	\$192	4.3%	\$4,543	\$4,492	(\$52)	-1.2%
Other Operating Revenue	\$22,072	\$24,591	\$2,519	10.2%	\$20,167	\$24,591	\$4,424	18.0%
<b>Total Operating Revenue</b>	<b>\$80,109</b>	<b>\$89,254</b>	<b>\$9,146</b>	<b>10.2%</b>	<b>\$76,815</b>	<b>\$89,254</b>	<b>\$12,439</b>	<b>13.9%</b>

## Operating Expenses

Salaries & Wages	\$35,028	\$35,733	\$706	2.0%	\$33,875	\$35,733	\$1,858	5.2%
Contract Labor	\$1,102	\$1,999	\$898	44.9%	\$3,039	\$1,999	(\$1,040)	-52.0%
Employee Benefits	\$7,454	\$8,057	\$603	7.5%	\$9,123	\$8,057	(\$1,066)	-13.2%
<b>Total Employment Expenses</b>	<b>\$43,583</b>	<b>\$45,789</b>	<b>\$2,207</b>	<b>4.8%</b>	<b>\$46,037</b>	<b>\$45,789</b>	<b>(\$248)</b>	<b>-0.5%</b>

Medical & Other Supplies	\$14,503	\$15,145	\$642	4.2%	\$14,594	\$15,145	\$550	3.6%
Physician Fees	\$7,584	\$8,297	\$713	8.6%	\$7,567	\$8,297	\$730	8.8%
Purchased Services	\$1,971	\$2,267	\$296	13.0%	\$2,051	\$2,267	\$216	9.5%
Repairs & Maintenance	\$2,544	\$2,144	(\$400)	-18.7%	\$2,095	\$2,144	\$48	2.2%
Utilities	\$953	\$766	(\$187)	-24.4%	\$944	\$766	(\$178)	-23.2%
Rents & Leases	\$133	\$178	\$45	25.4%	\$205	\$178	(\$26)	-14.8%
Depreciation & Amortization	\$3,505	\$3,646	\$141	3.9%	\$3,751	\$3,646	(\$105)	-2.9%
Interest Expense	\$572	\$582	\$9	1.6%	\$593	\$582	(\$12)	-2.0%
Other Expense	\$2,327	\$2,544	\$217	8.5%	\$2,001	\$2,544	\$544	21.4%
Humana Cap Plan Expenses	\$3,771	\$4,477	\$706	15.8%	\$4,854	\$4,477	(\$376)	-8.4%
<b>Total Other Expenses</b>	<b>\$37,864</b>	<b>\$40,046</b>	<b>\$2,182</b>	<b>5.4%</b>	<b>\$38,656</b>	<b>\$40,046</b>	<b>\$1,391</b>	<b>3.5%</b>

<b>Total Operating Expenses</b>	<b>\$81,447</b>	<b>\$85,836</b>	<b>\$4,389</b>	<b>5.1%</b>	<b>\$84,693</b>	<b>\$85,836</b>	<b>\$1,143</b>	<b>1.3%</b>
<b>Operating Margin</b>	<b>(\$1,339)</b>	<b>\$3,419</b>	<b>\$4,757</b>		<b>(\$7,878)</b>	<b>\$3,419</b>	<b>\$11,297</b>	
<b>Stimulus/FEMA</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Operating Margin after Stimulus/FEMA</b>	<b>(\$1,339)</b>	<b>\$3,419</b>	<b>\$4,757</b>		<b>(\$7,878)</b>	<b>\$3,419</b>	<b>\$11,297</b>	
Nonoperating Revenue (Loss)	\$860	\$1,299	\$439		\$955	\$1,299	\$344	
<b>Excess Margin</b>	<b>(\$479)</b>	<b>\$4,717</b>	<b>\$5,196</b>		<b>(\$6,923)</b>	<b>\$4,717</b>	<b>\$11,640</b>	

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

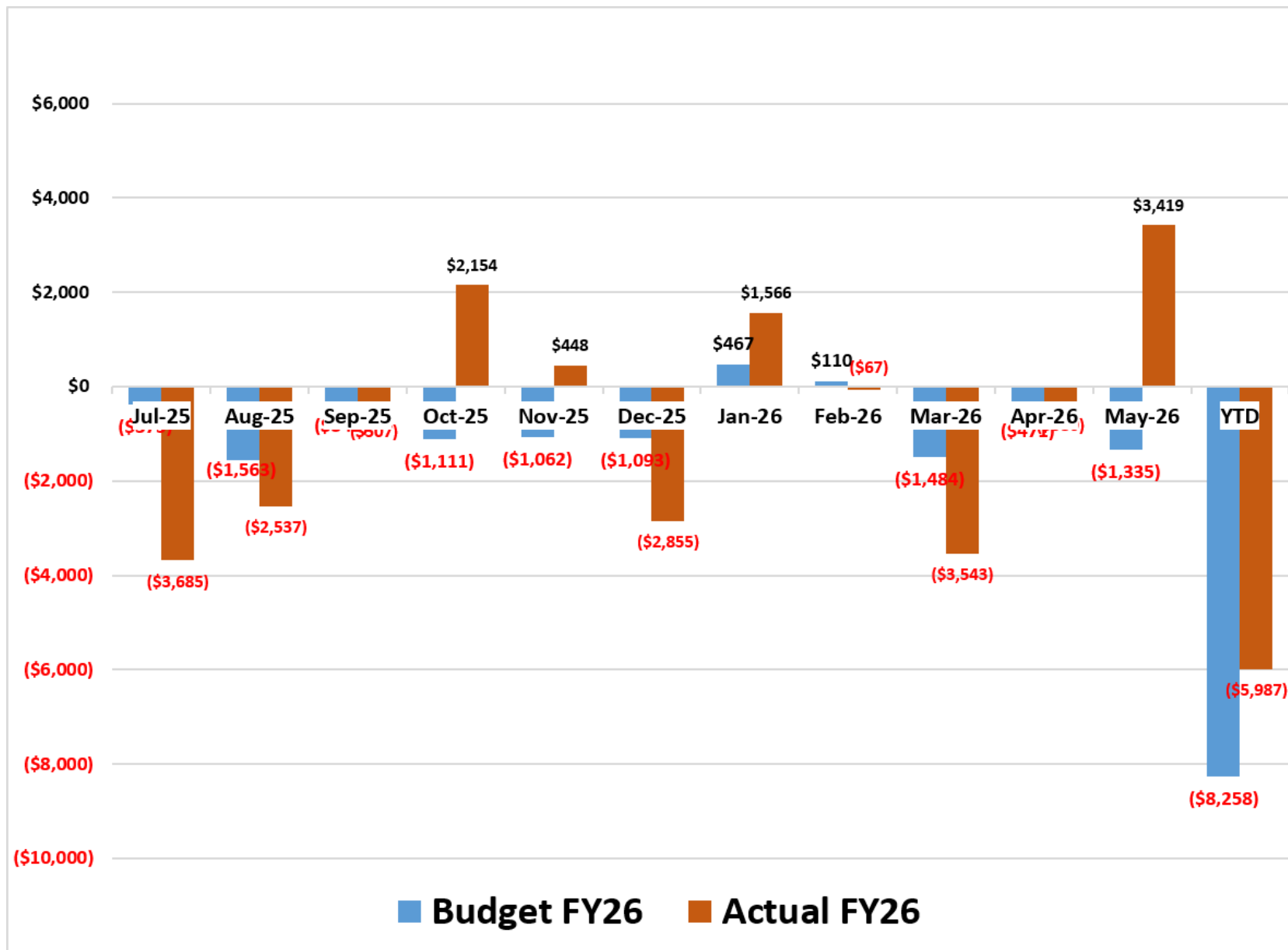
	Comparison to Budget - YTD May				Comparison to Prior Year - YTD May			
	Budget YTD May-2026	Actual YTD May-2026	\$ Change	% Change	Actual YTD May-2025	Actual YTD May-2026	\$ Change	% Change
<b>Operating Revenue</b>								
Net Patient Service Revenue	\$631,579	\$644,040	\$12,461	1.9%	\$604,430	\$644,040	\$39,610	6.2%
Supplemental Gov't Programs	\$106,992	\$103,288	(\$3,704)	-3.6%	\$78,332	\$103,288	\$24,956	24.2%
Prime Program	\$6,937	\$9,819	\$2,881	29.3%	\$13,470	\$9,819	(\$3,651)	-37.2%
Premium Revenue	\$79,447	\$81,783	\$2,335	2.9%	\$78,740	\$81,783	\$3,042	3.7%
Management Services Revenue	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Other Revenue	\$47,568	\$53,974	\$6,406	11.9%	\$46,650	\$53,974	\$7,324	13.6%
Other Operating Revenue	\$240,944	\$248,863	\$7,919	3.2%	\$217,193	\$248,863	\$31,670	12.7%
<b>Total Operating Revenue</b>	<b>\$872,524</b>	<b>\$892,903</b>	<b>\$20,380</b>	<b>2.3%</b>	<b>\$821,623</b>	<b>\$892,903</b>	<b>\$71,281</b>	<b>8.0%</b>
<b>Operating Expenses</b>								
Salaries & Wages	\$370,815	\$373,838	\$3,023	0.8%	\$354,525	\$373,838	\$19,313	5.2%
Contract Labor	\$19,648	\$21,610	\$1,962	9.1%	\$21,851	\$21,610	(\$240)	-1.1%
Employee Benefits	\$79,766	\$83,902	\$4,136	4.9%	\$74,933	\$83,902	\$8,969	10.7%
<b>Total Employment Expenses</b>	<b>\$470,229</b>	<b>\$479,350</b>	<b>\$9,121</b>	<b>1.9%</b>	<b>\$451,308</b>	<b>\$479,350</b>	<b>\$28,042</b>	<b>5.9%</b>
Medical & Other Supplies	\$156,094	\$163,576	\$7,482	4.6%	\$152,660	\$163,576	\$10,916	6.7%
Physician Fees	\$83,034	\$88,278	\$5,244	5.9%	\$80,937	\$88,278	\$7,341	8.3%
Purchased Services	\$21,045	\$22,191	\$1,147	5.2%	\$18,867	\$22,191	\$3,325	15.0%
Repairs & Maintenance	\$27,486	\$24,427	(\$3,059)	-12.5%	\$23,725	\$24,427	\$702	2.9%
Utilities	\$10,668	\$9,622	(\$1,046)	-10.9%	\$10,289	\$9,622	(\$666)	-6.9%
Rents & Leases	\$1,523	\$1,771	\$248	14.0%	\$1,586	\$1,771	\$185	10.5%
Depreciation & Amortization	\$38,539	\$36,830	(\$1,709)	-4.6%	\$36,075	\$36,830	\$756	2.1%
Interest Expense	\$6,185	\$6,404	\$219	3.4%	\$6,535	\$6,404	(\$131)	-2.0%
Other Expense	\$25,221	\$25,093	(\$128)	-0.5%	\$23,751	\$25,093	\$1,342	5.3%
Humana Cap Plan Expenses	\$40,753	\$41,348	\$595	1.4%	\$42,901	\$41,348	(\$1,553)	-3.8%
<b>Total Other Expenses</b>	<b>\$410,550</b>	<b>\$419,541</b>	<b>\$8,991</b>	<b>2.1%</b>	<b>\$397,325</b>	<b>\$419,541</b>	<b>\$22,216</b>	<b>5.3%</b>
<b>Total Operating Expenses</b>	<b>\$880,779</b>	<b>\$898,891</b>	<b>\$18,112</b>	<b>2.0%</b>	<b>\$848,633</b>	<b>\$898,891</b>	<b>\$50,258</b>	<b>5.6%</b>
<b>Operating Margin</b>	<b>(\$8,256)</b>	<b>(\$5,988)</b>	<b>\$2,268</b>		<b>(\$27,010)</b>	<b>(\$5,988)</b>	<b>\$21,022</b>	
<b>Stimulus/FEMA</b>	<b>\$0</b>	<b>(\$0)</b>	<b>(\$0)</b>		<b>\$48,412</b>	<b>(\$0)</b>	<b>(\$48,412)</b>	
<b>Operating Margin after Stimulus/FEMA</b>	<b>(\$8,256)</b>	<b>(\$5,988)</b>	<b>\$2,268</b>		<b>\$21,402</b>	<b>(\$5,988)</b>	<b>(\$27,390)</b>	
Nonoperating Revenue (Loss)	\$9,609	\$12,442	\$2,833		\$14,374	\$12,442	(\$1,932)	
<b>Excess Margin</b>	<b>\$1,353</b>	<b>\$6,454</b>	<b>\$5,101</b>		<b>\$35,776</b>	<b>\$6,454</b>	<b>(\$29,322)</b>	

# Month of May - Budget Variances

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- **Net Patient Service Revenue:** The favorable budget variance of \$6.6M is primarily due stronger inpatient volume and \$920K from two different out of period adjustments (Cost report and Medical Oncology ).
- **Supplemental Gov't Programs:** The unfavorable budget variance of \$1.1M is primarily due to unanticipated HQAF State legislation – a decrease of 40% which we will experience through the end of the fiscal year.
- **Prime Program:** The prime program performed better than anticipated with actual CY24 payments exceeding budget and CY25 and CY26 estimates anticipating higher than expected results. In May we recognized a \$2.9M adjustment with another \$2.9M to be recognized in June.
- **Contract Labor:** The unfavorable variance of \$898K in May is primarily due to staffing needs in the Emergency Department.

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



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

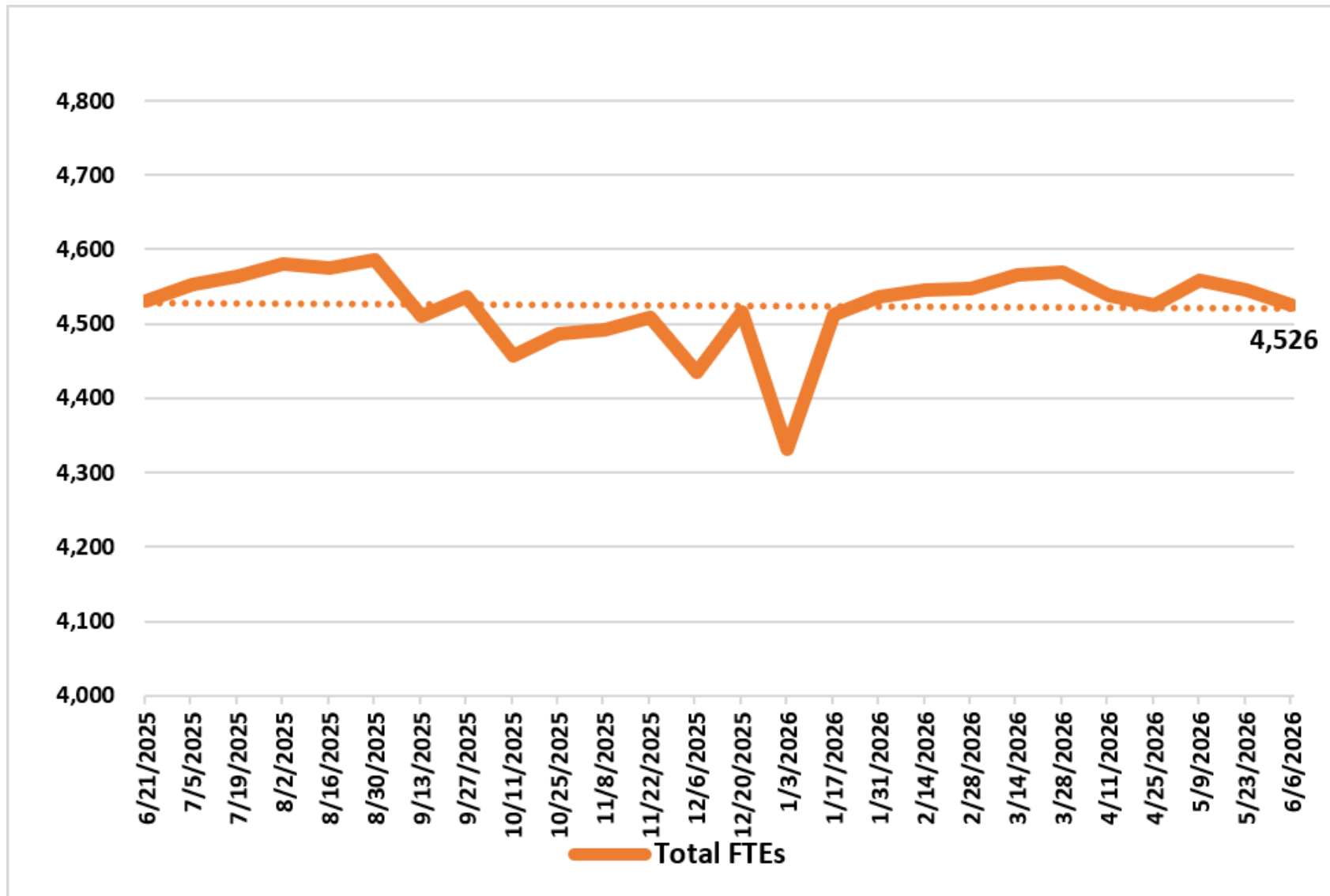
	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	FY 2026
Patient Service Revenue	\$61,063	\$56,876	\$55,676	\$60,513	\$54,599	\$57,753	\$66,284	\$64,663	\$644,040
Other Revenue	\$24,620	\$21,974	\$22,751	\$21,414	\$21,119	\$22,212	\$21,531	\$24,591	\$248,863
<b>Total Operating Revenue</b>	<b>\$85,682</b>	<b>\$78,850</b>	<b>\$78,427</b>	<b>\$81,928</b>	<b>\$75,718</b>	<b>\$79,966</b>	<b>\$87,815</b>	<b>\$89,254</b>	<b>\$892,903</b>
Employee Expense	\$44,735	\$43,893	\$44,400	\$43,089	\$40,711	\$45,084	\$43,166	\$45,789	\$479,350
Other Operating Expense	\$38,793	\$34,509	\$36,883	\$37,272	\$35,074	\$38,424	\$45,030	\$40,046	\$419,541
<b>Total Operating Expenses</b>	<b>\$83,528</b>	<b>\$78,402</b>	<b>\$81,282</b>	<b>\$80,361</b>	<b>\$75,785</b>	<b>\$83,509</b>	<b>\$88,196</b>	<b>\$85,836</b>	<b>\$898,891</b>
<b>Net Operating Margin</b>	<b>\$2,154</b>	<b>\$448</b>	<b>(\$2,855)</b>	<b>\$1,566</b>	<b>(\$67)</b>	<b>(\$3,543)</b>	<b>(\$380)</b>	<b>\$3,419</b>	<b>(\$5,988)</b>
NonOperating Income	\$850	\$1,368	\$1,608	\$1,168	\$1,178	(\$468)	\$1,170	\$1,299	\$12,442
<b>Excess Margin</b>	<b>\$3,004</b>	<b>\$1,816</b>	<b>(\$1,248)</b>	<b>\$2,734</b>	<b>\$1,111</b>	<b>(\$4,011)</b>	<b>\$790</b>	<b>\$4,717</b>	<b>\$6,454</b>

<b>Profitability</b>									
Operating Margin %	2.5%	0.6%	(3.6%)	1.9%	(0.1%)	(4.4%)	(0.4%)	3.8%	(0.7%)
Operating Margin %excl. Int	3.2%	1.3%	(2.9%)	2.6%	0.7%	(3.7%)	0.2%	4.5%	0.0%
Operating EBIDA	\$5,818	\$4,421	\$1,304	\$5,475	\$3,894	\$445	\$3,405	\$7,646	\$37,246
Operating EBIDA Margin	6.8%	5.6%	1.7%	6.7%	5.1%	0.6%	3.9%	8.6%	4.2%

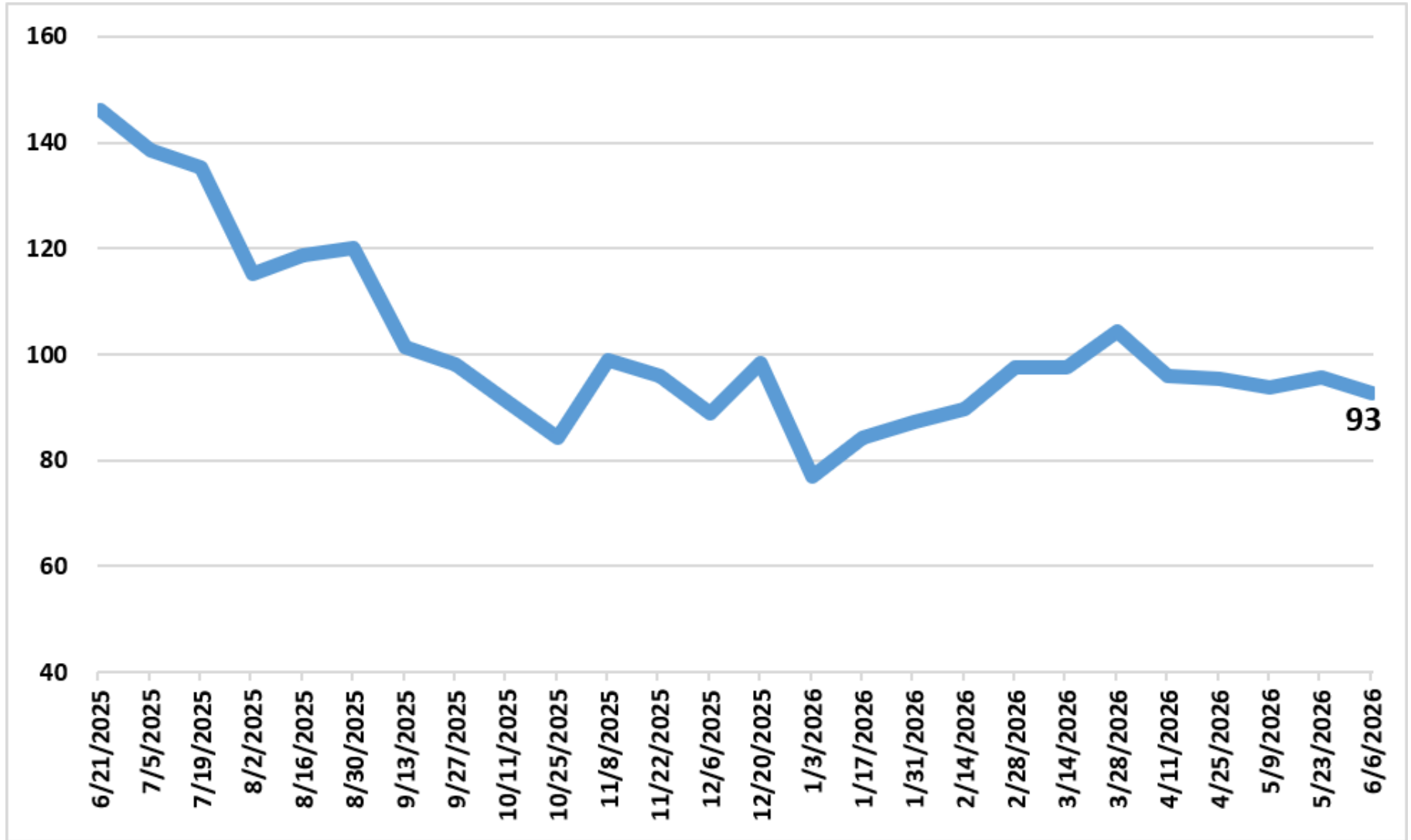
<b>Liquidity Indicators</b>									
Day's Cash on Hand	98.0	93.7	97.1	105.6	113.3	115.1	117.3	112.1	112.1
Day's in Accounts Rec.	67.8	68.2	68.3	73.6	72.5	68.3	68.0	70.7	70.7

<b>Debt &amp; Other Indicators</b>									
Debt Service Coverage (MADS)	1.68	1.88	1.72	1.91	1.97	1.70	1.70	2.00	1.50
Discharges (Monthly)	2,216	2,124	2,377	2,376	2,192	2,185	2,325	2,270	2,253
Adj Discharges (Case mix adj)	8,462	7,409	8,489	8,195	7,410	7,440	9,345	8,282	8,184
Adjusted patient Days (Mo.)	25,531	25,691	26,544	28,730	25,787	28,053	28,053	28,053	27,089
Cost/Adj Discharge	\$9.9	\$10.6	\$9.6	\$9.8	\$10.2	\$11.2	\$9.4	\$10.4	\$ 10.0
Compensation Ratio	73%	77%	80%	71%	75%	78%	65%	71%	74%

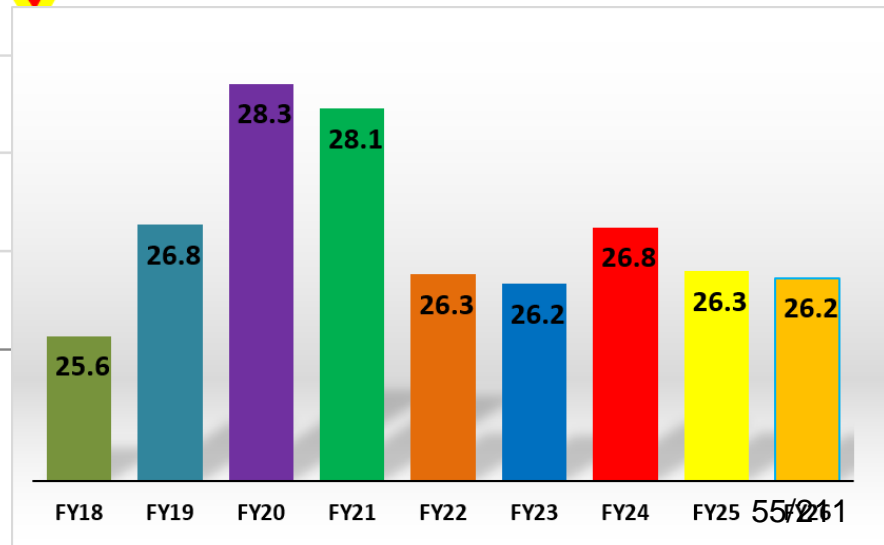
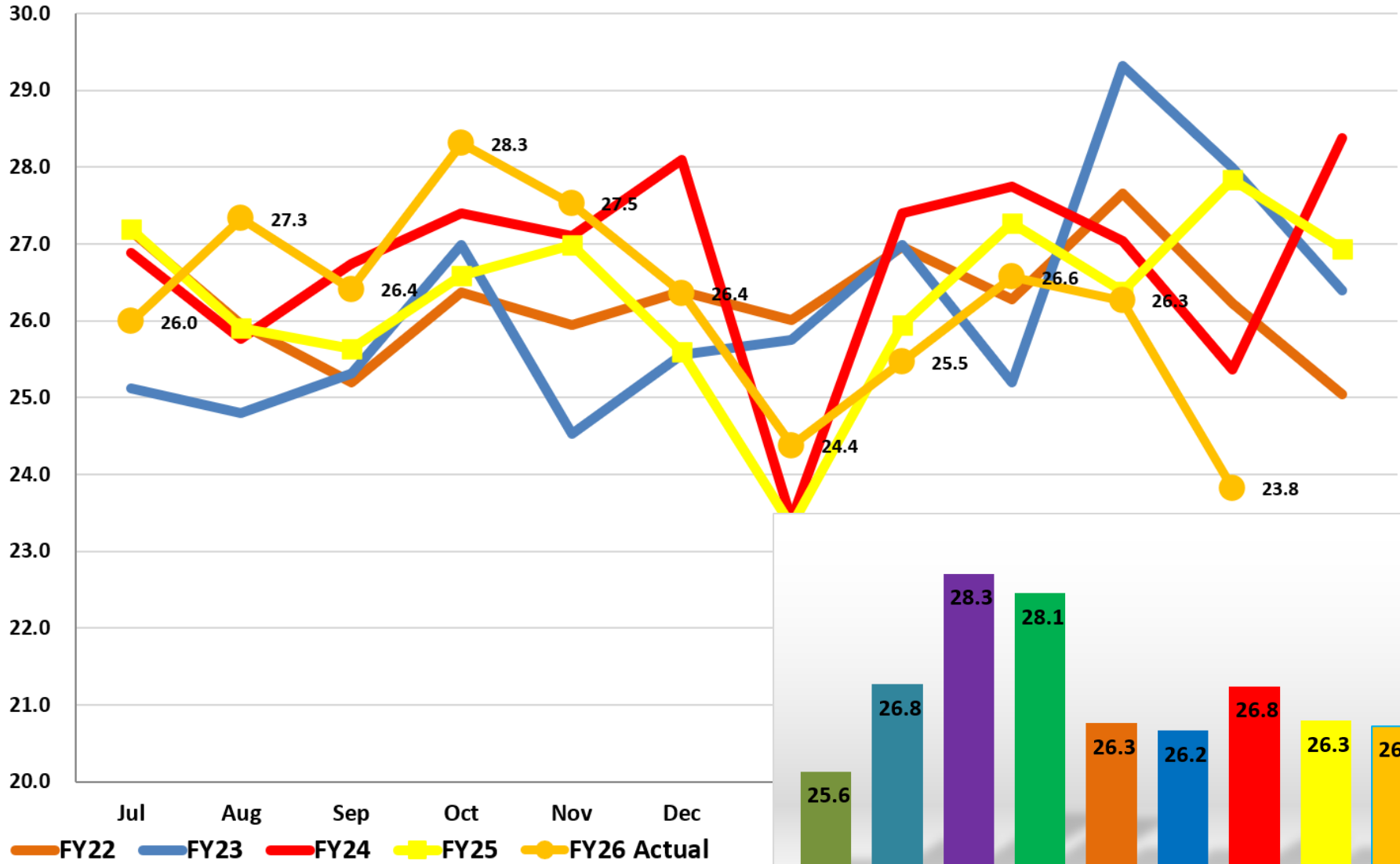
# Total FTEs (includes Contract Labor)



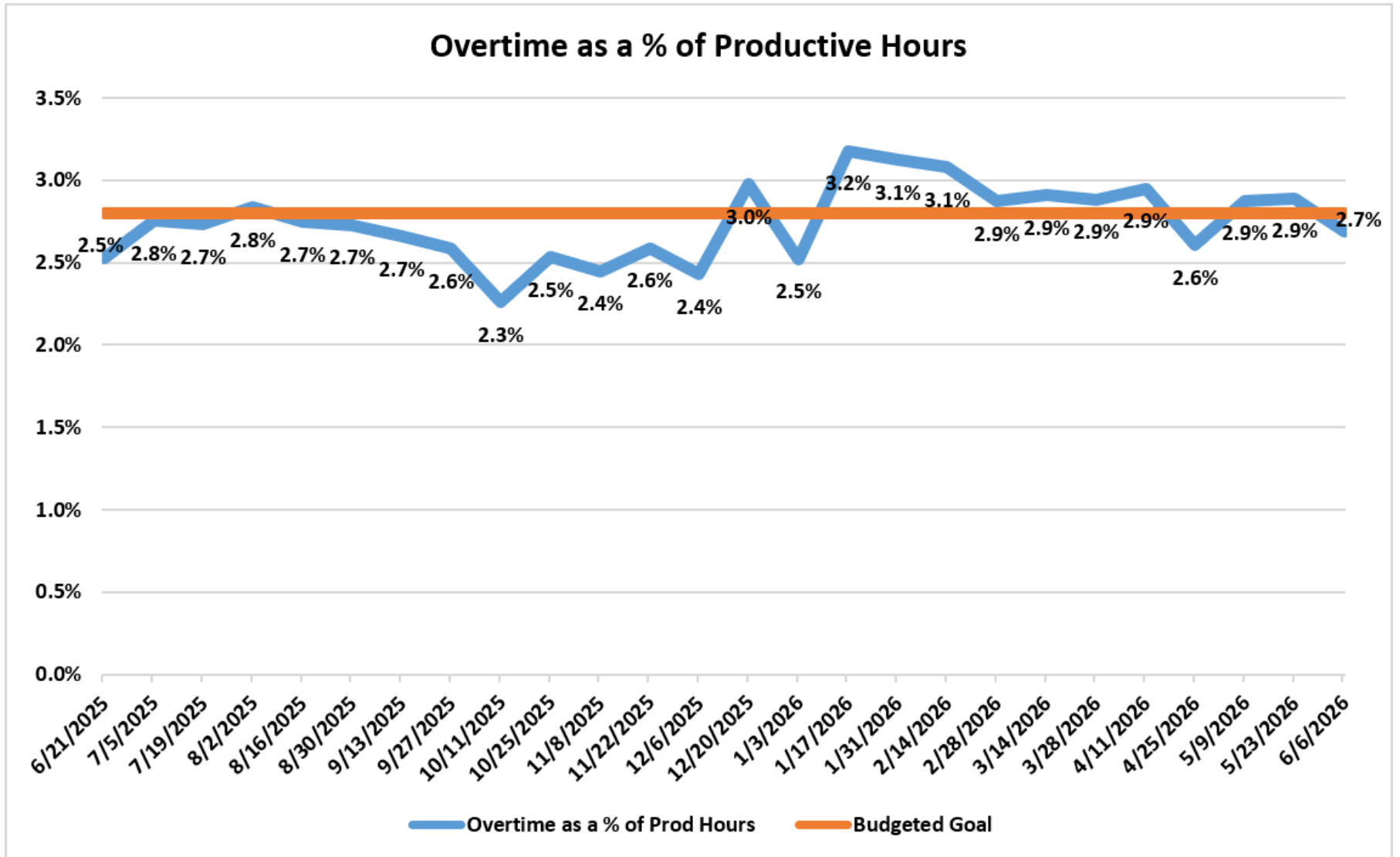
# Contract Labor Full Time Equivalents (FTEs)



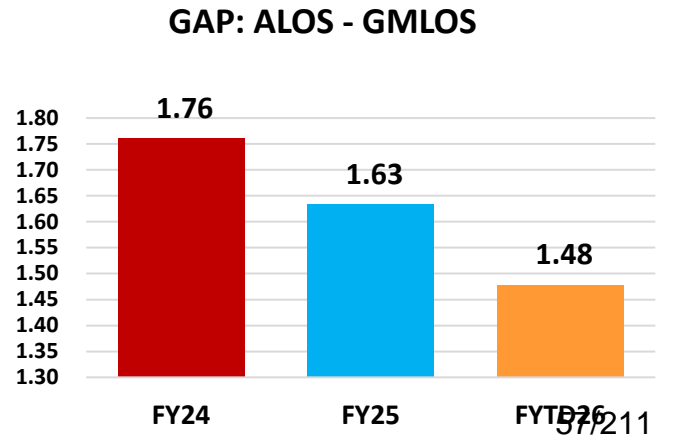
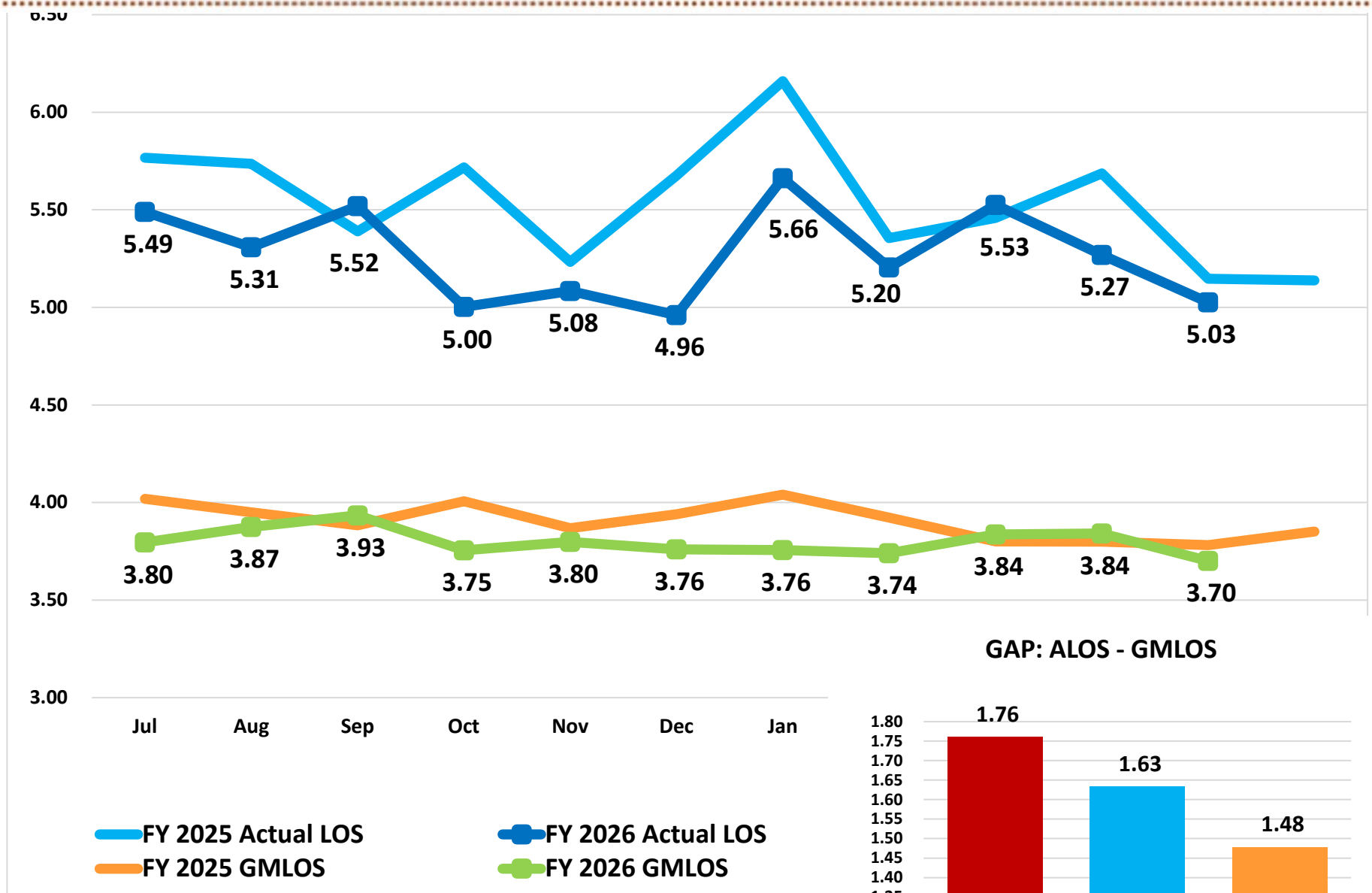
# Productivity Measure : Worked Hours/ Adj. Patient Days



# Overtime as a % of Productive Hours



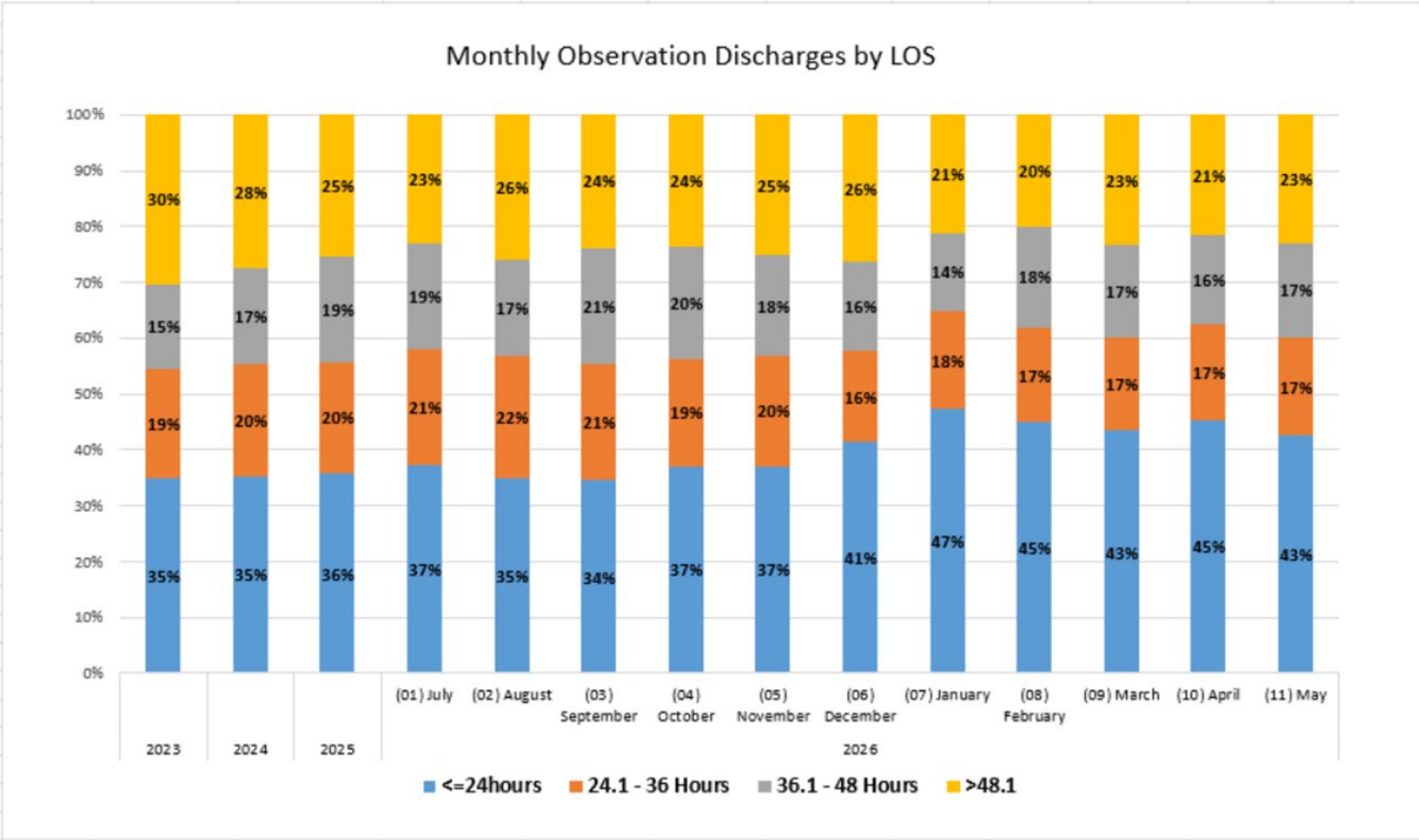
# Average Length of Stay versus National Average (GMLOS)



# Average Length of Stay versus National Average (GMLOS)

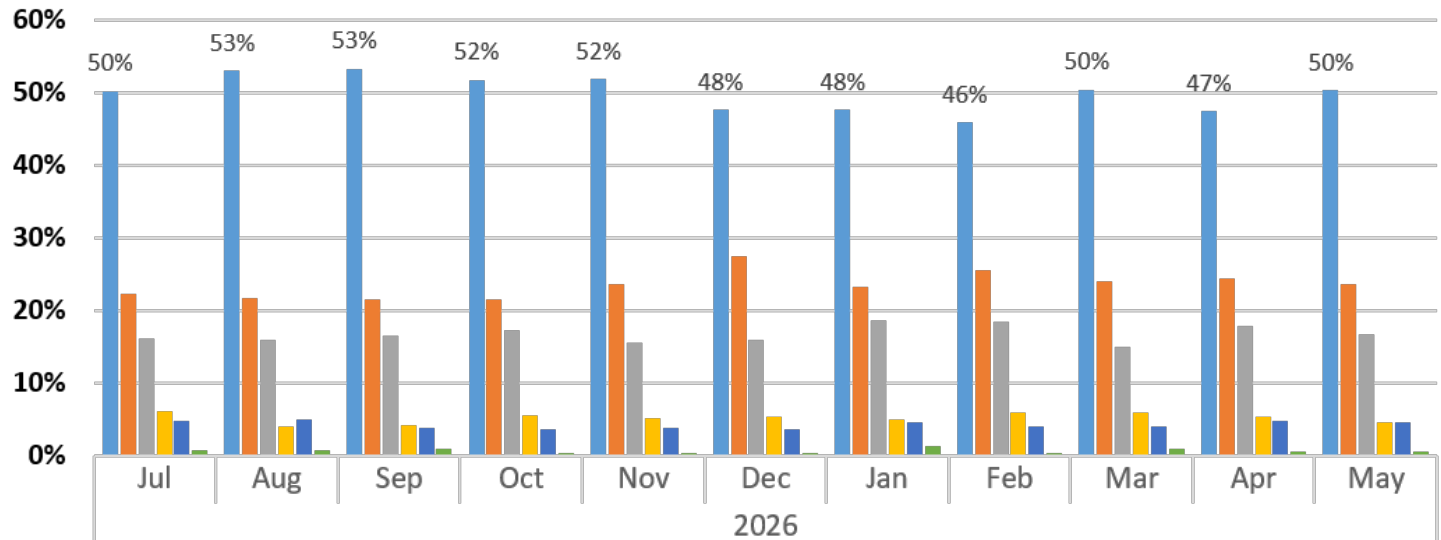
	<b>ALOS</b>	<b>GMLOS</b>	<b>GAP</b>
<b>Jul-24</b>	5.77	4.02	1.75
<b>Aug-24</b>	5.74	3.95	1.79
<b>Sep-24</b>	5.39	3.88	1.51
<b>Oct-24</b>	5.72	4.01	1.71
<b>Nov-24</b>	5.23	3.87	1.36
<b>Dec-24</b>	5.68	3.94	1.74
<b>Jan-25</b>	6.16	4.04	2.12
<b>Feb-25</b>	5.36	3.92	1.43
<b>Mar-25</b>	5.46	3.80	1.66
<b>Apr-25</b>	5.69	3.80	1.89
<b>May-25</b>	5.15	3.78	1.37
<b>Jun-25</b>	5.14	3.85	1.29
<b>Jul-25</b>	5.49	3.80	1.69
<b>Aug-25</b>	5.31	3.87	1.43
<b>Sep-25</b>	5.52	3.93	1.58
<b>Oct-25</b>	5.00	3.75	1.25
<b>Nov-25</b>	5.08	3.80	1.29
<b>Dec-25</b>	4.96	3.76	1.20
<b>Jan-26</b>	5.66	3.76	1.91
<b>Feb-26</b>	5.20	3.74	1.46
<b>Mar-26</b>	5.53	3.84	1.69
<b>Apr-26</b>	5.27	3.84	1.43
<b>May-26</b>	5.03	3.70	1.32

# Trended % of Observation by Length of Stay



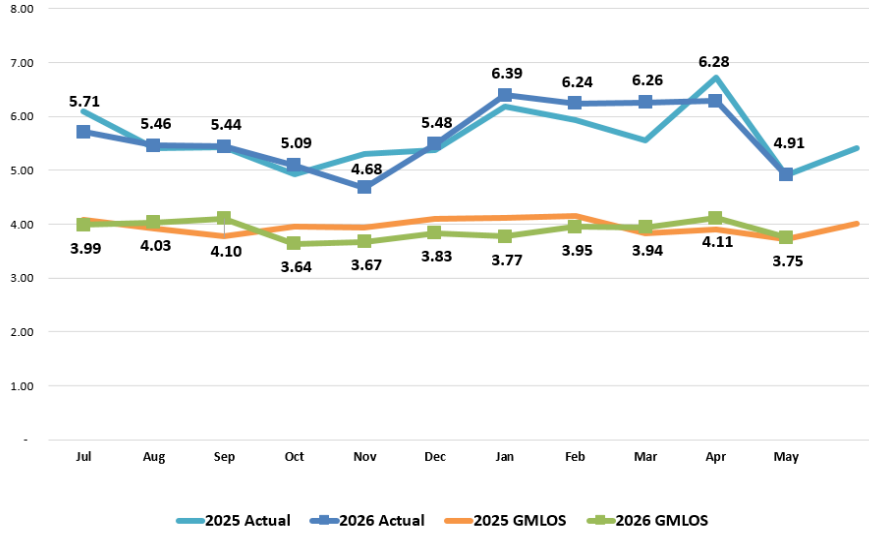
# Average Length of Stay Distribution

## FY26 Overall LOS Distribution

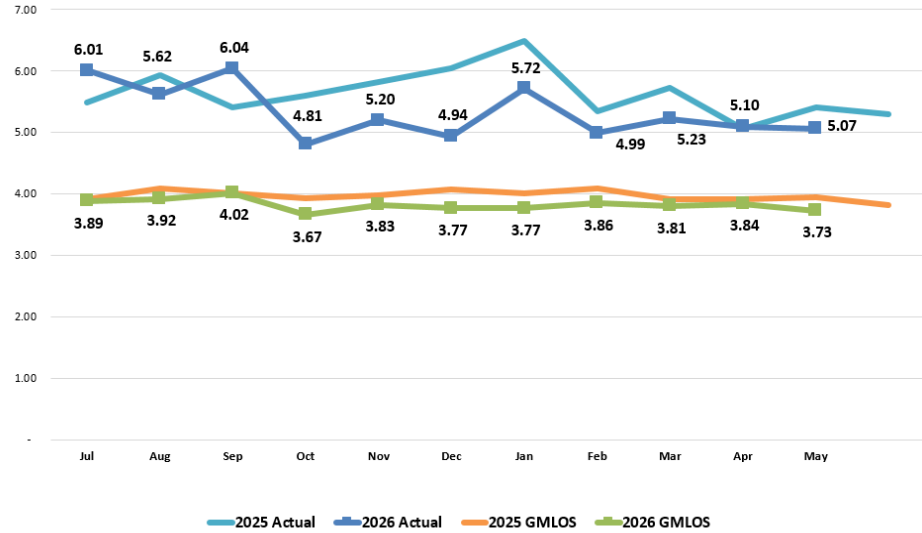


	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
at GMLOS or Better	50%	53%	53%	52%	52%	48%	48%	46%	50%	47%	50%
1-2 days over GMLOS	22%	22%	21%	21%	24%	27%	23%	26%	24%	24%	24%
2-6 days over GMLOS	16%	16%	17%	17%	15%	16%	19%	18%	15%	18%	17%
6-10 days over GMLOS	6%	4%	4%	6%	5%	5%	5%	6%	6%	5%	5%
10-30 days over GMLOS	5%	5%	4%	4%	4%	4%	5%	4%	4%	5%	5%
30+ days over GMLOS	0.6%	0.6%	0.9%	0.4%	0.3%	0.3%	1.3%	0.3%	0.9%	0.5%	0.5%

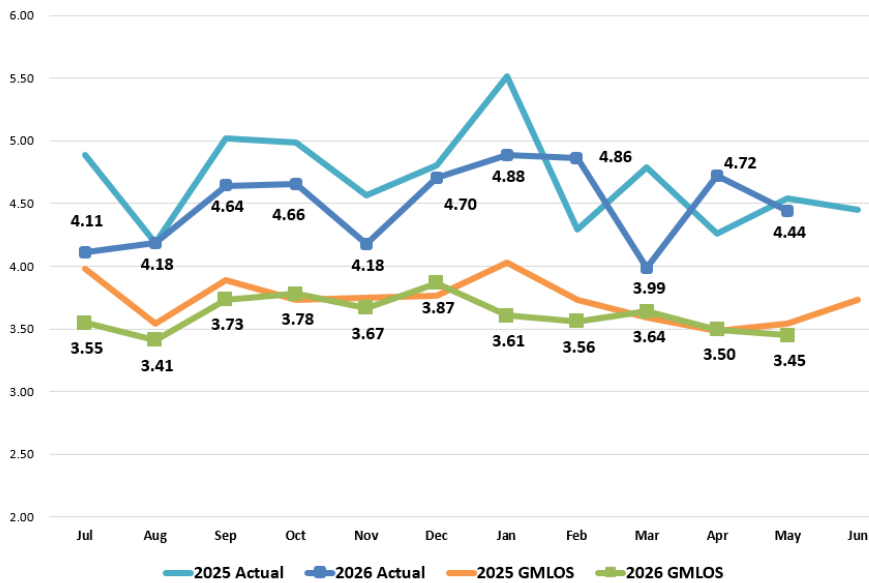
### Medicare Managed Average Length of Stay



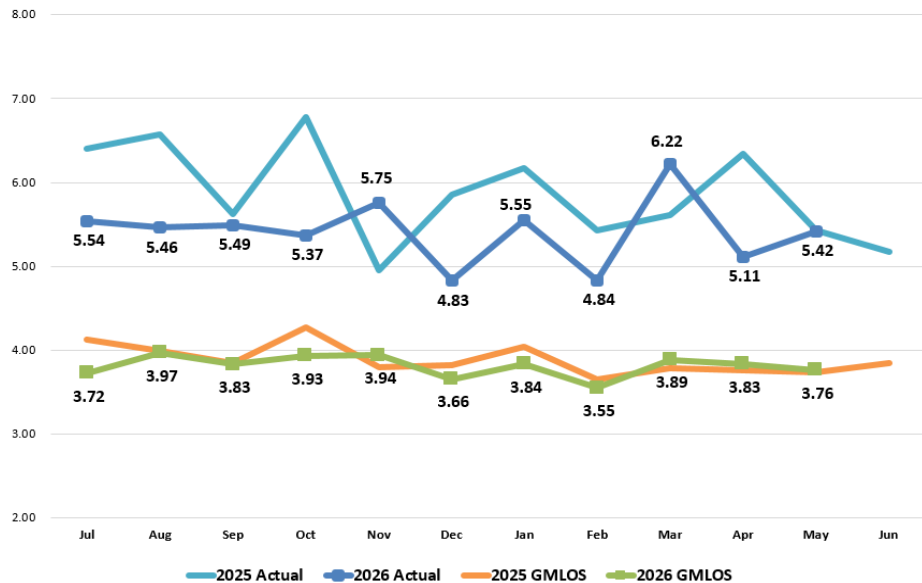
### Medicare Average Length of Stay



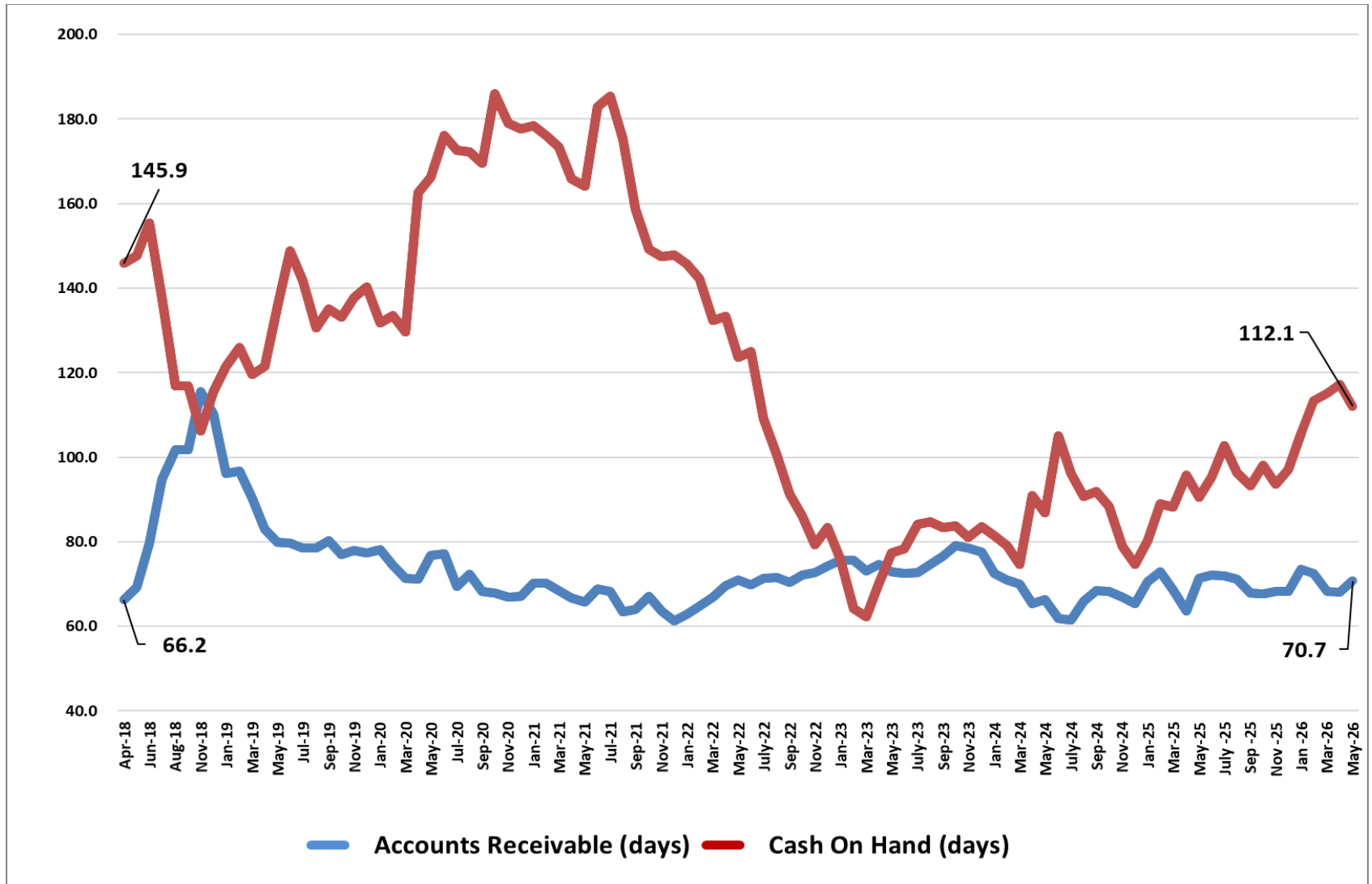
### Commercial Average Length of Stay



### Medi-Cal and Medi-Cal Mged Average Length of Stay



# Trended Liquidity Ratios



# Ratio Analysis Report

MAY 31, 2026

	Current Month Value	Prior Month Value	June 30, 2025 Audited Value	2024 Moody's Median Benchmark		
				Aa	A	Baa
<b>LIQUIDITY RATIOS</b>						
Current Ratio (x)	2.4	2.3	2.5	1.6	<b>1.9</b>	1.7
Accounts Receivable (days)	70.7	68.0	72.1	48.7	<b>46.7</b>	48.6
Cash On Hand (days)	112.1	117.3	95.3	282	<b>194.6</b>	122.9
Cushion Ratio (x)	13.1	13.7	10.9	46.1	<b>26.8</b>	15.5
Average Payment Period (days)	50.8	53.0	55.1	75.8	<b>61.9</b>	62.3
<b>CAPITAL STRUCTURE RATIOS</b>						
Cash-to-Debt	139.7%	145.7%	114.9%	297.1%	<b>188.1%</b>	111.0%
Debt-To-Capitalization	30.9%	31.0%	31.3%	20.8%	<b>28.7%</b>	35.5%
Debt-to-Cash Flow (x)	4.0	4.4	2.8	2.2	<b>3.1</b>	5.0
Debt Service Coverage	2.5	2.2	3.8	7.9	<b>5.3</b>	3.3
Maximum Annual Debt Service Coverage (x)	2.0	1.7	3.0	7.2	<b>4.8</b>	2.7
Age Of Plant (years)	14.0	14.1	13.6	11.1	<b>13.3</b>	14.8
<b>PROFITABILITY RATIOS</b>						
Operating Margin	(.7%)	(1.2%)	(4.2%)	2.9%	<b>1.6%</b>	(.5%)
Excess Margin	0.7%	0.2%	2.9%	6.7%	<b>4.3%</b>	1.3%
Operating Cash Flow Margin	4.2%	3.7%	1.0%	7.9%	<b>6.6%</b>	4.2%
Return on Assets	0.8%	0.2%	3.1%	4.5%	<b>3.8%</b>	1.7%

# Consolidated Statements of Net Position (000's)

	May-26	Jun-25
	<b>(Audited)</b>	
<b>ASSETS AND DEFERRED OUTFLOWS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	\$ 3,605	\$ 6,595
Current Portion of Board designated and trusted assets	27,435	17,533
Accounts receivable:		-
Net patient accounts	164,769	154,634
Other receivables	25,092	70,335
	189,861	224,969
Inventories	14,385	13,871
Medicare and Medi-Cal settlements	69,675	62,463
Prepaid expenses	10,233	8,234
Total current assets	315,192	333,666
<b>NON-CURRENT CASH AND INVESTMENTS -</b>		
less current portion		
Board designated cash and assets	276,138	218,025
Revenue bond assets held in trust	-	22,950
Assets in self-insurance trust fund	282	626
Total non-current cash and investments	276,420	241,602
<b>INTANGIBLE RIGHT TO USE LEASE,</b>	18,119	15,613
net of accumulated amortization		
<b>INTANGIBLE RIGHT TO USE SBITA,</b>	10,195	8,062
net of accumulated amortization		
<b>CAPITAL ASSETS</b>		
Land	20,544	17,542
Buildings and improvements	447,035	437,184
Equipment	348,905	340,593
Construction in progress	16,352	18,729
	832,836	814,048
Less accumulated depreciation	562,094	541,607
	270,742	272,441
<b>OTHER ASSETS</b>		
Property not used in operations	2,116	5,155
Health-related investments	1,545	2,147
Other	22,262	20,922
Total other assets	25,923	28,224
Total assets	916,592	899,608
<b>DEFERRED OUTFLOWS</b>	11,919	13,133
Total assets and deferred outflows	<b>\$ 928,511</b>	<b>\$ 912,741</b>

# Consolidated Statements of Net Position (000's)

	May-26	Jun-25
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued expenses	\$ 30,787	\$ 43,963
Accrued payroll and related liabilities	75,864	71,620
SBITA liability, current portion	3,442	3,031
Lease liability, current portion	3,507	3,204
Bonds payable, current portion	13,184	13,014
Notes payable, current portion	3,458	-
Financing Lease Liability, current portion	554	-
Total current liabilities	130,796	134,831
<b>LEASE LIABILITY, net of current portion</b>	15,291	12,850
<b>SBITA LIABILITY, net of current portion</b>	5,206	3,941
<b>LONG-TERM DEBT, less current portion</b>		
Bonds payable	198,995	201,619
Financing Lease payable	3,067	-
Notes payable	17,292	20,750
Total long-term debt	219,354	222,369
<b>NET PENSION LIABILITY</b>	19,720	16,169
<b>OTHER LONG-TERM LIABILITIES</b>	57,143	50,472
Total liabilities	447,511	440,632
<b>NET ASSETS</b>		
Invested in capital assets, net of related debt	59,987	60,147
Restricted	48,570	58,980
Unrestricted	372,443	352,983
Total net position	481,000	472,110
Total liabilities and net position	<u>\$ 928,511</u>	<u>\$ 912,741</u>

# FY27 Preliminary Budget Presentation June 17, 2026

# FY2027 | Budget Update

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**April 20<sup>th</sup> - May 8<sup>th</sup>:** 1<sup>st</sup> round budget meetings (450 Budgets)

**May 20<sup>th</sup>:** Finance (FPSA) Board of Directors - Preliminary Budget Concepts

**May 27<sup>th</sup>:** Board Presentation of Preliminary Budget Concepts and Assumptions

**May 21<sup>st</sup> - June 10<sup>th</sup>:** Analysis and breakout budget meetings

**June 1<sup>st</sup>:** Executive Team Review

**June 2<sup>nd</sup>:** Special Board Meeting – Presentation of Preliminary FY17 Budget

**June 17<sup>th</sup>:** Budget Discussions at Finance (FPSA) and /or Special Board Meeting

**June 24<sup>th</sup>:** Final Presentation to the Board of Directors

# FY2027 Budget Review

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- Vision, Challenges and Key Items
- FY27 Budget Financial Reports
- Financial Changes from Prior Meeting June 2<sup>nd</sup>.
- Financial Ratios and Cash Flow
- Capital Budget
- New Services/Closed Services
- Key Volume Projections
- Labor Projections

**Note: The FY26 Projected amounts are based on 11 months of actual (July 2025-May 2026) plus the month of June 2026 using the average daily amount of Jan - May 2026**

## Key Challenges/Opportunities | FY 2027

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- Proposed Federal and State Reductions on Supplemental Funds, Medi-Cal DSH repayments and payer rates
- Market Pay Rates Increases / Employee Costs
- Shortage of Providers: Needed to support growth of service locations
- Physicians Costs: Increase in costs >\$13M increase over prior year
- Inflation: Impact on Costs of Goods and Services >\$6M
- Maintenance Agreements: >5.6M over prior year
- Payer and Revenue Cycle Challenges and Opportunities

# FY2027 | Vision and Strategic Overview

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## Navigating Growth & Regulatory Shifts for High Quality Sustainable Care

**Our Vision:** To deliver excellent, patient-centric healthcare while building operational resilience against unprecedented economic and legislative headwinds.

### FY 2027 Strategic Imperatives:

1. **Growth:** Sustain our strong upward trajectory through targeted clinical and service expansion.
2. Strengthen **Provider Alignment:** Continue focus on a comprehensive provider recruitment, engagement and retention strategy to secure top talent and fuel clinical expansion.
3. Invest in **Workforce Stability** and **Throughput Optimization** with specialized consulting partners.
4. Aggressively optimize **Cash Flow** and **Revenue Cycle** performance.
5. **Targeted Payer Negotiations:** Continue with our aggressive payer contracting strategy to secure favorable rate structures

# FY2027 | Continued Recovery & Growth

## Driving a 5% Growth Rate Through Strategic Volume Expansion

**Overall Momentum:** Continued recovery with a strong 5% growth projection over current year and 6.2% over prior budget.

### Key Growth Drivers:

- **Subacute Hospital:** Expanding bed capacity and patient census.
- **Mental Health Services:** Meeting critical regional behavioral health demands.
- **Surgical Areas:** Increasing surgical case volume and operating room utilization.
- **Ancillary & Outpatient:** Broadening access to diagnostics and ambulatory services.
- **Provider-Driven Expansion:** Cultivating deeper relationships with community and community-based physicians to secure predictable pipelines for procedural/surgical and outpatient areas.

# FY2027 | Payer Contracting & Strategy

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## Securing \$13 Million in Projected Rate Adjustments

- **Targeted Rate Adjustments:** Renegotiating managed care and payer contracts to capture an additional **\$13M** in revenue.
- **Data-Driven Negotiations:** Utilizing precise cost-of-care metrics and clinical outcome data to demand inflation-adjusted reimbursement rates.
- **Risk-Based Strategy:** Improving and expanding value-based risk models that reward high-quality throughput and patient care, including areas with our Medicare Advantage lives.
- **Payer Accountability:** Implementing strict regular review cycles to ensure insurance companies strictly adhere to agreed contract terms, reducing systematic underpayments.

# FY2027 | Expanding Provider Relationships

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## Reducing Provider Shortages Through Proactive Medical Staff Engagement

**Collaborative Practice Models:** Designing aligned, modern physician integration models to give options and attract high-quality providers to our support and maintain our growth plans.

**Streamlined Onboarding & Retention:** Reducing administrative friction and improving workflows to make Kaweah the preferred workplace

**Joint Clinical Governance:** Involving provider leadership early in our growth plans to improve satisfaction and retention

**Communication:** Establish regular feedback loops between executive leadership and medical staff to proactively address concerns and strategies.

# FY2027 | Financial Recovery- Cash Flow & Rev Cycle

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## Hyper-Focus on Bottom-Line Optimization & Cash

**Accelerate Cash Collections:** Streamlining the billing and collections process to improve liquidity and support growth. Restructuring of offshore staffing focus and education to help reduce AR days and automate authorizations.

**Denial Prevention:** Ramping up an expanded zero-tolerance approach to avoidable claim denials through direct feedback with Clinic/Rev cycle teams with budgeted savings of \$2M.

**Optimized Charge Capture:** Ensuring meticulous billing and coding, with specific attention to expanding physician, ED and outpatient volumes.

**Continued focus on Customer Service Initiatives:** Year 2 of Customer Service Plan

**Supply Chains -Neutralize Inflation & Cost Pressures:** Tracking multiple savings opportunities with an additional \$1.5 in reduced cost.

**Support and Streamline Medi-Cal Enrollment to minimize uncompensated care.**

# FY2027 | Throughput, Efficiencies & Staff Productivity

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## Empowering Teams for Success

### Operational Throughput Initiatives:

- Secured specialized outside consultants to guide patient flow and throughput optimization, beginning **July 1, 2026**.

### Workforce Productivity & Best Practices for Efficiencies:

- Partnering with consultants in **Q1 FY 2027** to support clinical teams.
- Implementing best practices and optimized staffing-to-productivity ratios.
- Providing the exact tools, education, structure, data, and support our clinical staff needs to thrive

## Key Items | FY 2027

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- Merit: 3% increase in employee rates \$9.6M
- Market rate increases: \$3.8M
- 401K: 100% Full match \$11.1M
- At Risk Compensation: \$800K
- Capital Budget: \$18M with an additional \$4M financing arrangements
- Supplemental Funds: \$473K improvement over FY26
- Contract Labor: Steady decrease – 44% reduction from FY26
- Inflation: Approx. 3%
- Education and Training: \$3.5M
- Pension Accounting – Decrease in expense of (\$16M) due to the amortization of investment gains no longer offset by losses

## Savings Initiatives | FY 2027

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- Revenue Cycle/Throughput Savings - \$2.0M
- Supplies Savings - \$2.5M
- Payroll Savings in Pay Practices - \$691K
- Reduction in R&M, Education, Travel Expenses - \$1M
- Improvement in Productivity/Efficiencies - \$3.75M
- Reduction in Employee Benefit Costs - \$1.8M
- Workers Compensation Legal Cost Reduction - \$1.5M

# FY27 Preliminary Budget Financials (000's)– 6/17/2026

	<b>FY2026 Projected</b>	<b>FY2027 Budget</b>	<b>Variance Bud to Act</b>	<b>% Chg</b>
<b>Operating Revenue</b>				
Net Patient Service Revenue	\$702,996	\$735,049	\$32,053	5%
Other Operating Revenue	\$272,640	\$278,050	\$5,410	2%
<b>Total Operating Revenue</b>	<b>\$975,636</b>	<b>\$1,013,099</b>	<b>\$37,463</b>	<b>4%</b>
<b>Operating Expenses</b>				
Total Employment Expenses	\$523,468	\$512,250	(\$11,218)	(2%)
Total Other Expenses	\$458,560	\$494,203	\$35,643	8%
<b>Total Operating Expenses</b>	<b>\$982,028</b>	<b>\$1,006,453</b>	<b>\$24,426</b>	<b>2%</b>
<b>Operating Margin</b>	<b>(\$6,392)</b>	<b>\$6,646</b>	<b>\$13,037</b>	
Nonoperating Revenue (Loss)	\$13,606	\$14,221	\$616	
<b>Excess Margin</b>	<b>\$7,214</b>	<b>\$20,867</b>	<b>\$13,653</b>	

# FY27 Budget Financials (000's) – 6/17/2026

	FY2026 Projected	FY2027 Budget	Variance Bud to Act	% Chg	FY2026 BDGT	Variance Bdgt to Bdgt	% Chg
<b>Operating Revenue</b>							
Net Patient Service Revenue	\$702,996	\$735,049	\$32,053	5%	\$689,140	\$45,909	6%
Supplemental Gov't Programs	\$111,825	\$112,432	\$607	1%	\$116,718	(\$4,286)	(4%)
Prime Program	\$13,330	\$12,773	(\$558)	(4%)	\$7,568	\$5,205	41%
Premium Revenue	\$89,198	\$91,570	\$2,372	3%	\$86,863	\$4,707	5%
Other Revenue	\$58,287	\$61,275	\$2,988	5%	\$51,881	\$9,394	15%
Other Operating Revenue	\$272,640	\$278,050	\$5,410	2%	\$263,030	\$15,020	5%
<b>Total Operating Revenue</b>	<b>\$975,636</b>	<b>\$1,013,099</b>	<b>\$37,463</b>	<b>4%</b>	<b>\$952,170</b>	<b>\$60,929</b>	<b>6%</b>
<b>Operating Expenses</b>							
Salaries & Wages	\$408,800	\$422,092	\$13,291	3%	\$404,657	\$17,435	4%
Contract Labor	\$23,540	\$13,099	(\$10,441)	(44%)	\$20,584	(\$7,485)	(57%)
Employee Benefits	\$91,127	\$77,059	(\$14,068)	(15%)	\$88,175	(\$11,116)	(14%)
<b>Total Employment Expenses</b>	<b>\$523,468</b>	<b>\$512,250</b>	<b>(\$11,218)</b>	<b>(2%)</b>	<b>\$513,416</b>	<b>(\$1,166)</b>	<b>(0%)</b>
Medical & Other Supplies	\$178,929	\$193,640	\$14,711	8%	\$171,448	\$22,192	11%
Physician Fees	\$96,362	\$109,340	\$12,977	13%	\$90,619	\$18,721	17%
Purchased Services	\$24,100	\$25,546	\$1,446	6%	\$22,942	\$2,604	10%
Repairs & Maintenance	\$26,889	\$32,527	\$5,638	21%	\$29,949	\$2,579	8%
Utilities	\$10,547	\$11,327	\$780	7%	\$11,593	(\$266)	(2%)
Rents & Leases	\$1,904	\$2,645	\$741	39%	\$1,656	\$988	37%
Depreciation & Amortization	\$40,333	\$38,086	(\$2,247)	(6%)	\$42,042	(\$3,956)	(10%)
Interest Expense	\$6,957	\$6,824	(\$133)	(2%)	\$6,739	\$85	1%
Other Expense	\$27,540	\$31,093	\$3,553	13%	\$27,492	\$3,601	12%
Humana Cap Plan Expenses	\$44,998	\$43,176	(\$1,822)	(4%)	\$44,403	(\$1,227)	(3%)
Total Other Expenses	\$458,560	\$494,203	\$35,643	8%	\$448,882	\$45,322	9%
<b>Total Operating Expenses</b>	<b>\$982,028</b>	<b>\$1,006,453</b>	<b>\$24,426</b>	<b>2%</b>	<b>\$962,298</b>	<b>\$44,156</b>	<b>4%</b>
<b>Operating Margin</b>	<b>(\$6,392)</b>	<b>\$6,646</b>	<b>\$13,037</b>		<b>(\$10,128)</b>	<b>\$16,774</b>	
Nonoperating Revenue (Loss)	\$13,606	\$14,221	\$616		\$10,472	\$3,749	
<b>Excess Margin</b>	<b>\$7,214</b>	<b>\$20,867</b>	<b>\$13,653</b>		<b>\$345</b>	<b>\$20,523</b>	

# FY2027 | Summary

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Our FY 2027 fiscal strategy pairs aggressive, demand-driven expansion with rigorous risk management. By neutralizing labor headwinds and optimizing the revenue cycle, we will protect margins and secure the capital needed for long-term growth.

