



June 13, 2023 – 10:00AM

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will hold a Special Open meeting in the Sequoia Regional Cancer Center Maynard Faught Conference Room on Wednesday June 14, 2023 beginning at 3:30PM.

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

KAWEAH DELTA HEALTH CARE DISTRICT
Mike Olmos, Secretary/Treasurer

A handwritten signature in black ink that reads "Cindy Moccio". The signature is written in a cursive, flowing style.

Cindy Moccio
Board Clerk / Executive Assistant to CEO

DISTRIBUTION:
Governing Board
Legal Counsel
Executive Team
Chief of Staff

www.kaweahhealth.org

KAWEAH DELTA HEALTH CARE DISTRICT SPECIAL BOARD OF DIRECTORS MEETING

Sequoia Regional Cancer Center {4945 W. Cypress Avenue}
Maynard Faught Conference Room

Wednesday June 14, 2023

OPEN MEETING AGENDA {3:30PM}

- 1. CALL TO ORDER**
- 2. APPROVAL OF 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 (Cindy Moccio 559-624-2330) or cmoccio@kaweahhealth.org to make arrangements to address the Board.
- 4. ANNUAL OPERATING & CAPITAL BUDGET AND FINANCIALS** – Review and discussion relative to the annual operating and capital budget strategies and the most current fiscal year financial results.
Malinda Tupper – Chief Financial Officer
- 5. ADJOURN**

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.

*Mike Olmos – Zone 1
Secretary/Treasurer*

*Lynn Havard Mirviss – Zone 2
Vice President*

*Garth Gipson – Zone 3
Board Member*

*David Francis – Zone 4
President*

*Ambar Rodriguez – Zone 5
Board Member*

CFO Financial Report

Month Ending May 2023

Kaufman Hall: National Hospital Flash Report:

Key Takeaways

Hospitals broke even in April.

The median operating margin for hospitals was 0% in April, leaving most hospitals with little to no financial wiggle room.

Volumes dropped while lengths of stay increased.

Hospital volumes dropped across the board—including inpatient and outpatient. Emergency department volumes were the least affected.

Effects of Medicaid disenrollment could be materializing.

