

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, September 17, 2025:

- 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

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 September 17, 2025

ATTENDING: Directors: David Francis (Chair) & Dean Levitan; Gary Herbst, Chief Executive Officer. Malinda Tupper, Chief Financial Officer; Marc Mertz, Chief Strategy Officer; Jennifer Stockton, Director of Finance, Jag Batth, Chief Operating Officer, Ryan Gates, Chief Population Health Office; Kelsie Davis, Board Clerk Recording

OPEN MEETING – 10:00AM

CALL TO ORDER – *David Francis, Chair*

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 August 20, 2025.
- 2. FINANCIALS-** Review of the most current fiscal year financial results and budget. – *Malinda Tupper, Chief Financial Officer*

ADJOURN – *David Francis, Chair*

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Mike Olmos • Zone 1
President

Lynn Havard Mirviss • Zone 2
Vice President

Dean Levitan, MD • Zone 3
Board Member

David Francis • Zone 4
Secretary/Treasurer

Armando Murrieta • Zone 5
Board Member

Kaweah Delta Health Care District

Board of Directors Committee

Meeting Minutes

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

Finance, Property, Services, and Acquisition Committee – OPEN MEETING

Wednesday August 20, 2025

Kaweah Health Medical Center – Executive Office Conference Room

Present: Directors: David Francis & Dean Levitan, M.D.; Gary Herbst, CEO; Malinda Tupper, Chief Financial Officer; Marc Mertz, Chief Strategy Officer; Jennifer Stockton, Director of Finance; Jag Batth, Chief Operating Officer; R. Gates, Chief Ambulatory Officer; K. Davis, Board Clerk
Recording

Called to order at 10:01AM

Public Participation- None.

MINUTES- Minutes were not reviewed from July. Will be included next month.

ARA DIALYSIS- A review of the most recent plan financials was presented by Ryan Gates. (A copy is attached to the original of these minutes and is considered a part thereof.)

SEMI-ANNUAL INVESTMENTS REPORT- A review of the most current report of June 30, 2025, by Jennifer Stockton. (A copy is attached to the original of these minutes and is considered a part thereof.)

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

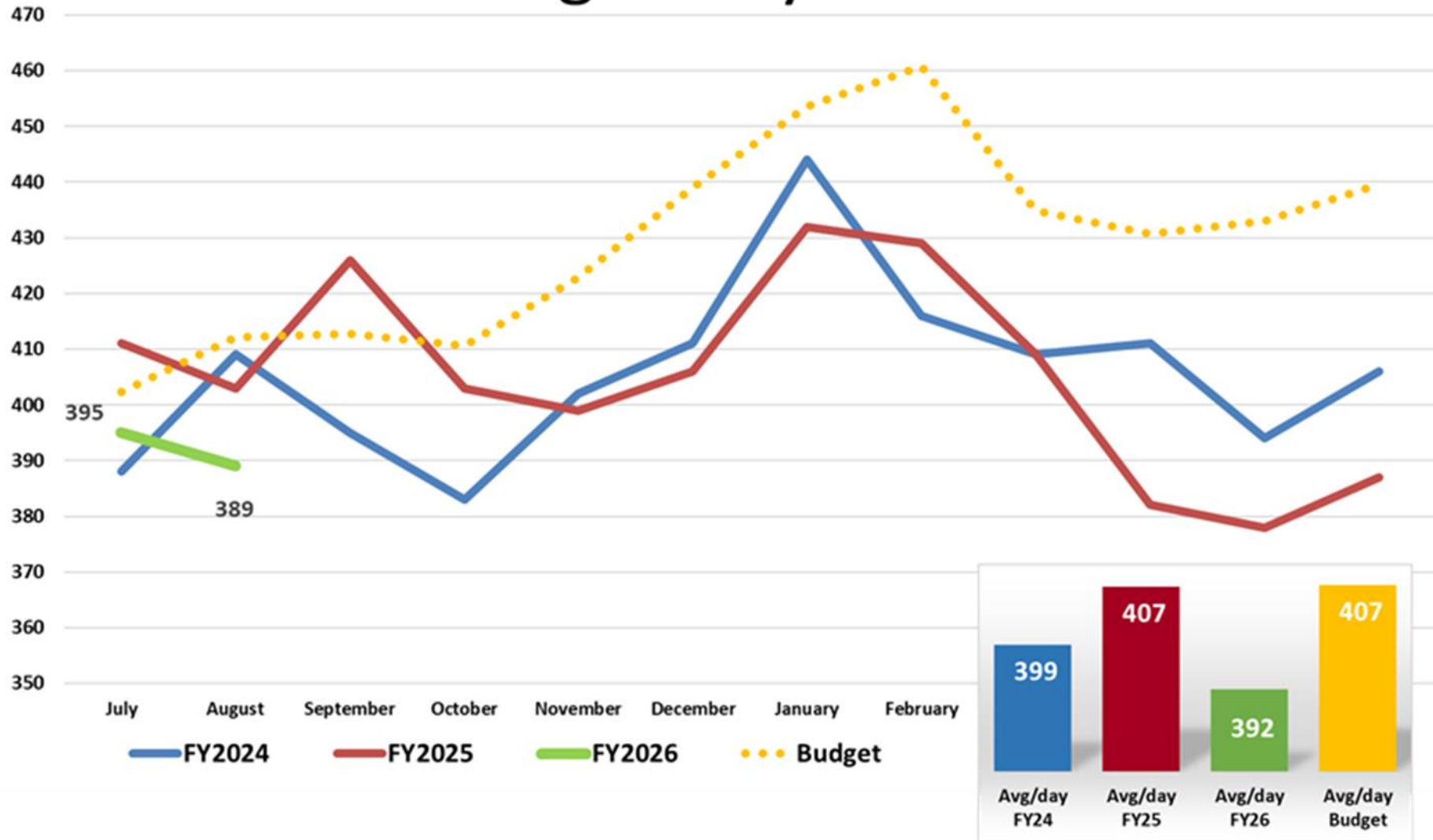
Adjourned at 11:02 AM

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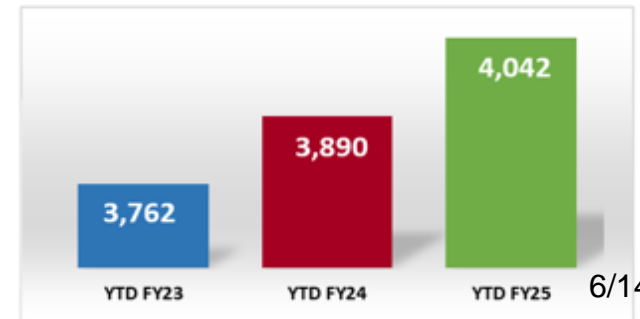
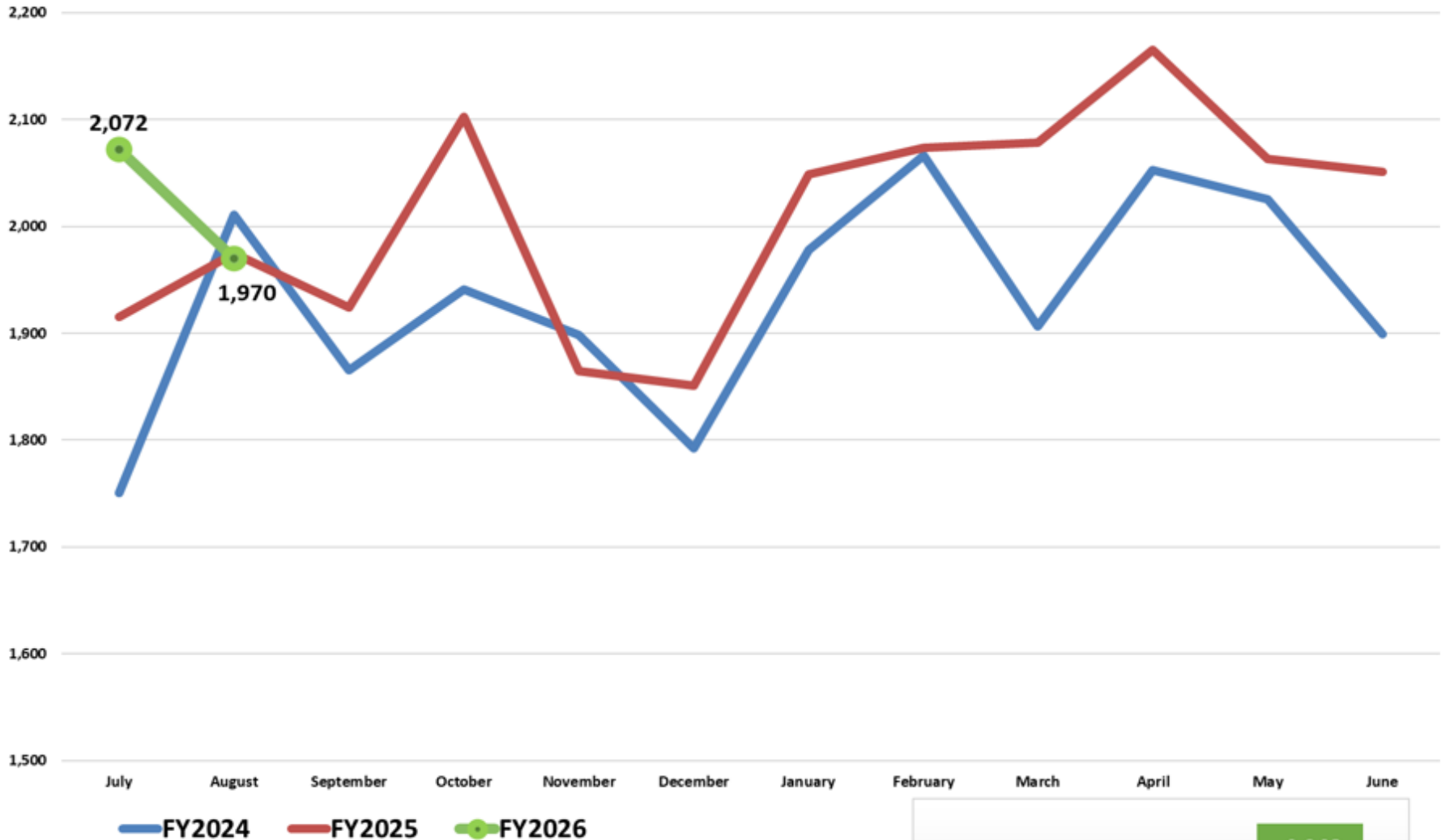
CFO Financial Report

Month Ending August 2025

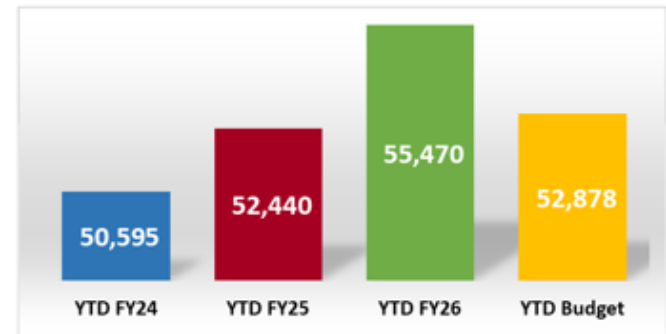
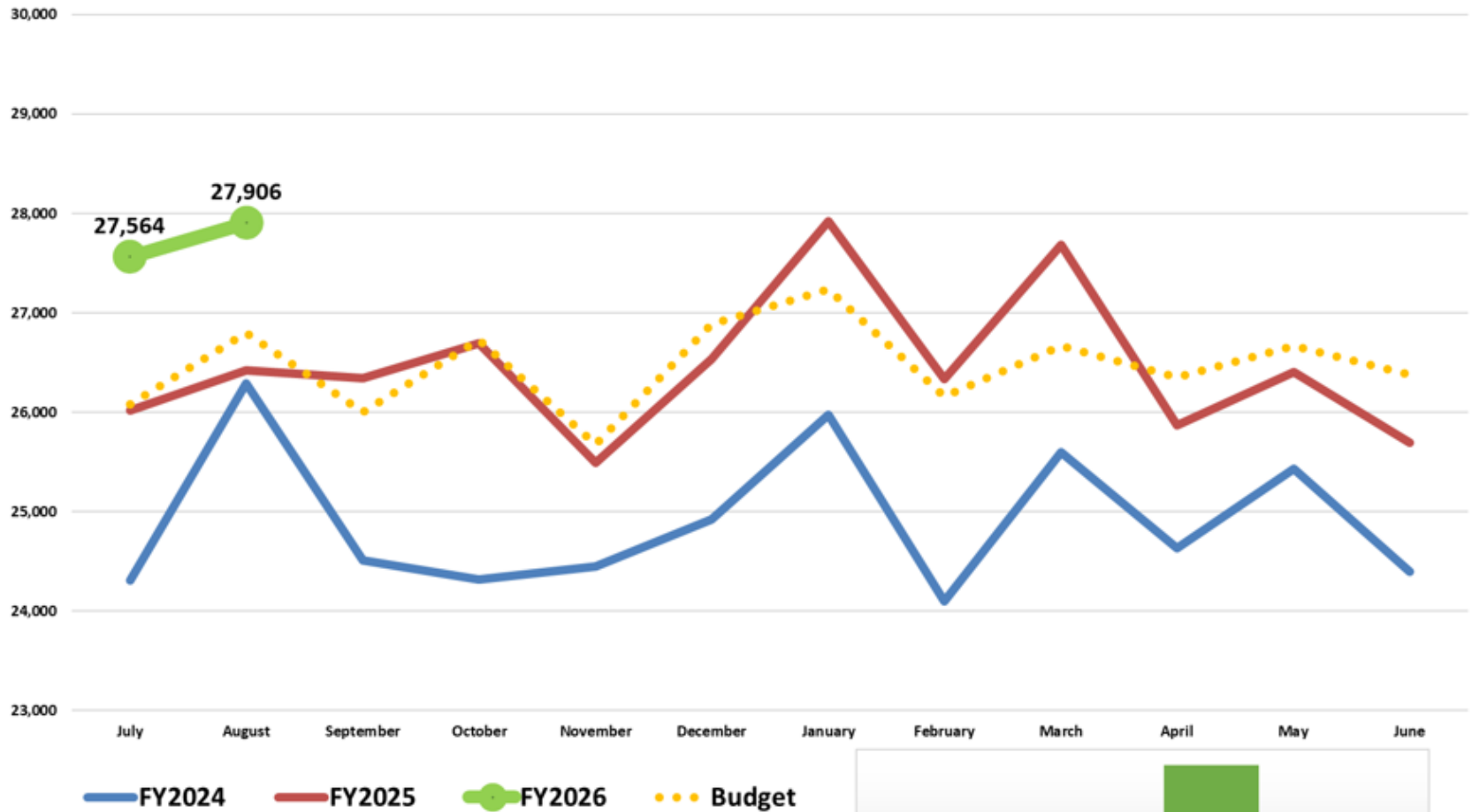
Average Daily Census



Outpatient Registrations Per Day



Adjusted Patient Days



Statistical Results – Fiscal Year Comparison (Aug)

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

Average Daily Census	403	389	(3.7%)	412	(24)	(5.7%)
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KDHCD Patient Days:

Medical Center	8,711	7,754	(11.0%)	8,587	(833)	(9.7%)
Acute I/P Psych	1,166	1,399	20.0%	1,457	(58)	(4.0%)
Sub-Acute	906	872	(3.8%)	925	(53)	(5.7%)
Rehab	452	626	38.5%	602	24	4.0%
TCS-Ortho	362	433	19.6%	408	25	6.1%
NICU	375	470	25.3%	364	106	29.1%
Nursery	532	493	(7.3%)	434	59	13.6%

Total KDHCD Patient Days	12,504	12,047	(3.7%)	12,777	(730)	(5.7%)
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Total Outpatient Volume	61,225	61,070	(0.3%)	70,744	(9,674)	(13.7%)
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Statistical Results – Fiscal Year Comparison (Jul-Aug)

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

Average Daily Census	407	392	(3.7%)	407	(15)	(3.8%)
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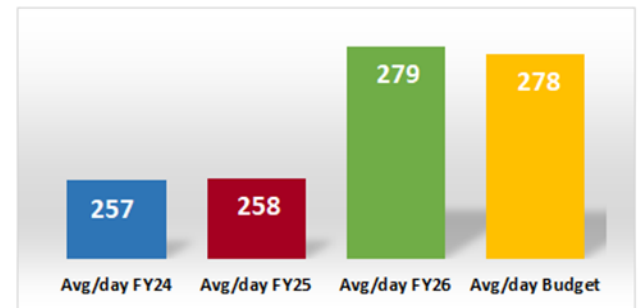
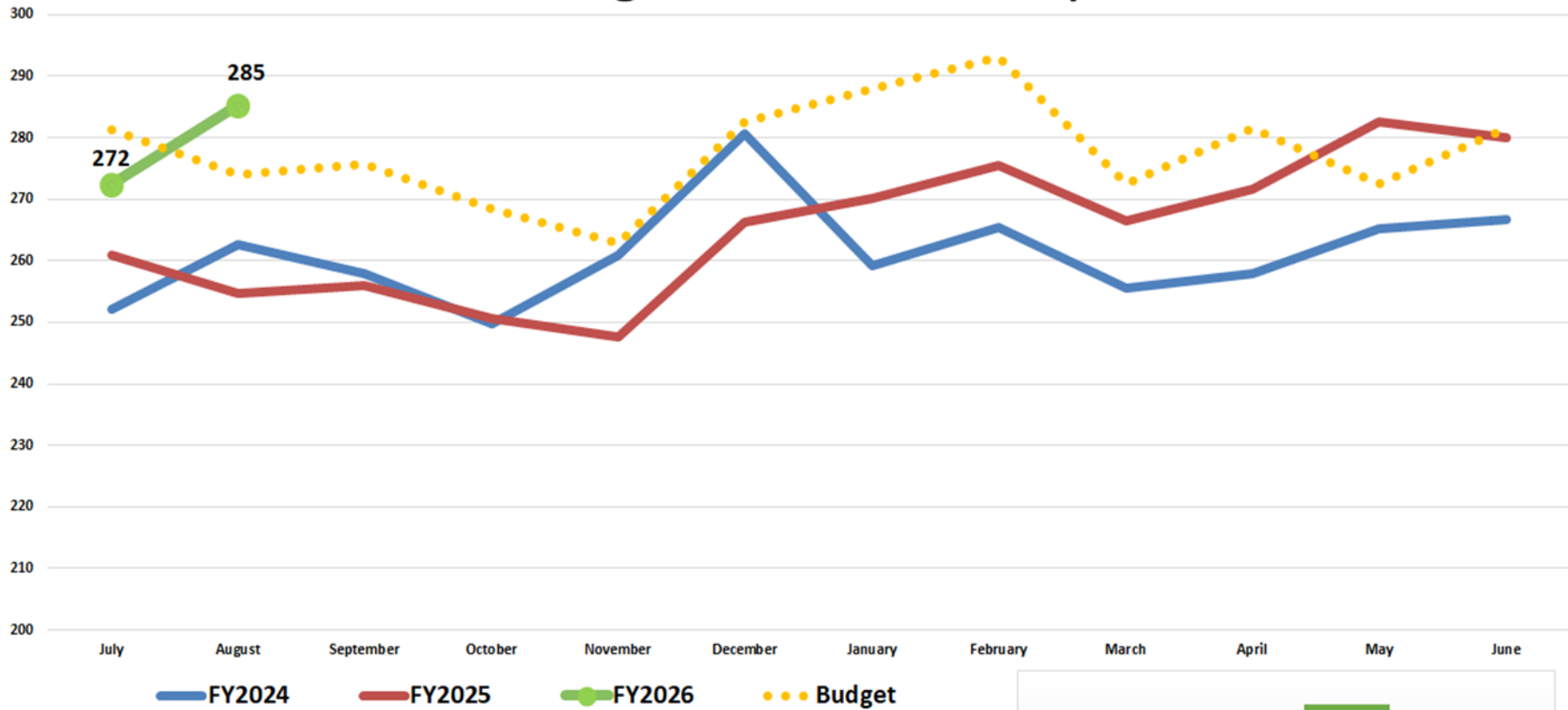
KDHCD Patient Days:

Medical Center	17,918	15,752	(12.1%)	17,005	(1,253)	(7.4%)
Acute I/P Psych	2,280	2,801	22.9%	2,852	(51)	(1.8%)
Sub-Acute	1,788	1,753	(2.0%)	1,826	(73)	(4.0%)
Rehab	932	1,201	28.9%	1,202	(1)	(0.1%)
TCS-Ortho	630	883	40.2%	818	65	7.9%
NICU	751	888	18.2%	700	188	26.9%
Nursery	944	1,012	7.2%	845	167	19.8%

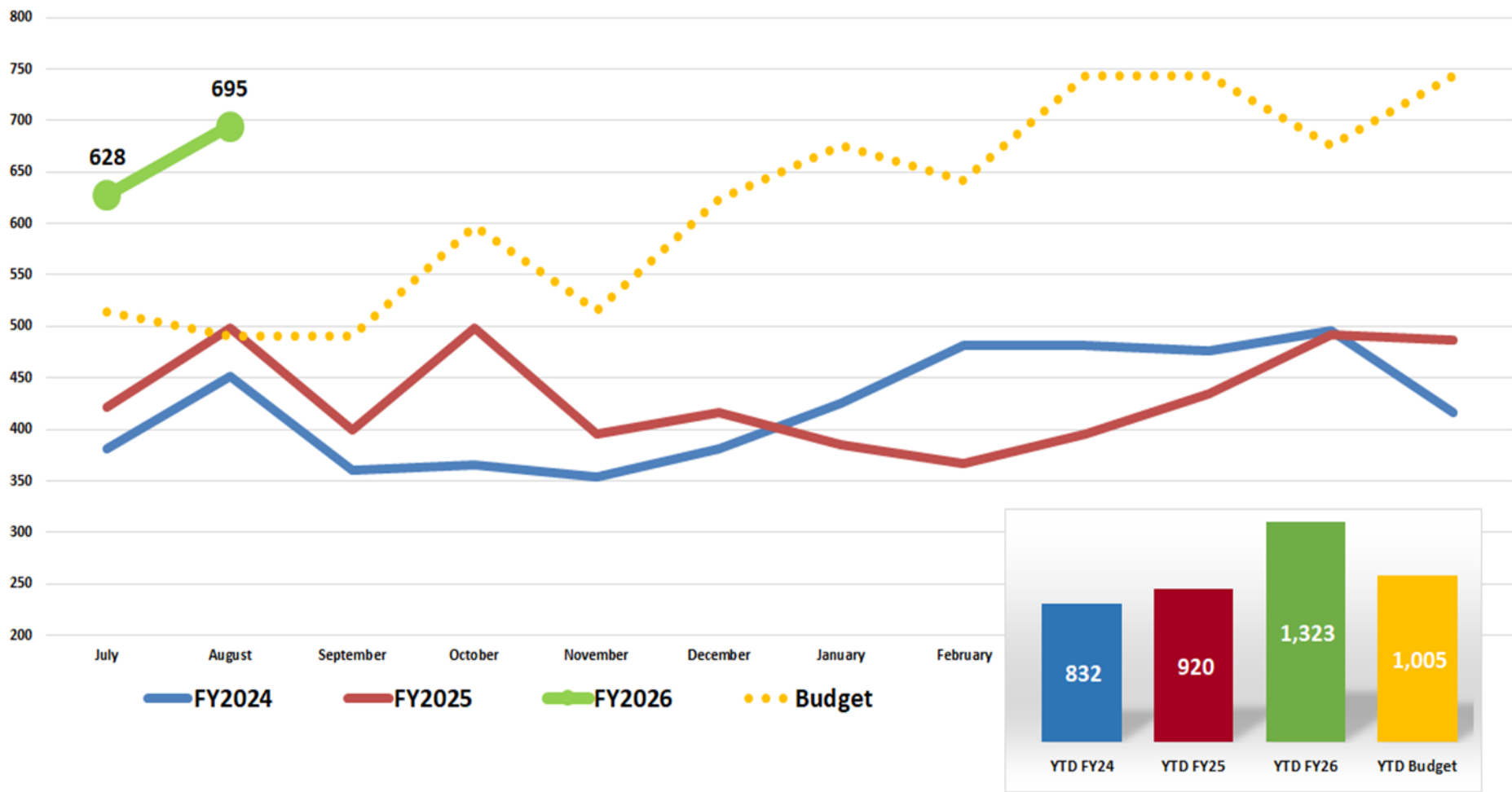
Total KDHCD Patient Days	25,243	24,290	(3.8%)	25,248	(958)	(3.8%)
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Total Outpatient Volume	120,590	125,302	3.9%	141,488	(16,186)	(11.4%)
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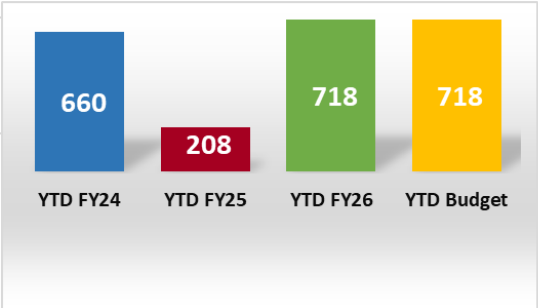
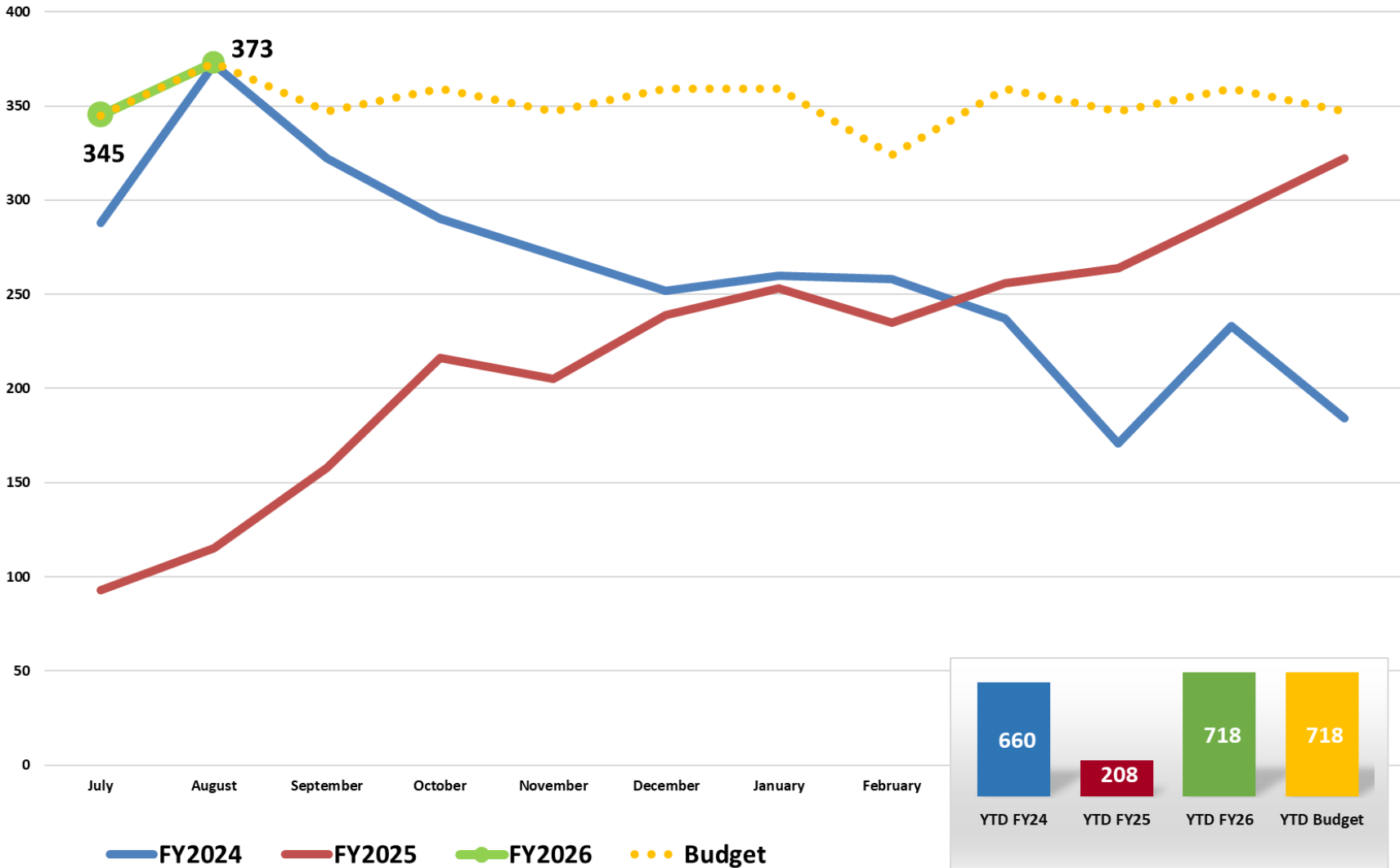
ED - Avg Treated Per Day



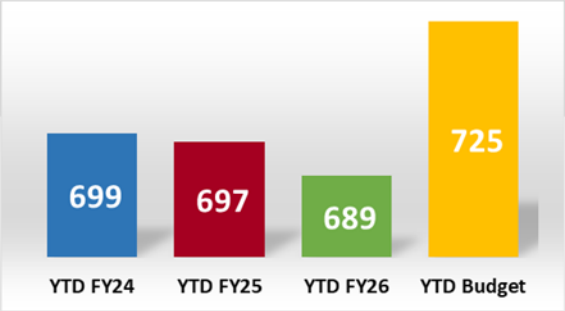
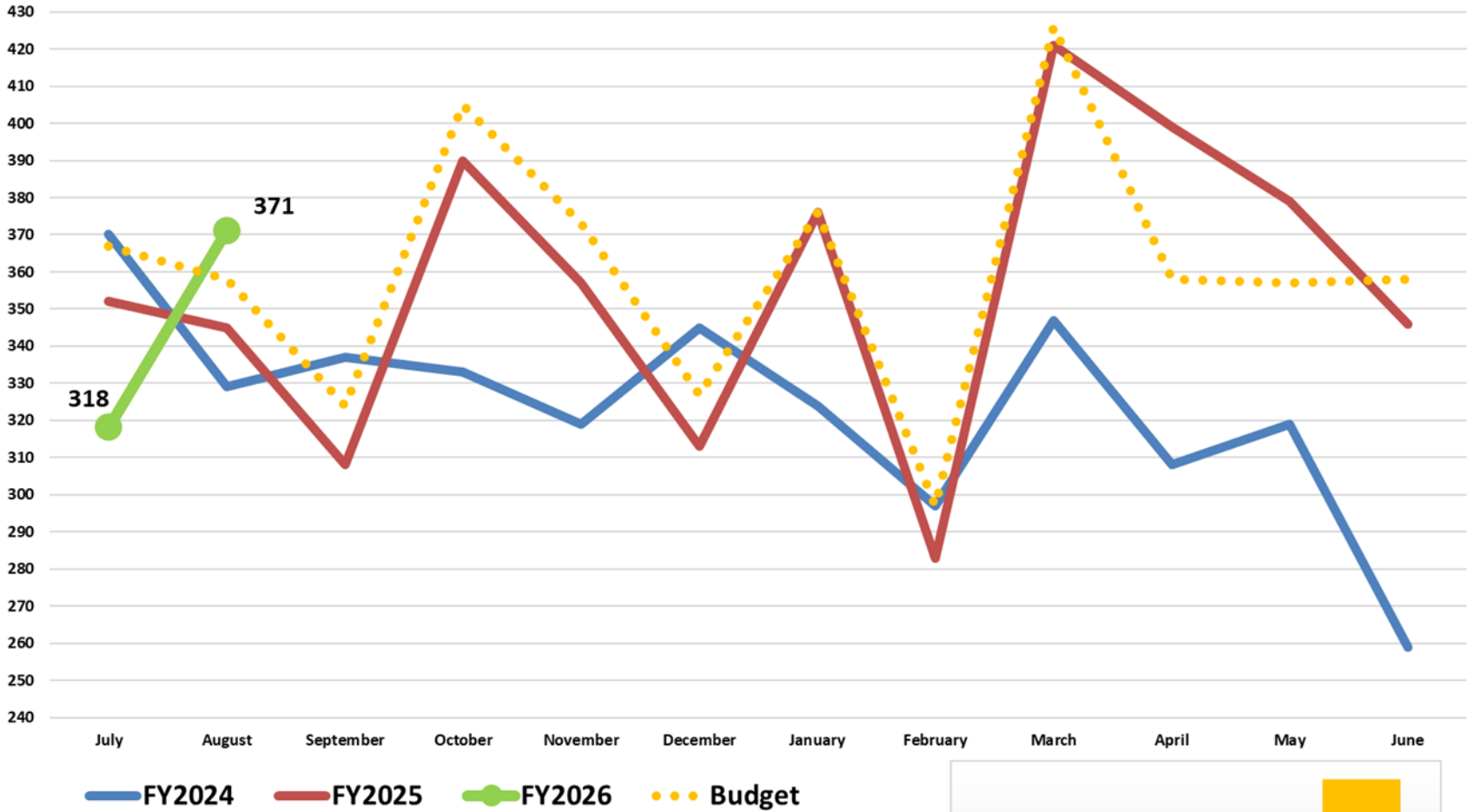
Infusion Center - Units of Service



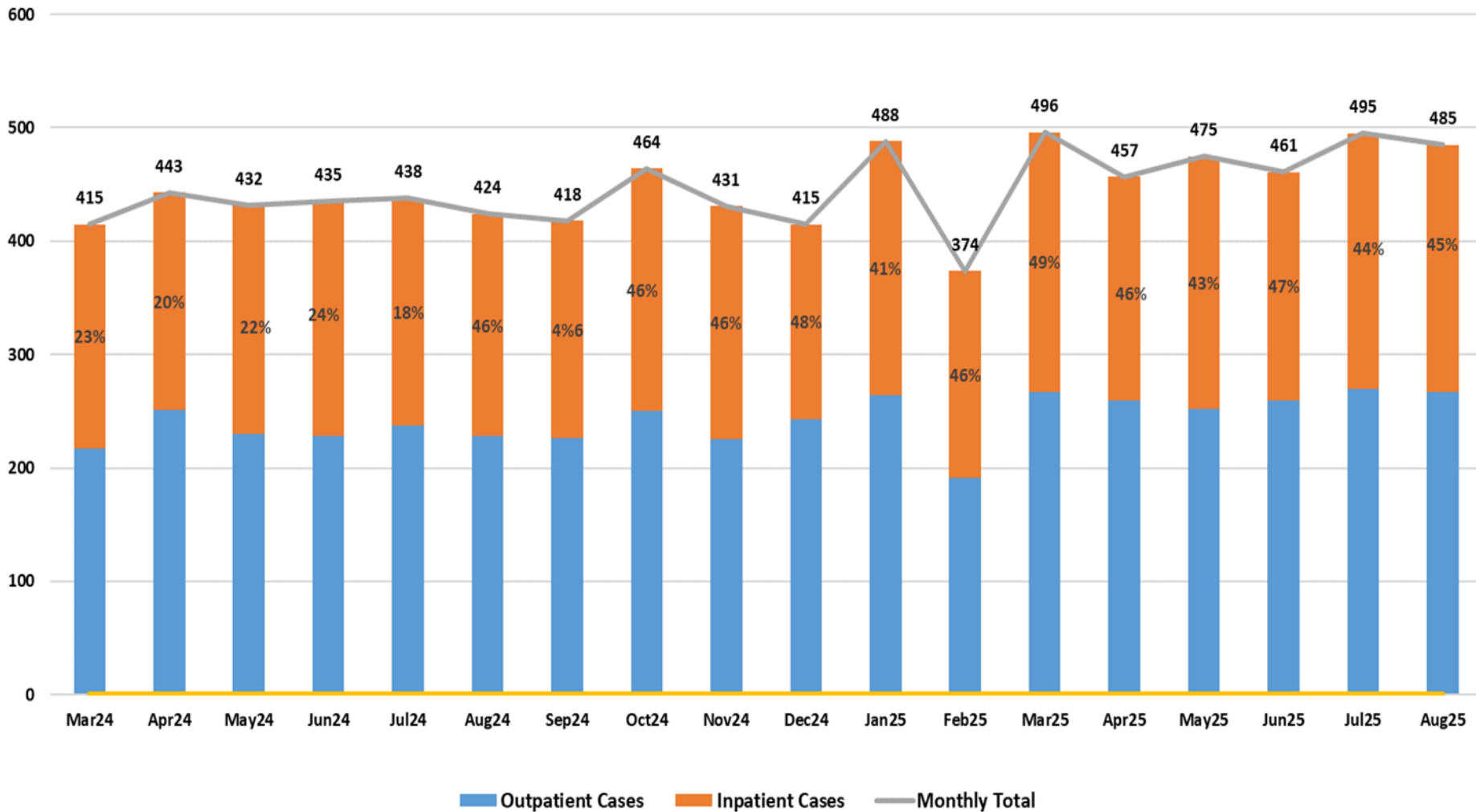
Therapy-Wound Care Encounters



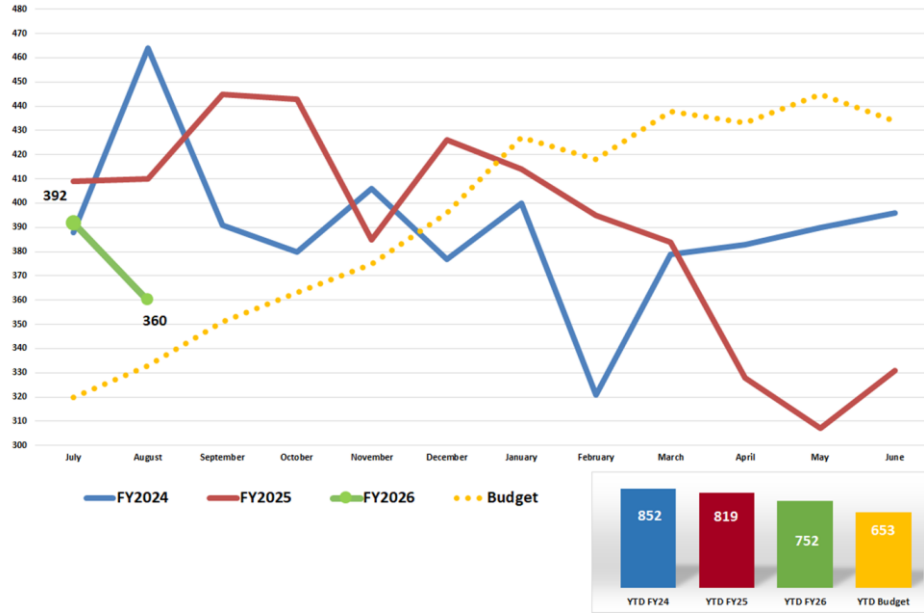
Cath Lab (IP & OP) – 100 Min Units



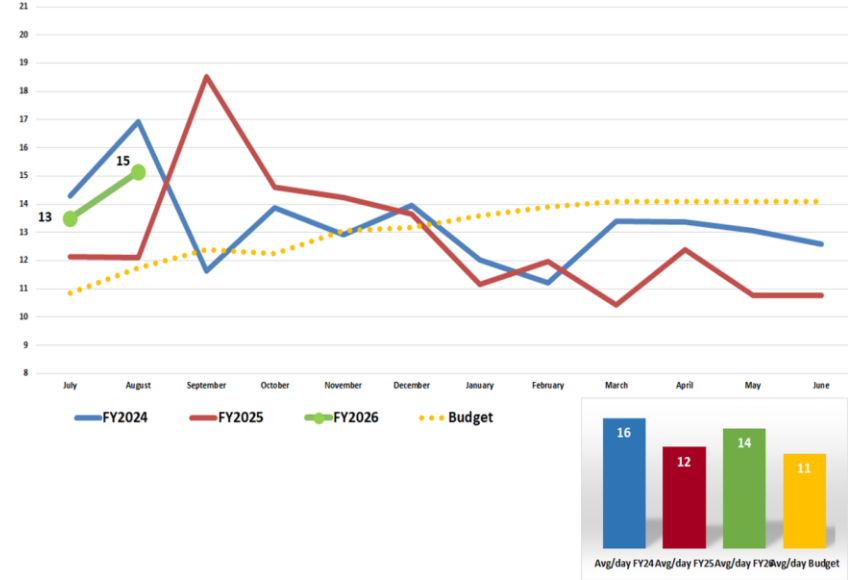
Cath Lab Patients (IP & OP)



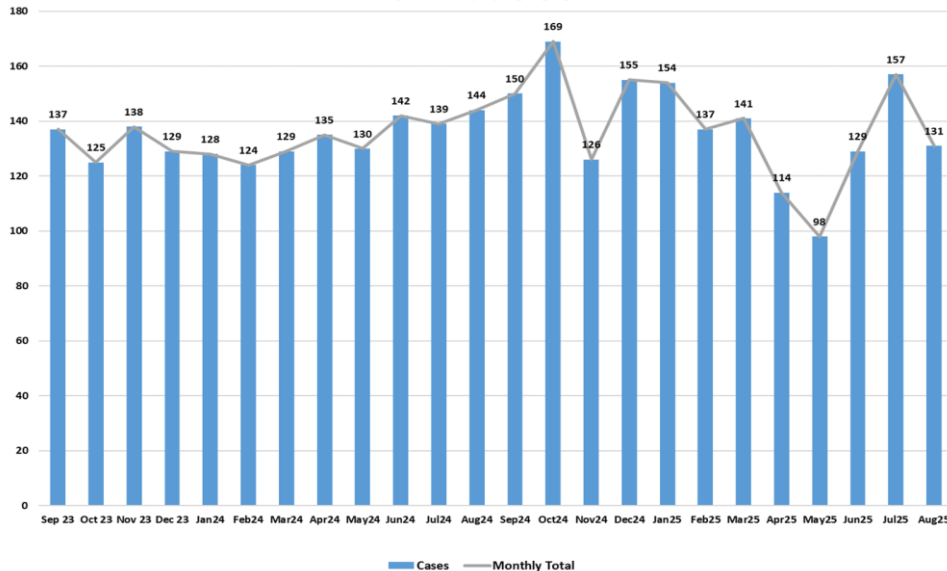
Deliveries



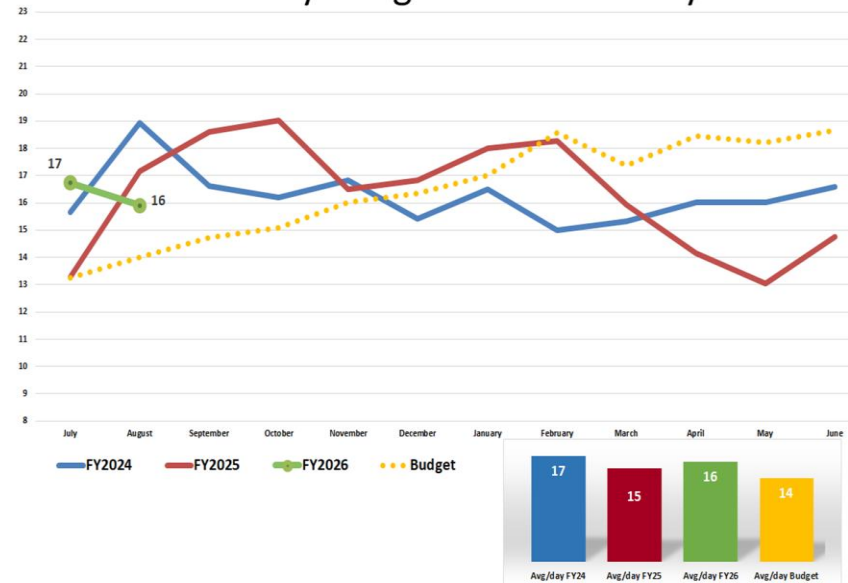
NICU - Avg Patients Per Day



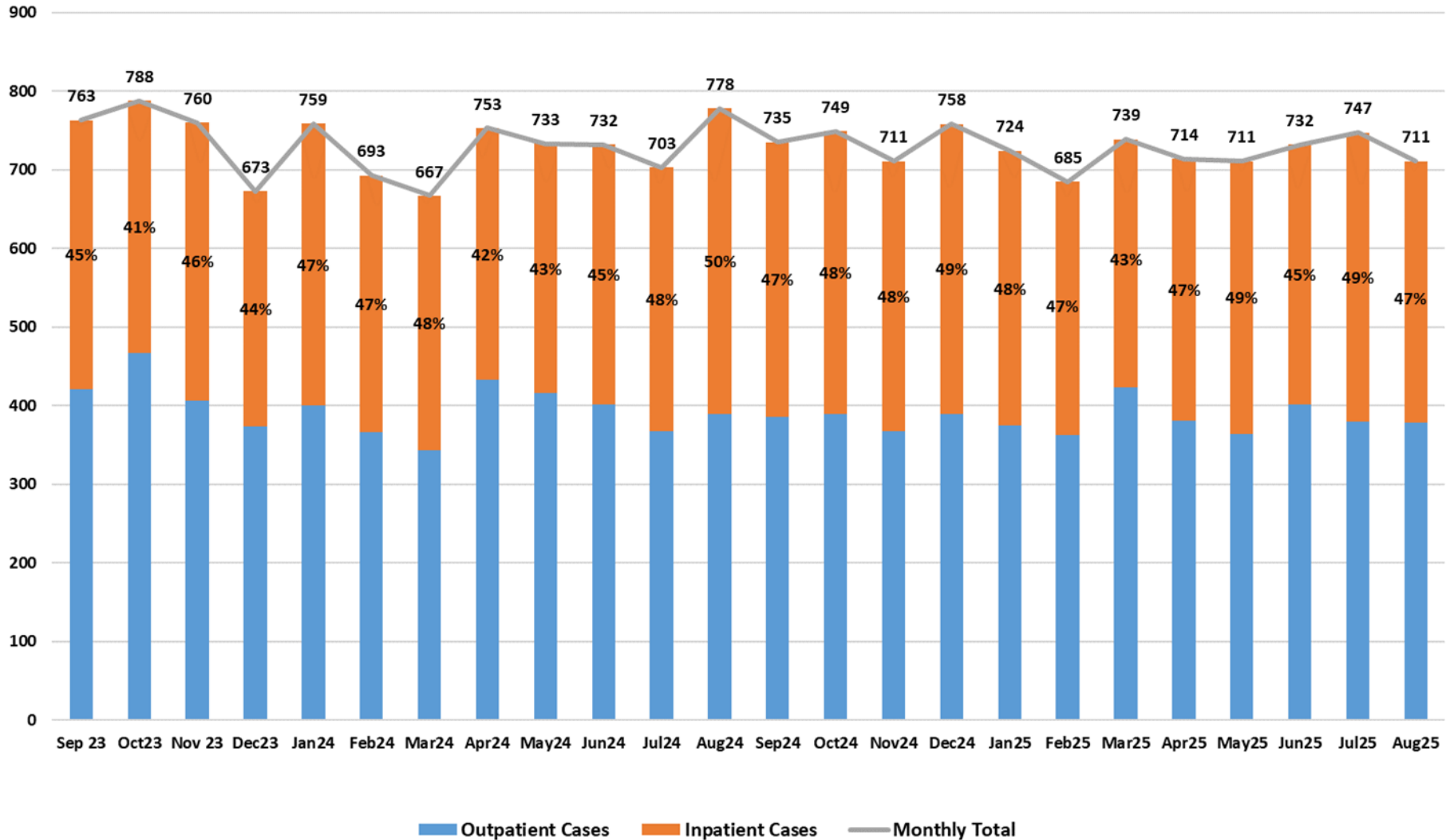
OB Cases



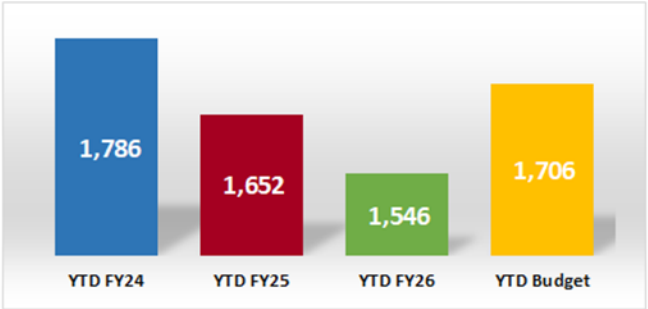
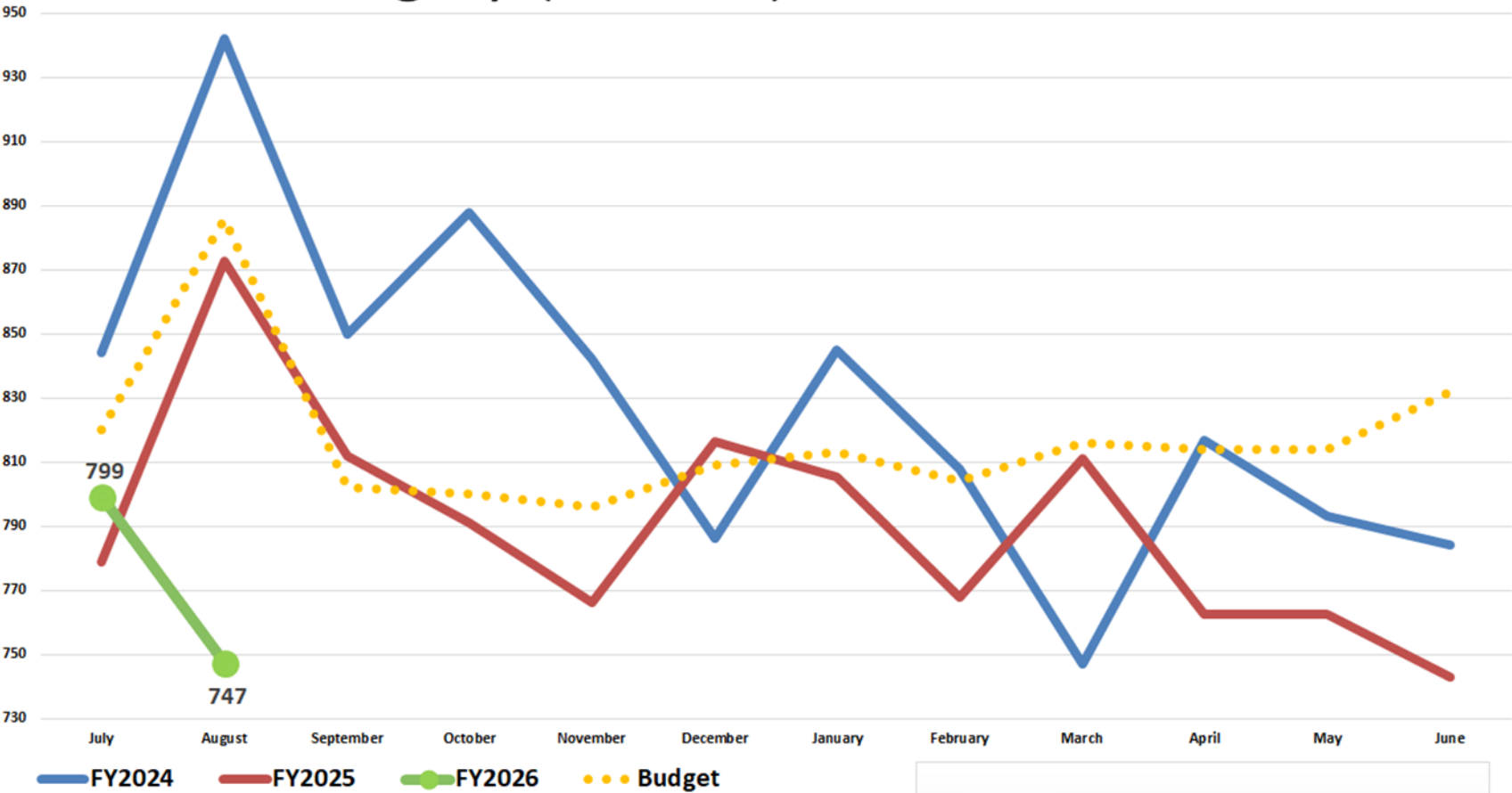
Nursery - Avg Patients Per Day



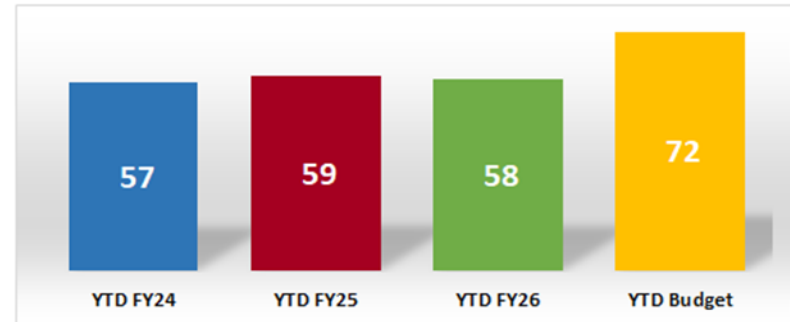
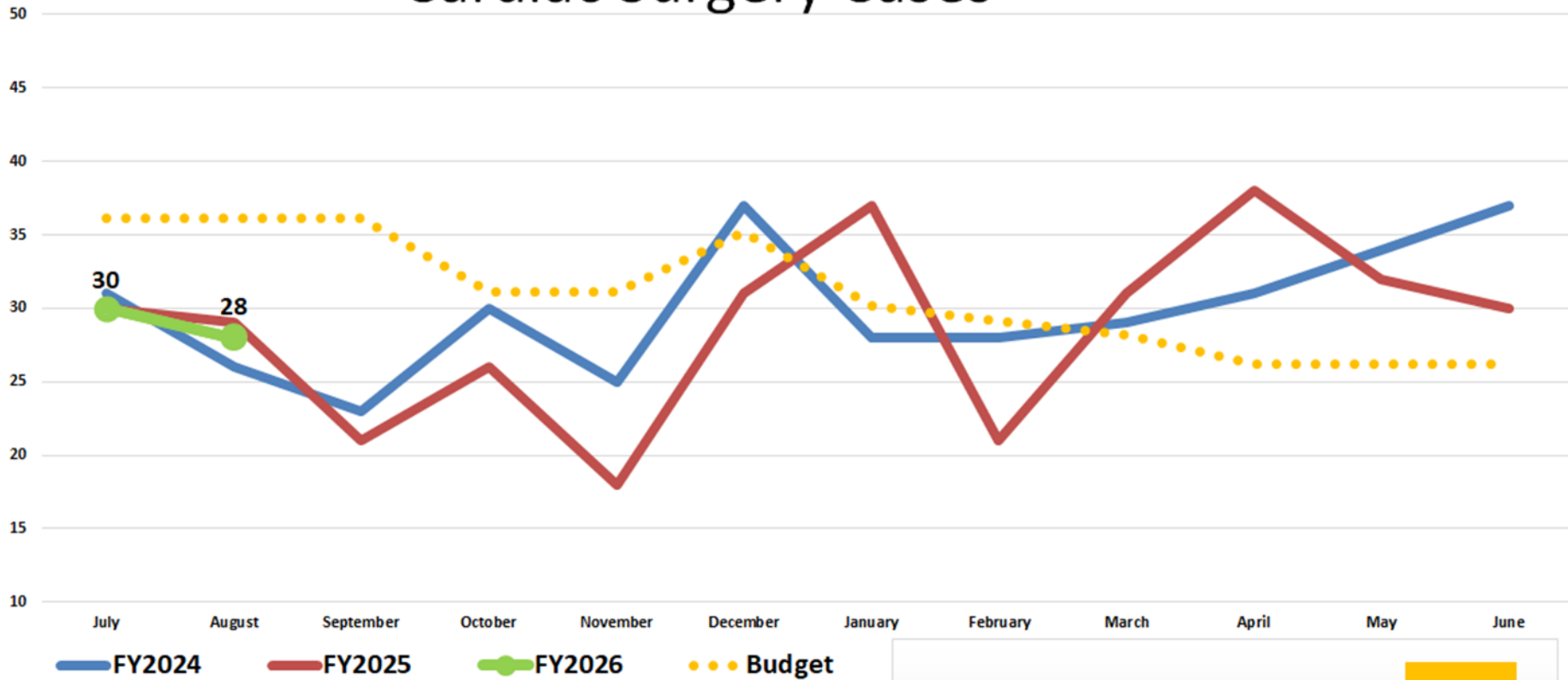
Surgery Cases (IP & OP)



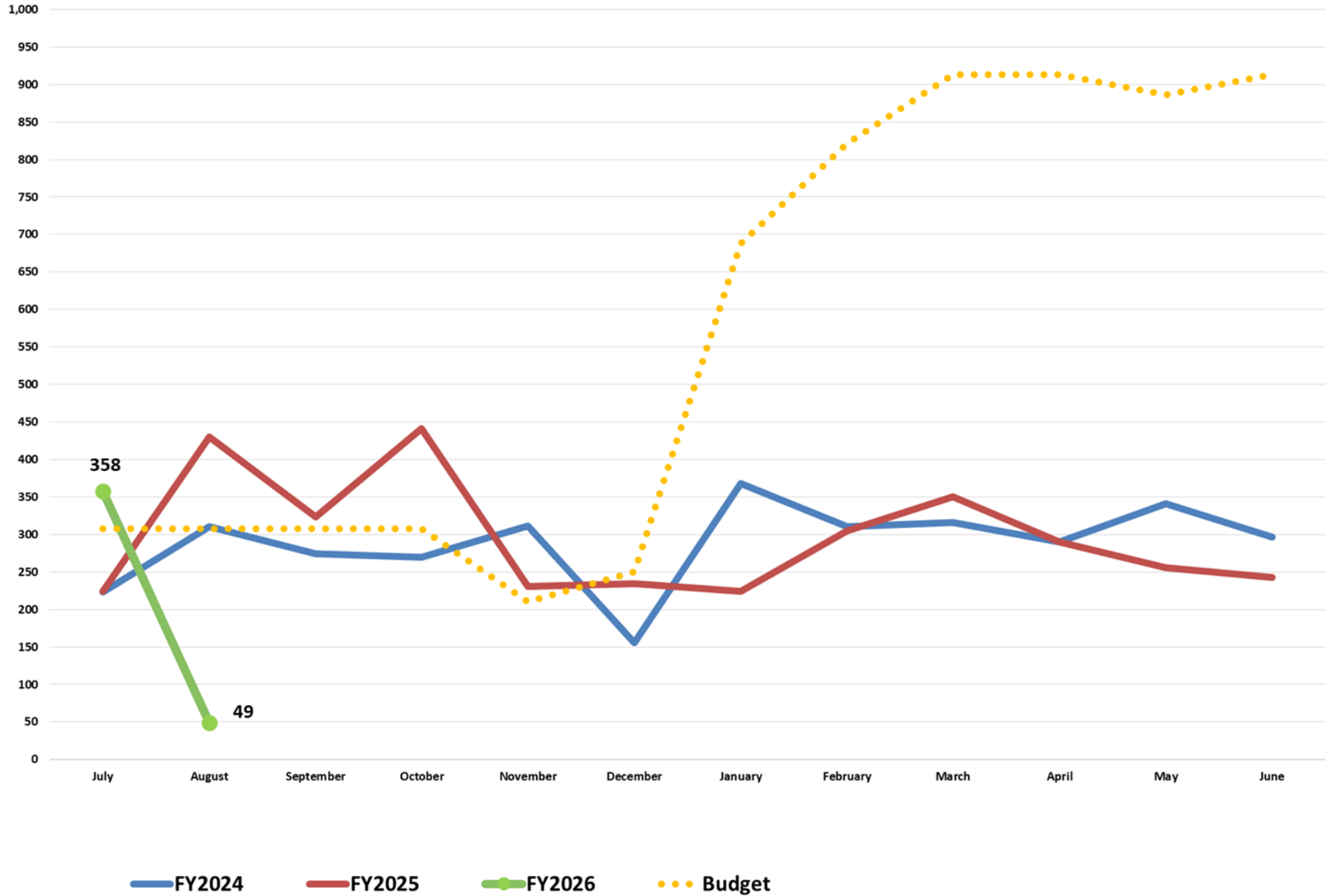
Surgery (IP & OP) – 100 Min Units



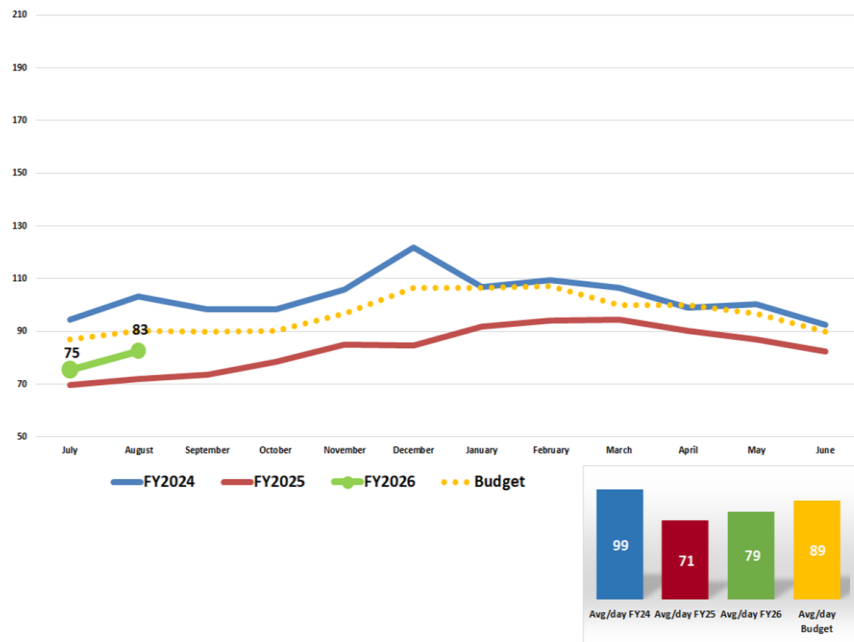
Cardiac Surgery Cases



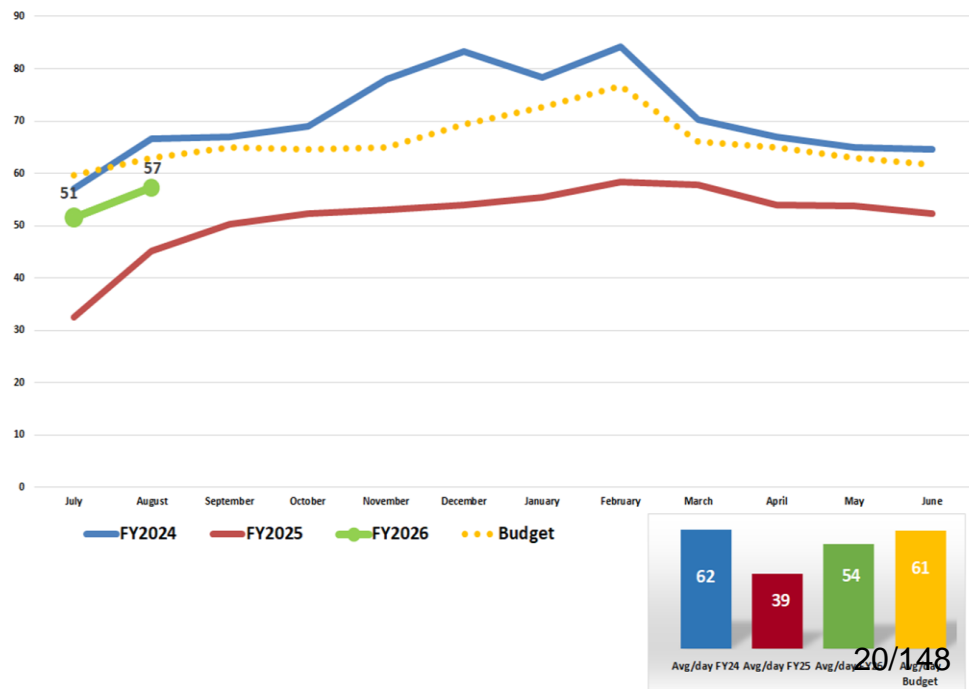
Urology Clinic Visits



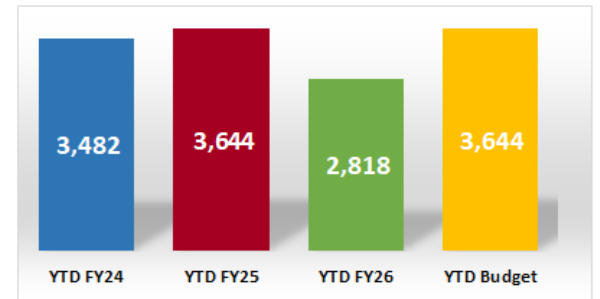
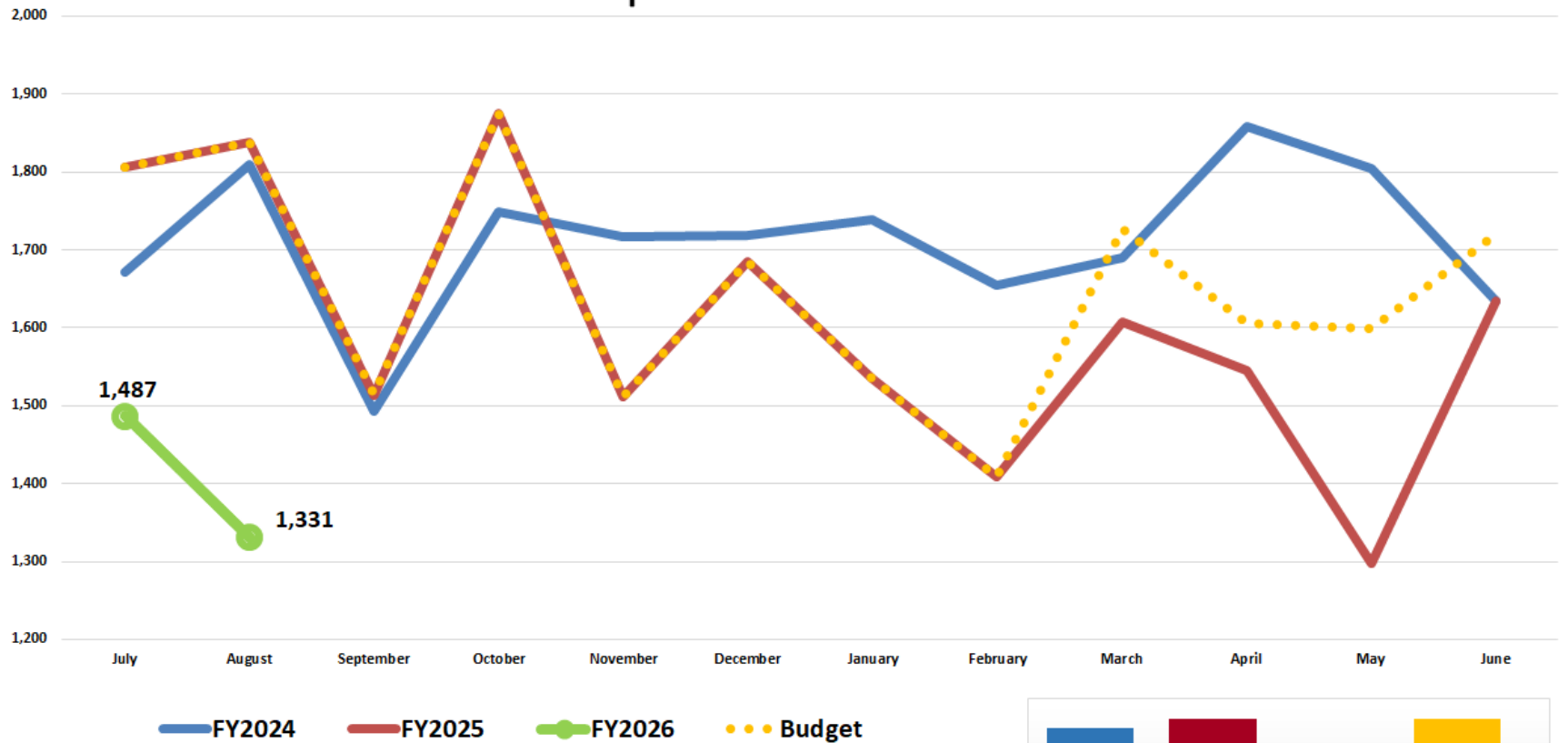
Urgent Care – Court Avg Visits Per Day