## Strategic Delivery Checklist

**Capture 5%+ Top-Line Growth:** Maximize patient capacity across subacute, mental health, and surgical units.

**Insulate Operating Margin:** Deploy supply chain controls and contract labor reductions to counter inflation.

**Defend Institutional Liquidity:** Optimize the revenue cycle to build cash reserves against regulatory funding cuts.

**Sustain System Infrastructure:** Fund high-yield outpatient service locations to secure market share.

# Capital | FY 2027

Capital Budget Planning FY27 (000's)	Budget FY24	Budget FY25	Budget FY26	Budget FY27	FY28	FY29
<b>Total Capital Requests</b>	\$16,644	\$19,613	\$22,125	\$36,442	\$12,283	\$9,575
<b>Total Rejected/Deferred</b>	(\$2,644)	(\$5,613)	(\$2,043)	(\$14,370)		
<b>Total</b>	\$14,000	\$14,000	\$20,082	\$22,072	\$12,283	\$9,575
<b>Breakdown of Items in Review</b>						
<i>Infrastructure Maintenance</i>	\$3,311	\$6,146	\$8,875	\$9,740	\$12,283	\$9,575
<i>Clinical Engineering</i>				\$2,184		
<i>Information Services (ISS Applications)</i>				\$1,283		
<i>Information Services (ISS Technical)</i>	\$3,200	\$1,591	\$4,174	\$3,785		
<i>Director Requests</i>	\$7,489	\$6,263	\$7,033	\$5,080		
<b>In Review</b>	\$14,000	\$14,000	\$20,082	\$22,072	\$12,283	\$9,575
<b>Funding Sources</b>						
Capital	\$14,000	\$14,000	\$18,000	\$18,000		
Lease Proceeds	0		\$2,082	\$4,072		
<b>Total Capital Budget</b>	\$14,000	\$14,000	\$20,082	\$22,072	\$0	\$0

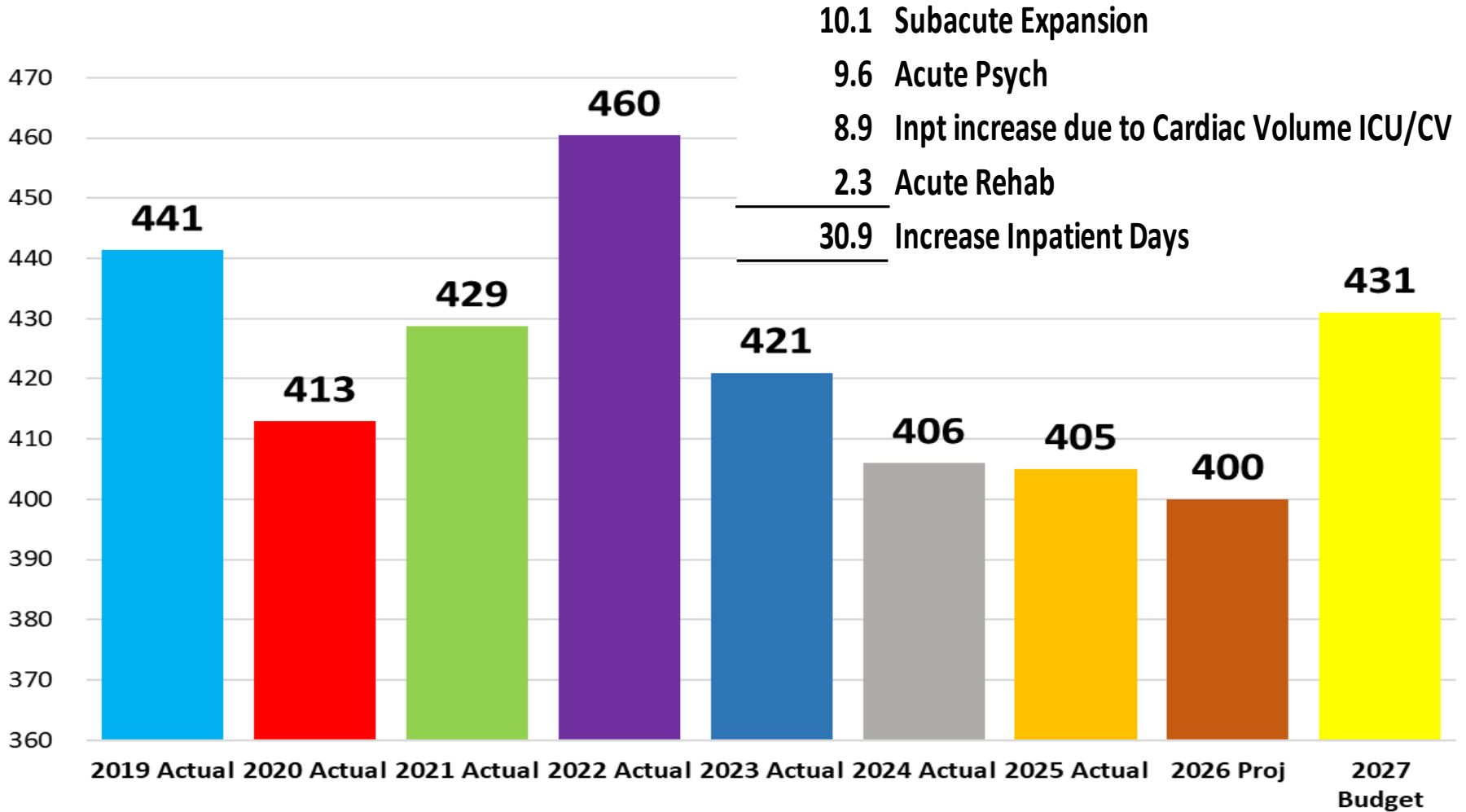
# Key Statistical Indicators | New Services

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## **FY26-FY27: New and Future Go Lives:**

- Willow: Specialty Clinic: throughout FY25
- Willow: Women's Health: April 2025
- RHC Woodlake Clinic Valencia: July 2025
- Crisis Stabilization Unit: December 2025
- Plaza: Occupational Medicine January 2026
- Plaza: Radiology Services – July 2026
- Plaza: Primary Care PCP - TBD
- Lindsey Mobile Clinic: February 2026
- Akers Clinic: April 2026
- Akers Dermatology: May 2026
- Tulare Therapy Clinic: July 2026
- SNF/Subacute expansion: July 2026
- Lindsay Mobile Clinic: Sept/Oct 2026
- Akers Specialty: 2027

# Key Statistical Indicators | Average Daily Census



# Key Statistical Indicators | Inpatient days

Actual Results			Budget	Budget Variance	
FY2025	FY2026 Proj	% Change	FY 2027 Bdgt	Change	% Change

## Average Daily Census

Medical Center	279.2	264.3	-5.3%	272.7	8.4	3.2%
Acute I/P Psych	35.8	44.5	24.3%	54.0	9.5	21.2%
Sub-Acute	28.7	29.5	2.9%	39.5	10.0	33.7%
Rehab	19.4	23.3	20.5%	24.8	1.5	6.4%
TCS-Ortho (Short Stay Rehab)	11.9	13.5	13.8%	13.8	0.3	2.3%
NICU	13.1	12.2	-7.1%	12.3	0.1	1.0%
Nursery	16.8	13.6	-19.2%	14.1	0.5	4.0%
<b>Average Daily Census</b>	<b>405</b>	<b>401</b>	<b>-1.0%</b>	<b>431</b>	<b>30</b>	<b>7.6%</b>

\* Includes Nursery 32 beds

# Key Statistical Indicators | Volume

	YTD Actual Results				Budget		Budget Variance	
	FY26 Projected	FY27 Budget	Change	% Change	FY26 Budget	FY27 Budget	Change	% Change
ED - Avg Treated Per Day	278	276	(2)	(0.7%)	278	276	(2)	(0.7%)
Surgery (IP & OP) – 100 Min Units	9,334	10,100	766	8.2%	9,806	10,100	294	3.0%
Endoscopy Procedures	5,824	6,196	372	6.4%	6,224	6,196	(28)	(0.4%)
Cath Lab (IP & OP) - 100 Min Units	4,244	4,504	260	6.1%	4,326	4,504	178	4.1%
Cardiac Surgery Cases	341	370	29	8.5%	372	370	(2)	(0.5%)
Deliveries	3,803	3,903	100	2.6%	4,733	3,903	(830)	(17.5%)
Clinical Lab	3,145,667	3,461,650	315,983	10.0%	3,281,275	3,461,650	180,375	5.5%
Reference Lab	85,601	84,759	(842)	(1.0%)	82,478	84,759	2,281	2.8%
Dialysis Center - Visalia Visits	16,718	16,955	237	1.4%	18,251	16,955	(1,296)	(7.1%)
Infusion Center - Units of Service	7,088	7,270	182	2.6%	8,256	7,270	(986)	(11.9%)
Hospice Days	48,469	51,345	2,876	5.9%	49,005	51,345	2,340	4.8%
Home Health Visits	34,002	34,850	848	2.5%	36,638	34,850	(1,788)	(4.9%)
Home Infusion Days	283,152	286,083	2,931	1.0%	264,713	286,083	21,370	8.1%

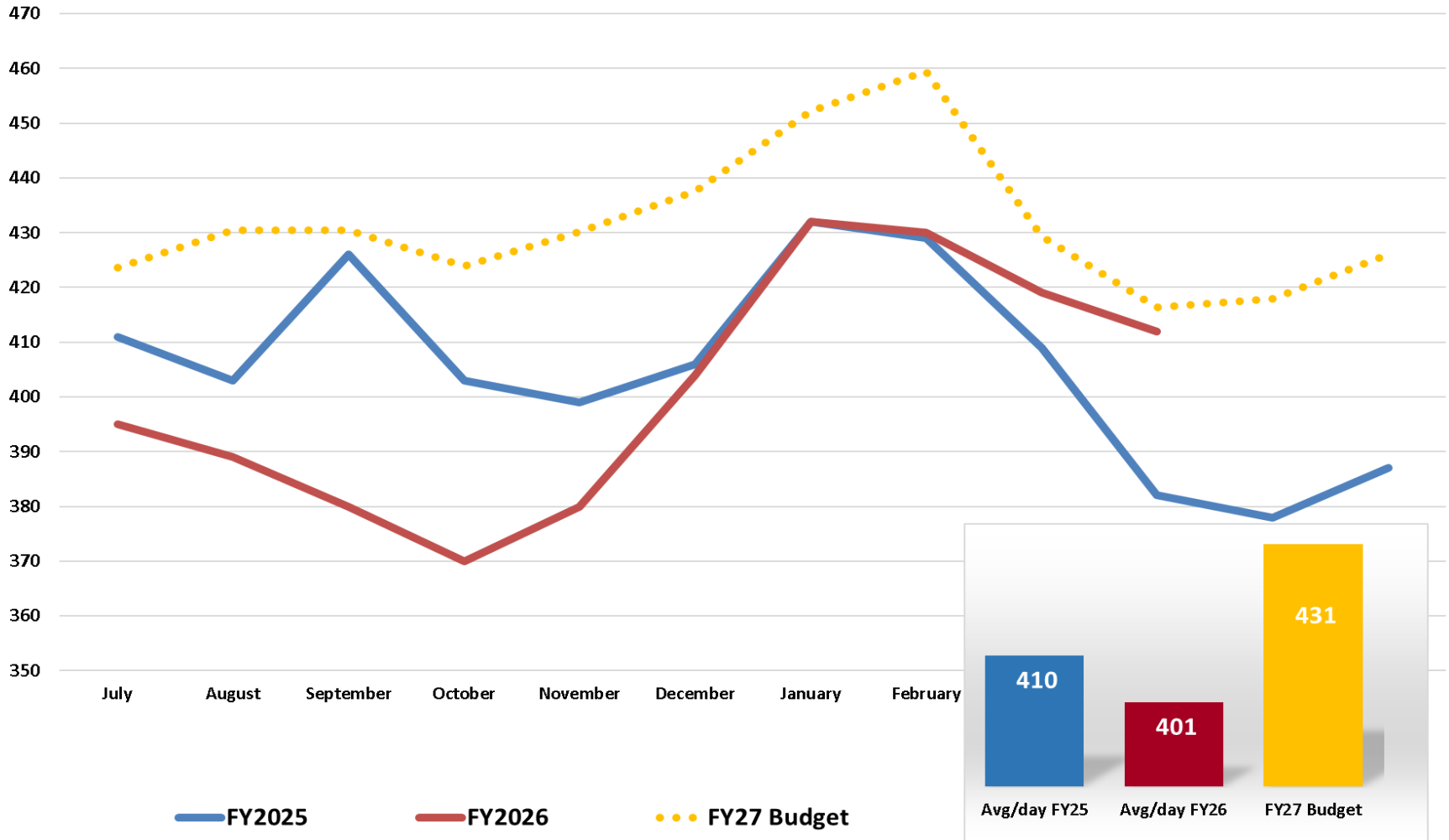
# Key Statistical Indicators | Volume

	YTD Actual Results				Budget		Budget Variance	
	FY26 Projected	FY27 Budget	Change	% Change	FY26 Budget	FY27 Budget	Change	% Change
All O/P Rehab Svcs Across District	240,860	239,874	(986)	(0.4%)	253,319	239,874	(13,445)	(5.3%)
Physical & Other Therapy Units (IP & O/P)	229,936	247,751	17,815	7.7%	238,004	247,751	9,747	4.1%
Radiology - CT - All Areas	62,534	65,938	3,404	5.4%	55,292	65,938	10,646	19.3%
Radiology - MRI - All Areas	11,006	11,886	880	8.0%	10,520	11,886	1,366	13.0%
Radiology - Ultrasound - All Areas	36,658	44,746	8,088	22.1%	36,579	44,746	8,167	22.3%
Radiology - Diagnostic Radiology	115,965	114,445	(1,520)	(1.3%)	116,994	114,445	(2,549)	(2.2%)
Radiology – Main Campus	187,861	195,481	7,620	4.1%	184,048	195,481	11,433	6.2%
Radiology - Ultrasound - Main Campus	26,318	31,577	5,259	20.0%	26,191	31,577	5,386	20.6%
West Campus - Diagnostic Radiology	15,947	15,723	(224)	(1.4%)	13,965	15,723	1,758	12.6%
West Campus - CT Scan	6,985	7,005	20	0.3%	5,907	70,005	64,098	1085.1%
West Campus - MRI	5,029	5,637	608	12.1%	5,076	5,637	561	11.1%
West Campus - Ultrasound	10,340	13,169	2,829	27.4%	10,388	13,169	2,781	26.8%
West Campus - Breast Center	21,208	22,676	1,468	6.9%	19,827	22,676	2,849	14.4%
Med Onc Visalia Treatments	14,504	22,236	7,732	53.3%	13,792	22,236	8,444	61.2%
Rad Onc Hanford Treatments	2,858	2,933	75	2.6%	2,859	2,933	74	2.6%

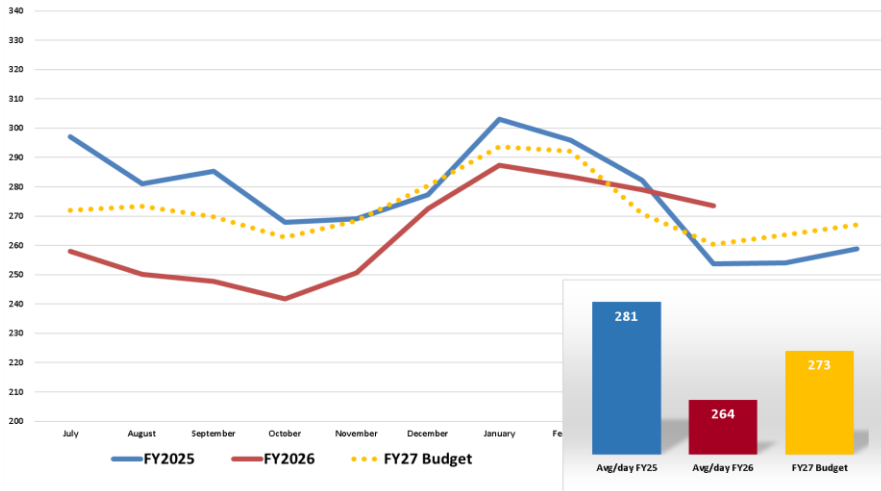
# Key Statistical Indicators | Volume

	YTD Actual Results				Budget		Budget Variance	
	FY26 Projected	FY27 Budget	Change	% Change	FY26 Budget	FY27 Budget	Change	% Change
Rural Health Clinics Registrations	140,253	150,417	10,164	7.2%	164,641	139,629	(25,012)	(15.2%)
RHC Exeter - Registrations	70,217	71,538	1,321	1.9%	80,150	71,538	(8,612)	(10.7%)
RHC Lindsay - Registrations	20,534	20,635	101	0.5%	25,050	20,635	(4,415)	(17.6%)
RHC Woodlake - Registrations	7,001	6,066	(935)	(13.4%)	8,016	6,066	(1,950)	(24.3%)
RHC Woodlake Valencia - Registrations	7,471	10,788	3,317	44.4%	11,898	10,788	(1,110)	(9.3%)
RHC Dinuba - Registrations	17,269	14,900	(2,369)	(13.7%)	20,675	14,900	(5,775)	(27.9%)
RHC Tulare - Registrations	25,232	26,490	1,258	5.0%	30,750	26,490	(4,260)	(13.9%)
Urgent Care – Court Total Visits	30,544	32,202	1,658	5.4%	35,300	32,202	(3,098)	(8.8%)
Urgent Care – Demaree Total Visits	23,878	25,223	1,345	5.6%	24,050	25,223	1,173	4.9%
KH Medical Clinic - Plaza Visits	2,873	4,120	1,247	43.4%	3,632	4,120	488	13.4%
KH Willow Specialty Clinic	4,284	4,263	(21)	(0.5%)	5,720	4,263	(1,457)	(25.5%)
KH Cardiology Center Visalia Registrations	30,994	35,518	4,524	14.6%	29,464	35,518	6,054	20.5%
KH Mental Wellness Clinic Visits	3,665	4,781	1,116	30.5%	4,560	4,781	221	4.8%
Urology Clinic Visits	2,534	4,028	1,494	59.0%	6,826	4,028	(2,798)	(41.0%)
Therapy-Wound Care Svcs Encounters	3,940	4,073	133	3.4%	4,227	4,073	(154)	(3.6%)

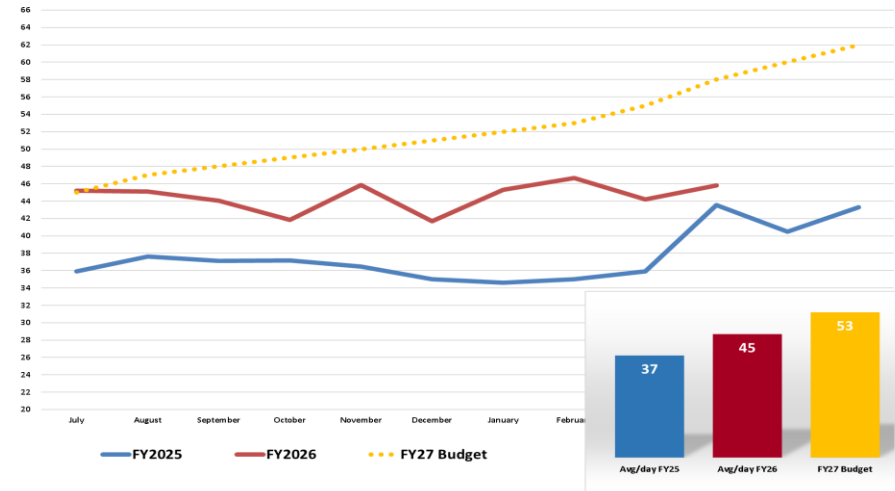
# Key Statistical Indicators | Trended Avg. Daily Census



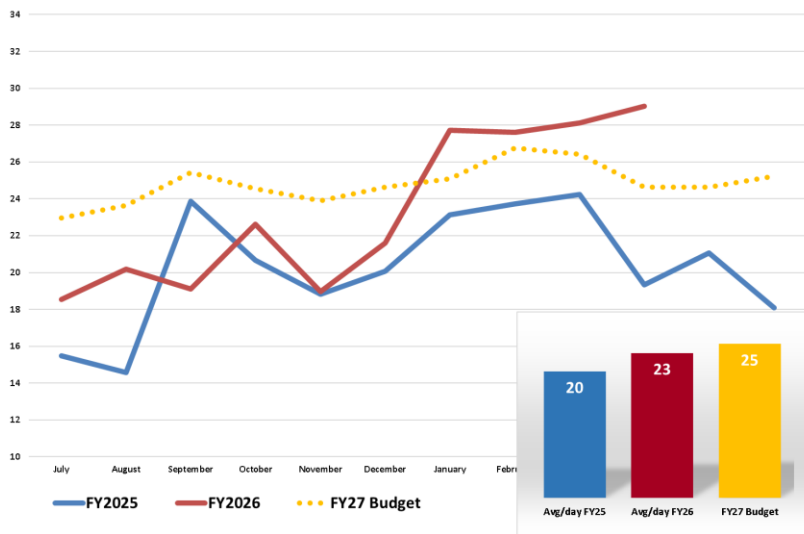
## Medical Center (Avg Patients Per Day)



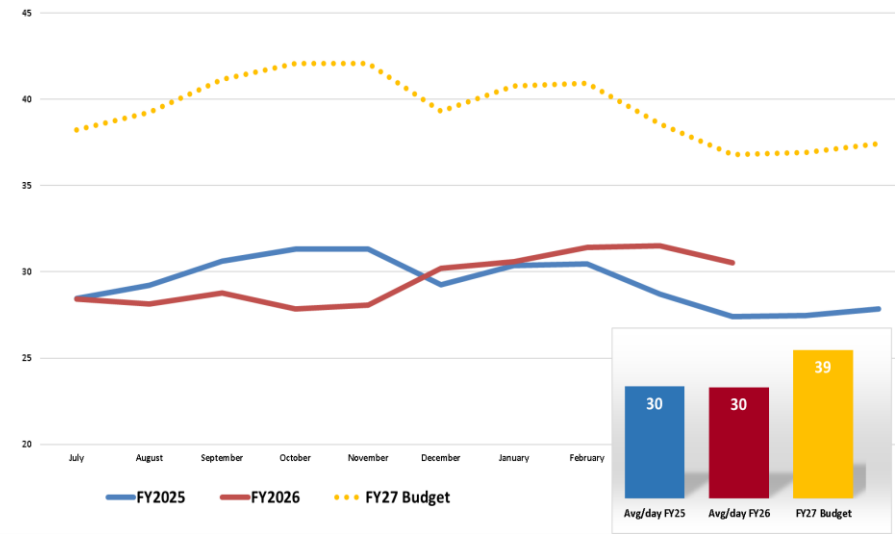
## Acute I/P Psych (Avg Patients Per Day)



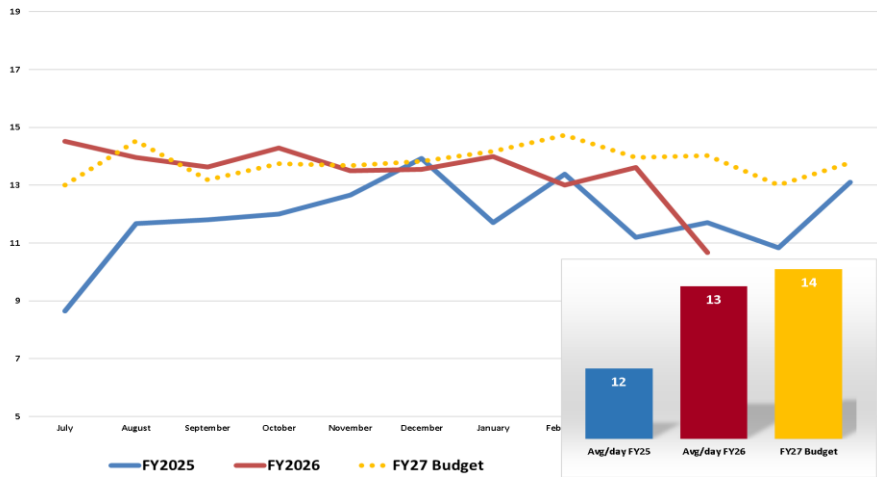
## Rehabilitation Hospital - Avg Patients Per Day



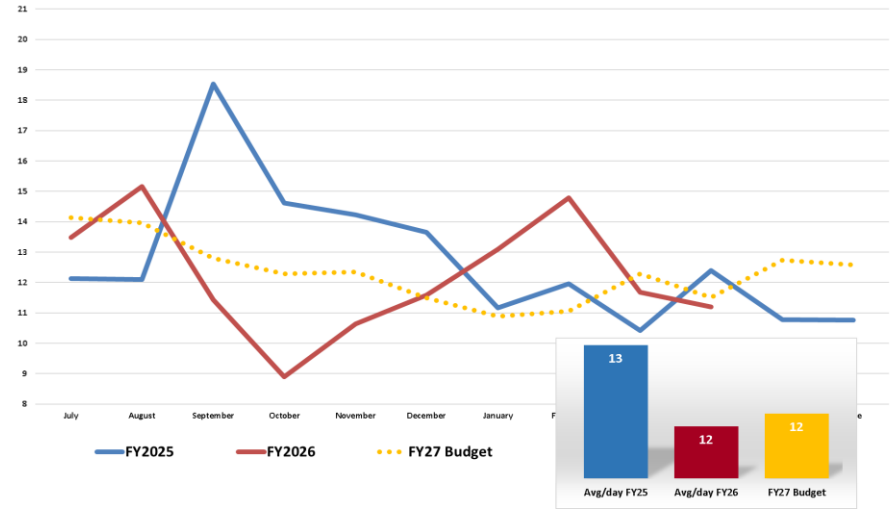
## Sub-Acute - Avg Patients Per Day



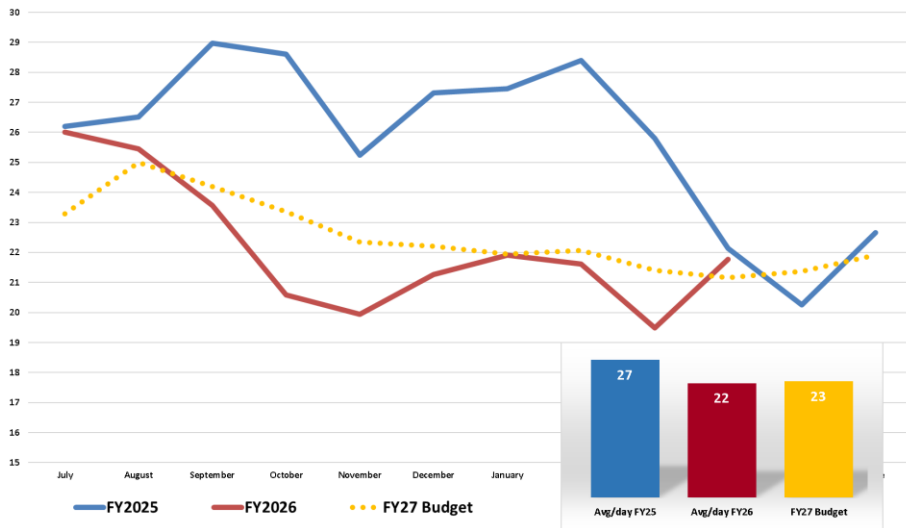
## TCS Ortho - Avg Patients Per Day



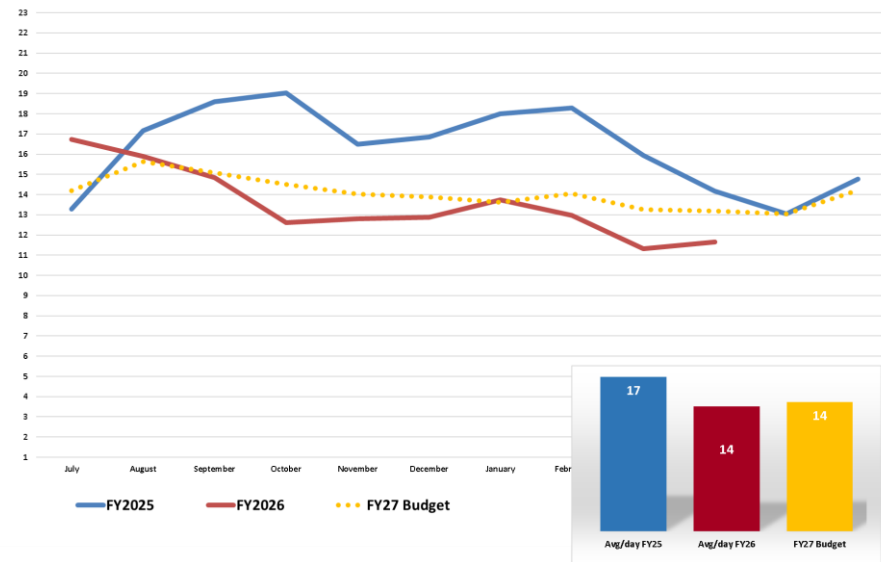
## NICU - Avg Patients Per Day



## Obstetrics - Avg Patients Per Day



## Nursery - Avg Patients Per Day



# Key Statistical Indicators | Volume

	YTD Actual Results				Budget		Budget Variance	
	FY26 Projected	FY27 Budget	Change	% Change	FY26 Budget	FY27 Budget	Change	% Change
ED - Avg Treated Per Day	278	276	(2)	(0.7%)	278	276	(2)	(0.7%)
Surgery (IP & OP) – 100 Min Units	9,334	10,100	766	8.2%	9,806	10,100	294	3.0%
Endoscopy Procedures	5,824	6,884	1,060	18.2%	6,224	6,884	660	10.6%
Cath Lab (IP & OP) - 100 Min Units	4,244	4,525	281	6.6%	4,326	4,525	199	4.6%
Cardiac Surgery Cases	341	385	44	12.9%	372	385	13	3.5%
Deliveries	3,803	3,903	100	2.6%	4,733	3,903	(830)	(17.5%)
Clinical Lab	3,145,667	3,461,650	315,983	10.0%	3,281,275	3,461,650	180,375	5.5%
Reference Lab	85,601	84,759	(842)	(1.0%)	82,478	84,759	2,281	2.8%
Dialysis Center - Visalia Visits	16,718	17,463	745	4.5%	18,251	17,463	(788)	(4.3%)
Infusion Center - Units of Service	7,088	7,561	473	6.7%	8,256	7,561	(695)	(8.4%)
Hospice Days	48,469	51,345	2,876	5.9%	49,005	51,345	2,340	4.8%
Home Health Visits	34,002	34,850	848	2.5%	36,638	34,850	(1,788)	(4.9%)
Home Infusion Days	283,152	286,083	2,931	1.0%	264,713	286,083	21,370	8.1%

# Key Statistical Indicators | Volume

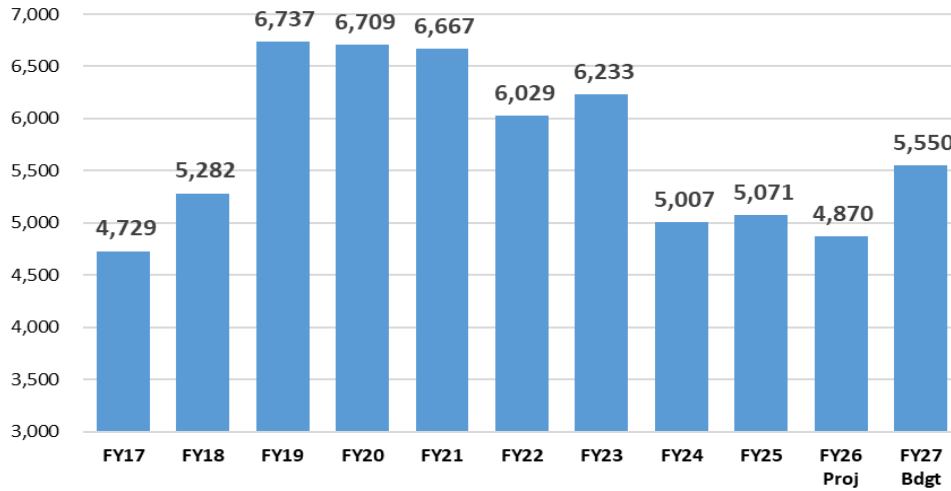
	YTD Actual Results				Budget		Budget Variance	
	FY26 Projected	FY27 Budget	Change	% Change	FY26 Budget	FY27 Budget	Change	% Change
All O/P Rehab Svcs Across District	240,860	239,874	(986)	(0.4%)	253,319	239,874	(13,445)	(5.3%)
Physical & Other Therapy Units (I/P & O/P)	229,936	247,751	17,815	7.7%	238,004	247,751	9,747	4.1%
Radiology - CT - All Areas	62,534	65,938	3,404	5.4%	55,292	65,938	10,646	19.3%
Radiology - MRI - All Areas	11,006	11,886	880	8.0%	10,520	11,886	1,366	13.0%
Radiology - Ultrasound - All Areas	36,658	44,746	8,088	22.1%	36,579	44,746	8,167	22.3%
Radiology - Diagnostic Radiology	115,965	114,445	(1,520)	(1.3%)	116,994	114,445	(2,549)	(2.2%)
Radiology – Main Campus	187,861	195,481	7,620	4.1%	184,048	195,481	11,433	6.2%
Radiology - Ultrasound - Main Campus	26,318	31,577	5,259	20.0%	26,191	31,577	5,386	20.6%
West Campus - Diagnostic Radiology	15,947	15,723	(224)	(1.4%)	13,965	15,723	1,758	12.6%
West Campus - CT Scan	6,985	7,005	20	0.3%	5,907	7,005	1,098	18.6%
West Campus - MRI	5,029	5,637	608	12.1%	5,076	5,637	561	11.1%
West Campus - Ultrasound	10,340	13,169	2,829	27.4%	10,388	13,169	2,781	26.8%
West Campus - Breast Center	21,208	22,676	1,468	6.9%	19,827	22,676	2,849	14.4%
Med Onc Visalia Treatments	14,504	14,624	120	0.8%	13,792	14,624	832	6.0%
Rad Onc Visalia Treatments	21,327	17,230	(4,097)	(19.2%)	17,573	17,230	(343)	(2.0%)
Rad Onc Hanford Treatments	2,858	2,933	75	2.6%	2,859	2,933	74	2.6%

# Key Statistical Indicators | Volume

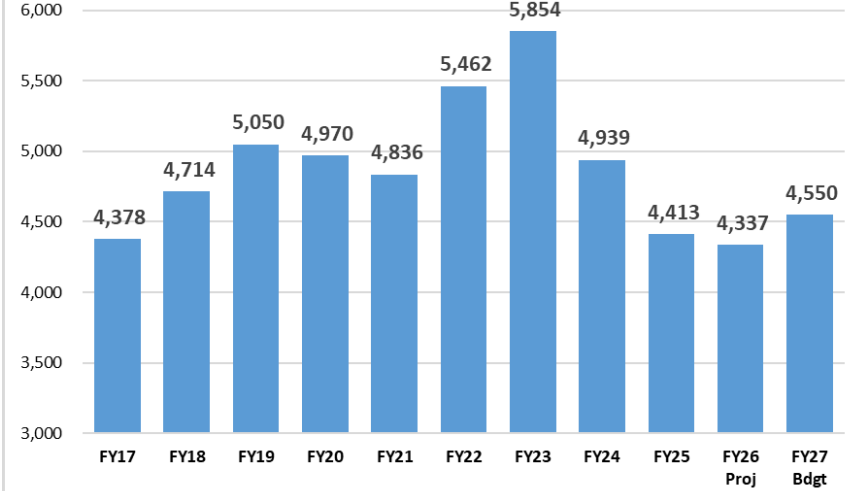
	YTD Actual Results				Budget		Budget Variance	
	FY26 Projected	FY27 Budget	Change	% Change	FY26 Budget	FY27 Budget	Change	% Change
Rural Health Clinics Registrations	140,253	157,087	16,834	12.0%	164,641	157,087	(7,554)	(4.6%)
RHC Exeter - Registrations	70,217	73,689	3,472	4.9%	80,150	73,689	(6,461)	(8.1%)
RHC Lindsay - Registrations	20,534	21,048	514	2.5%	25,050	21,048	(4,002)	(16.0%)
RHC Woodlake - Registrations	7,001	6,309	(692)	(9.9%)	8,016	6,309	(1,707)	(21.3%)
RHC Woodlake Valencia - Registrations	7,471	11,220	3,749	50.2%	11,898	11,220	(678)	(5.7%)
RHC Dinuba - Registrations	17,269	16,567	(702)	(4.1%)	20,675	16,567	(4,108)	(19.9%)
RHC Tulare - Registrations	25,232	28,254	3,022	12.0%	30,750	28,254	(2,496)	(8.1%)
Urgent Care – Court Total Visits	30,544	33,169	2,625	8.6%	35,300	33,169	(2,131)	(6.0%)
Urgent Care – Demaree Total Visits	23,878	25,980	2,102	8.8%	24,050	25,980	1,930	8.0%
KH Medical Clinic - Plaza Visits	2,873	4,202	1,329	46.3%	3,632	4,202	570	15.7%
KH Willow Specialty Clinic	4,284	4,263	(21)	(0.5%)	5,720	4,263	(1,457)	(25.5%)
KH Cardiology Center Visalia Registrations	30,994	36,584	5,590	18.0%	29,464	36,584	7,120	24.2%
KH Mental Wellness Clinic Visits	3,665	4,972	1,307	35.7%	4,560	4,972	412	9.0%
Urology Clinic Visits	2,534	4,109	1,575	62.2%	6,826	4,109	(2,717)	(39.8%)
Therapy-Wound Care Svcs Encounters	3,940	4,236	296	7.5%	4,227	4,236	9	0.2%

# FY27 Trended Budget Volume Graphs

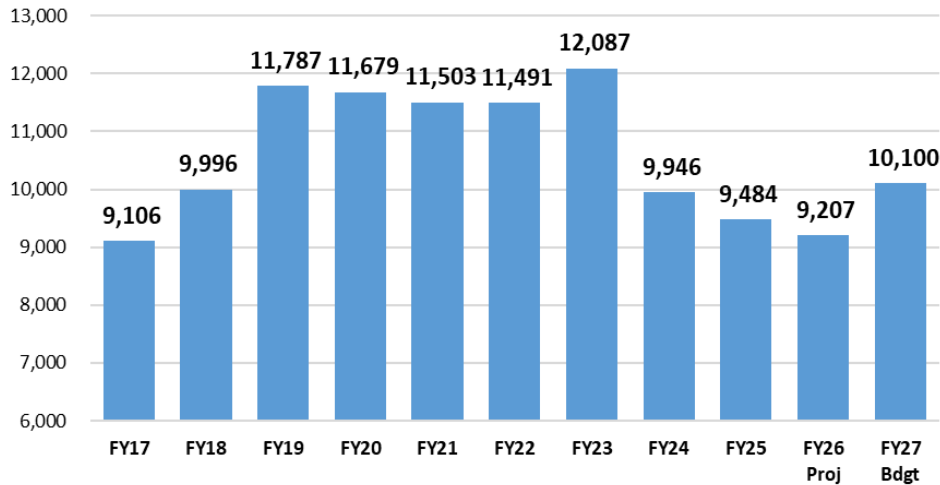
### Inpatient Surgery Minutes per 100



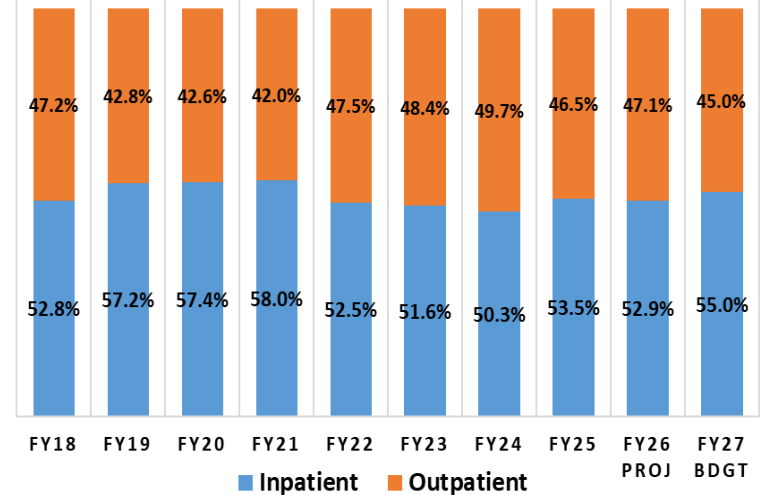
### Outpatient Surgery Minutes per 100



### Total Surgery Minutes per 100



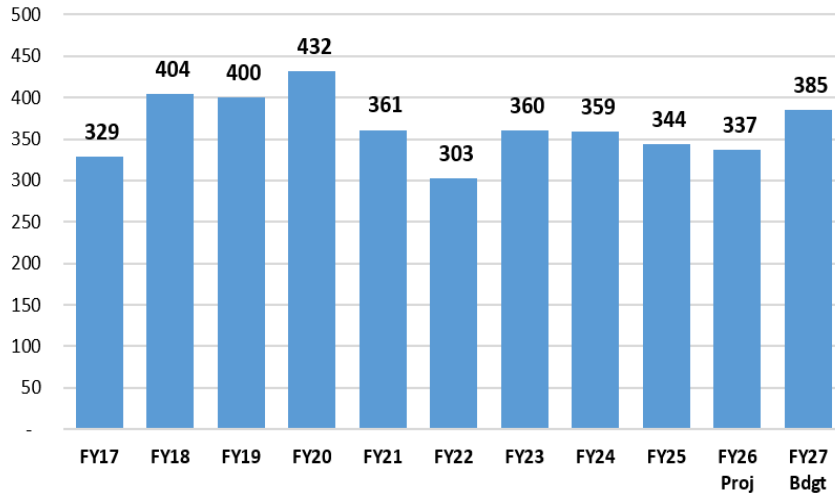
### Surgeries by Patient Type %



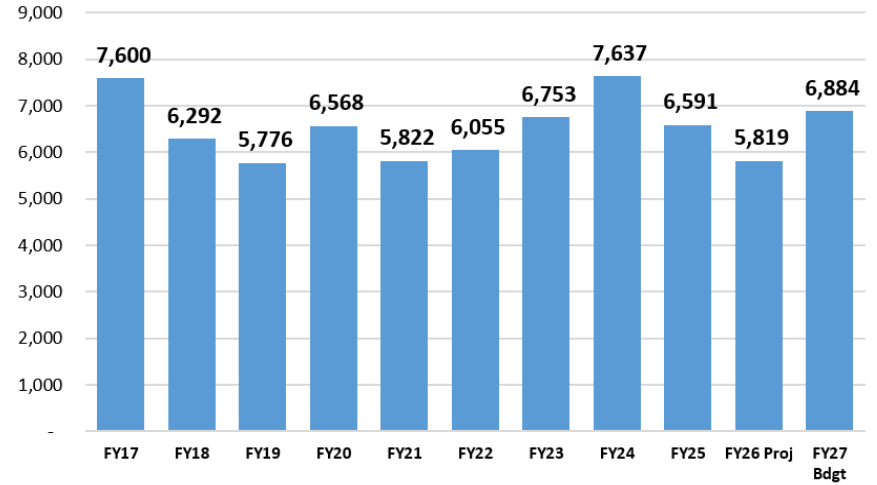
■ Inpatient ■ Outpatient

# FY27 Trended Budget Volume Graphs

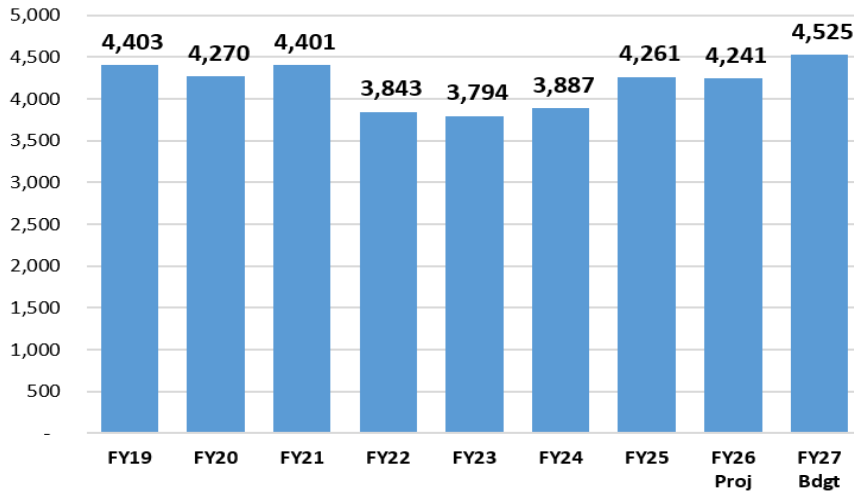
## Cardiac Surgeries



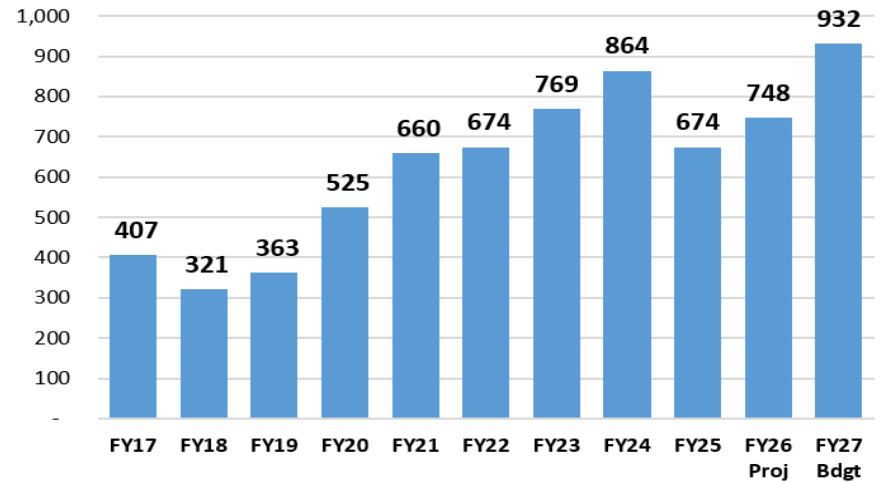
## Endoscopy Procedure Hours



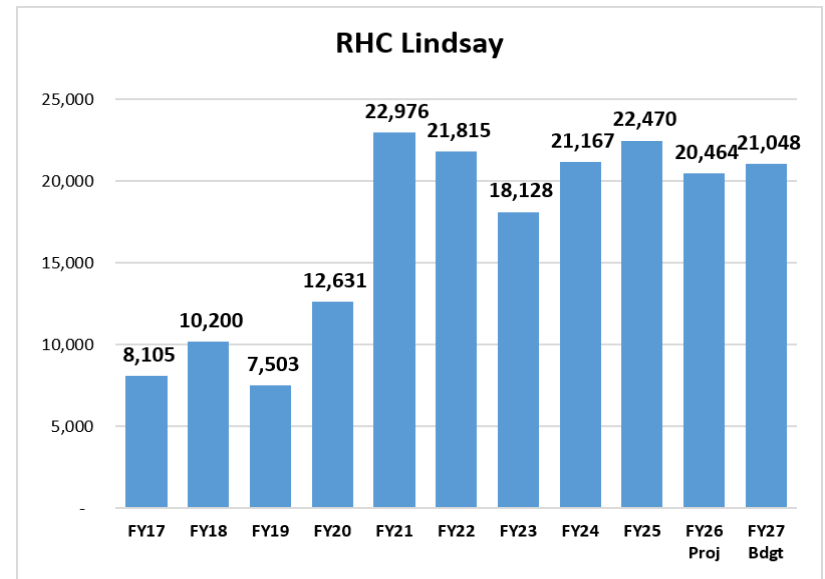
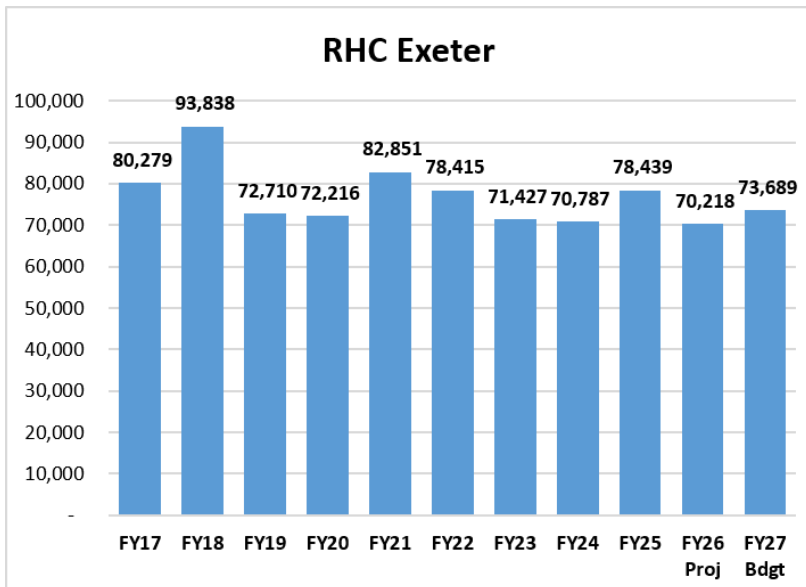
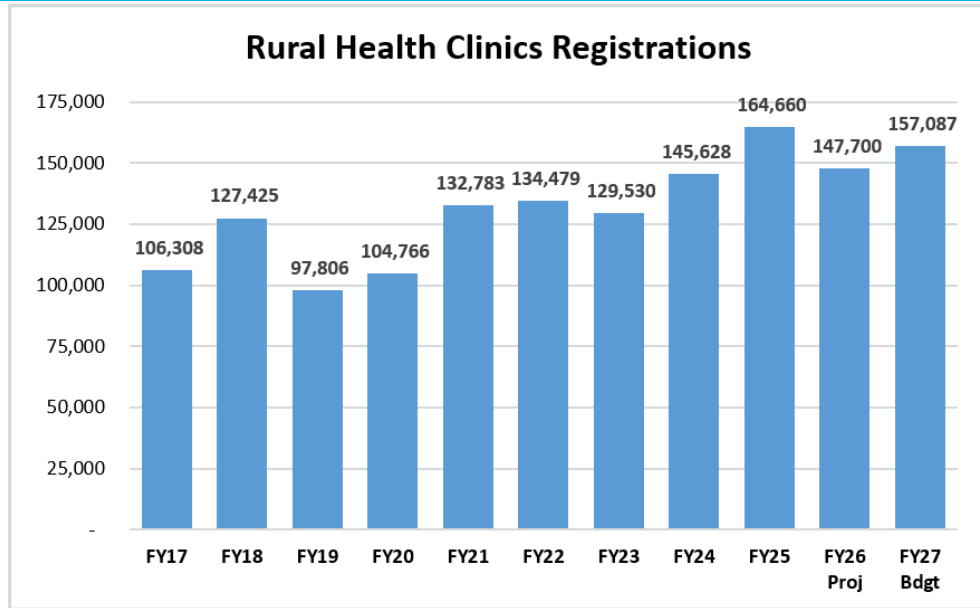
## Cath Lab Minutes per 100



## Robotic Surgery Minutes per 100

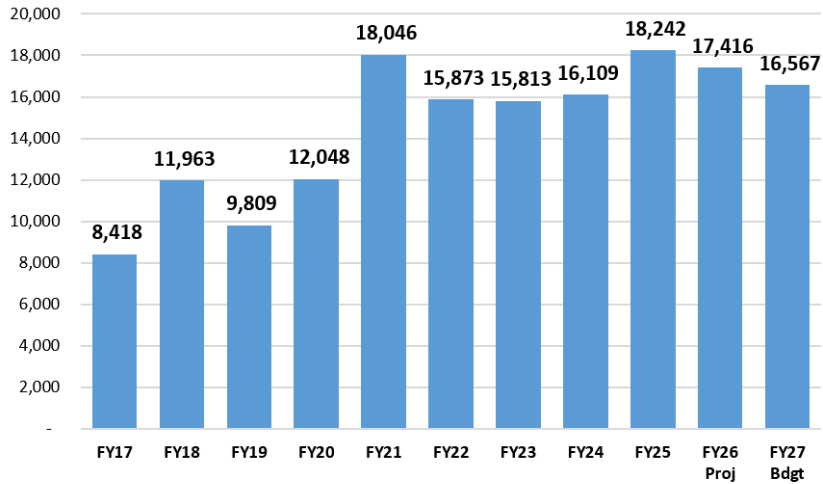


# FY27 Trended Budget Volume Graphs

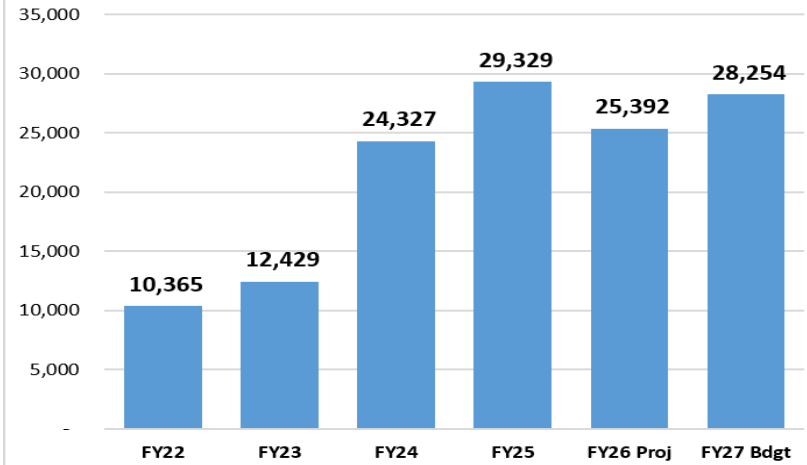


# FY27 Trended Budget Volume Graphs

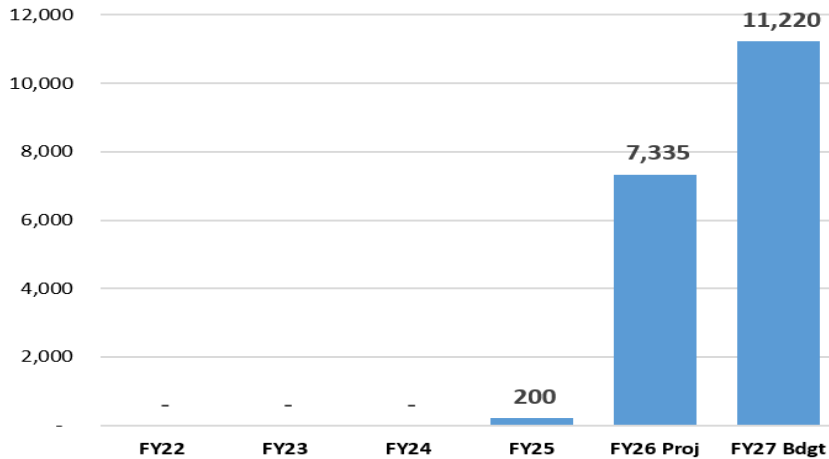
### RHC Dinuba



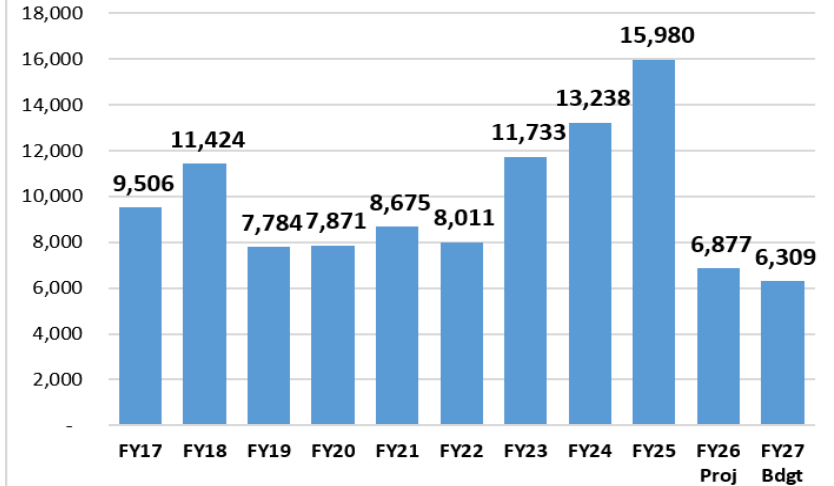
### RHC Tulare



### RHC Woodlake Valencia

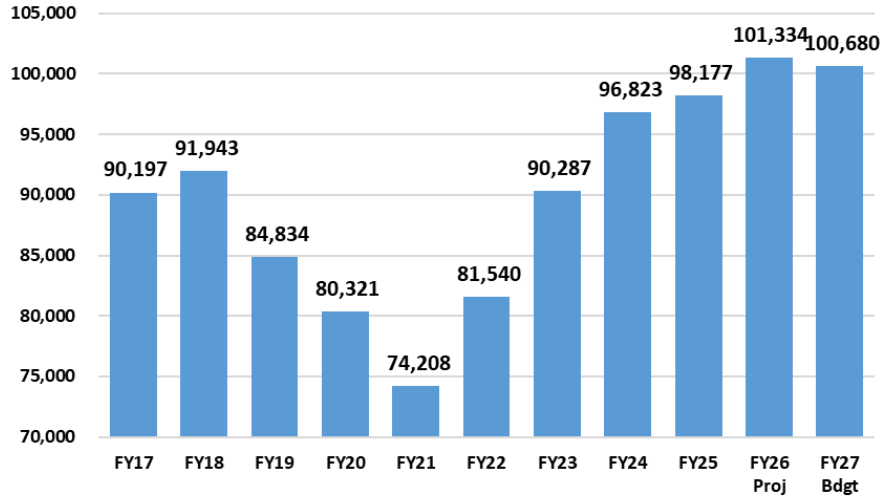


### RHC Woodlake Antelope

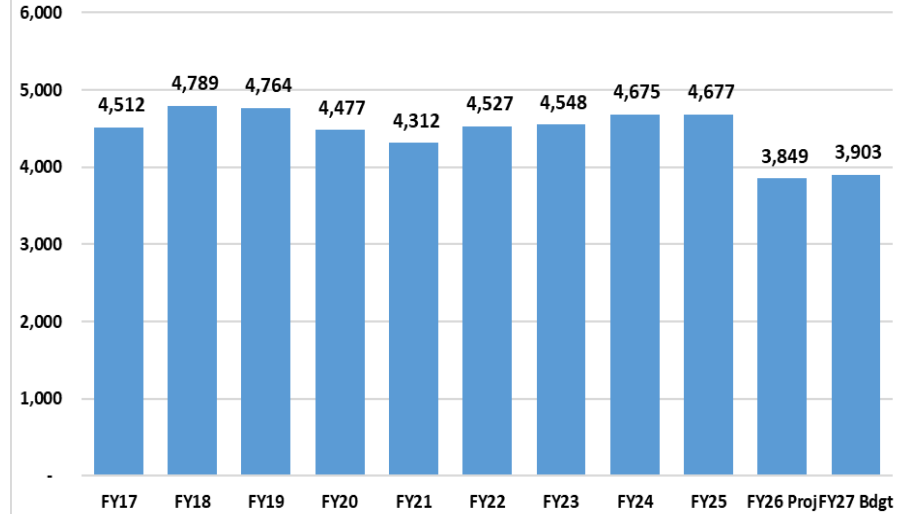


# FY27 Trended Budget Volume Graphs

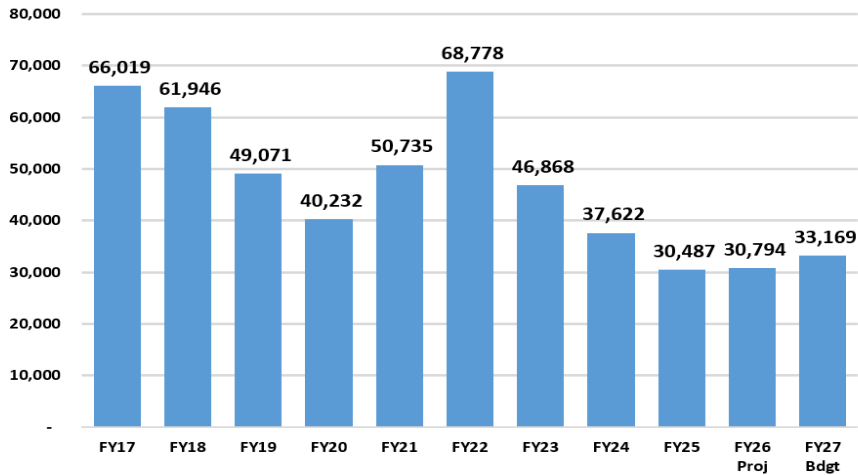
## Emergency Visits



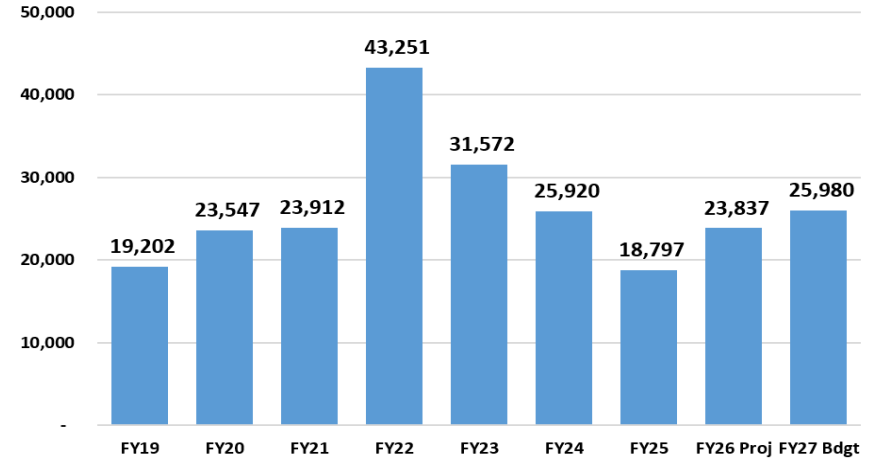
## Deliveries



## Urgent Care Registrations - Court Street

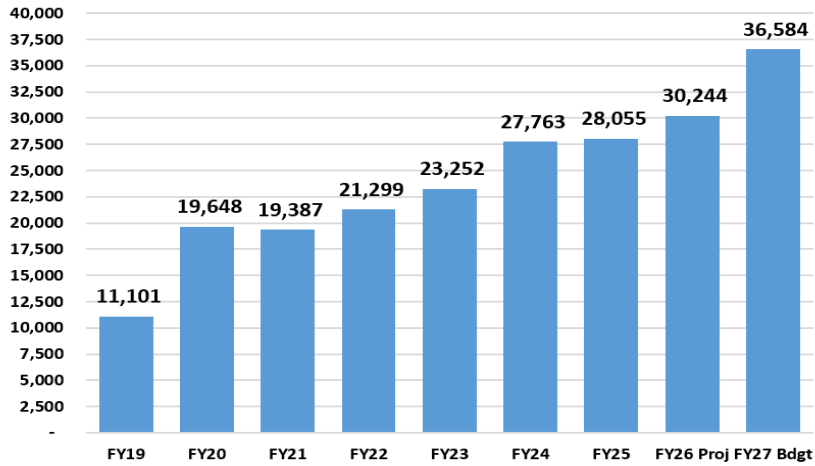


## Urgent Care Registrations - Demaree

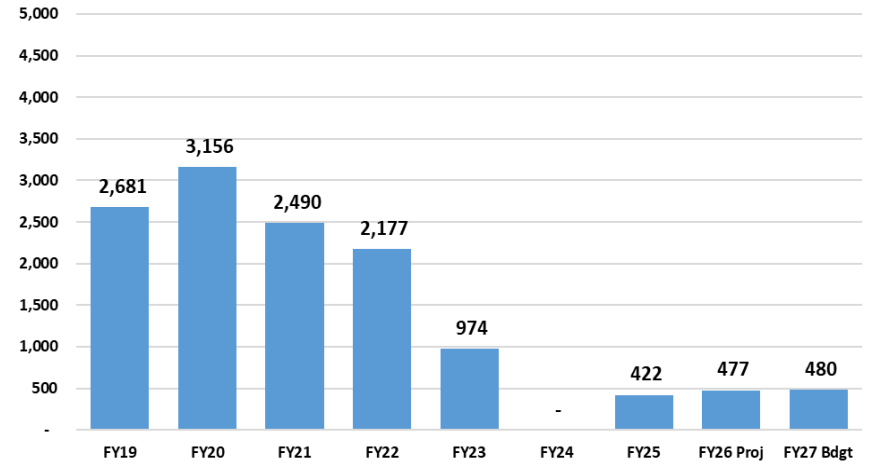


# FY27 Trended Budget Volume Graphs

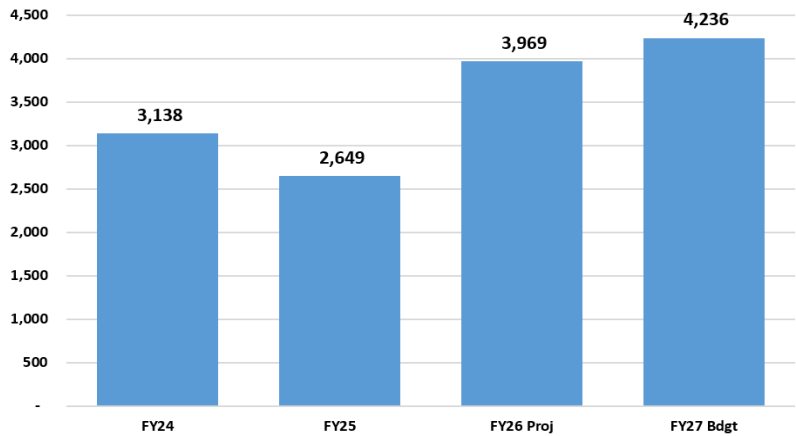
### Cardiology Clinic Registrations



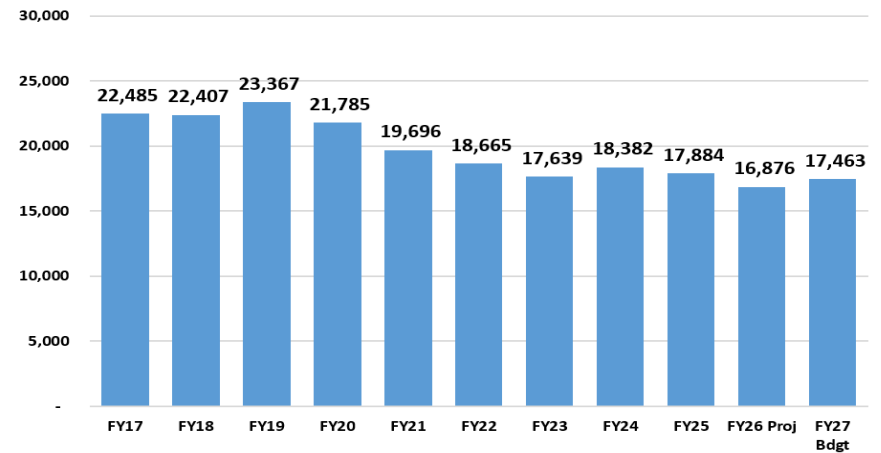
### Neuroscience Center Registrations



### Wound Care Visits/wRVUs

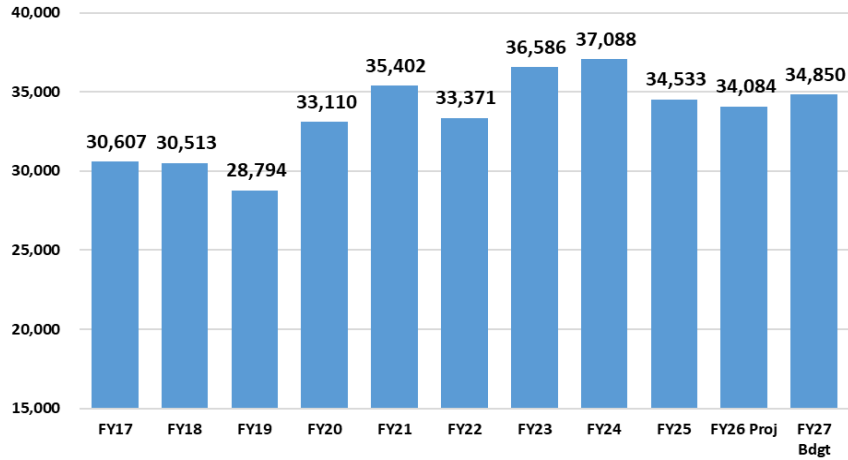


### Outpatient Dialysis Treatments

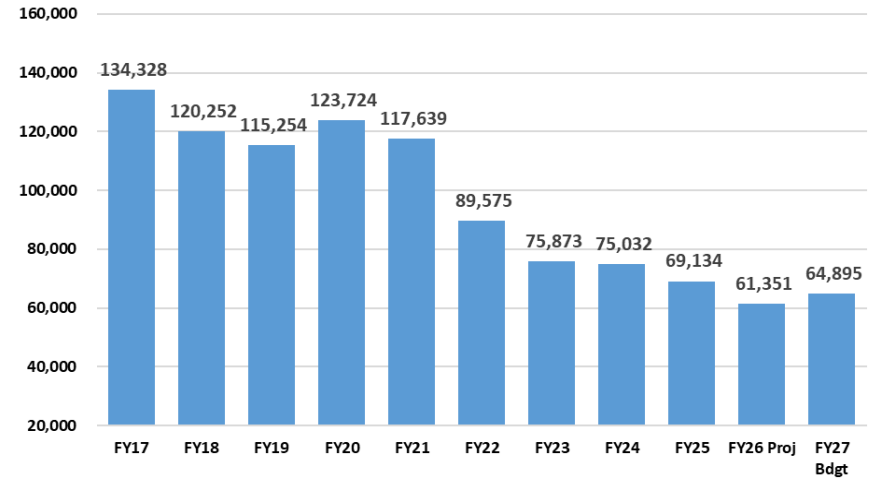


# FY27 Trended Budget Volume Graphs

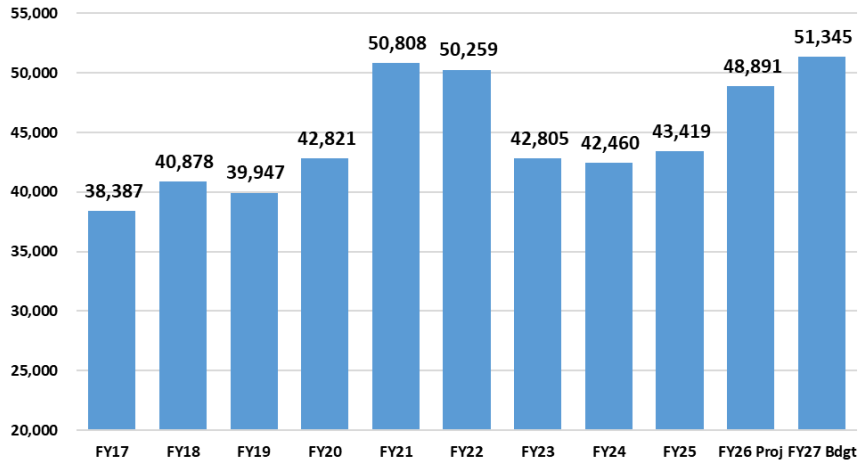
### Home Health Outpatient Visits



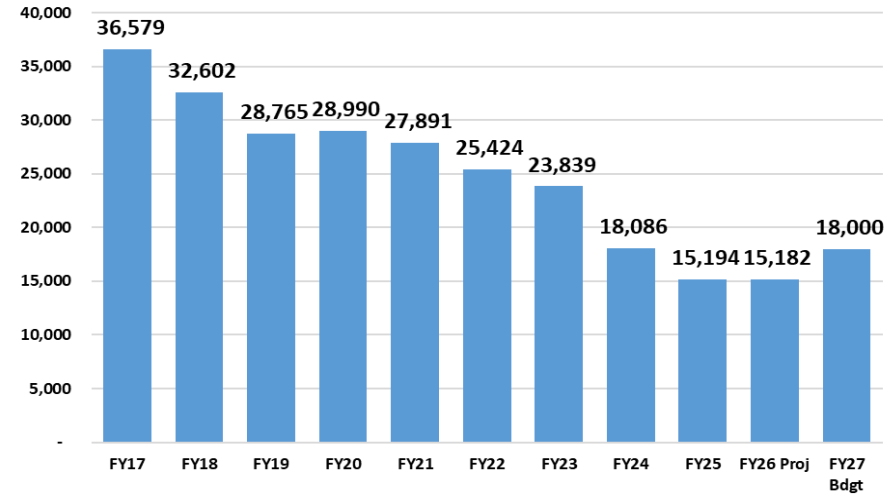
### Private Homecare Outpatient Hours



### Hospice Outpatient Days

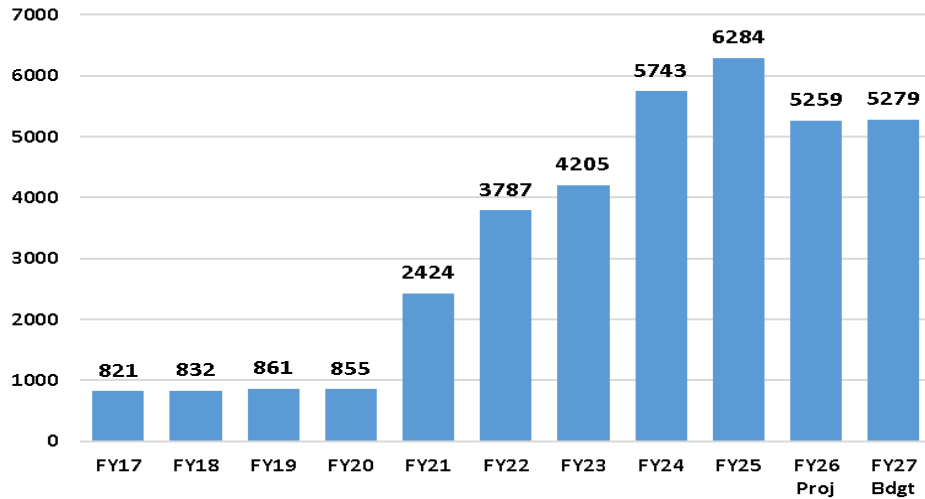


### Specialty Home Care Hours

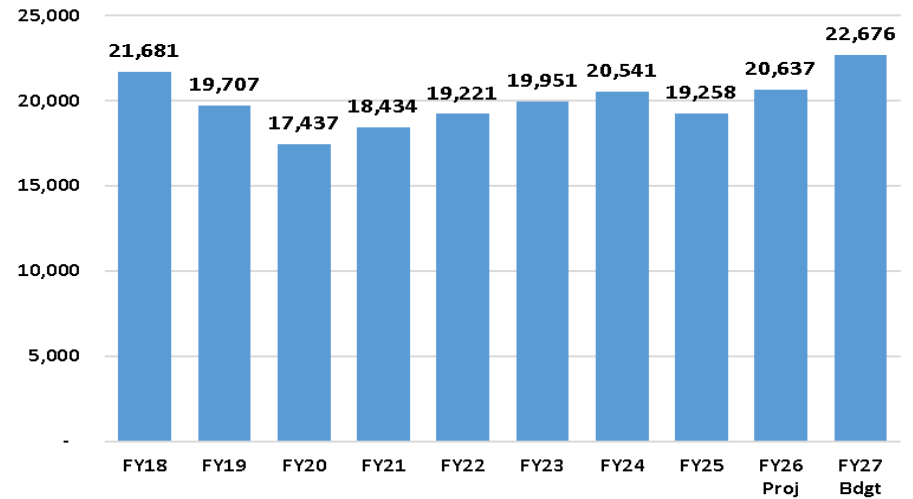


# FY27 Trended Budget Volume Graphs

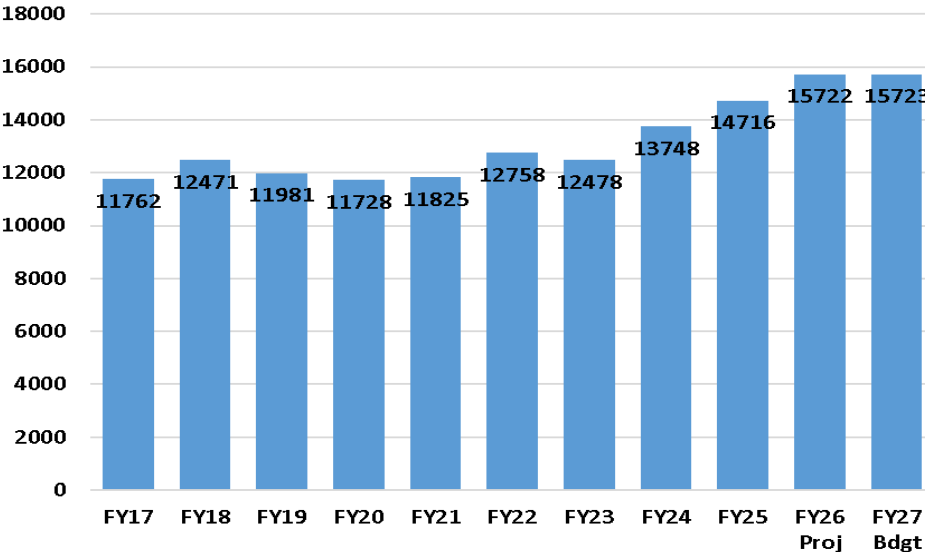
### Radiology - Nuclear Medicine (Combined)



