

April 12, 2024

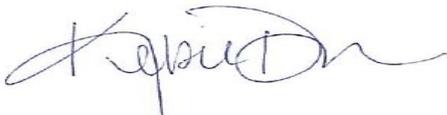
## NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Finance, Property, Services, and Acquisition Committee meeting at 3:00PM on Wednesday, April 17, 2024, in the Kaweah Health Medical Center Executive Office Conference Room, 305 W. Acequia Avenue, Visalia, CA 93291.

All Kaweah Delta Health Care District regular board meeting and committee meeting notices and agendas are posted 72 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  
David Francis, Secretary/Treasurer



Kelsie Davis  
Board Clerk, Executive Assistant to CEO

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



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

Kaweah Health Medical Center  
305 W. Acequia Avenue, Executive Office Conference Room (1<sup>st</sup> Floor)

**Wednesday April 17, 2024**

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

## **OPEN MEETING AGENDA – 3:00PM**

- 1. CALL TO ORDER** – *David Francis, Board Secretary/Treasurer*
- 2. APPROVAL OF THE AGENDA**
- 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 (Kelsie Davis 559-624-2330) or [kedavis@kaweahhealth.org](mailto:kedavis@kaweahhealth.org) to make arrangements to address the Board.
- 4. MINUTES**- Approval of the [Open](#) minutes from March 20, 2024.
- 5. FINANCIALS** – Review of the most current fiscal year financial results and budget and a progress review and projections relative to the Kaweah Health initiatives to decrease costs and improve cost efficiencies. *Malinda Tupper – Chief Financial Officer*
- 6. ADJOURN** – *David Francis, Board Secretary/Treasurer*

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

*All Kaweah Delta Health Care District regular board meeting and committee meeting notices and agendas are posted 72 hours prior to meetings (special meetings are posted 24 hours prior to meetings) in the Kaweah Health Medical Center, Mineral King Wing near the Mineral King entrance.*

*The disclosable public records related to agendas can be obtained by contacting the Board Clerk at Kaweah Health Medical Center – Acequia Wing, Executive Offices (Administration Department/Executive Offices) {1st floor}, 400 West Mineral King Avenue, Visalia, CA via phone 559-624-2330 or email: [kedavis@kaweahhealth.org](mailto:kedavis@kaweahhealth.org), or on the Kaweah Delta Health Care District web page <http://www.kaweahhealth.org>.*

**Finance, Property, Services, and Acquisition Committee – OPEN MEETING**  
**Wednesday, March 20, 2024**  
**Kaweah Health Medical Center – Executive Office Conference Room**

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

Called to order at 10:00AM

Public Participation – None.

Director Francis asked for approval of the closed agenda.

*MMSC (Levitan) to approve the agenda. Vote: Yes - Levitan and Francis*

**APPROVAL OF CLOSED PROPERTY, SERVICES, AND ACQUISITION AGENDA: Closed Agenda – immediately following the 10:00AM open meeting**

- **Conference with real property negotiator (Government Code Section 54956.8) -** Property: APN 078350050. Negotiating party: Kaweah Delta Health Care District: Deborah Volosin and Marc Mertz. Price and terms to be determined. *Deborah Volosin, Director of Community Engagement and Marc Mertz, Chief Strategy Officer and Ryan Gates, Chief Population Health Officer*
- **Conference with real property negotiator (Government Code Section 54956.8) -** Property: APN 119-110-024 and 119-850-015. Negotiating party: Kaweah Delta Health Care District: Deborah Volosin and Marc Mertz. Price and terms to be determined. *Deborah Volosin, Director of Community Engagement and Marc Mertz, Chief Strategy Officer*

Adjourned to Close Session at 10:02AM

**Finance, Property, Services, and Acquisition Committee – OPEN MEETING**  
**Wednesday, March 20, 2024**  
**Kaweah Health Medical Center – Executive Office Conference Room**

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

Called to order at 10:30AM

Public Participation – None.

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

Adjourned at 11:05AM

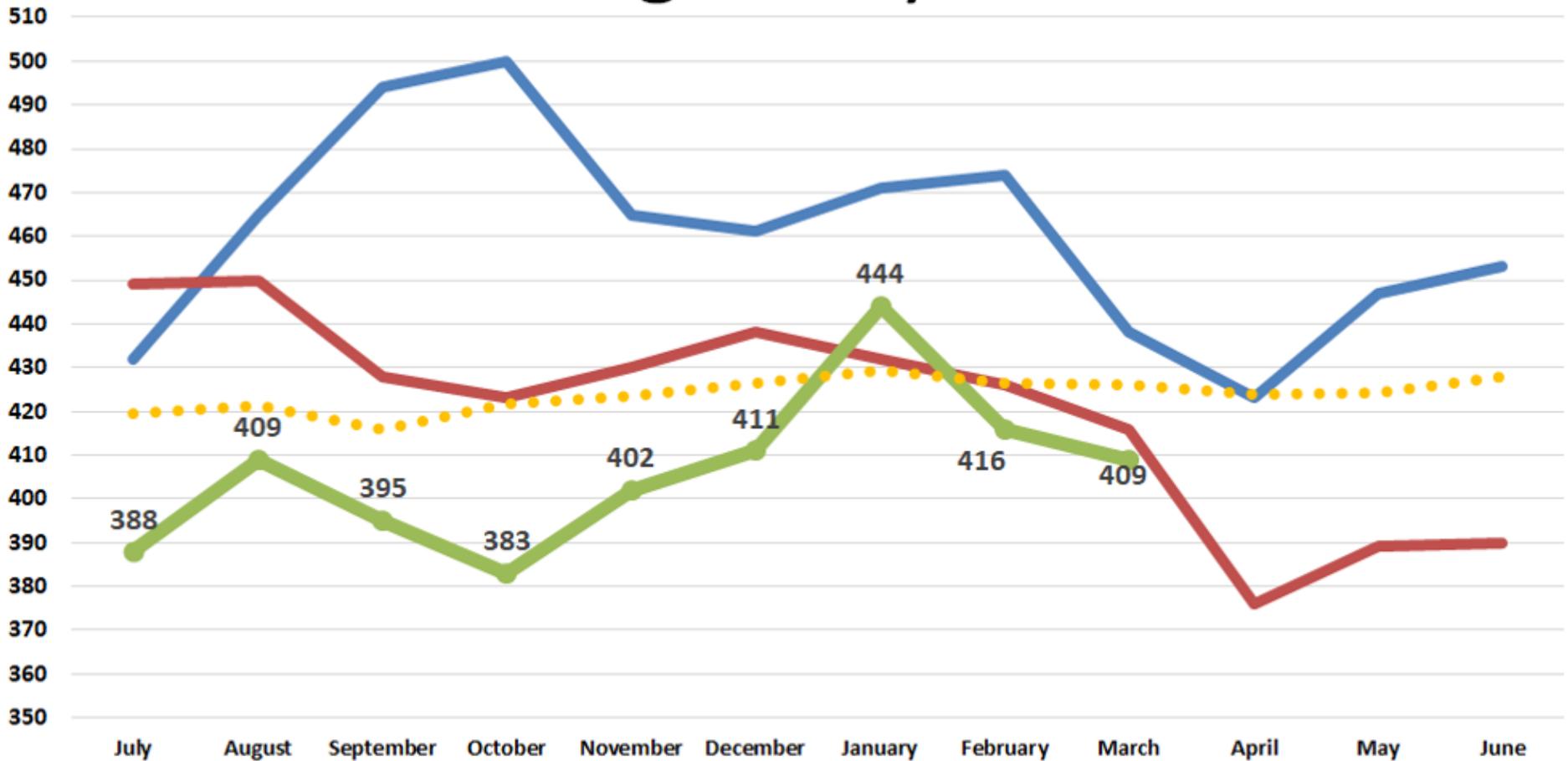
# CFO Financial Report

## Month Ending March 2024

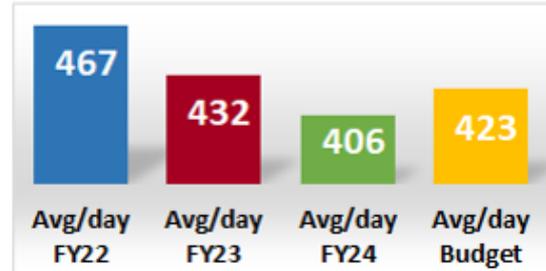
## Key Takeaways

- 1. Margins this month were at 3.96%, continuing a strong start to 2024.** However, data this month do not reflect the full impact of the Change Healthcare outage, which began February 21st.
- 2. Gross revenue continues to rise at a faster rate than net revenue, highlighting payer mix changes.** Bad debt and charity care have also risen over the last few years.
- 3. Revenue growth is primarily being driven from the outpatient setting.** There continues to be a decline in inpatient revenue and increase in outpatient revenue.

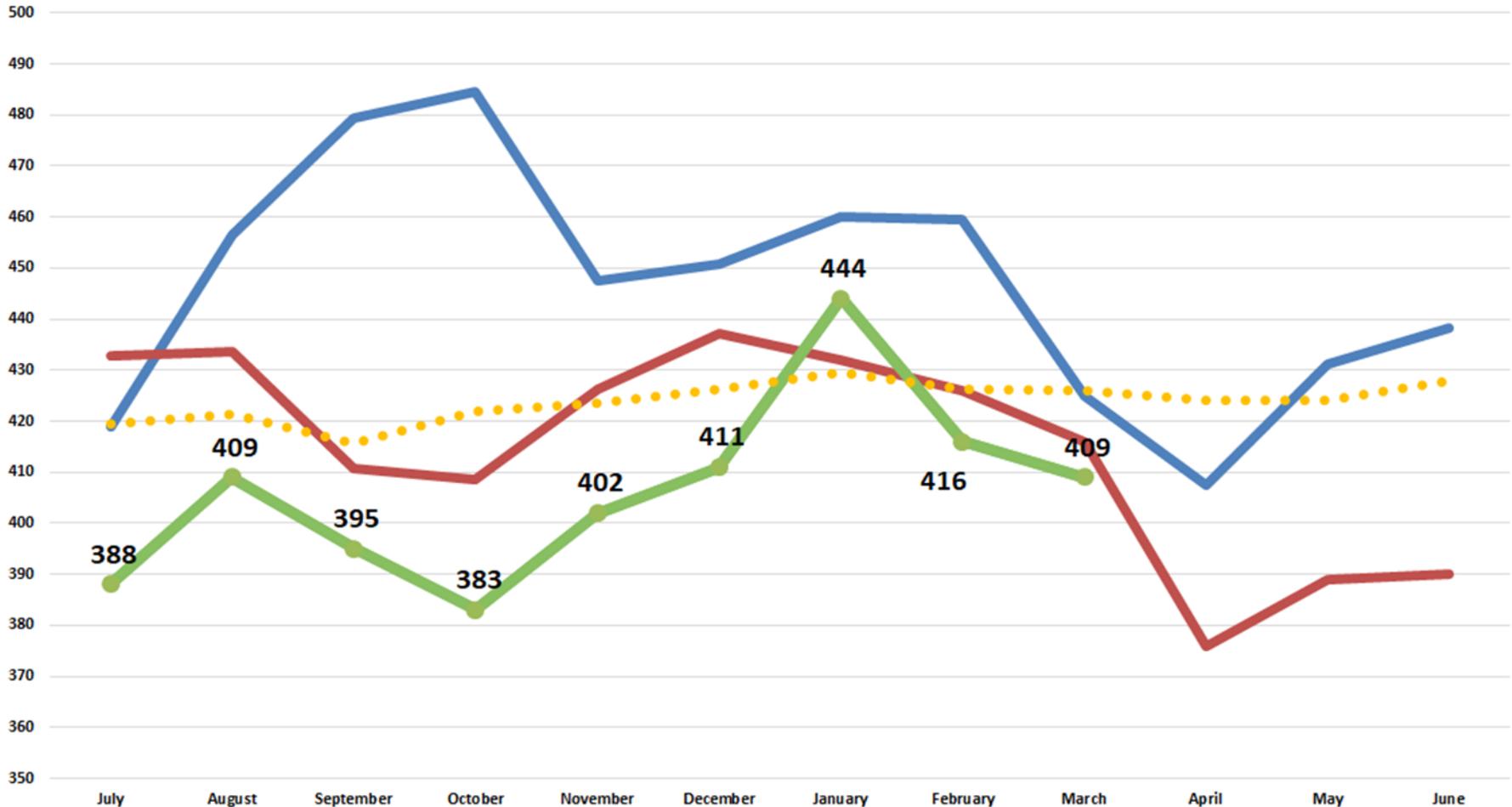
# Average Daily Census



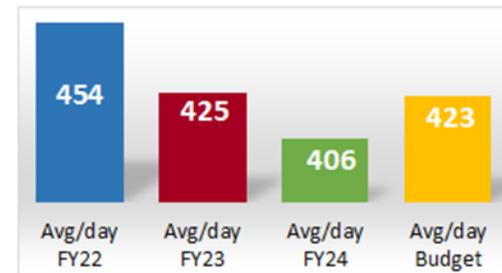
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



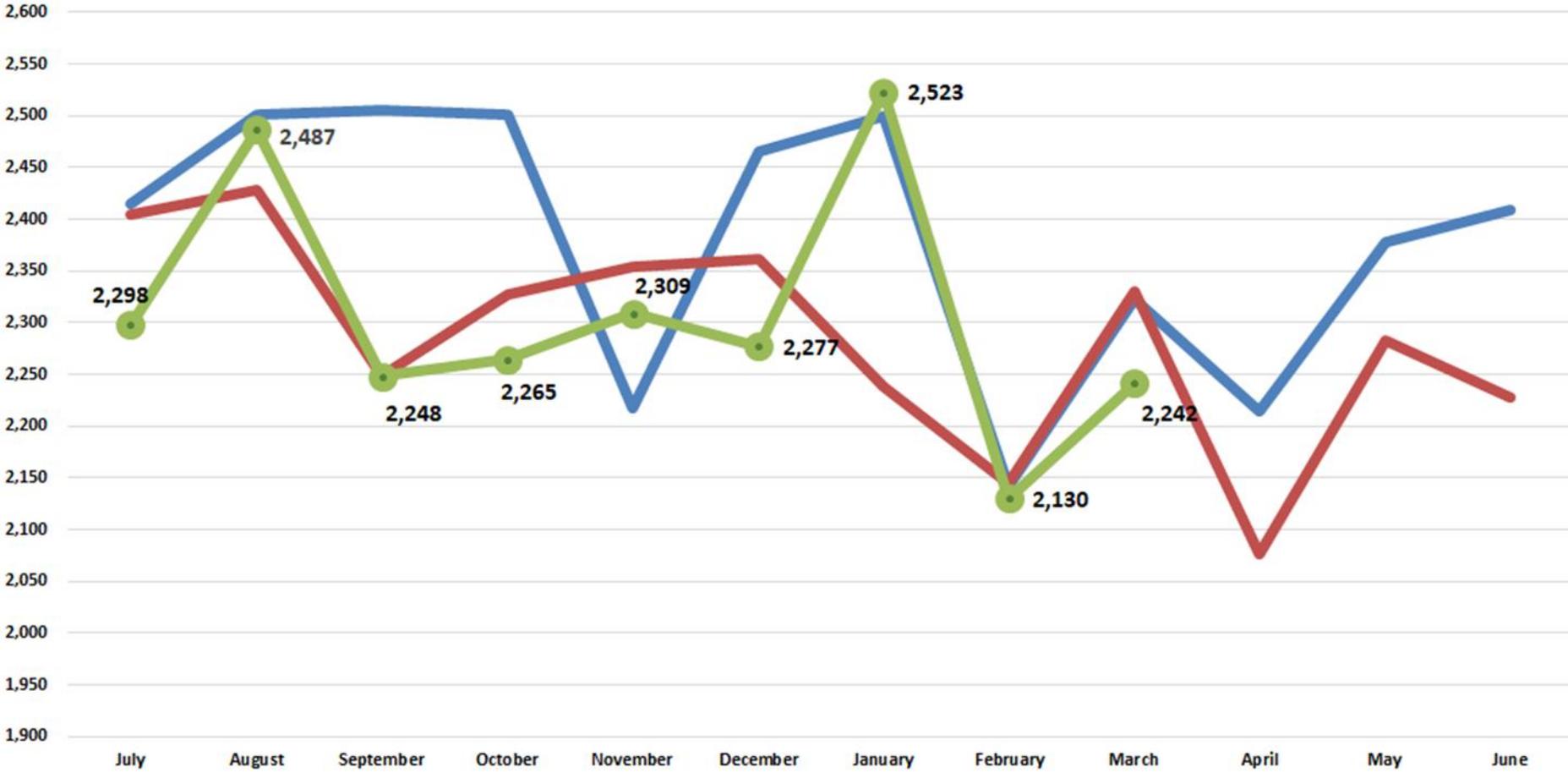
# Average Daily Census w/o TCS



—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



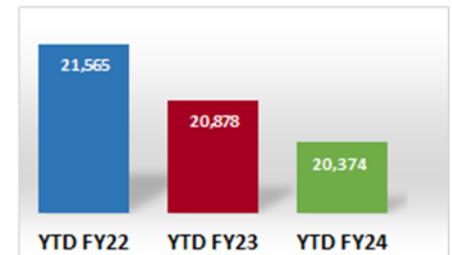
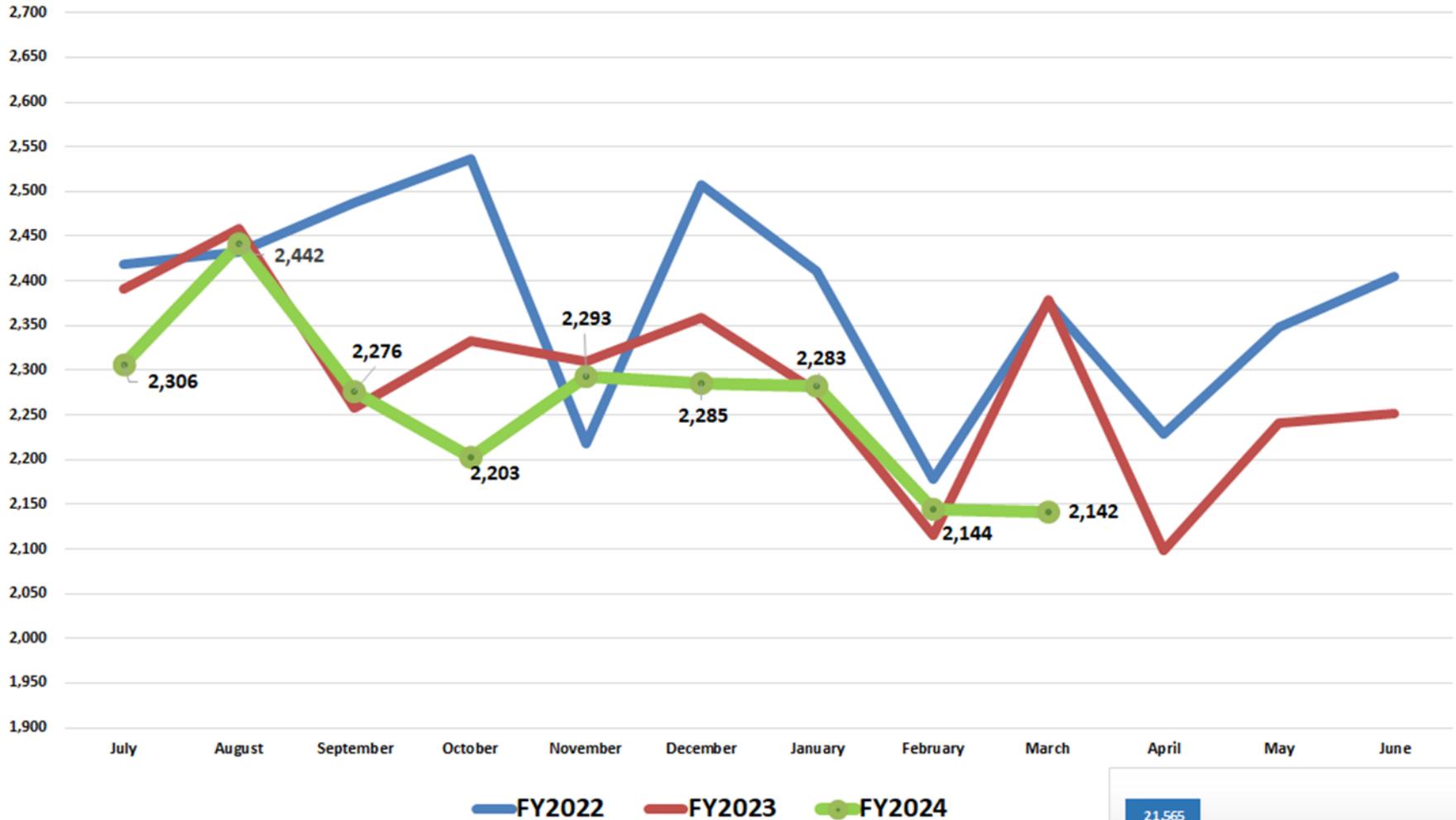
# Admissions



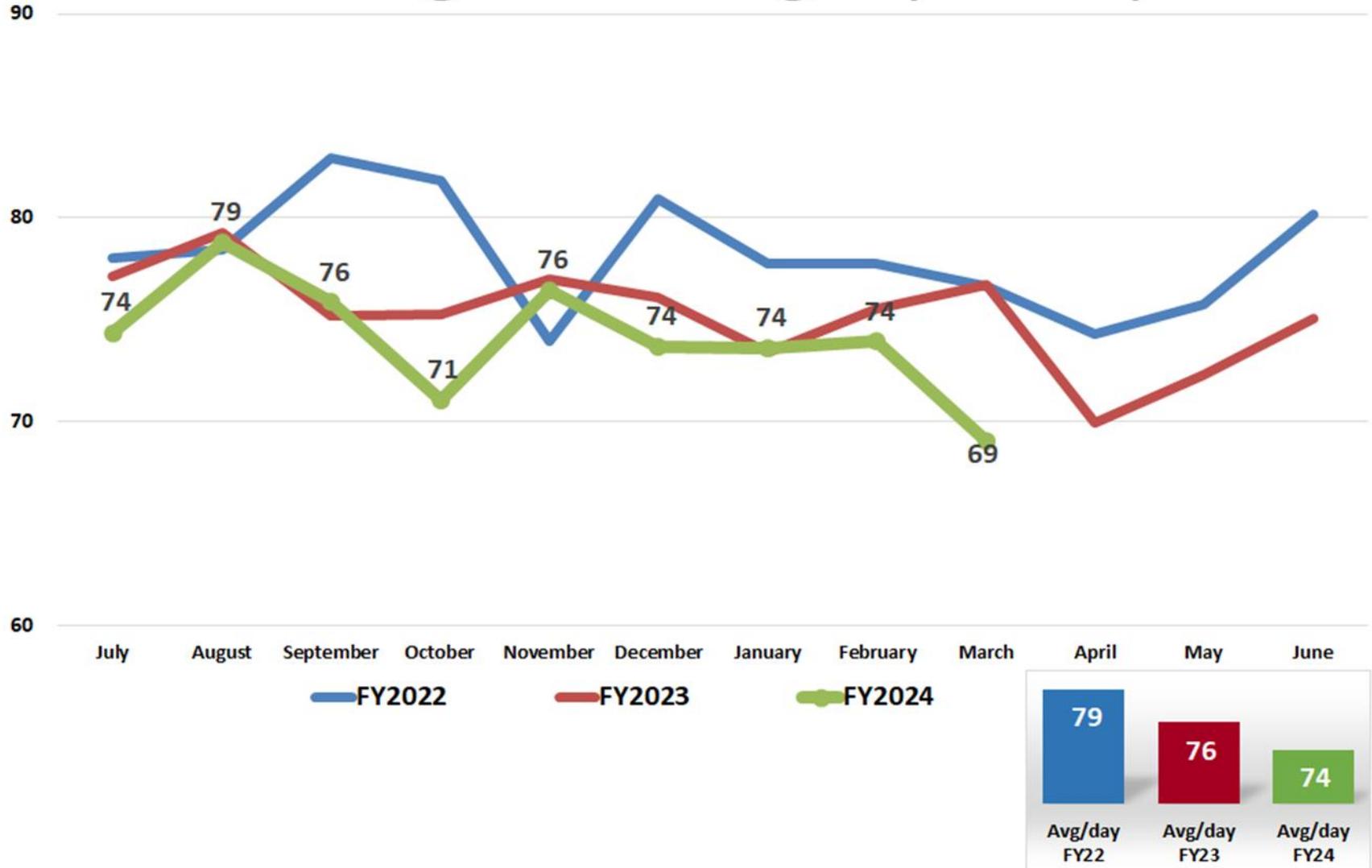
—● FY2022   
 —● FY2023   
 —● FY2024



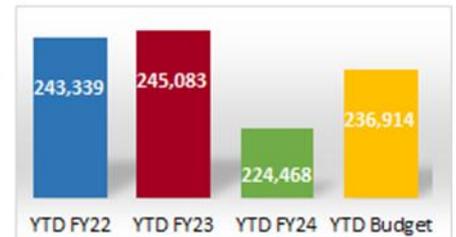
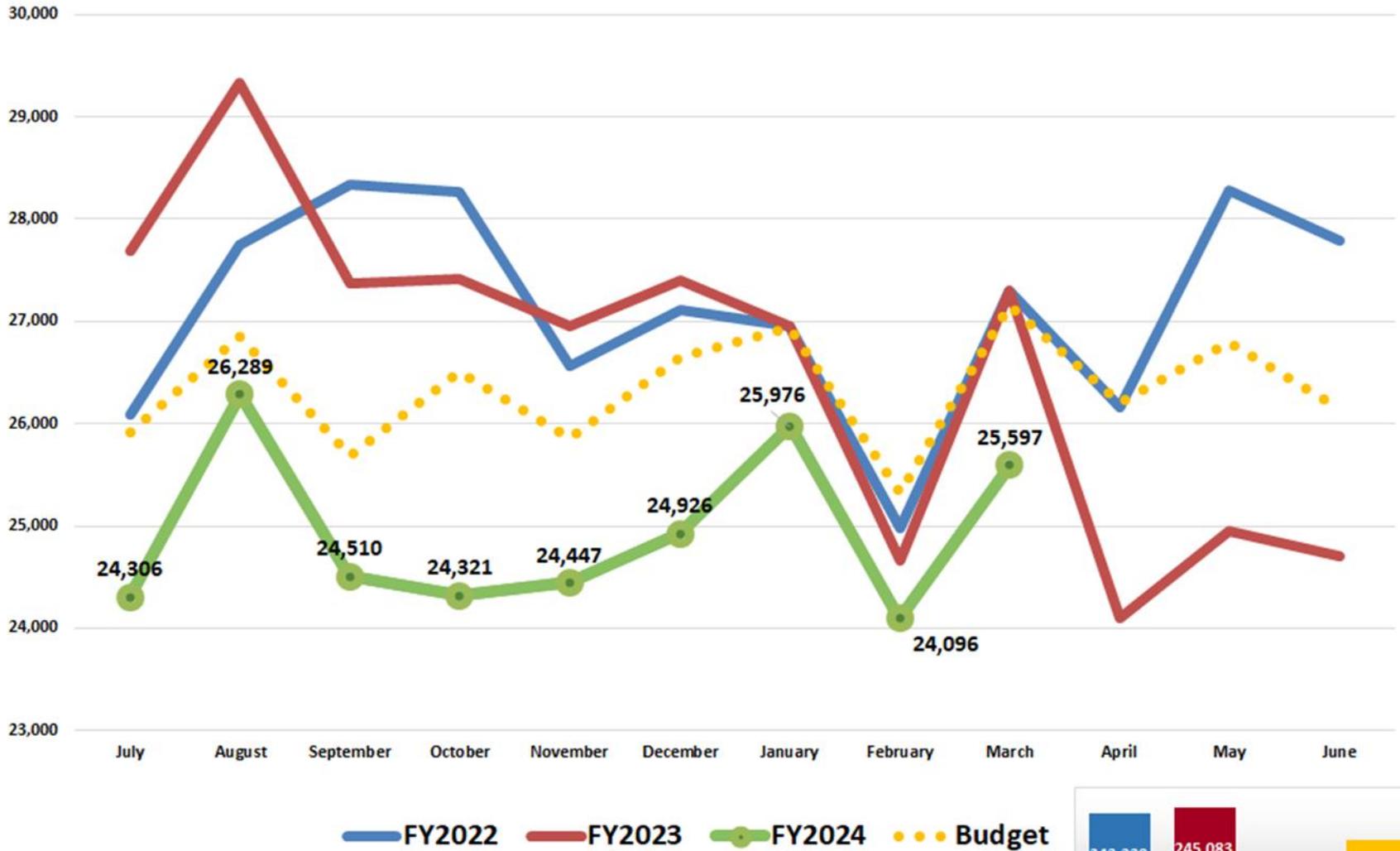
# Discharges



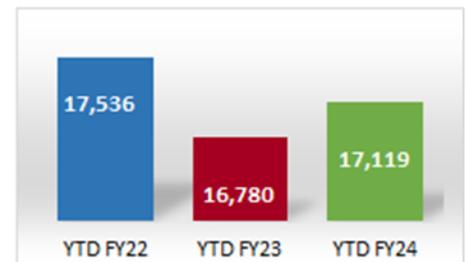
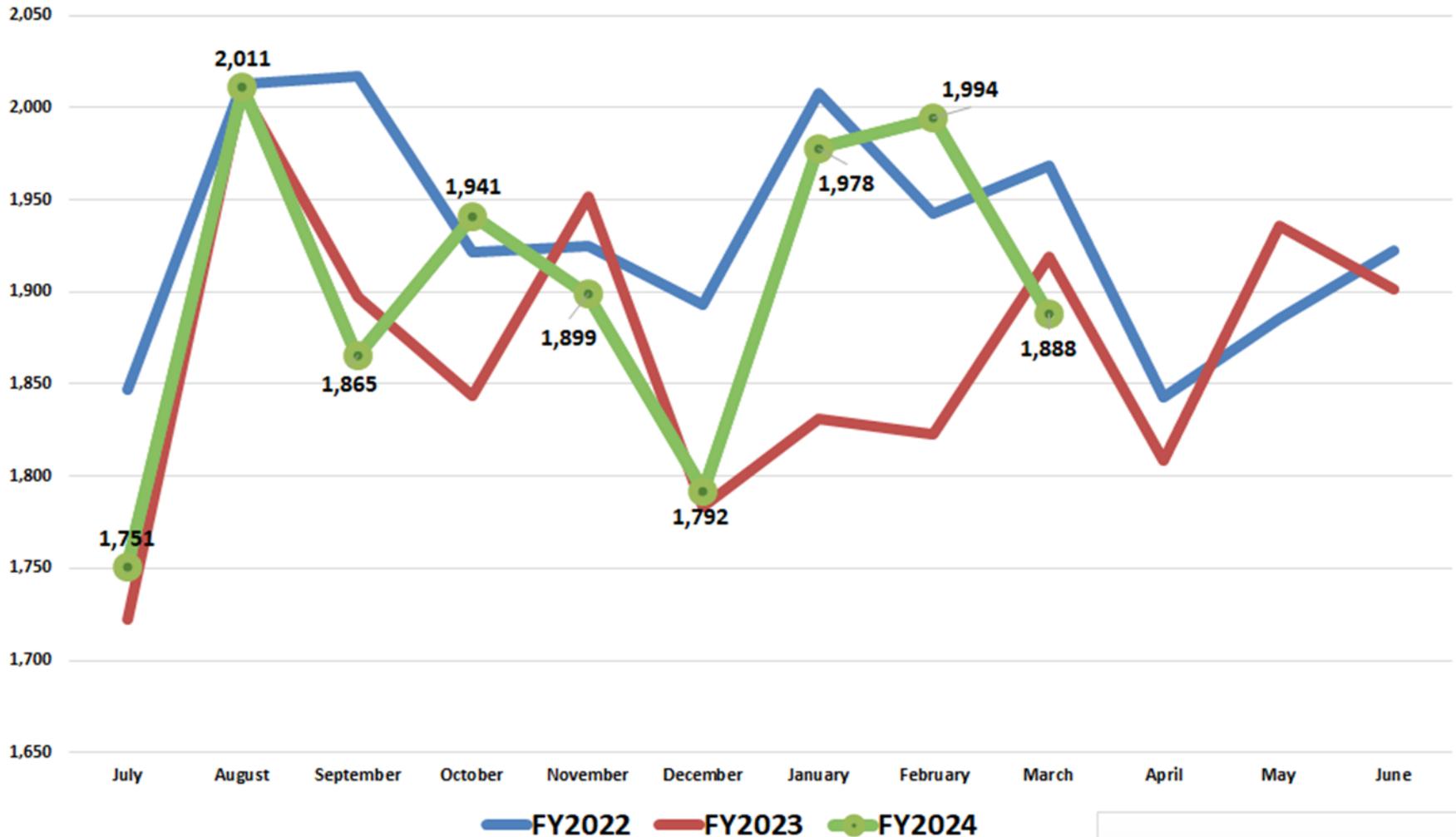
# Average Discharges per day



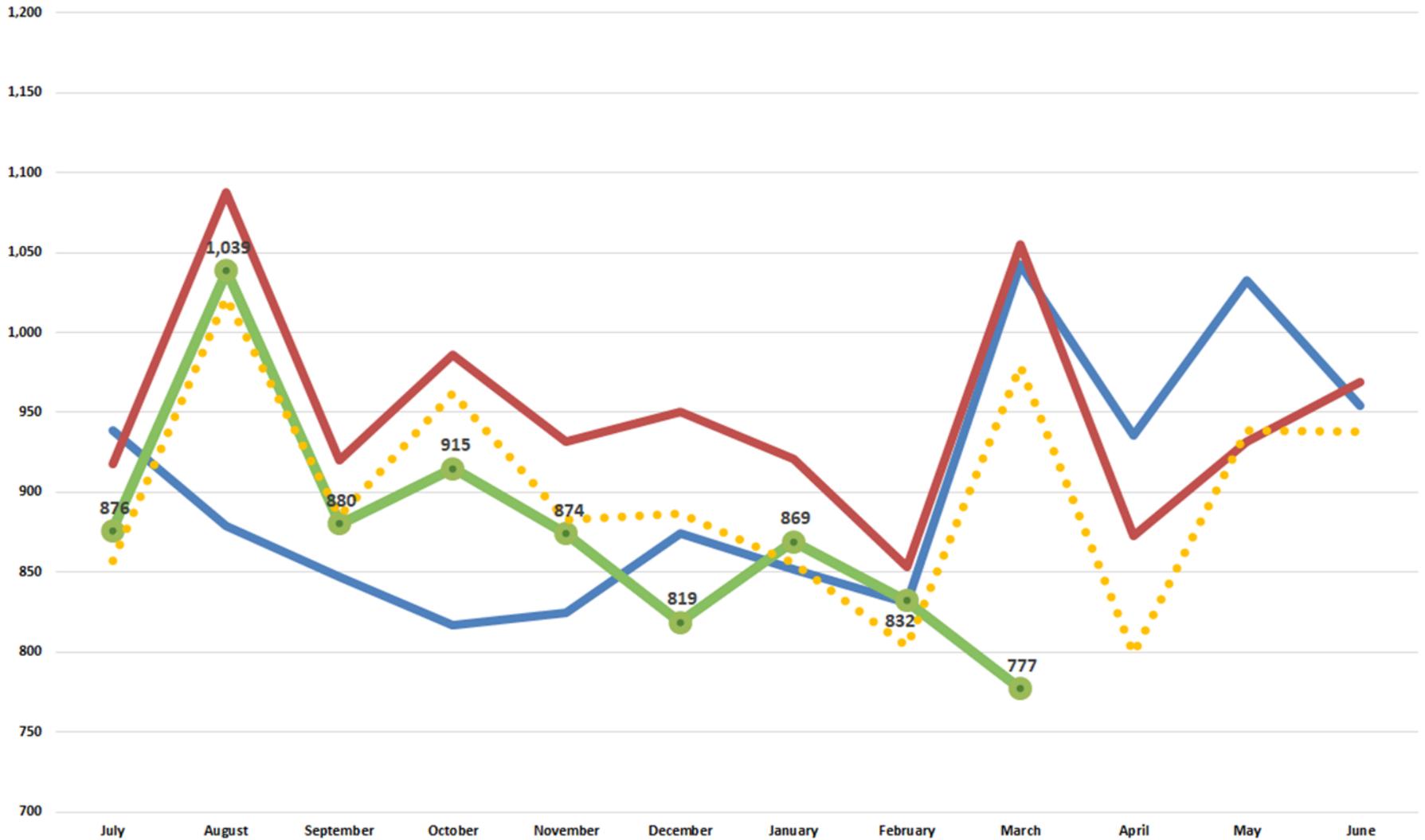
# Adjusted Patient Days



# Outpatient Registrations Per Day



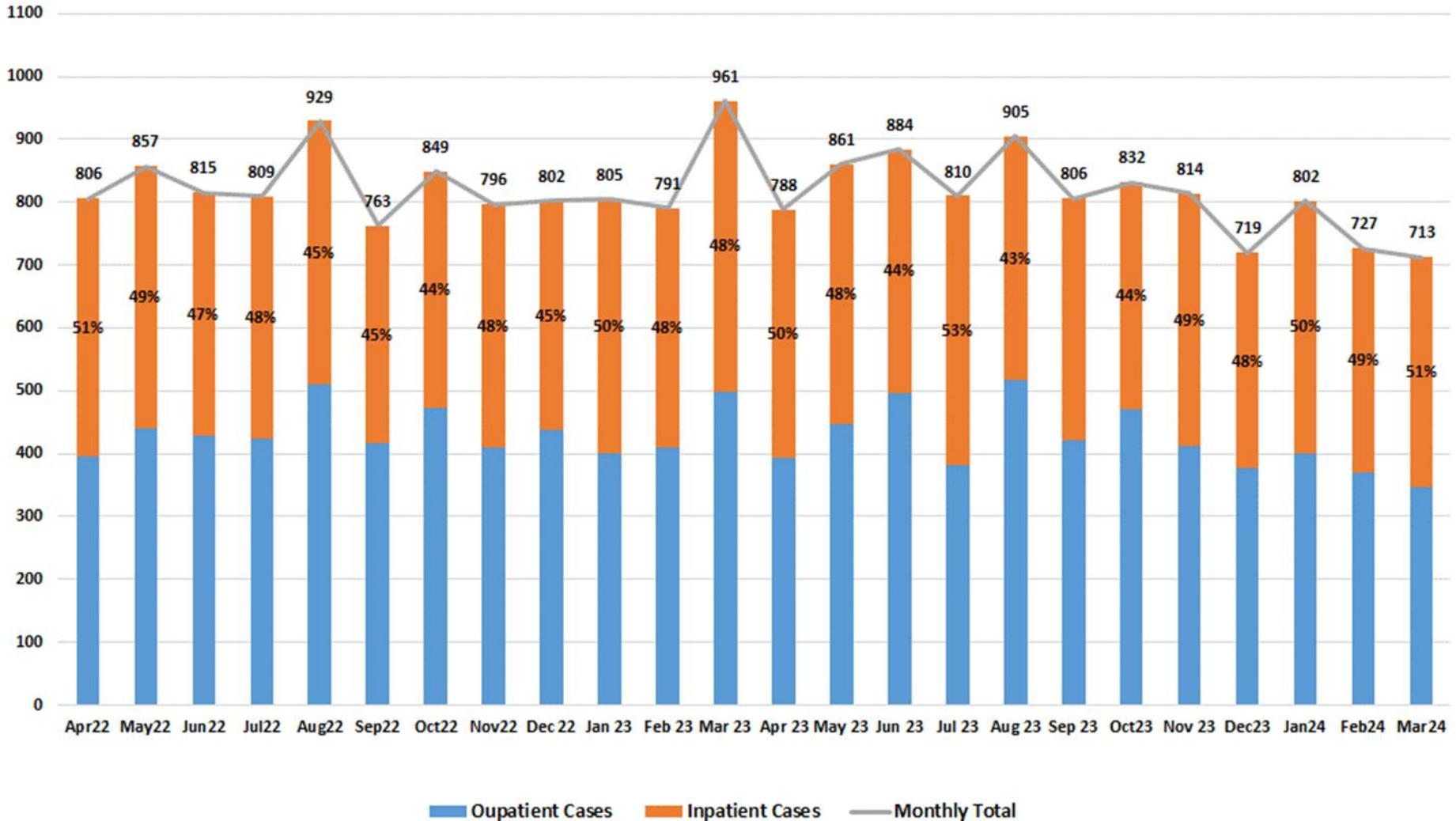
# Surgery (IP & OP) – 100 Min Units



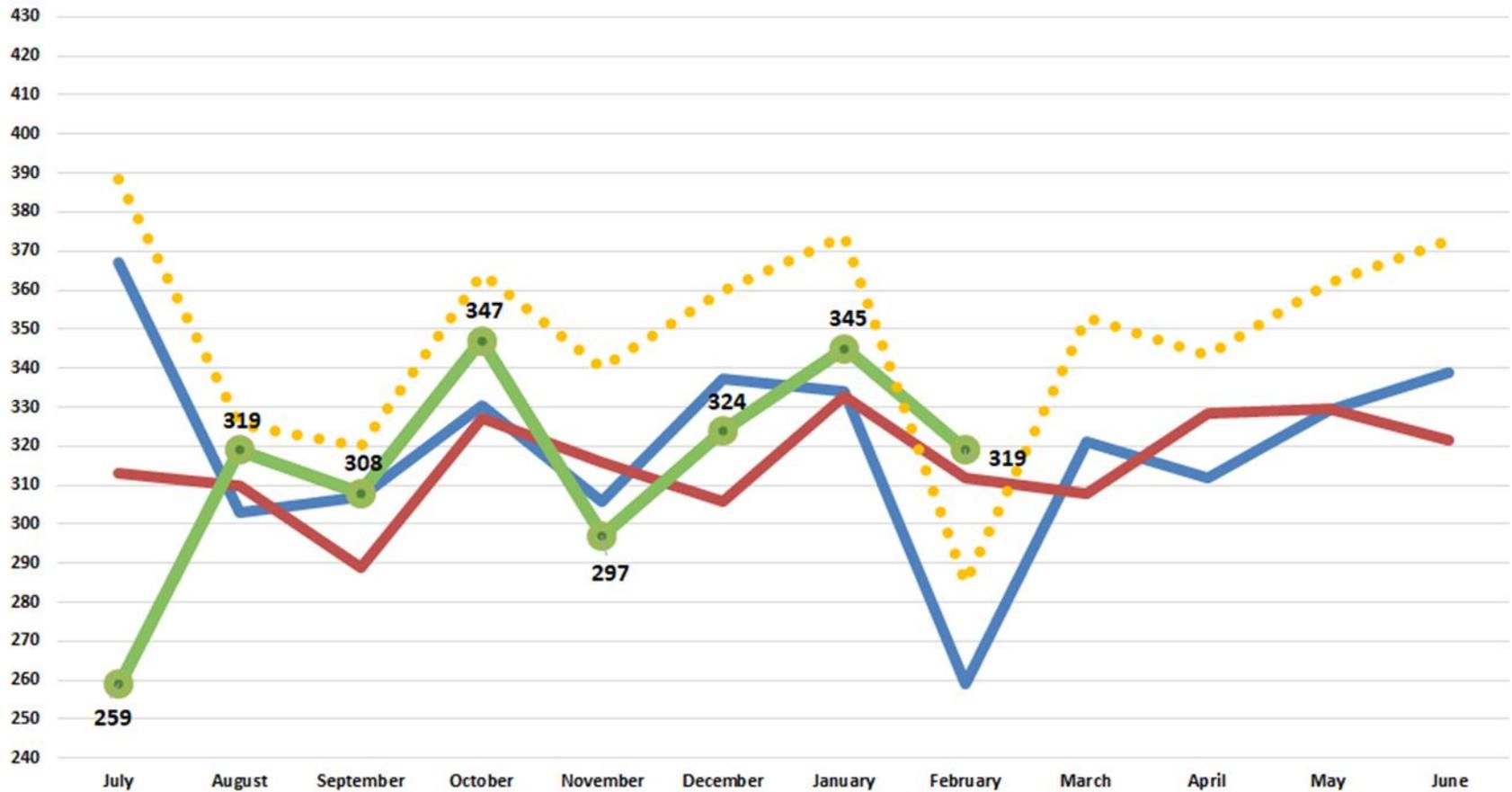
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



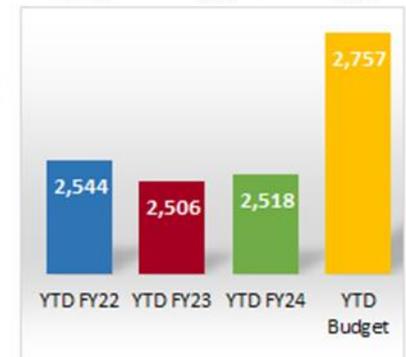
# Surgery Cases (IP & OP)



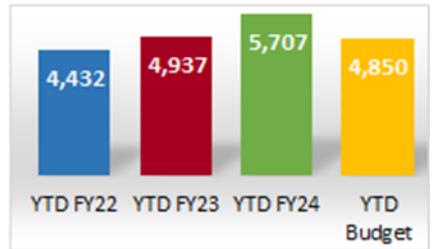
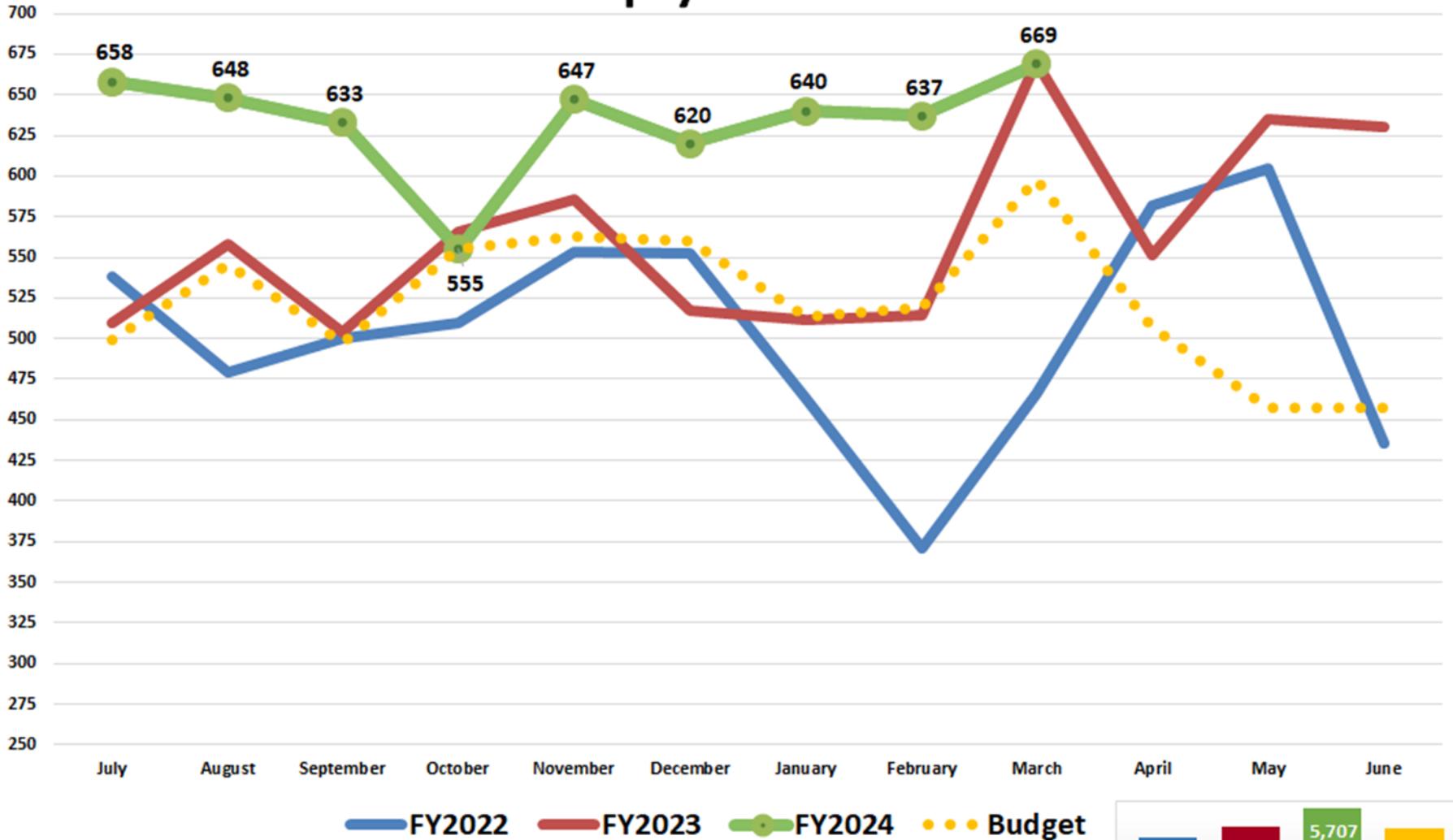
# Cath Lab (IP & OP) – 100 Min Units



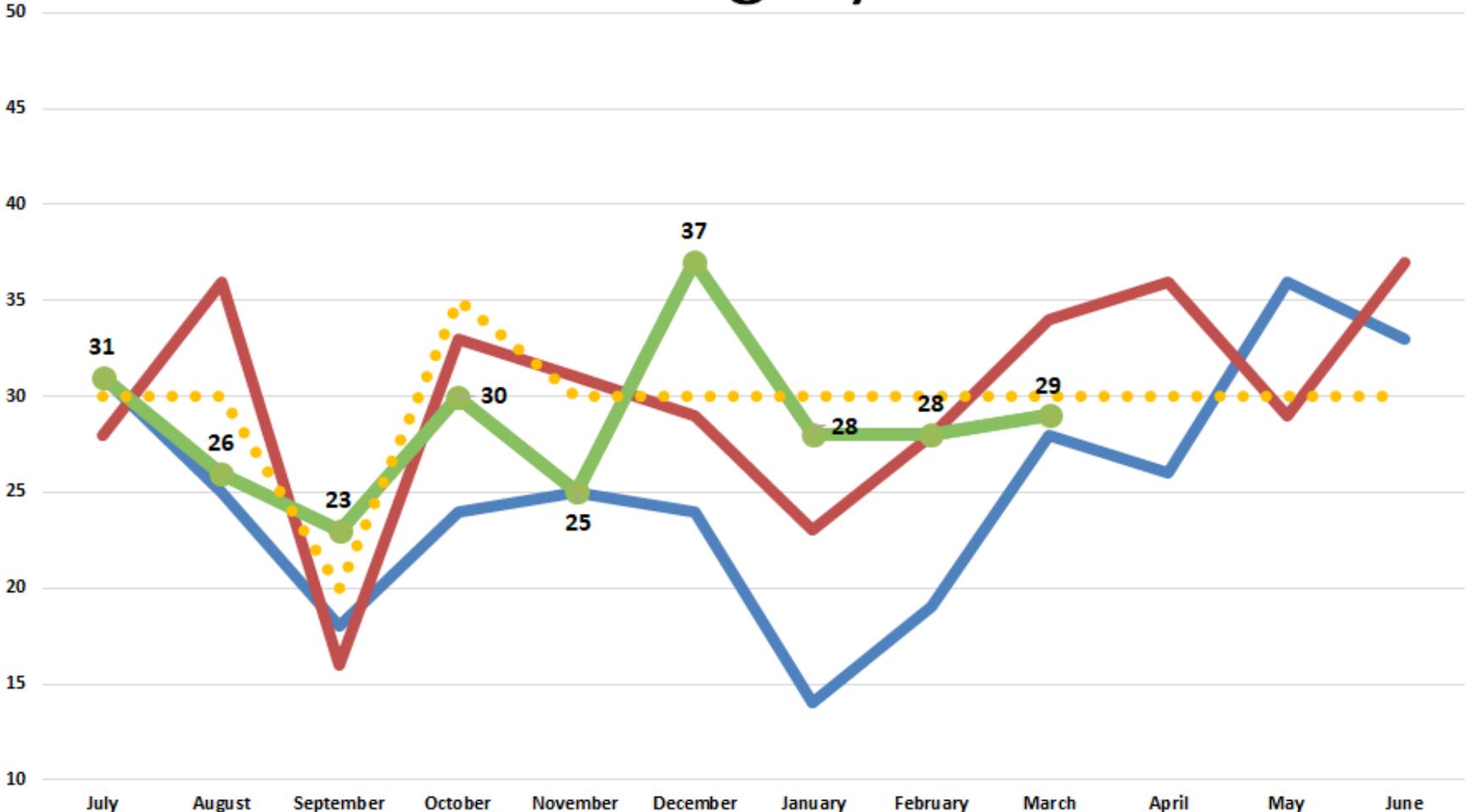
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



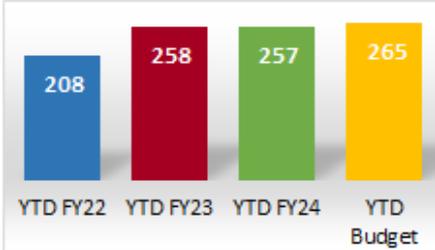
# Endoscopy Procedures



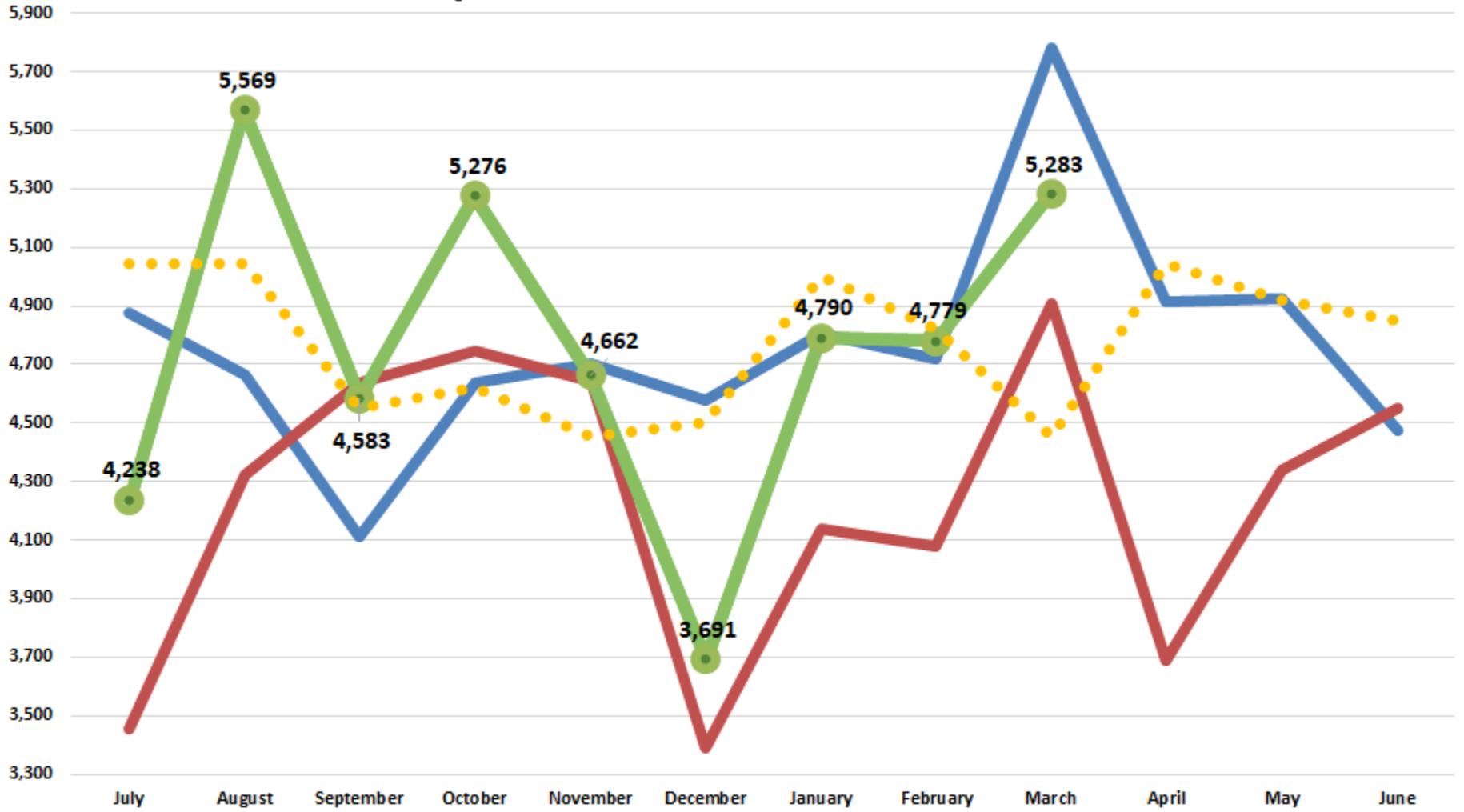
# Cardiac Surgery Cases



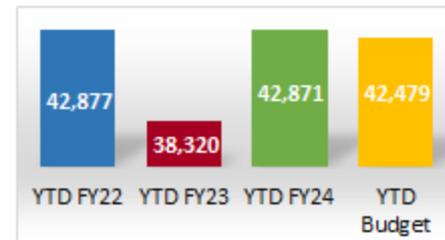
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



# O/P Rehab Services



—● FY2022   
 — FY2023   
 —● FY2024   
 ●●● Budget



## Statistical Results – Fiscal Year Comparison (Mar)

Actual Results			Budget	Budget Variance	
Mar 2023	Mar 2024	% Change	Mar 2024	Change	% Change

<b>Average Daily Census</b>	<b>416</b>	<b>409</b> <span style="color: green;">▲</span>	<b>(1.9%)</b>	<b>426</b>	<b>(17)</b>	<b>(4.1%)</b>
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### KDHCD Patient Days:

Medical Center	8,627	8,498	(1.5%)	8,763	(265)	(3.0%)
Acute I/P Psych	1,408	1,311	(6.9%)	1,395	(84)	(6.0%)
Sub-Acute	988	955	(3.3%)	957	(2)	(0.2%)
Rehab	596	641	7.6%	662	(21)	(3.2%)
TCS-Ortho	421	371	(11.9%)	427	(56)	(13.1%)
NICU	410	415	1.2%	438	(23)	(5.3%)
Nursery	455	475	4.4%	565	(90)	(15.9%)

<b>Total KDHCD Patient Days</b>	<b>12,905</b>	<b>12,666</b> <span style="color: green;">▲</span>	<b>(1.9%)</b>	<b>13,207</b>	<b>(541)</b>	<b>(4.1%)</b>
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<b>Total Outpatient Volume</b>	<b>59,489</b>	<b>58,528</b>	<b>(1.6%)</b>	<b>56,191</b>	<b>2,337</b>	<b>4.2%</b>
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# Other Statistical Results – Fiscal Year Comparison (Mar)

	Actual Results				Budget	Budget Variance	
	Mar 2023	Mar 2024	Change	% Change	Mar 2024	Change	% Change
<b>Adjusted Patient Days</b>	<b>27,485</b>	<b>25,597</b>	<b>(1,888)</b>	<b>(6.9%)</b>	<b>27,157</b>	<b>(1,560)</b>	<b>(5.7%)</b>
<b>Outpatient Visits</b>	<b>59,489</b>	<b>58,528</b>	<b>(961)</b>	<b>(1.6%)</b>	<b>56,191</b>	<b>2,337</b>	<b>4.2%</b>
Infusion Center	348	481	133	<b>38.2%</b>	504	<b>(23)</b>	<b>(4.6%)</b>
Dialysis Treatments	1,487	1,666	179	<b>12.0%</b>	1,550	116	<b>7.5%</b>
Cath Lab Minutes (IP & OP)	308	333	25	<b>8.1%</b>	353	<b>(20)</b>	<b>(5.7%)</b>
ED Visit	7,553	8,036	483	<b>6.4%</b>	5,952	2,084	<b>35.0%</b>
OB Deliveries	364	379	15	<b>4.1%</b>	379	0	<b>0.0%</b>
Urgent Care - Court	3,214	3,301	87	<b>2.7%</b>	4,848	<b>(1,547)</b>	<b>(31.9%)</b>
O/P Rehab Units	21,433	21,593	160	<b>0.7%</b>	19,605	1,988	<b>10.1%</b>
Radiology/CT/US/MRI Proc (I/P & O/P)	17,294	17,305	11	<b>0.1%</b>	16,470	835	<b>5.1%</b>
Endoscopy Procedures (I/P & O/P)	670	669	<b>(1)</b>	<b>(0.1%)</b>	598	71	<b>11.9%</b>
Physical & Other Therapy Units	19,041	18,445	<b>(596)</b>	<b>(3.1%)</b>	19,311	<b>(866)</b>	<b>(4.5%)</b>
Urgent Care - Demaree	2,303	2,176	<b>(127)</b>	<b>(5.5%)</b>	2,990	<b>(814)</b>	<b>(27.2%)</b>
Hospice Days	3,828	3,452	<b>(376)</b>	<b>(9.8%)</b>	3,748	<b>(296)</b>	<b>(7.9%)</b>
RHC Registrations	11,374	10,181	<b>(1,193)</b>	<b>(10.5%)</b>	10,665	<b>(484)</b>	<b>(4.5%)</b>
Home Health Visits	3,482	3,040	<b>(442)</b>	<b>(12.7%)</b>	3,215	<b>(175)</b>	<b>(5.4%)</b>
Radiation Oncology Treatments (I/P & O/P)	2,104	1,616	<b>(488)</b>	<b>(23.2%)</b>	2,388	<b>(772)</b>	<b>(32.3%)</b>
Surgery Minutes (I/P & O/P)	1,181	849	<b>(332)</b>	<b>(28.1%)</b>	1,051	<b>(202)</b>	<b>(19.2%)</b>

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

	Actual Results				Budget	Budget Variance	
	FY 2023	FY 2024	Change	% Change	FY 2024	Change	% Change
<b>Adjusted Patient Days</b>	<b>245,476</b>	<b>224,468</b>	<b>(21,008)</b>	<b>(8.6%)</b>	<b>236,914</b>	<b>(12,446)</b>	<b>(5.3%)</b>
<b>Outpatient Visits</b>	<b>510,861</b>	<b>522,937</b>	<b>12,076</b>	<b>2.4%</b>	<b>498,468</b>	<b>24,469</b>	<b>4.9%</b>
Infusion Center	3,004	3,682	678	22.6%	3,755	(73)	(1.9%)
Endoscopy Procedures (I/P & O/P)	4,937	5,707	770	15.6%	4,850	857	17.7%
ED Visit	66,563	72,348	5,785	8.7%	52,197	20,151	38.6%
Radiology/CT/US/MRI Proc (I/P & O/P)	148,475	157,066	8,591	5.8%	148,533	8,533	5.7%
O/P Rehab Units	169,363	178,804	9,441	5.6%	174,790	4,014	2.3%
Home Health Visits	27,196	27,659	463	1.7%	28,052	(393)	(1.4%)
Dialysis Treatments	13,478	13,680	202	1.5%	13,950	(270)	(1.9%)
RHC Registrations	89,229	90,474	1,245	1.4%	97,474	(7,000)	(7.2%)
Cath Lab Minutes (IP & OP)	2,826	2,851	25	0.9%	3,110	(259)	(8.3%)
OB Deliveries	3,514	3,506	(8)	(0.2%)	3,548	(42)	(1.2%)
Hospice Days	32,705	32,219	(486)	(1.5%)	33,780	(1,561)	(4.6%)
Physical & Other Therapy Units	160,280	156,237	(4,043)	(2.5%)	169,922	(13,685)	(8.1%)
Radiation Oncology Treatments (I/P & O/P)	16,565	15,244	(1,321)	(8.0%)	19,020	(3,776)	(19.9%)
Surgery Minutes (I/P & O/P)	9,652	8,501	(1,151)	(11.9%)	8,813	(312)	(3.5%)
Urgent Care - Demaree	25,340	19,925	(5,415)	(21.4%)	25,241	(5,316)	(21.1%)
Urgent Care - Court	37,223	28,776	(8,447)	(22.7%)	39,295	(10,519)	(26.8%)

