



September 16, 2022

## NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Finance, Property, Services and Acquisition Committee meeting at 10:00AM on Wednesday September 21, 2022 in the Kaweah Health Support Services Building, 520 West Mineral King Avenue, Copper Room (2<sup>nd</sup> Floor), Visalia, CA.

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 entry corridor between the Mineral King lobby and the Emergency Department waiting room.

The disclosable public records related to agendas are available for public inspection at Kaweah Health Medical Center – Acequia Wing, Executive Offices (Administration Department) {1st floor}, 400 West Mineral King Avenue, Visalia, CA and on the Kaweah Delta Health Care District web page <https://www.kawahhealth.org>.

KAWEAH DELTA HEALTH CARE DISTRICT  
Mike Olmos, Secretary/Treasurer

A handwritten signature in black ink that reads "Cindy Moccio".

Cindy Moccio  
Board Clerk, Executive Assistant to CEO

DISTRIBUTION:  
Governing Board  
Legal Counsel  
Executive Team  
Chief of Staff  
<http://www.kawahhealth.org>



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

Wednesday September 21, 2022

Kaweah Health Medical Center – Support Services Building  
520 W. Mineral King Avenue – 2<sup>nd</sup> floor Copper Room Conference Room

ATTENDING: Directors: David Francis & Mike Olmos; Gary Herbst, Chief Executive Officer; Malinda Tupper, Chief Financial Officer; Marc Mertz, Chief Strategy Officer; Kevin Morrison, Director of Facilities Planning; Jennifer Stockton, Director of Finance, Deborah Volosin, Director of Community Engagement; Kim Ferguson, Director of Reimbursement; Cindy Moccio, Recording

**1. OPEN MEETING – 10:00AM**

**2. CALL TO ORDER – *David Francis, Board President***

**3. 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. For those who are unable to attend the beginning of the Board meeting during the public participation segment but would like to address the Board, please contact the Board Clerk (Cindy Moccio 559-624-2330) or [cmoccio@kaweahhealth.org](mailto:cmoccio@kaweahhealth.org) to make arrangements to address the Board.

**4. FINANCIALS** – Review of the most current fiscal year financial results and budget.

*Malinda Tupper – Chief Financial Officer*

**5. BUDGET INITIATIVES – THROUGHPUT** – Review of budget initiatives.

*Rebekah Foster, Director of Care Management & Keri Noeske, Chief Nursing Officer*

**6. SENIOR HOUSING JOINT VENTURE** – Annual review of the financial and performance of the senior housing joint venture.

*Marc Mertz, Chief Strategy Officer*

**7. KAWEAH HEALTH PROPERTY AND SERVICES PLANNING** – Review and discussion of long-term and short-term property and services planning concepts for Kaweah Delta Health Care District dba Kaweah Health.

*Finance, Property, Services, and Acquisition Committee members*

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

*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.*

# CFO Financial Report

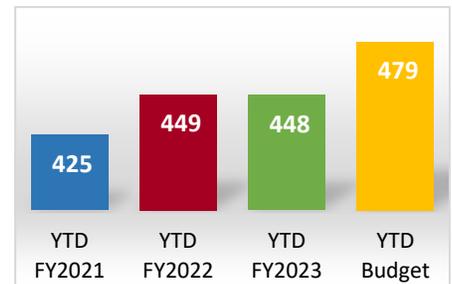
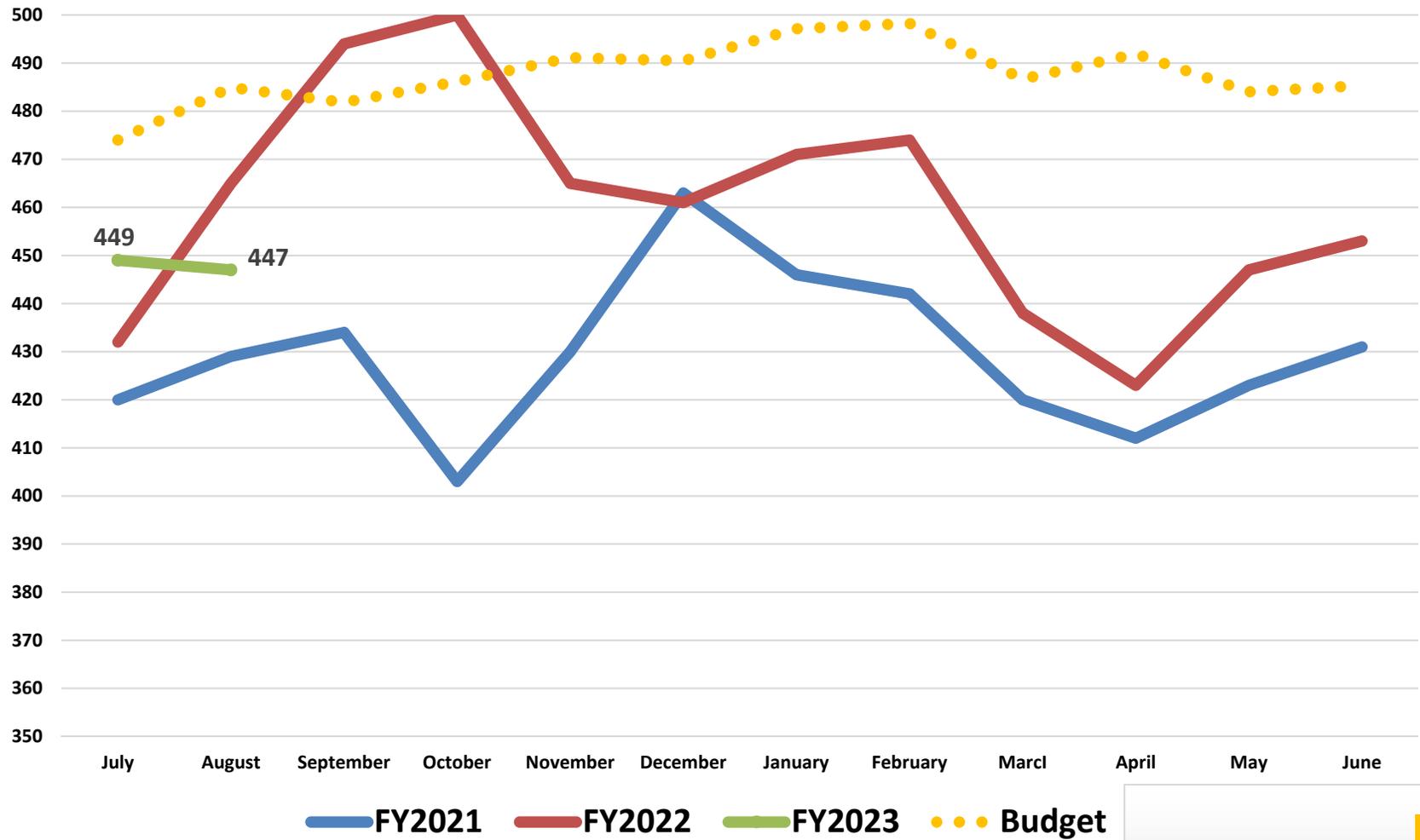
## Month Ending August 2022



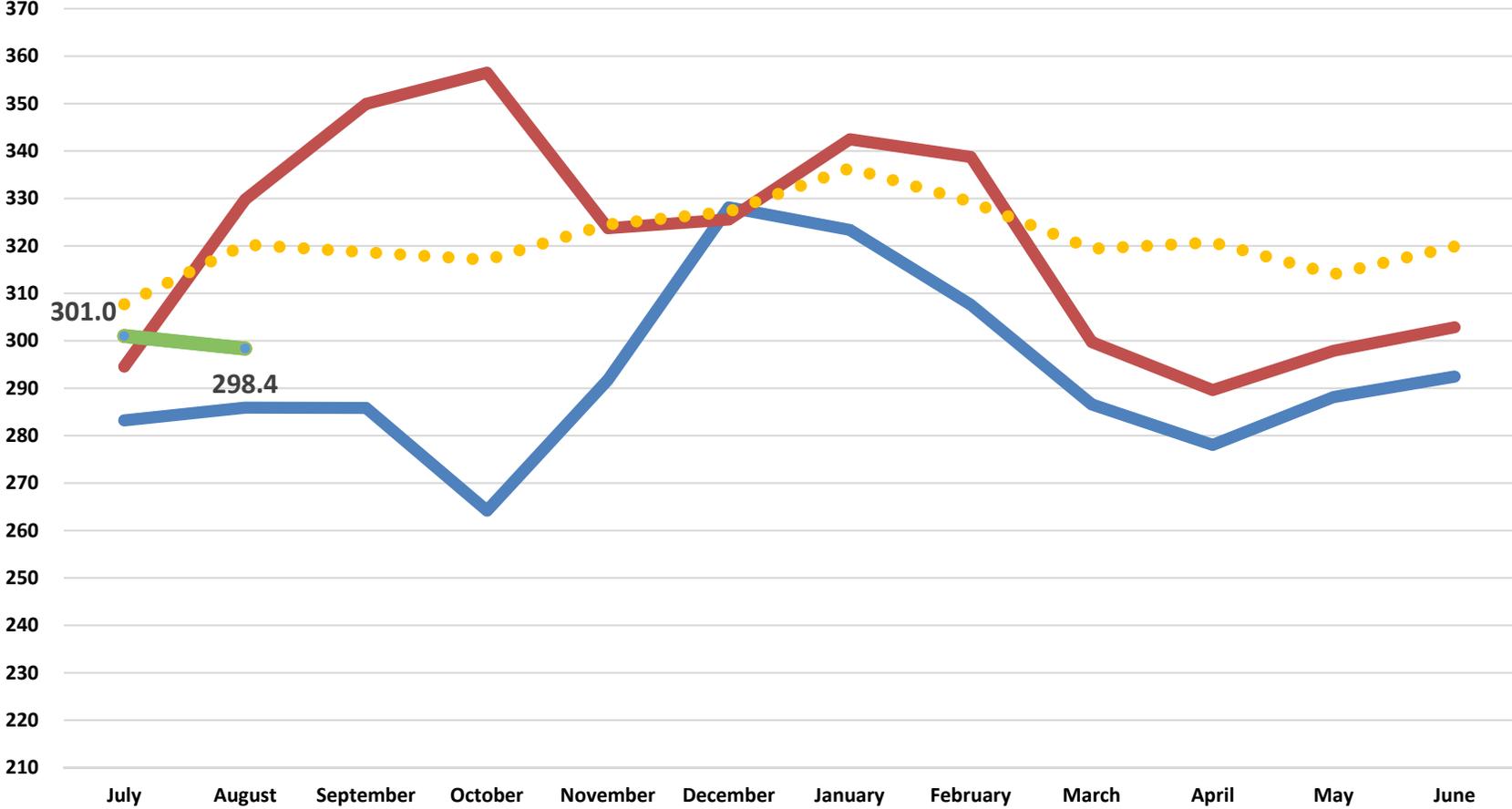
[kawahhealth.org](https://www.kawahhealth.org)



# Average Daily Census



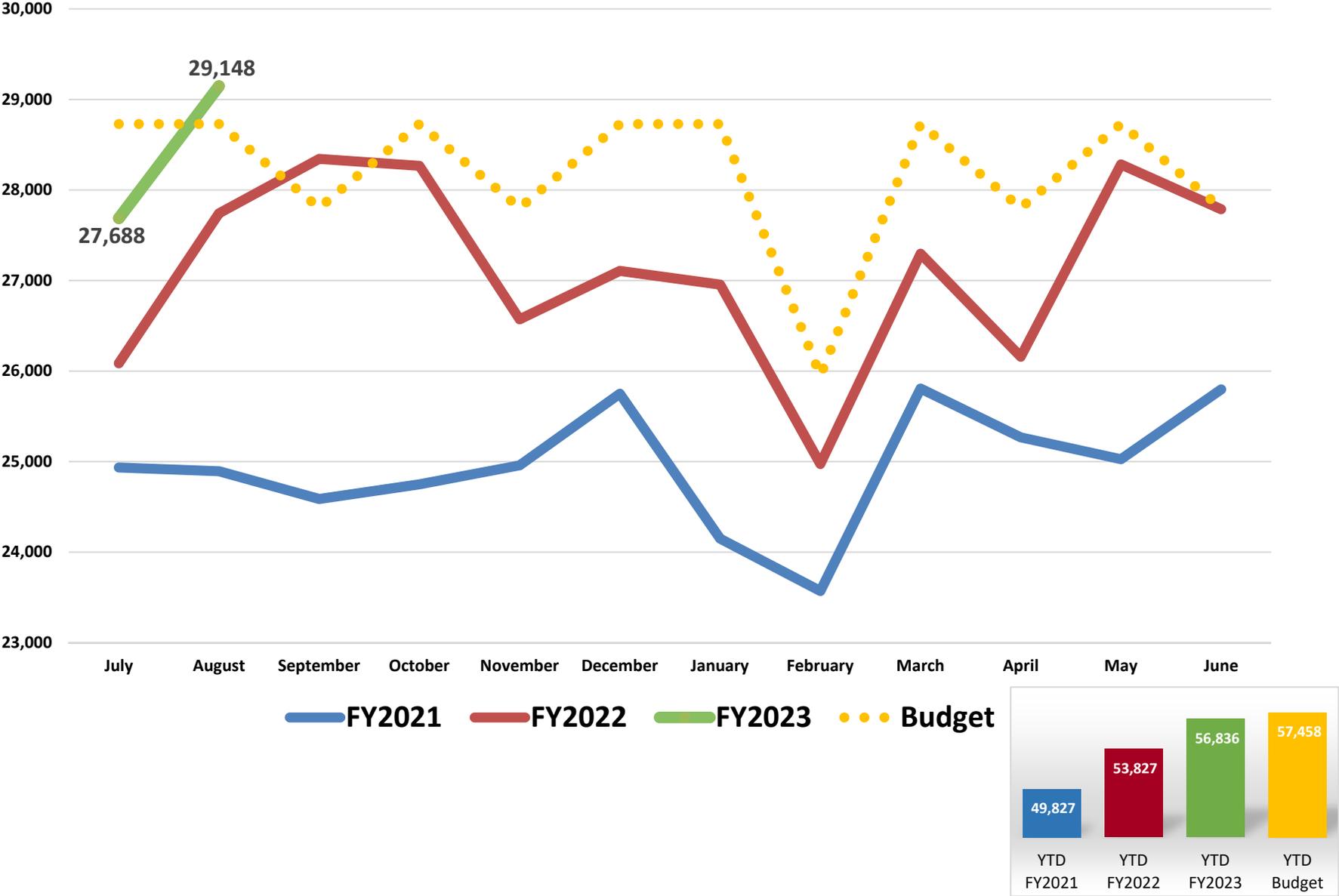
# Medical Center – Avg. Patients Per Day



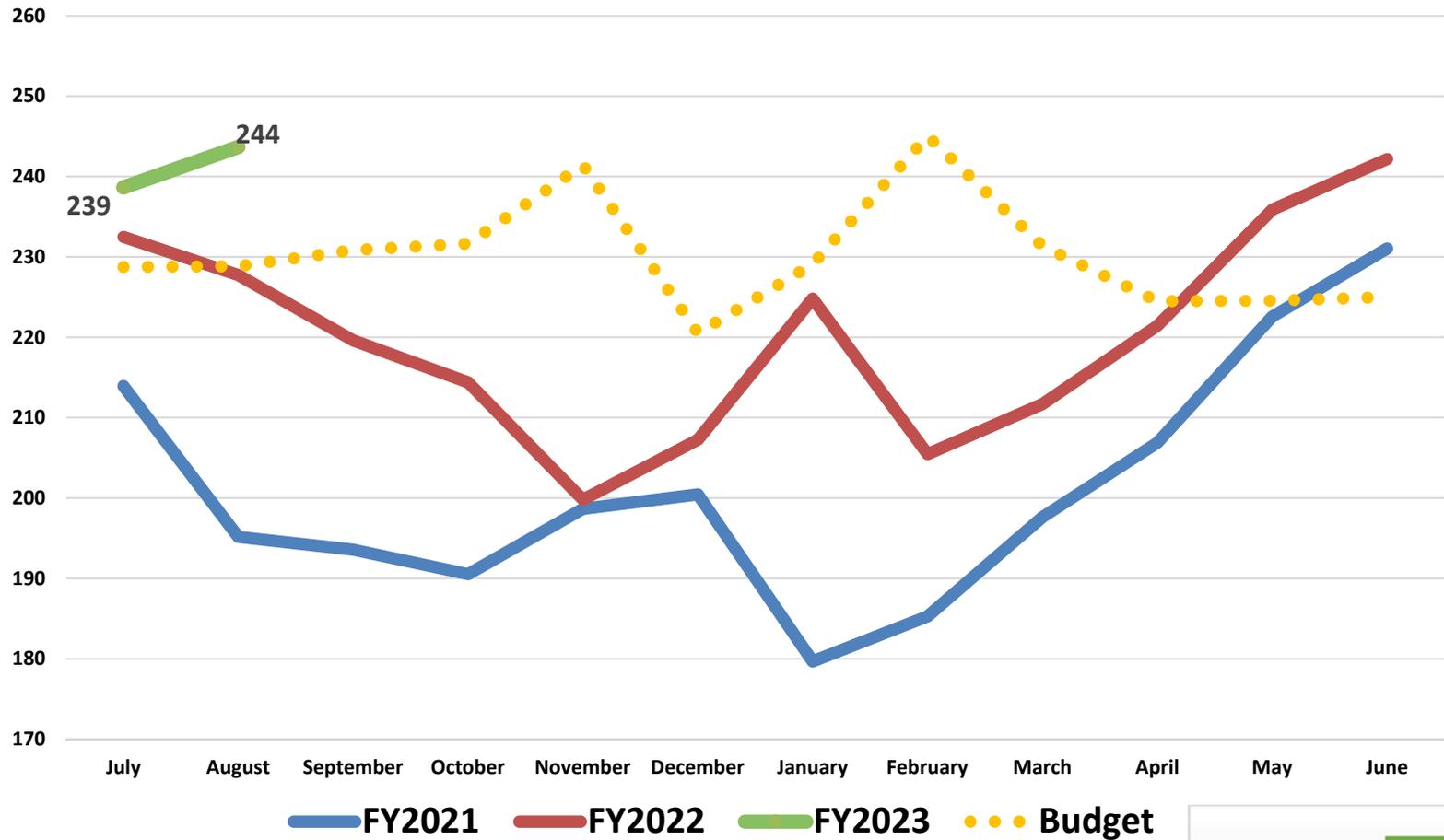
—●— **FY2021**   
 —●— **FY2022**   
 —●— **FY2023**   
 ●●● **Budget**

284.6	312.2	299.7	314.0
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

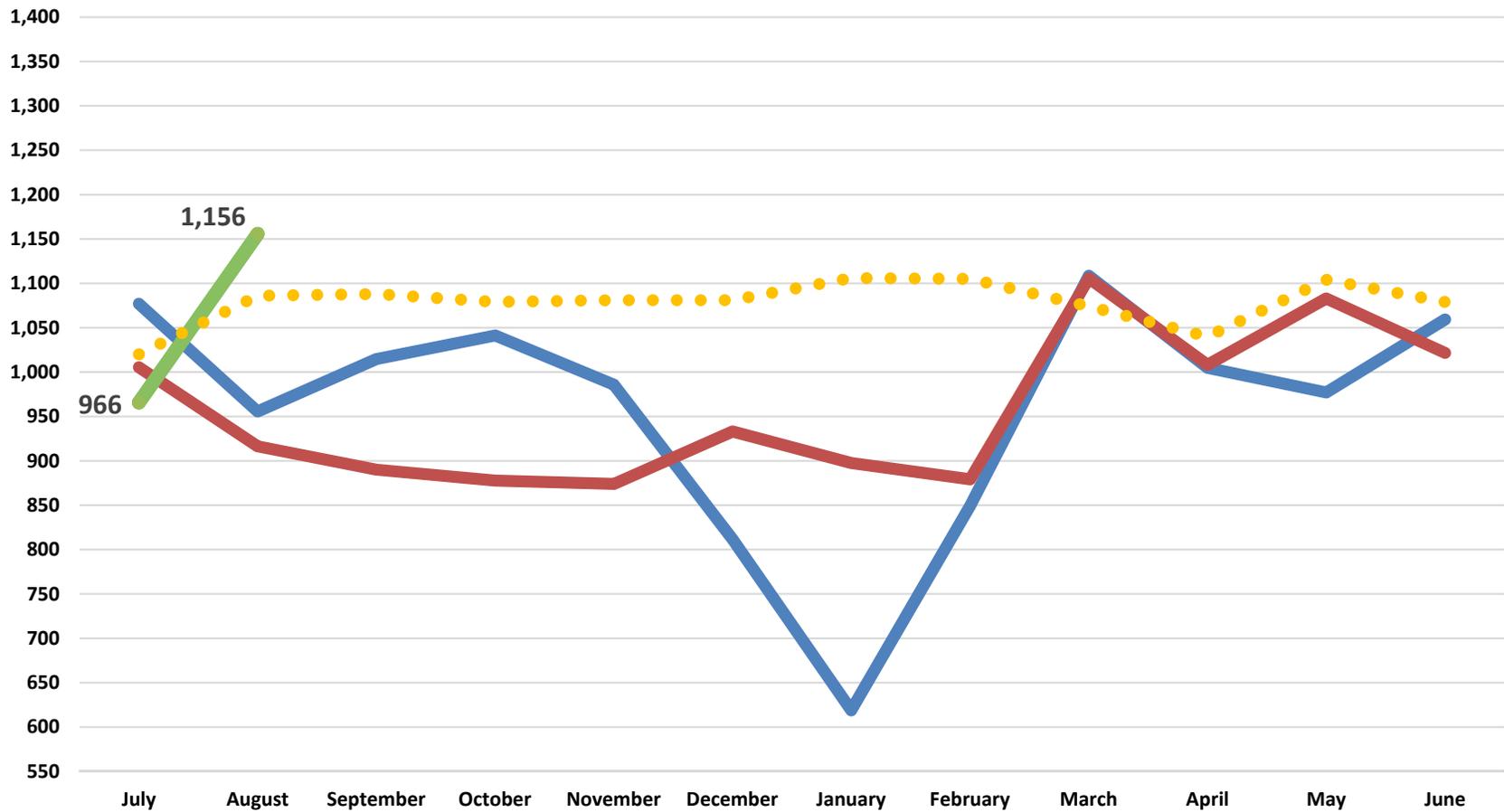
# Adjusted Patient Days



# Emergency Dept – Avg Treated Per Day



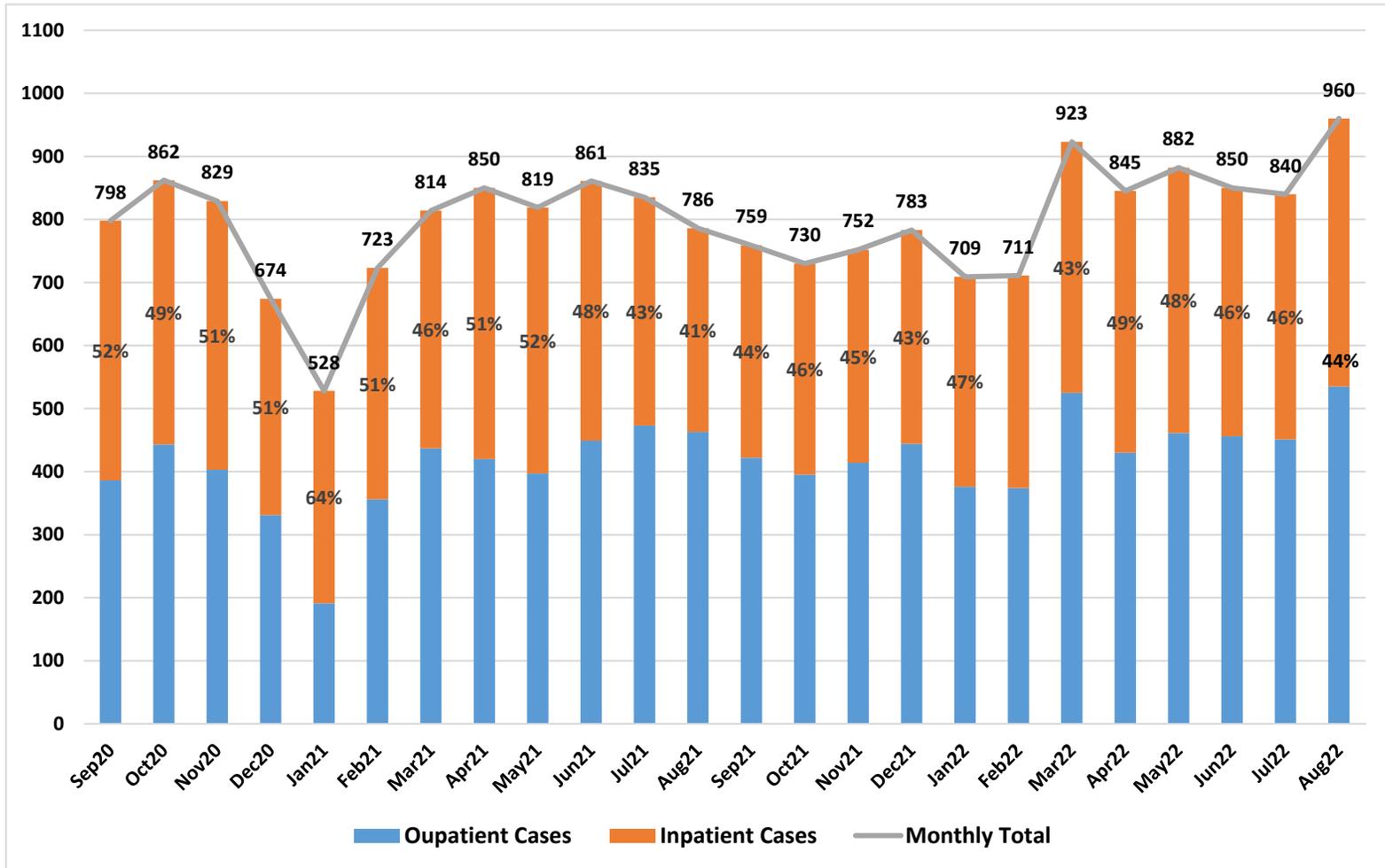
# Surgery (IP & OP) – 100 Min Units



— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



# Surgery Cases



## Statistical Results – Fiscal Year Comparison (Aug)

Actual Results			Budget	Budget Variance	
Aug 2021	Aug 2022	% Change	Aug 2022	Change	% Change

<b>Average Daily Census</b>	<b>465</b>	<b>447</b>	<b>(3.9%)</b>	<b>482</b>	<b>(34)</b>	<b>(7.1%)</b>
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### KDHCD Patient Days:

Medical Center	10,223	9,249	(9.5%)	9,929	(680)	(6.8%)
Acute I/P Psych	1,137	1,242	9.2%	1,530	(288)	(18.8%)
Sub-Acute	819	872	6.5%	817	55	6.7%
Rehab	467	567	21.4%	568	(1)	(0.2%)
TCS-Ortho	402	424	5.5%	419	5	1.2%
TCS	267	504	88.8%	520	(16)	(3.1%)
NICU	550	447	(18.7%)	530	(83)	(15.7%)
Nursery	556	560	0.7%	618	(58)	(9.4%)

<b>Total KDHCD Patient Days</b>	<b>14,421</b>	<b>13,865</b>	<b>(3.9%)</b>	<b>14,931</b>	<b>(1,066)</b>	<b>(7.1%)</b>
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<b>Total Outpatient Volume</b>	<b>49,817</b>	<b>50,468</b>	<b>1.3%</b>	<b>48,146</b>	<b>2,322</b>	<b>4.8%</b>
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## Statistical Results – Fiscal Year Comparison (Jul-Aug)

	Actual Results			Budget	Budget Variance	
	FYTD 2022	FYTD 2023	% Change	FYTD 2023	Change	% Change
<b>Average Daily Census</b>	<b>449</b>	<b>448</b>	<b>(0.1%)</b>	<b>476</b>	<b>(28)</b>	<b>(5.9%)</b>
<b>KDHCD Patient Days:</b>						
Medical Center	19,354	18,580	(4.0%)	19,468	(888)	(4.6%)
Acute I/P Psych	2,200	2,467	12.1%	3,151	(684)	(21.7%)
Sub-Acute	1,648	1,771	7.5%	1,646	125	7.6%
Rehab	1,000	1,132	13.2%	1,146	(14)	(1.2%)
TCS-Ortho	786	792	0.8%	832	(40)	(4.8%)
TCS	676	1,008	49.1%	1,034	(26)	(2.5%)
NICU	1,083	929	(14.2%)	1,030	(101)	(9.8%)
Nursery	1,062	1,096	3.2%	1,218	(122)	(10.0%)
<b>Total KDHCD Patient Days</b>	<b>27,809</b>	<b>27,775</b>	<b>(0.1%)</b>	<b>29,525</b>	<b>(1,750)</b>	<b>(5.9%)</b>
<b>Total Outpatient Volume</b>	<b>94,519</b>	<b>92,659</b>	<b>(2.0%)</b>	<b>96,293</b>	<b>(3,634)</b>	<b>(3.8%)</b>

# Other Statistical Results – Fiscal Year Comparison (Aug)

	Actual Results				Budget	Budget Variance	
	Aug 2021	Aug 2022	Change	% Change	Aug 2022	Change	% Change
<b>Adjusted Patient Days</b>	<b>27,742</b>	<b>29,148</b>	<b>1,406</b>	<b>5.1%</b>	<b>28,265</b>	<b>883</b>	<b>3.1%</b>
<b>Outpatient Visits</b>	<b>49,817</b>	<b>50,468</b>	<b>651</b>	<b>1.3%</b>	<b>48,146</b>	<b>2,322</b>	<b>4.8%</b>
Surgery Minutes-General & Robotic (I/P & O/P)	956	1,215	259	27.1%	1,125	90	8.0%
Endoscopy Procedures (I/P & O/P)	479	558	79	16.5%	631	(73)	(11.6%)
Physical & Other Therapy Units	17,344	18,875	1,531	8.8%	19,181	(306)	(1.6%)
ED Total Registered	7,224	7,702	478	6.6%	7,094	608	8.6%
Radiation Oncology Treatments (I/P & O/P)	2,205	2,339	134	6.1%	2,334	5	0.2%
Home Health Visits	2,921	3,078	157	5.4%	3,012	66	2.2%
Cath Lab Minutes (IP & OP)	303	310	7	2.3%	406	(96)	(23.6%)
Radiology/CT/US/MRI Proc (I/P & O/P)	16,900	17,247	347	2.1%	16,318	929	5.7%
RHC Registrations	10,691	10,890	199	1.9%	11,060	(170)	(1.5%)
O/P Rehab Units	20,561	20,139	(422)	(2.1%)	21,182	(1,043)	(4.9%)
KHMG RVU	36,380	34,986	(1,394)	(3.8%)	34,246	740	2.2%
OB Deliveries	438	419	(19)	(4.3%)	432	(13)	(3.0%)
Dialysis Treatments	1,645	1,560	(85)	(5.2%)	1,541	19	1.2%
Hospice Days	4,257	3,970	(287)	(6.7%)	4,283	(313)	(7.3%)
GME Clinic visits	1,251	1,111	(140)	(11.2%)	1,200	(89)	(7.4%)
Urgent Care - Demaree	4,092	3,226	(866)	(21.2%)	2,400	826	34.4%
Infusion Center	456	336	(120)	(26.3%)	456	(120)	(26.3%)
Urgent Care - Court	7,327	4,928	(2,399)	(32.7%)	3,650	1,278	35.0%

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

	Actual Results				Budget	Budget Variance	
	FY 2022	FY 2023	Change	% Change	FY 2023	Change	% Change
<b>Adjusted Patient Days</b>	<b>53,835</b>	<b>56,858</b>	<b>3,022</b>	<b>5.6%</b>	<b>56,389</b>	<b>469</b>	<b>0.8%</b>
<b>Outpatient Visits</b>	<b>94,519</b>	<b>92,659</b>	<b>(1,860)</b>	<b>(2.0%)</b>	<b>96,293</b>	<b>(3,634)</b>	<b>(3.8%)</b>
Surgery Minutes-General & Robotic (I/P & O/P)	2,025	2,229	204	10.1%	2,209	20	0.9%
Endoscopy Procedures (I/P & O/P)	1,017	1,068	51	5.0%	1,228	(160)	(13.0%)
ED Total Registered	14,531	15,195	664	4.6%	14,185	1,010	7.1%
Physical & Other Therapy Units	36,215	37,222	1,007	2.8%	38,362	(1,140)	(3.0%)
OB Deliveries	819	815	(4)	(0.5%)	823	(8)	(1.0%)
Radiology/CT/US/MRI Proc (I/P & O/P)	33,823	33,211	(612)	(1.8%)	33,088	123	0.4%
Home Health Visits	5,786	5,599	(187)	(3.2%)	6,018	(419)	(7.0%)
RHC Registrations	19,801	19,061	(740)	(3.7%)	20,950	(1,889)	(9.0%)
KHMG RVU	65,703	62,543	(3,160)	(4.8%)	66,670	(4,127)	(6.2%)
Radiation Oncology Treatments (I/P & O/P)	4,215	3,976	(239)	(5.7%)	4,801	(825)	(17.2%)
Cath Lab Minutes (IP & OP)	670	623	(47)	(7.0%)	797	(174)	(21.8%)
O/P Rehab Units	39,959	36,416	(3,543)	(8.9%)	40,626	(4,210)	(10.4%)
Hospice Days	8,565	7,796	(769)	(9.0%)	8,566	(770)	(9.0%)
Dialysis Treatments	3,338	3,024	(314)	(9.4%)	3,082	(58)	(1.9%)
Urgent Care - Demaree	7,242	6,193	(1,049)	(14.5%)	4,600	1,593	34.6%
GME Clinic visits	2,454	1,982	(472)	(19.2%)	2,400	(418)	(17.4%)
Urgent Care - Court	13,010	9,751	(3,259)	(25.0%)	6,900	2,851	41.3%
Infusion Center	889	625	(264)	(29.7%)	889	(264)	(29.7%)

## Aug Financial Comparison (000's)

	Actual Results		Budget	Budget Variance	
	Aug 2021	Aug 2022	Aug 2022	Change	% Change
<b>Operating Revenue</b>					
Net Patient Service Revenue	\$49,714	\$54,965	\$57,189	(\$2,224)	(3.9%)
Other Operating Revenue	16,462	17,672	18,456	(784)	(4.2%)
<b>Total Operating Revenue</b>	<b>66,175</b>	<b>72,637</b>	<b>75,645</b>	<b>(3,008)</b>	<b>(4.0%)</b>
<b>Operating Expenses</b>					
Employment Expense	33,434	42,122	38,842	3,280	8.4%
Other Operating Expense	36,945	39,139	37,974	1,164	3.1%
<b>Total Operating Expenses</b>	<b>70,379</b>	<b>81,261</b>	<b>76,816</b>	<b>4,445</b>	<b>5.8%</b>
<b>Operating Margin</b>	<b>(\$4,204)</b>	<b>(\$8,623)</b>	<b>(\$1,171)</b>	<b>(\$7,453)</b>	
Stimulus Funds	0	0	255	(255)	
<b>Operating Margin after Stimulus</b>	<b>(\$4,204)</b>	<b>(\$8,223)</b>	<b>(\$916)</b>	<b>(\$7,708)</b>	
Non Operating Revenue (Loss)	552	326	371	(45)	
<b>Excess Margin</b>	<b>(\$3,651)</b>	<b>(\$8,297)</b>	<b>(\$545)</b>	<b>(\$7,752)</b>	
<b>Operating Margin %</b>	<b>(6.4%)</b>	<b>(11.9%)</b>	<b>(1.5%)</b>		
<b>OM after Stimulus%</b>	<b>(6.4%)</b>	<b>(11.9%)</b>	<b>(1.2%)</b>		
<b>Excess Margin %</b>	<b>(5.5%)</b>	<b>(11.4%)</b>	<b>(0.7%)</b>		
<b>Operating Cash Flow Margin %</b>	<b>(1.4%)</b>	<b>(7.4%)</b>	<b>3.0%</b>		

## YTD (July-August) Financial Comparison (000's)

	Actual Results FYTD Jul-Aug		Budget FYTD	Budget Variance	FYTD
	FYTD2022	FYTD2023	FYTD2023	Change	% Change
<b>Operating Revenue</b>					
Net Patient Service Revenue	<b>\$101,216</b>	<b>\$107,333</b>	<b>\$112,379</b>	<b>(\$5,046)</b>	<b>(4.5%)</b>
Other Operating Revenue	31,496	35,785	36,906	(1,122)	(3.0%)
<b>Total Operating Revenue</b>	<b>132,712</b>	<b>143,118</b>	<b>149,285</b>	<b>(6,167)</b>	<b>(4.1%)</b>
<b>Operating Expenses</b>					
Employment Expense	66,112	83,441	76,735	6,707	8.7%
Other Operating Expense	69,680	76,226	75,061	1,165	1.6%
<b>Total Operating Expenses</b>	<b>135,792</b>	<b>159,667</b>	<b>151,796</b>	<b>7,871</b>	<b>5.2%</b>
<b>Operating Margin</b>	<b>(\$3,080)</b>	<b>(\$16,549)</b>	<b>(\$2,511)</b>	<b>(\$14,038)</b>	
Stimulus Funds	0	97	510	(413)	
<b>Operating Margin after Stimulus</b>	<b>(\$3,080)</b>	<b>(\$16,452)</b>	<b>(\$2,001)</b>	<b>(\$14,451)</b>	
Nonoperating Revenue (Loss)	1,134	781	742	39	
<b>Excess Margin</b>	<b>(\$1,946)</b>	<b>(\$15,671)</b>	<b>(\$1,258)</b>	<b>(\$14,413)</b>	

Operating Margin %	(2.3%)	(11.6%)	(1.7%)
OM after Stimulus%	(2.3%)	(11.5%)	(1.3%)
Excess Margin %	(1.5%)	(10.9%)	(0.8%)
Operating Cash Flow Margin %	2.6%	(7.0%)	2.9%

## Aug Financial Comparison (000's)

	Actual Results			Budget	Budget Variance	
	Aug 2021	Aug 2022	% Change	Aug 2022	Change	% Change
<b>Operating Revenue</b>						
Net Patient Service Revenue	\$49,714	\$54,965	10.6%	\$57,189	(\$2,224)	(3.9%)
Supplemental Gov't Programs	4,286	5,042	17.6%	5,257	(216)	(4.1%)
Prime/QIP Program	667	743	11.4%	757	(14)	(1.9%)
Premium Revenue	5,425	5,927	9.2%	6,459	(533)	(8.2%)
Management Services Revenue	3,298	3,797	15.1%	3,478	319	9.2%
Other Revenue	2,786	2,164	(22.3%)	2,505	(341)	(13.6%)
Other Operating Revenue	16,462	17,672	7.4%	18,456	(784)	(4.2%)
<b>Total Operating Revenue</b>	<b>66,175</b>	<b>72,637</b>	<b>9.8%</b>	<b>75,645</b>	<b>(3,008)</b>	<b>(4.0%)</b>
<b>Operating Expenses</b>						
Salaries & Wages	28,198	29,435	4.4%	30,204	(769)	(2.5%)
Contract Labor	1,358	7,124	424.4%	2,448	4,676	191.0%
Employee Benefits	3,878	5,563	43.5%	6,189	(626)	(10.1%)
<b>Total Employment Expenses</b>	<b>33,434</b>	<b>42,122</b>	<b>26.0%</b>	<b>38,842</b>	<b>3,280</b>	<b>8.4%</b>
Medical & Other Supplies	13,004	11,666	(10.3%)	10,970	695	6.3%
Physician Fees	8,527	9,585	12.4%	9,012	572	6.4%
Purchased Services	399	1,120	180.8%	1,678	(558)	(33.3%)
Repairs & Maintenance	2,425	2,486	2.5%	2,560	(74)	(2.9%)
Utilities	740	999	35.1%	908	92	10.1%
Rents & Leases	519	540	4.2%	576	(36)	(6.2%)
Depreciation & Amortization	2,632	2,650	0.7%	2,834	(183)	(6.5%)
Interest Expense	646	589	(8.9%)	611	(22)	(3.5%)
Other Expense	1,466	2,013	37.3%	2,160	(147)	(6.8%)
Humana Cap Plan Expenses	3,472	3,831	10.3%	3,230	601	18.6%
Management Services Expense	3,115	3,660	17.5%	3,436	223	6.5%
<b>Total Other Expenses</b>	<b>36,945</b>	<b>39,139</b>	<b>5.9%</b>	<b>37,974</b>	<b>1,164</b>	<b>3.1%</b>
<b>Total Operating Expenses</b>	<b>70,379</b>	<b>81,261</b>	<b>15.5%</b>	<b>76,816</b>	<b>4,445</b>	<b>5.8%</b>
<b>Operating Margin</b>	<b>(\$4,204)</b>	<b>(\$8,623)</b>	<b>105.1%</b>	<b>(\$1,171)</b>	<b>(\$7,453)</b>	<b>636.5%</b>
Stimulus Funds	0	0	0.0%	255	(255)	(100%)
<b>Operating Margin after Stimulus</b>	<b>(\$4,204)</b>	<b>(\$8,623)</b>	<b>105.1%</b>	<b>(\$916)</b>	<b>(\$7,708)</b>	<b>841.6%</b>
Nonoperating Income						
Nonoperating Revenue (Loss)	552	326	(40.9%)	371	(45)	(12.1%)
<b>Excess Margin</b>	<b>(\$3,651)</b>	<b>(\$8,297)</b>	<b>127.2%</b>	<b>(\$545)</b>	<b>(\$7,752)</b>	<b>1424%</b>

Operating Margin %	(6.4%)	(11.9%)		(1.5%)
OM after Stimulus%	(6.4%)	(11.9%)		(1.2%)
Excess Margin %	(5.5%)	(11.4%)		(0.7%)
Operating Cash Flow Margin %	(1.4%)	(7.4%)		3.0%

## YTD Financial Comparison (000's)

	Actual Results FYTD Jul-Aug			Budget FYTD	Budget Variance	FYTD
	FYTD2022	FYTD2023	% Change	FYTD2023	Change	% Change
<b>Operating Revenue</b>						
Net Patient Service Revenue	\$101,216	\$107,333	6.0%	\$112,379	(\$5,046)	(4.5%)
Supplemental Gov't Programs	8,574	10,084	17.6%	10,515	(431)	(4.1%)
Prime/QIP Program	1,333	1,485	11.4%	1,514	(28)	(1.9%)
Premium Revenue	10,327	11,828	14.5%	12,918	(1,090)	(8.4%)
Management Services Revenue	6,469	6,729	4.0%	6,956	(227)	(3.3%)
Other Revenue	4,793	5,659	18.1%	5,004	655	13.1%
Other Operating Revenue	31,496	35,785	13.6%	36,906	(1,122)	(3.0%)
<b>Total Operating Revenue</b>	<b>132,712</b>	<b>143,118</b>	<b>7.8%</b>	<b>149,285</b>	<b>(6,167)</b>	<b>(4.1%)</b>
<b>Operating Expenses</b>						
Salaries & Wages	55,673	58,611	5.3%	59,688	(1,077)	(1.8%)
Contract Labor	2,475	12,988	424.8%	4,722	8,266	175.0%
Employee Benefits	7,965	11,842	48.7%	12,324	(482)	(3.9%)
<b>Total Employment Expenses</b>	<b>66,112</b>	<b>83,441</b>	<b>26.2%</b>	<b>76,735</b>	<b>6,707</b>	<b>8.7%</b>
Medical & Other Supplies	22,600	21,259	(5.9%)	21,283	(24)	(0.1%)
Physician Fees	16,449	18,477	12.3%	18,009	468	2.6%
Purchased Services	4,971	4,057	(18.4%)	3,350	707	21.1%
Repairs & Maintenance	4,499	4,723	5.0%	5,120	(397)	(7.8%)
Utilities	1,428	1,714	20.0%	1,630	85	5.2%
Rents & Leases	993	1,051	5.8%	1,155	(104)	(9.0%)
Depreciation & Amortization	5,267	5,307	0.8%	5,667	(360)	(6.4%)
Interest Expense	1,201	1,178	(1.9%)	1,221	(44)	(3.6%)
Other Expense	2,916	3,644	24.9%	4,320	(676)	(15.6%)
Humana Cap Plan Expenses	3,472	8,235	137.2%	6,435	1,800	28.0%
Management Services Expense	5,883	6,581	11.9%	6,872	(291)	(4.2%)
<b>Total Other Expenses</b>	<b>69,680</b>	<b>76,226</b>	<b>9.4%</b>	<b>75,061</b>	<b>1,165</b>	<b>1.6%</b>
<b>Total Operating Expenses</b>	<b>135,792</b>	<b>159,667</b>	<b>17.6%</b>	<b>151,796</b>	<b>7,871</b>	<b>5.2%</b>
<b>Operating Margin</b>	<b>(\$3,080)</b>	<b>(\$16,549)</b>	<b>437.3%</b>	<b>(\$2,511)</b>	<b>(\$14,038)</b>	<b>559%</b>
Stimulus Funds	0	97	100.0%	510	(413)	(81.0%)
<b>Operating Margin after Stimulus</b>	<b>(\$3,080)</b>	<b>(\$16,452)</b>	<b>434.2%</b>	<b>(\$2,001)</b>	<b>(\$14,451)</b>	<b>722%</b>
Nonoperating Income						
Nonoperating Revenue (Loss)	1,134	781	(31.1%)	742	39	5.2%
<b>Excess Margin</b>	<b>(\$1,946)</b>	<b>(\$15,671)</b>	<b>705.4%</b>	<b>(\$1,258)</b>	<b>(\$14,413)</b>	<b>1146%</b>

<b>Operating Margin %</b>	<b>(2.3%)</b>	<b>(11.6%)</b>		<b>(1.7%)</b>
<b>OM after Stimulus%</b>	<b>(2.3%)</b>	<b>(11.5%)</b>		<b>(1.3%)</b>
<b>Excess Margin %</b>	<b>(1.5%)</b>	<b>(10.9%)</b>		<b>(0.8%)</b>

## Kaweah Health Medical Group

### Fiscal Year Financial Comparison (000's)

	Actual Results FYTD July - Aug			Budget FYTD	Budget Variance	FYTD
	Aug 2021	Aug 2022	% Change	Aug 2022	Change	% Change
<b>Operating Revenue</b>						
Net Patient Service Revenue	\$7,267	\$7,588	4.4%	\$8,185	(\$597)	(7.3%)
Other Revenue	159	123	(22.3%)	201	(78)	(38.6%)
Other Operating Revenue	159	123	(22.3%)	201	(78)	(38.6%)
<b>Total Operating Revenue</b>	<b>7,425</b>	<b>7,711</b>	<b>3.8%</b>	<b>8,386</b>	<b>(675)</b>	<b>(8.0%)</b>
<b>Operating Expenses</b>						
Salaries & Wages	1,949	2,000	2.6%	2,138	(138)	(6.5%)
Employee Benefits	332	396	19.2%	438	(42)	(9.6%)
<b>Total Employment Expenses</b>	<b>2,281</b>	<b>2,396</b>	<b>5.0%</b>	<b>2,576</b>	<b>(180)</b>	<b>(7.0%)</b>
Medical & Other Supplies	1,153	1,464	27.0%	1,159	305	26.4%
Physician Fees	4,620	4,622	0.0%	4,821	(199)	(4.1%)
Purchased Services	160	137	(14.6%)	179	(42)	(23.7%)
Repairs & Maintenance	346	486	40.5%	466	20	4.3%
Utilities	82	113	37.1%	110	3	2.7%
Rents & Leases	417	431	3.2%	443	(13)	(2.9%)
Depreciation & Amortization	134	114	(15.0%)	129	(15)	(11.6%)
Interest Expense	0	0	(100.0%)	0	0	0%
Other Expense	181	203	12.2%	309	(106)	(34.3%)
<b>Total Other Expenses</b>	<b>7,093</b>	<b>7,569</b>	<b>6.7%</b>	<b>7,616</b>	<b>(47)</b>	<b>(0.6%)</b>
<b>Total Operating Expenses</b>	<b>9,375</b>	<b>9,965</b>	<b>6.3%</b>	<b>10,192</b>	<b>(227)</b>	<b>(2.2%)</b>
Stimulus Funds	0	0	0.0%	0	0	0.0%
<b>Excess Margin</b>	<b>(\$1,949)</b>	<b>(\$2,254)</b>	<b>(15.6%)</b>	<b>(\$1,806)</b>	<b>(\$448)</b>	<b>(24.8%)</b>
<b>Excess Margin %</b>	<b>(26.3%)</b>	<b>(29.2%)</b>		<b>(21.5%)</b>		

# Month of August - Budget Variances

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- **Net Patient Revenues:** Net patient revenue was under budget by \$2.2M (3.9%) in August. This decrease was mainly due to the lower than anticipated volume in inpatient services which was partially offset by 4.8% increase in our outpatient visits. There was also a decrease in the acuity of the inpatients resulting in 5.4% lower case mix than prior year.
- **Salaries and Contract Labor:** The \$3.9M unfavorable variance is primarily due to the increase in the amount of contract labor utilized during the month (\$4.7M) and shift bonuses (\$706K) paid in August. We also paid \$506.1K of unbudgeted COVID supplemental sick pay in August. While costs are up, the productivity ratios are favorable in terms of worked hours per volume.
- **Medical and Other Supplies:** In August, surgery volume was up 8% over budget which impacted related supplies. In addition, there was \$380K related to COVID supplies.
- **Physician Expense:** The primary reason for the increase in physician fees over budget is due to the need for locums as well as some areas of lower collections than anticipated in Anesthesiology, Adult Hospitalist and Intensivist.
- **Humana Cap Plan expenses:** Third party claims for our Humana Medicare Advantage lives were \$601K higher than expected in August.

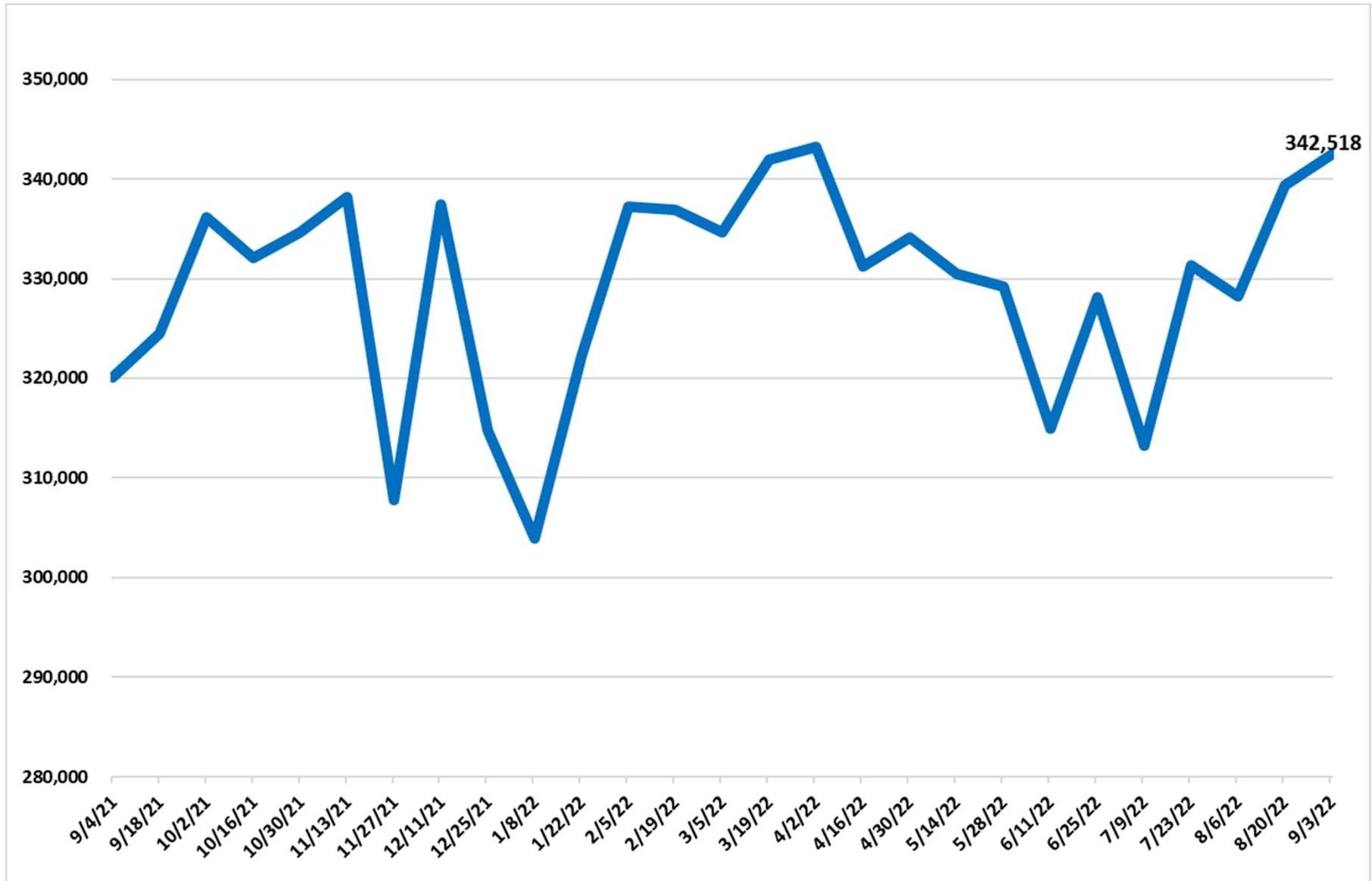
# Trended Financial Comparison (000's)

Kaweah Delta Health Care District

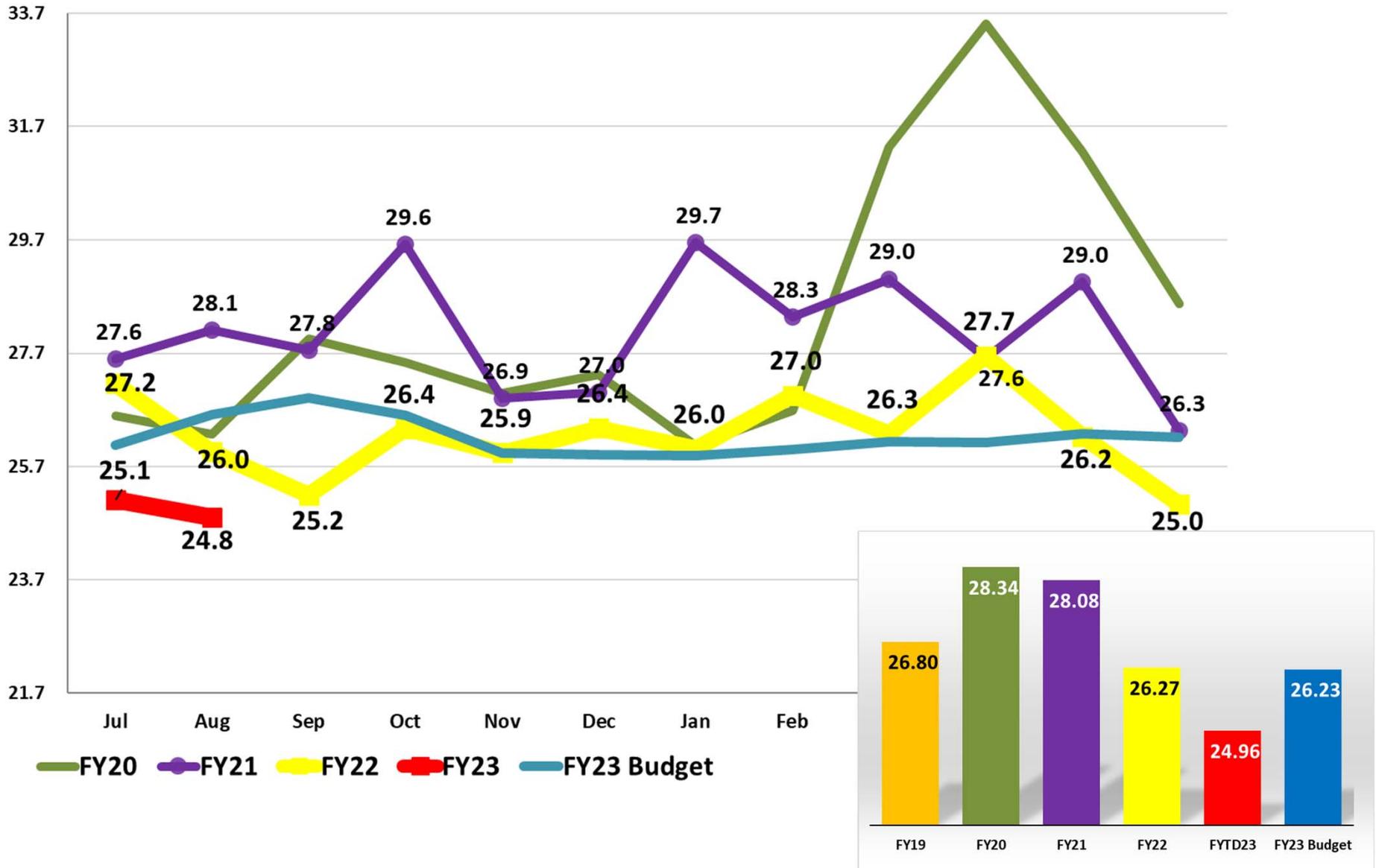
Trended Income Statement (000's)

	Adjusted Patient Days												
	27,742	28,344	28,267	26,571	27,106	26,955	24,973	27,296	26,159	28,283	27,788	27,688	29,148
	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22
<b>Operating Revenue</b>													
Net Patient Service Revenue	\$49,714	\$57,879	\$55,674	\$54,846	\$51,115	\$56,862	\$47,933	\$52,555	\$49,729	\$56,673	\$50,790	\$52,368	\$54,965
Supplemental Gov't Programs	4,286	4,286	4,383	11,778	10,297	4,383	5,579	5,192	6,983	4,383	8,334	5,042	5,042
Prime Program	667	667	667	667	667	3,285	667	667	667	3,282	3,282	743	743
Premium Revenue	5,425	5,163	5,156	5,054	5,173	5,272	6,574	5,772	9,112	5,948	5,943	5,901	5,927
Management Services Revenue	3,298	3,523	3,137	2,690	2,921	2,536	2,910	2,988	2,885	2,813	3,188	2,932	3,797
Other Revenue	2,348	1,873	2,250	1,974	2,300	1,993	1,796	1,990	3,789	2,126	2,743	3,495	2,164
Other Operating Revenue	16,024	15,513	15,592	22,162	21,358	17,469	17,526	16,609	23,436	18,552	23,490	18,113	17,672
<b>Total Operating Revenue</b>	<b>65,737</b>	<b>73,391</b>	<b>71,266</b>	<b>77,008</b>	<b>72,473</b>	<b>74,331</b>	<b>65,459</b>	<b>69,164</b>	<b>73,165</b>	<b>75,225</b>	<b>74,280</b>	<b>70,480</b>	<b>72,637</b>
<b>Operating Expenses</b>													
Salaries & Wages	28,198	31,872	30,538	28,408	29,967	29,407	27,297	30,503	28,987	28,998	27,936	29,176	29,435
Contract Labor	1,358	1,721	1,872	1,745	3,238	4,958	3,882	1,299	5,784	7,813	6,650	5,864	7,124
Employee Benefits	3,878	4,728	4,217	3,481	4,161	4,566	4,923	6,119	6,057	3,229	16,653	6,279	5,563
<b>Total Employment Expenses</b>	<b>33,434</b>	<b>38,321</b>	<b>36,627</b>	<b>33,634</b>	<b>37,366</b>	<b>38,931</b>	<b>36,102</b>	<b>37,920</b>	<b>40,828</b>	<b>40,040</b>	<b>51,239</b>	<b>41,319</b>	<b>42,122</b>
Medical & Other Supplies	13,004	11,942	11,714	10,623	10,687	10,913	10,406	11,180	10,685	11,914	7,187	9,593	11,666
Physician Fees	8,527	7,736	9,674	10,261	9,479	9,210	8,812	9,045	8,829	9,329	9,538	8,892	9,585
Purchased Services	1,368	1,680	1,683	1,565	1,745	1,261	1,511	1,304	1,914	2,038	1,758	2,937	1,120
Repairs & Maintenance	2,425	2,425	2,702	2,330	2,331	2,324	2,588	2,251	2,204	2,380	2,358	2,237	2,486
Utilities	740	696	860	760	654	753	736	723	753	794	822	715	999
Rents & Leases	519	487	474	522	505	528	525	515	519	585	517	510	540
Depreciation & Amortization	2,632	2,636	2,634	2,636	2,631	2,614	2,634	2,583	2,649	2,610	3,460	2,657	2,650
Interest Expense	646	499	501	500	498	655	671	671	671	826	700	589	589
Other Expense	1,466	1,641	1,563	1,557	1,804	2,110	1,731	2,019	1,907	2,812	2,528	1,631	2,013
Humana Cap Plan Expenses	2,503	3,642	3,982	3,130	2,902	2,327	2,617	5,196	3,413	2,850	2,407	4,404	3,831
Management Services Expense	3,115	3,734	2,988	2,628	2,462	2,570	2,835	3,003	3,380	2,268	3,227	2,921	3,660
<b>Total Other Expenses</b>	<b>36,945</b>	<b>37,116</b>	<b>38,774</b>	<b>36,512</b>	<b>35,698</b>	<b>35,266</b>	<b>35,066</b>	<b>38,491</b>	<b>36,924</b>	<b>38,405</b>	<b>34,502</b>	<b>37,087</b>	<b>39,139</b>
<b>Total Operating Expenses</b>	<b>70,379</b>	<b>75,437</b>	<b>75,402</b>	<b>70,146</b>	<b>73,064</b>	<b>74,197</b>	<b>71,168</b>	<b>76,412</b>	<b>77,752</b>	<b>78,445</b>	<b>85,742</b>	<b>78,406</b>	<b>81,261</b>
<b>Operating Margin</b>	<b>(\$4,642)</b>	<b>(\$2,046)</b>	<b>(\$4,136)</b>	<b>\$6,862</b>	<b>(\$591)</b>	<b>\$134</b>	<b>(\$5,709)</b>	<b>(\$7,247)</b>	<b>(\$4,588)</b>	<b>(\$3,220)</b>	<b>(\$11,461)</b>	<b>(\$7,926)</b>	<b>(\$8,623)</b>
Stimulus Funds	\$438	\$0	\$137	\$6,542	\$0	\$0	\$93	\$9,345	\$0	\$0	\$3,028	\$97	\$0
<b>Operating Margin after Stimulus</b>	<b>(\$4,204)</b>	<b>(\$2,046)</b>	<b>(\$3,999)</b>	<b>\$13,404</b>	<b>(\$591)</b>	<b>\$134</b>	<b>(\$5,616)</b>	<b>\$2,098</b>	<b>(\$4,588)</b>	<b>(\$3,220)</b>	<b>(\$8,433)</b>	<b>(\$7,829)</b>	<b>(\$8,623)</b>
Nonoperating Revenue (Loss)	552	(388)	595	587	2,495	568	693	(9,815)	(568)	(436)	(3,356)	455	326
<b>Excess Margin</b>	<b>(\$3,651)</b>	<b>(\$2,434)</b>	<b>(\$3,404)</b>	<b>\$13,991</b>	<b>\$1,904</b>	<b>\$702</b>	<b>(\$4,924)</b>	<b>(\$7,718)</b>	<b>(\$5,156)</b>	<b>(\$3,656)</b>	<b>(\$11,789)</b>	<b>(\$7,374)</b>	<b>(\$8,297)</b>

