



July 15, 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 July 20, 2022 in the Kaweah Health Support Services Building, 520 West Mineral King Avenue, Copper Room (2nd 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.kaweahhealth.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.kaweahdelta.org>

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

Wednesday July 20, 2022

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

ATTENDING: Directors: David Francis & Mike Olmos; Malinda Tupper, Chief Financial Officer; Keri Noeske, CNO & Acting CEO; Mark Mertz, Chief Strategy Officer; Kevin Morrison, Director of Facilities Planning; Jennifer Stockton, Director of Finance, Deborah Volosin, Director of Community Engagement; Cindy Moccio, Recording

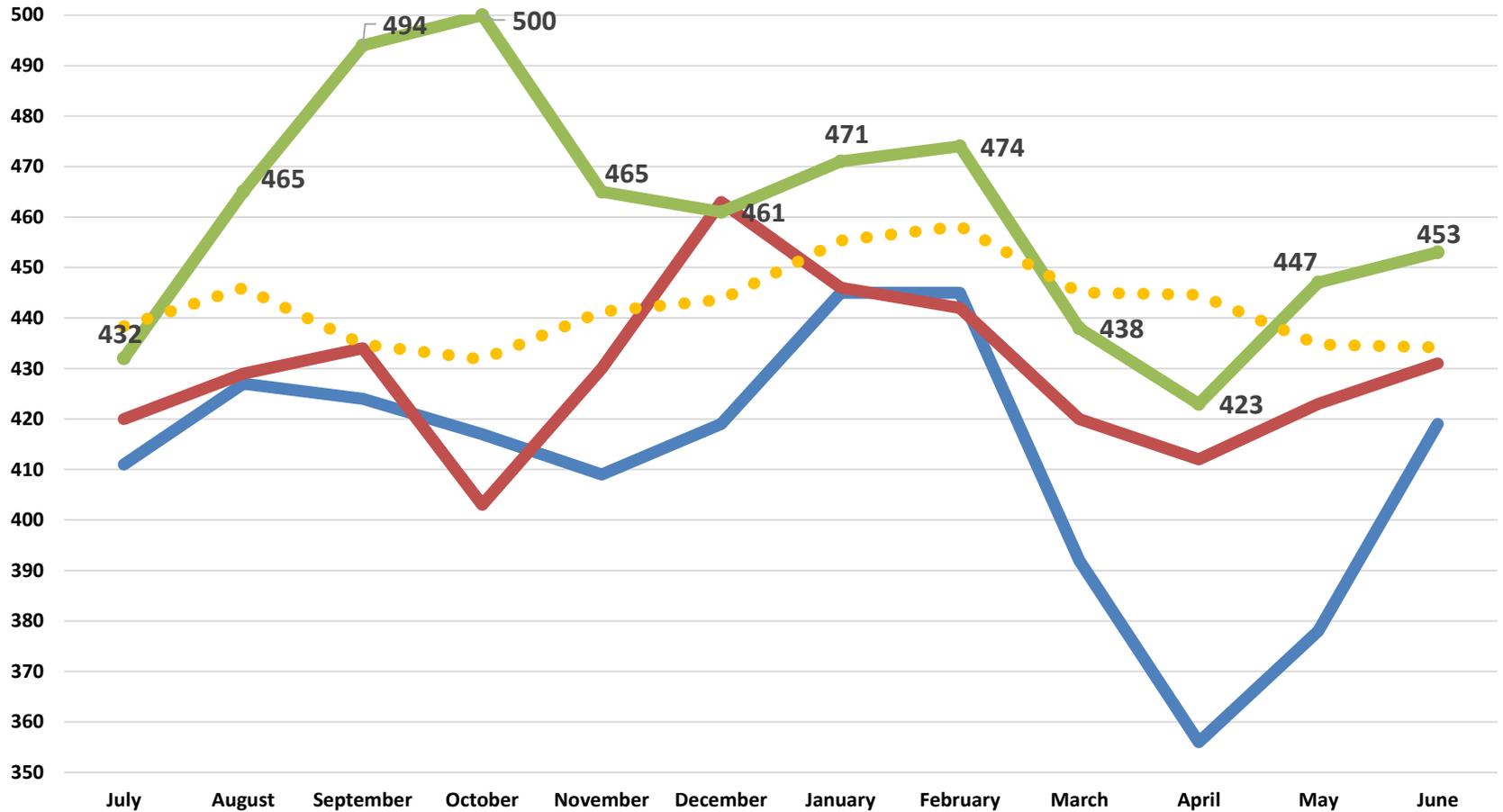
1. **OPEN MEETING – 10:00AM**
2. **CALL TO ORDER** – *David Francis*
3. **PUBLIC PARTICIPATION** – Members of the public may comment on agenda items before action is taken and after it is discussed by the Board. Each speaker will be allowed five minutes. Members of the public wishing to address the Board 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 to make arrangements to address the Board.
4. **BUDGET INITIATIVES** – Review of budget initiatives – supply chain.
Malinda Tupper – Chief Financial Officer and Steve Bajari, Director of Procurement and Logistics
5. **FINANCIALS** – Review of the most current fiscal year financial results and budget.
Malinda Tupper – Chief Financial Officer
6. **KAWEAH HEALTH MEDICAL GROUP** – Annual review of Kaweah Health Medical Group.
Paul Schofield, CEO – Kaweah Delta Medical Foundation
7. **ADJOURN** – *David Francis*

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.

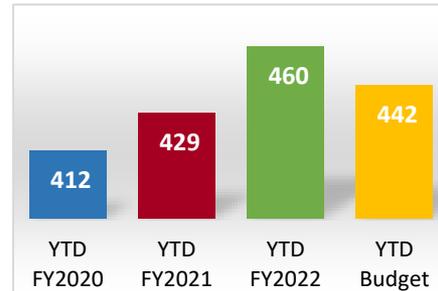
CFO Financial Report

July 20, 2022

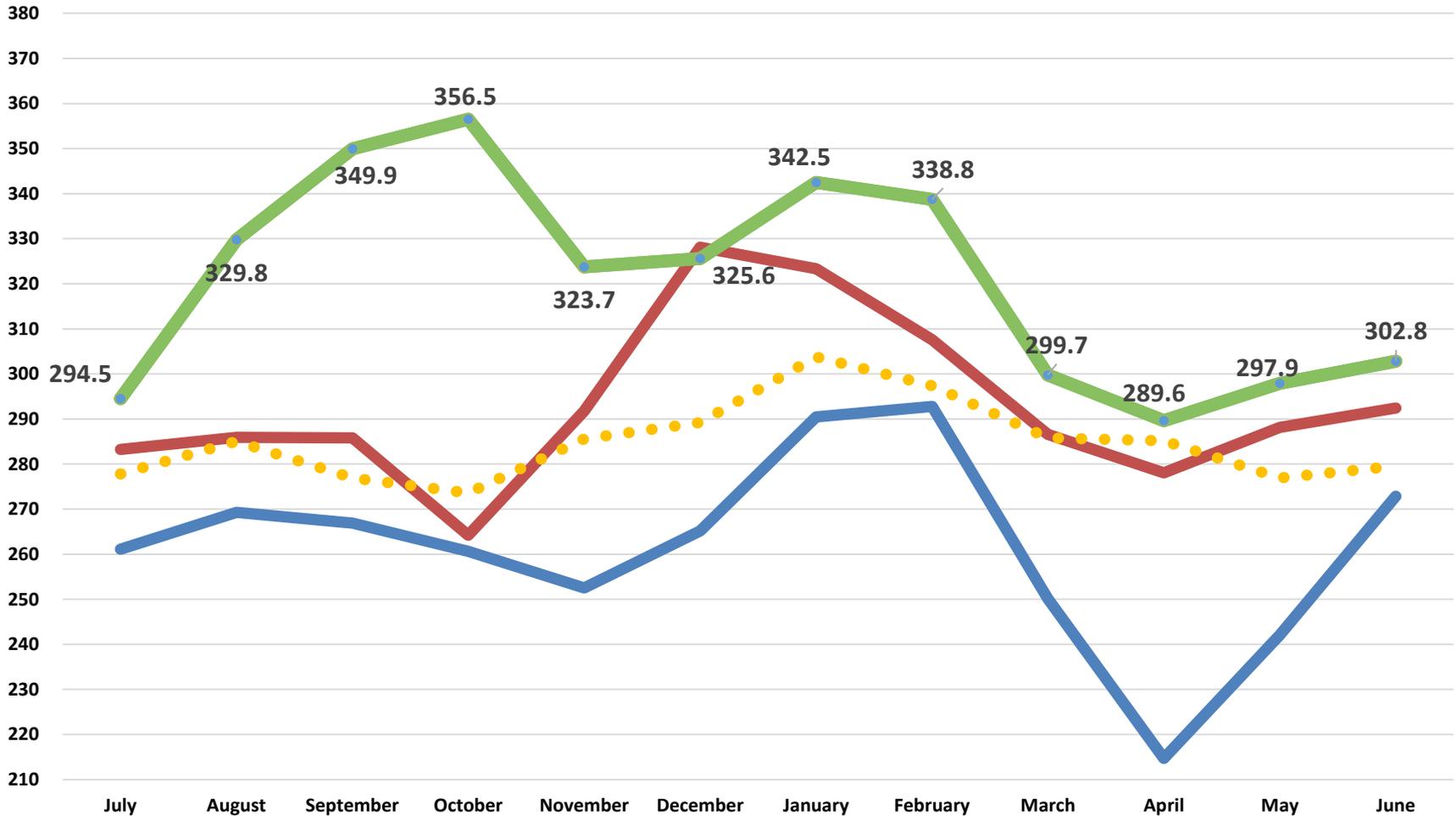
Average Daily Census



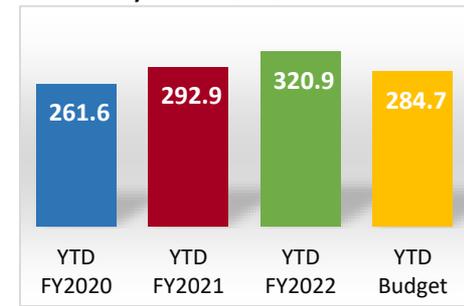
—●— **FY2020**
 —●— **FY2021**
 —●— **FY2022**
 ●●● **Budget**



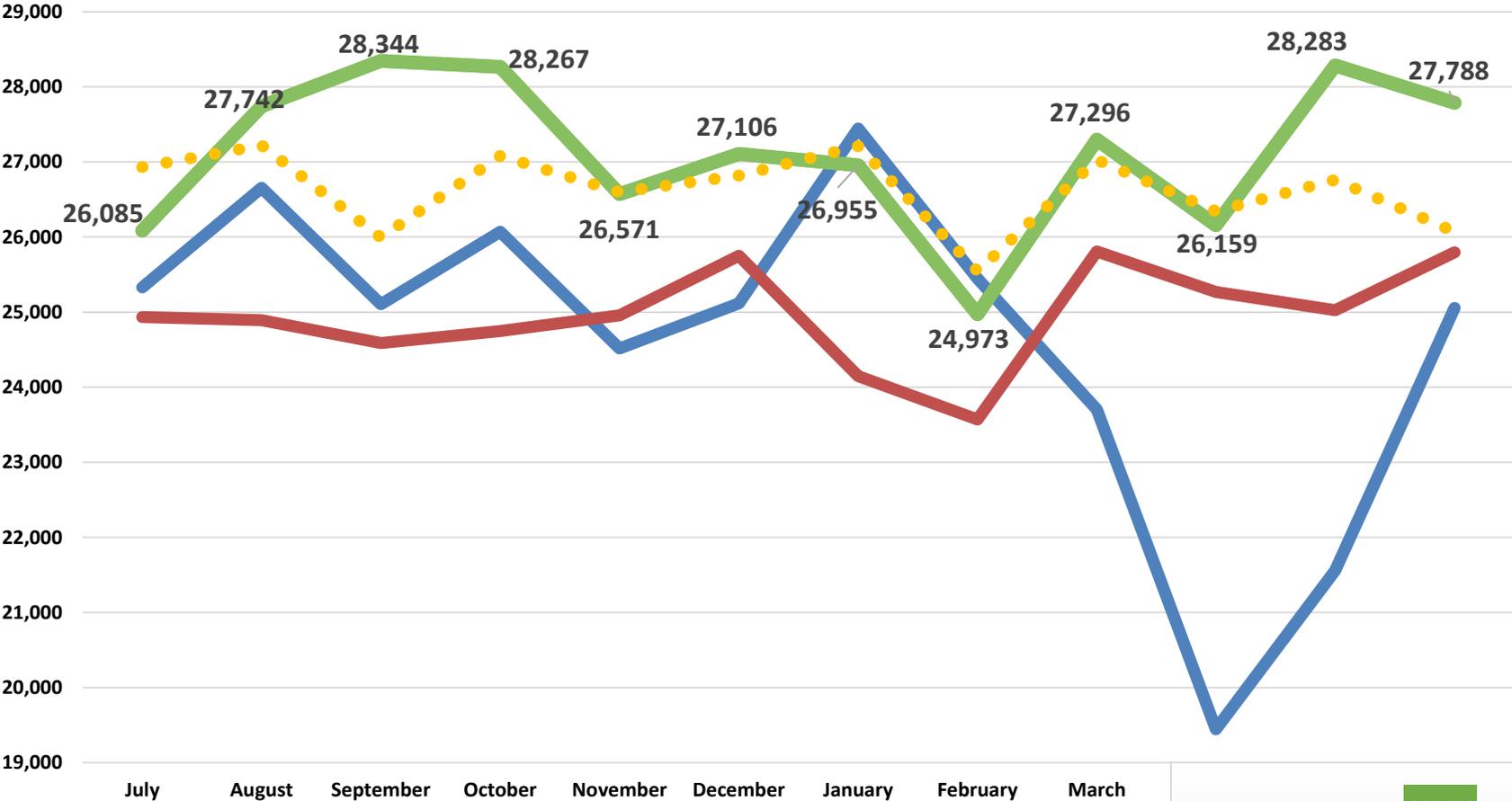
Medical Center – Avg. Patients Per Day



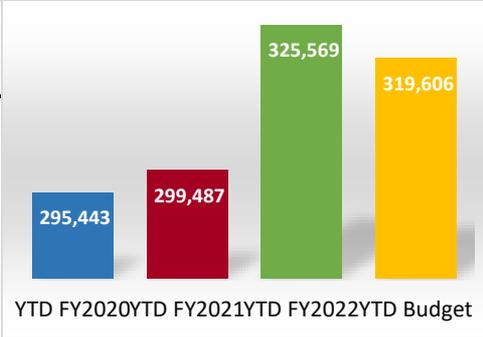
—●— **FY2020**
 —●— **FY2021**
 —●— **FY2022**
 ●●● **Budget**



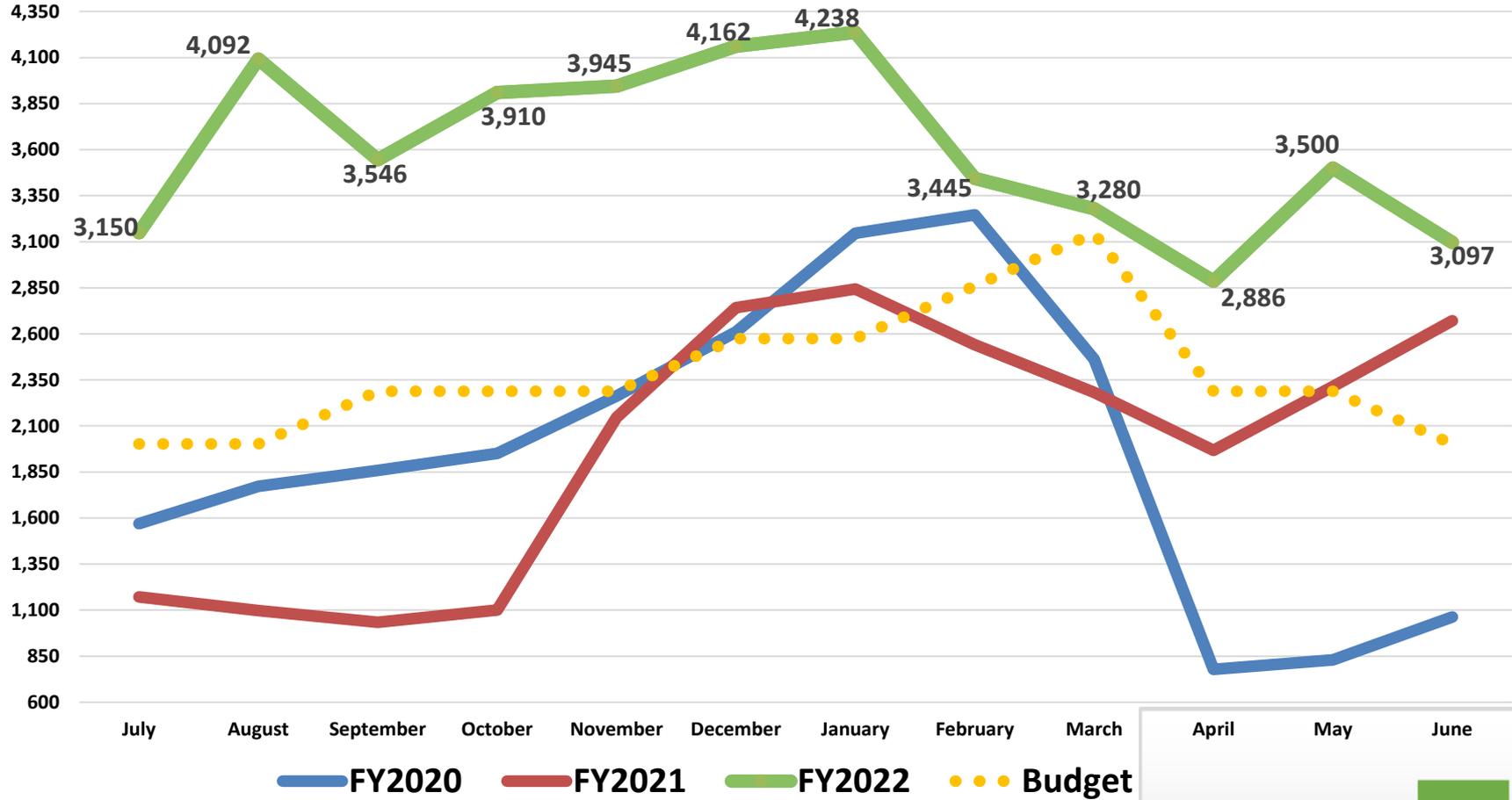
Adjusted Patient Days



— **FY2020**
 — **FY2021**
 — **FY2022**
 ●●● **Budget**

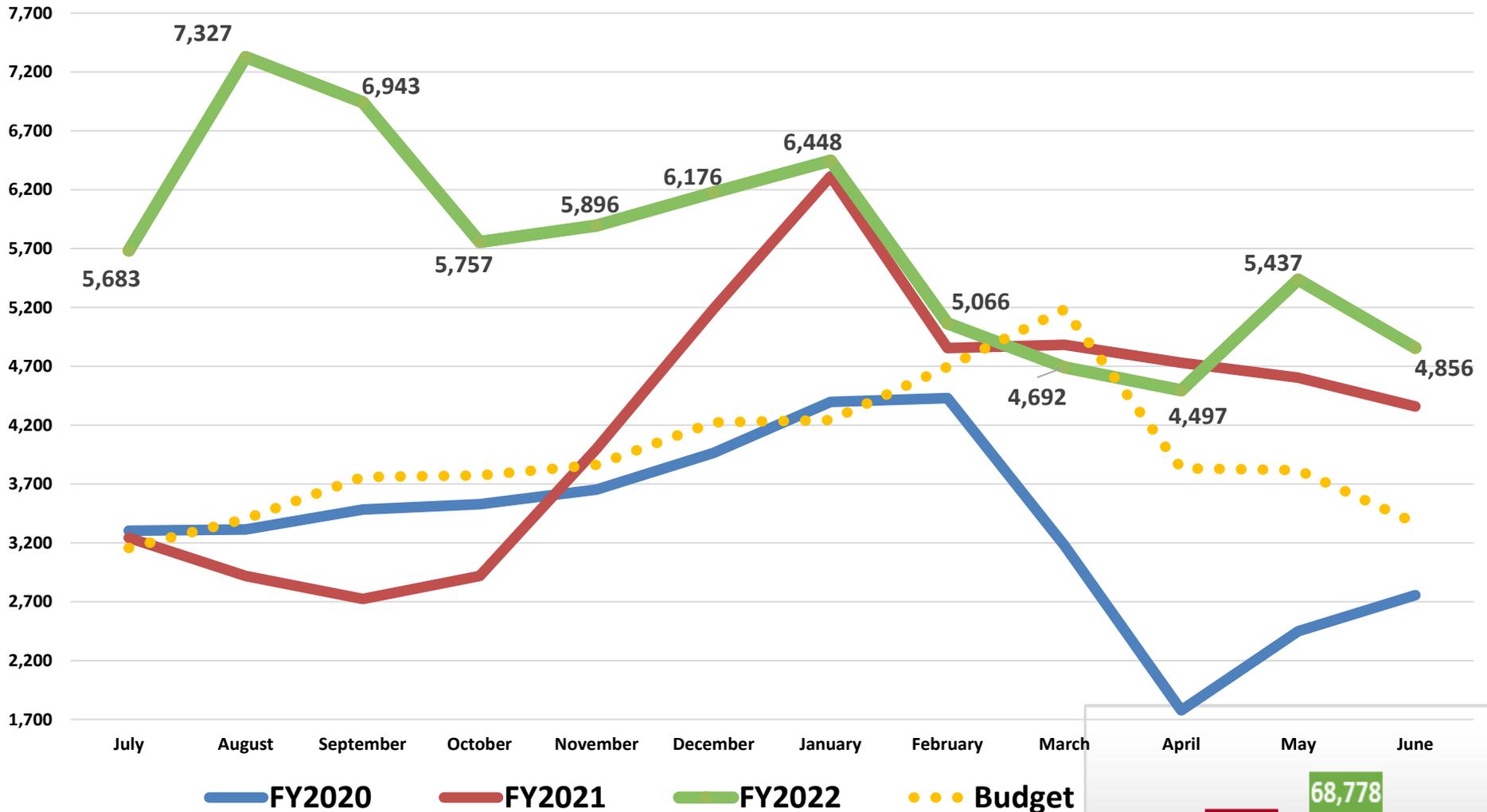


Urgent Care – Demaree Total Visits



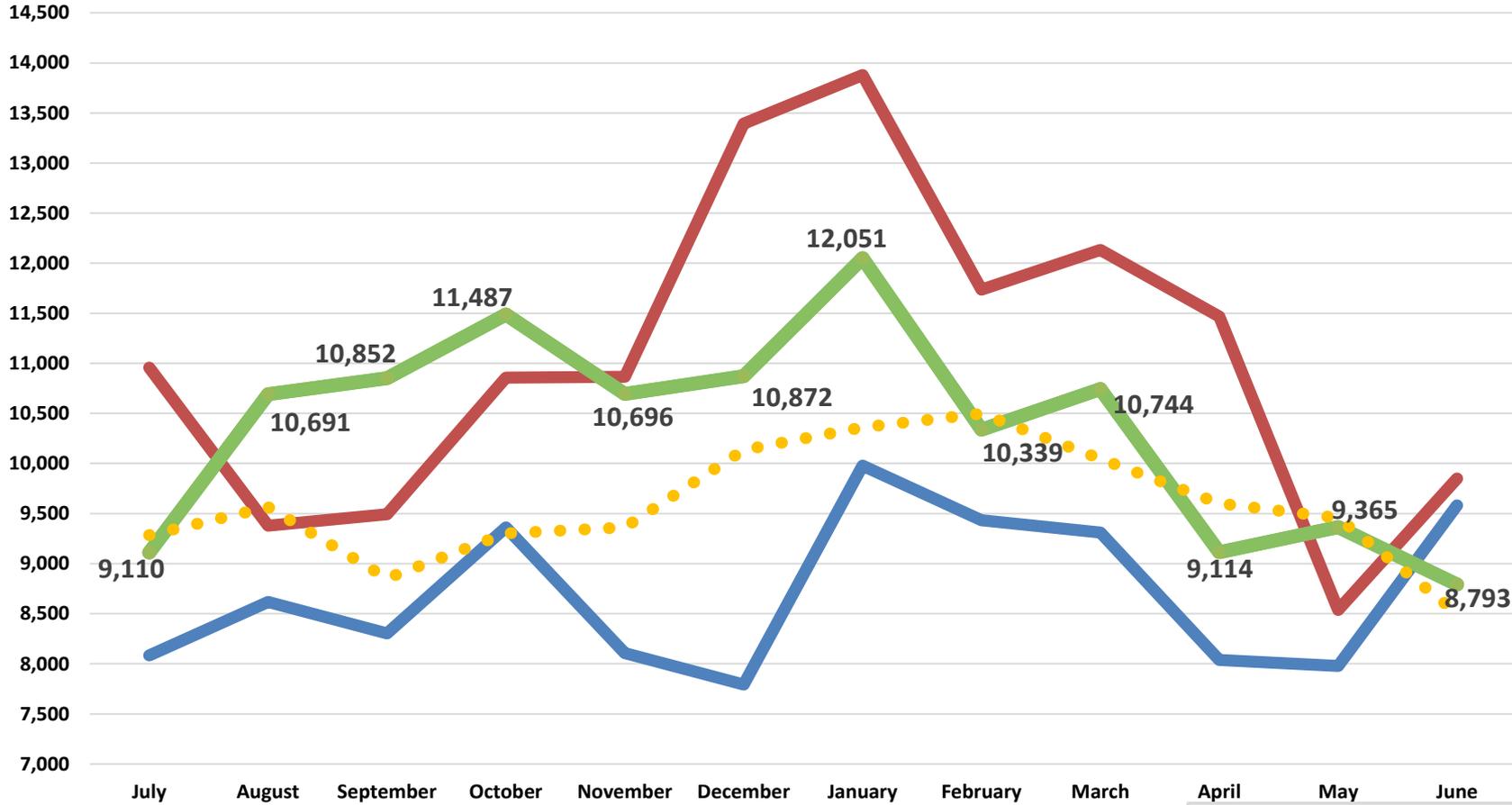
Month	YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget
April	23,547	23,912	43,251	28,600

Urgent Care – Court Total Visits

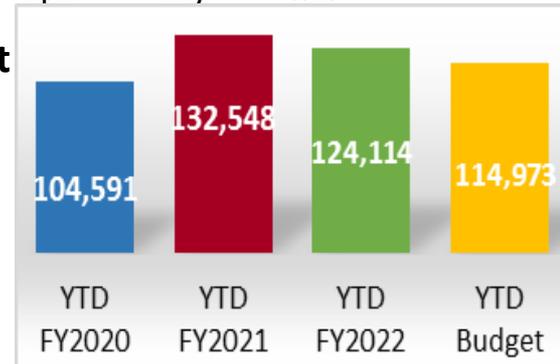


40,232	50,735	68,778	47,323
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

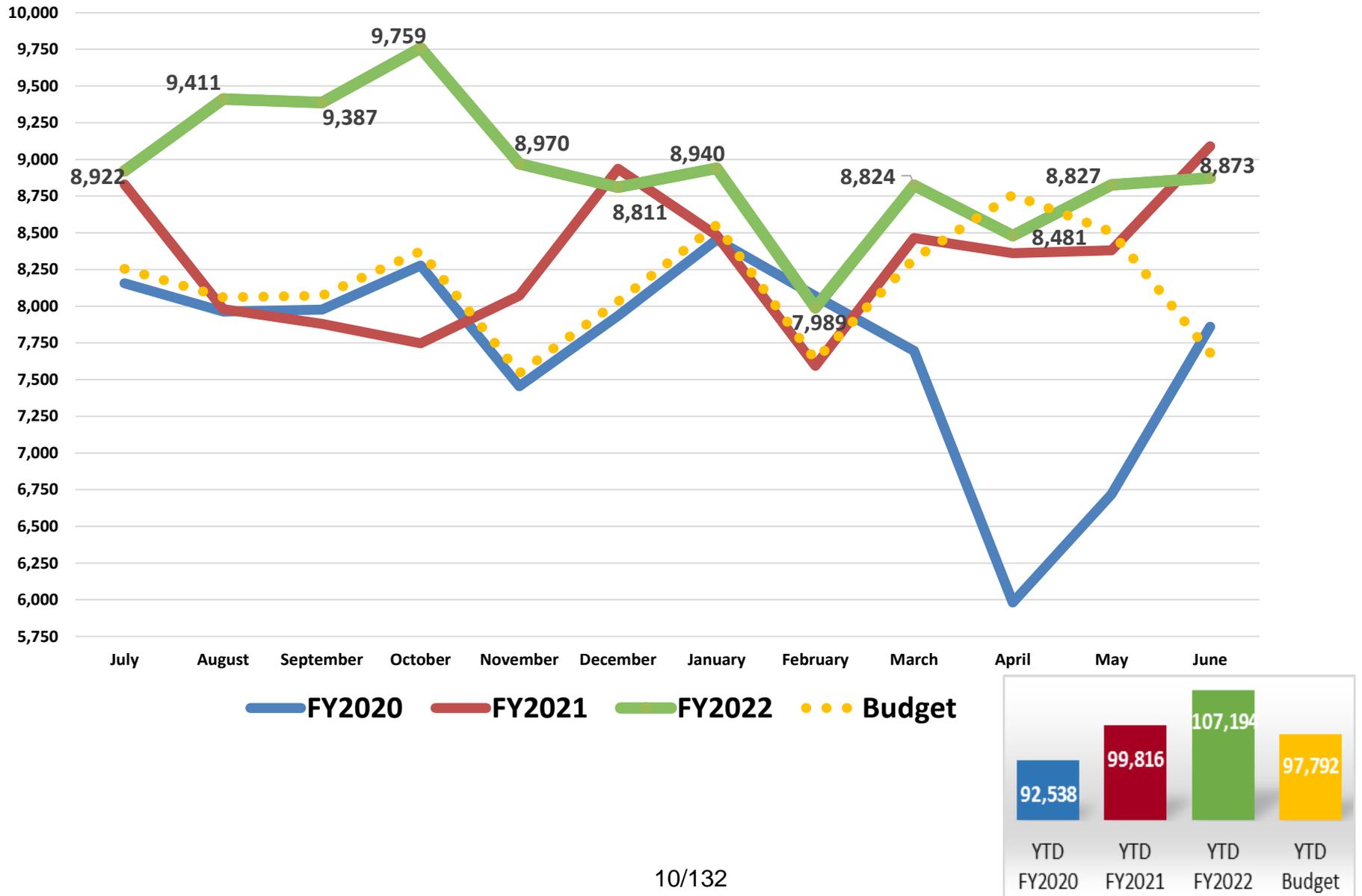
Rural Health Clinic Registrations



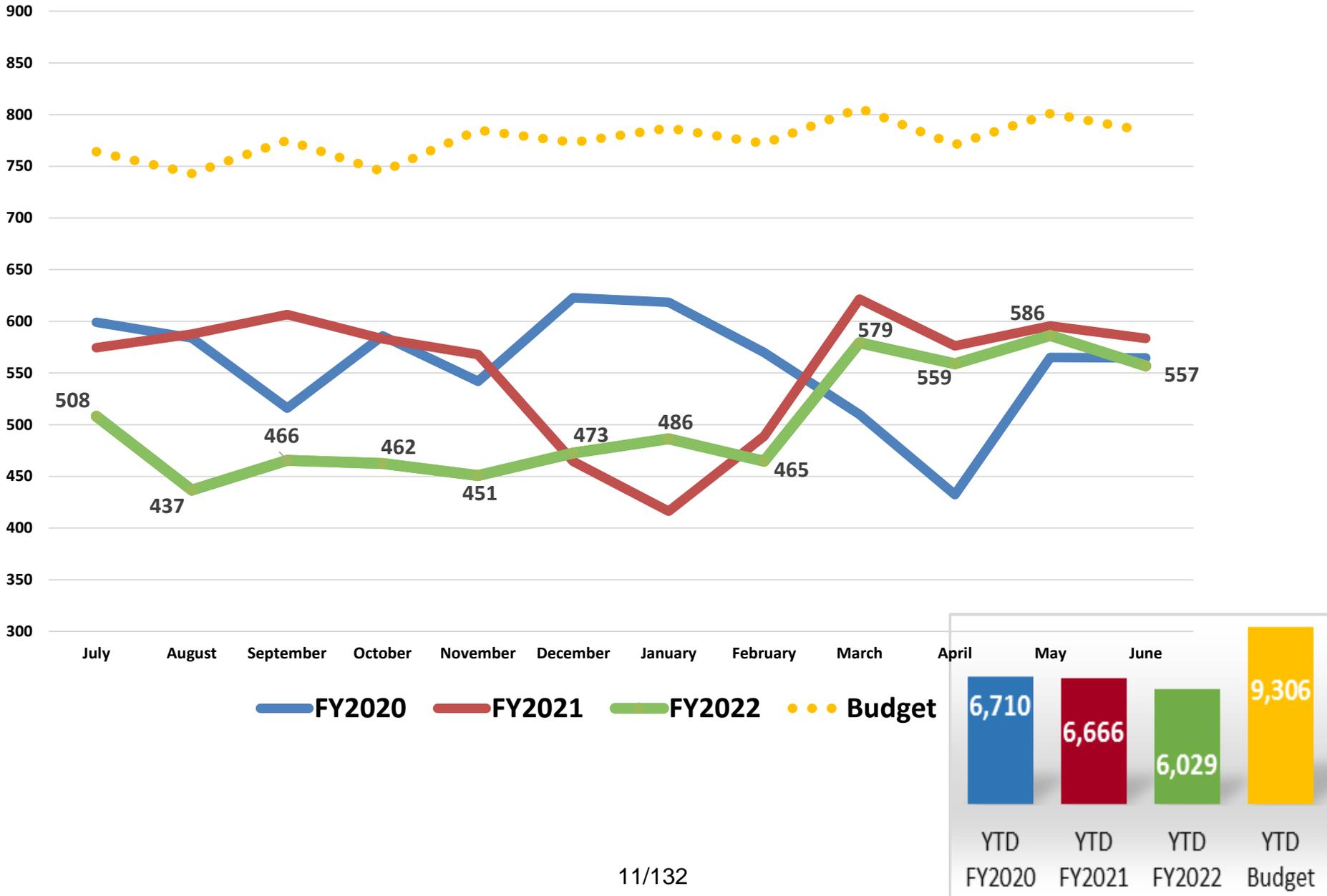
— **FY2020**
 — **FY2021**
 — **FY2022**
 ●● **Budget**



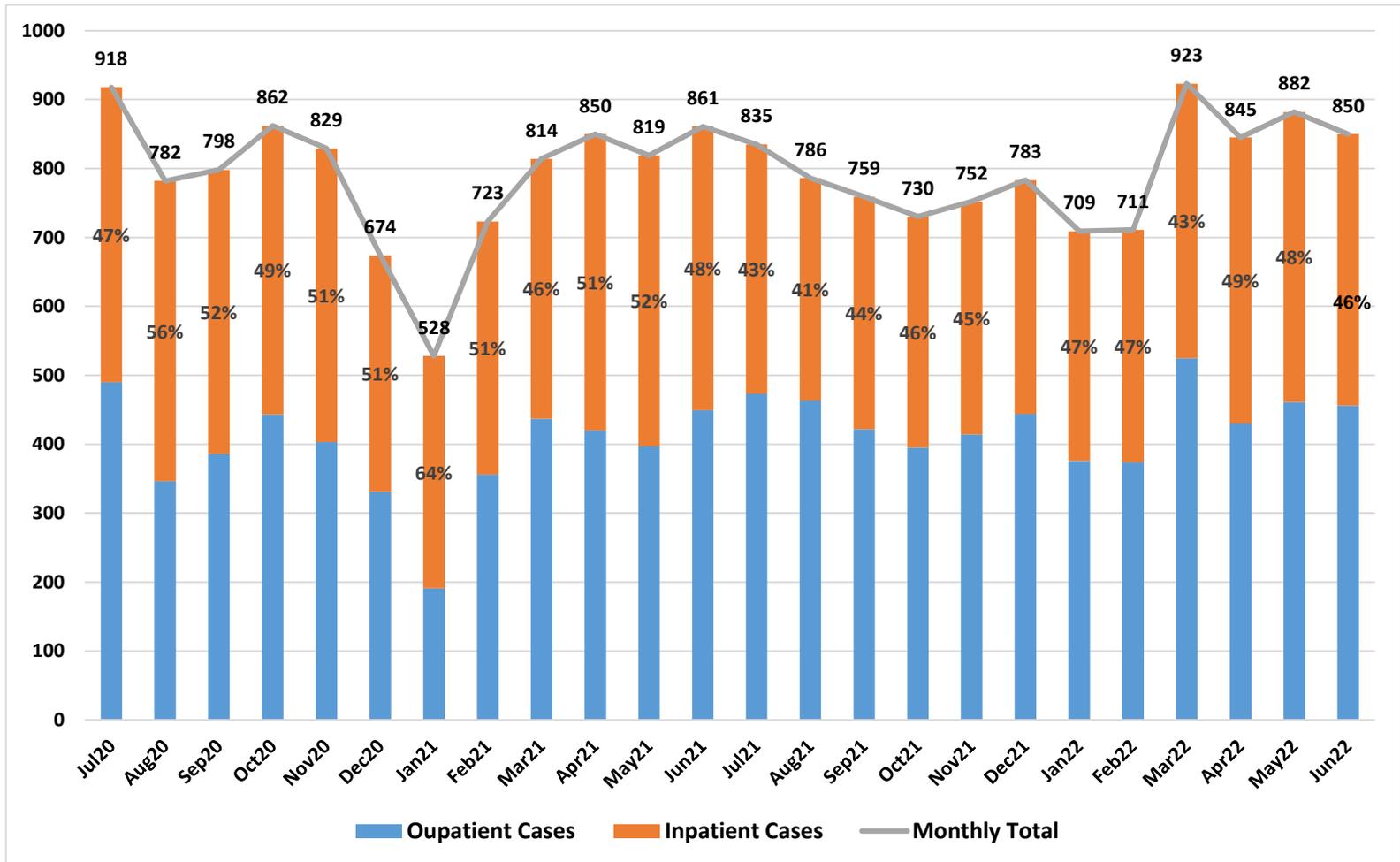
Radiology Modality – Diagnostic Radiology



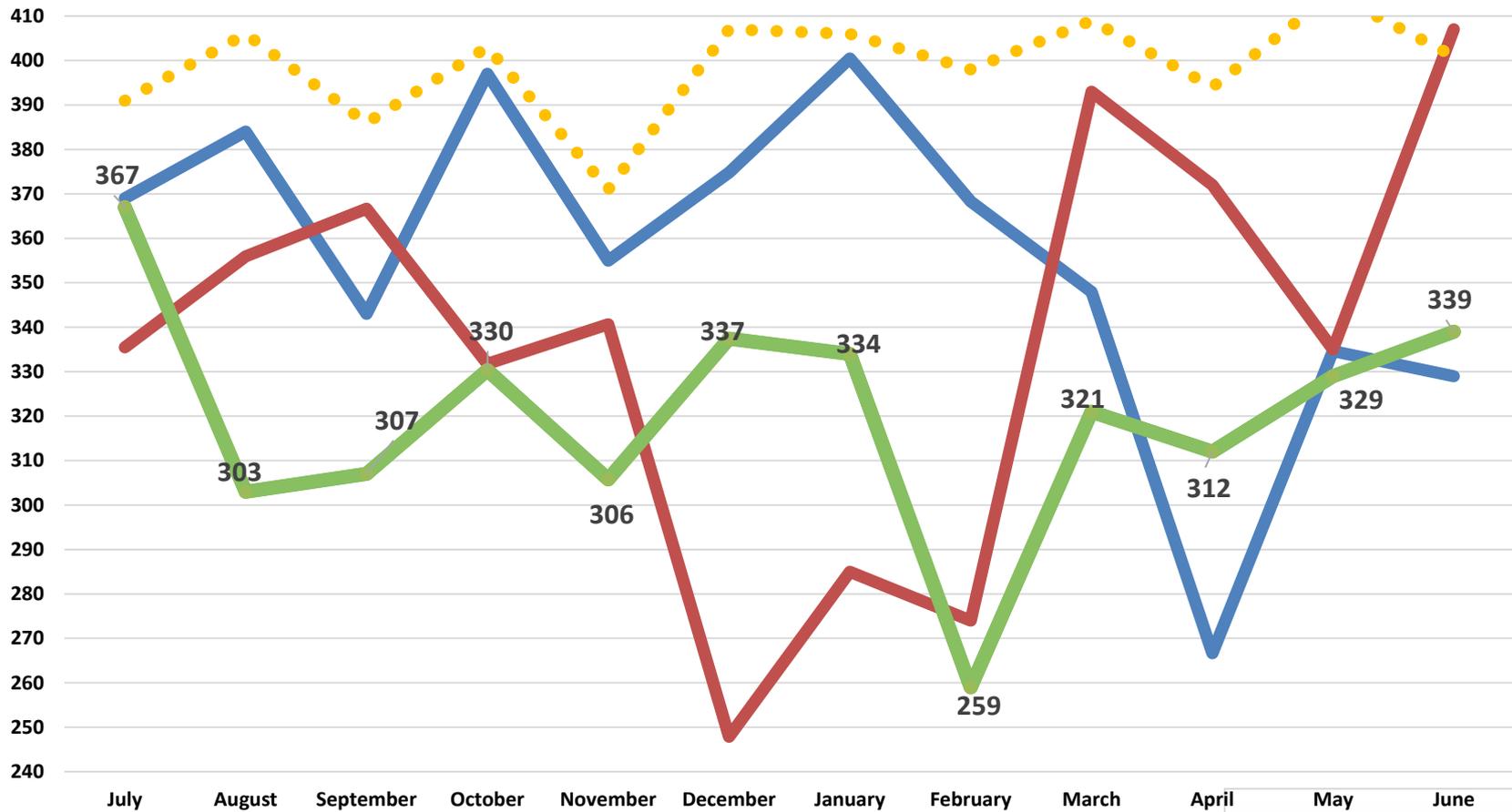
Surgery (IP Only) – 100 Min Units



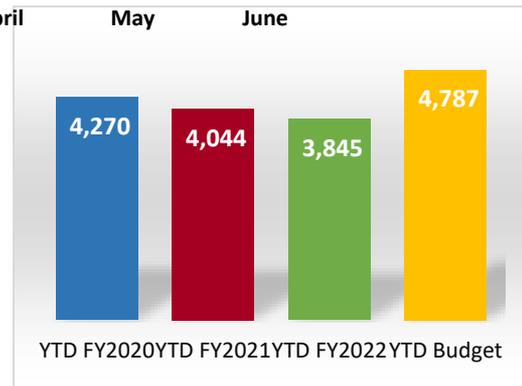
Surgery Cases



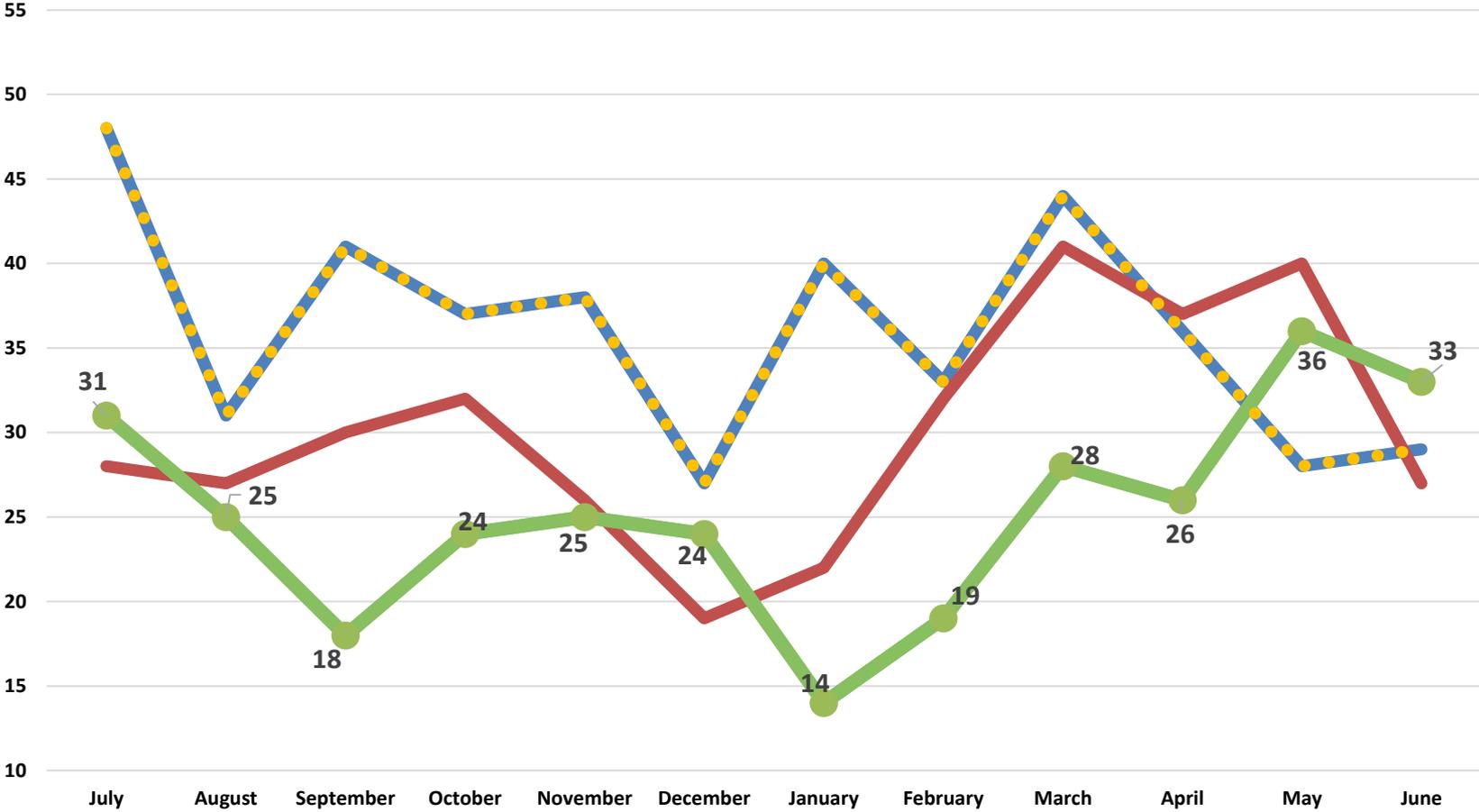
Cath Lab (IP & OP) – 100 Min Units



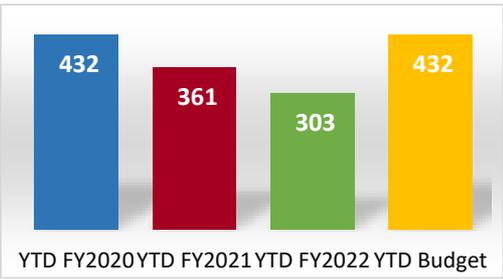
— **FY2020**
 — **FY2021**
 — **FY2022**
 ●●● **Budget**



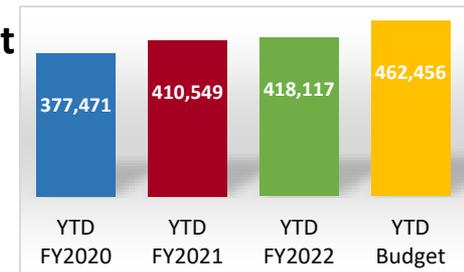
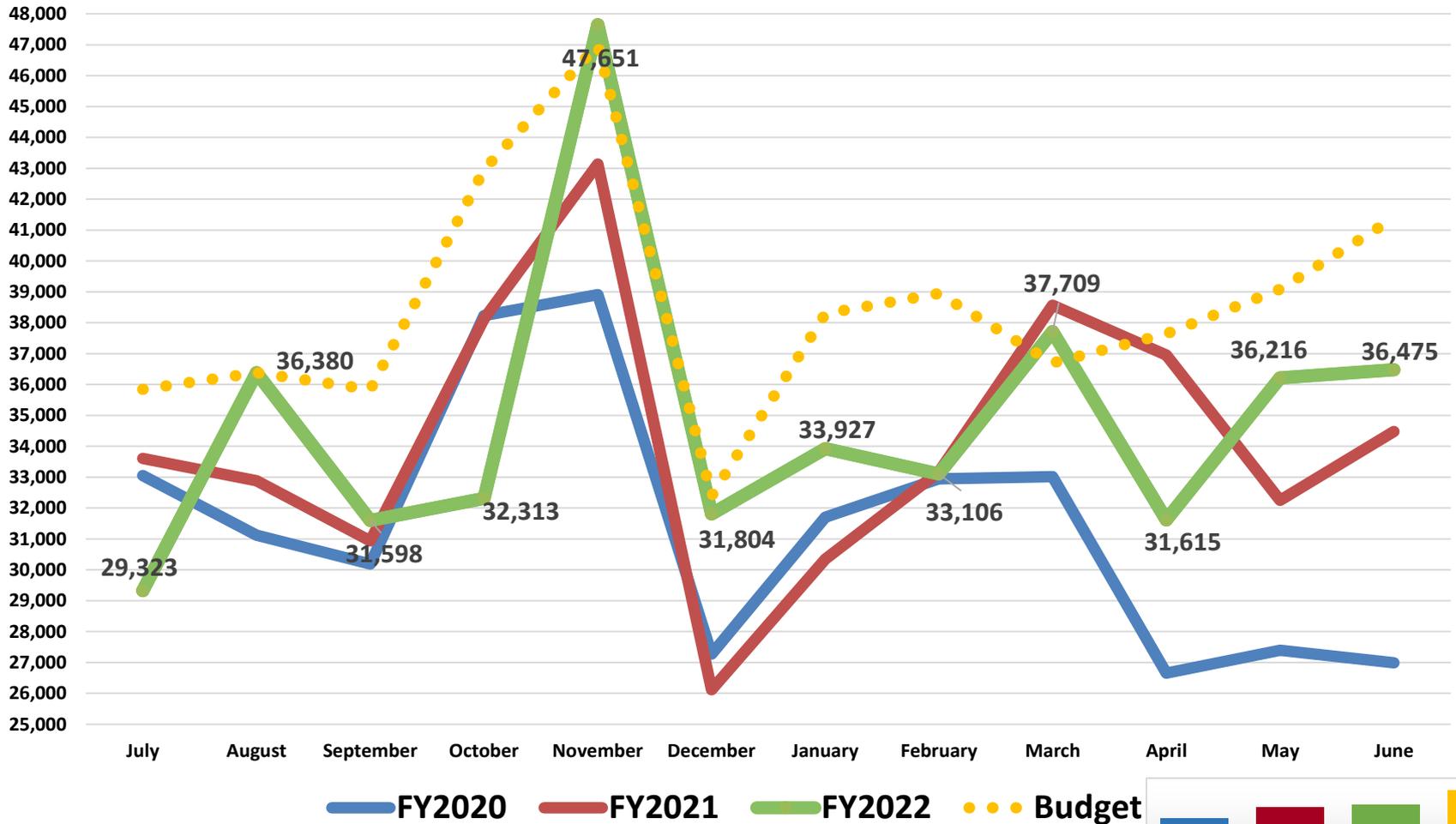
Cardiac Surgery – Cases



—●— **FY2020**
 —●— **FY2021**
 —●— **FY2022**
 ●●● **Budget**



KHMG RVU's



Statistical Results – Fiscal Year Comparison (June)

Actual Results			Budget	Budget Variance	
Jun 2021	Jun 2022	% Change	June 2022	Change	% Change

Average Daily Census	431	453	5.3%	434	19	4.4%
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KDHCD Patient Days:

Medical Center	8,773	9,085	3.6%	8,387	698	8.3%
Acute I/P Psych	1,016	1,290	27.0%	1,399	(109)	(7.8%)
Sub-Acute	813	896	10.2%	927	(31)	(3.3%)
Rehab	619	585	(5.5%)	518	67	12.9%
TCS-Ortho	375	338	(9.9%)	455	(117)	(25.7%)
TCS	434	446	2.8%	352	94	26.7%
NICU	389	419	7.7%	454	(35)	(7.7%)
Nursery	497	544	9.5%	533	11	2.1%

Total KDHCD Patient Days	12,916	13,603	5.3%	13,025	578	4.4%
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Total Outpatient Volume	40,362	45,450	12.6%	46,119	(669)	(1.5%)
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Statistical Results – Fiscal Year Comparison (Jul-Jun)

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

Average Daily Census	430	460	7.1%	442	18	4.1%
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KDHCD Patient Days:

Medical Center	106,899	117,111	9.6%	103,896	13,215	12.7%
Acute I/P Psych	14,187	14,505	2.2%	17,092	(2,587)	(15.1%)
Sub-Acute	10,679	10,103	(5.4%)	11,245	(1,142)	(10.2%)
Rehab	5,509	5,967	8.3%	6,733	(766)	(11.4%)
TCS-Ortho	4,344	4,201	(3.3%)	5,110	(909)	(17.8%)
TCS	4,913	4,990	1.6%	6,031	(1,041)	(17.3%)
NICU	4,737	5,169	9.1%	4,800	369	7.7%
Nursery	5,645	5,994	6.2%	6,509	(515)	(7.9%)

Total KDHCD Patient Days	156,913	168,040	7.1%	161,416	6,624	4.1%
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Total Outpatient Volume	473,196	560,641	18.5%	561,119	(478)	(0.1%)
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Other Statistical Results – Fiscal Year Comparison (June)

	Actual Results				Budget	Budget Variance	
	Jun 2021	Jun 2022	Change	% Change	Jun 2022	Change	% Change
Adjusted Patient Days	25,797	27,788	1,991	7.7%	26,062	1,726	6.6%
Outpatient Visits	40,362	45,450	5,088	12.6%	46,119	(669)	(1.5%)
Urgent Care - Demaree	2,671	3,097	426	15.9%	2,002	1,095	54.7%
OB Deliveries	350	390	40	11.4%	395	(5)	(1.3%)
Urgent Care - Court	4,359	4,856	497	11.4%	3,370	1,486	44.1%
KHMG RVU	34,477	36,475	1,998	5.8%	41,385	(4,910)	(11.9%)
ED Total Registered	7,067	7,362	295	4.2%	6,750	612	9.1%
Surgery Minutes –General & Robotic (I/P & O/P)	1,120	1,091	(29)	(2.6%)	1,387	(296)	(21.3%)
Radiology/CT/US/MRI Proc (I/P & O/P)	17,143	16,617	(526)	(3.1%)	14,895	1,722	11.6%
Physical & Other Therapy Units	19,123	18,365	(758)	(4.0%)	18,250	115	0.6%
Dialysis Treatments	1,558	1,460	(98)	(6.3%)	1,901	(441)	(23.2%)
Home Health Visits	2,841	2,645	(196)	(6.9%)	2,950	(305)	(10.3%)
Hospice Days	4,084	3,710	(374)	(9.2%)	5,814	(2,104)	(36.2%)
RHC Registrations	9,851	8,793	(1,058)	(10.7%)	8,506	287	3.4%
Radiation Oncology Treatments (I/P & O/P)	2,199	1,948	(251)	(11.4%)	2,440	(492)	(20.2%)
O/P Rehab Units	20,832	18,223	(2,609)	(12.5%)	20,261	(2,038)	(10.1%)
Cath Lab Minutes (IP & OP)	407	339	(68)	(16.7%)	401	(62)	(15.5%)
GME Clinic visits	1,298	1,065	(233)	(18.0%)	1,078	(13)	(1.2%)
Endoscopy Procedures (I/P & O/P)	564	436	(128)	(22.7%)	596	(160)	(26.8%)
Infusion Center	437	308/132	(137)	(31.4%)	365	(65)	(17.8%)

