

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, May 20, 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, 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

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

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



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 (1st Floor)

Wednesday May 20, 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; 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 April 2026.
- 2. SEQUOIA SURGERY CENTER REPORT-**Review of the report.
- 3. SURGICAL SERVICES REPORT-**Review of the report.
- 4. LABORATORY SERVICES REPORT-** Review of the report.
- 5. FINANCIALS-** Review of the most current fiscal year financial results and budget.

ADJOURN – David Francis, Board Secretary/Treasurer

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

All Kaweah Delta Health Care District regular board meeting and committee meeting notices and agendas are posted 72 hours prior to meetings (special meetings are posted 24 hours prior to meetings) in the Kaweah Health Medical Center, Mineral King Wing near the Mineral King entrance. The disclosable public records related to agendas can be obtained by contacting the Board Clerk at Kaweah Health Medical Center – Acequia Wing, Executive Offices (Administration Department/Executive Offices) {1st floor}, 400 West Mineral King Avenue, Visalia, CA via phone 559-624-2330 or email: kedavis@kaweahhealth.org, or on the Kaweah Delta Health Care District web page.

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

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



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 (1st Floor)

Wednesday April 15, 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; Kelsie Davis, Board Clerk Recording

OPEN MEETING – Called to order at 10:01PM

PUBLIC PARTICIPATION –None

MINUTES- Reviewed and forward to the Board for approval.

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 – 11:21pm *David Francis, President*

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

Financial Accomplishments

- **Record Contribution Margin:** Surgical Services achieved an annualized FY 2026 contribution margin of **\$28.5 million**, representing a powerful **10% increase** over the prior year.
- **Core Service Line Expansion:** Overall contribution margin gains were anchored by improved financial results across our highest-volume specialties, including General Surgery, Orthopedic Surgery, da Vinci Robotic Surgery, Vascular Surgery, and Urology.

Inpatient Surgery & Operational Efficiency

- **General Surgery**
 - Contribution margin jumped by \$1.7 million due to strong net revenue performance. Operational throughput was highly optimized, reducing the Average Length of Stay (ALOS) by nearly a full day while direct costs per case decreased by 4%.
- **Orthopedic Surgery**
 - Driven by volume growth and lower direct costs per case, total contribution margin rose to a four-year peak of \$9.4 million.
- **Vascular Surgery:**
 - Successfully expanded operations, resulting in a 12% increase in case volume and a 22% (\$595,000) surge in contribution margin, as stronger reimbursement rates successfully outpaced localized direct cost changes.
- **Robotic Platform Excellence:**
 - The inpatient da Vinci robotic surgery program experienced an outstanding 75% explosion in contribution margin, ending the year at \$1.8 million. We have add two general surgeries: Dr. Cowan, Dr. Kalani and Dr Tran cardiothoracic surgeon. To the robotics program.

Physician recruitment

- **Dr Virk gastroenterologist**
 - To mitigate the recent drop in procedure volume, a newly recruited physician has been successfully covering inpatient cases. Beginning in June, Dr. Virk and Dr. Eskandari will work in tandem to actively drive and recapture outpatient volume.
 - We are still actively recruiting more GI providers
- **Dr Varshney Spine/Ortho Surgeon**
 - Dr Varshney will be added to the new Ackers clinic and will start bring his spine volume to us.
- **SAMGII Trauma and Acute Emergency Surgery**
 - Successful transition of new group. They have increased are inpatient volume and have requested to add outpatient volume in the near future.

Volumes

- OR Cases: Jan: 751 Feb:695 March: 852 Apr: 849
- Robotic Jan: 37 Feb:35 March: 40 Apr: 43
- ENDO Jan: 409; Feb:396; March: 491; Apr: 465

REPORT TO THE BOARD OF DIRECTORS

SURGICAL SERVICES BOARD REPORT

Jeff Cater MBA, RN, NEA-BC, CNOR, CSSM (624-2409)
Director of Surgical Services

May 12, 2026

Summary Issue/Service Considered

Analysis of financial/statistical data (with focus on current FY2026 data through 8 months, annualized out for the year):

Surgical Services Financial Summary – FY 2026 (Annualized)

As of the annualized nine months ending March 31, 2026, Surgical Services has an annualized contribution margin of \$28.5 million, representing a 10% increase from the prior year. While patient case volumes are down overall, this is primarily driven by a 20% drop in outpatient Endoscopy volumes. Government supplemental funding is projected to decline by approximately \$700,000, reaching a total of \$14.2 million for the current fiscal year.

Inpatient Surgery

Inpatient surgical cases and discharges have increased by **3%** compared to the prior year. The contribution margin for this segment grew by **2%** (\$680,000) to just under **\$29 million**. Overall inpatient performance is bolstered by improved financial results across General, Vascular, and Orthopedic surgery.

- **General Surgery:** While volumes are down 2%, the contribution margin increased by \$1.7 million due to higher net revenue and an average length of stay (ALOS) that improved by nearly a full day.
- **Orthopedic Surgery:** The contribution margin reached a four-year high of \$9.4 million, supported by a 28% increase in additional supplemental reimbursement.
- **Vascular Surgery:** Case volumes rose 12%, driving a 22% (\$595,000) increase in contribution margin as revenue growth outpaced rising direct costs for room and board.
- **Thoracic & Multiple Significant Trauma:** These service lines saw significant declines in contribution margin—Thoracic fell 51% to \$1.4 million—primarily due to a sharp decrease in high-acuity, catastrophic case volumes.

Outpatient Surgery

Outpatient surgery continues to operate at a loss, but performance has improved substantially. The projected loss for FY 2026 is -\$2.1 million, a 51% improvement (approximately \$2.2 million) over the prior year and the lowest loss recorded in four years.

- **Volume & Revenue:** Overall volume increased by **2%**, with net patient revenue per case trending upward to \$6,764 (a 5% increase).
- **Payer Performance:** * **Medicare:** Generated a \$2.4 million contribution margin.
 - **Medicare Managed Care:** Generated a \$1.5 million contribution margin.
 - **Medi-Cal Managed Care:** Remains the most significant challenge, with an annualized contribution loss of -\$7 million, though this is an improvement from the \$7.3 million loss in FY 2025.

Endoscopy

The Endoscopy service line is projected to finish FY 2026 with a contribution margin of **\$1.5 million**, reflecting a significant decline.

- **Contribution Trends:** The contribution margin has dropped by 43% over the last four years.
- **Volume:** Case volumes have declined by 20% in the current year, continuing a four-year downward trend of 32%.
- **Contributing factors:** Dr. Hsueh left the area, Dr Pua retired, decrease volume from Adventist Health providers
- **New updates:** Dr Virk, a new GI physician started in April increasing GI volumes

Neurosurgery

- **Inpatient Financials:** Volumes have decreased by 8% to a four-year low, with 41 cases anticipated in FY 2026.
- **New Updates:** Working on strategies to increase neuro volumes and evaluating the entire program.

Robotic Surgery (da Vinci)

- **Inpatient:** Substantial improvement; the inpatient contribution margin is expected to end FY 2026 up 75% at \$1.8 million.
- **Outpatient:** Outpatient cases are anticipated to increase from 233 in FY 2025 to 279 in FY 2026, leading to a significant year-over-year increase in CM. Managed care business grew to represent 44% of the outpatient payer mix.

Quality/Performance Improvement Data

The Surgical Services team continues to focus on enhancing patient outcomes, safety, and operational efficiency through several quality and performance improvement initiatives:

I. Surgical Quality Improvement Program (SQIP)

- **Antibiotic Optimization:** Led by Anesthesiology, the team is standardizing pre-operative antibiotic dosing protocols to reduce the risk of surgical site infections.
- **Post-Operative Blood Clot Prevention:** Collaborating closely with floor nursing teams, the program promotes consistent use of Sequential Compression Devices (SCDs) and early ambulation strategies to prevent post-op deep vein thrombosis (DVT) and pulmonary embolism (PE).
- **Universal Protocol Compliance:** A strong emphasis has been placed on reinforcing the Universal Protocol—including time-outs and surgical site verification—to enhance overall surgical safety and reduce preventable errors.

II. Surgical Site Infection (SSI) Committee

This multi-disciplinary committee focuses on reducing infection risks through rigorous environmental and clinical controls:

- **Sterile Processing Department (SPD):** Integration of SPD leadership to ensure the highest standards of instrument sterilization and readiness.
- **Infection Prevention (IP):** Direct partnership with IP specialists to monitor clinical outcomes and implement evidence-based infection control practices.
- **High-Level Disinfection (HLD):** Oversight of high-level disinfection protocols to ensure the safety and integrity of reusable surgical equipment and scopes.

III. Surgical Optimization Committee

Efforts are ongoing through this committee to improve throughput and minimize delays in the surgical process to support service line growth:

We are evaluating and potentially implementing **LeanTaaS iQueue** for Operating Rooms, an AI-powered platform designed to optimize OR scheduling, improve block utilization, and increase surgical throughput through predictive analytics and workflow automation.

- **Turnover Time:** Monitoring and optimizing the time between surgical cases to maximize room availability and procedural efficiency.
- **On-Time Starts:** Tracking first-case on-time starts to reduce downstream delays and improve schedule predictability for surgical teams.
- **Block Utilization:** Evaluating the effectiveness of surgeon block usage to ensure high-capacity scheduling and support increased case volumes.
- **Length of Stay (LOS):** Focused on reducing patient LOS
- **General Surgery Milestone:** Successfully achieved a reduction in the Average Length of Stay (ALOS) by nearly one full day.

IV. Value Analysis Committee (VAC)

Strategic oversight of surgical inventory and technology ensures that resource allocation aligns with clinical excellence:

- **Value Analysis Process:** All new products and equipment undergo a formal review through the VAC to ensure every procurement decision is financially sustainable and directly contributes to increased patient safety.

Policy, Strategic or Tactical Issues

Quality & Compliance

Outpatient and Ambulatory Surgery Consumer Assessment of Health Providers and Systems Patient Satisfaction Survey (OAS CAPHP)

- **Status:** Launched this fiscal year.
- **Action:** Currently analyzing performance data.
- **Goal:** Establish formal improvement targets in the coming year.

Operations & Management

- **New Surgery Leadership**
 - **Director of surgical services**
 - **Sterile processing manager**
 - implementing best practices and work flow changes.
 - **ASC/PACU Manager**
 - Changing workflows and accountability in the department.
- **Continued evaluation of Capital Equipment**
 - Replacing outdated and damaged instruments
 - Adding new technologies to procedures
- **SAMGI - New Acute & Trauma Surgery colleague**
 - Building trust and workflows with new group
- **Started the Intuitive Ion robot and EBUS program**

Facility Updates

- **Updating surgery suites lights and booms**
- **Updating Doctors Lounge**
- **Remodeling and expanding the woman's locker room**
- **Old OB Space on 2nd floor to be remodeled into additional endo volume**

Recommendations/Next Steps/Approvals/Conclusions

The Surgical Services team remains focused on enhancing patient outcomes, safety, and operational efficiency and a place for surgeons to practice in ideal environment.

1. Surgical & Performance Alignment

Surgical agreements continue to align physician and hospital interests by reducing supply and implant costs while improving clinical quality. This framework enables leadership to implement necessary changes—specifically the standardization of vendors and implants—to strengthen fiscal health. By streamlining these selections, the organization ensures that all resource allocations directly support patient safety metrics and procedural excellence.

2. Market Analytics & Operational Access

Continuous review of internal patient data and market share via Cerner and Workday allows for optimized outreach and resource allocation aligned with actual hospital capacity. Growth initiatives include recruiting two GI providers, developing ASC strategies for outpatient migration, and constructing two new ENDO/pulmonology suites in the former second-floor OB suites.

3. Multi-Specialty Clinic Optimization & Recruitment

The new Akers multi-specialty clinic will optimize practice patterns and provide a strategic landing site for new Spine and Total Joint specialists. In addition to expanding high-contribution sub-specialties, the facility will eventually centralize pre-admit testing for all surgical procedures to streamline the patient experience.

4. Surgical Optimization Committee & OR Efficiency

The Surgical Optimization Committee focuses on improving throughput by targeting first-case on-time starts and reducing room turnover times. Evaluating and potentially implementing LeanTaaS iQueue. As procedures migrate to outpatient settings, the committee ensures that specialized

staff maintain high safety standards and efficient discharge planning. Evaluation of the PODS and apply the Policy that was created. New monthly meeting set up between medical leadership Dr Kirpatrick/Dr. Smith and Surgical team to better optimize the Surgical Cases.

5. Trauma Retention & Internal Coordination

Regular specialty and trauma coverage allows high-acuity cases to remain in-house, significantly reducing outbound transfers. To maximize local retention, the Emergency Department, Trauma Surgery, and Hospitalist teams must coordinate workflows to ensure timely surgical intervention and optimized care delivery.

6. Throughput & Length of Stay (LOS) Management

A primary operational focus is reducing the overall length of stay through daily interdisciplinary team rounds on surgical units to proactively address discharge barriers. Direct collaboration with surgeons in real-time supports discharge planning decisions, ensuring patients transition to appropriate post-acute care settings more efficiently.

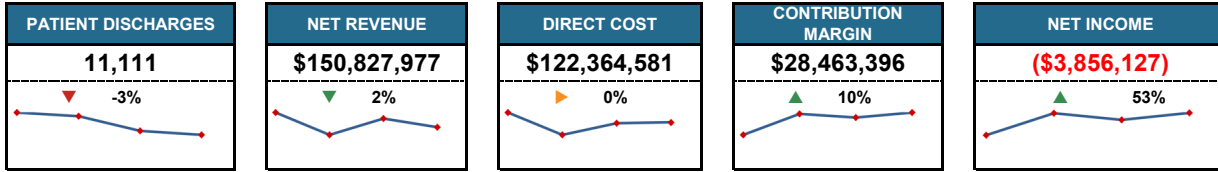
7. Clinical Surveillance & Infection Control (SSI Committee)

The SSI Committee, alongside SPD, IP, and HLD representatives, maintains a multi-disciplinary focus on safety through standardized pre-operative antibiotic dosing protocols. A top priority is improving clinical surveillance and response speed to postoperative complications to significantly lower the "Failure to Rescue" rate.

8. Value Analysis Committee (VAC) & Regulatory Compliance

The Value Analysis Committee (VAC) provides strategic oversight of surgical inventory, ensuring all new products and equipment meet strict financial sustainability and safety validation standards. To maintain high-level quality designations like Blue Distinction, the service line is meeting CMS regulations via PROM surveys and planning 2026 enrollment in national spine and joint registries.

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026



*Note: Arrows represent the change from prior year and the lines represent the 4-year trend

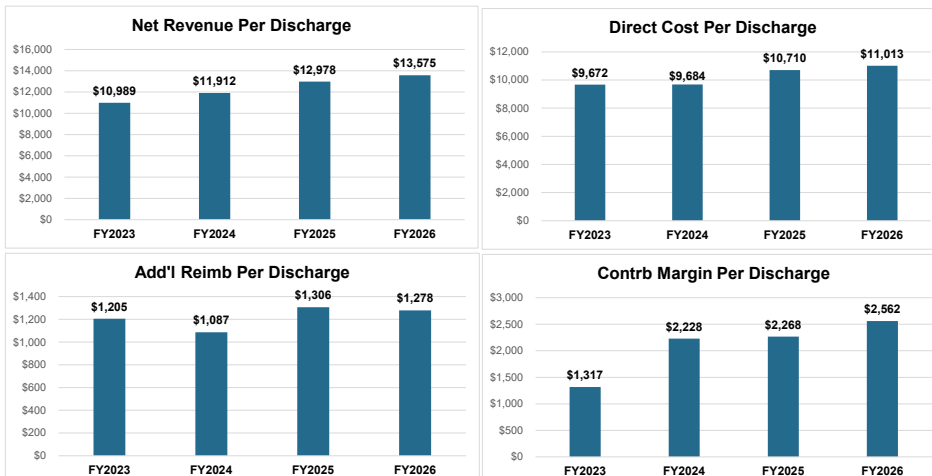
METRICS BY SERVICE LINE - FY 2026 ANNUALIZED THROUGH MARCH

SERVICE LINE	PATIENT DISCHARGES	NET REVENUE	DIRECT COST	CONTRIBUTION MARGIN	NET INCOME
Inpatient Orthopedics	1,053	\$35,117,290	\$25,683,732	\$9,433,559	\$3,428,583
Inpatient General Surgery	852	\$27,314,976	\$18,413,953	\$8,901,024	\$3,473,900
Inpatient Vascular Surgery	363	\$12,003,063	\$8,667,009	\$3,336,054	\$930,784
Inpatient Robotic Surgery	113	\$3,808,896	\$1,992,921	\$1,815,976	\$1,169,549
Outpatient Endoscopy	2,121	\$4,999,350	\$3,453,941	\$1,545,409	\$698,221
Inpatient Trauma MSDRGs	71	\$4,005,694	\$2,593,724	\$1,411,971	\$696,338
Inpatient Thoracic Surgery	40	\$7,822,840	\$6,455,457	\$1,367,383	(\$376,660)
Inpatient Urology	163	\$3,690,165	\$2,915,409	\$774,755	(\$98,904)
Inpatient Surgery in Other SLs	236	\$7,633,102	\$7,000,748	\$632,354	(\$1,155,626)
Inpatient Neurosurgery	41	\$2,513,823	\$1,916,693	\$597,130	\$107,199
Inpatient Gynecology	76	\$1,222,208	\$753,796	\$468,412	\$230,884
Outpatient Robotic Surgery	279	\$2,125,314	\$1,836,633	\$288,681	(\$326,295)
Outpatient Surgery	5,703	\$38,571,257	\$40,680,567	(\$2,109,310)	(\$12,634,100)
Surgical Services Totals	11,111	\$150,827,977	\$122,364,581	\$28,463,396	(\$3,856,127)

METRICS SUMMARY - 4 YEAR TREND

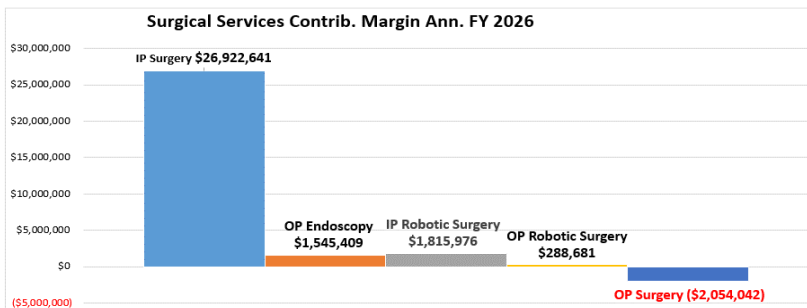
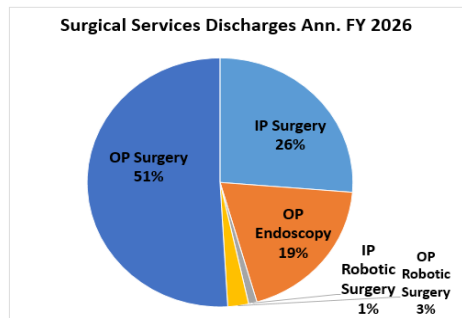
METRIC	FY2023	FY2024	FY2025	FY2026	%CHANGE FROM PRIOR YR	4 YR TREND
Patient Discharges	12,762	12,494	11,415	11,111	-3%	
Net Revenue	\$140,239,771	\$148,831,184	\$148,147,797	\$150,827,977	2%	
Additional Reimb	\$15,382,644	\$13,577,405	\$14,907,980	\$14,203,615	-5%	
Direct Cost	\$123,436,600	\$120,990,018	\$122,256,331	\$122,364,581	0%	
Contribution Margin	\$16,803,171	\$27,841,166	\$25,891,466	\$28,463,396	10%	
Indirect Cost	\$34,512,186	\$31,910,378	\$34,117,779	\$32,319,523	-5%	
Net Income	(\$17,709,015)	(\$4,069,212)	(\$8,226,313)	(\$3,856,127)	53%	
Net Revenue Per Discharge	\$10,989	\$11,912	\$12,978	\$13,575	5%	
Add Reimb Per Discharge	\$1,205	\$1,087	\$1,306	\$1,278	-2%	
Direct Cost Per Discharge	\$9,672	\$9,684	\$10,710	\$11,013	3%	
Contrb Margin Per Discharge	\$1,317	\$2,228	\$2,268	\$2,562	13%	
CM w/o Add Reim Per Discharge	\$111	\$1,142	\$962	\$1,283	33%	

GRAPHS



KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

ADDITIONAL GRAPHS



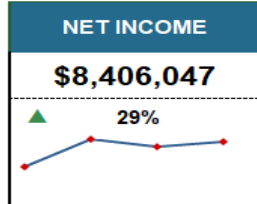
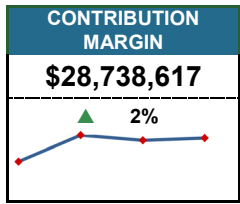
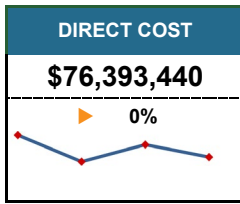
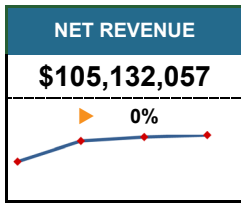
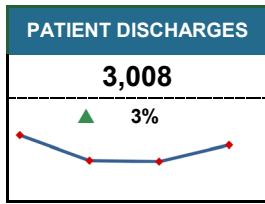
Notes:
 Source: Inpatient and Outpatient Service Line Reports
 Criteria: Inpatient Surgeries, Outpatient Surgeries and Endoscopy
 Criteria: specific selection for each Service Line (noted on the individual Service Line Tabs)

KAWEAH HEALTH ANNUAL BOARD REPORT

Surgical Services - Inpatient Surgery

FY2026

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026



*Note: Arrows represent the change from prior year and the lines represent the 4-year trend

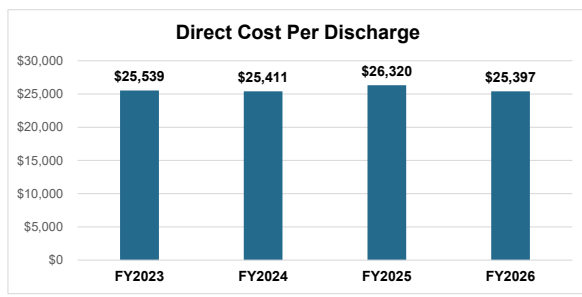
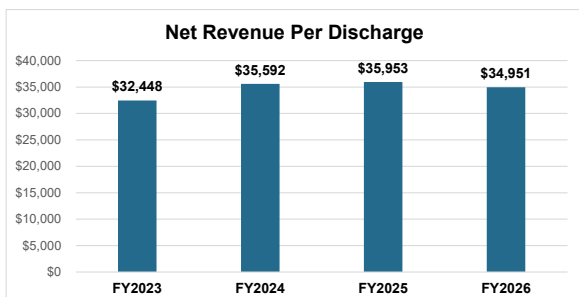
METRICS BY SERVICE LINE - FY 2026 ANNUALIZED THROUGH MARCH

SERVICE LINE	PATIENT DISCHARGES	NET REVENUE	DIRECT COST	CONTRIBUTION MARGIN	NET INCOME
Inpatient Orthopedics	1,053	\$35,117,290	\$25,683,732	\$9,433,559	\$3,428,583
Inpatient General Surgery	852	\$27,314,976	\$18,413,953	\$8,901,024	\$3,473,900
Inpatient Vascular Surgery	363	\$12,003,063	\$8,667,009	\$3,336,054	\$930,784
Inpatient Robotic Surgery	113	\$3,808,896	\$1,992,921	\$1,815,976	\$1,169,549
Inpatient Trauma MSDRGs	71	\$4,005,694	\$2,593,724	\$1,411,971	\$696,338
Inpatient Thoracic Surgery	40	\$7,822,840	\$6,455,457	\$1,367,383	(\$376,660)
Inpatient Urology	163	\$3,690,165	\$2,915,409	\$774,755	(\$98,904)
Inpatient Surgery in Other SLs	236	\$7,633,102	\$7,000,748	\$632,354	(\$1,155,626)
Inpatient Neurosurgery	41	\$2,513,823	\$1,916,693	\$597,130	\$107,199
Inpatient Gynecology	76	\$1,222,208	\$753,796	\$468,412	\$230,884
Inpatient Surgery Summary	3,008	\$105,132,057	\$76,393,440	\$28,738,617	\$8,406,047

*Annualized

METRIC	FY2023	FY2024	FY2025	FY2026	%CHANGE FROM PRIOR YR	4 YR TREND
Patient Discharges	3,063	2,919	2,913	3,008	▲ 3%	
Patient Days	21,840	20,912	19,457	18,925	▼ -3%	
ALOS	7.13	7.16	6.68	6.29	▼ -6%	
GM LOS	6.13	6.00	6.05	5.88	▼ -3%	
Net Revenue	\$99,387,179	\$103,893,992	\$104,730,742	##### ##	▶ 0%	
Additional Reimb	\$15,228,503	\$13,368,181	\$14,564,989	##### ###	▼ -6%	
Direct Cost	\$78,226,605	\$74,175,190	\$76,671,059	##### ###	▶ 0%	
Contribution Margin	\$21,160,574	\$29,718,802	\$28,059,682	##### ###	▲ 2%	
Indirect Cost	\$22,038,406	\$20,168,944	\$21,568,007	##### ###	▼ -6%	
Net Income	(\$877,832)	\$9,549,858	\$6,491,676	##### ####	▲ 29%	
Net Revenue Per Discharge	\$32,448	\$35,592	\$35,953	\$34,951	▼ -3%	
Add Reimb Per Discharge	\$4,972	\$4,580	\$5,000	\$4,551	▼ -9%	
Direct Cost Per Discharge	\$25,539	\$25,411	\$26,320	\$25,397	▼ -4%	
Contrb Margin Per Discharge	\$6,908	\$10,181	\$9,633	\$9,554	▼ -1%	
CM w/o Add Reim Per Discharge	\$1,937	\$5,601	\$4,633	\$5,003	▲ 8%	

GRAPHS

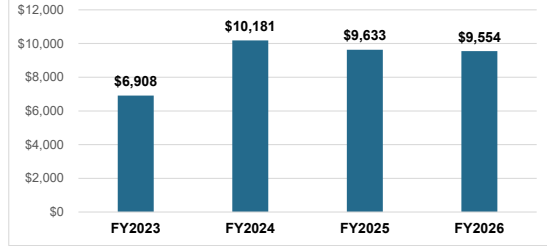
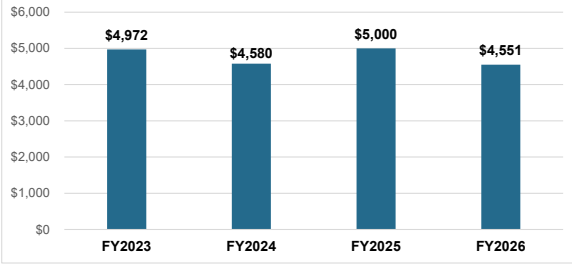


Addl Reimb Per Case

Contrb Margin Per Discharge

Surgical Services - Inpatient Surgery

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

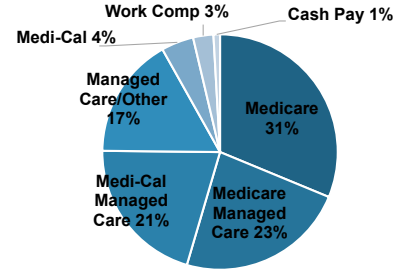


PAYER MIX - 4 YEAR TREND (TOTAL CHARGES)

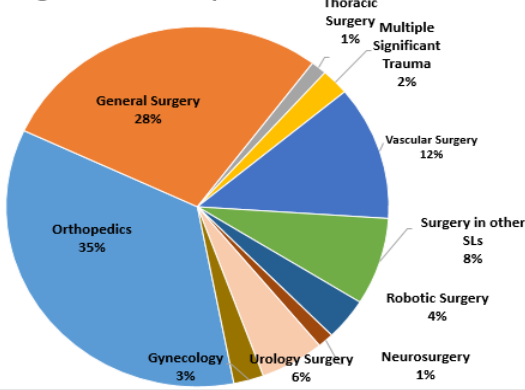
*Annualized

PAYER	FY2023	FY2024	FY2025	FY2026
Medicare	31%	31%	31%	31%
Medicare Managed Care	19%	20%	22%	23%
Medi-Cal Managed Care	25%	22%	23%	21%
Managed Care/Other	17%	18%	15%	17%
Medi-Cal	5%	6%	5%	4%
Work Comp	2%	2%	3%	3%
Cash Pay	0%	1%	1%	1%

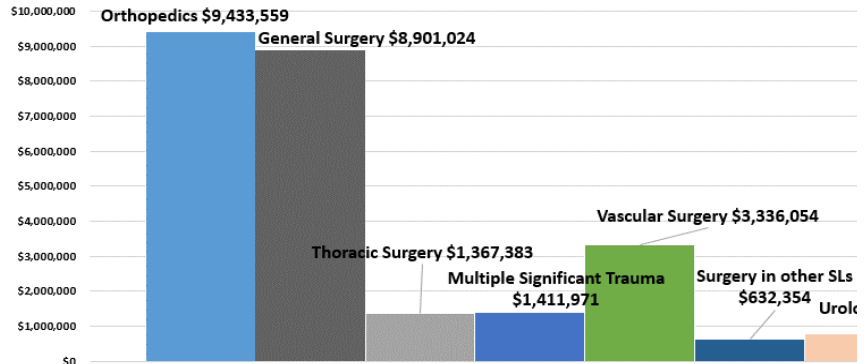
FY 2026 PAYER MIX



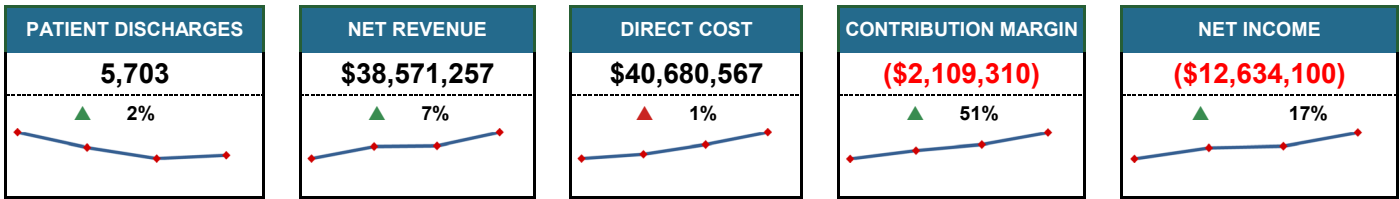
Surgical Services Inpatient Disch. FY 2026



Surgical Services Inpatient Contr. Margin FY 2026



KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

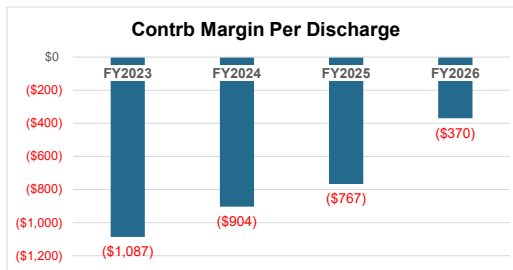
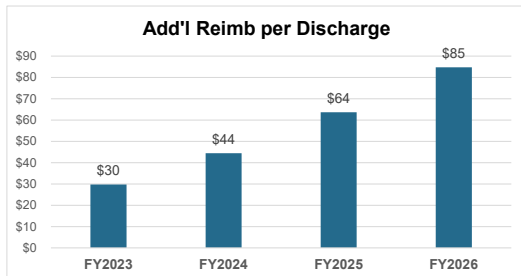
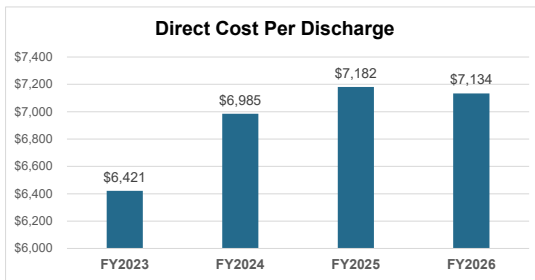
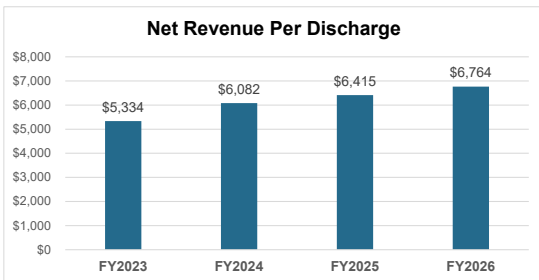


*Note: Arrows represent the change from prior year and the lines represent the 4-year trend

METRICS SUMMARY - 4 YEAR TREND

METRIC	FY2023	FY2024	FY2025	FY2026	%CHANGE FROM PRIOR YR	4 YR TREND
Patient Discharges	6,300	5,901	5,614	5,703	▲ 2%	
Net Revenue	\$33,603,072	\$35,889,332	\$36,012,930	\$38,571,257	▲ 7%	
Additional Reimb	\$151,046	\$204,493	\$327,164	\$483,294	▲ 48%	
Direct Cost	\$40,452,418	\$41,221,330	\$40,317,185	\$40,680,567	▲ 1%	
Contribution Margin	(\$6,849,346)	(\$5,331,998)	(\$4,304,256)	(\$2,109,310)	▲ 51%	
Indirect Cost	\$10,776,979	\$10,186,653	\$10,954,847	\$10,524,790	▼ -4%	
Net Income	(\$17,626,325)	(\$15,518,651)	(\$15,259,103)	(\$12,634,100)	▲ 17%	
Net Revenue Per Discharge	\$5,334	\$6,082	\$6,415	\$6,764	▲ 5%	
Add Reimb Per Discharge	\$30	\$44	\$64	\$85	▲ 33%	
Direct Cost Per Discharge	\$6,421	\$6,985	\$7,182	\$7,134	▼ -1%	
Contrb Margin Per Discharge	(\$1,087)	(\$904)	(\$767)	(\$370)	▲ 52%	
CM w/o Add Reim Per Discharg	(\$1,117)	(\$948)	(\$830)	(\$455)	▲ 45%	

PER CASE TRENDED GRAPHS



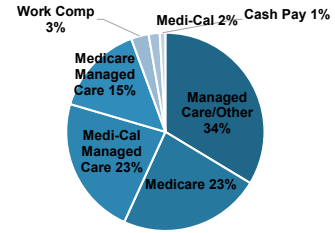
KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

PAYER MIX - 4 YEAR TREND (Patient Volumes)

*Annualized

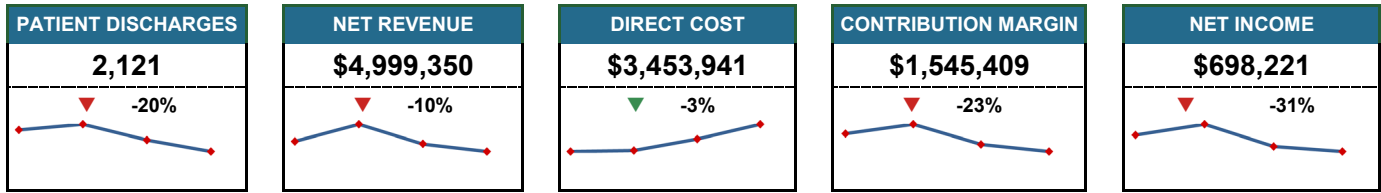
PAYER	FY2023	FY2024	FY2025	FY2026
Managed Care/Other	35%	34%	35%	34%
Medicare	23%	22%	22%	23%
Medi-Cal Managed Care	23%	23%	24%	23%
Medicare Managed Care	14%	16%	14%	15%
Work Comp	2%	2%	3%	3%
Medi-Cal	2%	2%	2%	2%
Cash Pay	1%	1%	1%	1%

FY 2026 PAYER MIX



	2024					2025					2026				
	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer % Mix	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer % Mix	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	
Kaweah Health Outpatient Services															
O/P Surgery															
Mgd. Care/Other	1,986	\$7,121	\$6,396	\$725	33.66%	1,951	\$7,553	\$7,044	\$509	34.75%	1,439	\$7,719	\$6,900	\$819	
MEDICARE	1,322	\$8,117	\$7,506	\$611	22.40%	1,249	\$8,657	\$7,346	\$1,311	22.25%	991	\$9,336	\$7,486	\$1,850	
Medi-Cal Managed Care	1,357	\$1,285	\$6,541	(\$5,256)	23.00%	1,345	\$1,554	\$6,968	(\$5,415)	23.96%	971	\$1,641	\$7,029	(\$5,388)	
Medicare Managed Care	926	\$8,444	\$8,070	\$374	15.69%	790	\$8,575	\$7,334	\$1,241	14.07%	637	\$8,945	\$7,202	\$1,743	
Work Comp	146	\$8,117	\$6,684	\$1,433	2.47%	153	\$8,842	\$7,625	\$1,217	2.73%	123	\$8,882	\$6,721	\$2,161	
MEDI-CAL	129	\$1,842	\$7,752	(\$5,910)	2.19%	88	\$2,150	\$8,271	(\$6,121)	1.57%	77	\$1,980	\$7,849	(\$5,869)	
Cash Pay	35	\$857	\$7,707	(\$6,851)	0.59%	38	\$1,558	\$8,904	(\$7,346)	0.68%	39	\$862	\$8,191	(\$7,329)	
Grand Total	5,901	\$6,082	\$6,985	(\$904)	100.00%	5,614	\$6,415	\$7,182	(\$767)	100.00%	4,277	\$6,764	\$7,134	(\$470)	

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

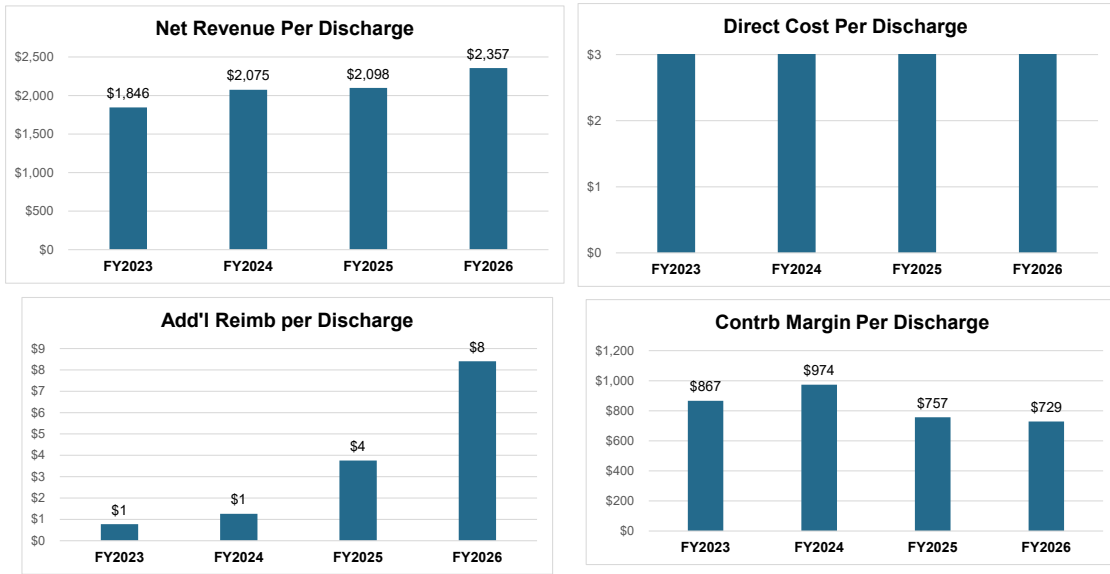


*Note: Arrows represent the change from prior year and the lines represent the 4-year trend

METRICS SUMMARY - 4 YEAR TREND

METRIC	FY2023	FY2024	FY2025	FY2026	%CHANGE FROM PRIOR YR	4 YR TREND
Patient Discharges	3,125	3,393	2,655	2,121	▼ -20%	
Net Revenue	\$5,768,261	\$7,041,574	\$5,570,131	\$4,999,350	▼ -10%	
Additional Reimb	\$1,939	\$2,631	\$9,539	\$18,539	▲ 94%	
Direct Cost	\$3,060,403	\$3,737,195	\$3,561,022	\$3,453,941	▼ -3%	
Contribution Margin	\$2,707,858	\$3,304,379	\$2,009,109	\$1,545,409	▼ -23%	
Indirect Cost	\$1,014,583	\$966,892	\$1,003,677	\$847,187	▼ -16%	
Net Income	\$1,693,275	\$2,337,487	\$1,005,432	\$698,221	▼ -31%	
Net Revenue Per Discharge	\$1,846	\$2,075	\$2,098	\$2,357	▲ 12%	
Add Reimb Per Discharge	\$1	\$1	\$4	\$8	▲ 123%	
Direct Cost Per Discharge	\$979	\$1,101	\$1,341	\$1,628	▲ 21%	
Contrb Margin Per Discharge	\$867	\$974	\$757	\$729	▼ -4%	
CM w/o Add Reim Per Discharge	\$866	\$973	\$753	\$720	▼ -4%	

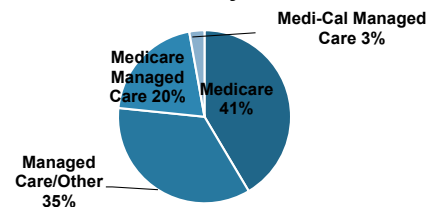
PER CASE TRENDED GRAPHS



PAYER MIX - 4 YEAR TREND (Patient Volumes)

PAYER	FY2023	FY2024	FY2025	FY2026
Medicare	31%	28%	37%	41%
Managed Care/Other	50%	50%	41%	35%
Medicare Managed Care	17%	20%	20%	20%
Medi-Cal Managed Care	2%	1%	2%	3%

FY 2026 Payer Mix



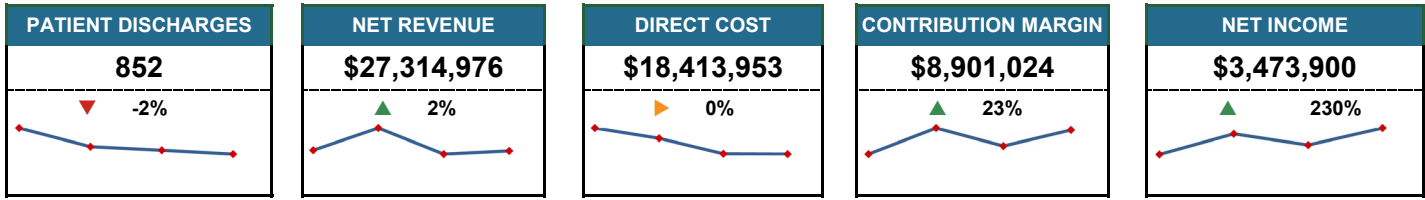
	2024				2025				2026			
	Net Rev	Direct Cost	Contrib Marg	Payer	Net Rev	Direct Cost	Contrib Marg	Payer	Net Rev	Direct Cost	Contrib Marg	Payer

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

	Case	Case	Case		Case	Case	Case		Case	Case	Case		Case	Case	Case
▣ Kaweah Health Outpatient Services															
▣ Endoscopy															
MEDICARE	967	\$1,589	\$1,202	\$387	28.50%	989	\$1,815	\$1,421	\$395	37.25%	658	\$2,173	\$1,710	\$462	41.36%
Mgd. Care/Other	1,707	\$2,559	\$986	\$1,572	50.31%	1,089	\$2,551	\$1,199	\$1,352	41.02%	558	\$2,799	\$1,459	\$1,341	35.07%
Medicare Managed Care	666	\$1,654	\$1,242	\$412	19.63%	520	\$1,864	\$1,472	\$392	19.59%	326	\$2,198	\$1,669	\$529	20.49%
Medi-Cal Managed Care	45	\$349	\$1,070	(\$721)	1.33%	53	\$458	\$1,481	(\$1,023)	2.00%	45	\$827	\$2,218	(\$1,390)	2.83%
MEDI-CAL	1	\$68	\$695	(\$627)	0.03%	3	\$246	\$1,714	(\$1,468)	0.11%	2	\$817	\$2,766	(\$1,948)	0.13%
Cash Pay	6	\$3,107	\$2,341	\$767	0.18%	1	\$2,971	\$1,739	\$1,232	0.04%	2	\$1,200	\$791	\$409	0.13%
Work Comp	1	\$1,508	\$754	\$754	0.03%					0.00%					0.00%
Grand Total	3,393	\$2,075	\$1,101	\$974	100.00%	2,655	\$2,098	\$1,341	\$757	100.00%	1,591	\$2,357	\$1,628	\$729	100.00%

Notes:
 Source: Outpatient Service Line Reports
 Criteria: Outpatient Service Line is Endoscopy

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

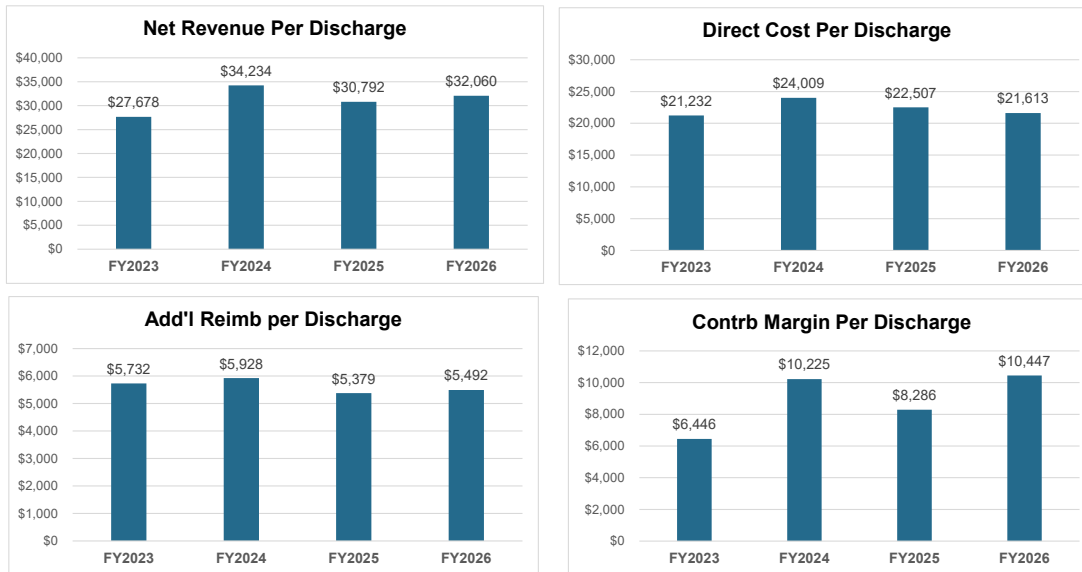


*Note: Arrows represent the change from prior year and the lines represent the 4-year trend

METRICS SUMMARY - 4 YEAR TREND

METRIC	FY2023	FY2024	FY2025	FY2026	%CHANGE FROM PRIOR YR	4 YR TREND
Patient Discharges	991	891	873	852	▼ -2%	
Patient Days	7,261	7,217	6,138	5,385	▼ -12%	
ALOS	7.3	8.1	7.0	6.3	▼ -10%	
GM LOS	5.3	5.3	5.4	5.4	► 0%	
Net Revenue	\$27,428,753	\$30,502,207	\$26,881,820	\$27,314,976	▲ 2%	
Additional Reimb	\$5,680,162	\$5,281,618	\$4,695,497	\$4,679,168	► 0%	
Direct Cost	\$21,040,488	\$21,392,105	\$19,648,520	\$18,413,953	▼ -6%	
Contribution Margin	\$6,388,265	\$9,110,102	\$7,233,300	\$8,901,024	▲ 23%	
Indirect Cost	\$6,692,637	\$6,473,858	\$6,180,039	\$5,427,123	▼ -12%	
Net Income	(\$304,372)	\$2,636,243	\$1,053,261	\$3,473,900	▲ 230%	
Net Revenue Per Discharge	\$27,678	\$34,234	\$30,792	\$32,060	▲ 4%	
Add Reimb Per Discharge	\$5,732	\$5,928	\$5,379	\$5,492	▲ 2%	
Direct Cost Per Discharge	\$21,232	\$24,009	\$22,507	\$21,613	▼ -4%	
Contrb Margin Per Discharge	\$6,446	\$10,225	\$8,286	\$10,447	▲ 26%	
CM w/o Add Reim Per Discharge	\$715	\$4,297	\$2,907	\$4,955	▲ 70%	

PER CASE TRENDED GRAPHS

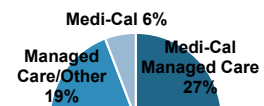


PAYER MIX - 4 YEAR TREND (TOTAL CHARGES)

*Annualized

PAYER	FY2023	FY2024	FY2025	FY2026
Medi-Cal Managed Care	29%	27%	29%	27%
Medicare	24%	25%	28%	24%
Medicare Managed Care	14%	18%	18%	23%

FY 2026 PAYER MIX



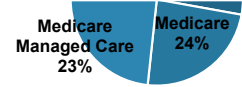
KAWEAH HEALTH ANNUAL BOARD REPORT

Surgical Services - *General Surgery*

FY2026

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

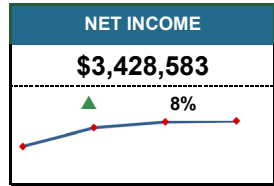
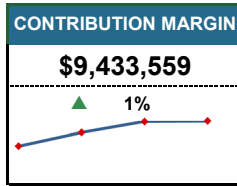
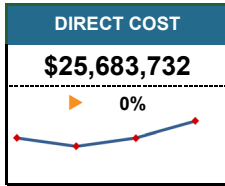
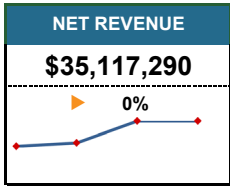
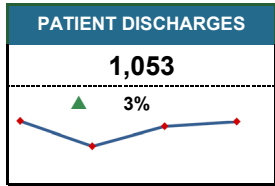
Managed Care/Other	23%	20%	18%	19%
Medi-Cal	9%	9%	5%	6%



	2024					2025					2026				
	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %
Kaweah Health Medical Center															
GENERAL SURGERY															
Medi-Cal Managed Care	258	\$36,378	\$22,360	\$14,018	27.41%	264	\$40,887	\$21,972	\$18,916	28.79%	191	\$40,214	\$20,201	\$20,013	27.36%
MEDICARE	210	\$29,163	\$24,567	\$4,597	25.00%	212	\$28,371	\$26,255	\$2,116	28.18%	150	\$29,688	\$22,160	\$7,528	23.66%
Medicare Managed Care	140	\$30,457	\$26,109	\$4,348	17.04%	151	\$26,198	\$22,912	\$3,286	17.95%	132	\$28,308	\$24,263	\$4,045	23.09%
Mgd. Care/Other	214	\$30,979	\$18,898	\$12,081	19.87%	181	\$27,939	\$19,075	\$8,864	17.88%	133	\$28,586	\$19,104	\$9,482	18.91%
MEDI-CAL	55	\$68,855	\$45,223	\$23,633	9.54%	41	\$24,034	\$22,959	\$1,075	5.09%	22	\$34,394	\$32,701	\$1,693	5.75%
Cash Pay	8	\$850	\$12,354	(\$11,504)	0.48%	23	\$1,532	\$16,752	(\$15,220)	1.95%	9	\$1,189	\$15,061	(\$13,872)	1.03%
Work Comp	6	\$50,833	\$29,770	\$21,063	0.66%	1	\$39,261	\$43,026	(\$3,764)	0.17%	2	\$23,064	\$14,758	\$8,306	0.20%
Grand Total	891	\$34,234	\$24,009	\$10,225	100.00%	873	\$30,792	\$22,507	\$8,286	100.00%	639	\$32,060	\$21,613	\$10,447	100.00%

Notes:
 Source: Inpatient Service Line Report
 Selection Criteria: Inpatient Service Line is General Surgery, Surgery Flag= 1 and DaVinci Flag =0

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

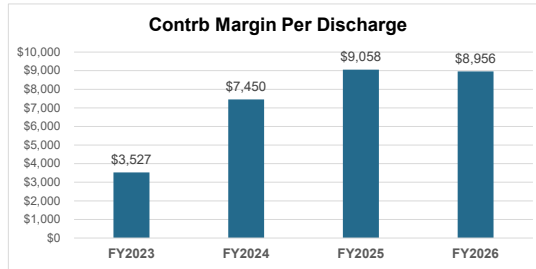
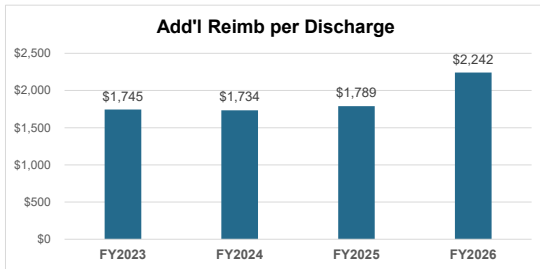
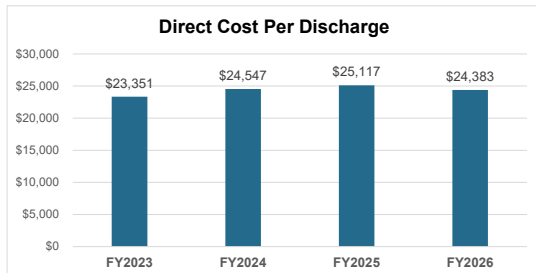
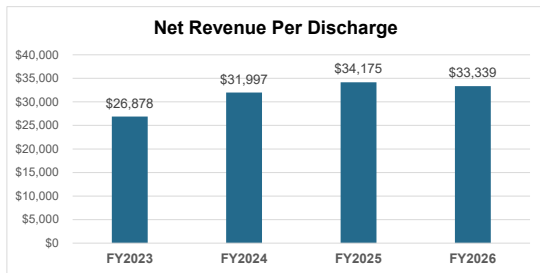


*Note: Arrows represent the change from prior year and the lines represent the 4-year trend

METRICS SUMMARY - 4 YEAR TREND

METRIC	FY2023	FY2024	FY2025	FY2026	%CHANGE FROM PRIOR YR	4 YR TREND
Patient Discharges	1,058	916	1,027	1,053	▲ 3%	
Patient Days	5,327	4,645	4,988	5,180	▲ 4%	
ALOS	5.0	5.1	4.9	4.9	▲ 1%	
GM LOS	3.5	3.8	3.8	3.9	▲ 2%	
Net Revenue	\$28,437,107	\$29,309,344	\$35,097,365	\$35,117,290	▶ 0%	
Additional Reimb	\$1,845,794	\$1,588,066	\$1,837,766	\$2,361,357	▲ 28%	
Direct Cost	\$24,705,245	\$22,484,829	\$25,794,847	\$25,683,732	▶ 0%	
Contribution Margin	\$3,731,863	\$6,824,515	\$9,302,518	\$9,433,559	▲ 1%	
Indirect Cost	\$5,737,761	\$4,859,477	\$6,120,442	\$6,004,976	▼ -2%	
Net Income	(\$2,005,899)	\$1,965,039	\$3,182,075	\$3,428,583	▲ 8%	
Net Revenue Per Discharge	\$26,878	\$31,997	\$34,175	\$33,339	▼ -2%	
Add Reimb Per Discharge	\$1,745	\$1,734	\$1,789	\$2,242	▲ 25%	
Direct Cost Per Discharge	\$23,351	\$24,547	\$25,117	\$24,383	▼ -3%	
Contrb Margin Per Discharge	\$3,527	\$7,450	\$9,058	\$8,956	▼ -1%	
CM w/o Add Reim Per Discharge	\$1,783	\$5,717	\$7,269	\$6,714	▼ -8%	

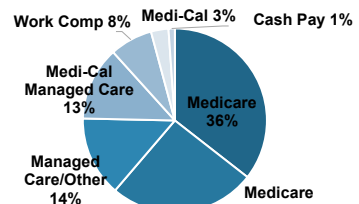
PER CASE TRENDED GRAPHS



PAYER MIX - 4 YEAR TREND (TOTAL CHARGES)

PAYER	FY2023	FY2024	FY2025	FY2026
Medicare	35%	38%	35%	36%
Medicare Managed Care	25%	23%	29%	26%
Managed Care/Other	16%	18%	15%	14%
Medi-Cal Managed Care	16%	13%	11%	13%
Work Comp	4%	4%	6%	8%
Medi-Cal	3%	3%	3%	3%

FY 2026 Payer Mix



KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

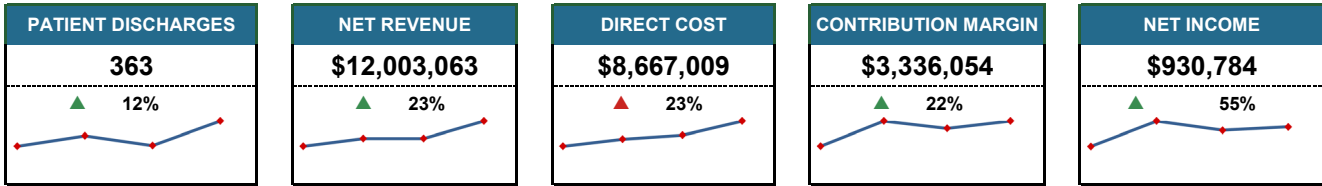
Cash Pay	1%	1%	1%	1%	26%
----------	----	----	----	----	-----

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

	2024					2025					2026				
	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %
☐ Kaweah Health Medical Center															
☐ ORTHOPEDICS															
MEDICARE	361	\$29,958	\$23,559	\$6,400	38.23%	376	\$32,460	\$24,178	\$8,282	35.41%	295	\$30,078	\$23,829	\$6,249	35.55%
Medicare Managed Care	201	\$26,801	\$25,199	\$1,602	22.56%	284	\$29,459	\$26,776	\$2,682	29.03%	195	\$29,071	\$25,692	\$3,379	25.71%
Mgd. Care/Other	155	\$37,989	\$27,439	\$10,550	18.22%	139	\$43,537	\$26,892	\$16,645	14.59%	109	\$38,505	\$23,876	\$14,628	14.09%
Medi-Cal Managed Care	131	\$34,504	\$21,921	\$12,582	12.96%	129	\$39,728	\$22,094	\$17,634	11.17%	104	\$43,805	\$24,016	\$19,789	12.96%
Work Comp	35	\$48,088	\$30,130	\$17,958	4.39%	49	\$49,686	\$30,673	\$19,013	5.95%	50	\$49,181	\$27,084	\$22,097	7.51%
MEDI-CAL	26	\$38,186	\$22,482	\$15,705	2.86%	43	\$21,058	\$20,004	\$1,053	3.29%	27	\$20,586	\$21,188	(\$602)	3.07%
Cash Pay	7	\$3,322	\$21,634	(\$18,312)	0.78%	7	\$1,374	\$21,151	(\$19,777)	0.56%	10	\$2,846	\$19,691	(\$16,845)	1.11%
Grand Total	916	\$31,997	\$24,547	\$7,450	100.00%	1,027	\$34,175	\$25,117	\$9,058	100.00%	790	\$33,339	\$24,383	\$8,956	100.00%

Notes:
 Source: Inpatient Service Line Report
 Selection Criteria: Inpatient Service Line is Orthopedics, Surgery Flag= 1 and DaVinci Flag =0

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

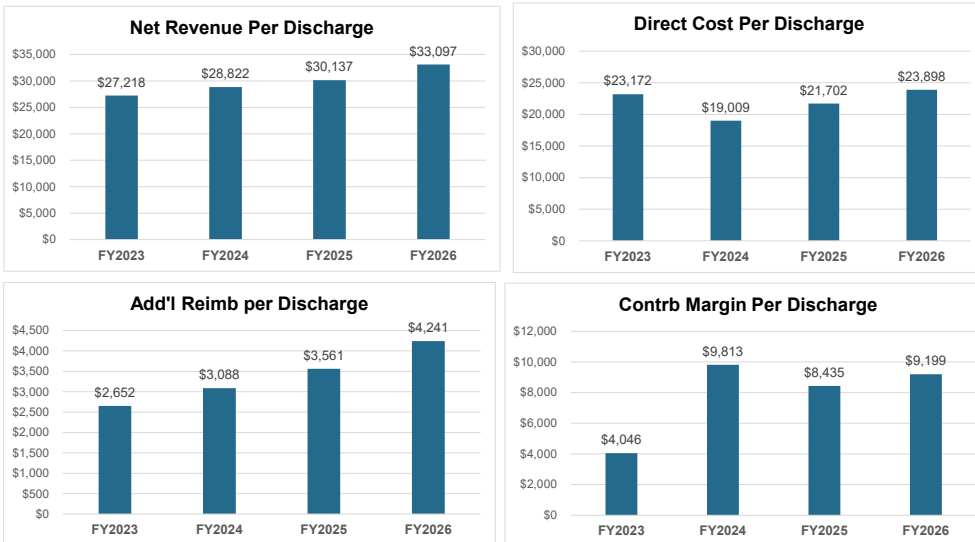


*Note: Arrows represent the change from prior year and the lines represent the 4-year trend

METRICS SUMMARY - 4 YEAR TREND

METRIC	FY2023	FY2024	FY2025	FY2026	%CHANGE FROM PRIOR YR	4 YR TREND
Patient Discharges	324	340	325	363	▲ 12%	
Patient Days	2,750	2,335	2,276	2,572	▲ 13%	
ALOS	8.49	6.87	7.00	7.09	▲ 1%	
GM LOS	5.35	4.86	5.10	5.17	▲ 1%	
Net Revenue	\$8,818,696	\$9,799,382	\$9,794,612	#####	▲ 23%	
Additional Reimb	\$859,395	\$1,049,782	\$1,157,370	\$1,537,929	▲ 33%	
Direct Cost	\$7,507,726	\$6,462,981	\$7,053,075	\$8,667,009	▲ 23%	
Contribution Margin	\$1,310,970	\$3,336,401	\$2,741,536	\$3,336,054	▲ 22%	
Indirect Cost	\$2,242,241	\$1,841,855	\$2,139,663	\$2,405,270	▲ 12%	
Net Income	(\$931,271)	\$1,494,546	\$601,873	\$930,784	▲ 55%	
Net Revenue Per Discharge	\$27,218	\$28,822	\$30,137	\$33,097	▲ 10%	
Add Reimb Per Discharge	\$2,652	\$3,088	\$3,561	\$4,241	▲ 19%	
Direct Cost Per Discharge	\$23,172	\$19,009	\$21,702	\$23,898	▲ 10%	
Contrb Margin Per Discharge	\$4,046	\$9,813	\$8,435	\$9,199	▲ 9%	
CM w/o Add Reim Per Discharge	\$1,394	\$6,725	\$4,874	\$4,958	▲ 2%	

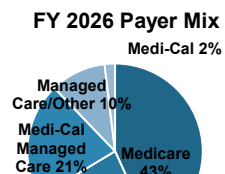
PER CASE TRENDED GRAPHS



PAYER MIX - 4 YEAR TREND (TOTAL CHARGES)

*Annualized

PAYER	FY2023	FY2024	FY2025	FY2026
Medicare	45%	36%	39%	43%
Medicare Managed Care	22%	28%	30%	23%
Medi-Cal Managed Care	19%	23%	20%	21%
Managed Care/Other	11%	10%	9%	10%



KAWEAH HEALTH ANNUAL BOARD REPORT
Surgical Services - *Inpatient Vascular Surgery*

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

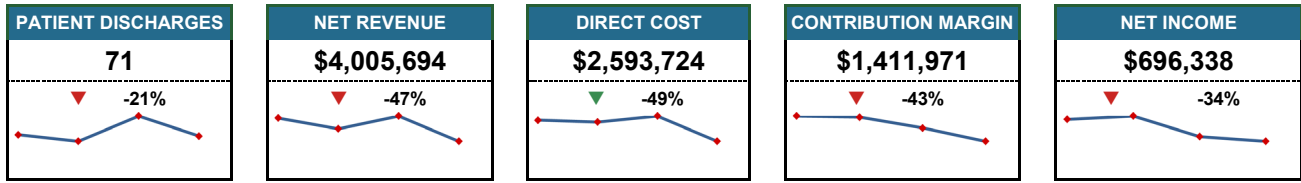
Medi-Cal	3%	3%	2%	2%
----------	----	----	----	----



	2024					2025					2026				
	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %
= Kaweah Health Medical Center															
= VASCULAR SURGERY															
MEDICARE	126	\$25,447	\$18,018	\$7,429	36.06%	126	\$27,323	\$21,338	\$5,985	38.76%	112	\$28,931	\$24,806	\$4,125	43.15%
Medicare Managed Care	95	\$24,174	\$19,001	\$5,173	28.27%	96	\$23,777	\$21,693	\$2,084	30.02%	68	\$25,808	\$21,991	\$3,817	23.17%
Medi-Cal Managed Care	75	\$38,010	\$20,550	\$17,461	22.91%	59	\$47,671	\$24,424	\$23,247	19.57%	54	\$50,210	\$25,910	\$24,300	21.43%
Mgd. Care/Other	35	\$30,162	\$18,617	\$11,545	9.97%	35	\$29,500	\$18,055	\$11,446	9.04%	31	\$37,876	\$22,314	\$15,562	10.24%
MEDI-CAL	9	\$43,339	\$21,645	\$21,694	2.79%	7	\$26,346	\$24,902	\$1,444	2.22%	6	\$20,145	\$21,405	(\$1,259)	1.91%
Cash Pay					0.00%					0.00%	1	\$683	\$7,299	(\$6,617)	0.09%
Work Comp					0.00%	2	\$19,925	\$17,332	\$2,593	0.39%					0.00%
Grand Total	340	\$28,822	\$19,009	\$9,813	100.00%	325	\$30,137	\$21,702	\$8,435	100.00%	272	\$33,097	\$23,898	\$9,199	100.00%

Notes:
 Source: Inpatient Service Line Report
 Selection Criteria: Inpatient Service Line is Vascular Surgery, Surgery Flag= 1 and DaVinci Flag =0

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

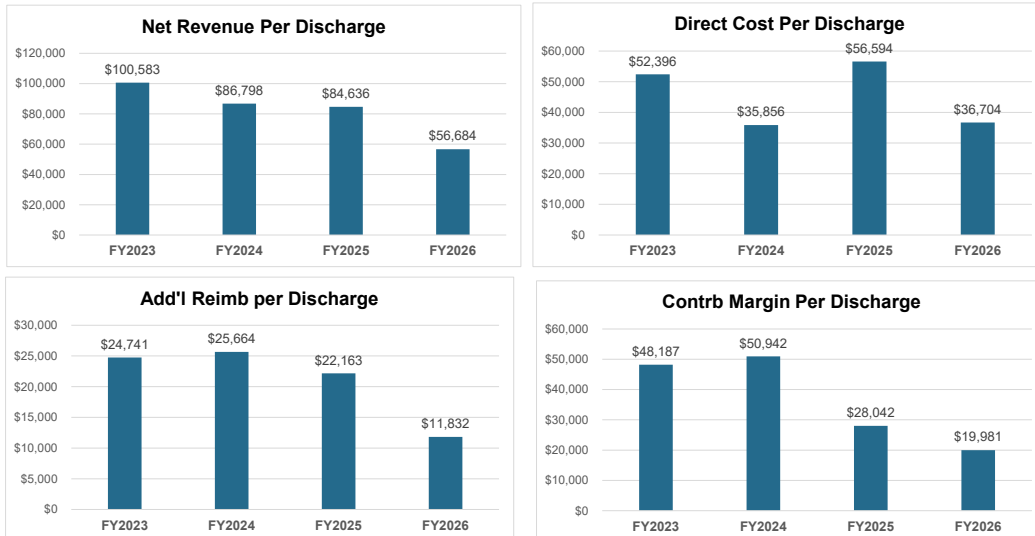


*Note: Arrows represent the change from prior year and the lines represent the 4-year trend

METRICS SUMMARY - 4 YEAR TREND

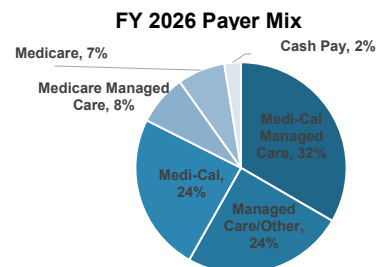
METRIC	FY2023	FY2024	FY2025	FY2026	%CHANGE FROM PRIOR YR	4 YR TREND
Patient Discharges	72	66	89	71	▼ -21%	
Patient Days	772	621	1,346	583	▼ -57%	
ALOS	10.72	9.41	15.12	8.25	▼ -45%	
GM LOS	7.60	7.40	7.50	7.23	▼ -4%	
Net Revenue	\$7,241,972	\$5,728,672	\$7,532,597	\$4,005,694	▼ -47%	
Additional Reimb	\$1,781,327	\$1,693,820	\$1,972,502	\$836,146	▼ -58%	
Direct Cost	\$3,772,492	\$2,366,494	\$5,036,893	\$2,593,724	▼ -49%	
Contribution Margin	\$3,469,480	\$3,362,178	\$2,495,704	\$1,411,971	▼ -43%	
Indirect Cost	\$1,066,781	\$696,812	\$1,438,304	\$715,632	▼ -50%	
Net Income	\$2,402,699	\$2,665,365	\$1,057,400	\$696,338	▼ -34%	
Net Revenue Per Discharge	\$100,583	\$86,798	\$84,636	\$56,684	▼ -33%	
Add Reimb Per Discharge	\$24,741	\$25,664	\$22,163	\$11,832	▼ -47%	
Direct Cost Per Discharge	\$52,396	\$35,856	\$56,594	\$36,704	▼ -35%	
Contrb Margin Per Discharge	\$48,187	\$50,942	\$28,042	\$19,981	▼ -29%	
CM w/o Add Reim Per Discharg	\$23,447	\$25,278	\$5,879	\$8,148	▲ 39%	

PER CASE TRENDED GRAPHS



PAYER MIX - 4 YEAR TREND (TOTAL CHARGES)

PAYER	FY2023	FY2024	FY2025	FY2026
Medi-Cal Managed Care	45%	45%	48%	32%
Managed Care/Other	27%	21%	22%	24%
Medi-Cal	13%	17%	19%	24%
Medicare Managed Care	2%	3%	4%	8%
Medicare	8%	8%	6%	7%
Cash Pay	3%	1%	0%	2%



KAWEAH HEALTH ANNUAL BOARD REPORT
Surgical Services - Multiple Significant Trauma Service Line*

FY2026

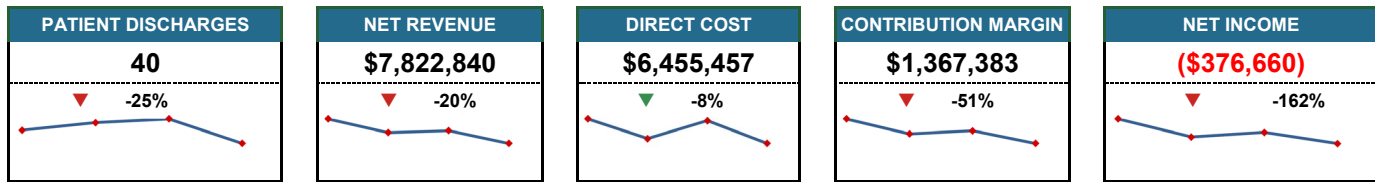
KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

	2024					2025					2026				
	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mi
TRAUMA															
= Kaweah Health Medical Center															
Medi-Cal Managed Care	25	\$84,569	\$41,935	\$42,634	44.55%	35	\$116,877	\$67,006	\$49,871	48.42%	15	\$76,294	\$40,774	\$35,520	32.40%
Mgd. Care/Other	13	\$94,115	\$39,091	\$55,024	21.49%	26	\$76,121	\$41,492	\$34,629	22.45%	12	\$62,057	\$37,622	\$24,436	24.06%
MEDI-CAL	11	\$142,047	\$36,191	\$105,856	16.63%	14	\$63,781	\$81,320	(\$17,539)	19.13%	11	\$48,156	\$46,535	\$1,621	23.55%
Medicare Managed Care	4	\$33,064	\$16,567	\$16,497	3.05%	5	\$43,539	\$33,502	\$10,038	3.69%	5	\$38,223	\$26,222	\$12,001	7.51%
MEDICARE	9	\$40,828	\$23,061	\$17,767	7.83%	8	\$43,721	\$35,897	\$7,824	5.91%	7	\$40,512	\$21,649	\$18,864	7.09%
Work Comp	3	\$108,241	\$35,790	\$72,451	5.17%					0.00%	1	\$105,970	\$47,123	\$58,848	2.93%
Cash Pay	1	\$4,002	\$30,636	(\$26,634)	1.26%	1	\$2,363	\$19,728	(\$17,366)	0.41%	2	\$2,393	\$20,281	(\$17,888)	2.46%
Grand Total	66	\$86,798	\$35,856	\$50,942	100.00%	89	\$84,636	\$56,594	\$28,042	100.00%	53	\$56,684	\$36,704	\$19,981	100.00%

Notes:
 Source: Inpatient Service Line Report
 Selection Criteria: Inpatient Service Line is Trauma, Surgery Flag= 1 and DaVinci Flag =0
 *The Trauma Service Line is not the same thing as Trauma Activations. The Trauma Service Line is based upon MSDRGs.

Surgical Services - Inpatient Thoracic Surgery

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

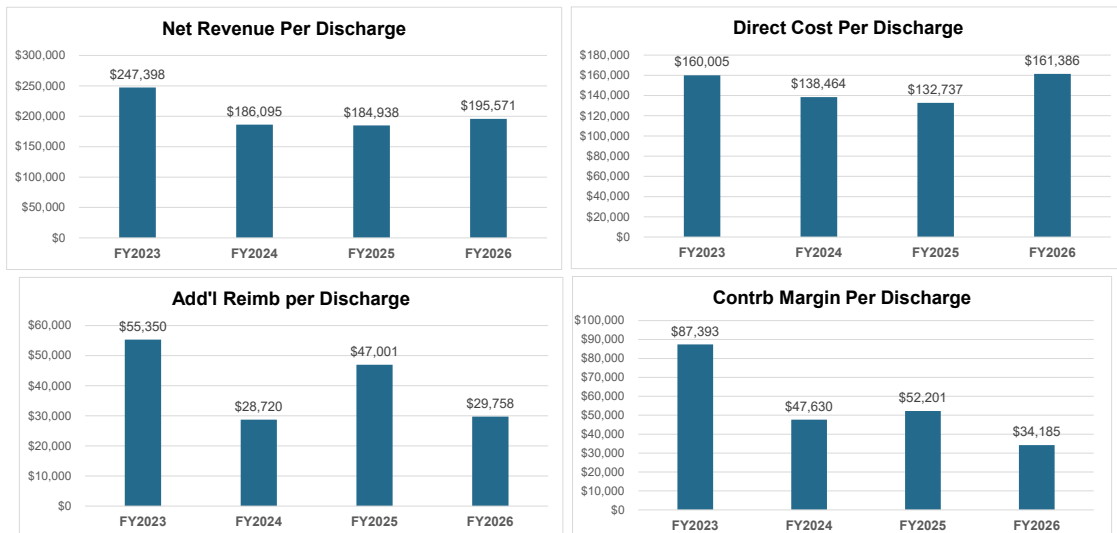


*Note: Arrows represent the change from prior year and the lines represent the 4-year trend

METRICS SUMMARY - 4 YEAR TREND

METRIC	FY2023	FY2024	FY2025	FY2026	%CHANGE FROM PRIOR YR	4 YR TREND
Patient Discharges	47	51	53	40	▼ -25%	
Patient Days	1,880	2,058	1,715	1,537	▼ -10%	
ALOS	40.0	40.4	32.4	38.4	▲ 19%	
GM LOS	20.5	20.0	19.7	18.3	▼ -7%	
Net Revenue	\$11,627,711	\$9,490,831	\$9,801,702	\$7,822,840	▼ -20%	
Additional Reimb	\$2,601,431	\$1,464,697	\$2,491,046	\$1,190,319	▼ -52%	
Direct Cost	\$7,520,254	\$7,061,677	\$7,035,065	\$6,455,457	▼ -8%	
Contribution Margin	\$4,107,457	\$2,429,154	\$2,766,637	\$1,367,383	▼ -51%	
Indirect Cost	\$2,289,942	\$2,216,591	\$2,160,955	\$1,744,042	▼ -19%	
Net Income	\$1,817,515	\$212,563	\$605,682	(\$376,660)	▼ -162%	
Net Revenue Per Discharge	\$247,398	\$186,095	\$184,938	\$195,571	▲ 6%	
Add Reimb Per Discharge	\$55,350	\$28,720	\$47,001	\$29,758	▼ -37%	
Direct Cost Per Discharge	\$160,005	\$138,464	\$132,737	\$161,386	▲ 22%	
Contrb Margin Per Discharge	\$87,393	\$47,630	\$52,201	\$34,185	▼ -35%	
CM w/o Add Reim Per Discharge	\$32,043	\$18,911	\$5,200	\$4,427	▼ -15%	

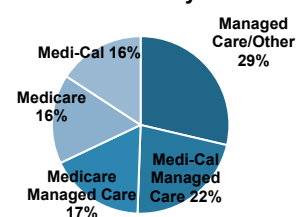
PER CASE TRENDED GRAPHS



PAYER MIX - 4 YEAR TREND (TOTAL CHARGES)

PAYER	FY2023	FY2024	FY2025	FY2026
Managed Care/Other	12%	20%	9%	29%
Medi-Cal Managed Care	45%	27%	46%	22%
Medicare Managed Care	19%	7%	1%	17%
Medicare	21%	35%	20%	16%
Medi-Cal	2%	6%	18%	16%

FY 2026 Payer Mix



KAWEAH HEALTH ANNUAL BOARD REPORT

FY2026

Surgical Services - Inpatient Thoracic Surgery

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

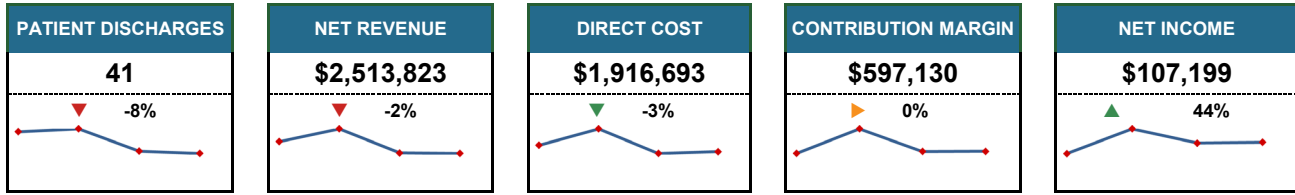
	2024					2025					2026				
	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %
Kaweah Health Medical Center															
THORACIC SURGERY															
Mgd. Care/Other	12	\$192,775	\$118,359	\$74,416	20.23%	5	\$155,995	\$139,647	\$16,348	9.08%	9	\$207,121	\$143,624	\$63,497	28.66%
Medi-Cal Managed Care	15	\$223,011	\$127,565	\$95,445	26.95%	20	\$260,013	\$157,870	\$102,143	45.58%	7	\$238,462	\$155,097	\$83,365	21.90%
Medicare Managed Care	6	\$69,806	\$89,069	(\$19,263)	7.34%	3	\$32,456	\$28,733	\$3,722	1.29%	5	\$162,048	\$161,029	\$1,019	17.39%
MEDICARE	14	\$160,500	\$174,600	(\$14,100)	35.04%	16	\$121,958	\$86,294	\$35,664	19.84%	6	\$151,414	\$127,054	\$24,360	16.28%
MEDI-CAL	2	\$347,447	\$198,119	\$149,328	5.61%	7	\$163,071	\$191,670	(\$28,599)	18.40%	3	\$205,025	\$298,610	(\$93,584)	15.77%
Work Comp	1	\$271,319	\$129,348	\$141,971	1.64%	2	\$315,639	\$185,415	\$130,224	5.80%					0.00%
Cash Pay	1	\$200,312	\$223,482	(\$23,170)	3.19%					0.00%					0.00%
Grand Total	51	\$186,095	\$138,464	\$47,630	100.00%	53	\$184,938	\$132,737	\$52,201	100.00%	30	\$195,571	\$161,386	\$34,185	100.00%

Notes:

Source: Inpatient Service Line Report

Selection Criteria: Inpatient Service Line is Thoracic Surgery, Surgery Flag= 1 and DaVinci Flag =0

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

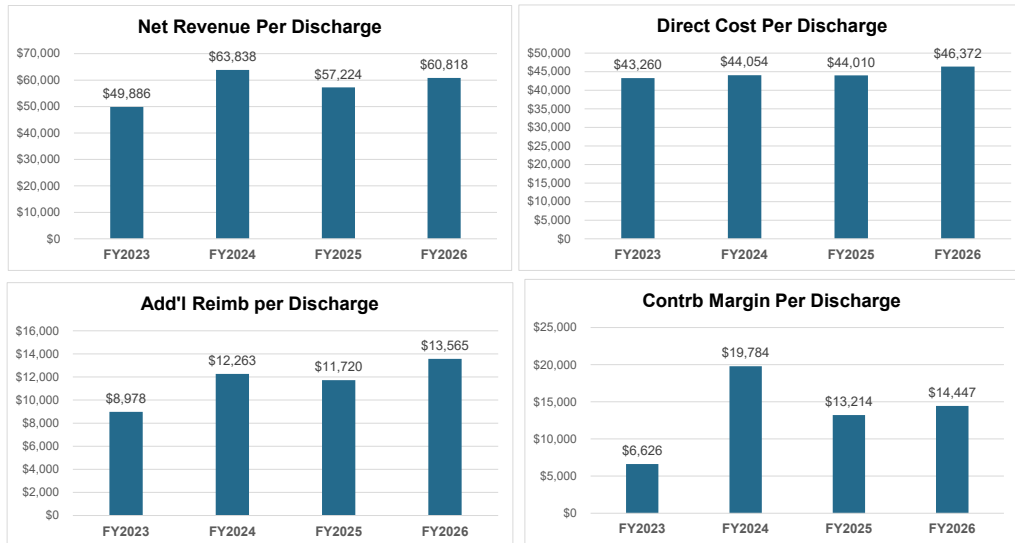


*Note: Arrows represent the change from prior year and the lines represent the 4-year trend

METRICS SUMMARY - 4 YEAR TREND

METRIC	FY2023	FY2024	FY2025	FY2026	% CHANGE FROM PRIOR YR	4 YR TREND
Patient Discharges	76	81	45	41	▼ -8%	
Patient Days	731	1,015	445	472	▲ 6%	
ALOS	9.62	12.53	9.89	11.42	▲ 15%	
GM LOS	5.96	5.67	6.37	4.95	▼ -22%	
Net Revenue	\$3,791,370	\$5,170,852	\$2,575,093	\$2,513,823	▼ -2%	
Additional Reimb	\$682,364	\$993,276	\$527,387	\$560,693	▲ 6%	
Direct Cost	\$3,287,771	\$3,568,372	\$1,980,453	\$1,916,693	▼ -3%	
Contribution Margin	\$503,599	\$1,602,479	\$594,639	\$597,130	▶ 0%	
Indirect Cost	\$858,171	\$943,863	\$520,201	\$489,931	▼ -6%	
Net Income	(\$354,571)	\$658,616	\$74,439	\$107,199	▲ 44%	
Net Revenue Per Discharge	\$49,886	\$63,838	\$57,224	\$60,818	▲ 6%	
Add Reimb Per Discharge	\$8,978	\$12,263	\$11,720	\$13,565	▲ 16%	
Direct Cost Per Discharge	\$43,260	\$44,054	\$44,010	\$46,372	▲ 5%	
Contrb Margin Per Discharge	\$6,626	\$19,784	\$13,214	\$14,447	▲ 9%	
CM w/o Add Reim Per Discharg	(\$2,352)	\$7,521	\$1,494	\$882	▼ -41%	

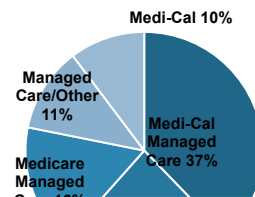
PER CASE TRENDED GRAPHS



PAYER MIX - 4 YEAR TREND (TOTAL CHARGES)

PAYER	FY2023	FY2024	FY2025	FY2026
Medi-Cal Managed Care	23%	30%	40%	37%
Medicare	31%	21%	24%	23%
Medicare Managed Care	19%	16%	16%	16%
Managed Care/Other	17%	19%	10%	11%
Medi-Cal	9%	11%	10%	10%

FY 2026 Payer Mix



KAWEAH HEALTH ANNUAL BOARD REPORT
Surgical Services - Inpatient Neurosurgery

FY2026

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

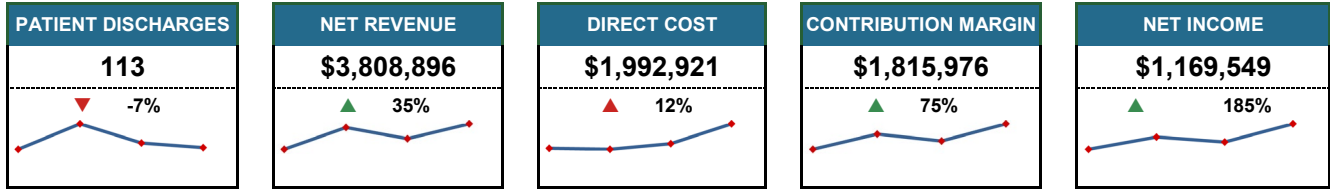
Work Comp	0%	0%	0%	2%
-----------	----	----	----	----



	2024					2025					2026				
	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %
= Kaweah Health Medical Center															
NEUROSURGERY															
Medi-Cal Managed Care	25	\$65,975	\$43,105	\$22,870	30.31%	16	\$73,411	\$50,297	\$23,114	40.00%	11	\$79,862	\$45,494	\$34,369	37.02%
MEDICARE	16	\$47,179	\$44,981	\$2,198	21.37%	12	\$42,904	\$40,822	\$2,082	24.11%	8	\$43,581	\$42,144	\$1,437	23.33%
Medicare Managed Care	17	\$36,657	\$31,385	\$5,272	16.21%	8	\$47,064	\$40,053	\$7,011	16.09%	6	\$43,965	\$49,597	(\$5,633)	16.24%
Mgd. Care/Other	16	\$86,538	\$41,419	\$45,119	18.96%	4	\$86,454	\$44,173	\$42,281	9.53%	3	\$58,465	\$46,193	\$12,273	11.36%
MEDI-CAL	5	\$148,137	\$102,416	\$45,721	11.36%	5	\$32,668	\$37,745	(\$5,077)	10.27%	2	\$87,390	\$62,104	\$25,286	10.07%
Work Comp	1	\$18,072	\$14,403	\$3,669	0.33%					0.00%	1	\$44,272	\$39,567	\$4,705	1.98%
Cash Pay	1	\$87	\$48,325	(\$48,239)	1.46%					0.00%					0.00%
Grand Total	81	\$63,838	\$44,054	\$19,784	100.00%	45	\$57,224	\$44,010	\$13,214	100.00%	31	\$60,818	\$46,372	\$14,447	100.00%

Notes:
 Source: Inpatient Service Line Report
 Selection Criteria: Inpatient Service Line is Neurosurgery, Surgery Flag= 1 and DaVinci Flag =0

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

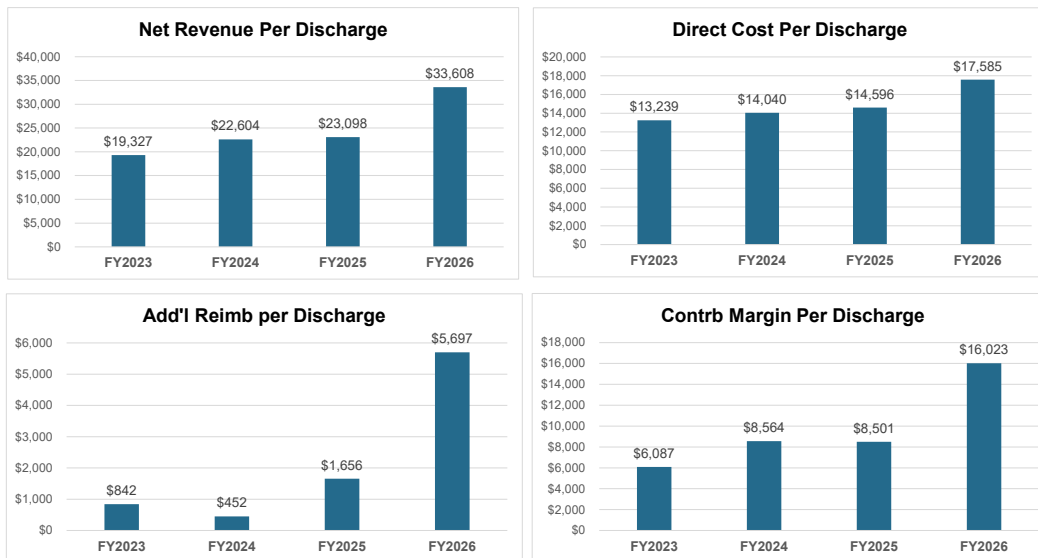


*Note: Arrows represent the change from prior year and the lines represent the 4-year trend

METRICS SUMMARY - 4 YEAR TREND

METRIC	FY2023	FY2024	FY2025	FY2026	%CHANGE FROM PRIOR YR	4 YR TREND
Patient Discharges	110	158	122	113	▼ -7%	
Patient Days	359	571	477	576	▲ 21%	
ALOS	3.26	3.61	3.91	5.08	▲ 30%	
GM LOS	3.53	3.81	4.01	4.80	▲ 20%	
Net Revenue	\$2,125,958	\$3,571,472	\$2,817,897	##### #	▲ 35%	
Additional Reimb	\$92,675	\$71,490	\$201,993	\$645,693	▲ 220%	
Direct Cost	\$1,456,340	\$2,218,333	\$1,780,764	##### #	▲ 12%	
Contribution Margin	\$669,619	\$1,353,139	\$1,037,132	##### #	▲ 75%	
Indirect Cost	\$558,286	\$726,997	\$627,090	\$646,426	▲ 3%	
Net Income	\$111,332	\$626,142	\$410,042	##### #	▲ 185%	
Net Revenue Per Discharge	\$19,327	\$22,604	\$23,098	\$33,608	▲ 46%	
Add Reimb Per Discharge	\$842	\$452	\$1,656	\$5,697	▲ 244%	
Direct Cost Per Discharge	\$13,239	\$14,040	\$14,596	\$17,585	▲ 20%	
Contrb Margin Per Discharge	\$6,087	\$8,564	\$8,501	\$16,023	▲ 88%	
CM w/o Add Reim Per Discharg	\$5,245	\$8,112	\$6,845	\$10,326	▲ 51%	

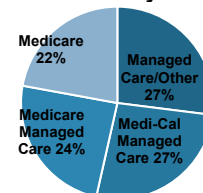
PER CASE TRENDED GRAPHS



PAYER MIX - 4 YEAR TREND (Patient Volumes)

PAYER	FY2023	FY2024	FY2025	FY2026
Managed Care/Other	34%	32%	35%	27%
Medi-Cal Managed Care	5%	7%	15%	27%
Medicare Managed Care	13%	33%	18%	24%
Medicare	46%	28%	33%	22%

FY 2026 Payer Mix



KAWEAH HEALTH ANNUAL BOARD REPORT

Surgical Services - Inpatient Robotic Surgery

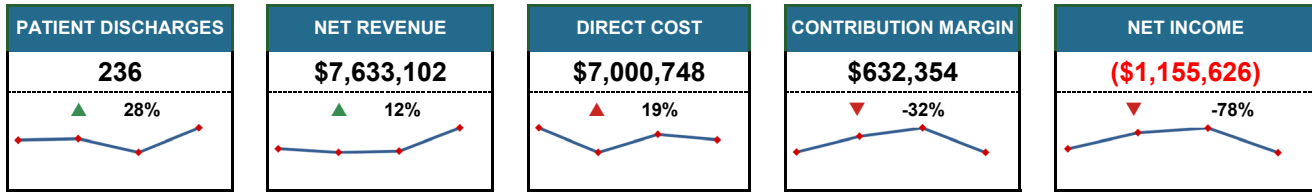
FY2026

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

	2024					2025					2026				
	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %
= Kaweah Health Medical Center															
Mgd. Care/Other	52	\$20,086	\$13,094	\$6,992	31.80%	45	\$19,635	\$13,132	\$6,503	34.74%	28	\$20,522	\$12,713	\$7,808	26.99%
Medi-Cal Managed Care	11	\$33,092	\$12,871	\$20,221	6.81%	15	\$37,467	\$19,281	\$18,185	14.86%	19	\$59,207	\$23,209	\$35,997	26.54%
Medicare Managed Care	45	\$26,343	\$16,977	\$9,366	33.12%	22	\$22,584	\$14,020	\$8,564	17.59%	16	\$34,154	\$24,662	\$9,492	24.35%
MEDICARE	50	\$19,551	\$12,637	\$6,914	28.27%	40	\$21,887	\$14,804	\$7,083	32.81%	22	\$27,758	\$13,779	\$13,978	22.12%
Grand Total	158	\$22,604	\$14,040	\$8,564	100.00%	122	\$23,098	\$14,596	\$8,501	100.00%	85	\$33,608	\$17,585	\$16,023	100.00%

Notes:
 Source: Inpatient Service Line Report
 Selection Criteria: Inpatient Medical Center with Da Vinci Flag =1

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

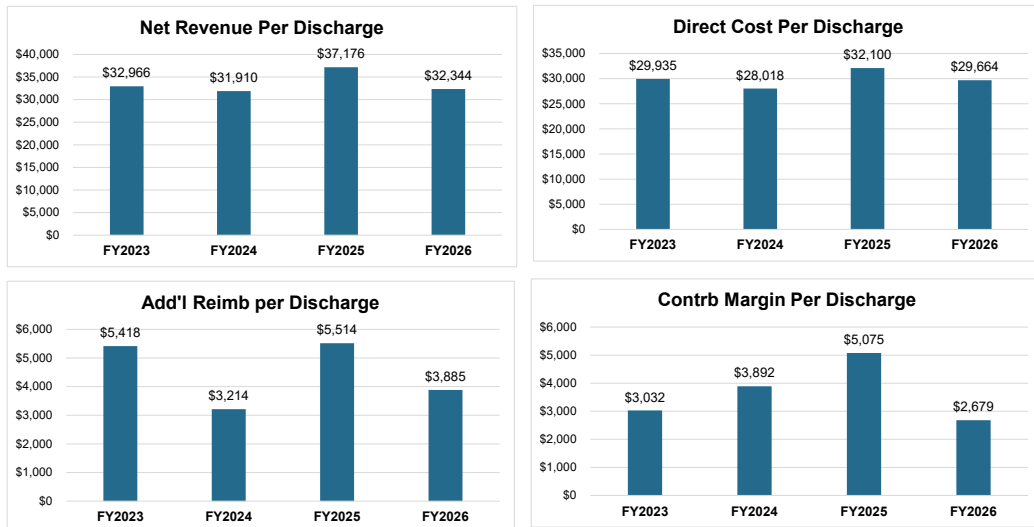


*Note: Arrows represent the change from prior year and the lines represent the 4-year trend

METRICS SUMMARY - 4 YEAR TREND

METRIC	FY2023	FY2024	FY2025	FY2026	%CHANGE FROM PRIOR YR	4 YR TREND
Patient Discharges	210	213	184	236	▲ 28%	
Patient Days	1,866	1,597	1,405	1,567	▲ 12%	
ALOS	8.89	7.50	7.64	6.64	▲ -13%	
GM LOS	3.84	3.66	3.57	3.52	▼ -1%	
Net Revenue	\$6,922,929	\$6,796,731	\$6,840,344	\$7,633,102	▲ 12%	
Additional Reimb	\$1,137,870	\$684,593	\$1,014,542	\$916,752	▼ -10%	
Direct Cost	\$6,286,278	\$5,967,728	\$5,906,456	\$7,000,748	▲ 19%	
Contribution Margin	\$636,651	\$829,003	\$933,887	\$632,354	▼ -32%	
Indirect Cost	\$1,711,904	\$1,574,716	\$1,582,199	\$1,787,980	▲ 13%	
Net Income	(\$1,075,253)	(\$745,713)	(\$648,311)	(\$1,155,626)	▼ -78%	
Net Revenue Per Discharge	\$32,966	\$31,910	\$37,176	\$32,344	▼ -13%	
Add Reimb Per Discharge	\$5,418	\$3,214	\$5,514	\$3,885	▼ -30%	
Direct Cost Per Discharge	\$29,935	\$28,018	\$32,100	\$29,664	▼ -8%	
Contrb Margin Per Discharge	\$3,032	\$3,892	\$5,075	\$2,679	▼ -47%	
CM w/o Add Reim Per Discharg	(\$2,387)	\$678	(\$438)	(\$1,205)	▼ -175%	

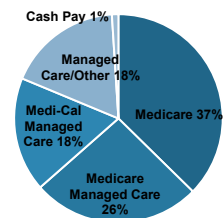
PER CASE TRENDED GRAPHS



PAYER MIX - 4 YEAR TREND (TOTAL CHARGES)

PAYER	FY2023	FY2024	FY2025	FY2026
Medicare	37%	30%	26%	37%
Medicare Managed Care	16%	29%	26%	26%
Medi-Cal Managed Care	24%	20%	24%	18%
Managed Care/Other	18%	17%	21%	18%
Cash Pay	0%	0%	0%	1%

FY 2026 Payer Mix



KAWEAH HEALTH ANNUAL BOARD REPORT
Surgical Services - Inpatient Surgery in other SLs

FY2026

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mi
= Kaweah Health Medical Center															
MEDICARE	53	\$31,830	\$30,915	\$915	29.75%	39	\$30,042	\$36,591	(\$6,550)	25.76%	50	\$27,110	\$38,016	(\$10,906)	37.22%
Medicare Managed Care	41	\$48,507	\$44,718	\$3,790	29.26%	36	\$47,417	\$43,690	\$3,727	26.34%	28	\$53,591	\$47,637	\$5,954	26.07%
Medi-Cal Managed Care	68	\$24,441	\$18,392	\$6,049	20.25%	56	\$41,566	\$27,210	\$14,355	24.41%	49	\$31,962	\$19,727	\$12,235	17.70%
Mgd. Care/Other	40	\$28,314	\$24,768	\$3,546	16.84%	45	\$32,460	\$27,248	\$5,213	20.78%	42	\$30,109	\$23,084	\$7,025	17.67%
Cash Pay	1	\$0	\$8,591	(\$8,591)	0.13%					0.00%	6	\$3,610	\$9,470	(\$5,861)	1.00%
MEDI-CAL	10	\$32,638	\$24,583	\$8,054	3.76%	7	\$15,178	\$17,550	(\$2,372)	2.03%	2	\$8,214	\$11,485	(\$3,271)	0.35%
Work Comp					0.00%	1	\$67,062	\$33,758	\$33,304	0.68%					0.00%
Grand Total	213	\$31,910	\$28,018	\$3,892	100.00%	184	\$37,176	\$32,100	\$5,075	100.00%	177	\$32,344	\$29,664	\$2,679	100.00%

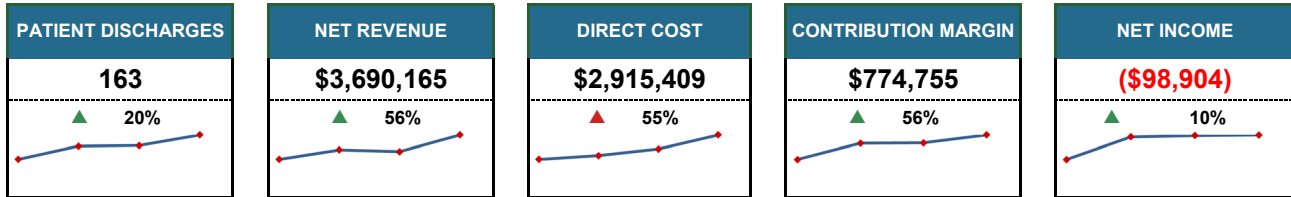
Notes:

Source: Inpatient Service Line Report

Selection Criteria: Inpatient Service Lines excluding General Surgery, Gynecology, Neurosurgery, Orthopedics, Thoracic Surgery, Trauma, Urology and Vascular Surgery.