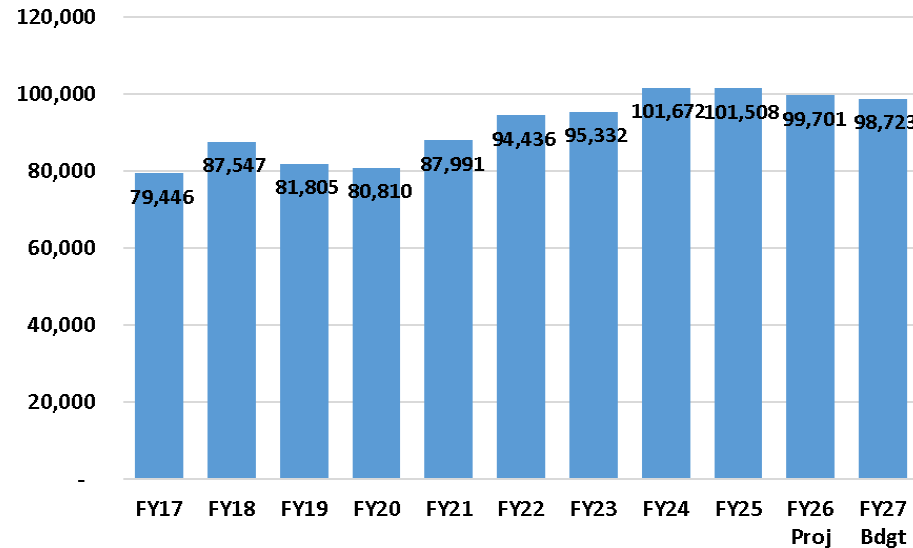
### Radiology - Breast Center



### Radiology - West Campus

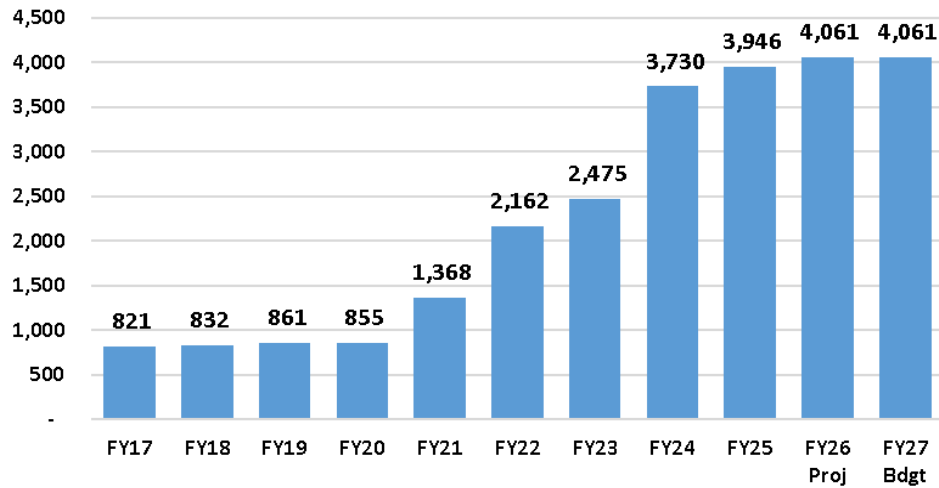


### Radiology - Main Campus

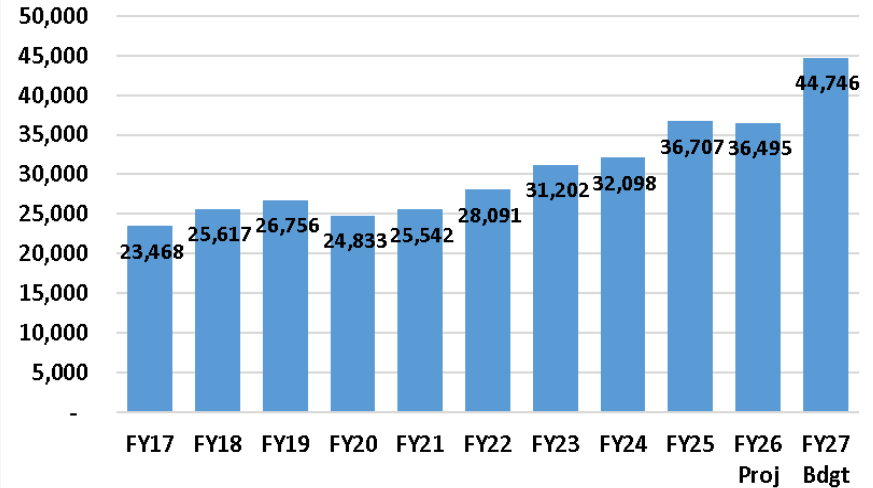


# FY27 Trended Budget Volume Graphs

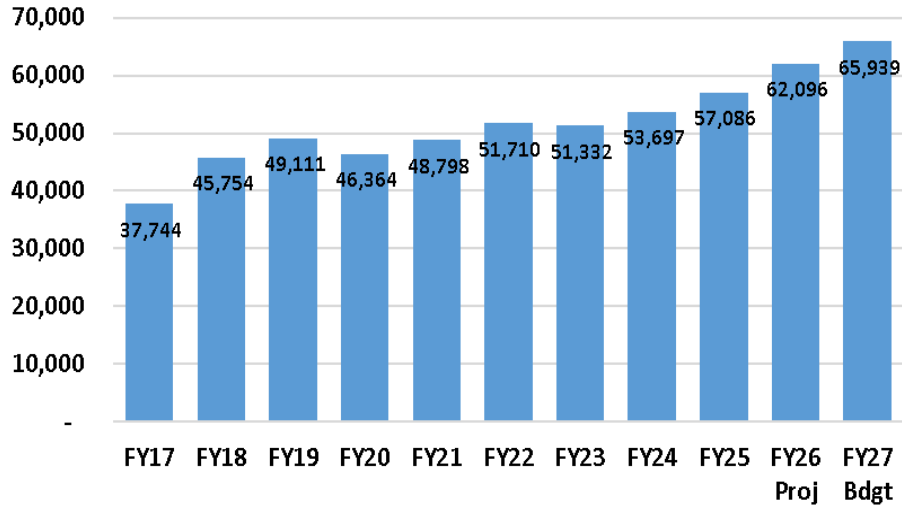
## PET/CT Diagnostic Center



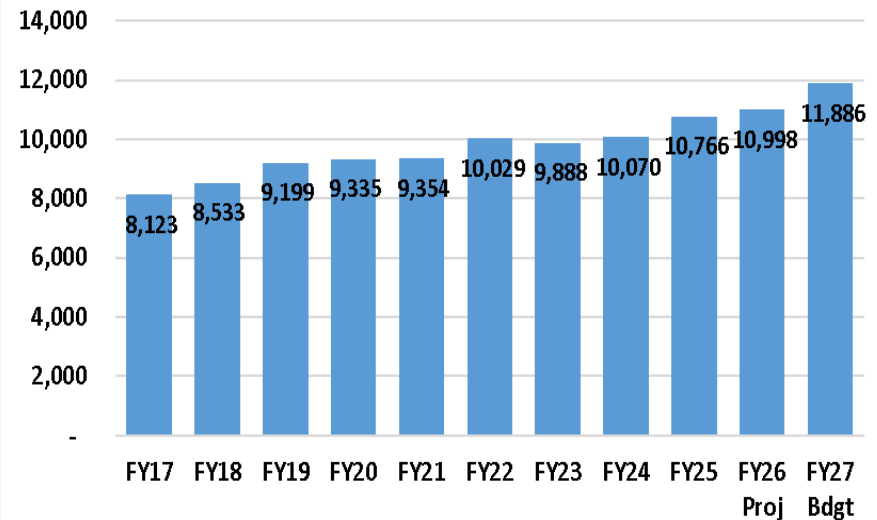
## Radiology - Ultrasound Combined



## Radiology - CT Combined



## Radiology - MRI Combined



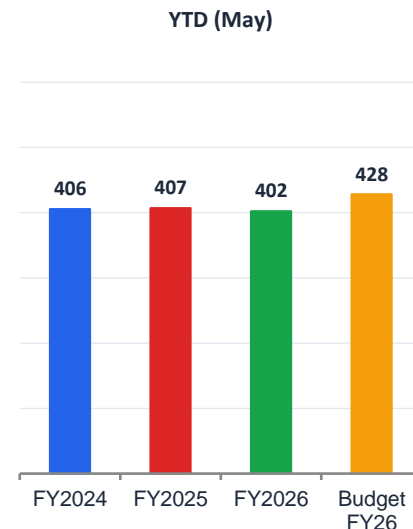
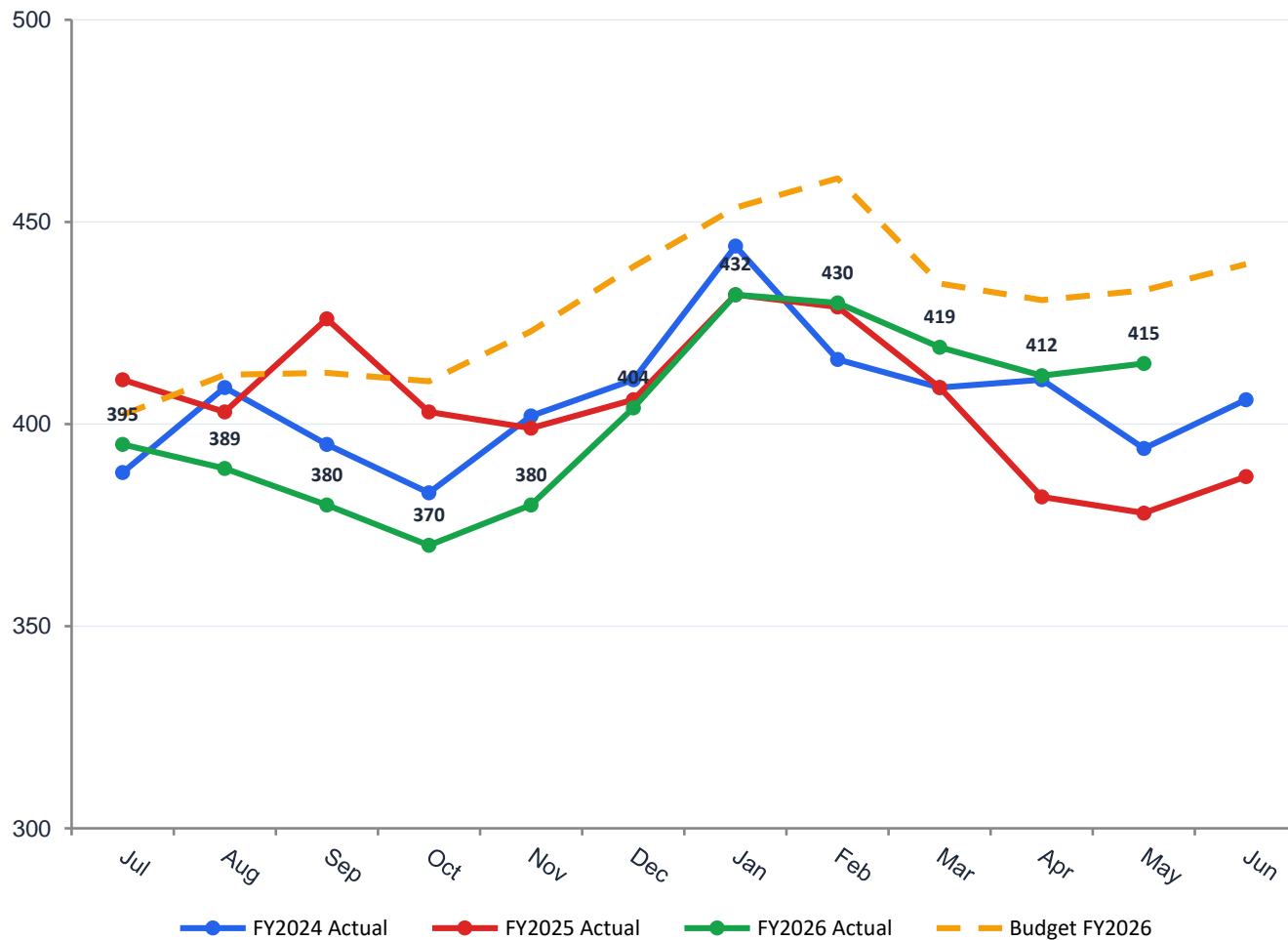
# Monthly Statistics Report

FY2024 – May FY2026 Actuals | Budget FY2026

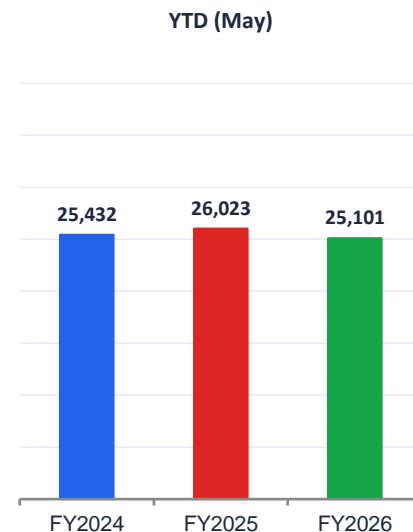
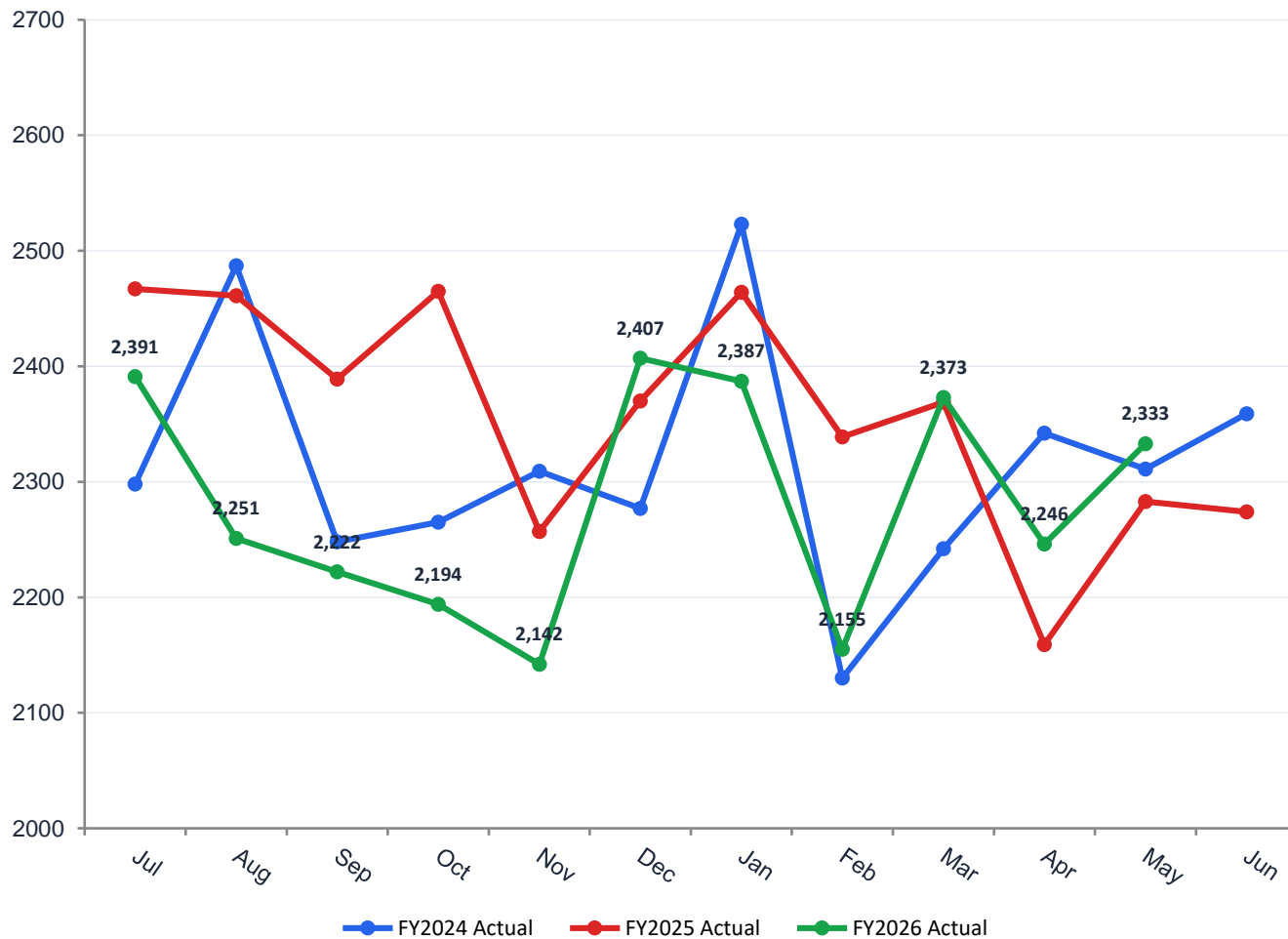
Kaweah Health

May 2026

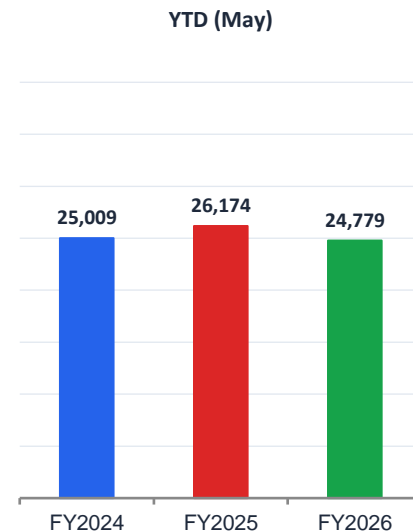
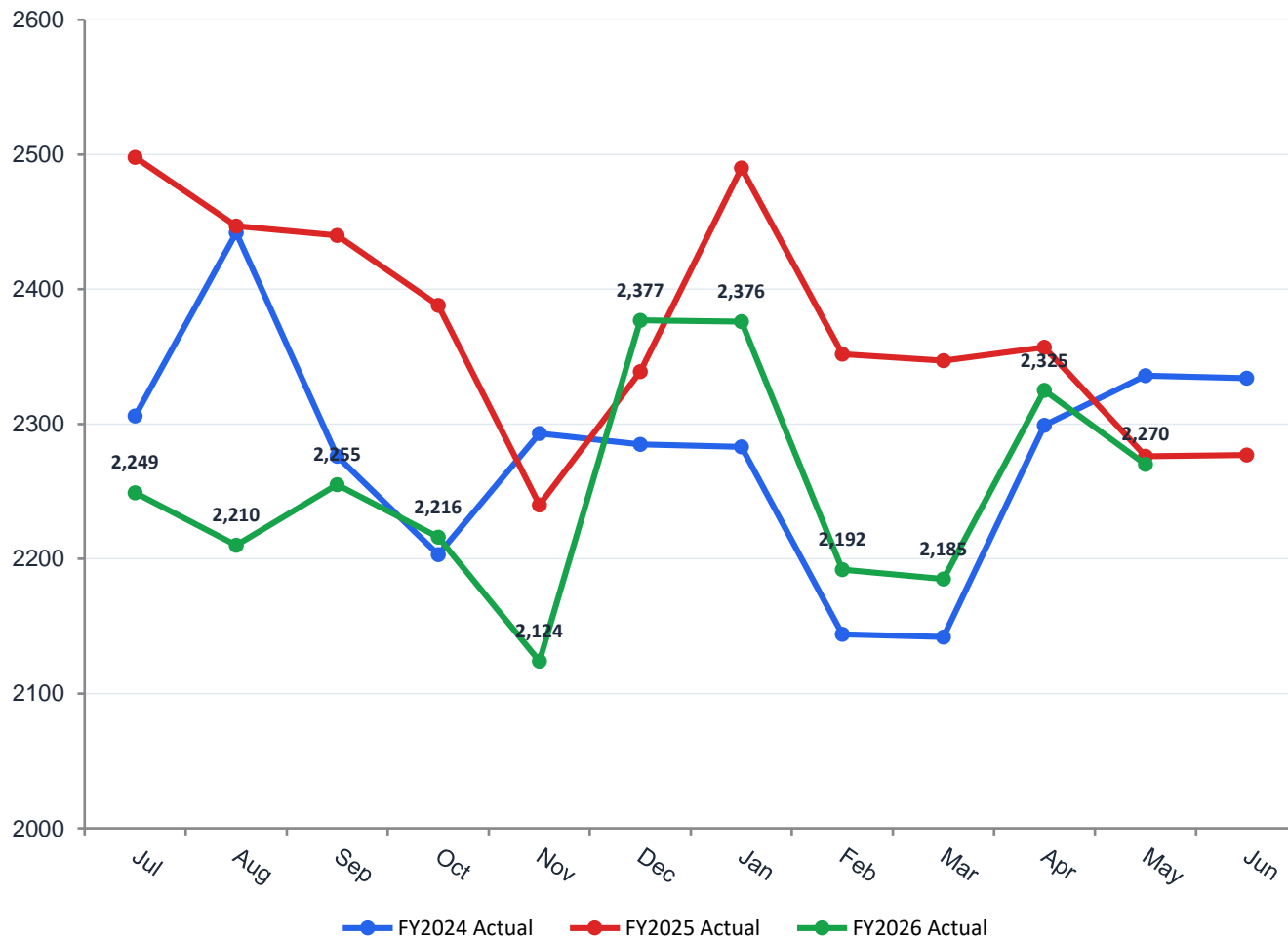
# Average Daily Census



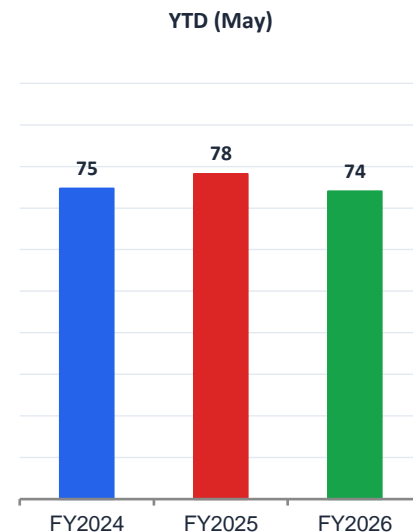
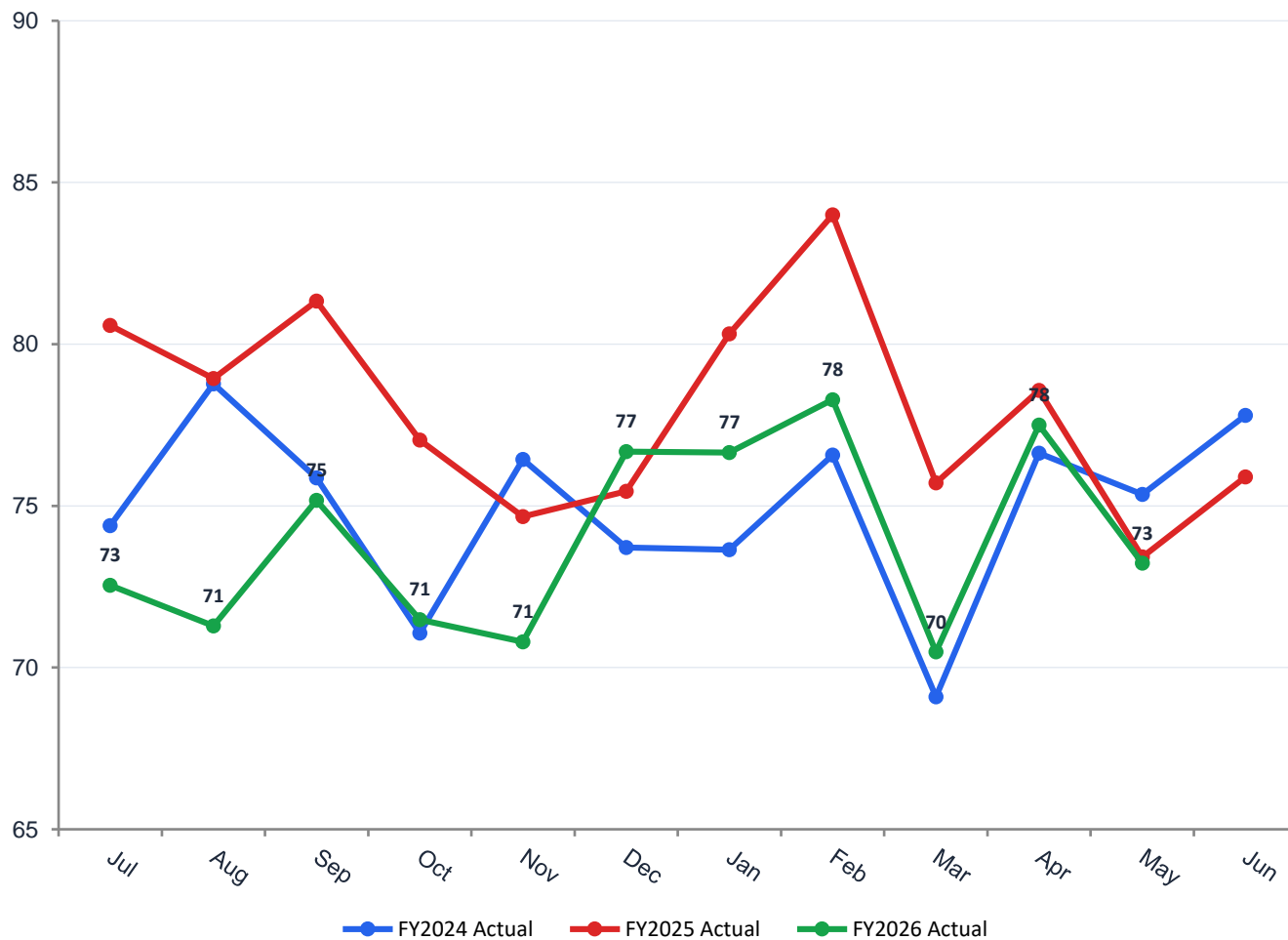
# Admissions



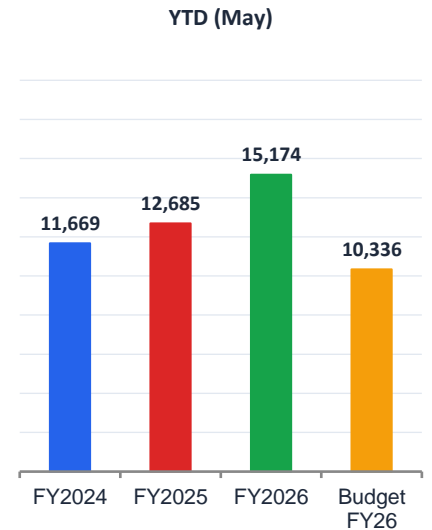
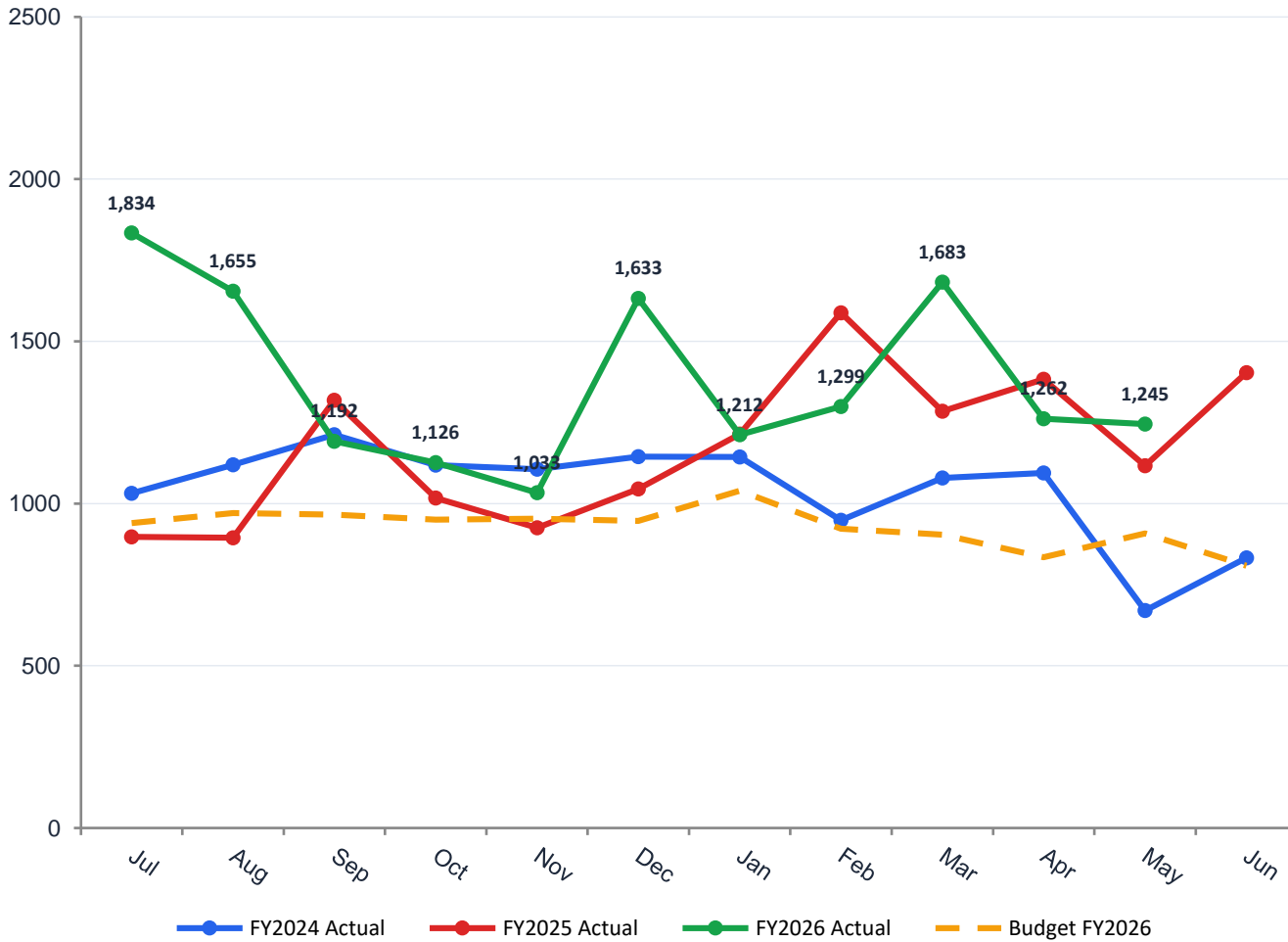
# Discharges



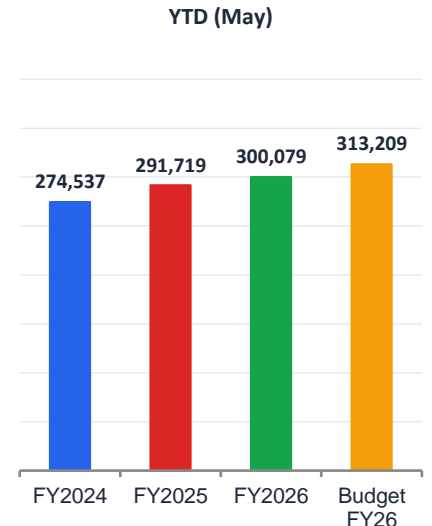
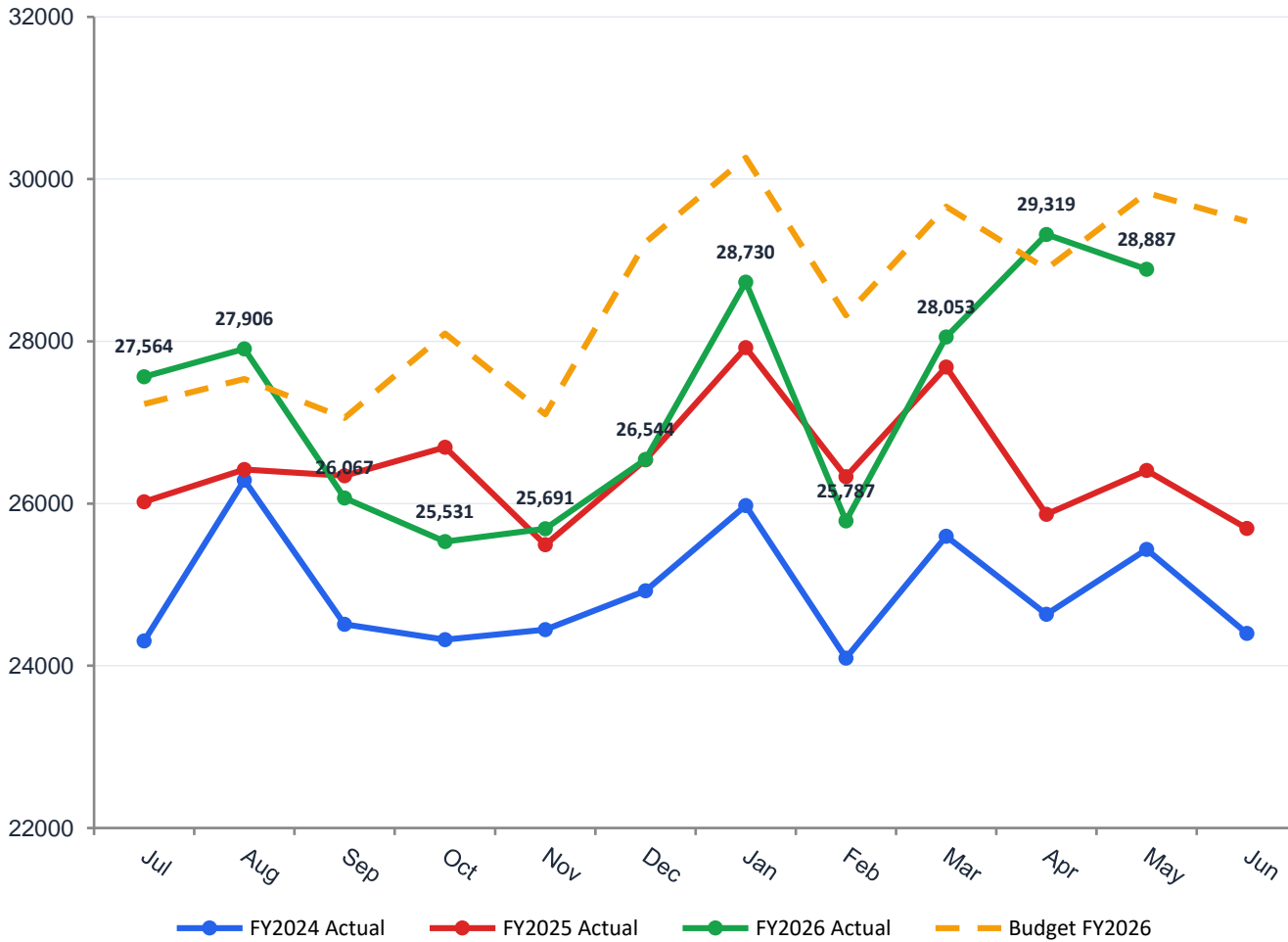
# Avg Discharges Per Day



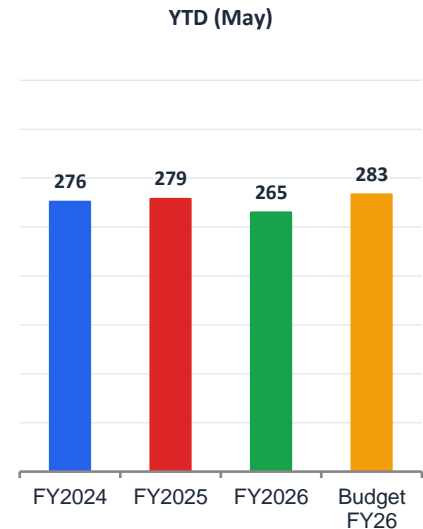
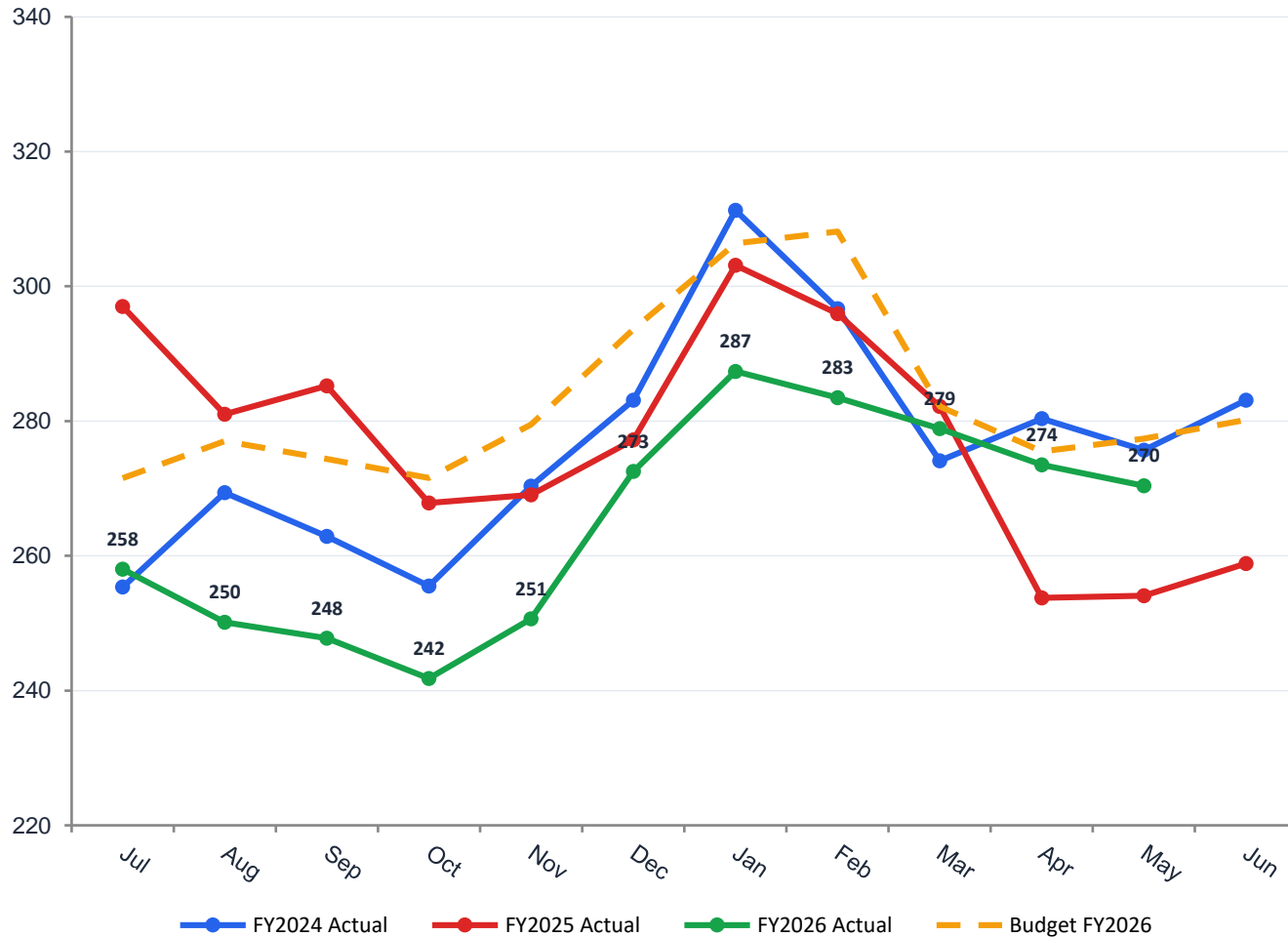
# Observation Days



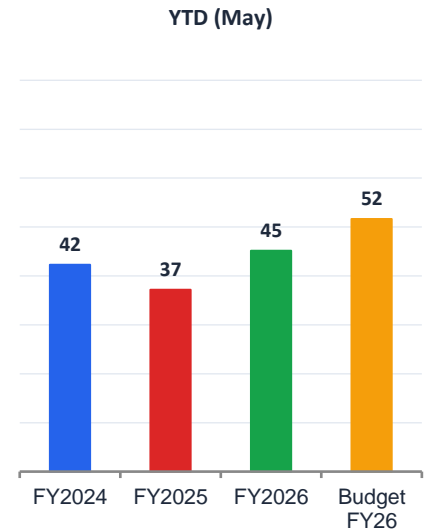
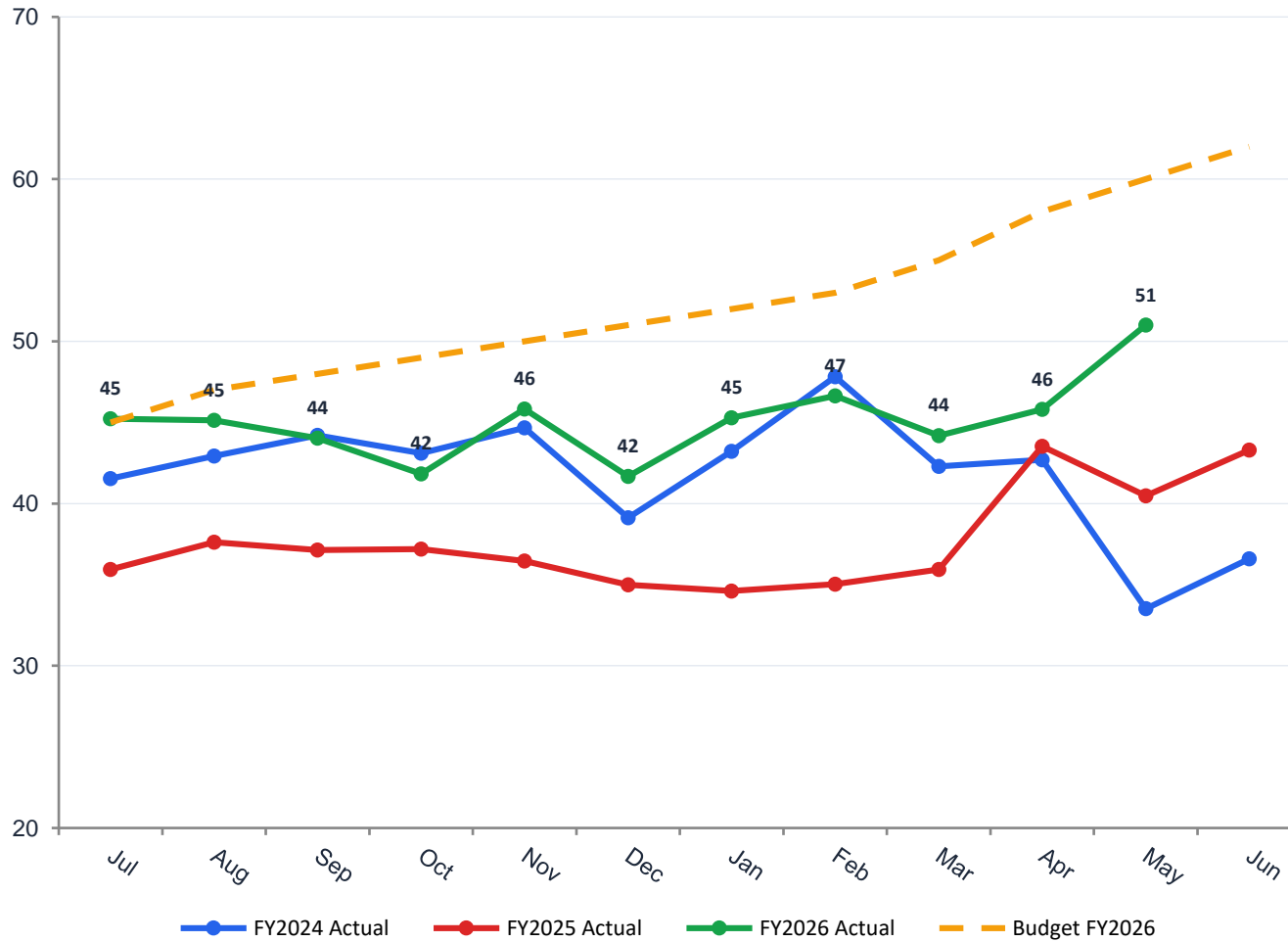
# Adjusted Patient Days



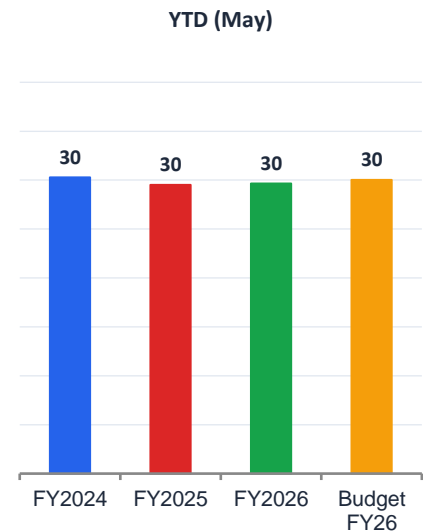
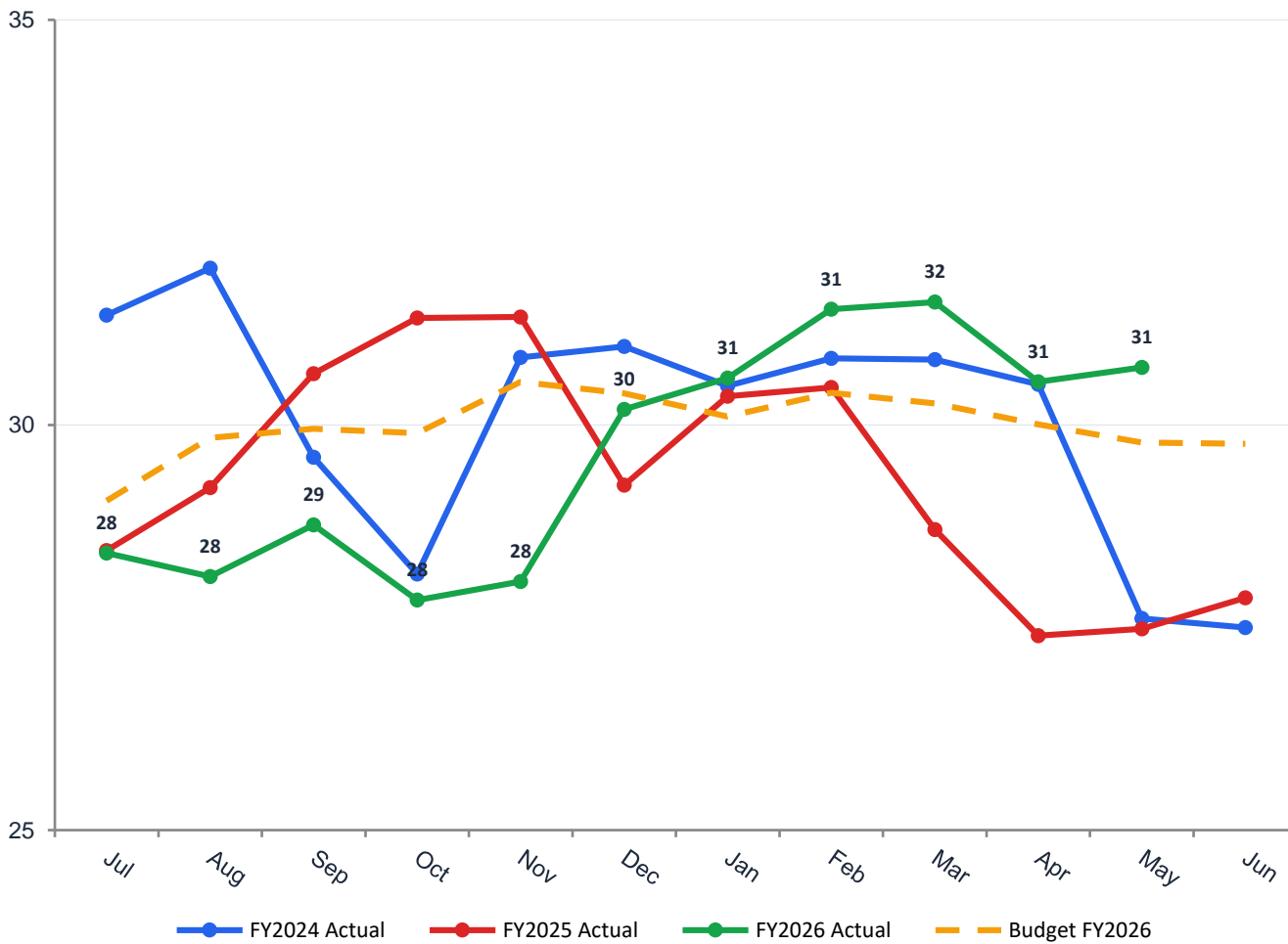
# Medical Center (Avg Patients Per Day)



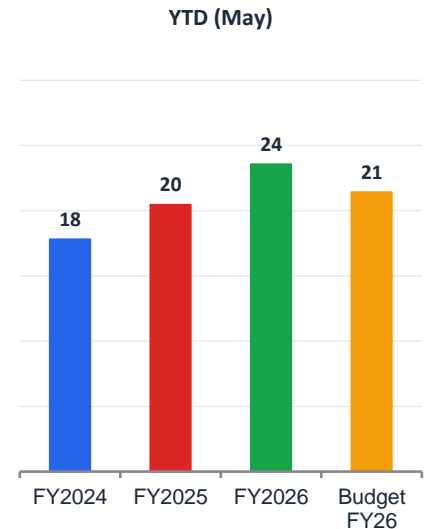
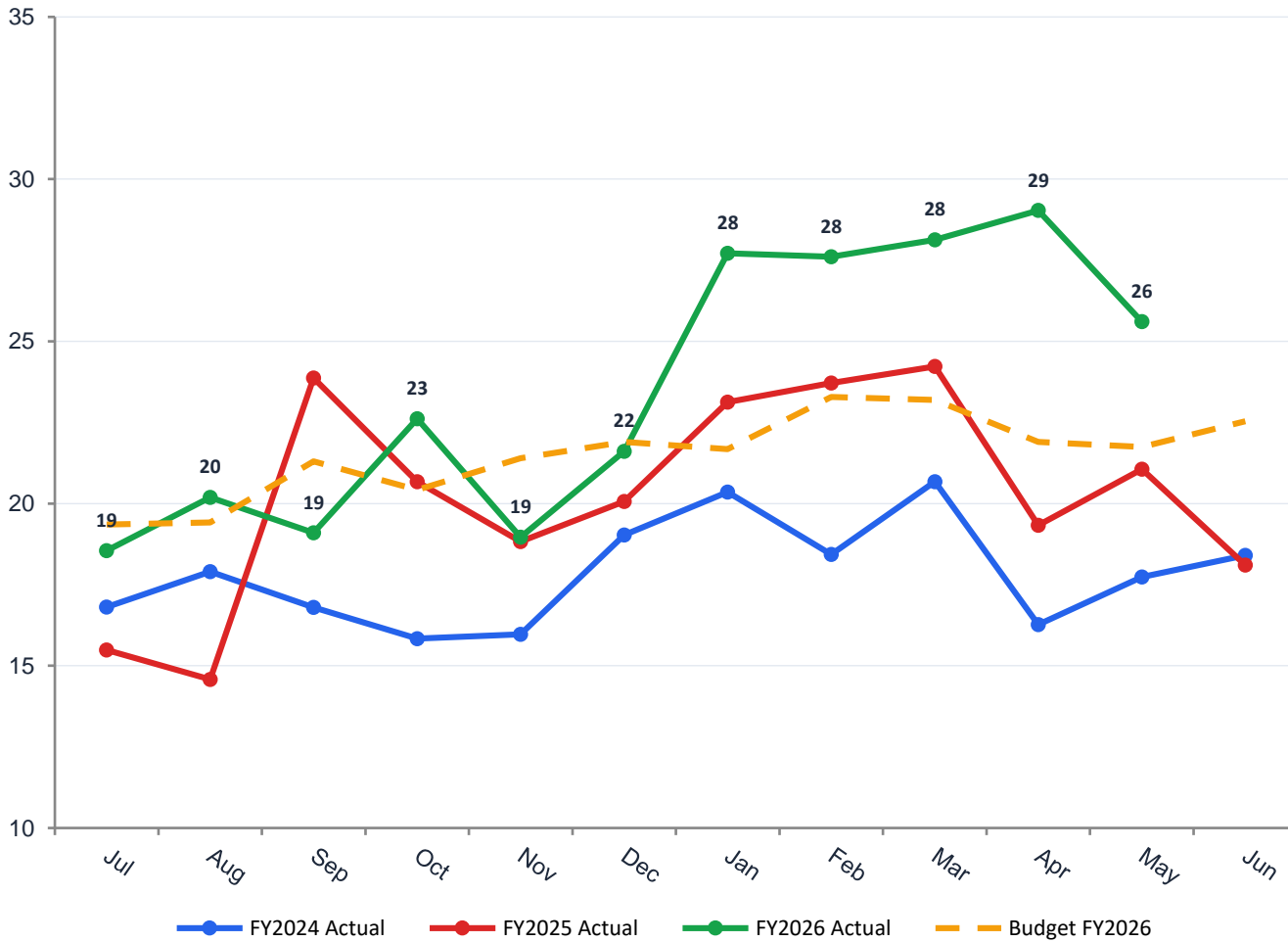
# Acute I/P Psych (Avg Patients Per Day)



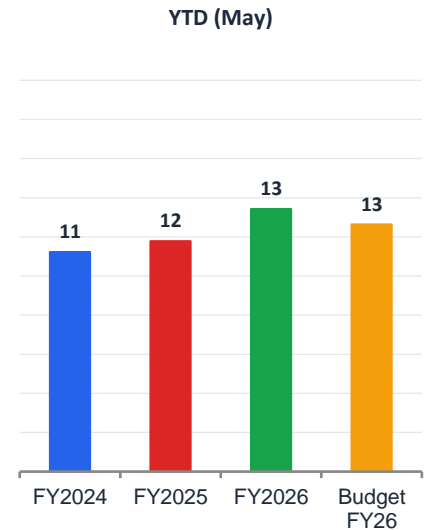
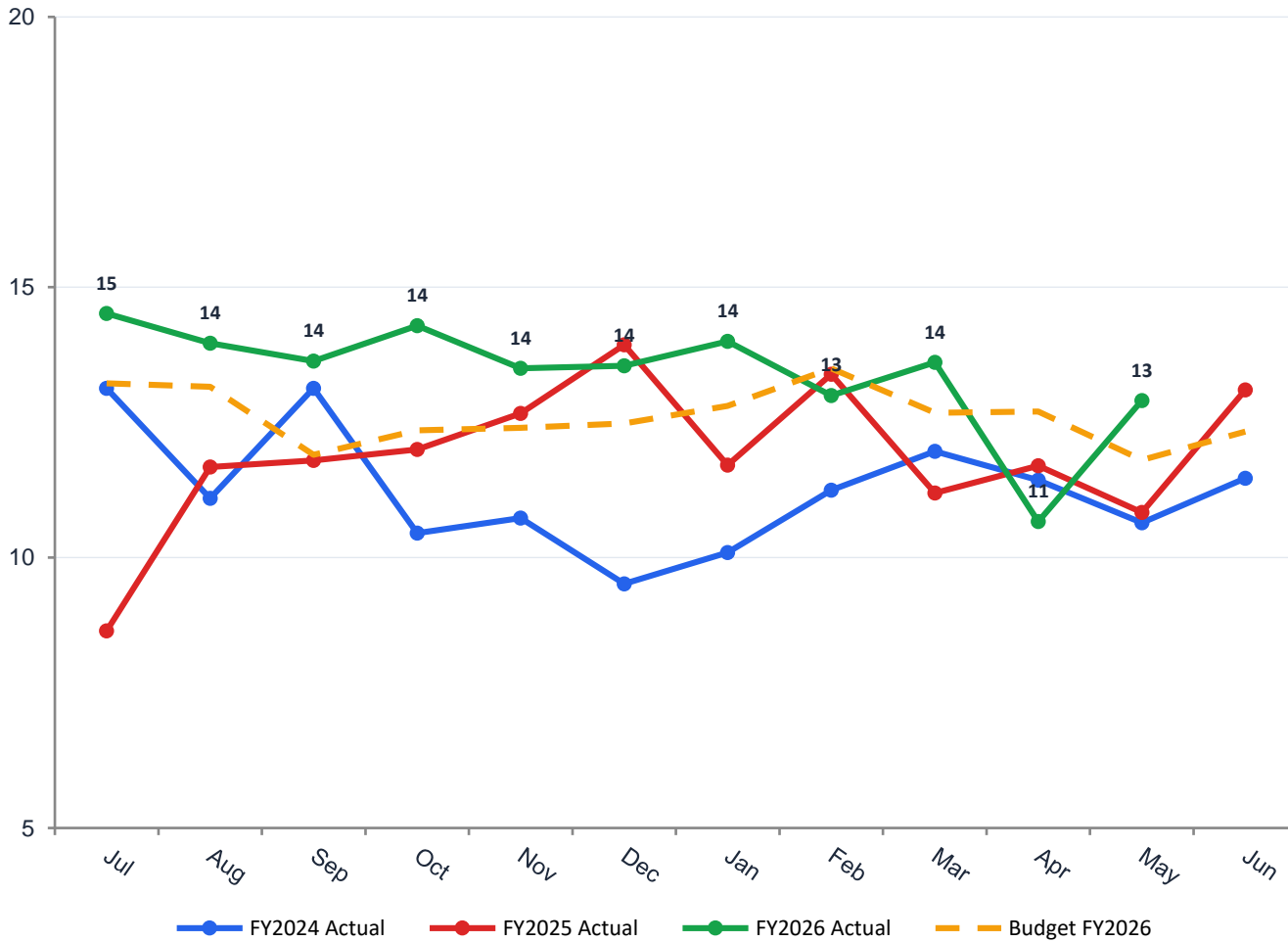
# Sub-Acute - Avg Patients Per Day



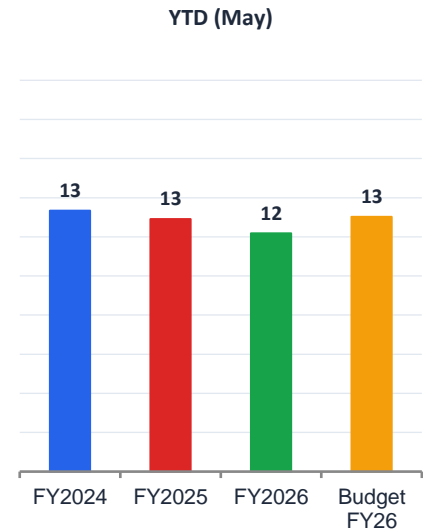
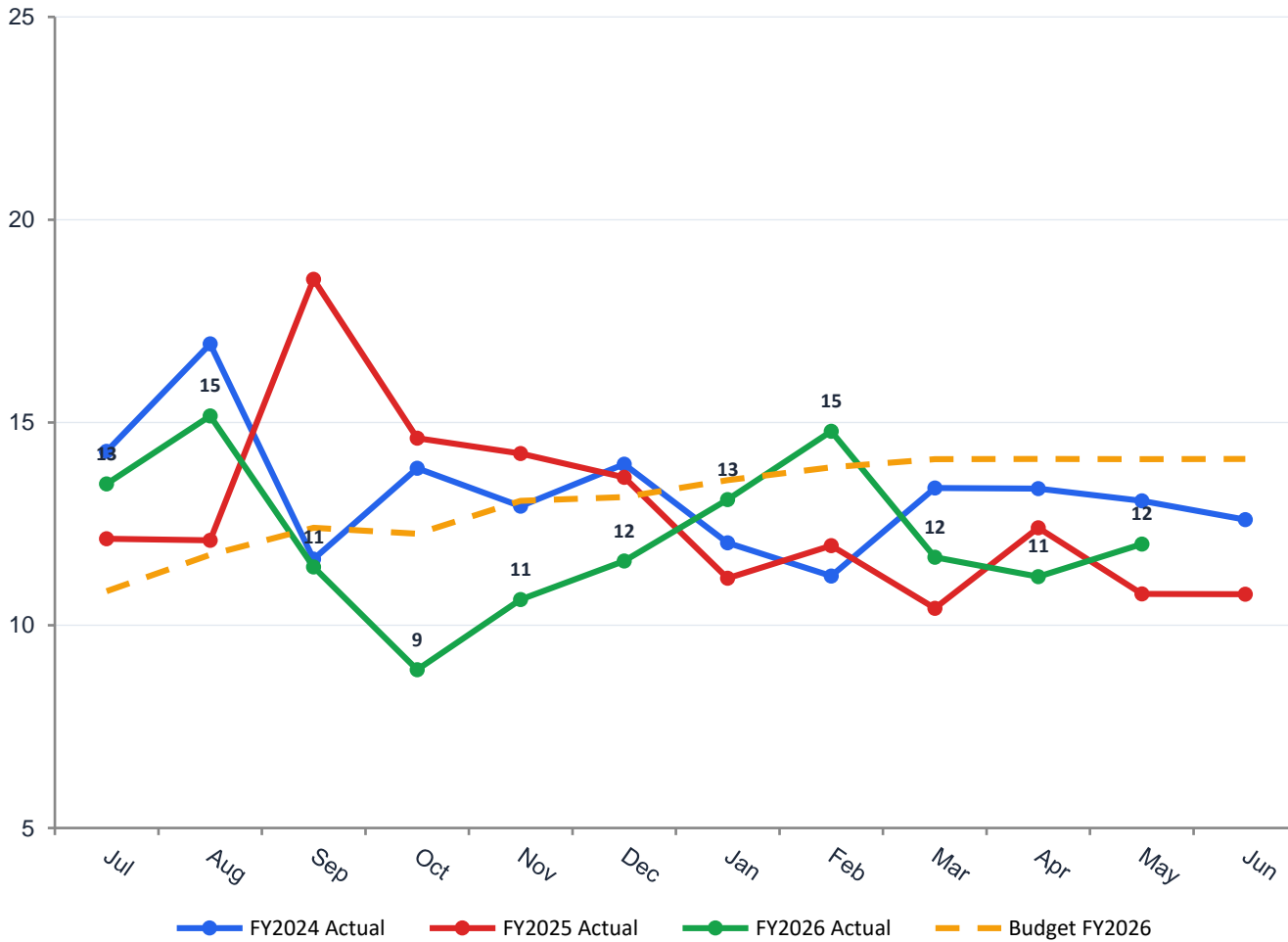
# Rehabilitation Hospital - Avg Patients Per Day



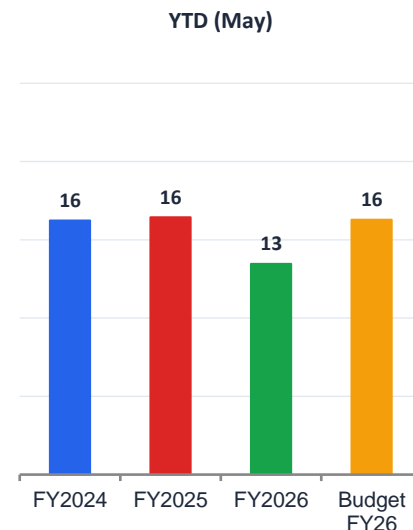
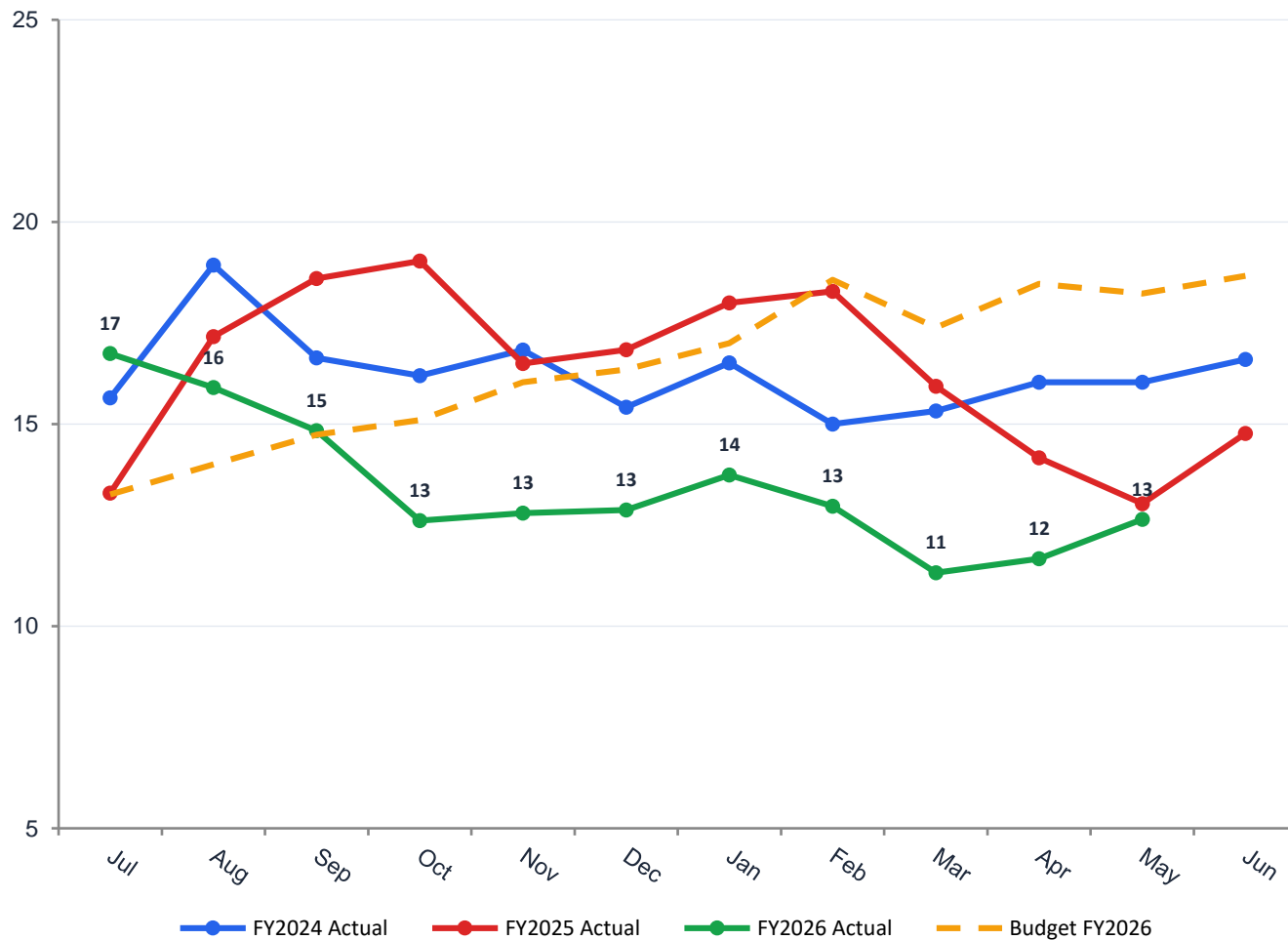
# TCS Ortho - Avg Patients Per Day



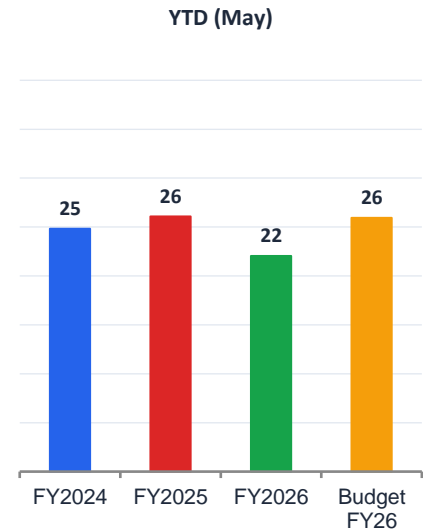
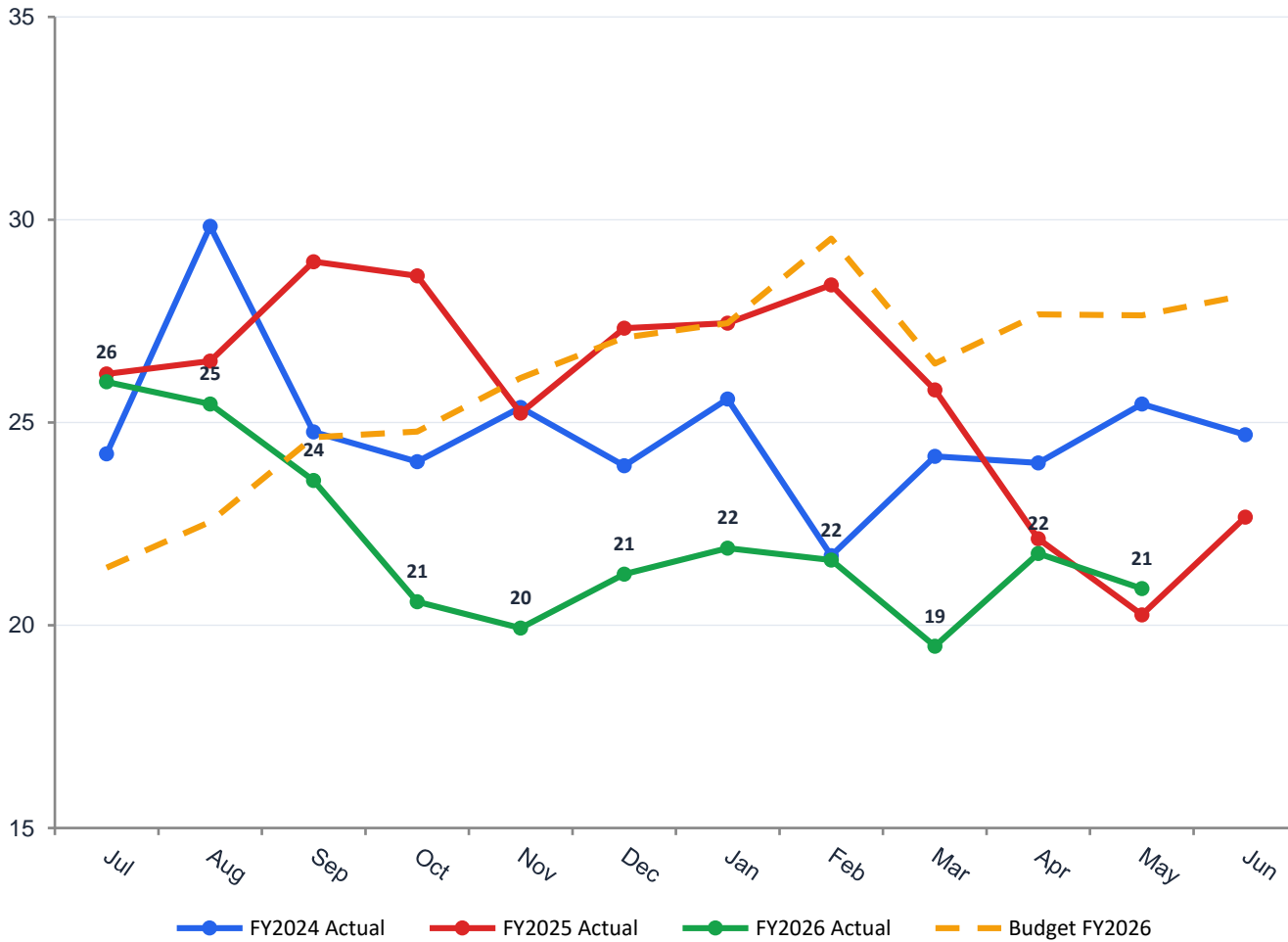
# NICU - Avg Patients Per Day



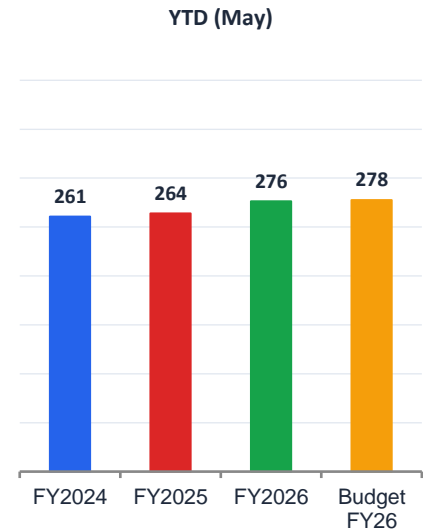
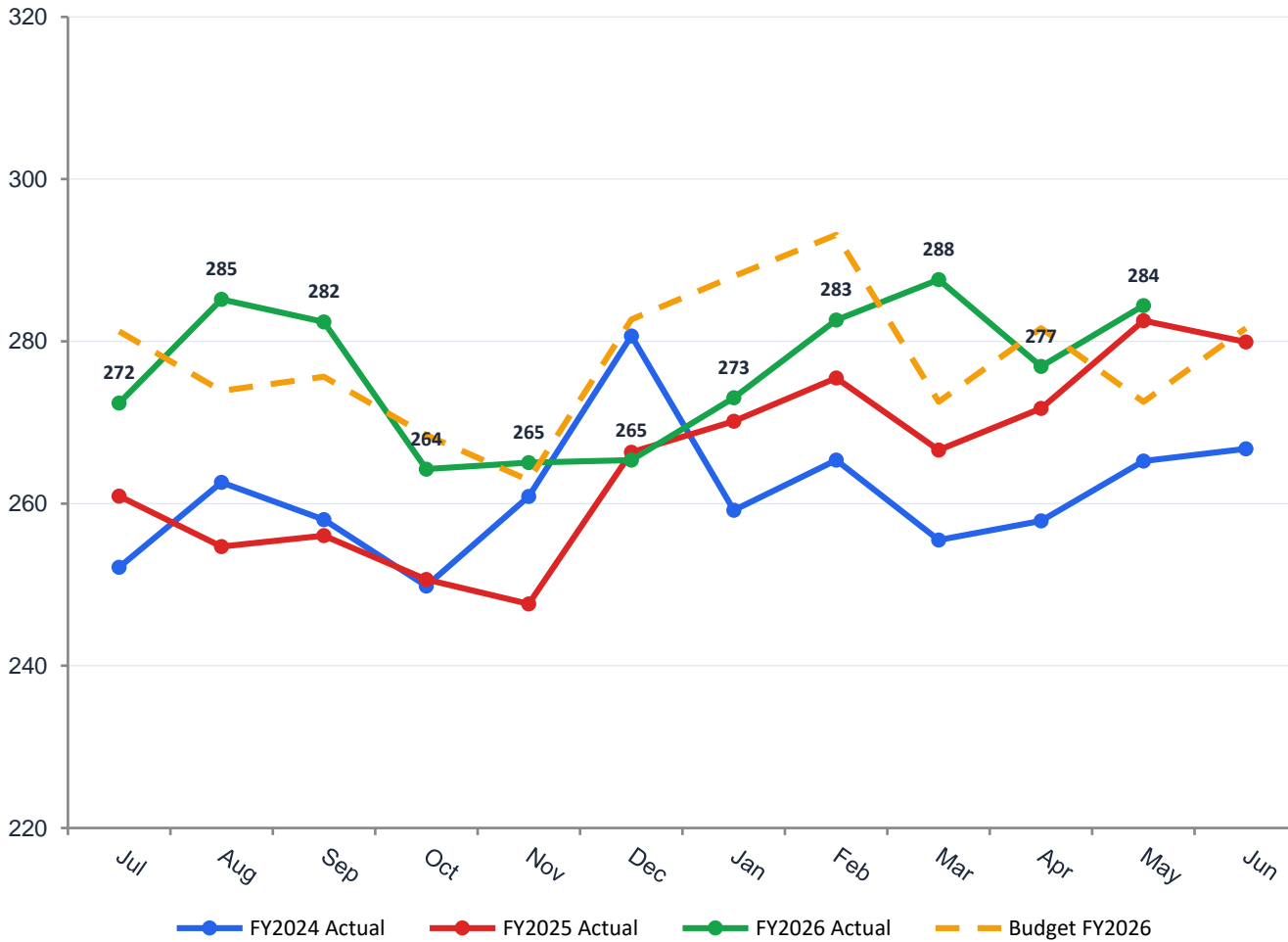
# Nursery - Avg Patients Per Day



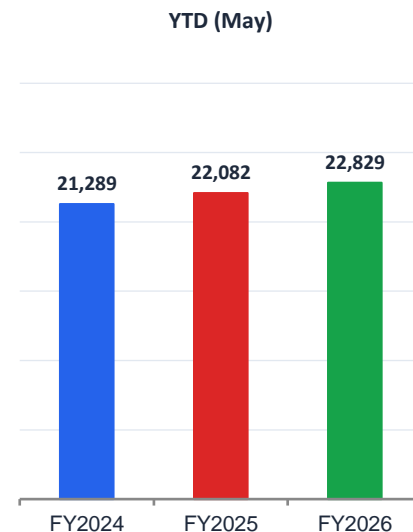
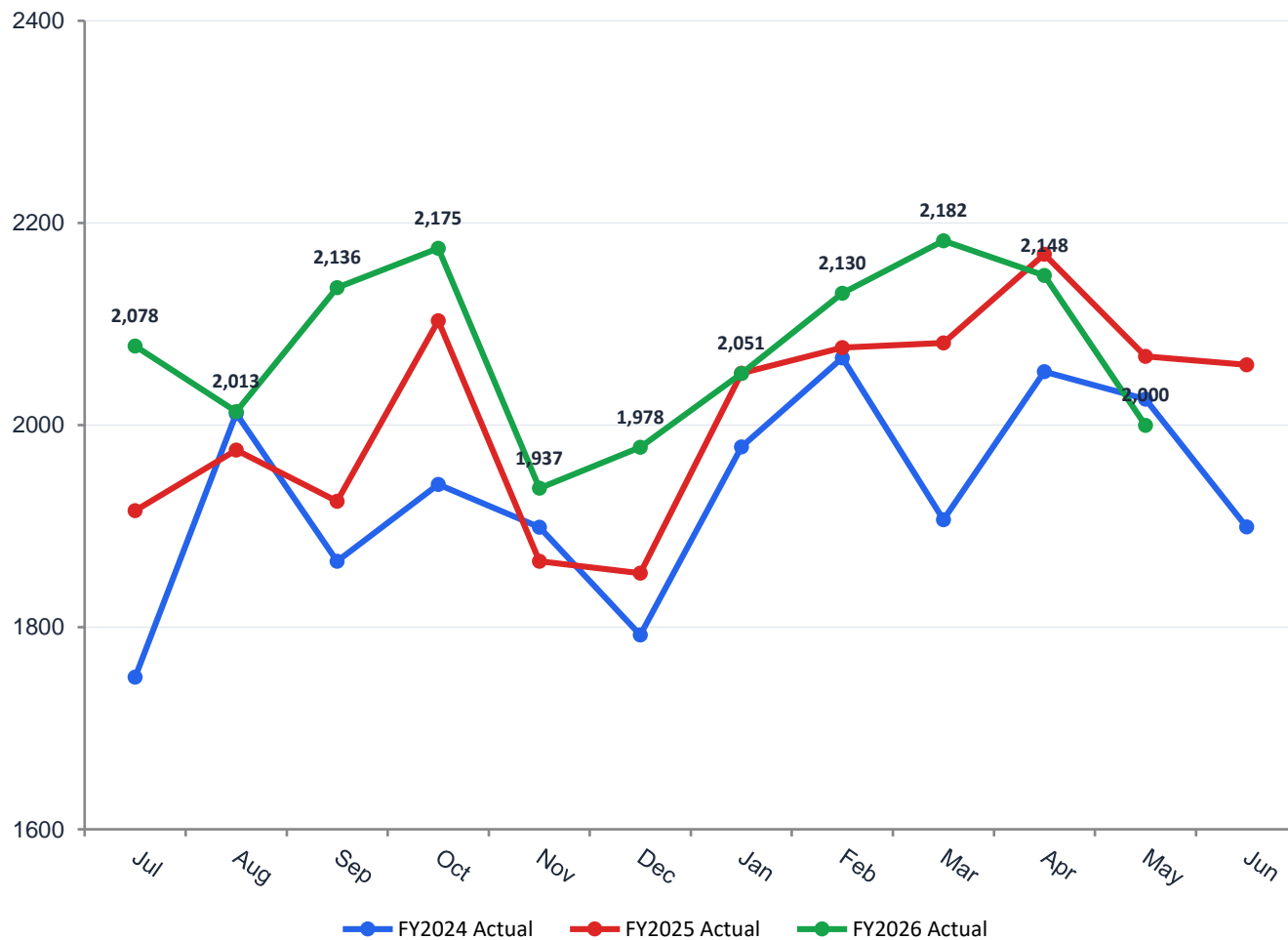
# Obstetrics - Avg Patients Per Day