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

	Actual Results				Budget	Budget Variance	
	FY 2021	FY 2022	Change	% Change	FY 2022	Change	% Change
Adjusted Patient Days	300,105	325,602	25,497	8.5%	319,535	6,067	1.9%
Outpatient Visits	473,196	560,641	87,445	18.5%	561,119	(478)	(0.1%)
Urgent Care - Demaree	23,912	43,251	19,339	80.9%	28,600	14,651	51.2%
Urgent Care - Court	50,735	68,778	18,043	35.6%	47,323	21,455	45.3%
Infusion Center	4,098	4,605	507	12.4%	4,841	(236)	(4.9%)
ED Total Registered	74,208	81,540	7,332	9.9%	83,950	(2,410)	(2.9%)
Radiology/CT/US/MRI Proc (I/P & O/P)	183,510	197,024	13,514	7.4%	184,638	12,386	6.7%
OB Deliveries	4,312	4,527	215	5.0%	4,603	(76)	(1.7%)
Endoscopy Procedures (I/P & O/P)	5,822	6,055	233	4.0%	6,417	(362)	(5.6%)
KHMG RVU	410,549	418,117	7,568	1.8%	462,456	(44,339)	(9.6%)
O/P Rehab Units	230,621	231,694	1,073	0.5%	235,428	(3,734)	(1.6%)
Physical & Other Therapy Units	210,717	211,480	763	0.4%	225,895	(14,415)	(6.4%)
Surgery Minutes-General & Robotic (I/P & O/P)	12,163	12,165	2	0.0%	16,365	(4,200)	(25.7%)
Hospice Days	50,808	50,259	(549)	(1.1%)	50,975	(716)	(1.4%)
GME Clinic visits	13,752	13,221	(531)	(3.9%)	14,240	(1,019)	(7.2%)
Cath Lab Minutes (IP & OP)	4,348	4,166	(182)	(4.2%)	4,786	(219)	(4.5%)
Dialysis Treatments	19,696	18,665	(1,031)	(5.2%)	22,259	(3,594)	(16.1%)
Home Health Visits	35,402	33,371	(2,031)	(5.7%)	34,765	(1,394)	(4.0%)
Radiation Oncology Treatments (I/P & O/P)	25,547	24,042	(1,505)	(5.9%)	28,504	(4,462)	(15.7%)
RHC Registrations	132,548	124,114	(8,434)	(6.4%)	114,973	9,141	8.0%

June Financial Comparison (000's) - Preliminary

	Actual Results		Budget	Budget Variance	
	June 2021	June 2022	June 2022	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$45,033	\$50,790	\$52,092	(\$1,302)	(2.5%)
Other Operating Revenue	20,967	23,490	16,002	7,488	46.8%
Total Operating Revenue	66,000	74,280	68,094	6,186	9.1%
Operating Expenses					
Employment Expense	21,557	51,239	32,627	18,612	57.0%
Other Operating Expense	40,296	34,502	35,282	(780)	(2.2%)
Total Operating Expenses	61,854	85,741	67,909	17,833	26.3%
Operating Margin	\$4,146	(\$11,461)	\$186	(\$11,647)	
Stimulus Funds	525	3,028	98	2,930	
Operating Margin after Stimulus	\$4,671	(\$8,433)	\$284	(\$8,717)	
Non Operating Revenue (Loss)	248	(3,356)	1,037	(4,394)	
Excess Margin	\$4,919	(\$11,789)	\$1,321	(\$13,110)	

Operating Margin %	6.3%	(15.4%)	0.3%
OM after Stimulus%	7.1%	(11.4%)	0.4%
Excess Margin %	7.4%	(15.9%)	1.9%
Operating Cash Flow Margin %	13.2%	20/132 (9.8%)	5.6%

YTD (July-June) Financial Comparison (000's) - Preliminary

	Actual Results FYTD Jul-Jun		Budget FYTD	Budget Variance	FYTD
	FYTD2021	FYTD2022	FYTD2022	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$596,175	\$635,270	\$635,050	\$220	0.0%
Other Operating Revenue	181,697	223,203	187,973	35,230	18.7%
Total Operating Revenue	777,872	858,474	823,023	35,451	4.3%
Operating Expenses					
Employment Expense	389,923	457,132	391,534	65,598	16.8%
Other Operating Expense	415,456	436,435	419,252	17,183	4.1%
Total Operating Expenses	805,379	893,558	810,786	82,781	10.2%
Operating Margin	(\$27,507)	(\$35,093)	\$12,237	(\$47,331)	
Stimulus Funds	32,461	19,145	1,195	17,950	
Operating Margin after Stimulus	\$4,954	(\$15,948)	\$13,432	(\$29,381)	
Nonoperating Revenue (Loss)	7,459	(8,491)	6,349	(14,840)	
Excess Margin	\$12,413	(\$24,440)	\$19,781	(\$44,221)	

Operating Margin %	(3.5%)	(4.1%)	1.5%
OM after Stimulus%	0.6%	(1.9%)	1.6%
Excess Margin %	1.5%	(2.8%)	2.4%
Operating Cash Flow Margin %	1.4%	0.5%	6.4%

June Financial Comparison (000's) - Preliminary

	Actual Results			Budget	Budget Variance	
	Jun 2021	Jun 2022	% Change	Jun 2022	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$45,033	\$50,790	12.8%	\$52,092	(\$1,302)	(2.5%)
Supplemental Gov't Programs	6,845	8,334	21.8%	4,426	3,908	88.3%
Prime Program	721	3,282	355.0%	658	2,625	399.2%
Premium Revenue	7,602	5,943	(21.8%)	5,918	25	0.4%
Management Services Revenue	3,251	3,188	(1.9%)	2,983	205	6.9%
Other Revenue	2,548	2,743	7.7%	2,019	725	35.9%
Other Operating Revenue	20,967	23,490	12.0%	16,002	7,488	46.8%
Total Operating Revenue	66,000	74,280	12.5%	68,094	6,186	9.1%
Operating Expenses						
Salaries & Wages	26,249	27,936	6.4%	27,629	308	1.1%
Contract Labor	2,080	6,650	219.6%	512	6,138	1200%
Employee Benefits	(6,772)	16,653	(345.9%)	4,487	12,166	271.2%
Total Employment Expenses	21,557	51,239	137.7%	32,627	18,612	57.0%
Medical & Other Supplies	12,067	7,187	(40.4%)	10,261	(3,074)	(30.0%)
Physician Fees	8,207	9,538	16.2%	8,456	1,082	12.8%
Purchased Services	2,697	1,758	(34.8%)	1,304	455	34.9%
Repairs & Maintenance	2,319	2,358	1.7%	2,397	(39)	(1.6%)
Utilities	1,175	822	(30.1%)	670	151	22.5%
Rents & Leases	504	517	2.6%	524	(7)	(1.4%)
Depreciation & Amortization	3,924	3,460	(11.8%)	3,056	404	13.2%
Interest Expense	666	700	5.2%	595	106	17.8%
Other Expense	2,198	2,528	15.0%	1,884	643	34.1%
Humana Cap Plan Expenses	3,018	2,407	(20.2%)	3,184	(777)	(24.4%)
Management Services Expense	3,521	3,227	(8.3%)	2,951	277	9.4%
Total Other Expenses	40,296	34,502	(14.4%)	35,282	(780)	(2.2%)
Total Operating Expenses	61,854	85,741	38.6%	67,909	17,833	26.3%
Operating Margin	\$4,146	(\$11,461)	(376.4%)	\$186	(\$11,647)	(6275%)
Stimulus Funds	525	3,028	476.8%	98	2,930	2989.8%
Operating Margin after Stimulus	\$4,671	(\$8,433)	(280.5%)	\$284	(\$8,717)	(3074%)
Nonoperating Income						
Nonoperating Revenue (Loss)	248	(3,356)	(1454%)	1,037	(4,394)	(423.6%)
Excess Margin	\$4,919	(\$11,789)	(339.7%)	\$1,321	(\$13,110)	(992.5%)

Operating Margin %	6.3%	(15.4%)		0.3%
OM after Stimulus%	7.1%	(11.4%)		0.4%
Excess Margin %	7.4%	(15.9%)		1.9%
Operating Cash Flow Margin %	13.2%	(9.8%)	22/132	5.6%

YTD Financial Comparison (000's) - Preliminary

	Actual Results FYTD Jul-Jun			Budget FYTD	Budget Variance	FYTD
	FYTD2021	FYTD2022	% Change	FYTD2022	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$596,175	\$635,270	6.6%	\$635,050	\$220	0.0%
Supplemental Gov't Programs	56,082	74,171	32.3%	53,106	21,065	39.7%
Prime Program	10,668	15,850	48.6%	8,000	7,850	98.1%
Premium Revenue	58,107	69,495	19.6%	66,017	3,478	5.3%
Management Services Revenue	34,167	36,060	5.5%	36,290	(230)	(0.6%)
Other Revenue	22,673	27,628	21.9%	24,560	3,068	12.5%
Other Operating Revenue	181,697	223,203	22.8%	187,973	35,230	18.7%
Total Operating Revenue	777,872	858,474	10.4%	823,023	35,451	4.3%
Operating Expenses						
Salaries & Wages	324,151	349,598	7.9%	331,112	18,486	5.6%
Contract Labor	9,778	41,435	323.8%	6,204	35,231	567.9%
Employee Benefits	55,994	66,100	18.0%	54,218	11,882	21.9%
Total Employment Expenses	389,923	457,132	17.2%	391,534	65,598	16.8%
Medical & Other Supplies	131,449	129,850	(1.2%)	125,557	4,293	3.4%
Physician Fees	96,690	108,362	12.1%	100,055	8,307	8.3%
Purchased Services	19,231	18,925	(1.6%)	15,863	3,062	19.3%
Repairs & Maintenance	26,144	28,391	8.6%	28,718	(326)	(1.1%)
Utilities	7,392	8,979	21.5%	7,323	1,656	22.6%
Rents & Leases	6,192	6,171	(0.3%)	6,213	(42)	(0.7%)
Depreciation & Amortization	31,646	32,354	2.2%	33,552	(1,198)	(3.6%)
Interest Expense	6,771	7,393	9.2%	7,234	159	2.2%
Other Expense	20,737	22,590	8.9%	22,585	5	0.0%
Humana Cap Plan Expenses	34,758	38,443	10.6%	36,254	2,189	6.0%
Management Services Expense	34,447	34,977	1.5%	35,899	(922)	(2.6%)
Total Other Expenses	415,456	436,435	5.0%	419,252	17,183	4.1%
Total Operating Expenses	805,379	893,567	10.9%	810,786	82,781	10.2%
Operating Margin	(\$27,507)	(\$35,093)	(27.6%)	\$12,237	(\$47,331)	(386.8%)
Stimulus Funds	32,461	19,145	(41.0%)	1,195	17,950	1502%
Operating Margin after Stimulus	\$4,954	(\$15,948)	(421.9%)	\$13,432	(\$29,381)	(218.7%)
Nonoperating Income						
Nonoperating Revenue (Loss)	7,459	(8,491)	(213.8%)	6,349	(14,840)	(233.7%)
Excess Margin	\$12,413	(\$24,440)	(296.9%)	\$19,781	(\$44,221)	(223.5%)

Operating Margin %	(3.5%)	(4.1%)		1.5%
OM after Stimulus%	0.6%	(1.9%)		1.6%
Excess Margin %	1.5%	(2.8%)	23/132	2.4%
Operating Cash Flow Margin %	1.4%	0.5%		6.4%

Bond Covenant Ratios

BOND COVENANT CALCULATIONS (Consolidated financial statements)

	Jun-21	FY22 Budget	Jun-22
DAYS CASH ON HAND COMPUTATION			
Cash, cash equivalents and board designated funds	\$ 387,774,000	\$ 371,249,460	\$ 295,495,602
Total operating expenses	\$ 804,384,156	\$ 809,419,000	\$ 893,566,916
Less depreciation and amortization	(31,645,725)	(33,552,000)	(32,354,374)
Adjusted operating expenses	\$ 772,738,431	\$ 775,867,000	\$ 861,212,542
Number of days in the period	365	365	365
Average daily adjusted operating expenses	\$ 2,117,092	\$ 2,125,663	\$ 2,359,486
Days cash on hand	183.2	174.7	125.2
Requirement Measured at 6/30 – needs to be >90days			

LONG-TERM DEBT SERVICE COVERAGE RATIO CALCULATION

Net income (loss) ***	\$ 12,413,788	\$ 18,937,000	\$ (13,204,515)
Depreciation and amortization	31,645,725	33,552,000	32,354,374
Interest (non-GO)	6,770,637	7,234,000	7,393,006
GO Bond tax revenue (net of interest)	(1,792,963)	(1,780,916)	(1,780,979)
Net income available for debt service	\$ 49,037,187	\$ 57,942,084	\$ 24,761,886
Maximum annual debt service (without GO bonds)	\$ 16,967,599	\$ 16,967,599	\$ 17,559,131
Long-term debt service coverage ratio	2.89	3.41	1.41

Requirement:

Measured at 12/31 and 6/30 - if below must fund Reserve Fund (\$17M)

1.35

Measured at 6/30 - if below must employ independent consultant or have 75 days cash on hand

1.25

After compliance with independent consultant recommendations (or with 75 days COH) - not below

1.10

***Assumes exclusion of unrealized losses on District's investments as extraordinary non-cash item

Kaweah Health Medical Group

Fiscal Year Financial Comparison (000's) - Preliminary

	Actual Results FYTD July - June			Budget FYTD	Budget Variance	FYTD
	Jun 2021	Jun 2022	% Change	Jun 2022	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$47,143	\$49,177	4.3%	\$53,261	(\$4,084)	(7.7%)
Other Revenue	1,545	1,630	5.5%	841	789	93.8%
Other Operating Revenue	1,545	1,630	5.5%	841	789	93.8%
Total Operating Revenue	48,688	50,807	4.4%	54,102	(3,295)	(6.1%)
Operating Expenses						
Salaries & Wages	11,481	11,960	4.2%	12,473	(512)	(4.1%)
Employee Benefits	2,228	2,322	4.2%	2,034	288	14.1%
Total Employment Expenses	13,709	14,282	4.2%	14,507	(225)	(1.6%)
Medical & Other Supplies	6,327	6,525	3.1%	6,894	(369)	(5.4%)
Physician Fees	26,677	29,363	10.1%	30,313	(950)	(3.1%)
Purchased Services	882	1,022	15.9%	847	175	20.7%
Repairs & Maintenance	2,397	2,185	(8.8%)	2,737	(552)	(20.2%)
Utilities	435	453	4.2%	484	(31)	(6.5%)
Rents & Leases	2,754	2,592	(5.9%)	2,597	(5)	(0.2%)
Depreciation & Amortization	943	760	(19.4%)	1,100	(340)	(30.9%)
Interest Expense	4	1	(80.7%)	1	(0)	(27.8%)
Other Expense	1,371	1,311	(4.4%)	1,684	(373)	(22.1%)
Total Other Expenses	41,789	44,211	5.8%	46,657	(2,446)	(5.2%)
Total Operating Expenses	55,499	58,493	5.4%	61,164	(2,671)	(4.4%)
Stimulus Funds	0	194	0.0%	0	194	0.0%
Excess Margin	(\$6,811)	(\$7,492)	(10.0%)	(\$7,062)	(\$430)	(6.1%)
Excess Margin %	(14.0%)	(14.7%)		(13.1%)		

Month of June - Budget Variances

- **Net Patient Revenues:** Net patient revenue was short of budget by \$1.3M (2.5%) in June. This decrease was mainly due to a slight decrease in the percentage of inpatients to surgical patients as well as a slight decrease in the percentage of medical center patients.
- **Supplemental Gov't Programs:** In June, we received additional DSH funding relating to FY19 (\$973K) and to FY22 (\$3.0M) which attributed to the positive budget variance.
- **Quality Incentive Program (QIP) Revenues:** Exceeded budget in June as we recorded a \$2.6M increase in QIP revenue due to the assumption that we will earn more funding for the program related to fiscal year 2022 than that originally budgeted.
- **Salaries and Contract Labor:** The \$6.4M unfavorable variance is partially due to the increase in volume but primarily due to the amount of contract labor utilized during the month (\$6.1M) and shift bonuses (\$583K) paid in June. We also paid \$507K of unbudgeted COVID supplemental sick pay in June.
- **Employee Benefits:** Benefits expense exceeded budget by \$12.2M primarily due to a \$14.6M increase in pension expense reflecting the market decline of pension plan assets in FY22. There was also a \$1M increase due to increased claims paid for the employee self insured health plan. This was partially offset by \$2.3M of improved workers' compensation experience and reduction in our related liability as estimated by our actuary. In addition our 401K match was \$1.4M less due to terminations and forfeitures.
- **Supplies Expense:** Fell short of budget in June by \$3.1M mainly due to the year end adjustments of various supply inventories.
- **Physician fees:** This unfavorable budget variance of \$1.1M was mainly due patient volumes and also the use of locum physicians.

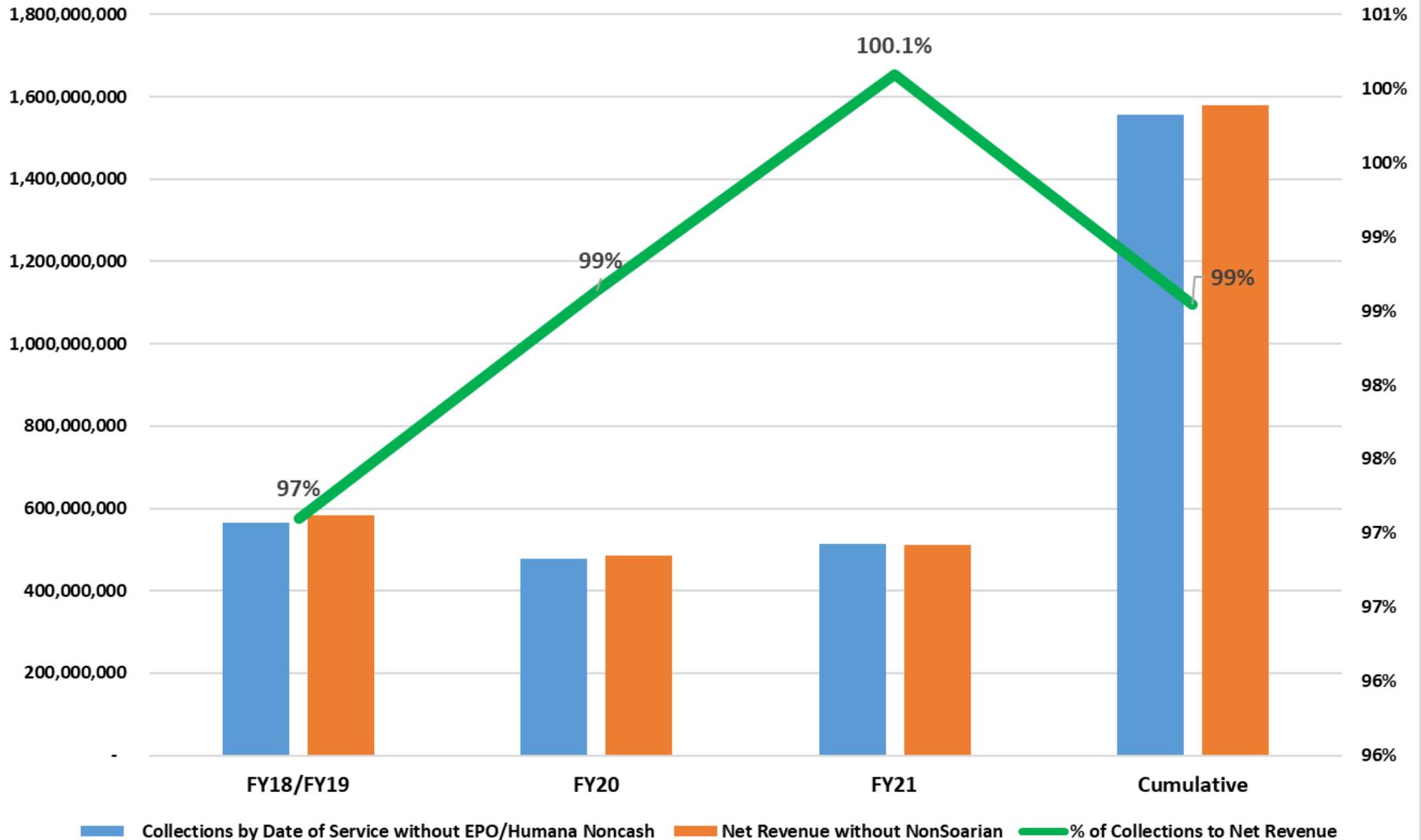
Year to Date Variance Employee Benefits

	Actual					Budget	
	FY 2018	FY2019	FY2020	FY2021	FY 2022	FY 2022	FY22 Variance
Employee Benefits (000')							
Medical, Dental and vision	\$27,648	\$30,168	\$30,368	\$30,038	\$29,399	\$27,797	\$1,603
Social Security	\$19,925	\$20,944	\$22,526	\$23,310	\$25,306	\$24,045	\$1,261
Employee retirement plans	\$19,062	\$15,608	\$12,915	(\$4,047)	\$7,363	(\$6,167)	\$13,530
Workers' compensation	\$1,957	\$3,791	\$4,746	\$4,254	\$1,957	\$6,662	(\$4,705)
Tuition/Scholarships/Other	\$684	\$819	\$947	\$1,132	\$1,093	\$1,031	\$62
State Unemployment Insurance	\$334	\$382	\$368	\$970	\$644	\$527	\$117
Life Insurance	\$193	\$414	\$310	\$338	\$338	\$323	\$15
Total	\$71,210	\$72,823	\$74,676	\$55,994	\$66,100	\$54,218	\$11,882

Employee Benefits: Benefits expense exceeded budget by \$11.9M primarily due to a \$13.5M increase in pension expense reflecting the market decline of pension plan assets in FY22. There was also a \$1.6M increase due to increased claims paid for the employee self insured health plan. This was partially offset by \$4.7M of improved workers' compensation experience and reduction in our related liability as estimated by our actuary.

Net Patient Revenue to Collections

Cerner Collections to Net Patient Revenue by Date of Service



Staffing & COVID impact on Expenses

	FY 2022
Shift Bonus	\$16.0 M
Premium on Contract Labor	\$20.0 M
COVID Related Expense –Payroll and COVID Sick pay	\$7.7 M
COVID Related Expense - Other Operating Expenses	\$5.2 M
Humana 3 rd party expenses estimated COVID related	\$2.1 M
Impact COVID Related Expense	\$51.0 M

COVID Stimulus Funds \$19.1M FY22

January 2020-June 2022 Discharged COVID Inpatients

Payer Group	Patient Volume	% of Total Visits	ALOS	GMLOS	Est. Net Revenue	Direct Cost	Contribution Margin	Net income	
MEDICARE	1,735	34%	10.4	5.6	\$40,218,333	\$38,538,121	\$1,680,211	(\$44,053,954)	
Medi-Cal Managed Care	1,061	21%	9.8	5.5	\$25,449,219	\$24,928,636	\$520,584	(\$28,820,326)	
Commercial/Other	1,050	21%	9.6	5.9	\$36,400,833	\$25,349,059	\$11,051,774	(\$18,723,169)	
Medicare Managed Care	678	13%	10.8	5.8	\$13,961,274	\$16,832,885	(\$2,871,611)	(\$22,664,927)	
MEDI-CAL	490	10%	11.9	5.4	\$8,231,918	\$11,235,070	(\$3,003,152)	(\$16,351,081)	
Work Comp	41	1%	15.0	7.6	\$2,192,334	\$1,936,376	\$255,958	(\$1,999,868)	
Cash Pay	32	1%	6.1	5.2	\$8,041	\$459,236	(\$451,195)	(\$992,773)	
Grand Total	5,087	100%	10.3	5.7	\$126,461,952	\$119,279,383	\$7,182,569	(\$133,606,098)	
			Typical Contribution margin on 5,087 inpatient visits					\$13,862,075	
			LOS GAP	4.7		Difference	(\$6,679,506)		

COVID IMPACT (000's)

March 2020 - June 2022

Operating Revenue

Net Patient Service Revenue	\$1,386,908
Supplemental Gov't Programs	150,645
Prime Program	34,539
Premium Revenue	146,571
Management Services Revenue	81,413
Other Revenue	55,934
Other Operating Revenue	469,10
Total Operating Revenue	1,856,005

Operating Expenses

Salaries & Wages	777,877
Contract Labor	53,314
Employee Benefits	144,752
Total Employment Expenses	975,944

Medical & Other Supplies	301,367
Physician Fees	236,881
Purchased Services	44,928
Repairs & Maintenance	63,107
Utilities	18,246
Rents & Leases	14,481
Depreciation & Amortization	74,798
Interest Expense	16,431
Other Expense	50,413
Humana Cap Plan Expenses	81,482
Management Services Expense	80,464
Total Other Expenses	982,596

Total Operating Expenses **1,958,543**

Operating Margin **(\$102,537)**

Stimulus Funds \$67,010

Operating Margin after Stimulus **(\$35,527)**

Nonoperating Revenue (Loss) 6,148

Excess Margin **31/132** **(\$29,381)**

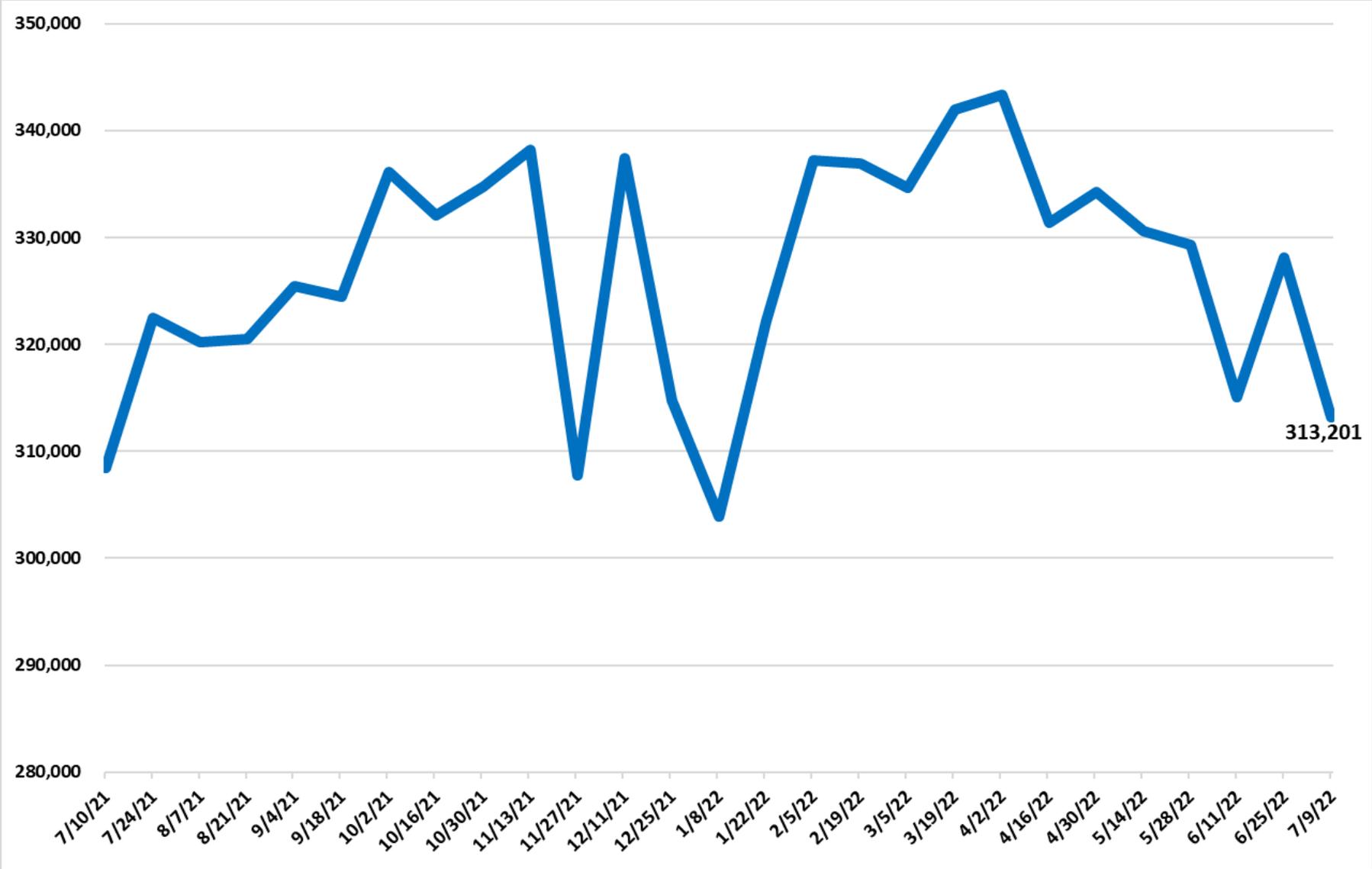
Trended Financial Comparison (000's)

Kaweah Delta Health Care District

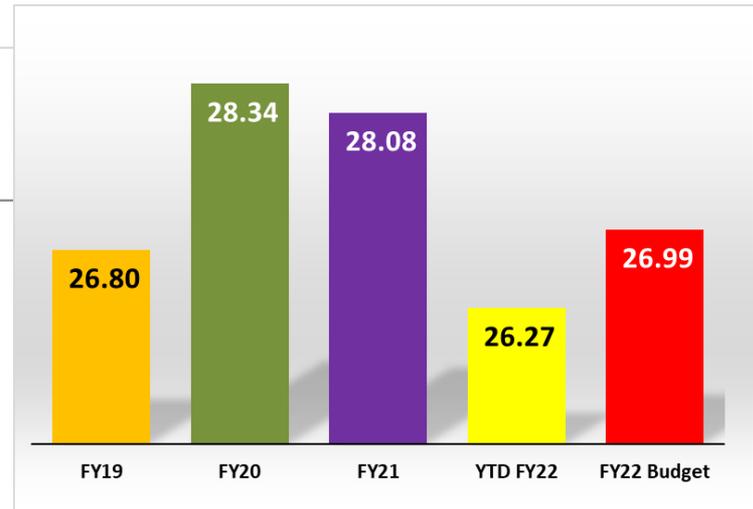
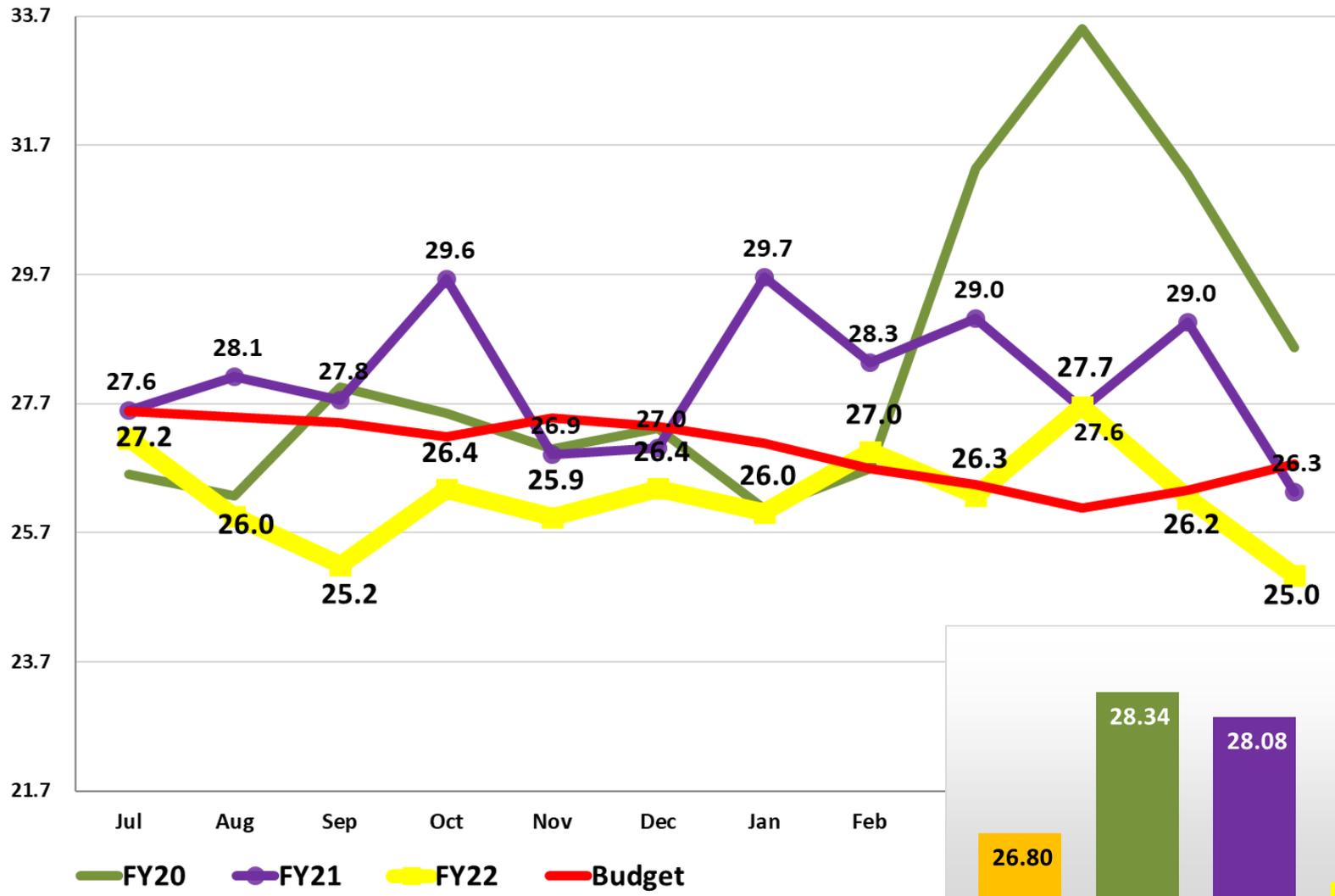
Trended Income Statement (000's)

	25,797	26,085	27,742	28,344	28,267	26,571	27,106	26,955	24,973	27,296	26,159	28,283	27,788
Adjusted Patient Days	25,797	26,085	27,742	28,344	28,267	26,571	27,106	26,955	24,973	27,296	26,159	28,283	27,788
	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
Operating Revenue													
Net Patient Service Revenue	\$45,033	\$51,502	\$49,714	\$57,879	\$55,674	\$54,846	\$51,115	\$56,862	\$47,933	\$52,555	\$49,729	\$56,673	\$50,790
Supplemental Gov't Programs	6,845	4,286	4,286	4,286	4,383	11,778	10,297	4,383	5,579	5,192	6,983	4,383	8,334
Prime Program	721	667	667	667	667	667	667	3,285	667	667	667	3,282	3,282
Premium Revenue	7,602	4,902	5,425	5,163	5,156	5,054	5,173	5,272	6,574	5,772	9,112	5,948	5,943
Management Services Revenue	3,251	3,172	3,298	3,523	3,137	2,690	2,921	2,536	2,910	2,988	2,885	2,813	3,188
Other Revenue	2,548	2,009	2,348	1,873	2,250	1,974	2,300	1,993	1,796	1,990	3,789	2,126	2,743
Other Operating Revenue	20,967	15,036	16,024	15,513	15,592	22,162	21,358	17,469	17,526	16,609	23,436	18,552	23,490
Total Operating Revenue	66,000	66,537	65,737	73,391	71,266	77,008	72,473	74,331	65,459	69,164	73,165	75,225	74,280
Operating Expenses													
Salaries & Wages	26,249	27,474	28,198	31,872	30,538	28,408	29,967	29,407	27,297	30,503	28,987	28,998	27,936
Contract Labor	2,080	1,116	1,358	1,721	1,872	1,745	3,238	4,958	3,882	1,299	5,784	7,813	6,650
Employee Benefits	(6,772)	4,087	3,878	4,728	4,217	3,481	4,161	4,566	4,923	6,119	6,057	3,229	16,653
Total Employment Expenses	21,557	32,678	33,434	38,321	36,627	33,634	37,366	38,931	36,102	37,920	40,828	40,040	51,239
Medical & Other Supplies	12,067	9,596	13,004	11,942	11,714	10,623	10,687	10,913	10,406	11,180	10,685	11,914	7,187
Physician Fees	8,207	7,922	8,527	7,736	9,674	10,261	9,479	9,210	8,812	9,045	8,829	9,329	9,538
Purchased Services	2,697	1,100	1,368	1,680	1,683	1,565	1,745	1,261	1,511	1,304	1,914	2,038	1,758
Repairs & Maintenance	2,319	2,074	2,425	2,425	2,702	2,330	2,331	2,324	2,588	2,251	2,204	2,380	2,358
Utilities	1,175	688	740	696	860	760	654	753	736	723	753	794	822
Rents & Leases	504	475	519	487	474	522	505	528	525	515	519	585	517
Depreciation & Amortization	3,924	2,635	2,632	2,636	2,634	2,636	2,631	2,614	2,634	2,583	2,649	2,610	3,460
Interest Expense	666	555	646	499	501	500	498	655	671	671	671	826	700
Other Expense	2,198	1,450	1,466	1,641	1,563	1,557	1,804	2,110	1,731	2,019	1,907	2,812	2,528
Humana Cap Plan Expenses	3,018	3,472	2,503	3,642	3,982	3,130	2,902	2,327	2,617	5,196	3,413	2,850	2,407
Management Services Expense	3,521	2,768	3,115	3,734	2,988	2,628	2,462	2,570	2,835	3,003	3,380	2,268	3,2273
Total Other Expenses	40,296	32,735	36,945	37,116	38,774	36,512	35,698	35,266	35,066	38,491	36,924	38,405	34,502
Total Operating Expenses	61,854	65,413	70,379	75,437	75,402	70,146	73,064	74,197	71,168	76,412	77,752	78,445	85,742
Operating Margin	\$4,146	\$1,124	(\$4,642)	(\$2,046)	(\$4,136)	\$6,862	(\$591)	\$134	(\$5,709)	(\$7,247)	(\$4,588)	(\$3,220)	(\$11,461)
Stimulus Funds	\$525	\$0	\$438	\$0	\$137	\$6,542	\$0	\$0	\$93	\$9,345	\$0	\$0	\$3,028
Operating Margin after Stimulus	\$4,671	\$1,124	(\$4,204)	(\$2,046)	(\$3,999)	\$13,404	(\$591)	\$134	(\$5,616)	\$2,098	(\$4,588)	(\$3,220)	(\$8,433)
Nonoperating Revenue (Loss)	248	582	552	(388)	595	587	2,495	568	693	(9,815)	(568)	(436)	(3,356)
Excess Margin	\$4,919	\$1,706	(\$3,651)	(\$2,434)	\$2,402	\$13,991	\$1,904	\$702	(\$4,924)	(\$7,718)	(\$5,156)	(\$3,656)	(\$11,789)

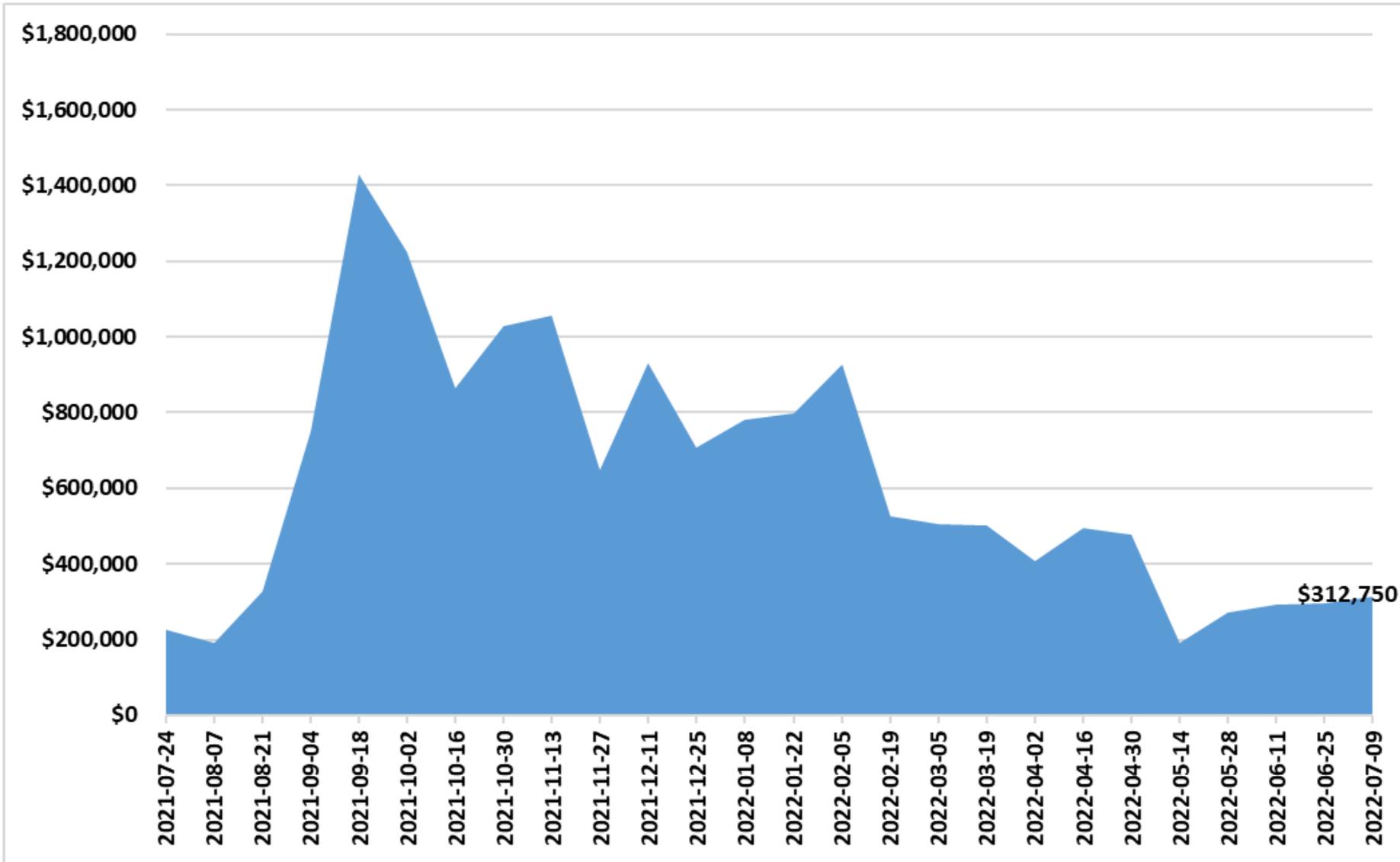
Productive Hours



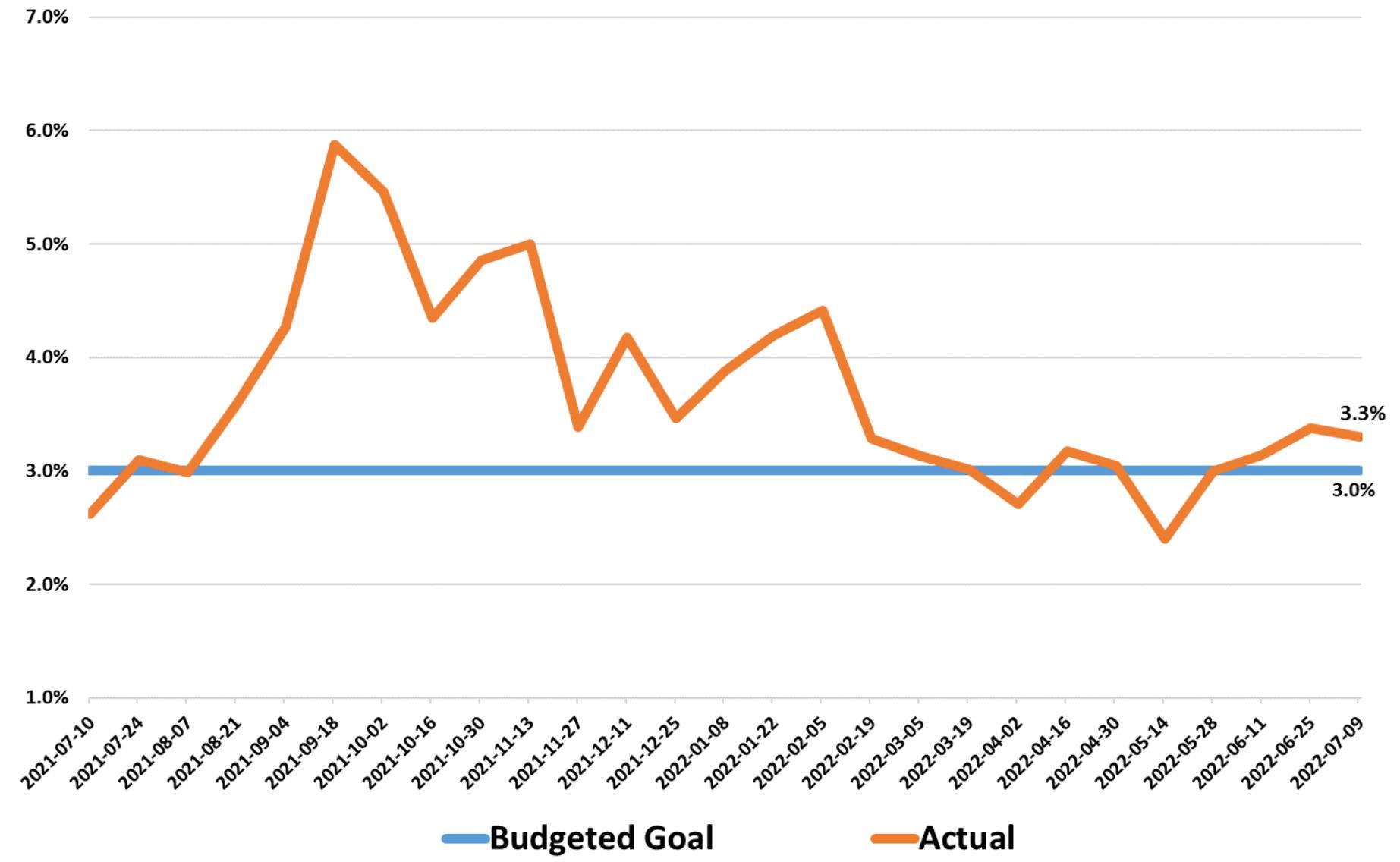
Productivity: Worked Hours/Adjusted Patient Days



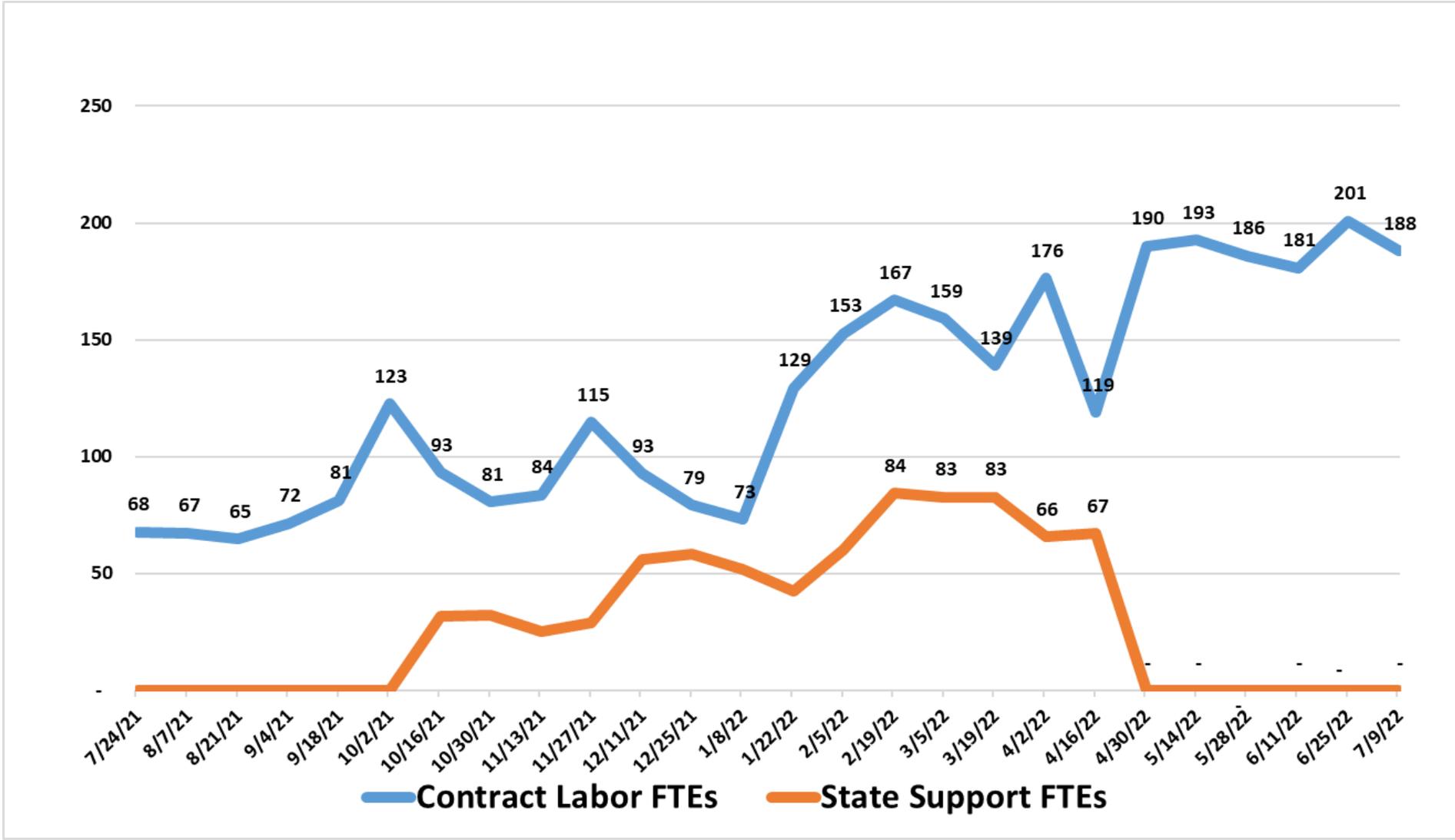
Shift Bonus



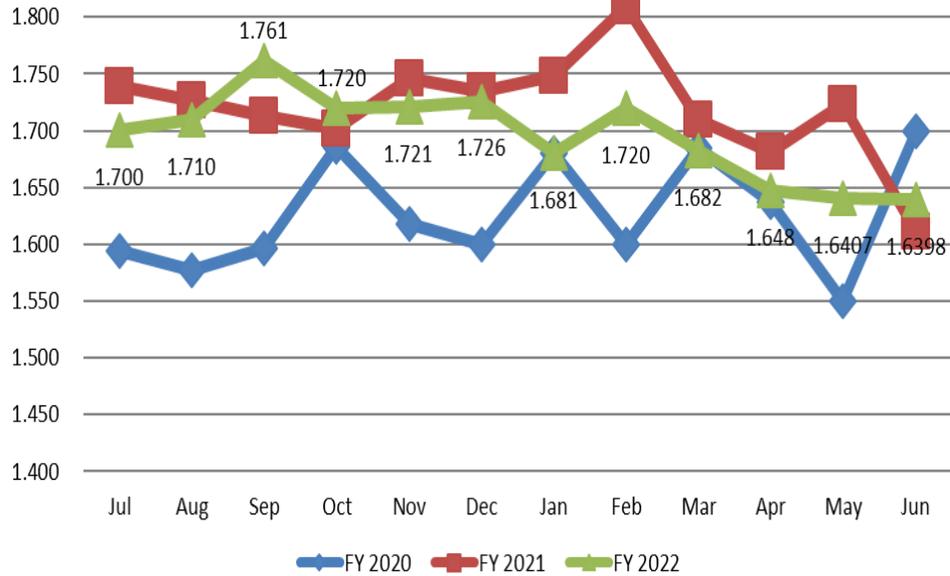
Overtime as a % of Productive Hours and \$



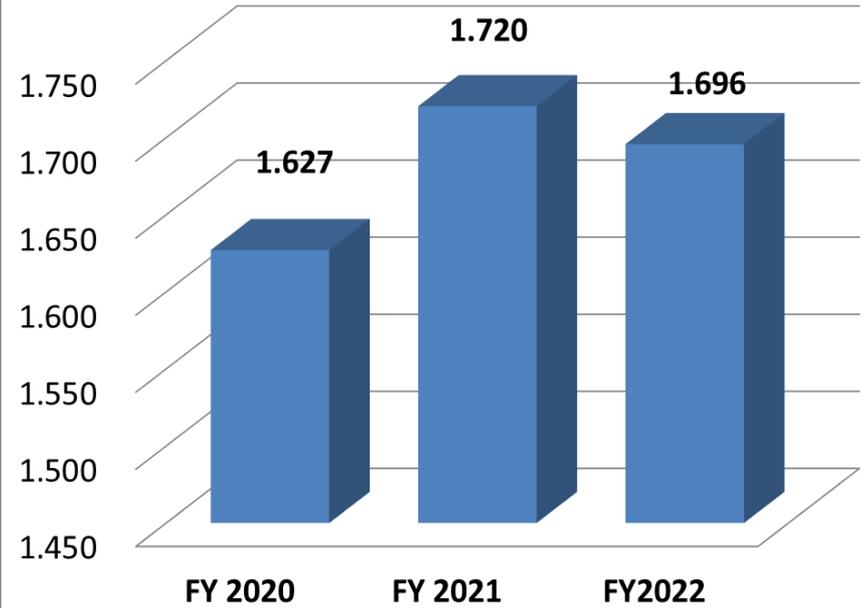
Contract Labor Full Time Equivalents (FTEs)



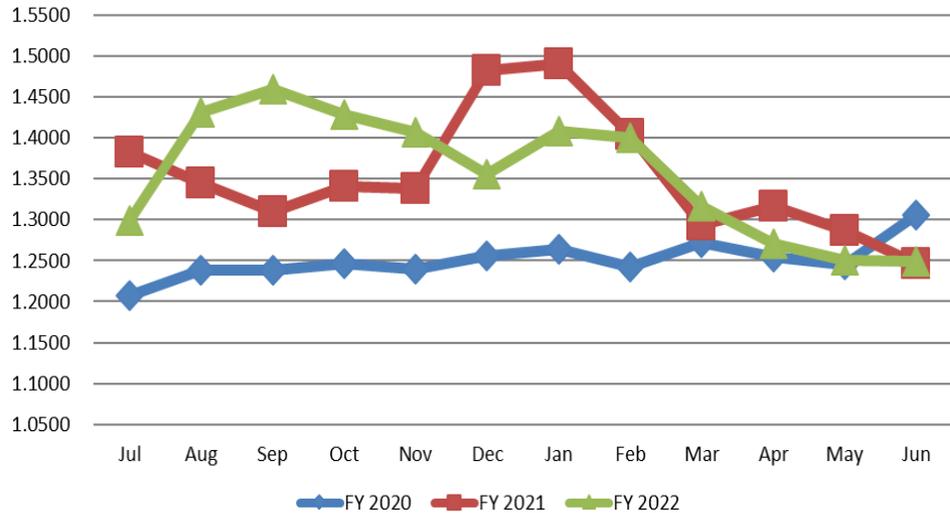
Case Mix Index w/o Normal Newborns



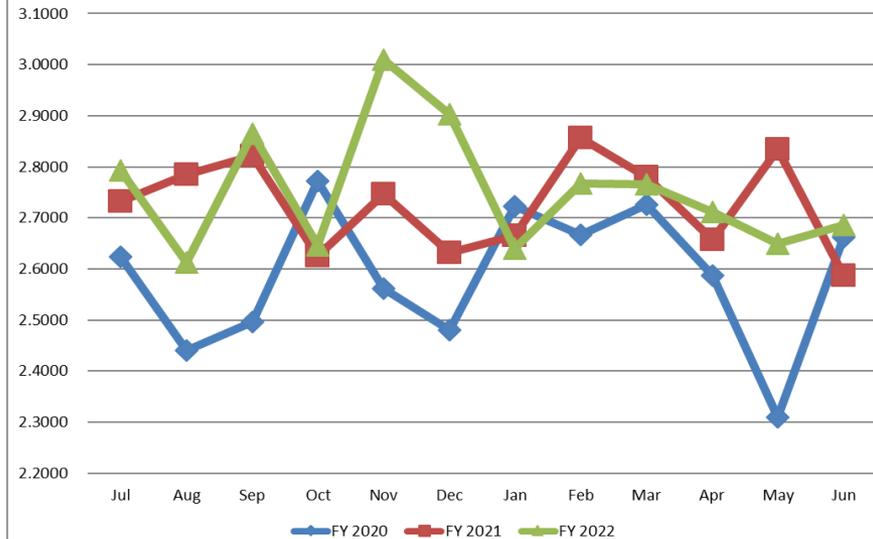
Case Mix Index w/o Normal Newborns - All