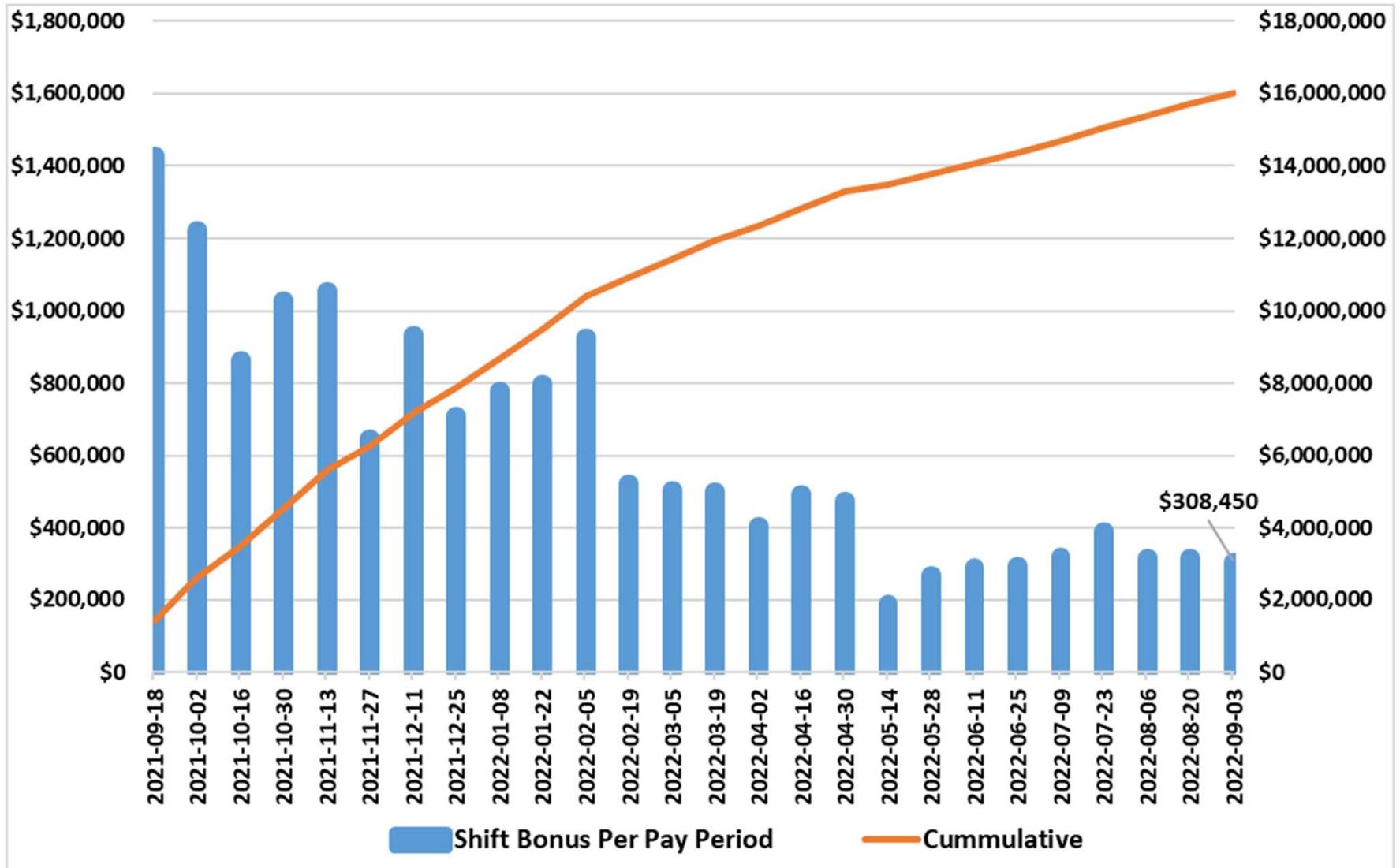
# Productive Hours



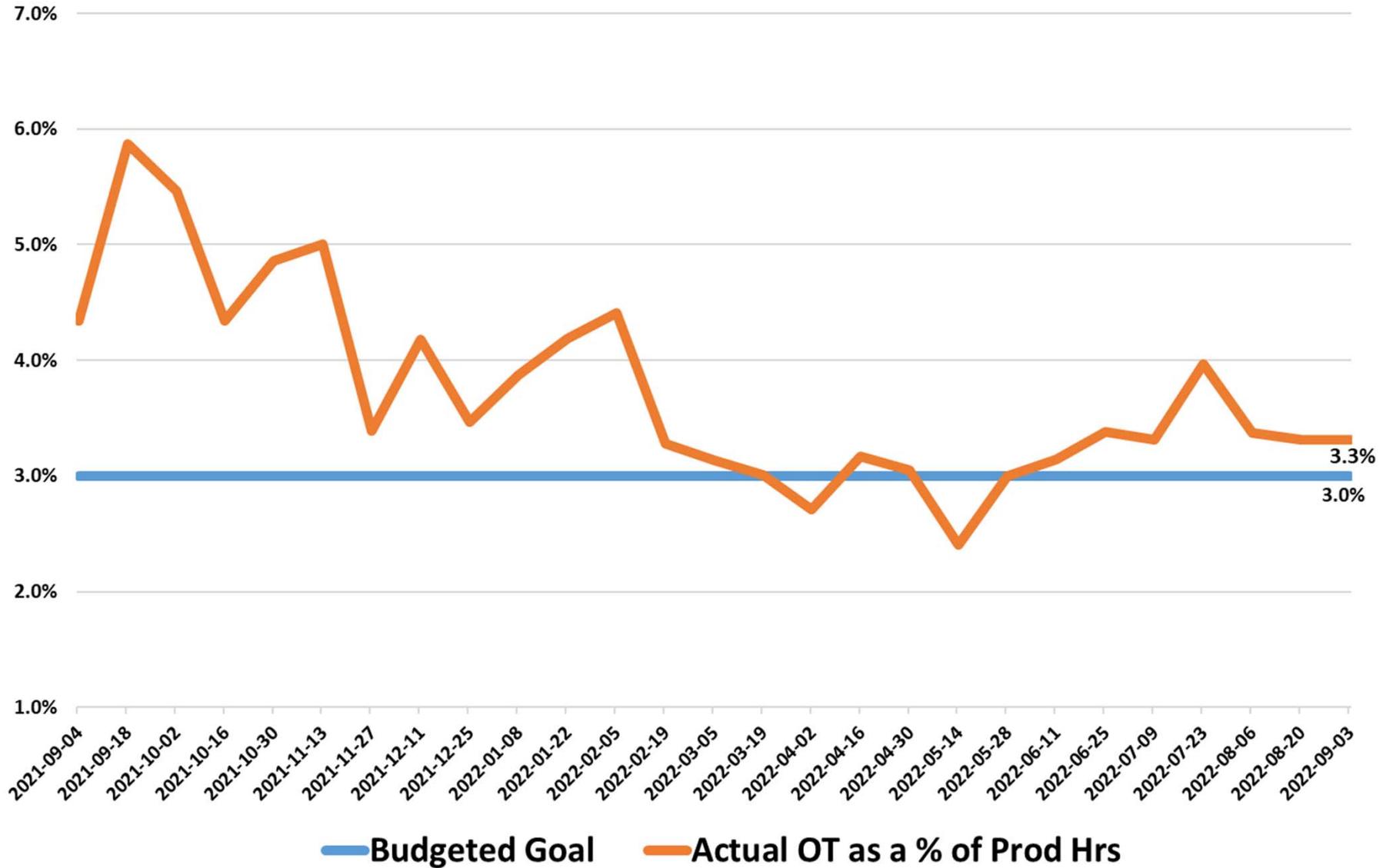
# Productivity: Worked Hours/Adjusted Patient Days



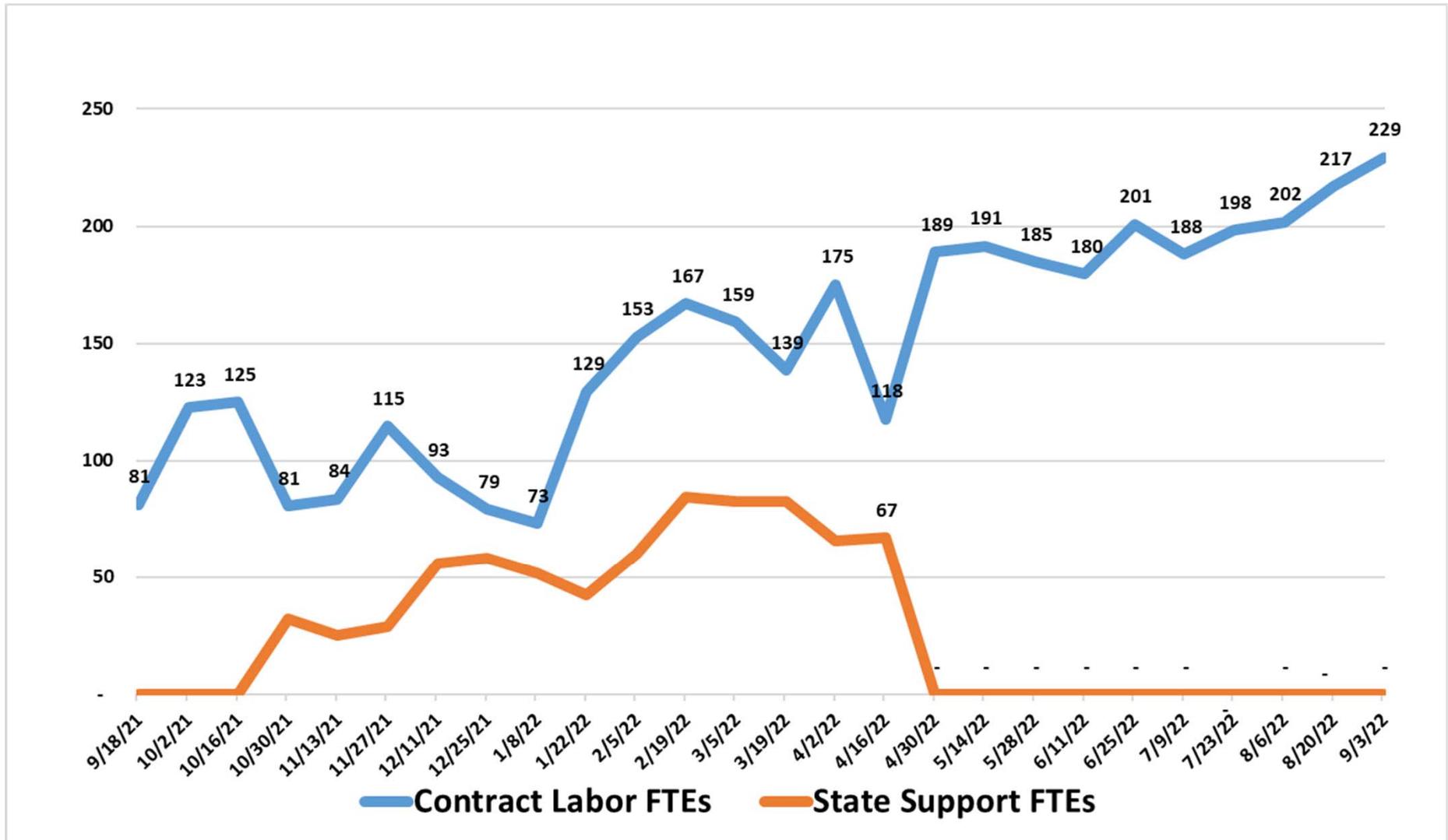
# Shift Bonus



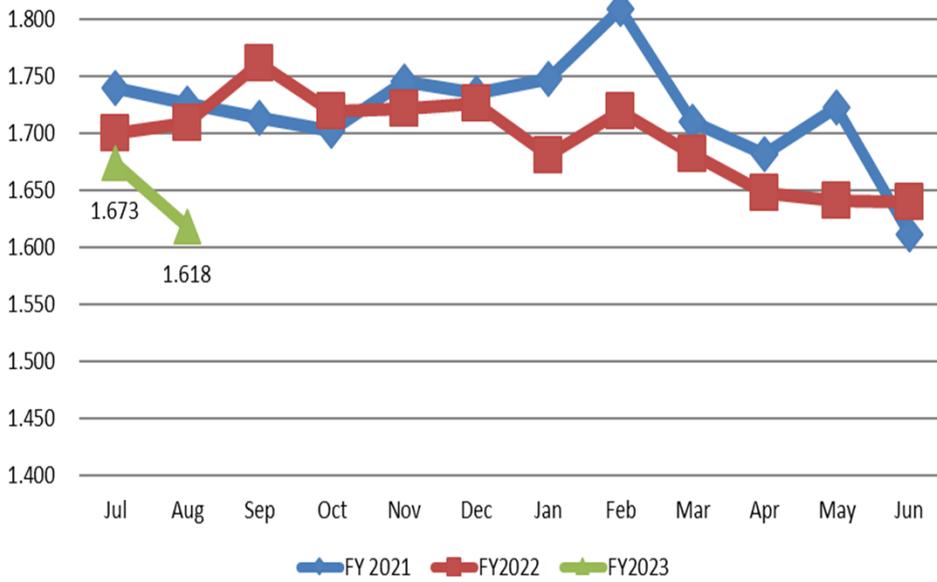
# Overtime as a % of Productive Hours and \$



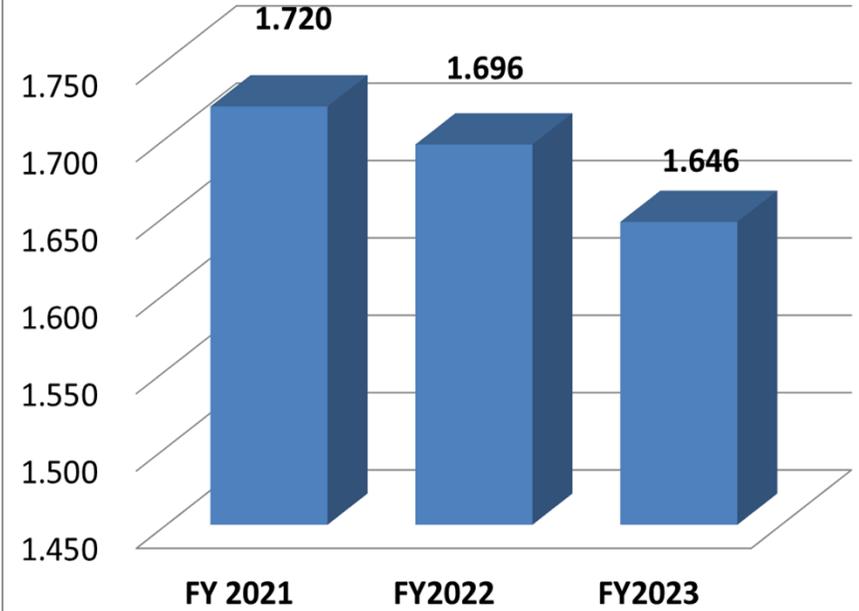
# Contract Labor Full Time Equivalents (FTEs)



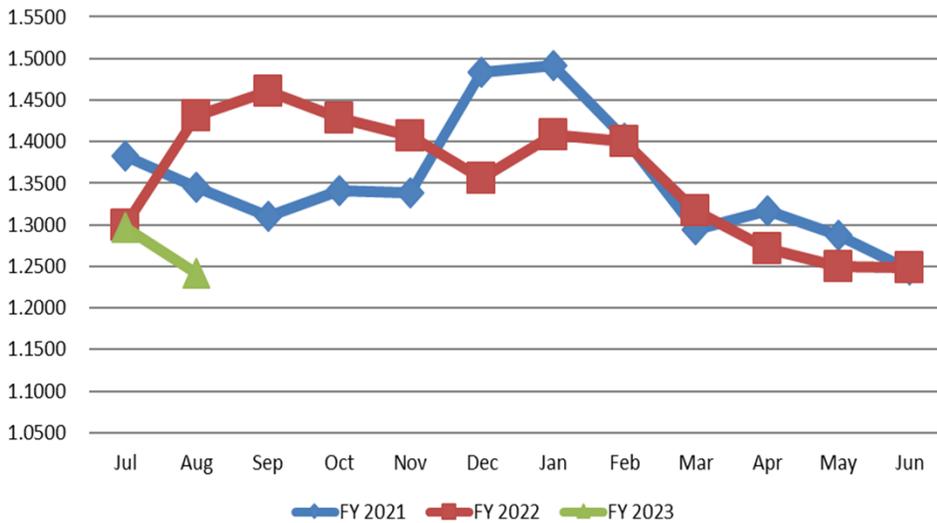
**Case Mix Index w/o Normal Newborns**



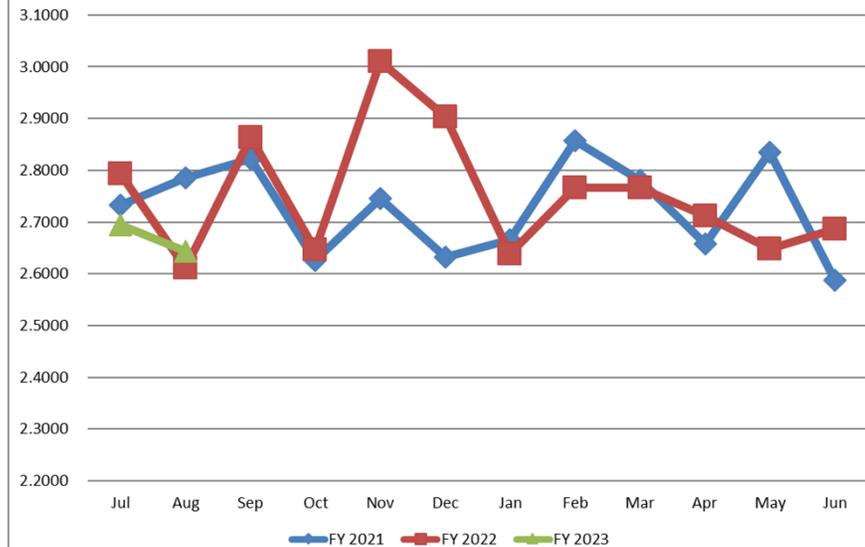
**Case Mix Index w/o Normal Newborns - All**



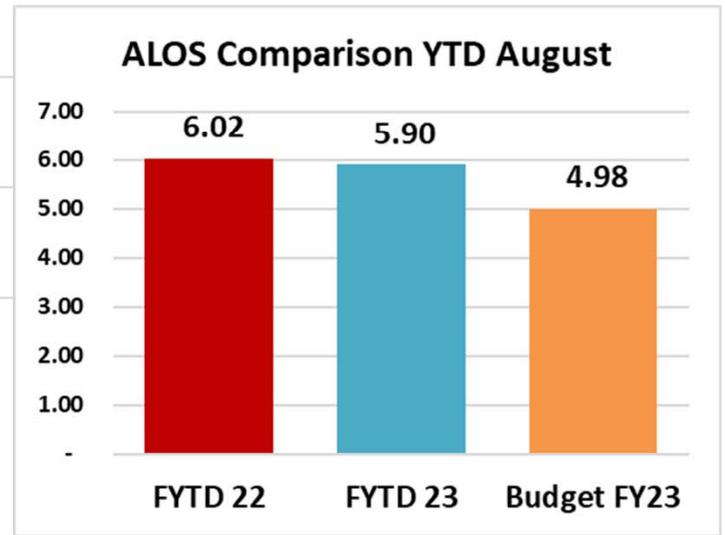
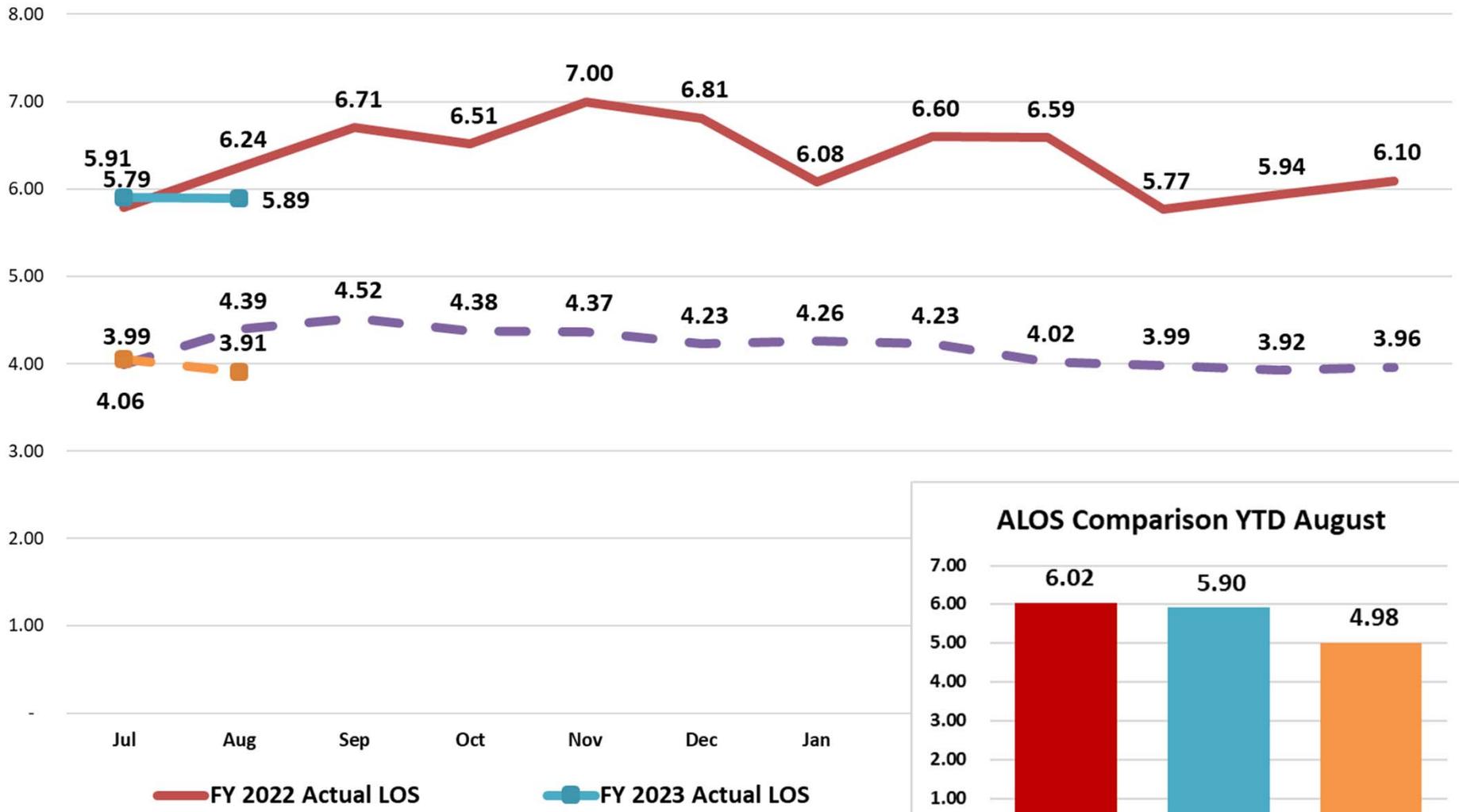
**Case Mix **Medical** w/o Normal Newborns**



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



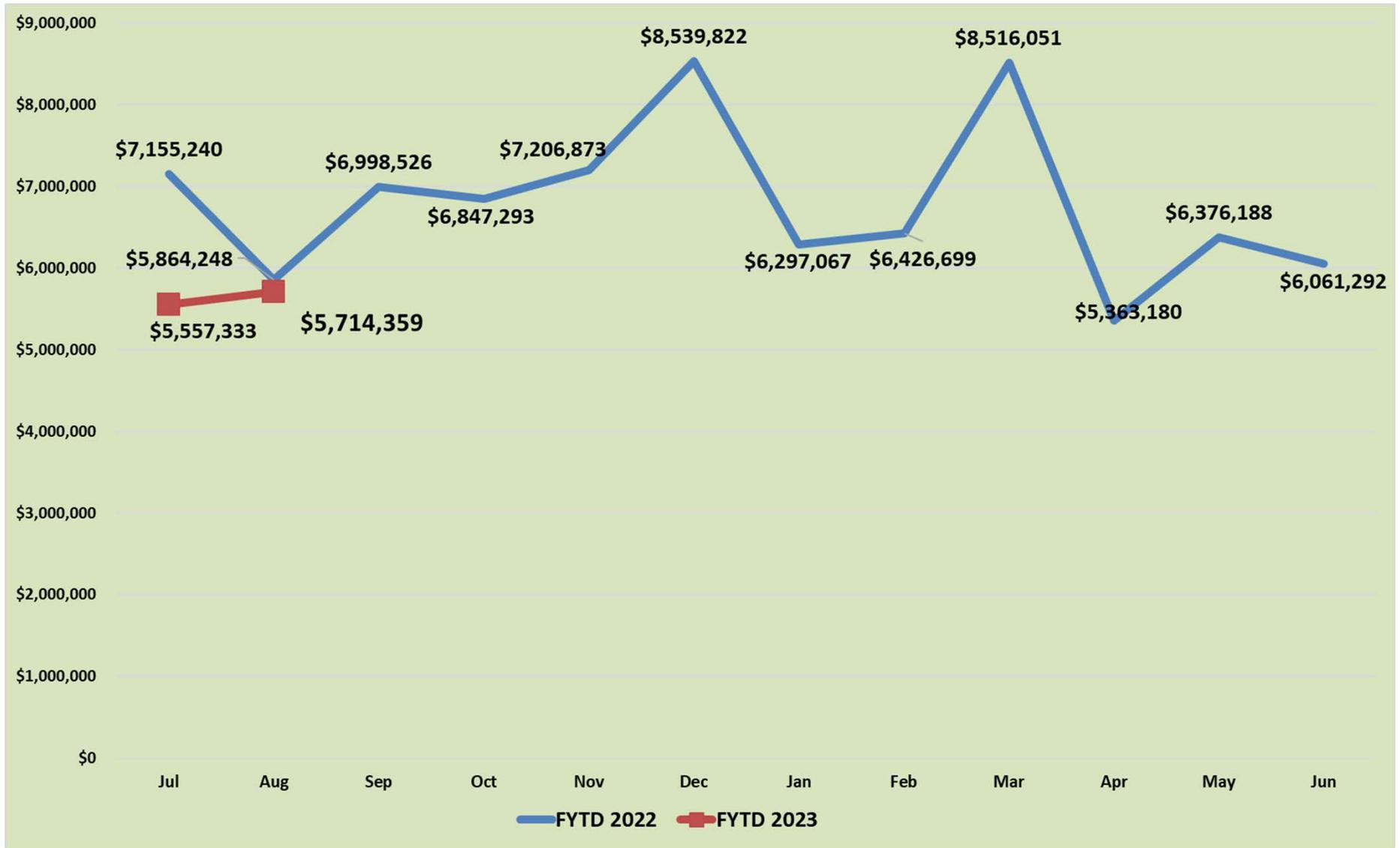
# Average Length of Stay versus National Average (GMLOS)



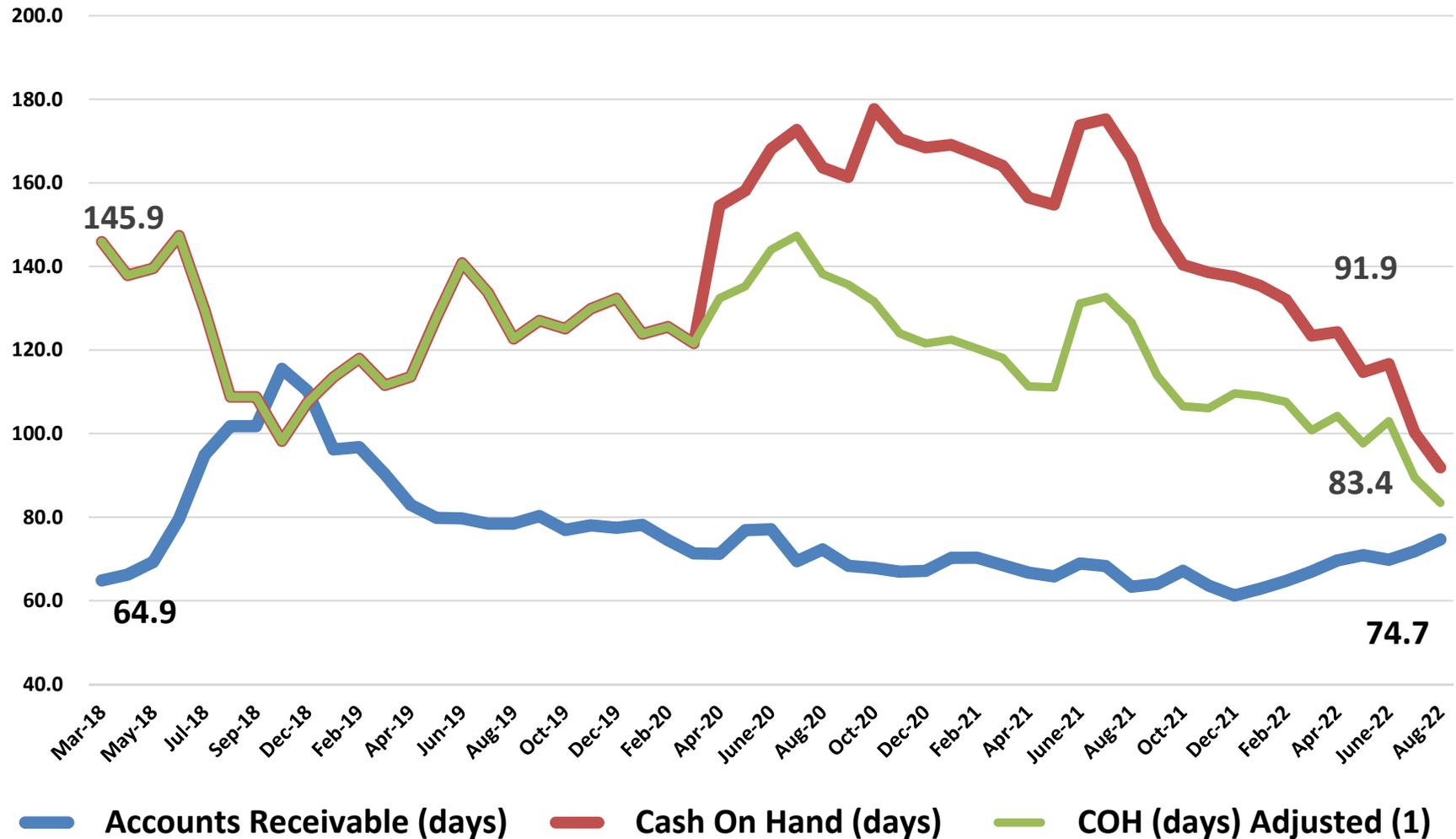
## Average Length of Stay versus National Average (GMLOS)

	Including COVID Patients			Excluding COVID Patients		
	ALOS	GMLOS	GAP	ALOS	GMLOS	GAP
Mar-20	5.20	4.04	1.16	5.17	4.03	1.14
Apr-20	5.30	4.25	1.05	5.20	4.17	1.03
May-20	5.25	4.16	1.09	4.74	4.06	0.68
Jun-20	5.61	4.11	1.50	4.98	3.95	1.03
Jul-20	5.61	4.32	1.29	5.01	4.05	0.96
Aug-20	5.70	4.23	1.47	5.00	3.95	1.05
Sep-20	5.93	4.17	1.76	5.33	4.00	1.33
Oct-20	5.21	4.09	1.12	4.98	3.98	1.00
Nov-20	5.66	4.21	1.45	5.40	4.07	1.33
Dec-20	6.32	4.50	1.82	5.16	3.97	1.19
Jan-21	7.07	4.72	2.35	5.61	4.15	1.46
Feb-21	6.73	4.37	2.36	5.64	4.01	1.63
Mar-21	5.76	4.07	1.69	5.04	3.92	1.12
Apr-21	5.40	3.97	1.43	5.22	3.89	1.33
May-21	5.57	4.00	1.57	5.34	3.92	1.42
Jun-21	5.75	3.90	1.85	5.67	3.88	1.79
Jul-21	5.79	3.99	1.80	5.68	3.94	1.74
Aug-21	6.24	4.39	1.85	5.95	4.05	1.90
Sep-21	6.71	4.52	2.19	5.88	4.08	1.80
Oct-21	6.51	4.38	2.13	5.34	4.00	1.34
Nov-21	7.00	4.37	2.63	5.75	3.95	1.80
Dec-21	6.81	4.23	2.58	6.11	3.98	2.13
Jan-22	6.08	4.26	1.82	5.96	3.97	1.99
Feb-22	6.60	4.23	2.37	5.86	3.82	2.04
Mar-22	6.59	4.02	2.57	5.66	3.89	1.77
Apr-22	5.77	3.99	1.78	5.65	3.97	1.68
May-22	5.94	3.92	2.02	5.58	3.87	1.71
Jun-22	6.10	3.96	2.14	5.61	3.87	1.74
Jul-22	5.91	4.06	1.85	5.64	3.89	1.75
Aug-22	5.89	3.91	1.98	5.55	3.79	1.76
<b>Average</b>	<b>6.00</b>	<b>4.18</b>	<b>1.82</b>	<b>5.46</b>	<b>3.97</b>	<b>1.49</b>

# Opportunity Cost of Reducing LOS to National Average - \$82M FY22



# Trended Liquidity Ratios



(1) Adjusted for Medicare accelerated payments and the deferral of employer portion of FICA as allowed by the CARES act.

**KAWEAH DELTA HEALTH CARE DISTRICT**

**RATIO ANALYSIS REPORT**

**AUGUST 31, 2022**

	Current Month Value	Prior Month Value	June 30, 2022 Unaudited Value	2020 Moody's Median Benchmark		
				Aa	A	Baa
<b>LIQUIDITY RATIOS</b>						
Current Ratio (x)	2.3	2.3	1.9	1.5	1.7	1.8
Accounts Receivable (days)	74.7	71.8	69.4	47.2	46.3	45.9
Cash On Hand (days)	91.9	100.3	116.6	334.8	261.4	207.2
Cushion Ratio (x)	14.2	15.1	17.4	45.9	28.8	19
Average Payment Period (days)	49.5	49.9	63.0	100.5	89.4	95.2
<b>CAPITAL STRUCTURE RATIOS</b>						
Cash-to-Debt	107.4%	114.0%	128.2%	285.0%	200.8%	149.7%
Debt-To-Capitalization	31.9%	31.8%	31.3%	24.8%	31.7%	40.1%
Debt-to-Cash Flow (x)	(3.8)	(4.2)	8.5	2.4	3	3.9
Debt Service Coverage	(3.2)	(3.0)	1.4	7.5	5.2	3.7
Maximum Annual Debt Service Coverage (x)	(3.3)	(2.9)	1.4	6.6	4.4	3
Age Of Plant (years)	14.9	14.8	14.0	10.6	11.8	12.9
<b>PROFITABILITY RATIOS</b>						
Operating Margin	(11.5%)	(11.2%)	(4.2%)	2.2%	1.4%	0.6%
Excess Margin	(10.9%)	(10.4%)	(2.9%)	6.3%	4.8%	3.0%
Operating Cash Flow Margin	(6.9%)	(6.7%)	0.5%	7.4%	7.6%	6.2%
Return on Assets	(10.8%)	(10.0%)	(2.8%)	4.4%	3.8%	2.8%

# KAWEAH DELTA HEALTH CARE DISTRICT

## CONSOLIDATED INCOME STATEMENT (000's)

FISCAL YEAR 2022 & 2023

Fiscal Year	Operating Revenue			Operating Expenses				Operating Expenses Total	Operating Income	Non-Operating Income	Net Income	Operating Margin %	Excess Margin
	Net Patient Revenue	Other Operating Revenue	Operating Revenue Total	Personnel Expense	Physician Fees	Supplies Expense	Other Operating Expense						
<b>2022</b>													
Jul-21	51,502	15,035	66,537	32,678	7,922	9,596	15,217	65,413	1,124	582	1,706	1.7%	2.5%
Aug-21	49,714	16,024	65,737	33,434	8,527	13,004	15,414	70,379	(4,642)	990	(3,651)	(7.1%)	(5.5%)
Sep-21	57,879	15,513	73,391	38,332	7,736	11,942	17,438	75,448	(2,056)	(388)	(2,445)	(2.8%)	(3.3%)
Oct-21	55,674	15,592	71,266	36,627	9,674	11,714	17,386	75,402	(4,136)	732	(3,403)	(5.8%)	(4.7%)
Nov-21	54,846	22,162	77,008	33,634	10,261	10,623	15,629	70,146	6,862	7,129	13,991	8.9%	16.6%
Dec-21	51,115	21,796	72,911	37,366	9,479	10,687	15,532	73,064	(153)	2,057	1,904	(0.2%)	2.5%
Jan-22	56,862	17,469	74,331	38,931	9,210	10,913	15,143	74,197	134	568	702	0.2%	0.9%
Feb-22	47,933	17,525	65,458	36,102	8,812	10,406	15,848	71,168	(5,710)	787	(4,924)	(8.7%)	(7.4%)
Mar-22	52,555	16,609	69,164	37,920	9,045	11,180	18,266	76,412	(7,247)	(470)	(7,717)	(10.5%)	(11.2%)
Apr-22	49,729	23,436	73,165	40,828	8,829	10,685	17,410	77,752	(4,588)	(568)	(5,156)	(6.3%)	(7.1%)
May-22	56,673	18,552	75,225	40,040	9,329	11,914	17,162	78,445	(3,220)	(436)	(3,656)	(4.3%)	(4.9%)
Jun-22	50,790	24,505	75,295	51,319	9,413	8,179	19,029	87,941	(12,646)	126	(12,520)	(16.8%)	(16.6%)
<b>2022 FY Total</b>	<b>\$ 635,270</b>	<b>\$ 224,218</b>	<b>\$ 859,488</b>	<b>\$ 457,212</b>	<b>\$ 108,238</b>	<b>\$ 130,842</b>	<b>\$ 199,474</b>	<b>\$ 895,766</b>	<b>\$ (36,278)</b>	<b>\$ 11,108</b>	<b>\$ (25,170)</b>	<b>(4.2%)</b>	<b>(2.9%)</b>
<b>2023</b>													
Jul-22	52,368	18,113	70,480	41,319	8,892	9,593	18,601	78,406	(7,926)	552	(7,374)	(11.2%)	(10.4%)
Aug-22	54,965	17,672	72,637	42,122	9,585	11,666	17,888	81,261	(8,623)	326	(8,297)	(11.9%)	(11.4%)
<b>2023 FY Total</b>	<b>\$ 107,333</b>	<b>\$ 35,785</b>	<b>\$ 143,118</b>	<b>\$ 83,441</b>	<b>\$ 18,477</b>	<b>\$ 21,259</b>	<b>\$ 36,490</b>	<b>\$ 159,667</b>	<b>\$ (16,549)</b>	<b>\$ 878</b>	<b>\$ (15,671)</b>	<b>(11.6%)</b>	<b>(10.9%)</b>
<b>FYTD Budget</b>	<b>112,379</b>	<b>37,416</b>	<b>149,795</b>	<b>76,735</b>	<b>18,009</b>	<b>21,283</b>	<b>35,769</b>	<b>151,796</b>	<b>(2,001)</b>	<b>742</b>	<b>(1,258)</b>	<b>(1.3%)</b>	<b>(0.8%)</b>
<b>Variance</b>	<b>\$ (5,046)</b>	<b>\$ (1,632)</b>	<b>\$ (6,677)</b>	<b>\$ 6,707</b>	<b>\$ 468</b>	<b>\$ (24)</b>	<b>\$ 720</b>	<b>\$ 7,871</b>	<b>\$ (14,548)</b>	<b>\$ 136</b>	<b>\$ (14,412)</b>		
<b>Current Month Analysis</b>													
<b>Aug-22</b>	<b>\$ 54,965</b>	<b>\$ 17,672</b>	<b>\$ 72,637</b>	<b>\$ 42,122</b>	<b>\$ 9,585</b>	<b>\$ 11,666</b>	<b>\$ 17,888</b>	<b>\$ 81,261</b>	<b>\$ (8,623)</b>	<b>\$ 326</b>	<b>\$ (8,297)</b>	<b>(11.9%)</b>	<b>(11.4%)</b>
<b>Budget</b>	<b>57,189</b>	<b>18,711</b>	<b>75,900</b>	<b>38,842</b>	<b>9,012</b>	<b>10,970</b>	<b>17,992</b>	<b>76,816</b>	<b>(916)</b>	<b>371</b>	<b>(545)</b>	<b>(1.2%)</b>	<b>(0.7%)</b>
<b>Variance</b>	<b>\$ (2,224)</b>	<b>\$ (1,039)</b>	<b>\$ (3,263)</b>	<b>\$ 3,280</b>	<b>\$ 572</b>	<b>\$ 695</b>	<b>\$ (103)</b>	<b>\$ 4,445</b>	<b>\$ (7,708)</b>	<b>\$ (45)</b>	<b>(7,752)</b>		

# KAWEAH DELTA HEALTH CARE DISTRICT

## FISCAL YEAR 2022 & 2023

Fiscal Year	Patient Days	ADC	Adjusted	I/P Revenue %	DFR &	Net Patient	Personnel	Physician	Supply	Total	Personnel	Physician	Supply	Total
			Patient Days		Bad Debt %	Revenue/ Ajusted Patient Day	Expense/ Ajusted Patient Day	Fees/ Ajusted Patient Day	Expense/ Ajusted Patient Day	Expense/ Net Patient Revenue	Fees/ Net Patient Revenue	Expense/ Net Patient Revenue	Operating Expense/ Net Patient Revenue	
<b>2022</b>														
Jul-21	13,388	432	26,085	51.3%	76.2%	1,974	1,253	304	368	2,508	63.4%	15.4%	18.6%	127.0%
Aug-21	14,421	465	27,742	52.0%	77.3%	1,792	1,205	307	469	2,537	67.3%	17.2%	26.2%	141.6%
Sep-21	14,836	495	28,344	52.3%	75.0%	2,042	1,352	273	421	2,662	66.2%	13.4%	20.6%	130.4%
Oct-21	15,518	501	28,267	54.9%	75.8%	1,970	1,296	342	414	2,667	65.8%	17.4%	21.0%	135.4%
Nov-21	13,969	466	26,571	52.6%	74.8%	2,064	1,266	386	400	2,640	61.3%	18.7%	19.4%	127.9%
Dec-21	14,305	461	27,106	52.8%	76.4%	1,886	1,378	350	394	2,695	73.1%	18.5%	20.9%	142.9%
Jan-22	14,611	471	26,955	54.2%	74.3%	2,109	1,444	342	405	2,753	68.5%	16.2%	19.2%	130.5%
Feb-22	13,263	474	24,973	53.1%	75.8%	1,919	1,446	353	417	2,850	75.3%	18.4%	21.7%	148.5%
Mar-22	13,570	438	27,296	49.7%	76.7%	1,925	1,389	331	410	2,799	72.2%	17.2%	21.3%	145.4%
Apr-22	12,698	423	26,159	48.5%	77.0%	1,901	1,561	338	408	2,972	82.1%	17.8%	21.5%	156.4%
May-22	13,858	447	28,283	49.0%	74.6%	2,004	1,416	330	421	2,774	70.7%	16.5%	21.0%	138.4%
Jun-22	13,603	453	27,788	49.0%	77.7%	1,828	1,847	339	294	3,165	101.0%	18.5%	16.1%	173.1%
<b>2022 FY Total</b>	<b>168,040</b>	<b>460</b>	<b>325,602</b>	<b>51.6%</b>	<b>75.9%</b>	<b>1,951</b>	<b>1,404</b>	<b>332</b>	<b>402</b>	<b>2,751</b>	<b>72.0%</b>	<b>17.0%</b>	<b>20.6%</b>	<b>141.0%</b>
<b>2023</b>														
Jul-22	13,910	449	27,688	50.2%	75.6%	1,891	1,492	321	346	2,832	78.9%	17.0%	18.3%	149.7%
Aug-22	13,865	447	29,148	47.6%	76.4%	1,886	1,445	329	400	2,788	76.6%	17.4%	21.2%	147.8%
<b>2023 FY Total</b>	<b>27,775</b>	<b>448</b>	<b>56,858</b>	<b>48.9%</b>	<b>76.0%</b>	<b>1,888</b>	<b>1,468</b>	<b>325</b>	<b>374</b>	<b>2,808</b>	<b>77.7%</b>	<b>17.2%</b>	<b>19.8%</b>	<b>148.8%</b>
<b>FYTD Budget</b>	<b>29,525</b>	<b>476</b>	<b>56,389</b>	<b>52.4%</b>	<b>75.1%</b>	<b>1,993</b>	<b>1,361</b>	<b>319</b>	<b>377</b>	<b>2,670</b>	<b>68.3%</b>	<b>16.0%</b>	<b>18.9%</b>	<b>135.1%</b>
<b>Variance</b>	<b>(1,750)</b>	<b>(28)</b>	<b>468</b>	<b>(3.5%)</b>	<b>0.9%</b>	<b>(105)</b>	<b>107</b>	<b>6</b>	<b>(4)</b>	<b>138</b>	<b>9.5%</b>	<b>1.2%</b>	<b>0.9%</b>	<b>13.7%</b>
<b>Current Month Analysis</b>														
<b>Aug-22</b>	<b>13,865</b>	<b>447</b>	<b>29,148</b>	<b>47.6%</b>	<b>76.4%</b>	<b>1,886</b>	<b>1,445</b>	<b>329</b>	<b>400</b>	<b>2,788</b>	<b>76.6%</b>	<b>17.4%</b>	<b>21.2%</b>	<b>147.8%</b>
<b>Budget</b>	<b>14,931</b>	<b>482</b>	<b>28,265</b>	<b>52.8%</b>	<b>75.1%</b>	<b>2,023</b>	<b>1,374</b>	<b>319</b>	<b>388</b>	<b>2,635</b>	<b>67.9%</b>	<b>15.8%</b>	<b>19.2%</b>	<b>134.3%</b>
<b>Variance</b>	<b>(1,066)</b>	<b>(34)</b>	<b>883</b>	<b>(5.3%)</b>	<b>1.2%</b>	<b>(138)</b>	<b>71</b>	<b>10</b>	<b>12</b>	<b>152</b>	<b>8.7%</b>	<b>1.7%</b>	<b>2.0%</b>	<b>13.5%</b>

**KAWEAH DELTA HEALTH CARE DISTRICT  
CONSOLIDATED STATEMENTS OF NET POSITION (000's)**

	Aug-22	Jul-22	Change	% Change	Jun-22 (Unaudited)
<b>ASSETS AND DEFERRED OUTFLOWS</b>					
<b>CURRENT ASSETS</b>					
Cash and cash equivalents	\$ 9,831	\$ 5,034	\$ 4,797	95.29%	\$ 21,693
Current Portion of Board designated and trusted assets	15,136	16,383	(1,247)	-7.61%	14,121
Accounts receivable:					
Net patient accounts	138,397	139,186	(789)	-0.57%	135,696
Other receivables	28,029	29,261	(1,232)	-4.21%	28,575
	166,426	168,448	(2,022)	-1.20%	164,271
Inventories	14,290	14,575	(286)	-1.96%	14,025
Medicare and Medi-Cal settlements	62,346	55,500	6,846	12.33%	57,965
Prepaid expenses	15,501	15,549	(48)	-0.31%	13,355
Total current assets	283,530	275,490	8,040	2.92%	285,430
<b>NON-CURRENT CASH AND INVESTMENTS -</b>					
less current portion					
Board designated cash and assets	231,356	252,342	(20,986)	-8.32%	266,042
Revenue bond assets held in trust	22	12	11	92.61%	8
Assets in self-insurance trust fund	1,042	1,042	0	0.04%	1,040
Total non-current cash and investments	232,421	253,396	(20,975)	-8.28%	267,091
<b>CAPITAL ASSETS</b>					
Land	17,542	17,542	-	0.00%	17,542
Buildings and improvements	425,551	425,542	9	0.00%	425,542
Equipment	325,116	325,209	(93)	-0.03%	325,209
Construction in progress	17,772	16,469	1,303	7.91%	15,620
	785,981	784,762	1,219	0.16%	783,912
Less accumulated depreciation	464,290	461,806	2,484	0.54%	459,223
	321,691	322,956	(1,265)	-0.39%	324,689
Property under capital leases -					
less accumulated amortization	(468)	(410)	(58)	14.04%	(353)
Total capital assets	321,223	322,545	(1,322)	-0.41%	324,337
<b>OTHER ASSETS</b>					
Property not used in operations	1,575	1,580	(4)	-0.27%	1,584
Health-related investments	4,311	4,508	(196)	-4.36%	4,620
Other	12,833	12,533	300	2.40%	12,511
Total other assets	18,720	18,621	100	0.53%	18,715
Total assets	855,894	870,051	(14,157)	-1.63%	895,573
<b>DEFERRED OUTFLOWS</b>	(35,284)	(35,247)	(37)	0.11%	(35,209)
Total assets and deferred outflows	\$ 820,610	\$ 834,805	\$ (14,194)	-1.70%	\$ 860,363

**KAWEAH DELTA HEALTH CARE DISTRICT**

**CONSOLIDATED STATEMENTS OF NET POSITION (000's)**

	Aug-22	Jul-22	Change	% Change	Jun-22
					<b>(Unaudited)</b>
<b>LIABILITIES AND NET ASSETS</b>					
<b>CURRENT LIABILITIES</b>					
Accounts payable and accrued expenses	\$ 49,926	\$ 54,648	\$ (4,721)	-8.64%	\$ 63,282
Accrued payroll and related liabilities	63,425	64,476	(1,051)	-1.63%	74,165
Long-term debt, current portion	9,901	2,903	6,998	241.10%	2,903
Total current liabilities	123,252	122,026	1,226	1.00%	140,349
<b>LONG-TERM DEBT, less current portion</b>					
Bonds payable	239,604	248,522	(8,918)	-3.59%	248,529
Capital leases	68	72	(4)	-5.95%	72
Notes payable	7,816	7,816	-	0.00%	7,816
Total long-term debt	247,488	256,410	(8,922)	-3.48%	256,417
<b>NET PENSION LIABILITY</b>	(32,374)	(32,264)	(110)	0.34%	(32,154)
<b>OTHER LONG-TERM LIABILITIES</b>	31,501	30,835	666	2.16%	30,622
Total liabilities	369,866	377,007	(7,140)		395,233
<b>NET ASSETS</b>					
Invested in capital assets, net of related debt	75,127	74,548	580	0.78%	76,362
Restricted	32,622	33,686	(1,064)	-3.16%	31,582
Unrestricted	342,995	349,564	(6,569)	-1.88%	357,186
Total net position	450,744	457,798	(7,054)	-1.54%	465,130
Total liabilities and net position	<b>\$ 820,610</b>	<b>\$ 834,805</b>	<b>\$ (14,194)</b>	<b>-1.70%</b>	<b>\$ 860,363</b>

# OPERATION: BACK IN BLACK

<b>\$47M</b>	Revenue Cycle	Contracts/ Underpmts	Supplies/ Contracted Services	Through-put	Humana MA	Provider Related	Employee Related	
<b>Impact</b>	\$2.5M	\$8M	\$4M	\$8.6M	\$10M	\$1M	\$12.7M	
<b>Director Owner</b>	Frances Carrera	Kim Ferguson	Steve Bajari	Rebekah Foster / Kassie Waters	Lori Mulliniks /Sonia Duran- Aguilar	Assigned Physician Director	All Directors \$2.7M Efficiency/\$4M Contract	
<b>Executive Owner</b>	Malinda Tupper	Malinda Tupper	Malinda Tupper/Jag Batth	Jag Batth/Keri Noeske	Ryan Gates/Paul Scholfield	Ben Cripps/Exec Team	Malinda/Keri/Dianne	
<b>BOD meeting #1</b>	Oct	Aug	Jul	Monthly	Nov	Dec	Jan	
<b>BOD meeting #2</b>	Feb	Dec	Nov	Monthly	Mar	April	May	
<b>How</b>	Initiatives	Initiatives	Initiatives	Initiatives	Initiatives	Focus Contracts-Ben	Reduce Hours	
	Collections - focus	Contracts	Key Director Champions	Chartis Plan	KHMG Plan	Contractual Opportunities	- Productivity/monitoring	
	Appeal Accountability	Underpayments	Molly Niederreiter, Christine Aleman, James, McNulty, Lawrence Headley, Tendai Zinyemba John Leal, Tony Reyes, Jill Anderson Kaweah Shares			Performance/Collections	- Close Services	
	Denial prevention	IGT negotiations						- Reduce utilization
	Service line focus						Provider Documentation Committee: Dr. Boone	Reduce Rates
	Charge Capture						Gail Robinson, Keith Adams, Teresa Boyce,	Pay Practices- unscr OT..
	Self Pay Collections						Malinda/ Keri/Jag/Ryan	Reduce Contract Labor: *Retention efforts
							*Contract Invoice Recon	
							*Shift bonus -increase usage/lower rate	
							*Patient Assignments	
							*Reduction in Force	

**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
Aug 31, 2022**

<u>Board designated funds</u>	<u>CUSIP</u>	<u>Maturity Date</u>	<u>Yield</u>	<u>Investment Type</u>	<u>G/L Account</u>	<u>Amount</u>	<u>Total</u>
LAIF			1.38	Various		7,330,368	
CAMP			2.37	CAMP		35,721,985	
PFM	31846V203		0.01	Money market		592,003	
Allspring	31846V203		0.01	Money market		139,127	
PFM	3136AEGQ4	27-Dec-22	2.28	U.S. Govt Agency	FNMA	168,583	
Torrey Pines Bank		5-Mar-23	0.35	CD	Torrey Pines Bank	3,059,808	
PFM	22552G3C2	17-Mar-23	0.59	CD	Credit Suisse Ag CD	665,000	
Allspring	345102NR4	8-Apr-23	0.30	Municipal	Foothill Ca	850,000	
PFM	459058JV6	20-Apr-23	0.13	Supra-National Agen	Intl Bk	620,000	
PFM	023135BQ8	3-Jun-23	0.80	MTN-C	Amazon Com Inc	445,000	
PFM	69371RQ82	8-Jun-23	0.80	MTN-C	Paccar Financial Mtn	140,000	
PFM	73358W4V3	1-Jul-23	1.09	Municipal	Port Auth NY	245,000	
PFM	24422EVH9	5-Jul-23	0.70	MTN-C	John Deere Mtn	230,000	
PFM	24422EVH9	5-Jul-23	0.70	MTN-C	John Deere Mtn	295,000	
PFM	3135G05G4	10-Jul-23	0.25	U.S. Govt Agency	FNMA	1,710,000	
PFM	3137FKK39	25-Jul-23	3.20	ABS	FHLMC	10,641	
PFM	157411TJ8	1-Aug-23	2.00	Municipal	Chaffey Ca	265,000	
PFM	797272QN4	1-Aug-23	2.00	Municipal	San Diego Ca Community	165,000	
PFM	874857KJ3	1-Aug-23	1.97	Municipal	Tamalpais Ca Union	370,000	
Allspring	14575TDX7	1-Aug-23	0.98	Municipal	Carson Ca Redev Ag	300,000	
Allspring	250433TX7	1-Aug-23	1.30	Municipal	Desert Sands Ca	315,000	
Allspring	697511FA6	1-Aug-23	0.58	Municipal	Palomar Ca	700,000	
Allspring	916544ES4	1-Aug-23	0.68	Municipal	Upper Santa Clara	1,100,000	
PFM	362569AC9	21-Aug-23	0.74	ABS	GM Fin Auto Lease	52,451	
PFM	798135H51	1-Sep-23	2.13	Municipal	San Jose Ca Ref	765,000	
PFM	89236TFN0	20-Sep-23	3.45	MTN-C	Toyota Motor	550,000	
PFM	02665WCQ2	10-Oct-23	3.63	MTN-C	American Honda Mtn	395,000	
PFM	65480EAD3	16-Oct-23	0.00	ABS	Nissann Auto Lease	101,061	
PFM	110122DT2	13-Nov-23	0.54	MTN-C	Bristol Myers Squibb	280,000	
PFM	14042WAC4	15-Nov-23	2.51	ABS	Capital One Prime	5,769	
PFM	91282CAW1	15-Nov-23	0.25	U.S. Govt Agency	US Treasury Bill	1,000,000	
PFM	91282CAW1	15-Nov-23	0.25	U.S. Govt Agency	US Treasury Bill	350,000	
PFM	459058JM6	24-Nov-23	0.25	Supra-National Agen	Intl Bk	1,265,000	
PFM	3137BTU25	25-Nov-23	3.06	U.S. Govt Agency	FHLMC	386,542	
PFM	3137EAF42	4-Dec-23	0.25	U.S. Govt Agency	FHLMC	595,000	
Allspring	650009R88	1-Jan-24	2.12	Municipal	New York ST	585,000	
PFM	91282CBE0	15-Jan-24	0.13	U.S. Govt Agency	US Treasury Bill	910,000	
PFM	693475AV7	23-Jan-24	3.50	MTN-C	PNC Financial	395,000	
PFM	05591RAC8	25-Jan-24	0.40	ABS	BMW Auto Leasing LLC	168,089	
PFM	6174468W2	25-Jan-24	0.53	MTN-C	Morgan Stanley	335,000	
Allspring	9128285Z9	31-Jan-24	2.50	U.S. Govt Agency	US Treasury Bill	775,000	
Allspring	69371RR24	2-Feb-24	0.35	MTN-C	Paccar Financial Mtn	1,000,000	
Allspring	6374HEU2	8-Feb-24	0.35	MTN-C	National Rural	1,400,000	
PFM	9128286G0	29-Feb-24	2.38	U.S. Govt Agency	US Treasury Bill	1,470,000	
PFM	58933YAU9	7-Mar-24	2.90	MTN-C	Merck Co Inc.	405,000	
PFM	904764BG1	7-Mar-24	3.25	MTN-C	Unilever Capital	200,000	
PFM	46647PBZ8	16-Mar-24	0.70	MTN-C	JP Morgan	215,000	
PFM	808513BN4	18-Mar-24	0.75	MTN-C	Schwab Charles	90,000	
Allspring	808513BN4	18-Mar-24	0.75	MTN-C	Schwab Charles	1,625,000	
Allspring	92343VGF5	22-Mar-24	0.75	MTN-C	Verizon	730,000	
PFM	3136AJB54	25-Mar-24	3.35	U.S. Govt Agency	FNMA	250,581	
PFM	61772BAA1	5-Apr-24	0.73	MTN-C	Morgan Stanley	230,000	
Allspring	61772BAA1	5-Apr-24	0.73	MTN-C	Morgan Stanley	700,000	
PFM	20030NCR0	15-Apr-24	3.70	MTN-C	Comcast Corp	395,000	
PFM	06406RAS6	26-Apr-24	0.50	MTN-C	Bank of Ny Mtn	170,000	
Allspring	06406RAS6	26-Apr-24	0.50	MTN-C	Bank of Ny Mtn	1,000,000	
PFM	912828X70	30-Apr-24	2.00	U.S. Govt Agency	US Treasury Bill	1,285,000	
Allspring	9128286R6	30-Apr-24	2.25	U.S. Govt Agency	US Treasury Bill	500,000	
Allspring	97705MUJ2	1-May-24	0.36	Municipal	Wisconsin ST	1,320,000	
Allspring	977100HH2	1-May-24	0.43	Municipal	Wisconsin ST	500,000	
PFM	023135BW5	12-May-24	0.45	MTN-C	Amazon Com Inc	250,000	
Allspring	023135BW5	12-May-24	0.45	MTN-C	Amazon Com Inc	875,000	
PFM	91324PEB4	15-May-24	0.55	MTN-C	JP Morgan	195,000	
PFM	912828WJ5	15-May-24	2.50	U.S. Govt Agency	US Treasury Bill	950,000	
PFM	912828WJ5	15-May-24	2.50	U.S. Govt Agency	US Treasury Bill	425,000	
Allspring	91412HKY8	15-May-24	0.58	Municipal	University Ca	1,000,000	
PFM	380144AC9	20-May-24	0.00	ABS	GM Fin Auto Lease	445,000	
PFM	40428HTA0	24-May-24	3.75	MTN-C	HSBC USA Inc	415,000	
PFM	04636NAC7	28-May-24	0.70	MTN-C	Astrazeneca LP	300,000	
Allspring	684100AC4	1-Jun-24	0.59	Municipal	Orange Ca	500,000	
Allspring	891371AT3	1-Jun-24	0.64	Municipal	Torrance Ca	1,450,000	
PFM	91282CCG4	15-Jun-24	0.25	U.S. Govt Agency	US Treasury Bill	865,000	
Allspring	546486BU4	15-Jun-24	0.52	Municipal	Louisiana ST	500,000	
Allspring	9128286Z8	30-Jun-24	1.75	U.S. Govt Agency	US Treasury Bill	1,000,000	
PFM	040654XU4	1-Jul-24	1.96	Municipal	Arizona ST	675,000	
PFM	20772KJW0	1-Jul-24	2.00	Municipal	Connecticut ST	150,000	
PFM	977123X60	1-Jul-24	0.62	Municipal	Wisconsin ST	470,000	
Allspring	284035AC6	1-Jul-24	0.63	Municipal	El Segundo Ca	510,000	
Allspring	544647BF6	1-Jul-24	5.00	Municipal	Los Angeles Calif Ca	1,500,000	
PFM	65479CAD0	15-Jul-24	0.00	MTN-C	Nissan Auto	67,795	
PFM	91159HFX1	30-Jul-24	2.40	MTN-C	US Bancorp	415,000	
PFM	574193TQ1	1-Aug-24	0.51	Municipal	Maryland ST	355,000	
PFM	797272QP9	1-Aug-24	2.05	Municipal	San Diego Ca Community	80,000	
PFM	798306WN2	1-Aug-24	0.70	Municipal	San Juan Ca	195,000	
PFM	874857KK0	1-Aug-24	2.02	Municipal	Tamalpais Ca Union	305,000	
PFM	02665WDY4	9-Aug-24	0.75	ABS	American Honda Mtn	190,000	