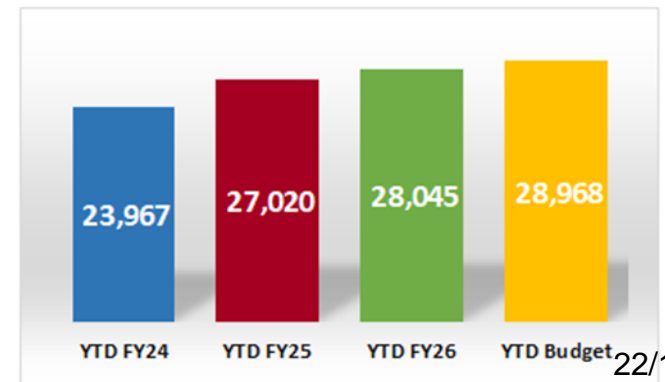
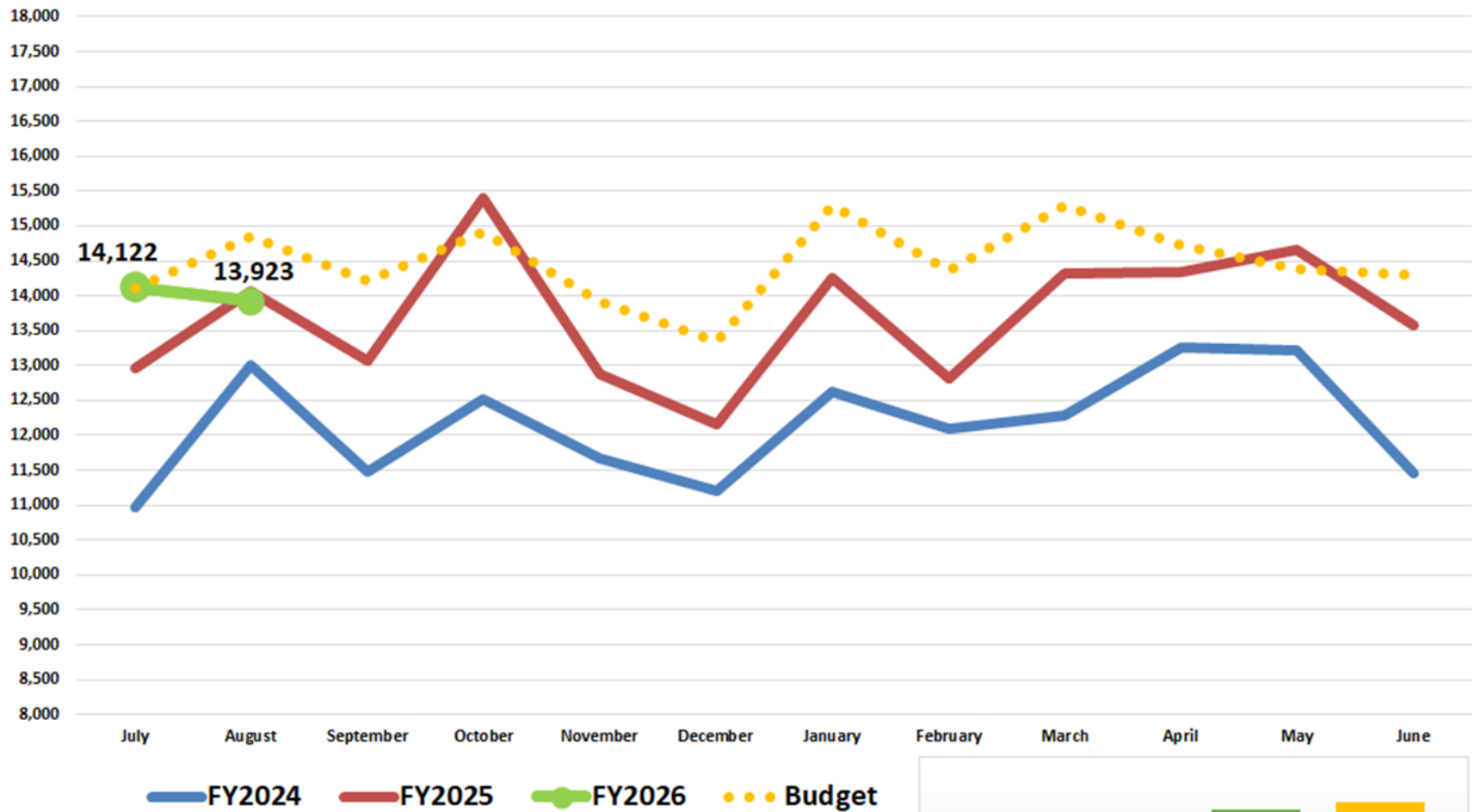
Urgent Care – Demaree Avg Visits Per Day



West Campus - Breast Center



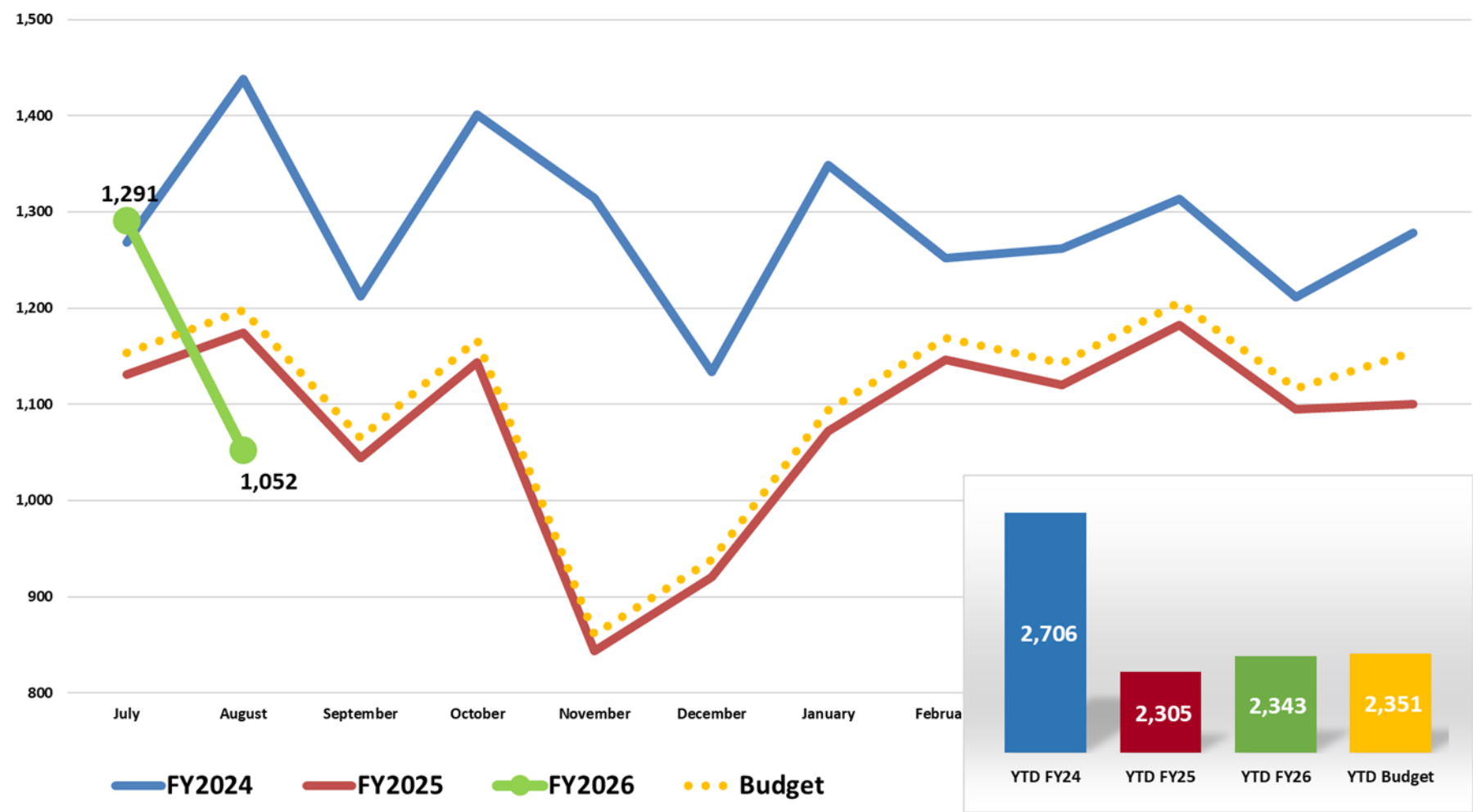
Rural Health Clinics Registrations



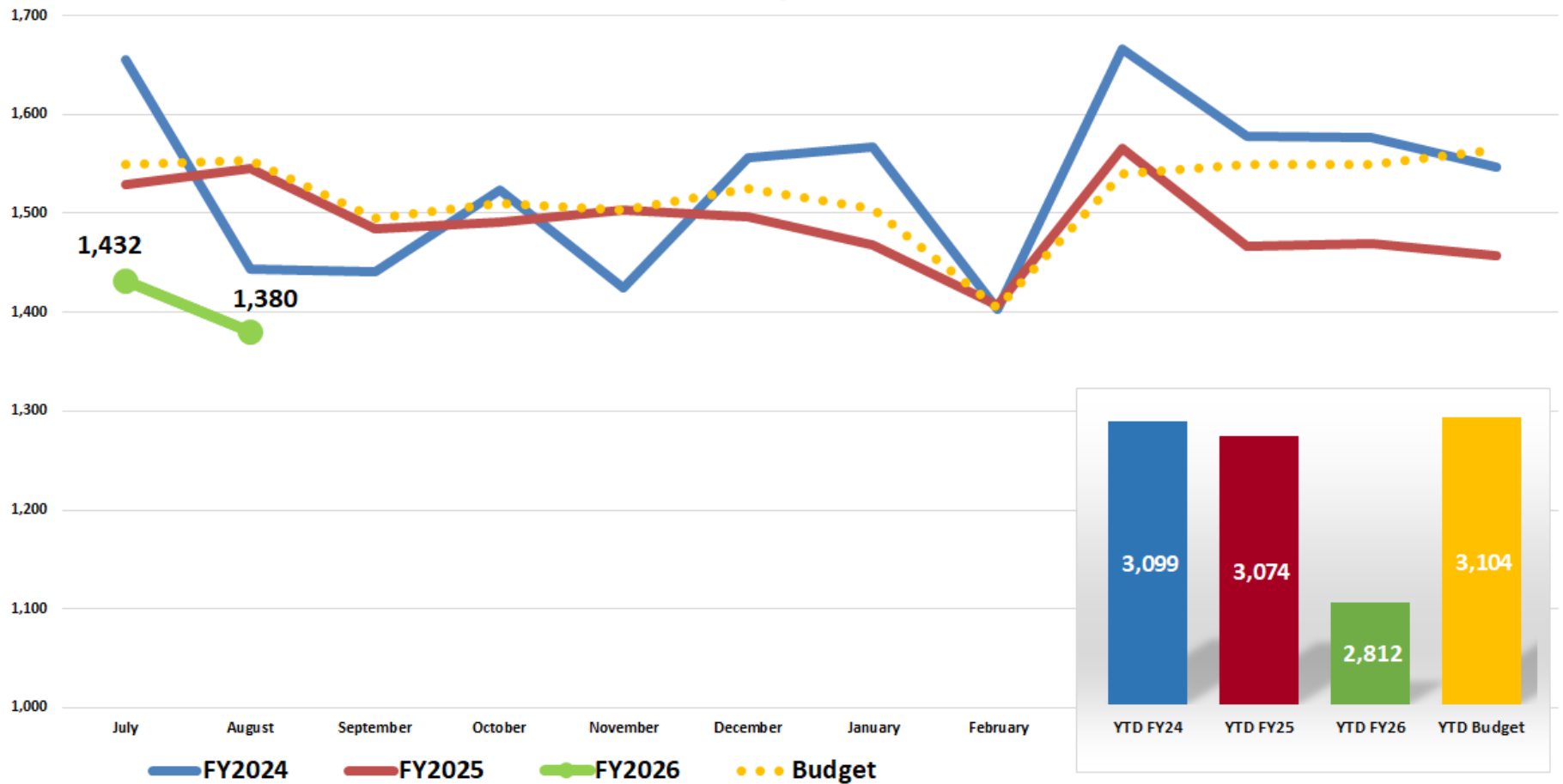
Medical Oncology Visits



Medical Oncology Treatments



Chronic Dialysis - Visalia



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

	Actual Results				Budget	Budget Variance	
	Aug 24	Aug 25	Change	% Change	Aug 25	Change	% Change
ED - Avg Treated Per Day	255	285	30	12.0%	274	11	4.1%
Surgery (IP & OP) – 100 Min Units	873	747	(125)	(14.4%)	886	(139)	(15.6%)
Endoscopy Procedures	629	382	(247)	(39.3%)	503	(121)	(24.1%)
Cath Lab (IP & OP) - 100 Min Units	345	371	26	7.5%	358	13	3.6%
Cardiac Surgery Cases	29	28	(1)	(3.4%)	36	(8)	(22.6%)
Deliveries	410	360	(50)	(12.2%)	333	27	8.1%
Clinical Lab	238,296	253,309	15,013	6.3%	262,126	(8,818)	(3.4%)
Reference Lab	7,771	8,273	502	6.5%	7,620	653	8.6%
Dialysis Center - Visalia Visits	1,545	1,380	(165)	(10.7%)	1,554	(174)	(11.2%)
Infusion Center - Units of Service	498	695	197	39.6%	491	204	41.5%
Hospice Days	3,514	3,982	468	13.3%	4,076	(94)	(2.3%)
Home Health Visits	2,898	3,003	105	3.6%	3,160	(157)	(5.0%)
Home Infusion Days	22,963	23,783	820	3.6%	21,630	2,153	10.0%

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

	YTD Actual Results				Budget	Budget Variance	
	YTD Aug 24	YTD Aug 25	Change	% Change	YTD Aug 25	Change	% Change
ED - Avg Treated Per Day	258	279	21	8.1%	278	1	0.4%
Surgery (IP & OP) – 100 Min Units	1,652	1,546	(105)	(6.4%)	1,706	(160)	(9.4%)
Endoscopy Procedures	1,261	945	(316)	(25.1%)	1,060	(115)	(10.9%)
Cath Lab (IP & OP) - 100 Min Units	697	689	(8)	(1.1%)	725	(36)	(5.0%)
Cardiac Surgery Cases	59	58	(1)	(1.7%)	72	(14)	(19.8%)
Deliveries	819	752	(67)	(8.2%)	653	99	15.2%
Clinical Lab	494,110	516,935	22,826	4.6%	543,521	(26,586)	(4.9%)
Reference Lab	15,980	16,335	355	2.2%	15,574	761	4.9%
Dialysis Center - Visalia Visits	3,074	2,812	(262)	(8.5%)	3,104	(292)	(9.4%)
Infusion Center - Units of Service	920	1,323	403	43.8%	1,005	318	31.6%
Hospice Days	6,969	7,848	879	12.6%	8,166	(318)	(3.9%)
Home Health Visits	5,919	6,060	141	2.4%	6,099	(39)	(0.6%)
Home Infusion Days	46,709	50,158	3,449	7.4%	45,321	4,837	10.7%

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

	Actual Results				Budget	Budget Variance	
	Aug 24	Aug 25	Change	% Change	Aug 25	Change	% Change
All O/P Rehab Svcs Across District	20,955	19,411	(1,544)	(7.4%)	20,987	(1,576)	(7.5%)
Physical & Other Therapy Units (I/P & O/P)	18,024	18,405	381	2.1%	20,828	(2,423)	(11.6%)
Radiology - CT - All Areas	4,411	5,135	724	16.4%	4,699	436	9.3%
Radiology - MRI - All Areas	847	916	69	8.1%	899	17	1.9%
Radiology - Ultrasound - All Areas	3,046	3,114	68	2.2%	3,122	(8)	(0.2%)
Radiology - Diagnostic Radiology	9,081	9,384	303	3.3%	9,354	30	0.3%
Radiology – Main Campus	14,631	15,579	948	6.5%	15,020	559	3.7%
Radiology - Ultrasound - Main Campus	2,347	2,393	46	2.0%	2,227	166	7.5%
West Campus - Diagnostic Radiology	1,116	1,334	218	19.5%	1,212	122	10.0%
West Campus - CT Scan	531	492	(39)	(7.3%)	519	(27)	(5.2%)
West Campus - MRI	408	423	15	3.7%	428	(5)	(1.2%)
West Campus - Ultrasound	699	721	22	3.1%	895	(174)	(19.4%)
West Campus - Breast Center	1,838	1,331	(507)	(27.6%)	1,838	(507)	(27.6%)
Med Onc Visalia Treatments	1,174	1,052	(122)	(10.4%)	1,197	(145)	(12.1%)
Rad Onc Visalia Treatments	1,469	1,715	246	16.7%	1,518	197	13.0%
Rad Onc Hanford Treatments	210	262	52	24.8%	249	13	5.3%

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

	YTD Actual Results				Budget	Budget Variance	
	YTD Aug 24	YTD Aug 25	Change	% Change	YTD Aug 25	Change	% Change
All O/P Rehab Svcs Across District	42,787	41,300	(1,487)	(3.5%)	42,140	(840)	(2.0%)
Physical & Other Therapy Units (I/P & O/P)	36,905	37,644	739	2.0%	41,635	(3,991)	(9.6%)
Radiology - CT - All Areas	9,279	10,220	941	10.1%	9,317	903	9.7%
Radiology - MRI - All Areas	1,768	1,861	93	5.3%	1,811	50	2.8%
Radiology - Ultrasound - All Areas	6,330	6,262	(68)	(1.1%)	6,215	47	0.8%
Radiology - Diagnostic Radiology	19,099	18,866	(233)	(1.2%)	19,411	(545)	(2.8%)
Radiology – Main Campus	31,024	31,244	220	0.7%	30,864	380	1.2%
Radiology - Ultrasound - Main Campus	4,927	4,790	(137)	(2.8%)	4,516	274	6.1%
West Campus - Diagnostic Radiology	2,203	2,598	395	17.9%	2,342	256	11.0%
West Campus - CT Scan	996	1,041	45	4.5%	982	59	6.0%
West Campus - MRI	850	854	4	0.5%	867	(13)	(1.5%)
West Campus - Ultrasound	1,403	1,472	69	4.9%	1,699	(227)	(13.4%)
West Campus - Breast Center	3,644	2,818	(826)	(22.7%)	3,644	(826)	(22.7%)
Med Onc Visalia Treatments	2,305	2,343	38	1.6%	2,351	(8)	(0.3%)
Rad Onc Visalia Treatments	3,166	3,575	409	12.9%	3,266	309	9.5%
Rad Onc Hanford Treatments	504	569	65	12.9%	488	81	16.5%

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

	Actual Results				Budget	Budget Variance	
	Aug 24	Aug 25	Change	% Change	Aug 25	Change	% Change
Rural Health Clinics Registrations	14,062	13,654	(408)	(2.9%)	14,155	(501)	(3.5%)
RHC Exeter - Registrations	6,717	6,288	(429)	(6.4%)	6,950	(662)	(9.5%)
RHC Lindsay - Registrations	2,010	1,938	(72)	(3.6%)	2,200	(262)	(11.9%)
RHC Woodlake - Registrations	1,218	773	(445)	(36.5%)	730	43	5.9%
RHC Woodlake Valencia - Registrations	0	716	716	0.0%	704	12	1.7%
RHC Dinuba - Registrations	1,587	1,477	(110)	(6.9%)	1,750	(273)	(15.6%)
RHC Tulare - Registrations	2,530	2,462	(68)	(2.7%)	2,525	(63)	(2.5%)
Urgent Care – Court Total Visits	2,235	2,562	327	14.6%	2,800	(238)	(8.5%)
Urgent Care – Demaree Total Visits	1,400	1,776	376	26.9%	1,950	(174)	(8.9%)
KH Medical Clinic - Ben Maddox Visits	870	1,259	389	44.7%	1,050	209	19.9%
KH Medical Clinic - Plaza Visits	327	269	(58)	(17.7%)	327	(58)	(17.7%)
KH Medical Willow Clinic Visits	0	761	761	0.0%	630	131	20.8%
KH Cardiology Center Visalia Registrations	1,552	1,470	(82)	(5.3%)	1,625	(155)	(9.5%)
KH Mental Wellness Clinic Visits	316	364	48	15.2%	390	(26)	(6.7%)
Urology Clinic Visits	430	49	(381)	(88.6%)	308	(259)	(84.1%)
Therapy-Wound Care Svcs Encounters	115	373	258	224.3%	373	0	0.0%

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

	YTD Actual Results				Budget	Budget Variance	
	YTD Aug 24	YTD Aug 25	Change	% Change	YTD Aug 25	Change	% Change
Rural Health Clinics Registrations	27,020	27,602	582	2.2%	27,560	42	0.2%
RHC Exeter - Registrations	12,679	12,897	218	1.7%	13,400	(503)	(3.8%)
RHC Lindsay - Registrations	3,900	3,896	(4)	(0.1%)	4,200	(304)	(7.2%)
RHC Woodlake - Registrations	2,479	1,594	(885)	(35.7%)	1,460	134	9.2%
RHC Woodlake Valencia - Registrations	0	1,264	1,264	0.0%	1,408	(144)	(10.2%)
RHC Dinuba - Registrations	3,227	3,046	(181)	(5.6%)	3,550	(504)	(14.2%)
RHC Tulare - Registrations	4,735	4,905	170	3.6%	4,950	(45)	(0.9%)
Urgent Care – Court Total Visits	4,395	4,902	507	11.5%	5,500	(598)	(10.9%)
Urgent Care – Demaree Total Visits	2,405	3,372	967	40.2%	3,800	(428)	(11.3%)
KH Medical Clinic - Ben Maddox Visits	1,609	2,224	615	38.2%	2,050	174	8.5%
KH Medical Clinic - Plaza Visits	610	443	(167)	(27.4%)	610	(167)	(27.4%)
KH Medical Willow Clinic Visits	0	1,680	1,680	0.0%	1,190	490	41.2%
KH Cardiology Center Visalia Registrations	3,115	2,888	(227)	(7.3%)	3,206	(318)	(9.9%)
KH Mental Wellness Clinic Visits	628	723	95	15.1%	780	(57)	(7.3%)
Urology Clinic Visits	654	407	(247)	(37.8%)	616	(209)	(33.9%)
Therapy-Wound Care Svcs Encounters	208	718	510	245.2%	718	0	0.0%

August Financial Summary (000's) Comparison to Budget

Operating Revenue

Net Patient Service Revenue

Other Operating Revenue

Total Operating Revenue

Operating Expenses

Employment Expenses

Other Expenses

Total Operating Expenses

Operating Margin

Stimulus/FEMA

Operating Margin after Stimulus/FEMA

Nonoperating Revenue (Loss)

Excess Margin

Comparison to Budget - Month of August			
Budget Aug-2025	Actual Aug-2025	\$ Change	% Change
\$56,762	\$53,289	(\$3,473)	-6.5%
\$22,109	\$23,904	\$1,795	7.5%
\$78,871	\$77,193	(\$1,678)	-2.2%
\$42,849	\$42,743	(\$106)	-0.2%
\$38,016	\$36,987	(\$1,029)	-2.8%
\$80,865	\$79,730	(\$1,134)	-1.4%
(\$1,993)	(\$2,537)	(\$544)	
\$0	\$0	\$0	
(\$1,993)	(\$2,537)	(\$544)	
\$846	\$1,243	\$397	
(\$1,148)	(\$1,295)	(\$147)	

August Financial Summary (000's) Comparison to Prior Year

Operating Revenue

Net Patient Service Revenue

Other Operating Revenue

Total Operating Revenue

Operating Expenses

Employment Expenses

Other Expenses

Total Operating Expenses

Operating Margin

Stimulus/FEMA

Operating Margin after Stimulus/FEMA

Nonoperating Revenue (Loss)

Excess Margin

Comparison to Prior Year - Month of August			
Actual Aug-2024	Actual Aug-2025	\$ Change	% Change
\$53,450	\$53,289	(\$161)	-0.3%
\$20,024	\$23,904	\$3,880	16.2%
\$73,474	\$77,193	\$3,719	4.8%
\$39,058	\$42,743	\$3,686	8.6%
\$37,908	\$36,987	(\$921)	-2.5%
\$76,965	\$79,730	\$2,765	3.5%
(\$3,492)	(\$2,537)	\$954	
\$0	\$0	\$0	
(\$3,492)	(\$2,537)	\$954	
\$896	\$1,243	\$347	
(\$2,596)	(\$1,295)	\$1,301	

Year to Date Financial Summary (000's)

Operating Revenue

Net Patient Service Revenue

Other Operating Revenue

Total Operating Revenue

Operating Expenses

Employment Expenses

Other Expenses

Total Operating Expenses

Operating Margin

Stimulus/FEMA

Operating Margin after Stimulus/FEMA

Nonoperating Revenue (Loss)

Excess Margin

Comparison to Budget - YTD August			
Budget YTD Aug-2025	Actual YTD Aug-2025	\$ Change	% Change
\$113,601	\$109,790	(\$3,811)	-3.5%
\$44,119	\$45,752	\$1,633	3.6%
\$157,720	\$155,542	(\$2,178)	-1.4%
\$85,486	\$86,293	\$807	0.9%
\$75,548	\$75,471	(\$77)	-0.1%
\$161,035	\$161,764	\$730	0.5%
(\$3,314)	(\$6,222)	(\$2,908)	
\$0	\$0	\$0	
(\$3,314)	(\$6,222)	(\$2,908)	
\$1,692	\$2,302	\$610	
(\$1,622)	(\$3,920)	(\$2,298)	

August Financial Comparison (000's)

	Comparison to Budget - Month of August				Comparison to Prior Year - Month of August			
	Budget Aug-2025	Actual Aug-2025	\$ Change	% Change	Actual Aug-2024	Actual Aug-2025	\$ Change	% Change
Operating Revenue								
Net Patient Service Revenue	\$56,762	\$53,289	(\$3,473)	-6.5%	\$53,450	\$53,289	(\$161)	-0.3%
Supplemental Gov't Programs	\$10,258	\$9,985	(\$273)	-2.7%	\$7,485	\$9,985	\$2,500	25.0%
Prime Program	\$689	\$572	(\$117)	-20.4%	\$792	\$572	(\$220)	-38.4%
Premium Revenue	\$6,931	\$8,057	\$1,126	14.0%	\$7,596	\$8,057	\$461	5.7%
Management Services Revenue	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Other Revenue	\$4,231	\$5,290	\$1,059	20.0%	\$4,151	\$5,290	\$1,139	21.5%
Other Operating Revenue	\$22,109	\$23,904	\$1,795	7.5%	\$20,024	\$23,904	\$3,880	16.2%
Total Operating Revenue	\$78,871	\$77,193	(\$1,678)	-2.2%	\$73,474	\$77,193	\$3,719	4.8%
Operating Expenses								
Salaries & Wages	\$32,621	\$34,223	\$1,602	4.7%	\$32,301	\$34,223	\$1,922	5.6%
Contract Labor	\$2,417	\$2,475	\$58	2.3%	\$1,146	\$2,475	\$1,329	53.7%
Employee Benefits	\$7,811	\$6,045	(\$1,766)	-29.2%	\$5,611	\$6,045	\$434	7.2%
Total Employment Expenses	\$42,849	\$42,743	(\$106)	-0.2%	\$39,058	\$42,743	\$3,686	8.6%
Medical & Other Supplies	\$14,511	\$14,705	\$194	1.3%	\$14,959	\$14,705	(\$254)	-1.7%
Physician Fees	\$7,462	\$8,260	\$798	9.7%	\$7,546	\$8,260	\$714	8.6%
Purchased Services	\$1,903	\$2,040	\$137	6.7%	\$1,606	\$2,040	\$434	21.3%
Repairs & Maintenance	\$2,663	\$2,197	(\$465)	-21.2%	\$2,561	\$2,197	(\$364)	-16.6%
Utilities	\$1,195	\$949	(\$247)	-26.0%	\$955	\$949	(\$7)	-0.7%
Rents & Leases	\$126	\$94	(\$32)	-33.8%	\$122	\$94	(\$27)	-28.9%
Depreciation & Amortization	\$3,505	\$3,169	(\$336)	-10.6%	\$3,145	\$3,169	\$25	0.8%
Interest Expense	\$572	\$568	(\$5)	-0.8%	\$586	\$568	(\$18)	-3.2%
Other Expense	\$2,384	\$2,079	(\$305)	-14.6%	\$1,992	\$2,079	\$87	4.2%
Humana Cap Plan Expenses	\$3,695	\$2,925	(\$770)	-26.3%	\$4,436	\$2,925	(\$1,511)	-51.7%
Total Other Expenses	\$38,016	\$36,987	(\$1,029)	-2.8%	\$37,908	\$36,987	(\$921)	-2.5%
Total Operating Expenses	\$80,865	\$79,730	(\$1,134)	-1.4%	\$76,965	\$79,730	\$2,765	3.5%
Operating Margin	(\$1,993)	(\$2,537)	(\$544)		(\$3,492)	(\$2,537)	\$954	
Stimulus/FEMA	\$0	\$0	\$0		\$0	\$0	\$0	
Operating Margin after Stimulus/FEMA	(\$1,993)	(\$2,537)	(\$544)		(\$3,492)	(\$2,537)	\$954	
Nonoperating Revenue (Loss)	\$846	\$1,243	\$397		\$896	\$1,243	\$347	
Excess Margin	(\$1,148)	(\$1,295)	(\$147)		(\$2,596)	(\$1,295)	\$1,301	

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

	Comparison to Budget - YTD August				Comparison to Prior Year - YTD August			
	Budget YTD Aug-2024	Actual YTD Aug-2025	\$ Change	% Change	Actual YTD Aug-2024	Actual YTD Aug-2025	\$ Change	% Change
Operating Revenue								
Net Patient Service Revenue	\$113,601	\$109,790	(\$3,811)	-3.5%	\$104,316	\$109,790	\$5,474	5.0%
Supplemental Gov't Programs	\$20,517	\$19,438	(\$1,078)	-5.5%	\$15,177	\$19,438	\$4,261	21.9%
Prime Program	\$1,378	\$1,261	(\$117)	-9.2%	\$1,584	\$1,261	(\$322)	-25.6%
Premium Revenue	\$13,862	\$15,035	\$1,173	7.8%	\$14,703	\$15,035	\$332	2.2%
Management Services Revenue	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Other Revenue	\$8,363	\$10,017	\$1,655	16.5%	\$8,046	\$10,017	\$1,971	19.7%
Other Operating Revenue	\$44,119	\$45,752	\$1,633	3.6%	\$39,510	\$45,752	\$6,241	13.6%
Total Operating Revenue	\$157,720	\$155,542	(\$2,178)	-1.4%	\$143,826	\$155,542	\$11,716	7.5%
Operating Expenses								
Salaries & Wages	\$64,949	\$67,505	\$2,556	3.8%	\$63,869	\$67,505	\$3,636	5.4%
Contract Labor	\$4,958	\$4,957	(\$1)	0.0%	\$2,064	\$4,957	\$2,892	58.4%
Employee Benefits	\$15,579	\$13,832	(\$1,747)	-12.6%	\$11,389	\$13,832	\$2,443	17.7%
Total Employment Expenses	\$85,486	\$86,293	\$807	0.9%	\$77,322	\$86,293	\$8,971	10.4%
Medical & Other Supplies	\$28,761	\$29,257	\$497	1.7%	\$29,779	\$29,257	(\$522)	-1.8%
Physician Fees	\$14,923	\$16,097	\$1,174	7.3%	\$14,607	\$16,097	\$1,490	9.3%
Purchased Services	\$3,806	\$3,720	(\$85)	-2.3%	\$3,187	\$3,720	\$533	14.3%
Repairs & Maintenance	\$5,324	\$4,410	(\$915)	-20.7%	\$4,226	\$4,410	\$184	4.2%
Utilities	\$2,168	\$1,877	(\$290)	-15.5%	\$1,829	\$1,877	\$48	2.6%
Rents & Leases	\$255	\$211	(\$44)	-20.9%	\$246	\$211	(\$35)	-16.5%
Depreciation & Amortization	\$7,010	\$6,386	(\$624)	-9.8%	\$6,304	\$6,386	\$82	1.3%
Interest Expense	\$1,145	\$1,139	(\$5)	-0.5%	\$1,195	\$1,139	(\$56)	-4.9%
Other Expense	\$4,767	\$3,987	(\$780)	-19.6%	\$3,956	\$3,987	\$31	0.8%
Humana Cap Plan Expenses	\$7,390	\$8,385	\$996	11.9%	\$8,389	\$8,385	(\$4)	0.0%
Total Other Expenses	\$75,548	\$75,471	(\$77)	-0.1%	\$73,718	\$75,471	\$1,752	2.3%
Total Operating Expenses	\$161,035	\$161,764	\$730	0.5%	\$151,040	\$161,764	\$10,724	6.6%
Operating Margin	(\$3,314)	(\$6,222)	(\$2,908)		(\$7,214)	(\$6,222)	\$992	
Stimulus/FEMA	\$0	\$0	\$0		\$0	\$0	\$0	
Operating Margin after Stimulus/FEMA	(\$3,314)	(\$6,222)	(\$2,908)		(\$7,214)	(\$6,222)	\$992	
Nonoperating Revenue (Loss)	\$1,692	\$2,302	\$610		\$2,086	\$2,302	\$216	
Excess Margin	(\$1,622)	(\$3,920)	(\$2,298)		(\$5,129)	(\$3,920)	\$1,208	

Month of August - Budget Variances

- **Net Patient Service Revenue:** The unfavorable budget variance in revenue is primarily due to the decrease in our inpatient volumes in our downtown campus.
- **Premium Revenue:** The \$1.1M favorable budget variance was due to additional Humana revenue recognized due to an increase in our capitated rates.
- **Other Revenue:** The \$1M favorable budget variance is primarily due to an increase over budget in our retail pharmacy revenue.
- **Salaries and Wages:** The \$1.6K unfavorable variance is due to increases in registered nurse expenses (\$1.4M) and (\$519K) in Clerical staff as compared to budget.
- **Employee Benefits:** In August our health insurance claims were lower than anticipated. In addition, we had 3 pay periods which increased the employee related deposits that were made.
- **Physician Fees:** The \$798K unfavorable variance is due to Acute Psych, Intensivist, OB Laborist program and our Cardiology Center.

Next steps due to the reduction in supplemental funds:

Relook at Budget FY26: Adjusting Budget

Goal: Improve our bottom line by \$25M keeping 401K match and annual merit raises intact

- **Current Identified Savings \$18.3M**
 - \$11.4M Support services
 - \$5.3M Clinics/Lab/Pharmacy
 - \$1.4M Nursing Departments
- **Types of Savings**
 - 28% Revenue increase \$5.1M
 - 29% Employment Cost decrease \$5.6M
 - 43% Other Expenses decrease \$7.8M
- **Pending: \$6.7M** Contract labor and Staffing

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

	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	FY 2026
Patient Service Revenue	\$61,895	\$53,731	\$57,324	\$55,188	\$56,648	\$44,489	\$56,501	\$53,289	\$109,790
Other Revenue	\$18,042	\$18,979	\$21,231	\$20,234	\$20,167	\$35,618	\$21,848	\$23,904	\$45,752
Total Operating Revenue	\$79,938	\$72,710	\$78,555	\$75,422	\$76,815	\$80,107	\$78,349	\$77,193	\$155,542
Employee Expense	\$39,859	\$38,637	\$42,423	\$43,595	\$46,037	\$42,136	\$43,550	\$42,743	\$86,293
Other Operating Expense	\$36,630	\$33,796	\$36,024	\$34,988	\$38,656	\$44,317	\$38,484	\$36,987	\$75,471
Total Operating Expenses	\$76,489	\$72,433	\$78,446	\$78,583	\$84,693	\$86,454	\$82,034	\$79,730	\$161,764
Net Operating Margin	\$3,448	\$277	\$109	(\$3,161)	(\$7,878)	(\$6,347)	(\$3,685)	(\$2,537)	(\$6,222)
Stimulus/FEMA	\$0	\$0	\$690	\$0	\$0	\$0	\$0	\$0	\$0
NonOperating Income	\$845	\$1,166	\$1,313	\$1,114	\$955	\$2,597	\$1,059	\$1,243	\$2,302
Excess Margin	\$4,293	\$1,443	\$2,111	(\$2,047)	(\$6,923)	(\$3,749)	(\$2,625)	(\$1,295)	(\$3,920)

Profitability

Operating Margin %	4.3%	0.4%	0.1%	(4.2%)	(10.3%)	(7.9%)	(4.7%)	(3.3%)	(4.0%)
Operating Margin %excl. Int	5.1%	1.1%	0.9%	(3.4%)	(9.5%)	(7.1%)	(4.0%)	(2.6%)	(3.3%)
Operating EBIDA	\$7,207	\$4,052	\$4,115	\$920	(\$3,534)	(\$1,857)	\$104	\$1,200	\$1,303
Operating EBIDA Margin	9.0%	5.6%	5.2%	1.2%	(4.6%)	(2.3%)	0.1%	1.6%	0.8%

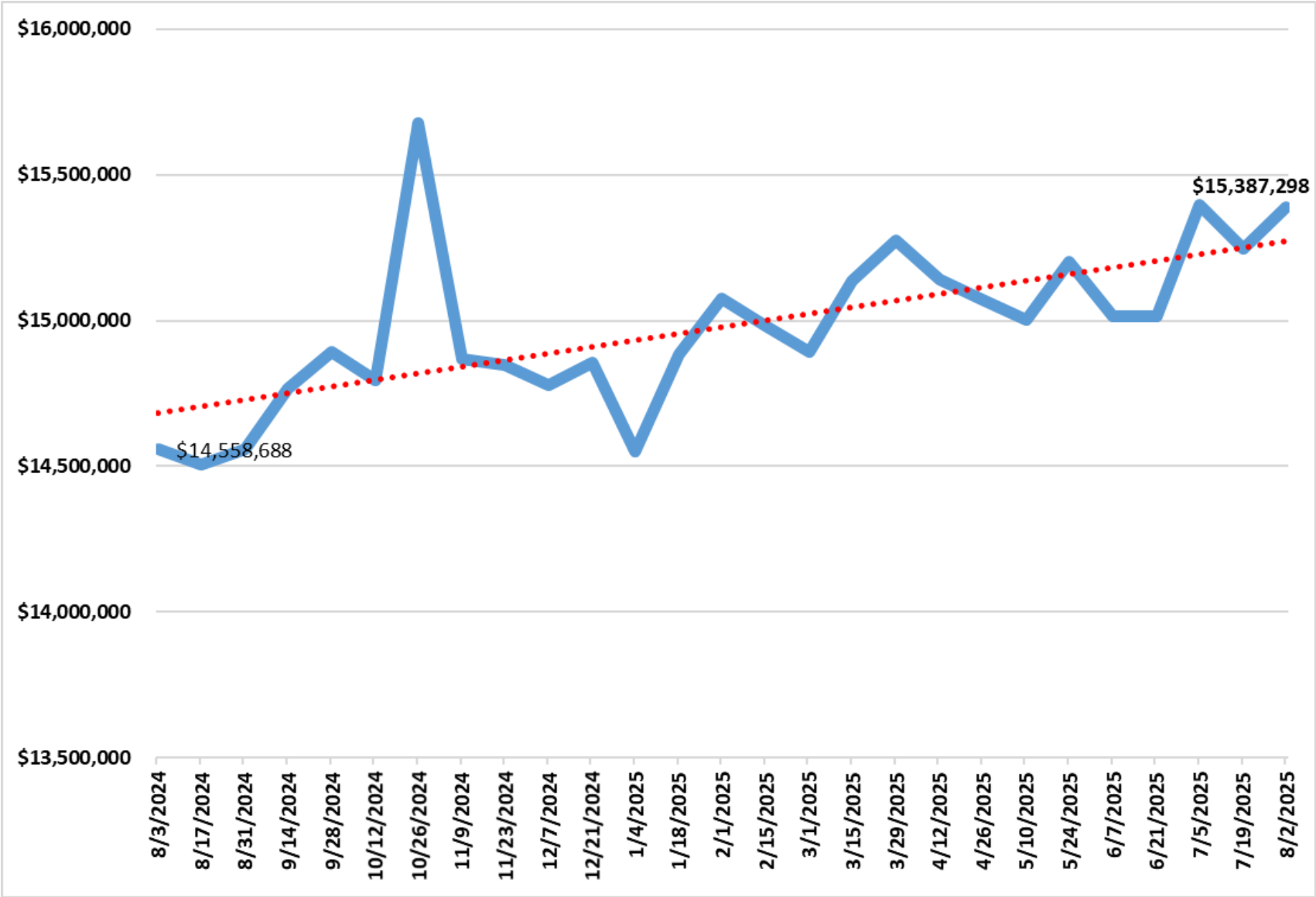
Liquidity Indicators

Day's Cash on Hand	80.3	88.9	88.1	95.7	90.5	95.7	102.7	96.4	96.4
Day's in Accounts Rec.	70.6	73.0	68.6	63.6	71.3	68.8	72.0	71.2	71.2

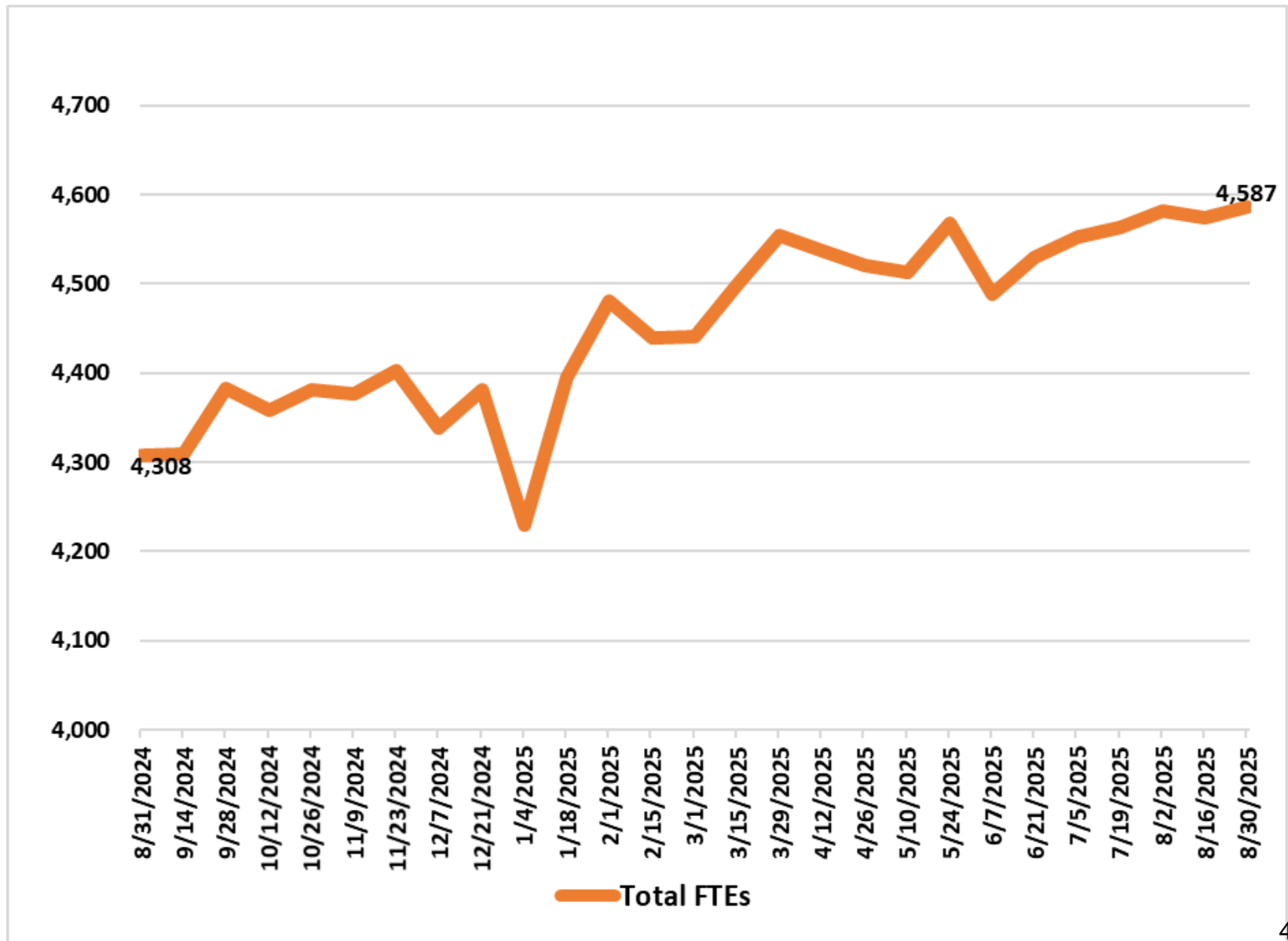
Debt & Other Indicators

Debt Service Coverage (MADS)	3.20	3.90	4.10	4.00	3.70	4.00	0.50	0.90	0.70
Discharges (Monthly)	2,339	2,352	2,347	2,357	2,276	2,277	2,249	2,249	2,249
Adj Discharges (Case mix adj)	8,294	8,320	8,053	8,500	8,534	8,255	8,071	8,643	16,714
Adjusted patient Days (Mo.)	27,924	26,332	27,682	25,868	26,409	25,593	27,564	27,906	55,470
Cost/Adj Discharge	\$9.2	\$8.7	\$9.7	\$9.2	\$9.9	\$10.5	\$10.2	\$9.2	\$9.7
Compensation Ratio	64%	72%	74%	79%	81%	95%	77%	80%	79%

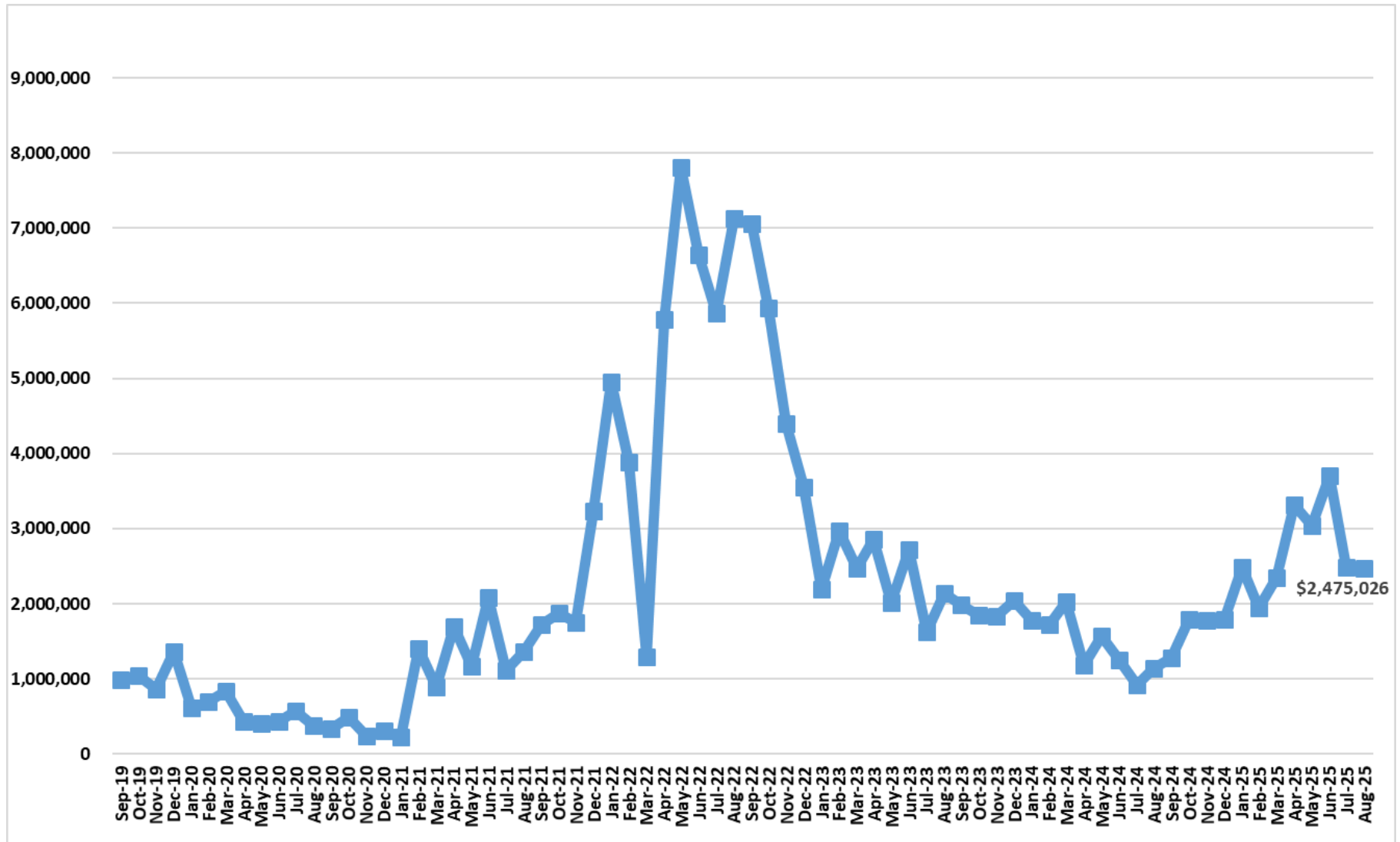
Biweekly Payroll Costs excluding Contract Labor



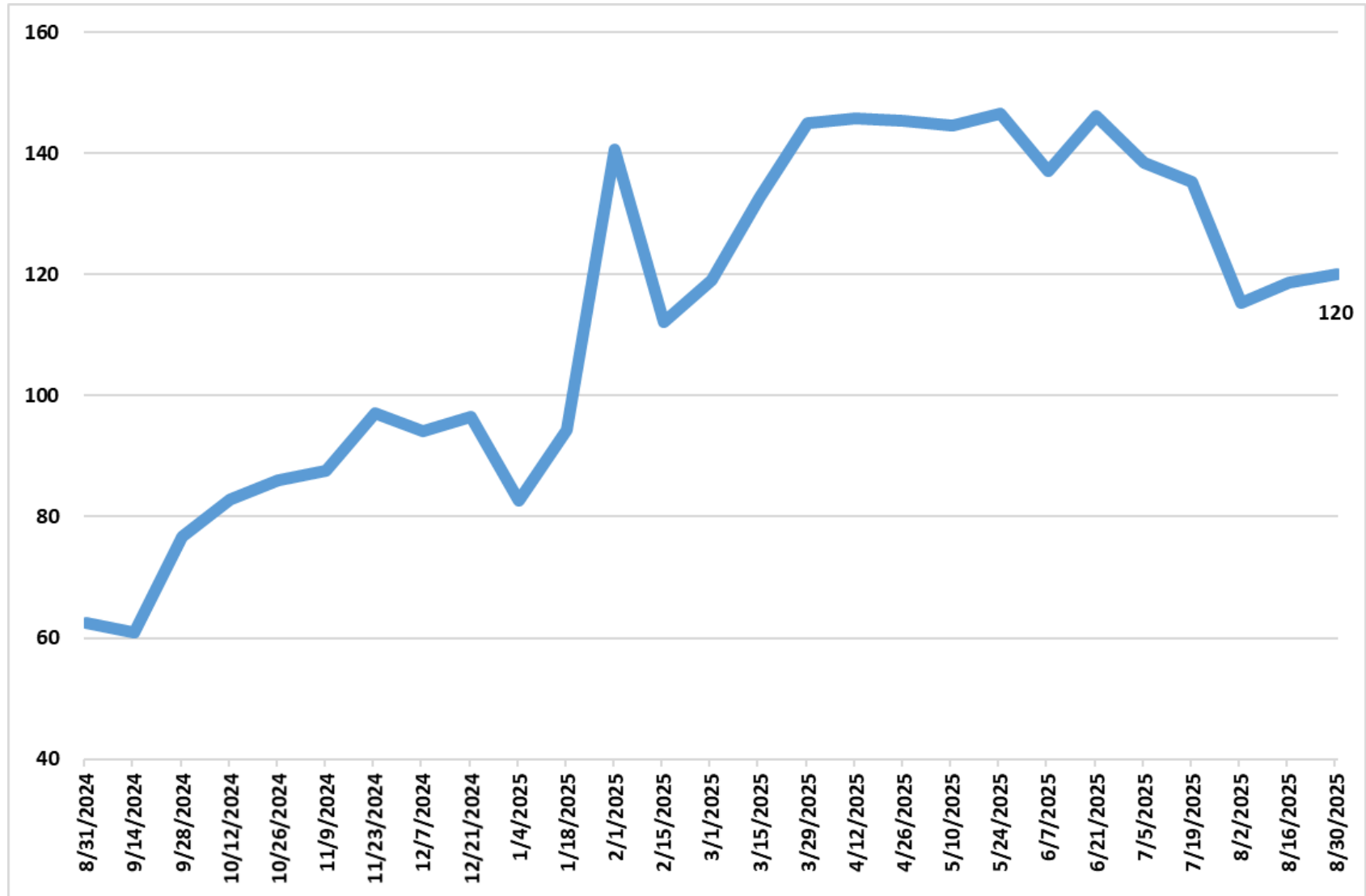
Total FTEs (includes Contract Labor)



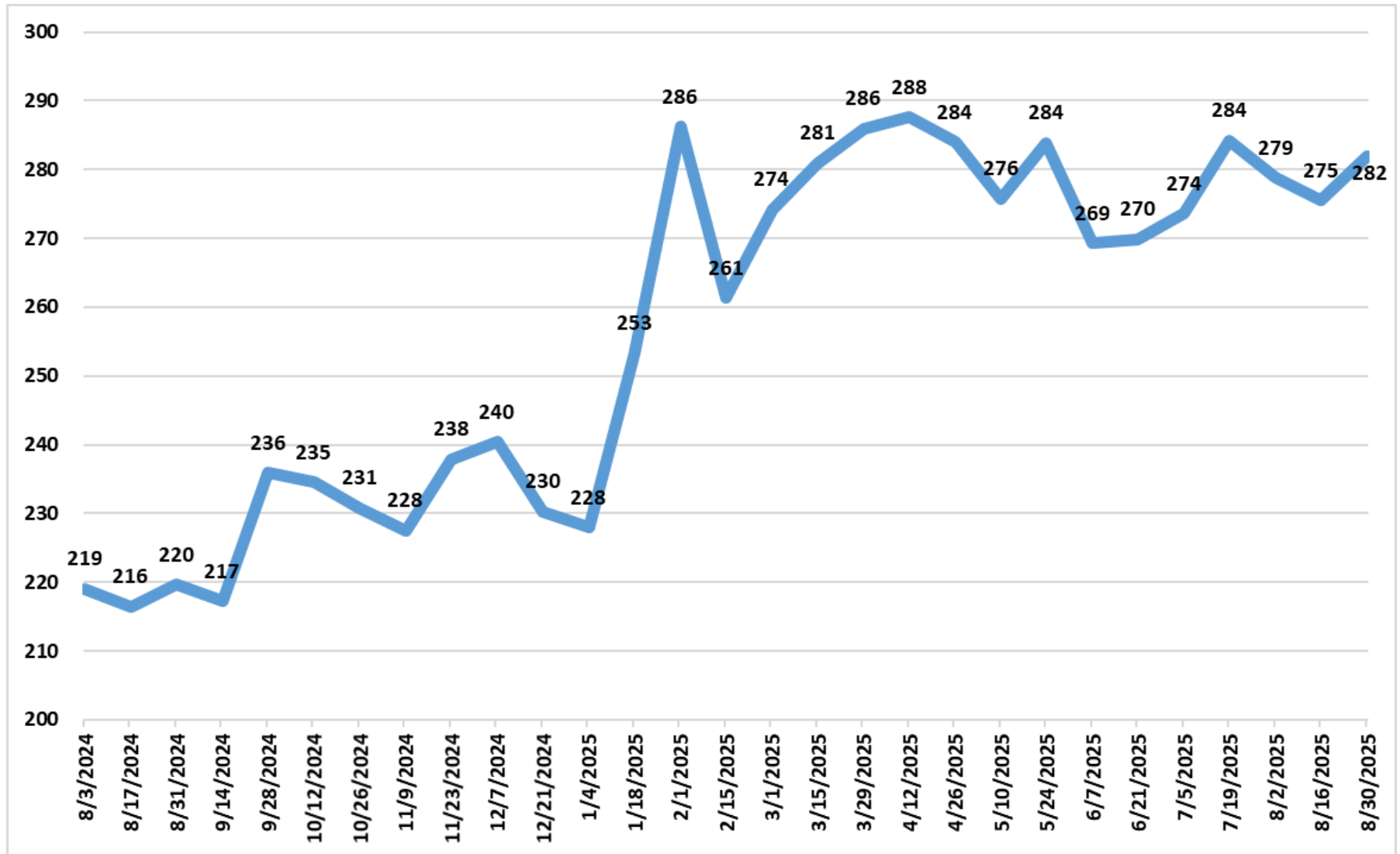
Monthly Contract Labor Costs



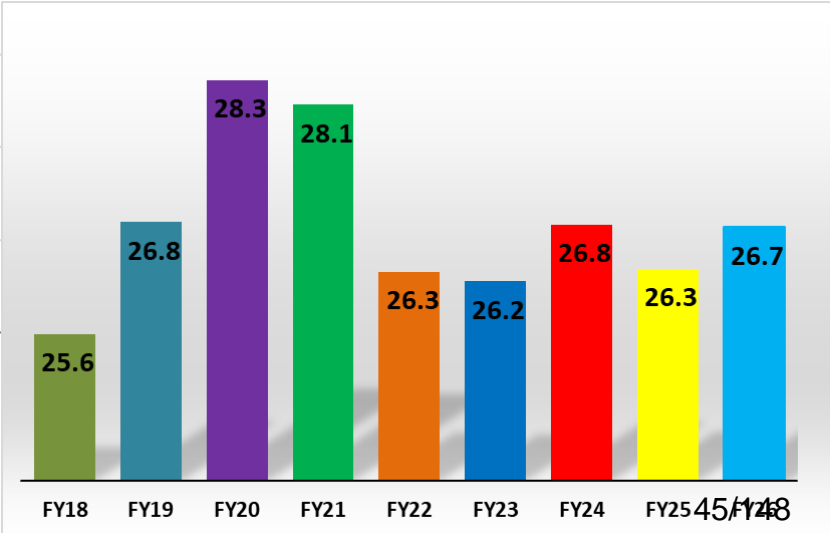
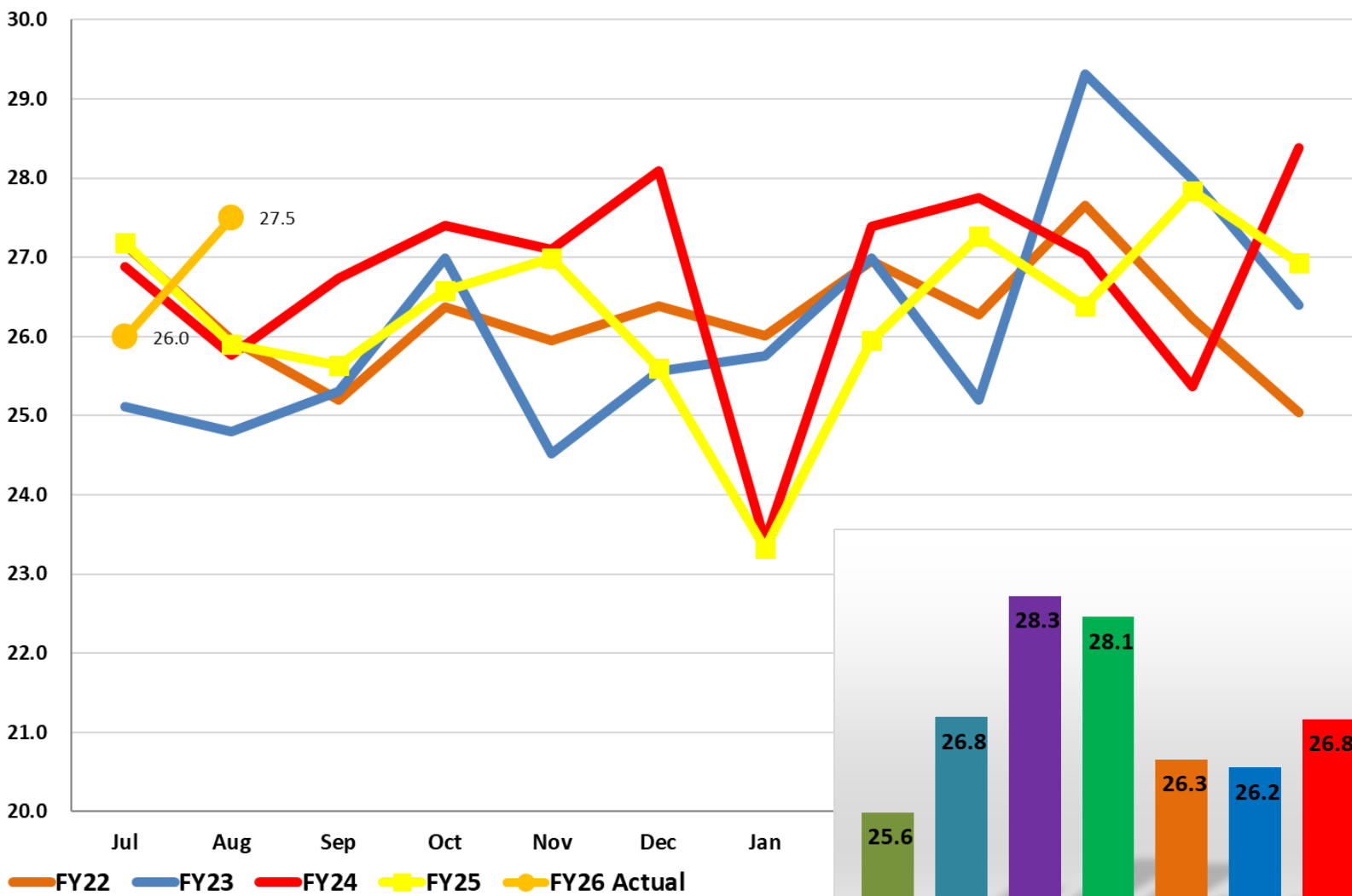
Contract Labor Full Time Equivalents (FTEs)



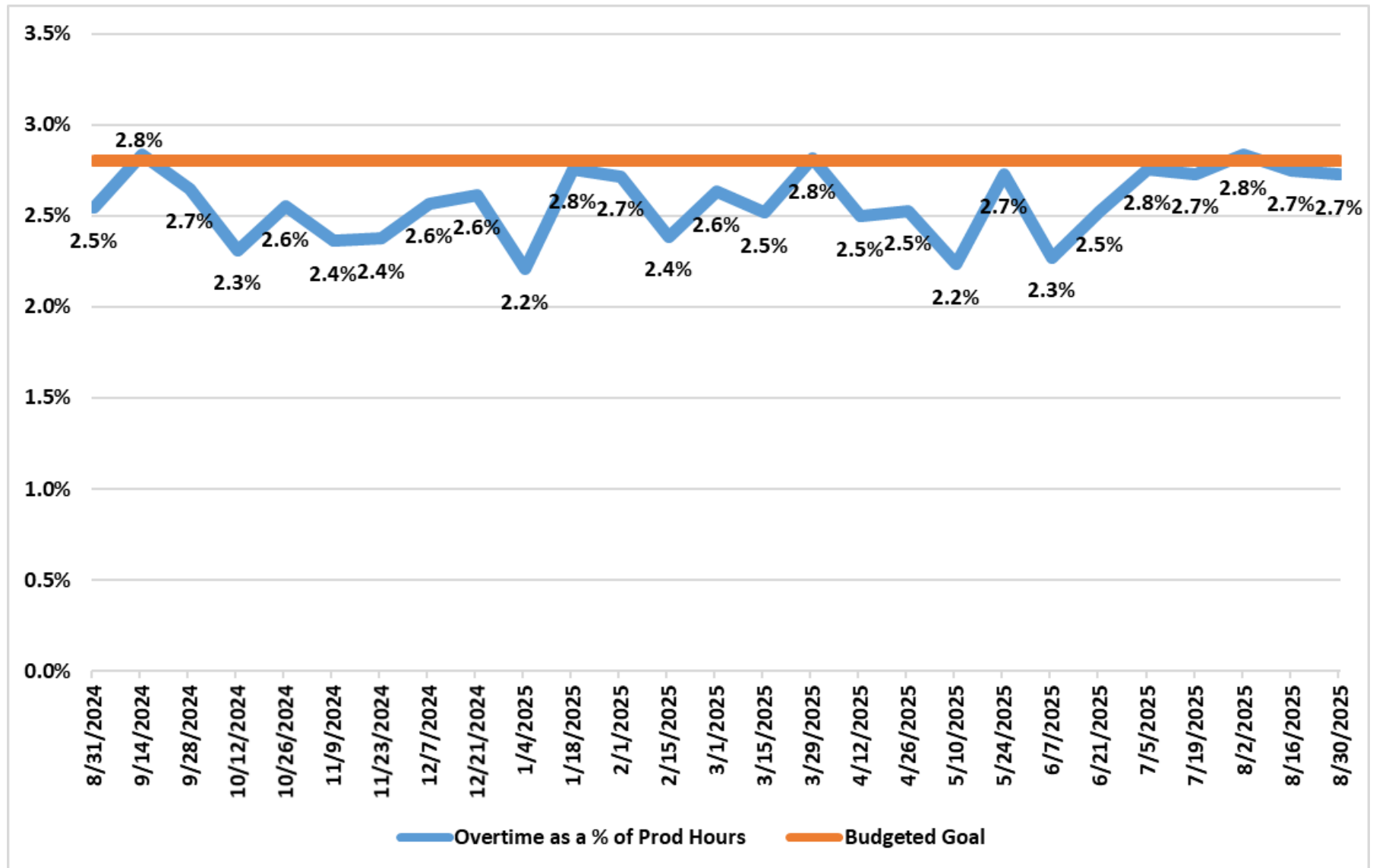
Emergency Department FTEs: Includes Contract