Additional criteria: with Surgery Flag =1 and Da Vinci flag =0

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

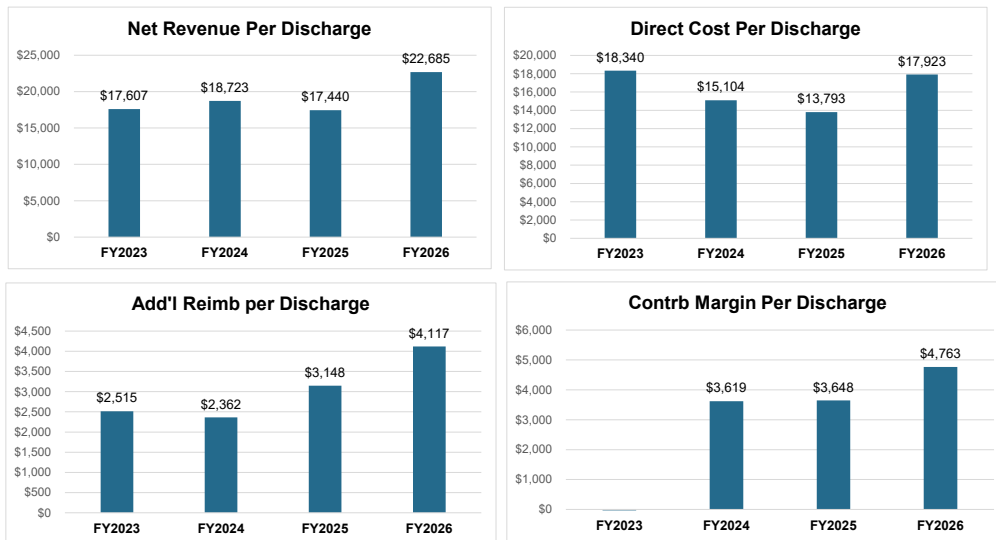


*Note: Arrows represent the change from prior year and the lines represent the 4-year trend

METRICS SUMMARY - 4 YEAR TREND

METRIC	FY2023	FY2024	FY2025	FY2026	%CHANGE FROM PRIOR YR	4 YR TREND
Patient Discharges	101	134	136	163	▲ 20%	
Patient Days	687	719	543	872	▲ 61%	
ALOS	6.80	5.37	3.99	5.36	▲ 34%	
GM LOS	3.51	3.38	3.21	3.48	▲ 8%	
Net Revenue	\$1,778,329	\$2,508,842	\$2,371,906	\$3,690,165	▲ 56%	
Additional Reimb	\$254,014	\$316,470	\$428,062	\$669,780	▲ 56%	
Direct Cost	\$1,852,307	\$2,023,928	\$1,875,821	\$2,915,409	▲ 55%	
Contribution Margin	(\$73,978)	\$484,914	\$496,085	\$774,755	▲ 56%	
Indirect Cost	\$603,241	\$625,338	\$605,750	\$873,659	▲ 44%	
Net Income	(\$677,219)	(\$140,424)	(\$109,665)	(\$98,904)	▲ 10%	
Net Revenue Per Discharge	\$17,607	\$18,723	\$17,440	\$22,685	▲ 30%	
Add Reimb Per Discharge	\$2,515	\$2,362	\$3,148	\$4,117	▲ 31%	
Direct Cost Per Discharge	\$18,340	\$15,104	\$13,793	\$17,923	▲ 30%	
Contrb Margin Per Discharge	(\$732)	\$3,619	\$3,648	\$4,763	▲ 31%	
CM w/o Add Reim Per Discharg	(\$3,247)	\$1,257	\$500	\$645	▲ 29%	

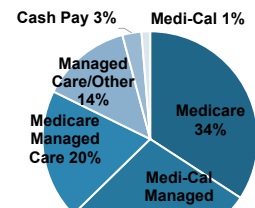
PER CASE TRENDED GRAPHS



PAYER MIX - 4 YEAR TREND (TOTAL CHARGES)

PAYER	FY2023	FY2024	FY2025	FY2026
Medicare	41%	26%	31%	34%
Medi-Cal Managed Care	18%	32%	32%	29%
Medicare Managed Care	14%	11%	14%	20%
Managed Care/Other	18%	25%	18%	14%
Cash Pay	1%	1%	1%	3%

FY 2026 Payer Mix



KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

Medi-Cal	8%	5%	4%	1%
----------	----	----	----	----



KAWEAH HEALTH ANNUAL BOARD REPORT

Surgical Services - Inpatient Urology Surgery

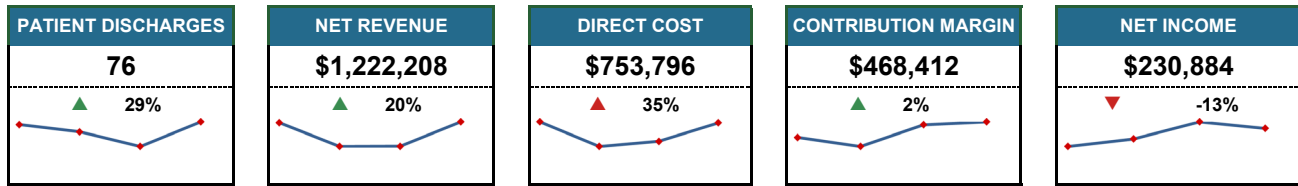
FY2026

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

	2024					2025					2026				
	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %
= Kaweah Health Medical Center															
= UROLOGY															
MEDICARE	34	\$18,030	\$16,911	\$1,118	27.68%	35	\$15,846	\$16,798	(\$952)	31.26%	37	\$20,453	\$20,474	(\$21)	35.23%
Medi-Cal Managed Care	46	\$16,997	\$14,812	\$2,185	33.27%	46	\$21,592	\$13,168	\$8,424	32.82%	35	\$31,970	\$17,827	\$14,143	29.38%
Medicare Managed Care	16	\$17,359	\$14,696	\$2,663	11.77%	22	\$13,168	\$10,921	\$2,247	12.92%	22	\$22,570	\$20,492	\$2,078	20.17%
Mgd. Care/Other	30	\$23,504	\$13,845	\$9,659	20.99%	26	\$18,567	\$14,067	\$4,500	18.72%	21	\$17,260	\$11,711	\$5,550	10.92%
Cash Pay	3	\$666	\$9,778	(\$9,112)	1.46%	1	\$1,220	\$8,677	(\$7,457)	0.59%	4	\$2,278	\$19,877	(\$17,599)	2.95%
MEDI-CAL	5	\$25,821	\$17,555	\$8,266	4.83%	6	\$8,398	\$11,242	(\$2,844)	3.68%	3	\$7,927	\$9,604	(\$1,678)	1.34%
Grand Total	134	\$18,723	\$15,104	\$3,619	100.00%	136	\$17,440	\$13,793	\$3,648	100.00%	122	\$22,685	\$17,923	\$4,763	100.00%

Notes:
 Source: Inpatient Service Line Report
 Selection Criteria: Inpatient Service Line is Urology, Surgery Flag= 1 and DaVinci Flag =0

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

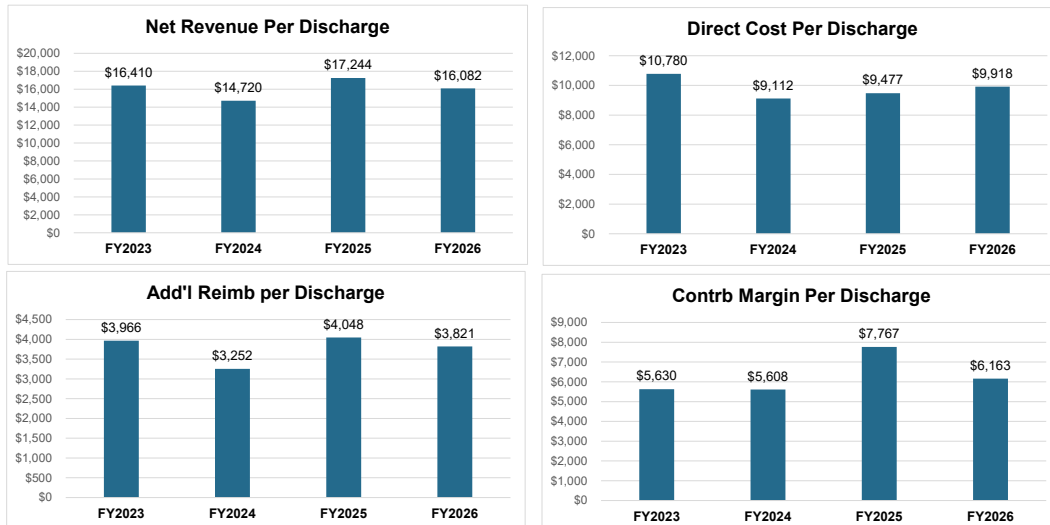


*Note: Arrows represent the change from prior year and the lines represent the 4-year trend

METRICS SUMMARY - 4 YEAR TREND

METRIC	FY2023	FY2024	FY2025	FY2026	%CHANGE FROM PRIOR YR	4 YR TREND
Patient Discharges	74	69	59	76	▲ 29%	
Patient Days	207	134	124	181	▲ 46%	
ALOS	2.80	1.94	2.10	2.39	▲ 14%	
GM LOS	2.25	2.14	1.95	2.12	▲ 9%	
Net Revenue	\$1,214,353	\$1,015,660	\$1,017,407	\$1,222,208	▲ 20%	
Additional Reimb	\$293,471	\$224,371	\$238,822	\$290,429	▲ 22%	
Direct Cost	\$797,705	\$628,742	\$559,164	\$753,796	▲ 35%	
Contribution Margin	\$416,648	\$386,918	\$458,243	\$468,412	▲ 2%	
Indirect Cost	\$277,441	\$209,437	\$193,364	\$237,528	▲ 23%	
Net Income	\$139,207	\$177,481	\$264,879	\$230,884	▼ -13%	
Net Revenue Per Discharge	\$16,410	\$14,720	\$17,244	\$16,082	▼ -7%	
Add Reimb Per Discharge	\$3,966	\$3,252	\$4,048	\$3,821	▼ -6%	
Direct Cost Per Discharge	\$10,780	\$9,112	\$9,477	\$9,918	▲ 5%	
Contrb Margin Per Discharge	\$5,630	\$5,608	\$7,767	\$6,163	▼ -21%	
CM w/o Add Reim Per Discharge	\$1,665	\$2,356	\$3,719	\$2,342	▼ -37%	

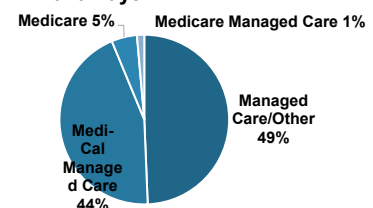
PER CASE TRENDED GRAPHS



PAYER MIX - 4 YEAR TREND (TOTAL CHARGES)

PAYER	FY2023	FY2024	FY2025	FY2026
Managed Care/Other	24%	40%	47%	49%
Medi-Cal Managed Care	45%	52%	48%	44%
Medicare	8%	1%	0%	5%
Medicare Managed Care	13%	4%	1%	1%

FY 2026 Payer Mix

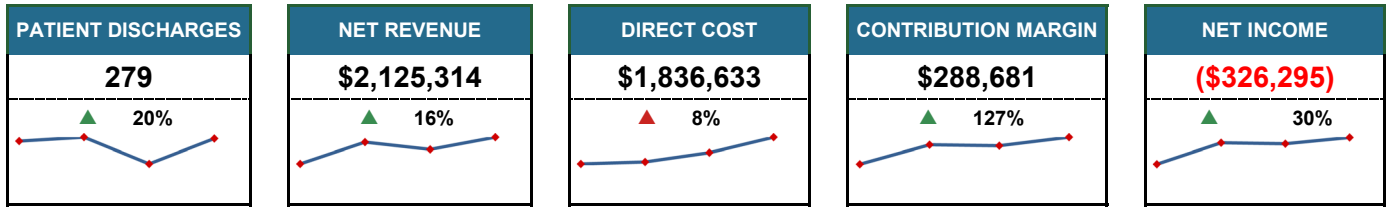


KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

	2024					2025					2026				
	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %
= Kaweah Health Medical Center															
GYNECOLOGY															
Mgd. Care/Other	27	\$12,111	\$9,233	\$2,878	39.78%	31	\$13,580	\$8,574	\$5,006	46.68%	29	\$13,115	\$9,557	\$3,559	49.36%
Medi-Cal Managed Care	36	\$17,307	\$9,112	\$8,195	52.05%	25	\$22,195	\$10,438	\$11,757	47.73%	25	\$19,675	\$10,030	\$9,645	44.39%
MEDICARE	1	\$16,519	\$9,559	\$6,961	1.28%					0.00%	2	\$17,059	\$13,901	\$3,158	4.86%
Medicare Managed Care	2	\$15,491	\$10,559	\$4,932	4.06%	1	\$12,510	\$9,046	\$3,464	1.38%	1	\$10,314	\$9,641	\$674	1.39%
MEDI-CAL	1	\$18,123	\$7,502	\$10,621	0.79%	2	\$14,523	\$11,689	\$2,834	4.20%					0.00%
Cash Pay	2	\$0	\$6,617	(\$6,617)	2.03%					0.00%					0.00%
Grand Total	69	\$14,720	\$9,112	\$5,608	100.00%	59	\$17,244	\$9,477	\$7,767	100.00%	57	\$16,082	\$9,918	\$6,163	100.00%

Notes:
 Source: Inpatient Service Line Report
 Selection Criteria: Inpatient Service Line is Gynecology, Surgery Flag= 1 and DaVinci Flag =0

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

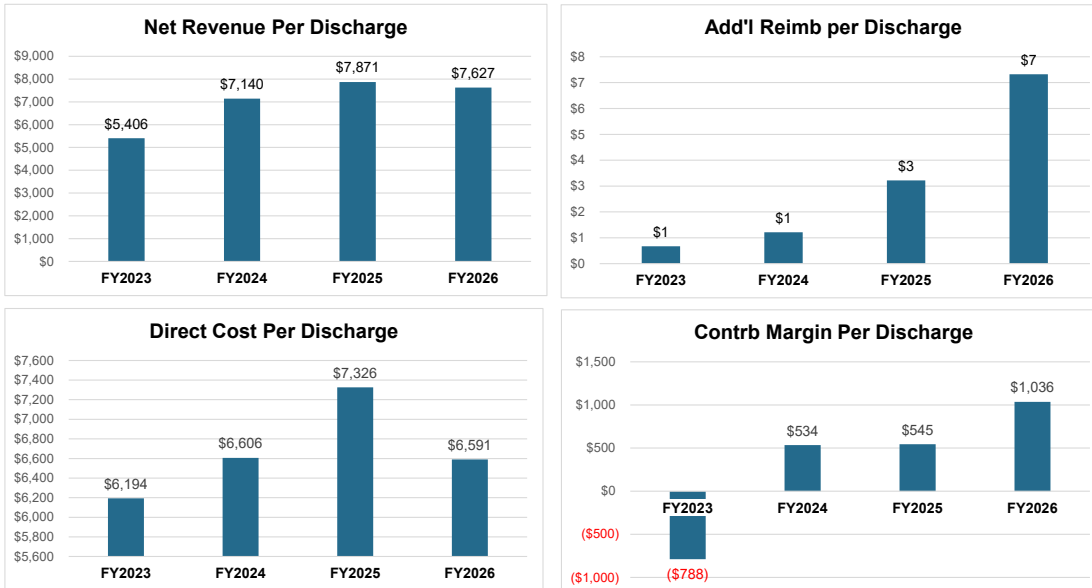


*Note: Arrows represent the change from prior year and the lines represent the 4-year trend

METRICS SUMMARY - 4 YEAR TREND

METRIC	FY2023	FY2024	FY2025	FY2026	%CHANGE FROM PRIOR YR	4 YR TREND
Patient Discharges	274	281	233	279	▲ 20%	
Net Revenue	\$1,481,258	\$2,006,285	\$1,833,994	\$2,125,314	▲ 16%	
Additional Reimb	\$1,155	\$2,100	\$6,288	\$13,516	▲ 115%	
Direct Cost	\$1,697,174	\$1,856,303	\$1,707,064	\$1,836,633	▲ 8%	
Contribution Margin	(\$215,916)	\$149,982	\$126,930	\$288,681	▲ 127%	
Indirect Cost	\$682,218	\$587,889	\$591,248	\$614,976	▲ 4%	
Net Income	(\$898,133)	(\$437,907)	(\$464,318)	(\$326,295)	▲ 30%	
Net Revenue Per Discharge	\$5,406	\$7,140	\$7,871	\$7,627	▼ -3%	
Add Reimb Per Discharge	\$1	\$1	\$3	\$7	▲ 127%	
Direct Cost Per Discharge	\$6,194	\$6,606	\$7,326	\$6,591	▼ -10%	
Contrb Margin Per Discharge	(\$788)	\$534	\$545	\$1,036	▲ 90%	
CM w/o Add Reim Per Discharge	(\$789)	\$533	\$542	\$1,029	▲ 90%	

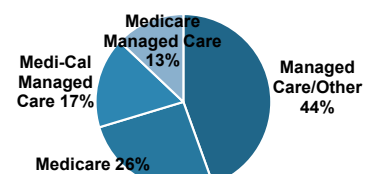
PER CASE TRENDED GRAPHS



PAYER MIX - 4 YEAR TREND (Patient Volumes)

PAYER	FY2023	FY2024	FY2025	FY2026
Managed Care/Other	49%	51%	36%	44%
Medicare	22%	21%	28%	26%
Medi-Cal Managed Care	21%	13%	15%	17%
Medicare Managed Care	8%	15%	20%	13%

FY 2026 Payer Mix



KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026

	2024					2025					2026				
	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %	Volume	Net Rev Per Case	Direct Cost Per Case	Contrib Marg Per Case	Payer Mix %
= Kaweah Health Outpatient Services															
da Vinci															
Mgd. Care/Other	146	\$6,988	\$6,315	\$673	51.05%	85	\$6,983	\$7,033	(\$51)	36.02%	95	\$7,029	\$6,430	\$599	44.60%
MEDICARE	59	\$9,412	\$7,090	\$2,322	20.63%	65	\$11,177	\$7,775	\$3,401	27.54%	56	\$10,808	\$6,836	\$3,972	26.29%
Medi-Cal Managed Care	39	\$1,048	\$6,375	(\$5,327)	13.64%	37	\$1,204	\$6,884	(\$5,680)	15.68%	35	\$1,648	\$6,238	(\$4,589)	16.43%
Medicare Managed Care	42	\$9,608	\$7,112	\$2,496	14.69%	47	\$10,084	\$7,312	\$2,771	19.92%	27	\$10,768	\$6,932	\$3,835	12.68%
Cash Pay					0.00%	1	\$30	\$6,366	(\$6,336)	0.42%					0.00%
MEDI-CAL					0.00%	1	\$1,286	\$5,987	(\$4,701)	0.42%					0.00%
Grand Total	286	\$7,063	\$6,600	\$463	100.00%	236	\$7,796	\$7,263	\$533	100.00%	213	\$7,612	\$6,569	\$1,043	100.00%

Notes:
 Source: Outpatient Service Line Reports
 Criteria: Outpatient Service Line is DaVinci Flag

Clinical Laboratory – FY26

Outpatient Services – S.W.O.T.
Analysis



kaweahhealth.org



Strengths:

- ❖ Financially robust outpatient services trending to historical highs. FY26 will finish with net revenue exceeding \$14M (up 19% year-over-year) and a net contribution margin over \$8M (up 31% year-over-year)
- ❖ Outpatient visits (up 5%) and testing volumes (up 10%) continue to grow and are supported by the preeminent clinical lab and professional workforce in the region

Weaknesses:

- EMR connectivity with clients is ideal to allow for seamless ordering and result transfer and we need to continue to work towards this goal
- Access to expansion funding is often limited (e.g. patient service center additions and other business development may be cumbersome or subject to delays)

Opportunities:

- ✓ Strategic partnerships with organizations in need of outpatient lab services
- ✓ Development of additional patient service centers in under-served areas
- ✓ Efficiencies gained from connectivity that will positively impact other areas of the organization and improve the continuity of care in the community

Threats:

- There are competitors (e.g. Quest, LabCorp, etc.) with outreach-focused business analytics and significant marketing and staffing infrastructure; however, given the proper resources, we have the potential to overcome their size and scale

REPORT TO THE BOARD OF DIRECTORS

Clinical Laboratory (7500) – Outpatient Services

Randall J. Kokka (624-5053)
Director of Clinical Laboratory Services

May 10, 2026

Summary Update

Based on a broad variety of metrics and data, the Lab had a highly successful year as evidenced by the following:

- Key financial takeaways for FY26 include: (1) for the “Lab services only” segment of Lab outpatient testing, the past year resulted in an extension of a 4-year upward trend to over \$14 million in net revenue (a 19% increase year-over-year), and an increased contribution margin of over \$8 million (a 31% increase year-over-year); (2) outpatient visits continued to rise by 5% to nearly 105,000; (3) Blue Cross and Blue Shield volumes contributed 16.4% of the total volume and Medi-Cal managed payments provided approximately 56% of the contribution margin.
- Strategic planning, project updates and goals: (1) in the last quarter of FY26 construction began on a new Lab patient service center (PSC) located in the 202 W. Willow medical building, which when completed in the first quarter of FY27, is expected to serve over one-hundred patients per day; (2) the Lab remodel project is awaiting the start of phase 4 (of 5) construction; (3) there are ongoing evaluations of new tests and technologies to maintain market-leading diagnostics; (4) further development of online services, such as visit scheduling and registration, and in particular, the design and rollout of a lab-dedicated website for patients and providers; (5) deployment and implementation of interface applications to connect with client electronic medical records to improve and provide for better continuity of care in the community.
- In the last two quarters alone, the Lab has acquired two new clients/outreach facilities and opened a highly successful lab patient service center in Exeter.

Quality/Performance Improvement Data

The Lab Director and leadership team maintains a robust metrics program to continuously monitor, improve and validate performance. The oversight committee (“CQI”) consisting of Lab leaders in every technical and operations area, meets monthly and ad hoc with the Lab administrative and medical Directors to review data and evaluate proposals. Some of the key performance indicators include:

- Test turnaround time (TAT). One of the most fundamental measures of testing efficiency, particularly as it pertains to STAT (emergent) testing, is the measurement of TAT. As has been noted for the previous three years, the Lab continued to perform in a consistent and highly-efficient manner. One of the main drivers of service excellence was the design and installation of a state-of-the-art “total lab automation” line (the first of its kind in Central California) three years ago. Even with rapidly-growing workloads, the

Lab has been able to expertly leverage automation to achieve and consistently maintain markedly faster TAT.

- Per regulatory requirement, all clinical labs are required to undergo extensive “proficiency testing”, which includes testing five unknown samples on hundreds of assays throughout the year and sending results to an outside regulatory agency for scoring (e.g. CAP, API, AAB). The Lab’s proficiency testing success rate over the past year was 99.71%, which easily out-performed the benchmark goal of 98%.
- Specimen rejection and blood culture contamination rates and BioVigil (handwashing compliance) metrics all track specimen collection proficiency of lab phlebotomy staff. This data is used in semi-monthly meetings to closely monitor service quality and drive improvement. In the past year, the Lab has consistently met or exceeded overall benchmark goals in every aspect.
- Specific to the outpatient experience, the Lab recently began measuring PSC wait times. With the advent and further development of online scheduling and registration, the Lab has seen expected improvement in our Lab patient experience, and this is expected to continue to improve over time.
- One of the most important operational metrics, “morning run throughput”, is reviewed and analyzed daily by the Lab Director as a gauge of staffing adequacy and testing proficiency. In the past year, the Lab has consistently met or exceeded the overall benchmark goals.
- As in every year, the Clinical Laboratory continued to be fully accredited by the College of American Pathologists (CAP) and maintained full licensure in good standing by the State of California (CDPH) and federally (CLIA). To wit: in March of 2026, the Lab underwent a CAP biennial accreditation survey and passed with flying colors.

Policy, Strategic or Tactical Issues

- In order to facilitate growth/marketability and enhance client satisfaction, the Lab must further develop our ability to connect and interface our lab information system (LIS) with that of providers and outpatient facilities. For the past three years, in conjunction with Kaweah ISS leadership, this goal has been vetted with the need for resource allocation to bring it to fruition. Specifically, adequate ISS resources to allow for the acquisition, deployment and development of hardware and software to enable enhanced lab utilization and growth.
- In order to maintain strategic advantages and accommodate a burgeoning workload, the Lab must continue to prudently evaluate and acquire state-of-the-art technology and equipment. In particular, the coming year will be a challenging nexus point as multiple systems are due for replacement or augmentation (e.g. viscoelastic testing, blood gas analysis systems, microbiology identification system replacement, etc.).
- Most importantly, the Lab must continue to effectively address the ongoing shortage of licensed Clinical Lab Scientists (CLS), which has worsened in the past year. In a typically and historically stable workforce, there has been some recent attrition due to unforeseen circumstances, and this will continue to be a focal point going forward.

Recommended Next Steps and Conclusions

The following opportunities and recommendations for outpatient service improvement are:

- Approve the ISS resources to contract with the interface application vendors of choice to begin implementation of LIS to EMR client connectivity and imbed this into our marketing.
- Complete the 202 W. Willow lab PSC buildout with full operational activity by the end of the first quarter of FY27, including the patient parking management plan.
- Expedite the completion of the final two Lab remodel phases by the end of FY27. In order to meet the expected growth in testing workload, this must be the highest technical priority.
- From an outreach business development standpoint, we need to build additional management infrastructure, including the hiring of an outreach/business development manager and subsequent coordinators to oversee daily operations as we evaluate and move into new areas.
- Working collaboratively with the ISS and Marketing teams, complete the buildout of the Lab-dedicated website to enhance both patient and provider awareness.
- In order to address the CLS staffing shortage, augment the in-house CLS Trainee program to increase enrollment by 50% by the end of the first quarter of FY27. Likewise, step up hiring activity in our phlebotomy staff sufficient to expected growth levels.

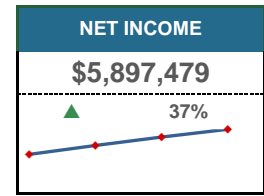
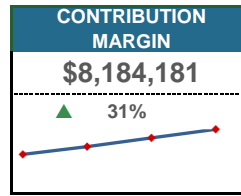
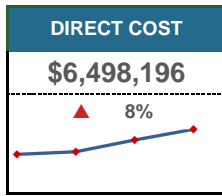
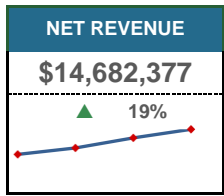
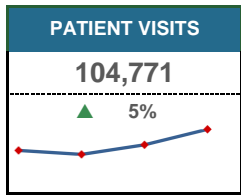
The Lab experienced an overall workload increase of approximately 9% year-over-year, to previously unforeseen highs, while maintaining and/or testing accuracy and quality. All in all, it was a very successful year, and we anticipate and expect this to continue for the foreseeable future.

KAWEAH HEALTH ANNUAL BOARD REPORT

Clinical Lab - Outpatient Service Line

FY2026

KEY METRICS - FY 2026 ANNUALIZED NINE MONTHS ENDED MARCH 31, 2026



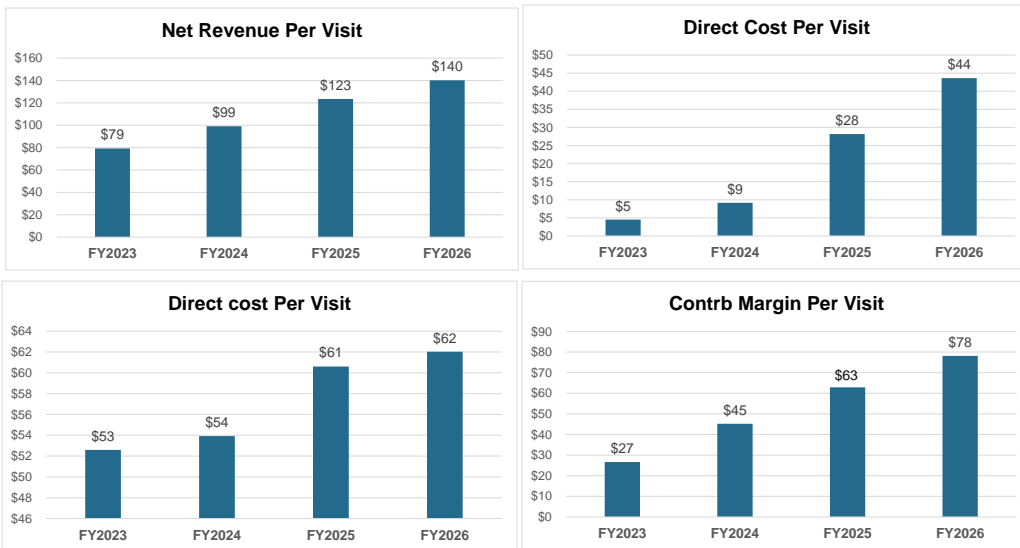
*Note: Arrows represent the change from prior year and the lines represent the 4-year trend

METRICS SUMMARY - 4 YEAR TREND

Annualized

METRIC	FY2023	FY2024	FY2025	FY2026	%CHANGE FROM PRIOR YR	4 YR TREND
Patient Visits	97,785	96,465	99,644	104,771	▲ 5%	
Net Revenue	\$7,749,039	\$9,559,650	\$12,305,057	\$14,682,377	▲ 19%	
Additional Reimb	\$441,563	\$885,091	\$2,806,805	\$4,570,553	▲ 63%	
Direct Cost	\$5,142,609	\$5,201,457	\$6,038,761	\$6,498,196	▲ 8%	
Contribution Margin	\$2,606,430	\$4,358,193	\$6,266,296	\$8,184,181	▲ 31%	
Indirect Cost	\$1,878,515	\$1,795,921	\$1,970,195	\$2,286,702	▲ 16%	
Net Income	\$727,915	\$2,562,272	\$4,296,102	\$5,897,479	▲ 37%	
Net Revenue Per Visit	\$79	\$99	\$123	\$140	▲ 13%	
Add Reimb Per Visit	\$5	\$9	\$28	\$44	▲ 55%	
Direct cost Per Visit	\$53	\$54	\$61	\$62	▲ 2%	
Contrb Margin Per Visit	\$27	\$45	\$63	\$78	▲ 24%	
CM w/o Add Reim Per Visit	\$22	\$36	\$35	\$34	▼ -1%	

PER CASE TRENDED GRAPHS

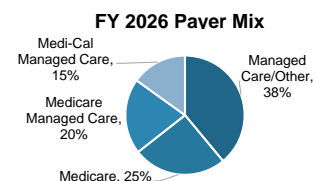


PAYER MIX - 4 YEAR TREND (PATIENT VISITS)

Annualized

PAYER	FY2023	FY2024	FY2025	FY2026
Managed Care/Other	45%	41%	39%	38%
Medicare	24%	25%	25%	25%
Medicare Managed Care	16%	18%	18%	20%
Medi-Cal Managed Care	13%	15%	16%	15%

% Cap
18%
0%
87%
0%



Notes:
Source: Outpatient Service Line Reports
Criteria: Service Line 1 = Lab

CFO Financial Report

Month Ending April 2026

FY2027 | Budget Update

April 20th - May 8th: 1st round budget meetings (450 Budgets)

May 20th: Finance (FPSA) Board of Directors - Preliminary Budget Concepts

May 27th: Board Presentation of Preliminary Budget Concepts and Assumptions

May 21st - June 10th : Analysis and breakout budget meetings

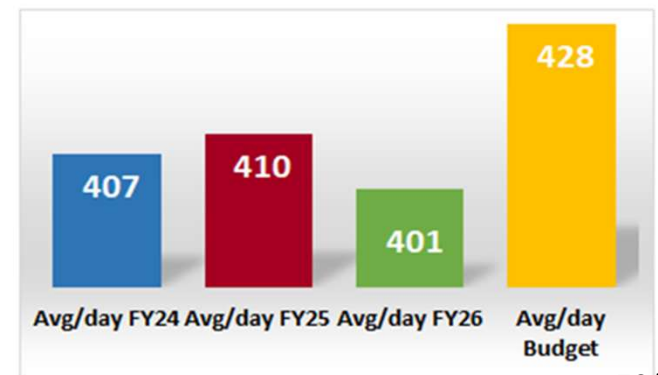
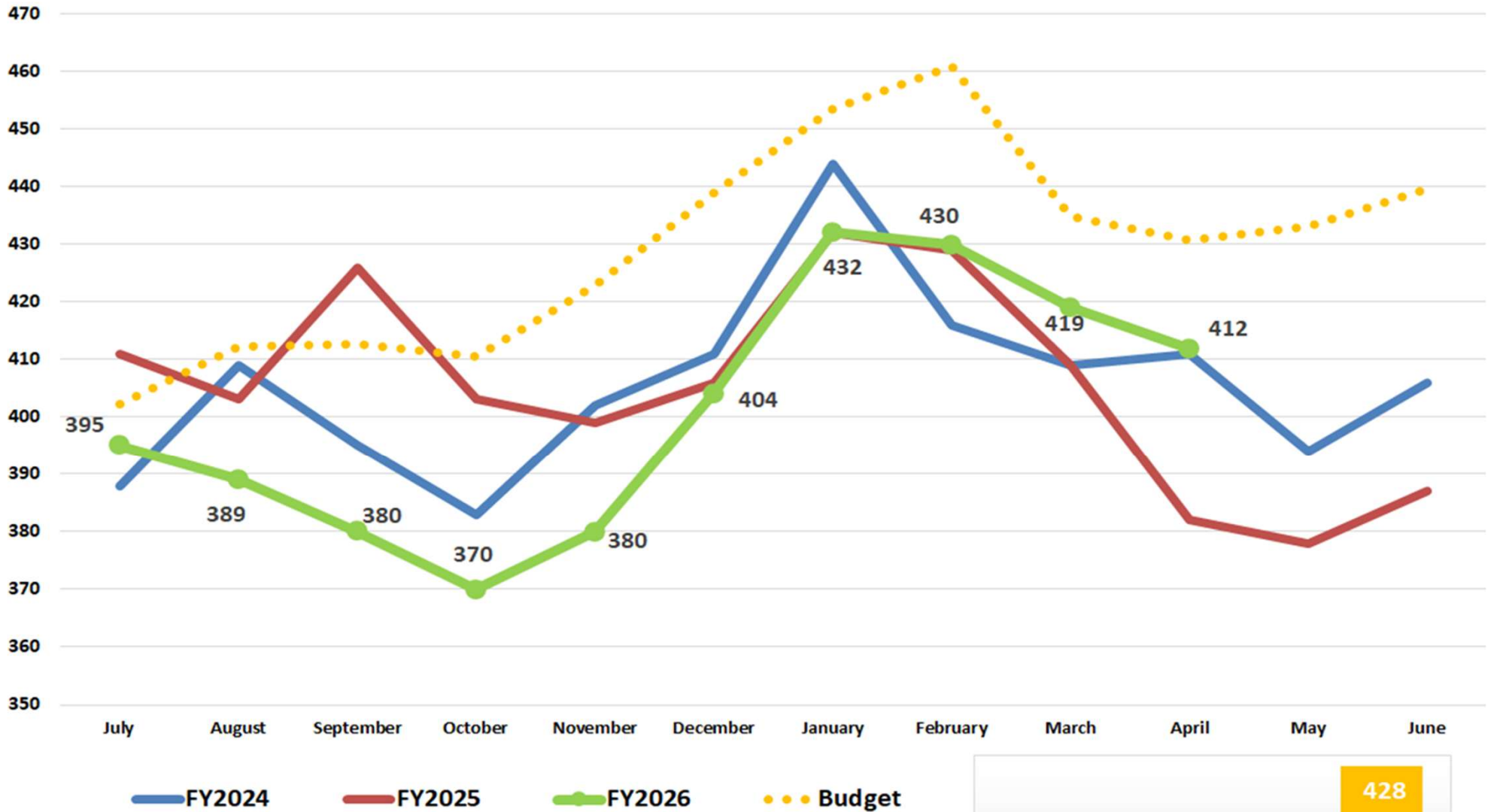
June 1st: Executive Team Review of budget with focus on FTEs, operating expenses capital and strategic options

June 2nd : Special Board Meeting – presentation of preliminary budget

June 17th : Budget Discussions at Finance (FPSA) and /or Special Board meeting

June 24th: Final Presentation to the Board of Directors

Average Daily Census



Statistical Results – Fiscal Year Comparison (Apr)

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

Average Daily Census	382	412	8.0%	431	(18)	(4.2%)
-----------------------------	------------	------------	-------------	------------	-------------	---------------

KDHCD Patient Days:

Medical Center	7,613	8,205	7.8%	8,265	(60)	(0.7%)
Acute I/P Psych	1,306	1,374	5.2%	1,740	(366)	(21.0%)
Sub-Acute	822	916	11.4%	900	16	1.8%
Rehab	580	871	50.2%	657	214	32.6%
TCS-Ortho (Short Stay Rehab)	351	320	(8.8%)	381	(61)	(16.0%)
NICU	372	336	(9.7%)	423	(87)	(20.6%)
Nursery	425	350	(17.6%)	554	(204)	(36.8%)

Total KDHCD Patient Days	11,469	12,372	7.9%	12,920	(548)	(4.2%)
---------------------------------	---------------	---------------	-------------	---------------	--------------	---------------

Total Outpatient Volume	65,070	64,020	(1.6%)	68,462	(4,442)	(6.5%)
--------------------------------	---------------	---------------	---------------	---------------	----------------	---------------

Statistical Results – Fiscal Year Comparison (Jul-Apr)

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

Average Daily Census **410** **401** **(2.2%)** **428** **(27)** **(6.3%)**

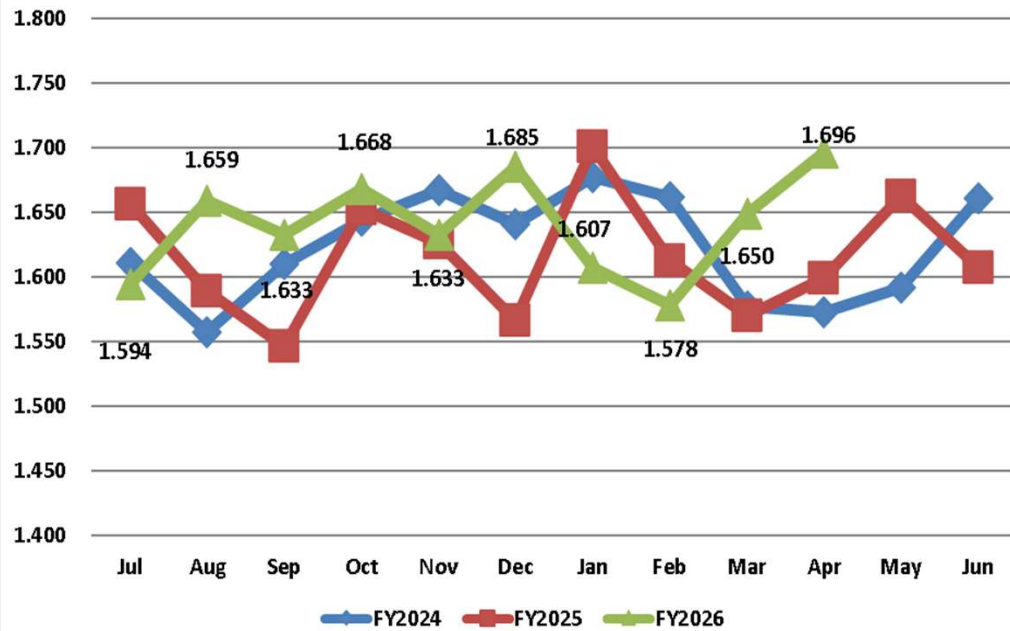
KDHCD Patient Days:

Medical Center	85,487	80,345	(6.0%)	86,280	(5,935)	(6.9%)
Acute I/P Psych	11,200	13,540	20.9%	15,433	(1,893)	(12.3%)
Sub-Acute	9,031	8,978	(0.6%)	9,132	(154)	(1.7%)
Rehab	6,188	7,089	14.6%	6,495	594	9.1%
TCS-Ortho (Short Stay Rehab)	3,604	4,100	13.8%	3,866	234	6.1%
NICU	3,986	3,703	(7.1%)	3,922	(219)	(5.6%)
Nursery	5,098	4,121	(19.2%)	4,883	(762)	(15.6%)

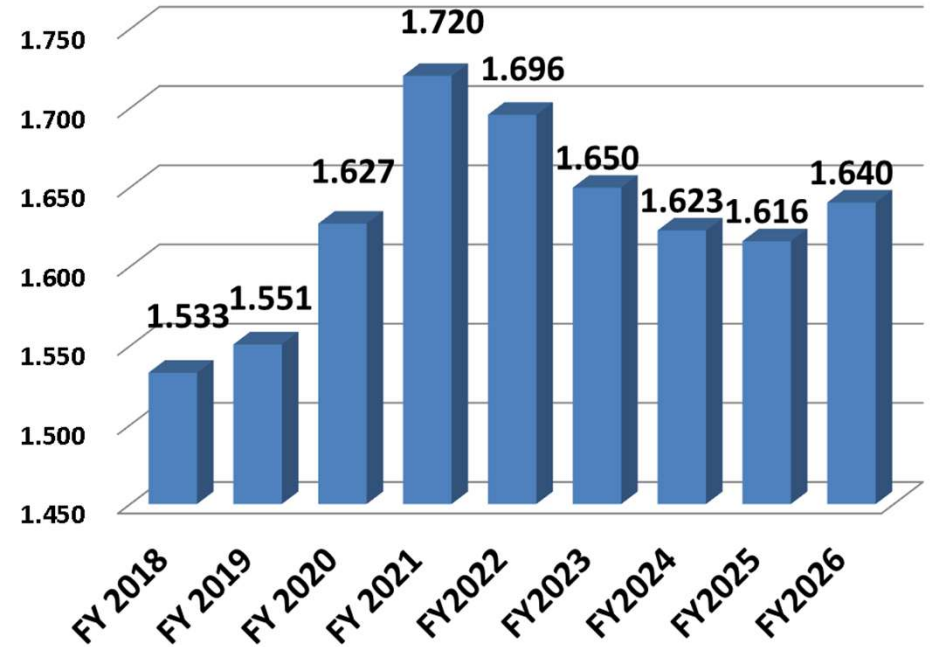
Total KDHCD Patient Days **124,594** **121,876** **(2.2%)** **130,011** **(8,135)** **(6.3%)**

Total Outpatient Volume **608,244** **627,589** **3.2%** **693,748** **(66,159)** **(9.5%)**

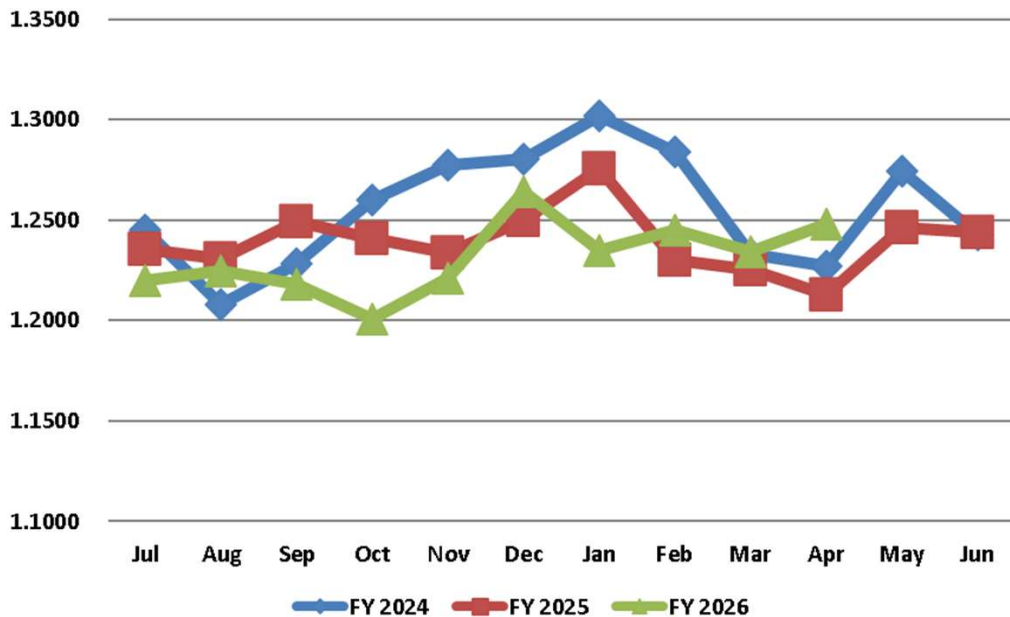
Case Mix Index w/o Normal Newborns



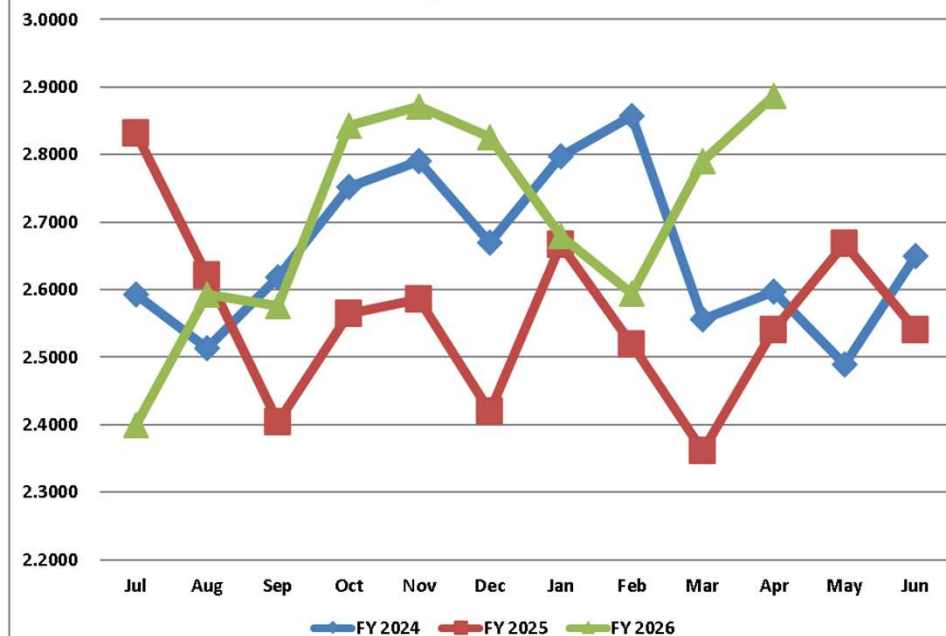
Case Mix Index w/o Normal Newborns - All



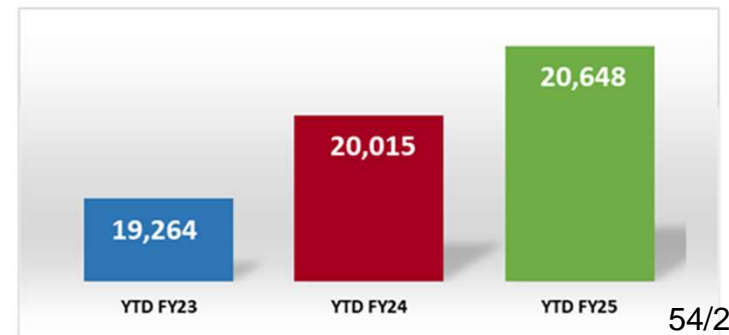
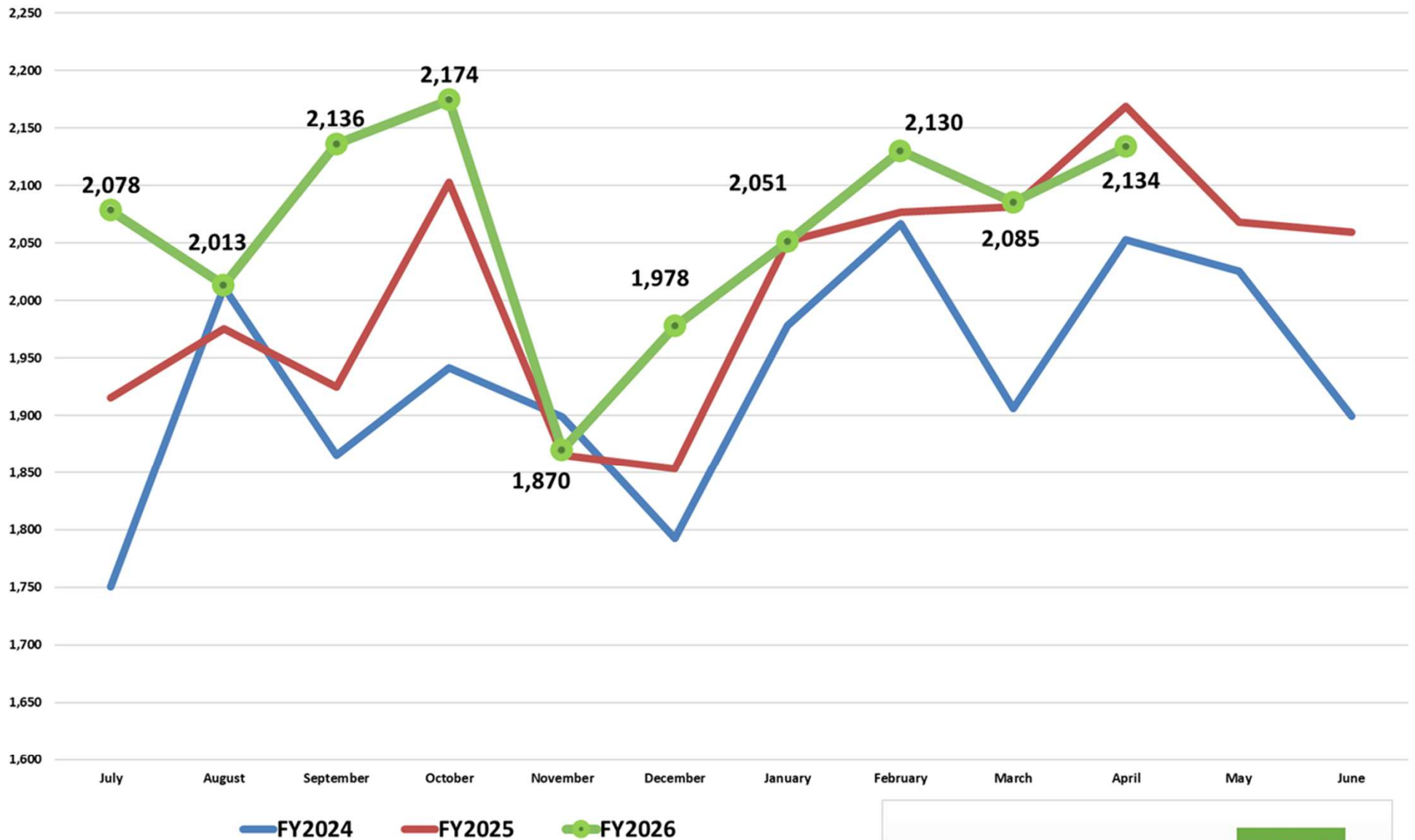
Case Mix **Medical w/o Normal Newborns**



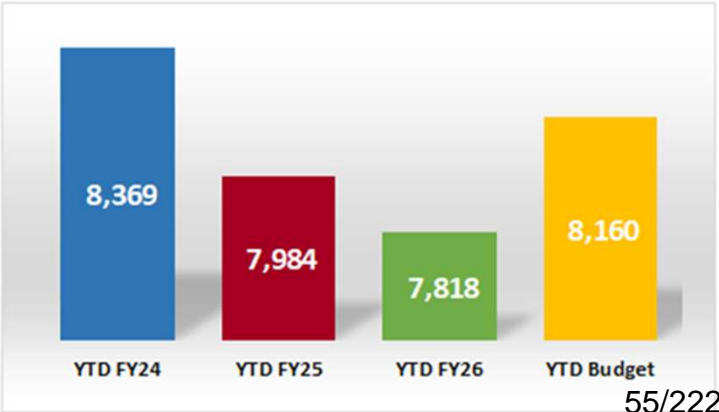
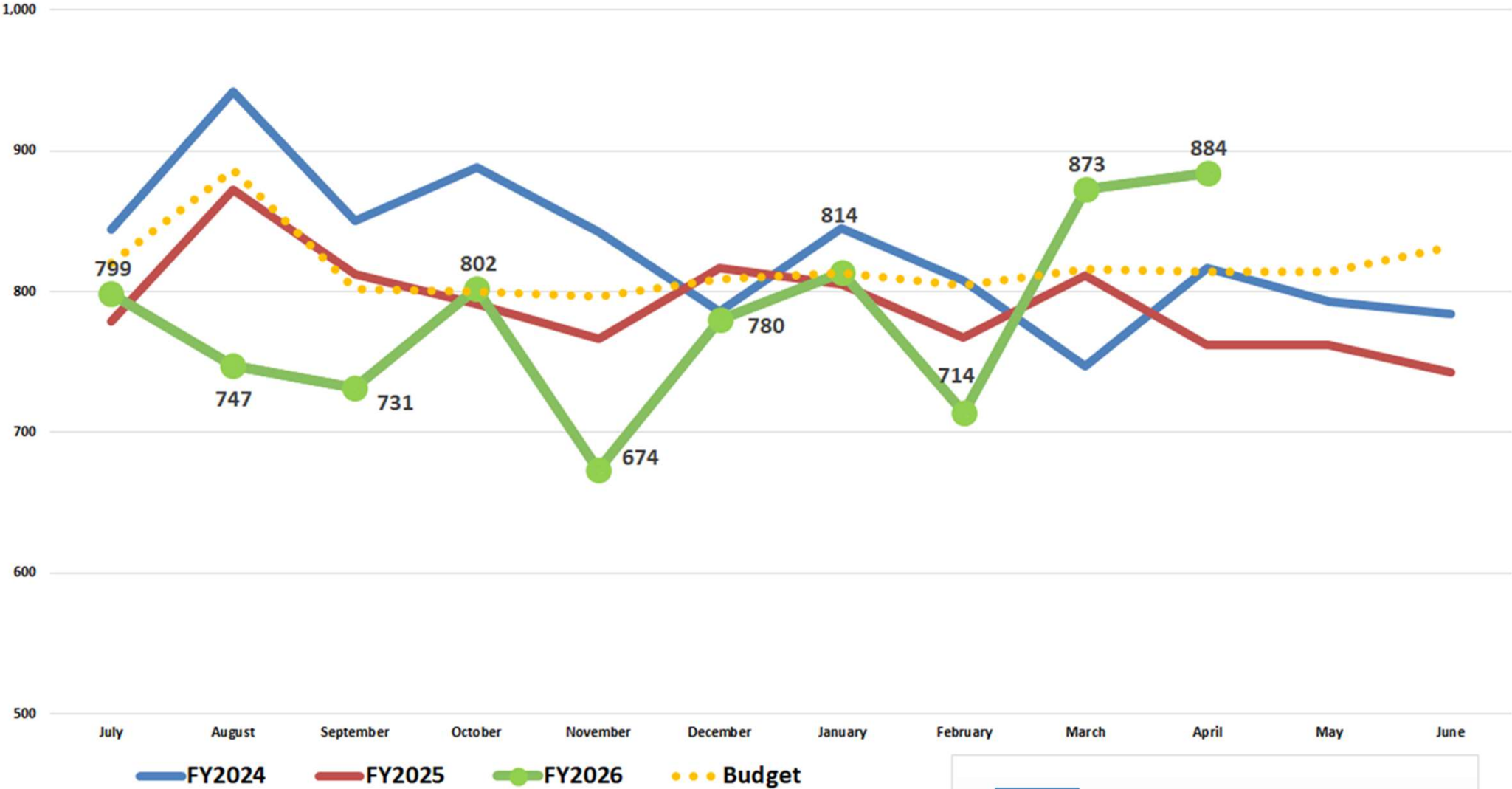
Case Mix Index **Surgical w/o Normal Newborns**



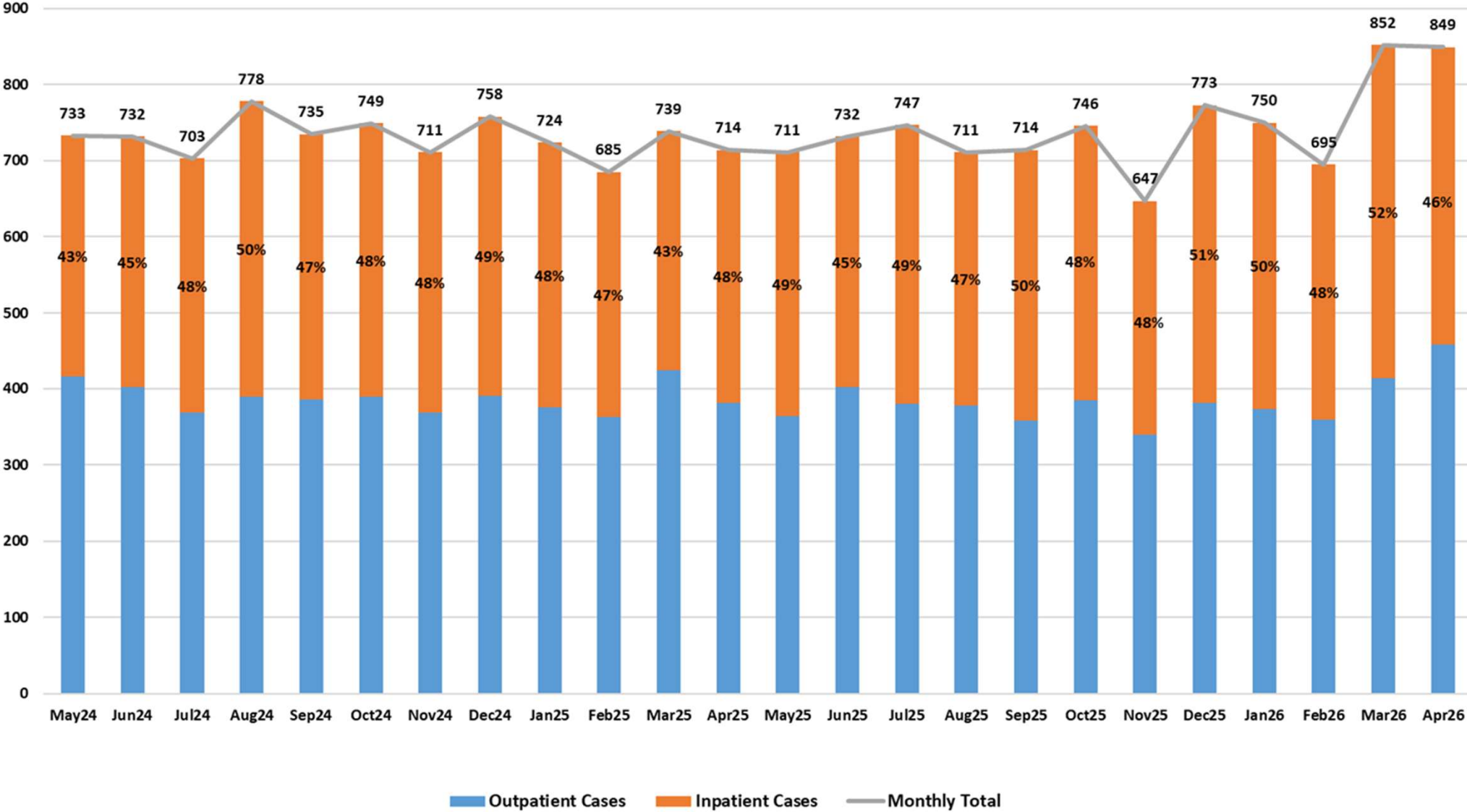
Outpatient Registrations Per Day



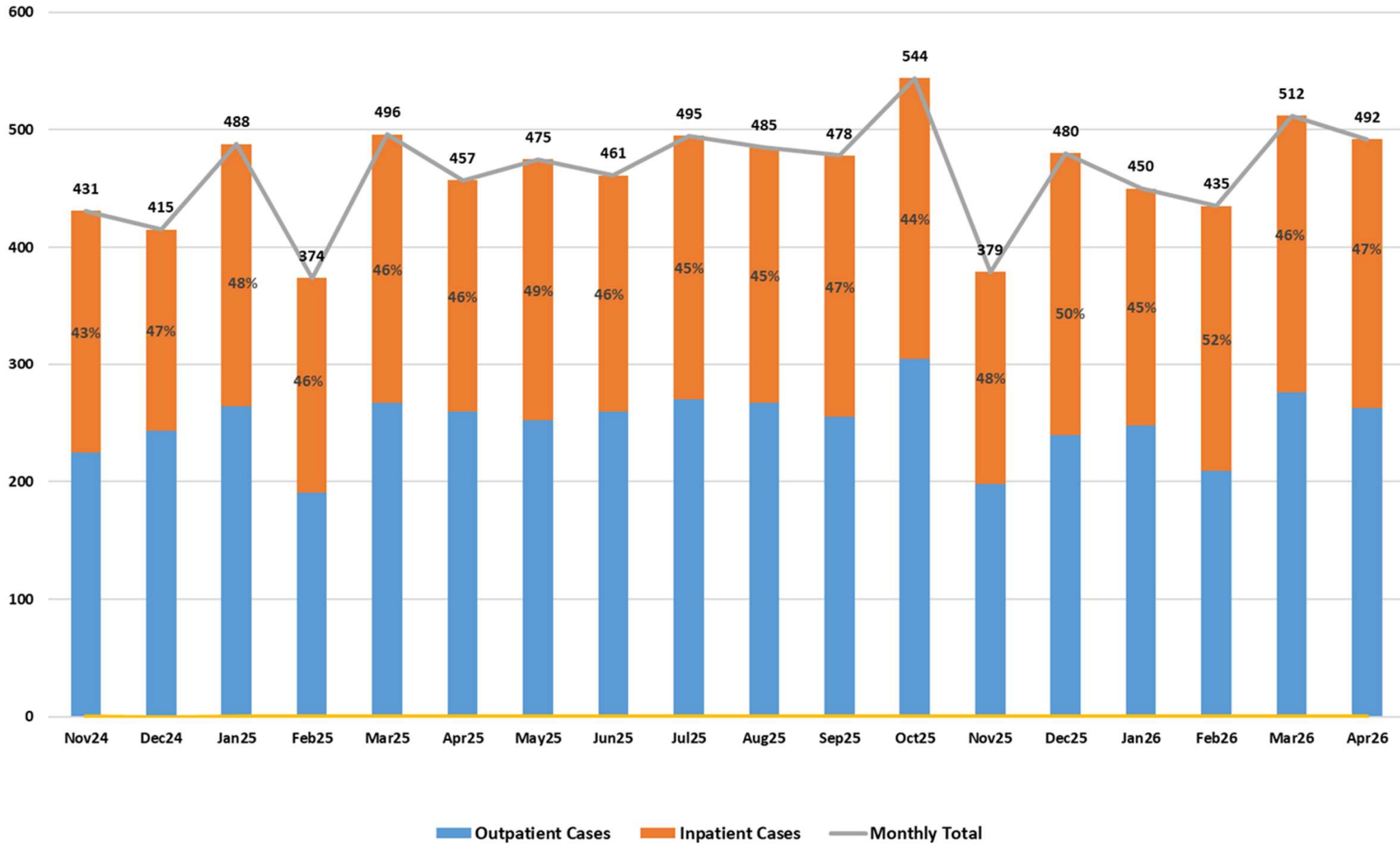
Surgery (IP & OP) – 100 Min Units



Surgery Cases (IP & OP)



Cath Lab Patients (IP & OP)



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

	Actual Results				Budget	Budget Variance	
	Apr 25	Apr 26	Change	% Change	Apr 26	Change	% Change
All O/P Rehab Svcs Across District	22,390	21,754	(636)	(2.8%)	21,695	59	0.3%
Physical & Other Therapy Units (I/P & O/P)	17,805	20,489	2,684	15.1%	19,788	701	3.5%
Radiology - CT - All Areas	5,124	5,572	448	8.7%	4,647	925	19.9%
Radiology - MRI - All Areas	880	919	39	4.4%	853	66	7.8%
Radiology - Ultrasound - All Areas	3,121	3,179	58	1.9%	3,040	139	4.6%
Radiology - Diagnostic Radiology	10,180	10,055	(125)	(1.2%)	9,719	336	3.5%
Radiology – Main Campus	16,059	16,077	18	0.1%	15,309	768	5.0%
Radiology - Ultrasound - Main Campus	2,419	2,158	(261)	(10.8%)	2,176	(18)	(0.8%)
West Campus - Diagnostic Radiology	1,541	1,519	(22)	(1.4%)	1,167	352	30.2%
West Campus - CT Scan	553	672	119	21.5%	510	162	31.8%
West Campus - MRI	450	436	(14)	(3.1%)	410	26	6.3%
West Campus - Ultrasound	702	1,021	319	45.4%	864	157	18.2%
West Campus - Breast Center	1,545	2,242	697	45.1%	1,606	636	39.6%
Med Onc Visalia Treatments	1,182	1,853	671	56.8%	1,250	603	48.2%
Rad Onc Visalia Treatments	1,314	2,487	1,173	89.3%	1,657	830	50.1%
Rad Onc Hanford Treatments	188	221	33	17.6%	224	(3)	(1.1%)

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

	YTD Actual Results				Budget	Budget Variance	
	YTD Apr 25	YTD Apr 26	Change	% Change	YTD Apr 26	Change	% Change
All O/P Rehab Svcs Across District	206,909	201,293	(5,616)	(2.7%)	210,682	(9,389)	(4.5%)
Physical & Other Therapy Units (I/P & O/P)	184,363	192,241	7,878	4.3%	198,099	(5,858)	(3.0%)
Radiology - CT - All Areas	46,893	52,266	5,373	11.5%	45,648	6,618	14.5%
Radiology - MRI - All Areas	8,691	9,182	491	5.6%	8,722	460	5.3%
Radiology - Ultrasound - All Areas	30,304	30,624	320	1.1%	30,140	484	1.6%
Radiology - Diagnostic Radiology	96,835	96,938	103	0.1%	97,872	(934)	(1.0%)
Radiology – Main Campus	154,825	156,874	2,049	1.3%	153,058	3,816	2.5%
Radiology - Ultrasound - Main Campus	23,693	21,912	(1,781)	(7.5%)	21,510	402	1.9%
West Campus - Diagnostic Radiology	12,099	13,359	1,260	10.4%	11,592	1,767	15.2%
West Campus - CT Scan	5,020	5,862	842	16.8%	4,877	985	20.2%
West Campus - MRI	4,168	4,203	35	0.8%	4,224	(21)	(0.5%)
West Campus - Ultrasound	6,611	8,712	2,101	31.8%	8,630	82	1.0%
West Campus - Breast Center	16,325	17,865	1,540	9.4%	16,507	1,358	8.2%
Med Onc Visalia Treatments	10,777	16,463	5,686	52.8%	11,334	5,129	45.3%
Rad Onc Visalia Treatments	13,766	17,980	4,214	30.6%	14,445	3,535	24.5%
Rad Onc Hanford Treatments	2,296	2,369	73	3.2%	2,407	(38)	(1.6%)

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

	Actual Results				Budget	Budget Variance	
	Apr 25	Apr 26	Change	% Change	Apr 26	Change	% Change
Rural Health Clinics Registrations	14,340	12,286	(2,054)	(14.3%)	13,682	(1,396)	(10.2%)
RHC Exeter - Registrations	6,667	5,824	(843)	(12.6%)	6,573	(749)	(11.4%)
RHC Lindsay - Registrations	1,958	1,771	(187)	(9.6%)	2,270	(499)	(22.0%)
RHC Woodlake - Registrations	1,343	679	(664)	(49.4%)	637	42	6.6%
RHC Woodlake Valencia - Registrations	0	749	749	0.0%	1,300	(551)	(42.4%)
RHC Dinuba - Registrations	1,679	1,323	(356)	(21.2%)	1,675	(352)	(21.0%)
RHC Tulare - Registrations	2,693	1,940	(753)	(28.0%)	2,527	(587)	(23.2%)
Urgent Care – Court Total Visits	2,705	2,305	(400)	(14.8%)	3,000	(695)	(23.2%)
Urgent Care – Demaree Total Visits	1,617	1,987	370	22.9%	1,950	37	1.9%
KH Medical Clinic - Ben Maddox Visits	899	723	(176)	(19.6%)	-	723	0.0%
KH Medical Clinic - Plaza Visits	261	316	55	21.1%	345	(29)	(8.4%)
KH Willow Specialty Clinic	0	0	0	0.0%	509	(509)	(100.0%)
KH Cardiology Center Visalia Registrations	1,636	2,240	604	36.9%	1,651	589	35.7%
KH Mental Wellness Clinic Visits	347	348	1	0.3%	390	(42)	(10.8%)
Urology Clinic Visits	290	346	56	19.3%	913	(567)	(62.1%)
Therapy-Wound Care Svcs Encounters	264	301	37	14.0%	347	(46)	(13.3%)

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

	YTD Actual Results				Budget	Budget Variance	
	YTD Apr 25	YTD Apr 26	Change	% Change	YTD Apr 26	Change	% Change
Rural Health Clinics Registrations	136,092	123,197	(12,895)	(9.5%)	138,063	(14,866)	(10.8%)
RHC Exeter - Registrations	64,671	58,568	(6,103)	(9.4%)	67,208	(8,640)	(12.9%)
RHC Lindsay - Registrations	18,666	17,132	(1,534)	(8.2%)	21,010	(3,878)	(18.5%)
RHC Woodlake - Registrations	13,385	5,892	(7,493)	(56.0%)	6,742	(850)	(12.6%)
RHC Woodlake Valencia - Registrations	0	6,246	6,246	0.0%	9,298	(3,052)	(32.8%)
RHC Dinuba - Registrations	15,373	14,327	(1,046)	(6.8%)	17,250	(2,923)	(16.9%)
RHC Tulare - Registrations	23,997	21,032	(2,965)	(12.4%)	25,853	(4,821)	(18.6%)
Urgent Care – Court Total Visits	25,320	25,432	112	0.4%	29,600	(4,168)	(14.1%)
Urgent Care – Demaree Total Visits	15,563	19,985	4,422	28.4%	20,250	(265)	(1.3%)
KH Medical Clinic - Ben Maddox Visits	8,230	9,235	1,005	12.2%	5,500	3,735	67.9%
KH Medical Clinic - Plaza Visits	2,648	2,419	(229)	(8.6%)	2,912	(493)	(16.9%)
KH Willow Specialty Clinic	0	3,258	3,258	0.0%	4,703	(1,445)	(30.7%)
KH Cardiology Center Visalia Registrations	15,442	15,665	223	1.4%	16,232	(567)	(3.5%)
KH Mental Wellness Clinic Visits	2,948	3,070	122	4.1%	3,800	(730)	(19.2%)
Urology Clinic Visits	3,052	2,165	(887)	(29.1%)	5,027	(2,862)	(56.9%)
Therapy-Wound Care Svcs Encounters	2,034	3,297	1,263	62.1%	3,519	(222)	(6.3%)

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

	Actual Results				Budget	Budget Variance	
	Apr 25	Apr 26	Change	% Change	Apr 26	Change	% Change
ED - Avg Treated Per Day	272	277	5	1.9%	282	(5)	(1.7%)
Surgery (IP & OP) – 100 Min Units	762	884	121	15.9%	814	70	8.6%
Endoscopy Procedures	632	487	(145)	(22.9%)	506	(19)	(3.8%)
Cath Lab (IP & OP) - 100 Min Units	399	355	(44)	(11.0%)	358	(3)	(0.8%)
Cardiac Surgery Cases	38	32	(6)	(15.8%)	26	6	22.3%
Deliveries	328	279	(49)	(14.9%)	433	(154)	(35.6%)
Clinical Lab	256,753	249,904	(6,849)	(2.7%)	273,440	(23,536)	(8.6%)
Reference Lab	7,632	6,717	(915)	(12.0%)	7,311	(594)	(8.1%)
Dialysis Center - Visalia Visits	1,467	1,255	(212)	(14.5%)	1,550	(295)	(19.0%)
Infusion Center - Units of Service	435	553	118	27.1%	829	(276)	(33.3%)
Hospice Days	3,712	3,661	(51)	(1.4%)	4,039	(378)	(9.4%)
Home Health Visits	2,911	2,760	(151)	(5.2%)	3,062	(302)	(9.9%)
Home Infusion Days	23,954	22,478	(1,476)	(6.2%)	22,660	(182)	(0.8%)

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

	YTD Actual Results				Budget	Budget Variance	
	YTD Apr 25	YTD Apr 26	Change	% Change	YTD Apr 26	Change	% Change
ED - Avg Treated Per Day	262	275	13	5.1%	278	(3)	(0.9%)
Surgery (IP & OP) – 100 Min Units	7,984	7,818	(166)	(2.1%)	8,160	(342)	(4.2%)
Endoscopy Procedures	6,196	4,858	(1,338)	(21.6%)	5,214	(356)	(6.8%)
Cath Lab (IP & OP) - 100 Min Units	3,544	3,479	(65)	(1.8%)	3,611	(132)	(3.6%)
Cardiac Surgery Cases	282	286	4	1.4%	320	(34)	(10.5%)
Deliveries	4,039	3,152	(887)	(22.0%)	3,854	(702)	(18.2%)
Clinical Lab	2,511,036	2,622,363	111,327	4.4%	2,734,395	(112,032)	(4.1%)
Reference Lab	70,414	71,523	1,109	1.6%	68,794	2,729	4.0%
Dialysis Center - Visalia Visits	14,957	13,892	(1,065)	(7.1%)	15,136	(1,244)	(8.2%)
Infusion Center - Units of Service	4,214	5,894	1,680	39.9%	6,673	(779)	(11.7%)
Hospice Days	35,365	40,304	4,939	14.0%	40,660	(356)	(0.9%)
Home Health Visits	28,863	28,317	(546)	(1.9%)	30,446	(2,129)	(7.0%)
Home Infusion Days	220,448	235,658	15,210	6.9%	220,423	15,235	6.9%

April Financial Summary (000's) Budget Comparison

	Comparison to Budget - Month of April			
	Budget Apr-2026	Actual Apr-2026	\$ Change	% Change
Operating Revenue				
Net Patient Service Revenue	\$57,404	\$66,284	\$8,880	13.4%
Other Operating Revenue	\$22,079	\$21,531	(\$548)	-2.5%
Total Operating Revenue	\$79,483	\$87,815	\$8,332	9.5%
Operating Expenses				
Employment Expenses	\$42,431	\$43,166	\$735	1.7%
Other Expenses	\$37,527	\$45,030	\$7,503	16.7%
Total Operating Expenses	\$79,958	\$88,196	\$8,238	9.3%
Operating Margin	(\$474)	(\$380)	\$94	
Operating Margin after Stimulus/FEMA	(\$474)	(\$380)	\$94	
Nonoperating Revenue (Loss)	\$863	\$1,170	\$307	
Excess Margin	\$389	\$790	\$400	

April Financial Summary (000's) Prior Year Comparison

	Comparison to Prior Year - Month of April			
	Actual Apr-2025	Actual Apr-2026	\$ Change	% Change
Operating Revenue				
Net Patient Service Revenue	\$55,188	\$66,284	\$11,096	16.7%
Other Operating Revenue	\$20,234	\$21,531	\$1,297	6.0%
Total Operating Revenue	\$75,422	\$87,815	\$12,393	14.1%
Operating Expenses				
Employment Expenses	\$43,595	\$43,166	(\$429)	(1.0%)
Other Expenses	\$34,988	\$45,030	\$10,042	22.3%
Total Operating Expenses	\$78,583	\$88,196	\$9,612	10.9%
Operating Margin	(\$3,161)	(\$380)	\$2,781	
Operating Margin after Stimulus/FEMA	(\$3,161)	(\$380)	\$2,781	
Nonoperating Revenue (Loss)	\$1,114	\$1,170	\$56	
Excess Margin	(\$2,047)	\$790	\$2,837	

Year to Date Financial Summary (000's)

	Comparison to Budget - YTD April			
	Budget YTD Apr-2026	Actual YTD Apr-2026	\$ Change	% Change
Operating Revenue				
Net Patient Service Revenue	\$573,543	\$579,377	\$5,834	1.0%
Other Operating Revenue	\$218,872	\$224,272	\$5,400	2.4%
Total Operating Revenue	\$792,415	\$803,649	\$11,234	1.4%
Operating Expenses				
Employment Expenses	\$426,646	\$433,561	\$6,914	1.6%
Other Expenses	\$372,686	\$379,495	\$6,809	1.8%
Total Operating Expenses	\$799,332	\$813,055	\$13,723	1.7%
Operating Margin	(\$6,917)	(\$9,406)	(\$2,489)	
Operating Margin after Stimulus/FEMA	(\$6,917)	(\$9,406)	(\$2,489)	
Nonoperating Revenue (Loss)	\$8,749	\$11,143	\$2,394	
Excess Margin	\$1,832	\$1,736	(\$95)	

April Financial Comparison (000's)

	Comparison to Budget - Month of April				Comparison to Prior Year - Month of April			
	Budget Apr-2026	Actual Apr-2026	\$ Change	% Change	Actual Apr-2025	Actual Apr-2026	\$ Change	% Change
Operating Revenue								
Net Patient Service Revenue	\$57,404	\$66,284	\$8,880	13.4%	\$55,188	\$66,284	\$11,096	16.7%
Supplemental Gov't Programs	\$9,727	\$8,579	(\$1,147)	-13.4%	\$7,535	\$8,579	\$1,044	12.2%
Prime Program	\$631	\$631	(\$0)	0.0%	\$792	\$631	(\$161)	-25.6%
Premium Revenue	\$7,415	\$7,442	\$27	0.4%	\$7,322	\$7,442	\$121	1.6%
Other Revenue	\$4,307	\$4,879	\$572	11.7%	\$4,585	\$4,879	\$294	6.0%
Other Operating Revenue	\$22,079	\$21,531	(\$548)	-2.5%	\$20,234	\$21,531	\$1,297	6.0%
Total Operating Revenue	\$79,483	\$87,815	\$8,332	9.5%	\$75,422	\$87,815	\$12,393	14.1%
Operating Expenses								
Salaries & Wages	\$34,064	\$33,826	(\$238)	-0.7%	\$32,346	\$33,826	\$1,480	4.4%
Contract Labor	\$1,189	\$1,778	\$589	33.1%	\$3,319	\$1,778	(\$1,541)	-86.7%
Employee Benefits	\$7,178	\$7,562	\$384	5.1%	\$7,930	\$7,562	(\$368)	-4.9%
Total Employment Expenses	\$42,431	\$43,166	\$735	1.7%	\$43,595	\$43,166	(\$429)	-1.0%
Medical & Other Supplies	\$14,514	\$17,067	\$2,553	15.0%	\$13,824	\$17,067	\$3,244	19.0%
Physician Fees	\$7,584	\$9,228	\$1,644	17.8%	\$7,731	\$9,228	\$1,497	16.2%
Purchased Services	\$1,909	\$2,297	\$387	16.9%	\$1,863	\$2,297	\$434	18.9%
Repairs & Maintenance	\$2,462	\$2,702	\$240	8.9%	\$2,249	\$2,702	\$453	16.8%
Utilities	\$953	\$757	(\$196)	-25.9%	\$846	\$757	(\$89)	-11.8%
Rents & Leases	\$133	\$202	\$69	34.0%	\$87	\$202	\$115	57.0%
Depreciation & Amortization	\$3,502	\$3,198	(\$304)	-9.5%	\$3,487	\$3,198	(\$289)	-9.0%
Interest Expense	\$554	\$587	\$33	5.7%	\$595	\$587	(\$7)	-1.3%
Other Expense	\$2,266	\$3,588	\$1,322	36.9%	\$2,401	\$3,588	\$1,187	33.1%
Humana Cap Plan Expenses	\$3,650	\$5,404	\$1,754	32.5%	\$1,906	\$5,404	\$3,498	64.7%
Total Other Expenses	\$37,527	\$45,030	\$7,503	16.7%	\$34,988	\$45,030	\$10,042	22.3%
Total Operating Expenses	\$79,958	\$88,196	\$8,238	9.3%	\$78,583	\$88,196	\$9,612	10.9%
Operating Margin	(\$474)	(\$380)	\$94		(\$3,161)	(\$380)	\$2,781	
Nonoperating Revenue (Loss)	\$863	\$1,170	\$307		\$1,114	\$1,170	\$56	
Excess Margin	\$389	\$790	\$400		(\$2,047)	\$790	\$2,837	

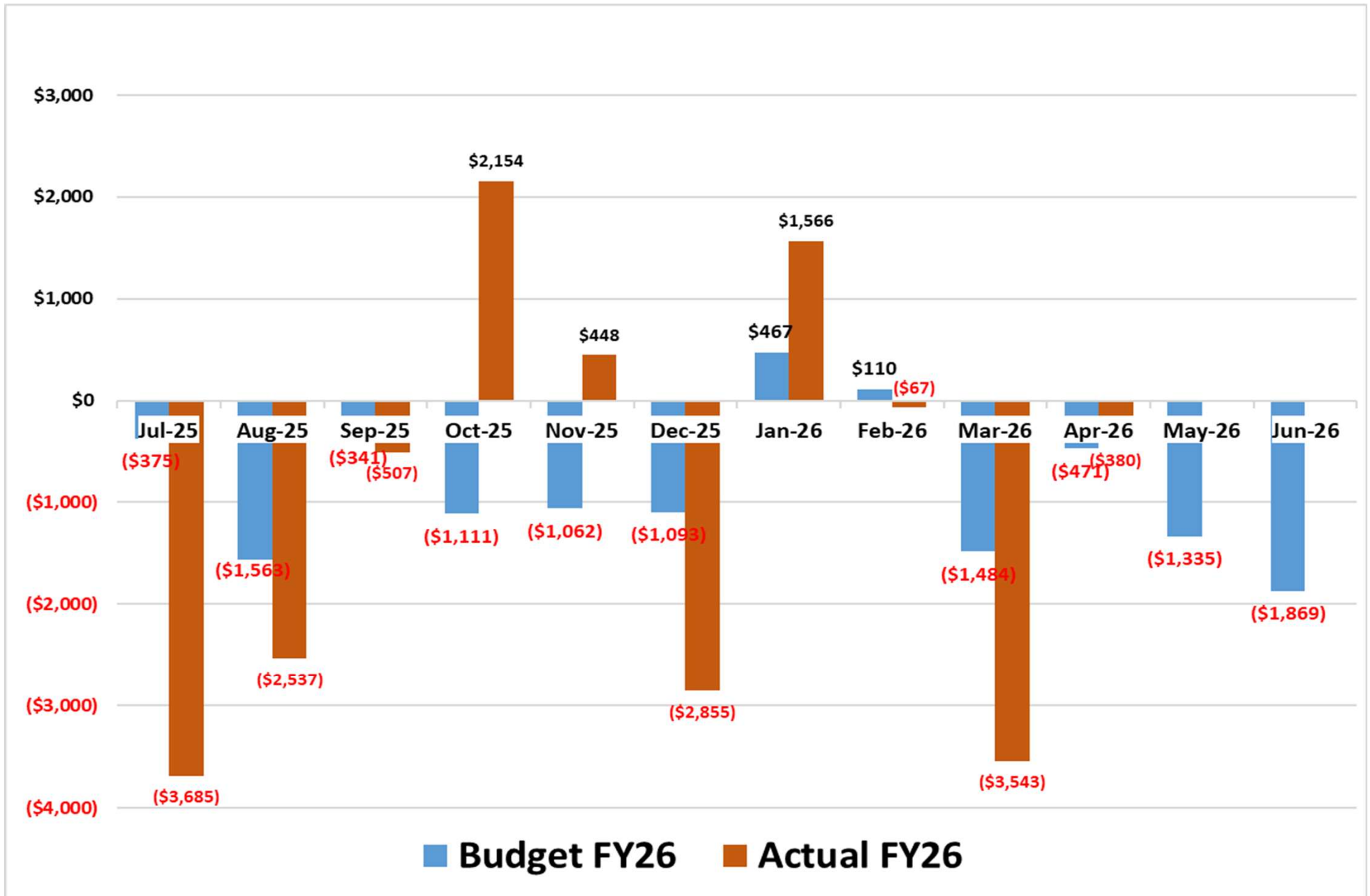
Year to Date: July through April Financial Comparison (000's)

	Budget YTD Apr-2026	Actual YTD Apr-2026	\$ Change	% Change	Actual YTD Apr-2025	Actual YTD Apr-2026	\$ Change	% Change
Operating Revenue								
Net Patient Service Revenue	\$573,543	\$579,377	\$5,834	1.0%	\$547,782	\$579,377	\$31,595	5.5%
Supplemental Gov't Programs	\$97,265	\$94,750	(\$2,515)	-2.7%	\$71,330	\$94,750	\$23,420	24.7%
Prime Program	\$6,307	\$6,307	(\$0)	0.0%	\$12,678	\$6,307	(\$6,371)	-101.0%
Premium Revenue	\$72,032	\$73,733	\$1,701	2.3%	\$70,911	\$73,733	\$2,821	3.8%
Other Revenue	\$43,268	\$49,482	\$6,214	12.6%	\$42,107	\$49,482	\$7,375	14.9%
Other Operating Revenue	\$218,872	\$224,272	\$5,400	2.4%	\$197,026	\$224,272	\$27,246	12.1%
Total Operating Revenue	\$792,415	\$803,649	\$11,234	1.4%	\$744,808	\$803,649	\$58,841	7.3%
Operating Expenses								
Salaries & Wages	\$335,786	\$338,106	\$2,319	0.7%	\$320,650	\$338,106	\$17,456	5.2%
Contract Labor	\$18,547	\$19,611	\$1,064	5.4%	\$18,811	\$19,611	\$800	4.1%
Employee Benefits	\$72,314	\$75,844	\$3,531	4.7%	\$65,810	\$75,844	\$10,035	13.2%
Total Employment Expenses	\$426,646	\$433,561	\$6,914	1.6%	\$405,271	\$433,561	\$28,290	6.5%
Medical & Other Supplies	\$141,591	\$148,431	\$6,840	4.6%	\$138,066	\$148,431	\$10,366	7.0%
Physician Fees	\$75,450	\$79,981	\$4,531	5.7%	\$73,370	\$79,981	\$6,611	8.3%
Purchased Services	\$19,074	\$19,925	\$851	4.3%	\$16,816	\$19,925	\$3,109	15.6%
Repairs & Maintenance	\$24,942	\$22,284	(\$2,659)	-11.9%	\$21,630	\$22,284	\$654	2.9%
Utilities	\$9,715	\$8,856	(\$859)	-9.7%	\$9,345	\$8,856	(\$489)	-5.5%
Rents & Leases	\$1,390	\$1,592	\$202	12.7%	\$1,381	\$1,592	\$211	13.3%
Depreciation & Amortization	\$35,034	\$33,184	(\$1,850)	-5.6%	\$32,323	\$33,184	\$861	2.6%
Interest Expense	\$5,612	\$5,822	\$209	3.6%	\$5,942	\$5,822	(\$120)	-2.1%
Other Expense	\$22,894	\$22,549	(\$346)	-1.5%	\$21,750	\$22,549	\$798	3.5%
Humana Cap Plan Expenses	\$36,982	\$36,871	(\$111)	-0.3%	\$38,047	\$36,871	(\$1,176)	-3.2%
Total Other Expenses	\$372,686	\$379,495	\$6,809	1.8%	\$358,669	\$379,495	\$20,825	5.5%
Total Operating Expenses	\$799,332	\$813,055	\$13,723	1.7%	\$763,940	\$813,055	\$49,115	6.0%
Operating Margin	(\$6,917)	(\$9,406)	(\$2,489)		(\$19,132)	(\$9,406)	\$9,726	
Stimulus/FEMA	\$0	(\$0)	(\$0)		\$48,412	(\$0)	(\$48,412)	
Operating Margin after Stimulus/FEMA	(\$6,917)	(\$9,406)	(\$2,489)		\$29,280	(\$9,406)	(\$38,686)	
Nonoperating Revenue (Loss)	\$8,749	\$11,143	\$2,394		\$13,419	\$11,143	(\$2,276)	
Excess Margin	\$1,832	\$1,736	(\$95)		\$42,698	\$1,736	(\$40,962)	

Month of April - Budget Variances

- **Net Patient Service Revenue:** The favorable budget variance of \$8.9M is due to two out-of-period adjustments. In April we recorded a \$2.9M increase due to amendments of our FY24 and FY25 Cost Reports, and an additional \$3.6M related to our net revenue true up (October – February) that stemmed from the SRCC’s Medical Oncology System (Centricity Cyber) attack last October.
- **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.
- **Contract Labor:** The unfavorable variance of \$589K in April is primarily due to staffing needs in the Emergency Department.
- **Medical Supplies:** The \$2.6M unfavorable variance is primarily related to the increase in the volume of Surgical and Cardiac Cath Lab procedures and pharmaceuticals.
- **Physician Fees:** The \$1.6M negative variance is primarily due changes in our radiology contract effective in January. This includes the timing from the catch up of the professional radiology billing now being completed. A portion of this variance is offset by collections of these amounts which are now included in net patient revenue, which were formerly deducted from the physician fees.
- **Other Expense:** The \$1.3M variance is primarily due to recording an increase to our actuarially calculated professional liability reserves.
- **Humana Cap Plan Expenses:** The \$1.8M increase in April is due to increased payments to third parties for services provided to patients covered under our Medicare Managed Care Capitated Plan.

