

Kaweah Delta Health Care District SPECIAL Board of Directors Meeting

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



KAWEAH DELTA HEALTH CARE DISTRICT SPECIAL BOARD OF DIRECTORS MEETING

Kaweah Health Medical Center – 4 Tower Multipurpose Room
305 W. Acequia Avenue, Visalia, CA

Tuesday June 2, 2026 {Special Meeting}

Please join my meeting from your computer, tablet or smartphone.

<https://meet.goto.com/KelsieD/kaweahdeltahealthcaredistrictboardofdirectorsmeeti>

You can also dial in using your phone.

Access Code: 460-561-181

United States: [+1 \(646\) 749-3122](tel:+16467493122)

OPEN MEETING AGENDA {2:00PM}

- 1. CALL TO ORDER**
- 2. 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 jurisdiction of the Board are requested to identify themselves at this time.
- 3. ADJOURN TO CLOSED SESSION**

CLOSED SESSION – IMMEDIATELY FOLLOWING OPEN SESSION

- 1. CALL TO ORDER**
- 2. PUBLIC APPOINTMENT**
Title: Interim Chief Financial Officer & Vice President Information System Services pursuant to Government Code 54957(b)(1).
- 3. ADJOURN**

Tuesday June 2, 2026

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

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RECONVENE TO OPEN SESSION

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Members of the public wishing to address the Board concerning items not on the agenda and within the jurisdiction of the Board are requested to identify themselves at this time.

3. CLOSED SESSION REPORT OUT

4. BOARD REVIEW OF NEW FISCAL YEAR 2027 BUDGET- Review and discuss the proposed Fiscal Year 2027 operating and capital budget, including key financial assumptions, strategic priorities, revenue and expense projections, workforce planning capital investments and financial sustainability considerations. The board will evaluate alignment of the FY2027 budget with organizational goals, operational priorities and long-term financial objectives prior to final adoption.

5. ADJOURNED

ADA Notice

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Board Clerk at (559) 624-2330 at least 48 hours prior to the meeting.

Agenda Posting and Public Records

Agendas are posted at least 72 hours in advance of regular meetings. Disclosable public records may be obtained by contacting the Board Clerk at 400 W. Mineral King Avenue, Visalia, CA, or by email at kedavis@kaweahhealth.org, or on the District website.

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FY27 Preliminary Budget Presentation June 2 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

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 & Current Challenges
- Assumptions
- Income Statement
- Cash Flow
- Capital Budget
- New Services/Closed Services
- Key Volume Projections
- Labor Projections

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

Key Challenges/Opportunities | FY 2027

- Shortage of Providers: Needed to support growth of service locations
- Future Cash Flow Concerns: 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
- Inflation: Impact on Costs of Goods and Services
- Payer and Revenue Cycle Challenges

FY27 Budget Financials – 6/2/2026

	FY2026 Projected	FY2027 Budget	Variance Bud to Act	% Change	FY2026 BDGT	Variance Bdgt to Bdgt	% Change
Operating Revenue							
Net Patient Service Revenue	\$695,554	\$731,609	\$36,055	5.2%	\$689,140	\$42,469	5.8%
Supplemental Gov't Programs	\$111,400	\$112,432	\$1,032	0.9%	\$116,718	(\$4,286)	(3.8%)
Prime Program	\$13,331	\$12,773	(\$558)	(4.2%)	\$7,568	\$5,205	40.7%
Premium Revenue	\$88,563	\$90,438	\$1,874	2.1%	\$86,863	\$3,575	4.0%
Other Revenue	\$59,102	\$61,275	\$2,173	3.7%	\$51,881	\$9,394	15.3%
Other Operating Revenue	\$272,397	\$276,918	\$4,521	1.7%	\$263,030	\$13,888	5.0%
Total Operating Revenue	\$967,951	\$1,008,527	\$40,576	4.2%	\$952,170	\$56,357	5.6%
Operating Expenses							
Salaries & Wages	\$407,990	\$424,555	\$16,566	4.1%	\$404,657	\$19,898	4.7%
Contract Labor	\$21,643	\$13,099	(\$8,544)	(39.5%)	\$20,584	(\$7,485)	(57.1%)
Employee Benefits	\$90,566	\$80,532	(\$10,035)	(11.1%)	\$88,175	(\$7,643)	(9.5%)
Total Employment Expenses	\$520,199	\$518,186	(\$2,013)	-0.4%	\$513,416	\$4,770	0.9%
Medical & Other Supplies	\$179,015	\$193,934	\$14,919	8.3%	\$171,448	\$22,486	11.6%
Physician Fees	\$97,569	\$108,484	\$10,915	11.2%	\$90,619	\$17,865	16.5%
Purchased Services	\$23,803	\$25,518	\$1,716	7.2%	\$22,942	\$2,577	10.1%
Repairs & Maintenance	\$27,290	\$32,525	\$5,236	19.2%	\$29,949	\$2,577	7.9%
Utilities	\$10,734	\$11,287	\$552	5.1%	\$11,593	(\$306)	(2.7%)
Rents & Leases	\$1,859	\$2,473	\$615	33.1%	\$1,656	\$817	33.0%
Depreciation & Amortization	\$40,191	\$38,086	(\$2,106)	(5.2%)	\$42,042	(\$3,956)	(10.4%)
Interest Expense	\$6,948	\$6,824	(\$124)	(1.8%)	\$6,739	\$85	1.3%
Other Expense	\$27,324	\$30,247	\$2,923	10.7%	\$27,492	\$2,755	9.1%
Humana Cap Plan Expenses	\$44,292	\$43,176	(\$1,116)	(2.5%)	\$44,403	(\$1,227)	(2.8%)
Total Other Expenses	\$459,025	\$492,554	\$33,529	7.3%	\$448,882	\$43,672	8.9%
Total Operating Expenses	\$979,223	\$1,010,740	\$31,517	3.2%	\$962,298	\$48,442	4.8%
Operating Margin	(\$11,272)	(\$2,213)	\$9,059	(80.4%)	(\$10,128)	\$7,915	(357.7%)
Nonoperating Revenue (Loss)	\$14,108	\$14,221	\$114	0.8%	\$10,472	\$3,749	26.4%
Excess Margin	\$2,836	\$12,009	\$9,173		\$345	\$11,664	

Key Items | Currently in Budget and Pending

Included in Financials:

1. Supplemental Funds: \$473K improvement over FY26
2. Employee Annual Merit: includes an \$8M, 2.5% increase
3. 401K: Match Includes full \$10.9M
4. Defined Benefit Plan (Pension): Expense reduction (\$8.4M) due to the impact of our annual FMV Valuation, assumes \$1.2M contribution to the plan in FY27, assumes 7.5% return on investments
5. Vacancy factor: 175 FTEs = \$16.7M
6. At Risk Compensation: \$800K
7. Revenue Cycle / Case Management improvements: \$1.9M
8. Contract labor: reduction of 46% \$7.6M from FY26
9. Inflation Rate: 3%
10. Capital Budget: \$18M with an additional \$4M assuming financing arrangements
11. FTE Reduction: Cut from original budget 22 FTEs = \$1.5M

Pending Items: (Combined = a negative impact \$1.5M)

1. FTE Reductions: Further reduction of 28 FTEs \$3.6M positive impact
2. Employee Benefits: Reduction of \$1M-\$3M positive impact
3. Employee Market Rates Increases: \$8M negative impact
4. 401K Acceleration Impact of \$500K plus loss of interest income \$384K/yr negative impacts.
Related Cash Reserves Reduction of \$15M Cash over the next two years

Initial Assumptions | FY 2027 Supplemental Income

Projections for Supplemental/Gov't Funding (000's)

Programs (000's)	FY23	FY24	FY25	FY26 Est.	5 Year Projection				
					FY27 BDGT	FY28 PROJ	FY29 PROJ	FY30 PROJ	FY31 PROJ
HQAF	23,345	20,607	18,535	2,546	6,677	3,339	1,669	-	-
Directed Payments	11,629	21,258	46,491	73,293	73,503	66,888	64,881	55,149	46,877
Medi-Cal DSH	2,756	21,814	(24,570)	1,193	-	-	-	-	-
Rate Range	16,538	28,355	47,941	29,607	27,551	24,304	22,808	22,808	22,808
Fee for Service	7,139	13,971	5,211	4,761	4,700	4,700	4,700	4,700	4,700
Total Supplemental	\$61,407	\$106,005	\$93,608	\$111,400	\$112,431	\$99,230	\$94,058	\$82,656	\$74,384
Prime (QIP) Program	\$8,719	\$8,832	\$13,994	\$13,331	\$12,773	\$11,640	\$10,605	\$10,265	\$9,936
Total	\$70,126	\$114,837	\$107,601	\$124,731	\$125,204	\$110,870	\$104,663	\$92,922	\$84,320
Reduction from prior year					\$473	(\$14,334)	(\$6,207)	(\$11,741)	(\$8,601)
								Cumulative	(\$40,411)

FY2027 | Cash Flow Projection

	2026 Est.	2027	2028	2029	2030
Initial Cash Balance (000's)	\$296,055	\$298,542	\$297,941	\$298,117	\$299,918
Cash Flow Operations	\$31,945	\$36,700	\$38,535	\$40,462	\$42,485
Repayment of CHFFA Loan	\$0	(\$3,843)	(\$4,611)	(\$4,611)	(\$4,611)
Capital Needs: Operational/Strategic	(\$18,000)	(\$22,000)	(\$22,000)	(\$22,000)	(\$22,000)
Other Debt Service Principal	(\$11,458)	(\$11,458)	(\$11,748)	(\$12,050)	(\$12,324)
Ending Cash Balance before HR1/Cost Rpt	\$298,542	\$297,941	\$298,117	\$299,918	\$303,468
Days Cash on hand before HR1/DSH Impacts	116	112	107	104	101
New Legislation Impacts HR1 / DSH Payback					
Medi-Cal DSH Cost Report Payback	\$0	(\$2,756)	(\$38,208)	(\$34,916)	(\$41,811)
Medi-Cal Redetermination Impact (Cummulative)	\$0	(\$7,700)	(\$8,085)	(\$8,247)	(\$8,412)
Decrease in Supplemental Funds (Cummulative)	\$0	\$0	(\$14,334)	(\$20,541)	(\$32,282)
Ending Cash Balance	\$298,658	\$287,485	\$227,034	\$165,131	\$86,176
Days Cash after HR1 Impact/DSH Rpt	116	108	82	57	29
Add'l Cash Needed		(\$10,456)	(\$60,627)	(\$63,704)	(\$82,505)

FY2027 | Cash Flow – 401K Match Acceleration

Illustration only - amounts are estimates:

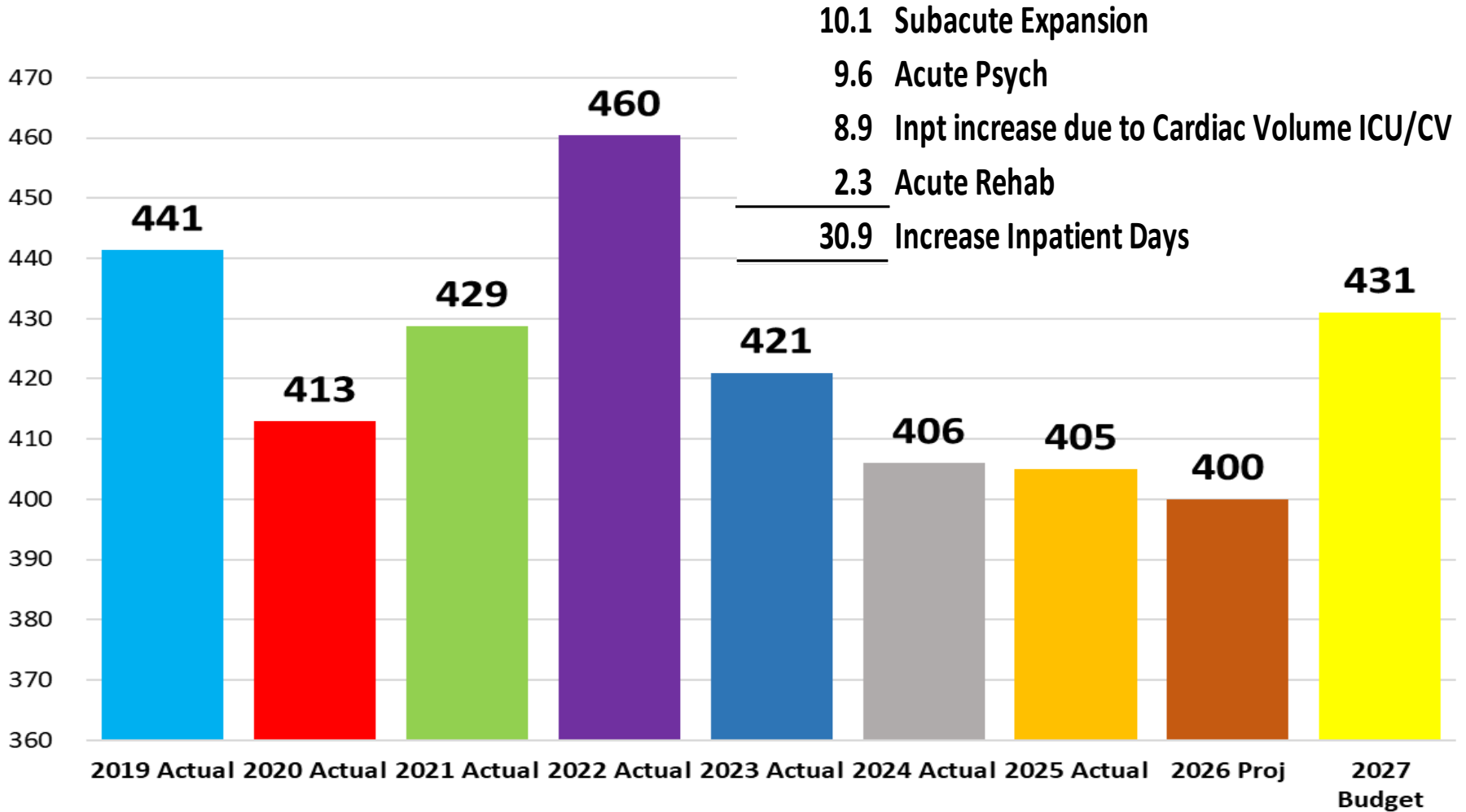
	Match Timing		Annual Cash Outflow		Cash Balance		Running Cash Impact of 401K Acceleration
	Current Schedule	Proposed Schedule	Current Schedule	Proposed Schedule	Current Schedule	Proposed Schedule	
6/30/2026					\$ 300,000,000	\$ 300,000,000	
7/31/2026	\$ 10,000,000	\$ 10,000,000	CY2025 Match		\$ 290,000,000	\$ 290,000,000	\$ -
8/31/2026					\$ 290,000,000	\$ 290,000,000	\$ -
9/30/2026					\$ 290,000,000	\$ 290,000,000	\$ -
10/31/2026					\$ 290,000,000	\$ 290,000,000	\$ -
11/30/2026					\$ 290,000,000	\$ 290,000,000	\$ -
12/31/2026					\$ 290,000,000	\$ 290,000,000	\$ -
1/31/2027		\$ 833,333			\$ 290,000,000	\$ 289,166,667	\$ (833,333)
2/28/2027		\$ 833,333			\$ 290,000,000	\$ 288,333,333	\$ (1,666,667)
3/31/2027		\$ 833,333			\$ 290,000,000	\$ 287,500,000	\$ (2,500,000)
4/30/2027		\$ 833,333			\$ 290,000,000	\$ 286,666,667	\$ (3,333,333)
5/31/2027		\$ 833,333			\$ 290,000,000	\$ 285,833,333	\$ (4,166,667)
6/30/2027		\$ 833,333	\$ 10,000,000	\$ 15,000,000	\$ 290,000,000	\$ 285,000,000	\$ (5,000,000)
7/31/2027	\$ 10,000,000	\$ 10,833,333	CY2026 Match		\$ 280,000,000	\$ 274,166,667	\$ (5,833,333)
8/31/2027		\$ 833,333			\$ 280,000,000	\$ 273,333,333	\$ (6,666,667)
9/30/2027		\$ 833,333			\$ 280,000,000	\$ 272,500,000	\$ (7,500,000)
10/31/2027		\$ 833,333			\$ 280,000,000	\$ 271,666,667	\$ (8,333,333)
11/30/2027		\$ 833,333			\$ 280,000,000	\$ 270,833,333	\$ (9,166,667)
12/31/2027		\$ 833,333			\$ 280,000,000	\$ 270,000,000	\$ (10,000,000)
1/31/2028		\$ 833,333			\$ 280,000,000	\$ 269,166,667	\$ (10,833,333)
2/29/2028		\$ 833,333			\$ 280,000,000	\$ 268,333,333	\$ (11,666,667)
3/31/2028		\$ 833,333			\$ 280,000,000	\$ 267,500,000	\$ (12,500,000)
4/30/2028		\$ 833,333			\$ 280,000,000	\$ 266,666,667	\$ (13,333,333)
5/31/2028		\$ 833,333			\$ 280,000,000	\$ 265,833,333	\$ (14,166,667)
6/30/2028		\$ 833,333	\$ 10,000,000	\$ 20,000,000	\$ 280,000,000	\$ 265,000,000	\$ (15,000,000) 35

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

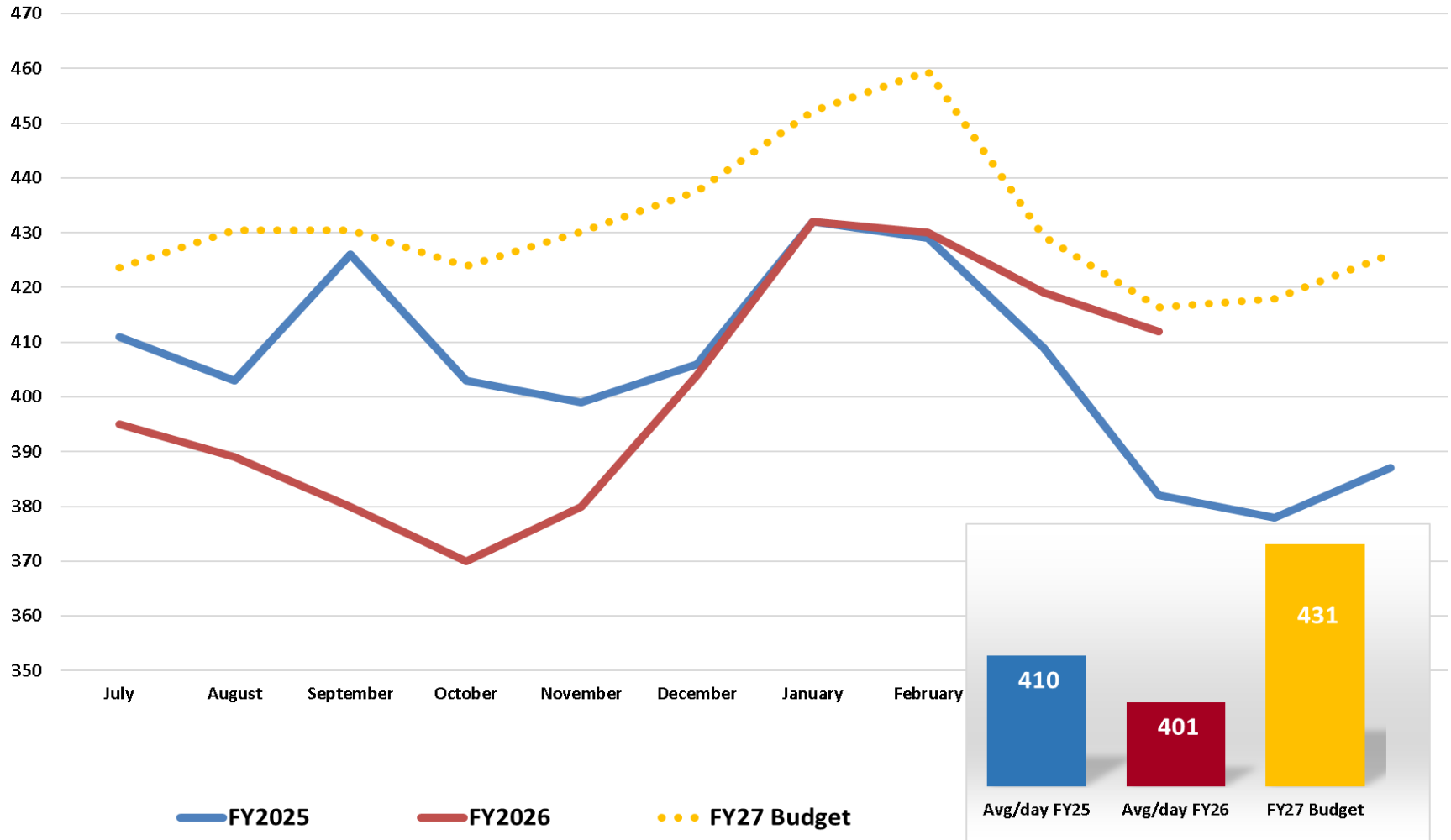
Actual Results			Budget	Budget Variance	
FY2025	FY2026 Proj	% Change	FY 2027 Bdgt	Change	% Change