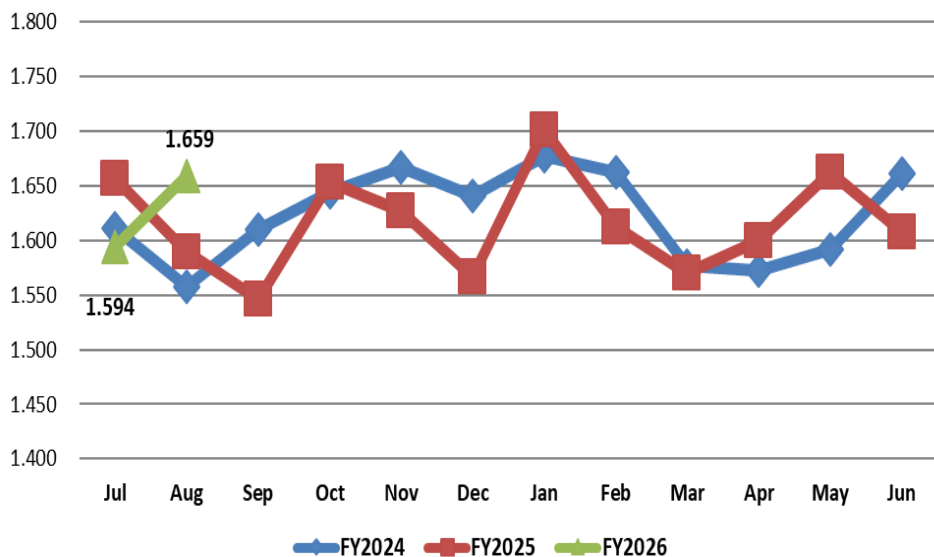
Productivity Measure : Worked Hours/ Adj. Patient Days



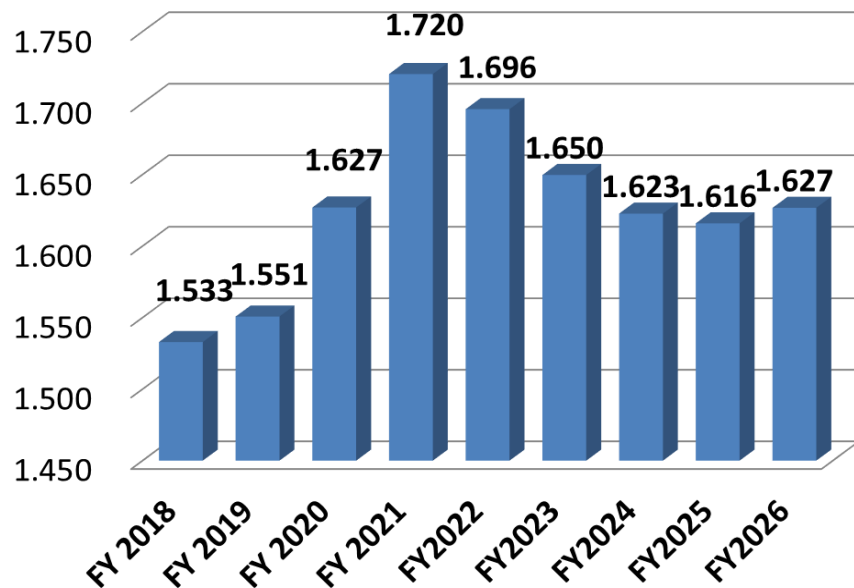
Overtime as a % of Productive Hours



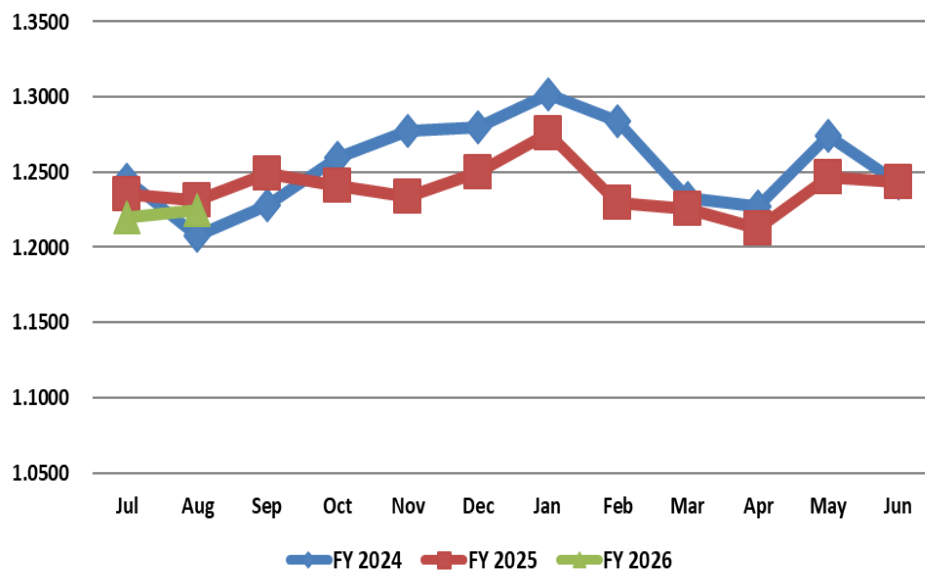
Case Mix Index w/o Normal Newborns



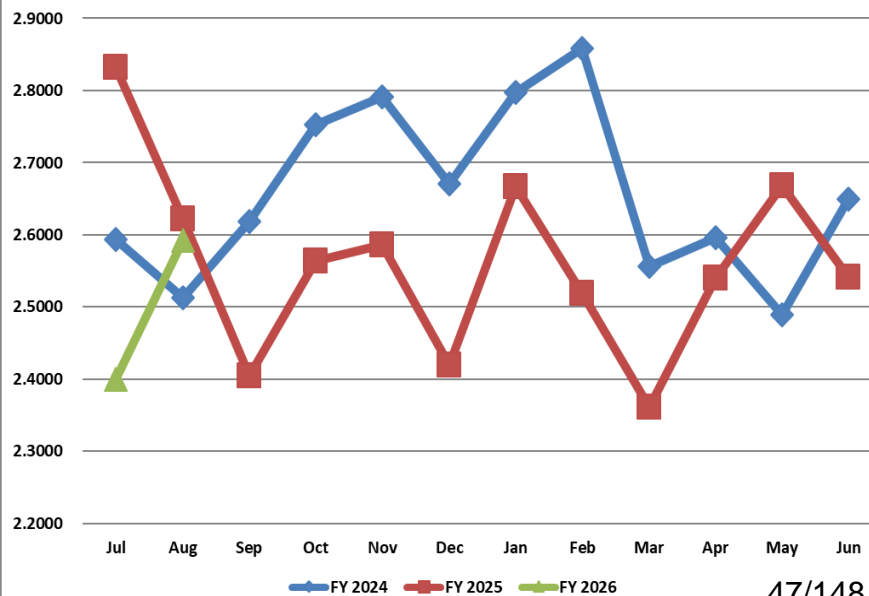
Case Mix Index w/o Normal Newborns - All



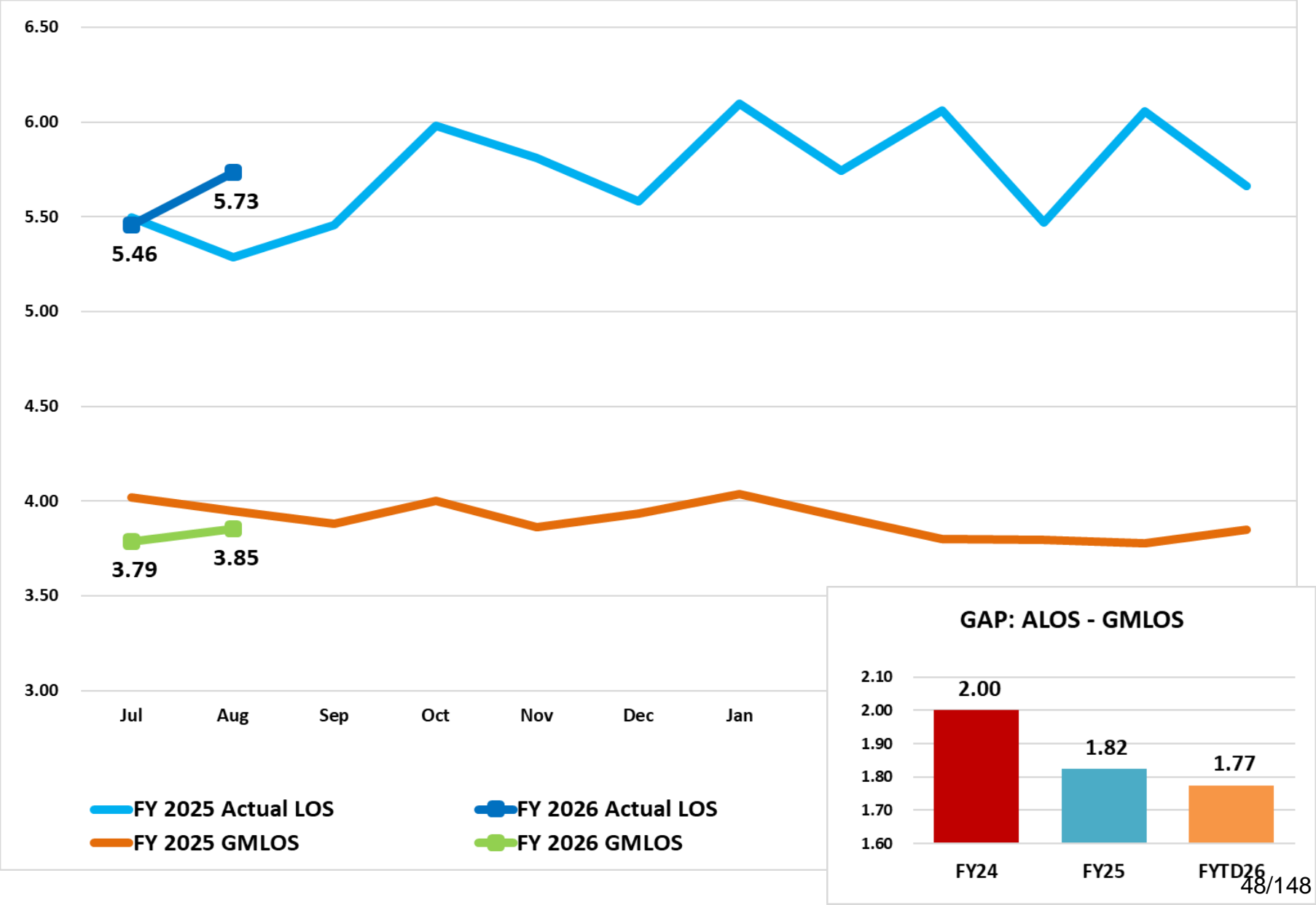
Case Mix **Medical** w/o Normal Newborns



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

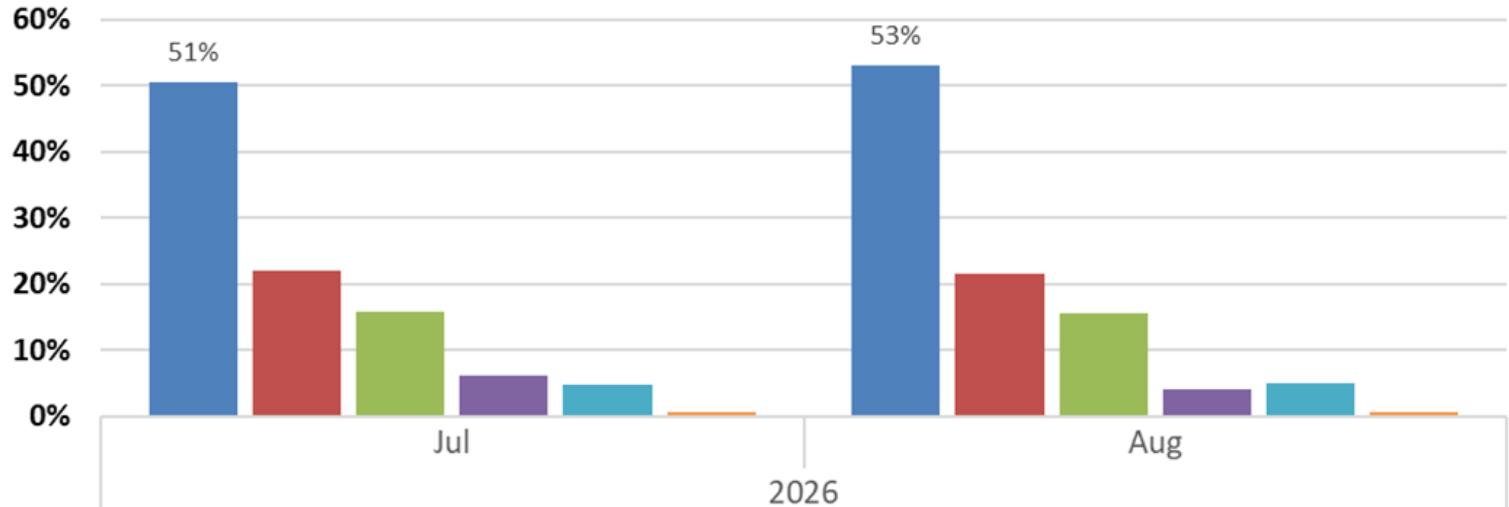


Average Length of Stay versus National Average (GMLOS)



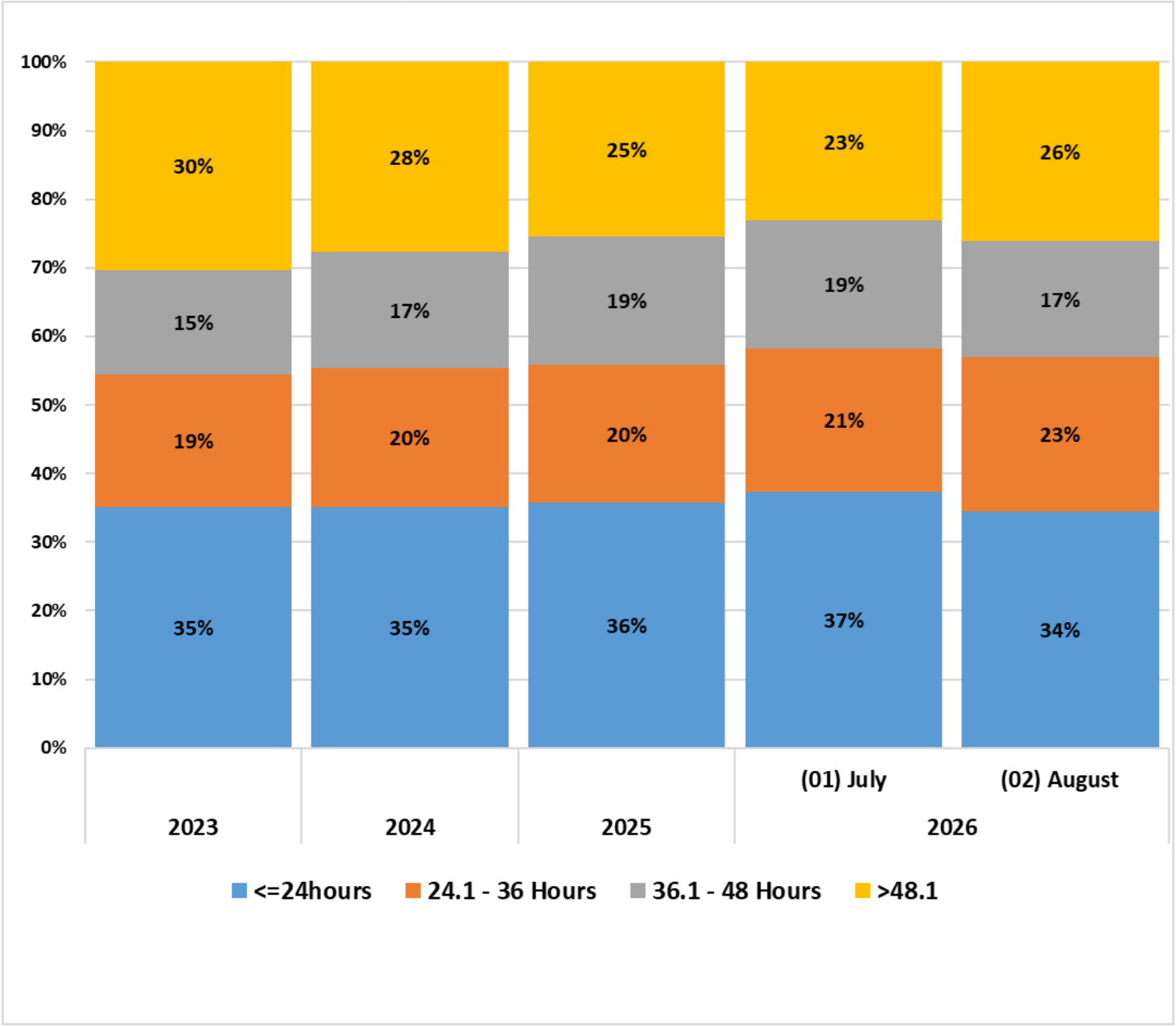
Length of Stay Distribution

FY26 Overall LOS Distribution

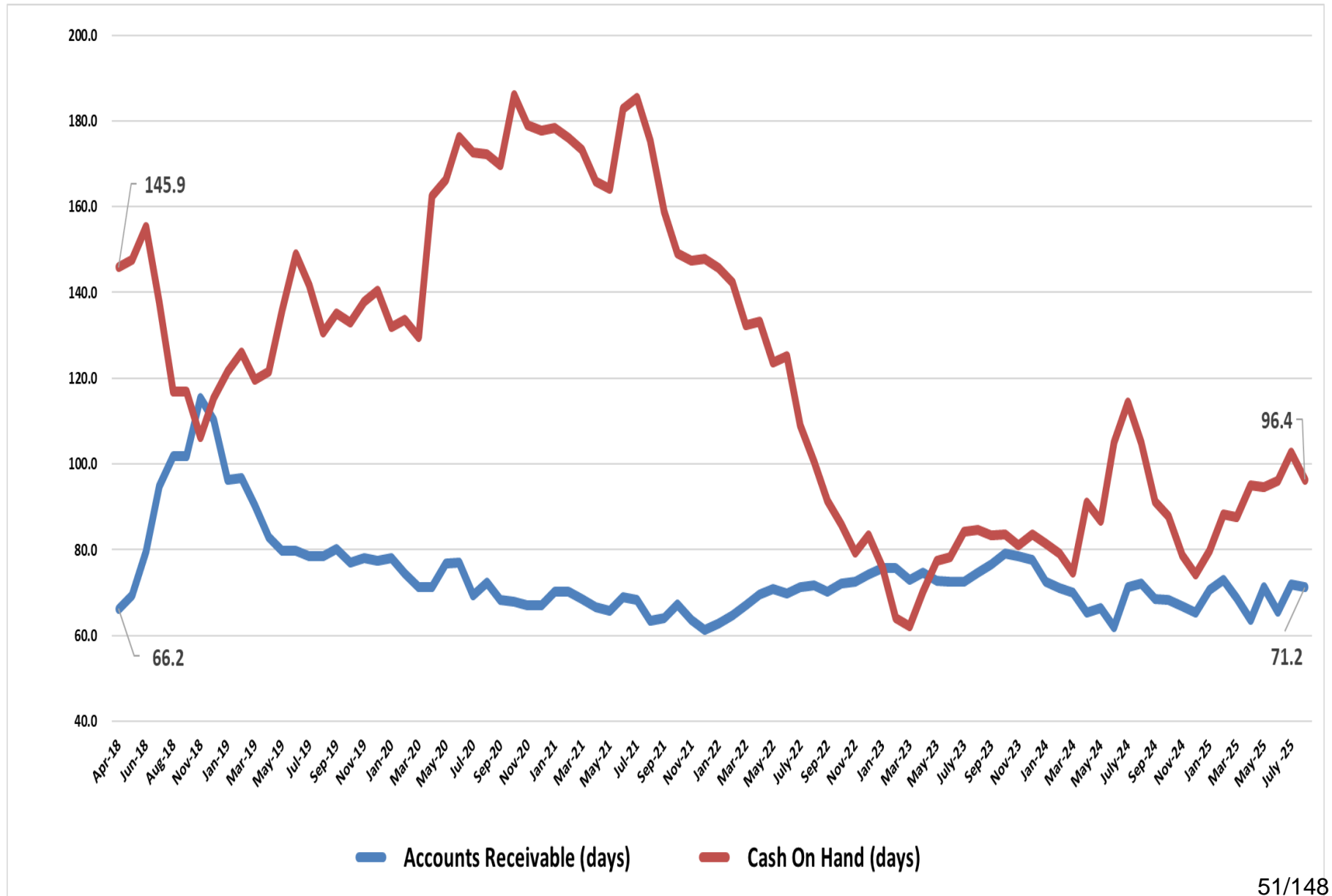


■ at GMLOS or Better	51%	53%
■ 1-2 days over GMLOS	22%	22%
■ 2-6 days over GMLOS	16%	16%
■ 6-10 days over GMLOS	6%	4%
■ 10-30 days over GMLOS	5%	5%
■ 30+ days over GMLOS	0.6%	0.7%

Monthly Discharges of Observation Patients by their Length of Stay



Trended Liquidity Ratios



Ratio Analysis Report

AUGUST 31, 2025

	Current Month Value	Prior Month Value	June 30, 2025 Unaudited Value	2023 Moody's Median Benchmark		
				Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	2.5	2.6	2.5	1.7	1.8	1.7
Accounts Receivable (days)	71.2	72.0	72.2	47.8	47.7	47.8
Cash On Hand (days)	96.4	102.7	95.2	273.9	188.4	134.1
Cushion Ratio (x)	11.3	12.2	10.9	44.7	24.2	16.6
Average Payment Period (days)	48.6	50.3	53.9	70.9	62.7	64.0
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	119.0%	128.7%	114.9%	271.7%	164.5%	131.0%
Debt-To-Capitalization	31.4%	31.3%	31.1%	22.5%	31.1%	35.0%
Debt-to-Cash Flow (x)	10.7	17.7	2.6	2.4	3.6	6.9
Debt Service Coverage	1.1	0.7	4.6	6.7	4.5	2.1
Maximum Annual Debt Service Coverage (x)	0.9	0.5	3.6	6.8	3.8	1.9
Age Of Plant (years)	14.5	14.4	13.6	11.1	12.8	13.9
PROFITABILITY RATIOS						
Operating Margin	(4.0%)	(4.7%)	(3.6%)	2.1%	0.5%	(2.3%)
Excess Margin	(2.5%)	(3.3%)	3.4%	5.5%	2.7%	(.9%)
Operating Cash Flow Margin	0.8%	0.1%	1.6%	6.7%	5.5%	3.0%
Return on Assets	(2.6%)	(3.5%)	3.6%	3.9%	2.4%	(.7%)

Consolidated Statements of Net Position (000's)

	Aug-25	Jun-25
	(Unaudited)	
ASSETS AND DEFERRED OUTFLOWS		
CURRENT ASSETS		
Cash and cash equivalents	\$ 2,248	\$ 6,595
Current Portion of Board designated and trusted assets	19,106	\$ 17,533
Accounts receivable:		\$ -
Net patient accounts	147,397	\$ 154,634
Other receivables	31,329	\$ 70,335
	178,726	224,969
Inventories	14,400	\$ 13,871
Medicare and Medi-Cal settlements	73,594	\$ 62,463
Prepaid expenses	13,189	\$ 8,234
Total current assets	301,264	333,666
NON-CURRENT CASH AND INVESTMENTS -		
less current portion		
Board designated cash and assets	230,610	\$ 218,025
Revenue bond assets held in trust	23,093	\$ 22,950
Assets in self-insurance trust fund	612	\$ 626
Total non-current cash and investments	254,315	241,602
INTANGIBLE RIGHT TO USE LEASE,	15,835	\$ 15,613
net of accumulated amortization		
INTANGIBLE RIGHT TO USE SBITA,	7,416	\$ 8,062
net of accumulated amortization		
CAPITAL ASSETS		
Land	17,542	\$ 17,542
Buildings and improvements	438,040	\$ 437,184
Equipment	341,103	\$ 340,593
Construction in progress	22,458	\$ 18,729
	819,144	814,048
Less accumulated depreciation	546,532	\$ 541,607
	272,612	272,441
OTHER ASSETS		
Property not used in operations	5,148	\$ 5,155
Health-related investments	1,829	\$ 2,147
Other	21,131	\$ 20,922
Total other assets	28,108	28,224
Total assets	879,550	899,608
DEFERRED OUTFLOWS	12,912	\$ 13,133
Total assets and deferred outflows	\$ 892,462	\$ 912,741

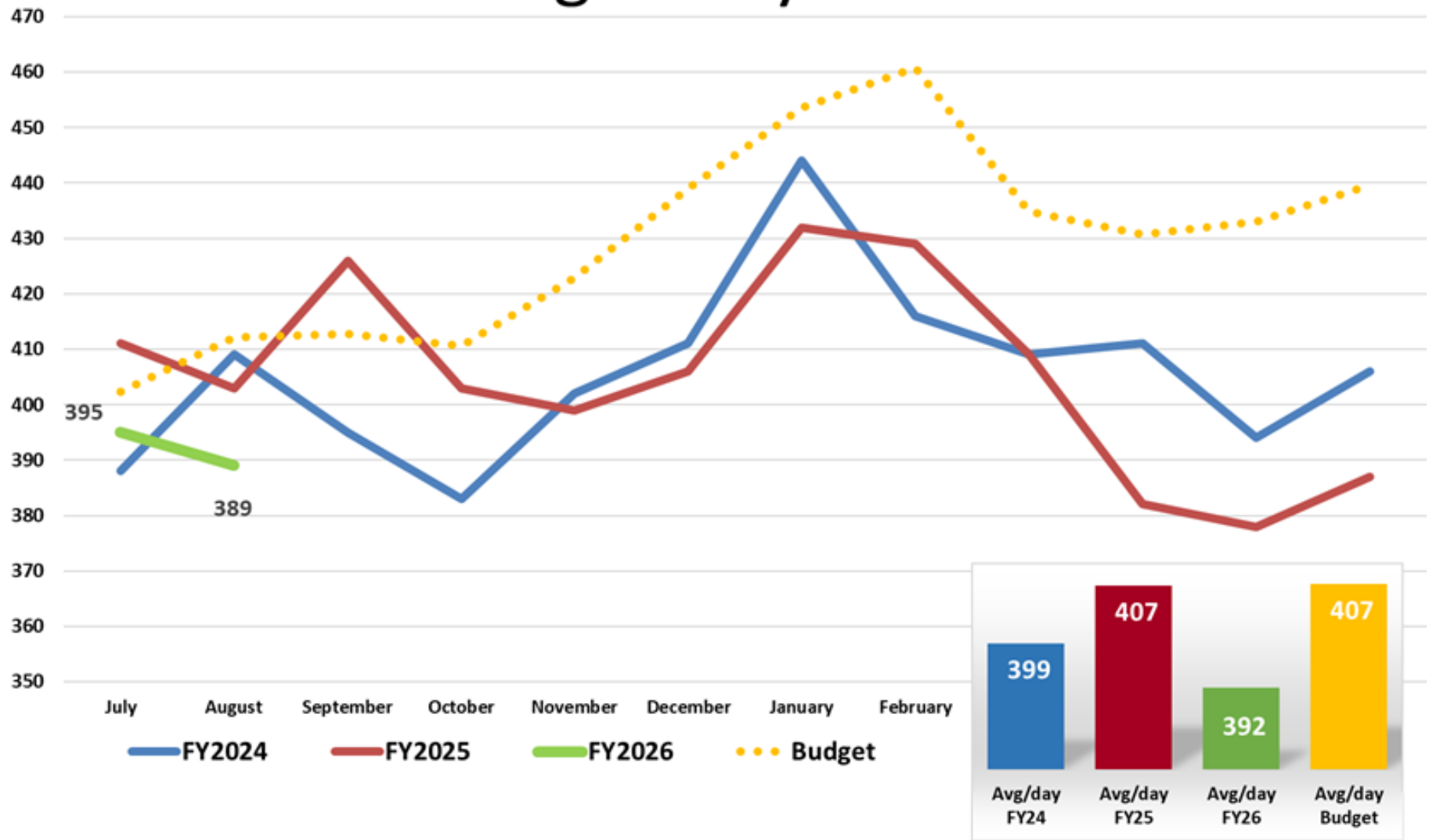
Consolidated Statements of Net Position (000's)

	Aug-25	Jun-25
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable and accrued expenses	\$ 31,821	\$ 43,963
Accrued payroll and related liabilities	70,548	\$ 71,620
SBITA liability, current portion	2,912	\$ 3,031
Lease liability, current portion	3,396	\$ 3,204
Bonds payable, current portion	13,184	\$ 13,014
Notes payable, current portion	-	\$ -
Total current liabilities	121,860	134,831
LEASE LIABILITY, net of current portion	12,900	\$ 12,850
SBITA LIABILITY, net of current portion	3,040	\$ 3,941
LONG-TERM DEBT, less current portion		
Bonds payable	199,056	\$ 201,619
Notes payable	20,750	\$ 20,750
Total long-term debt	219,806	222,369
NET PENSION LIABILITY	15,629	\$ 16,169
OTHER LONG-TERM LIABILITIES	45,726	\$ 45,297
Total liabilities	418,962	435,457
NET ASSETS		
Invested in capital assets, net of related debt	60,372	\$ 60,147
Restricted	61,235	\$ 58,980
Unrestricted	351,893	\$ 358,158
Total net position	473,500	\$ 477,285
Total liabilities and net position	\$ 892,463	\$ 912,742

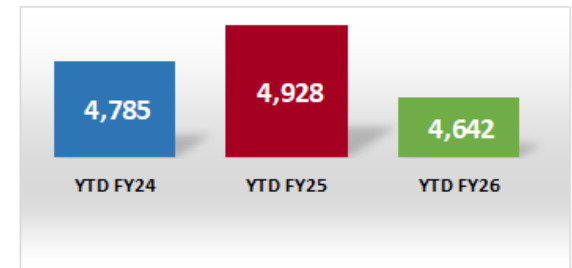
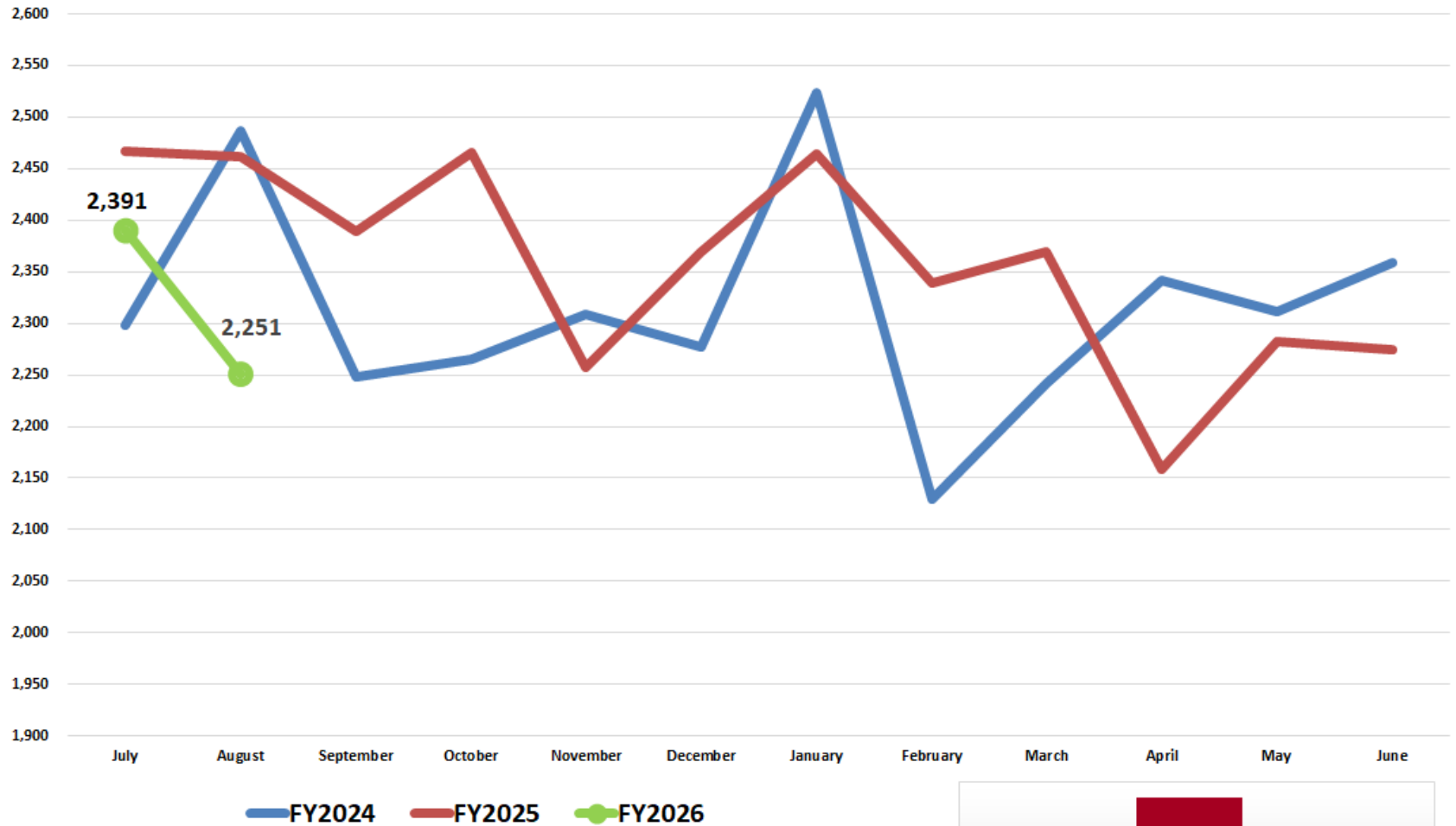
Statistical Report

August 2025

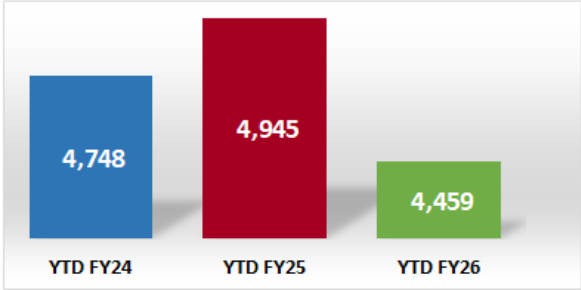
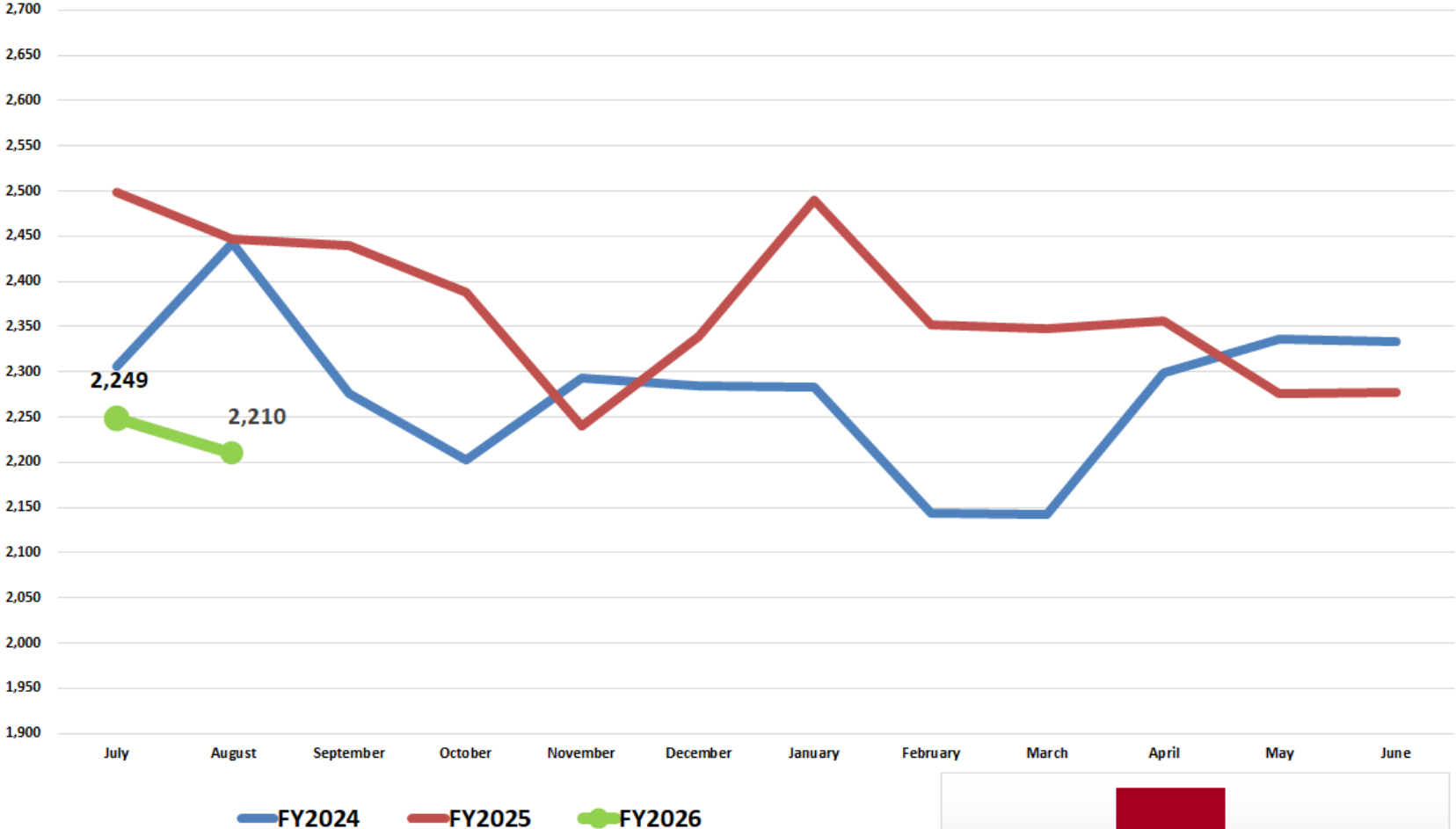
Average Daily Census



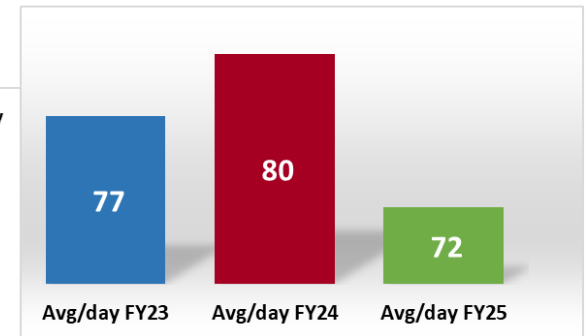
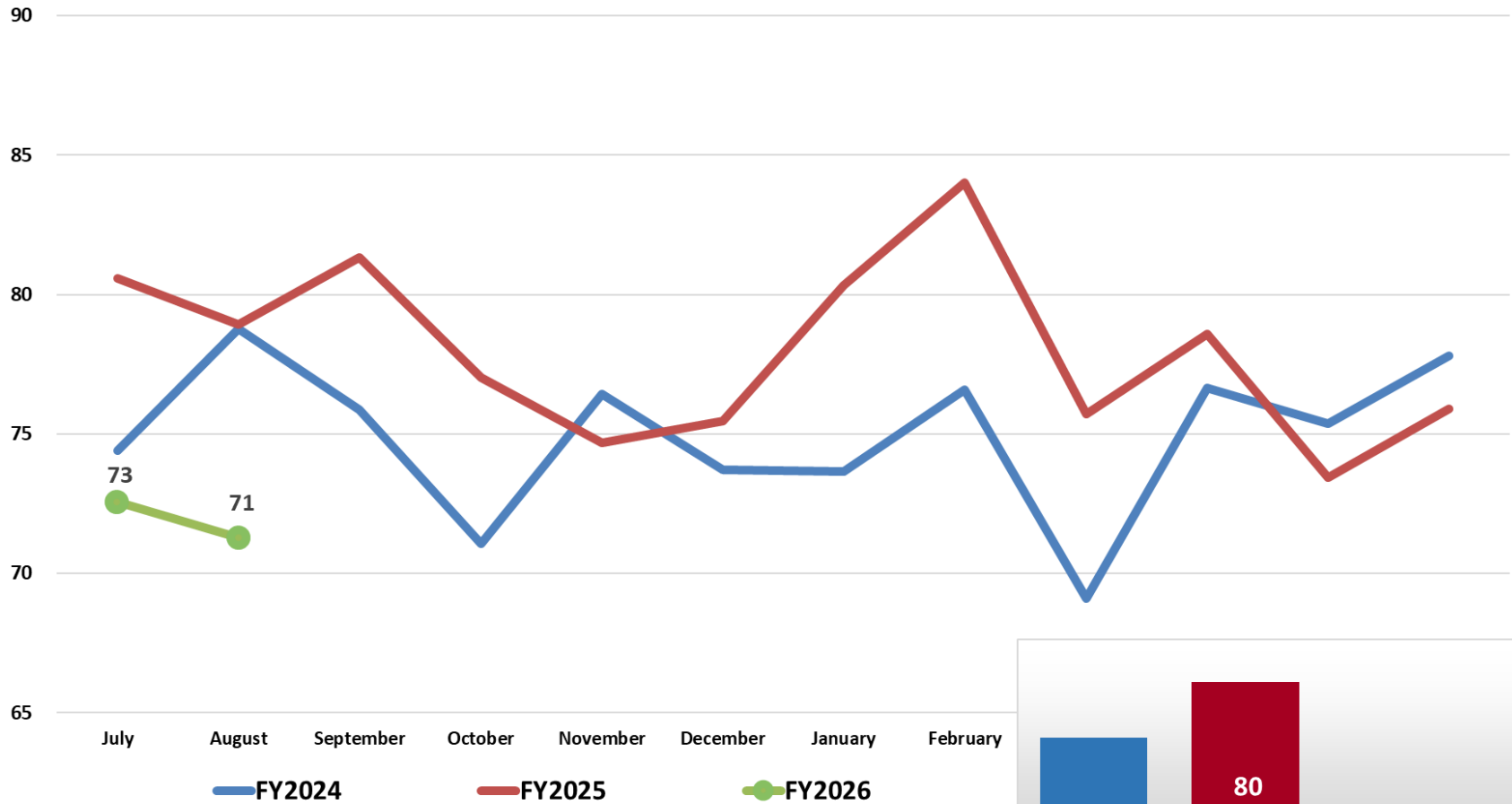
Admissions



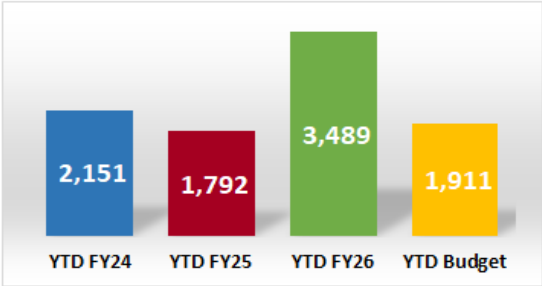
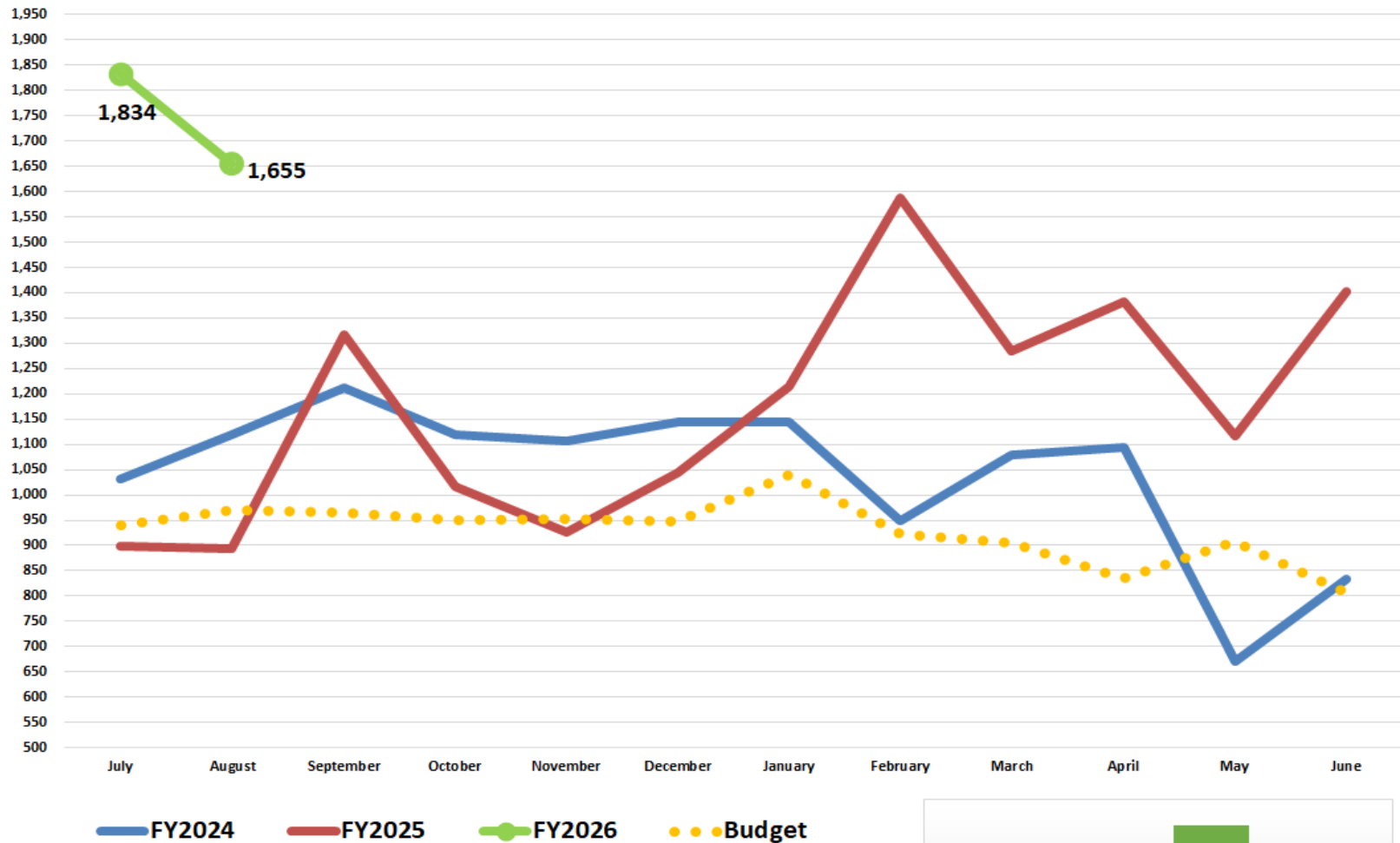
Discharges



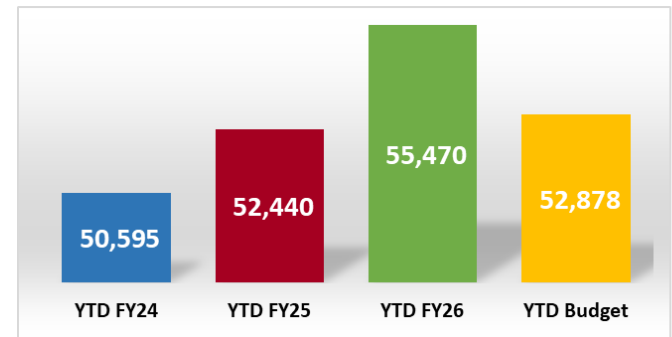
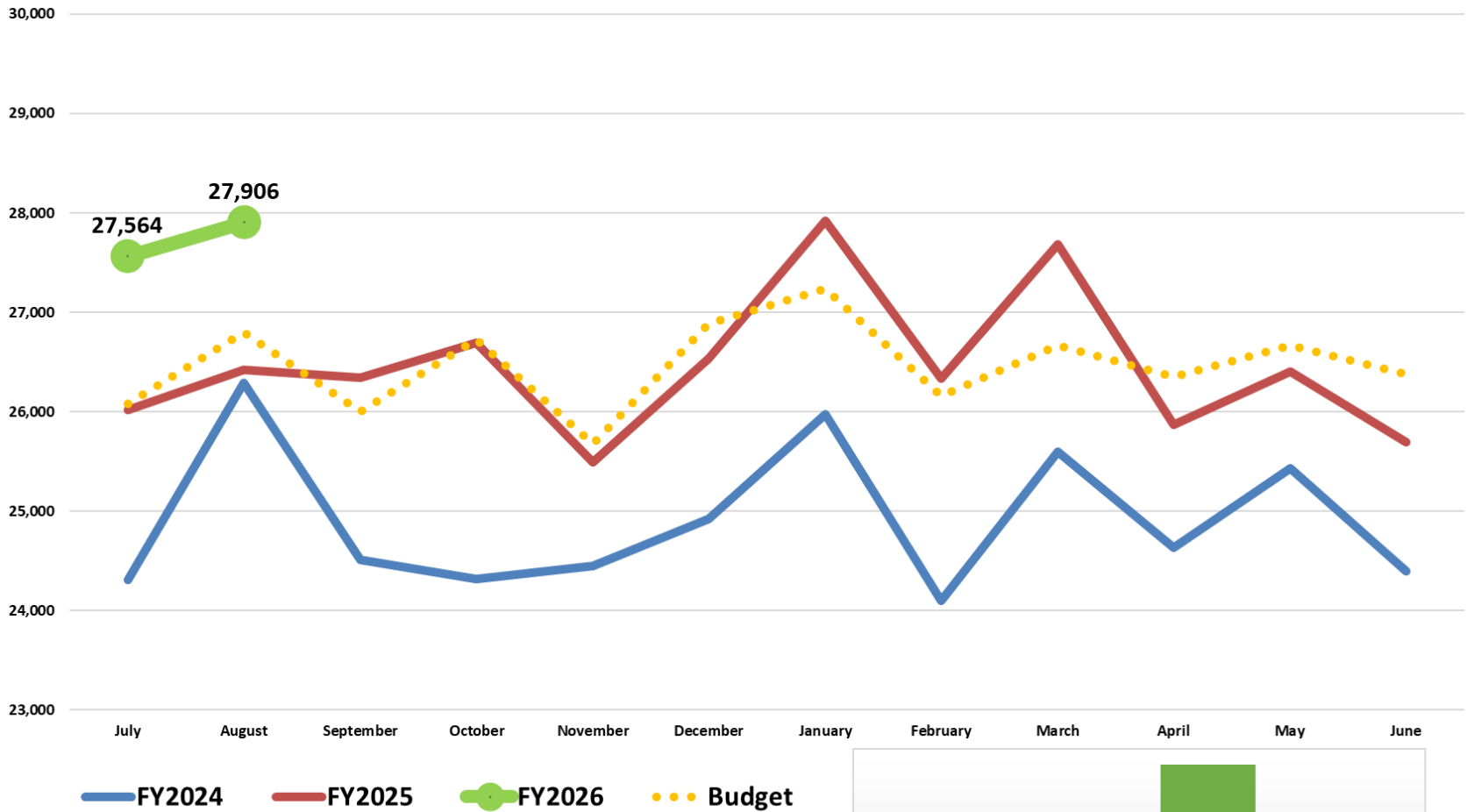
Average Discharges per Day



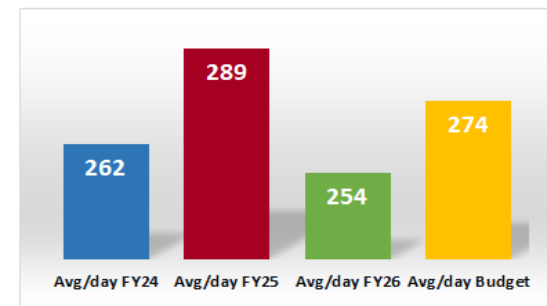
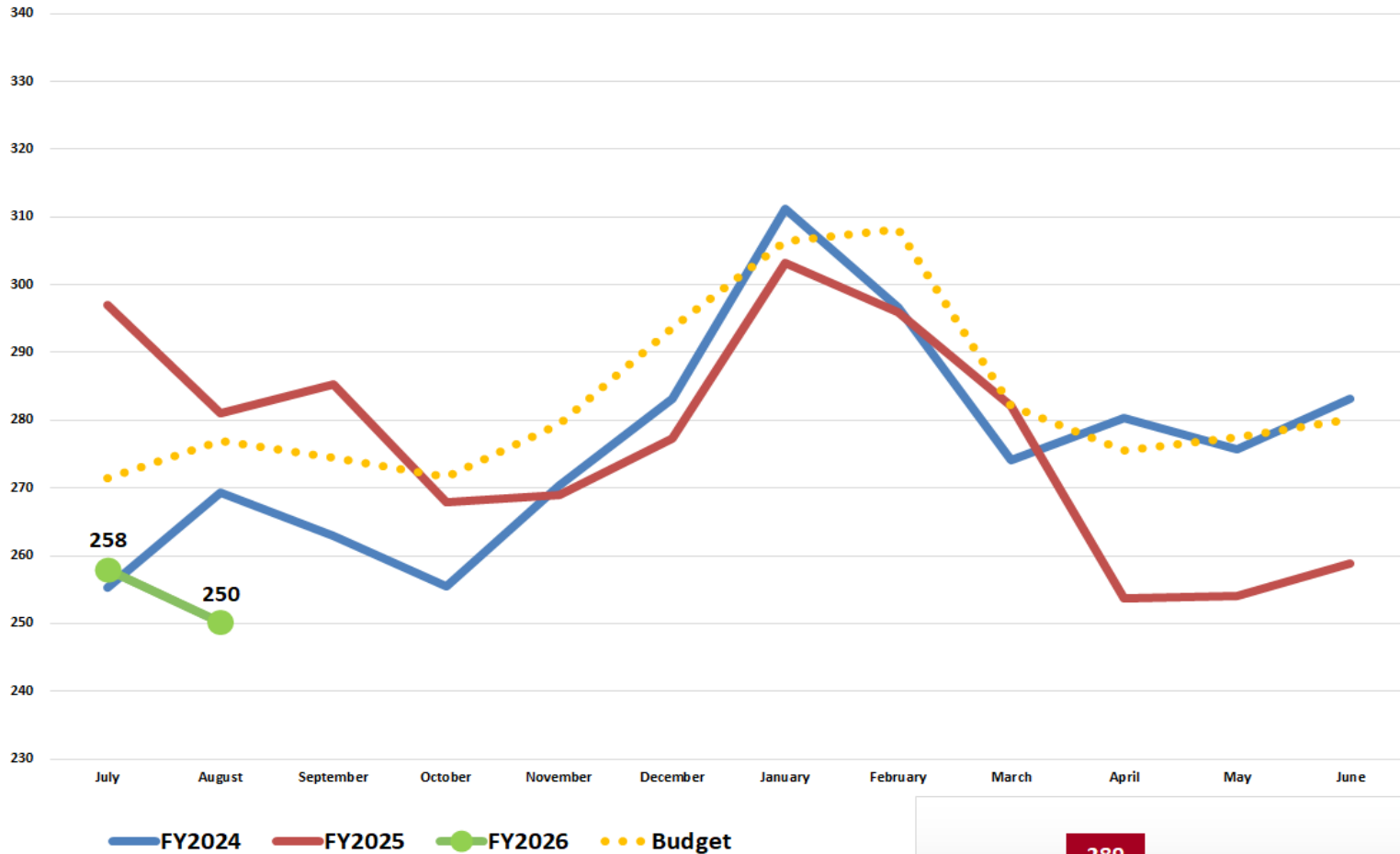
Observation Days



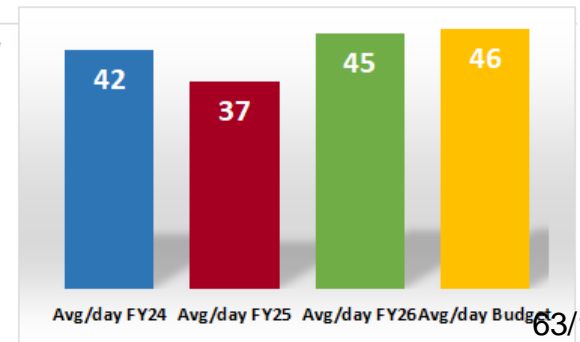
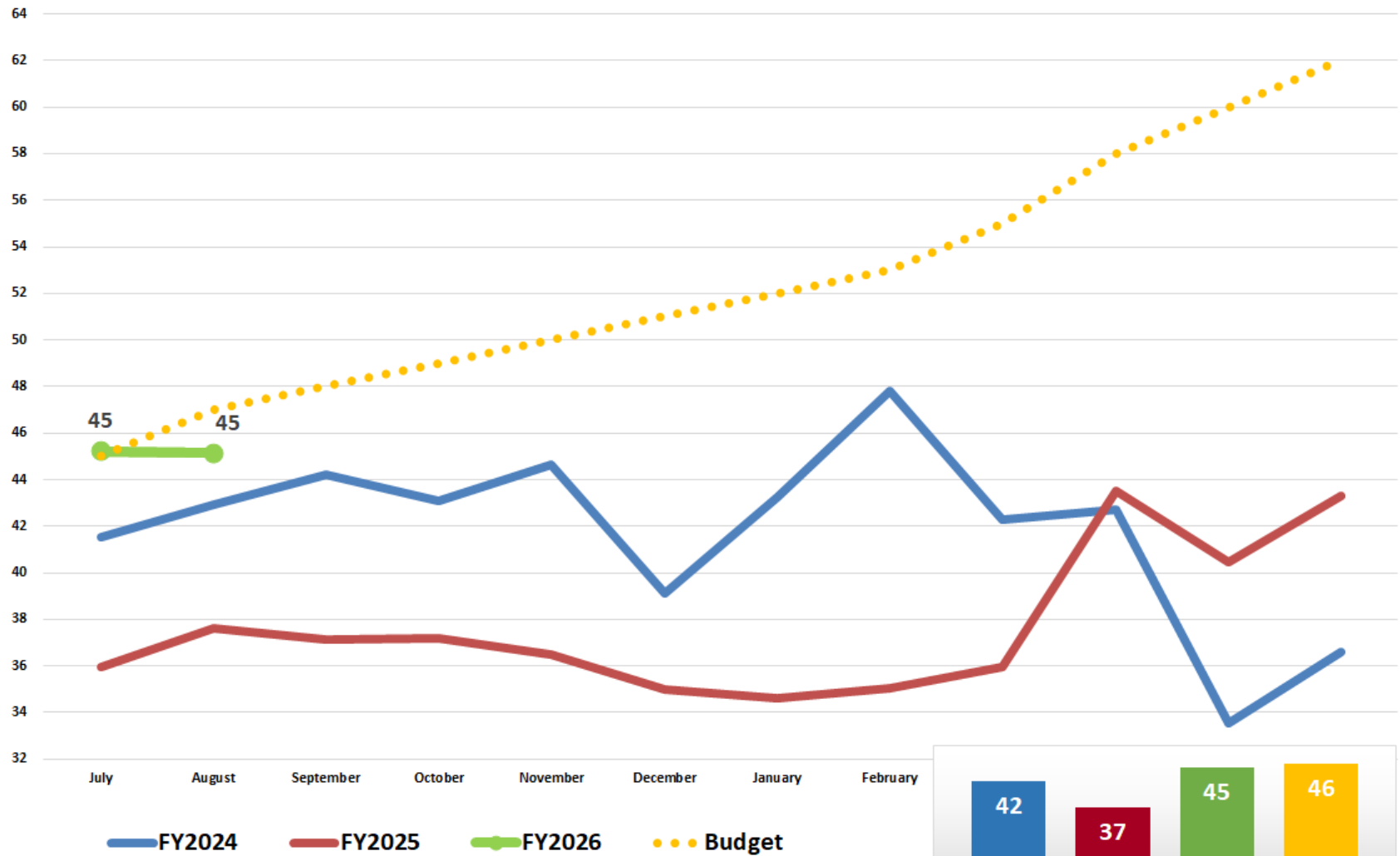
Adjusted Patient Days



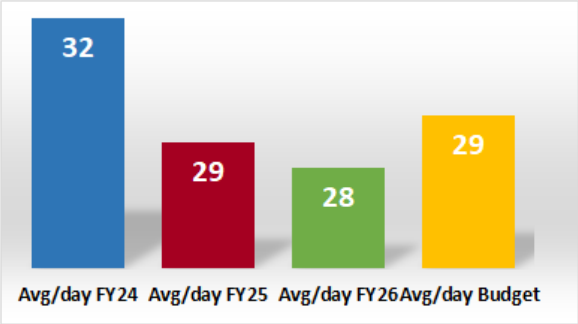
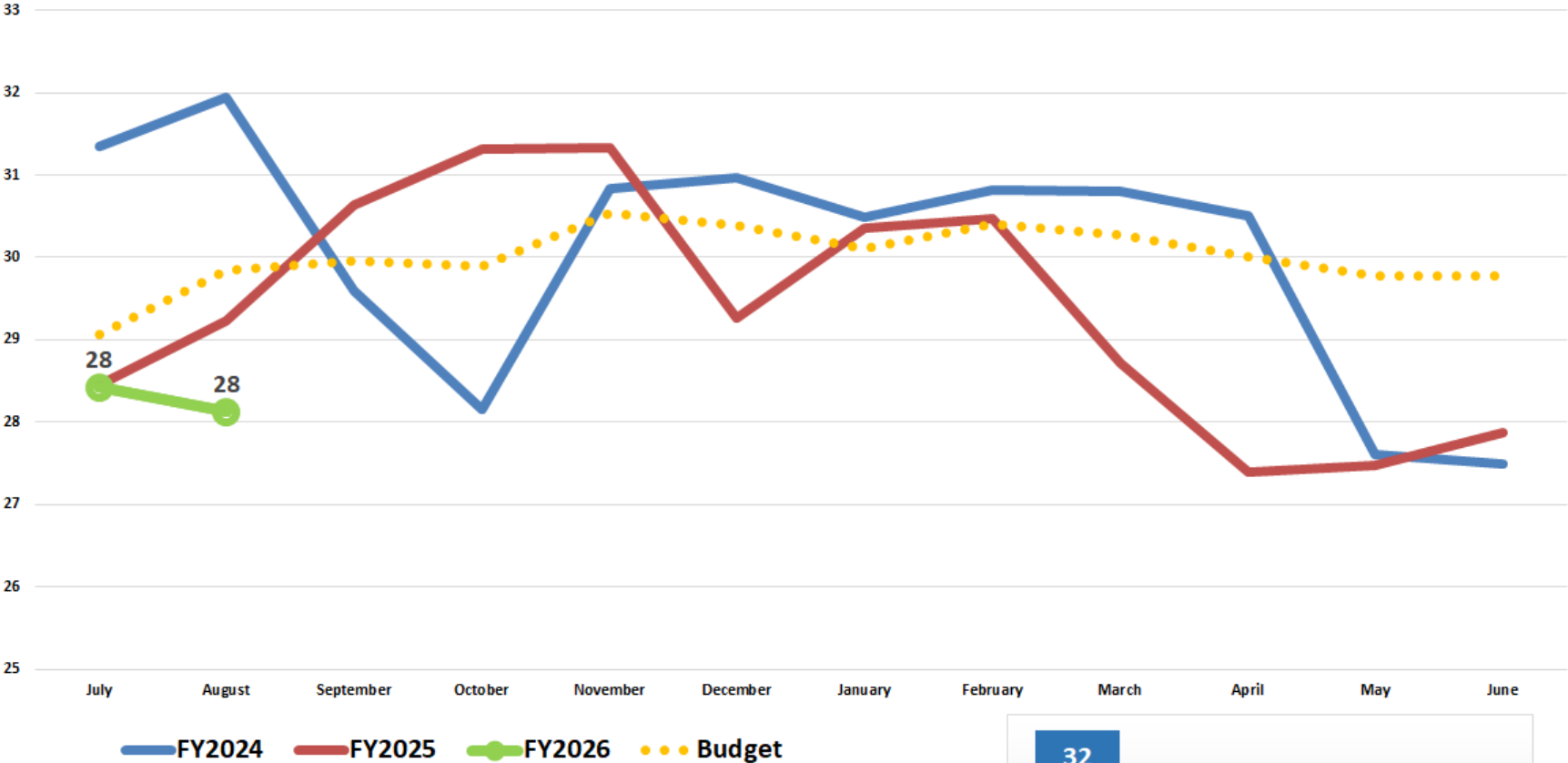
Medical Center (Avg Patients Per Day)