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



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

	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	FY 2026
Patient Service Revenue	\$56,822	\$61,063	\$56,876	\$55,676	\$60,513	\$54,599	\$57,753	\$66,284	\$579,377
Other Revenue	\$22,899	\$24,620	\$21,974	\$22,751	\$21,414	\$21,119	\$22,212	\$21,531	\$224,272
Total Operating Revenue	\$79,720	\$85,682	\$78,850	\$78,427	\$81,928	\$75,718	\$79,966	\$87,815	\$803,649
Employee Expense	\$42,190	\$44,735	\$43,893	\$44,400	\$43,089	\$40,711	\$45,084	\$43,166	\$433,561
Other Operating Expense	\$38,038	\$38,793	\$34,509	\$36,883	\$37,272	\$35,074	\$38,424	\$45,030	\$379,495
Total Operating Expenses	\$80,228	\$83,528	\$78,402	\$81,282	\$80,361	\$75,785	\$83,509	\$88,196	\$813,055
Net Operating Margin	(\$507)	\$2,154	\$448	(\$2,855)	\$1,566	(\$67)	(\$3,543)	(\$380)	(\$9,406)
NonOperating Income	\$1,968	\$850	\$1,368	\$1,608	\$1,168	\$1,178	(\$468)	\$1,170	\$11,143
Excess Margin	\$1,461	\$3,004	\$1,816	(\$1,248)	\$2,734	\$1,111	(\$4,011)	\$790	\$1,736

Profitability

Operating Margin %	(0.6%)	2.5%	0.6%	(3.6%)	1.9%	(0.1%)	(4.4%)	(0.4%)	(1.2%)
Operating Margin %excl. Int	0.1%	3.2%	1.3%	(2.9%)	2.6%	0.7%	(3.7%)	0.2%	(0.4%)
Operating EBIDA	\$3,534	\$5,818	\$4,421	\$1,304	\$5,475	\$3,894	\$445	\$3,405	\$29,600
Operating EBIDA Margin	4.4%	6.8%	5.6%	1.7%	6.7%	5.1%	0.6%	3.9%	3.7%

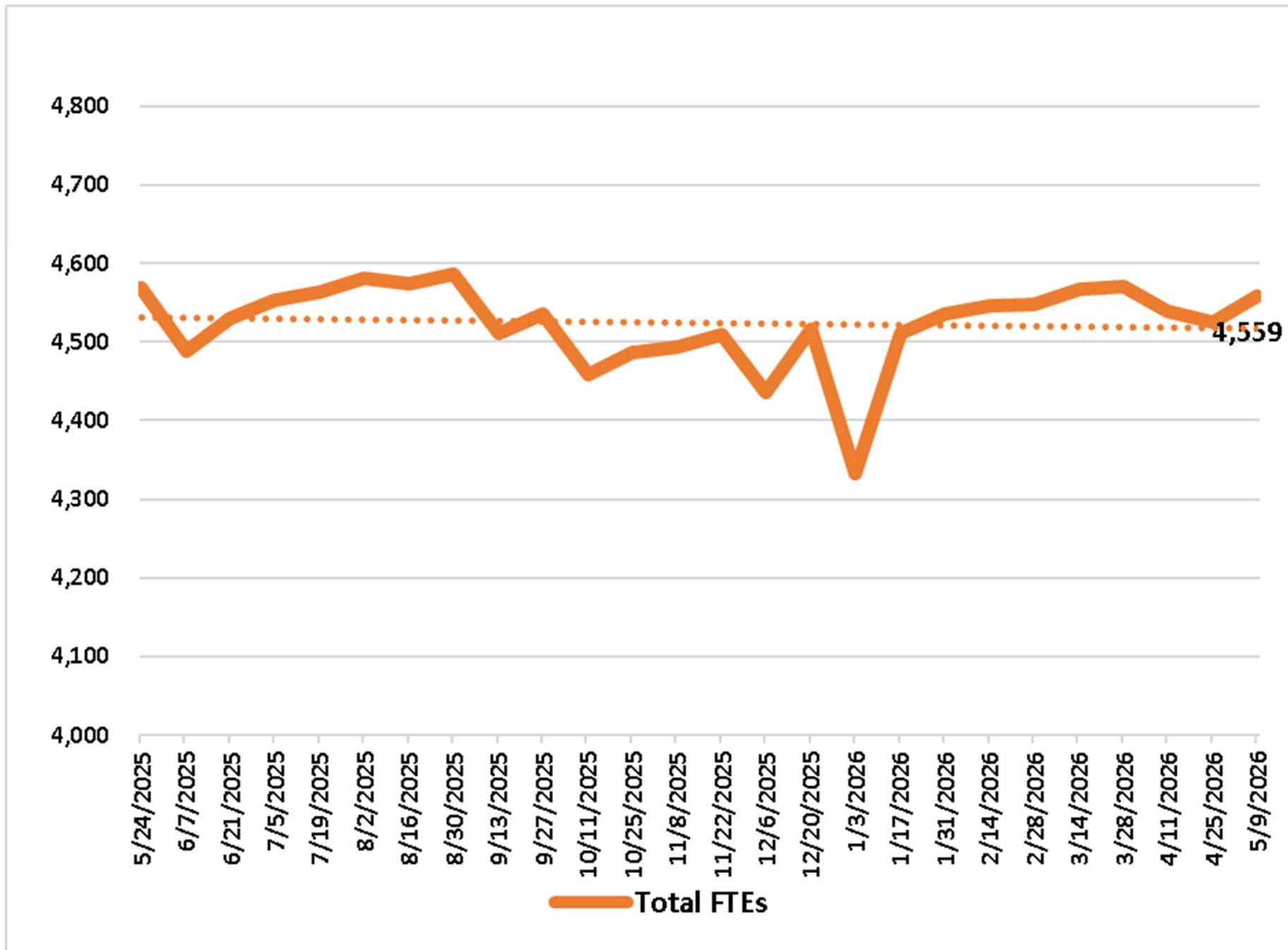
Liquidity Indicators

Day's Cash on Hand	93.2	98.0	93.7	97.1	105.6	113.3	115.1	117.3	117.3
Day's in Accounts Rec.	67.9	67.8	68.2	68.3	73.6	72.5	68.3	68.0	68.0

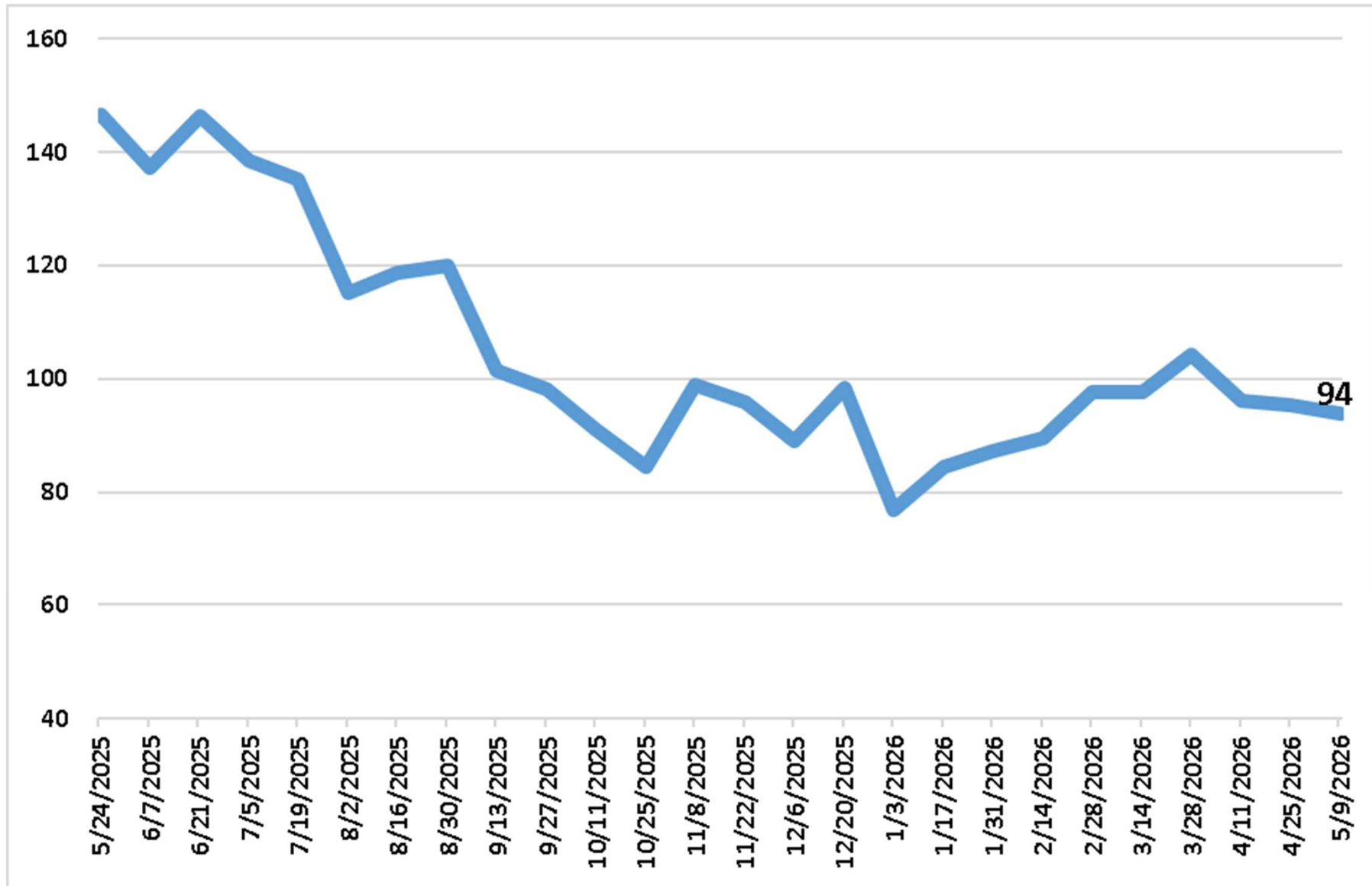
Debt & Other Indicators

Debt Service Coverage (MADS)	1.22	1.68	1.88	1.72	1.91	1.97	1.70	1.70	1.45
Discharges (Monthly)	2,255	2,216	2,124	2,377	2,376	2,192	2,185	2,325	2,251
Adj Discharges (Case mix adj)	8,430	8,462	7,409	8,489	8,195	7,410	7,440	9,345	8,174
Adjusted patient Days (Mo.)	26,067	25,531	25,691	26,544	28,730	25,787	28,053	28,053	26,993
Cost/Adj Discharge	\$9.5	\$9.9	\$10.6	\$9.6	\$9.8	\$10.2	\$11.2	\$9.4	\$ 10.0
Compensation Ratio	74%	73%	77%	80%	71%	75%	78%	65%	75%

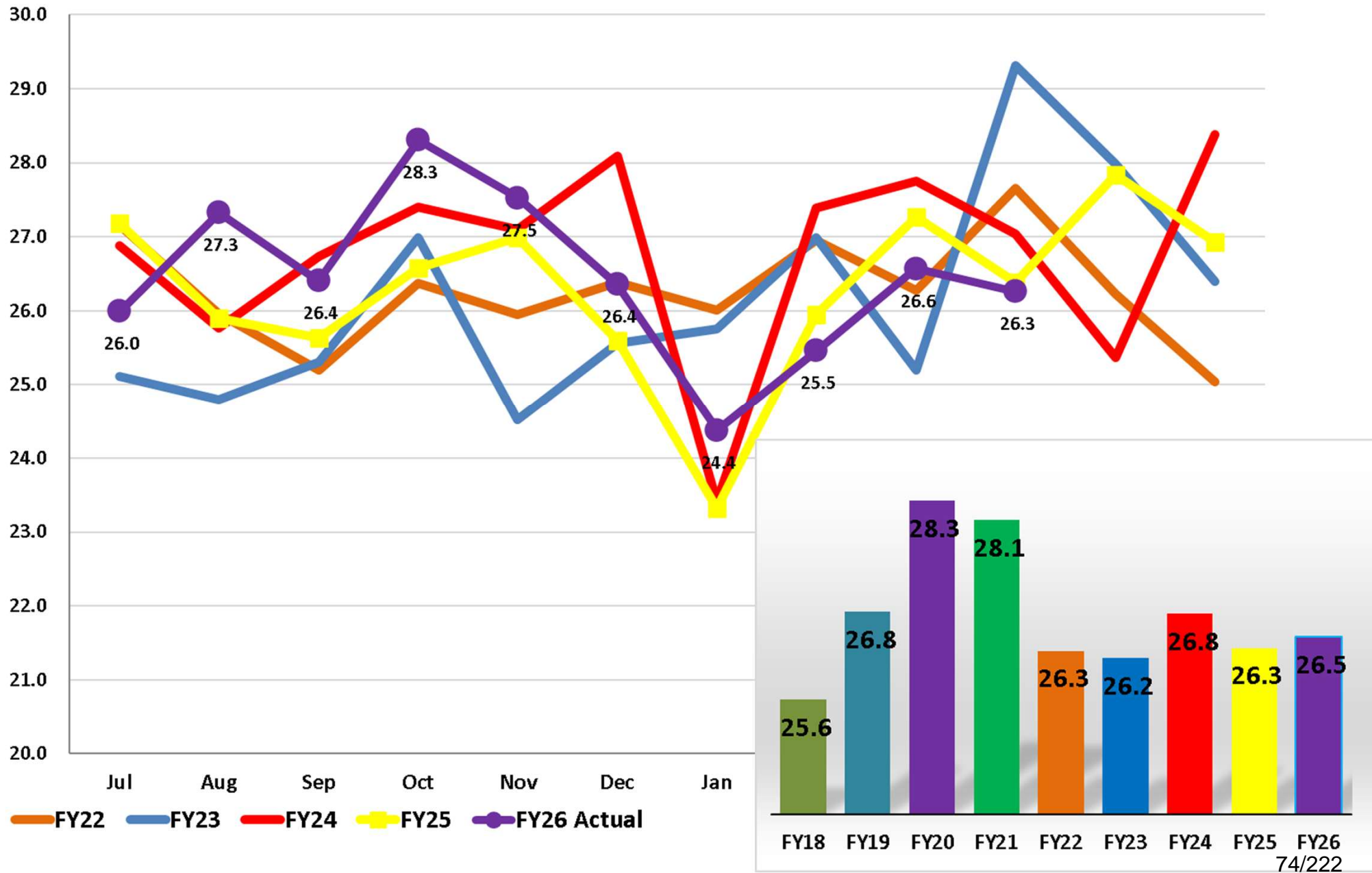
Total FTEs (includes Contract Labor)



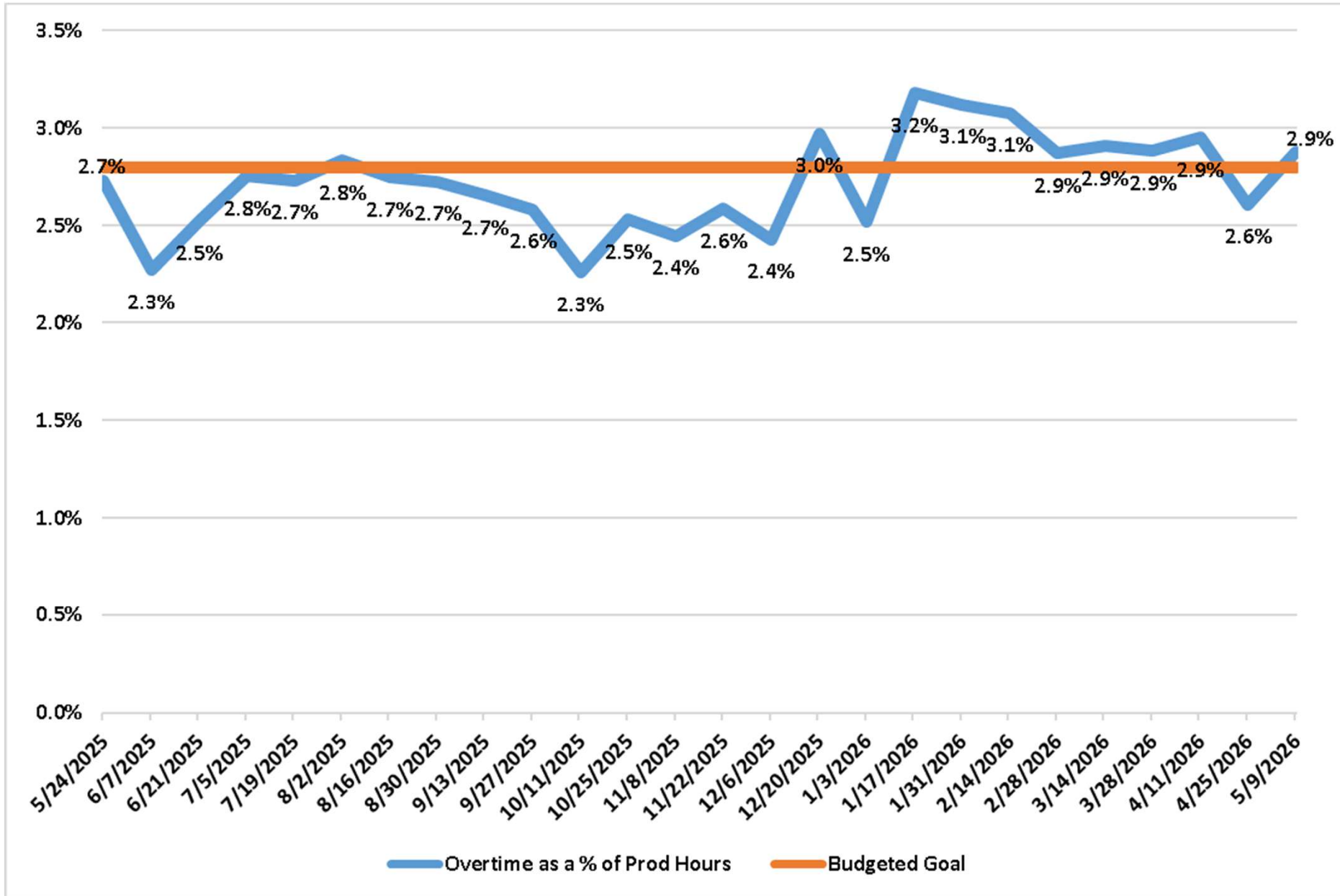
Contract Labor Full Time Equivalents (FTEs)



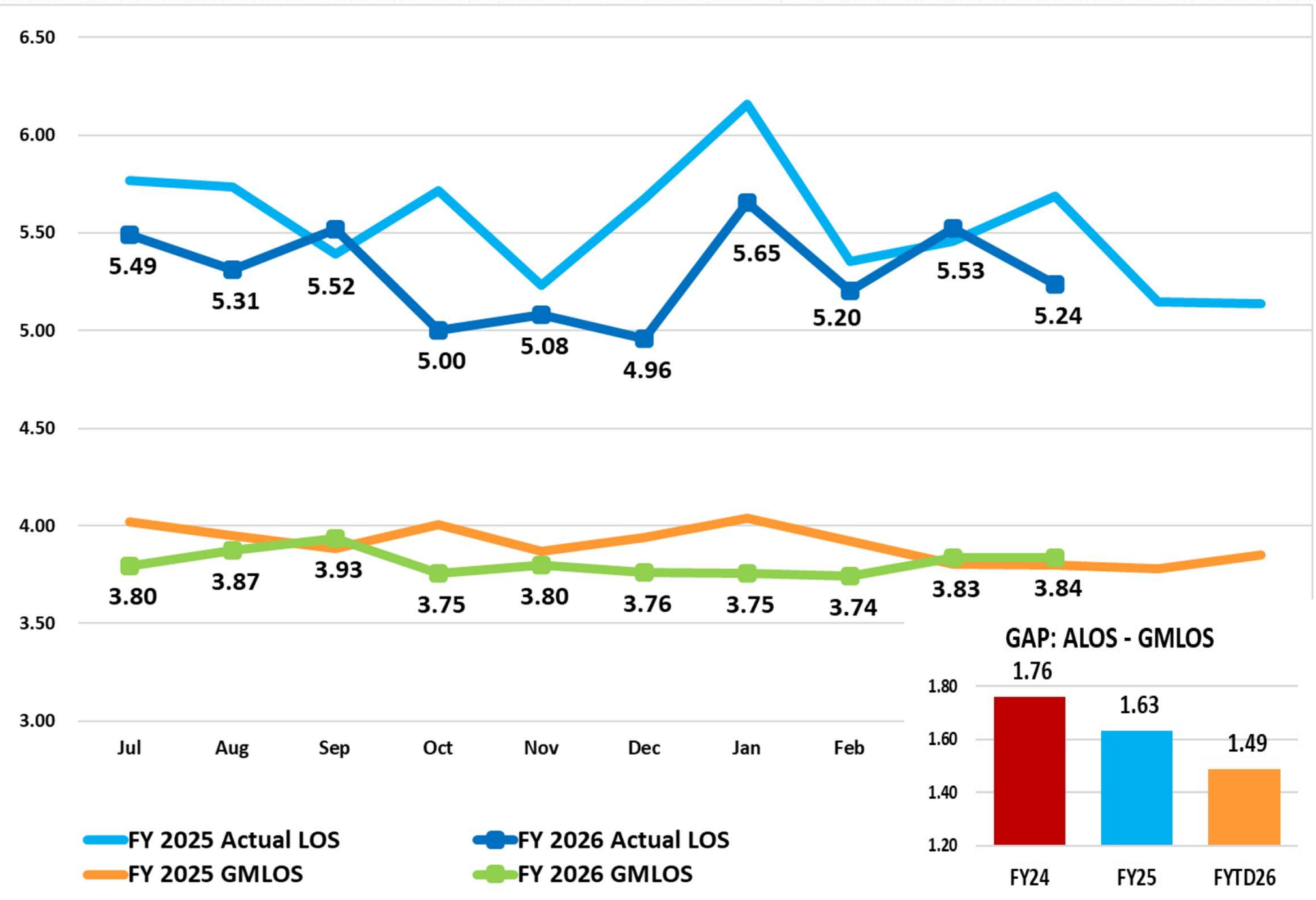
Productivity Measure : Worked Hours/ Adj. Patient Days



Overtime as a % of Productive Hours



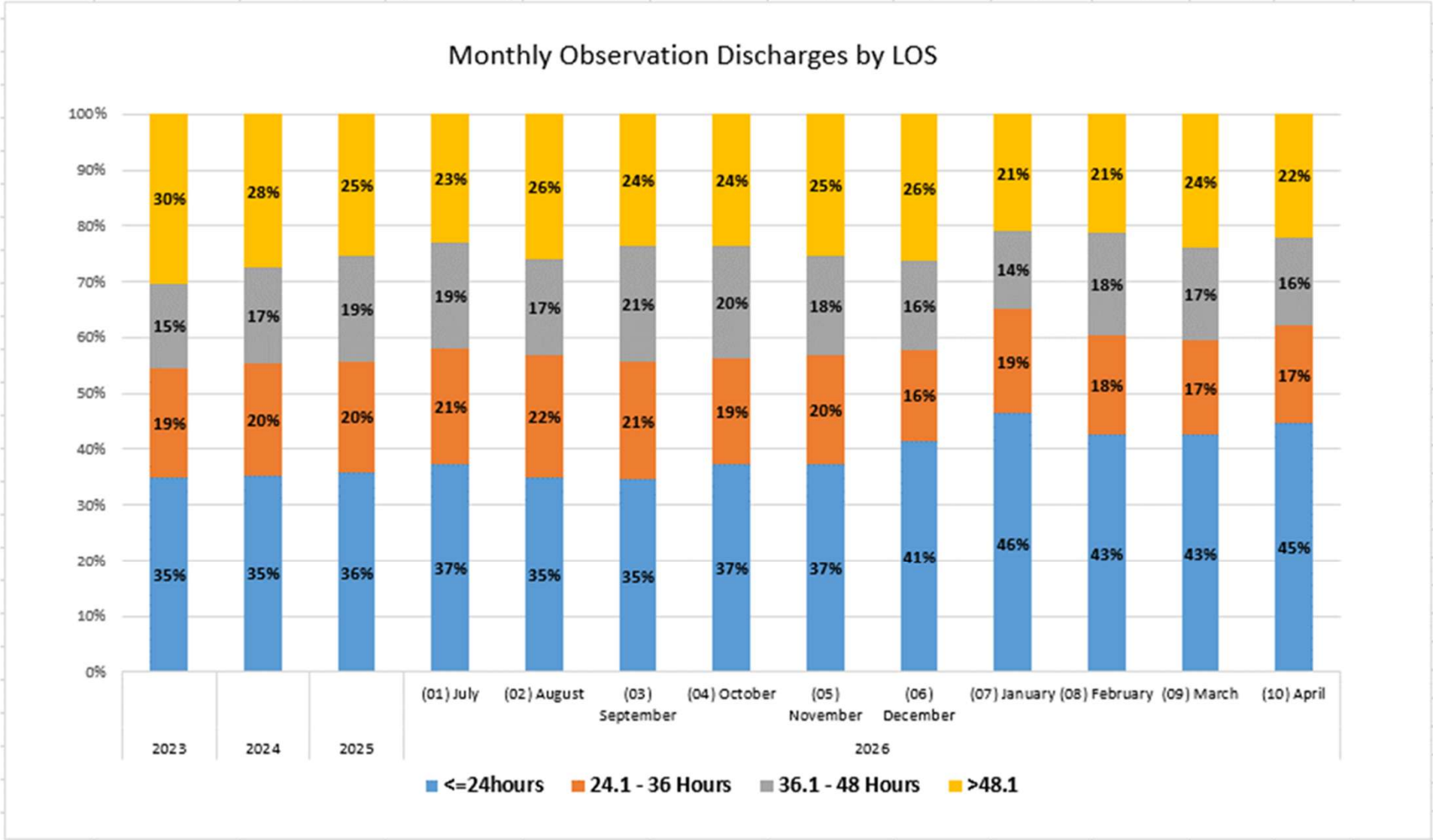
Average Length of Stay versus National Average (GMLOS)



Average Length of Stay versus National Average (GMLOS)

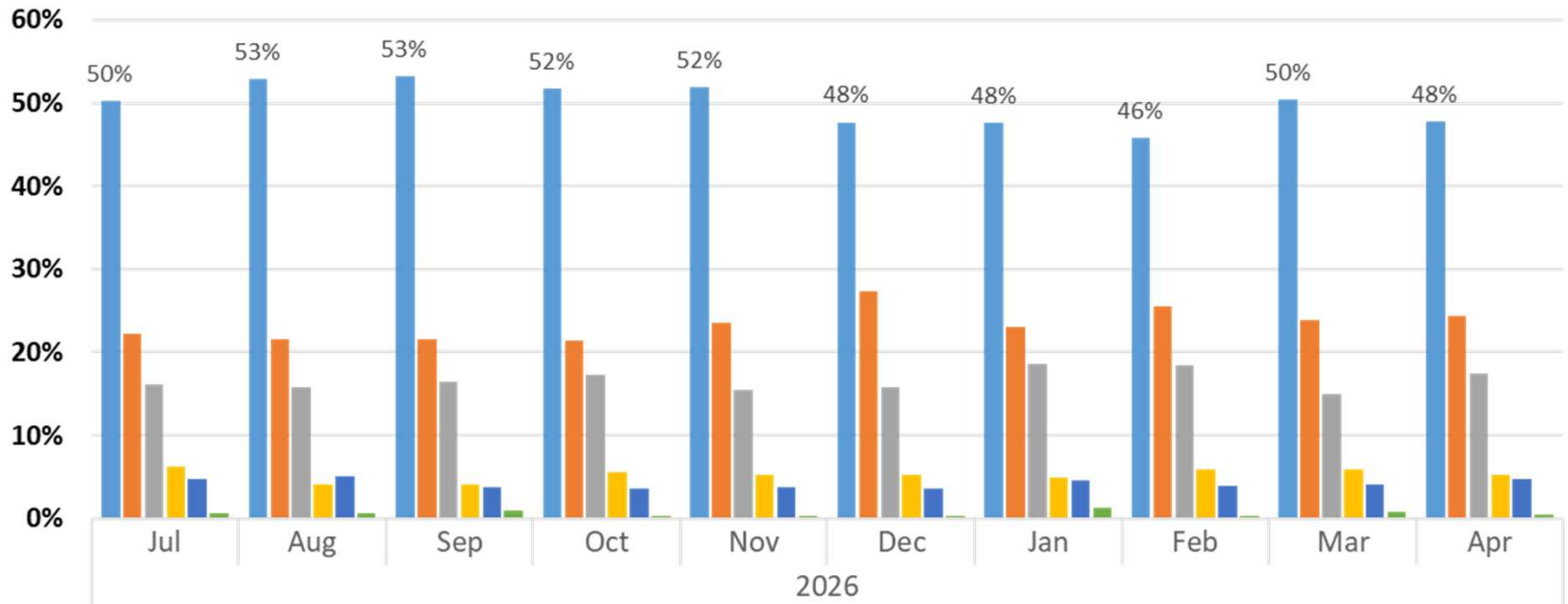
	ALOS	GMLOS	GAP
Jul-24	5.77	4.02	1.75
Aug-24	5.74	3.95	1.79
Sep-24	5.39	3.88	1.51
Oct-24	5.72	4.01	1.71
Nov-24	5.23	3.87	1.36
Dec-24	5.68	3.94	1.74
Jan-25	6.16	4.04	2.12
Feb-25	5.35	3.92	1.43
Mar-25	5.46	3.80	1.66
Apr-25	5.69	3.80	1.89
May-25	5.15	3.78	1.37
Jun-25	5.14	3.85	1.29
Jul-25	5.49	3.80	1.69
Aug-25	5.31	3.87	1.44
Sep-25	5.52	3.93	1.58
Oct-25	5.00	3.75	1.25
Nov-25	5.08	3.80	1.28
Dec-25	4.96	3.76	1.20
Jan-26	5.65	3.75	1.90
Feb-26	5.20	3.74	1.46
Mar-26	5.53	3.83	1.69
Apr-26	5.24	3.84	1.40

Trended % of Observation by Length of Stay



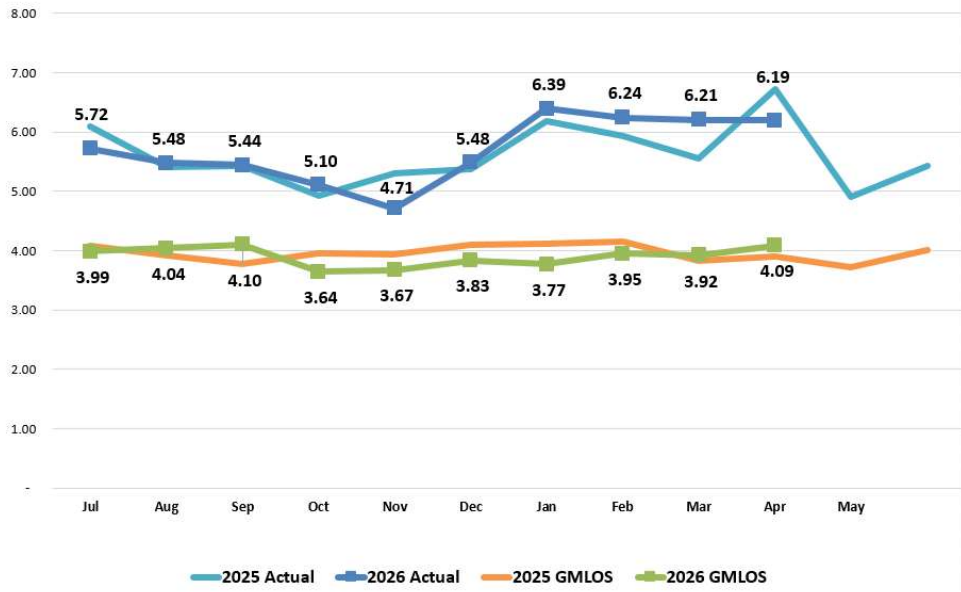
Average Length of Stay Distribution

FY26 Overall LOS Distribution

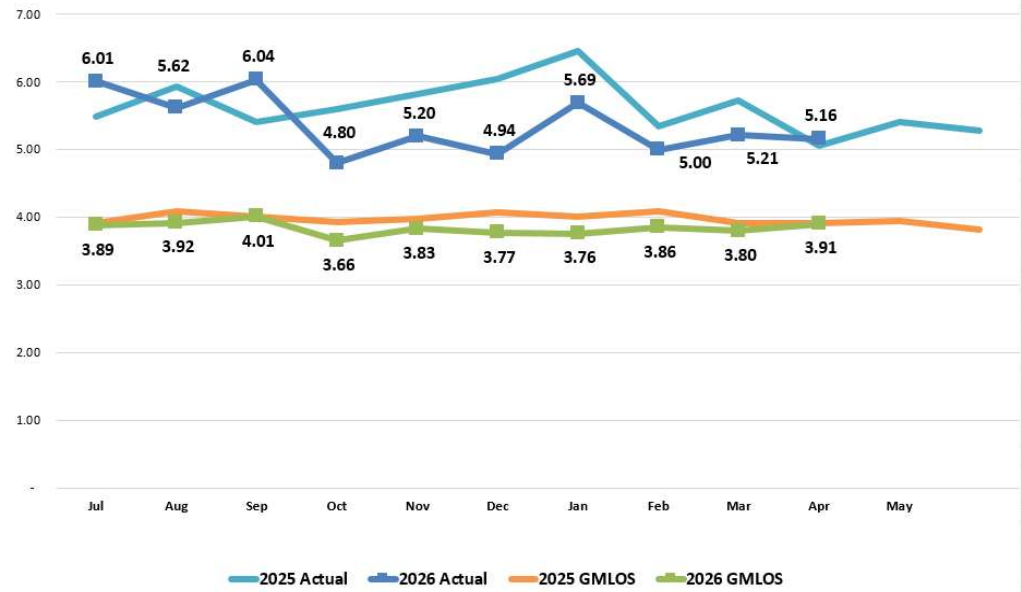


	2026									
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
■ at GMLOS or Better	50%	53%	53%	52%	52%	48%	48%	46%	50%	48%
■ 1-2 days over GMLOS	22%	22%	22%	21%	24%	27%	23%	26%	24%	24%
■ 2-6 days over GMLOS	16%	16%	17%	17%	15%	16%	19%	18%	15%	17%
■ 6-10 days over GMLOS	6%	4%	4%	6%	5%	5%	5%	6%	6%	5%
■ 10-30 days over GMLOS	5%	5%	4%	4%	4%	4%	5%	4%	4%	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%

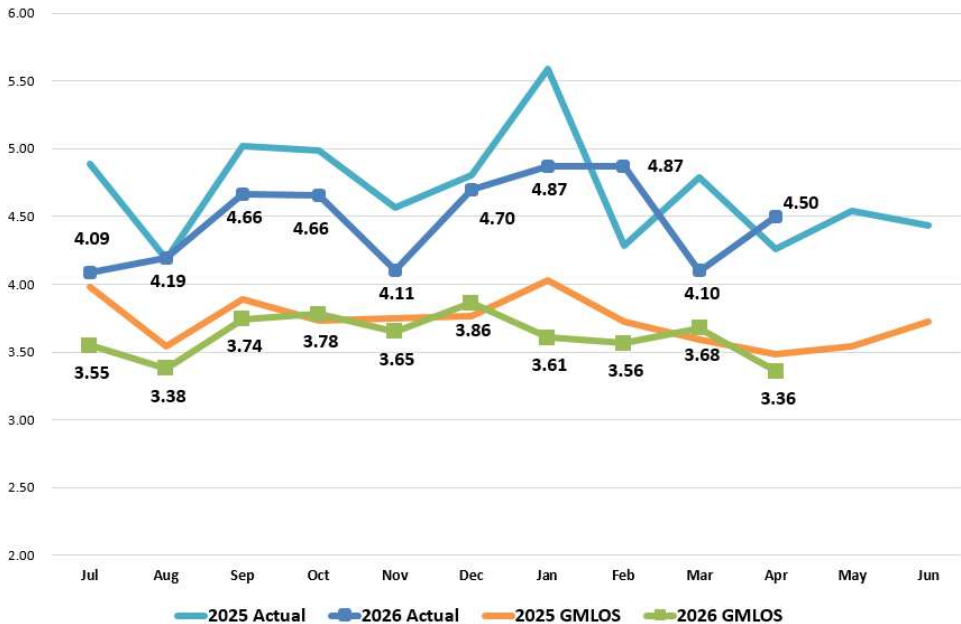
Medicare Managed Average Length of Stay



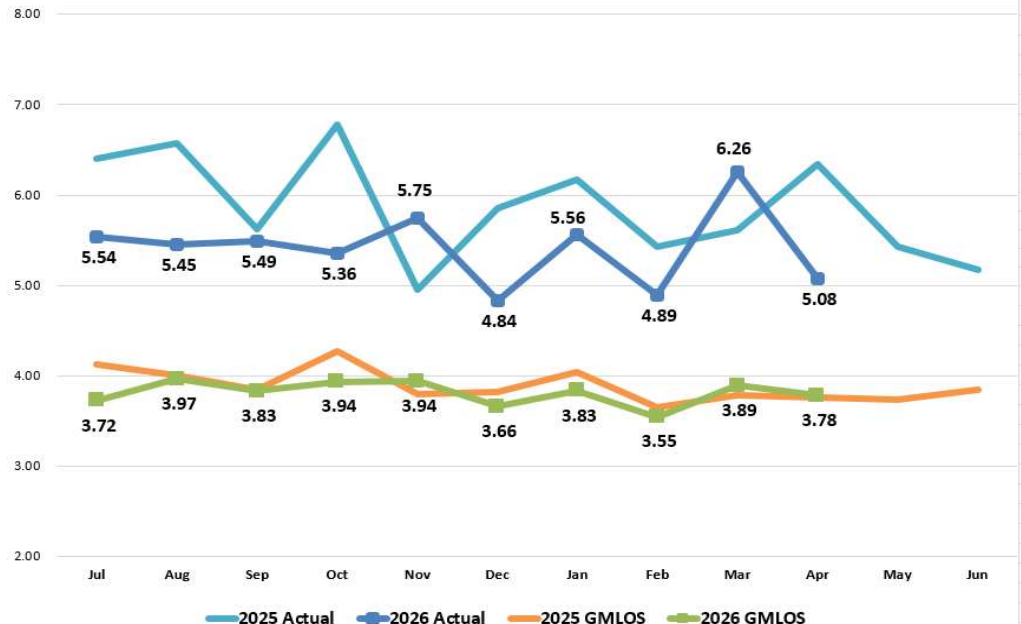
Medicare Average Length of Stay



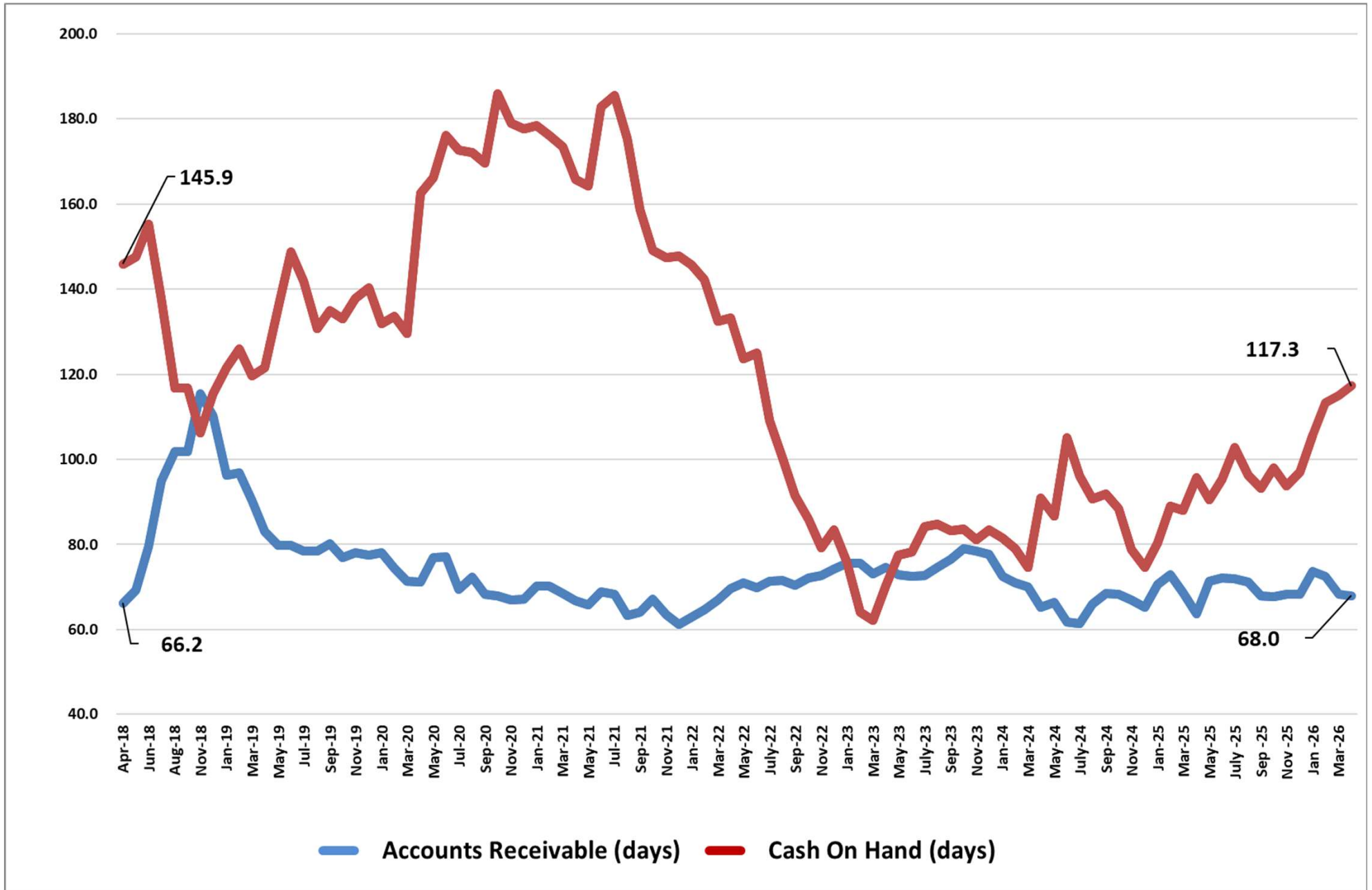
Commercial Average Length of Stay



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



Trended Liquidity Ratios



Ratio Analysis Report

APRIL 30, 2026

	Current	Prior	June 30,	2024 Moody's		
	Month	Month	2025	Median Benchmark		
	Value	Value	Audited	Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	2.3	2.3	2.5	1.6	1.9	1.7
Accounts Receivable (days)	68.0	68.3	72.1	48.7	46.7	48.6
Cash On Hand (days)	117.3	115.1	95.3	282	194.6	122.9
Cushion Ratio (x)	13.7	13.3	10.9	46.1	26.8	15.5
Average Payment Period (days)	53.0	52.0	55.1	75.8	61.9	62.3
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	145.7%	141.4%	114.9%	297.1%	188.1%	111.0%
Debt-To-Capitalization	31.0%	31.1%	31.3%	20.8%	28.7%	35.5%
Debt-to-Cash Flow (x)	4.4	4.5	2.8	2.2	3.1	5.0
Debt Service Coverage	2.2	2.2	3.8	7.9	5.3	3.3
Maximum Annual Debt Service Coverage (x)	1.7	1.7	3.0	7.2	4.8	2.7
Age Of Plant (years)	14.1	13.9	13.6	11.1	13.3	14.8
PROFITABILITY RATIOS						
Operating Margin	(1.2%)	(1.3%)	(4.2%)	2.9%	1.6%	(.5%)
Excess Margin	0.2%	0.1%	2.9%	6.7%	4.3%	1.3%
Operating Cash Flow Margin	3.7%	3.7%	1.0%	7.9%	6.6%	4.2%
Return on Assets	0.2%	0.1%	3.1%	4.5%	3.8%	1.7%

Consolidated Statements of Net Position (000's)

	Apr-26	Jun-25
		(Audited)
ASSETS AND DEFERRED OUTFLOWS		
CURRENT ASSETS		
Cash and cash equivalents	\$ 16,233	\$ 6,595
Current Portion of Board designated and trusted assets	26,911	17,533
Accounts receivable:		-
Net patient accounts	156,275	154,634
Other receivables	23,721	70,335
	179,996	224,969
Inventories	14,216	13,871
Medicare and Medi-Cal settlements	63,560	62,463
Prepaid expenses	10,777	8,234
Total current assets	311,694	333,666
NON-CURRENT CASH AND INVESTMENTS -		
less current portion		
Board designated cash and assets	276,026	218,025
Revenue bond assets held in trust	-	22,950
Assets in self-insurance trust fund	280	626
Total non-current cash and investments	276,306	241,602
INTANGIBLE RIGHT TO USE LEASE,	18,711	15,613
net of accumulated amortization		
INTANGIBLE RIGHT TO USE SBITA,	10,591	8,062
net of accumulated amortization		
CAPITAL ASSETS		
Land	20,544	17,542
Buildings and improvements	447,007	437,184
Equipment	348,413	340,593
Construction in progress	16,745	18,729
	832,709	814,048
Less accumulated depreciation	559,795	541,607
	272,914	272,441
OTHER ASSETS		
Property not used in operations	2,120	5,155
Health-related investments	1,843	2,147
Other	22,269	20,922
Total other assets	26,232	28,224
Total assets	916,447	899,608
DEFERRED OUTFLOWS	12,029	13,133
Total assets and deferred outflows	\$ 928,477	\$ 912,741

Consolidated Statements of Net Position (000's)

	Apr-26	Jun-25
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable and accrued expenses	\$ 30,787	\$ 43,963
Accrued payroll and related liabilities	81,536	71,620
SBITA liability, current portion	3,170	3,031
Lease liability, current portion	3,590	3,204
Bonds payable, current portion	13,184	13,014
Notes payable, current portion	3,074	-
Financing Lease Liability, current portion	554	-
Total current liabilities	135,895	134,831
LEASE LIABILITY, net of current portion	15,548	12,850
SBITA LIABILITY, net of current portion	5,520	3,941
LONG-TERM DEBT, less current portion		
Bonds payable	199,002	201,619
Financing Lease payable	3,067	-
Notes payable	17,676	20,750
Total long-term debt	219,745	222,369
NET PENSION LIABILITY	19,090	16,169
OTHER LONG-TERM LIABILITIES	56,548	50,472
Total liabilities	452,347	440,632
NET ASSETS		
Invested in capital assets, net of related debt	62,186	60,147
Restricted	47,794	58,980
Unrestricted	366,151	352,983
Total net position	476,130	472,110
Total liabilities and net position	\$ 928,477	\$ 912,741

2026 Legislative Updates and Impact on Financials

A wave of federal and state healthcare policies is set to take effect in 2026, bringing major changes to hospital operations, reimbursement, insurance markets and patient access.

- 1. Expiration of ACA subsidies:** 4.8M nationwide lose coverage without an extension. California committed to partial funding.
Other: Medicaid expansion incentive ends (FMAP boost) , Premium tax credit repayment caps removed, Income-based special enrollment period eliminated, HSA eligibility expanded , Dependent care FSA limit increased.
- 2. Medi-Cal Redetermination:** Major Medi-Cal changes for 2026, driven by budget decisions, include the **reinstatement of asset limits** for older adults and people with disabilities, an **enrollment freeze** for certain undocumented adults (19+) can no longer newly enroll in full-scope Medi-Cal, legally residing immigrants lose full-scope coverage starting Oct 1, 2026, creating significant disenrollment risks, requiring beneficiary action for renewal, requiring some working adults to show employment, significant increase in administration burden on providers and patients, and **changes to dental and prescription drug coverage**.
- 3. Medicare Payment Updates:** Reducing inpatient only list as more procedures move to ambulatory setting, new price transparency requirements, negative efficiency adjustments to physician's payment rates, up to 15% reductions to Medicare laboratory testing payments, New obstetric care standards, New 340B rebate pilot, changes to Part D out of pocket threshold
- 4. Prior Authorization rules:** CMS tightens prior authorization
- 5. Medicare Drug Negotiations**

2026 Legislative Updates and Impact on Financials

CHA Executive Summary:

According to the Congressional Budget Office, the OBBBA will lead to nearly **\$1 Trillion in Medicaid cuts** and result in **more than 11.8 million people losing Medicaid and health insurance marketplace coverage** nationally.

- Policy changes to provider taxes and state-directed payments (SDPs) will result in **\$340 billion in cuts to hospitals**. The American Hospital Association estimates that provider tax changes alone will result in a loss of federal payments to hospitals of **\$232 billion over 10 years**.
- CHA estimates that **up to 1.8 million people in California will lose insurance coverage**, and hospital **uncompensated care costs will increase by \$9.5 billion over 10 years**

One Big Beautiful Bill Act: Summary and Impact Analysis

The “One Big Beautiful Bill Act” (OBBBA) (H.R. 1) will result in **between \$66 billion and \$128 billion in Medicaid and Medicare revenue losses to California hospitals over the next decade**.

Low estimate: \$66B over 10 years <i>Factors included:</i>	High estimate: \$128B over 10 years <i>Factors included:</i>
<ul style="list-style-type: none"> • Hospital Fee Program 9, currently with the Centers for Medicare & Medicaid Services (CMS) for review, is APPROVED • Managed care organization (MCO) tax revenue is lost • State-directed payments are capped at 100% of Medicare rates; phase-down to Medicare levels begins in 2028 • Fee program (provider tax) phased down from 5% beginning in 2028 to 3.5% in 2032 • Medicare cuts due to sequestration resulting from growing federal deficit 	<ul style="list-style-type: none"> • Hospital Fee Program 9, currently with CMS for review, is DENIED • Fee program revenue is eliminated entirely • MCO tax revenue is lost • Medicare cuts due to sequestration resulting from growing federal deficit
Bottom line: 14% reduction in Medi-Cal revenue & 4% reduction in Medicare revenue	Bottom line: 30% reduction in Medi-Cal revenue & 4% reduction in Medicare revenue

FY27 Preliminary Budget Presentation May 2026

FY2027 | Budget Update

April 20th - May 8th: 1st round budget meetings (450 Budgets)

May 20th: Finance (FPSA) Board of Directors - Preliminary Budget Concepts

May 27th: Board Presentation of Preliminary Budget Concepts and Assumptions

May 21st - June 10th : Analysis and breakout budget meetings

June 1st: Executive Team Review of budget with focus on FTEs, operating expenses capital and strategic options

June 2nd : Special Board Meeting – presentation of preliminary budget

June 17th : Budget Discussions at Finance (FPSA) and /or Special Board meeting

June 24th: Final Presentation to the Board of Directors

FY2027 Preliminary Budget Review

- Guiding Principles
- Initial Assumptions
- New Services/Closed Services
- Key Volume Projections – first pass
- Initial Labor Projections – first pass
- Productivity Analysis
- Service Line Volume Graph Detail
- Initial Capital Requests

Note: The FY26 Projected amounts are based on 10 months of actual (July 2025-April 2026) plus 2 months for May and June 2026 using the average daily amount of Jan - April 2026

Guiding Principles | FY 2027

- Bond Covenants: Budget must show a minimum of a 1.75 - Debt Service Coverage Ratio (MADS)
- Positive Cash Flow
- Days Cash on Hand to exceed 90 days
- Capital Budget not to exceed \$18M and will depend on final budgeted cash flow results
- Continue to improve the quality of our patient's care and experience
- Continue to support the well being and work environment for our employees and providers

Initial Assumptions | FY 2027

- Payer Mix: No material change
- Supplemental Funds: \$5.6M decrease over prior year
- Contract Labor: Steady decrease – 41% reduction
- Merit: 3% increase in employee rates \$8M
- Market rate increases: RNs \$6M plus \$1.5M other categories
- 401K: 100% Full match with catch up in match timing
- Defined Benefit Plan: \$1.2M contribution
- At Risk Compensation: \$1.5M
- Inflation: 2-3% on supplies
- Vacancy Factor: 175 FTEs, same as prior year \$16M

Key Challenges | FY 2027

- Shortage of Providers: Needed to support growth of service locations
- Resources / Capital: Needed to ensure growth is supported
- Increase in Market Rates/Employee Costs
- Physician Fees: Increase in costs
- Proposed Federal and State Reductions on Supplemental Funds, Medi-Cal DSH and Rates
- Shortage of RNs: creating need for contract labor
- Productivity: Improving efficiencies in staffing ratios and throughput
- Inflation: Impact on Costs of Goods and Services

Initial Assumptions | FY 2027 Supplemental Income

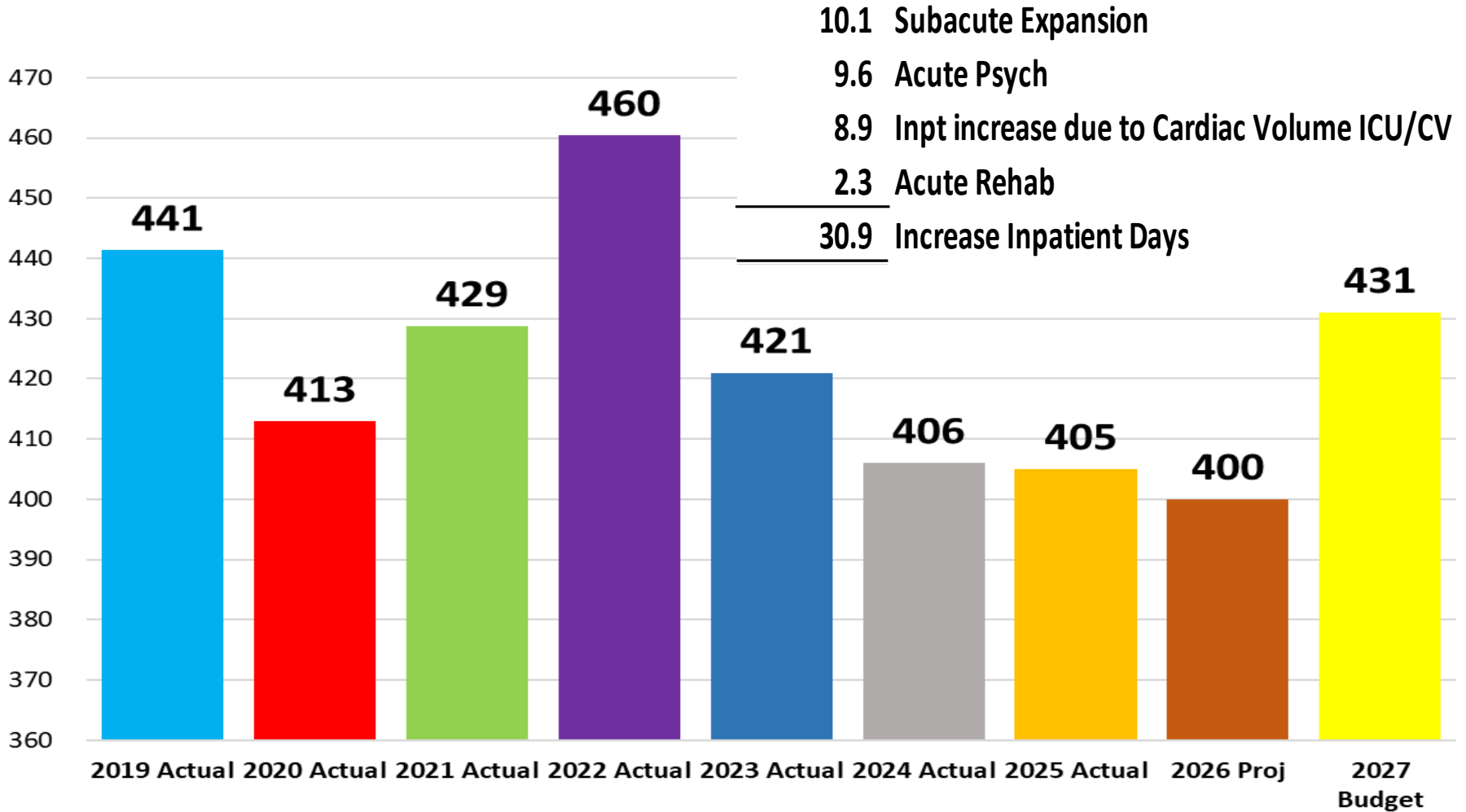
Programs (000's)	5 Year Projection								
	FY23	FY24	FY25	FY26 Est.	FY27 BDGT	FY28 PROJ	FY29 PROJ	FY30 PROJ	FY31 PROJ
HQAF	23,345	20,607	18,535	8,373	6,677	3,339	1,669	-	-
Directed Payments	11,629	21,258	46,491	73,503	73,503	66,888	64,881	55,149	46,877
Medi-Cal DSH	2,756	21,814	(24,570)	-	-	-	-	-	-
Rate Range	16,538	28,355	47,941	30,803	27,551	24,304	22,808	22,808	22,808
Fee for Service	7,139	13,971	5,211	4,700	4,700	4,700	4,700	4,700	4,700
Total Supplemental	\$61,407	\$106,005	\$93,608	\$117,379	\$112,432	\$99,231	\$94,058	\$82,657	\$74,385
Prime (QIP) Program	\$8,719	\$8,832	\$13,994	\$7,568	\$6,963	\$6,345	\$5,781	\$5,596	\$5,416
Total	\$70,126	\$114,837	\$107,601	\$124,947	\$119,394	\$105,575	\$99,839	\$88,253	\$79,801
Reduction from prior year					(\$5,552)	(\$13,819)	(\$5,736)	(\$11,587)	(\$8,452)
								Cummulative	(\$45,146)

Key Statistical Indicators | New Services

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

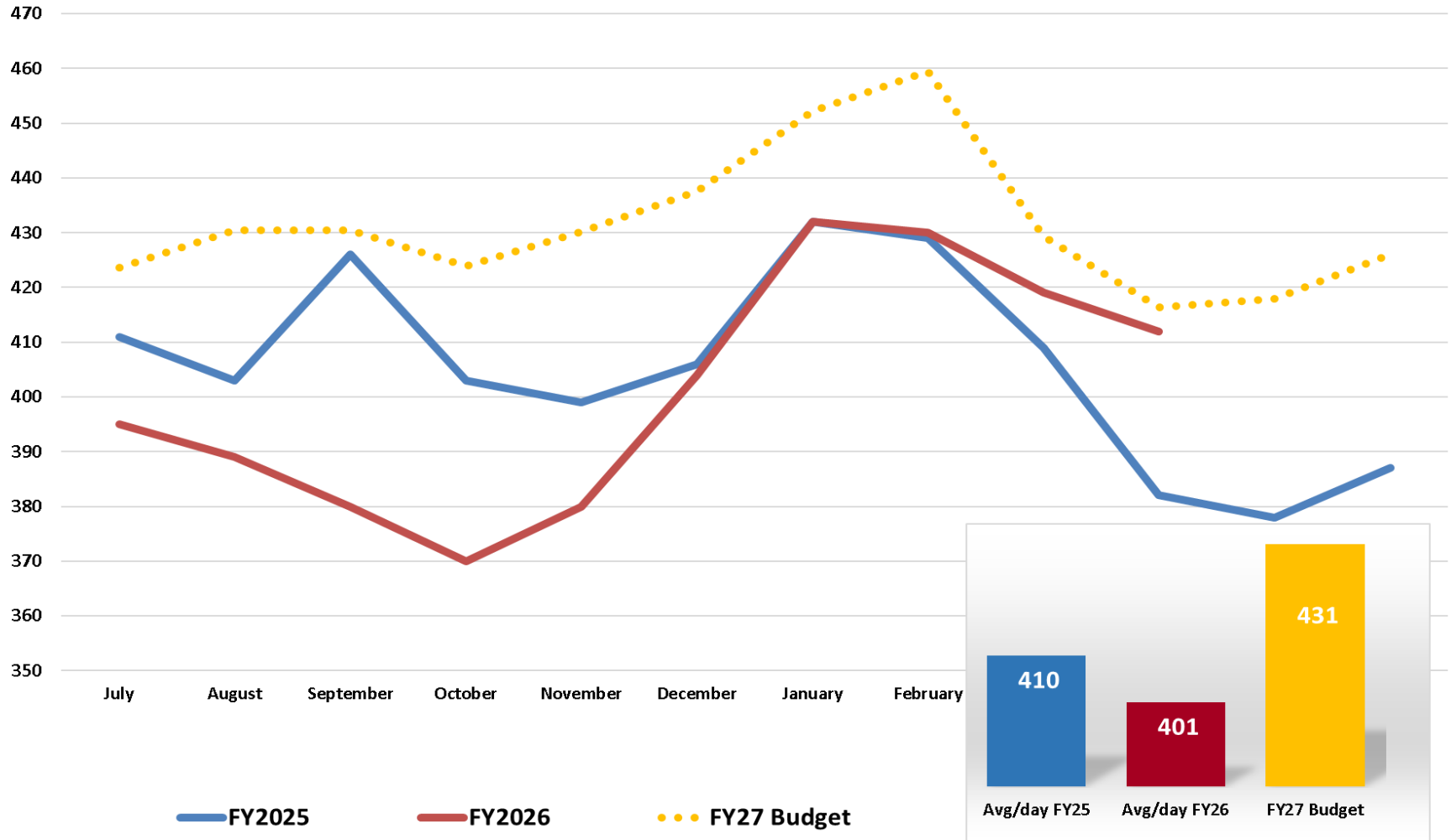
Actual Results			Budget	Budget Variance	
FY2025	FY2026 Proj	% Change	FY 2027 Bdgt	Change	% Change

Average Daily Census

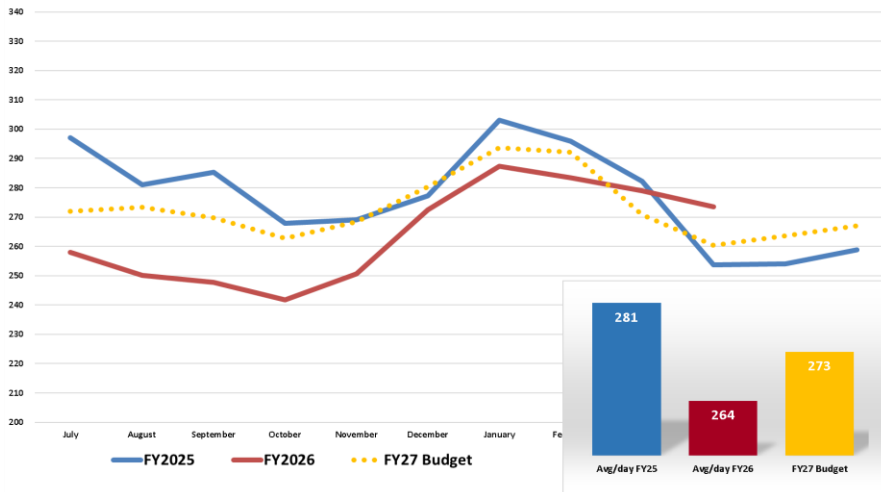
Medical Center	279.2	264.3	-5.3%	272.7	8.4	3.2%
Acute I/P Psych	35.8	44.5	24.3%	54.0	9.5	21.2%
Sub-Acute	28.7	29.5	2.9%	39.5	10.0	33.7%
Rehab	19.4	23.3	20.5%	24.8	1.5	6.4%
TCS-Ortho (Short Stay Rehab)	11.9	13.5	13.8%	13.8	0.3	2.3%
NICU	13.1	12.2	-7.1%	12.3	0.1	1.0%
Nursery	16.8	13.6	-19.2%	14.1	0.5	4.0%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

* Includes Nursery 32 beds

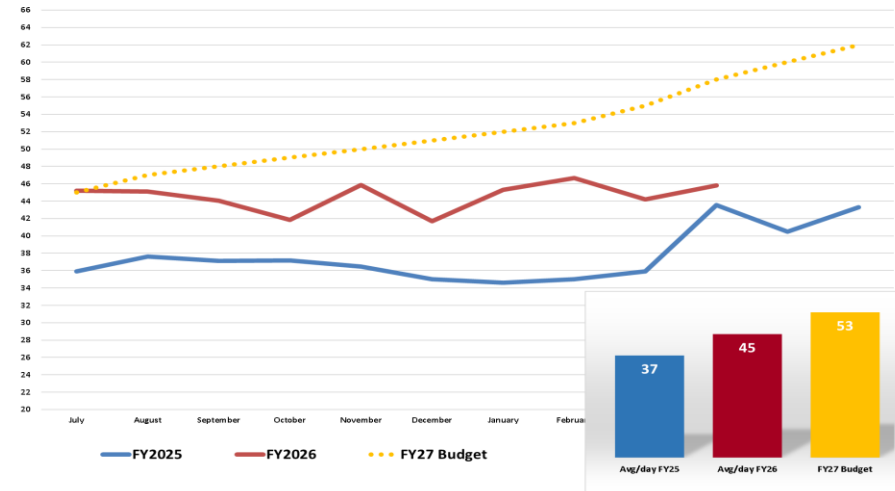
Key Statistical Indicators | Trended Avg. Daily Census



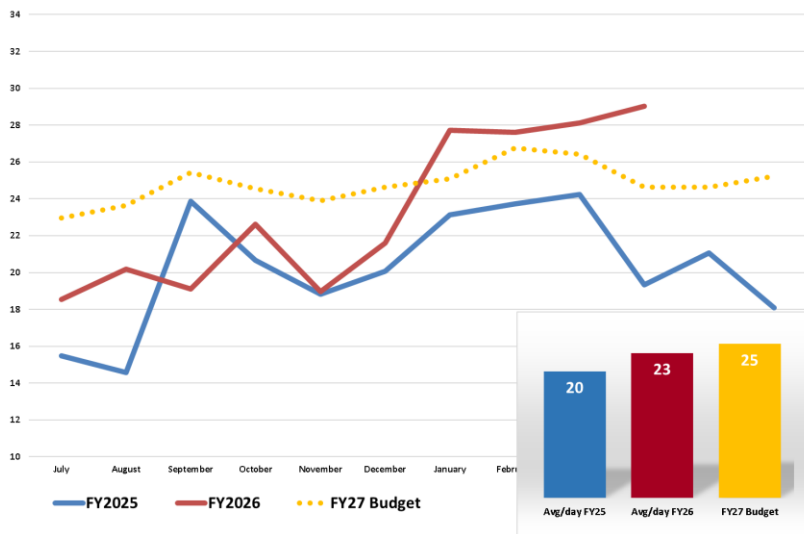
Medical Center (Avg Patients Per Day)



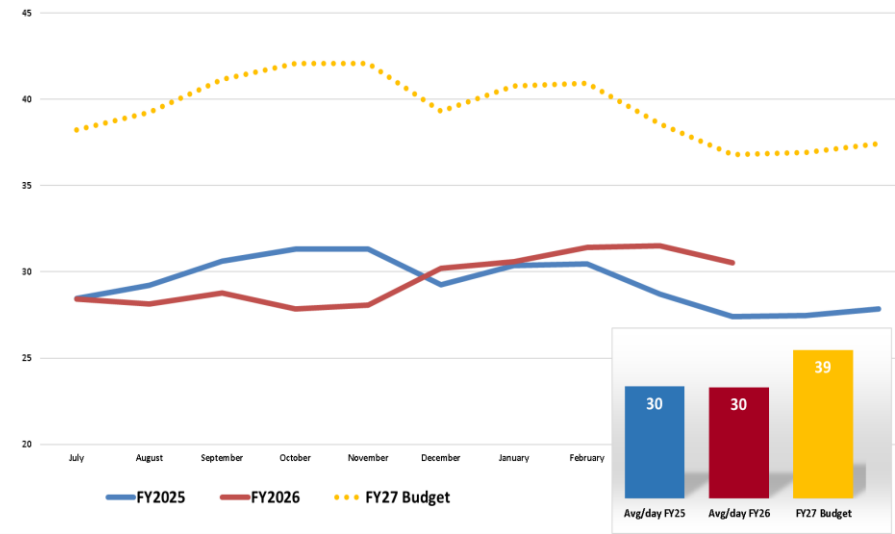
Acute I/P Psych (Avg Patients Per Day)



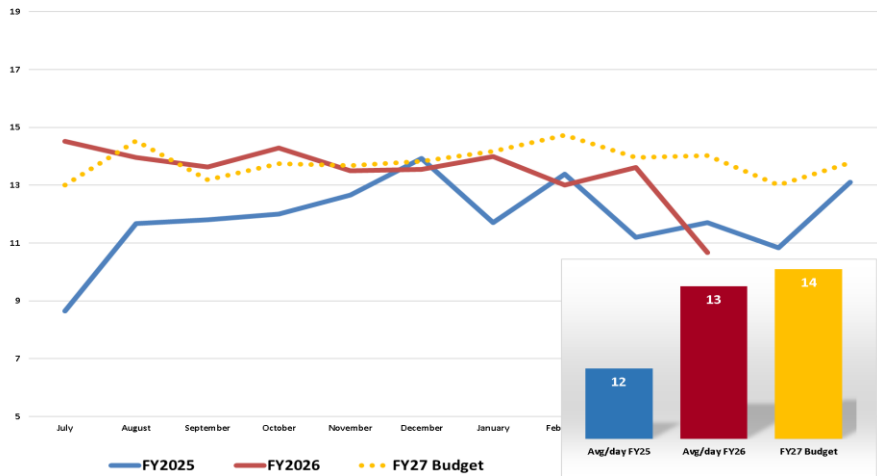
Rehabilitation Hospital - Avg Patients Per Day



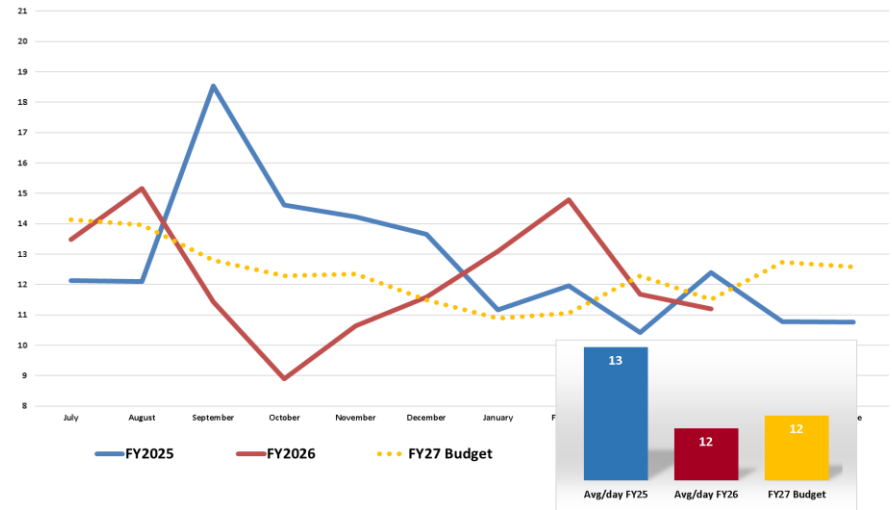
Sub-Acute - Avg Patients Per Day



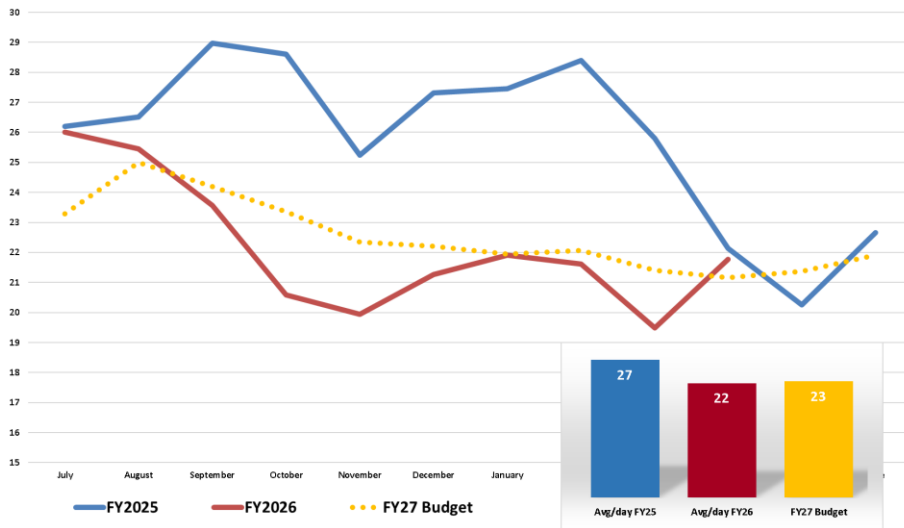
TCS Ortho - Avg Patients Per Day



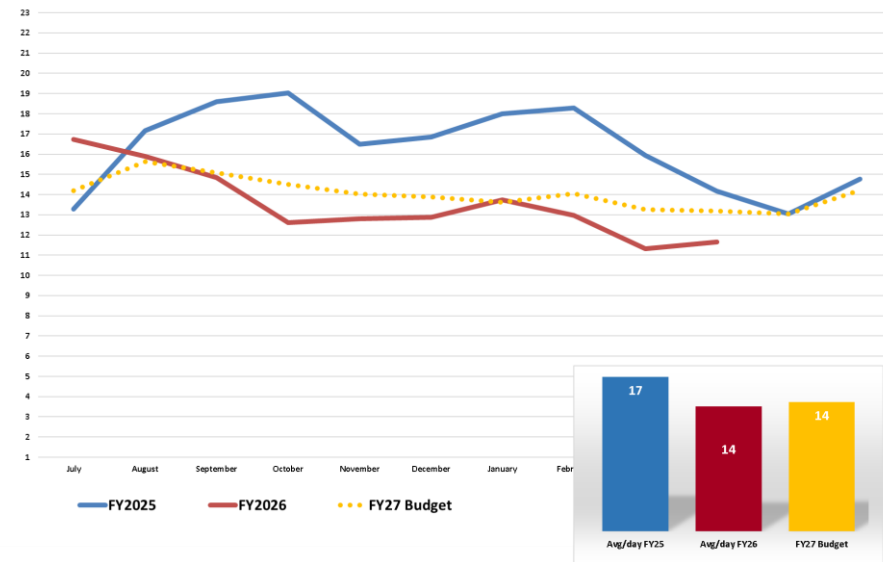
NICU - Avg Patients Per Day



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	6,196	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

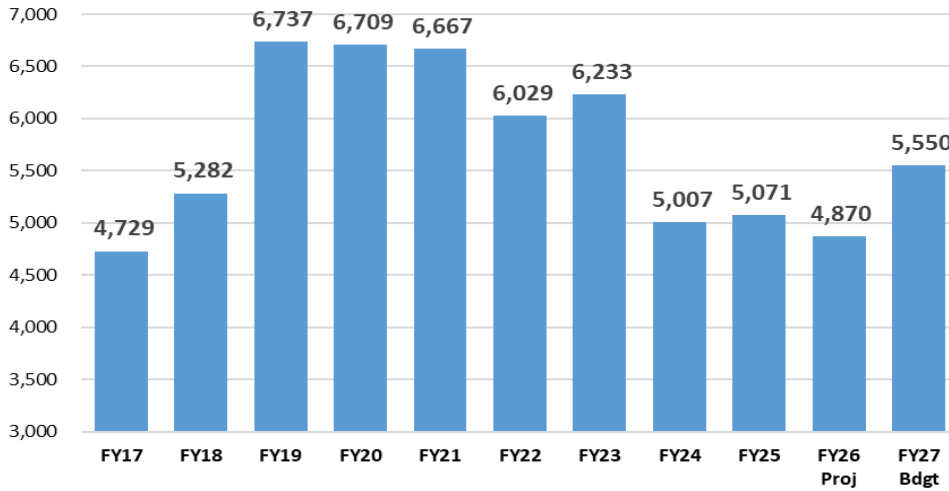
	YTD Actual Results				Budget		Budget Variance	
	FY26 Projected	FY27 Budget	Change	% Change	FY26 Budget	FY27 Budget	Change	% Change
All O/P Rehab Svcs Across District	240,860	239,874	(986)	(0.4%)	253,319	239,874	(13,445)	(5.3%)
Physical & Other Therapy Units (IP & O/P)	229,936	247,751	17,815	7.7%	238,004	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

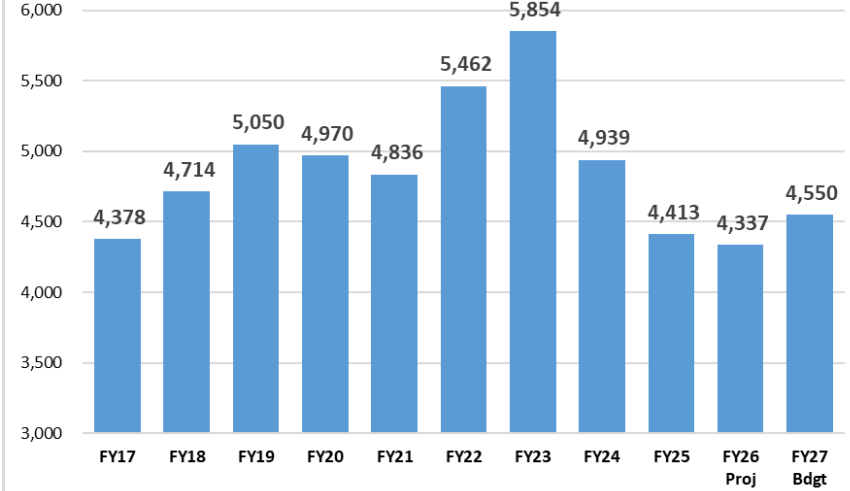
	YTD Actual Results				Budget		Budget Variance	
	FY26 Projected	FY27 Budget	Change	% Change	FY26 Budget	FY27 Budget	Change	% Change
Rural Health Clinics Registrations	140,253	150,417	10,164	7.2%	164,641	139,629	(25,012)	(15.2%)
RHC Exeter - Registrations	70,217	71,538	1,321	1.9%	80,150	71,538	(8,612)	(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%)

FY27 Trended Budget Volume Graphs

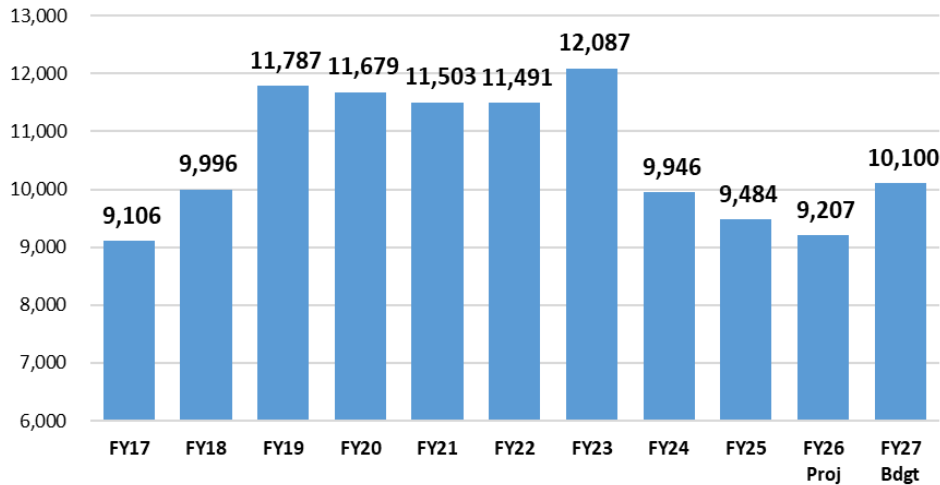
Inpatient Surgery Minutes per 100



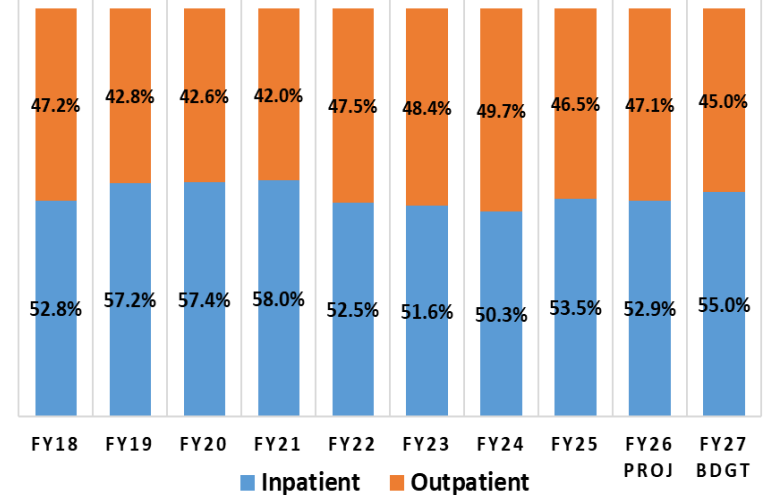
Outpatient Surgery Minutes per 100



Total Surgery Minutes per 100



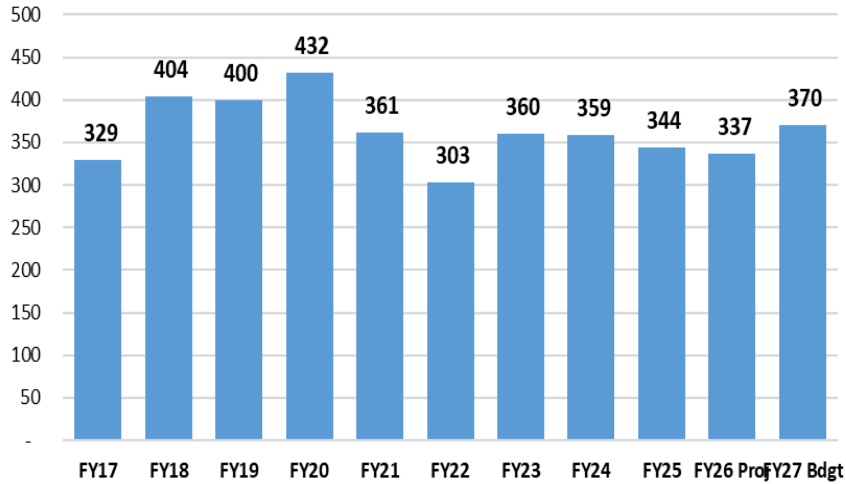
Surgeries by Patient Type %



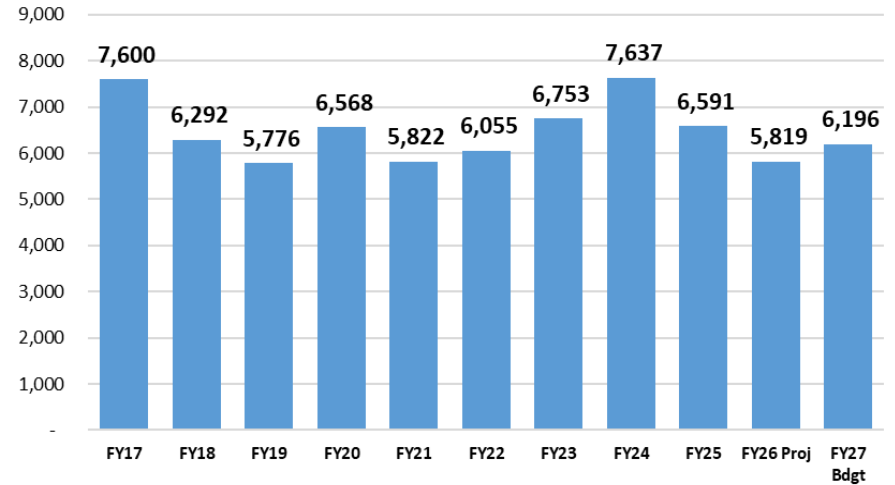
■ Inpatient ■ Outpatient

FY27 Trended Budget Volume Graphs

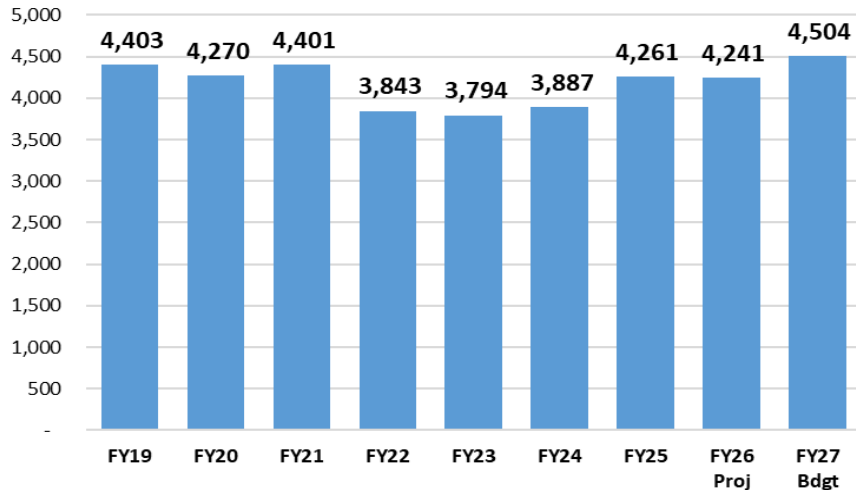
Cardiac Surgeries



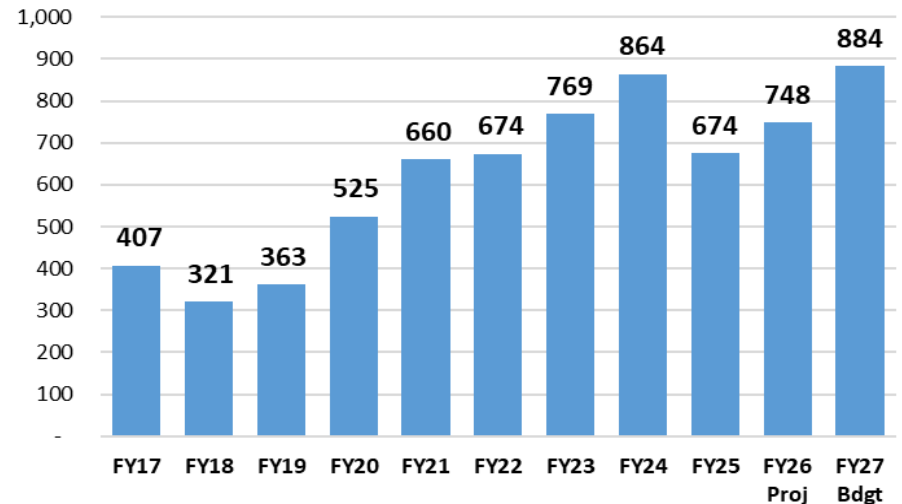
Endoscopy Procedure Hours



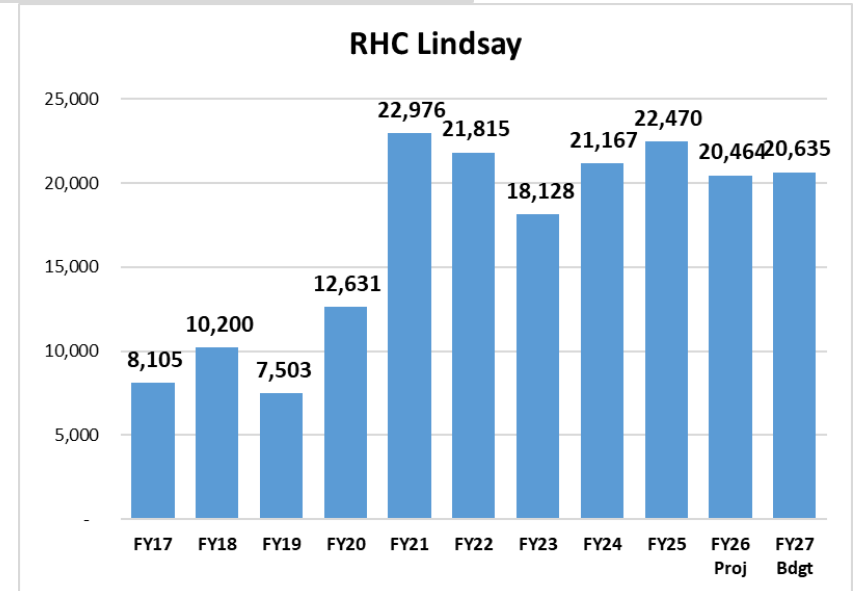
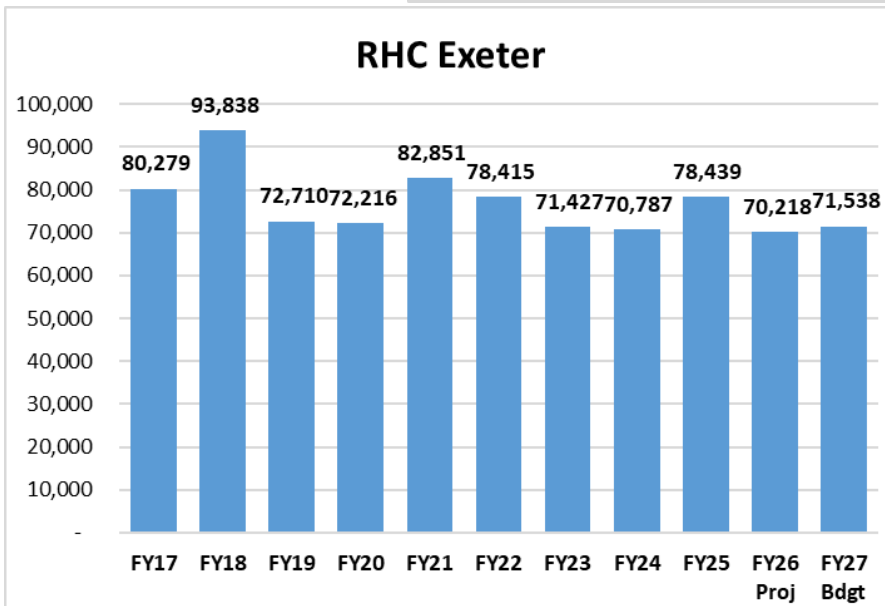
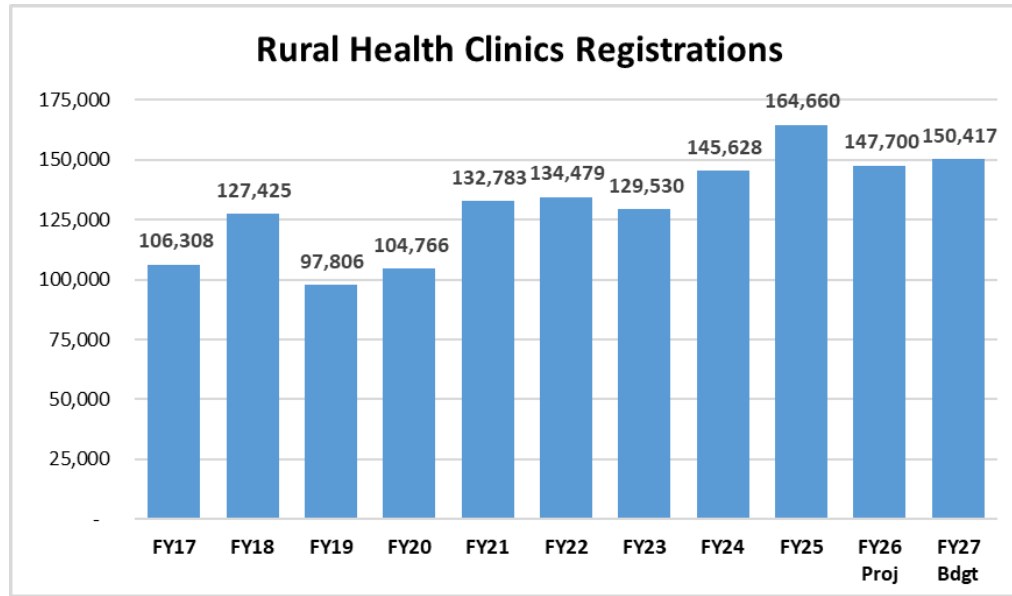
Cath Lab Minutes per 100