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PFM	05565EBU8	12-Aug-24	0.75	ABS	BMW US Cap LLC	120,000
PFM	05565EBU8	12-Aug-24	0.75	ABS	BMW US Cap LLC	220,000
PFM	904764BN6	12-Aug-24	0.63	MTN-C	Unilever Capital	100,000
PFM	438516BW5	15-Aug-24	2.30	MTN-C	Honeywell	330,000
PFM	69371RQ25	15-Aug-24	2.15	MTN-C	Paccar Financial Mtn	210,000
Allspring	30231GBC5	16-Aug-24	2.02	MTN-C	Exxon Mobil	1,320,000
PFM	254687FK7	30-Aug-24	1.75	MTN-C	Walt Disney Co	780,000
PFM	24422EVU0	10-Sep-24	0.63	MTN-C	Deere John Mtn	85,000
Allspring	14913R2P1	13-Sep-24	0.60	MTN-C	Caterpillar Finl Mtn	500,000
PFM	641062AU8	14-Sep-24	0.61	MTN-C	Nestle Holdings	640,000
PFM	4581X0DZ8	23-Sep-24	0.50	Supra-National Agen	Inter Amer Bk	870,000
PFM	912828YH7	30-Sep-24	1.50	U.S. Govt Agency	US Treasury Bill	425,000
PFM	89237VAB5	15-Oct-24	0.70	ABS	Toyota Auto Recvcs	180,702
PFM	43813KAC6	18-Oct-24	0.37	ABS	Honda Auto	268,863
PFM	06406RAL1	24-Oct-24	2.10	MTN-C	Bank of NY	150,000
PFM	09661RAD3	25-Oct-24	0.00	ABS	BMW Vehicle Owner	83,082
PFM	06406RAX5	25-Oct-24	0.85	MTN-C	Bank of Ny Mtn	390,000
PFM	172967MT5	30-Oct-24	0.78	MTN-C	Citigroup Inc	445,000
PFM	912828YM6	31-Oct-24	1.50	U.S. Govt Agency	US Treasury Bill	1,500,000
Allspring	912828YM6	31-Oct-24	1.50	U.S. Govt Agency	US Treasury Bill	650,000
PFM	605581MZ7	1-Nov-24	0.57	Municipal	Mississippi ST	300,000
PFM	14913Q3B3	8-Nov-24	2.15	MTN-C	Caterpillar Finl Mtn	850,000
Allspring	14913Q3B3	8-Nov-24	2.15	MTN-C	Caterpillar Finl Mtn	600,000
PFM	912828YV6	30-Nov-24	1.50	U.S. Govt Agency	US Treasury Bill	1,000,000
Allspring	912828YV6	30-Nov-24	1.50	U.S. Govt Agency	US Treasury Bill	175,000
Allspring	46647PAY2	5-Dec-24	4.02	MTN-C	JP Morgan	1,050,000
Allspring	07330NAT2	6-Dec-24	2.15	MTN-C	Branch Banking Trust	1,300,000
PFM	44933FAC0	15-Dec-24	0.00	ABS	Hyundai Auto	149,612
Allspring	91282CDN8	15-Dec-24	1.00	U.S. Govt Agency	US Treasury Bill	550,000
Allspring	912828YY0	31-Dec-24	1.75	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	3135G0X24	7-Jan-25	1.63	U.S. Govt Agency	FNMA	1,510,000
Allspring	24422EVC0	9-Jan-25	2.05	MTN-C	John Deere Mtn	500,000
PFM	21688AAS1	10-Jan-25	1.38	Supra-National Agen	Cooperatieve	440,000
Allspring	91282CDS7	15-Jan-25	1.13	U.S. Govt Agency	US Treasury Bill	3,300,000
Allspring	90331HPL1	21-Jan-25	2.05	MTN-C	US Bank NA	1,400,000
Allspring	38141GZH0	24-Jan-25	1.76	MTN-C	Goldman Sachs	725,000
PFM	3137FUZN7	25-Jan-25	0.53	U.S. Govt Agency	FHLMC	147,535
PFM	63743HFC1	7-Feb-25	1.88	MTN-C	National Rural Mtn	125,000
PFM	3137EAEPO	12-Feb-25	1.50	U.S. Govt Agency	FHLMC	1,000,000
PFM	89236TGT6	13-Feb-25	1.80	MTN-C	Toyota Motor	420,000
PFM	66989HAP3	14-Feb-25	1.75	MTN-C	Novartis Capital	425,000
PFM	92290BAA9	20-Feb-25	0.00	MTN-C	Verizon Owner	455,000
Allspring	24422EWB1	7-Mar-25	2.13	MTN-C	Deere John Mtn	550,000
PFM	771196BT8	10-Mar-25	2.13	MTN-C	Roche Holding Inc	730,000
PFM	14315FAD9	15-Mar-25	0.00	ABS	Carmax Auto Owner	159,231
PFM	369550BK3	1-Apr-25	3.25	MTN-C	General Dynamics	395,000
Allspring	072024XB3	1-Apr-25	0.88	Municipal	Bay Area Toll	250,000
Allspring	023135CE4	13-Apr-25	3.00	MTN-C	Amazon Com Inc	500,000
PFM	3130AJHU6	14-Apr-25	0.50	U.S. Govt Agency	FHLB	1,340,000
PFM	437076CM2	15-Apr-25	2.70	MTN-C	Home Depot Inc	65,000
PFM	3135G03U5	22-Apr-25	0.63	U.S. Govt Agency	FNMA	1,530,000
PFM	06406RBC0	25-Apr-25	3.50	MTN-C	Bank of NY	425,000
PFM	172967MX6	1-May-25	0.98	MTN-C	Citigroup Inc	440,000
Allspring	797412DM2	1-May-25	0.74	Municipal	San Diego County	300,000
PFM	037833DT4	11-May-25	1.13	MTN-C	Apple, Inc	655,000
PFM	91412HFM0	15-May-25	0.93	Municipal	University Calf Ca	185,000
Allspring	91282CE00	15-May-25	2.75	U.S. Govt Agency	US Treasury Bill	980,000
Allspring	45866FAT1	23-May-25	3.65	MTN-C	Intercontinental	725,000
PFM	3137BKRJ1	25-May-25	3.33	U.S. Govt Agency	FHLMC	855,000
PFM	438516CB0	1-Jun-25	1.35	MTN-C	Honeywell	220,000
PFM	291011BG8	1-Jun-25	3.15	MTN-C	Emerson Electric Co	265,000
PFM	438516CB0	1-Jun-25	1.35	MTN-C	Honeywell	180,000
PFM	46647PCH7	1-Jun-25	0.82	MTN-C	JP Morgan	725,000
PFM	46647PCH7	1-Jun-25	0.82	MTN-C	JP Morgan	275,000
Allspring	20772KNW5	1-Jun-25	0.92	Municipal	Connecticut ST	400,000
PFM	3135G04Z3	17-Jun-25	0.50	U.S. Govt Agency	FNMA	1,800,000
Allspring	3135G04Z3	17-Jun-25	0.50	U.S. Govt Agency	FNMA	2,000,000
Allspring	912828ZW3	30-Jun-25	0.25	U.S. Govt Agency	US Treasury Bill	350,000
PFM	241271AD6	1-Jul-25	1.26	Municipal	Florida ST	600,000
PFM	977123X78	1-Jul-25	0.77	Municipal	Wisconsin ST	440,000
PFM	32262XAD6	21-Jul-25	0.50	ABS	GM Financial	100,000
PFM	3137EAEU9	21-Jul-25	0.38	U.S. Govt Agency	FHLMC	520,000
Allspring	3137EAEU9	21-Jul-25	0.38	U.S. Govt Agency	FHLMC	1,500,000
PFM	91282CAB7	31-Jul-25	0.25	U.S. Govt Agency	US Treasury Bill	185,000
Allspring	91282CAB7	31-Jul-25	0.25	U.S. Govt Agency	US Treasury Bill	1,275,000
PFM	025816CY3	1-Aug-25	3.95	MTN-C	American Express Co	230,000
PFM	54438CYK2	1-Aug-25	0.77	Municipal	Los Angeles Ca	335,000
PFM	798306WP7	1-Aug-25	0.85	Municipal	San Juan Ca	190,000
Allspring	801747AD8	1-Aug-25	2.17	Municipal	Santa Cruz Ca	400,000
PFM	194162AM5	15-Aug-25	3.10	MTN-C	Colgate Palmolive	140,000
PFM	14316HAC6	15-Aug-25	0.78	ABS	Carmax Auto Owner	190,096
PFM	50117TAC5	15-Aug-25	0.62	ABS	Kubota Credit	195,000
Allspring	43811JAC1	15-Aug-25	0.00	ABS	Honda Auto Rec Own	1,350,000
Allspring	3135G05X7	25-Aug-25	0.38	U.S. Govt Agency	FNMA	1,500,000
Allspring	3130AK5E2	4-Sep-25	0.38	U.S. Govt Agency	FHLB	525,000

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PFM	44933LAC7	15-Sep-25	0.00	ABS	Hyundai Auto	190,000
PFM	002824BM1	15-Sep-25	3.88	MTN-C	Abbott Laboratories	195,000
Allspring	47788UAC6	15-Sep-25	0.36	ABS	John Deere Owner	685,000
PFM	3137EAEX3	23-Sep-25	0.00	U.S. Govt Agency	FHLMC	835,000
Allspring	3137EAEX3	23-Sep-25	0.00	U.S. Govt Agency	FHLMC	750,000
Allspring	06051GJG5	25-Sep-25	0.98	MTN-C	Bk of America	1,300,000
Allspring	742718FL8	29-Oct-25	0.55	MTN-C	Procter Gamble Co	1,300,000
Allspring	91282CAT8	31-Oct-25	0.25	U.S. Govt Agency	US Treasury Bill	770,000
PFM	50117XAE2	17-Nov-25	0.56	ABS	Kubota Credit	165,000
Allspring	91282CAZ4	30-Nov-25	0.38	U.S. Govt Agency	US Treasury Bill	1,200,000
Allspring	91282CAZ4	30-Nov-25	0.38	U.S. Govt Agency	US Treasury Bill	1,350,000
PFM	14316NAC3	15-Dec-25	0.00	ABS	Carmax Auto Owner	131,311
PFM	91282CBC4	31-Dec-25	0.38	U.S. Govt Agency	US Treasury Bill	445,000
PFM	9128CBC4	31-Dec-25	0.38	U.S. Govt Agency	US Treasury Bill	950,000
PFM	9128285T3	31-Dec-25	2.63	U.S. Govt Agency	US Treasury Bill	2,000,000
PFM	9128CBH3	31-Jan-26	0.38	U.S. Govt Agency	US Treasury Bill	1,000,000
Allspring	857477BR3	6-Feb-26	1.75	MTN-C	State Street Corp	350,000
Allspring	857477BR3	6-Feb-26	1.75	MTN-C	State Street Corp	650,000
PFM	38141GXS8	12-Feb-26	0.86	MTN-C	Goldman Sachs	205,000
PFM	912828P46	15-Feb-26	1.63	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	14314QAC8	17-Feb-26	0.00	ABS	Carmax Auto Owner	285,000
PFM	91282CBQ3	28-Feb-26	0.50	U.S. Govt Agency	US Treasury Bill	1,500,000
PFM	857477BM4	30-Mar-26	2.90	MTN-C	State Street Corp	420,000
PFM	9128CBT7	31-Mar-26	0.38	U.S. Govt Agency	US Treasury Bill	1,000,000
Allspring	91282CBT7	31-Mar-26	0.75	U.S. Govt Agency	US Treasury Bill	675,000
PFM	06051GKM0	2-Apr-26	3.38	MTN-C	Bank of America	250,000
PFM	06051GFX2	19-Apr-26	3.50	MTN-C	Bank of America	295,000
Allspring	95000U2X0	25-Apr-26	3.91	MTN-C	Wells Fargo co	800,000
Allspring	46647PCZ7	26-Apr-26	4.08	MTN-C	JP Morgan	250,000
PFM	91282CBW0	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	91282CBW0	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	435,000
Allspring	91282CBW0	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	1,900,000
Allspring	91282CBW0	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	450,000
Allspring	91282CBW0	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	1,000,000
Allspring	91282CBW0	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	1,875,000
PFM	459200JZ5	15-May-26	3.30	MTN-C	IBM Corp	410,000
PFM	04636NAA1	28-May-26	1.20	MTN-C	Astrazeneca LP	265,000
PFM	91282CCF6	31-May-26	0.75	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	9128286X3	31-May-26	2.13	U.S. Govt Agency	US Treasury Bill	1,200,000
PFM	14317DAC4	15-Jun-26	0.00	ABS	Carmax Auto Owner	550,000
Allspring	14316HAD4	15-Jun-26	0.91	ABS	Carmax Auto Owner	1,750,000
Allspring	89236TJK2	18-Jun-26	1.13	MTN-C	Toyota Motor	1,400,000
PFM	91282CCJ8	30-Jun-26	0.88	U.S. Govt Agency	US Treasury Bill	750,000
PFM	91282CCJ8	30-Jun-26	0.88	U.S. Govt Agency	US Treasury Bill	240,000
Allspring	91282CCJ8	30-Jun-26	0.88	U.S. Govt Agency	US Treasury Bill	1,850,000
PFM	544647FC9	1-Jul-26	1.46	Municipal	Los Angeles Ca	270,000
Allspring	03255LKA6	1-Jul-26	1.89	Municipal	Anaheim Ca Pub	1,000,000
PFM	931142EM1	8-Jul-26	3.05	MTN-C	Walmart INC	205,000
PFM	43815PAC3	20-Jul-26	0.00	ABS	Honda Auto Rec Own	130,000
PFM	06406RBJ5	24-Jul-26	4.41	MTN-C	Bank of NY Mtn	55,000
PFM	89788MAH5	28-Jul-26	4.26	MTN-C	Truist Financial Mtn	275,000
PFM	91282CCP4	31-Jul-26	0.63	U.S. Govt Agency	US Treasury Bill	280,000
PFM	91282CCP4	31-Jul-26	0.63	U.S. Govt Agency	US Treasury Bill	600,000
Allspring	380130AF1	20-Aug-26	5.40	ABS	GM Fin Atmbl Lease	1,365,000
PFM	91282CCW9	31-Aug-26	0.75	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	14913R2Q9	14-Sep-26	1.15	MTN-C	Caterpillar Finl Mtn	220,000
Allspring	34528QHf4	15-Sep-26	2.44	MTN-C	Ford Credit	1,750,000
PFM	91282CCZ2	30-Sep-26	0.88	U.S. Govt Agency	US Treasury Bill	1,000,000
Allspring	91282CCZ2	30-Sep-26	0.88	U.S. Govt Agency	US Treasury Bill	1,210,000
Allspring	9128CCZ2	30-Sep-26	0.88	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	46625HRV4	1-Oct-26	2.95	MTN-C	JP Morgan	415,000
Allspring	91282CDG3	31-Oct-26	1.13	U.S. Govt Agency	US Treasury Bill	800,000
PFM	025816CM9	4-Nov-26	0.02	MTN-C	American Express Co	445,000
PFM	539830BH1	15-Nov-26	3.55	MTN-C	Lockheed Martin	203,000
PFM	14041NFY2	16-Nov-26	0.00	ABS	Capital One Multi	640,000
Allspring	02582JJR2	16-Nov-26	0.90	MTN-C	American Express Cr	1,750,000
PFM	91282CDK4	30-Nov-26	1.25	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	91282CDK4	30-Nov-26	1.25	U.S. Govt Agency	US Treasury Bill	200,000
PFM	91282CDK4	30-Nov-26	1.25	U.S. Govt Agency	US Treasury Bill	1,000,000
Allspring	91282CDK4	30-Nov-26	1.13	U.S. Govt Agency	US Treasury Bill	1,100,000
Allspring	91282CDK4	30-Nov-26	1.13	U.S. Govt Agency	US Treasury Bill	900,000
PFM	91282CDQ1	31-Dec-26	1.25	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	91282CDQ1	31-Dec-26	1.25	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	02665WDJ7	8-Jan-27	2.35	MTN-C	American Honda Mtn	220,000
PFM	24422EWA3	11-Jan-27	1.70	MTN-C	Deere John Mtn	220,000
PFM	87612EBM7	15-Jan-27	1.95	MTN-C	Target Corp	115,000
PFM	87612EBM7	15-Jan-27	1.95	MTN-C	Target Corp	215,000
Allspring	87612EBM7	15-Jan-27	1.95	MTN-C	Target Corp	900,000
Allspring	912828Z78	31-Jan-27	1.50	U.S. Govt Agency	US Treasury Bill	650,000
Allspring	912828Z78	31-Jan-27	1.50	U.S. Govt Agency	US Treasury Bill	750,000
PFM	00724PAC3	1-Feb-27	2.15	MTN-C	Adobe Inc	220,000
PFM	3130AKYH3	10-Feb-27	0.83	U.S. Govt Agency	FHLB	710,000

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PFM	654106AJ2	27-Mar-27	2.75	MTN-C	Nike Inc	215,000
Allspring	91282CEF4	31-Mar-27	2.50	U.S. Govt Agency	US Treasury Bill	1,280,000
Allspring	91282CEF4	31-Mar-27	2.50	U.S. Govt Agency	US Treasury Bill	550,000
Allspring	91282CEF4	31-Mar-27	2.38	U.S. Govt Agency	US Treasury Bill	1,500,000
PFM	14318MAD1	15-Apr-27	0.00	ABS	Carmax Auto Owner	600,000
PFM	437076CA8	15-Apr-27	2.50	MTN-C	Home Depot Inc	220,000
PFM	91282ZLN3	30-Apr-27	0.50	U.S. Govt Agency	US Treasury Bill	250,000
PFM	91282CEN7	30-Apr-27	2.88	U.S. Govt Agency	US Treasury Bill	800,000
Allspring	91282CEN7	30-Apr-27	2.88	U.S. Govt Agency	US Treasury Bill	970,000
PFM	665859AW4	10-May-27	4.00	MTN-C	Northern Tr Corp Sr	250,000
Allspring	665859AW4	10-May-27	4.00	MTN-C	Northern Tr Corp Sr	800,000
PFM	912828X88	15-May-27	2.38	U.S. Govt Agency	US Treasury Bill	925,000
PFM	459200KH3	15-May-27	1.70	MTN-C	IBM Corp	230,000
PFM	91324PEG3	15-May-27	3.70	MTN-C	Unitedhealth Group	85,000
Allspring	14041NGA3	15-May-27	7.10	ABS	Capital One Multi	1,750,000
PFM	14043GAD6	17-May-27	4.14	ABS	Capital One Prime	265,000
PFM	02582JJT8	17-May-27	2.39	MTN-C	American Express Co	655,000
PFM	254683CS2	17-May-27	0.00	MTN-C	Discover Card Exe	305,000
Allspring	254683CS2	17-May-27	3.32	MTN-C	Discover Card Exe	1,750,000
PFM	693475AT2	19-May-27	3.15	MTN-C	PNC Financial	215,000
PFM	89788MAC6	19-May-27	3.15	MTN-C	Truist Financial Mtn	240,000
Allspring	91282CET4	31-May-27	2.63	U.S. Govt Agency	US Treasury Bill	2,000,000
Allspring	91282CEW7	20-Jun-27	3.00	U.S. Govt Agency	US Treasury Bill	175,000
Allspring	576004HD0	15-Jul-27	3.68	Municipal	Massachusetts St	1,000,000
PFM	91282CFB2	31-Jul-27	2.75	U.S. Govt Agency	US Treasury Bill	1,675,000
Allspring	010878BF2	1-Aug-27	3.46	Municipal	Alameda Cnty Ca	500,000
PFM	458140BY5	5-Aug-27	3.75	MTN-C	Intel Corp	420,000
PFM	254683CP8	15-Sep-28	0.00	MTN-C	Discover Card Exe	495,000
PFM	89238EAC0	20-Jul-32	0.00	ABS	Toyota Lease Owner	235,000
PFM	91282CAZ4	1-Nov-25	0.38	U.S. Govt Agency	US Treasury Bill	500,000

\$ 227,273,233

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	<b>Maturity Date</b>	<b>Yield</b>	<b>Investment Type</b>	<b>G/L Account</b>	<b>Amount</b>	<b>Total</b>
<b><u>Self-insurance trust</u></b>						
Wells Fargo Bank			Money market	110900	1,312,186	
Wells Fargo Bank			Fixed income - L/T	152300	<u>1,132,214</u>	2,444,400
<b><u>2015A revenue bonds</u></b>						
US Bank			COI	152445	-	
US Bank			Principal/Interest payment fund	142115	<u>156,791</u>	156,791
<b><u>2015B revenue bonds</u></b>						
US Bank			Principal/Interest payment fund	142116	1,035,964	
US Bank			Project Fund	152442	<u>9,720</u>	
US Bank			COI	152443	<u>-</u>	1,045,684
<b><u>2017C revenue bonds</u></b>						
US Bank			Principal/Interest payment fund	142118	<u>2,447,103</u>	2,447,103
<b><u>2020 revenue bonds</u></b>						
Signature Bank			Project Fund	152446	4,600	
US Bank			Principal/Interest payment fund	142113	<u>300,322</u>	304,922
<b><u>2014 general obligation bonds</u></b>						
LAIF			Interest Payment fund	152440	<u>1,788,007</u>	1,788,007
<b><u>Operations</u></b>						
Wells Fargo Bank	(Checking)	0.16	Checking	100000	(1,698,311)	
Wells Fargo Bank	(Savings)	0.16	Checking	100500	<u>4,073,682</u>	
					2,375,371	
<b><u>Payroll</u></b>						
Wells Fargo Bank	(Checking)	0.16	Checking	100100	(121,645)	
Wells Fargo Bank	(Checking)	0.16	Checking	100201	775,823	
Wells Fargo Bank	(Checking)	0.16	Checking	100200	36,845	
Wells Fargo Bank			Checking	100205	927	
Bancorp	(Checking)		Checking	100202	<u>(36,249)</u>	
					655,701	3,031,072
					<b>Total investments</b>	<b>\$ 238,491,212</b>

**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
Aug 31, 2022**

**Kaweah Delta Medical Foundation**

Wells Fargo Bank	Checking	100050		<b>\$ 5,687,018</b>
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**Sequoia Regional Cancer Center**

Wells Fargo Bank (Medical)	Checking	100535	792,782	<b>\$ 792,782</b>
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**Kaweah Delta Hospital Foundation**

VCB Checking	Investments	100501	432,533	
Various	S/T Investments	142200	8,615,367	
Various	L/T Investments	142300	11,139,635	
Various	Unrealized G/L	142400	30,990	
				<b>\$ 20,218,525</b>

**Summary of board designated funds:**

Plant fund:

Uncommitted plant funds	\$ 178,174,519		142100	
Committed for capital	16,627,388		142100	
		<u>194,801,907</u>		
GO Bond reserve - L/T	1,992,658		142100	
401k Matching	6,023,373		142100	
Cost report settlement - current	2,135,384		142104	
Cost report settlement - L/T	<u>1,312,727</u>		142100	
		3,448,111		
Development fund/Memorial fund	104,184		112300	
Workers compensation - current	5,625,000		112900	
Workers compensation - L/T	<u>15,278,000</u>		113900	
		20,903,000		
		<u>\$ 227,273,233</u>		

	Total Investments	%	Trust Accounts	Surplus Funds	%
<b><u>Investment summary by institution:</u></b>					
Bancorp	\$ (36,249)		0.0%	(36,249)	0.0%
CAMP	35,721,985		15.0%	35,721,985	15.5%
Local Agency Investment Fund (LAIF)	7,330,368		3.1%	7,330,368	3.2%
Local Agency Investment Fund (LAIF) - GOB Tax Rev	1,788,007		0.7%	-	0.0%
Allspring	92,304,127		38.7%	2,444,400	39.0%
PFM	88,856,946		37.3%	88,856,946	38.6%
Torrey Pines Bank	3,059,808		1.3%	3,059,808	1.3%
Wells Fargo Bank	5,511,721		2.3%	5,511,721	2.4%
Signature Bank	4,600		0.0%	4,600	0.0%
US Bank	3,949,900		1.7%	3,949,900	0.0%
<hr/>					
<b>Total investments</b>	<b>\$ 238,491,212</b>		<b>100.0%</b>	<b>\$ 8,186,907</b>	<b>230,304,305</b>
					<b>100.0%</b>

**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
Aug 31, 2022**

<u>Investment summary of surplus funds by type:</u>		<u>Investment Limitations</u>
Negotiable and other certificates of deposit	\$ 3,724,808	69,091,000 (30%)
Checking accounts	3,031,072	
Local Agency Investment Fund (LAIF)	7,330,368	75,000,000
Cal Trust	-	
CAMP	35,721,985	
Medium-term notes (corporate) (MTN-C)	54,240,795	69,091,000 (30%)
U.S. government agency	88,258,241	
Municipal securities	21,340,000	
Money market accounts	731,130	46,061,000 (20%)
Commercial paper	-	57,576,000 (25%)
Asset Backed Securities	12,730,907	46,061,000 (20%)
Supra-National Agency	3,195,000	69,091,000 (30%)
	<u>\$ 230,304,305</u>	

Return on investment:

<b>Current month</b>	<u><u>0.82%</u></u>
<b>Year-to-date</b>	<u><u>0.82%</u></u>
<b>Prospective</b>	<u><u>1.57%</u></u>
<b>LAIF (year-to-date)</b>	<u><u>1.18%</u></u>
<b>Budget</b>	<u><u>1.65%</u></u>

Fair market value disclosure for the quarter ended June 30, 2022 (District only):

	<u>Quarter-to-date</u>	<u>Year-to-date</u>
Difference between fair value of investments and amortized cost (balance sheet effect)	N/A	(8,344,119)
Change in unrealized gain (loss) on investments (income statement effect)	\$ (4,656,399)	(11,234,996)

**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
Aug 31, 2022**

**Investment summary of CDs:**

Credit Suisse Ag CD	\$ 665,000
Dnb Bank Asa Ny CD	0
Torrey Pines Bank	3,059,808
	<u>\$ 3,724,808</u>

**Investment summary of asset backed securities:**

American Honda Mtn	\$ 190,000
BMW Vehicle Owner	83,082
BMW Auto Leasing LLC	168,089
BMW US Cap LLC	340,000
Capital One Multi	2,390,000
Capital One Prime	270,769
Carmax Auto Owner	3,665,638
FHLMC	10,641
GM Fin Atmbl Lease	1,365,000
Gm Fin Auto Lease	497,451
Gm Financial	100,000
Honda Auto	268,863
Honda Auto Rec Own	1,480,000
Hyundai Auto	339,612
John Deere Owner	685,000
Kubota Credit	360,000
Nissann Auto Lease	101,061
Toyota Auto Recvs	180,702
Toyota Lease Owner	235,000
	<u>\$ 12,730,907</u>

**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
Aug 31, 2022**

**Investment summary of medium-term notes (corporate):**

Abbott Laboratories	\$	195,000
Adobe Inc	\$	220,000
Amazon Com Inc		2,070,000
American Express Co		1,330,000
American Express Cr		1,750,000
American Honda Mtn		615,000
Apple, Inc		655,000
Astrazeneca LP		565,000
Bank of America		545,000
Bank of NY		575,000
Bank of NY Mtn		1,615,000
Bk of America		1,300,000
Branch Banking Trust		1,300,000
Bristol Myers Squibb		280,000
Caterpillar Finl Mtn		2,170,000
Citigroup Inc		885,000
Colgate Palmolive		140,000
Comcast Corp		395,000
Deere John Mtn		855,000
Discover Card Exe		2,550,000
Emerson Electric Co		265,000
Exxon Mobil		1,320,000
Ford Credit		1,750,000
General Dynamics		395,000
Goldman Sachs		930,000
Home Depot Inc		285,000
Honeywell		730,000
HSBC USA Inc		415,000
IBM Corp		640,000
Intel corp		420,000
Intercontinental		725,000
John Deere Mtn		1,025,000
JP Morgan		3,125,000
Lockheed Martin		203,000
Merck Co Inc.		405,000
Morgan Stanley		1,265,000
National Rural		1,400,000
National Rural Mtn		125,000
Nestle Holdings		640,000
Nike Inc		215,000
Nissan Auto		67,795
Northern Tr Corp Sr		1,050,000
Novartis Capital		425,000
Paccar Financial Mtn		1,350,000
PNC Financial		610,000
Procter Gamble Co		1,300,000
Roche Holding Inc		730,000
Schwab Charles		1,715,000
State Street Corp		1,420,000
Target Corp		1,230,000
Toyota Motor		2,370,000
Truist Financial Mtn		515,000
Unilever Capital		300,000
Unitedhealth Group		85,000
US Bancorp		415,000
US Bank NA		1,400,000
Verizon		730,000
Verizon Owner		455,000
Walmart INC		205,000
Walt Disney Co		780,000
Wells Fargo co		800,000
	<u>\$</u>	<u>54,240,795</u>

**Investment summary of U.S. government agency:**

Federal National Mortgage Association (FNMA)	\$	10,469,165
Federal Home Loan Bank (FHLB)		2,575,000
Federal Home Loan Mortgage Corp (FHLMC)		6,589,077
US Treasury Bill		68,625,000
	<u>\$</u>	<u>88,258,241</u>

**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
Aug 31, 2022**

**Investment summary of municipal securities:**

Arizona ST	\$	675,000
Alameda Cnty Ca	\$	500,000
Anaheim Ca Pub		1,000,000
Bay Area Toll		250,000
Carson Ca Redev Ag		300,000
Chaffey Ca		265,000
Connecticut ST		550,000
Desert Sands Ca		315,000
El Segundo Ca		510,000
Florida ST		600,000
Foothill Ca		850,000
Los Angeles Ca		605,000
Los Angeles Calif Ca		1,500,000
Louisiana ST		500,000
Maryland ST		355,000
Massachusetts St		1,000,000
Mississippi ST		300,000
New York ST		585,000
Orange Ca		500,000
Palomar Ca		700,000
Port Auth NY		245,000
San Diego Ca		-
San Diego Ca Community		245,000
San Diego County		300,000
San Francisco		-
San Jose Ca Ref		765,000
San Juan Ca		385,000
Santa Cruz Ca		400,000
Tamalpais Ca Union		675,000
Torrance Ca		1,450,000
University Ca		1,000,000
University Calif Ca		185,000
Upper Santa Clara		1,100,000
Wisconsin ST		2,730,000
		<u>\$ 21,340,000</u>

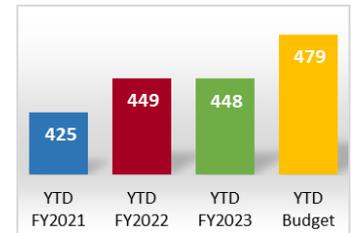
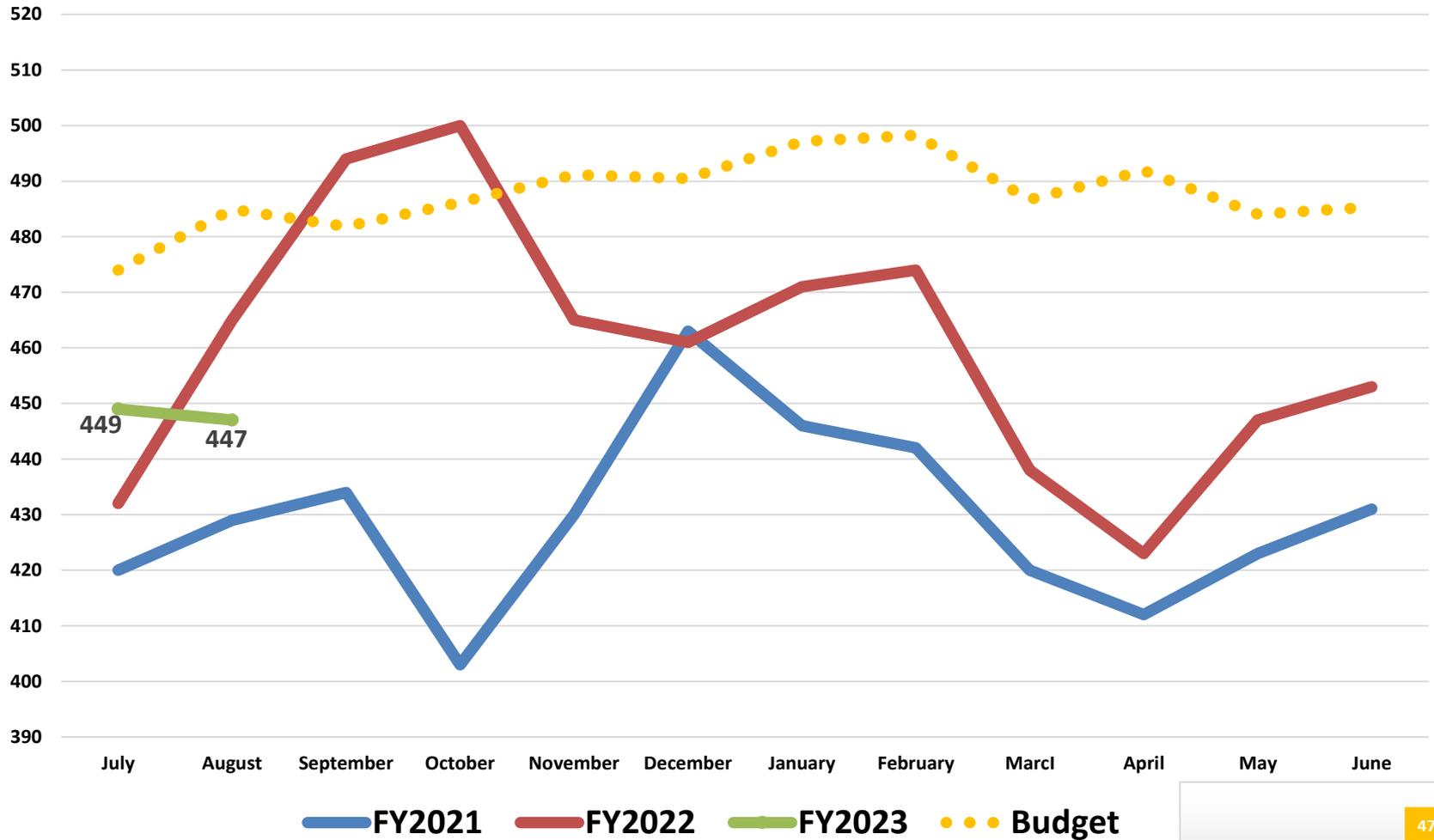
**Investment summary of Supra-National Agency:**

Cooperative	\$	440,000
Inter Amer Bk		870,000
Intl Bk		1,885,000
		<u>\$ 3,195,000</u>

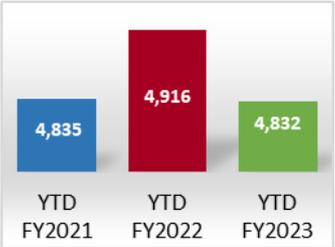
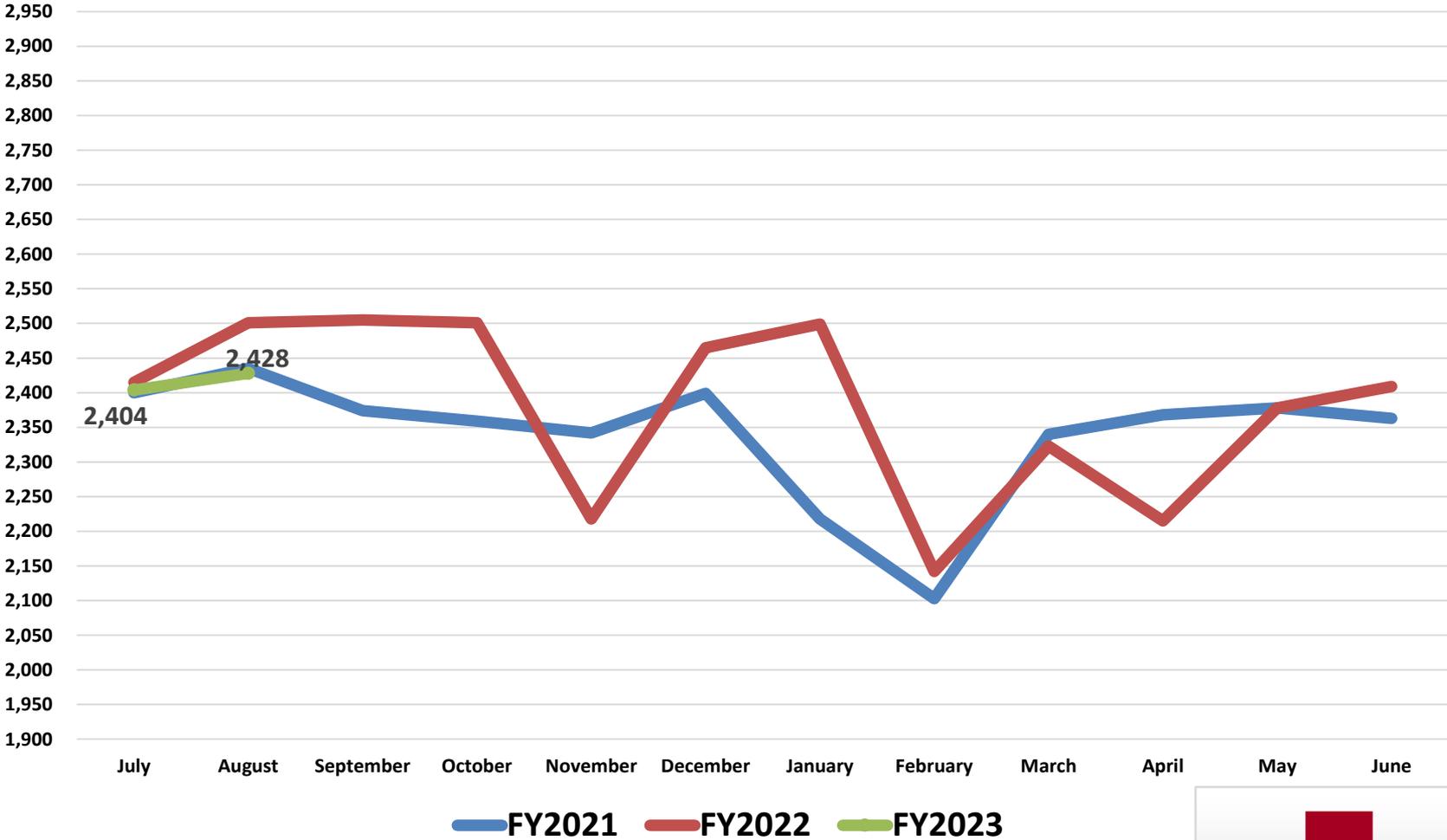
# Statistical Report

## September 2022

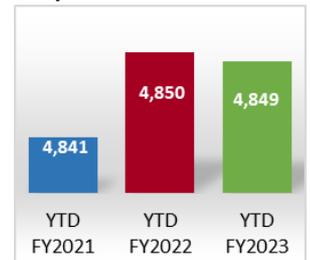
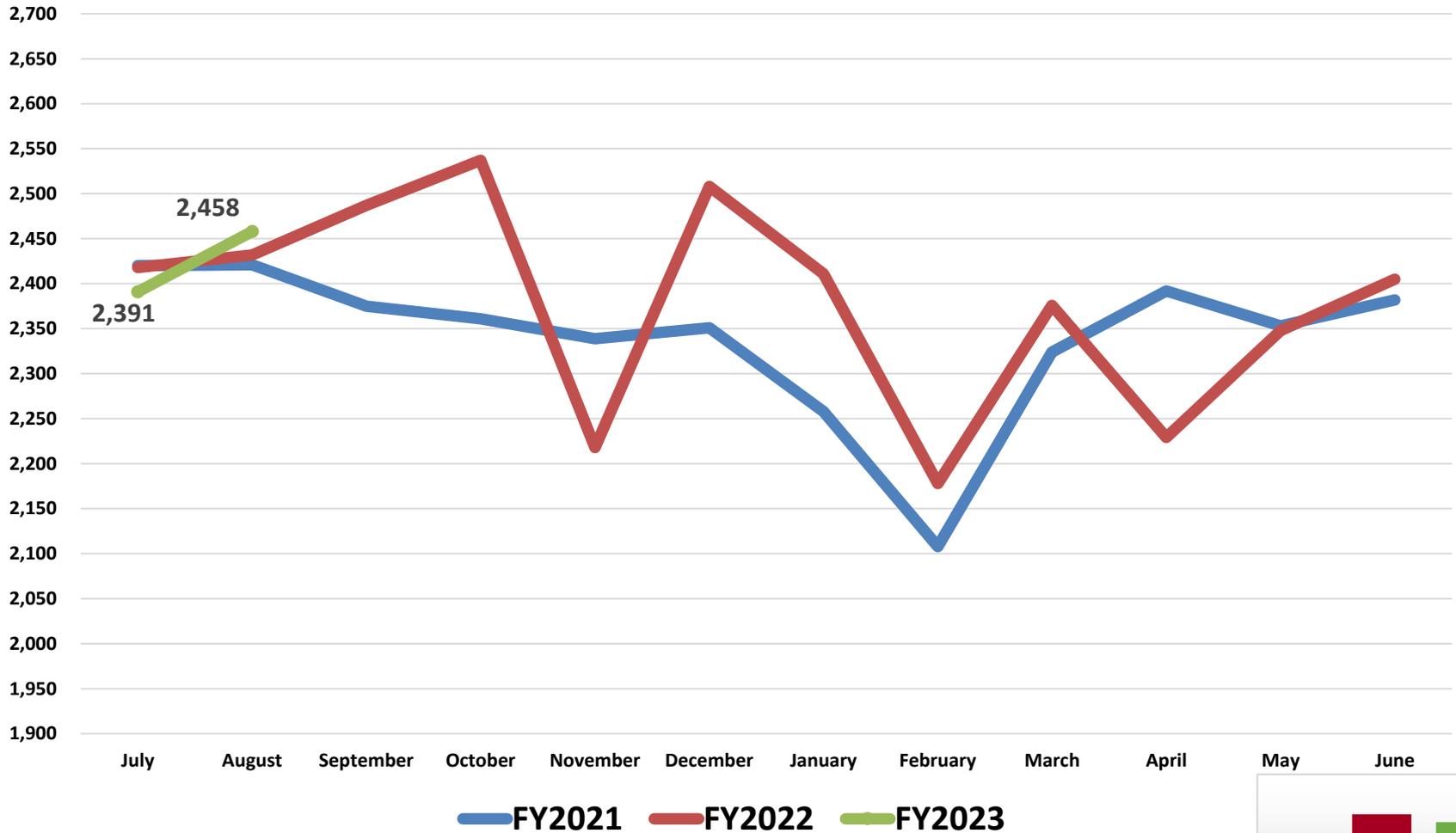
# Average Daily Census



# Admissions



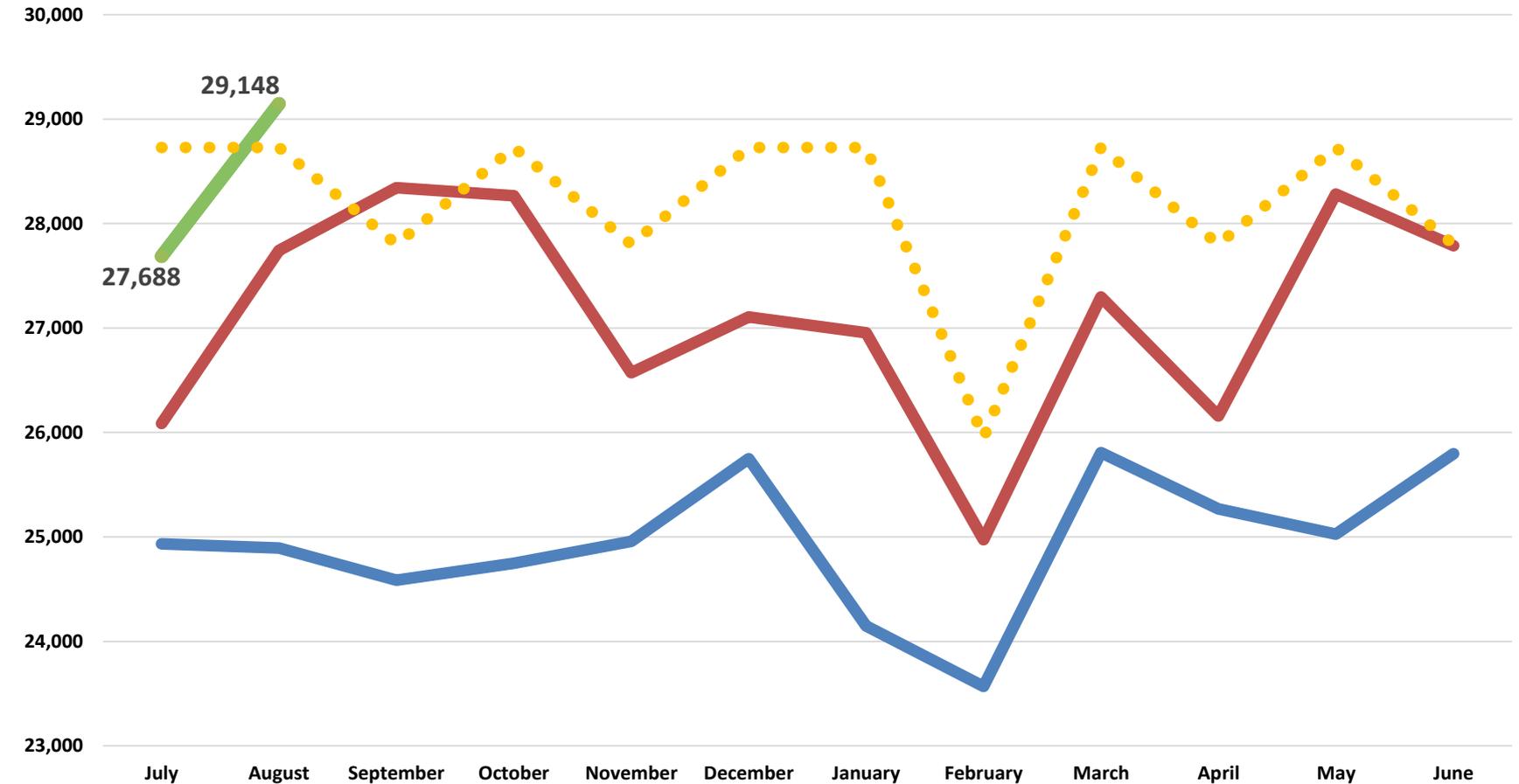
# Discharges



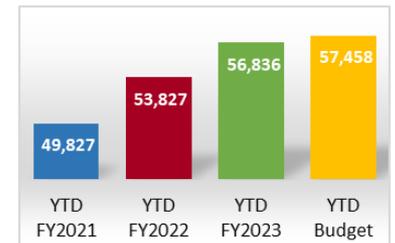
# Observation Days



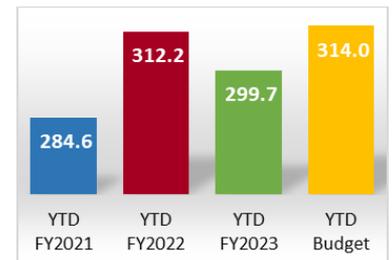
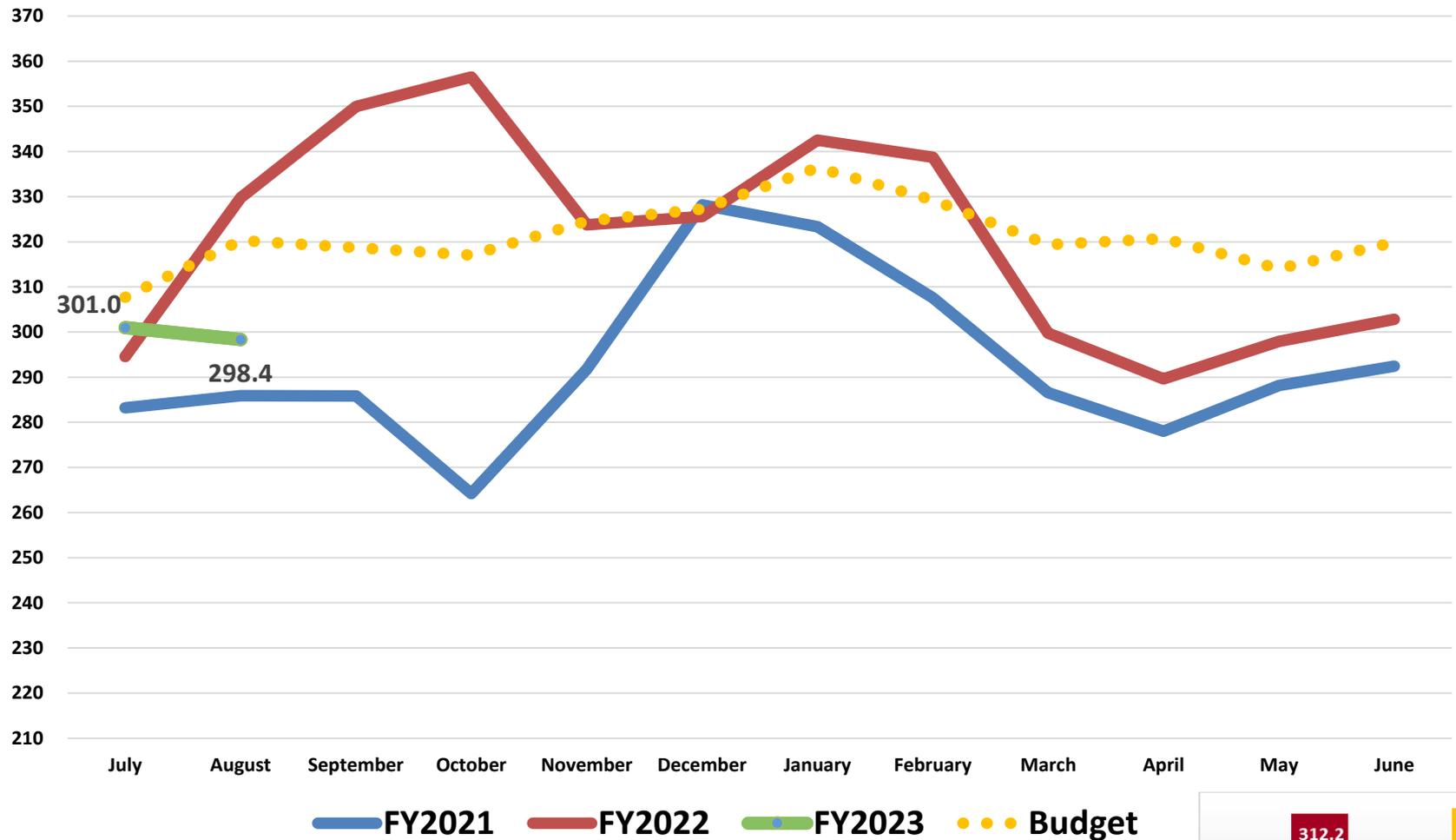
# Adjusted Patient Days



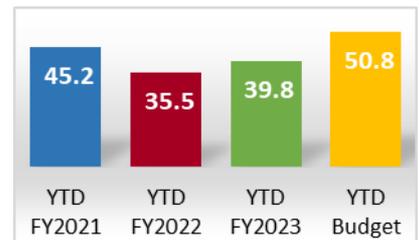
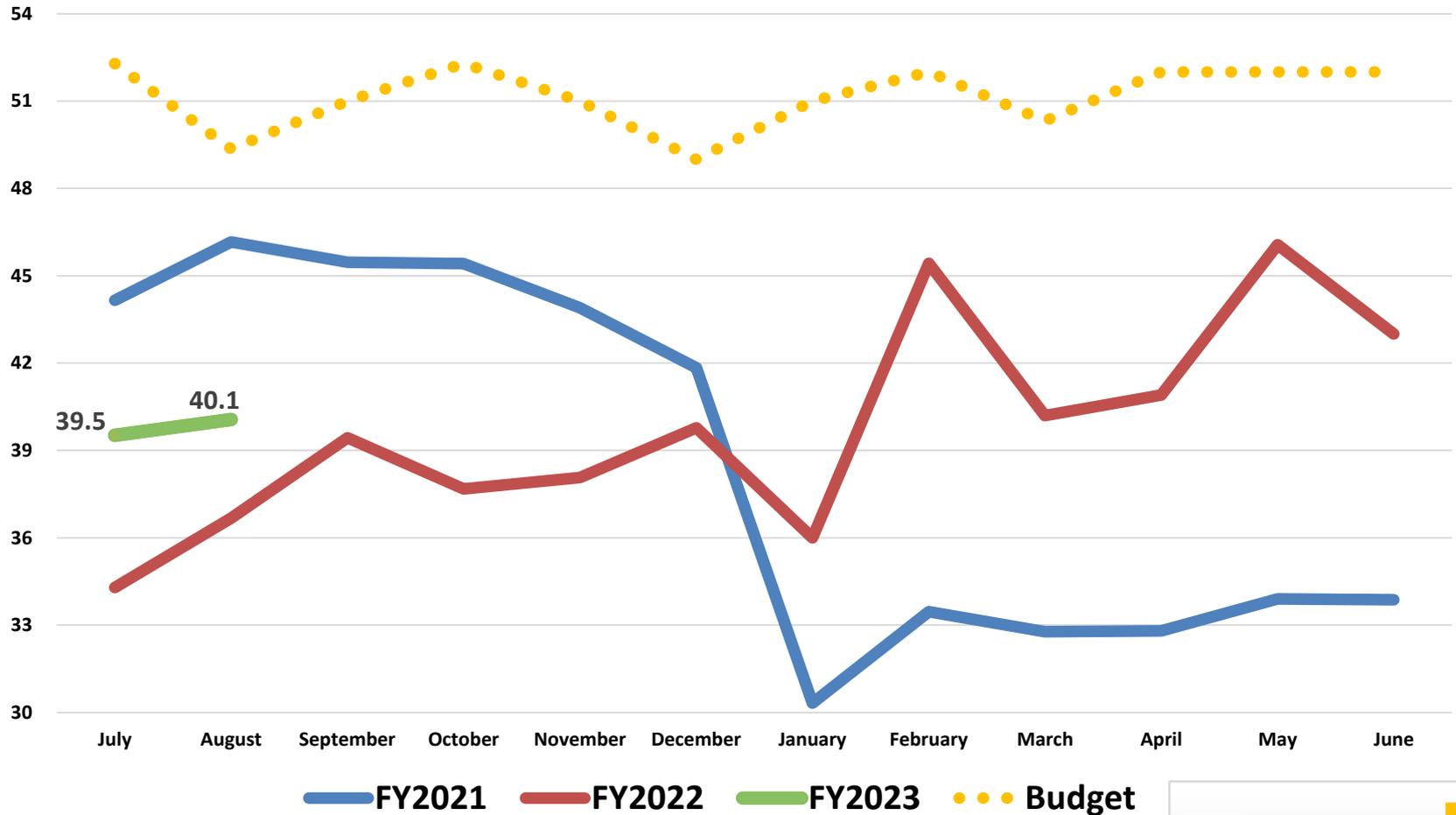
—● FY2021   
 —● FY2022   
 —● FY2023   
 ●●● Budget



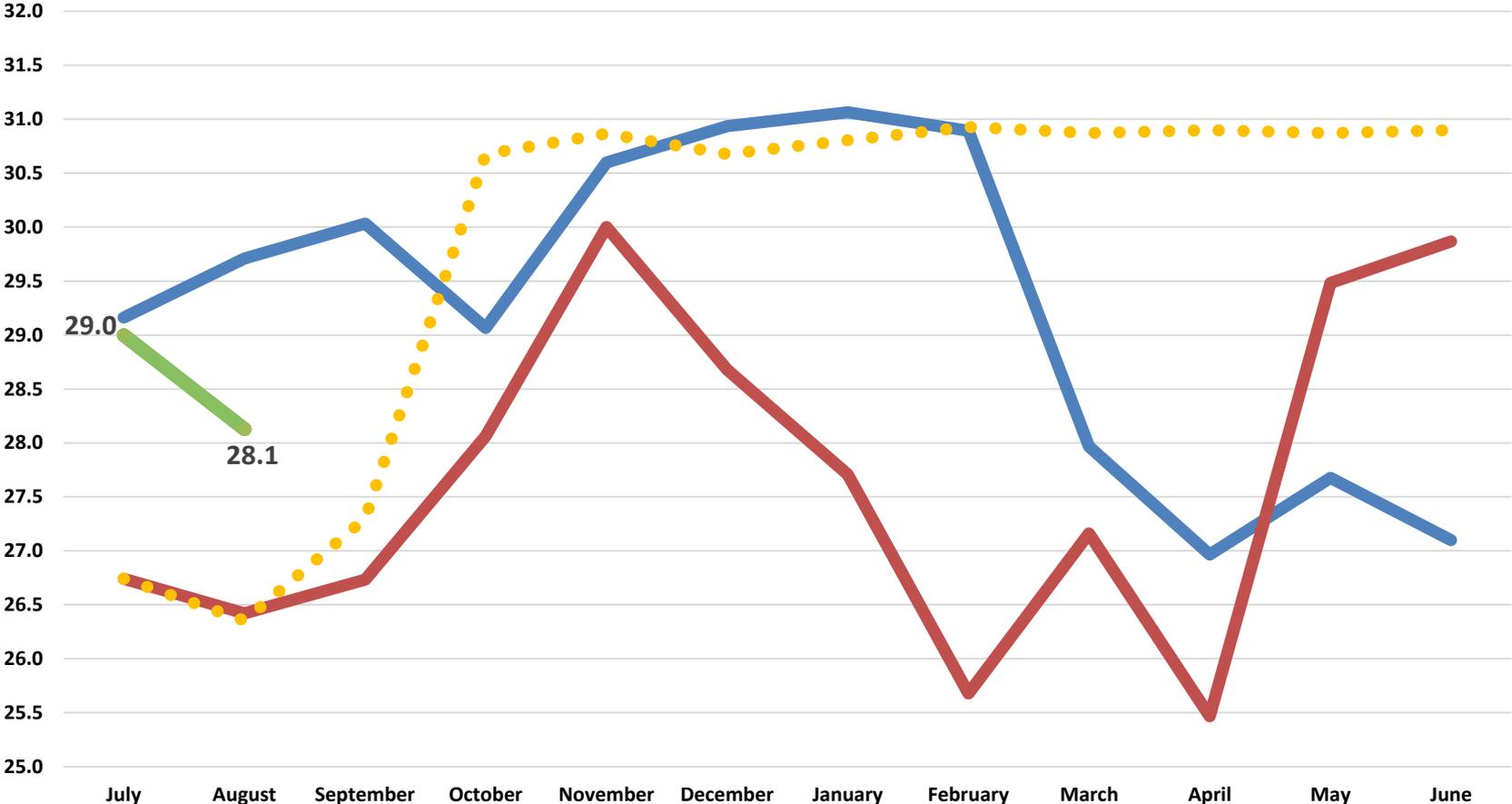
# Medical Center – Avg. Patients Per Day