# March Financial Comparison without KHMG (000's)

	Without KHMG				Without KHMG			
	Comparison to Budget - Month of March				Comparison to Prior Year - Month of March			
	Budget MAR-2024	Actual MAR-2024	\$ Change	% Change	MAR-2023	MAR-24	\$ Change	% Change
<b>Operating Revenue</b>								
Net Patient Service Revenue	\$50,142	\$54,365	\$4,224	7.8%	\$50,981	\$54,365	\$3,384	6.2%
Supplemental Gov't Programs	\$6,483	\$7,472	\$989	13.2%	\$7,962	\$7,472	(\$490)	-6.6%
Prime Program	\$835	\$822	(\$13)	-1.6%	\$3,935	\$822	(\$3,114)	-379.0%
Premium Revenue	\$7,931	\$7,005	(\$925)	-13.2%	\$6,985	\$7,005	\$20	0.3%
Management Services Revenue	\$3,439	\$3,255	(\$185)	-5.7%	\$3,149	\$3,255	\$105	3.2%
Other Revenue	\$2,489	\$641	(\$1,848)	-288.2%	\$3,442	\$641	(\$2,801)	-437.0%
Other Operating Revenue	\$21,176	\$19,194	(\$1,982)	-10.3%	\$25,474	\$19,194	(\$6,280)	-32.7%
<b>Total Operating Revenue</b>	<b>\$71,318</b>	<b>\$73,559</b>	<b>\$2,242</b>	<b>3.0%</b>	<b>\$76,455</b>	<b>\$73,559</b>	<b>(\$2,896)</b>	<b>-3.9%</b>
<b>Operating Expenses</b>								
Salaries & Wages	\$29,443	\$32,185	\$2,742	8.5%	\$28,131	\$32,185	\$4,054	12.6%
Contract Labor	\$1,092	\$2,031	\$939	46.2%	\$2,478	\$2,031	(\$447)	-22.0%
Employee Benefits	\$6,806	\$7,768	\$961	12.4%	\$5,258	\$7,768	\$2,509	32.3%
<b>Total Employment Expenses</b>	<b>\$37,342</b>	<b>\$41,984</b>	<b>\$4,642</b>	<b>11.1%</b>	<b>\$35,868</b>	<b>\$41,984</b>	<b>\$6,116</b>	<b>14.6%</b>
Medical & Other Supplies	\$14,011	\$13,330	(\$680)	-5.1%	\$13,969	\$13,330	(\$639)	-4.8%
Physician Fees	\$6,665	\$6,115	(\$550)	-9.0%	\$7,116	\$6,115	(\$1,001)	-16.4%
Purchased Services	\$1,519	\$995	(\$524)	-52.7%	\$1,410	\$995	(\$415)	-41.7%
Repairs & Maintenance	\$2,378	\$2,527	\$149	5.9%	\$2,431	\$2,527	\$96	3.8%
Utilities	\$907	\$676	(\$231)	-34.2%	\$848	\$676	(\$172)	-25.5%
Rents & Leases	\$162	\$161	(\$1)	-0.5%	\$140	\$161	\$21	12.9%
Depreciation & Amortization	\$2,914	\$2,792	(\$122)	-4.4%	\$2,927	\$2,792	(\$136)	-4.9%
Interest Expense	\$587	\$644	\$56	8.7%	\$607	\$644	\$36	5.7%
Other Expense	\$2,183	\$1,927	(\$256)	-13.3%	\$1,913	\$1,927	\$14	0.7%
Humana Cap Plan Expenses	\$3,701	\$4,215	\$514	12.2%	\$4,798	\$4,215	(\$583)	-13.8%
<b>Total Other Expenses</b>	<b>\$35,027</b>	<b>\$33,382</b>	<b>(\$1,645)</b>	<b>-4.9%</b>	<b>\$36,160</b>	<b>\$33,382</b>	<b>(\$2,778)</b>	<b>-8.3%</b>
<b>Total Operating Expenses</b>	<b>\$72,369</b>	<b>\$75,367</b>	<b>\$2,998</b>	<b>4.0%</b>	<b>\$72,028</b>	<b>\$75,367</b>	<b>\$3,338</b>	<b>4.4%</b>
<b>Operating Margin</b>	<b>(\$1,051)</b>	<b>(\$1,807)</b>	<b>(\$756)</b>		<b>\$4,427</b>	<b>(\$1,807)</b>	<b>(\$6,234)</b>	
<b>Stimulus/FEMA</b>	<b>\$1,610</b>	<b>\$0</b>	<b>(\$1,610)</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Operating Margin after Stimulus/FEMA</b>	<b>\$558</b>	<b>(\$1,807)</b>	<b>(\$2,366)</b>		<b>\$4,427</b>	<b>(\$1,807)</b>	<b>(\$6,234)</b>	
Nonoperating Revenue (Loss)	\$484	\$1,781	\$1,296		\$538	\$1,781	\$1,242	
<b>Excess Margin</b>	<b>\$1,043</b>	<b>(\$26)</b>	<b>(\$1,069)</b>		<b>\$4,965</b>	<b>(\$26)</b>	<b>(\$4,992)</b>	

# FYTD July-Mar: Financial Comparison without KHMG (000's)

	Without KHMG				Without KHMG			
	Comparison to Budget - YTD March				Comparison to Prior Year - YTD March			
	Budget Mar-2024	Actual Mar-2024	\$ Change	% Change	Mar-2023	Mar-2024	\$ Change	% Change
<b>Operating Revenue</b>								
Net Patient Service Revenue	\$438,022	\$440,177	\$2,155	0.5%	\$439,775	\$440,177	\$401	0.1%
Supplemental Gov't Programs	\$57,507	\$62,846	\$5,340	8.5%	\$50,638	\$62,846	\$12,209	19.4%
Prime Program	\$7,408	\$9,032	\$1,624	18.0%	\$9,876	\$9,032	(\$844)	-9.3%
Premium Revenue	\$70,096	\$66,720	(\$3,376)	-5.1%	\$56,879	\$66,720	\$9,841	14.7%
Management Services Revenue	\$30,508	\$29,574	(\$934)	-3.2%	\$28,951	\$29,574	\$623	2.1%
Other Revenue	\$22,132	\$26,696	\$4,564	17.1%	\$23,793	\$26,696	\$2,903	10.9%
Other Operating Revenue	\$187,651	\$194,869	\$7,218	3.7%	\$170,138	\$194,869	\$24,731	12.7%
<b>Total Operating Revenue</b>	<b>\$625,673</b>	<b>\$635,046</b>	<b>\$9,373</b>	<b>1.5%</b>	<b>\$609,913</b>	<b>\$635,046</b>	<b>\$25,133</b>	<b>4.0%</b>
<b>Operating Expenses</b>								
Salaries & Wages	\$260,542	\$260,479	(\$63)	0.0%	\$248,306	\$260,479	\$12,174	4.7%
Contract Labor	\$13,393	\$17,032	\$3,639	21.4%	\$41,658	\$17,032	(\$24,626)	-144.6%
Employee Benefits	\$60,234	\$61,393	\$1,158	1.9%	\$48,260	\$61,393	\$13,133	21.4%
<b>Total Employment Expenses</b>	<b>\$334,169</b>	<b>\$338,904</b>	<b>\$4,734</b>	<b>1.4%</b>	<b>\$338,224</b>	<b>\$338,904</b>	<b>\$680</b>	<b>0.2%</b>
Medical & Other Supplies	\$120,571	\$120,725	\$154	0.1%	\$119,744	\$120,725	\$982	0.8%
Physician Fees	\$59,986	\$59,139	(\$847)	-1.4%	\$60,898	\$59,139	(\$1,758)	-3.0%
Purchased Services	\$13,476	\$13,429	(\$47)	-0.3%	\$13,694	\$13,429	(\$265)	-2.0%
Repairs & Maintenance	\$21,316	\$21,255	(\$61)	-0.3%	\$20,077	\$21,255	\$1,178	5.5%
Utilities	\$8,564	\$7,617	(\$948)	-12.4%	\$7,492	\$7,617	\$125	1.6%
Rents & Leases	\$1,459	\$1,455	(\$3)	-0.2%	\$1,117	\$1,455	\$338	23.2%
Depreciation & Amortization	\$26,224	\$25,223	(\$1,001)	-4.0%	\$26,149	\$25,223	(\$926)	-3.7%
Interest Expense	\$5,211	\$5,450	\$239	4.4%	\$5,566	\$5,450	(\$116)	-2.1%
Other Expense	\$19,411	\$17,390	(\$2,021)	-11.6%	\$15,742	\$17,390	\$1,649	9.5%
Humana Cap Plan Expenses	\$33,313	\$33,216	(\$97)	-0.3%	\$33,585	\$33,216	(\$369)	-1.1%
<b>Total Other Expenses</b>	<b>\$309,531</b>	<b>\$304,899</b>	<b>(\$4,632)</b>	<b>-1.5%</b>	<b>\$304,063</b>	<b>\$304,899</b>	<b>\$836</b>	<b>0.3%</b>
<b>Total Operating Expenses</b>	<b>\$643,701</b>	<b>\$643,803</b>	<b>\$103</b>	<b>0.0%</b>	<b>\$642,287</b>	<b>\$643,803</b>	<b>\$1,516</b>	<b>0.2%</b>
<b>Operating Margin</b>	<b>(\$18,027)</b>	<b>(\$8,757)</b>	<b>\$9,270</b>		<b>(\$32,374)</b>	<b>(\$8,757)</b>	<b>\$23,617</b>	
<b>Stimulus/FEMA</b>	<b>\$14,279</b>	<b>\$3,220</b>	<b>(\$11,059)</b>		<b>\$287</b>	<b>\$3,220</b>	<b>\$2,933</b>	
<b>Operating Margin after Stimulus/FEMA</b>	<b>(\$3,748)</b>	<b>(\$5,537)</b>	<b>(\$1,790)</b>		<b>(\$32,087)</b>	<b>(\$5,537)</b>	<b>\$26,550</b>	
Nonoperating Revenue (Loss)	\$4,272	\$11,513	\$7,242		\$3,106	\$11,513	\$8,408	
<b>Excess Margin</b>	<b>\$524</b>	<b>\$5,976</b>	<b>\$5,452</b>		<b>(\$28,981)</b>	<b>\$5,976</b>	<b>\$34,957</b>	

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# Month of March- Budget Variances

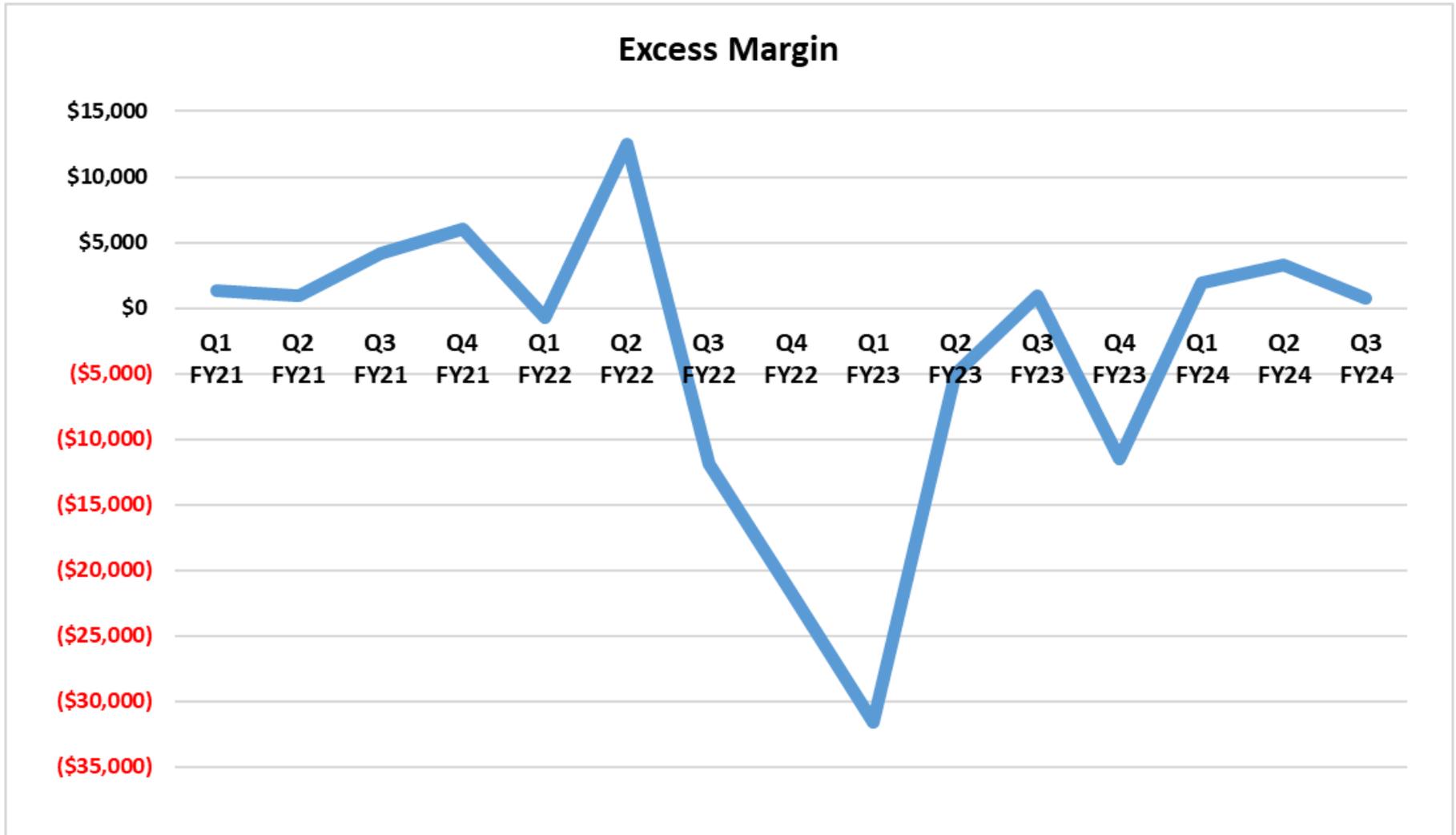
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- **Net Patient Service Revenue:** In March, actuals were more than budget by \$4.2M, (7.8%), primarily due a \$2.8M reclass between Net Patient Service Revenue and Other income. This reclass is related to our Cal Aim program and matches up the Revenue that was recorded this fiscal year and the related program reductions in Other Income.
- **Other Revenue: \$1.8M variance** - See explanation above for Net Patient Service Revenue.
- **Salaries and Wages:** The negative variance of \$2.7M (8.5%) is primarily due to the increase in our pay rates due to the increases in our minimum wages and market increases. For pay period ending 3/30/2024, we experienced a \$2.4/hour increase overall compared to 12/23/2023 average pay rate.
- **Contract Labor:** Our contract labor continues to be over budget, The main departments using Contract labor are Emergency Department, Labor Delivery, and our M/S Ortho Neuro Unit.
- **Employee Benefits:** The \$961K negative budget variance is primarily the increase in our payroll taxes due to the market/merit increases. In addition, the 401K timing compared to budget was felt. In the new calendar year we have begun accruing a full match versus ½ match.

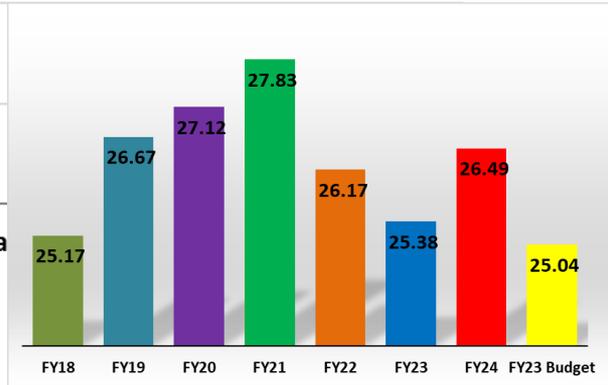
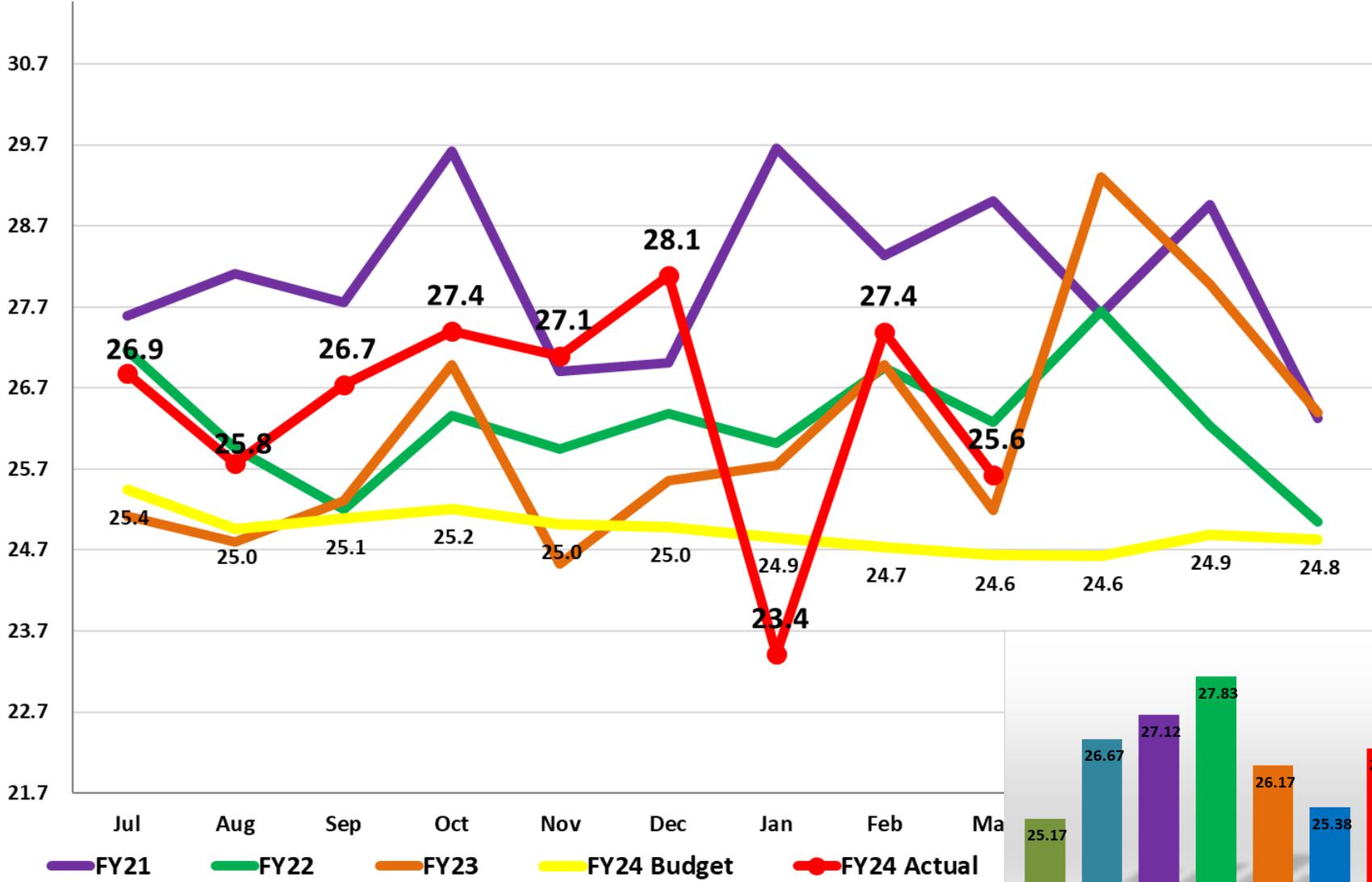
# FYTD July-March : Trended Financial Information (000's)

Income Statement	FY 2023	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	FYTD 2024	
Patient Service Revenue	\$611,350	\$45,479	\$49,531	\$47,195	\$47,502	\$48,225	\$48,629	\$49,472	\$49,778	\$54,365	\$440,177	
Other Revenue	\$240,615	\$21,161	\$22,458	\$21,039	\$21,928	\$21,261	\$20,979	\$24,379	\$22,470	\$19,194	\$194,869	
<b>Total Operating Revenue</b>	<b>\$851,965</b>	<b>\$66,640</b>	<b>\$71,989</b>	<b>\$68,234</b>	<b>\$69,431</b>	<b>\$69,486</b>	<b>\$69,608</b>	<b>\$73,851</b>	<b>\$72,248</b>	<b>\$73,559</b>	<b>\$635,046</b>	
Employee Expense	\$462,214	\$36,176	\$37,019	\$35,180	\$38,961	\$37,597	\$37,268	\$37,645	\$37,074	\$41,984	\$338,905	
Other Operating Expense	\$448,205	\$33,478	\$34,922	\$33,204	\$31,579	\$33,162	\$32,981	\$35,742	\$36,449	\$33,382	\$304,899	
<b>Total Operating Expenses</b>	<b>\$910,418</b>	<b>\$69,654</b>	<b>\$71,941</b>	<b>\$68,384</b>	<b>\$70,540</b>	<b>\$70,759</b>	<b>\$70,249</b>	<b>\$73,388</b>	<b>\$73,523</b>	<b>\$75,367</b>	<b>\$643,804</b>	
<b>Net Operating Margin</b>	<b>(\$58,453)</b>	<b>(\$3,014)</b>	<b>\$48</b>	<b>(\$150)</b>	<b>(\$1,110)</b>	<b>(\$1,273)</b>	<b>(\$641)</b>	<b>\$464</b>	<b>(\$1,275)</b>	<b>(\$1,807)</b>	<b>(\$8,758)</b>	
Stimulus/FEMA	\$609	\$1,610	\$1,610	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,220	
NonOperating Income	\$10,627	\$617	\$602	\$626	\$665	\$578	\$5,057	\$969	\$618	\$1,781	\$11,513	
<b>Excess Margin</b>	<b>(\$47,218)</b>	<b>(\$787)</b>	<b>\$2,259</b>	<b>\$477</b>	<b>(\$444)</b>	<b>(\$695)</b>	<b>\$4,416</b>	<b>\$1,433</b>	<b>(\$657)</b>	<b>(\$26)</b>	<b>\$5,975</b>	
<b>Profitability</b>												Moody's A
Operating Margin %	(6.9%)	(4.5%)	0.1%	(0.2%)	(1.6%)	(1.8%)	(0.9%)	0.6%	(1.8%)	(2.5%)	(1.4%)	0.1%
Operating Margin %excl. Interest	(6.0%)	(3.6%)	0.9%	0.7%	(0.7%)	(1.0%)	(0.1%)	1.4%	(0.9%)	(1.6%)	(0.5%)	
Operating EBIDA	(\$11,318)	\$395	\$3,493	\$3,265	\$2,340	\$2,111	\$2,732	\$3,957	\$1,994	\$1,628	\$21,915	
Operating EBIDA Margin	(1.3%)	0.6%	4.9%	4.8%	3.4%	3.0%	3.9%	5.4%	2.8%	2.2%	3.5%	5.6%
<b>Liquidity Indicators</b>												
Day's Cash on Hand	78.3	83.6	84.3	82.7	83.0	81.9	82.8	80.8	78.4	74.7	74.7	206.5
Day's in Accounts Receivable	72.5	72.6	74.6	76.6	79.1	78.4	77.6	72.5	71.0	70.1	70.1	48.0
Surplus/Unrestricted Funds (000's)	\$186,803	\$179,968	\$184,877	\$181,136	\$181,748	\$180,573	\$182,100	\$178,571	\$175,409	\$168,012	\$168,012	
Capital Expenditures (000's)	\$23,394	\$301	\$816	\$563	\$621	\$1,399	\$1,706	\$1,725	\$765	\$984	\$8,880	\$14,000
<b>Debt &amp; Other Indicators</b>												
Debt Service Coverage (MADS)	(0.1)	1.63	2.57	2.54	2.37	2.23	2.67	2.71	2.06	2.01	2.01	3.80
Discharges (Monthly)	2,289	2,306	2,442	2,276	2,203	2,293	2,285	2,283	2,144	2,144	2,264	
Adj Discharges (Case mix adj)	7,600	7,504	7,884	7,580	7,417	7,743	7,344	7,228	7,111	6,833	7,398	
Adjusted patient Days (Mo.)	26,609	24,306	26,289	24,516	24,321	24,447	24,965	25,976	24,096	25,597	24,946	
Cost/Adj Discharge	\$10.0	\$9.3	\$9.1	\$9.0	\$9.5	\$9.1	\$9.6	\$10.2	\$10.3	\$11.0	\$12.4	
Compensation Ratio	76%	80%	75%	75%	82%	78%	77%	76%	74%	77%	77%	

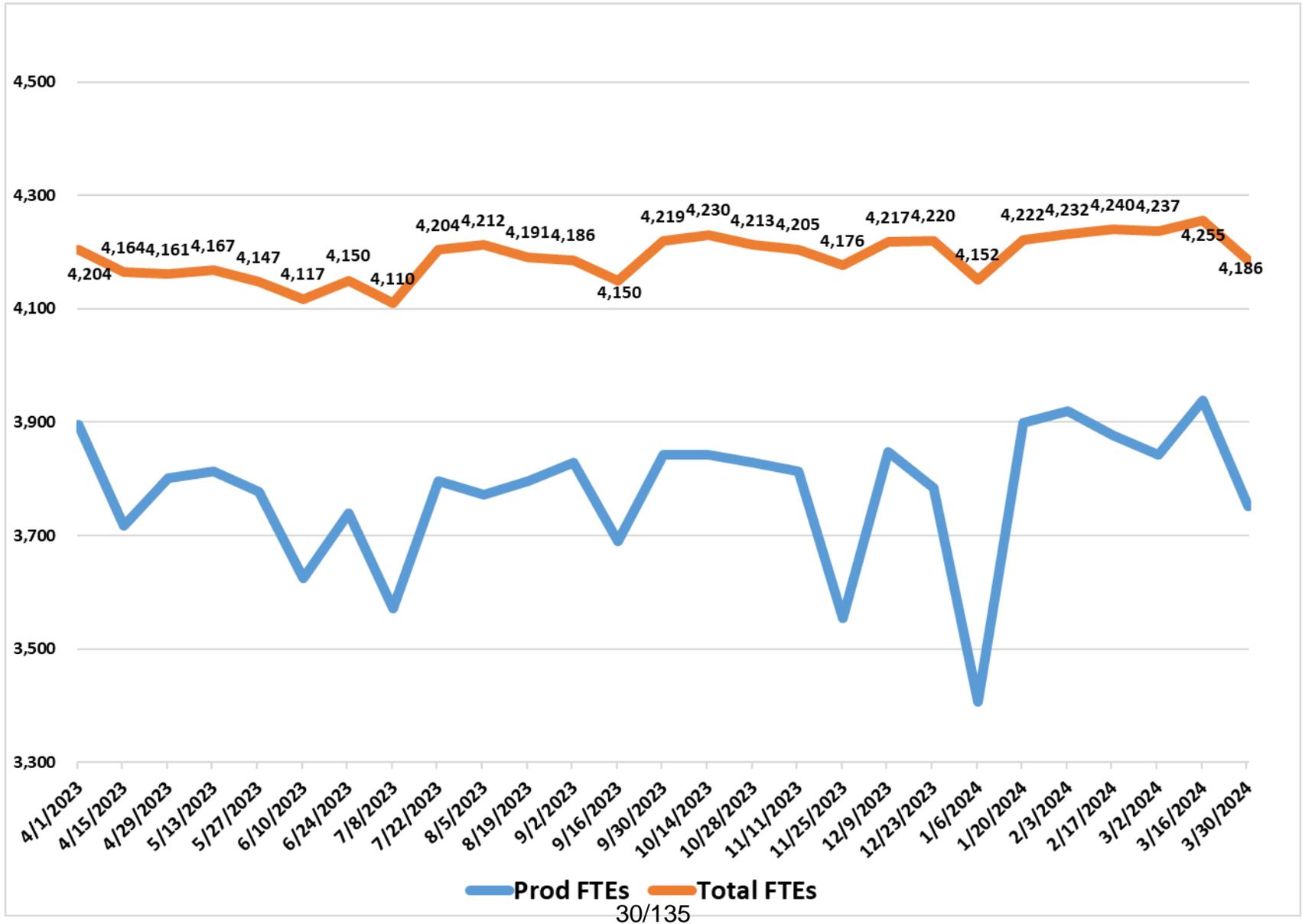
# Quarterly Comparison: Excess Margin(000's)



# Productivity: Worked Hours/Adjusted Patient Days



# Productive and Total FTEs without KHMGM



# Pay Rate Changes:

Minimum Wage & Market Impacts between Pay Periods Ending 12/23/23 & 3/30/24

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<b>Job Classification</b>	<b>Rate Change</b>
00 - Management/Supervision	<b>\$3.03</b>
01 - Technicians/Specialist	<b>\$0.44</b>
02 - Registered/Nursing	<b>\$4.52</b>
03 - Licensed Vocational Nurses	<b>\$3.83</b>
04 - Aides/Orderlies	<b>\$3.80</b>
05 - Clerical/Other Administrative	<b>\$1.95</b>
06 - Environmental/Food Service	<b>\$1.36</b>
09 - Other Salaries Wages	<b>\$0.24</b>
<b>Grand Total</b>	<b>\$2.39</b>

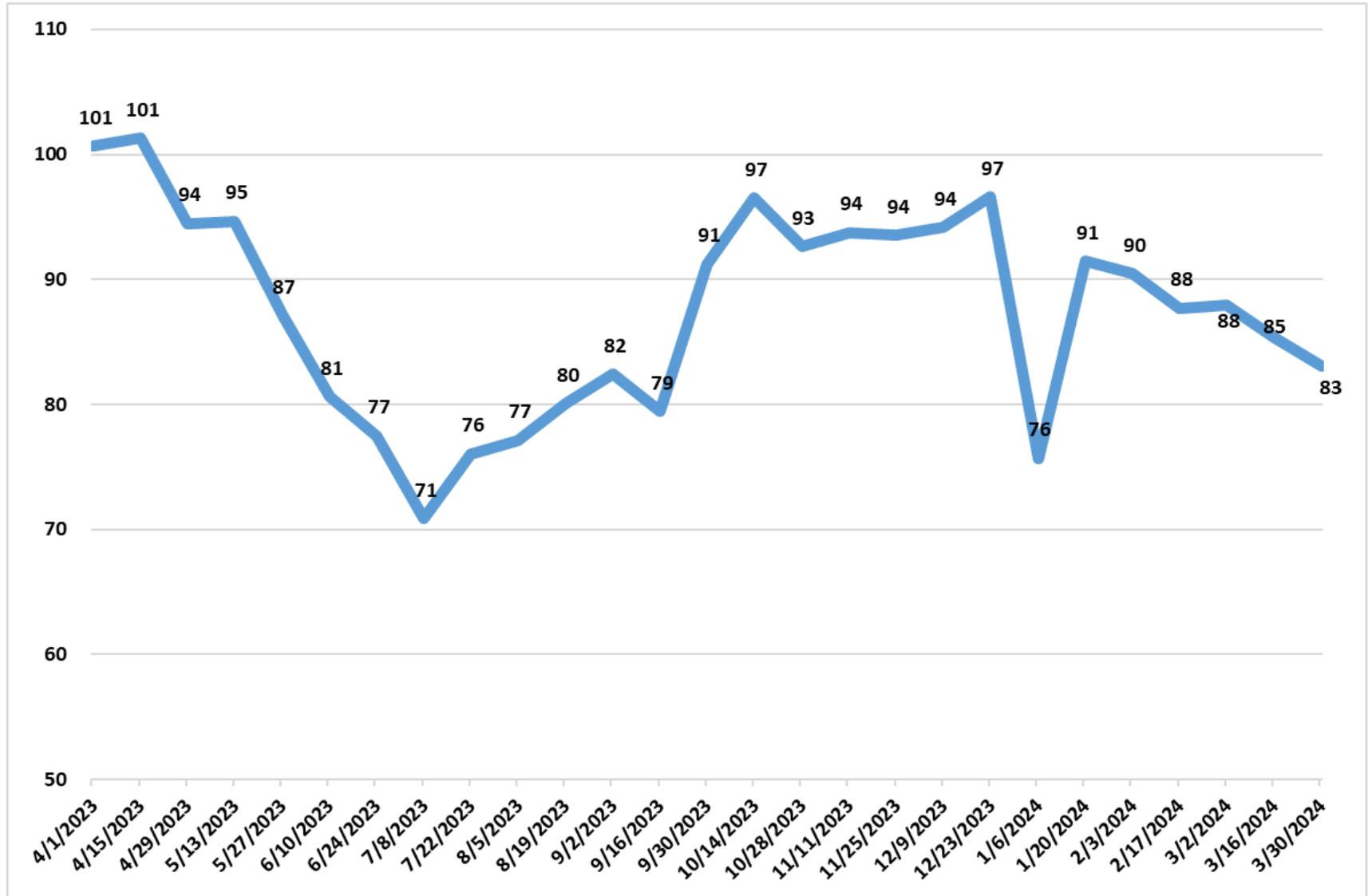
**\$ 800,001 Biweekly Impact**

**\$ 1,771,430 Monthly Impact**

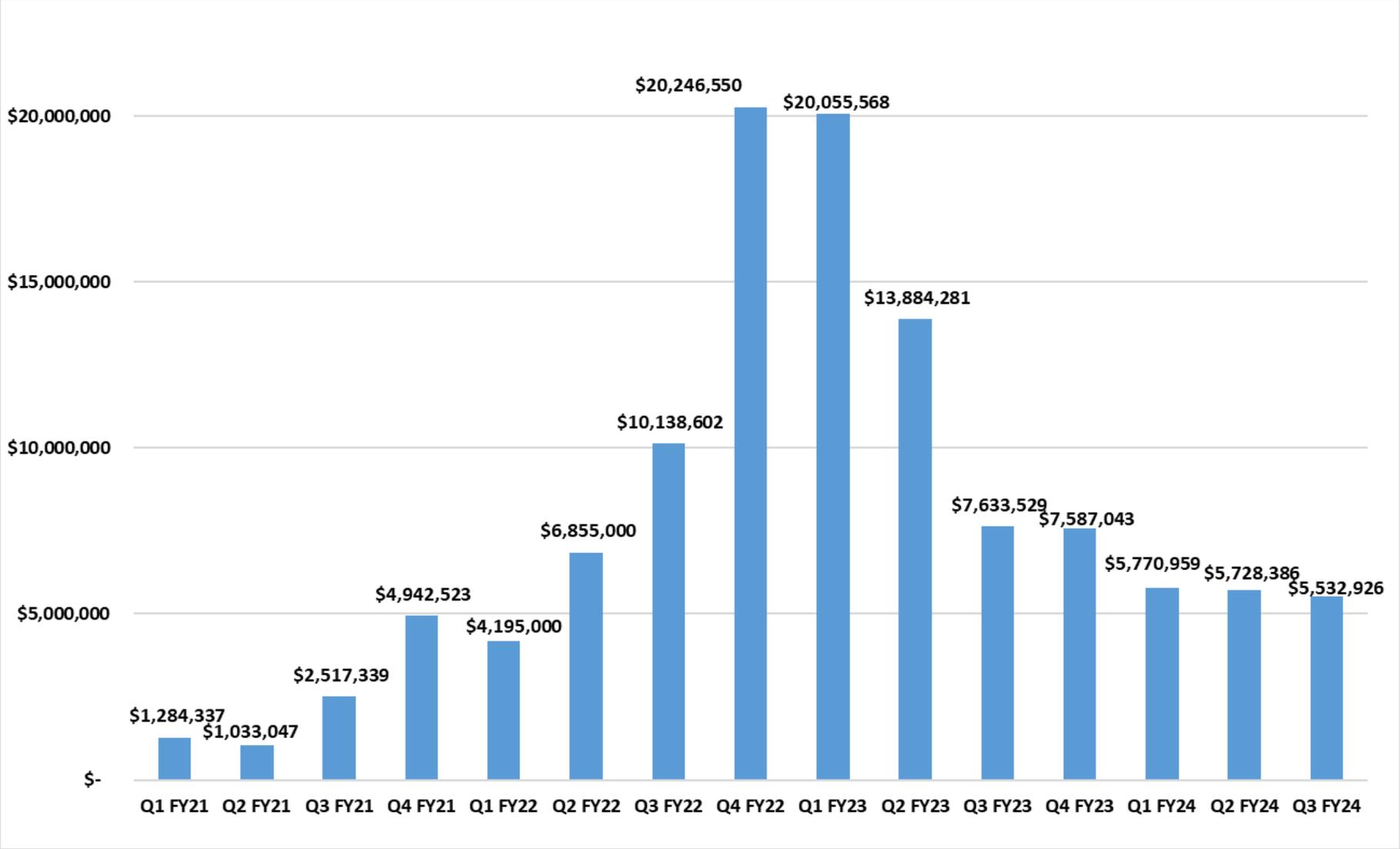
# Contract Labor by Department

Contract Labor Hours	Pay Period Ending Date		
	3/2/2024	3/16/2024	3/30/2024
Emergency-ED	1,860	1,834	1,922
M/S Ortho Neuro-4S	839	764	770
M/S CDU-2S	714	765	742
Labor Delivery	791	731	679
M/S Oncology-3S	495	502	559
Neonatal ICU-NICU	378	258	296
Radiology-KHMC	342	301	277
ICCU-15	264	248	292
Telemetry-14	226	295	259
SRCC Medical Oncology-Visalia	265	269	216
Medical/Surgical-3N	149	181	68
Nuclear Medicine-KHMC	108	156	95
OT-KHMC	80	77	81
Endoscopy	71	84	80
OT-KHRH/SNF	71	79	70
M/S Cardiac-2N	99	74	12
Cardiovascular ICU-CVICU	42	60	81
CT Scan-KHMC	71	71	36
Surgery	105	40	
Nuclear Medicine-KHDC	39		35
M/S Renal-4N		24	37
Pet CT-KHDC	10		24
OB Postpartum		12	
ICCU-3W	12		
M/S Broderick Pavillion-3E			12
<b>Grand Total</b>	<b>32,134</b>	<b>6,824</b>	<b>6,643</b>

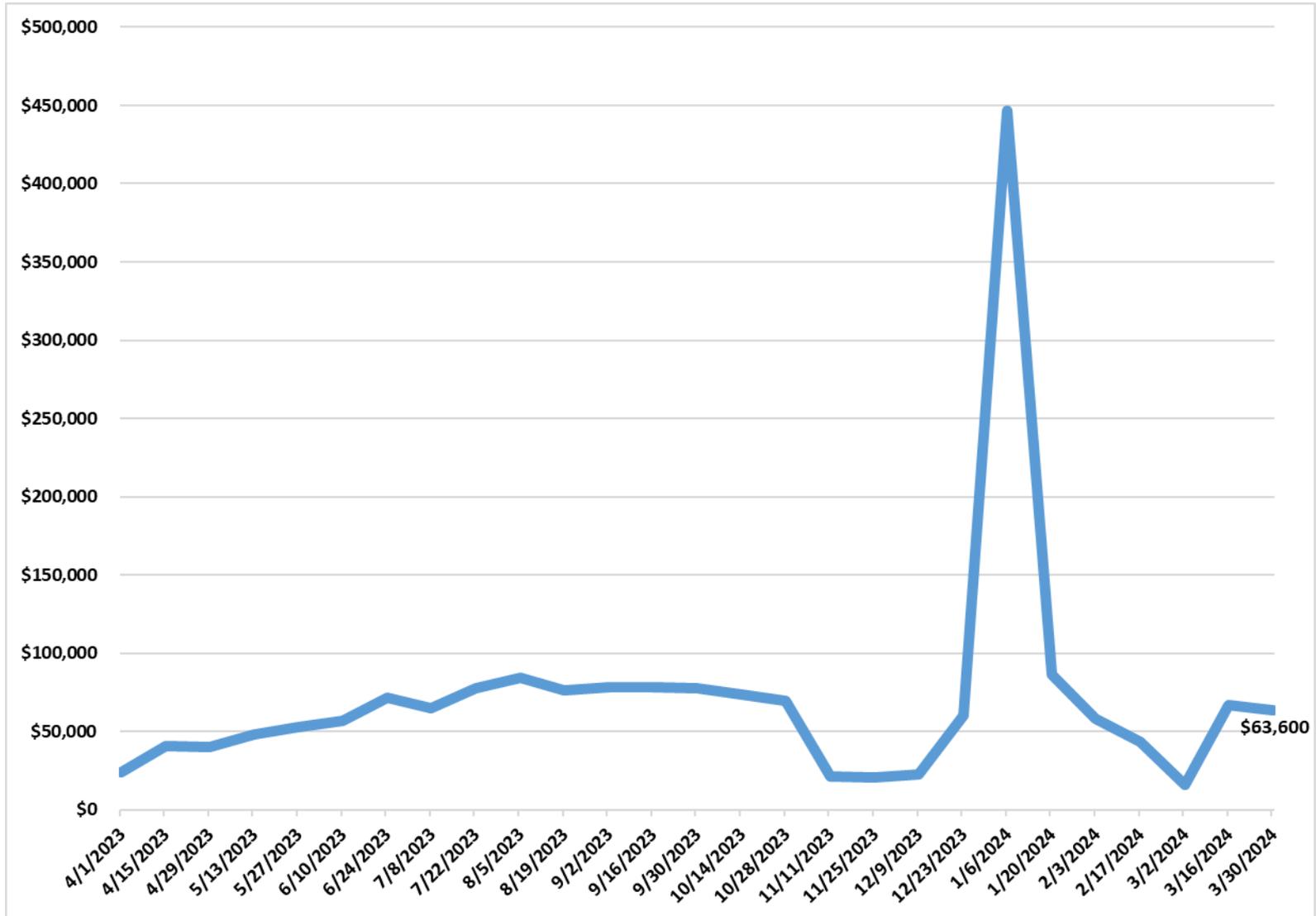
# Contract Labor Full Time Equivalents (FTEs)



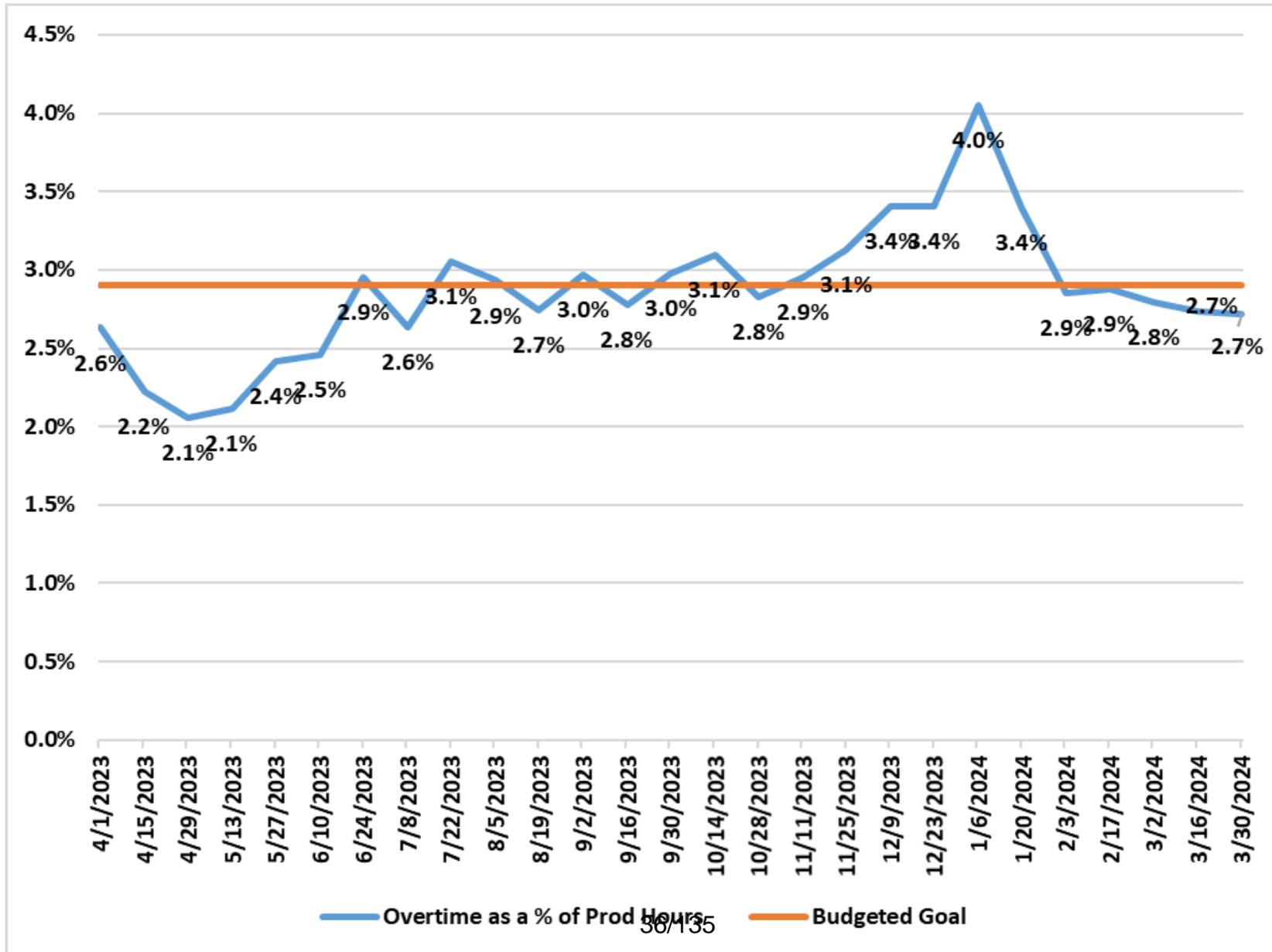
# Quarterly Comparison: Contract Labor Expense



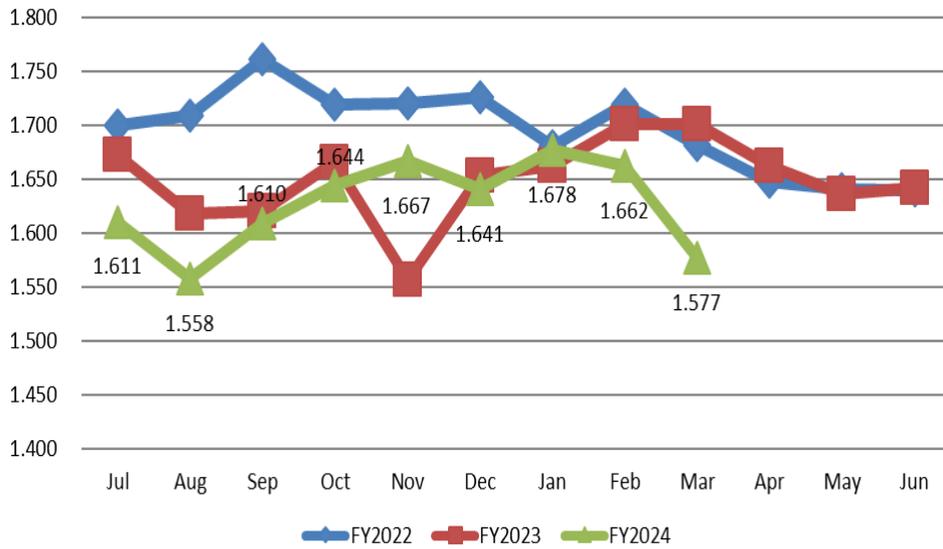
# Shift Bonus Expense



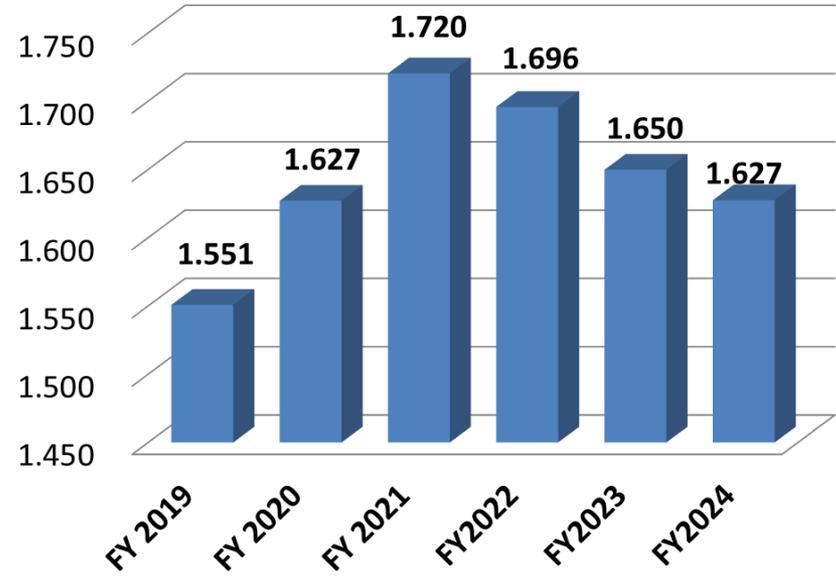
# Overtime as a % of Productive Hours



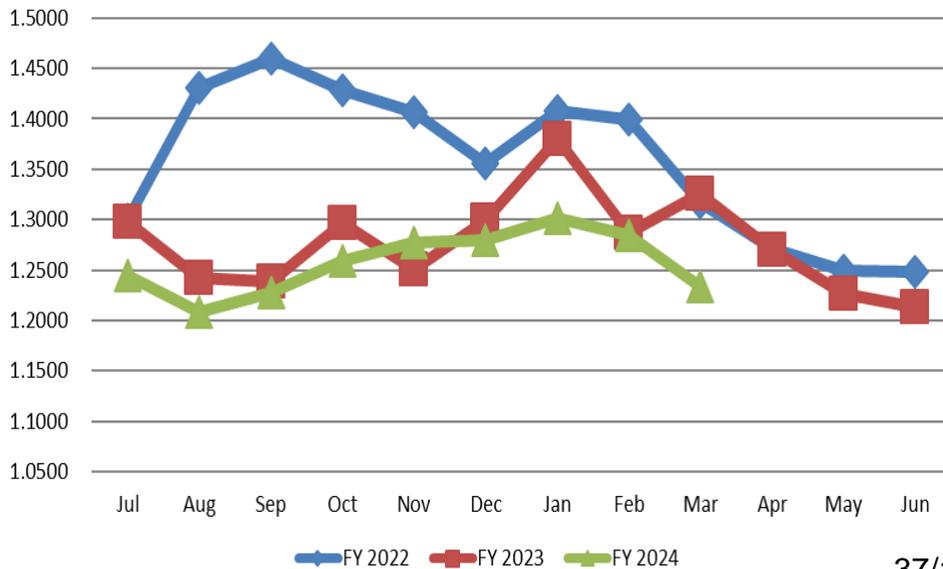
### Case Mix Index w/o Normal Newborns



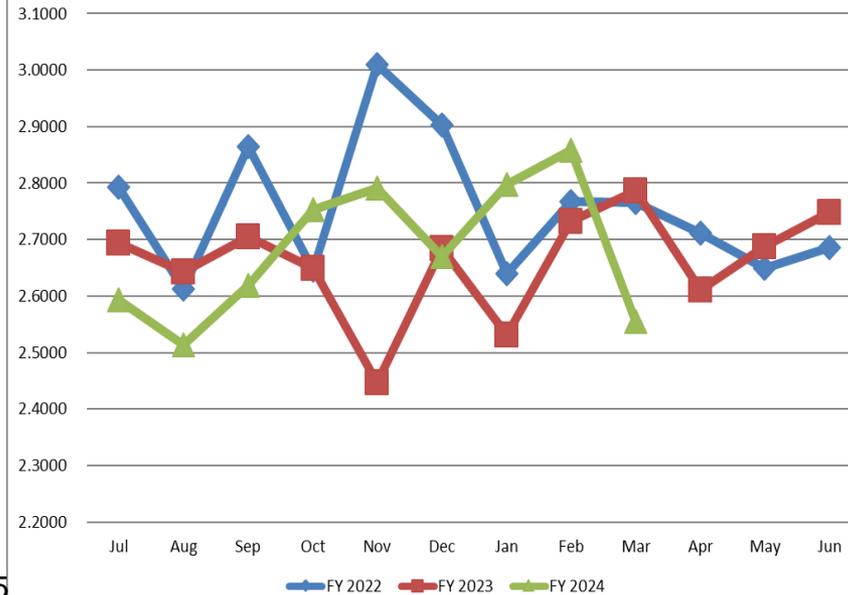
### Case Mix Index w/o Normal Newborns - All



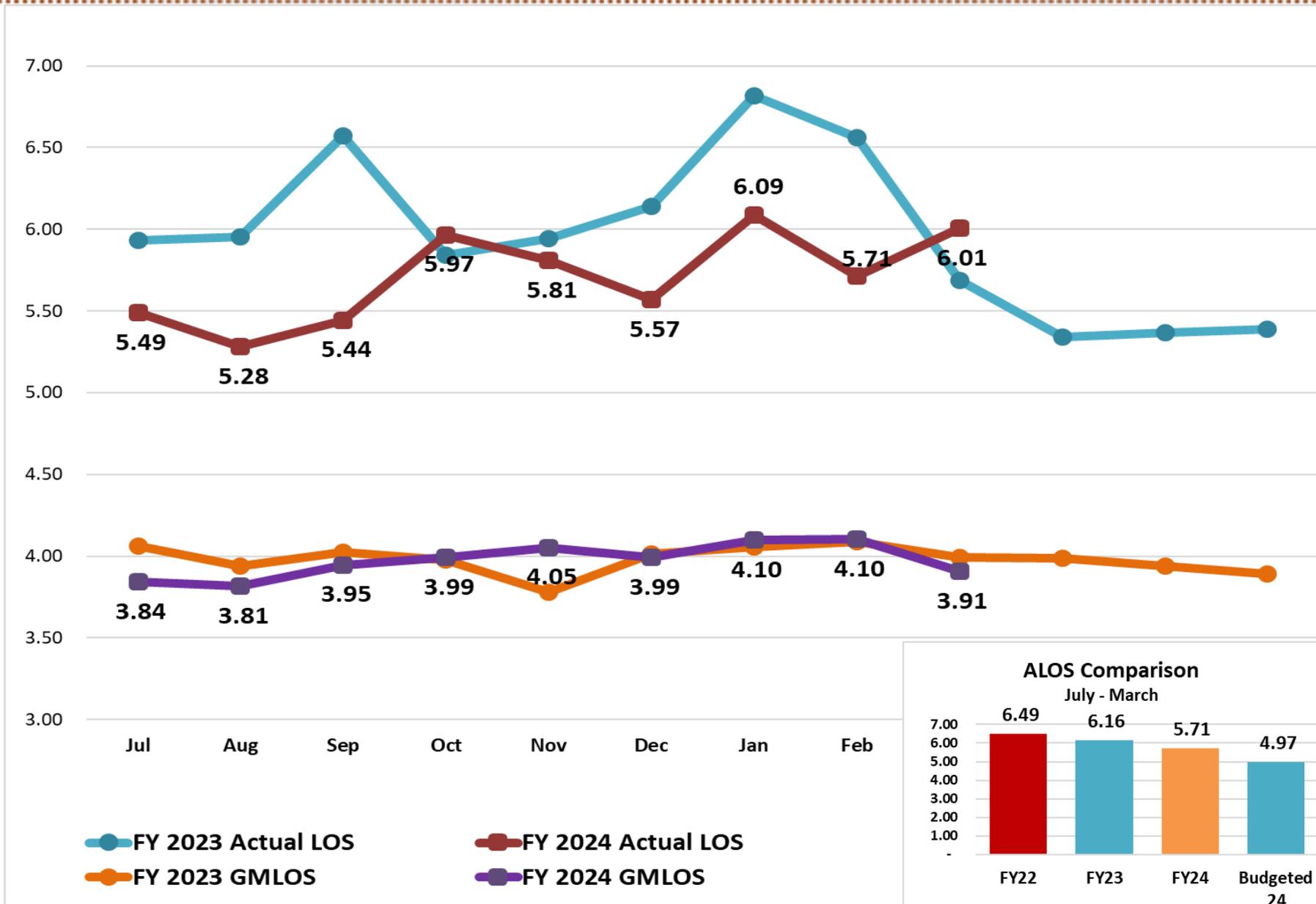
### Case Mix **Medical** w/o Normal Newborns



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



# Average Length of Stay versus National Average (GMLOS)

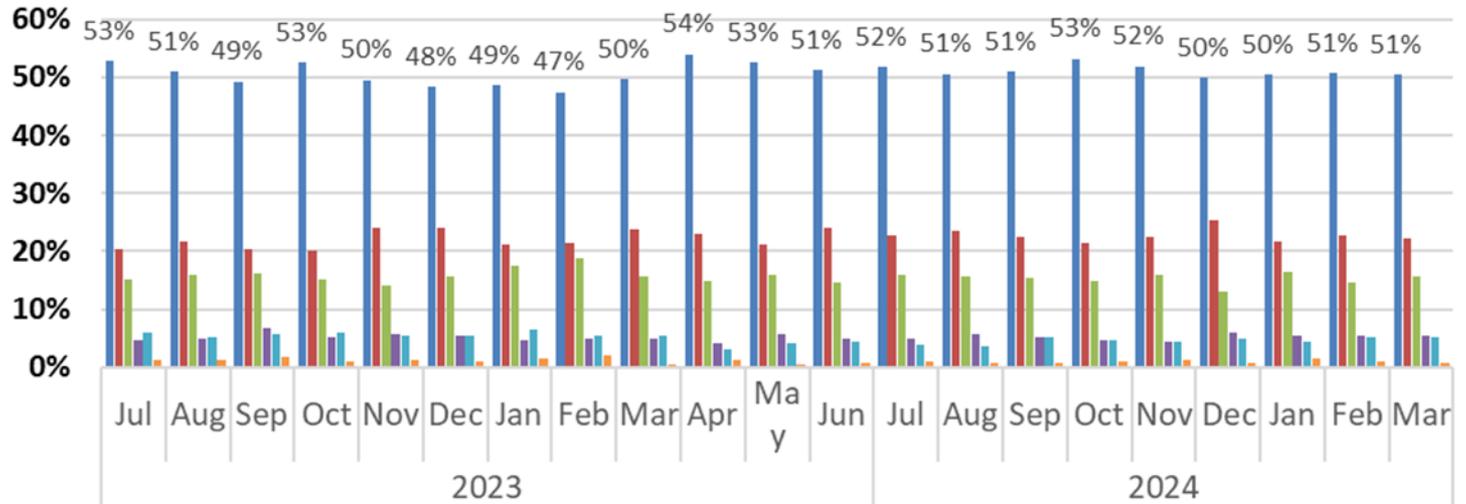


# Average Length of Stay versus National Average (GMLOS)

	Including COVID Patients			Excluding COVID Patients		
	ALOS	GMLOS	GAP	ALOS	GMLOS	GAP
Mar-22	6.60	4.02	2.58	5.97	3.97	2.00
Apr-22	5.79	3.99	1.80	5.86	3.83	2.03
May-22	5.98	3.94	2.04	5.86	3.89	1.97
Jun-22	6.11	3.97	2.14	5.67	3.98	1.69
Jul-22	5.93	4.06	1.87	5.61	3.88	1.73
Aug-22	5.95	3.94	2.01	5.63	3.88	1.75
Sep-22	6.57	4.02	2.55	5.66	3.90	1.76
Oct-22	5.83	3.98	1.85	5.62	3.82	1.80
Nov-22	5.94	3.78	2.16	6.32	3.95	2.37
Dec-22	6.14	4.01	2.13	5.63	3.91	1.72
Jan-23	6.82	4.06	2.76	5.88	3.74	2.14
Feb-23	6.56	4.09	2.47	5.69	3.92	1.77
Mar-23	5.69	3.99	1.70	6.30	3.95	2.35
Apr-23	5.34	3.99	1.35	6.36	4.04	2.32
May-23	5.36	3.94	1.42	5.56	3.93	1.63
Jun-23	5.38	3.89	1.49	5.05	3.94	1.11
Jul-23	5.49	3.84	1.65	5.14	3.91	1.23
Aug-23	5.28	3.81	1.47	5.47	3.82	1.65
Sep-23	5.44	3.95	1.50	5.22	3.77	1.45
Oct-23	5.97	3.99	1.98	5.39	3.91	1.48
Nov-23	5.81	4.05	1.75	5.92	3.97	1.95
Dec-23	5.57	3.99	1.58	5.60	4.02	1.59
Jan-24	6.09	4.10	1.99	5.55	3.96	1.59
Feb-24	5.71	4.10	1.61	5.95	4.08	1.87
Mar-24	6.01	3.91	2.10	5.73	4.09	1.64
	<b>5.93</b>	<b>3.99</b>	<b>1.94</b>	<b>5.72</b>	<b>3.92</b>	<b>1.80</b>