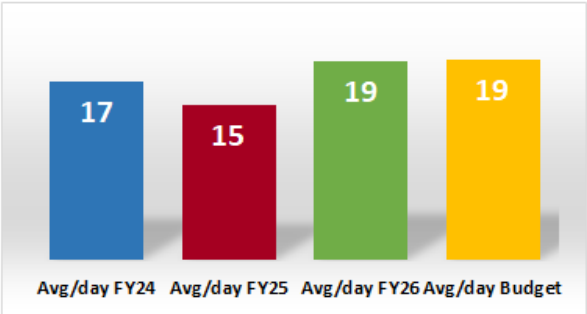
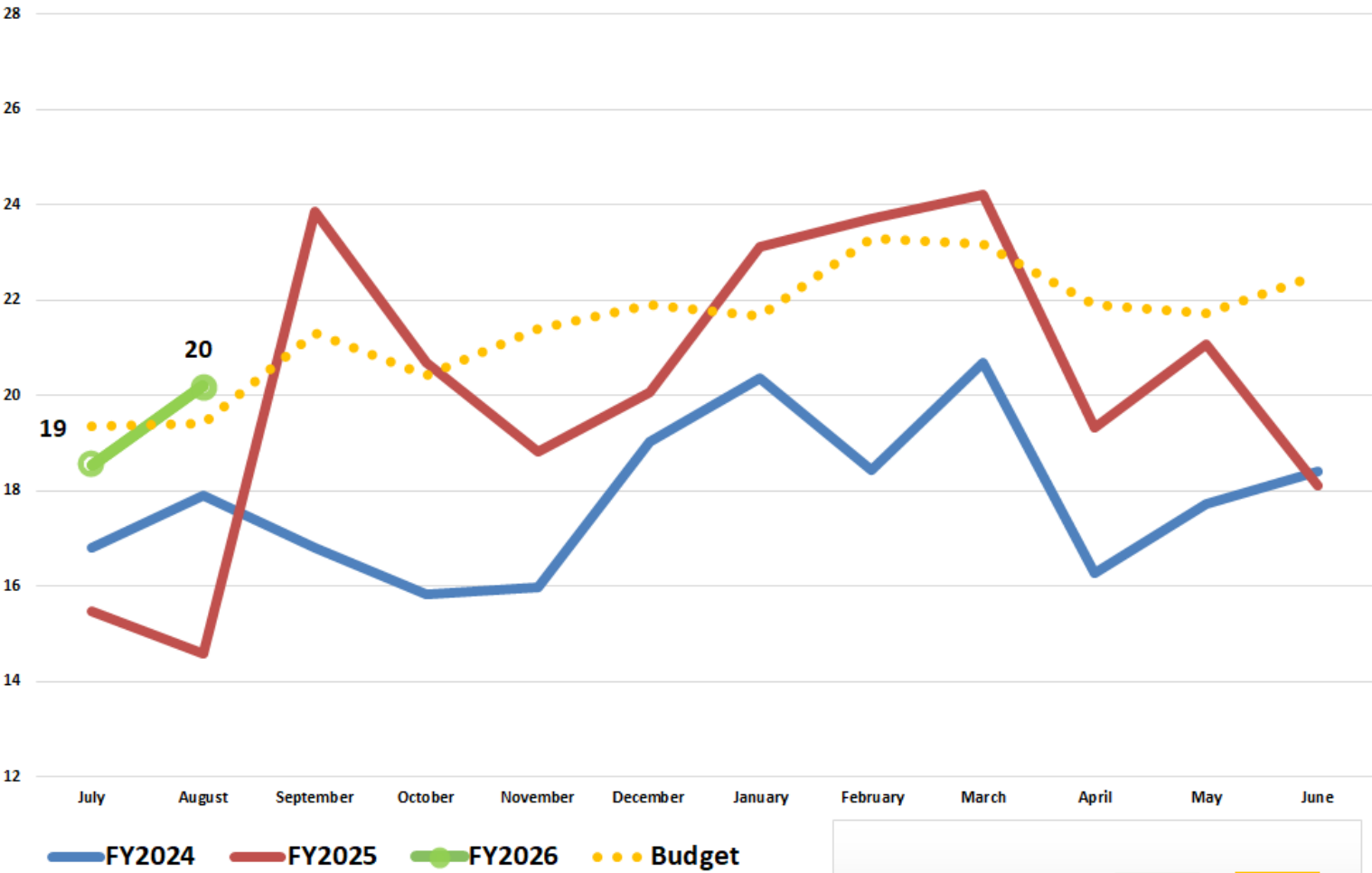
Acute I/P Psych (Avg Patients Per Day)



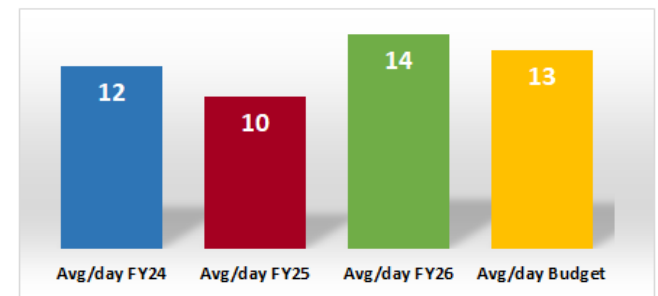
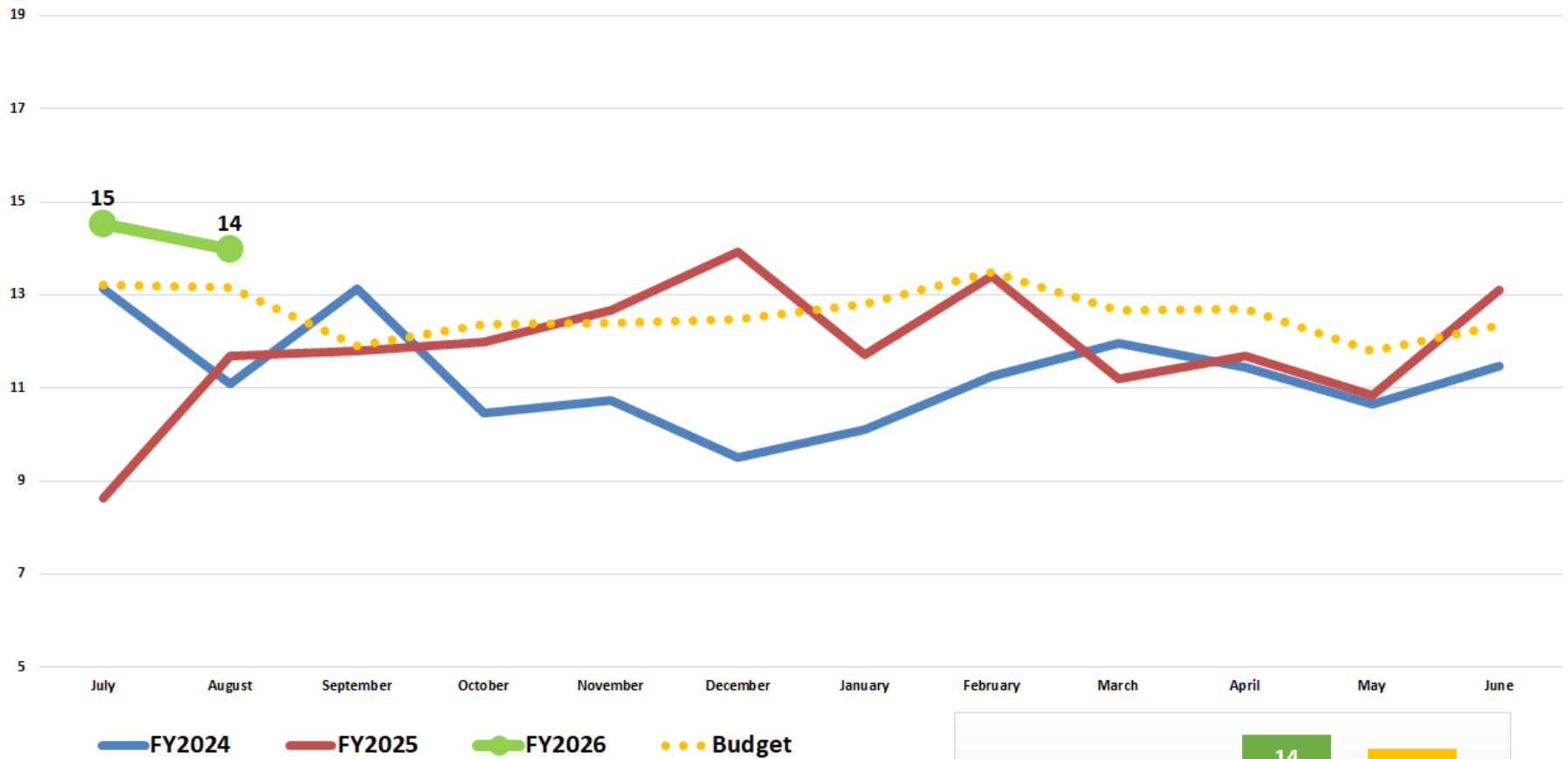
Sub-Acute - Avg Patients Per Day



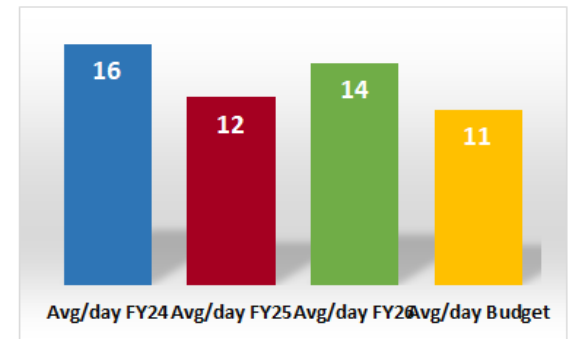
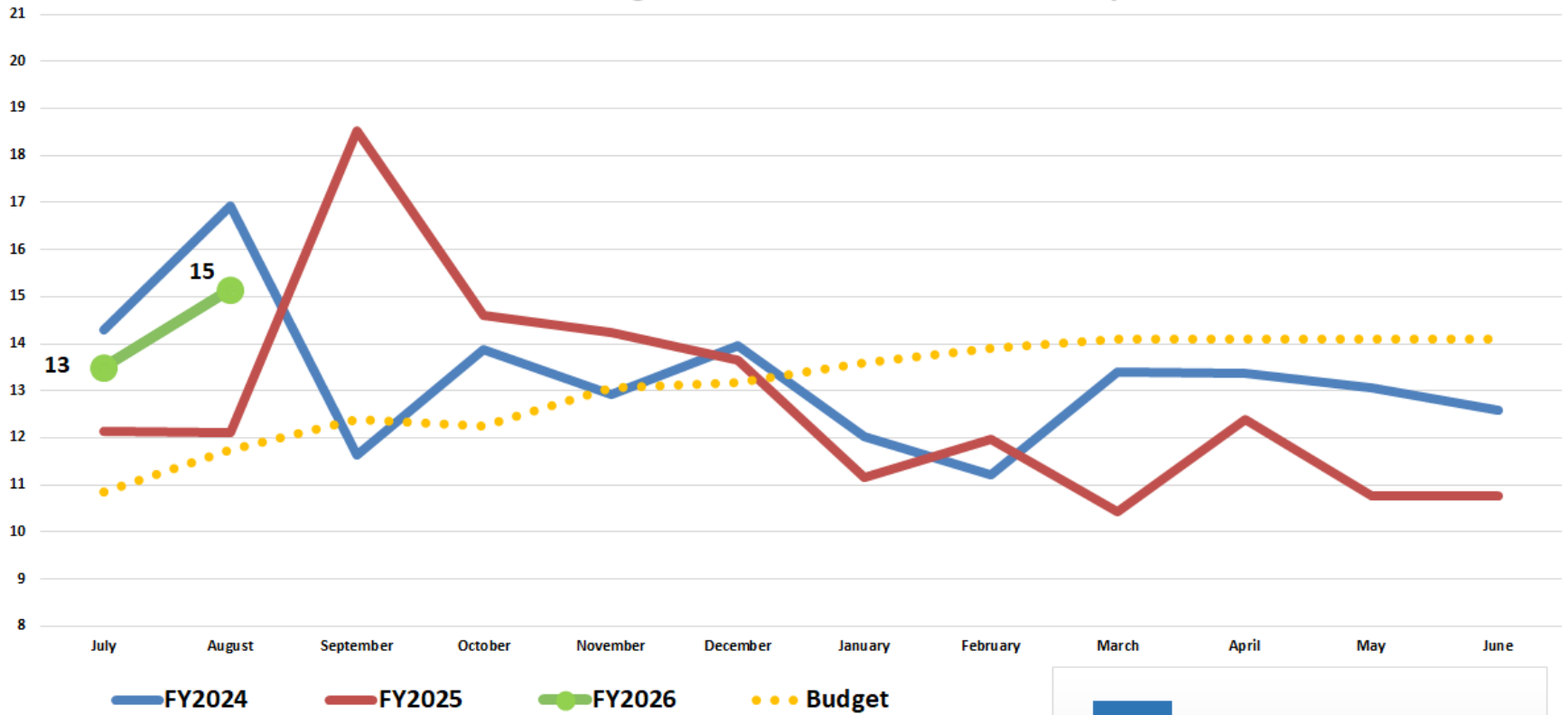
Rehabilitation Hospital - Avg Patients Per Day



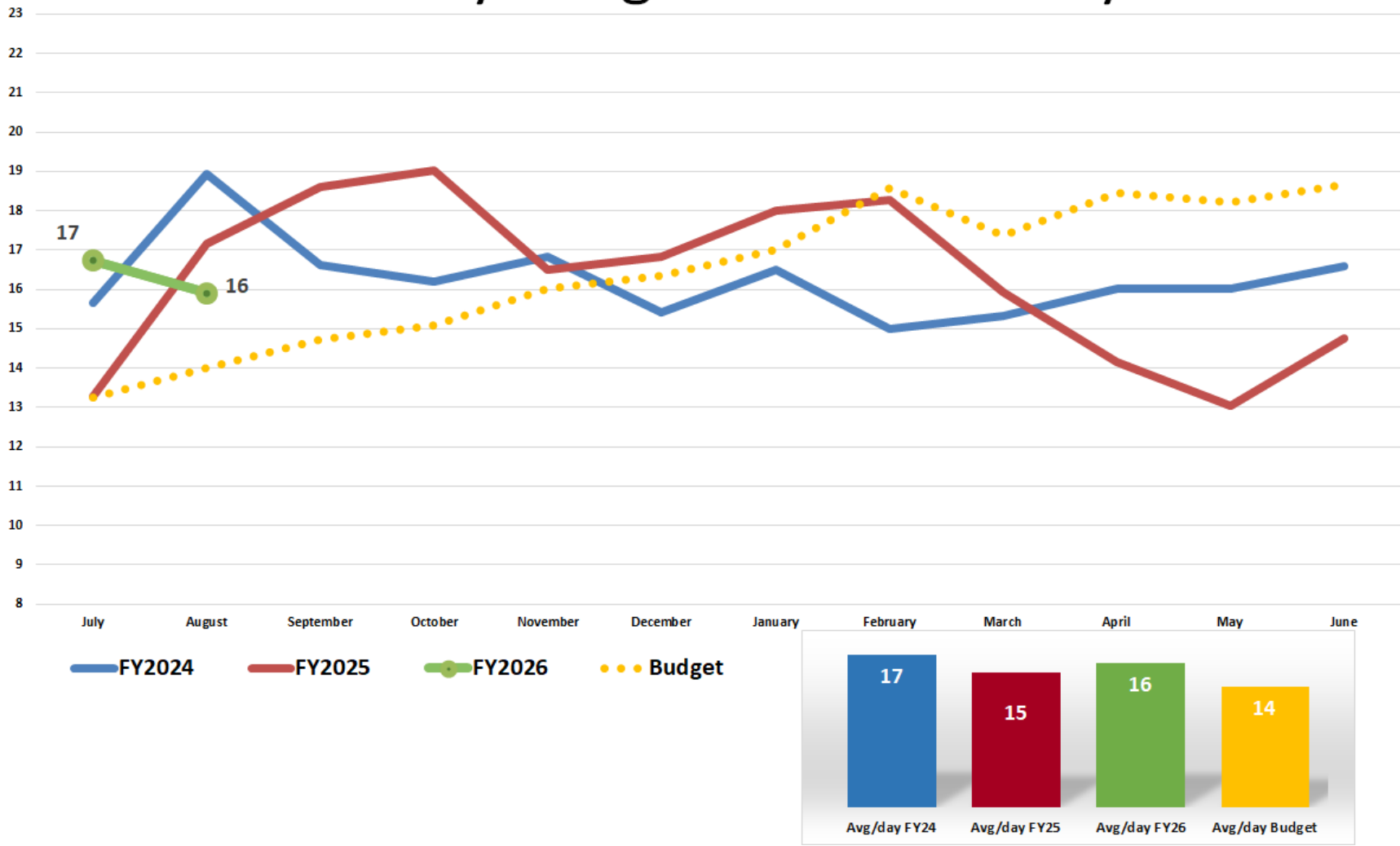
TCS Ortho - Avg Patients Per Day



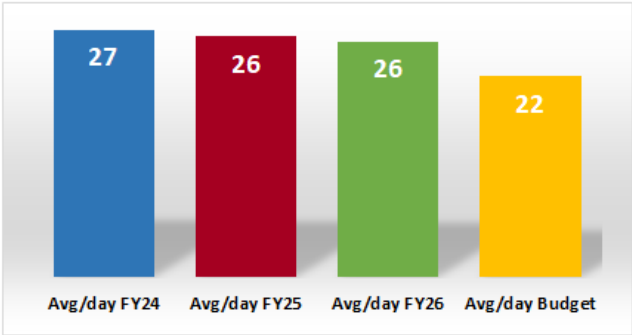
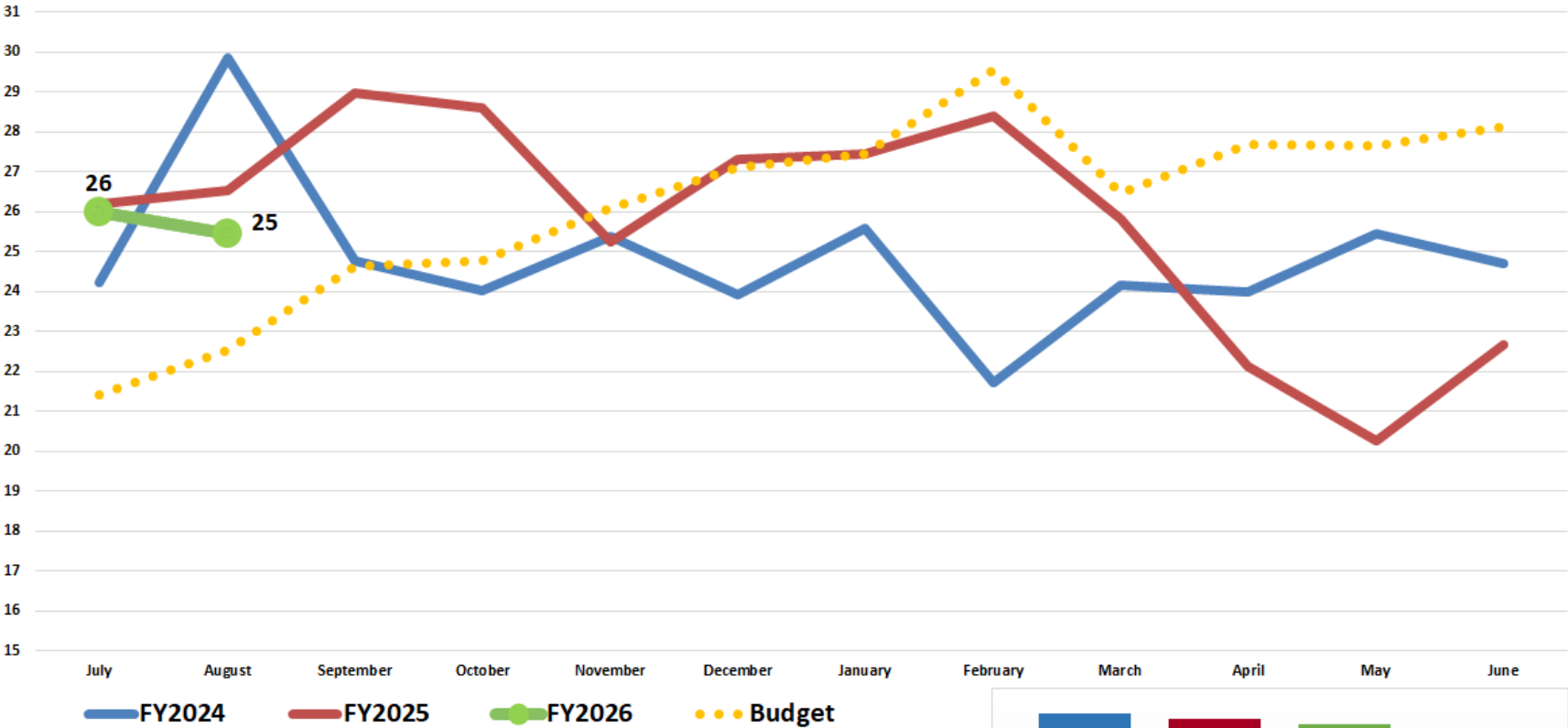
NICU - Avg Patients Per Day



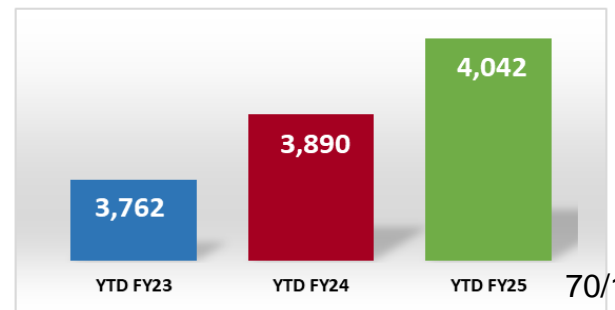
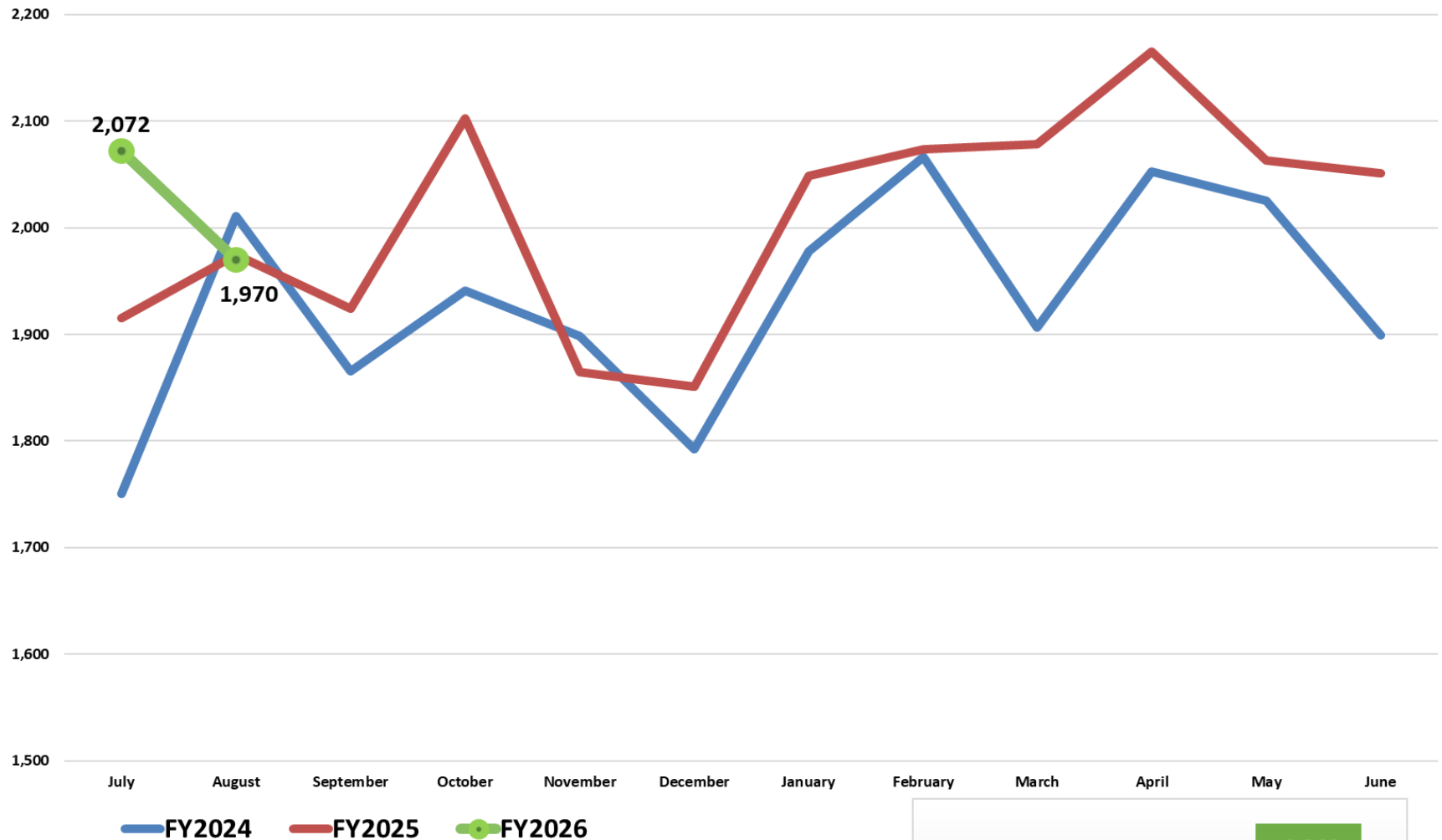
Nursery - Avg Patients Per Day



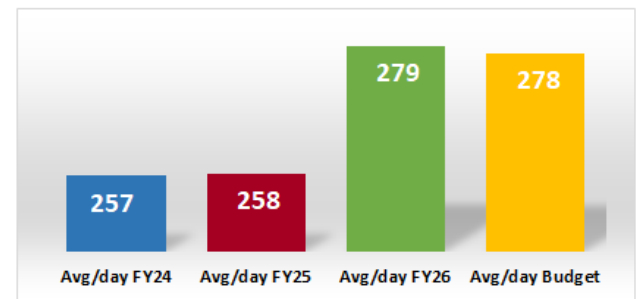
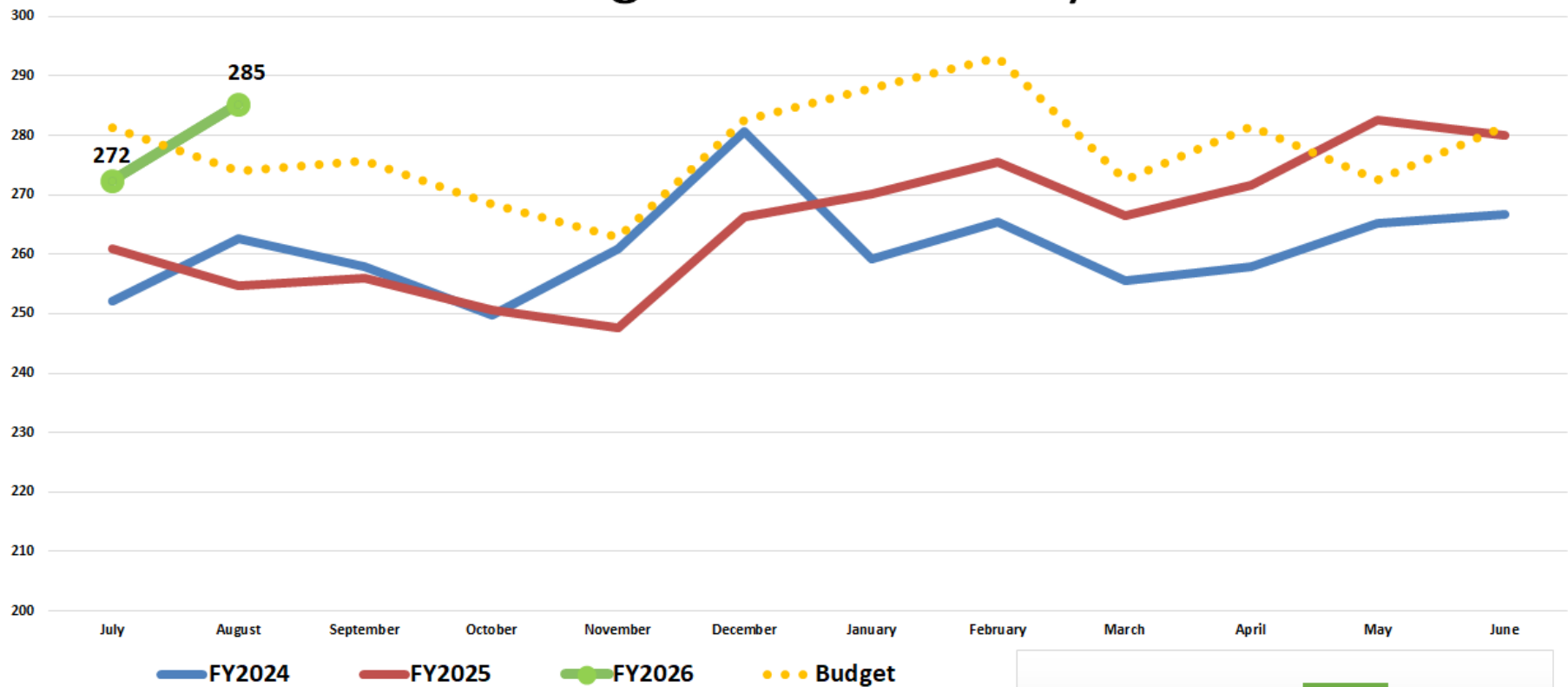
Obstetrics - Avg Patients Per Day



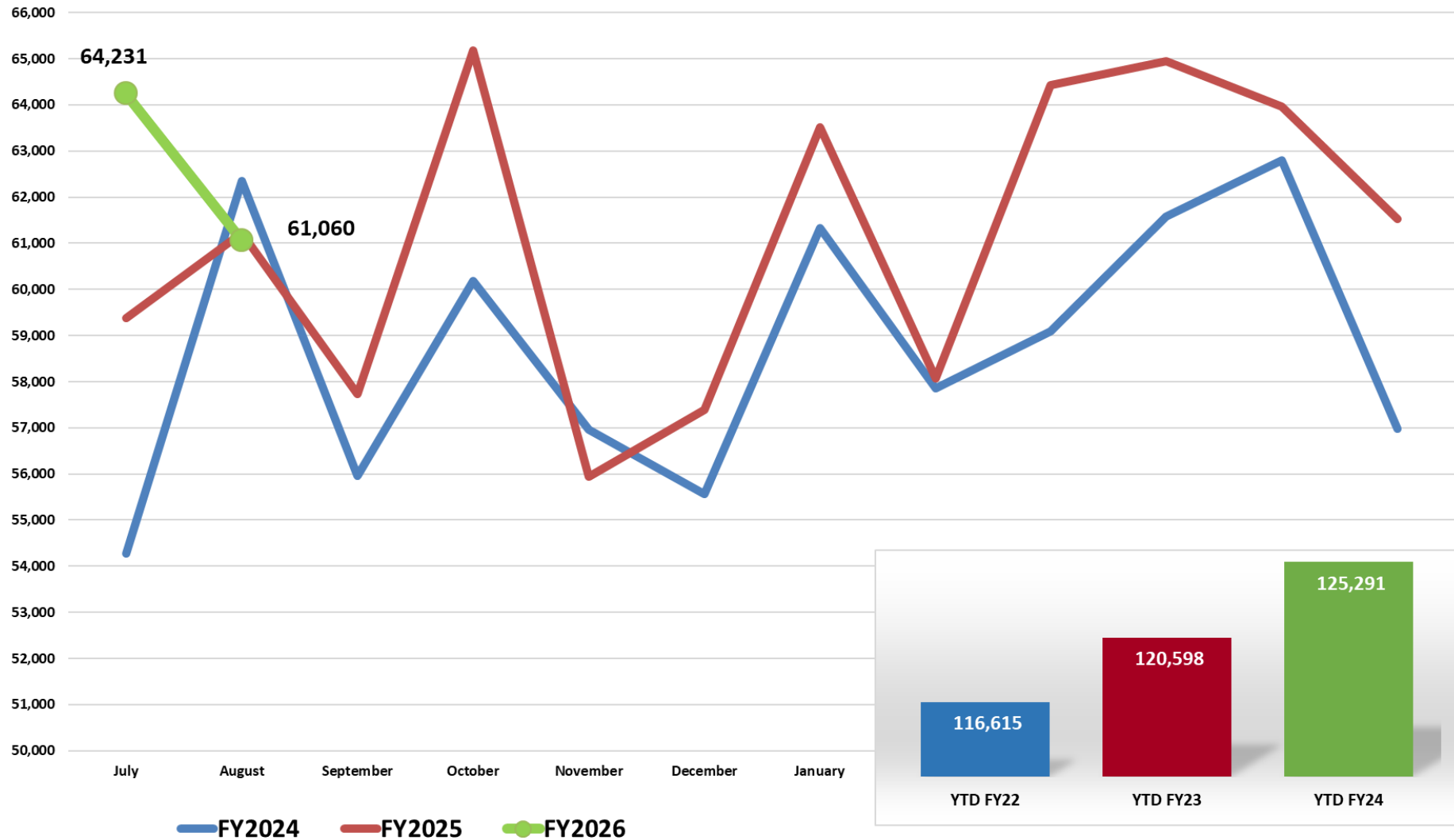
Outpatient Registrations Per Day



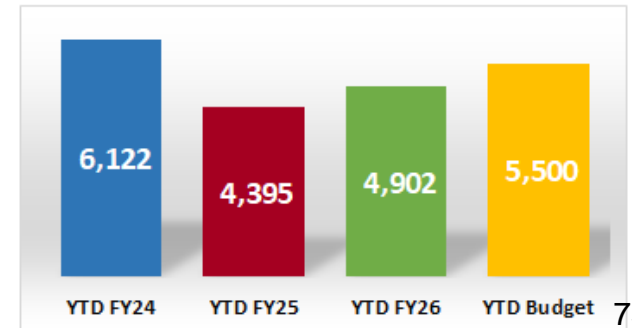
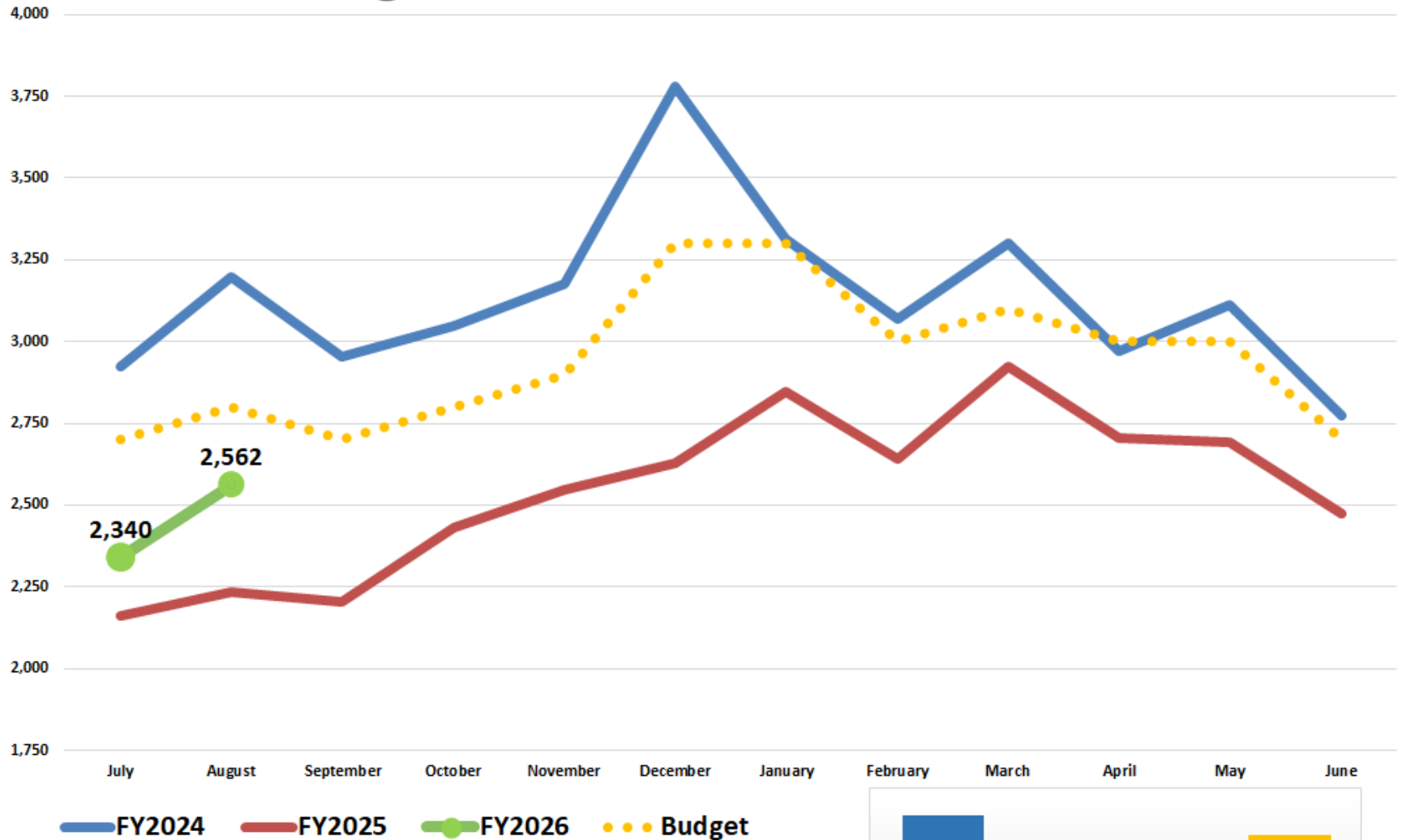
ED - Avg Treated Per Day



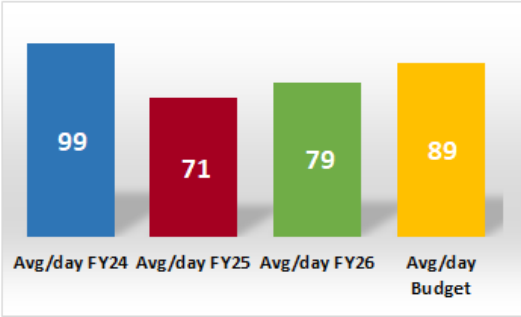
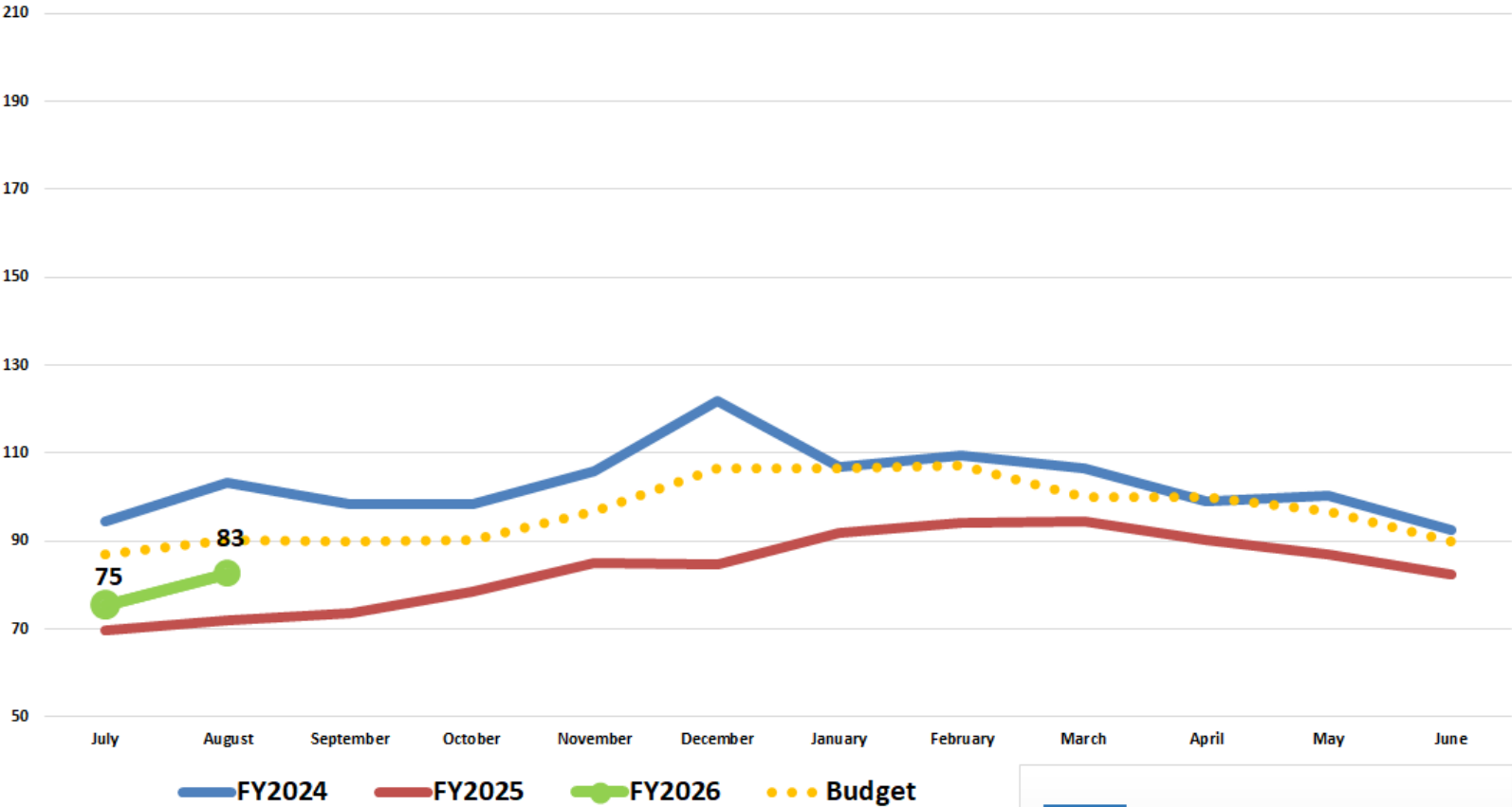
Outpatient Registrations



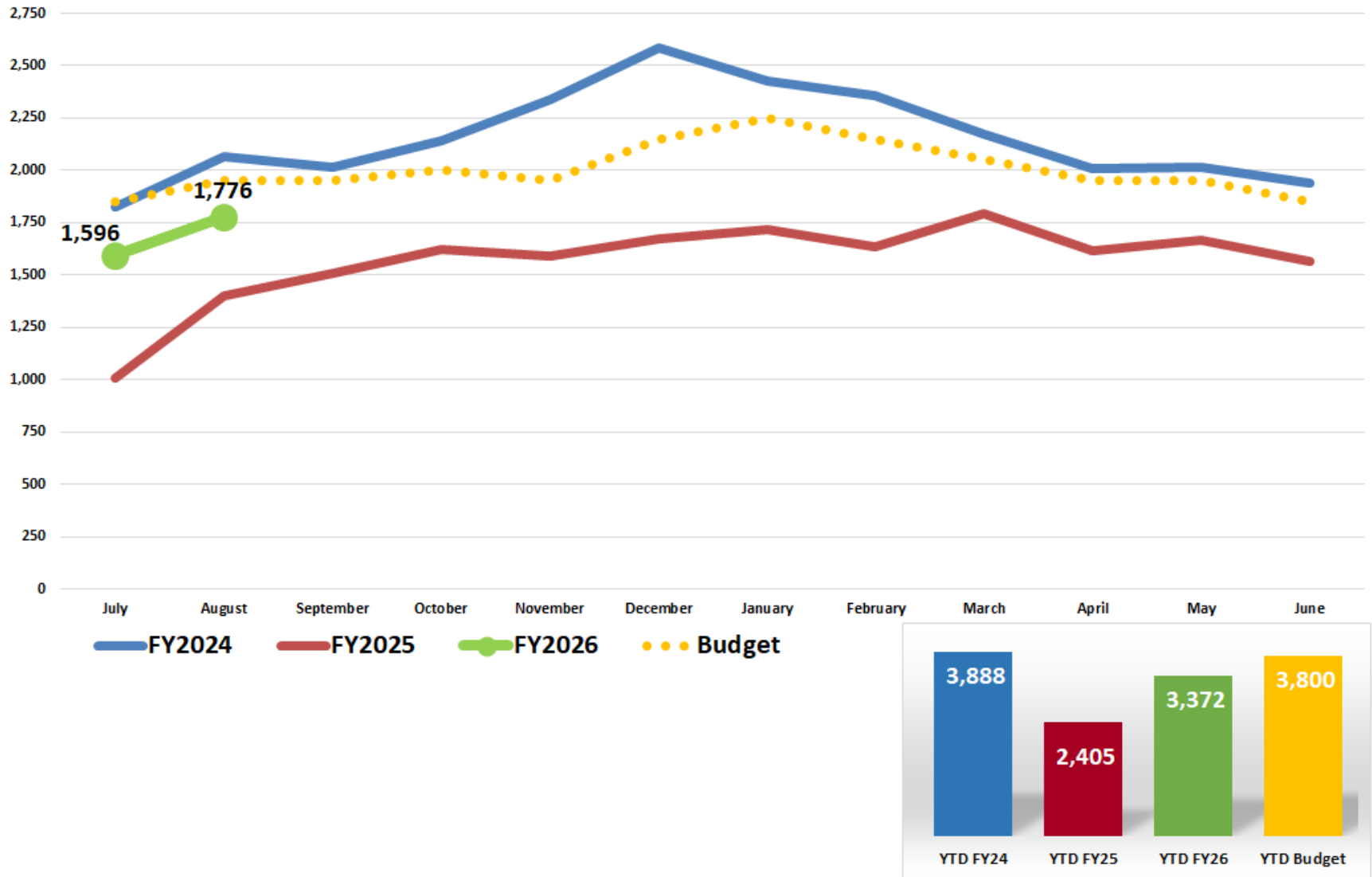
Urgent Care – Court Total Visits



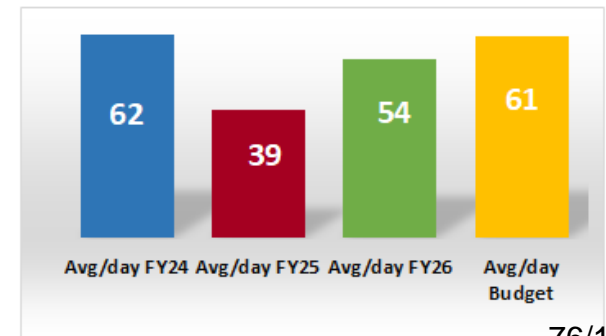
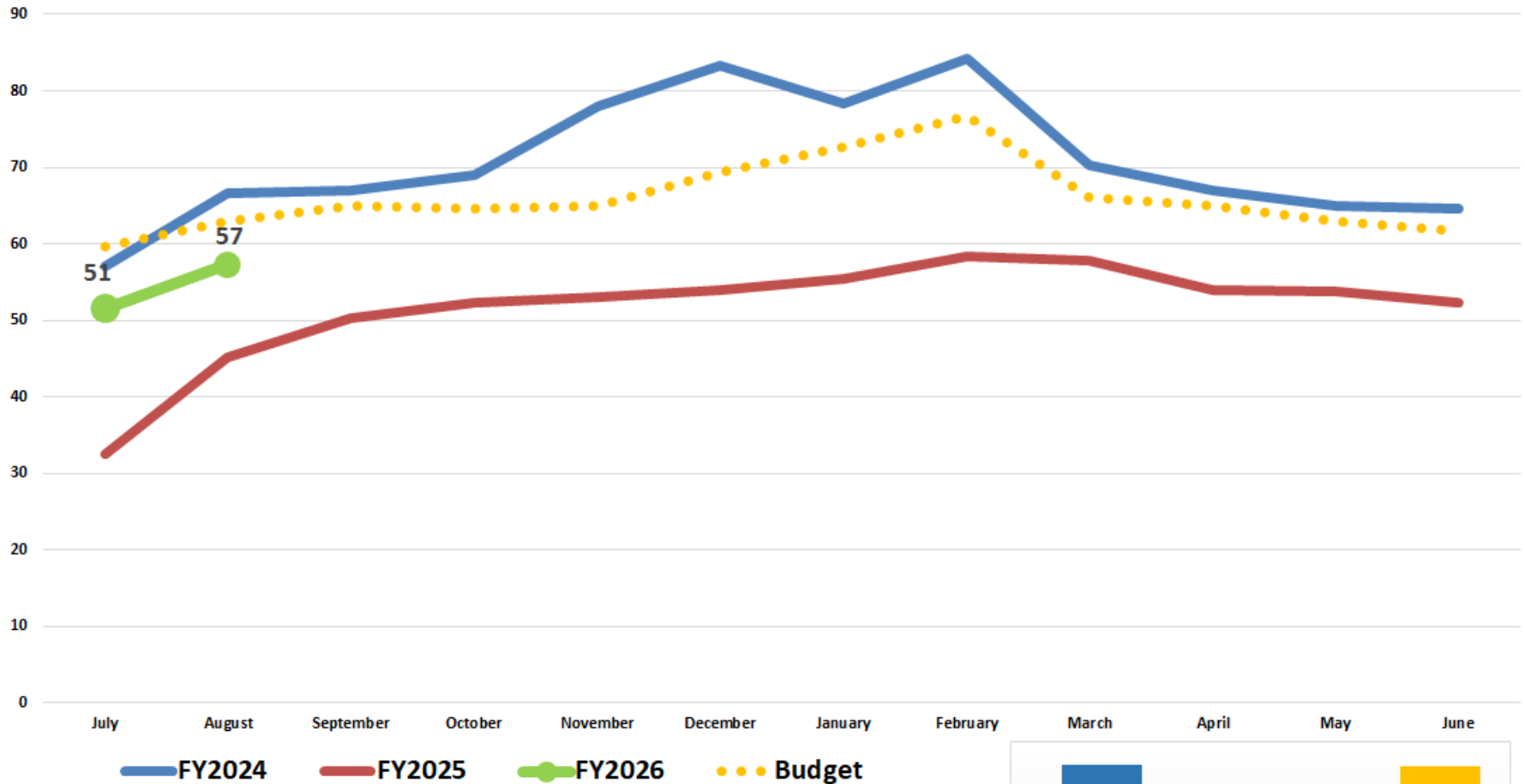
Urgent Care – Court Avg Visits Per Day



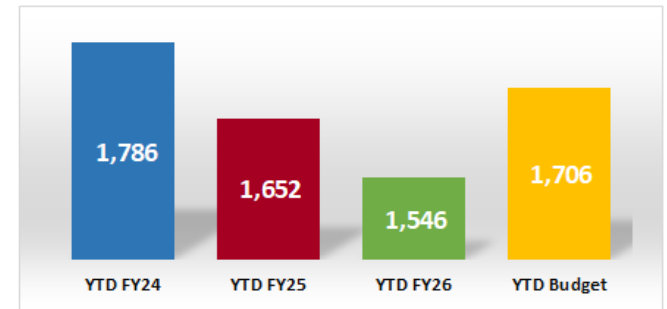
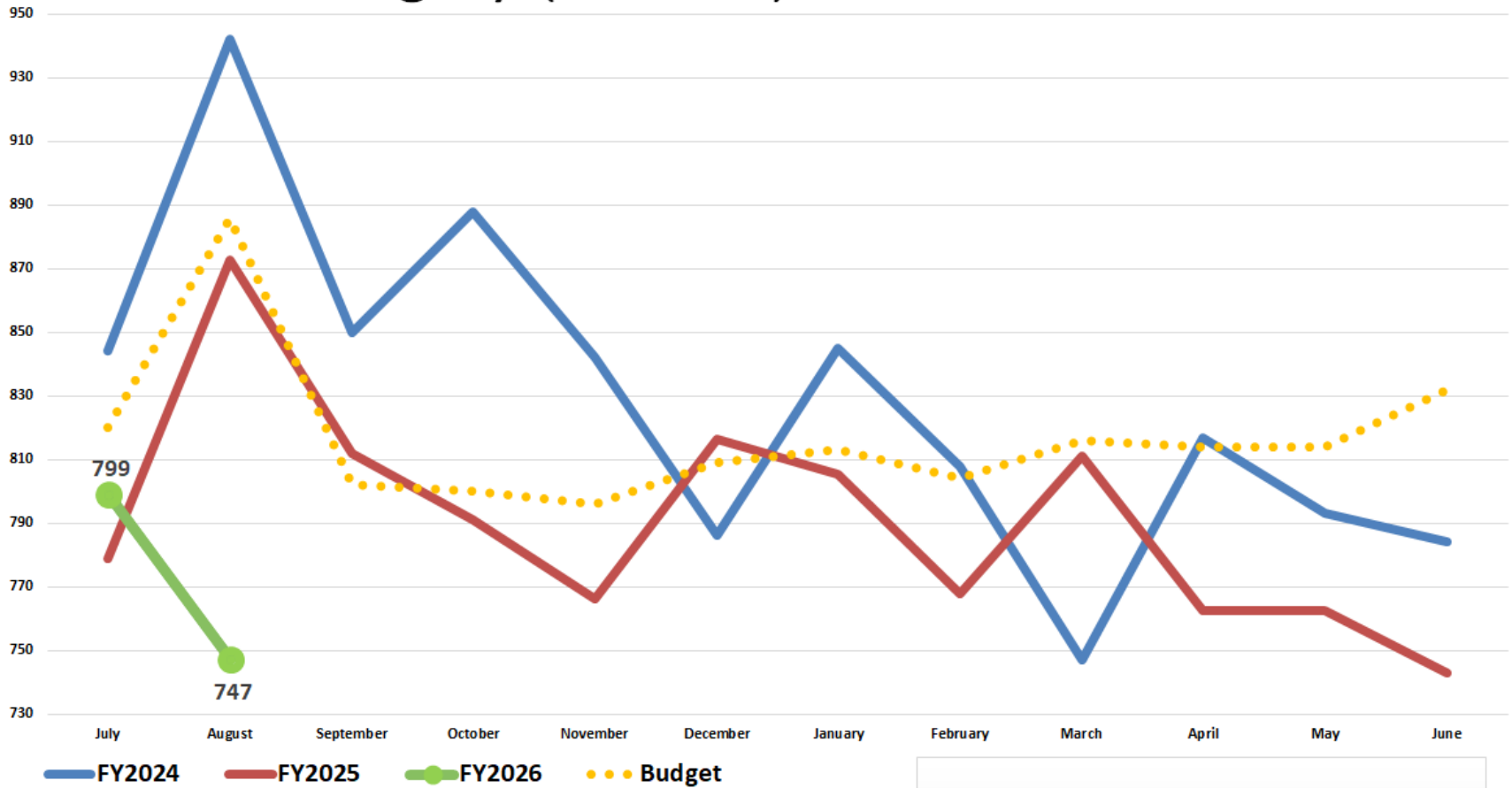
Urgent Care – Demaree Total Visits



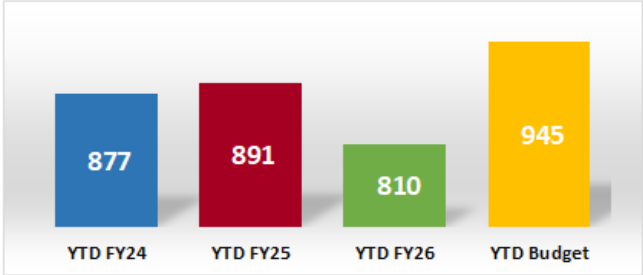
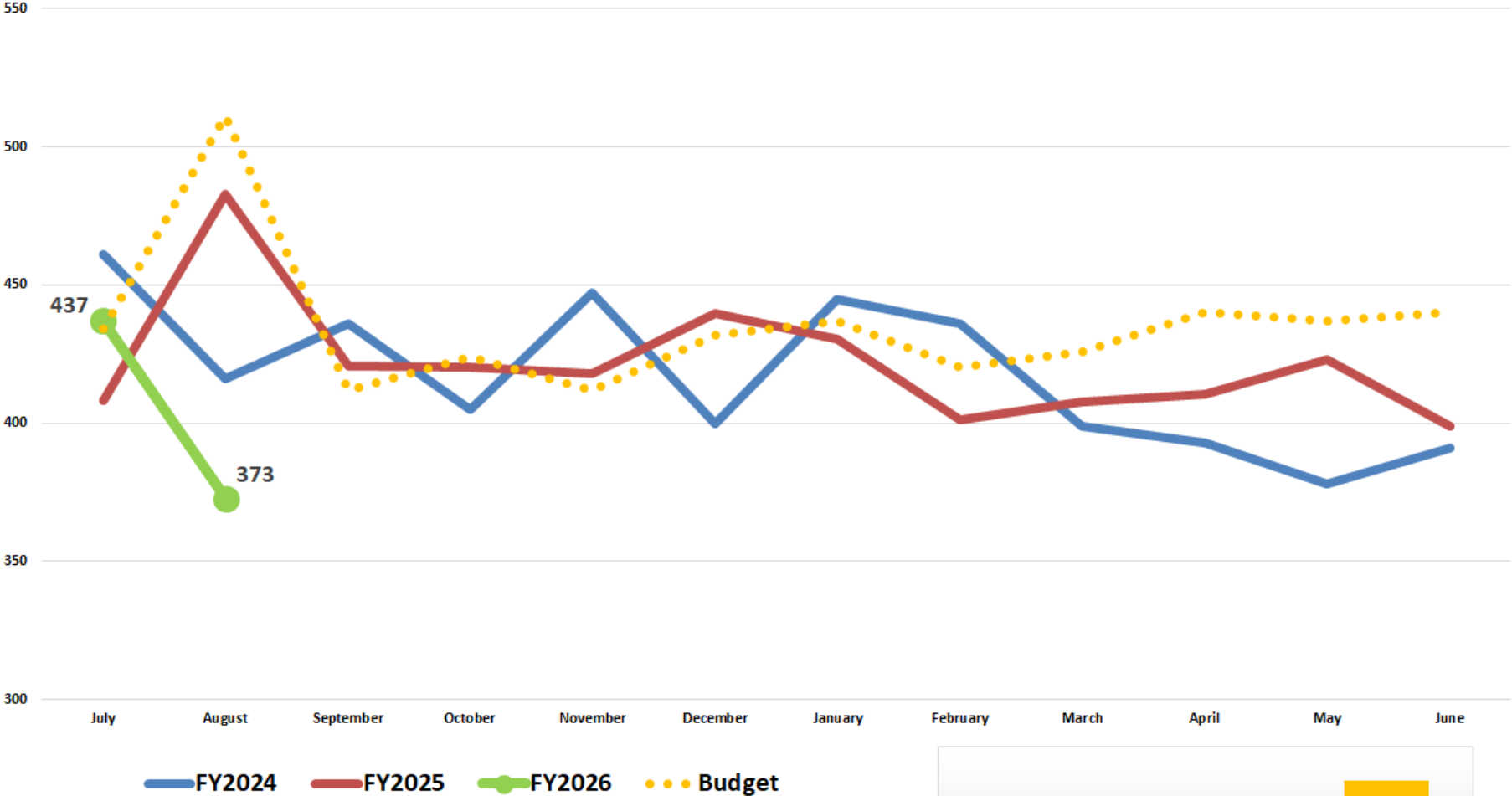
Urgent Care – Demaree Avg Visits Per Day



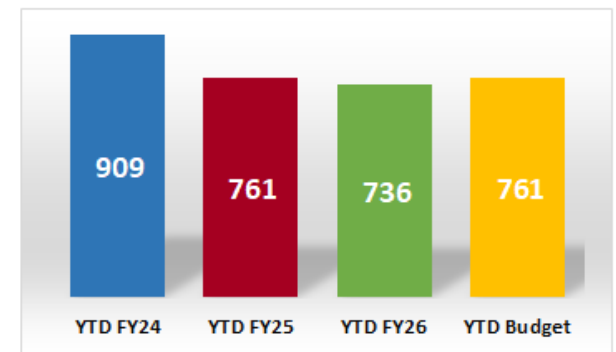
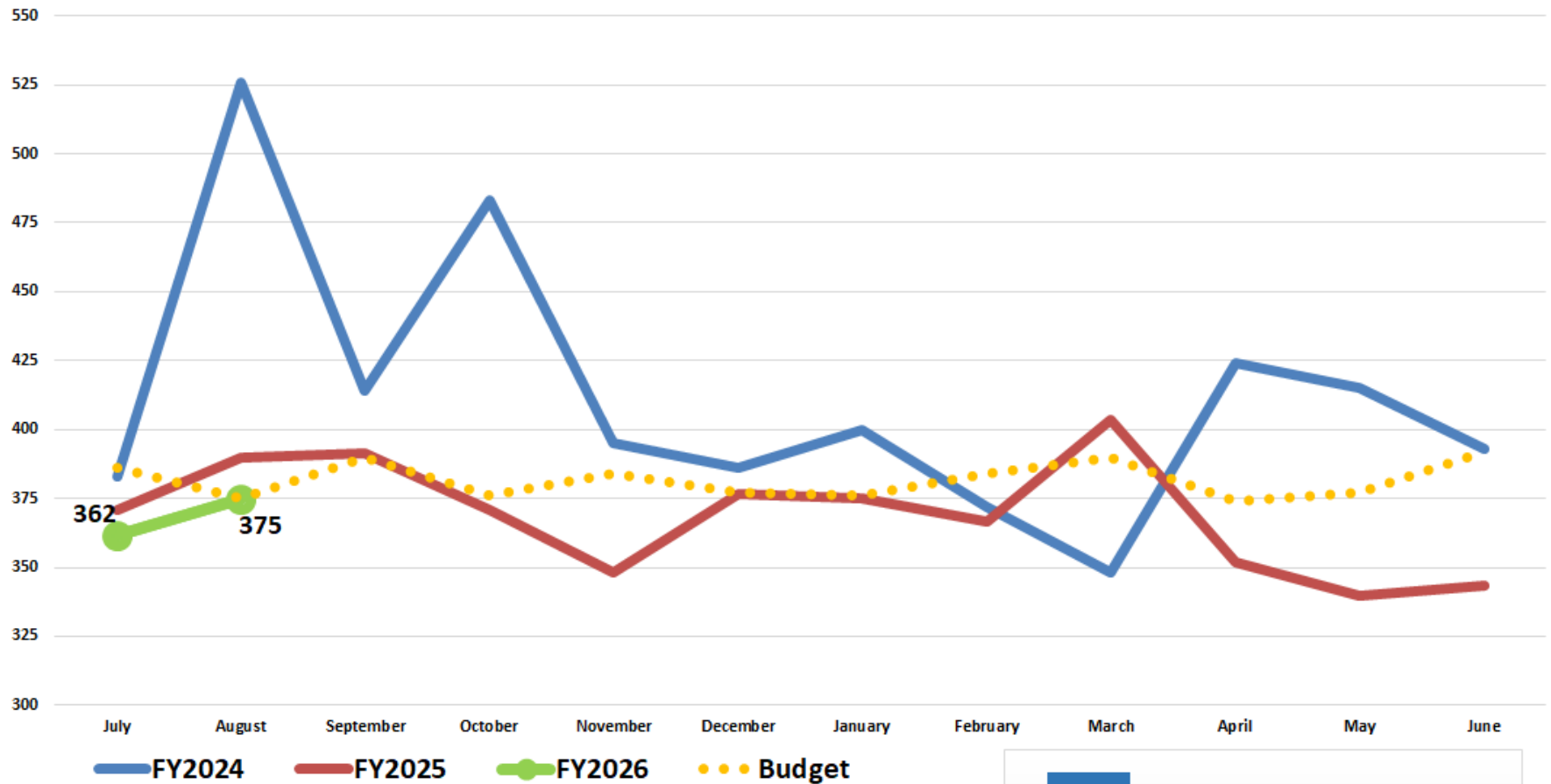
Surgery (IP & OP) – 100 Min Units