Average Daily Census

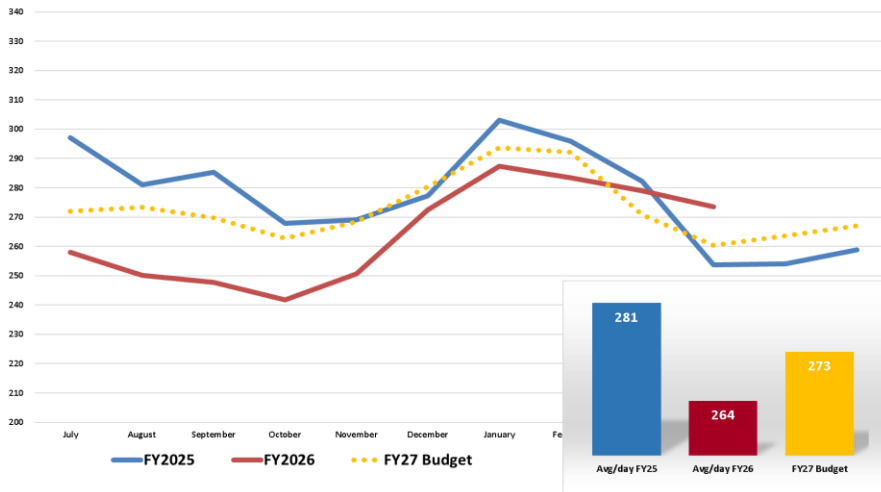
Medical Center	279.2	264.3	-5.3%	272.7	8.4	3.2%
Acute I/P Psych	35.8	44.5	24.3%	54.0	9.5	21.2%
Sub-Acute	28.7	29.5	2.9%	39.5	10.0	33.7%
Rehab	19.4	23.3	20.5%	24.8	1.5	6.4%
TCS-Ortho (Short Stay Rehab)	11.9	13.5	13.8%	13.8	0.3	2.3%
NICU	13.1	12.2	-7.1%	12.3	0.1	1.0%
Nursery	16.8	13.6	-19.2%	14.1	0.5	4.0%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

* Includes Nursery 32 beds

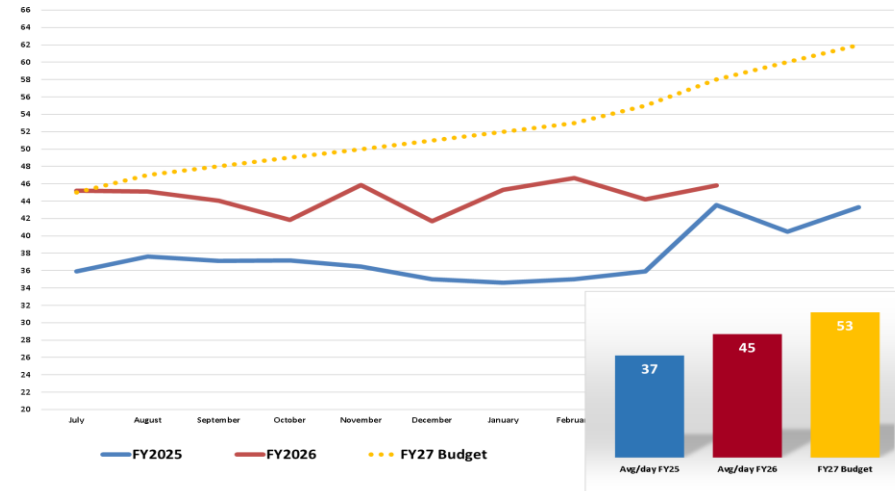
Key Statistical Indicators | Trended Avg. Daily Census



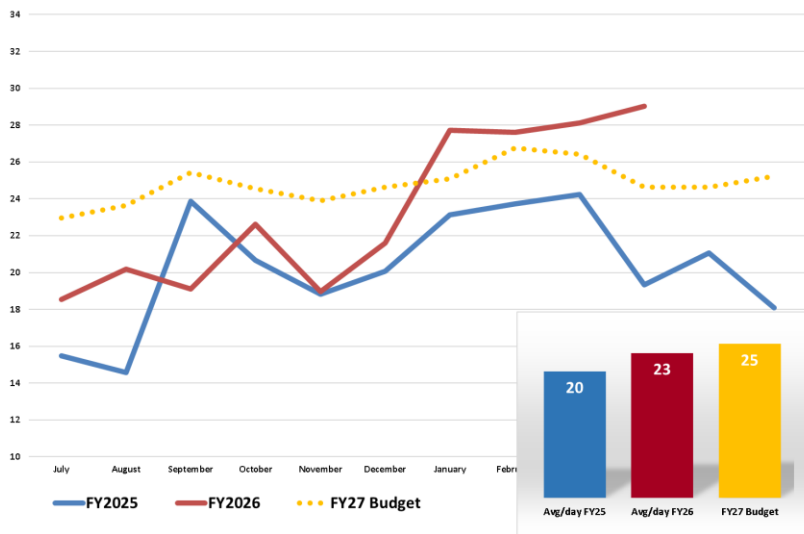
Medical Center (Avg Patients Per Day)



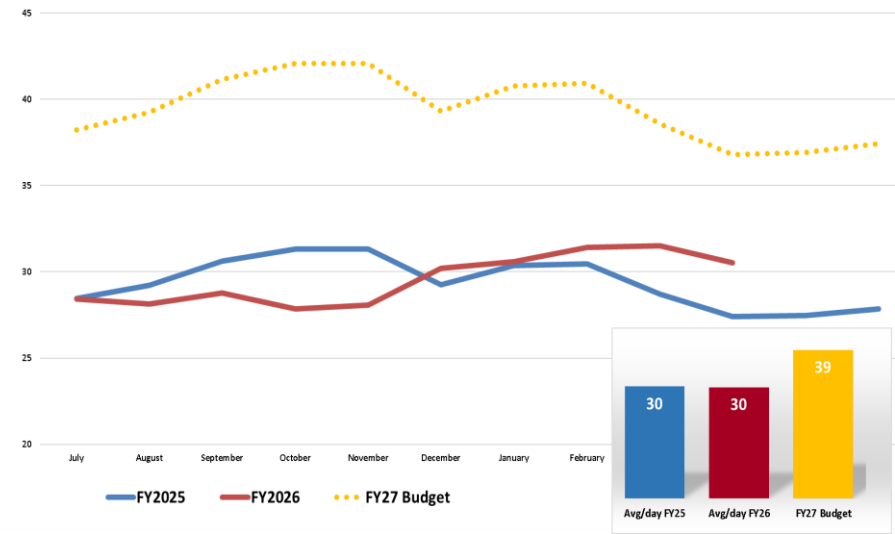
Acute I/P Psych (Avg Patients Per Day)



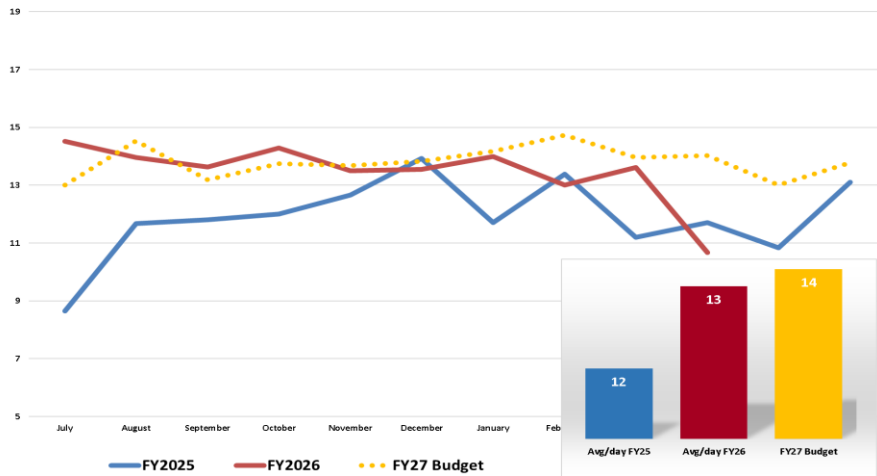
Rehabilitation Hospital - Avg Patients Per Day