Robotic Surgery Minutes per 100

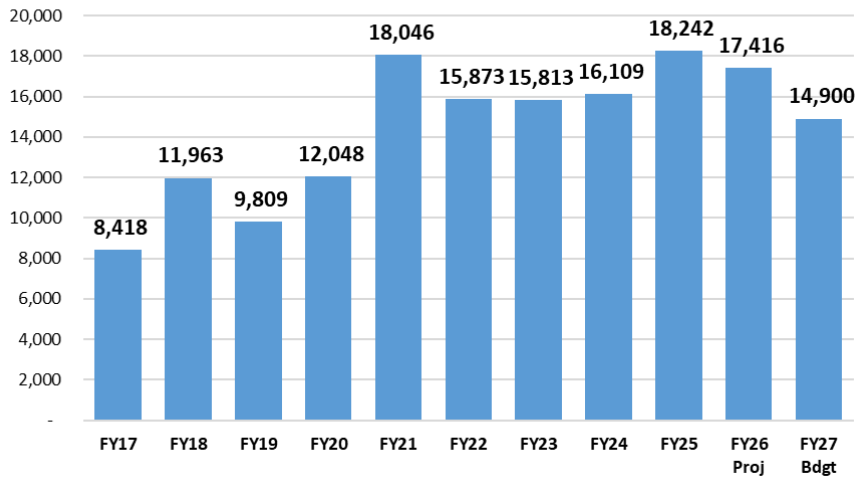


FY27 Trended Budget Volume Graphs

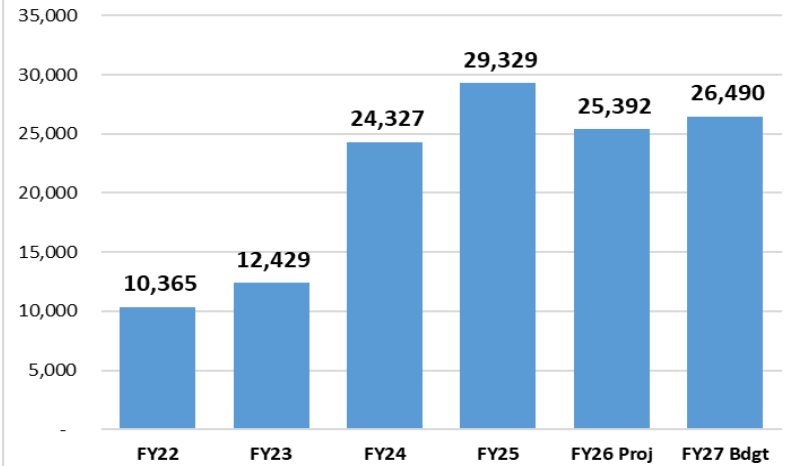


FY27 Trended Budget Volume Graphs

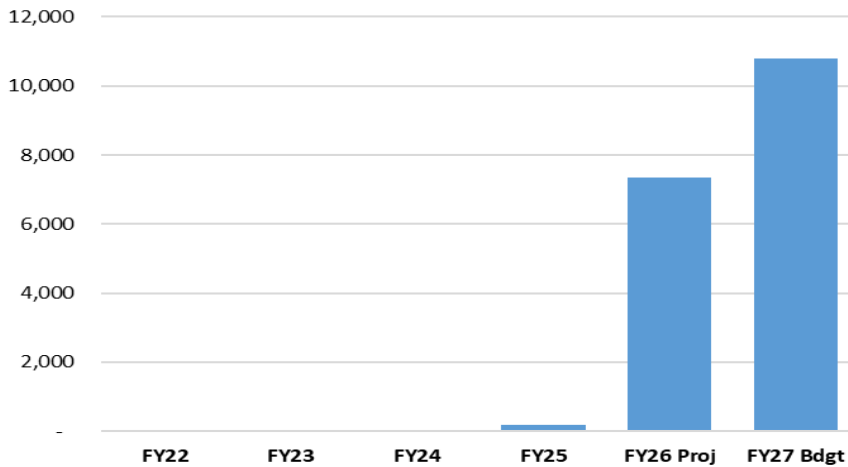
RHC Dinuba



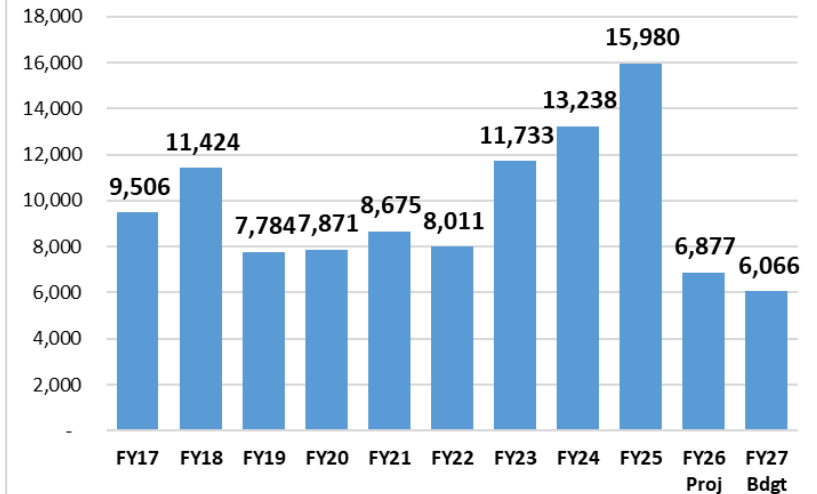
RHC Tulare



RHC Woodlake Valencia

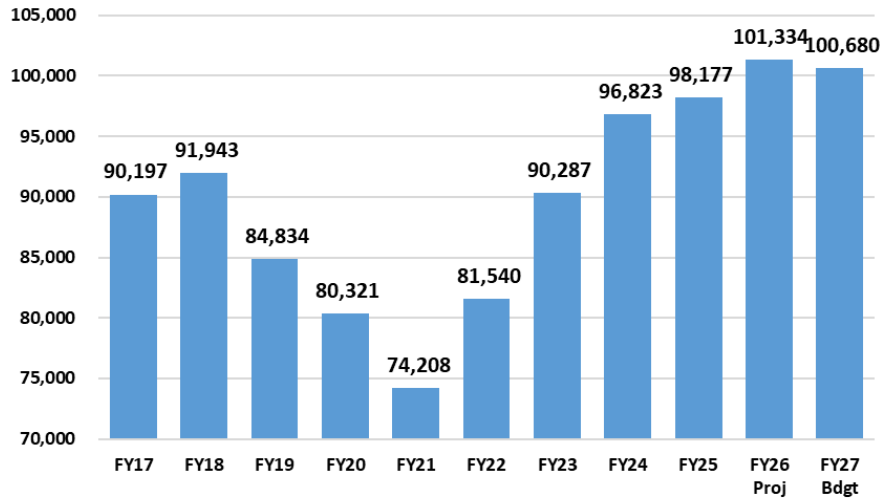


RHC Woodlake Antelope

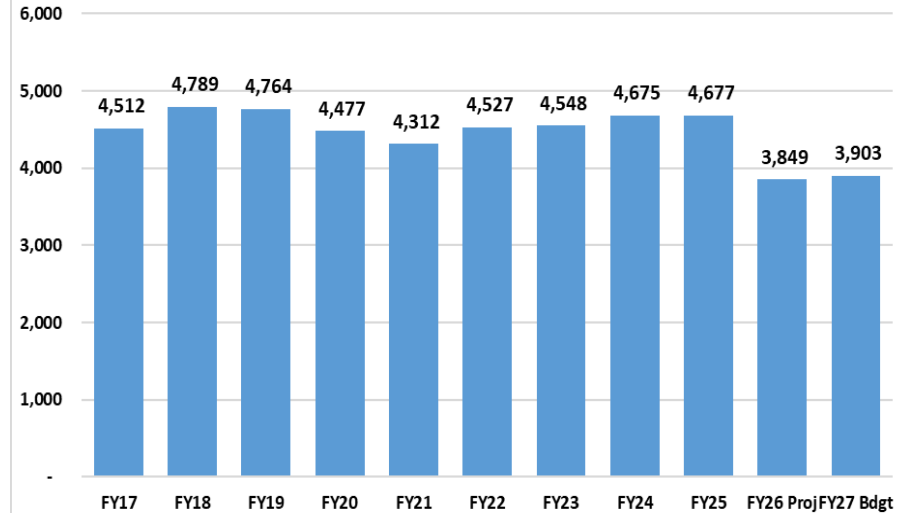


FY27 Trended Budget Volume Graphs

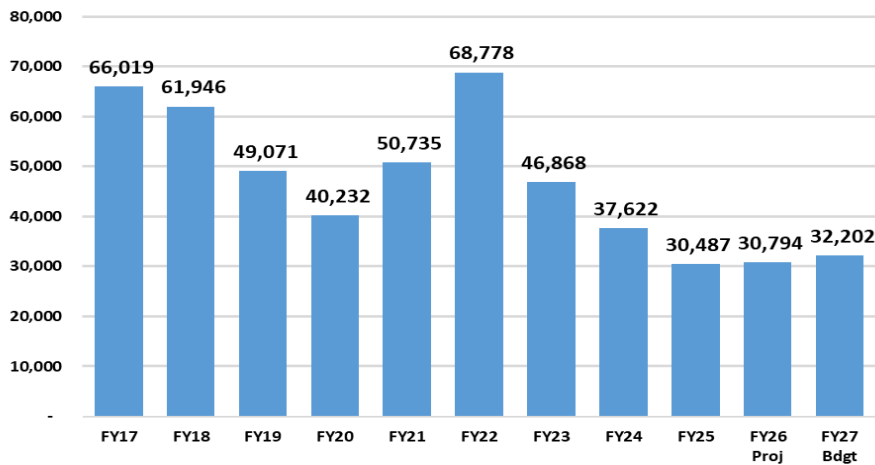
Emergency Visits



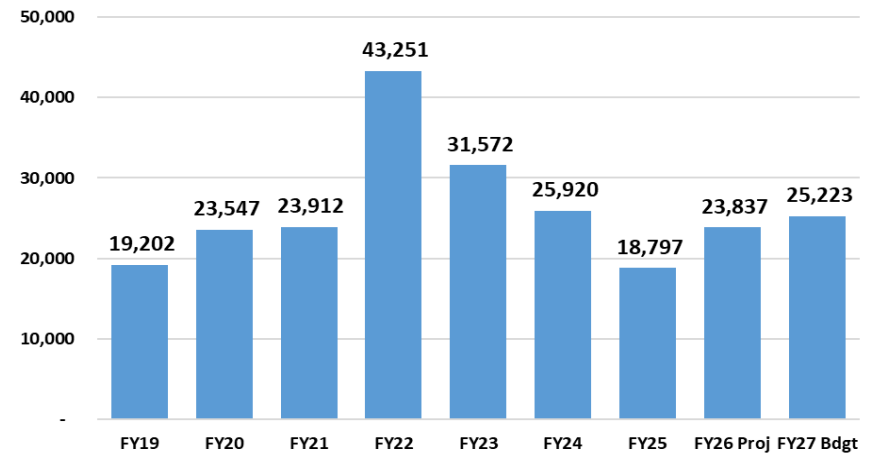
Deliveries



Urgent Care Registrations - Court Street

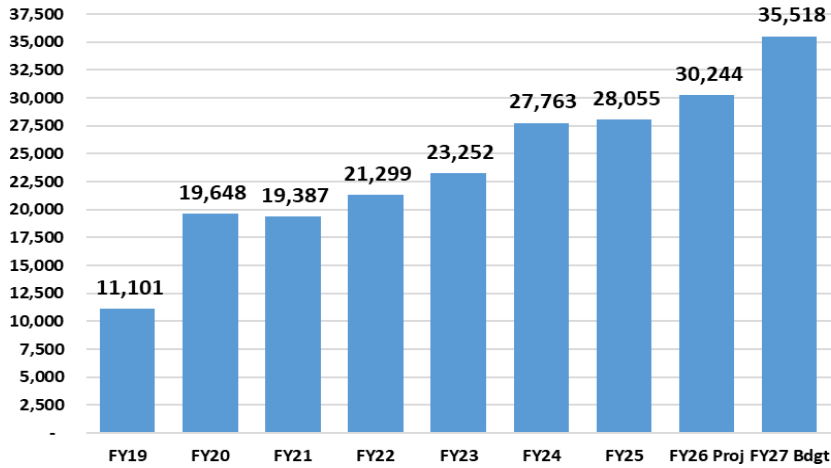


Urgent Care Registrations - Demaree

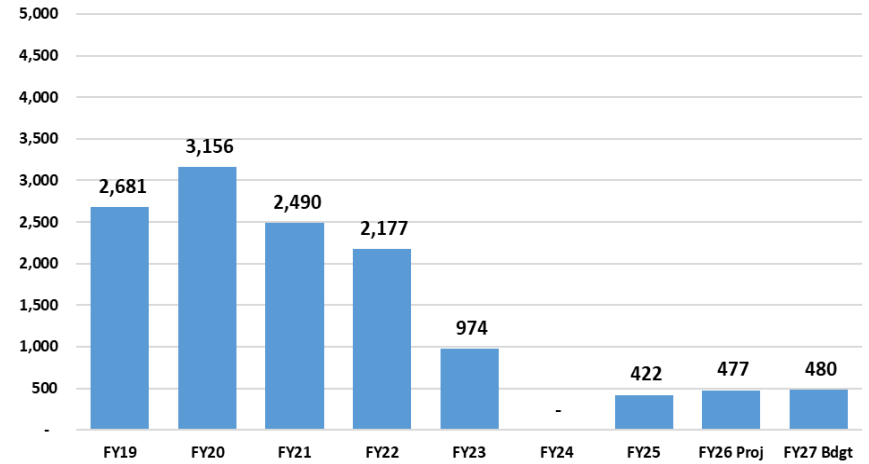


FY27 Trended Budget Volume Graphs

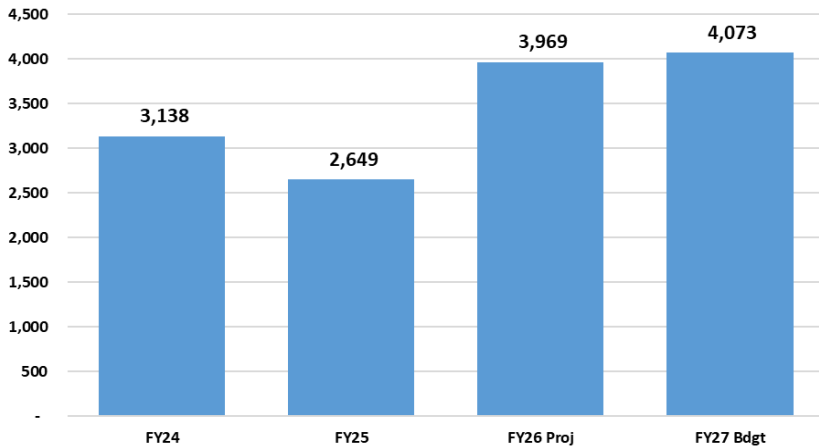
Cardiology Clinic Registrations



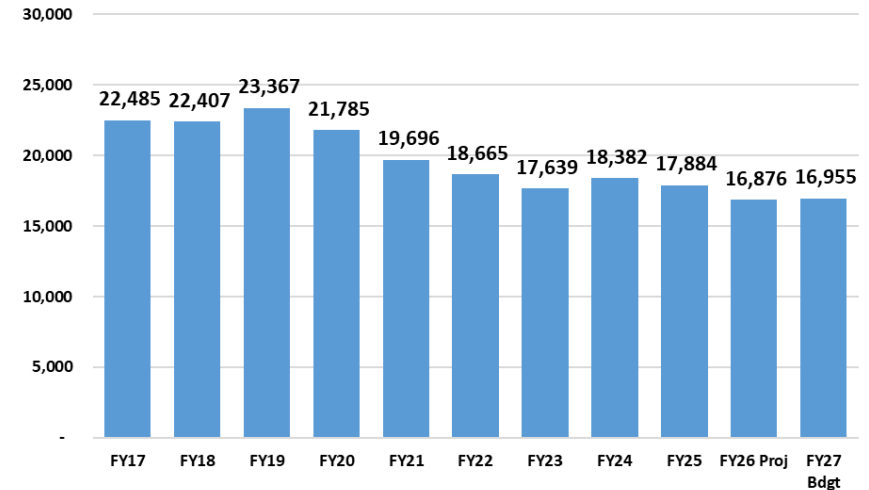
Neuroscience Center Registrations



Wound Care Visits/wRVUs

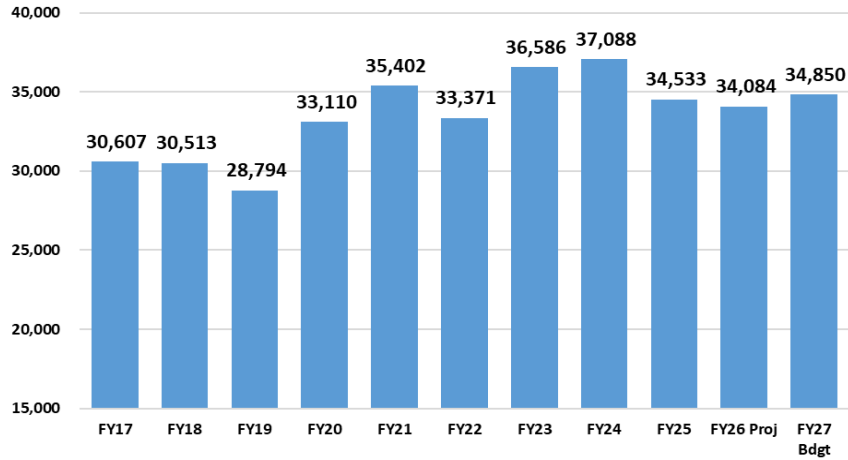


Outpatient Dialysis Treatments

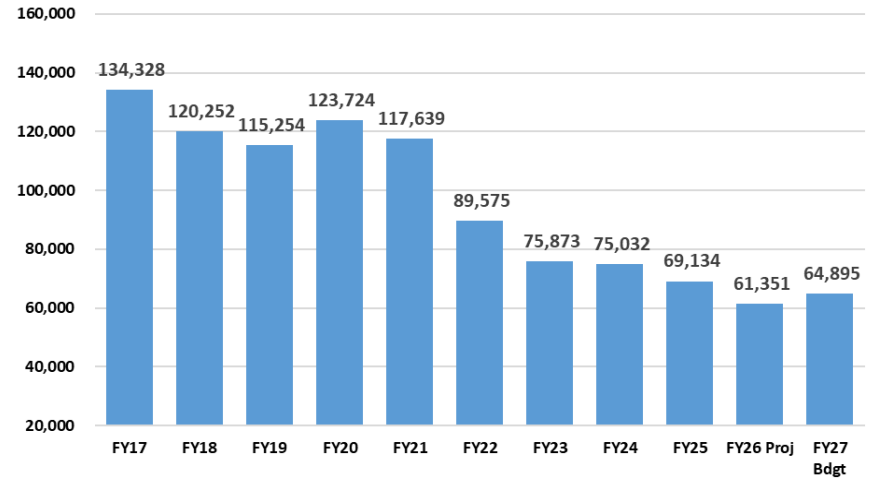


FY27 Trended Budget Volume Graphs

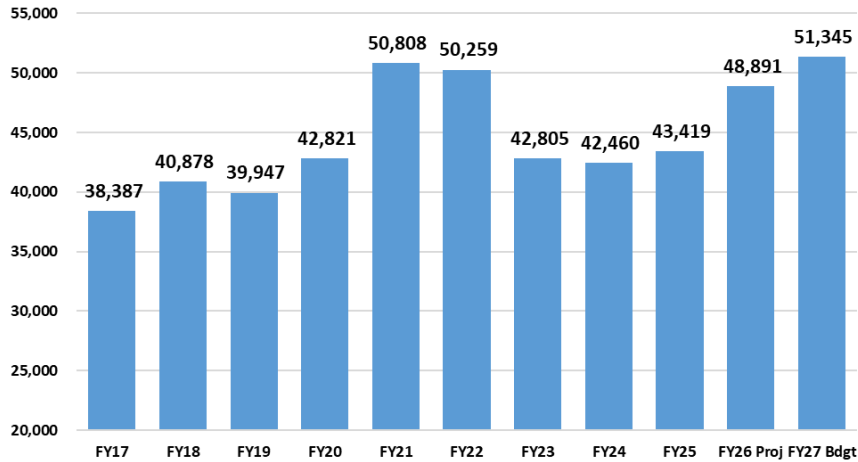
Home Health Outpatient Visits



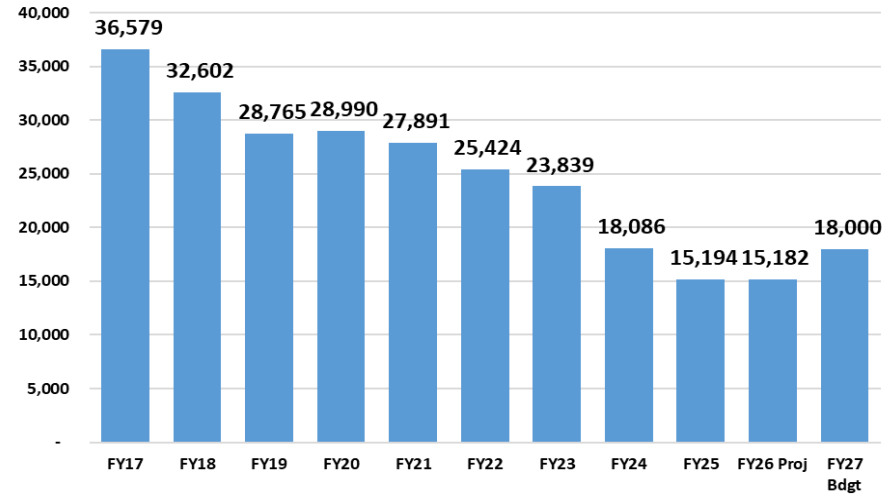
Private Homecare Outpatient Hours



Hospice Outpatient Days

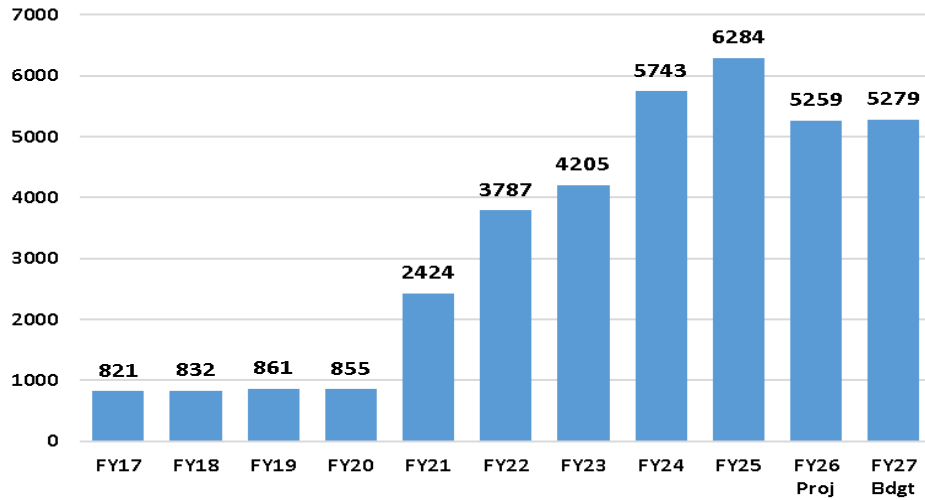


Specialty Home Care Hours

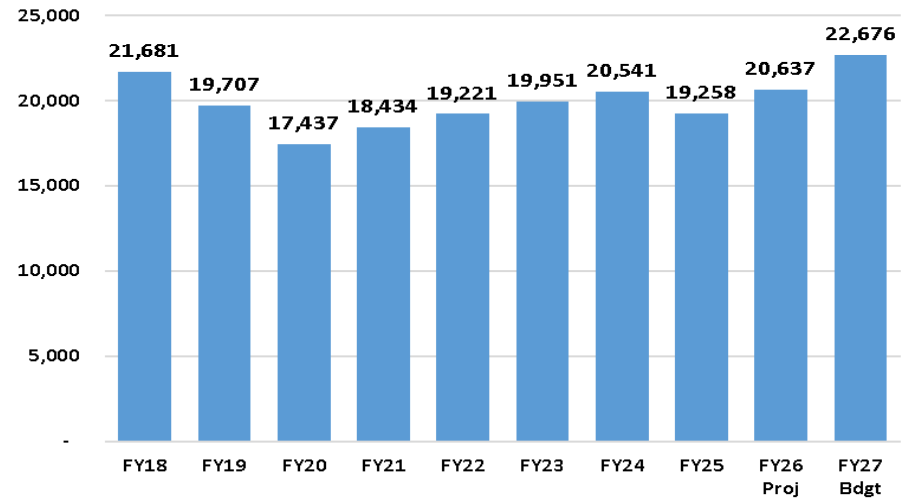


FY27 Trended Budget Volume Graphs

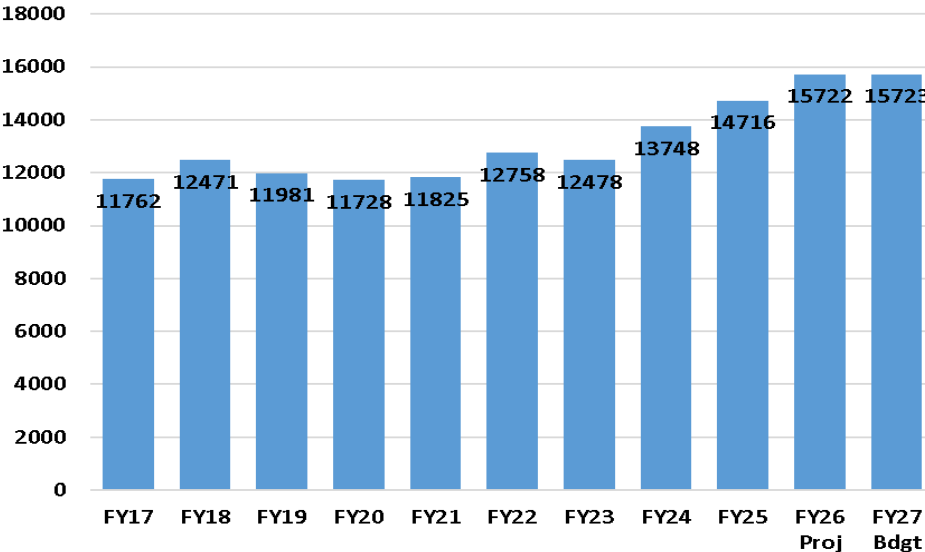
Radiology - Nuclear Medicine (Combined)



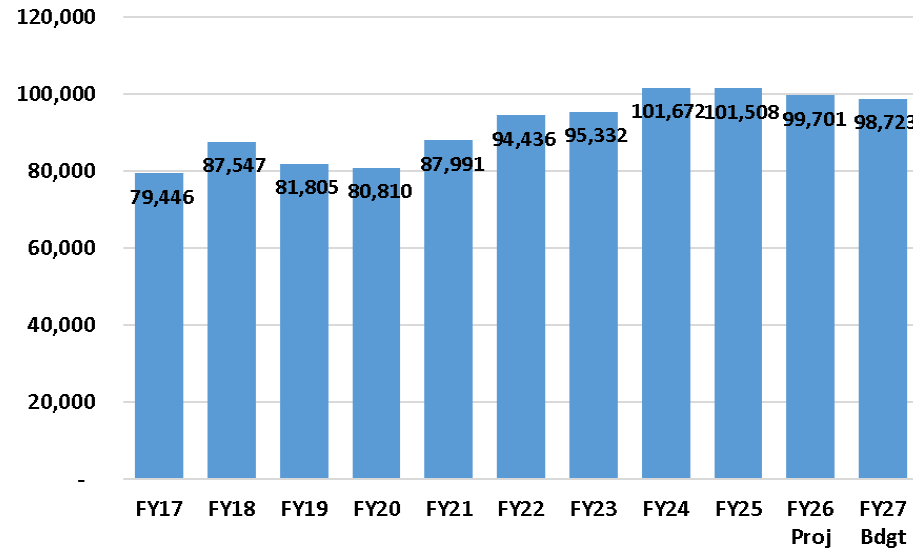
Radiology - Breast Center



Radiology - West Campus

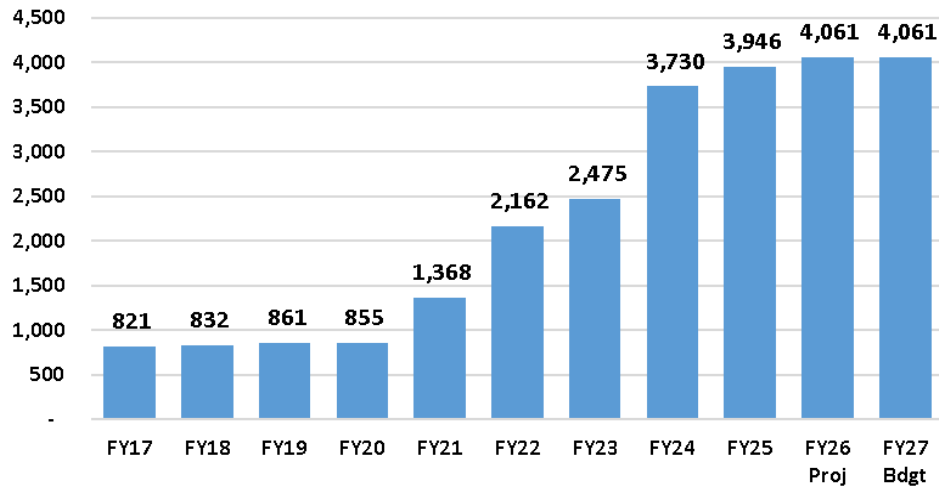


Radiology - Main Campus

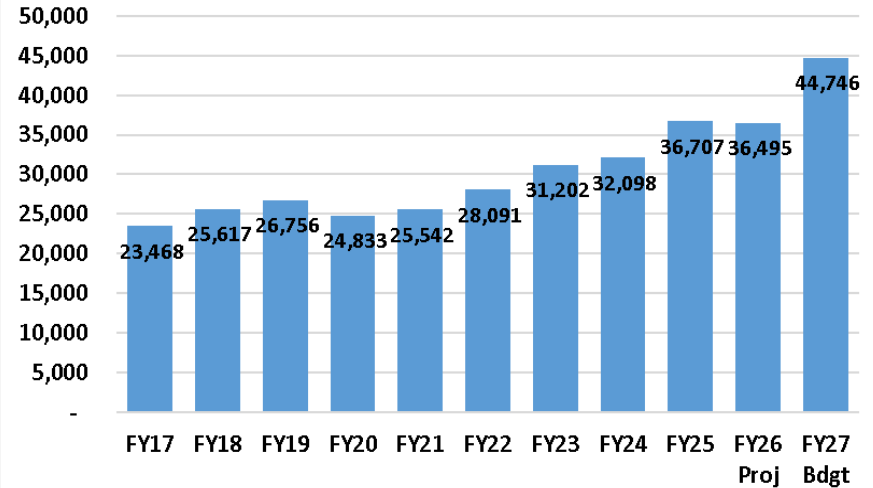


FY27 Trended Budget Volume Graphs

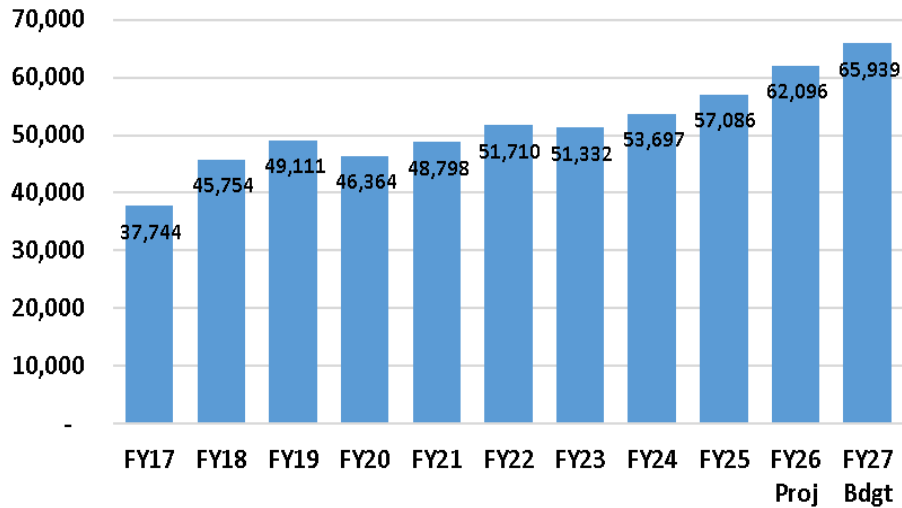
PET/CT Diagnostic Center



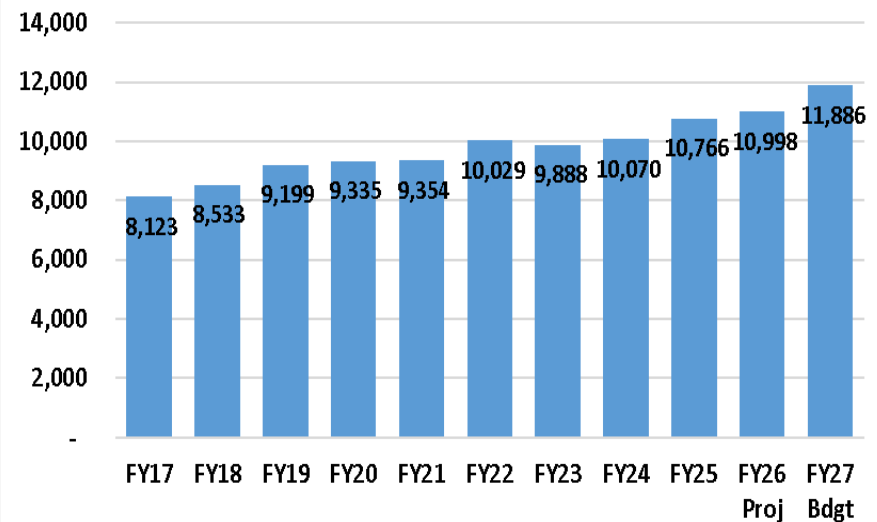
Radiology - Ultrasound Combined



Radiology - CT Combined



Radiology - MRI Combined



Key Statistical Indicators | FTEs (includes Contract)

	FY26 Budget	FY 26 Projected	FY27 Budget	Diff Bdgt FY27-Bdgt FY26	Diff Bdgt FY27-Act FY26	%Chg Bdgt27-Bdgt26	%Chg Bdgt27-FY26 Act
Mgmt/Supervision	264	255	277	13	22	5%	9%
Tech/Professional	1,109	1,015	1,097	(12)	81	(1%)	8%
Registered Nurse	919	970	1,073	154	103	17%	11%
Licensed Voc Nurse	222	185	160	(62)	(25)	(28%)	(13%)
Aides/Orderlies	715	747	762	47	15	7%	2%
Clerical/Admin	657	640	673	16	34	2%	5%
Environmental/Food	407	396	427	20	31	5%	8%
Other Medical Practioner	43	40	47	4	7	10%	17%
Miscellaneous	218	215	214	(4)	(0)	(2%)	(0%)
Hrs Oth Medical	4	10	7	3	(2)	70%	(22%)
Contract	83	92	45	(38)	(47)	(46%)	(51%)
Hrs Oth Contracted Staff	4	5	3	(1)	(2)	(24%)	(38%)
Total FTE's (Excludes Vacancy Factor)	4,646	4,569	4,787	141	218	3%	5%

Key Statistical Indicators | FTEs

Exec Team	FTE Budget 26	FTE 26 Avg Jul-Apr 26	FTE Budget 27	FTEs over Current	Change in FTEs FY27 bdtg- FY26 bdtg	Groupings of FTE Changes by Reason			
						New Position	Productivity or offset w/other dept	Volume	New Service / Close Service
Jag Batth	1,221	1,180	1,285	106	64	32	(0)	31	-
Kevin Morrison	329	320	348	28	19	15	(1)	5	-
Ben Cripps	72	68	86	19	14	14	1	-	-
Malinda Tupper	348	347	362	14	13	2	5	7	-
Thomas Boggs	447	409	456	47	9	12	5	(2)	(7)
Scott Baker	1,783	1,803	1,791	(12)	8	16	(3)	(4)	-
Paul Stefanacci	199	195	205	10	6	5	2	2	(2)
Max Heckhausen	29	26	32	6	3	3	-	(0)	-
Dianne Cox	81	79	83	4	2	2	(0)	-	-
Luke Schneider	136	123	137	14	2	1	0	1	-
Marc Mertz	2	2	2	(0)	-	-	-	-	-
Grand Total	4,646	4,552	4,787	235	141	103	8	40	(9)

Key Statistical Indicators | Top Reasons for FTEs changes

New Position Requests > 1.5 FTEs	FTEs	Description
Security Services	13.9	1 new supervisor, 10 new FTEs for State Required Weapons Screening, 3 CSU growth
SRCC Medical Oncology-Visalia	9.3	Requesting nurse navigators - care coordination - to be able to expand volume
Co-Mgmt Program-Cardiovascular	9.3	New Admin for Director plus moving plus other support team members to support new providers (pending add'l review)
Food & Nutrition Svcs-KDMC	5.7	Increase in Dieticians, 1 Nutritionist, .5 FTE Cook . 3 FTE Night Workes
Cardiac Cath Lab	4.2	Moved from a 3 man team to 4 man team
M/S Cardiac-2N	3.2	Moved to staffing of 1 RN to 3.5 patients from 1 to 4.
Food & Nutrition Svcs-West	3.0	Add .5 FTE Registered Dietician for increased CMS required education Add 1.4 Food Service Worker for weekend staffing
Construction Services	3.0	Requested to be able to move faster through construction projects
Urgent Care Center-UCC Demaree	2.5	Add'l lvns, Aids, Clerical, APP - less productive than prior year budget but improved over current year.
Telesitter Services	2.5	Added positions to cover extra hours - doing state mandated lunch coverage. 3 day 3 night 24x7
M/S Antepartum-2E	2.4	Budgeting additional to improve service and match current staffing
GME-Anesthesiology	2.2	Increase in 2 FTEs - program expansion plus 2 late graduates due to LOAs
Patient Experience	2.1	1 new liaison and 1 new ED advocate - 1 advocate (Walking around and helping getting support navigation/communication
Maintenance-KDMC	2.1	Painters - 2 more FTEs would greatly increase the proactive work we can do to maintain the appearance of our facilities
Respiratory Therapy	2.0	New Subacute expansion and night shift RT due to increase in ventilated pts, adding 8 hrs EKG tech support
CT Scan-KDMC	2.0	2 New FTEs to work up patients and improve volume
Hospice	1.9	FTE increase due to Marketing , HHA FT used 3% increase over current year for volume
New Position Requests > 1.5 FTEs	71.1	
Volume Related increases >5 FTEs		
Volume Related increases >5 FTEs	FTEs	Description
Subacute	13.1	Expansion of Subacute beds at South Campus. Ramping up throughout year.
Cardiovascular ICU-CVICU	12.3	Increased volume
KH - Akers Clinic	11.5	New Clinic
Intensive Care-ICU-2W	7.9	Increased volume due to increase in inpatient surgeries/cardiac procedures
Acute Rehab	6.5	Anticipate growth with streamling processes and focus on identifying qualified patients
Pharmacy-Retail	5.0	Increase in concierge delivery from Retail Pharmacy to the patients being discharged. Anticipate increased pharm volume.
New Position Requests > 1.5 FTEs	56.4	

Key Statistical Indicators | Contract Labor FTEs

	FY26 Budget	FY 26 Projected	FY27 Budget	Diff Bdgt FY27-Bdgt FY26	Diff Bdgt FY27-Act FY26	%ch bdgt bdgt	% chg bdgt annlzd
Other Medical Contract	4	10	7	3	(0)	70.4%	-1.4%
Registry Nursing	83	92	45	(38)	(50)	-45.6%	-53.8%
Other Contract Labor	4	5	3	(1)	(3)	-24.5%	-70.1%
	92	107	56	(36)	(53)	-39.1%	-49.9%

Registry Nursing by Department >.5 FTE

Department Name	FY26 Budget	FY 26 Projected	FY27 Budget	Diff Bdgt FY27-Bdgt FY26	Diff Bdgt FY27-Act FY26	%ch bdgt bdgt	% chg bdgt annlzd
Emergency-ED	24.0	33.5	7.0	(17.0)	(26.5)	-71%	-79%
M/S Ortho Neuro-4S	2.7	4.9	5.0	2.2	1.5	83%	31%
Medical/Surgical-3N	5.9	5.9	4.5	(1.4)	(0.8)	-23%	-13%
Acute Psych	4.5	2.8	4.5	0.0	1.7	0%	63%
M/S Oncology-3S	8.8	7.1	4.1	(4.7)	(4.0)	-54%	-56%
Neonatal ICU-NICU	4.3	3.5	3.6	(0.7)	0.1	-17%	2%
Labor Delivery	7.6	7.4	3.4	(4.3)	(4.0)	-56%	-55%
Labor Triage	1.1	3.1	3.1	2.0	0.0	181%	0%
M/S Antepartum-2E	0.0	2.7	2.7	2.7	0.0	0%	0%
Cardiovascular ICU-CVIC	1.8	3.5	1.8	0.0	(1.7)	0%	-48%
Intensive Care-ICU-2W	0.2	2.6	1.6	1.4	(1.0)	719%	-39%
M/S Cardiac-2N	0.4	1.9	0.9	0.5	(1.0)	126%	-51%
Telemetry-4T	0.0	1.1	0.9	0.9	(0.2)	0%	-16%
M/S Renal-4N	4.5	2.1	0.9	(3.6)	(1.2)	-80%	-58%
ICCU-15	4.2	0.7	0.7	(3.4)	0.0	-82%	0%
KH - Youth Crisis Stabiliza	0.0	1.0	0.5	0.5	(0.6)	0%	-55%

Key Statistical Indicators | Contract Labor Expense

	FY26 Budget	FY 26 Annualized	FY27 Budget	Diff Bdgt FY27-Bdgt FY26	Diff Bdgt FY27-Act FY26
Emergency-ED	\$5,491	\$7,675	\$1,602	(\$3,890)	(\$6,073)
Labor Delivery	\$2,123	\$1,354	\$910	(\$1,213)	(\$444)
M/S Oncology-3S	\$2,081	\$1,708	\$969	(\$1,113)	(\$740)
Medical/Surgical-3N	\$1,400	\$1,403	\$1,076	(\$324)	(\$327)
Cardiovascular ICU-CVICU	\$412	\$900	\$467	\$55	(\$433)
Labor Triage	\$310	\$872	\$873	\$563	\$1
Neonatal ICU-NICU	\$1,209	\$776	\$793	(\$416)	\$17
Acute Wound Care IP Services	\$0	\$511	\$0	\$0	(\$511)
M/S Ortho Neuro-4S	\$616	\$1,179	\$1,184	\$568	\$5
Intensive Care-ICU-2W	\$51	\$655	\$399	\$348	(\$256)
M/S CDU-2S	\$1,156	\$419	\$0	(\$1,156)	(\$419)
Acute Psych	\$1,030	\$633	\$1,030	\$0	\$397
M/S Cardiac-2N	\$110	\$407	\$198	\$88	(\$209)
M/S Renal-4N	\$1,062	\$507	\$215	(\$846)	(\$292)
M/S Antepartum-2E	\$145	\$749	\$749	\$604	\$0
KH - Youth Crisis Stabilization Unit	\$0	\$256	\$114	\$114	(\$142)
Telemetry-4T	\$0	\$232	\$194	\$194	(\$38)
ICCU-15	\$914	\$178	\$178	(\$736)	\$0
ICCU-3W	\$478	\$55	\$37	(\$441)	(\$19)
M/S Broderick Pavillion-3E	\$0	\$27	\$0	\$0	(\$27)
OB Postpartum	\$0	\$23	\$23	\$23	\$0
Other	\$10	\$35	\$0	(\$10)	(\$35)
Total Contract Labor (000's)	\$18,597	\$20,555	\$11,010	(\$7,587)	(\$9,544)

Other Operating Expenses | Major Changes (000's)

Account Type	Bdgt FY 26	Projected FY 26	Bdgt FY27	Var Bdgt Bdgt	Var Bdgt Annlz	%Change bdgt bdgt
Physician Fees	\$92,554	\$99,488	\$101,530	\$8,975	\$7,940	10%
Pharmaceuticals	\$70,187	\$72,937	\$76,439	\$6,252	\$3,664	9%
Prosthesis	\$27,836	\$27,047	\$33,557	\$5,721	\$7,804	21%
Surgical/Med Supp - Gene	\$48,024	\$48,499	\$53,407	\$5,383	\$3,562	11%
Repairs and Maintenance	\$29,949	\$28,925	\$34,654	\$4,705	\$8,339	16%
Professional Liability	\$4,343	\$5,370	\$6,575	\$2,232	\$2,314	51%
Rents and Leases	\$7,618	\$7,850	\$9,059	\$1,441	\$1,163	19%
Travel	\$1,323	\$1,167	\$1,624	\$301	\$627	23%
Education and Training	\$937	\$673	\$1,152	\$215	\$520	23%
Telephone	\$1,917	\$1,481	\$1,469	(\$448)	(\$221)	-23%
Significant Changes				\$34,777		

Capital | FY 2027 (Initial Requests – not vetted 100%)

Capital Budget Planning FY27 (000's)	Budget FY24	Budget FY25	Budget FY26	Budget FY27	FY28	FY29				
Total Capital Requests	\$16,644	\$19,613	\$22,125	\$35,565	\$10,279	\$9,338				
Total Rejected/Deferred	(\$2,644)	(\$5,613)	(\$2,043)	(\$12,565)			estimate			
Total	\$14,000	\$14,000	\$20,082	\$23,000	\$10,279	\$9,338				
Breakdown of Items in Review							Must	Good	Nice	
<i>Infrastructure Maintenance</i>	\$3,311	\$6,146	\$8,875	\$11,223	\$5,915	\$9,200	\$8,015	\$2,480	\$728	
<i>Clinical Engineering</i>				\$2,682			\$2,184	\$498	\$0	
<i>Information Services (ISS Applications)</i>				\$3,648			\$365	\$3,171	\$112	
<i>Information Services (ISS Technical)</i>	\$3,200	\$1,591	\$4,174	\$4,542			\$3,435	\$350	\$757	
<i>Director Requests</i>	\$7,489	\$6,263	\$7,033	\$13,470	\$4,364	\$138	\$6,307	\$2,437	\$4,725	
In Review	\$14,000	\$14,000	\$20,082	\$35,565	\$10,279	\$9,338	\$20,307	\$8,936	\$6,322	\$35,564
Funding Sources										
Capital	\$14,000	\$14,000	\$18,000	\$18,000						
Lease Proceeds	0		\$2,082	\$5,000	\$0	\$0	estimate			
Total Capital Budget	\$14,000	\$14,000	\$20,082	\$23,000	\$0	\$0				

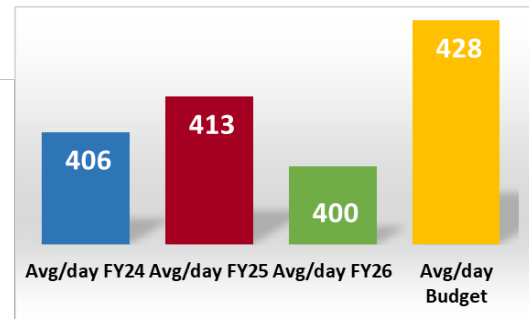
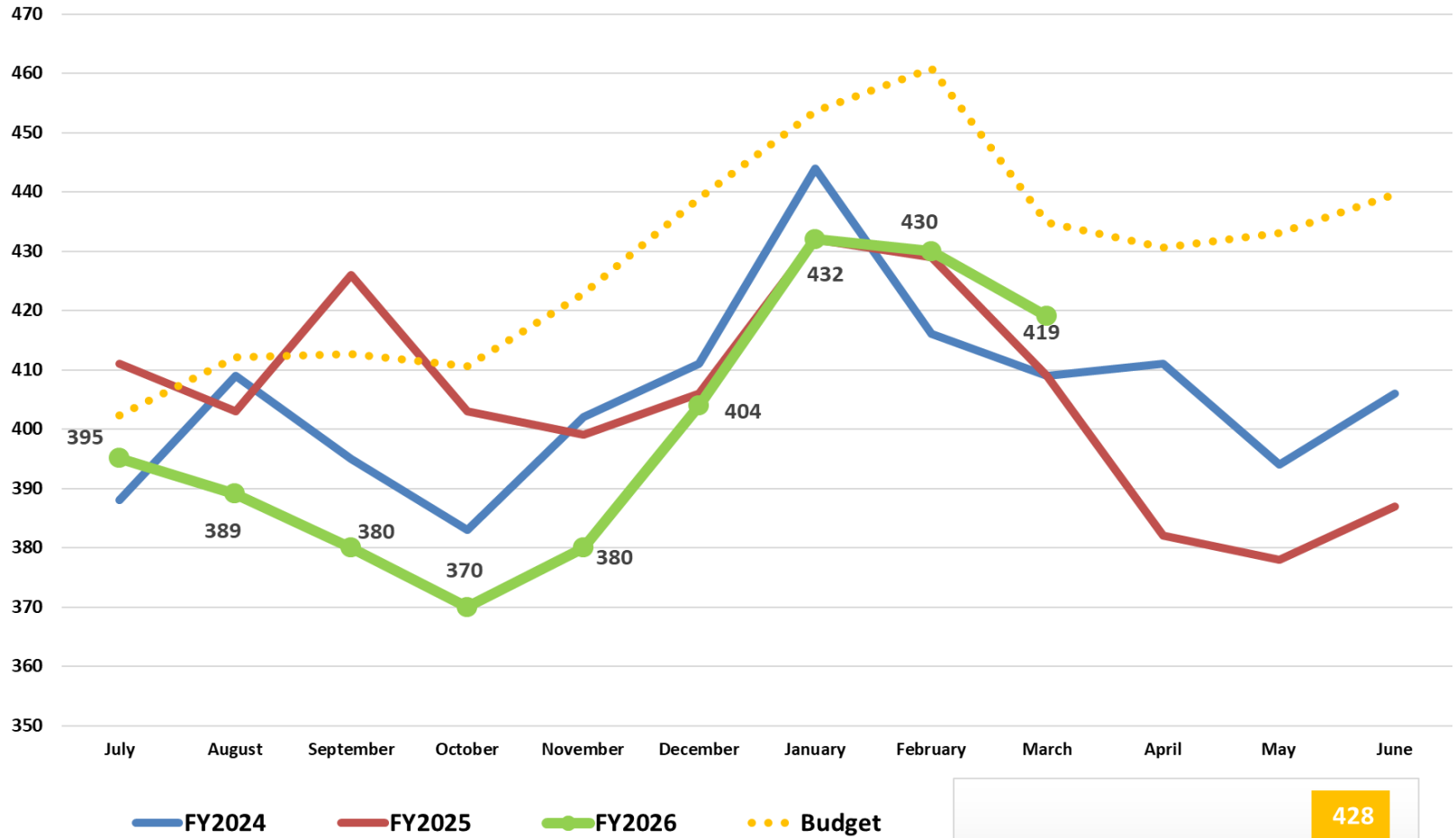
Capital | FY 2027 - Initial Breakout (000's)

Director Requests (000's)	
Cath Lab/CVOR	\$5,334
Radiology	\$2,788
Surgery	\$2,467
Respiratory	\$1,909
Food Nutritional Services	\$164
LifeStyle	\$225
L & D	\$140
Security	\$124
Under \$100K	\$319
Total Director Requests	\$13,470
Infrastructure Maintenance	\$11,223
Clinical Engineering	\$2,682
Information Services Applications	\$3,648
Information Services Technology	\$4,542
	\$35,565

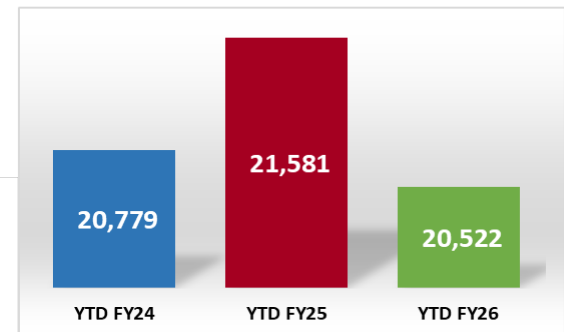
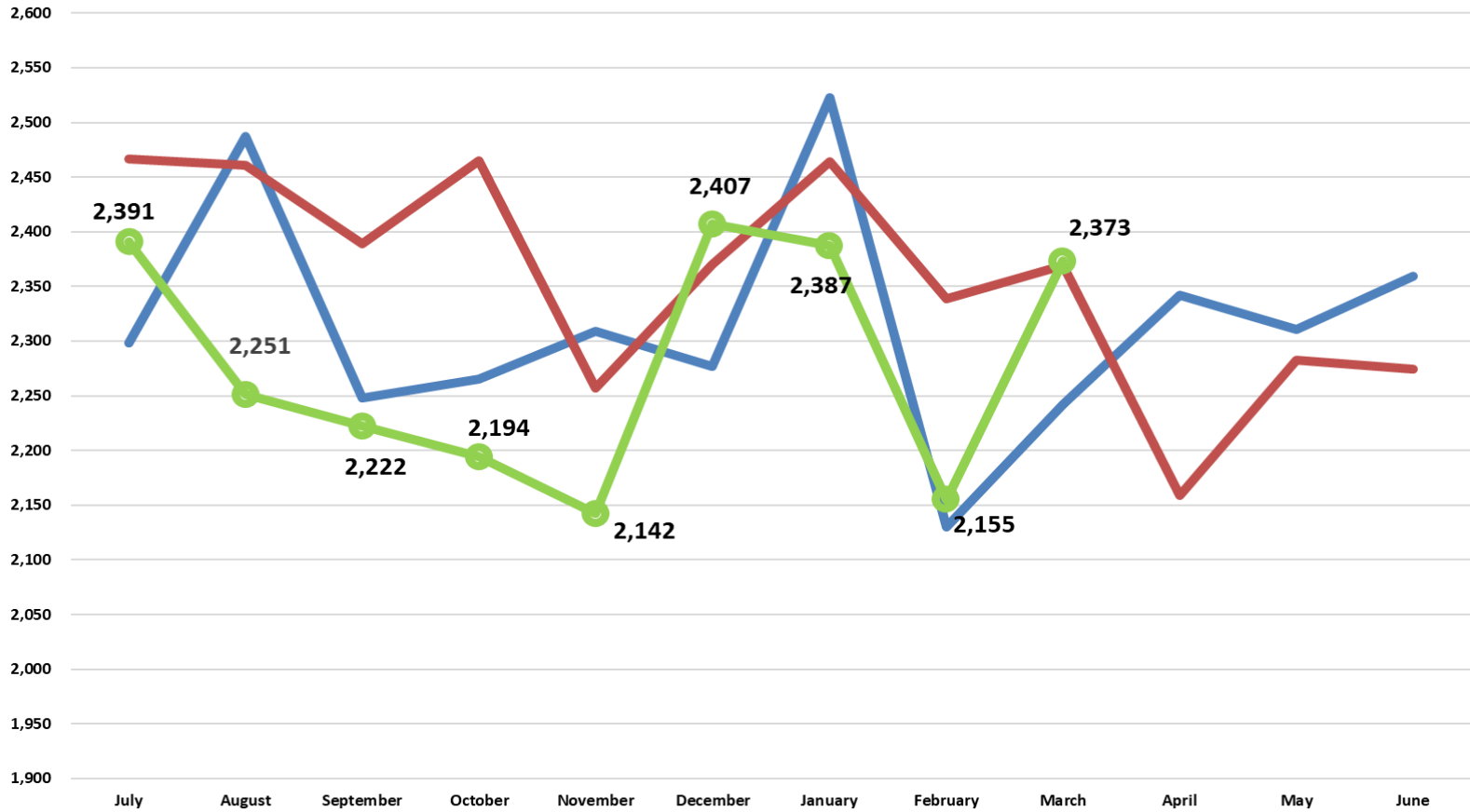
Statistical Report

March 2026

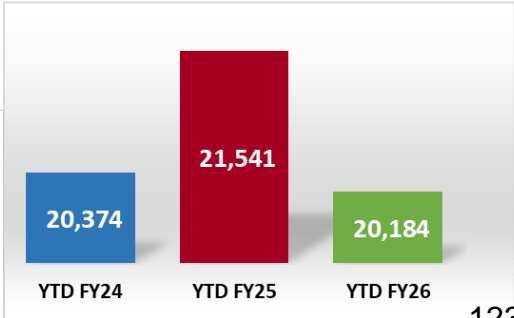
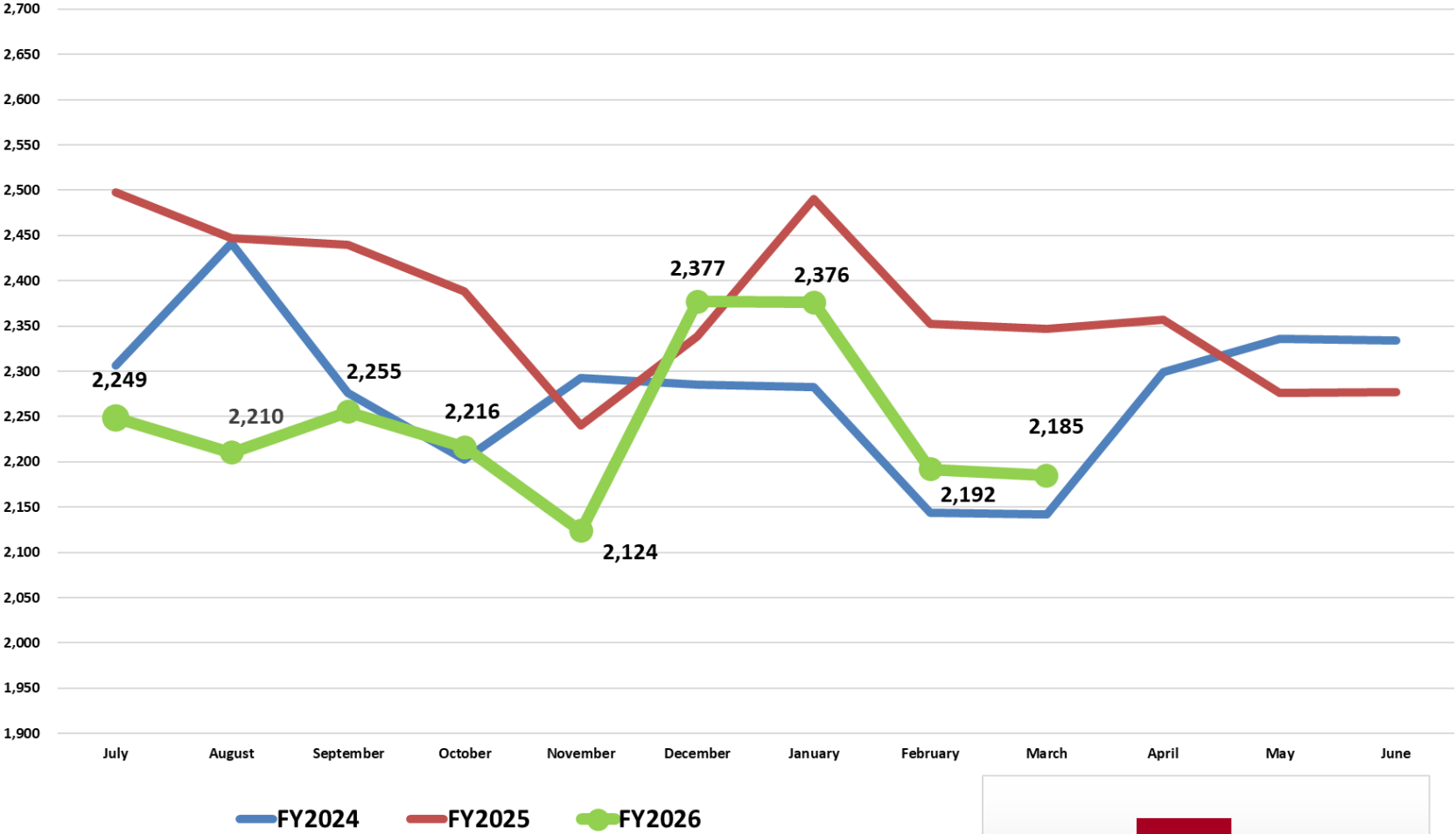
Average Daily Census



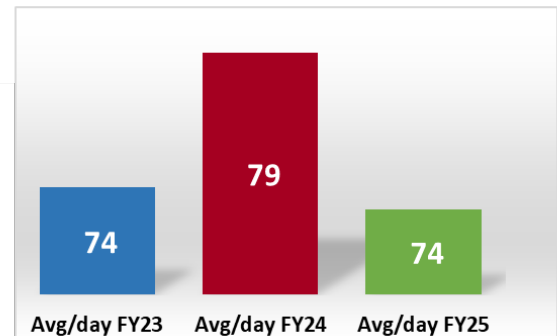
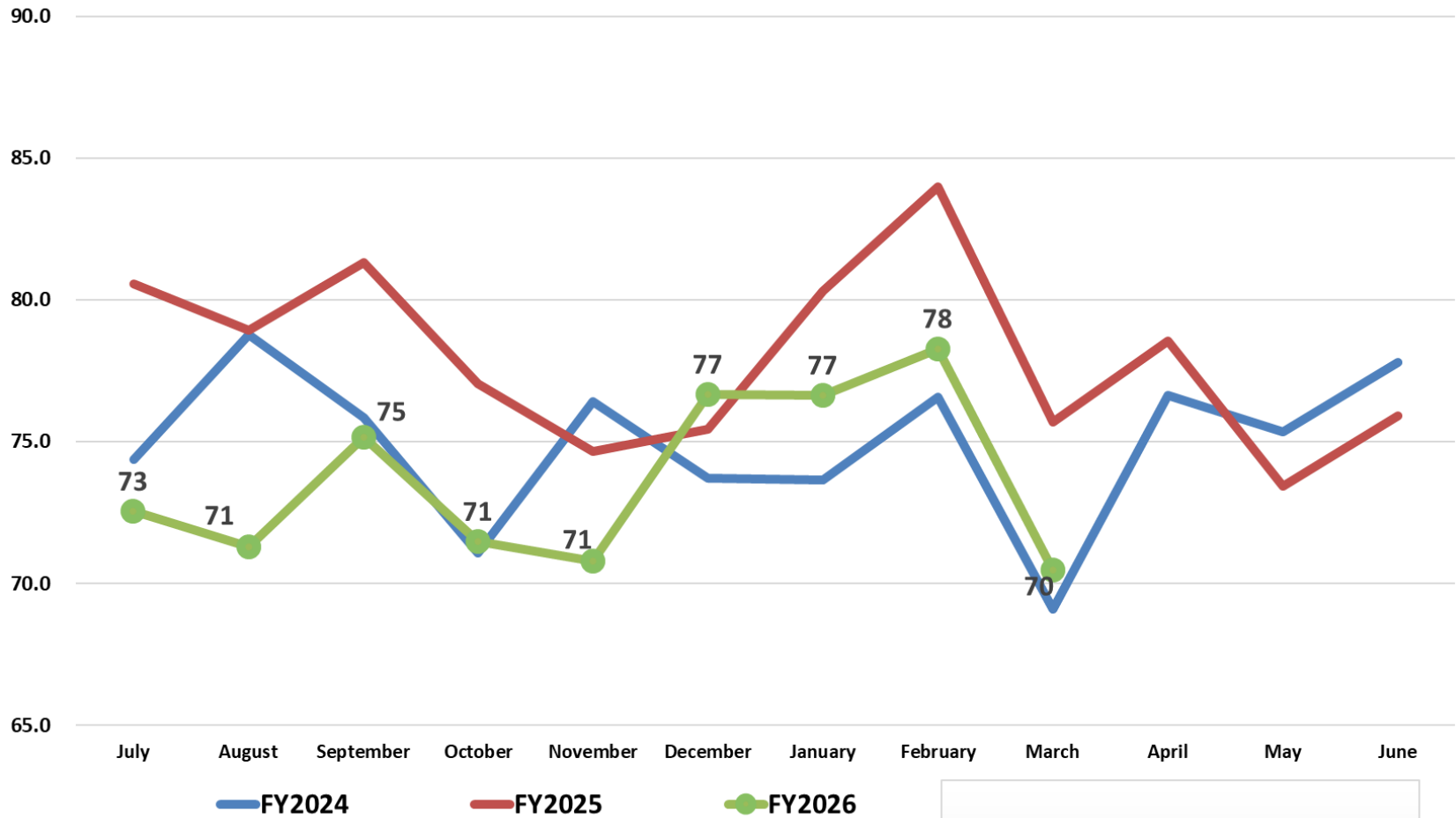
Admissions



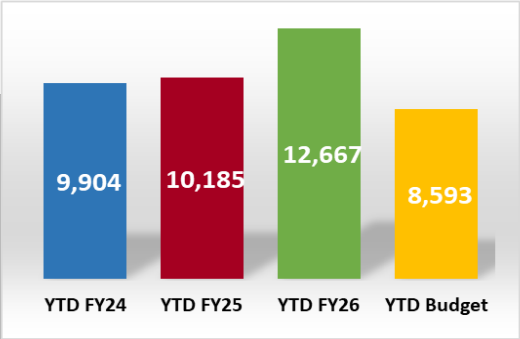
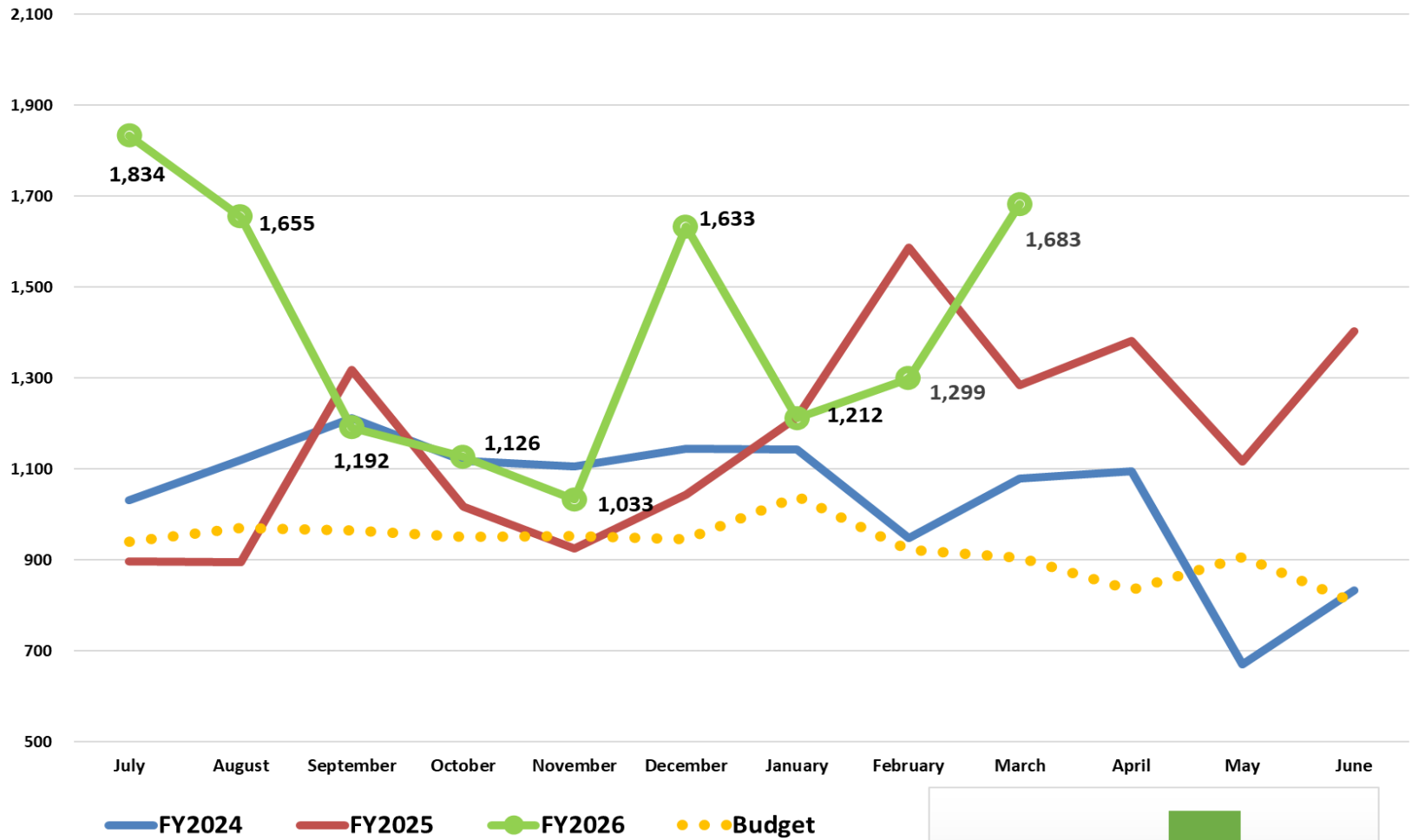
Discharges



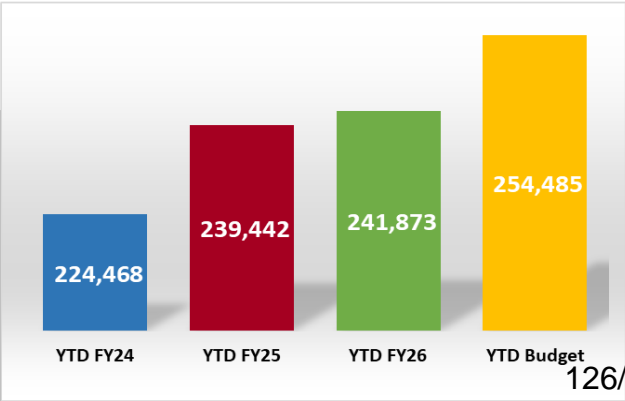
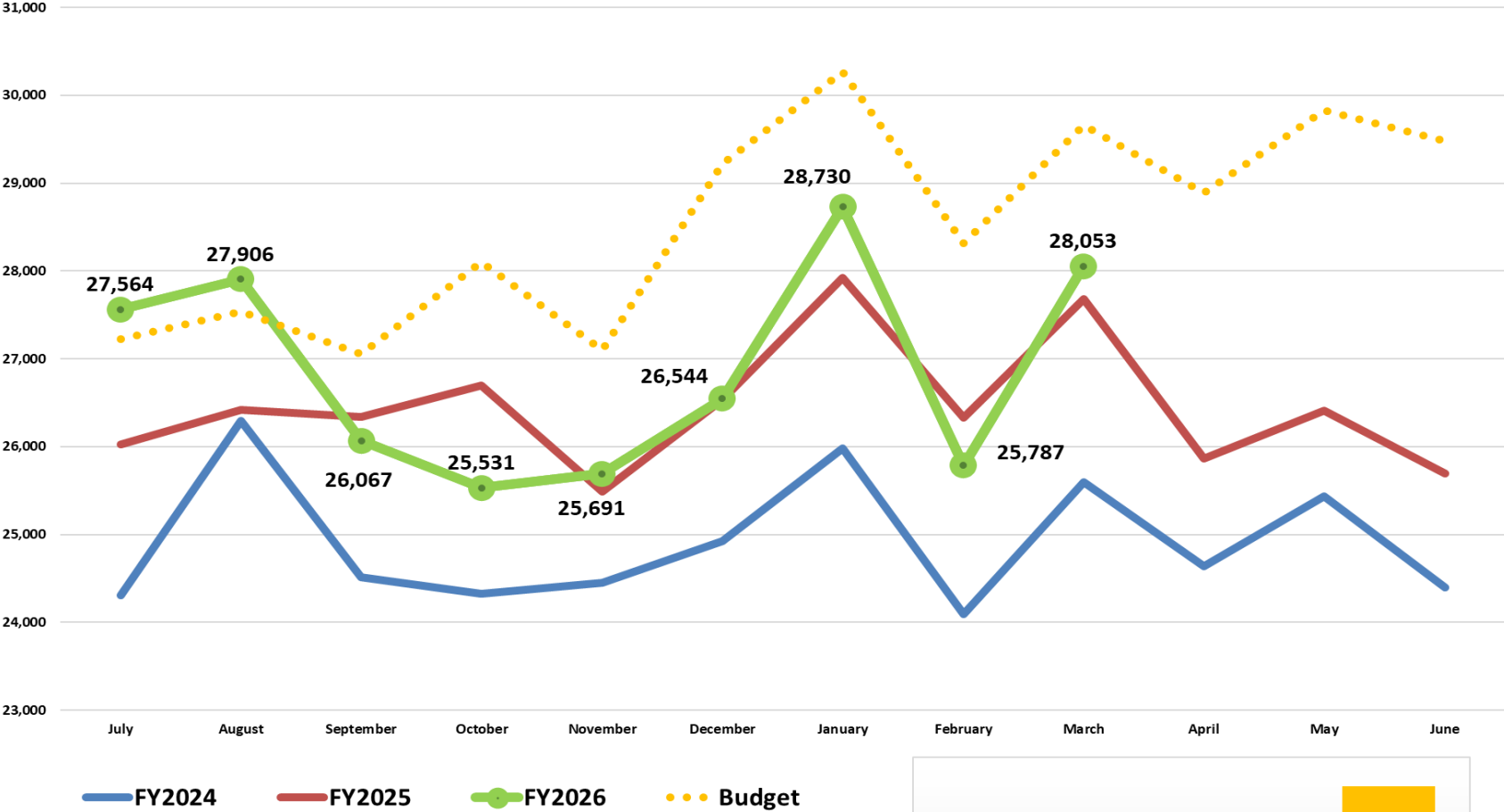
Average Discharges per Day



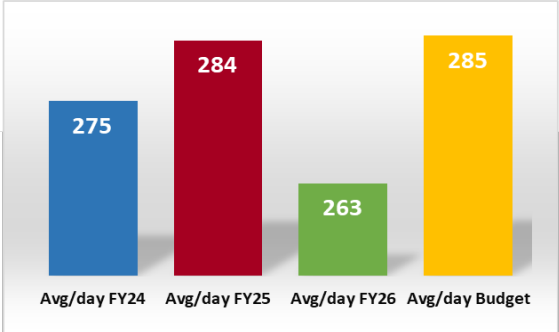
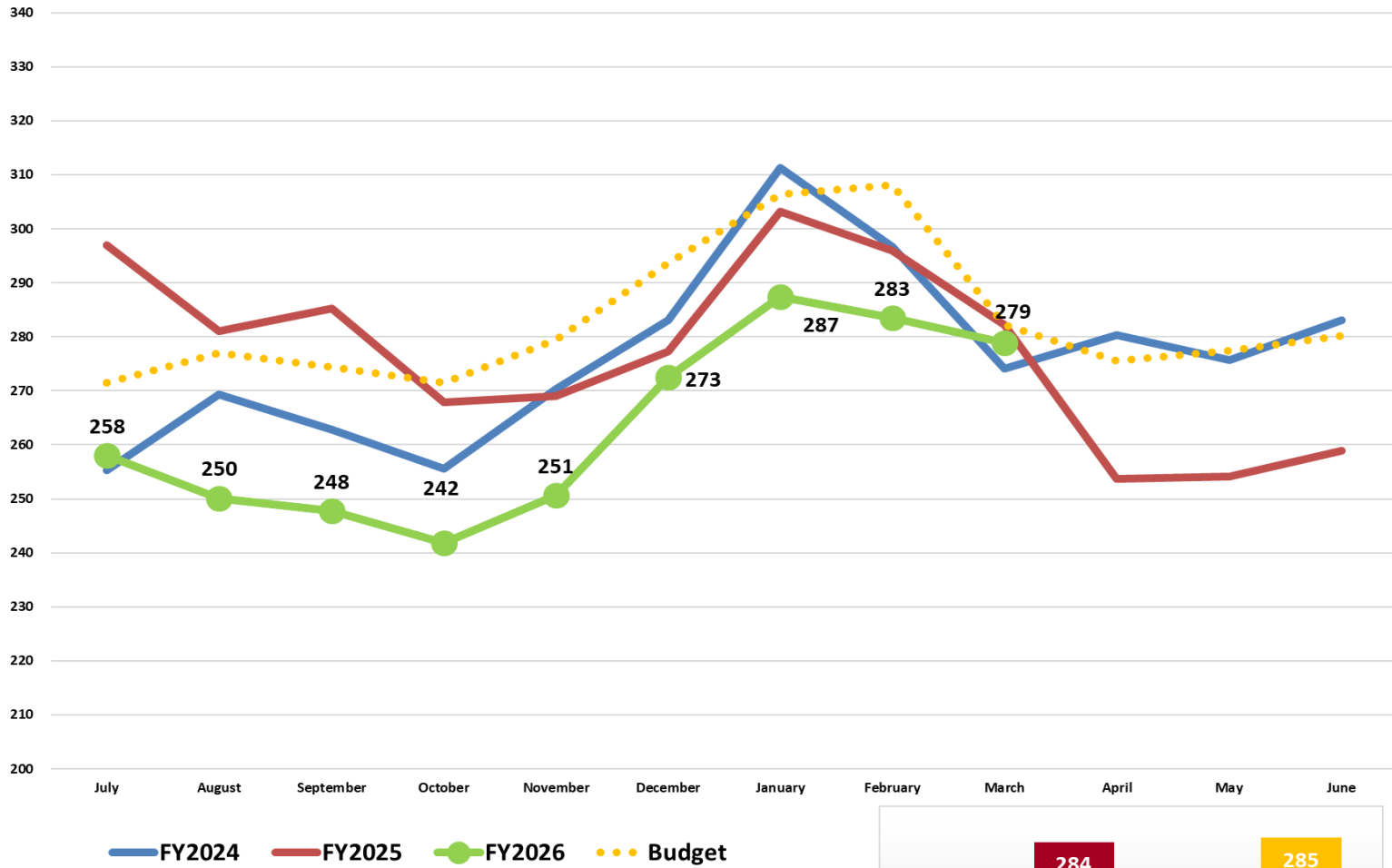
Observation Days



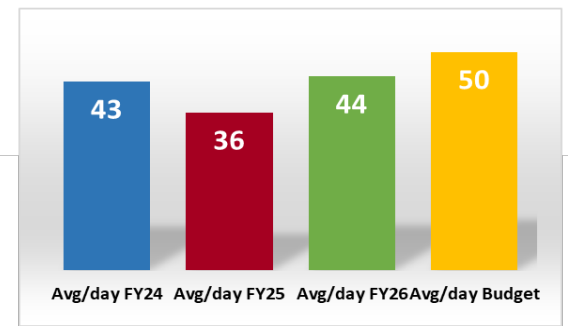
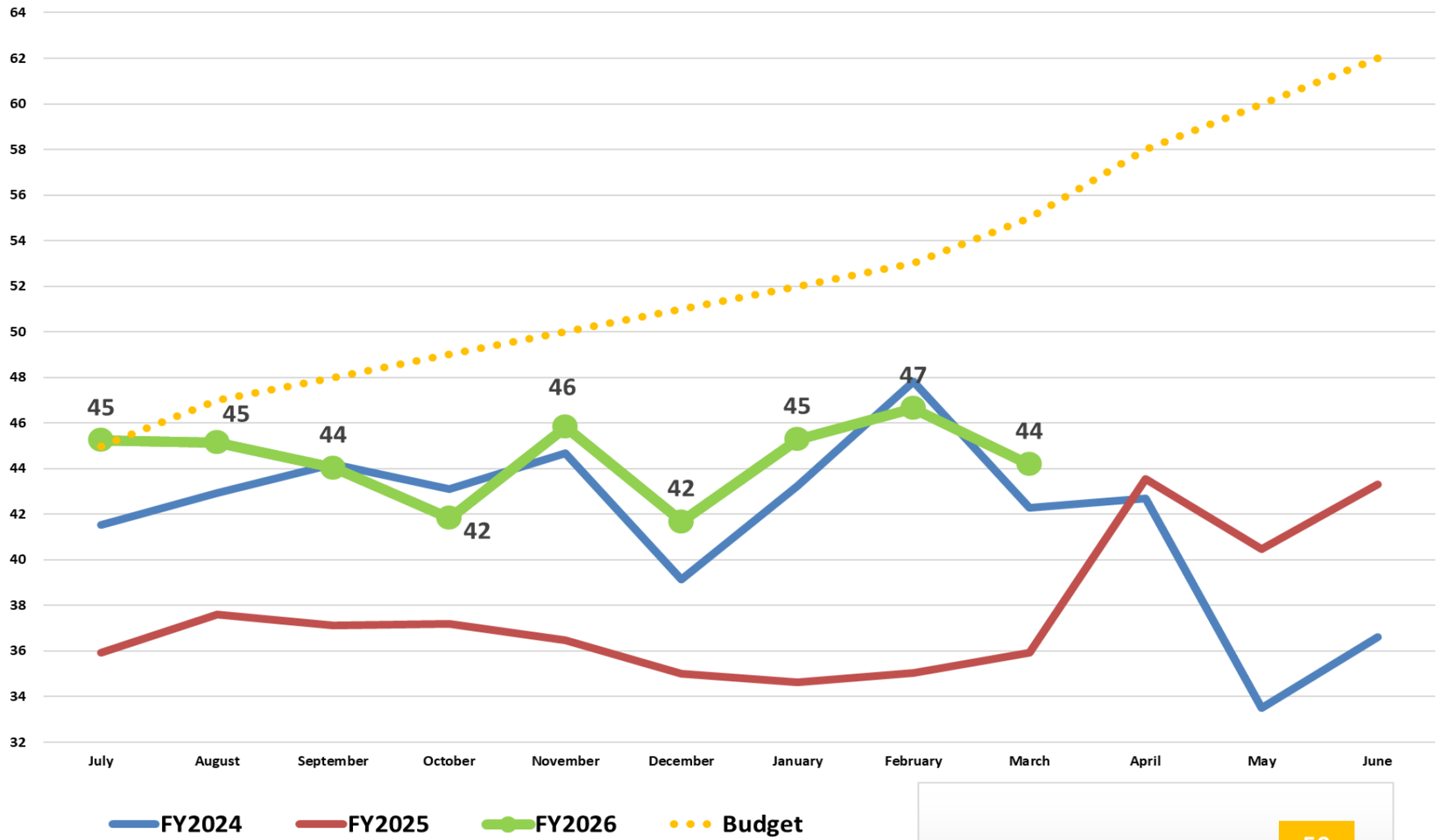
Adjusted Patient Days



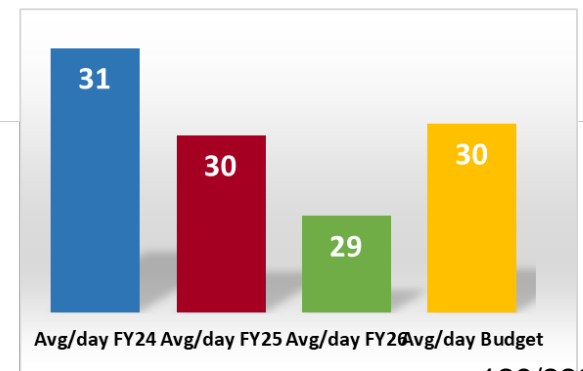
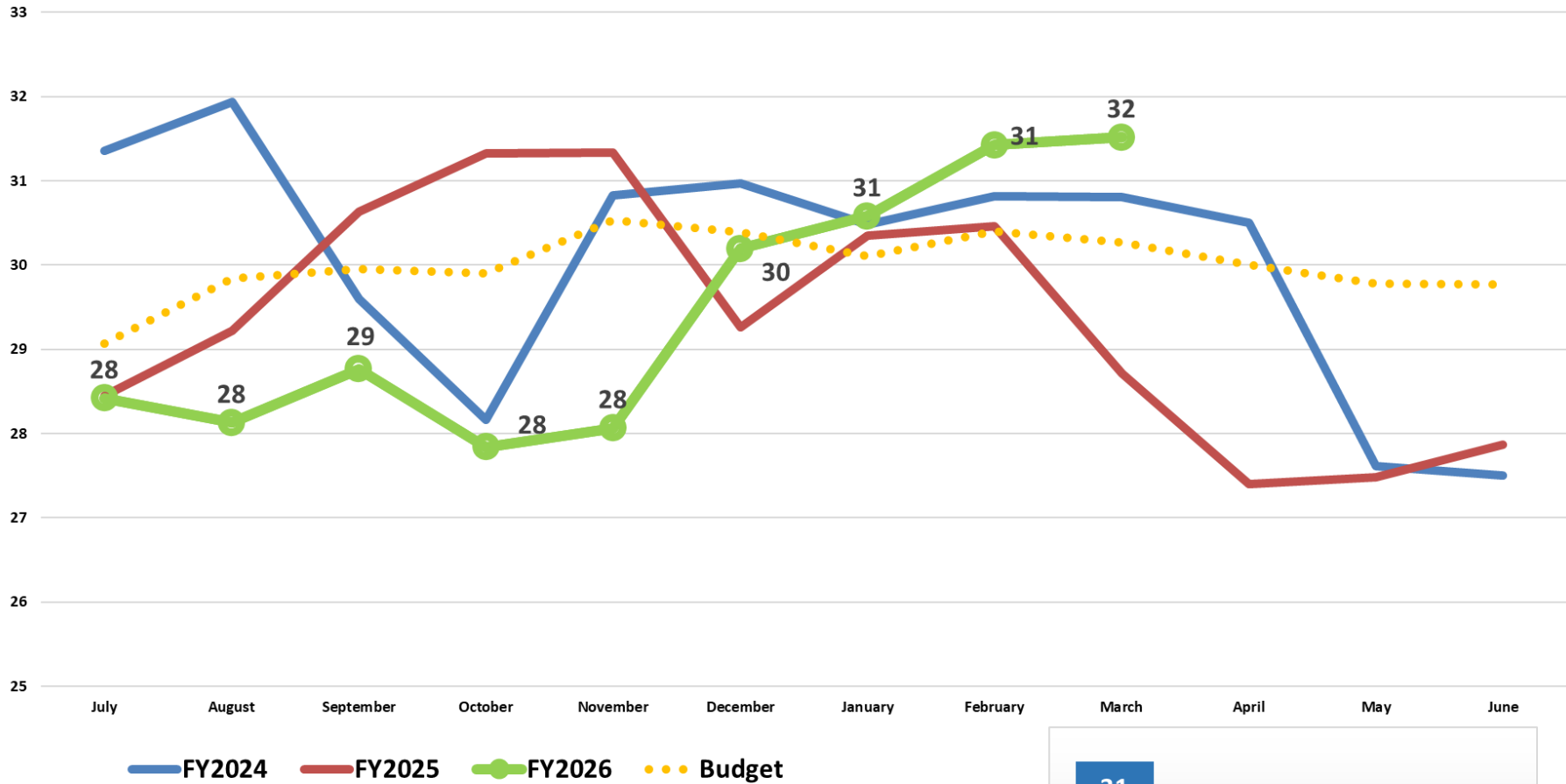
Medical Center (Avg Patients Per Day)



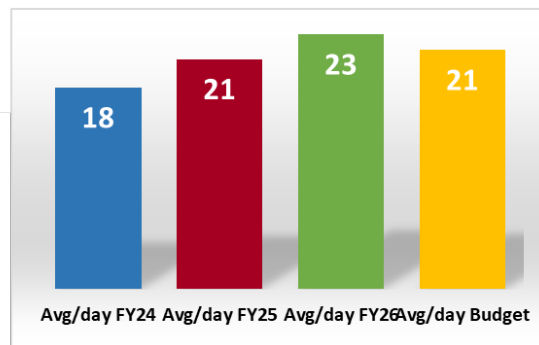
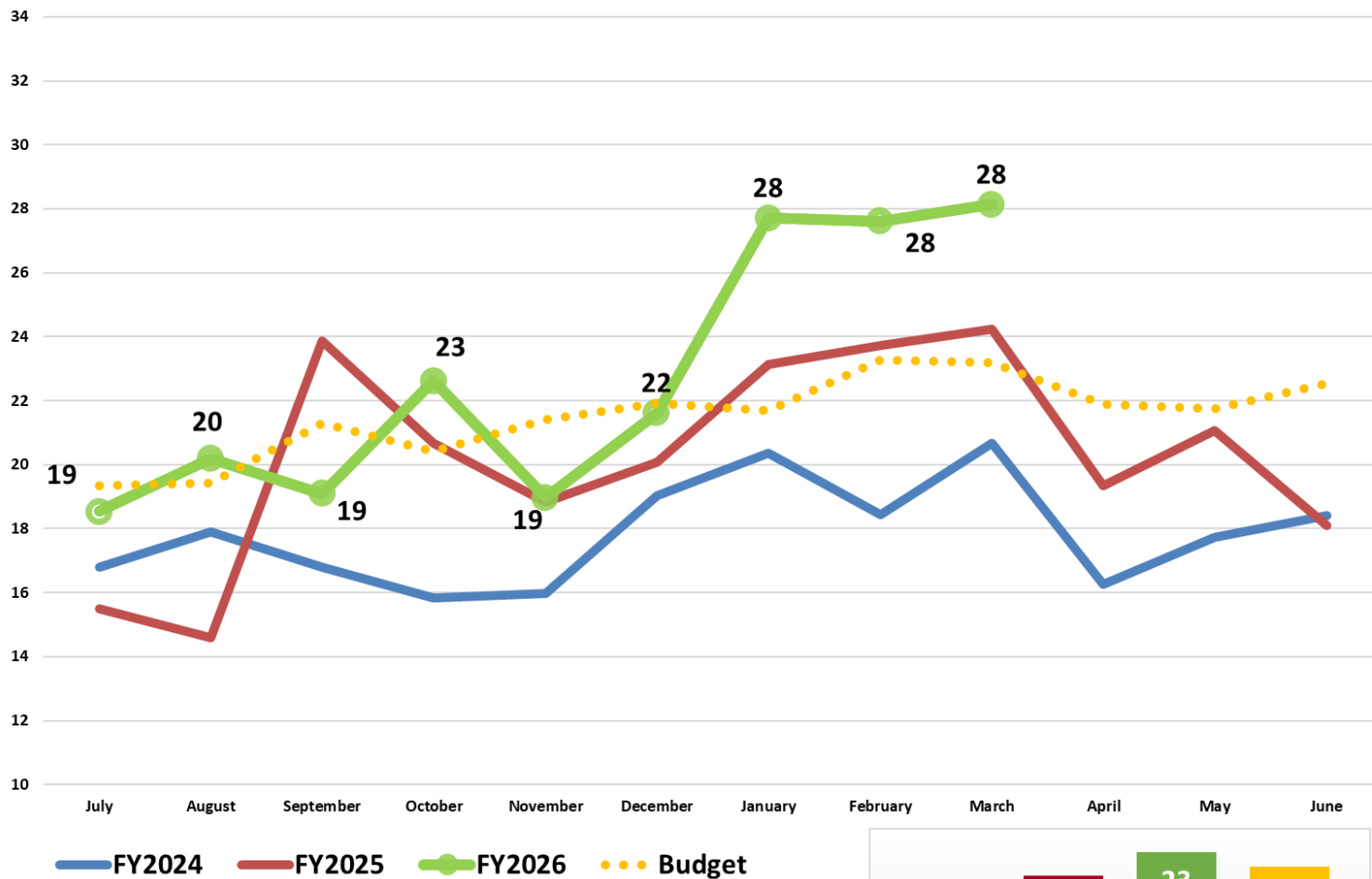
Acute I/P Psych (Avg Patients Per Day)



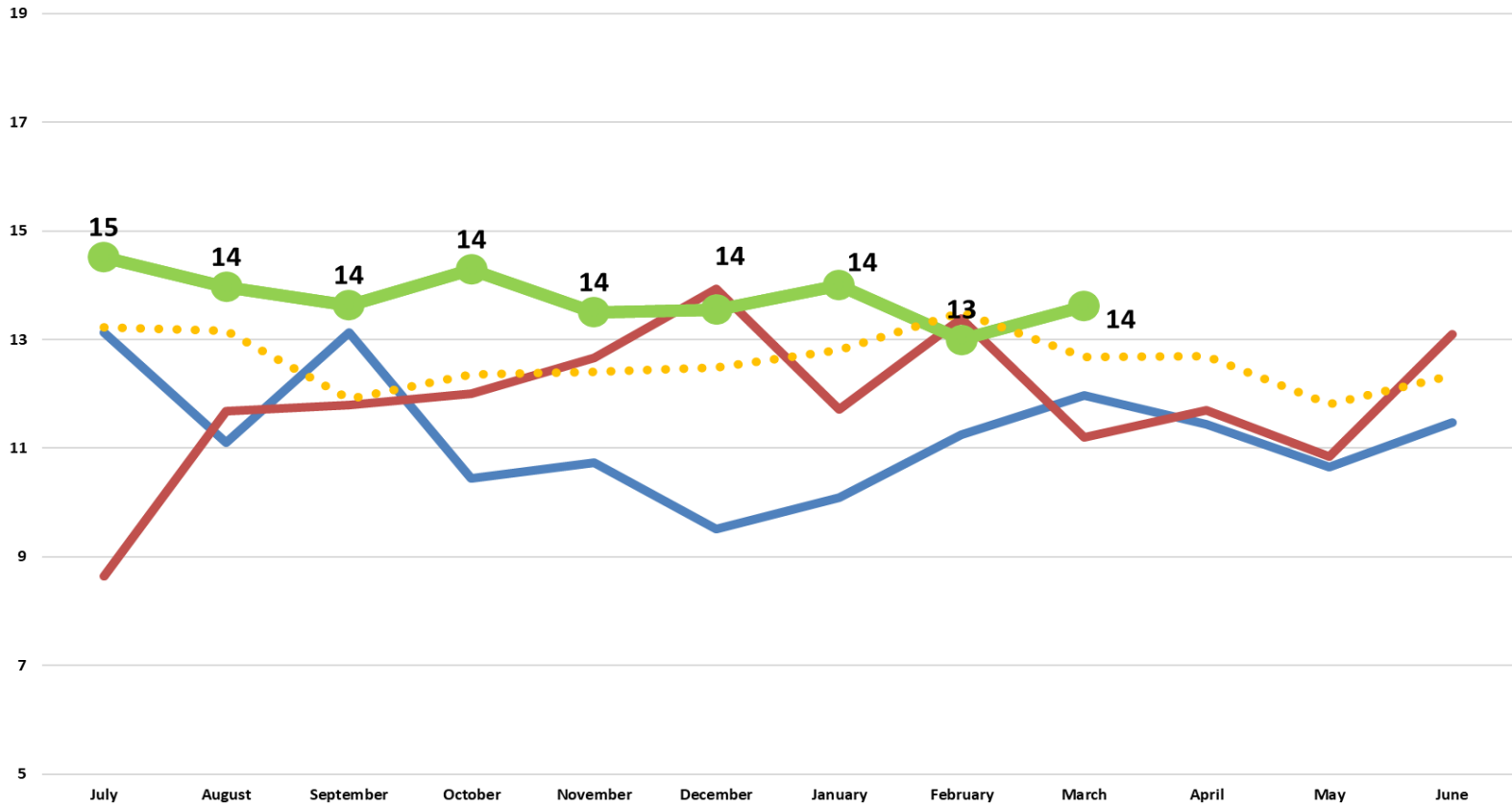
Sub-Acute - Avg Patients Per Day



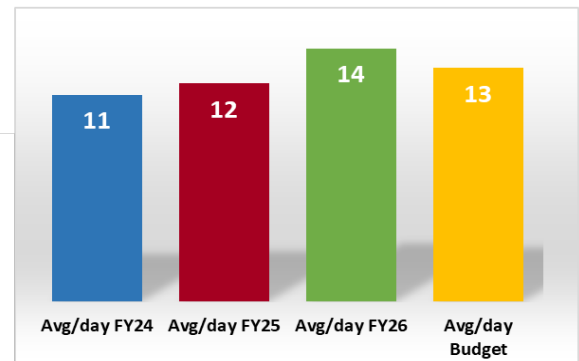
Rehabilitation Hospital - Avg Patients Per Day



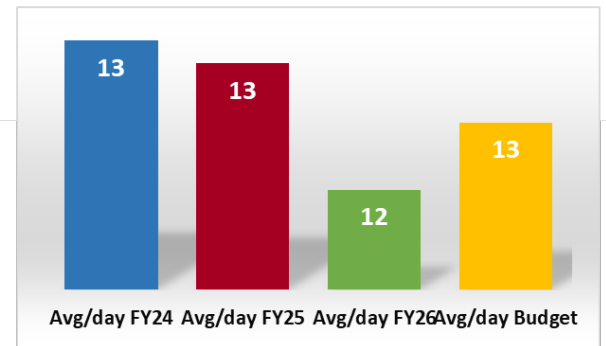
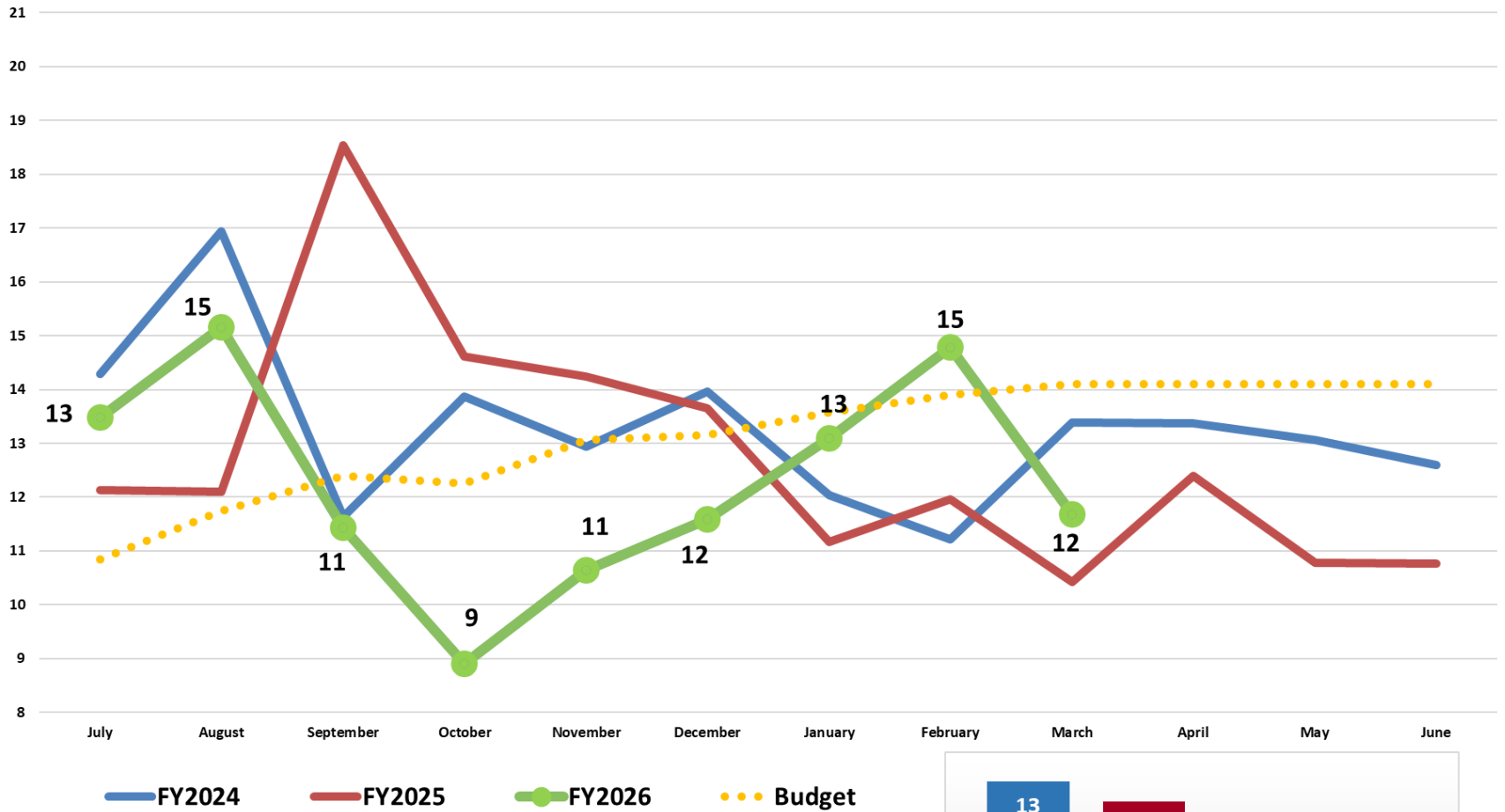
TCS Ortho - Avg Patients Per Day



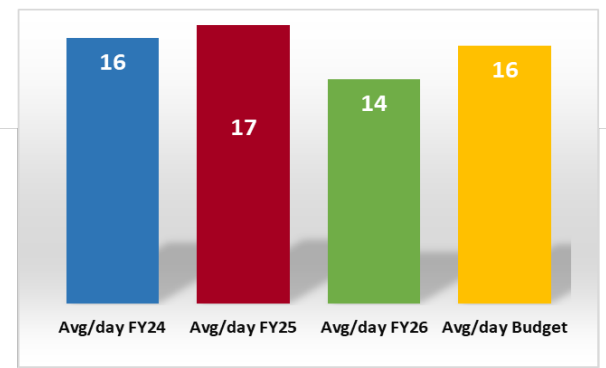
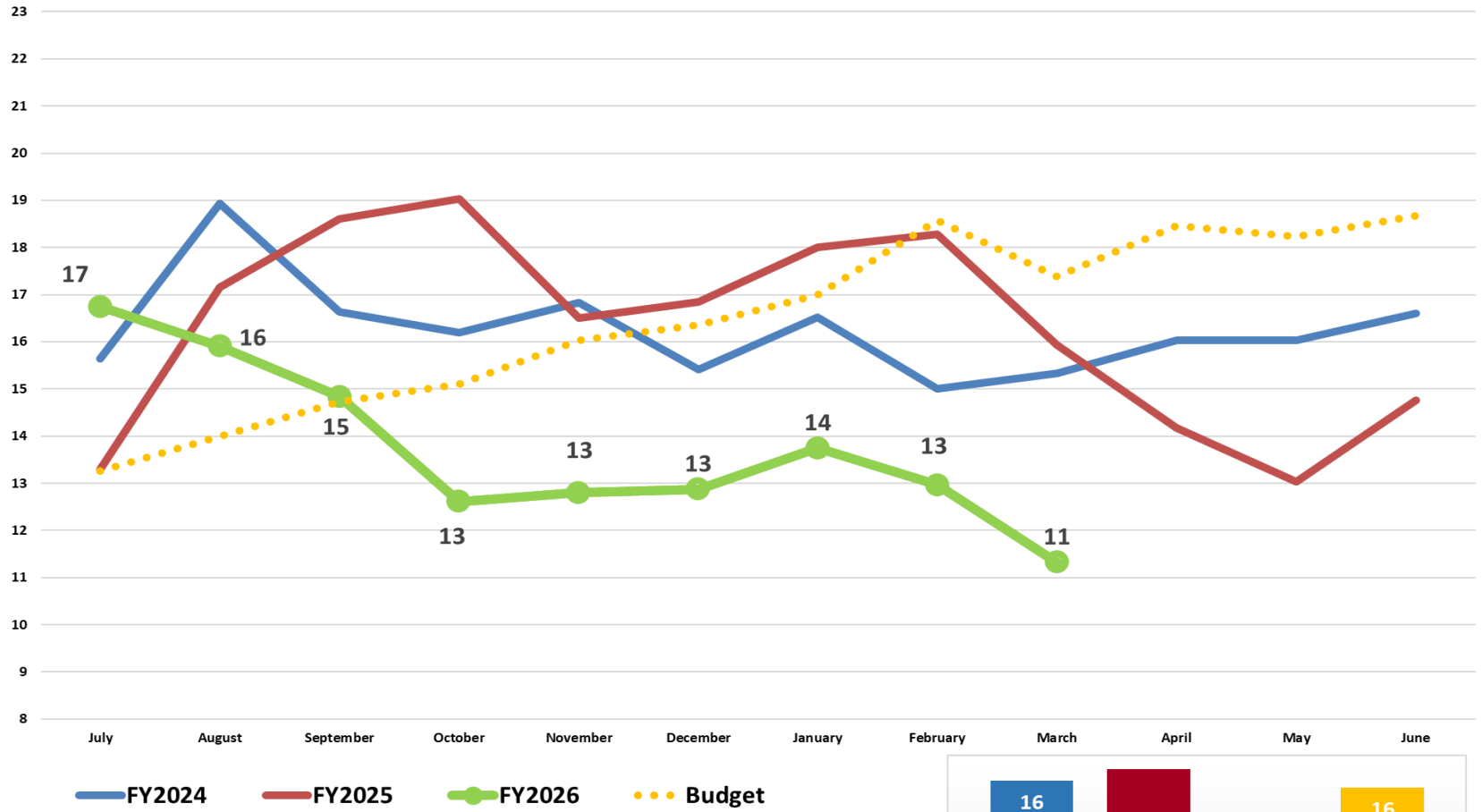
—●— FY2024
 —●— FY2025
 —●— FY2026
 -.-.- Budget