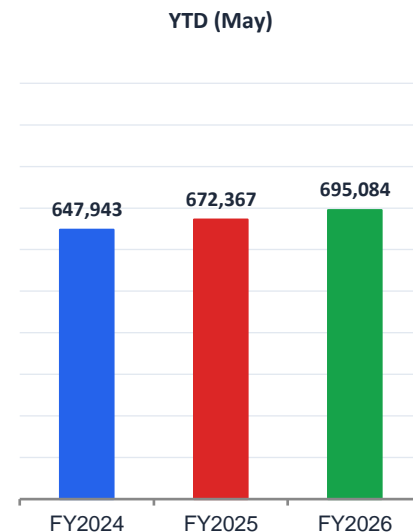
# ED - Avg Treated Per Day



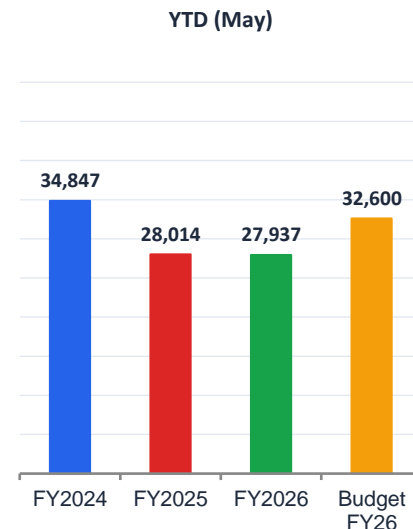
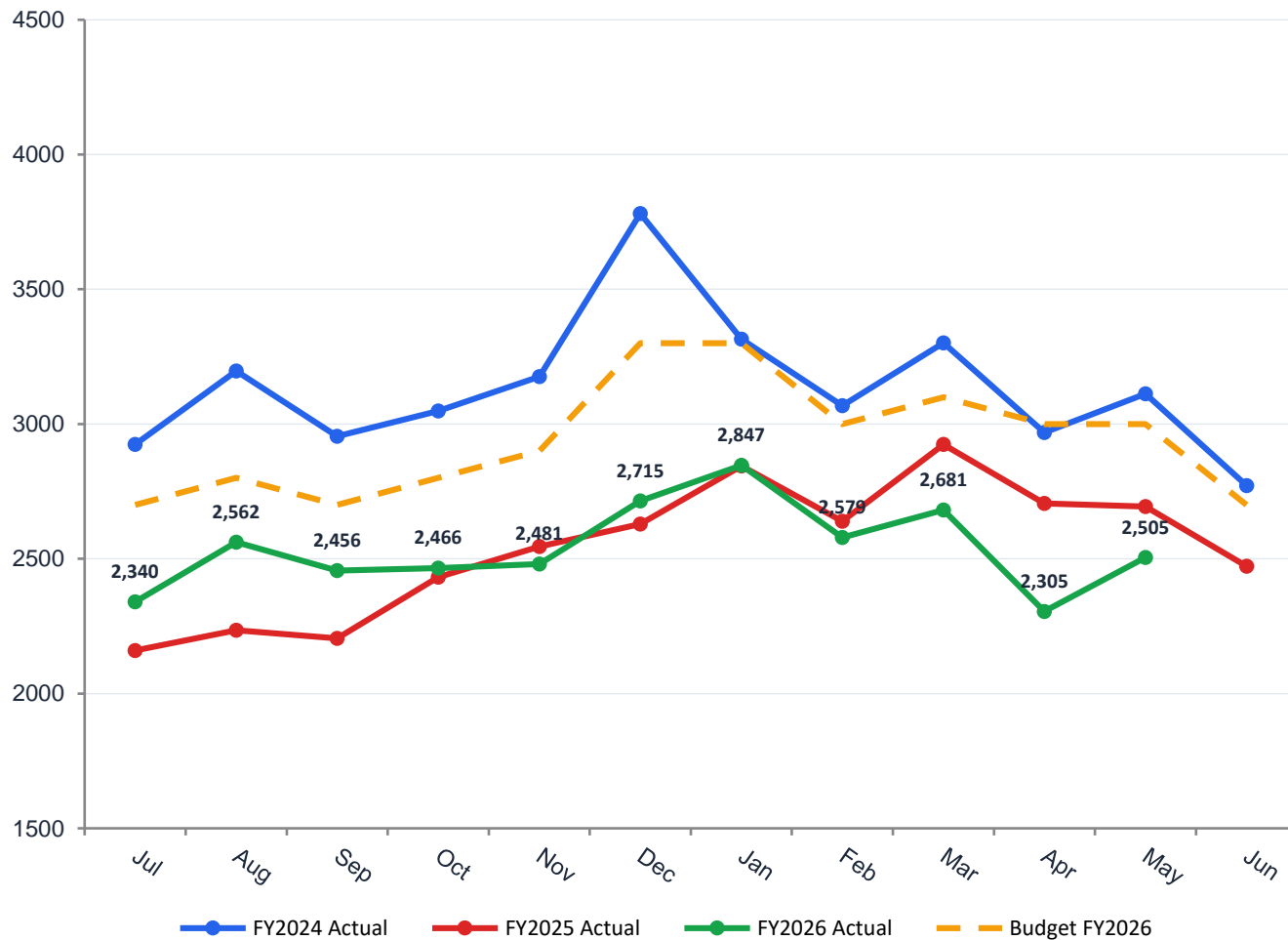
# Outpatient Registrations Per Day



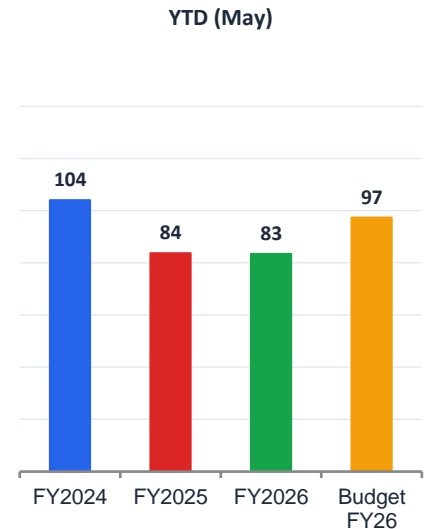
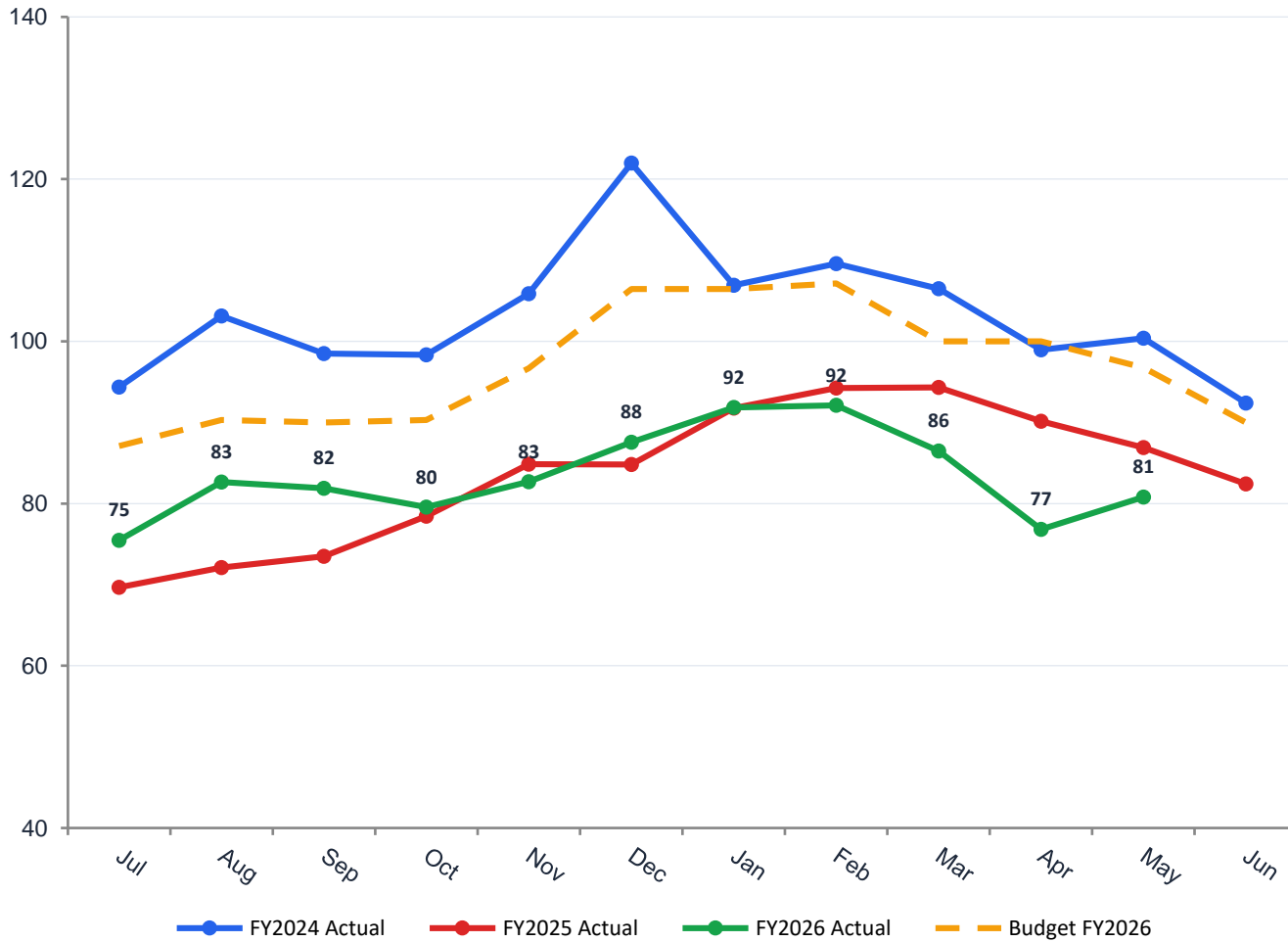
# Outpatient Registrations



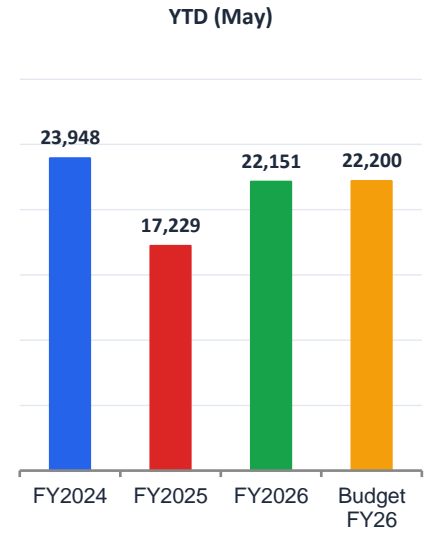
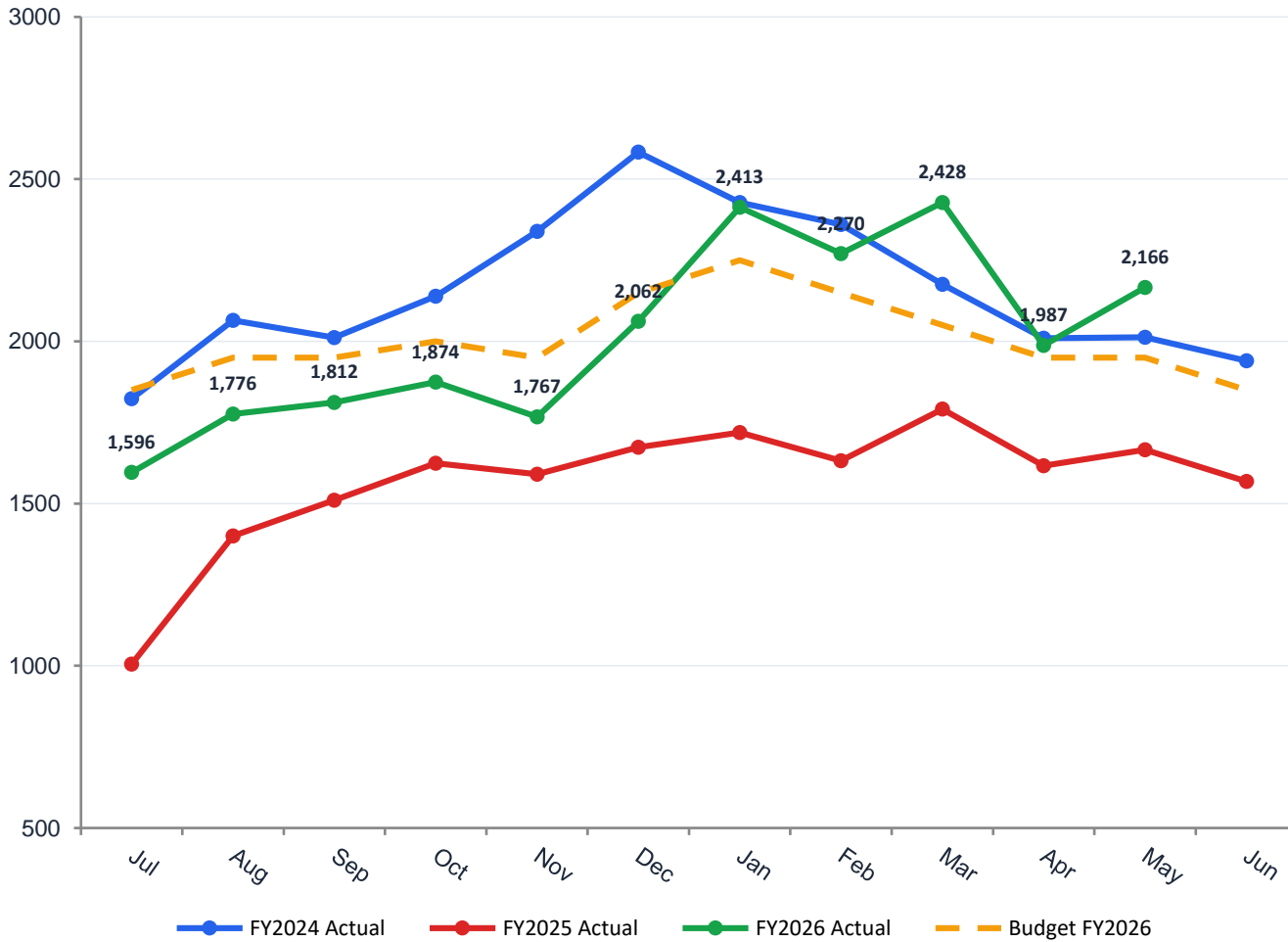
# Urgent Care – Court Total Visits



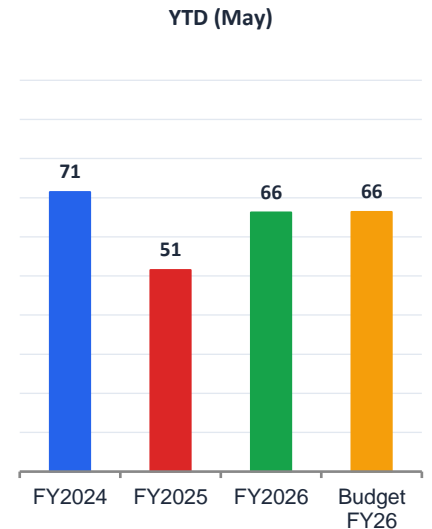
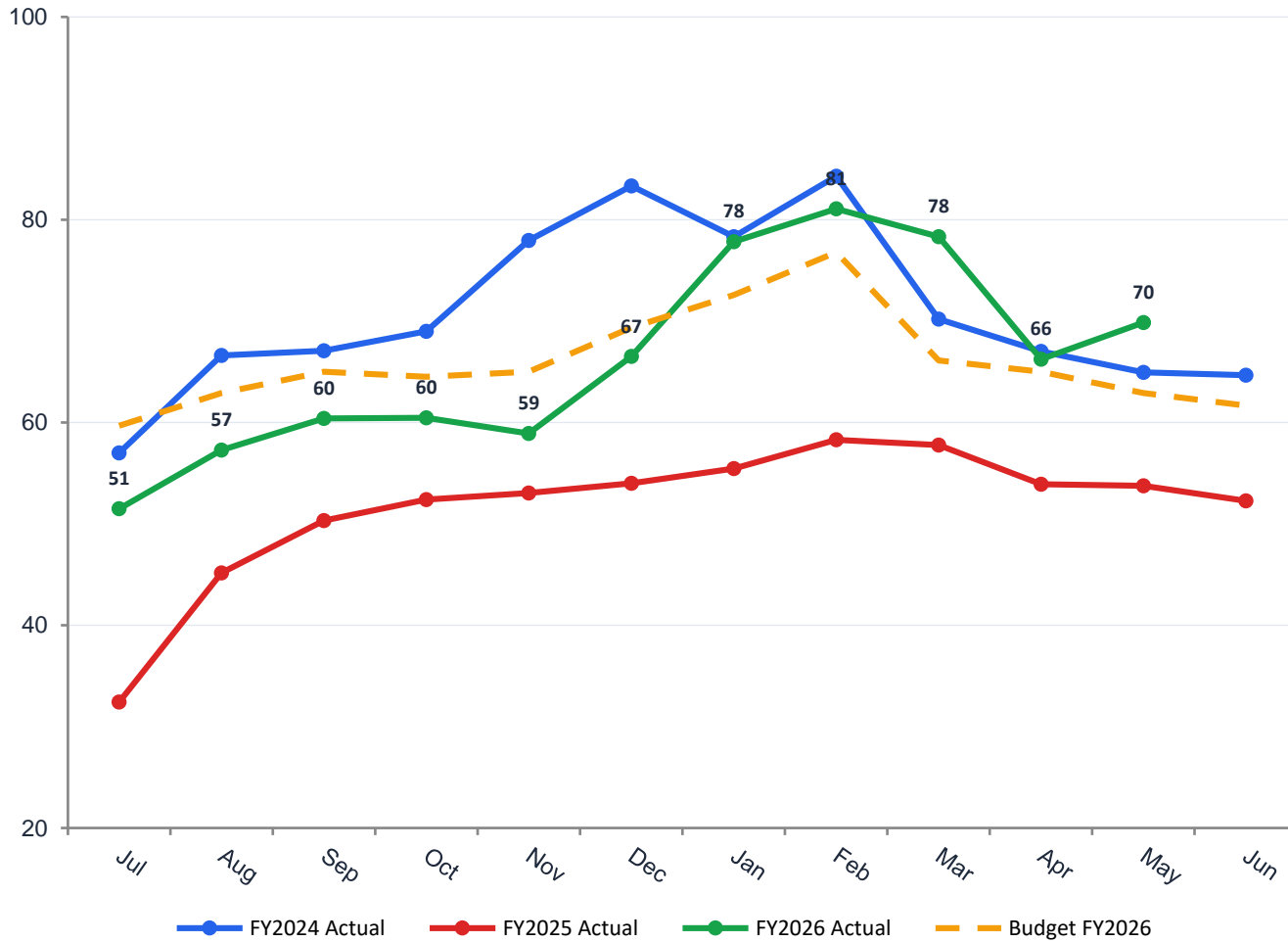
# Urgent Care – Court Avg Visits Per Day



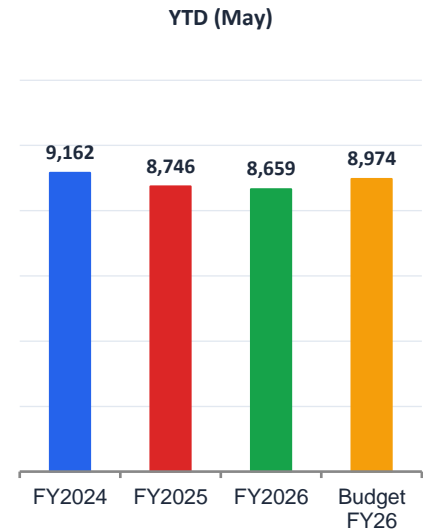
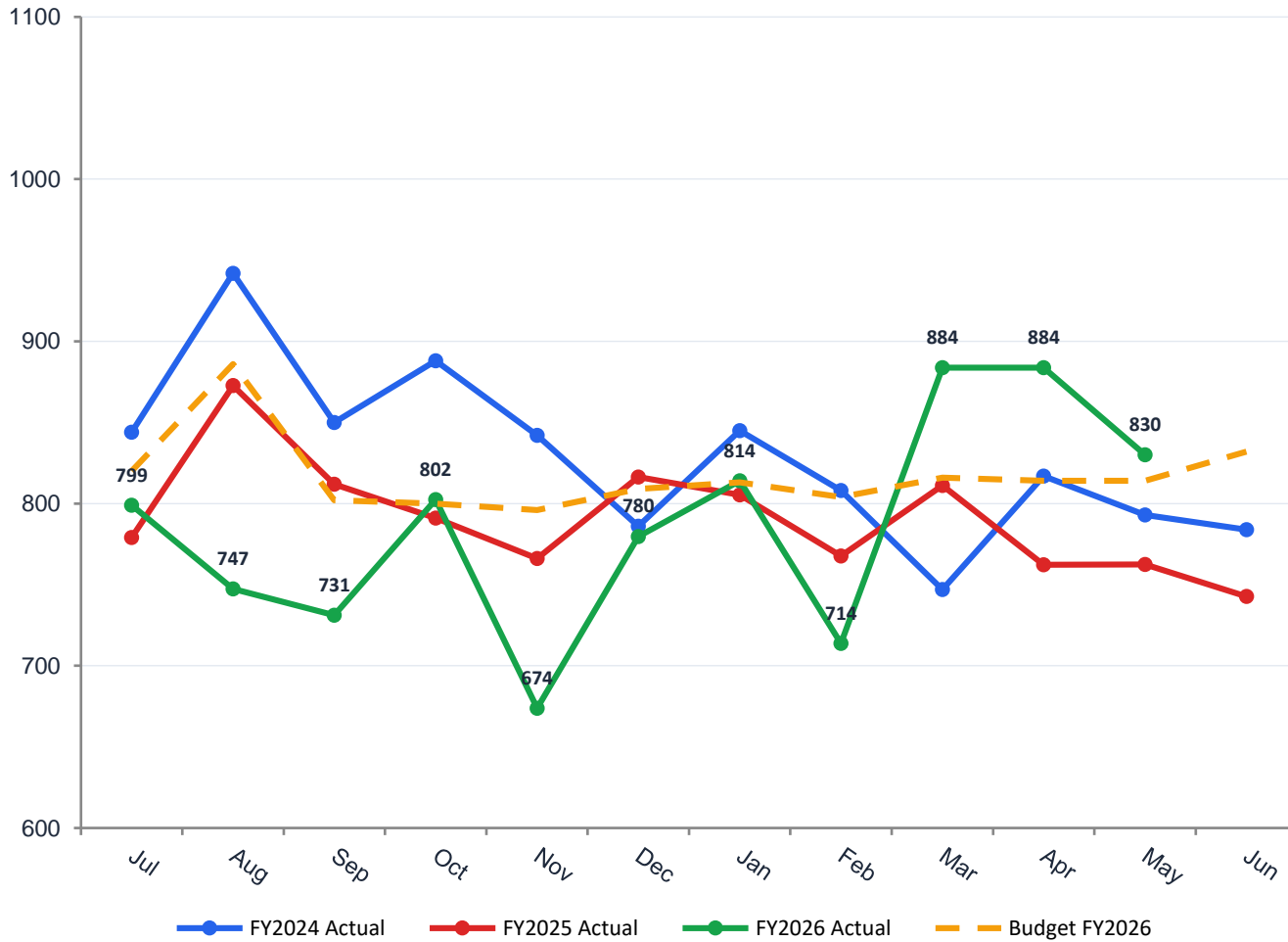
# Urgent Care – Demaree Total Visits



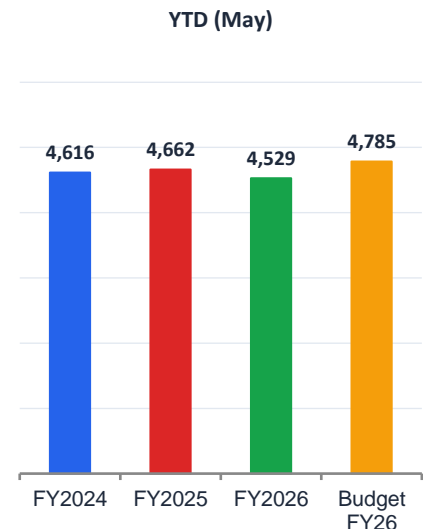
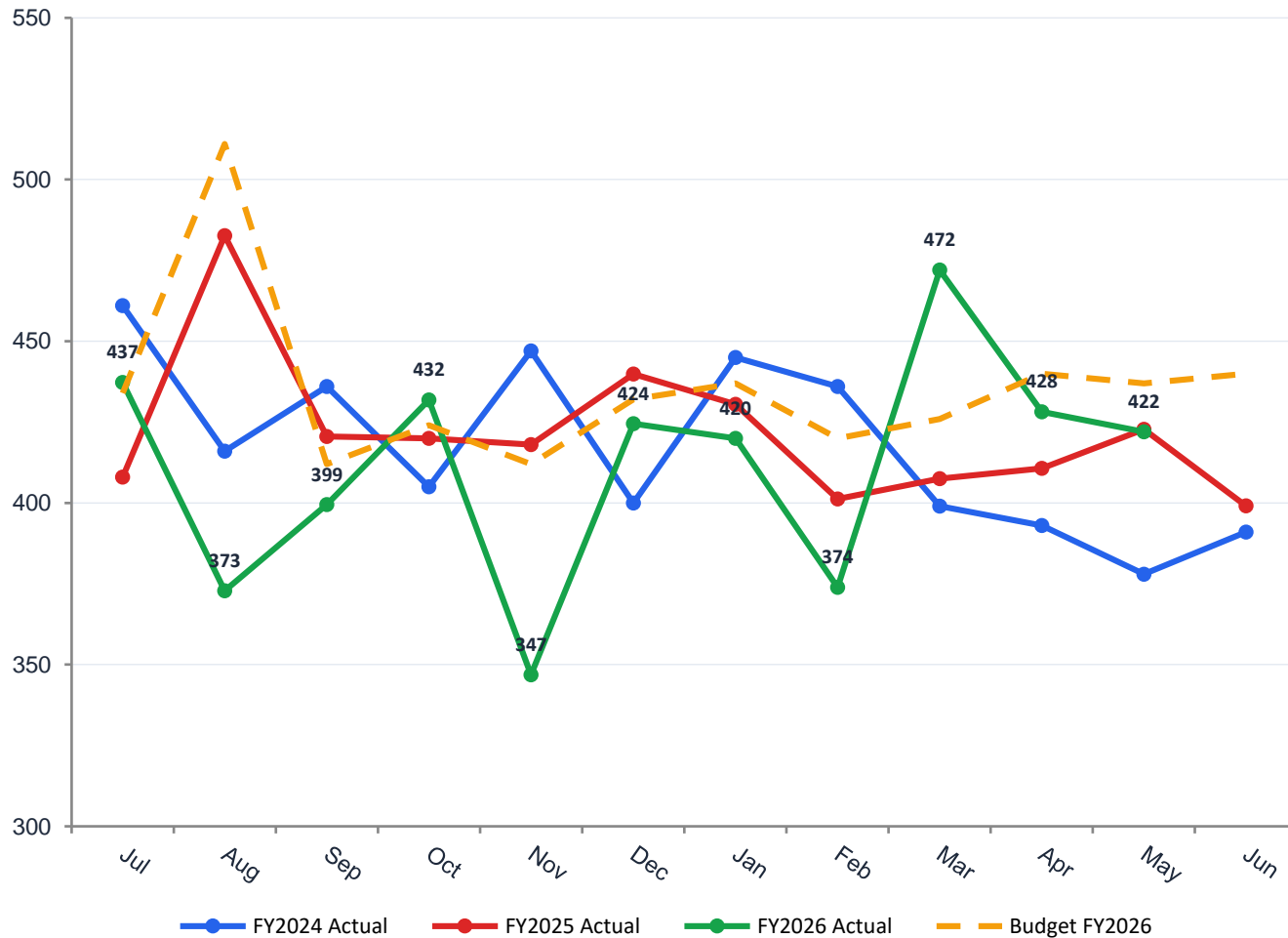
# Urgent Care – Demaree Avg Visits Per Day



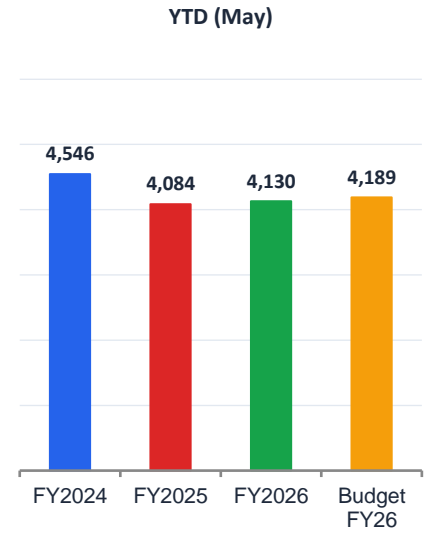
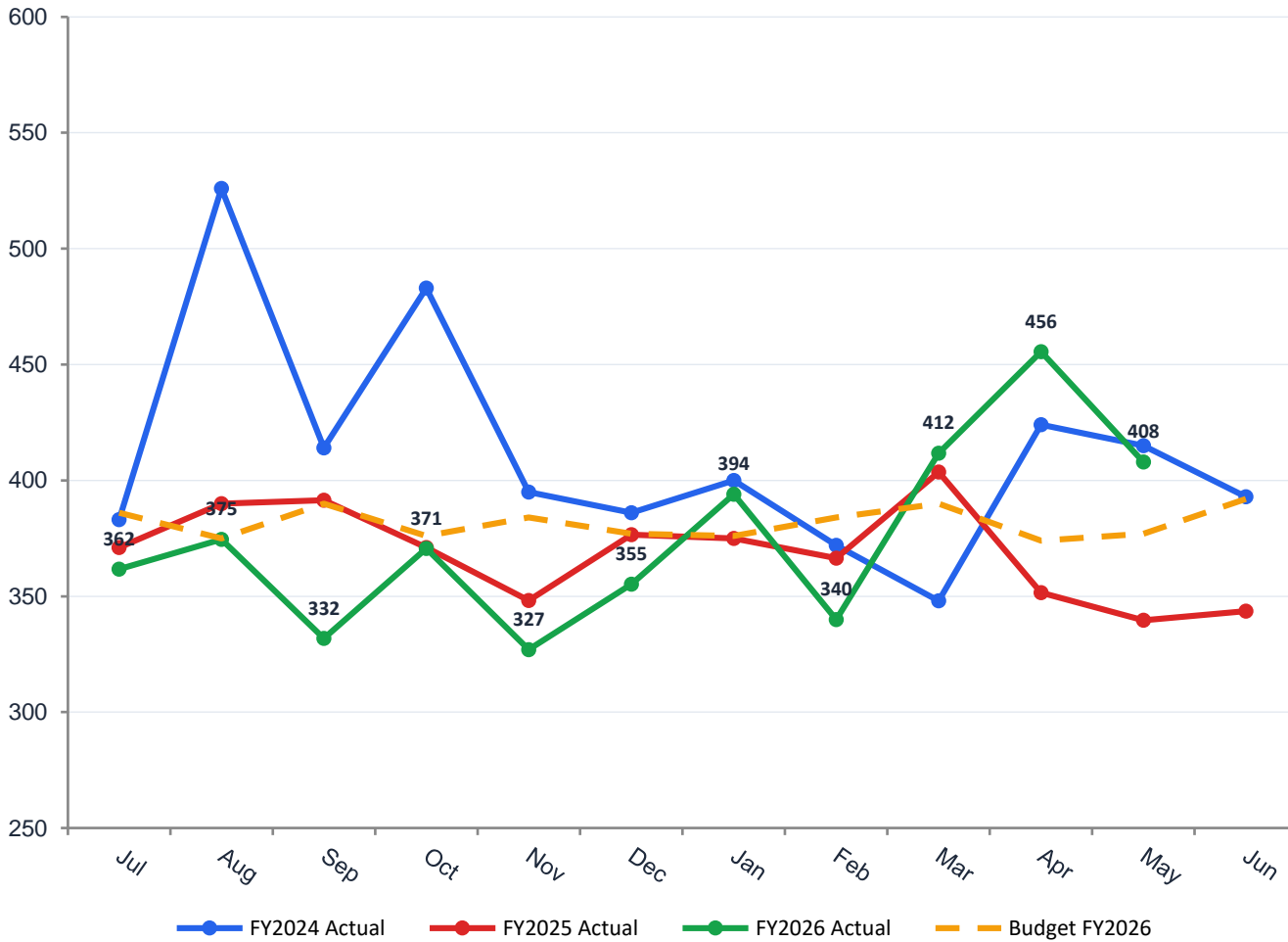
# Surgery (IP & OP) – 100 Min Units



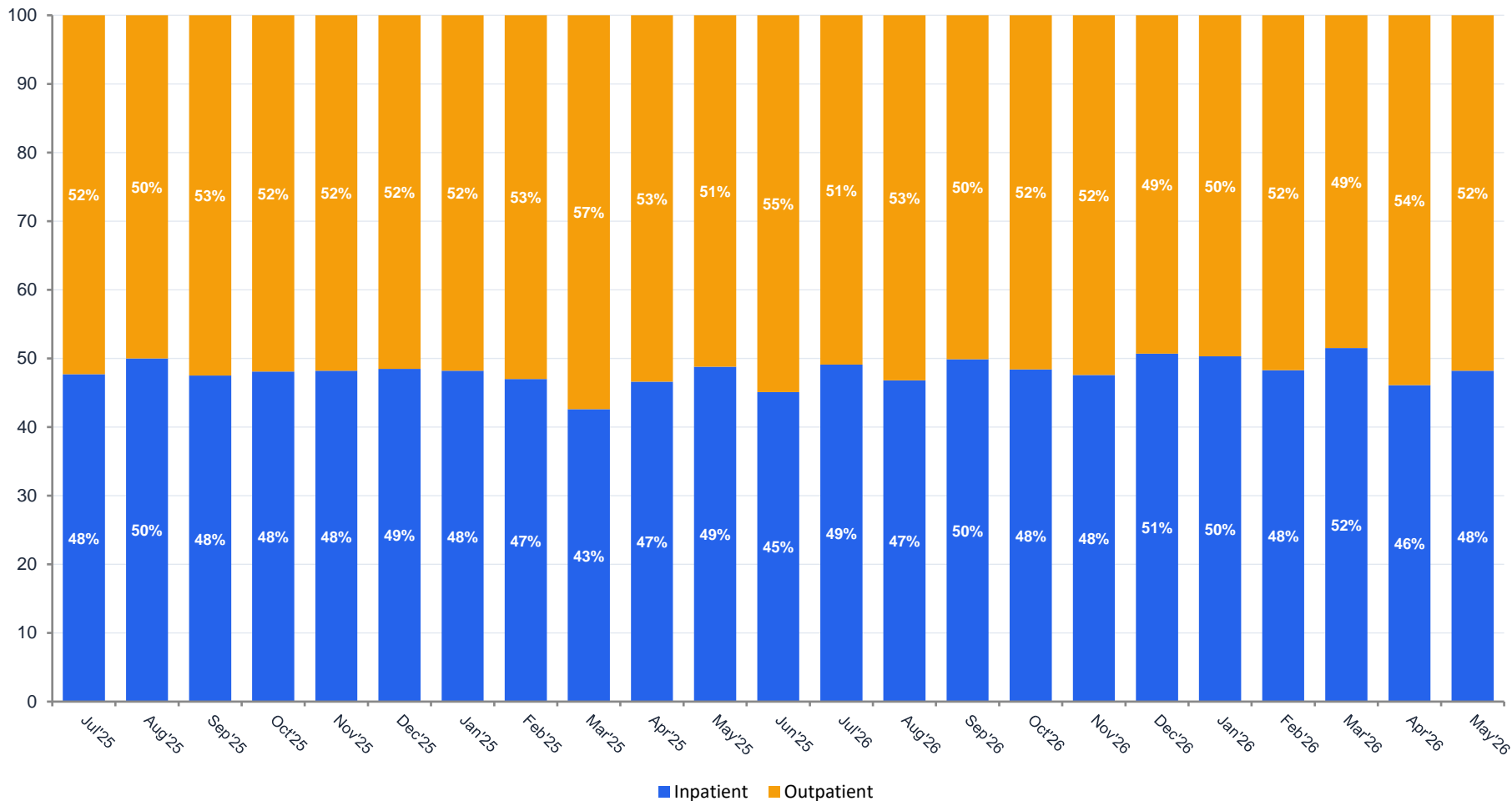
# Surgery (IP Only) - 100 Min Unit



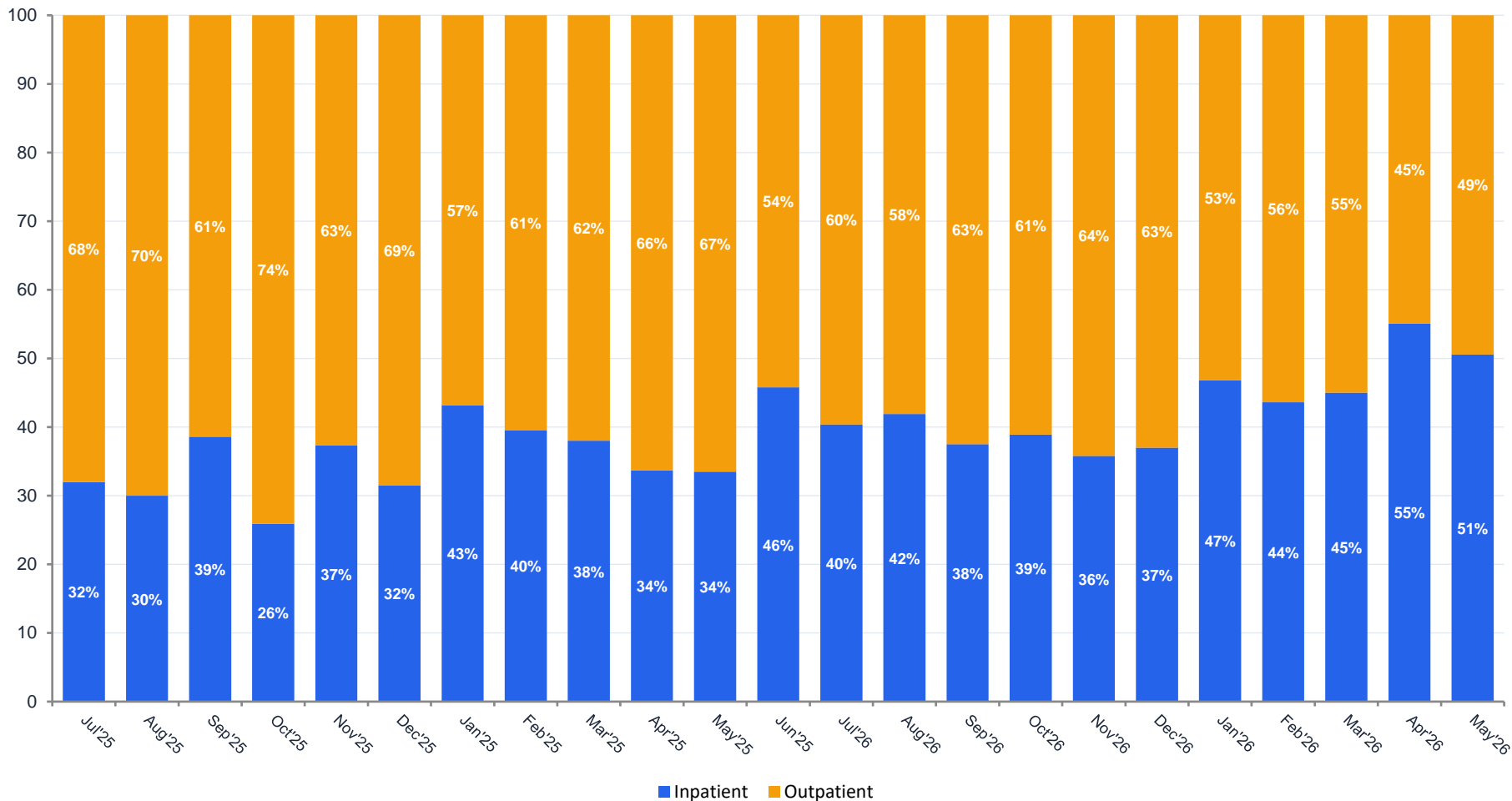
# Surgery (OP Only) - 100 Min Units



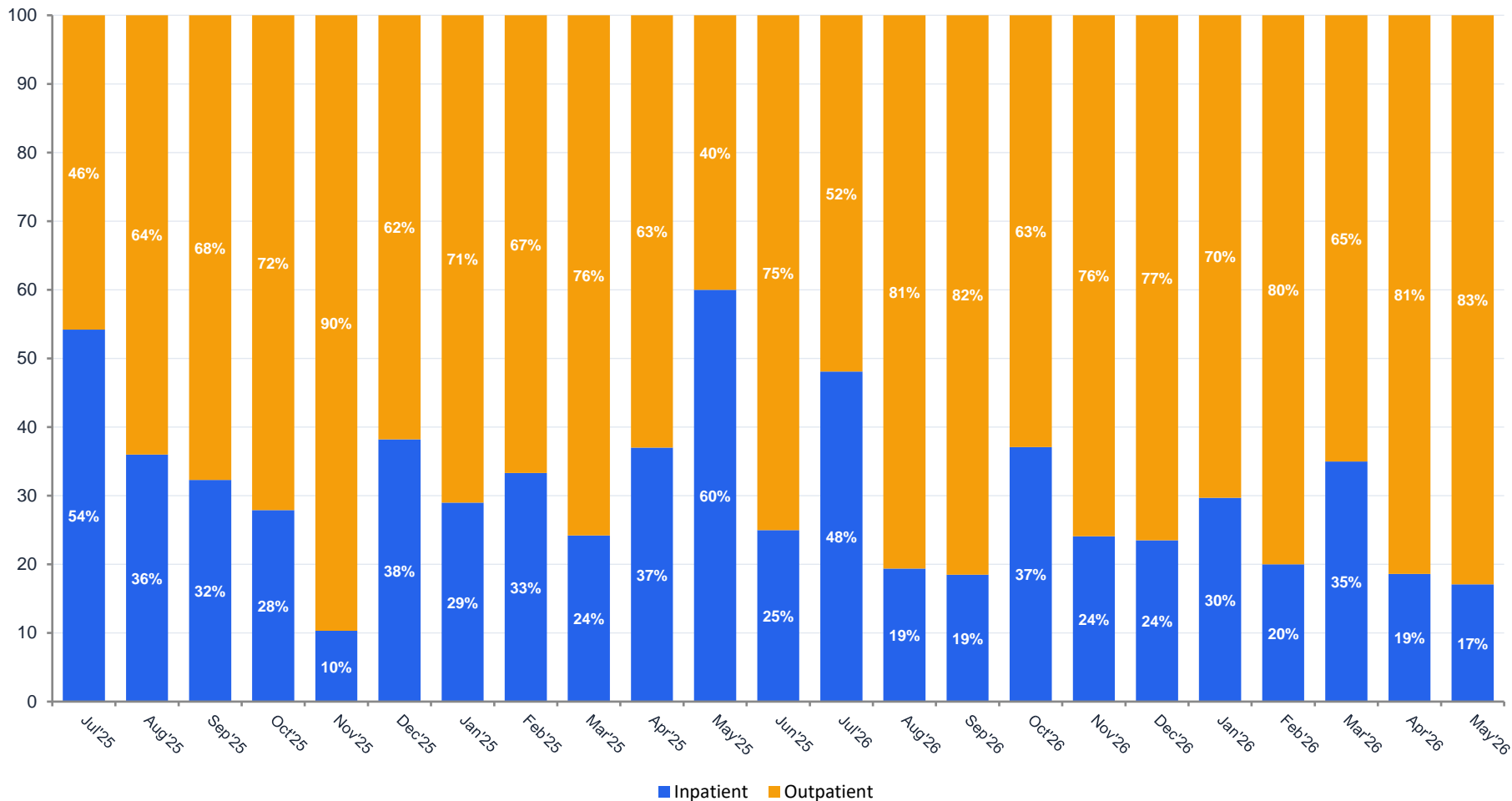
# Surgery Cases (IP & OP)



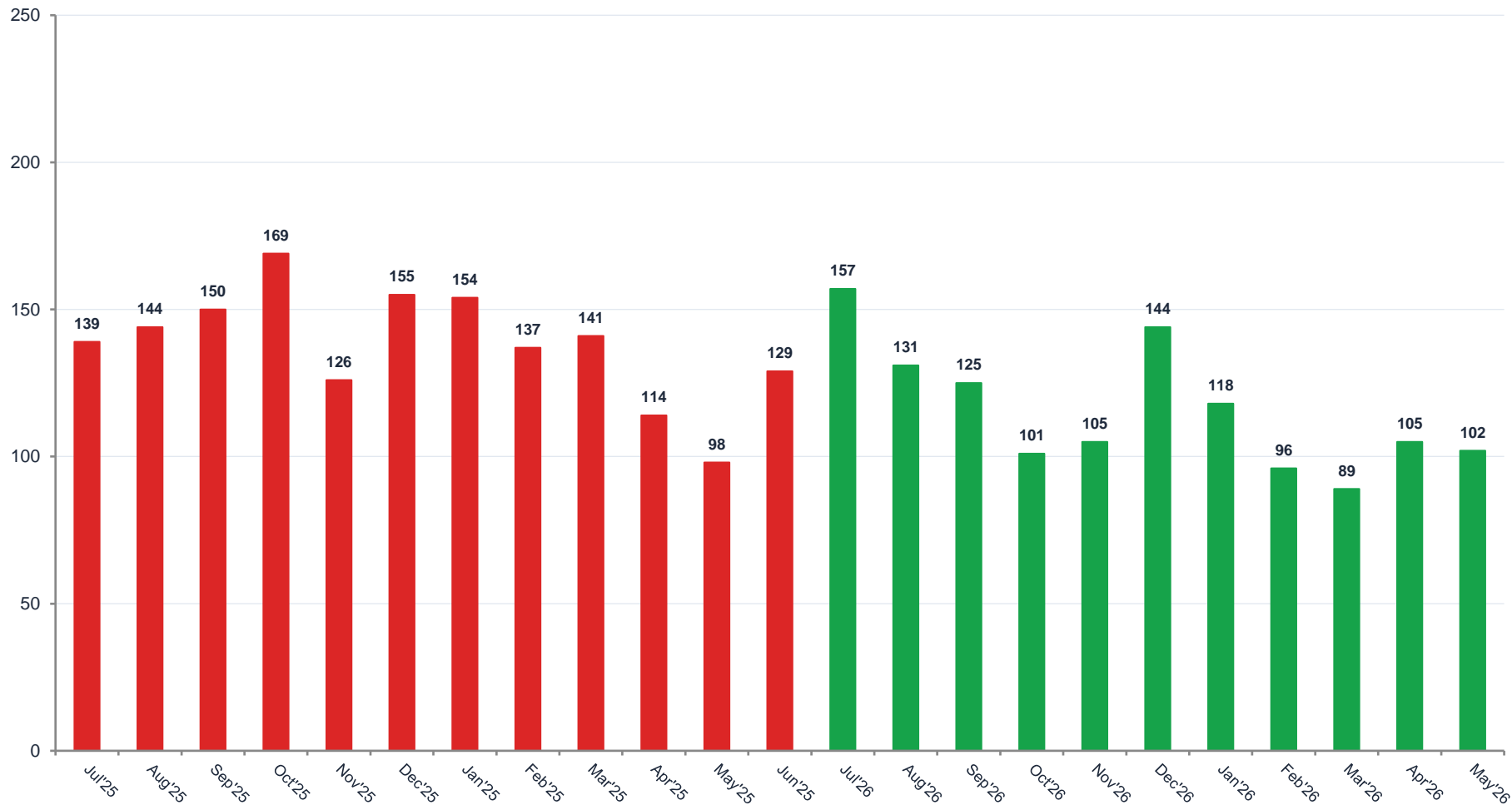
# Endo Cases (Suites A & B And OR)



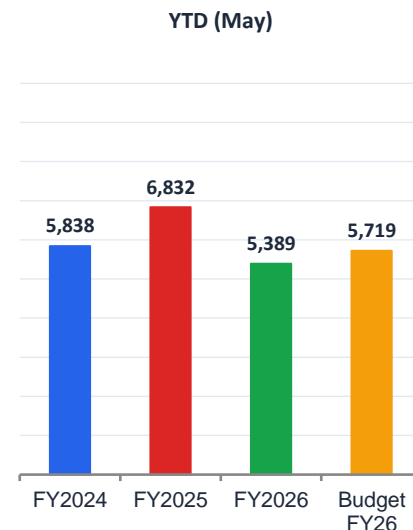
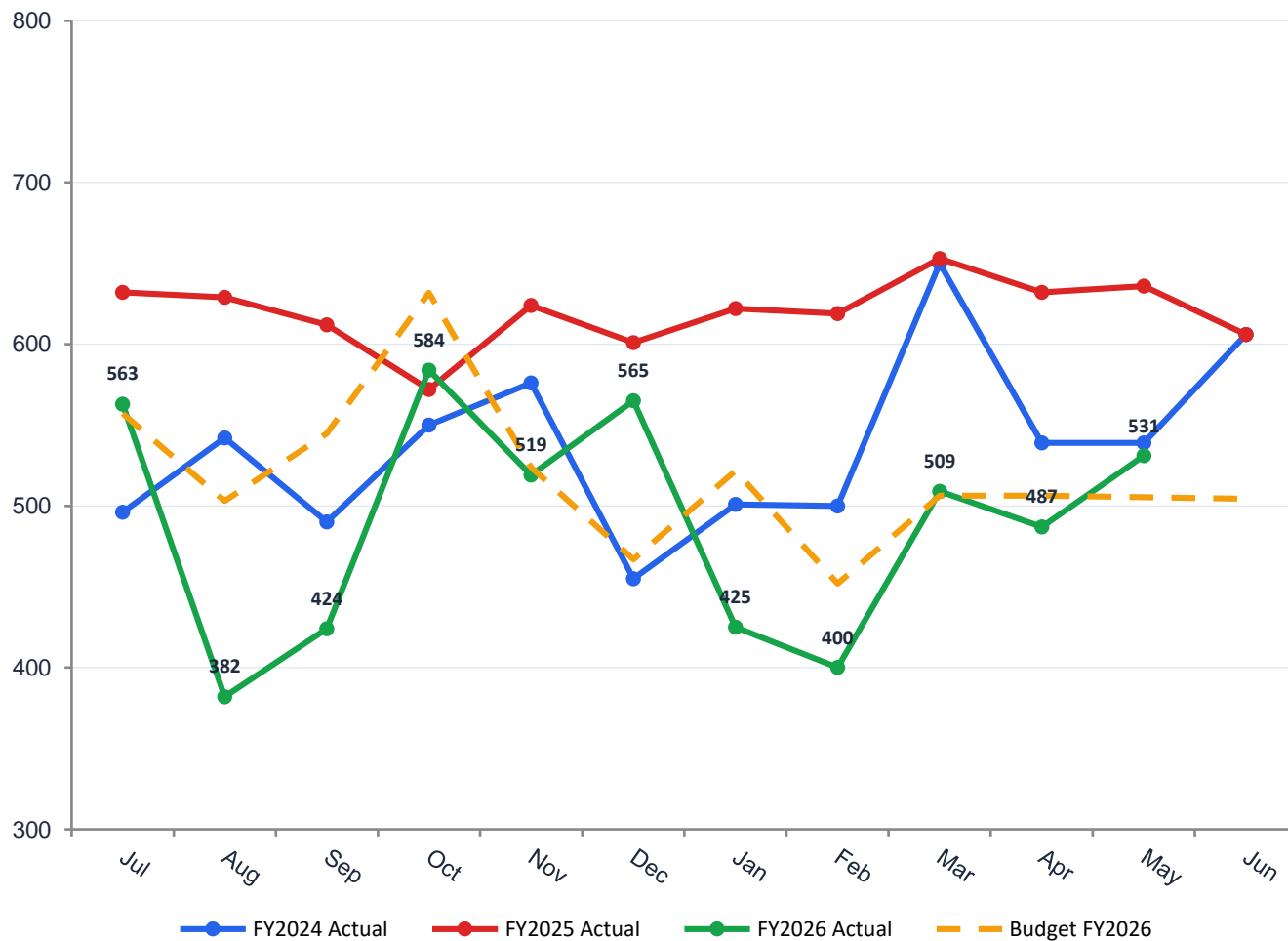
# Robotic Cases (IP & OP)



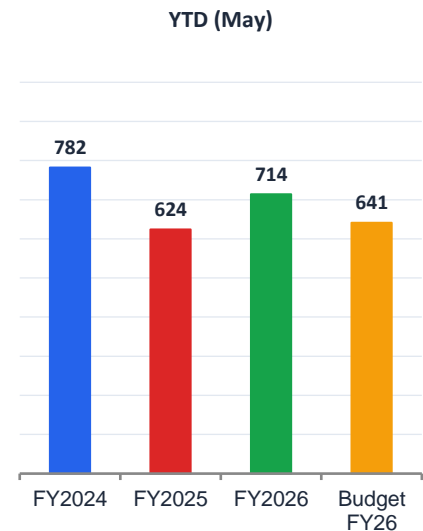
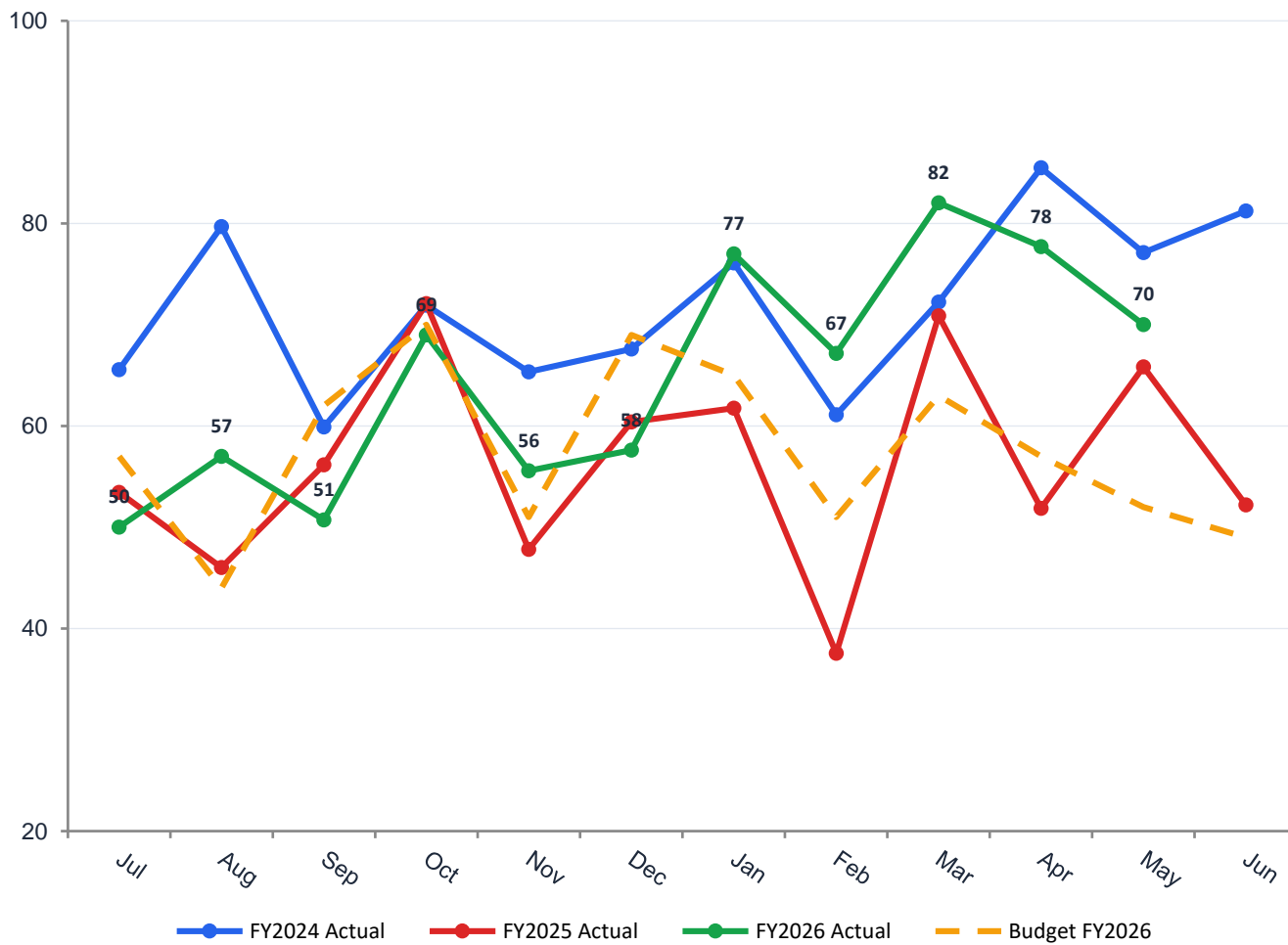
# OB Cases



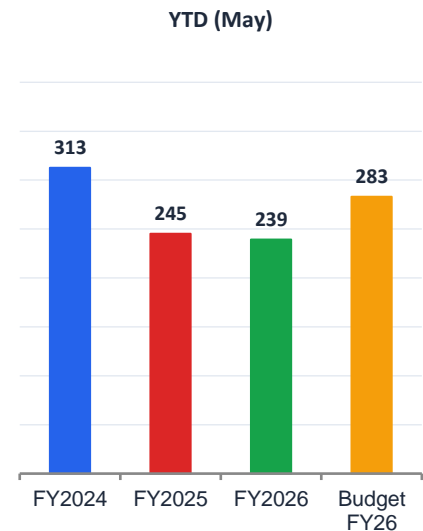
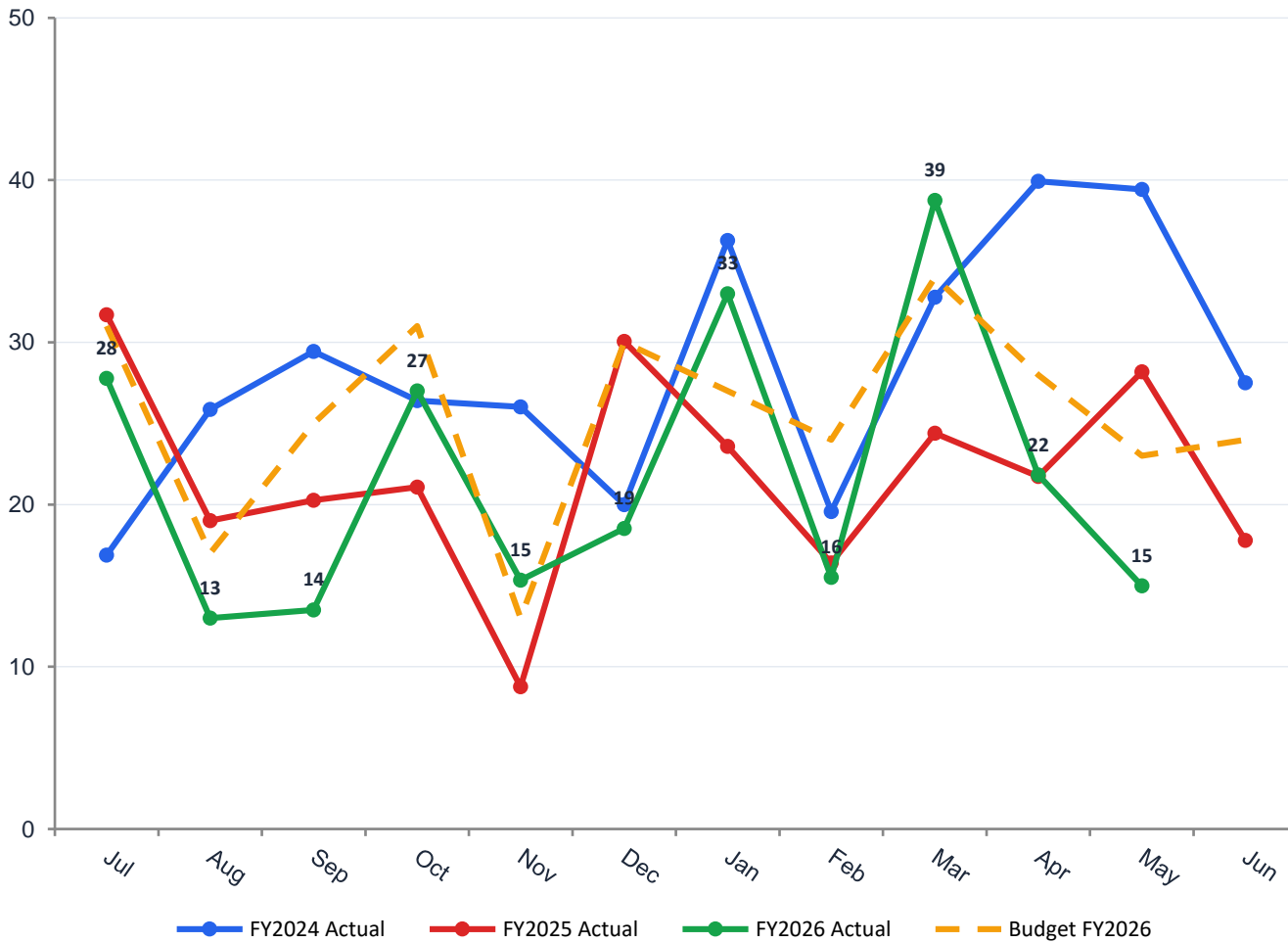
# Endoscopy Procedures



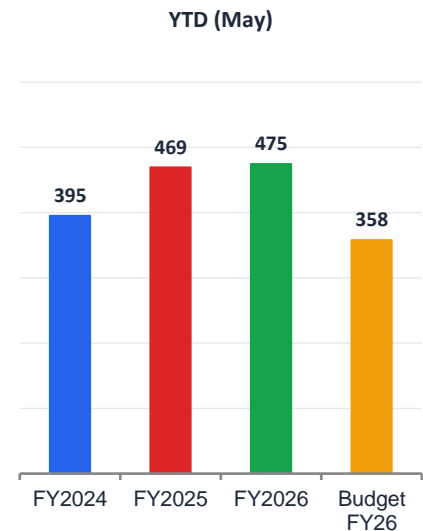
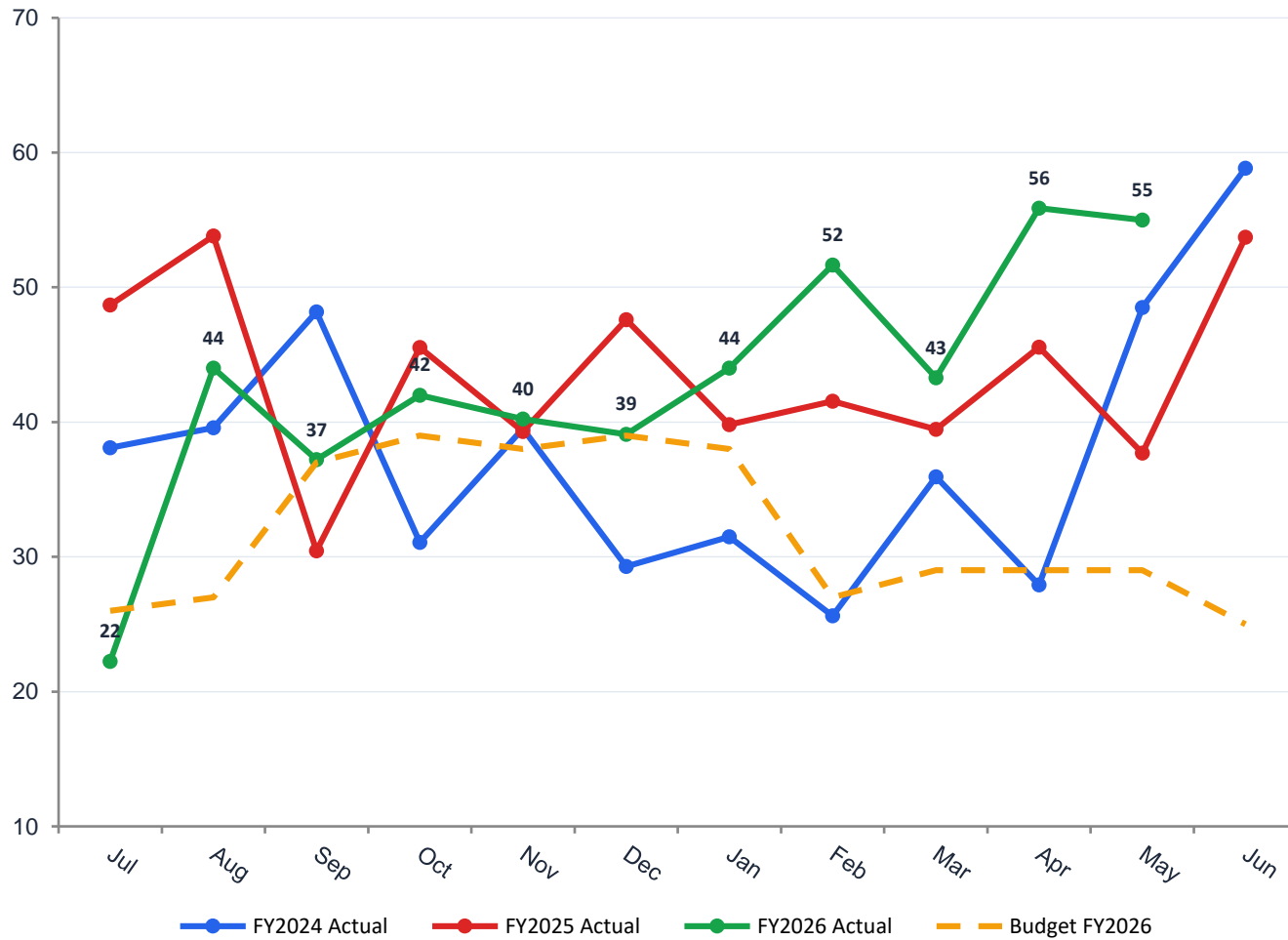
# Robotic Surgery (IP & OP) - 100 Min Units



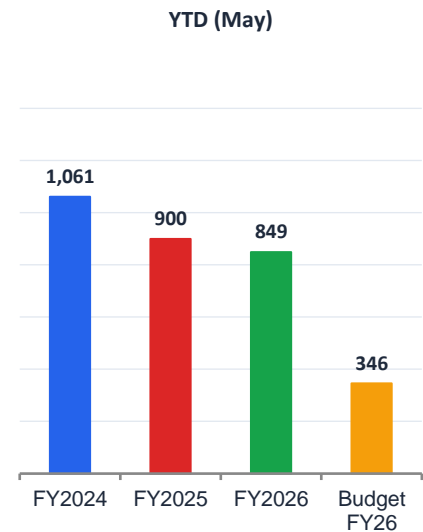
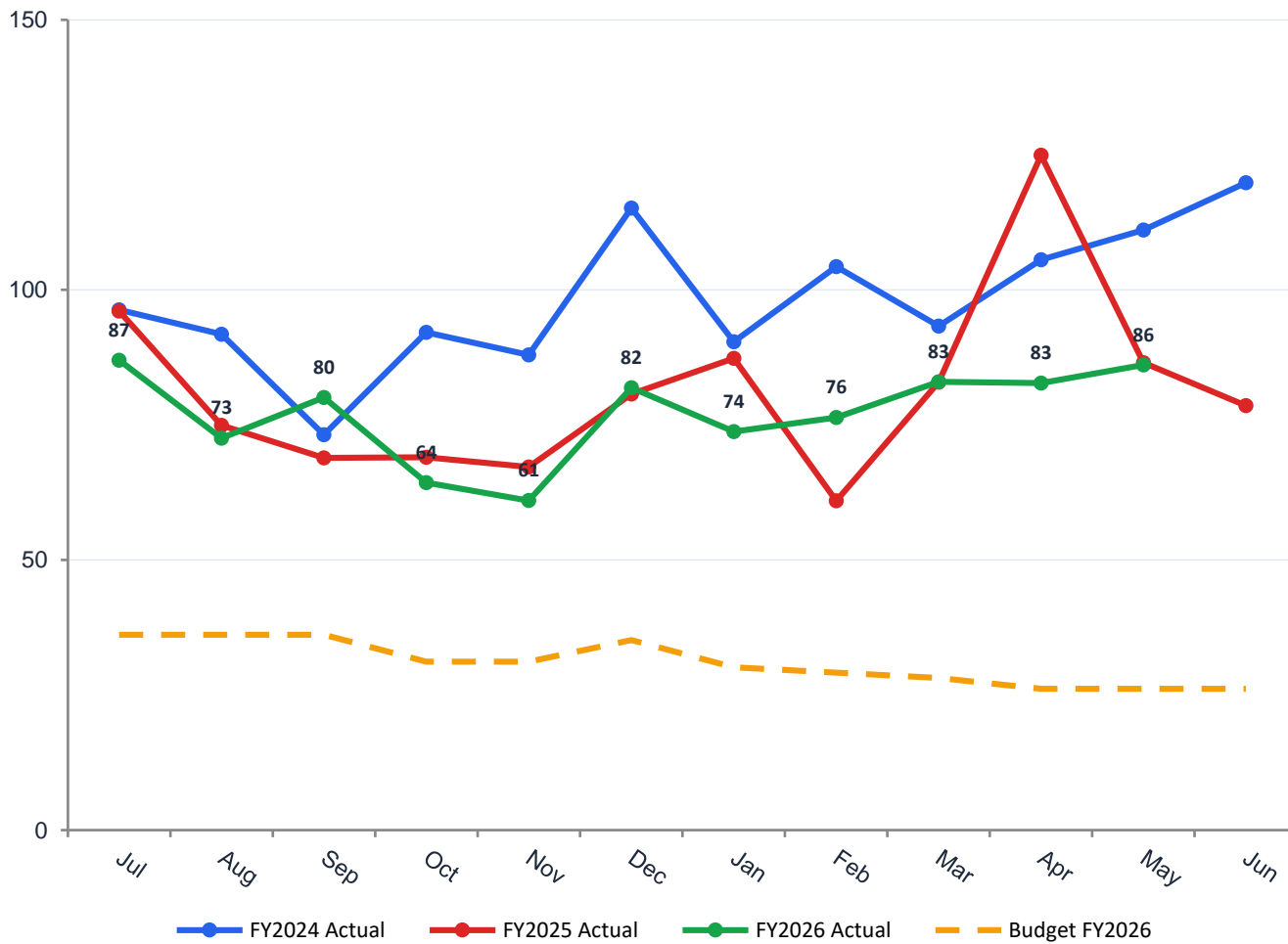
# Robotic Surgery Minutes (IP Only)



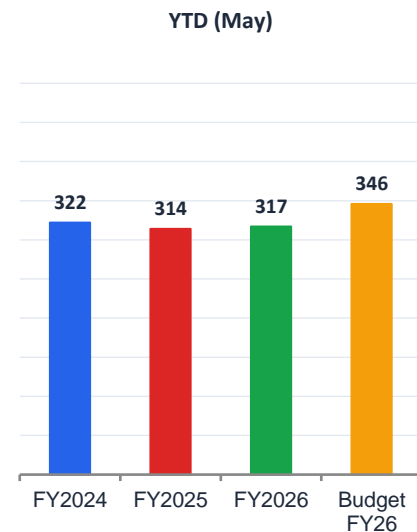
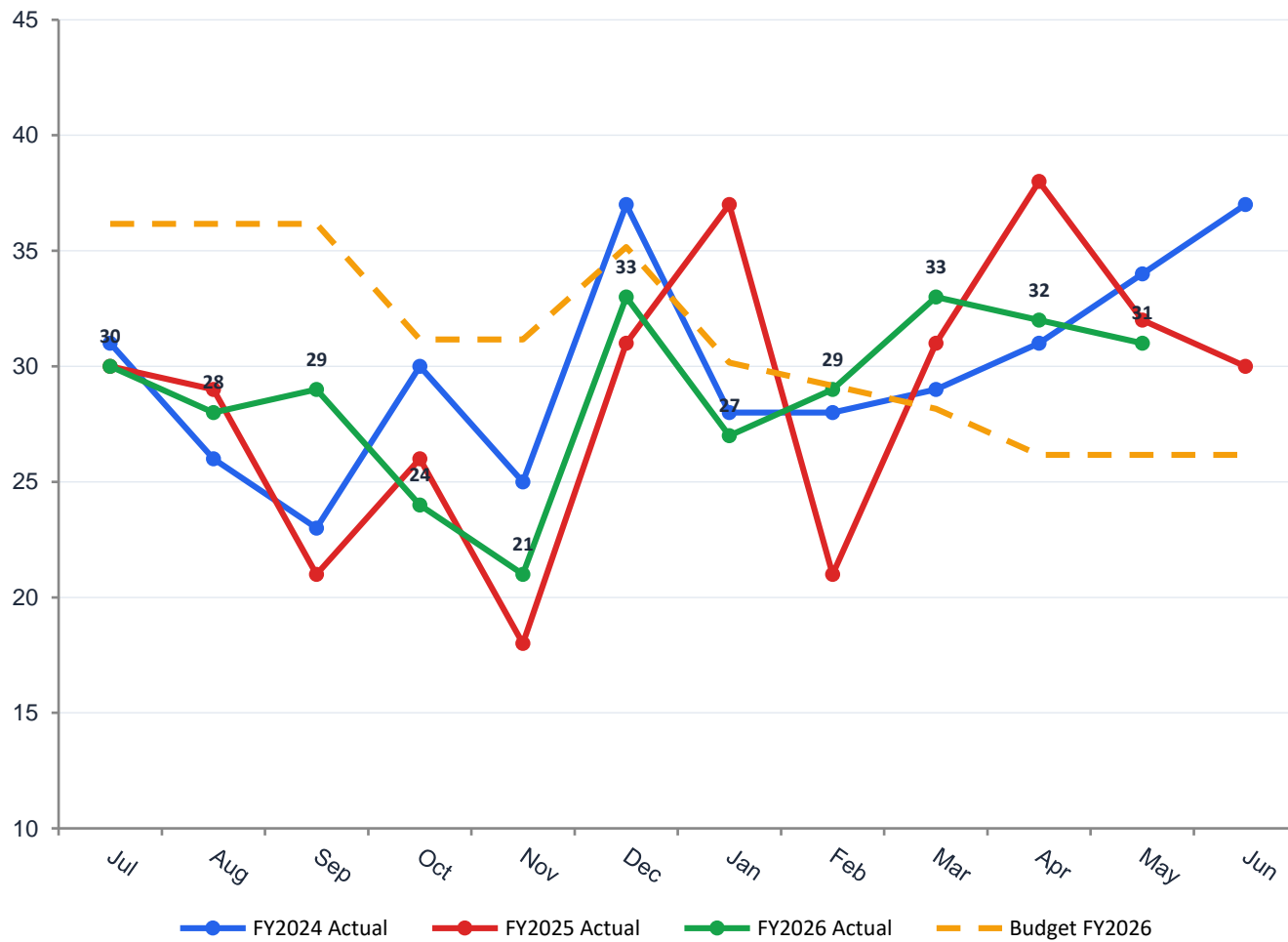
# Robotic Surgery Minutes (OP Only)



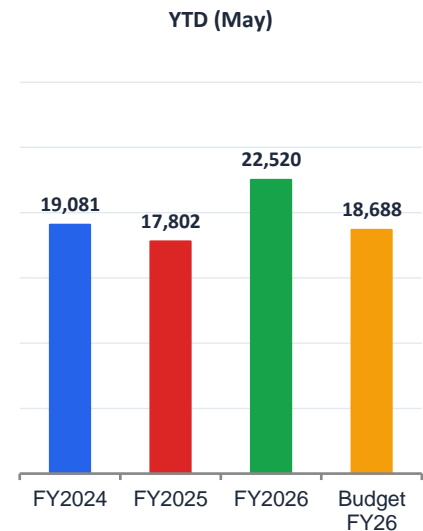
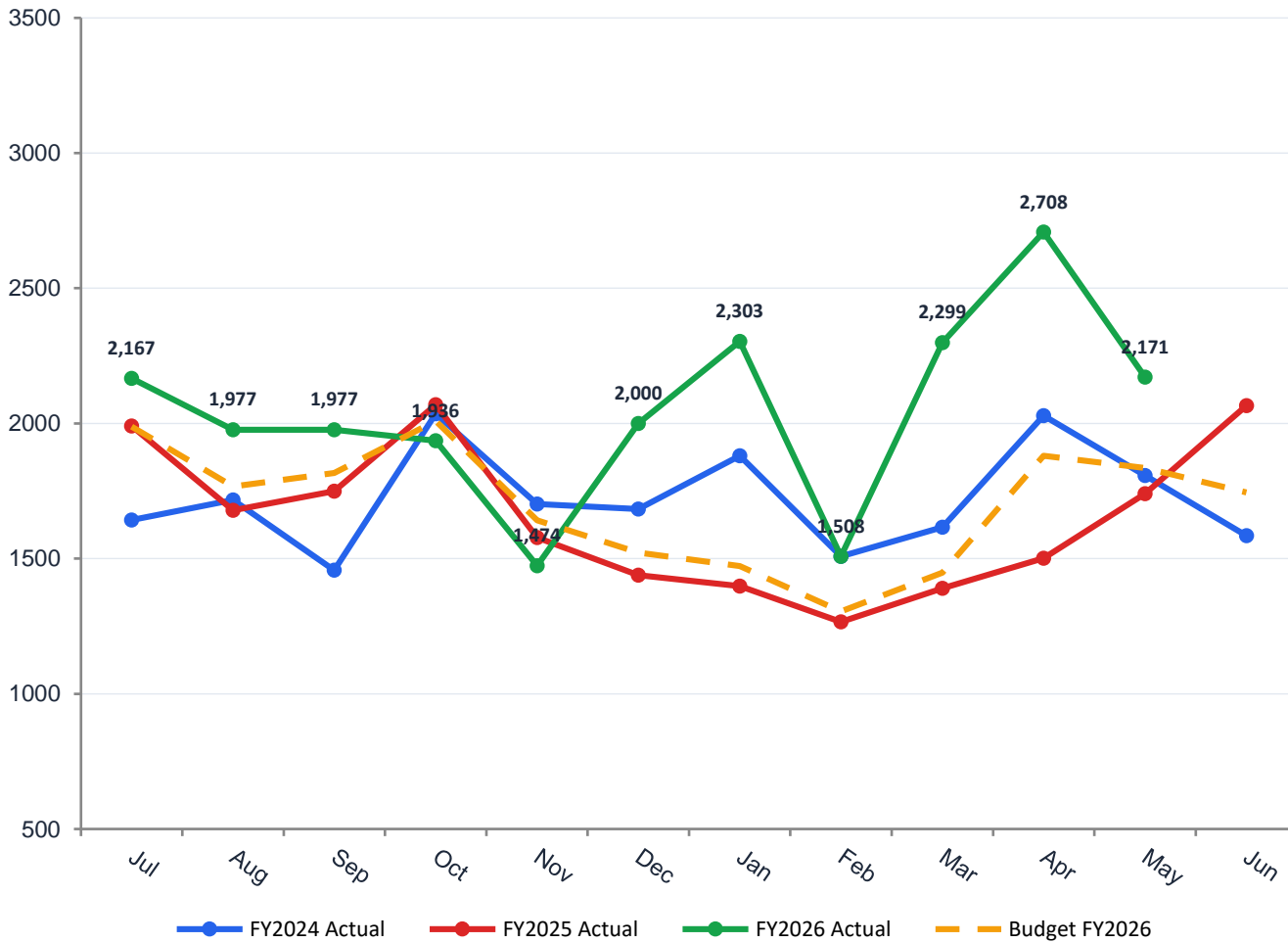
# Cardiac Surgery - 100 Min Units



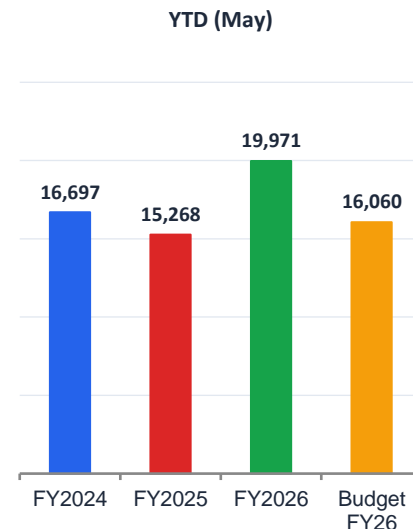
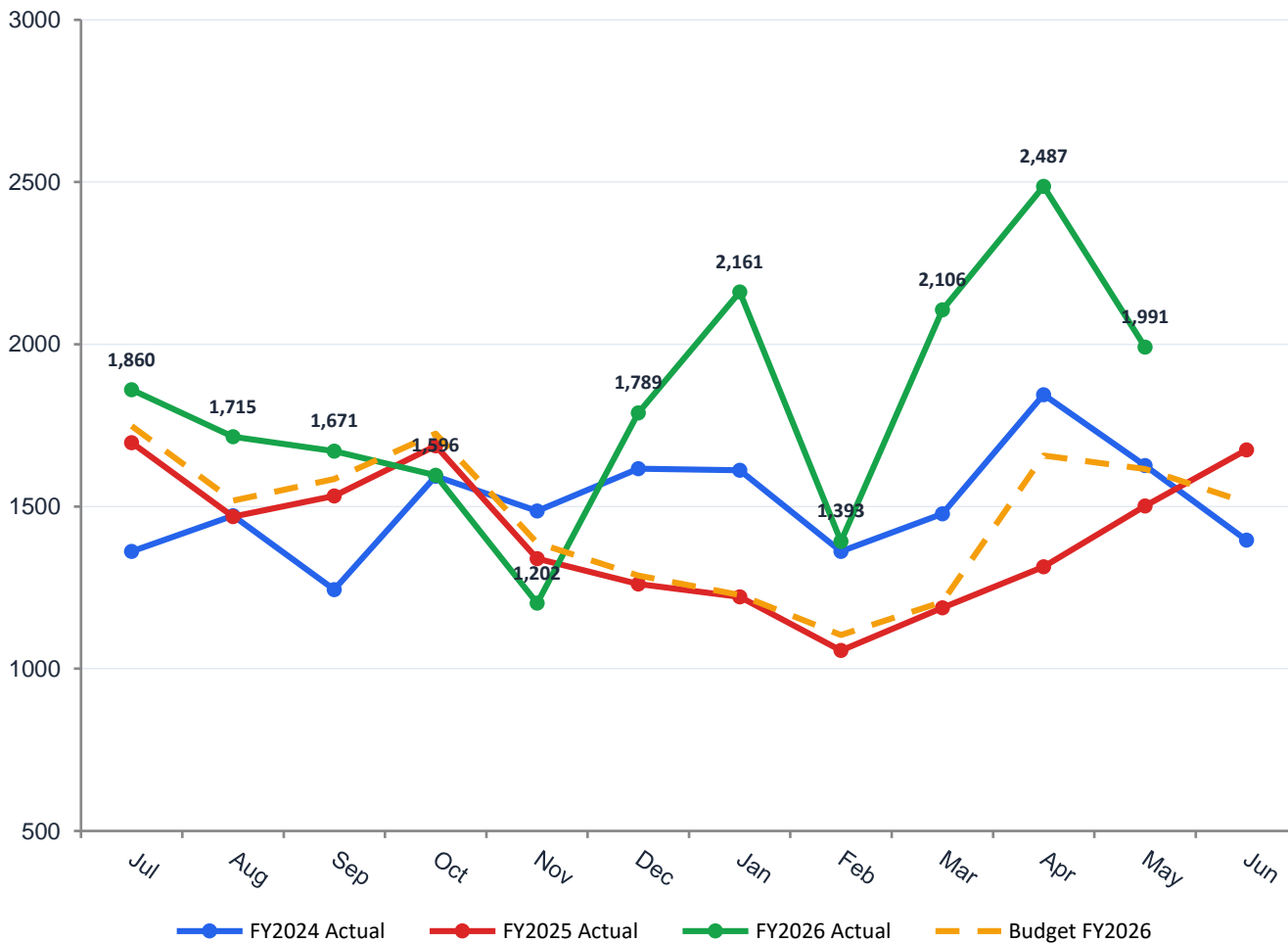
# Cardiac Surgery Cases



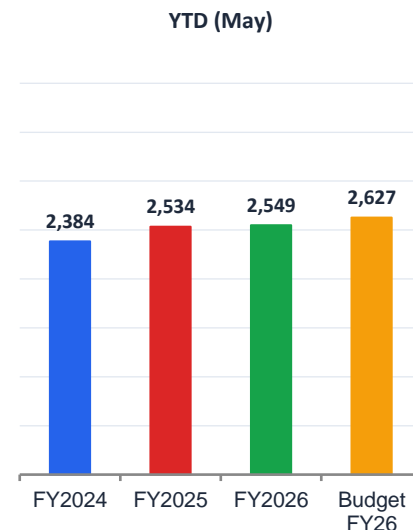
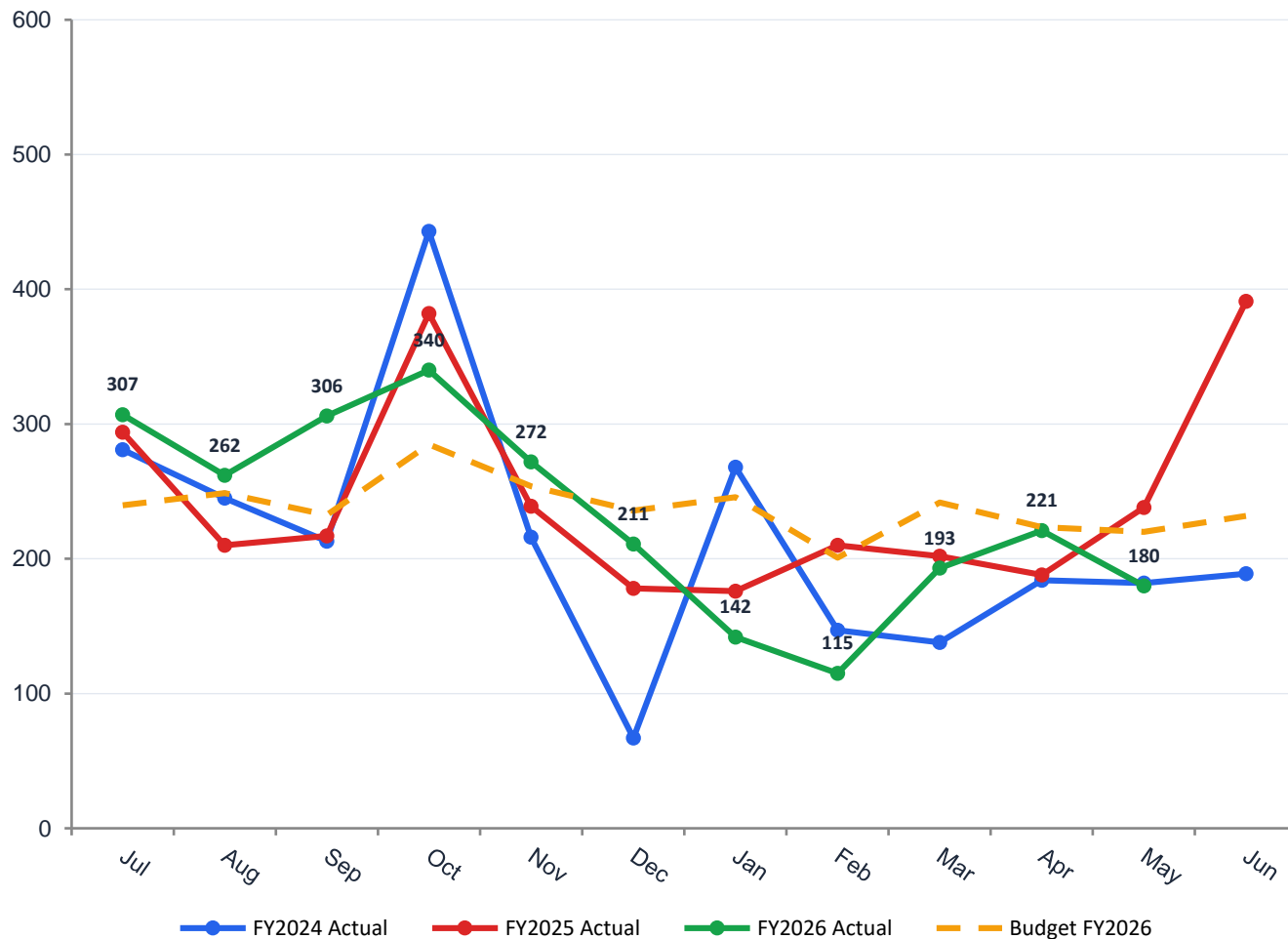
# Rad Onc Treatments (Vis. & Hanf.)