# Average Length of Stay Distribution

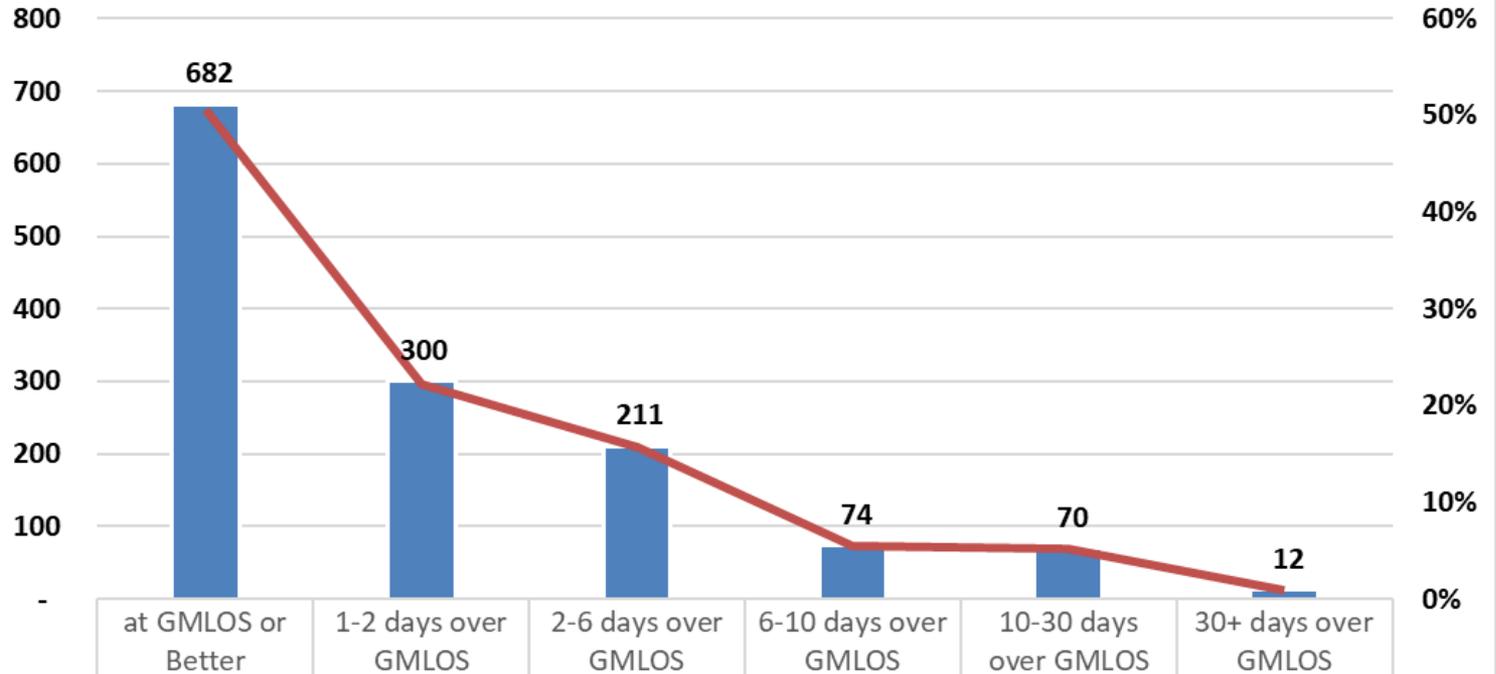
## FY24 Overall LOS Distribution



■ at GMLOS or Better	53%	51%	49%	53%	50%	48%	49%	47%	50%	54%	53%	51%	52%	51%	51%	53%	52%	50%	50%	51%	51%
■ 1-2 days over GMLOS	20%	22%	20%	20%	24%	24%	21%	21%	24%	23%	21%	24%	23%	23%	23%	21%	22%	25%	22%	23%	22%
■ 2-6 days over GMLOS	15%	16%	16%	15%	14%	16%	17%	19%	16%	15%	16%	15%	16%	16%	15%	15%	16%	13%	16%	15%	16%
■ 6-10 days over GMLOS	5%	5%	7%	5%	6%	5%	5%	5%	5%	4%	6%	5%	5%	6%	5%	5%	4%	6%	6%	6%	5%
■ 10-30 days over GMLOS	6%	5%	6%	6%	5%	6%	7%	5%	5%	3%	4%	5%	4%	4%	5%	5%	4%	5%	4%	5%	5%
■ 30+ days over GMLOS	1.2%	1.2%	1.7%	1.0%	1.2%	1.1%	1.6%	1.9%	0.5%	1.2%	0.5%	0.8%	0.9%	0.8%	0.6%	1.1%	1.2%	0.7%	1.5%	1.0%	0.9%

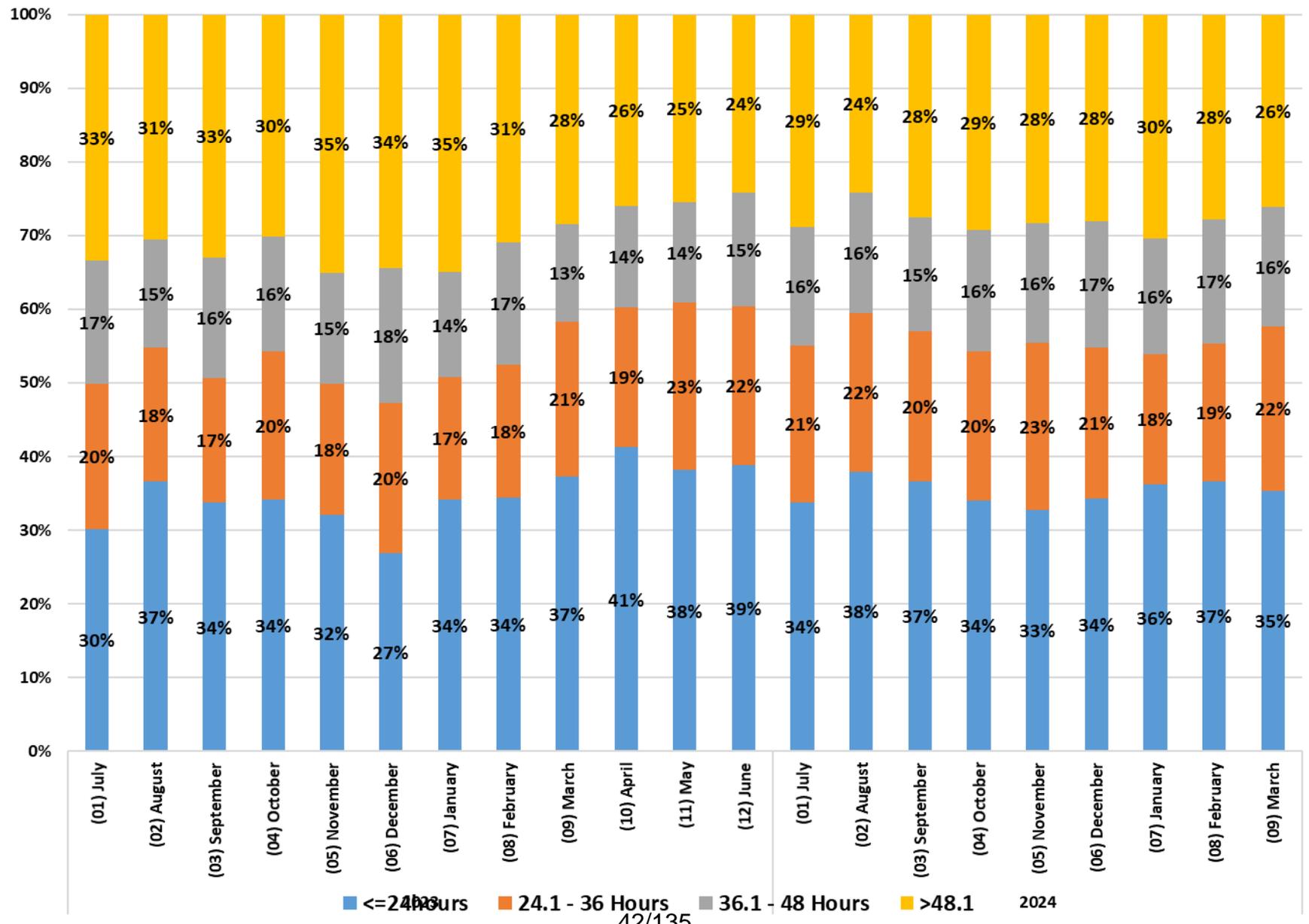
# Average Length of Stay Distribution

## Mar FY 2024 Overall LOS Distribution

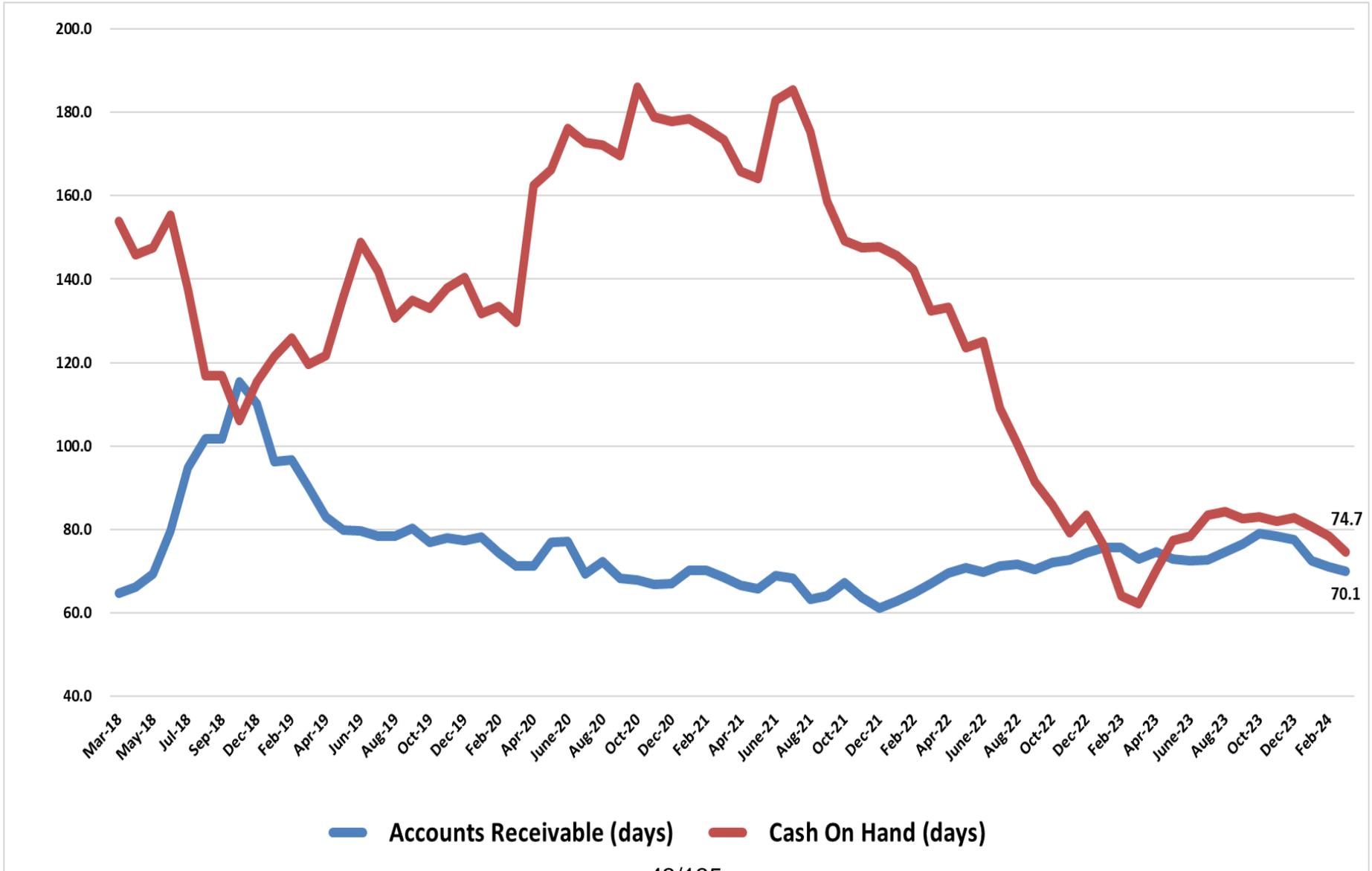


Count of Visits	682	300	211	74	70	12
% of Visits	51%	22%	16%	5%	5%	1%

# Monthly Discharges of Observation Patients by their Length of Stay



# Trended Liquidity Ratios



# Ratio Analysis Report

	Current Month Value	Prior Month Value	6/30/2023 Audited Value	2022 Moody's Median Benchmark		
				Aa	A	Baa
<b>LIQUIDITY RATIOS</b>						
Current Ratio (x)	3.2	3.1	2.7	1.5	<b>1.8</b>	1.7
Accounts Receivable (days)	70.1	71.0	72.5	48.7	<b>48</b>	43.8
Cash On Hand (days)	74.7	78.4	78.3	276.5	<b>206.5</b>	157.6
Cushion Ratio (x)	7.4	7.7	10.3	44.3	<b>24.9</b>	17.3
Average Payment Period (days)	49.3	48.5	44.7	79	<b>66.7</b>	68.1
<b>CAPITAL STRUCTURE RATIOS</b>						
Cash-to-Debt	72.0%	72.7%	84.7%	259.9%	<b>173.7%</b>	128.6%
Debt-To-Capitalization	36.8%	37.5%	35.2%	23.4%	<b>31.8%</b>	37.5%
Debt-to-Cash Flow (x)	5.1	5.1	(128.9)	2.8	<b>3.6</b>	5
Debt Service Coverage	2.5	2.6	(0.1)	6.1	<b>4.5</b>	2.8
Maximum Annual Debt Service Coverage (x)	2.0	2.1	(0.1)	5.9	<b>3.8</b>	2.4
Age Of Plant (years)	15.1	15.0	12.2	11.4	<b>12.8</b>	13.7
<b>PROFITABILITY RATIOS</b>						
Operating Margin	(1.4%)	(1.2%)	(6.9%)	1.5%	<b>0.1%</b>	(2.1%)
Excess Margin	0.9%	1.0%	(5.5%)	4.8%	<b>2.7%</b>	(.3%)
Operating Cash Flow Margin	3.5%	3.6%	(1.3%)	6.1%	<b>5.6%</b>	3.6%
Return on Assets	0.9%	1.0%	(5.7%)	3.3%	<b>1.9%</b>	(.3%)

# Consolidated Statements of Net Position (000's)

	Mar-24	Feb-24	Change	% Change	Jun-23 (Audited)
<b>ASSETS AND DEFERRED OUTFLOWS</b>					
<b>CURRENT ASSETS</b>					
Cash and cash equivalents	\$ 4,000	\$ (1,957)	\$ 5,957	-304.34%	\$ 4,127
Current Portion of Board designated and trusted assets	23,062	21,644	1,418	6.55%	14,978
Accounts receivable:					
Net patient accounts	136,553	133,134	3,420	2.57%	132,621
Other receivables	53,948	56,627	(2,679)	-4.73%	27,475
	190,501	189,761	740	0.39%	160,096
Inventories	14,514	14,276	237	1.66%	13,117
Medicare and Medi-Cal settlements	109,745	105,732	4,013	3.80%	81,412
Prepaid expenses	10,106	10,573	(467)	-4.42%	9,037
Total current assets	351,928	340,028	11,899	3.50%	282,767
<b>NON-CURRENT CASH AND INVESTMENTS -</b>					
less current portion					
Board designated cash and assets	156,252	171,024	(14,772)	-8.64%	174,916
Revenue bond assets held in trust	19,161	19,166	(5)	-0.02%	18,605
Assets in self-insurance trust fund	520	518	1	0.28%	956
Total non-current cash and investments	175,933	190,708	(14,775)	-7.75%	194,477
<b>INTANGIBLE RIGHT TO USE LEASE,</b>	11,300	11,548	(248)	-2.15%	11,249
net of accumulated amortization					
<b>INTANGIBLE RIGHT TO USE SBITA,</b>	8,418	8,418	-	0.00%	8,417
net of accumulated amortization					
<b>CAPITAL ASSETS</b>					
Land	20,544	20,544	-	0.00%	17,542
Buildings and improvements	428,039	428,039	-	0.00%	427,105
Equipment	331,782	331,450	332	0.10%	328,663
Construction in progress	22,484	21,832	652	2.99%	25,413
	802,849	801,865	984	0.12%	798,723
Less accumulated depreciation	504,723	502,242	2,481	0.49%	486,537
	298,126	299,623	(1,497)	-0.50%	312,186
<b>OTHER ASSETS</b>					
Property not used in operations	1,496	1,499	(3)	-0.22%	1,533
Health-related investments	1,883	1,844	38	2.07%	2,841
Other	14,155	14,161	(7)	-0.05%	13,350
Total other assets	17,533	17,505	28	0.16%	17,724
Total assets	863,237	867,829	(4,592)	-0.53%	826,820
<b>DEFERRED OUTFLOWS</b>	23,788	23,821	(33)	-0.14%	24,083
<b>Total assets and deferred outflows</b>	<b>\$ 887,025</b>	<b>\$ 891,649</b>	<b>\$ (4,625)</b>	<b>-0.52%</b>	<b>\$ 850,903</b>

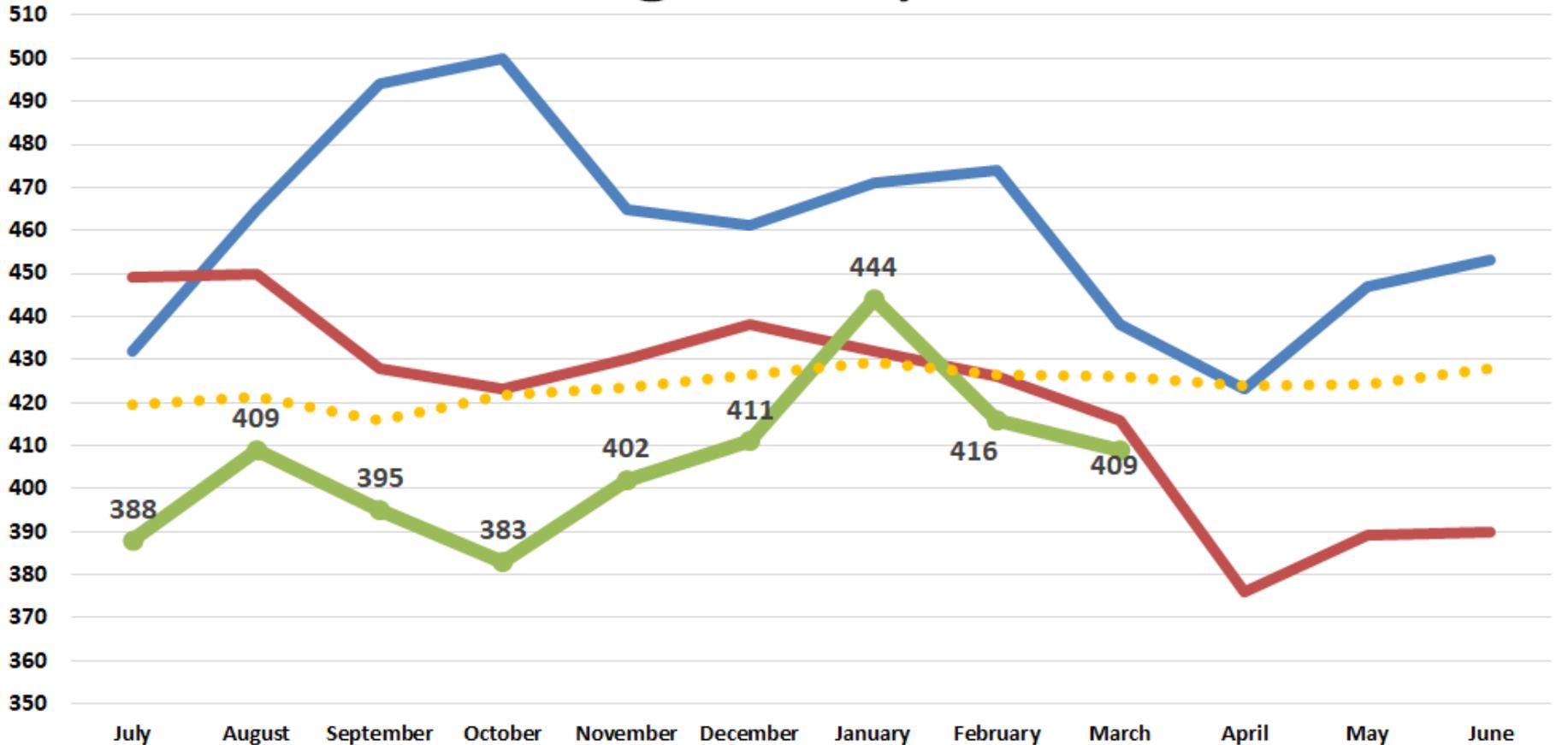
# Consolidated Statements of Net Position (000's)

	Mar-24	Feb-24	Change	% Change	Jun-23
<b>LIABILITIES AND NET ASSETS</b>					
<b>CURRENT LIABILITIES</b>					
Accounts payable and accrued expenses	\$ 28,019	\$ 27,696	\$ 323	1.17%	\$ 30,636
Accrued payroll and related liabilities	59,431	57,458	1,972	3.43%	50,478
SBITA liability, current portion	2,734	2,734	-	0.00%	2,734
Lease liability, current portion	2,614	2,614	-	0.00%	2,614
Bonds payable, current portion	10,105	10,105	-	0.00%	12,159
Notes payable, current portion	7,895	7,895	-	0.00%	7,895
Total current liabilities	110,798	108,503	2,295	2.12%	106,516
<b>LEASE LIABILITY, net of current portion</b>	8,833	9,075	(241)	-2.66%	8,741
<b>SBITA LIABILITY, net of current portion</b>	4,425	4,425	-	0.00%	4,426
<b>LONG-TERM DEBT, less current portion</b>					
Bonds payable	227,318	227,325	(7)	0.00%	227,378
Notes payable	22,705	30,600	(7,895)	-25.80%	9,850
Total long-term debt	250,023	257,925	(7,901)	-3.06%	237,228
<b>NET PENSION LIABILITY</b>	51,277	50,353	924	1.84%	42,961
<b>OTHER LONG-TERM LIABILITIES</b>	35,159	34,880	279	0.80%	30,984
Total liabilities	460,517	465,161	(4,644)	-1.00%	426,430
<b>NET ASSETS</b>					
Invested in capital assets, net of related debt	62,199	62,193	7	0.01%	75,776
Restricted	61,024	58,497	2,527	4.32%	50,013
Total net position	303,284	305,798	(2,514)	-0.82%	294,258
Total liabilities and net position	\$ 887,025	\$ 891,649	\$ (4,625)	-0.52%	\$ 850,903

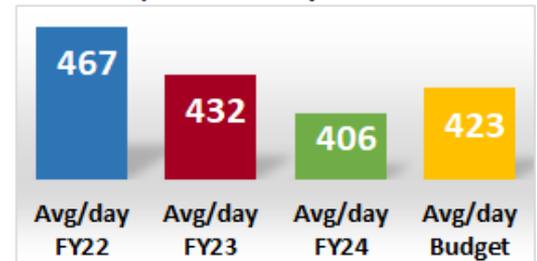
# Statistical Report

## March 2024

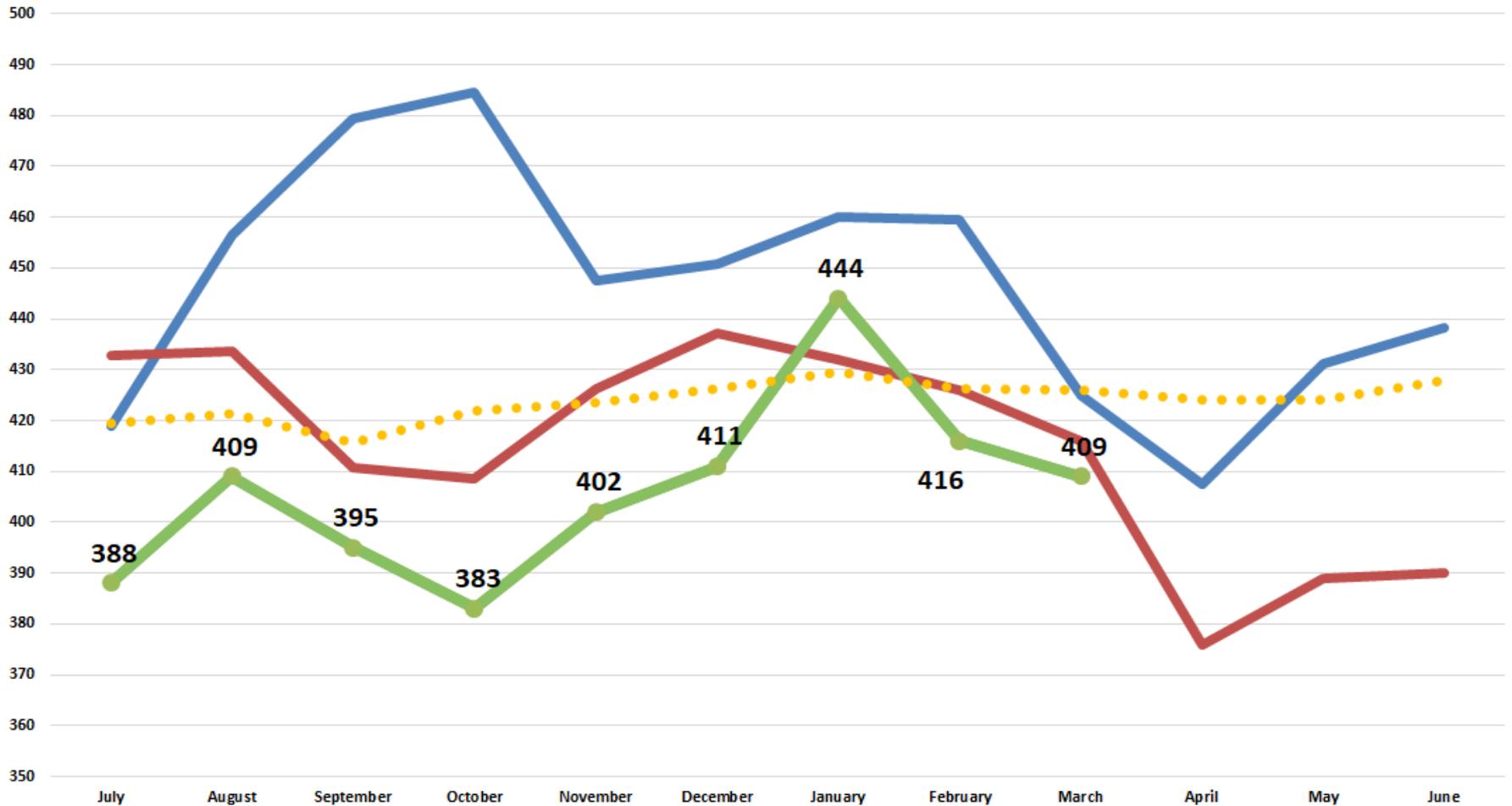
# Average Daily Census



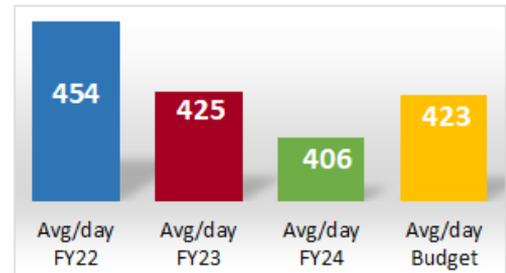
—●— FY2022    
 —●— FY2023    
 —●— FY2024    
 ●●● Budget



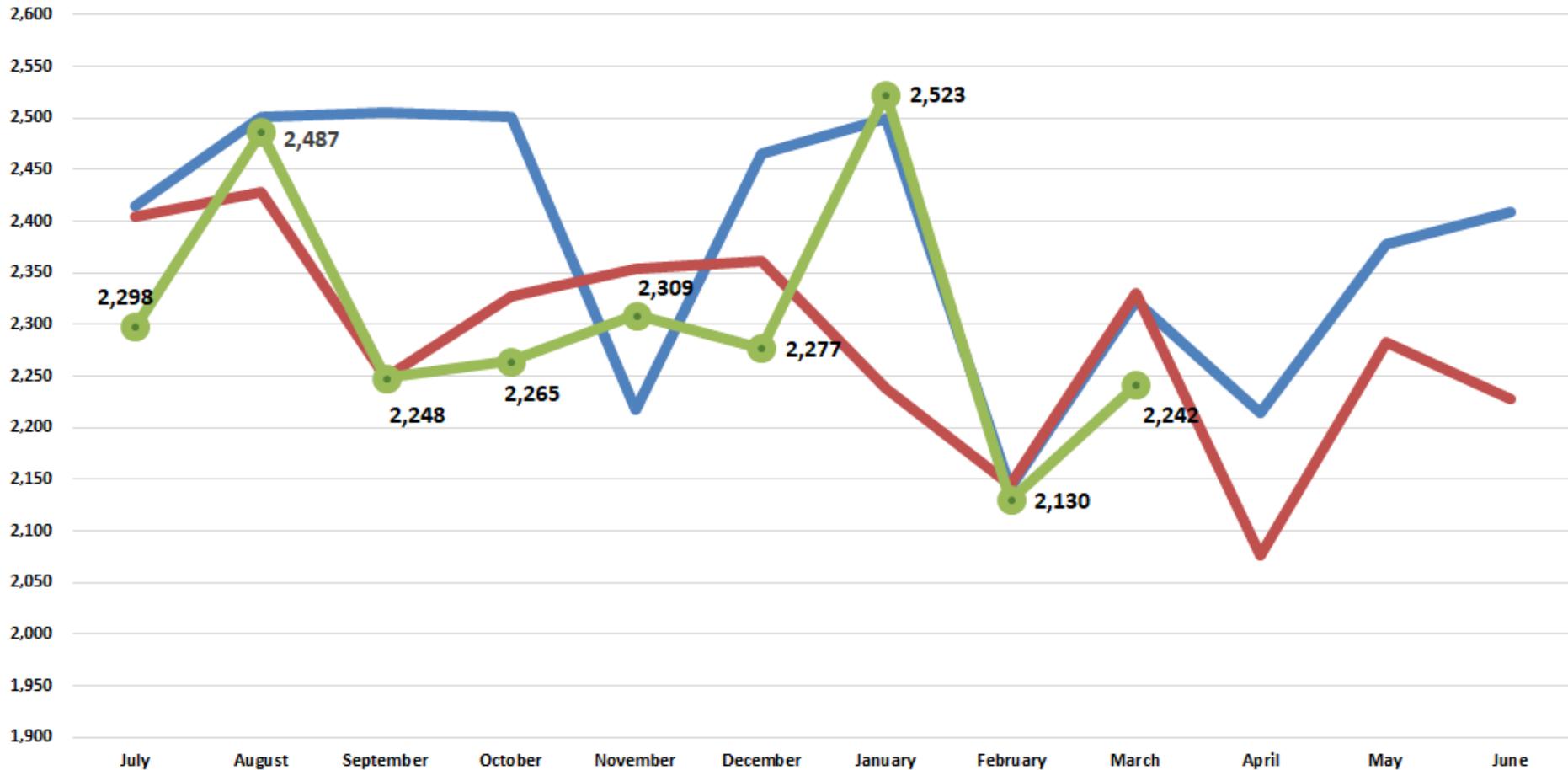
# Average Daily Census w/o TCS



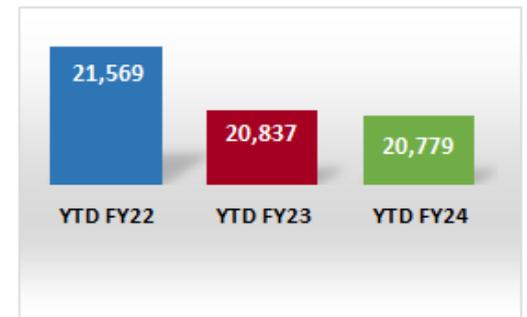
—●— FY2022   
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 ●●● Budget



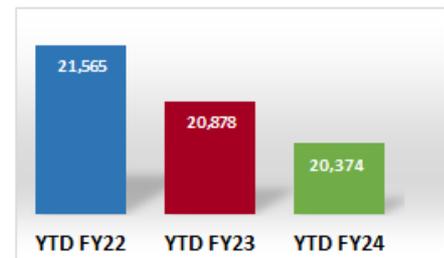
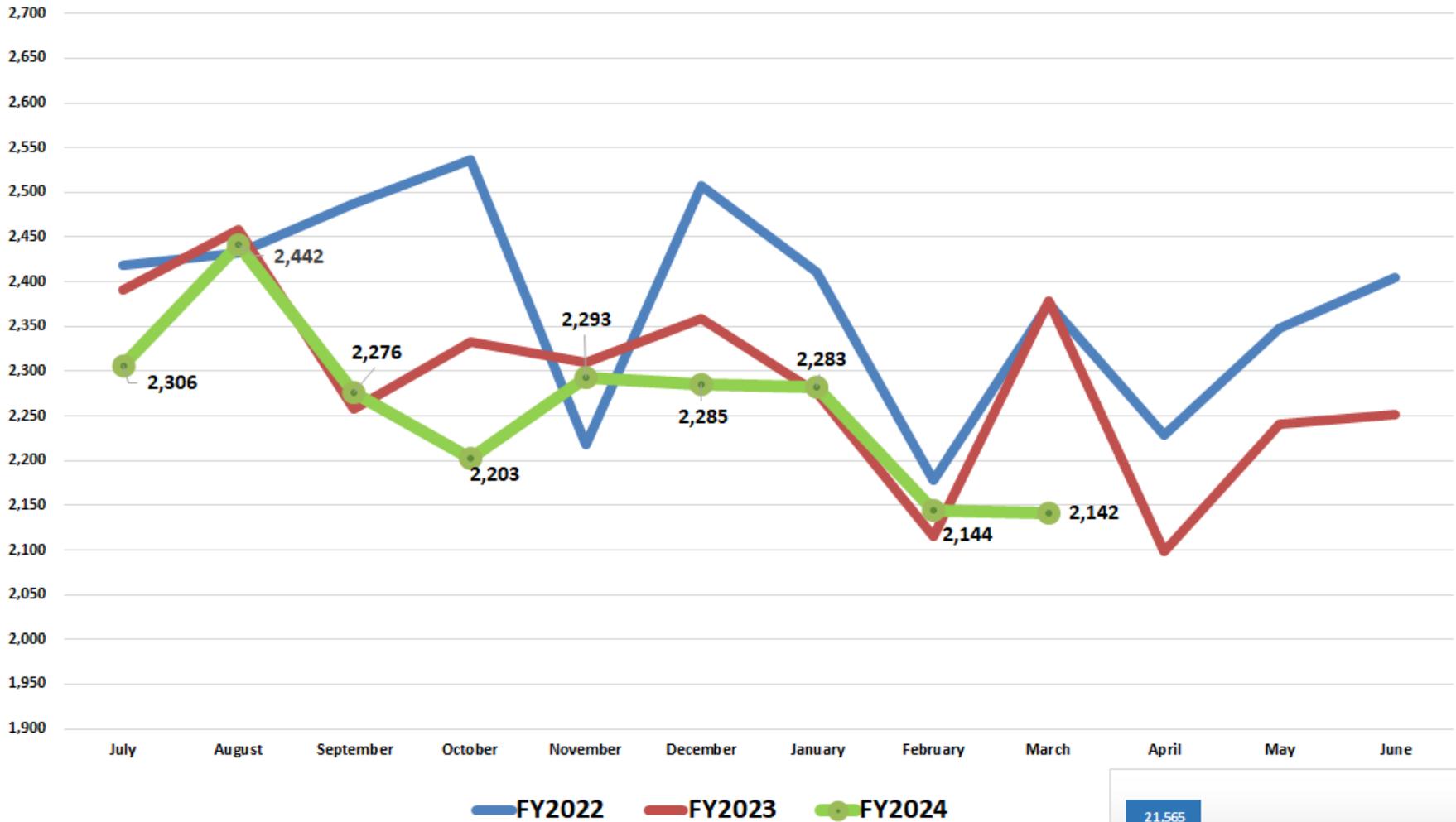
# Admissions



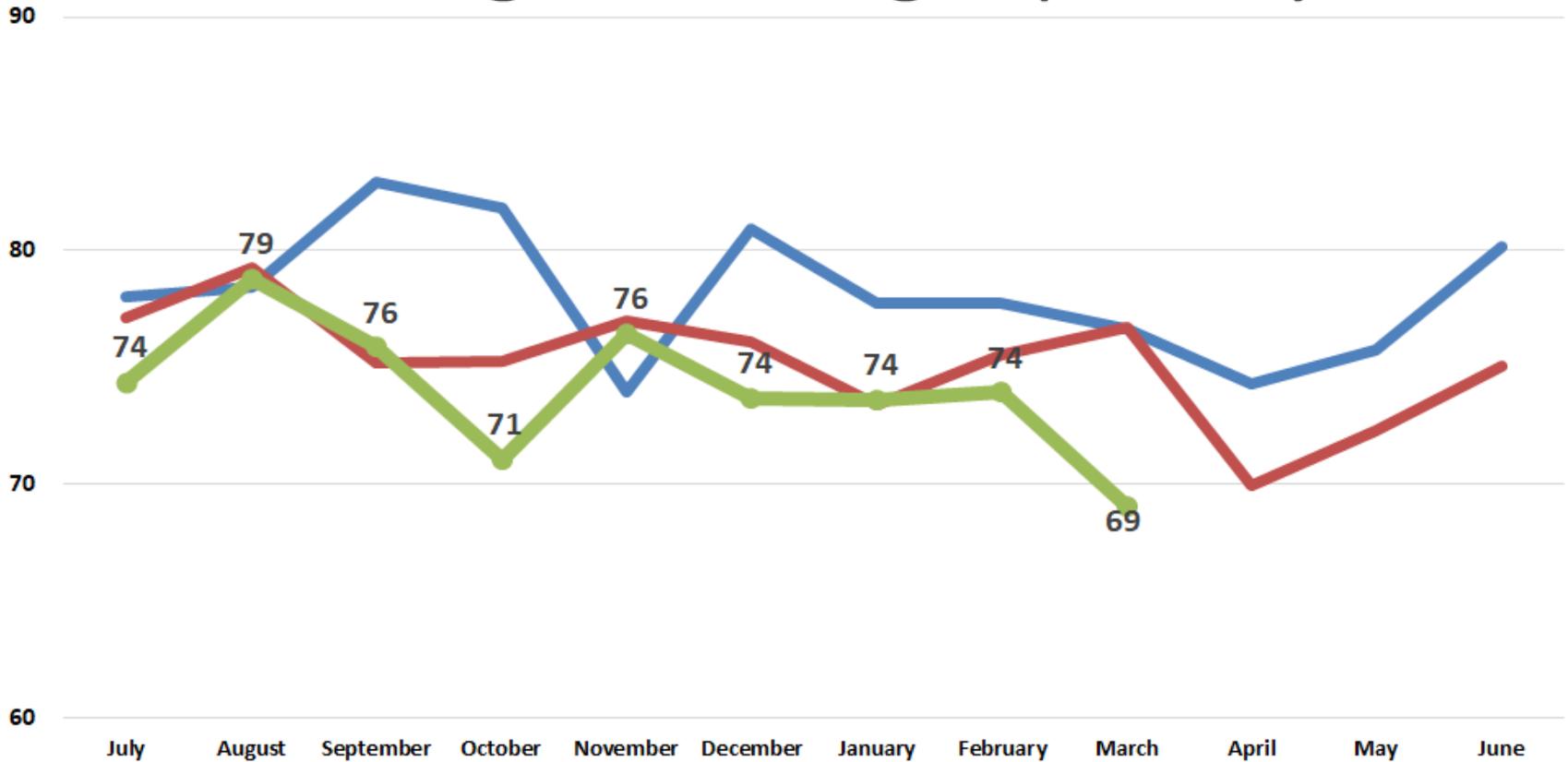
— FY2022 — FY2023 — FY2024



# Discharges



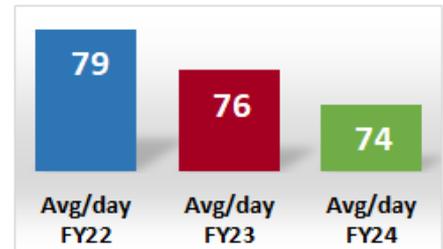
# Average Discharges per day



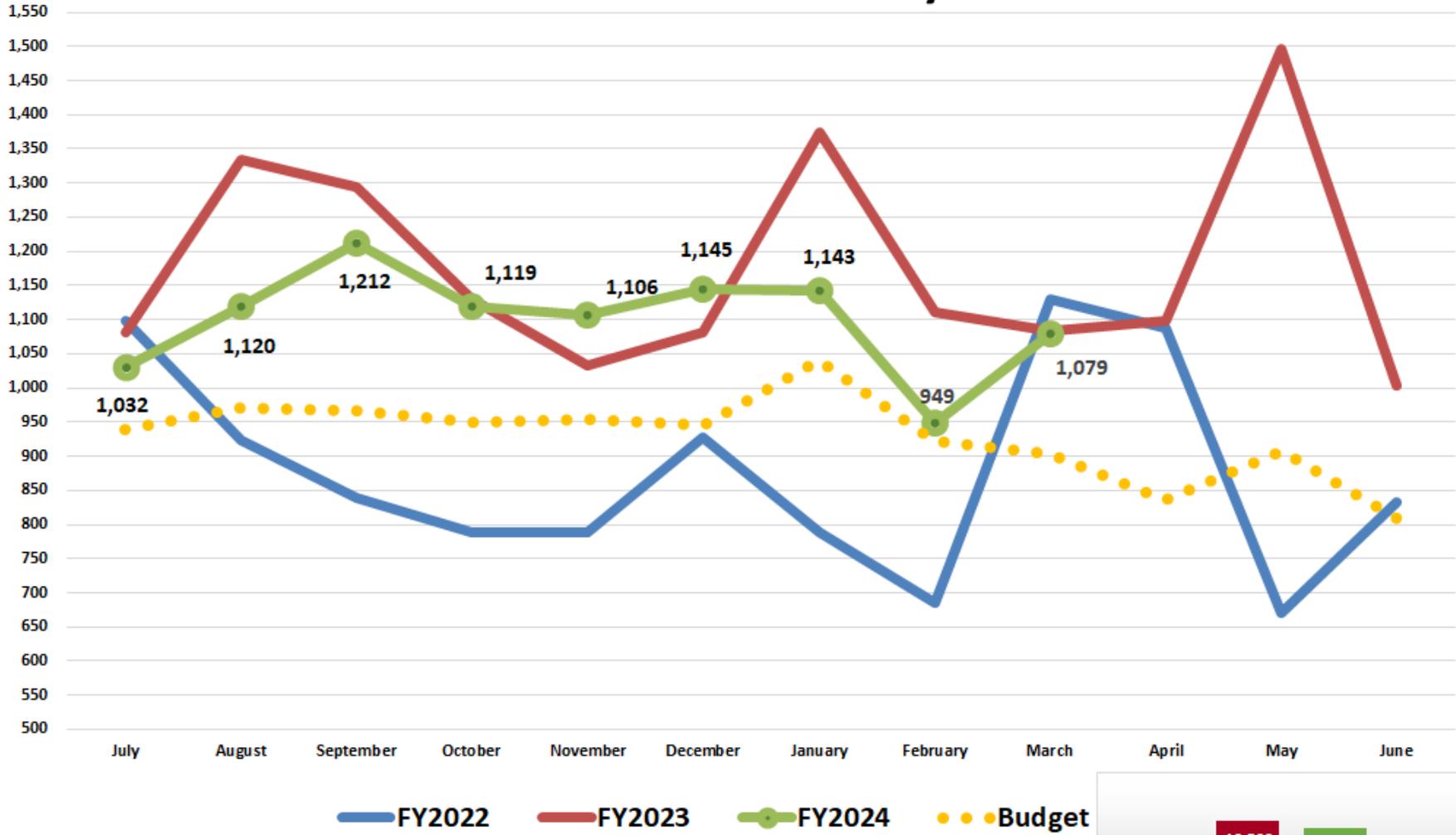
— FY2022

— FY2023

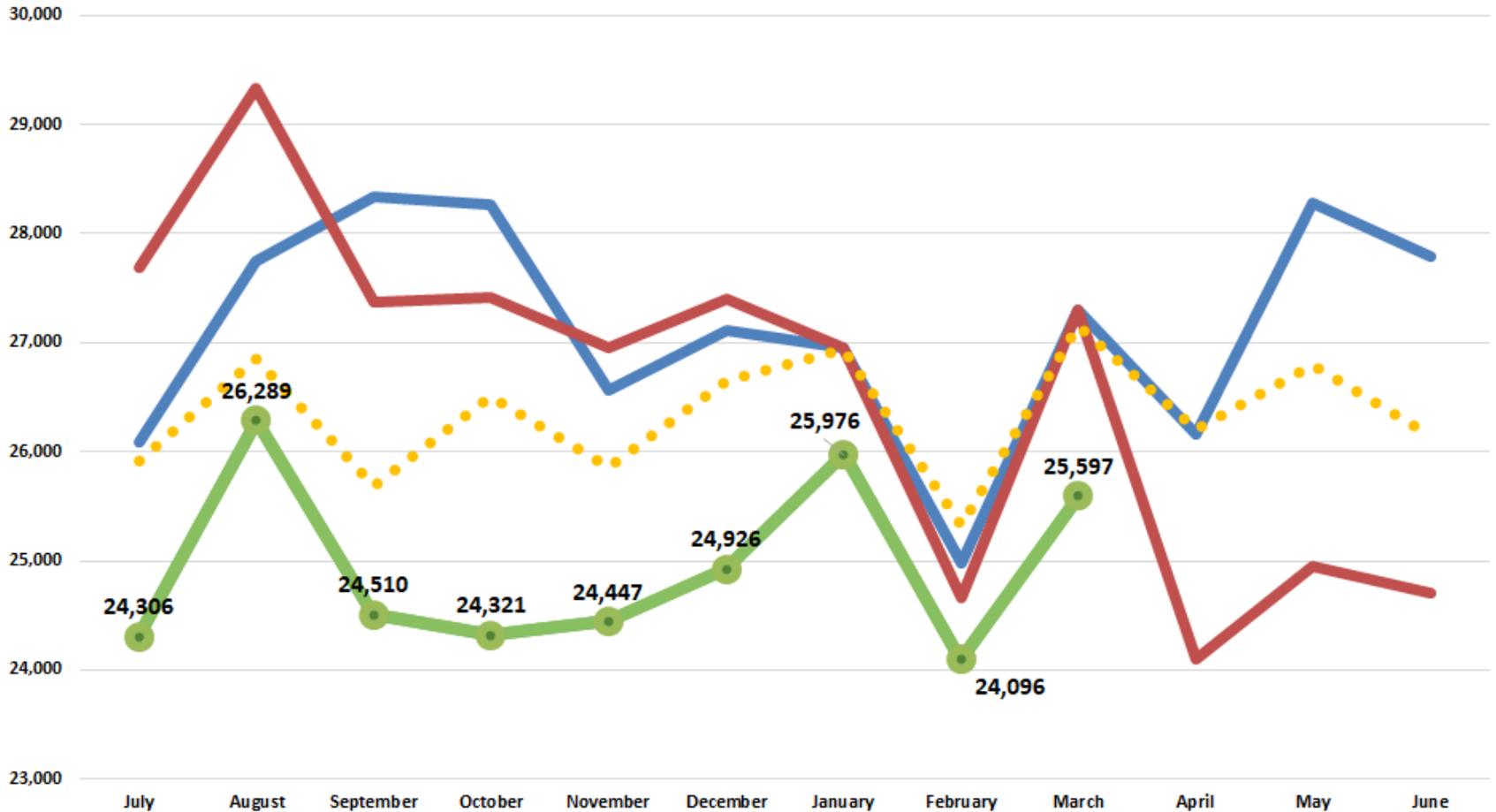
— FY2024



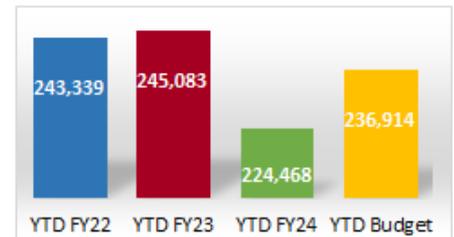
# Observation Days



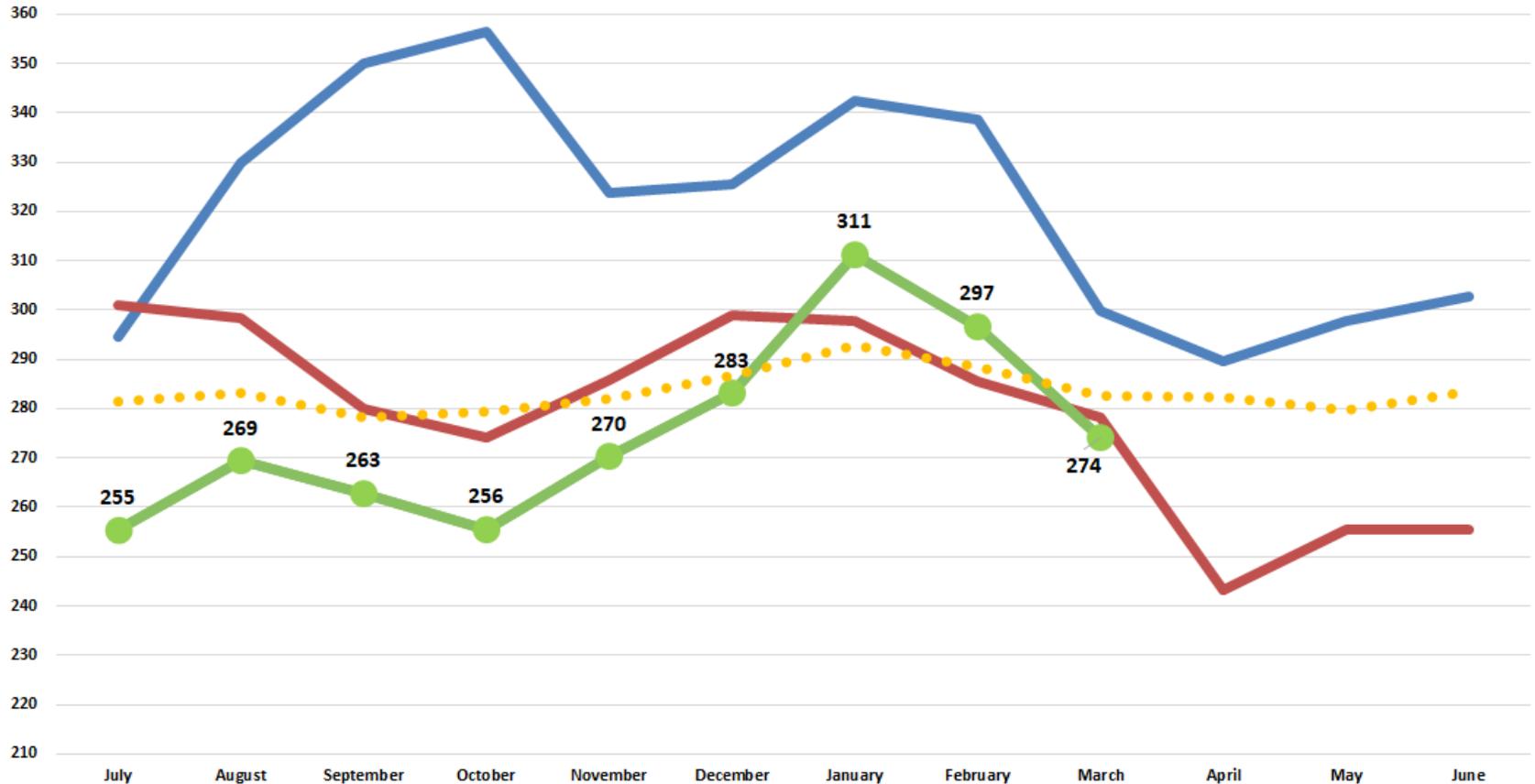
# Adjusted Patient Days



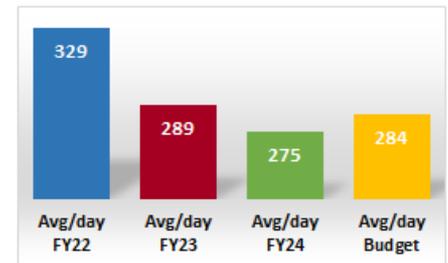
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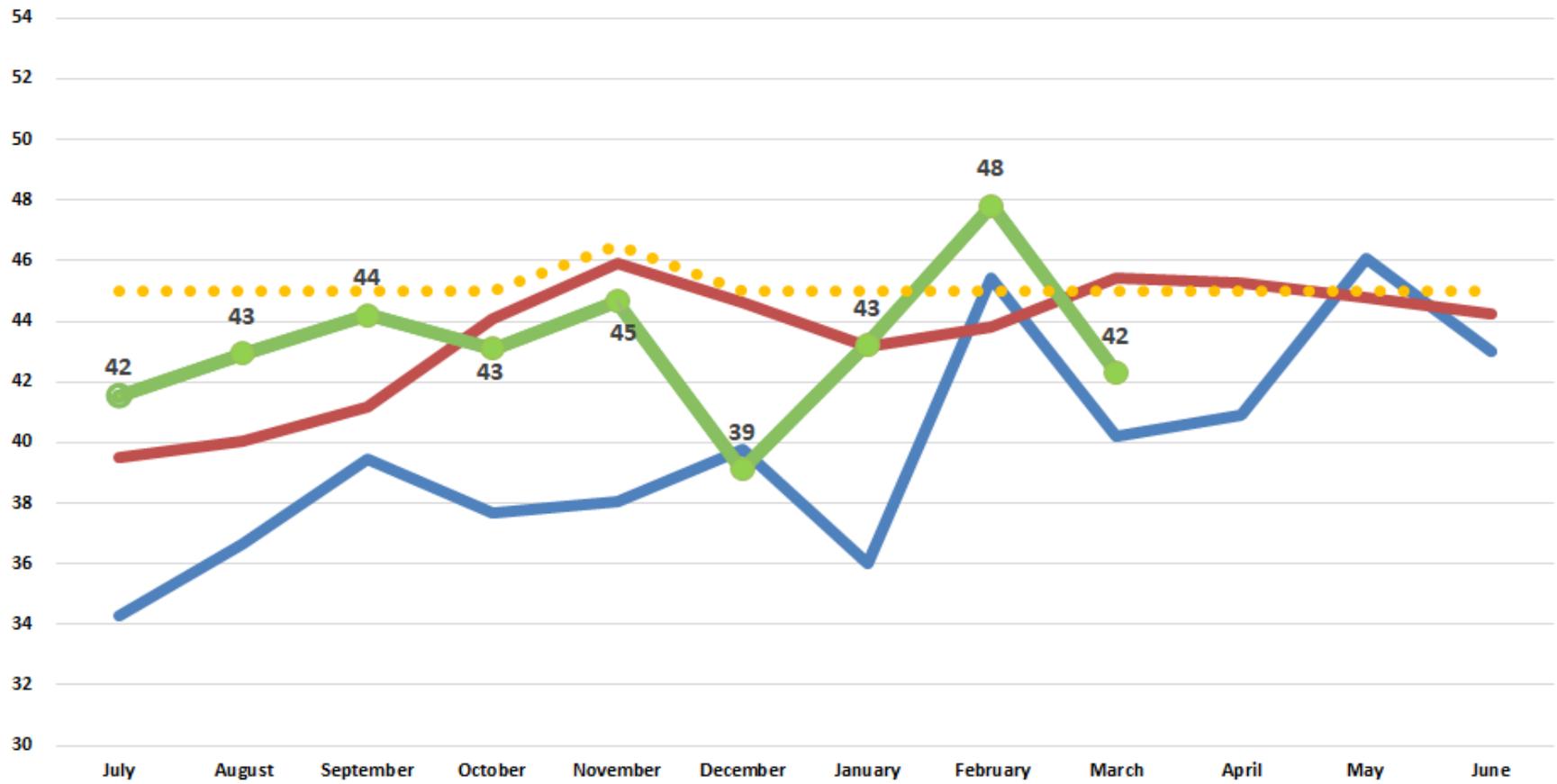
# Medical Center (Avg Patients Per Day)



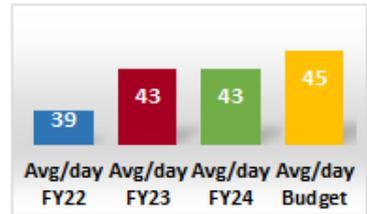
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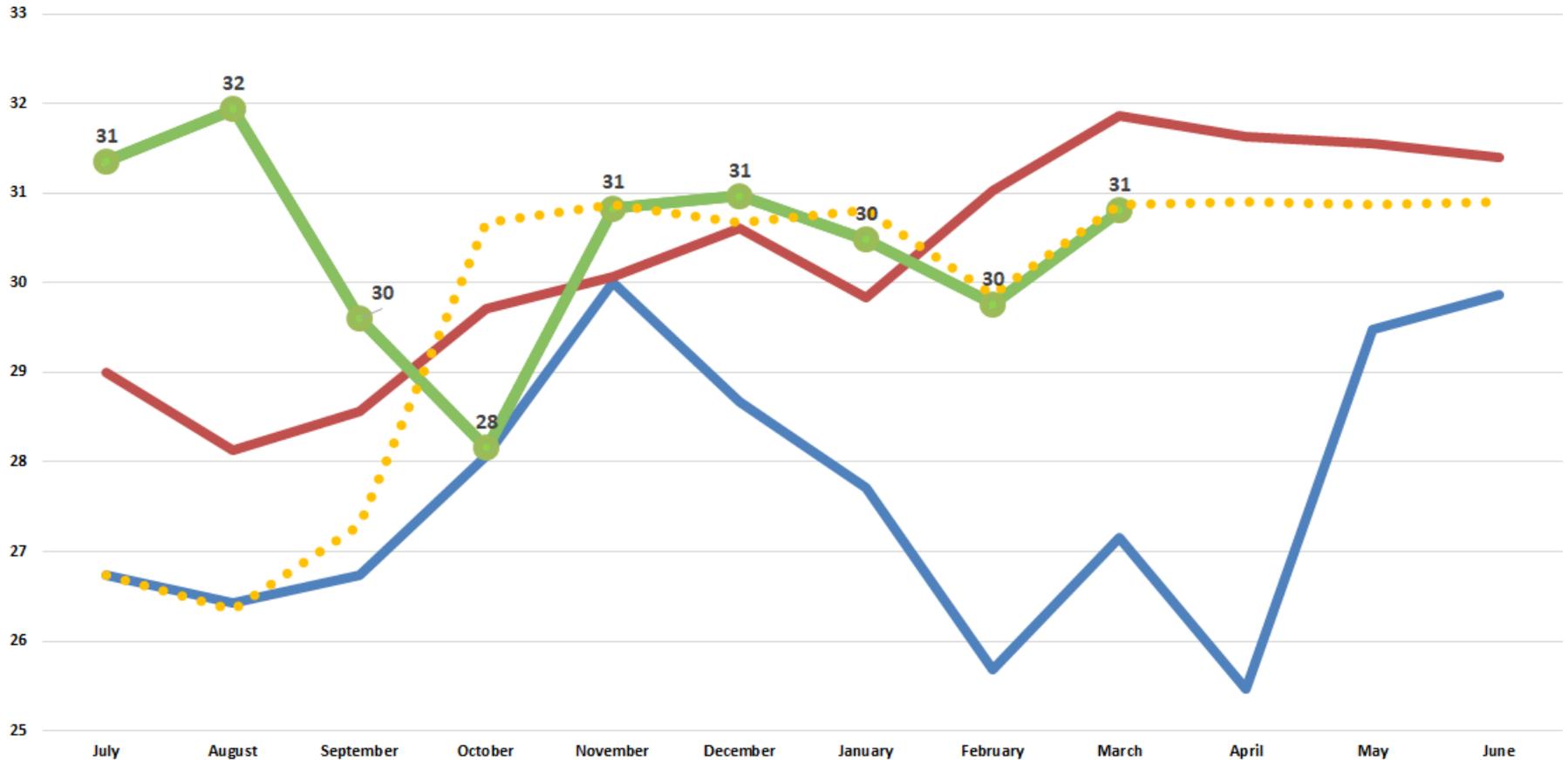
# Acute I/P Psych (Avg Patients Per Day)



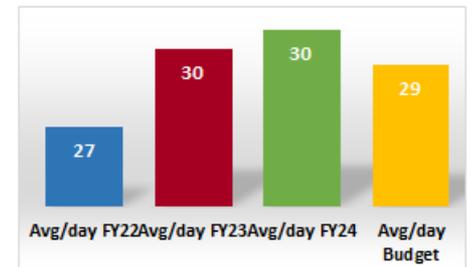
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 ●●● Budget



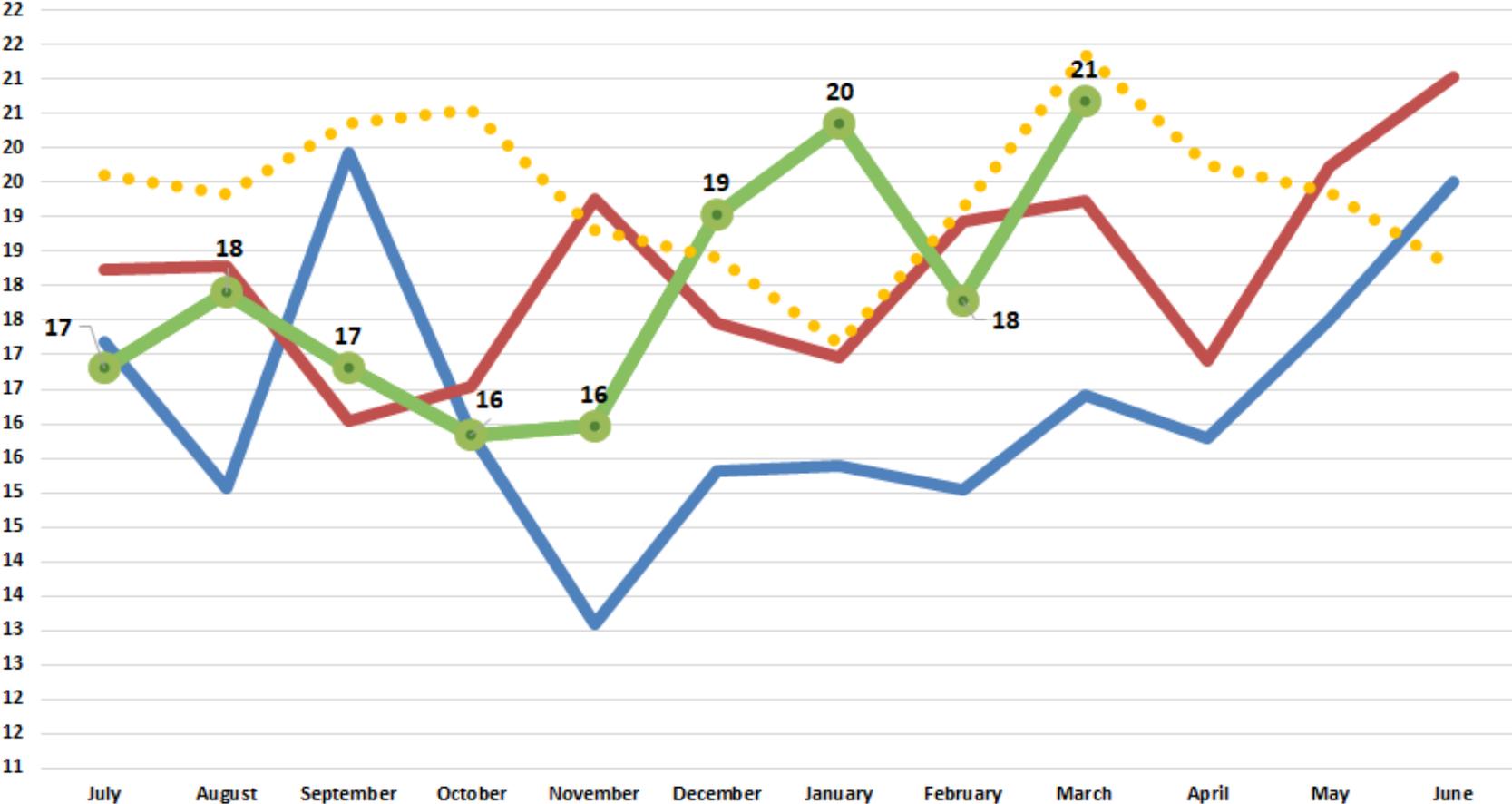
# Sub-Acute - Avg Patients Per Day



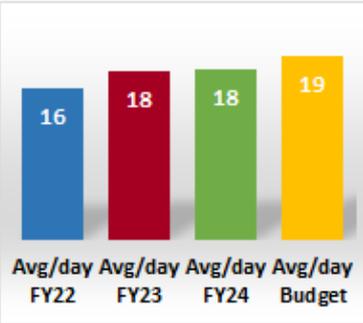
— FY2022   
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 —● FY2024   
 ●●● Budget