# Acute I/P Psych - Avg. Patients Per Day



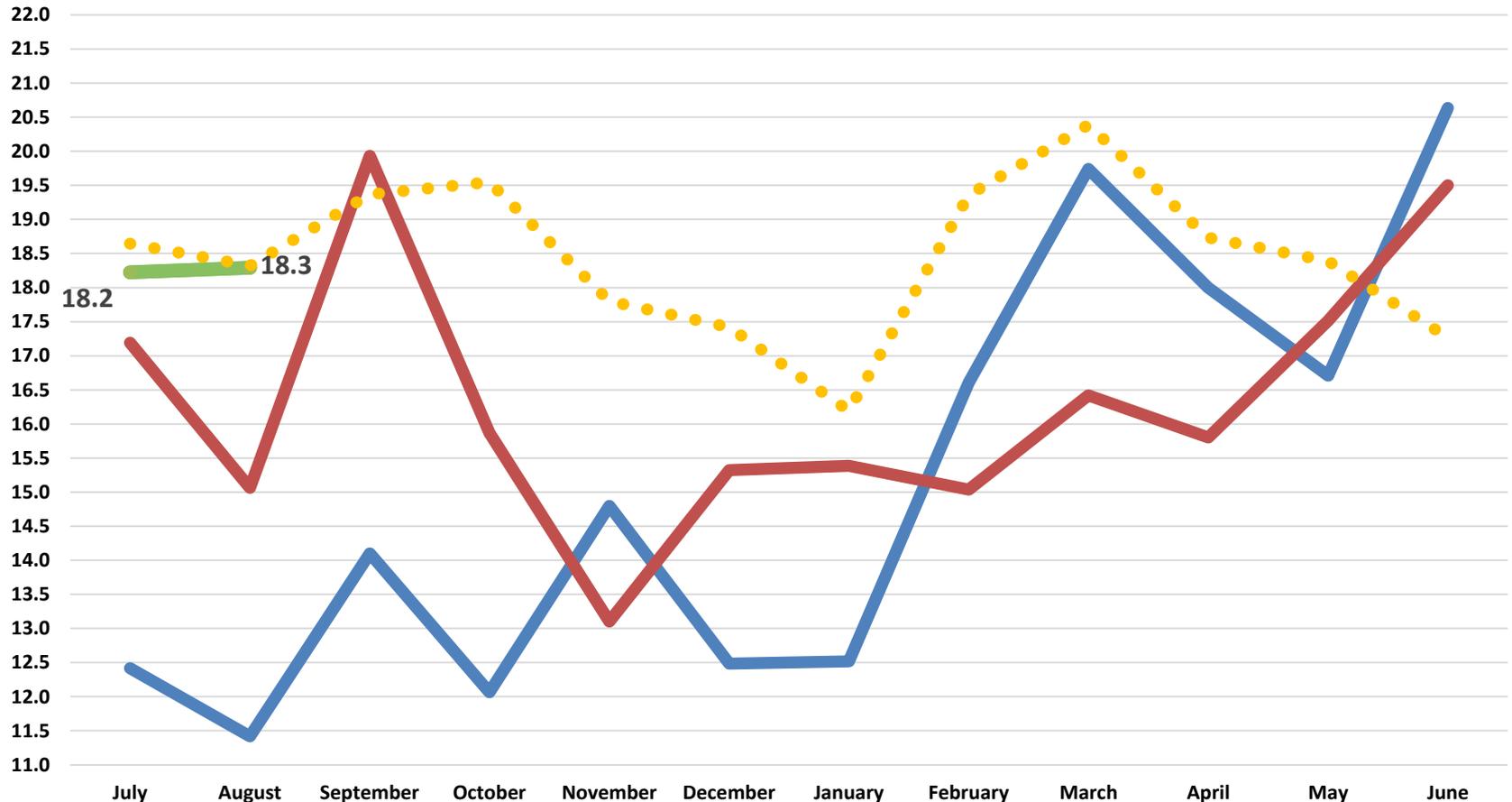
# Sub-Acute - Avg. Patients Per Day



—●— **FY2021**   
 —●— **FY2022**   
 —●— **FY2023**   
 ●●● **Budget**



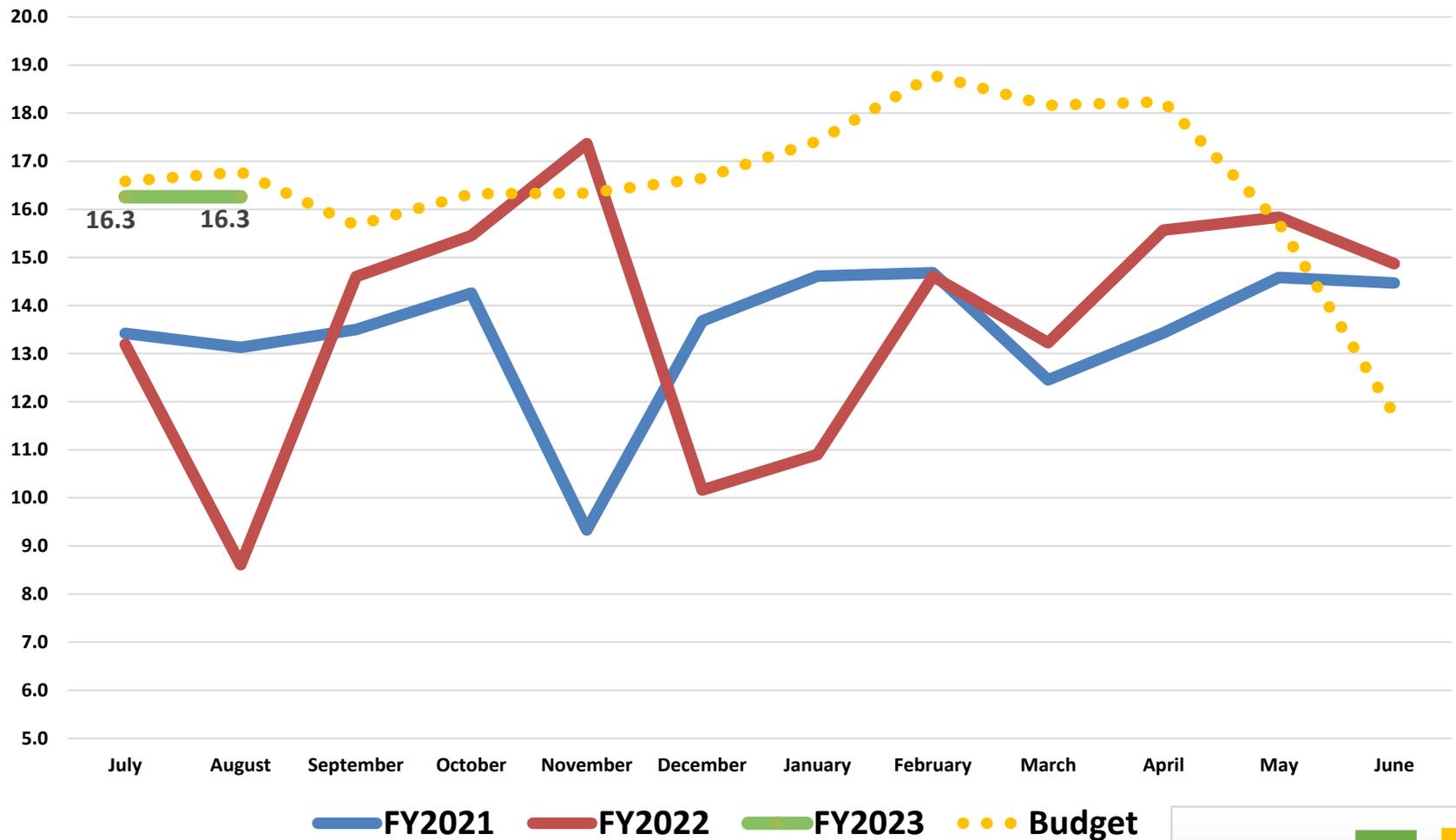
# Rehabilitation Hospital - Avg. Patients Per Day



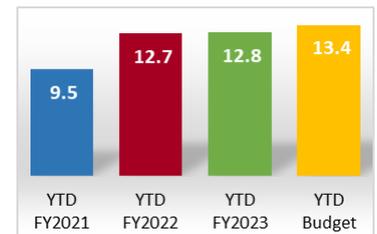
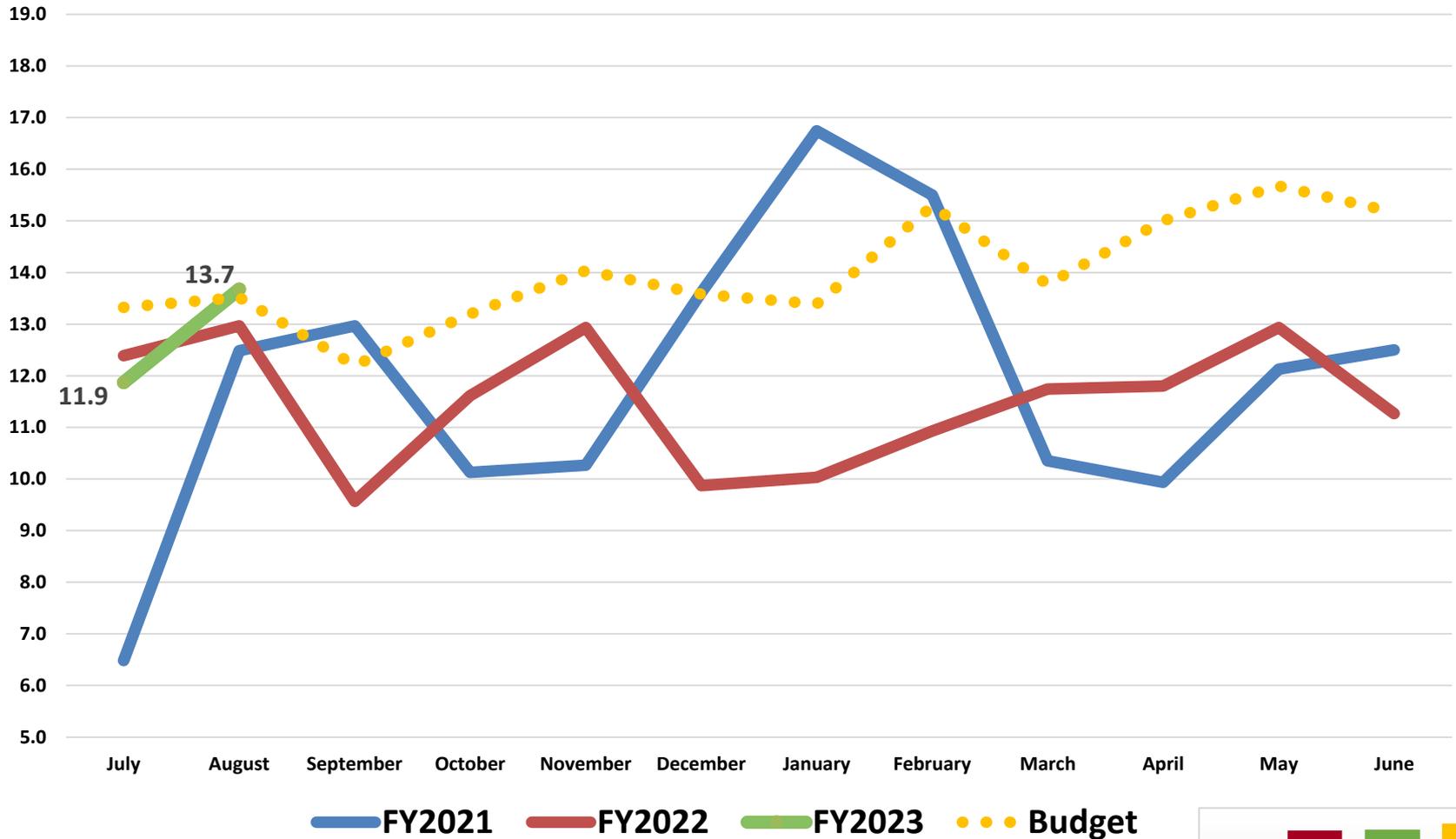
—●— FY2021   
 —●— FY2022   
 —●— FY2023   
 ●●● Budget



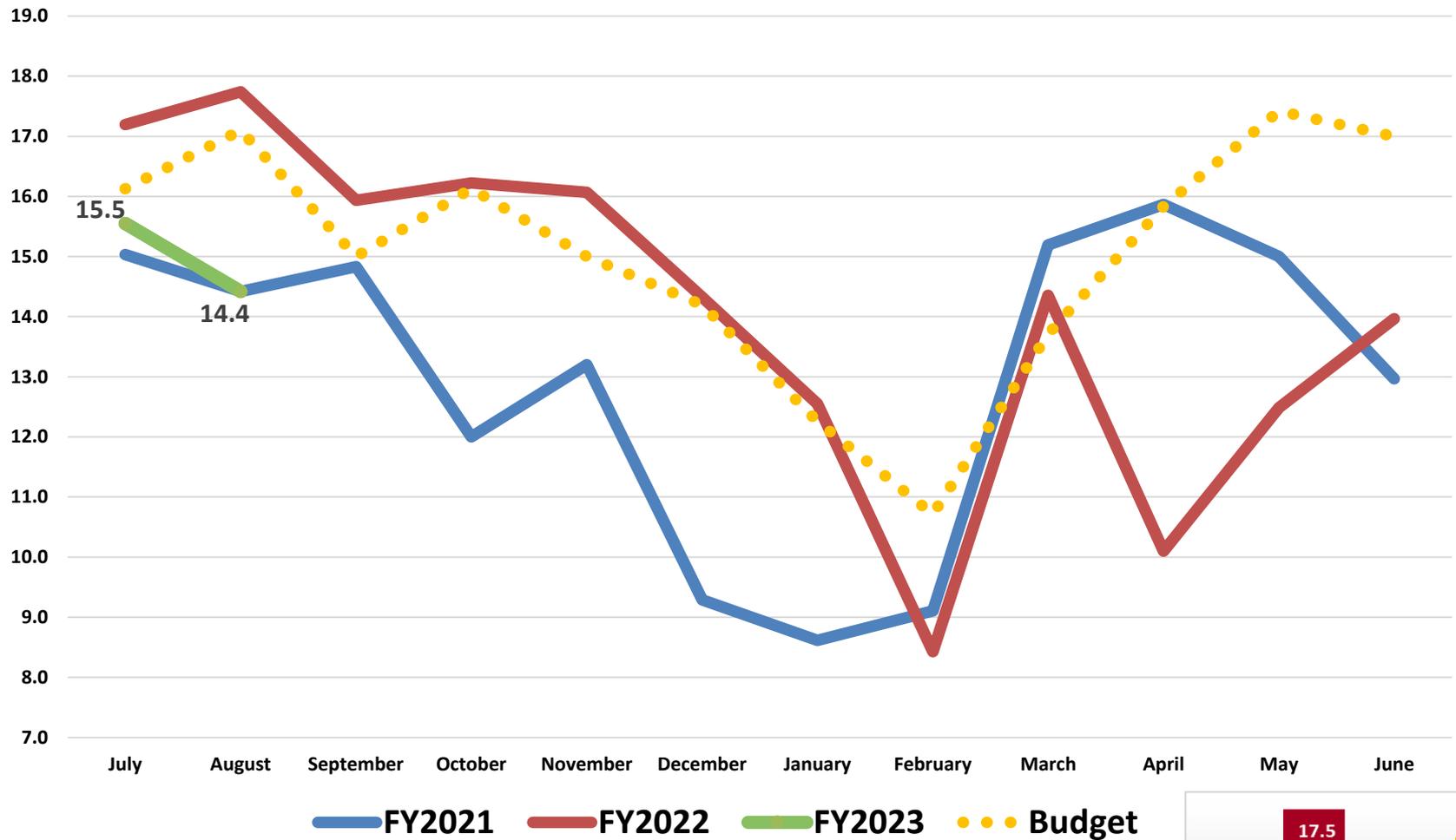
# Transitional Care Services (TCS) - Avg. Patients Per Day



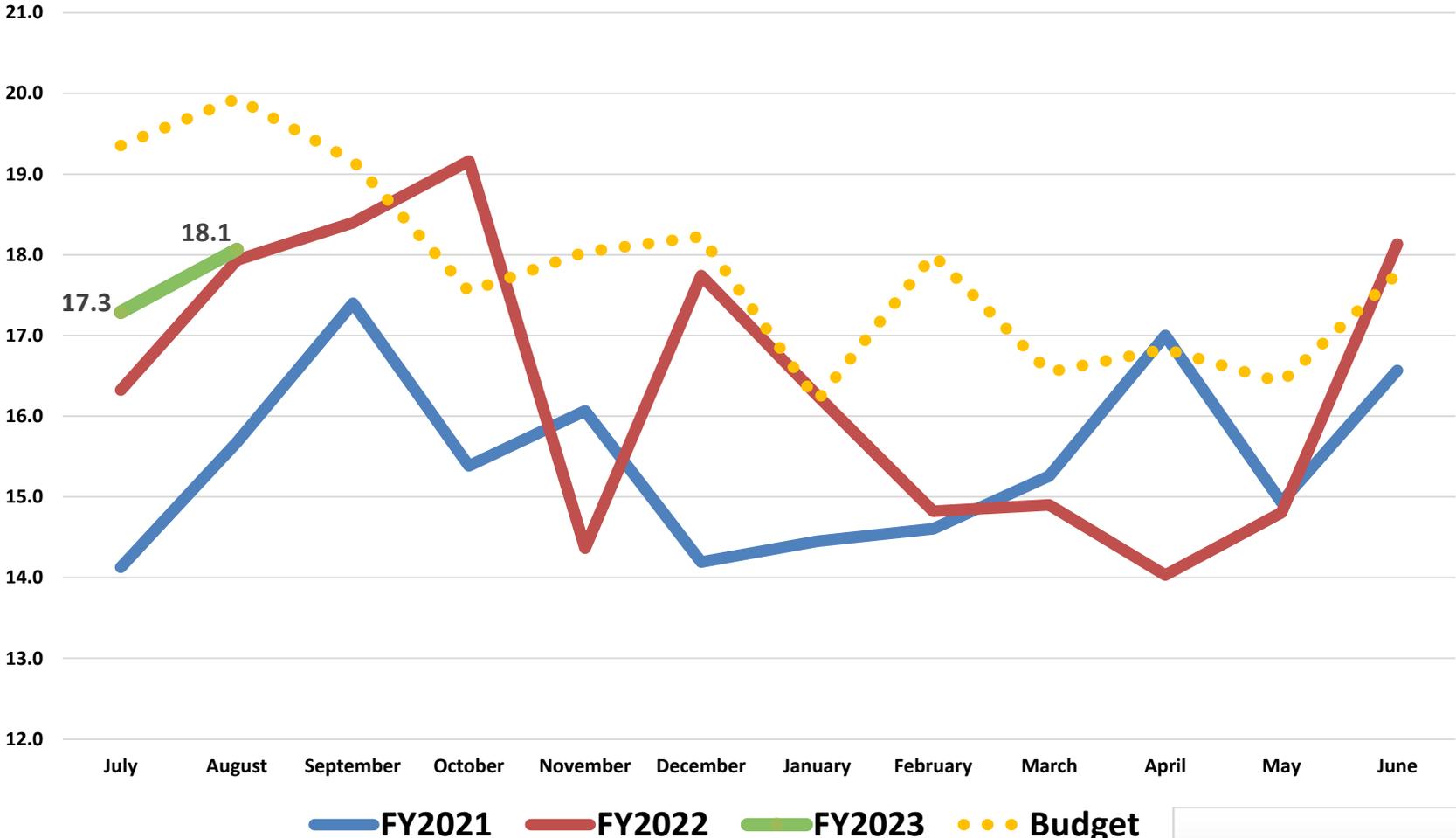
# TCS Ortho - Avg. Patients Per Day



# NICU - Avg. Patients Per Day

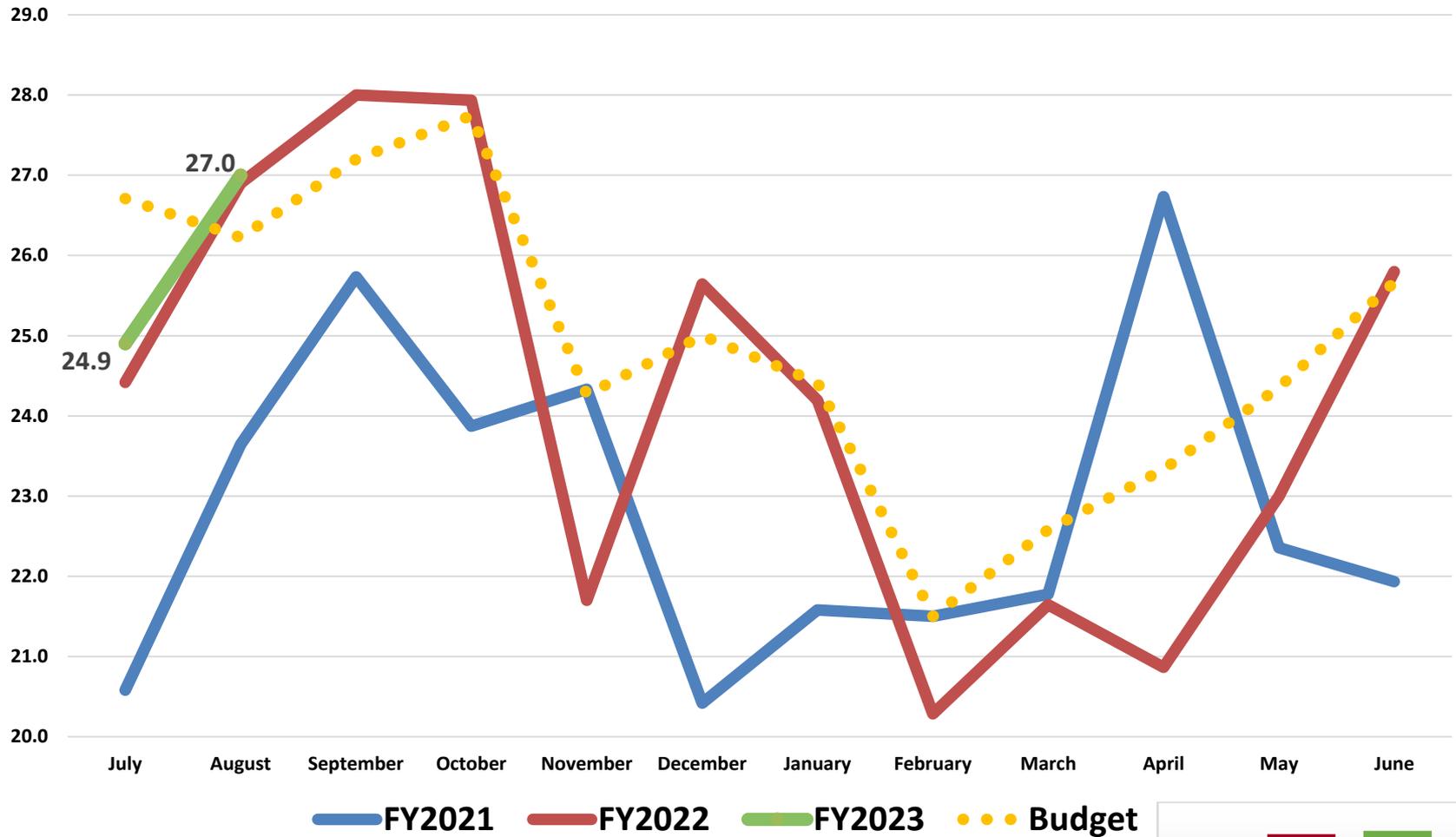


# Nursery - Avg. Patients Per Day



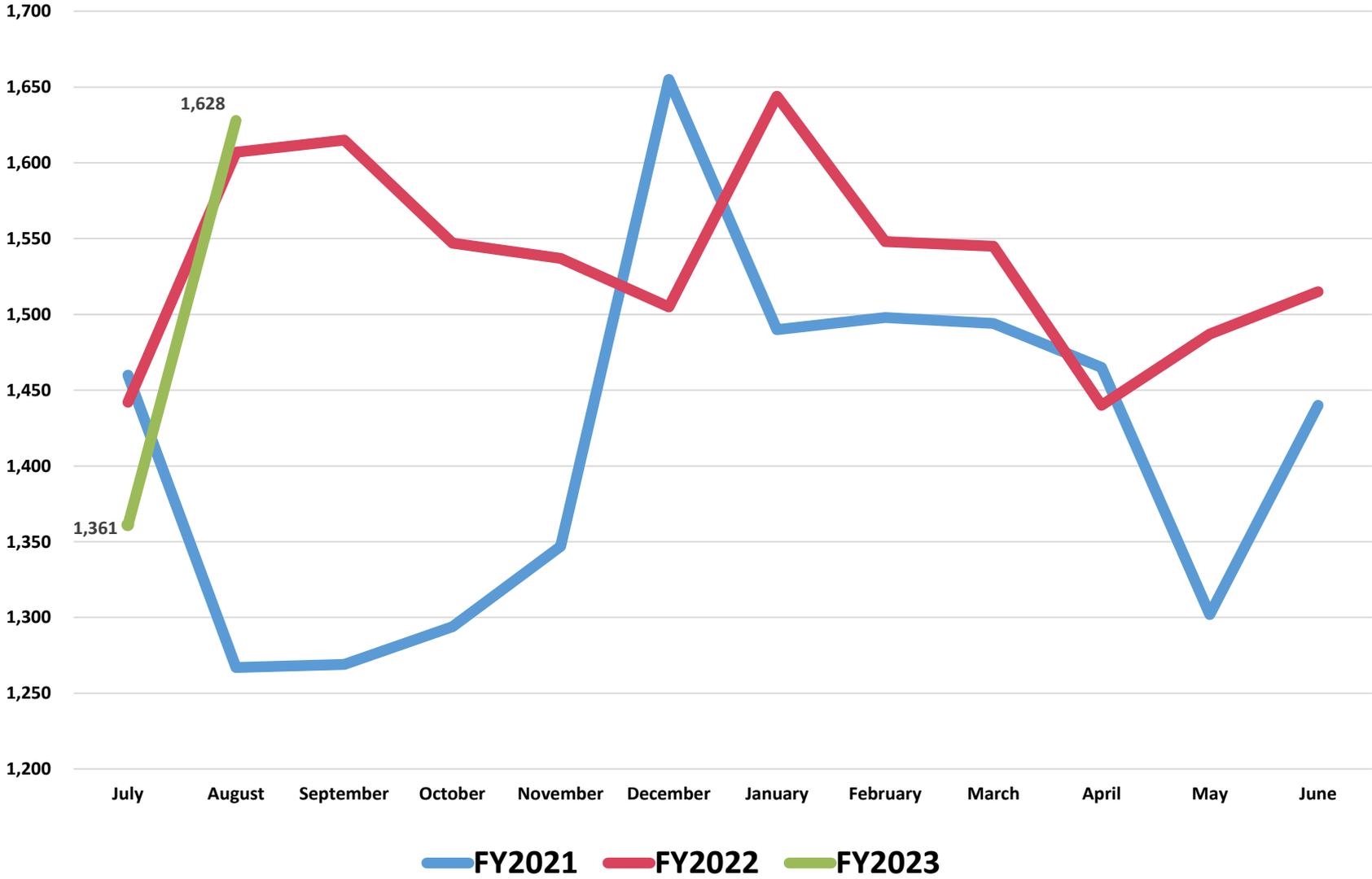
14.9	17.1	17.7	19.6
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

# Obstetrics - Avg. Patients Per Day

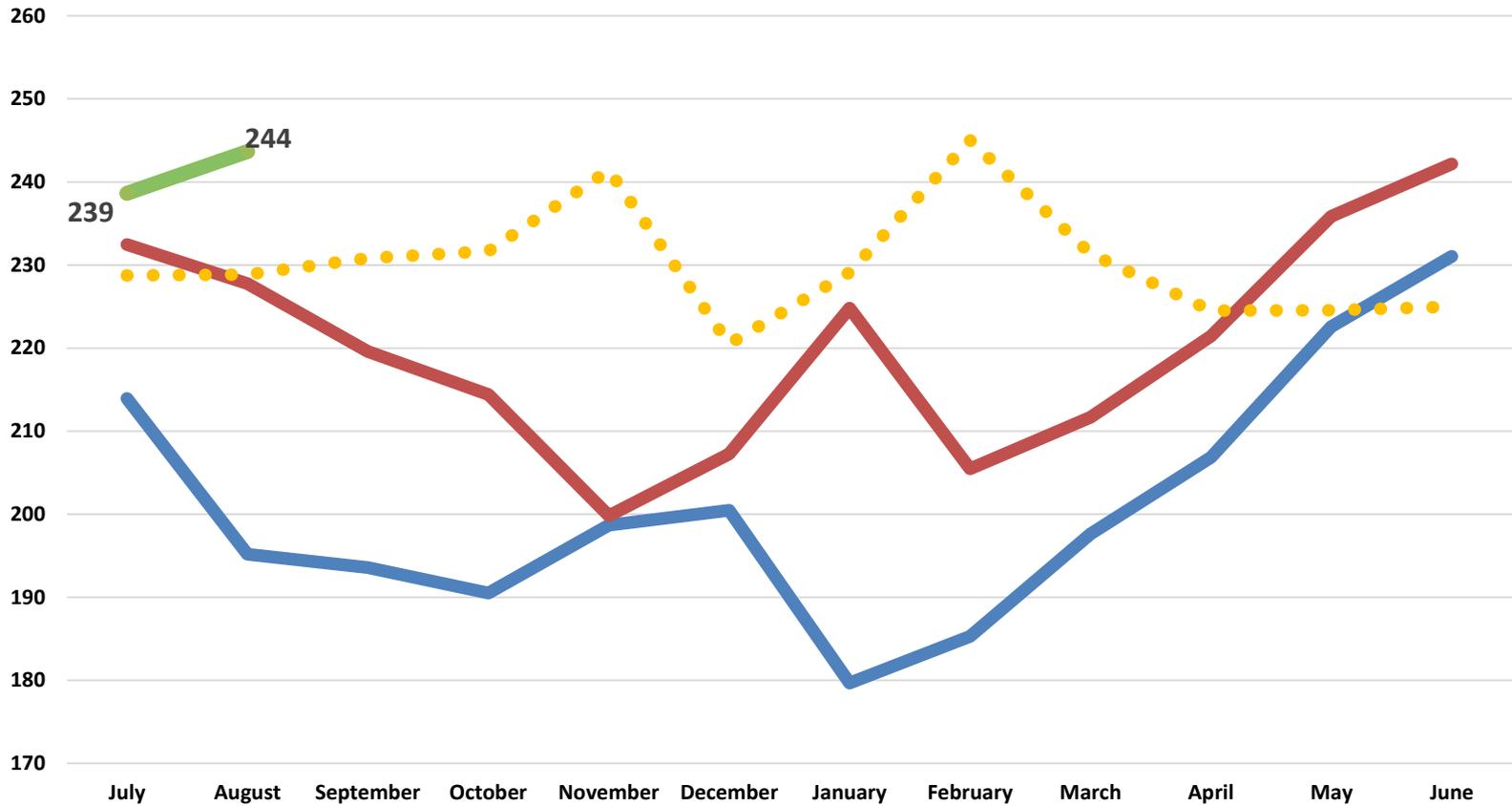


22.1	25.7	26.0	26.5
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

# Outpatient Registrations per Day



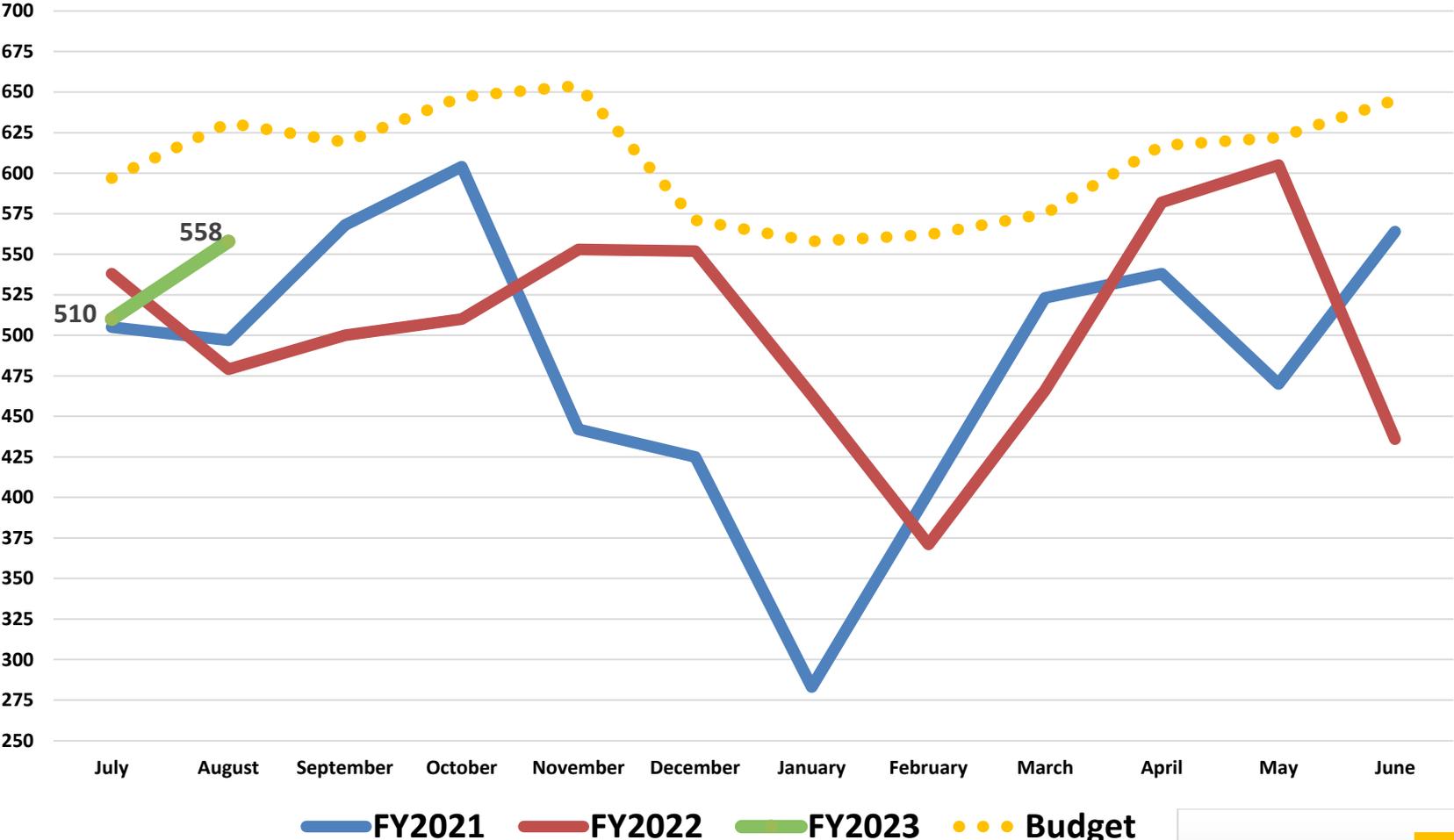
# Emergency Dept – Avg Treated Per Day



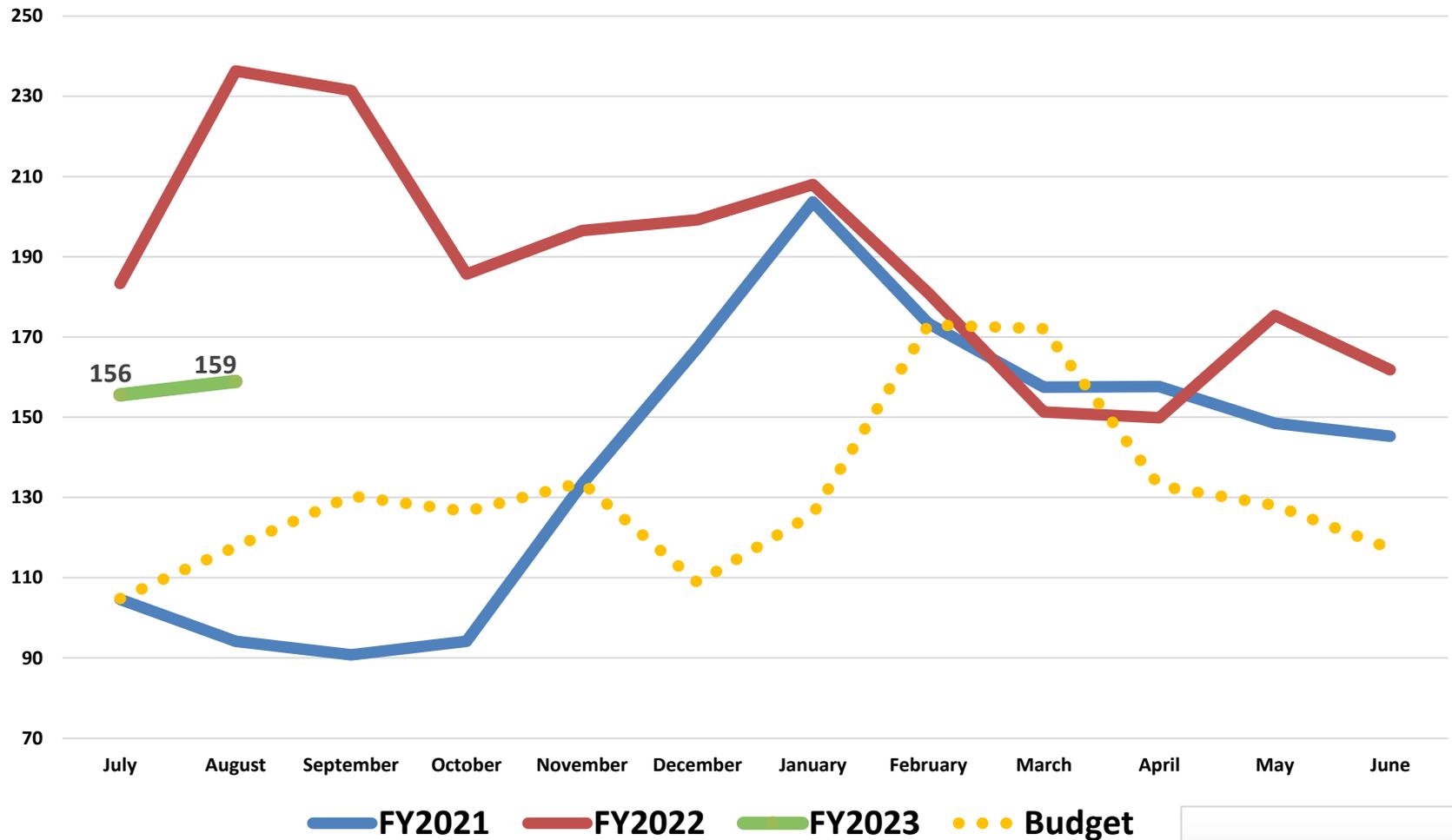
—●— **FY2021**   
 —●— **FY2022**   
 —●— **FY2023**   
 ●●● **Budget**

205	230	241	229
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

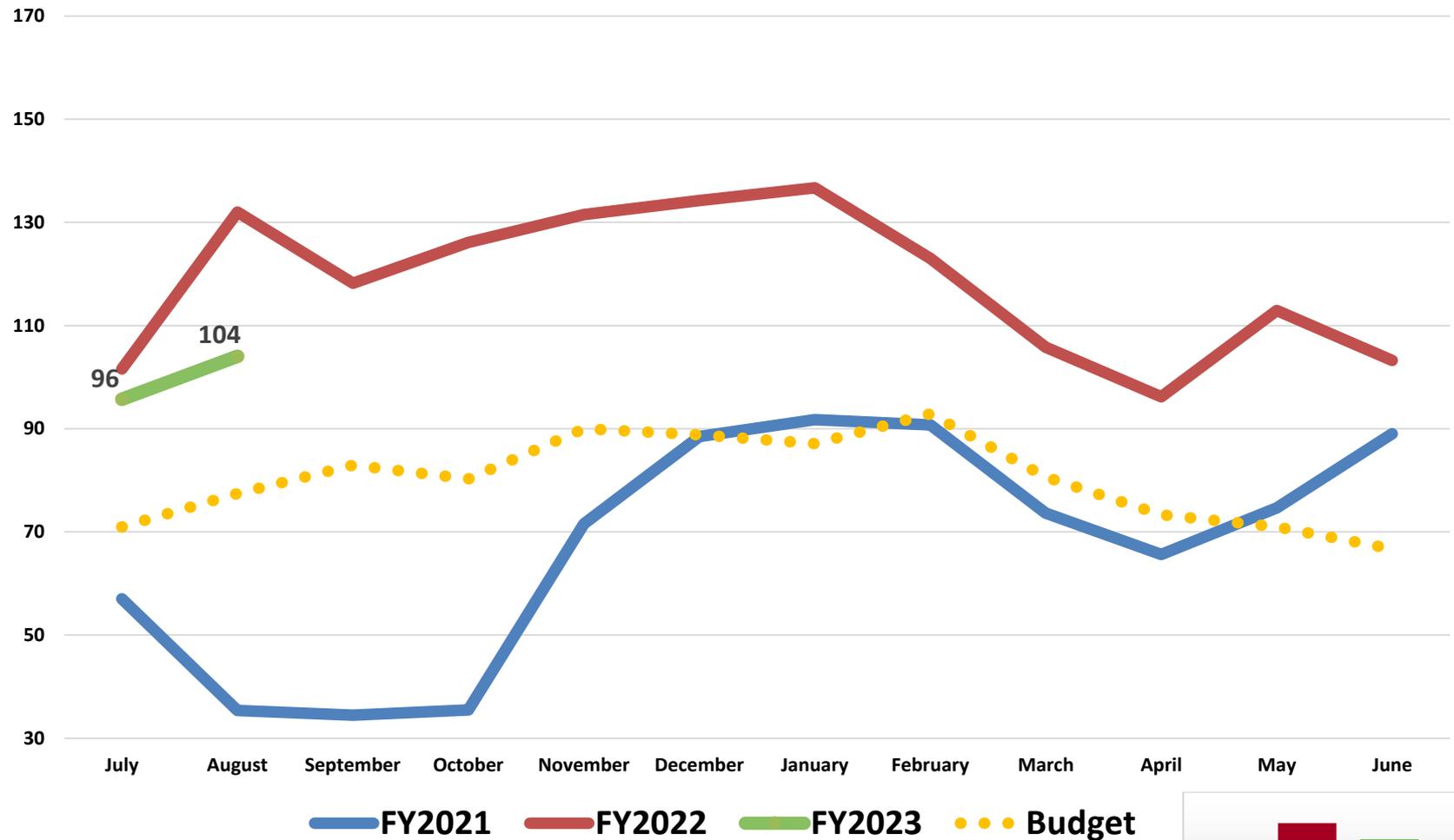
# Endoscopy Procedures



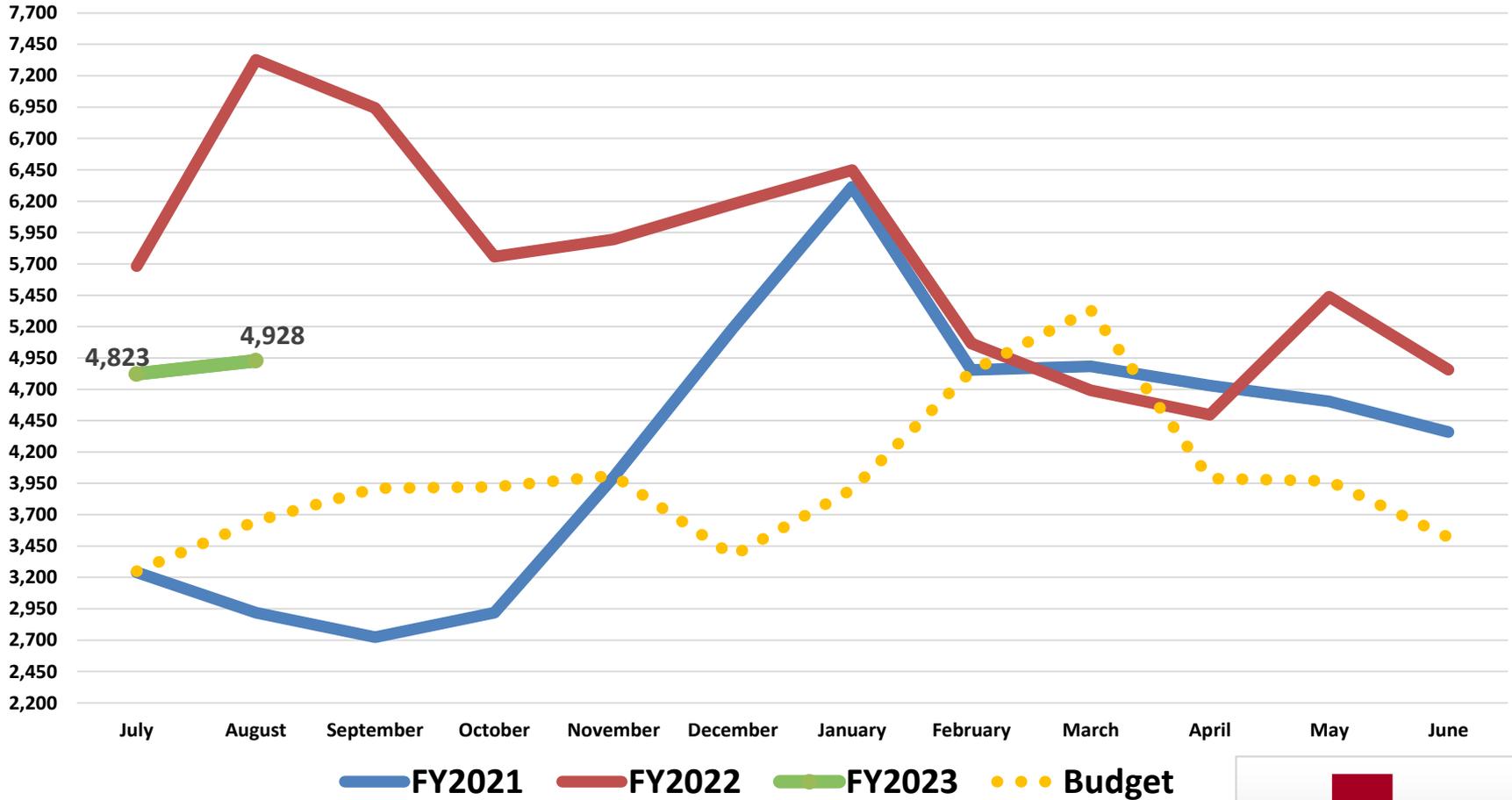
# Urgent Care – Court Average Visits Per Day



# Urgent Care – Demaree Average Visits Per Day

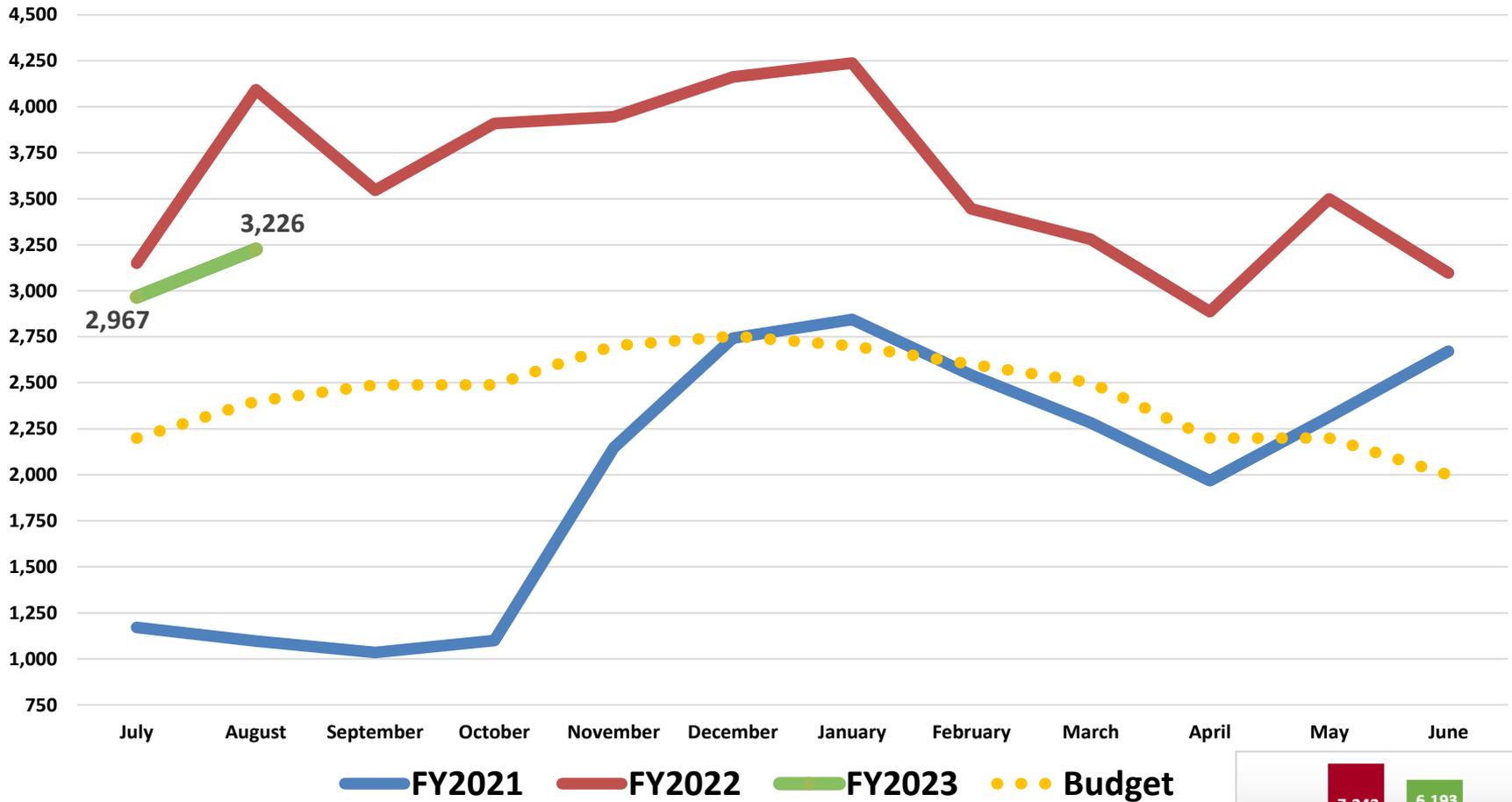


# Urgent Care – Court Total Visits



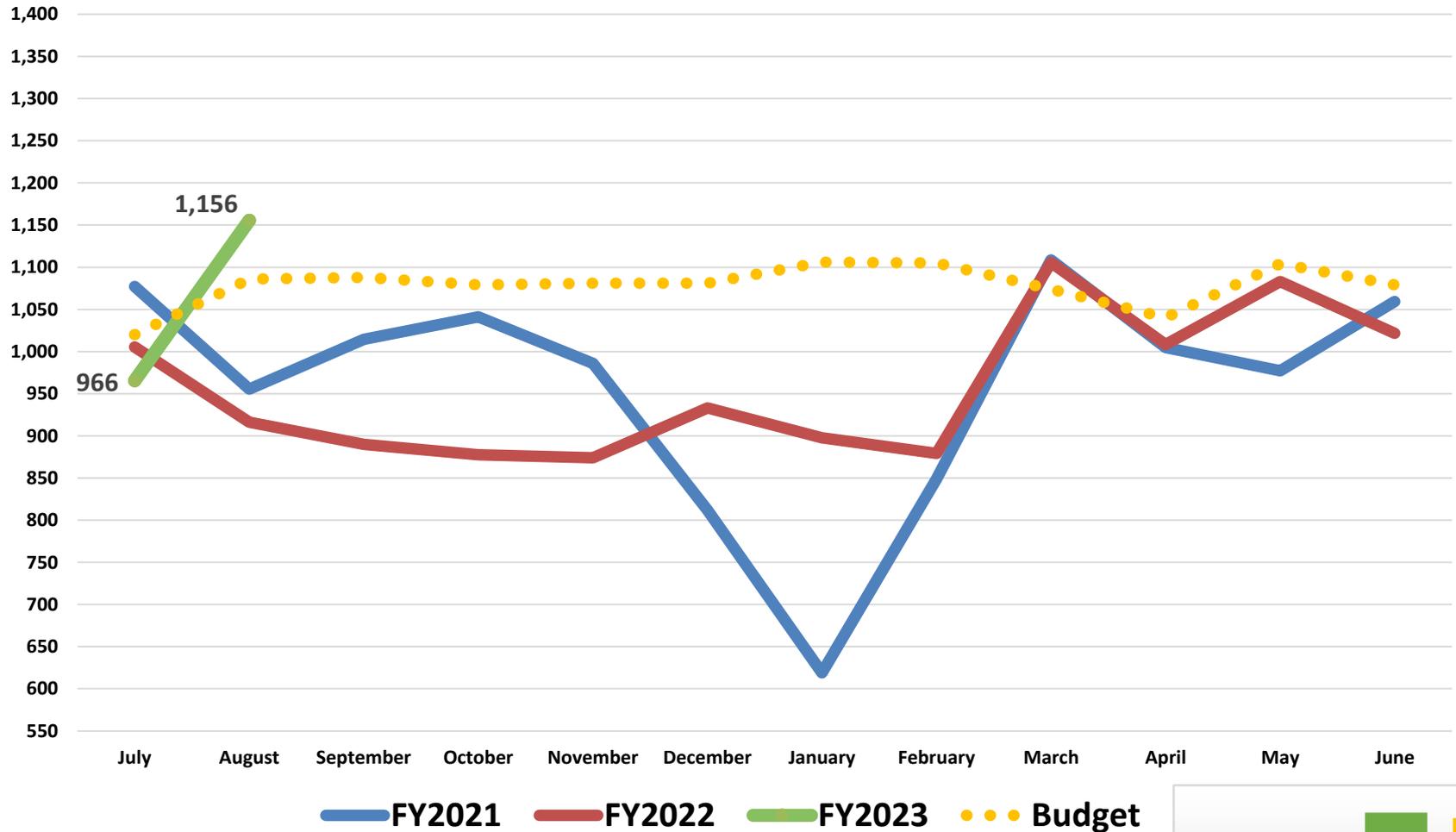
6,161	13,010	9,751	6,900
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

# Urgent Care – Demaree Total Visits



2,268	7,242	6,193	4,600
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

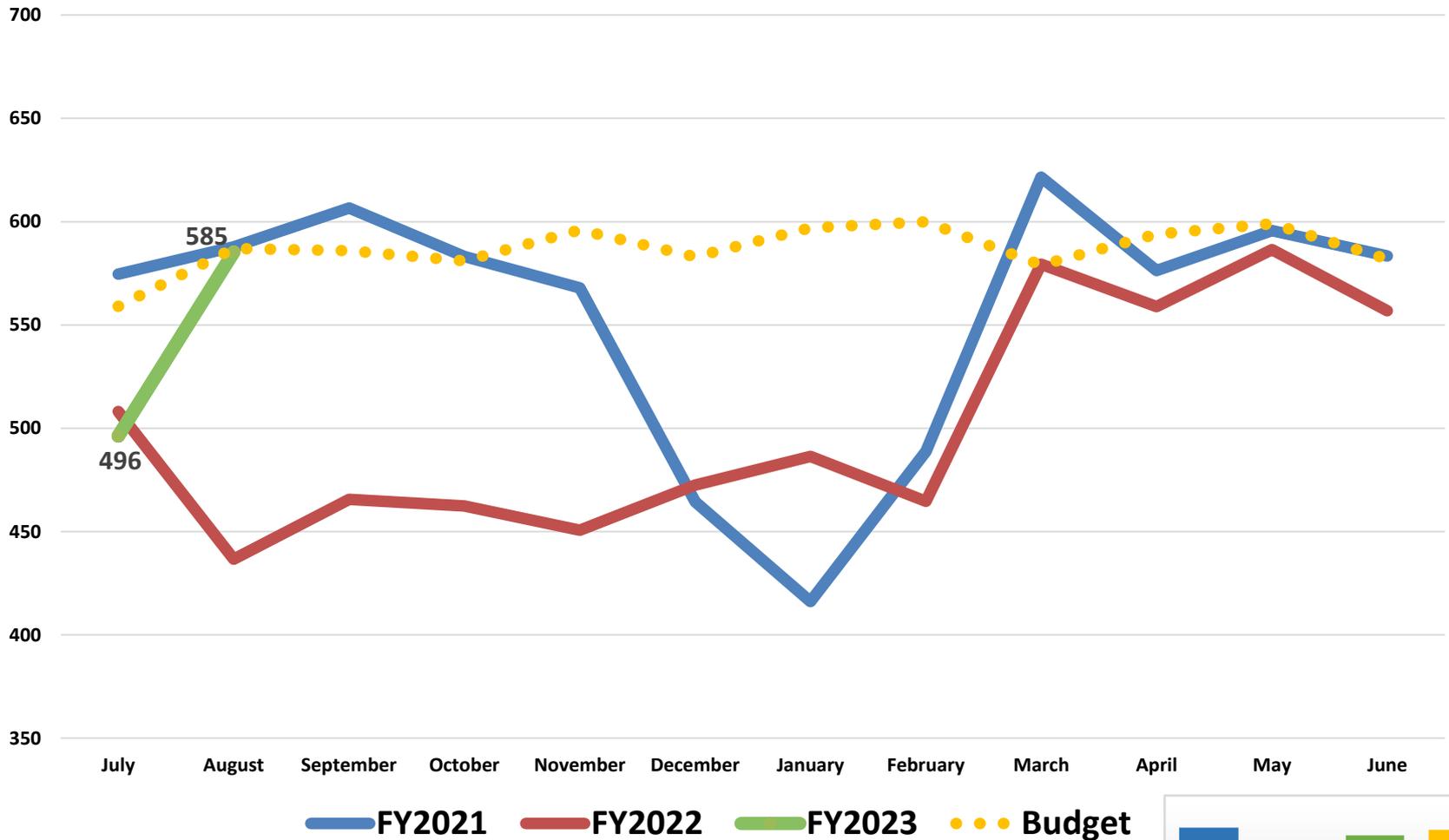
# Surgery (IP & OP) – 100 Min Units



—●— FY2021   
 —●— FY2022   
 —●— FY2023   
 ●●● Budget

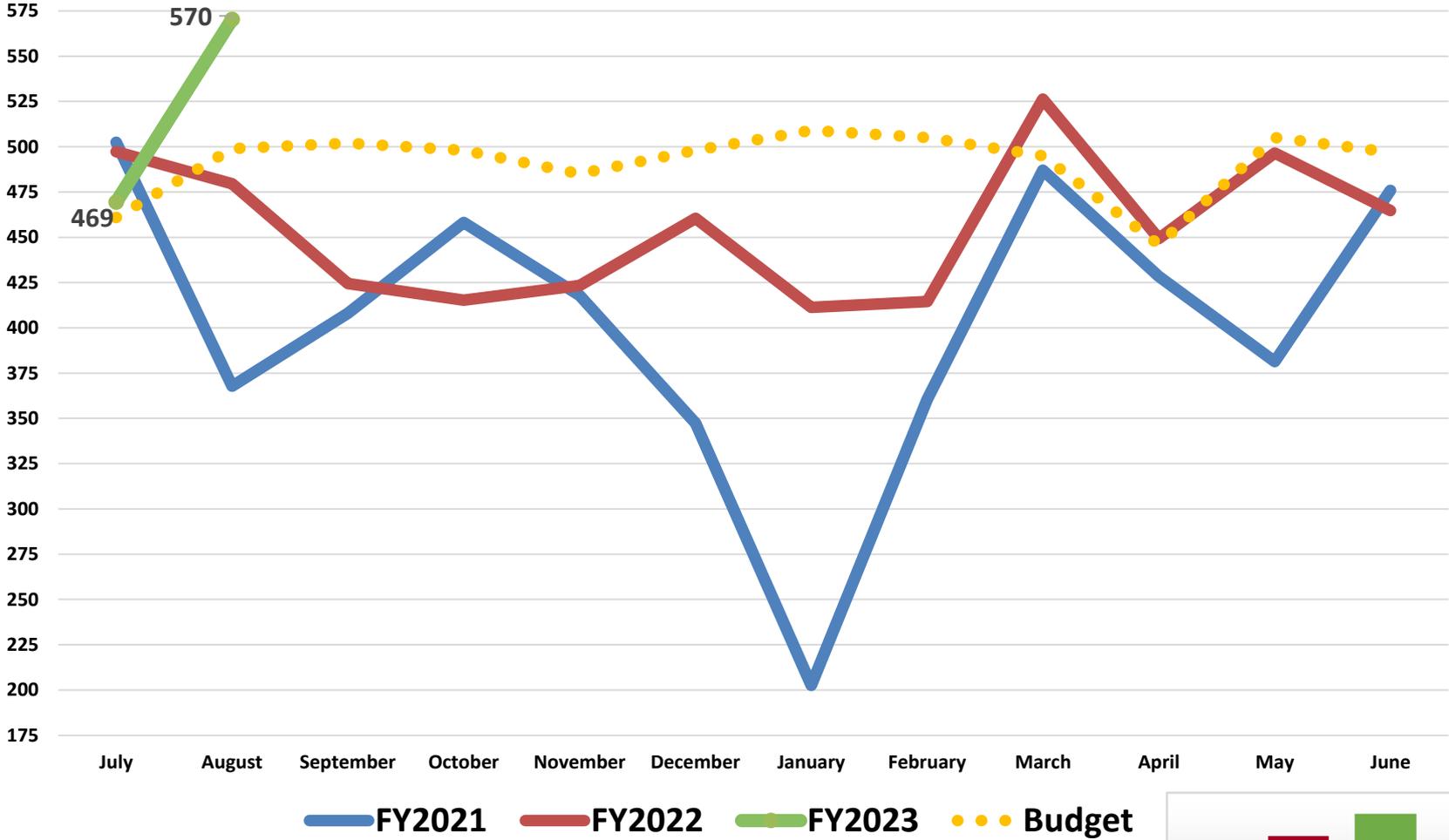


# Surgery (IP Only) – 100 Min Units



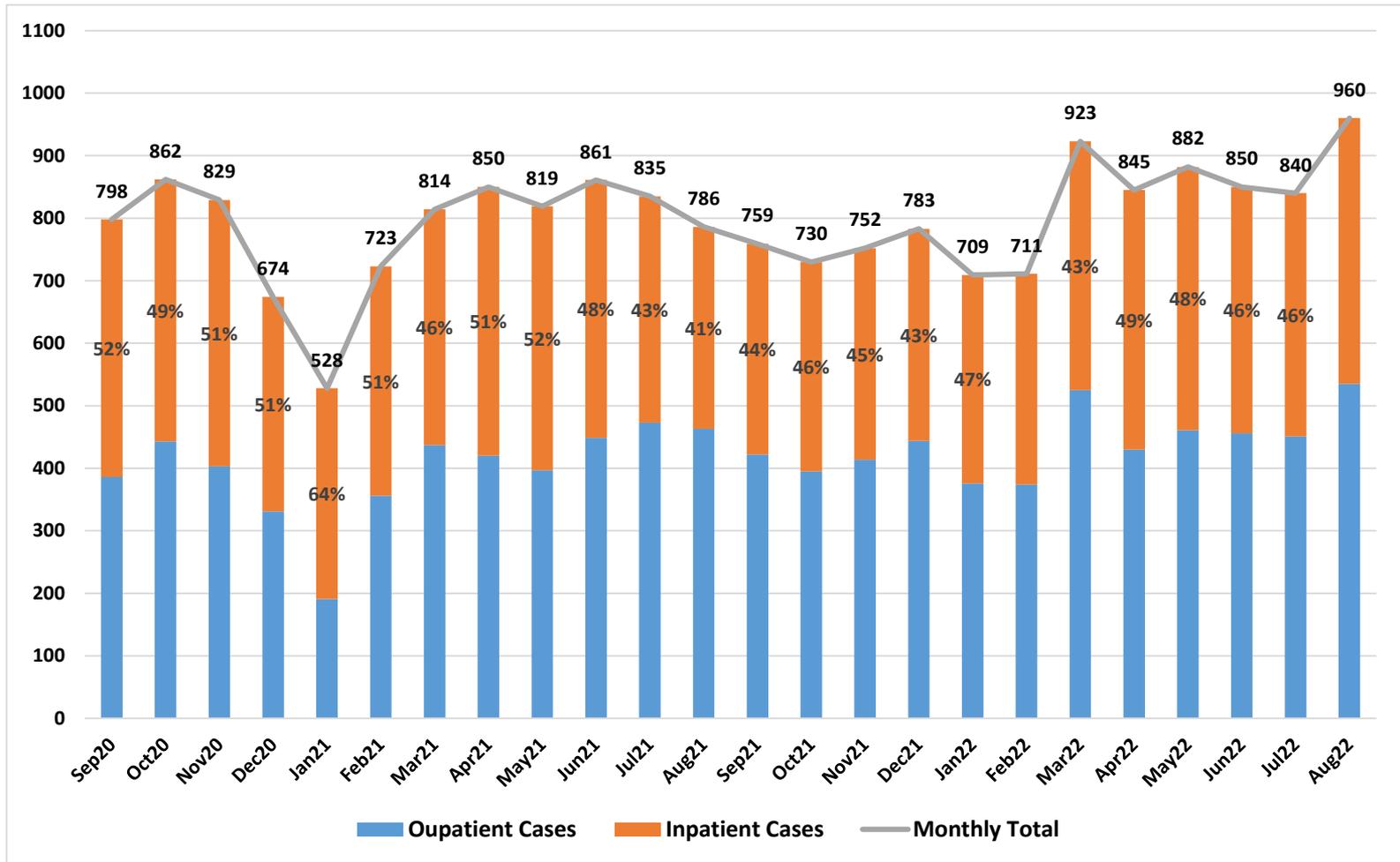
1,162	945	1,082	1,146
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