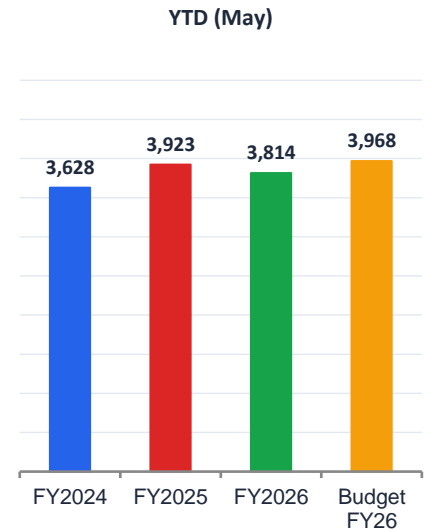
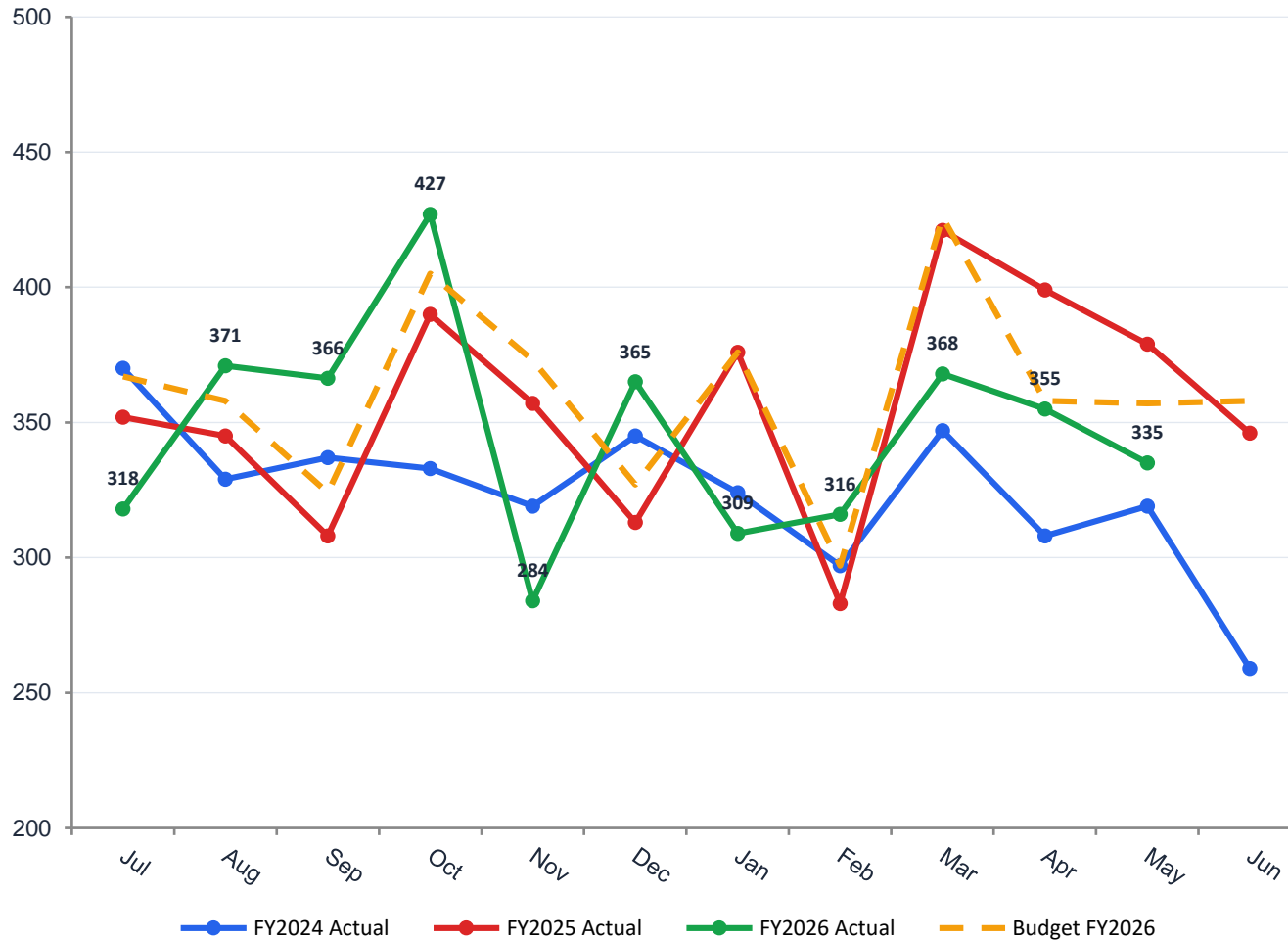
# Rad Onc Visalia



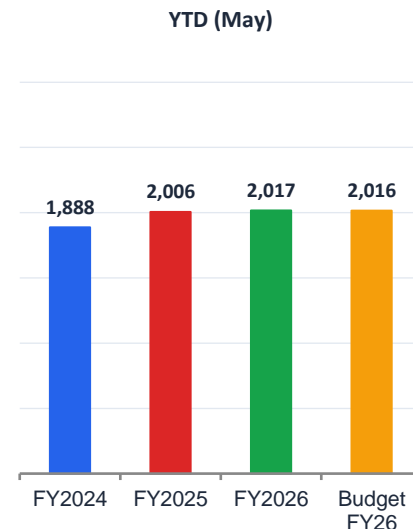
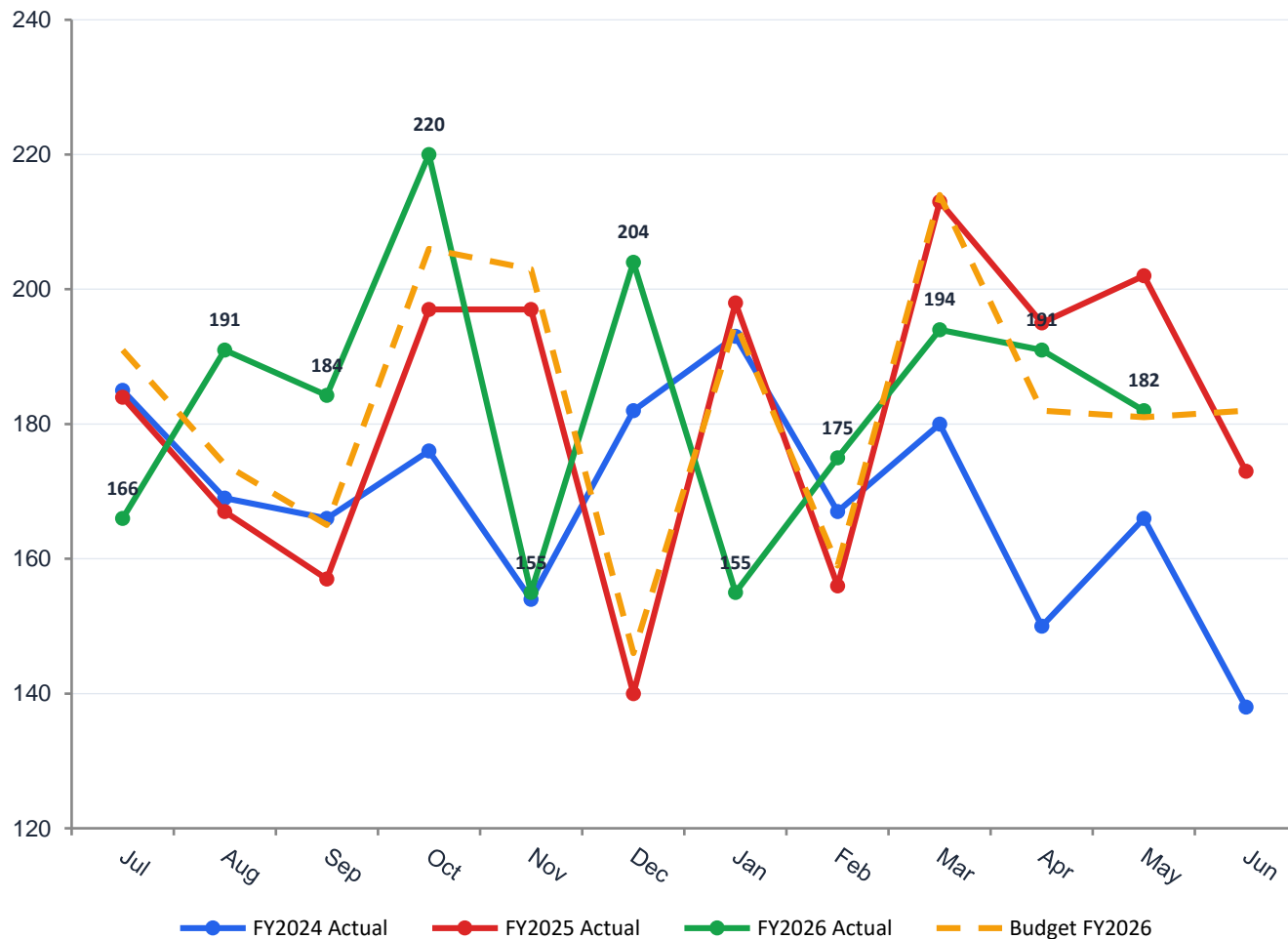
# Rad Onc Hanford



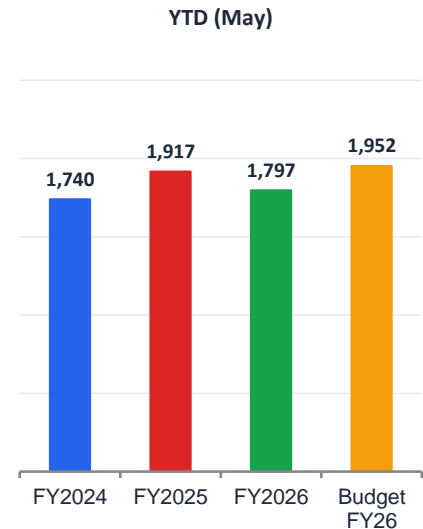
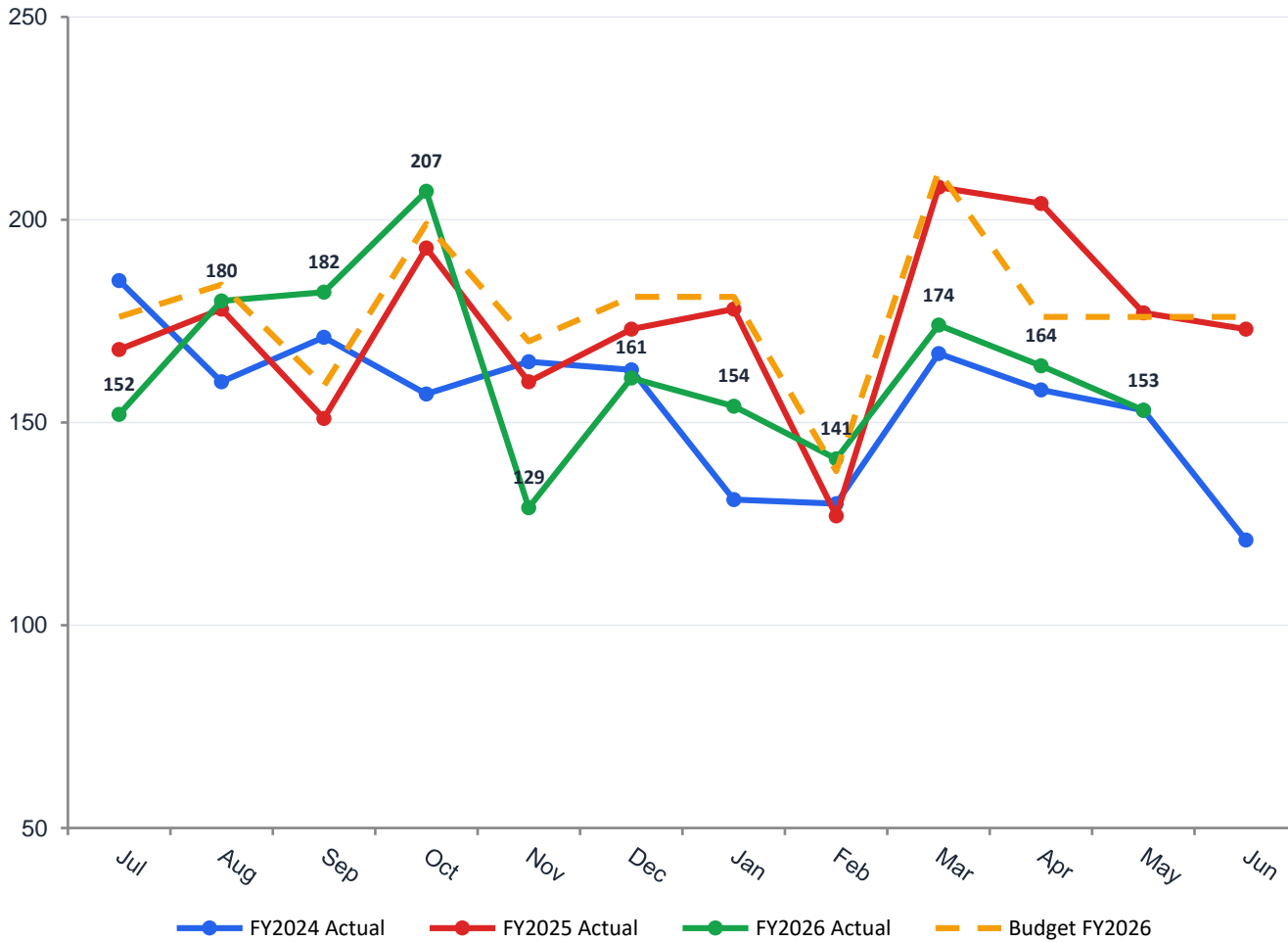
# Cath Lab (IP & OP) - 100 Min Units



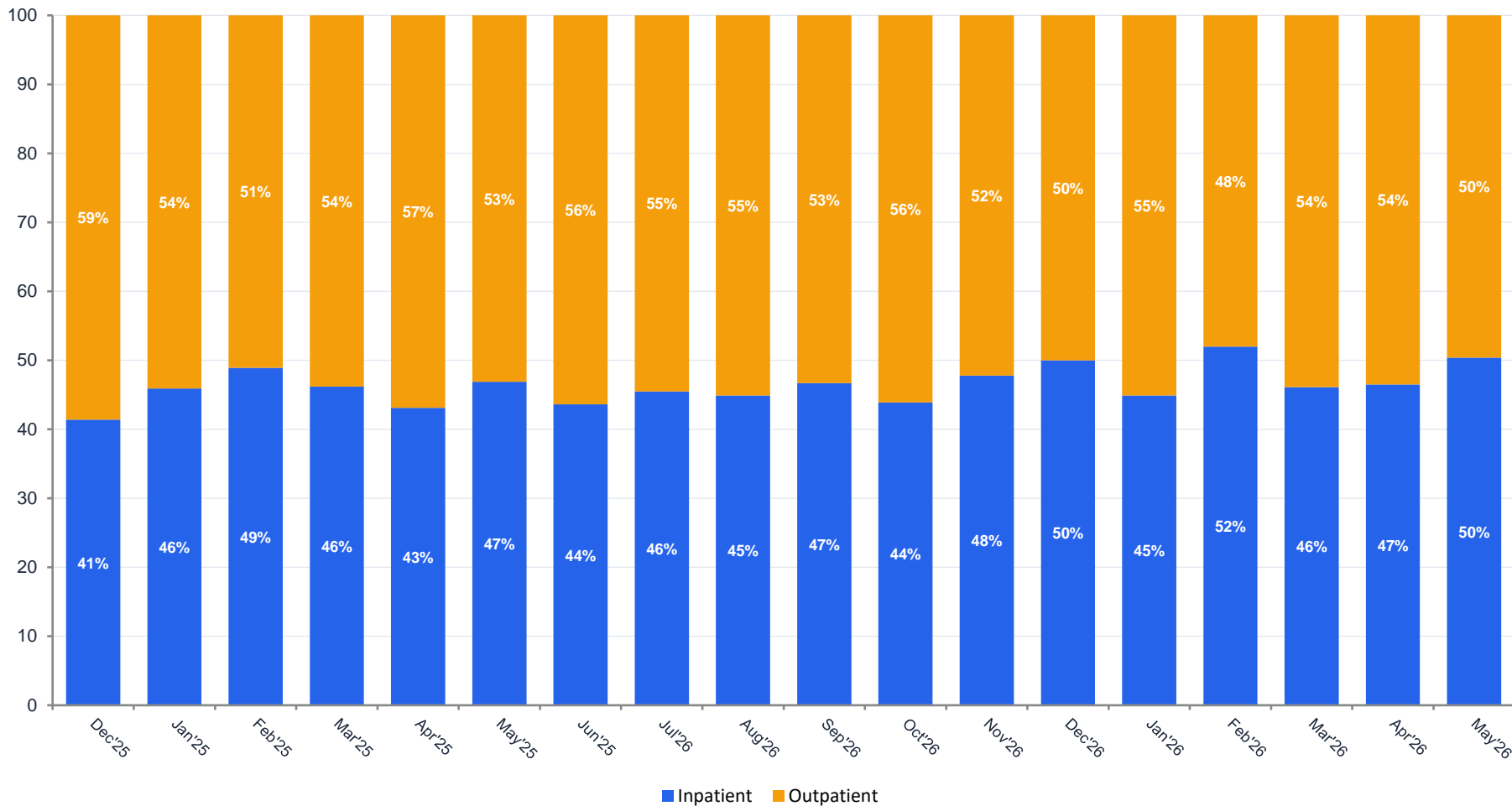
# Cath Lab (IP Only) – 100 Min Units



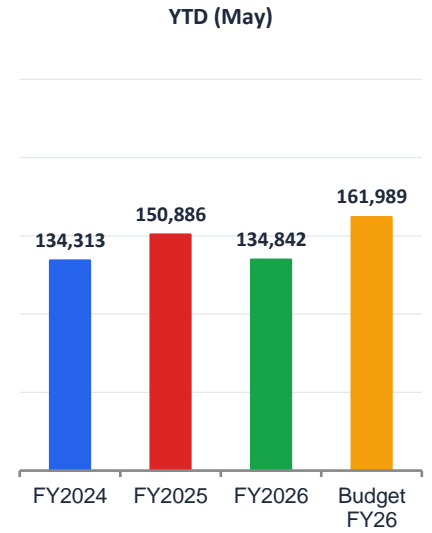
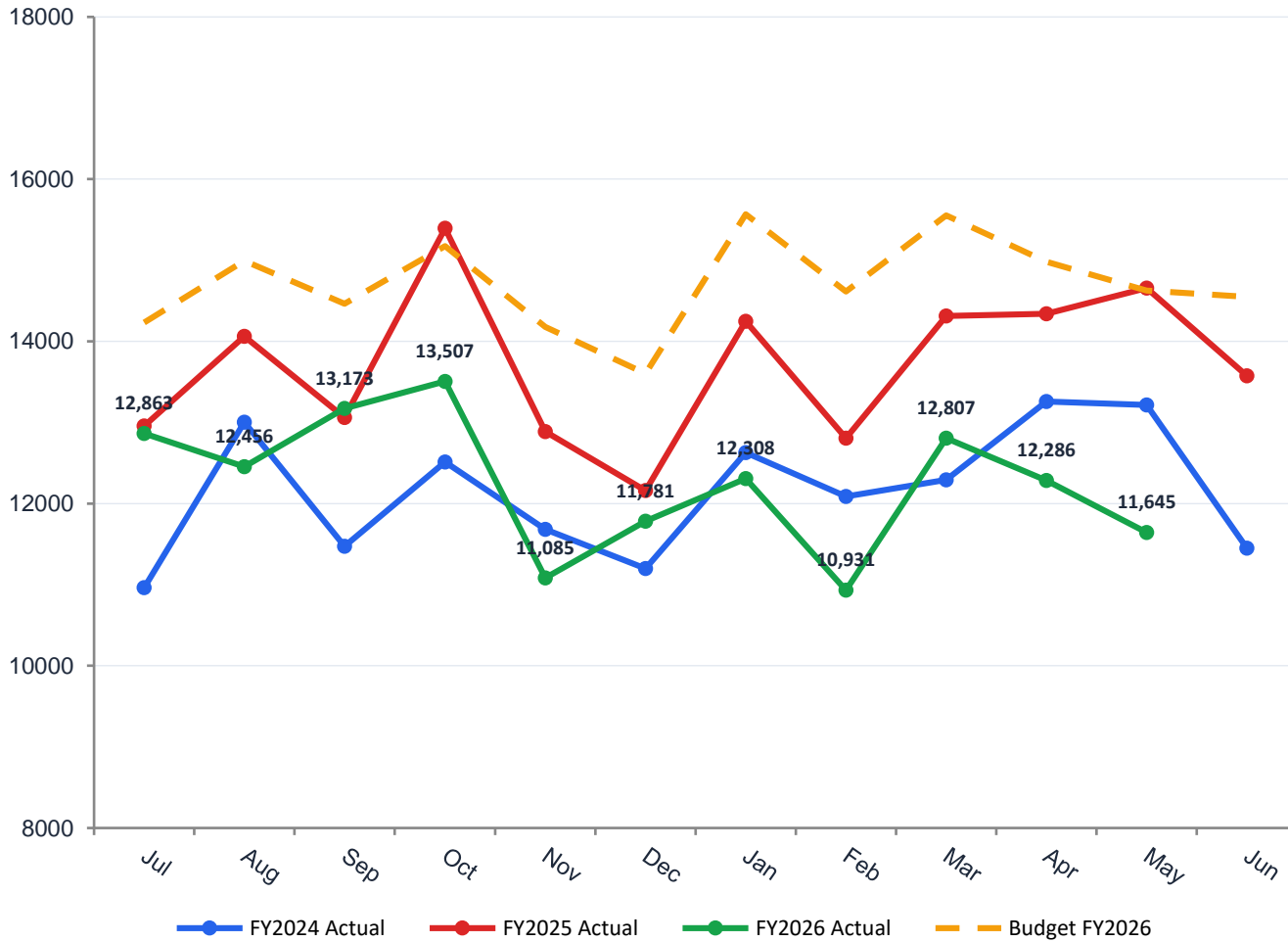
# Cath Lab (OP Only) – 100 Min Units



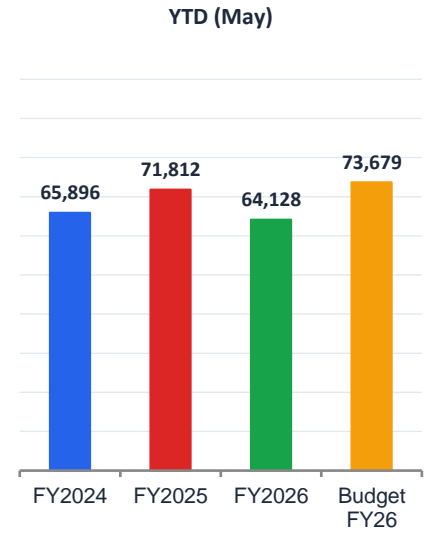
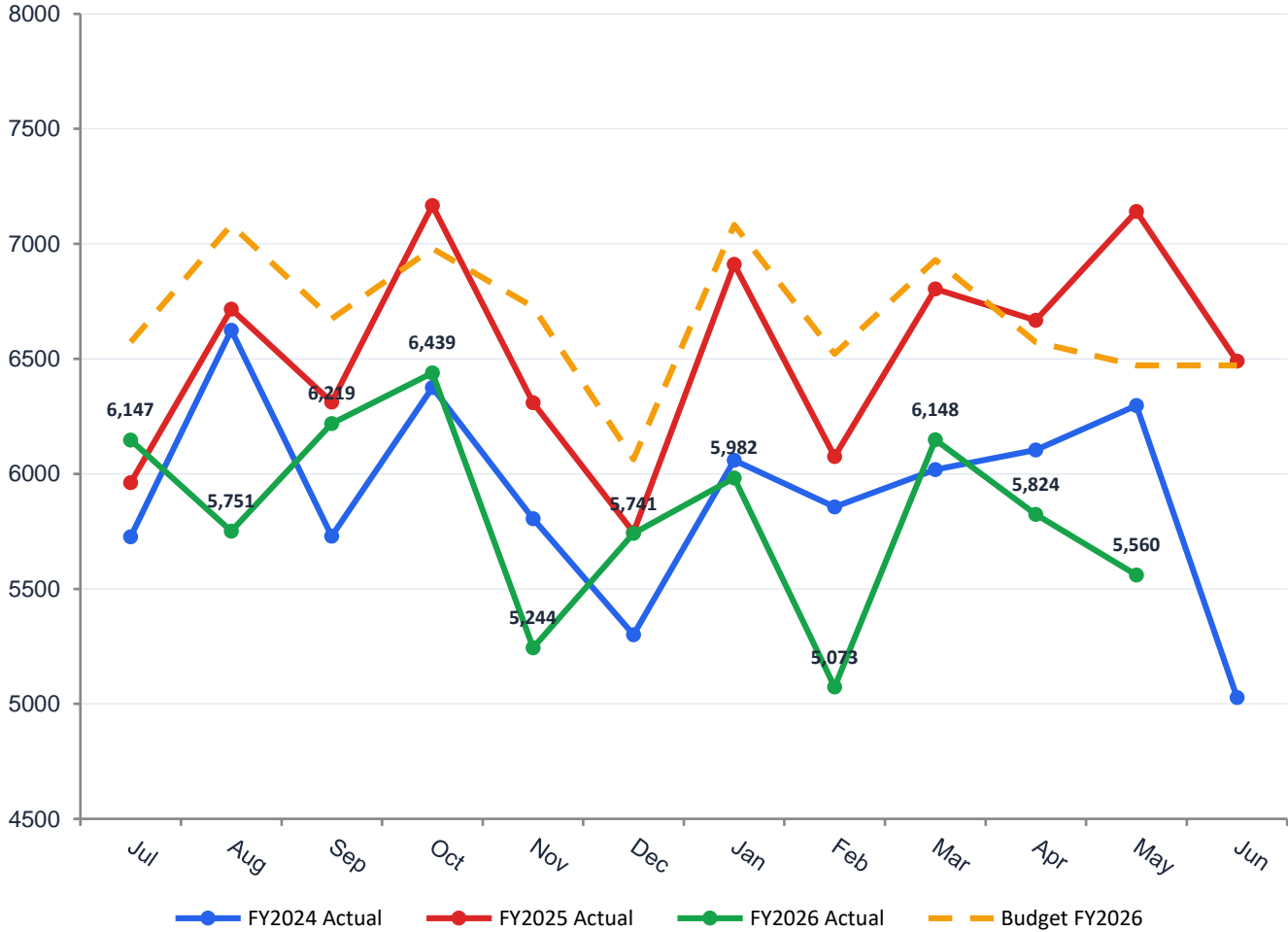
# Cath Lab Patients (IP & OP)



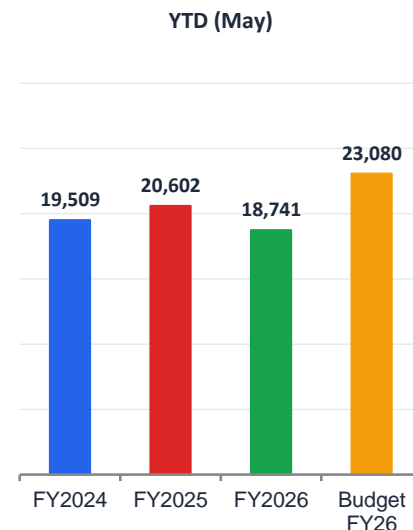
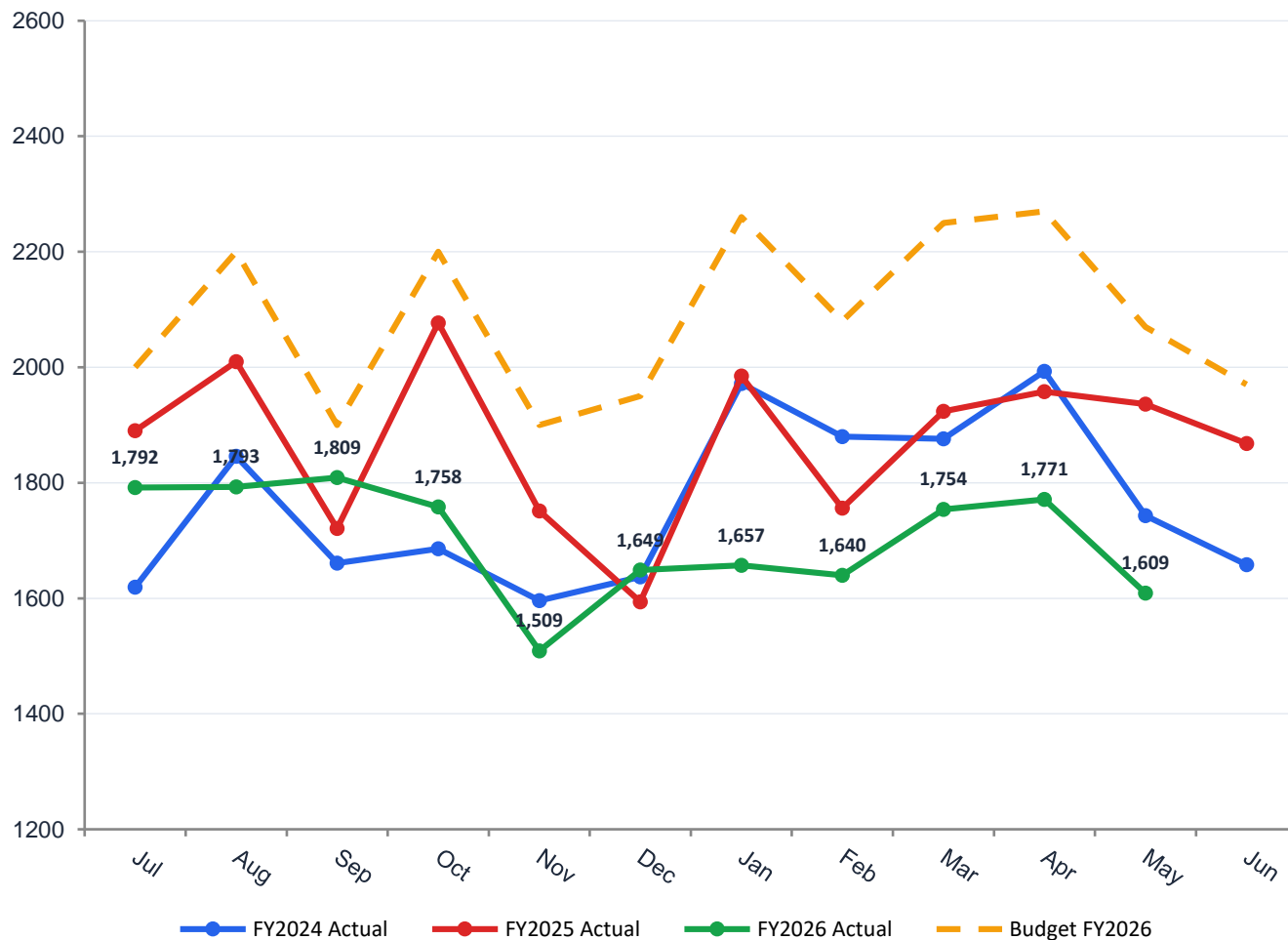
# Rural Health Clinics Registrations



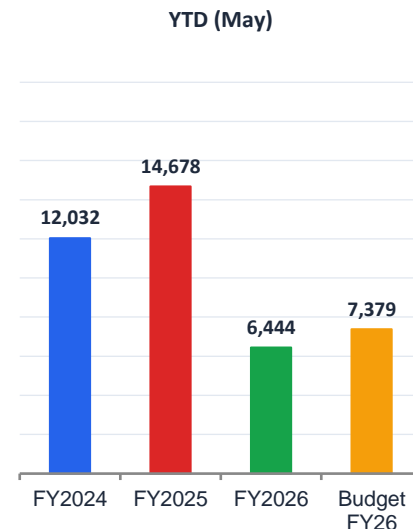
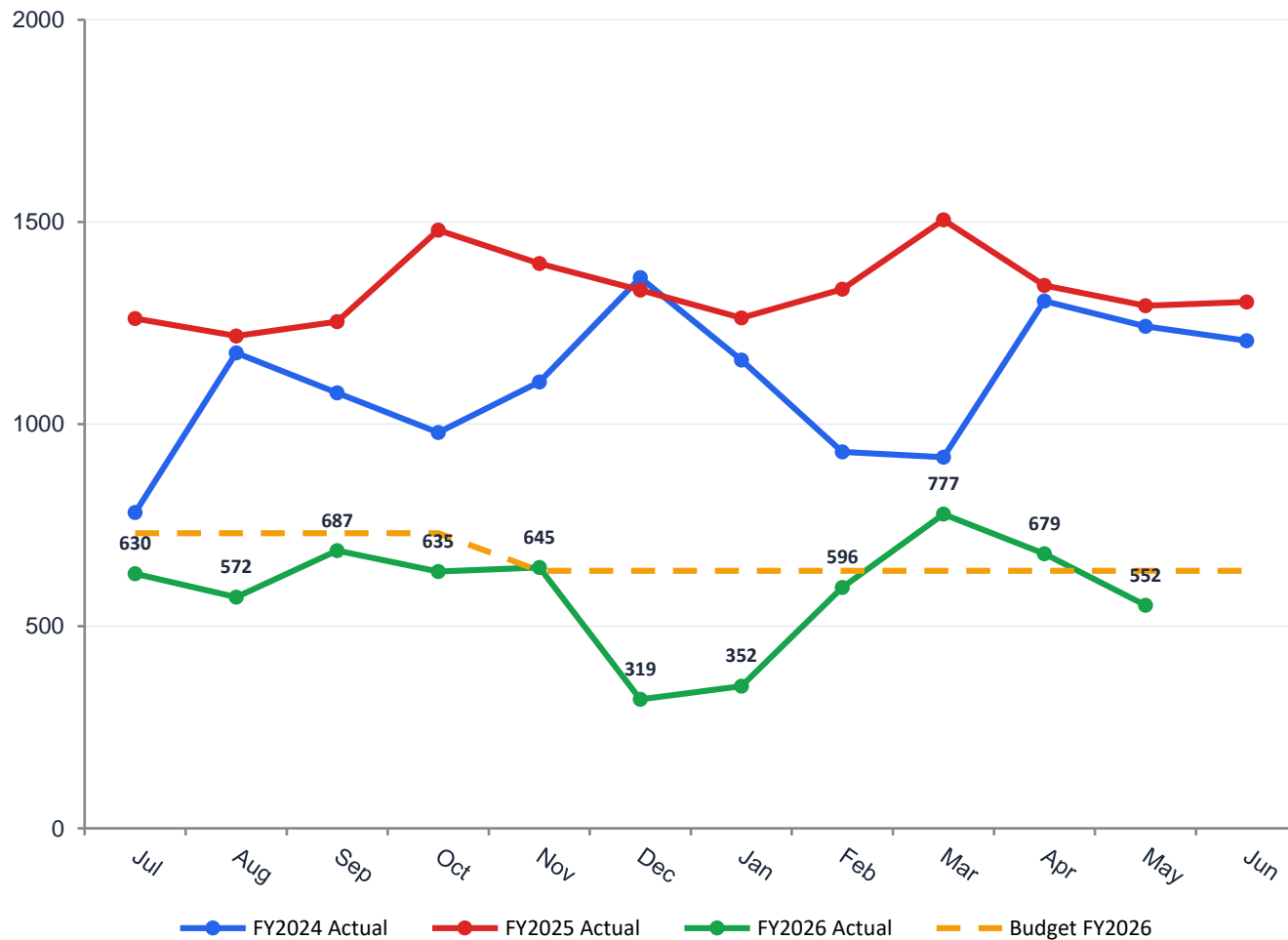
# RHC Exeter - Registrations



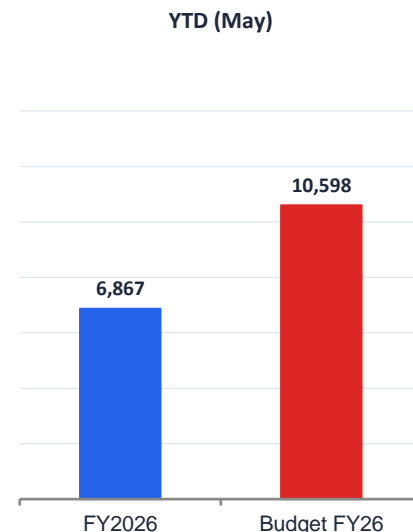
# RHC Lindsay - Registrations



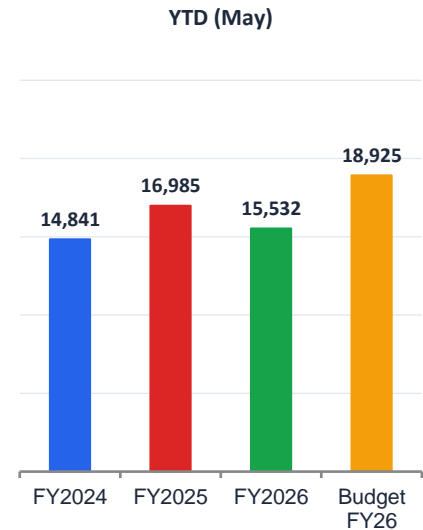
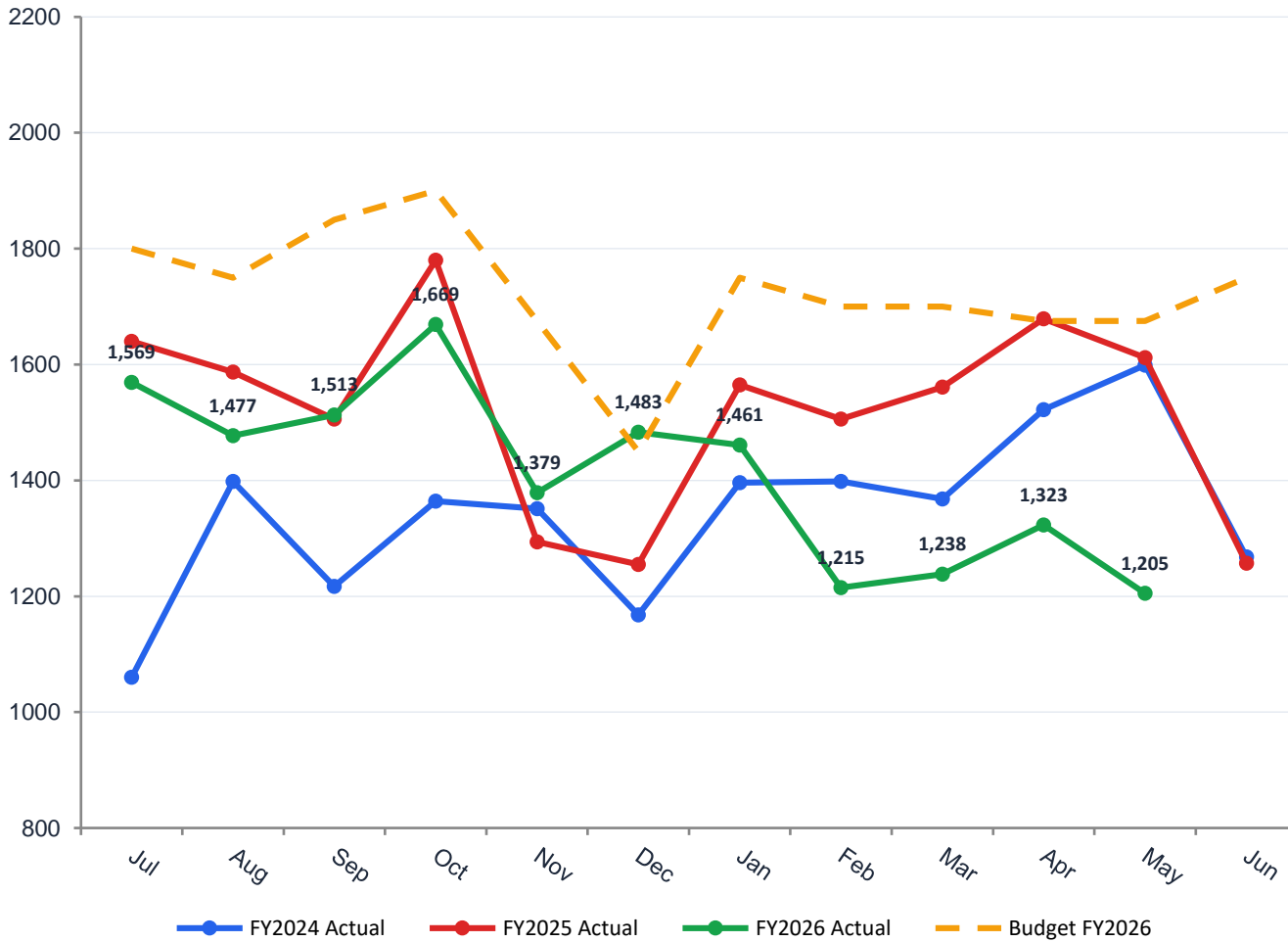
# RHC Woodlake - Registrations



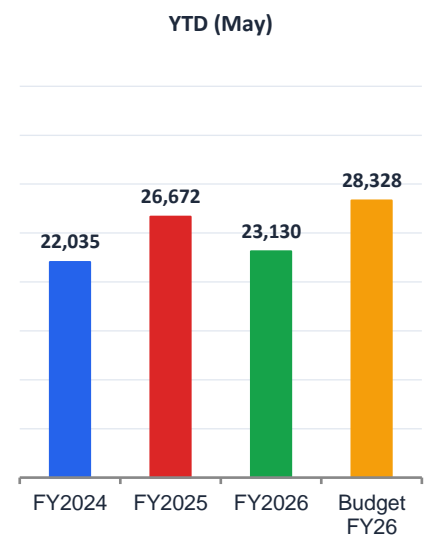
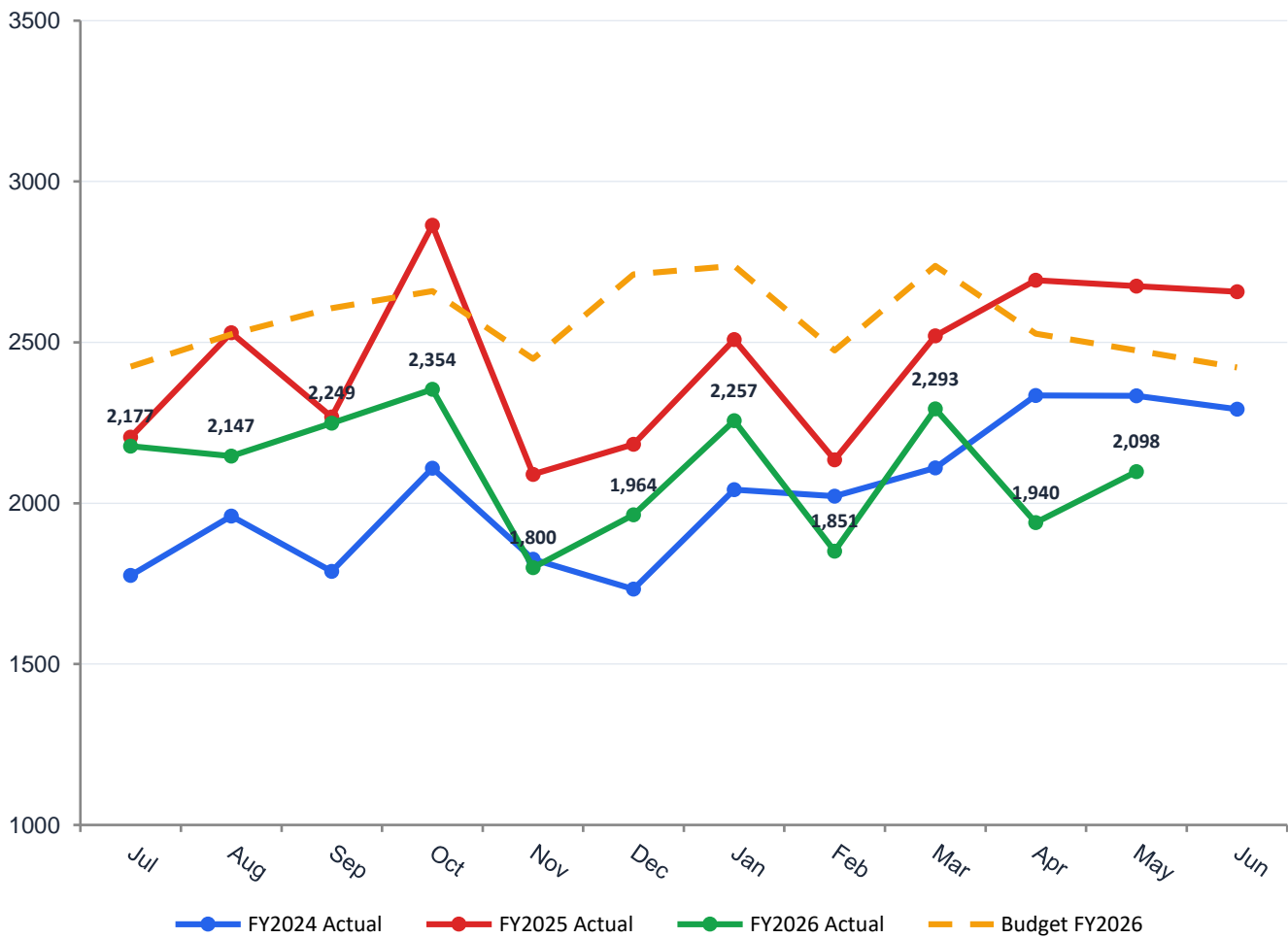
# RHC Woodlake Valencia - Registrations



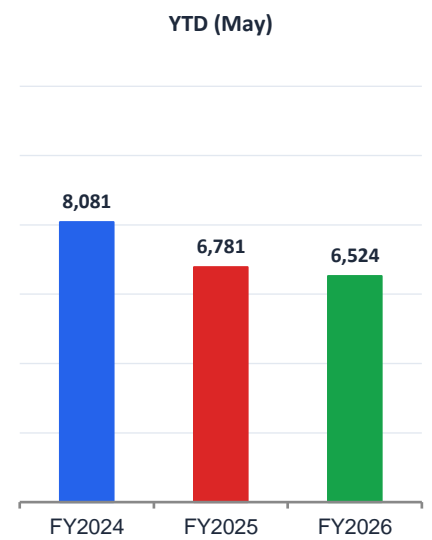
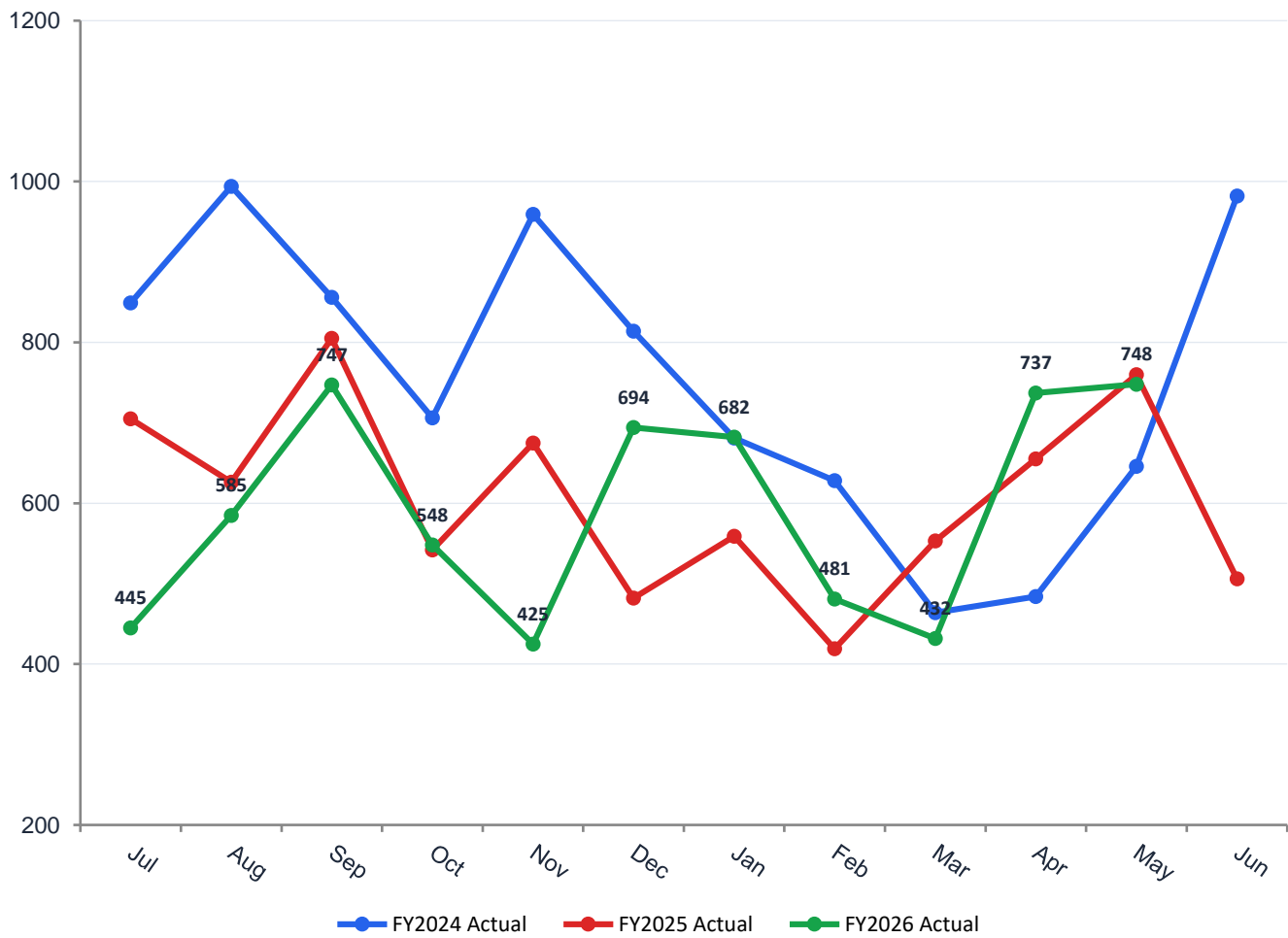
# RHC Dinuba - Registrations



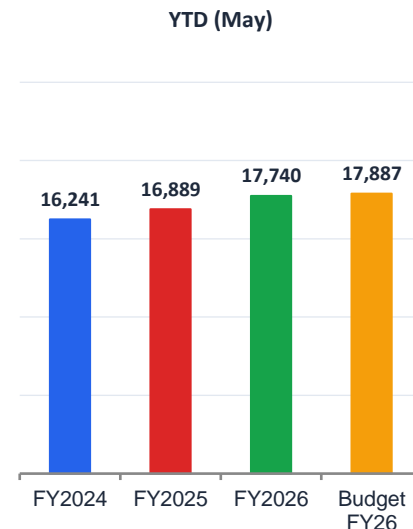
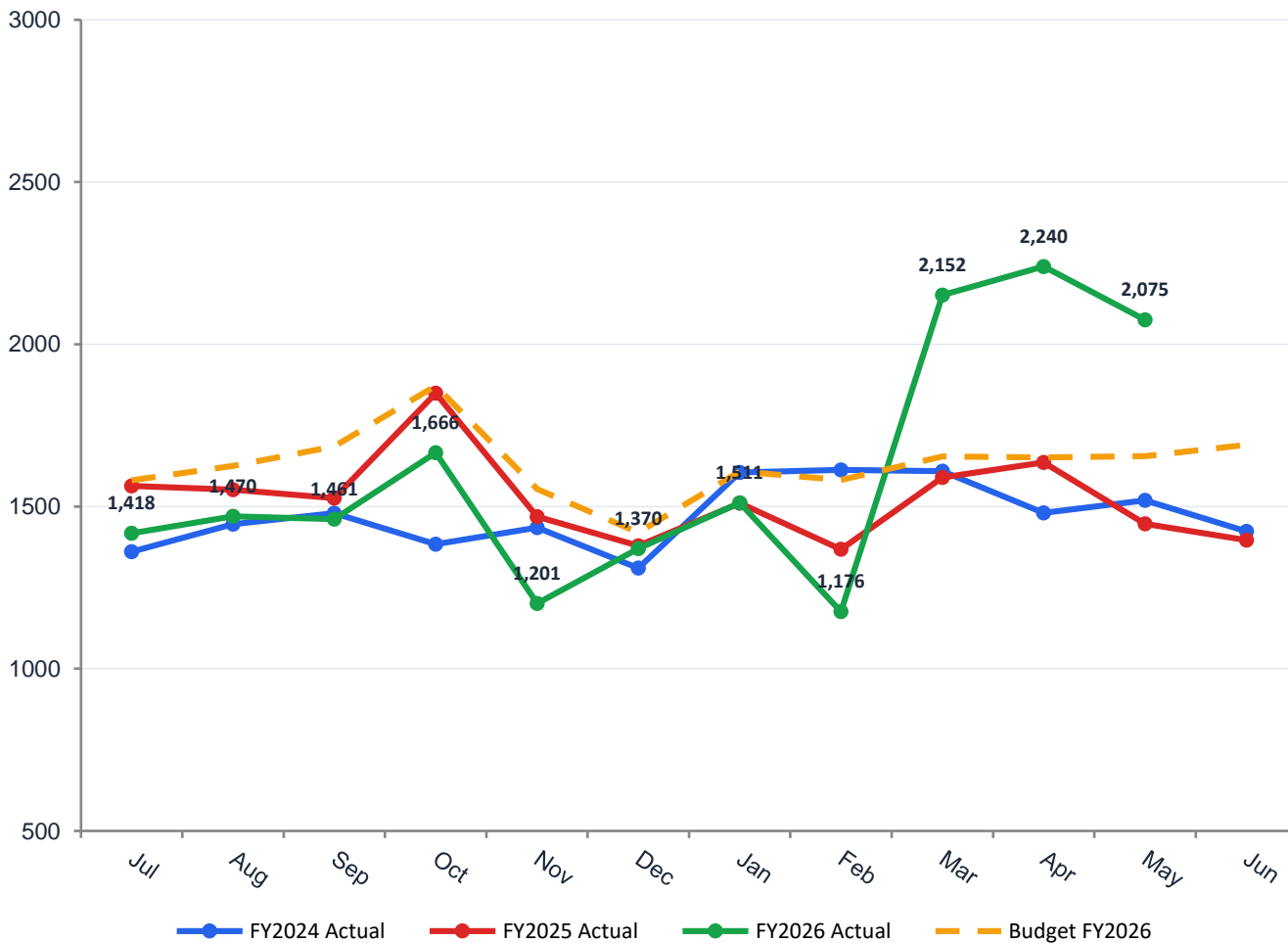
# RHC Tulare - Registrations



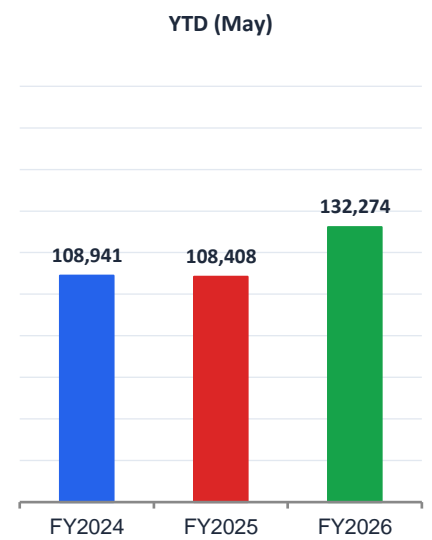
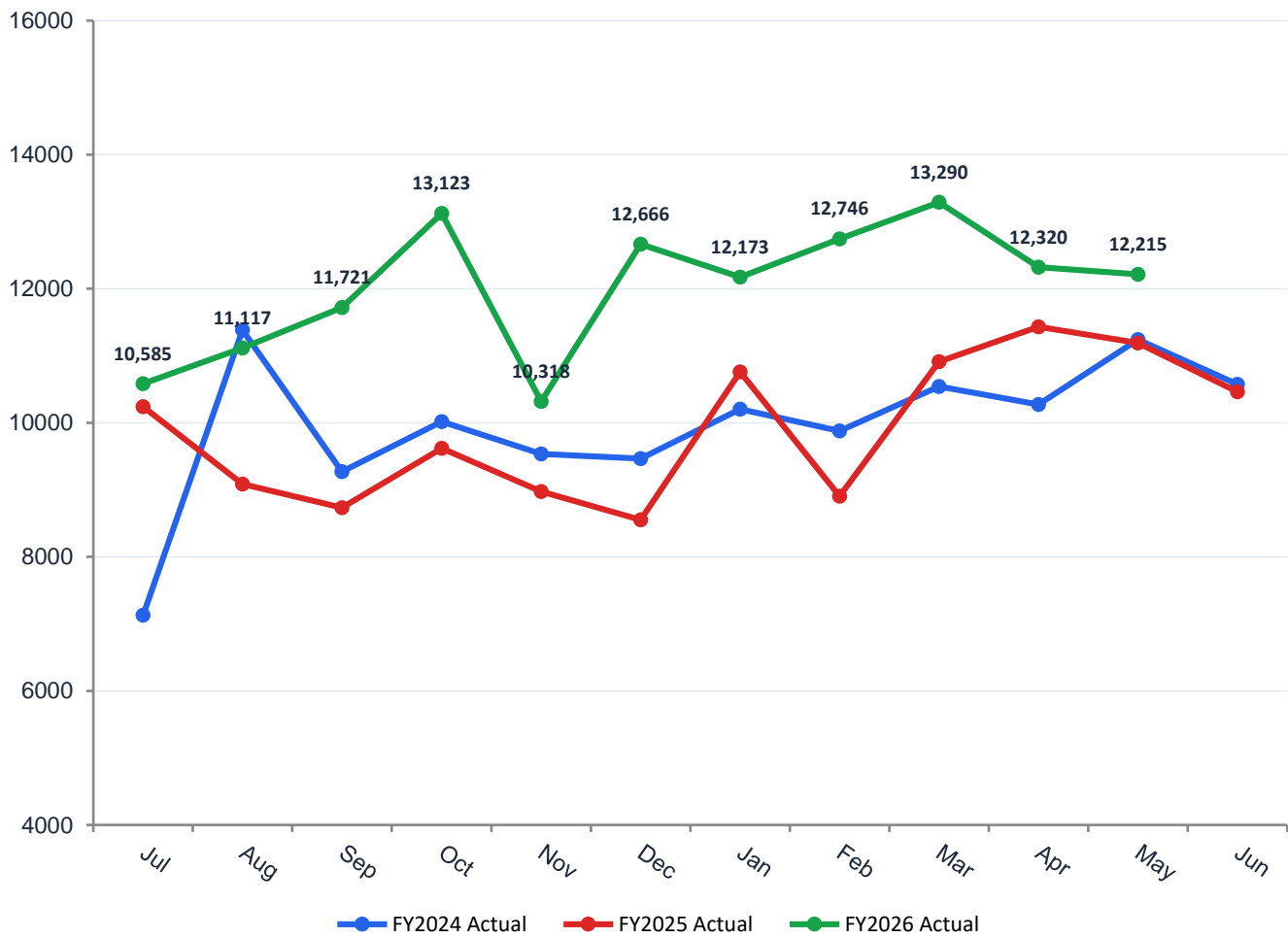
# Neurosurgery Clinic - WRVU's



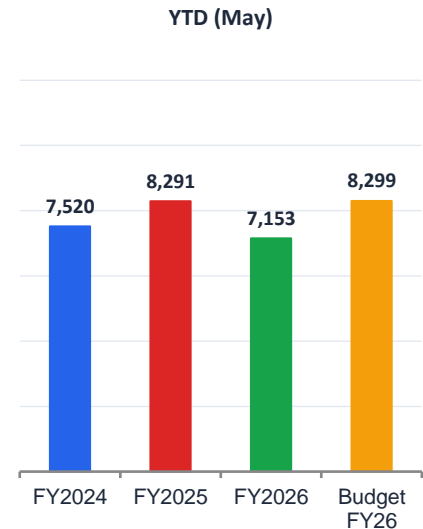
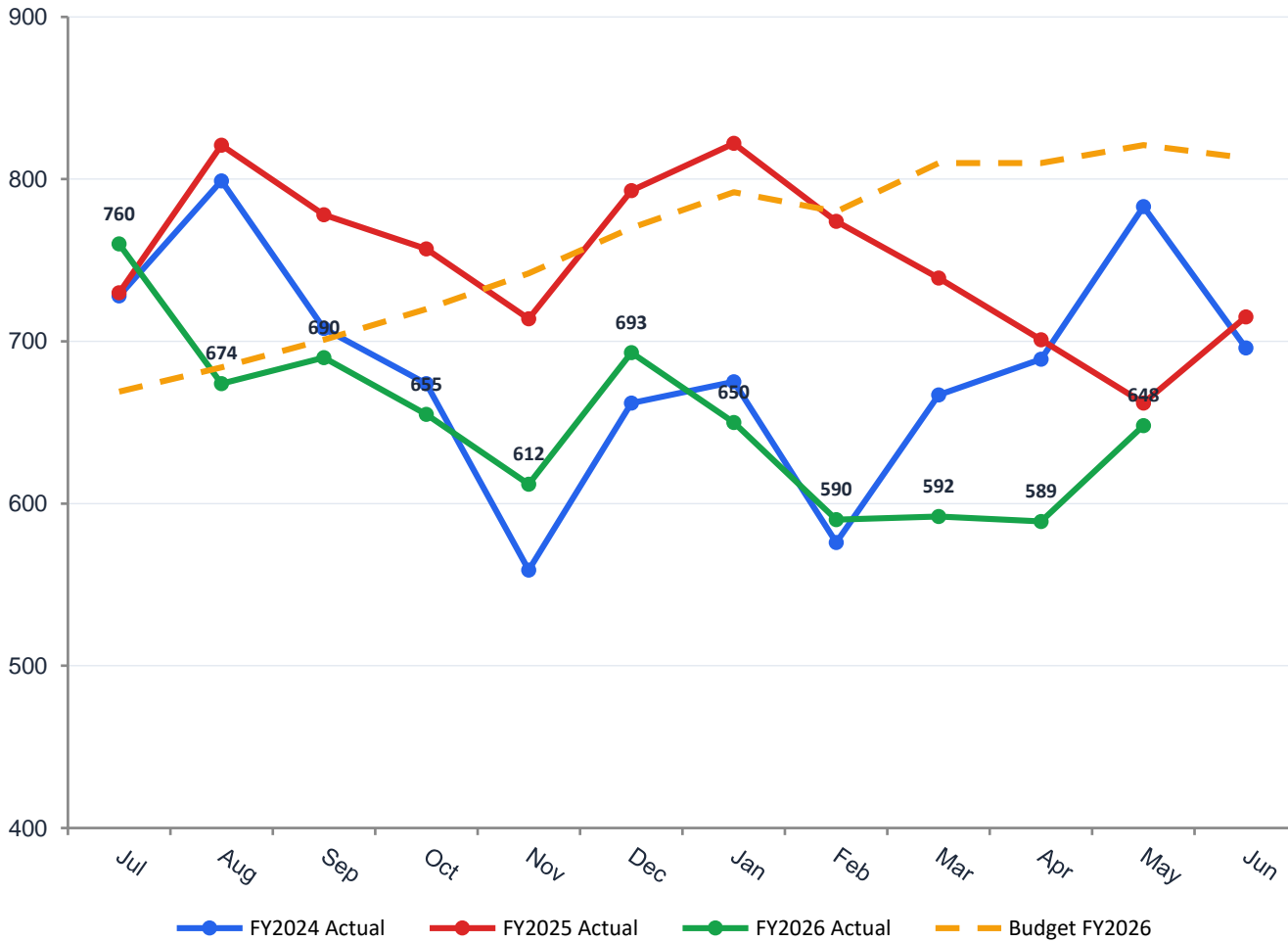
# KH Cardiology Center Registrations