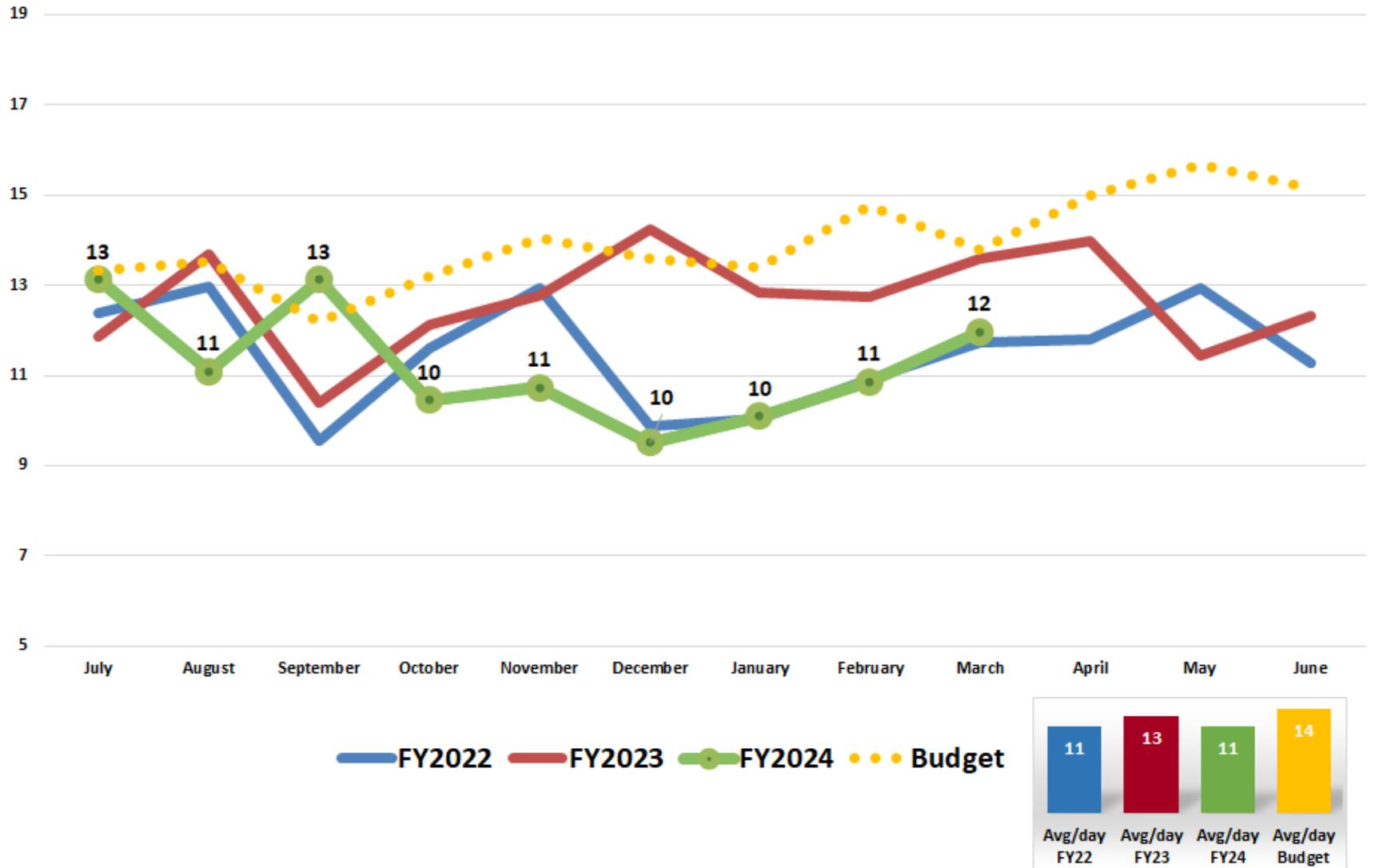
# Rehabilitation Hospital - Avg Patients Per Day



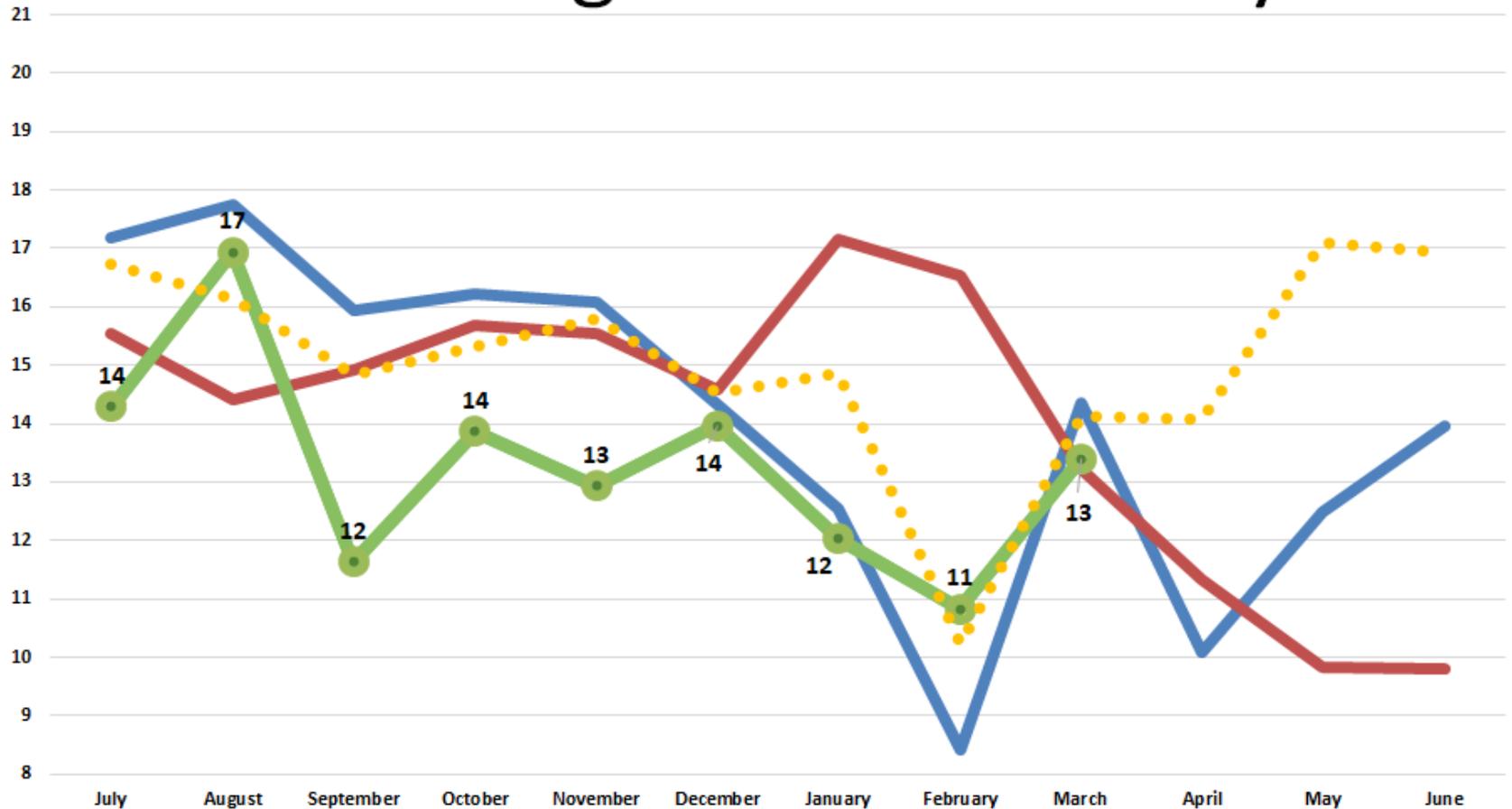
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 ●●● Budget



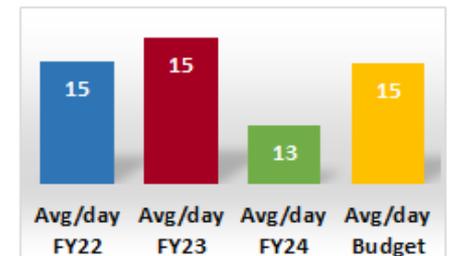
# TCS Ortho - Avg Patients Per Day



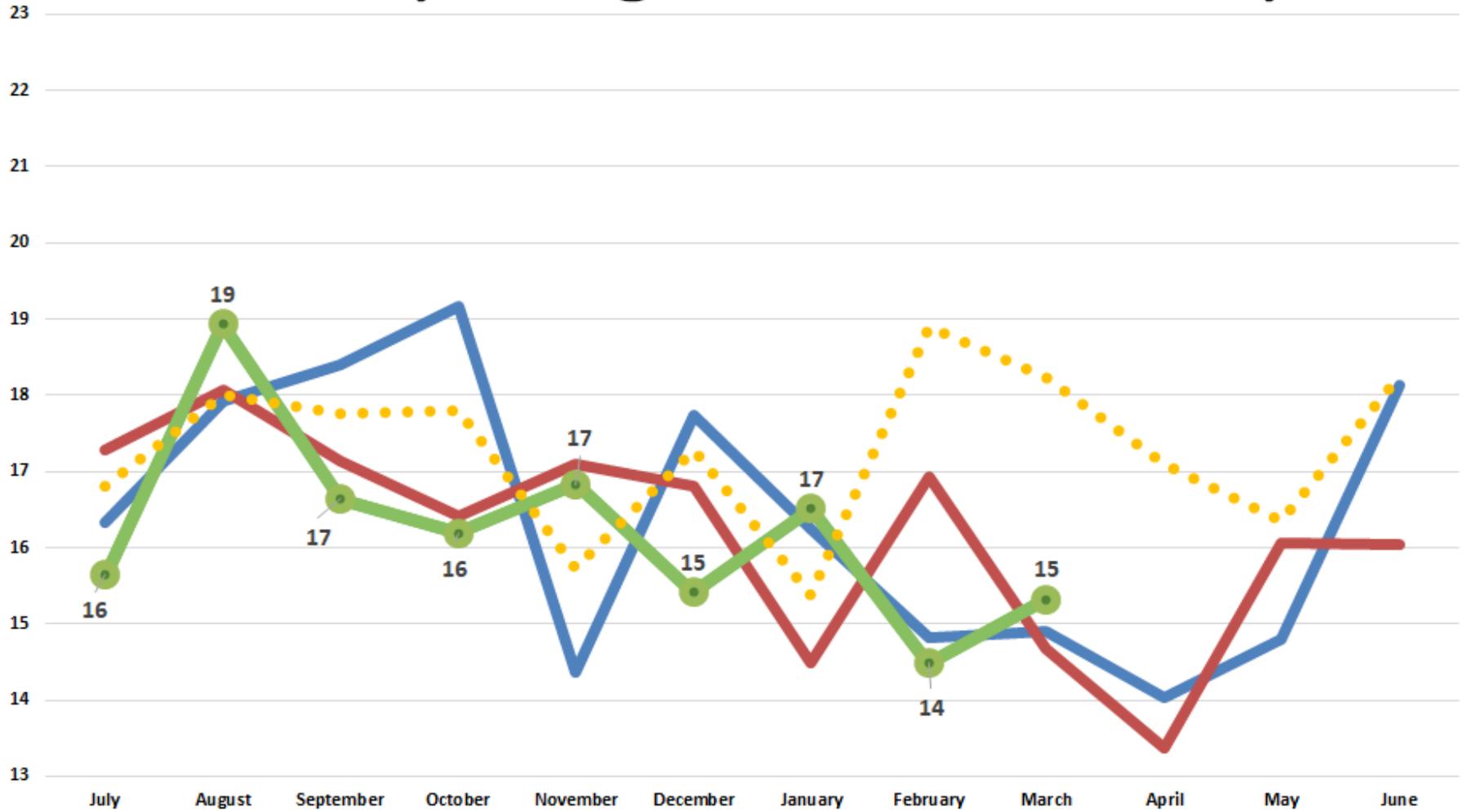
# NICU - Avg Patients Per Day



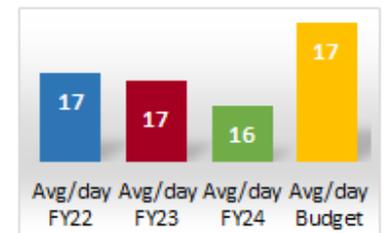
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 —●— FY2024   
 ●●● Budget



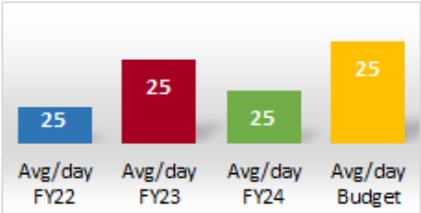
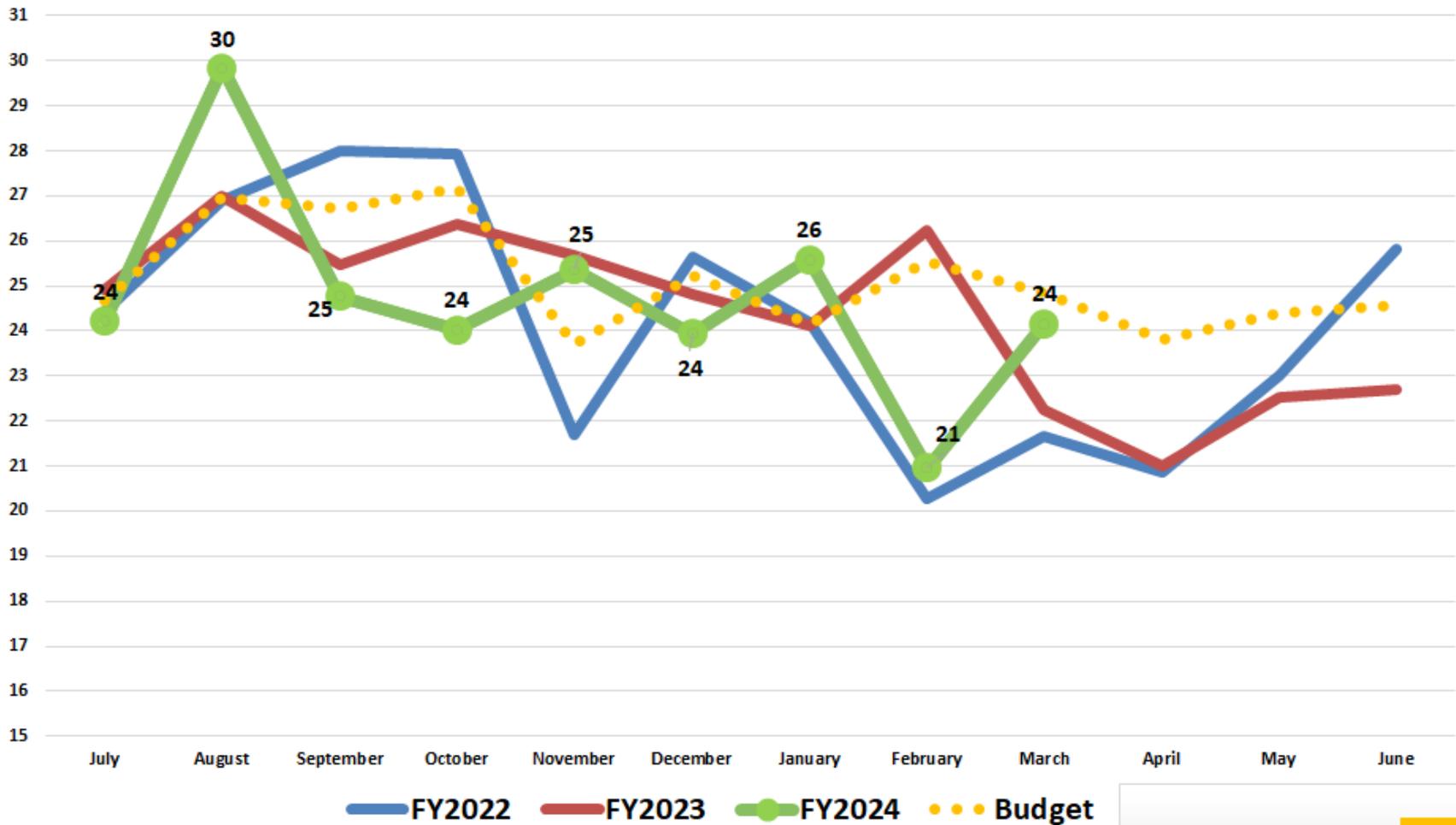
# Nursery - Avg Patients Per Day



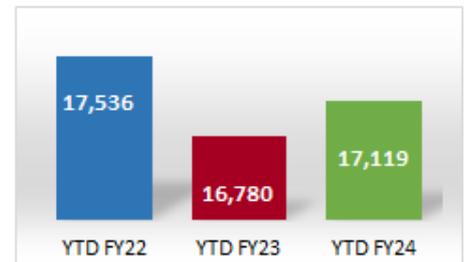
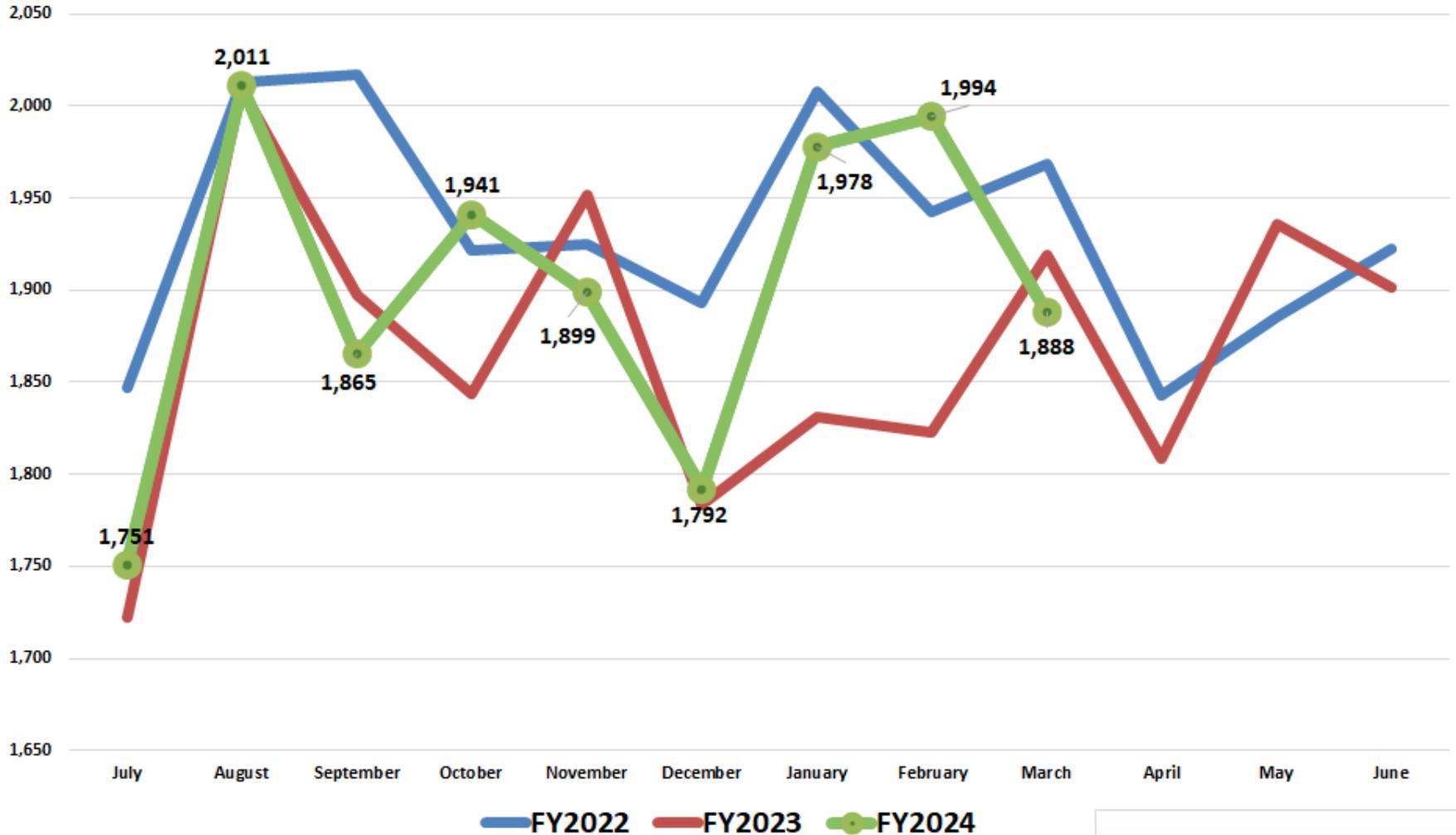
—●— FY2022   
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 ●●● Budget



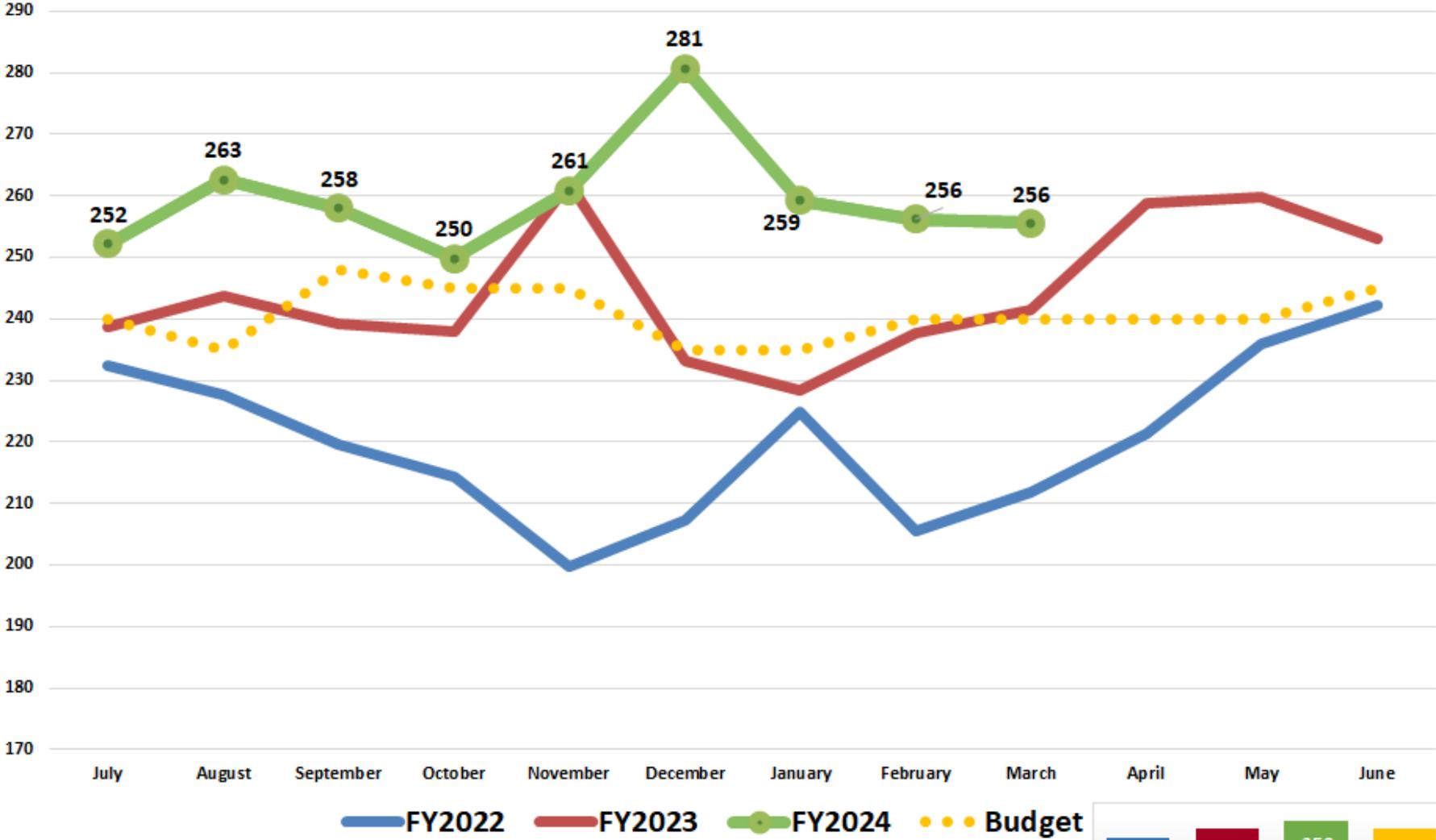
# Obstetrics - Avg Patients Per Day



# Outpatient Registrations Per Day

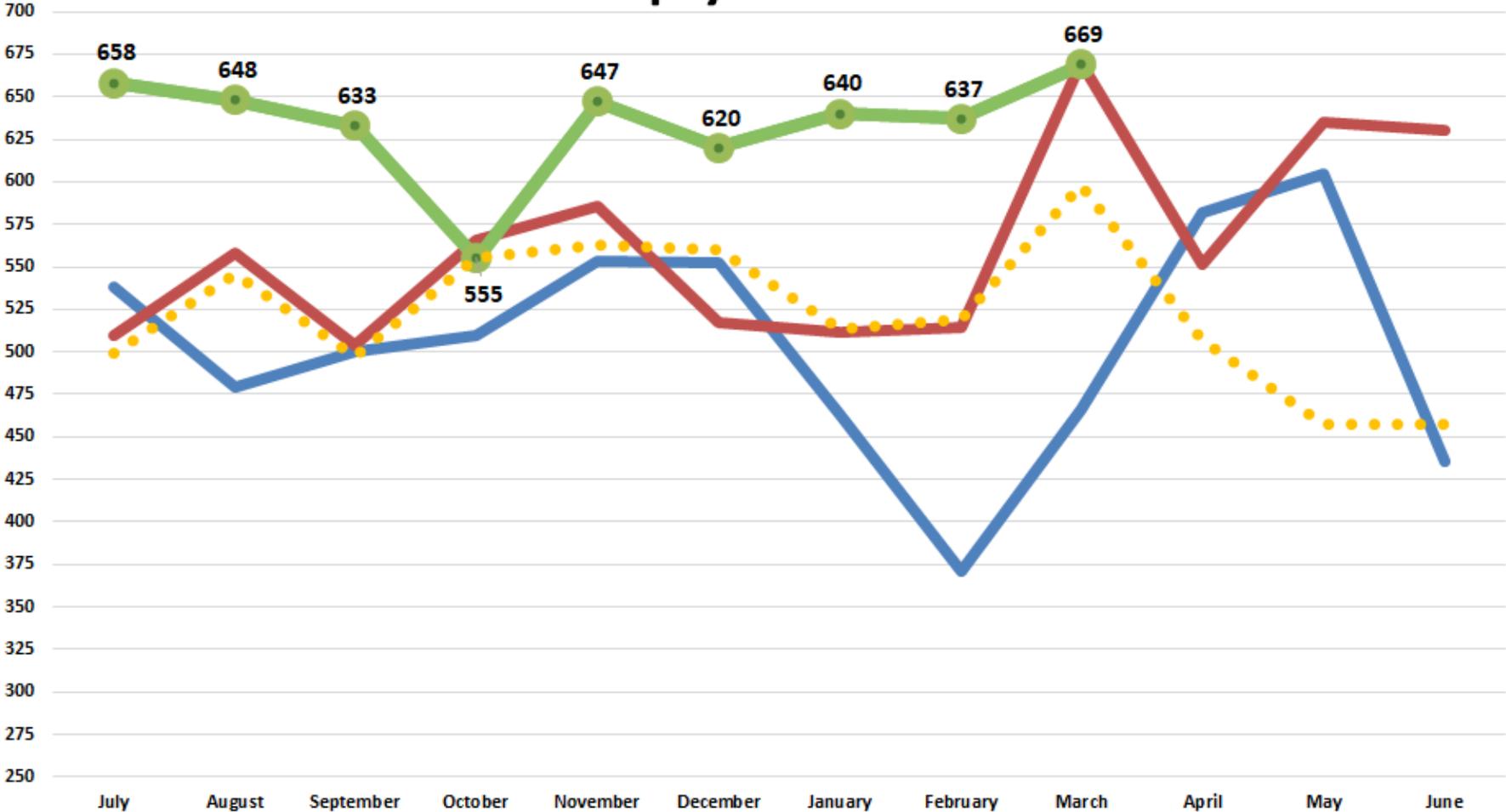


# ED - Avg Treated Per Day

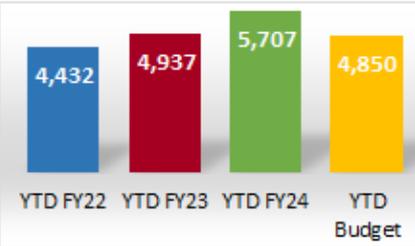


216	240	259	240
Avg/day FY22	Avg/day FY23	Avg/day FY24	Avg/day Budget

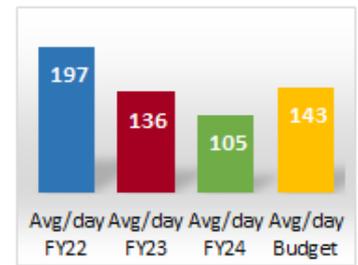
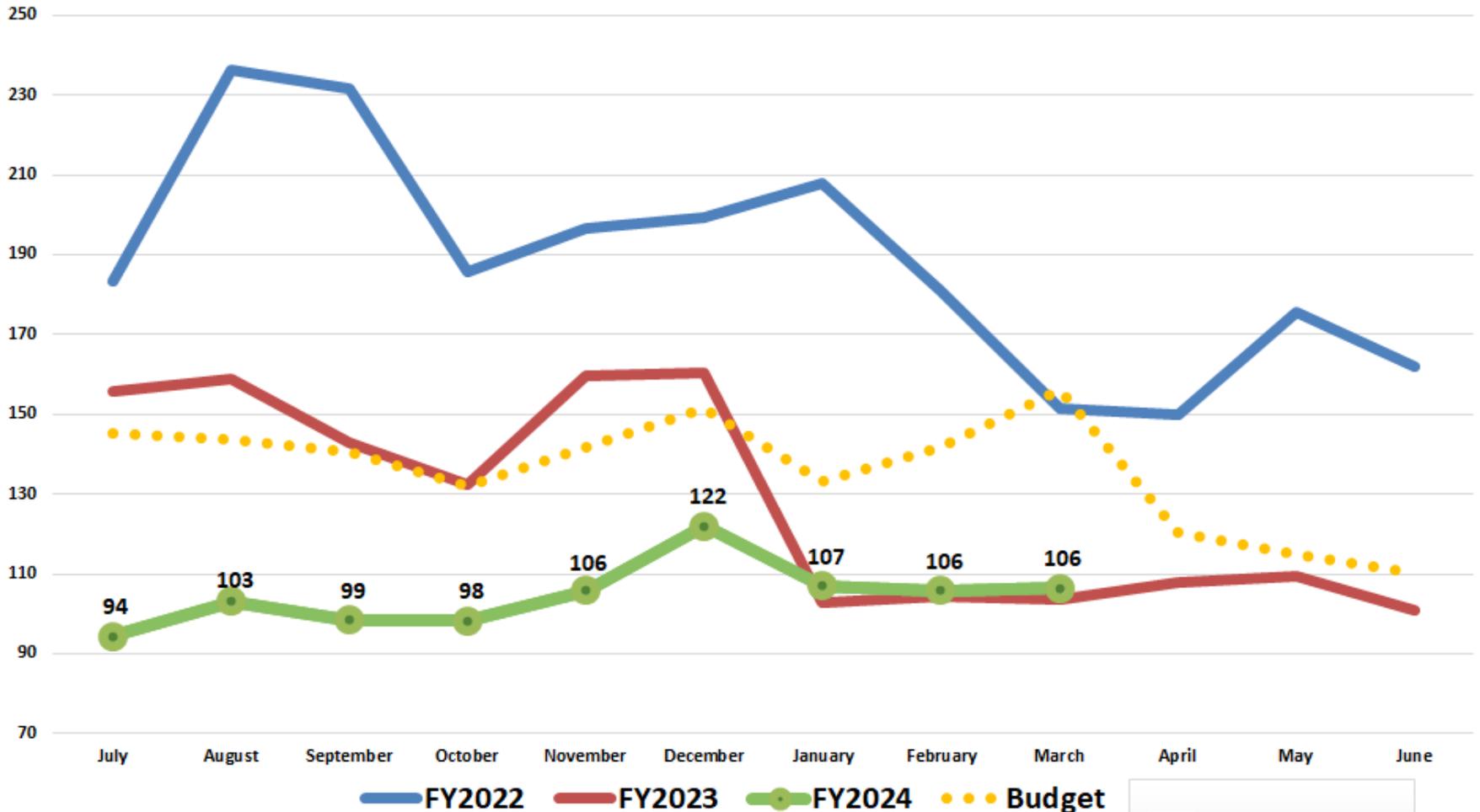
# Endoscopy Procedures



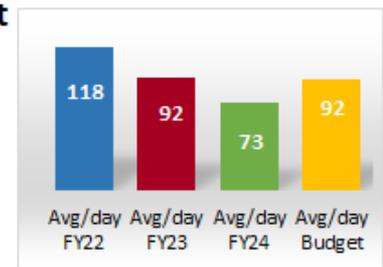
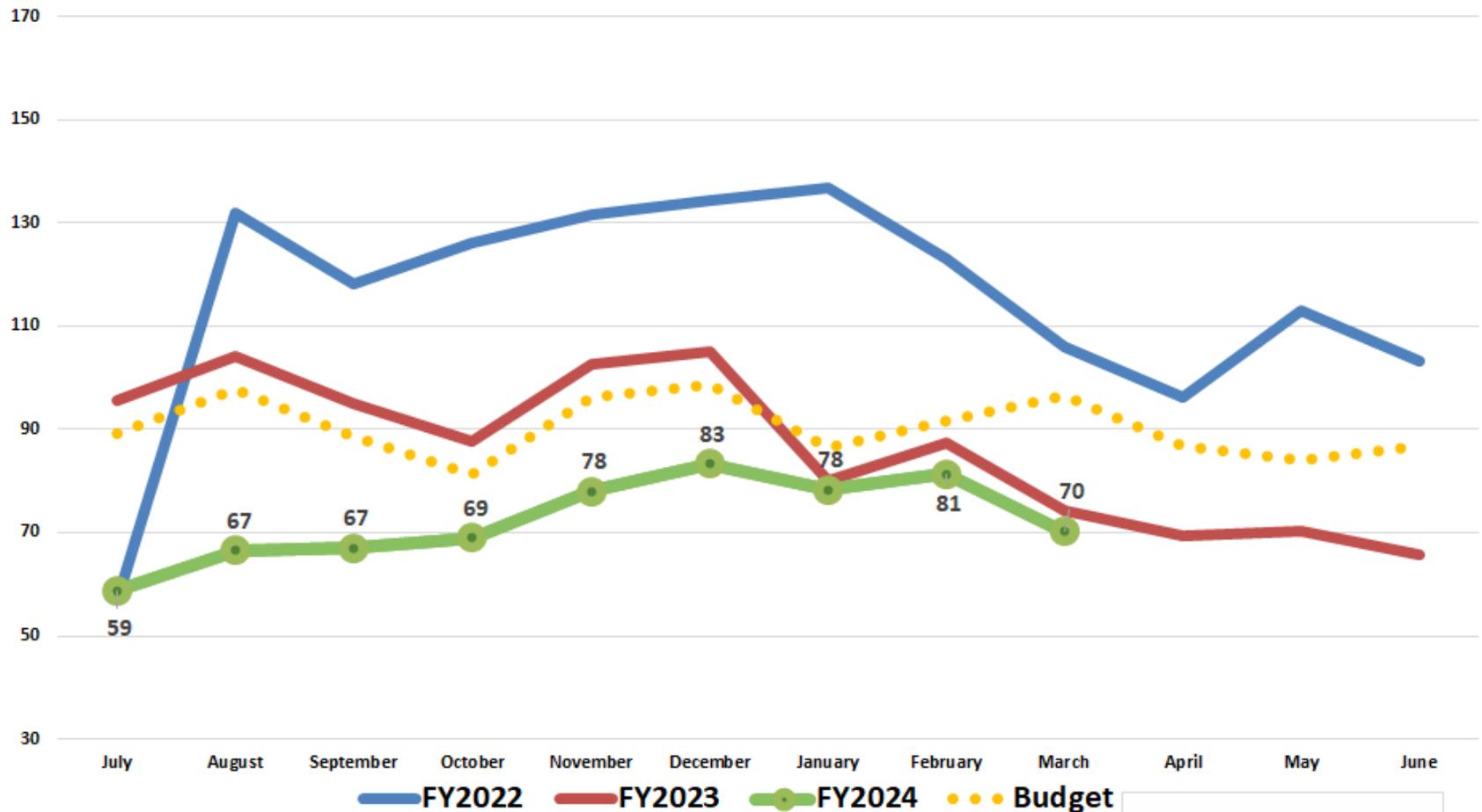
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 ●●● Budget



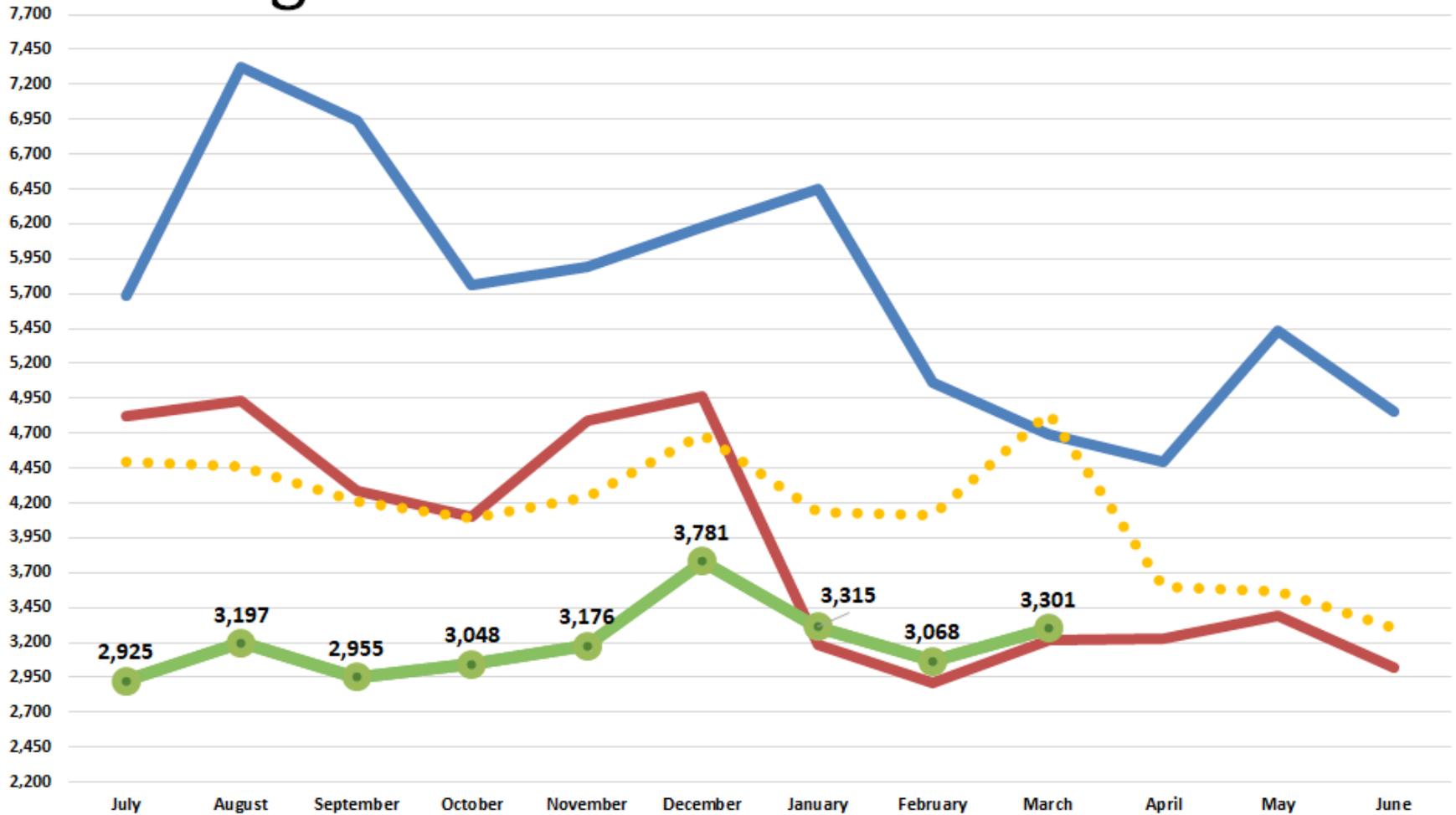
# Urgent Care – Court Avg Visits Per Day



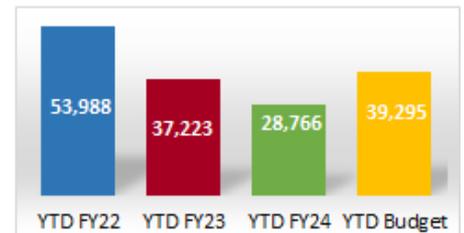
# Urgent Care – Demaree Avg Visits Per Day



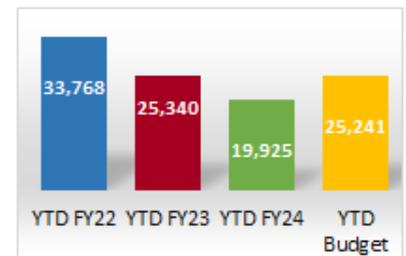
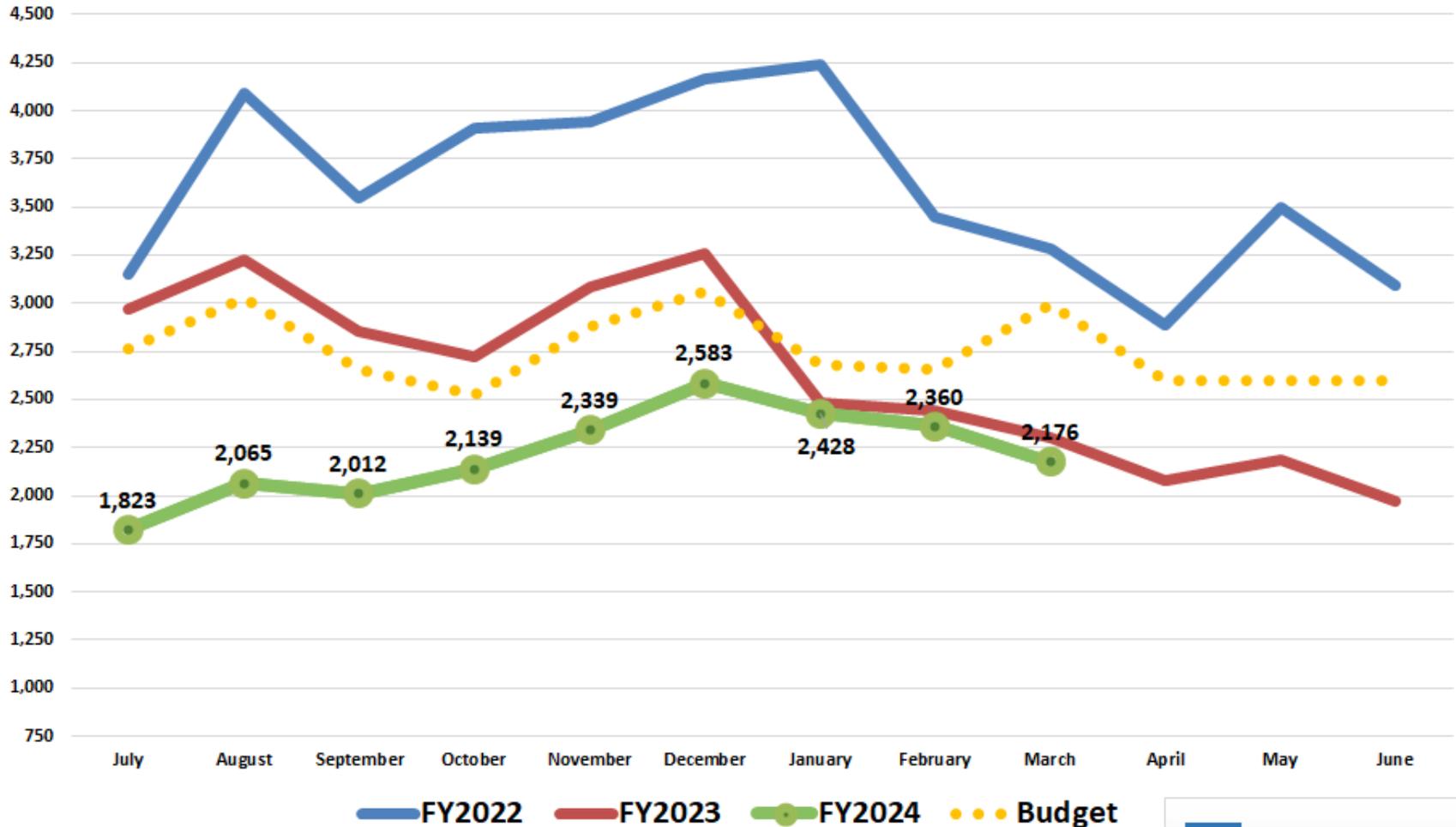
# Urgent Care – Court Total Visits



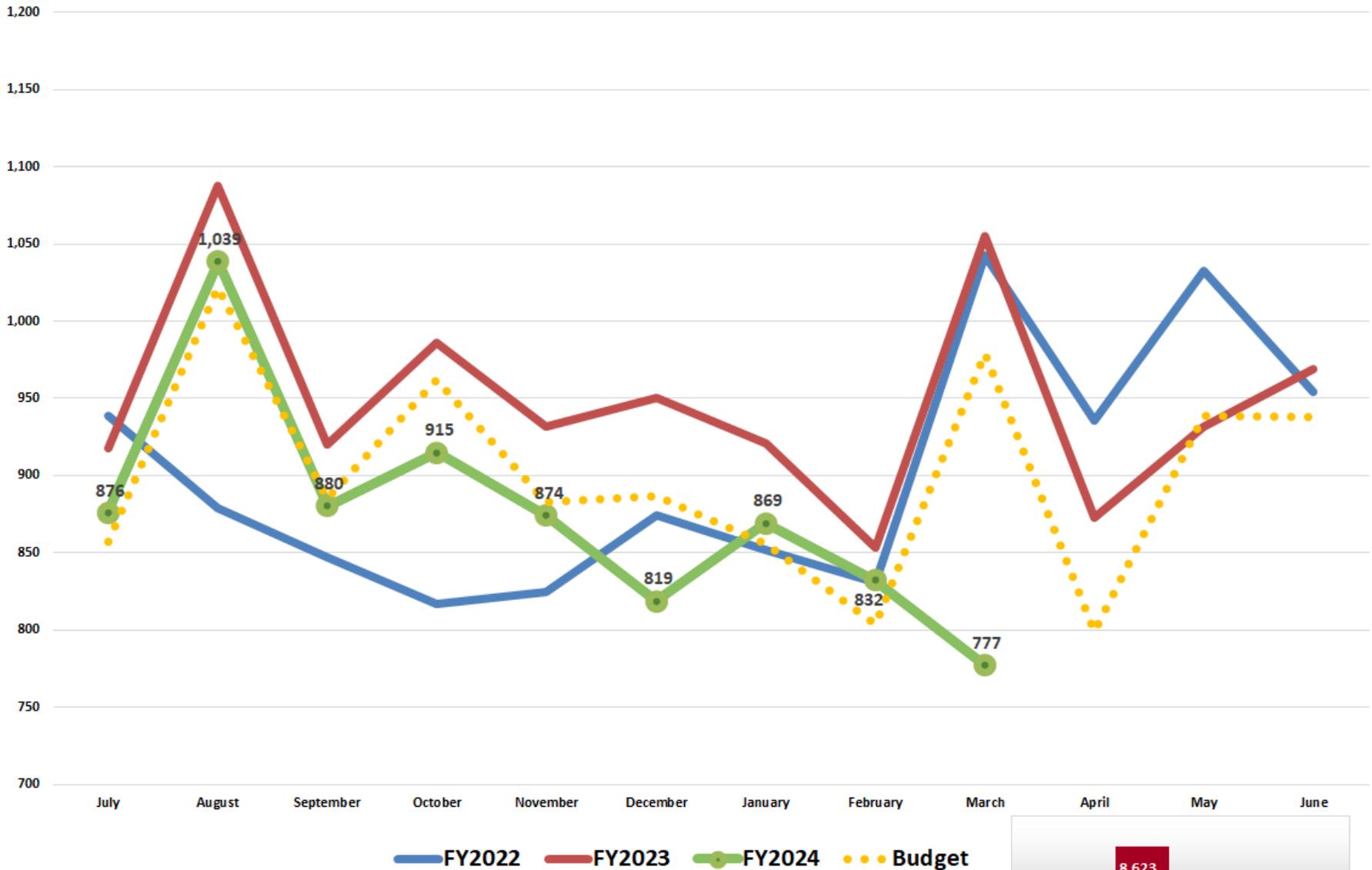
—●— FY2022   
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 ●●● Budget



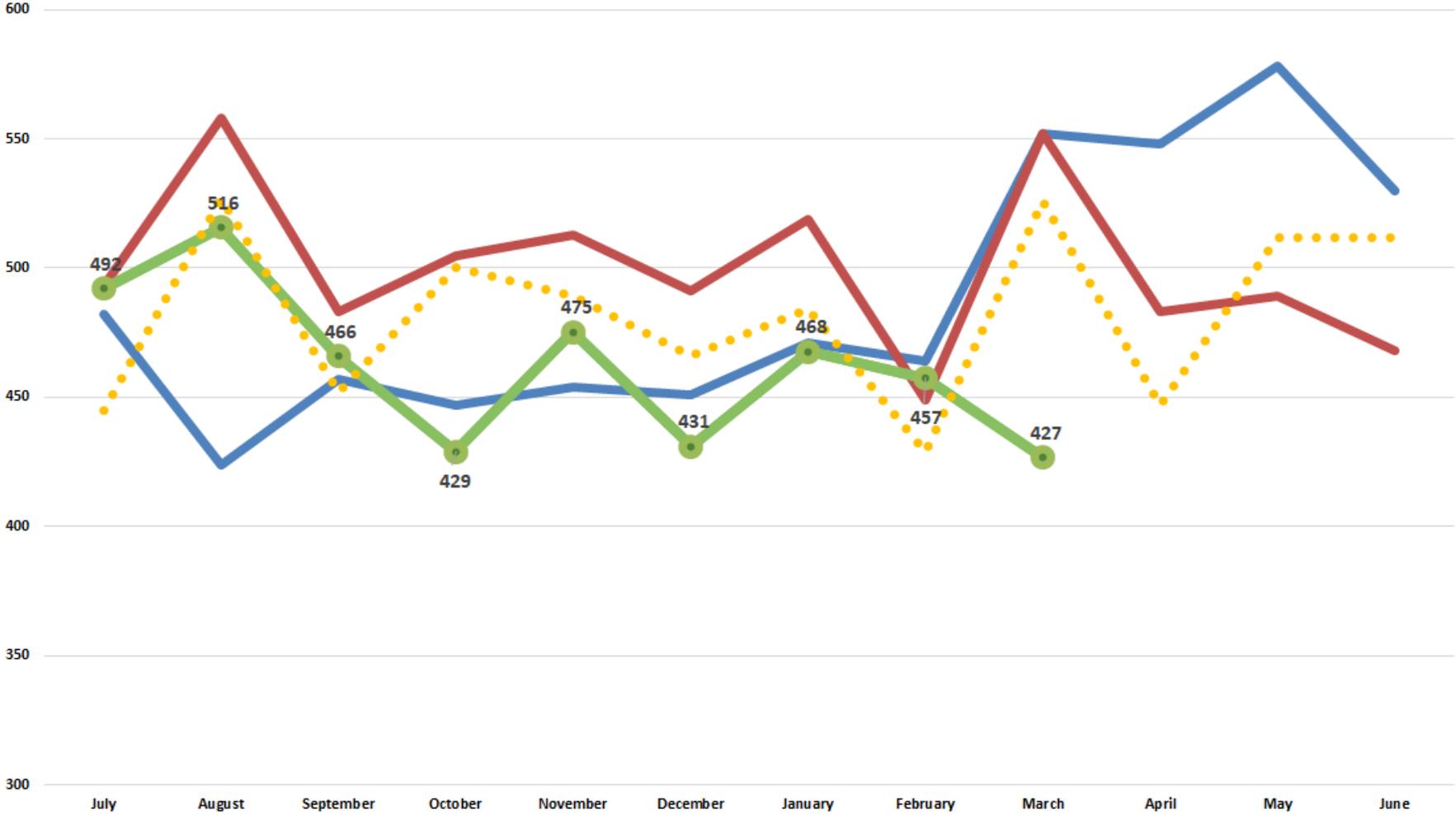
# Urgent Care – Demaree Total Visits



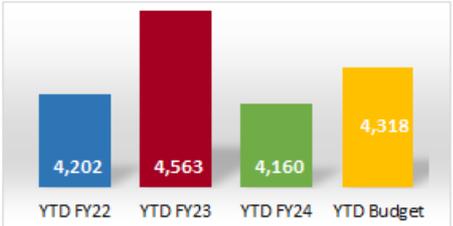
# Surgery (IP & OP) – 100 Min Units



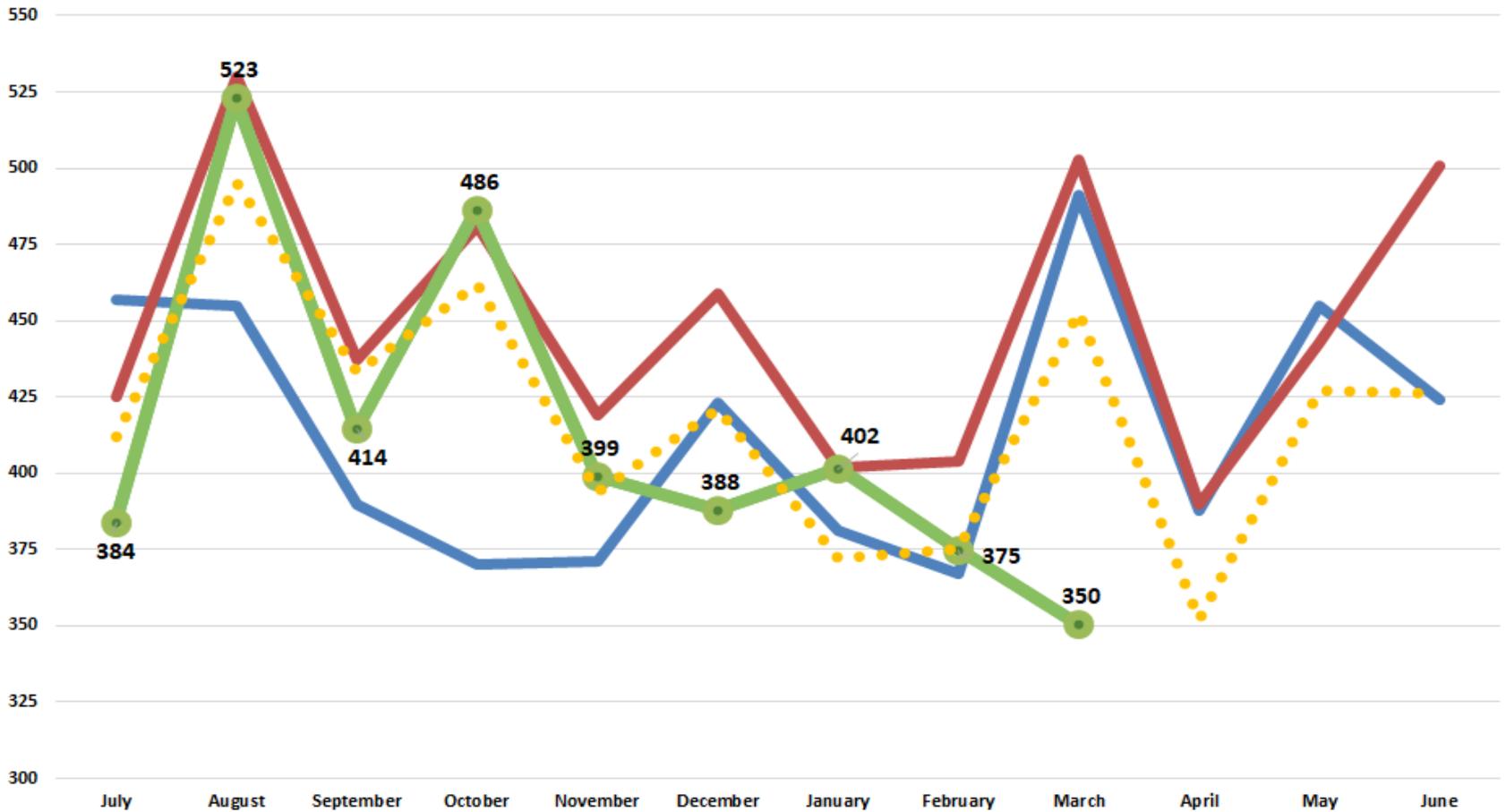
# Surgery (IP Only) - 100 Min Unit



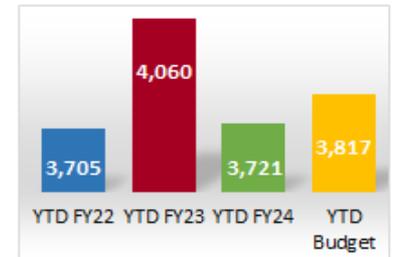
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 ●●● Budget



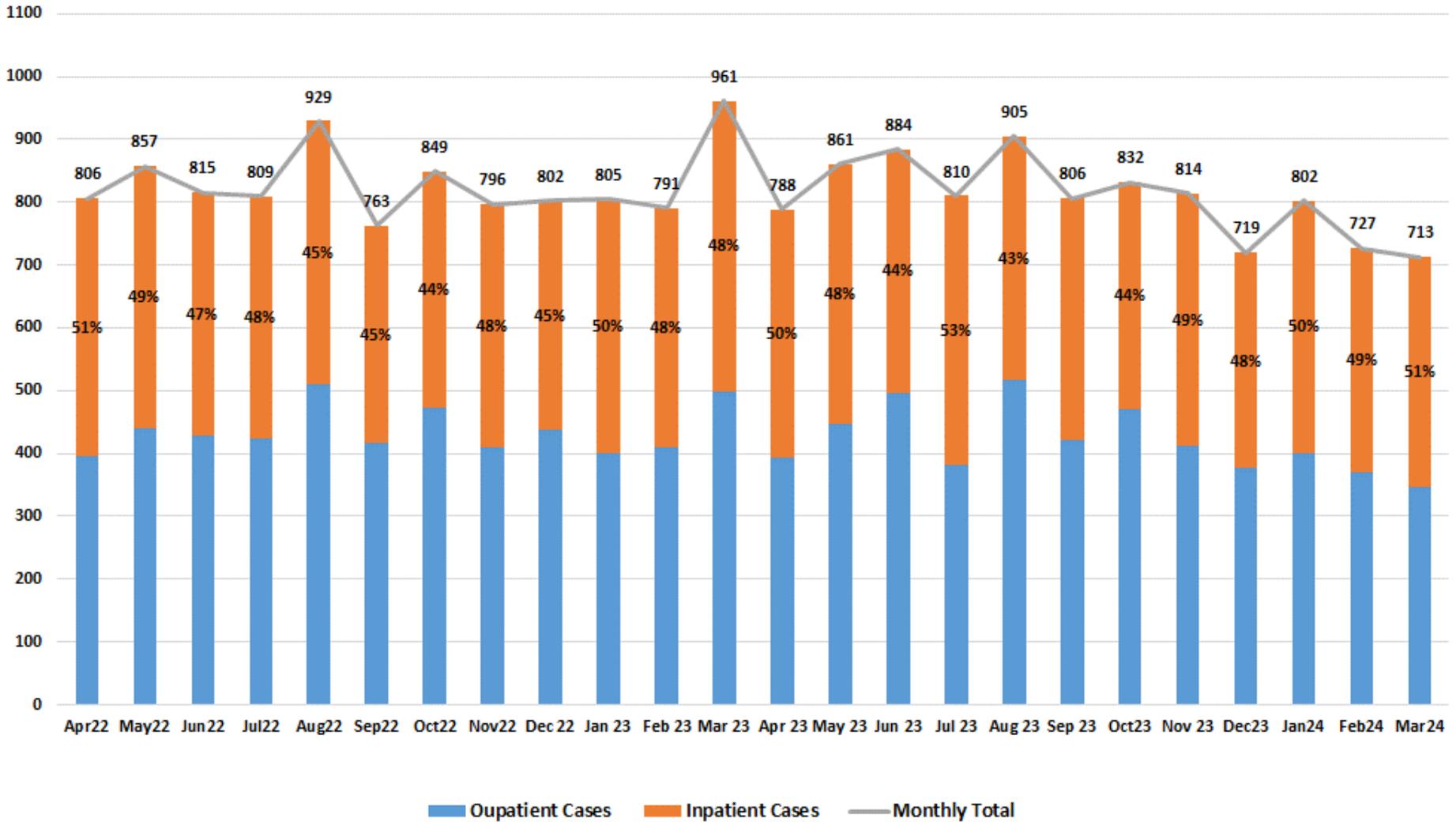
# Surgery (OP Only) - 100 Min Units



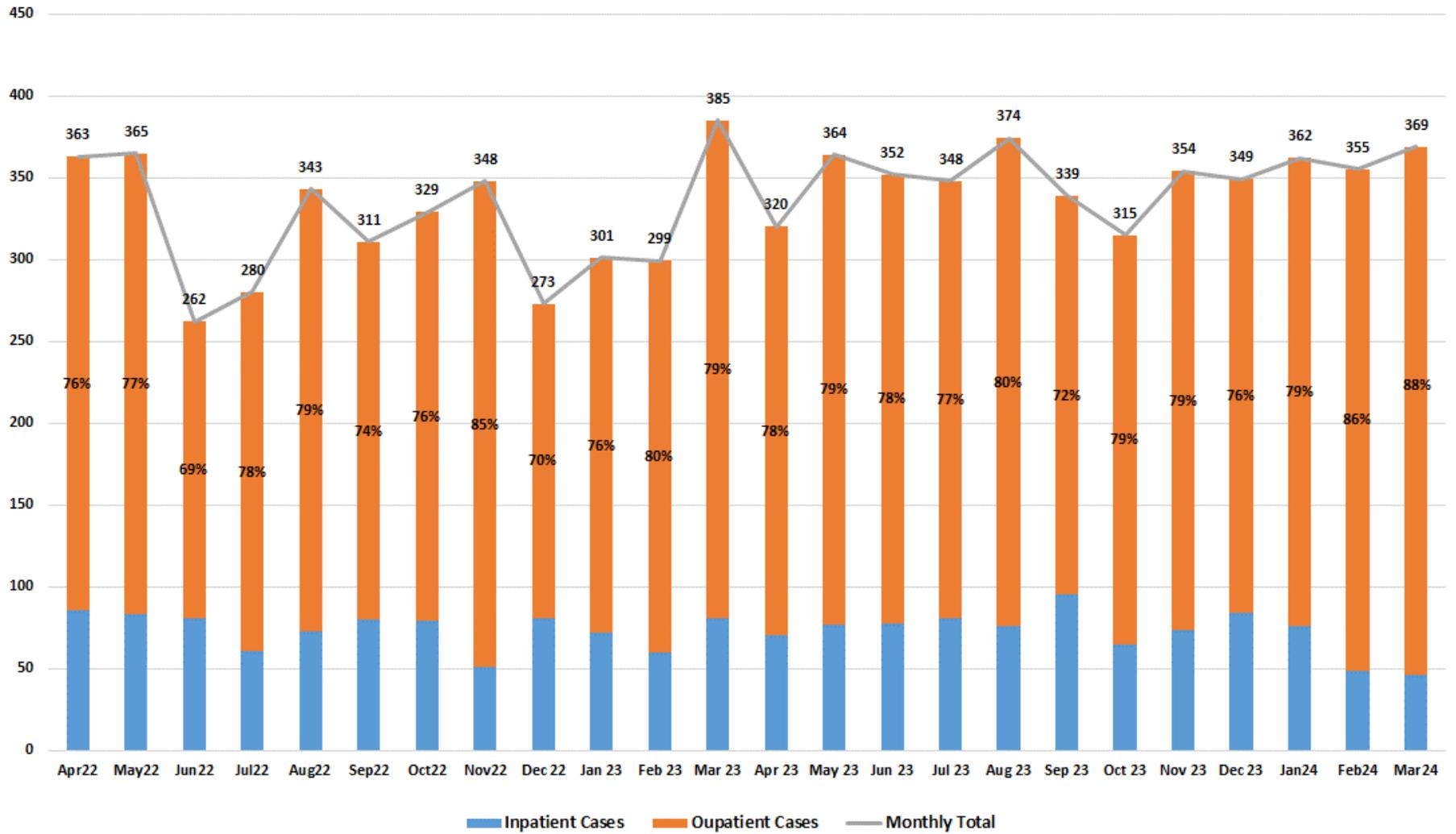
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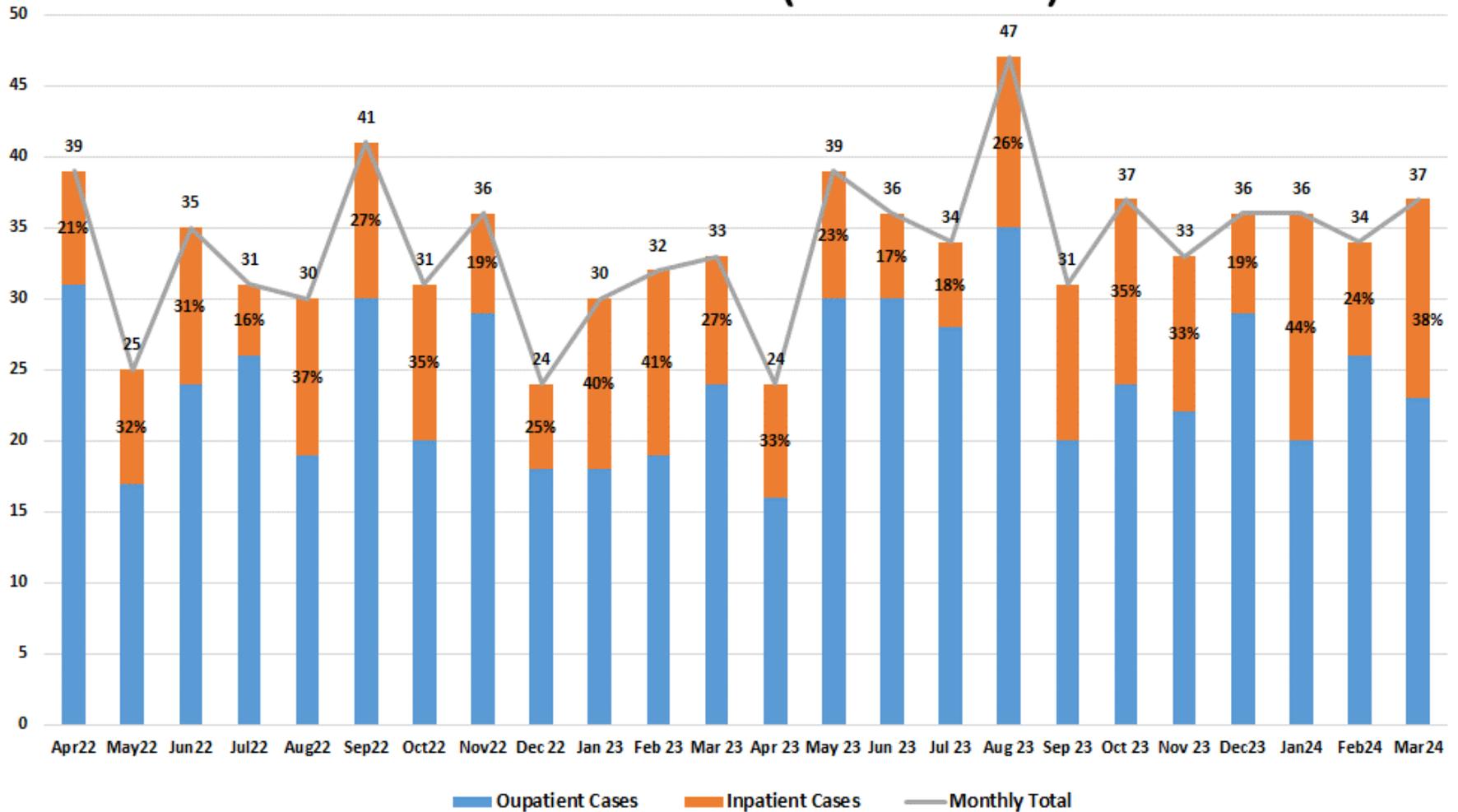
# Surgery Cases (IP & OP)