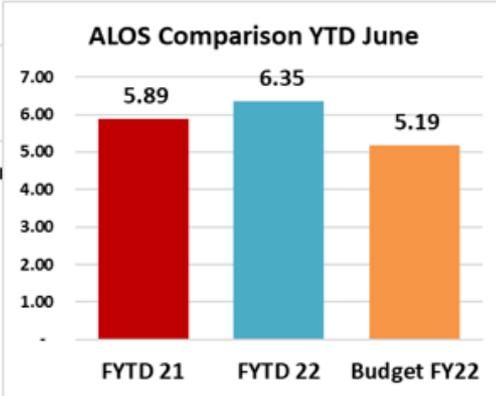
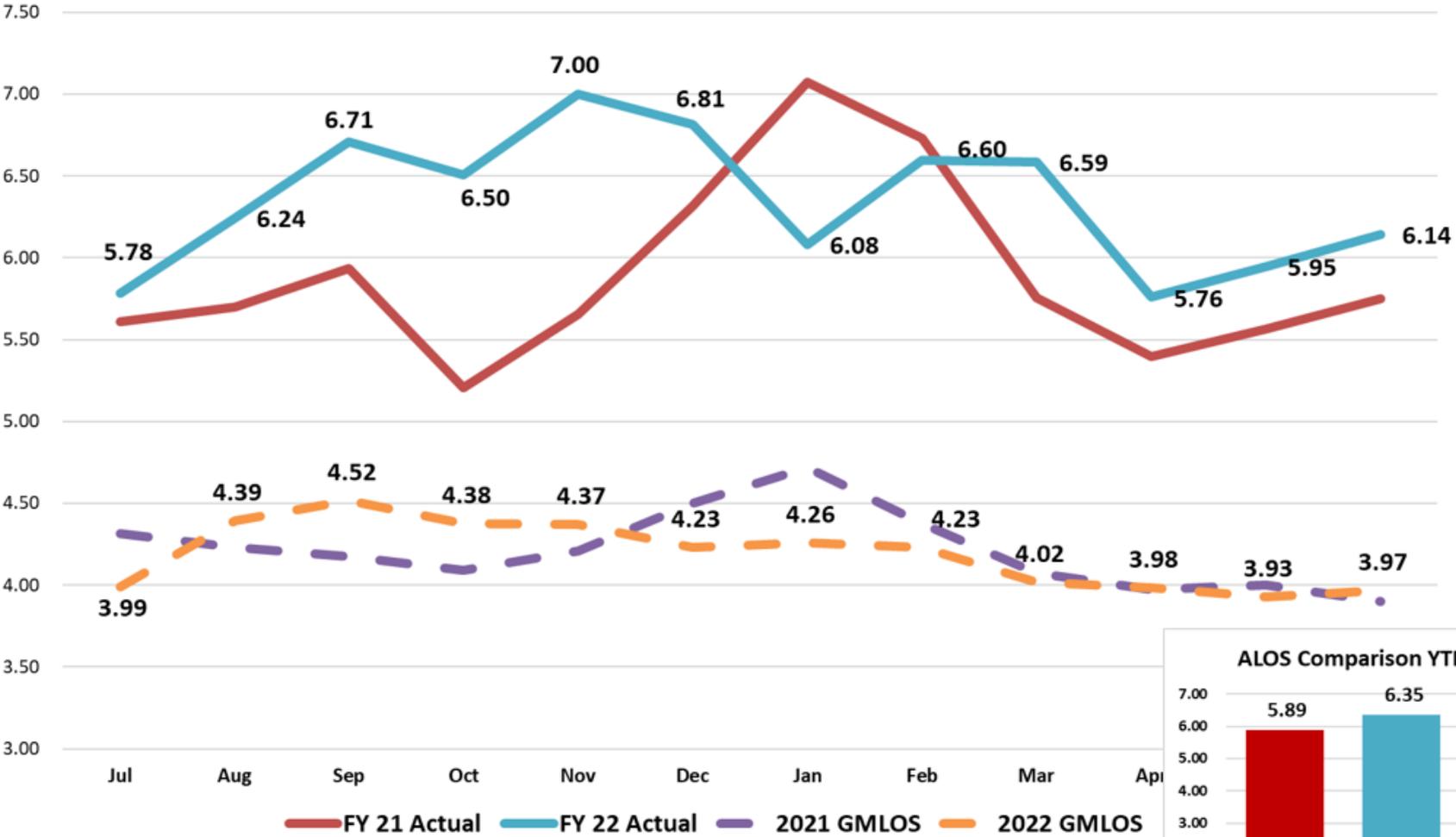
Case Mix **Medical** w/o Normal Newborns



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



Average Length of Stay versus National Average (GMLOS)



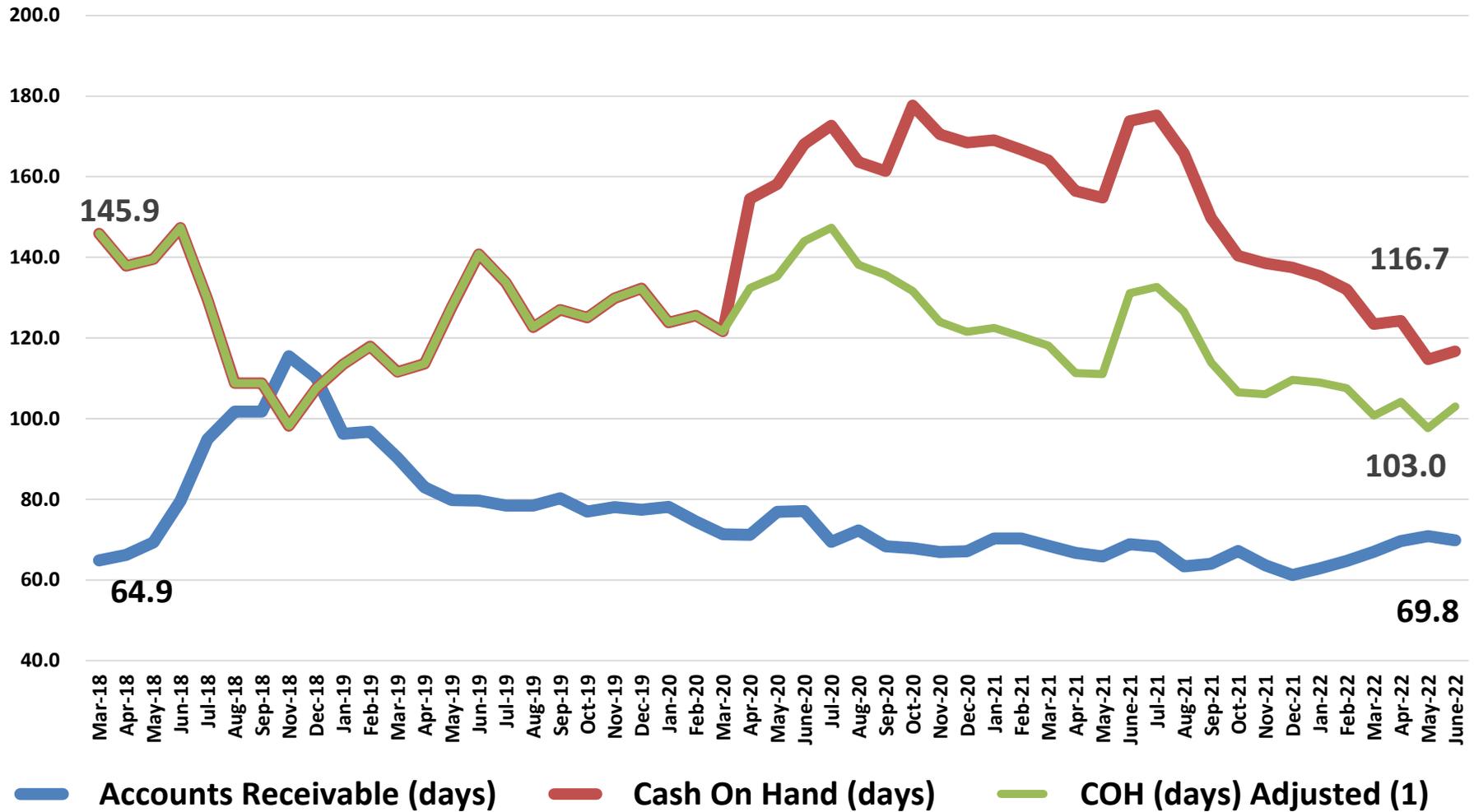
Average Length of Stay versus National Average (GMLOS)

	Including COVID Patients				Excluding COVID Patients			Gap Diff	%
	ALOS	GMLOS	GAP		ALOS	GMLOS	GAP		
Mar-20	5.20	4.04	1.16		5.17	4.03	1.14	0.02	2%
Apr-20	5.30	4.25	1.05		5.20	4.17	1.03	0.02	1%
May-20	5.25	4.16	1.09		4.74	4.06	0.68	0.40	37%
Jun-20	5.61	4.11	1.50		4.98	3.95	1.03	0.47	31%
Jul-20	5.61	4.32	1.29		5.01	4.05	0.96	0.33	25%
Aug-20	5.70	4.23	1.47		5.00	3.95	1.05	0.42	28%
Sep-20	5.93	4.17	1.76		5.33	4.00	1.33	0.43	24%
Oct-20	5.21	4.09	1.12		4.98	3.98	1.00	0.12	10%
Nov-20	5.66	4.21	1.45		5.40	4.07	1.33	0.12	8%
Dec-20	6.32	4.50	1.82		5.16	3.97	1.19	0.63	34%
Jan-21	7.07	4.72	2.35		5.61	4.15	1.46	0.90	38%
Feb-21	6.73	4.37	2.36		5.64	4.01	1.63	0.73	31%
Mar-21	5.75	4.07	1.68		5.04	3.92	1.12	0.56	33%
Apr-21	5.39	3.98	1.41		5.21	3.89	1.32	0.09	7%
May-21	5.57	4.00	1.57		5.34	3.92	1.42	0.15	10%
Jun-21	5.75	3.90	1.85		5.67	3.88	1.79	0.06	3%
Jul-21	5.78	3.99	1.79		5.68	3.94	1.74	0.05	3%
Aug-21	6.24	4.39	1.85		5.95	4.05	1.90	(0.05)	-3%
Sep-21	6.71	4.52	2.19		5.88	4.08	1.80	0.39	18%
Oct-21	6.50	4.38	2.12		5.33	4.00	1.33	0.79	37%
Nov-21	7.00	4.37	2.63		5.75	3.95	1.80	0.83	32%
Dec-21	6.81	4.23	2.58		6.11	3.98	2.13	0.45	17%
Jan-22	6.08	4.26	1.82		5.96	3.97	1.99	(0.17)	-9%
Feb-22	6.60	4.23	2.37		5.86	3.82	2.04	0.33	14%
Mar-22	6.59	4.02	2.57		5.66	3.89	1.77	0.80	31%
Apr-22	5.76	3.98	1.78		5.64	3.97	1.67	0.11	6%
May-22	5.95	3.93	2.02		5.60	3.87	1.73	0.29	14%
Jun-22	6.14	3.97	2.17		5.70	3.90	1.80	0.37	17%
Average	6.01	4.19	1.81	40/132	5.45	3.98	1.47	0.34	19%

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

JUNE 30, 2022

	Current Month Value	Prior Month Value	June 30, 2021 Audited Value	2020 Moody's Median Benchmark		
				Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	2.0	1.8	1.2	1.5	1.7	1.8
Accounts Receivable (days)	69.8	70.9	67.0	47.2	46.3	45.9
Cash On Hand (days)	116.7	114.7	173.3	334.8	261.4	207.2
Cushion Ratio (x)	17.4	16.9	22.9	45.9	28.8	19
Average Payment Period (days)	59.1	67.1	93.2	100.5	89.4	95.2
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	128.2%	119.3%	164.4%	285.0%	200.8%	149.7%
Debt-To-Capitalization	31.3%	32.1%	31.2%	24.8%	31.7%	40.1%
Debt-to-Cash Flow (x)	8.7	9.6	4.6	2.4	3	3.9
Debt Service Coverage	1.5	1.4	2.9	7.5	5.2	3.7
Maximum Annual Debt Service Coverage (x) ***	1.4	1.3	2.9	6.6	4.4	3
Age Of Plant (years)	14.2	14.5	13.5	10.6	11.8	12.9
PROFITABILITY RATIOS						
Operating Margin	(4.1%)	(3.0%)	(3.5%)	2.2%	1.4%	0.6%
Excess Margin	(1.5%)	(1.6%)	1.5%	6.3%	4.8%	3.0%
Operating Cash Flow Margin	0.5%	1.5%	1.4%	7.4%	7.6%	6.2%
Return on Assets	(1.5%)	(1.5%)	1.3%	4.4%	3.8%	2.8%

*** Income available for debt service as of 6/30/22 assumes elimination of unrealized losses on the District's investment portfolio as a non-cash extraordinary item

KAWEAH DELTA HEALTH CARE DISTRICT														
CONSOLIDATED INCOME STATEMENT (000's)														
FISCAL YEAR 2021 & 2022														
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							
2021														
Jul-20	47,402	13,608	61,009	32,213	7,807	10,036	13,502	63,559	(2,550)	4,542	1,993	(4.2%)	3.0%	
Aug-20	48,393	13,339	61,732	32,203	8,699	10,720	14,744	66,366	(4,634)	4,444	(191)	(7.5%)	(0.3%)	
Sep-20	48,769	13,548	62,317	32,837	6,871	11,619	14,643	65,971	(3,654)	3,138	(515)	(5.9%)	(0.8%)	
Oct-20	51,454	13,083	64,537	33,385	7,746	10,713	15,033	66,876	(2,339)	5,177	2,837	(3.6%)	4.1%	
Nov-20	50,994	12,719	63,713	31,225	8,079	10,999	14,837	65,140	(1,427)	2,807	1,380	(2.2%)	2.1%	
Dec-20	50,409	13,317	63,726	34,298	8,024	11,492	15,152	68,965	(5,240)	1,963	(3,276)	(8.2%)	(5.0%)	
Jan-21	49,949	14,115	64,064	34,008	8,421	12,014	15,101	69,544	(5,480)	6,363	883	(8.6%)	1.3%	
Feb-21	44,505	14,519	59,024	31,565	8,484	9,685	13,829	63,562	(4,538)	3,973	(565)	(7.7%)	(0.9%)	
Mar-21	56,144	17,106	73,250	35,505	8,278	10,923	16,990	71,696	1,554	2,267	3,821	2.1%	5.1%	
Apr-21	52,593	19,684	72,277	37,084	8,320	11,011	16,895	73,310	(1,033)	2,645	1,612	(1.4%)	2.2%	
May-21	50,531	15,692	66,223	34,042	7,754	10,170	16,569	68,535	(2,312)	1,829	(483)	(3.5%)	(0.7%)	
Jun-21	45,033	20,967	66,000	21,557	8,207	12,067	20,023	61,854	4,146	773	4,919	6.3%	7.4%	
2021 FY Total	\$ 596,175	\$ 181,697	\$ 777,872	\$ 389,923	\$ 96,690	\$ 131,449	\$ 187,317	\$ 805,379	\$ (27,507)	\$ 39,921	\$ 12,414	(3.5%)	1.5%	
2022														
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%)	(4.8%)	
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%	18.2%	
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%)	2.6%	
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%)	(7.5%)	
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%)	(7.0%)	
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	23,490	74,280	51,239	9,538	7,187	17,777	85,741	(11,461)	(328)	(11,789)	(15.4%)	(15.9%)	
2022 FY Total	\$ 635,270	\$ 223,203	\$ 858,474	\$ 457,132	\$ 108,362	\$ 129,850	\$ 198,223	\$ 893,567	\$ (35,093)	\$ 10,653	\$ (24,440)	(4.1%)	(2.8%)	
FYTD Budget	635,050	189,168	824,218	391,534	100,055	125,557	193,640	810,786	13,432	6,349	19,781	1.6%	2.4%	
Variance	\$ 220	\$ 34,035	\$ 34,256	\$ 65,598	\$ 8,307	\$ 4,293	\$ 4,583	\$ 82,781	\$ (48,526)	\$ 4,304	\$ (44,221)			
Current Month Analysis														
Jun-22	\$ 50,790	\$ 23,490	\$ 74,280	\$ 51,239	\$ 9,538	\$ 7,187	\$ 17,777	\$ 85,741	\$ (11,461)	\$ (328)	\$ (11,789)	(15.4%)	(15.9%)	
Budget	52,092	16,100	68,192	32,627	8,456	7,113	16,565	67,909	284	1,037	1,321	0.4%	1.9%	
Variance	\$ (1,302)	\$ 7,390	\$ 6,088	\$ 18,612	\$ 1,082	\$ (3,074)	\$ 1,212	\$ 17,833	\$ (11,745)	\$ (1,365)	(13,110)			

KAWEAH DELTA HEALTH CARE DISTRICT

FISCAL YEAR 2021 & 2022

Fiscal Year	Patient		Adjusted Patient		DFR &	Net Patient	Personnel	Physician	Supply	Total	Personnel	Physician	Supply	Total
	Days	ADC	Days	I/P Revenue %	Bad Debt %	Revenue/ Ajusted Patient Day	Expense/ Ajusted Patient Day	Fees/ Ajusted Patient Day	Expense/ Ajusted Patient Day	Operating Expense/ Ajusted Patient Day	Expense/ Net Patient Revenue	Fees/ Net Patient Revenue	Expense/ Net Patient Revenue	Operating Expense/ Net Patient Revenue
2021														
Jul-20	13,016	420	24,934	52.2%	76.8%	1,901	1,292	313	403	2,549	68.0%	16.5%	21.2%	134.1%
Aug-20	13,296	429	24,893	53.4%	75.7%	1,944	1,294	349	431	2,666	66.5%	18.0%	22.2%	137.1%
Sep-20	13,024	434	24,587	53.0%	75.6%	1,984	1,336	279	473	2,683	67.3%	14.1%	23.8%	135.3%
Oct-20	12,478	403	24,749	50.4%	74.2%	2,079	1,349	313	433	2,702	64.9%	15.1%	20.8%	130.0%
Nov-20	12,898	430	24,958	51.7%	74.0%	2,043	1,251	324	441	2,610	61.2%	15.8%	21.6%	127.7%
Dec-20	14,389	464	25,827	55.7%	75.2%	1,952	1,328	311	445	2,670	68.0%	15.9%	22.8%	136.8%
Jan-21	14,002	452	24,471	57.2%	75.5%	2,041	1,390	344	491	2,842	68.1%	16.9%	24.1%	139.2%
Feb-21	12,388	442	23,578	52.5%	77.3%	1,888	1,339	360	411	2,696	70.9%	19.1%	21.8%	142.8%
Mar-21	13,030	420	25,820	50.5%	74.9%	2,174	1,375	321	423	2,777	63.2%	14.7%	19.5%	127.7%
Apr-21	12,361	412	25,268	48.9%	75.8%	2,081	1,468	329	436	2,901	70.5%	15.8%	20.9%	139.4%
May-21	13,115	423	25,026	52.4%	76.4%	2,019	1,360	310	406	2,739	67.4%	15.3%	20.1%	135.6%
Jun-21	12,916	431	25,797	50.1%	79.6%	1,746	836	318	468	2,398	47.9%	18.2%	26.8%	137.4%
2021 FY Total	156,913	430	300,105	52.3%	75.9%	1,987	1,299	322	438	2,684	65.4%	16.2%	22.0%	135.1%
2022														
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	1,844	343	259	3,086	100.9%	18.8%	14.2%	168.8%
2022 FY Total	168,040	460	325,602	51.6%	75.9%	1,951	1,404	333	399	2,744	72.0%	17.1%	20.4%	140.7%
FYTD Budget	161,416	442	319,535	50.5%	75.6%	1,987	1,225	313	393	2,490	61.7%	15.8%	19.8%	127.7%
Variance	6,624	18	6,068	1.1%	0.4%	(36)	179	20	6	254	10.3%	1.3%	0.7%	13.0%
Current Month Analysis														
Jun-22	13,603	453	27,788	49.0%	77.7%	1,828	1,844	343	259	3,086	100.9%	18.8%	14.2%	168.8%
Budget	13,025	434	26,062	50.0%	75.5%	1,999	1,252	324	394	2,444	62.6%	16.2%	19.7%	130.4%
Variance	578	19	1,726	(1.0%)	2.2%	(171)	45/132	19	(135)	642	38.3%	2.5%	(5.5%)	38.5%

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

	Jun-22	May-22	Change	% Change	Jun-21 (Audited)
ASSETS AND DEFERRED OUTFLOWS					
CURRENT ASSETS					
Cash and cash equivalents	\$ 21,693	\$ 12,391	\$ 9,302	75.07%	\$ 30,081
Current Portion of Board designated and trusted assets	14,121	24,737	(10,616)	-42.92%	13,695
Accounts receivable:					
Net patient accounts	135,696	135,283	413	0.31%	121,553
Other receivables	28,241	26,417	1,824	6.90%	16,048
	163,937	161,700	2,237	1.38%	137,601
Inventories	13,742	11,428	2,314	20.25%	10,800
Medicare and Medi-Cal settlements	57,965	55,544	2,422	4.36%	37,339
Prepaid expenses	13,213	9,989	3,224	32.28%	12,210
Total current assets	284,672	275,789	8,883	3.22%	241,726
NON-CURRENT CASH AND INVESTMENTS -					
less current portion					
Board designated cash and assets	266,042	267,248	(1,206)	-0.45%	349,933
Revenue bond assets held in trust	8	22,336	(22,328)	-99.96%	22,271
Assets in self-insurance trust fund	1,040	1,945	(905)	-46.53%	2,073
Total non-current cash and investments	267,091	291,529	(24,439)	-8.38%	374,277
CAPITAL ASSETS					
Land	17,542	17,542	-	0.00%	17,542
Buildings and improvements	386,303	386,089	215	0.06%	384,399
Equipment	323,384	321,955	1,428	0.44%	316,636
Construction in progress	57,978	58,288	(310)	-0.53%	53,113
	785,208	783,874	1,333	0.17%	771,690
Less accumulated depreciation	458,757	455,318	3,440	0.76%	427,307
	326,451	328,557	(2,106)	-0.64%	344,383
Property under capital leases -					
less accumulated amortization	(295)	(295)	-	0.00%	376
Total capital assets	326,155	328,262	(2,106)	-0.64%	344,759
OTHER ASSETS					
Property not used in operations	1,588	1,588	-	0.00%	1,635
Health-related investments	4,620	4,635	(16)	-0.34%	5,216
Other	12,511	12,832	(320)	-2.50%	11,569
Total other assets	18,719	19,055	(336)	-1.76%	18,419
Total assets	896,637	914,635	(17,998)	-1.97%	979,182
DEFERRED OUTFLOWS					
Total assets and deferred outflows	\$ 861,428	\$ 879,443	\$ (18,015)	-2.05%	\$ 943,351

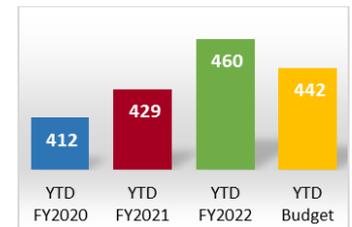
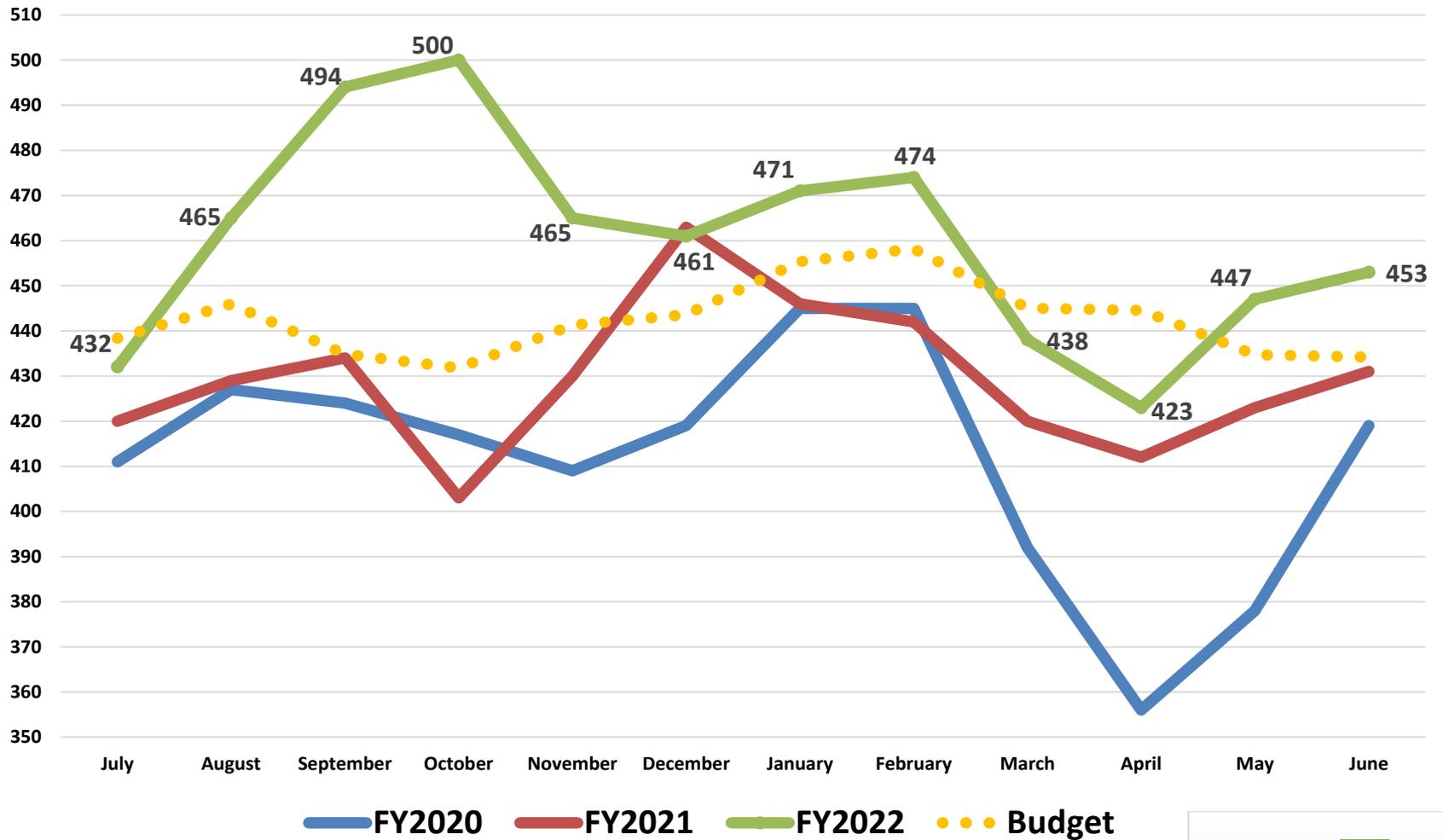
KAWEAH DELTA HEALTH CARE DISTRICT
CONSOLIDATED STATEMENTS OF NET POSITION (000's)

	Jun-22	May-22	Change	% Change	Jun-21 (Audited)
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable and accrued expenses	\$ 62,439	\$ 70,586	\$ (8,147)	-11.54%	\$ 114,900
Accrued payroll and related liabilities	74,165	74,025	139	0.19%	71,537
Long-term debt, current portion	2,903	11,499	(8,596)	-74.76%	11,128
Total current liabilities	139,507	156,110	(16,603)	-10.64%	197,565
LONG-TERM DEBT, less current portion					
Bonds payable	248,529	248,535	(7)	0.00%	250,675
Capital leases	72	89	(17)	-19.02%	123
Notes payable	7,816	7,816	-	0.00%	-
Total long-term debt	256,417	256,440	(24)	-0.01%	250,797
NET PENSION LIABILITY	(32,154)	(44,722)	12,568	-28.10%	(22,273)
OTHER LONG-TERM LIABILITIES	30,622	32,828	(2,206)	-6.72%	30,894
Total liabilities	394,391	400,656	(6,265)	-1.56%	456,983
NET ASSETS					
Invested in capital assets, net of related debt	78,181	94,008	(15,827)	-16.84%	107,949
Restricted	31,582	42,558	(10,976)	-25.79%	31,668
Unrestricted	357,274	342,221	15,053	4.40%	346,751
Total net position	467,037	478,787	(11,750)	-2.45%	486,368
Total liabilities and net position	\$ 861,428	\$ 879,443	\$ (18,015)	-2.05%	\$ 943,351

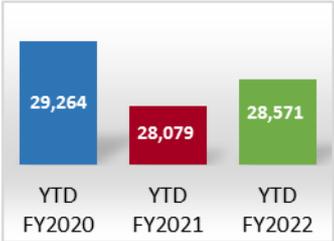
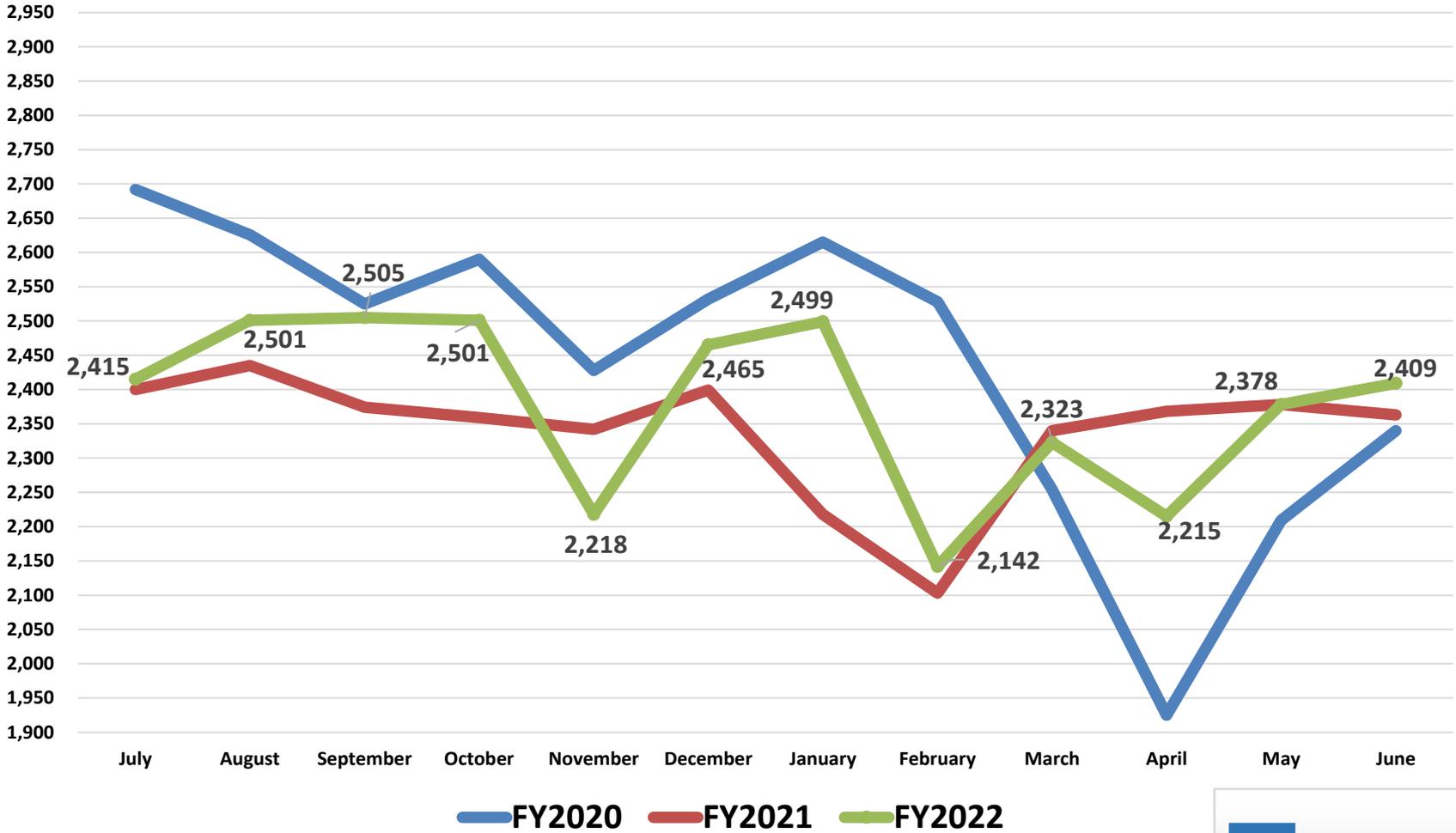
Statistical Report

July 2022

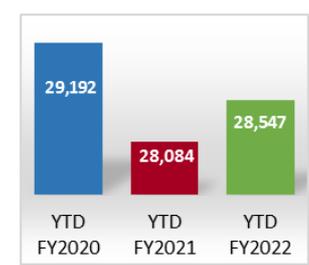
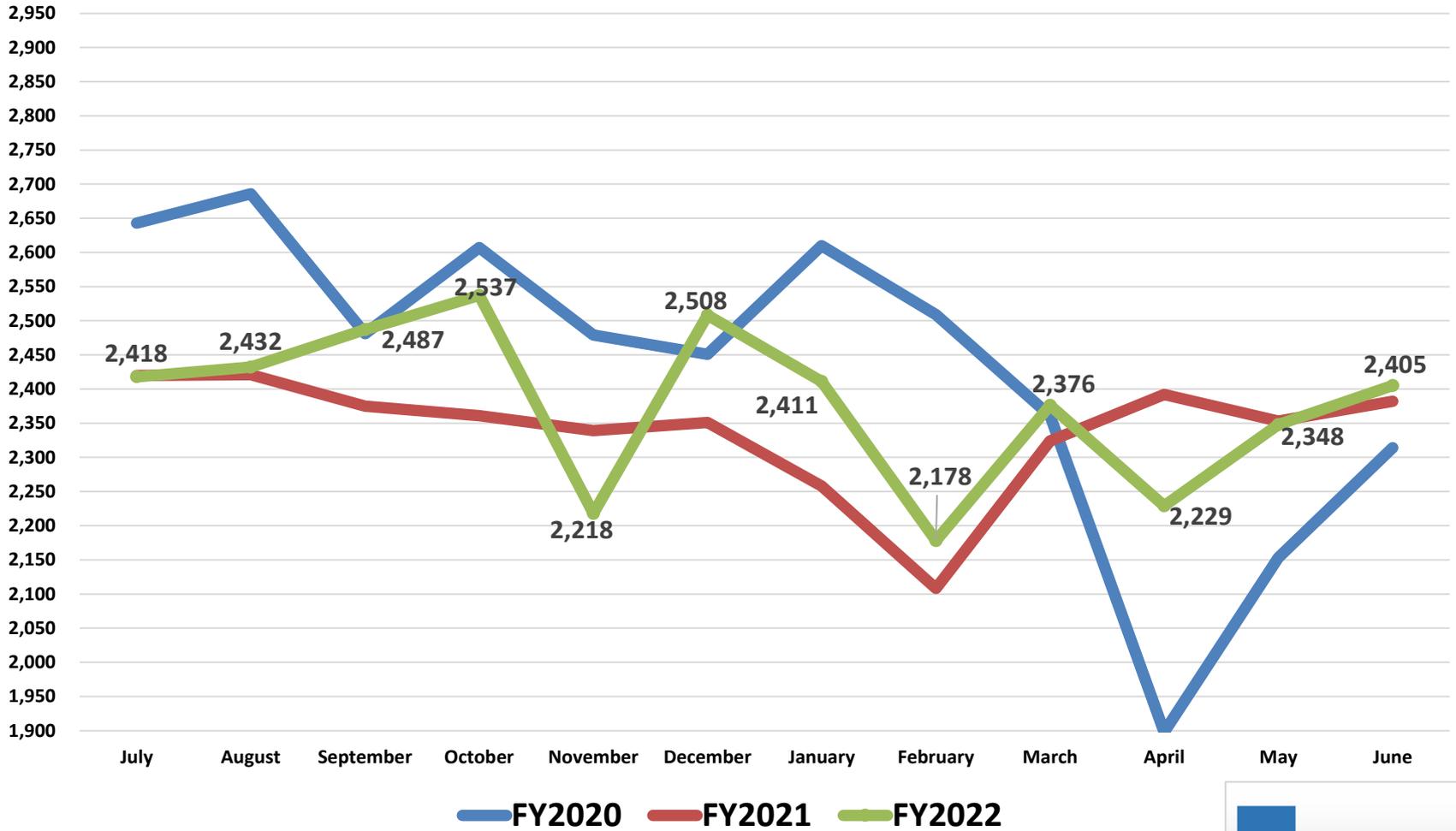
Average Daily Census



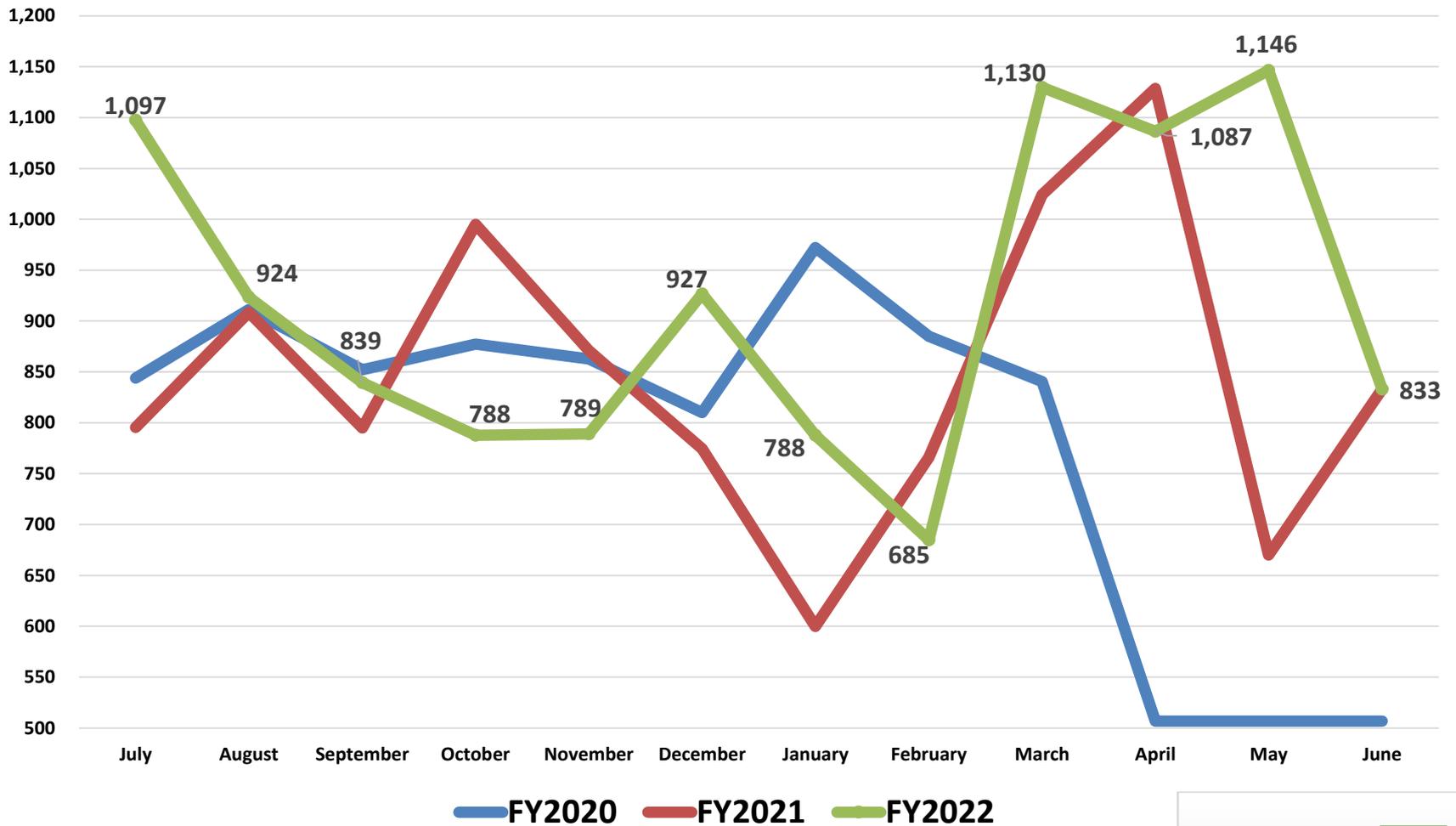
Admissions



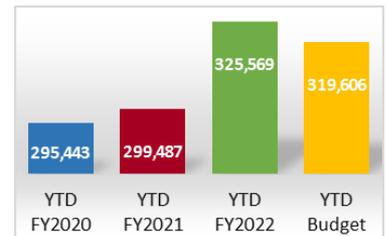
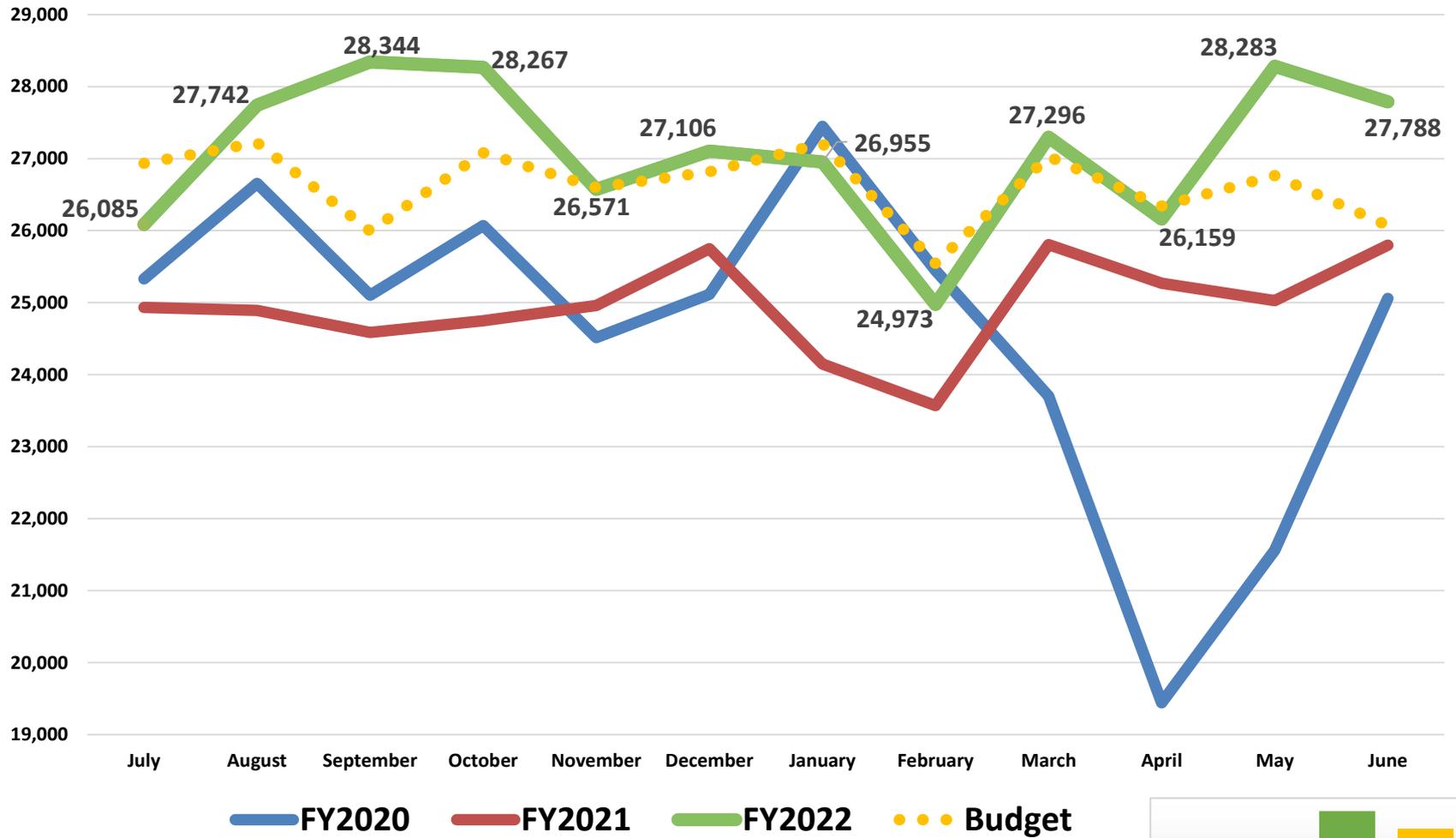
Discharges



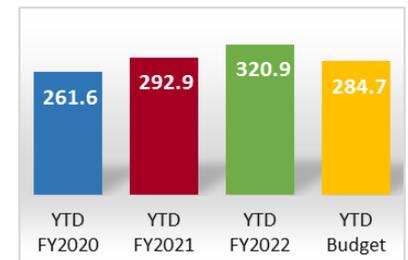
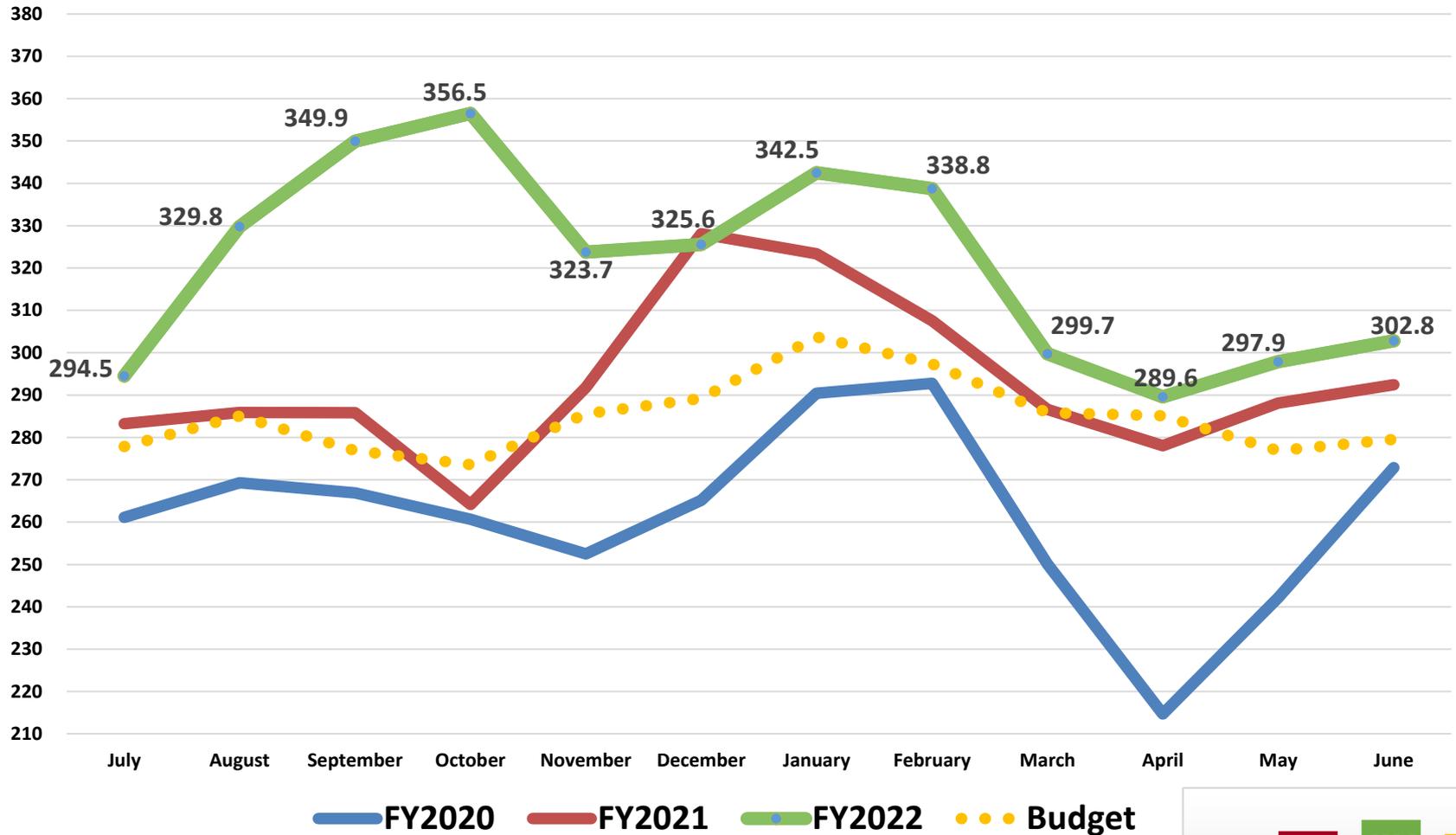
Observation Days



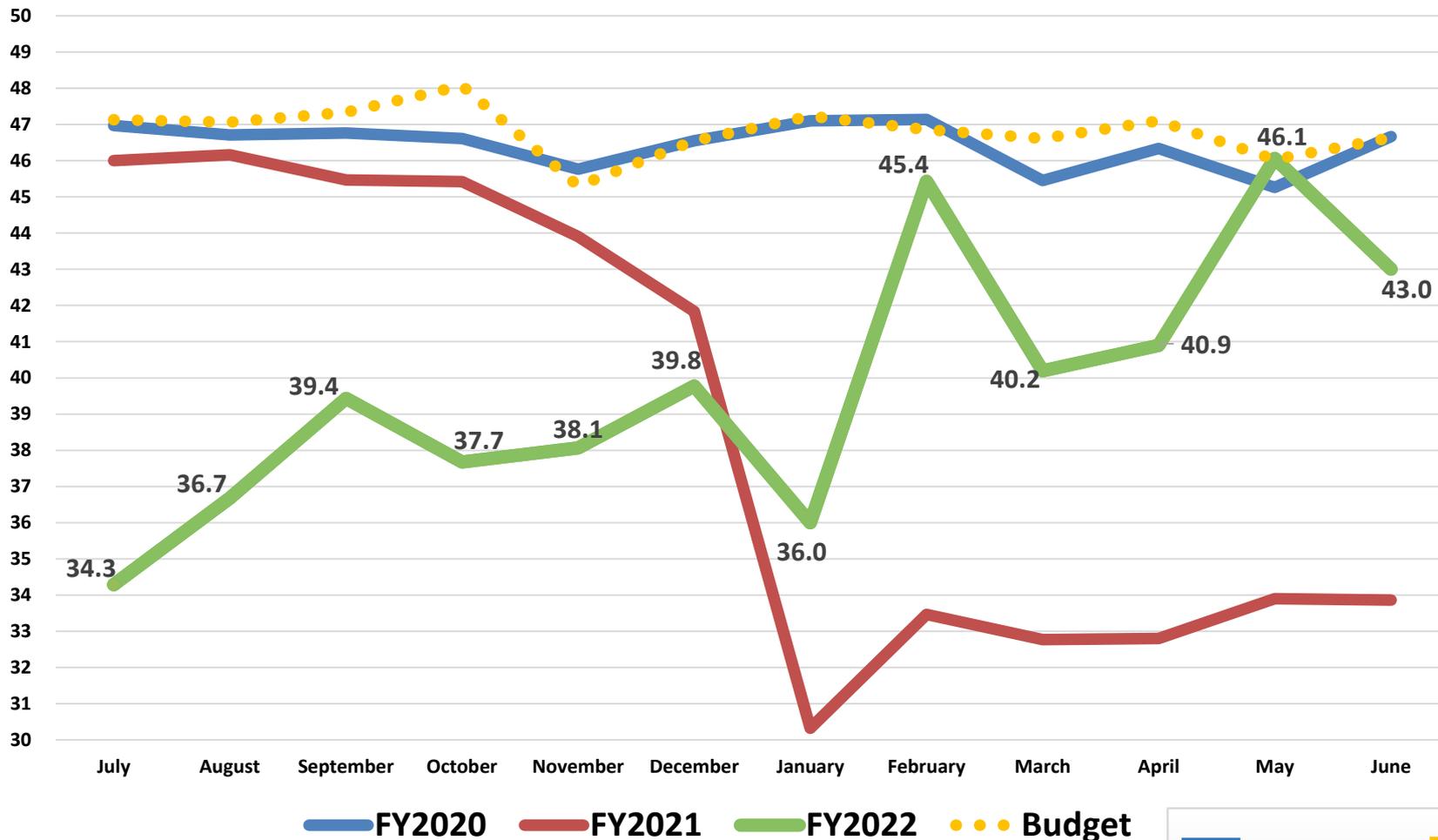
Adjusted Patient Days



Medical Center – Avg. Patients Per Day

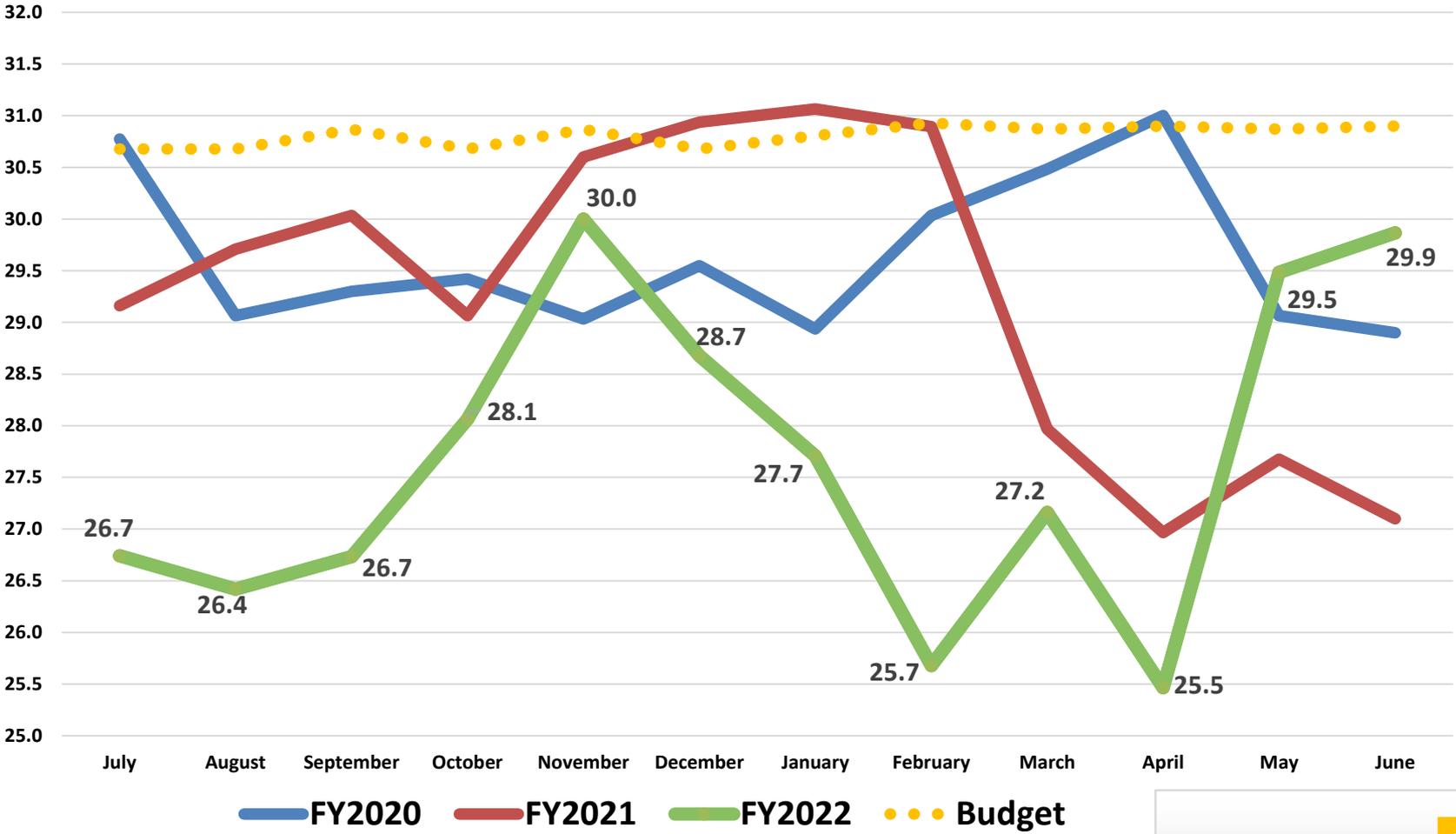


Acute I/P Psych - Avg. Patients Per Day



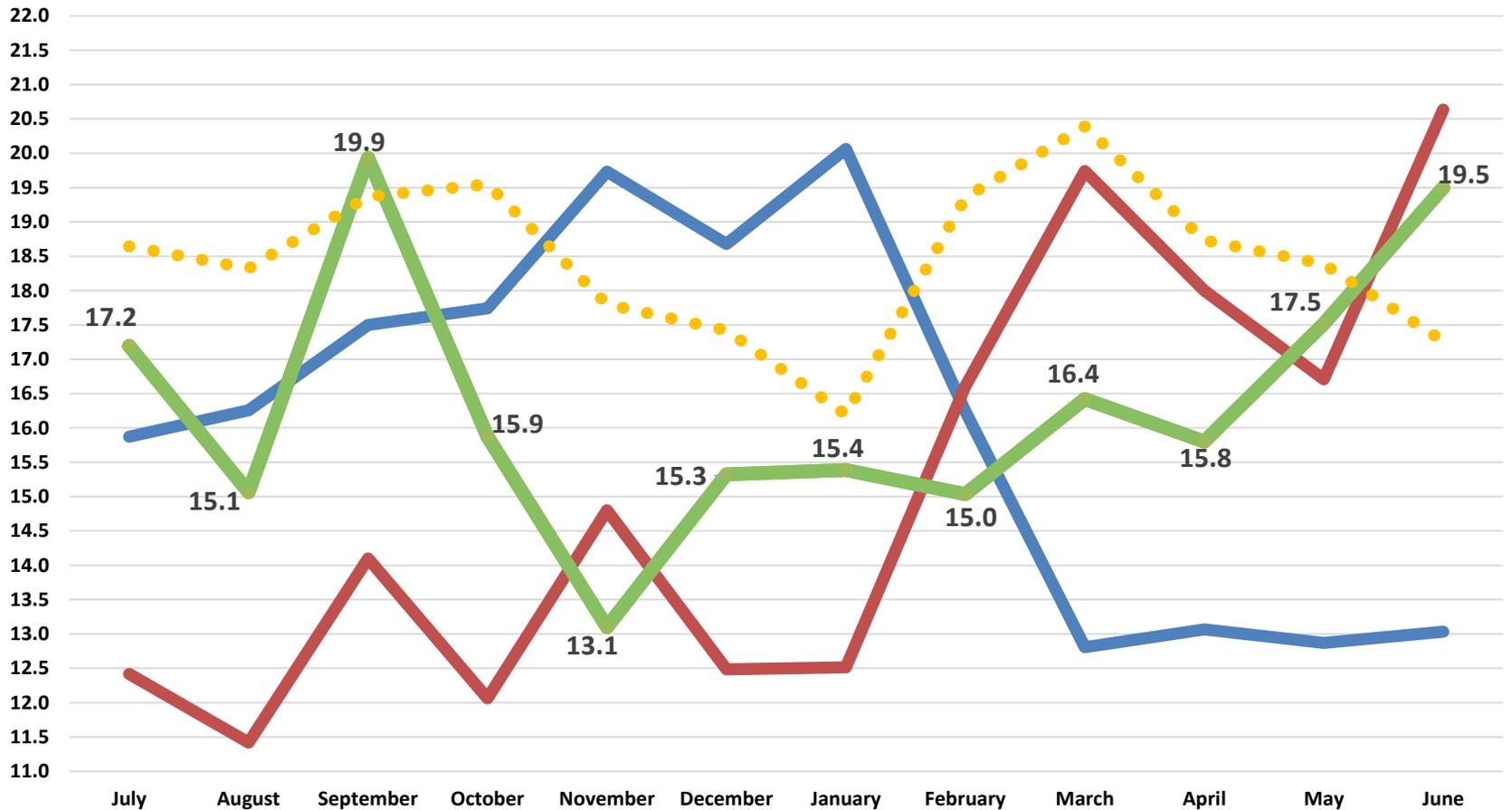
46.4	38.8	39.8	46.8
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Sub-Acute - Avg. Patients Per Day