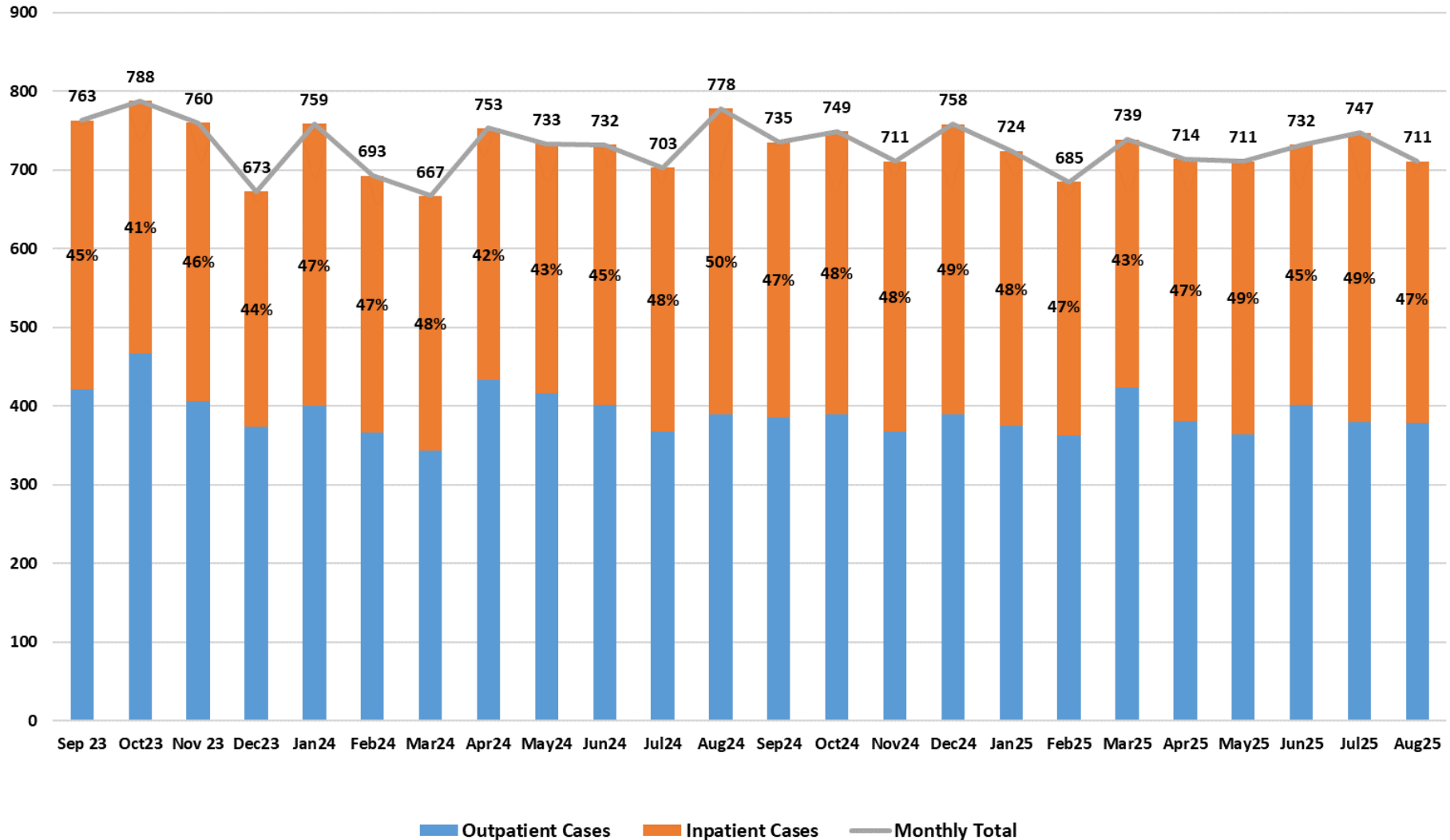
Surgery (IP Only) - 100 Min Unit



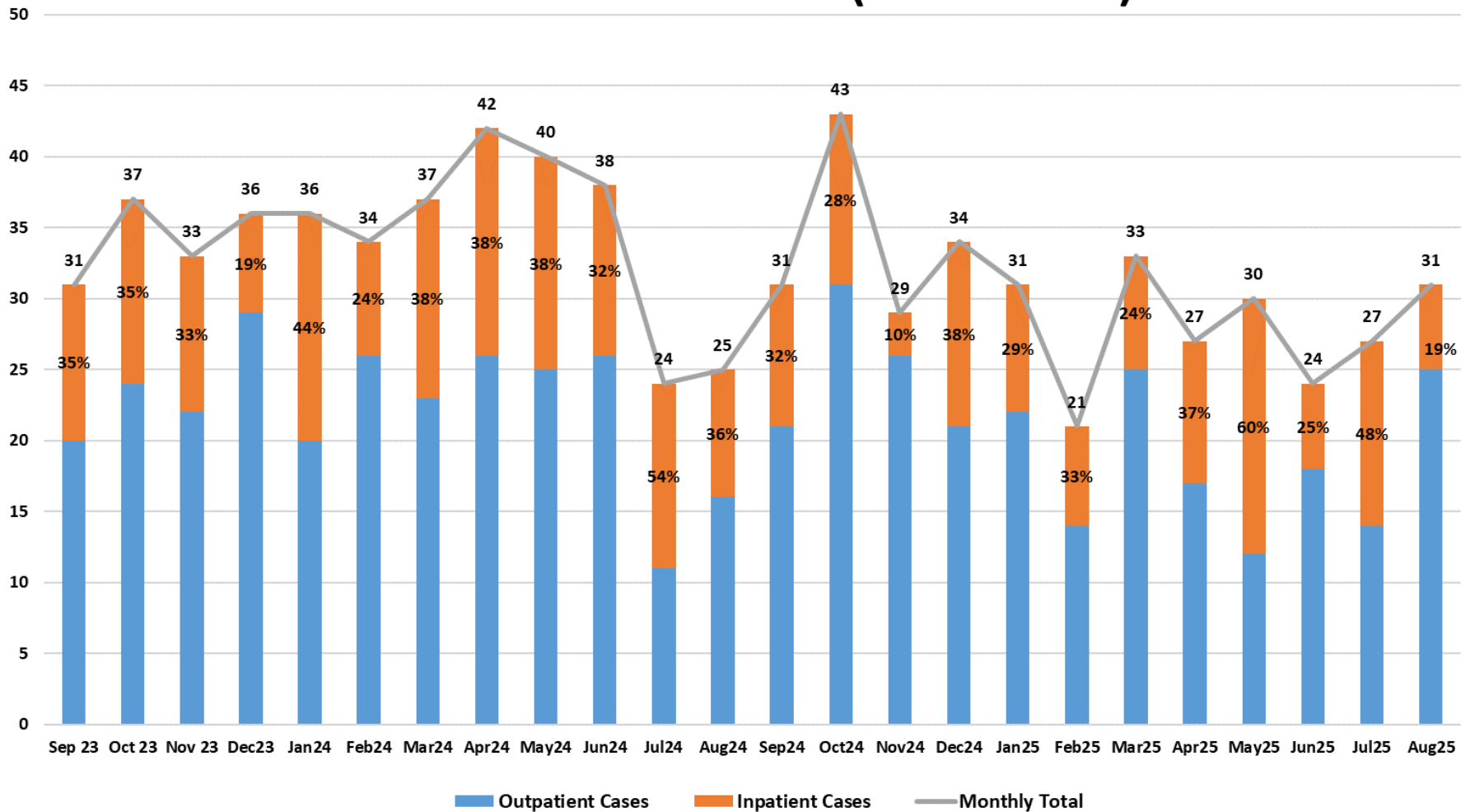
Surgery (OP Only) - 100 Min Units



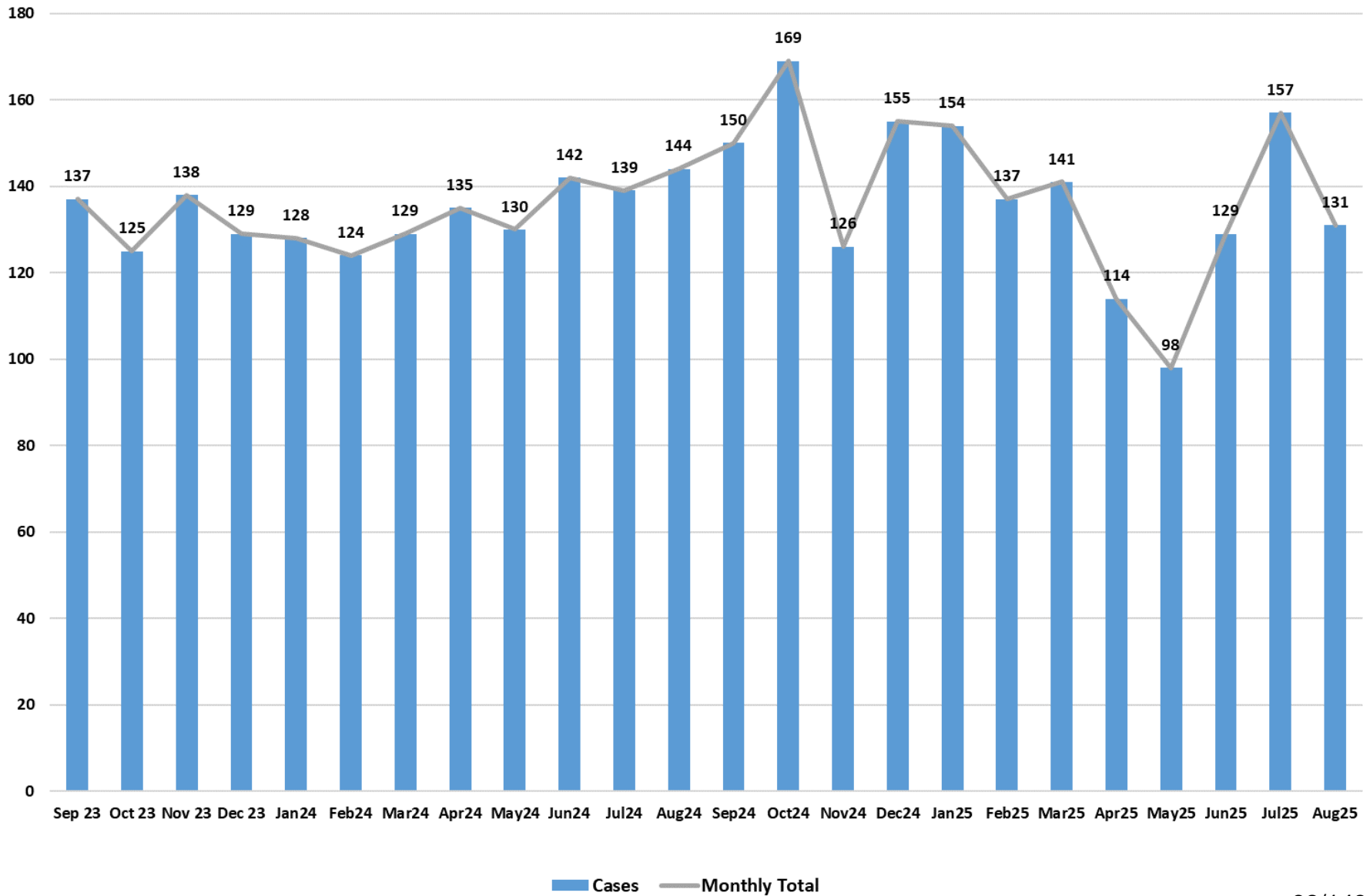
Surgery Cases (IP & OP)



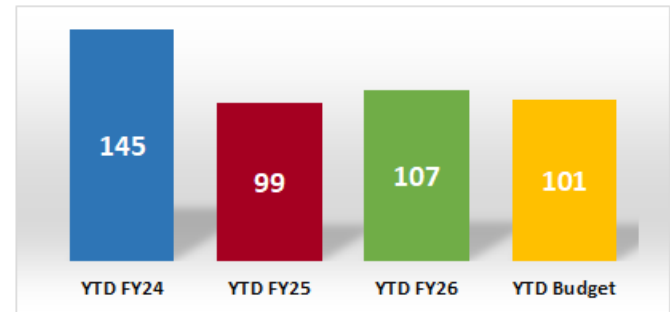
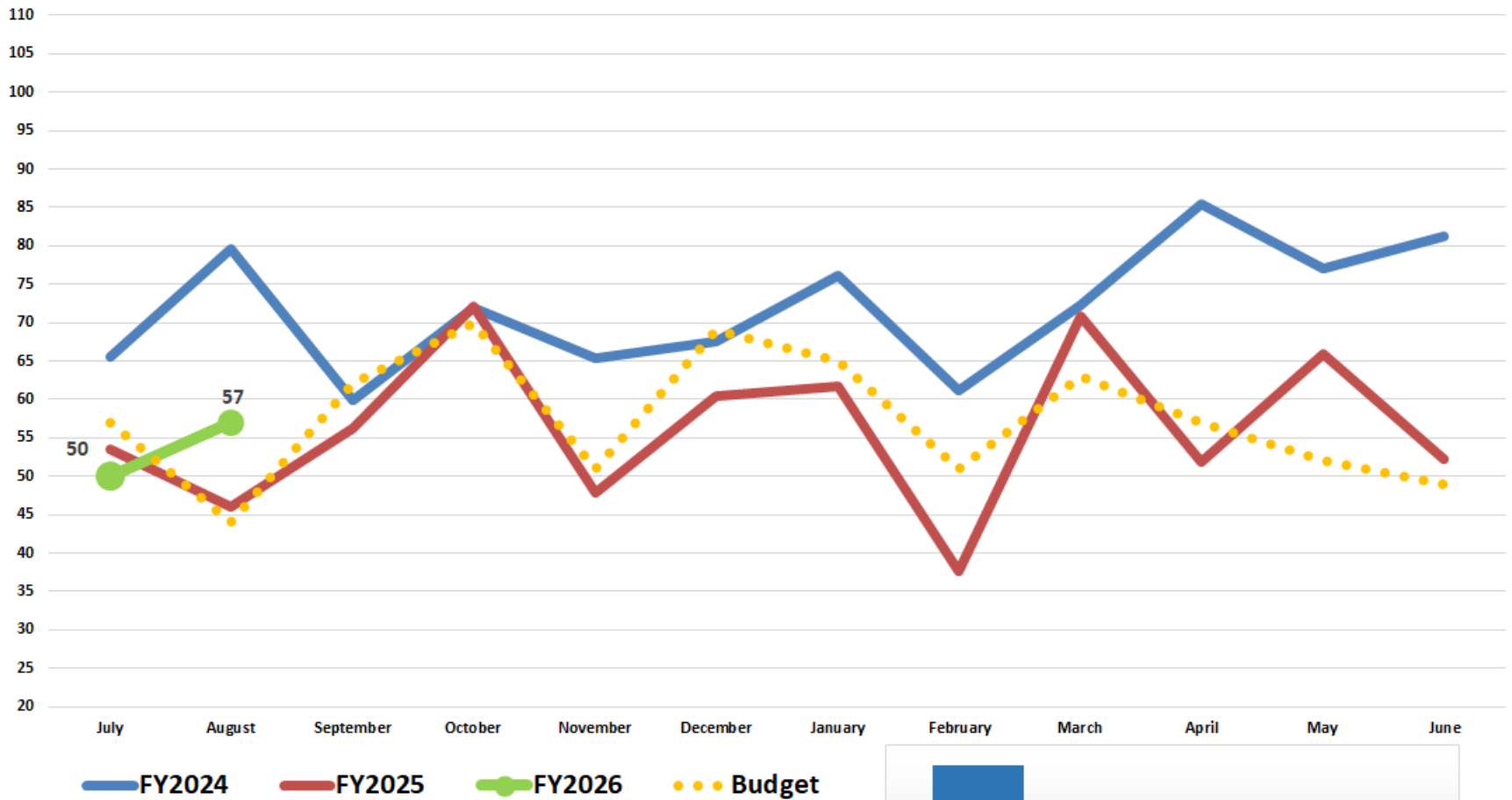
Robotic Cases (IP & OP)



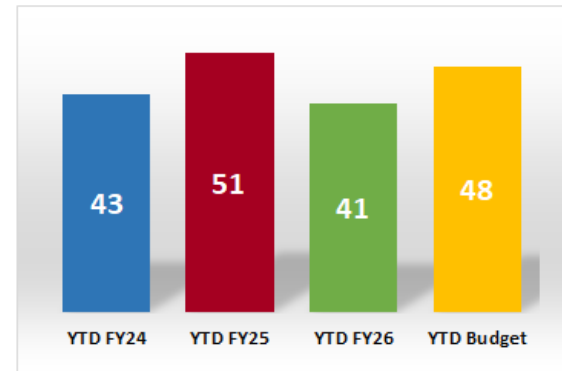
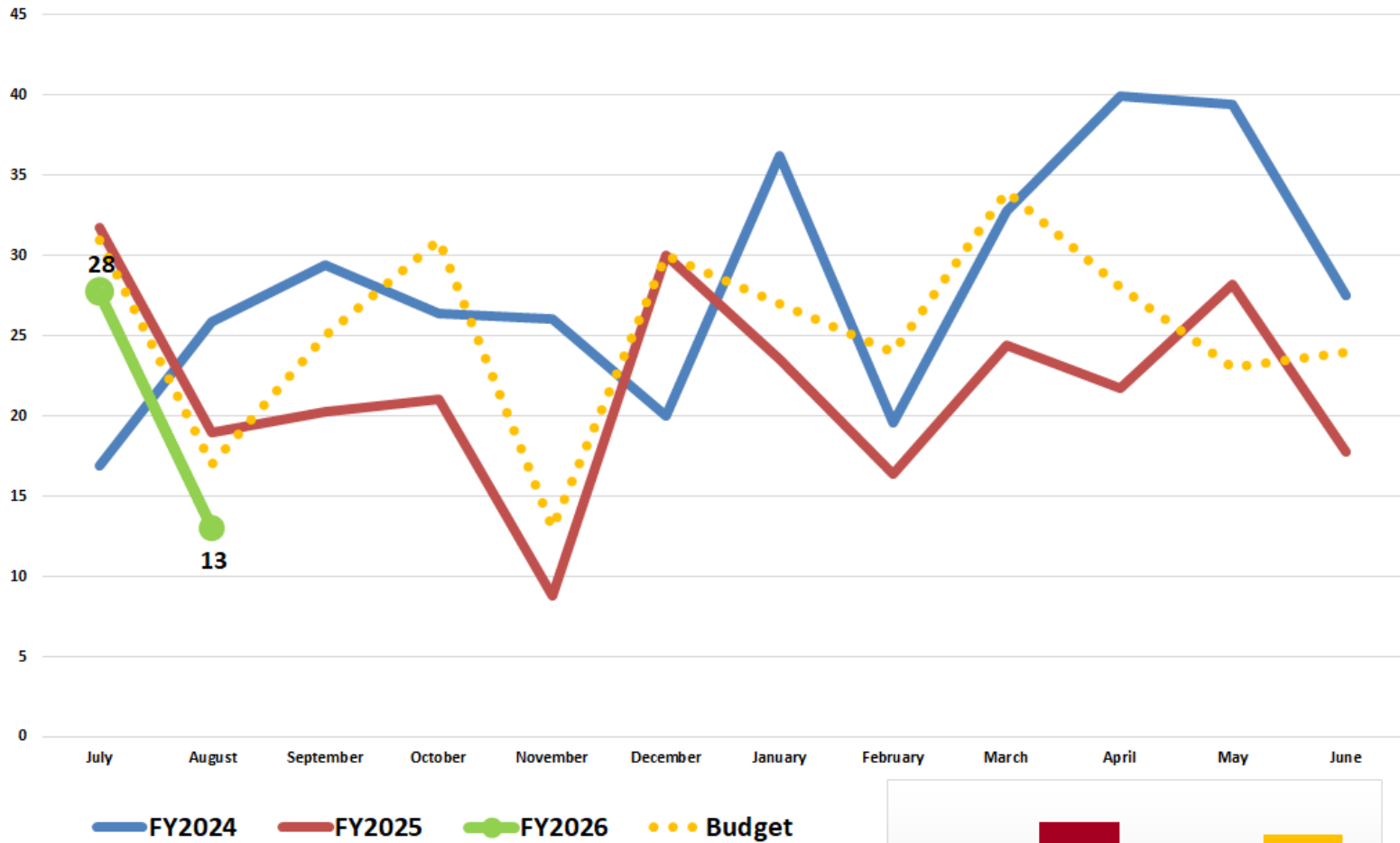
OB Cases



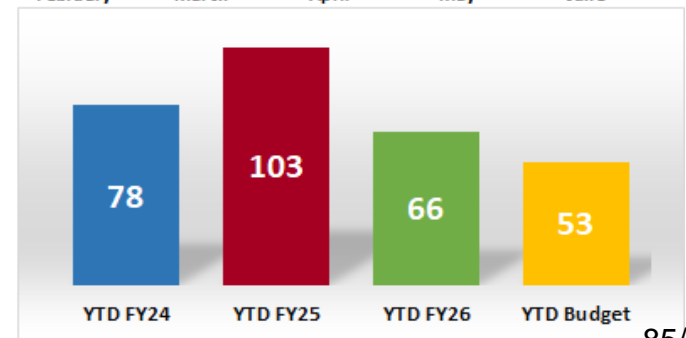
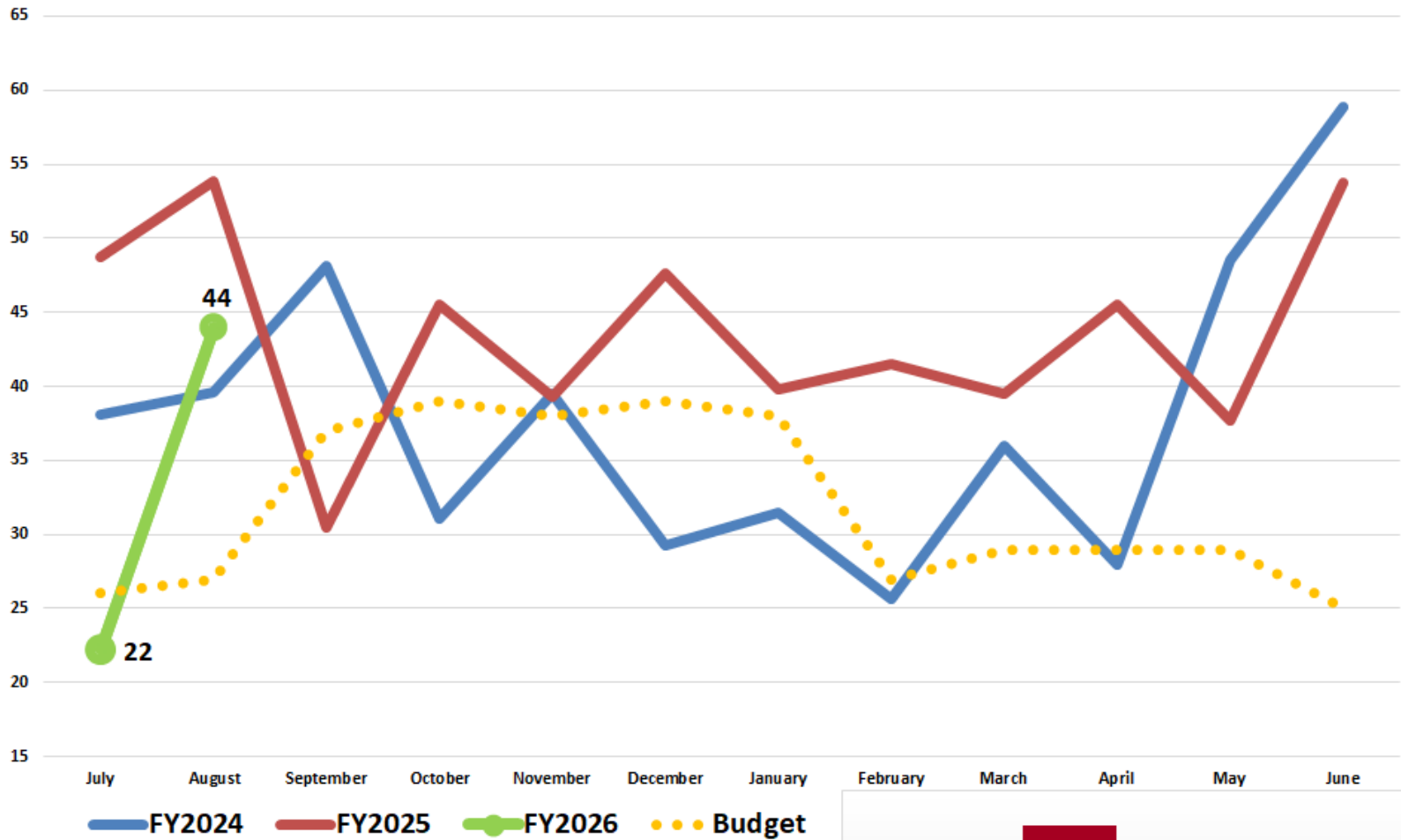
Robotic Surgery (IP & OP) - 100 Min Units



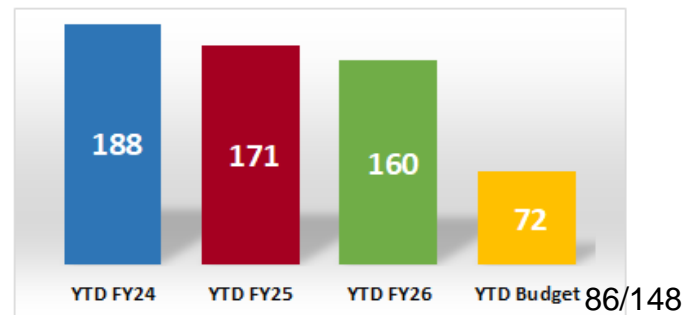
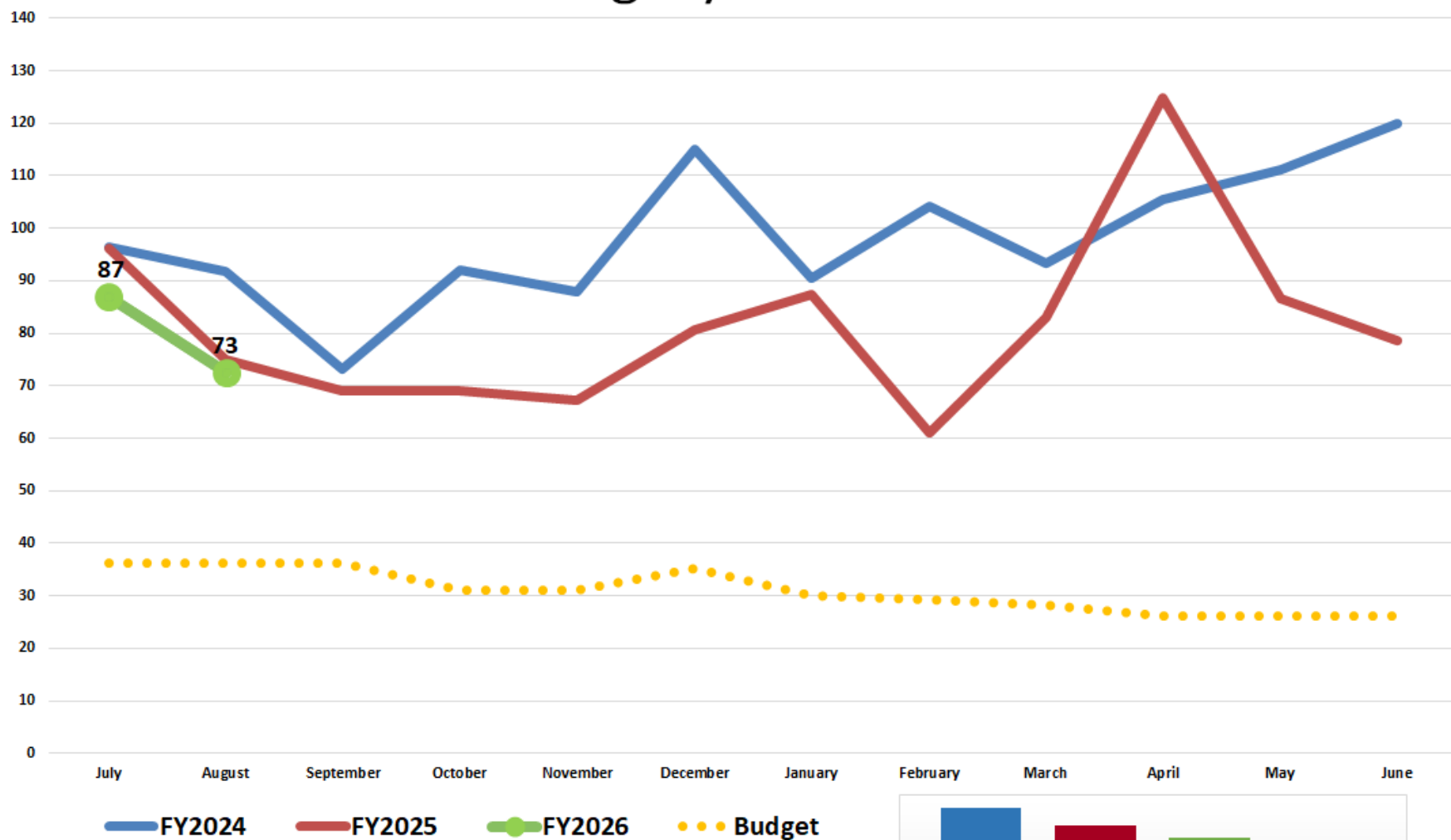
Robotic Surgery Minutes (IP Only)



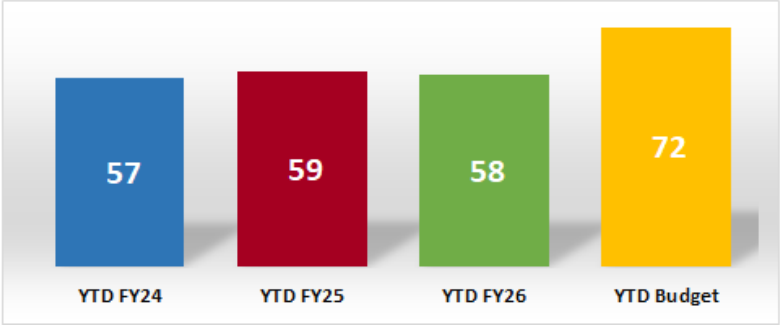
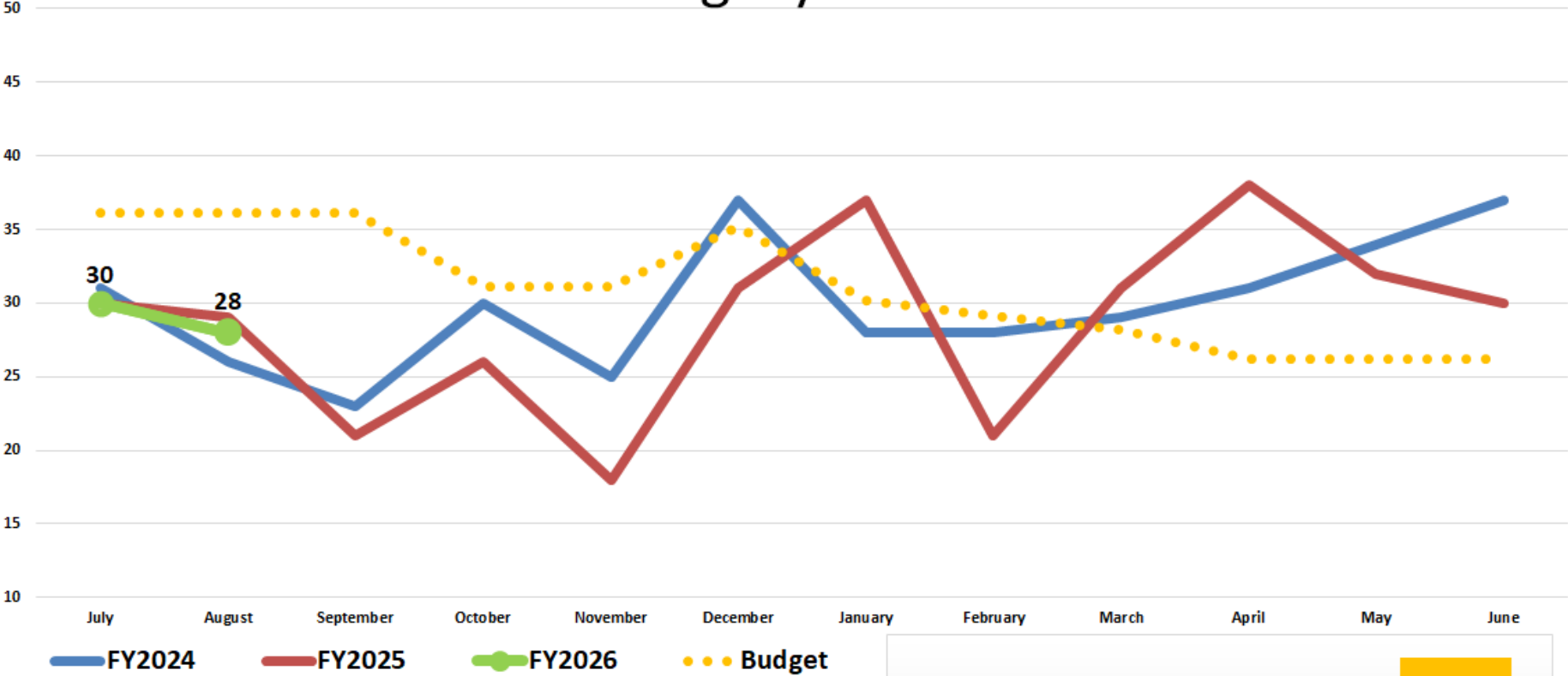
Robotic Surgery Minutes (OP Only)



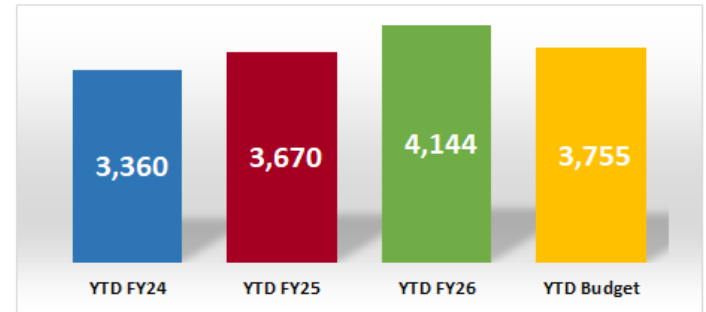
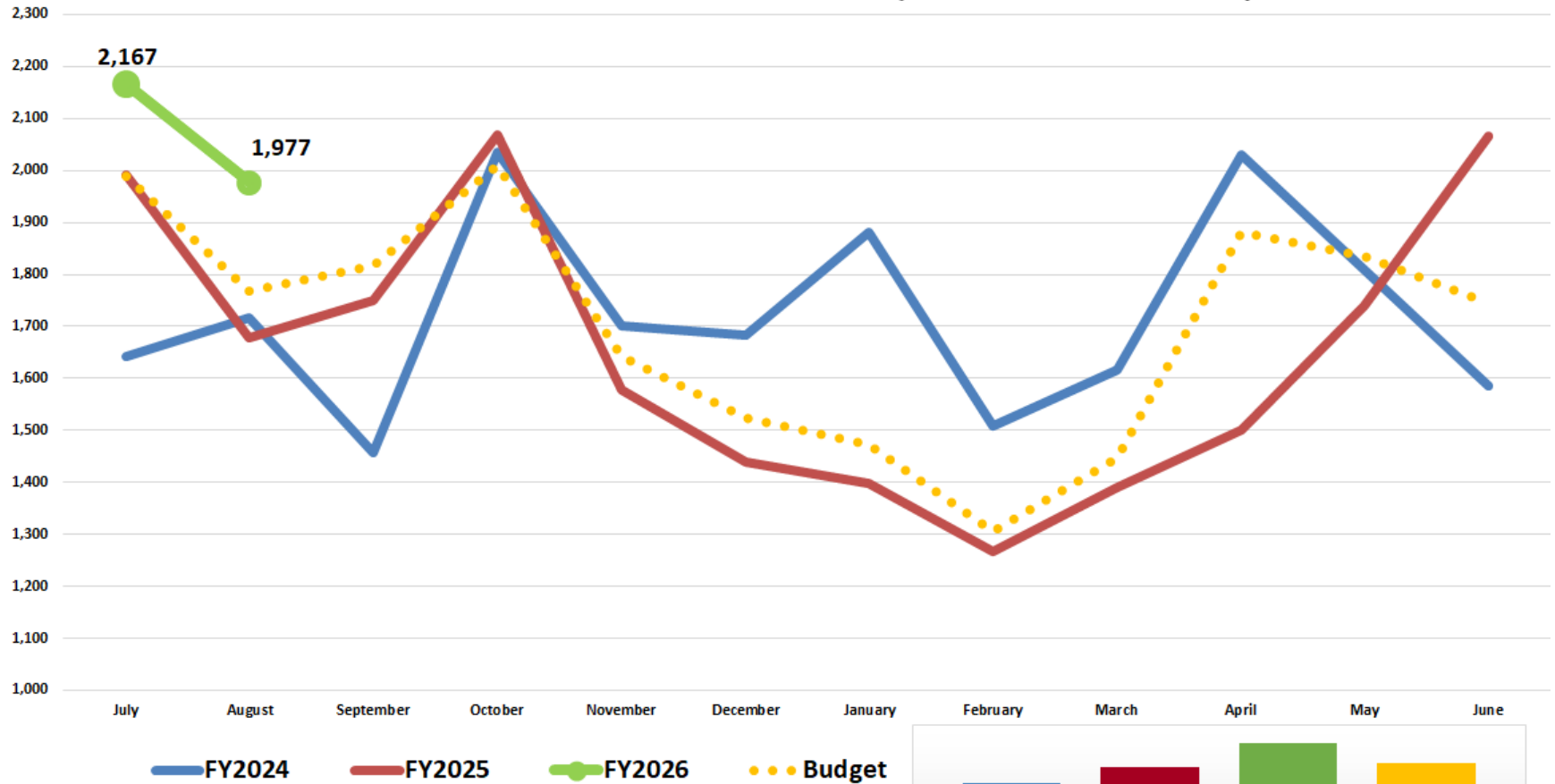
Cardiac Surgery - 100 Min Units



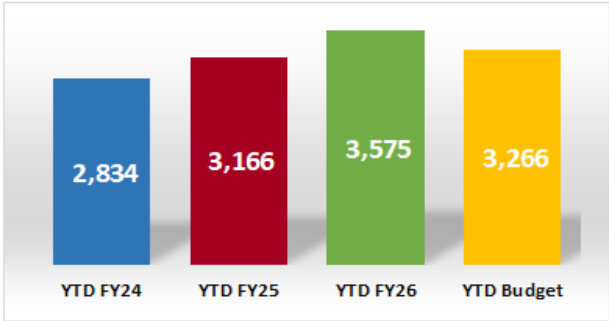
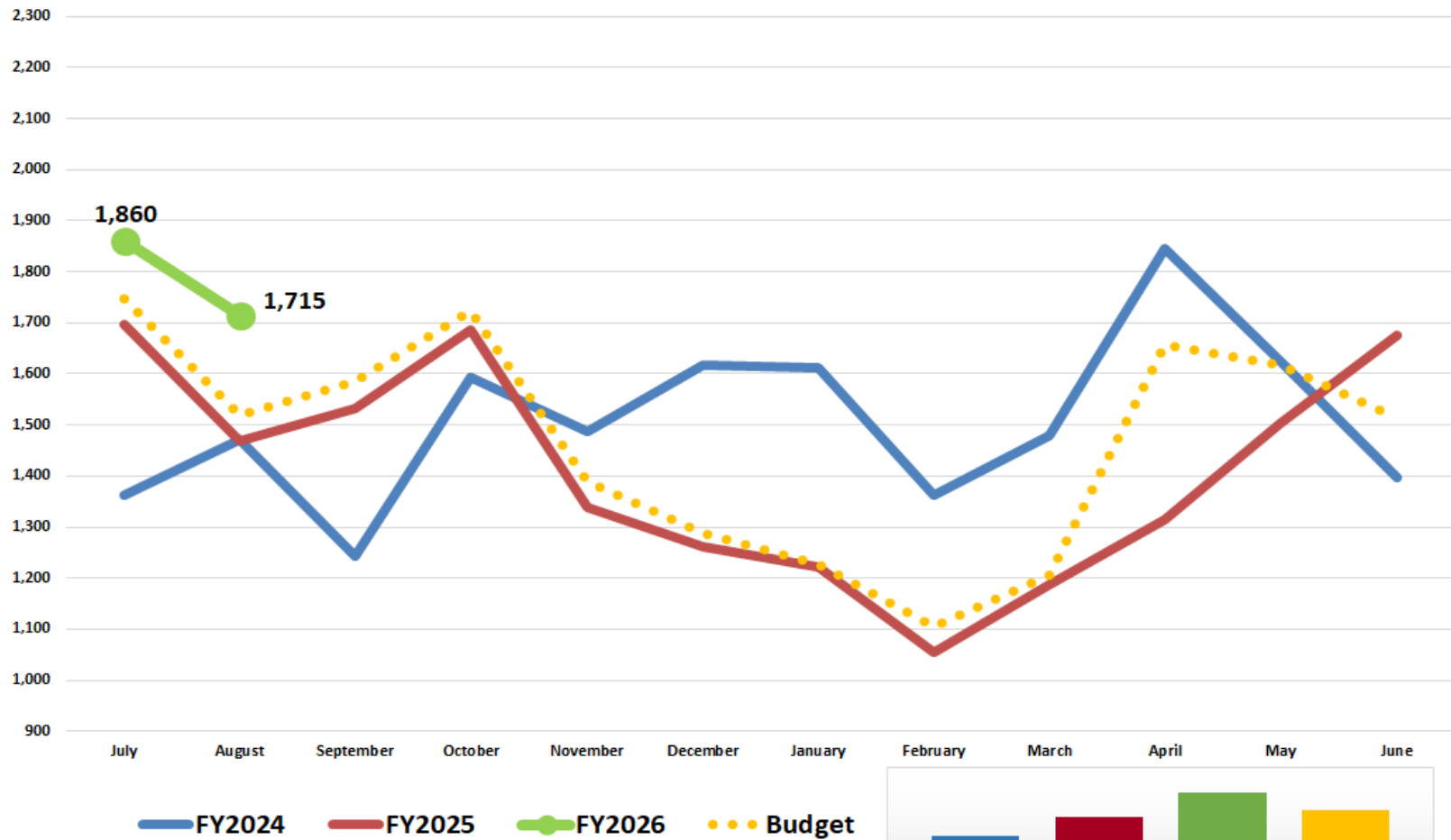
Cardiac Surgery Cases



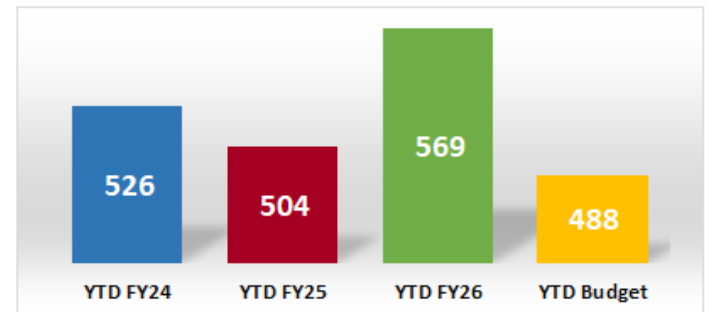
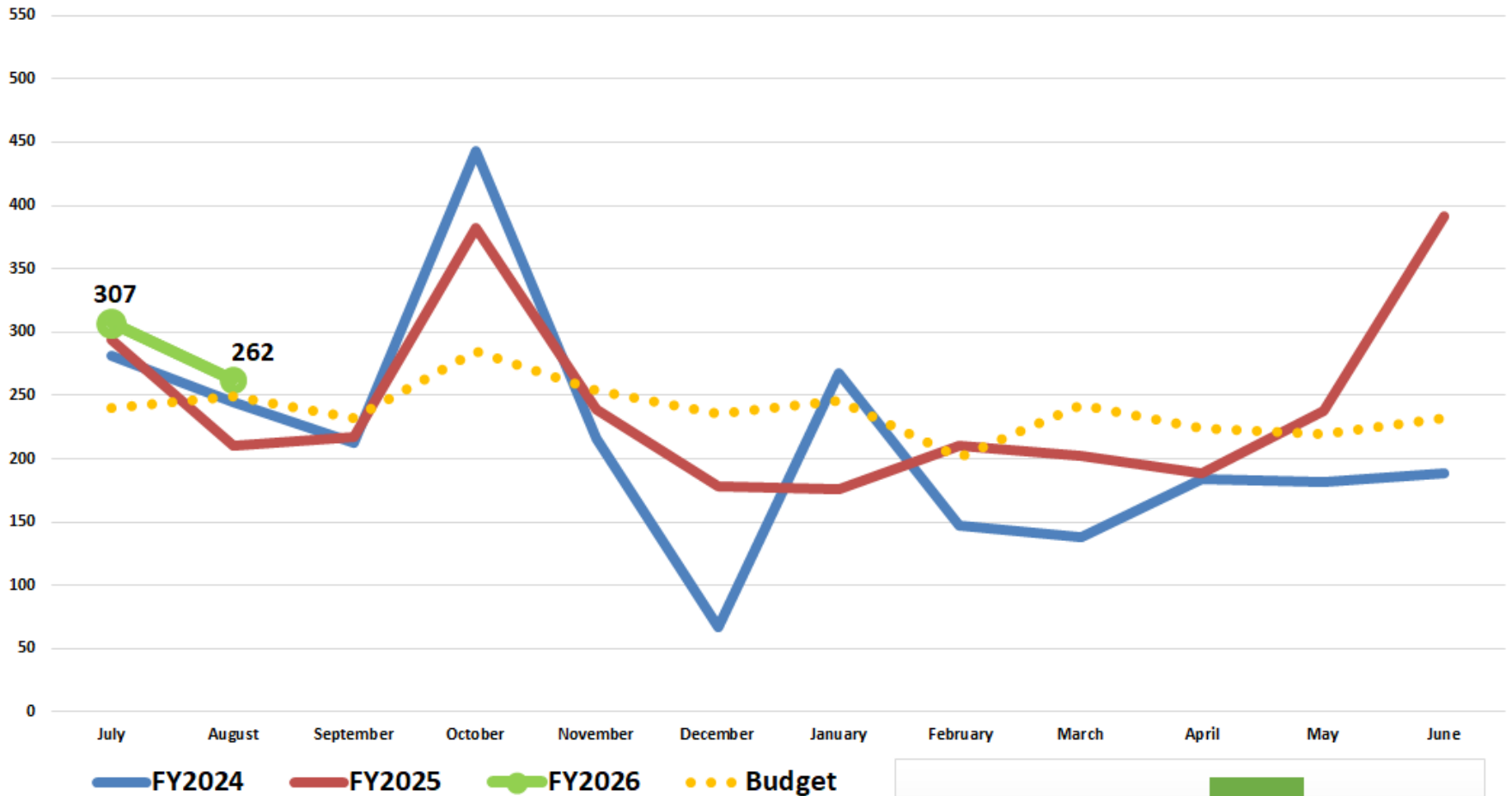
Rad Onc Treatments (Vis. & Hanf.)



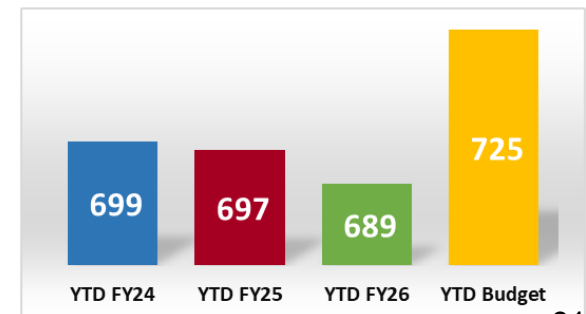
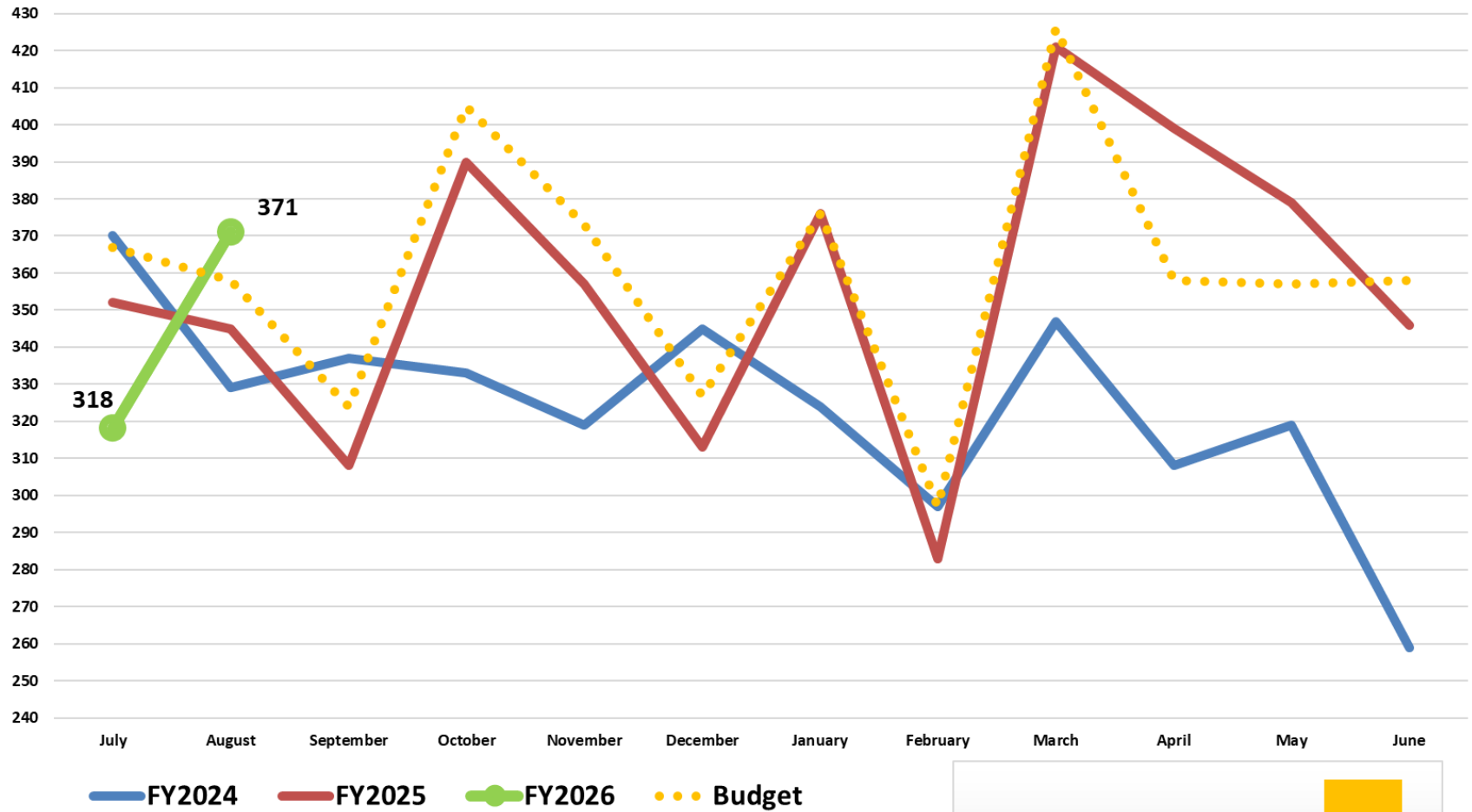
Rad Onc Visalia



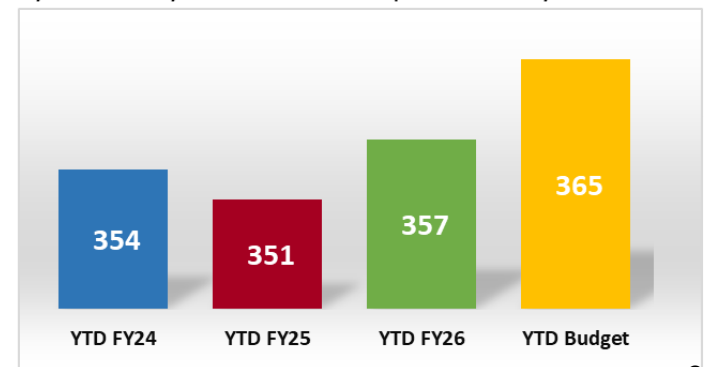
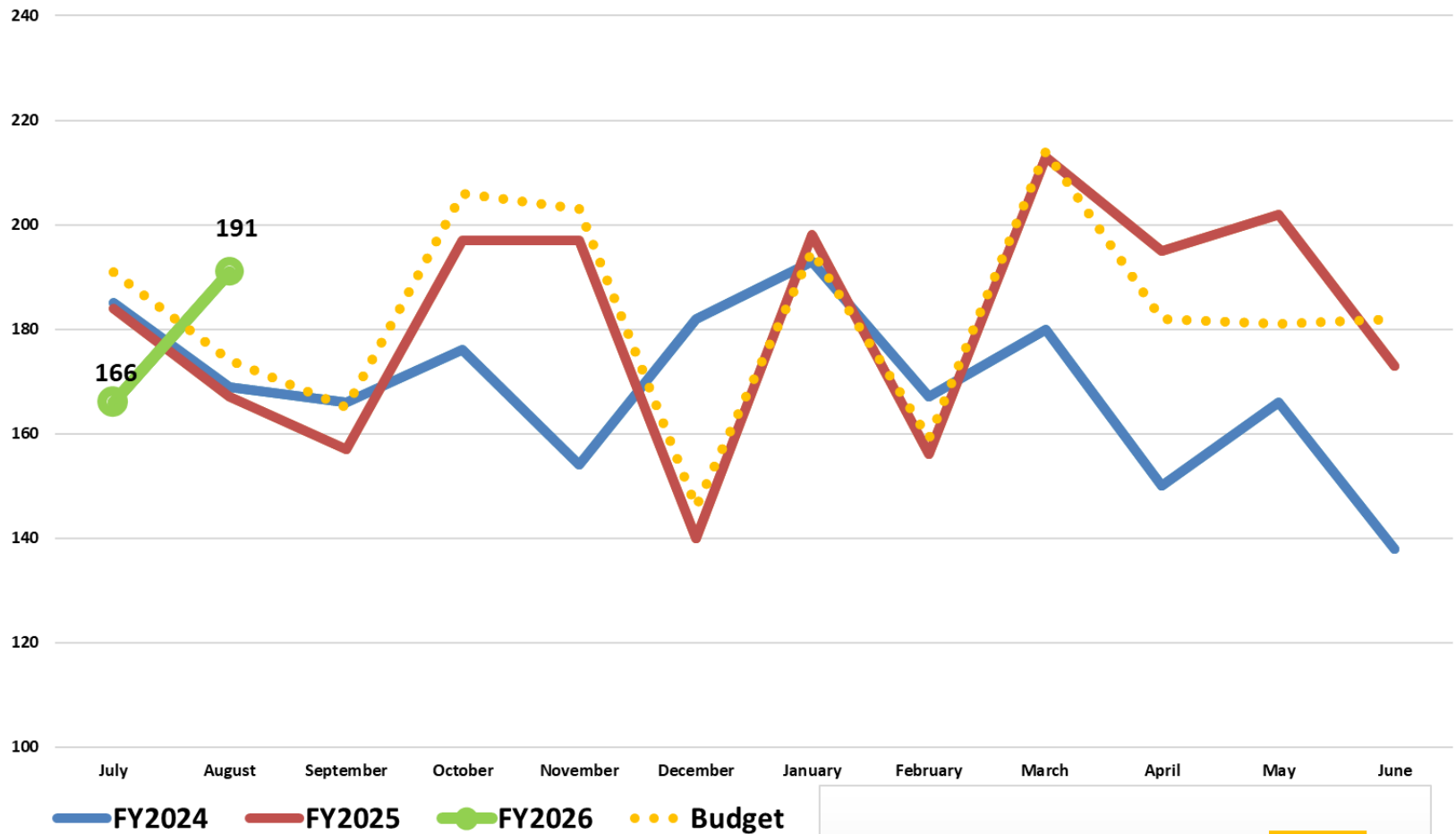
Rad Onc Hanford



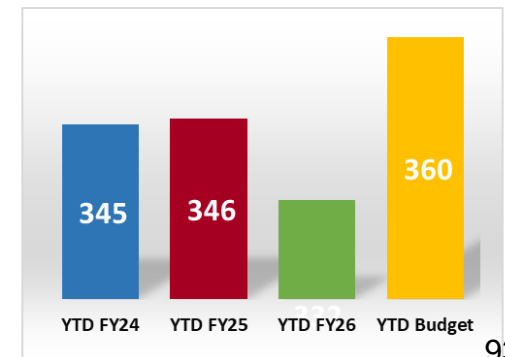
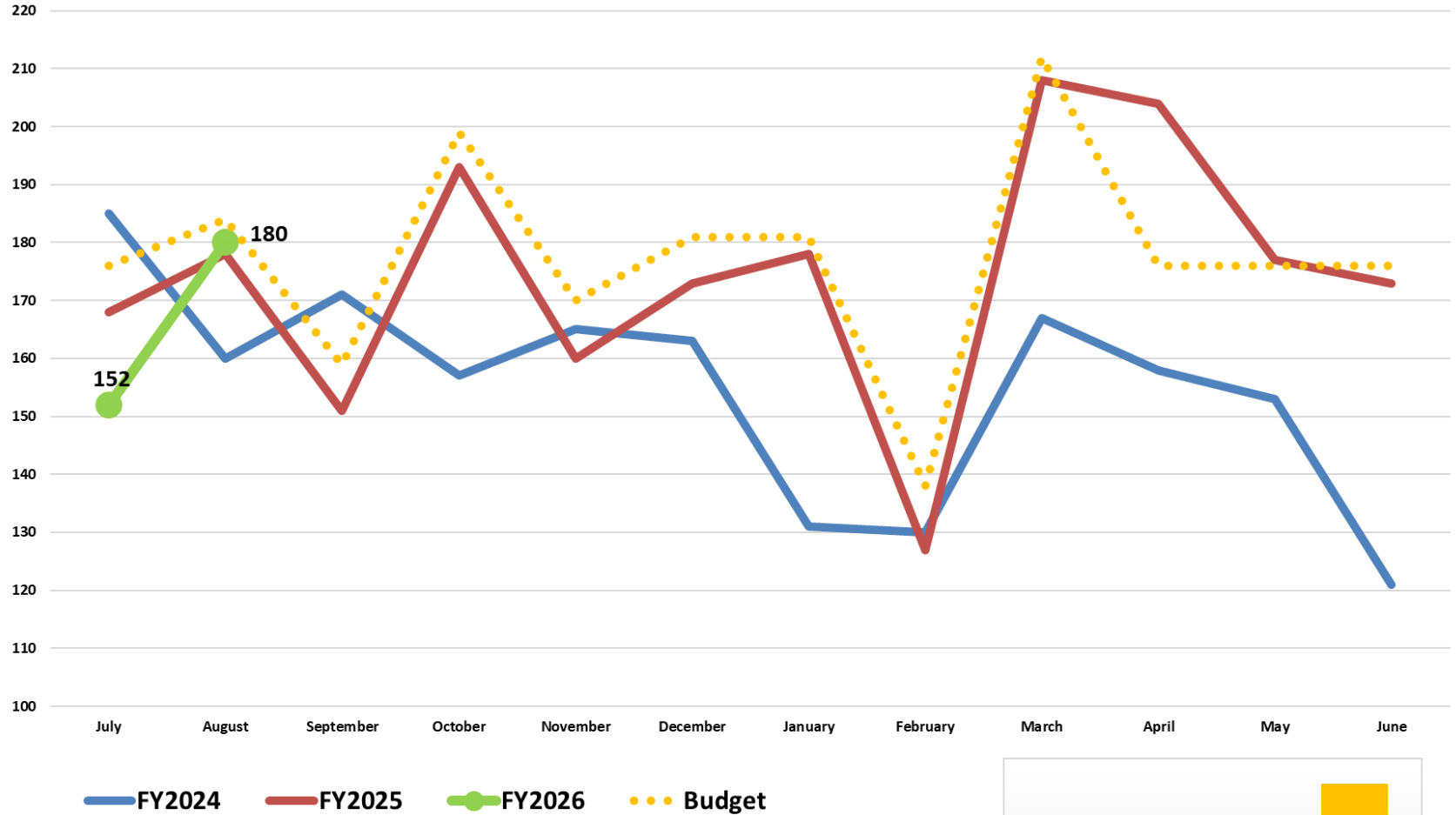
Cath Lab (IP & OP) – 100 Min Units



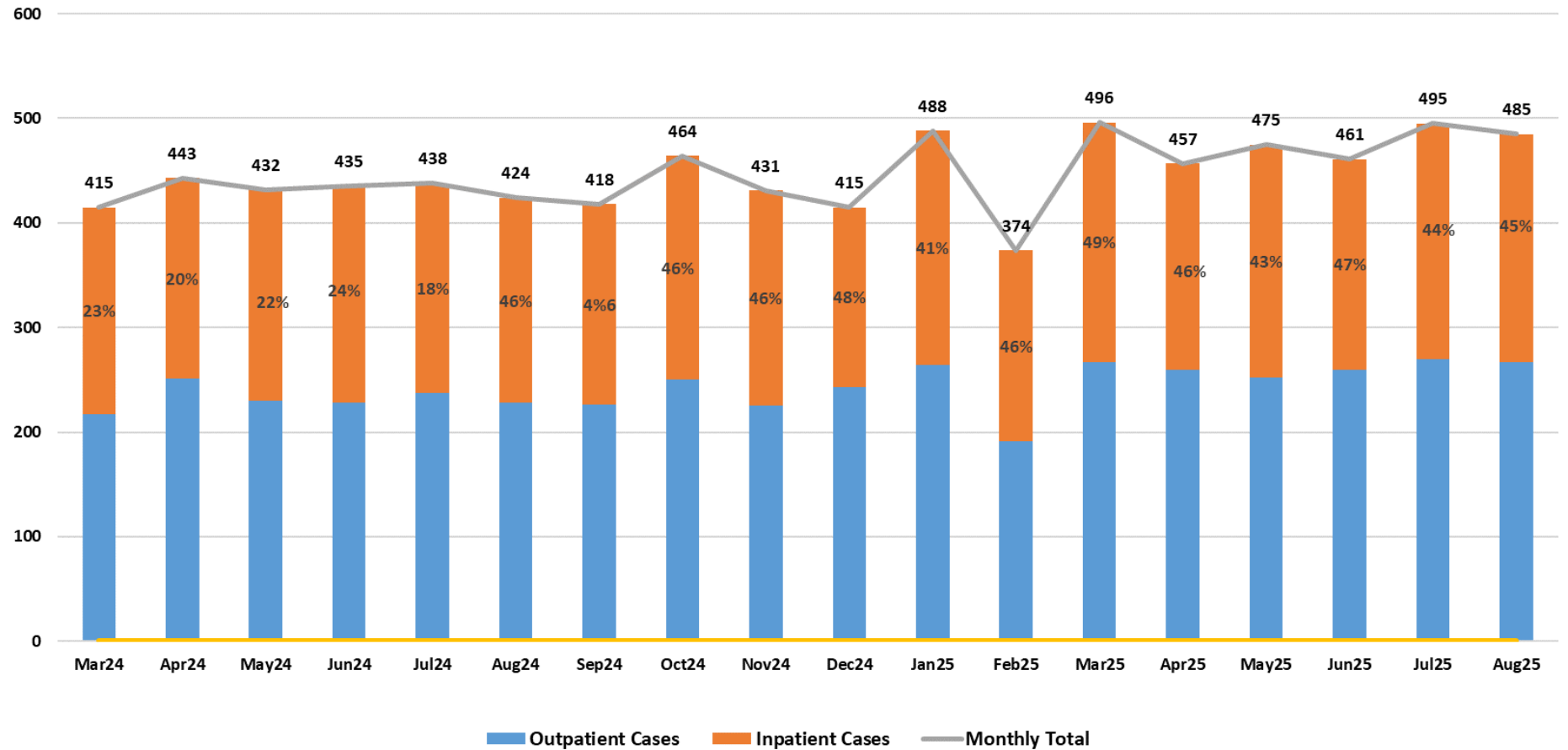
Cath Lab (IP Only) – 100 Min Units



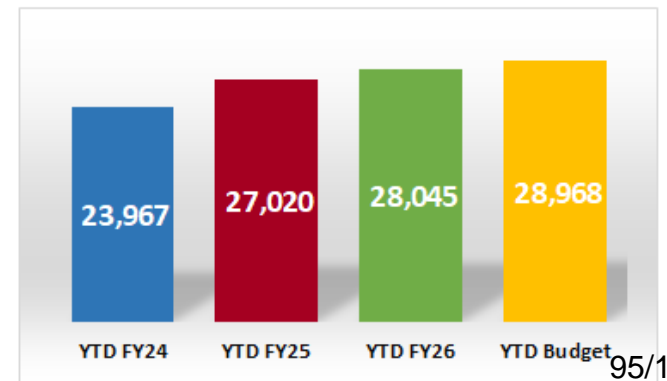
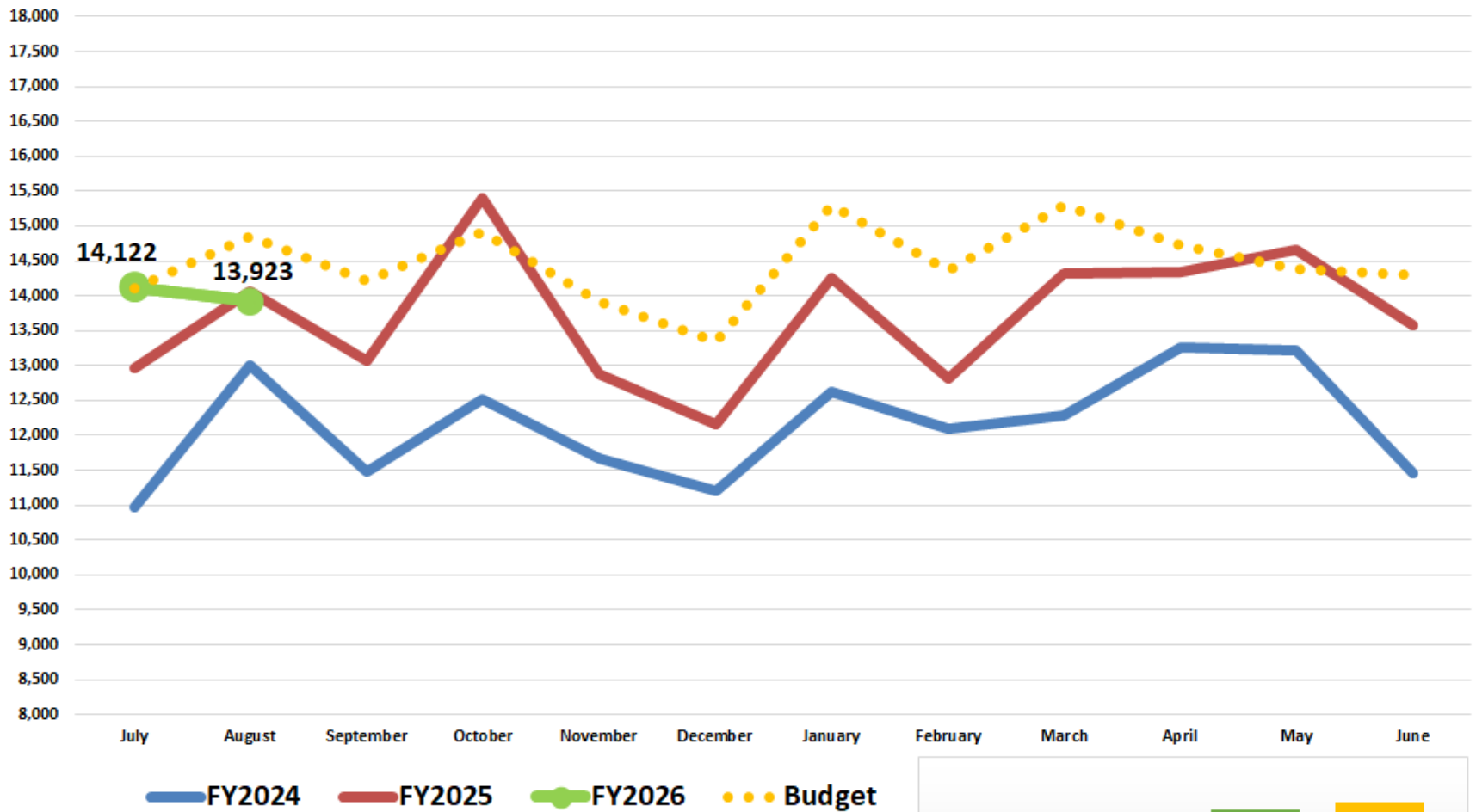
Cath Lab (OP Only) – 100 Min Units