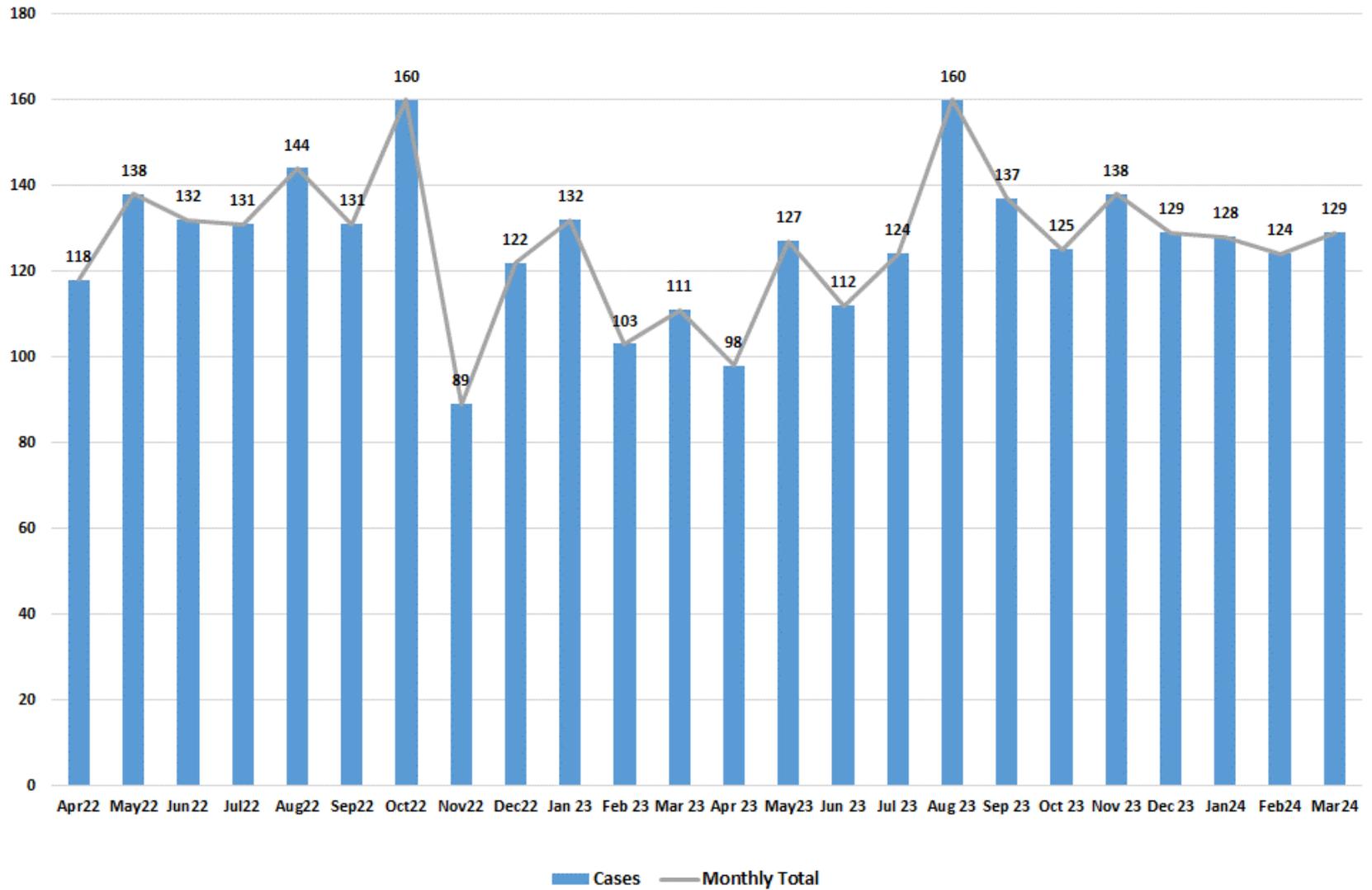
# Endo Cases (Endo Suites)



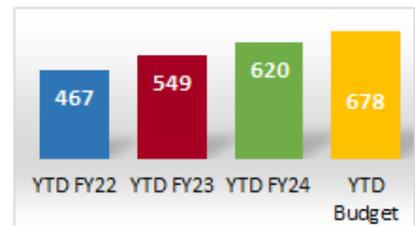
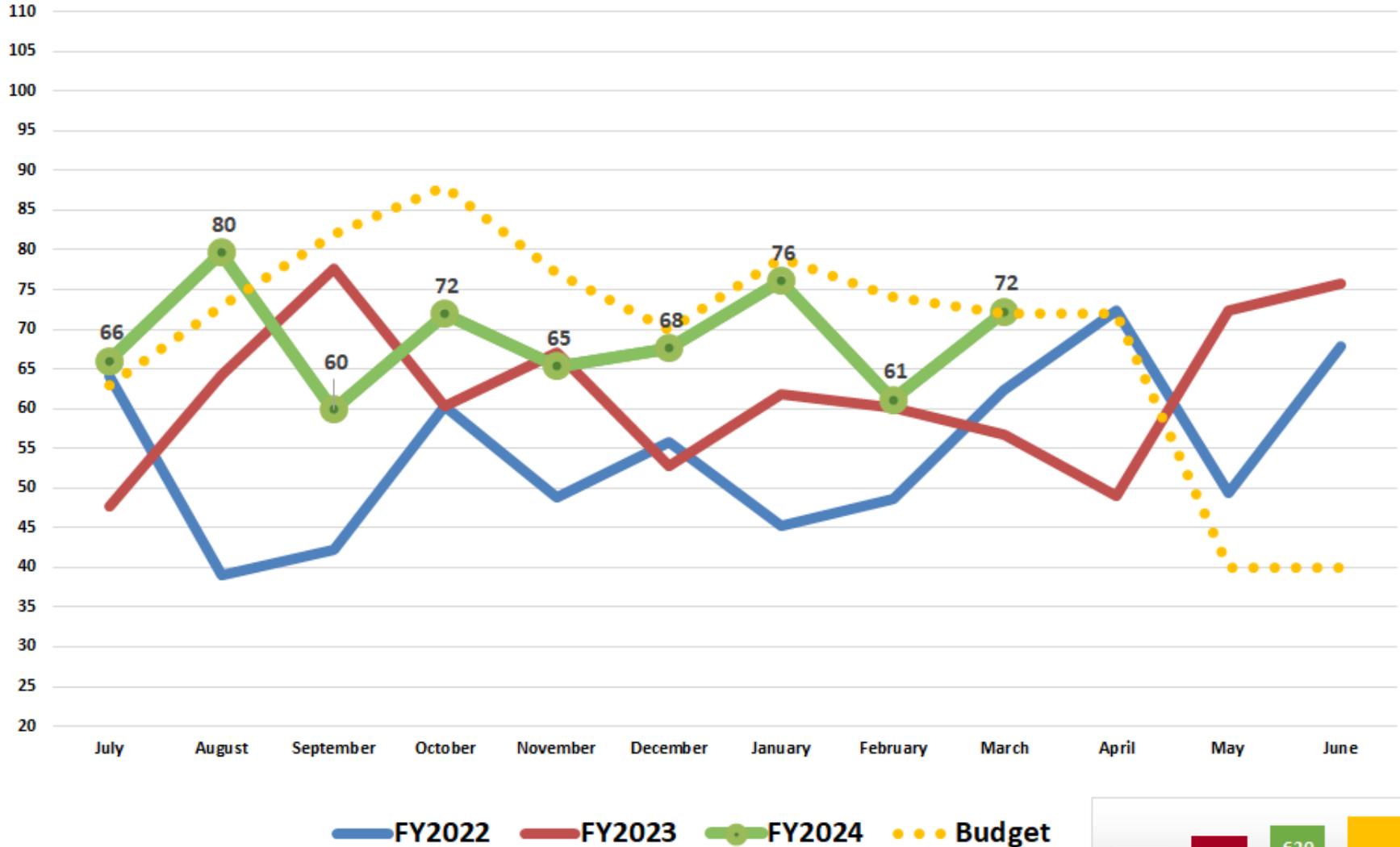
# Robotic Cases (IP & OP)



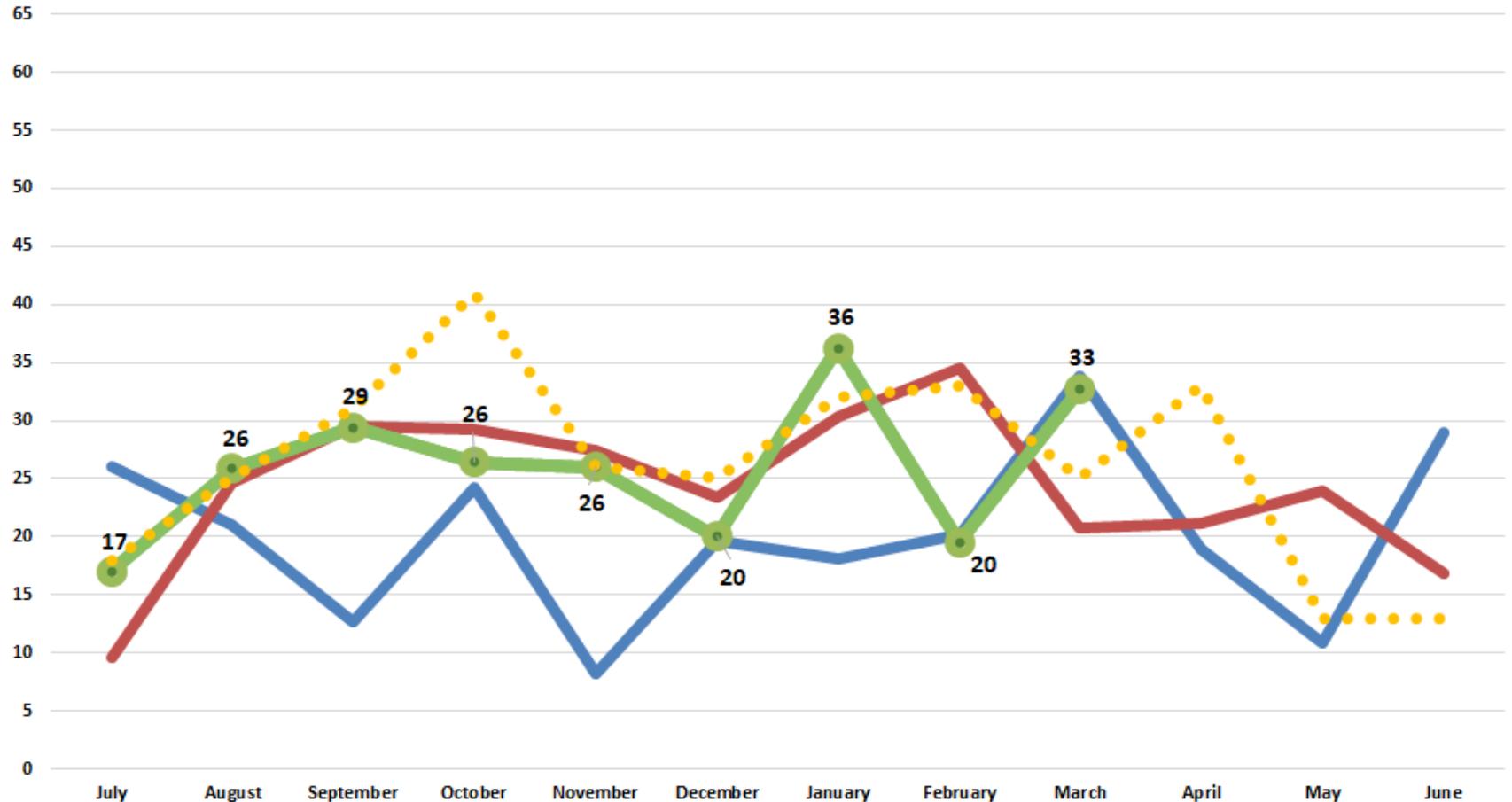
# OB Cases



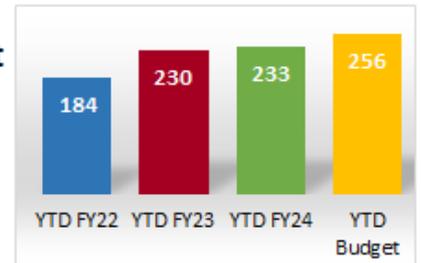
# Robotic Surgery (IP & OP) - 100 Min Units



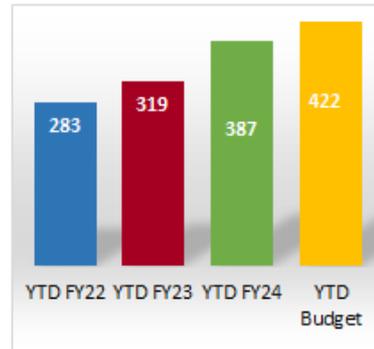
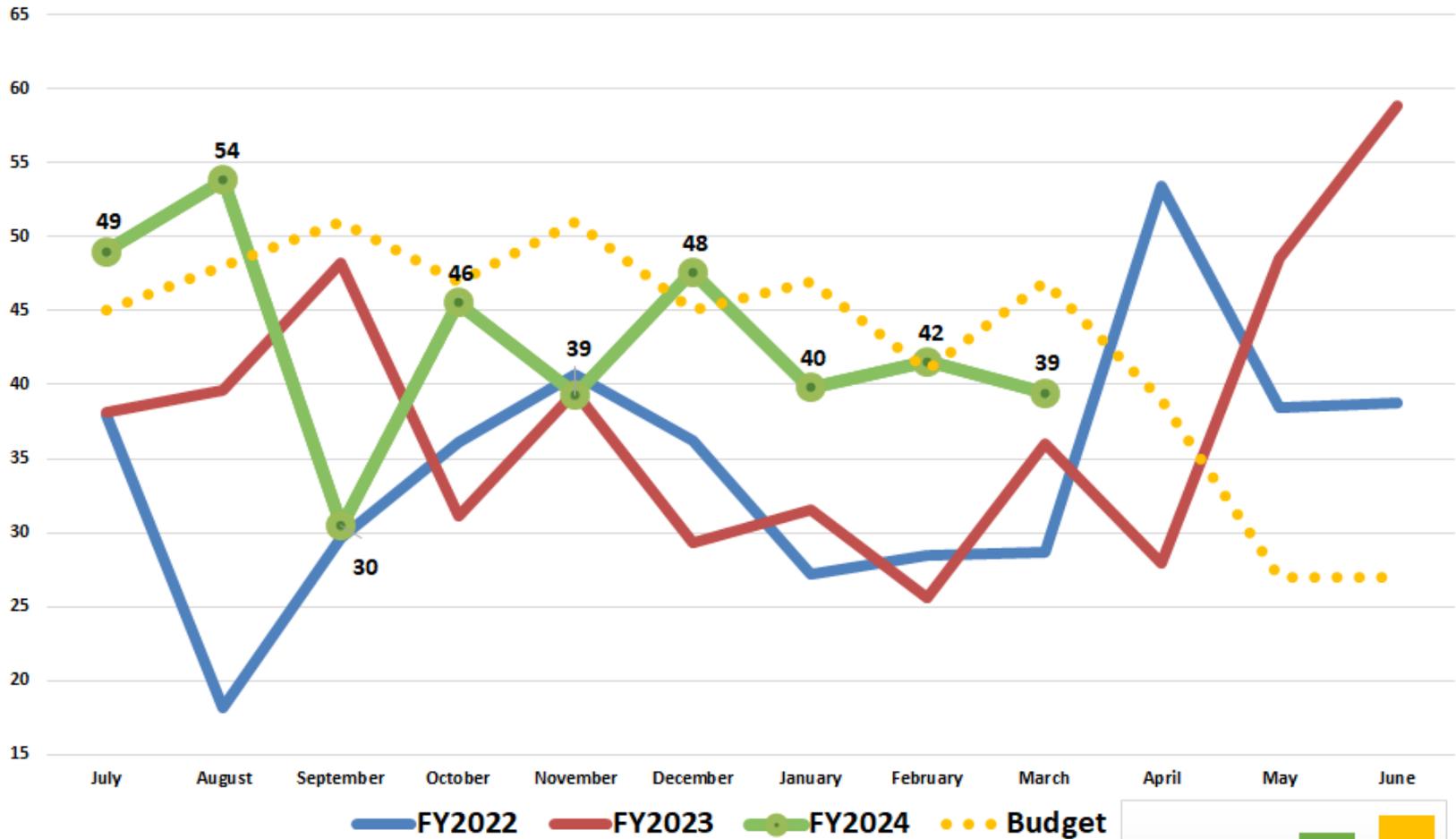
# Robotic Surgery Minutes (IP Only)



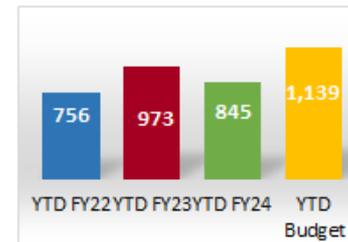
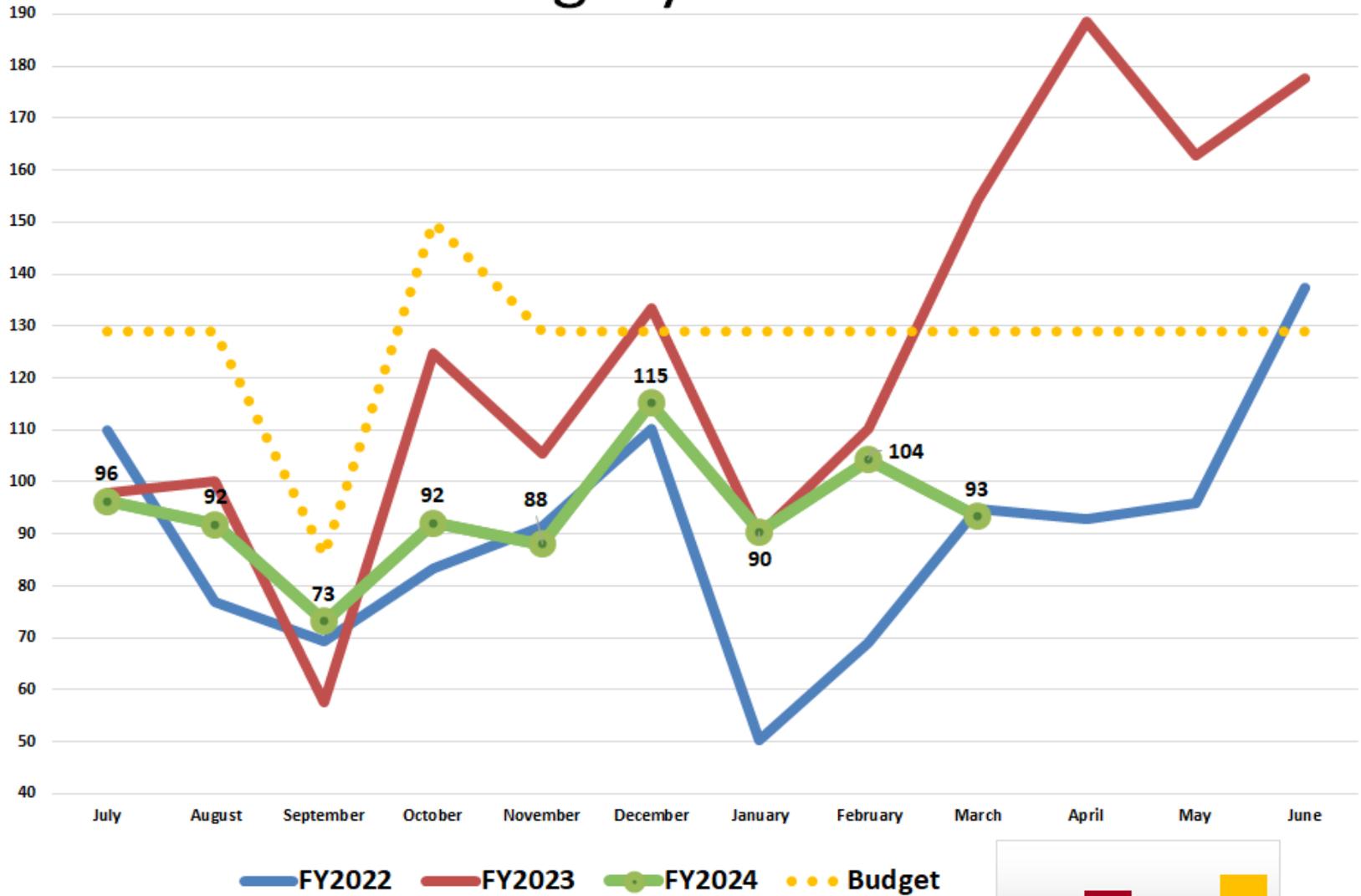
—●— FY2022   
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 —●— FY2024   
 ●●● Budget



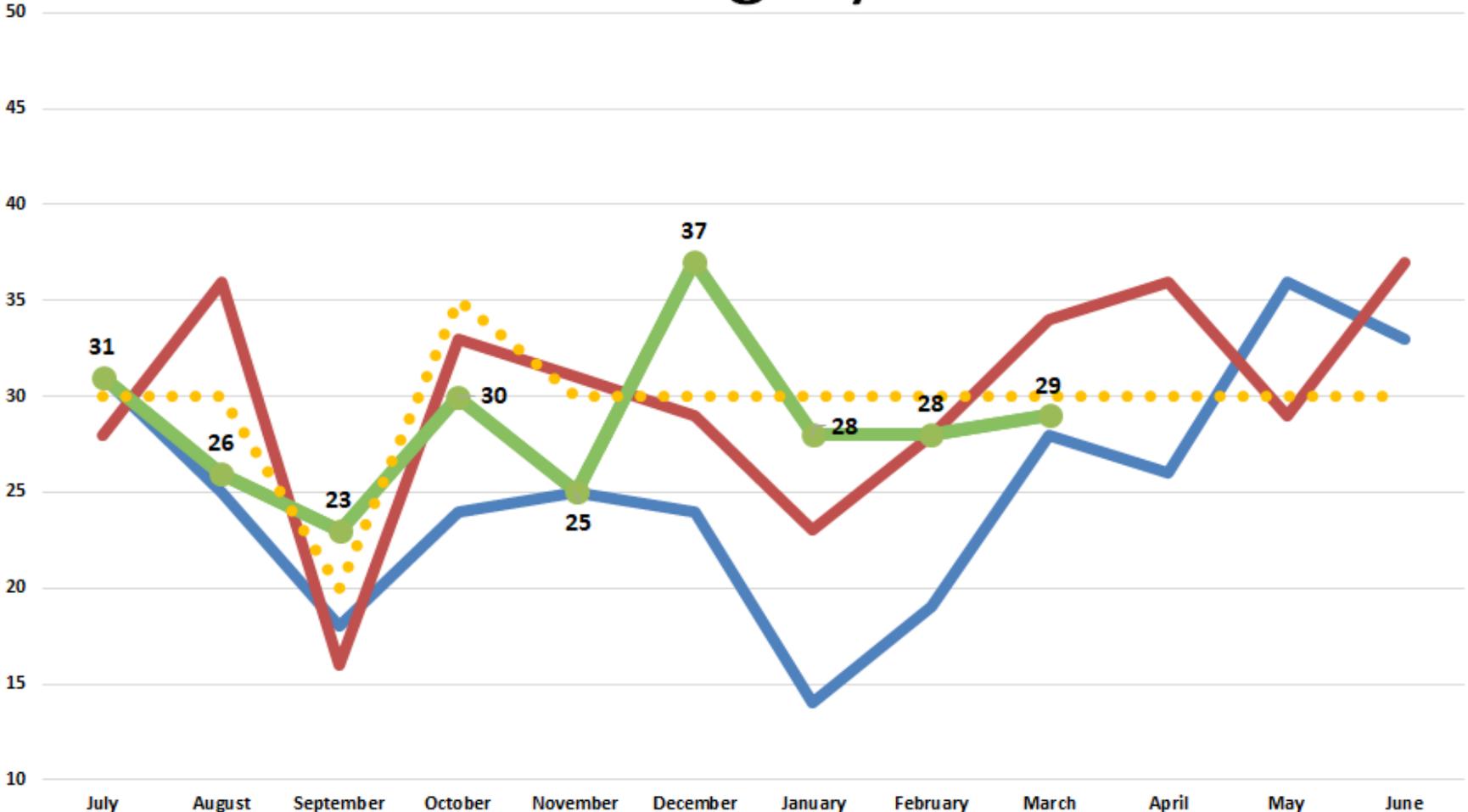
# Robotic Surgery Minutes (OP Only)



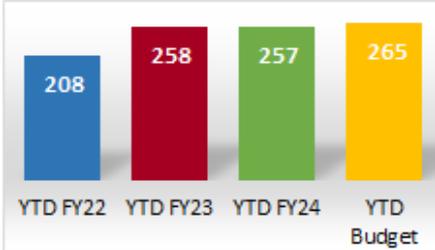
# Cardiac Surgery - 100 Min Units



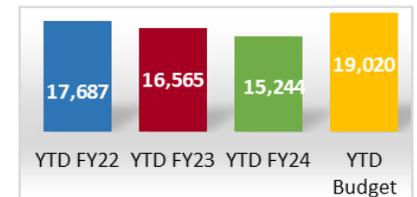
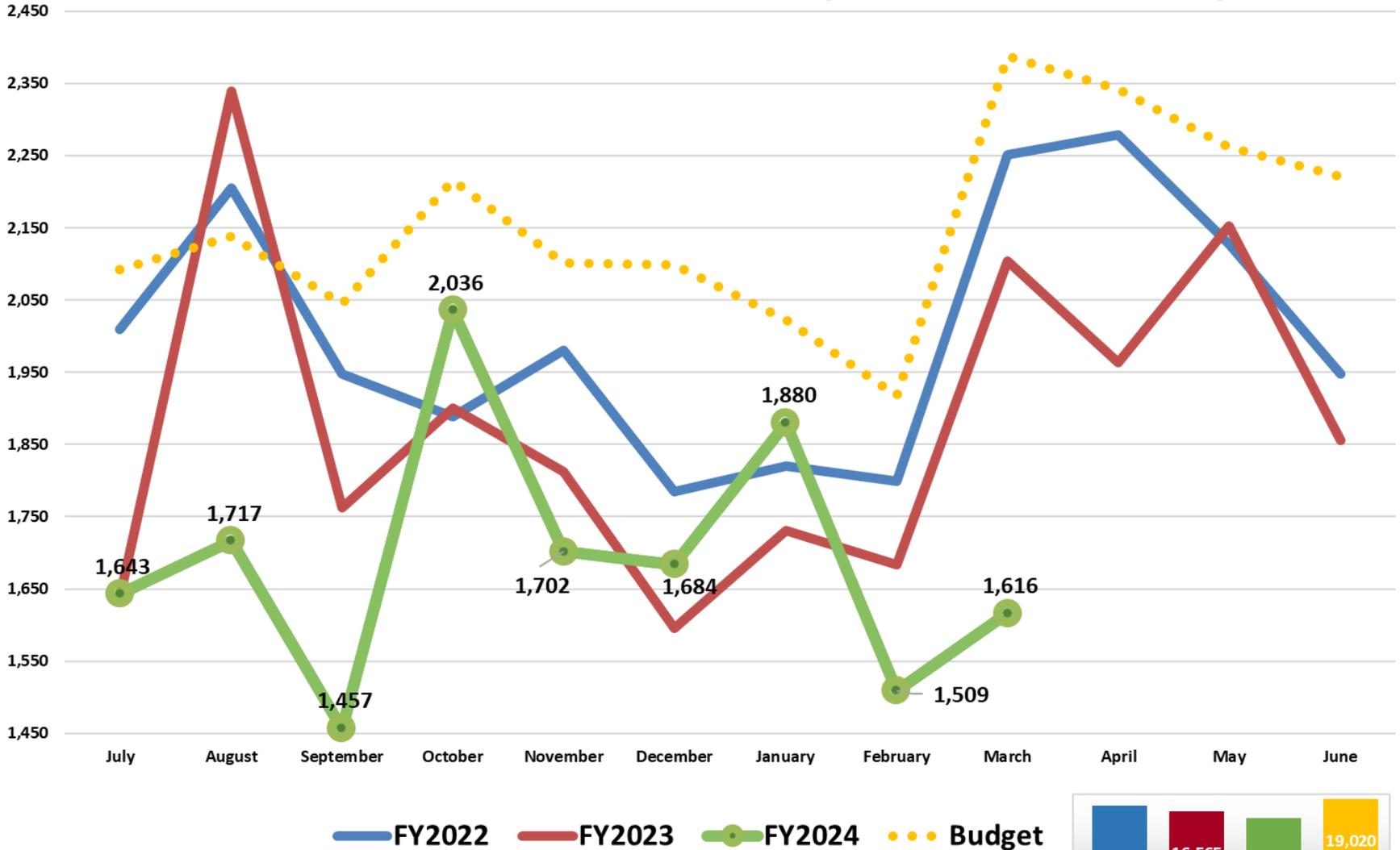
# Cardiac Surgery Cases



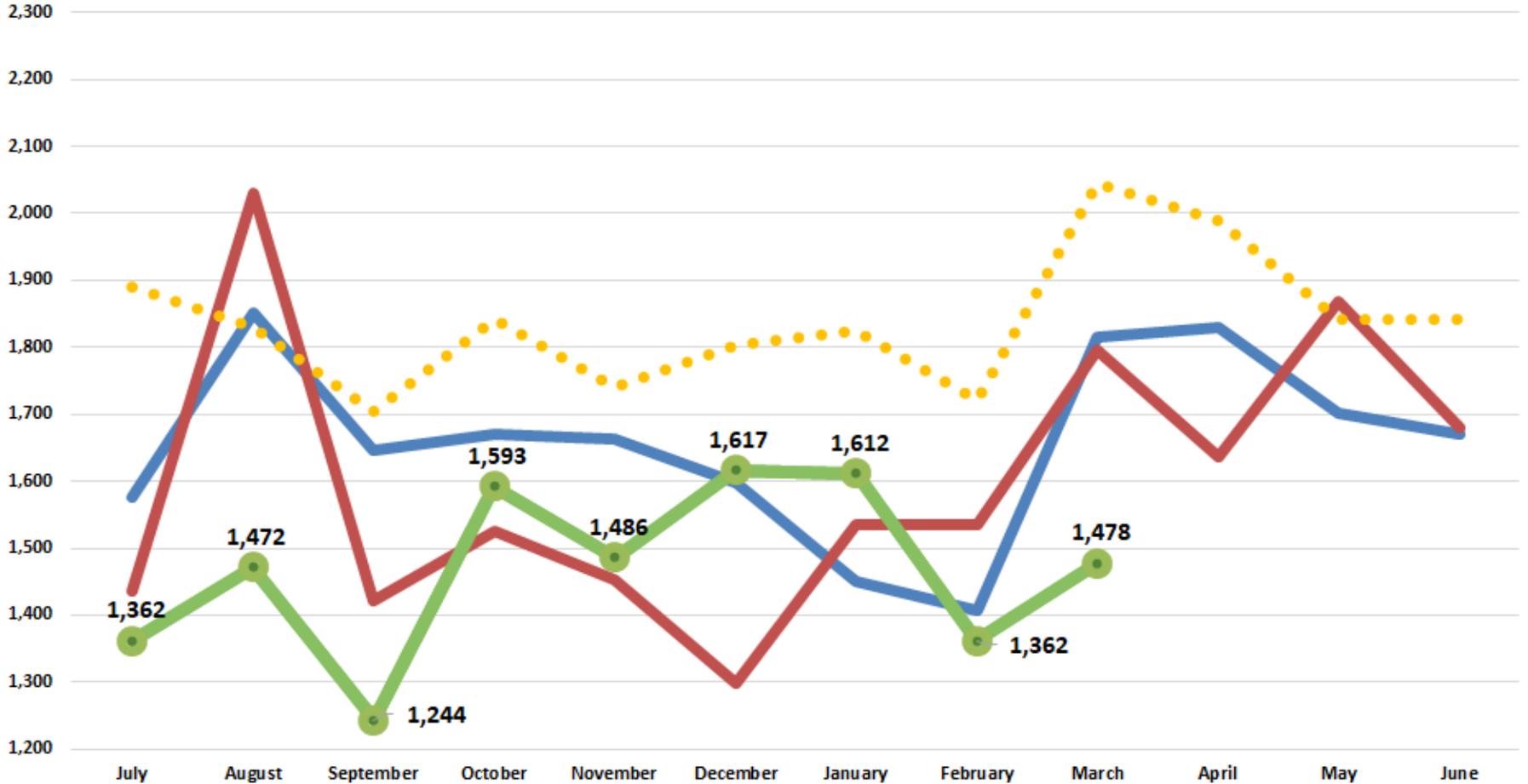
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



# Rad Onc Treatments (Vis. & Hanf.)



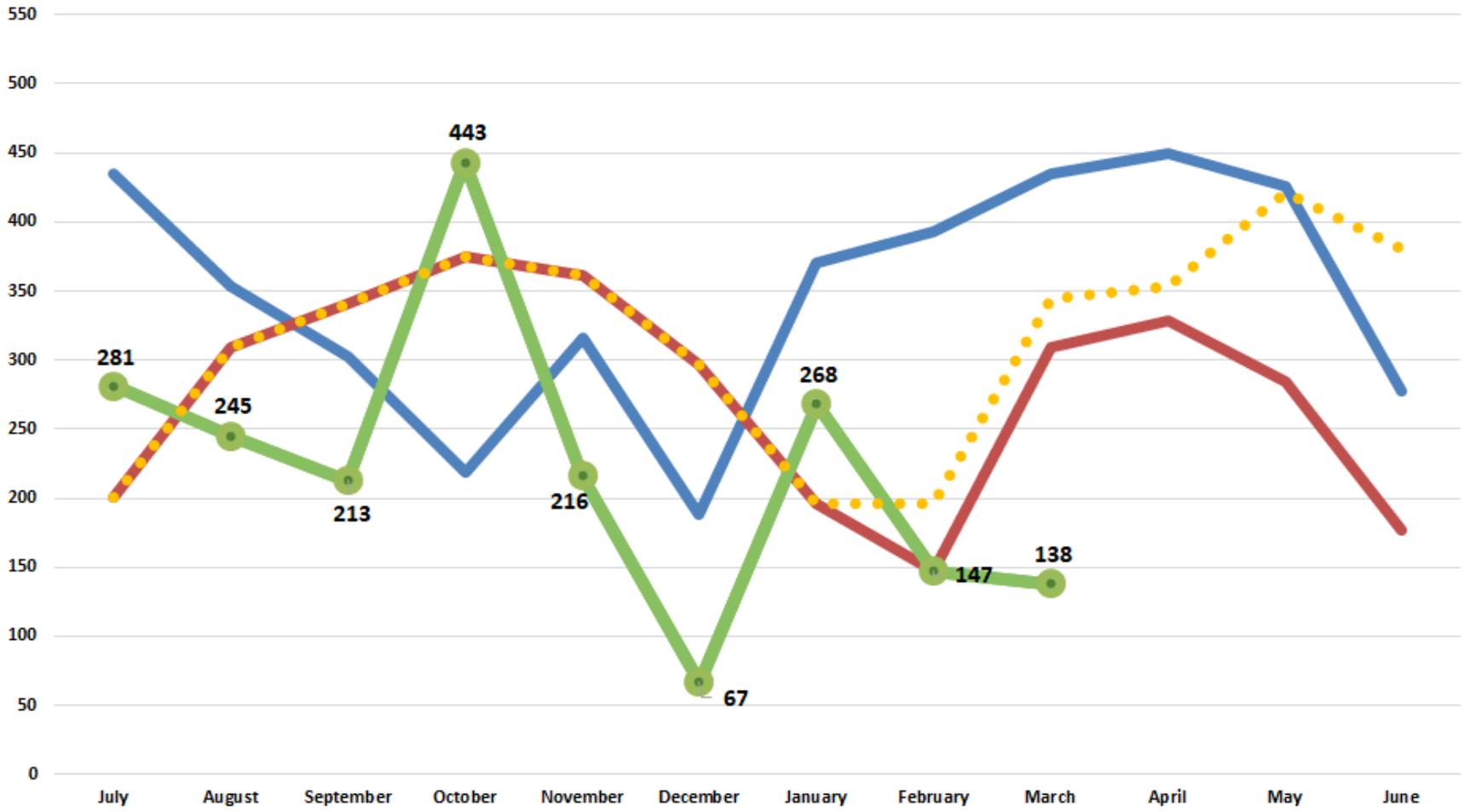
# Rad Onc Visalia



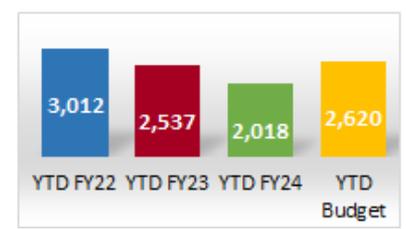
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



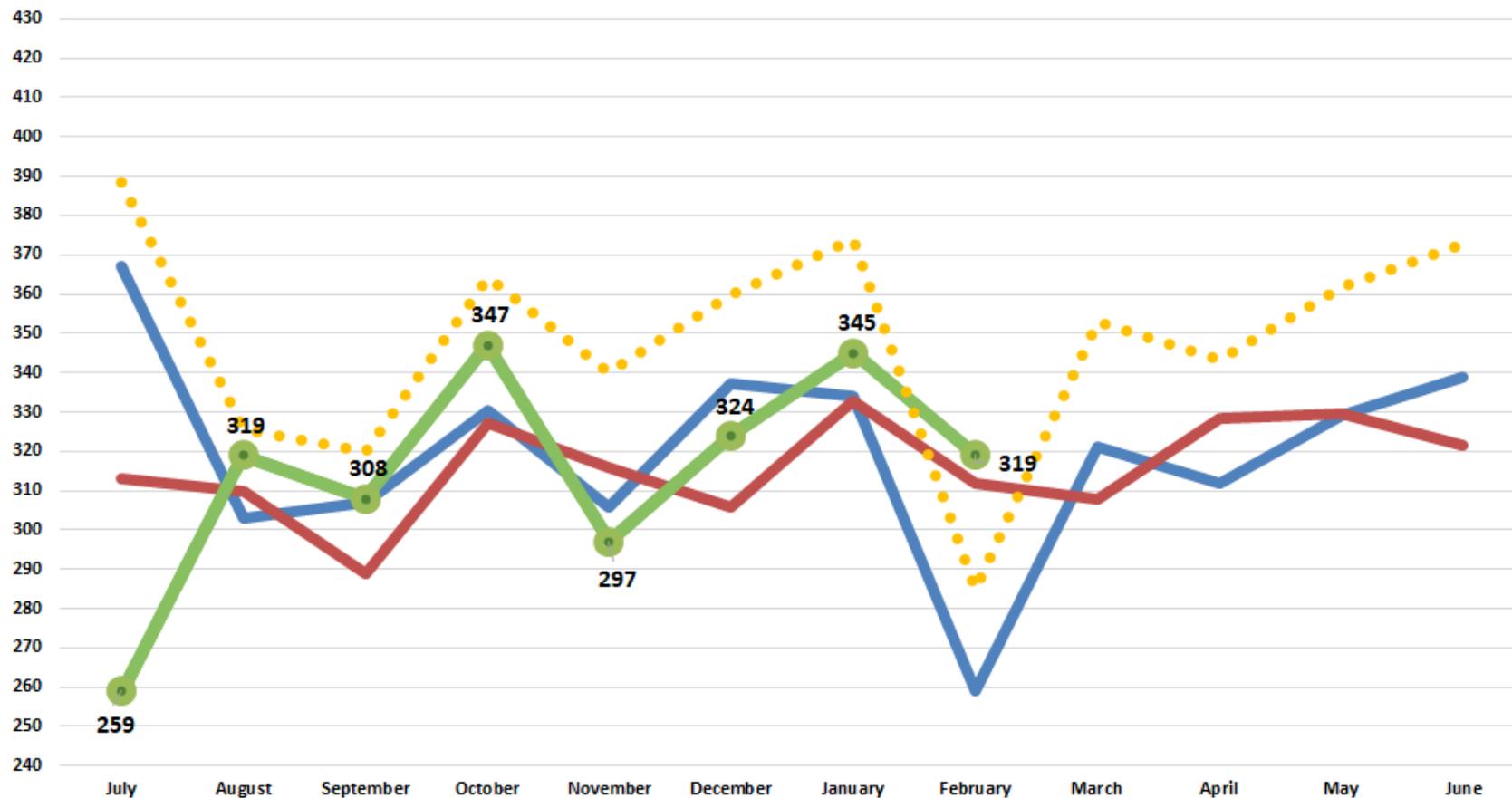
# Rad Onc Hanford



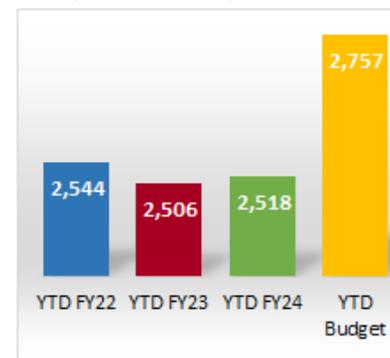
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



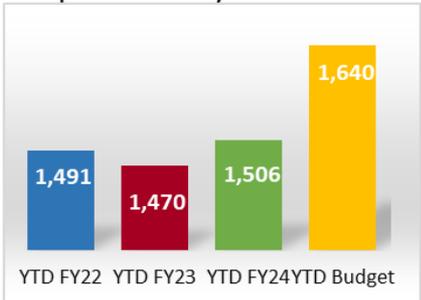
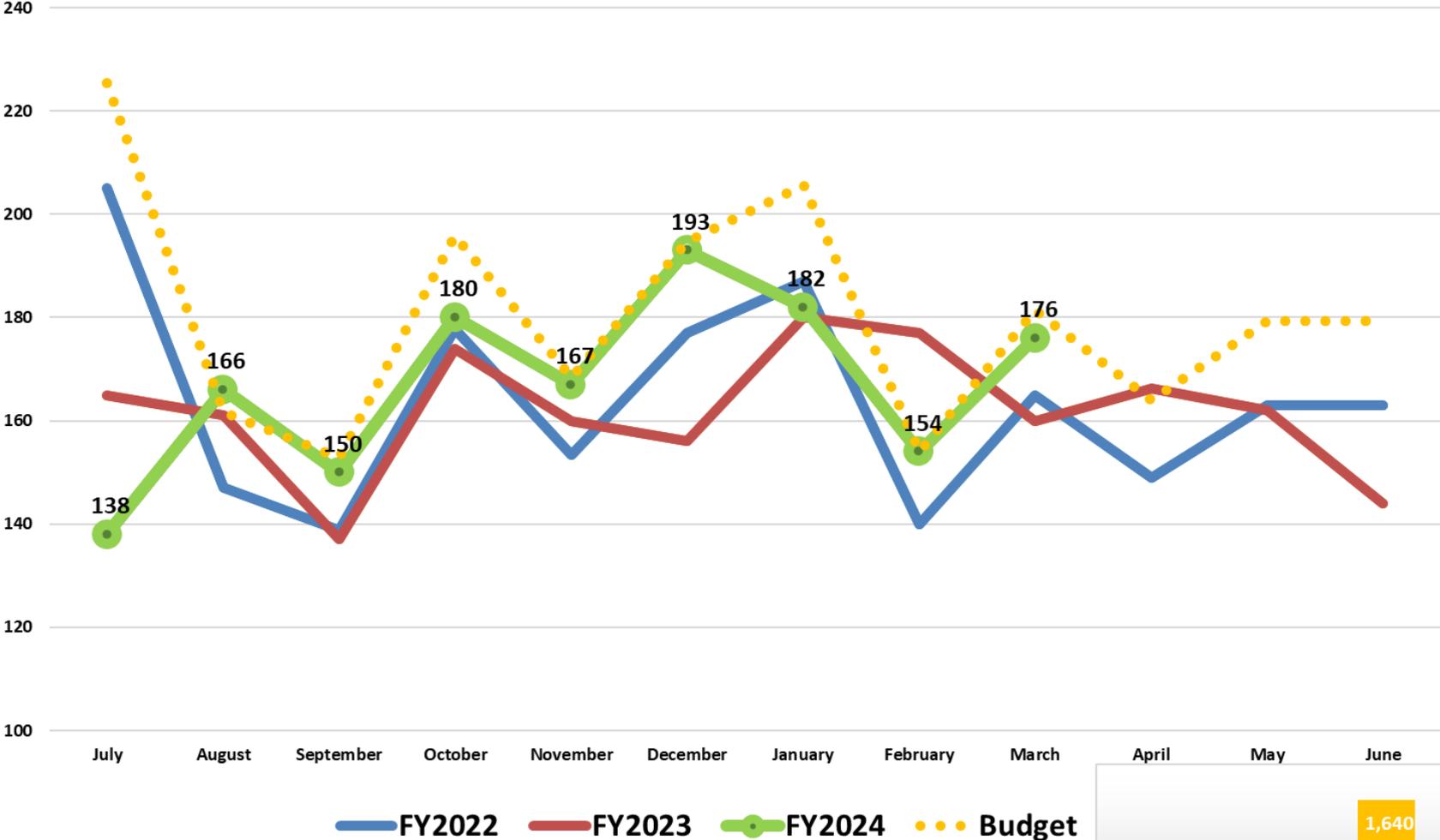
# Cath Lab (IP & OP) – 100 Min Units



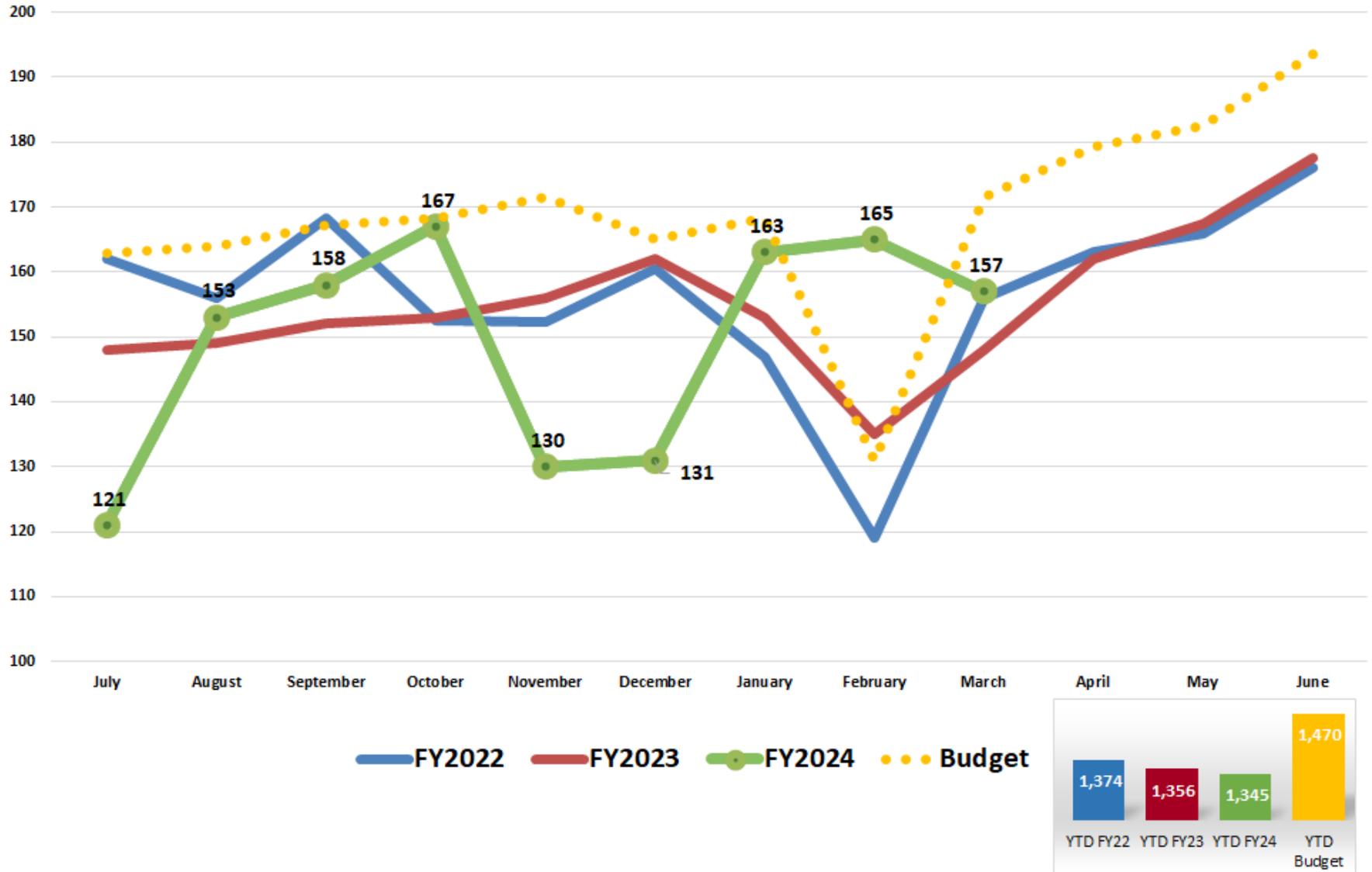
—●— FY2022   
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 —●— FY2024   
 ●●● Budget



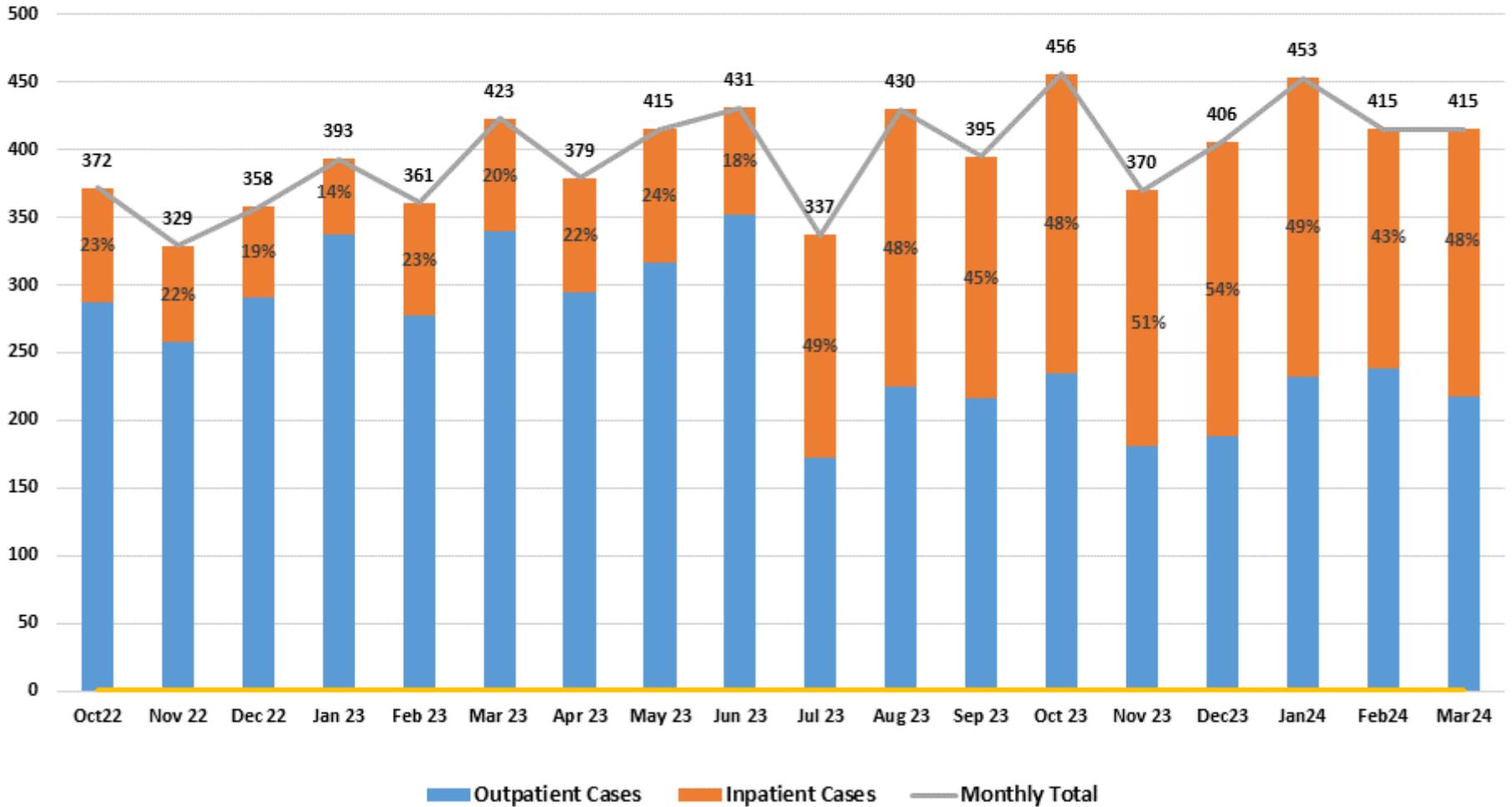
# Cath Lab (IP Only) – 100 Min Units



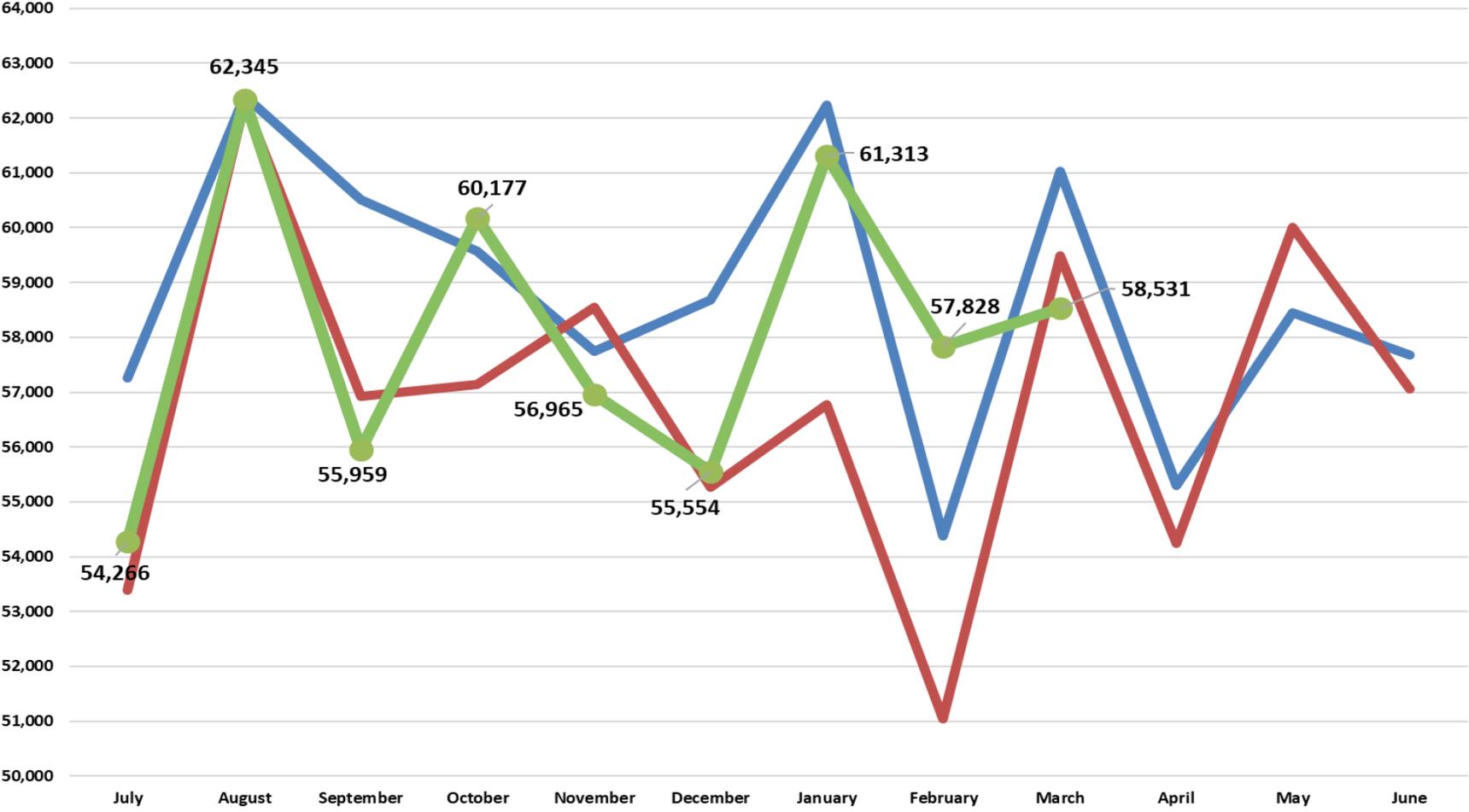
# Cath Lab (OP Only) – 100 Min Units



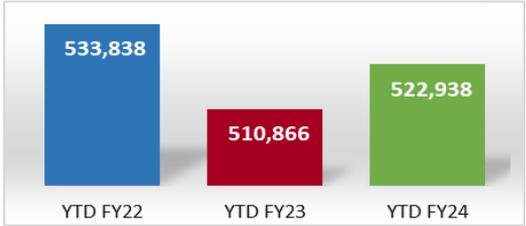
# Cath Lab Patients (IP & OP)