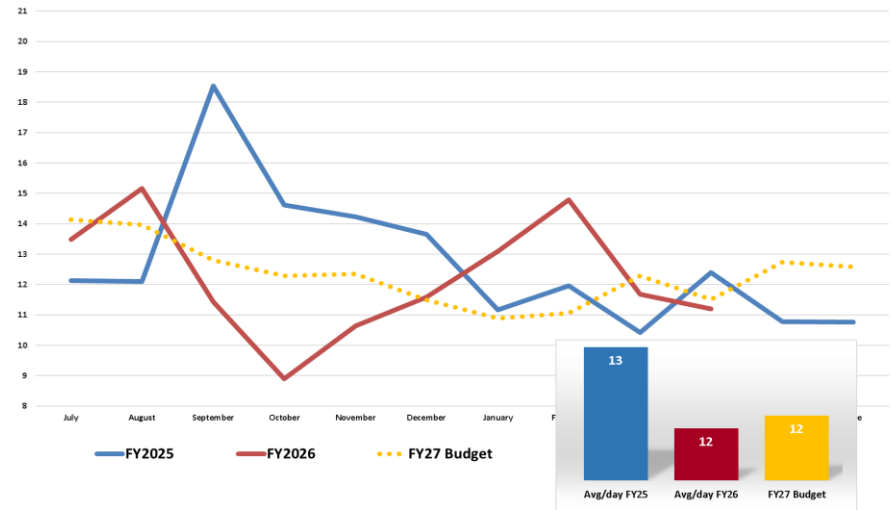
Sub-Acute - Avg Patients Per Day



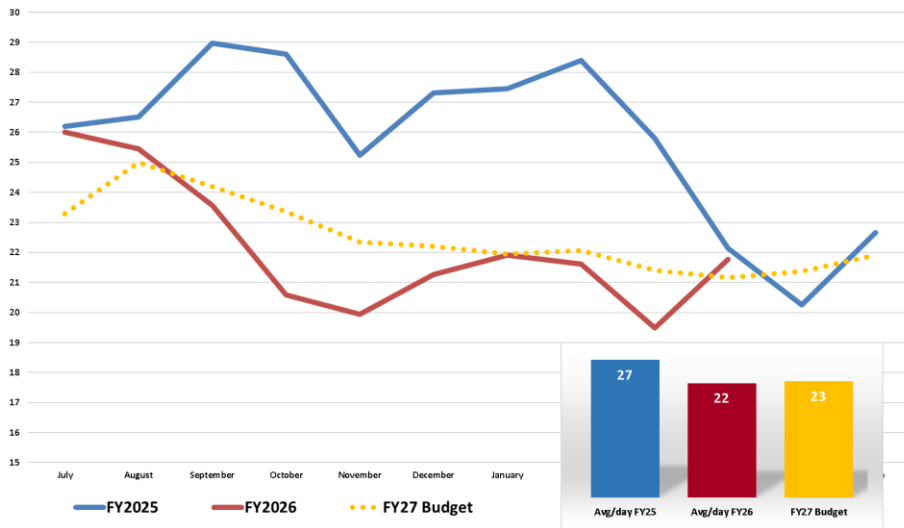
TCS Ortho - Avg Patients Per Day



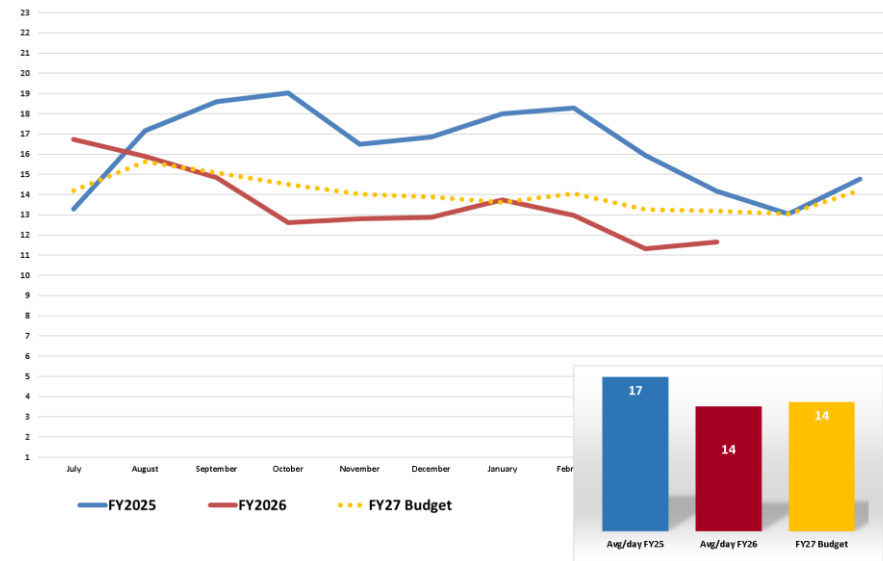
NICU - Avg Patients Per Day



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

Key Statistical Indicators | Volume

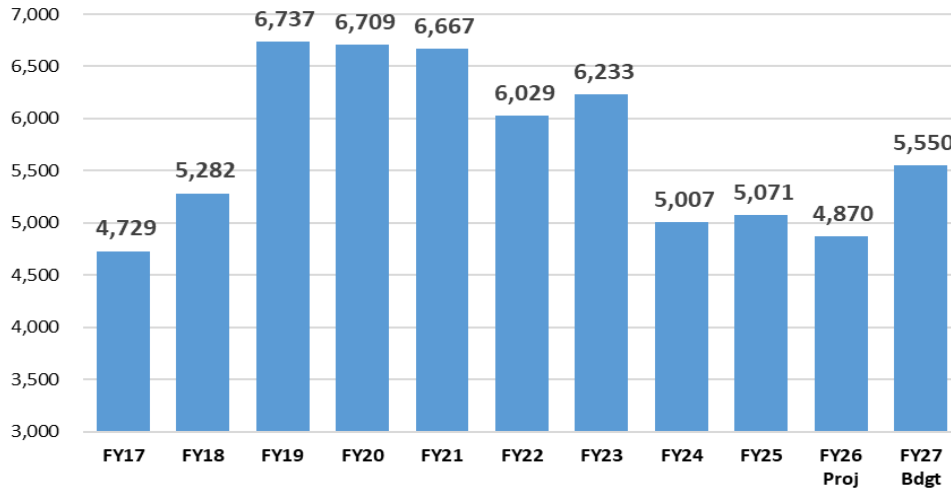
	YTD Actual Results				Budget		Budget Variance	
	FY26 Projected	FY27 Budget	Change	% Change	FY26 Budget	FY27 Budget	Change	% Change
All O/P Rehab Svcs Across District	240,860	239,874	(986)	(0.4%)	253,319	239,874	(13,445)	(5.3%)
Physical & Other Therapy Units (I/P & O/P)	229,936	247,751	17,815	7.7%	238,004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

Key Statistical Indicators | Volume

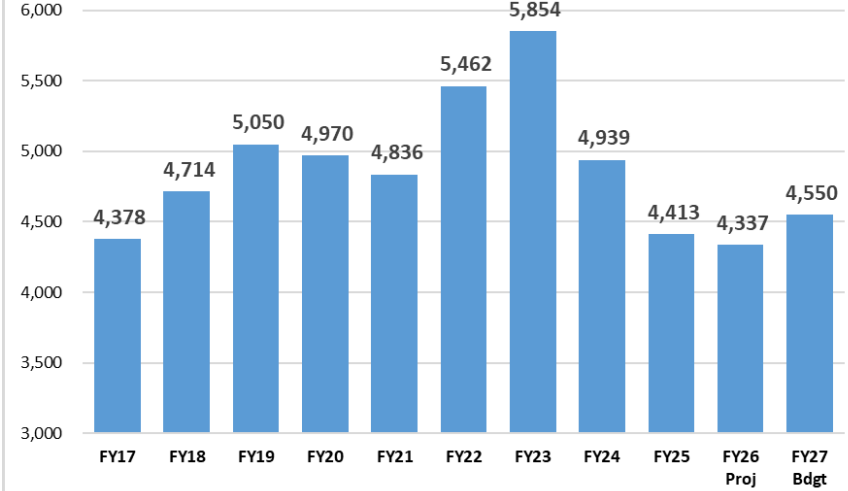
	YTD Actual Results				Budget		Budget Variance	
	FY26 Projected	FY27 Budget	Change	% Change	FY26 Budget	FY27 Budget	Change	% Change
Rural Health Clinics Registrations	140,253	157,087	16,834	12.0%	164,641	157,087	(7,554)	(4.6%)
RHC Exeter - Registrations	70,217	73,689	3,472	4.9%	80,150	73,689	(6,461)	(8.1%)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