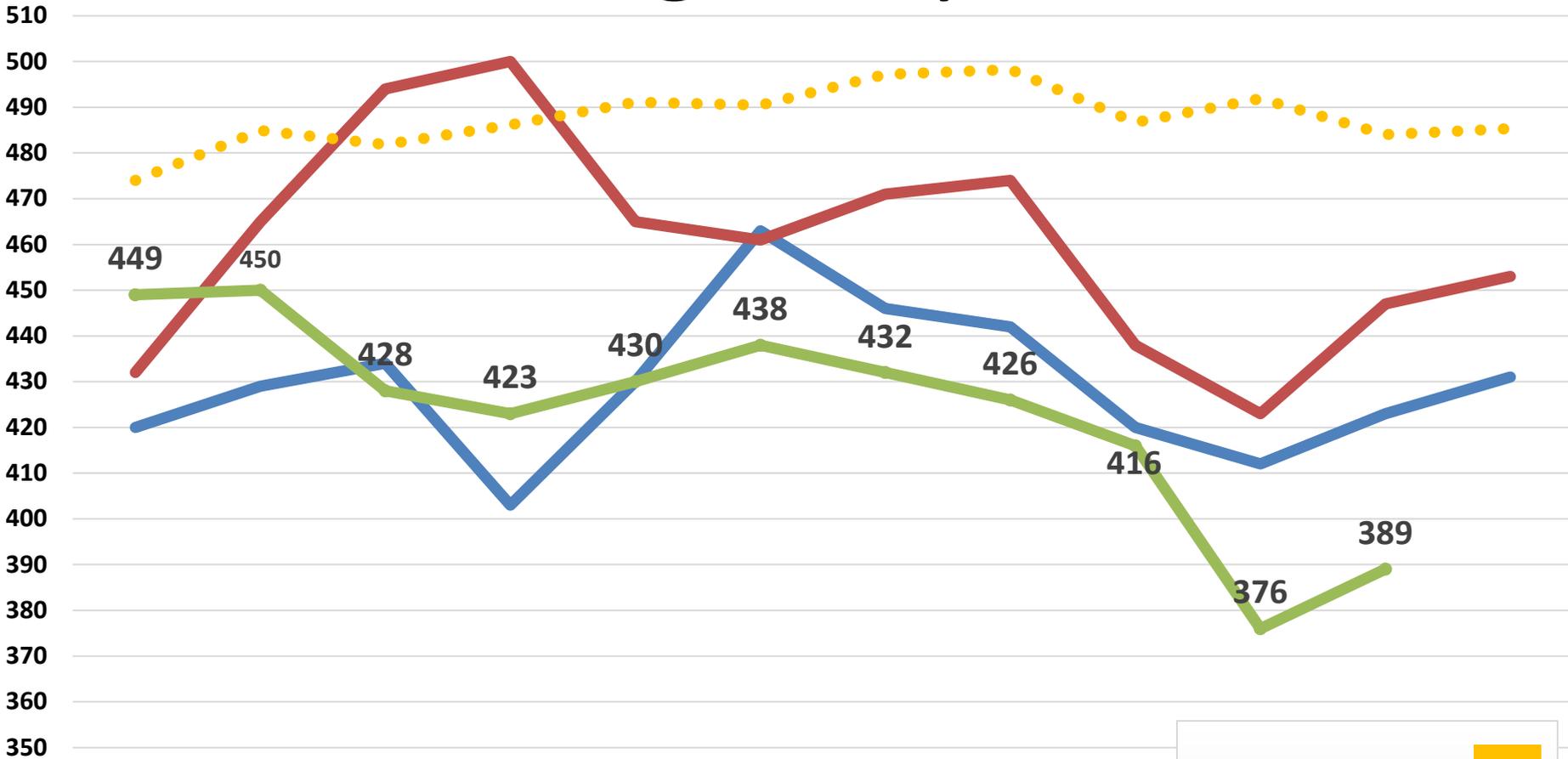
Hospitals experienced increases in bad debt and charity care in April. Combined with anemic patient volumes, experts note this data could illustrate the effects of the start of widespread disenrollment from Medicaid following the end of the COVID-19 public health emergency.

Inflation continued to throttle hospital finances.

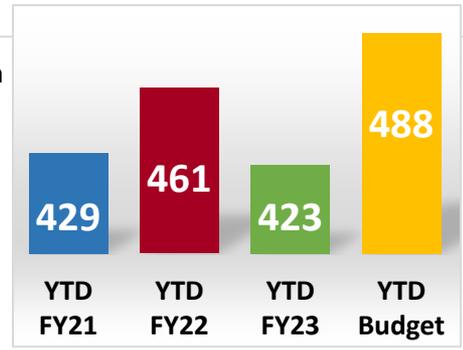
Labor costs jumped in April and the costs of goods and services continued to be well above pre-pandemic

levels. Though expenses generally fell in April, revenues declined at a faster rate.