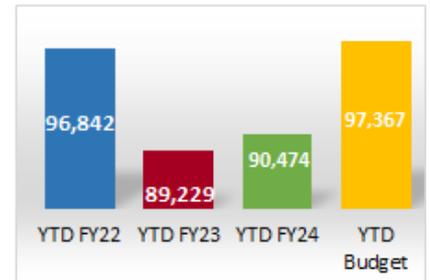
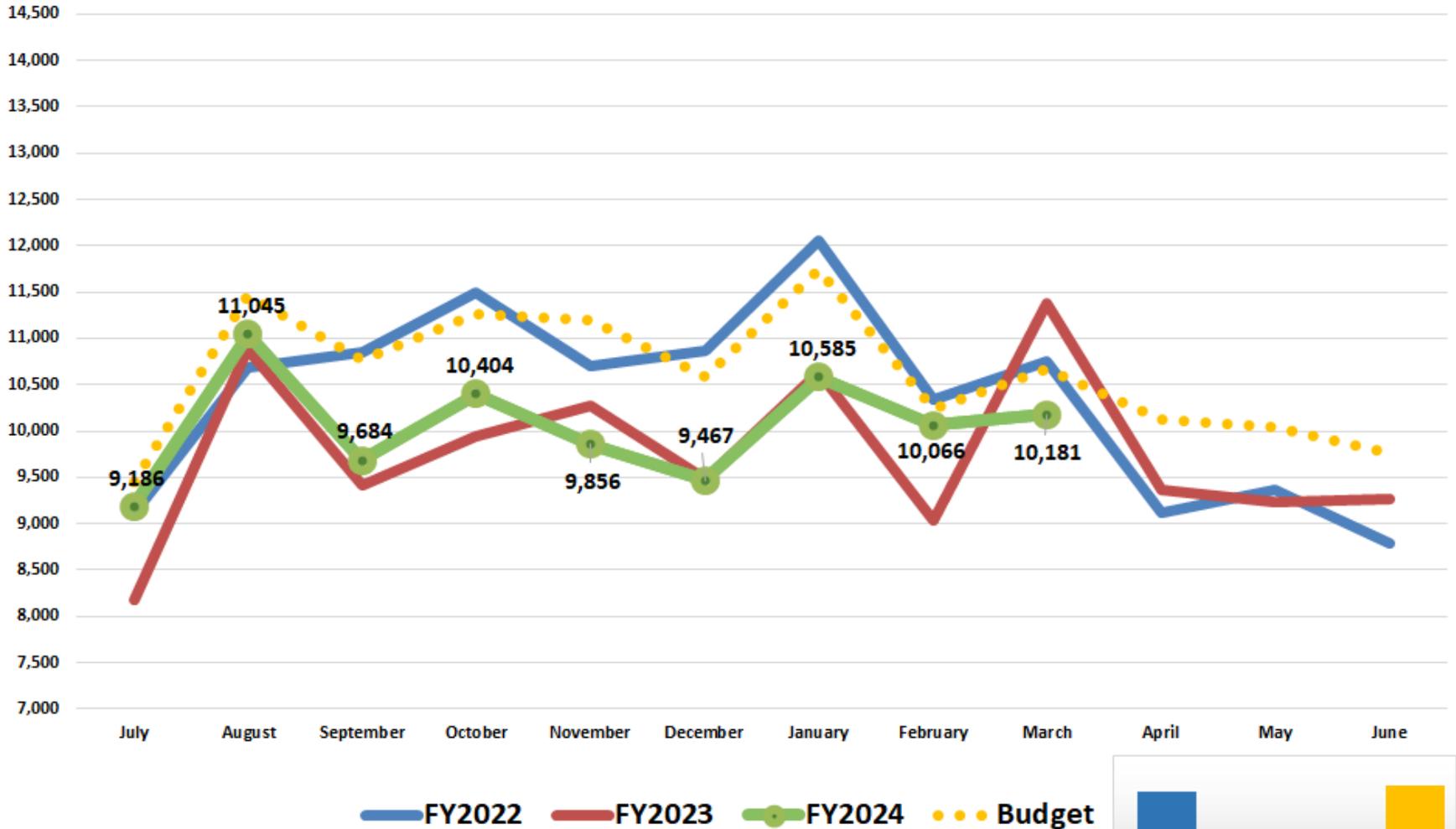
# Outpatient Registrations



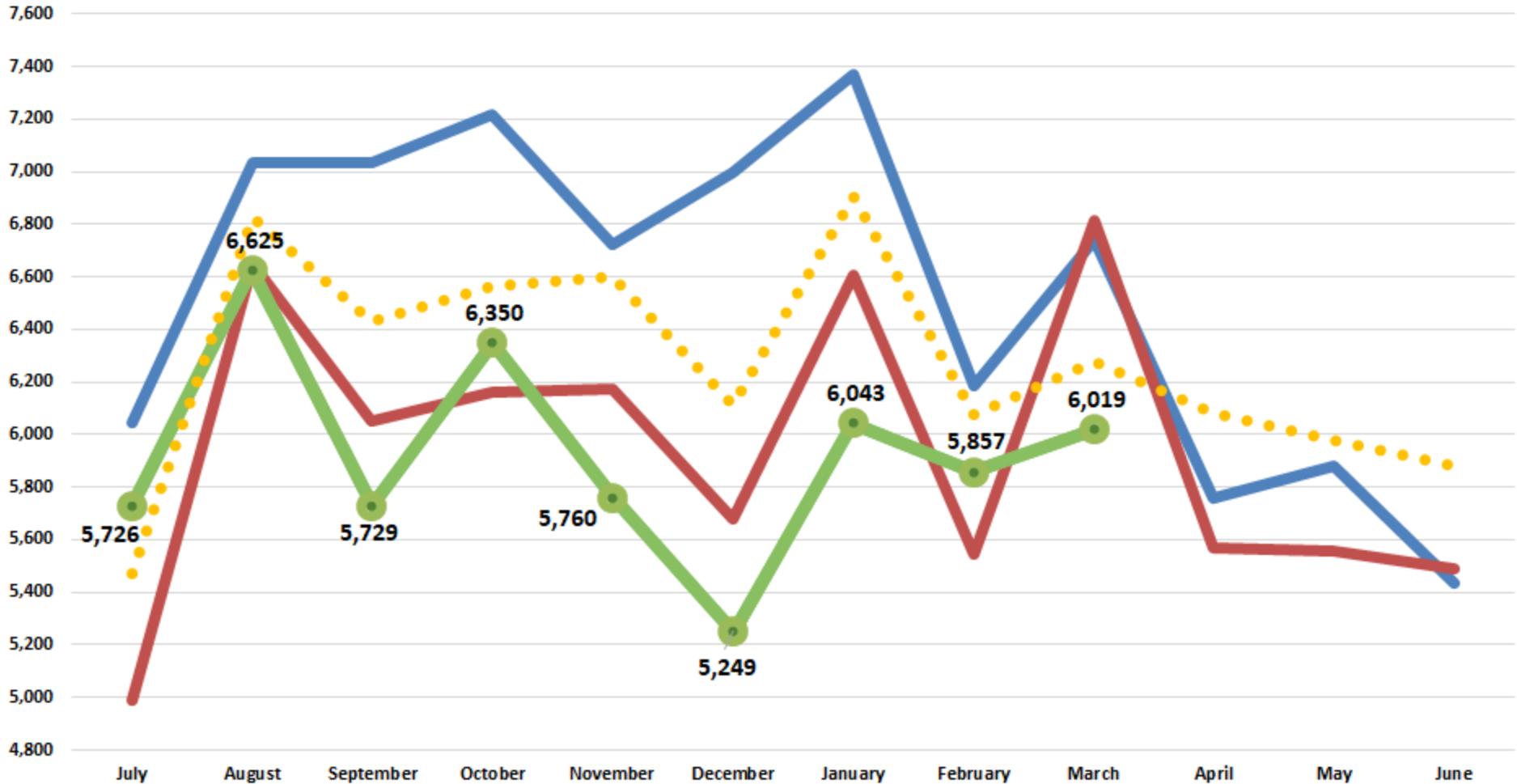
— FY2022 — FY2023 — FY2024



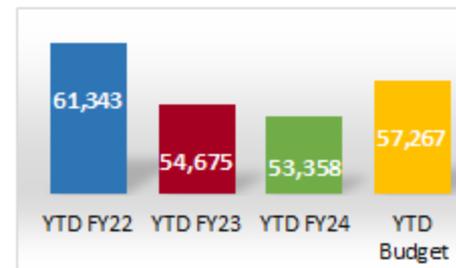
# Rural Health Clinics Registrations



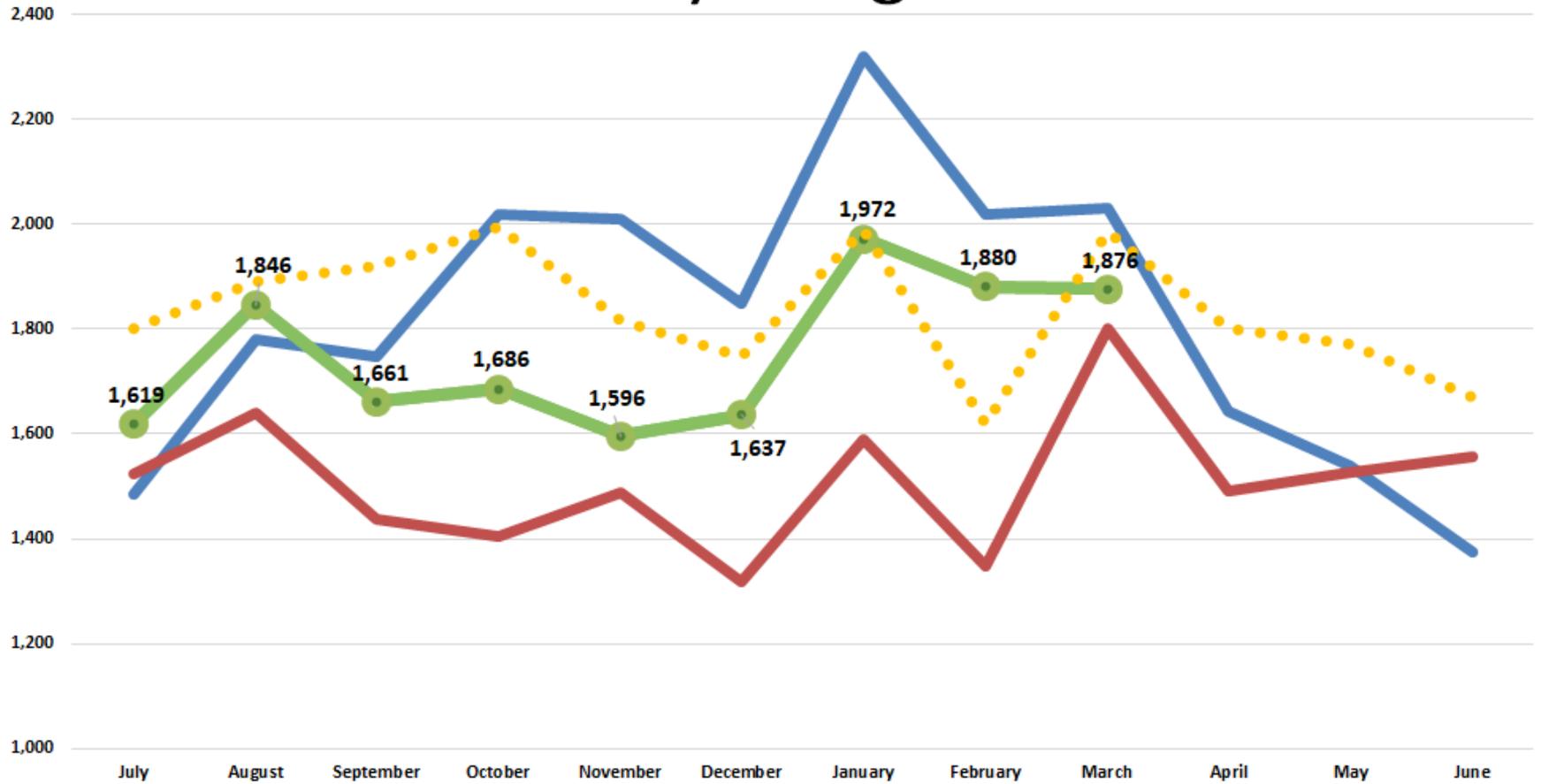
# RHC Exeter - Registrations



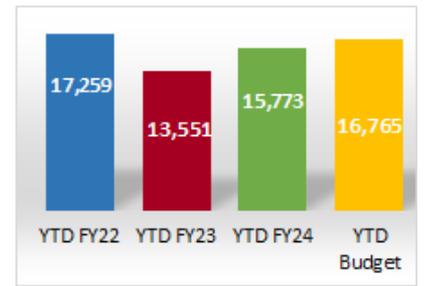
—●— FY2022   
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 —●— FY2024   
 ●●● Budget



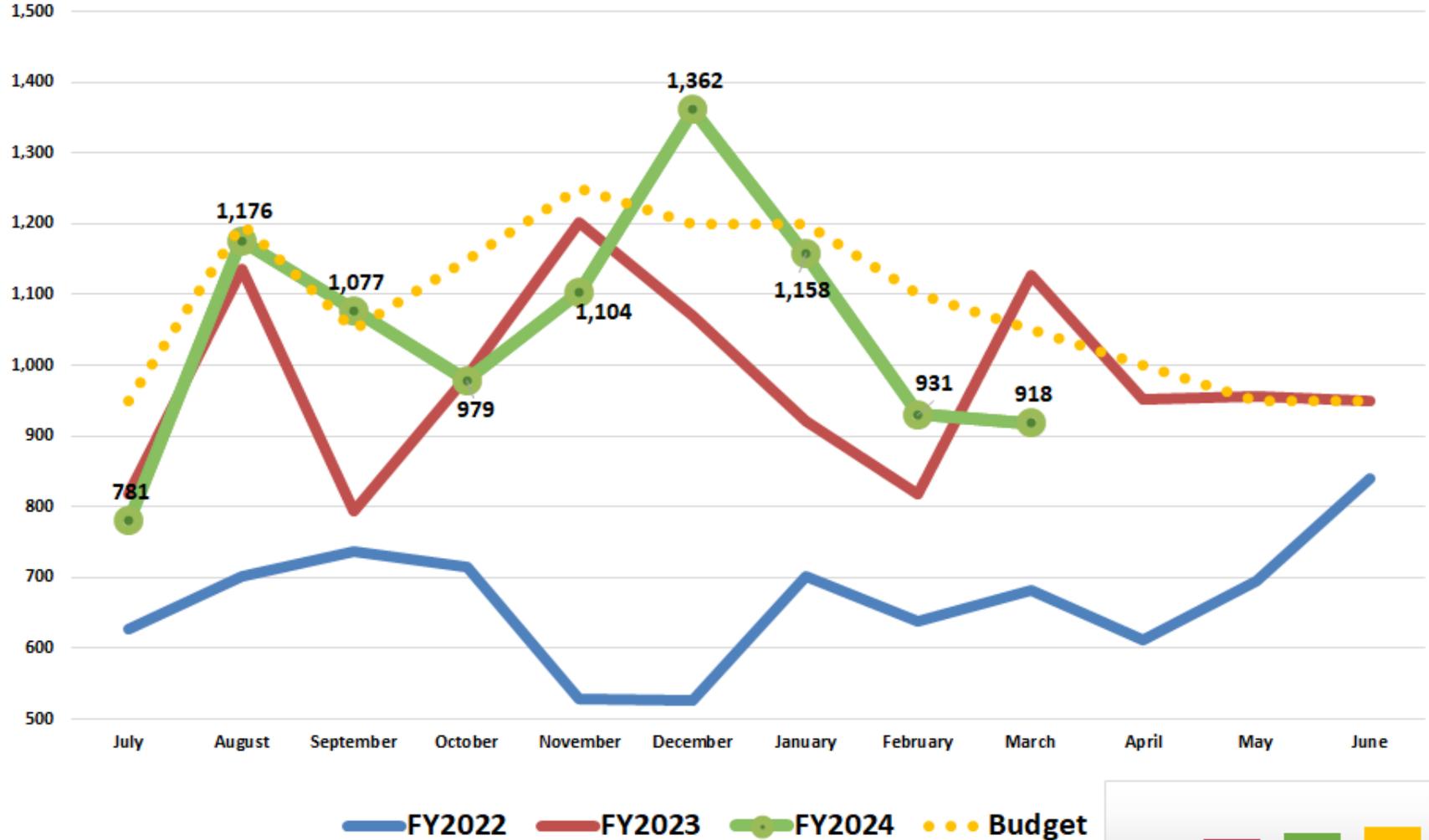
# RHC Lindsay - Registrations



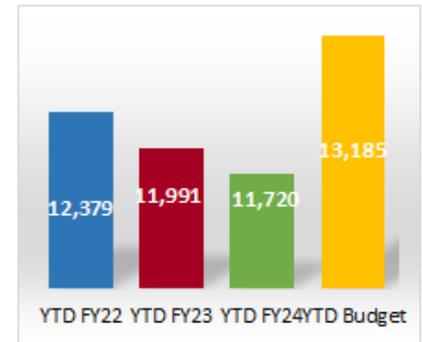
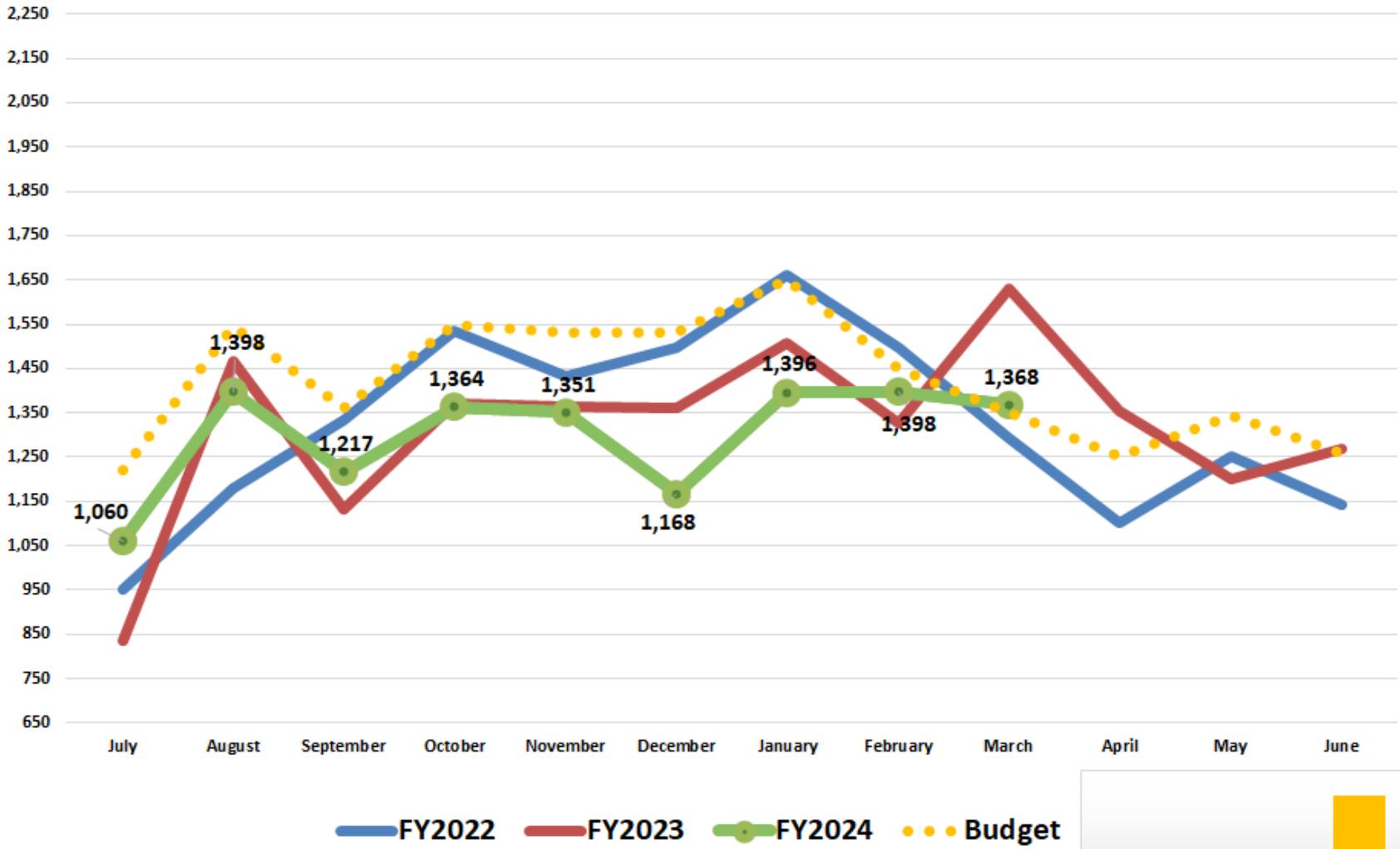
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



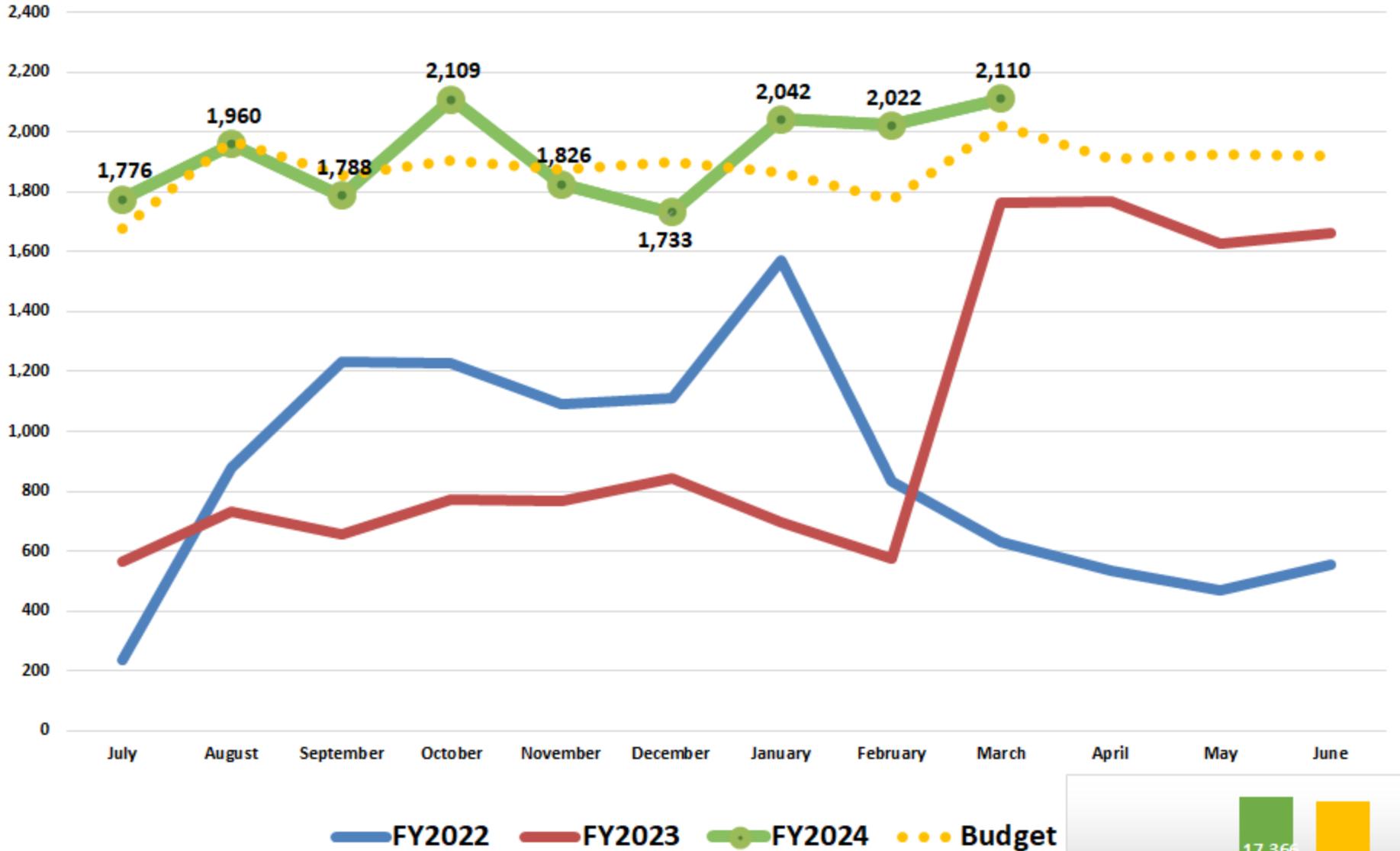
# RHC Woodlake - Registrations



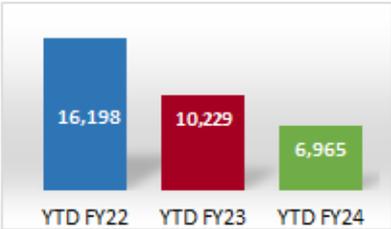
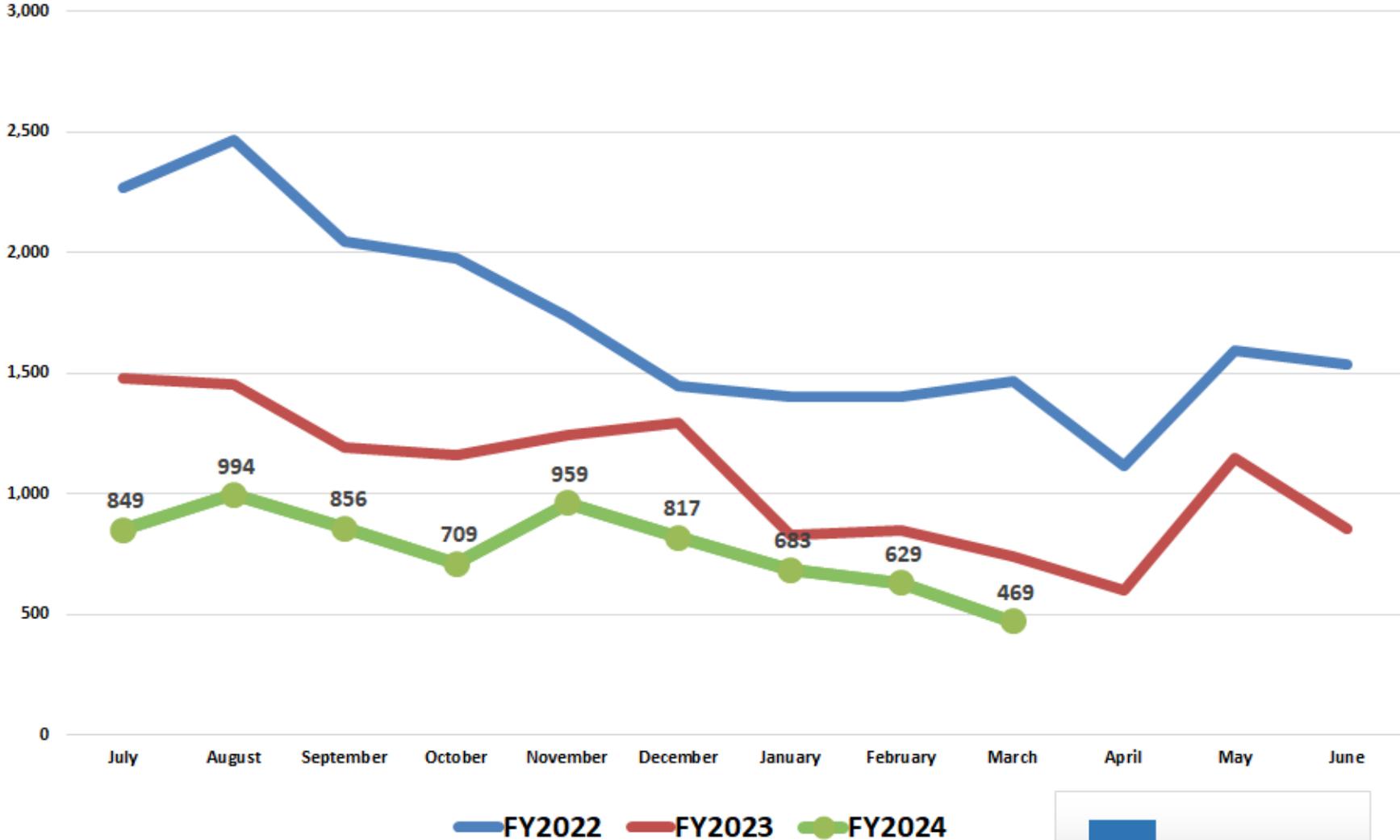
# RHC Dinuba - Registrations



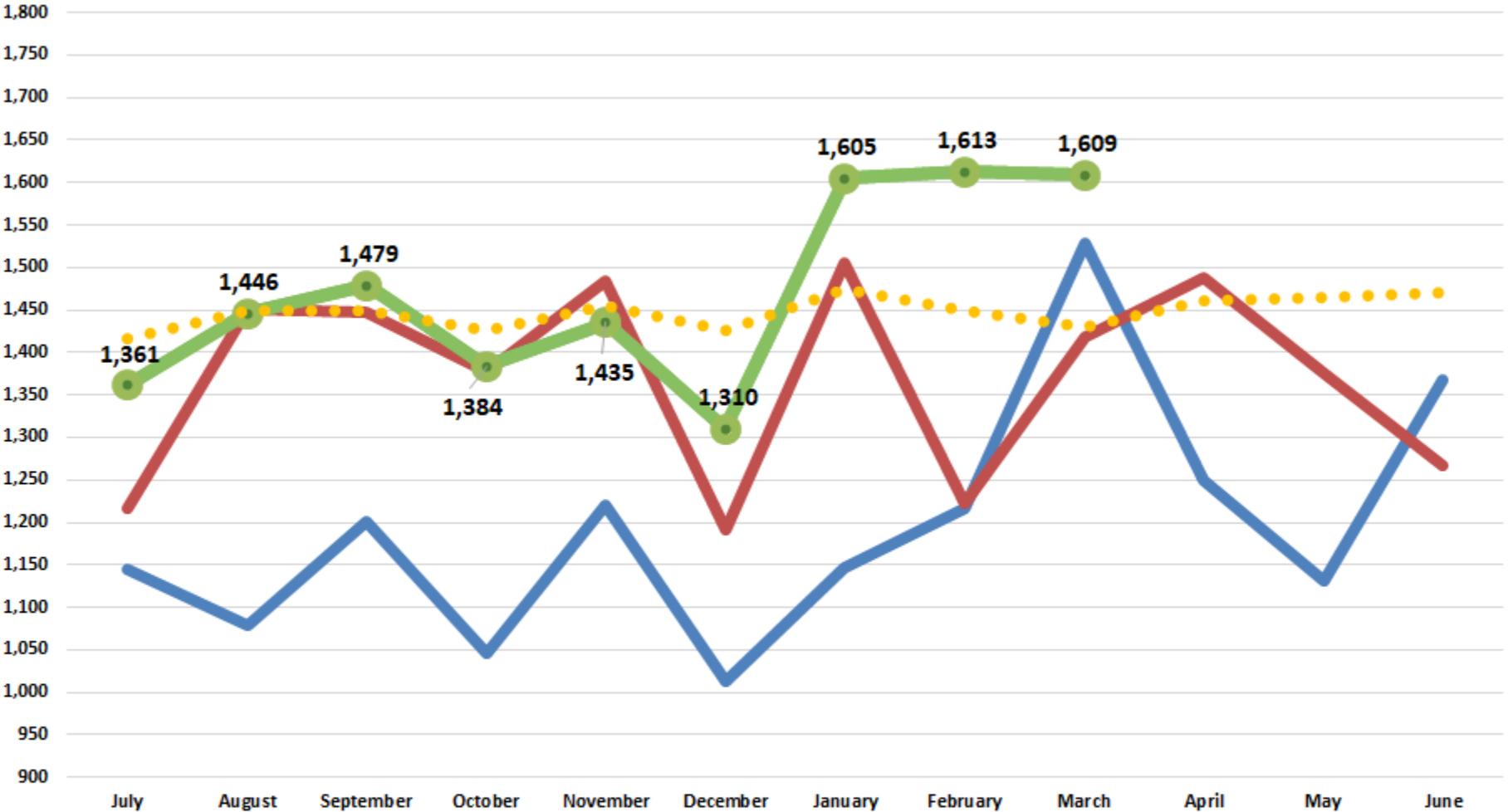
# RHC Tulare - Registrations



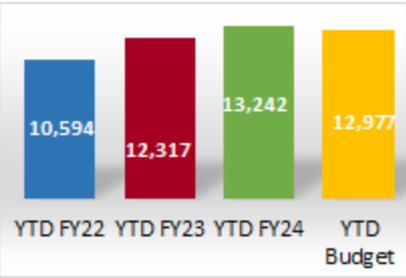
# Neurosurgery Clinic - wRVU's



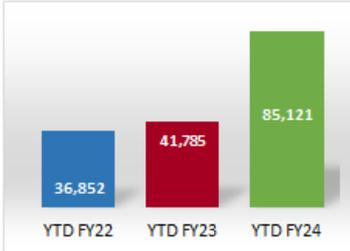
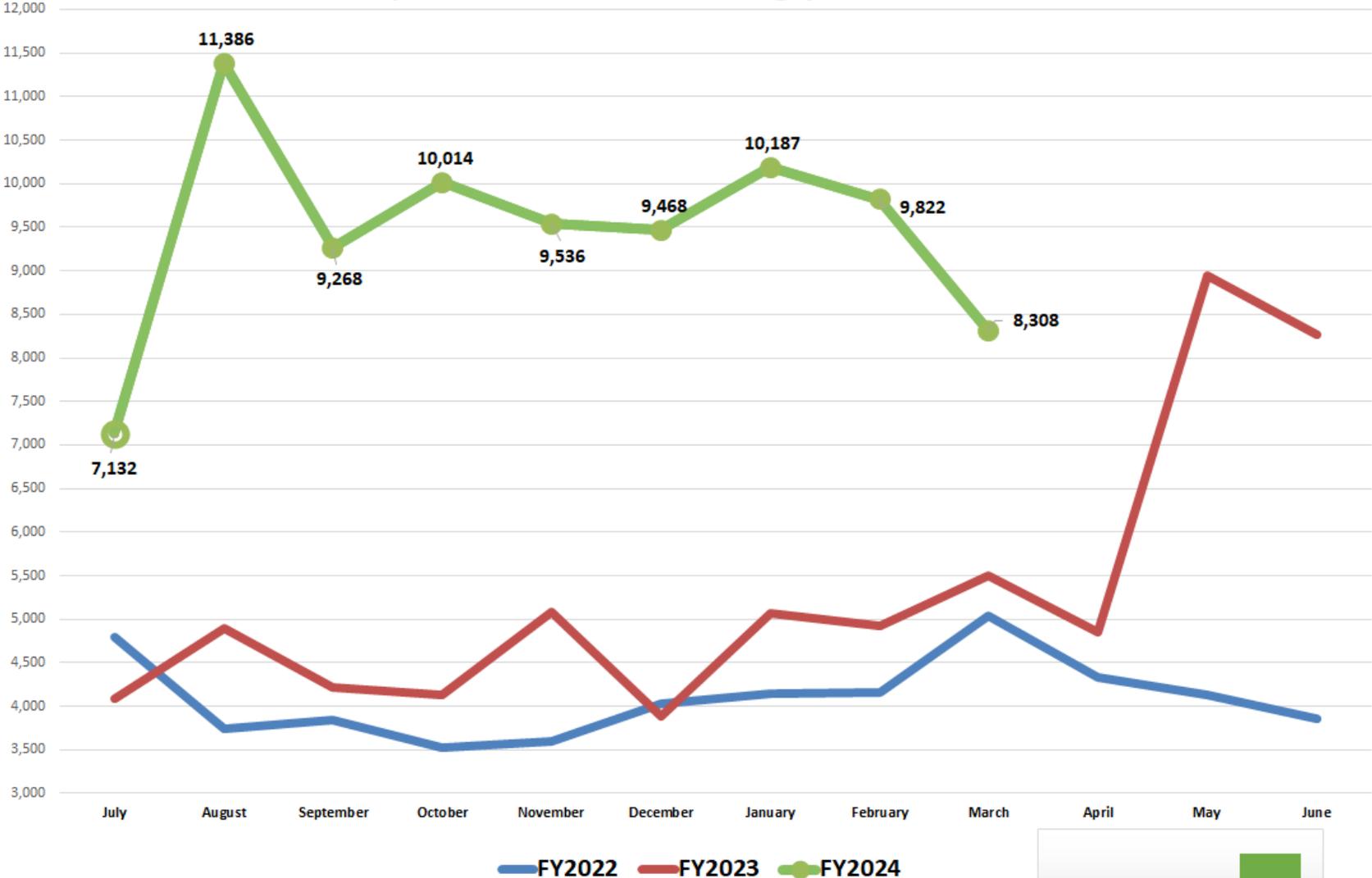
# Sequoia Cardiology Registrations



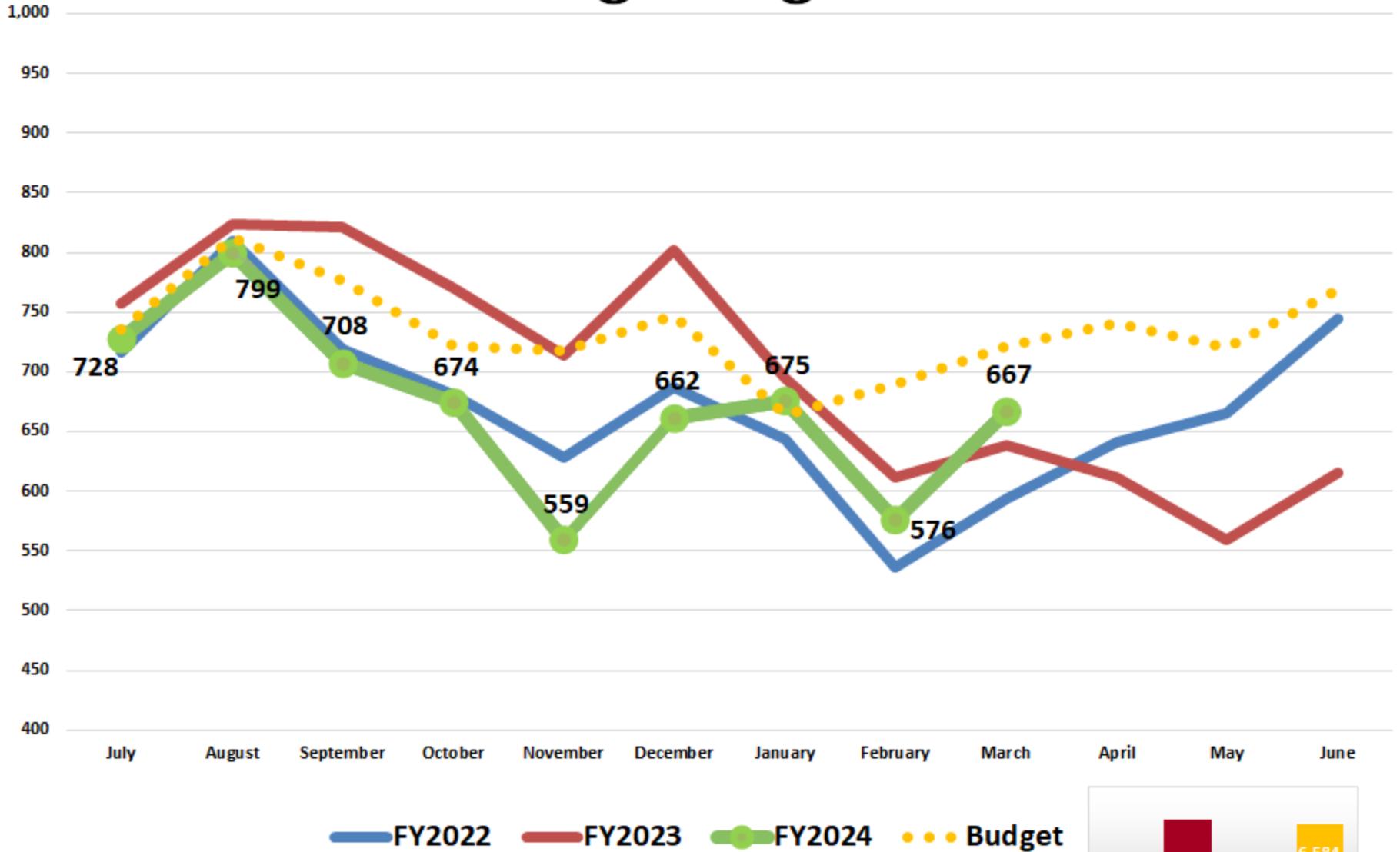
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



# Sequoia Cardiology - wRVU's

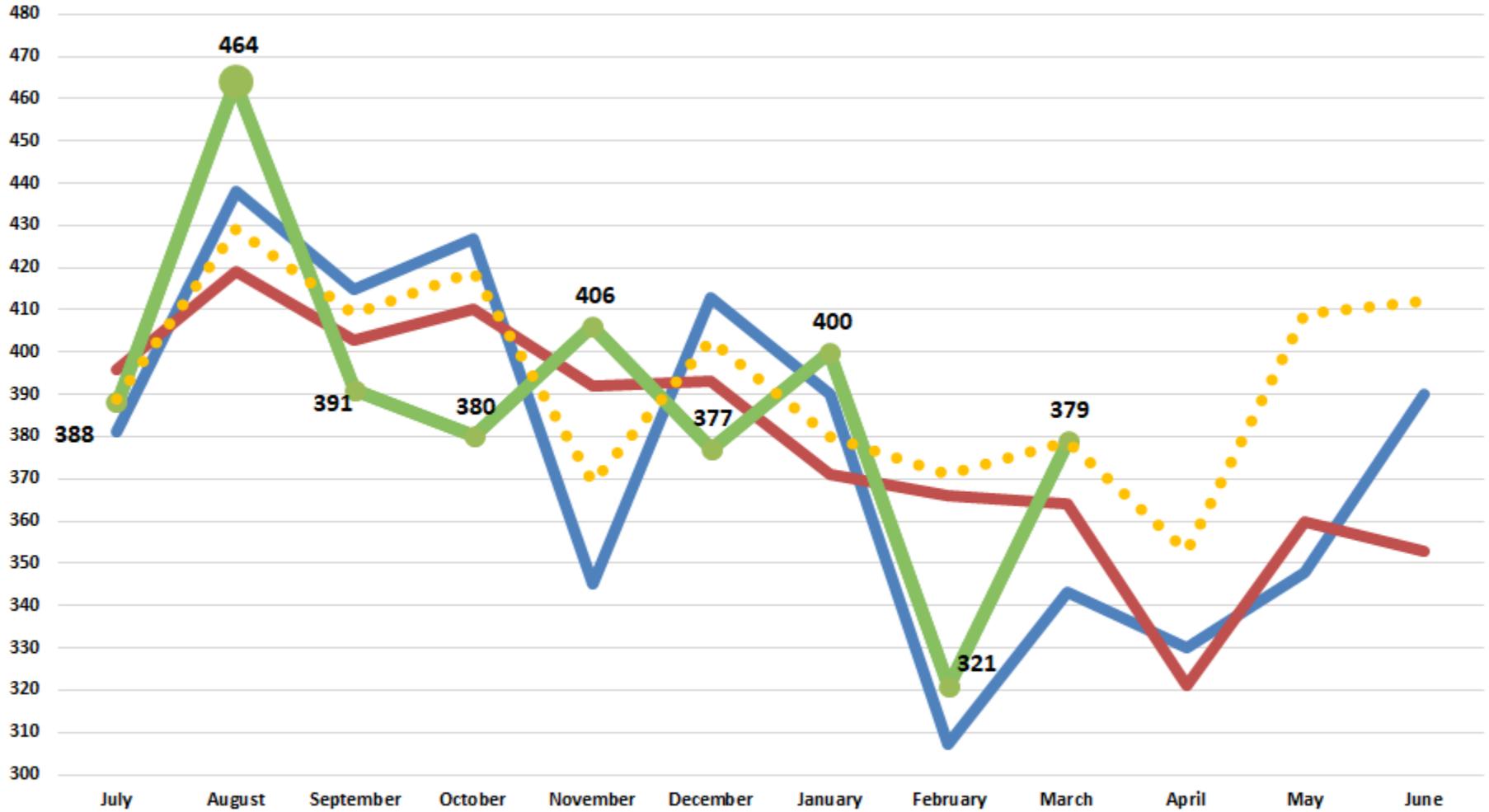


# Labor Triage Registrations

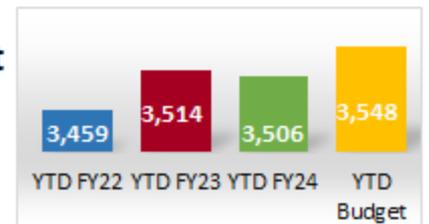


6,015	6,632	6,048	6,584
YTD FY22	YTD FY23	YTD FY24	YTD Budget

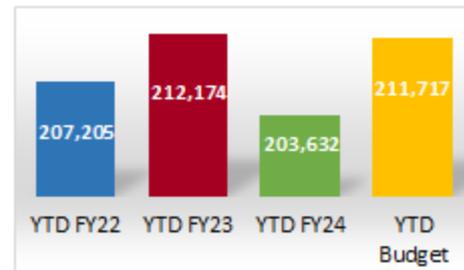
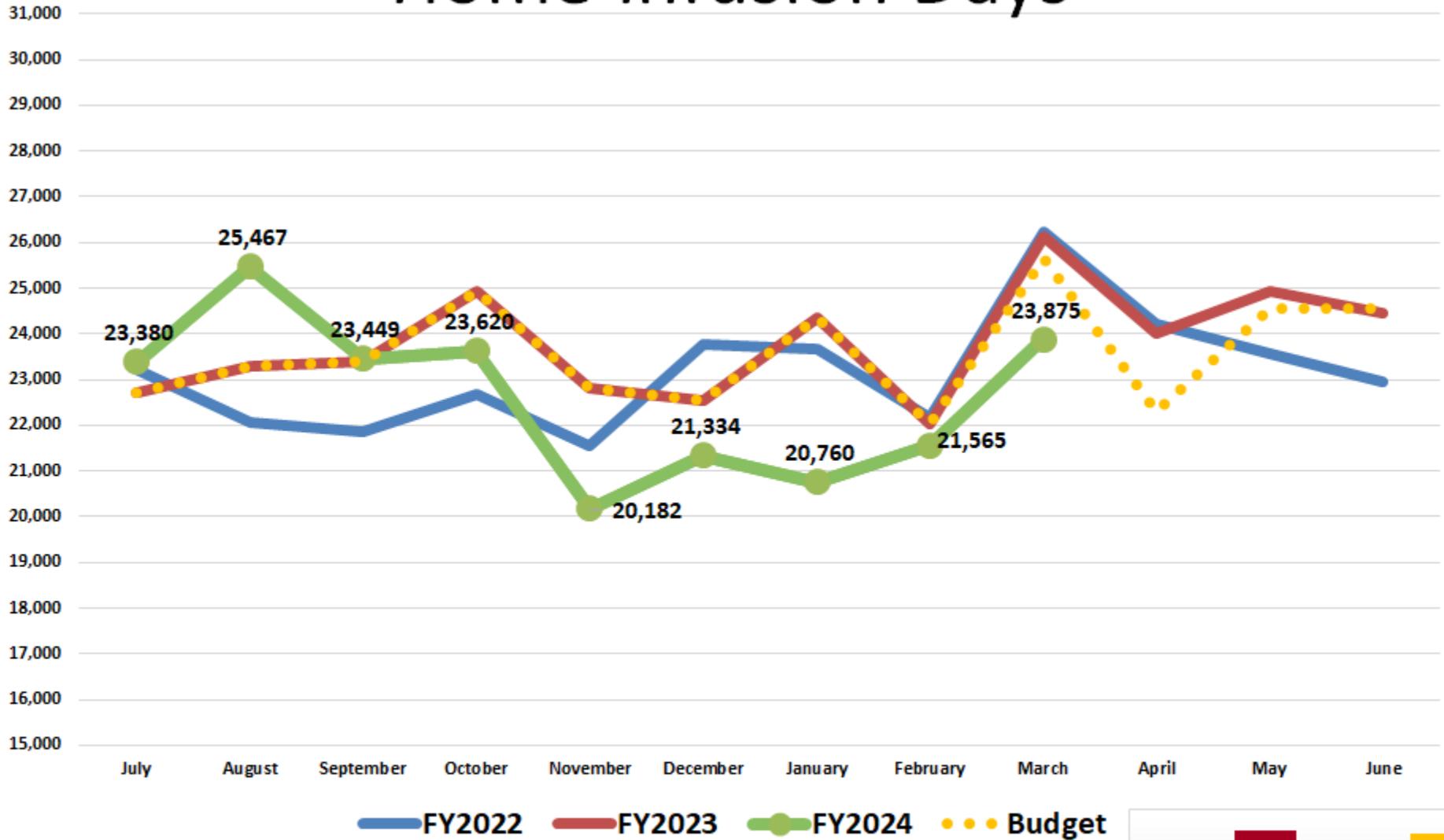
# Deliveries



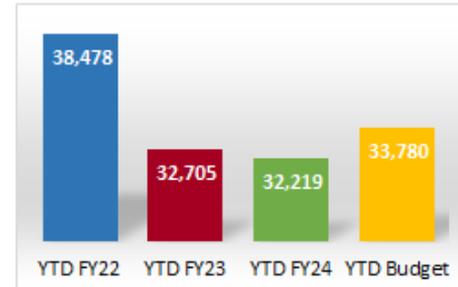
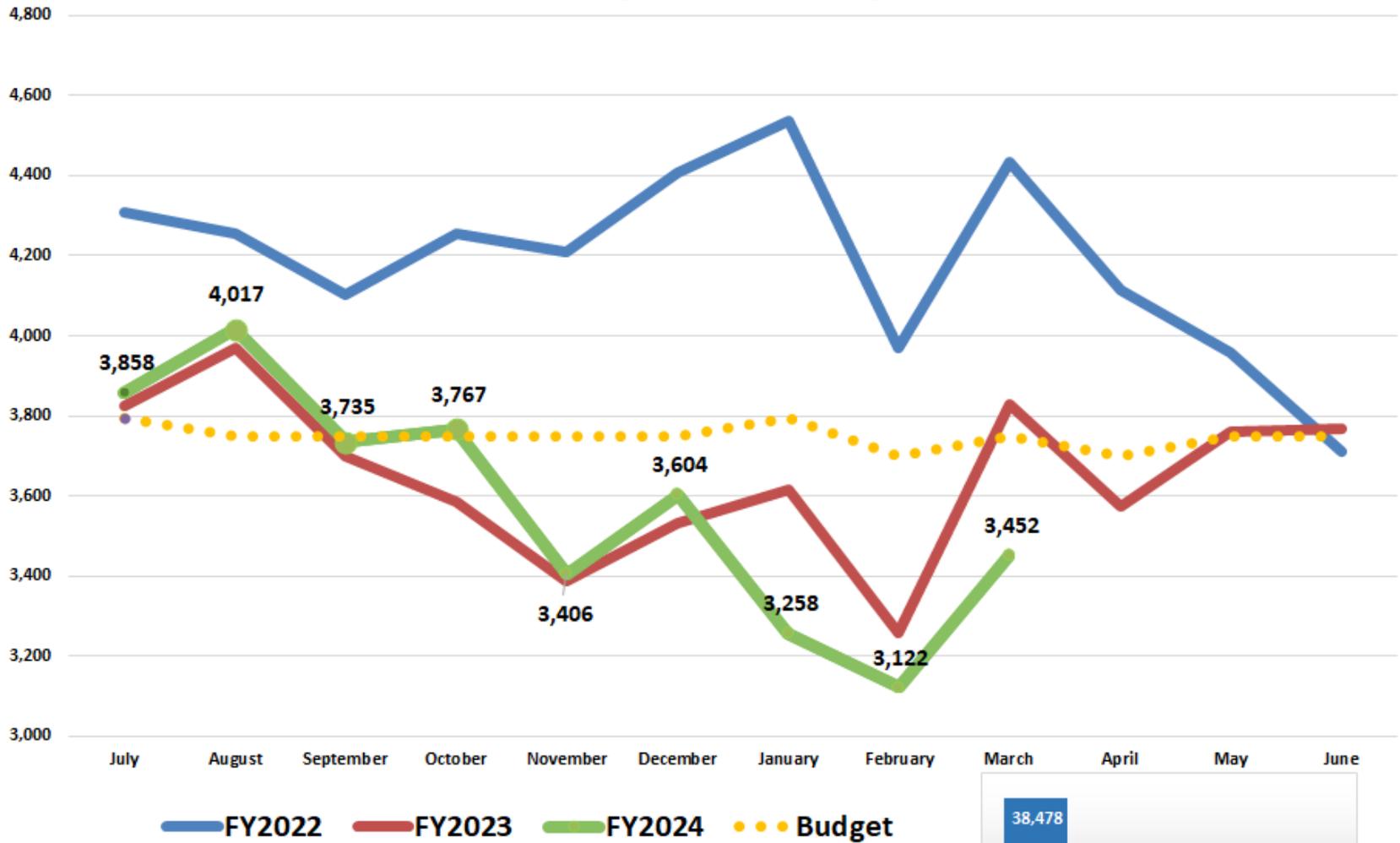
—●— FY2022   
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 ●●● Budget



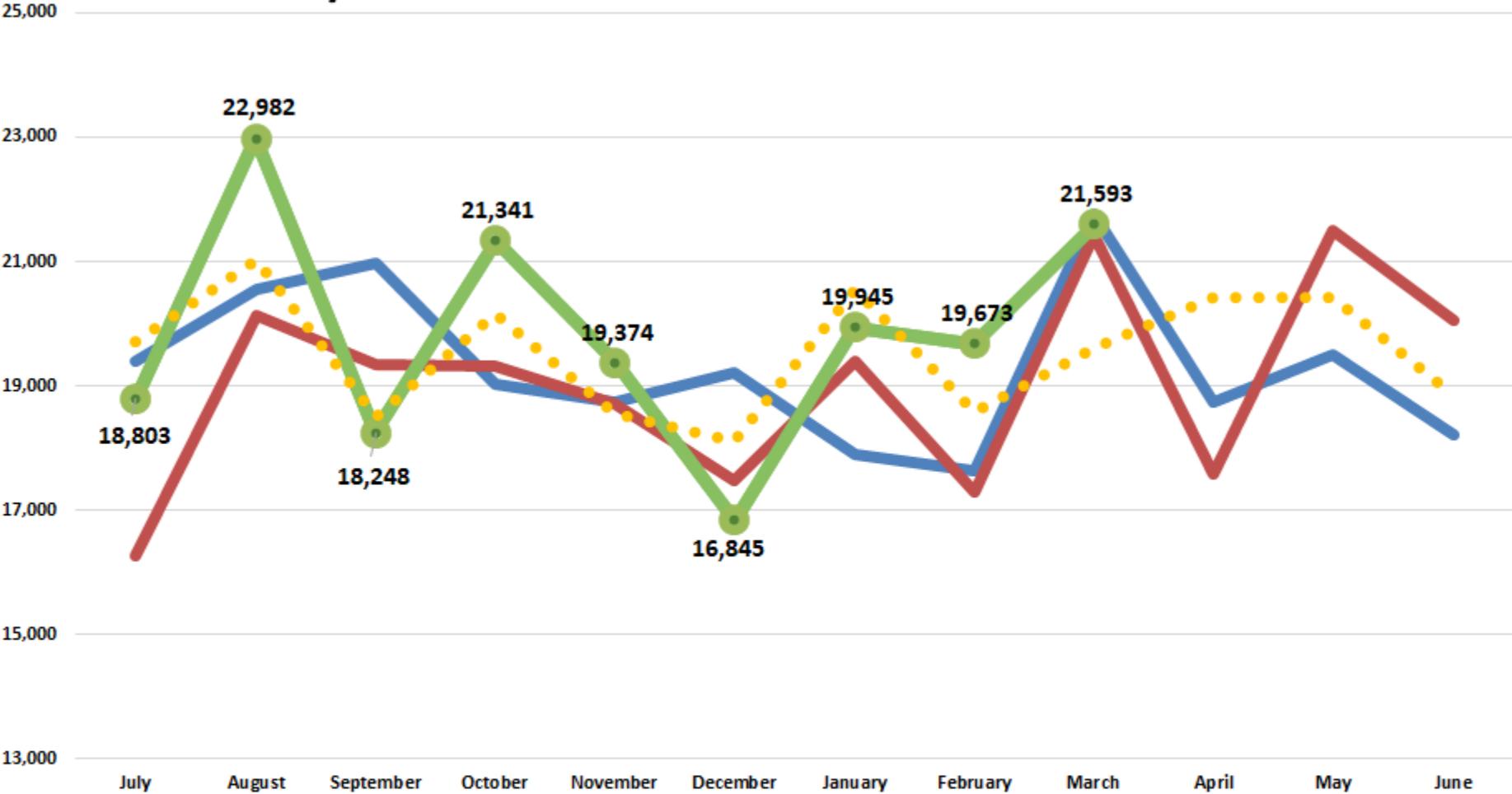
# Home Infusion Days



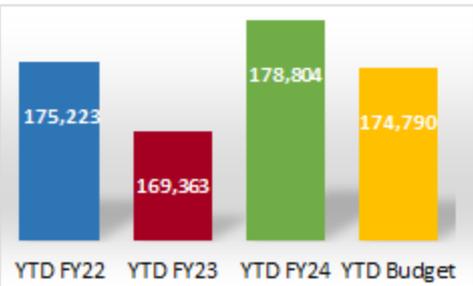
# Hospice Days



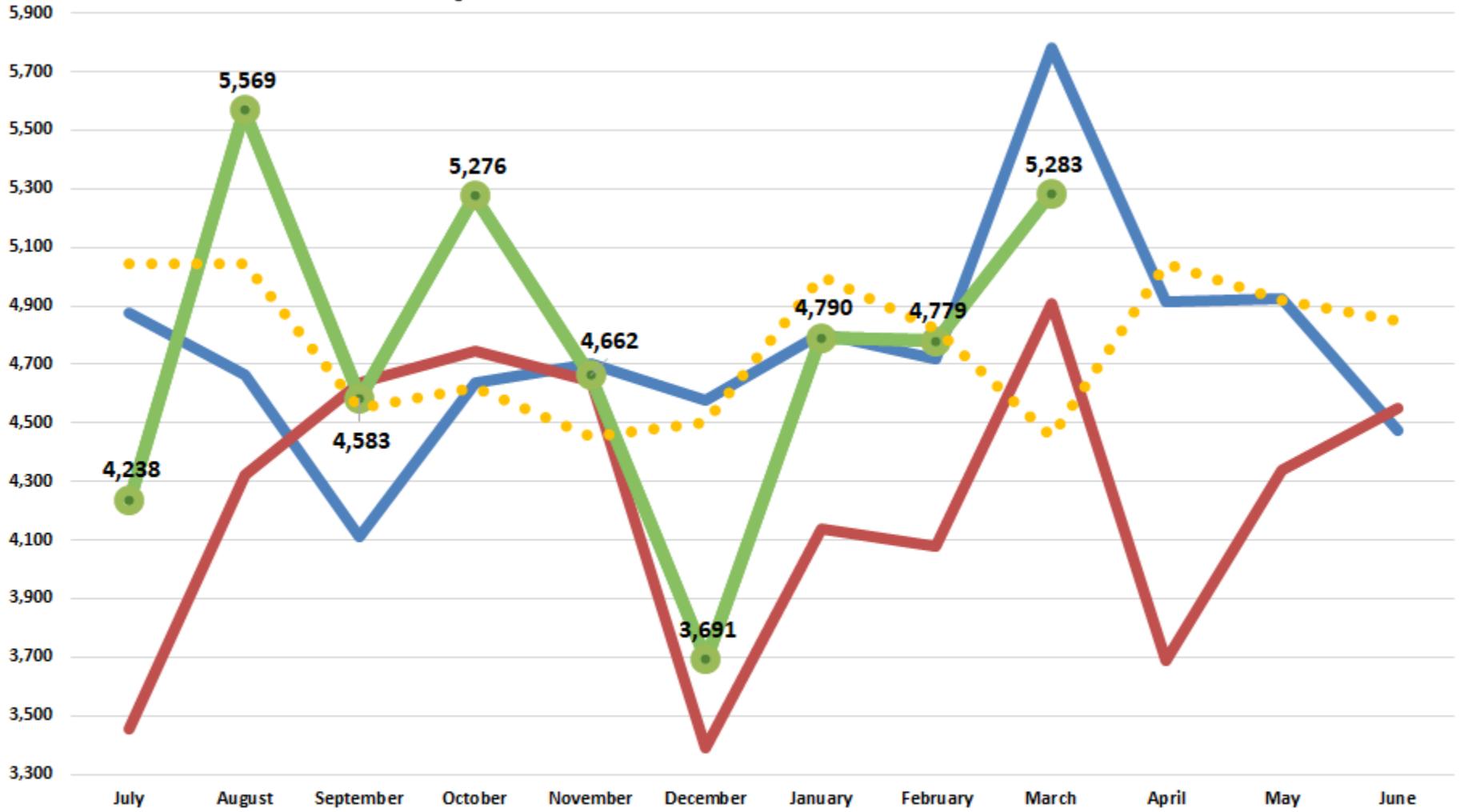
# All O/P Rehab Svcs Across District



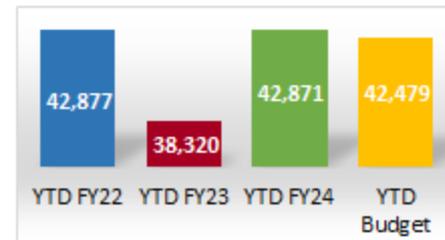
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



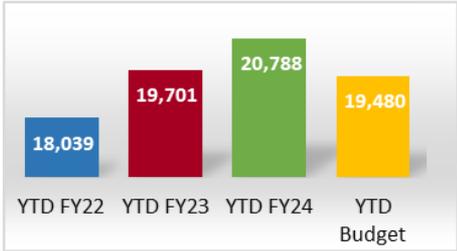
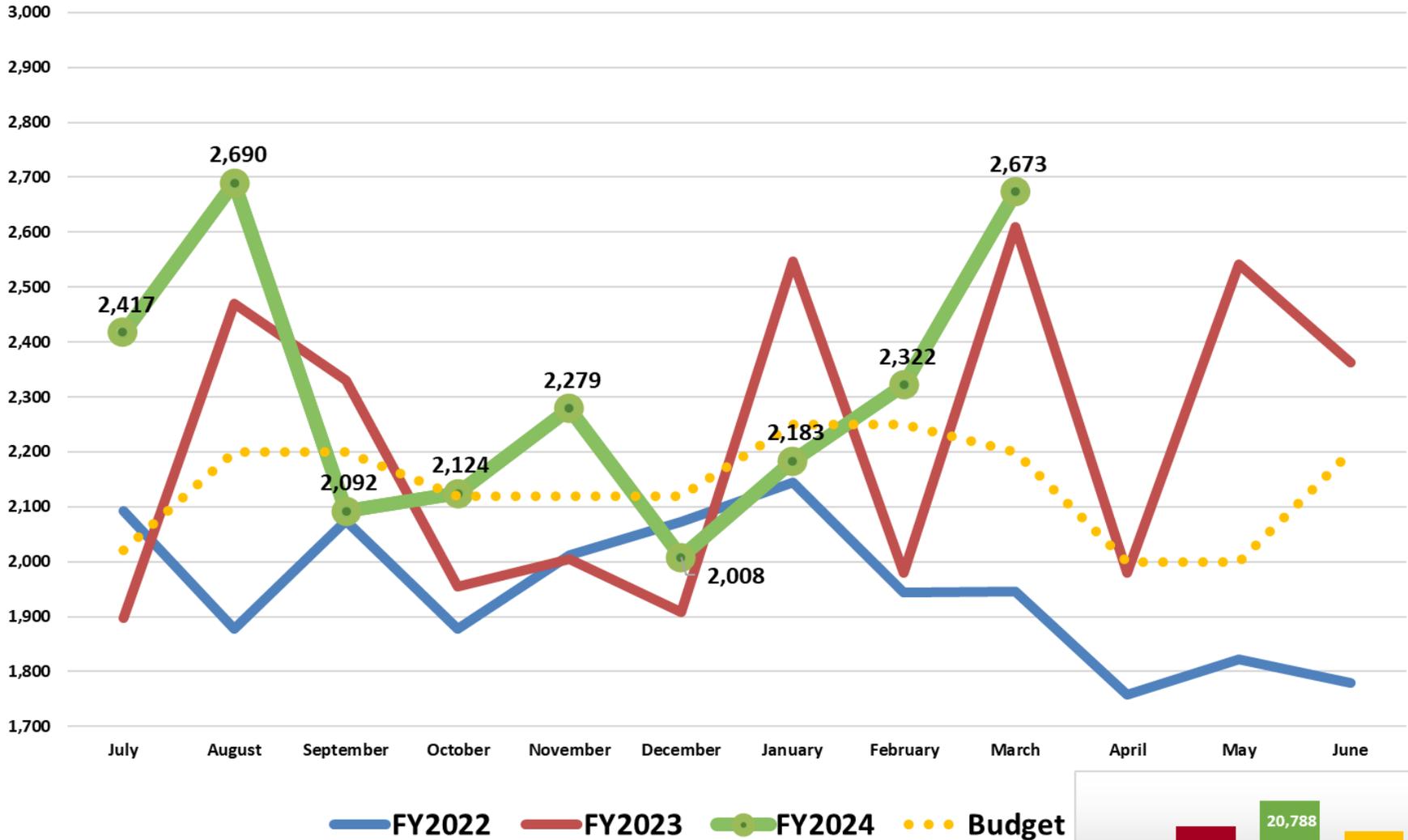
# O/P Rehab Services