FY27 Trended Budget Volume Graphs

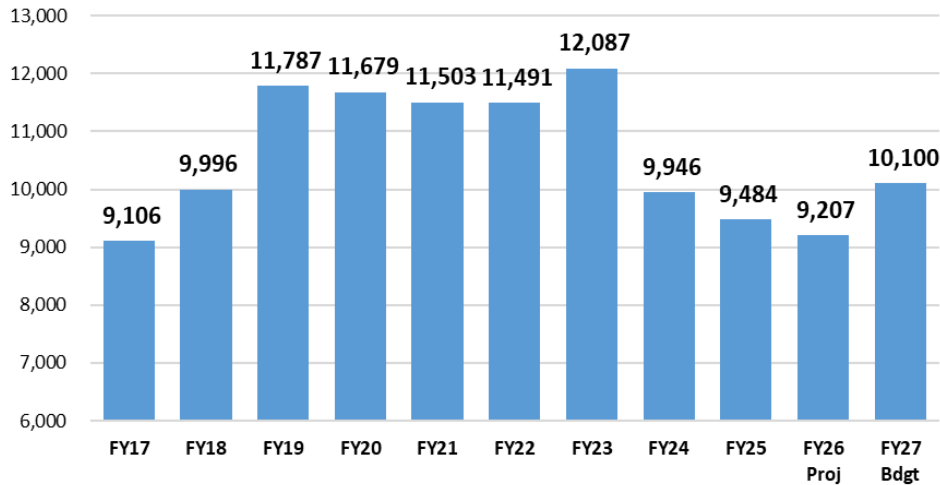
Inpatient Surgery Minutes per 100



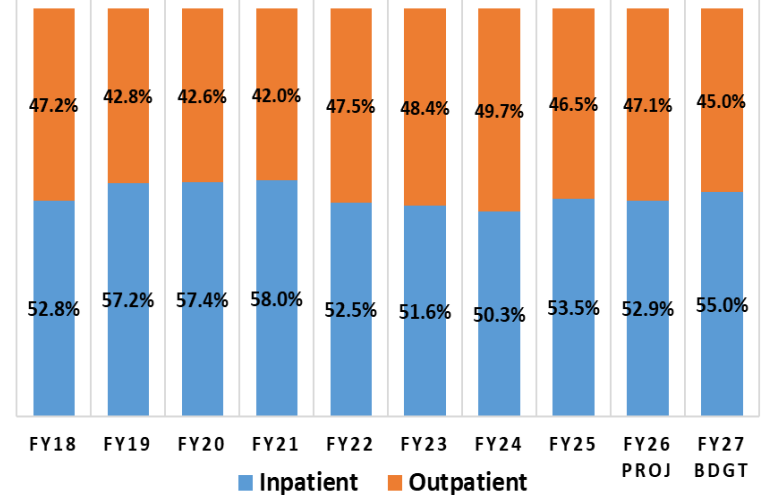
Outpatient Surgery Minutes per 100



Total Surgery Minutes per 100



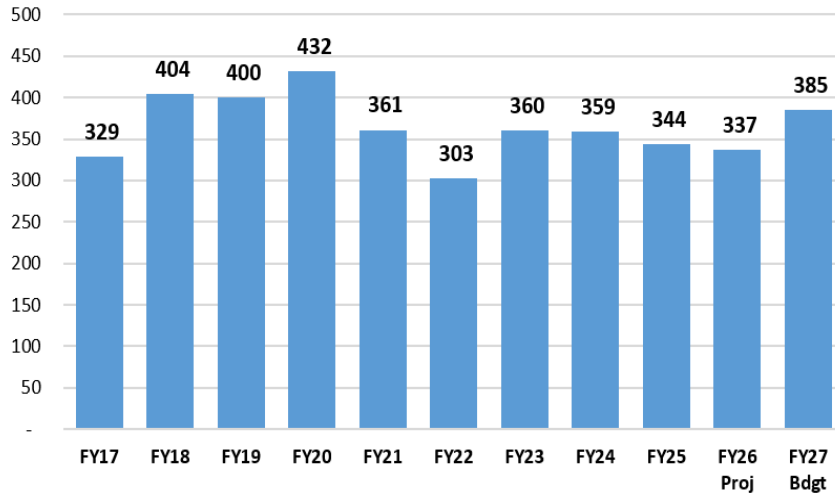
Surgeries by Patient Type %



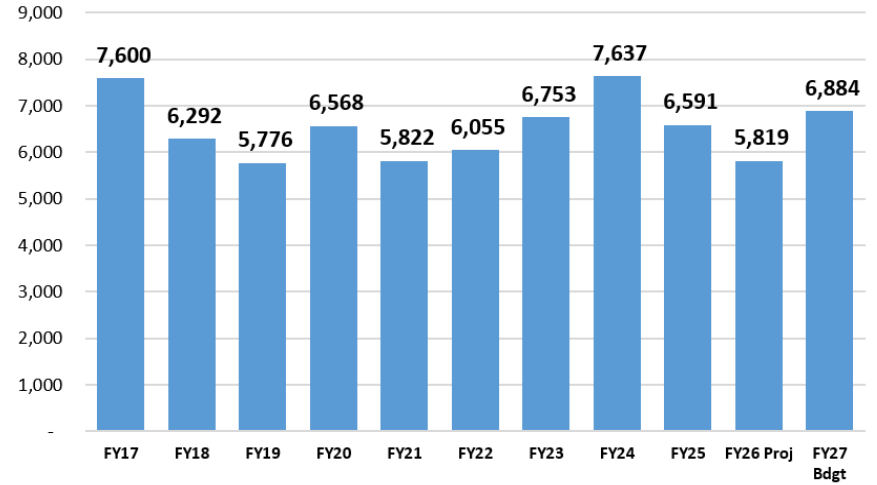
■ Inpatient ■ Outpatient

FY27 Trended Budget Volume Graphs

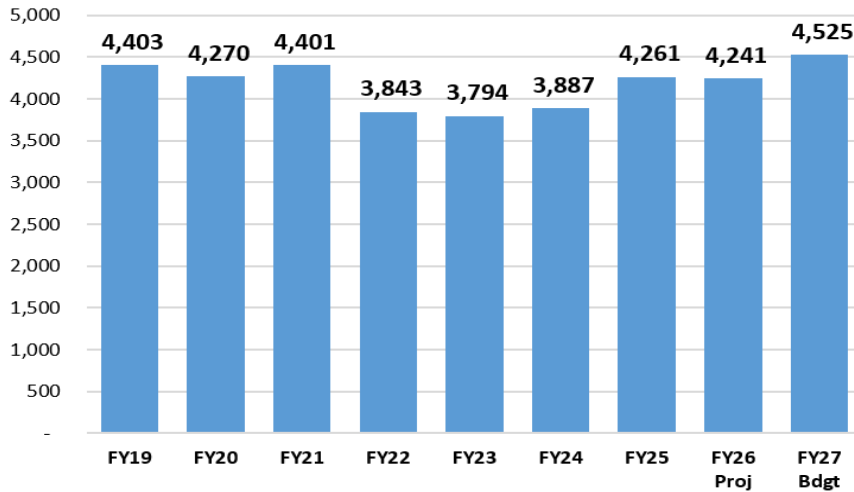
Cardiac Surgeries



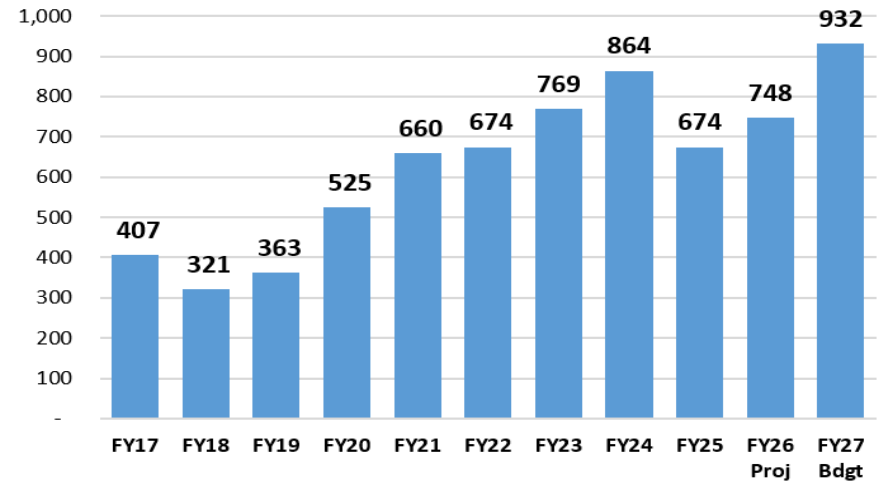
Endoscopy Procedure Hours



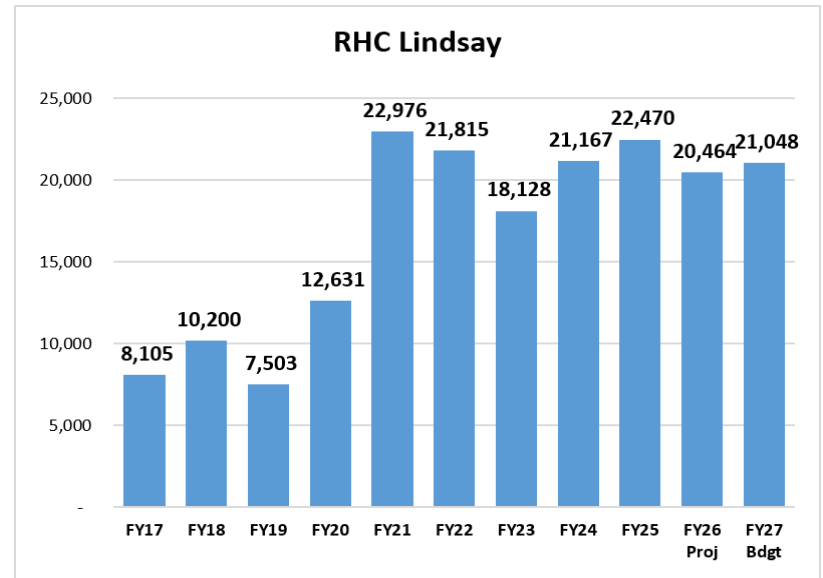
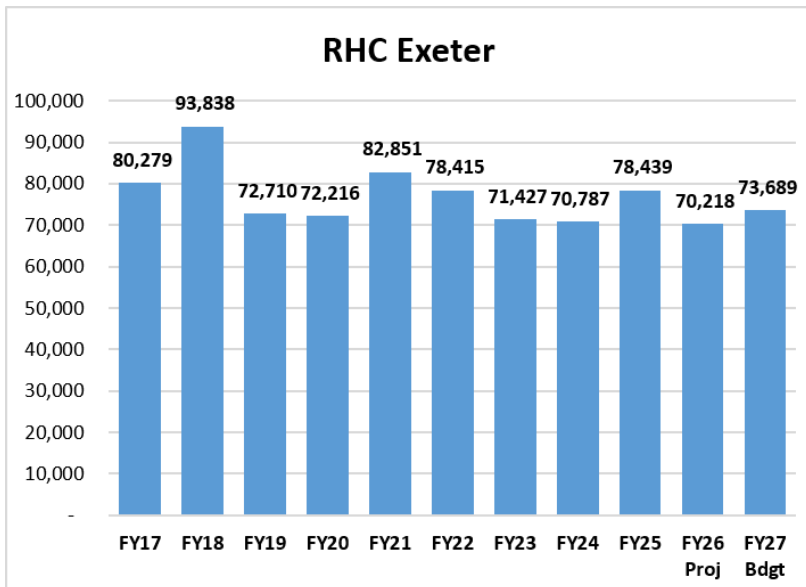
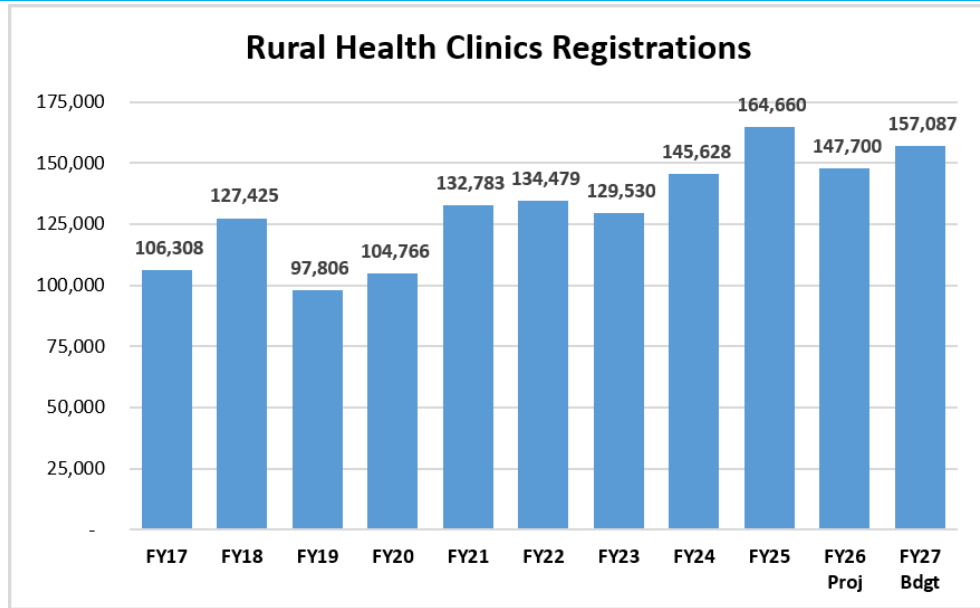
Cath Lab Minutes per 100