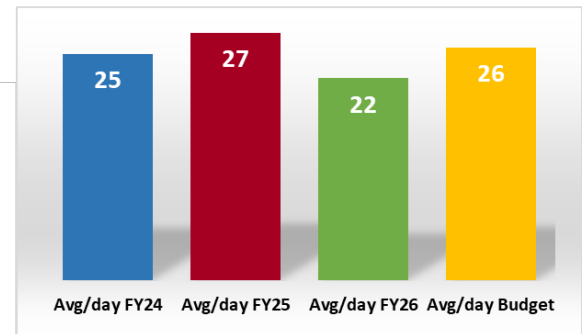
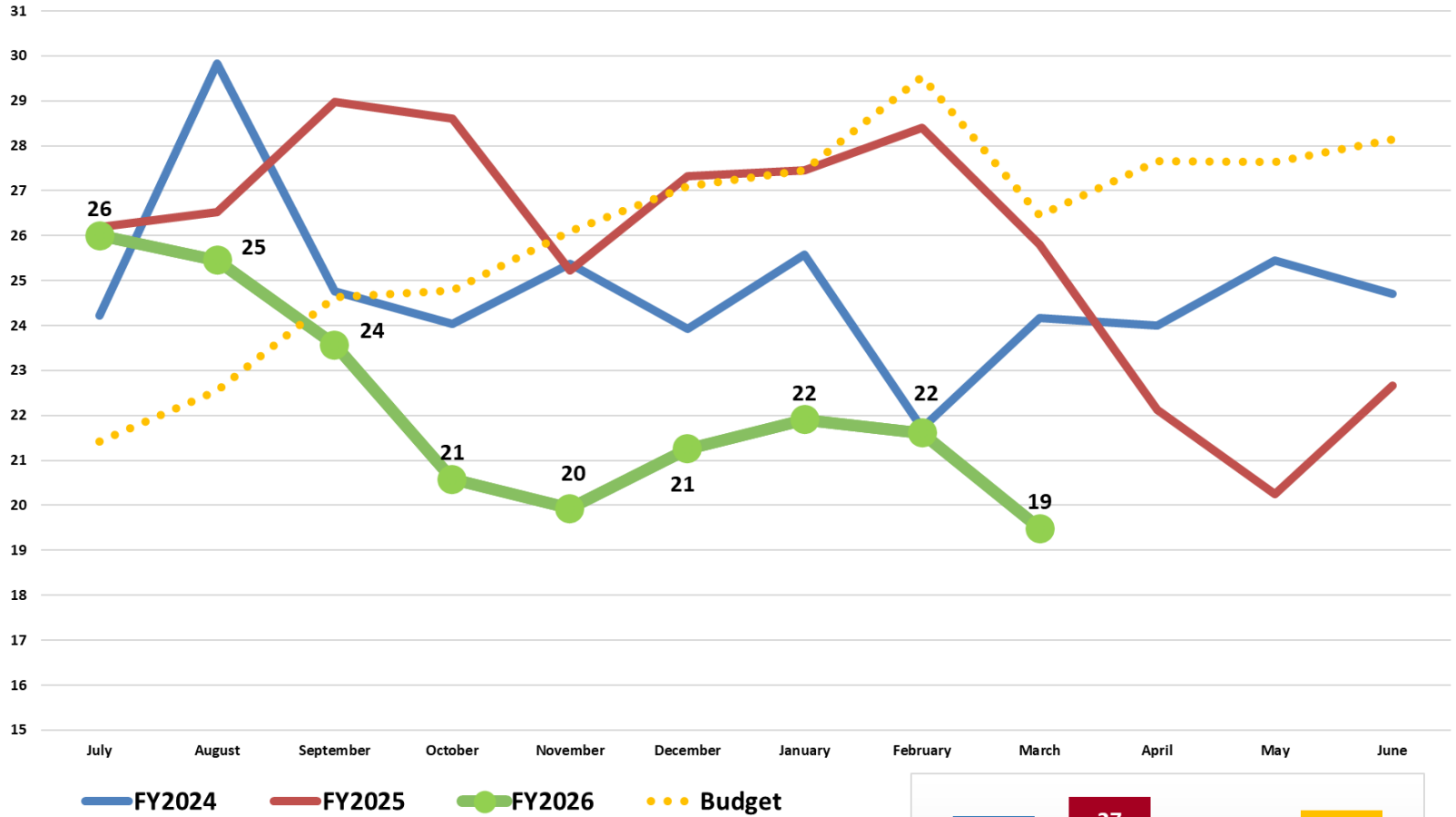
NICU - Avg Patients Per Day



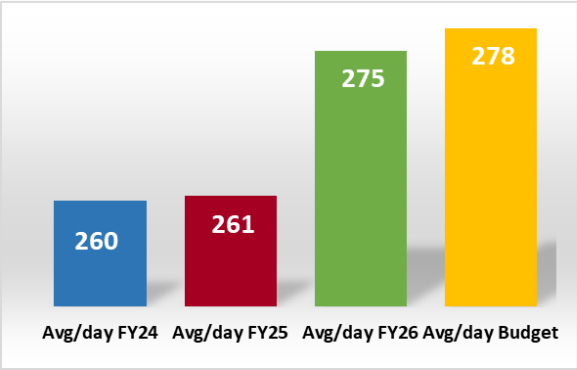
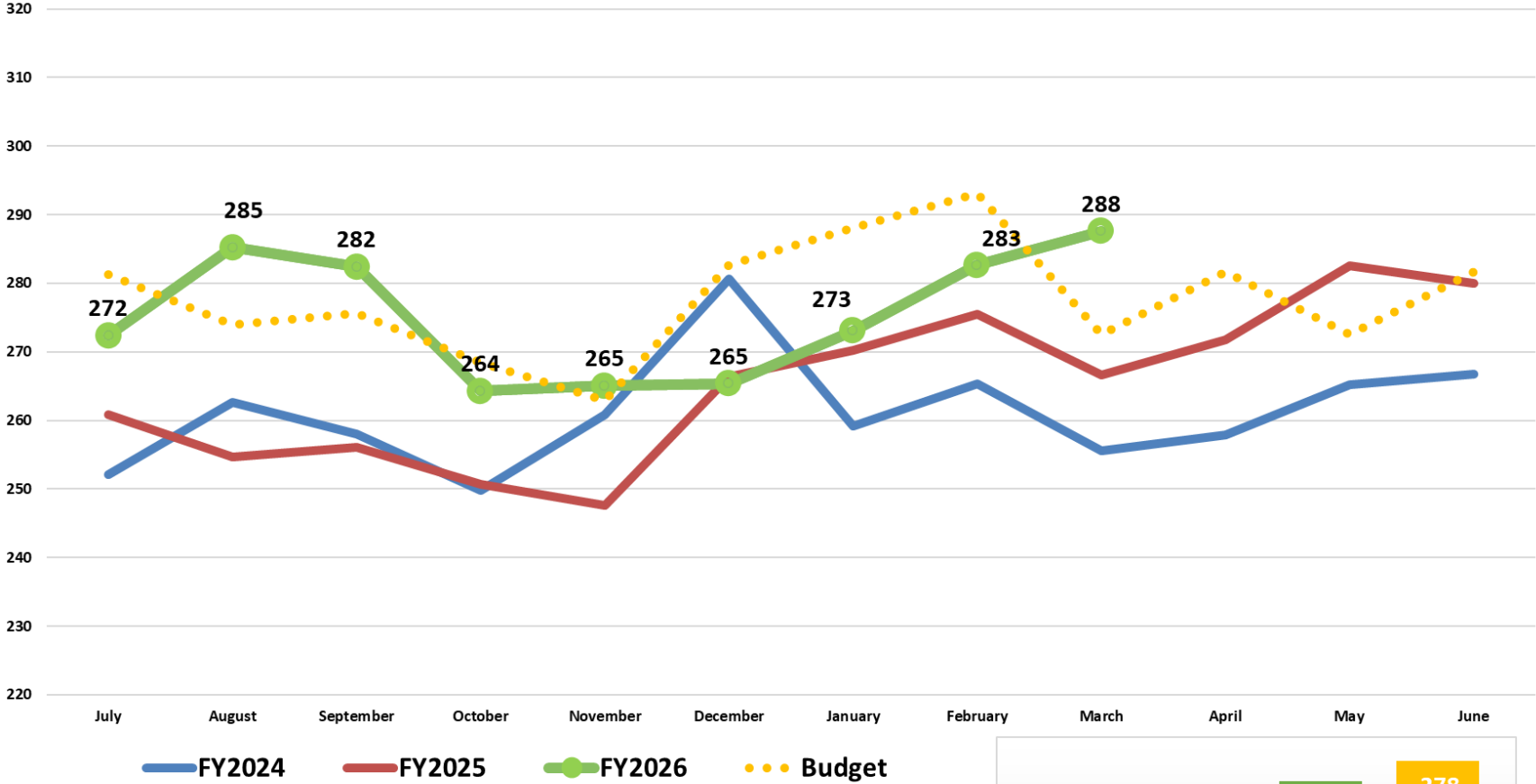
Nursery - Avg Patients Per Day



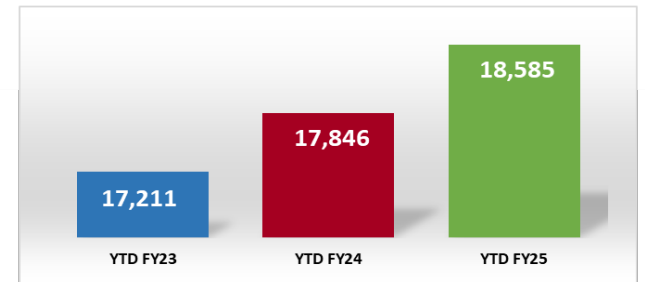
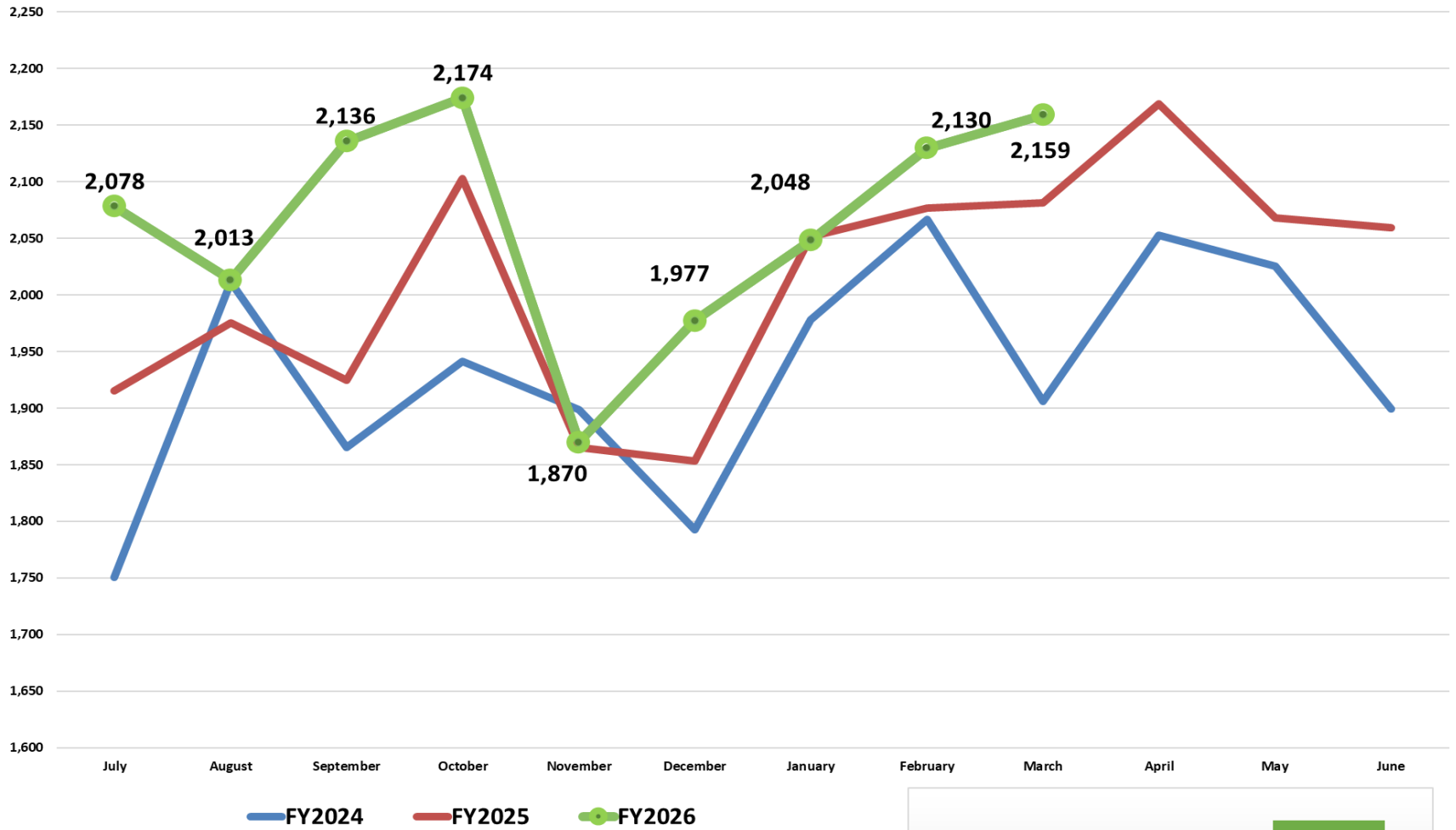
Obstetrics - Avg Patients Per Day



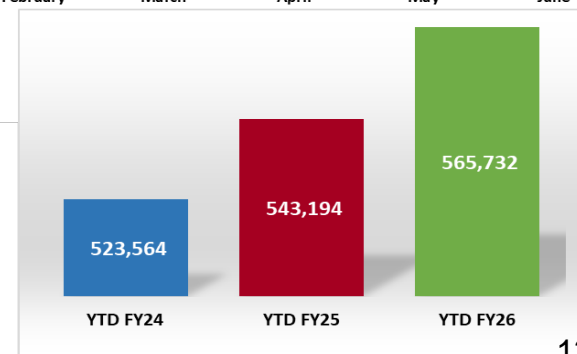
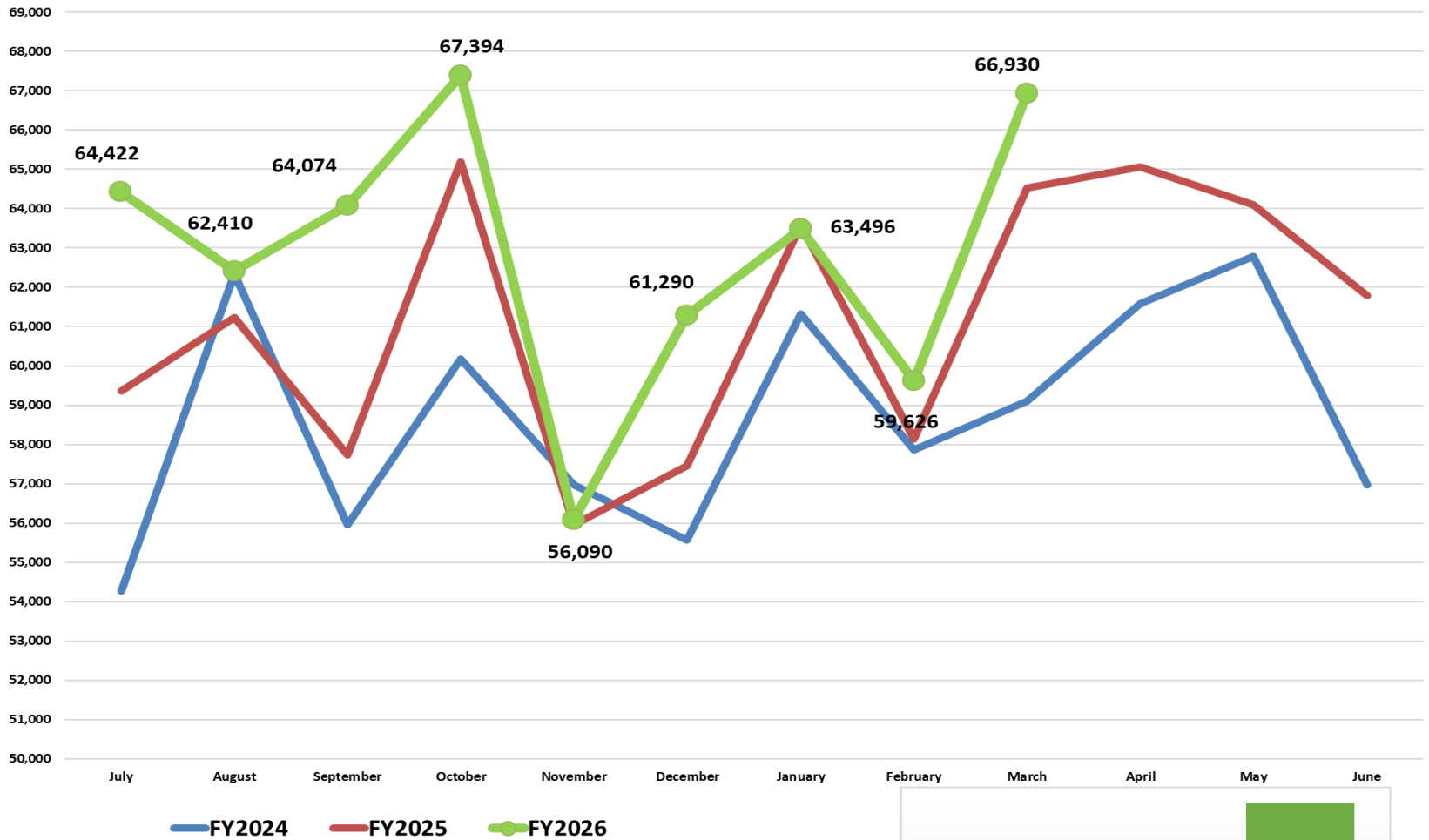
ED - Avg Treated Per Day



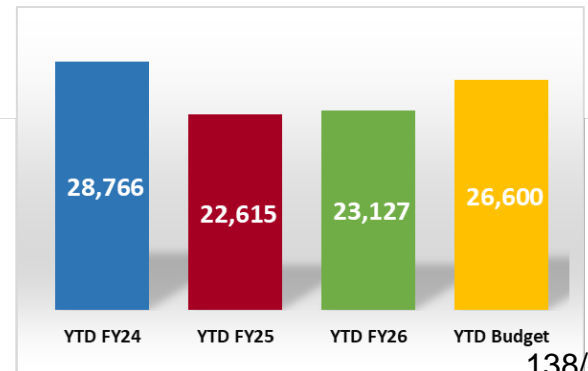
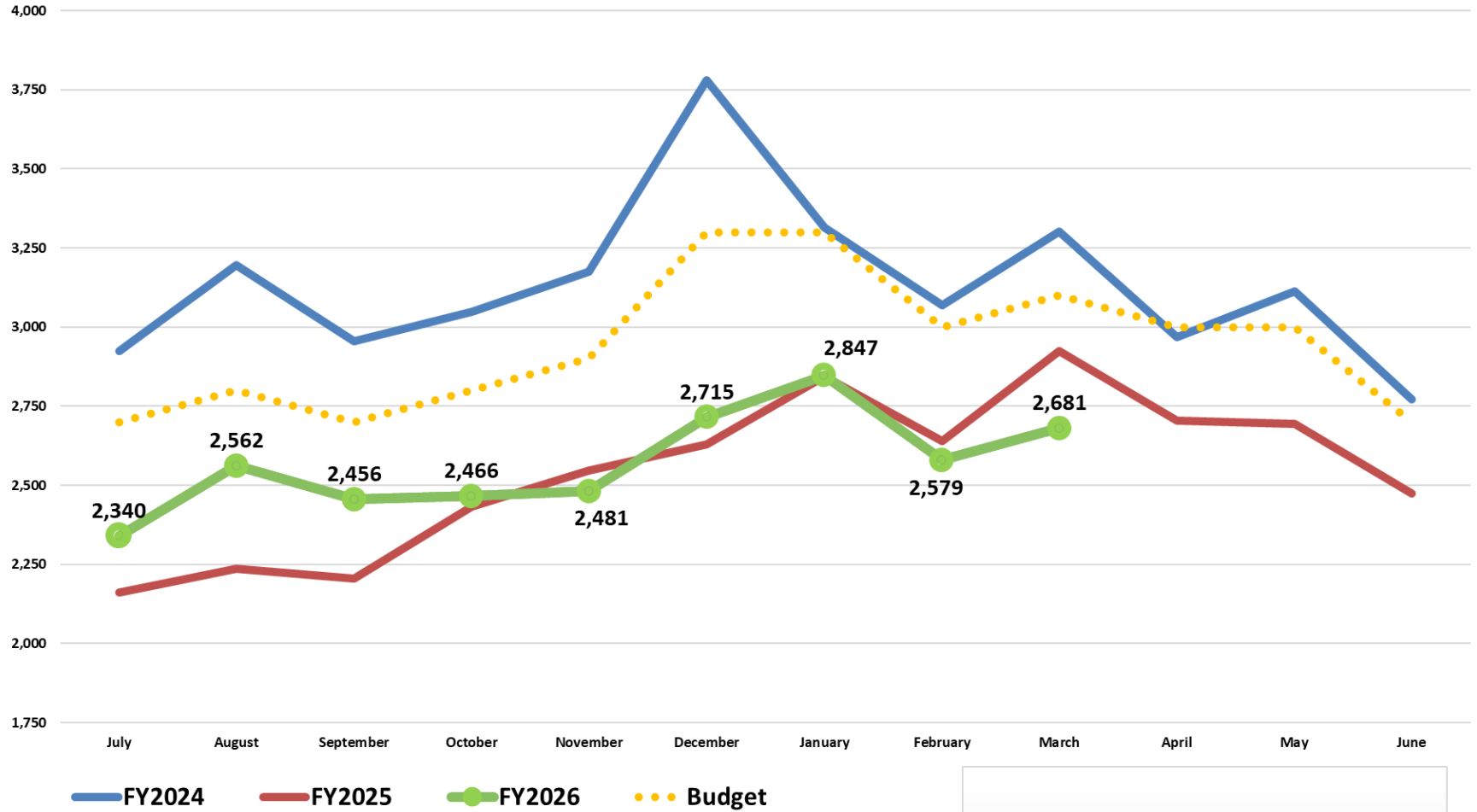
Outpatient Registrations Per Day



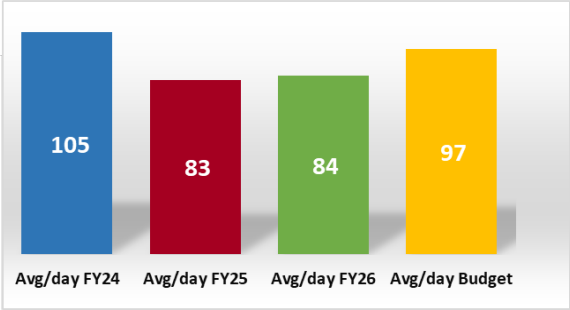
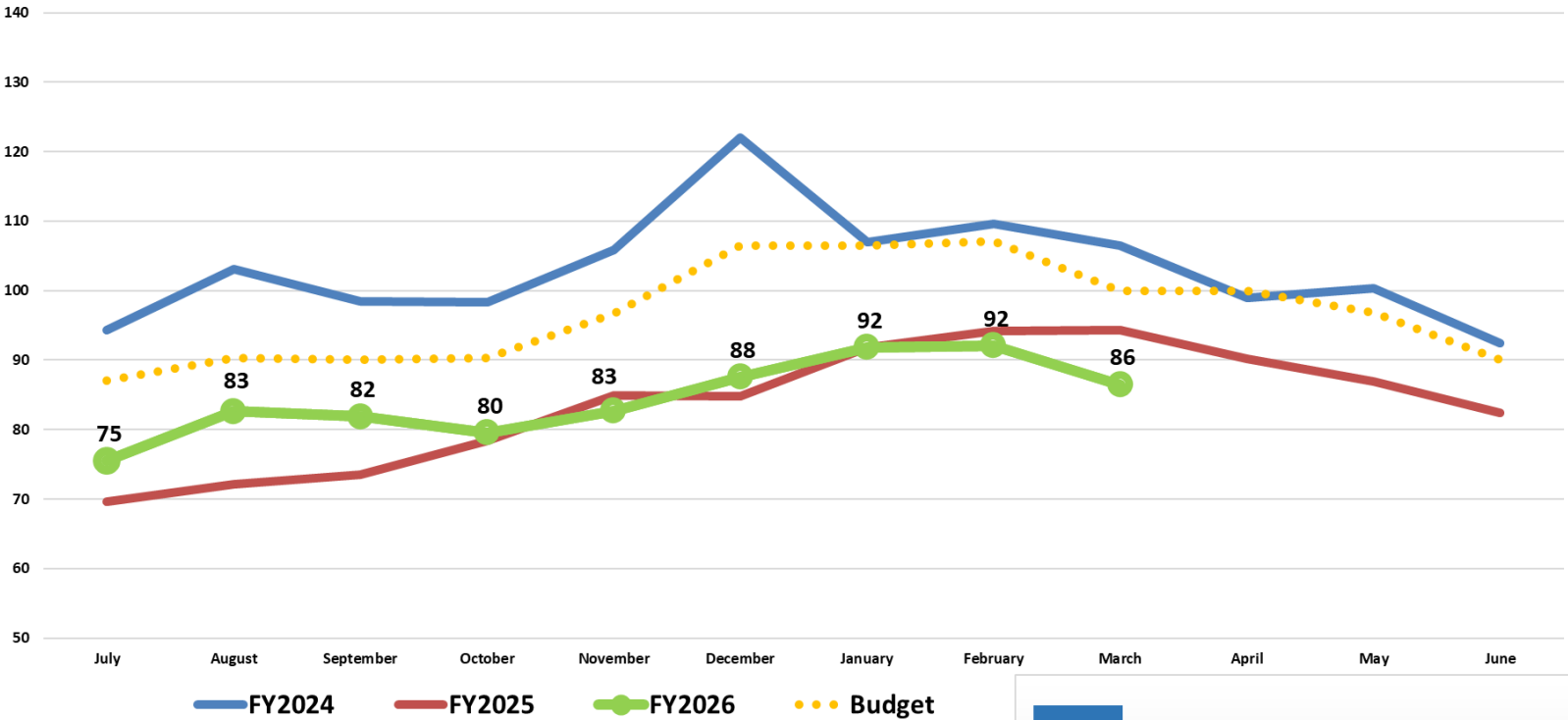
Outpatient Registrations



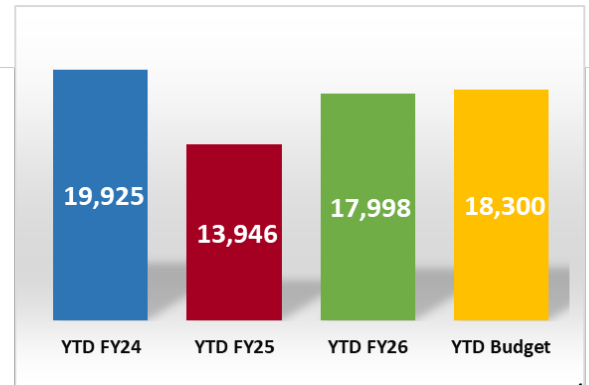
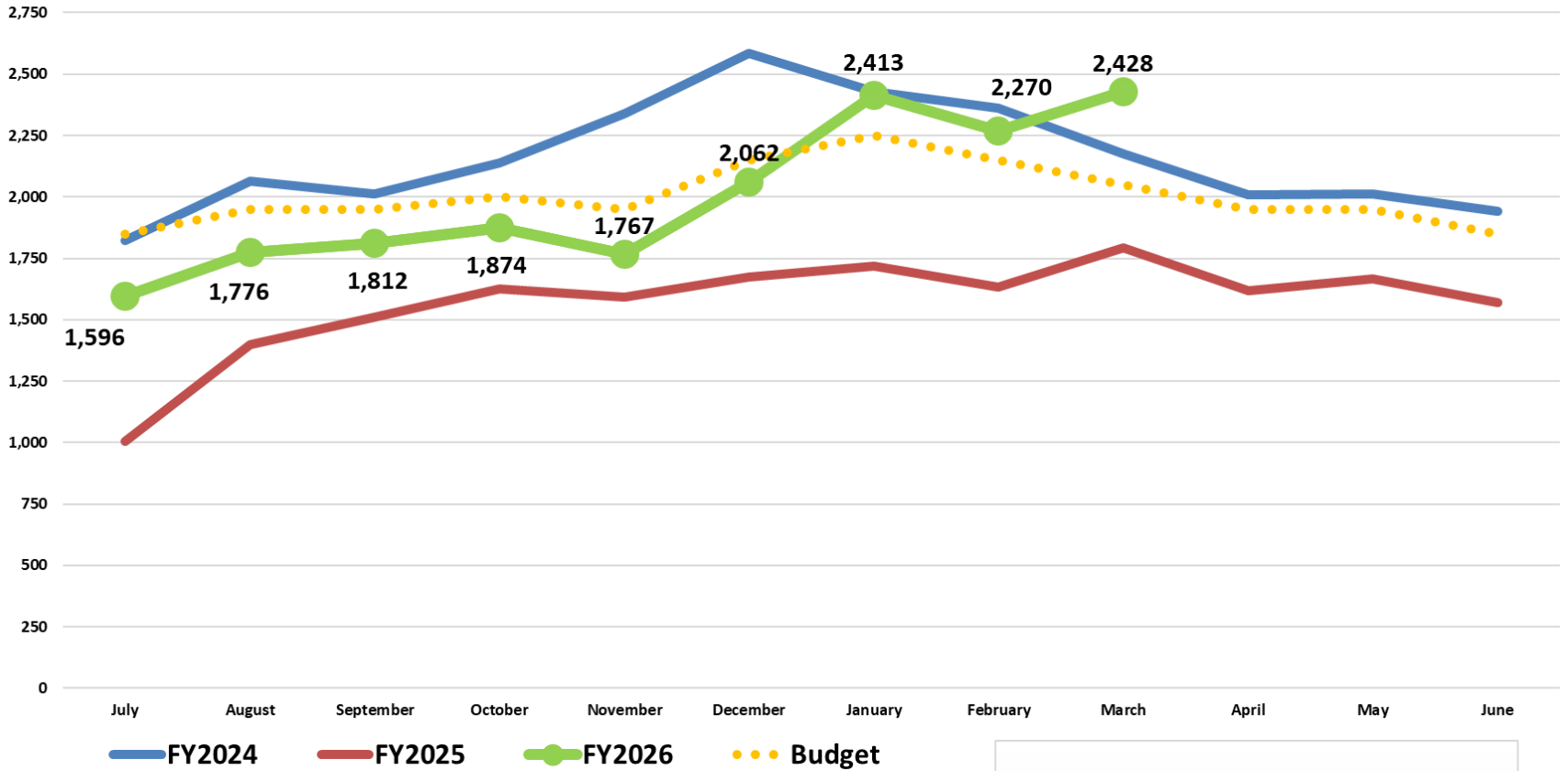
Urgent Care – Court Total Visits



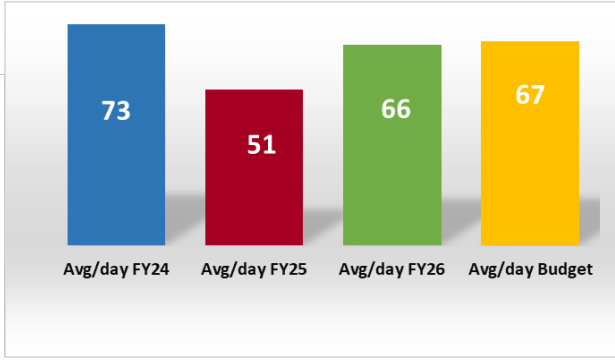
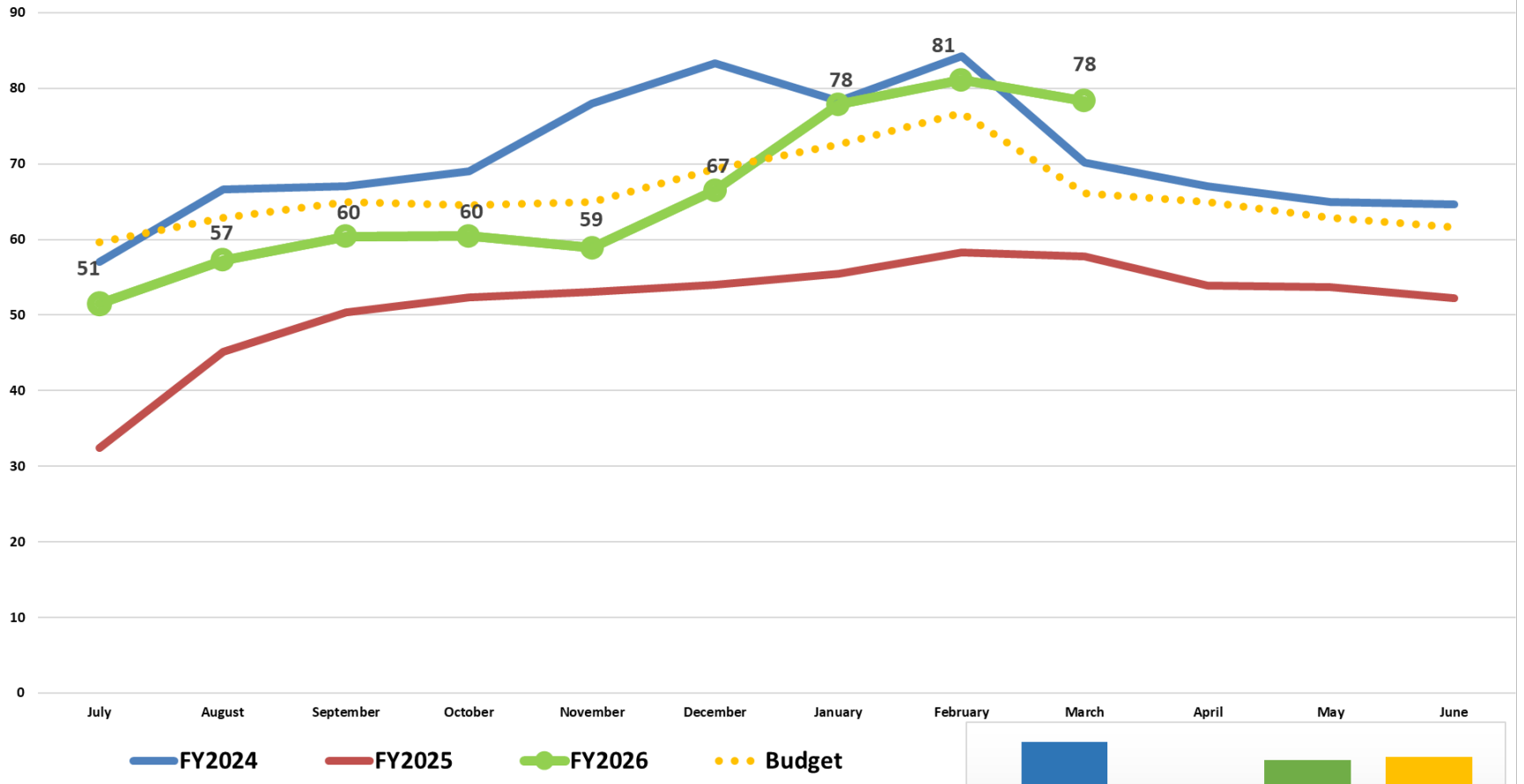
Urgent Care – Court Avg Visits Per Day



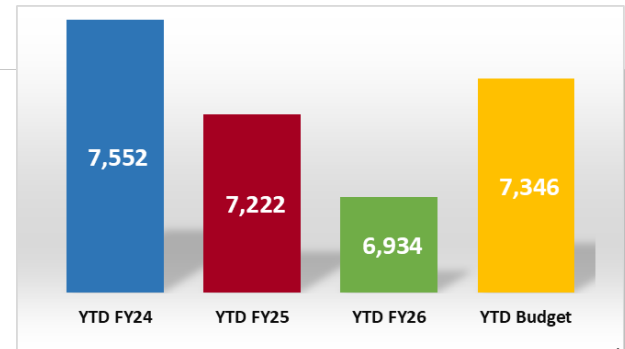
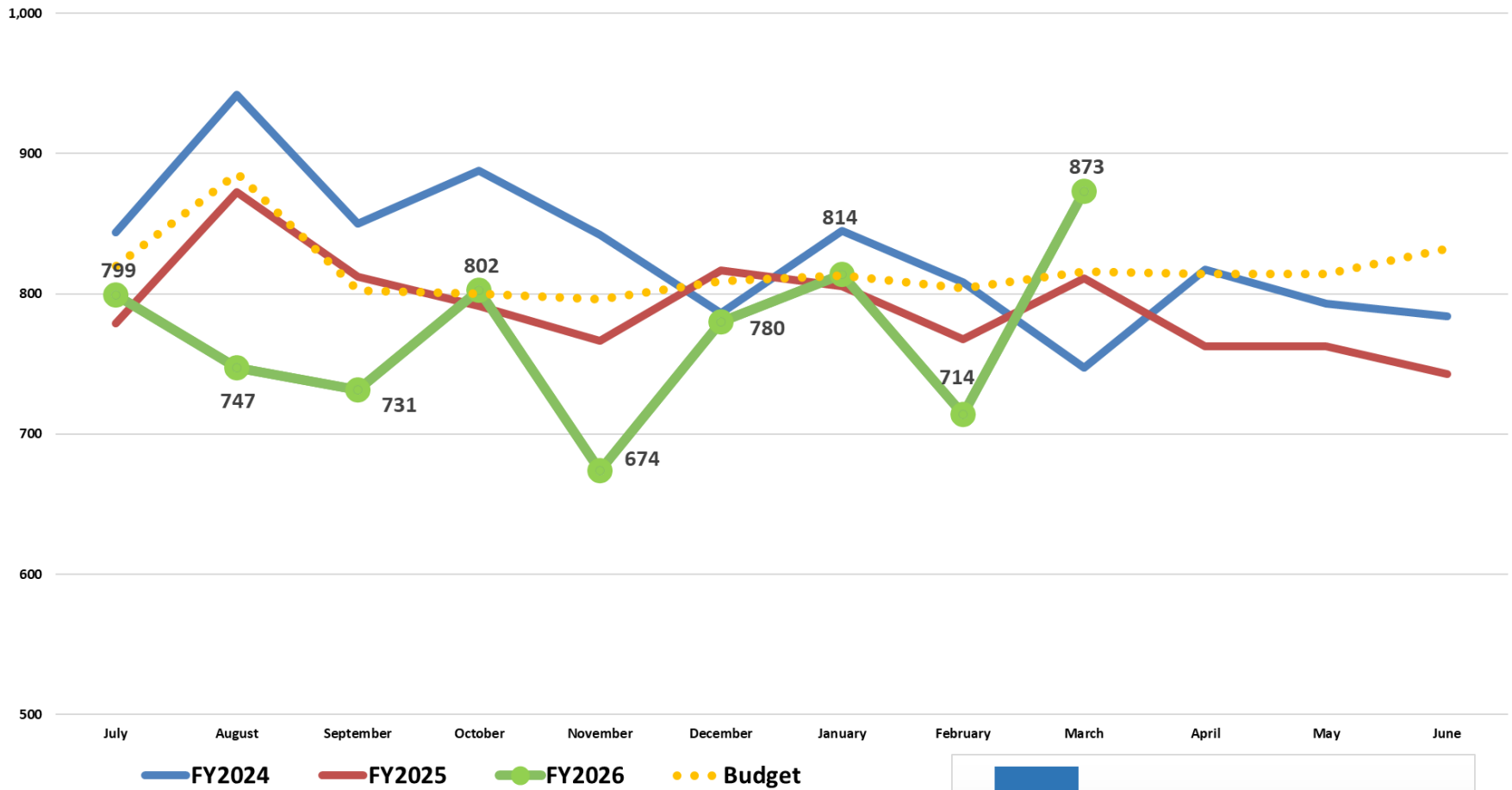
Urgent Care – Demaree Total Visits



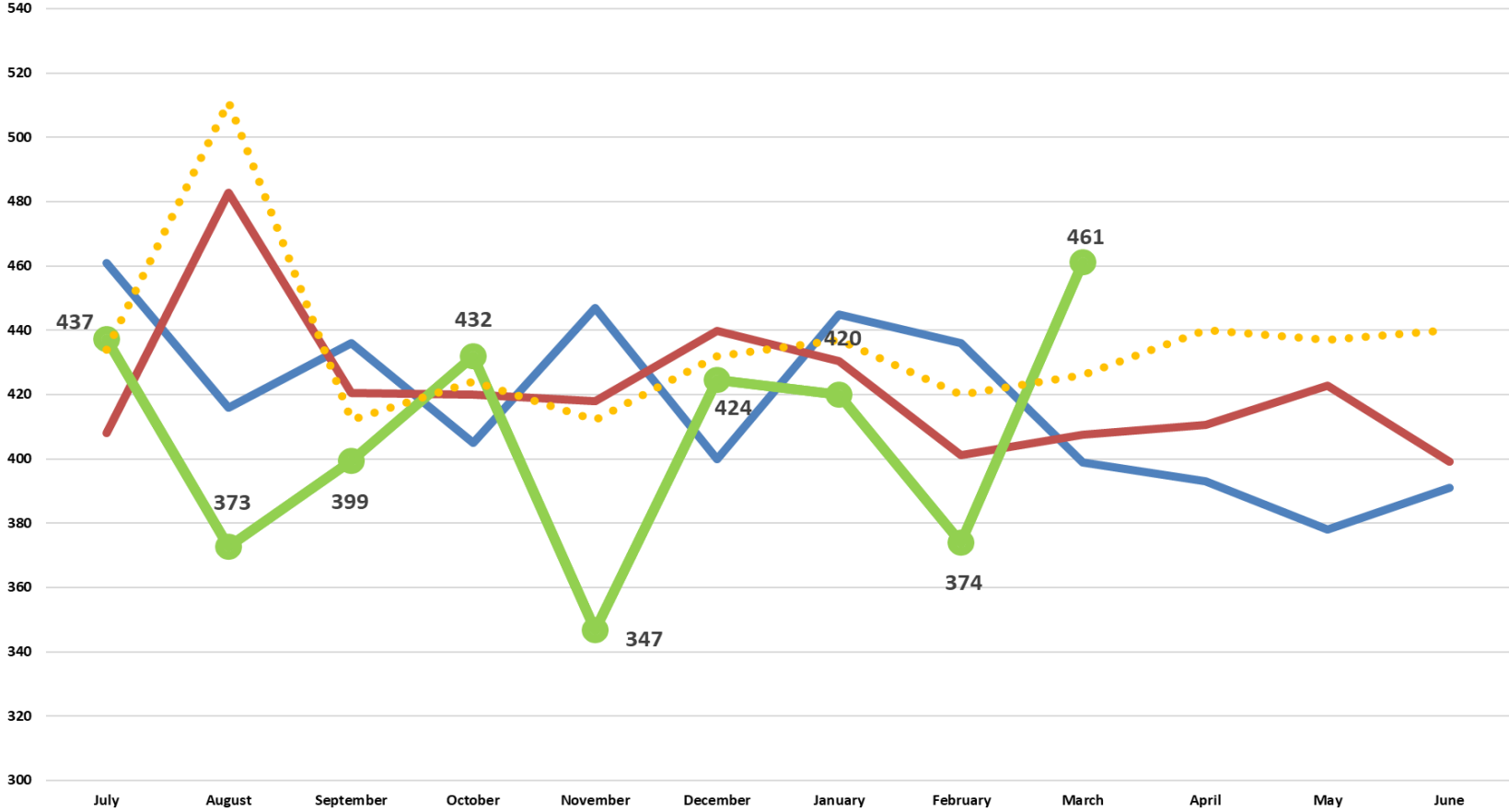
Urgent Care – Demaree Avg Visits Per Day



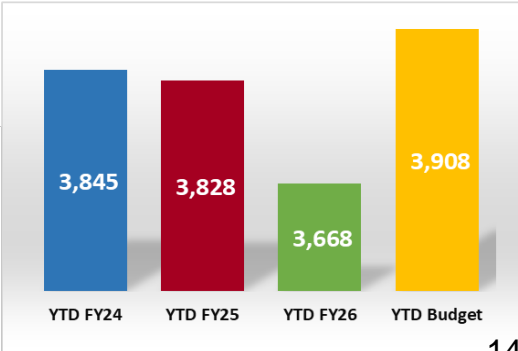
Surgery (IP & OP) – 100 Min Units



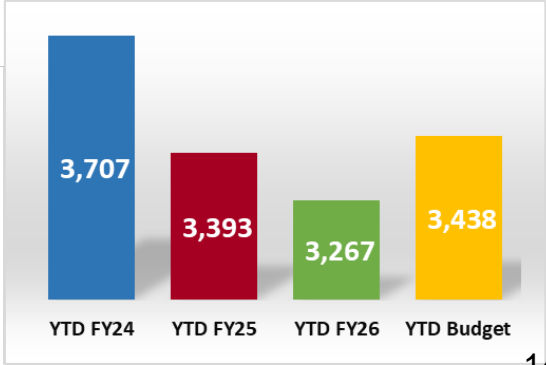
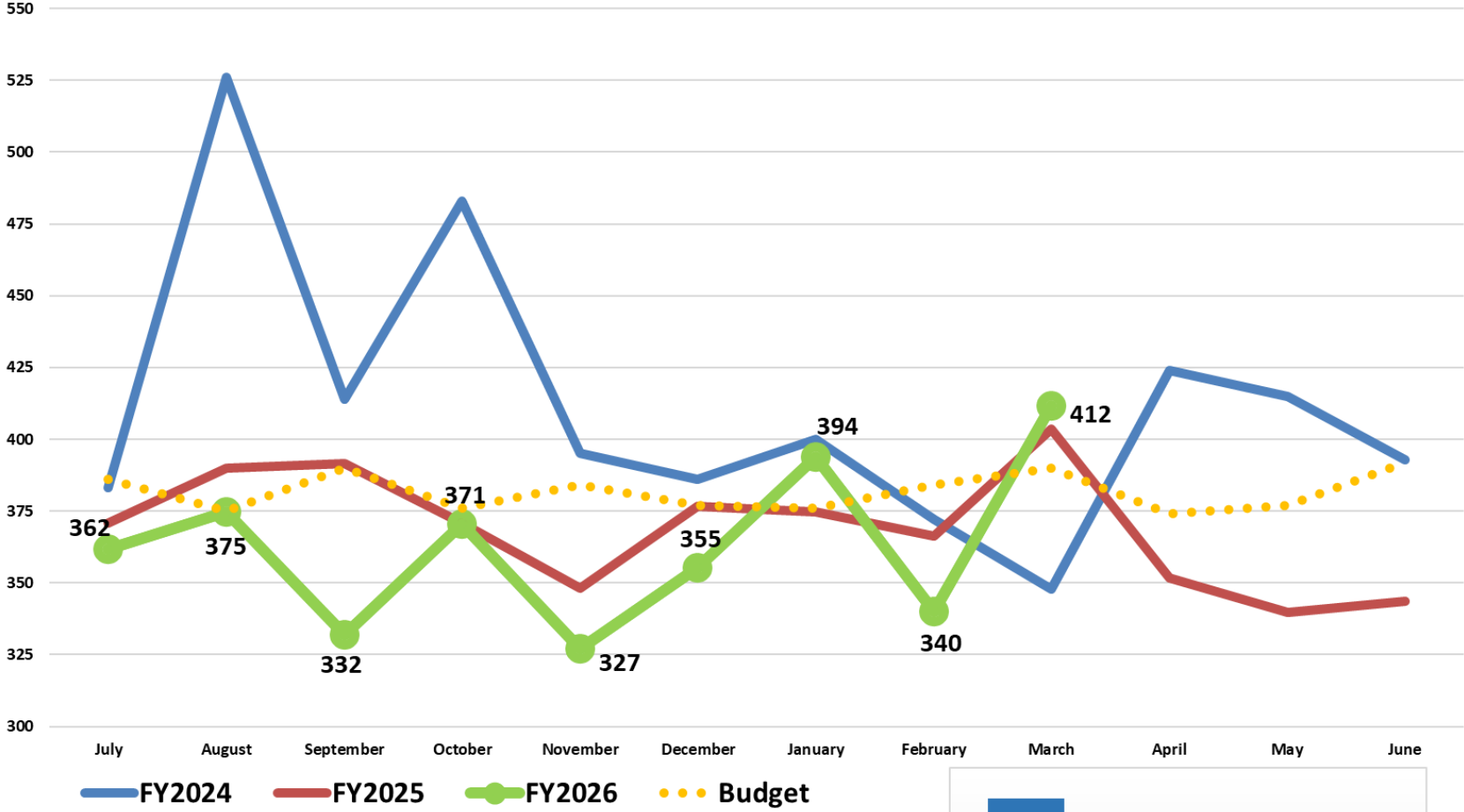
Surgery (IP Only) - 100 Min Unit



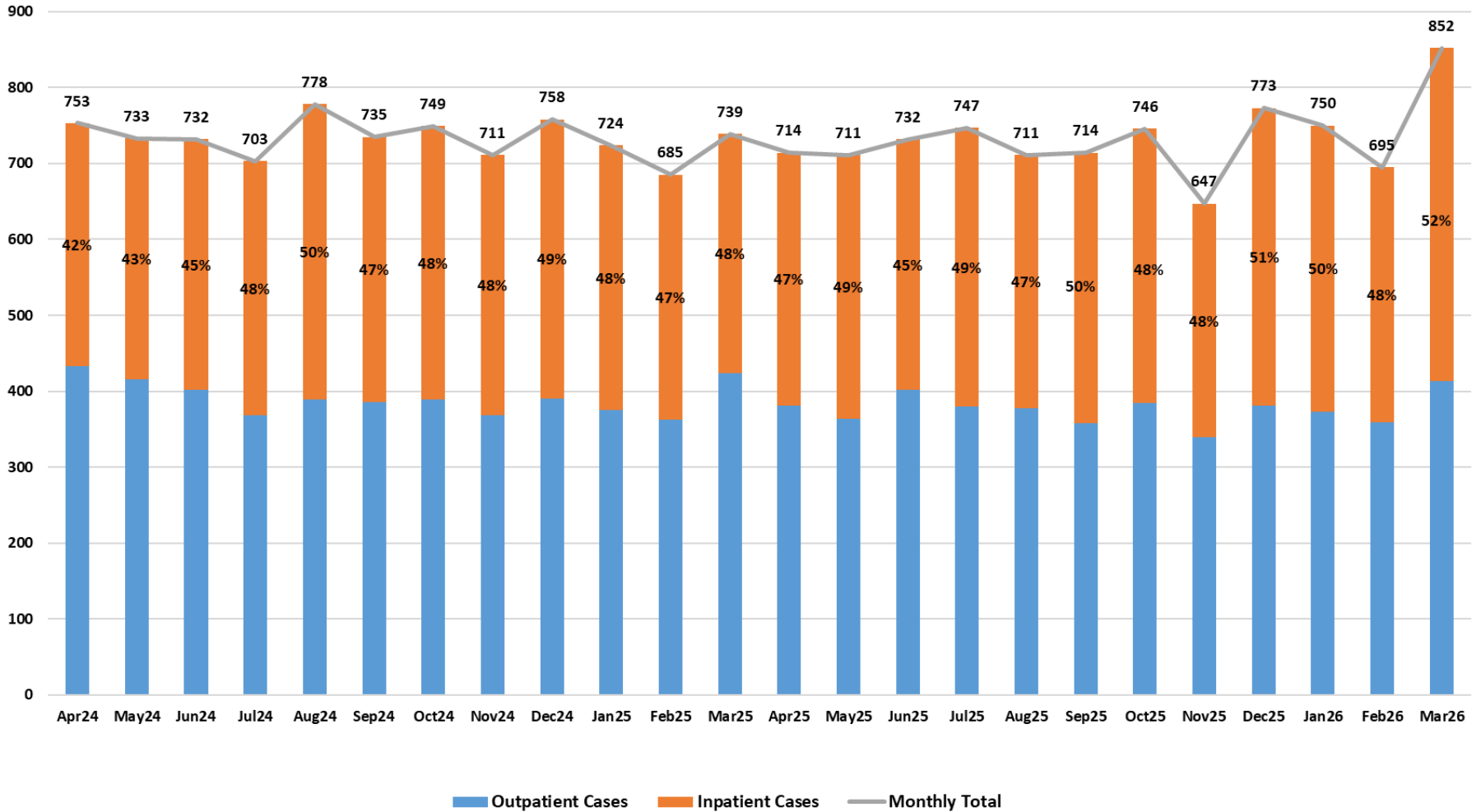
—●— FY2024
 —●— FY2025
 —●— FY2026
 ●●● Budget



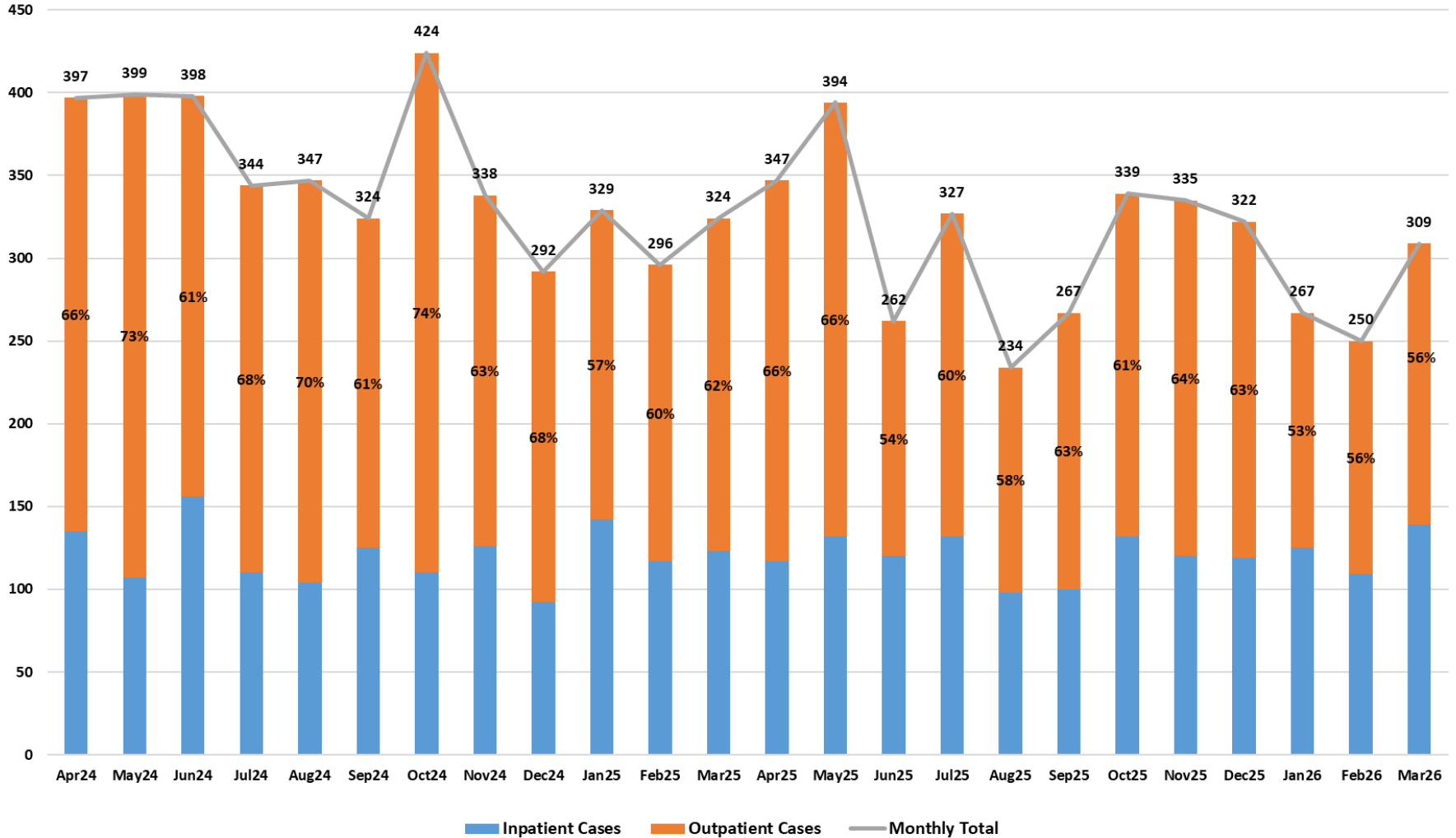
Surgery (OP Only) - 100 Min Units



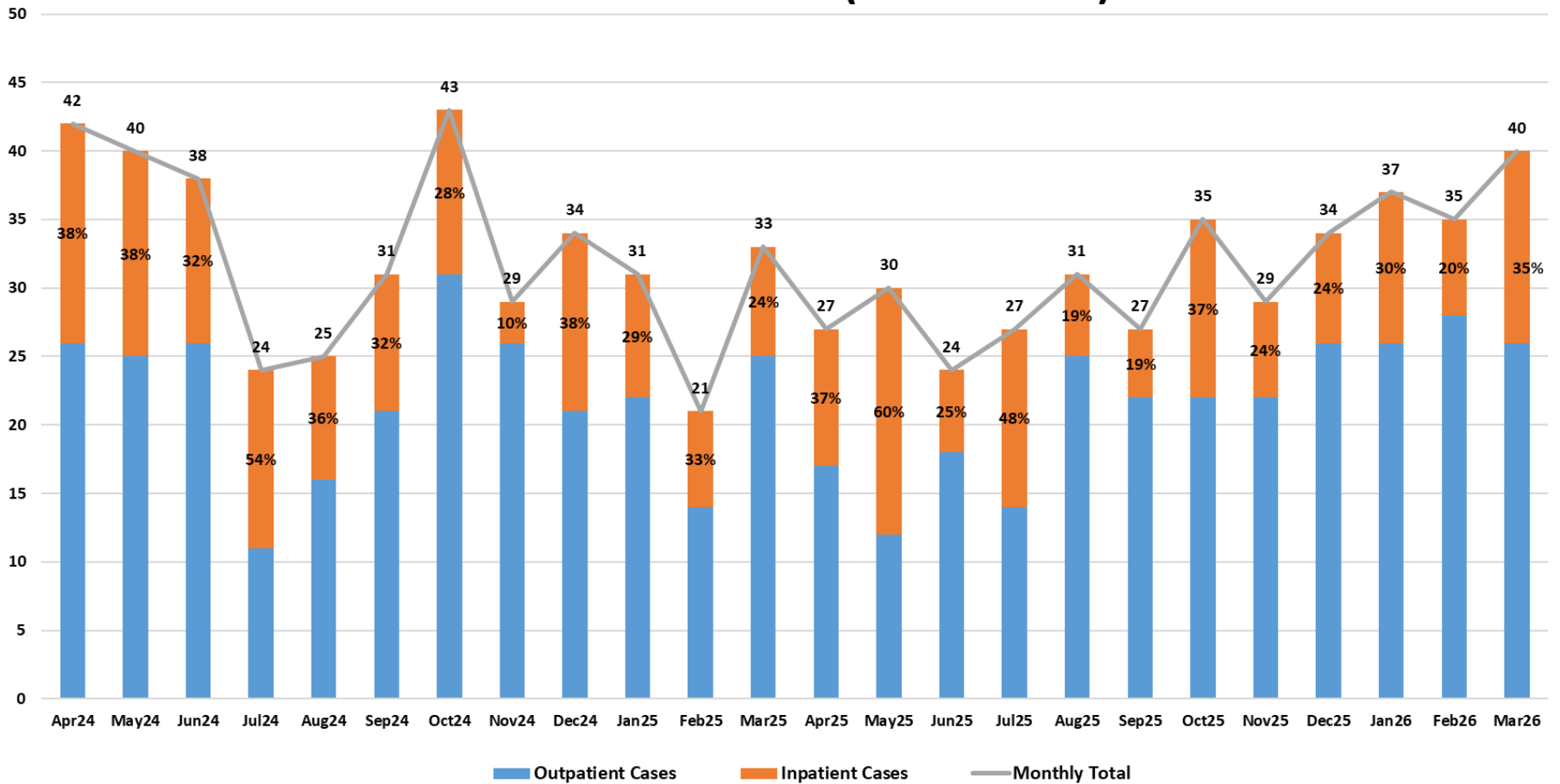
Surgery Cases (IP & OP)



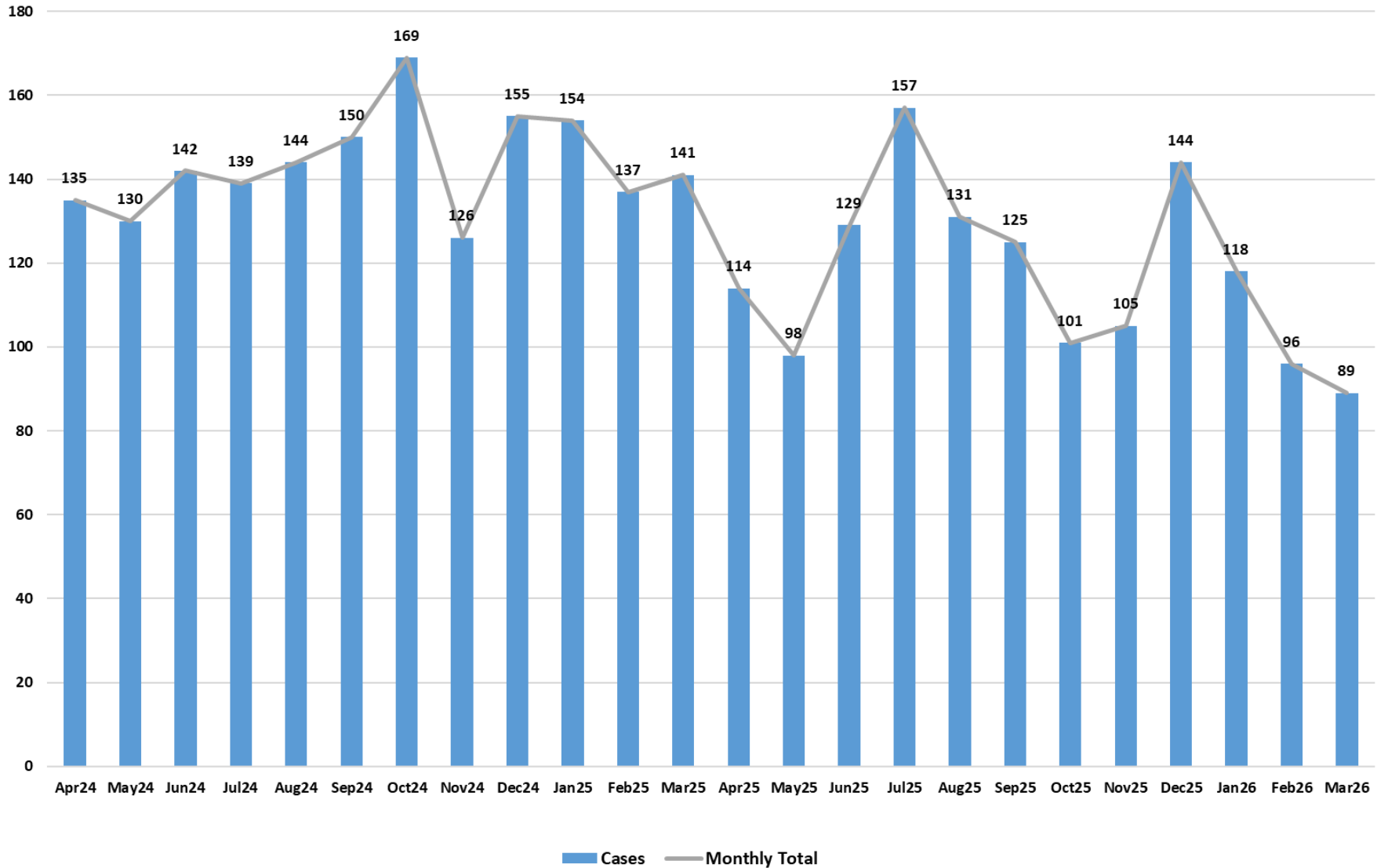
Endo Cases (Suites A & B and OR)



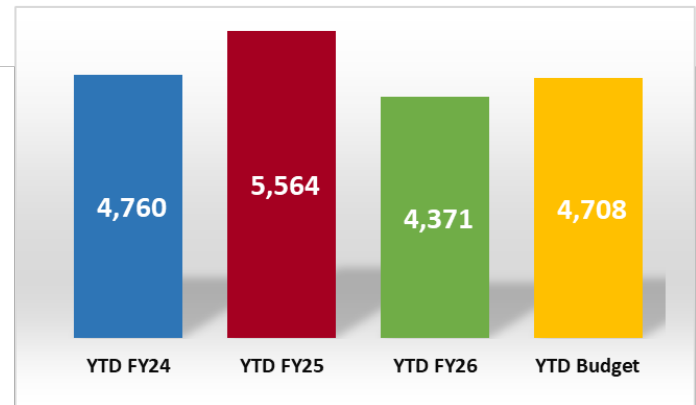
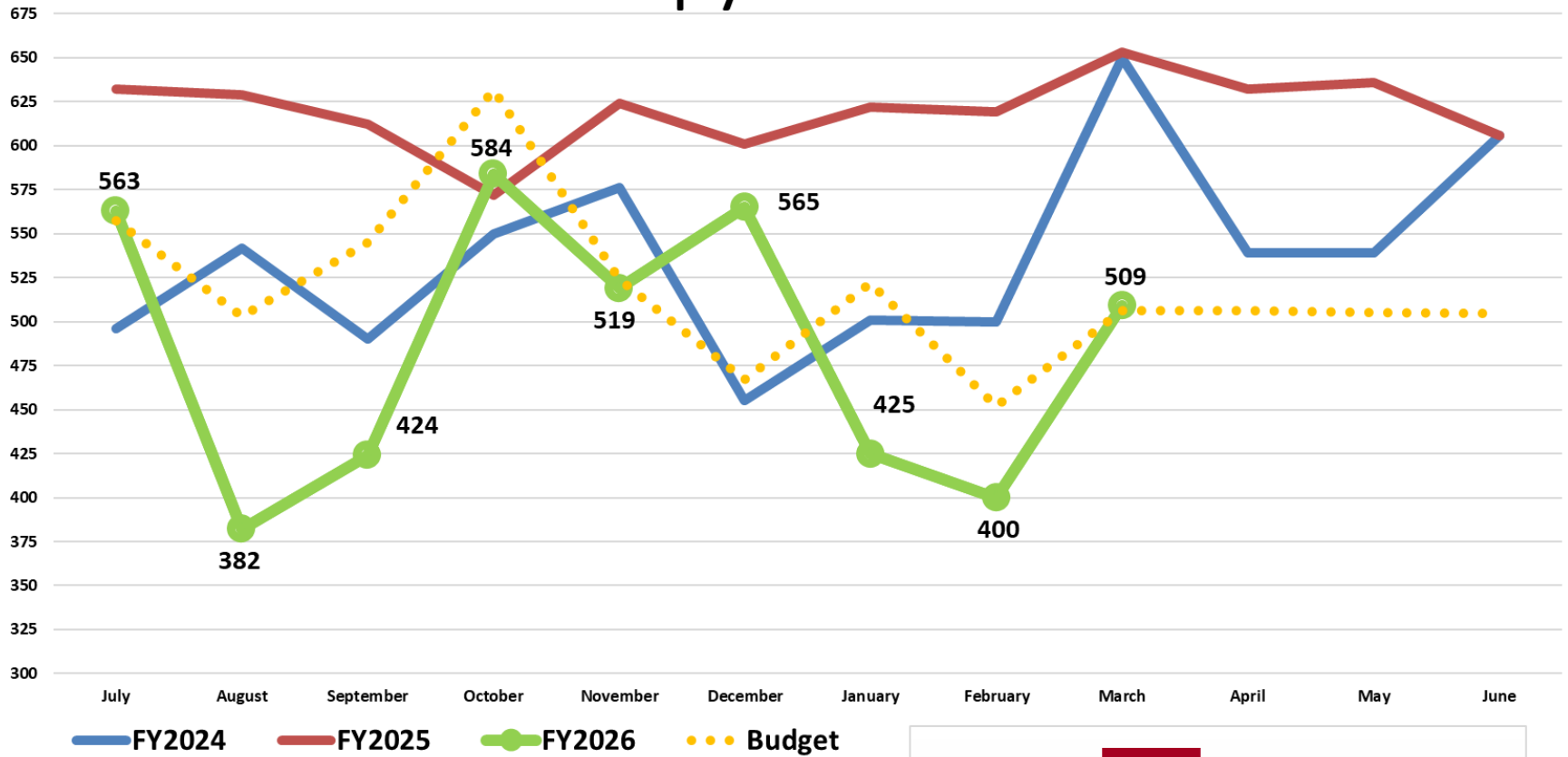
Robotic Cases (IP & OP)



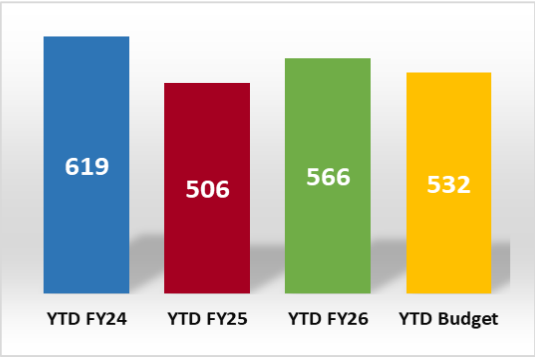
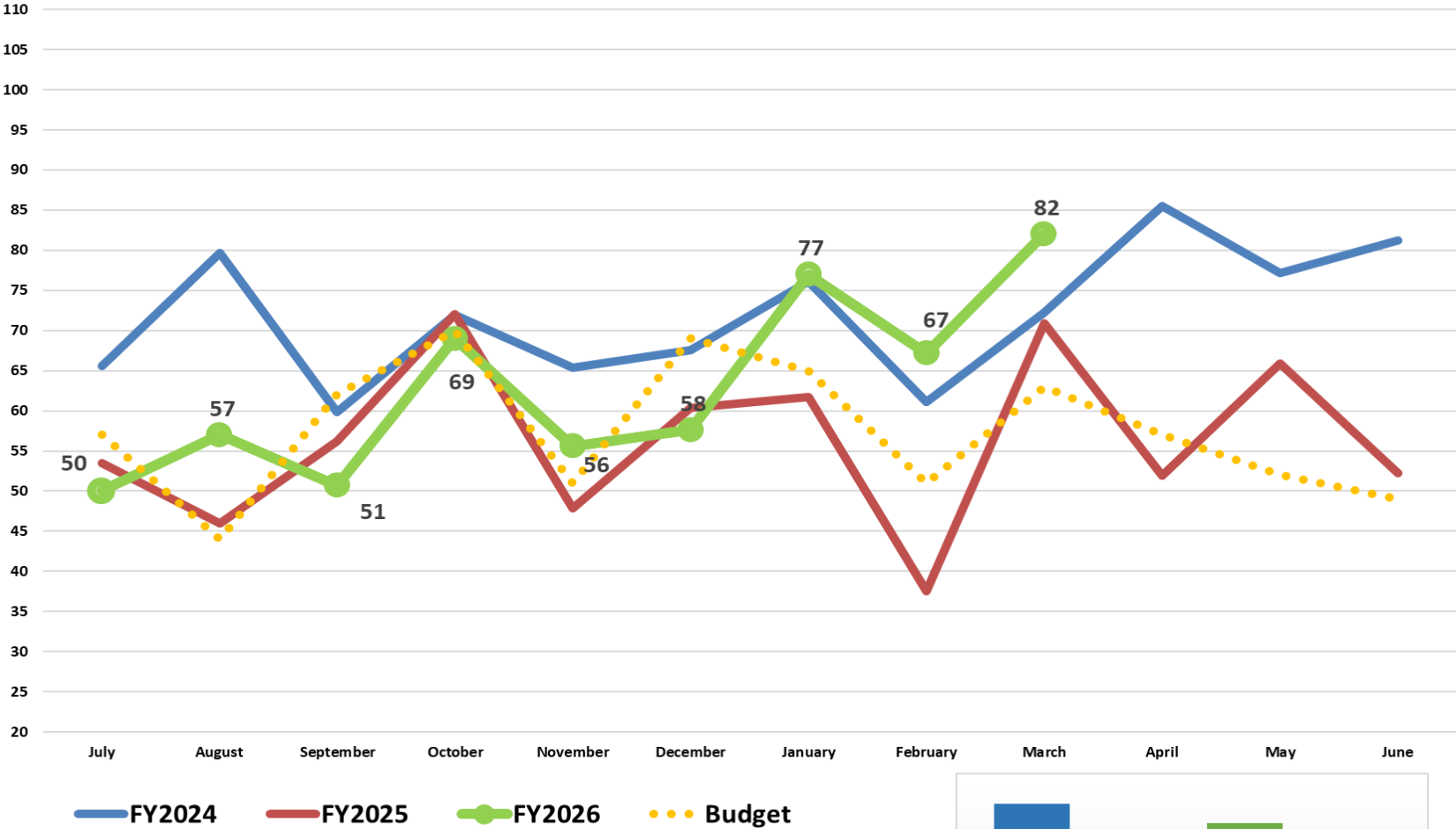
OB Cases



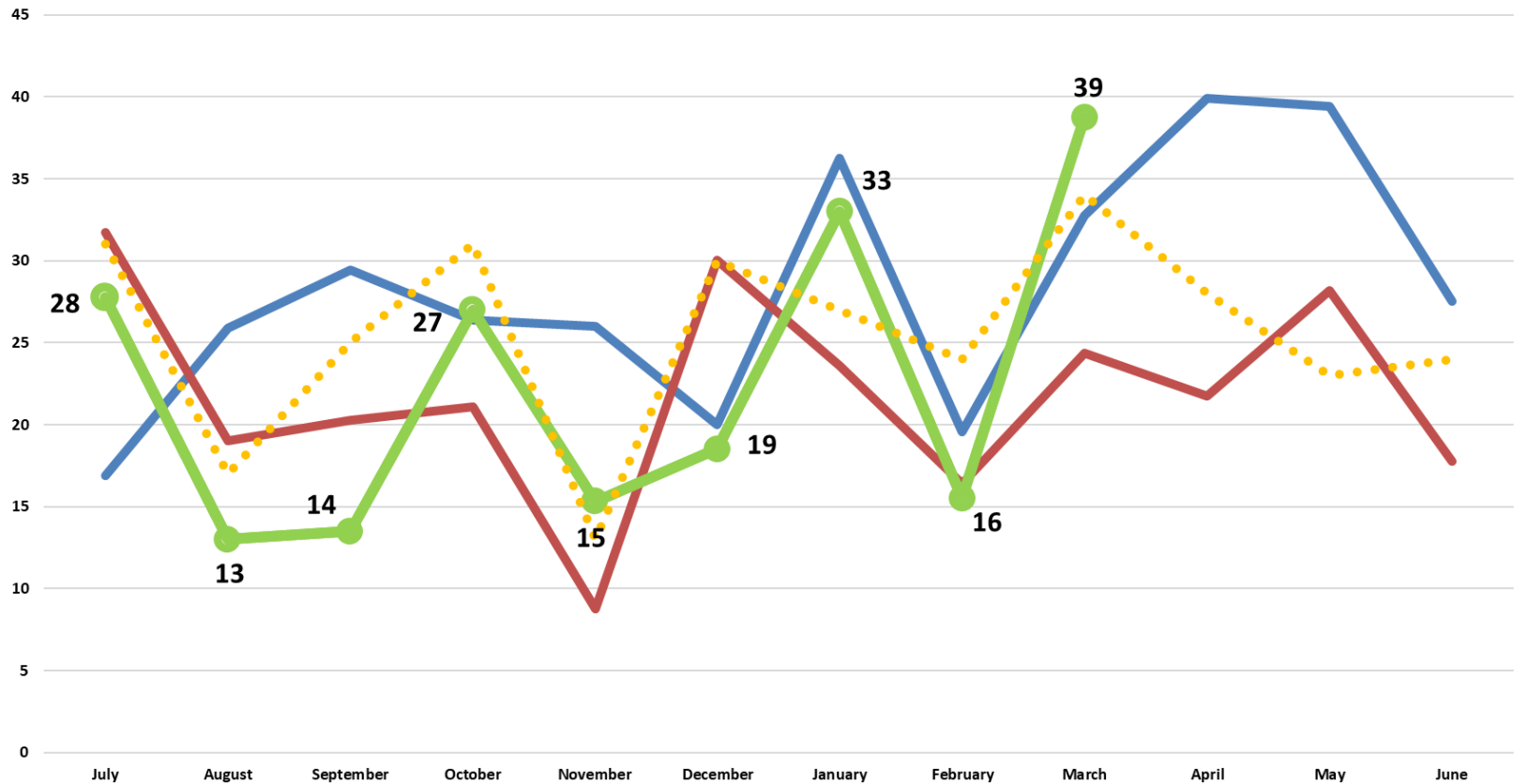
Endoscopy Procedures



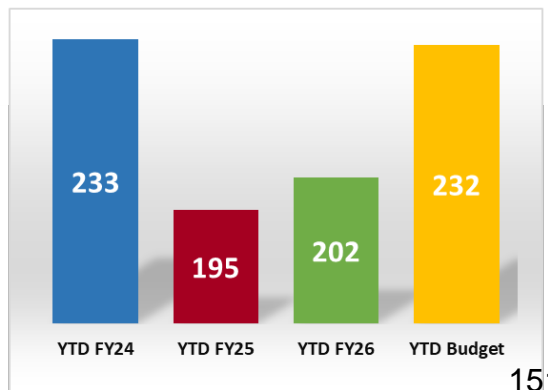
Robotic Surgery (IP & OP) - 100 Min Units



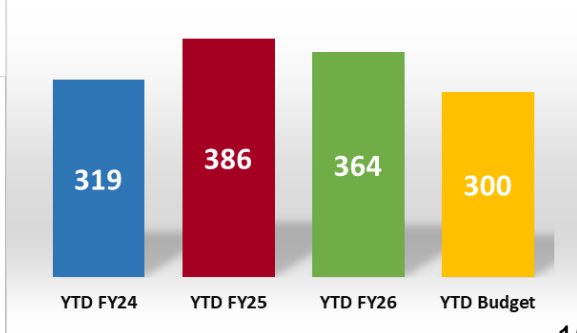
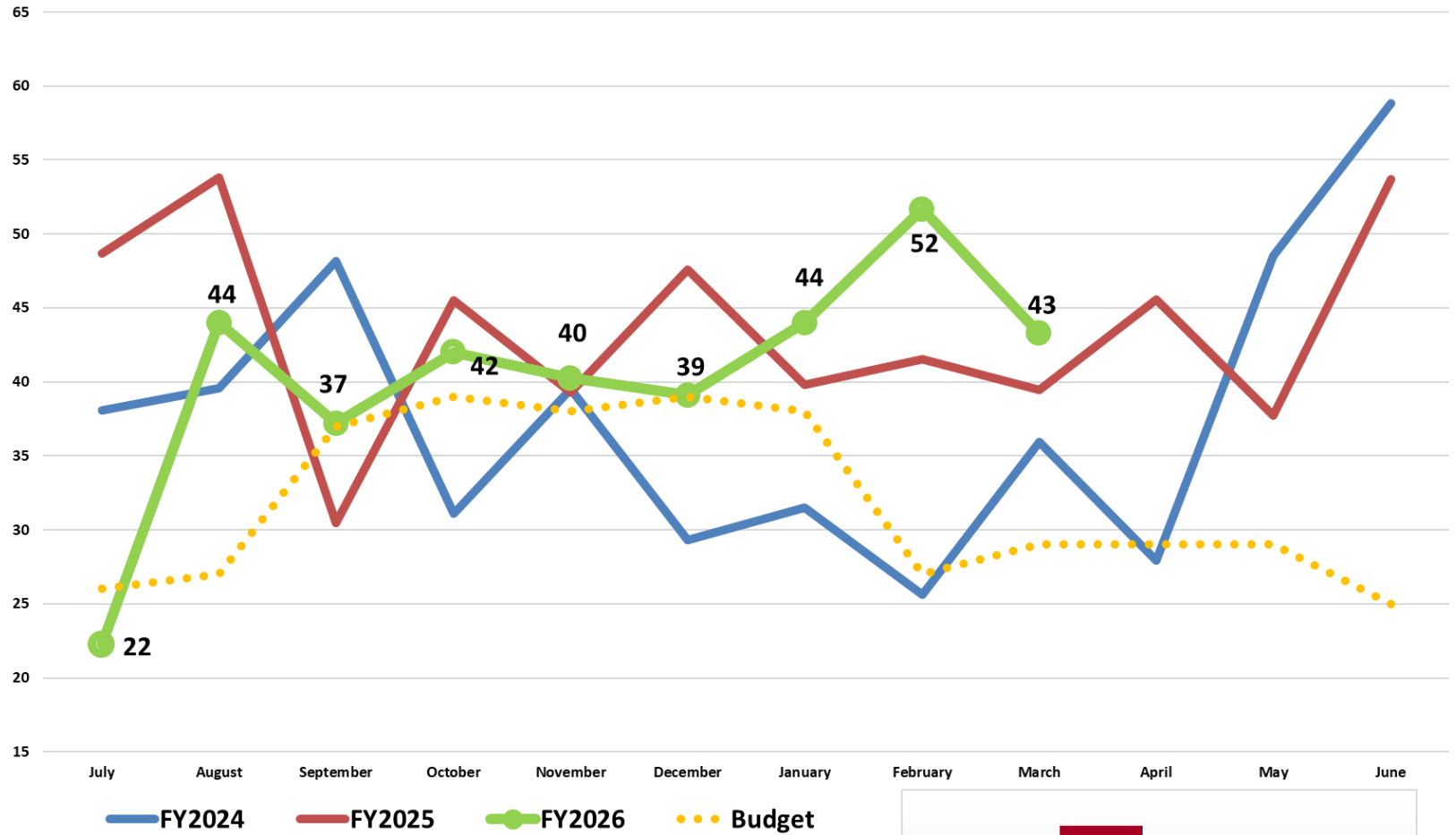
Robotic Surgery Minutes (IP Only)



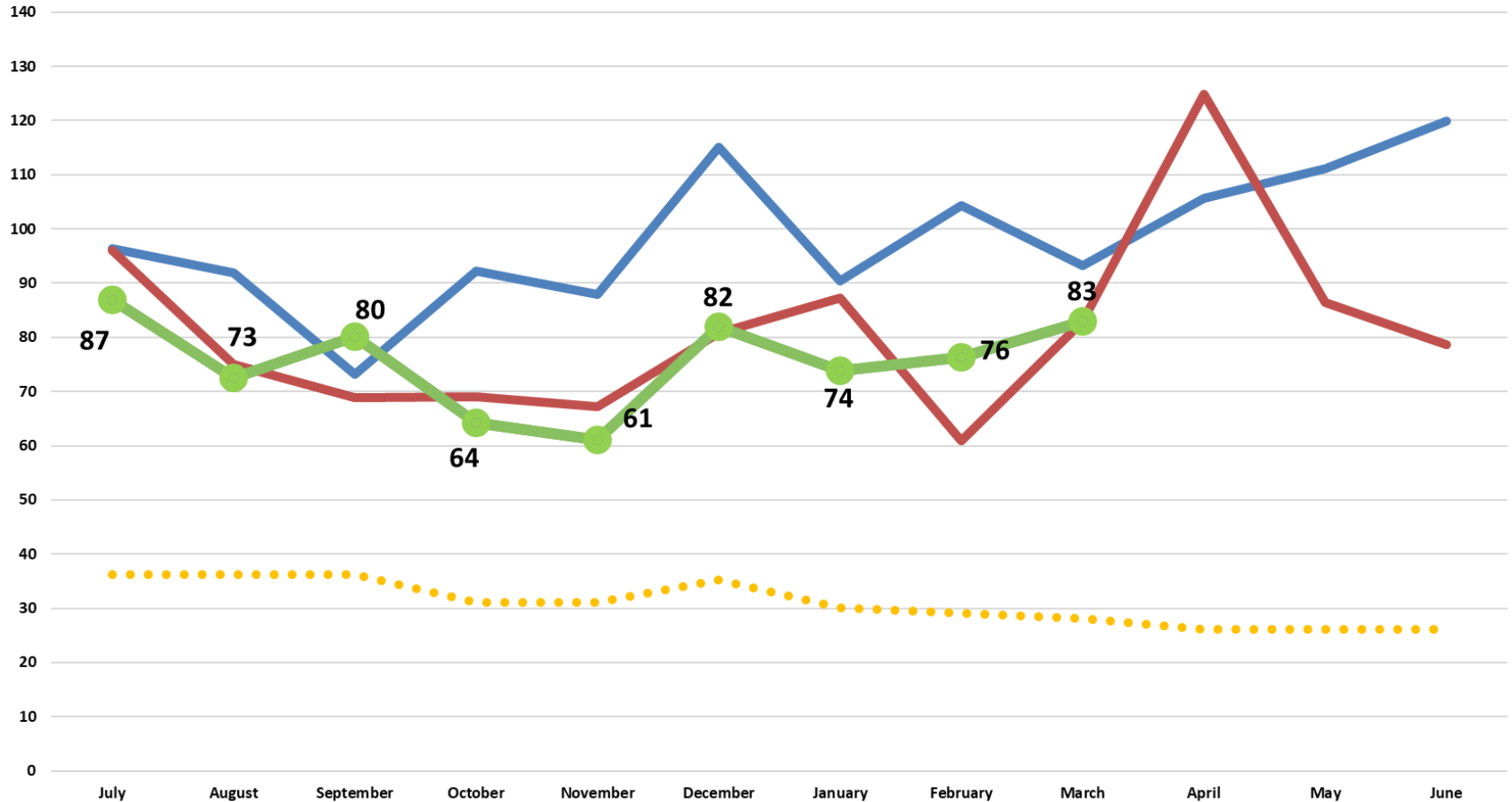
—●— FY2024
 —●— FY2025
 —●— FY2026
 ●●● Budget



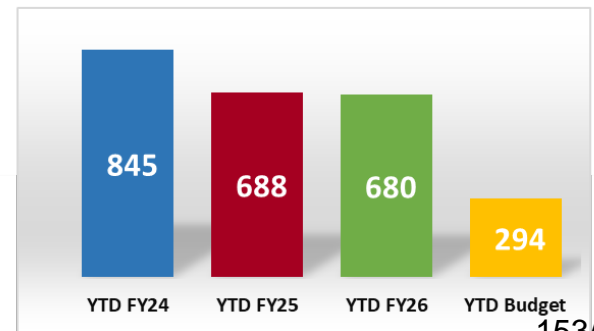
Robotic Surgery Minutes (OP Only)



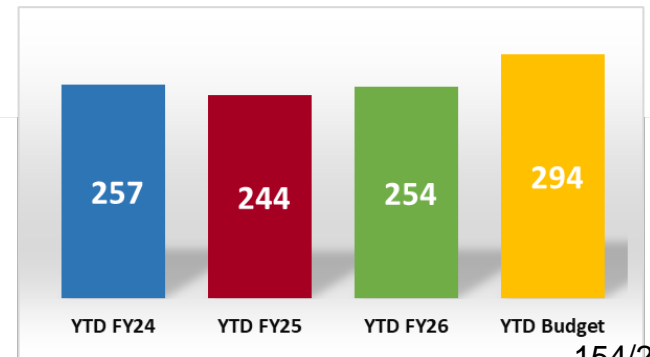
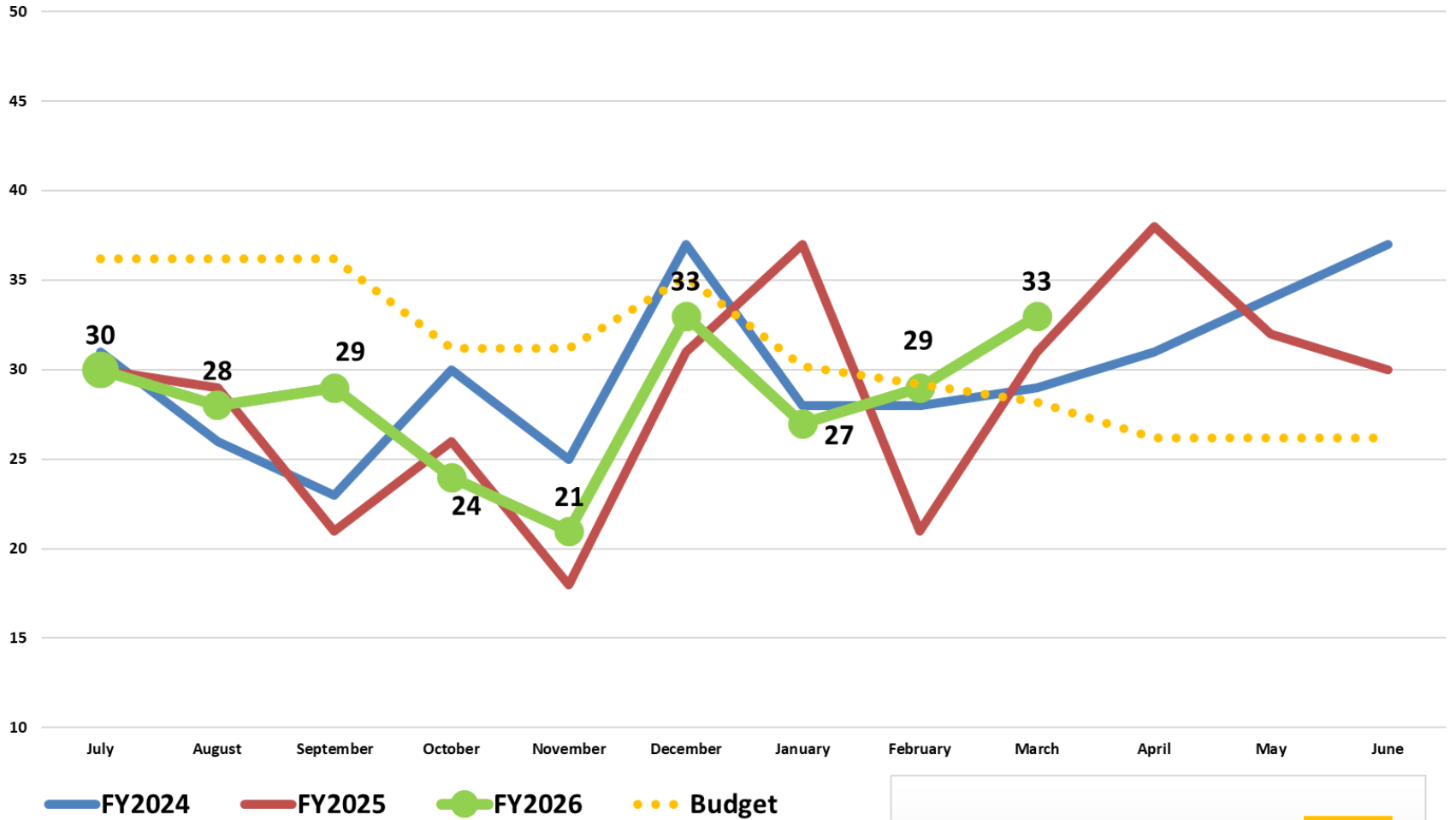
Cardiac Surgery - 100 Min Units



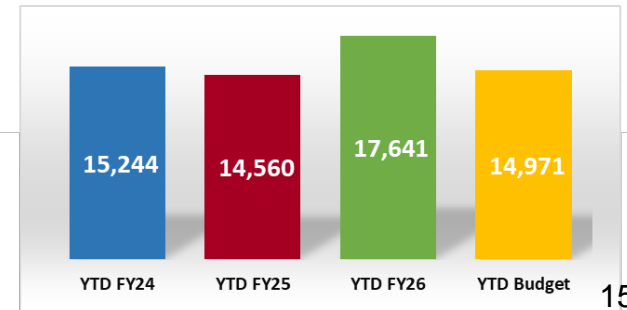
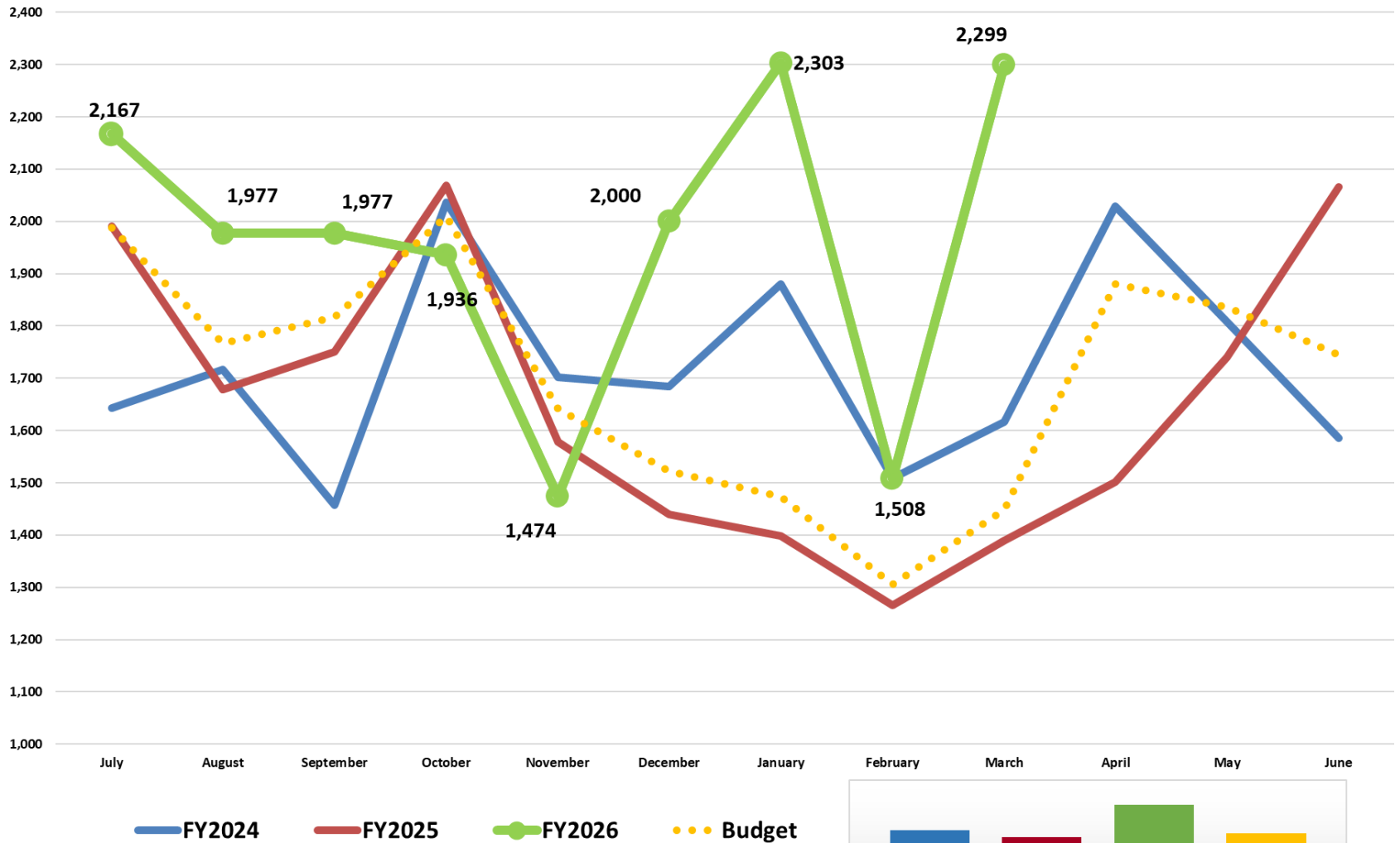
—● FY2024
 —● FY2025
 —● FY2026
 ●●● Budget



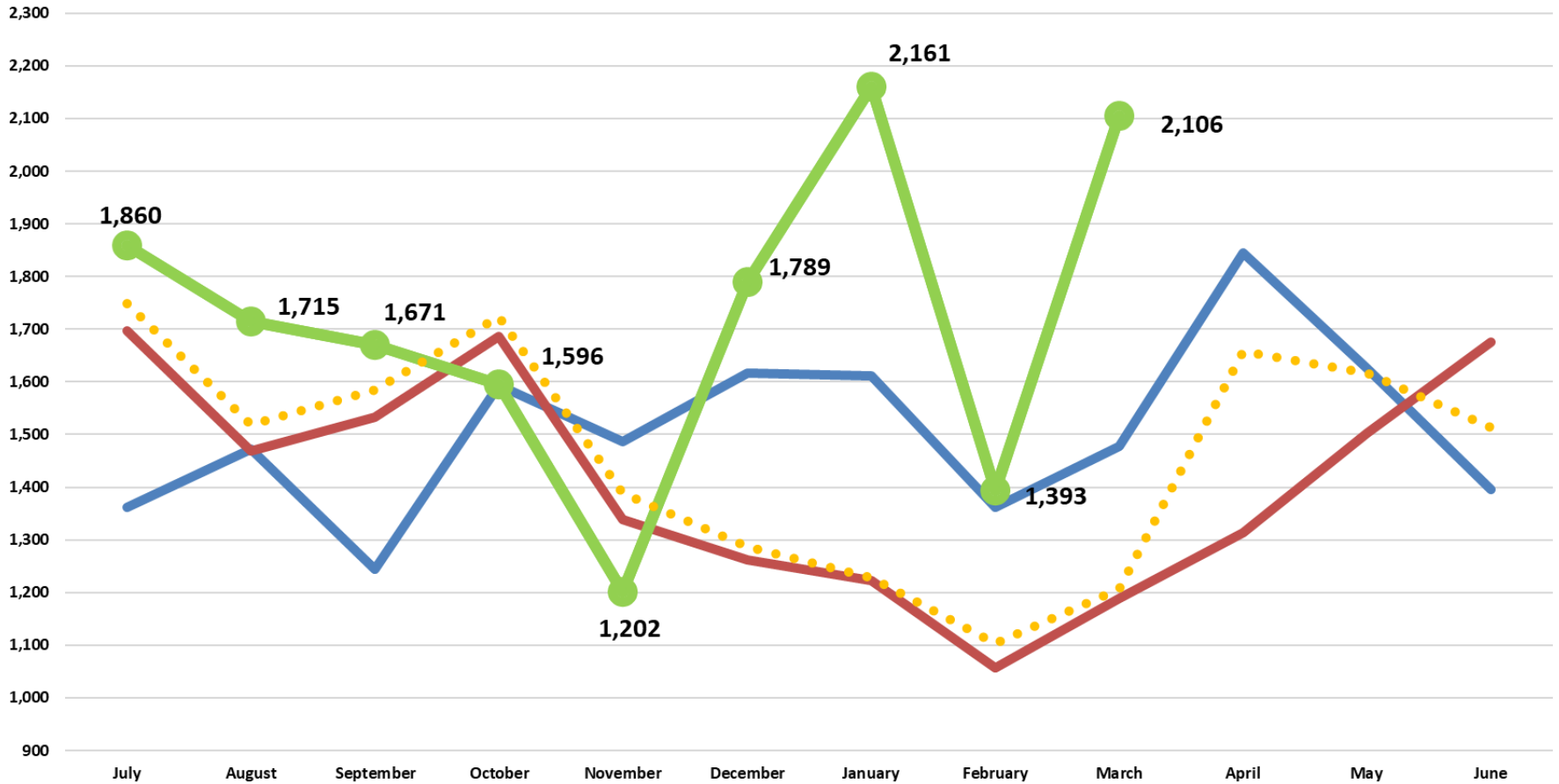
Cardiac Surgery Cases



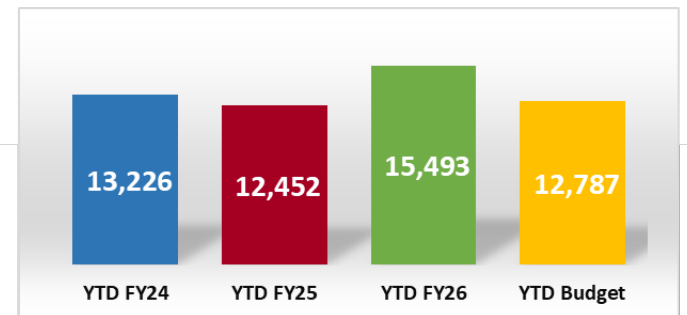
Rad Onc Treatments (Vis. & Hanf.)