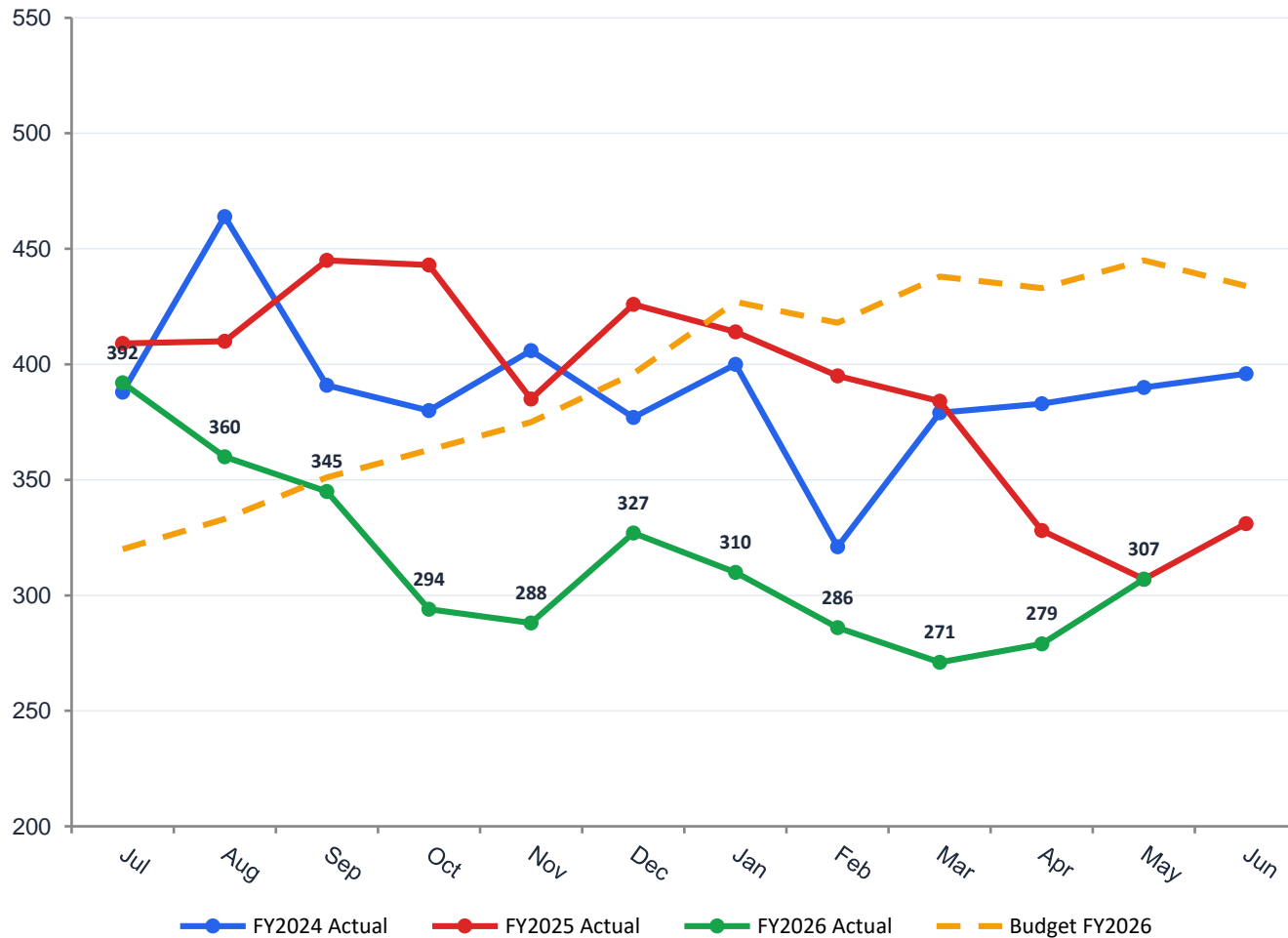
# KH Cardiology Center - WRVU's



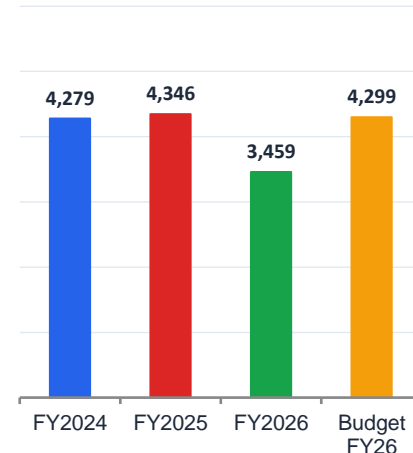
# Labor Triage Registrations



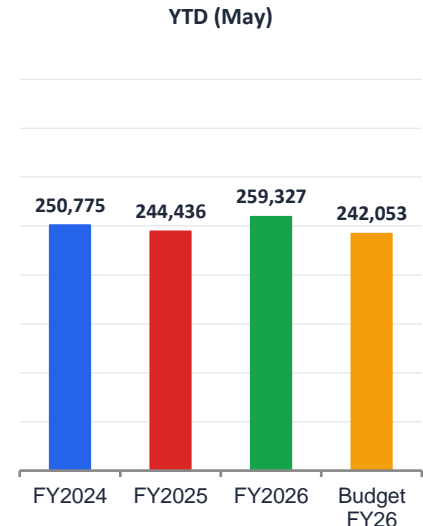
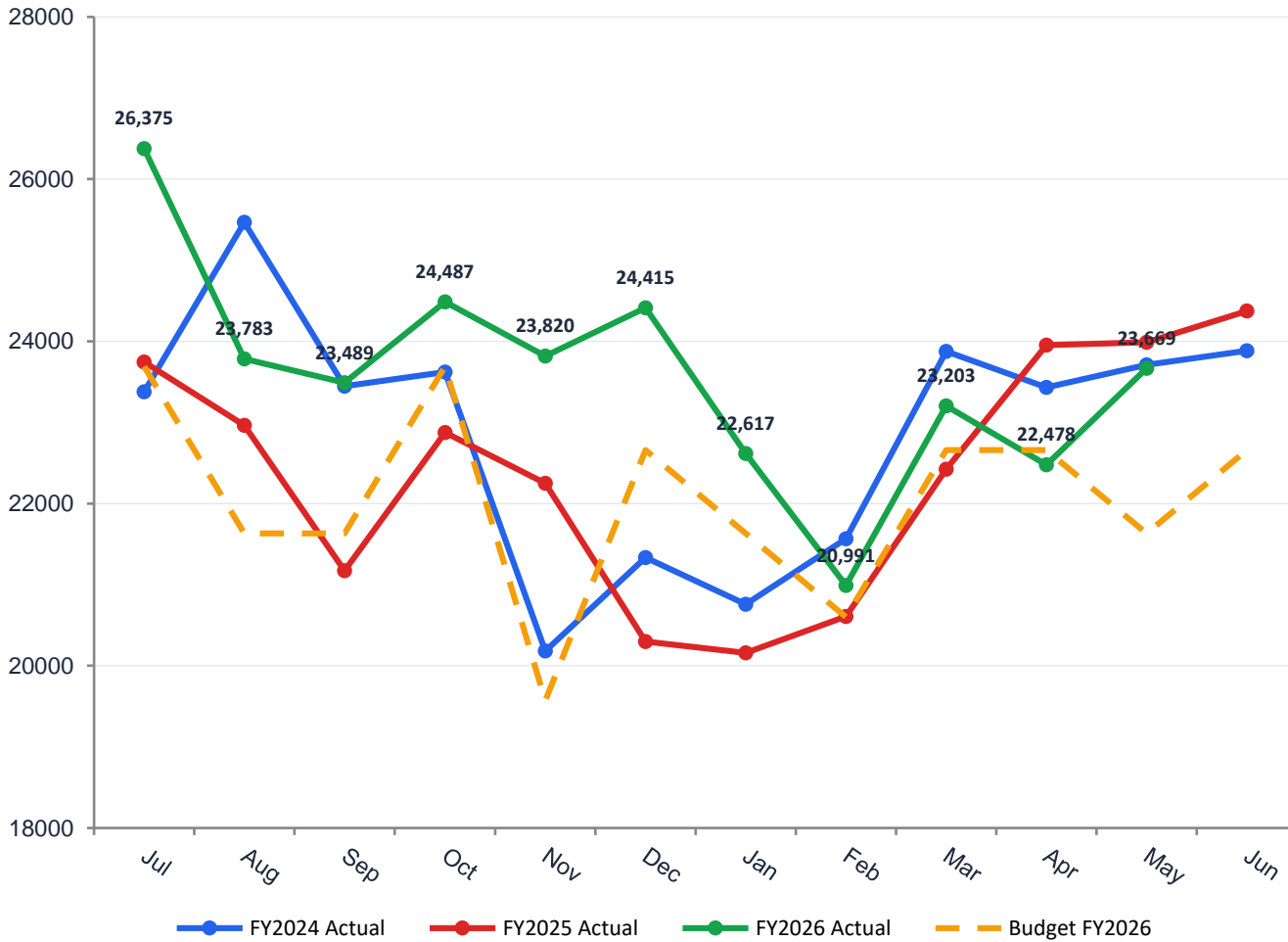
# Deliveries



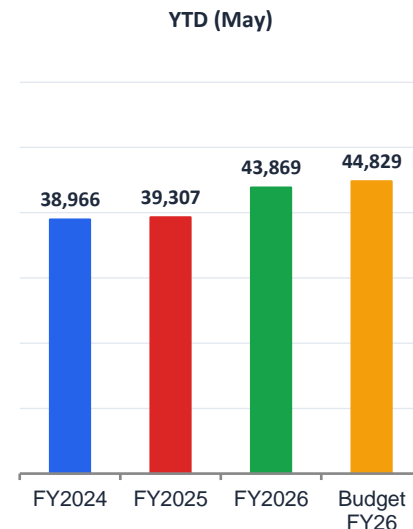
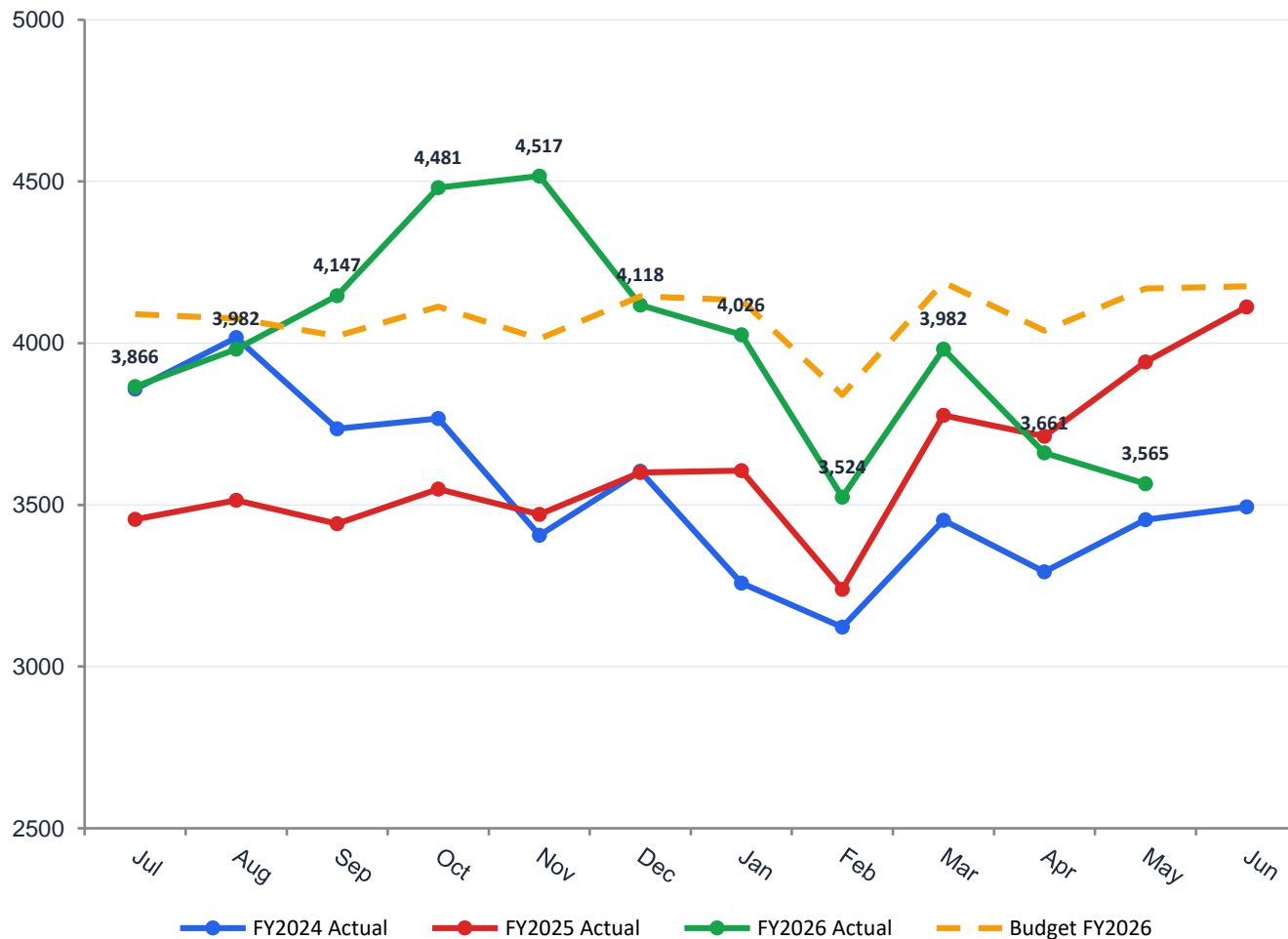
YTD (May)



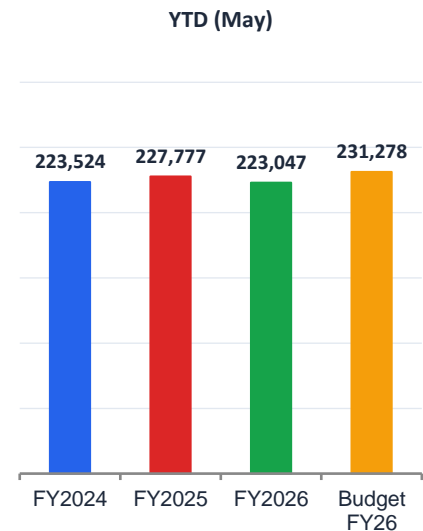
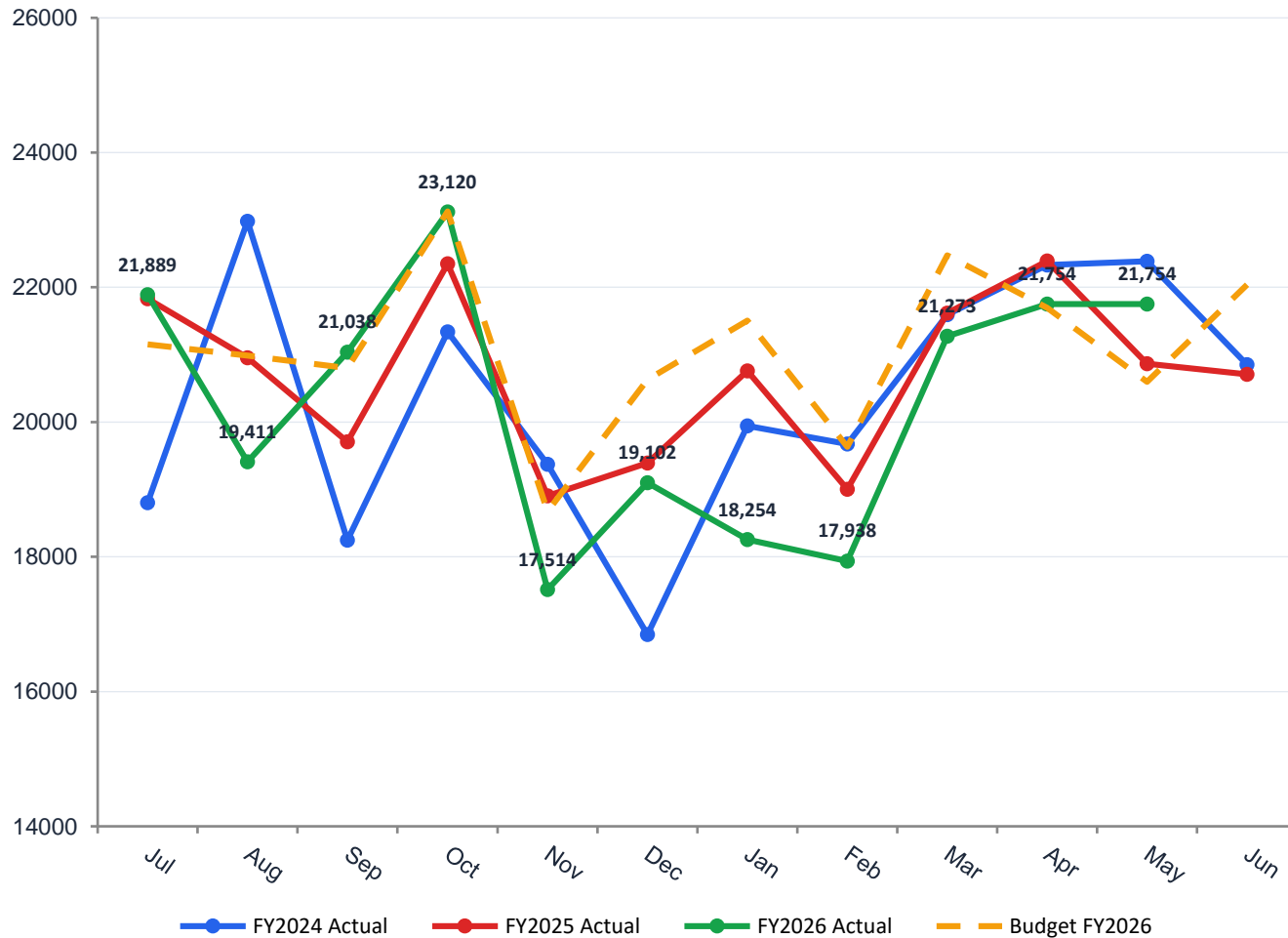
# Home Infusion Days



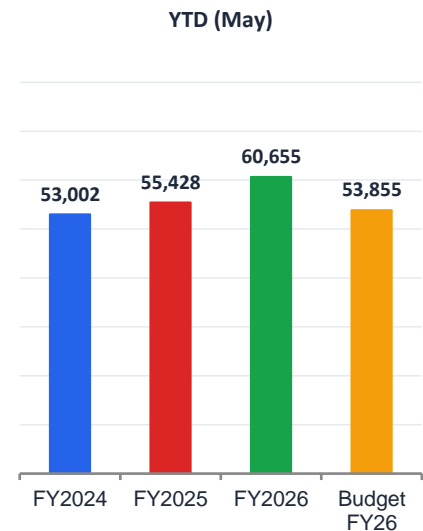
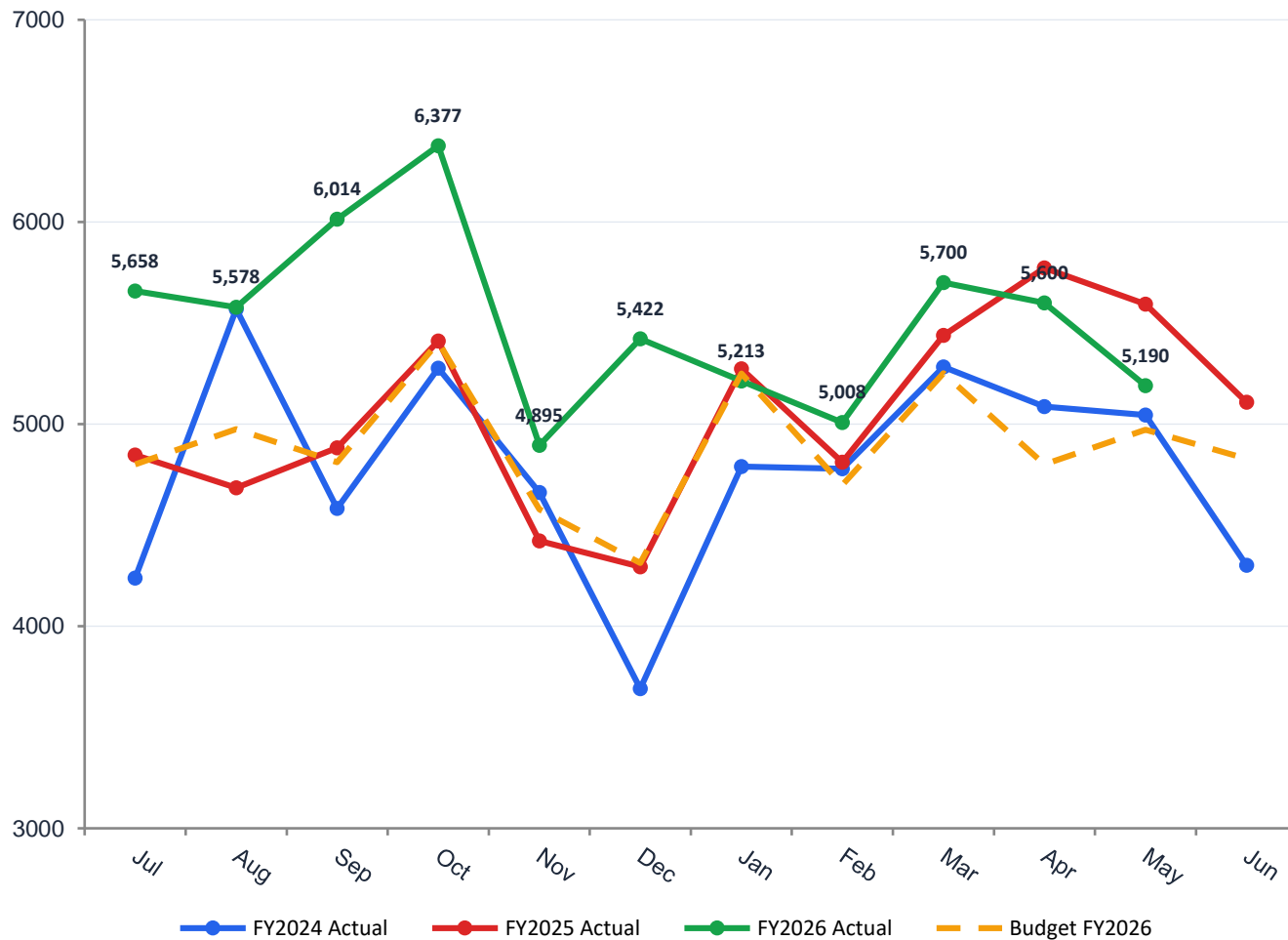
# Hospice Days



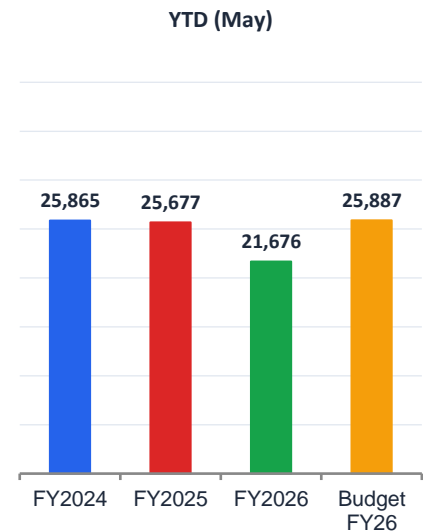
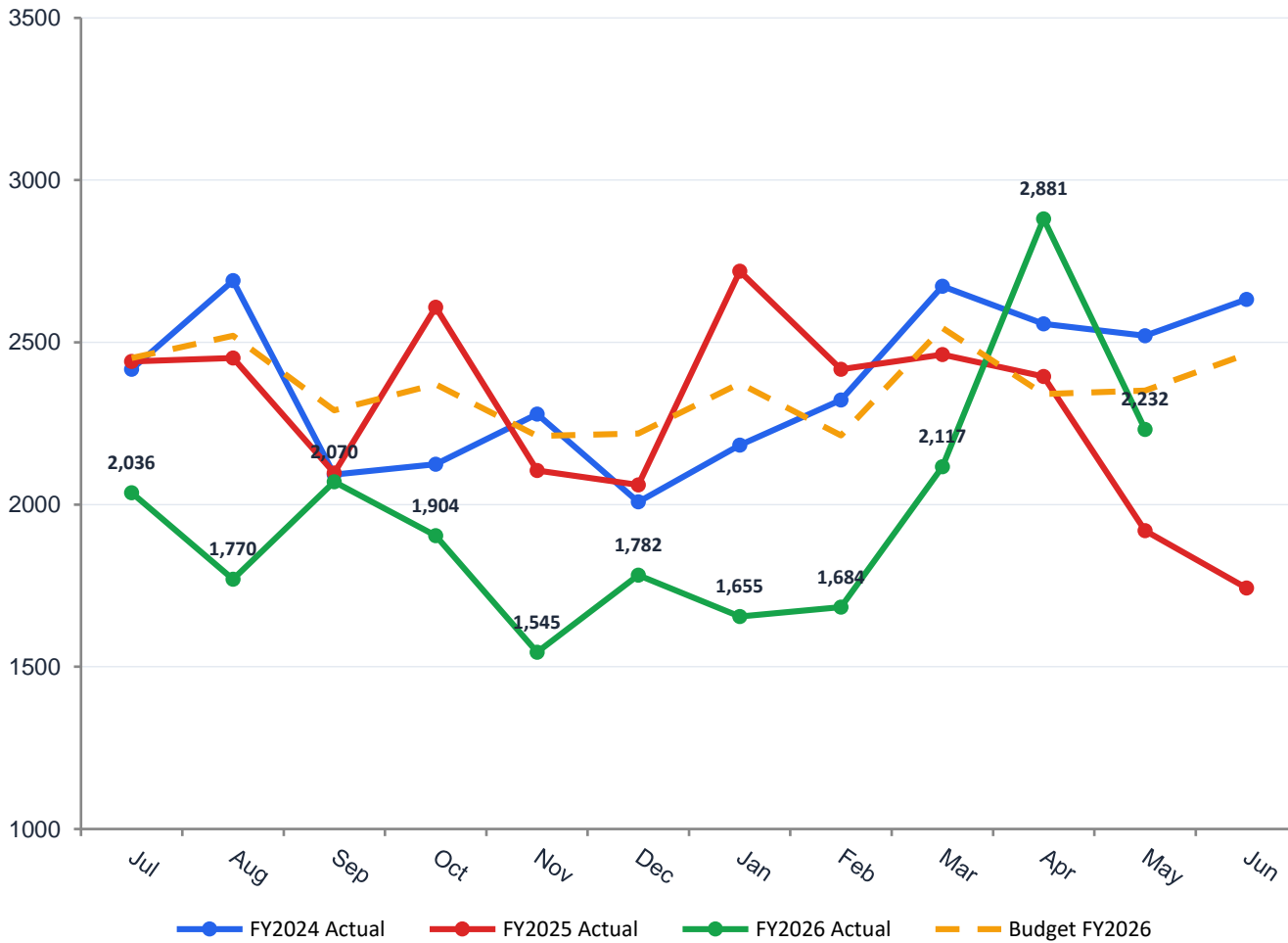
# All O/P Rehab Svcs Across District



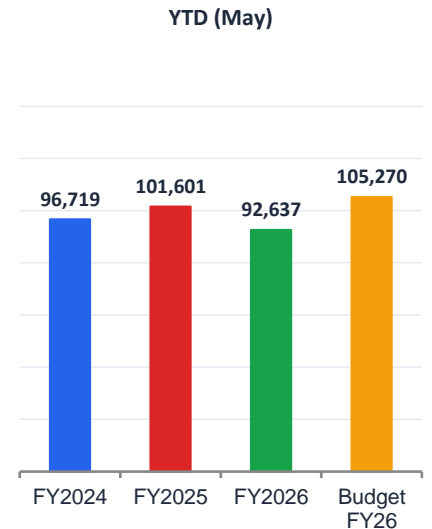
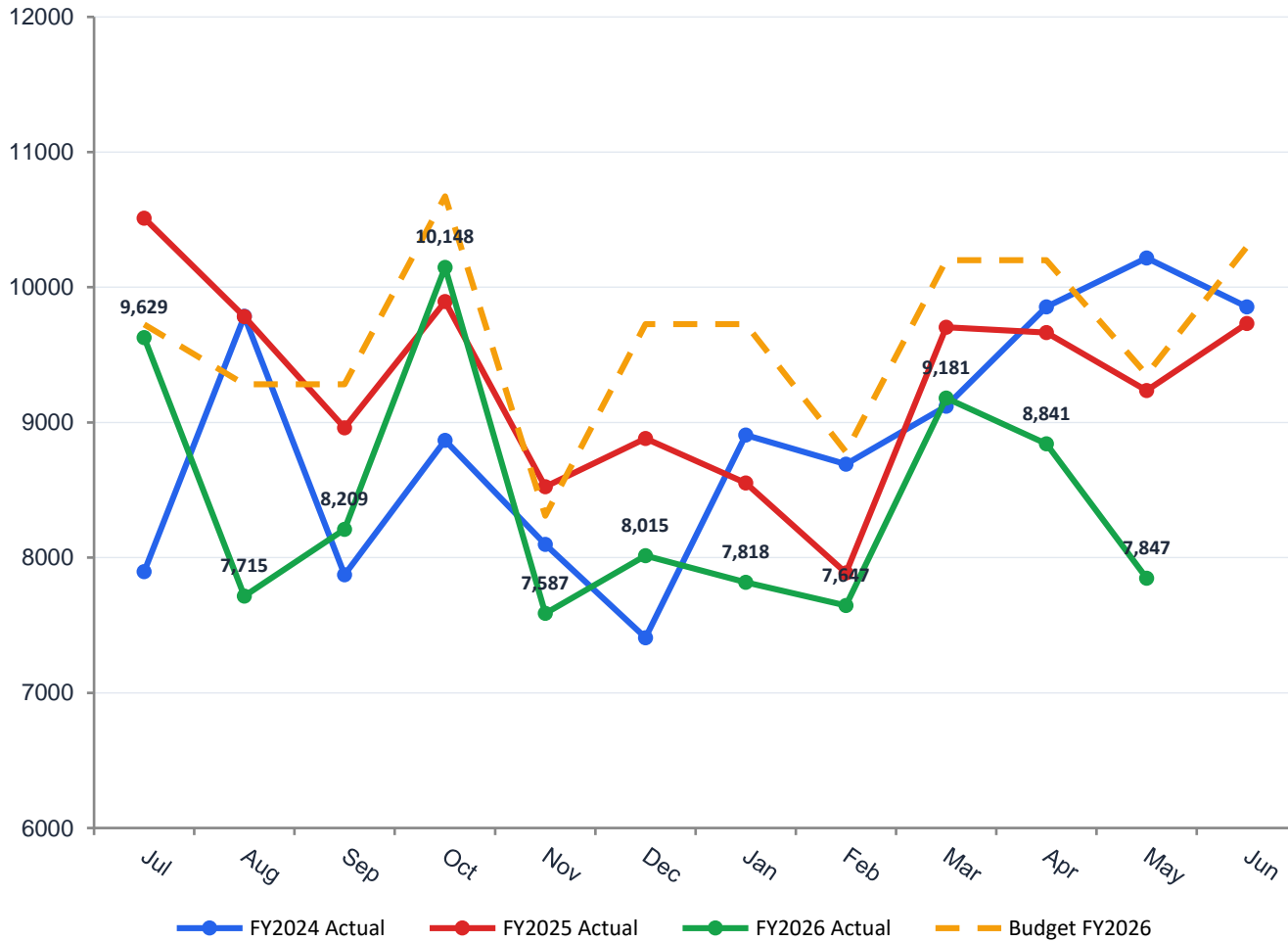
# O/P Rehab Services



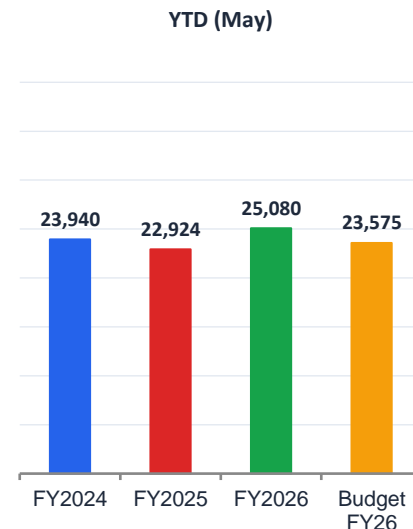
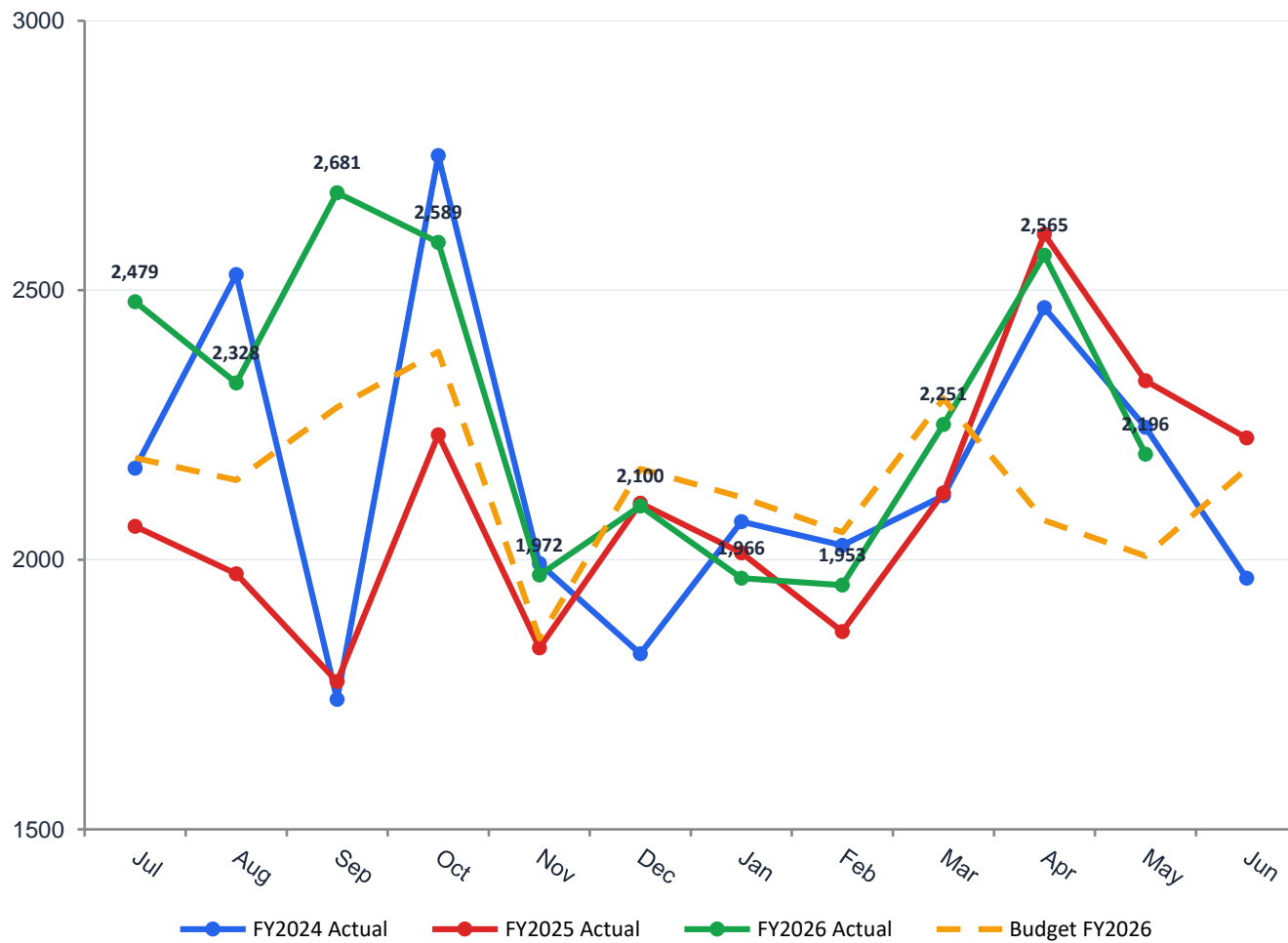
# O/P Rehab - Exeter



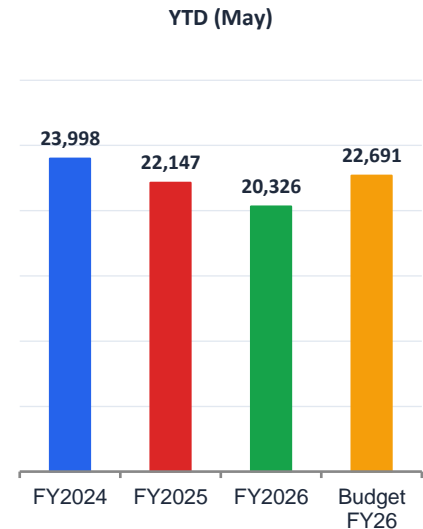
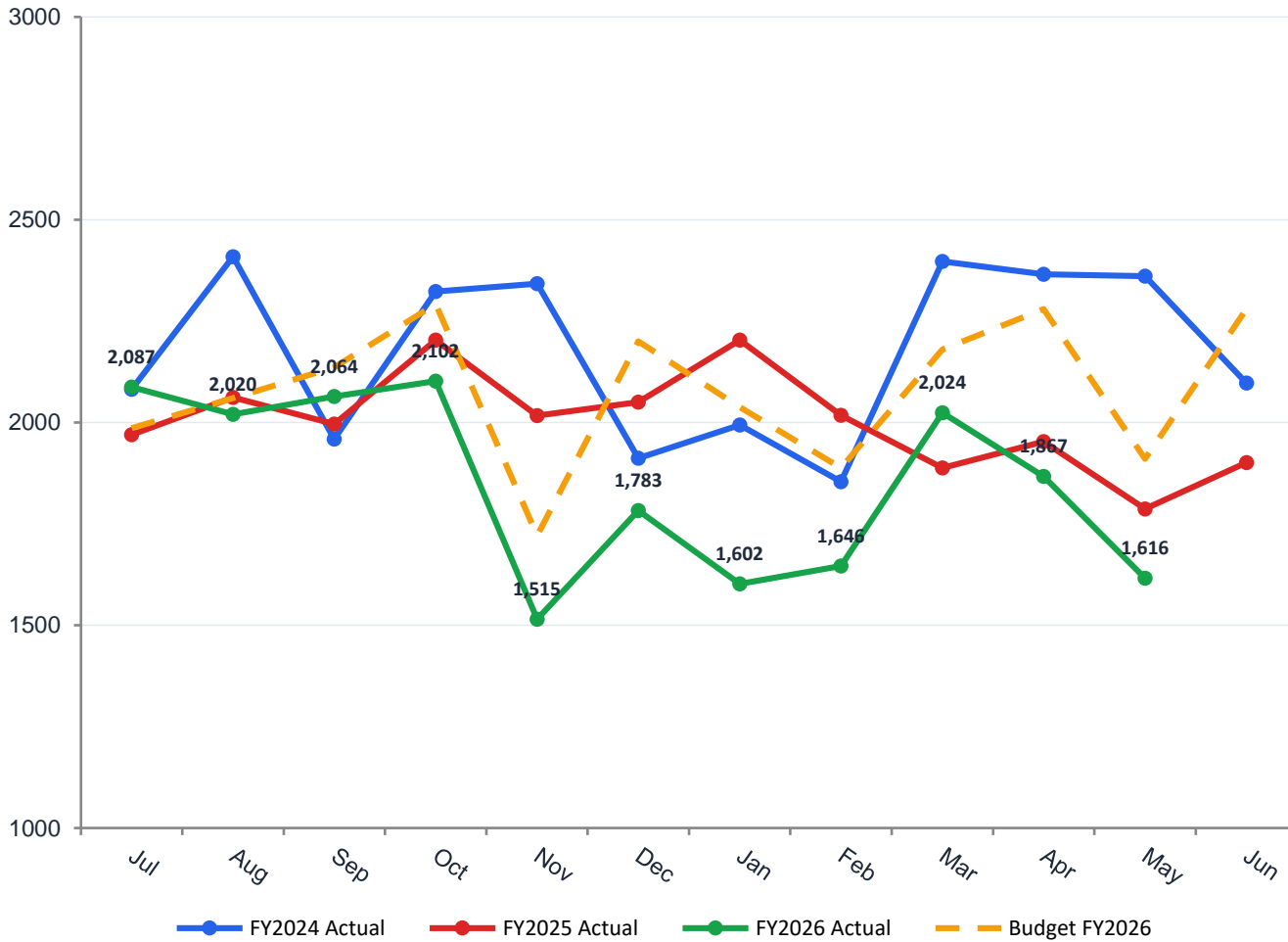
# O/P Rehab - Akers



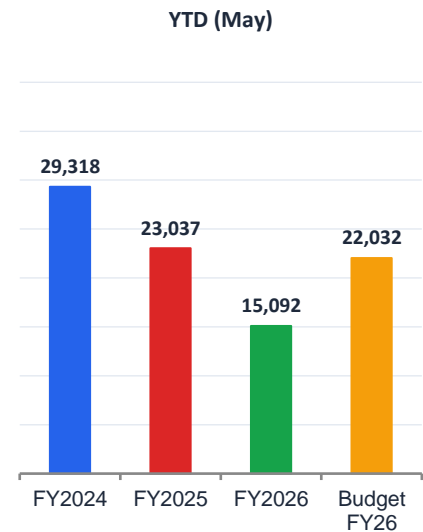
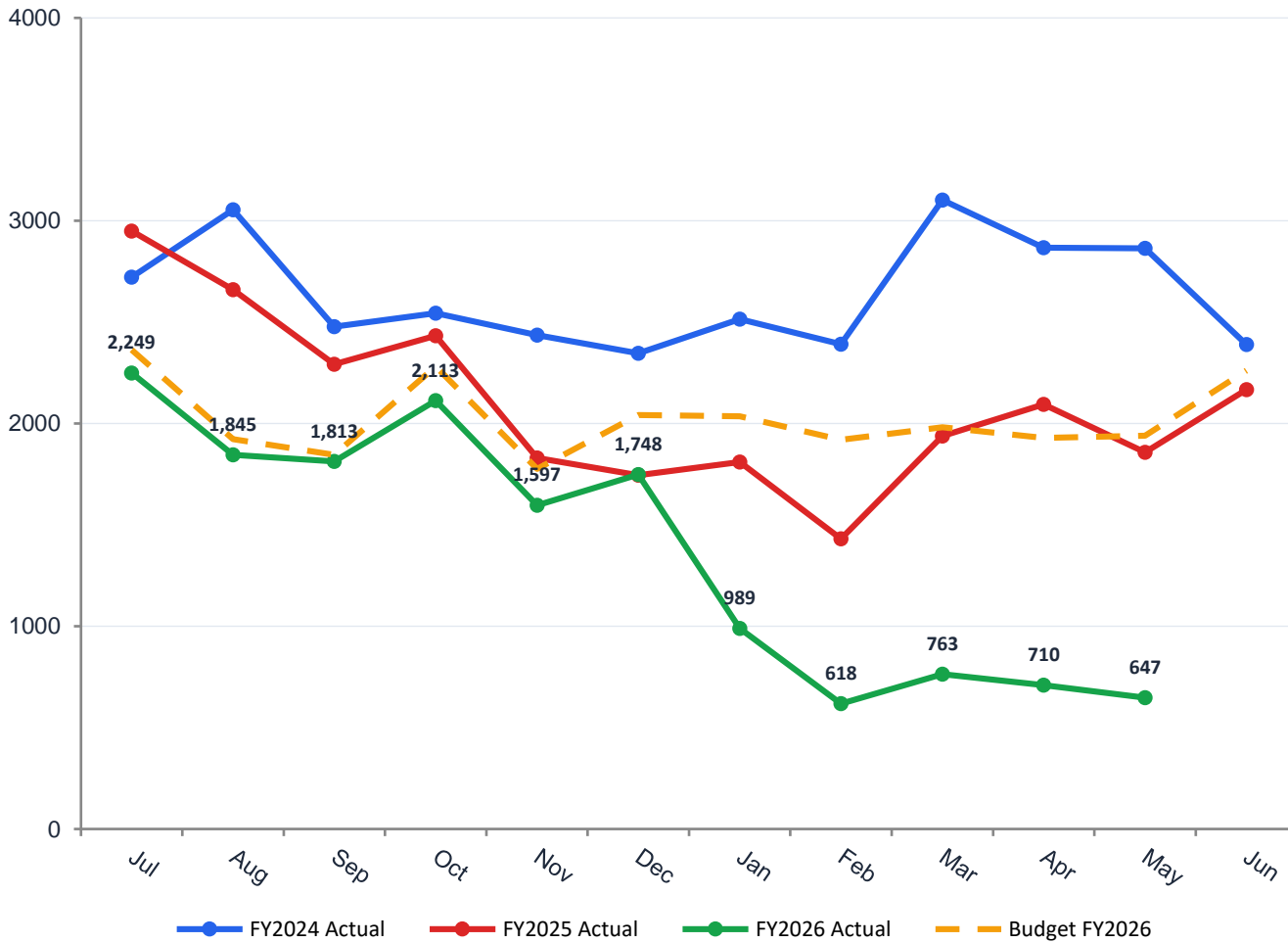
# O/P Rehab - LLOPT



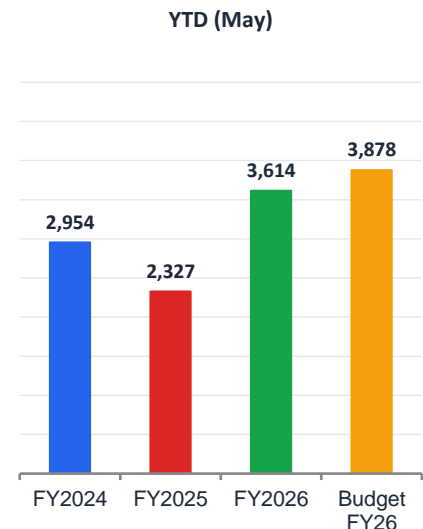
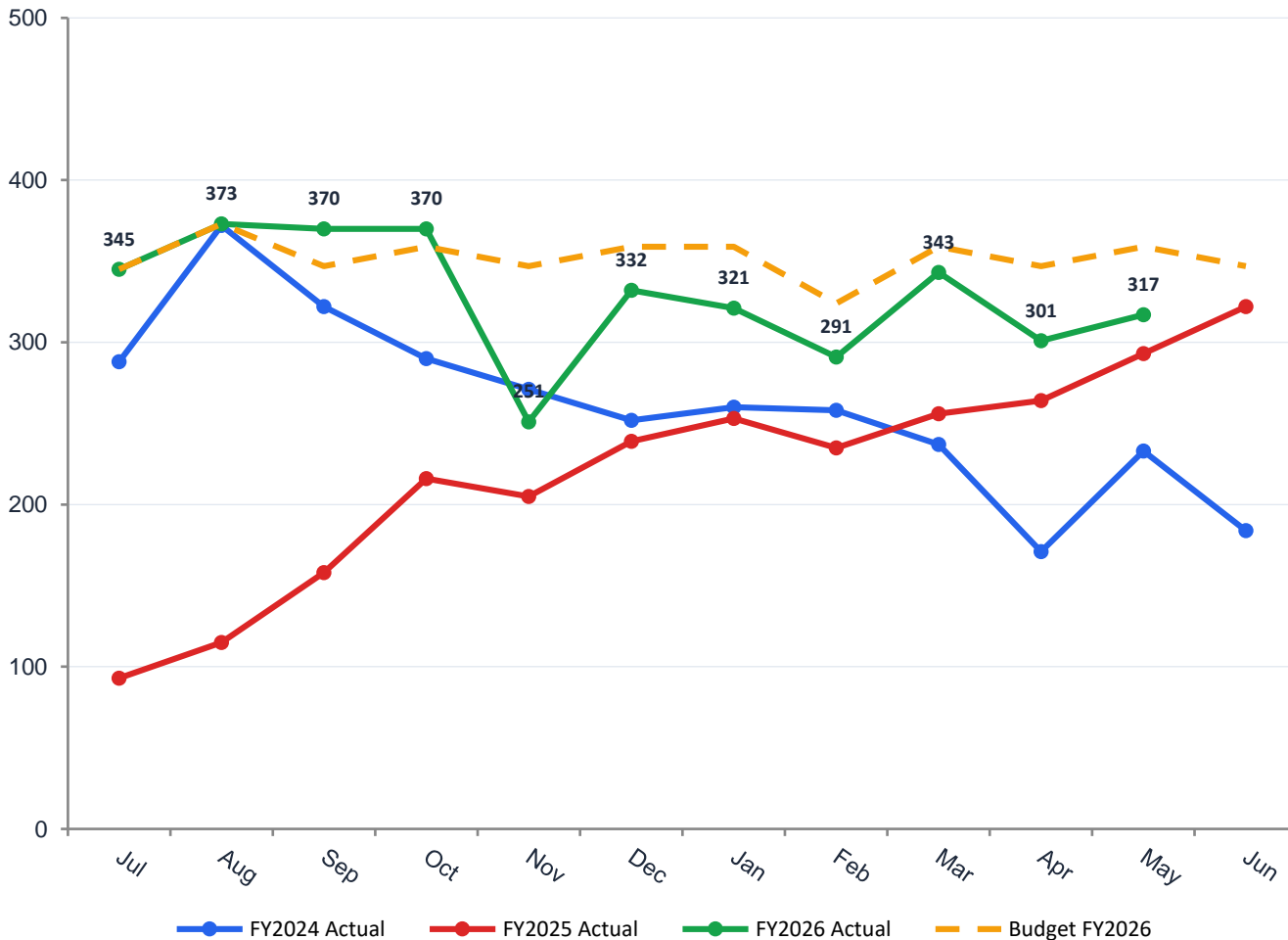
# O/P Rehab - Dinuba



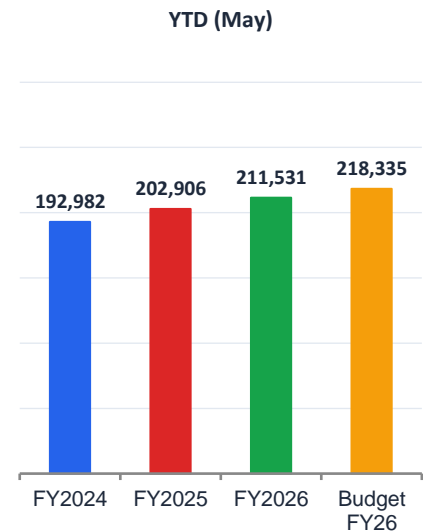
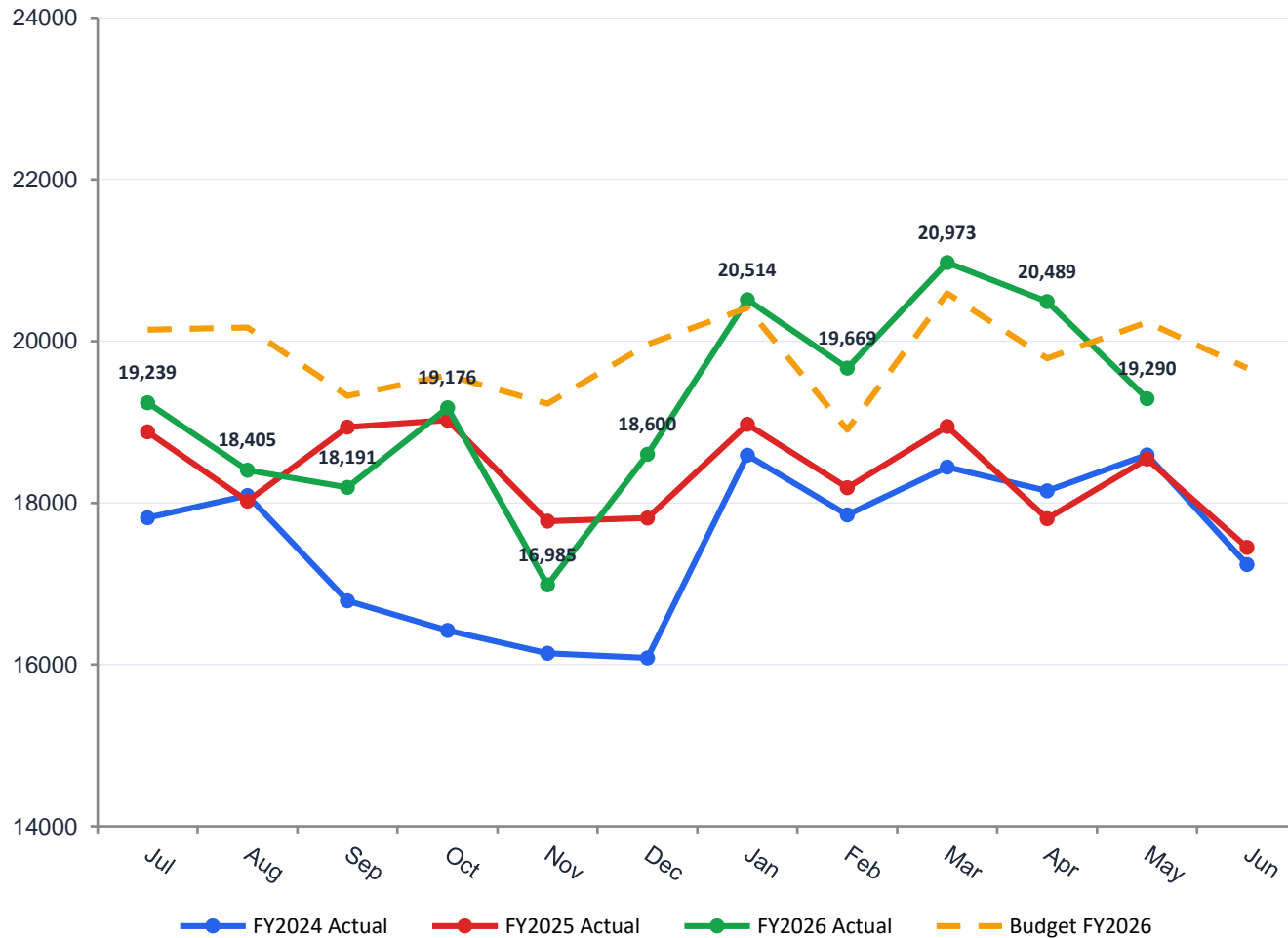
# Therapy - Cypress Hand Center



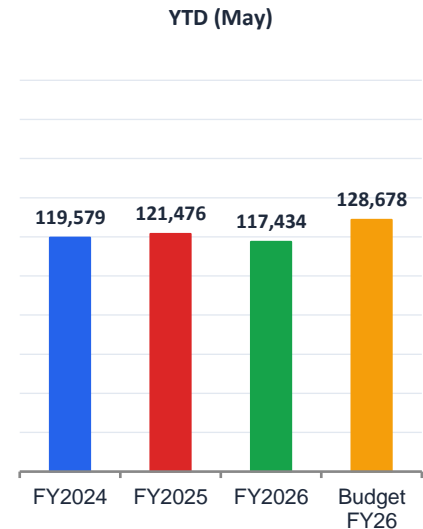
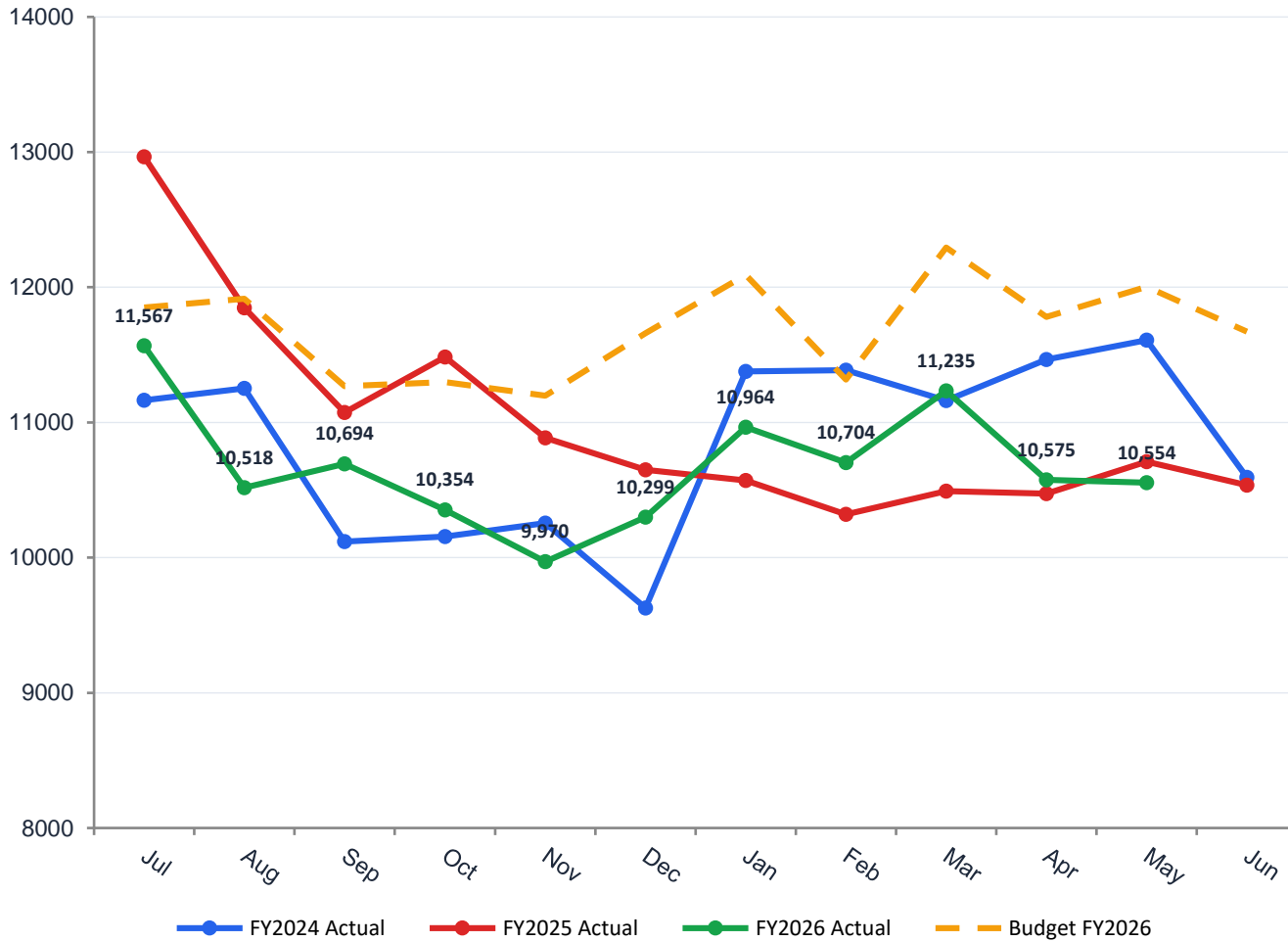
# Therapy-Wound Care Svcs Encounters



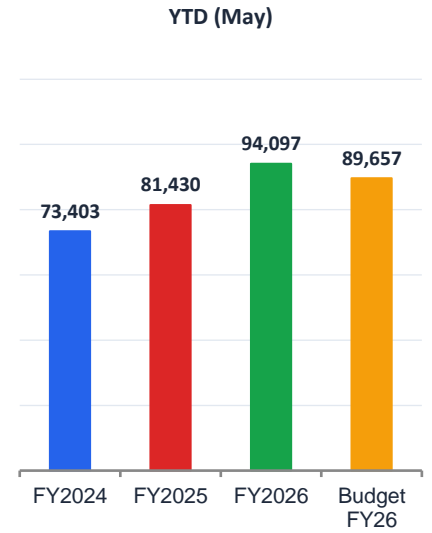
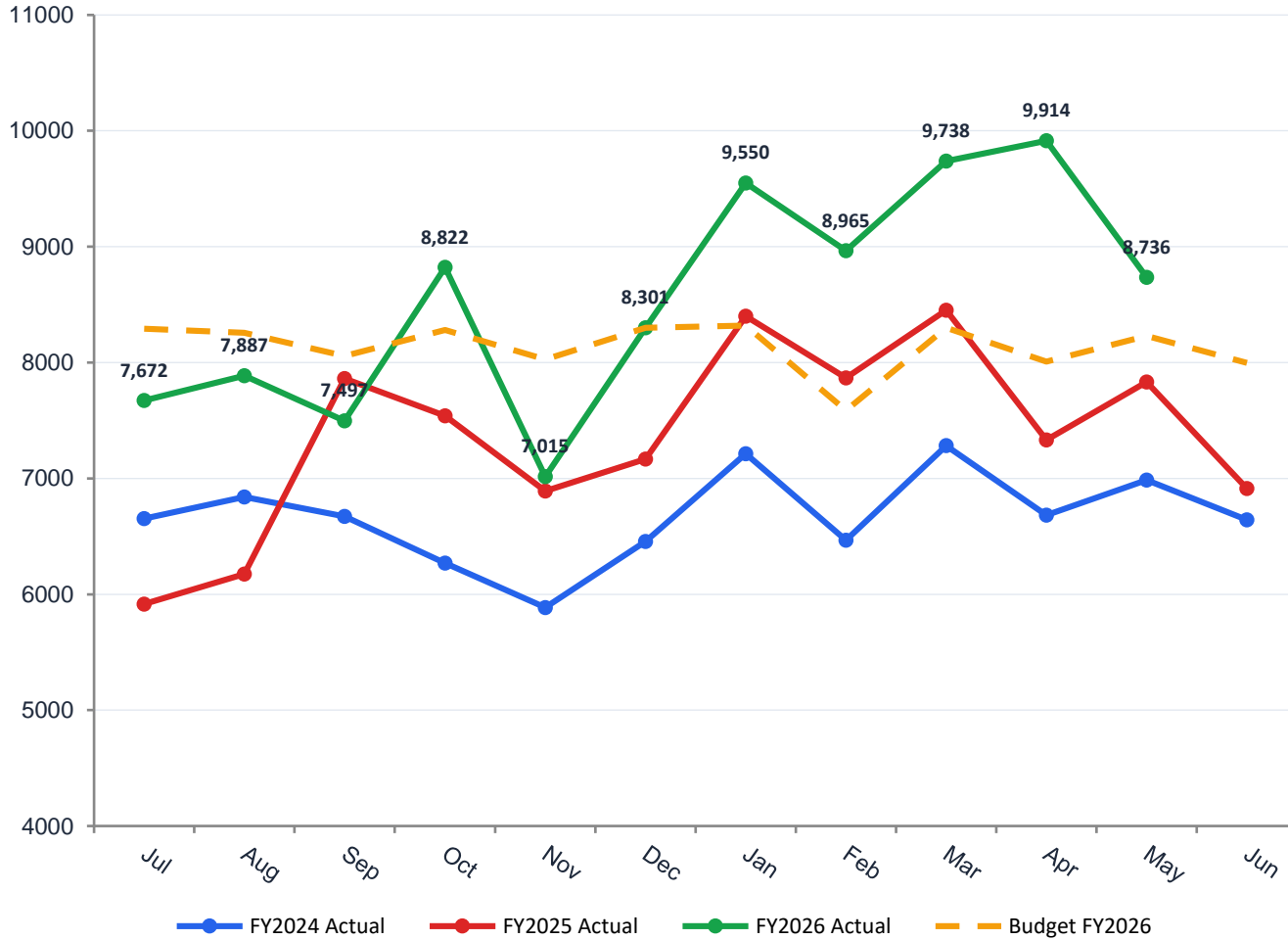
# Physical & Other Therapy Units (I/P & O/P)



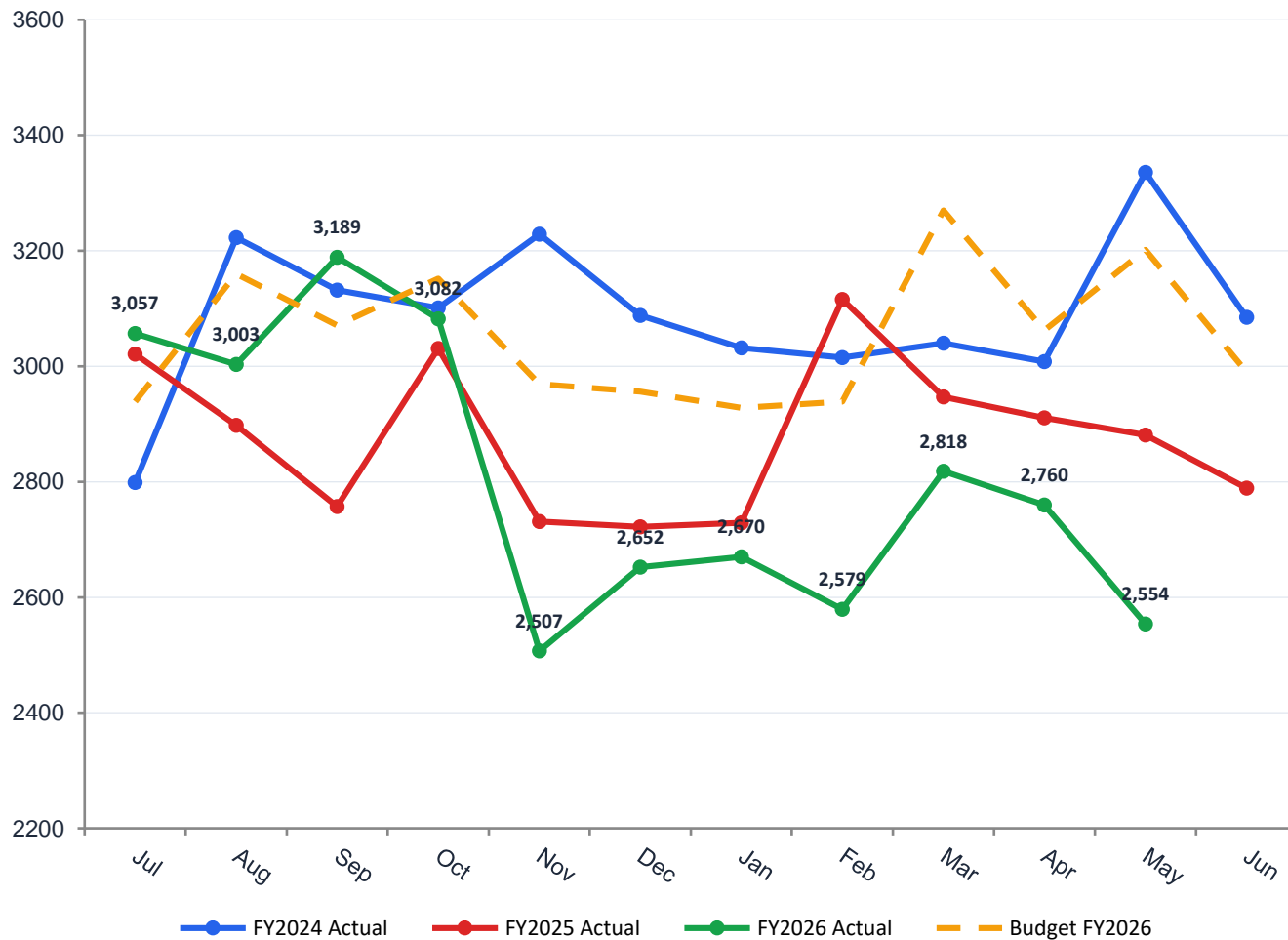
# Physical & Other Therapy Units (I/P & O/P)-Main Campus



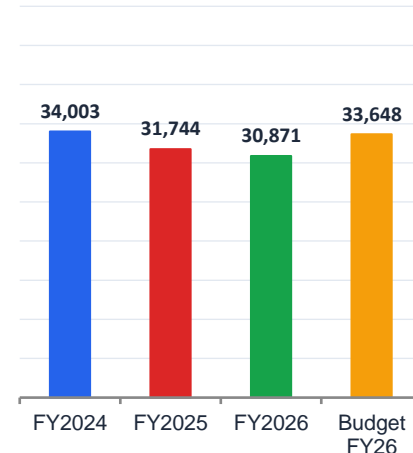
# Physical & Other Therapy Units (I/P & O/P)-KDRH & South Campus



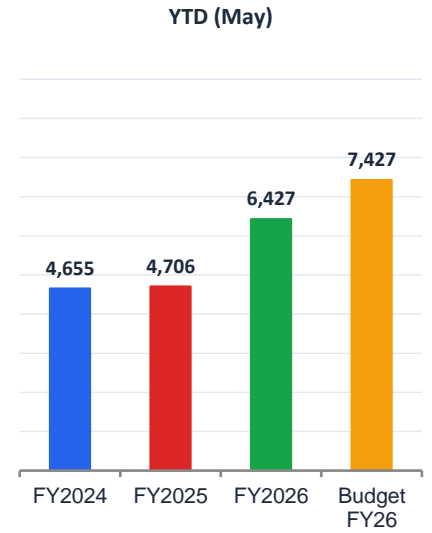
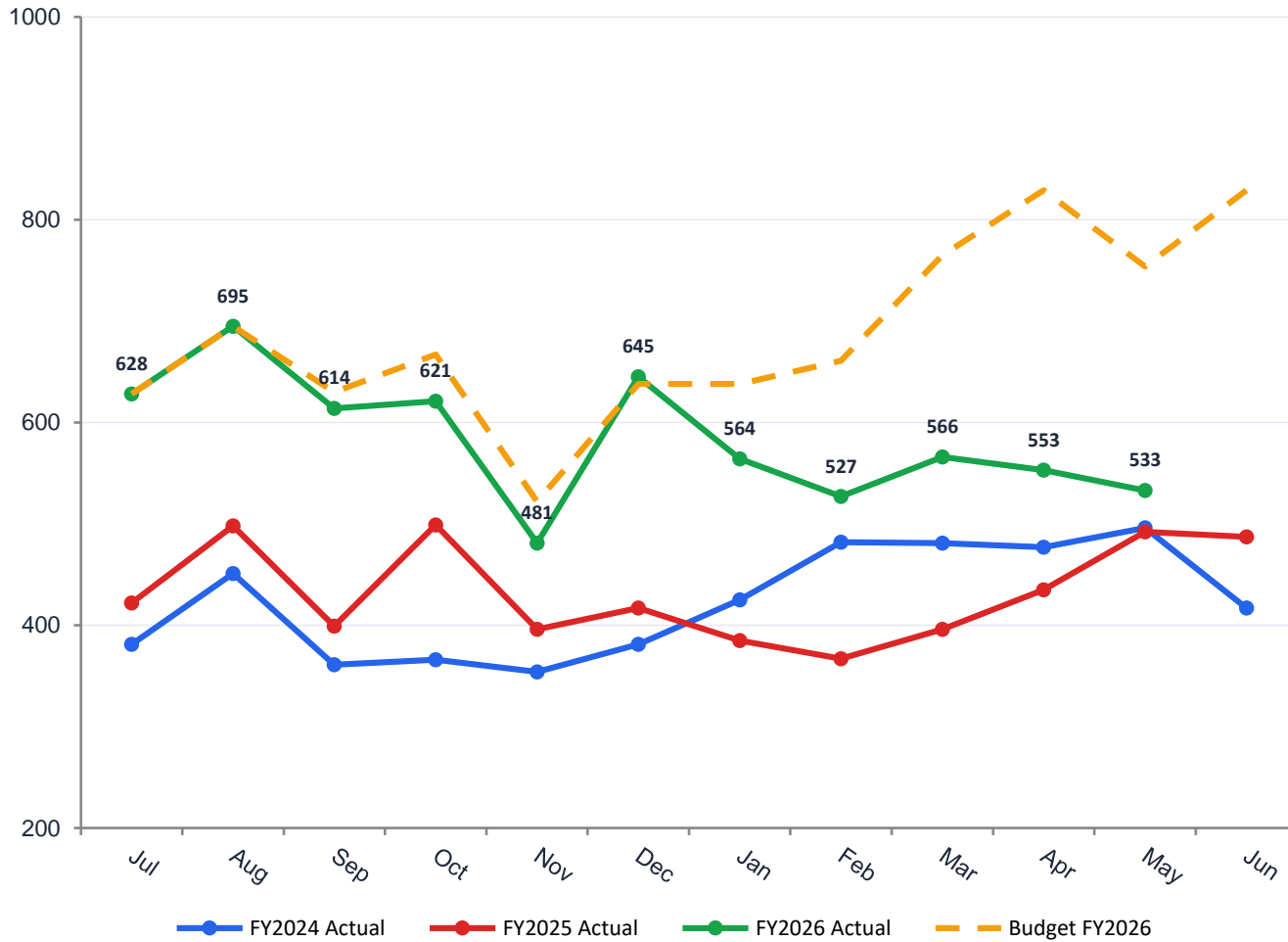
# Home Health Visits



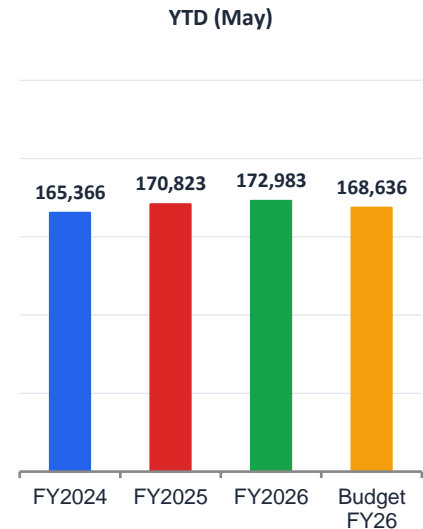
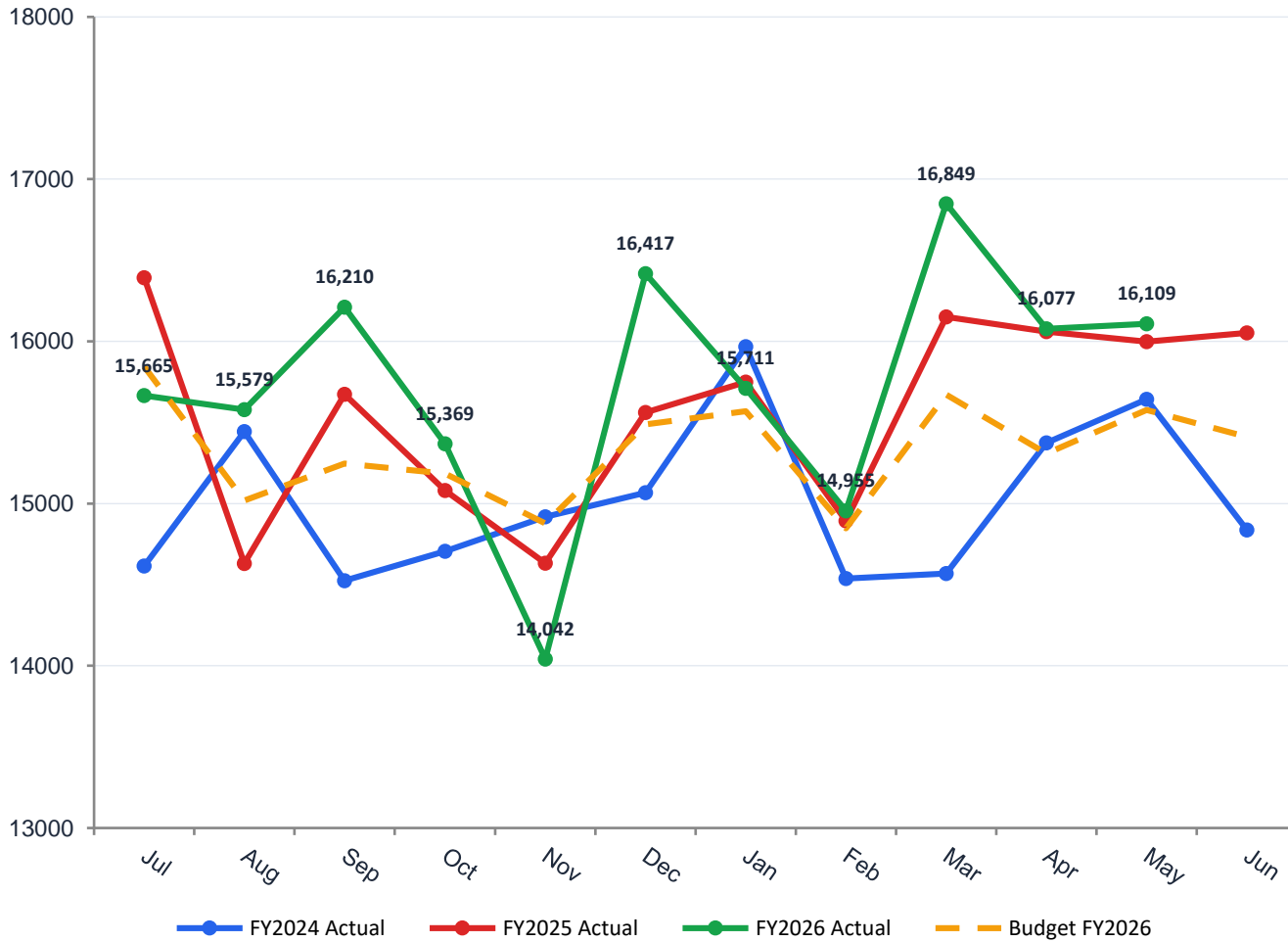
YTD (May)



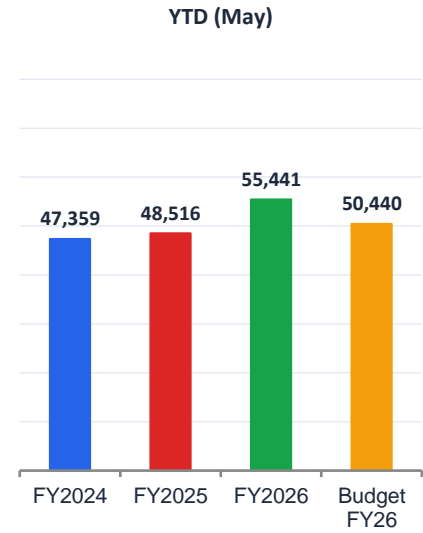
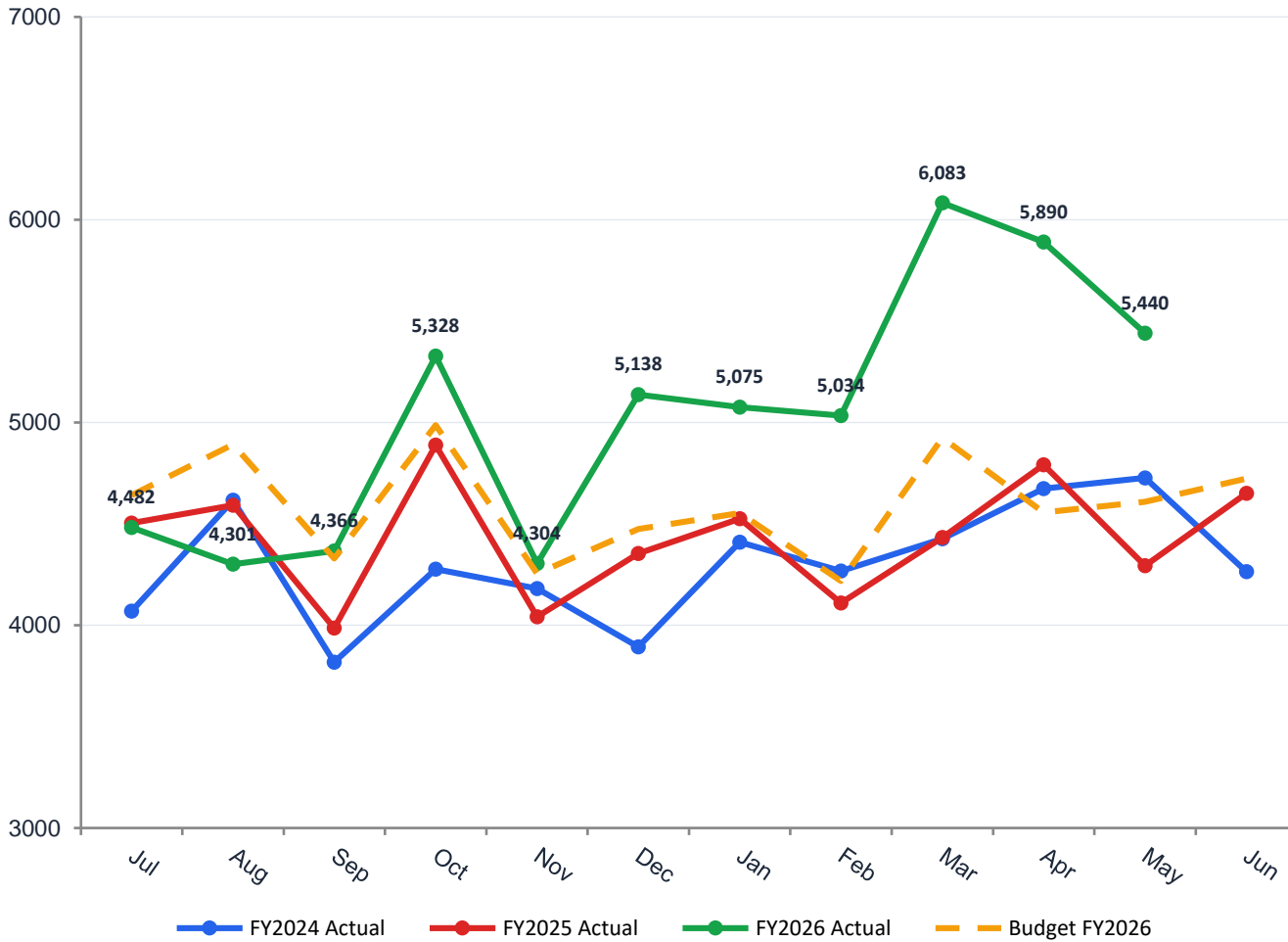
# Infusion Center - Units Of Service