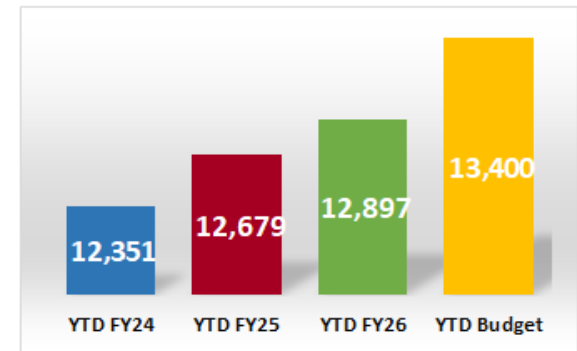
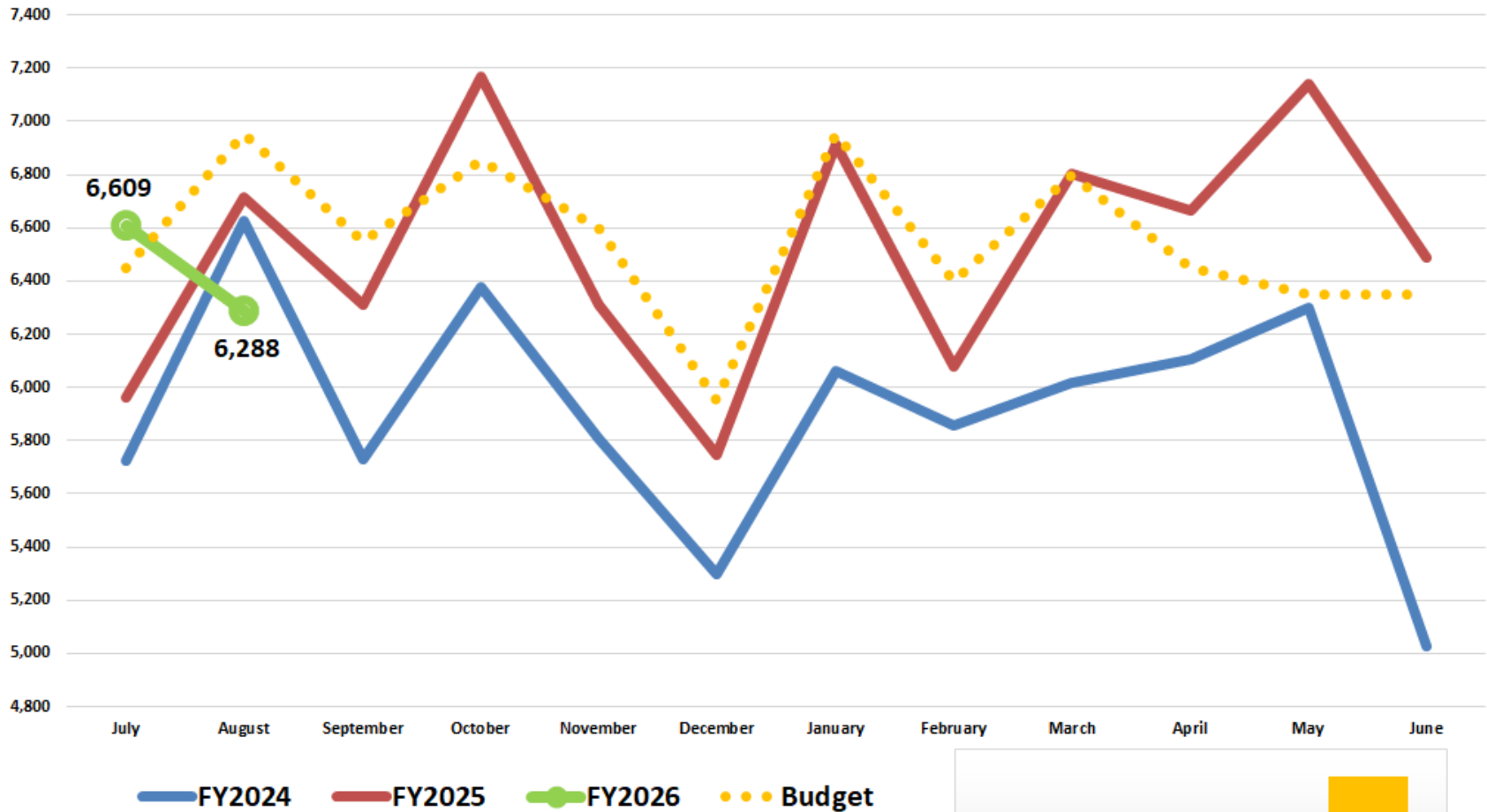
Cath Lab Patients (IP & OP)



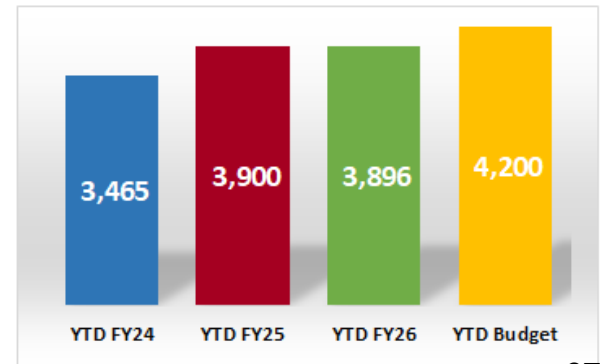
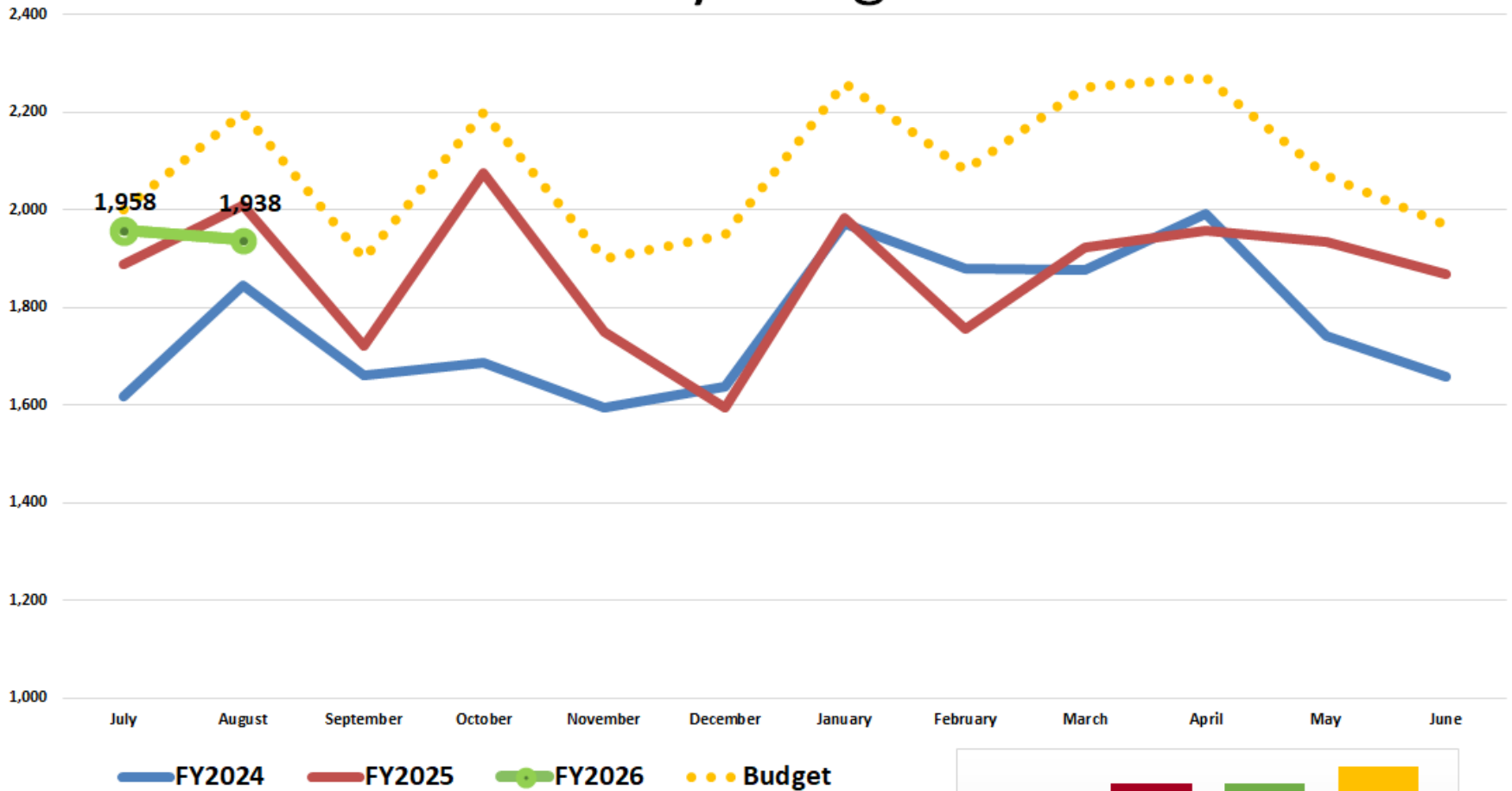
Rural Health Clinics Registrations



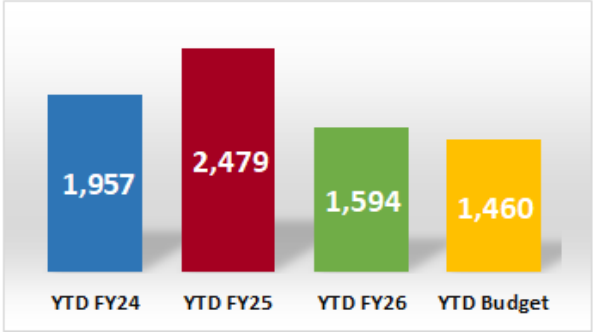
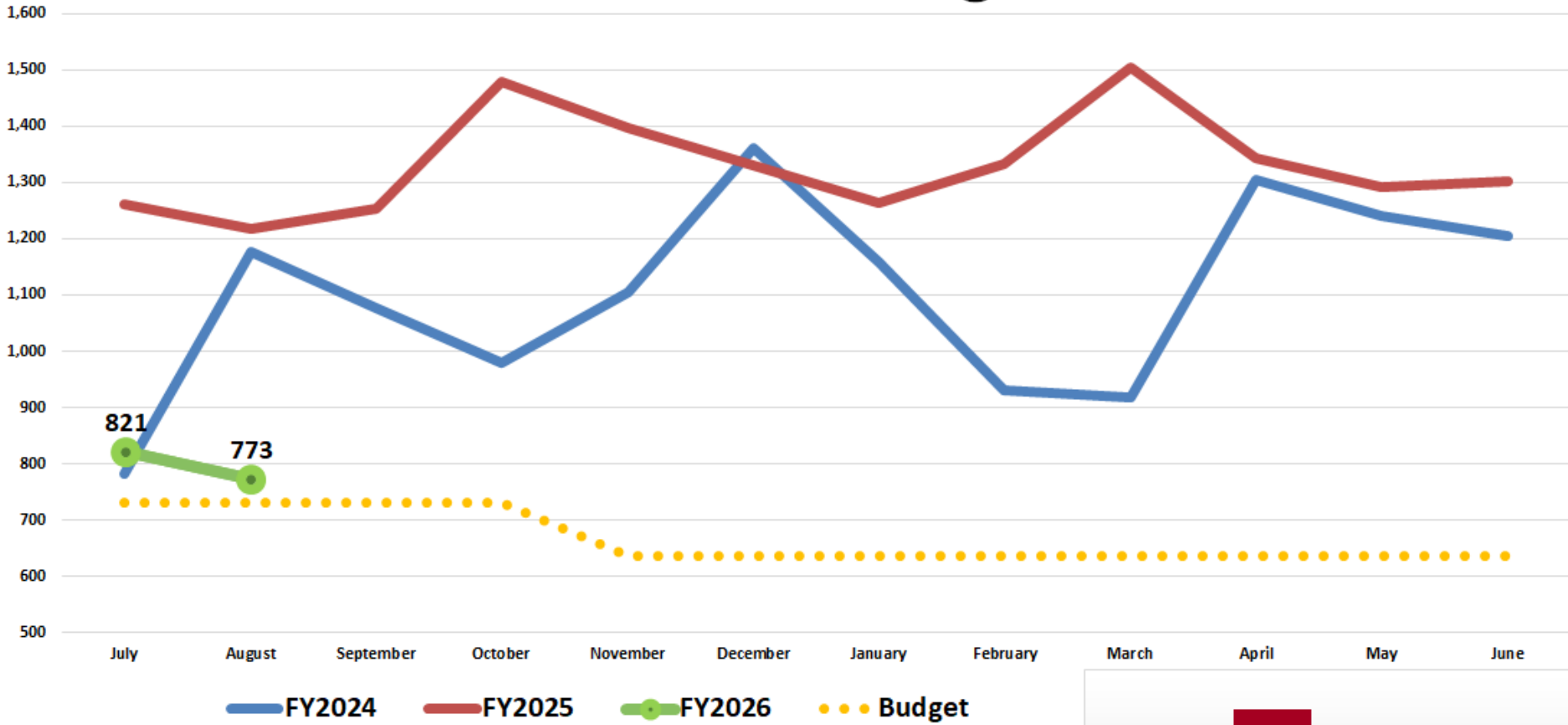
RHC Exeter - Registrations



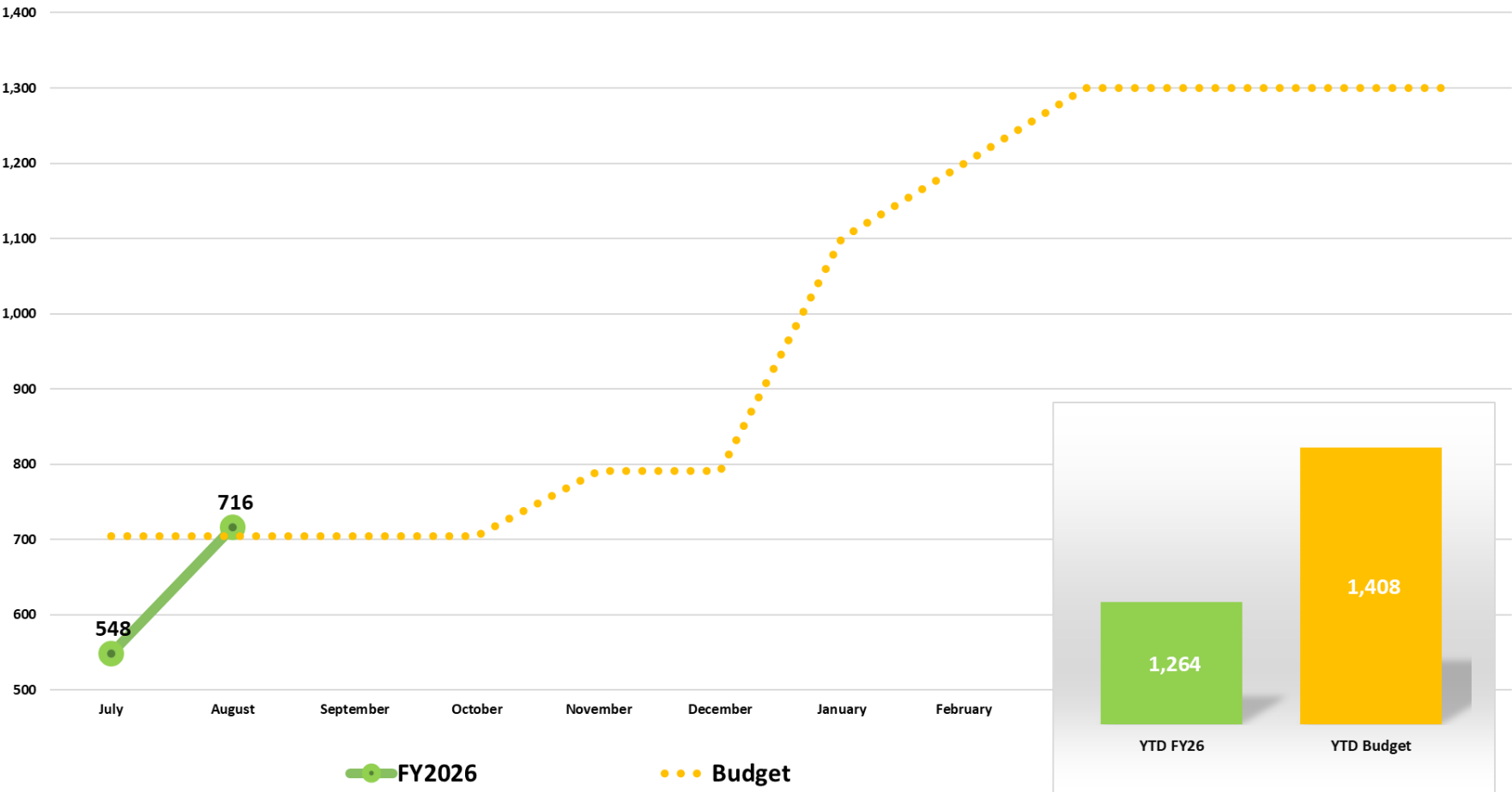
RHC Lindsay - Registrations



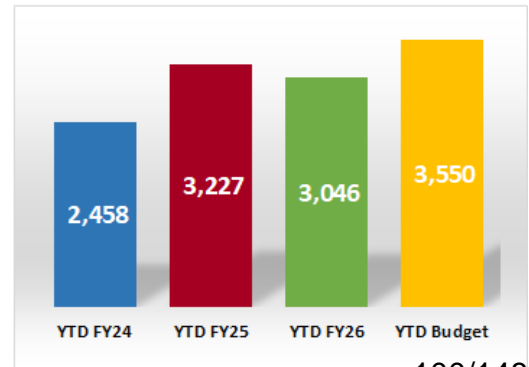
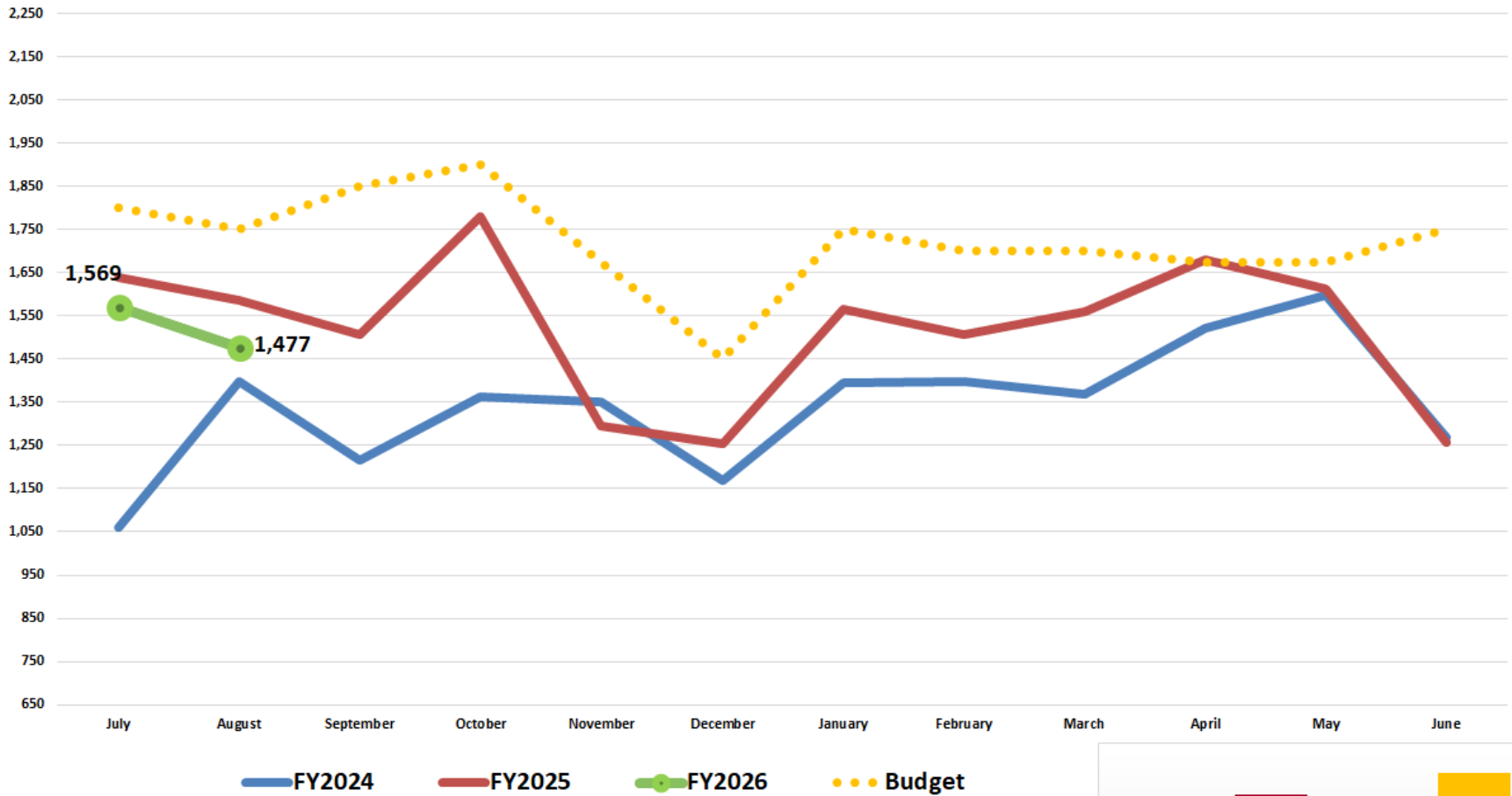
RHC Woodlake - Registrations



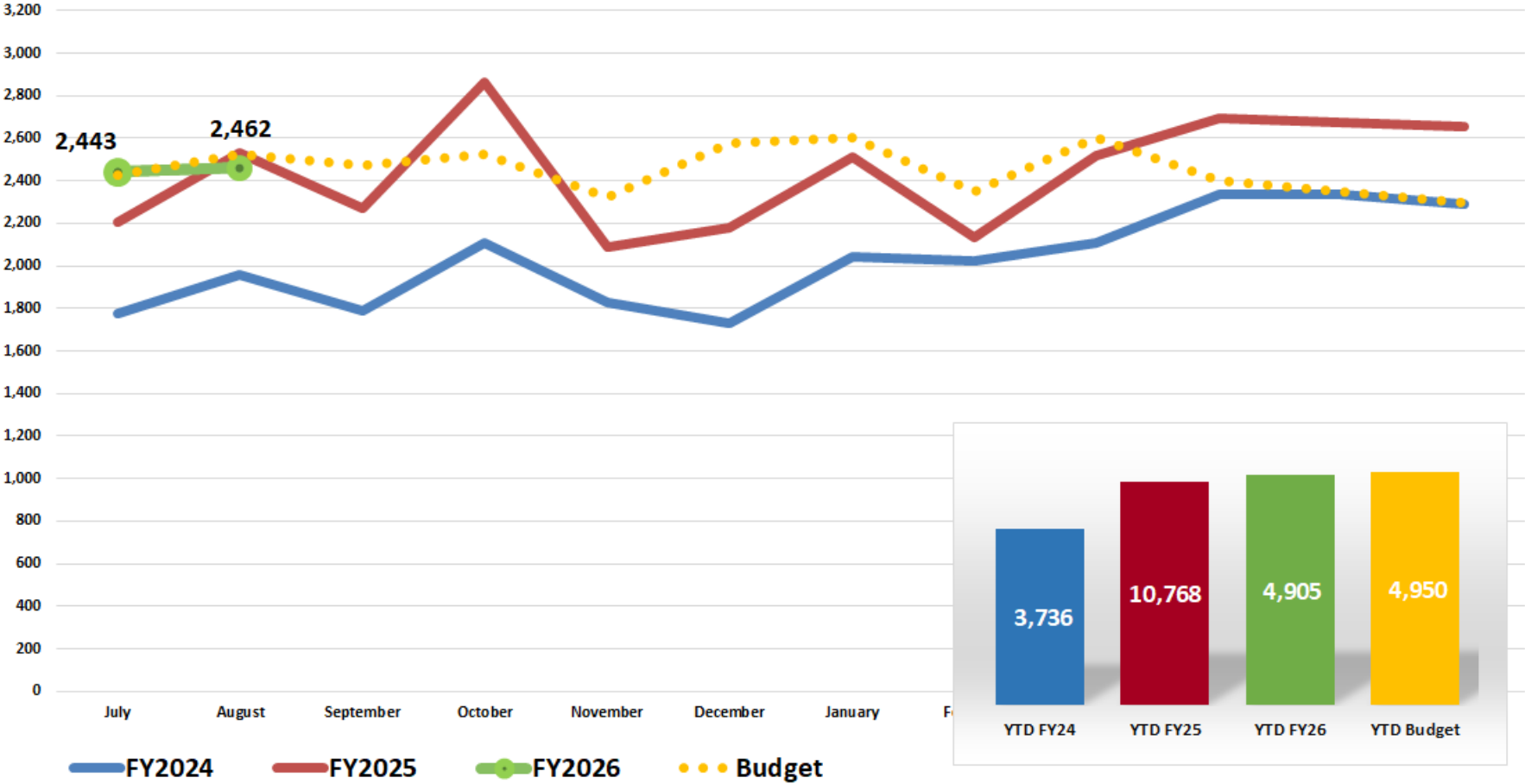
RHC Woodlake Valencia - Registrations



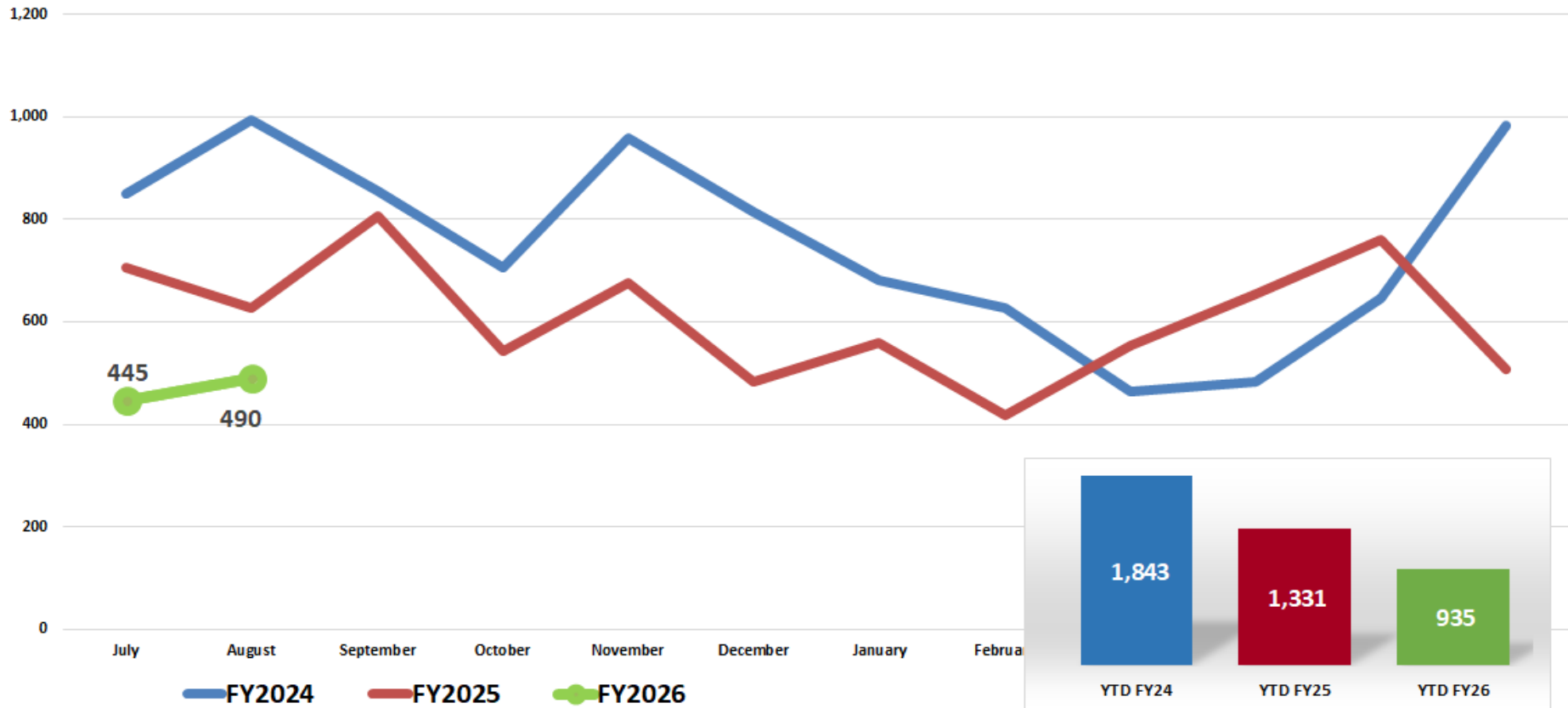
RHC Dinuba - Registrations



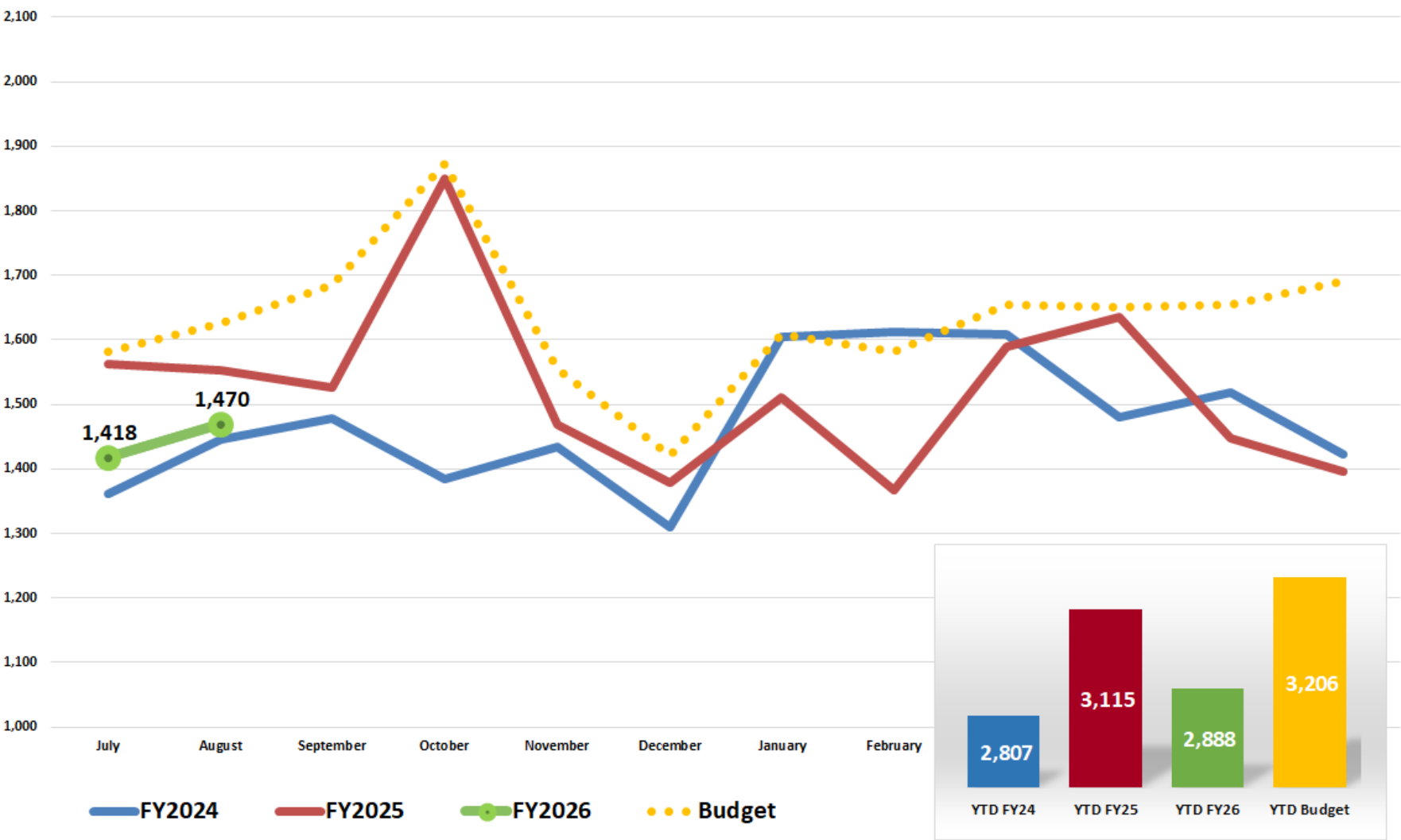
RHC Tulare - Registrations



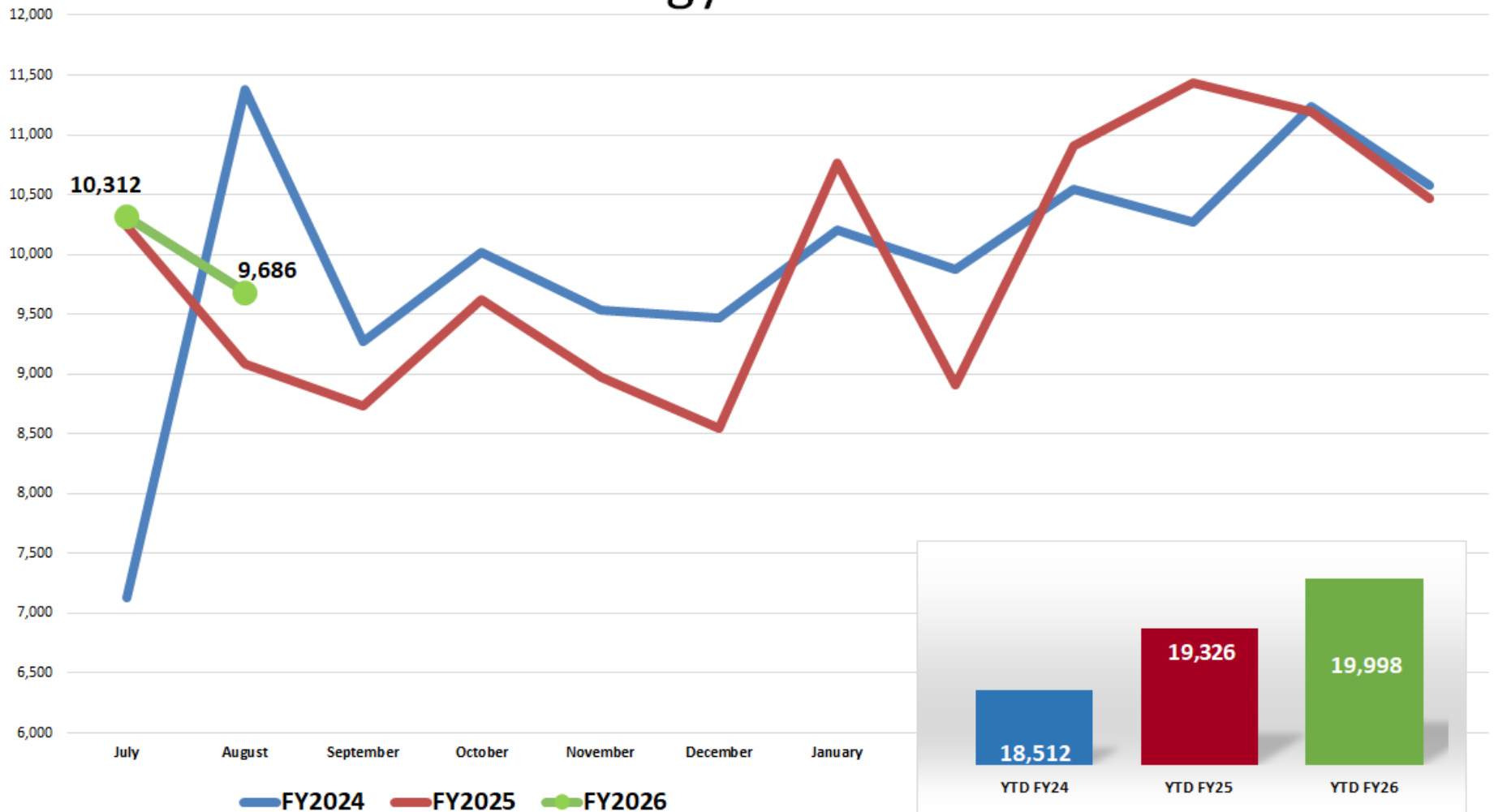
Neurosurgery Clinic - wRVU's



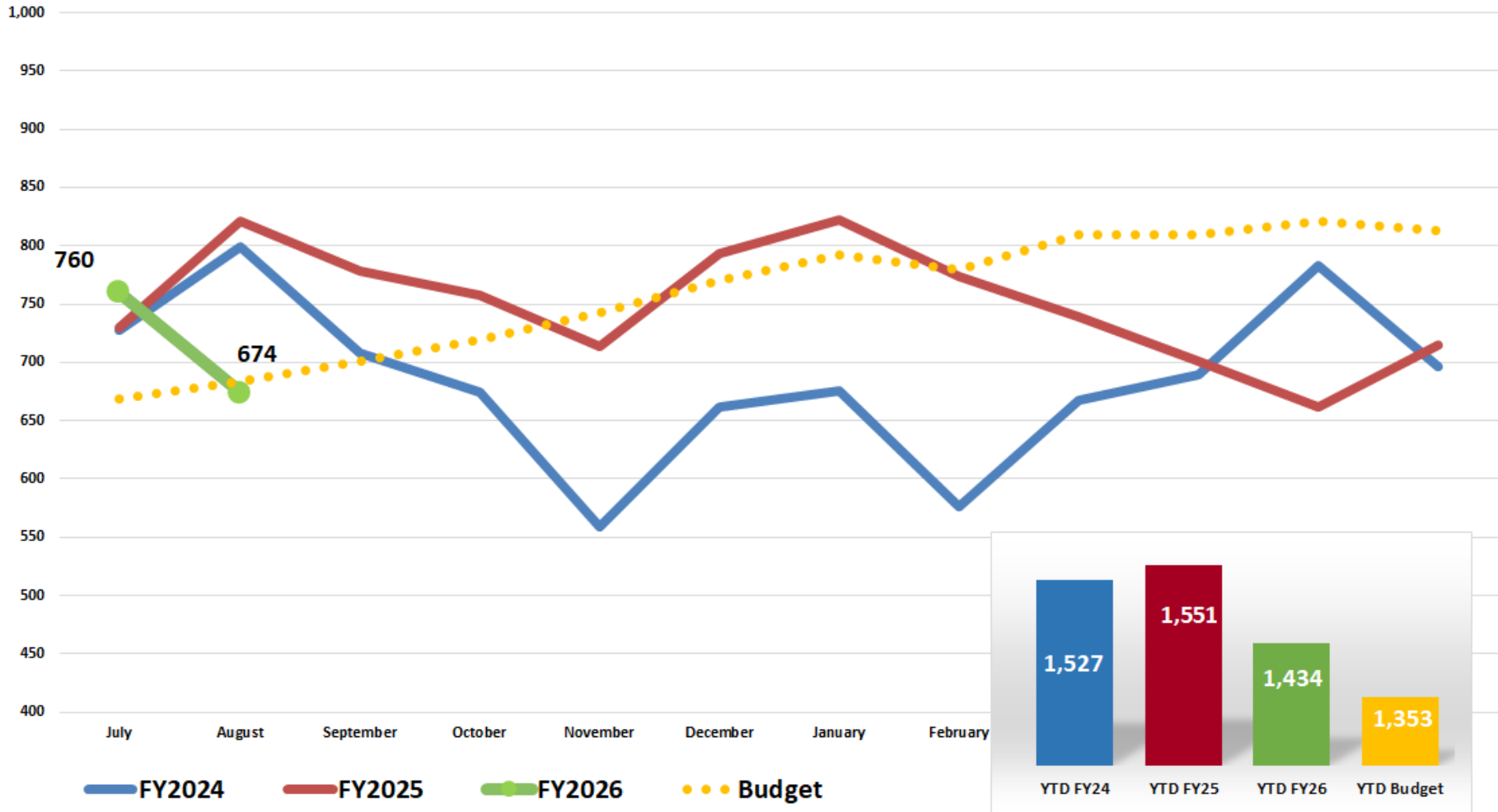
KH Cardiology Center Registrations



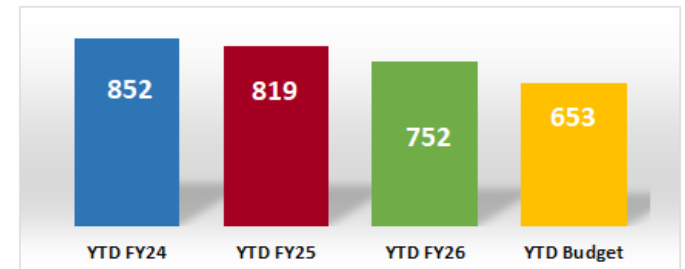
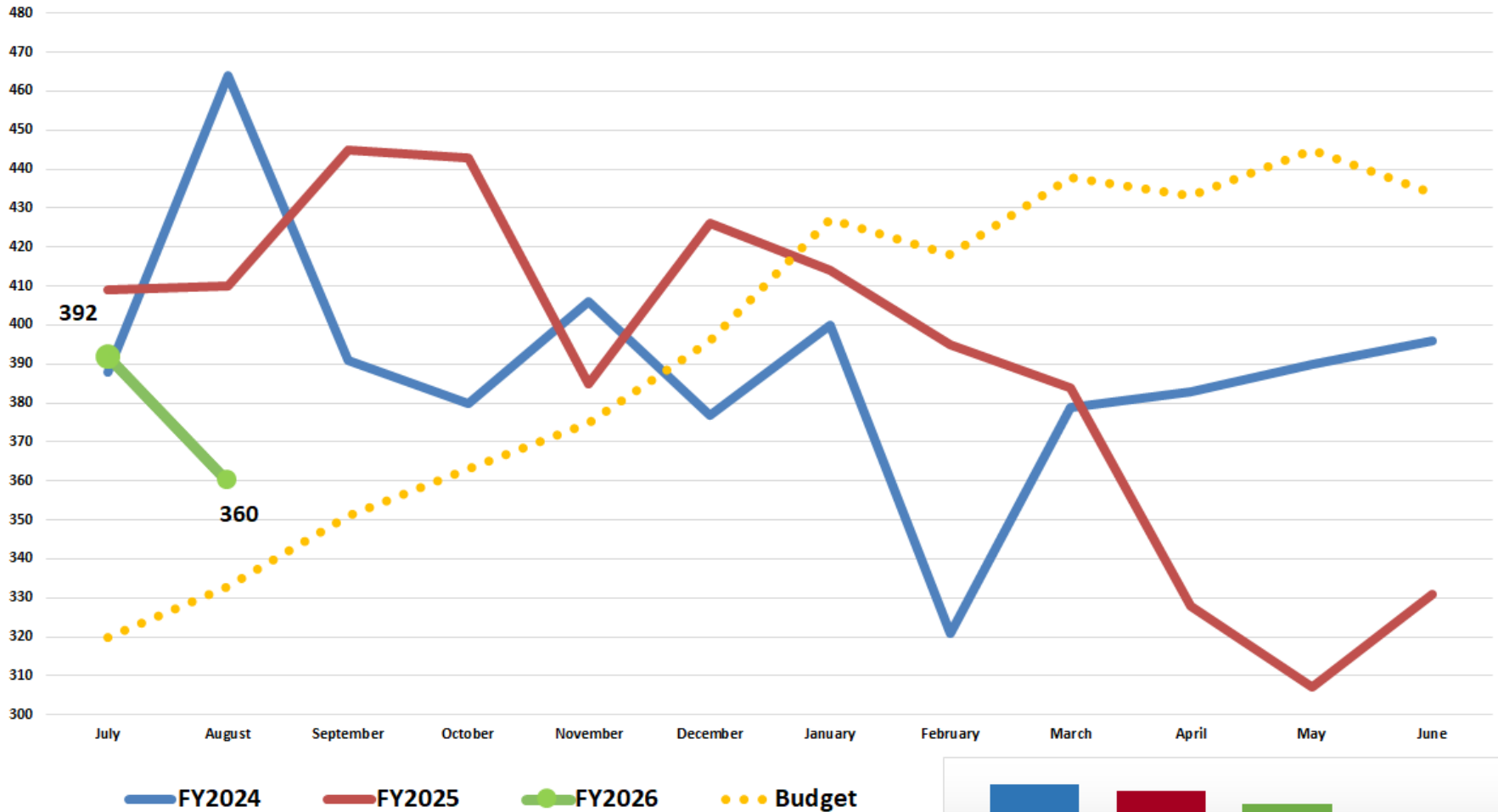
KH Cardiology Center - wRVU's



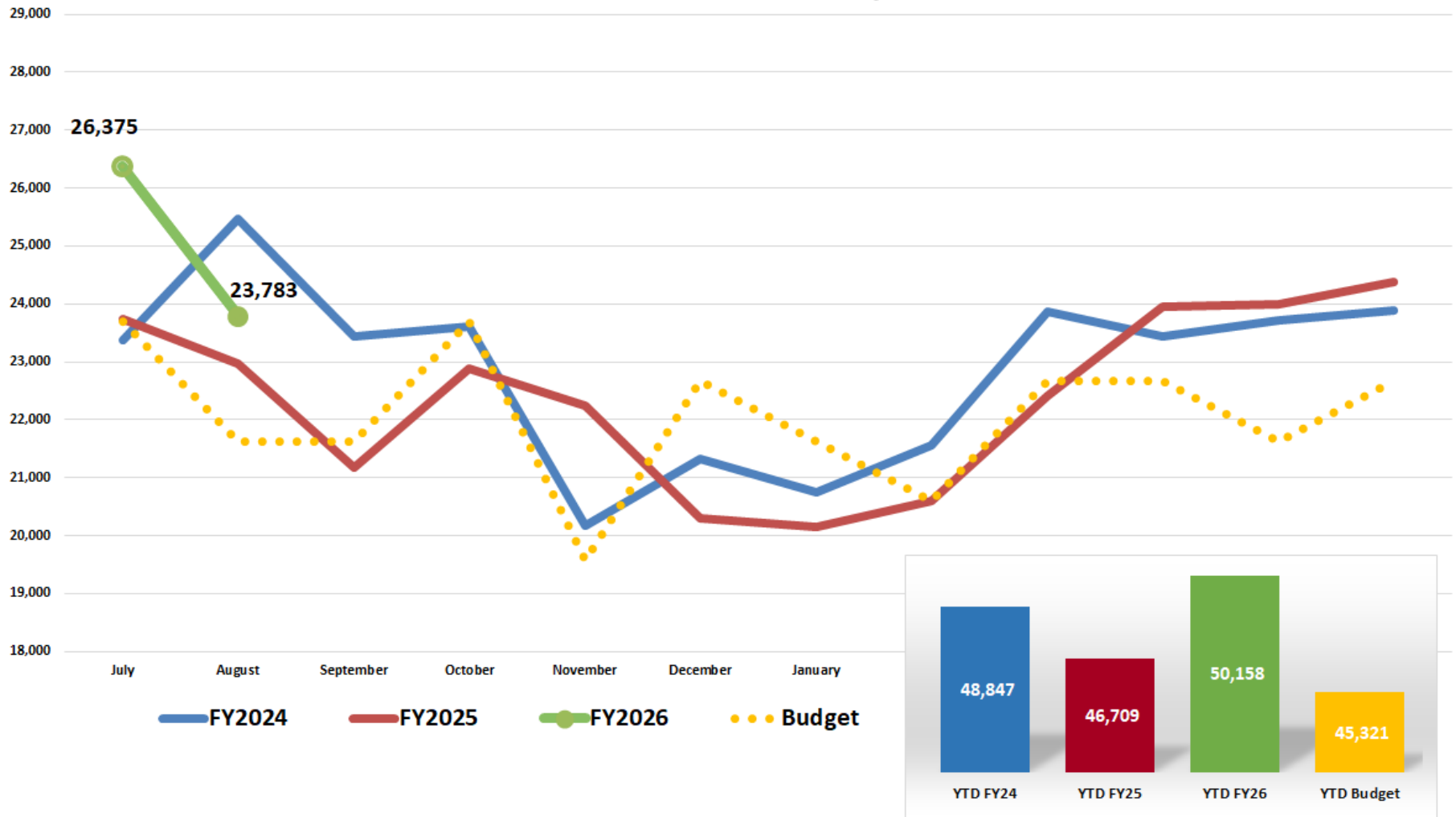
Labor Triage Registrations



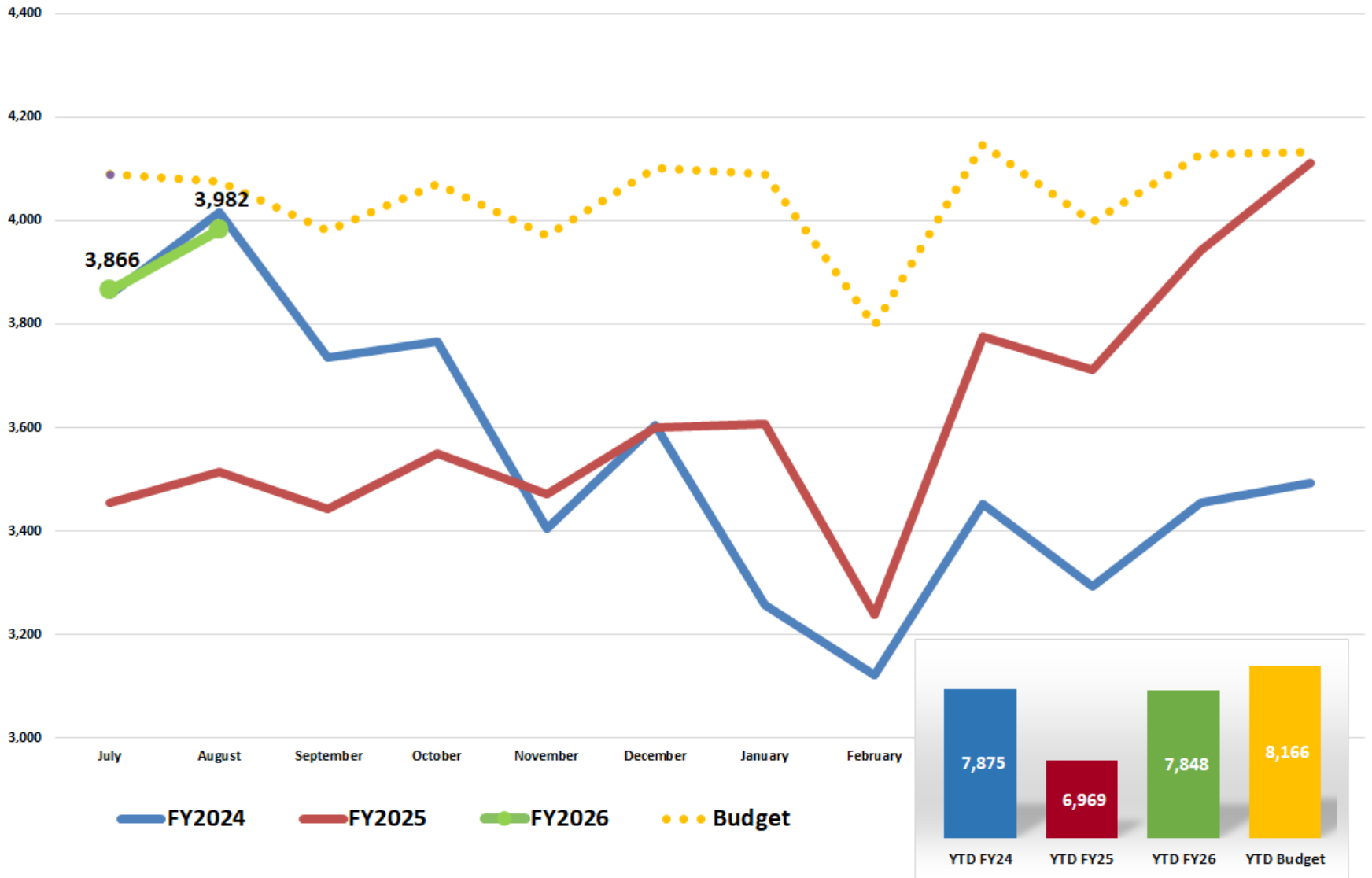
Deliveries



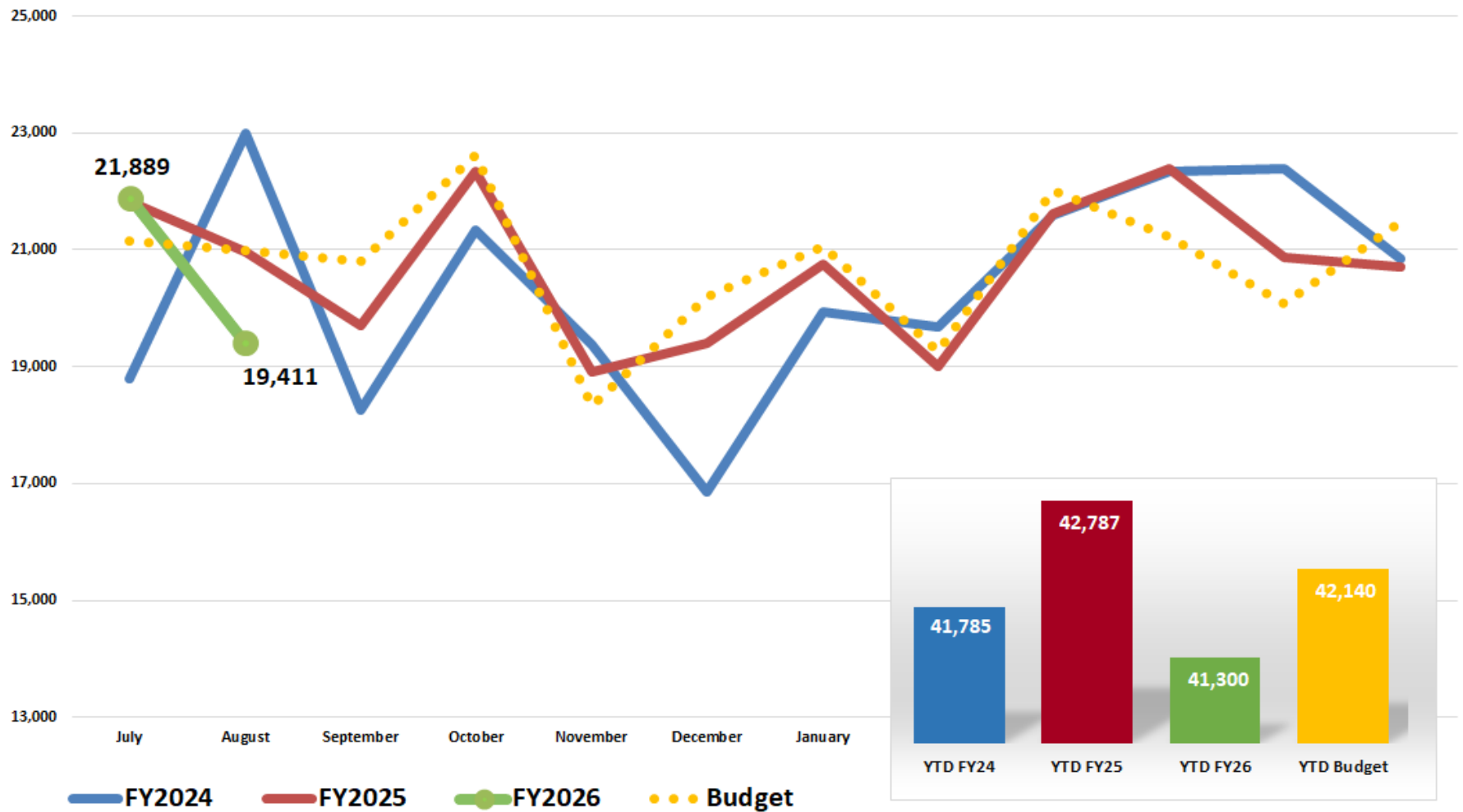
Home Infusion Days



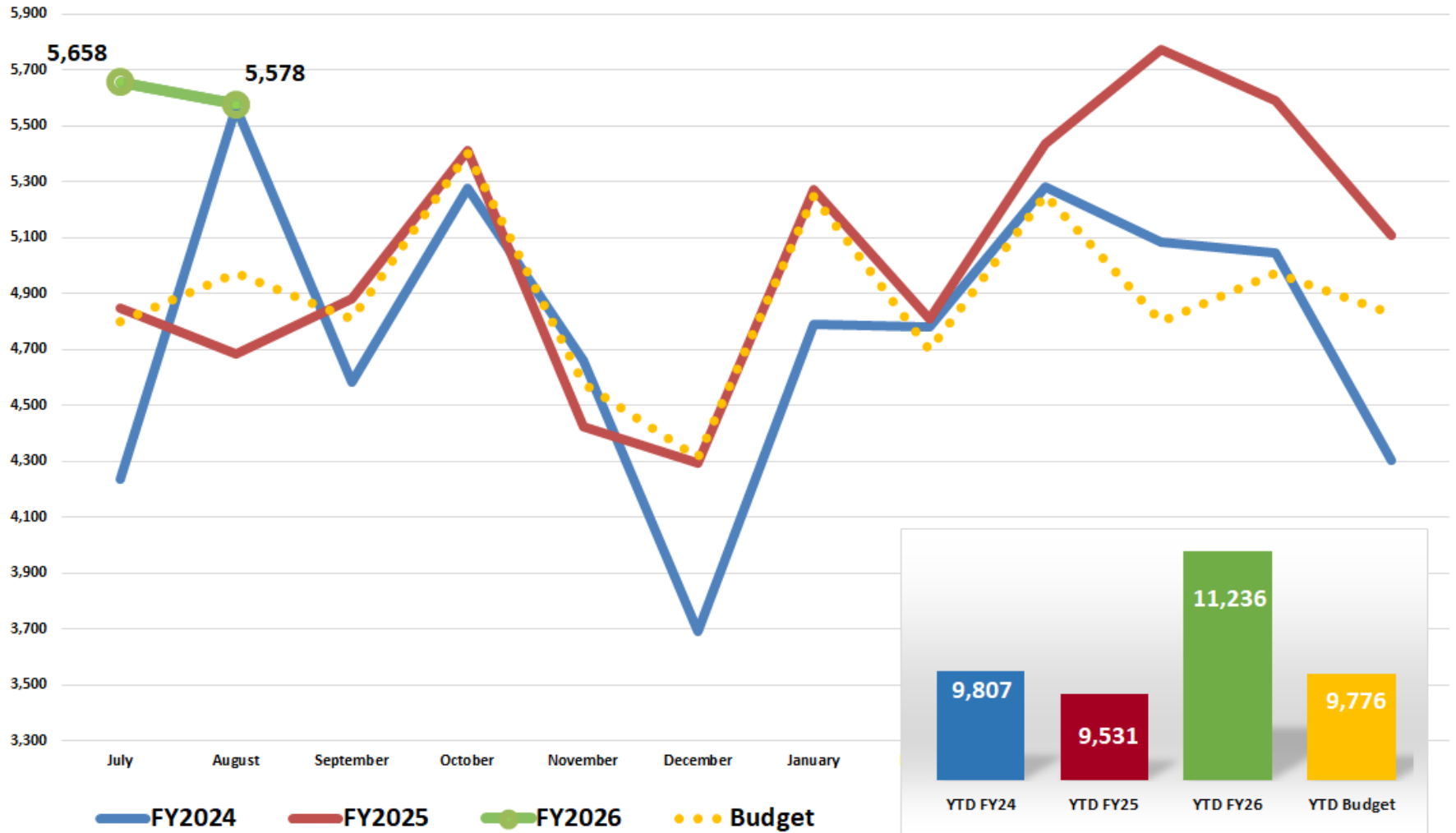
Hospice Days



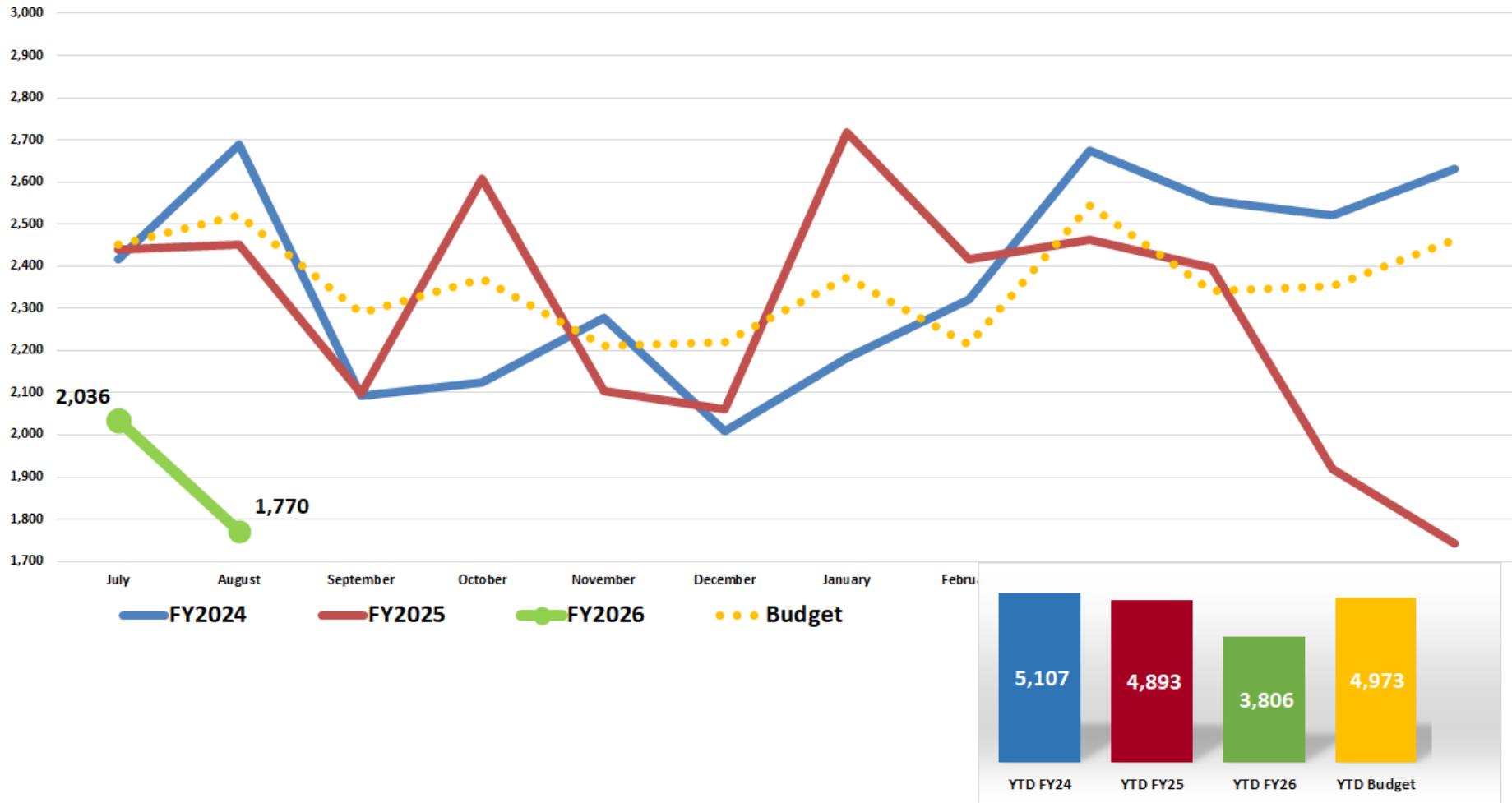
All O/P Rehab Svcs Across District



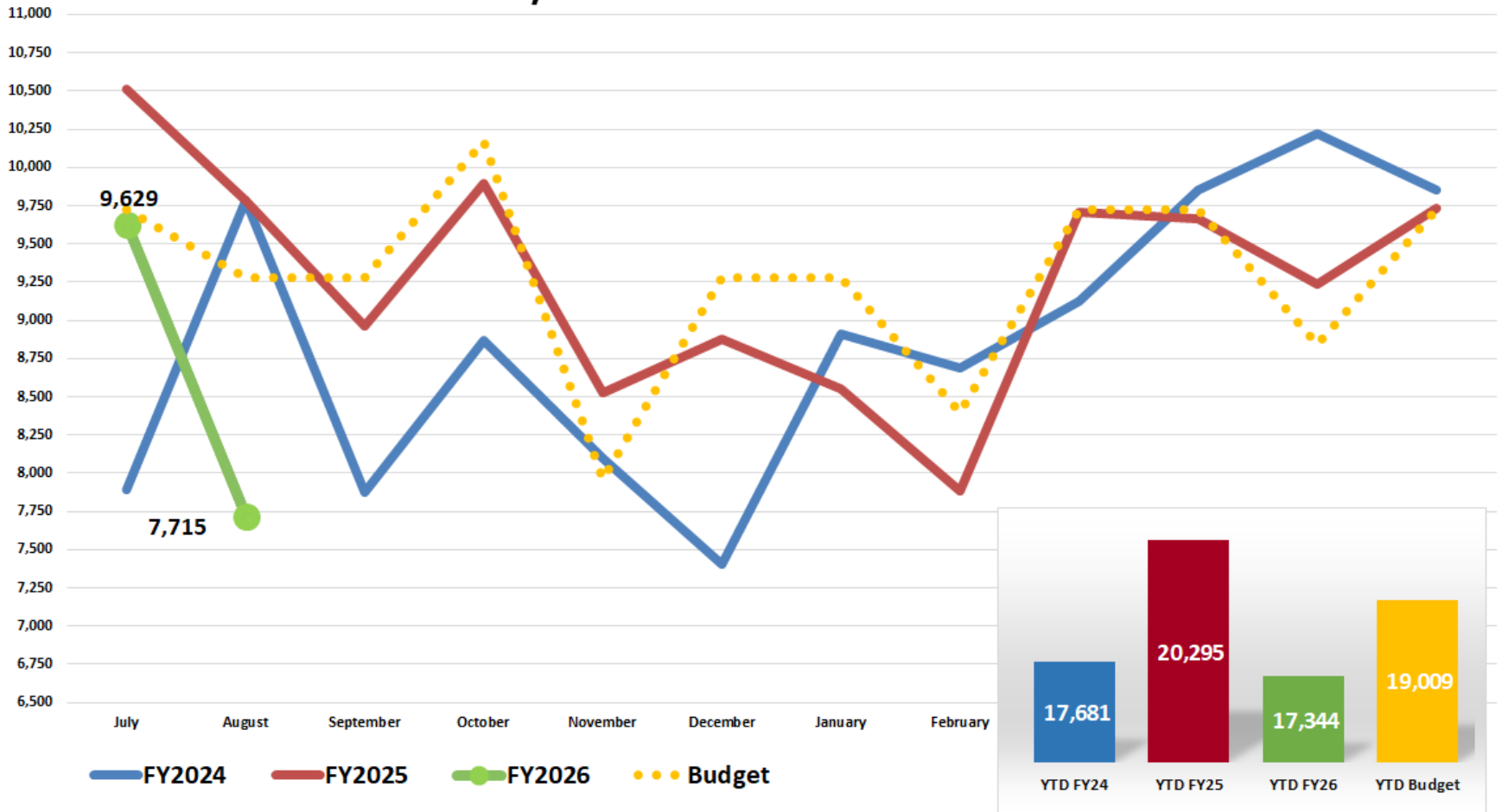
O/P Rehab Services



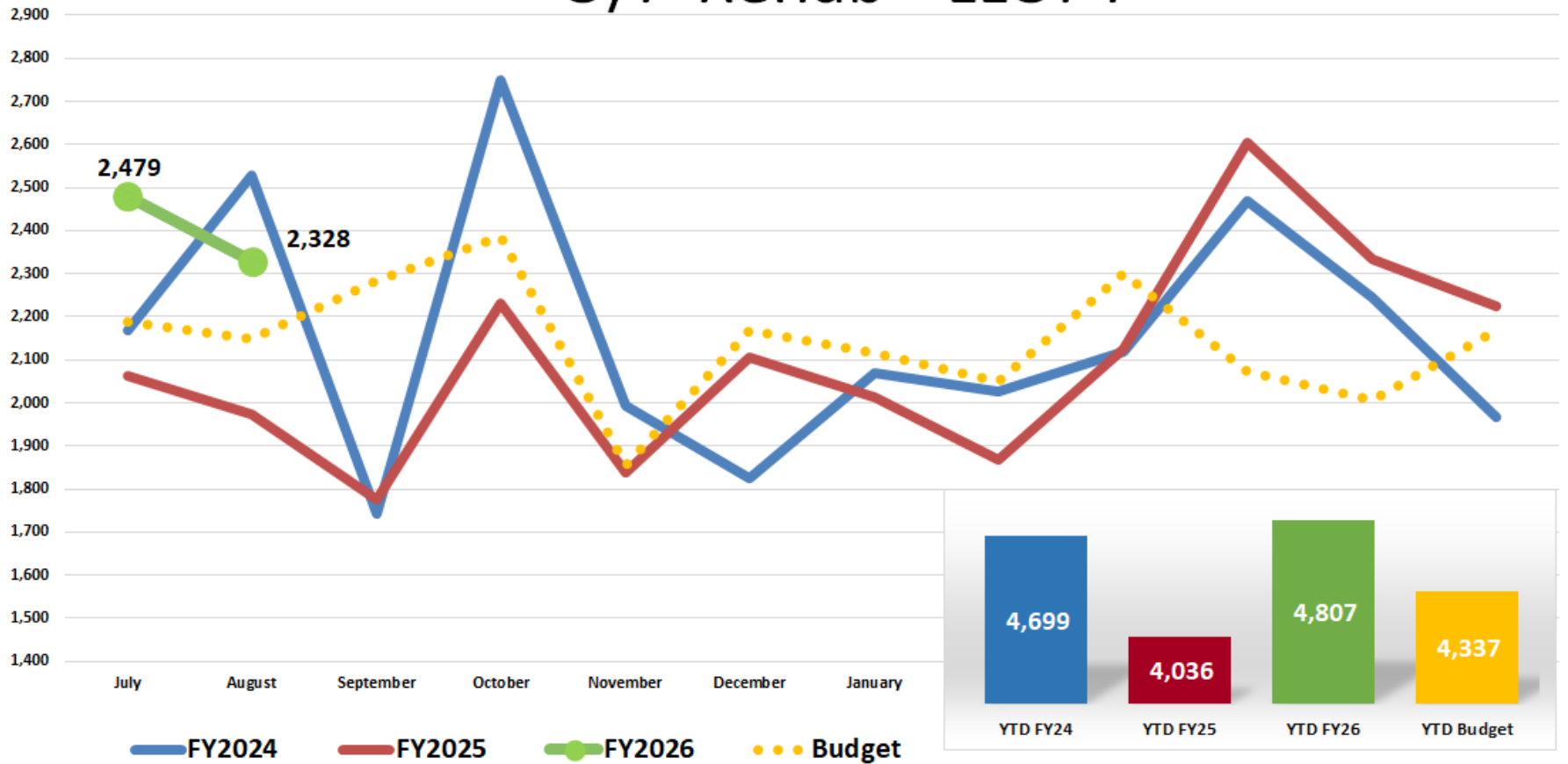
O/P Rehab - Exeter



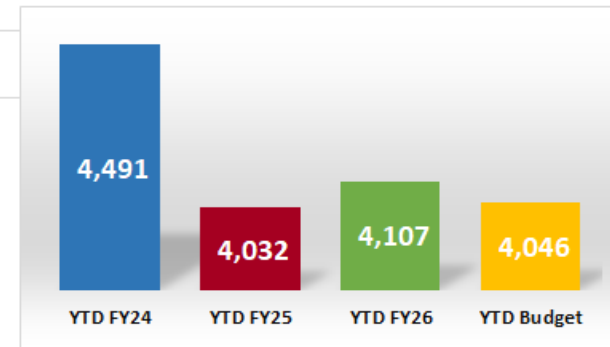
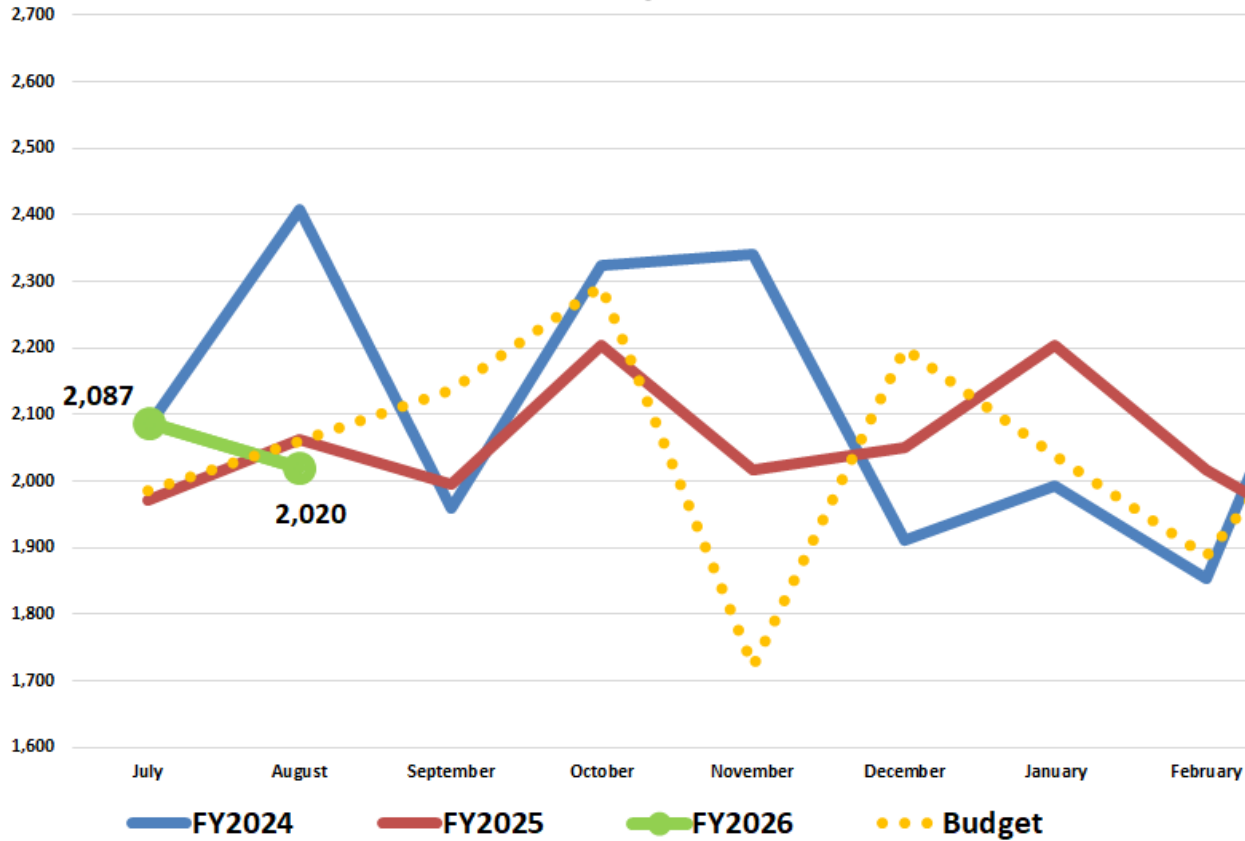
O/P Rehab - Akers