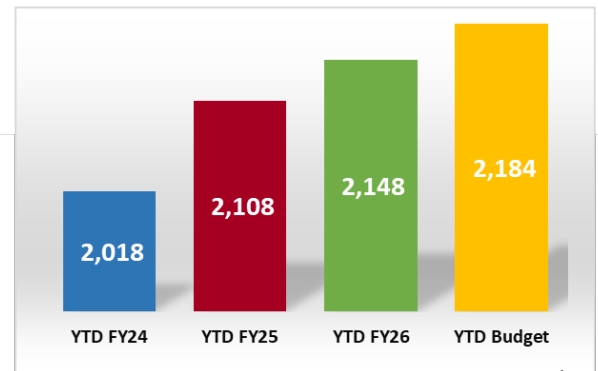
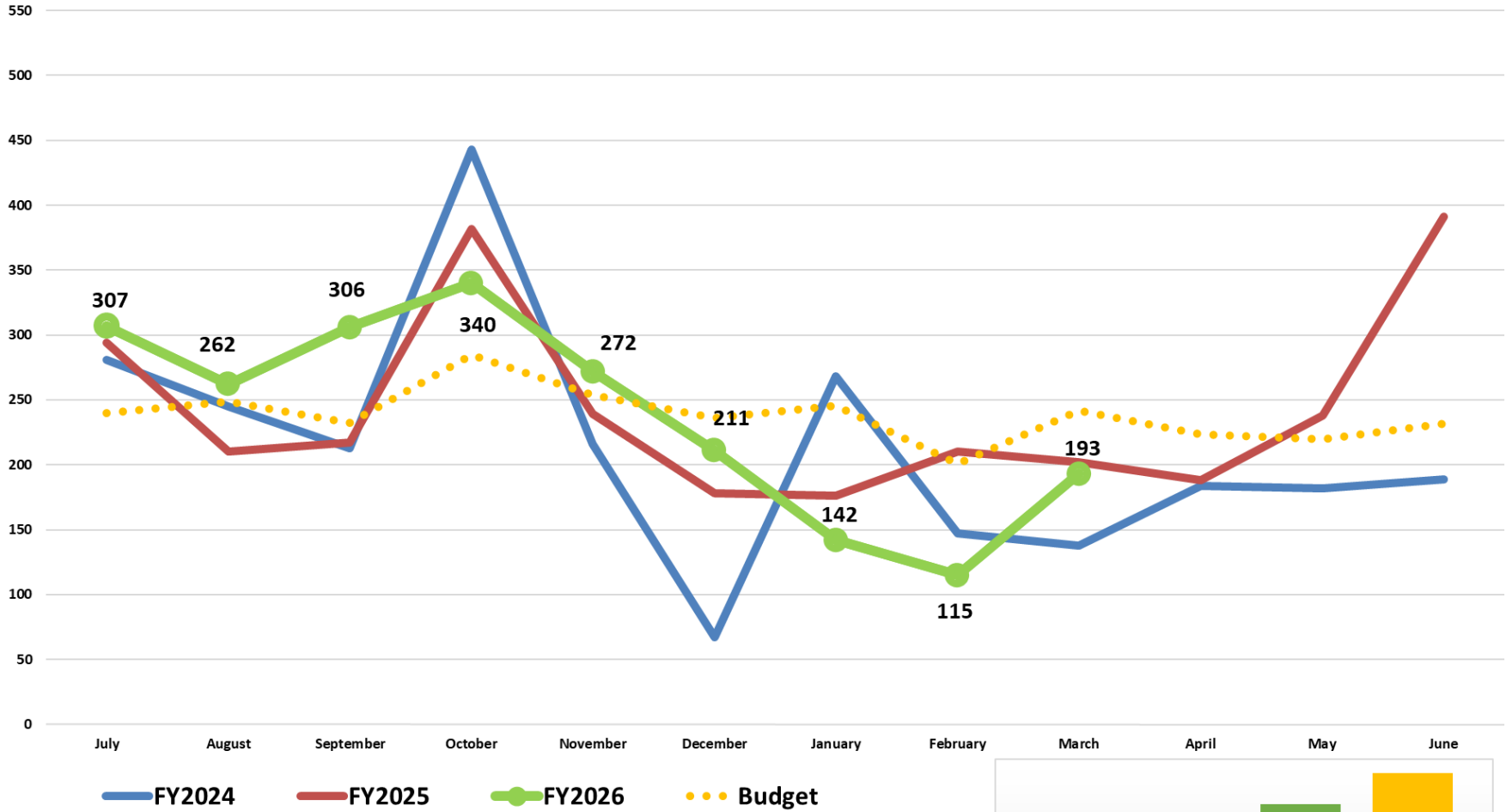
Rad Onc Visalia



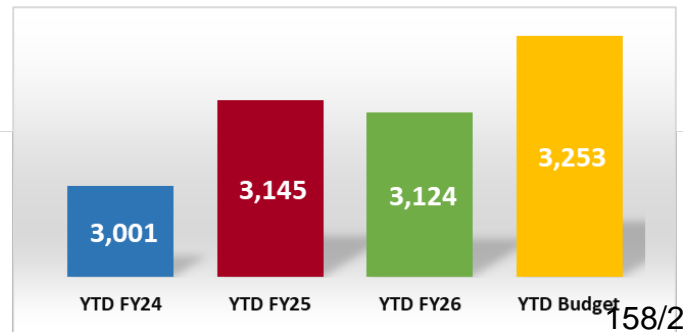
—●— FY2024
 —●— FY2025
 —●— FY2026
 ●●● Budget



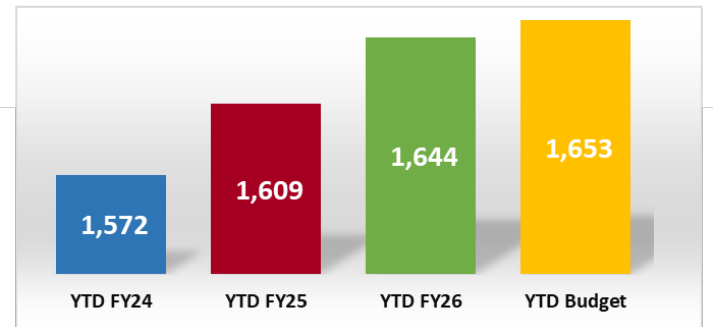
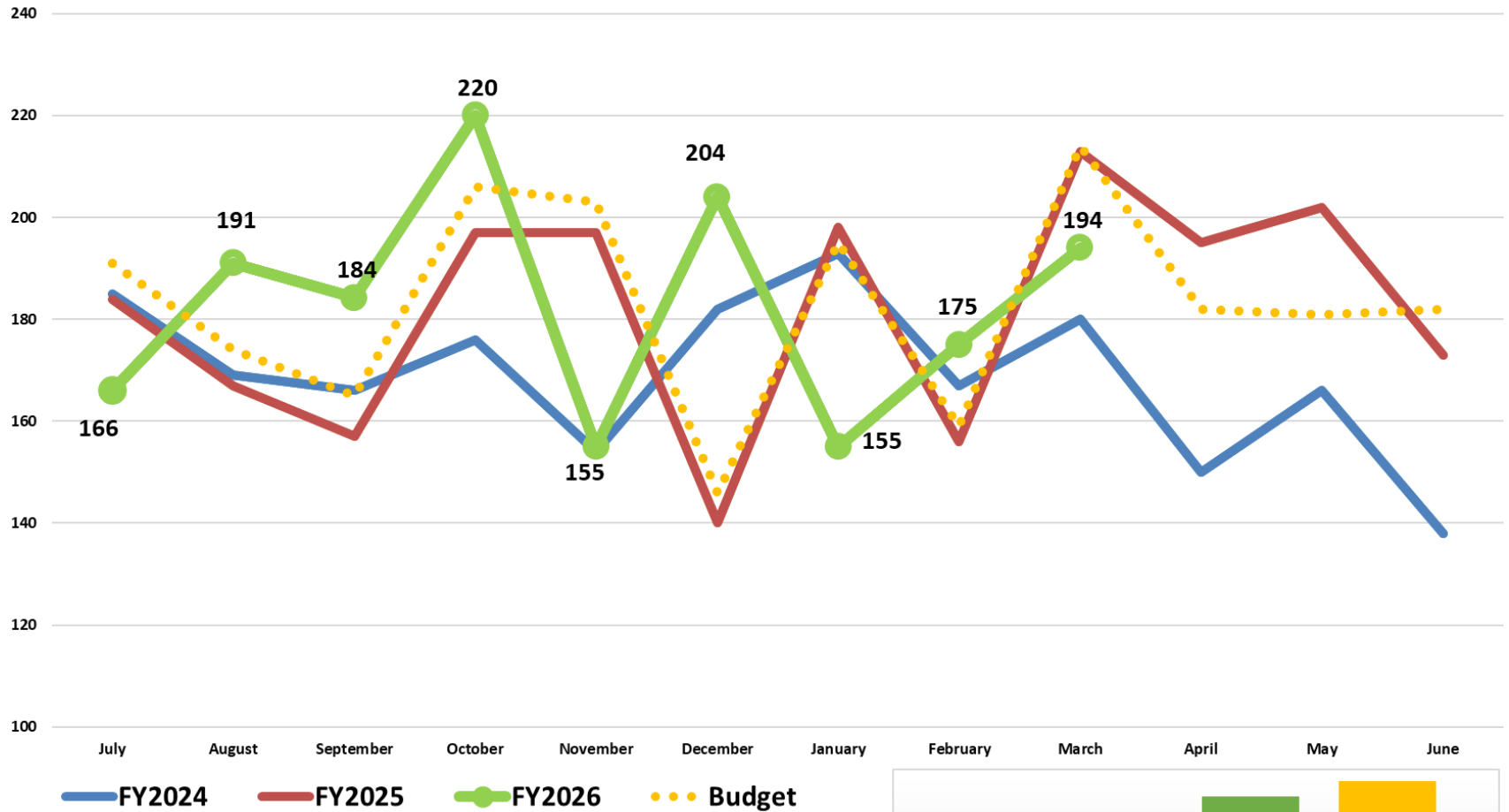
Rad Onc Hanford



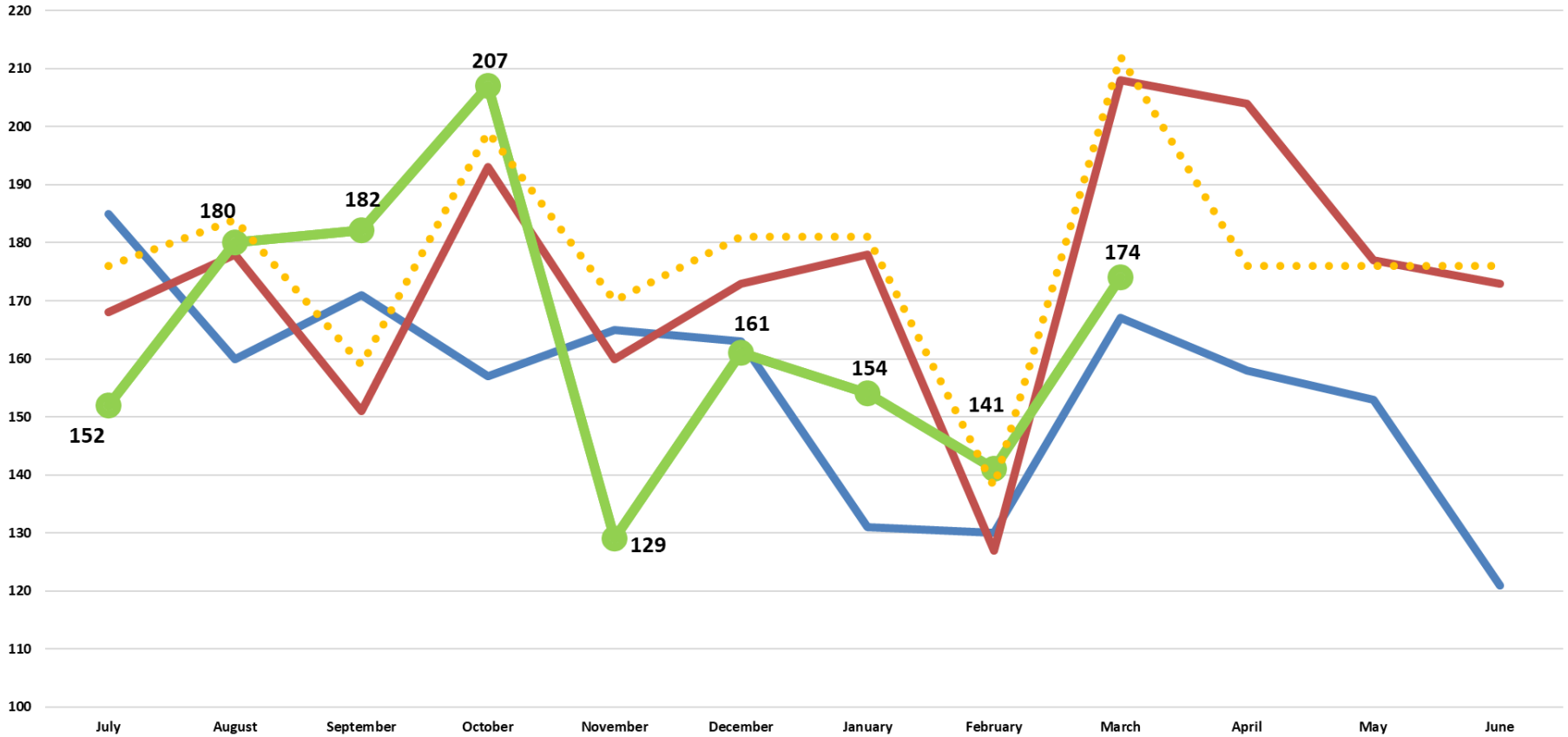
Cath Lab (IP & OP) – 100 Min Units



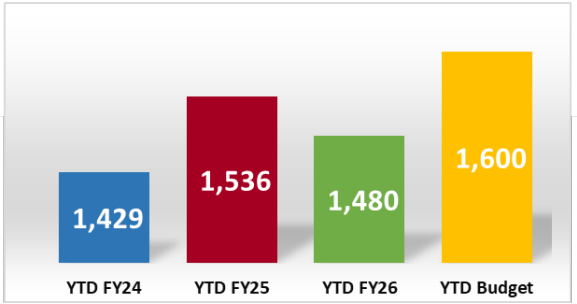
Cath Lab (IP Only) – 100 Min Units



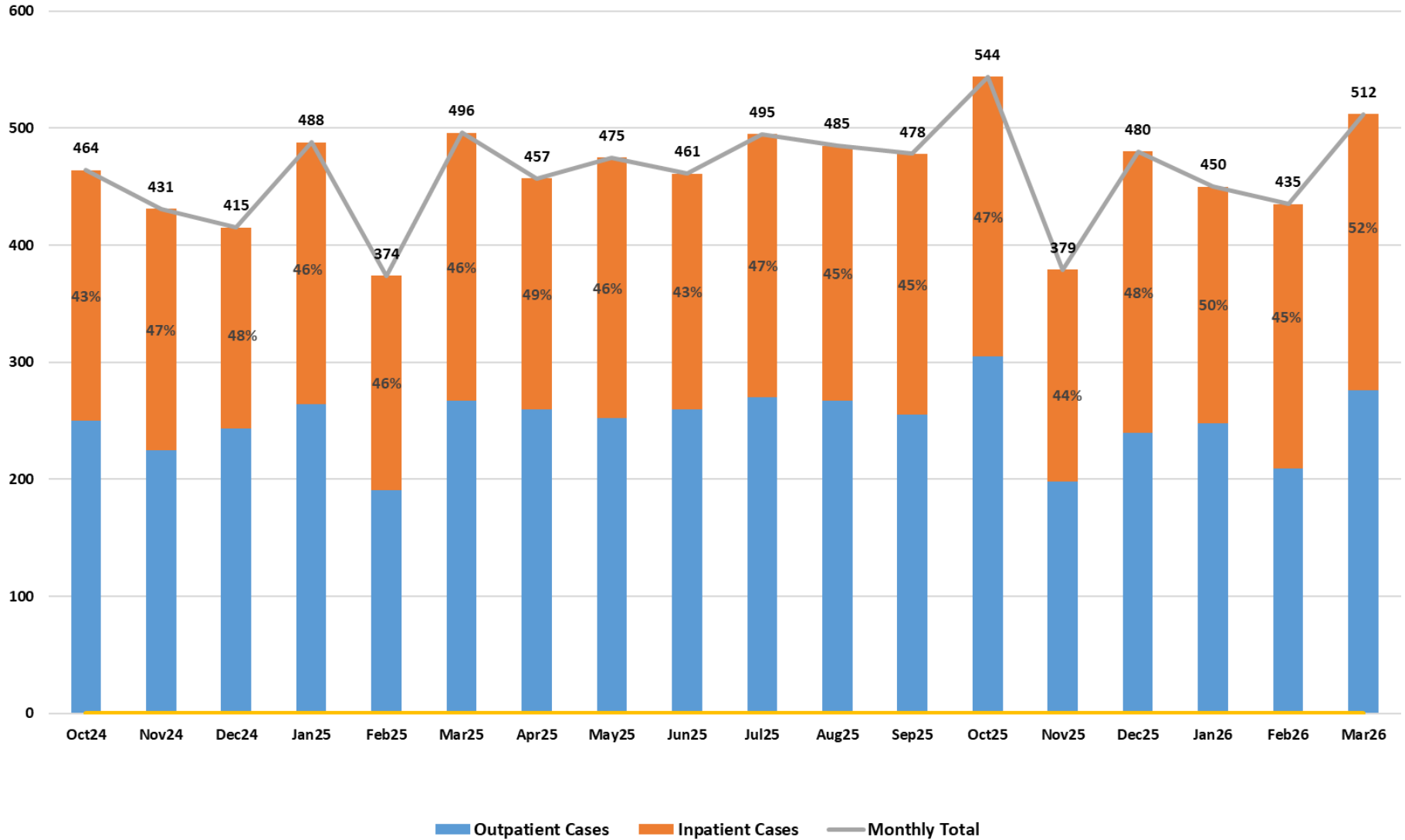
Cath Lab (OP Only) – 100 Min Units



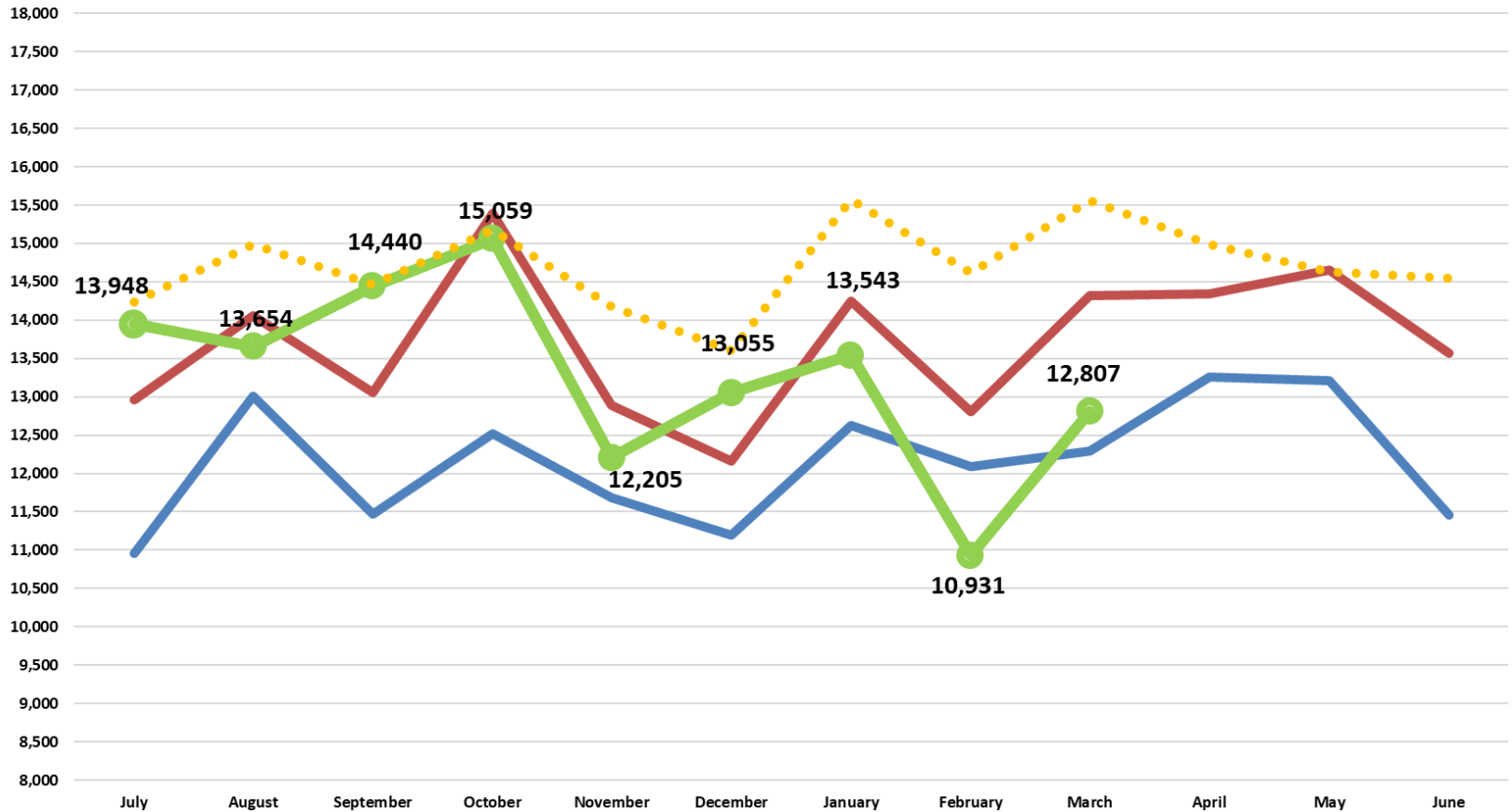
—●— FY2024
 —●— FY2025
 —●— FY2026
 ●●● Budget



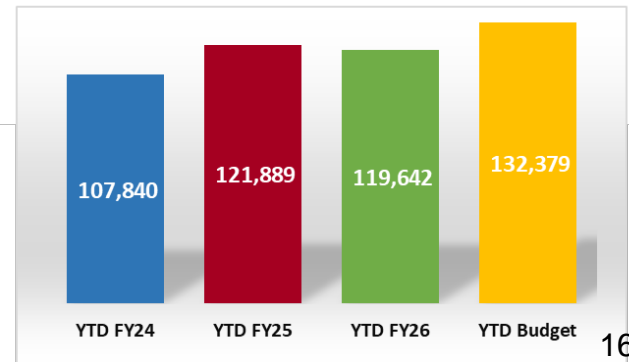
Cath Lab Patients (IP & OP)



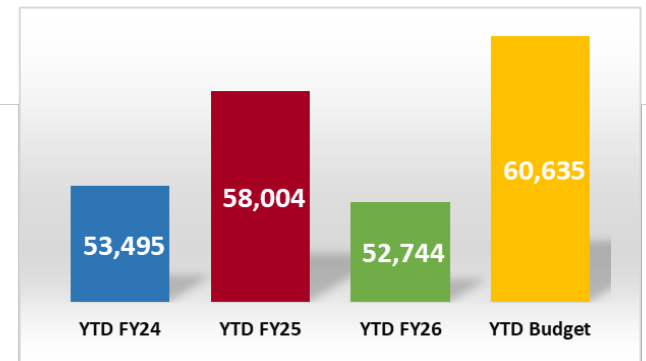
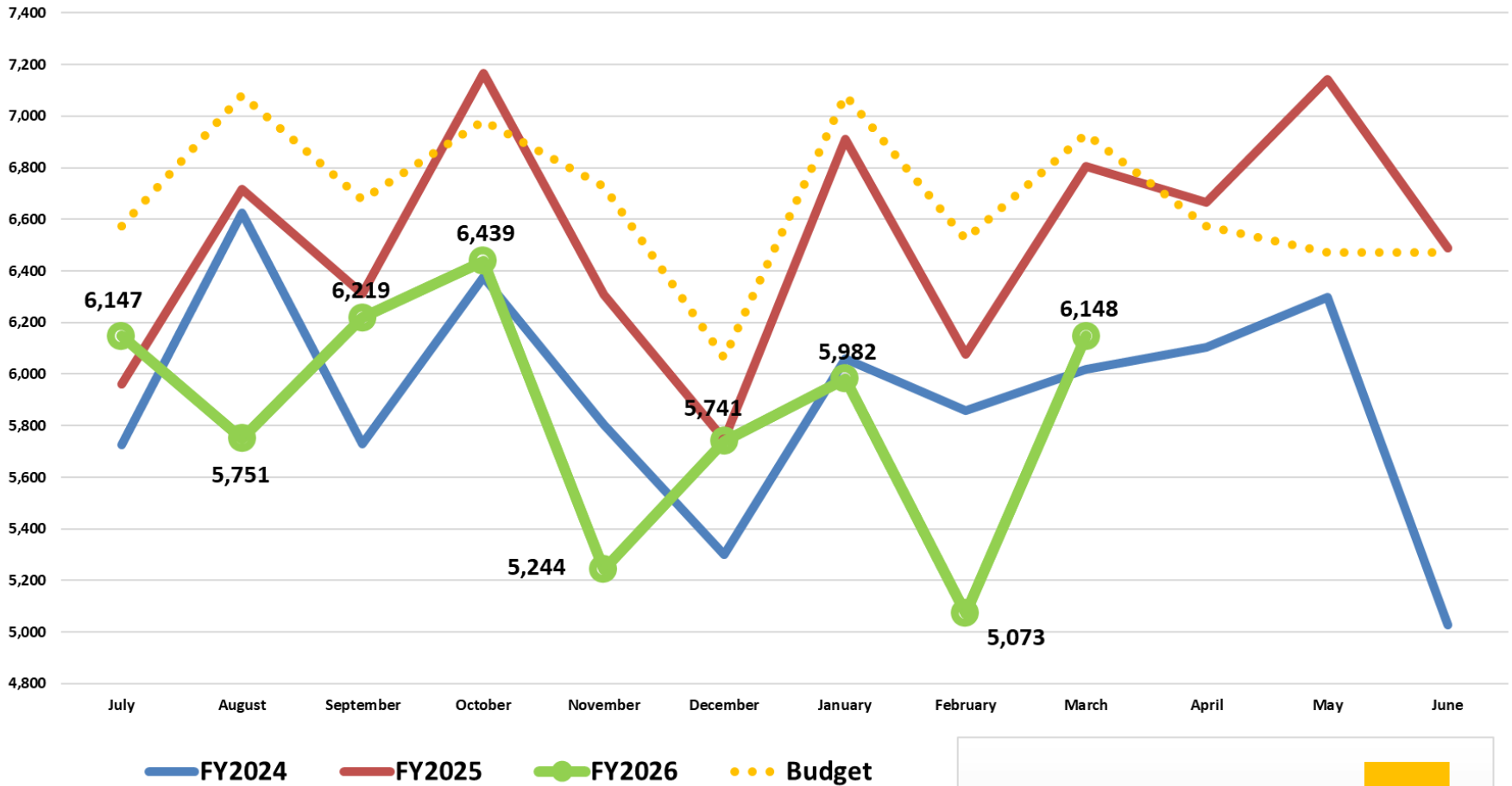
Rural Health Clinics Registrations



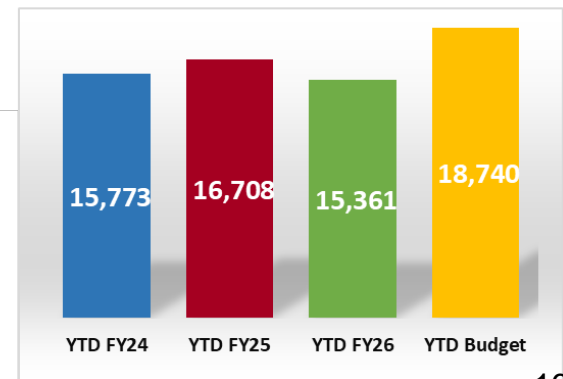
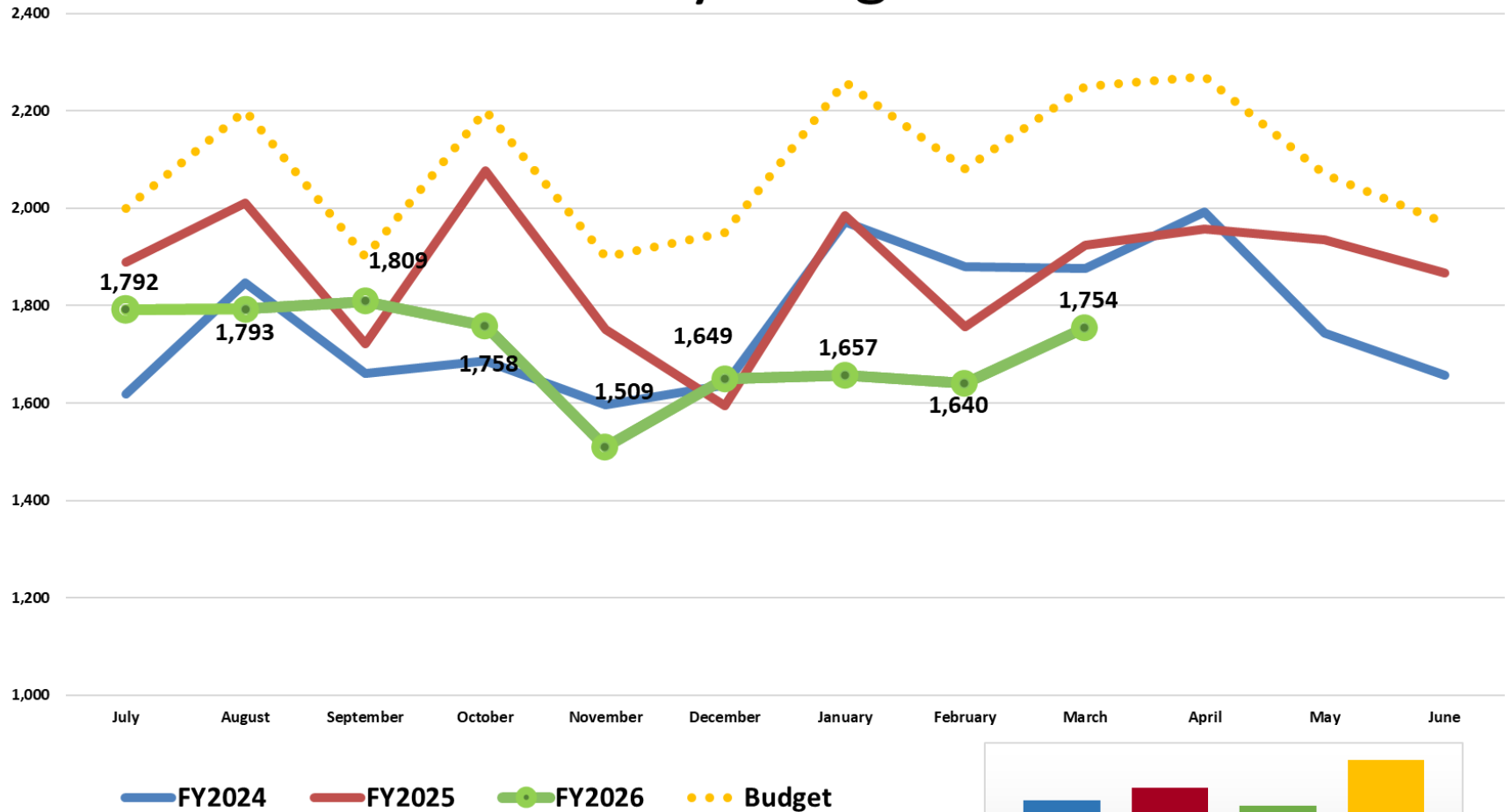
—●— FY2024
 —●— FY2025
 —●— FY2026
 - - - Budget



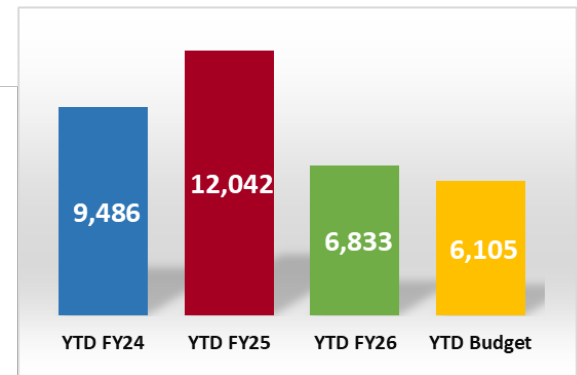
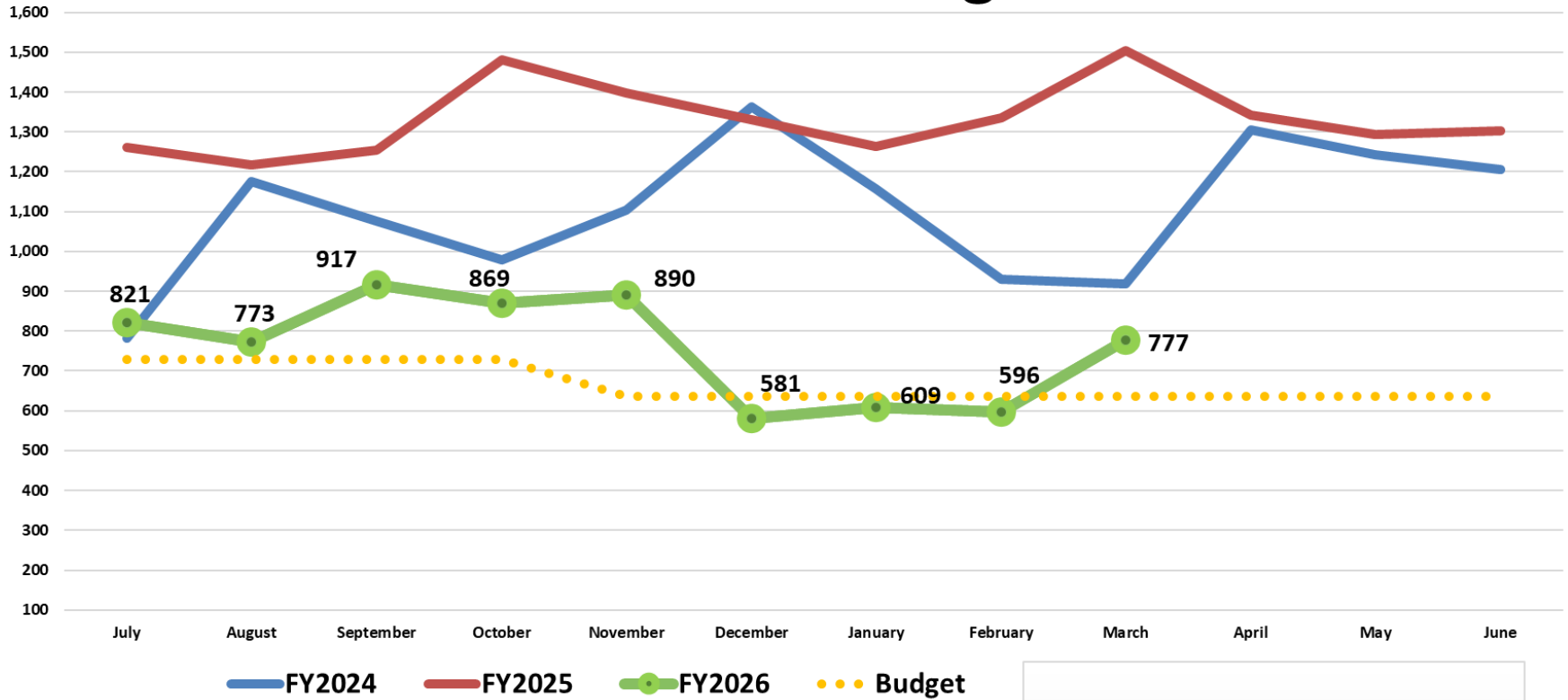
RHC Exeter - Registrations



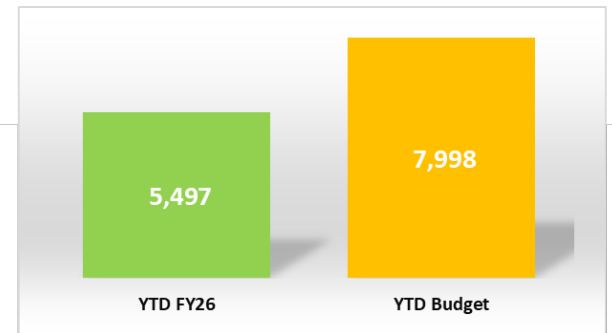
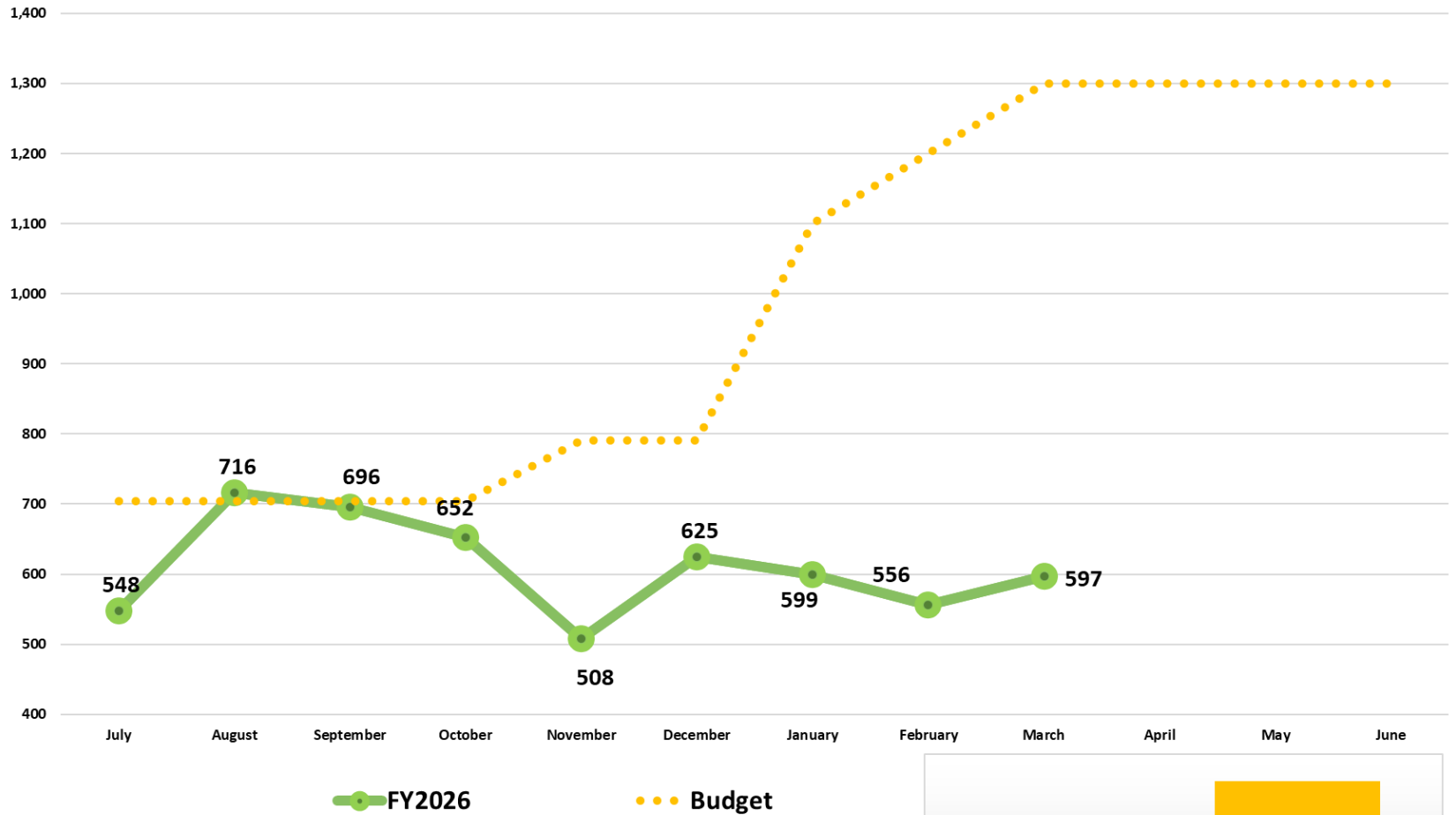
RHC Lindsay - Registrations



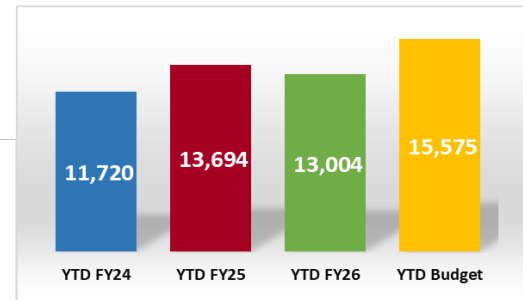
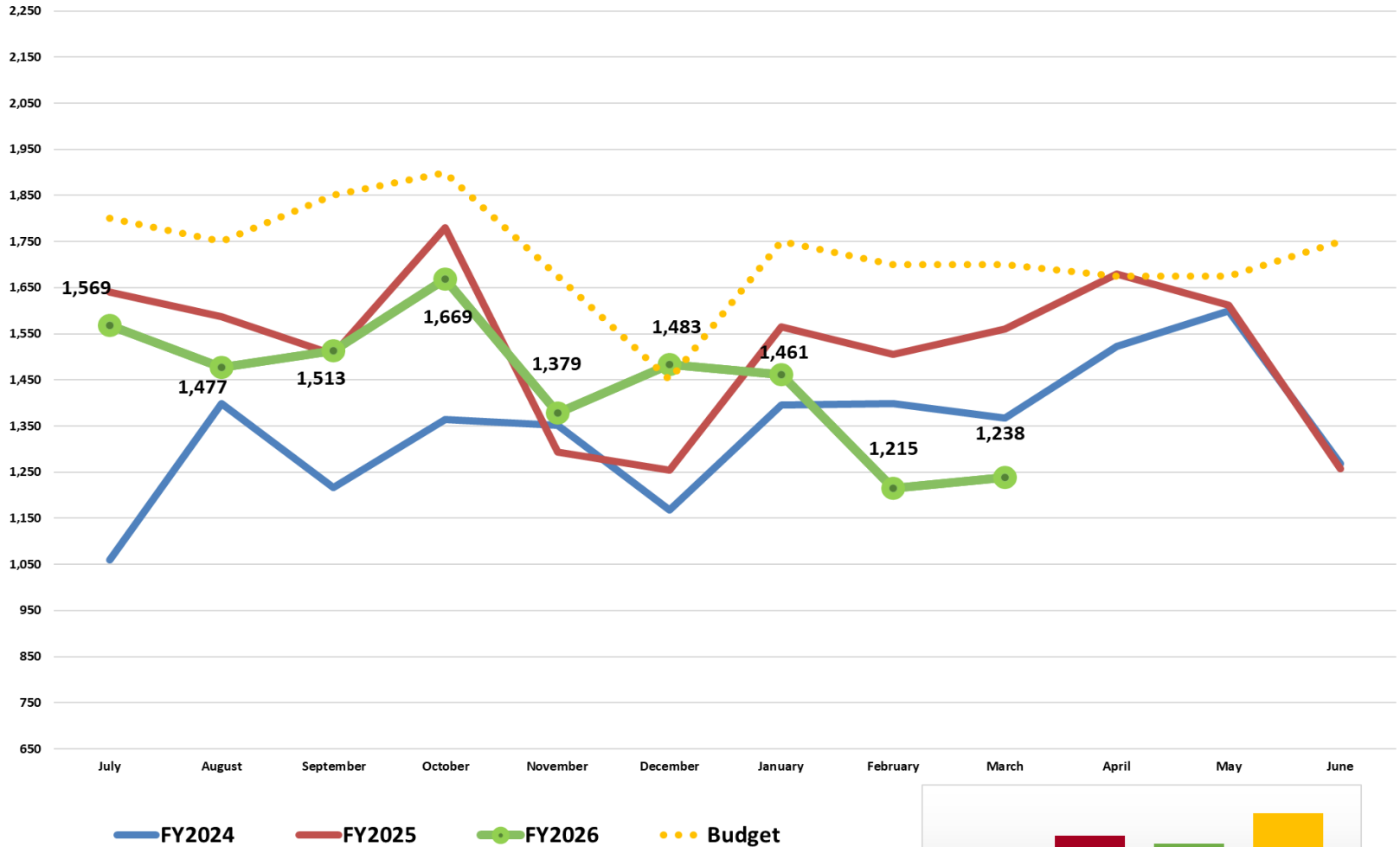
RHC Woodlake - Registrations



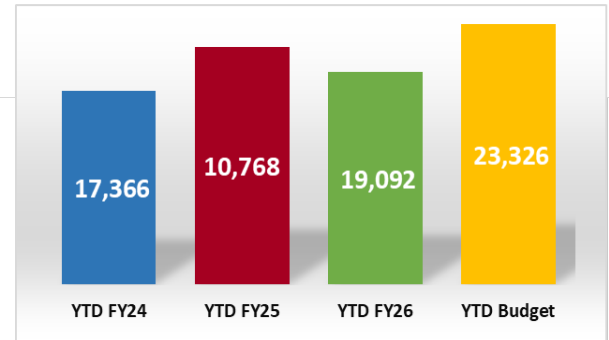
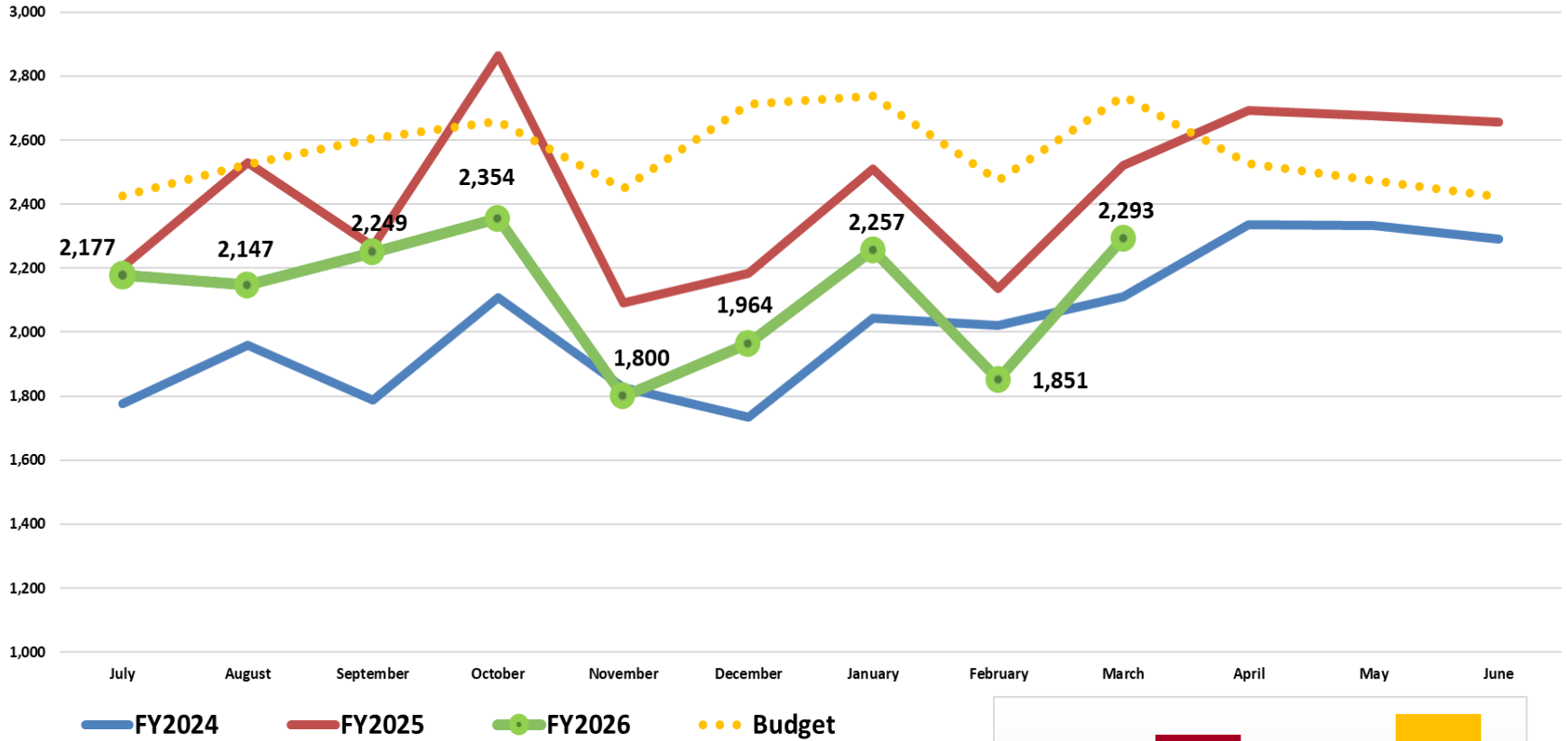
RHC Woodlake Valencia - Registrations



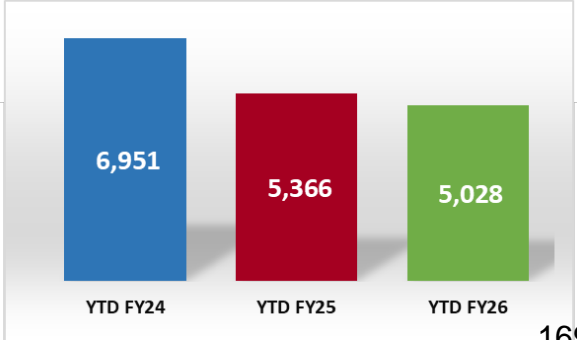
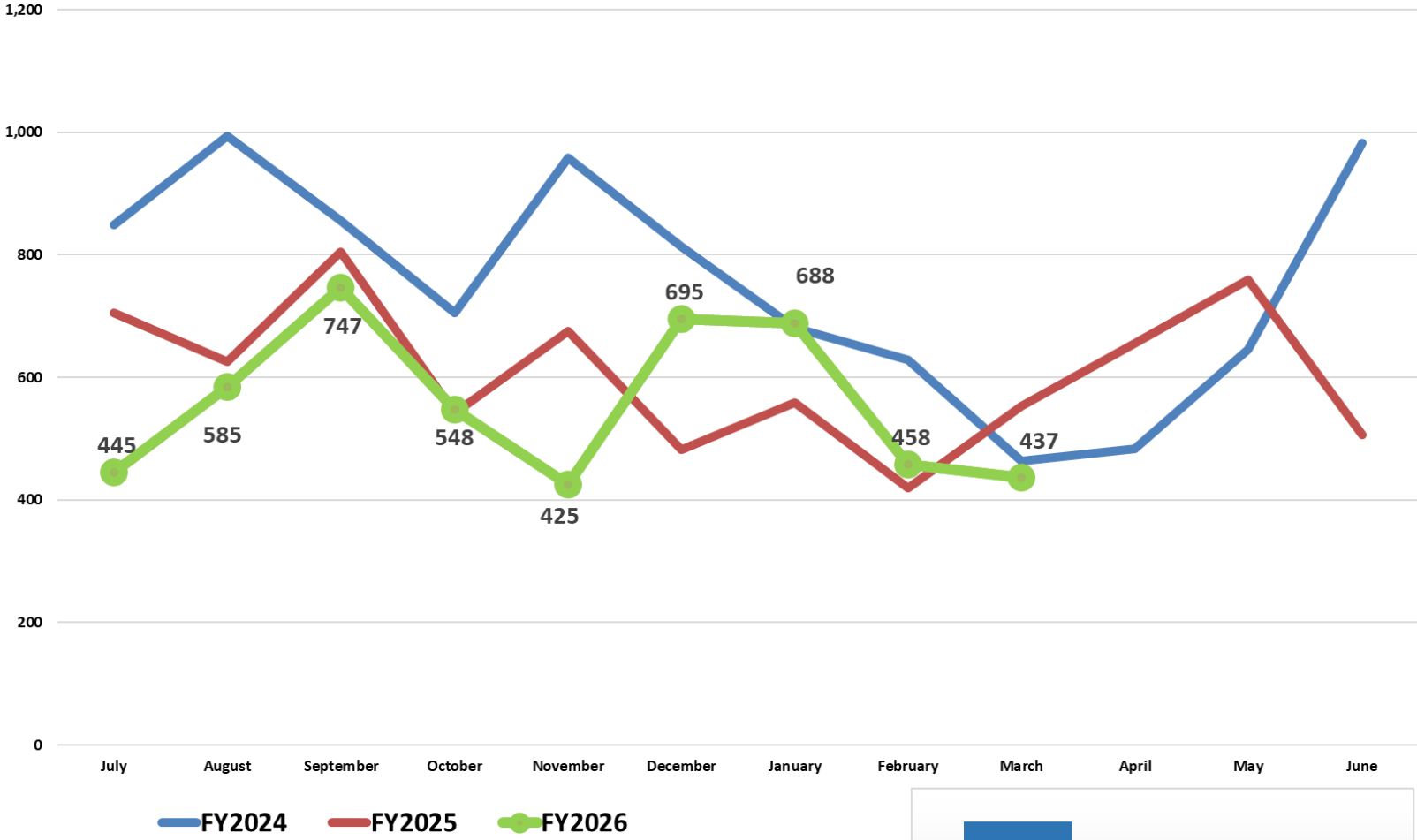
RHC Dinuba - Registrations



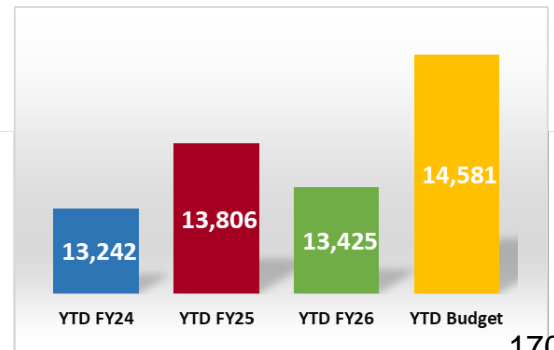
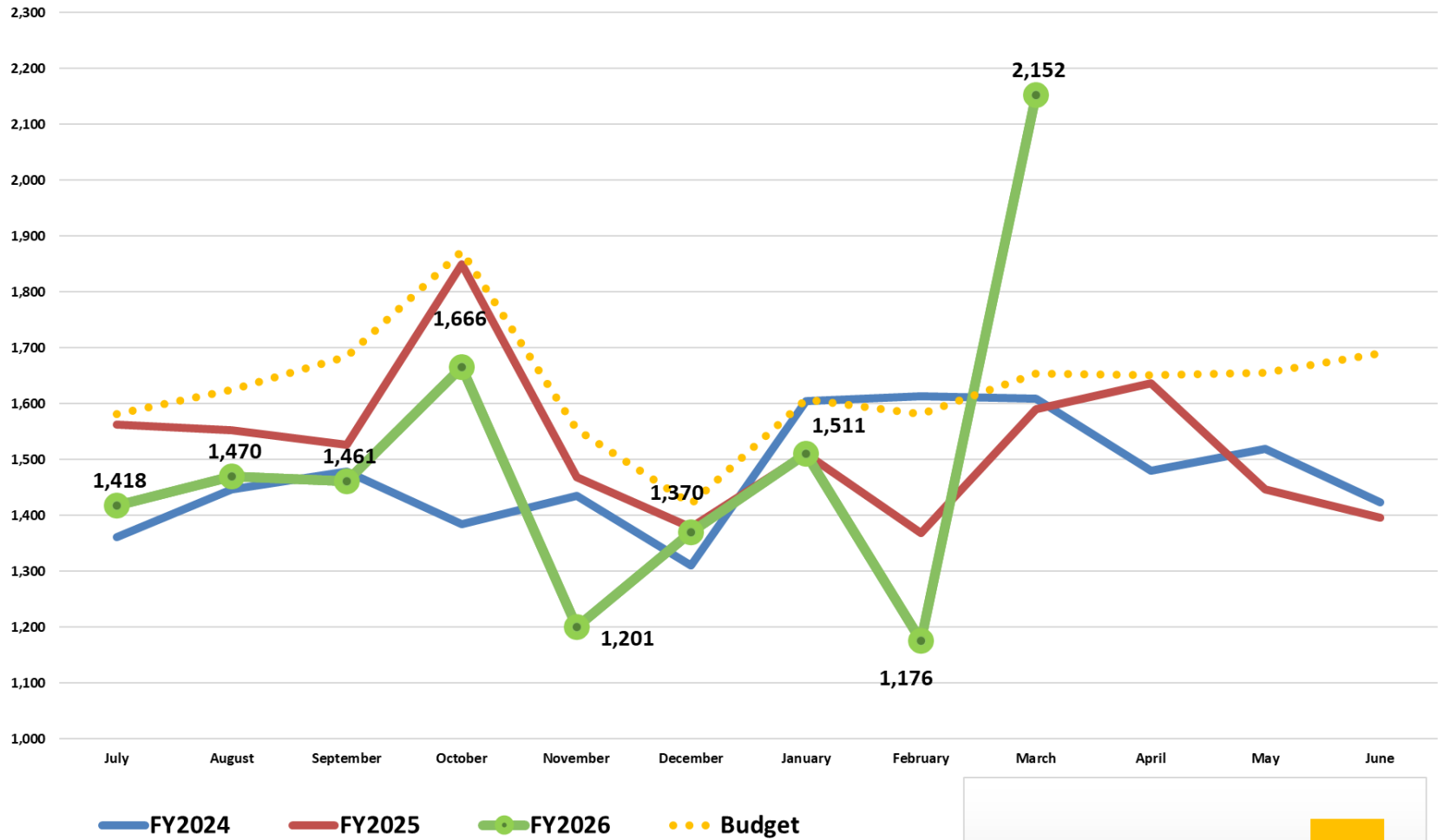
RHC Tulare - Registrations



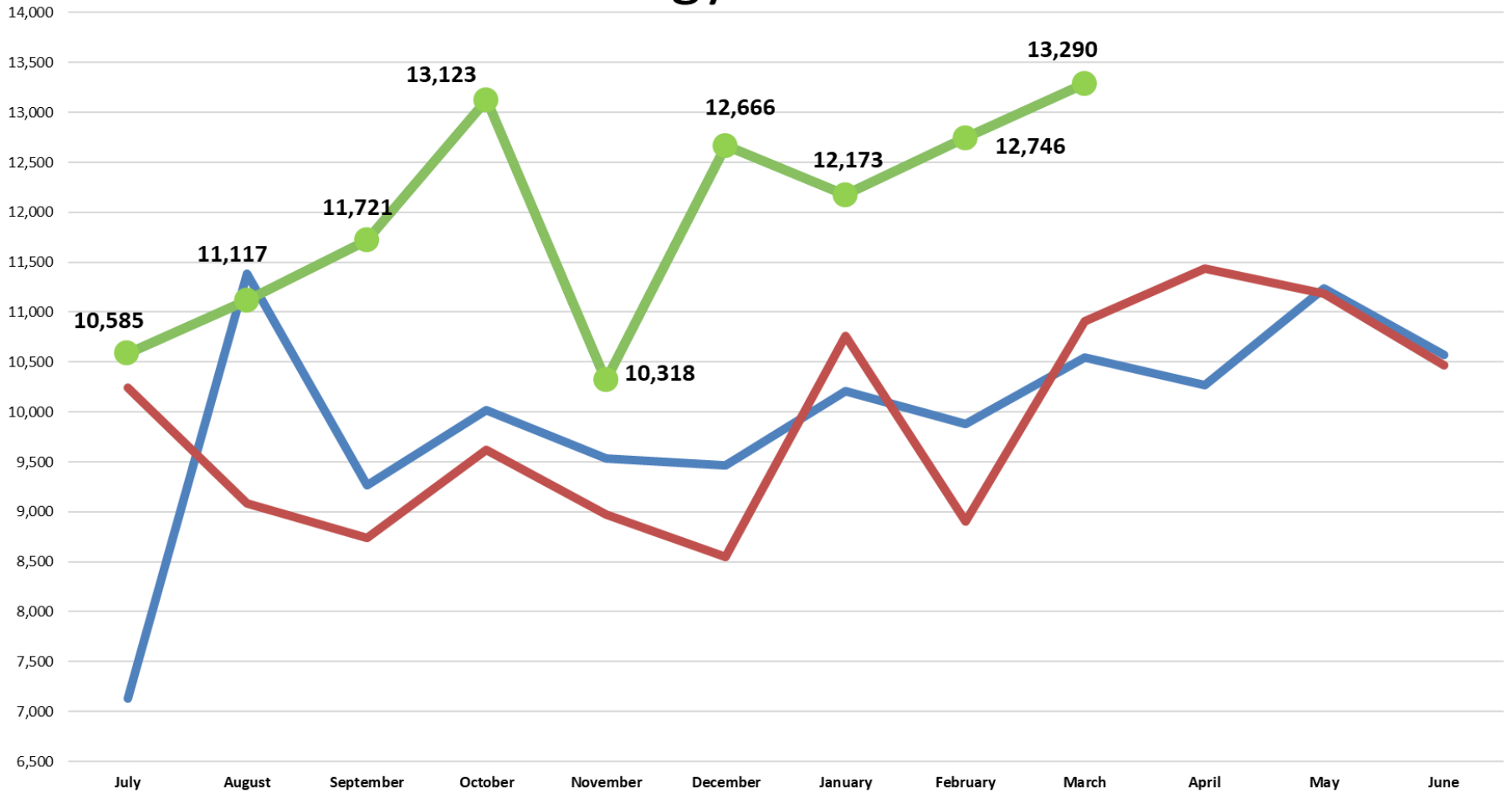
Neurosurgery Clinic - wRVU's



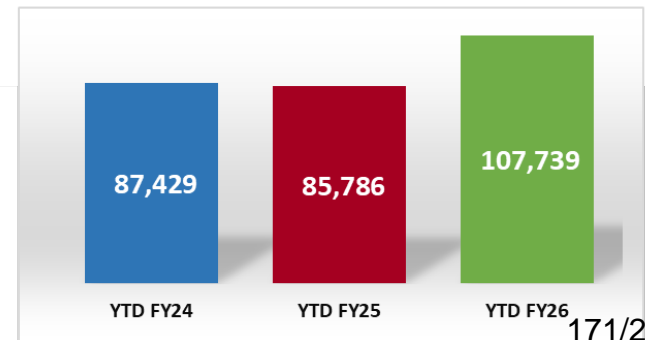
KH Cardiology Center Registrations



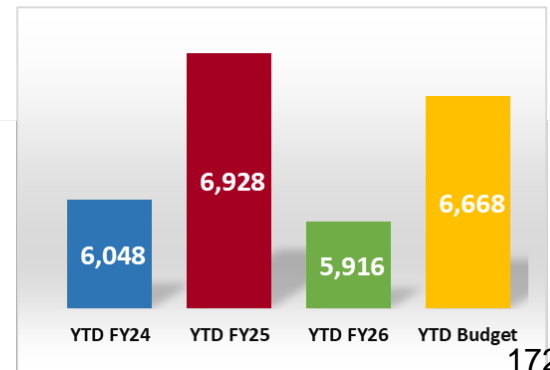
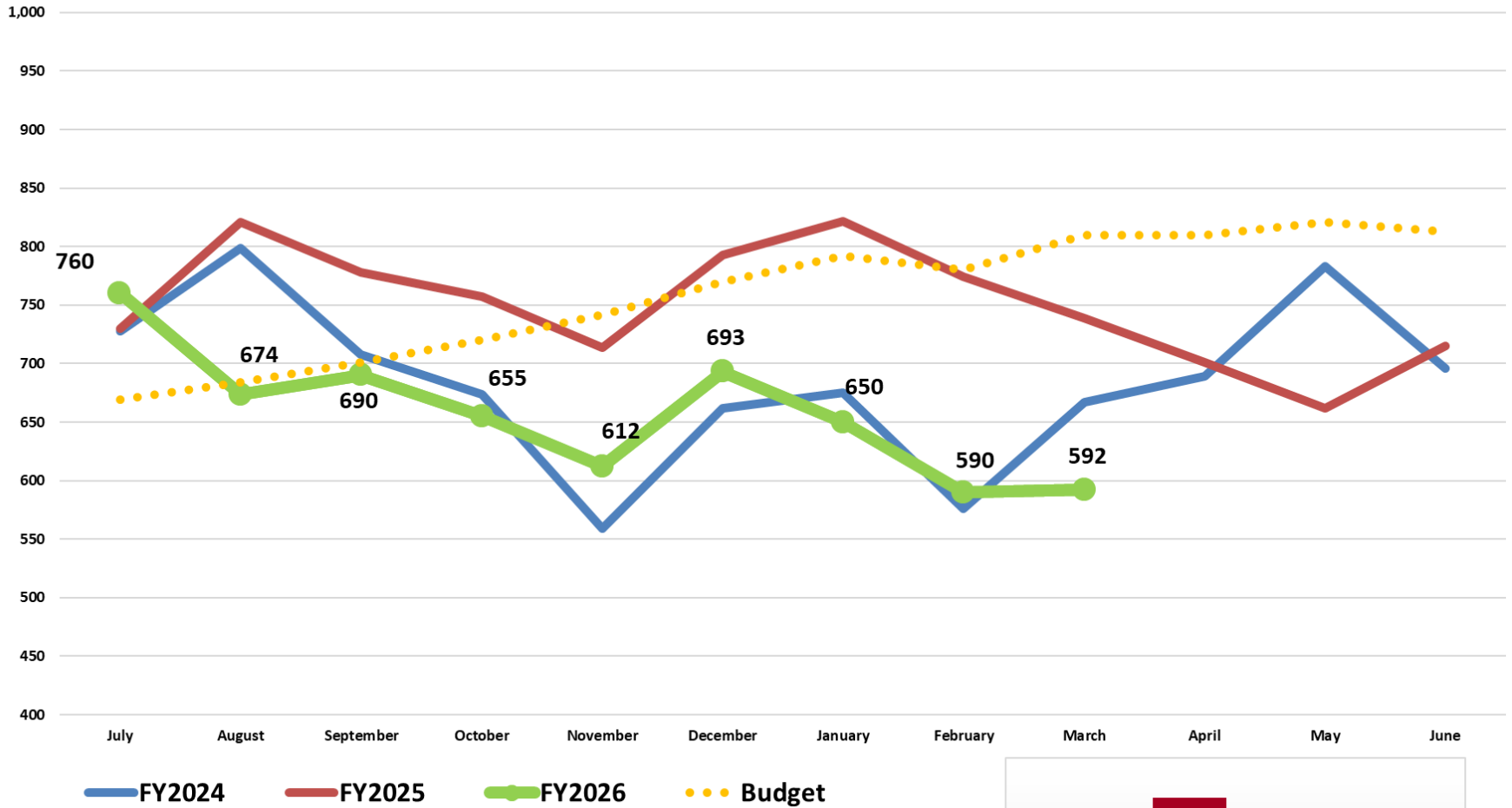
KH Cardiology Center - wRVU's



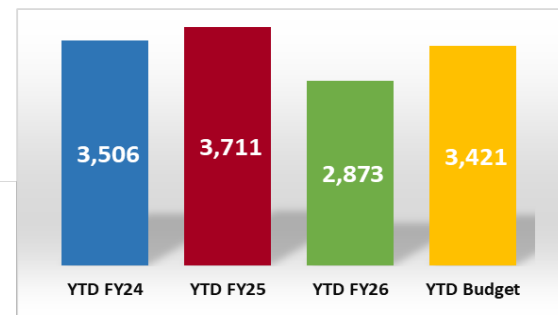
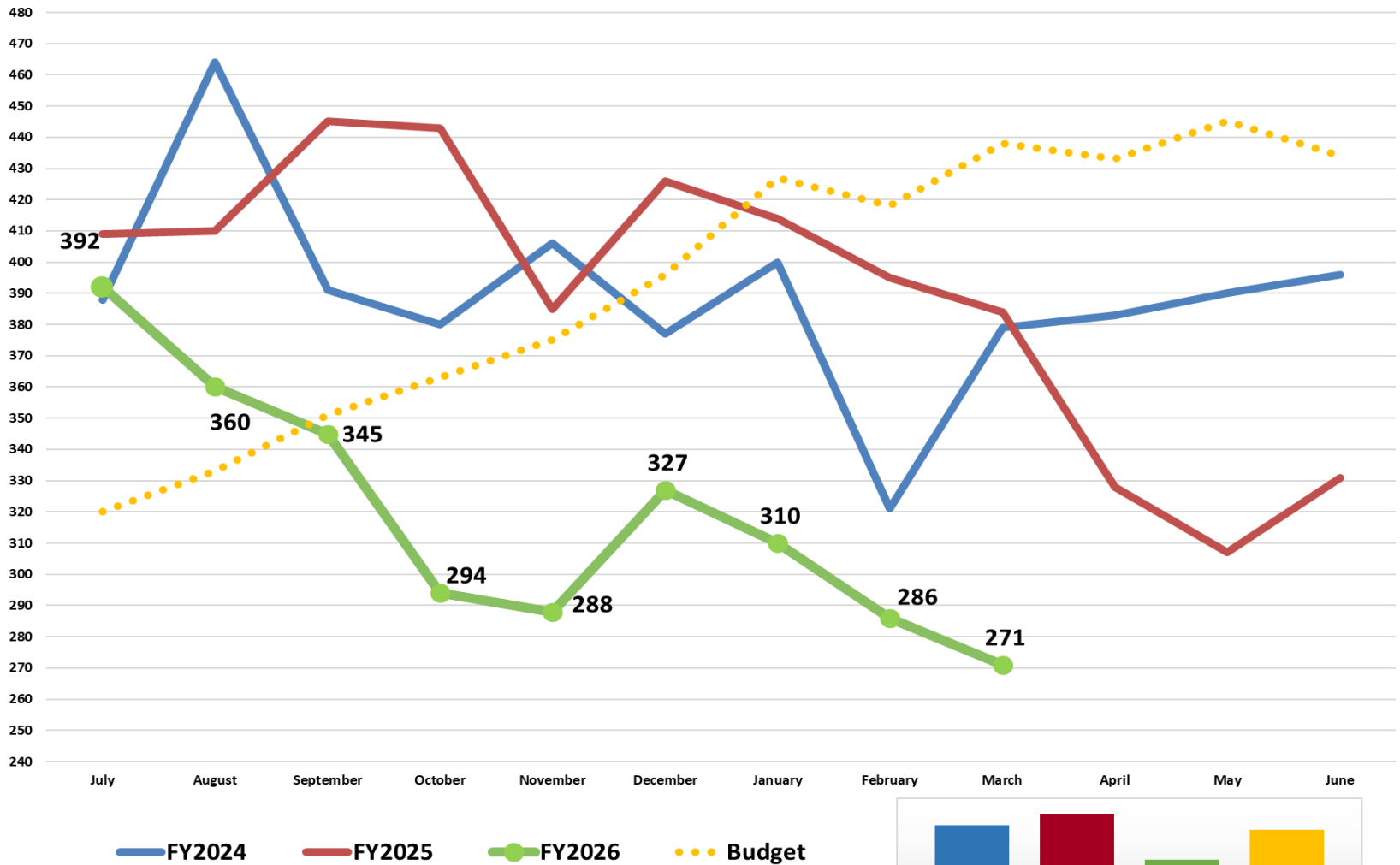
—●— FY2024
 —●— FY2025
 —●— FY2026



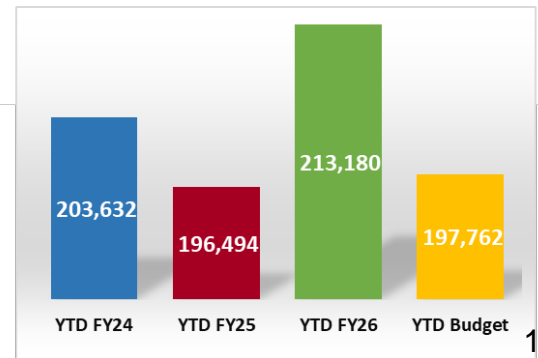
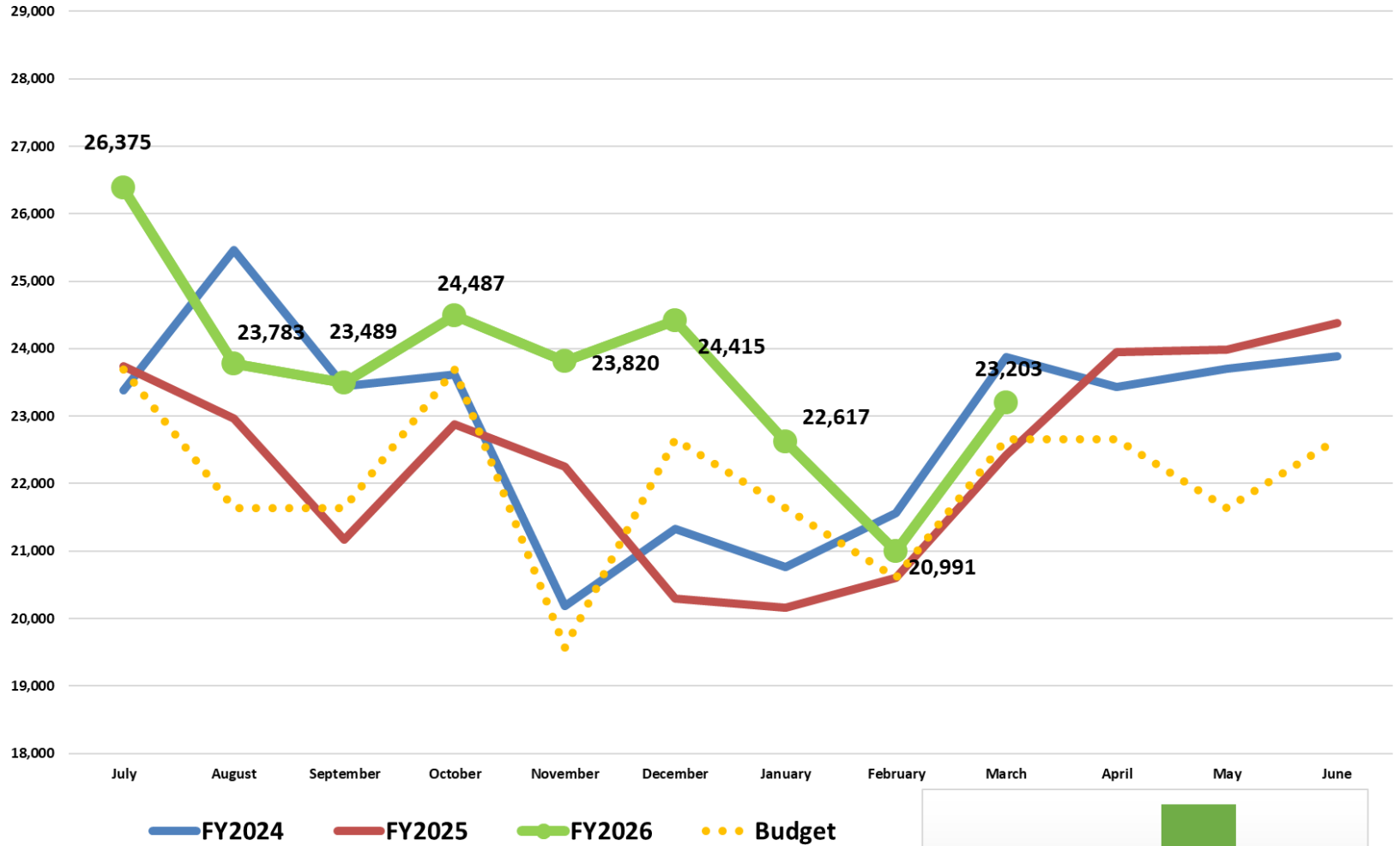
Labor Triage Registrations



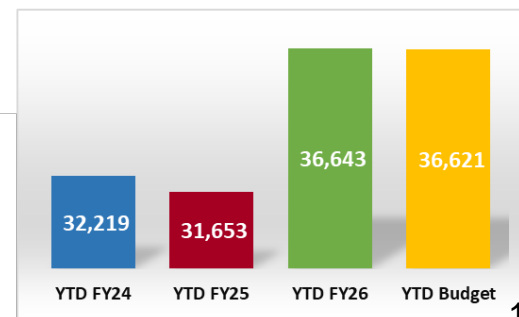
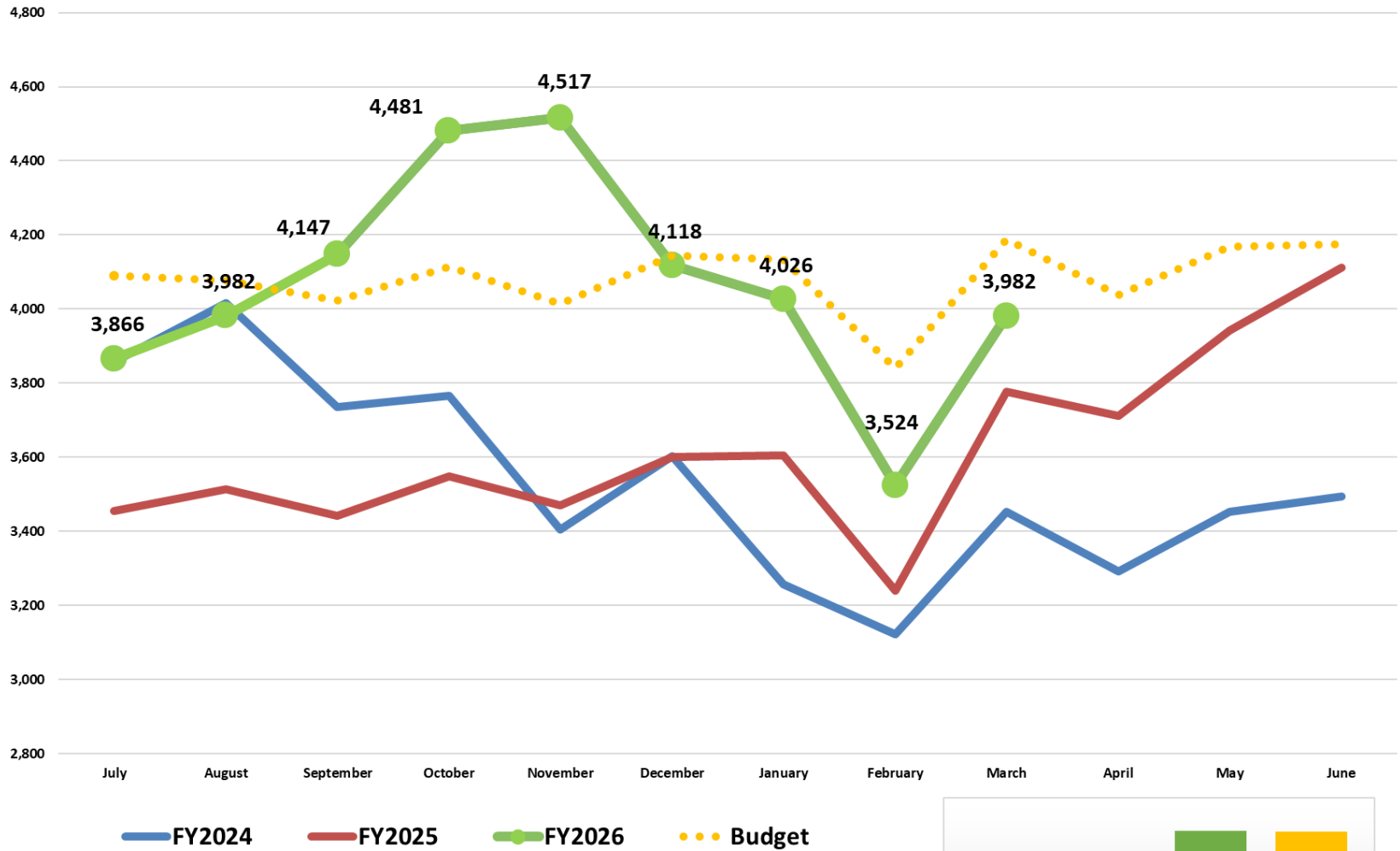
Deliveries



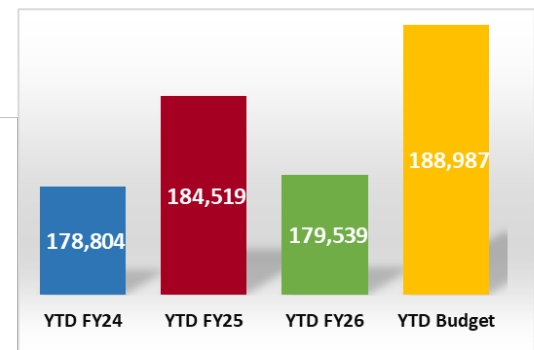
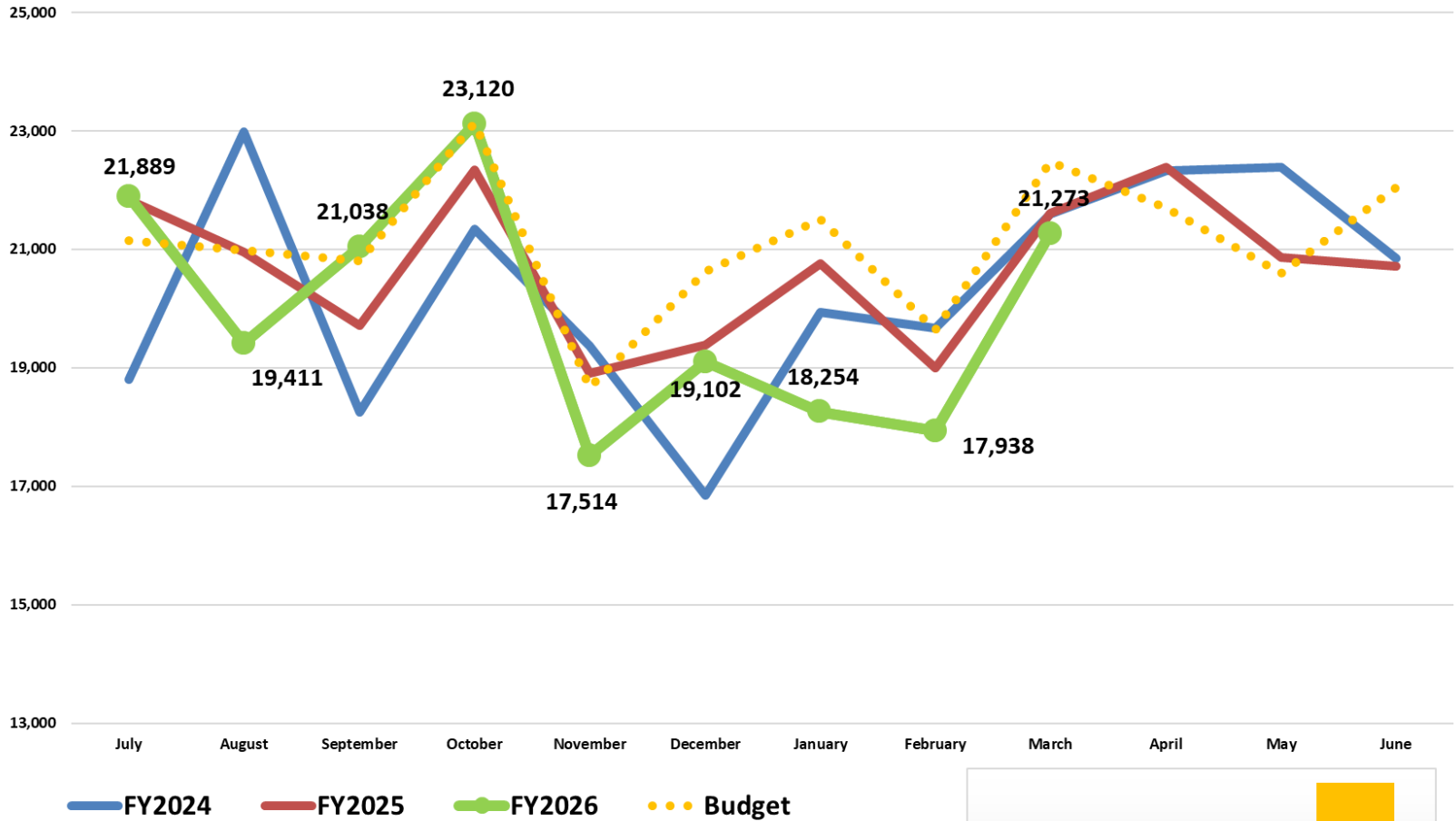
Home Infusion Days



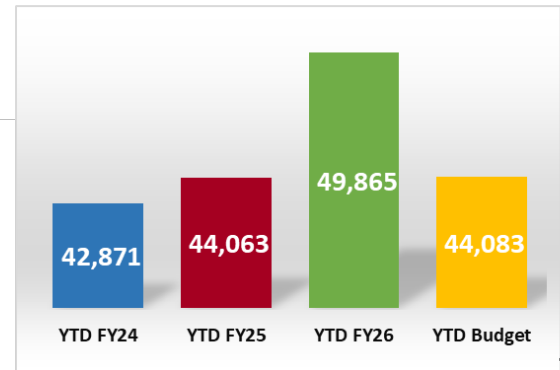
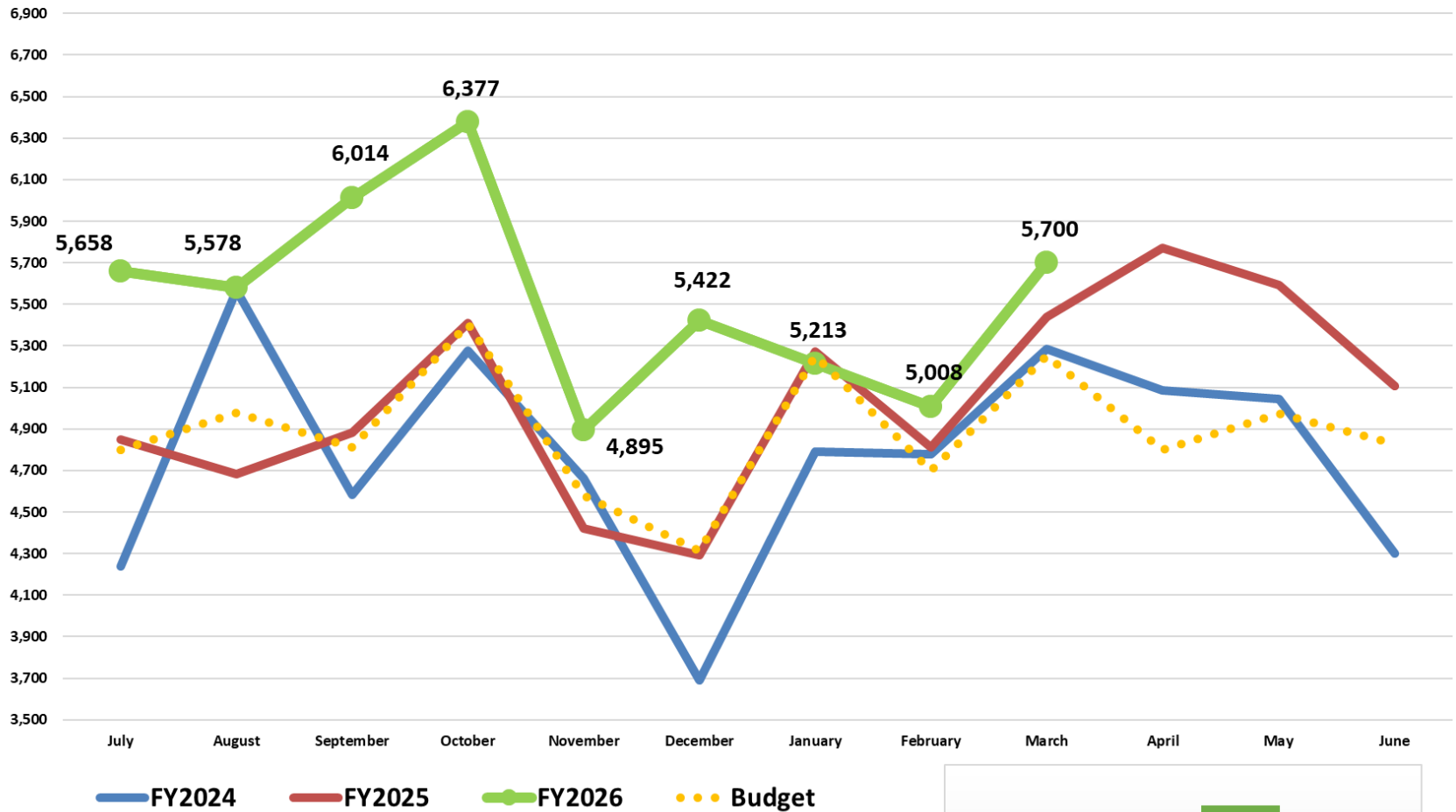
Hospice Days



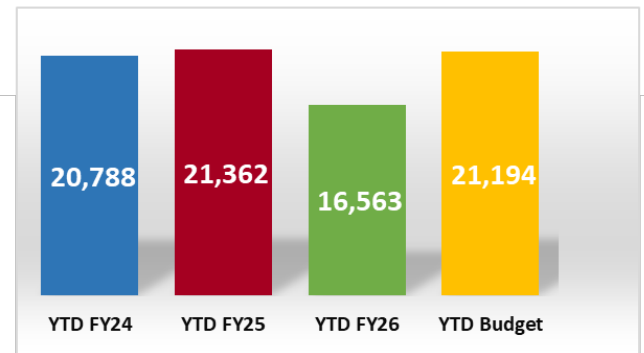
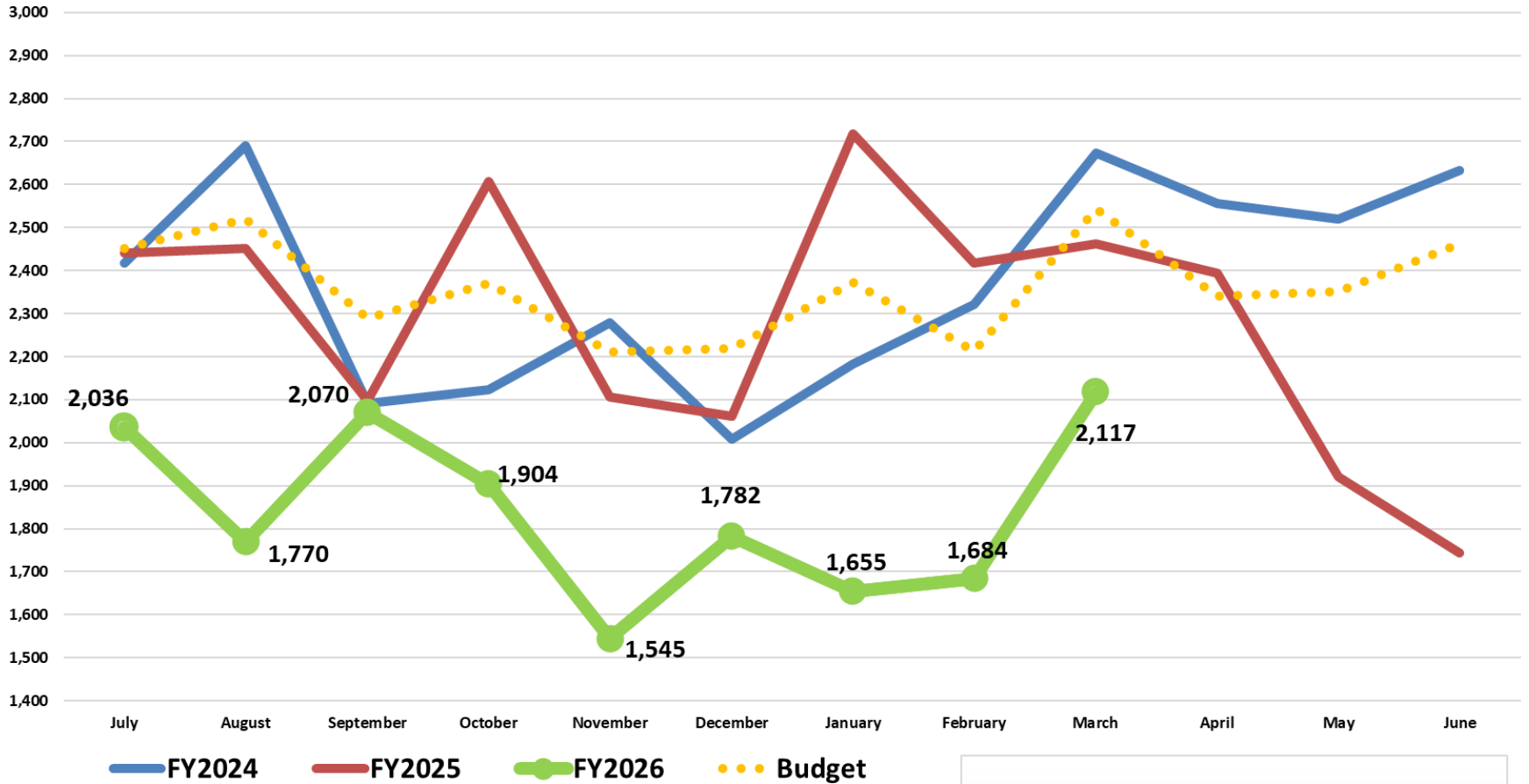
All O/P Rehab Svcs Across District