# Surgery (OP Only) – 100 Min Units

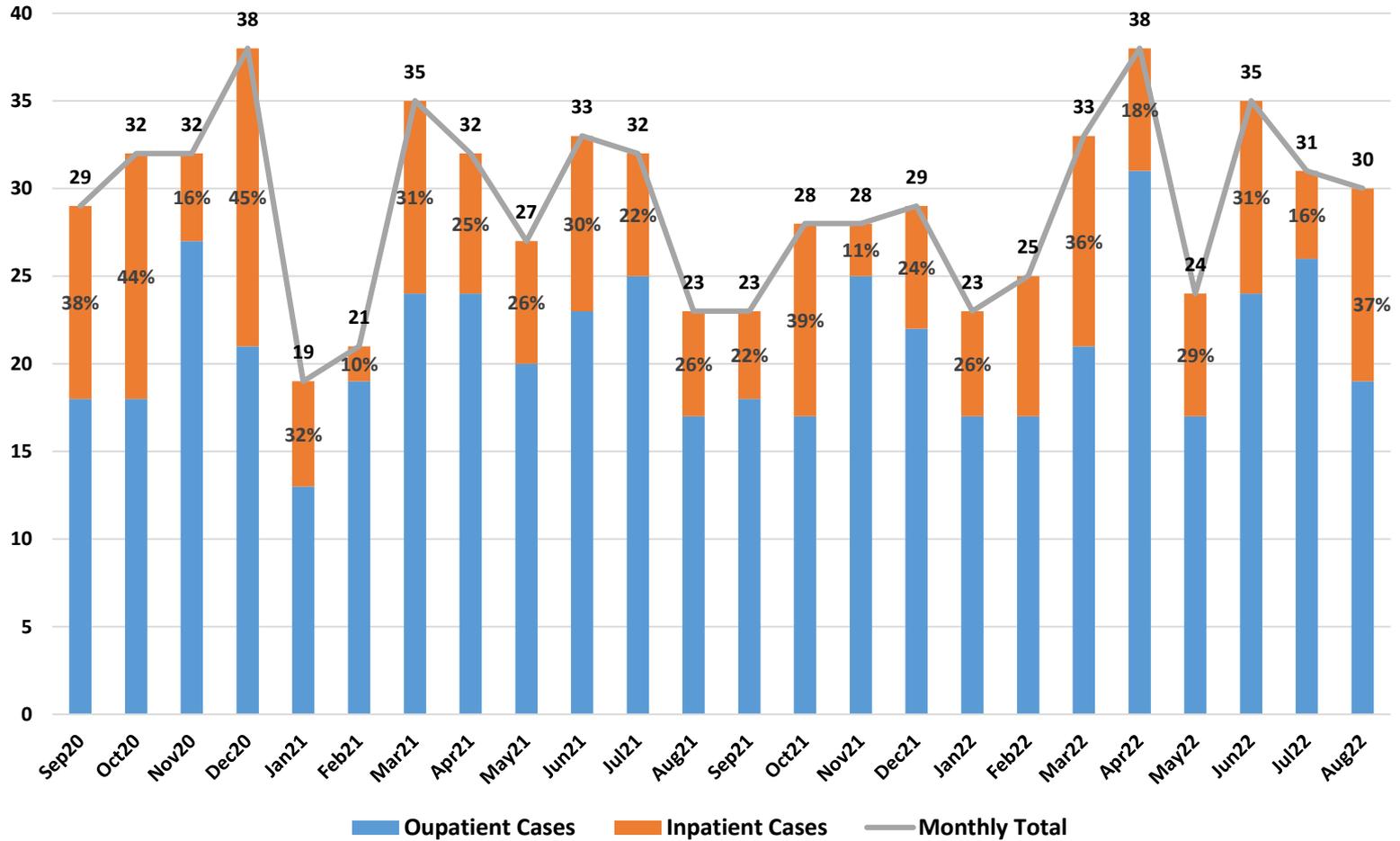


870	977	1,040	960
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

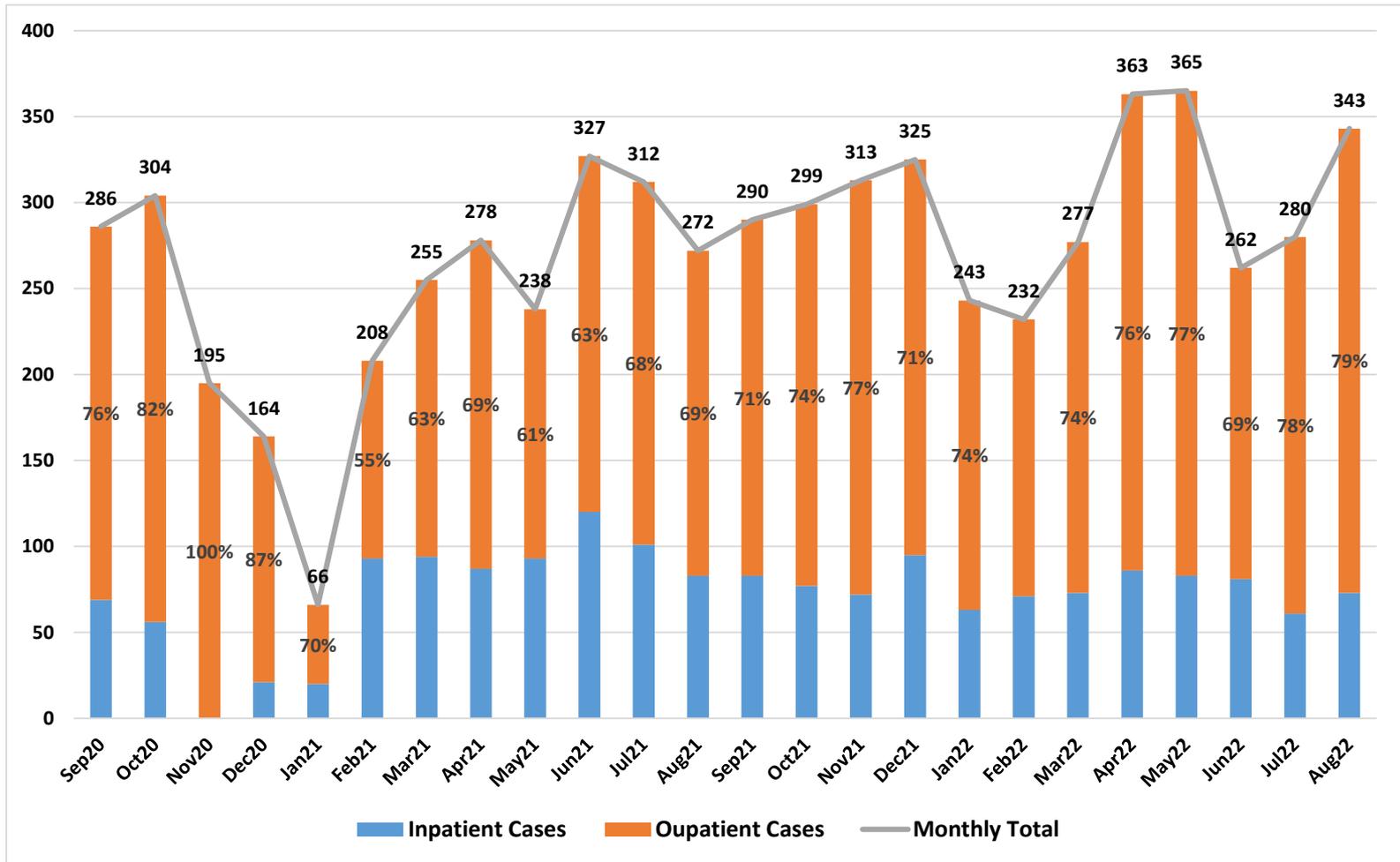
# Surgery Cases



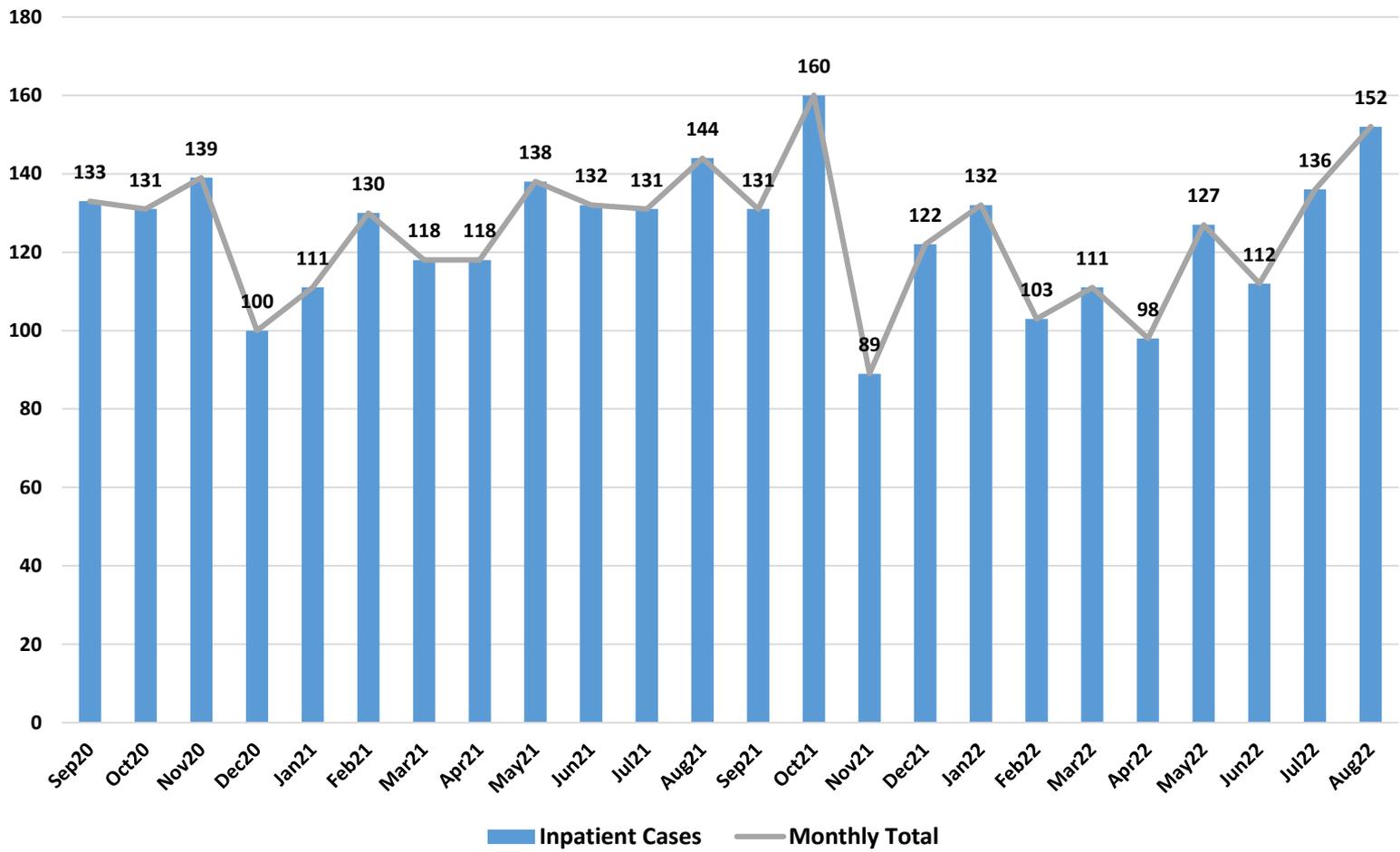
# Robotic Cases



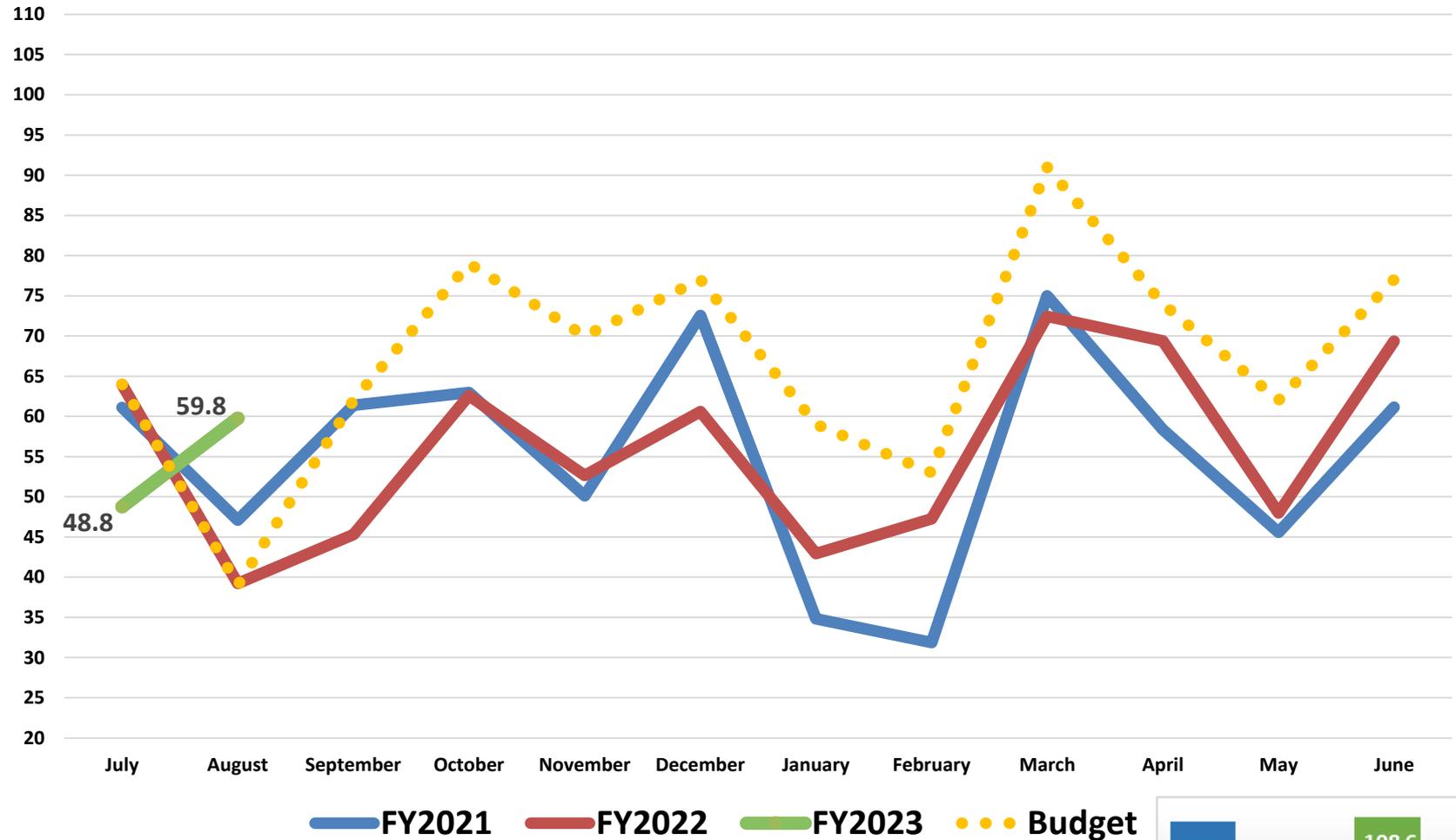
# Endo Cases (Endo Suites)



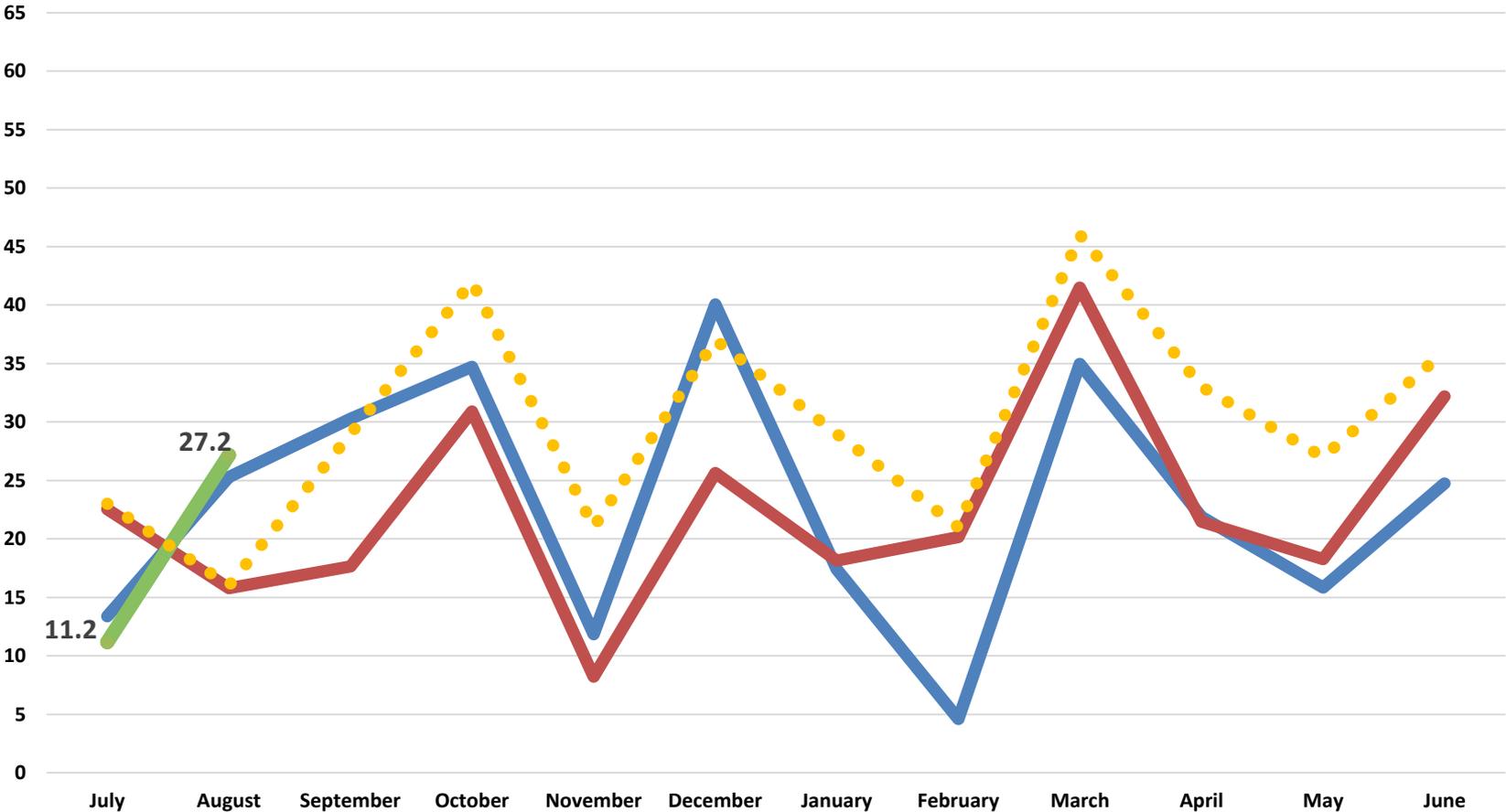
# OB Cases



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



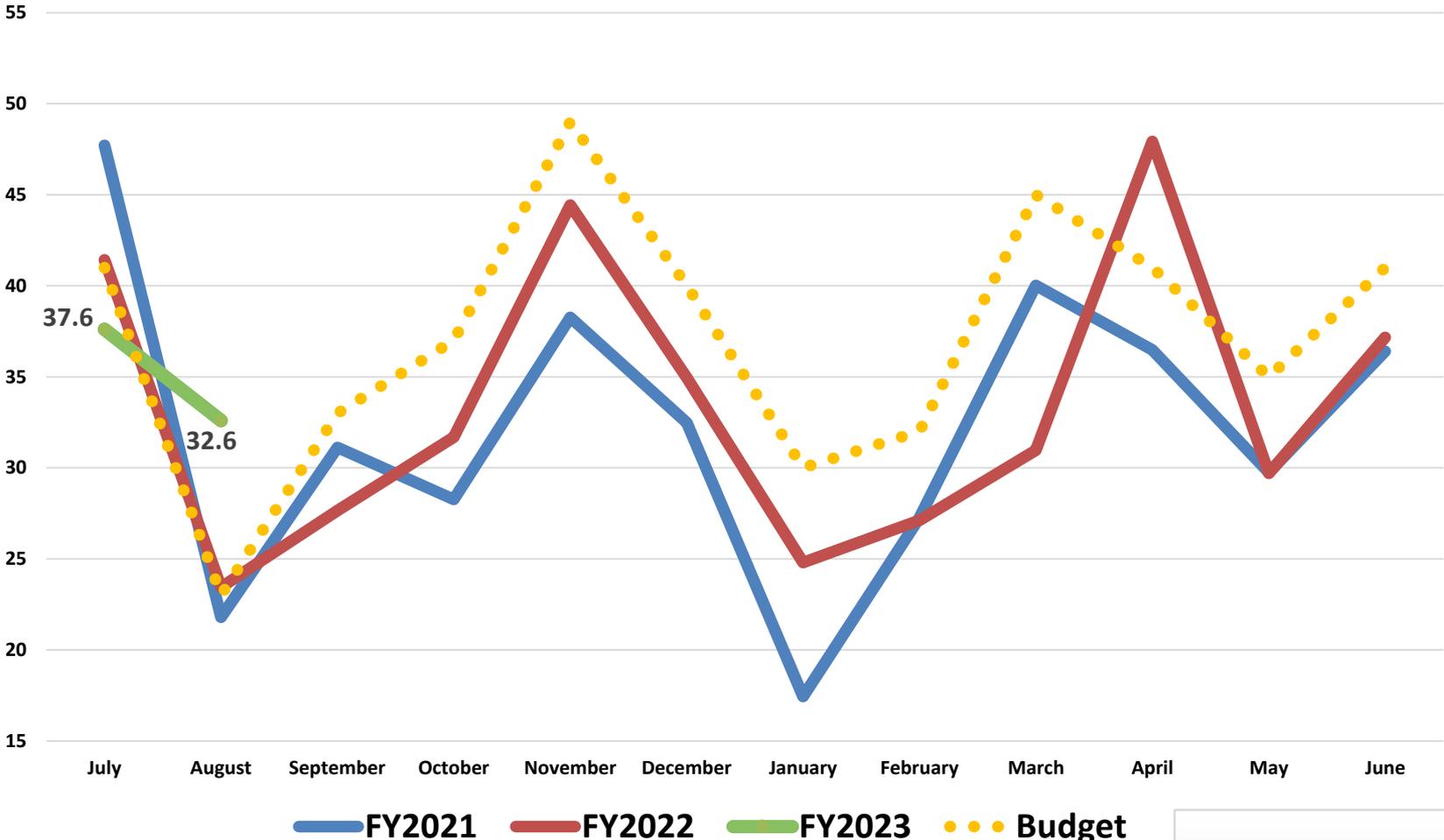
# Robotic Surgery (IP Only) – 100 Min Units



—●— FY2021   
 —●— FY2022   
 —●— FY2023   
 ●●● Budget

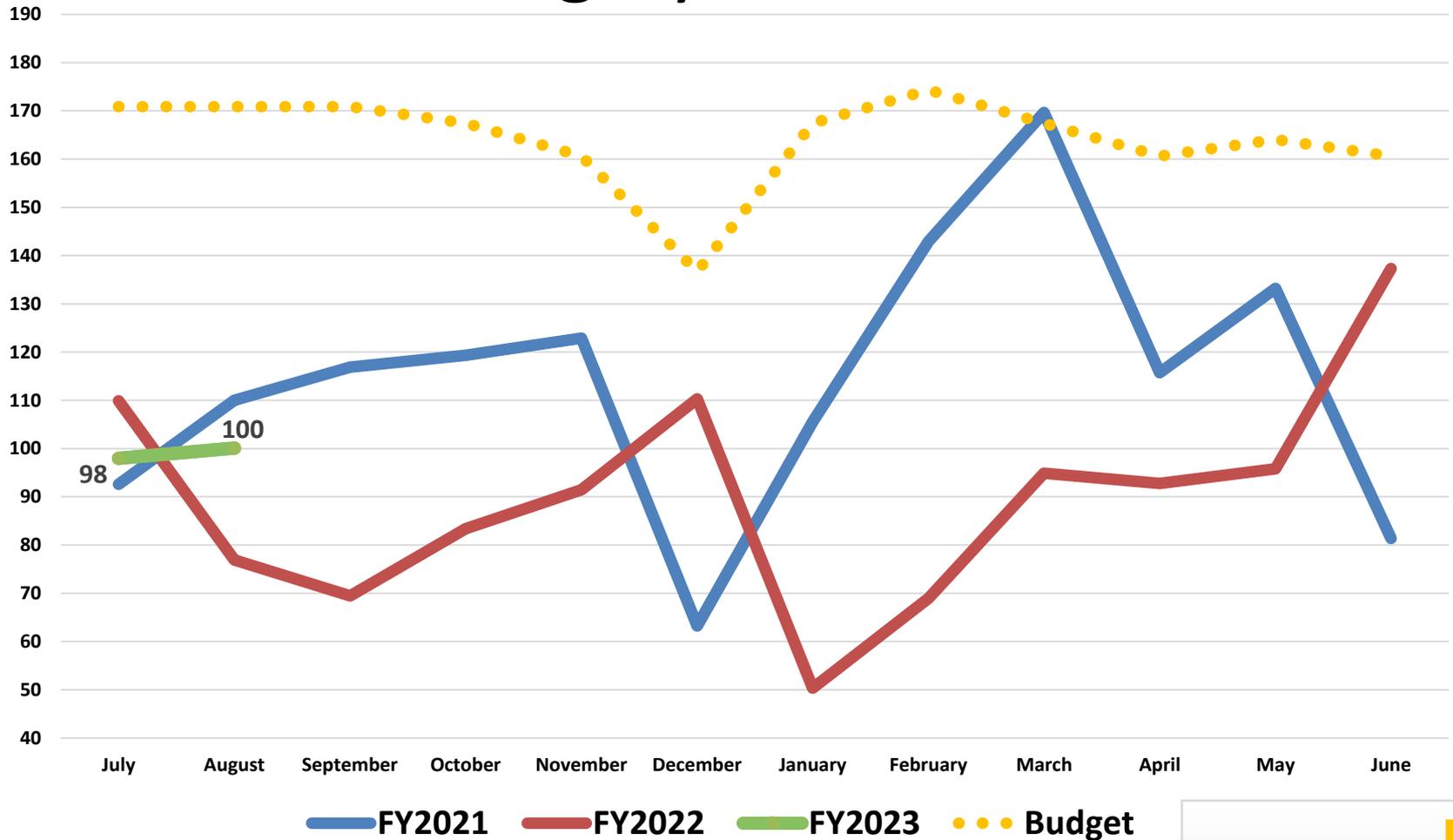
38.7	38.3	38.3	39.0
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

# Robotic Surgery (OP Only) – 100 Min Units



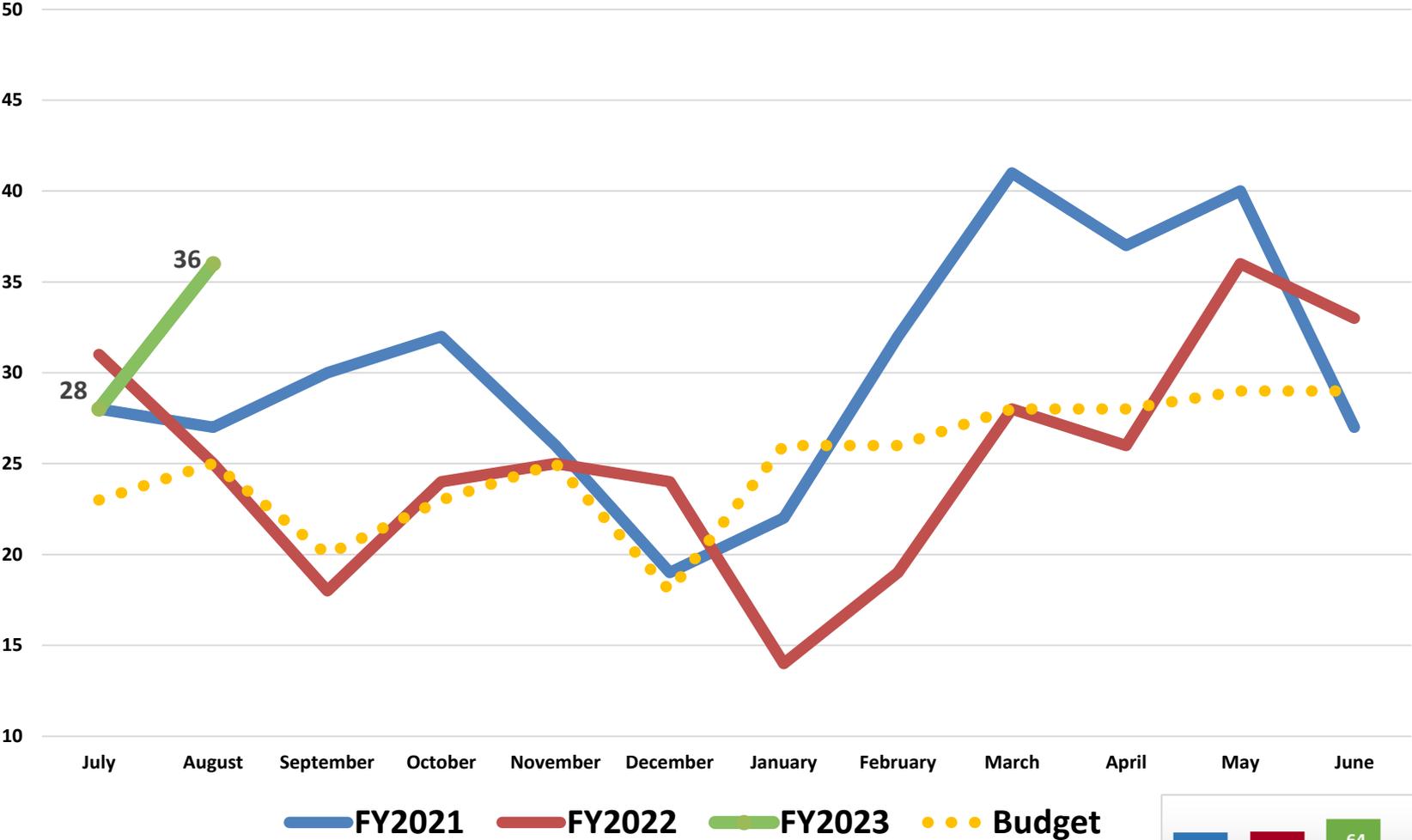
69.5	64.9	70.2	64.0
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

# Cardiac Surgery – 100 Min Units



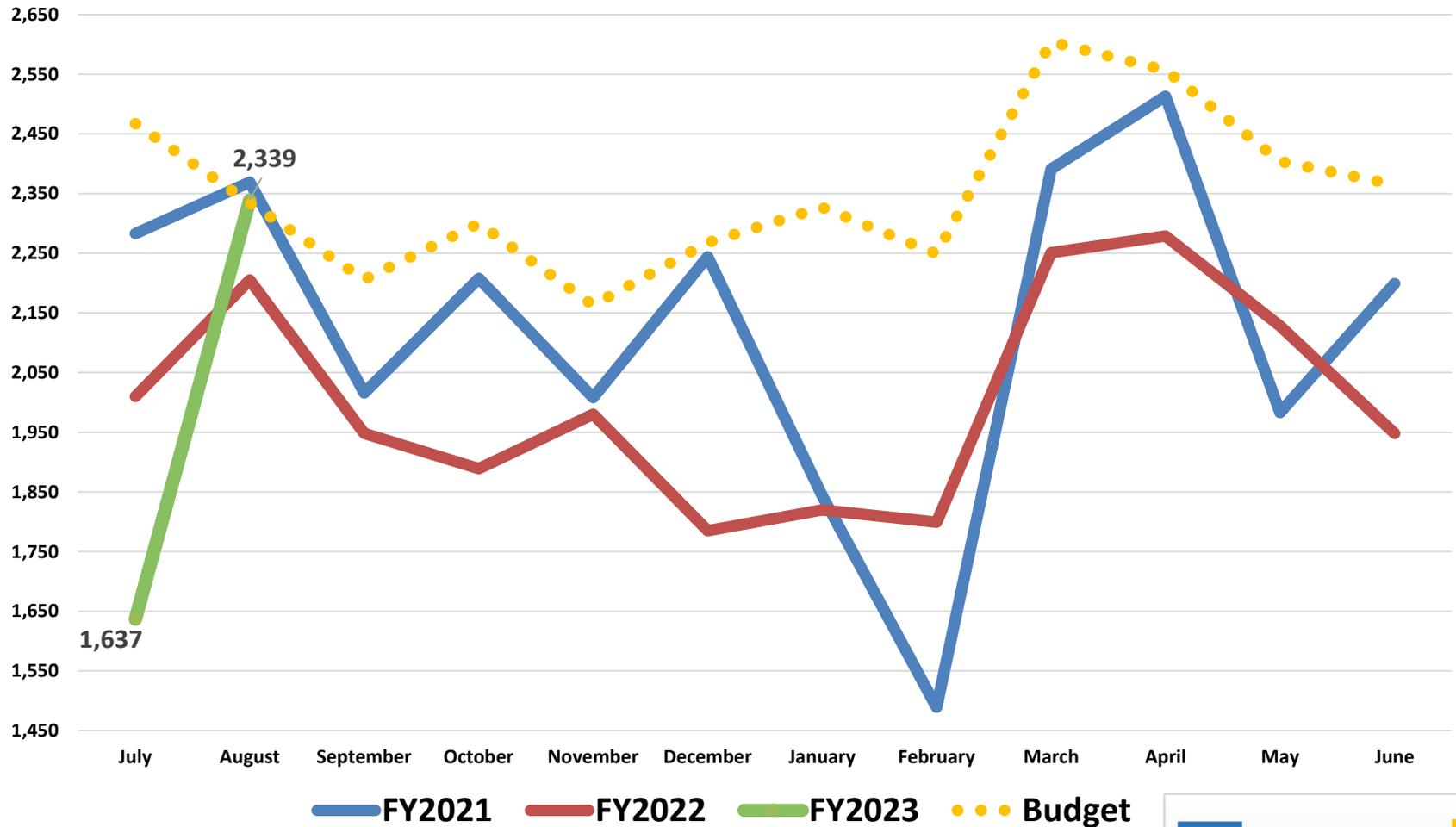
203	187	198	342
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

# Cardiac Surgery – Cases



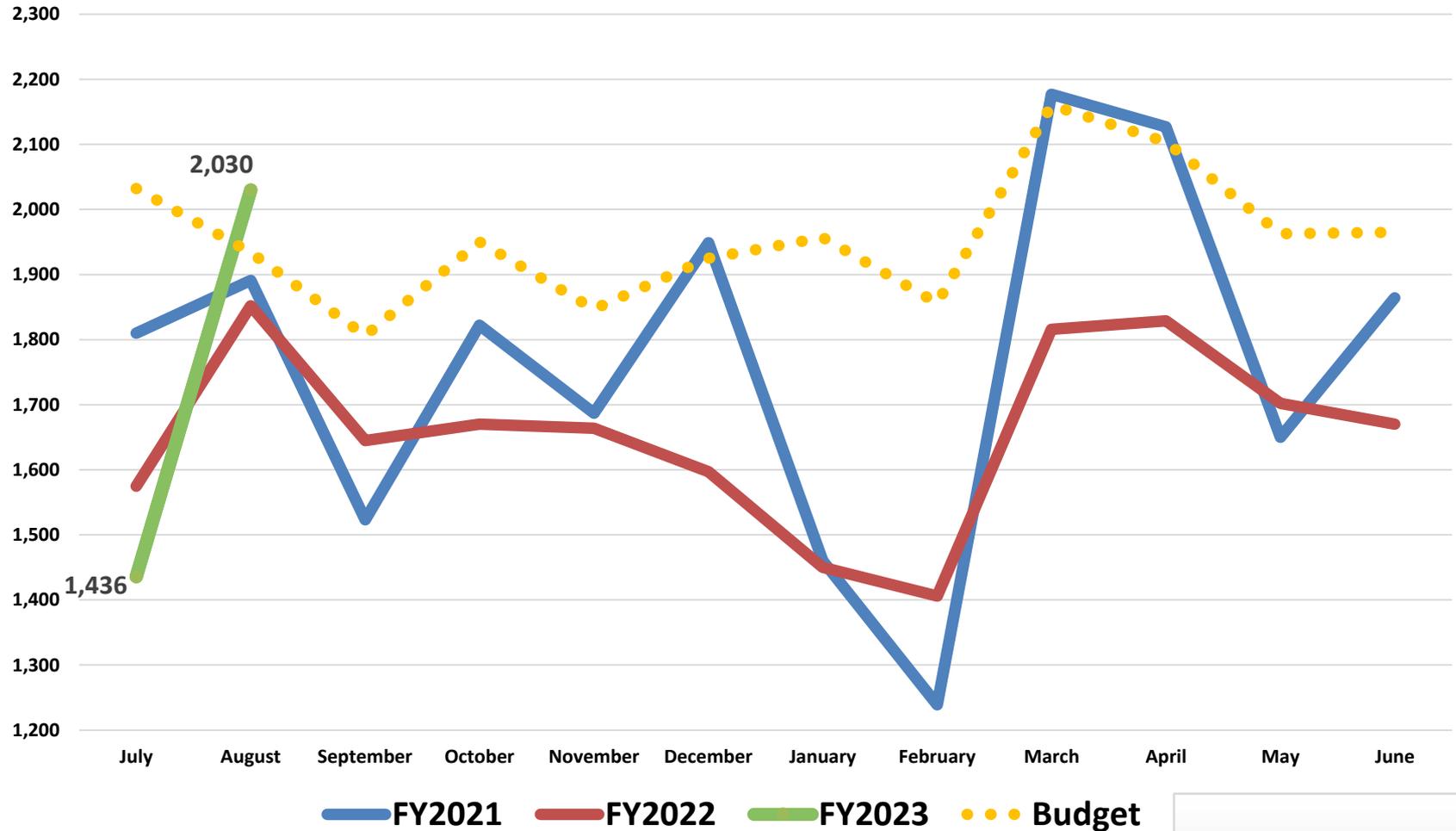
# Radiation Oncology Treatments

## Hanford and Visalia



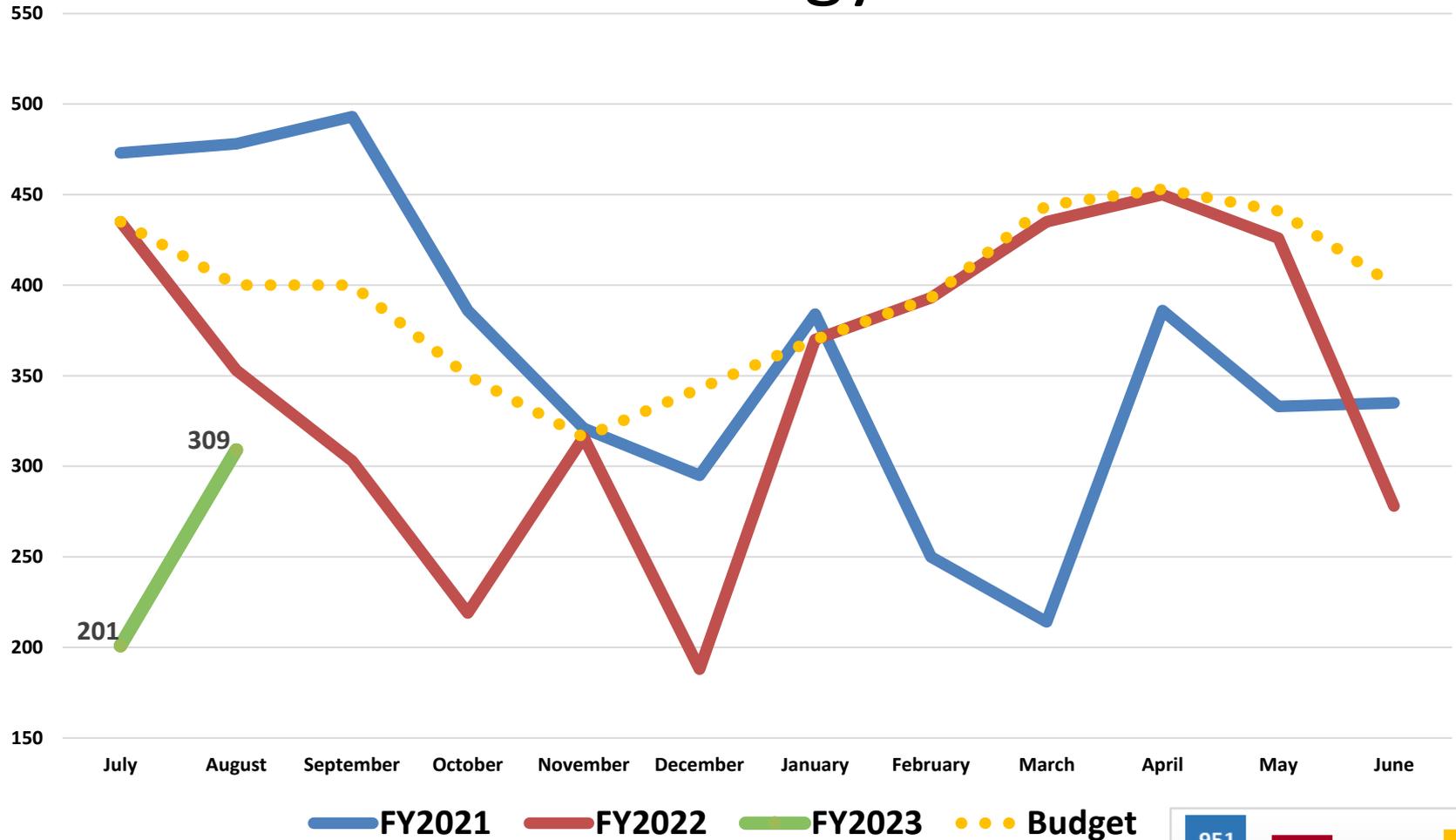
4,652	4,215	3,976	4,801
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

# Radiation Oncology - Visalia



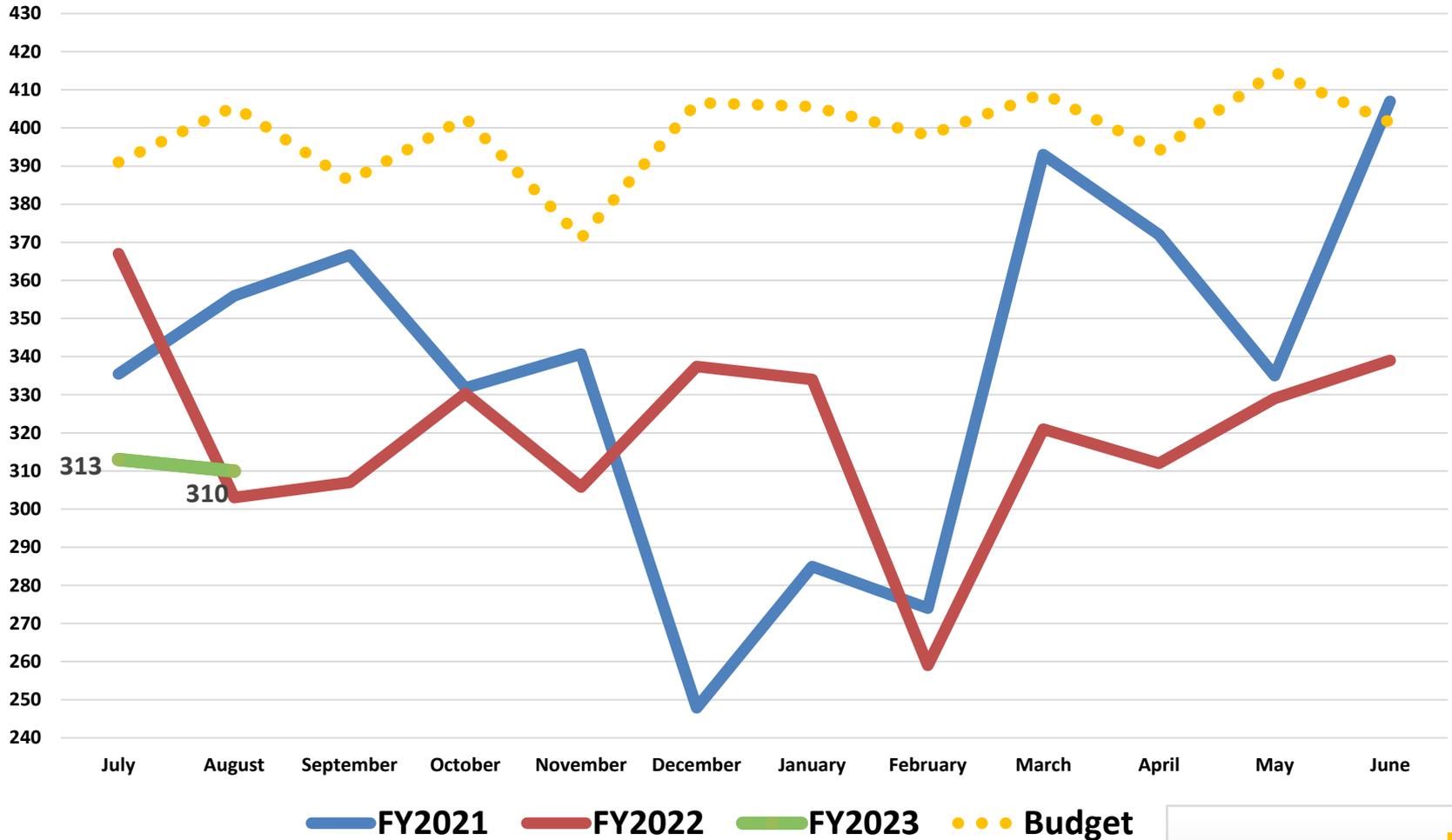
3,701	3,427	3,466	3,966
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

# Radiation Oncology - Hanford



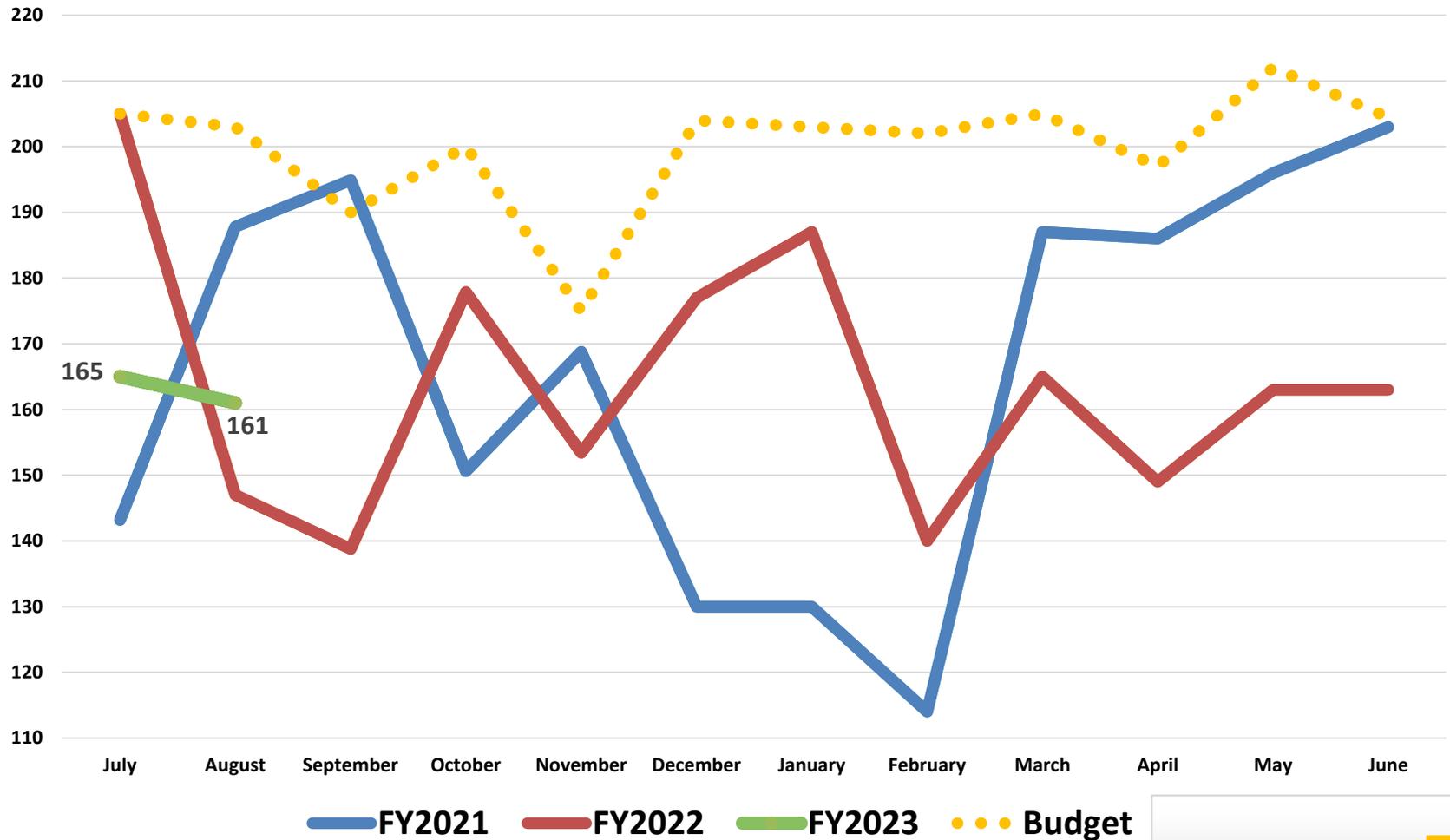
951	788	510	835
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

# Cath Lab (IP & OP) – 100 Min Units



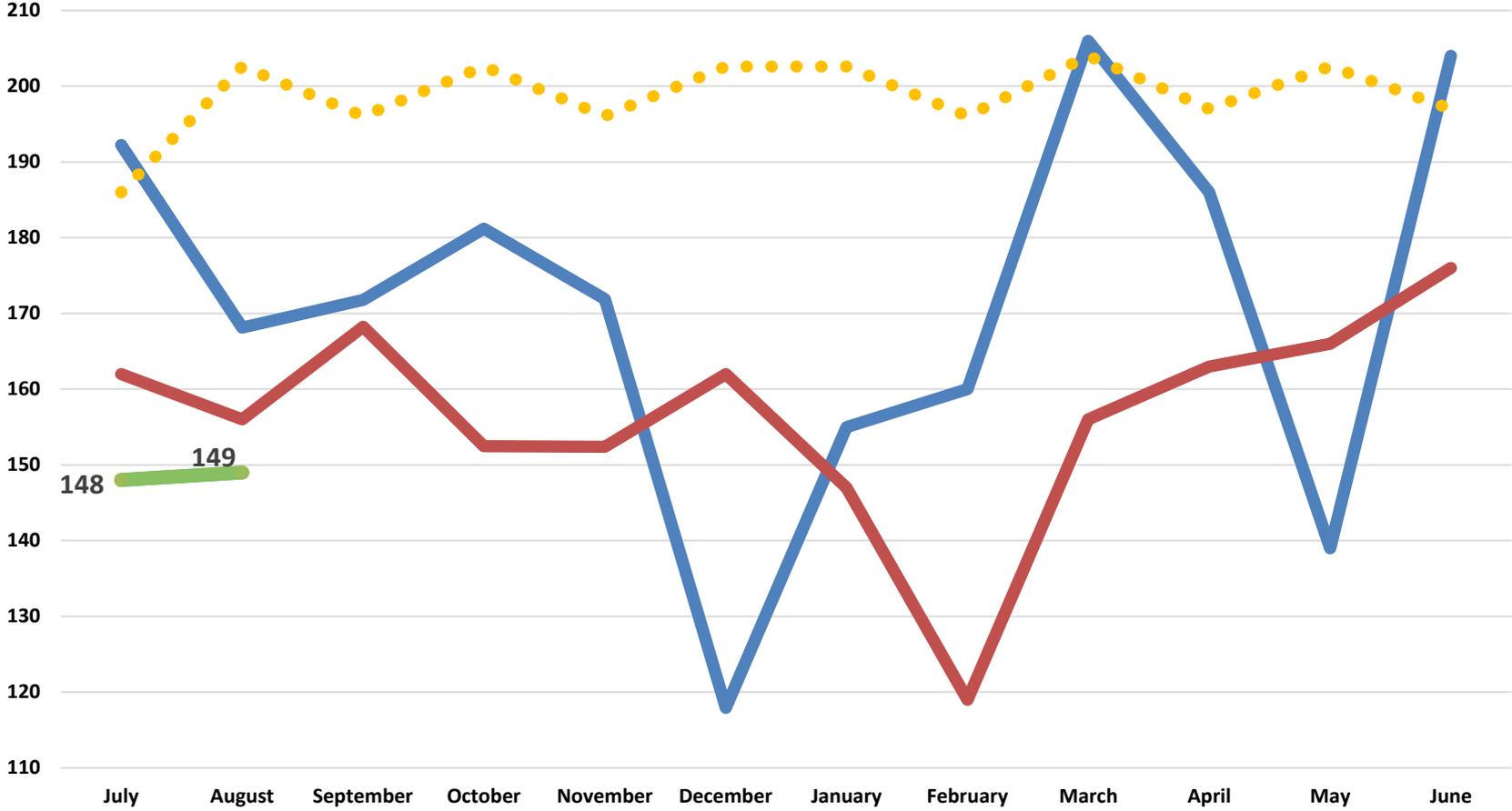
691	670	623	797
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

# Cath Lab (IP Only) – 100 Min Units

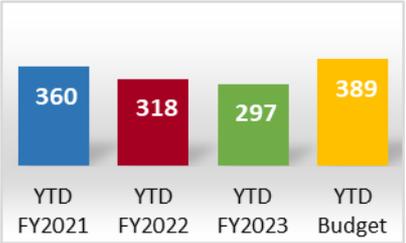


331	352	326	408
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

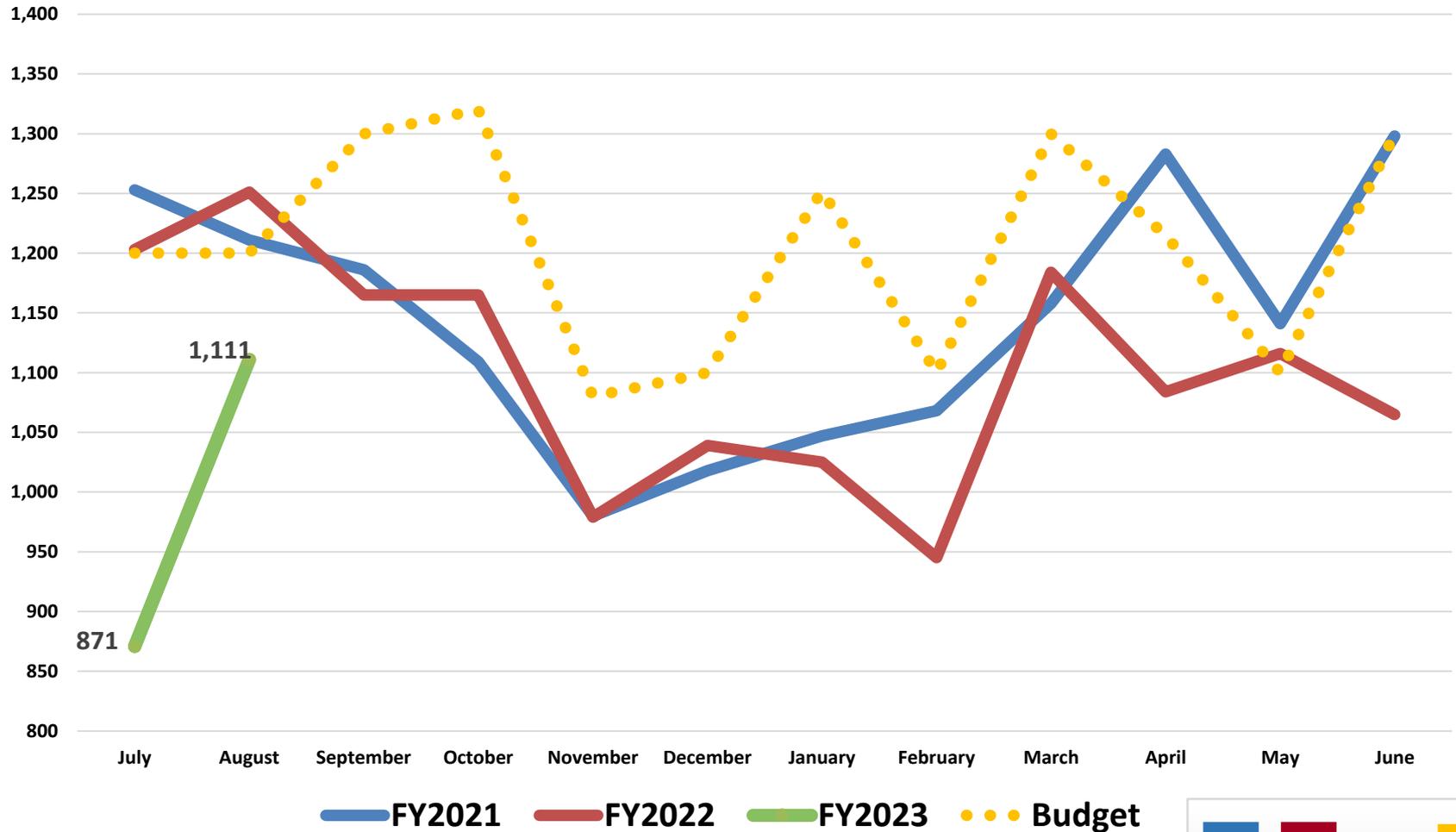
# Cath Lab (OP Only) – 100 Min Units



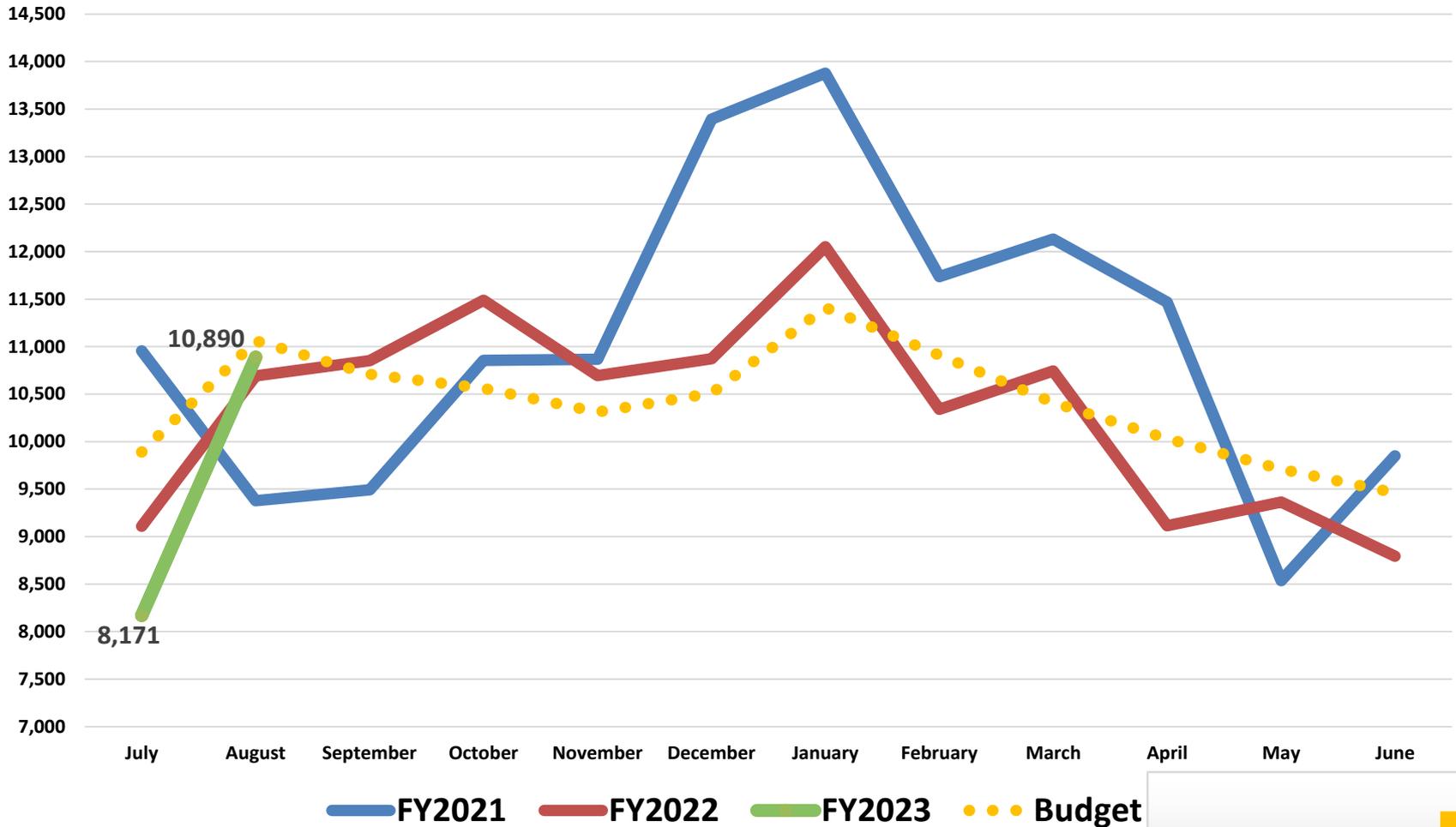
—●— **FY2021**   
 —●— **FY2022**   
 —●— **FY2023**   
 ●●● **Budget**