Robotic Surgery Minutes per 100



FY27 Trended Budget Volume Graphs

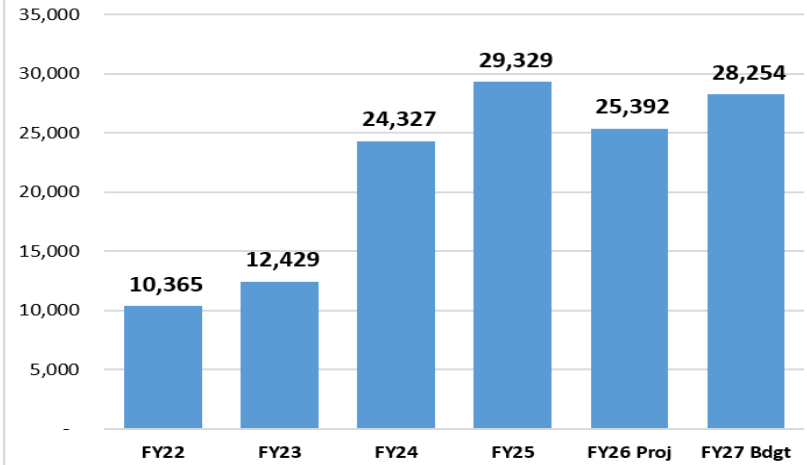


FY27 Trended Budget Volume Graphs

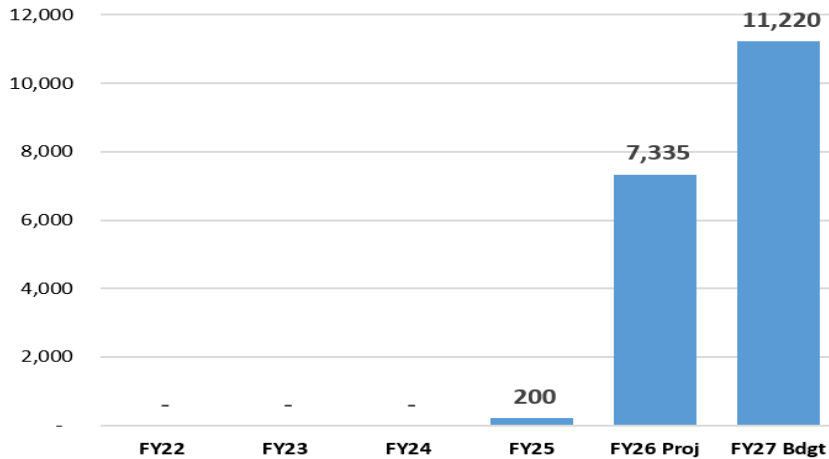
RHC Dinuba



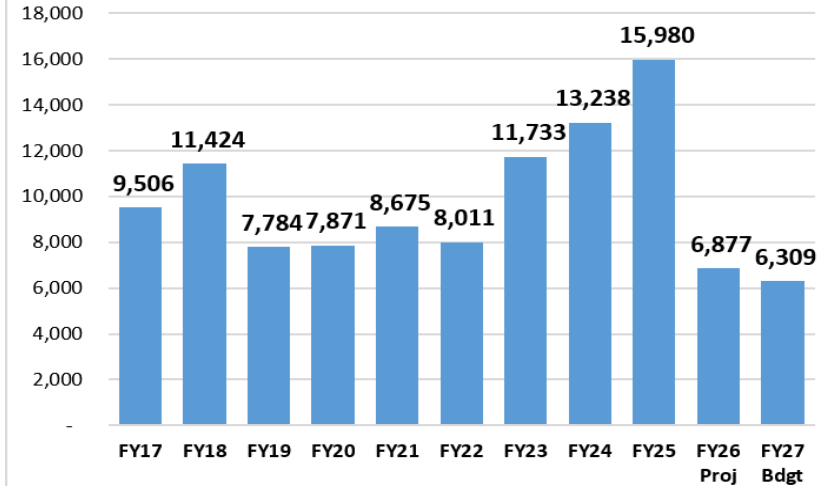
RHC Tulare



RHC Woodlake Valencia

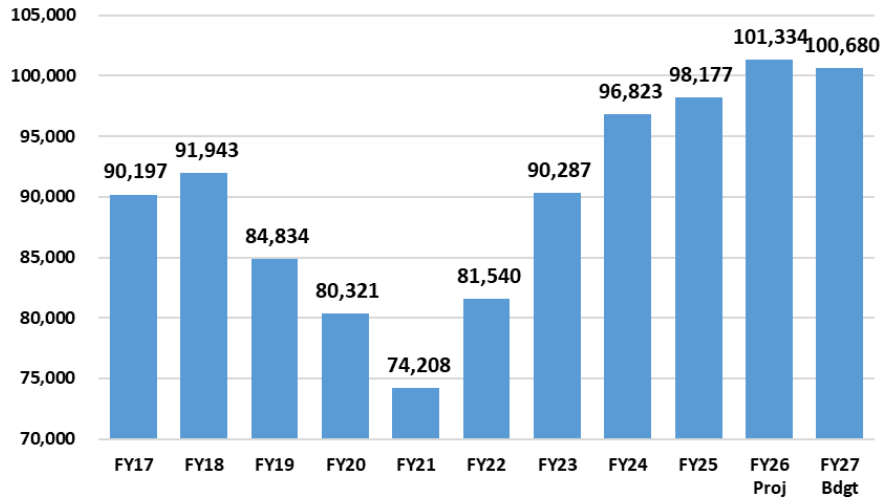


RHC Woodlake Antelope

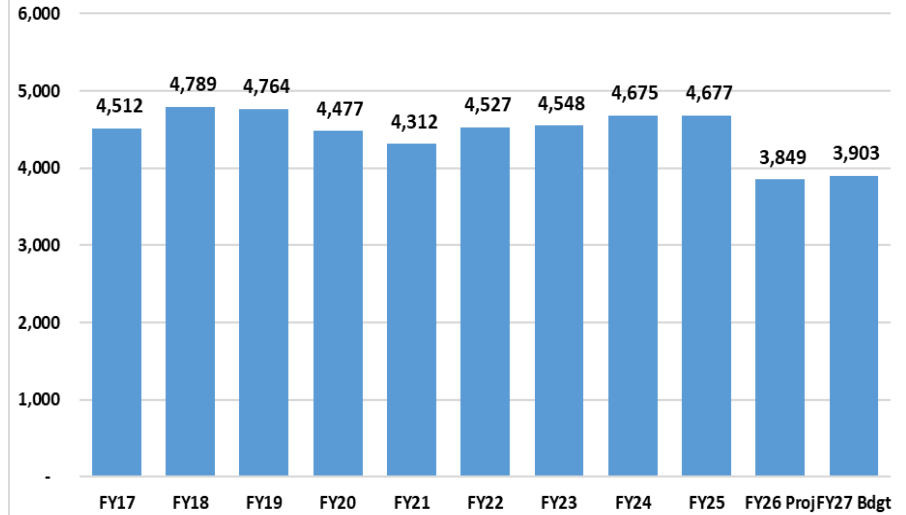


FY27 Trended Budget Volume Graphs

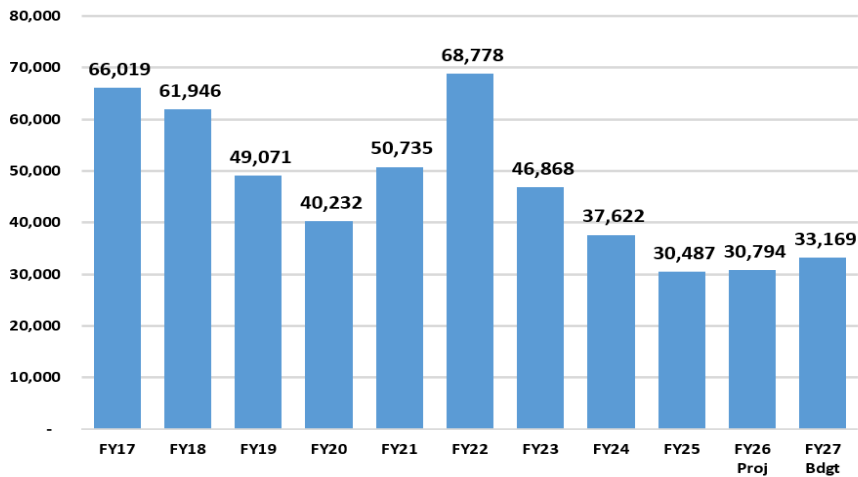
Emergency Visits



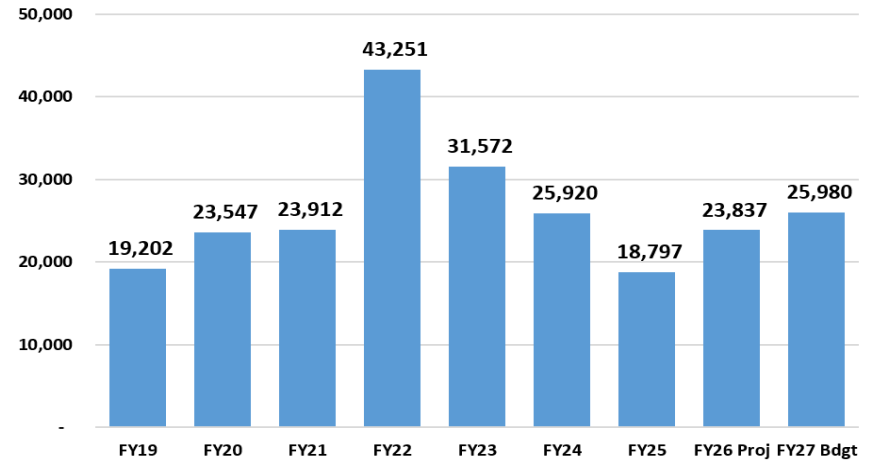
Deliveries



Urgent Care Registrations - Court Street

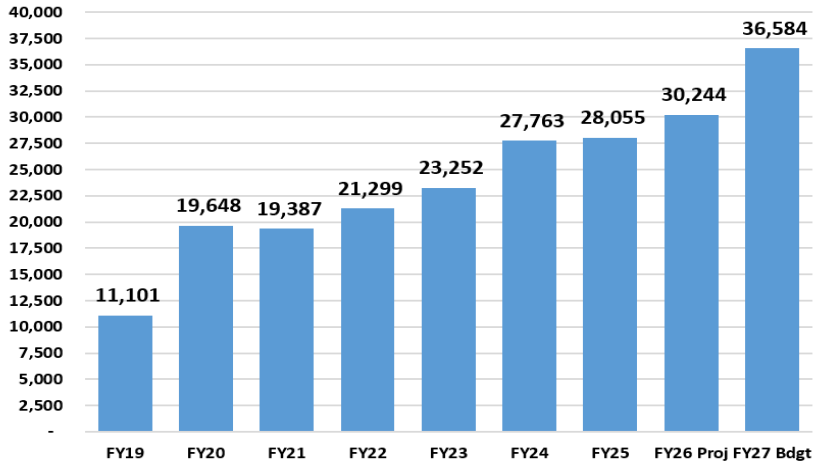


Urgent Care Registrations - Demaree

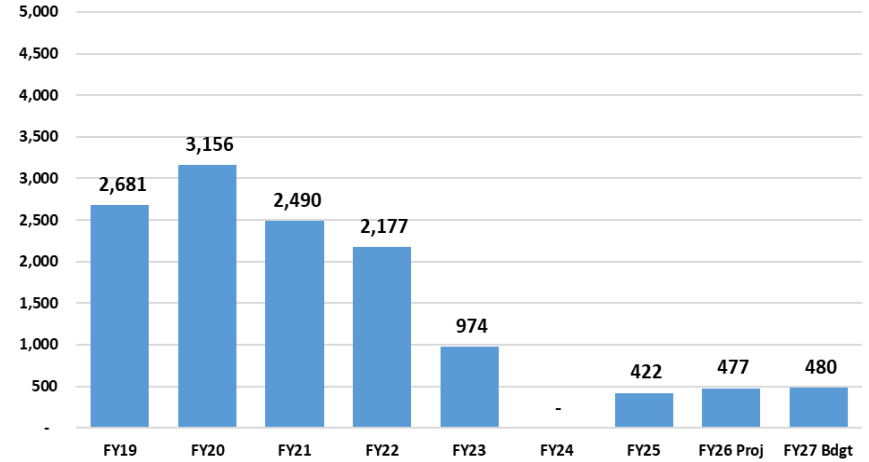


FY27 Trended Budget Volume Graphs