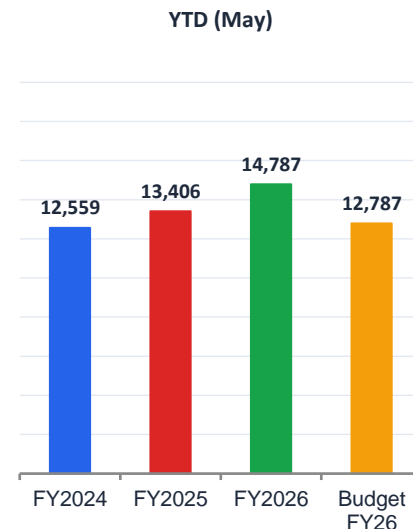
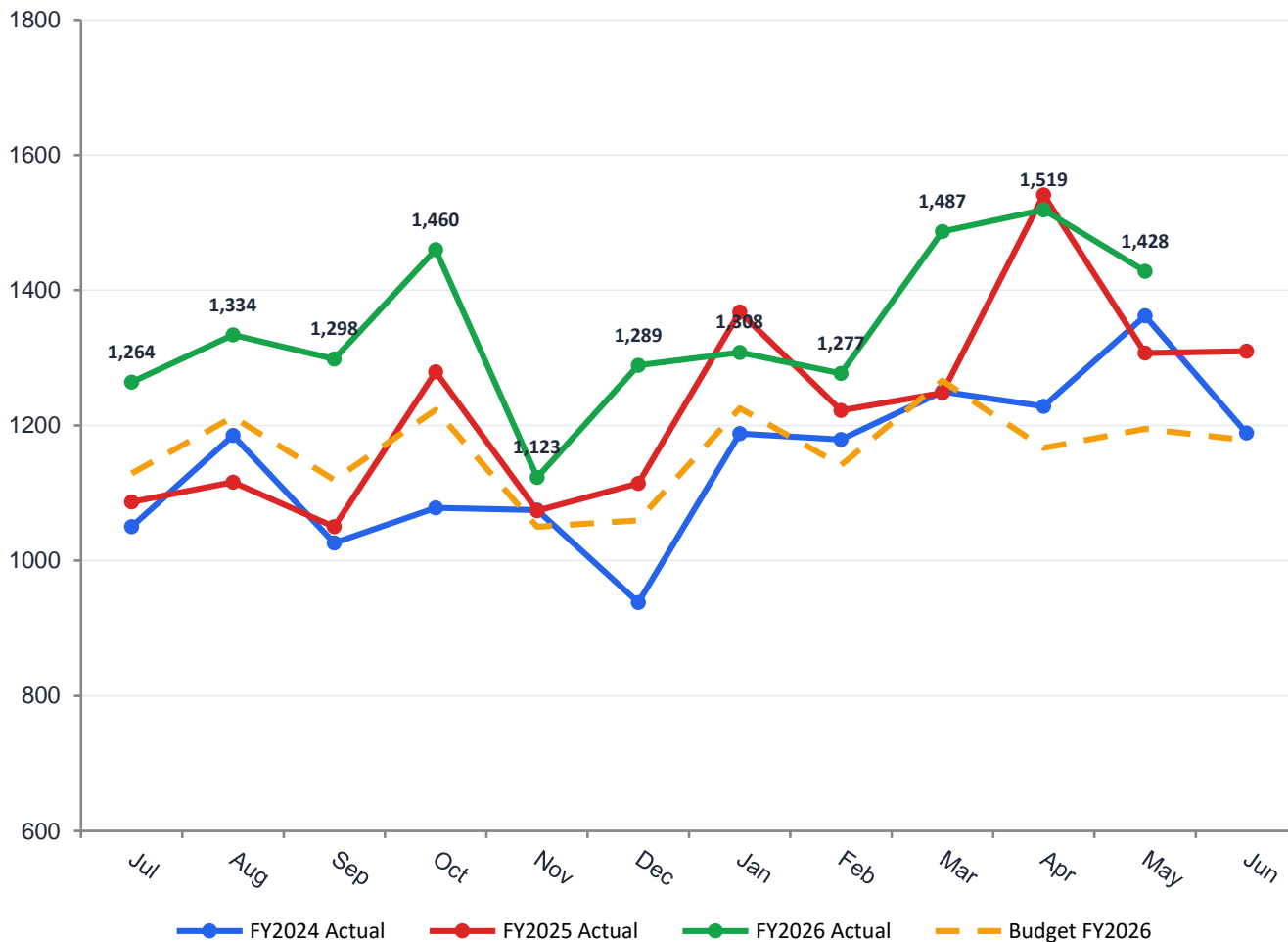
# Radiology – Main Campus



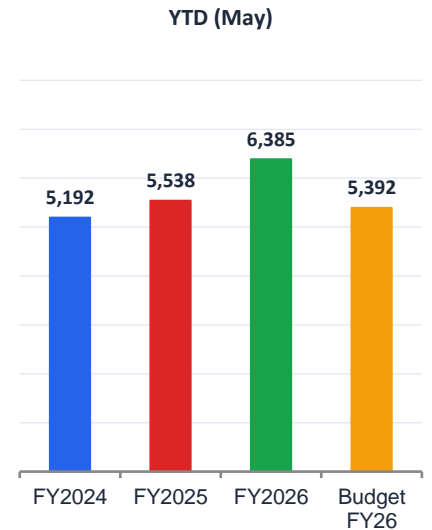
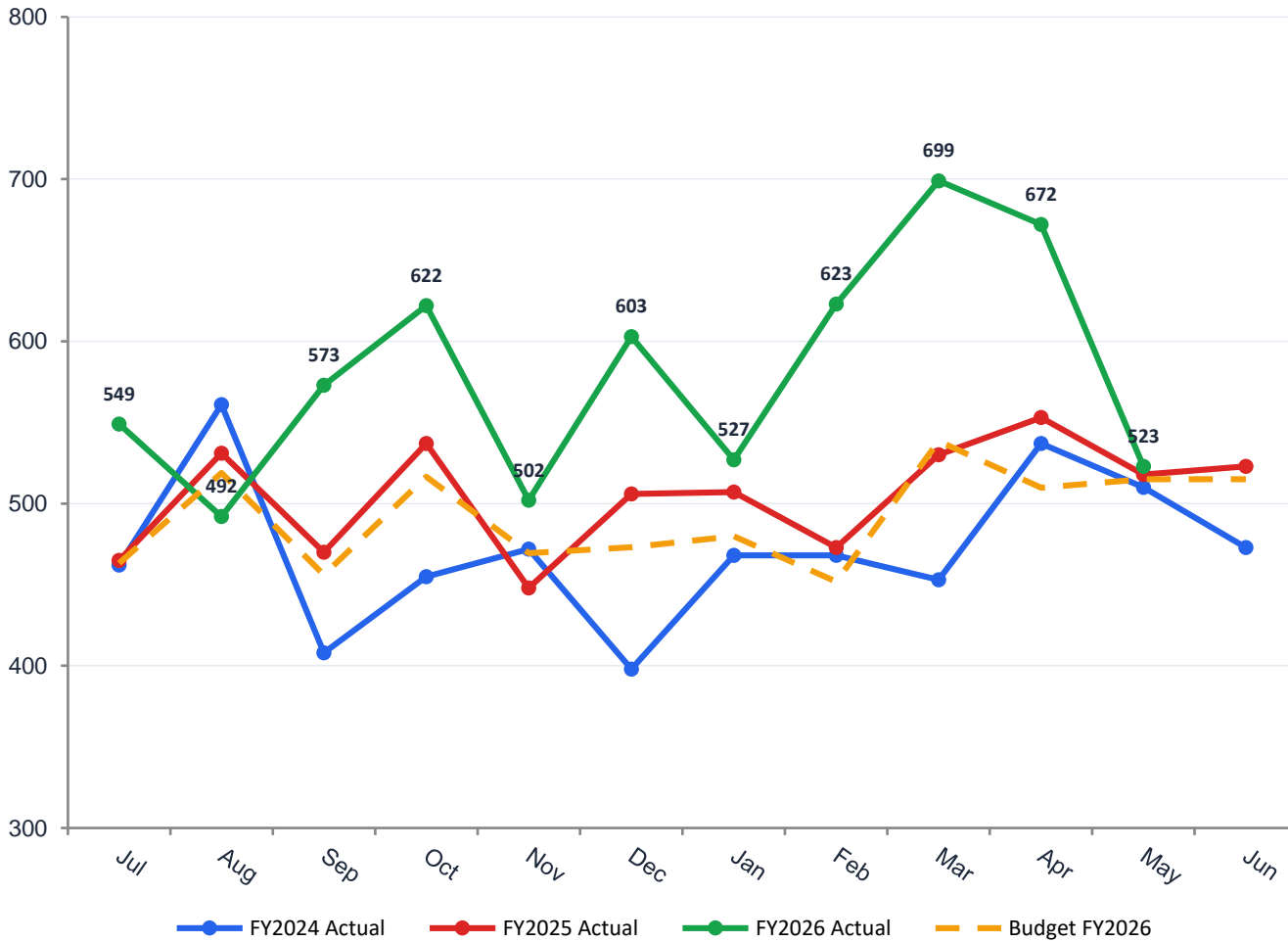
# Radiology - West Campus Imaging



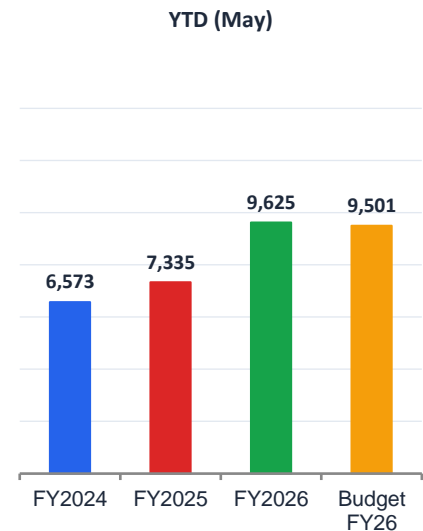
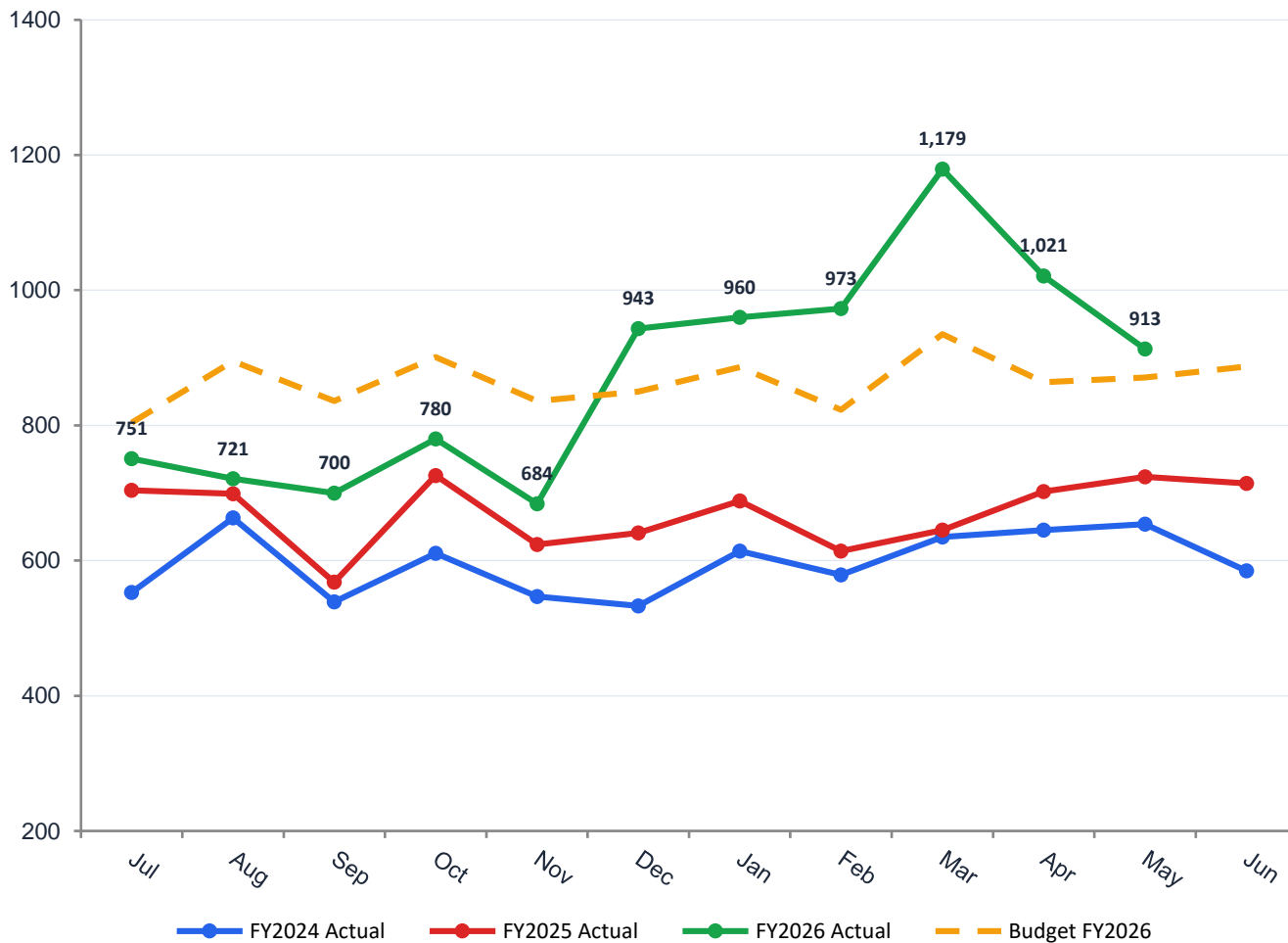
# West Campus - Diagnostic Radiology



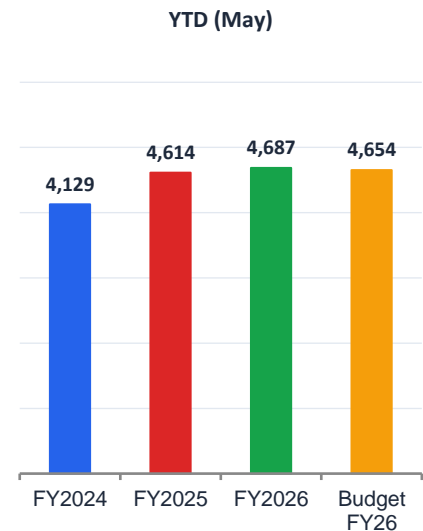
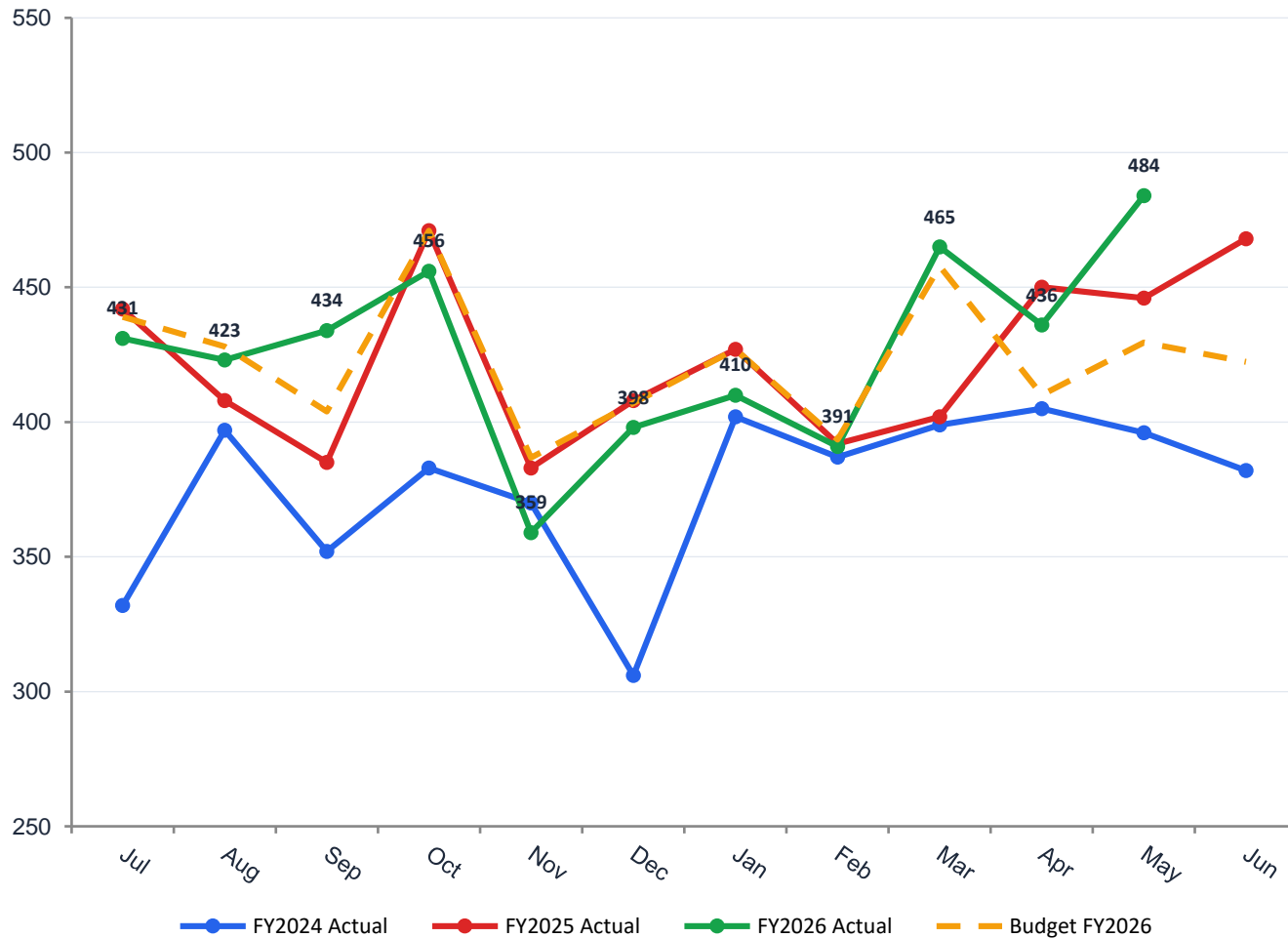
# West Campus - CT Scan



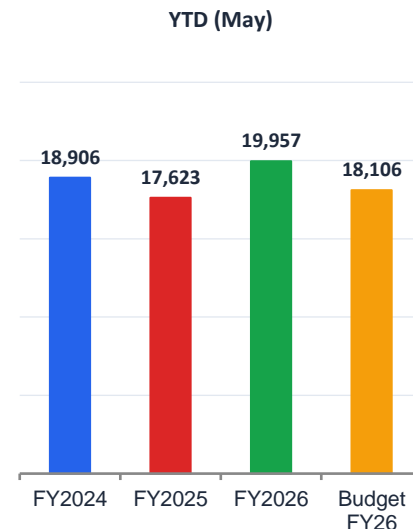
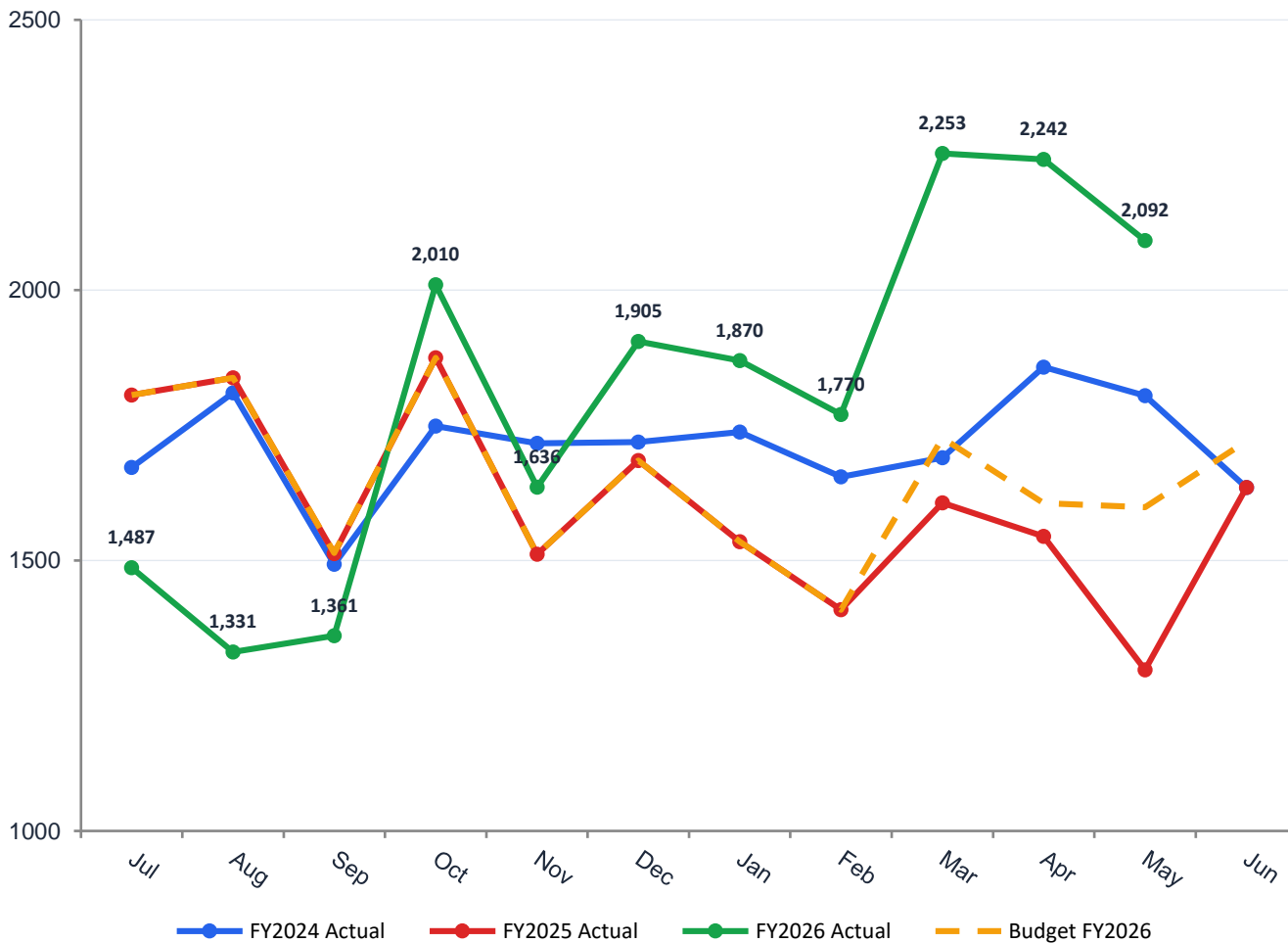
# West Campus - Ultrasound



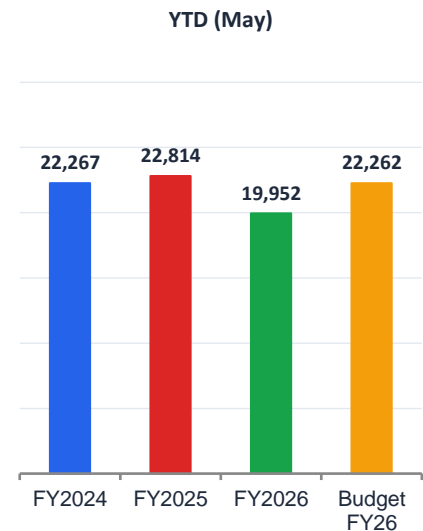
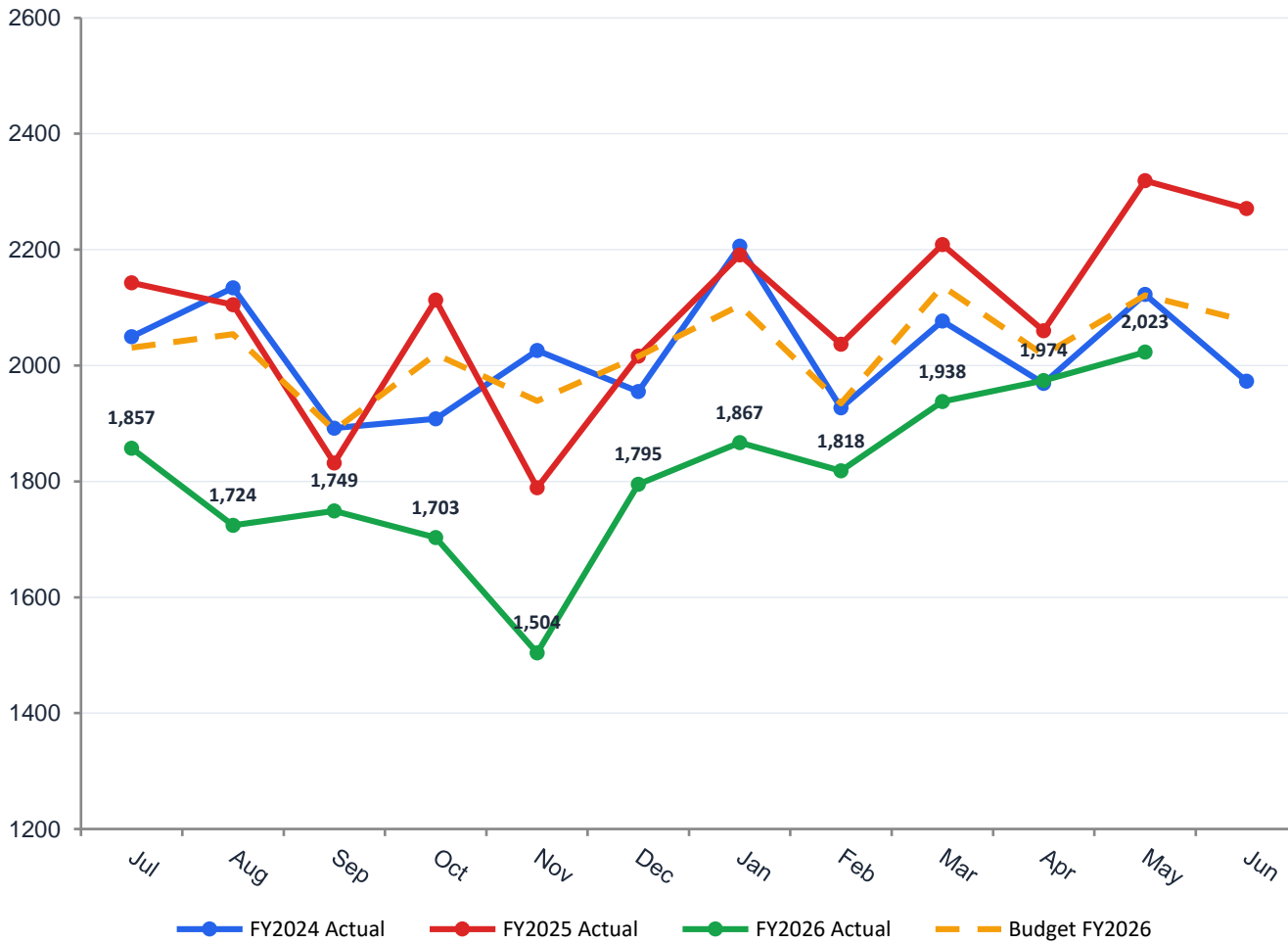
# West Campus - MRI



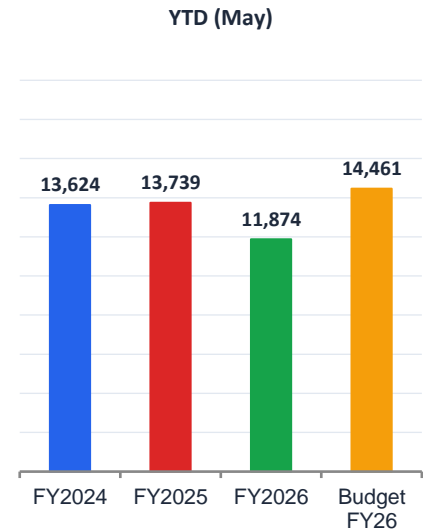
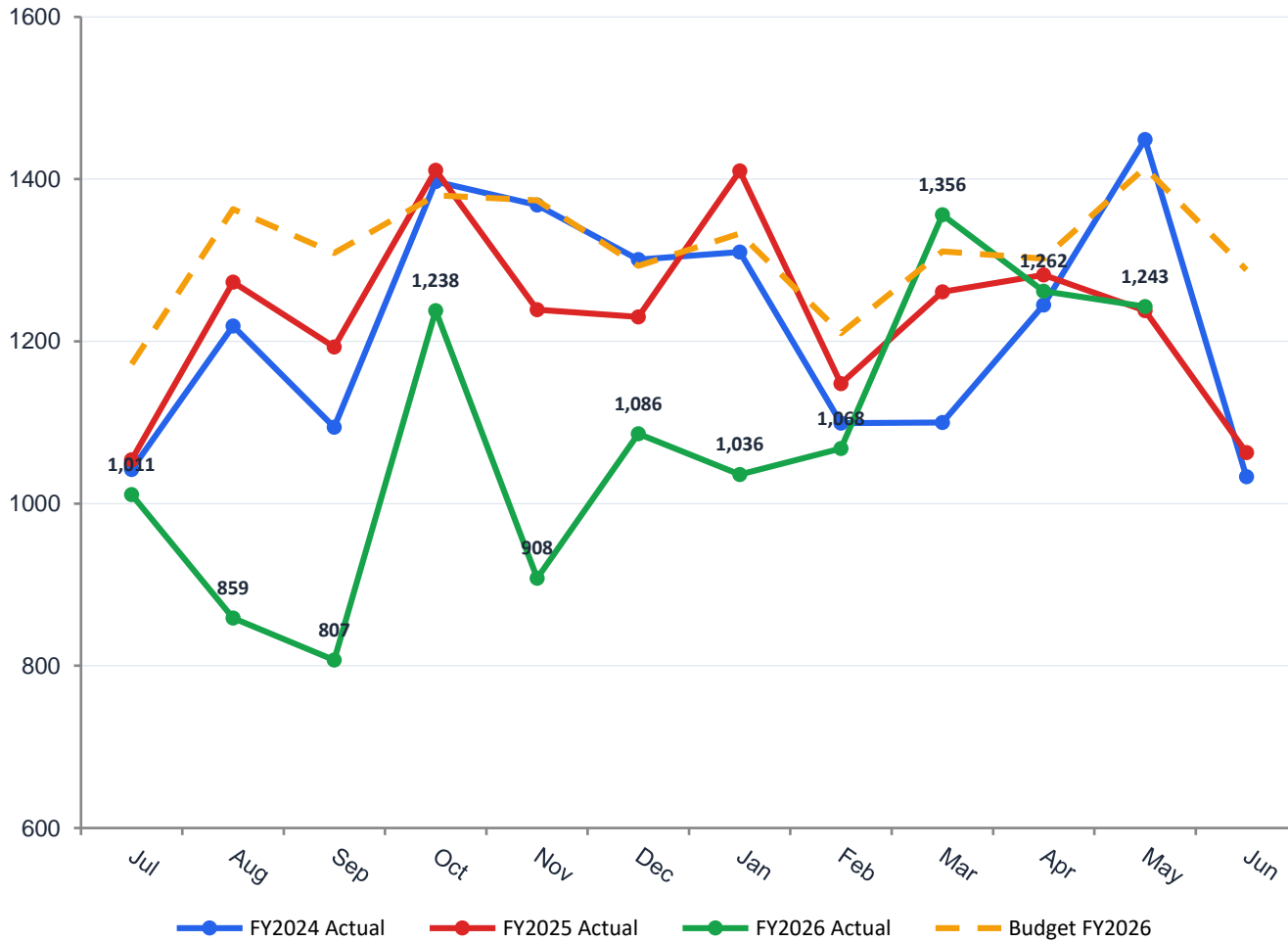
# West Campus - Breast Center



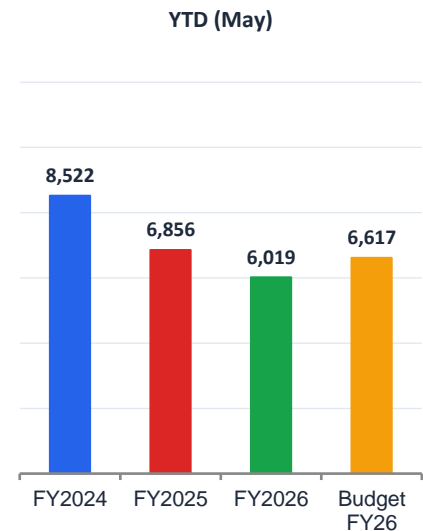
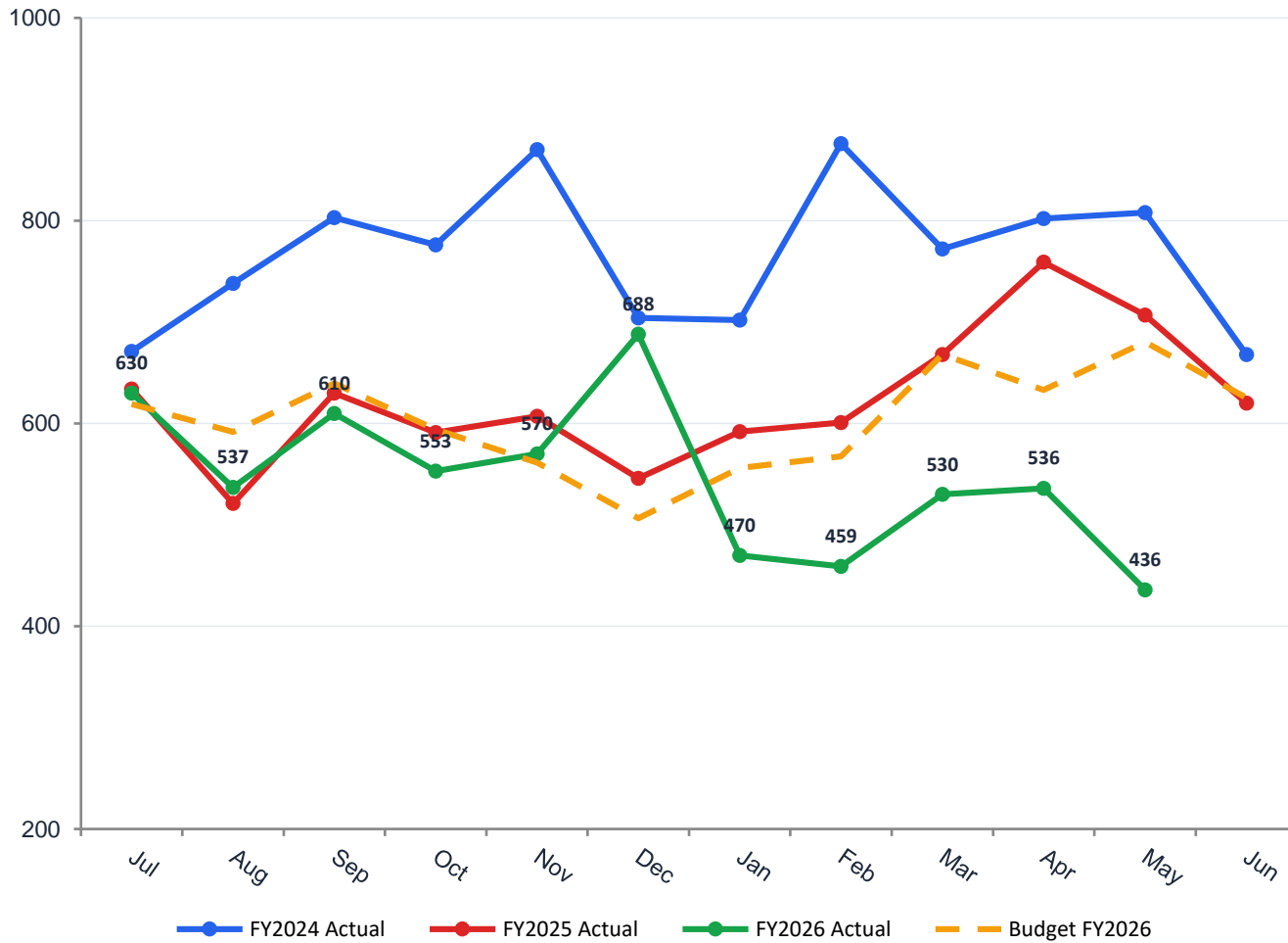
# Noninvasive Cardiology-KHMC



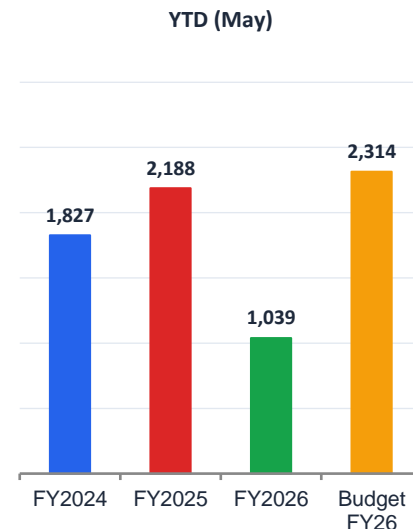
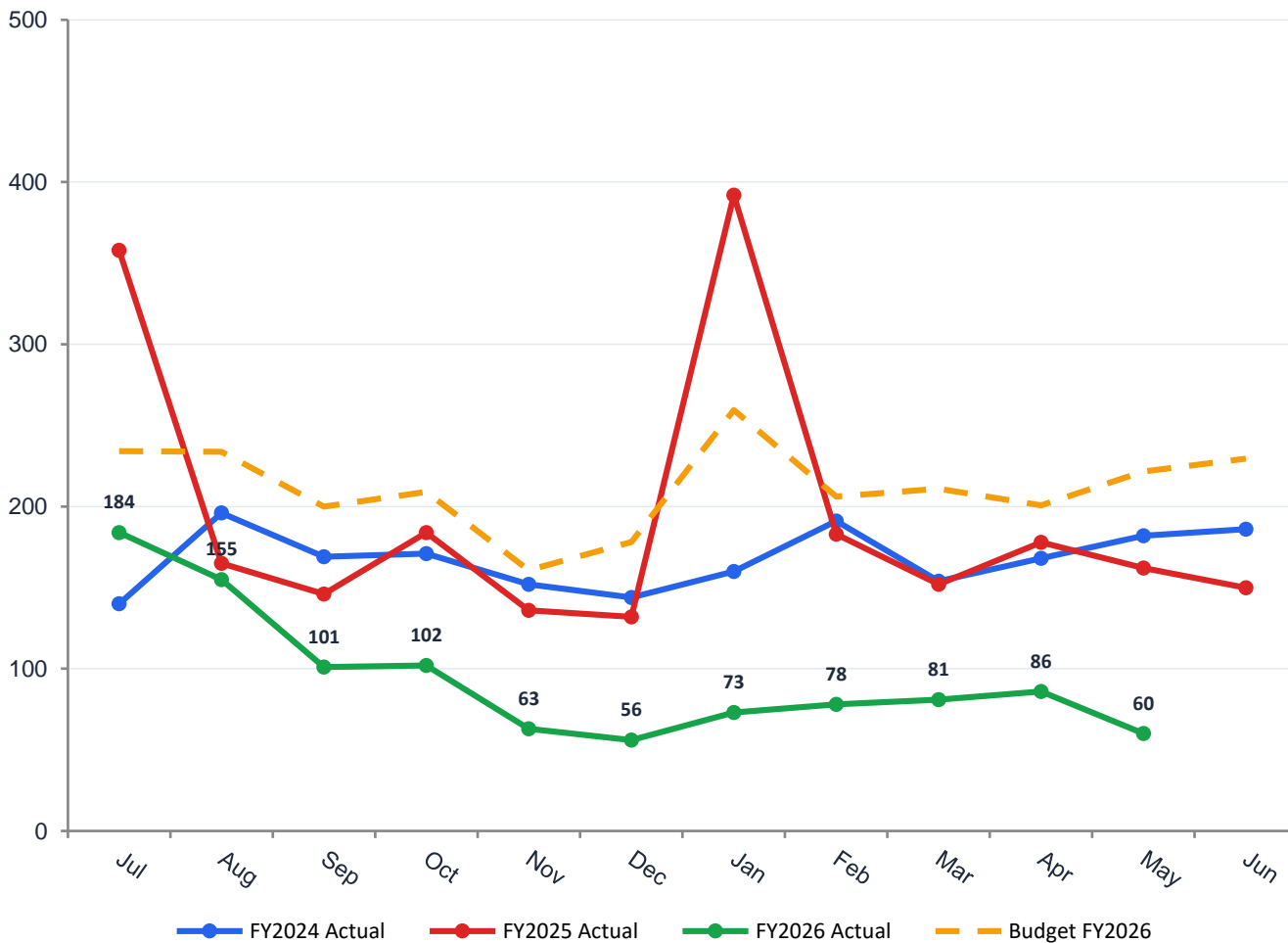
# Noninvasive Cardiology-KHDC



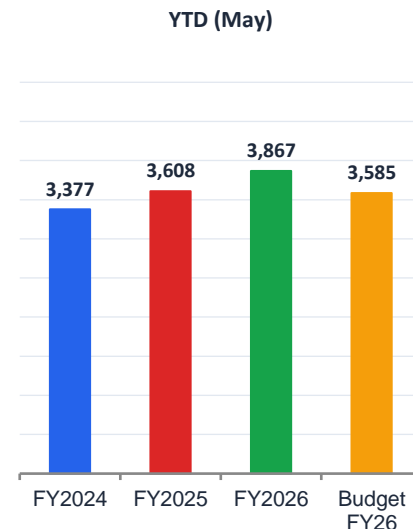
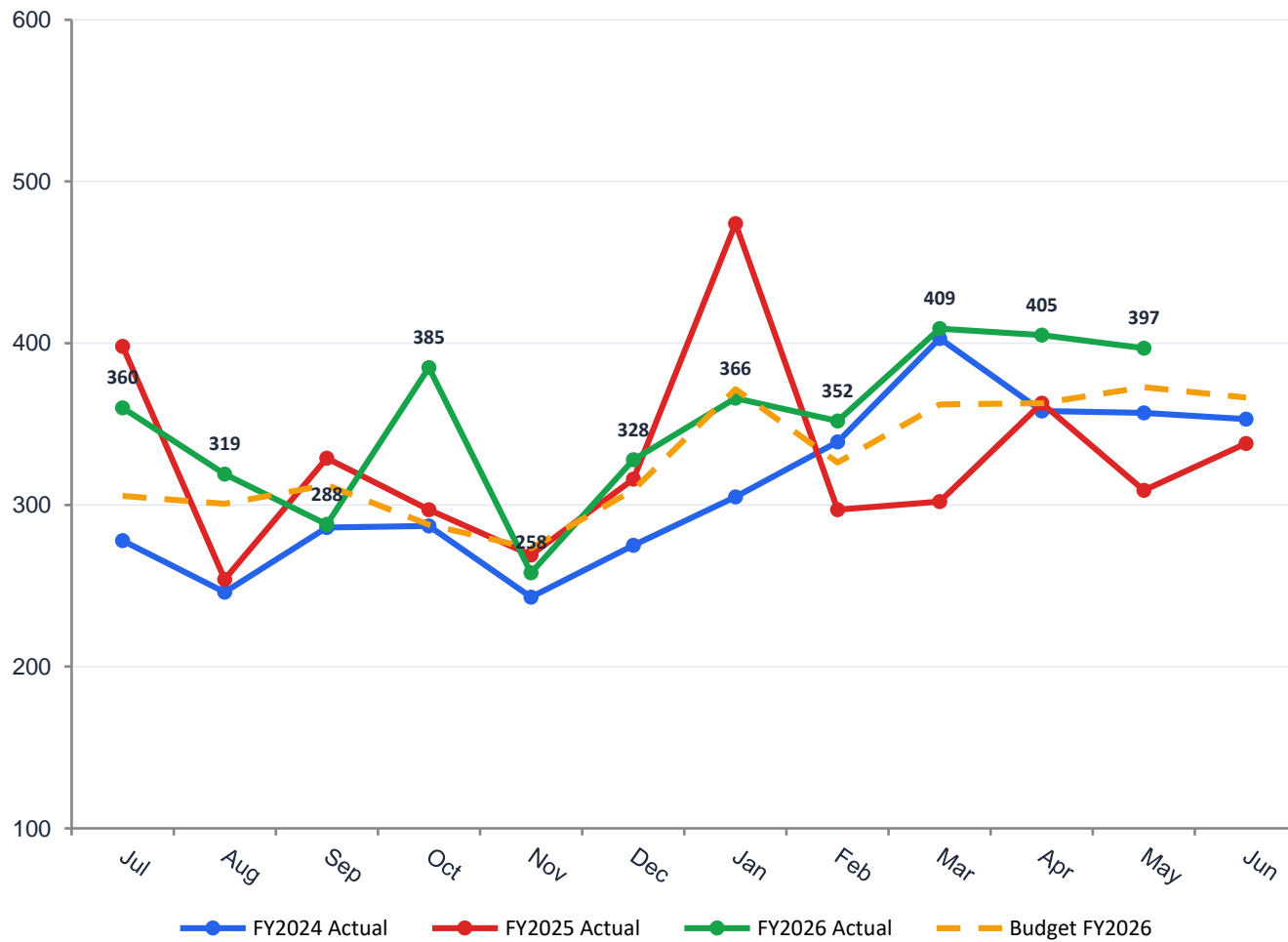
# Nuclear Medicine-KHMC



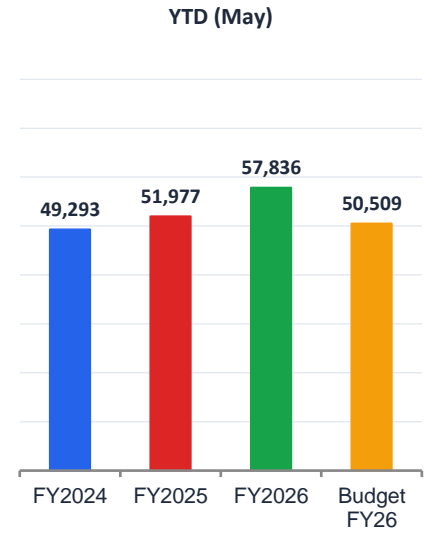
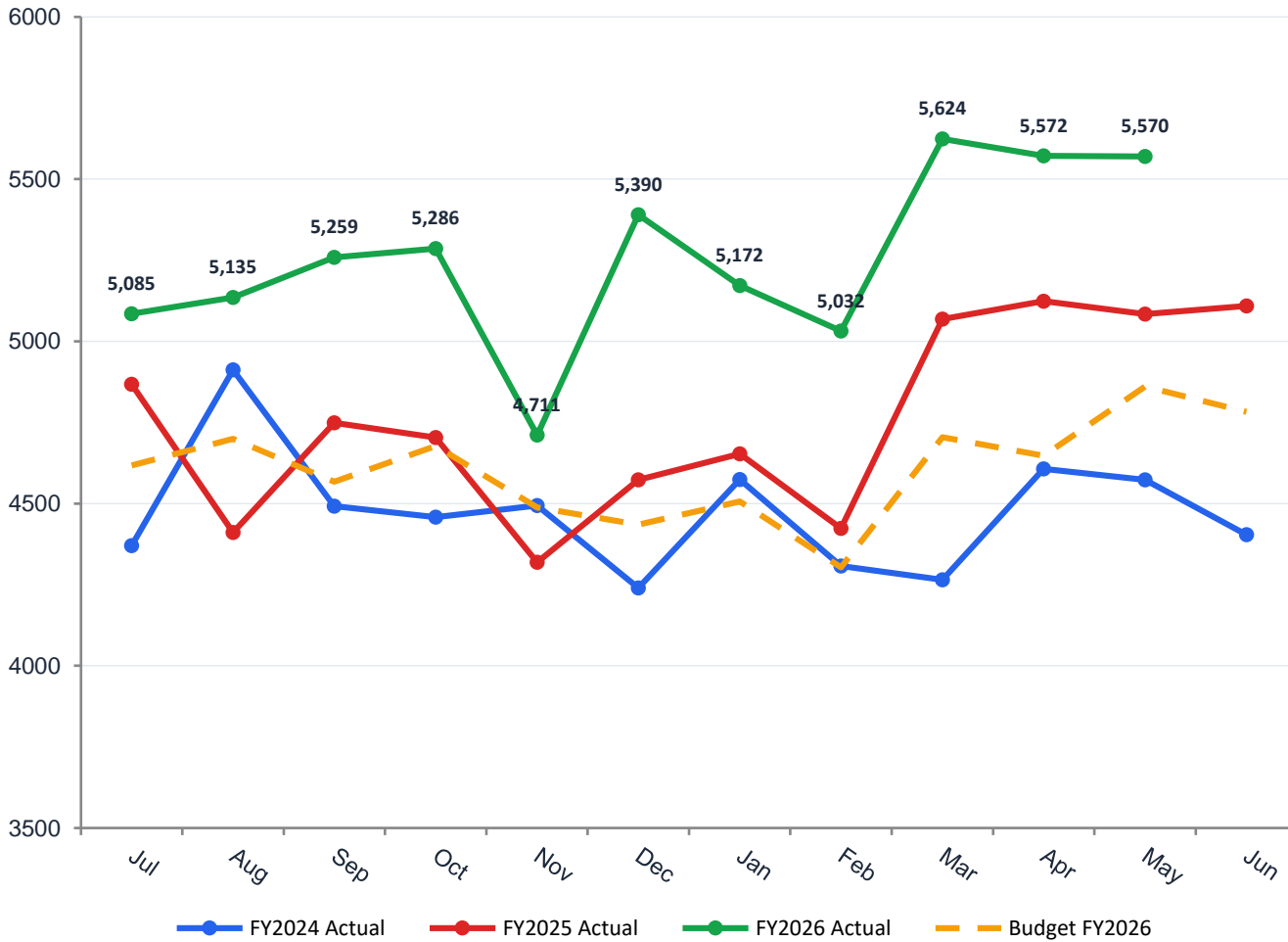
# Nuclear Medicine-KHDC



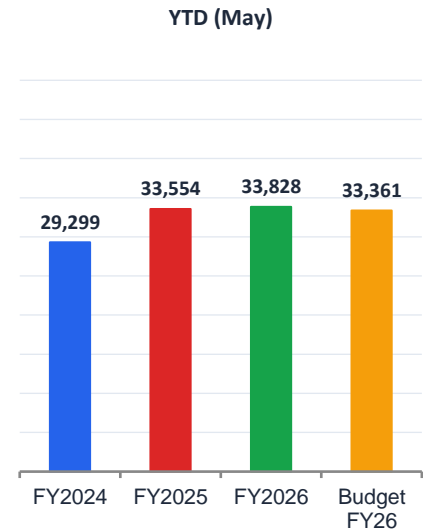
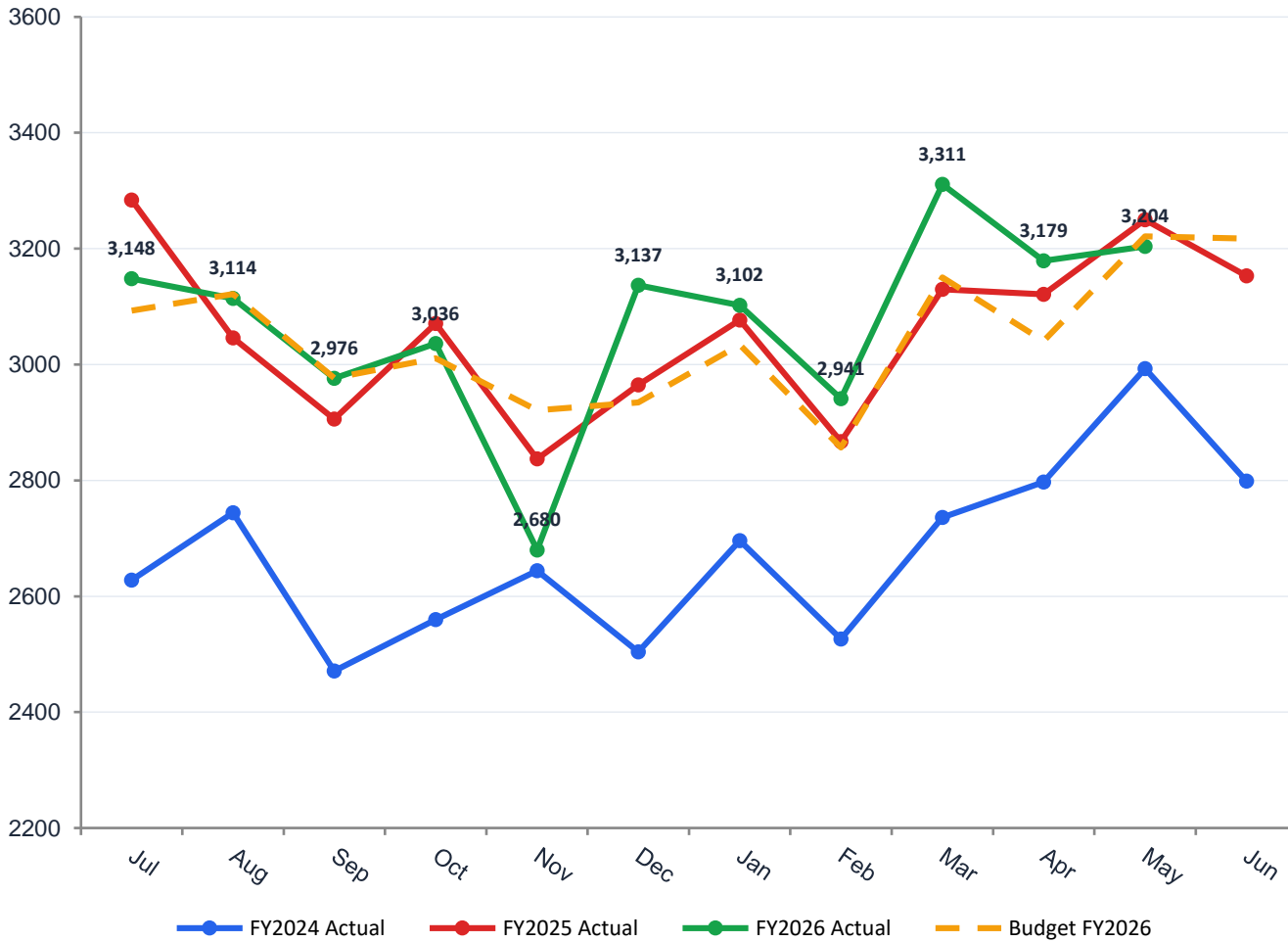
# PET/CT-KHDC



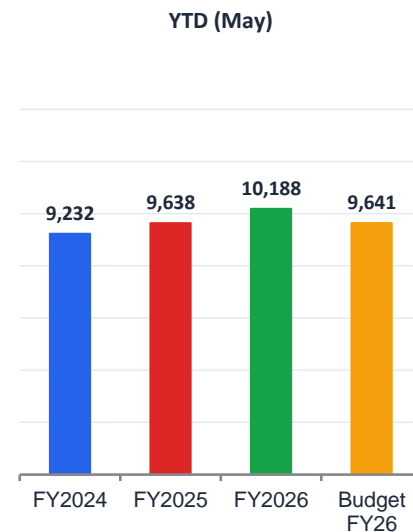
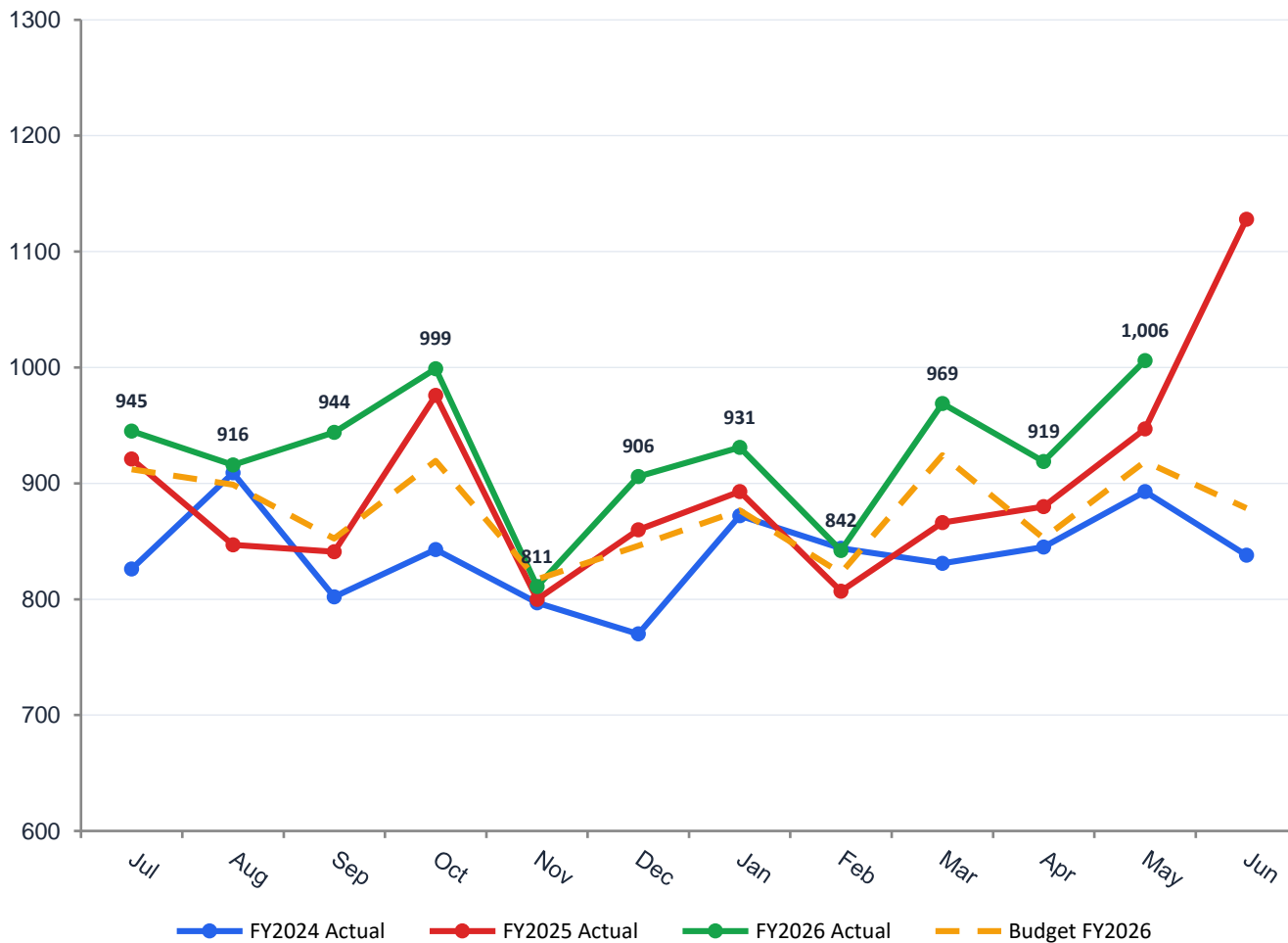
# Radiology - CT - All Areas



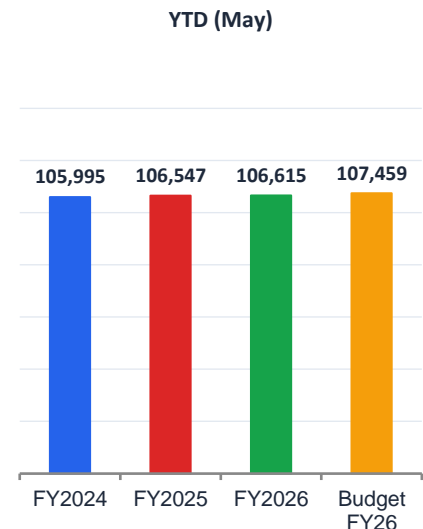
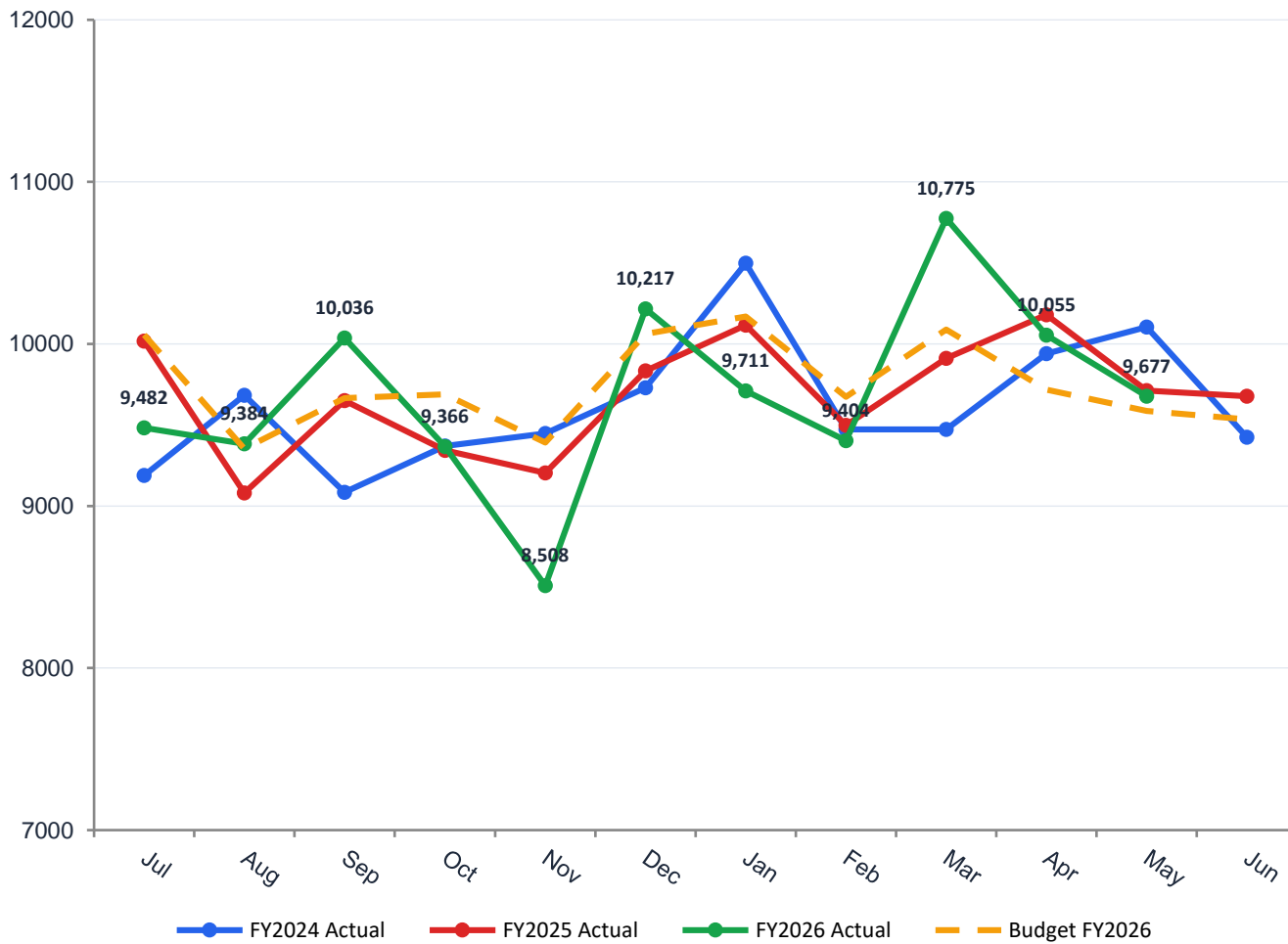
# Radiology - Ultrasound - All Areas



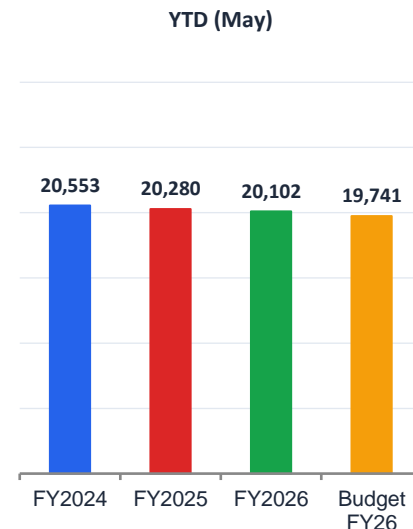
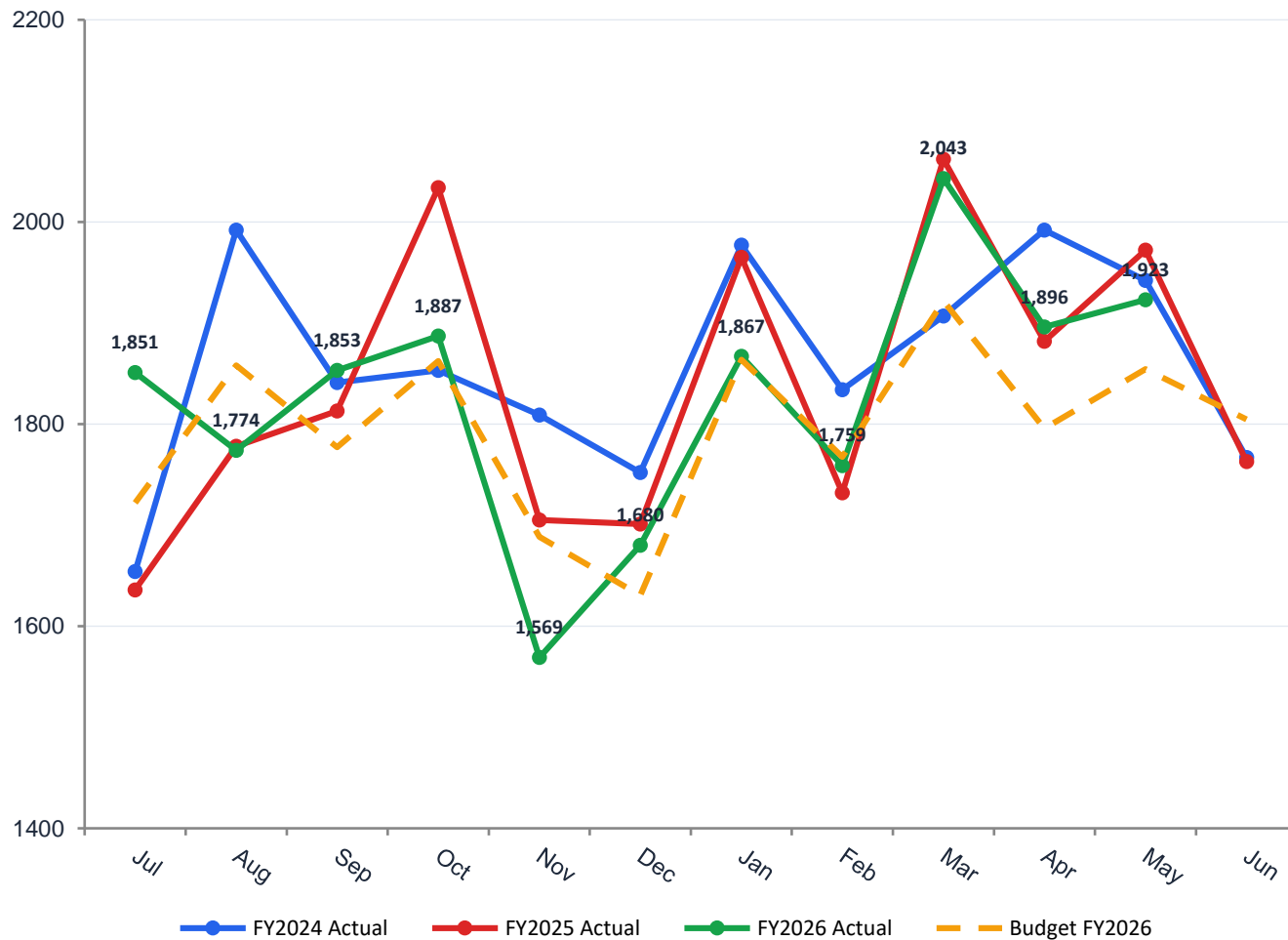
# Radiology - MRI - All Areas



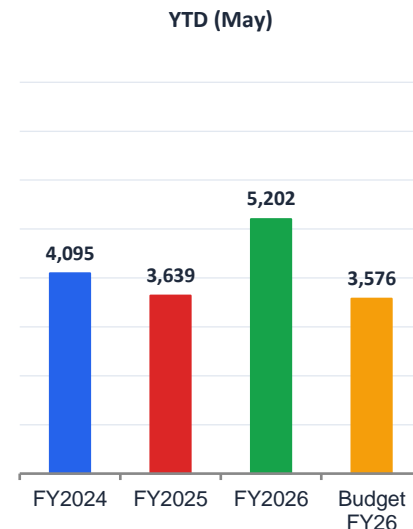
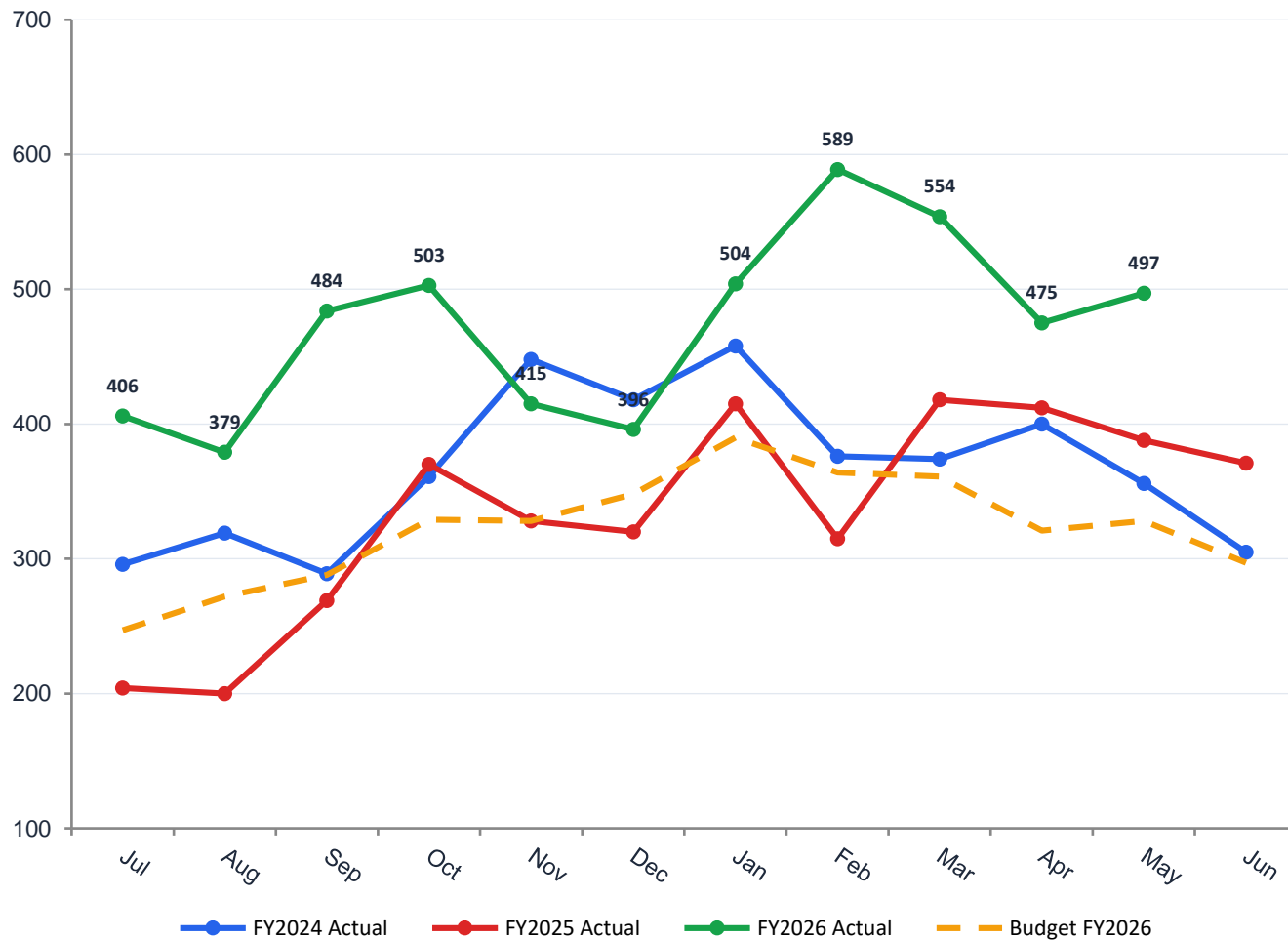
# Radiology Modality - Diagnostic Radiology



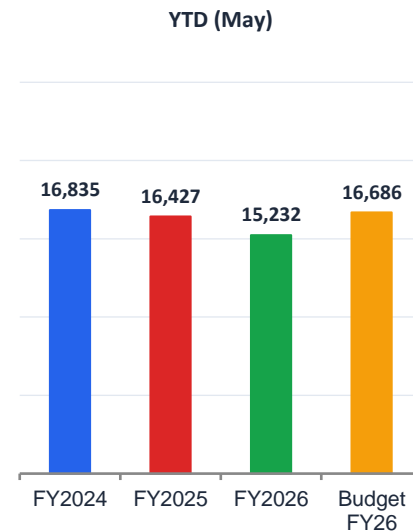
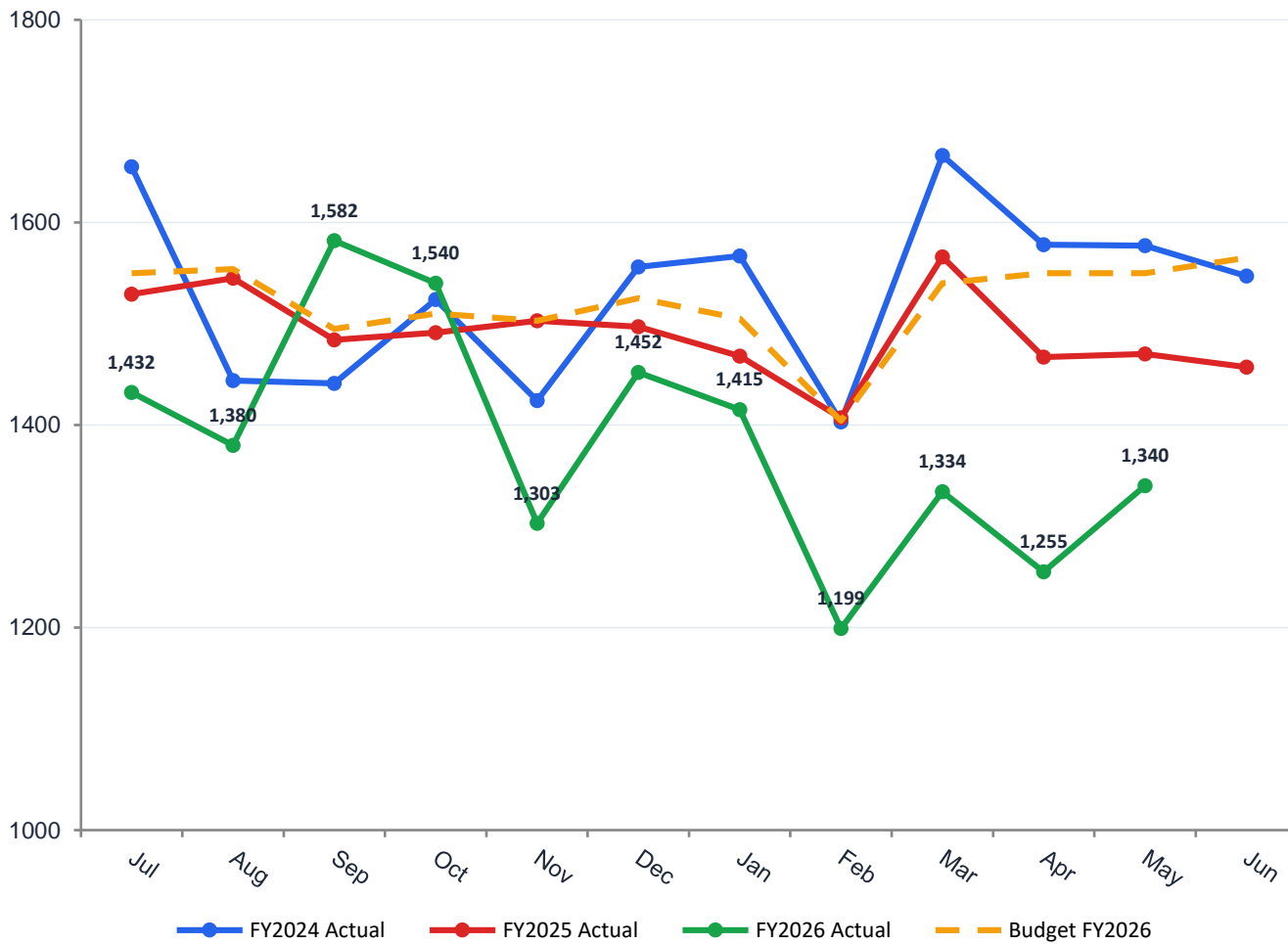
# Radiology - UC Court/South Campus