# GME Family Medicine Clinic Visits

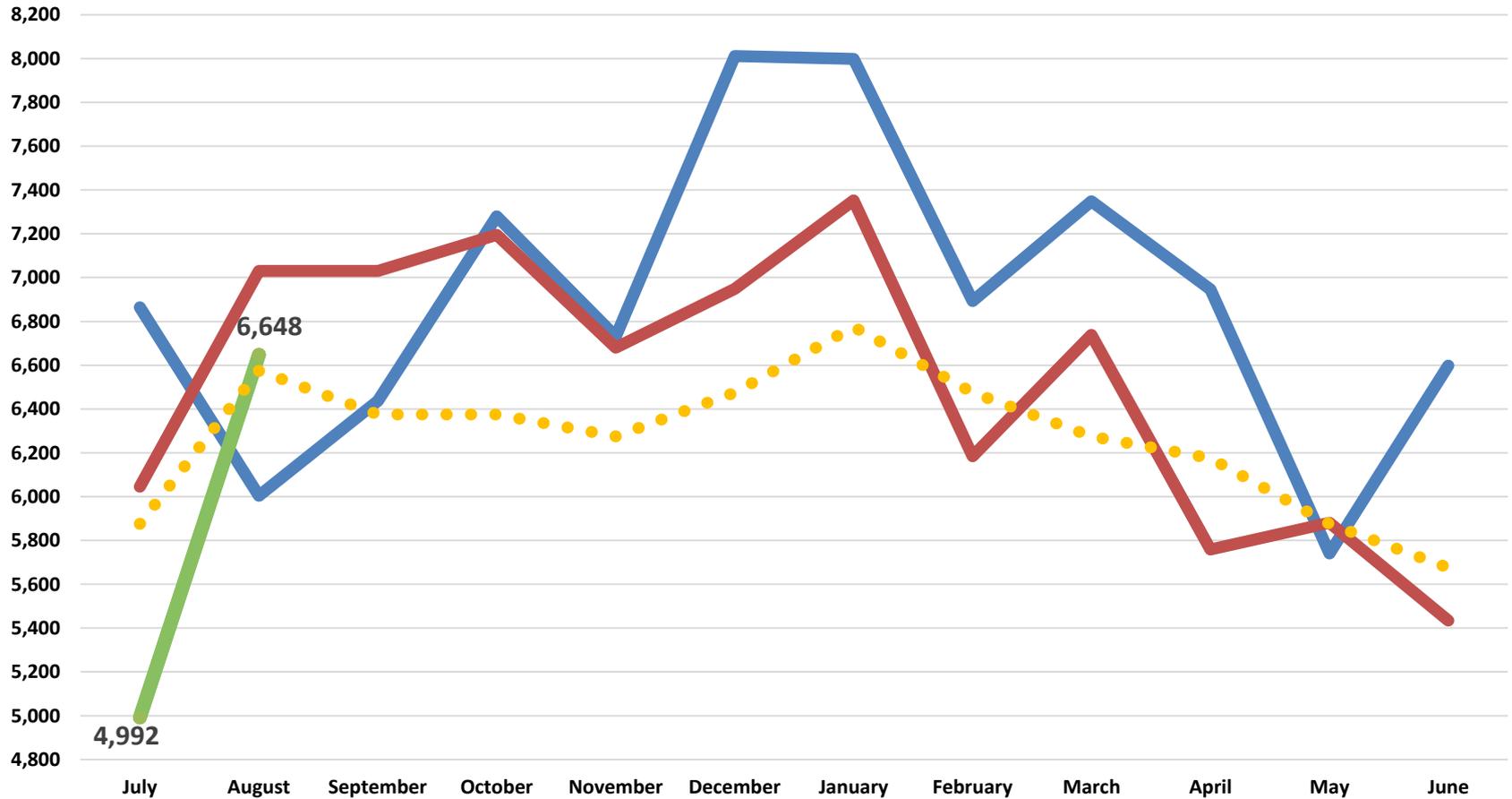


# Rural Health Clinic Registrations

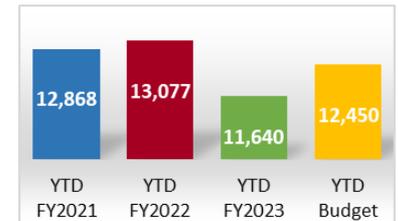


20,334	19,801	19,061	20,950
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

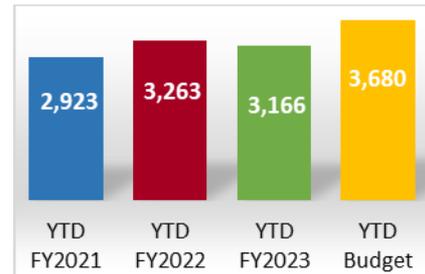
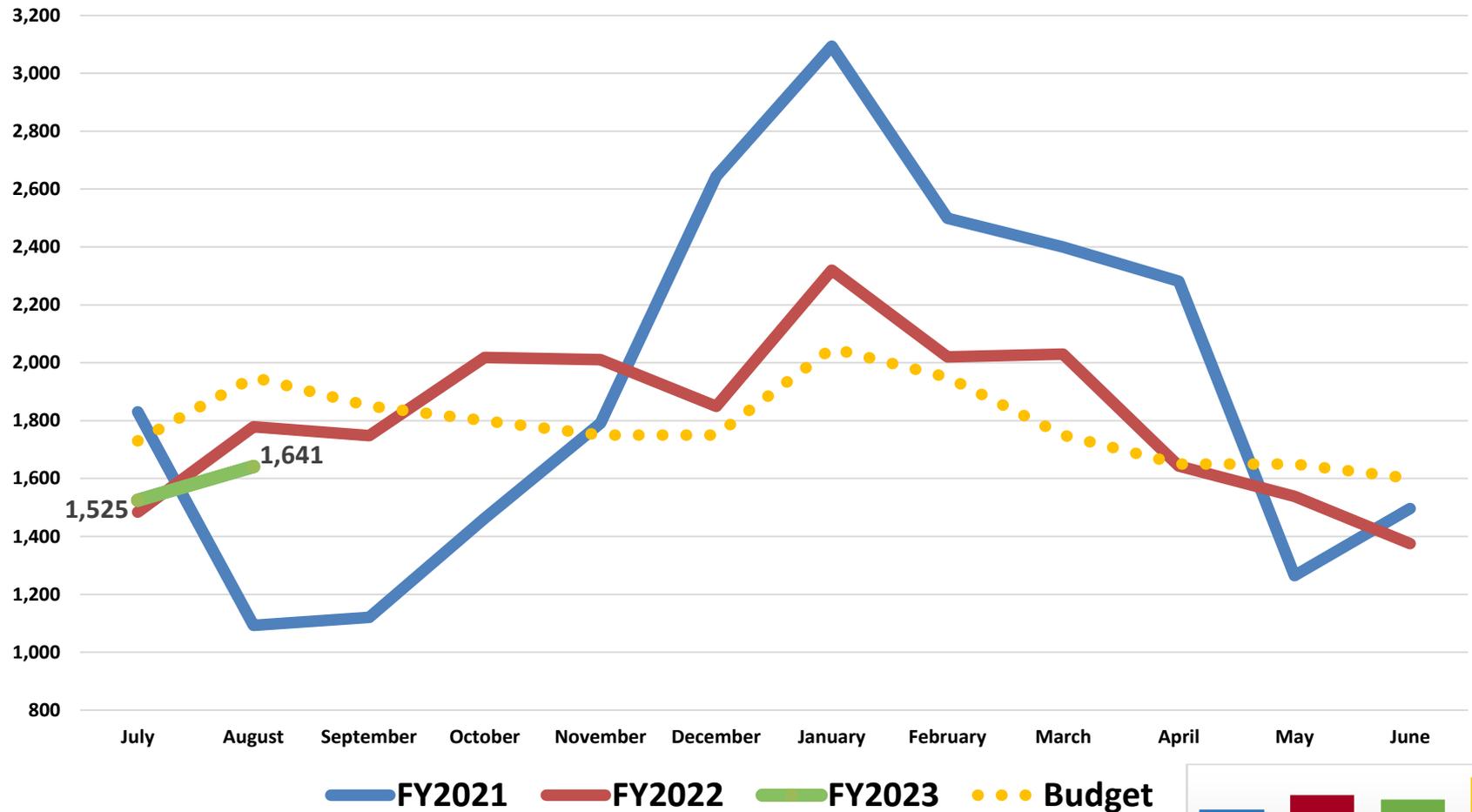
# Exeter RHC - Registrations



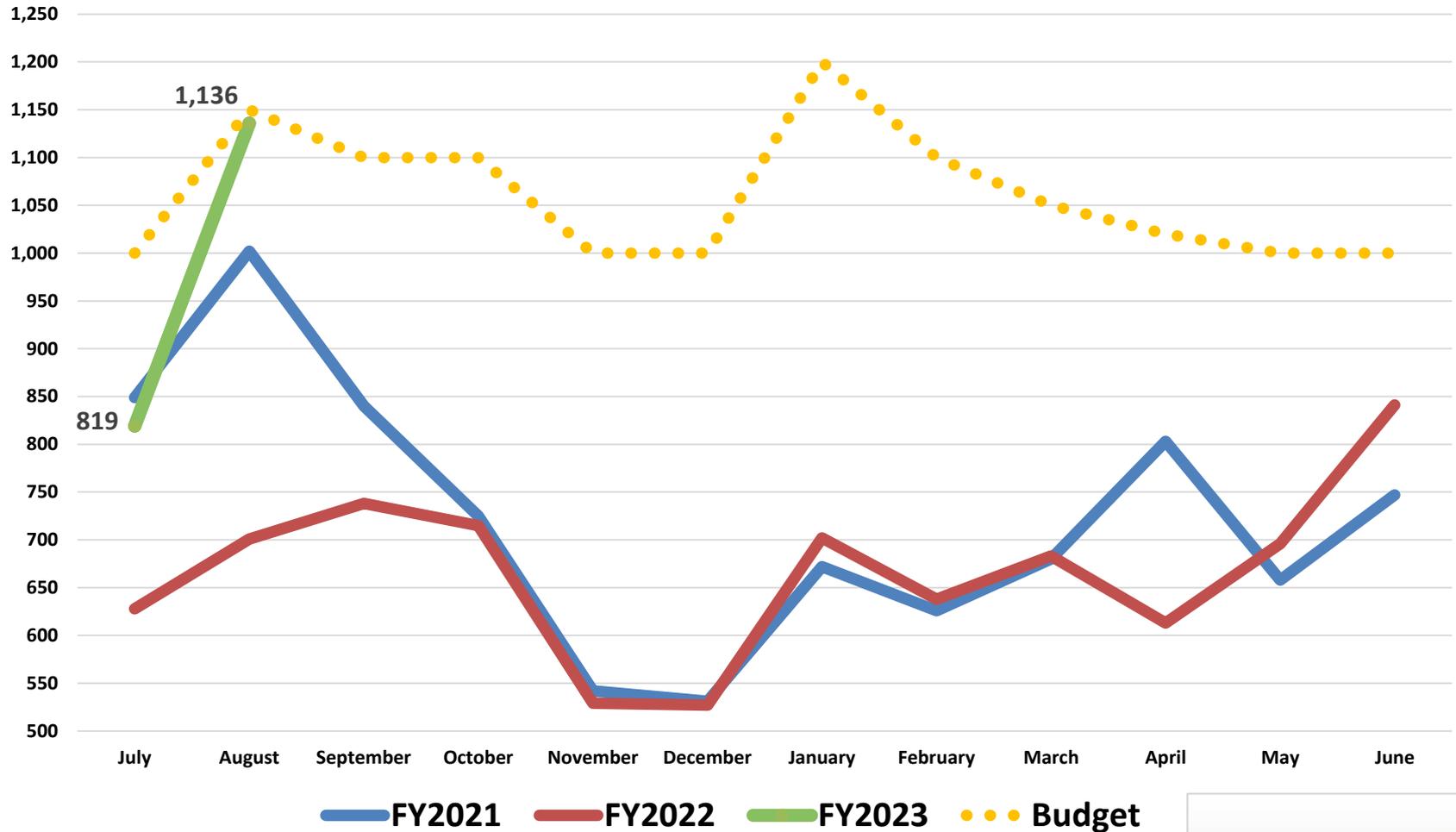
—●— FY2021   
 —●— FY2022   
 —●— FY2023   
 ●●● Budget



# Lindsay RHC - Registrations

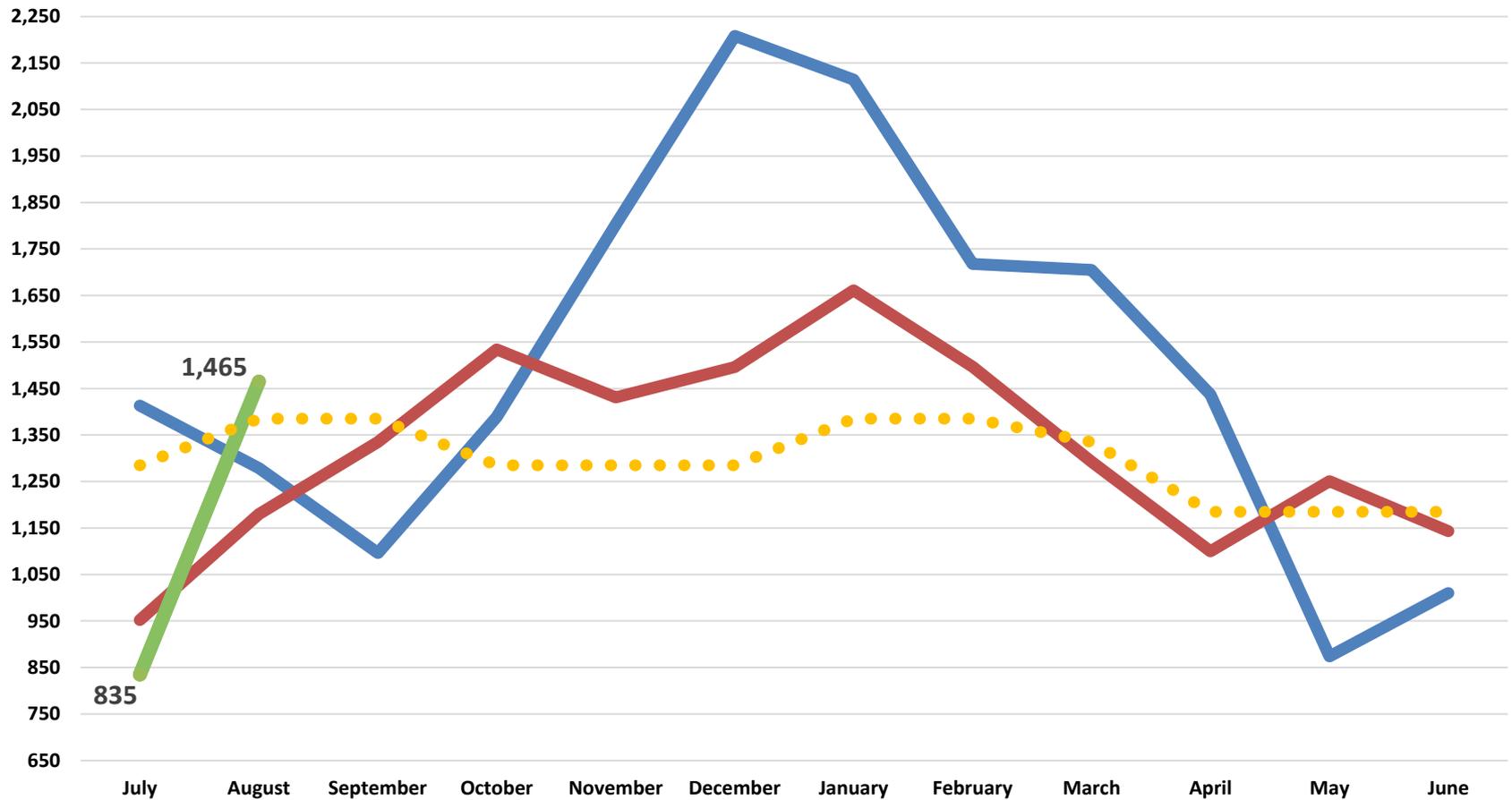


# Woodlake RHC - Registrations



1,851	1,329	1,955	2,150
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

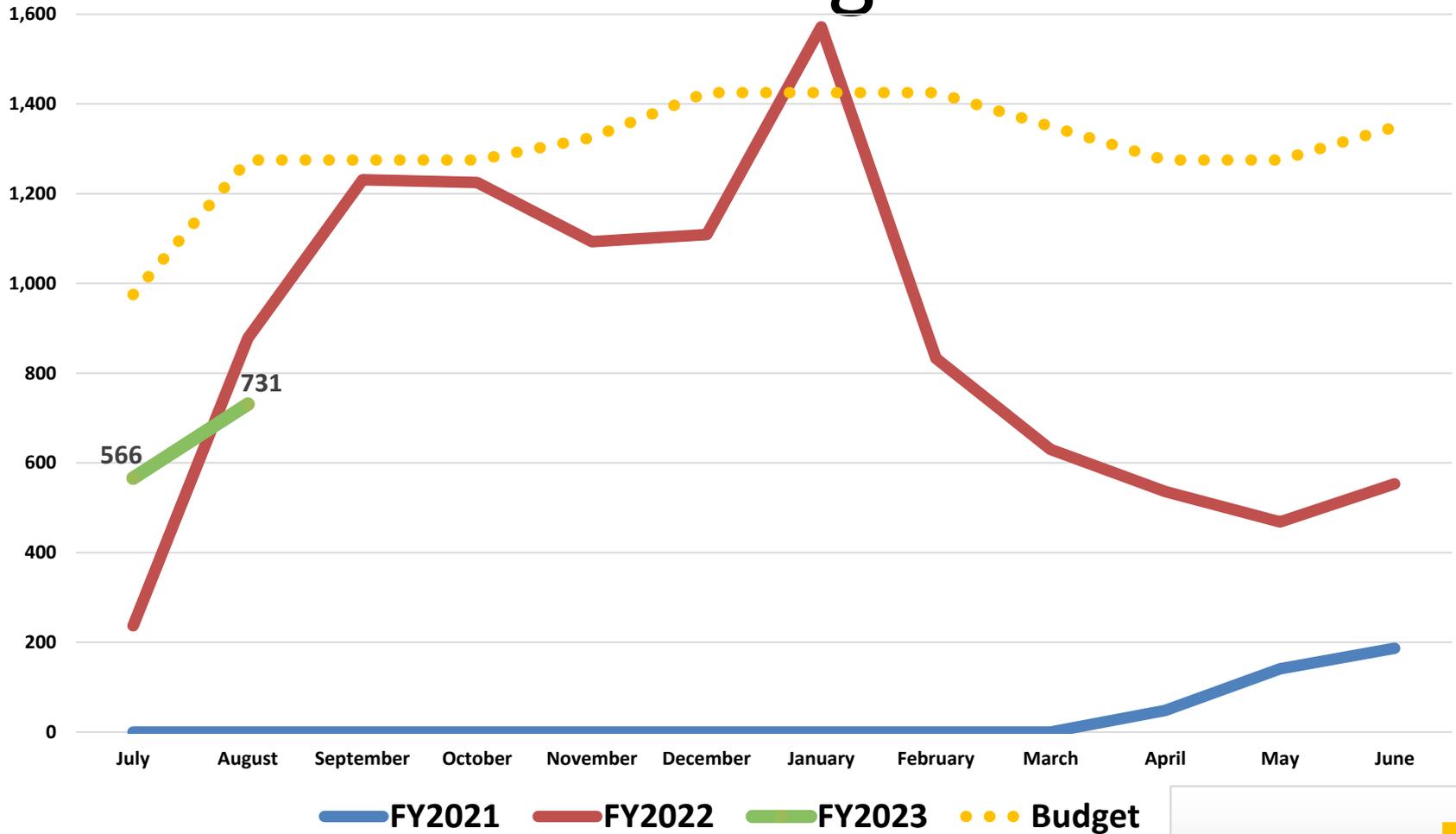
# Dinuba RHC - Registrations



—●— FY2021   
 —●— FY2022   
 —●— FY2023   
 ●●● Budget

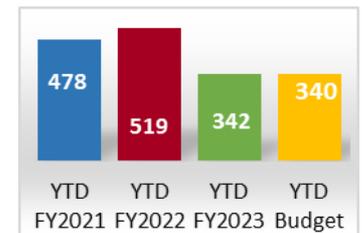
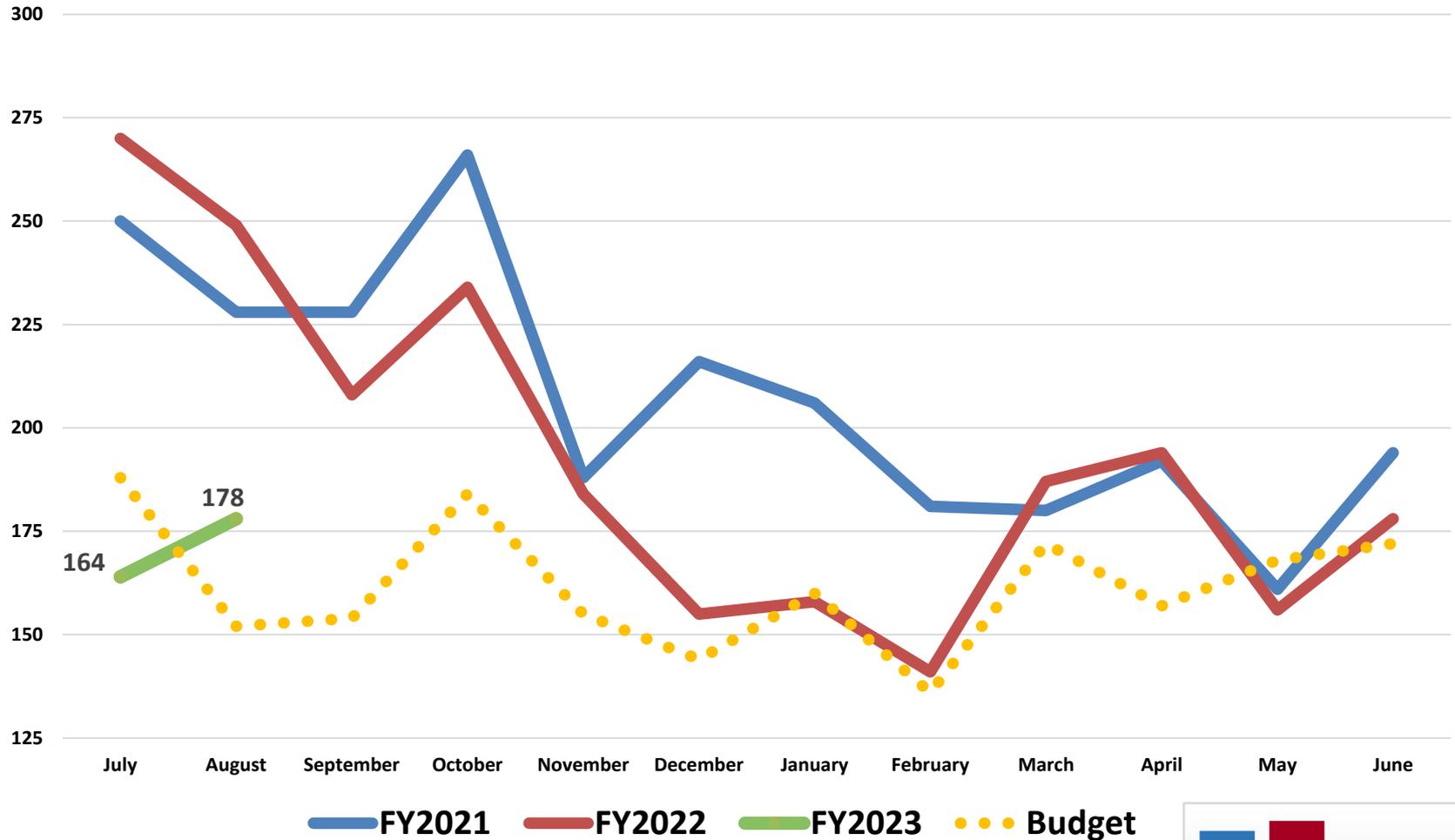


# Tulare RHC - Registrations

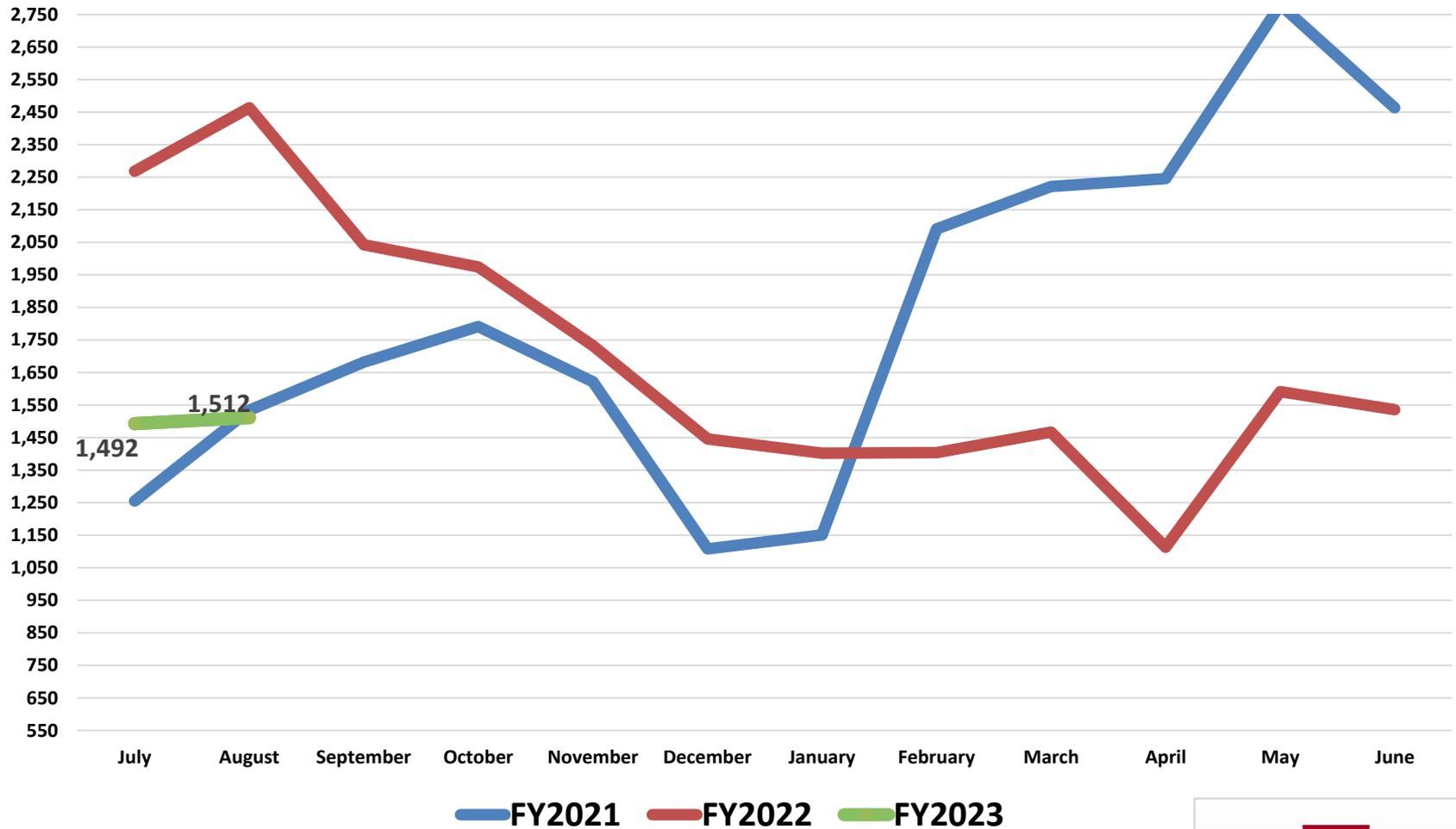


-	1,115	1,297	2,250
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

# Neurosurgery Clinic - Registrations

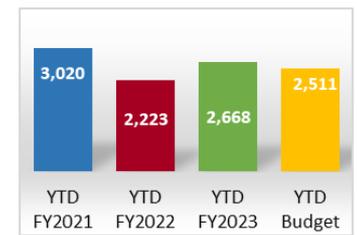
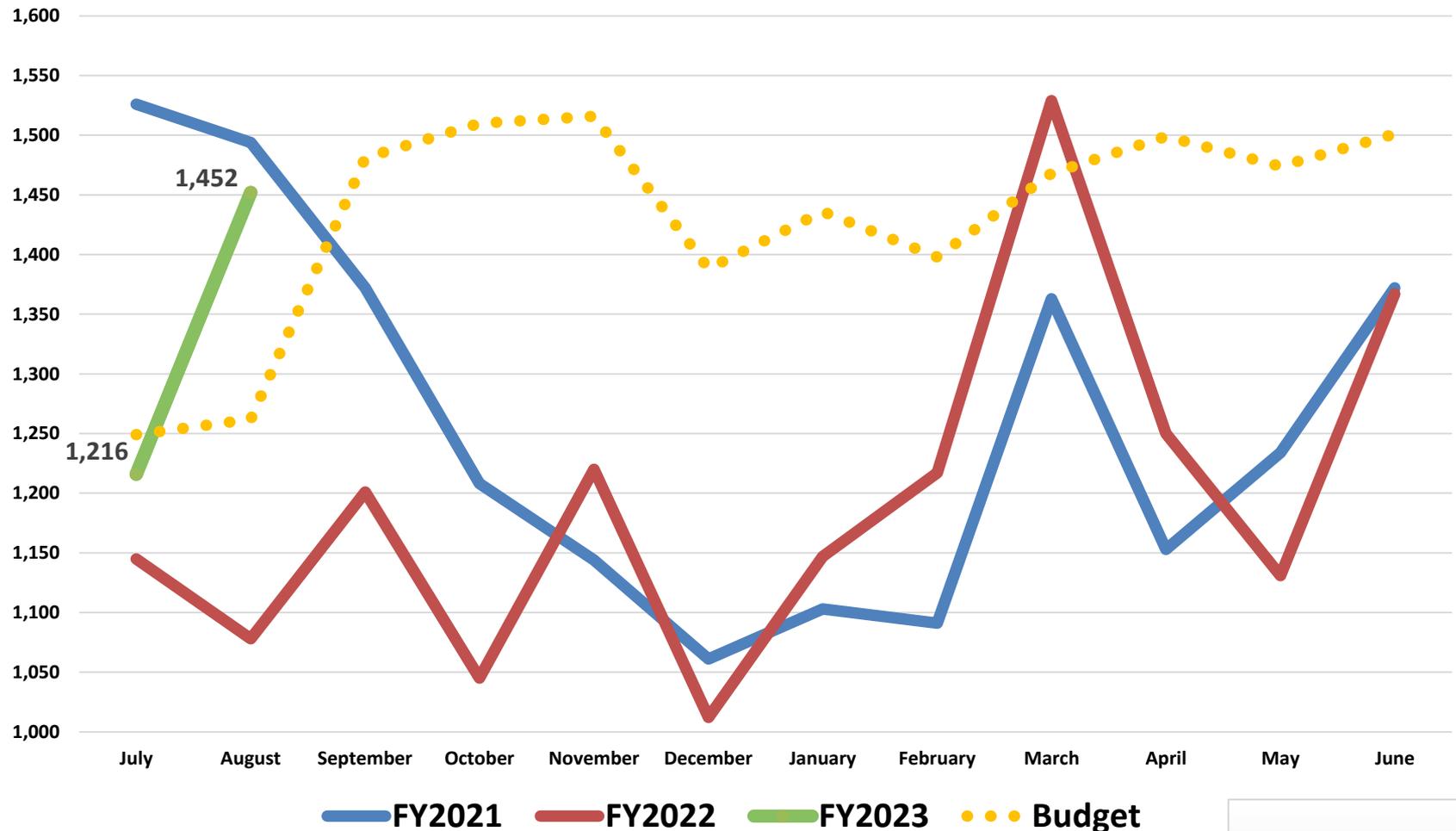


# Neurosurgery Clinic - wRVU's

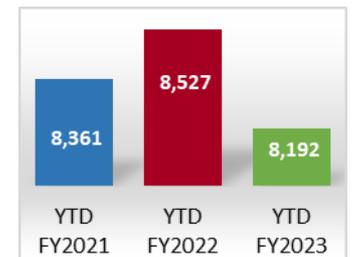
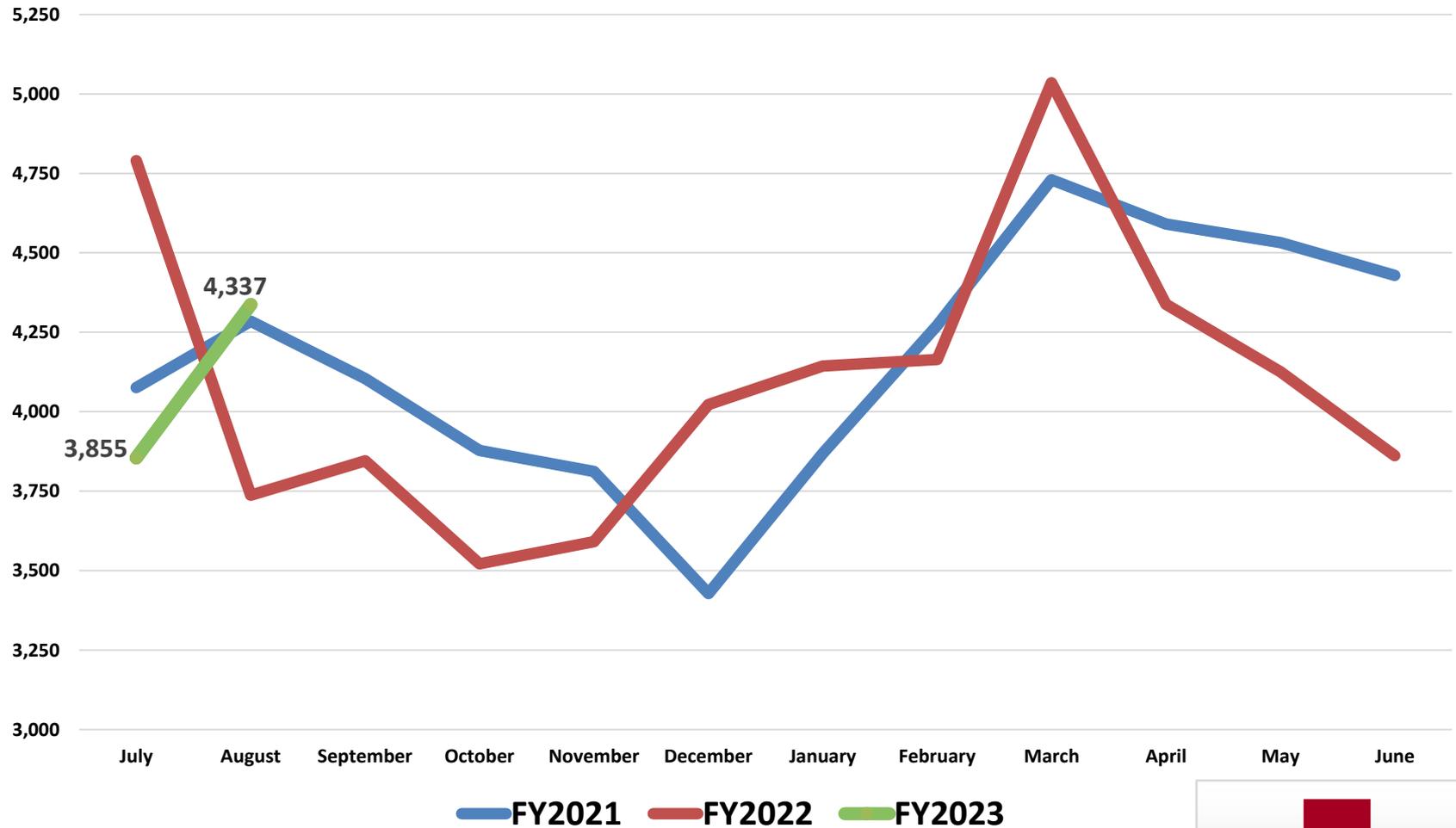


2,789	4,731	3,004
YTD FY2021	YTD FY2022	YTD FY2023

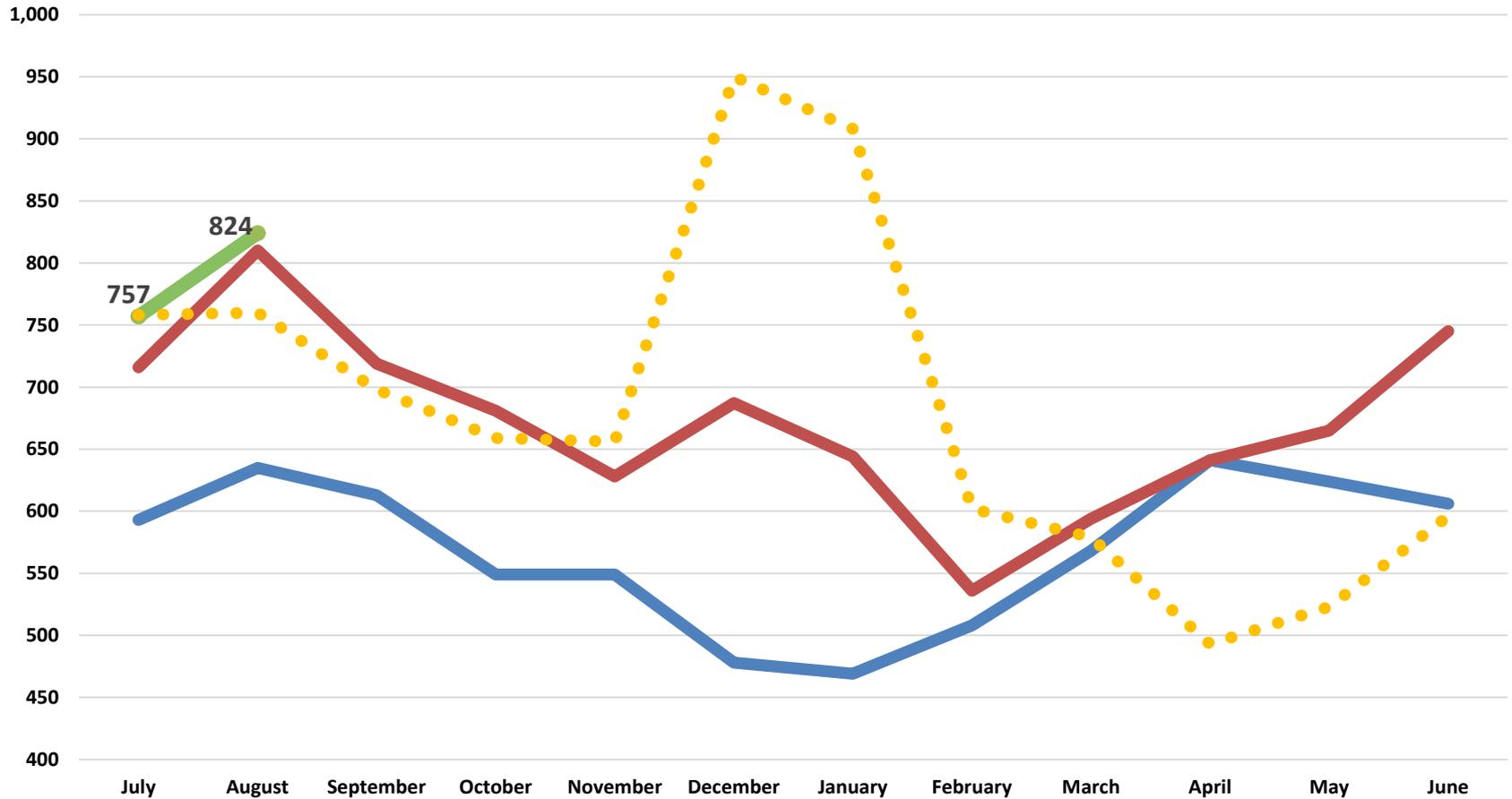
# Sequoia Cardiology - Registrations



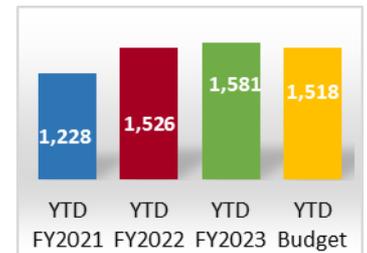
# Sequoia Cardiology – wRVU's



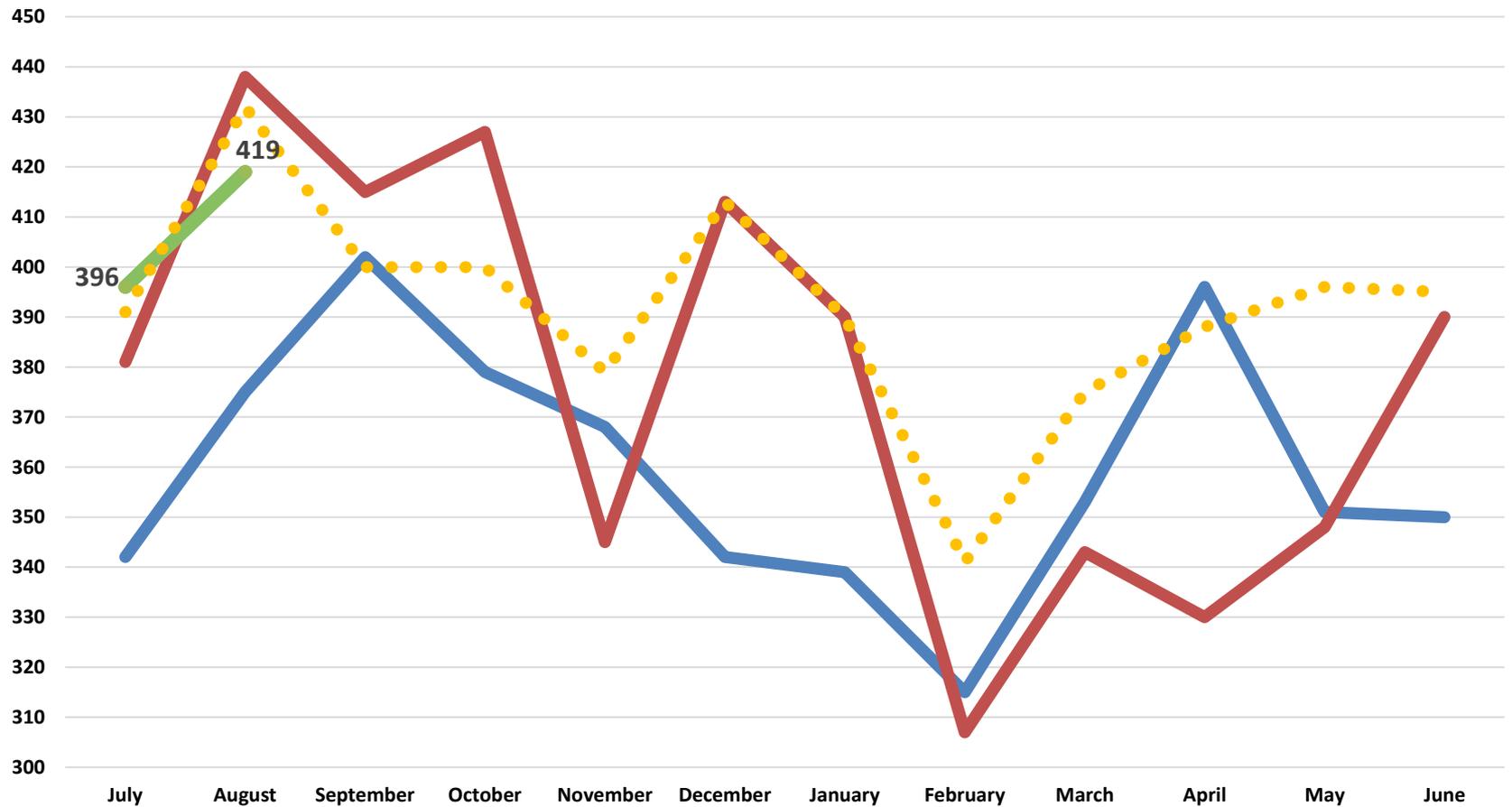
# Labor Triage Registrations



—●— FY2021   
 —●— FY2022   
 —●— FY2023   
 ●●● Budget



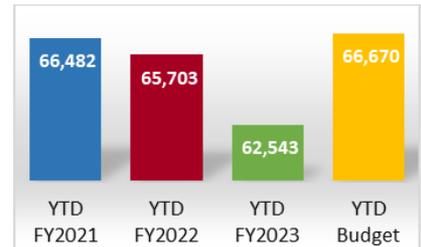
# Deliveries



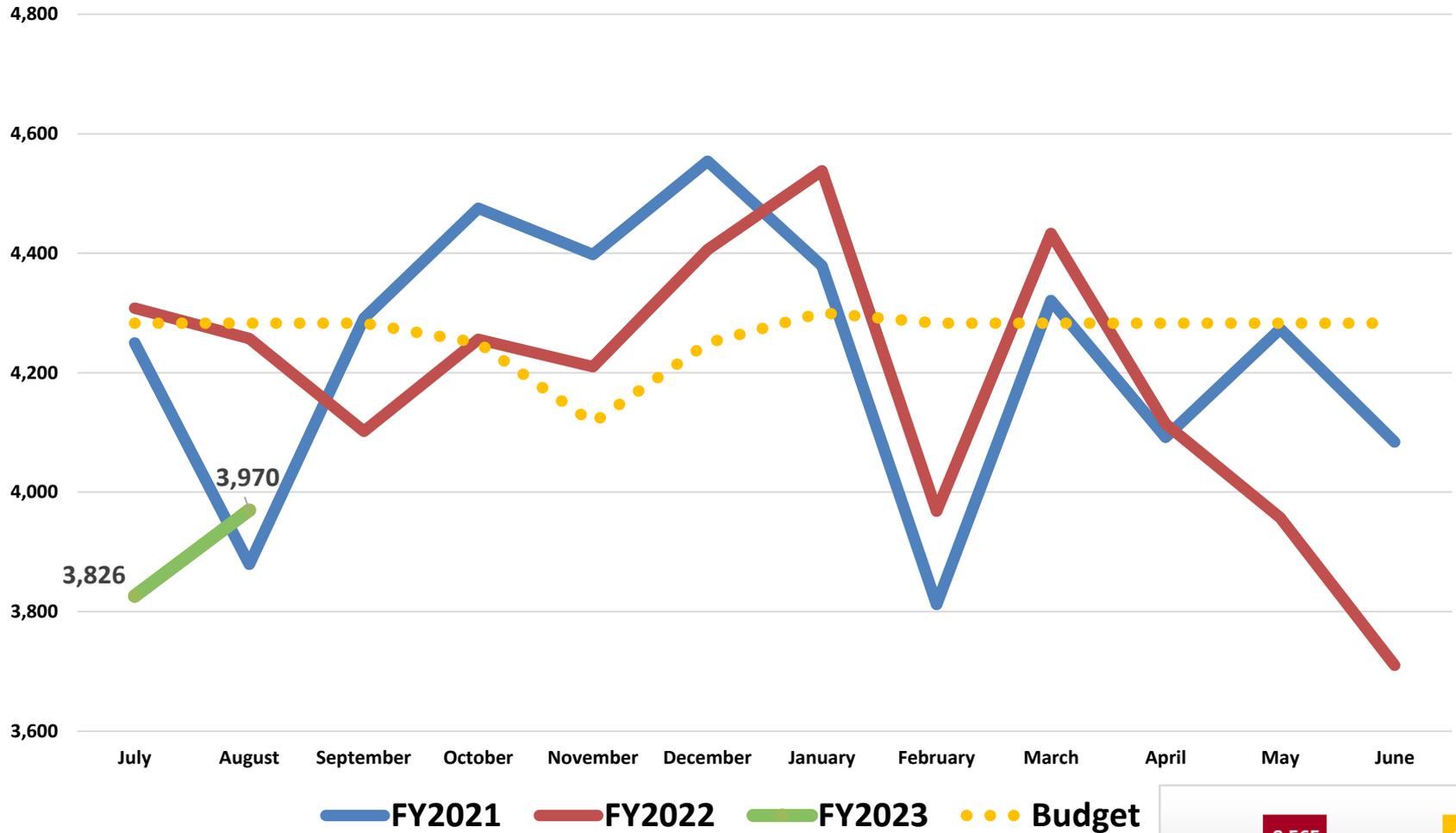
—●— **FY2021**   
 —●— **FY2022**   
 —●— **FY2023**   
 ●●● **Budget**



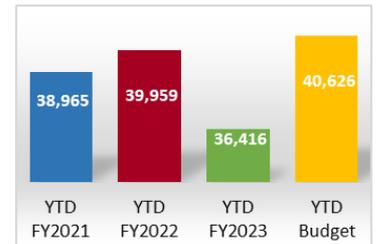
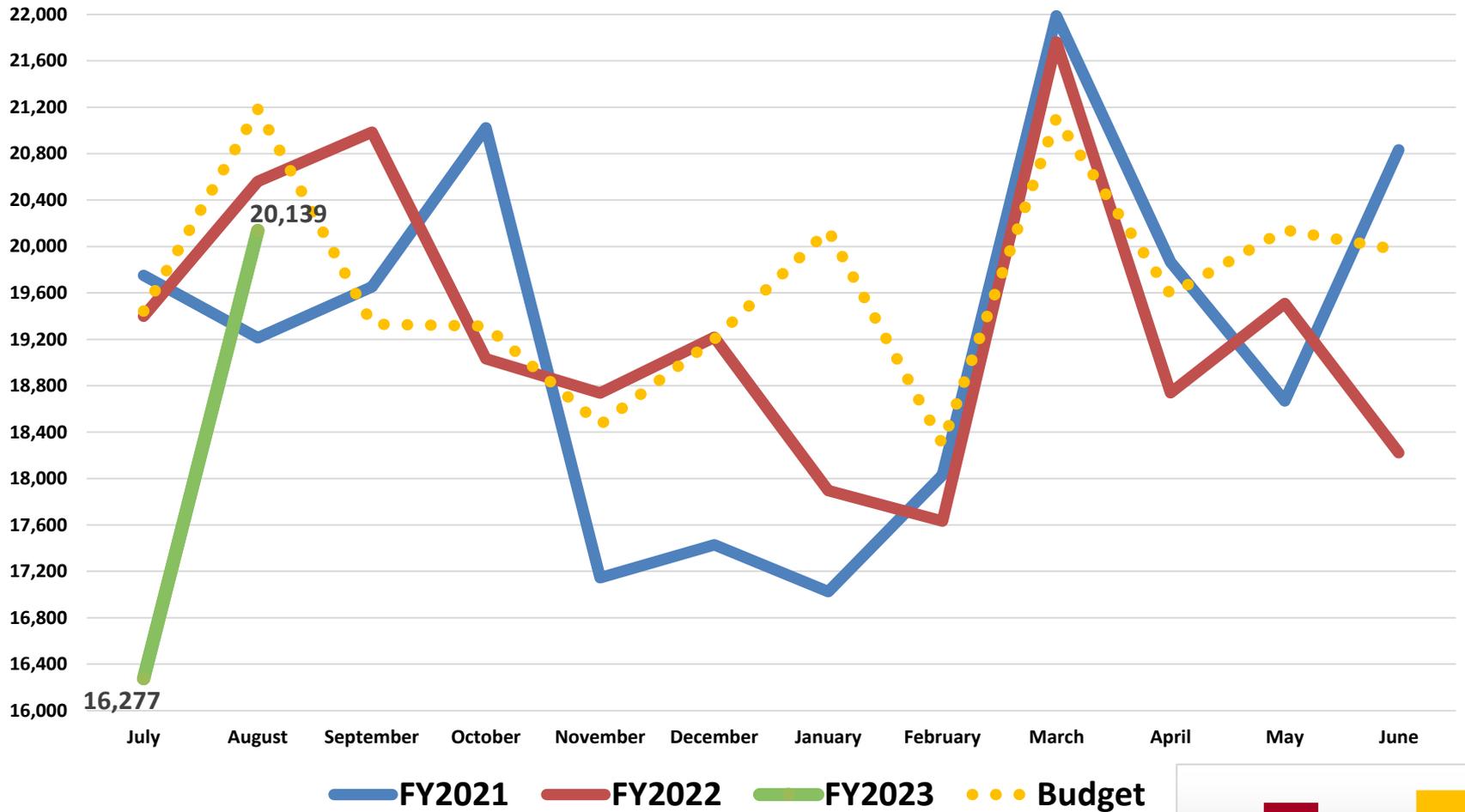
# KHMG RVU's