29.6	29.3	27.7	30.8
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

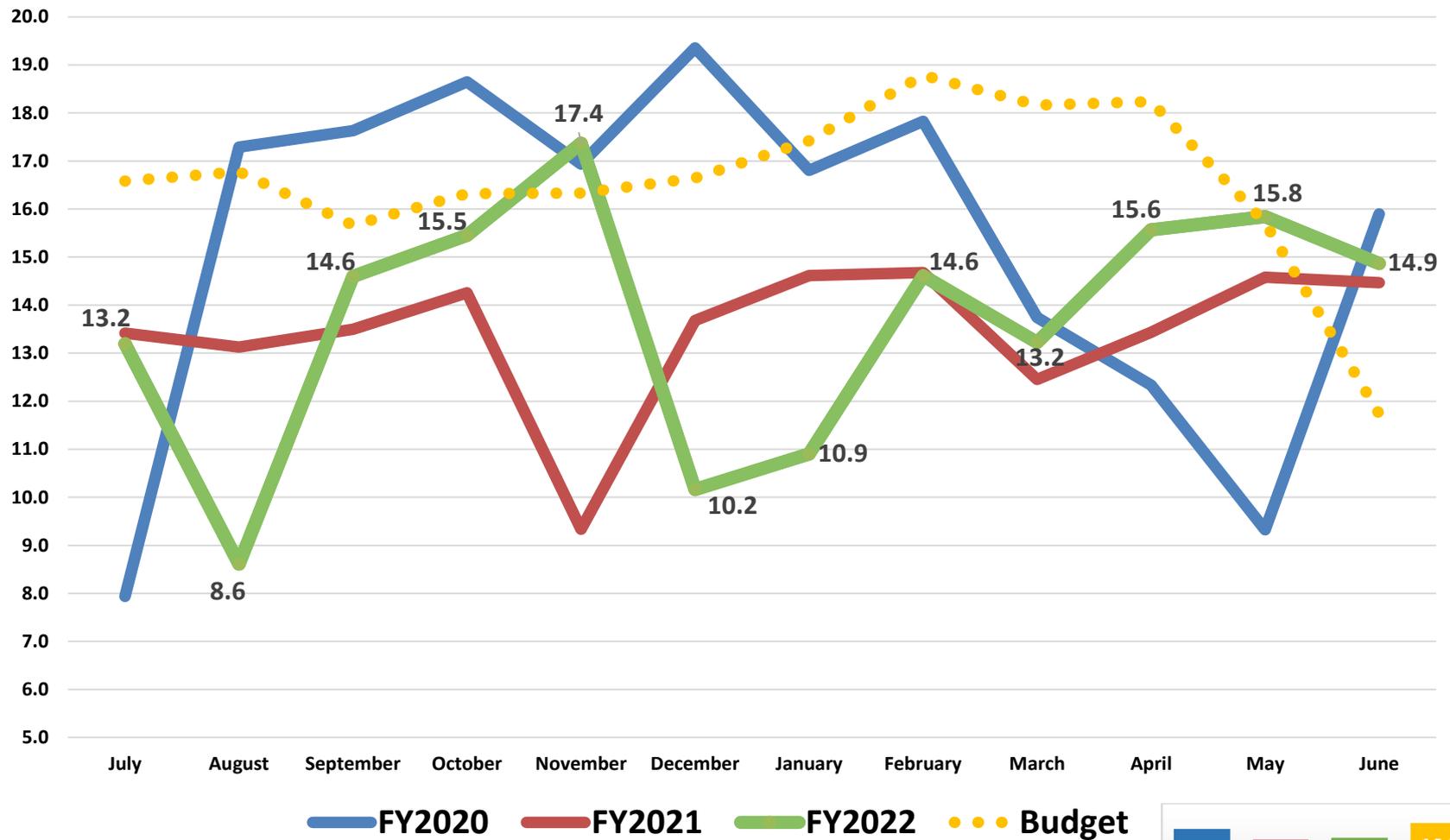
Rehabilitation Hospital - Avg. Patients Per Day



— **FY2020**
 — **FY2021**
 — **FY2022**
 ●●● **Budget**

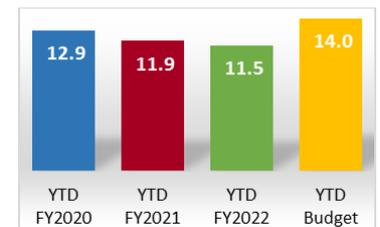
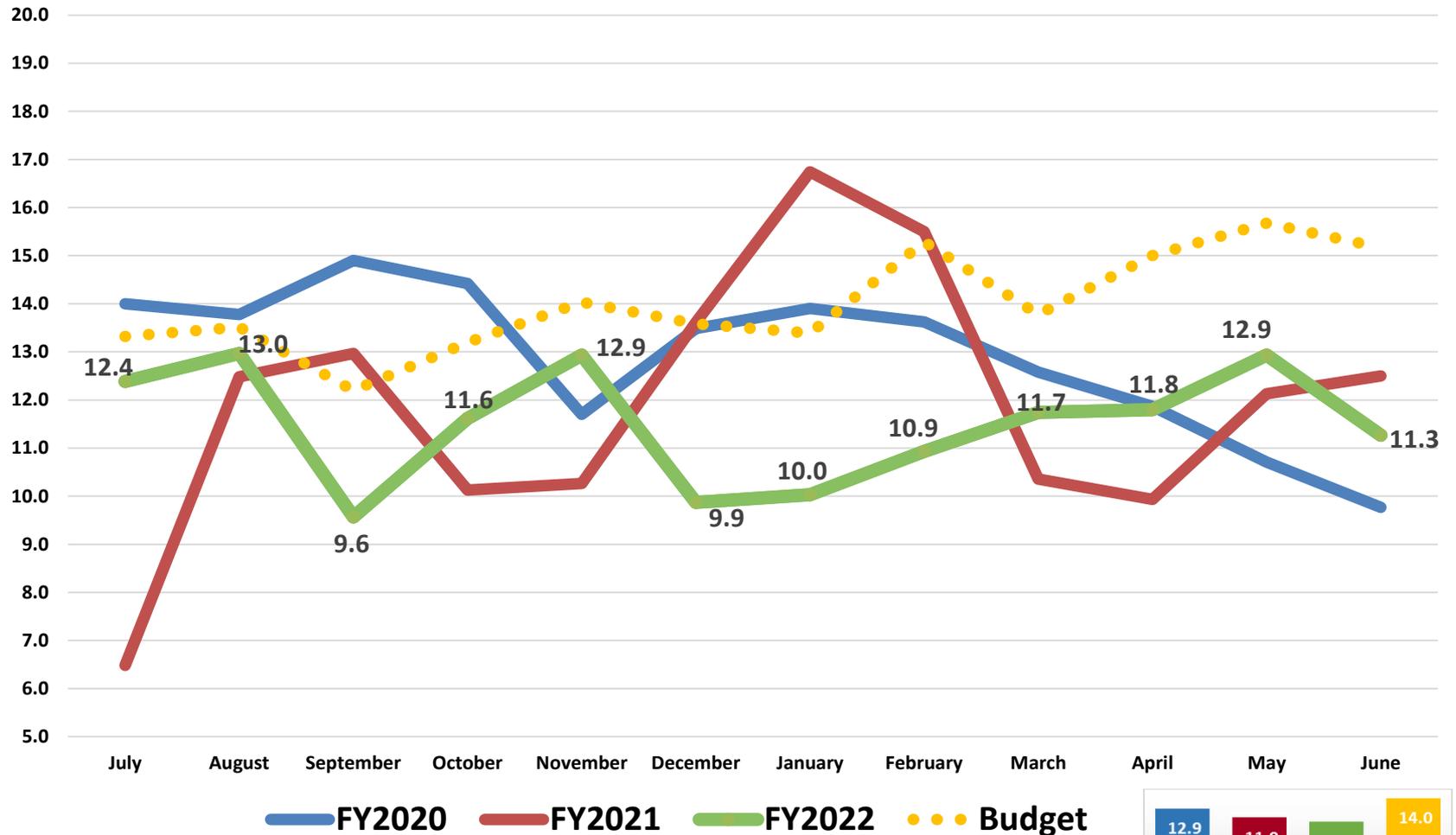


Transitional Care Services (TCS) - Avg. Patients Per Day

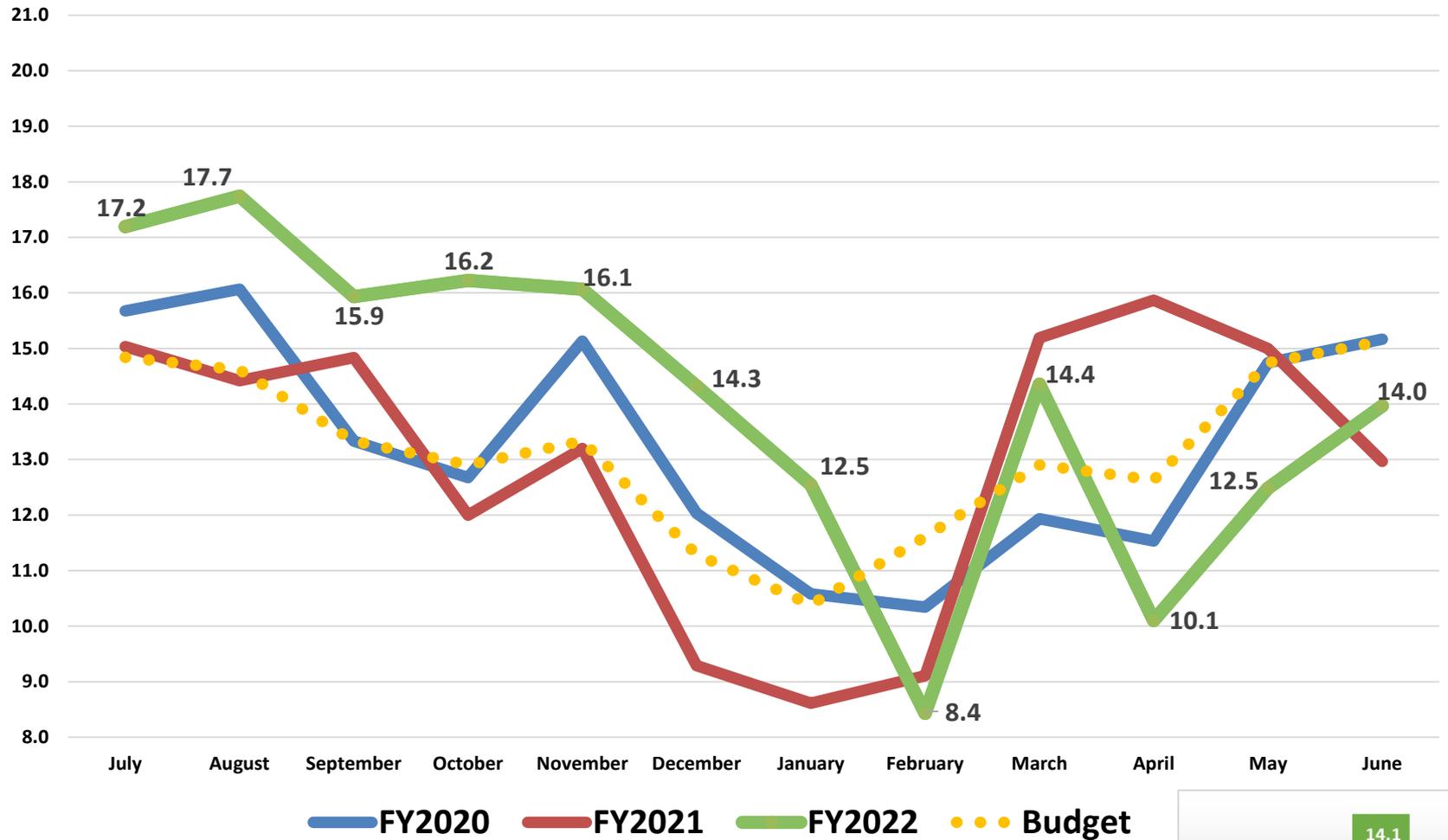


15.3	13.5	13.7	16.5
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

TCS Ortho - Avg. Patients Per Day



NICU - Avg. Patients Per Day

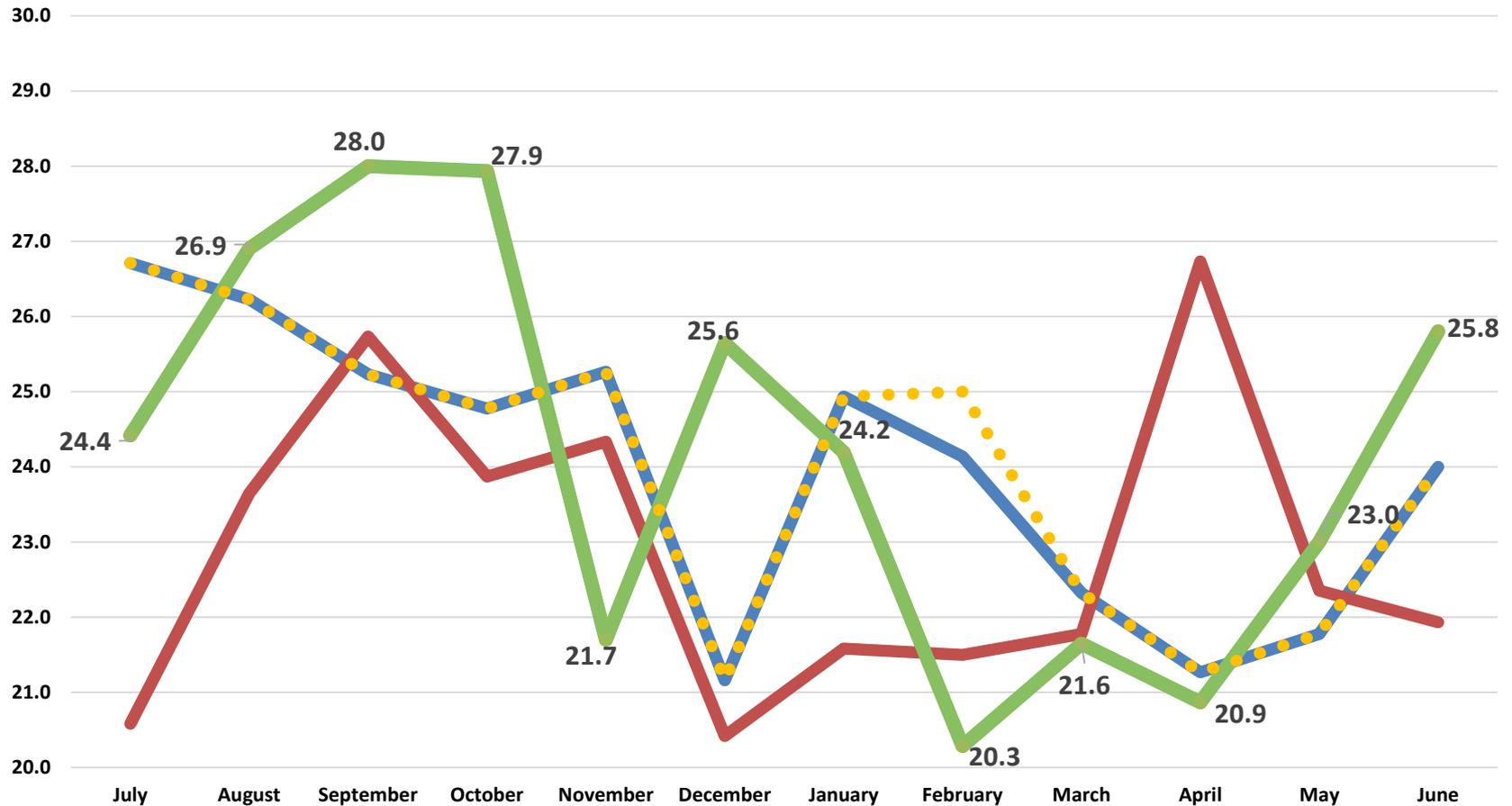


Nursery - Avg. Patients Per Day

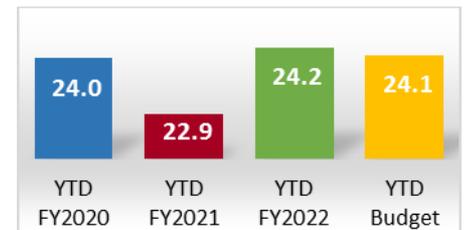


16.6	15.5	16.4	17.8
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

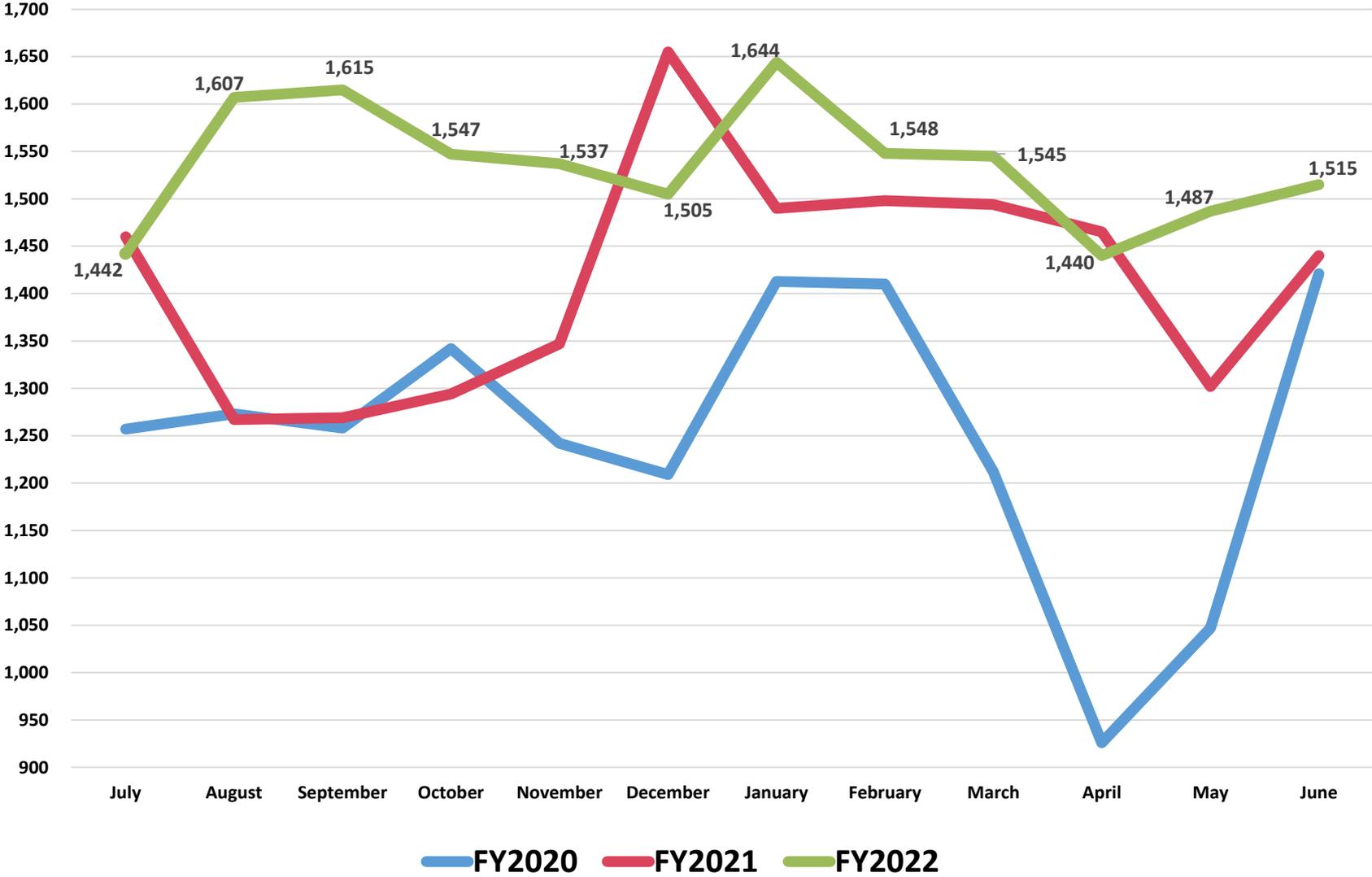
Obstetrics - Avg. Patients Per Day



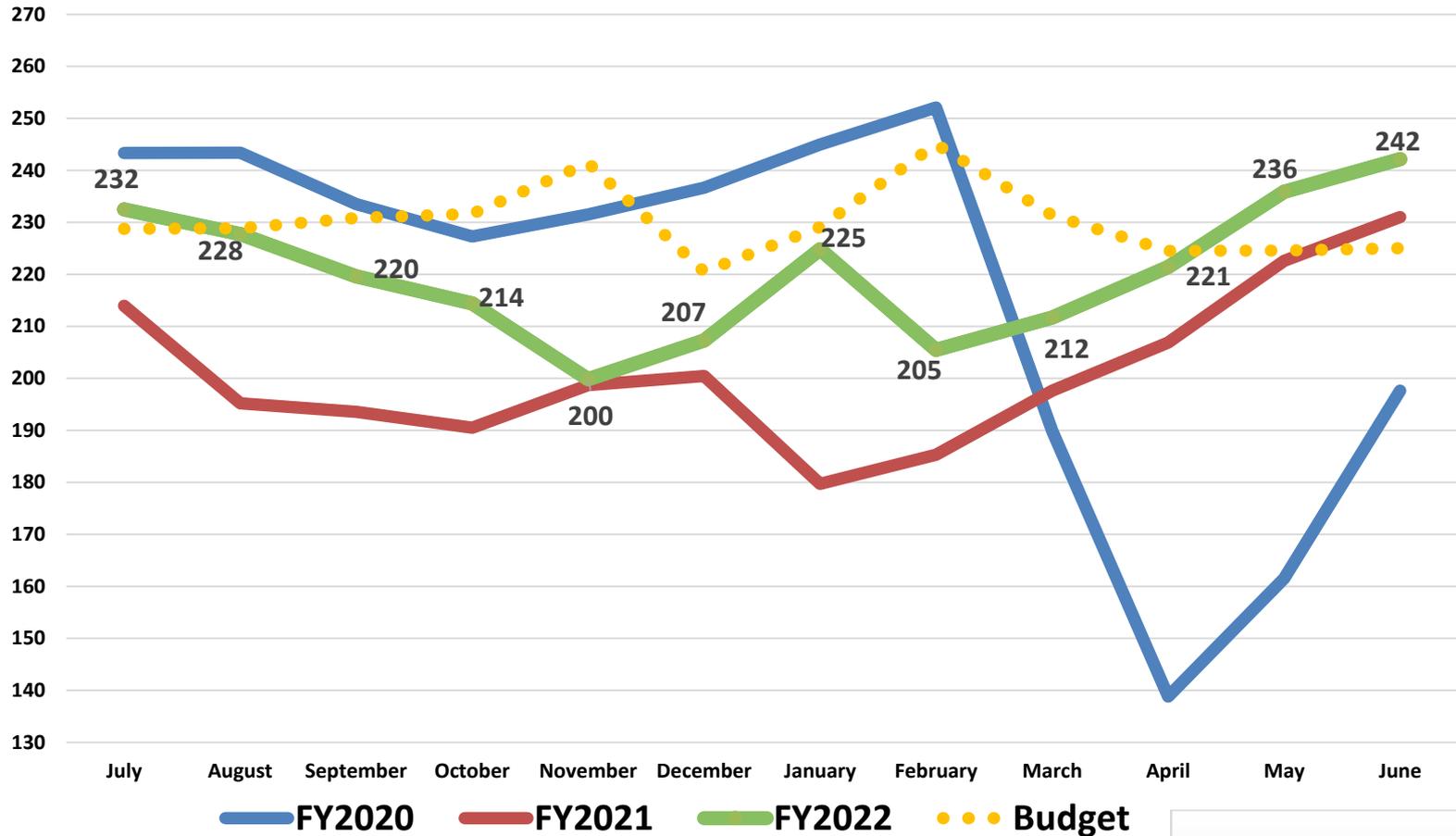
— FY2020
 — FY2021
 — FY2022
 ●●● Budget



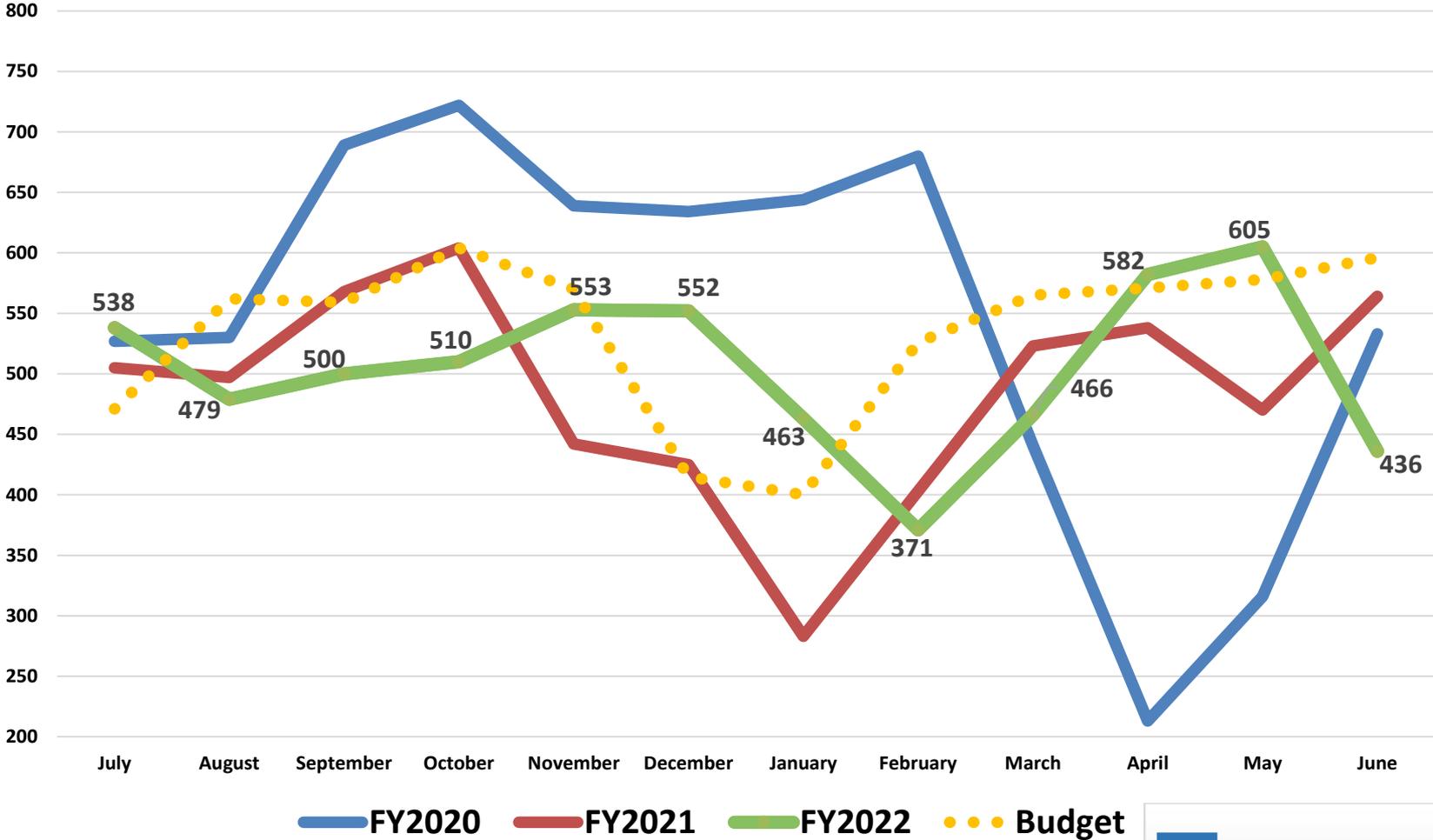
Outpatient Registrations per Day



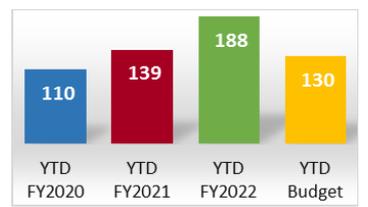
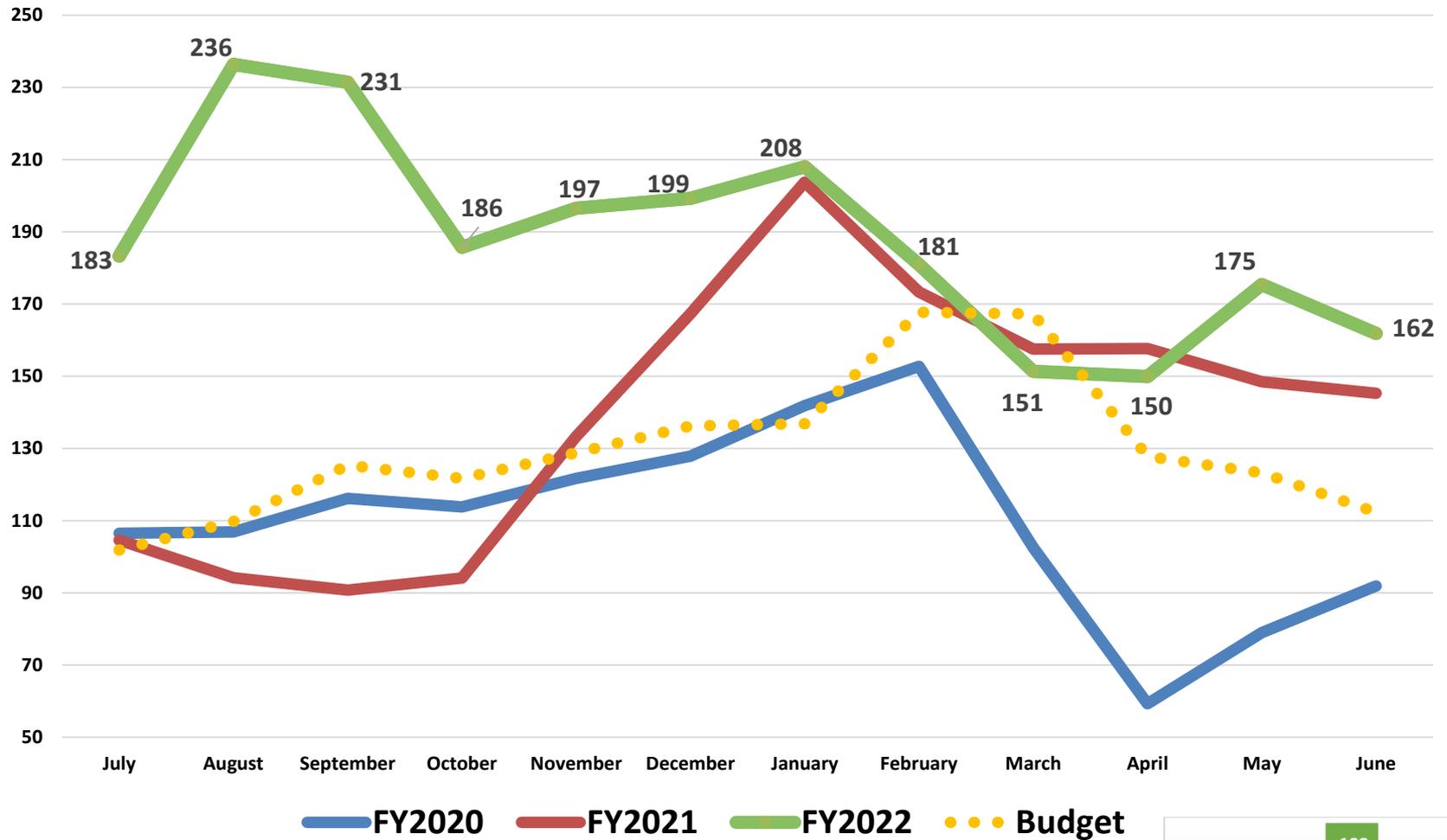
Emergency Dept – Avg Treated Per Day



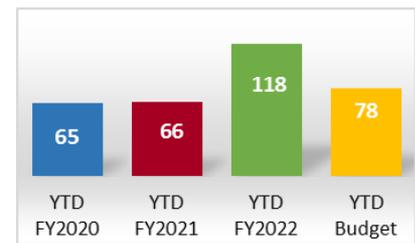
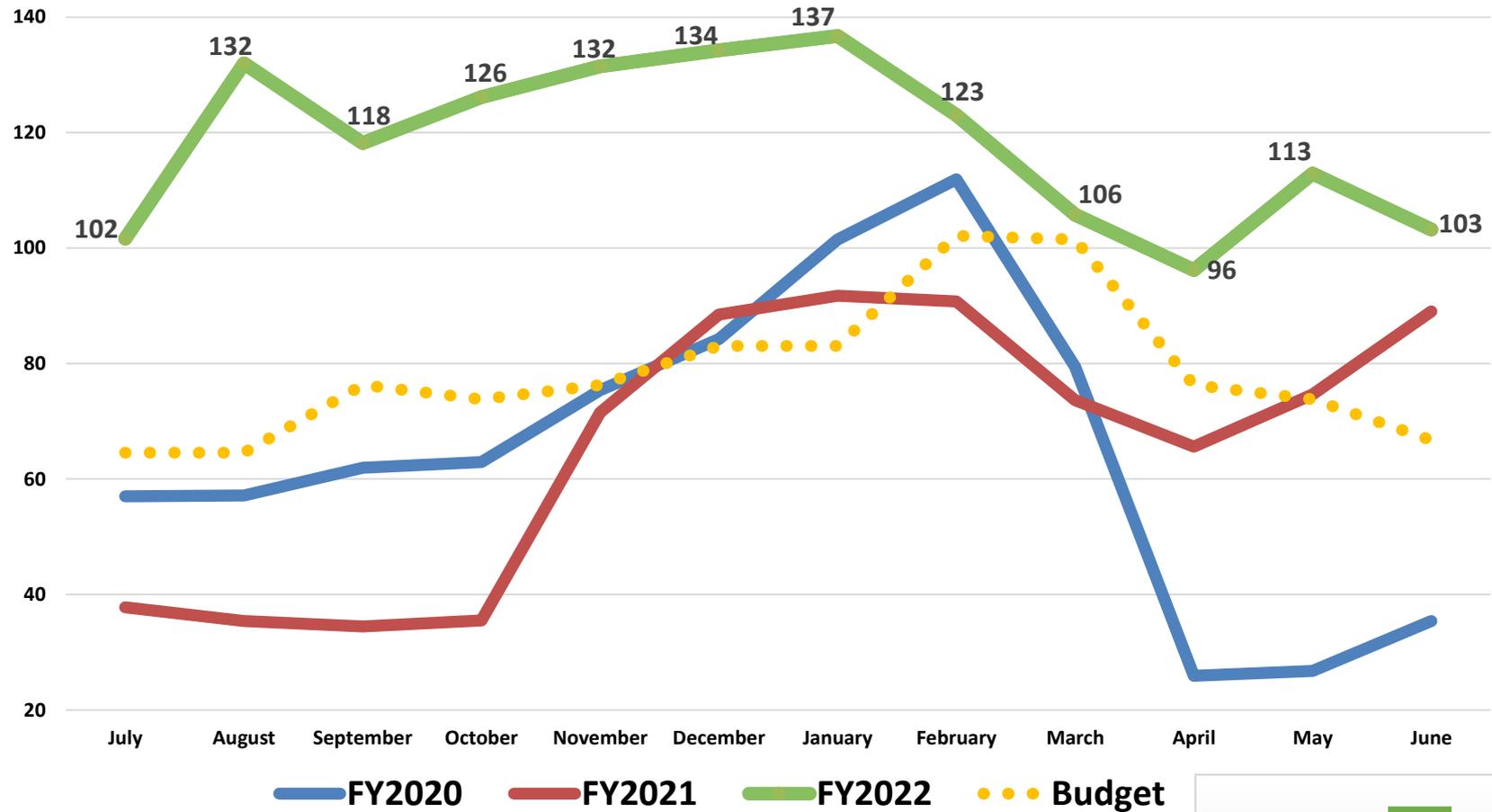
Endoscopy Procedures



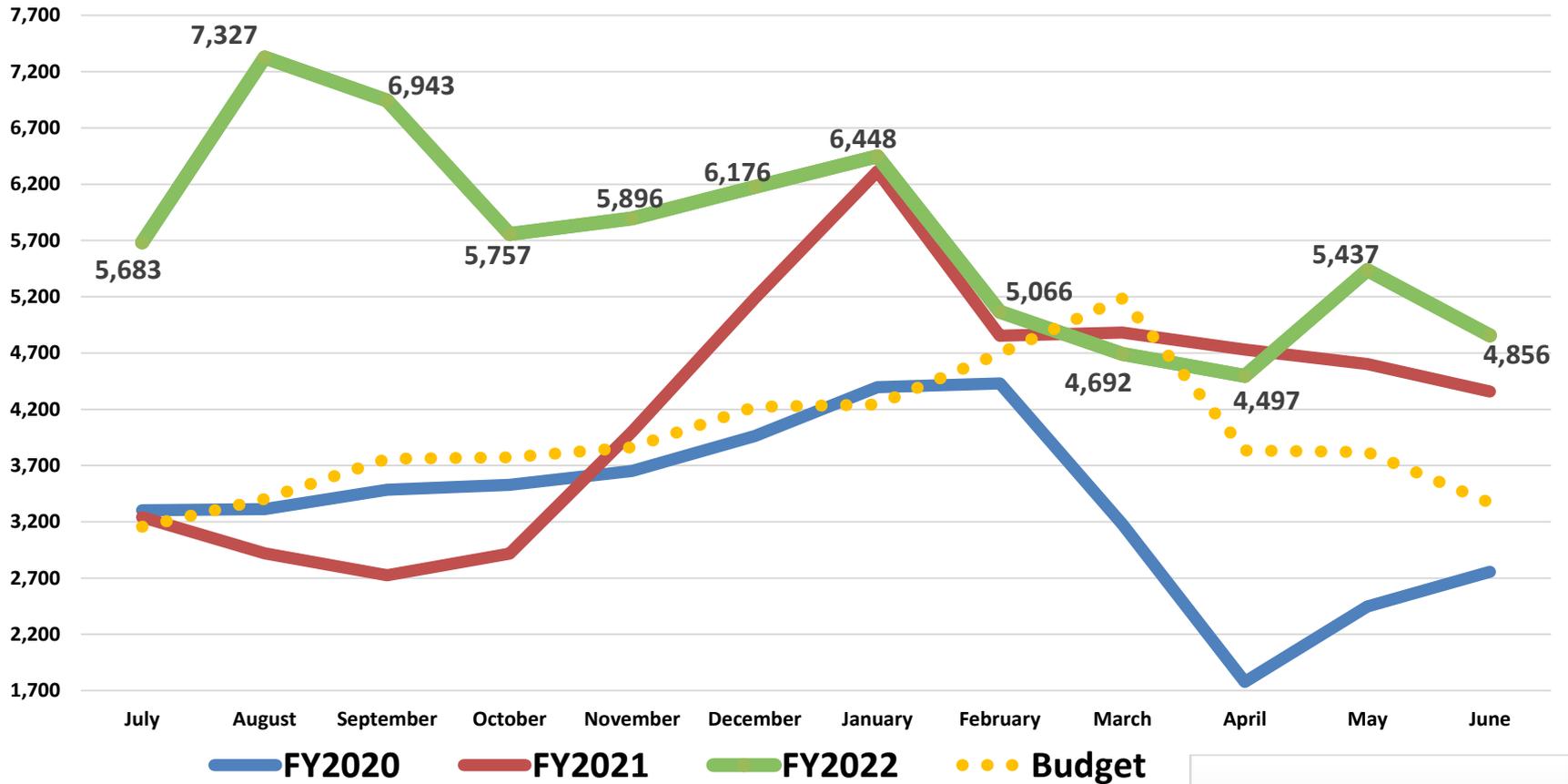
Urgent Care – Court Average Visits Per Day



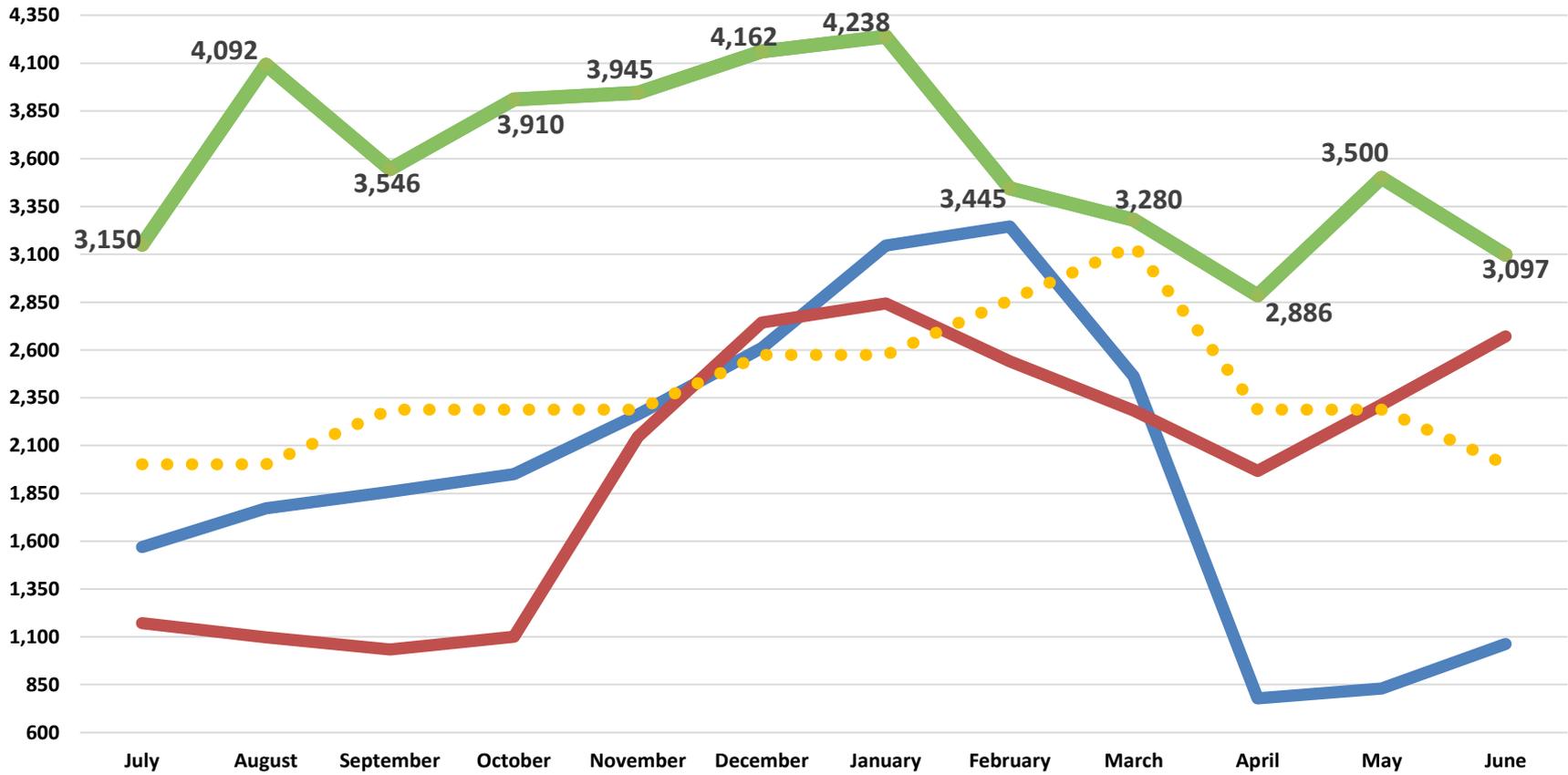
Urgent Care – Demaree Average Visits Per Day



Urgent Care – Court Total Visits



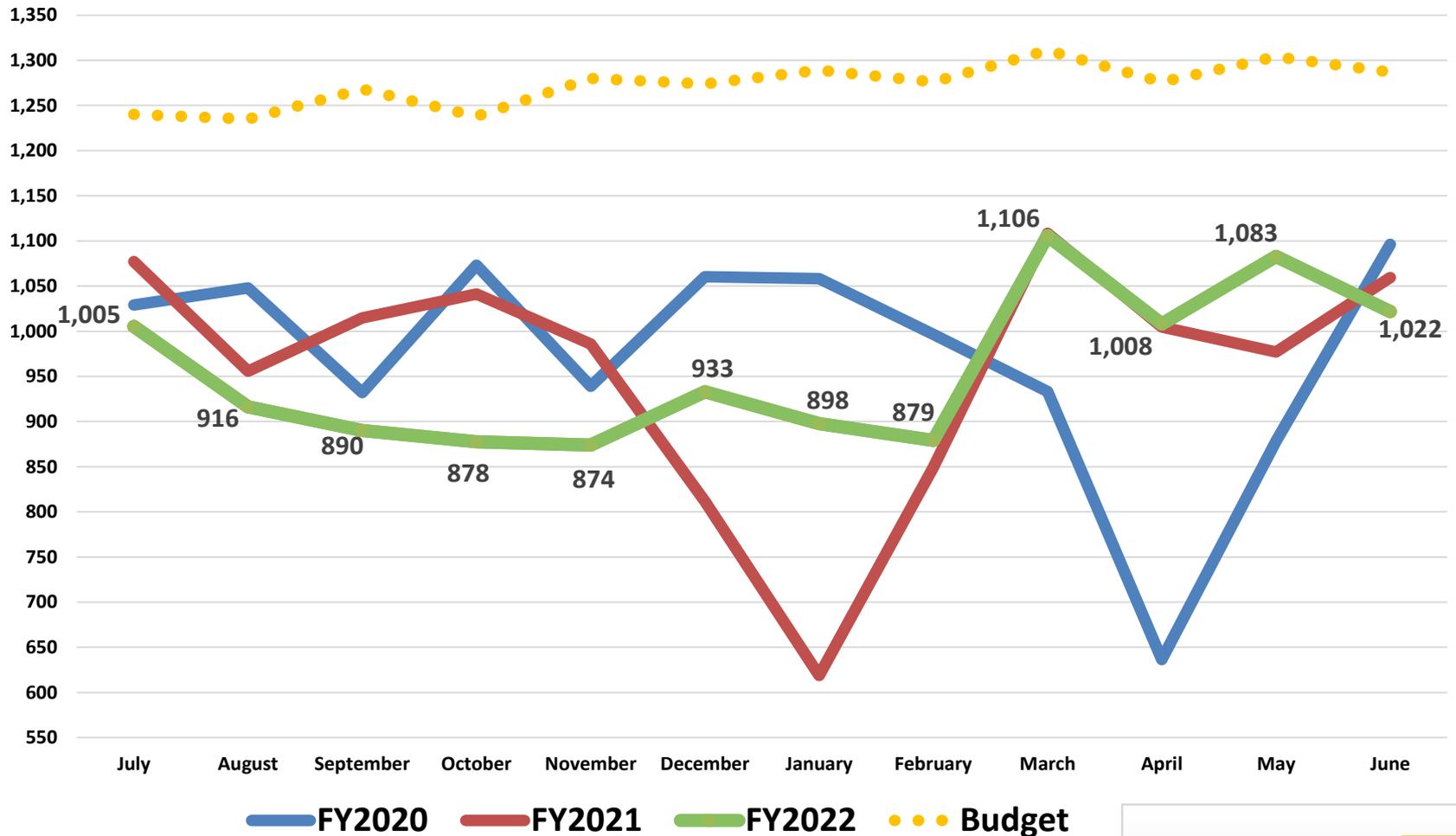
Urgent Care – Demaree Total Visits



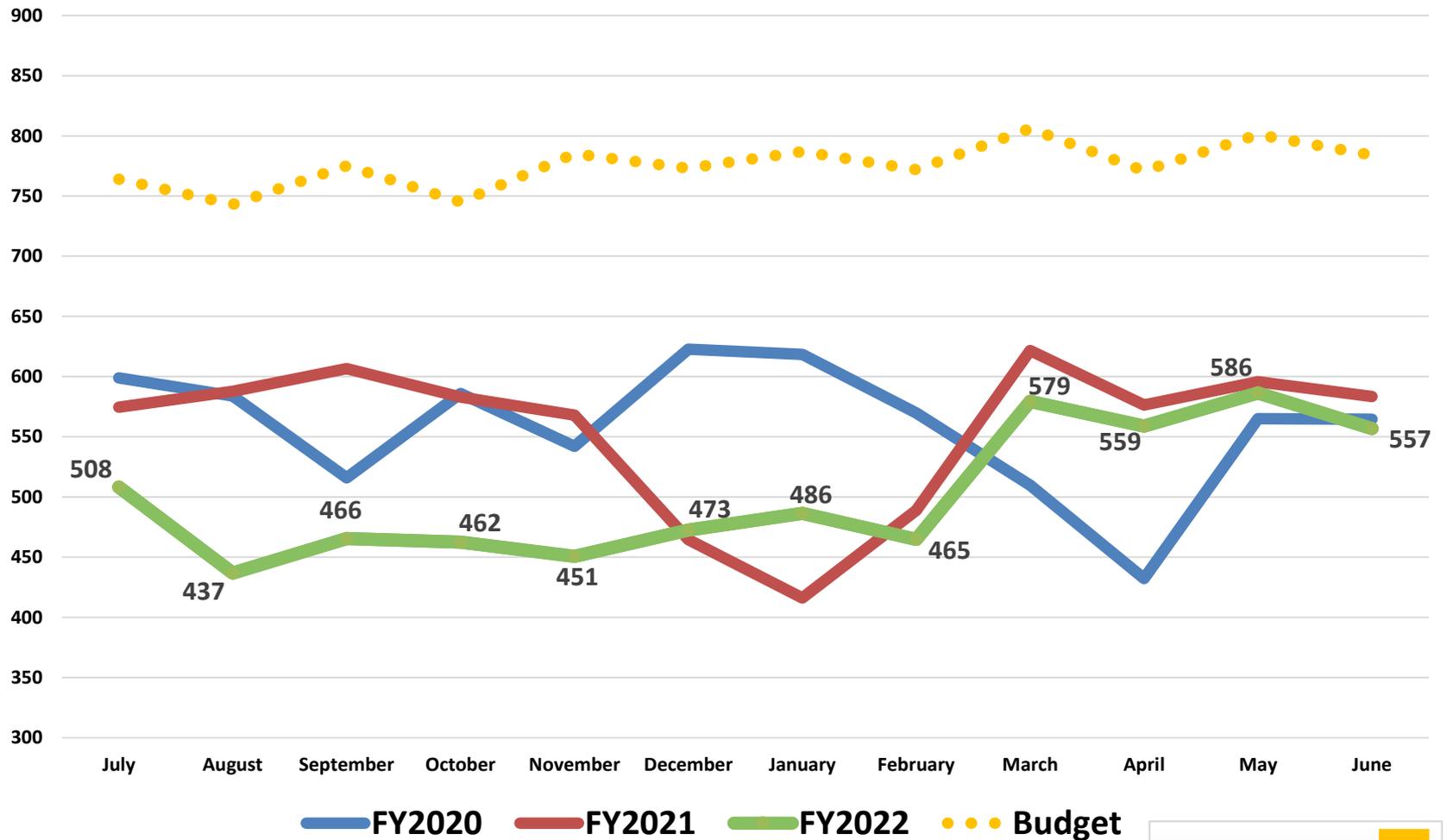
— **FY2020**
 — **FY2021**
 — **FY2022**
 ●●● **Budget**

23,547	23,912	43,251	28,600
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