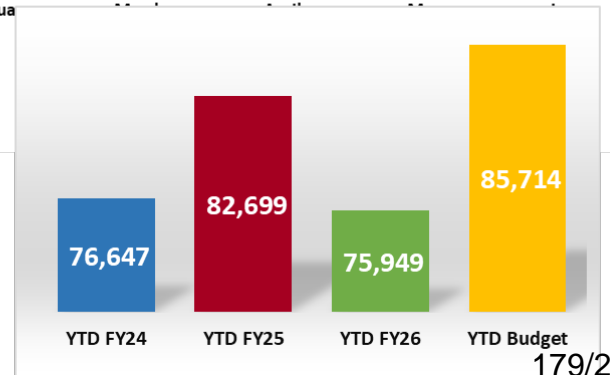
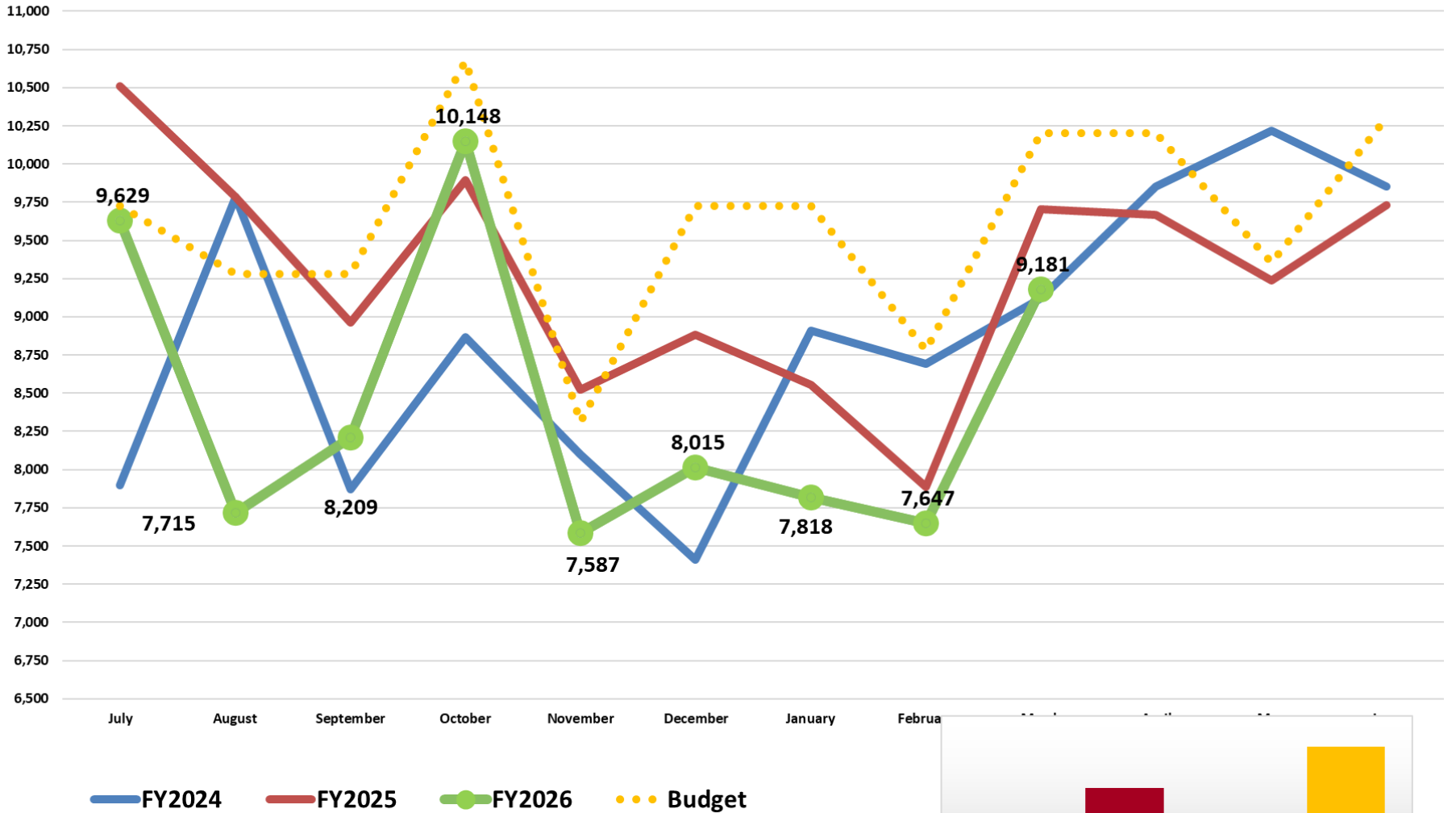
O/P Rehab Services



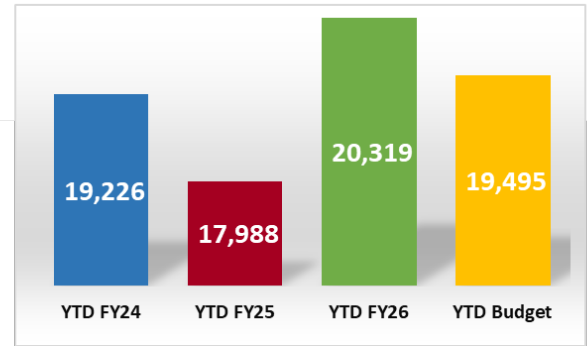
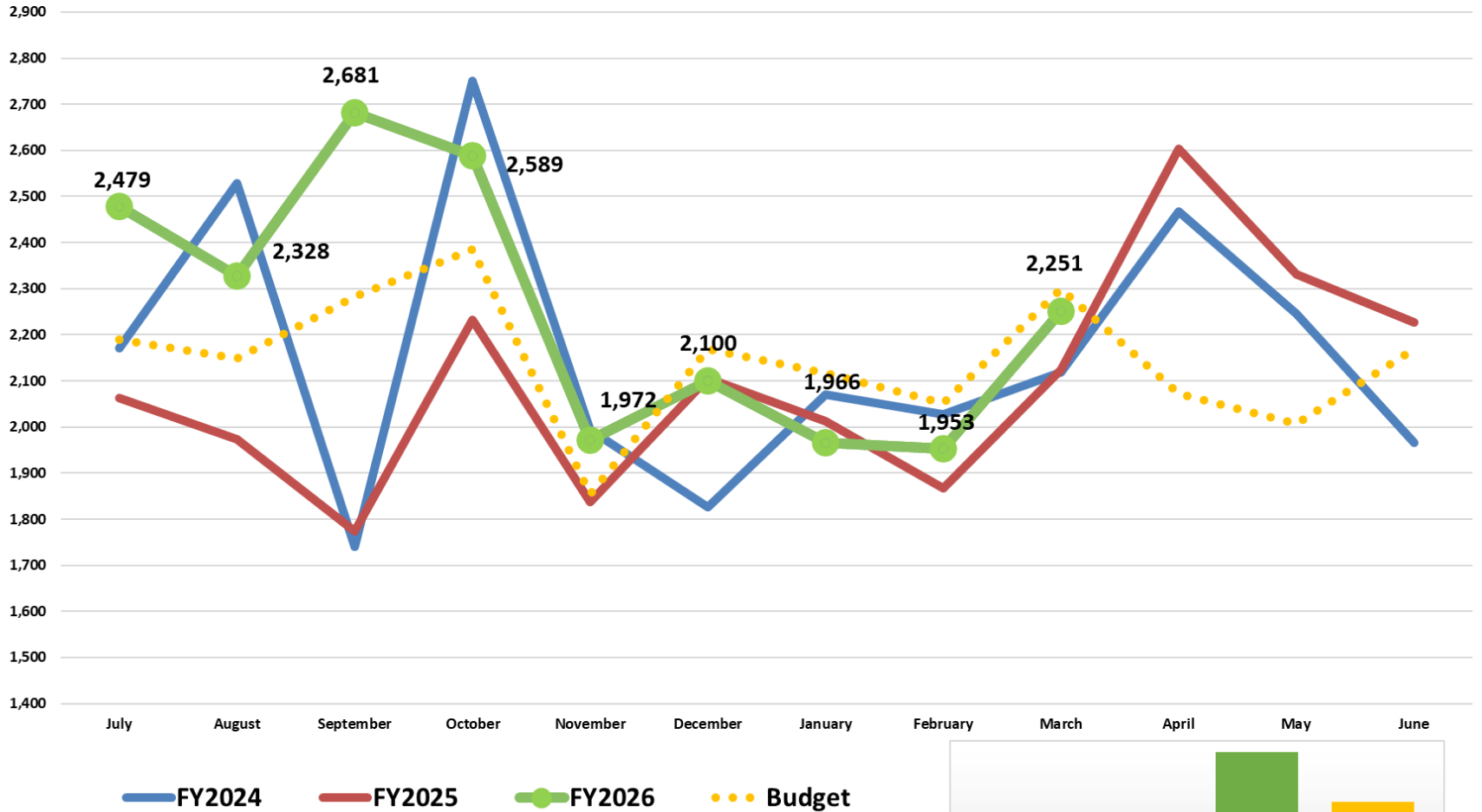
O/P Rehab - Exeter



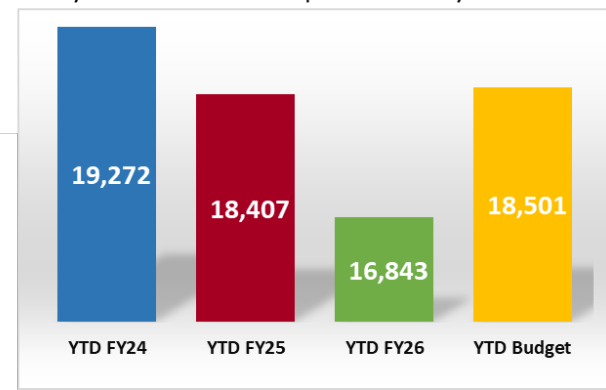
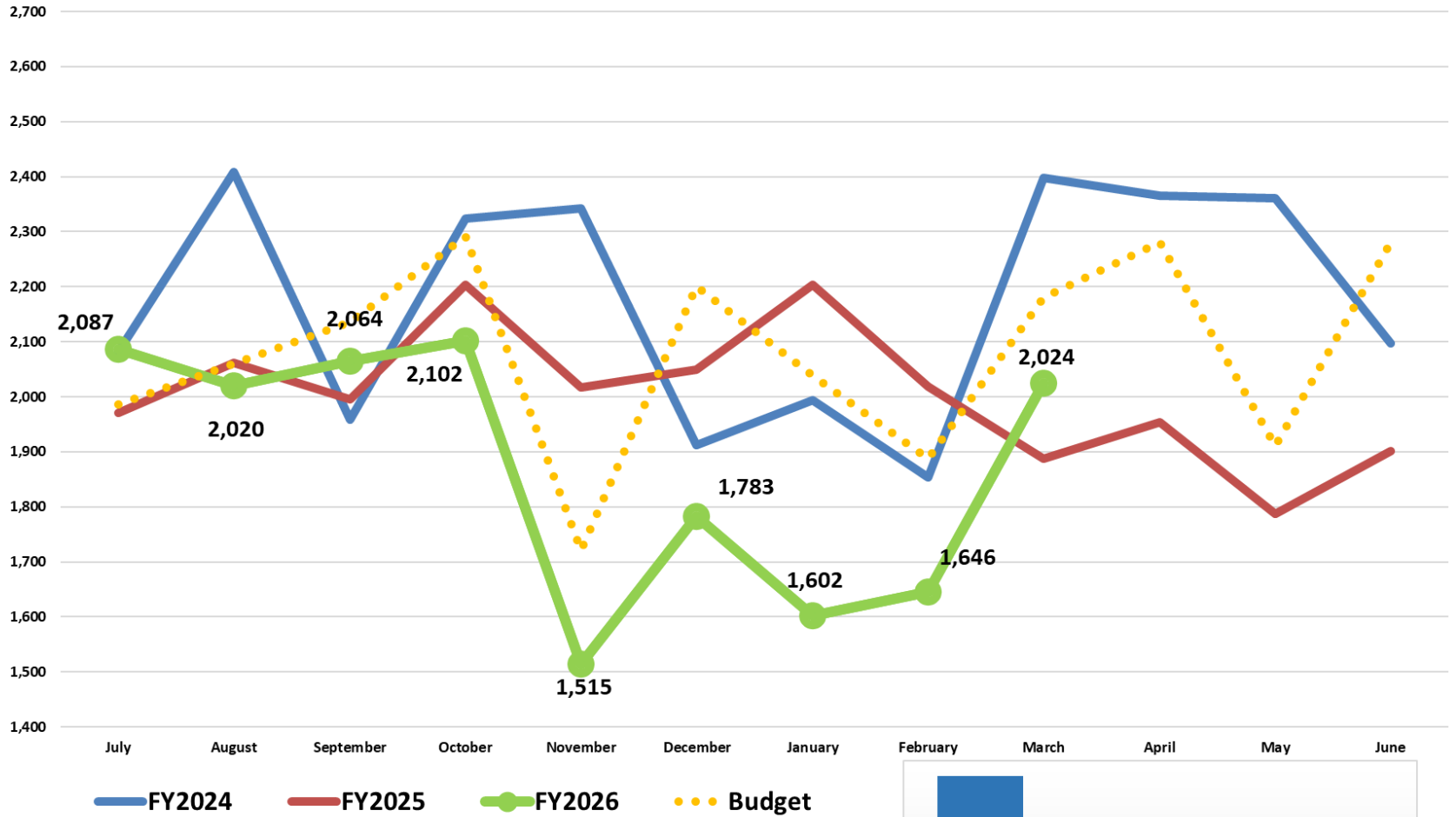
O/P Rehab - Akers



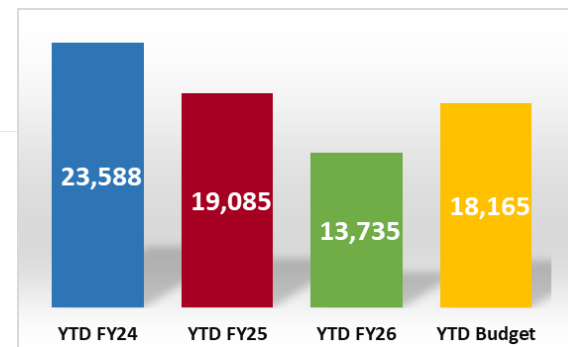
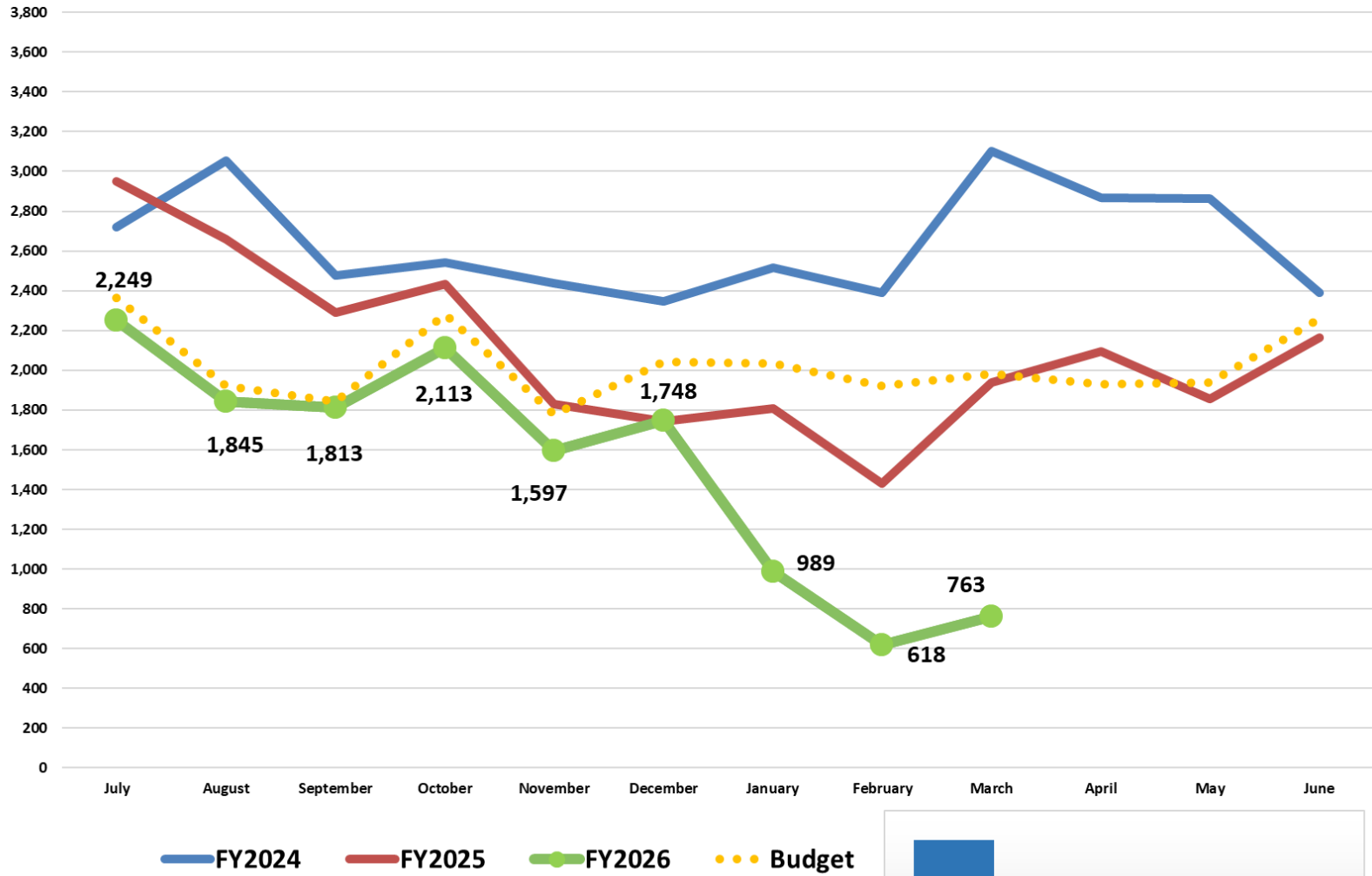
O/P Rehab - LLOPT



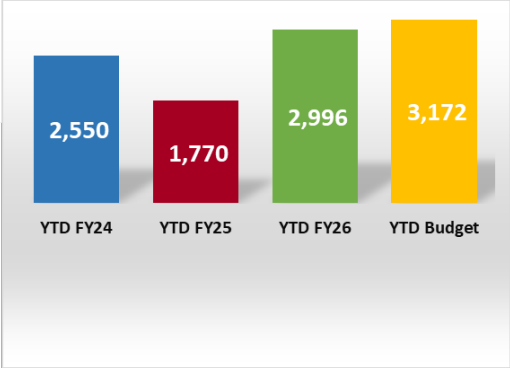
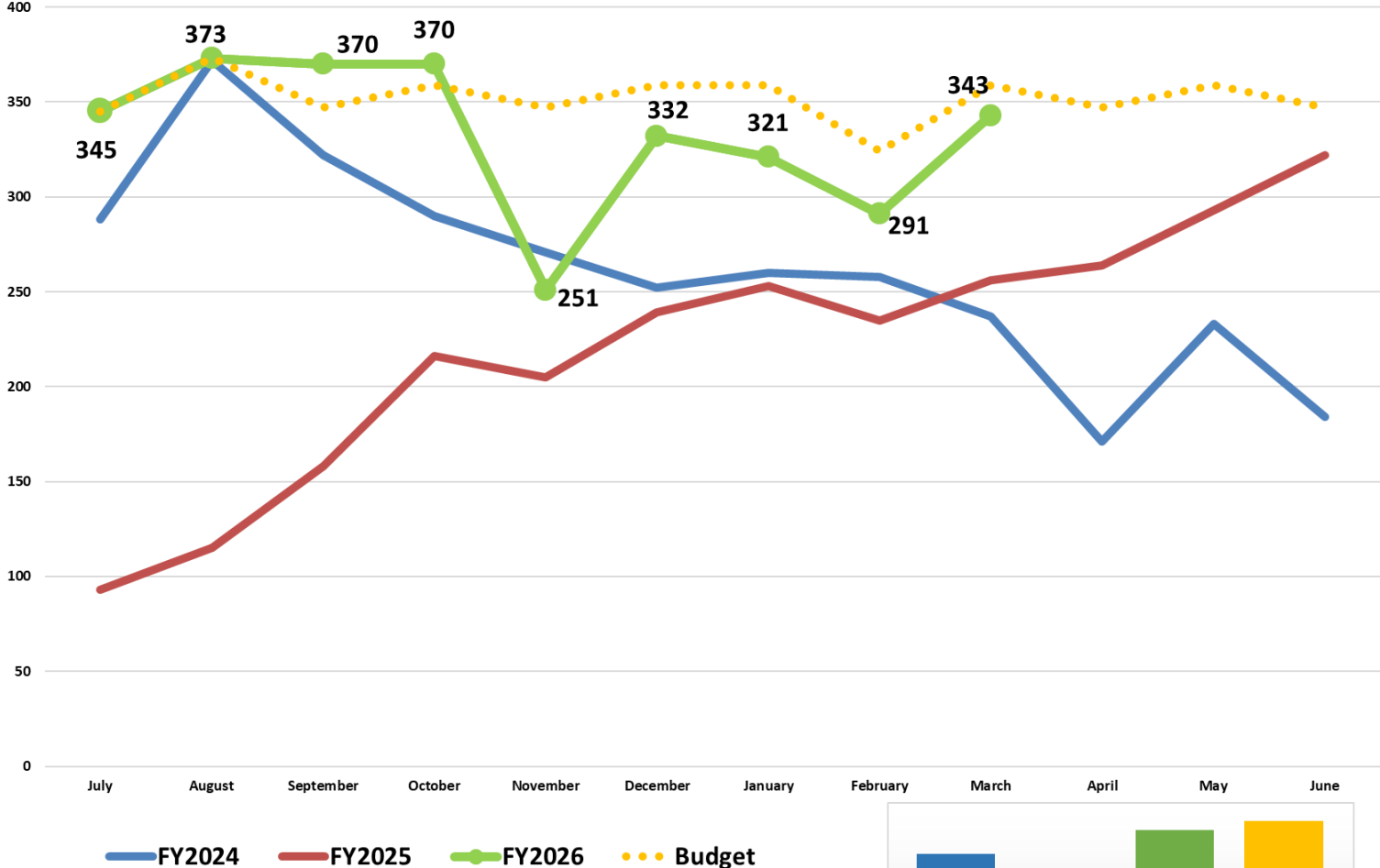
O/P Rehab - Dinuba



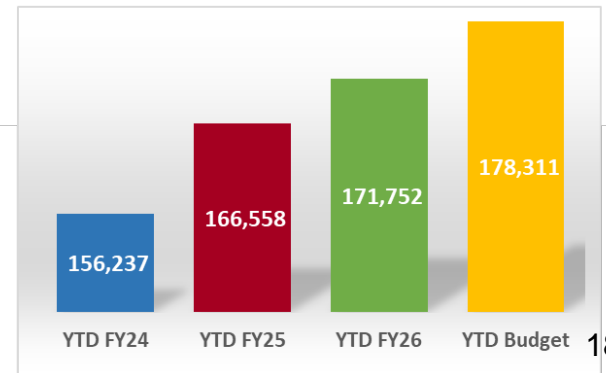
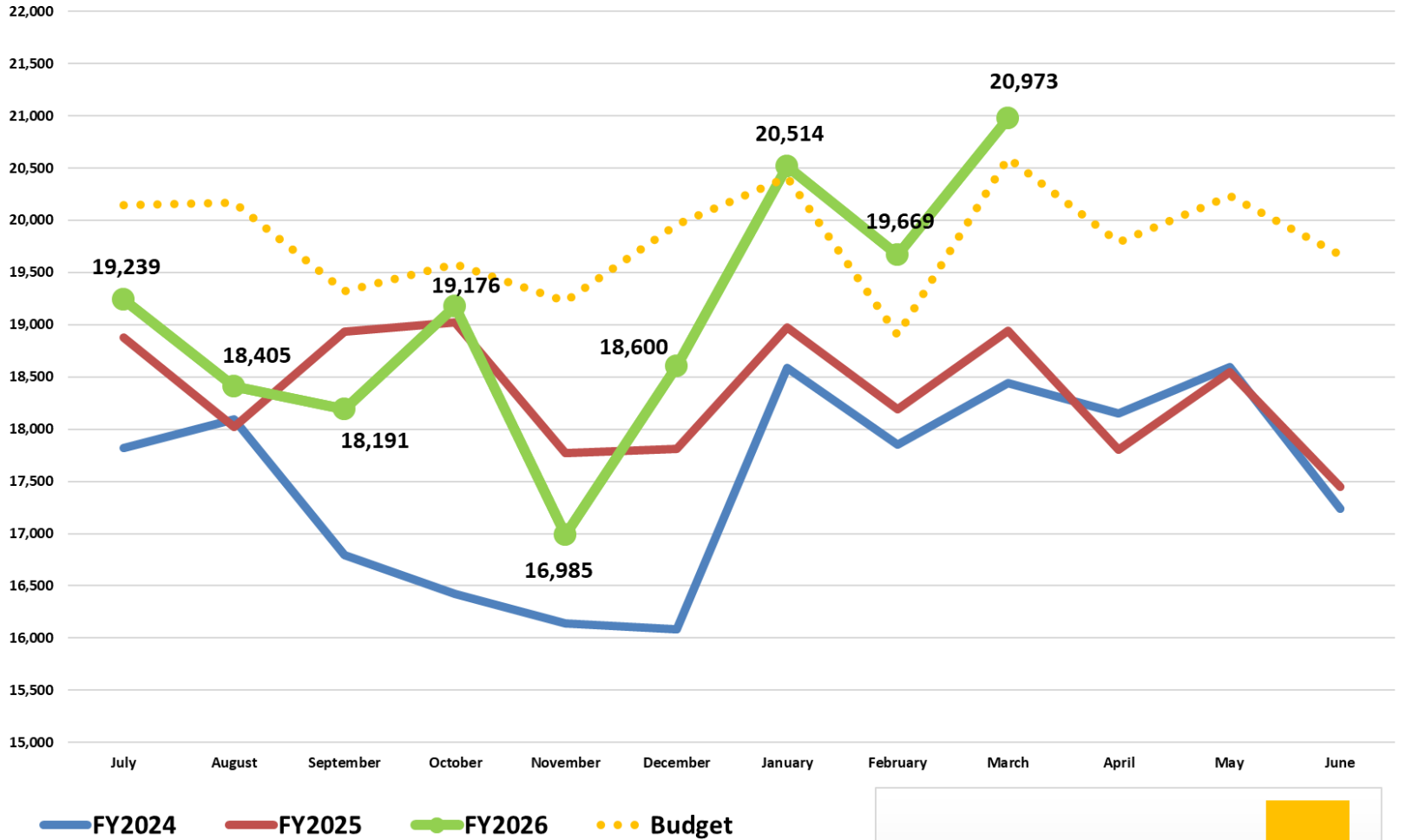
Therapy - Cypress Hand Center



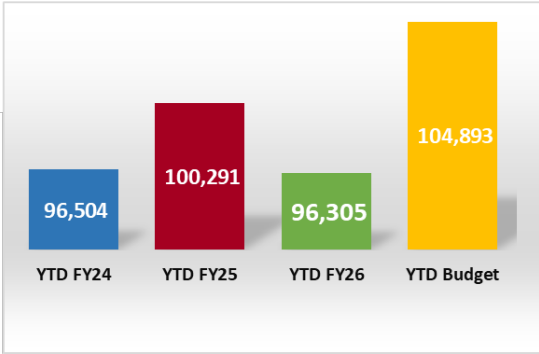
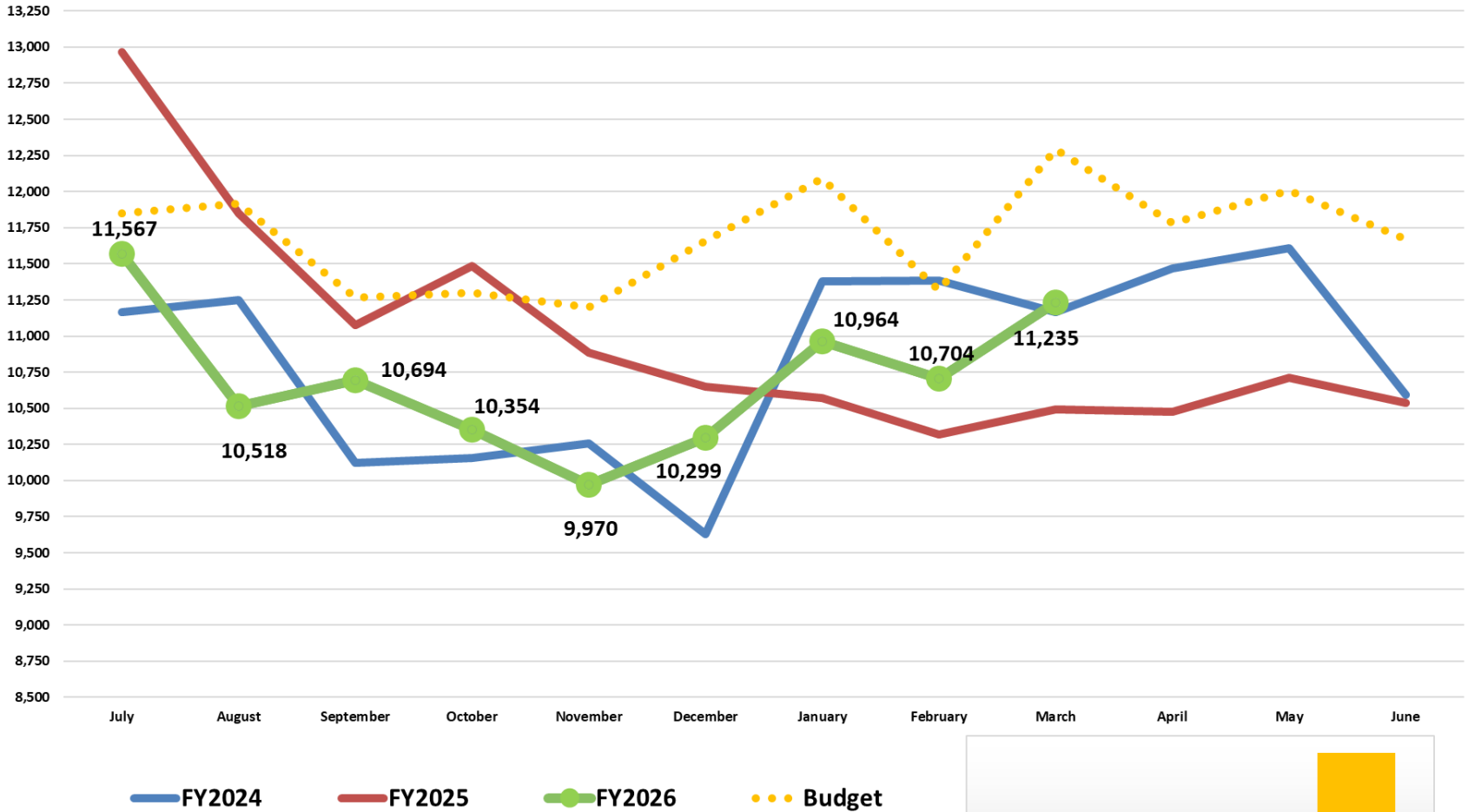
Therapy-Wound Care Encounters



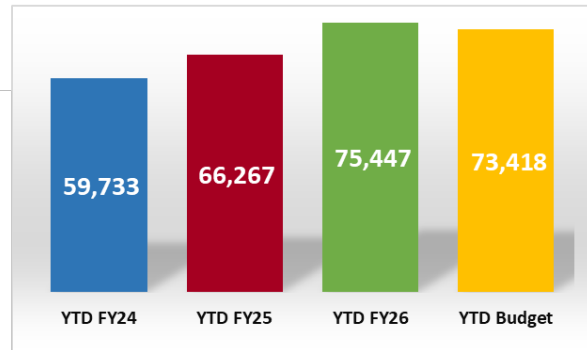
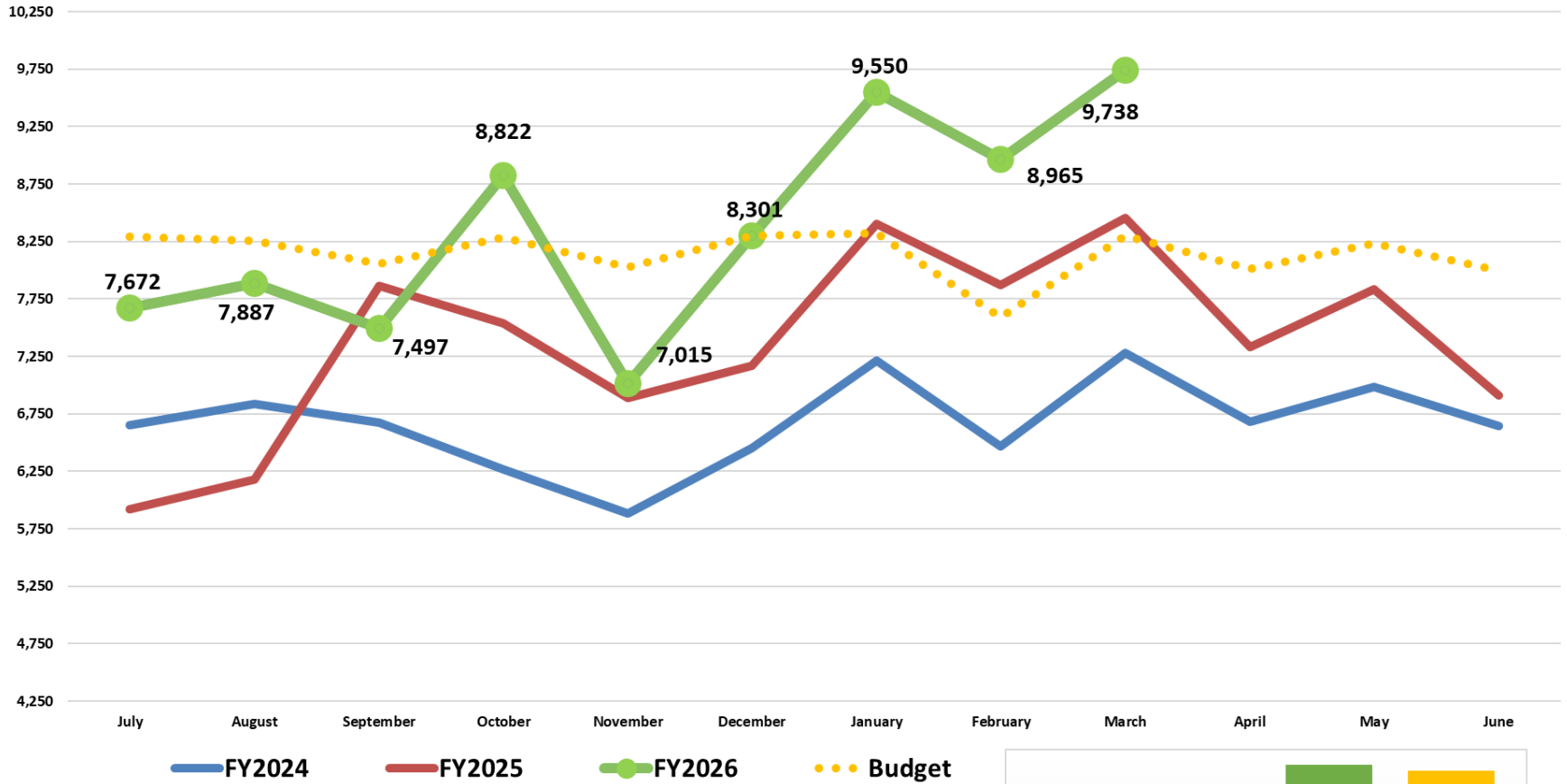
Physical & Other Therapy Units (I/P & O/P)



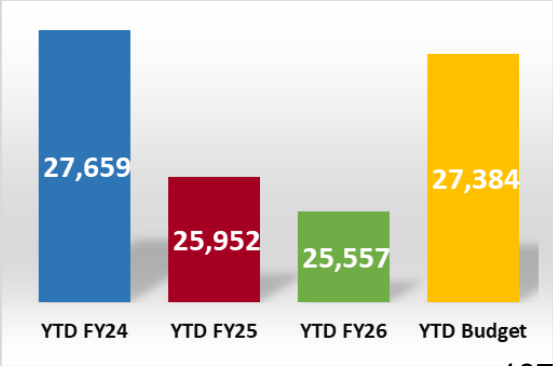
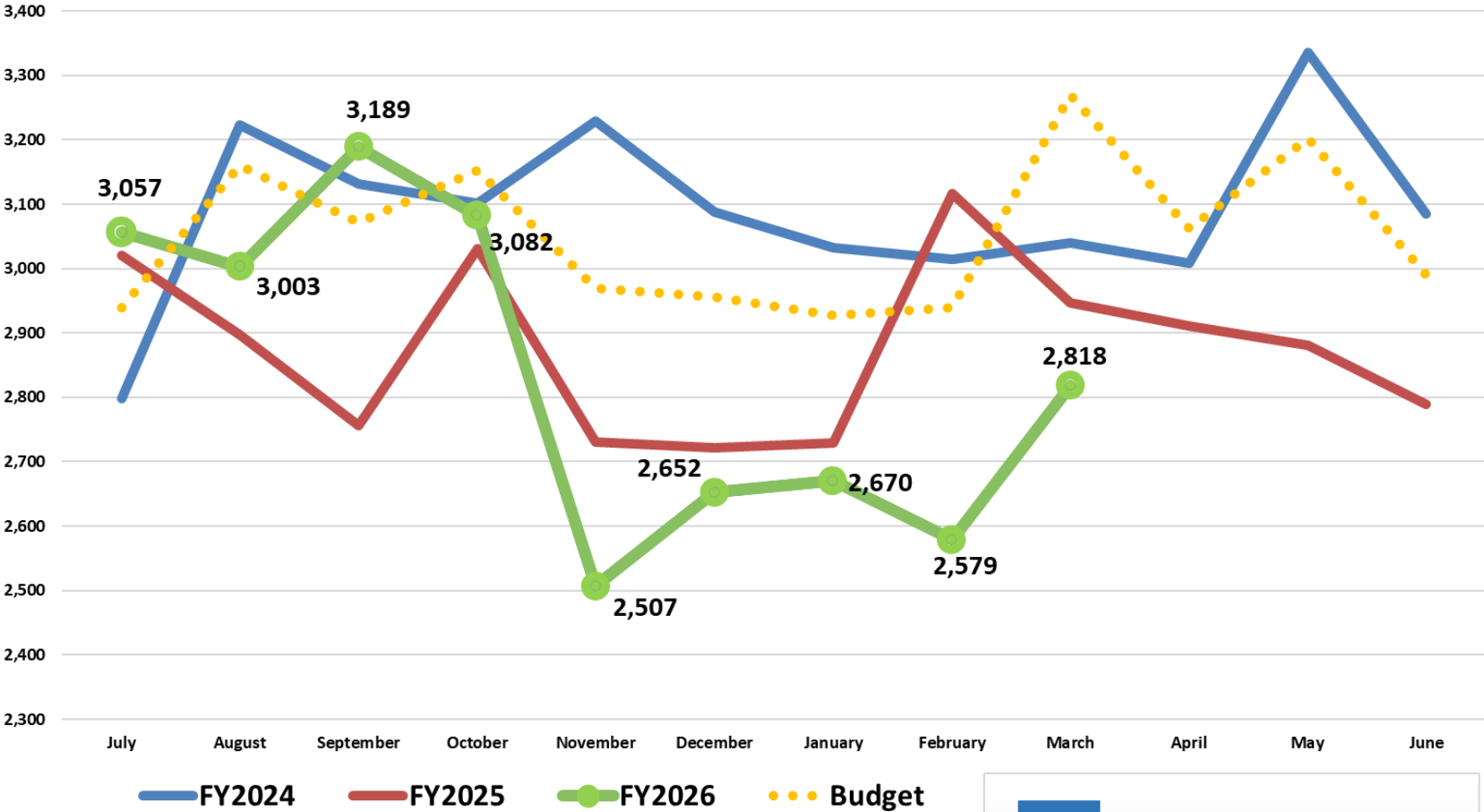
Physical & Other Therapy Units (I/P & O/P)-Main Campus



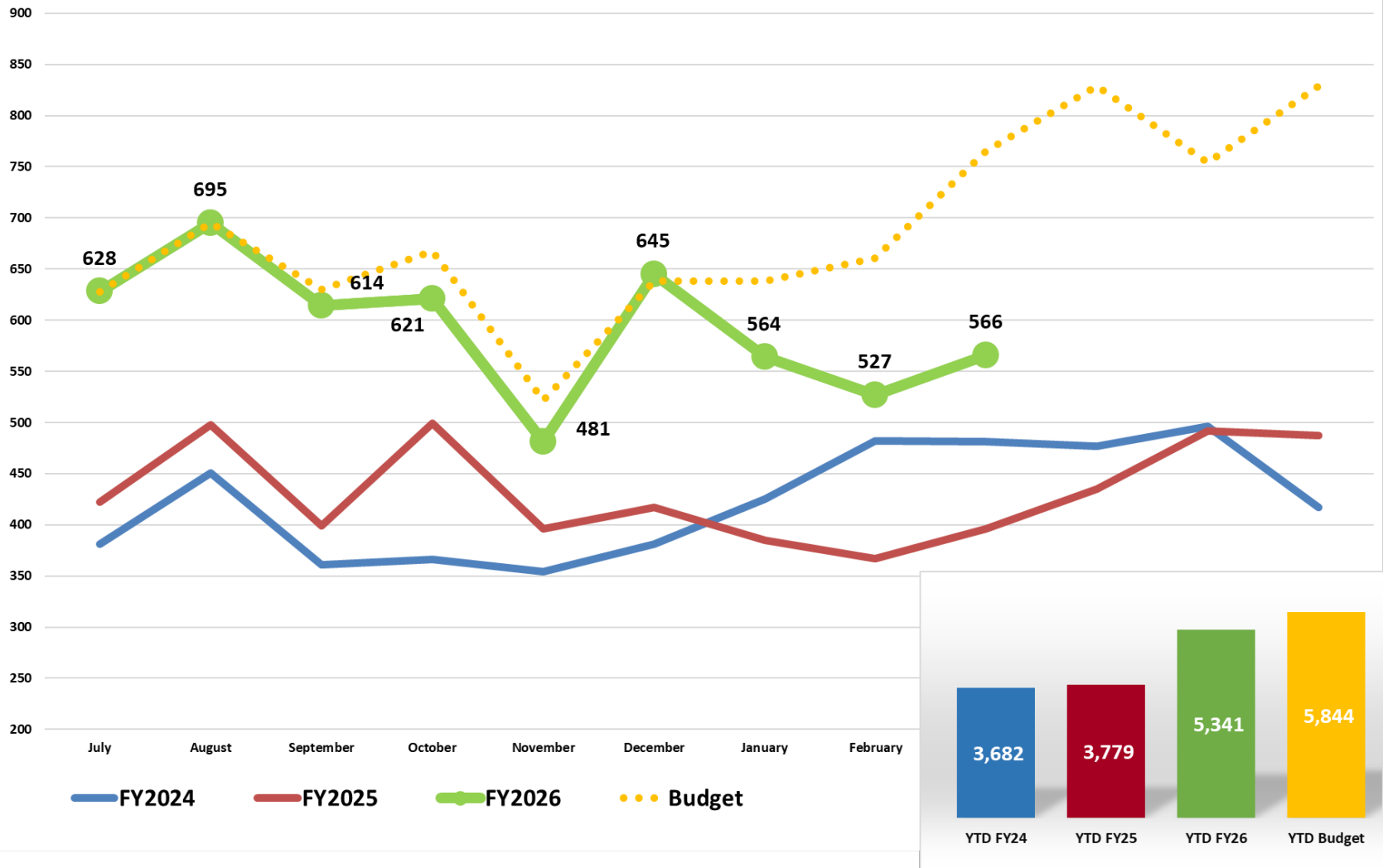
Physical & Other Therapy Units (I/P & O/P)-KDRH & South Campus



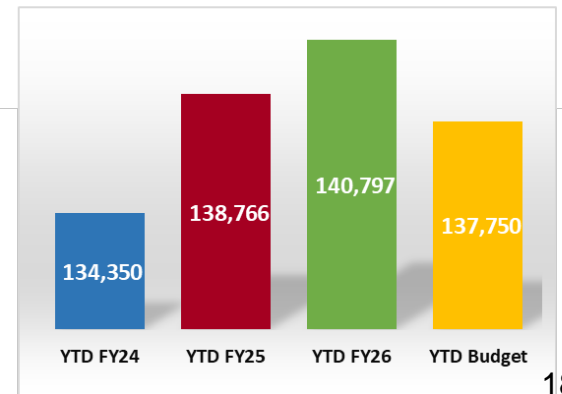
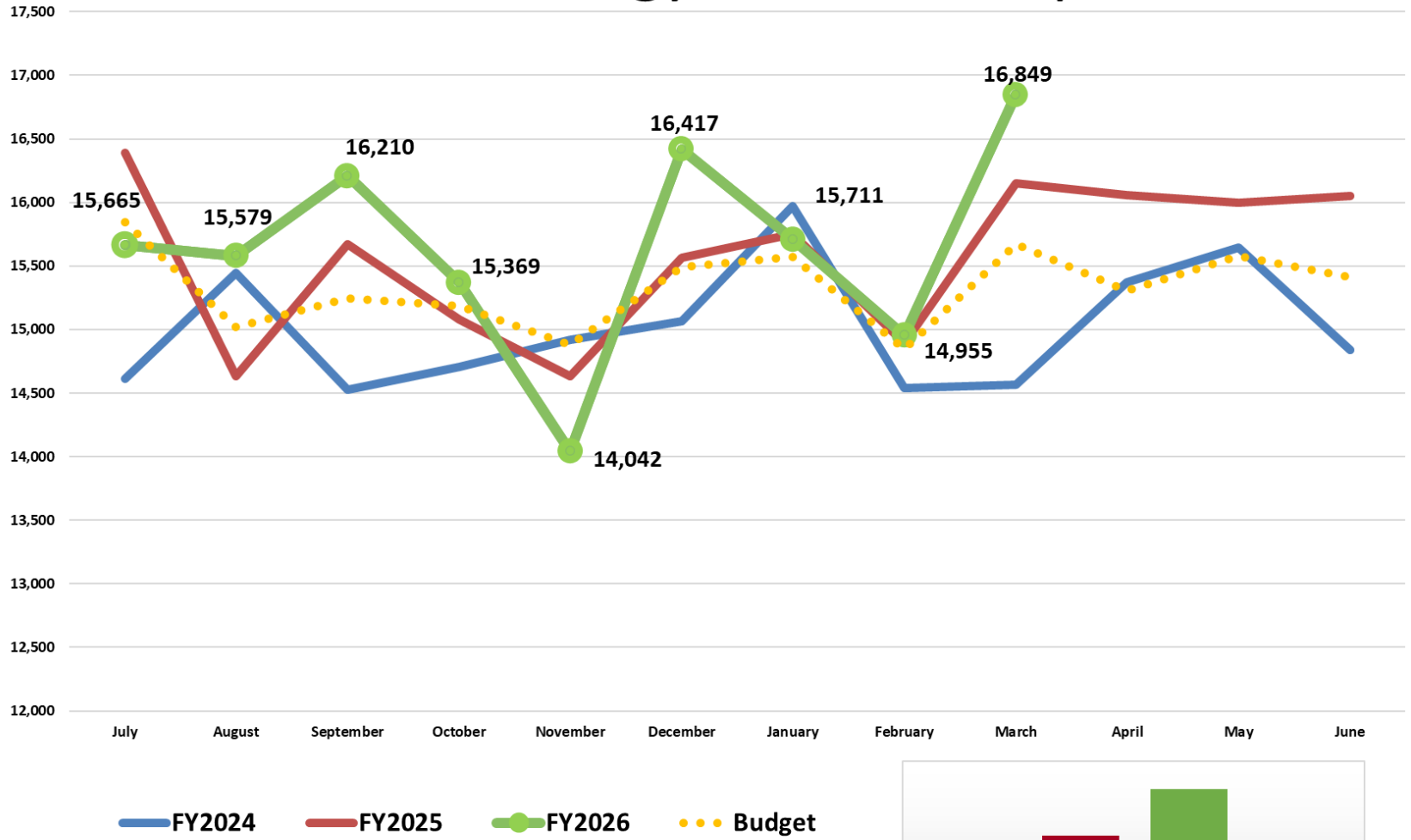
Home Health Visits



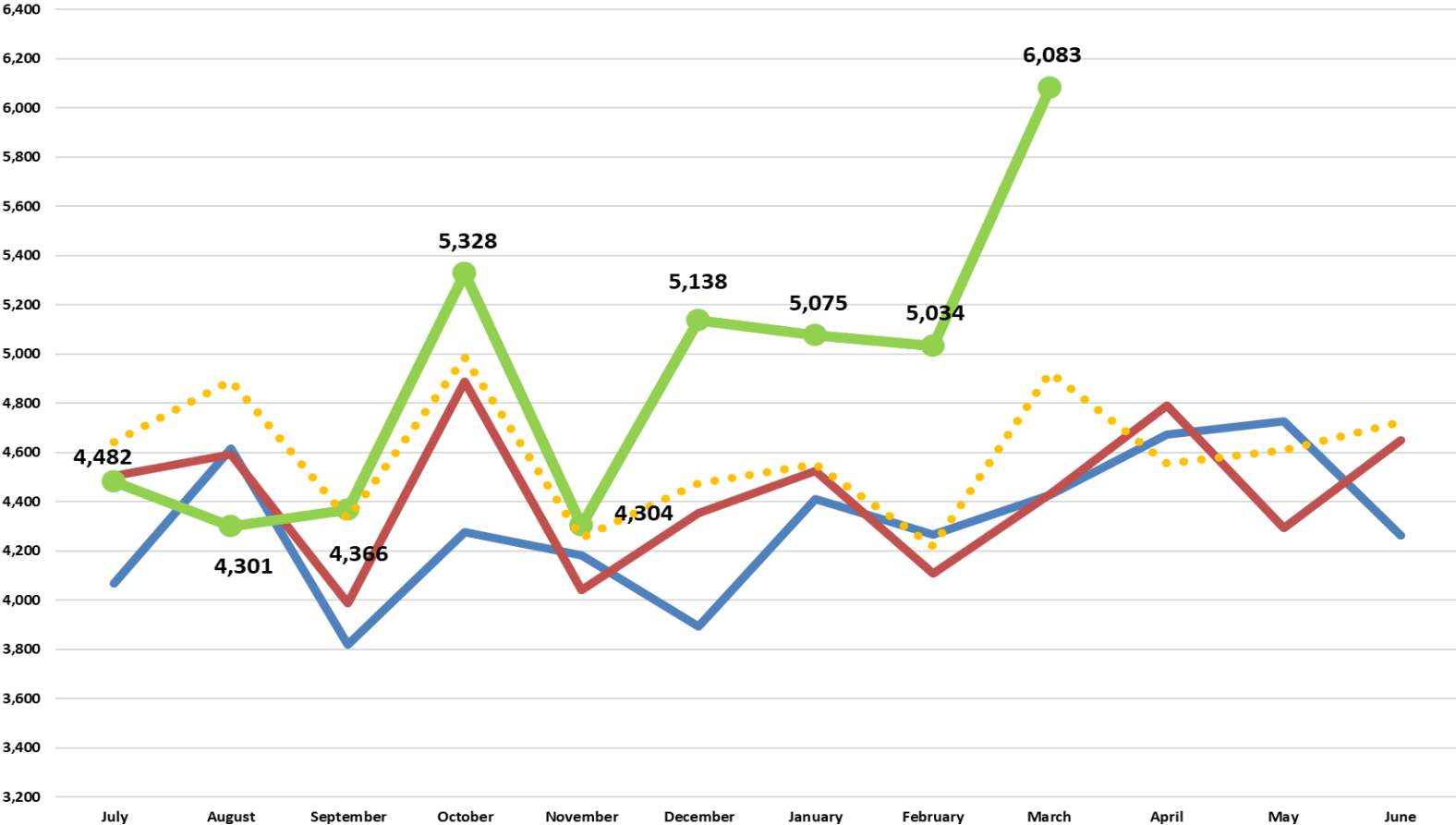
Infusion Center - Units of Service



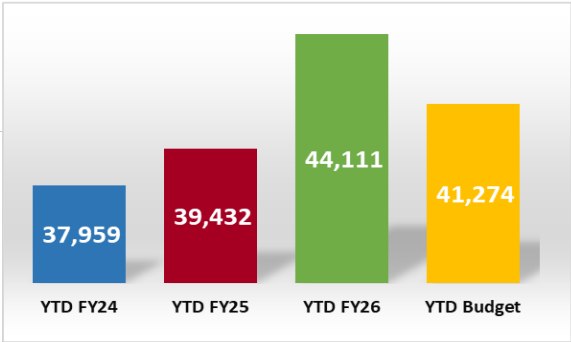
Radiology – Main Campus



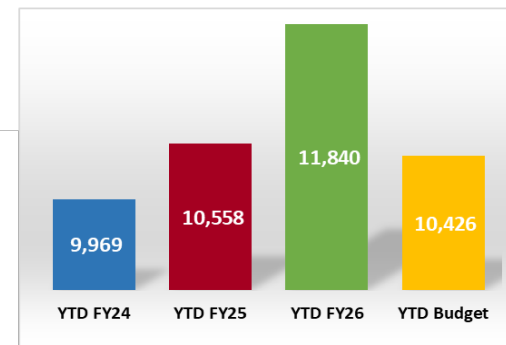
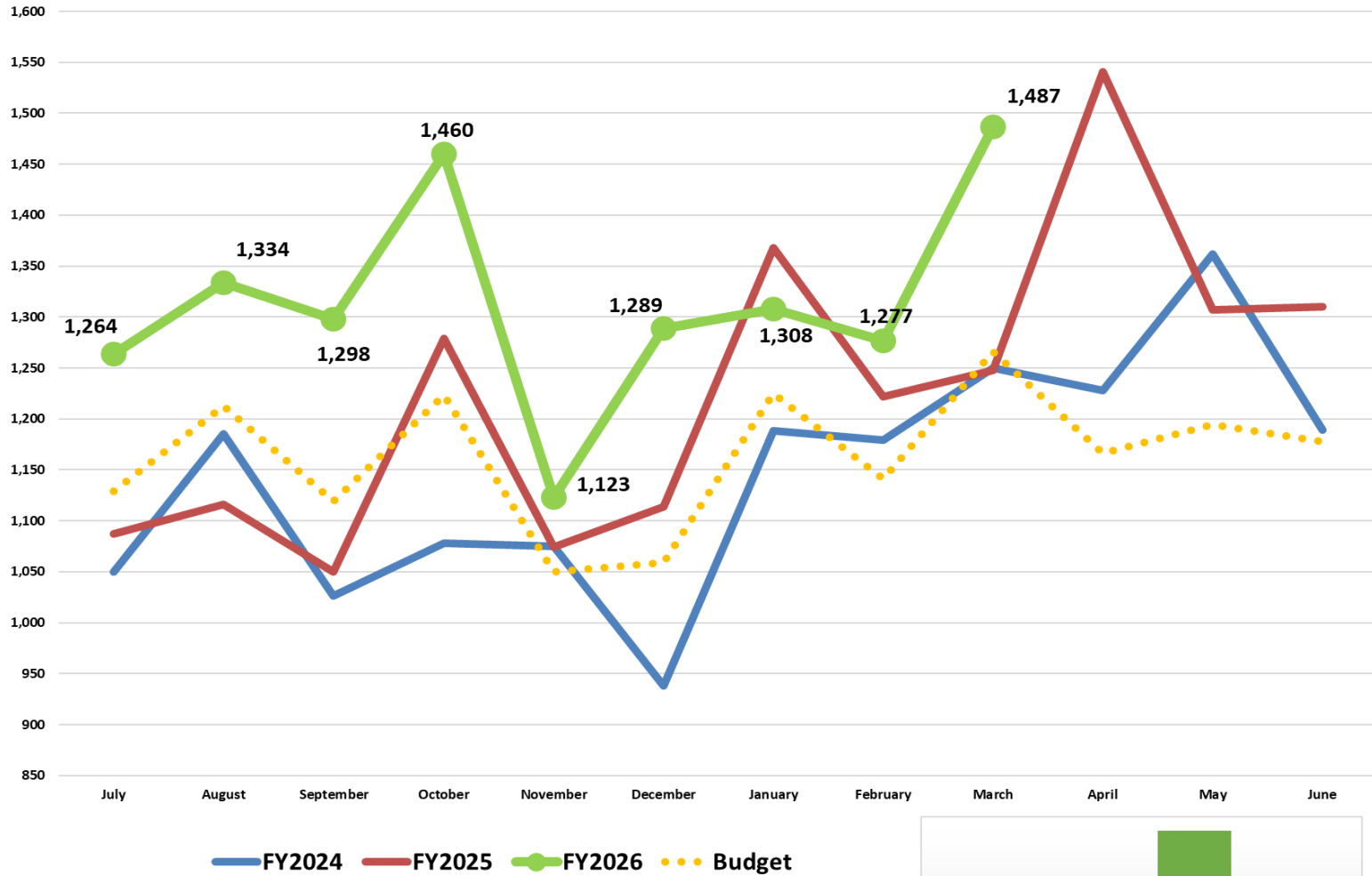
Radiology - West Campus Imaging



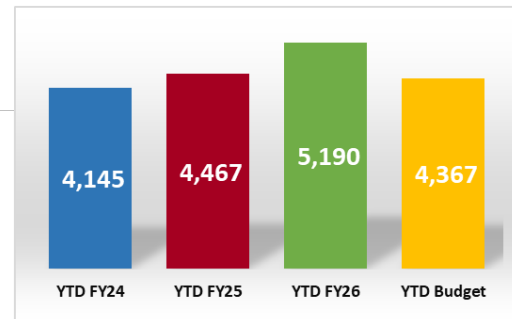
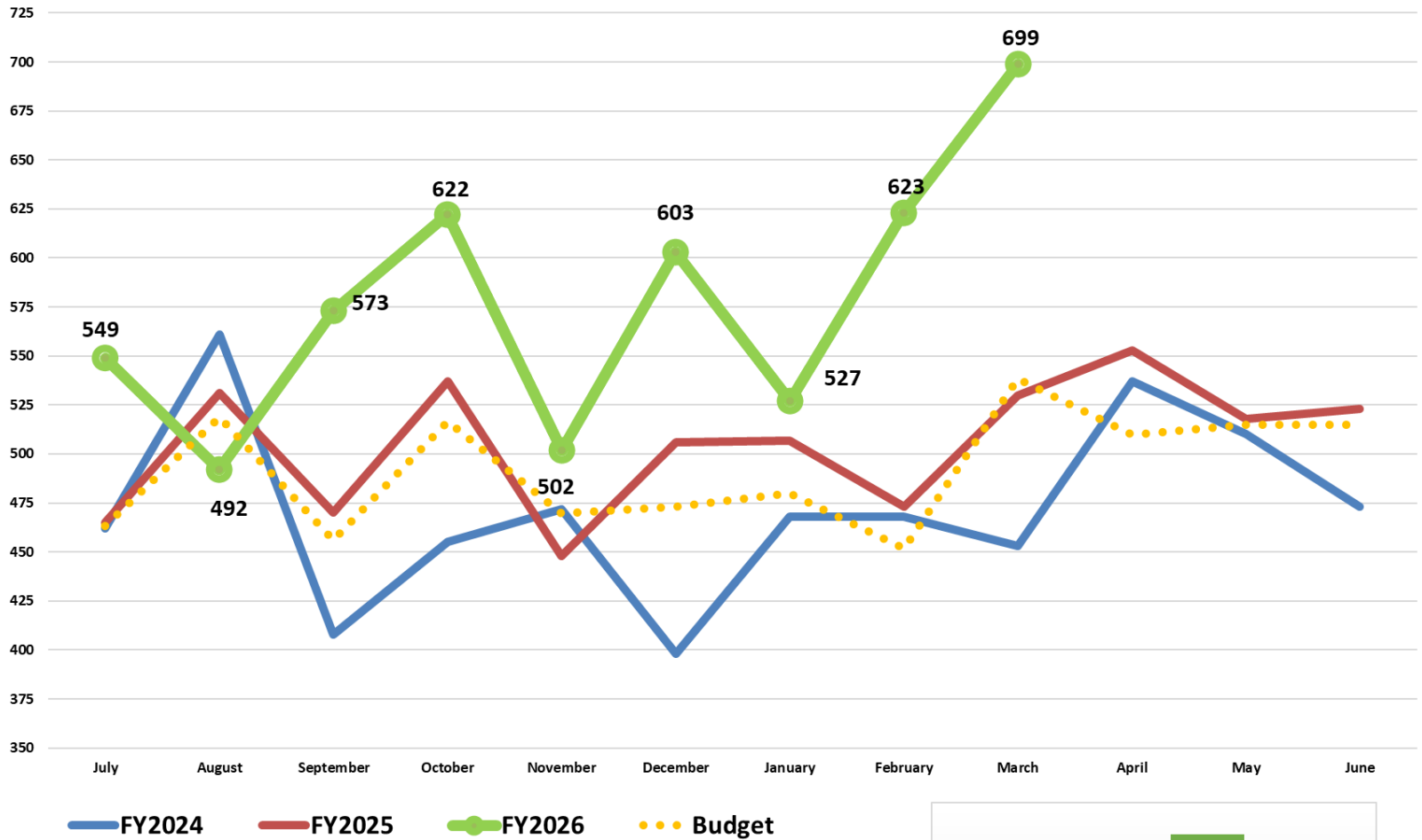
—●— FY2024
 —●— FY2025
 —●— FY2026
 ●●● Budget



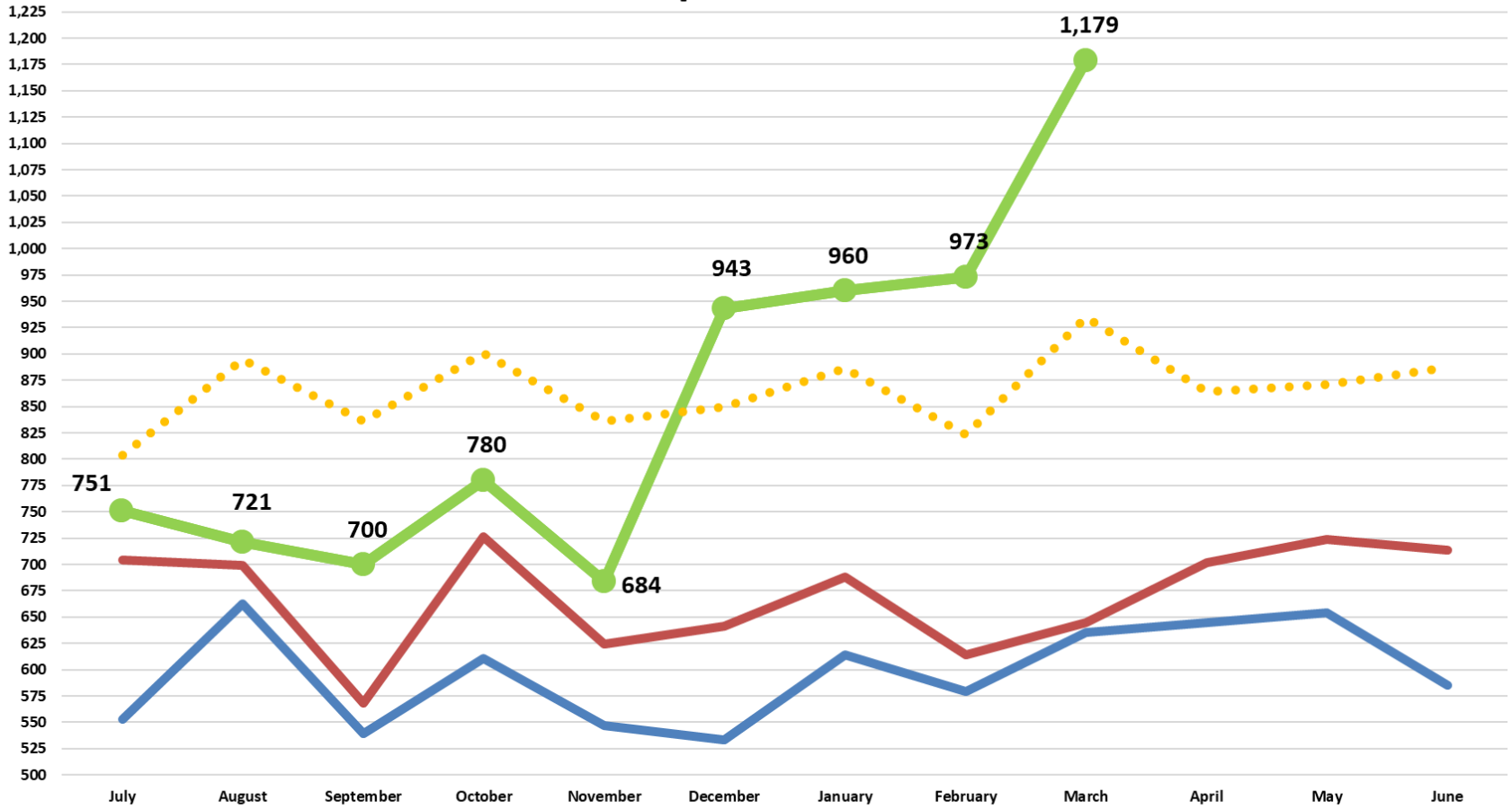
West Campus - Diagnostic Radiology



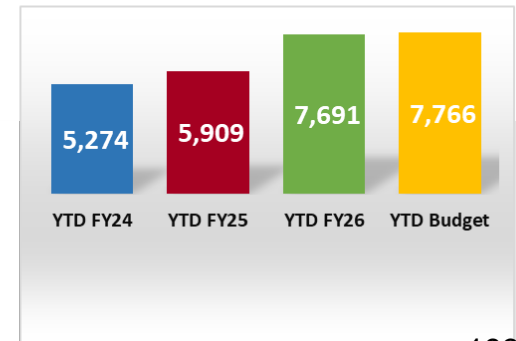
West Campus - CT Scan



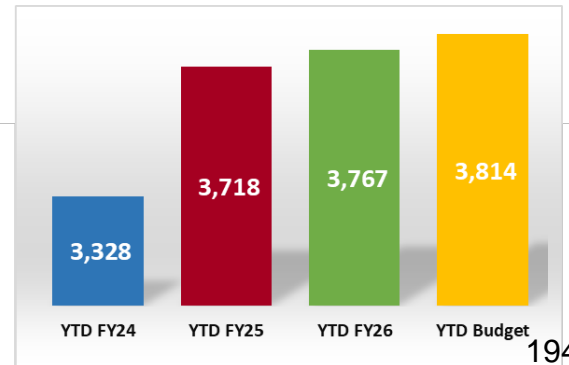
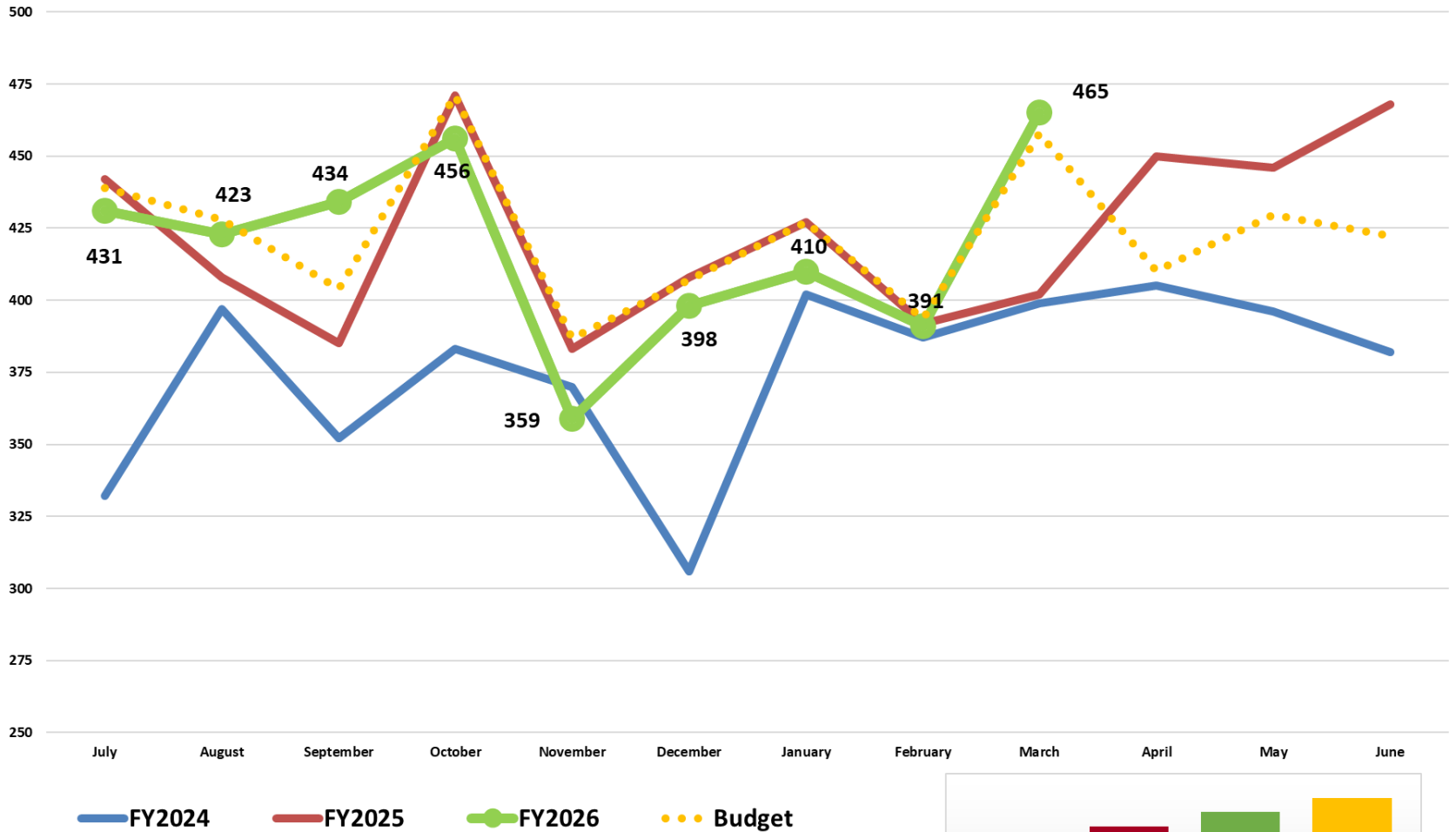
West Campus - Ultrasound



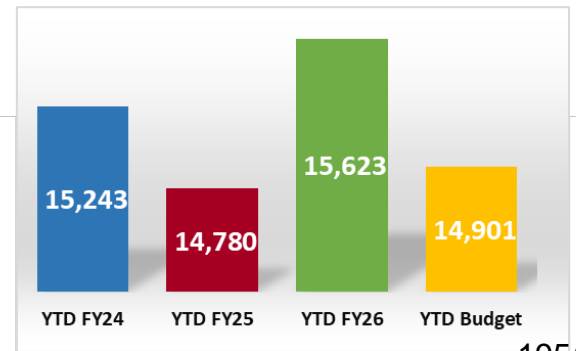
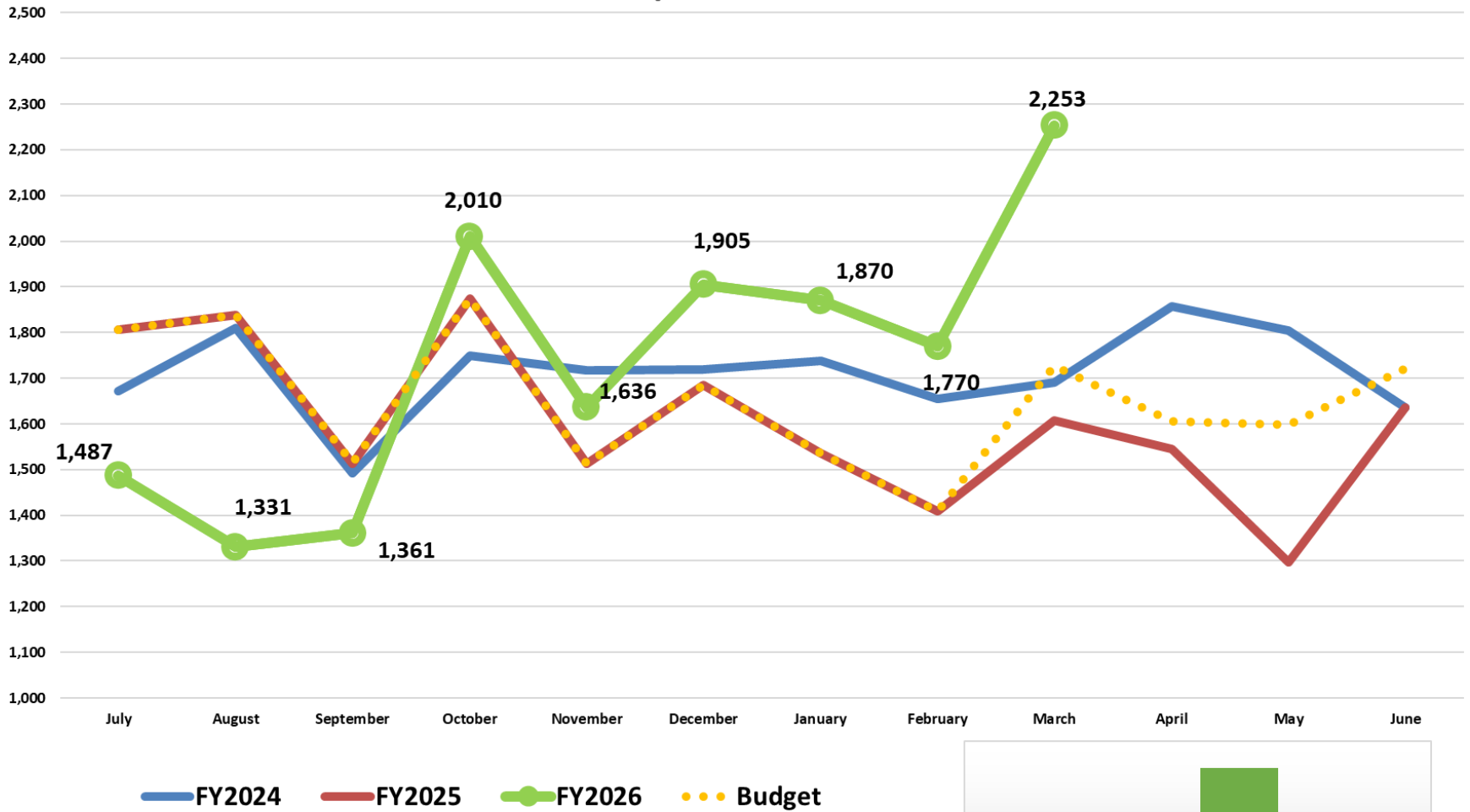
—●— FY2024
 —●— FY2025
 —●— FY2026
 ●●● Budget



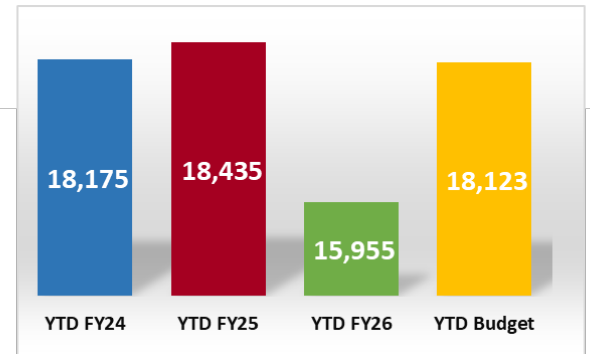
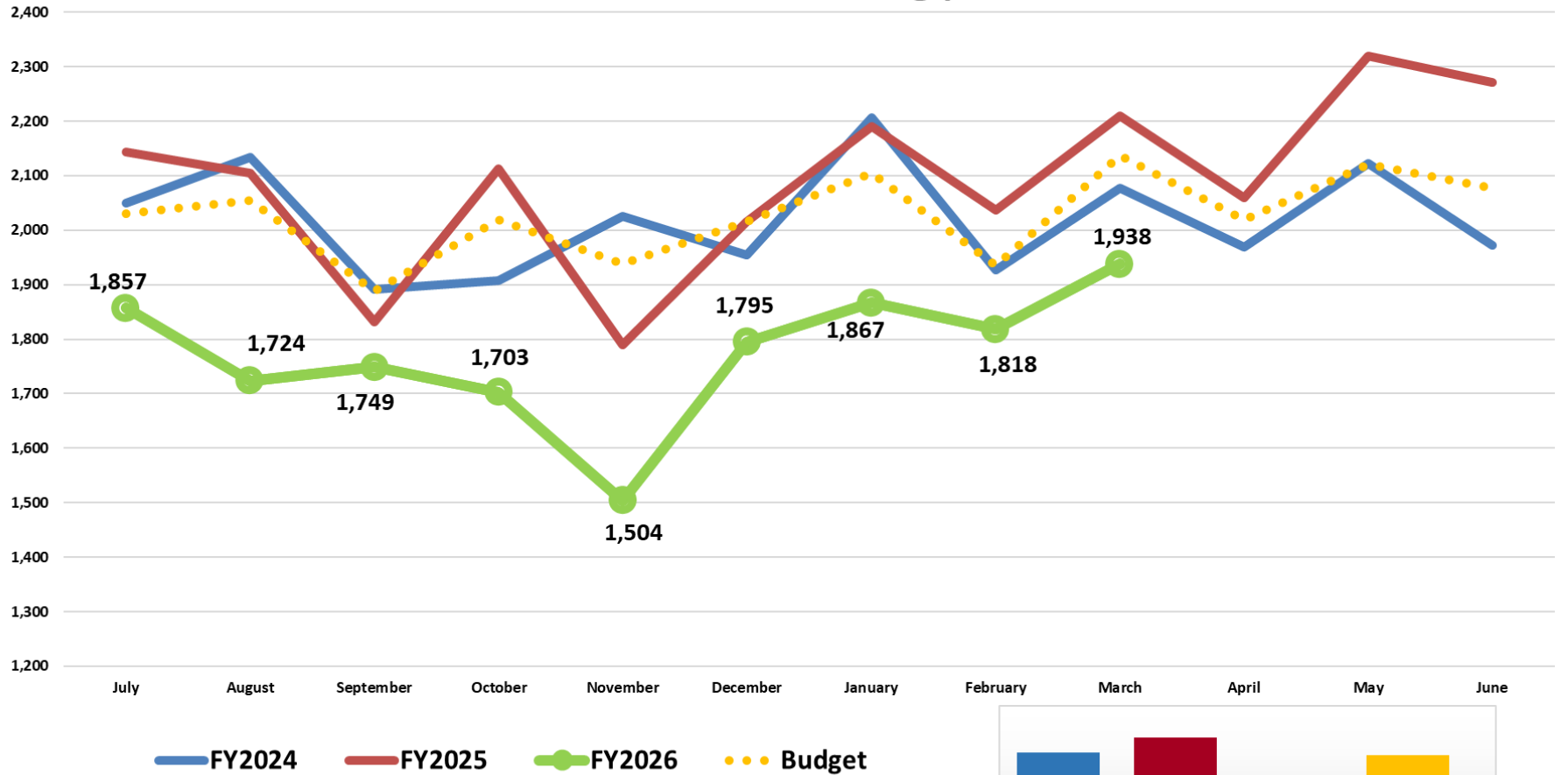
West Campus - MRI



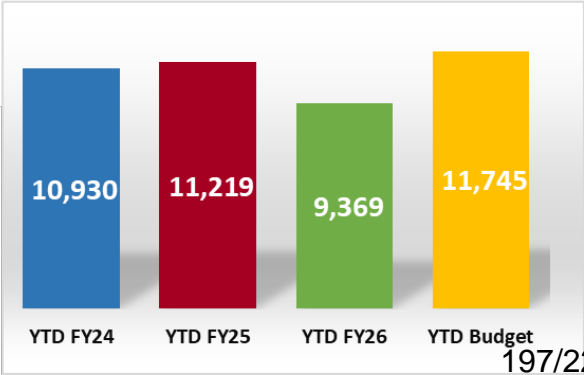
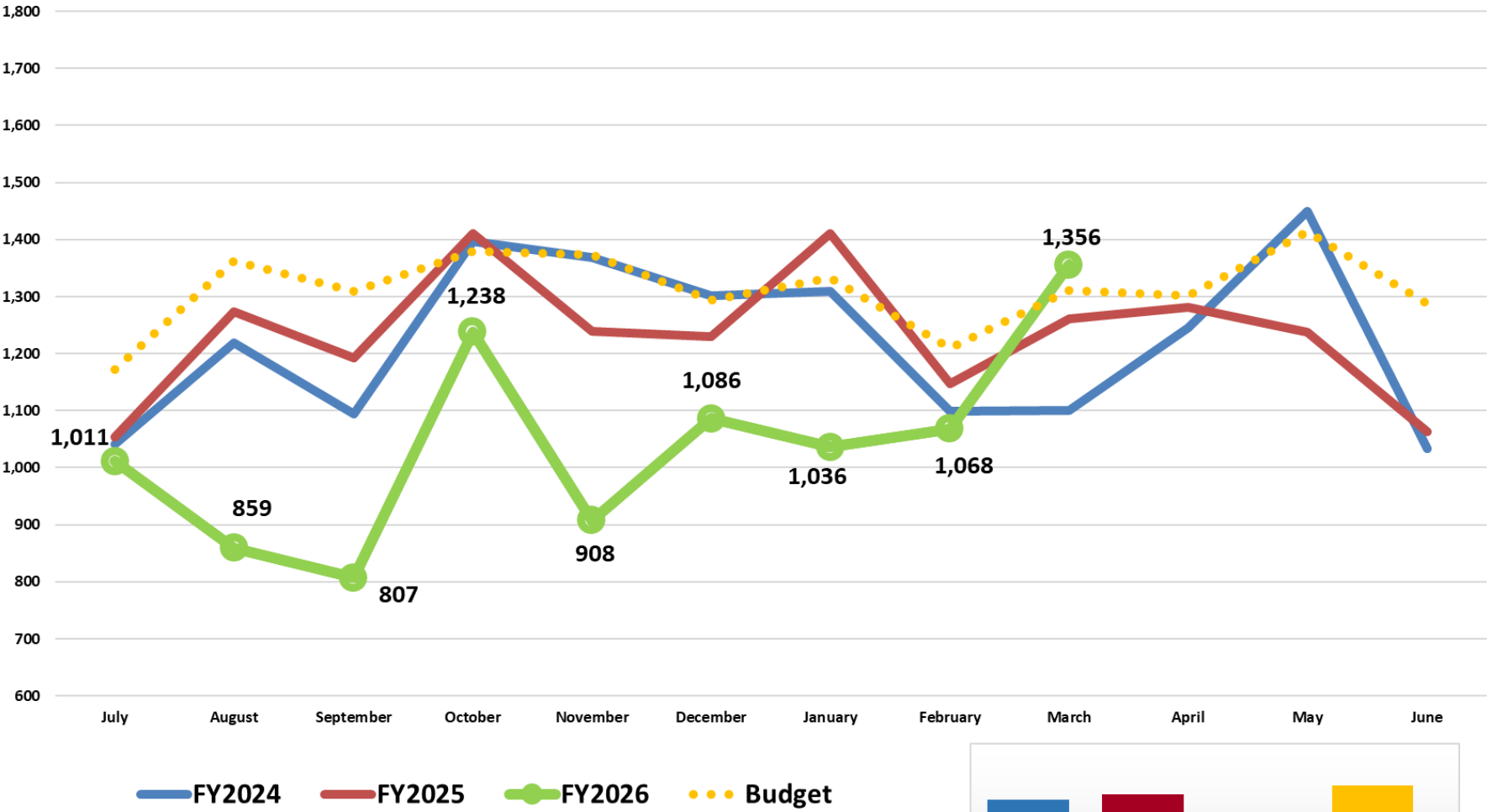
West Campus - Breast Center



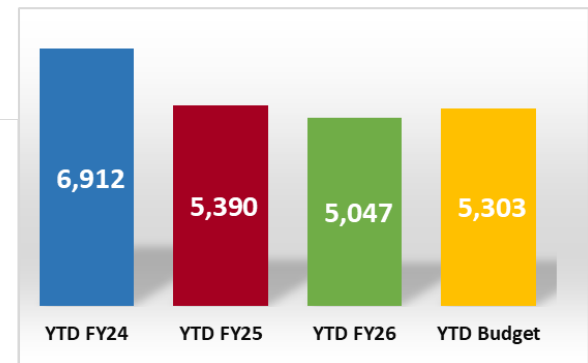
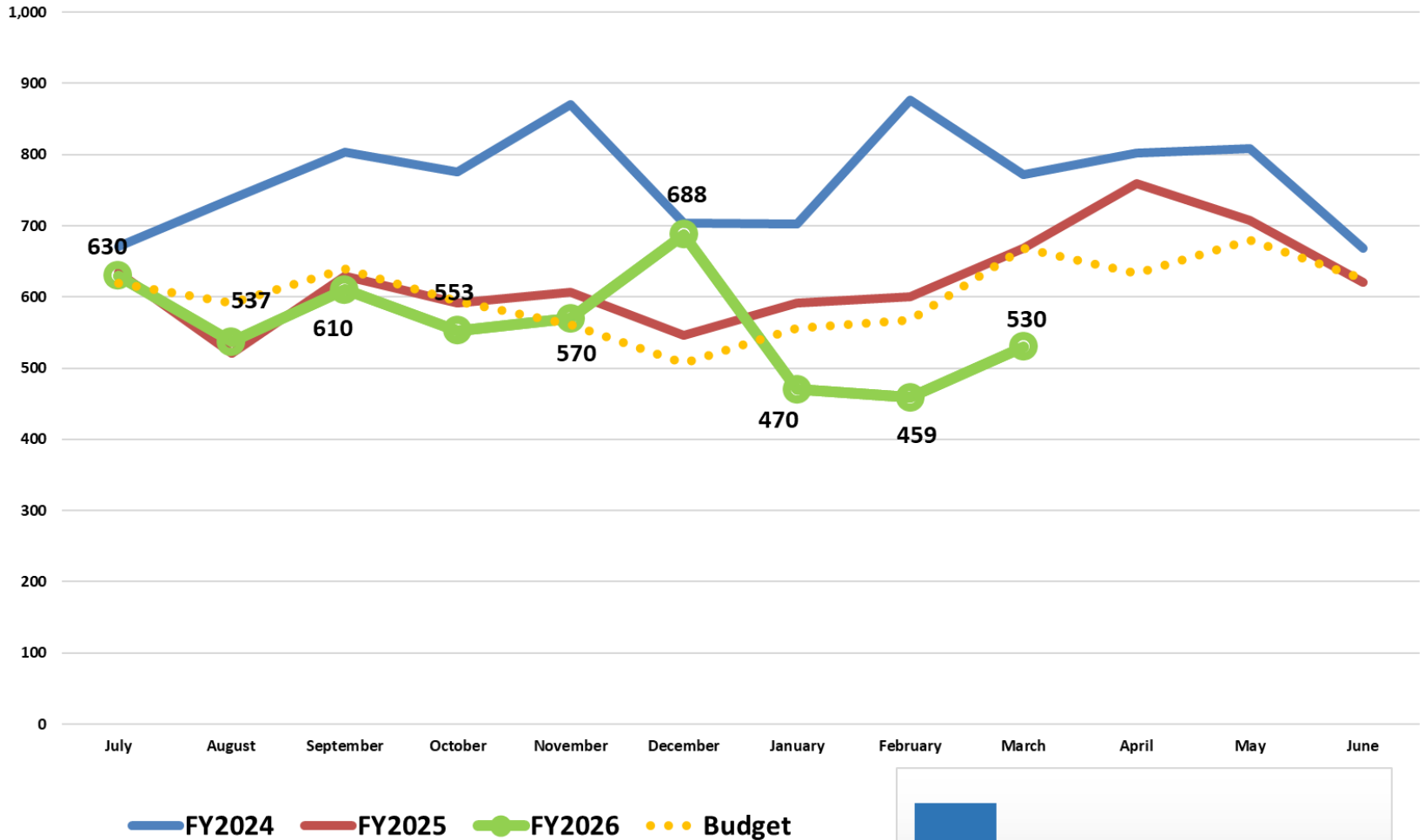
Non Invasive Cardiology-KHMC



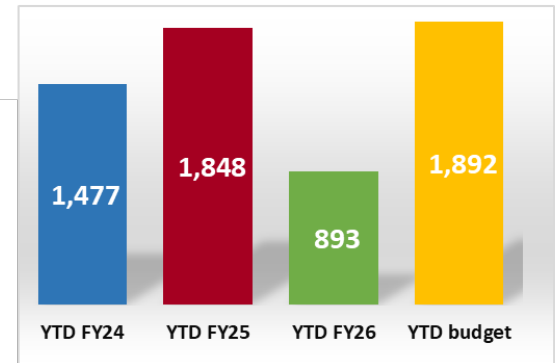
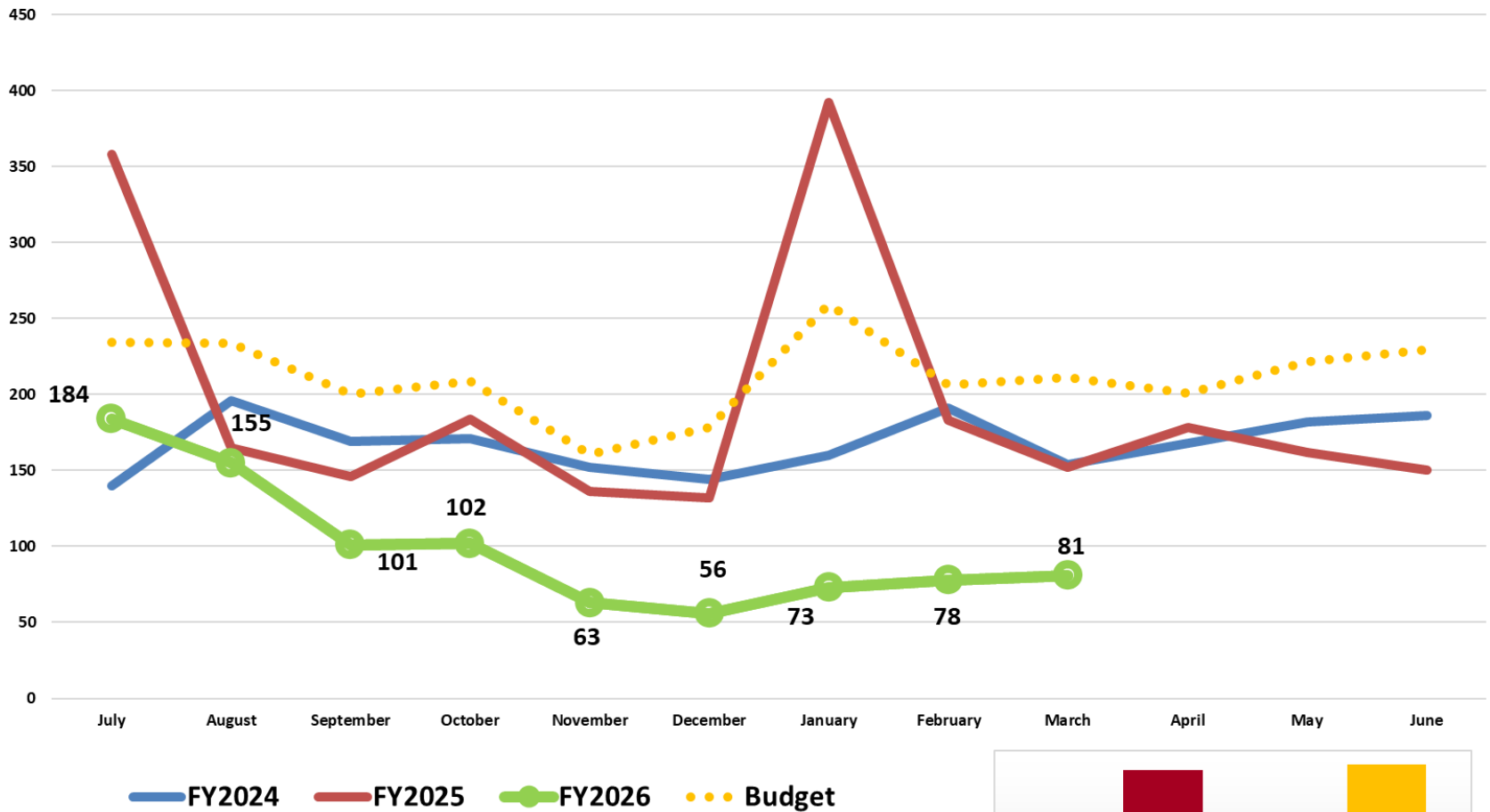
Noninvasive Cardiology-KHDC



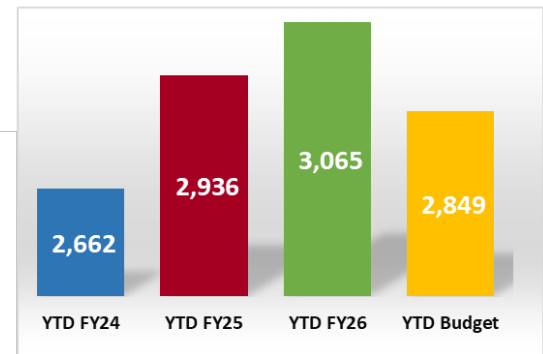
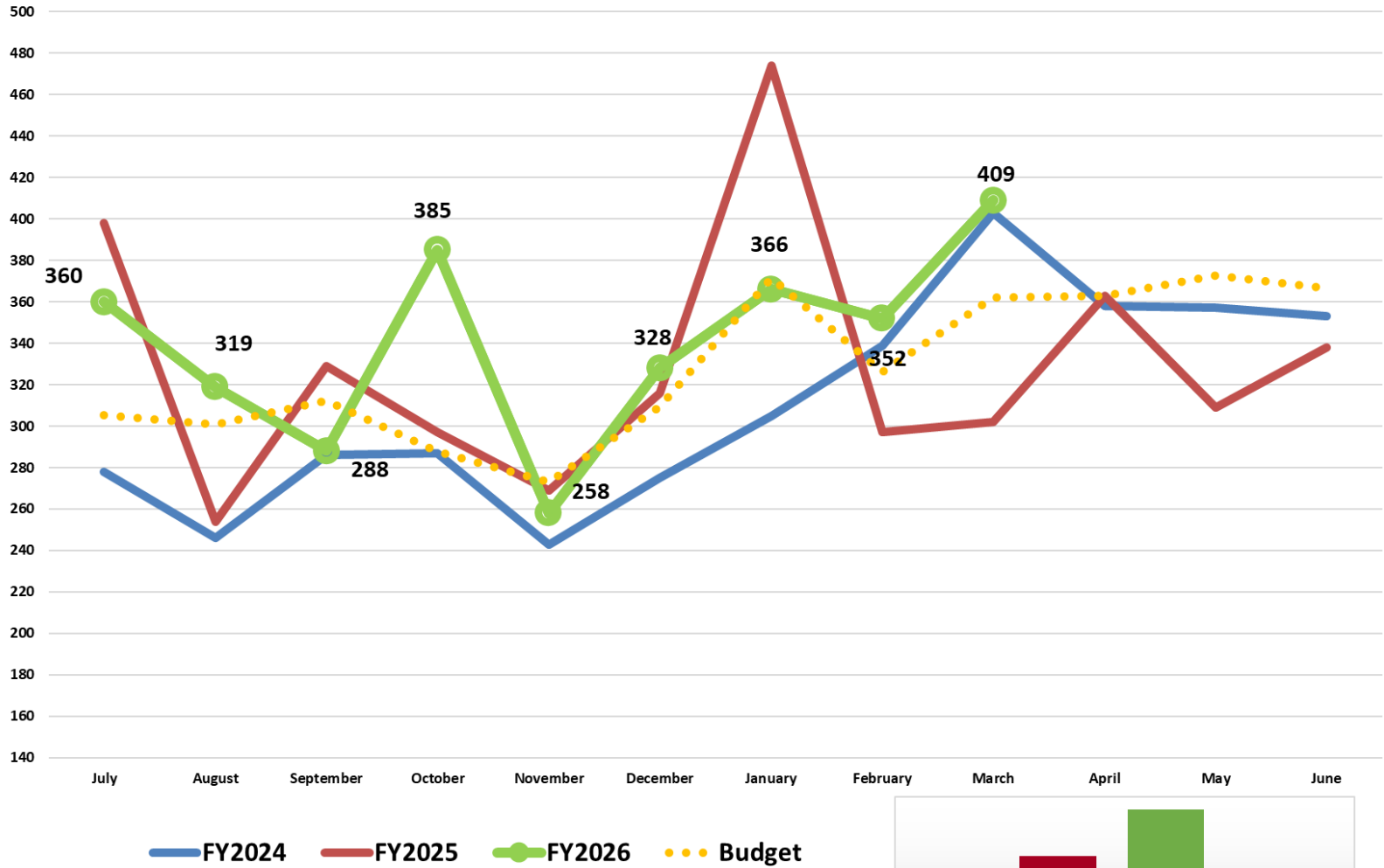
Nuclear Medicine-KHMC