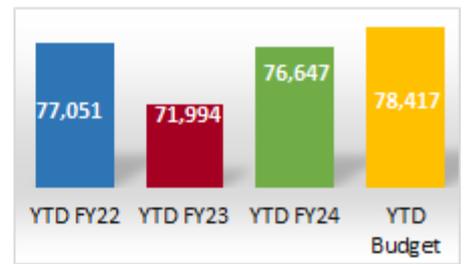
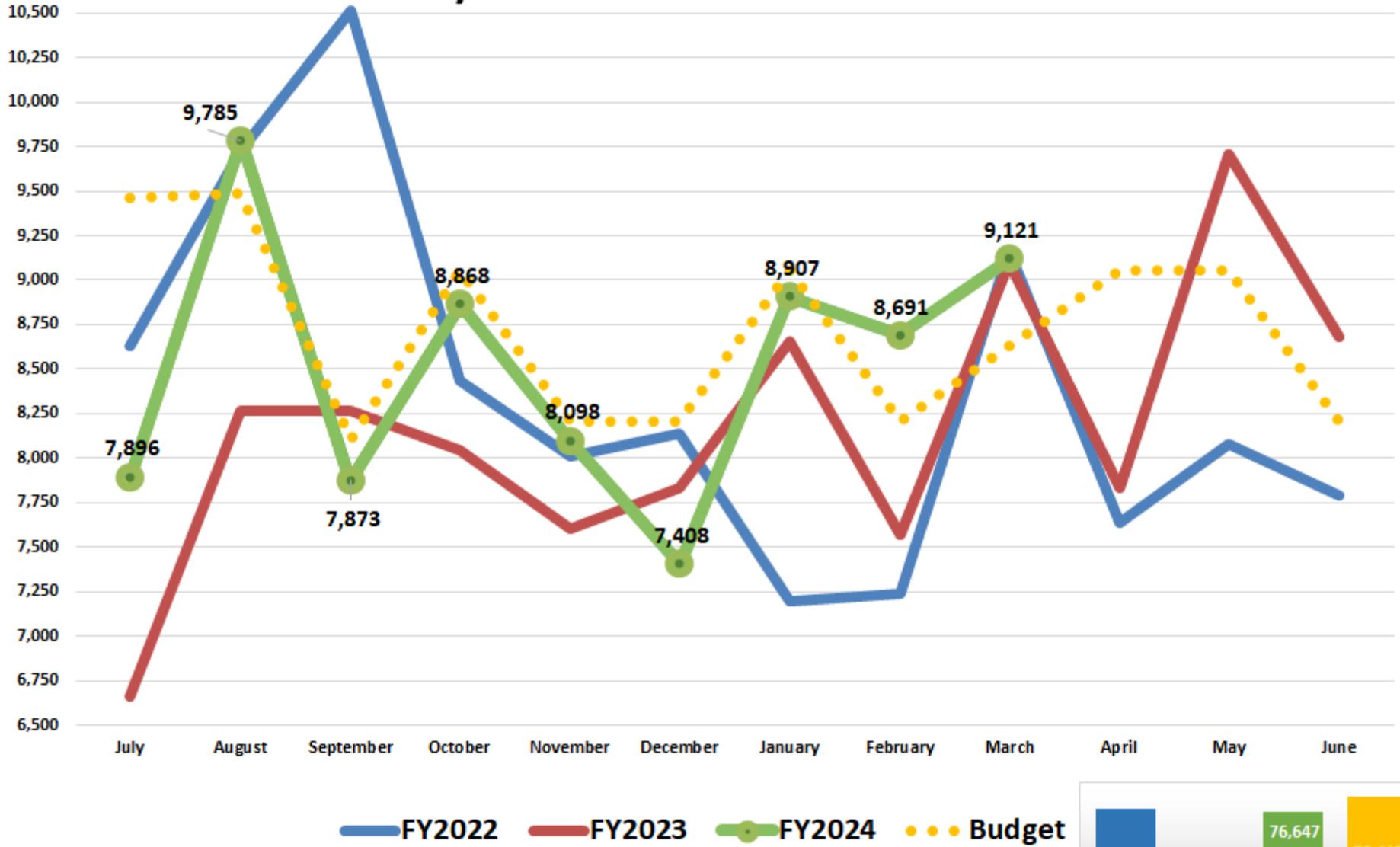
—● FY2022   
 —● FY2023   
 —● FY2024   
 ●●● Budget



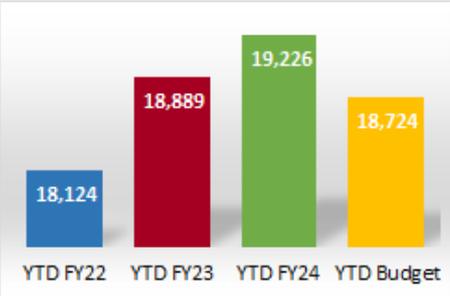
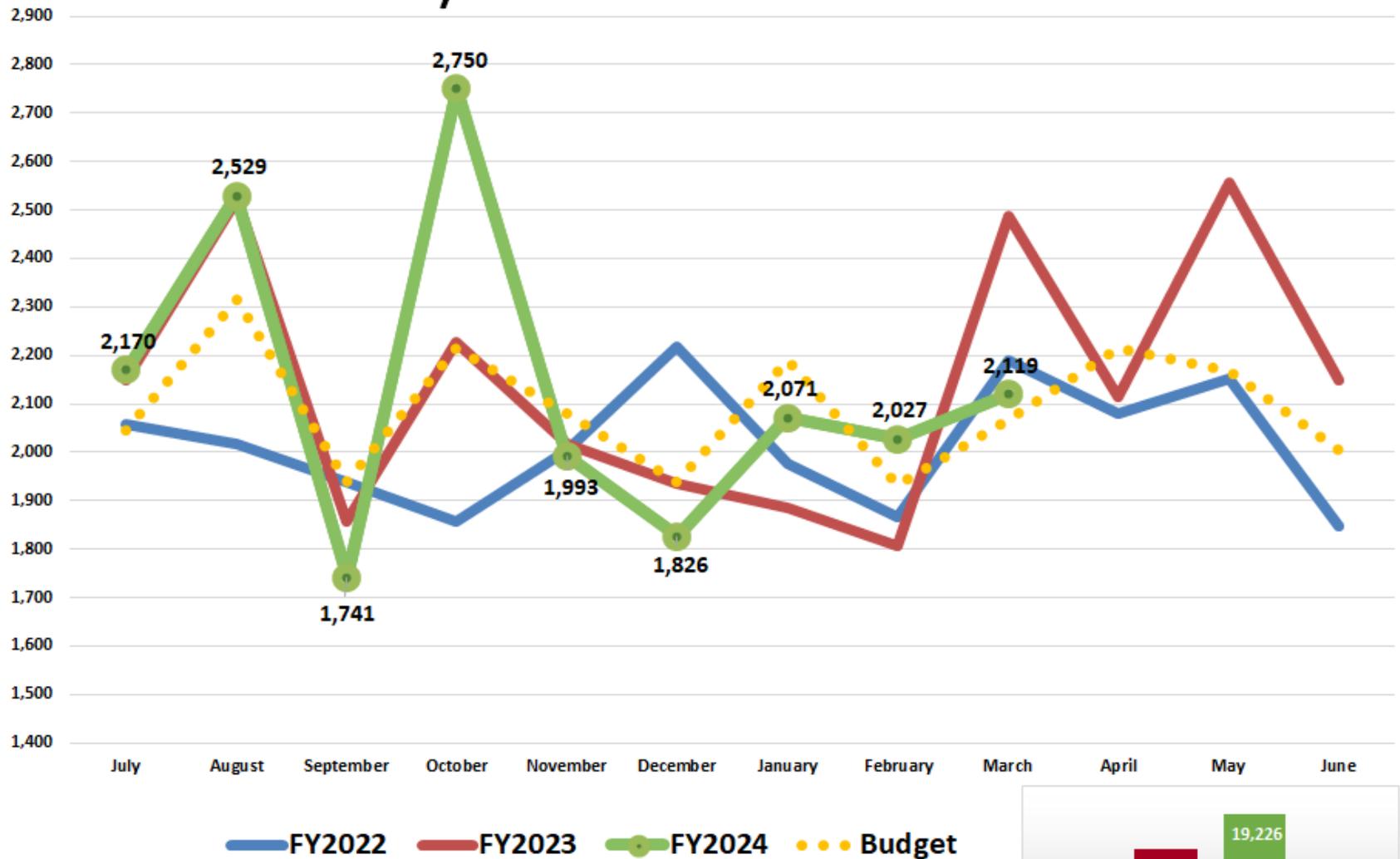
# O/P Rehab - Exeter



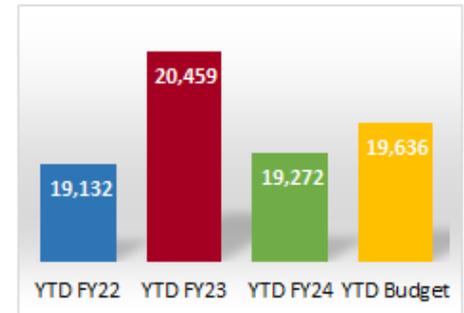
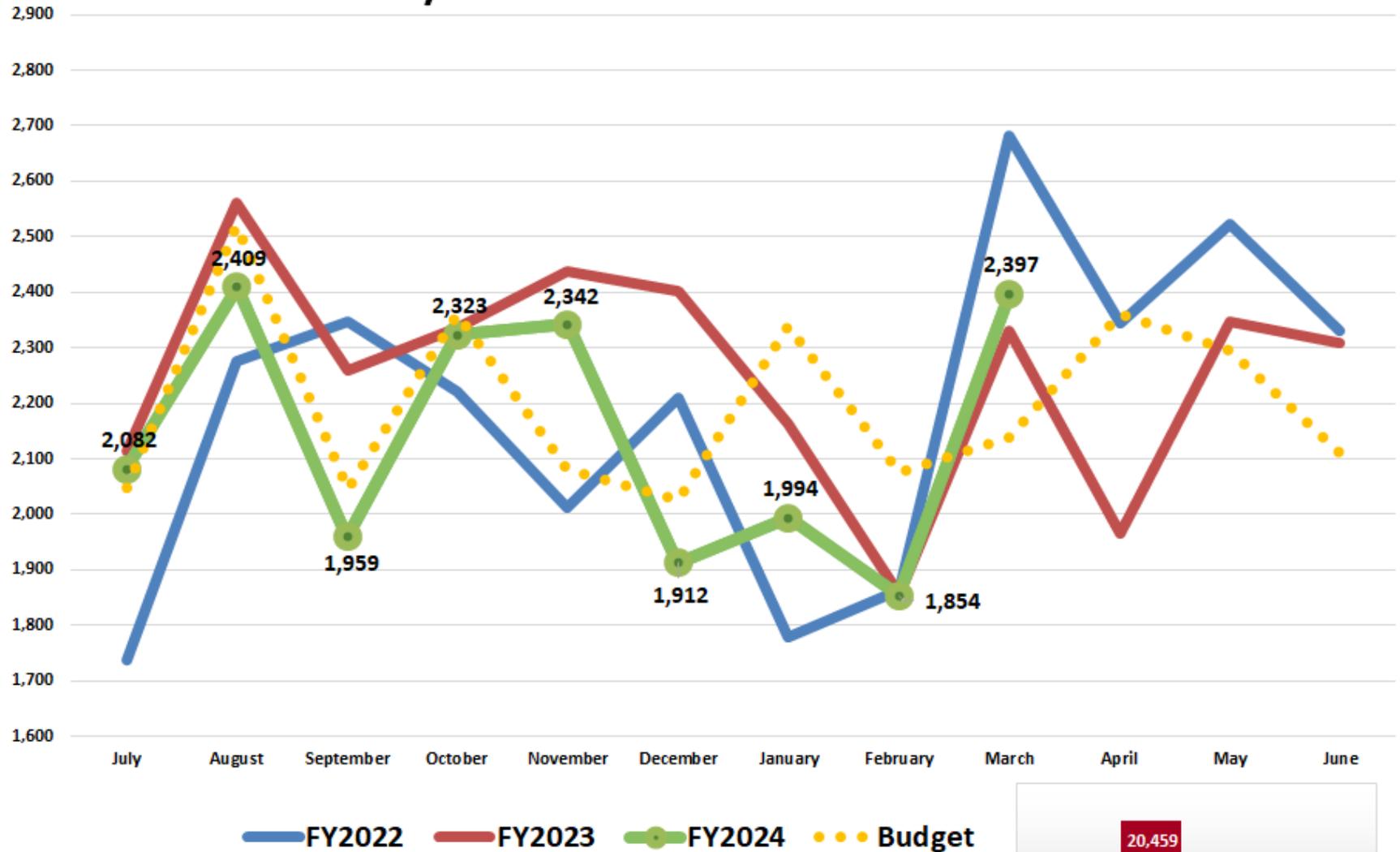
# O/P Rehab - Akers



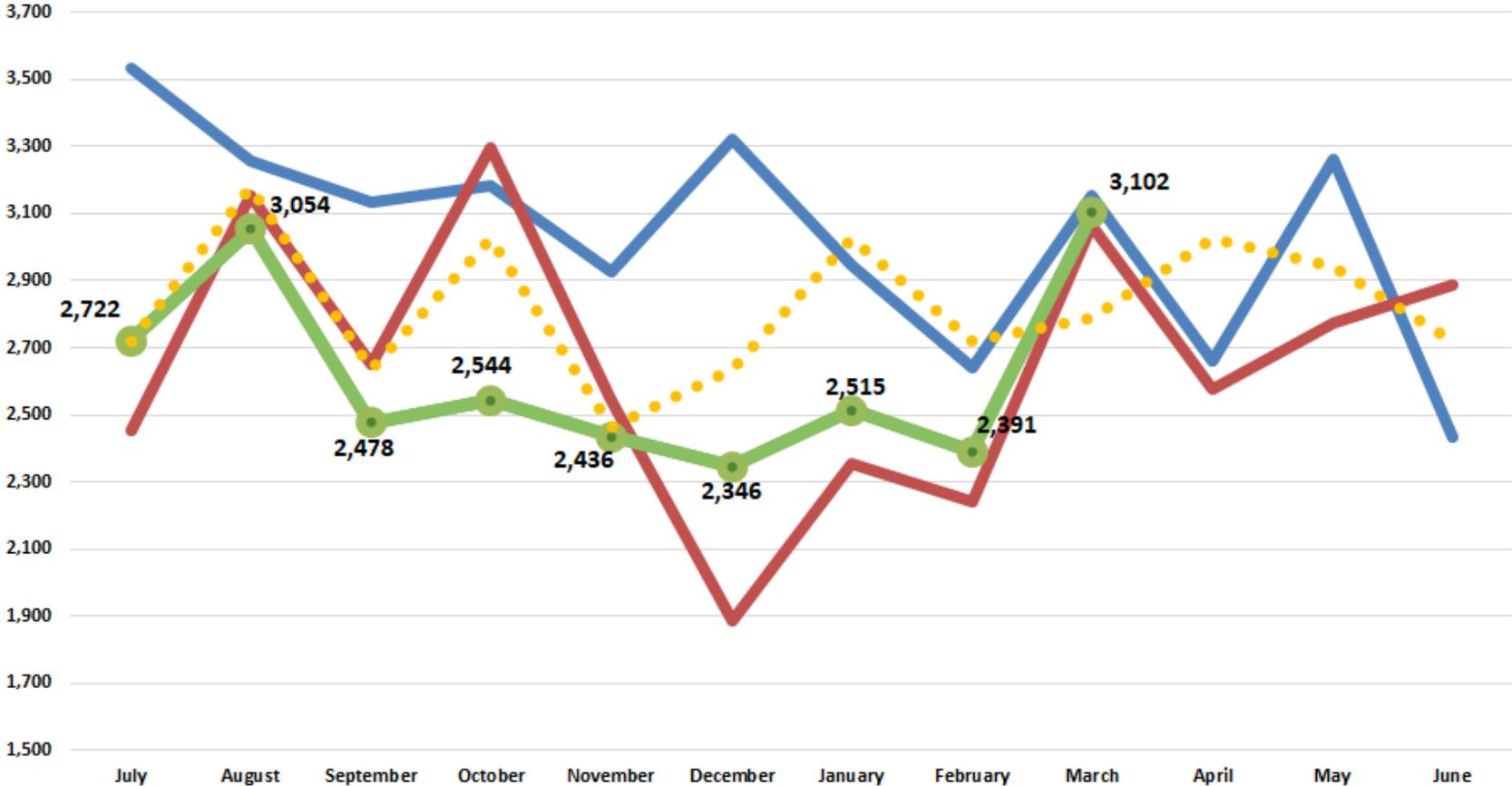
# O/P Rehab - LLOPT



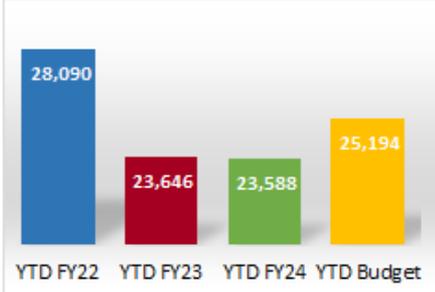
# O/P Rehab - Dinuba



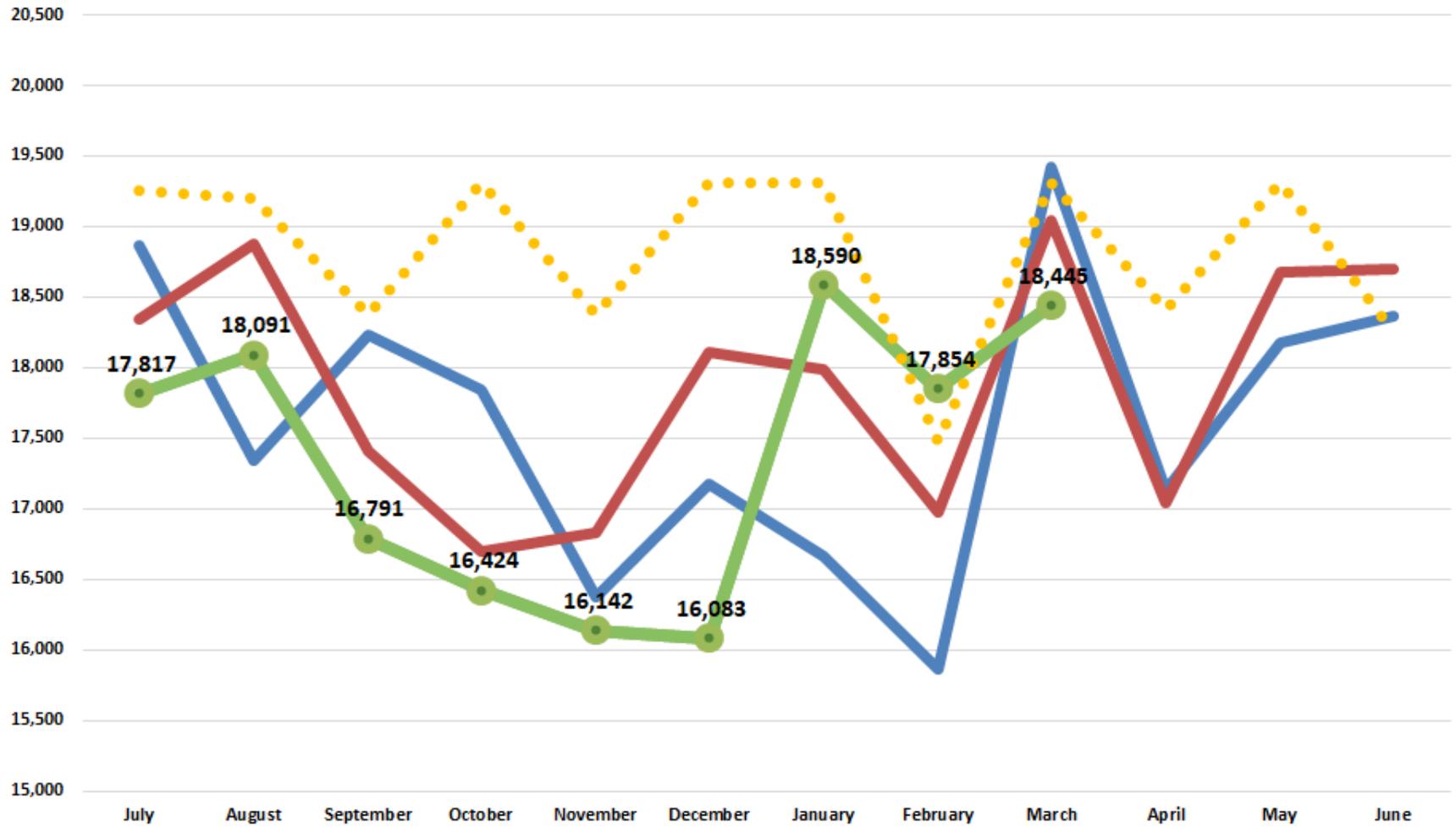
# Therapy - Cypress Hand Center



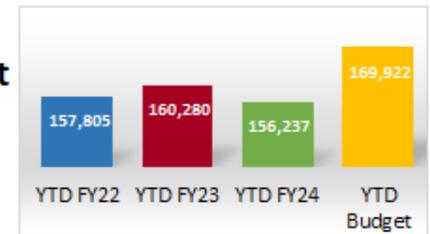
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 —●— FY2024   
 ●●● Budget



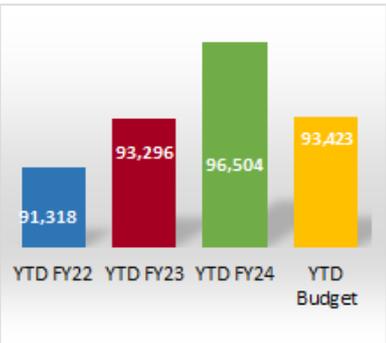
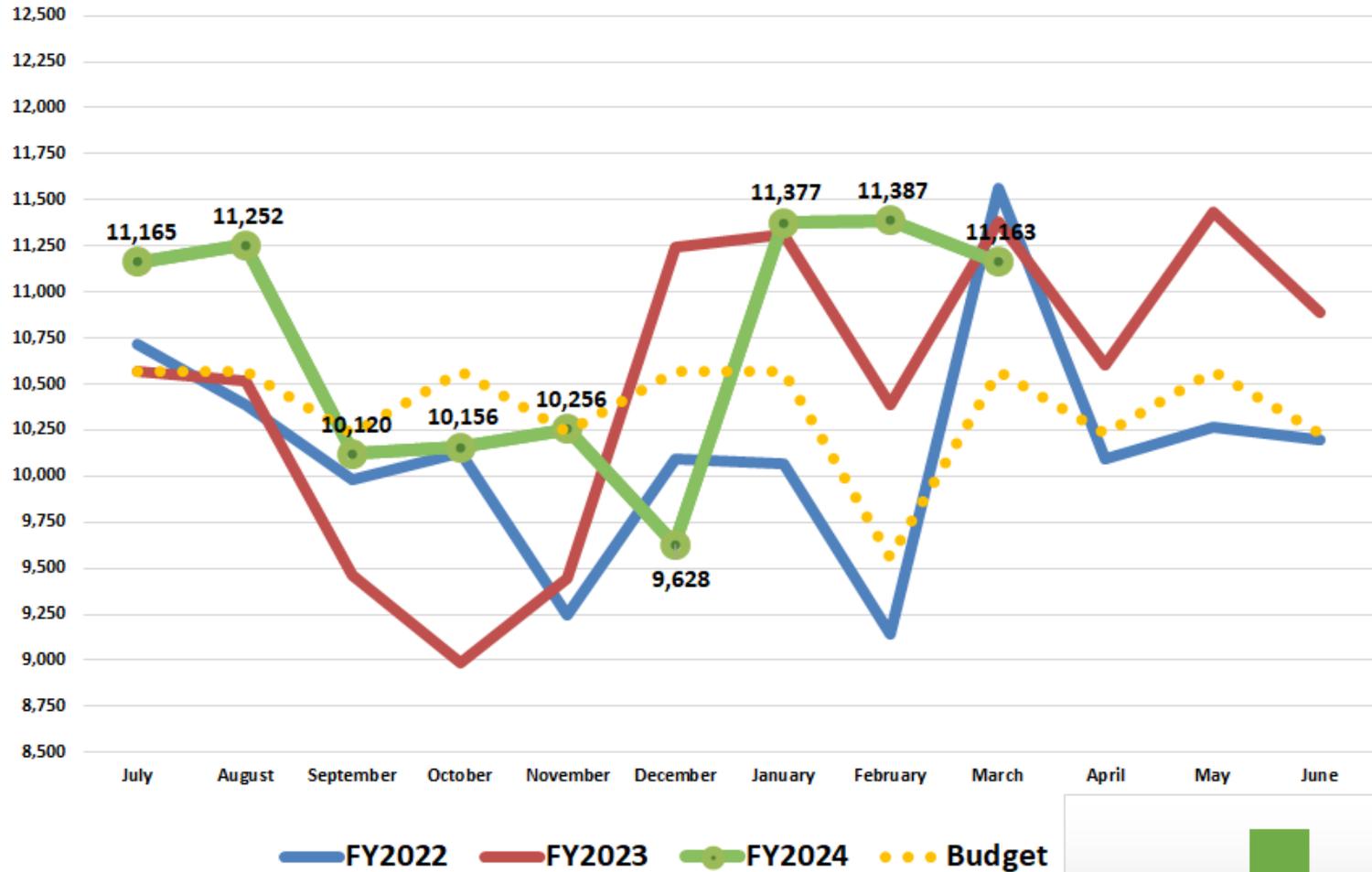
# Physical & Other Therapy Units (I/P & O/P)



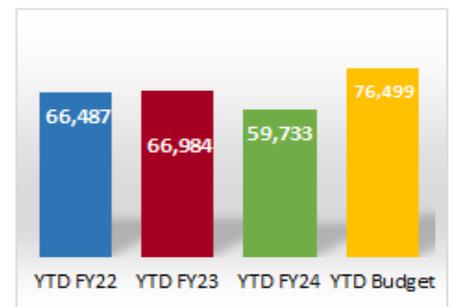
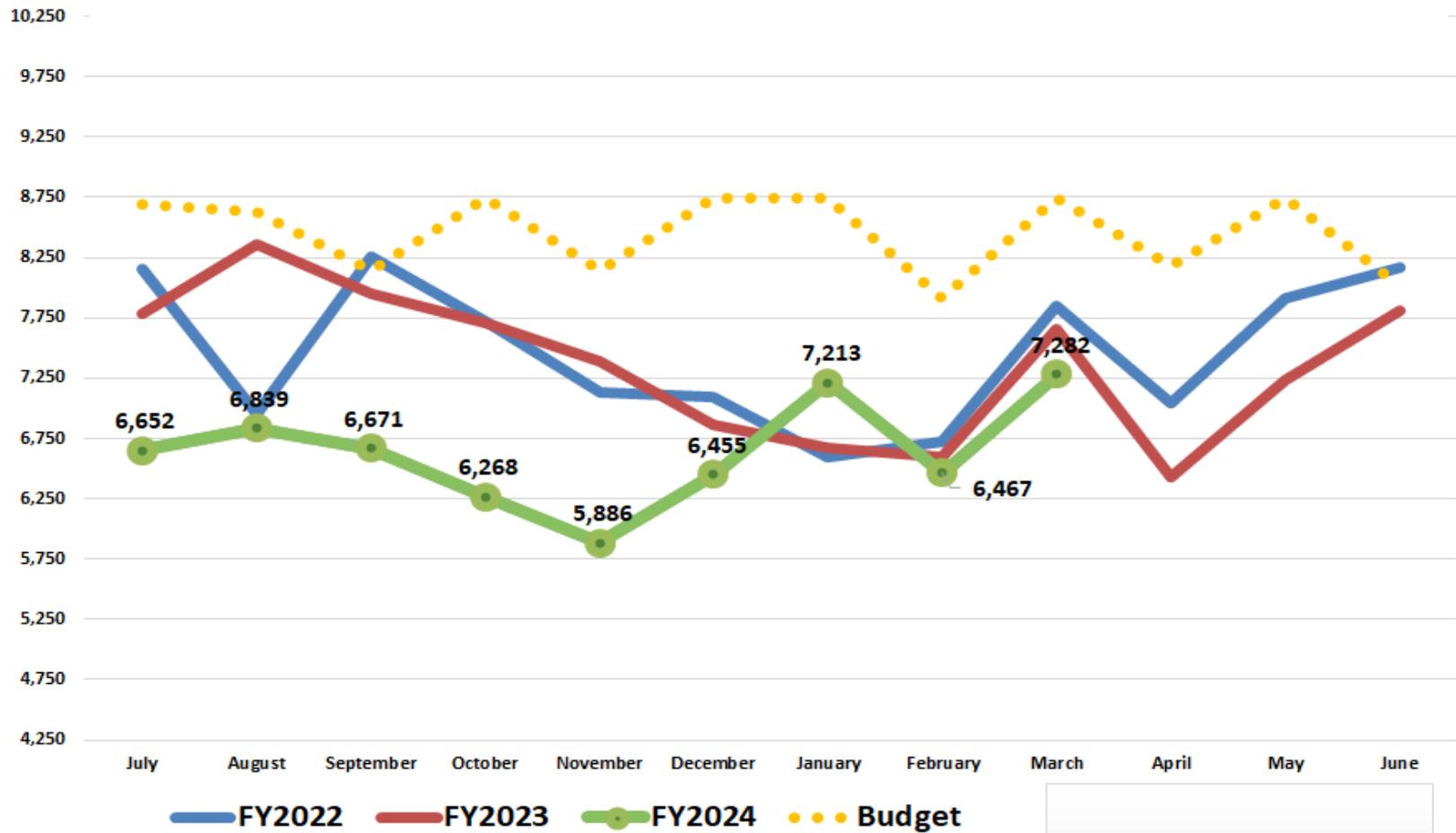
—●— FY2022   
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 —●— FY2024   
 ●●● Budget



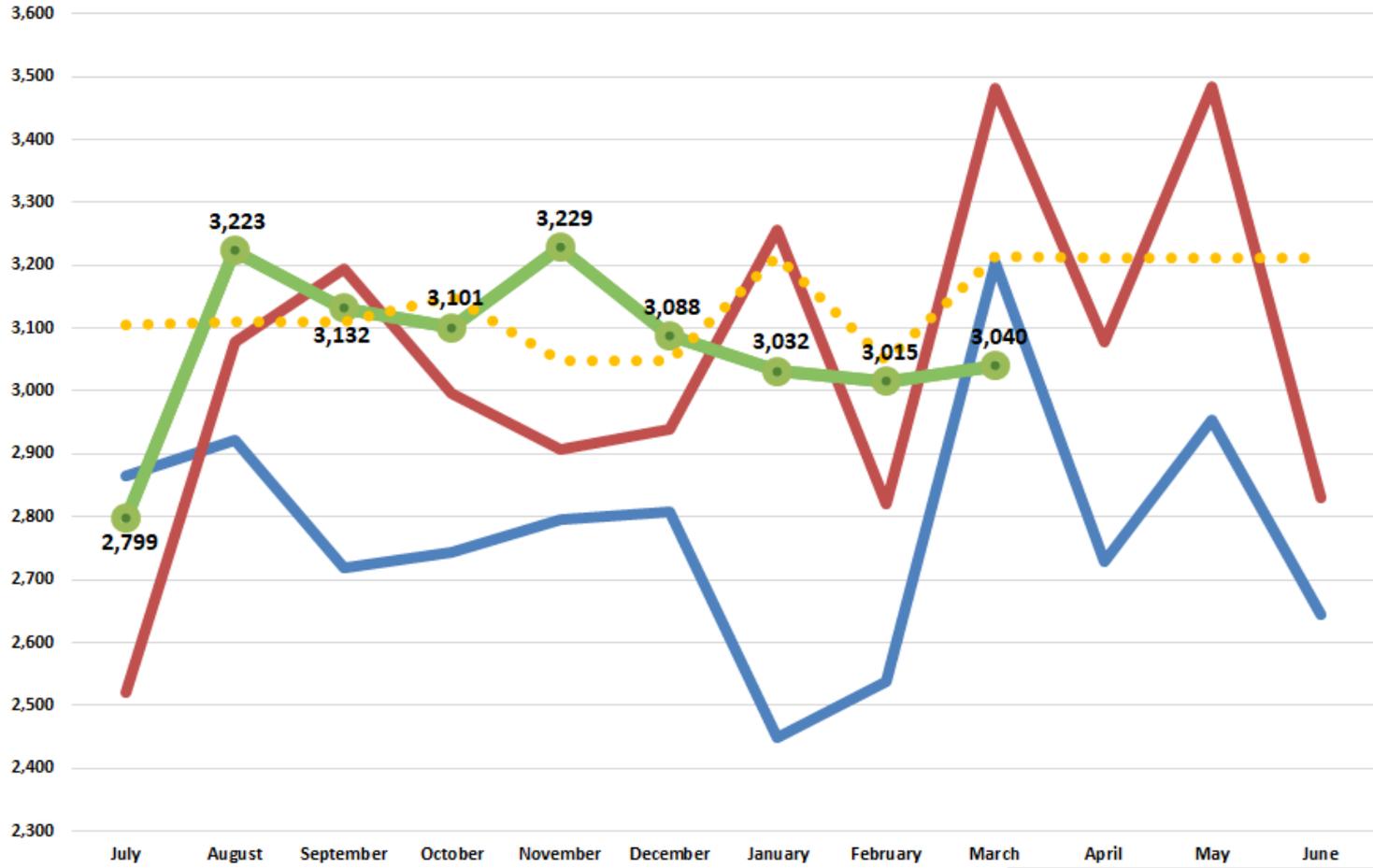
# Physical & Other Therapy Units (I/P & O/P)-Main Campus



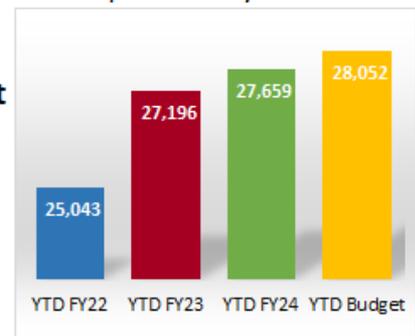
# Physical & Other Therapy Units (I/P & O/P)- KDRH & South Campus



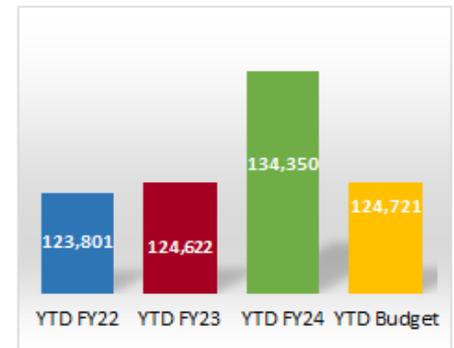
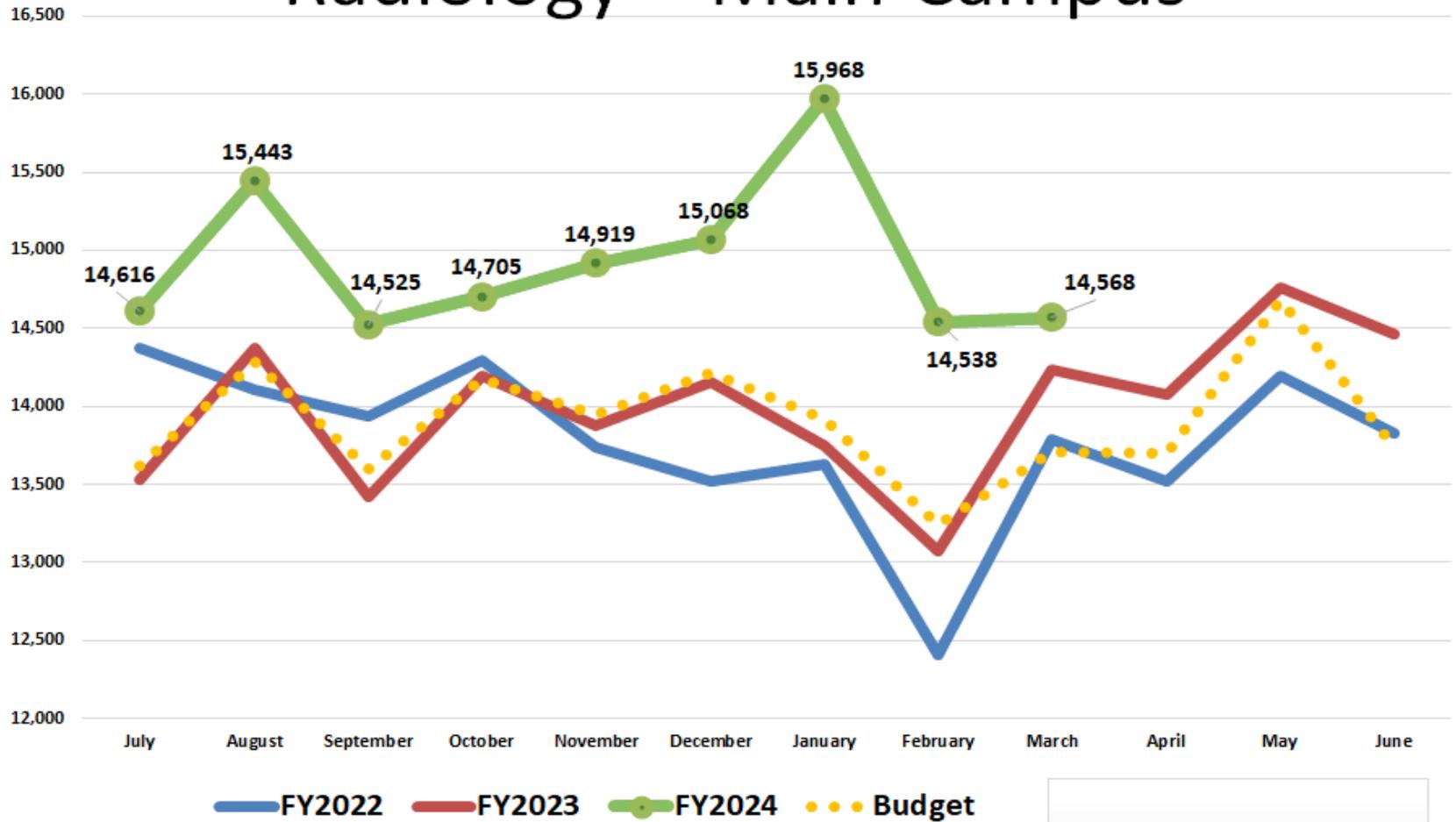
# Home Health Visits



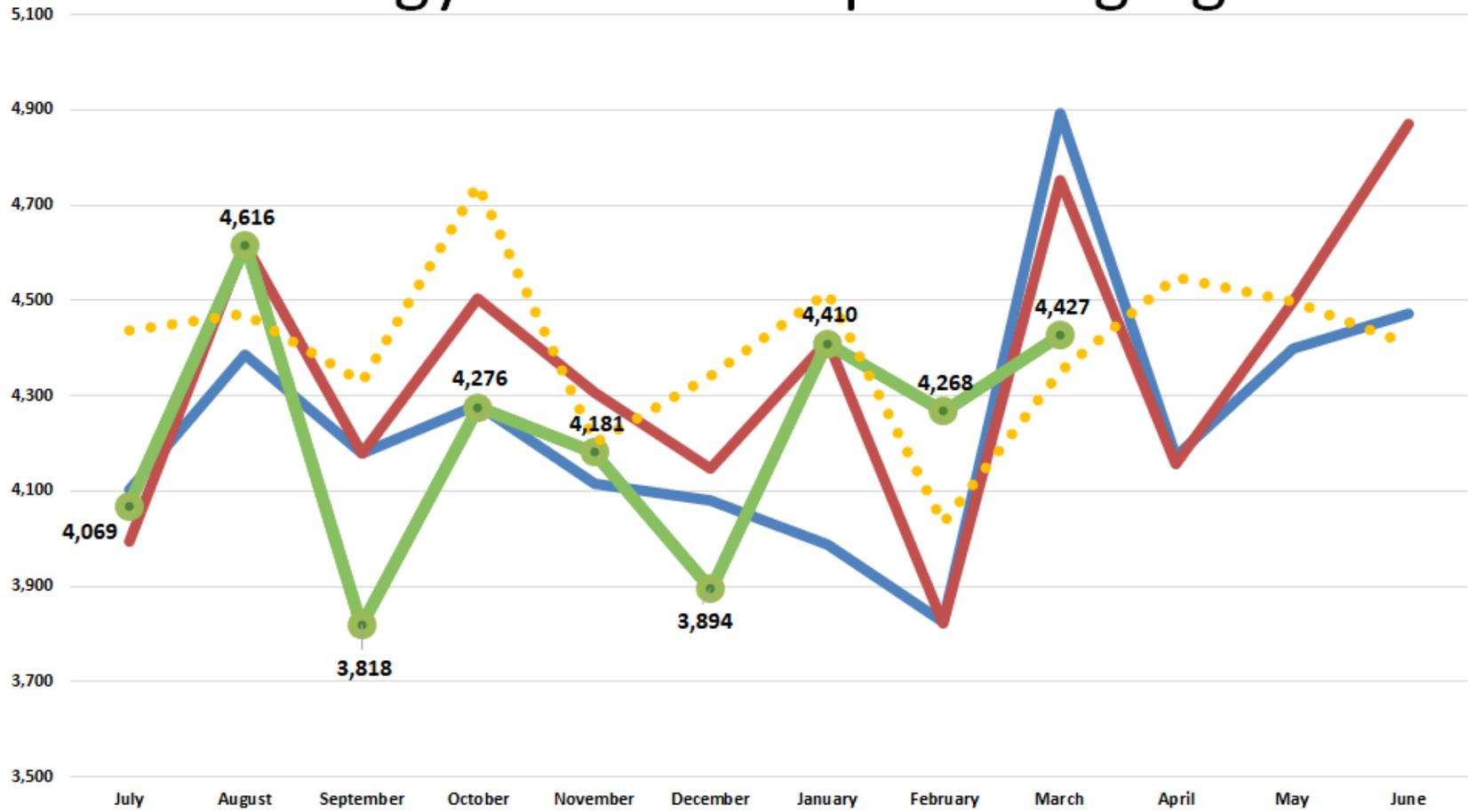
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 ●●● Budget



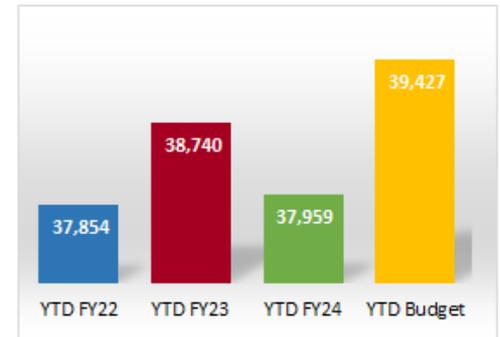
# Radiology – Main Campus



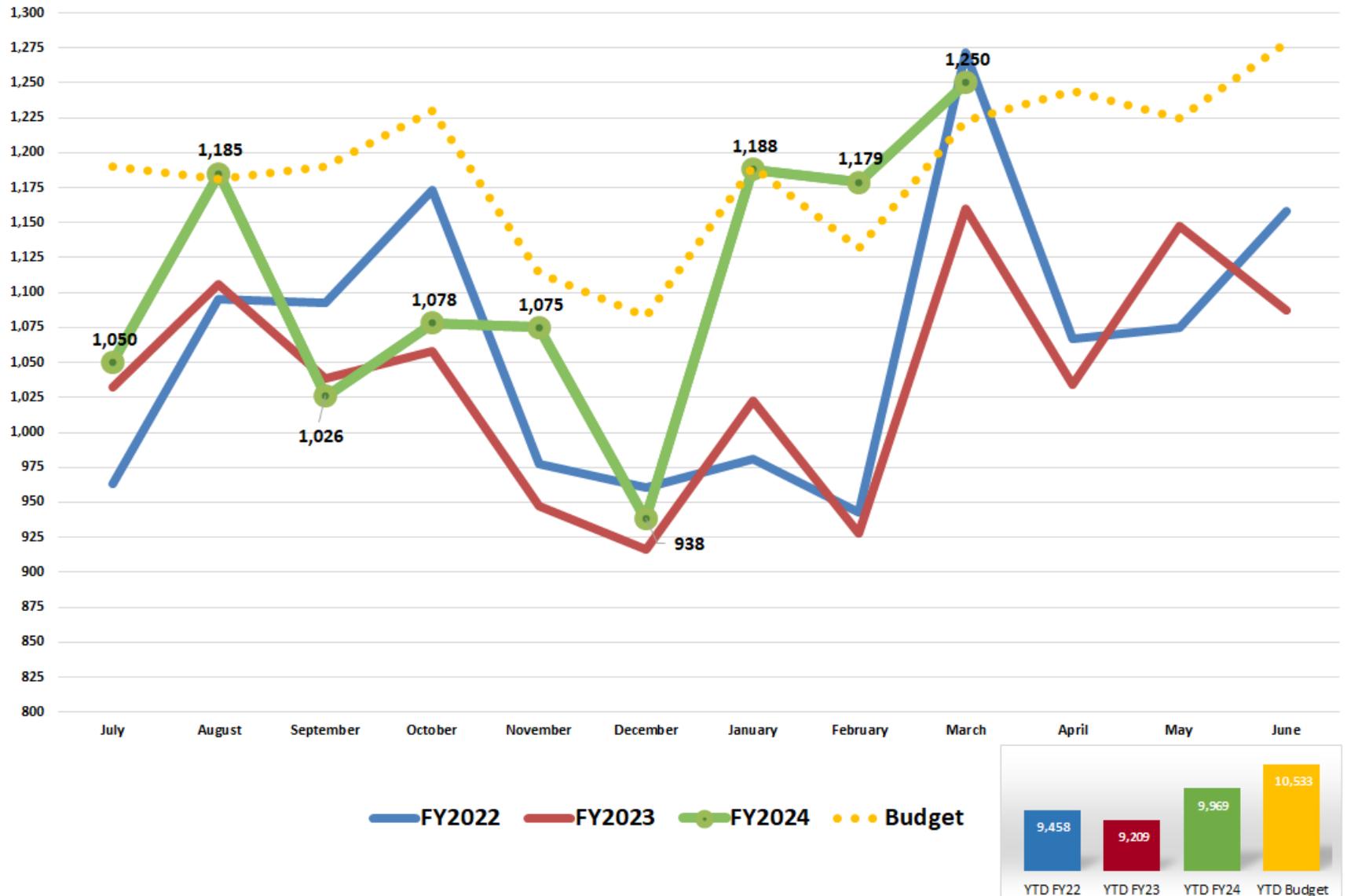
# Radiology - West Campus Imaging



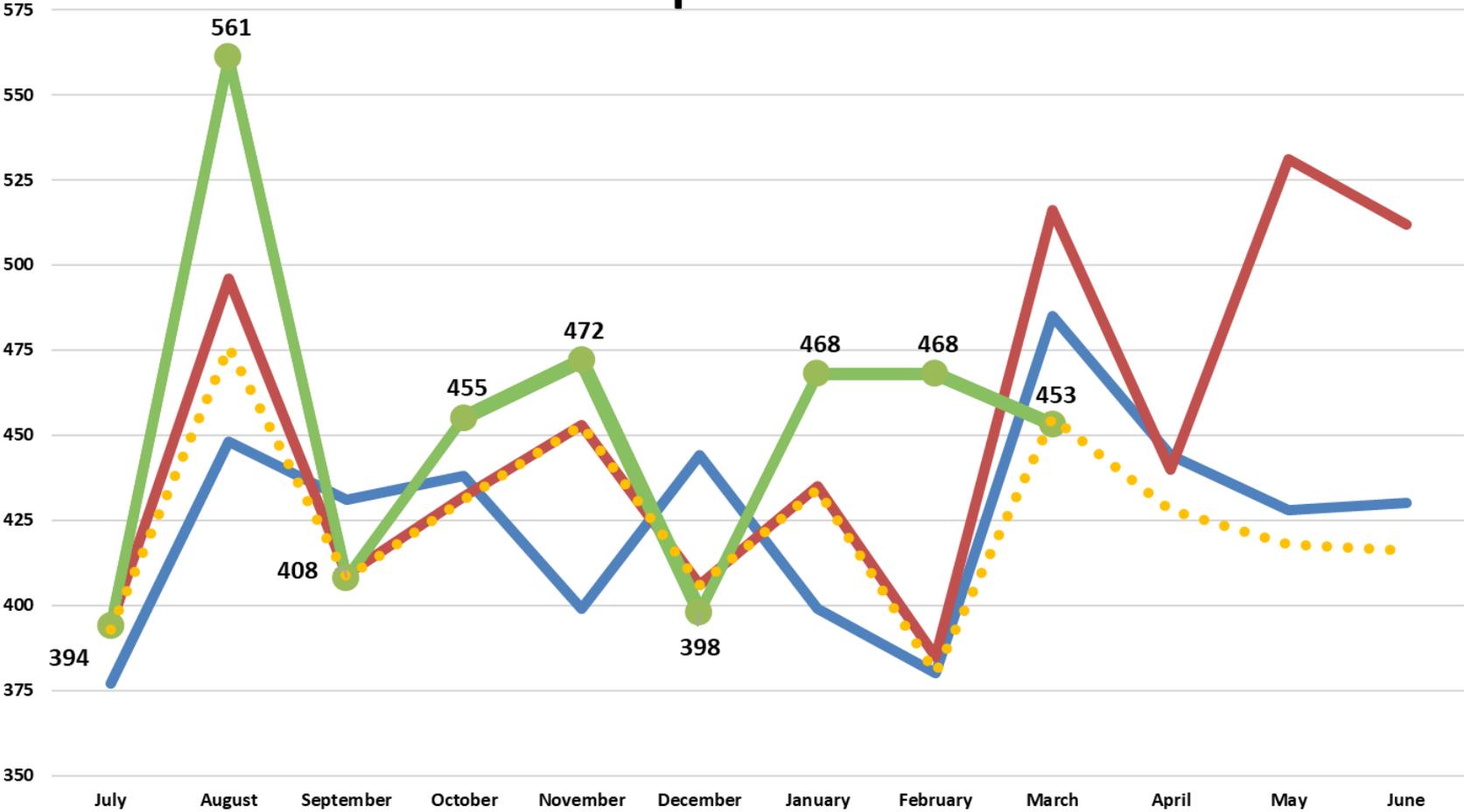
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



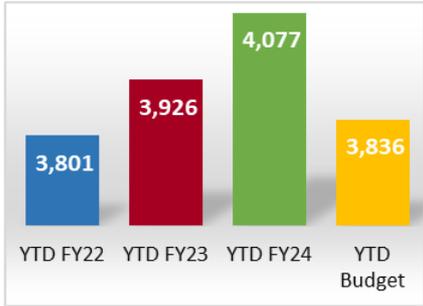
# West Campus - Diagnostic Radiology



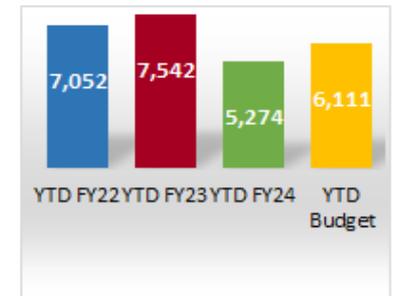
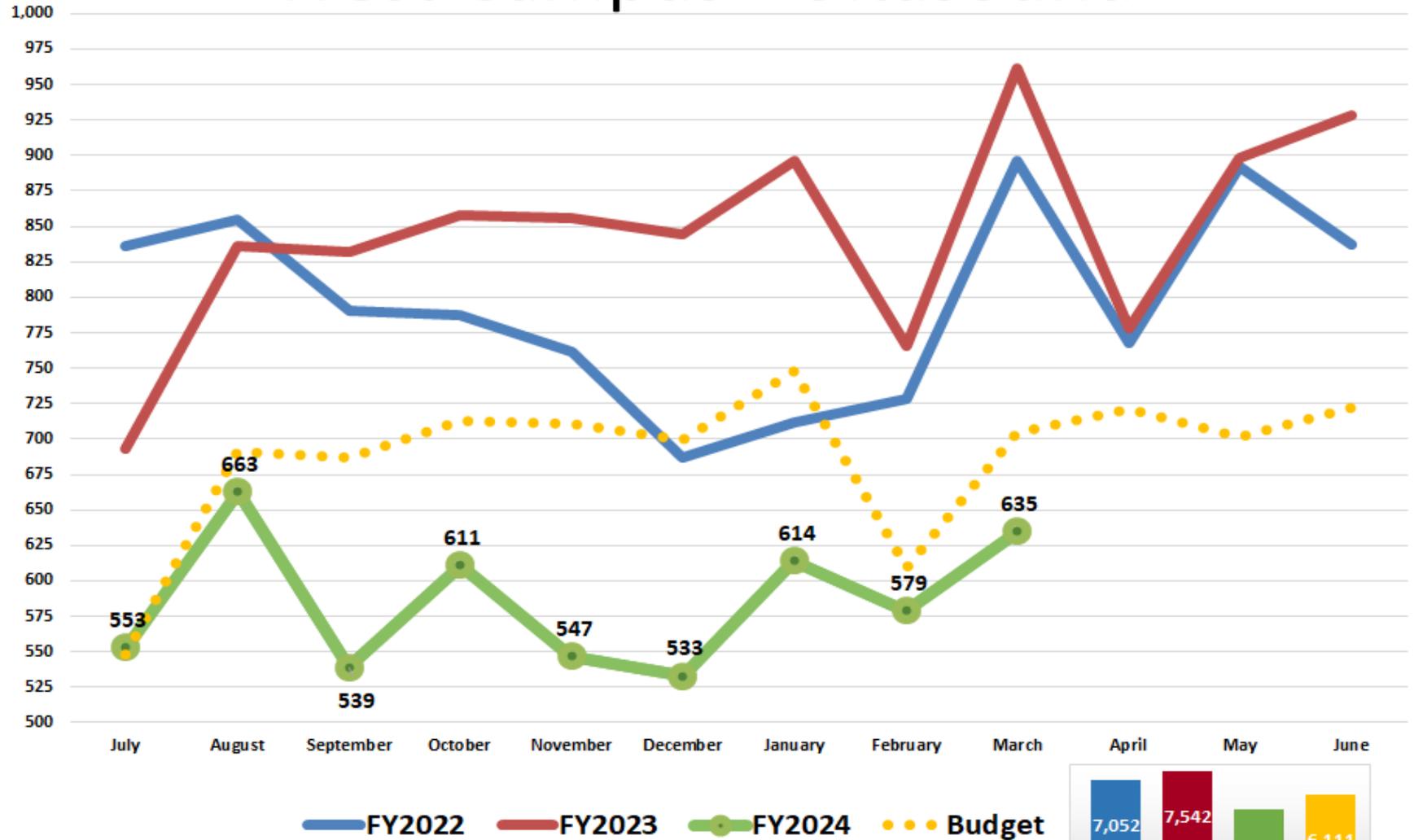
# West Campus - CT Scan



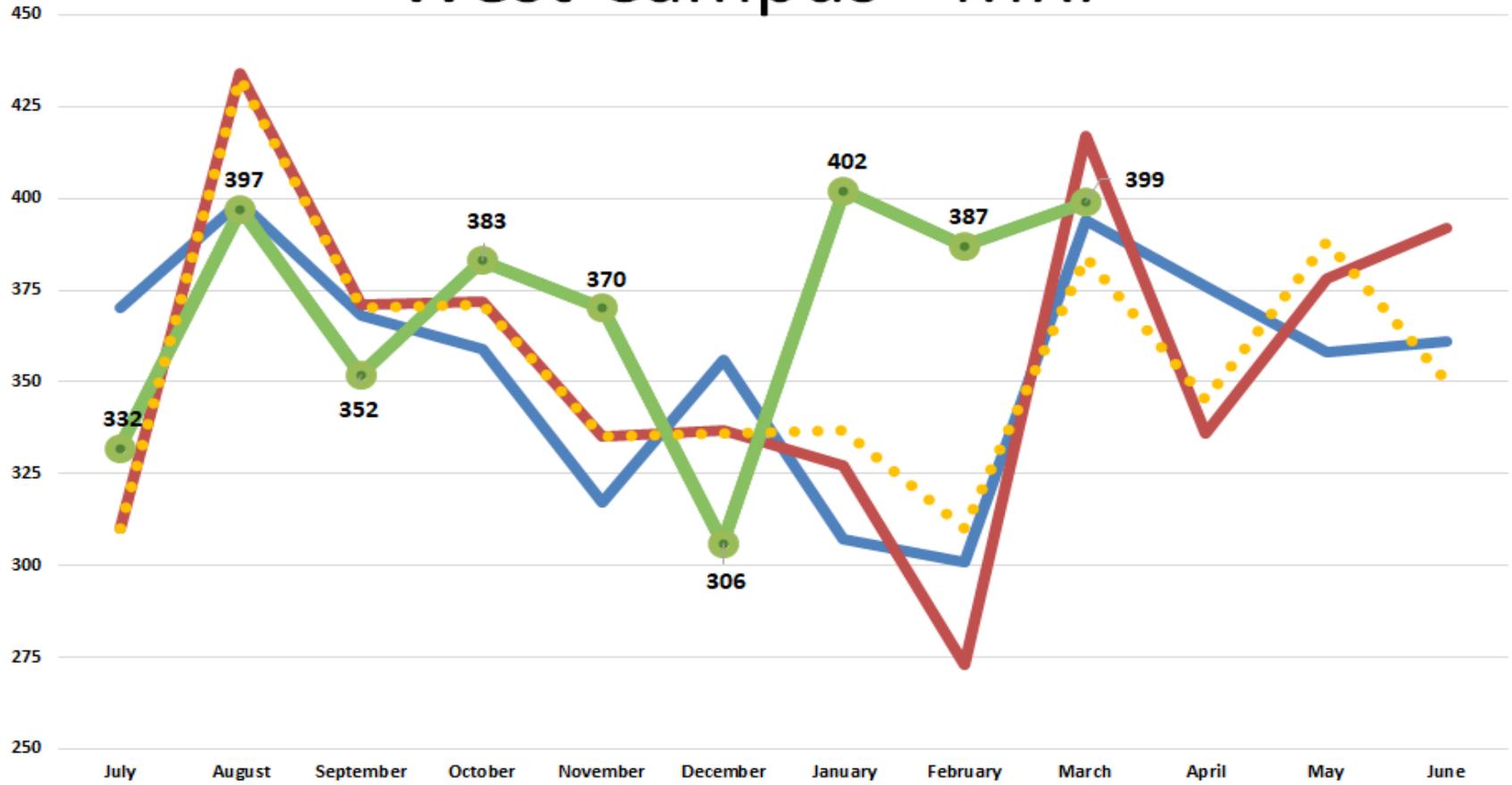
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



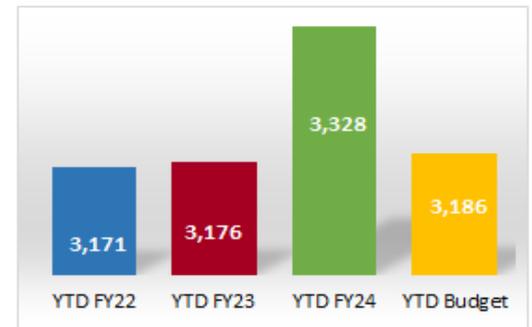
# West Campus - Ultrasound



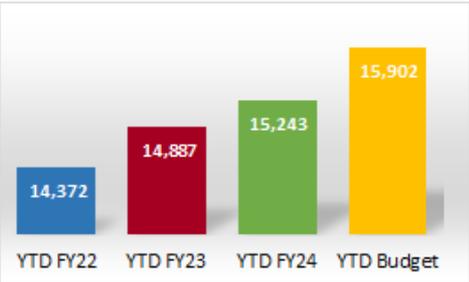
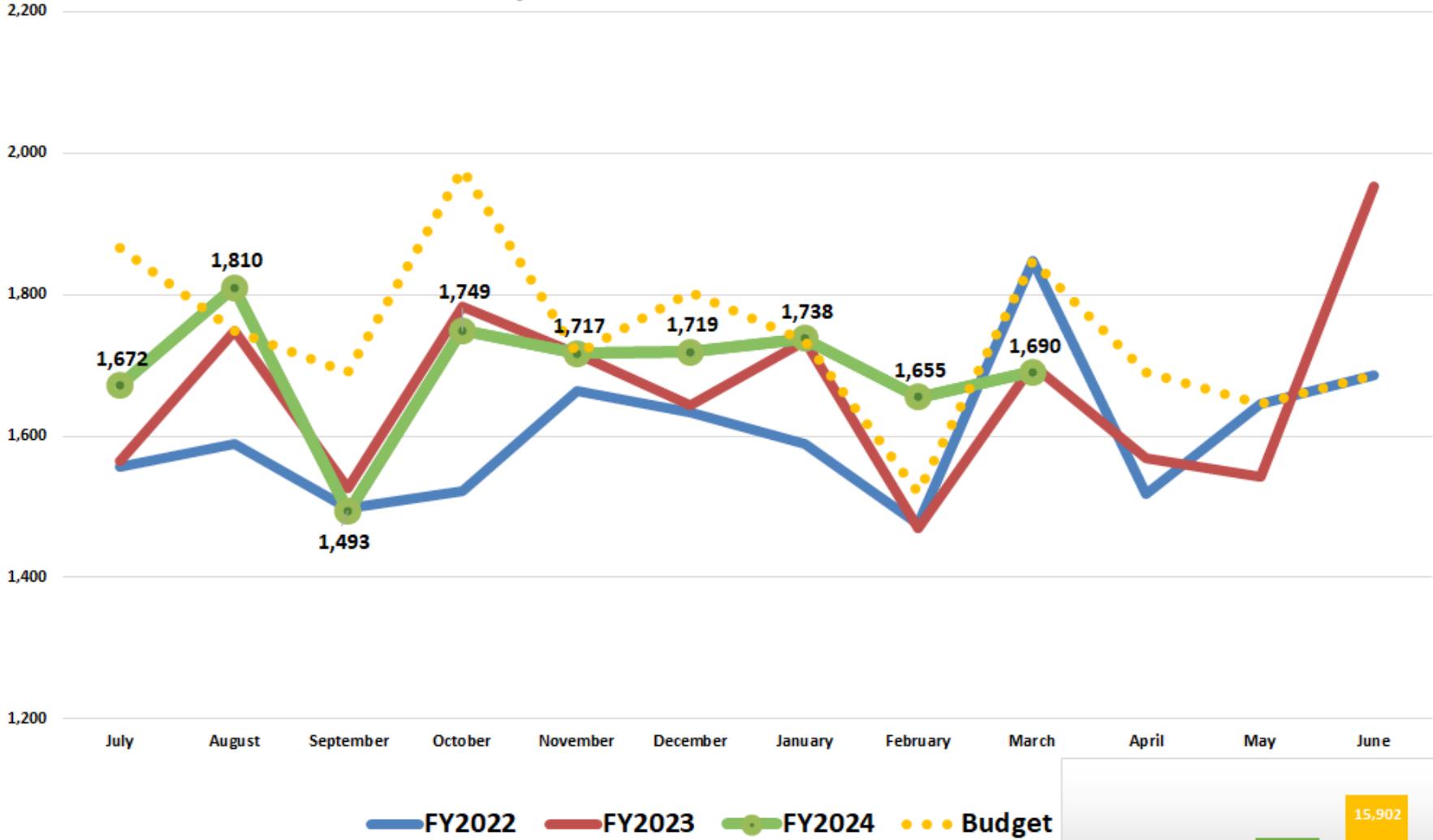
# West Campus - MRI