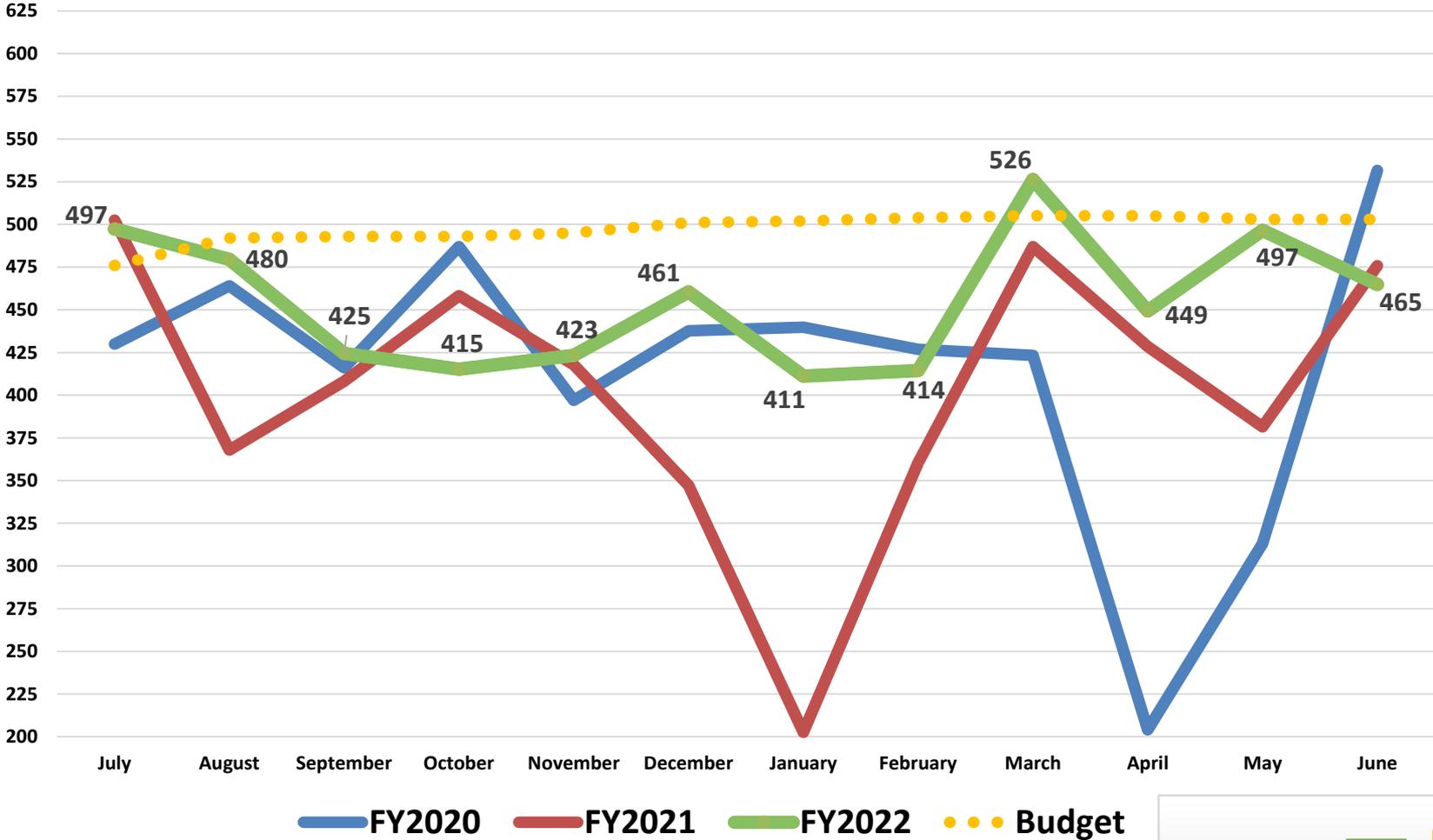
Surgery (IP & OP) – 100 Min Units



Surgery (IP Only) – 100 Min Units



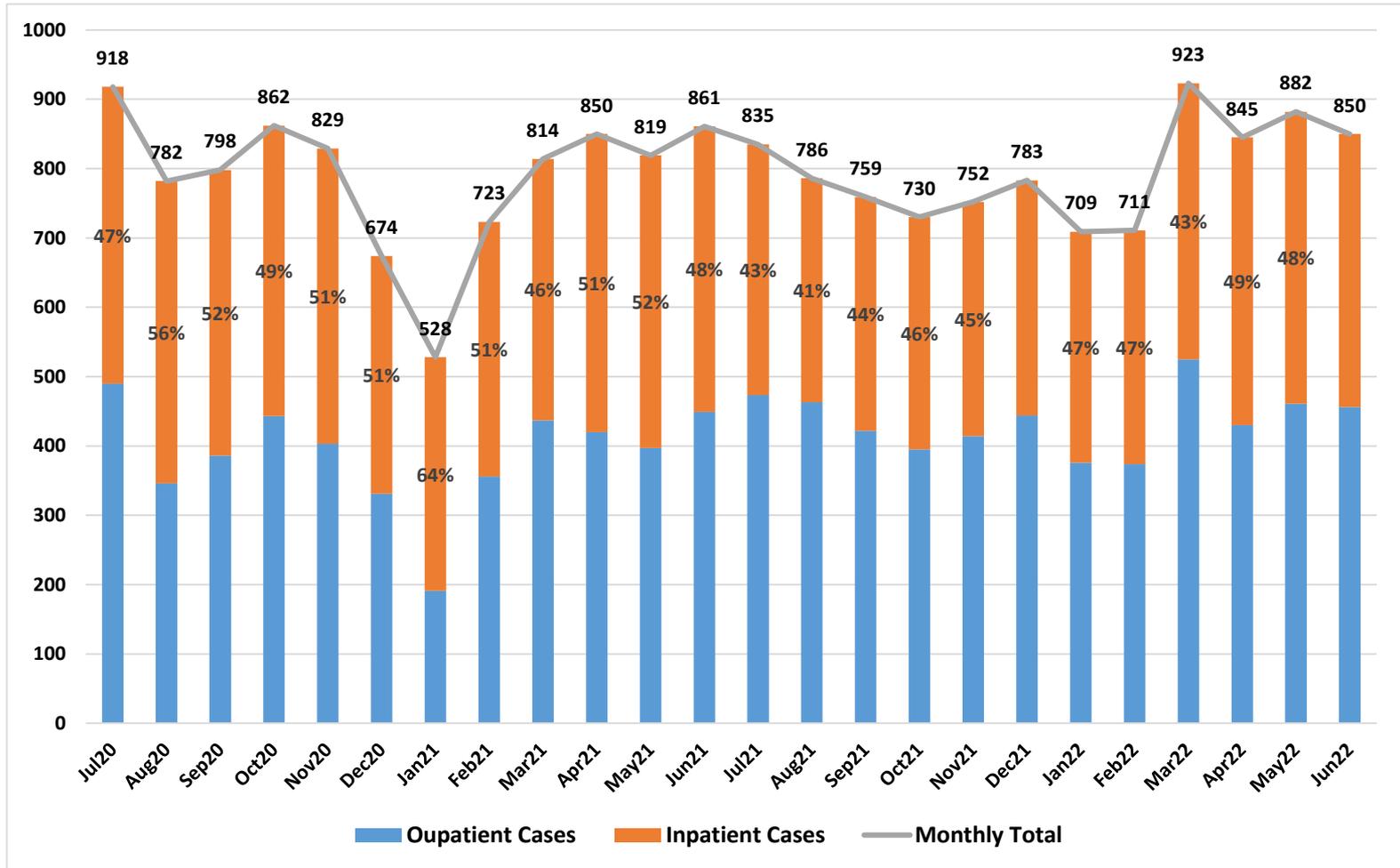
Surgery (OP Only) – 100 Min Units



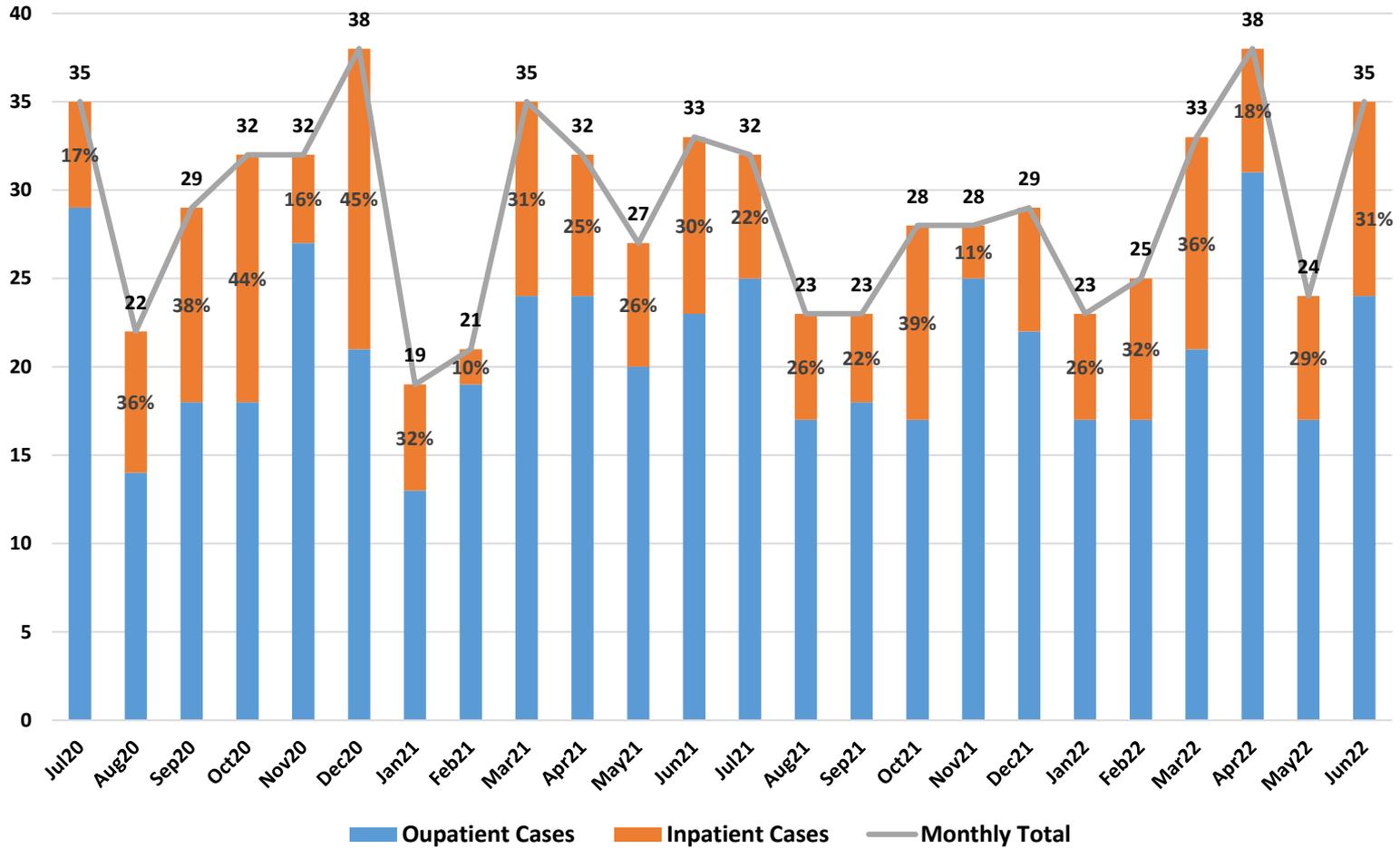
— FY2020
 — FY2021
 — FY2022
 ●●● Budget

4,970	4,837	5,463	5,972
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

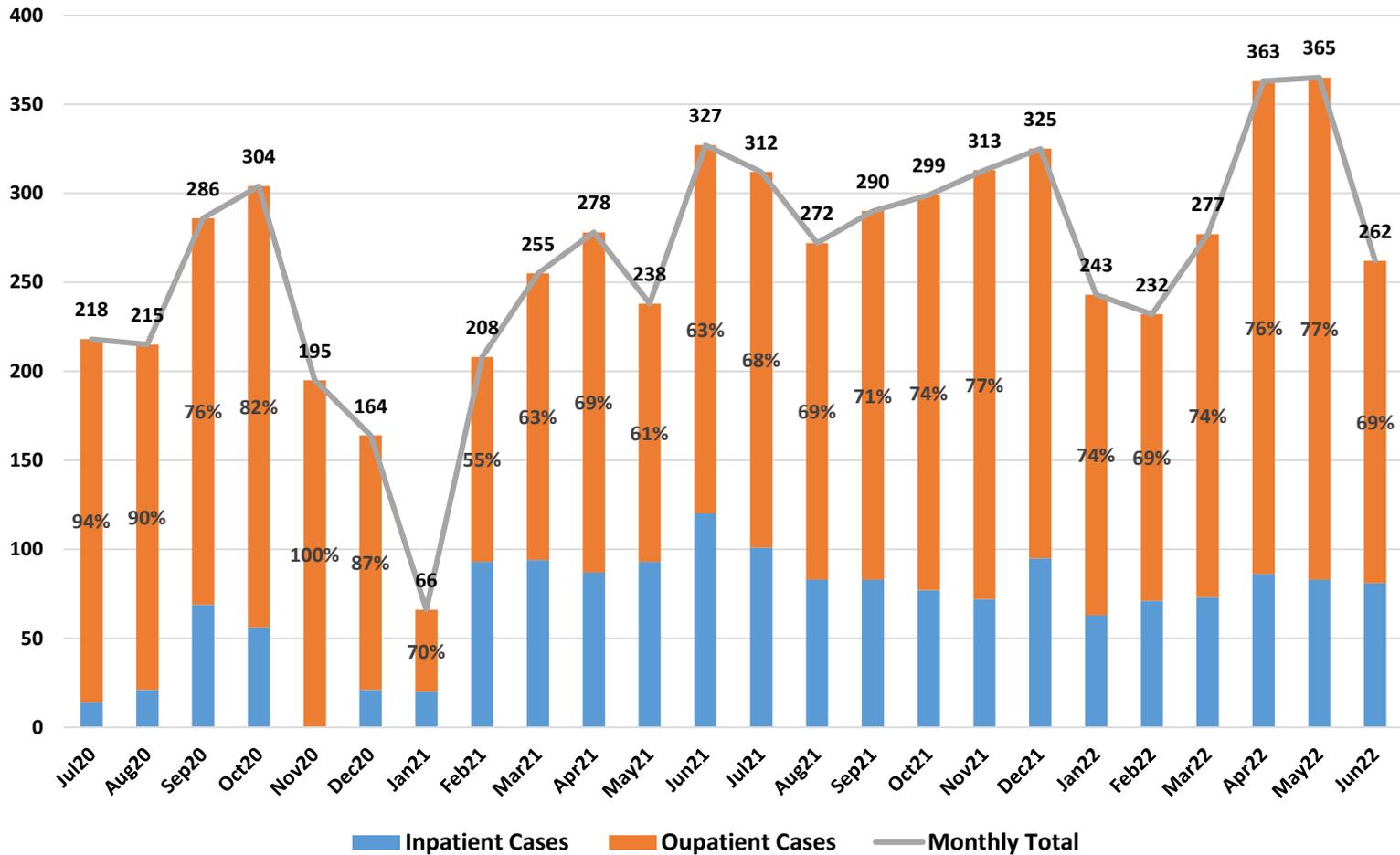
Surgery Cases



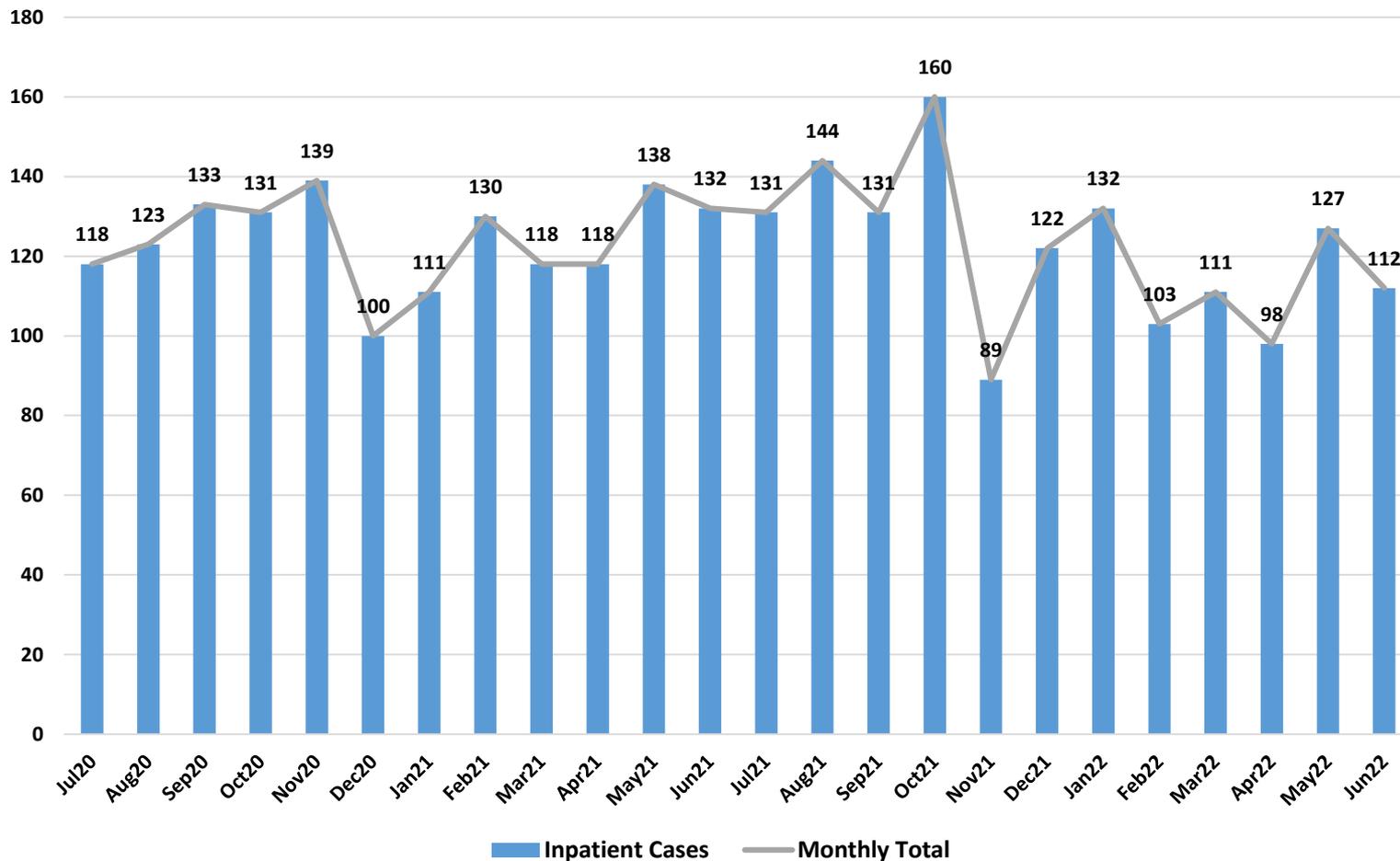
Robotic Cases



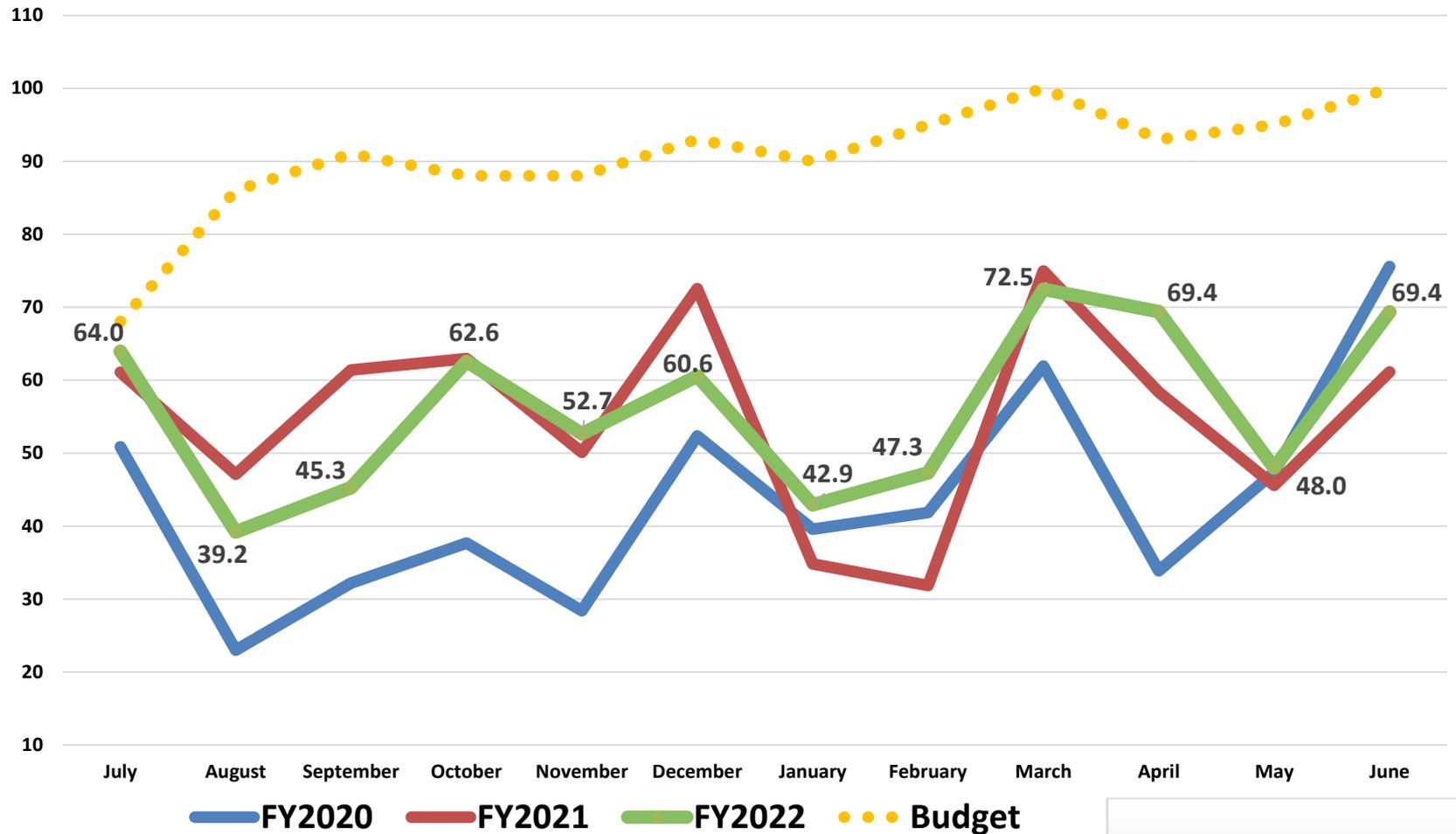
Endo Cases (Endo Suites)



OB Cases

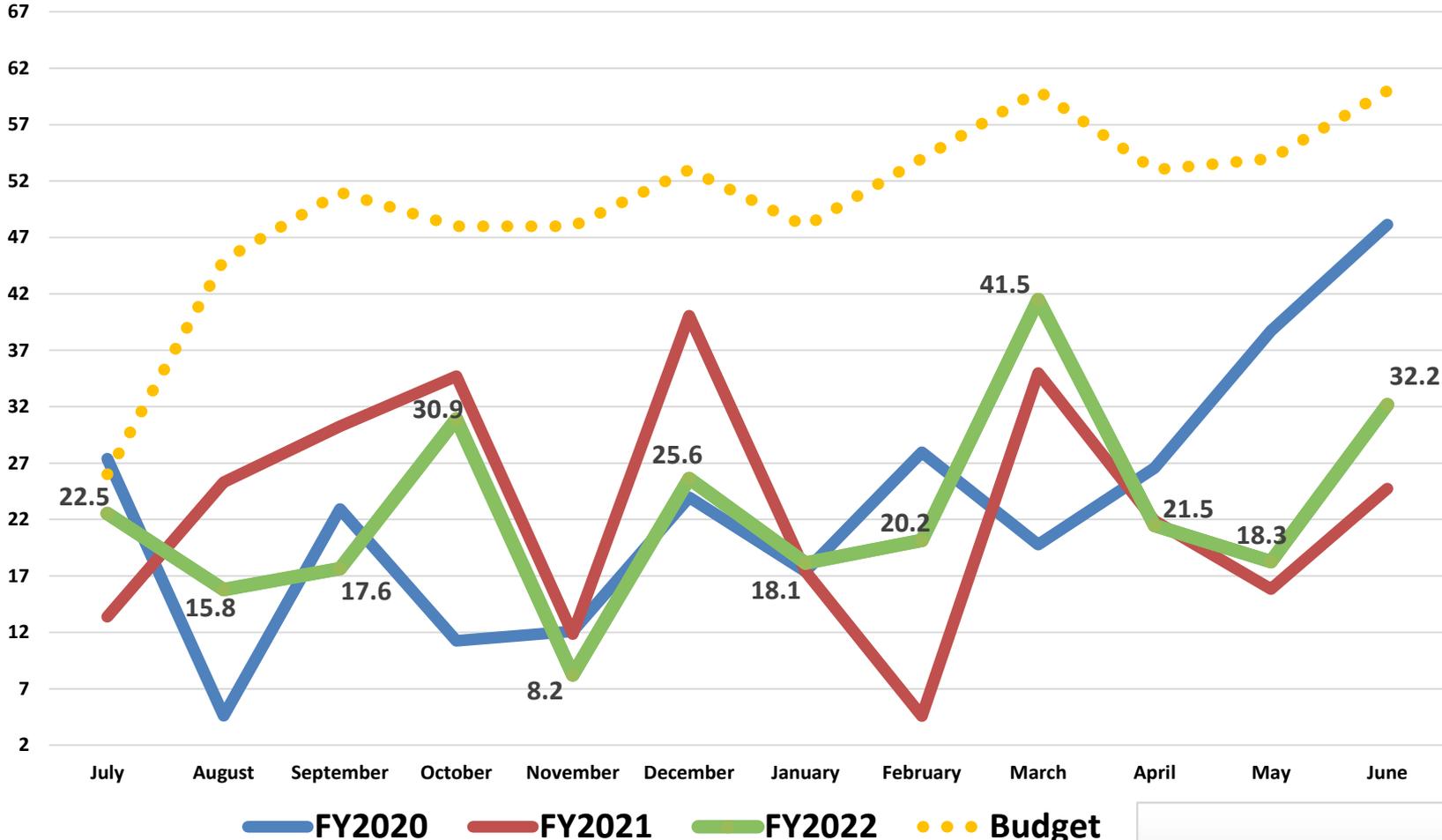


Robotic Surgery (IP & OP) – 100 Min Units



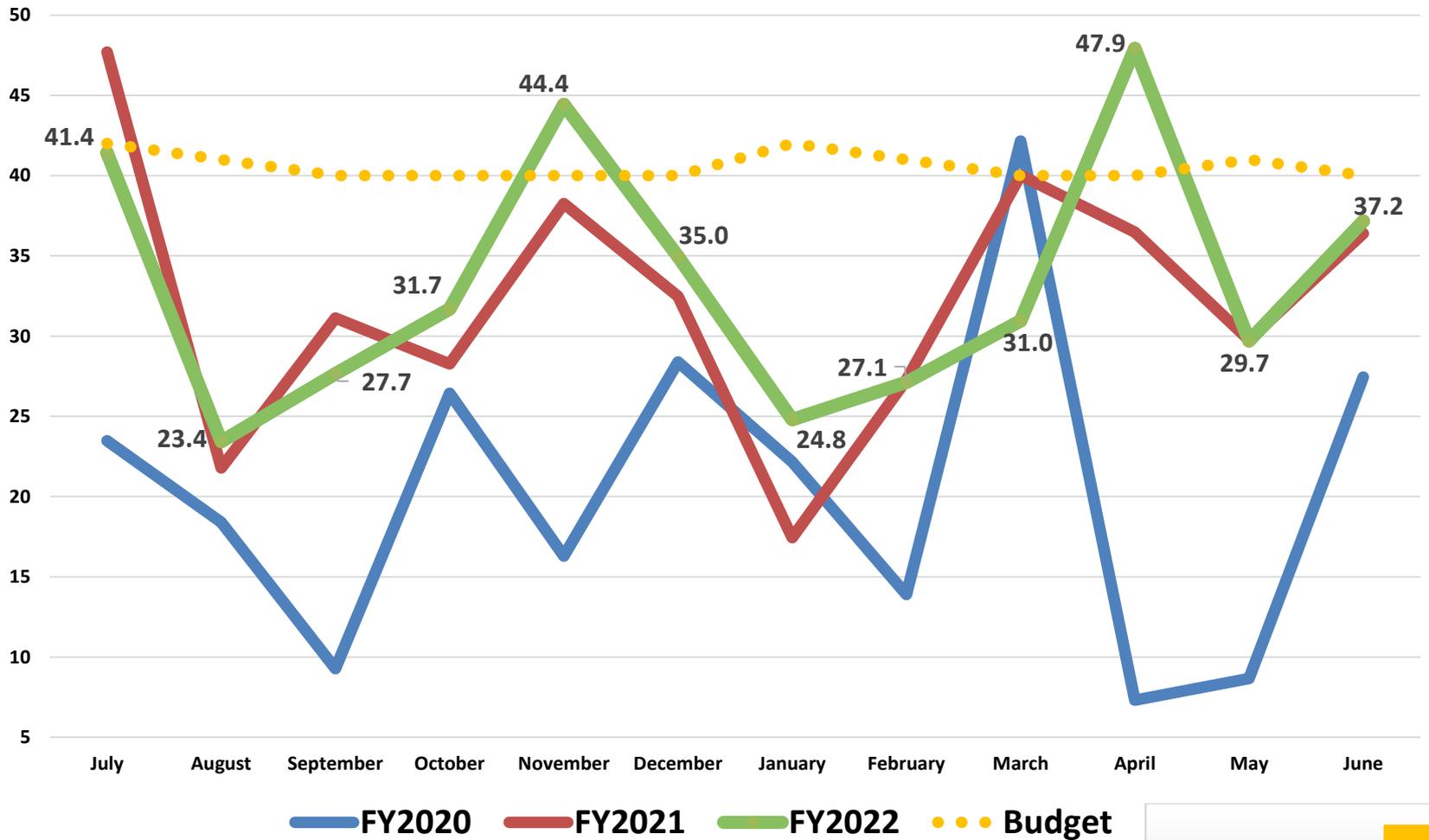
524.8	662.0	673.7	1,087.0
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Robotic Surgery (IP Only) – 100 Min Units



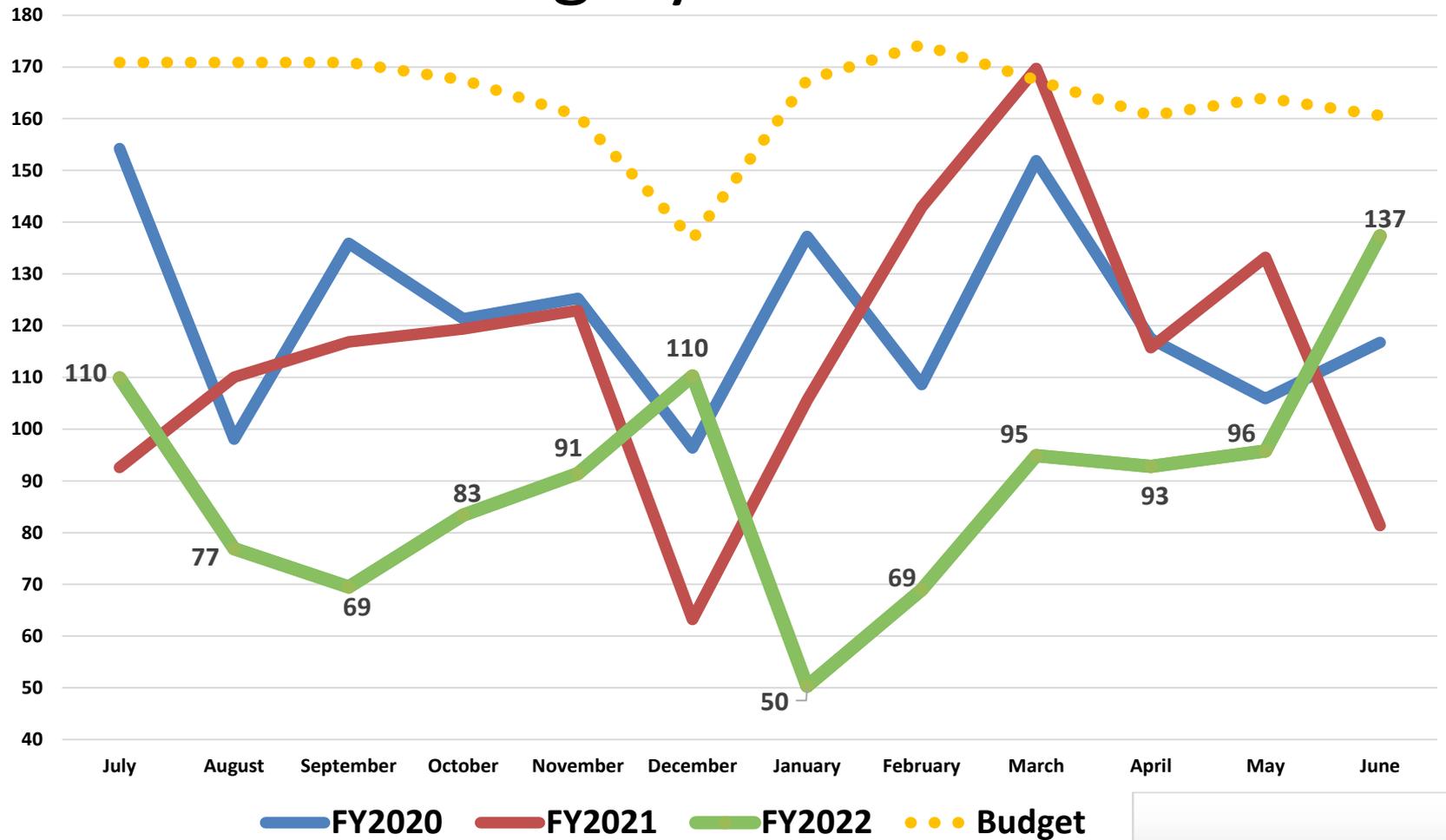
280.9	275.0	272.5	600.0
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Robotic Surgery (OP Only) – 100 Min Units



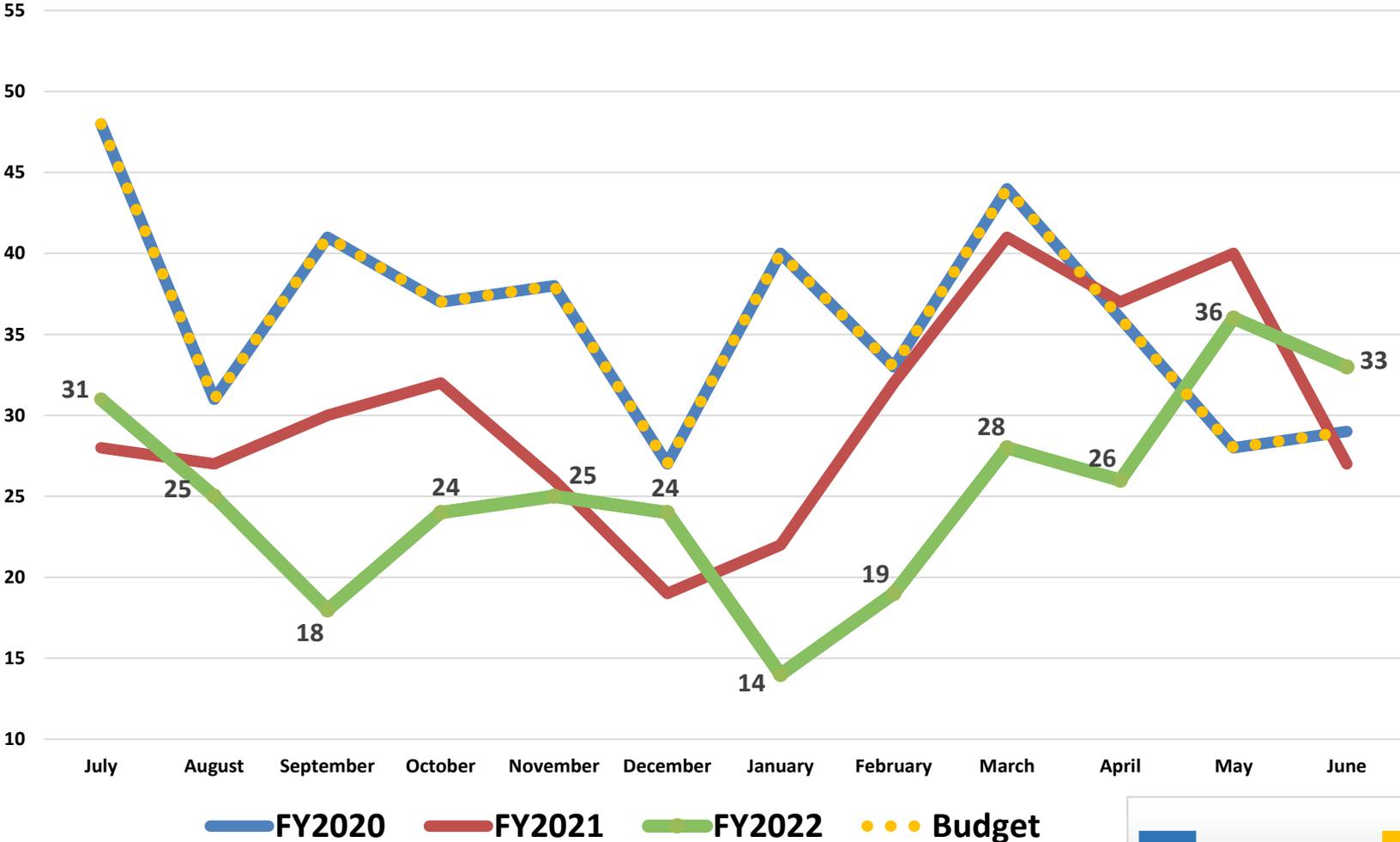
243.9	387.0	401.3	487.0
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Cardiac Surgery – 100 Min Units



1,469	1,373	1,081	1,972
YTD	YTD	YTD	YTD
FY2020	FY2021	FY2022	Budget

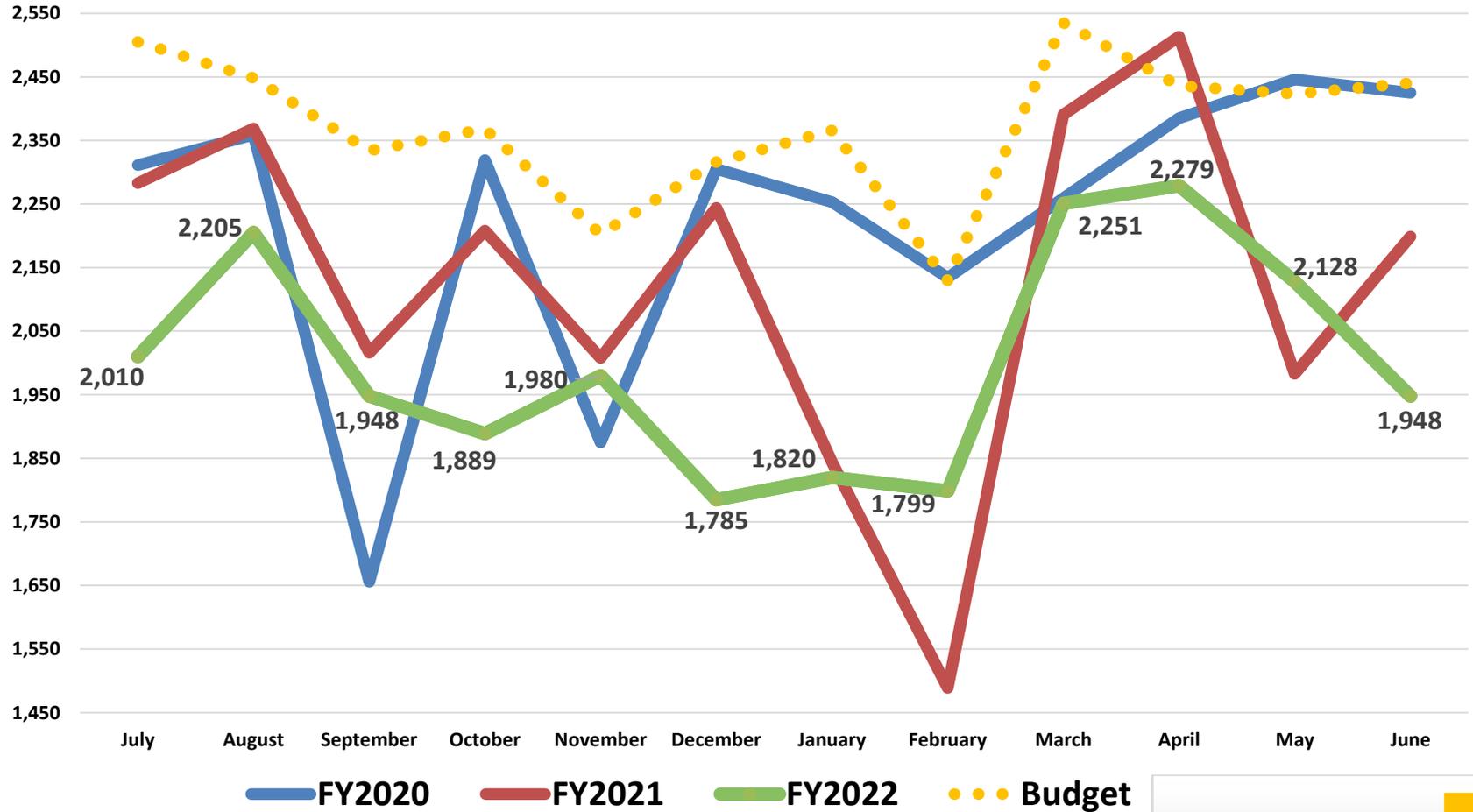
Cardiac Surgery – Cases



432	361	303	432
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

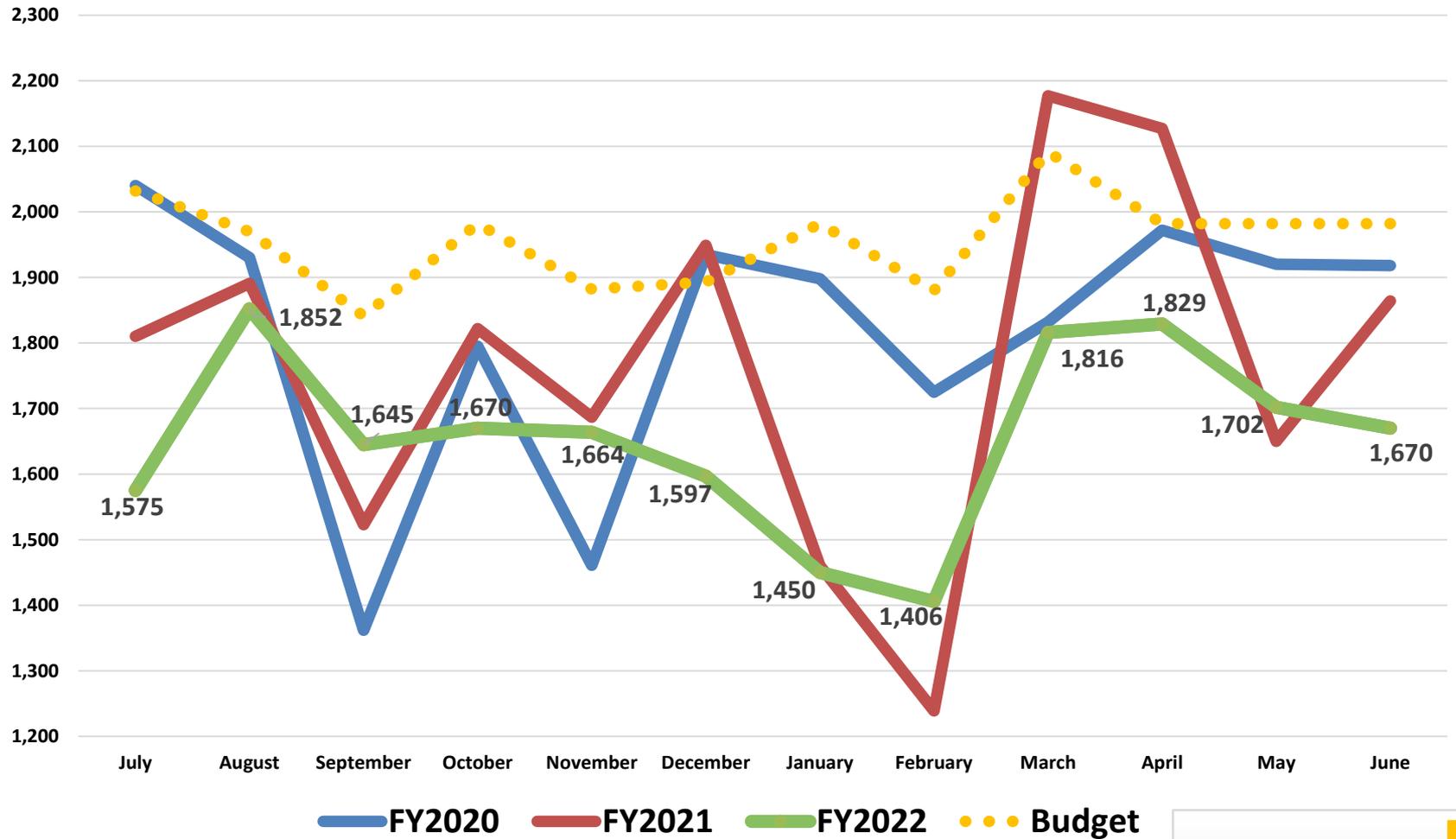
Radiation Oncology Treatments

Hanford and Visalia



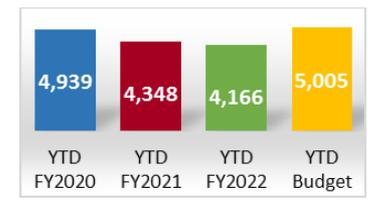
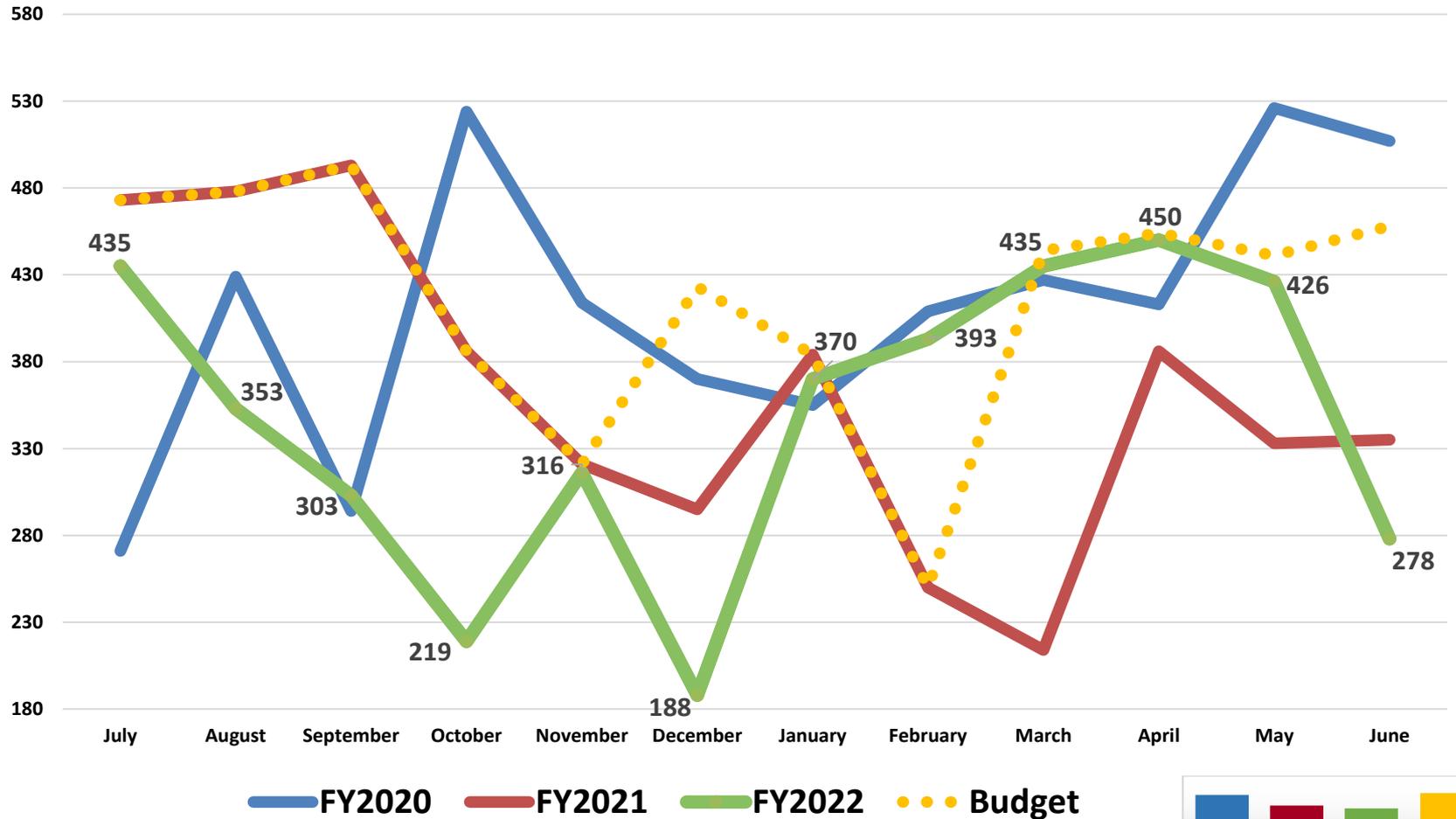
26,727	25,547	24,042	28,504
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Radiation Oncology - Visalia

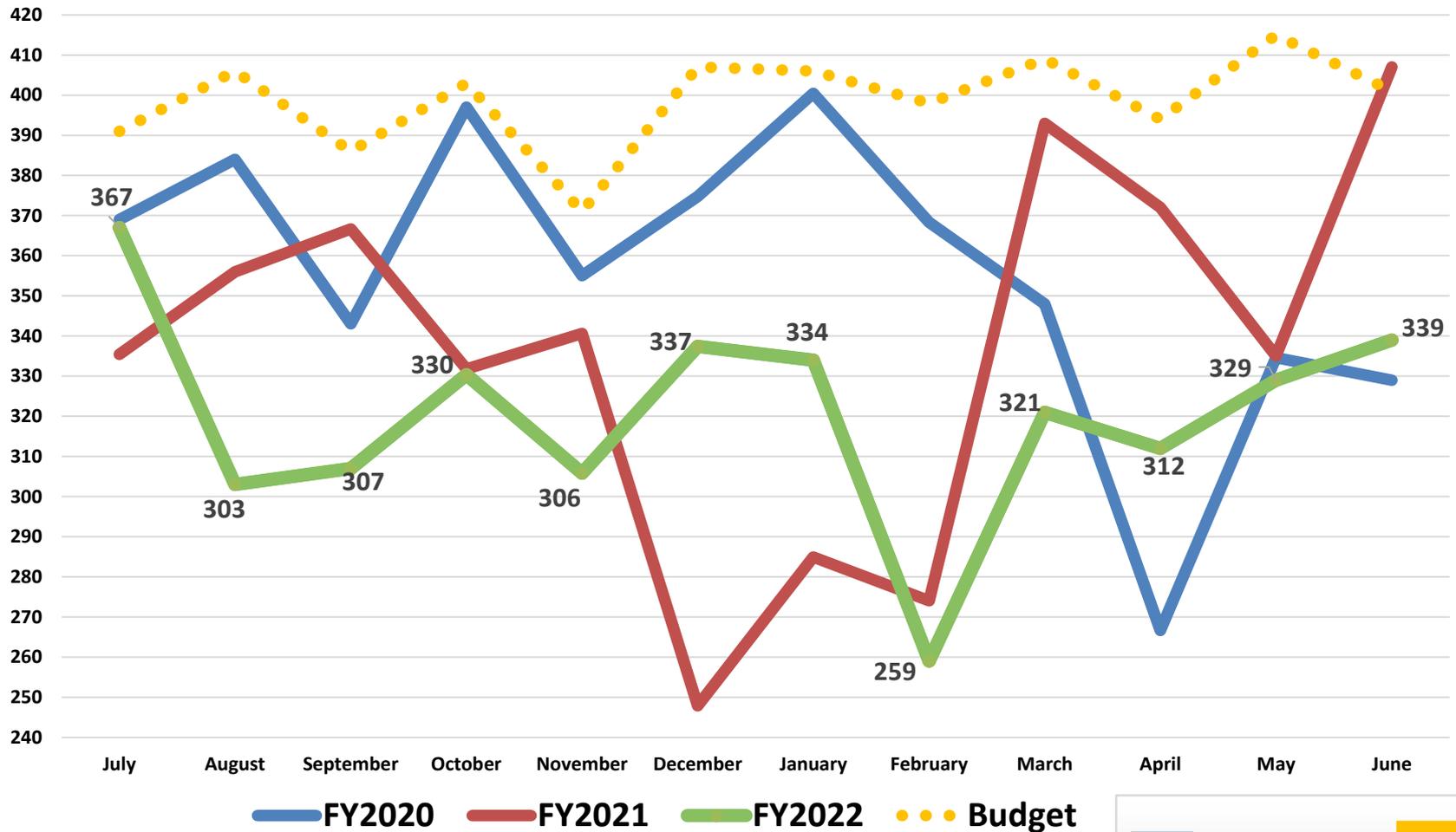


21,788	21,199	19,876	23,499
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