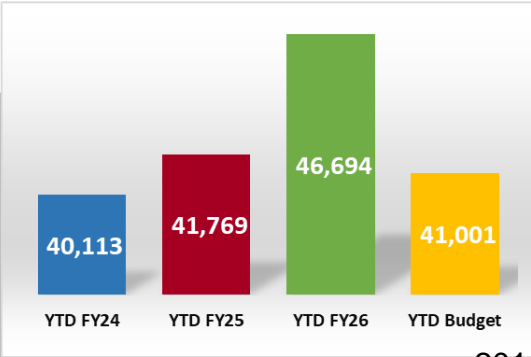
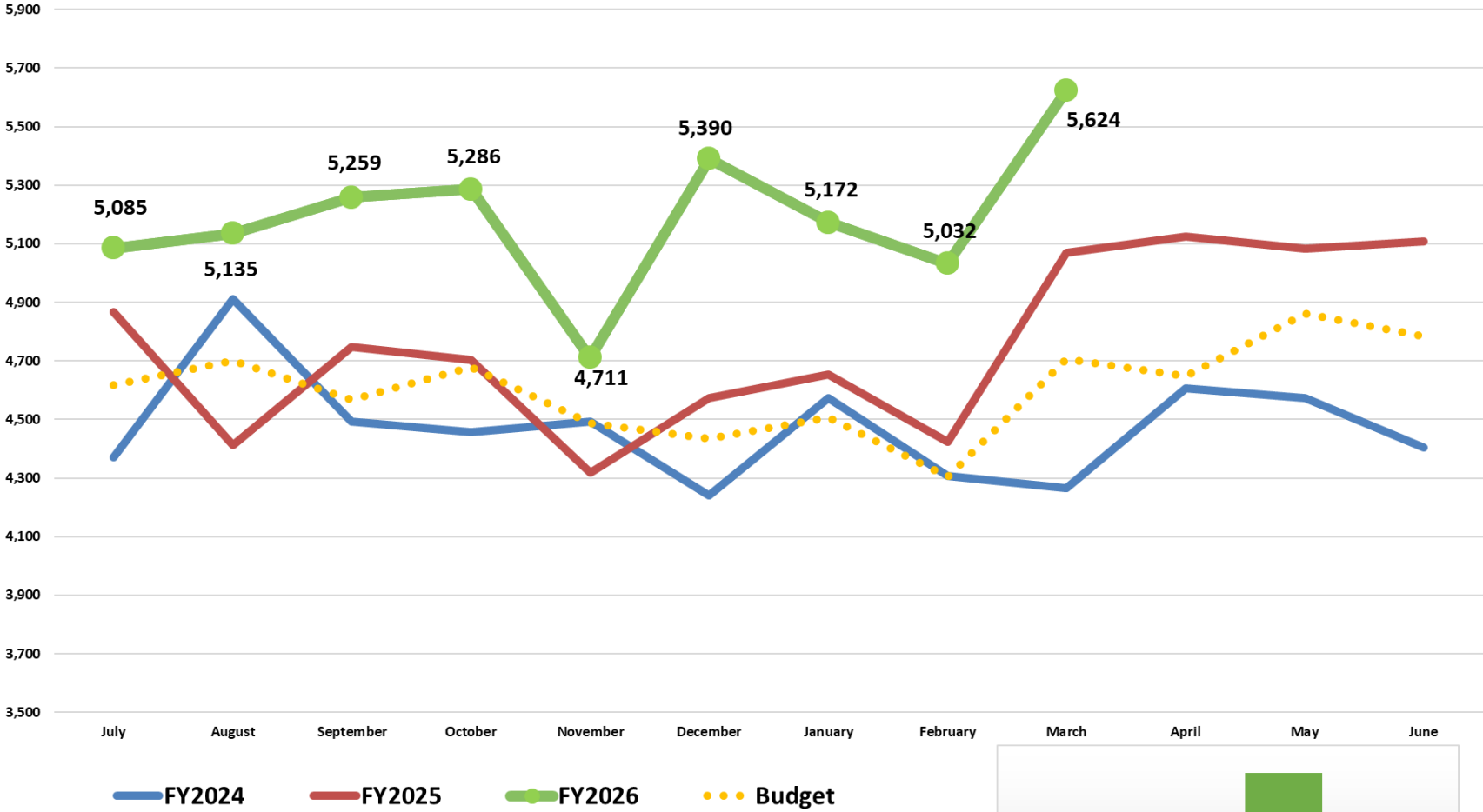
Nuclear Medicine-KHDC



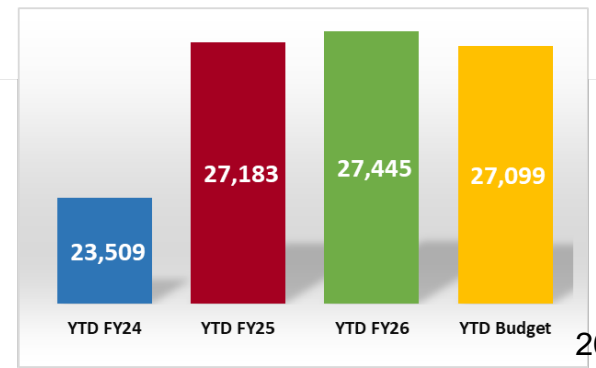
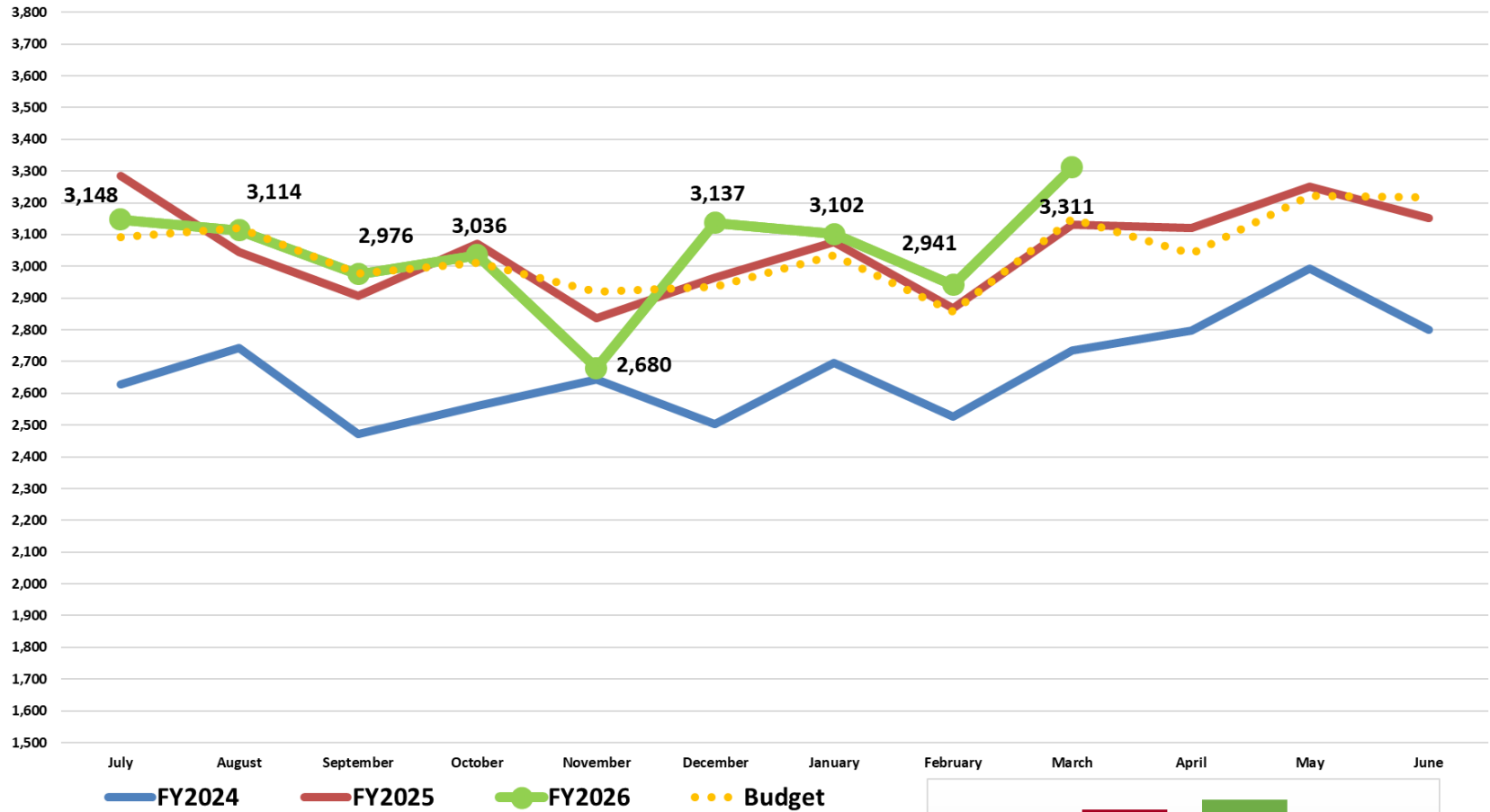
PET/CT-KHDC



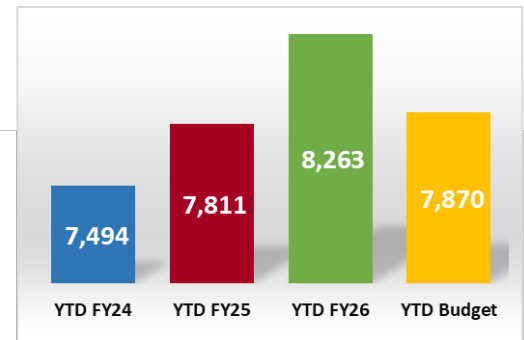
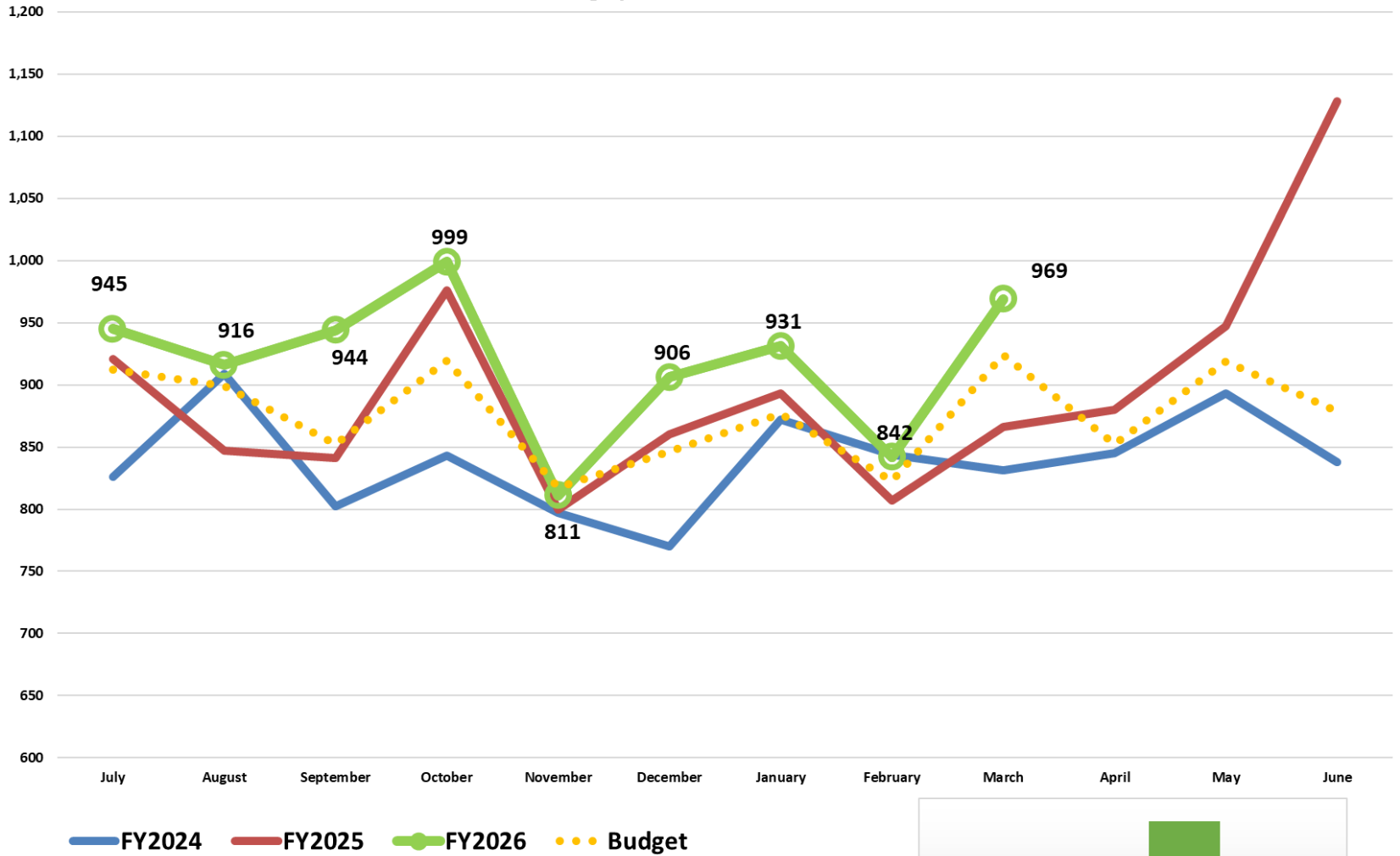
Radiology - CT - All Areas



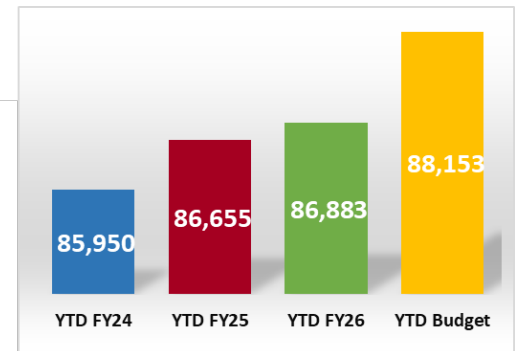
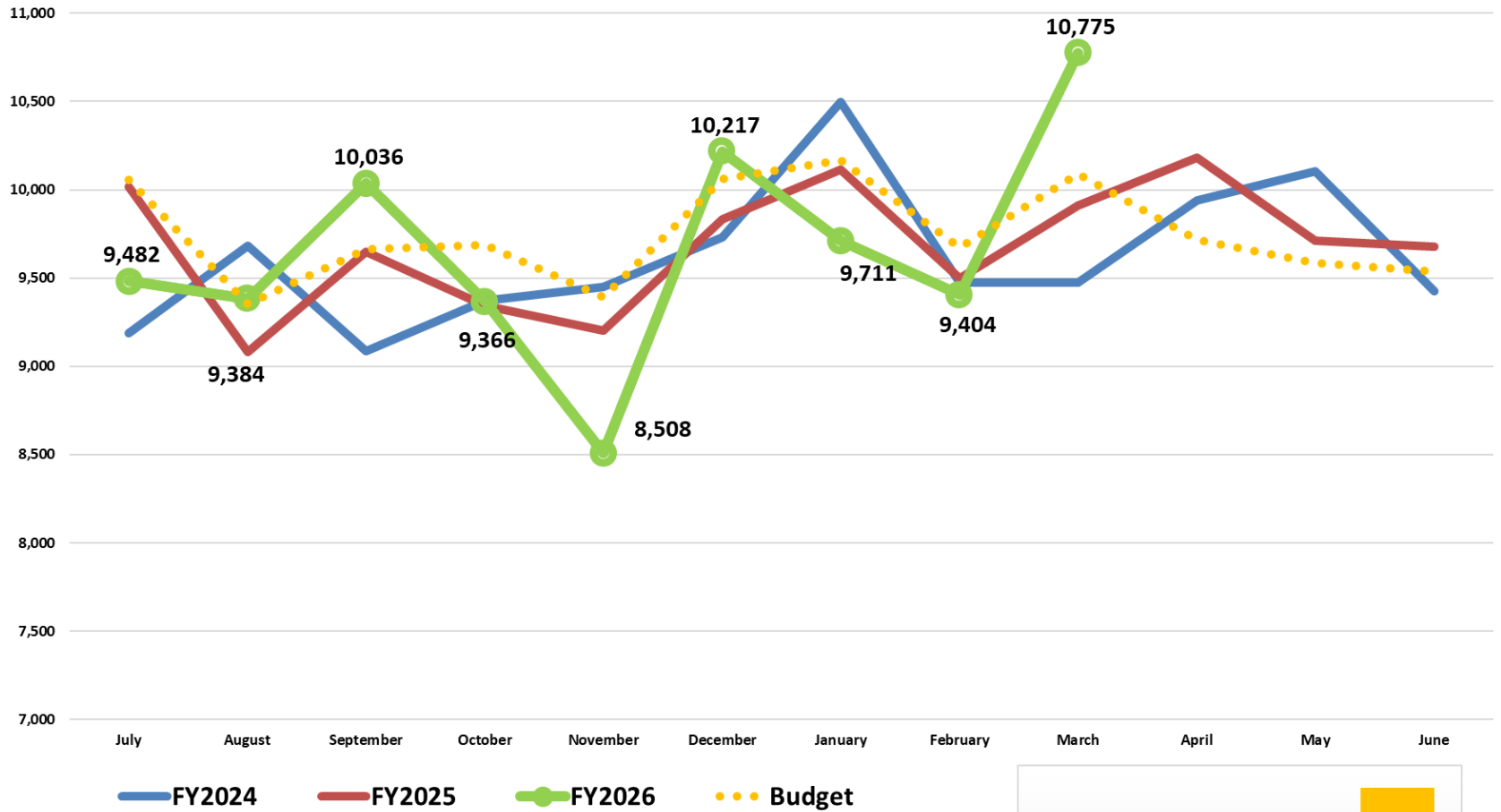
Radiology - Ultrasound - All Areas



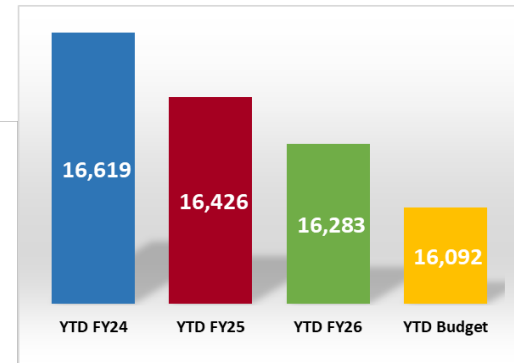
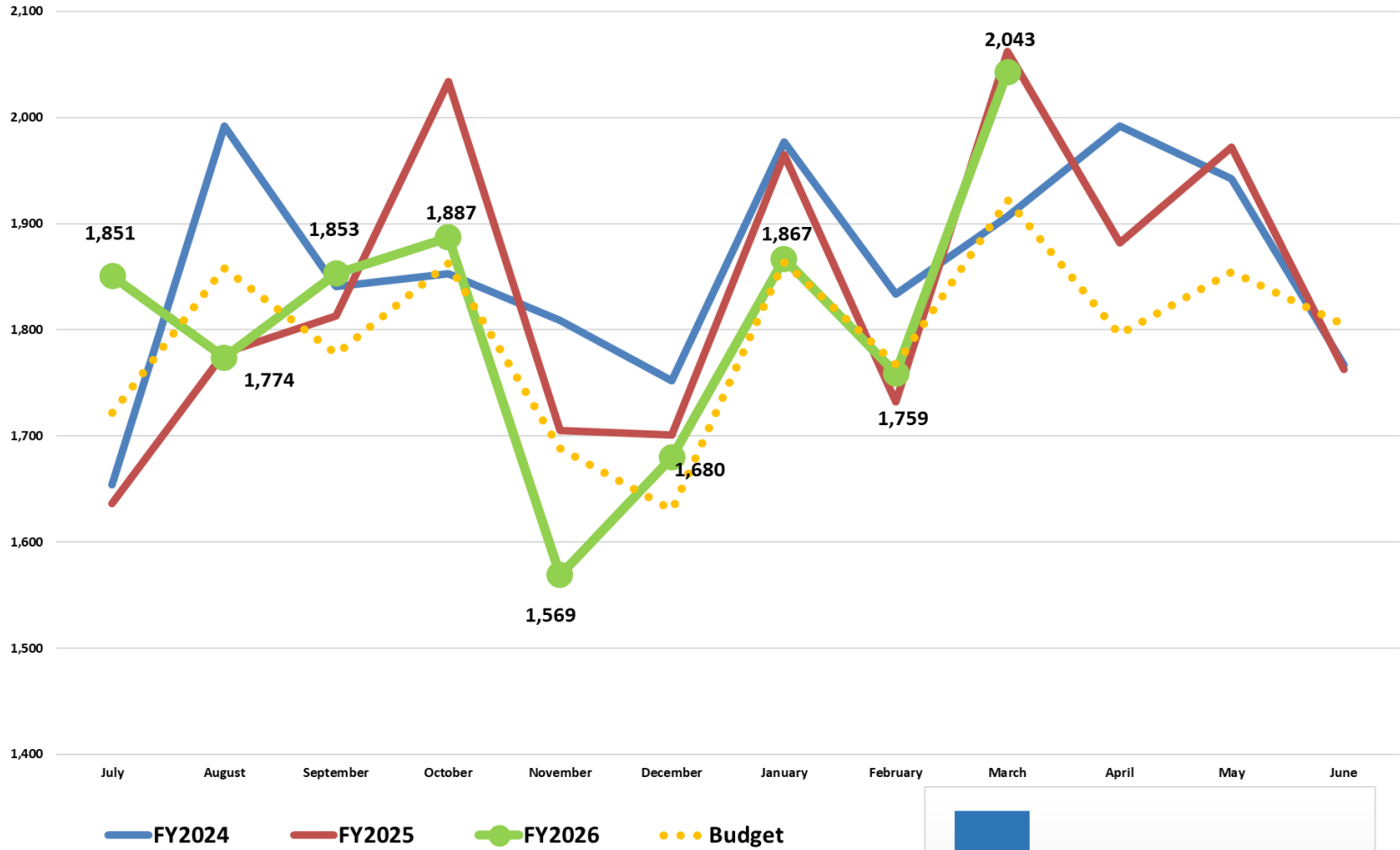
Radiology - MRI - All Areas



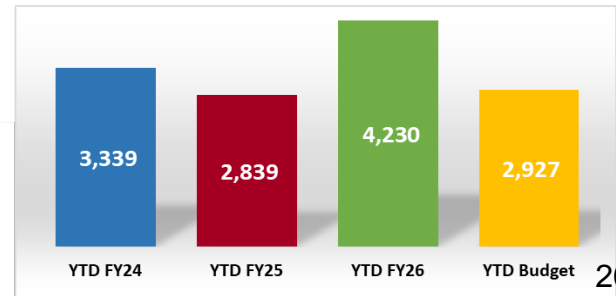
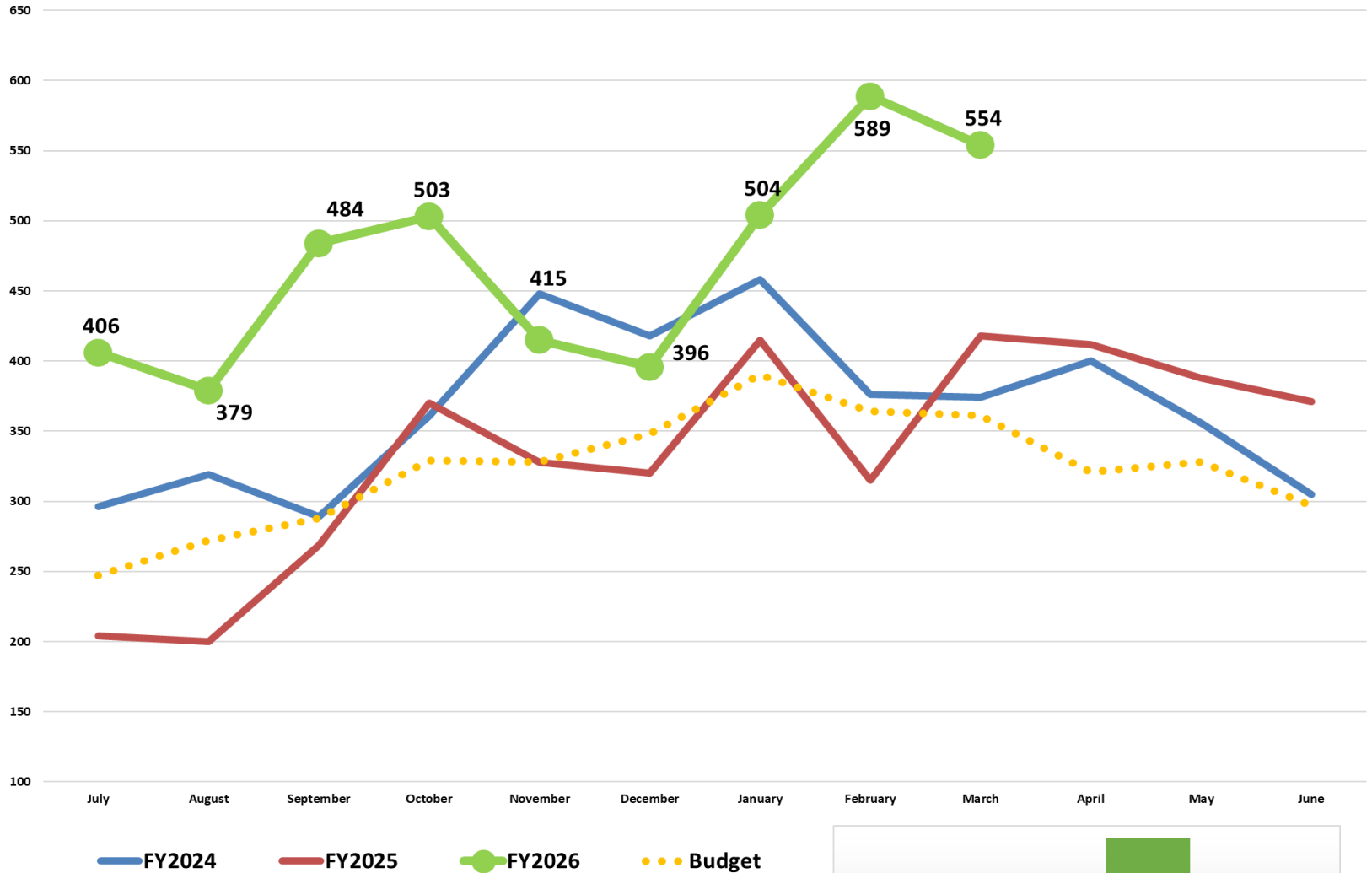
Radiology Modality - Diagnostic Radiology



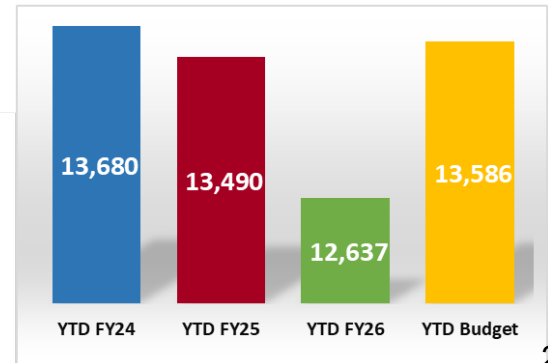
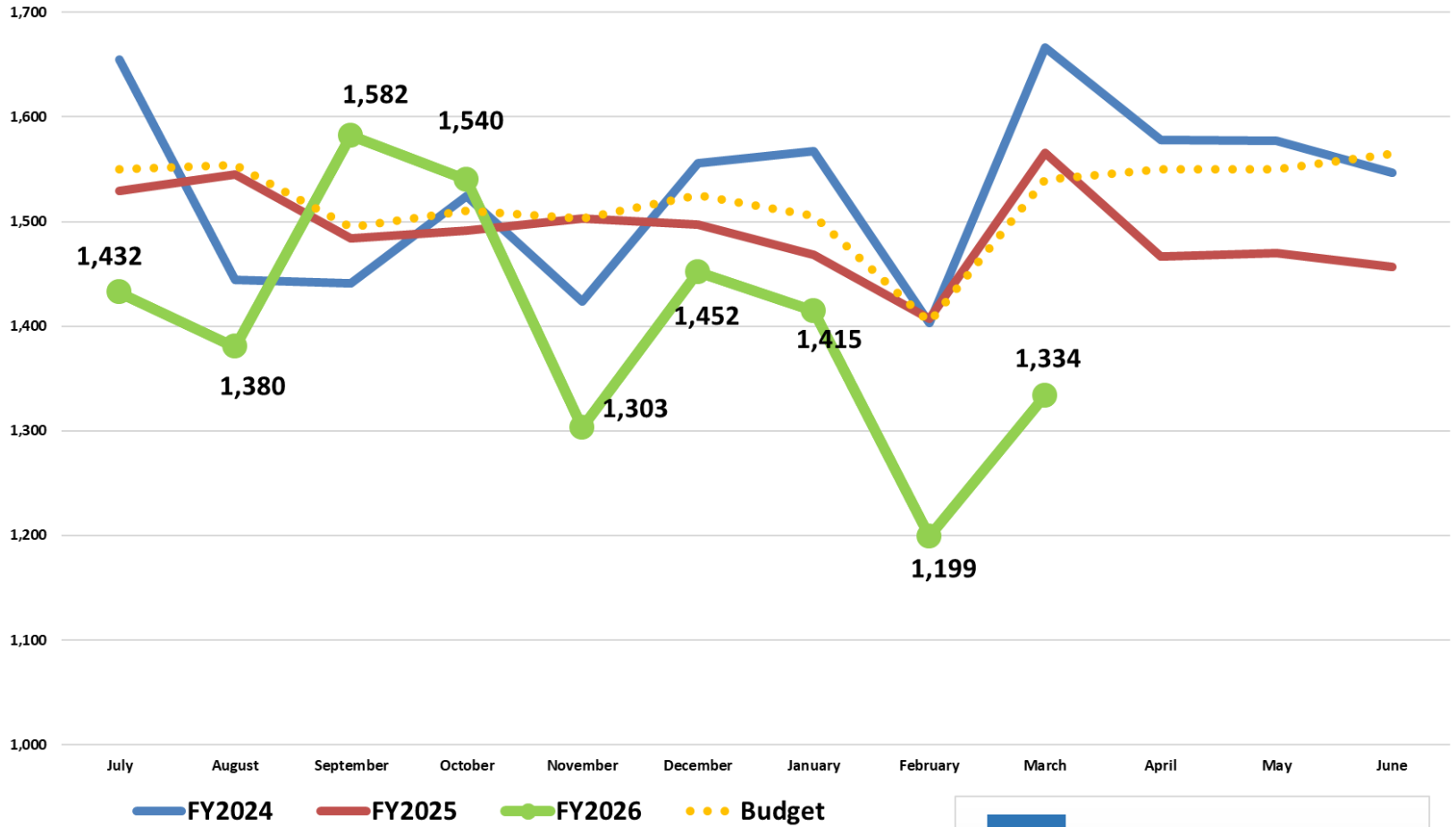
Radiology - UC Court/South Campus



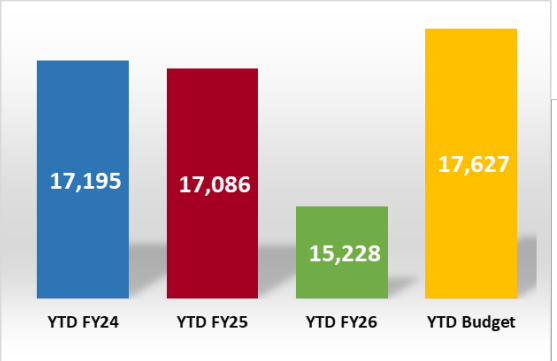
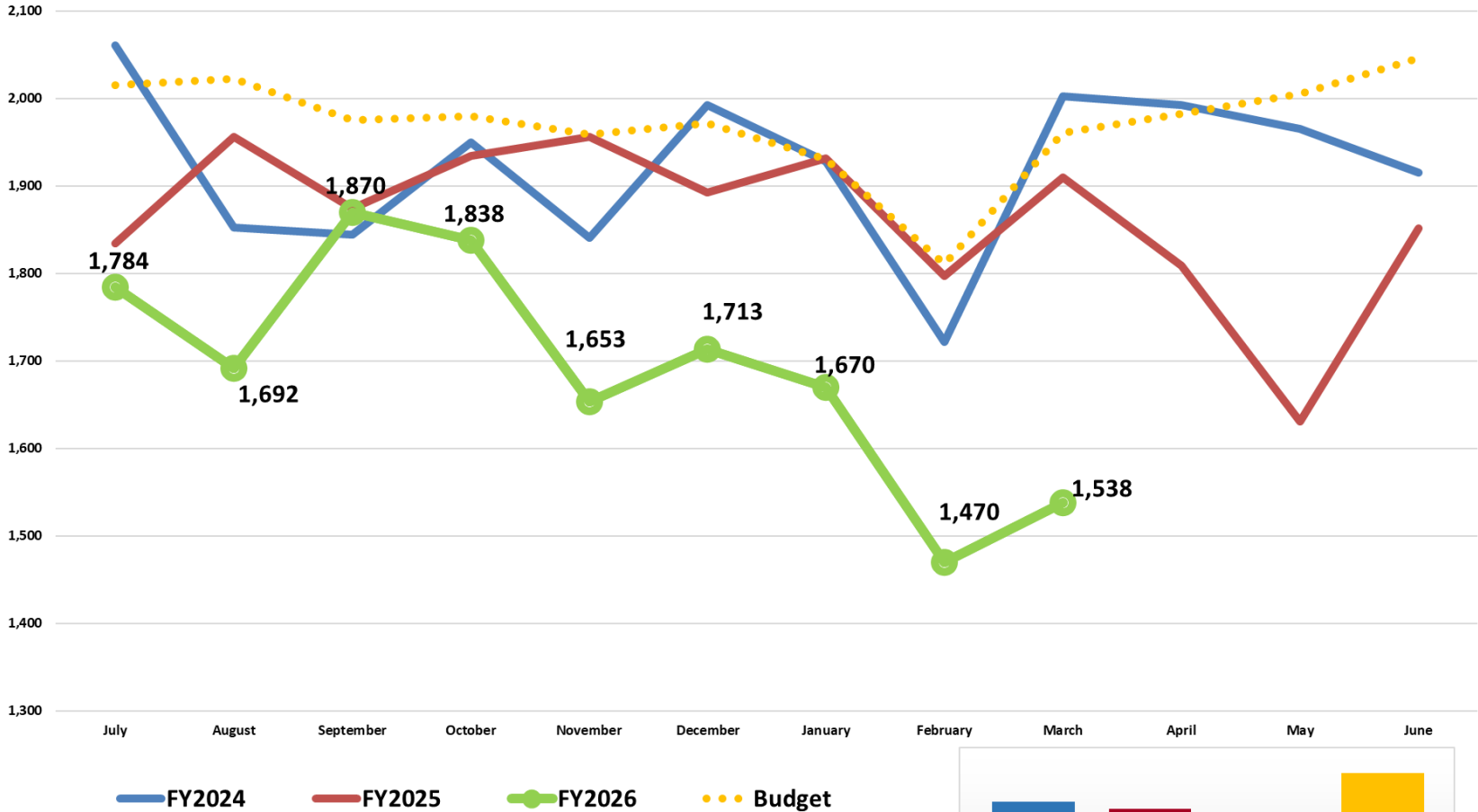
Radiology - UC Demaree/North Campus



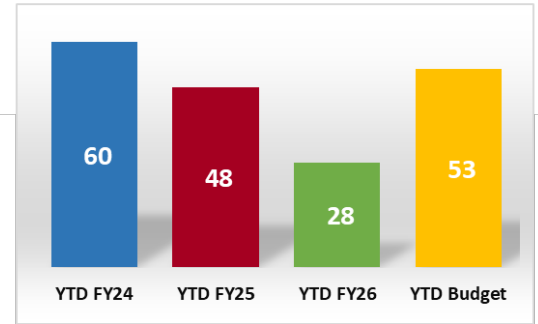
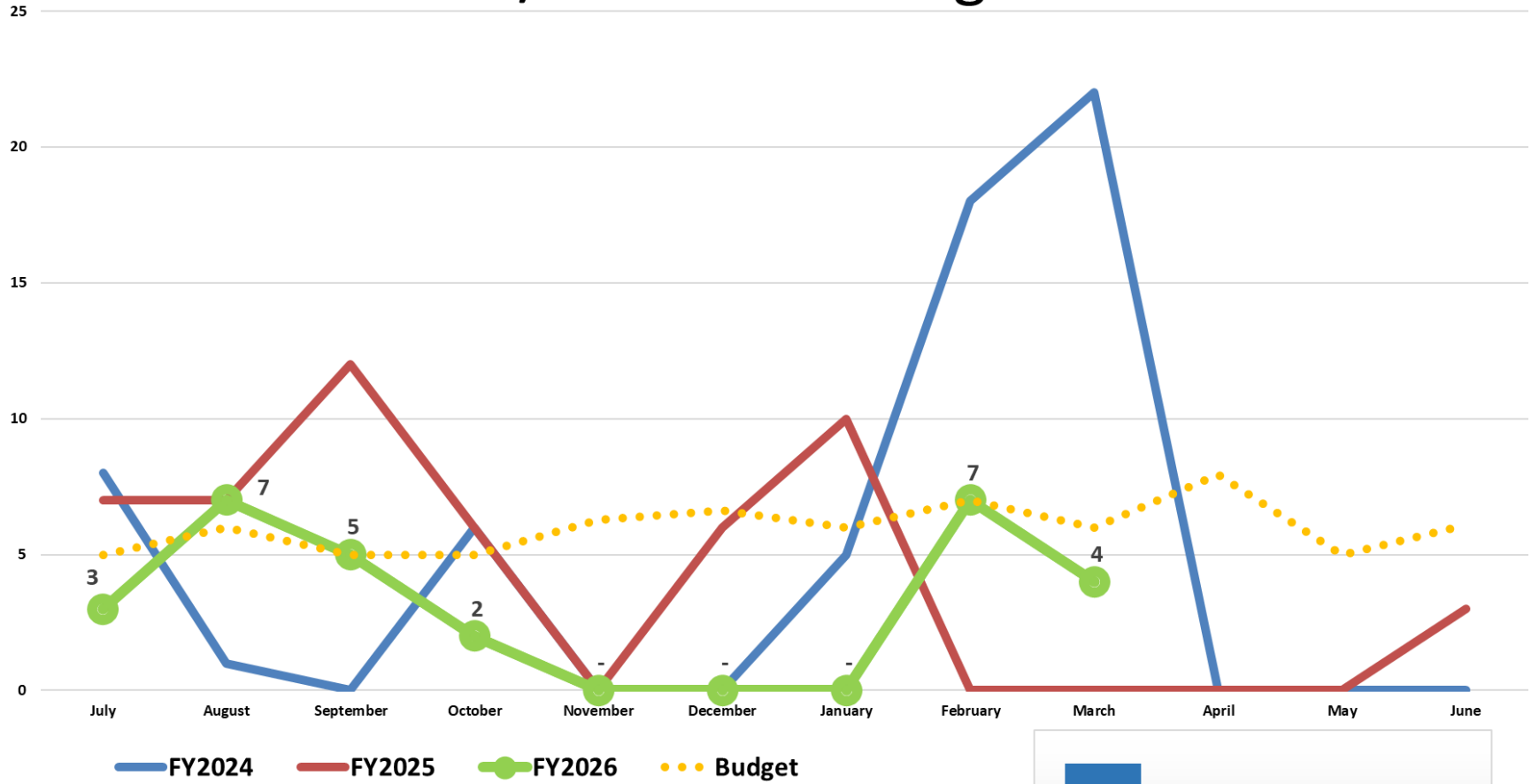
Chronic Dialysis - Visalia



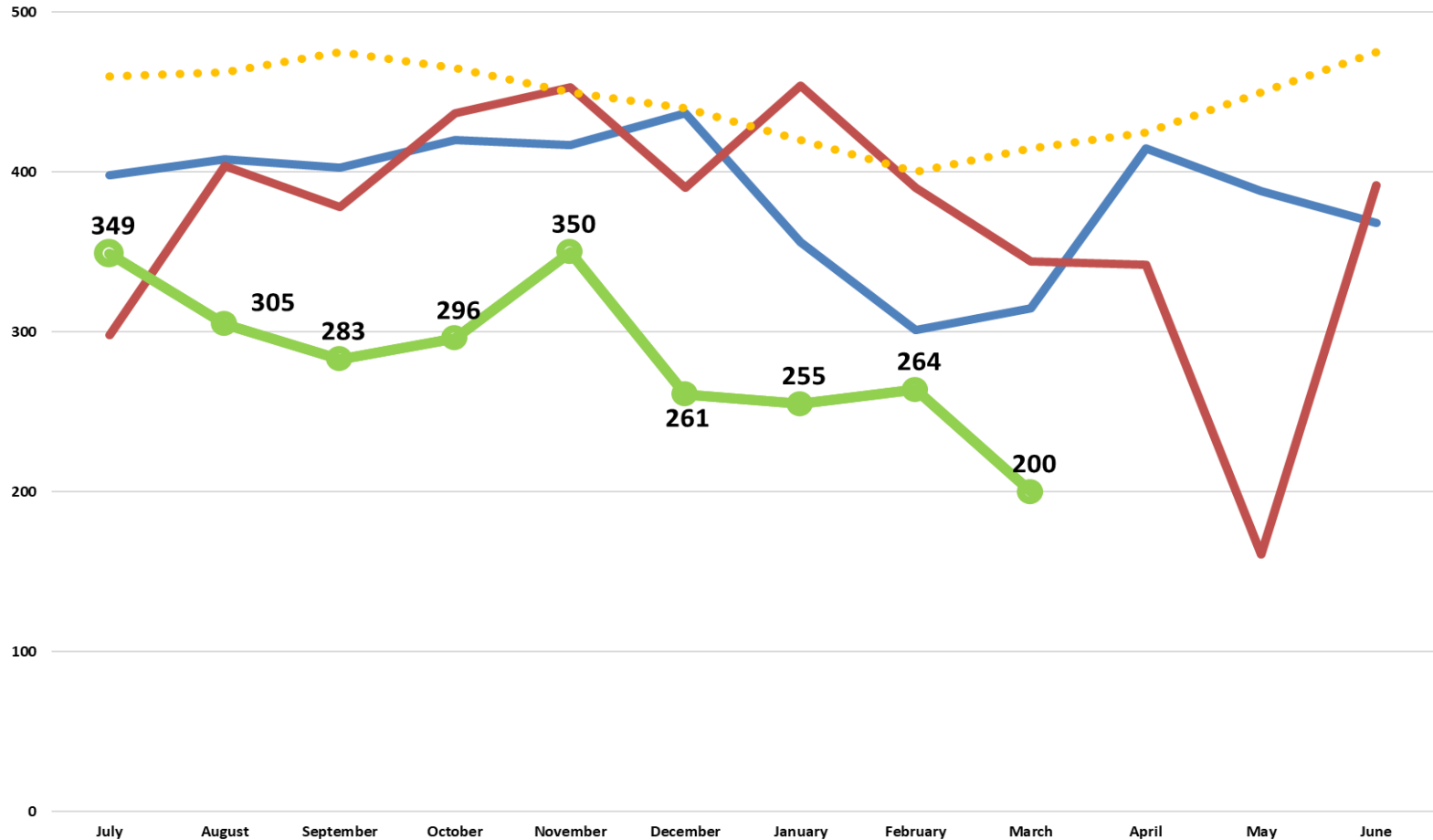
All CAPD & CCPD



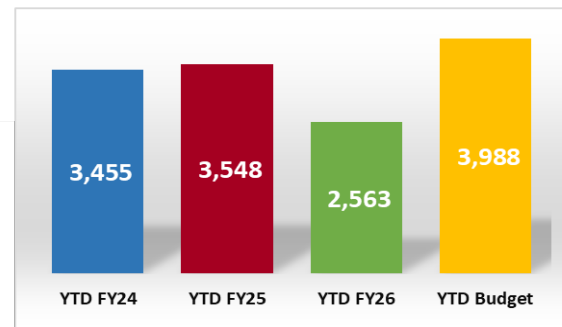
CAPD/CCPD - Training Sessions



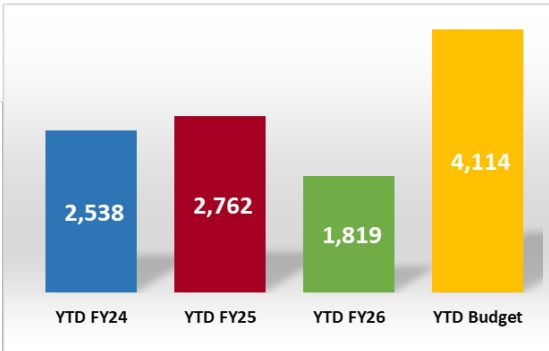
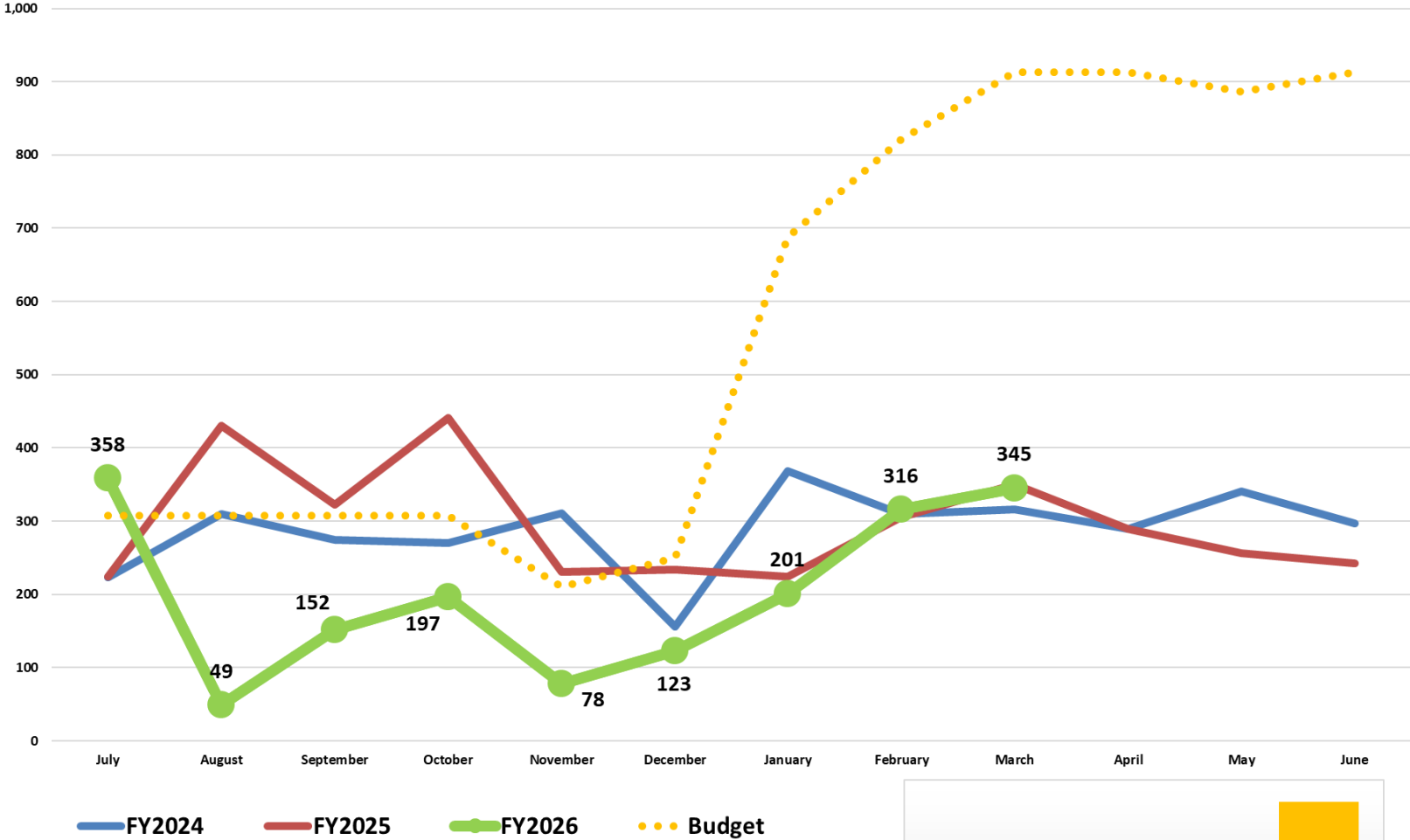
CAPD/CCPD - Maintenance Sessions



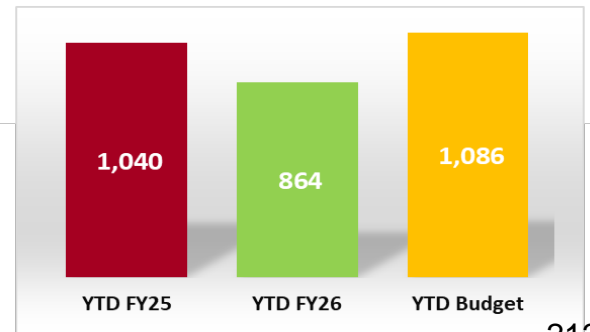
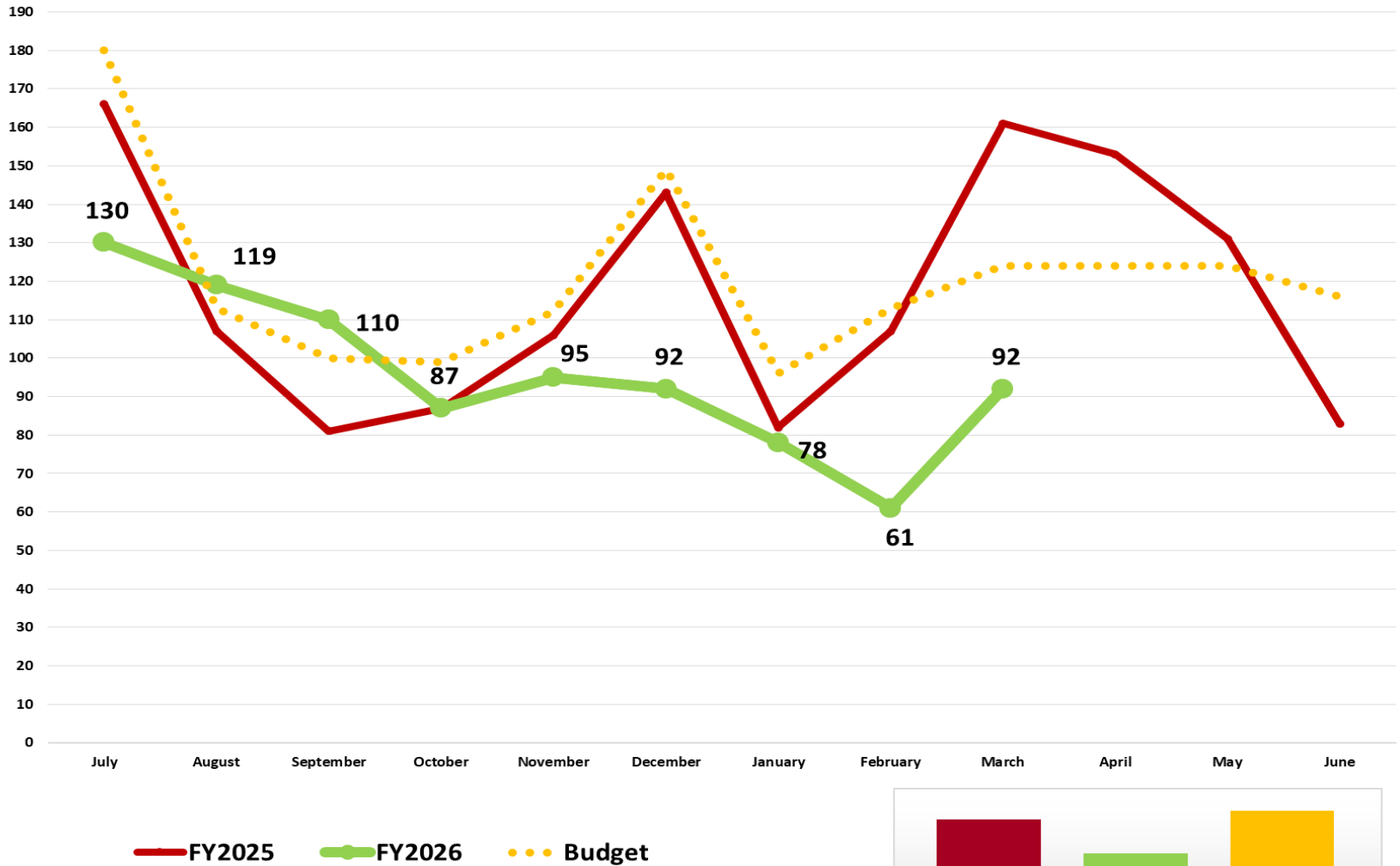
—●— FY2024
 —●— FY2025
 —●— FY2026
 ●●● Budget



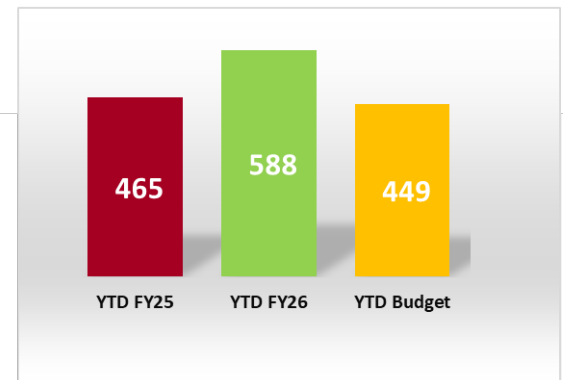
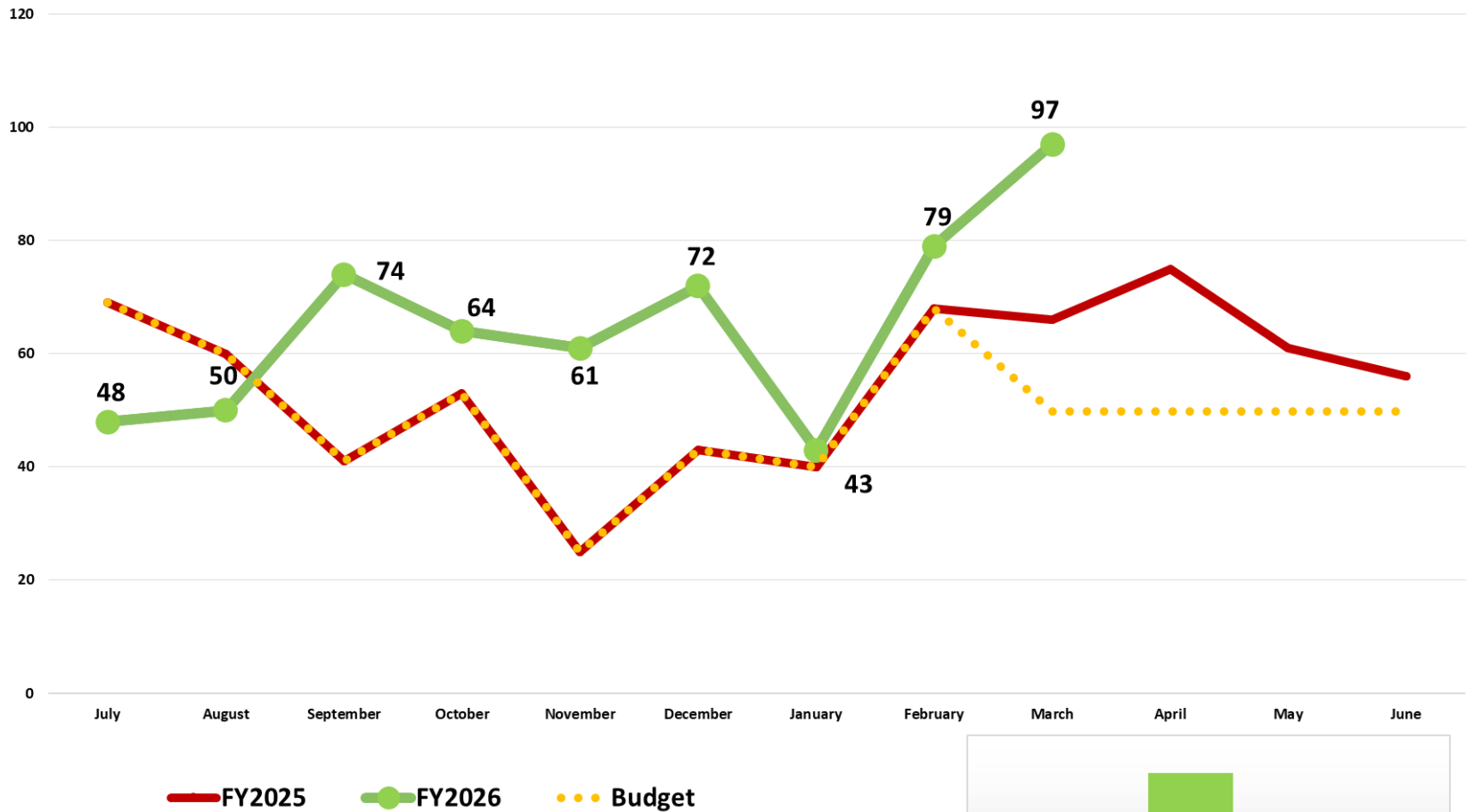
Urology Clinic Visits



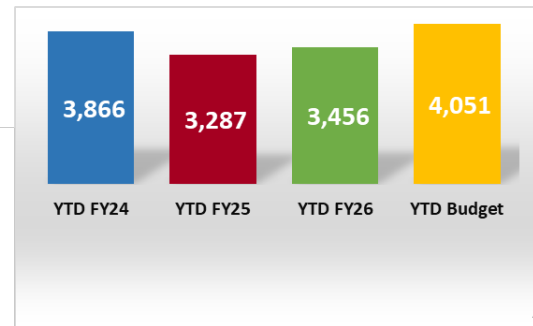
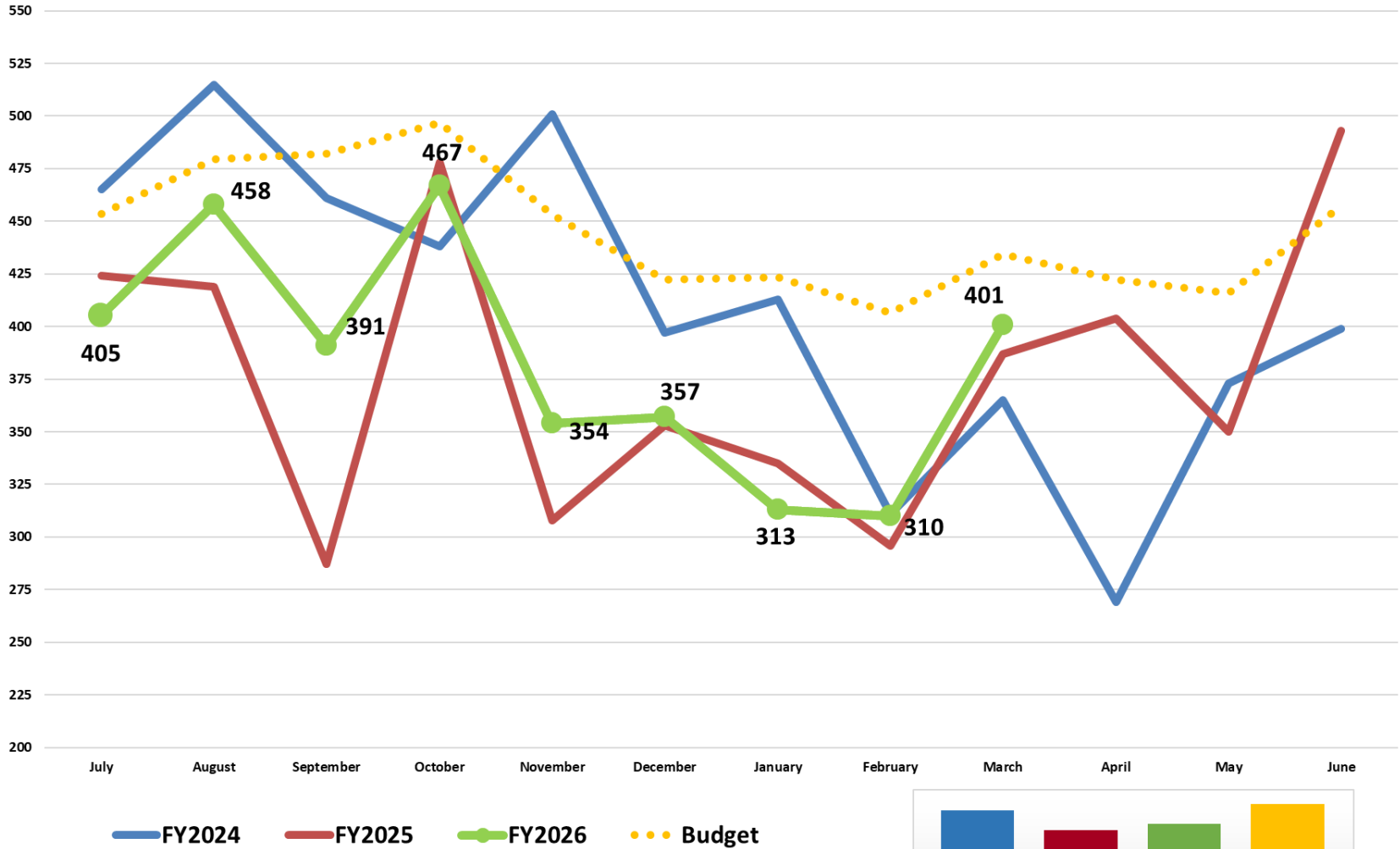
Open Arms House - Patient Days



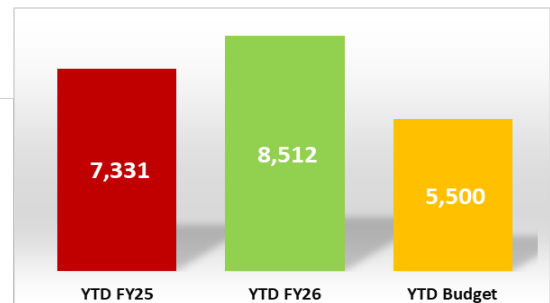
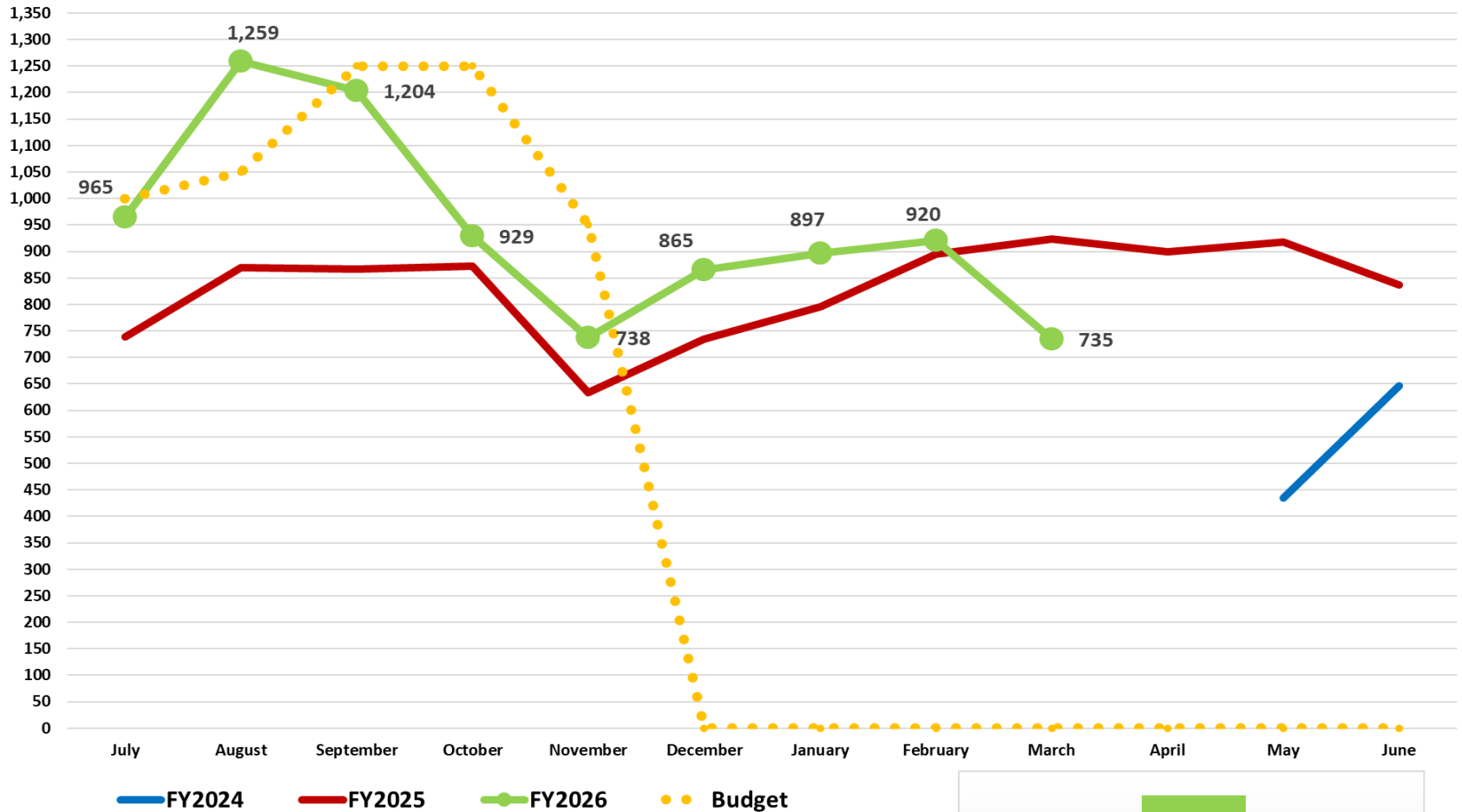
Cardiothoracic Surgery Clinic - Visits



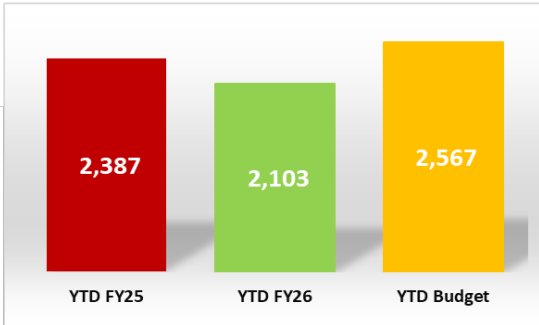
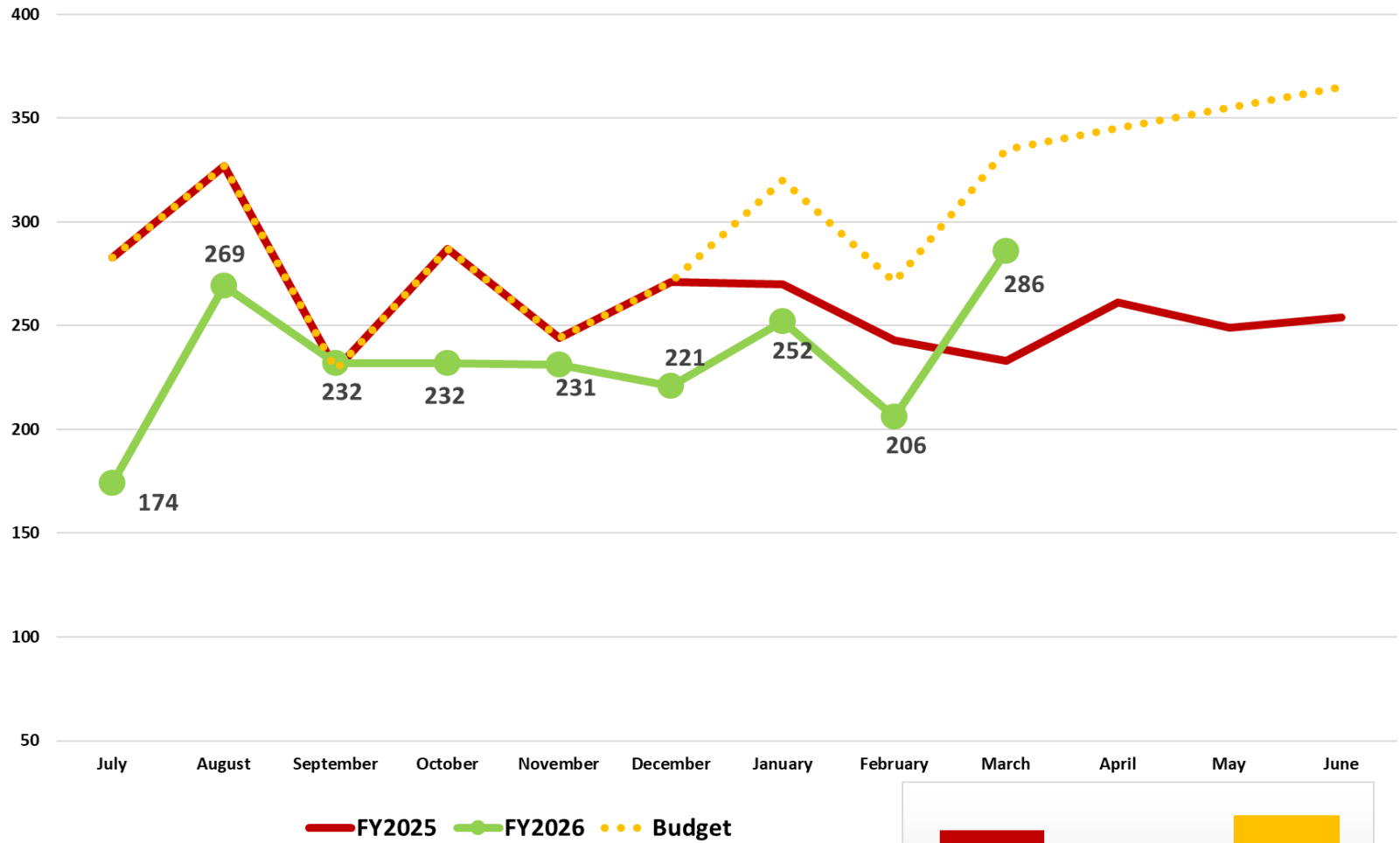
Cardiac Rehabilitation



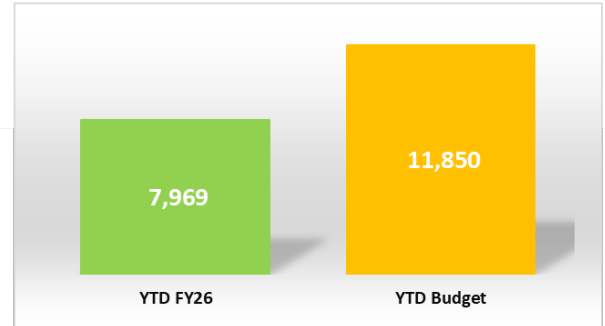
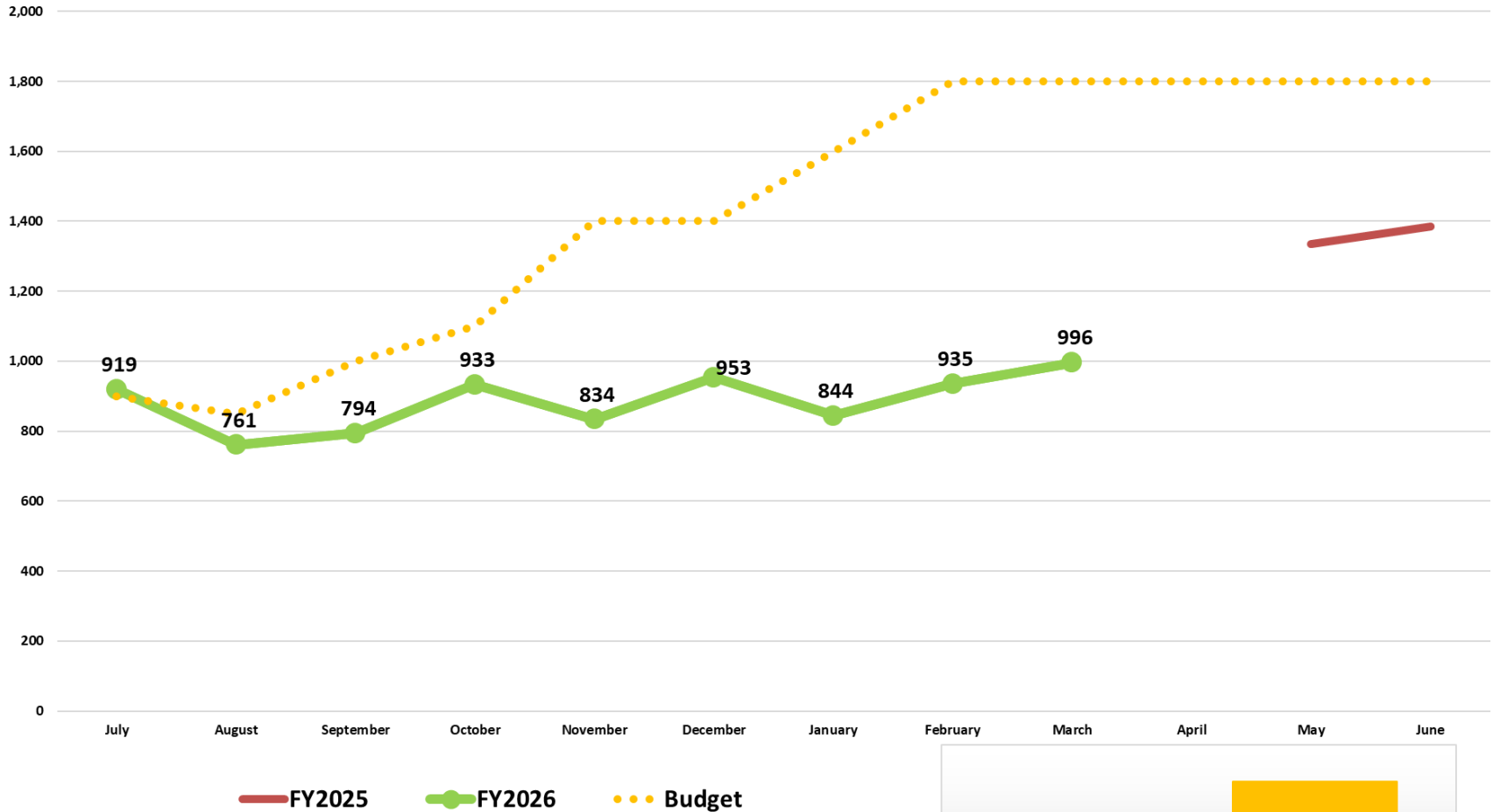
KH Medical Clinic - Ben Maddox



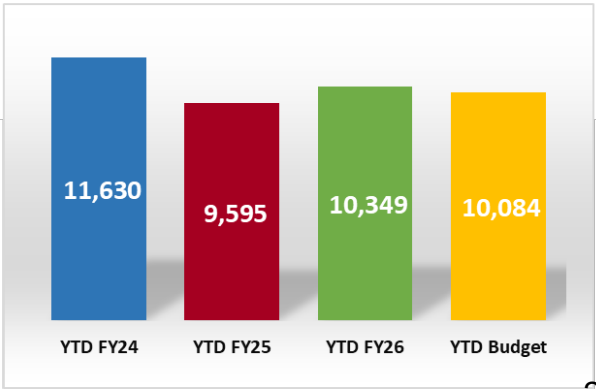
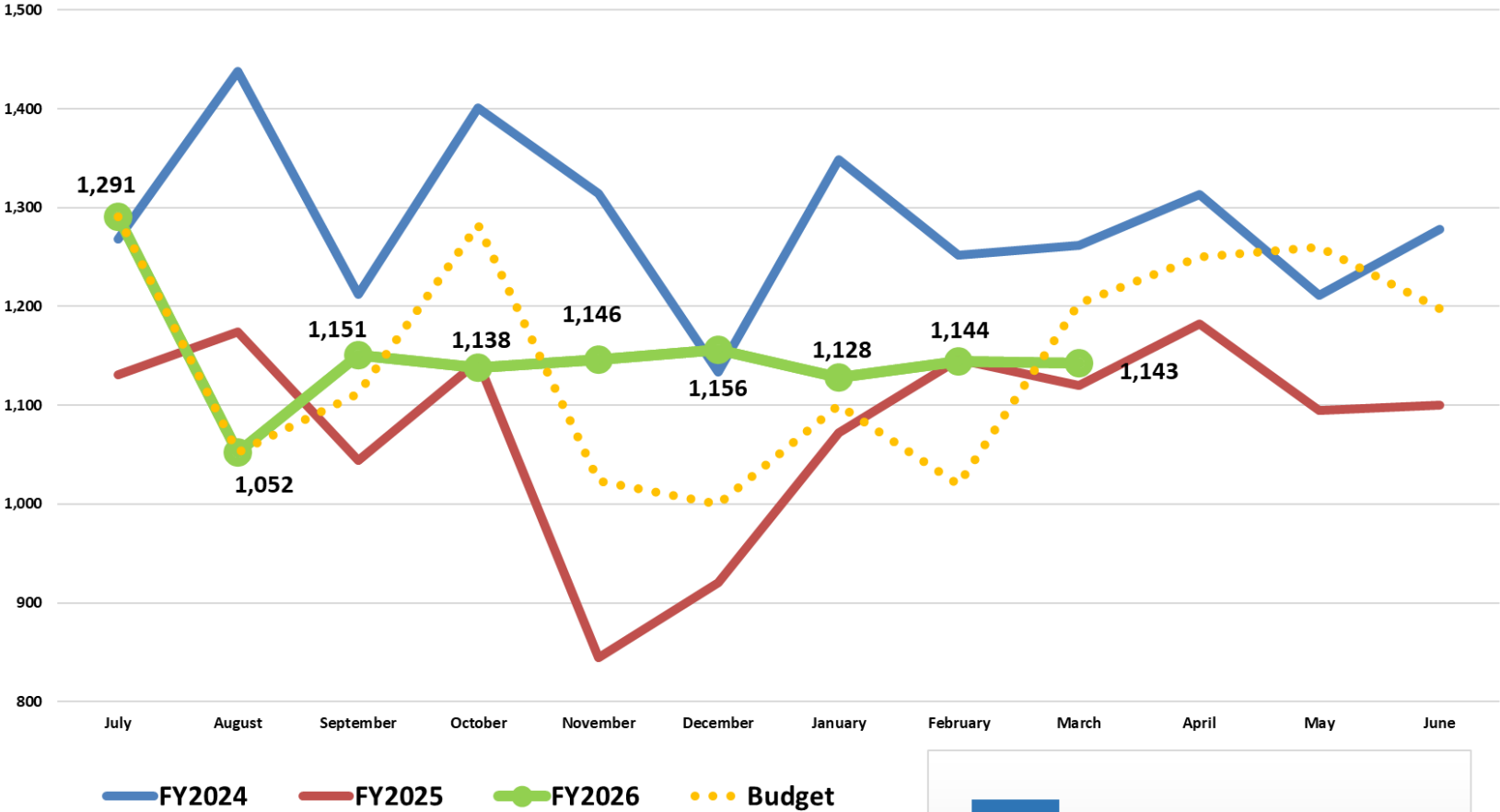
KH Medical Clinic - Plaza



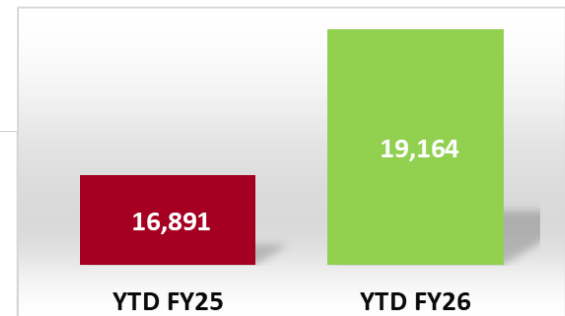
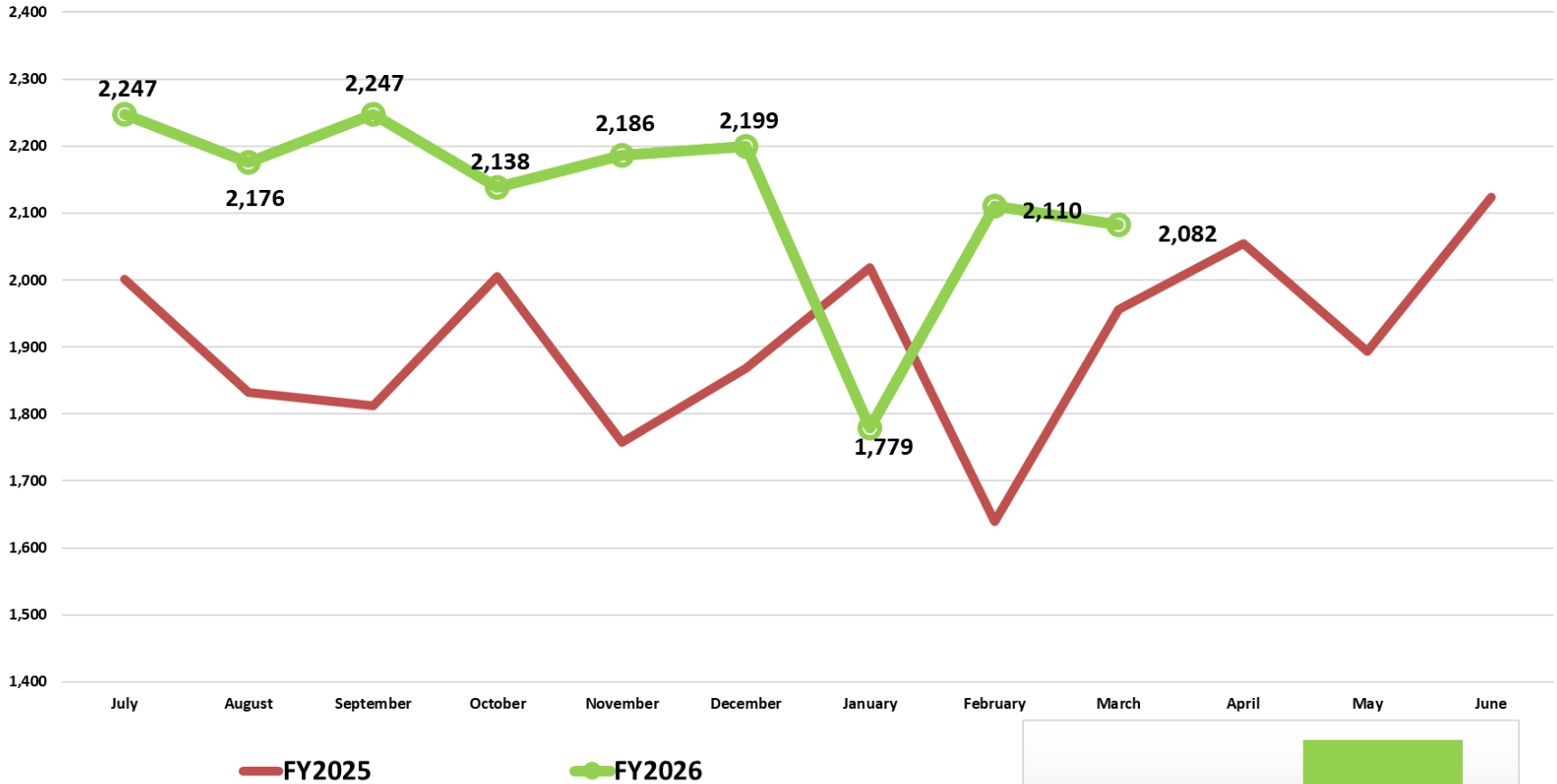
KH Willow Clinic-Women's Health



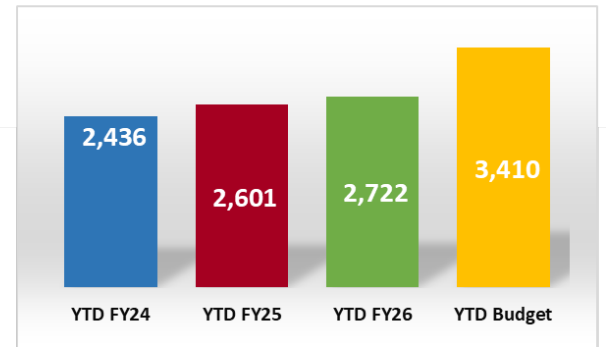
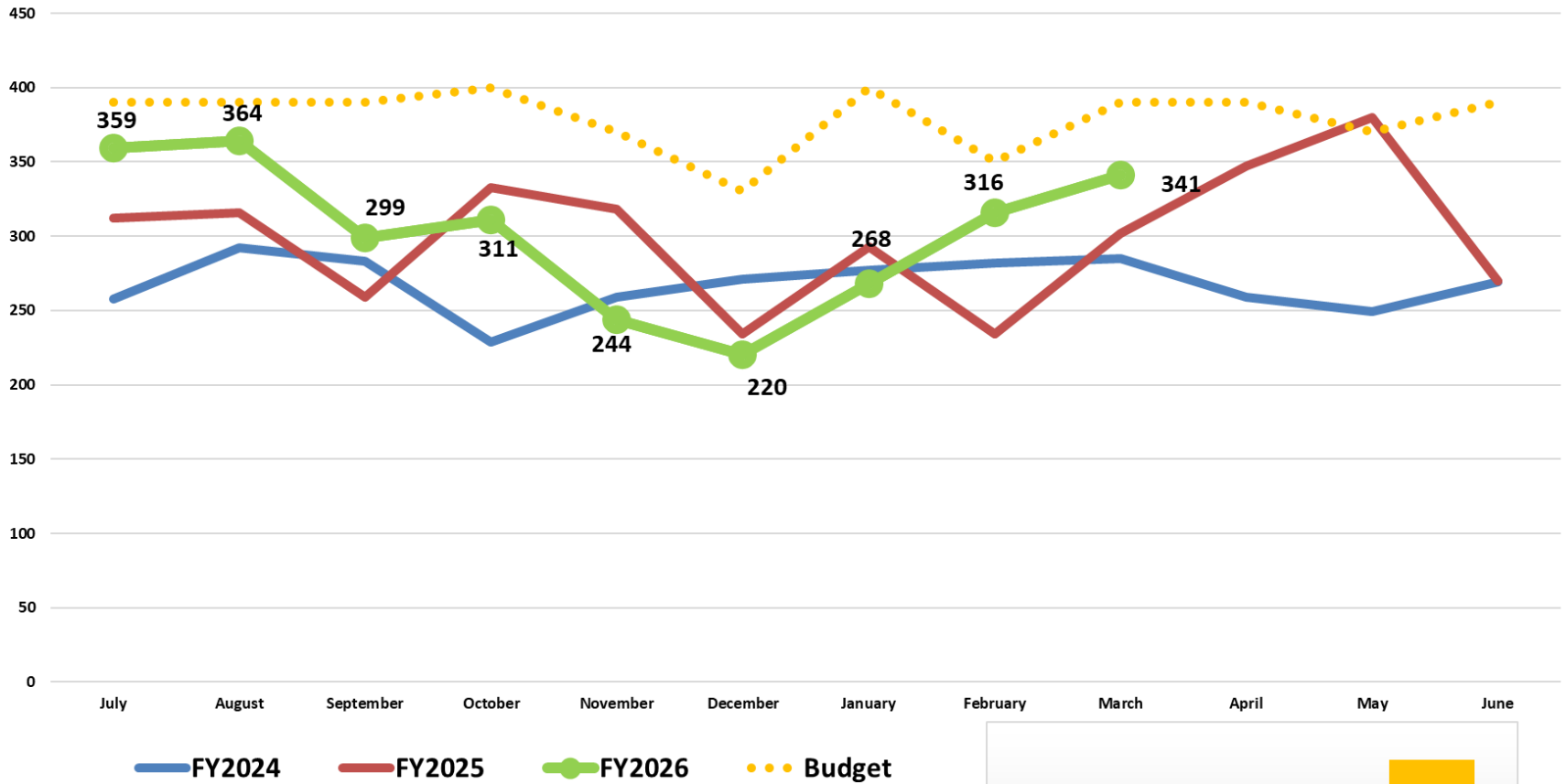
Medical Oncology Treatments



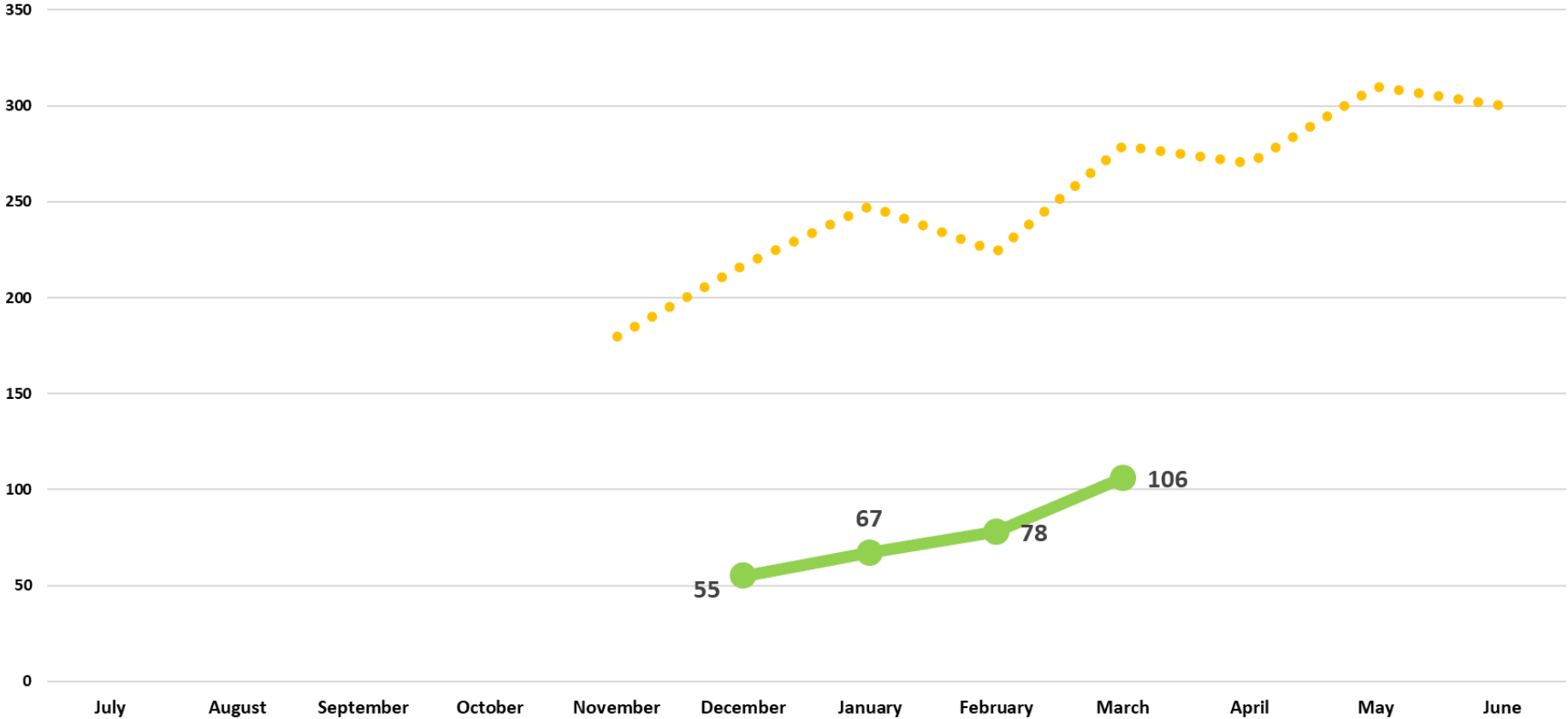
Medical Oncology Visits



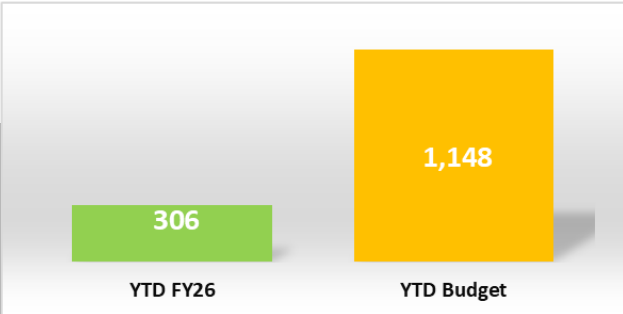
Mental Wellness Clinic



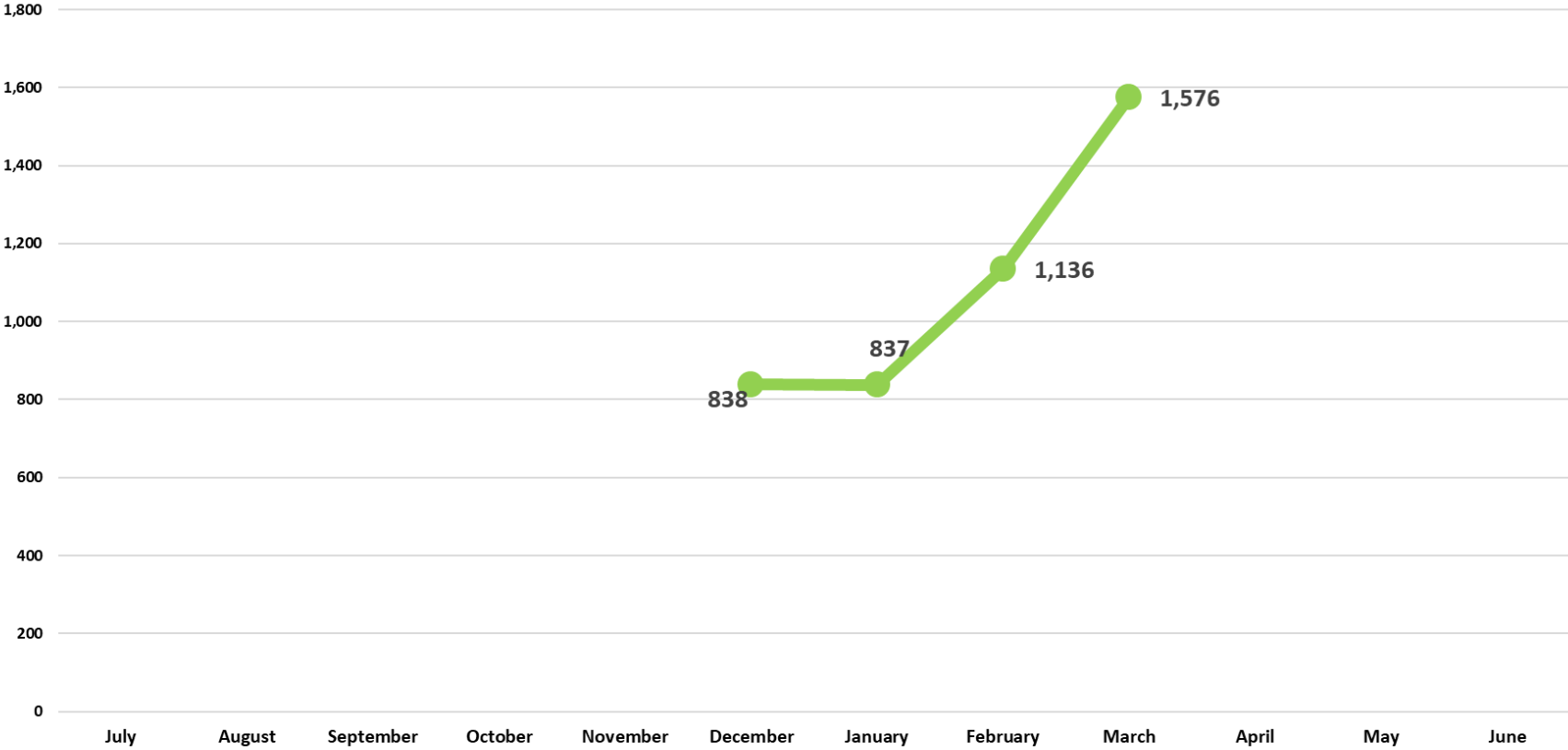
Crisis Stabilization Unit - Visits



—●— 2026 FY2026
 ●●● 2026 Budget



Crisis Stabilization Unit - Hours



2026 FY2026