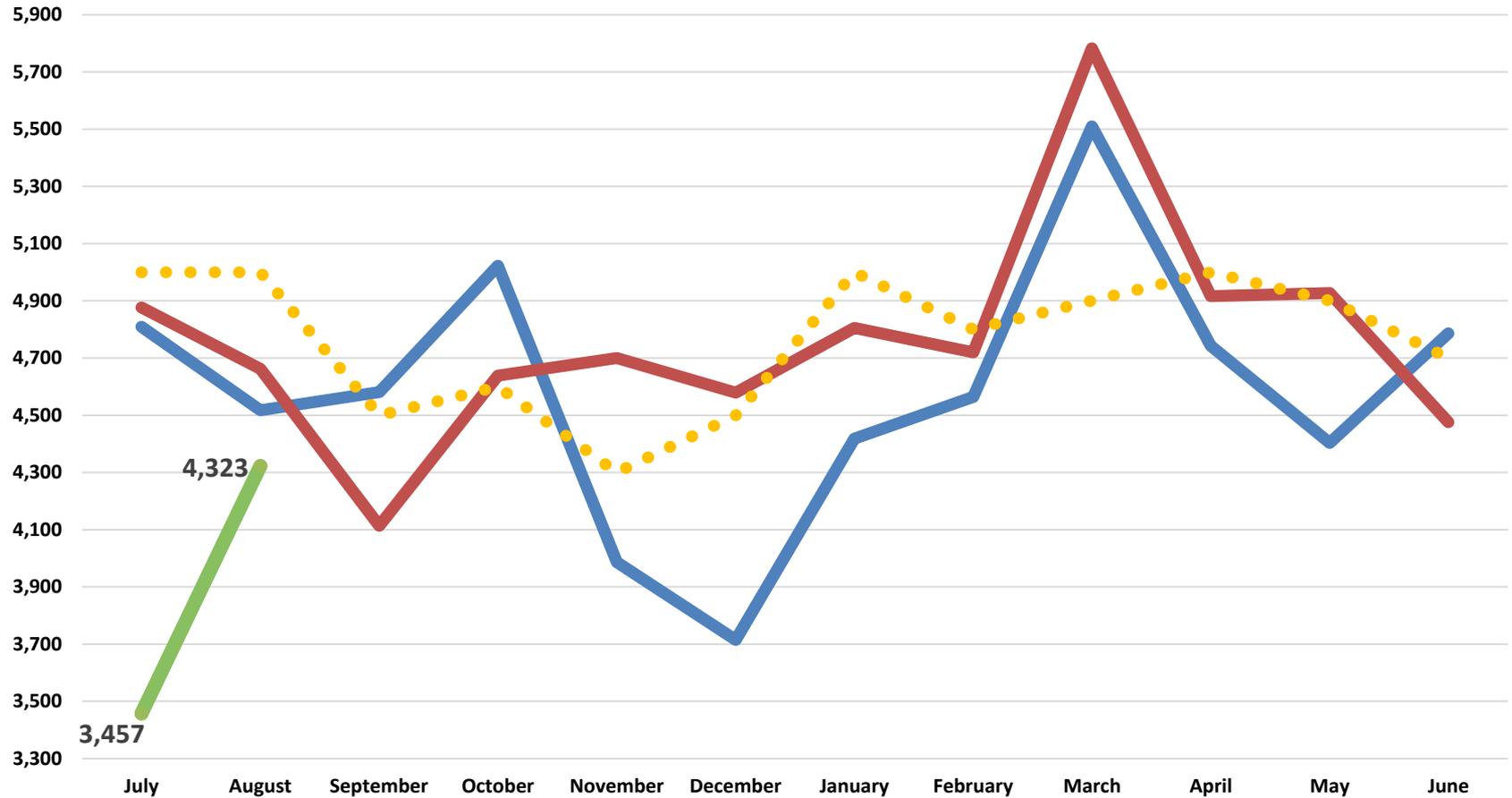
# Hospice Days



# All O/P Rehab Services Across District



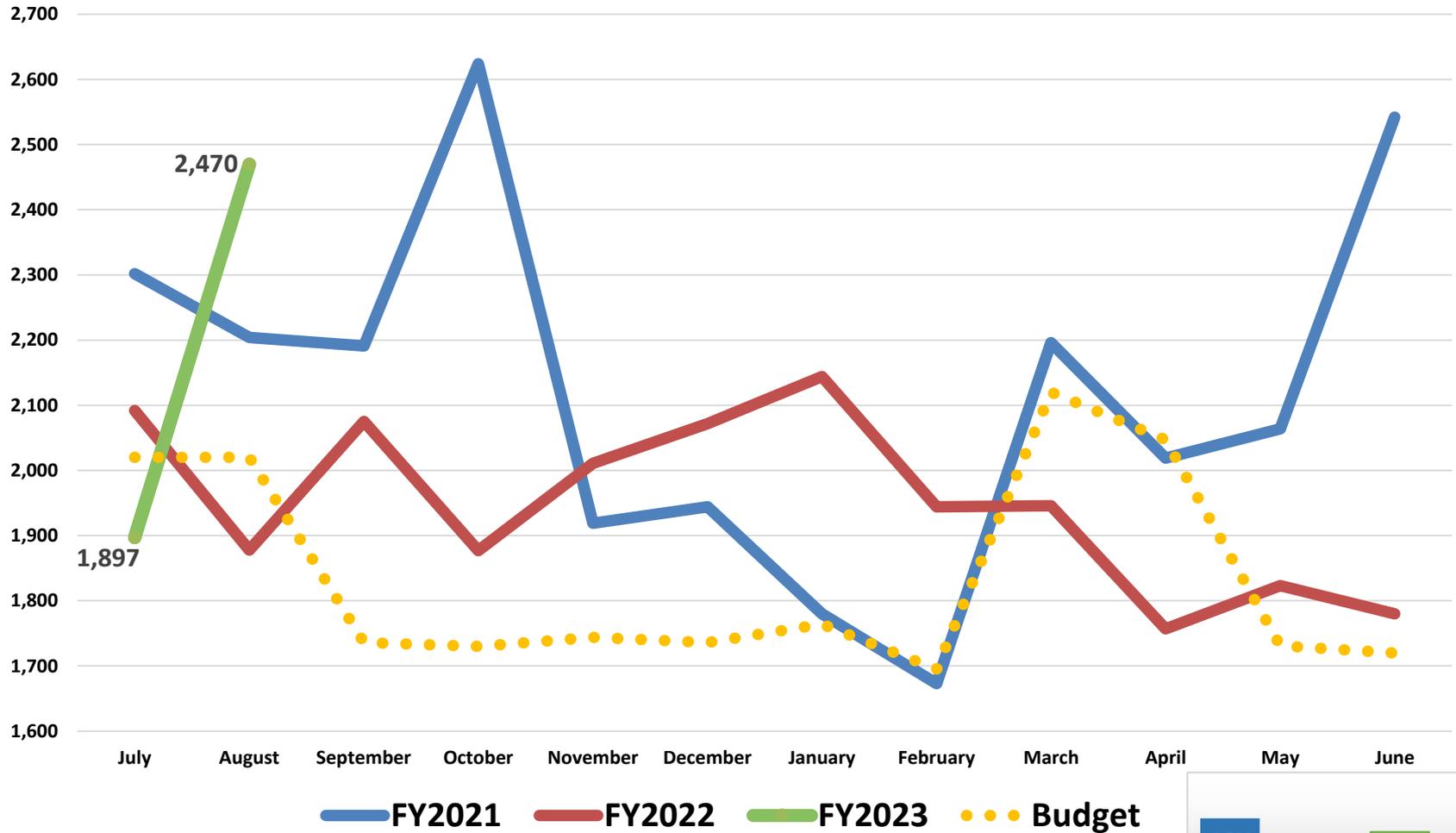
# O/P Rehab Services



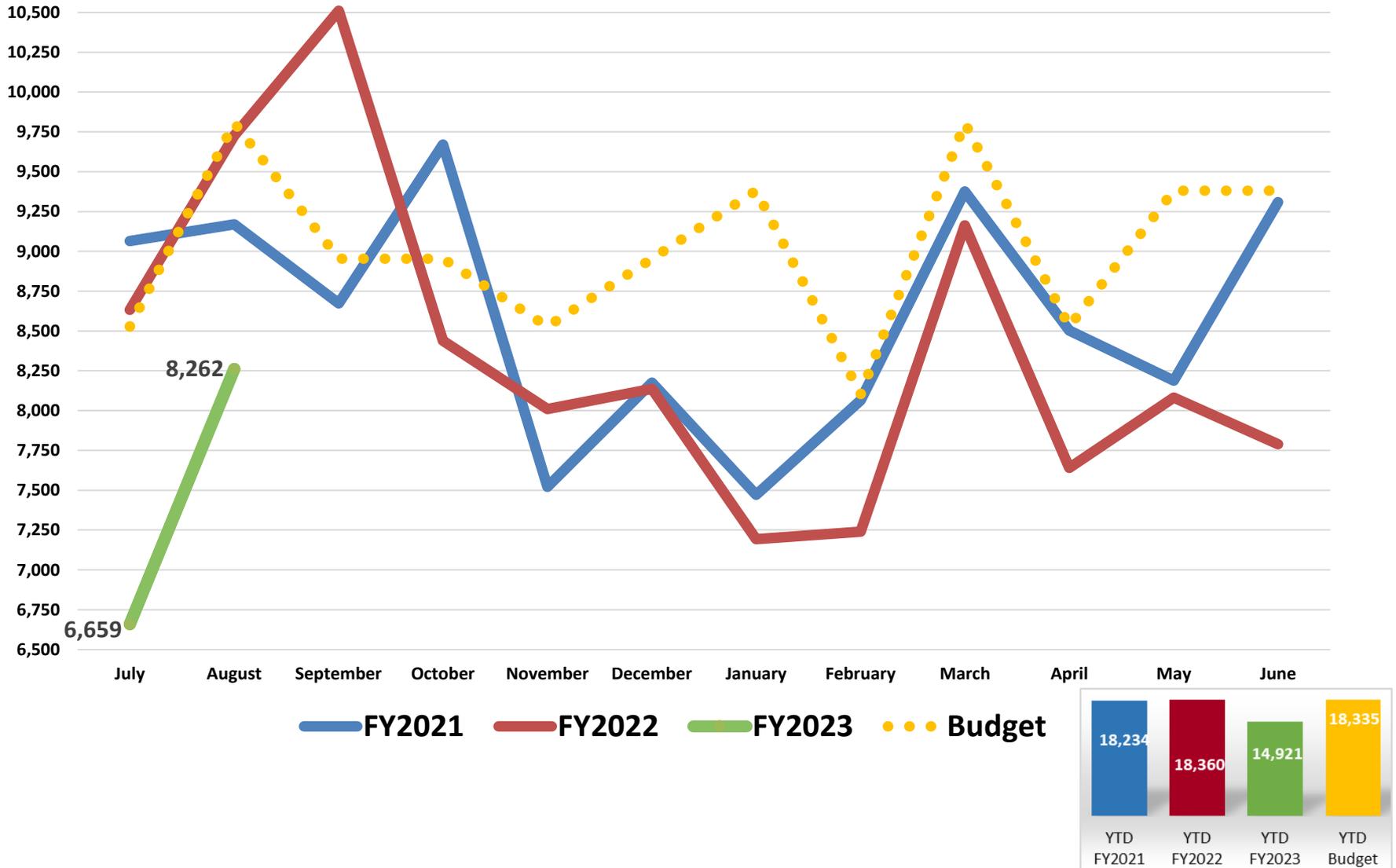
—●— **FY2021**   
 —●— **FY2022**   
 —●— **FY2023**   
 ●●● **Budget**



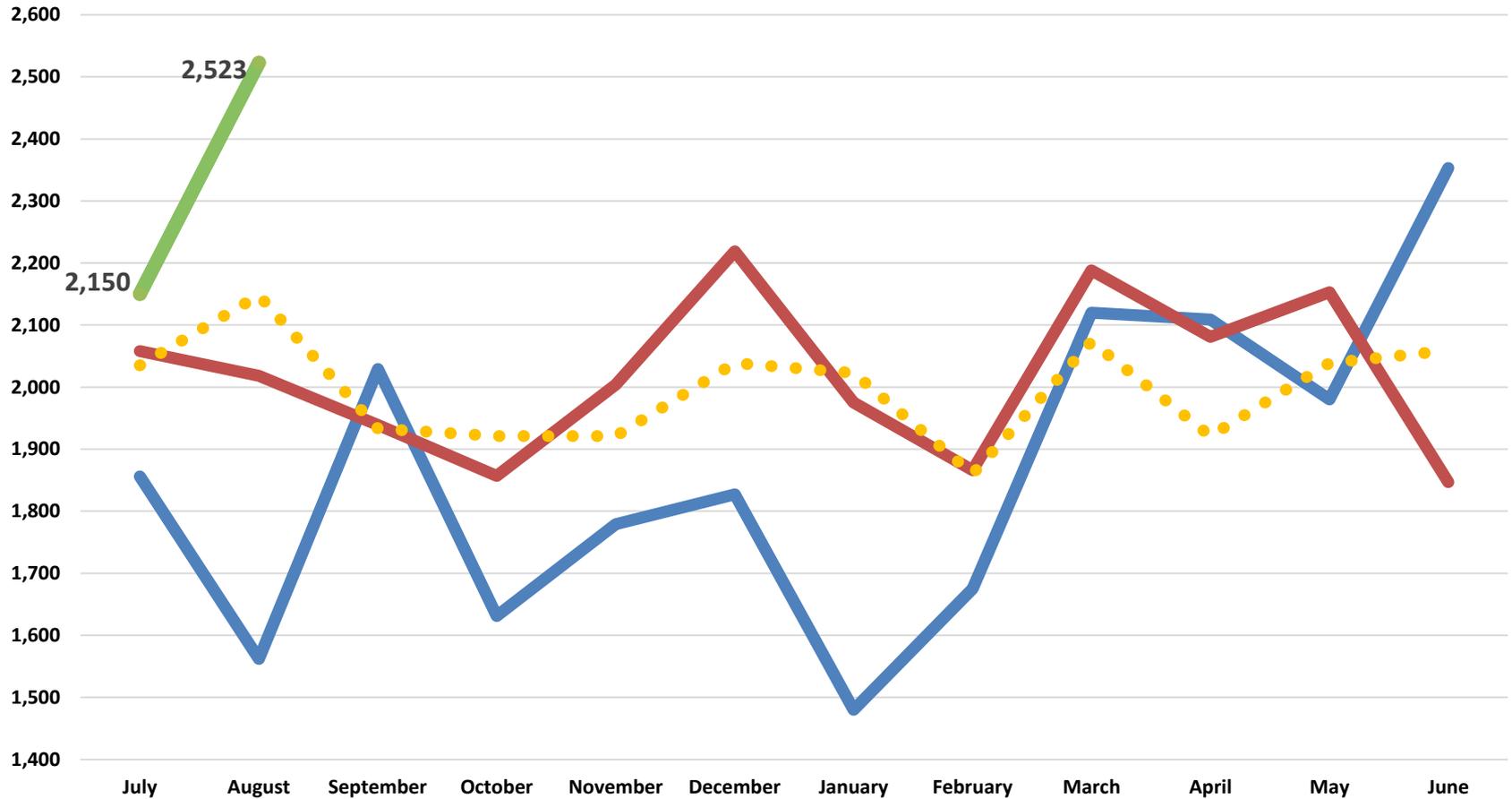
# O/P Rehab - Exeter



# O/P Rehab - Akers



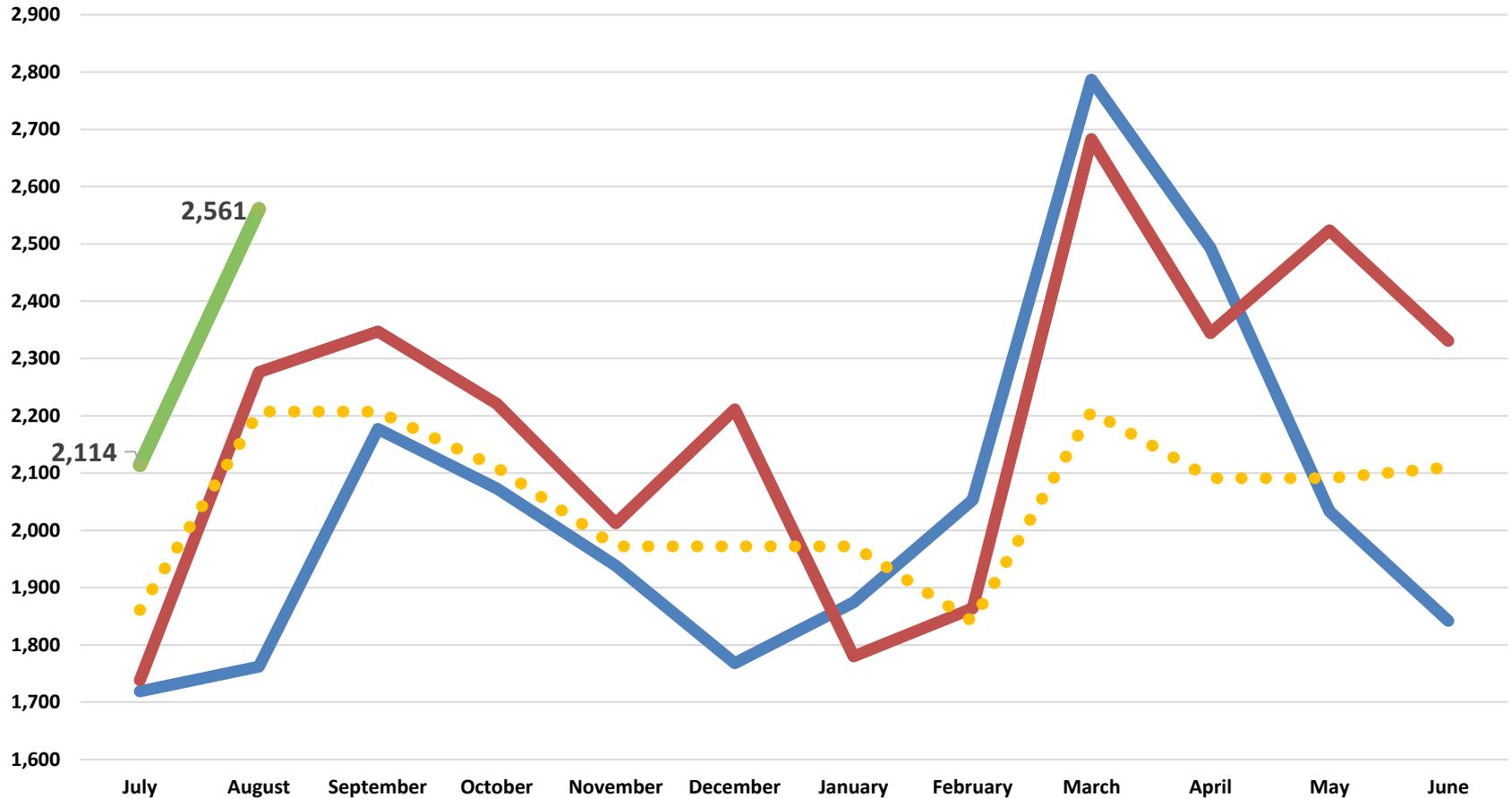
# O/P Rehab - LLOPT



—●— **FY2021**   
 —●— **FY2022**   
 —●— **FY2023**   
 ●●● **Budget**

3,418	4,076	4,673	4,183
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

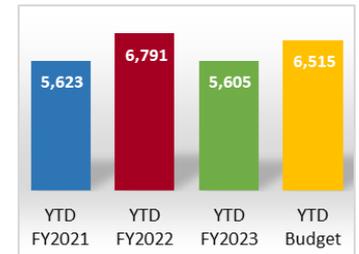
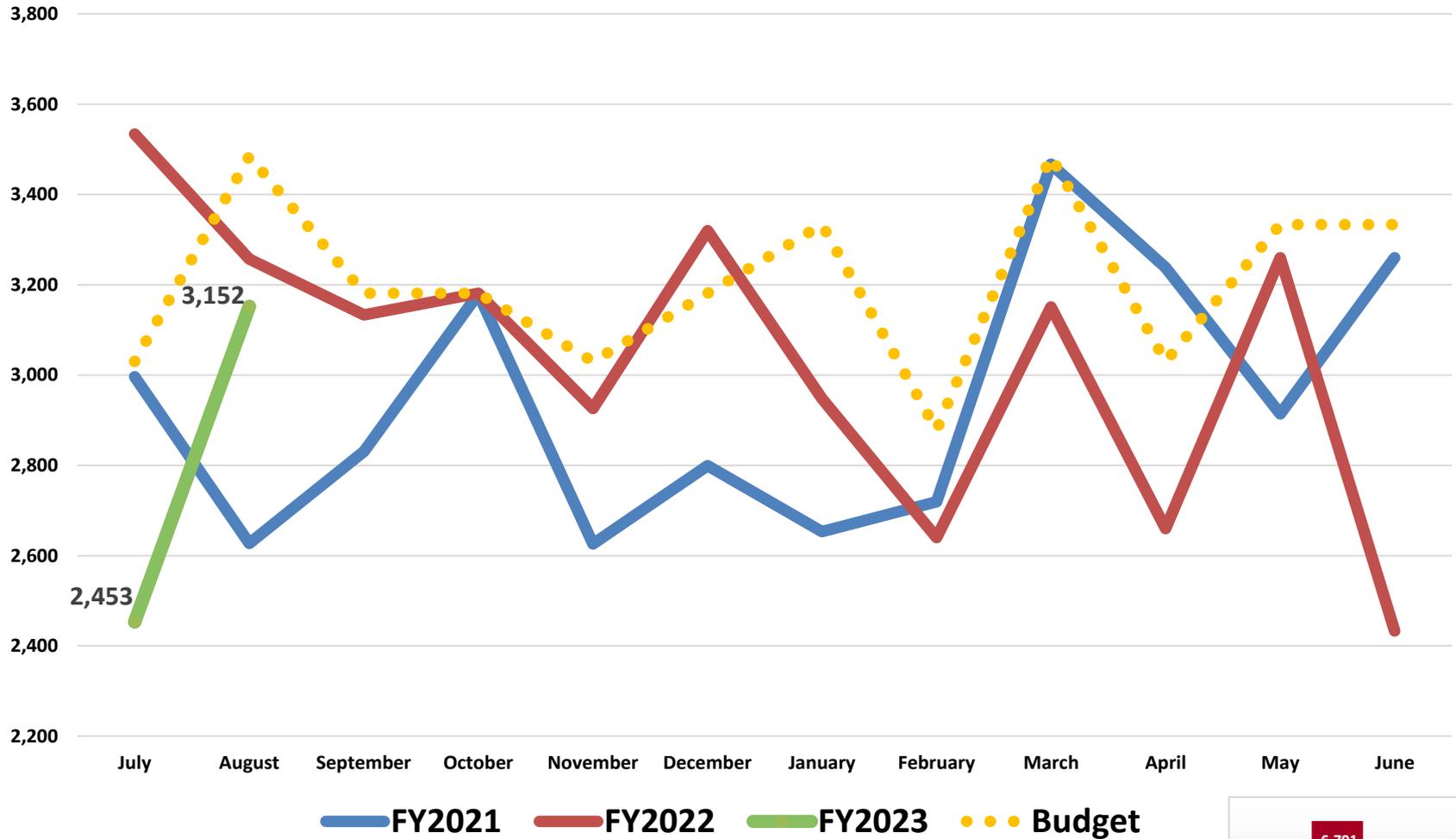
# O/P Rehab - Dinuba



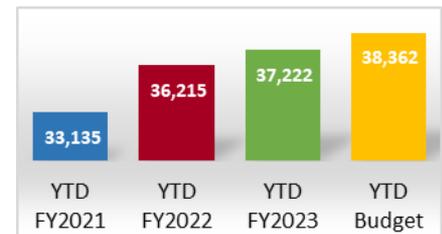
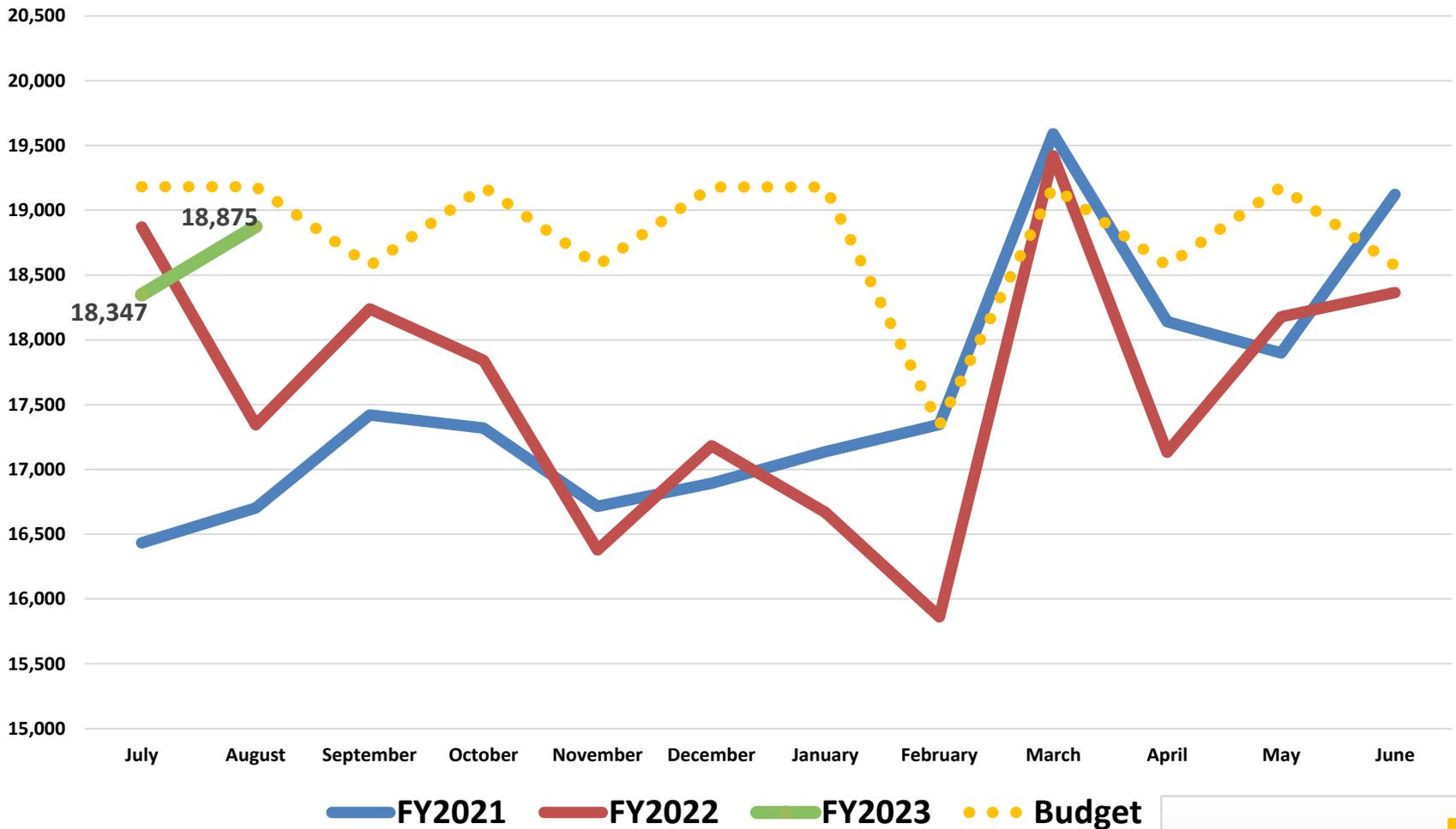
—●— **FY2021**   
 —●— **FY2022**   
 —●— **FY2023**   
 ●●● **Budget**



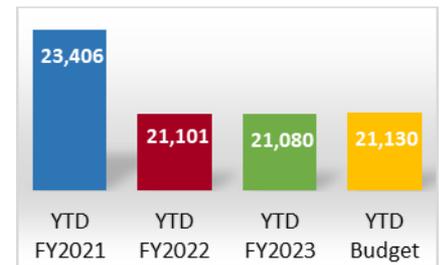
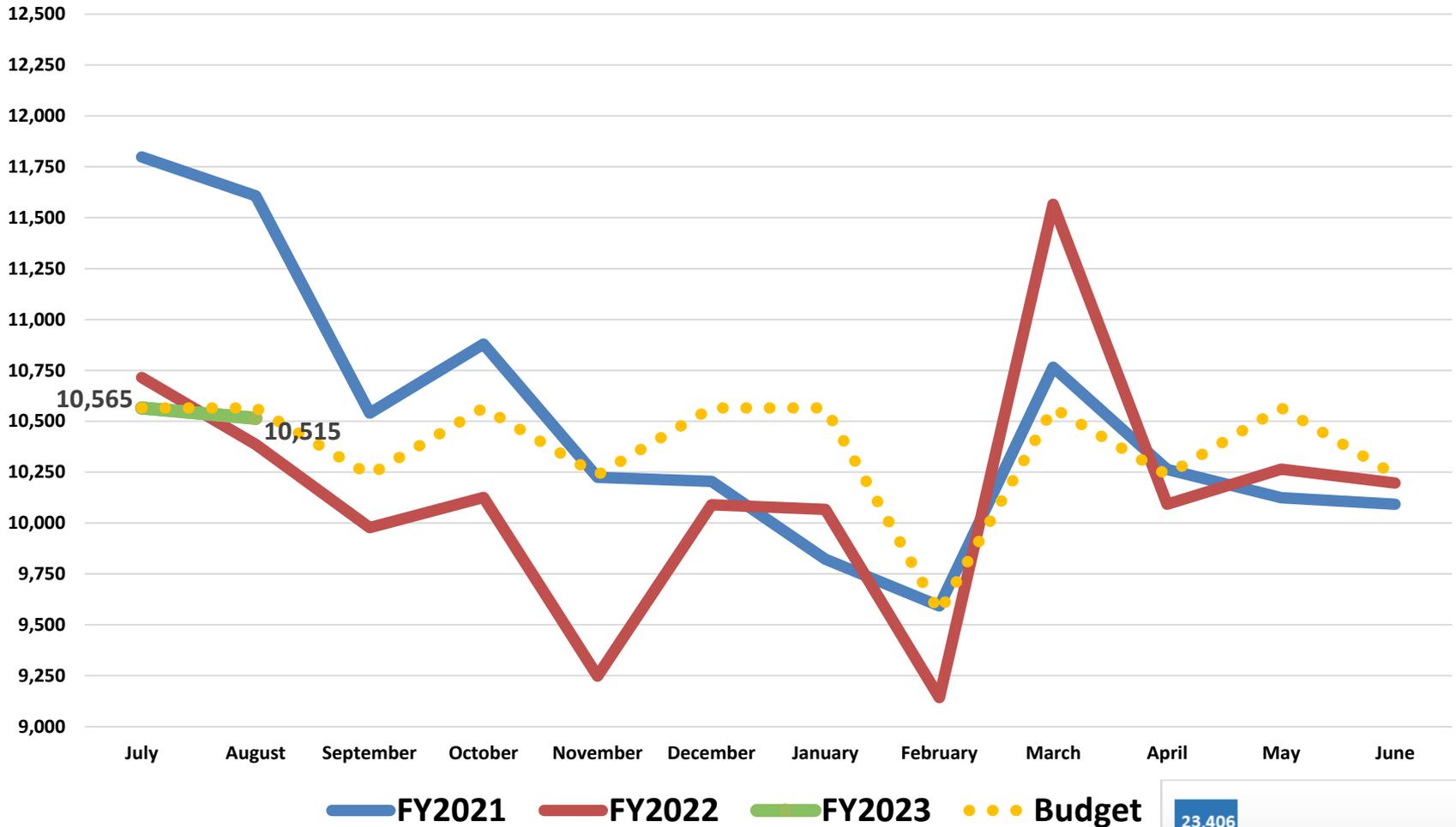
# Therapy - Cypress Hand Center



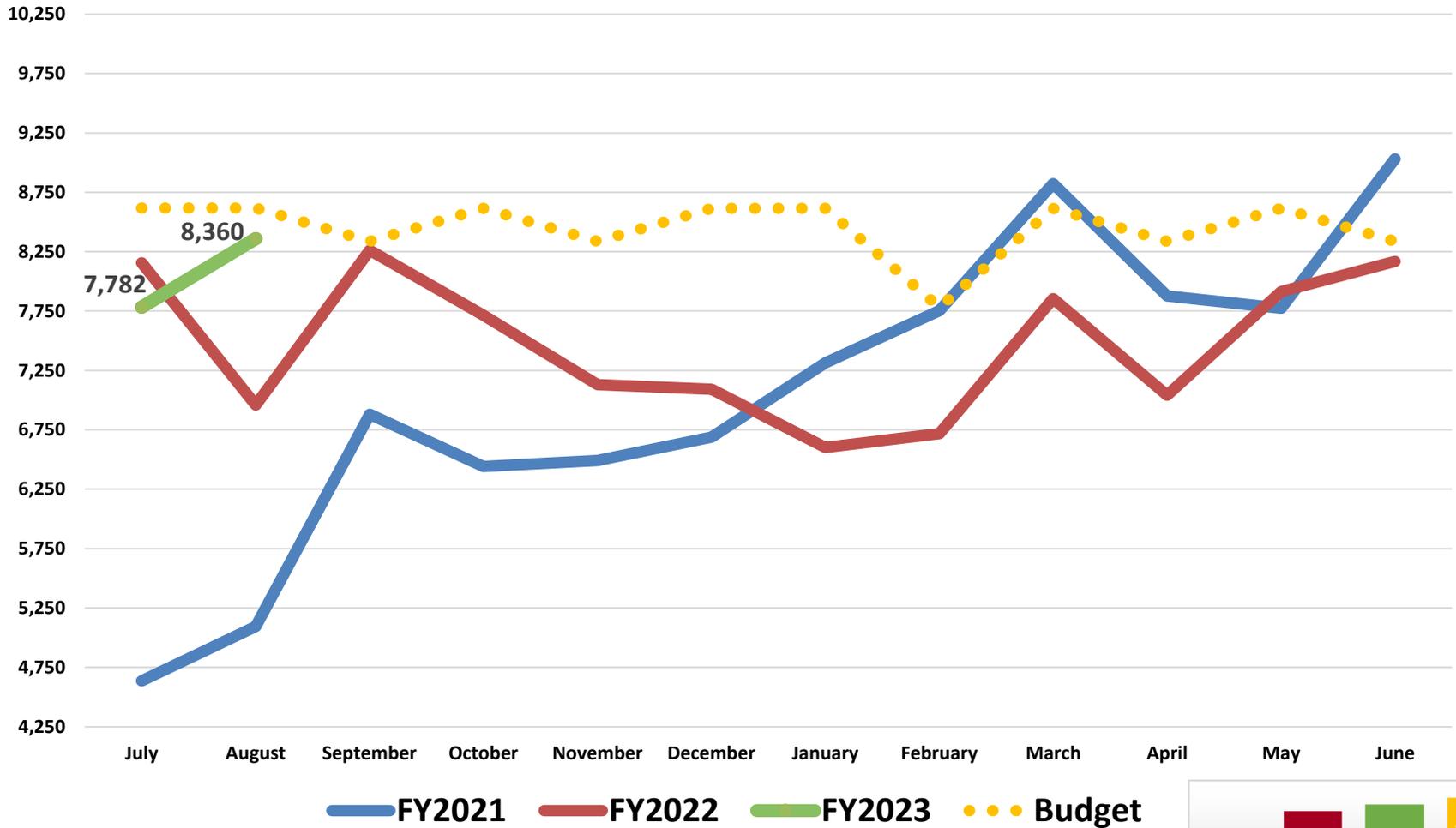
# Physical & Other Therapy Units (I/P & O/P)



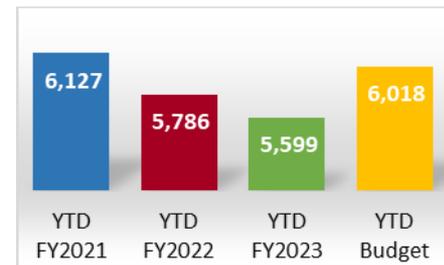
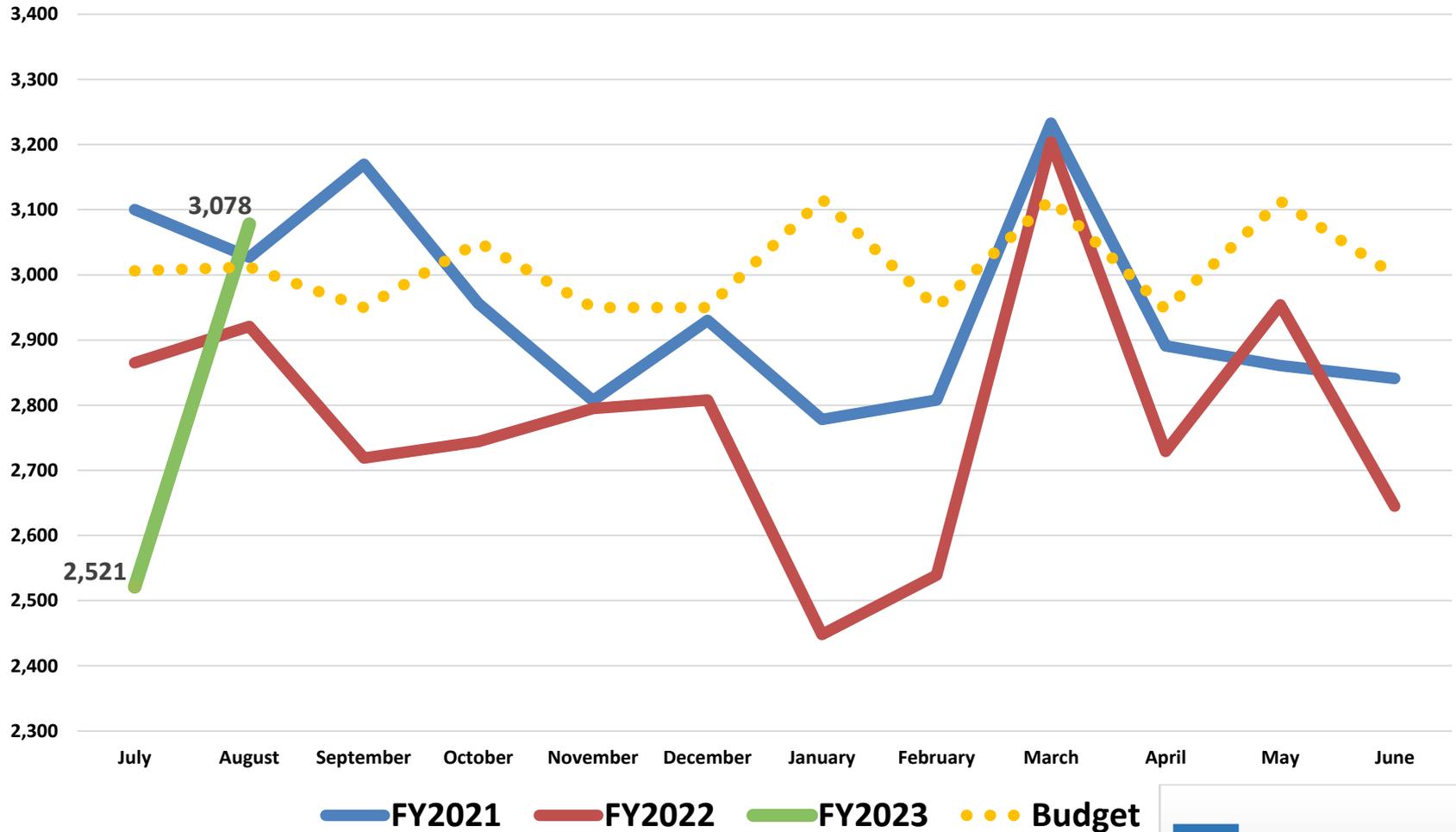
# Physical & Other Therapy Units (I/P & O/P)-Main Campus



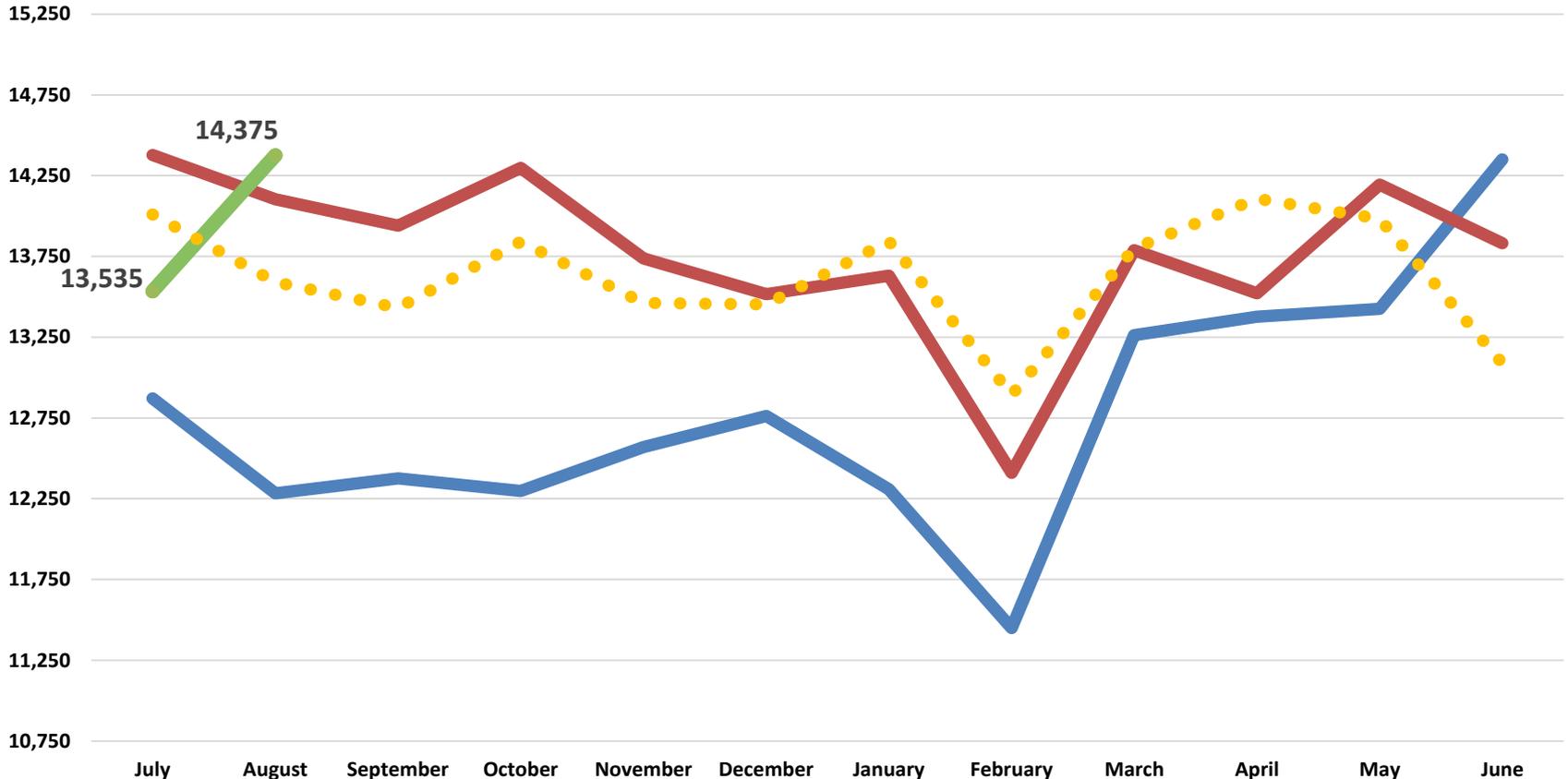
# Physical & Other Therapy Units (I/P & O/P)-KDRH & South Campus



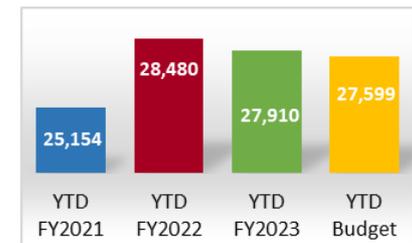
# Home Health Visits



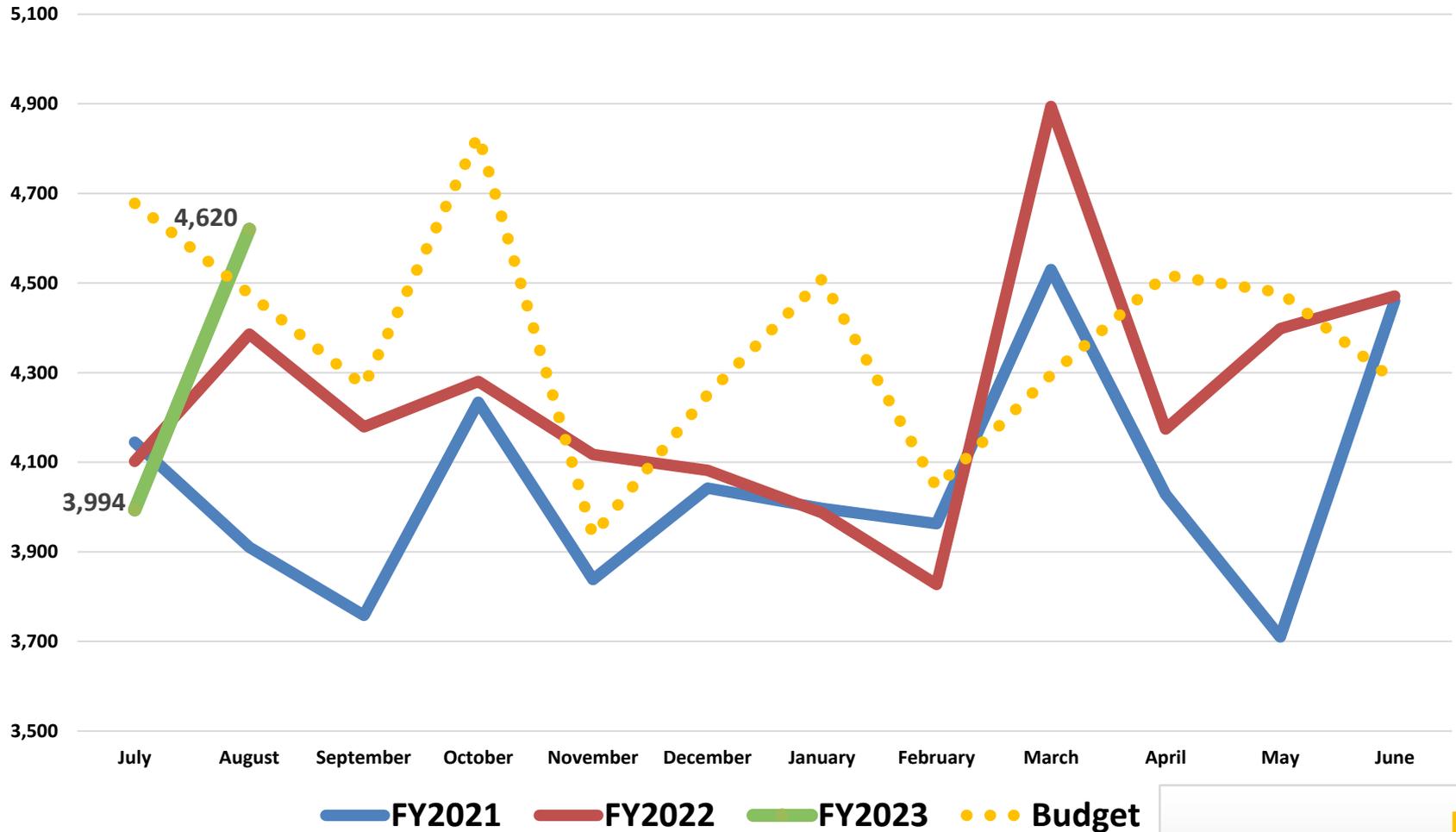
# Radiology – Main Campus



—●— FY2021   
 —●— FY2022   
 —●— FY2023   
 ●●● Budget

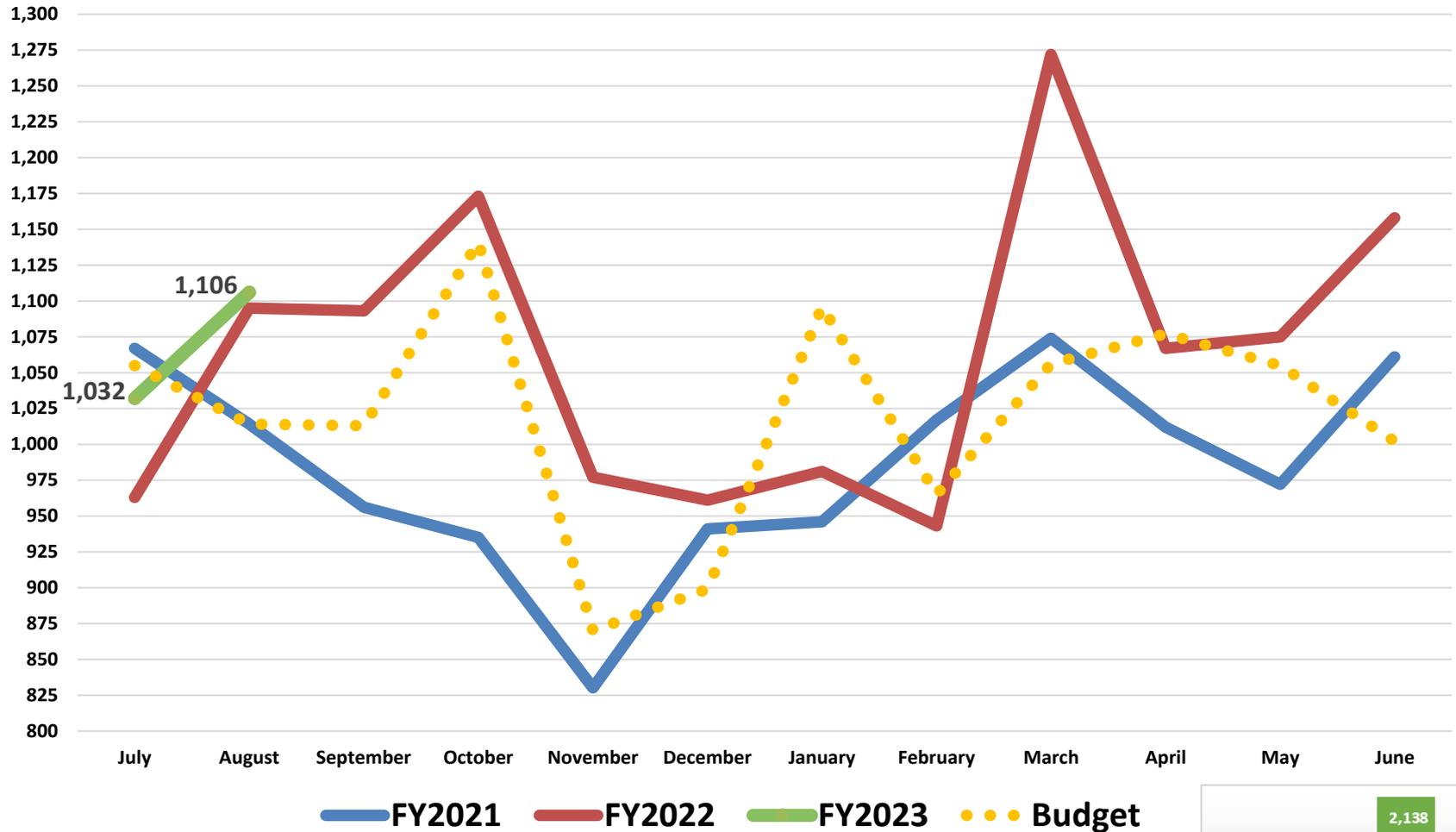


# Radiology – West Campus Imaging

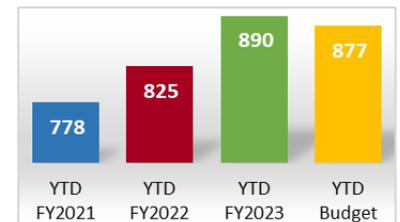
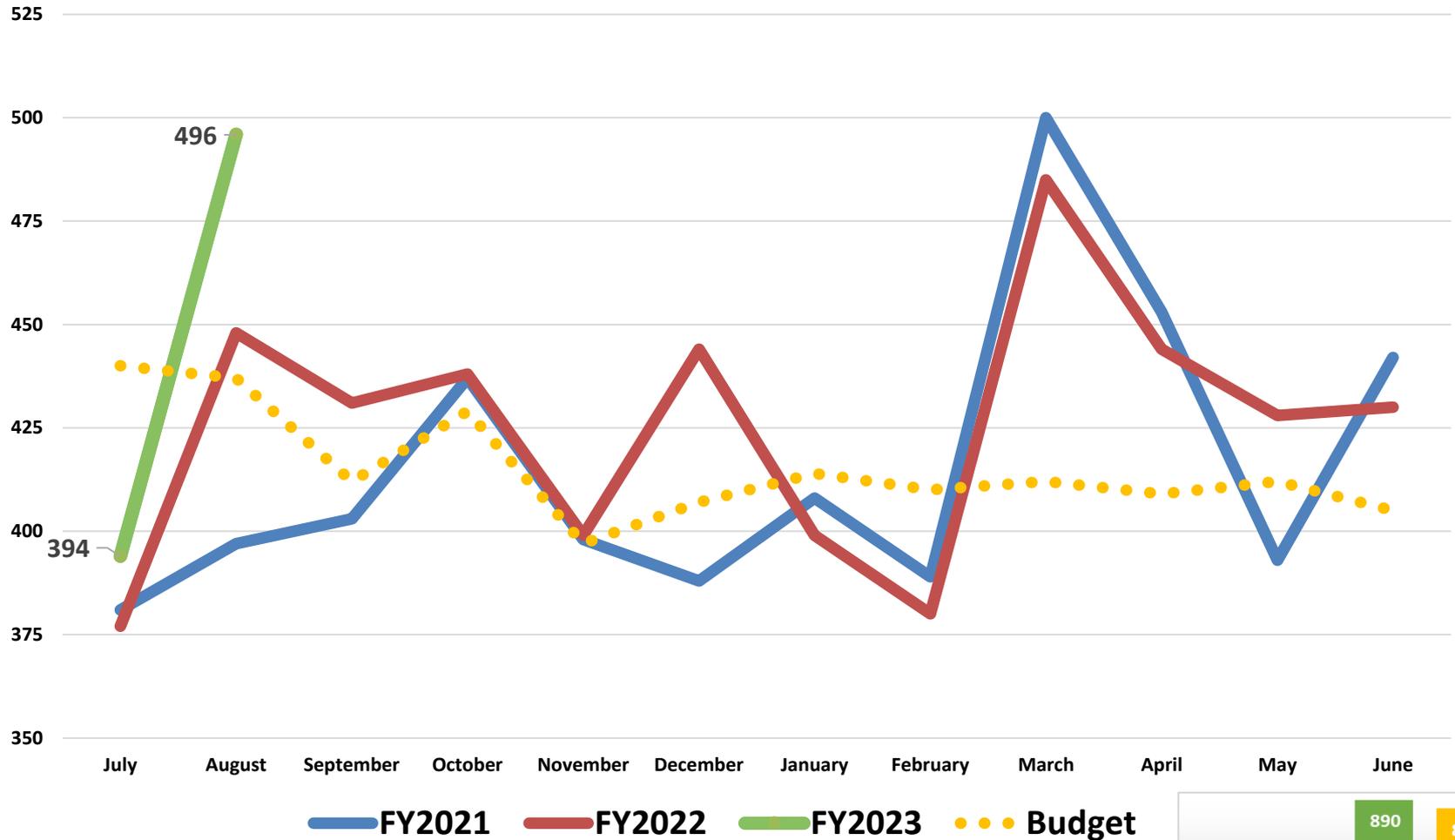