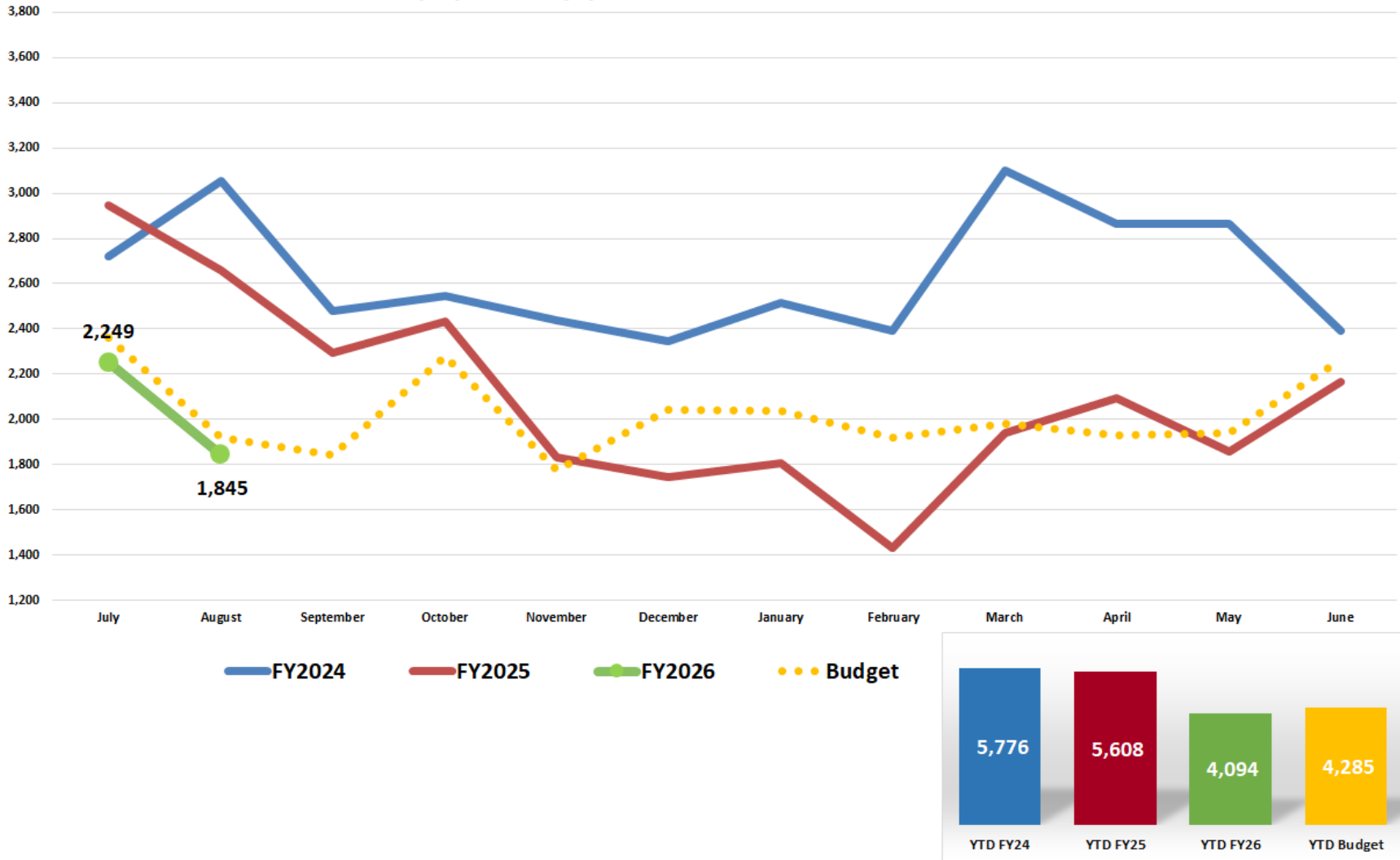
O/P Rehab - LLOPT



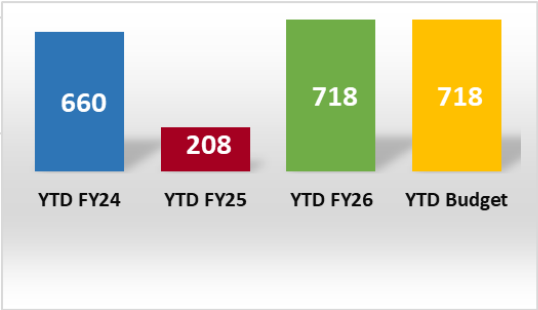
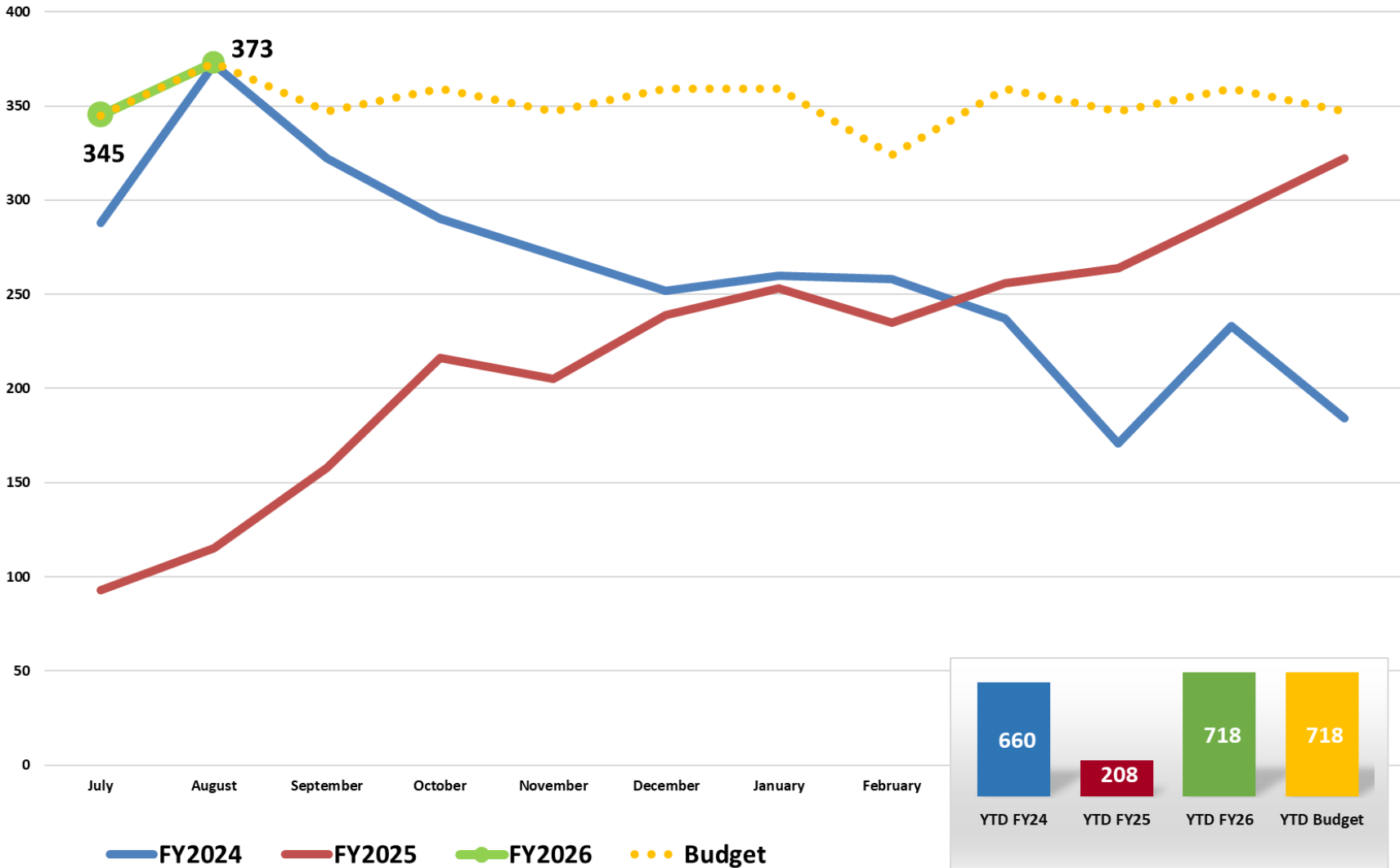
O/P Rehab - Dinuba



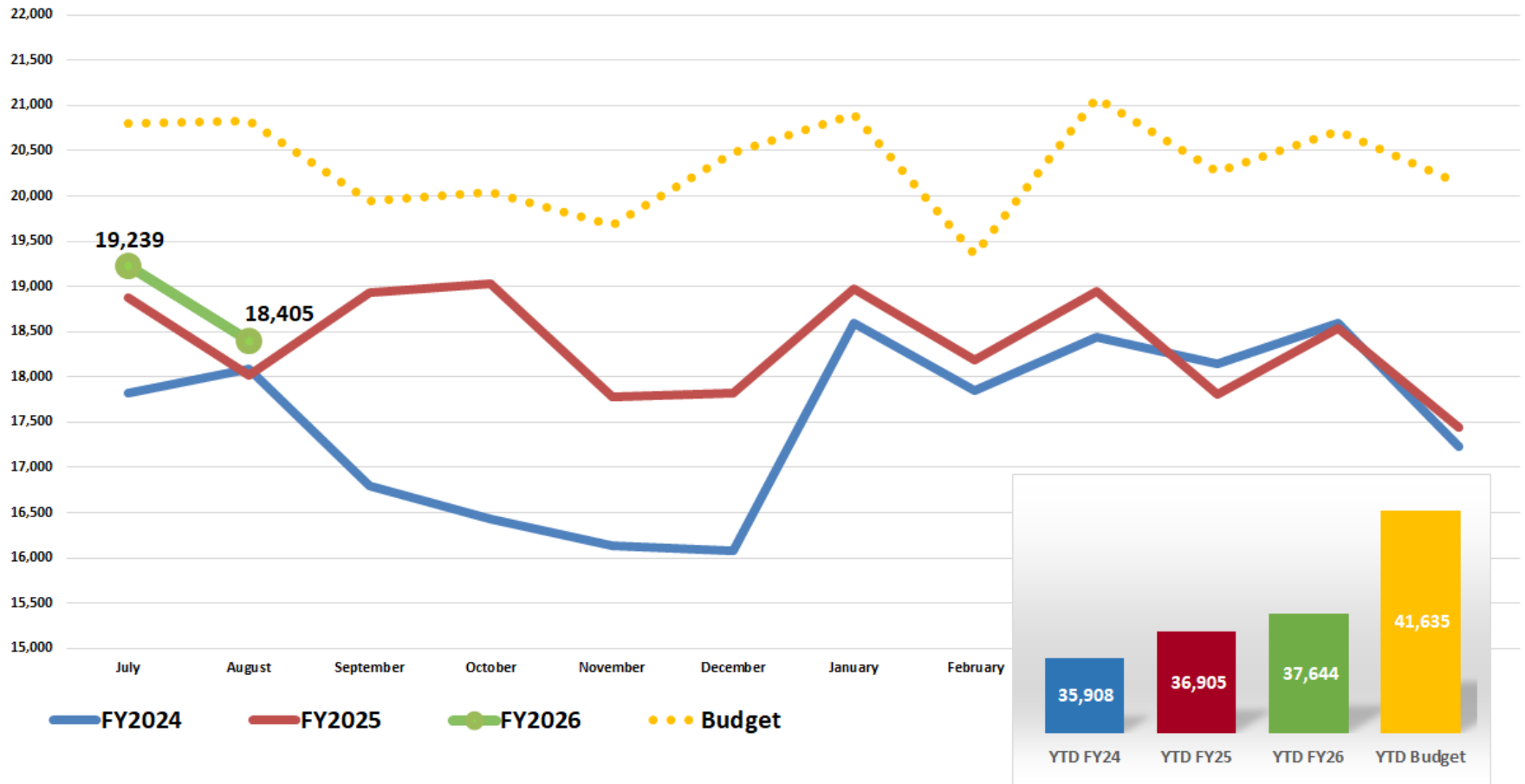
Therapy - Cypress Hand Center



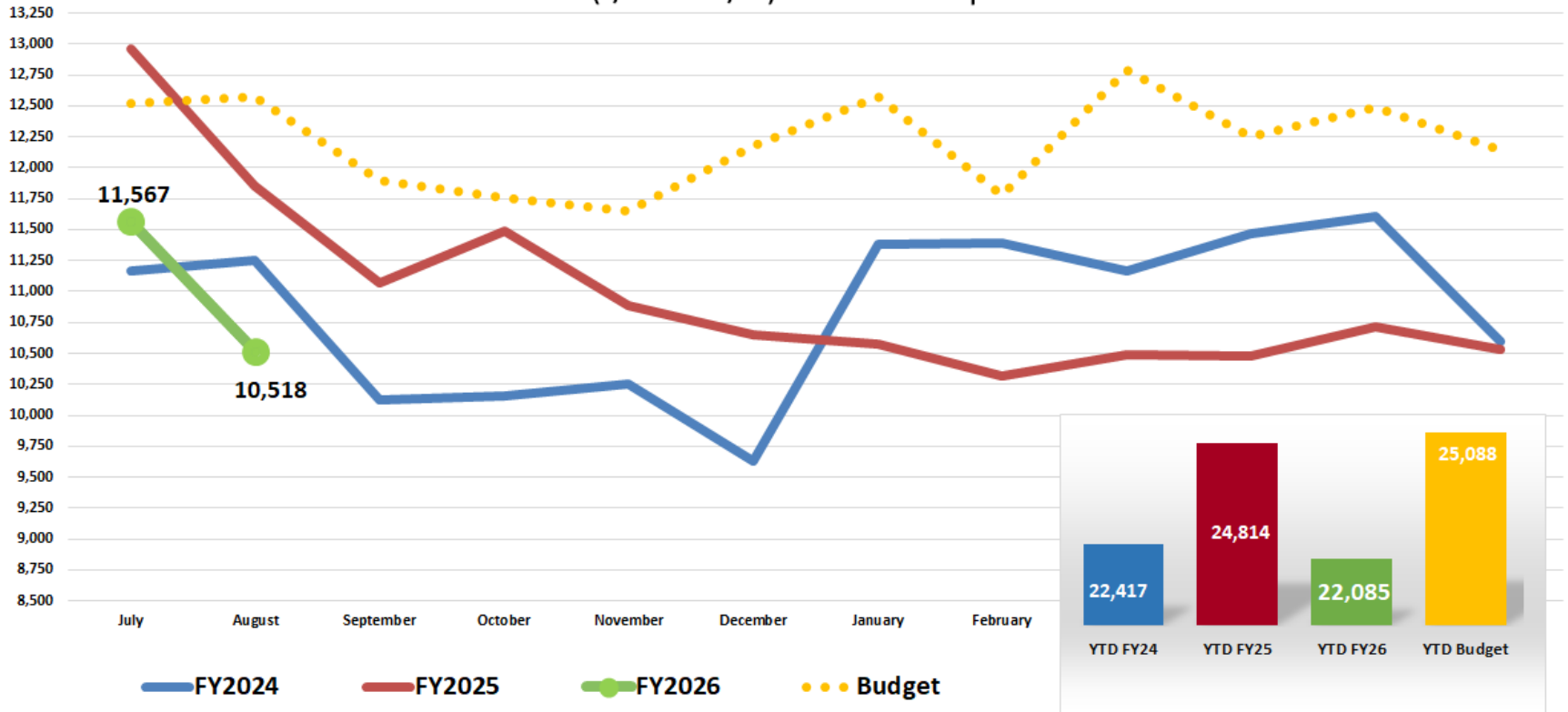
Therapy-Wound Care Encounters



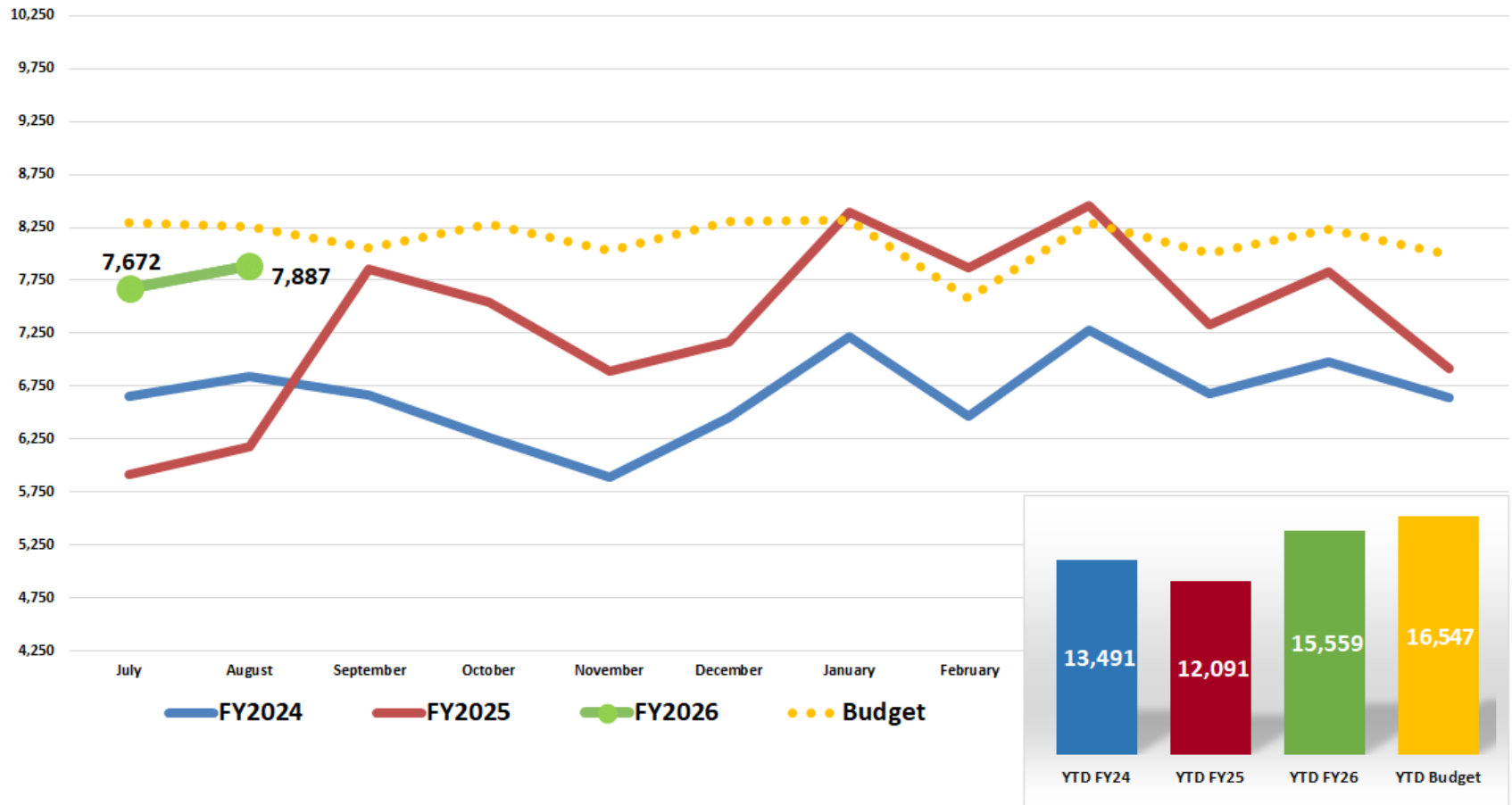
Physical & Other Therapy Units (I/P & O/P)



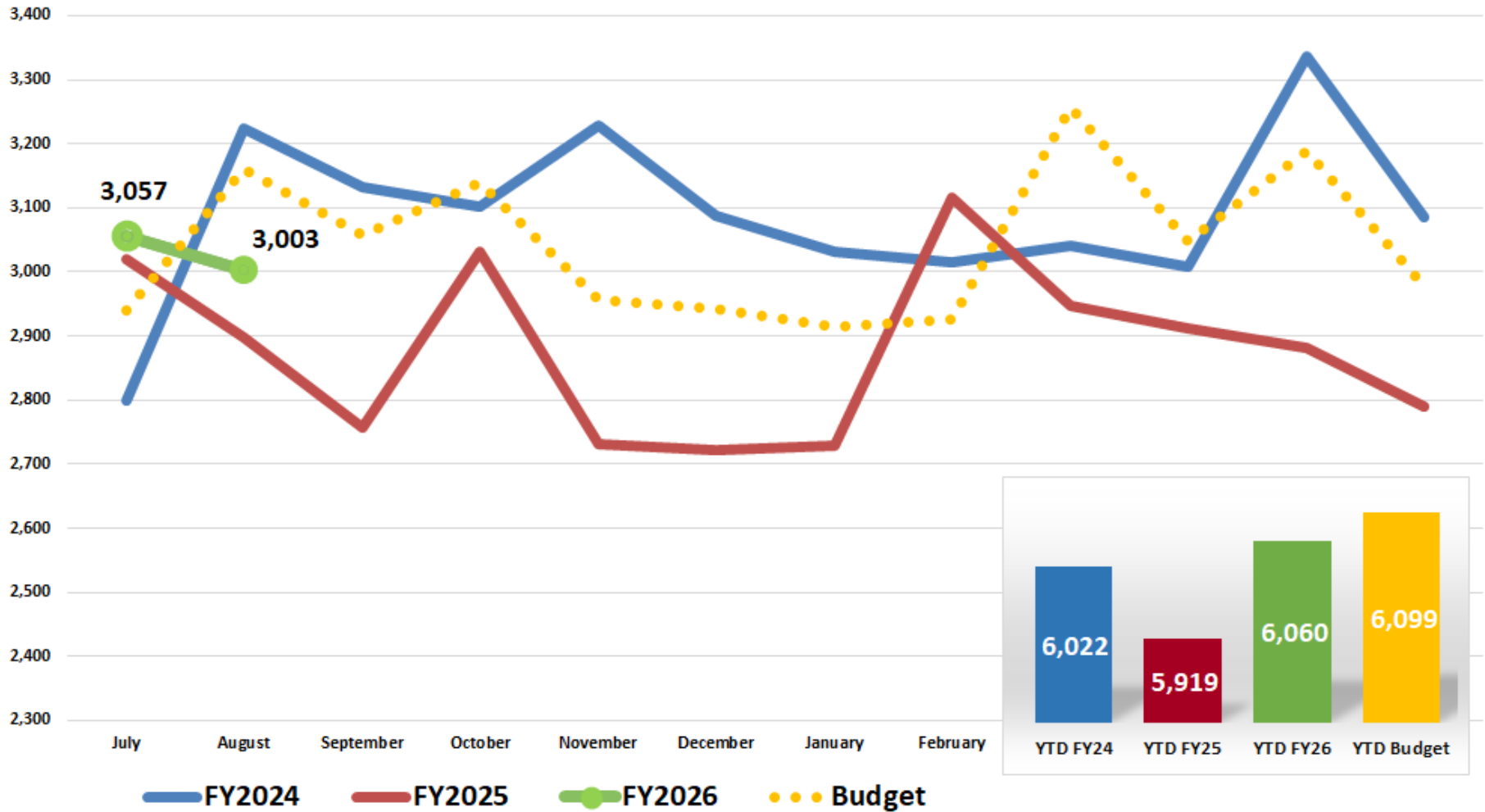
Physical & Other Therapy Units (I/P & O/P)-Main Campus



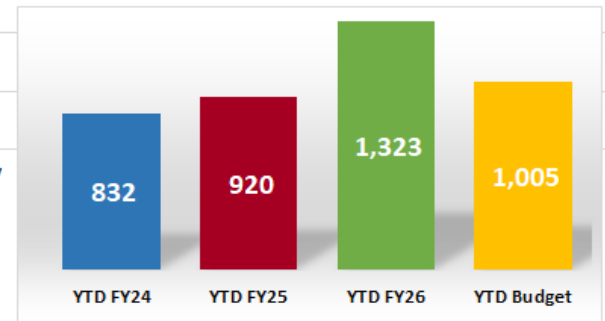
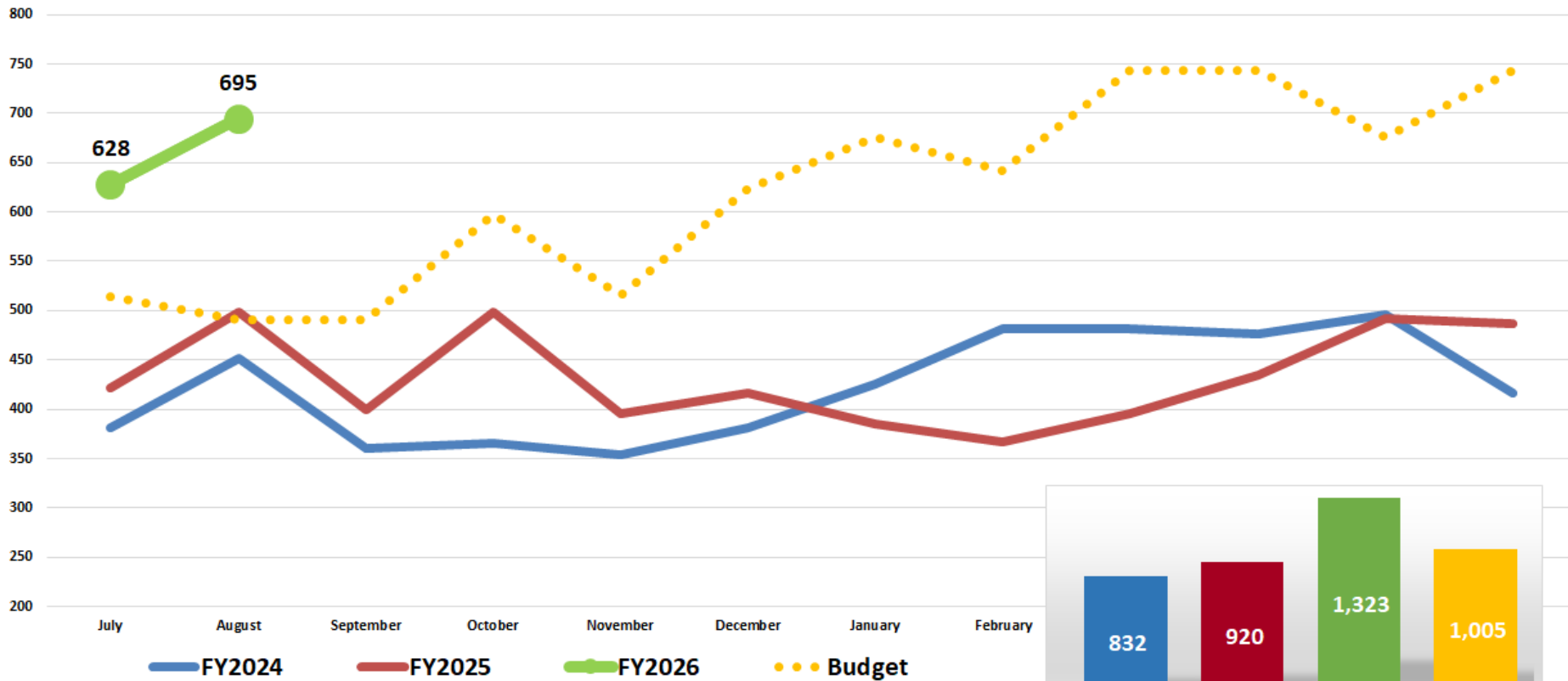
Physical & Other Therapy Units (I/P & O/P)-KDRH & South Campus



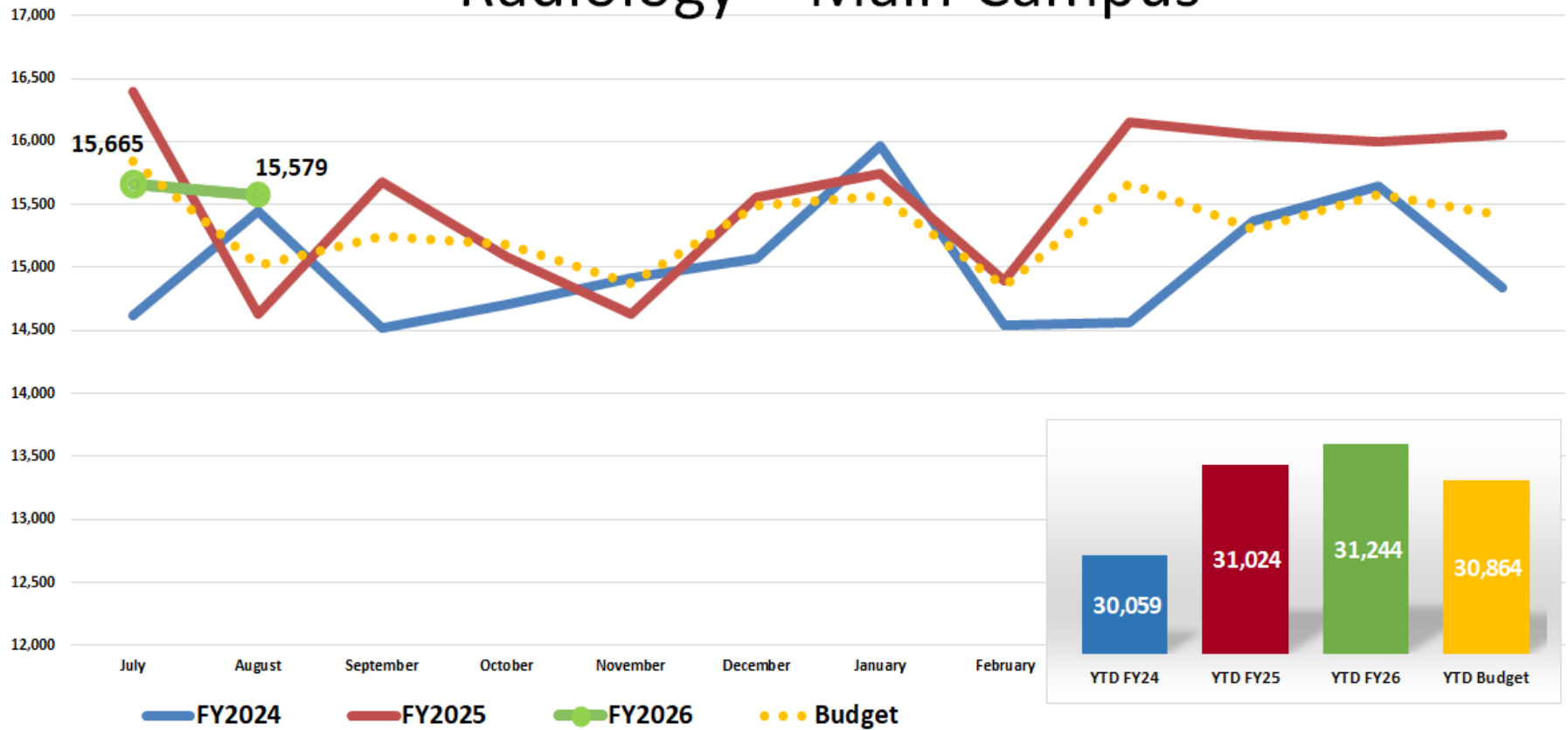
Home Health Visits



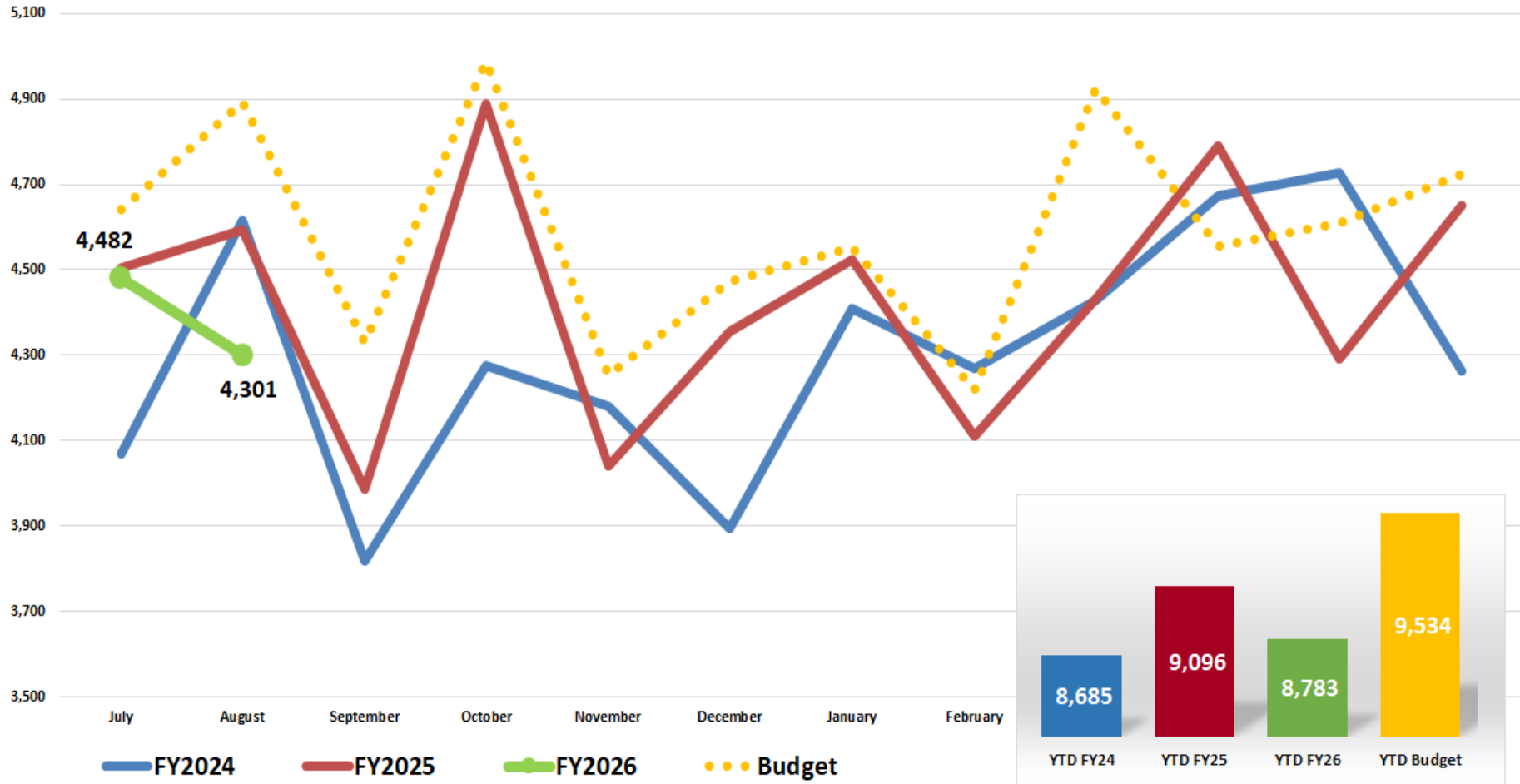
Infusion Center - Units of Service



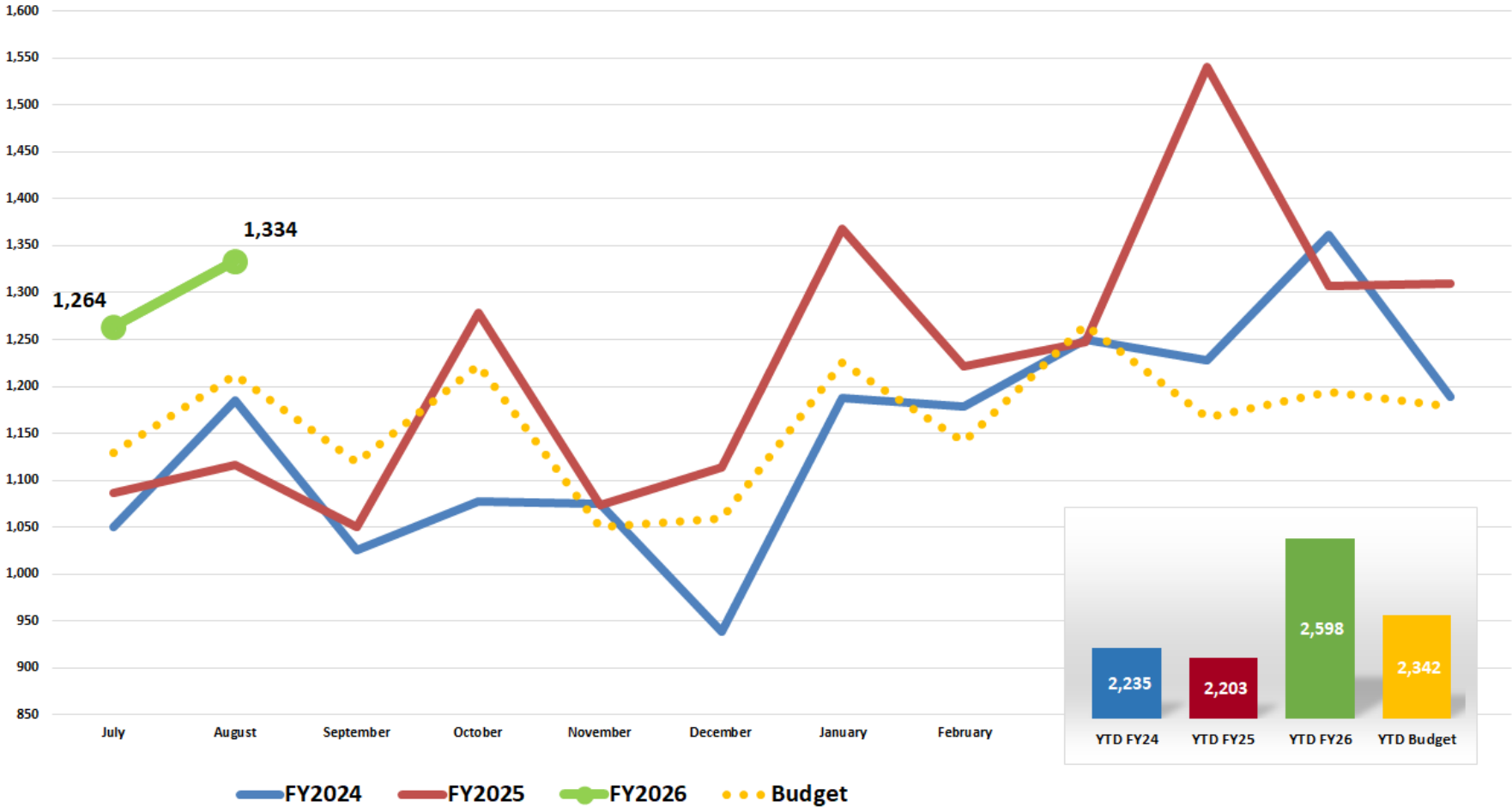
Radiology – Main Campus



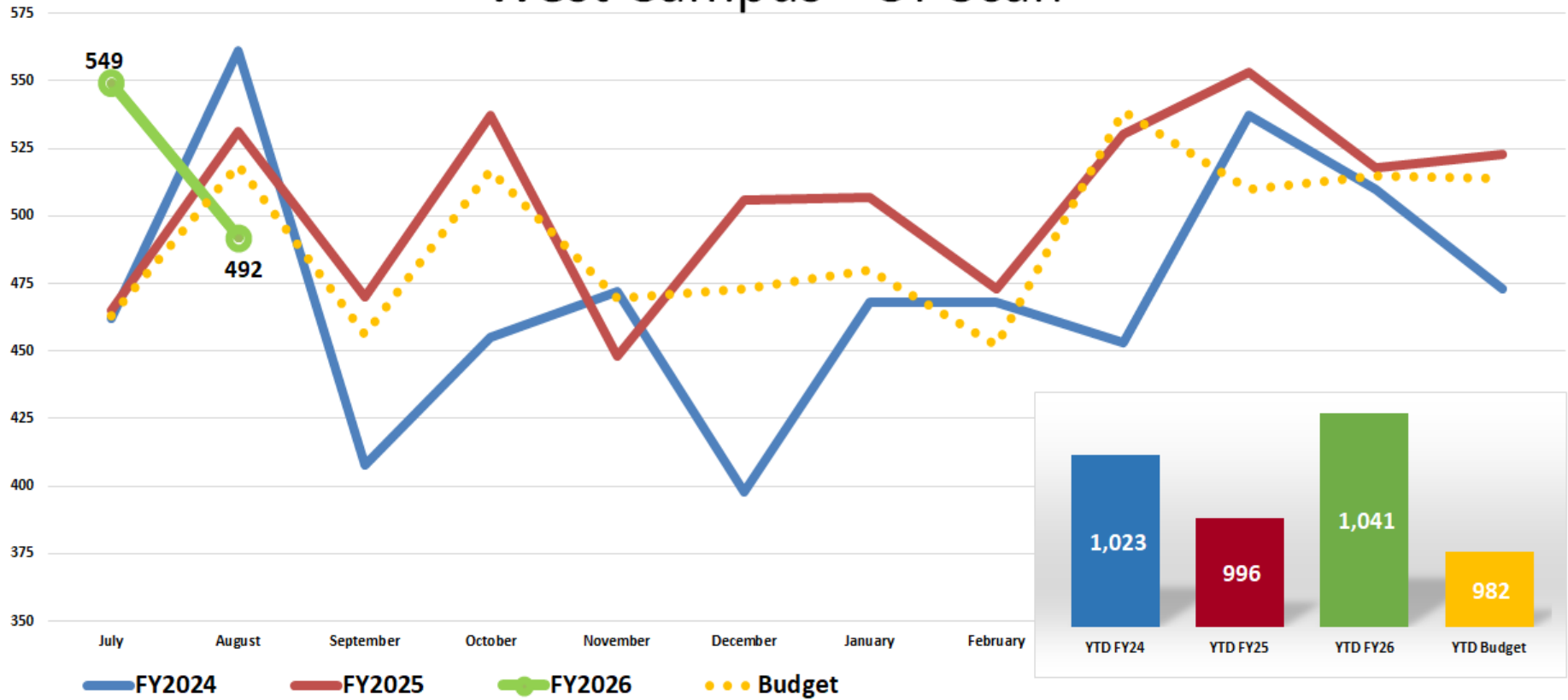
Radiology - West Campus Imaging



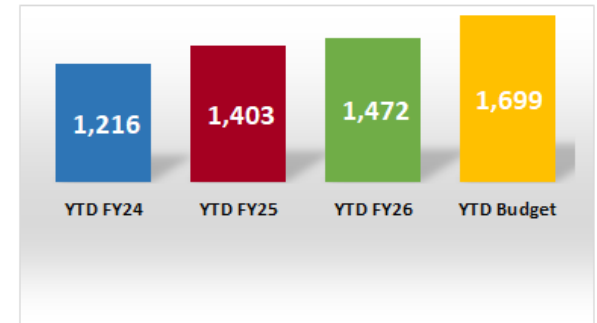
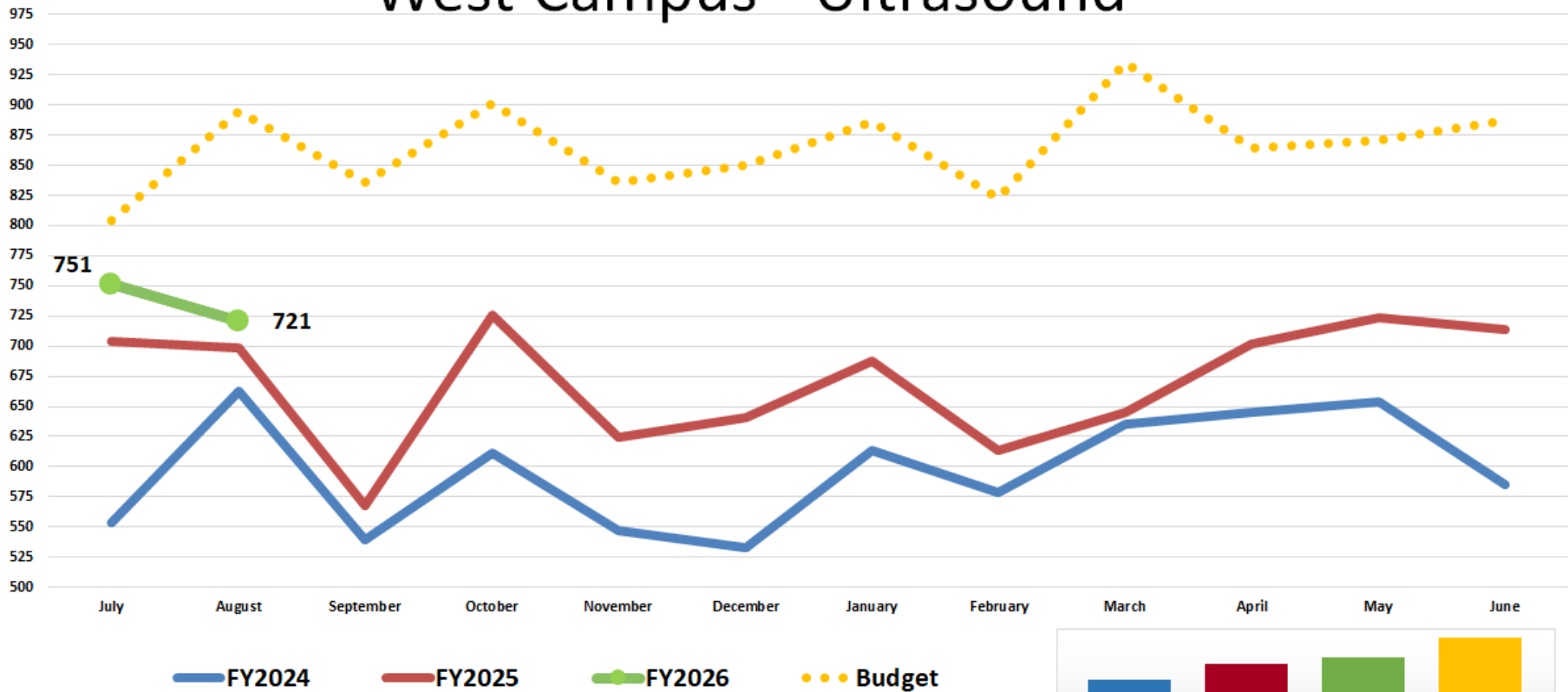
West Campus - Diagnostic Radiology



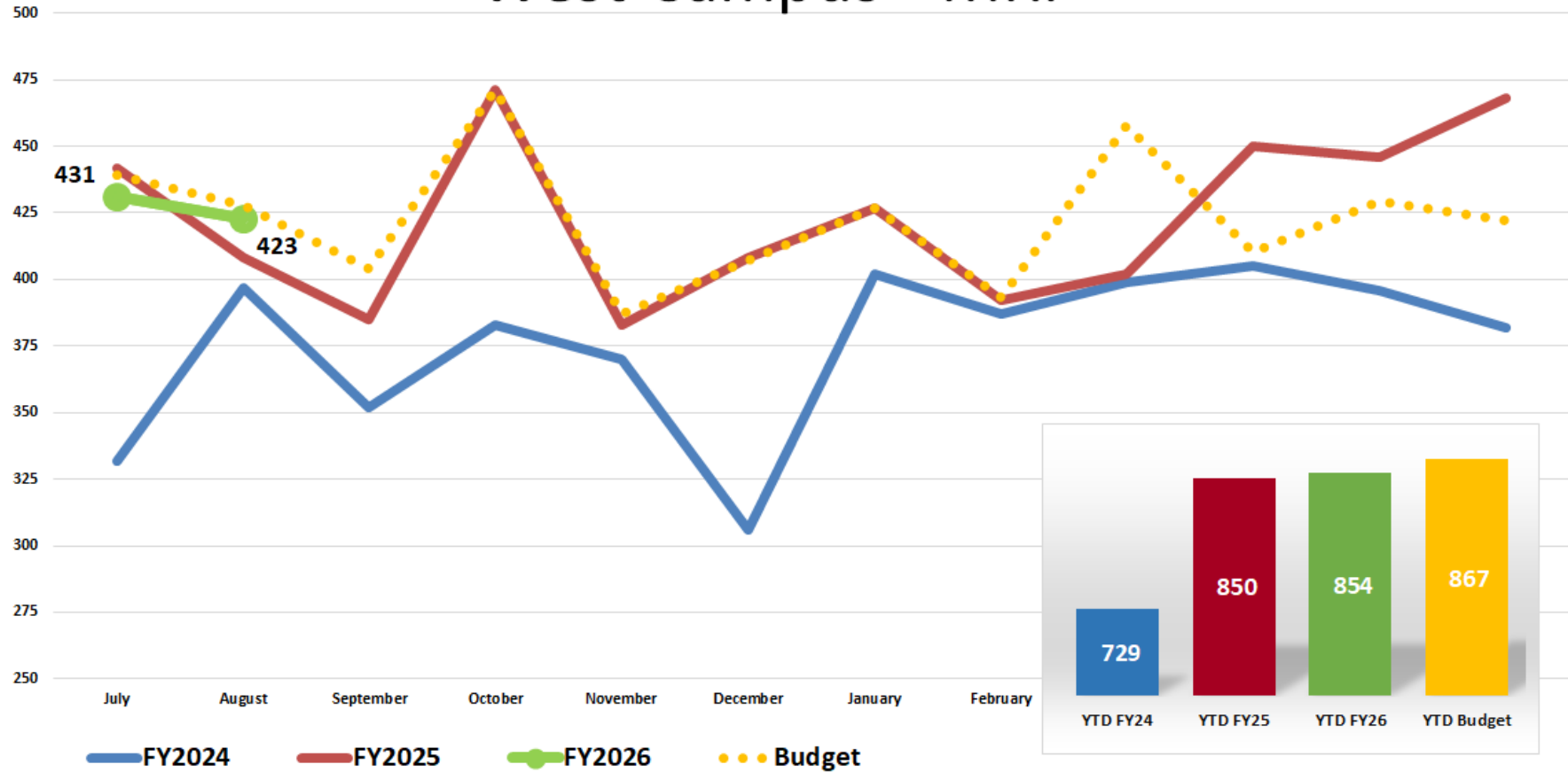
West Campus - CT Scan



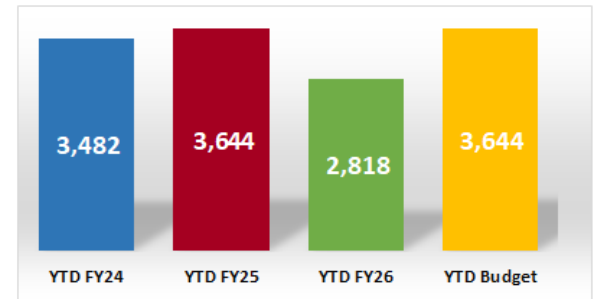
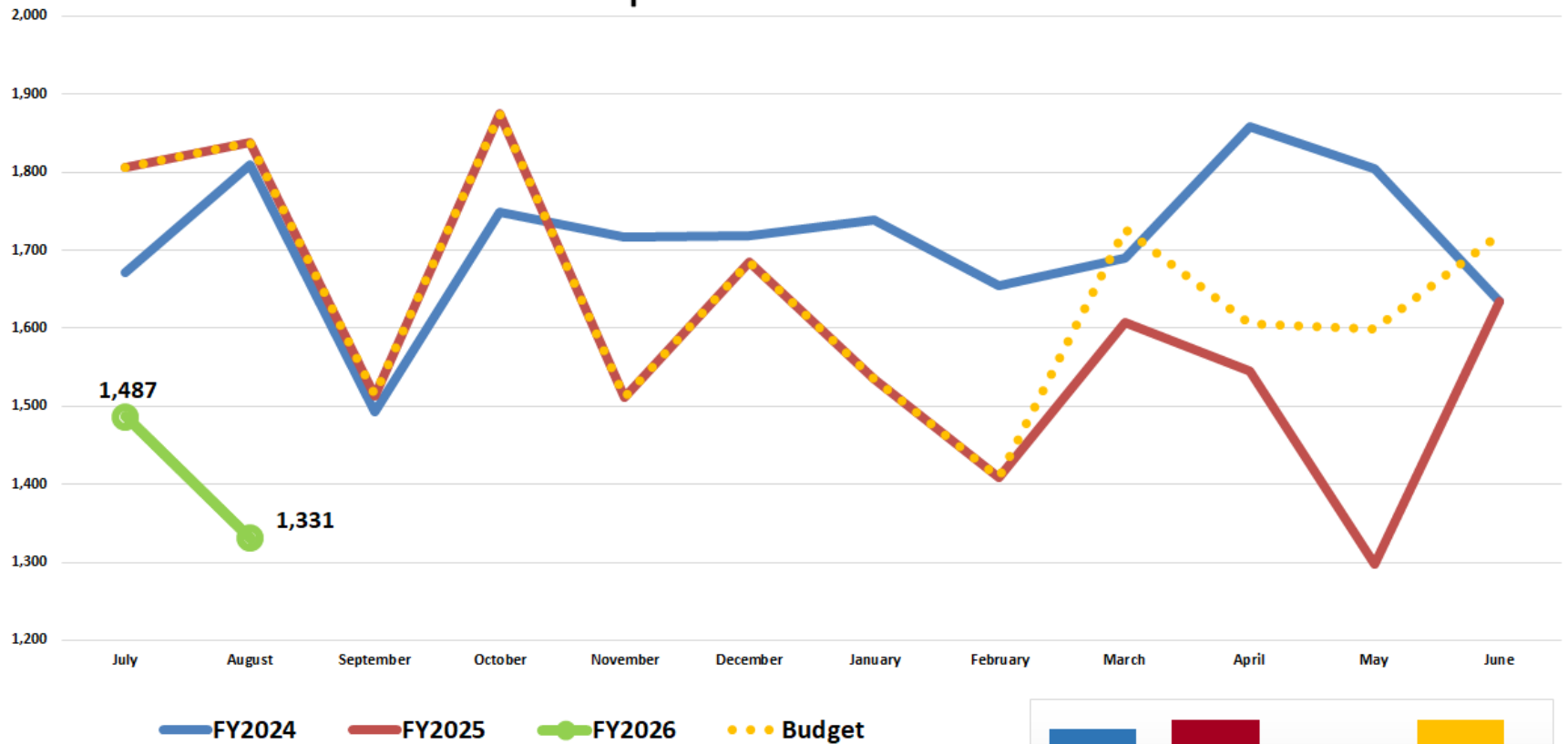
West Campus - Ultrasound



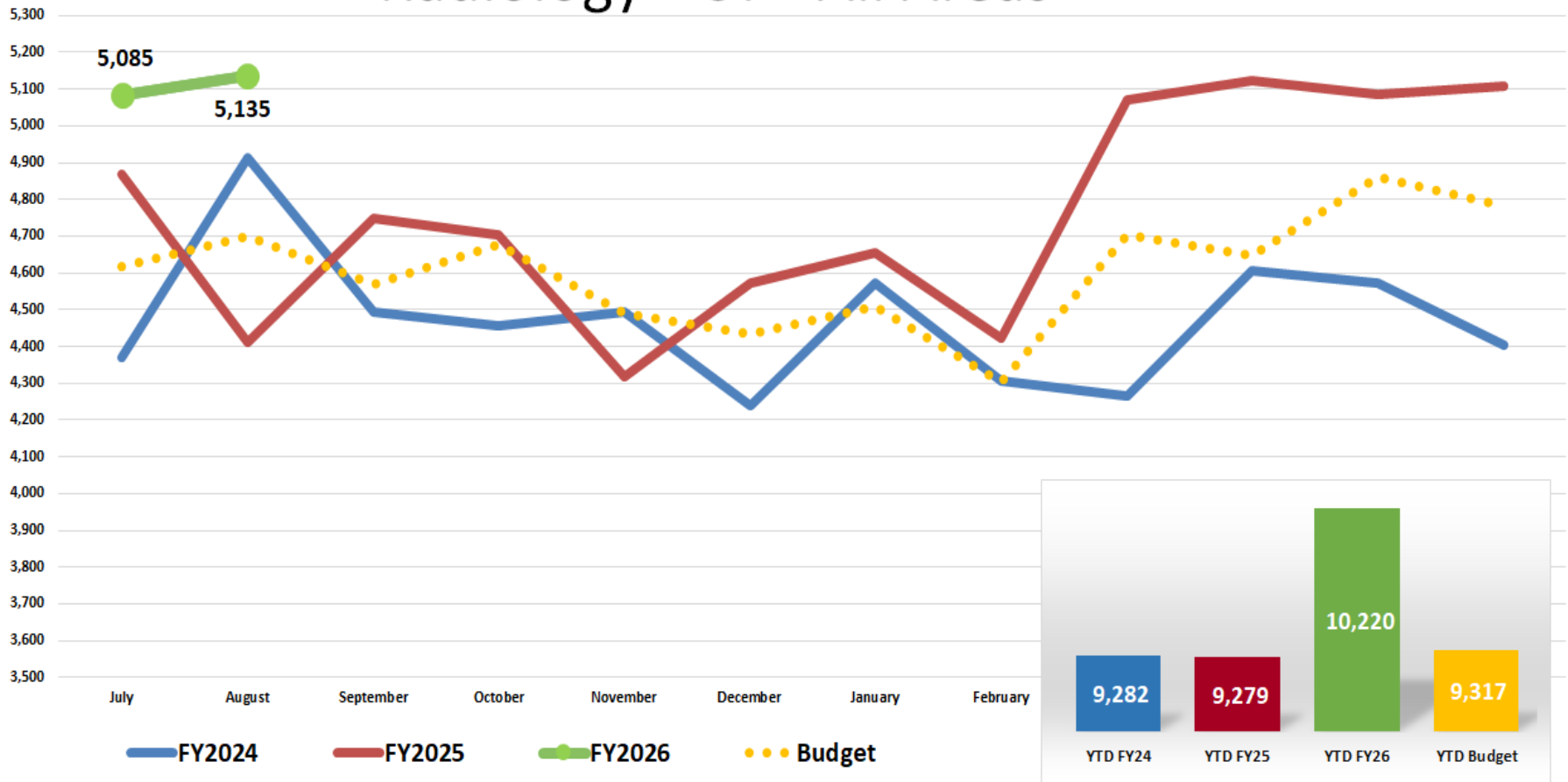
West Campus - MRI



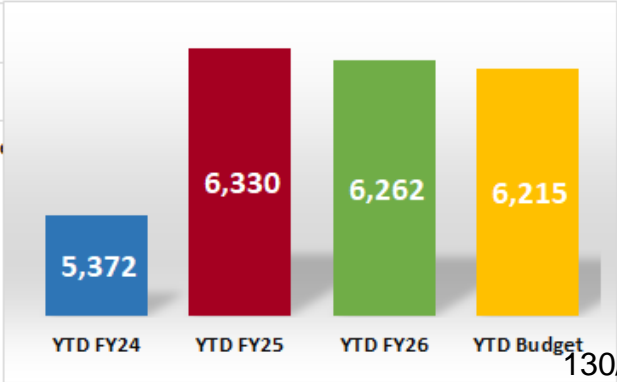
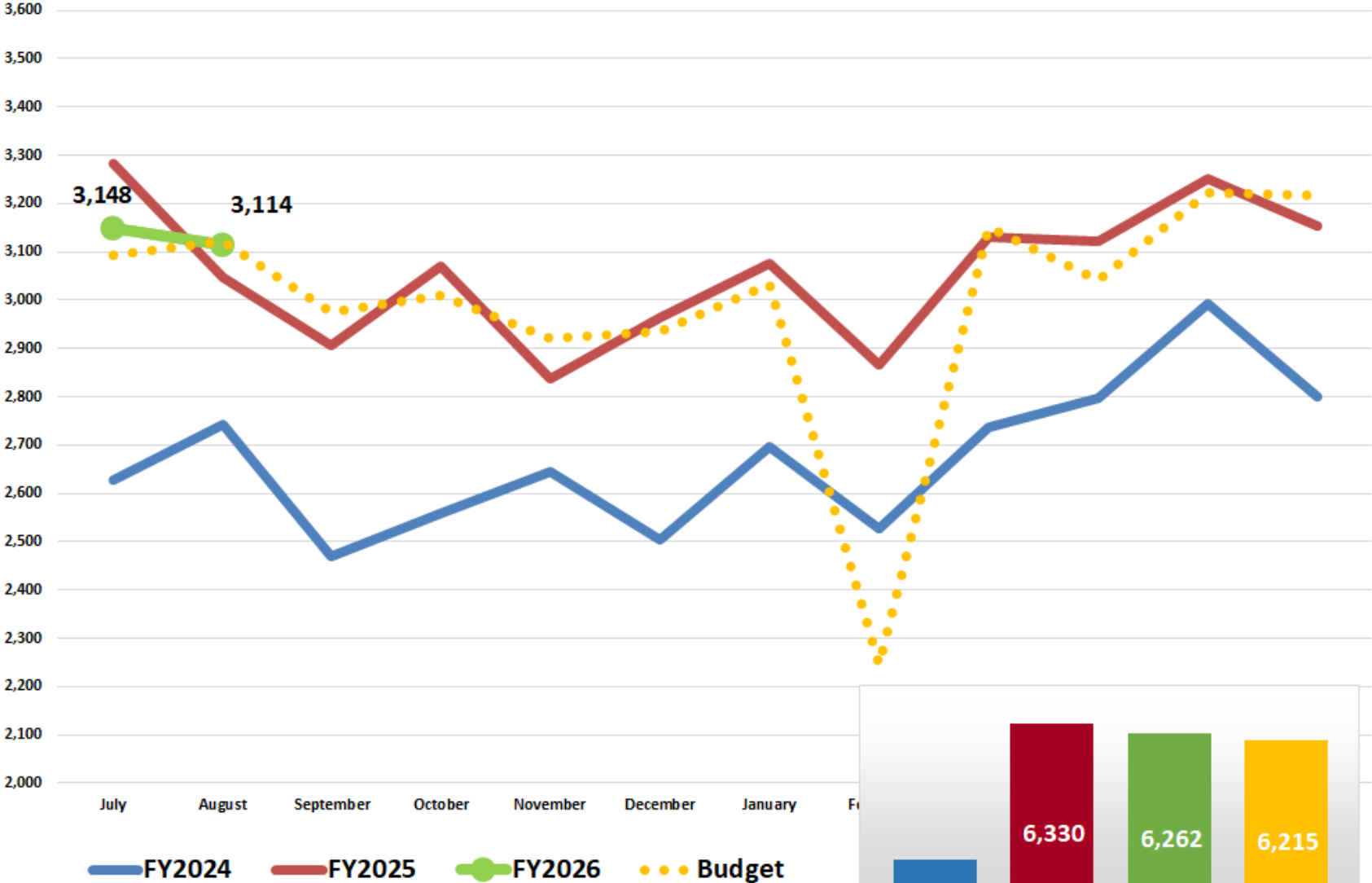
West Campus - Breast Center