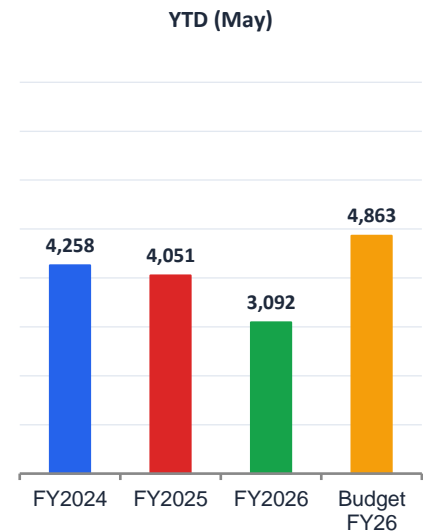
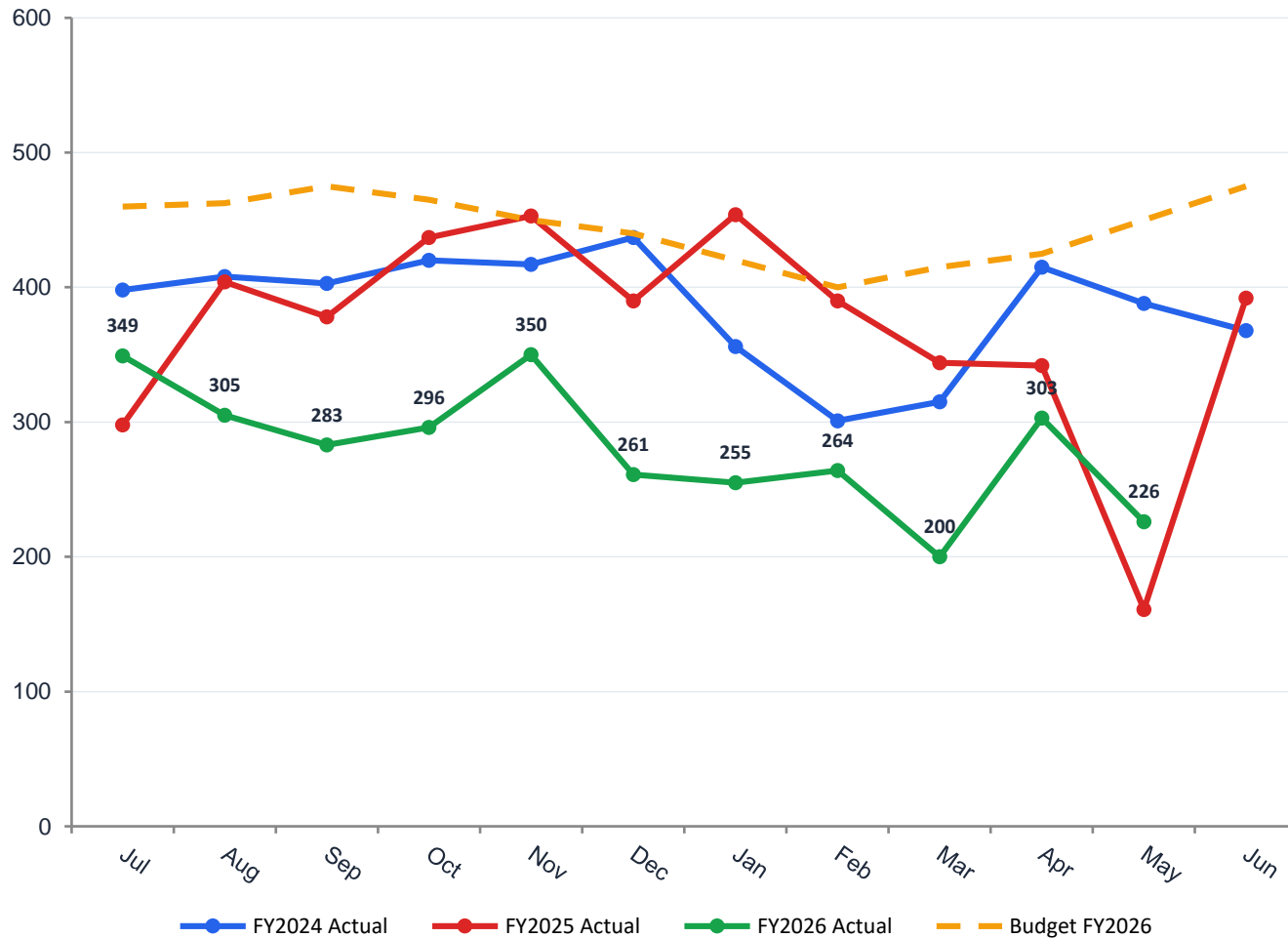
# Radiology - UC Demaree/North Campus



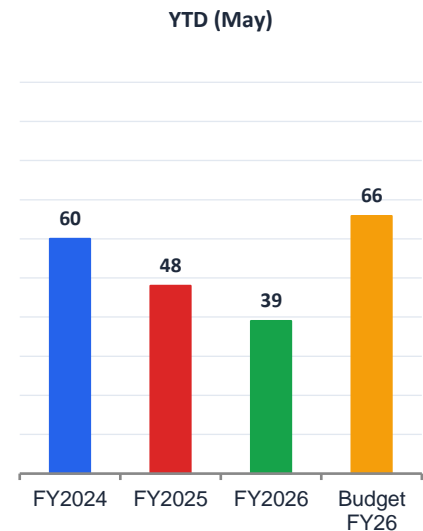
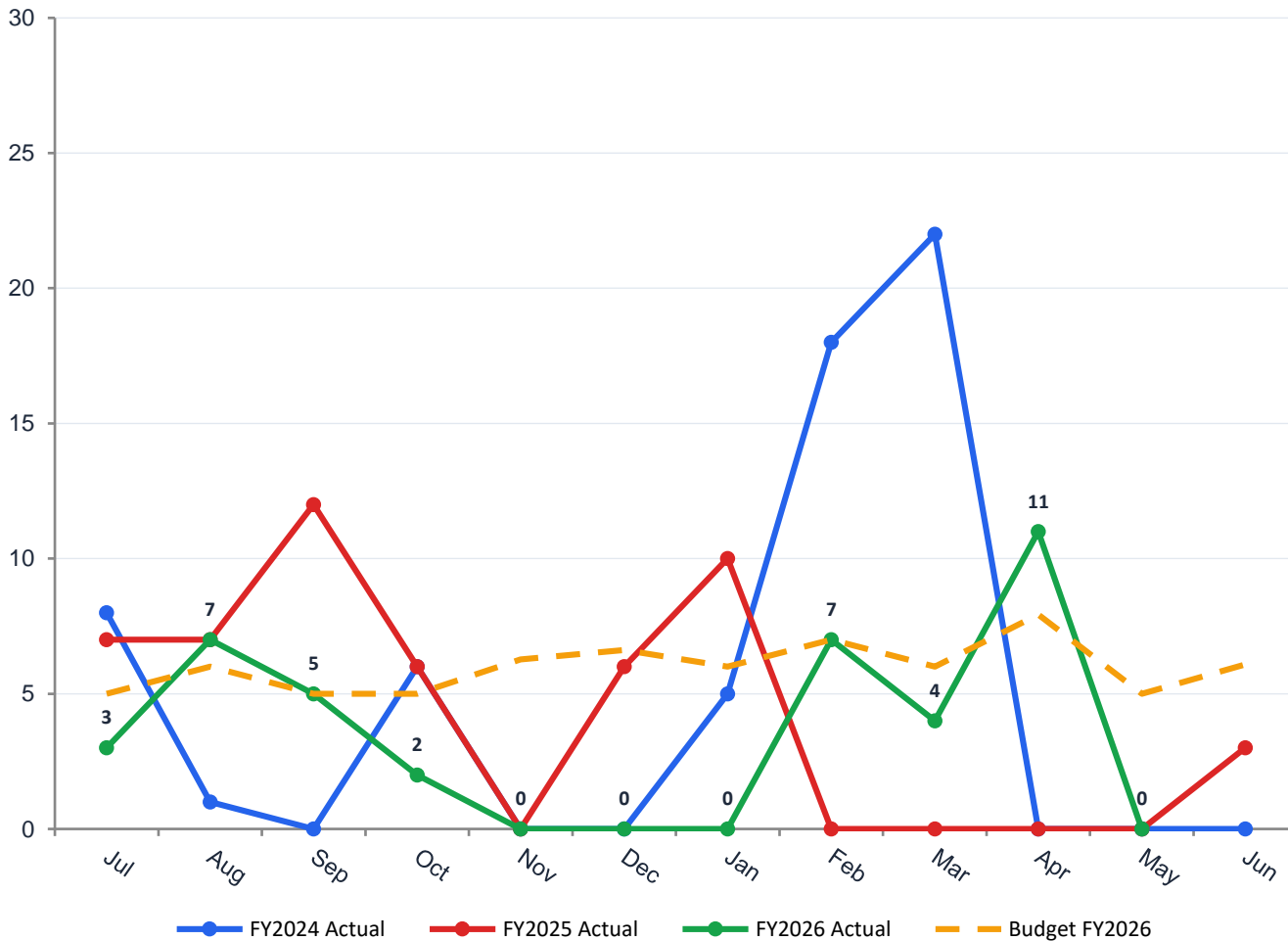
# Chronic Dialysis - Visalia



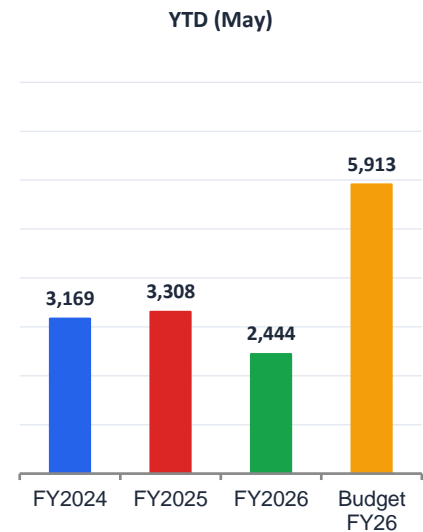
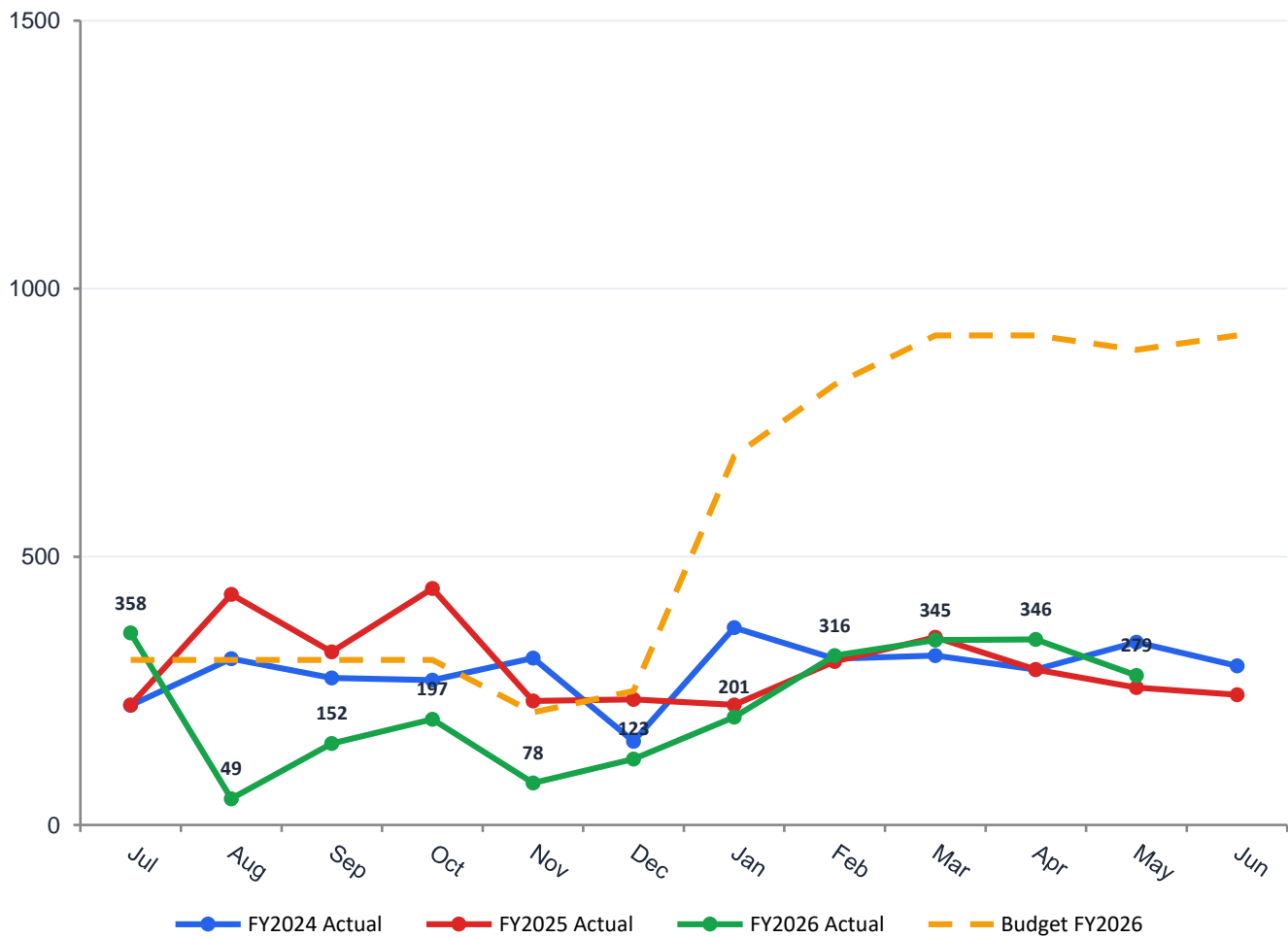
# CAPD/CCPD - Maintenance Sessions



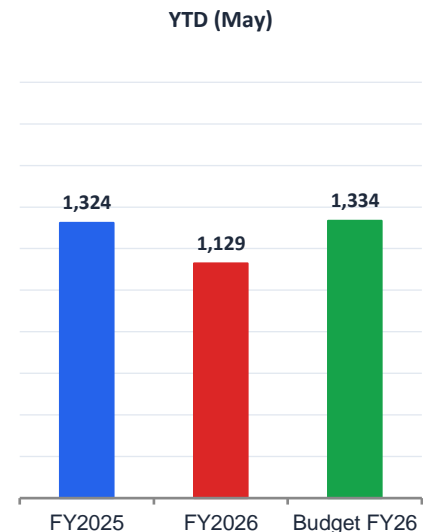
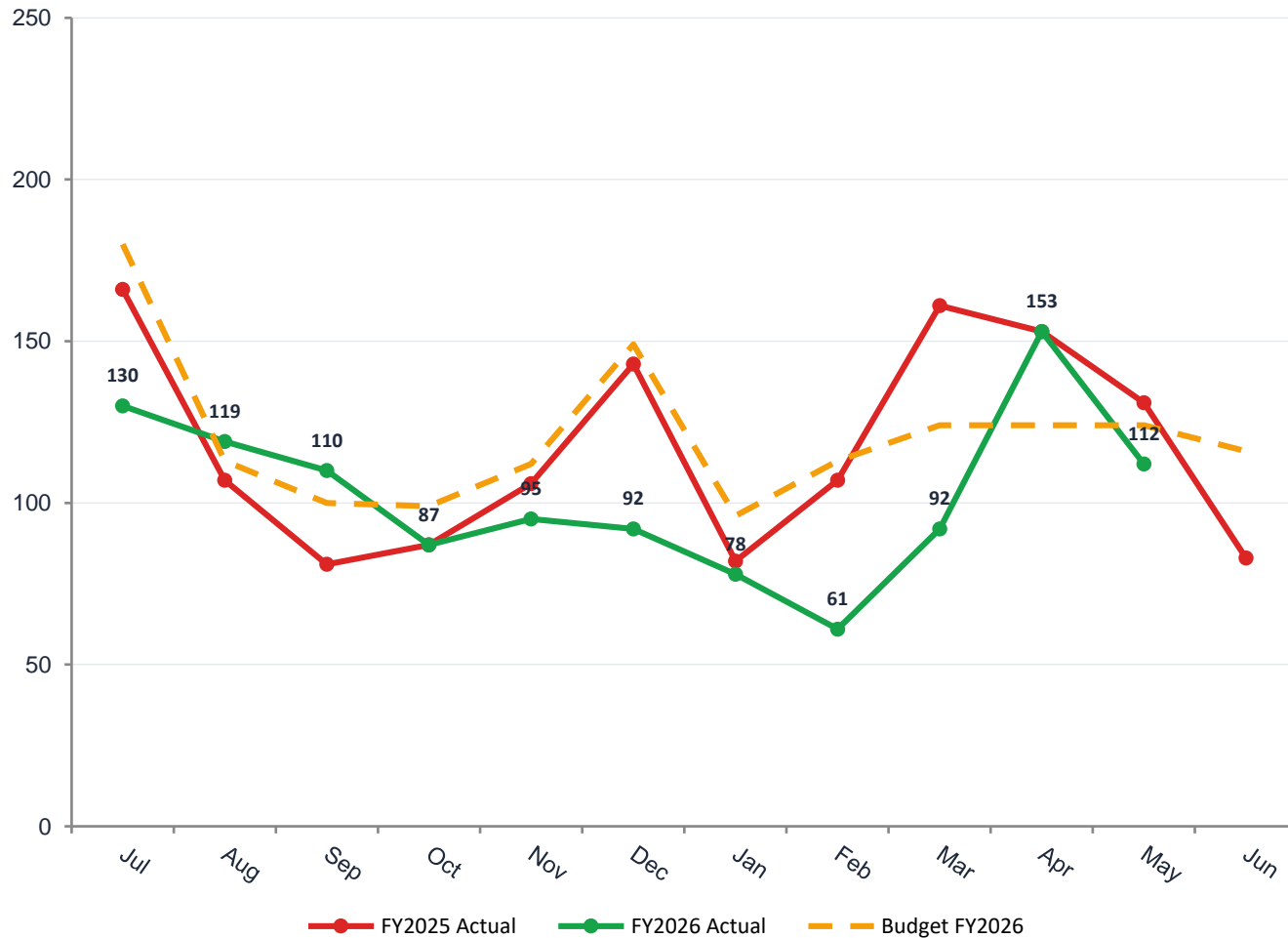
# CAPD/CCPD - Training Sessions



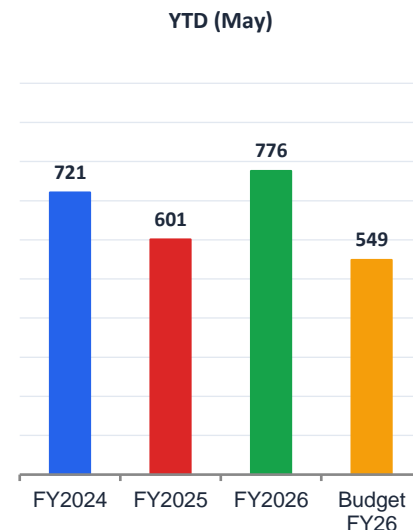
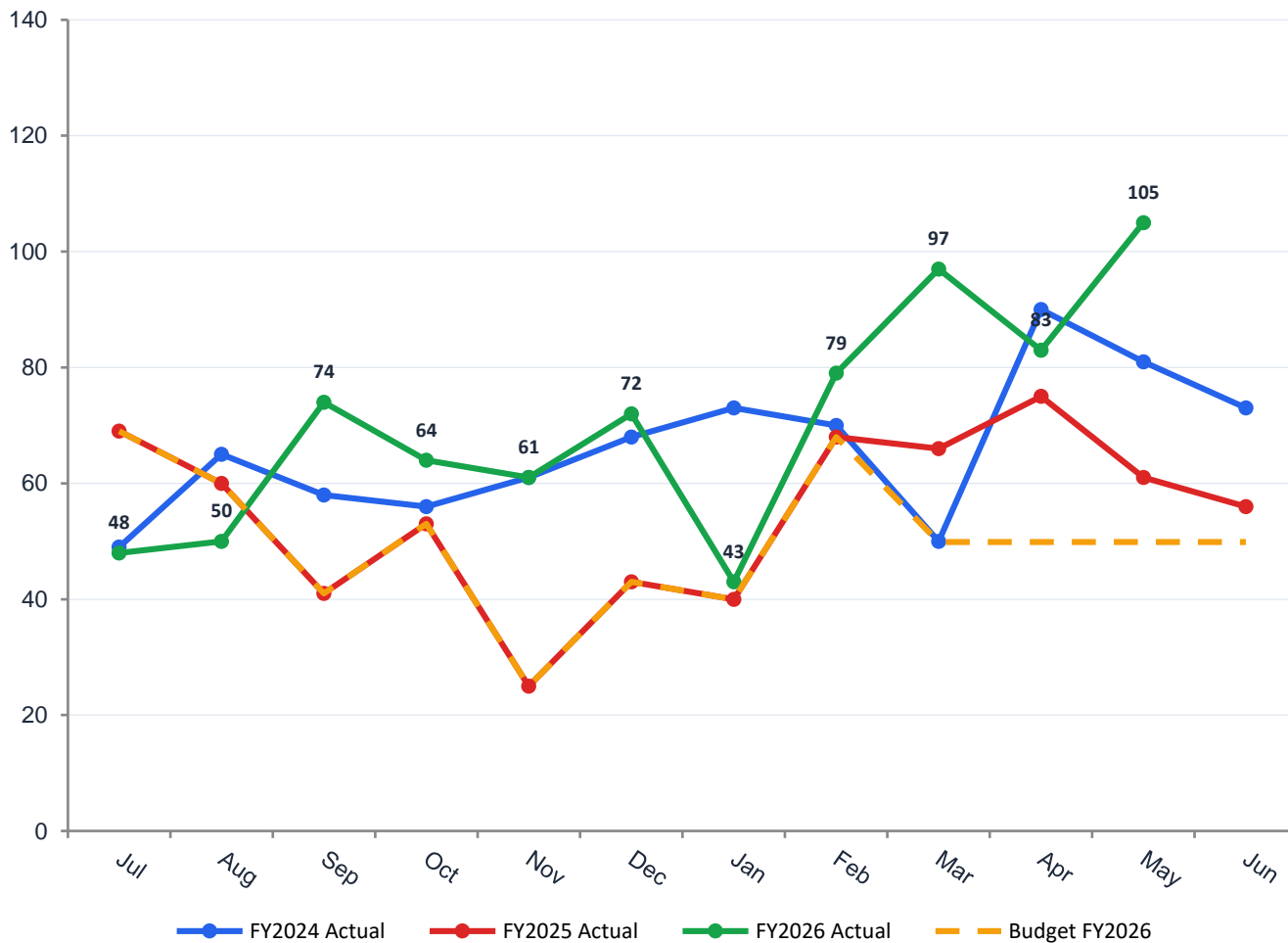
# Urology Clinic Visits



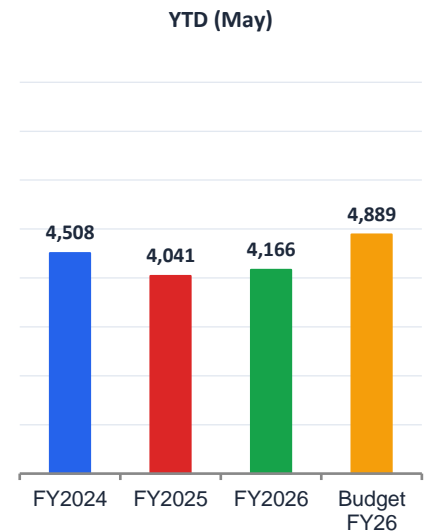
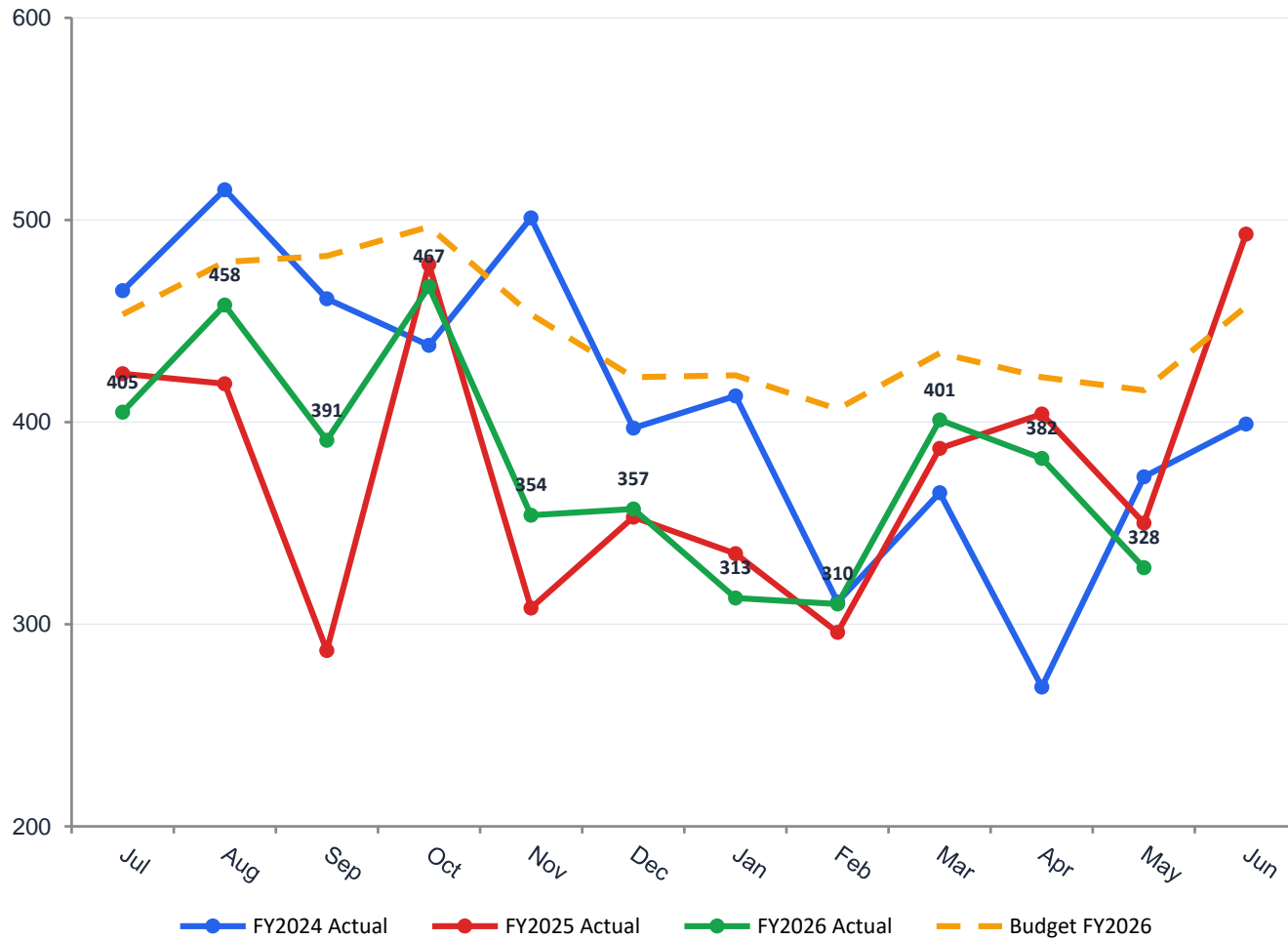
# Open Arms House - Patient Days



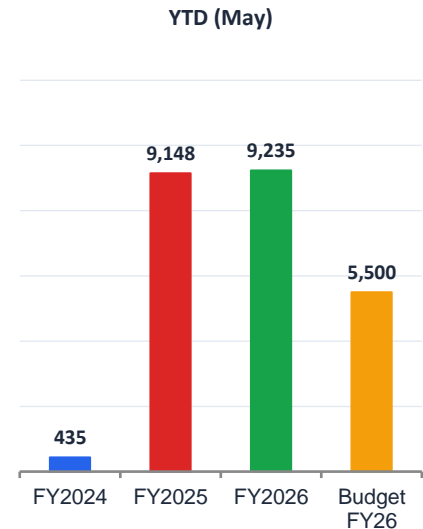
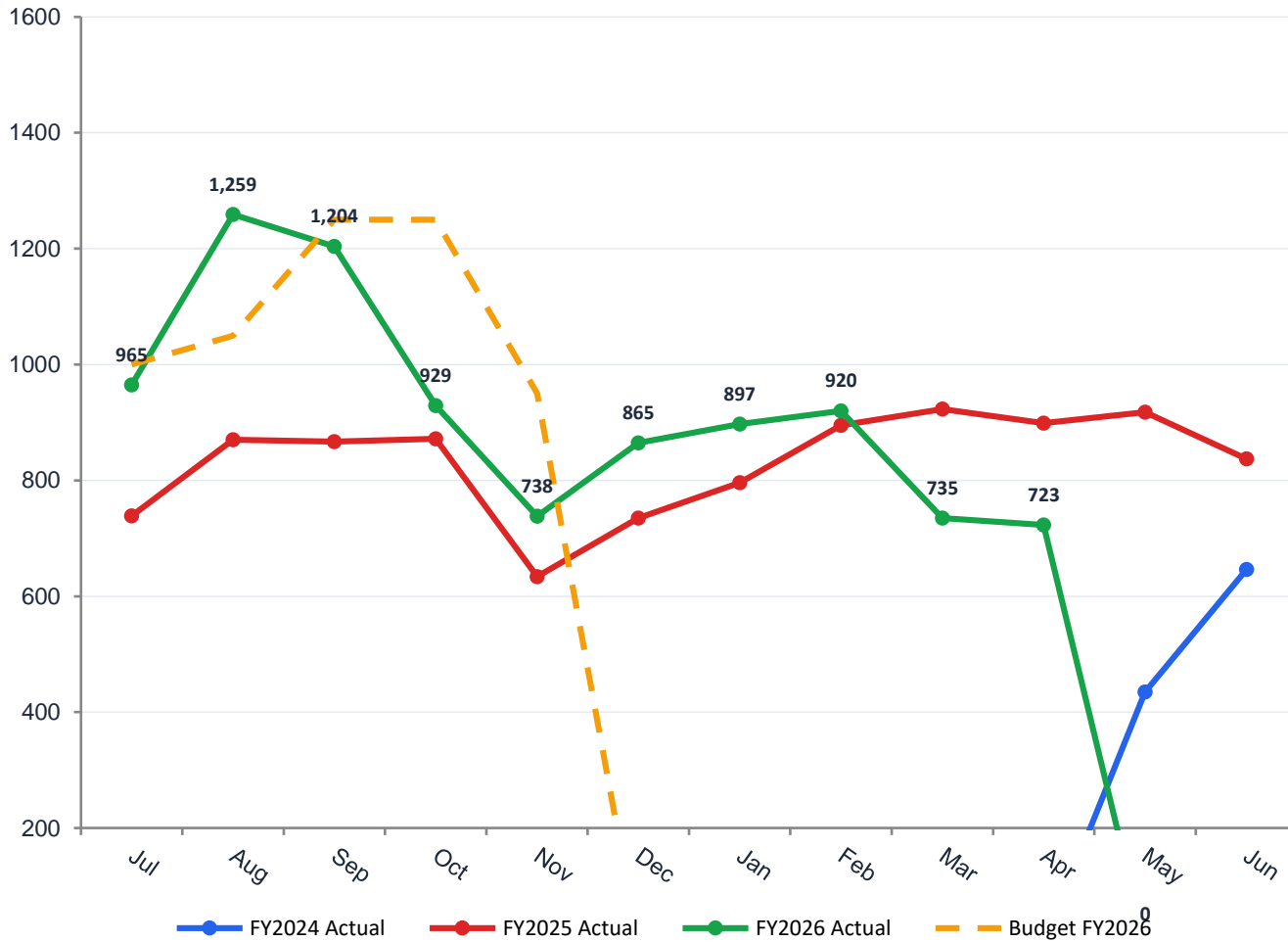
# Cardiothoracic Surgery Clinic - Visits



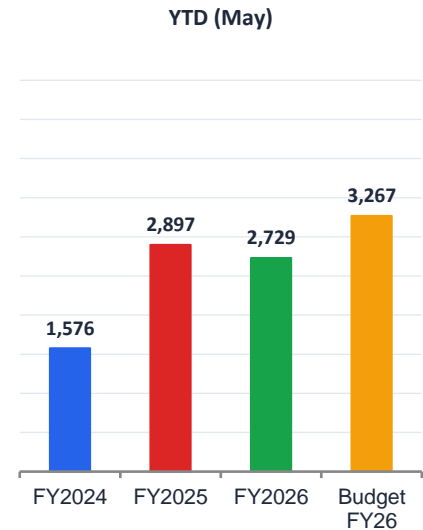
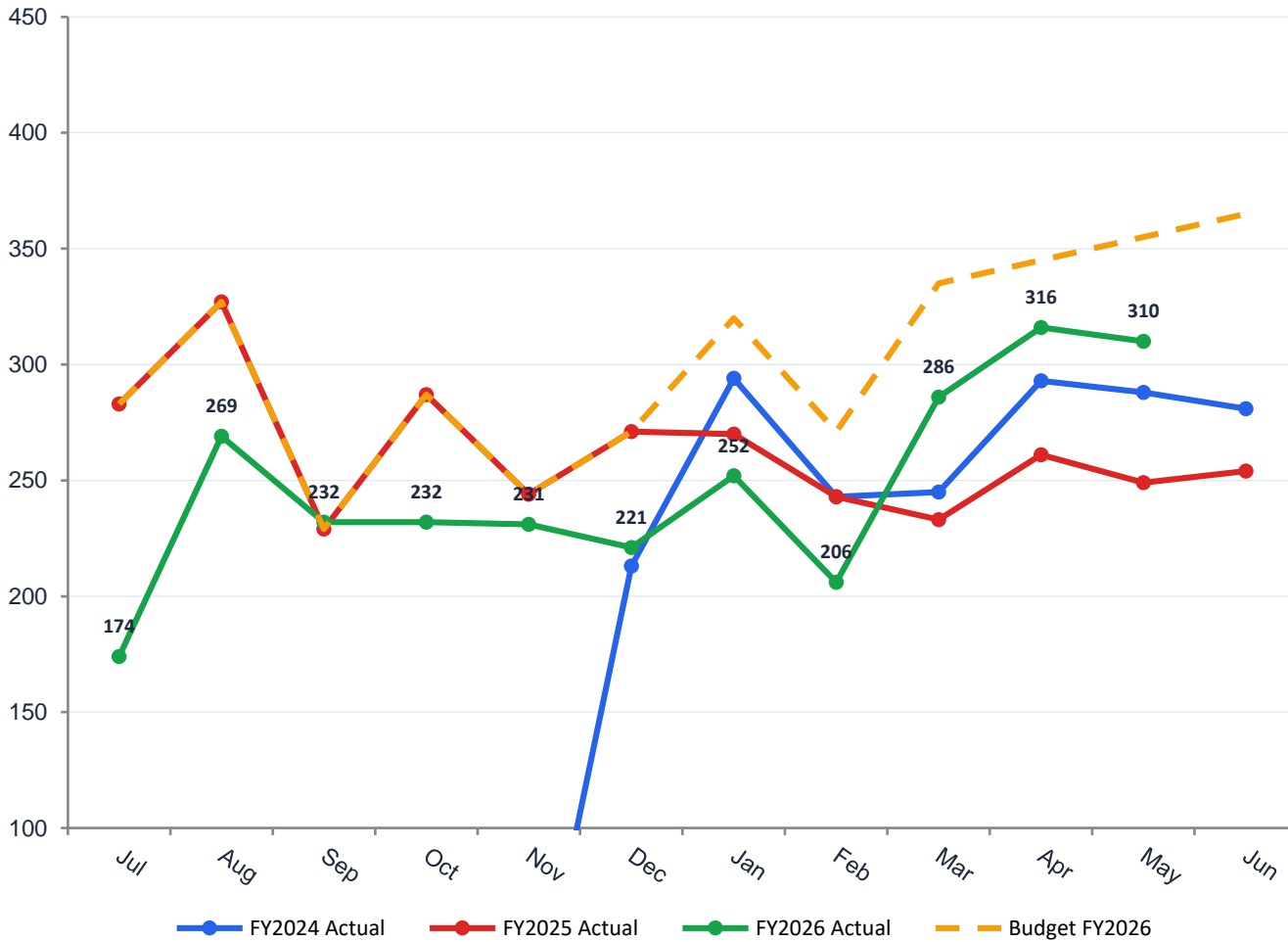
# Cardiac Rehabilitation



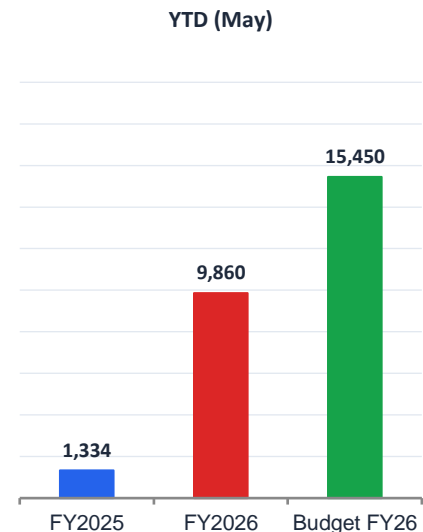
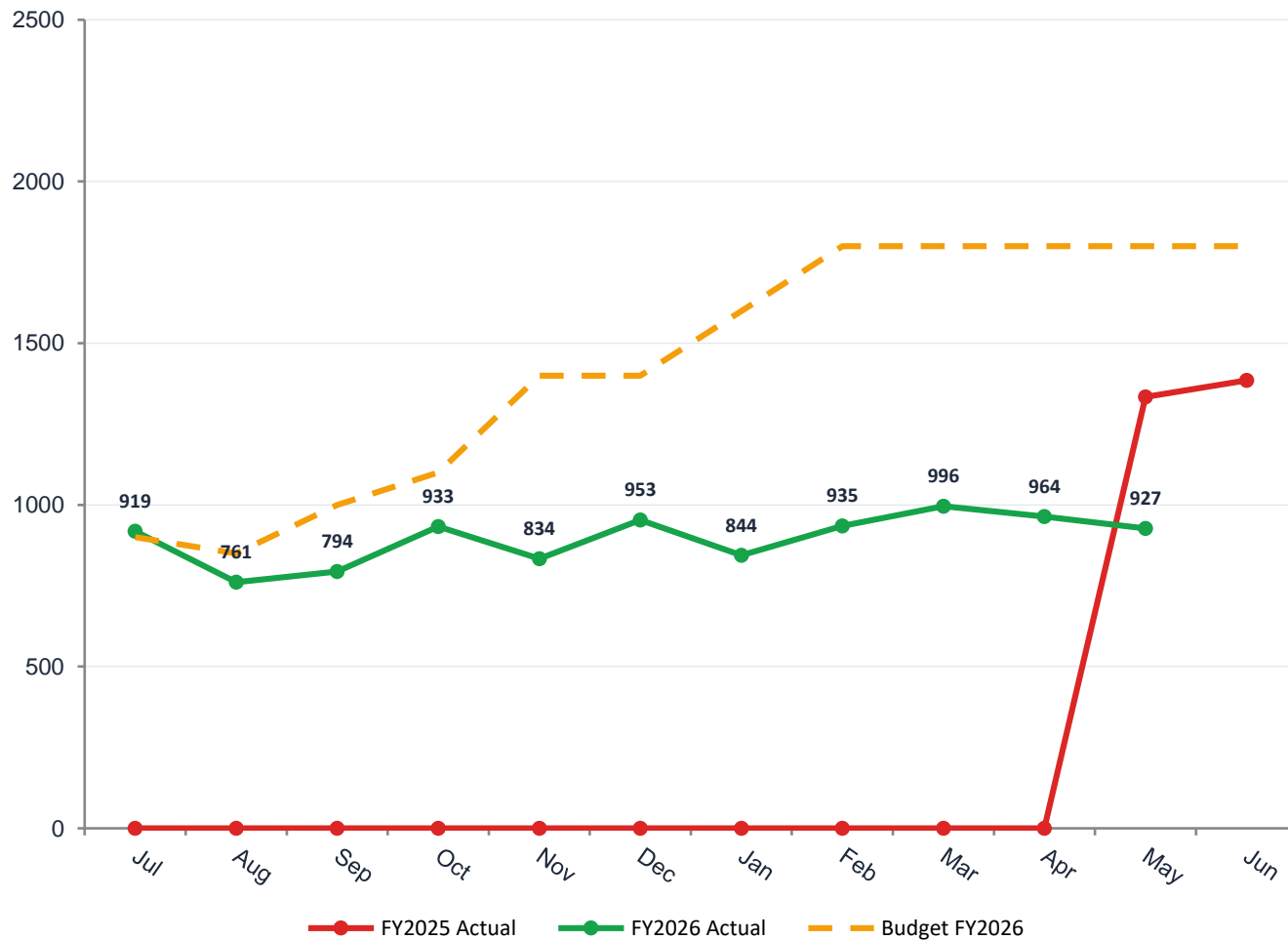
# KH Medical Clinic - Ben Maddox



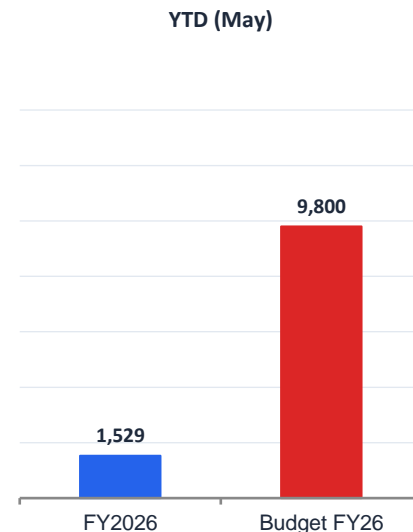
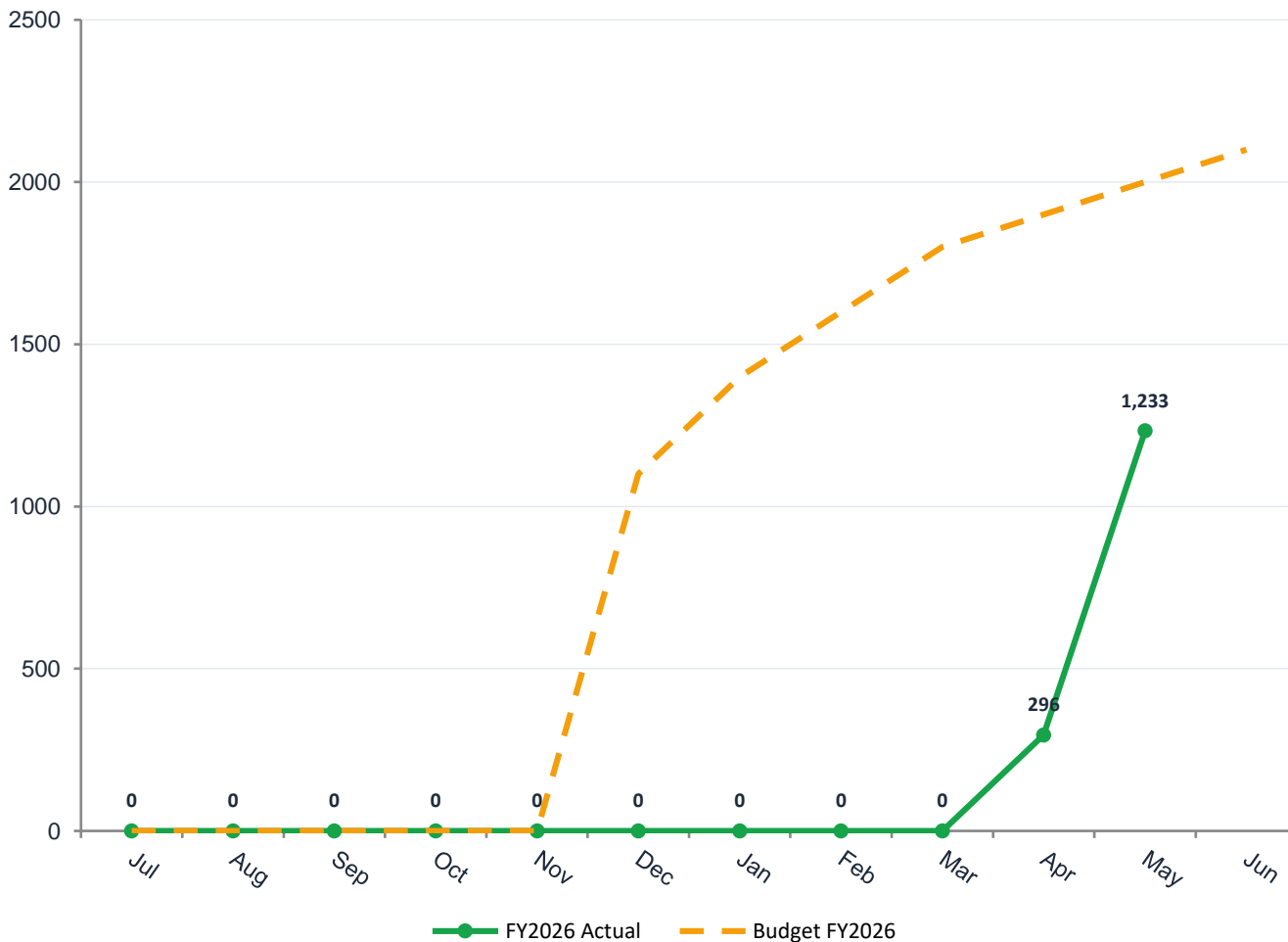
# KH Medical Clinic - Plaza



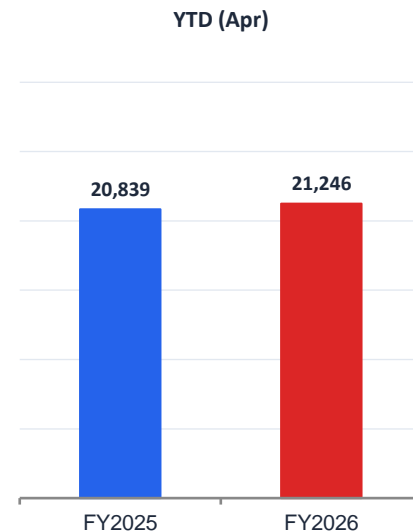
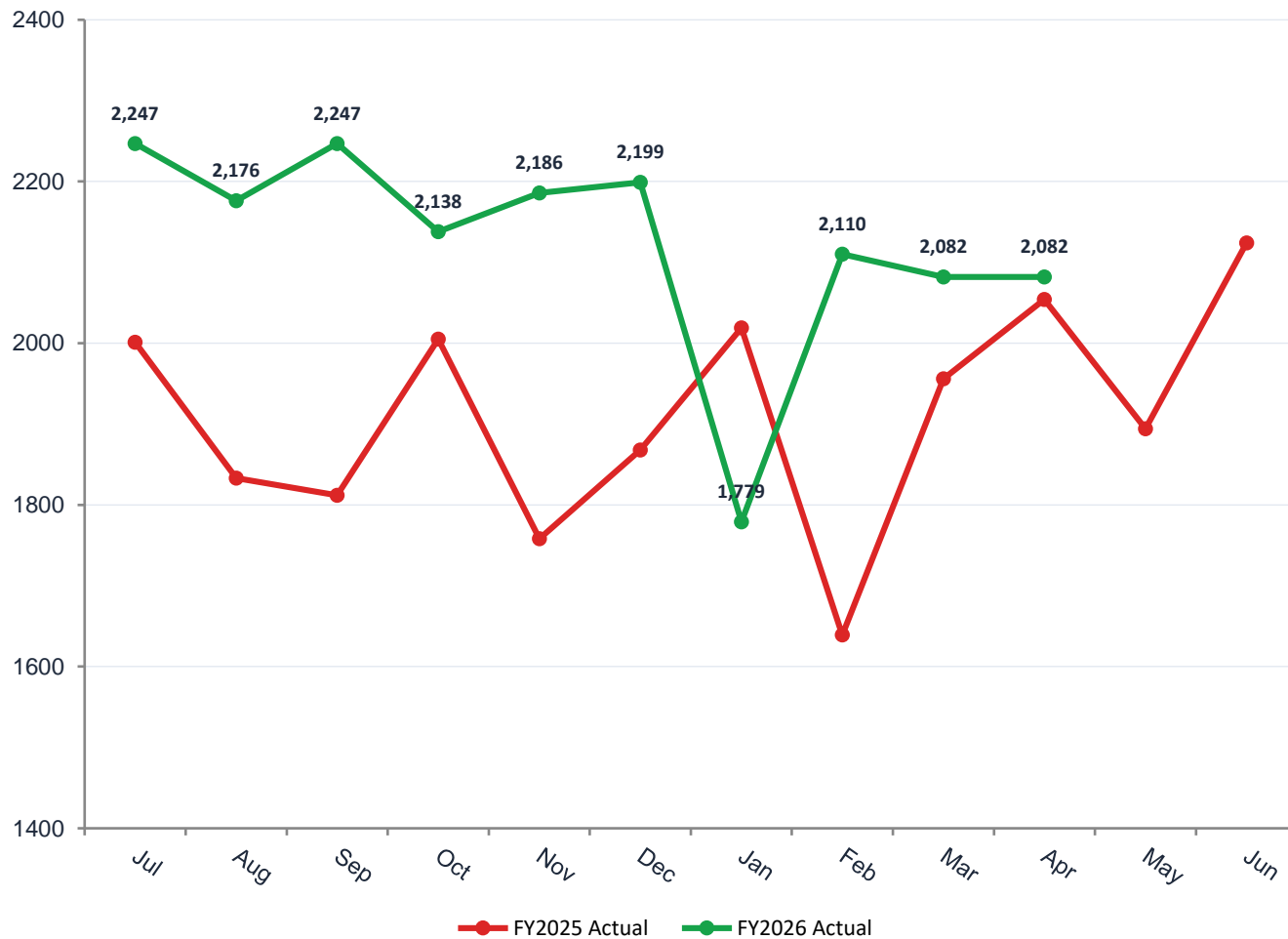
# KH Willow Clinic-Women's Health



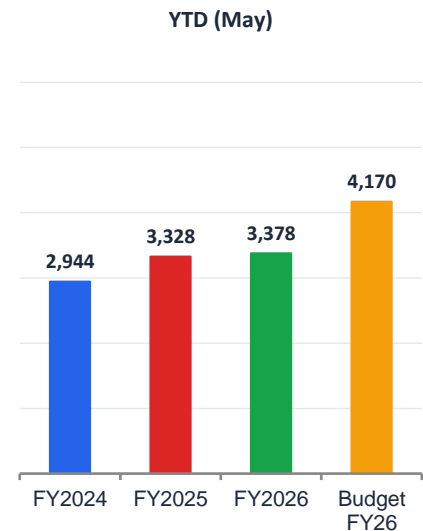
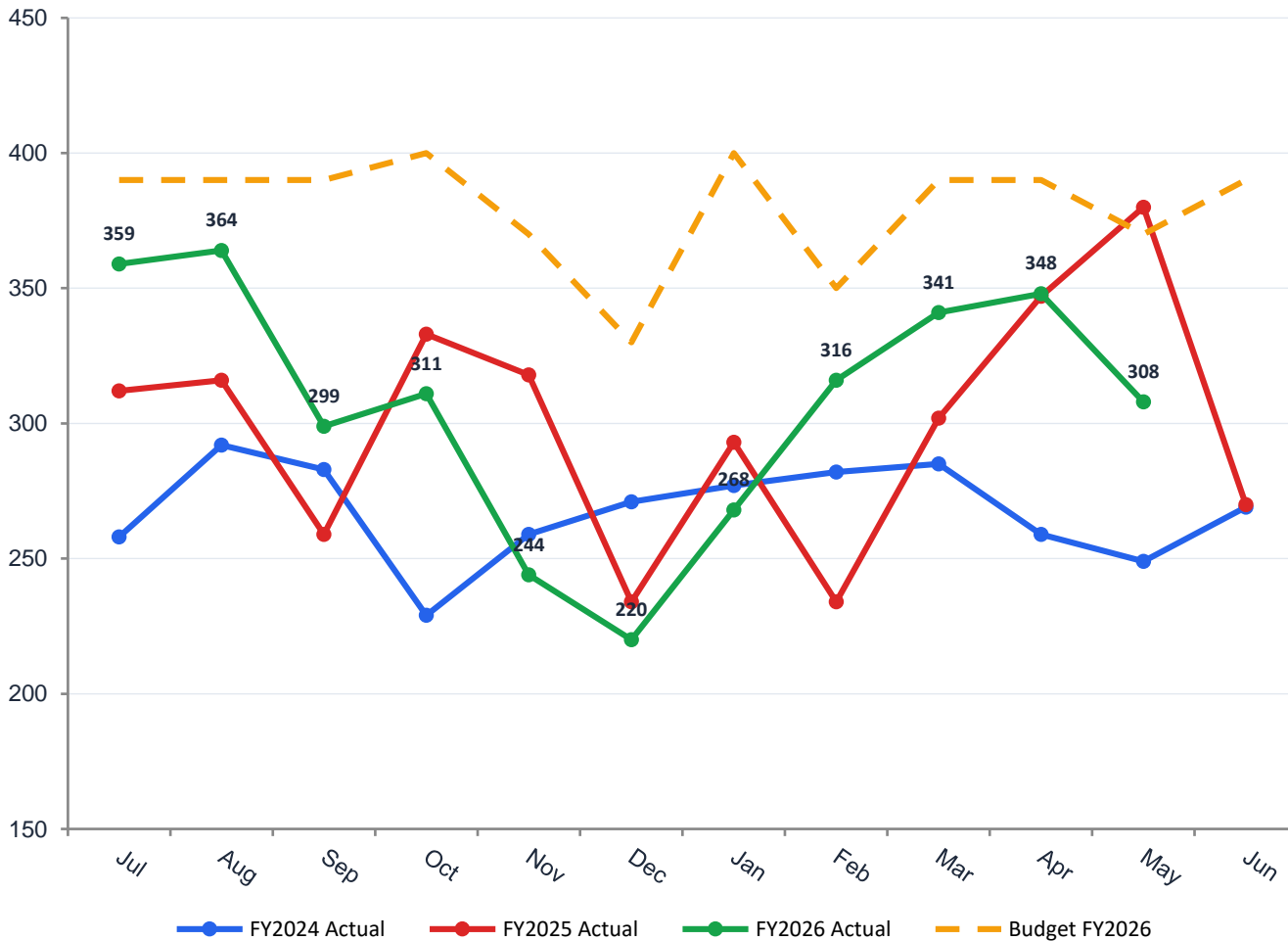
# KH Medical Clinic - Akers



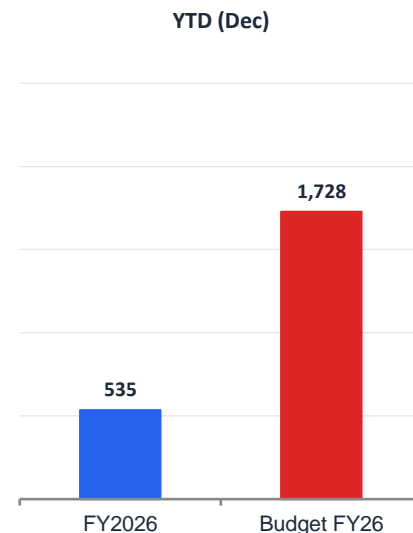
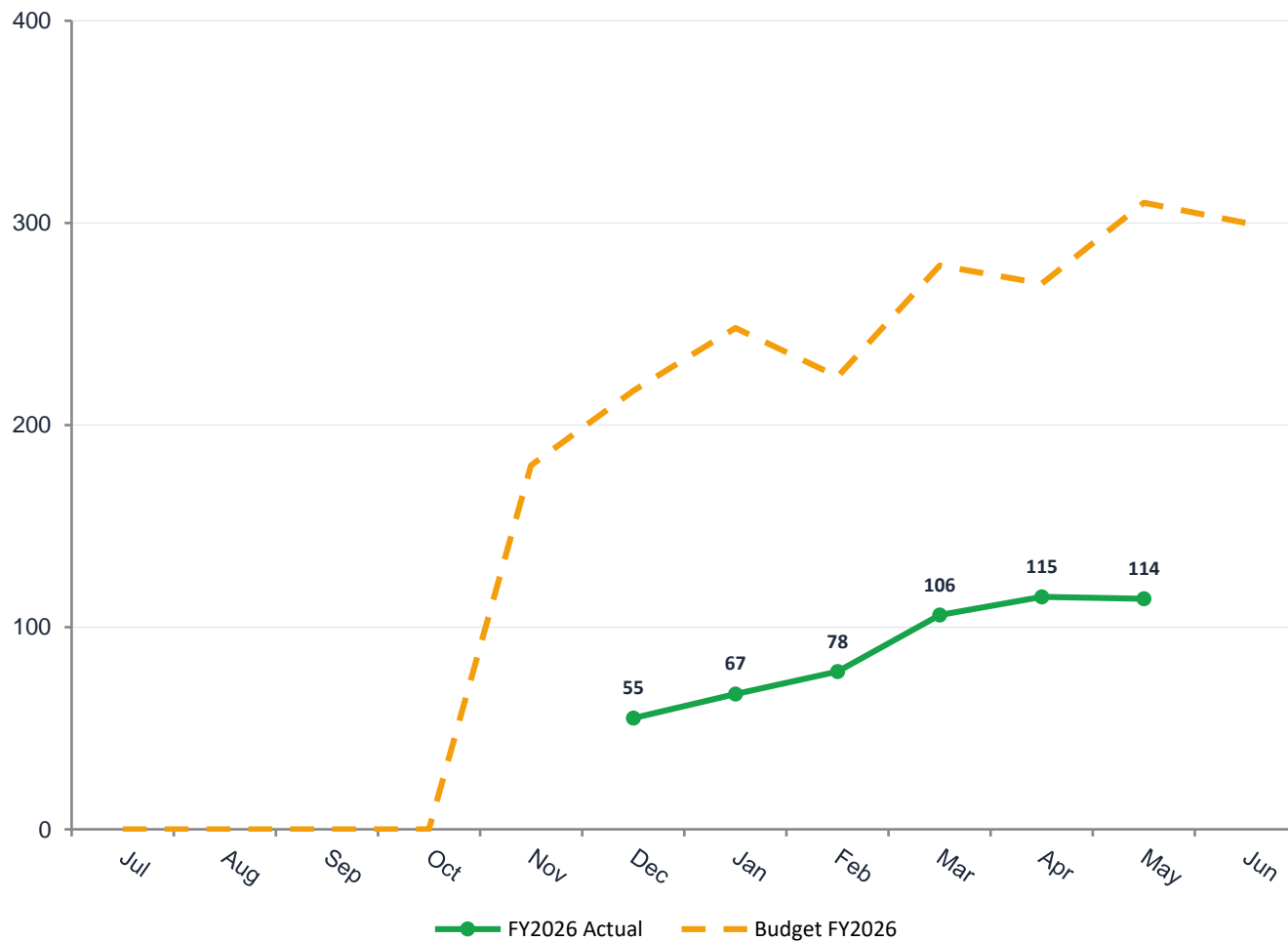
# Med Onc Visits



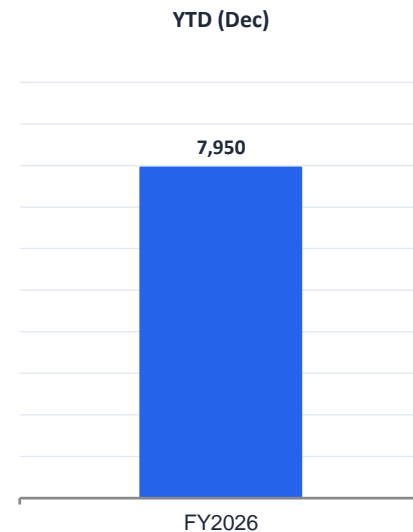
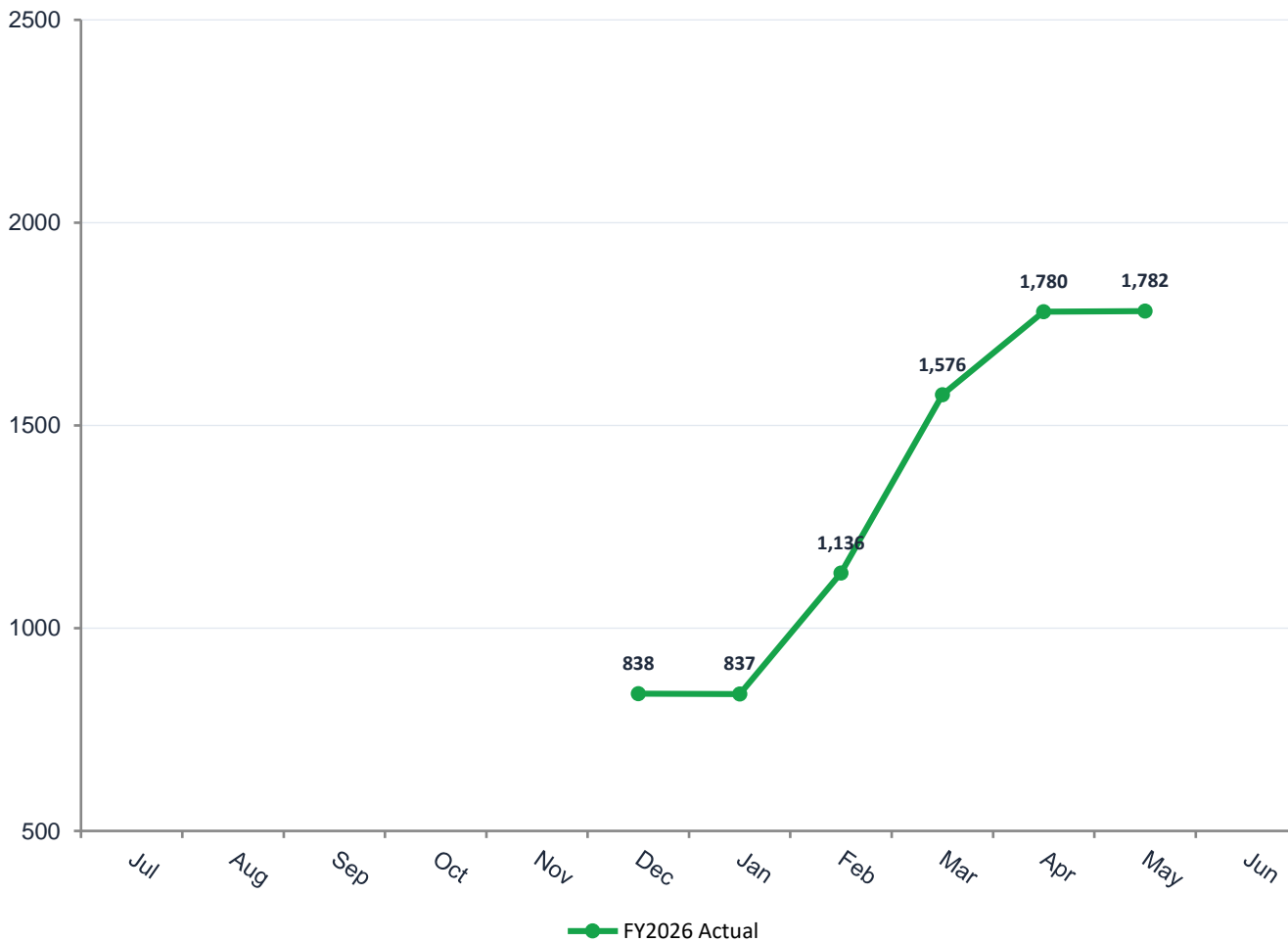
# Mental Wellness Clinic - Visits



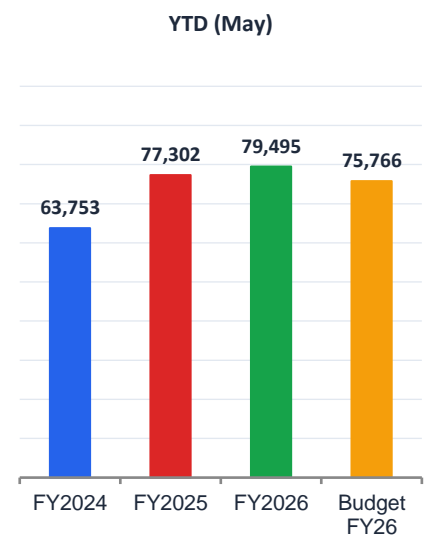
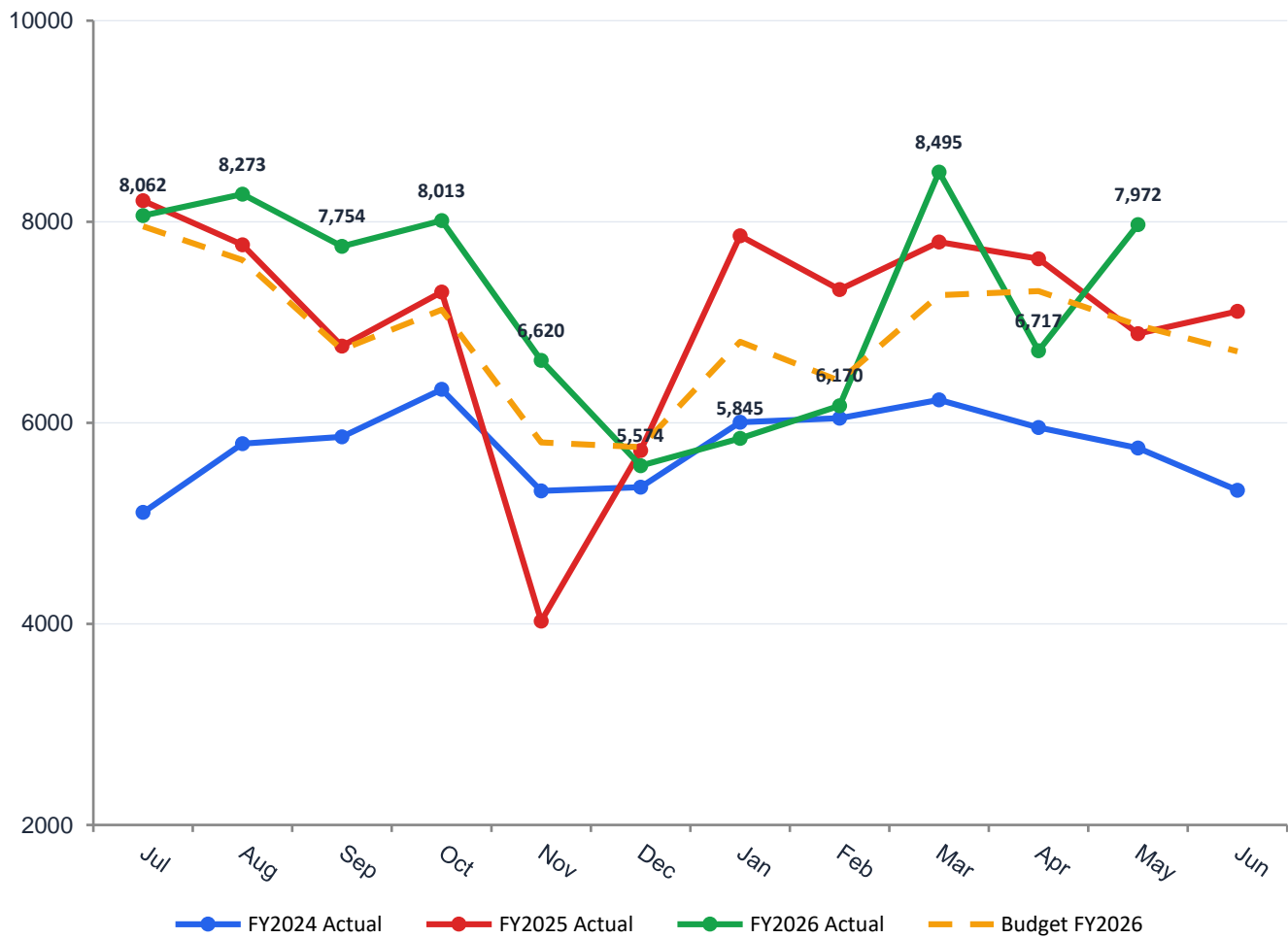
# Crisis Stabilization Unit Visits



# Crisis Stabilization Unit - Hours



# Reference Lab



# Other Statistical Results – Prior Year/Budget Comparison (May)

	Actual Results				Budget	Budget Variance	
	May25	May26	Change	% Change	May26	Change	% Change
All O/P Rehab Svcs Across District	20,868	21,754	886	4.2%	20,596	1,158	5.6%
Physical & Other Therapy Units (I/P & O/P)	18,543	19,290	747	4.0%	20,235	(945)	(4.7%)
Radiology - CT - All Areas	5,084	5,570	486	9.6%	4,861	709	14.6%
Radiology - MRI - All Areas	947	1,006	59	6.2%	919	87	9.5%
Radiology - Ultrasound - All Areas	3,250	3,204	(46)	(1.4%)	3,221	(17)	(0.5%)
Radiology - Diagnostic Radiology	9,712	9,677	(35)	(0.4%)	9,587	90	0.9%
Radiology – Main Campus	15,998	16,109	111	0.7%	15,578	531	3.4%
Radiology - Ultrasound - Main Campus	2,526	2,291	(235)	(9.3%)	2,350	(59)	(2.5%)
West Campus - Diagnostic Radiology	1,307	1,428	121	9.3%	1,195	233	19.5%
West Campus - CT Scan	518	523	5	1.0%	515	8	1.6%
West Campus - MRI	446	484	38	8.5%	430	54	12.7%
West Campus - Ultrasound	724	913	189	26.1%	871	42	4.8%
West Campus - Breast Center	1,298	2,092	794	61.2%	1,599	493	30.9%
Med Onc Visalia Treatments	1,095	1,728	633	57.8%	1,260	468	37.1%
Rad Onc Visalia Treatments	1,502	1,991	489	32.6%	1,616	375	23.2%
Rad Onc Hanford Treatments	238	180	(58)	(24.4%)	220	(40)	(18.2%)

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

	YTD Actual Results				Budget	Budget Variance	
	YTD May 26	YTD May 26	Change	% Change	YTD May 26	Change	% Change
All O/P Rehab Svcs Across District	227,777	223,047	(4,730)	(2.1%)	231,278	(8,231)	(3.6%)
Physical & Other Therapy Units (I/P & O/P)	202,906	211,531	8,625	4.3%	218,335	(6,804)	(3.1%)
Radiology - CT - All Areas	51,977	57,836	5,859	11.3%	50,509	7,327	14.5%
Radiology - MRI - All Areas	9,638	10,188	550	5.7%	9,641	547	5.7%
Radiology - Ultrasound - All Areas	33,554	33,828	274	0.8%	33,361	467	1.4%
Radiology - Diagnostic Radiology	106,547	106,615	68	0.1%	107,459	(844)	(0.8%)
Radiology – Main Campus	170,823	172,983	2,160	1.3%	168,636	4,347	2.6%
Radiology - Ultrasound - Main Campus	26,219	24,203	(2,016)	(7.7%)	23,860	343	1.4%
West Campus - Diagnostic Radiology	13,406	14,787	1,381	10.3%	12,787	2,000	15.6%
West Campus - CT Scan	5,538	6,385	847	15.3%	5,392	993	18.4%
West Campus - MRI	4,614	4,687	73	1.6%	4,654	33	0.7%
West Campus - Ultrasound	7,335	9,625	2,290	31.2%	9,501	124	1.3%
West Campus - Breast Center	17,623	19,957	2,334	13.2%	18,106	1,851	10.2%
Med Onc Visalia Treatments	11,872	17,398	5,526	46.5%	12,594	4,804	38.1%
Rad Onc Visalia Treatments	15,268	19,971	4,703	30.8%	16,060	3,911	24.3%
Rad Onc Hanford Treatments	2,534	2,549	15	0.6%	2,627	(78)	(3.0%)

# Other Statistical Results – Prior Year/Budget Comparison (May)

	Actual Results				Budget	Budget Variance	
	May25	May26	Change	% Change	May26	Change	% Change
Rural Health Clinics Registrations	14,657	11,645	(3,012)	(20.5%)	13,328	(1,683)	(12.6%)
RHC Exeter - Registrations	7,141	5,560	(1,581)	(22.1%)	6,471	(911)	(14.1%)
RHC Lindsay - Registrations	1,936	1,609	(327)	(16.9%)	2,070	(461)	(22.3%)
RHC Woodlake - Registrations	1,293	552	(741)	(57.3%)	637	(85)	(13.3%)
RHC Woodlake Valencia - Registrations	0	621	621	0.0%	1,300	(679)	(52.2%)
RHC Dinuba - Registrations	1,612	1,205	(407)	(25.2%)	1,675	(470)	(28.1%)
RHC Tulare - Registrations	2,675	2,098	(577)	(21.6%)	2,475	(377)	(15.2%)
Urgent Care – Court Total Visits	2,694	2,505	(189)	(7.0%)	3,000	(495)	(16.5%)
Urgent Care – Demaree Total Visits	1,666	2,166	500	30.0%	1,950	216	11.1%
KH Medical Clinic - Ben Maddox Visits	918	0	(918)	(100.0%)	-	0	0.0%
KH Medical Clinic - Plaza Visits	249	310	61	24.5%	355	(45)	(12.7%)
KH Willow Specialty Clinic	174	305	131	75.3%	509	(204)	(40.0%)
KH Cardiology Center Visalia Registrations	1,447	2,075	628	43.4%	1,655	420	25.4%
KH Mental Wellness Clinic Visits	380	308	(72)	(18.9%)	370	(62)	(16.8%)
Urology Clinic Visits	256	279	23	9.0%	886	(607)	(68.5%)
Therapy-Wound Care Svcs Encounters	293	317	24	8.2%	359	(42)	(11.7%)

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

	YTD Actual Results				Budget	Budget Variance	
	YTD May 26	YTD May 26	Change	% Change	YTD May 26	Change	% Change
Rural Health Clinics Registrations	150,749	134,842	(15,907)	(10.6%)	151,391	(16,549)	(10.9%)
RHC Exeter - Registrations	71,812	64,128	(7,684)	(10.7%)	73,679	(9,551)	(13.0%)
RHC Lindsay - Registrations	20,602	18,741	(1,861)	(9.0%)	23,080	(4,339)	(18.8%)
RHC Woodlake - Registrations	14,678	6,444	(8,234)	(56.1%)	7,379	(935)	(12.7%)
RHC Woodlake Valencia - Registrations	0	6,867	6,867	0.0%	10,598	(3,731)	(35.2%)
RHC Dinuba - Registrations	16,985	15,532	(1,453)	(8.6%)	18,925	(3,393)	(17.9%)
RHC Tulare - Registrations	26,672	23,130	(3,542)	(13.3%)	28,328	(5,198)	(18.3%)
Urgent Care – Court Total Visits	28,014	27,937	(77)	(0.3%)	32,600	(4,663)	(14.3%)
Urgent Care – Demaree Total Visits	17,229	22,151	4,922	28.6%	22,200	(49)	(0.2%)
KH Medical Clinic - Ben Maddox Visits	9,148	9,235	87	1.0%	5,500	3,735	67.9%
KH Medical Clinic - Plaza Visits	2,897	2,729	(168)	(5.8%)	3,267	(538)	(16.5%)
KH Willow Specialty Clinic	174	3,878	3,704	2128.7%	5,211	(1,333)	(25.6%)
KH Cardiology Center Visalia Registrations	16,889	17,740	851	5.0%	17,887	(147)	(0.8%)
KH Mental Wellness Clinic Visits	3,328	3,378	50	1.5%	4,170	(792)	(19.0%)
Urology Clinic Visits	3,308	2,444	(864)	(26.1%)	5,913	(3,469)	(58.7%)
Therapy-Wound Care Svcs Encounters	2,327	3,614	1,287	55.3%	3,878	(264)	(6.8%)

# Other Statistical Results – Prior Year/Budget Comparison (May)

	Actual Results				Budget	Budget Variance	
	May25	May26	Change	% Change	May26	Change	% Change
ED - Avg Treated Per Day	283	284	2	0.7%	273	12	4.4%
Surgery (IP & OP) – 100 Min Units	762	830	68	8.9%	814	16	2.0%
Endoscopy Procedures	636	531	(105)	(16.5%)	505	26	5.1%
Cath Lab (IP & OP) - 100 Min Units	379	335	(44)	(11.6%)	357	(22)	(6.2%)
Cardiac Surgery Cases	32	31	(1)	(3.1%)	26	5	18.5%
Deliveries	307	307	0	0.0%	445	(138)	(31.0%)
Clinical Lab	252,804	259,454	6,650	2.6%	273,440	(13,986)	(5.1%)
Reference Lab	6,888	7,972	1,084	15.7%	6,971	1,001	14.4%
Dialysis Center - Visalia Visits	1,470	1,340	(130)	(8.8%)	1,550	(210)	(13.5%)
Infusion Center - Units of Service	492	533	41	8.3%	754	(221)	(29.3%)
Hospice Days	3,942	3,565	(377)	(9.6%)	4,169	(604)	(14.5%)
Home Health Visits	2,881	2,554	(327)	(11.4%)	3,202	(648)	(20.2%)
Home Infusion Days	23,988	23,669	(319)	(1.3%)	21,630	2,039	9.4%

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

	YTD Actual Results				Budget	Budget Variance	
	YTD May 26	YTD May 26	Change	% Change	YTD May 26	Change	% Change
ED - Avg Treated Per Day	264	276	12	4.7%	278	(1)	(0.4%)
Surgery (IP & OP) – 100 Min Units	8,746	8,659	(87)	(1.0%)	8,974	(315)	(3.5%)
Endoscopy Procedures	6,832	5,389	(1,443)	(21.1%)	5,719	(330)	(5.8%)
Cath Lab (IP & OP) - 100 Min Units	3,923	3,814	(109)	(2.8%)	3,968	(154)	(3.9%)
Cardiac Surgery Cases	314	317	3	1.0%	346	(29)	(8.3%)
Deliveries	4,346	3,459	(887)	(20.4%)	4,299	(840)	(19.5%)
Clinical Lab	2,763,840	2,881,817	117,976	4.3%	3,007,835	(126,019)	(4.2%)
Reference Lab	77,302	79,495	2,193	2.8%	75,766	3,729	4.9%
Dialysis Center - Visalia Visits	16,427	15,232	(1,195)	(7.3%)	16,686	(1,454)	(8.7%)
Infusion Center - Units of Service	4,706	6,427	1,721	36.6%	7,427	(1,000)	(13.5%)
Hospice Days	39,307	43,869	4,562	11.6%	44,829	(960)	(2.1%)
Home Health Visits	31,744	30,871	(873)	(2.8%)	33,648	(2,777)	(8.3%)
Home Infusion Days	244,436	259,327	14,891	6.1%	242,053	17,274	7.1%