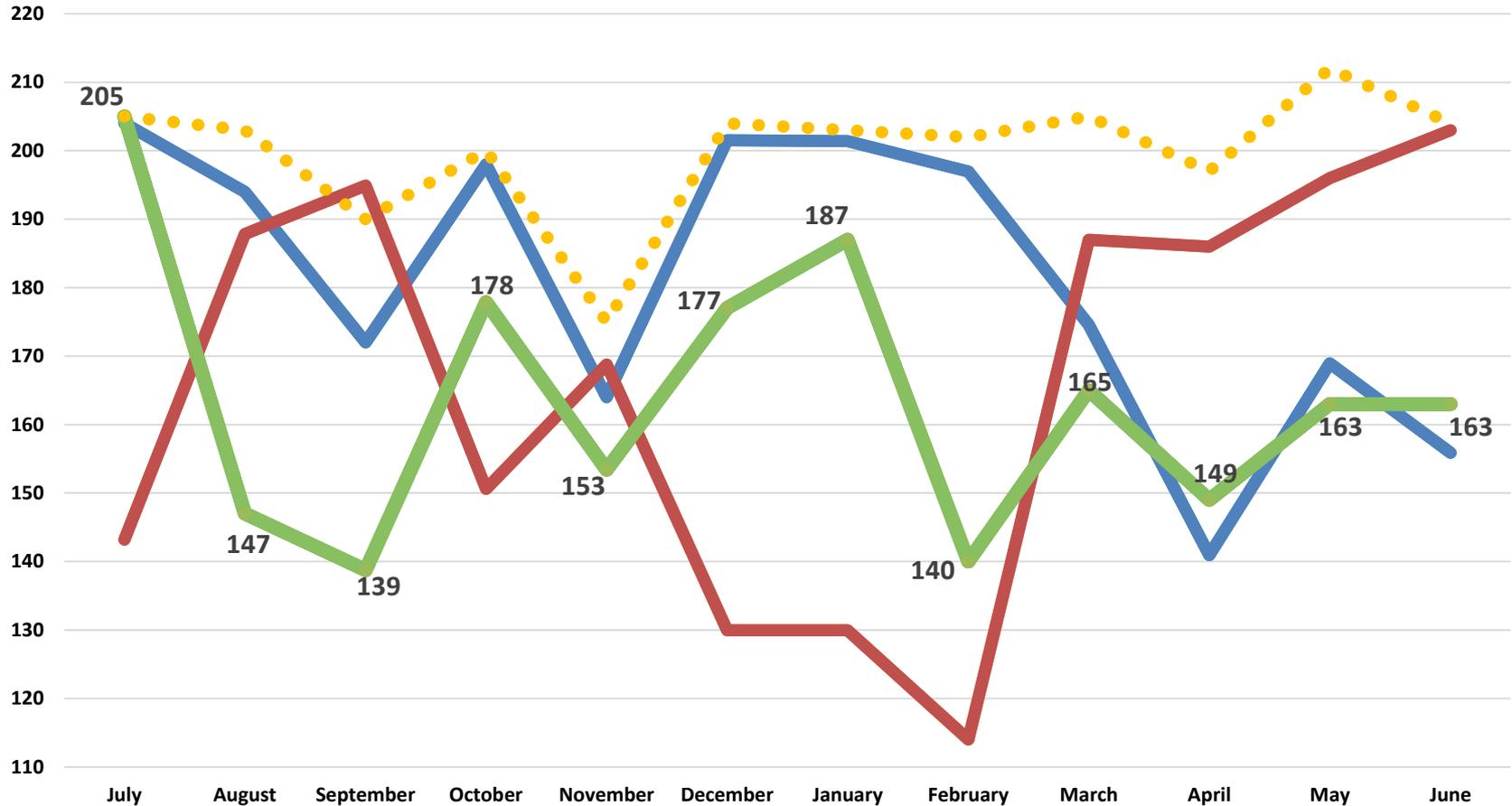
Radiation Oncology - Hanford



Cath Lab (IP & OP) – 100 Min Units



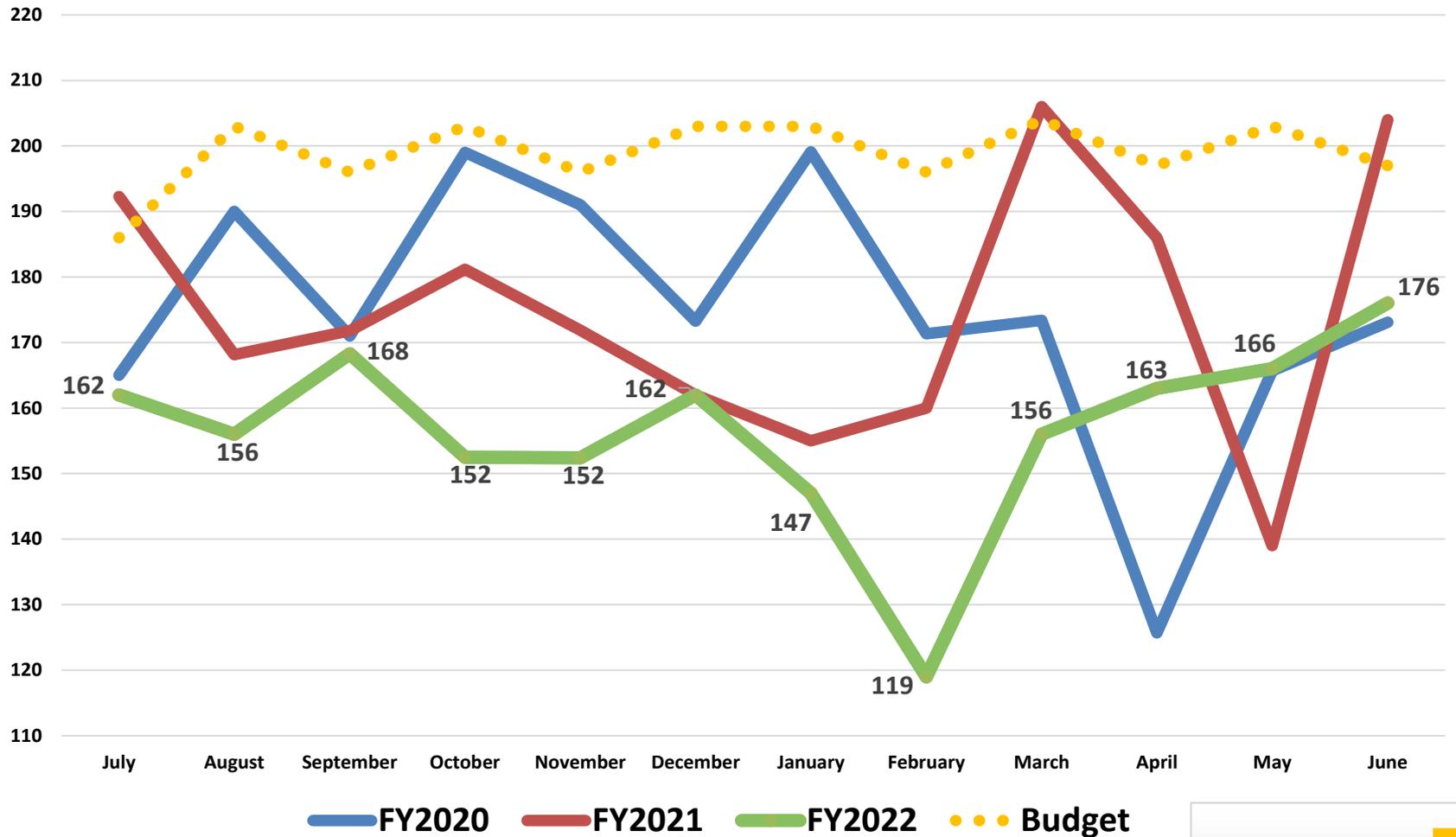
Cath Lab (IP Only) – 100 Min Units



— FY2020
 — FY2021
 — FY2022
 ●●● Budget

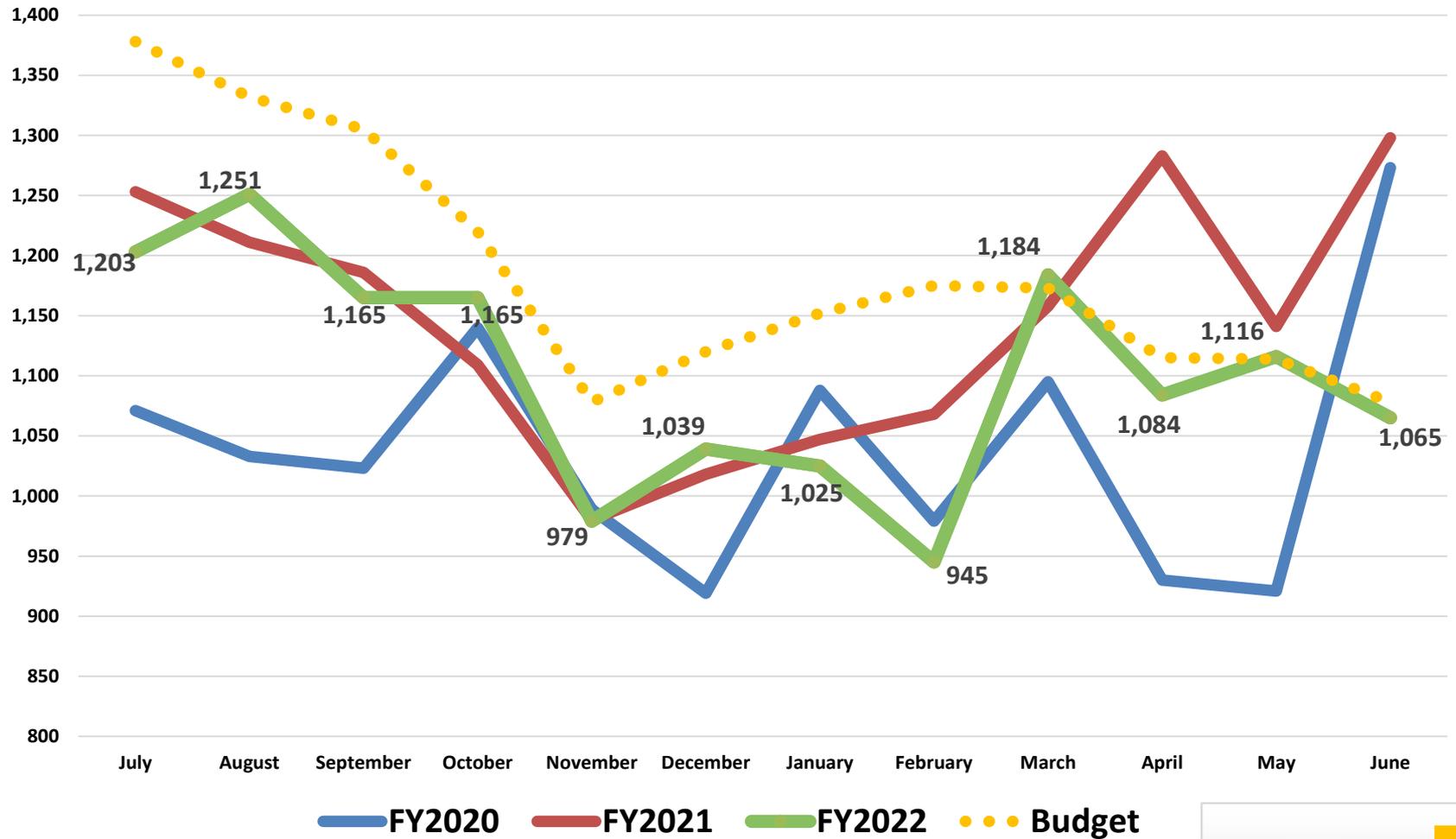


Cath Lab (OP Only) – 100 Min Units

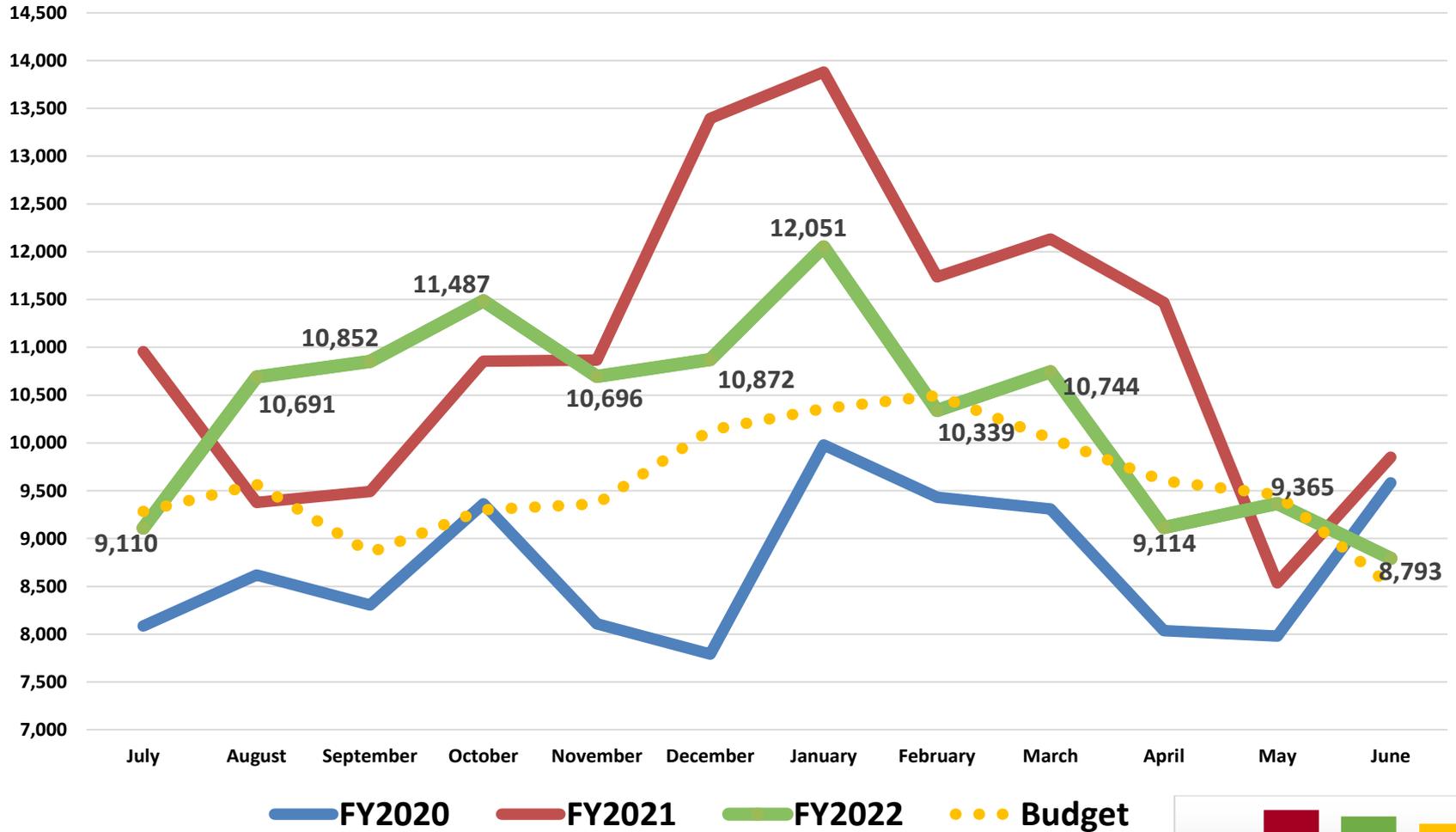


2,098	2,097	1,880	2,387
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

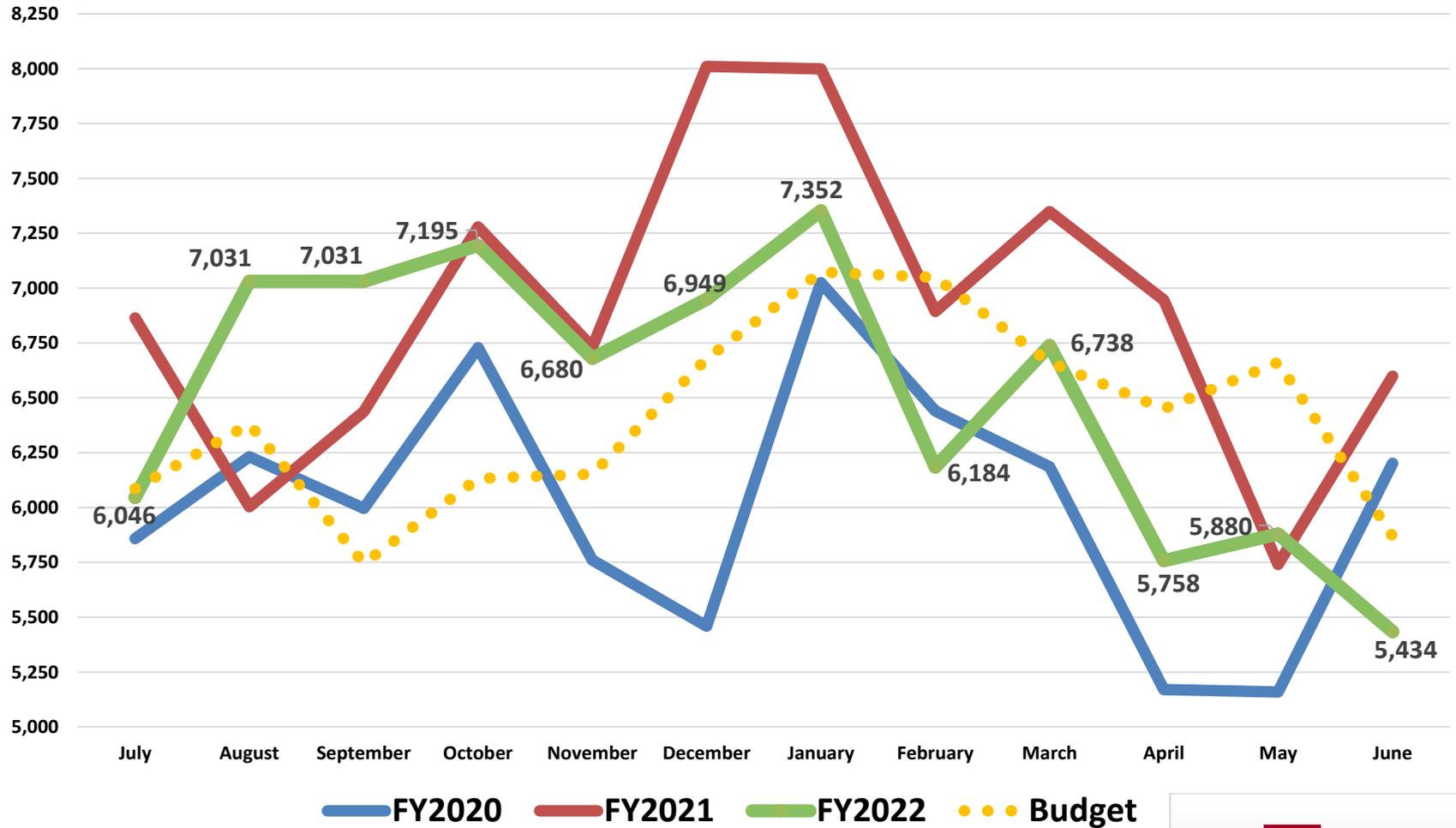
GME Family Medicine Clinic Visits



Rural Health Clinic Registrations

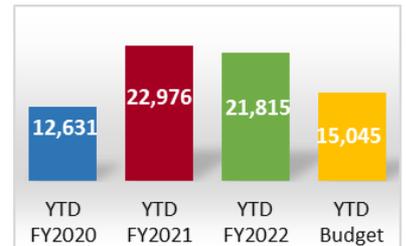
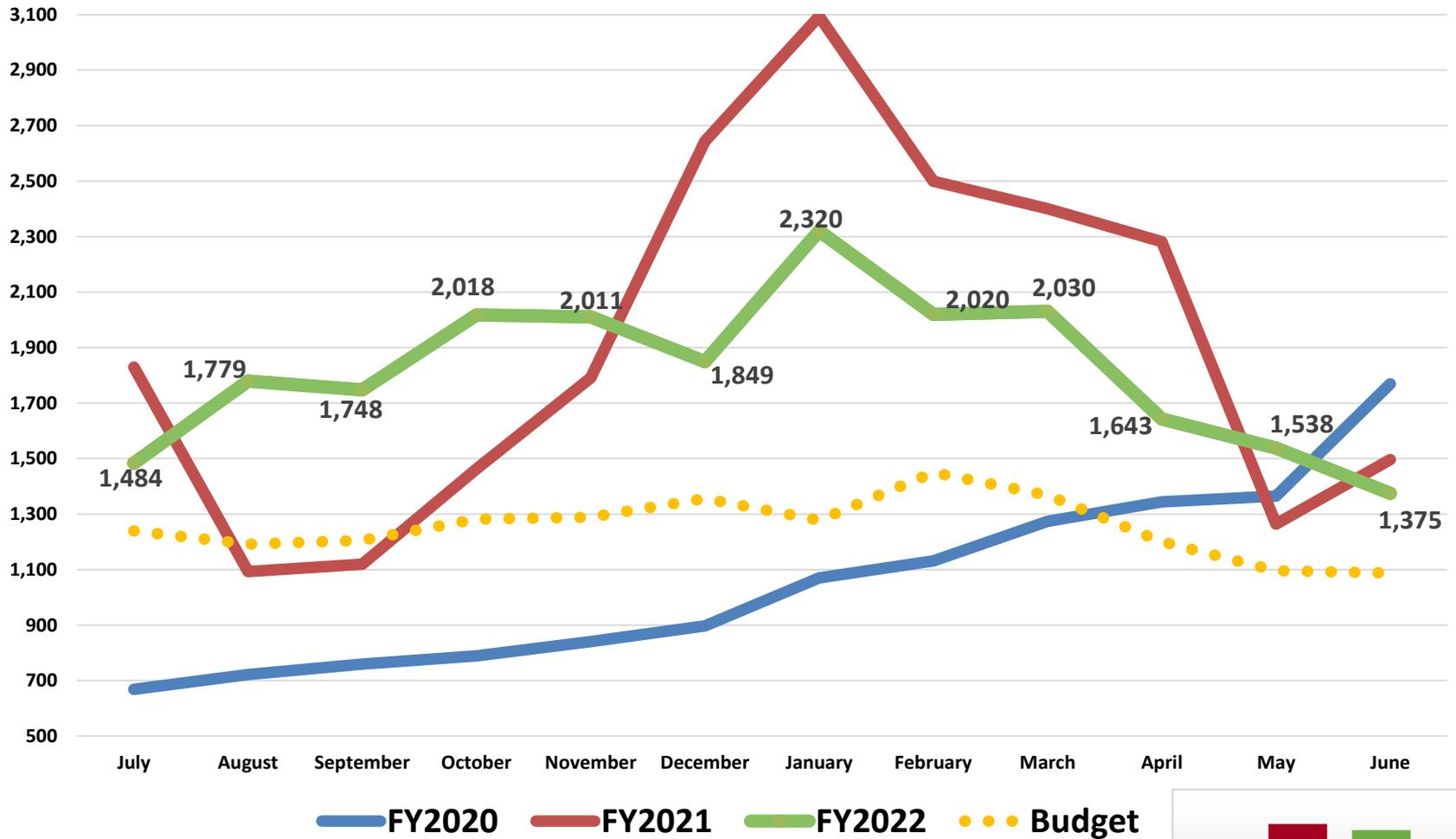


Exeter RHC - Registrations

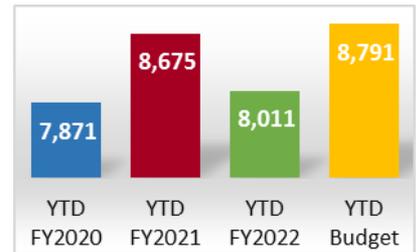
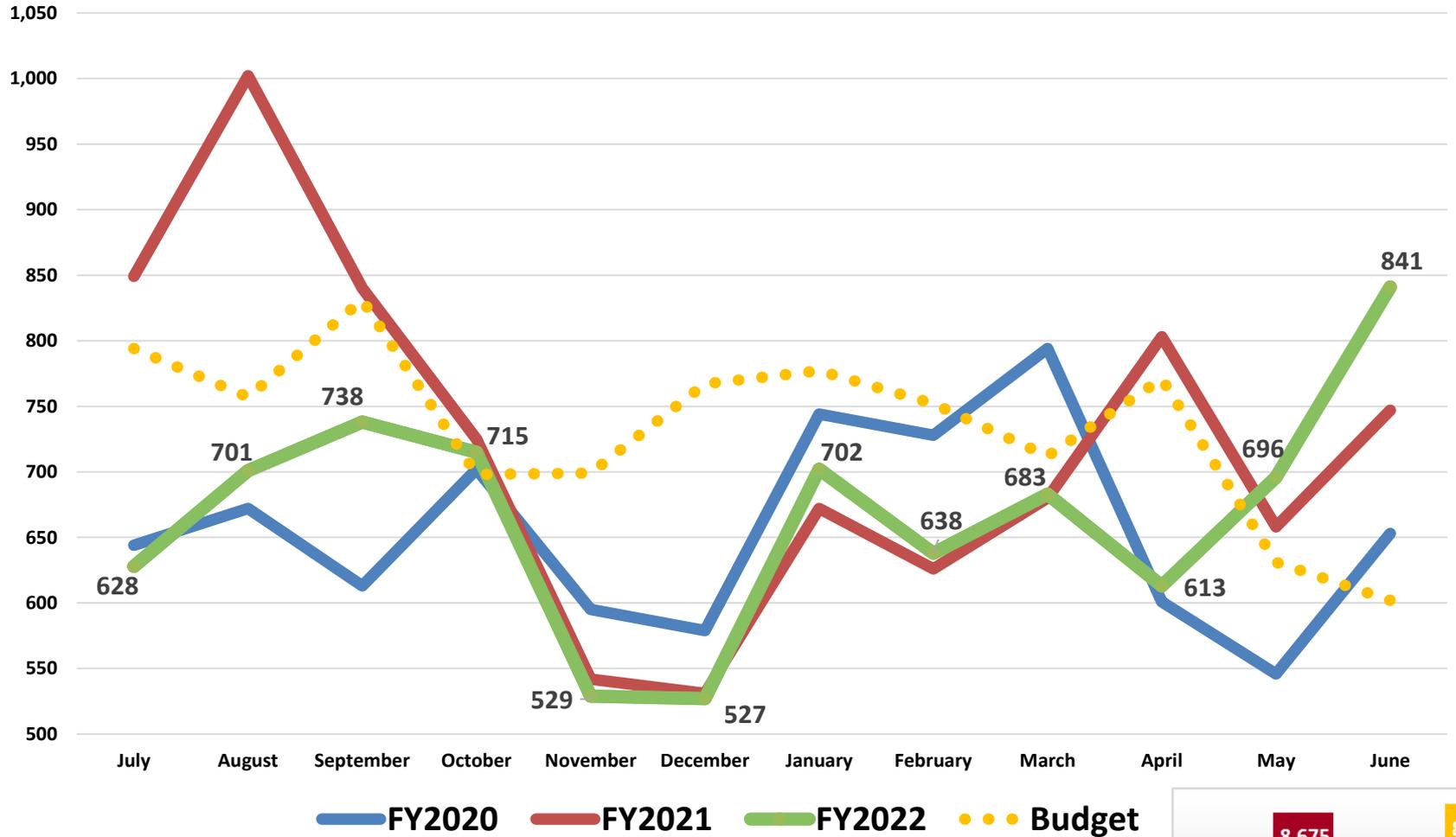


72,216	82,851	78,278	76,941
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

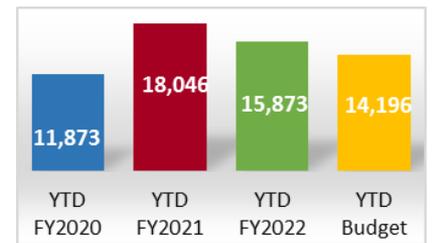
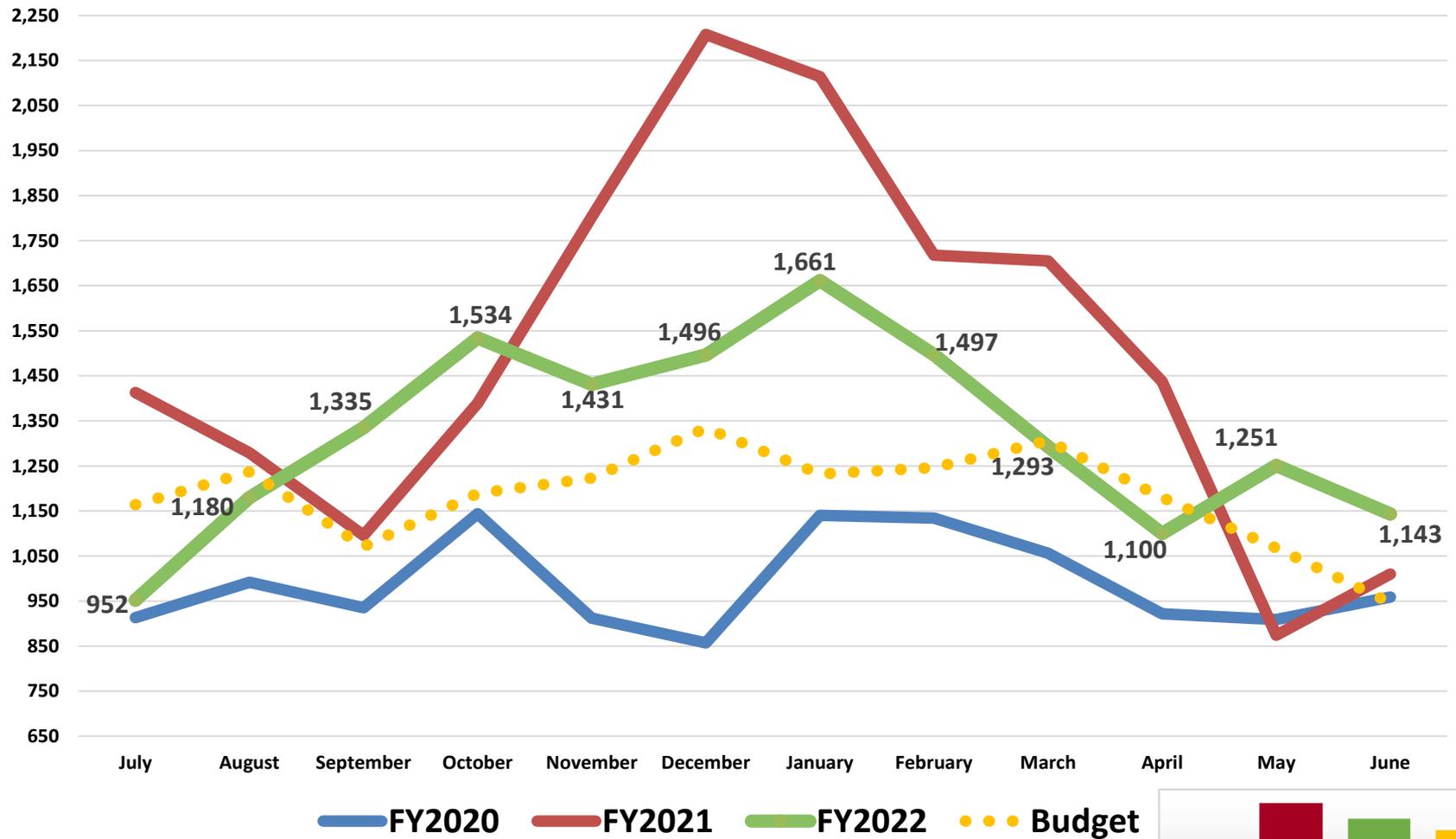
Lindsay RHC - Registrations



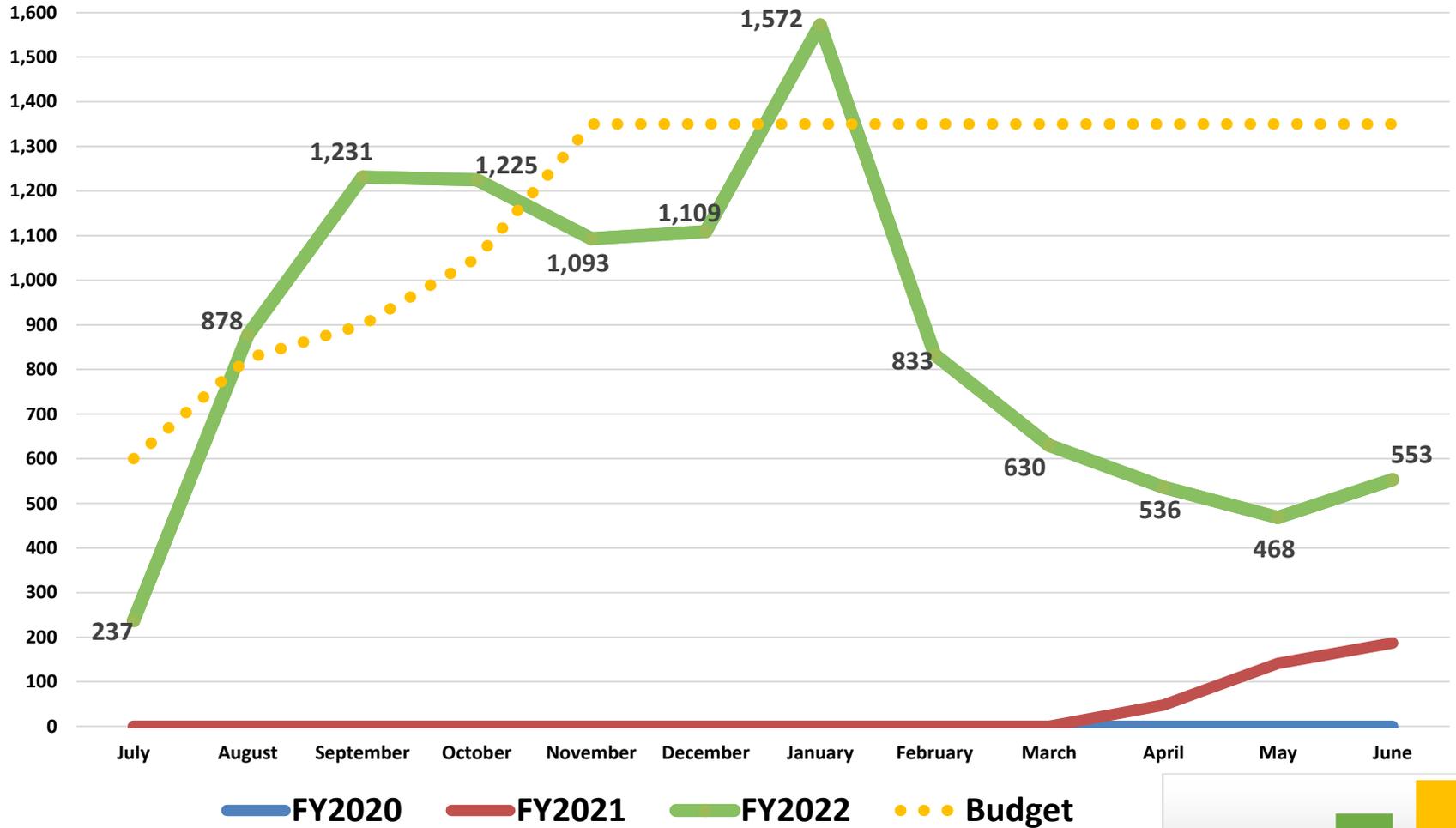
Woodlake RHC - Registrations



Dinuba RHC - Registrations

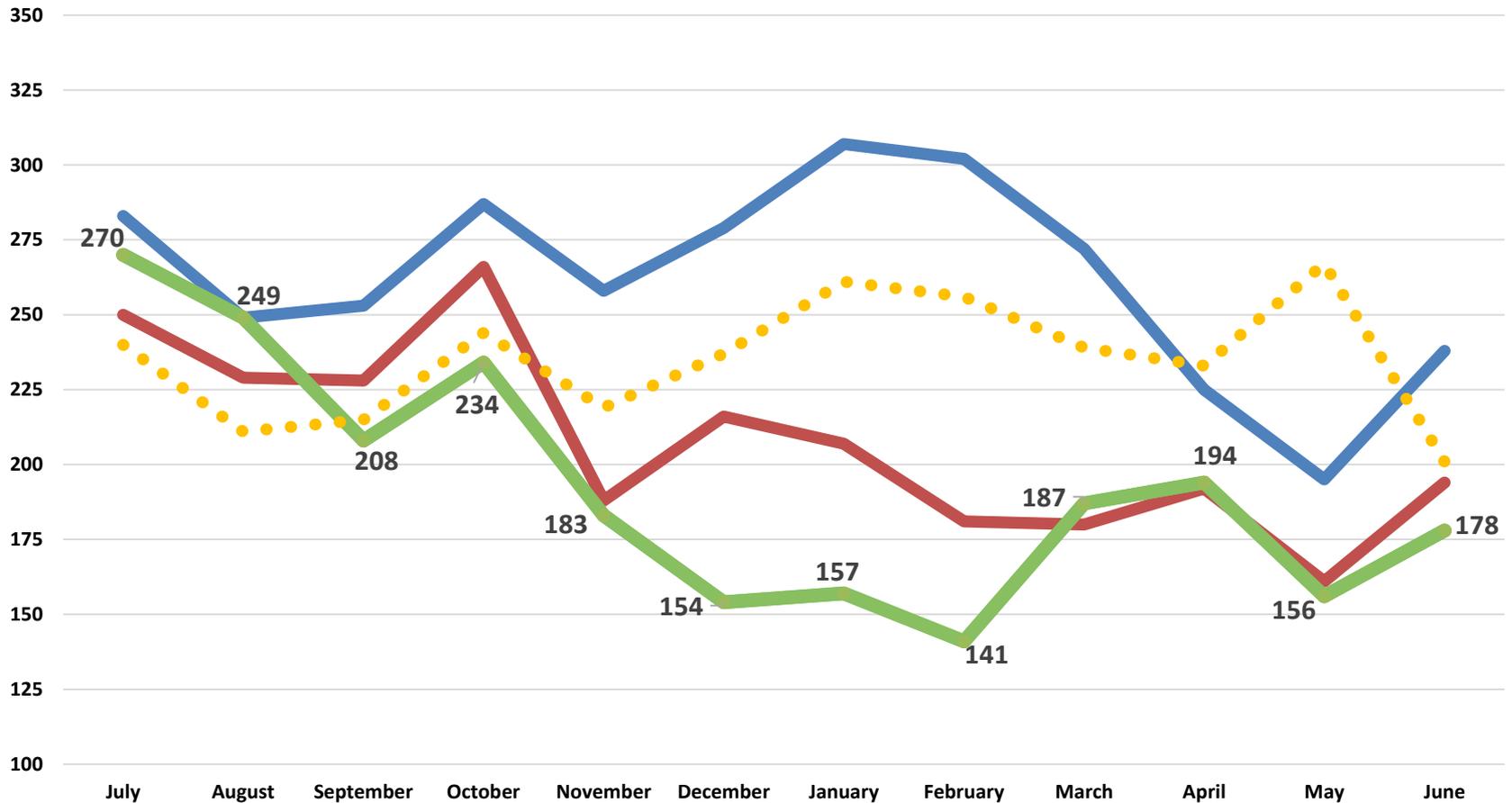


Tulare RHC - Registrations



-	376	10,365	14,175
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

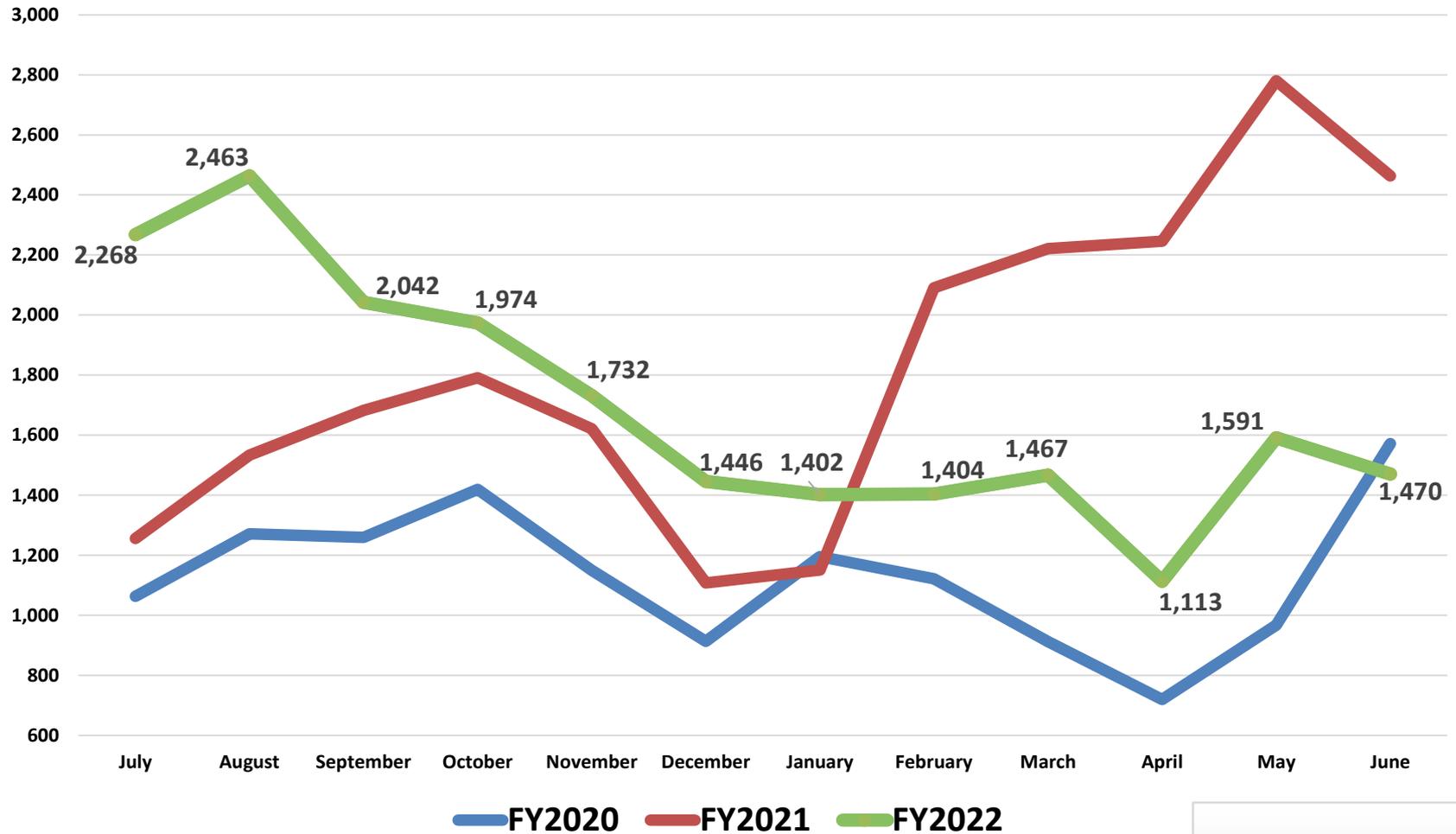
Neurosurgery Clinic - Registrations



—●— **FY2020**
 —●— **FY2021**
 —●— **FY2022**
 ●●● **Budget**

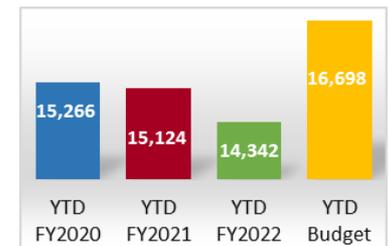
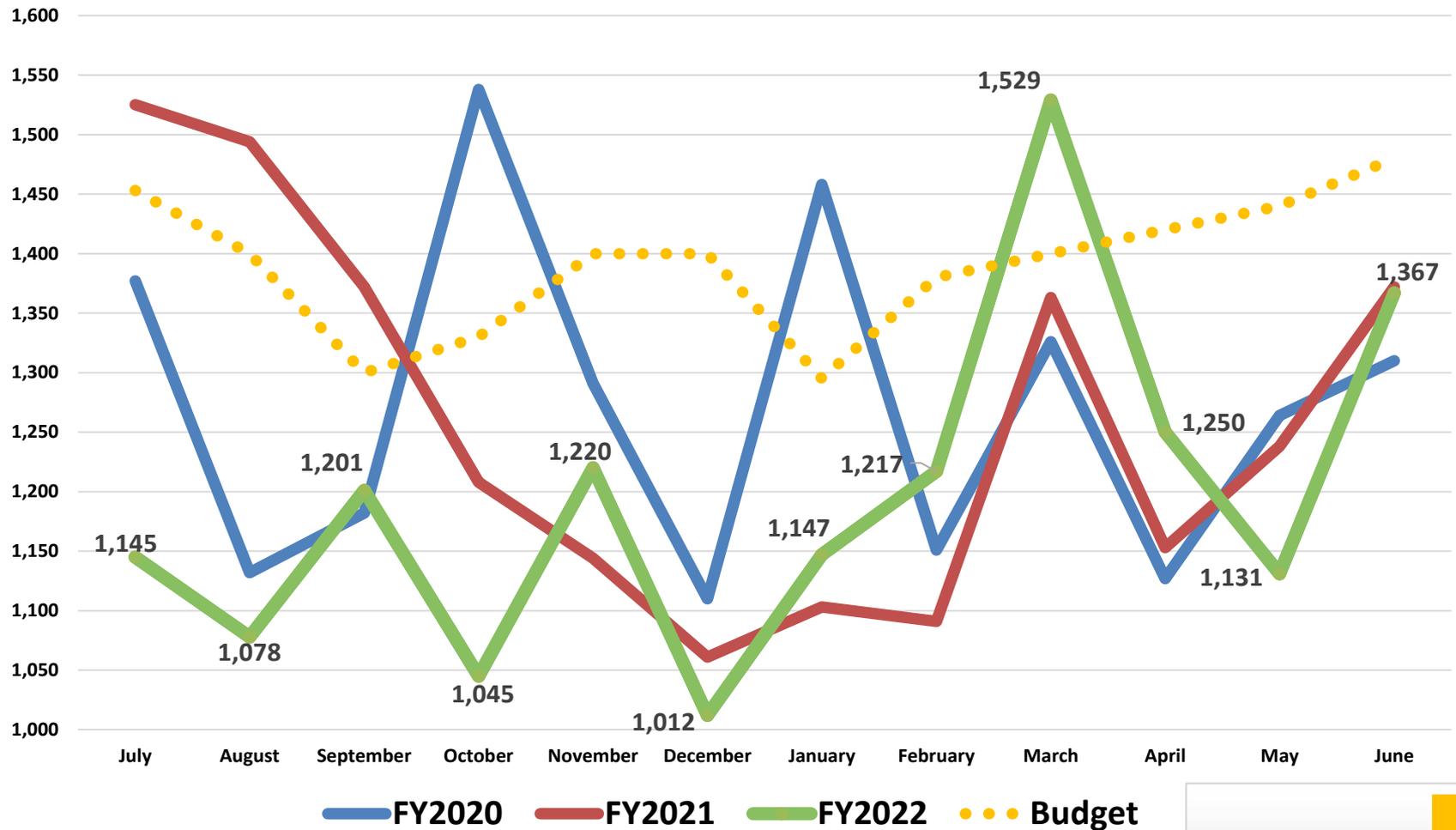


Neurosurgery Clinic - wRVU's

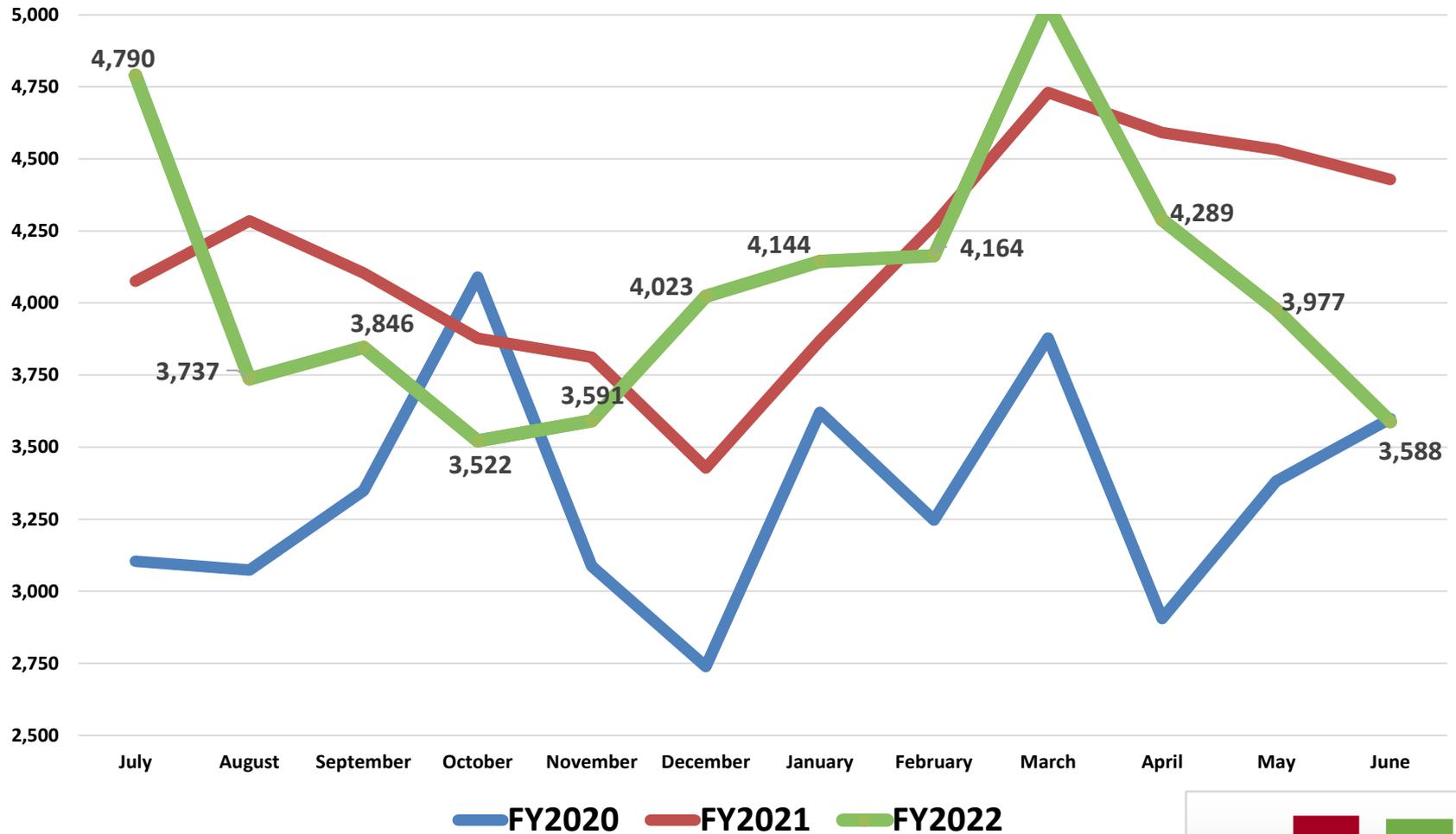


13,561	21,943	20,372
YTD FY2020	YTD FY2021	YTD FY2022

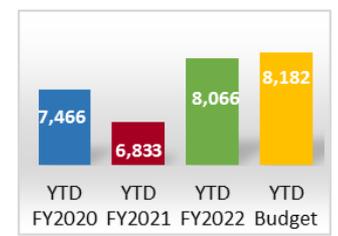
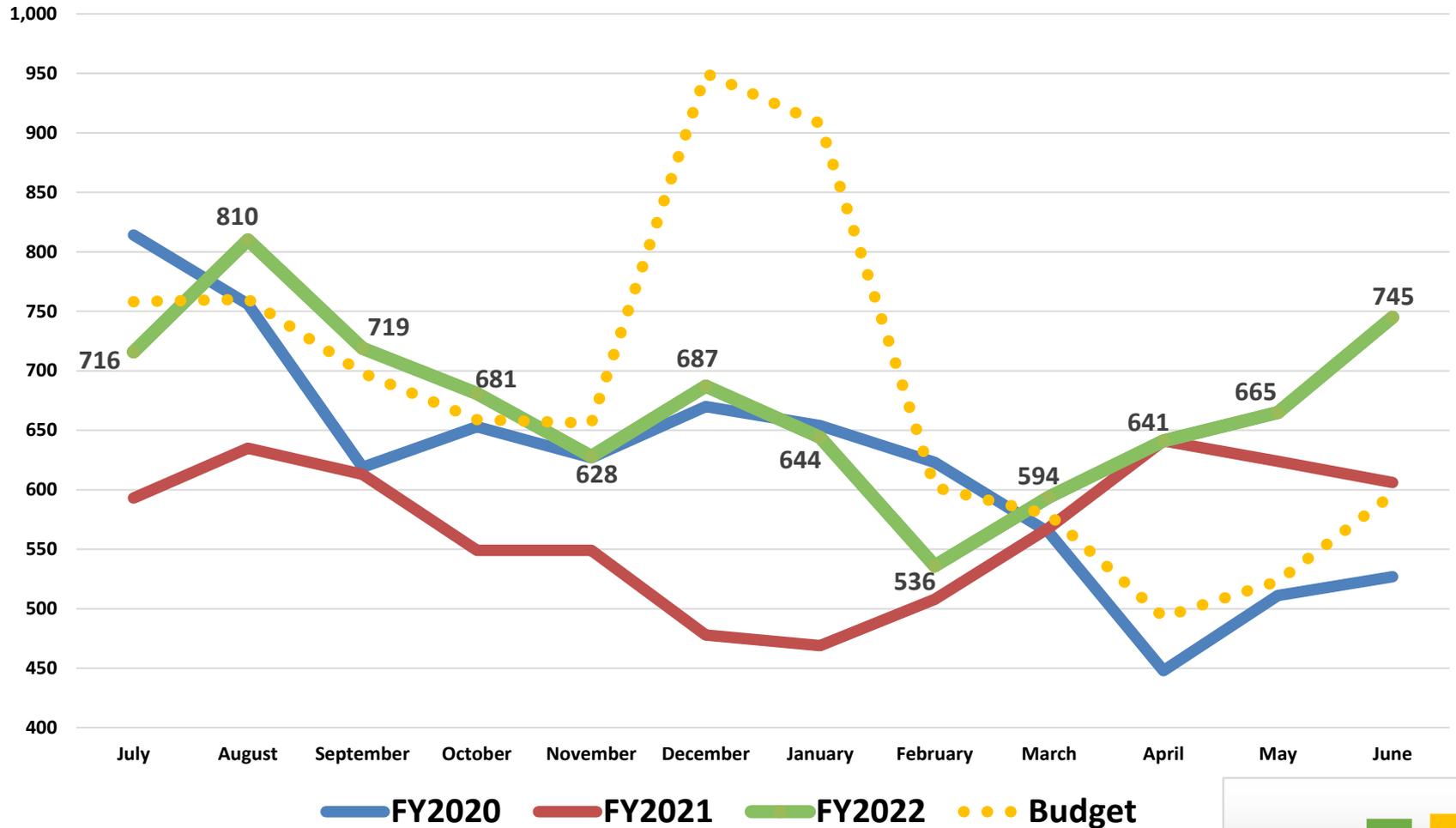
Sequoia Cardiology - Registrations



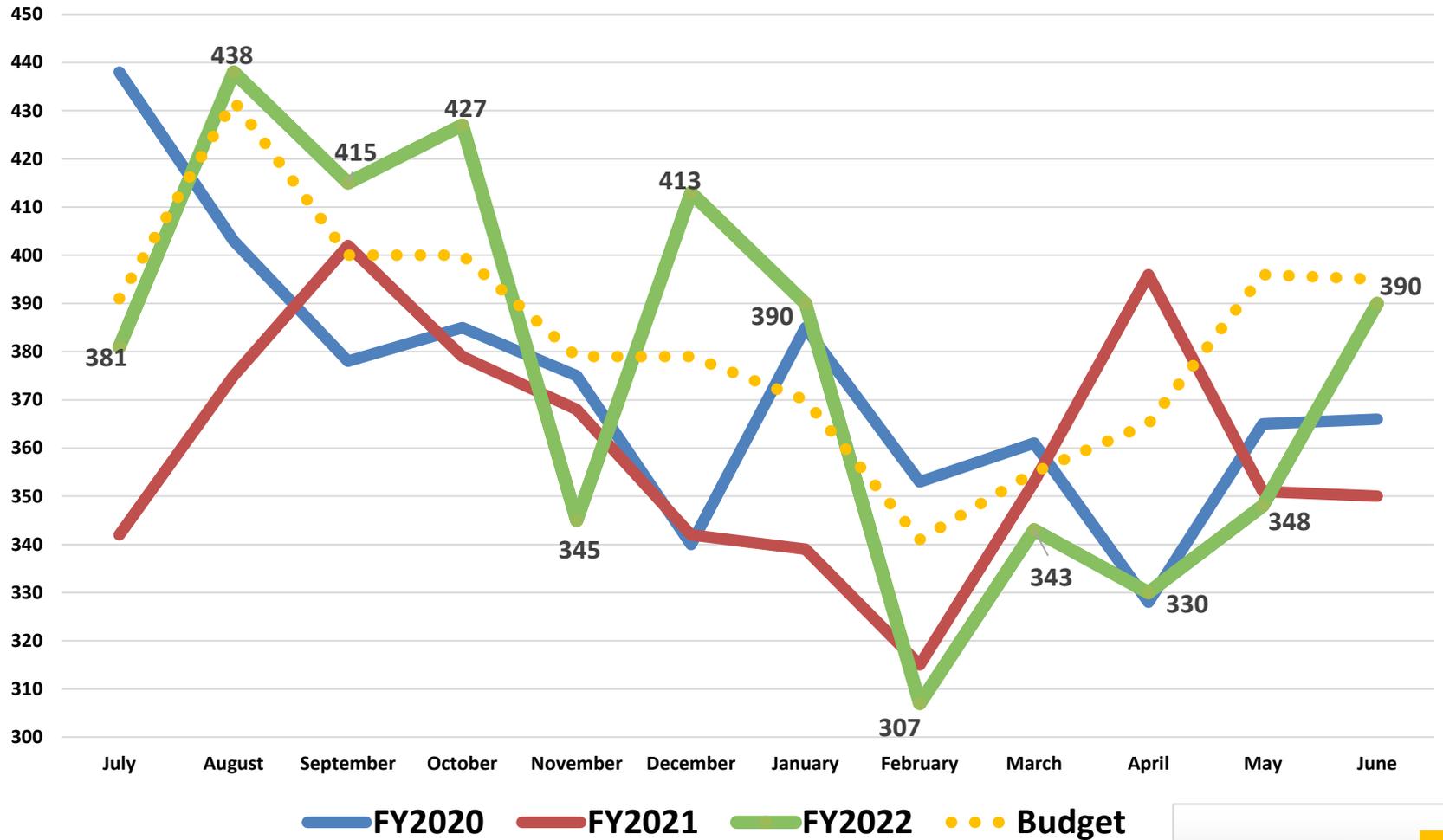
Sequoia Cardiology – wRVU's



Labor Triage Registrations

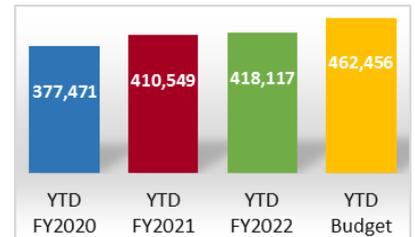
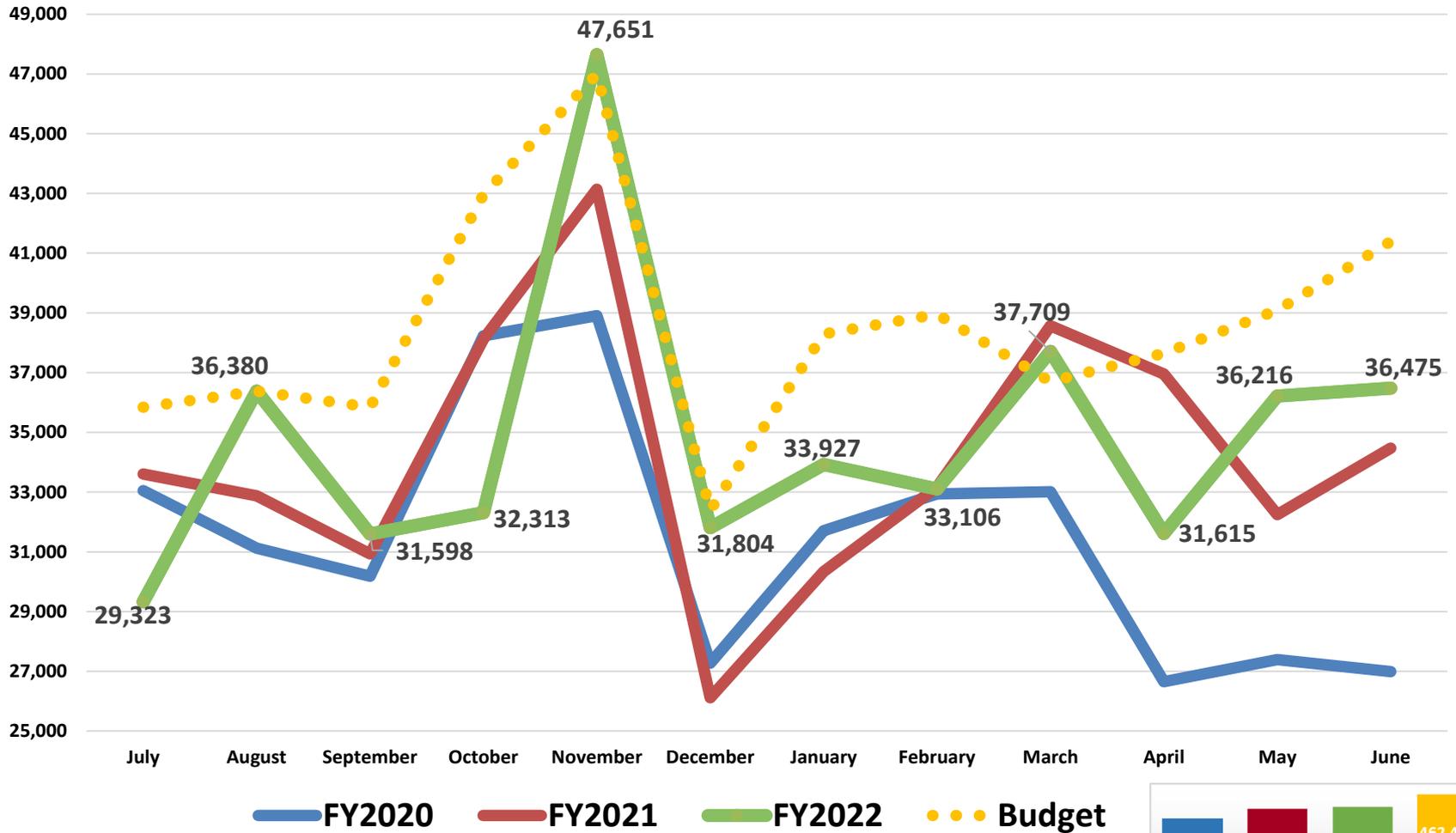