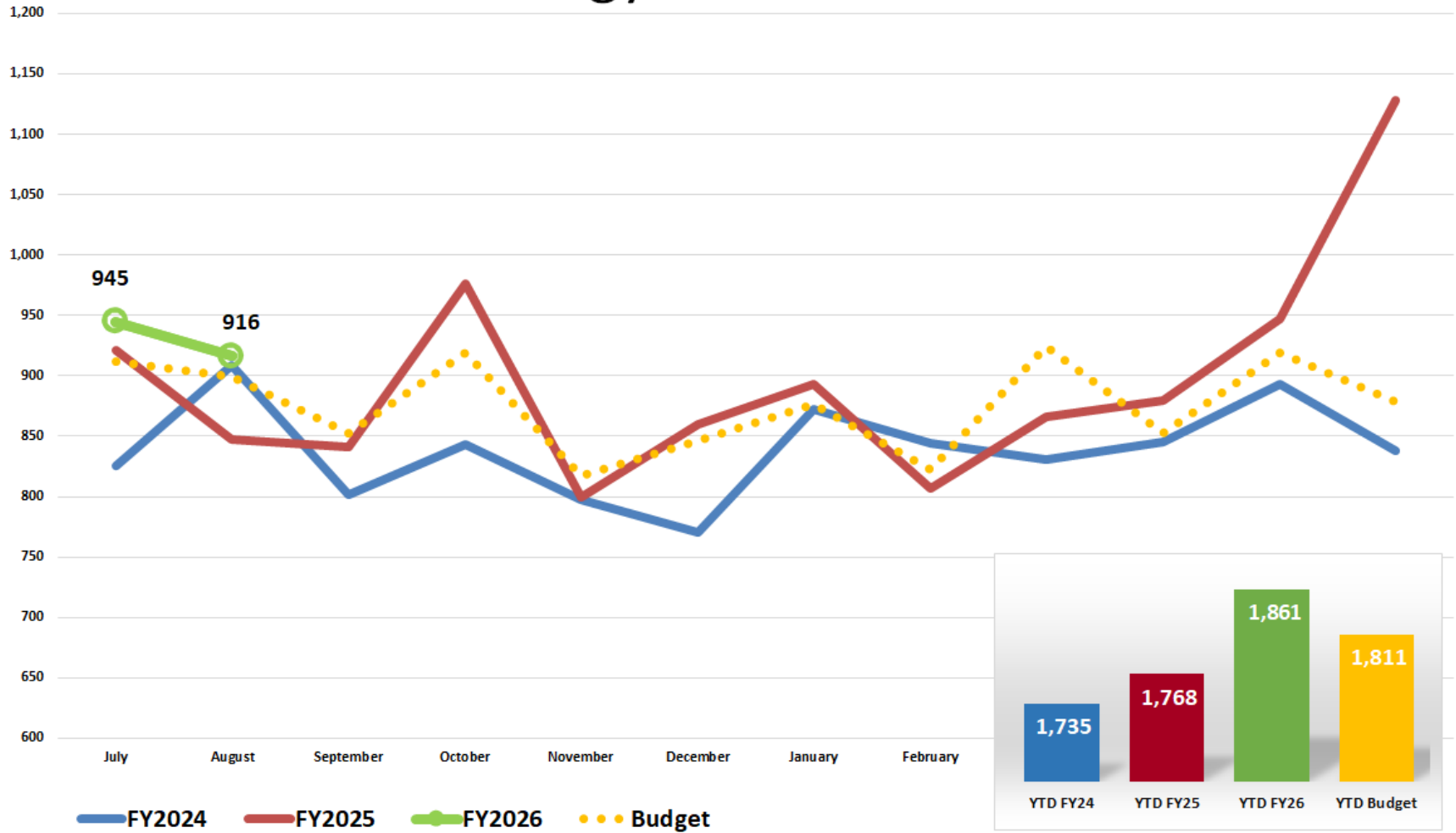
Radiology - CT - All Areas



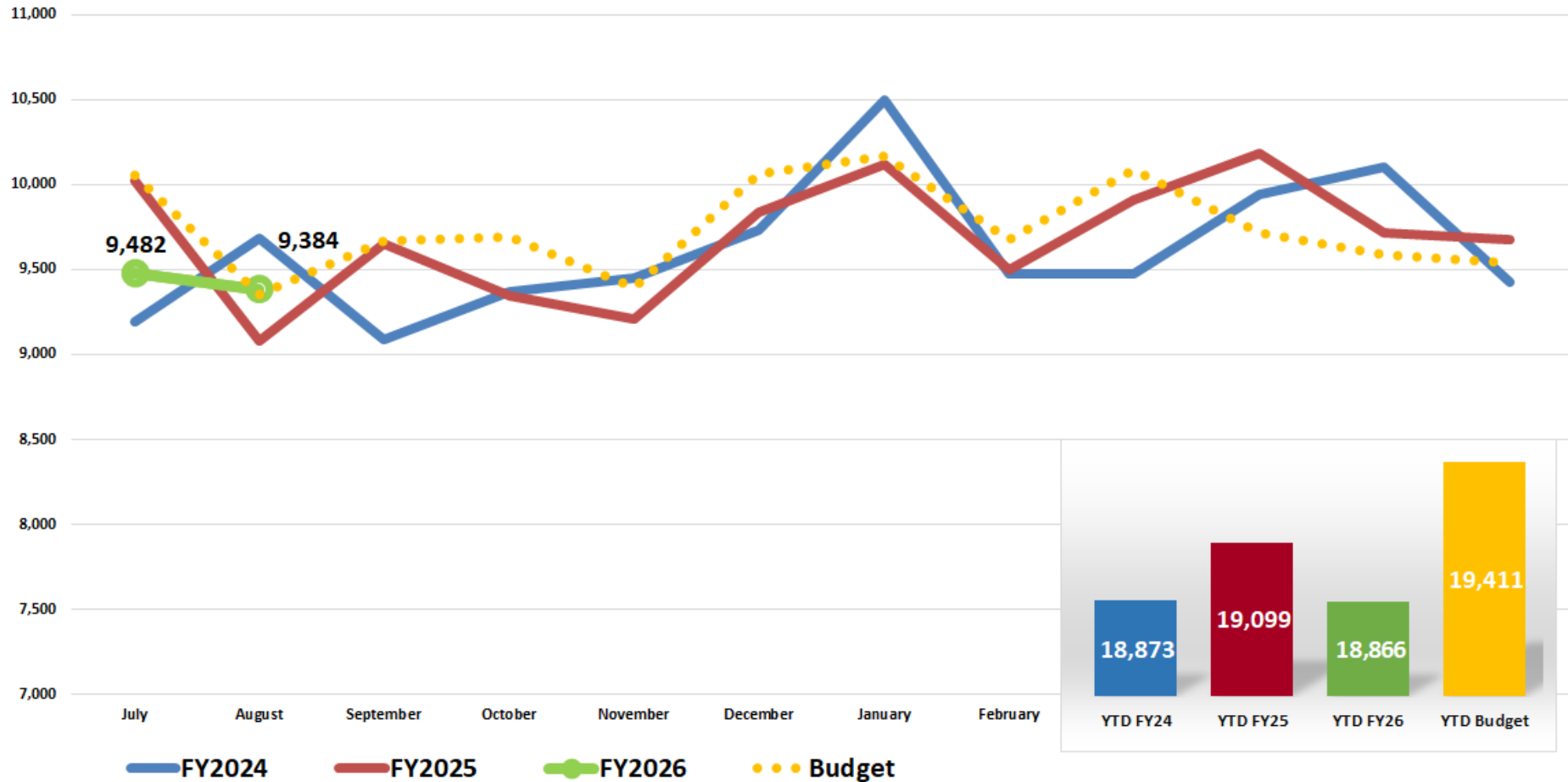
Radiology - Ultrasound - All Areas



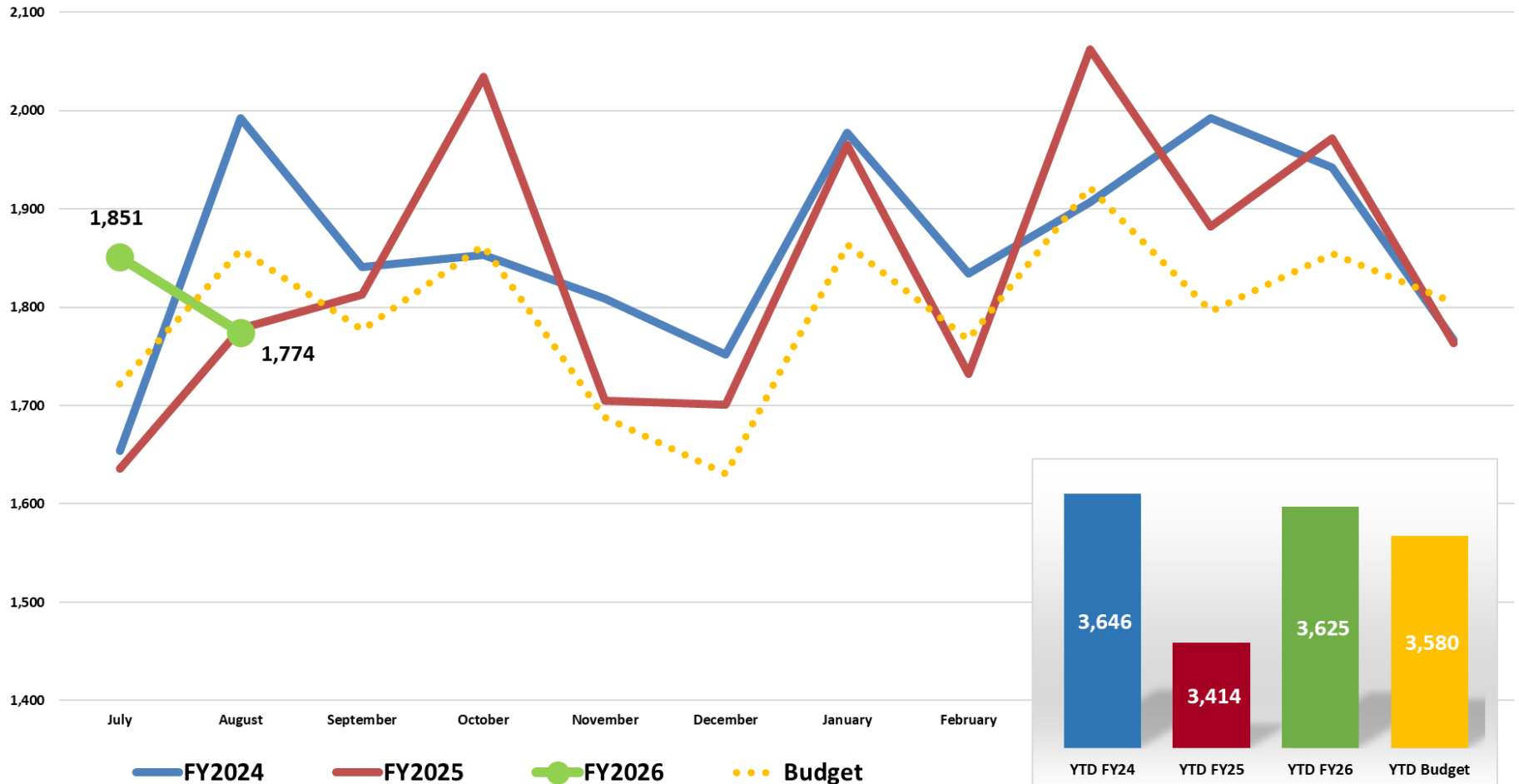
Radiology - MRI - All Areas



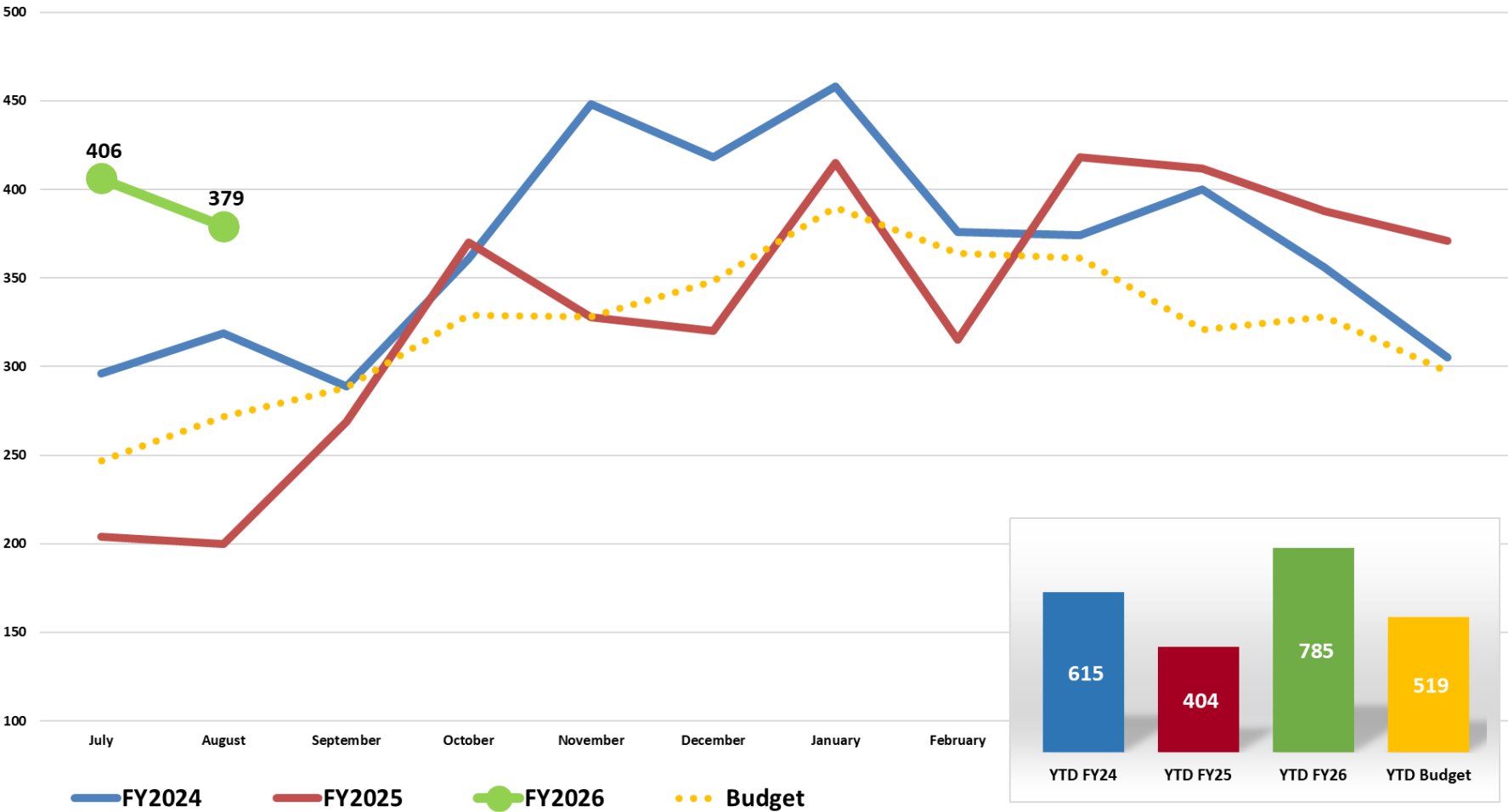
Radiology Modality - Diagnostic Radiology



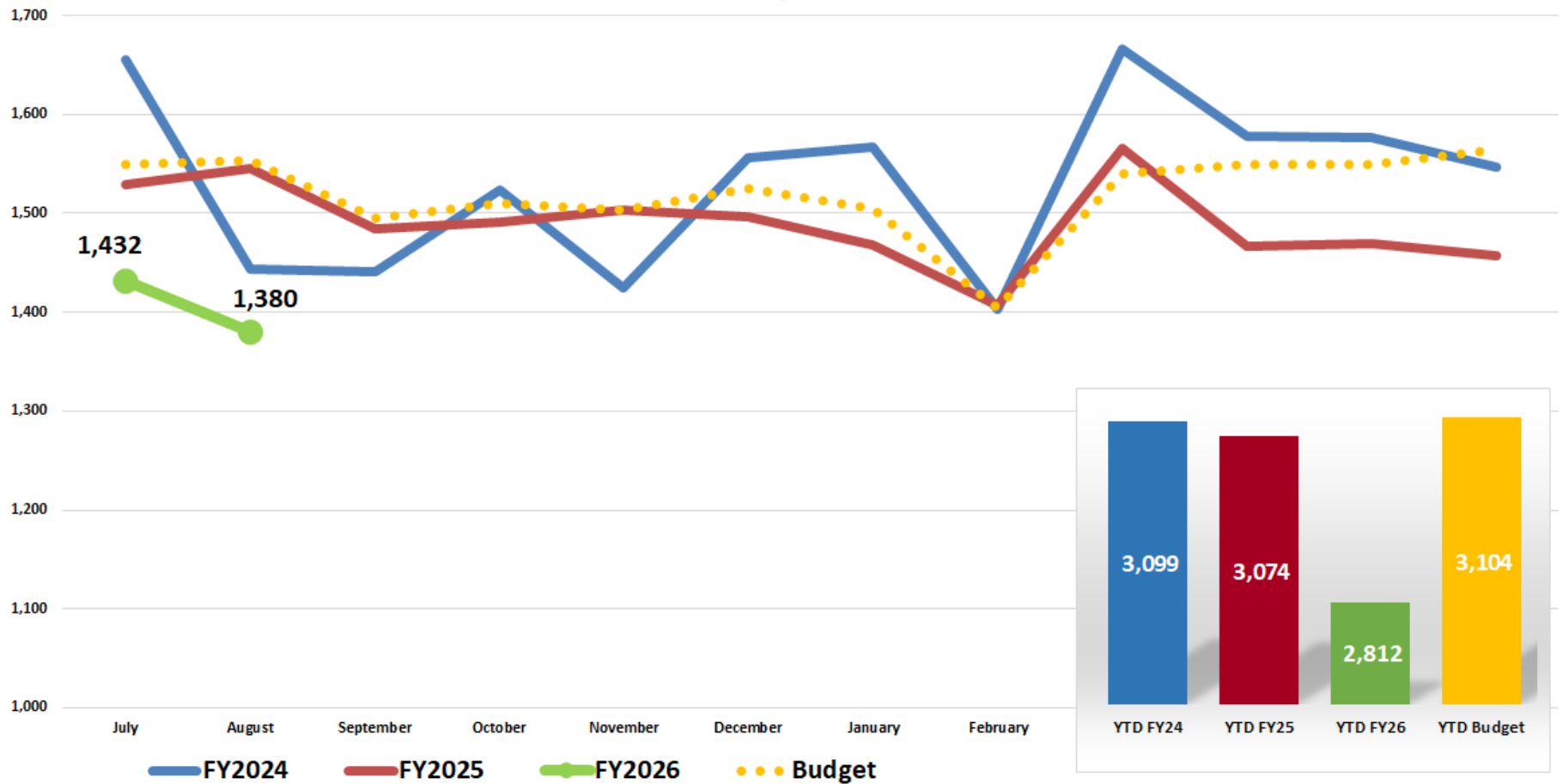
Radiology - UC Court/South Campus



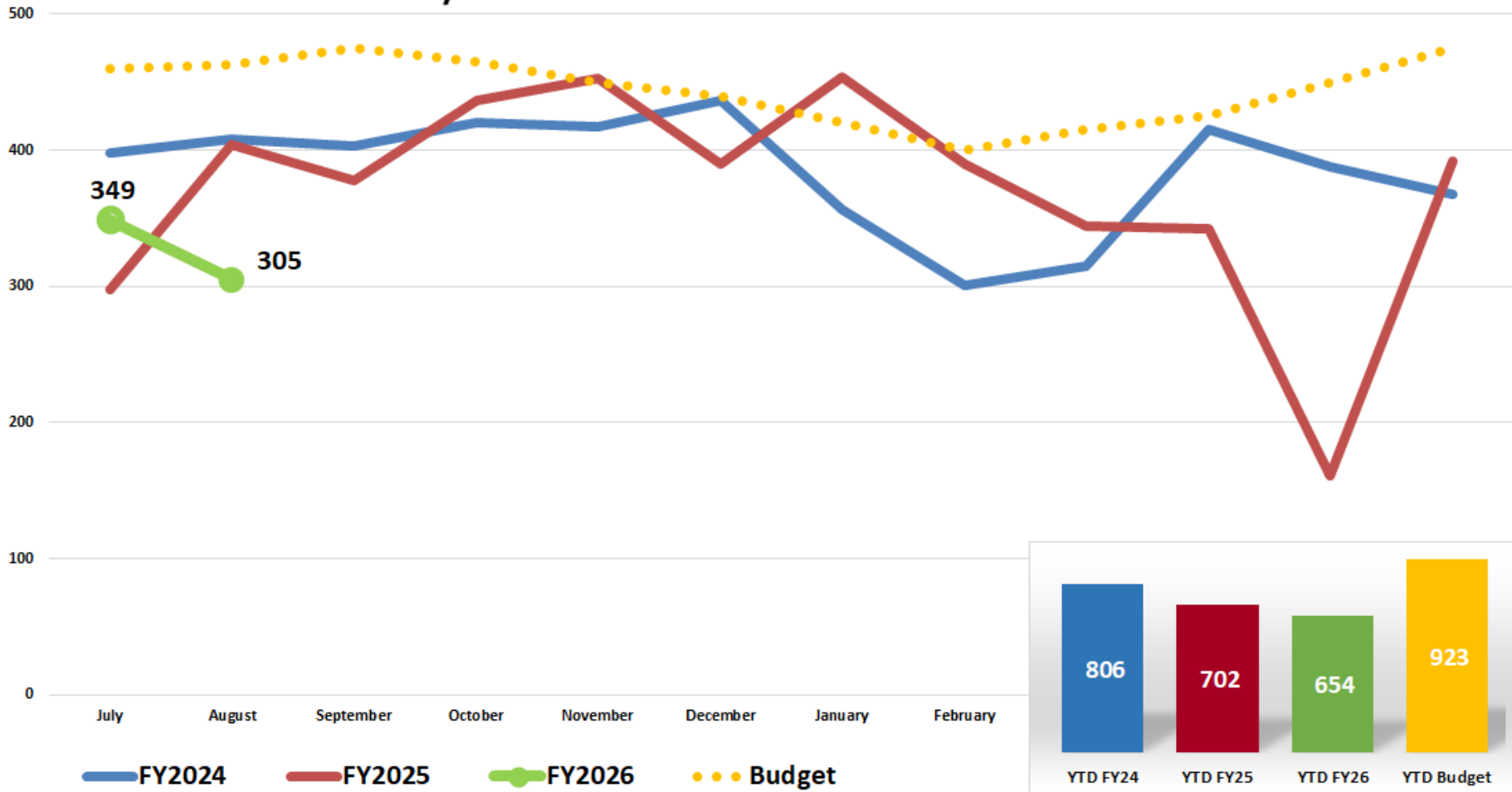
Radiology - UC Demaree/North Campus



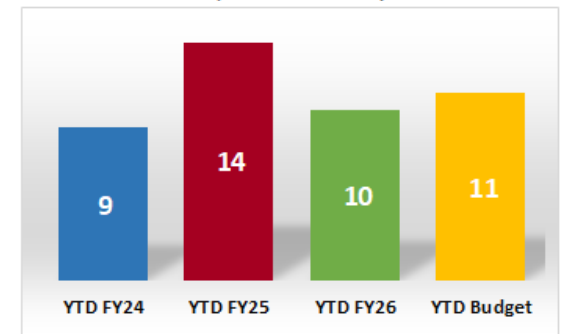
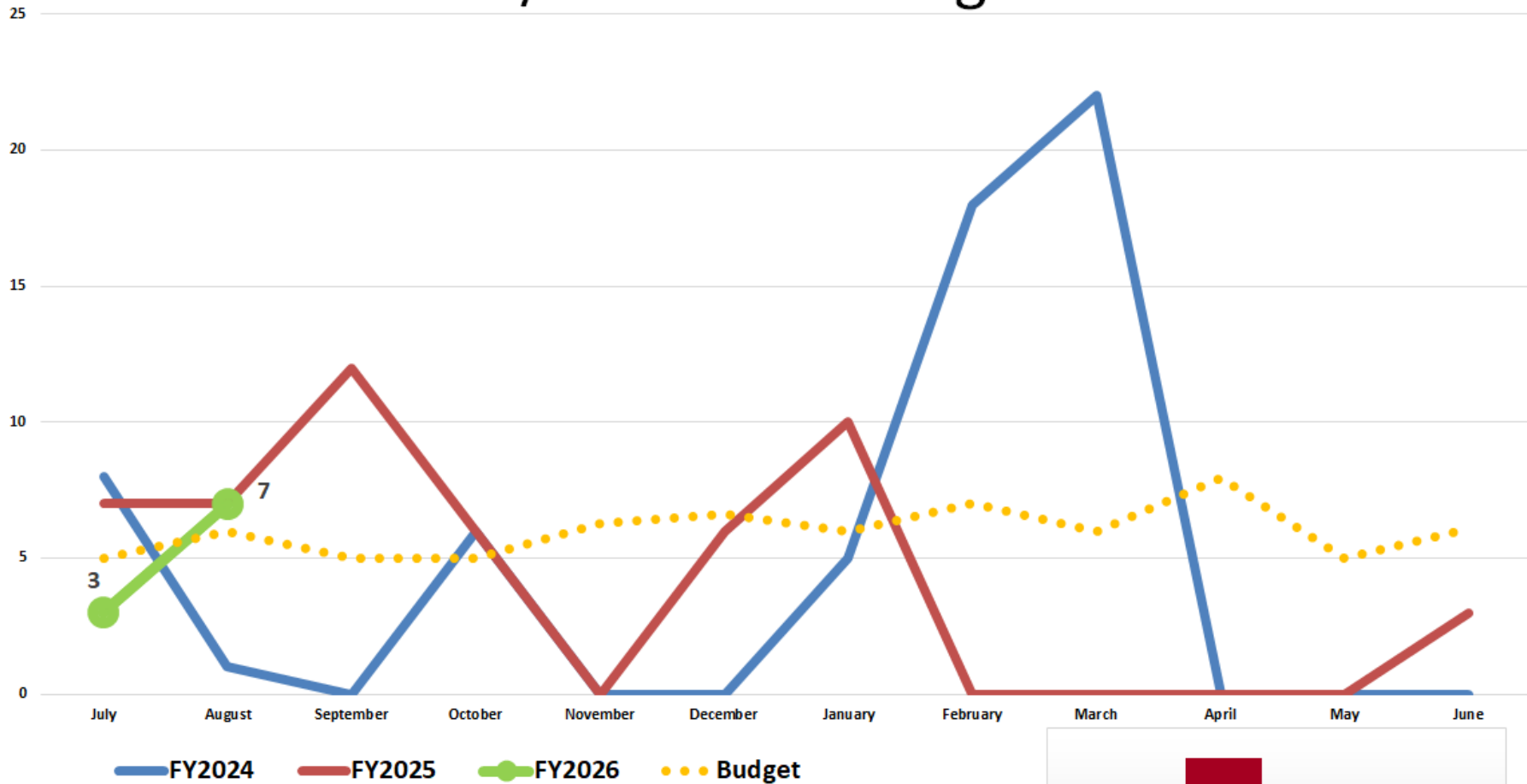
Chronic Dialysis - Visalia



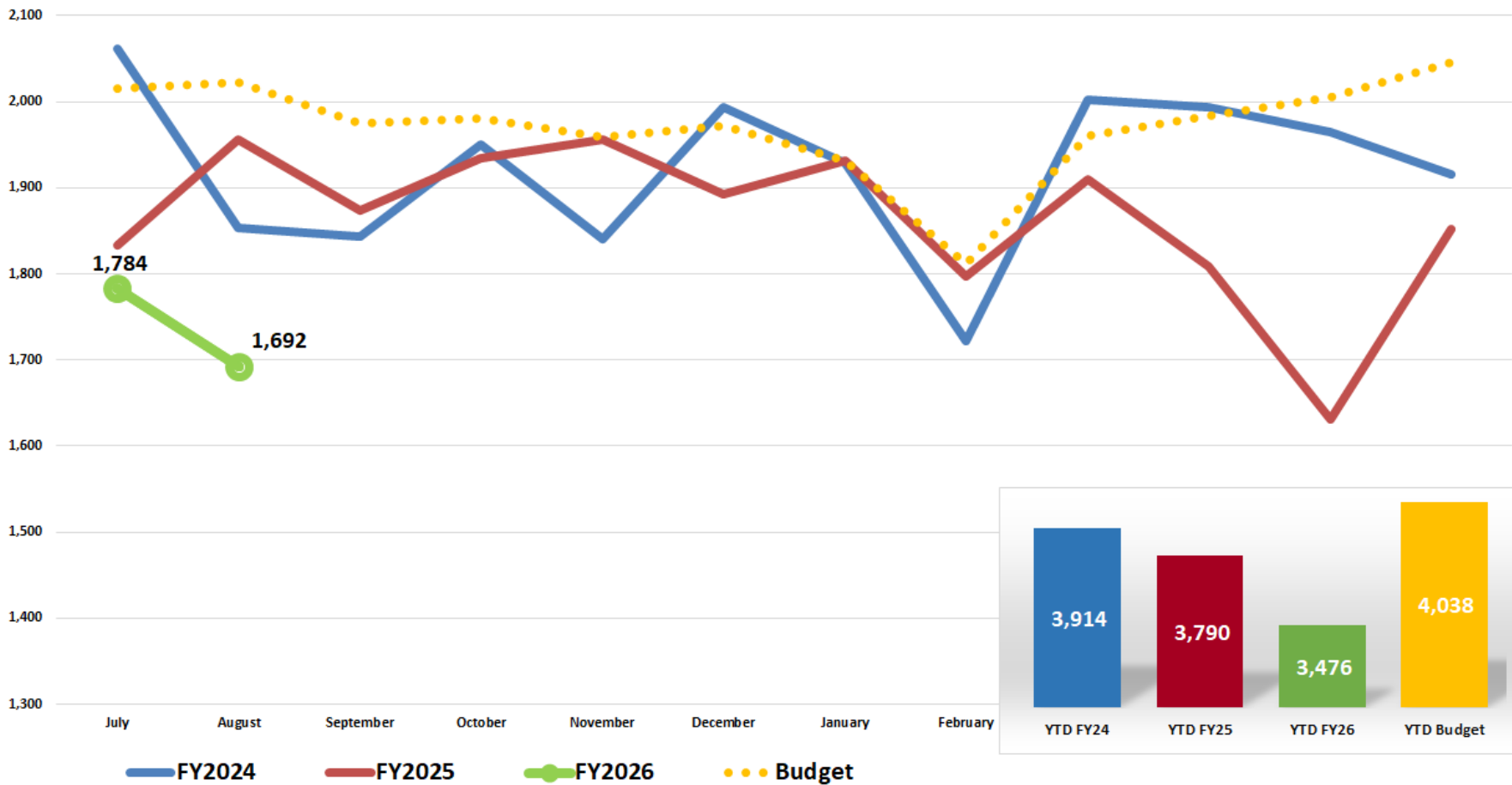
CAPD/CCPD - Maintenance Sessions



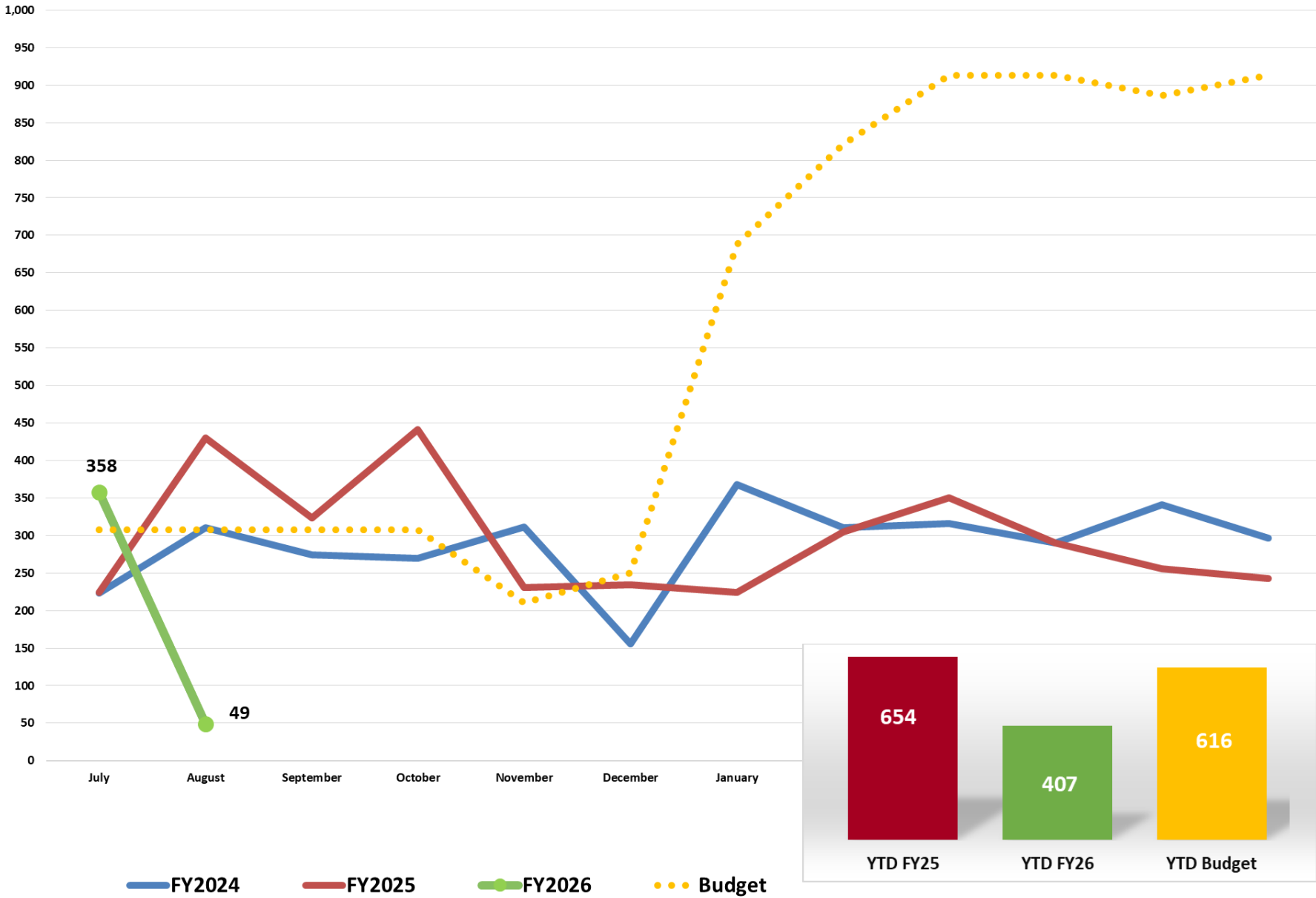
CAPD/CCPD - Training Sessions



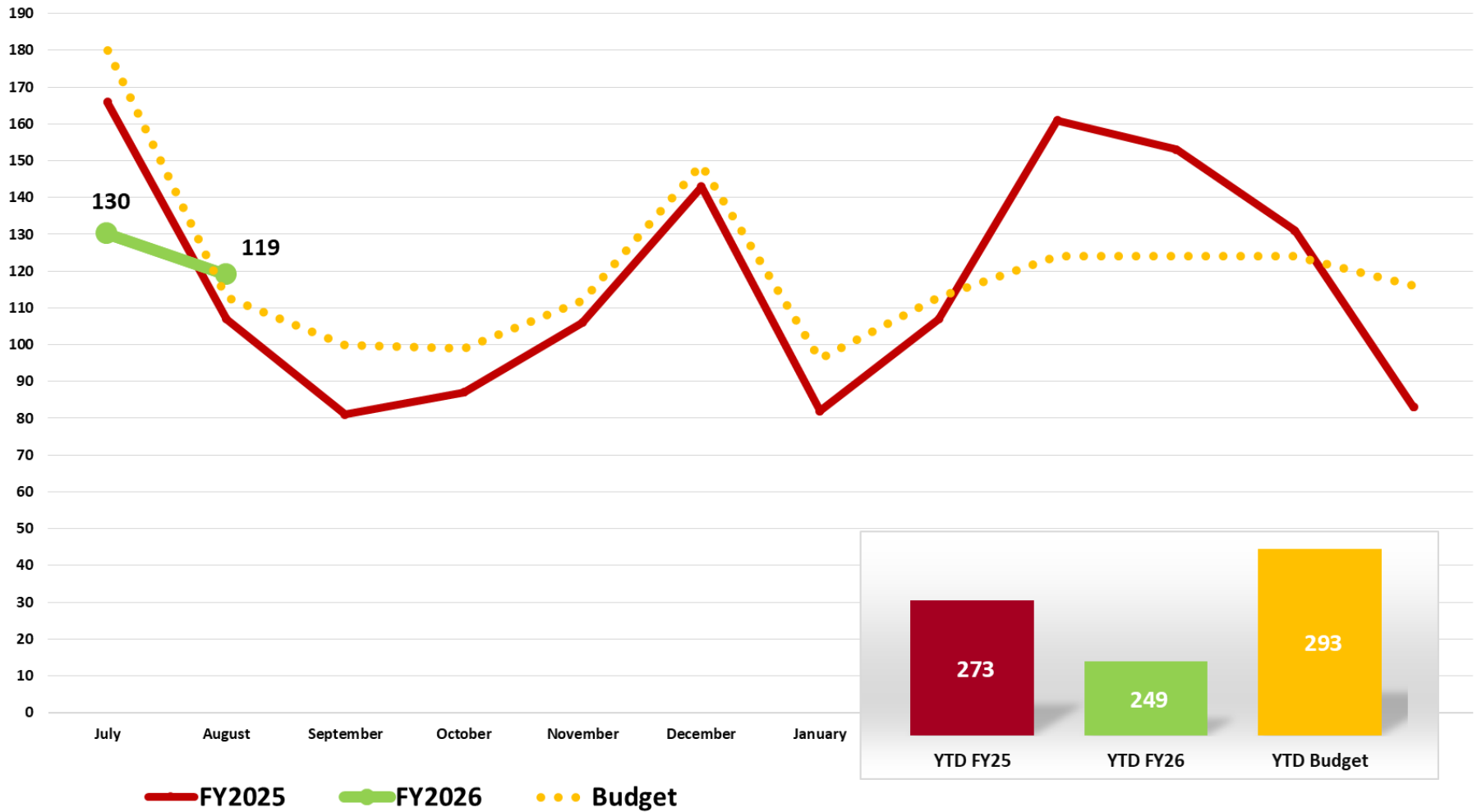
All CAPD & CCPD



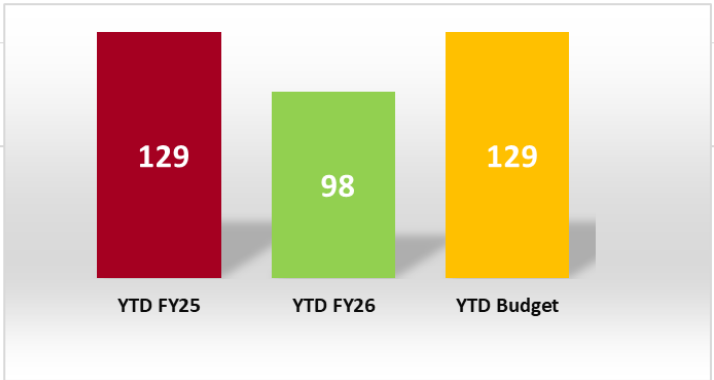
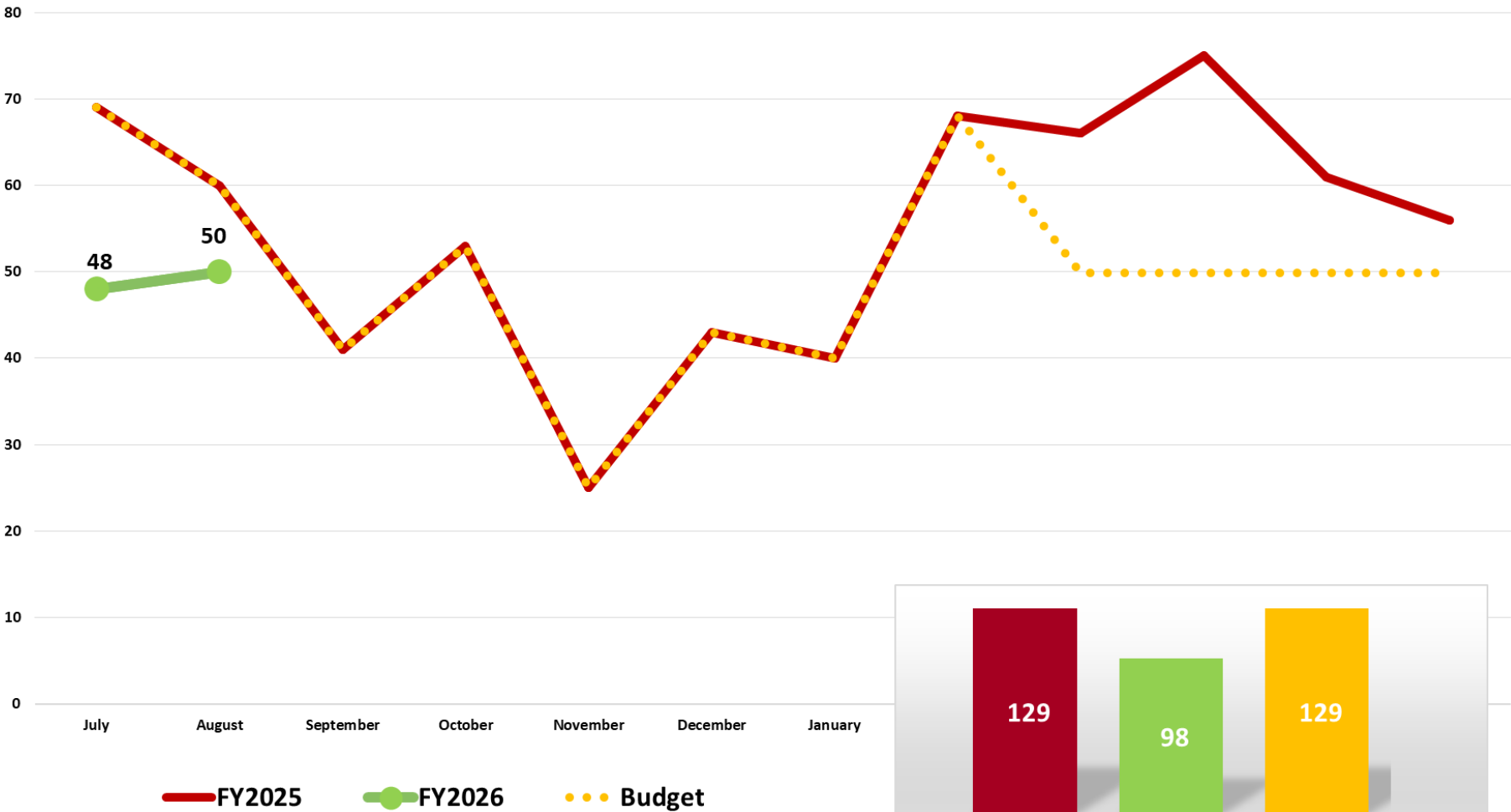
Urology Clinic Visits



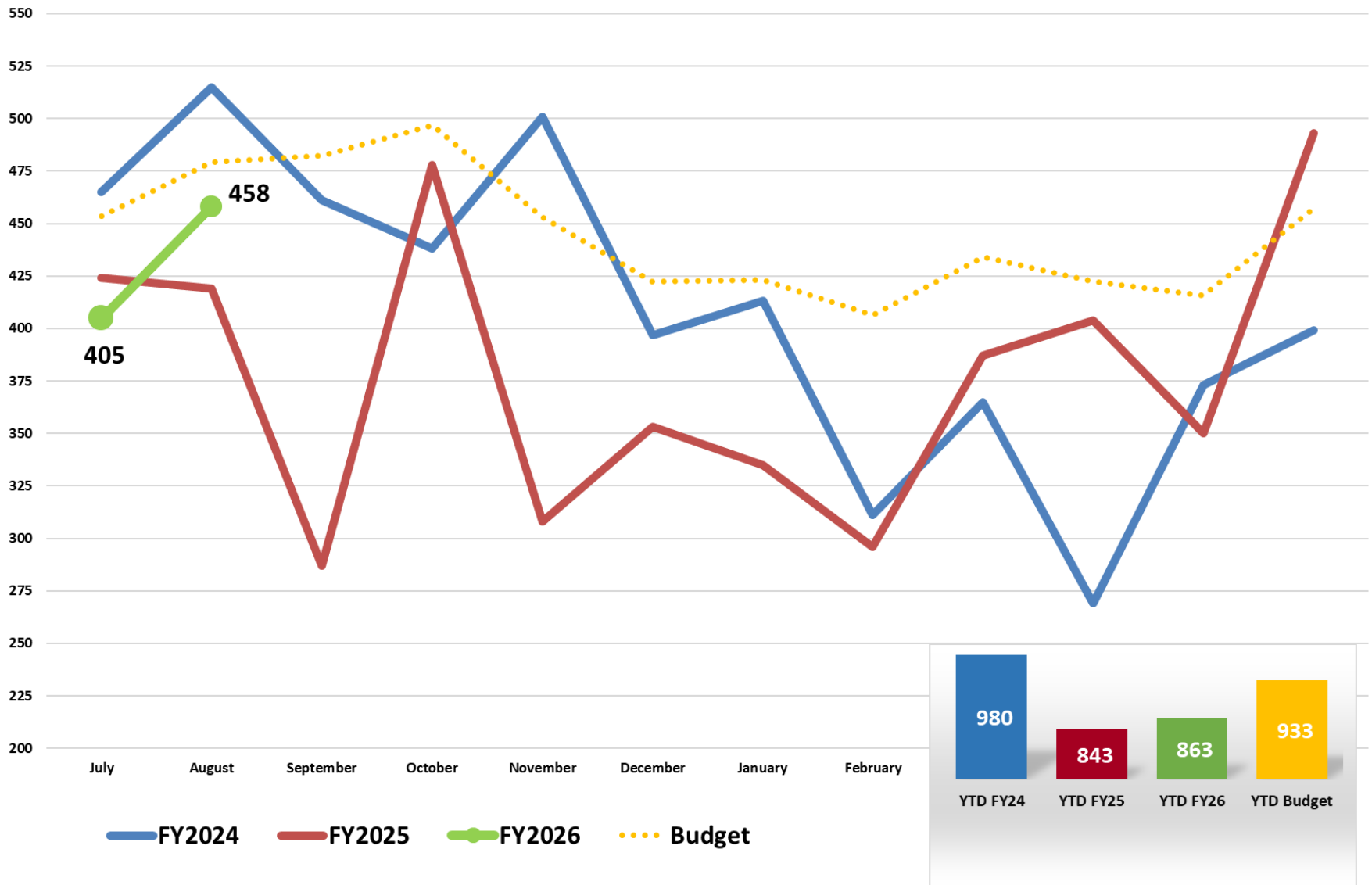
Open Arms House - Patient Days



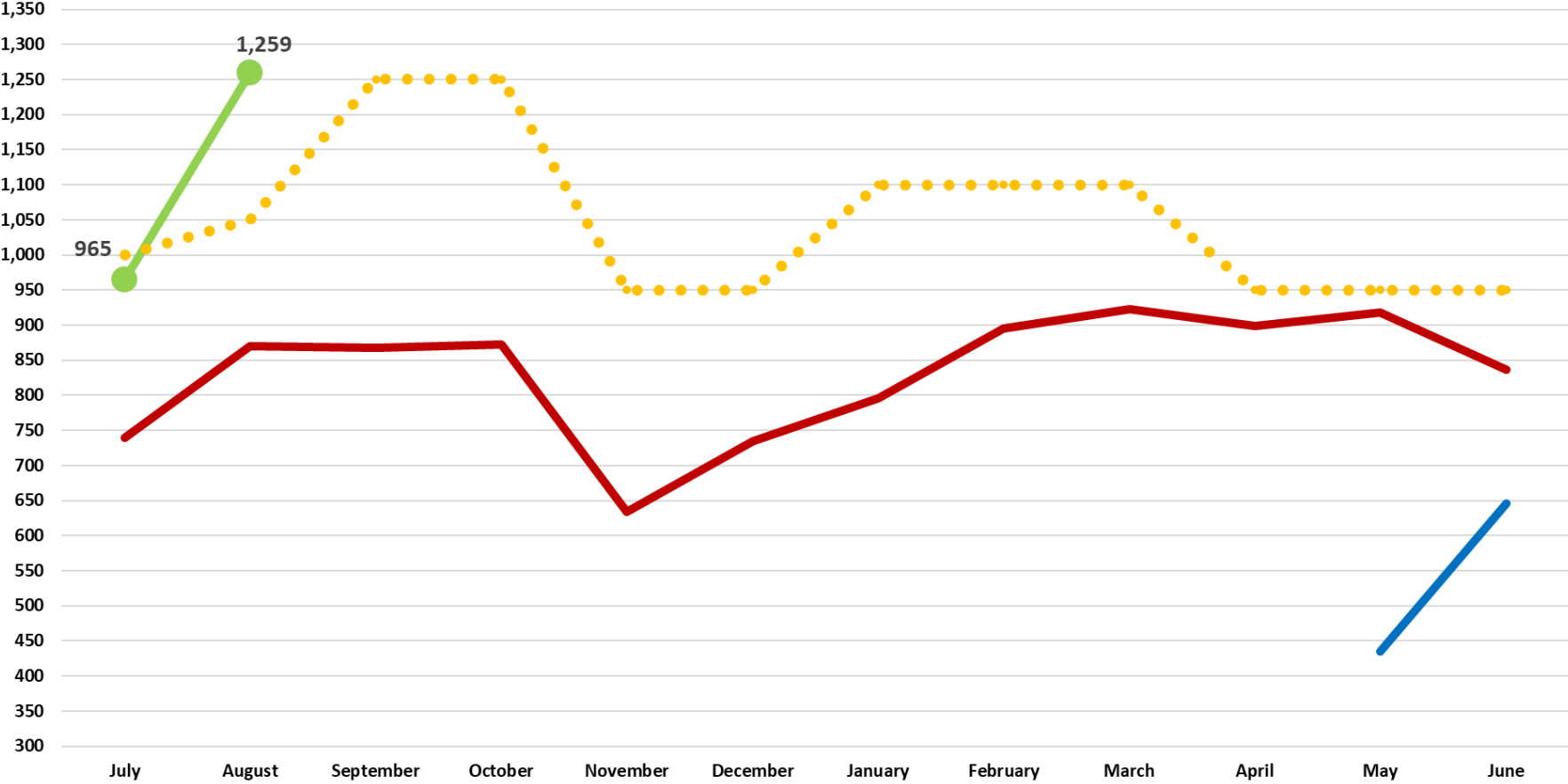
Cardiothoracic Surgery Clinic - Visits



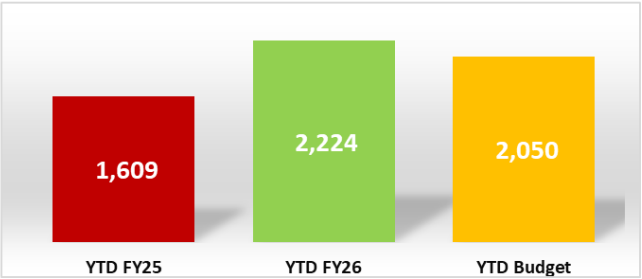
Cardiac Rehabilitation



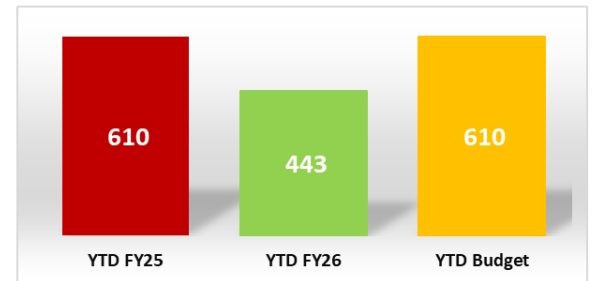
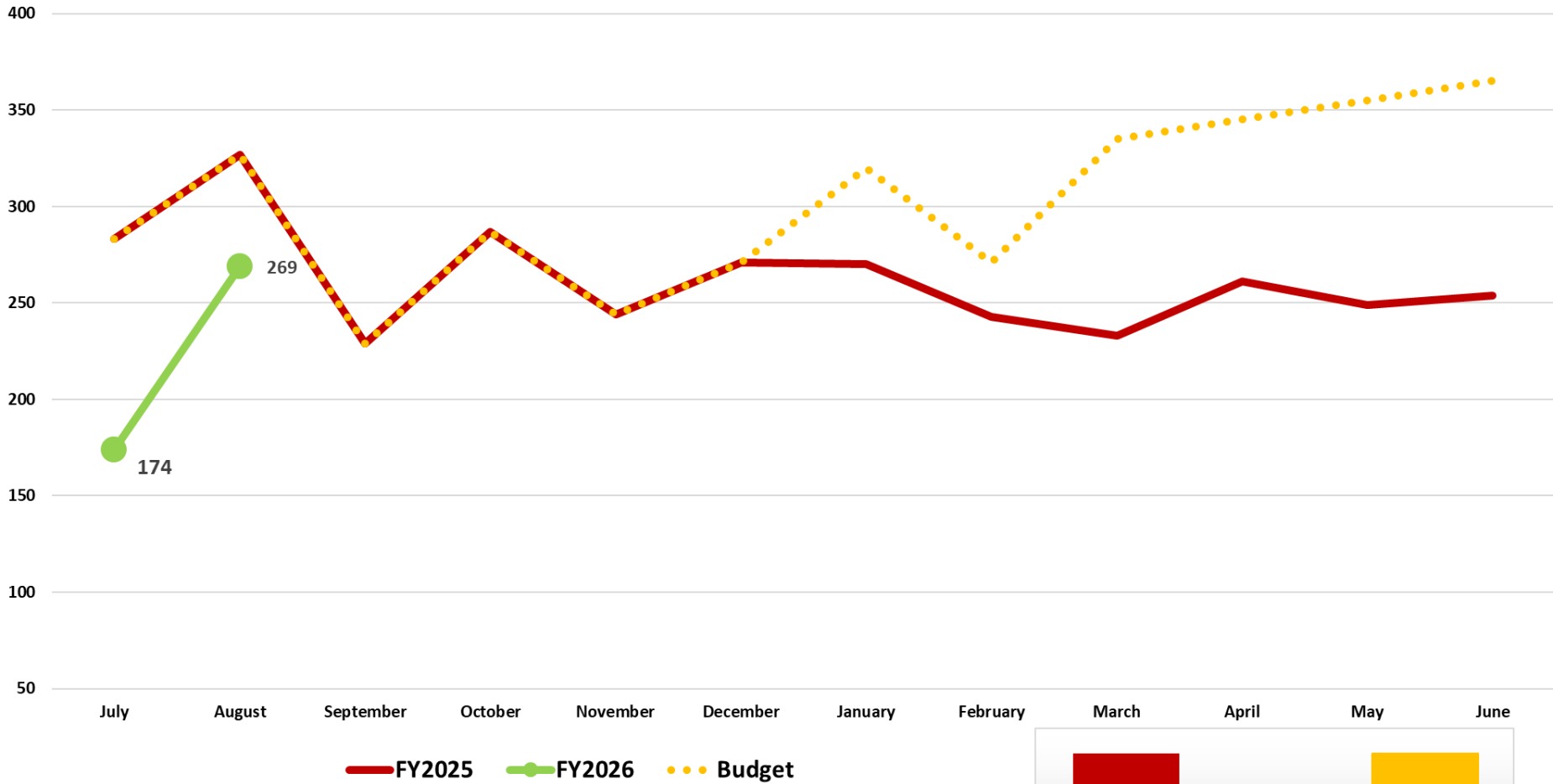
KH Medical Clinic - Ben Maddox



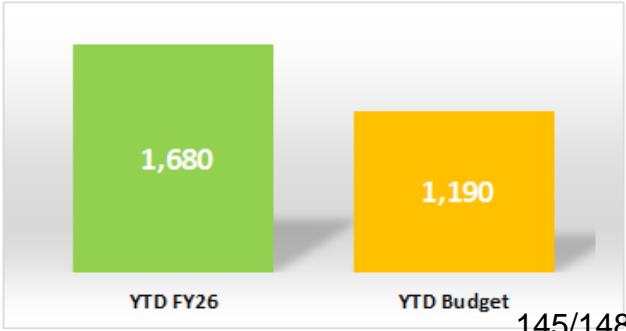
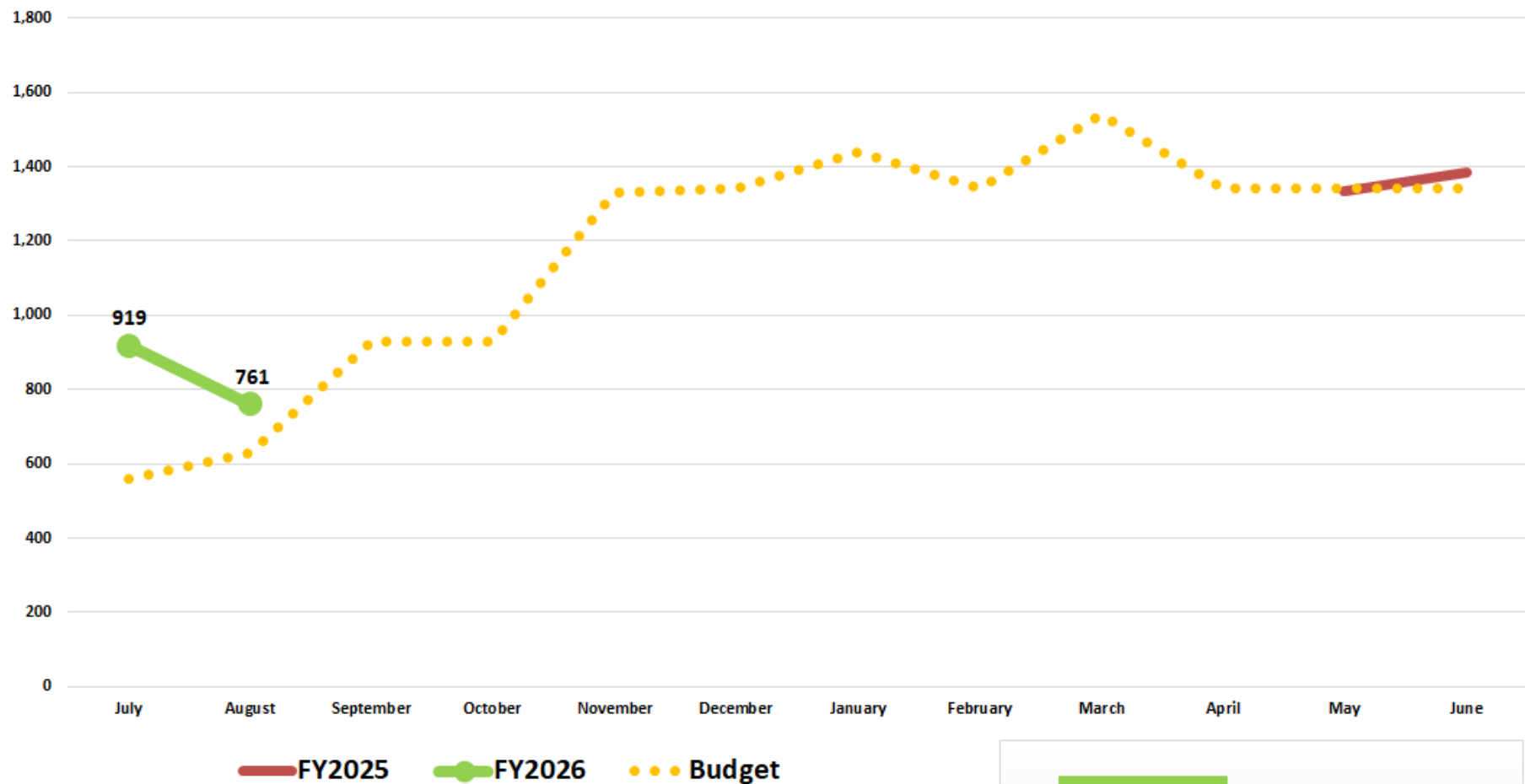
FY2024 FY2025 FY2026 Budget



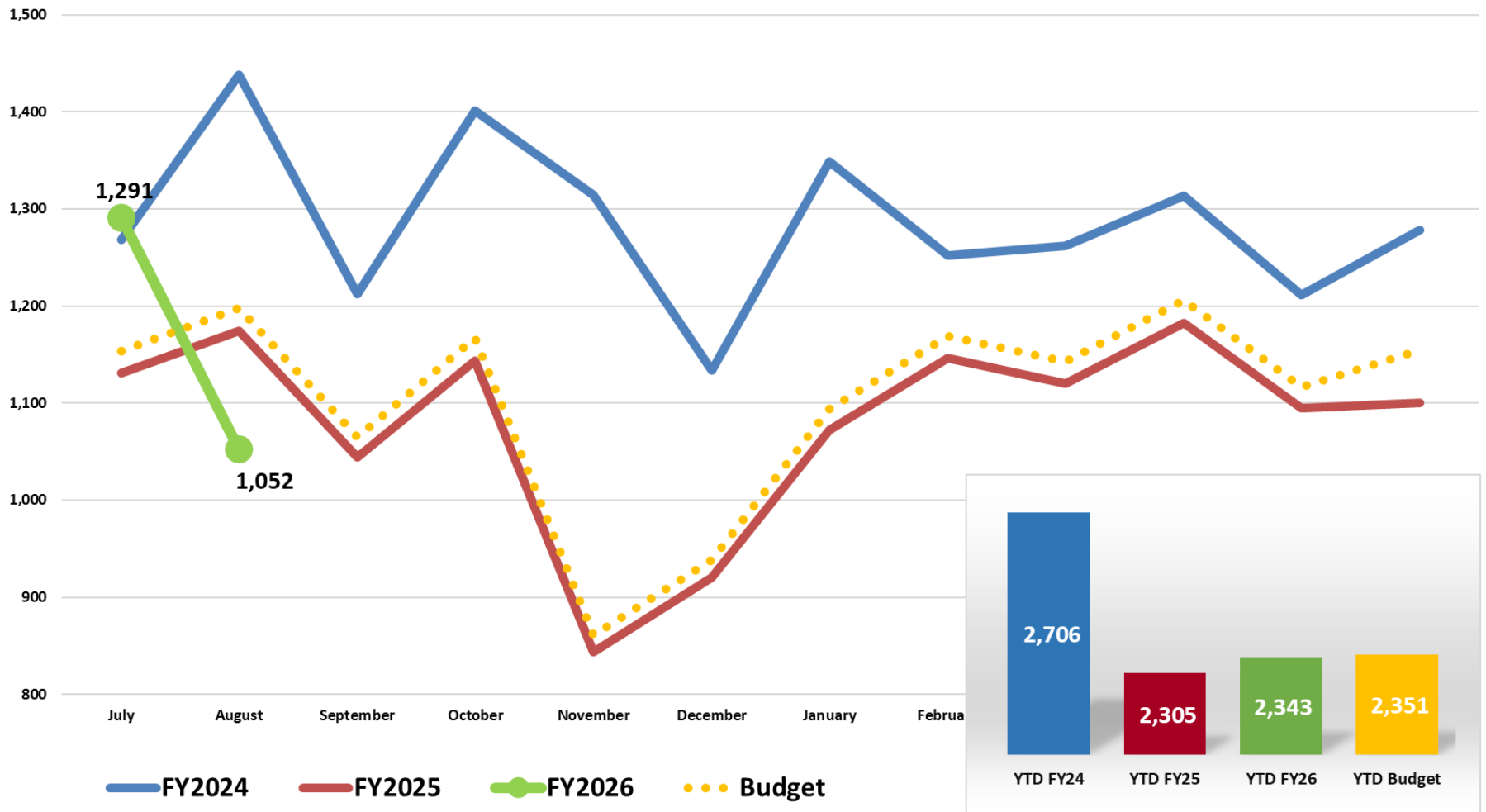
KH Medical Clinic - Plaza



KH Willow Clinic



Medical Oncology Treatments



Medical Oncology Visits



Mental Wellness Clinic