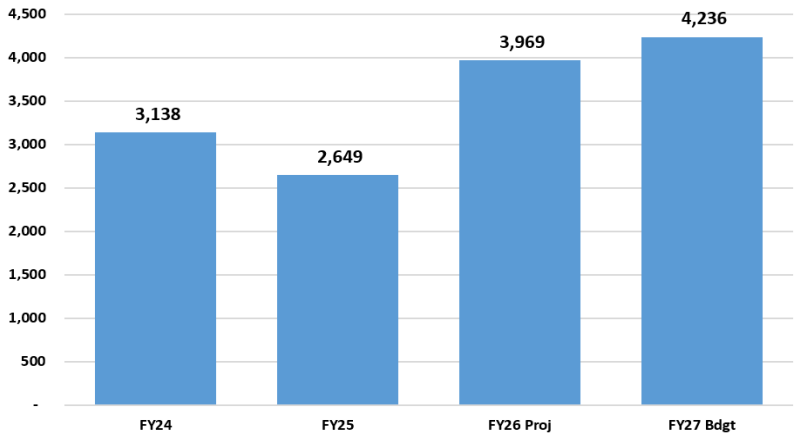
Cardiology Clinic Registrations



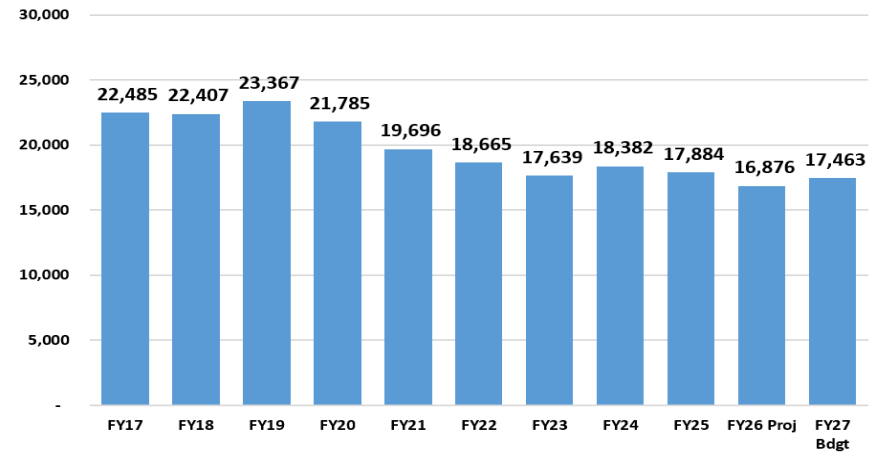
Neuroscience Center Registrations



Wound Care Visits/wRVUs

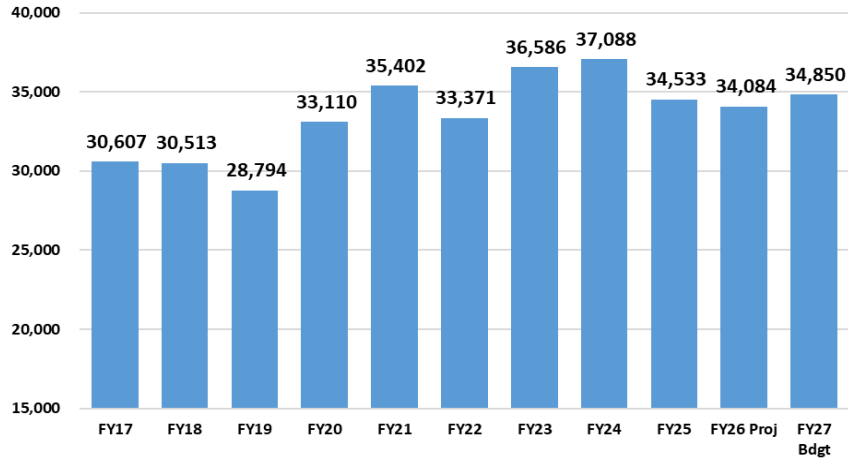


Outpatient Dialysis Treatments

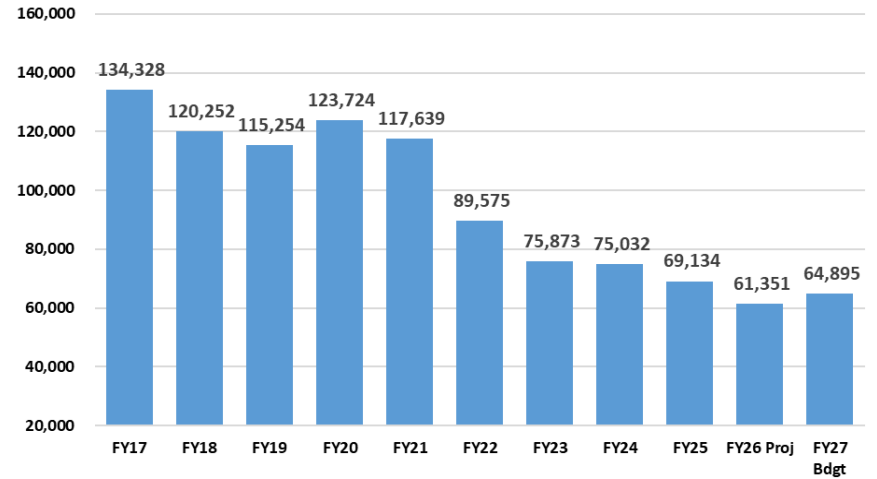


FY27 Trended Budget Volume Graphs

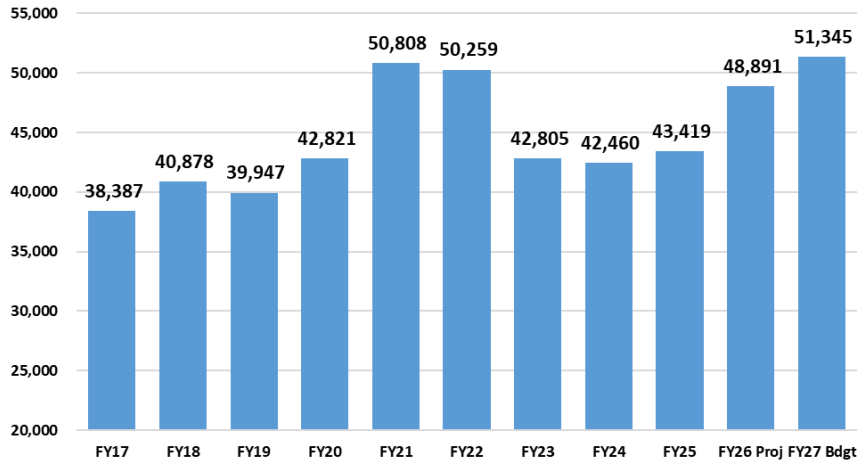
Home Health Outpatient Visits



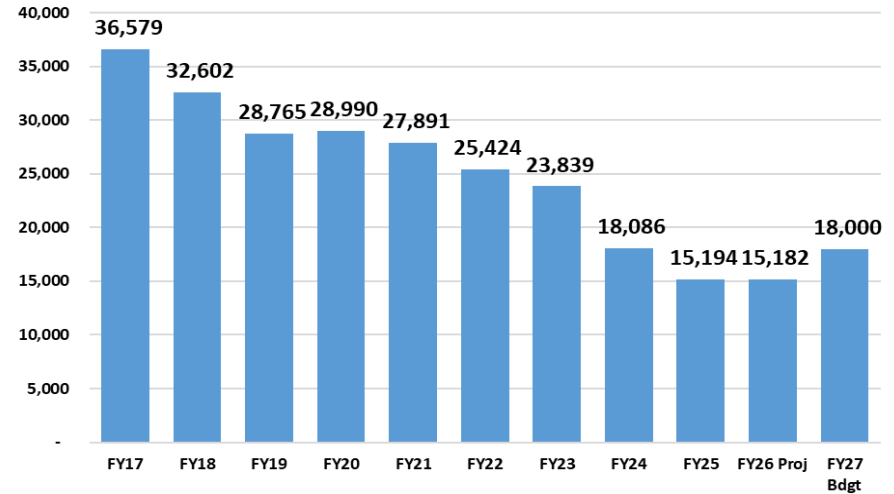
Private Homecare Outpatient Hours



Hospice Outpatient Days

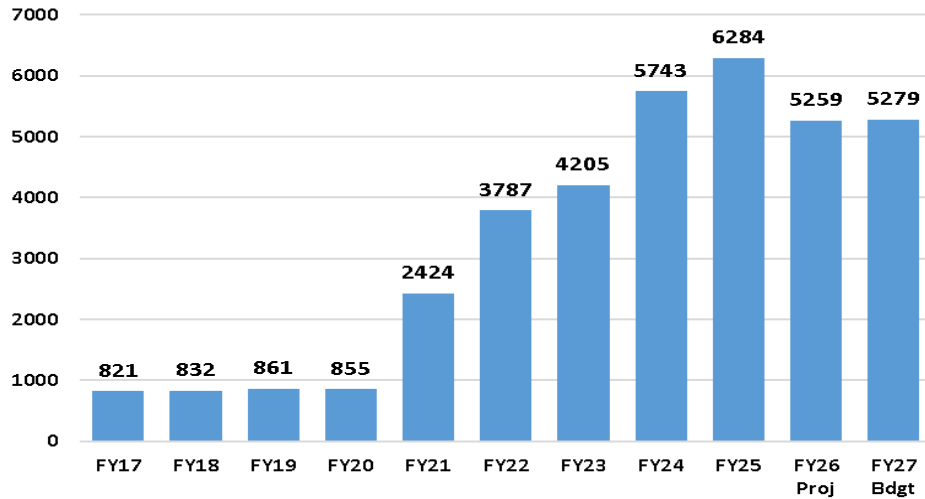


Specialty Home Care Hours

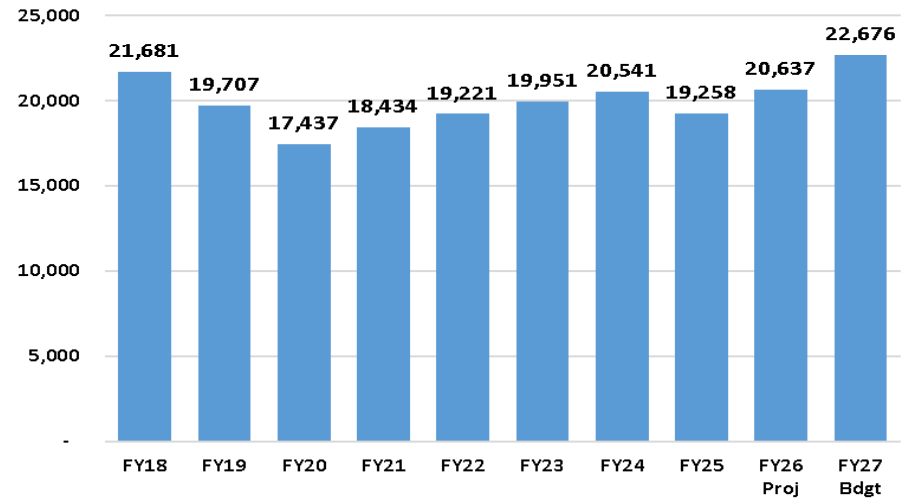


FY27 Trended Budget Volume Graphs

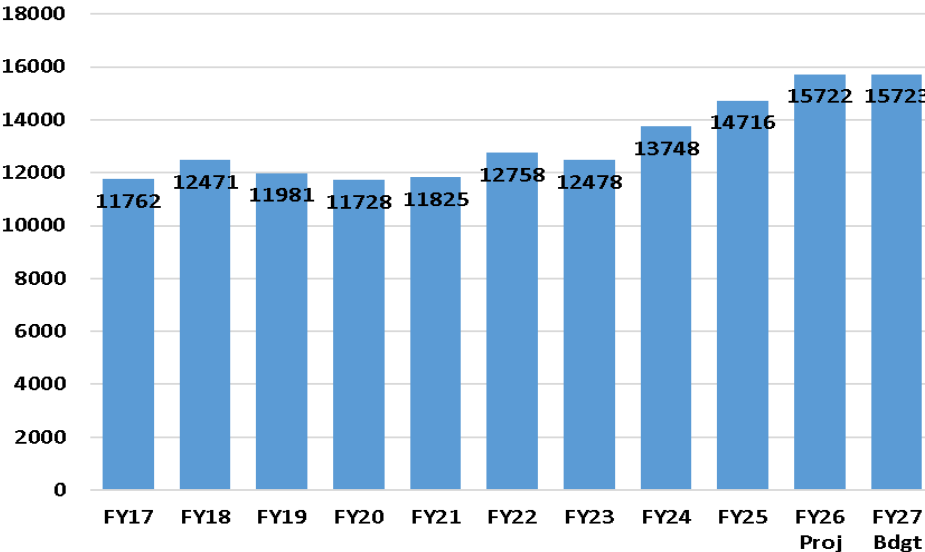
Radiology - Nuclear Medicine (Combined)