Deliveries

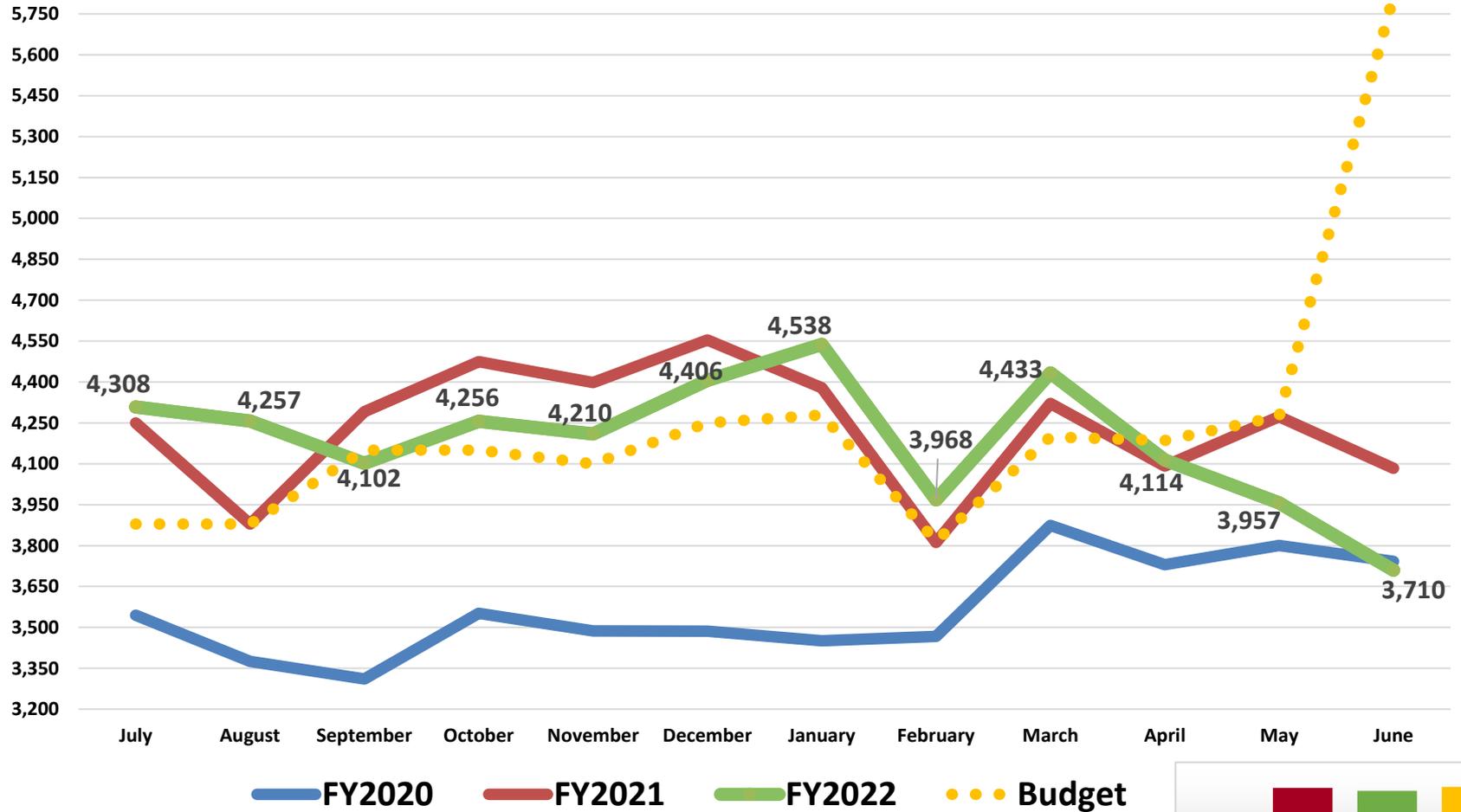


4,477	4,312	4,527	4,603
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

KHMG RVU's

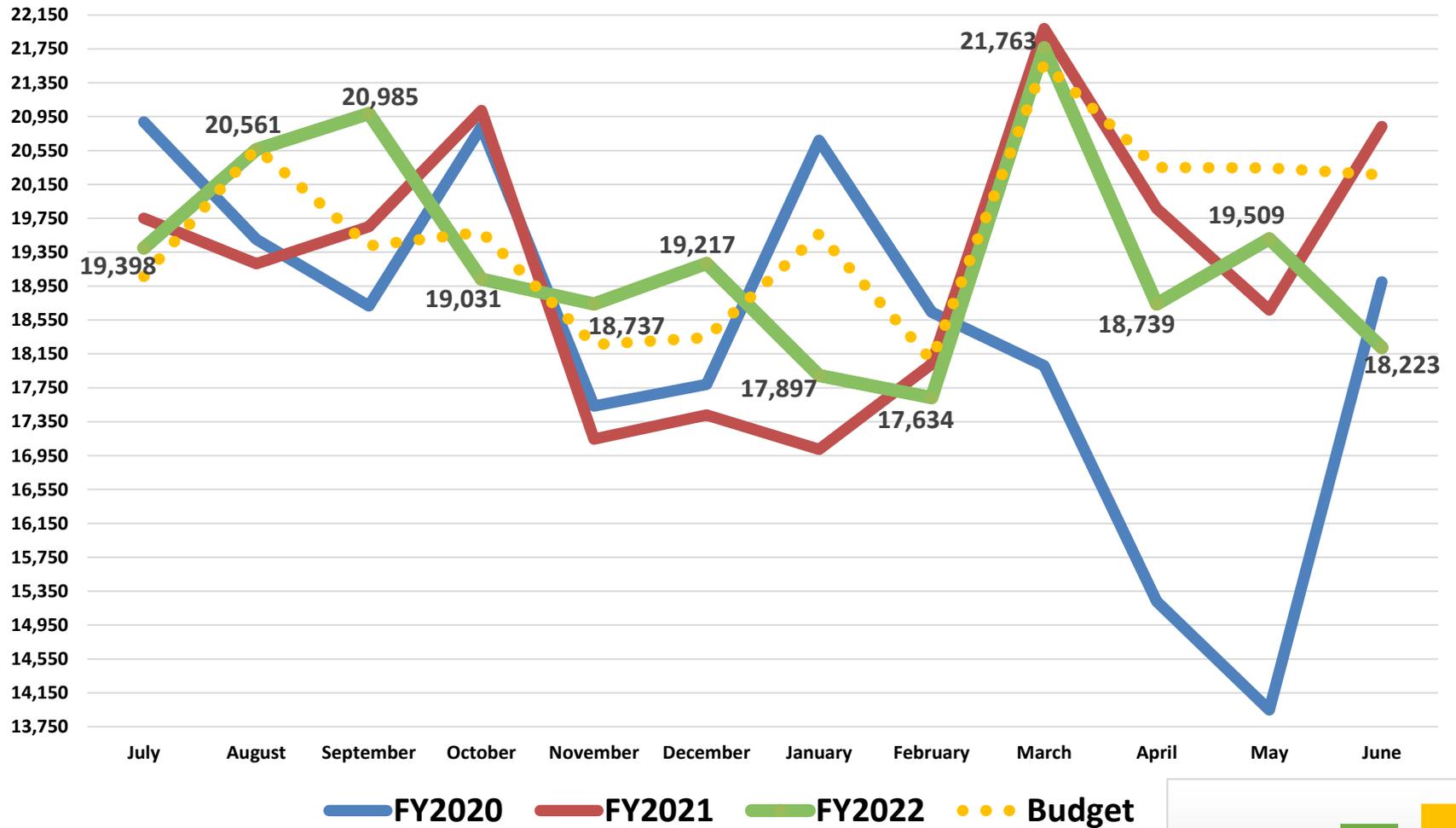


Hospice Days

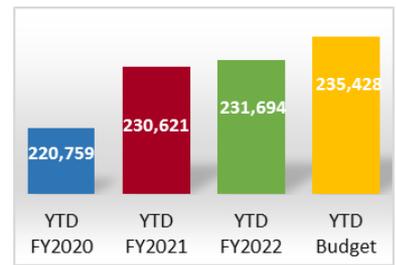


42,821	50,808	50,259	50,975
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

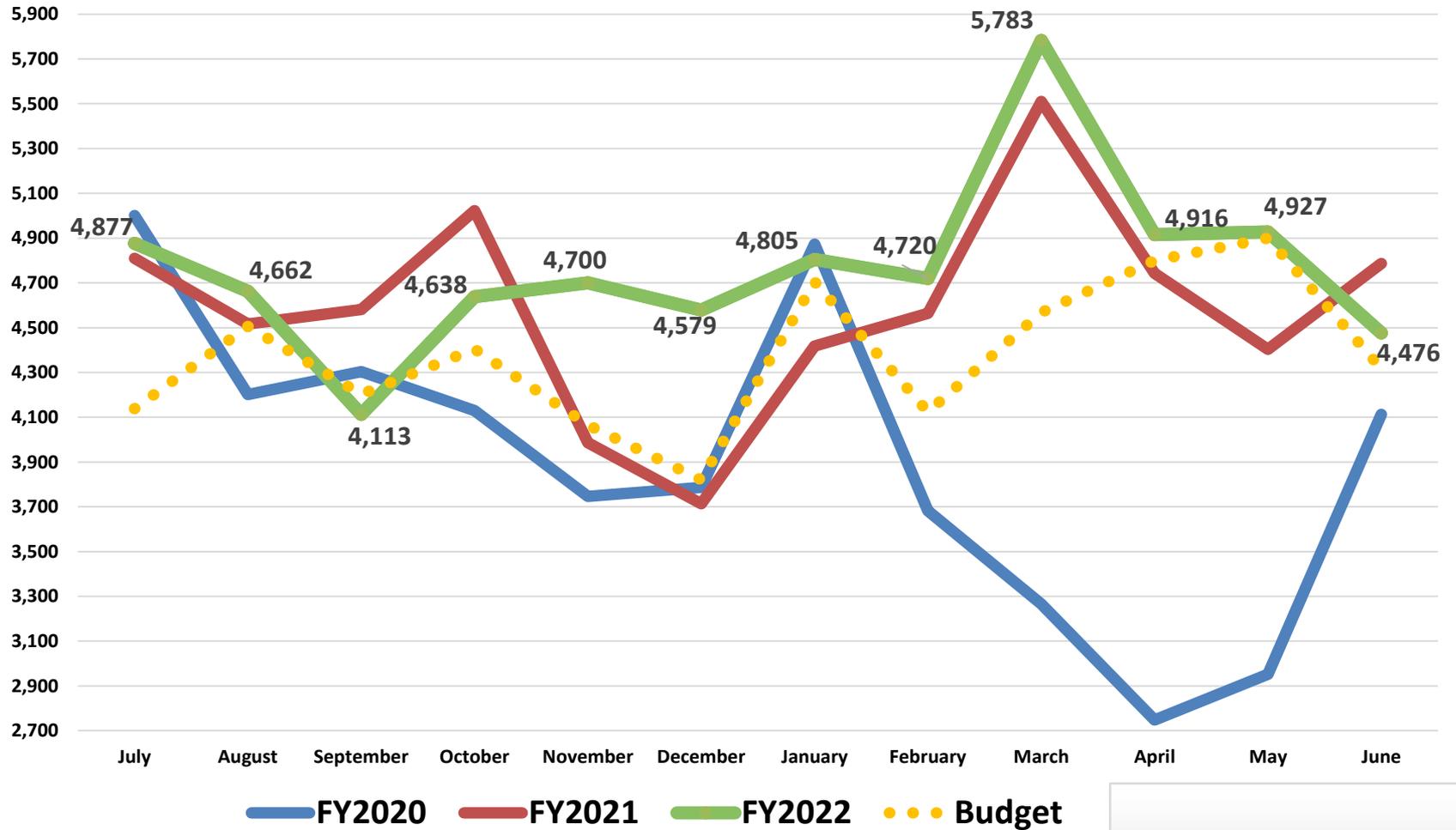
All O/P Rehab Services Across District



— **FY2020**
 — **FY2021**
 — **FY2022**
 ●●● **Budget**

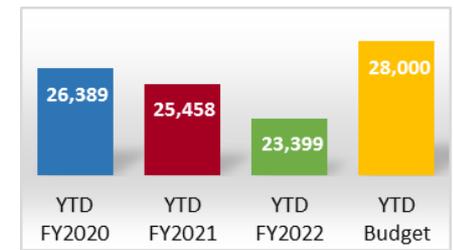
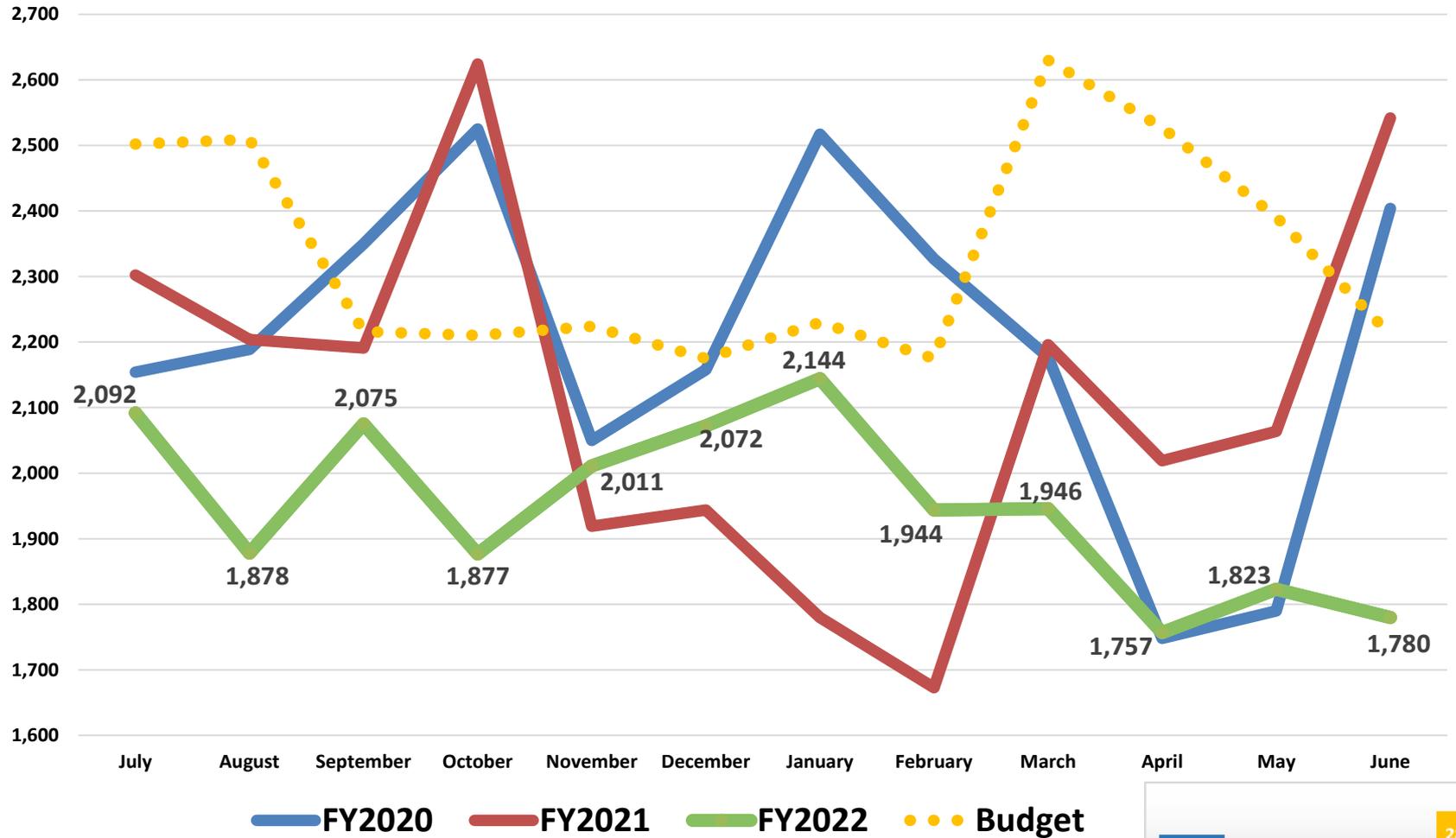


O/P Rehab Services

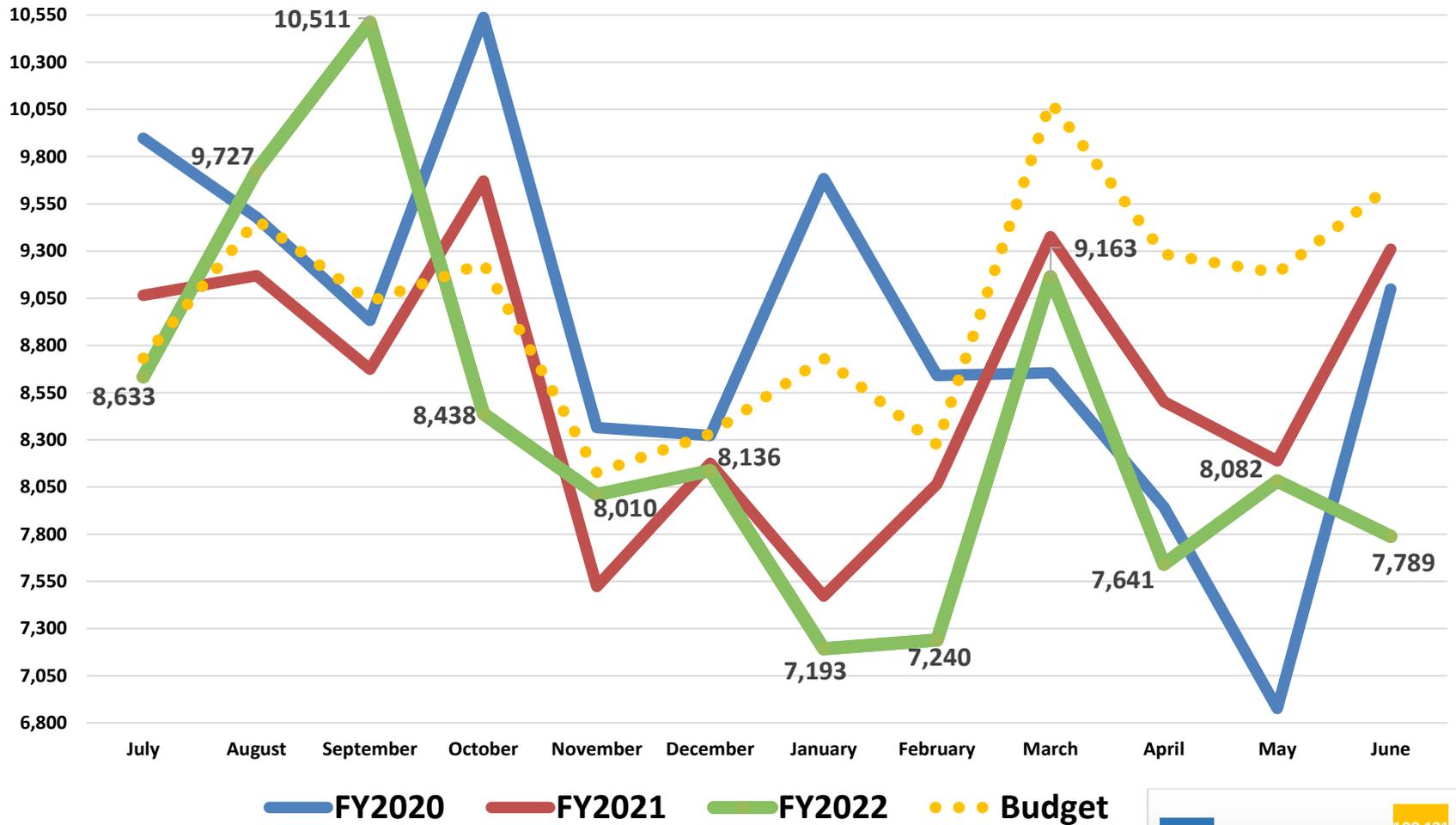


46,800	55,054	57,196	52,550
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

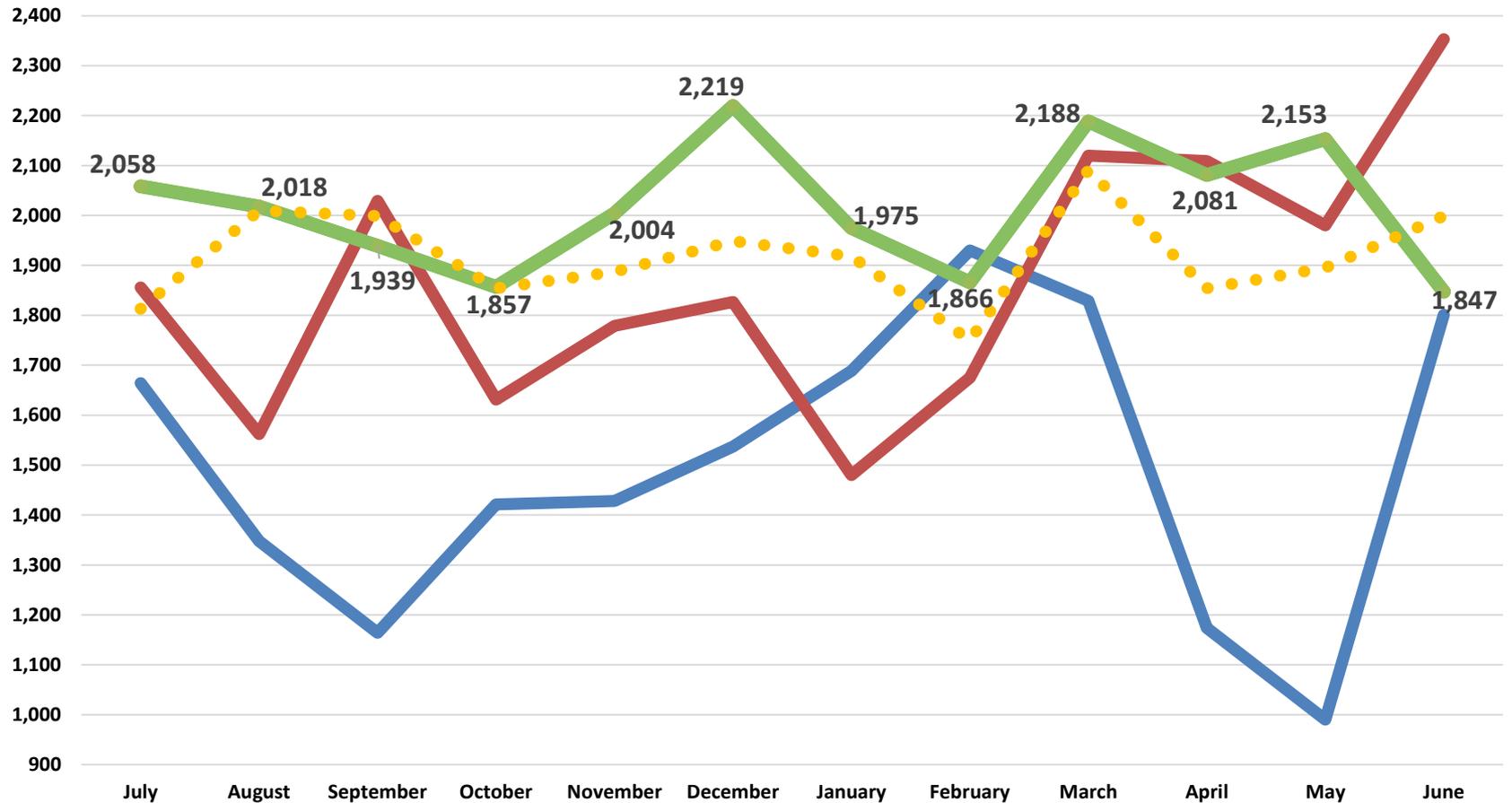
O/P Rehab - Exeter



O/P Rehab - Akers



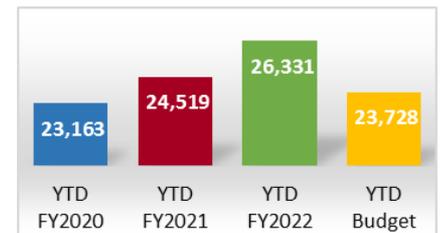
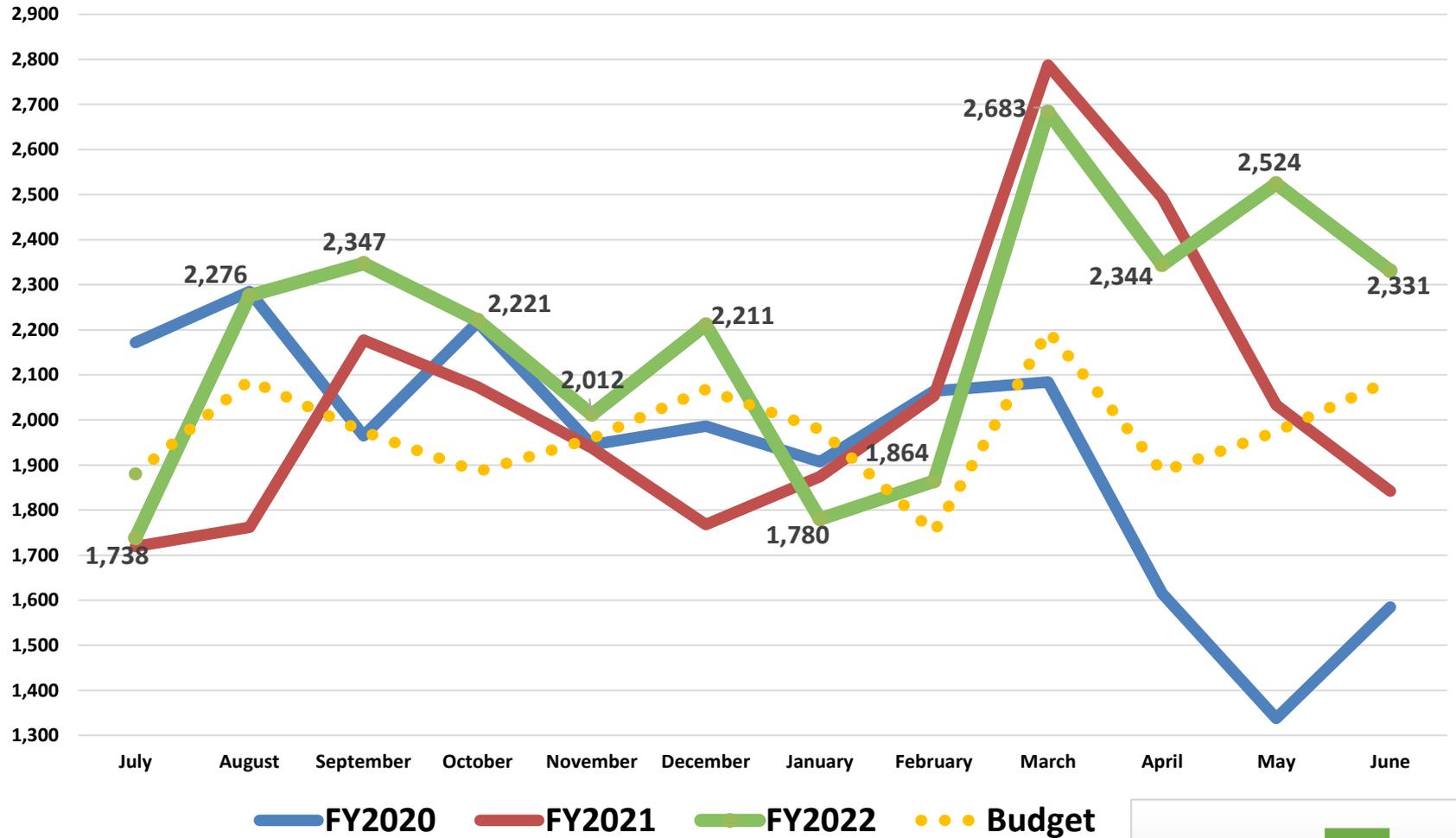
O/P Rehab - LLOPT



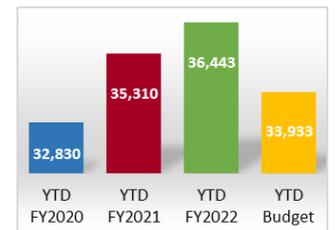
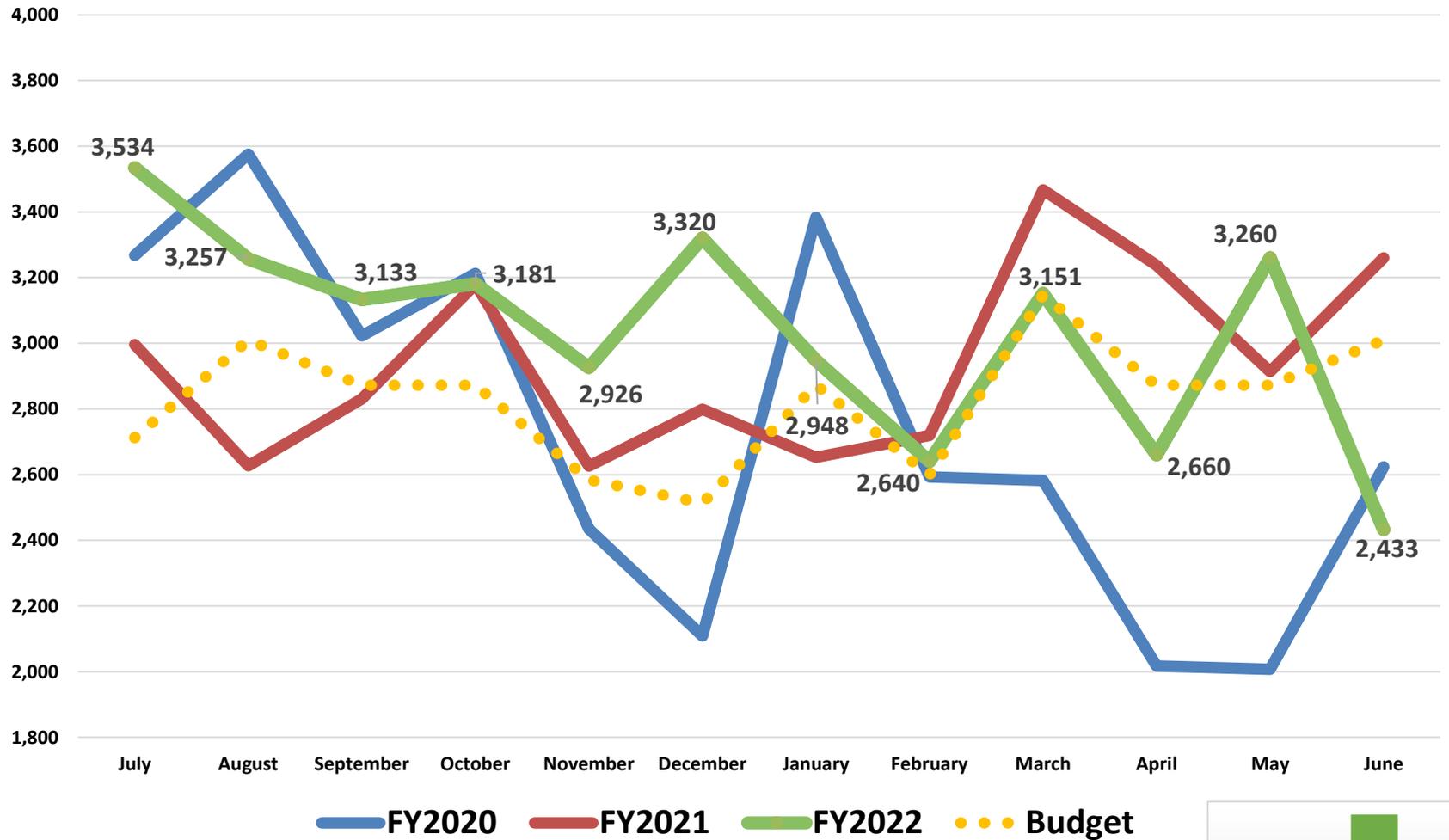
— **FY2020**
 — **FY2021**
 — **FY2022**
 ●●● **Budget**



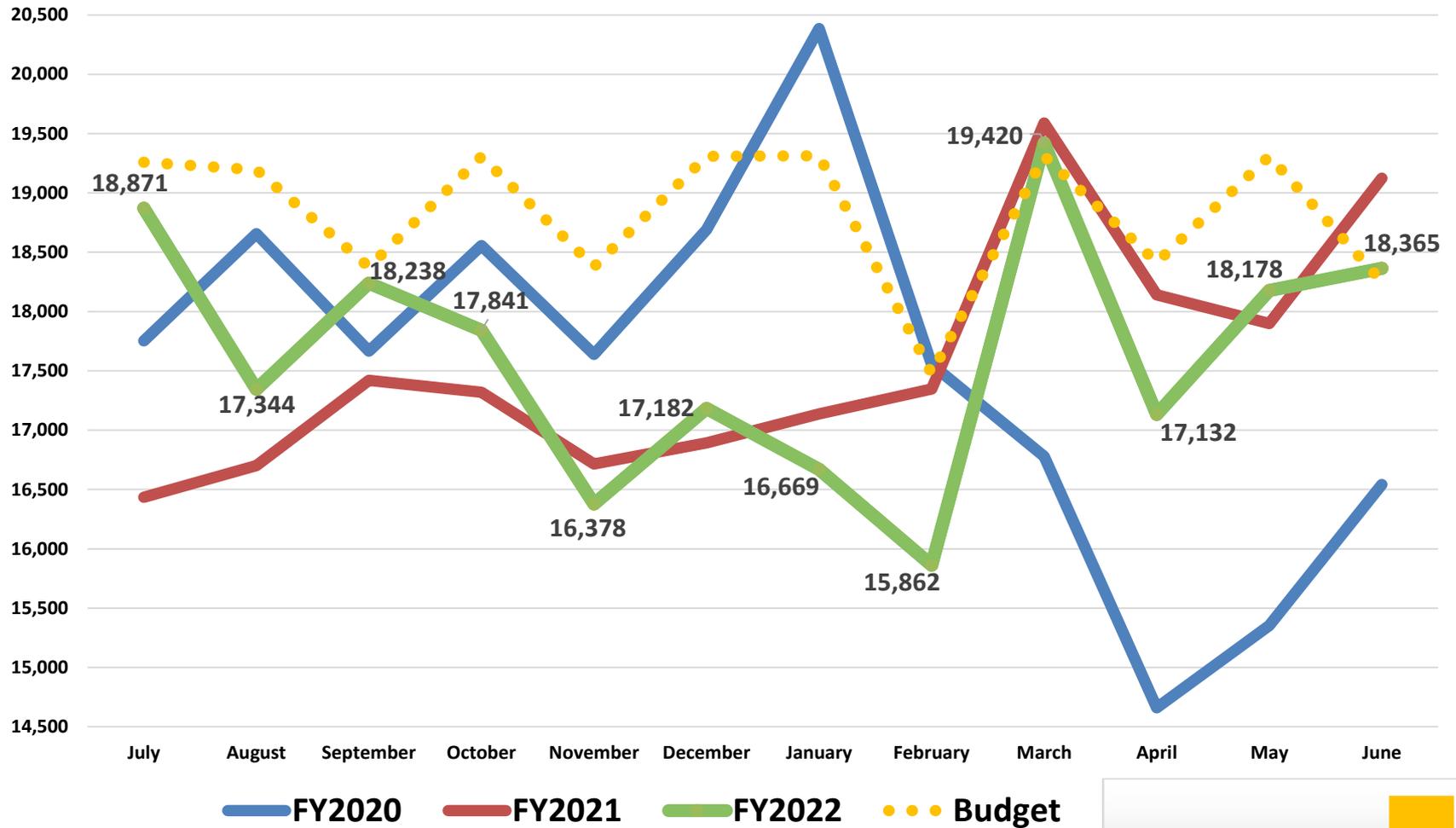
O/P Rehab - Dinuba



Therapy - Cypress Hand Center

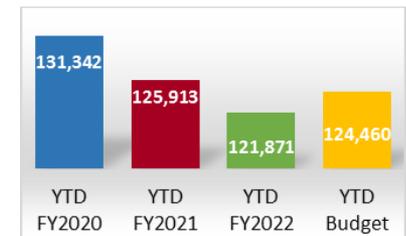
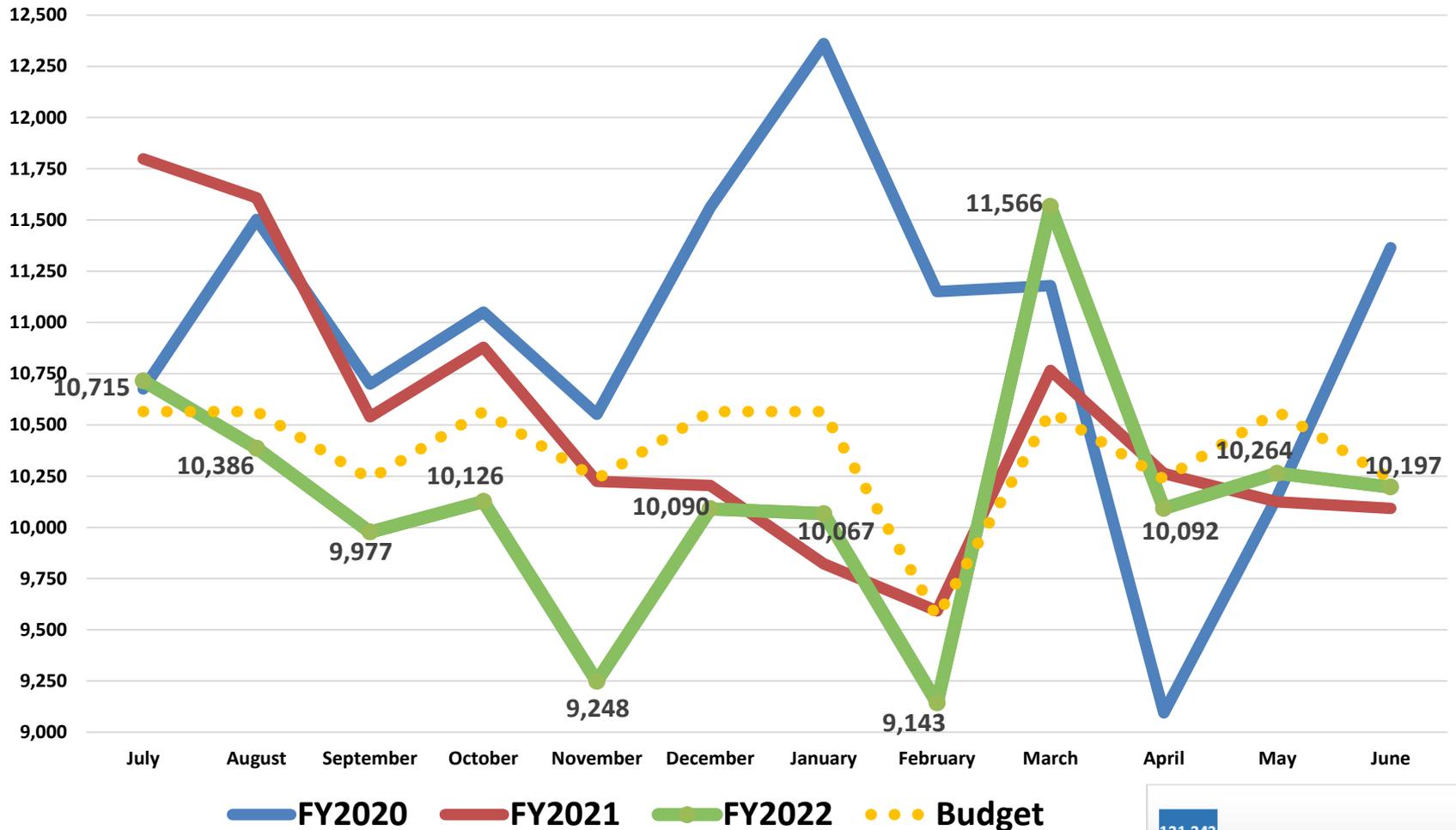


Physical & Other Therapy Units (I/P & O/P)

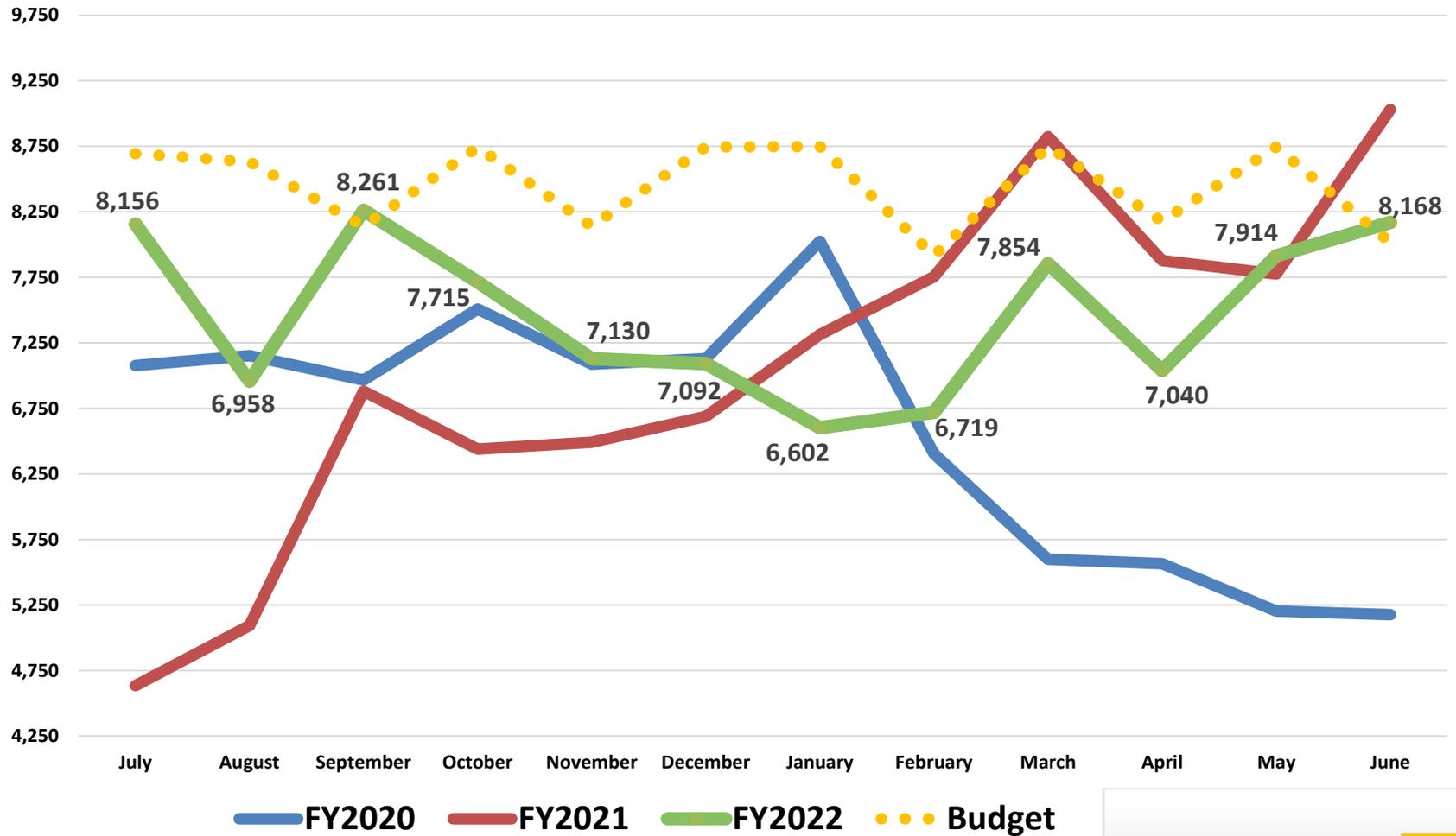


210,234	210,717	211,480	225,895
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

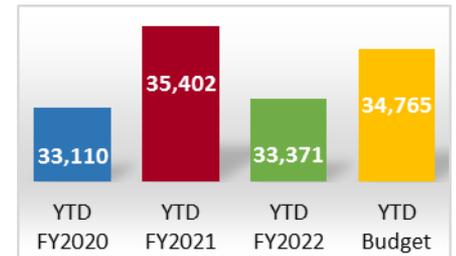
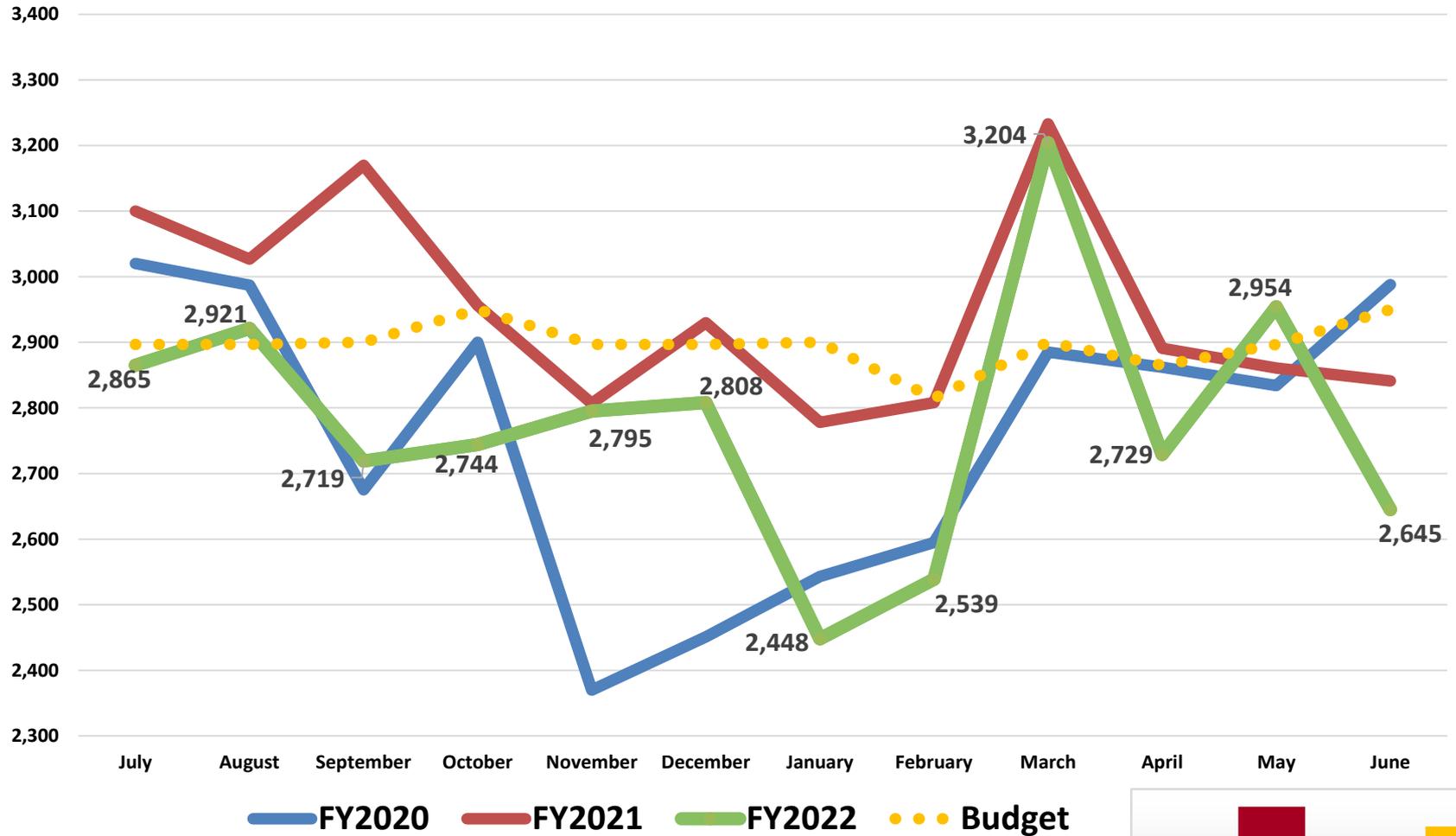
Physical & Other Therapy Units (I/P & O/P)-Main Campus



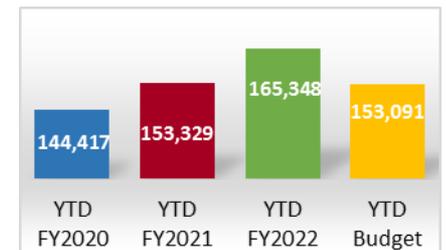
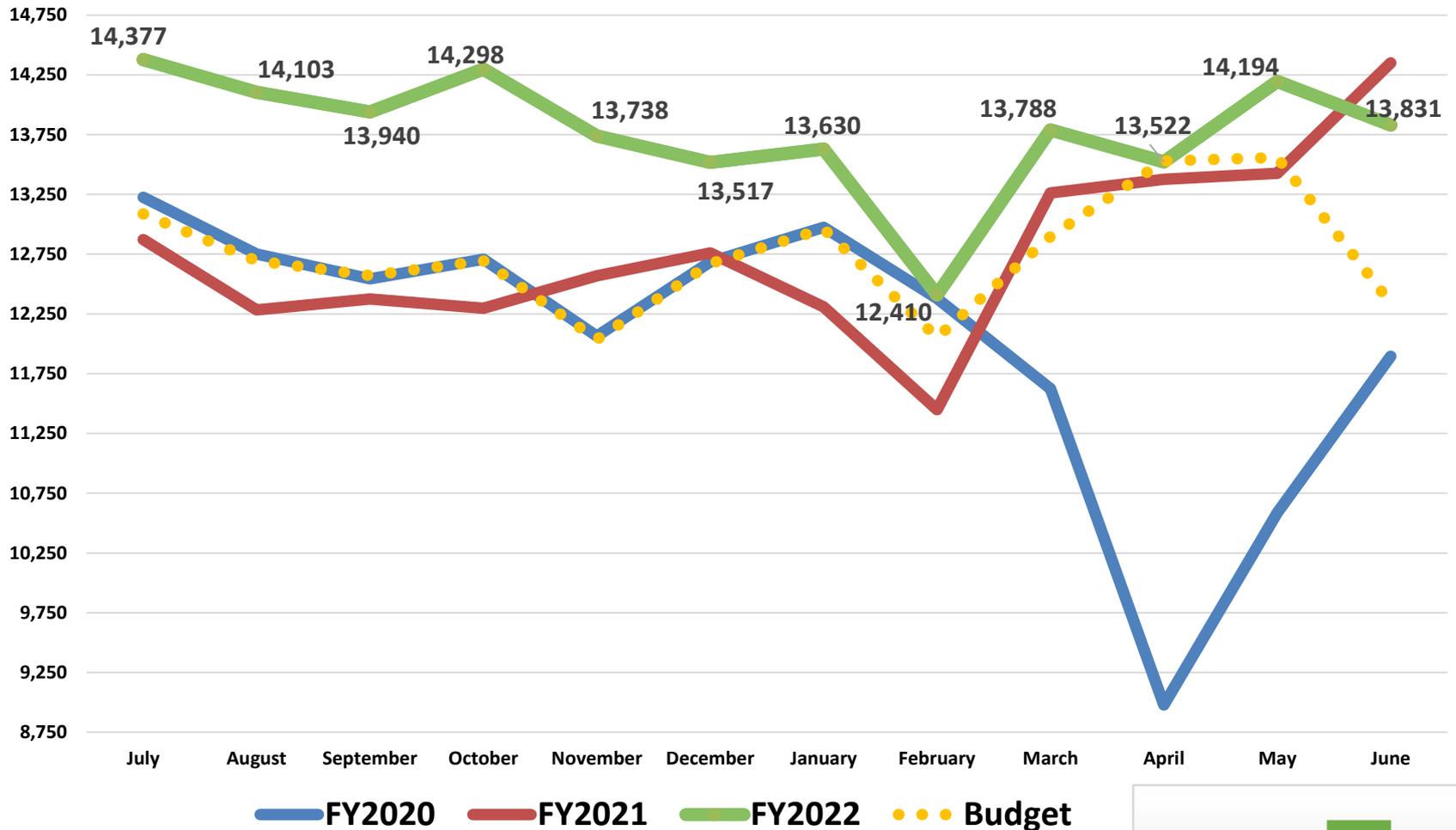
Physical & Other Therapy Units (I/P & O/P)-KDRH & South Campus



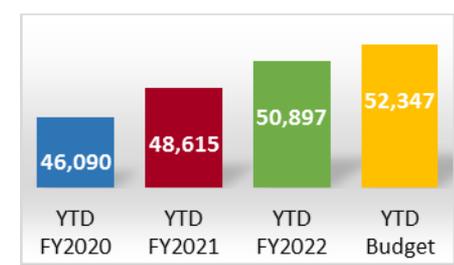
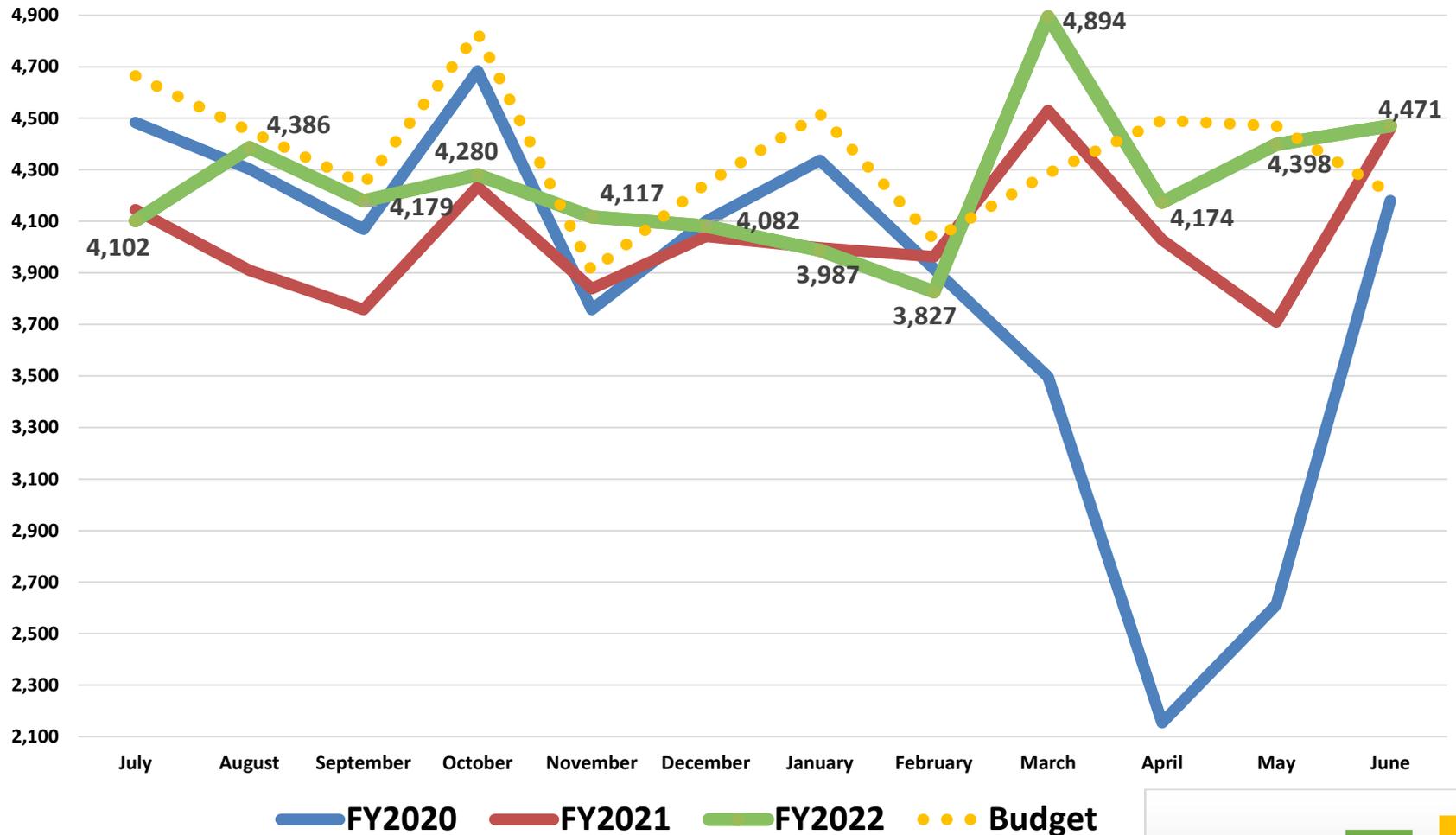
Home Health Visits