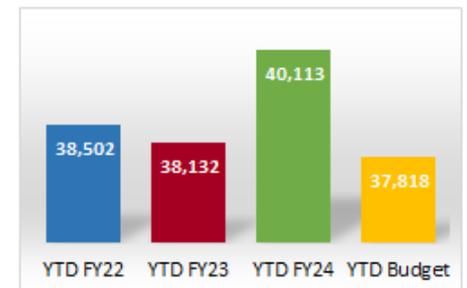
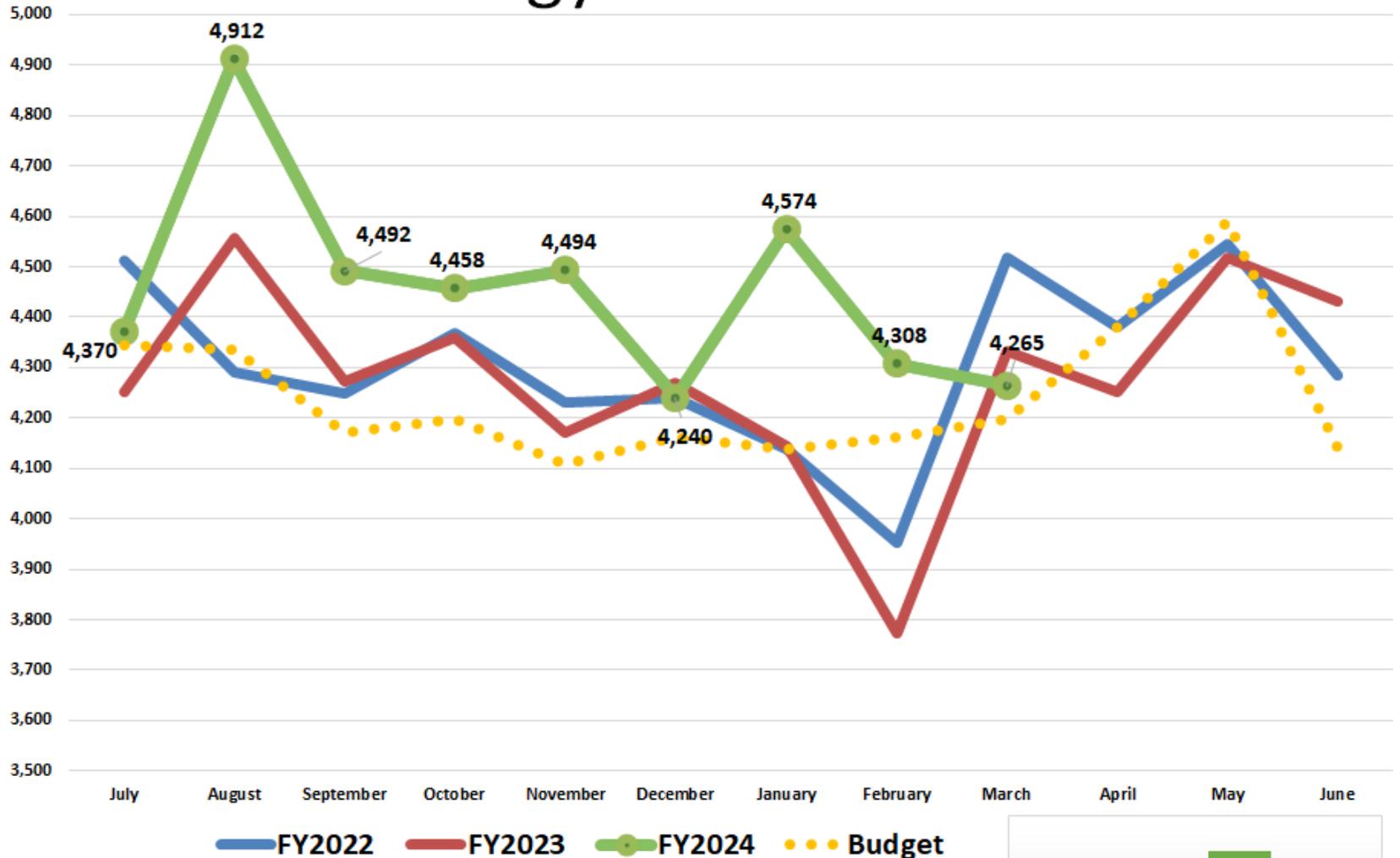
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



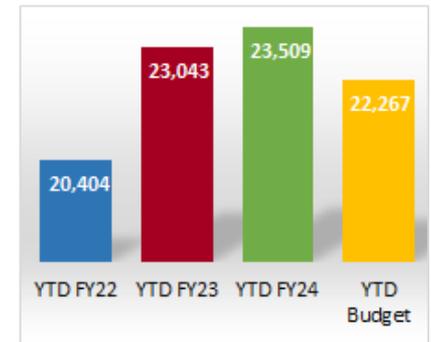
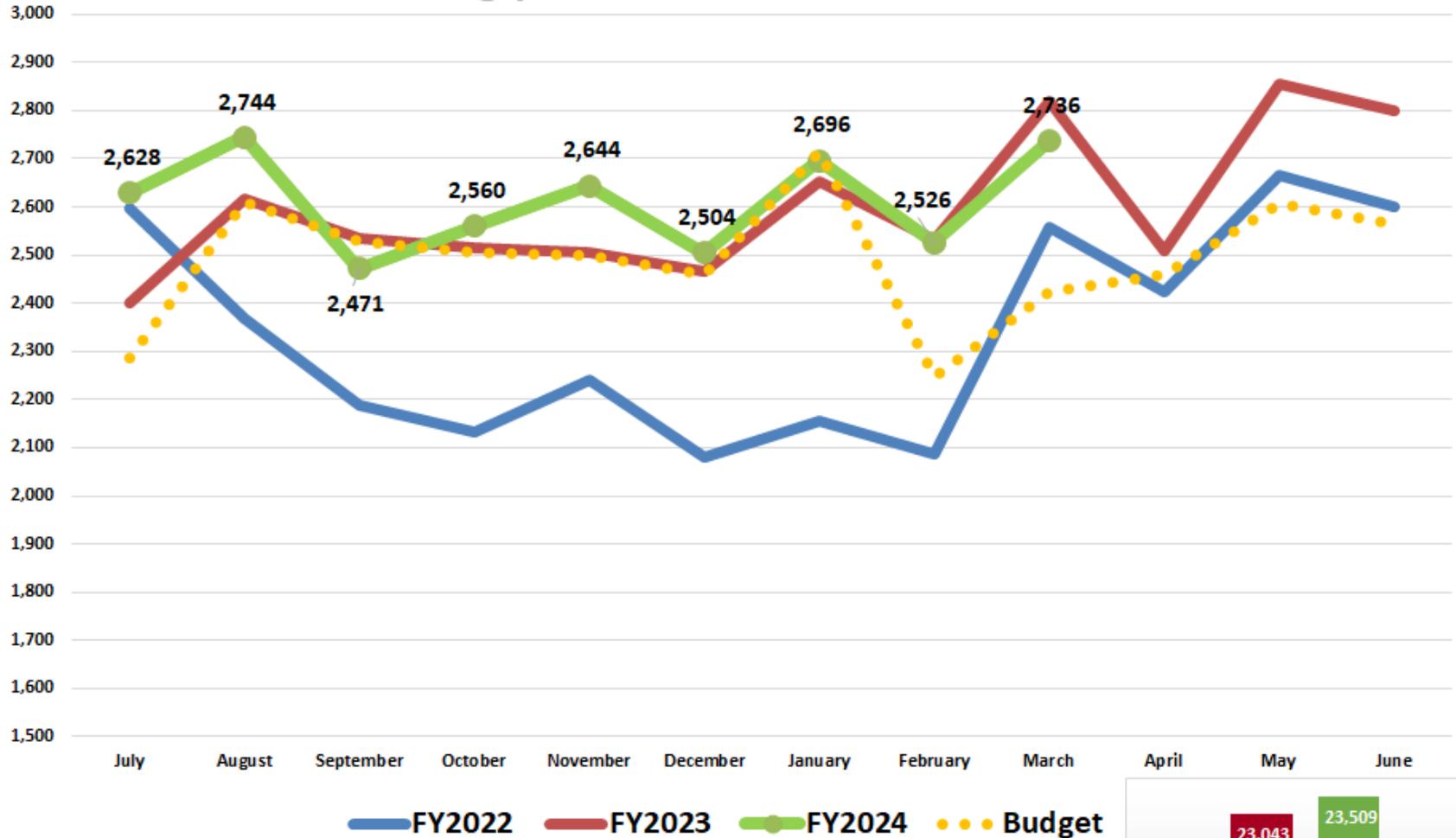
# West Campus - Breast Center



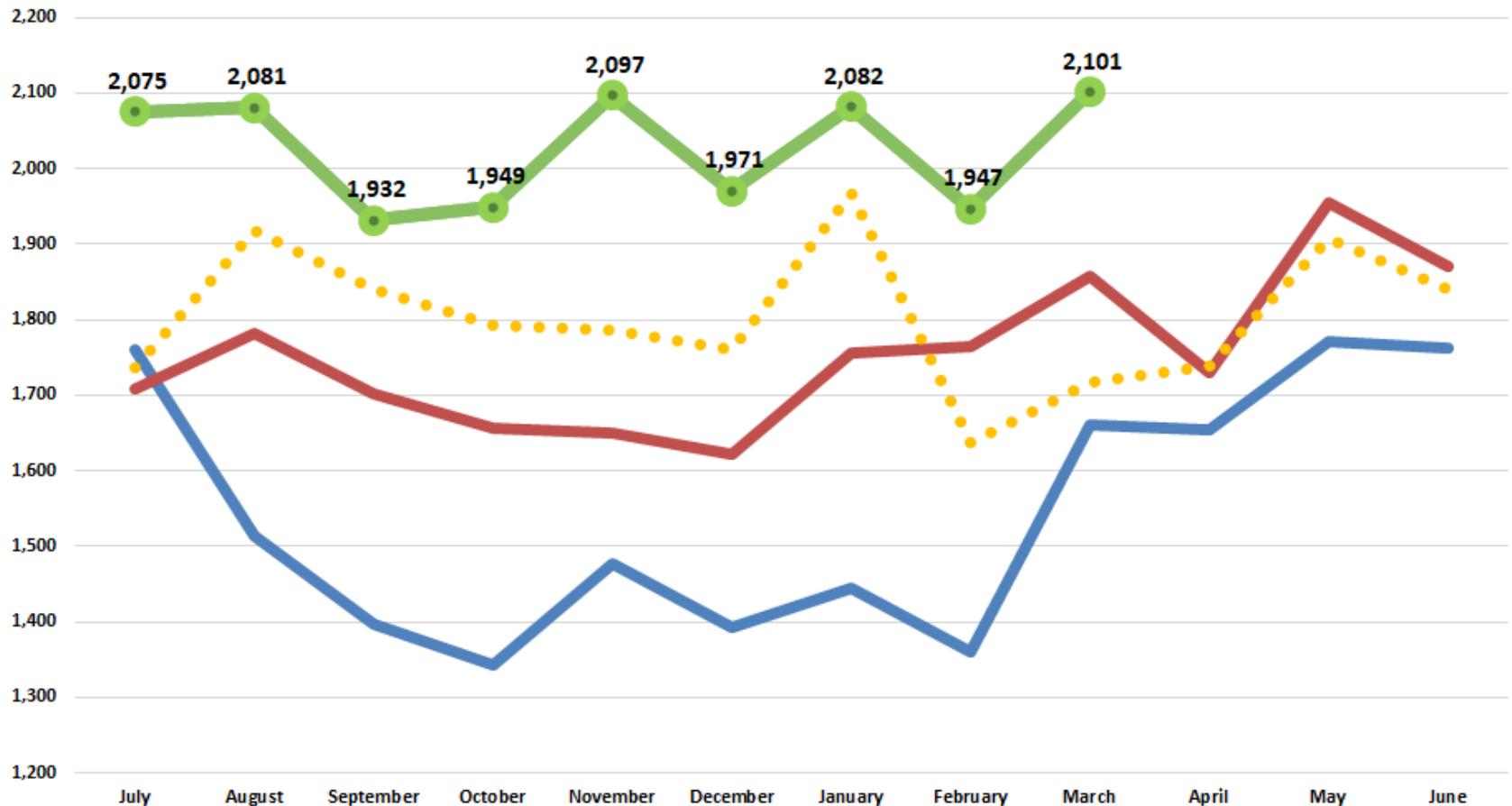
# Radiology - CT - All Areas



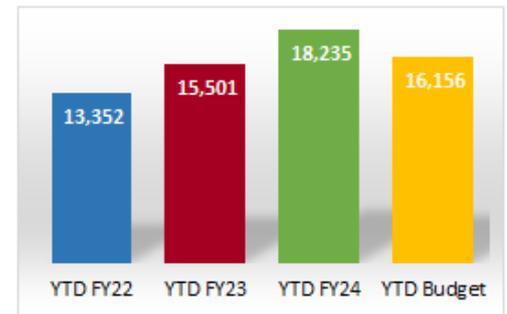
# Radiology - Ultrasound - All Areas



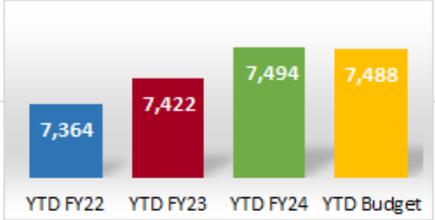
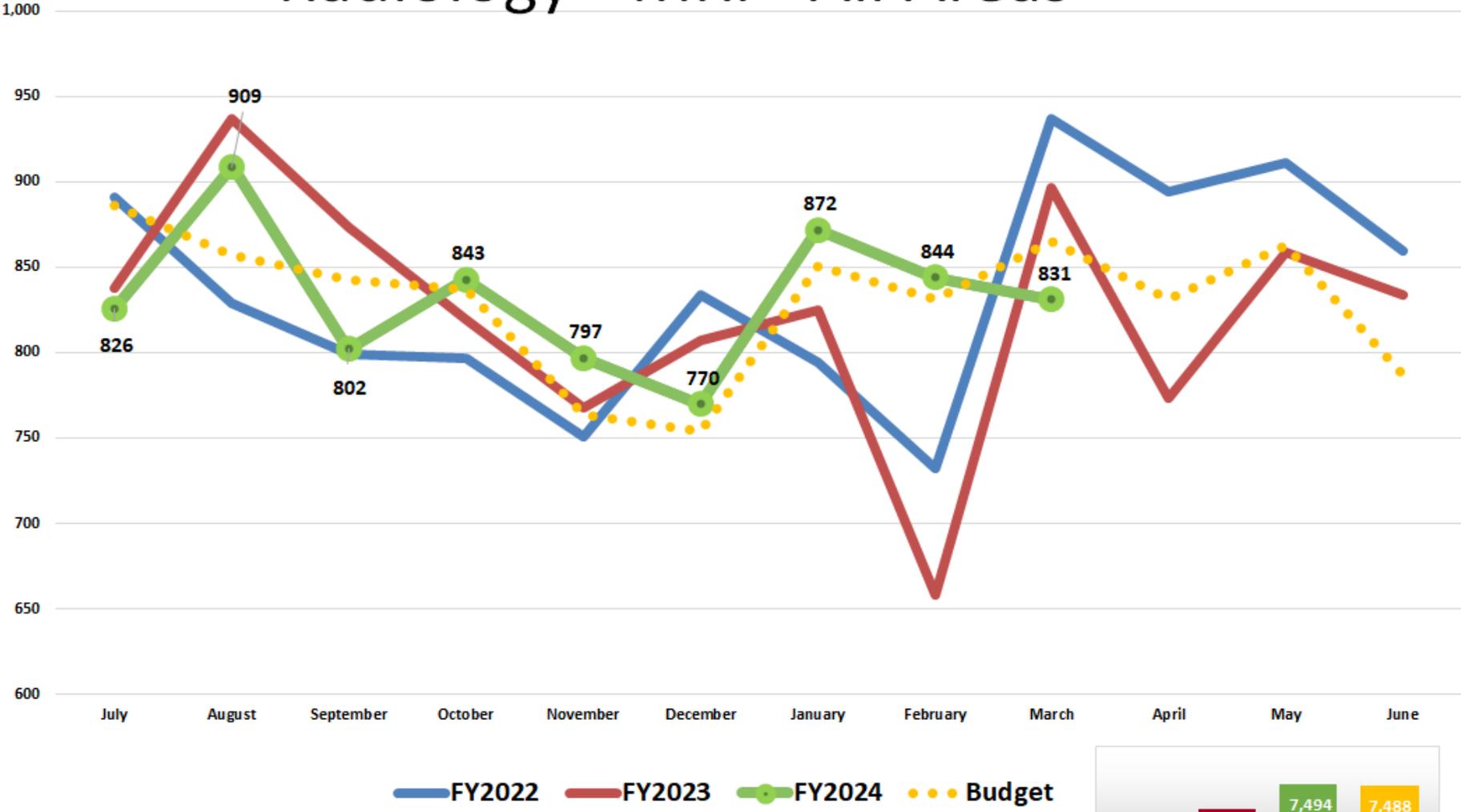
# Radiology - Ultrasound - Main Campus



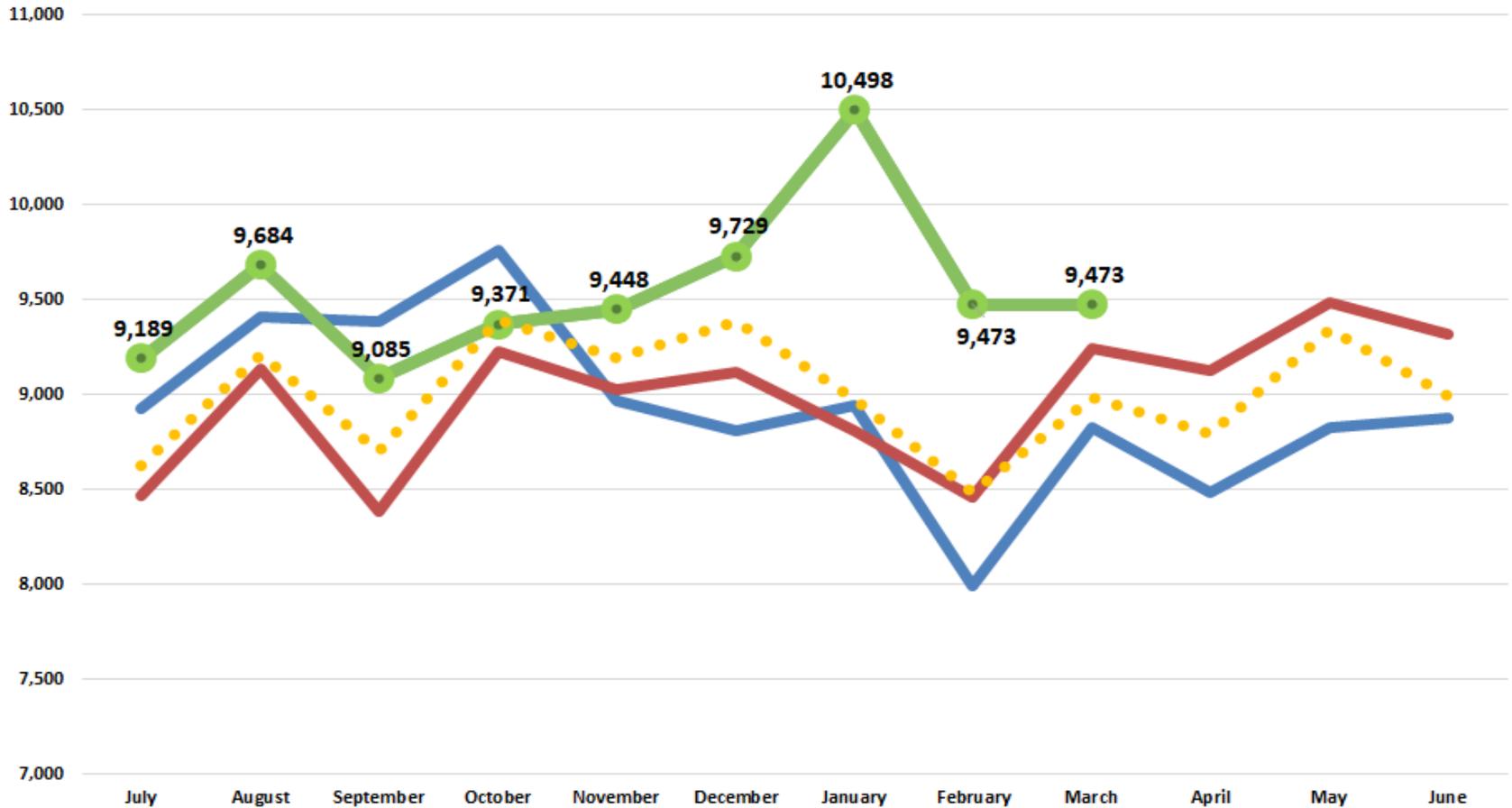
— FY2022   
 — FY2023   
 —●— FY2024   
 ●●● Budget



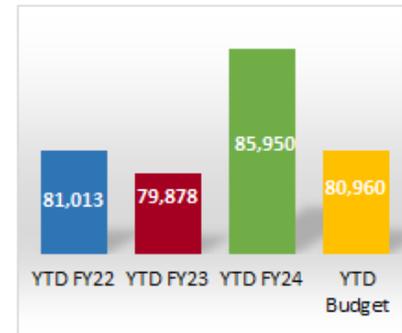
# Radiology - MRI - All Areas



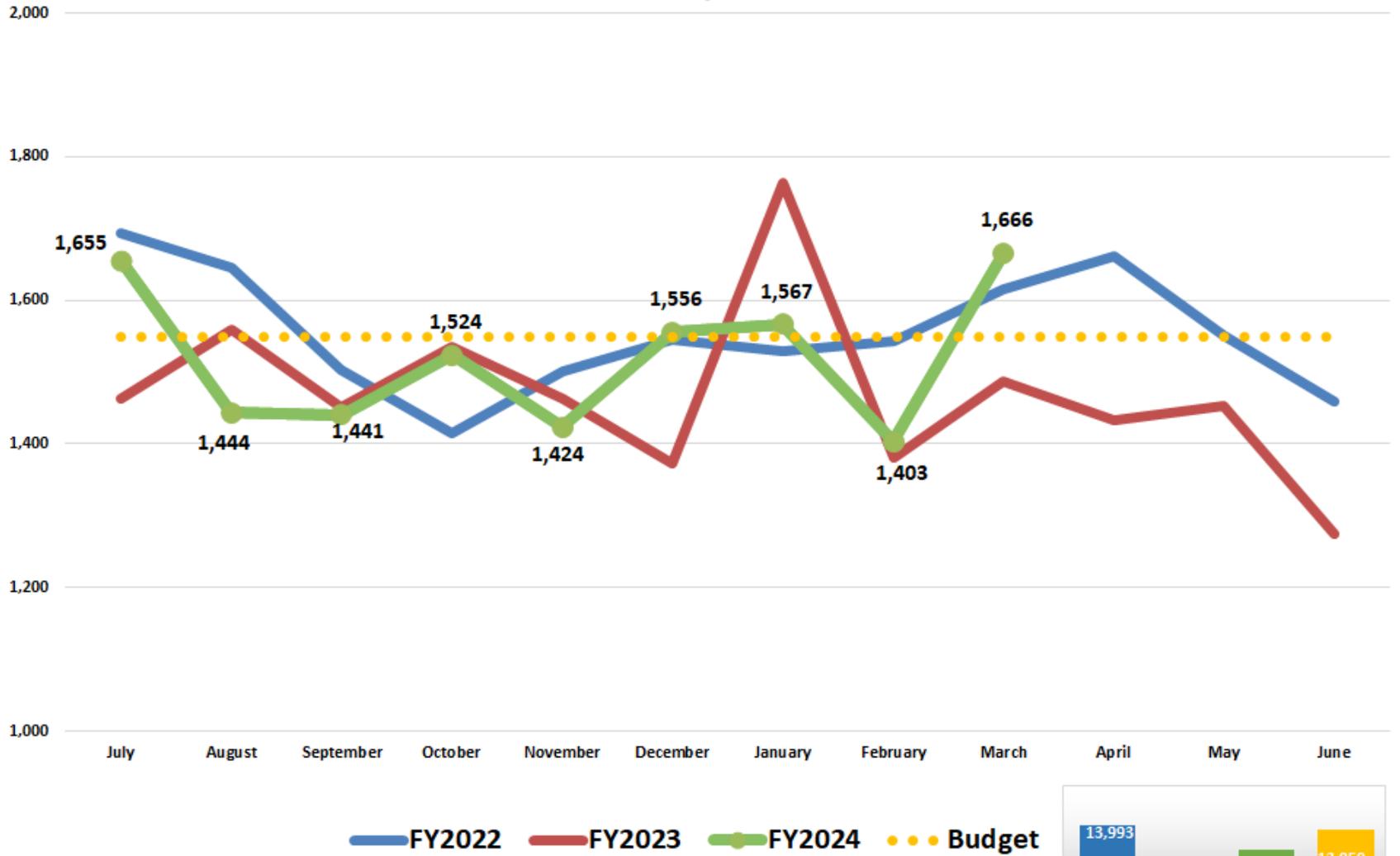
# Radiology Modality - Diagnostic



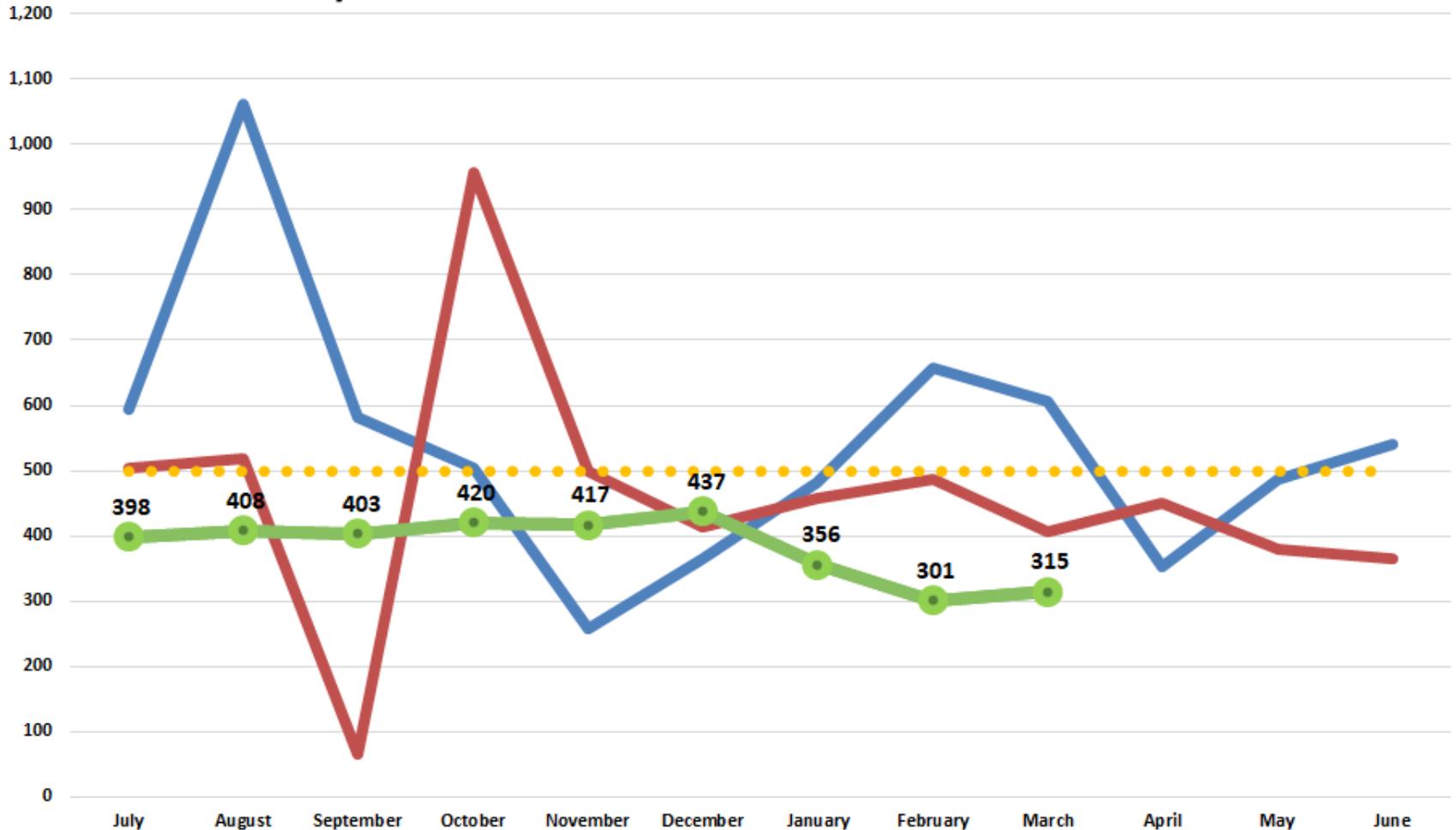
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



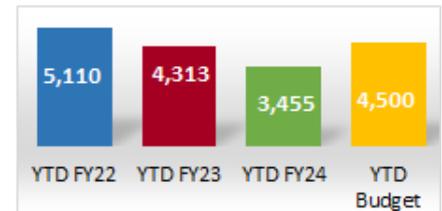
# Chronic Dialysis - Visalia



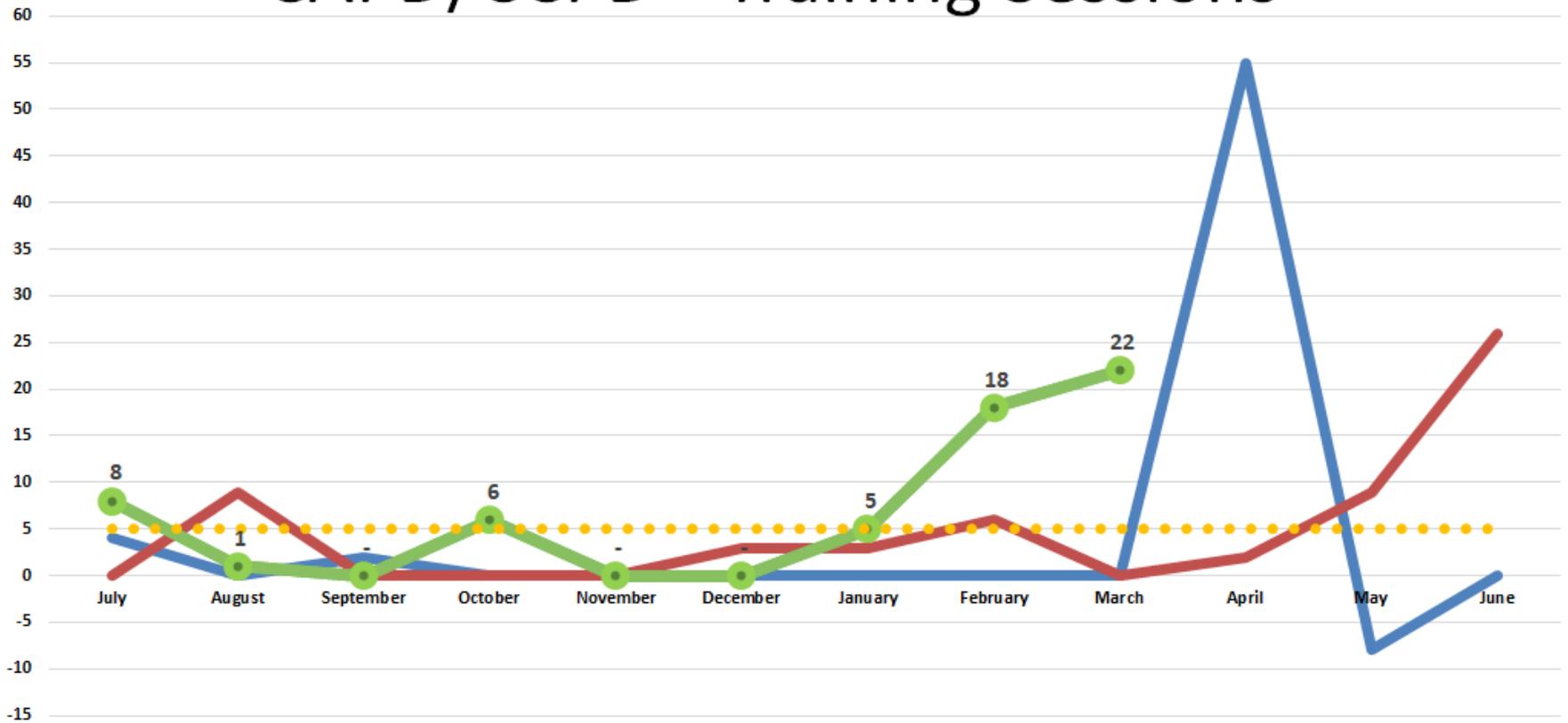
# CAPD/CCPD - Maintenance Sessions



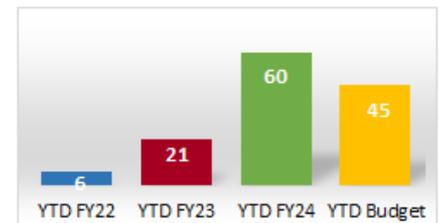
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



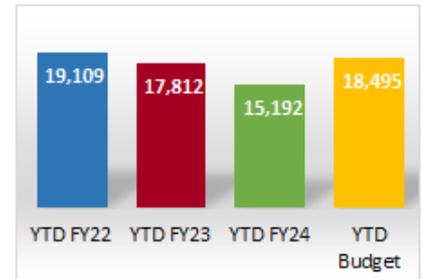
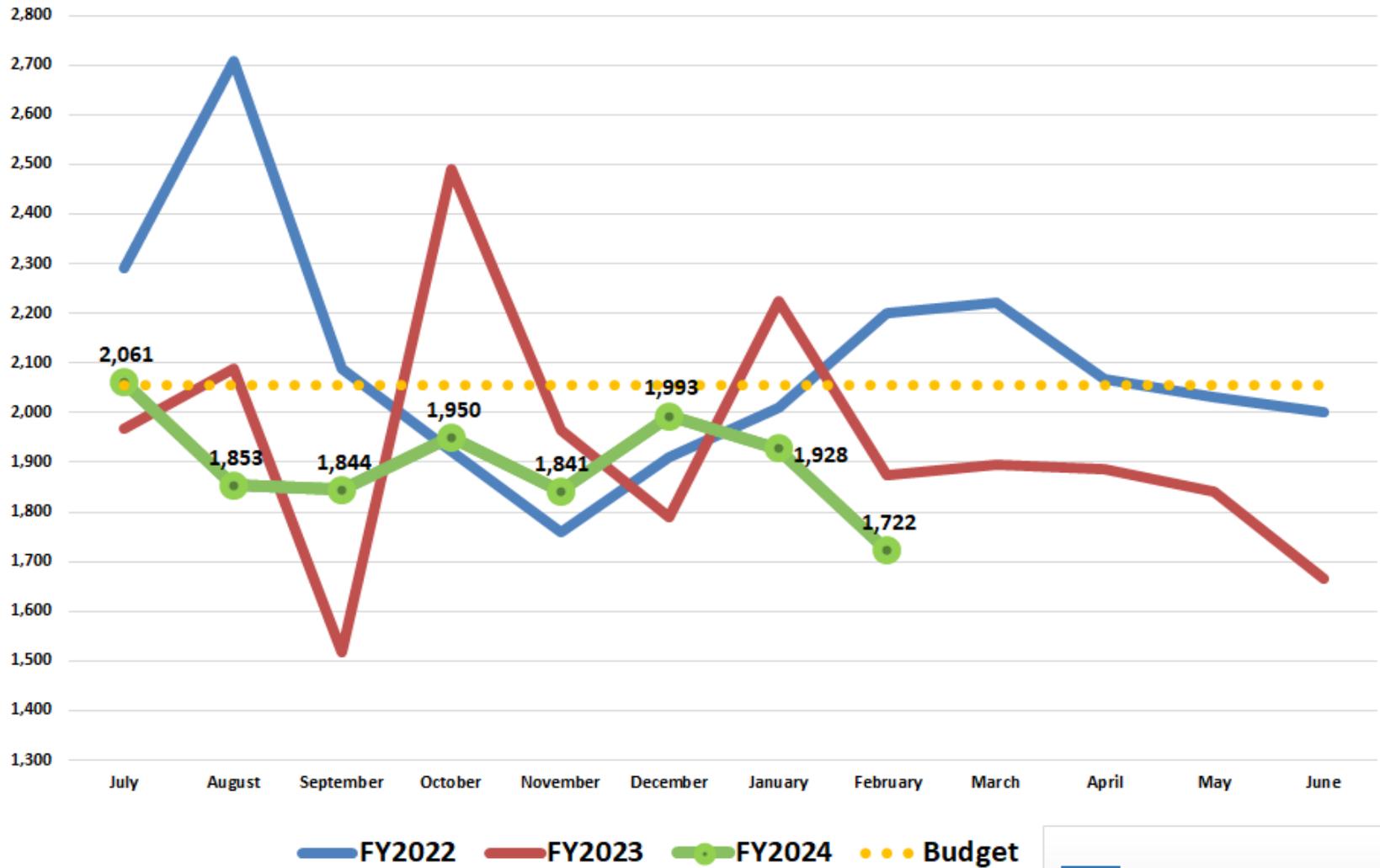
# CAPD/CCPD - Training Sessions



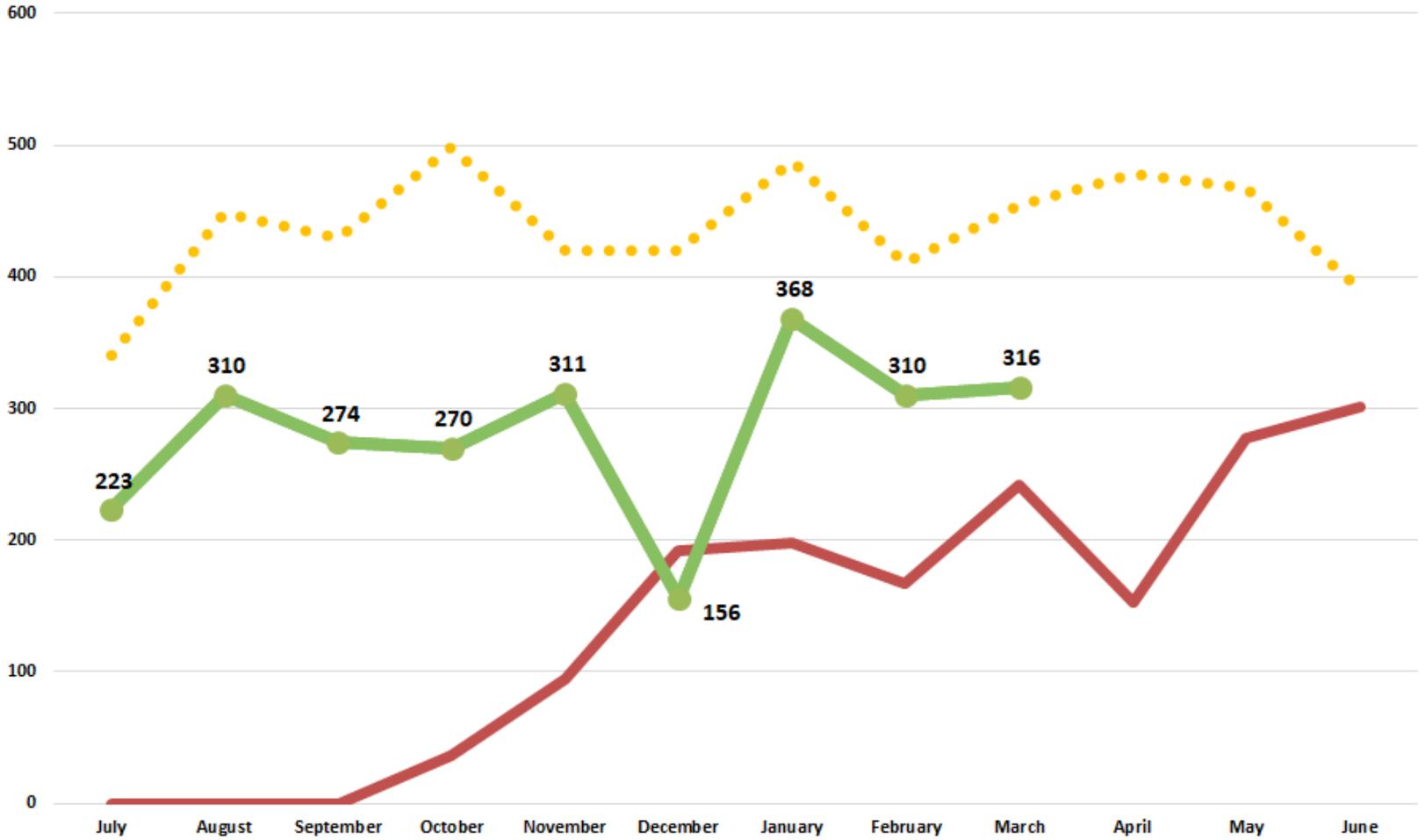
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



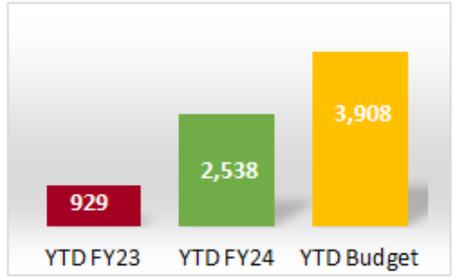
# All CAPD & CCPD



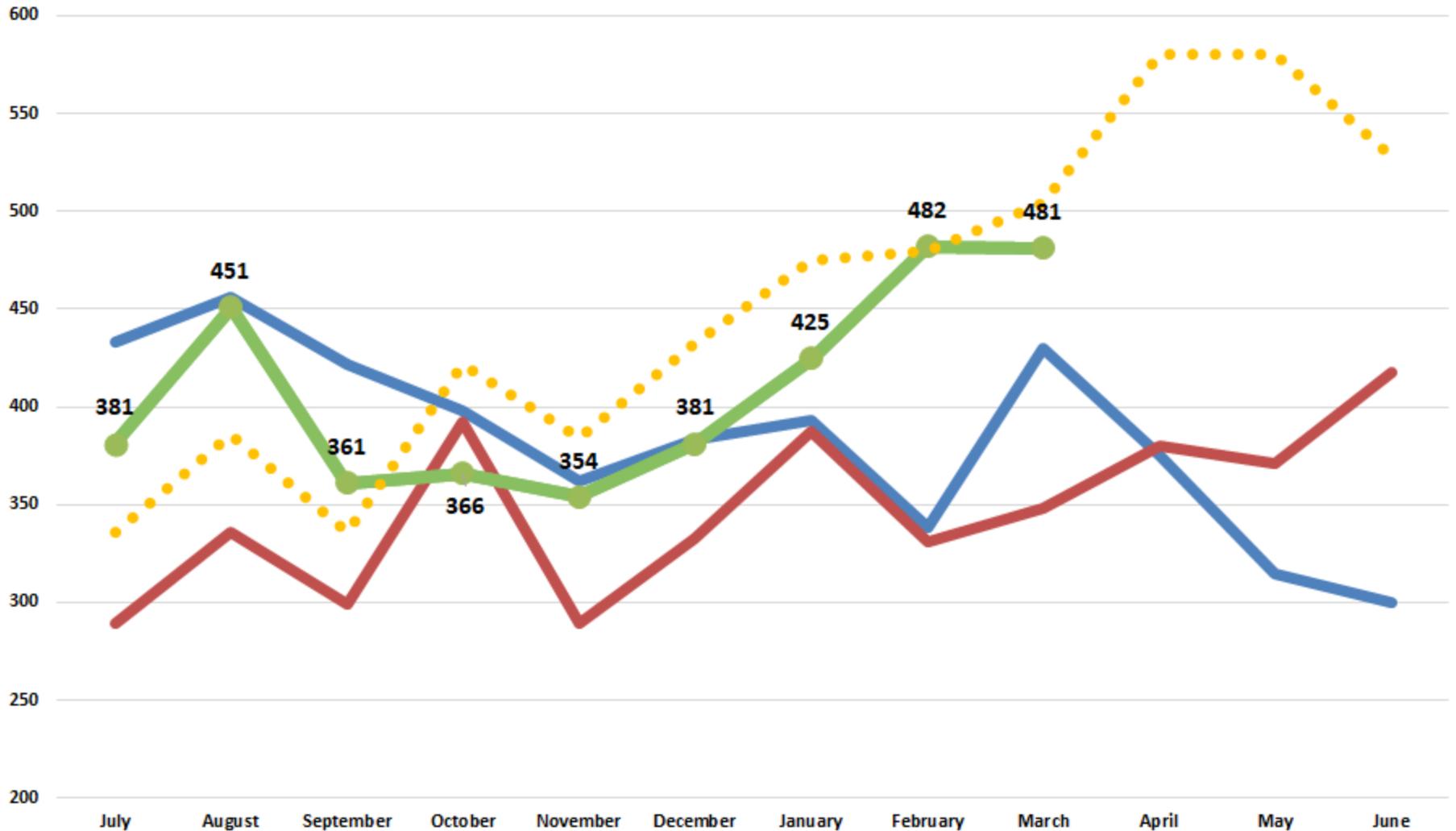
# Urology Clinic Visits



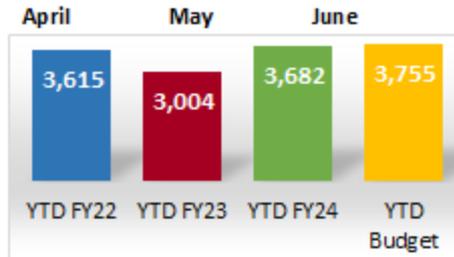
—●— **FY2023**    
 —●— **FY2024**    
 ●●● **Budget**



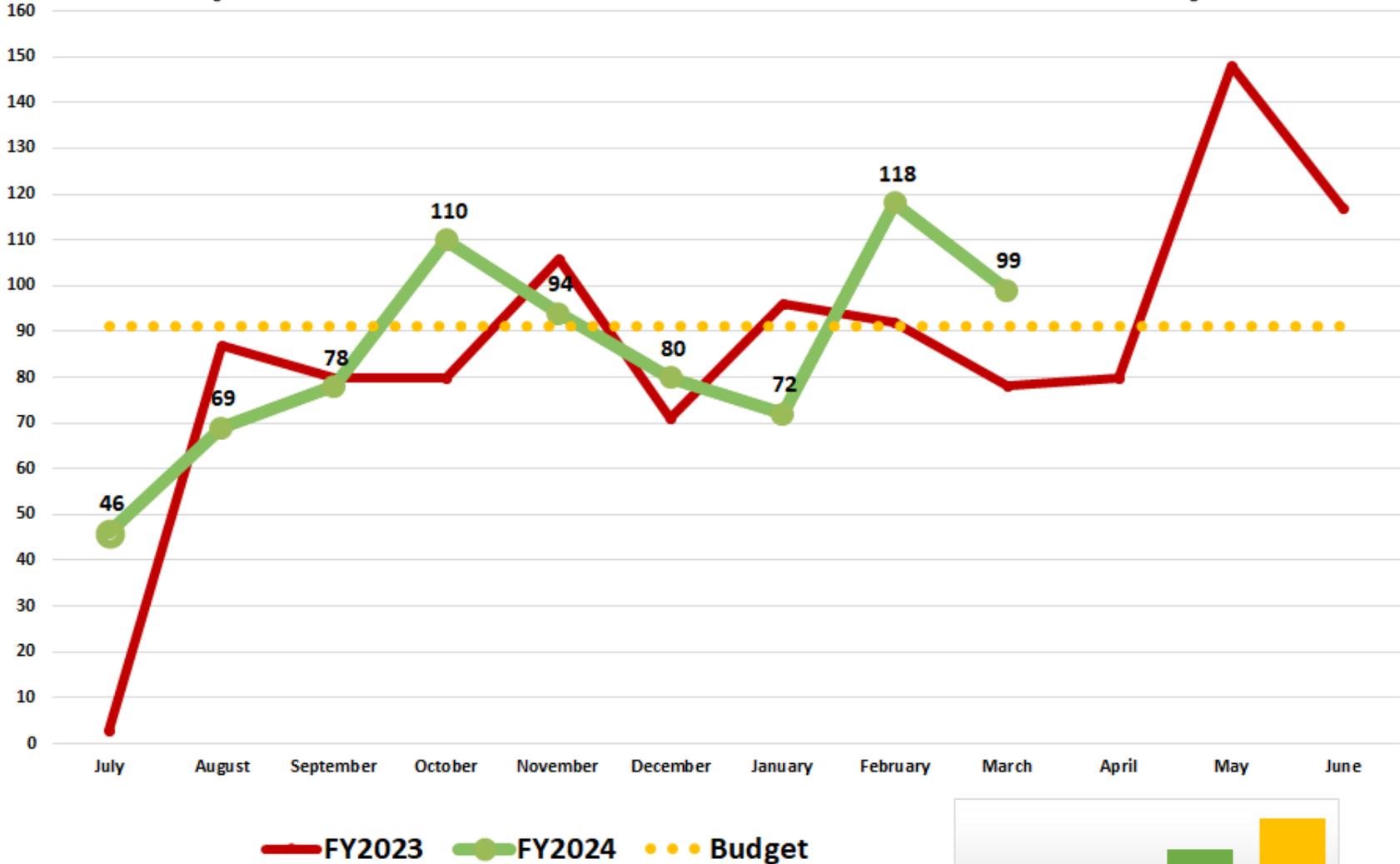
# Infusion Center - Outpatient Visits



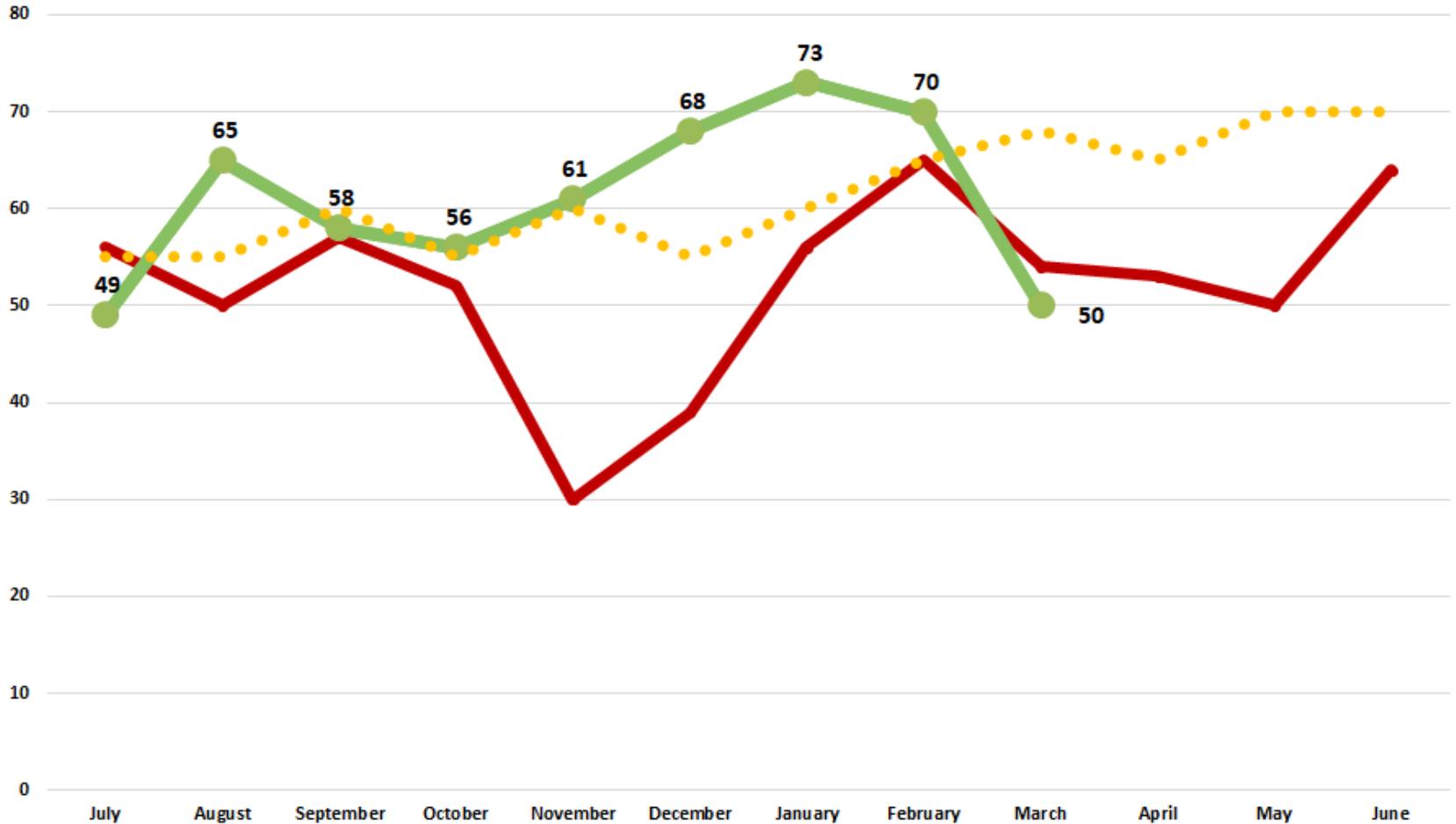
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



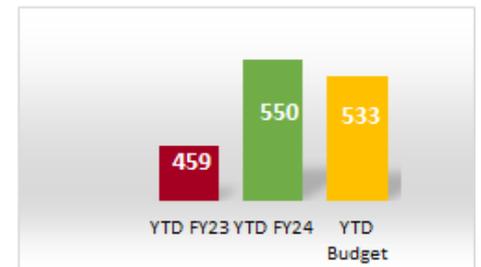
# Open Arms House - Patient Days



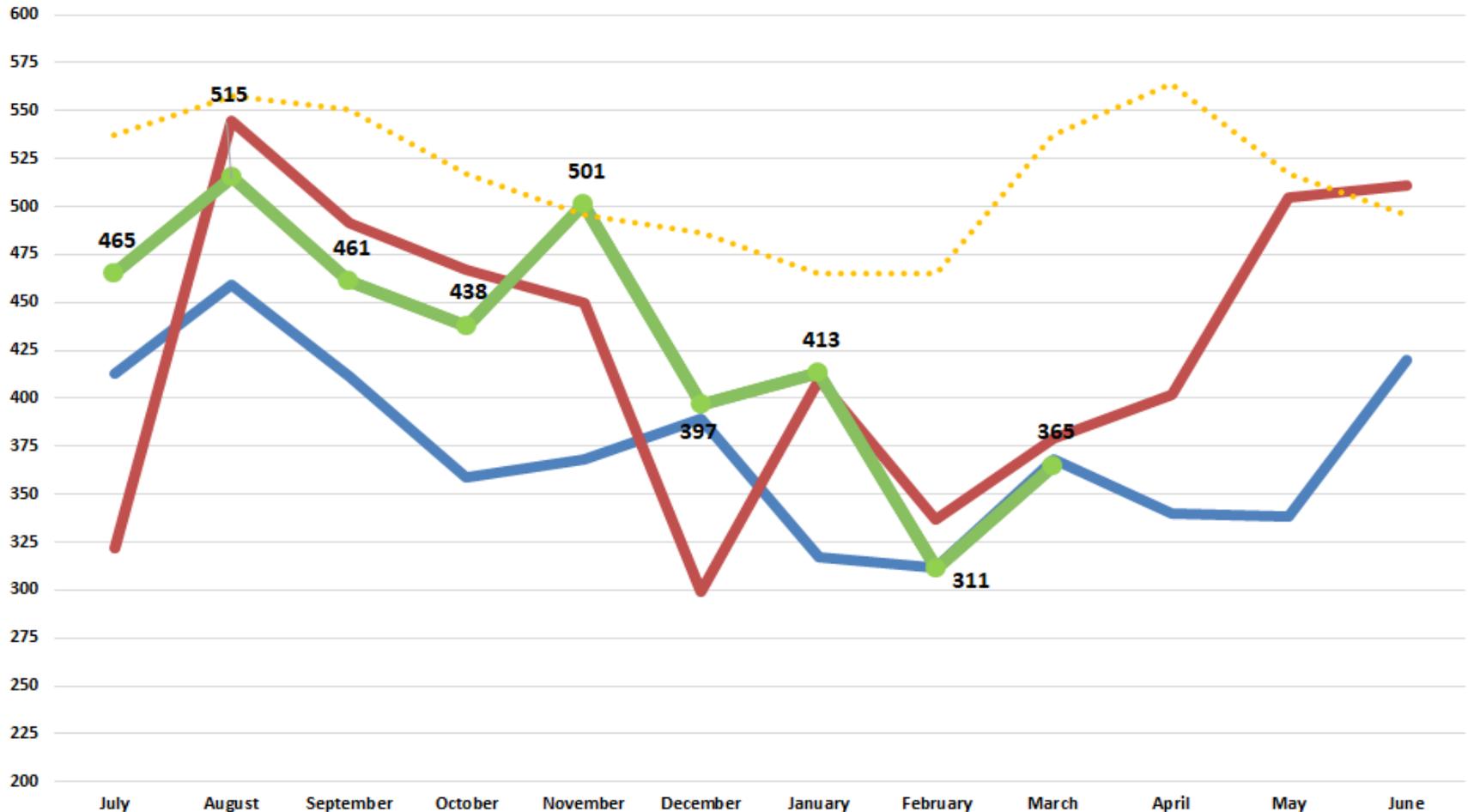
# Cardiothoracic Surgery Clinic - Visits



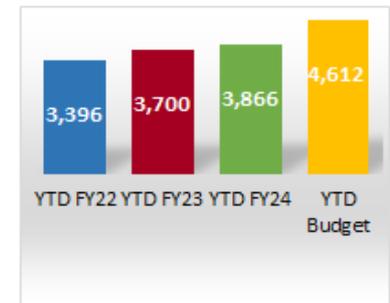
—●— FY2023   
 —●— FY2024   
 ●●● Budget



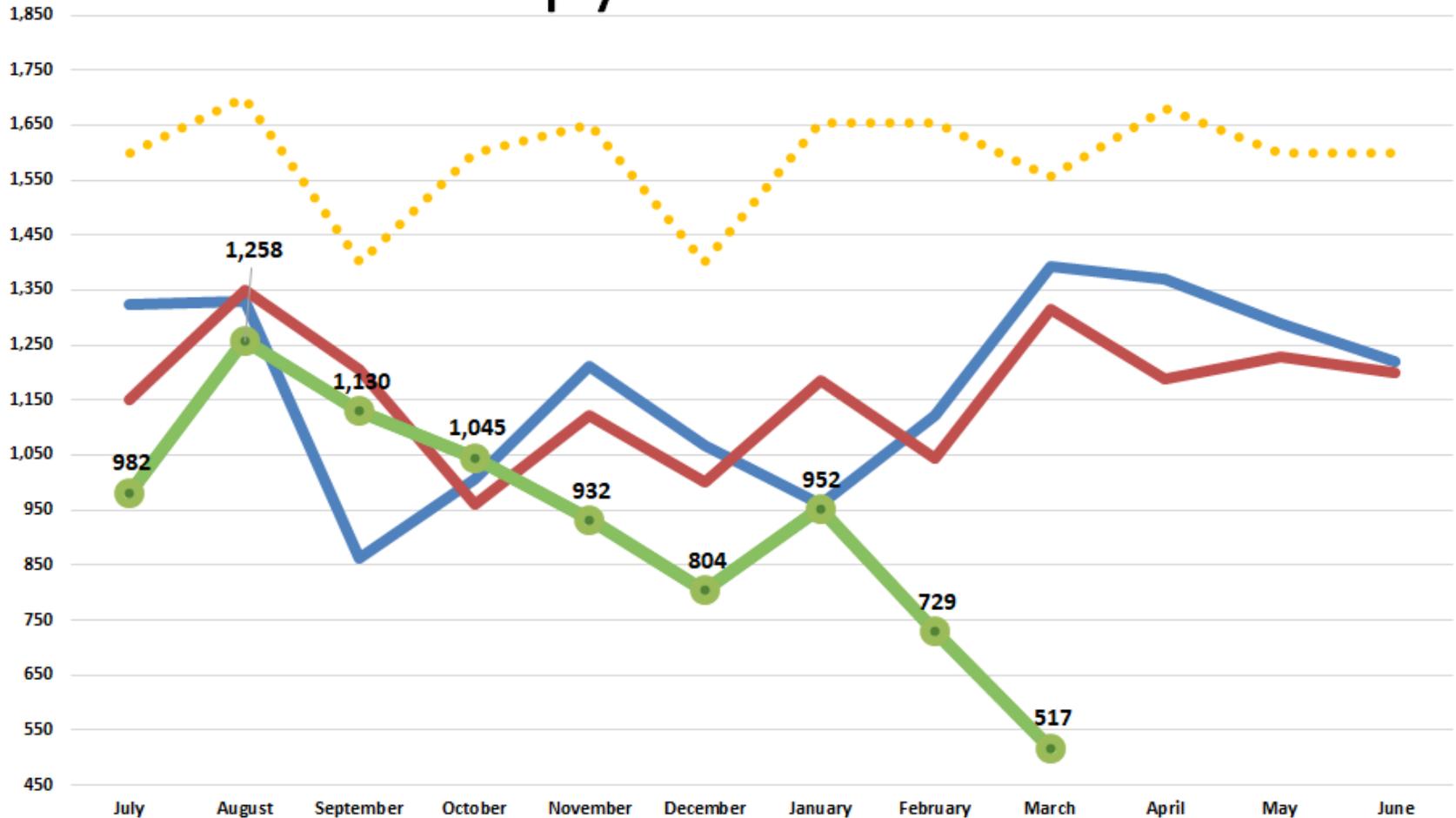
# Cardiac Rehabilitation



—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 - - - - Budget



# Therapy-Wound Care



—●— FY2022  
 —●— FY2023  
 —●— FY2024  
 ●●● Budget