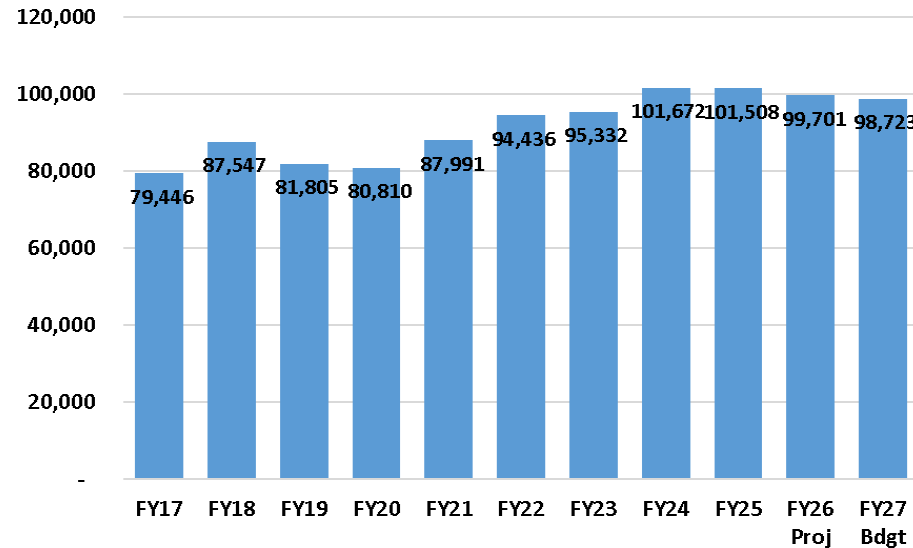
Radiology - Breast Center



Radiology - West Campus

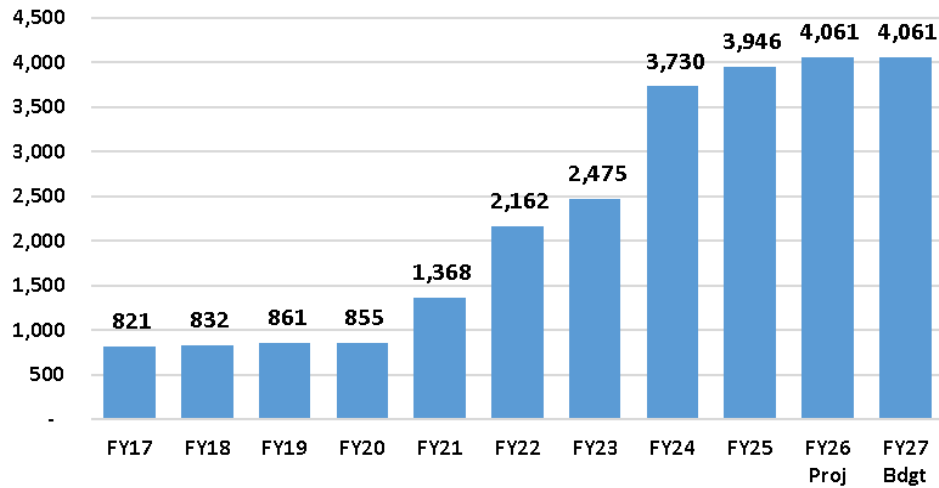


Radiology - Main Campus

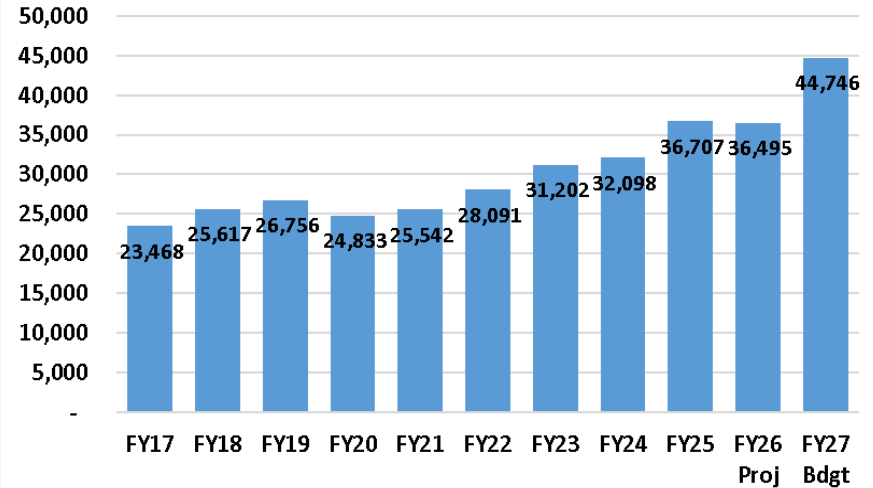


FY27 Trended Budget Volume Graphs

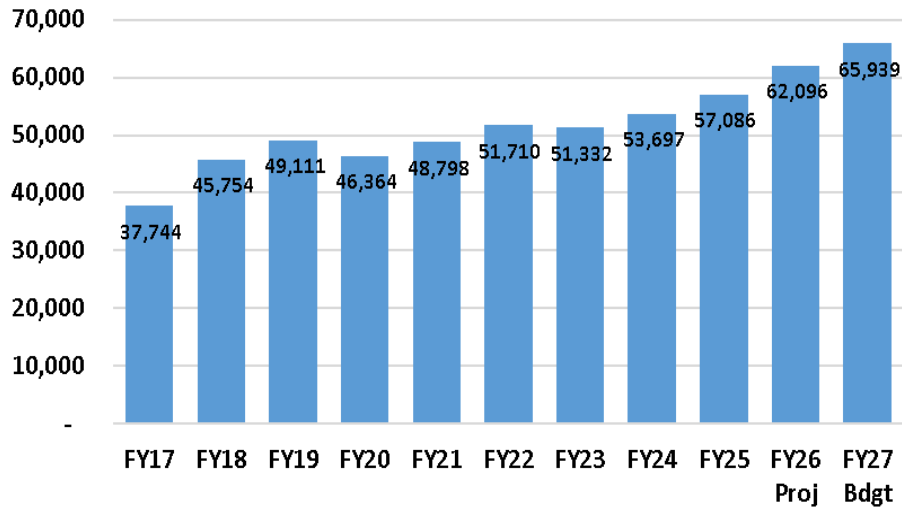
PET/CT Diagnostic Center



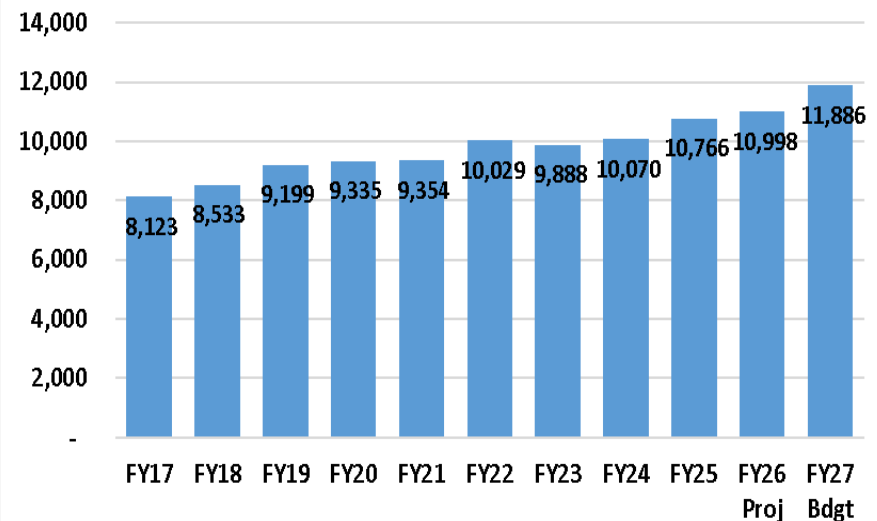
Radiology - Ultrasound Combined



Radiology - CT Combined



Radiology - MRI Combined



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 Registry Nurses

In Thousands (000's)	FY26 Projected	FU26 Budget	FY 27 Budget	Bdgt27 - Act26 Variance
Emergency-ED	\$7,646	\$5,491	\$1,674	(\$5,971)
Acute Psych	\$763	\$1,030	\$1,030	\$267
Medical/Surgical-3N	\$1,027	\$1,400	\$1,011	(\$16)
M/S Ortho Neuro-4S	\$686	\$616	\$1,009	\$323
Labor Delivery	\$1,779	\$2,123	\$938	(\$841)
M/S Oncology-3S	\$1,234	\$2,081	\$910	(\$324)
Labor Triage	\$704	\$310	\$873	\$169
Neonatal ICU-NICU	\$837	\$1,209	\$793	(\$44)
M/S Antepartum-2E	\$241	\$145	\$749	\$508
Cardiovascular ICU-CVICU	\$1,126	\$412	\$467	(\$659)
Intensive Care-ICU-2W	\$726	\$51	\$367	(\$359)
Telemetry-14	\$247	\$0	\$202	(\$45)
M/S Renal-4N	\$287	\$1,062	\$202	(\$85)
M/S Cardiac-2N	\$372	\$110	\$198	(\$175)
ICCU-15	\$172	\$914	\$178	\$6
ICCU-3W	\$52	\$478	\$37	(\$15)
Other	\$1,335	\$1,166	\$25	(\$1,310)
Contract -Registry Nurses	\$19,232	\$18,597	\$10,663	(\$8,569)