8,055	8,488	8,614	9,154
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

# West Campus – Diagnostic Radiology



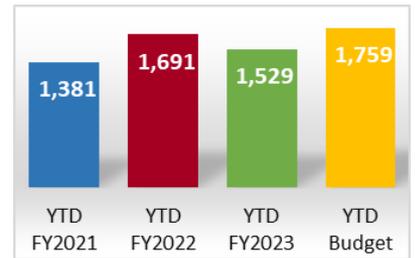
# West Campus – CT Scan



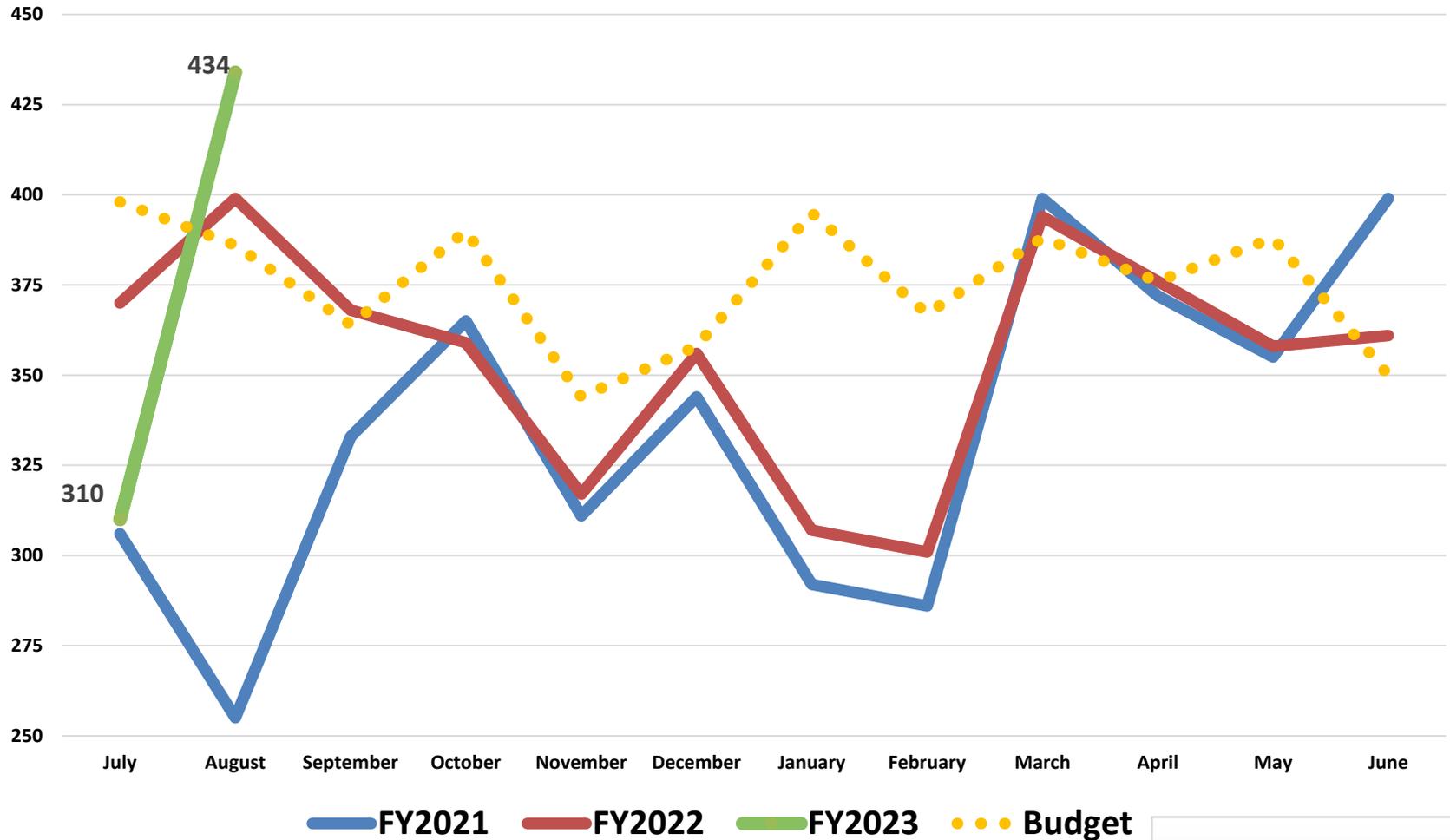
# West Campus - Ultrasound



—●— **FY2021**   
 —●— **FY2022**   
 —●— **FY2023**   
 ●●● **Budget**

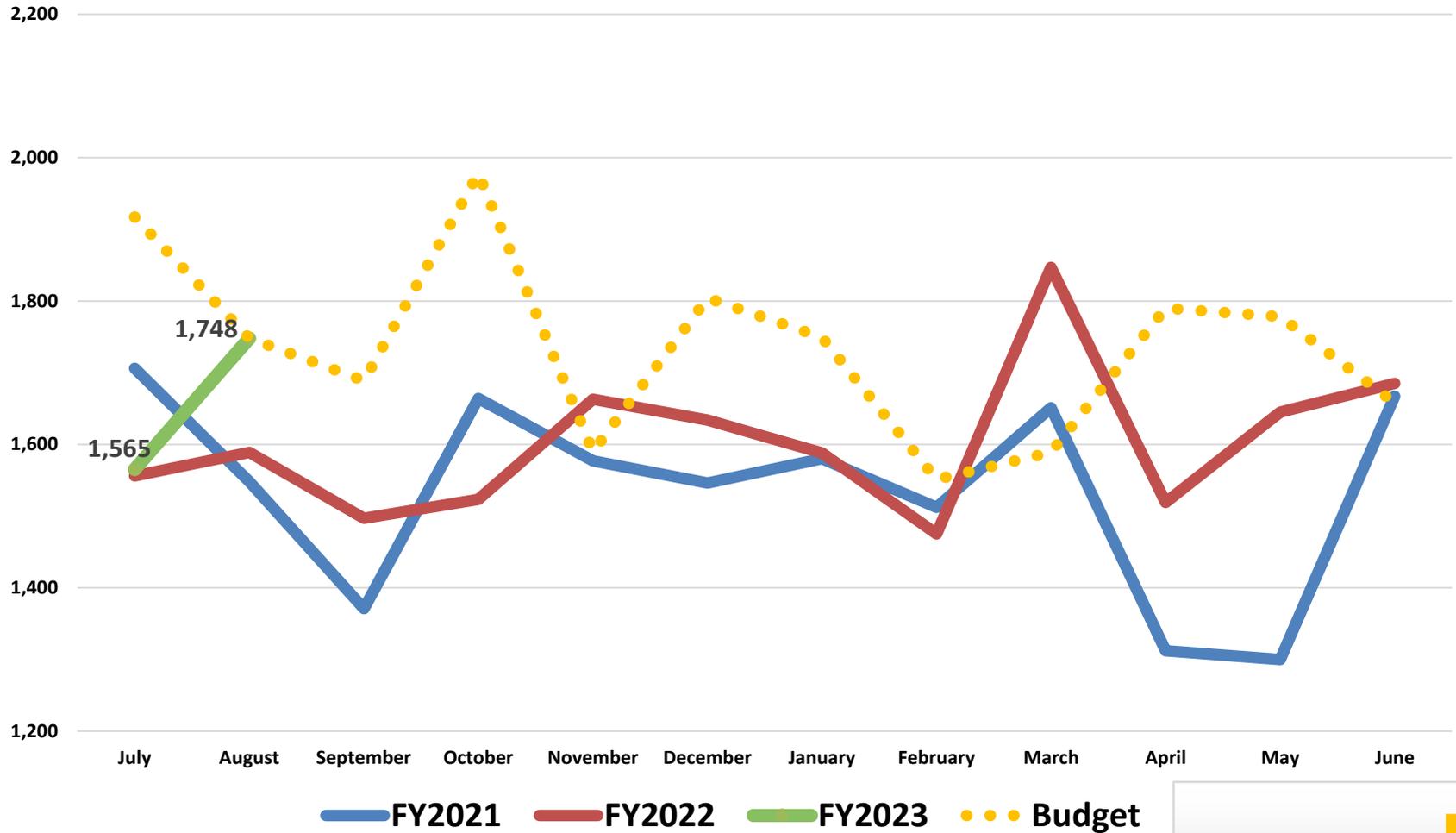


# West Campus - MRI

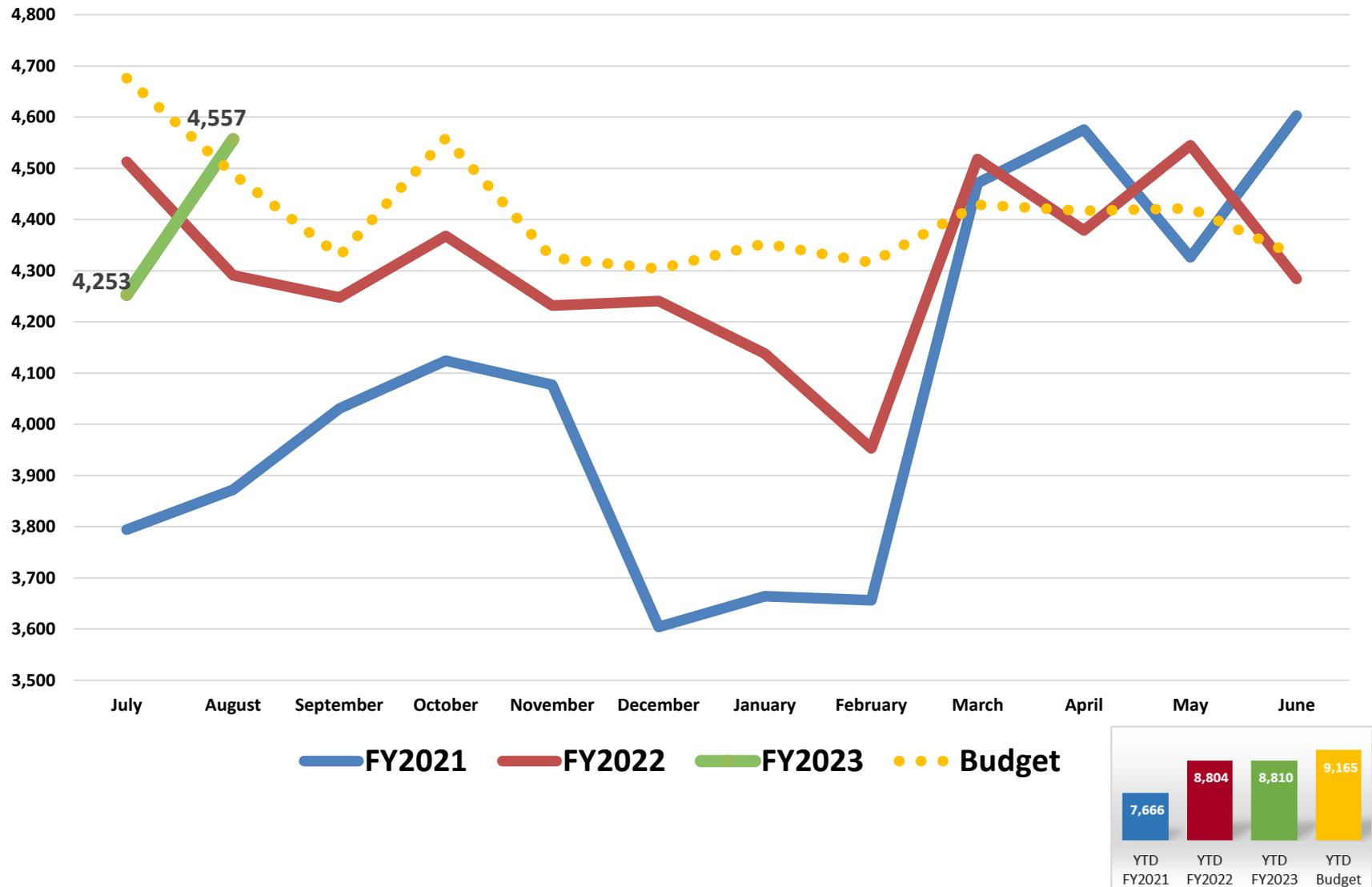


561	769	744	784
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

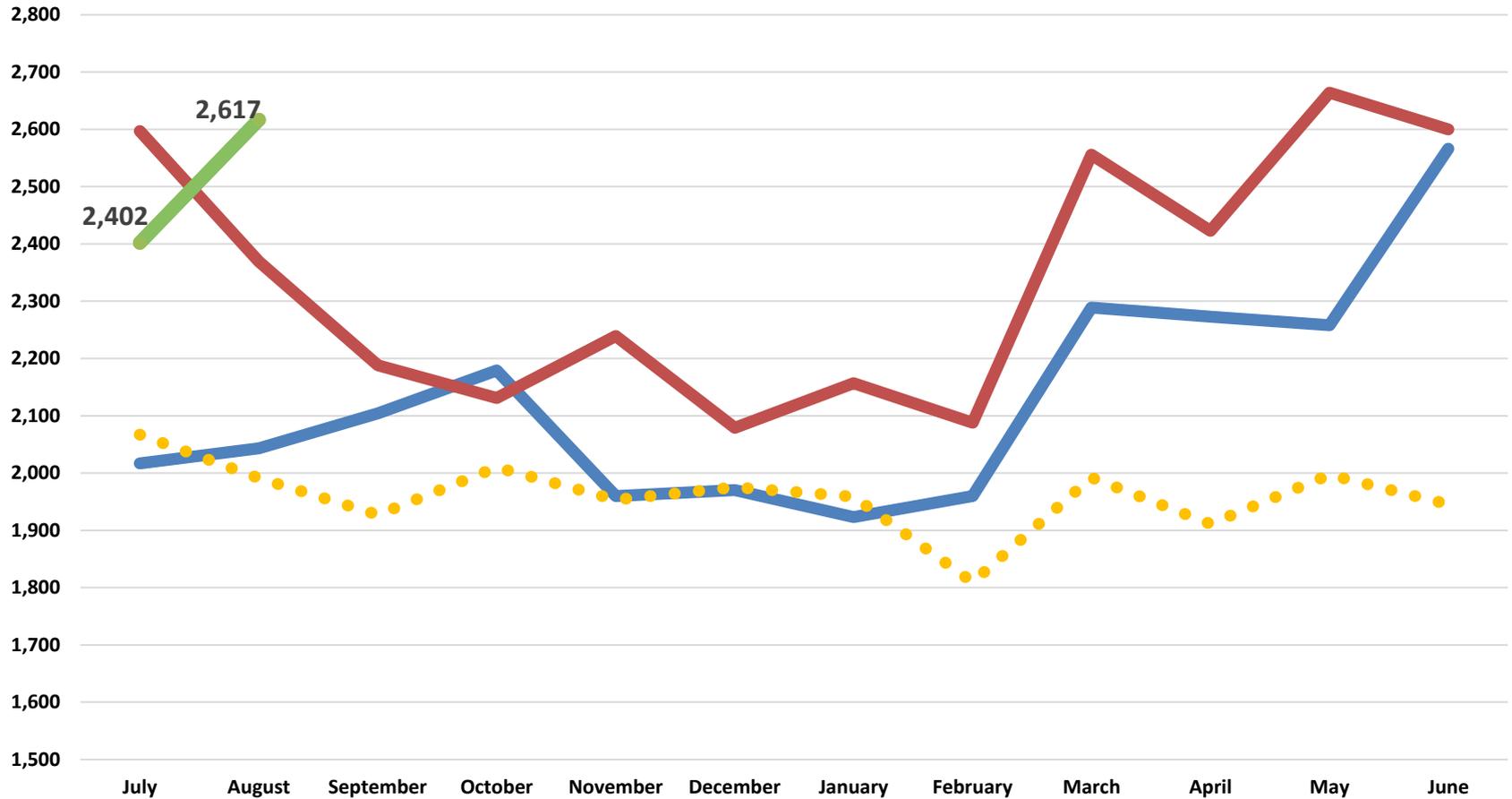
# West Campus – Breast Center



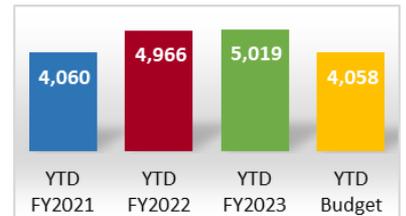
# Radiology all areas – CT



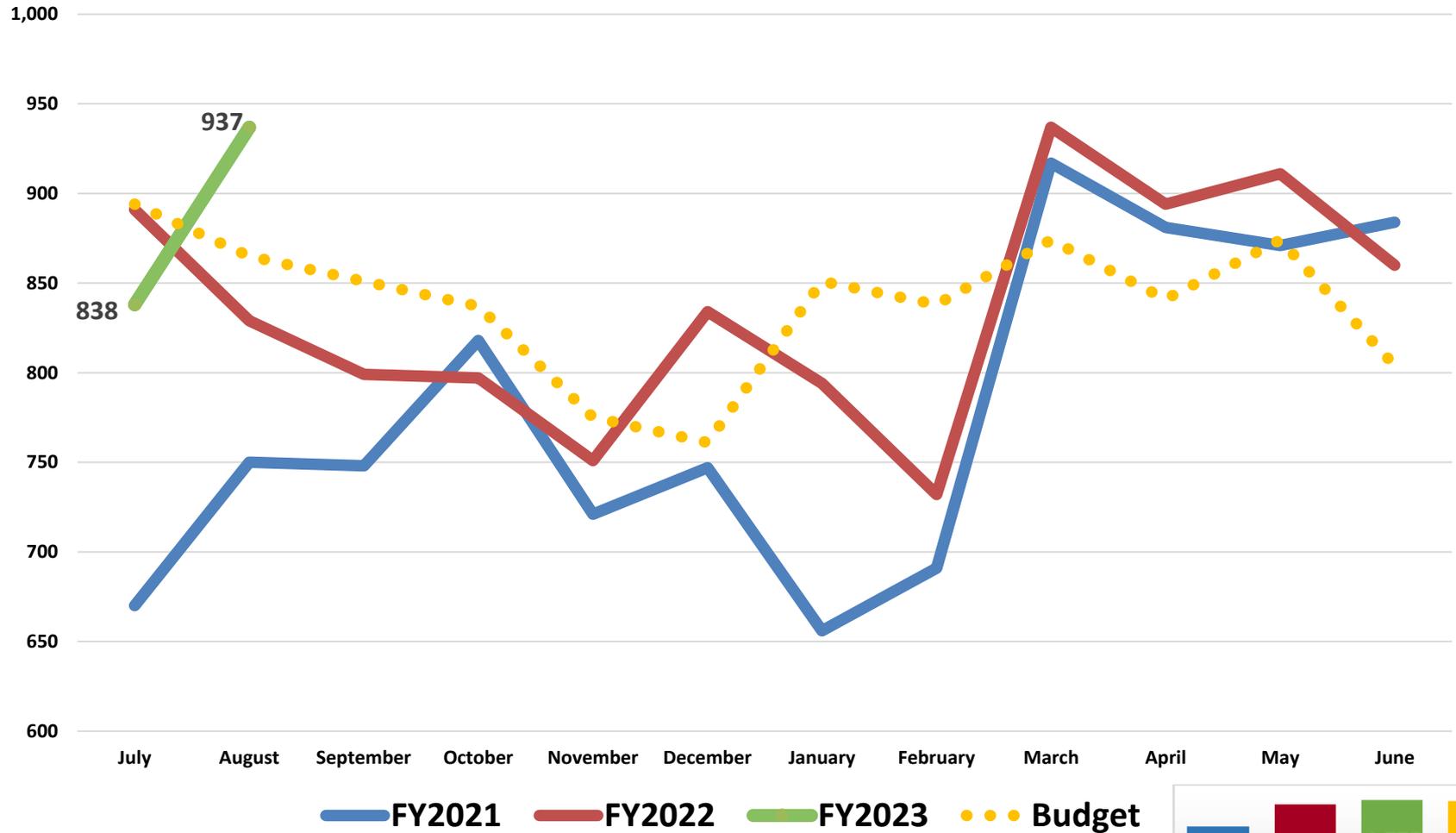
# Radiology all areas – Ultrasound



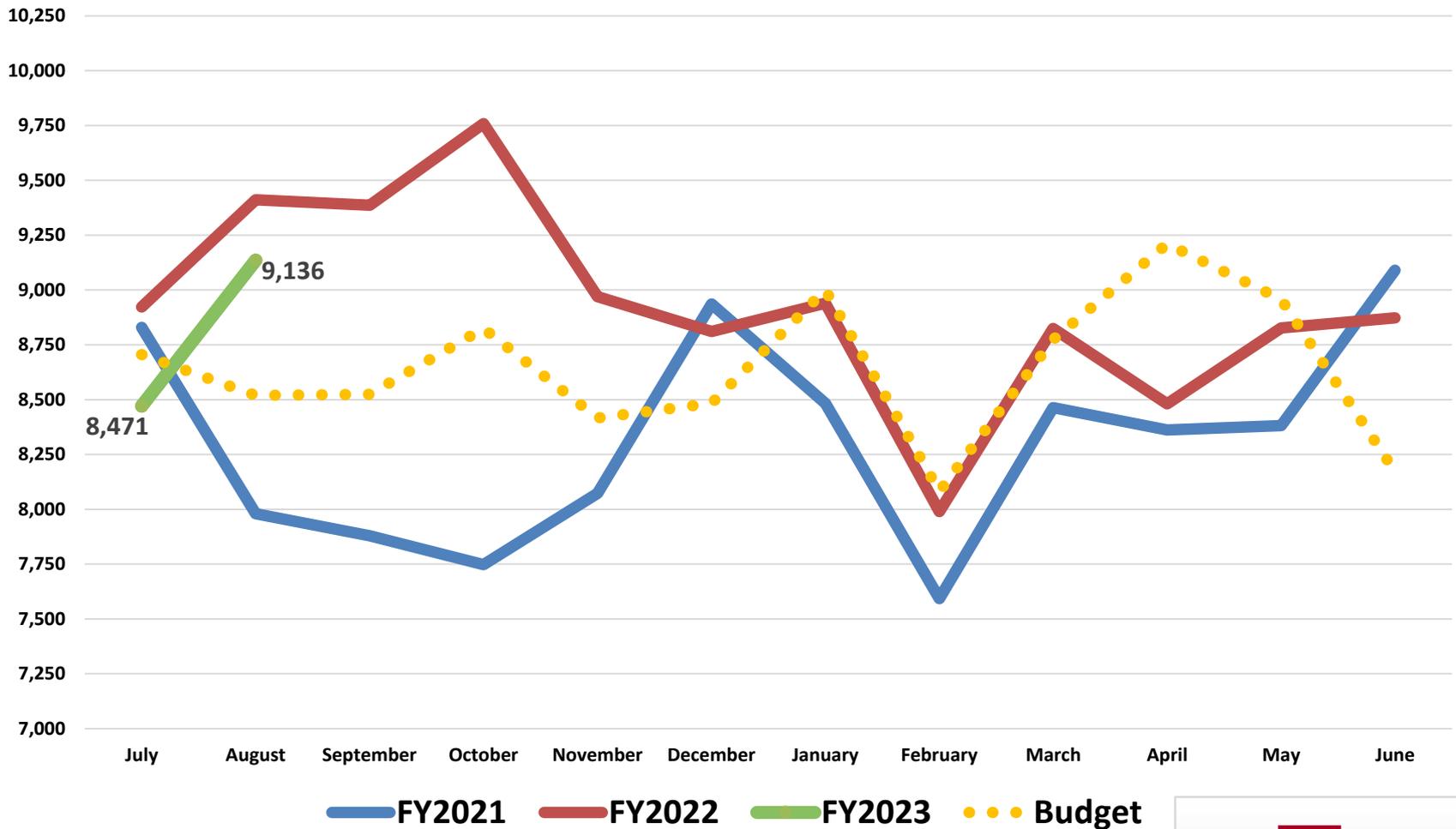
—●— FY2021   
 —●— FY2022   
 —●— FY2023   
 ●●● Budget



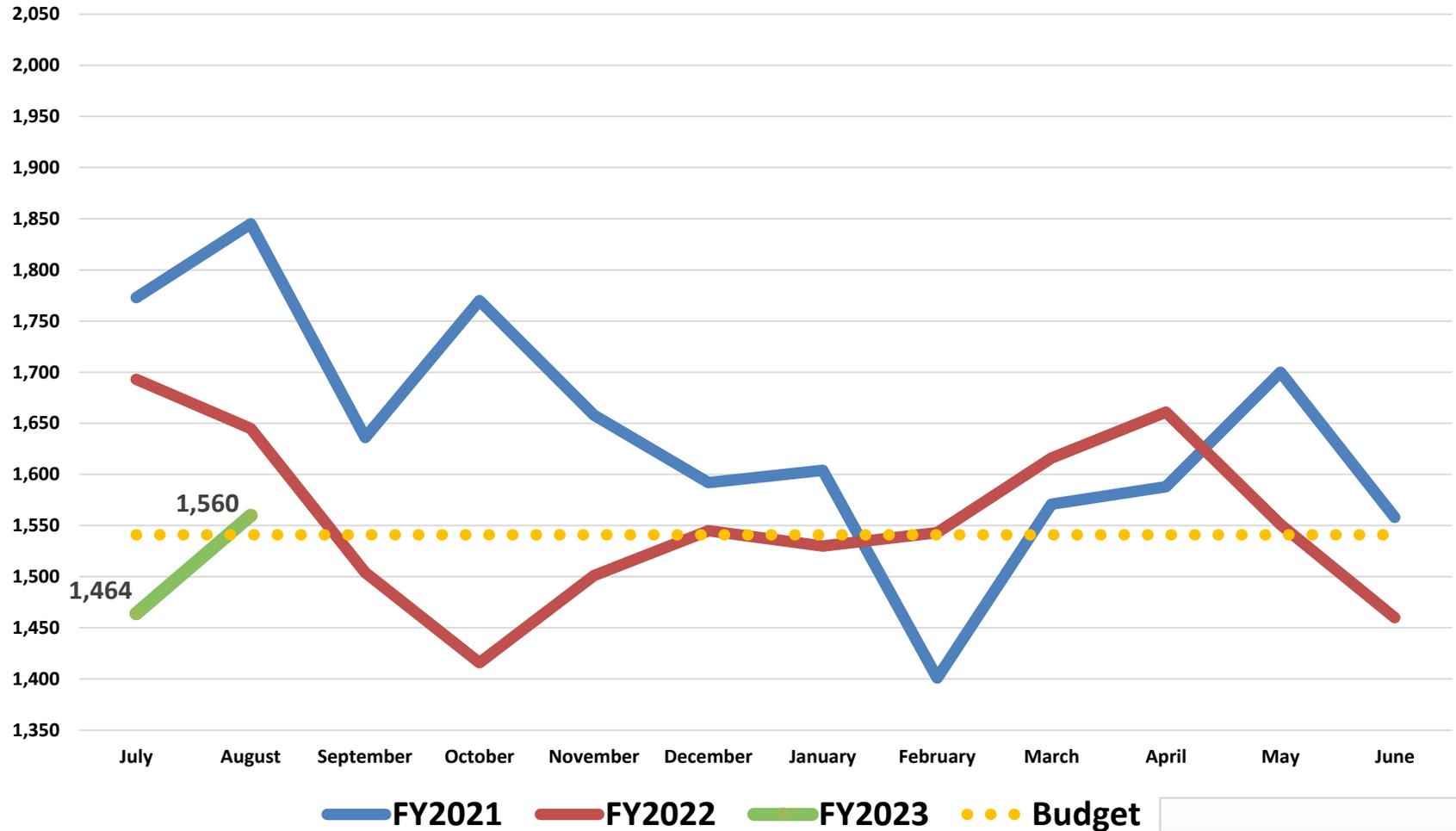
# Radiology all areas – MRI



# Radiology Modality – Diagnostic Radiology



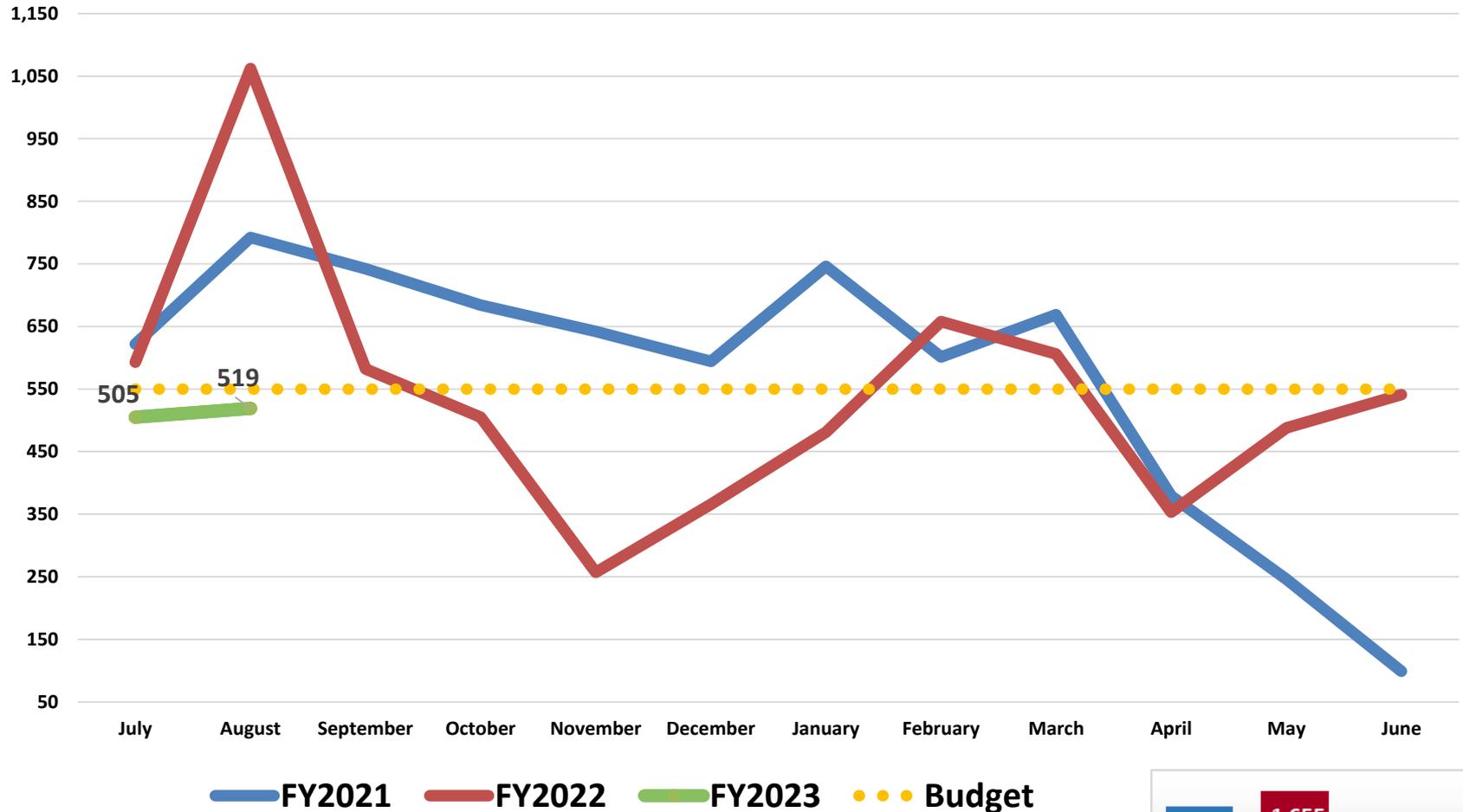
# Chronic Dialysis - Visalia



3,618	3,338	3,024	3,082
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

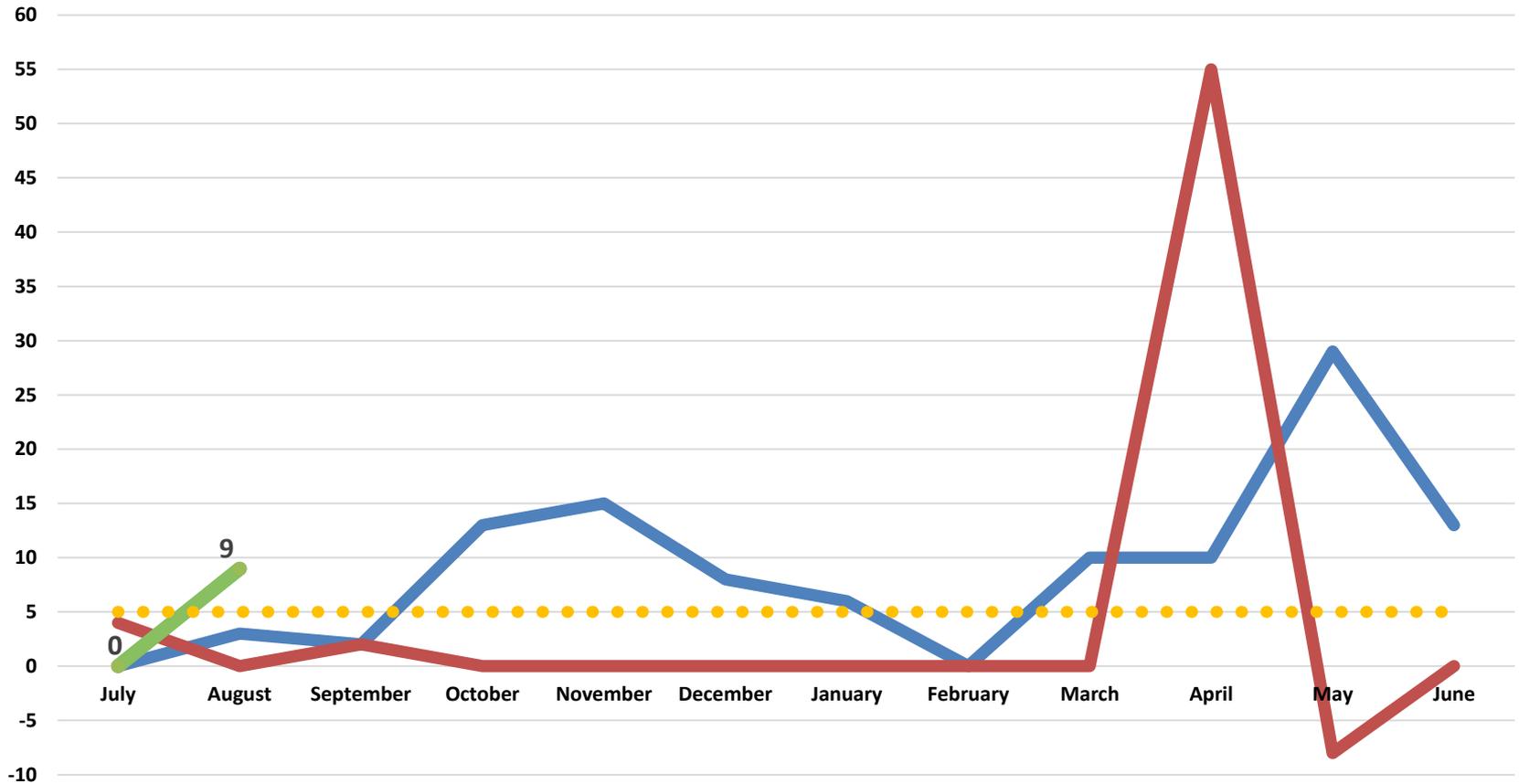
# CAPD/CCPD – Maintenance Sessions

(Continuous peritoneal dialysis)

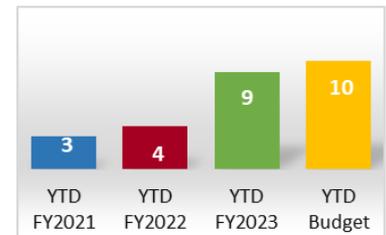


# CAPD/CCPD – Training Sessions

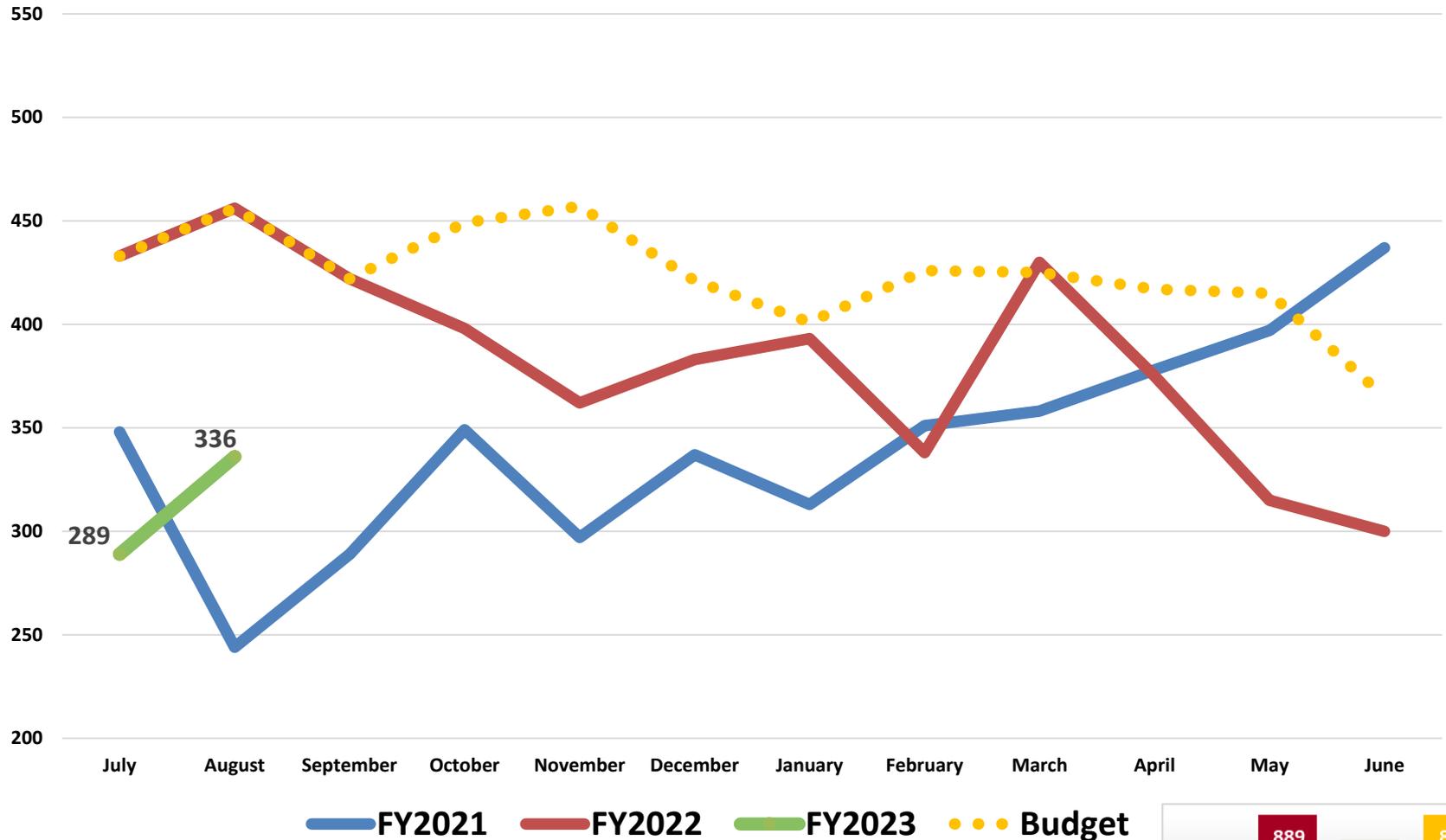
(Continuous peritoneal dialysis)



—●— **FY2021**   
 —●— **FY2022**   
 —●— **FY2023**   
 ●●● **Budget**



# Infusion Center – Outpatient Visits



592	889	625	889
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

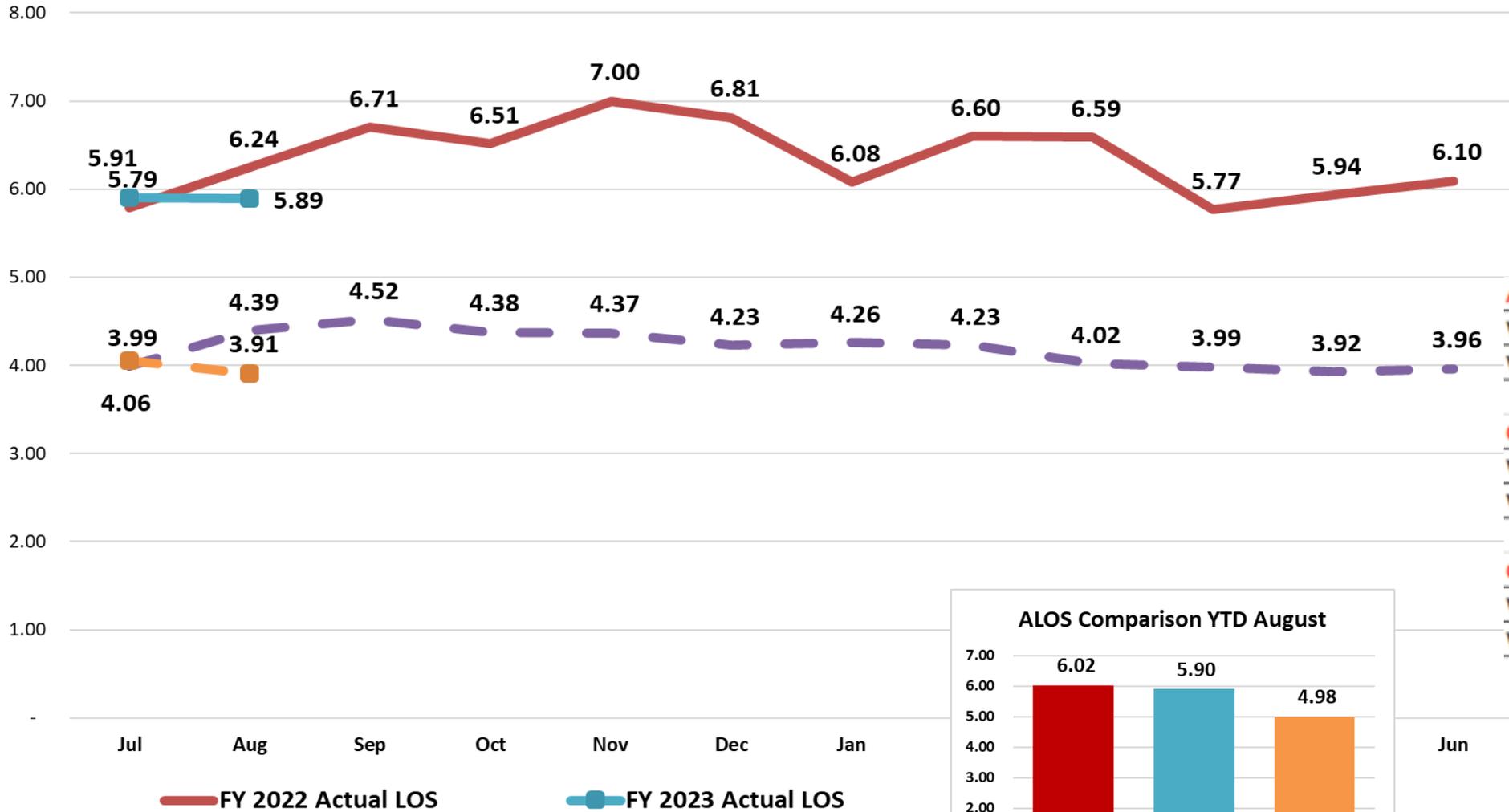
# OPERATION BACK IN BLACK

Throughput - September 2022

# OPERATION: BACK IN BLACK

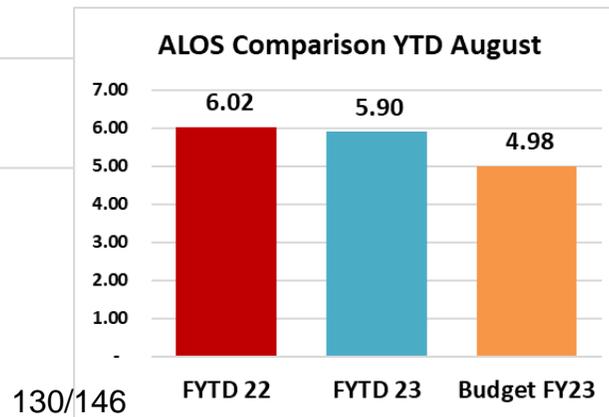
<b>\$47M</b>	Revenue Cycle	Contracts/ Underpmts	Supplies/ Contracted Services	Through-put	Humana MA	Provider Related	Employee Related	
<b>Impact</b>	\$2.5M	\$8M	\$4M	\$8.6M	\$10M	\$1M	\$12.7M	
<b>Director Owner</b>	Frances Carrera	Kim Ferguson	Steve Bajari	Rebekah Foster / Kassie Waters	Lori Mulliniks /Sonia Duran- Aguilar	Assigned Physician Director	All Directors \$2.7M Efficiency/\$4M Contract	
<b>Executive Owner</b>	Malinda Tupper	Malinda Tupper	Malinda Tupper/Jag Batth	Jag Batth/Keri Noeske	Ryan Gates/Paul Scholfield	Ben Cripps/Exec Team	Malinda/Keri/Dianne	
<b>BOD meeting #1</b>	Oct	Aug	Jul	Monthly	Nov	Dec	Jan	
<b>BOD meeting #2</b>	Feb	Dec	Nov	Monthly	Mar	April	May	
<b>How</b>	Initiatives	Initiatives	Initiatives	Initiatives	Initiatives	Focus Contracts-Ben	Reduce Hours	
	Collections - focus	Contracts	Key Director Champions	Chartis Plan	KHMG Plan	Contractual Opportunities	- Productivity/monitoring	
	Appeal Accountability	Underpayments	Molly Niederreiter, Christine Aleman, James, McNulty, Lawrence Headley, Tendai Zinyemba John Leal, Tony Reyes, Jill Anderson Kaweah Shares			Performance/Collections	- Close Services	
	Denial prevention	IGT negotiations						- Reduce utilization
	Service line focus						Provider Documentation Committee: Dr. Boone	Reduce Rates
	Charge Capture						Gail Robinson, Keith Adams, Teresa Boyce,	Pay Practices- unsch OT..
	Self Pay Collections						Malinda/ Keri/Jag/Ryan	Reduce Contract Labor:
							*Retention efforts	
							*Contract Invoice Recon	
							*Shift bonus -increase usage/lower rate	
							*Patient Assignments	
							*Reduction in Force	
				129/146				

# Average Length of Stay versus National Average (GMLOS)



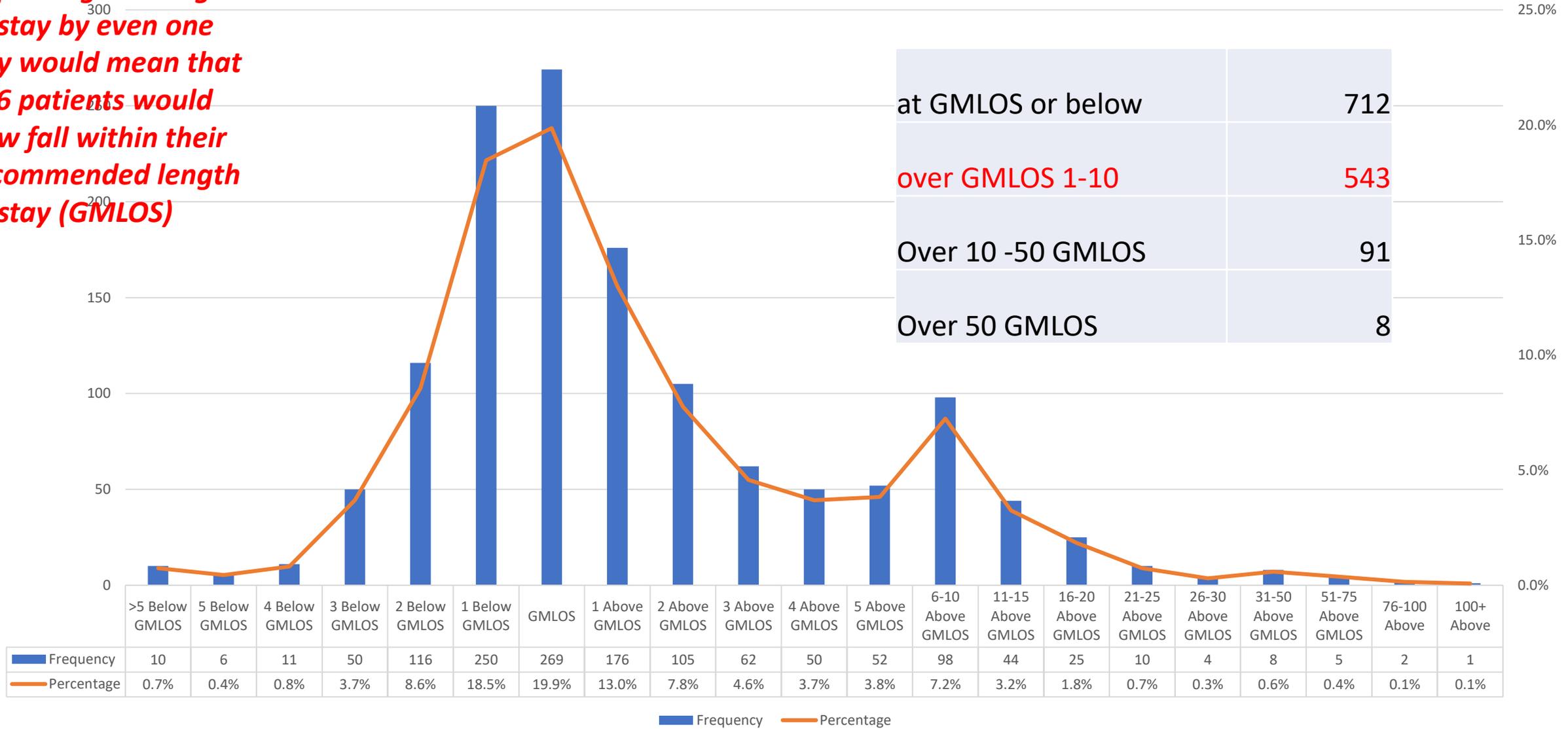
Complex LOS cases add to our overall LOS and when we get these patients out, it truly is a “win” for the hospital. Here is what our length of stay data looks like with patients over 50 days LOS taken out:

ALOS	July	Aug
With Long LOS	5.79	5.89
Without Long LOS	5.47	5.38
	0.32	0.51
<b>GMLOS</b>		
With Long LOS	4.06	3.91
Without Long LOS	4.04	3.91
	0.02	-
<b>GAP</b>		
With Long LOS	1.73	1.98
Without Long LOS	1.43	1.47



# Kaweah LOS Distribution July 2022 - 1354 Discharges

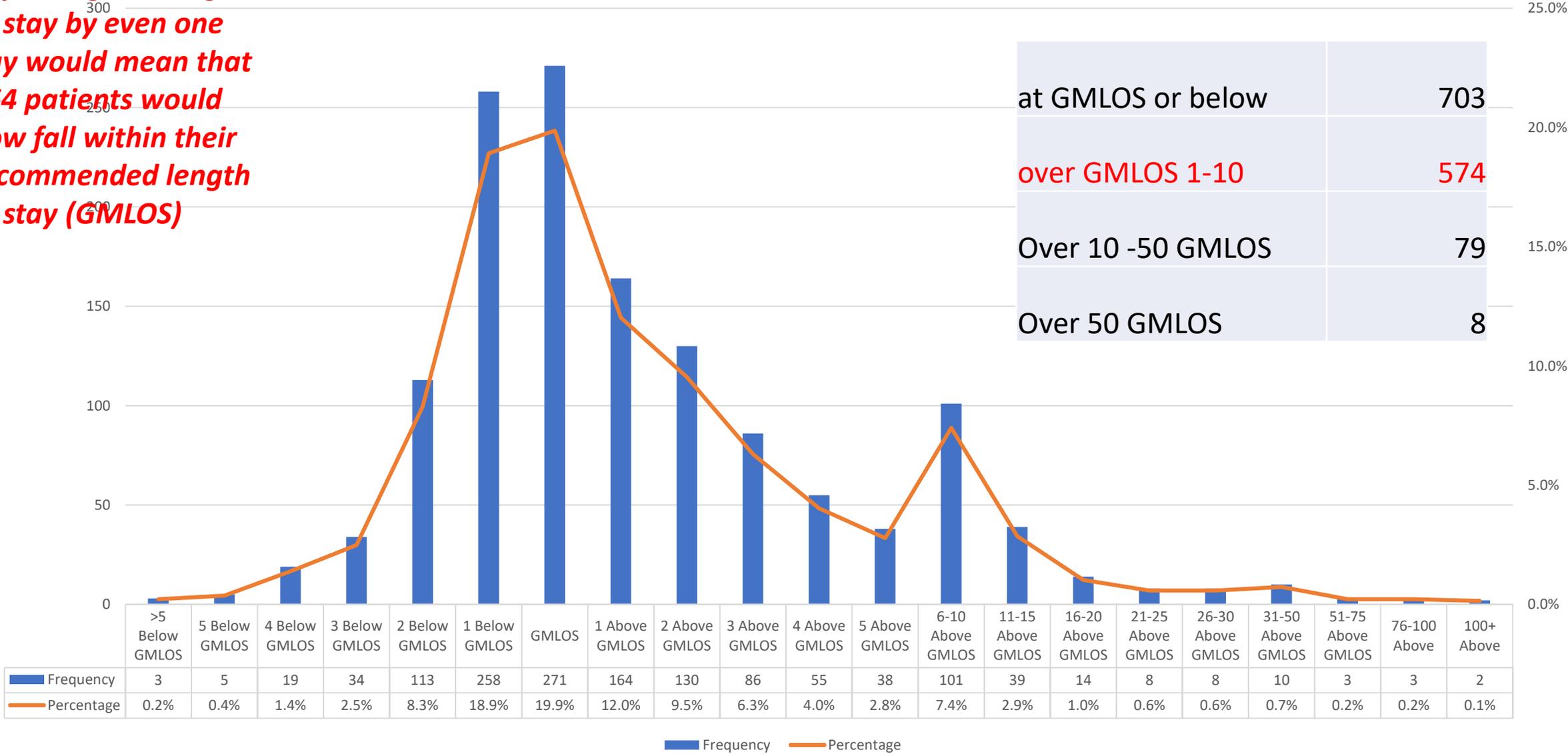
**Improving our length of stay by even one day would mean that 176 patients would now fall within their recommended length of stay (GMLOS)**



at GMLOS or below	712
over GMLOS 1-10	543
Over 10 -50 GMLOS	91
Over 50 GMLOS	8

# Hospital LOS Distribution August 2022 - 1364 Discharges

**Improving our length of stay by even one day would mean that 164 patients would now fall within their recommended length of stay (GMLOS)**



# Challenges we are Facing

## Throughput Barriers

- Critically low levels of Case Management staffing - ongoing recruitment, continued bonuses, multiple leaves and sick calls leaving the units short
- Ongoing High census of patients needing CM services
- Over 45 in-house patients with difficult and challenging placement issues (aggressive, combative, dementia)
- High volume of travelers on the floor who are not familiar with community resources relying heavily on case management staff.
- Skilled Nursing facilities pushing back on accepting patients due to unrealistic expectations (wanting all patients COVID tested at discharge, unwilling to take COVID patients or unvaccinated patients, unwilling to take on high cost medications or provide sitters for wandering patients)
- Erroneous consults ordered that add days instead of looking for outpatient alternatives

# What are we doing different?

“If you want to be different, do something different.” Wynton Marsalis

- Reorganization of Case Management/Social Worker roles – Splitting Utilization review from discharge planning, allowing review staff to work remotely for better morale and retention
- Moving weekend coverage for more consistency throughout the week.
- Case Manager Assistants now present on all med/surg floors – available for administrative duties, letters, transport set up, Skilled Nursing facility searches, discharge planning, freedom of choice, etc.
- Providing monthly education meetings - community programs present to the case management team to increase their knowledge of our community resources.
- House Supervisor Role changes – Throughput Coordinator
  - Focus on adoption of specific throughput initiatives daily
  - Facilitate compliance with DBN initiatives
  - Compliance with discharge/team rounds

# Consultation Barriers

- Top 5 consult barriers for the last Year:
  - Palliative care – Lack of provider staffing, limited weekend coverage
  - Patient Family Services – better use of the resource and increased capacity of the resource
  - Wound – Overuse of service, better use of home health and outpatient services
  - Cardiology – Necessity of the consult
  - Psychiatry – Timeliness of the follow-up and necessity of the follow-up

Sub-committee meeting to determine next steps on dealing with each of these barriers and how we can decrease length of stay by providing a more efficient workflow and education to providers.

# Transportation

- \$500,000 in local transportation costs each year
- \$50,000 - \$70,000 in long distance ambulance transport costs each year.

Renegotiate contracts and billing practices with American Ambulance.

Informing family of their responsibility with transport costs with EMS/Paramedics

Developing stronger regional contracts for movement of patients during repatriation after higher level of care.

# Skilled Nursing Facilities

- Meeting with local leadership to foster communication and relationships.
- Working with county and state leadership on COVID barriers and escalating those in real time for greater accountability at that level.
- Escalating concerns with barriers to access with the facilities to facility leaders and hospital leaders.
- Earlier identification of facility discharge need, begin process of acceptance and authorization before discharge.

# Ongoing Throughput Initiatives

- Provider Length of Stay Reduction
  - Team Rounds - Daily multidisciplinary rounds occurring on all medical/surgical floors with physicians and staff.
  - Outlining medical staff expectation for participation in team rounds and focused discharges.
  - Executive and physician leader rounding to engage and monitor team rounds.
- Discharge Before Noon
  - Increasing compliance and adoption of discharge before noon program.
  - Leadership rounding on units monthly recognitions for most improved and highest percentages.
  - Implementing expectation with all discharging medical staff providers.

# Unit-Level Performance

## % of Discharges Before Noon (DBN)

Key
<10%
10%-14%
>14%

The percentage of discharges before noon remained the same from July to August at 12.8%. The team will continue tracking unit level performance and integrate identification of potential discharges before noon into night shift workflows.

Type	Unit	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22	Jul 22	Aug 22	CY21	CY22 YTD	Avg. DC/ Month
Med / Surg	1 East	55.6%	33.3%	18.2%	47.4%	13.9%	23.1%	38.5%	33.3%	21.2%	26.0%	10.7%	25.0%	26.9%	26.1%	30.8%	26.2%	28.1%	24.1%	36
	2 North	6.0%	5.3%	5.6%	9.3%	5.5%	6.8%	12.4%	10.3%	7.7%	11.5%	12.4%	13.2%	11.3%	12.4%	15.6%	14.9%	8.7%	12.3%	175
	2 South	8.9%	5.2%	9.4%	5.8%	5.8%	8.5%	7.1%	11.9%	11.7%	9.5%	6.7%	8.9%	14.0%	12.4%	14.9%	12.0%	8.1%	11.3%	113
	3 North	13.0%	12.2%	13.2%	10.0%	4.4%	6.8%	10.4%	18.4%	9.2%	9.9%	13.5%	8.5%	14.7%	12.4%	11.0%	15.4%	11.8%	11.8%	161
	3 South	13.1%	12.8%	12.2%	10.7%	12.6%	9.7%	10.4%	15.4%	11.5%	15.8%	6.6%	9.6%	8.7%	13.2%	8.0%	11.7%	13.3%	10.6%	163
	4 North	9.4%	9.8%	4.9%	6.2%	4.7%	9.6%	7.6%	4.6%	7.8%	6.3%	3.6%	6.3%	6.7%	3.7%	7.7%	6.5%	6.7%	6.0%	126
	4 South	8.5%	7.6%	8.3%	9.1%	11.9%	9.1%	2.4%	17.2%	4.2%	8.3%	6.9%	6.2%	11.1%	8.9%	8.5%	9.0%	9.0%	7.9%	150
	4T Tele	9.6%	7.4%	7.3%	6.5%	6.3%	4.6%	7.0%	6.6%	6.6%	5.2%	6.3%	10.4%	8.1%	4.3%	6.3%	5.6%	7.1%	6.6%	133
	BP	16.9%	17.2%	13.3%	18.8%	8.5%	15.1%	23.4%	23.5%	18.1%	22.6%	20.4%	16.5%	27.6%	22.8%	26.1%	24.7%	16.6%	22.4%	76
	Peds	27.8%	13.0%	33.3%	16.7%	16.7%	25.0%	0.0%	N/A	0.0%	12.5%	60.0%	N/A	33.3%	14.3%	11.1%	N/A	15.6%	15.3%	12
ICU	3W ICCU	9.7%	14.3%	10.7%	14.3%	21.1%	8.7%	17.1%	12.9%	18.9%	35.3%	10.8%	21.4%	21.7%	26.2%	14.3%	15.6%	17.9%	20.4%	33
	ICCU	9.9%	9.0%	12.0%	19.0%	25.5%	20.4%	13.2%	15.6%	17.5%	9.1%	21.3%	19.8%	8.2%	14.3%	16.2%	12.7%	15.4%	14.6%	64
	CVICU	15.8%	9.1%	15.8%	19.2%	20.0%	10.7%	23.7%	24.3%	35.9%	13.5%	10.0%	10.3%	23.1%	9.1%	8.6%	8.3%	20.6%	15.8%	30
	ICU	12.9%	34.6%	22.9%	16.7%	31.7%	40.5%	37.8%	29.7%	24.3%	22.9%	27.3%	29.0%	23.1%	26.3%	22.6%	27.3%	28.6%	25.2%	33
Overall / Total		11.0%	10.3%	9.9%	11.4%	9.9%	10.8%	11.8%	14.9%	11.6%	12.7%	10.7%	11.1%	13.2%	12.3%	12.8%	12.8%	11.5%	12.1%	1,305

# Live with passion.

Health is our passion. Excellence is our focus. Compassion is our promise.



# REPORT TO THE BOARD OF DIRECTORS

## Quail Park (Cypress) and Laurel Court (Memory Care)

Marc Mertz, Chief Strategy Officer, 624-2511  
September 21, 2022

### Summary Issue/Service Considered

Quail Park (Cypress campus) consists of a senior independent living facility and a secure memory care facility. These are organized as separate legal entities.

The independent living facility is a 127-unit senior retirement village owned 44 percent by Kaweah Health and 56 percent by Living Care Senior Housing. Denis Bryant from Living Care is the Managing Member.

The 40-unit Memory Care Center (Laurel Court) is an Alzheimer's/Dementia facility located east of the Rehabilitation Hospital on Kaweah Health's west campus. It has the same ownership percentage split as Quail Park.

Denis Bryant is the manager of both entities. Lynn Havard Mirviss and Marc Mertz represent Kaweah Health on the Quail Park and Memory Care Center Boards of Members. Cathy Boshaw and the Halverson family represent Living Care Senior Housing on the two boards. Kaweah Health and Living Care have equal voting rights on the boards.

### Quality/Performance Improvement Data

Quail Park has historically operated nearly at capacity, significantly above industry benchmarks. As recently as June 2019, Quail Park had a 28-unit waiting list. Like all senior living facilities, Quail Park has been impacted by COVID-19. Many individuals have chosen to delay moving into the facility. According to The National Investment Center for Seniors Housing & Care (NIC), occupancy rates for US assisted living facilities was 77.9% at the end of 2021 (most recent data). This is up from the record low of 74.2% during the pandemic, but below the pre-pandemic level of 84.6%. Similarly, occupancy in independent living facilities remain low at 83.1% at the end of 2021. This is up slightly from the pandemic low of 81.7% but below pre-pandemic levels of 89.7%.

Quail Park's occupancy continues to be significantly depressed as a result of the pandemic, and has been trending downward since 2020.

Quail Park	August 2020	July 2021	August 2022
Occupancy Rate	87%	81%	75%

During fiscal year 2021, Quail Park at Cypress was a defendant in a class action lawsuit related to employment practices. The case alleged that Quail Park failed to properly compensate employees for meal periods, rest breaks, and waiting time. Other accusations include inappropriate rounding of hours and errors on wage statements/paychecks. A settlement was reached during mediation, and Quail Park paid \$721,287 in August 2022.

Quail Park did not have sufficient funds to make the settlement payment and maintain sufficient cash reserves. Owners were asked to make loans to the organization, and Kaweah Health loaned

Quail Park \$220,000 in August 2022. This loan is not reflected in the fiscal year 2022 annual data.

During fiscal year 2022 (July 2021 through June 2022), Quail Park operated at a loss. Kaweah Health’s share of that loss was \$313,648. These losses were funded through Quail Park cash reserves. As a result of the financial performance, Quail Park made no profit distributions to Kaweah Health or the other owners during FY2022.

Since the first profit distributions were made in 2003, Quail Park has paid Kaweah Health profit distributions totaling \$5,272,500. In addition, through a series of loan refinancing activities, Kaweah Health has received an addition \$5,934,841 in distributions. Total distributions to Kaweah Health for this property are \$10,518,841 based on an original investment of \$1,588,770. \$900,000 of the initial investment was made via donation of land, with the remaining \$688,770 being invested in cash provided from the Bettie Quilla Fund.

The 40-unit Memory Care Center, which opened in July 2012, was operating at 77.5% occupancy on June 30, 2021, down from 82.5% in August 2020 and well below its historic near-capacity rate of nearly 100%. By August 2022, occupancy had fallen considerably to 60%.

Memory Care	August 2020	July 2021	August 2022
Occupancy Rate	82.5%	77.5%	60.0%

The Memory Care Center generated a profit during FY2022. Kaweah Health’s share of that profit was \$49,992. Due to the small profits, Memory Care made no profit distributions to owners between July 2021 and June 2022. The Memory Care Center has paid Kaweah Health a total of \$1,408,000 in profit distributions through June 2021. Kaweah Health has received an additional \$1,505,040 in refinance distributions from this property. Total distributions are \$2,642,104 based on an original Kaweah Health investment of \$990,936. Of the \$990,936 investment, \$720,000 was invested via land donation and \$270,936 was invested in cash provided from the Bettie Quilla Fund.

## Policy, Strategic or Tactical Issues

COVID-19 has had a significant negative impact on the occupancy rates of senior living facilities nationwide. The Quail Park independent living and memory care centers were not spared. The opening of the Quail Park at Shannon Ranch facilities have probably also contributed to the lower occupancy at the Cypress Locations. Current occupancy rates are now below industry averages.

Living Care has appointed a new Executive Director over the Quail Park and Memory Care facilities on Cypress. The new Executive Director started in January 2022, and has been a long term Living Care employee, most recently managing properties for them in Arizona. They have also recently hired a new Health and Wellness Director/Quality Assurance Nurse for the Memory Care Residences of Visalia.

Residents are become more active in Quail Park programs and activities, and marketing activity has picked up. Facility improvements are also planned, including apartment upgrades and landscaping improvements.

## **Recommendations/Next Steps**

Continue to operate Quail Park and the Memory Care facility as high-level senior retirement centers with services ranging from independent living to assisted living to expanded dementia care.

## **Approvals/Conclusions**

Despite challenging times due to COVID-19, Quail Park is filling a significant health care need in our community, providing exceptional services to its residents, and at the same time generating an income stream for Kaweah Health.

# REPORT TO THE BOARD OF DIRECTORS

## Quail Park at Shannon Ranch

Marc Mertz, VP/Chief Strategy Officer, 624-2511  
September 21, 2022

### Summary Issue/Service Considered

In 2016 Kaweah Health approved construction of a new 120-unit independent, assisted, and memory care senior living project called Quail Park at Shannon Ranch near the intersection of Demaree and Flagstaff in northwest Visalia. The 139,000 square foot project is located on a 3.65 acre site next to the 6,100 square foot Urgent Care Center which Kaweah Health opened on a 1.01 acre parcel on the east side of Demaree. The main independent living facility has 100 units ranging from studios to 2-bedroom units, and the secure memory care facility has 20 rooms.

Kaweah Health owns 33 and one third percent of the project, which is held by Northwest Visalia Senior Housing. Other partners are Shannon Senior Care, LLC, BTV Senior Housing, LLC, BEE, Inc., and Millennium Advisors. Shannon Senior Care is owned by members of the Shannon family; BTV is owned by Bernard te Velde, Jr.; BEE is owned by Cathy Boshaw and Doug Eklund of the Seattle area; Millennium Advisors is owned primarily by Denis Bryant, the current managing partner of Quail Park and the Memory Care Center.

The approximately \$40 million project broke ground in March 2018 and was completed in early 2020. All Kaweah Health equity contributions to the project have originated from the Bettie Quilla Fund at Kaweah Health Hospital Foundation. The Quilla Fund is restricted by the donor for support of senior living projects in collaboration with Kaweah Health. Kaweah Health has made a total equity contribution in Quail Park Shannon Ranch of \$3,997,000.

### Quality/Performance Improvement Data

Before COVID-19, management expected that occupancy of the main building would reach 50% within 90 days of opening and that the memory care center would be completely filled within that time frame. Early deposits and waiting lists supported this. However, by July 2020 occupancy of the independent living building reached just 7% and the memory care was at 35%.

During the next two years, management worked hard to provide a safe environment for residents and visitors and they have dramatically increased marketing efforts, including offering limited-time discounts to encourage people to move in. As a result, the independent living building reached 28% occupancy by June 20, 2021 and the memory care reached 50%.

By August 2022, occupancy in the independent living building increased to 56% and the Memory Care building was full. The overall occupancy rate of 62.5% is approaching the point at which the facilities will breakeven financially.

Occupancy Rate	July 2020	July 2021	August 2022
Independent Living	7%	28%	56%
Memory Care	35%	50%	100%

Due to the lower-than-expected occupancy, Quail Park at Shannon Ranch (including memory care) has operated at a loss since it has opened. In fiscal year 2022, Kaweah Health's share of those losses was \$989,038. In fiscal year 2021, that loss was \$883,279. To offset these losses, the owners of Northwest Visalia Senior Housing have made a series of cash calls to fund operations. These contributions are being treated as loans payable with a 5% interest rate. Since fiscal year 2020, Kaweah Health has made loan payments totaling \$1,890,251, which was paid entirely from the Bettie Quilla Fund. Approximately \$2,500,000 remains in the Bettie Quilla fund, not counting the loan receivable balance. No additional loans have been requested at this point.

## **Policy, Strategic or Tactical Issues**

The COVID-19 pandemic and its impact on senior living could not have been predicted. Management of Quail Park at Shannon Ranch have continued to actively promote the facility, providing both in-person and virtual tours. The sales staff routinely delivers meals to individuals that have expressed interest in Quail Park as a way to stay in touch with potential residents. The facility is also very active on social media. Management offered various discounts to entice people to move in, although that practice has been discontinued as the occupancy rates have increased in recent months.

## **Recommendations/Next Steps**

Continue to support the startup of Quail Park at Shannon Ranch as performance improves.

## **Approvals/Conclusions**

Quail Park at Shannon Ranch opened at perhaps the worst possible time in recent memory. However, the facility is the premier senior living in Visalia and perhaps the Central Valley. The amenities and services offered are unrivaled in the market. As the pandemic abates, this facility will be a significant asset to the community. The recent increase in resident move-ins has been encouraging and is expected to continue.

# KAWEAH HEALTH ANNUAL BOARD REPORT

## Senior Housing Joint Ventures

FY2021 - FY2022

	Quail Park	Laurel Court	Shannon Ranch	Total
<b>FY2022</b>				
Loans	\$0	\$0	(\$633,222)	(\$633,222)
Profit distributions	\$0	\$0	\$0	\$0
Total cash inflow (outflow) from investment	\$0	\$0	(\$633,222)	(\$633,222)
Total income (loss) from Investment	(\$313,648)	\$49,992	(\$989,038)	(\$1,252,694)
<b>FY2021</b>				
Loans	\$0	\$0	(\$883,279)	(\$883,279)
Profit distributions	\$297,000	\$77,000	\$0	\$374,000
Total cash inflow (outflow) from investment	\$297,000	\$77,000	(\$883,279)	(\$509,279)
Total income (loss) from Investment	\$297,000	\$77,000	(\$1,434,149)	(\$1,060,149)
<b>From Inception</b>				
Initial investment - land	(\$900,000)	(\$720,000)	\$0	(\$1,620,000)
Initial Investment - cash	(\$688,770)	(\$270,936)	(\$3,997,054)	(\$4,956,760)
Loans	\$0	\$0	(\$1,890,251)	(\$1,890,251)
Profit distributions	\$297,000	\$1,485,000	\$0	\$1,782,000
Refinance distributions	\$5,934,841	\$1,505,040	\$0	\$7,439,881
Total cash inflow (outflow) from investment	\$5,543,071	\$2,719,104	(\$5,887,305)	\$2,374,870
Total income (loss) from Investment	\$9,601,922	\$2,093,096	(\$3,372,169)	\$8,322,849