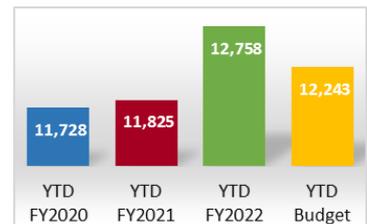
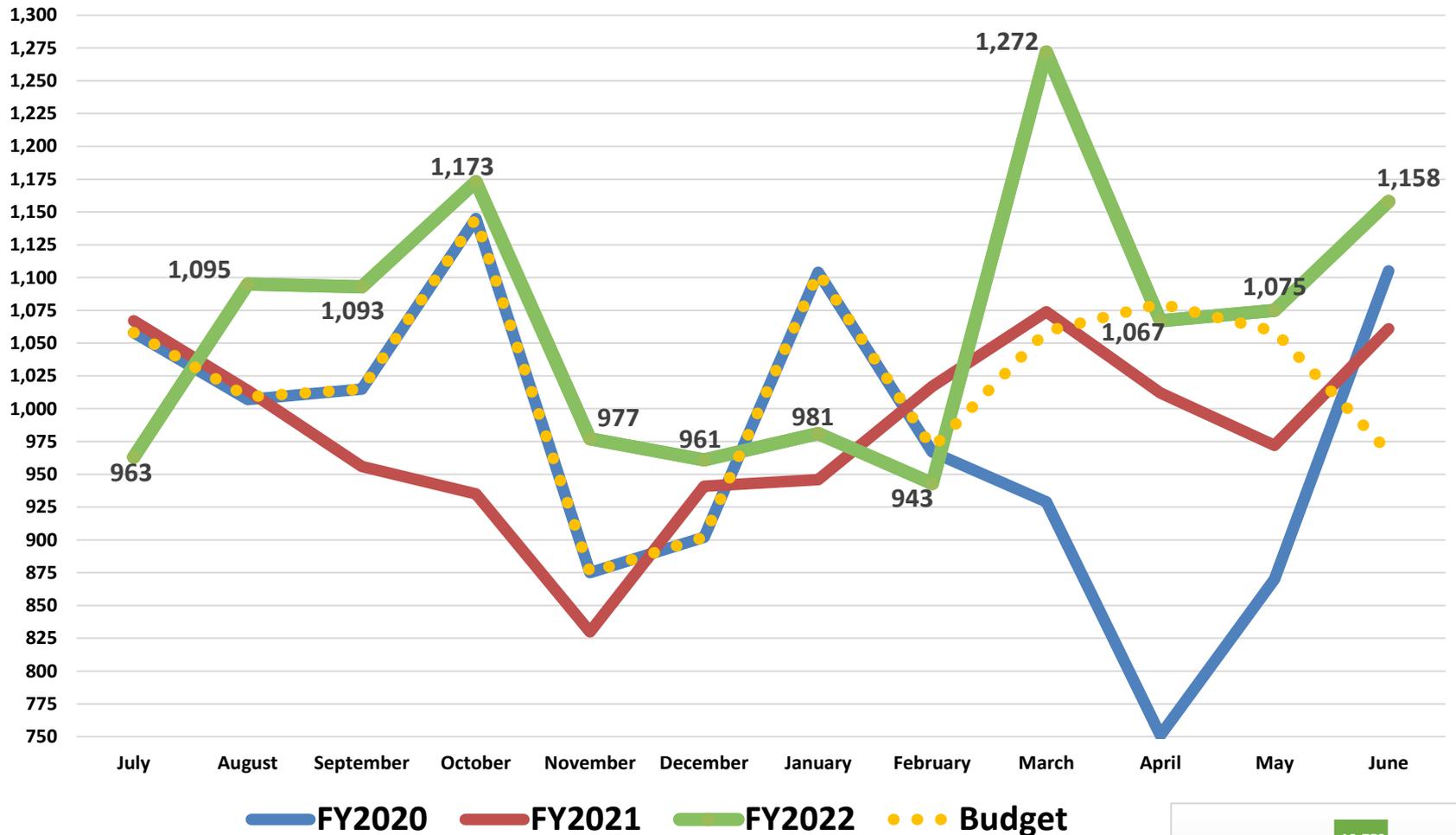
Radiology – Main Campus



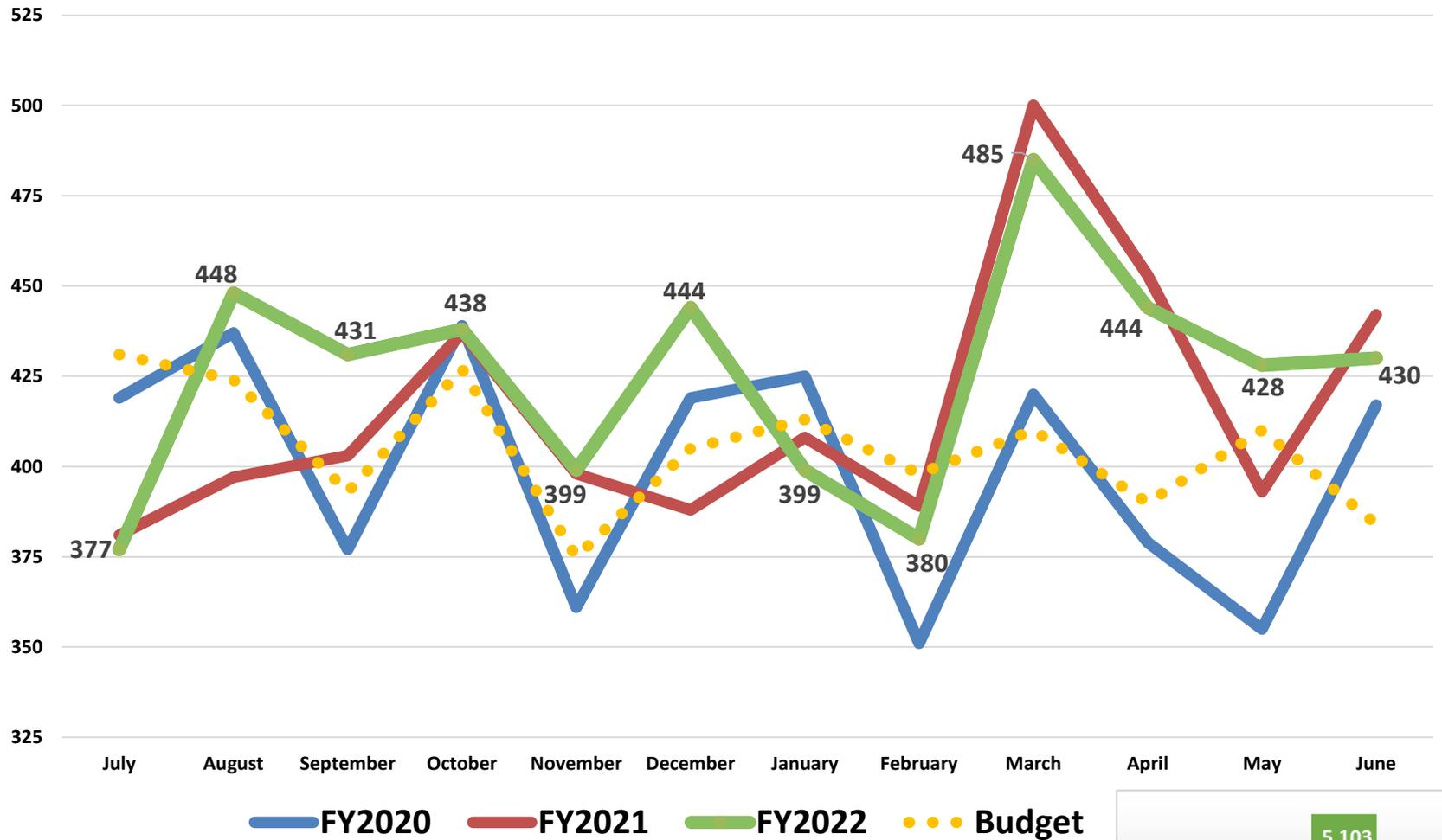
Radiology – West Campus Imaging



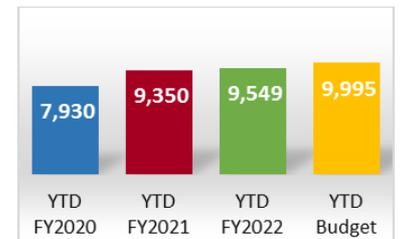
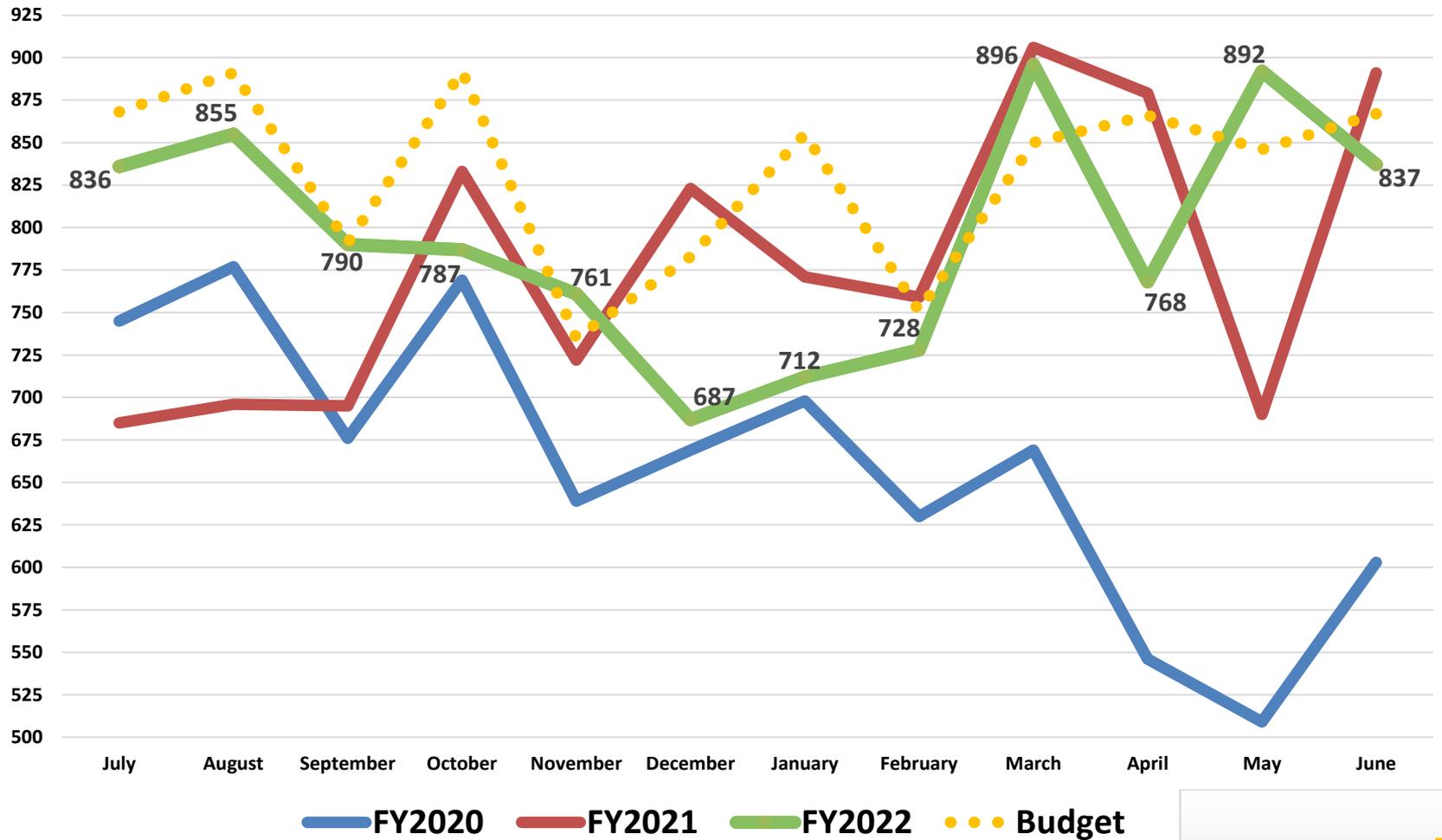
West Campus – Diagnostic Radiology



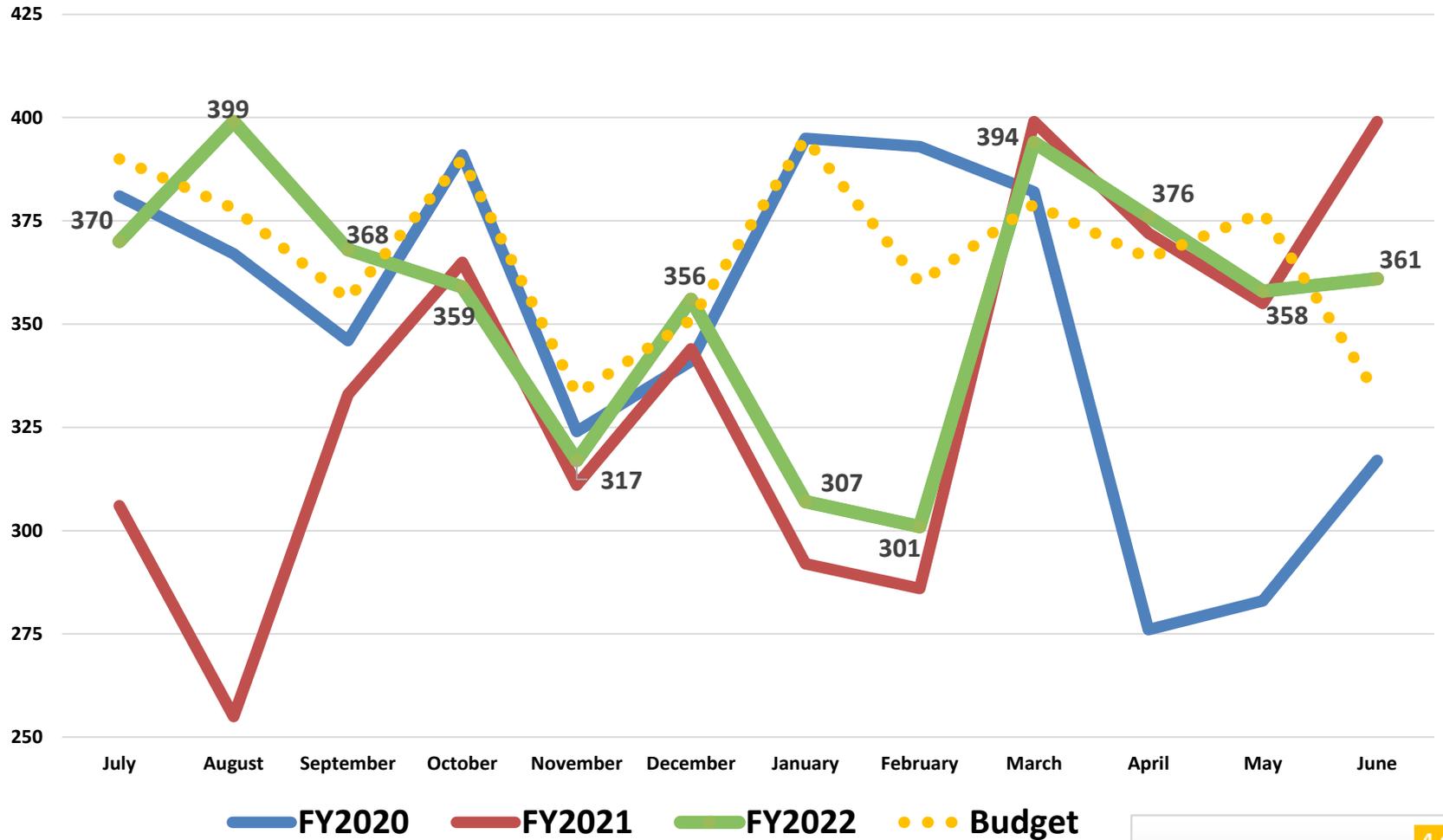
West Campus – CT Scan



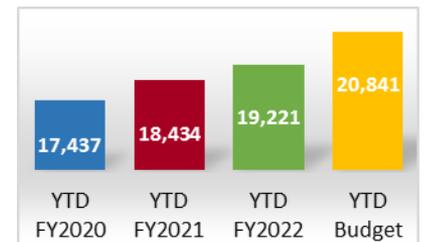
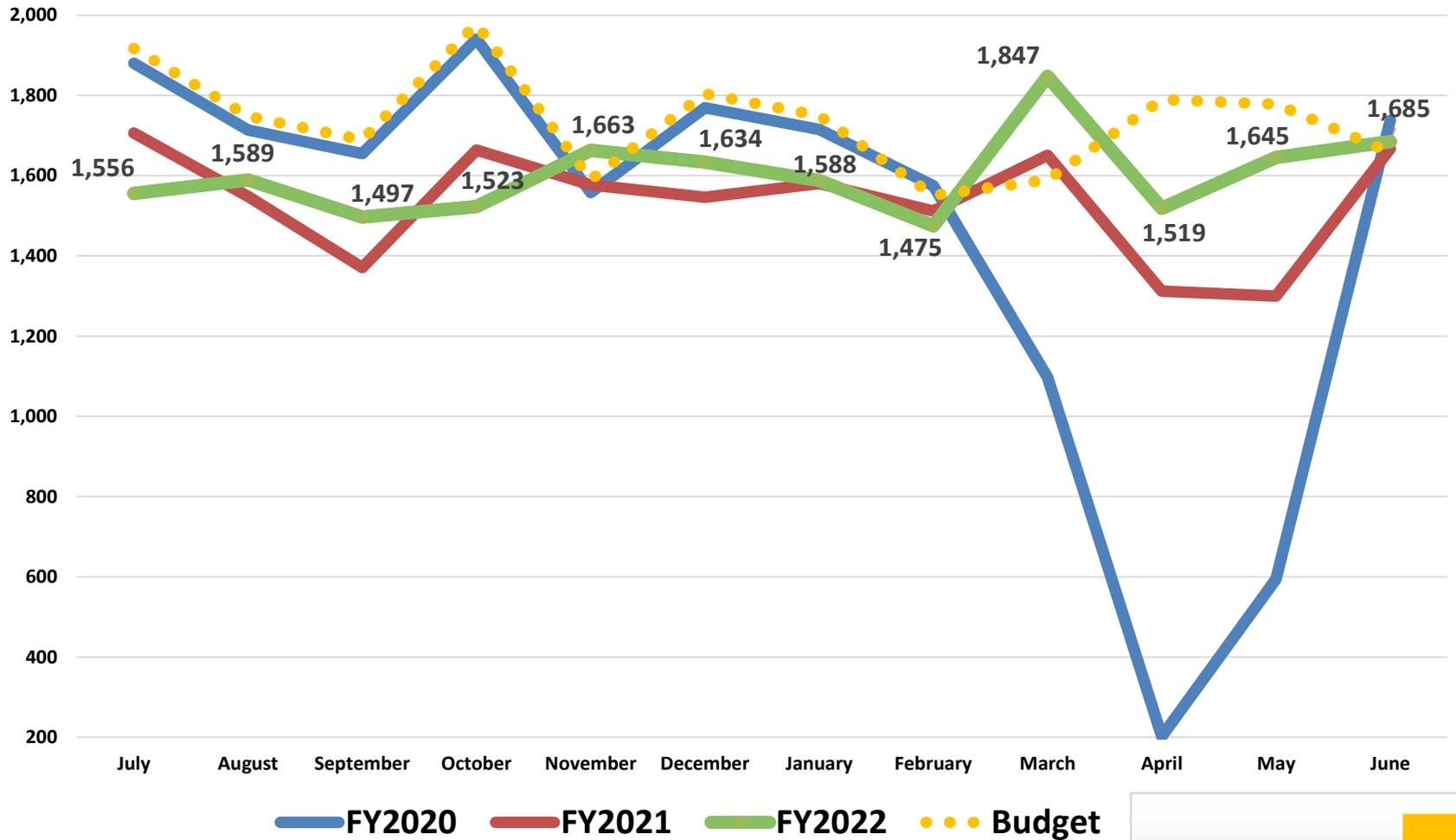
West Campus - Ultrasound



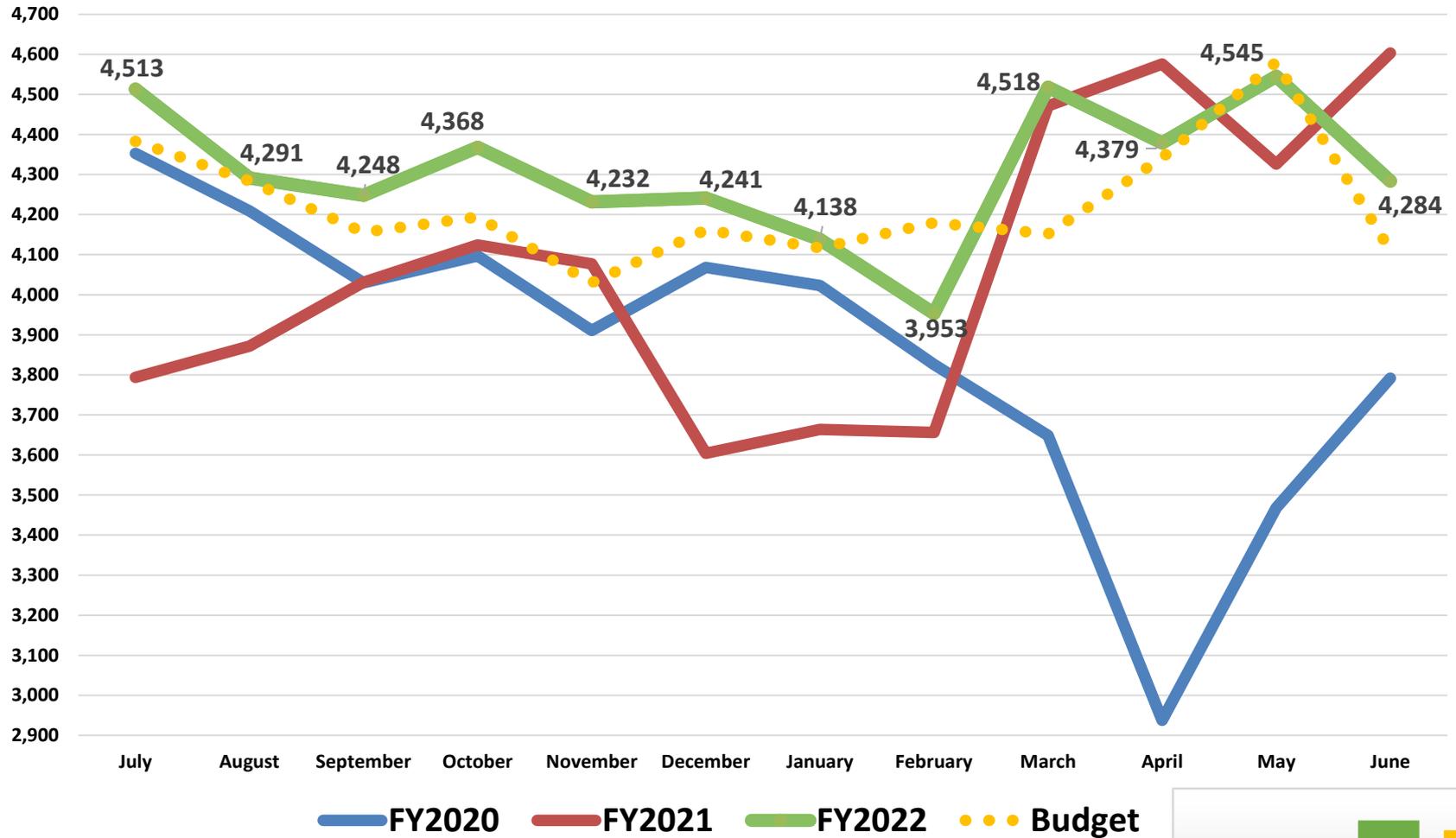
West Campus - MRI



West Campus – Breast Center

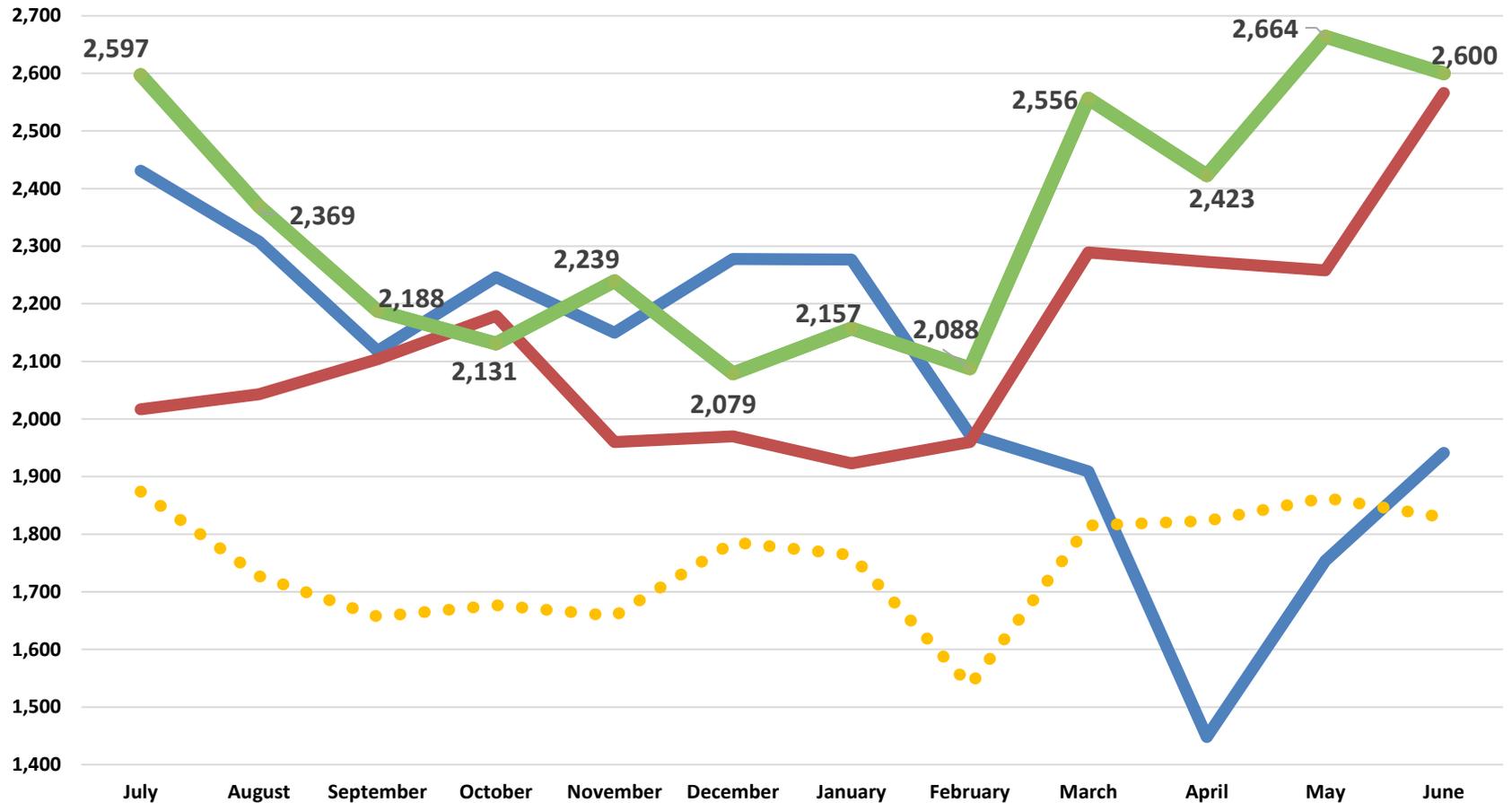


Radiology all areas – CT



46,364	48,798	51,710	50,691
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

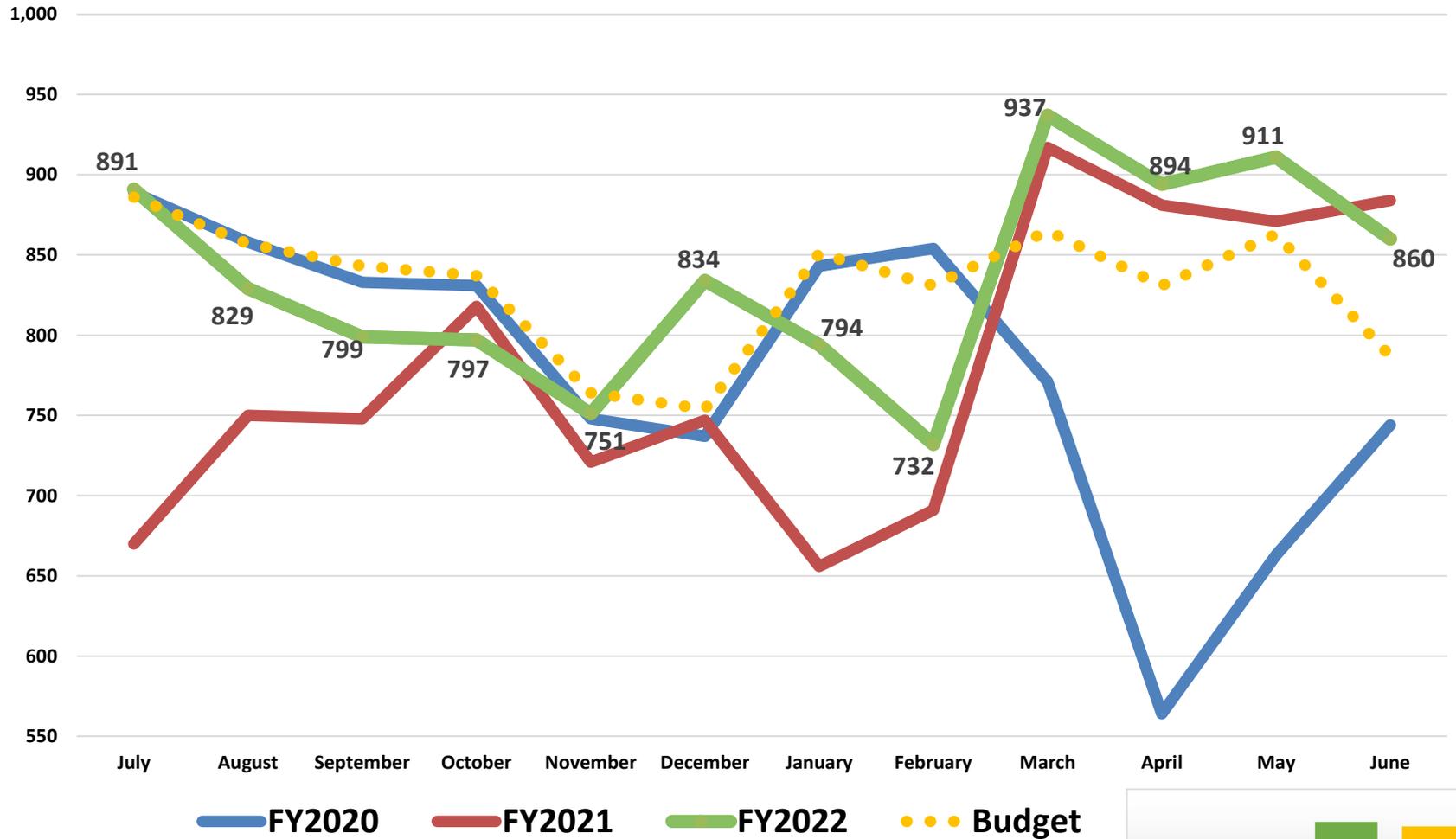
Radiology all areas – Ultrasound



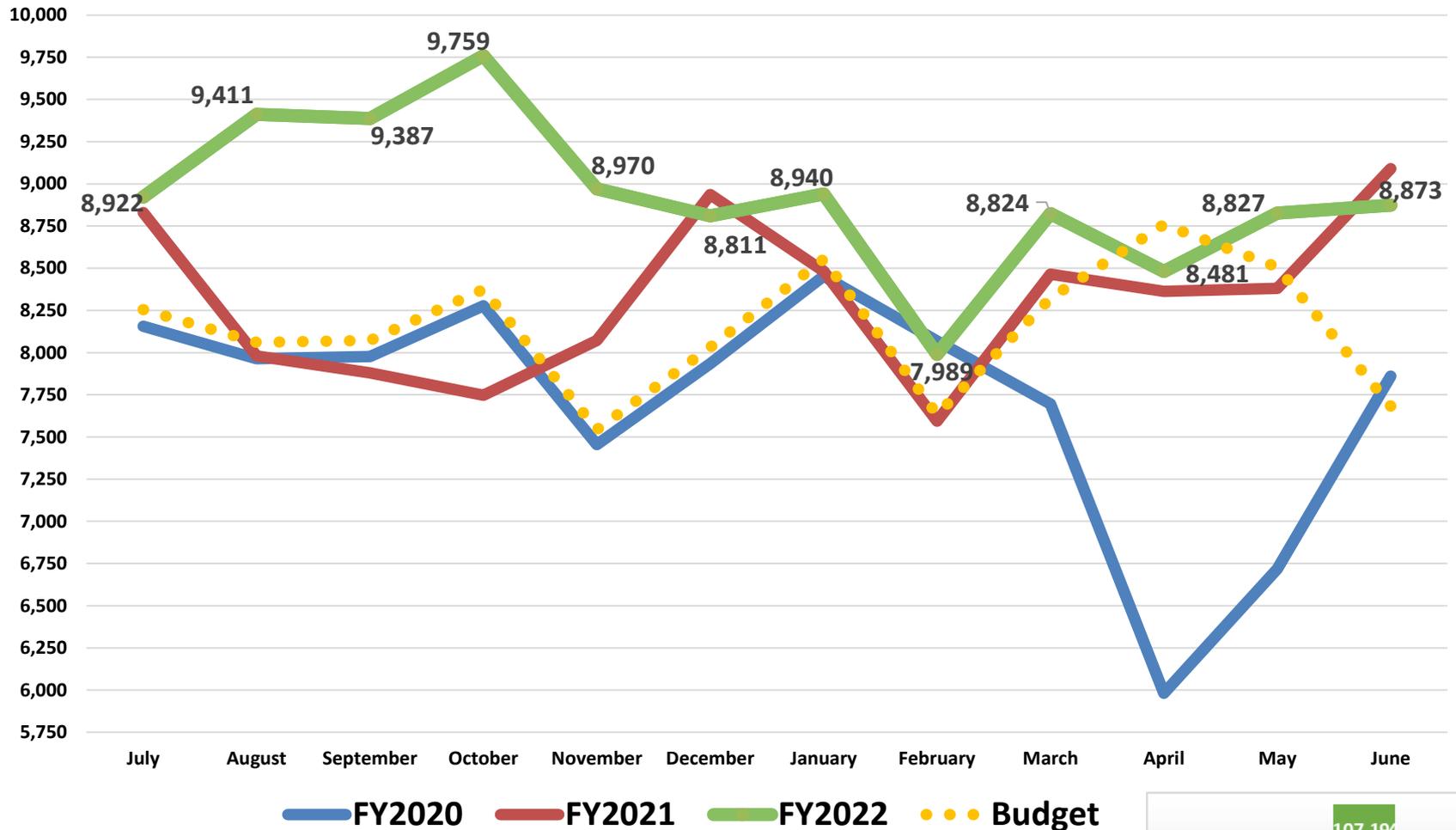
— **FY2020**
 — **FY2021**
 — **FY2022**
 ●●● **Budget**



Radiology all areas – MRI

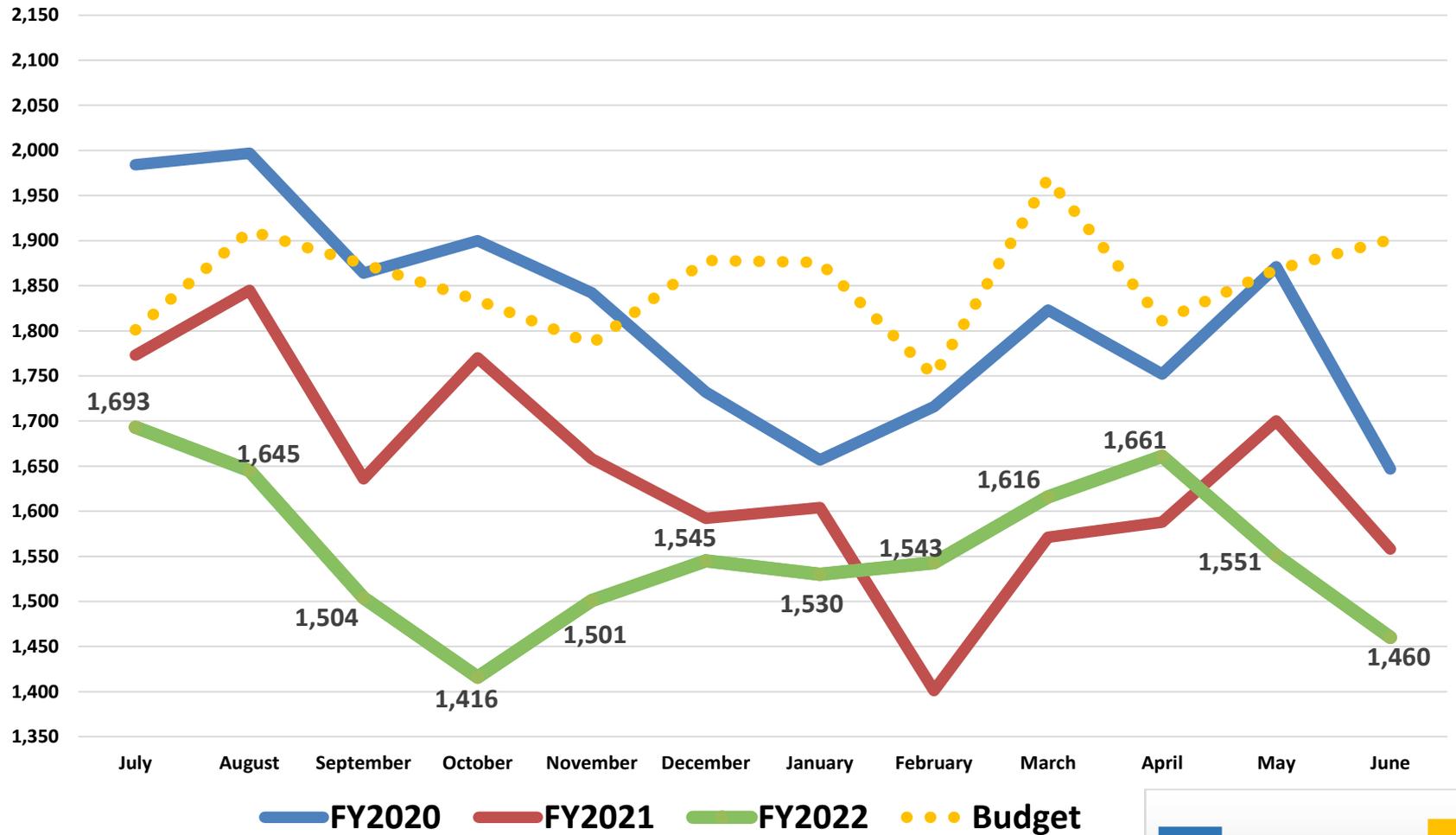


Radiology Modality – Diagnostic Radiology



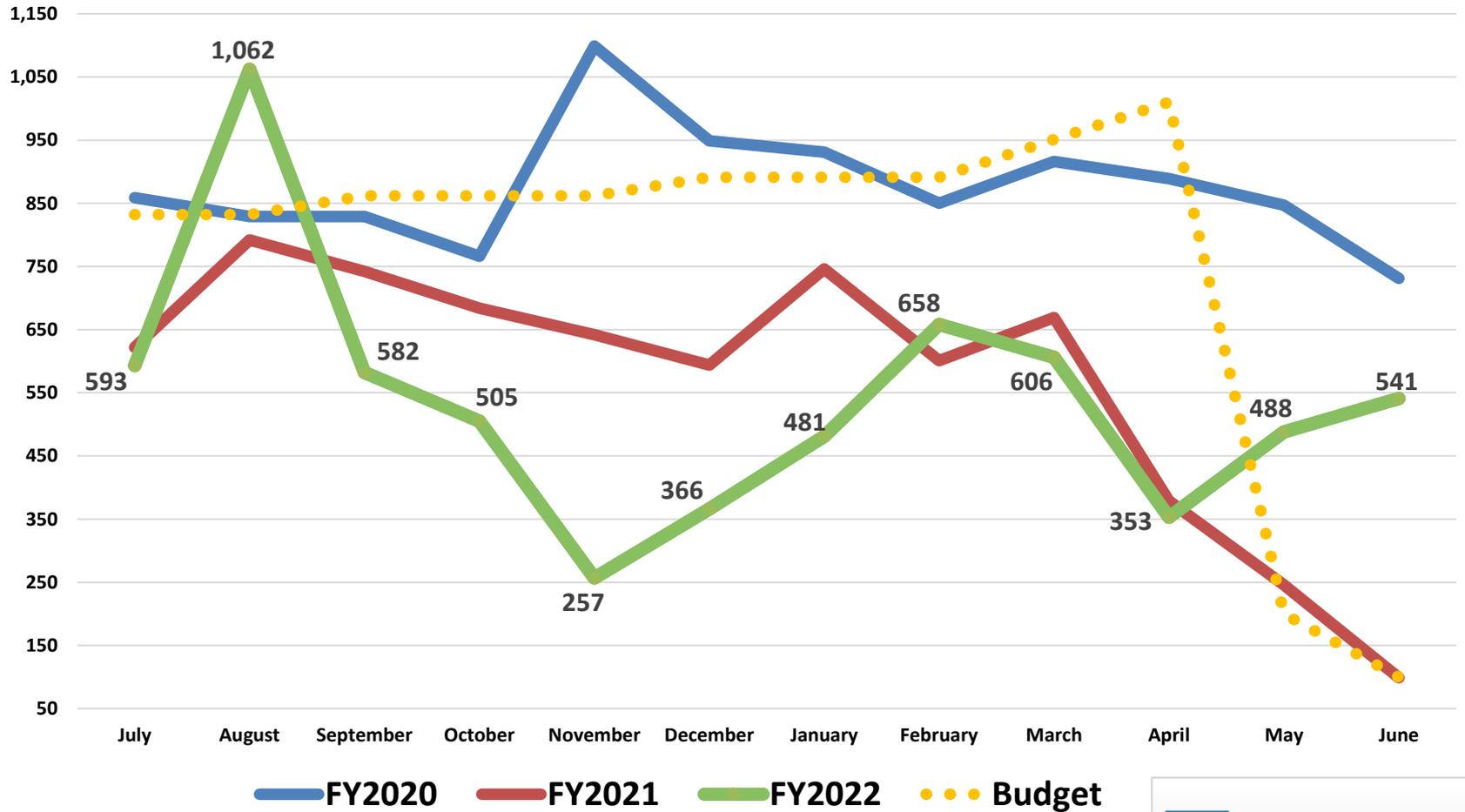
92,538	99,816	107,194	97,792
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Chronic Dialysis - Visalia



CAPD/CCPD – Maintenance Sessions

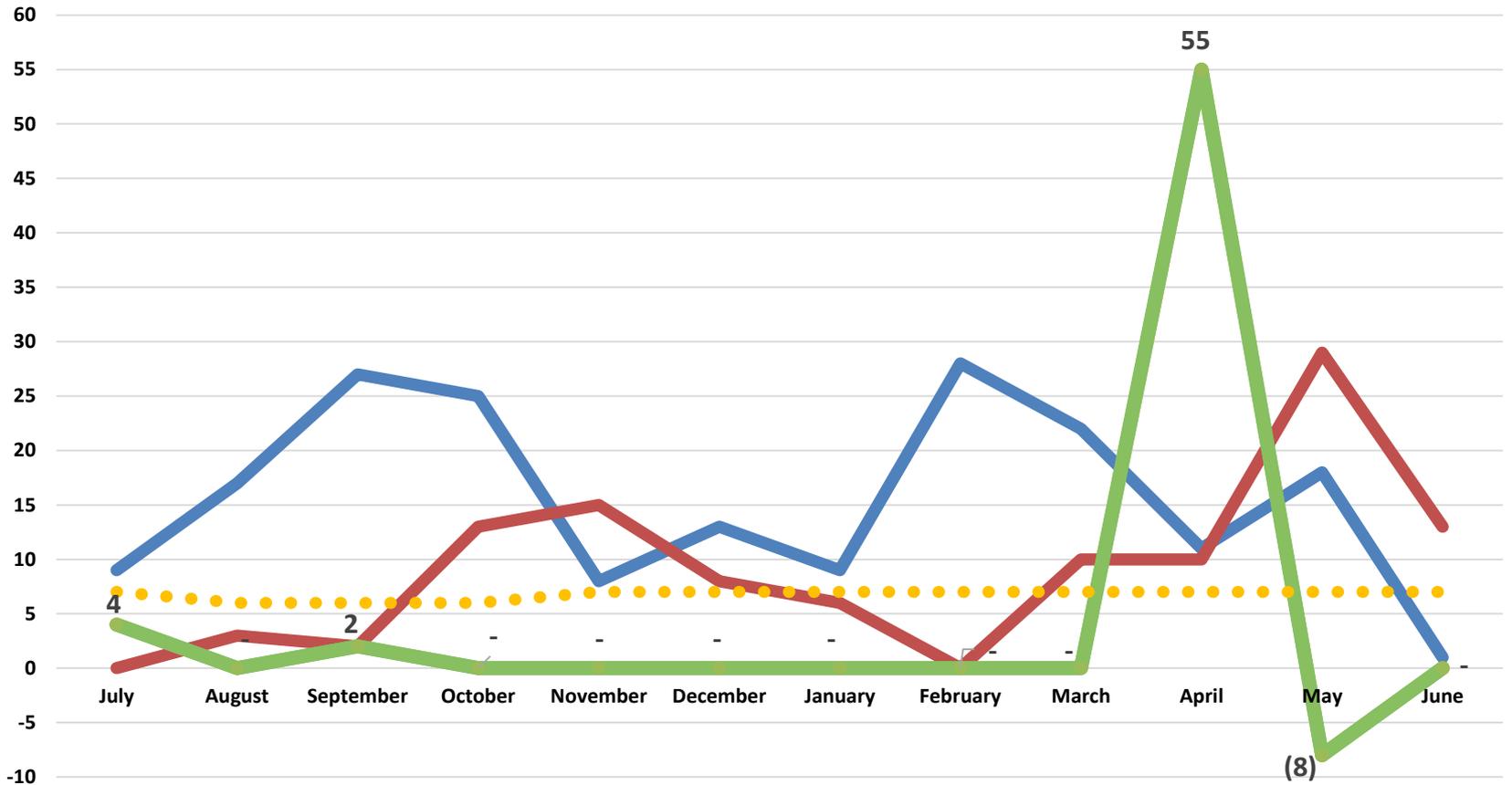
(Continuous peritoneal dialysis)



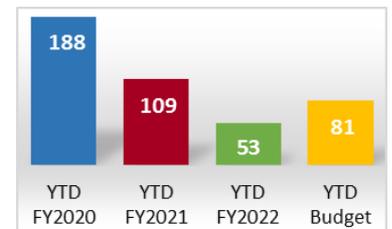
10,495	6,816	6,492	9,184
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

CAPD/CCPD – Training Sessions

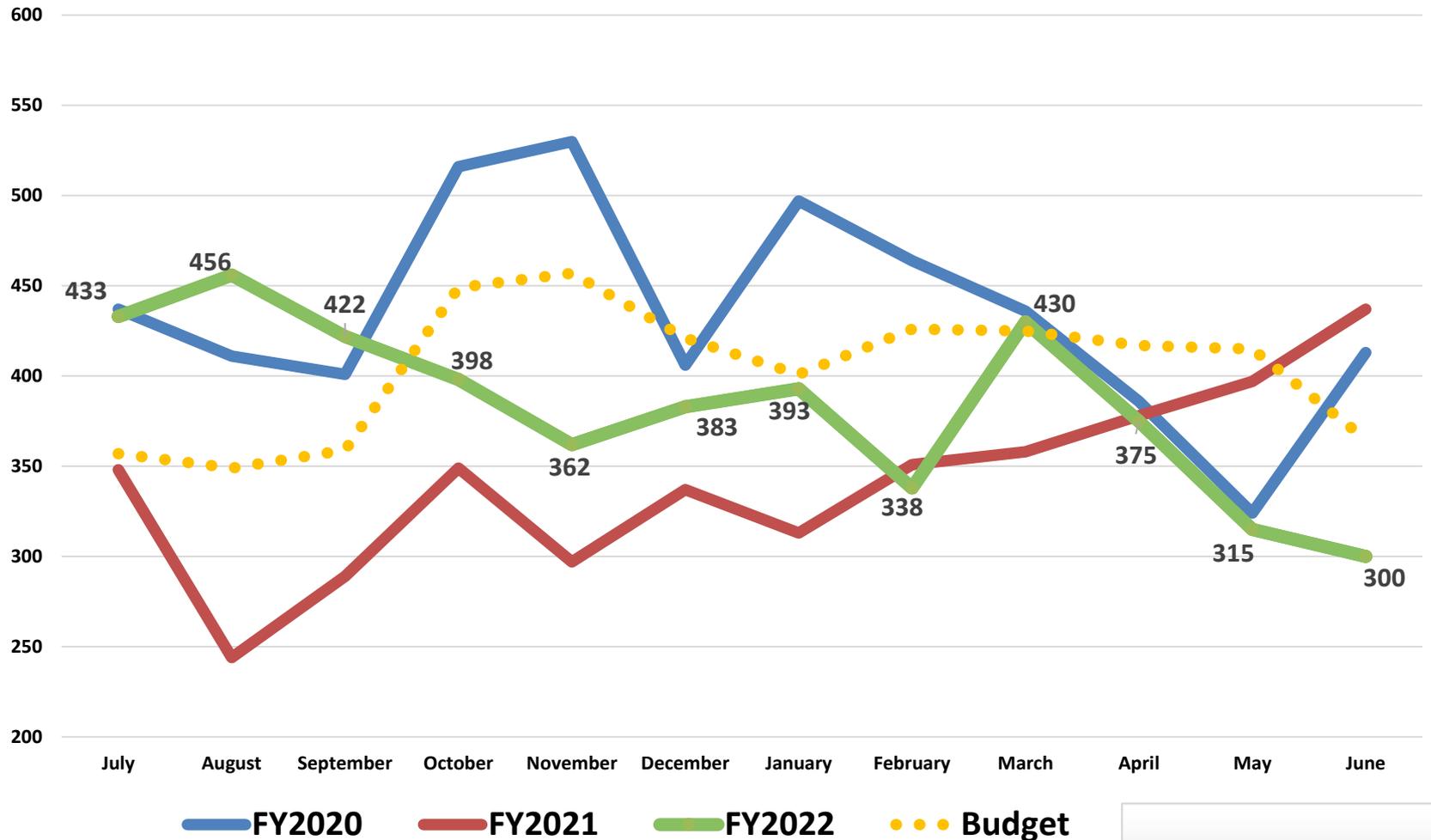
(Continuous peritoneal dialysis)



— FY2020
 — FY2021
 — FY2022
 ●●● Budget



Infusion Center – Outpatient Visits



5,221	4,098	4,605	4,841
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Kaweah Delta Health Care District Annual Report to the Board of Directors

Kaweah Health Medical Group

Paul Schofield, CEO
Contact number: 559-738-7500, ext. 845545
pschofie@kaweahhealth.org
July 1, 2022

Summary Issue/Service Considered

1. Establishing an integrated delivery system whereby the Visalia Medical Clinic/Kaweah Health Medical Group (VMC/KHMG) and Kaweah Health (KH) work in unison to deliver world class healthcare services in Visalia and the surrounding region.
2. Leading the expansion of the depth and breadth of medical services provided to the community.

Analysis of financial/statistical data:

1. For the first eleven months of fiscal year 2022, KH's net investment to fund KHMG is \$6,968,314 compared with a budgeted net investment of \$6,646,687.
2. For the first eleven months of fiscal year 2022, work relative value units (wRVUs) were 381,642, compared with 376,551 for the first eleven months of fiscal year 2021.
3. For the first eleven months of fiscal year 2022, total charges were \$77,825,638 compared with \$73,356,308 for the first eleven months of fiscal year 2021.
4. For the first eleven months of fiscal year 2022, total collections were \$43,516,955 compared with \$42,299,900 for the first eleven months of fiscal year 2021.
5. For the first eleven months of fiscal year 2022, patient encounters were 299,345 compared with 299,306 for the first eleven months of fiscal year 2021.
6. Total number of Visalia Medical Clinic physicians as of June 22, 2022 is 46, with two additional physicians starting in August 2022 and two physicians retiring before September 2022.
7. Total number of Visalia Medical Clinic providers as of June 22, 2022 is 64.
8. Fiscal year 2022 continued to be impacted by the COVID-19 pandemic as well as the departure of eight providers during the first eleven months. KHMG is estimated to end fiscal year 2022 in June with a net investment of \$7,363,706, compared with a budgeted net investment for fiscal year 2022 of \$7,062,000.

Policy, Strategic or Tactical Issues

The KHMG was established nearly 7 years ago by KH to provide a mechanism for KH and VMC to work collaboratively in the provision of health care services. Accordingly, both parties entered into a 10-year Professional Services Agreement (PSA), which will be renegotiated or terminated by July 1, 2025. Subject to California's Corporate Practice of Medicine Laws, KHMG is one of over 20 medical foundations that currently exist in California. About two thirds of California medical foundations are investing more annually, as a percent of the respective medical foundation's net revenue, than KH is investing in KHMG. As a point of reference, Adventist Health has consistently invested more in its medical foundation than any other medical foundation in the State.

The primary purpose of KHMG is to establish a vehicle through which KH and VMC are able to work collaboratively to ensure better continuity of patient care from initial office visit, to inpatient and outpatient services – including surgery, to home health and hospice services (and everything in between). The two driving goals in forming KHMG (to strengthen physician alignment with KH, and to enhance physician recruitment) have not been fully achieved.

For the first eleven months of fiscal year 2022, primarily due to the continuation of the global pandemic and the departure of key providers, KHMG performed below budget expectations.

1. Kaweah Health's net investment in KHMG is \$311,706 more than budget projections through the first eleven months of fiscal year 2022.
2. Gross revenues were below budget by \$2,838,033 (3.5%) and deductions from revenue exceeded budget by \$1,063,769 (3.3%) which created an overall negative variance in Net Patient Revenue which is 8% below budget.
3. For the first 11 months, work RVUs (measurement of provider production), is 39,426 below budget (9.4%), with 32,989 work RVUs resulting from the unexpected departure of 8 providers.
4. The fiscal year to date reimbursement rate is 57%, 3% below budget expectations of 60%.

Growth

Although several providers have retired or left the group, recruitment efforts have kept our total provider count consistent at 64, the same provider count as on July 1, 2021, and on November 2020.

Recommendations/Next Steps

1. Coming out of the pandemic, our focus is on provider growth, increased production, and management of expenses to budget projections.
2. Recruit a workers compensation primary care provider, and other needed staff, to prepare for the opening of the new clinic on Goshen and Plaza (anticipated 2nd quarter 2023).
3. Seek approval and implementation of an automated patient in-take system, eliminating long lines in the main clinic on Hillsdale, therefore enhancing our patient experience.
4. Evaluate the advantages and disadvantages to VMC and KH in continuing the 1206l, as it currently exists.

Approvals/Conclusions

KHMG will focus on the following in the coming year:

1. Accelerate the recruitment of physicians into KHMG based on community need.
2. Operate the Medical Foundation to exceed budget expectations.
3. With KH, open a successful primary care/occupational medicine clinic in the North/West quadrant of Visalia.
4. Continue to support KH Rural Health Clinics and the new FQHC by supplying specialists as needed/available.

KEY METRICS - FY 2022 ANNUALIZED (July 2021 - May 2022)*



METRICS SUMMARY - 3 YEAR TREND

METRIC	FY2020	FY2021	FY2022	%CHANGE FROM PRIOR YR	3 YR TREND
Work RVUs (wRVUs)	377,472	410,548	416,337	▲ 1%	
Net Revenue	\$43,684,285	\$48,687,572	\$50,499,312	▲ 4%	
Total Expenses	\$54,149,364	\$55,498,579	\$58,101,108	▲ 5%	
Net Income (Investment)	(\$10,465,079)	(\$6,811,007)	(\$7,601,796)	↓ -12%	
Net Revenue per wRVU	\$115.73	\$118.59	\$121.29	▲ 2%	
Expense per wRVU	\$143.45	\$135.18	\$139.55	▲ 3%	
Net Investment per wRVU	(\$27.72)	(\$16.59)	(\$18.26)	↓ -10%	

PER wRVU TRENDED GRAPHS



*Note: FY2022 is annualized in graphs and throughout the analysis based on actual results July 2021 - May 2022

PAYER MIX - 3 YEAR TREND

PAYER	FY2020	FY2021	FY2022
Medicare	16%	15%	15%
Medi-cal Managed Care	0%	0%	0%
Medicare Managed Care	12%	12%	15%
Managed Care/Other	67%	67%	65%
Medi-cal	1%	2%	2%
Cash Pay	2%	2%	2%
Work Comp	2%	2%	2%

FY 2022 Payer Mix - Annualized