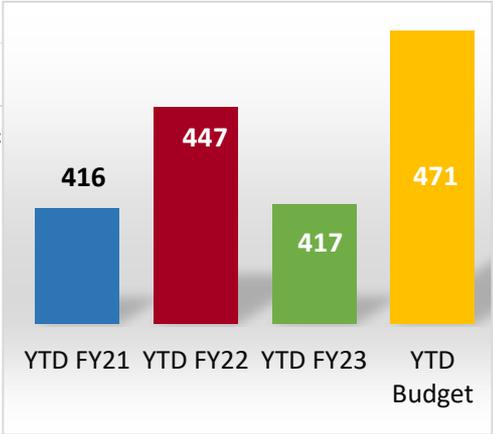
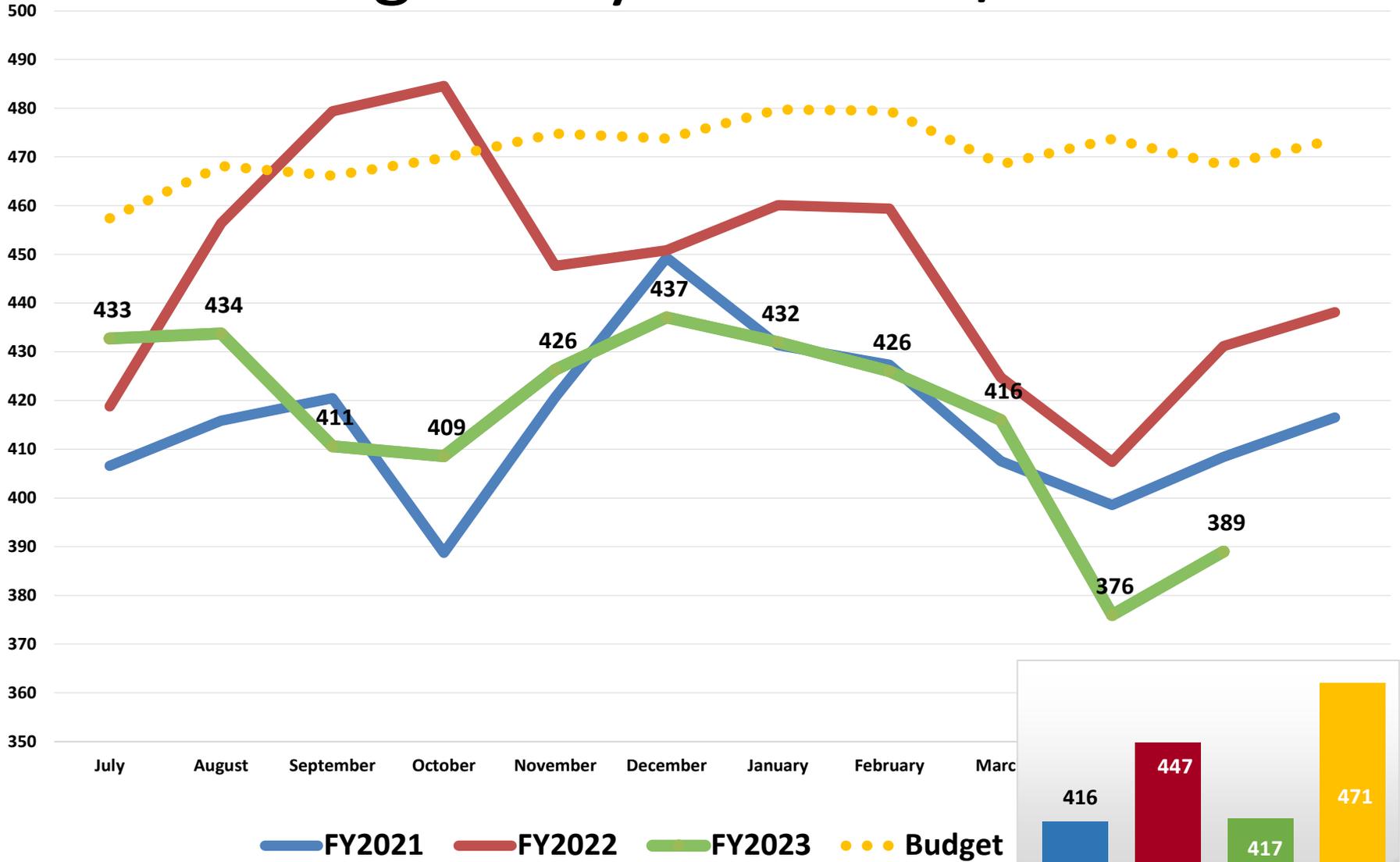
Average Daily Census



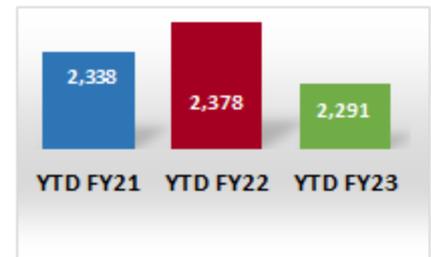
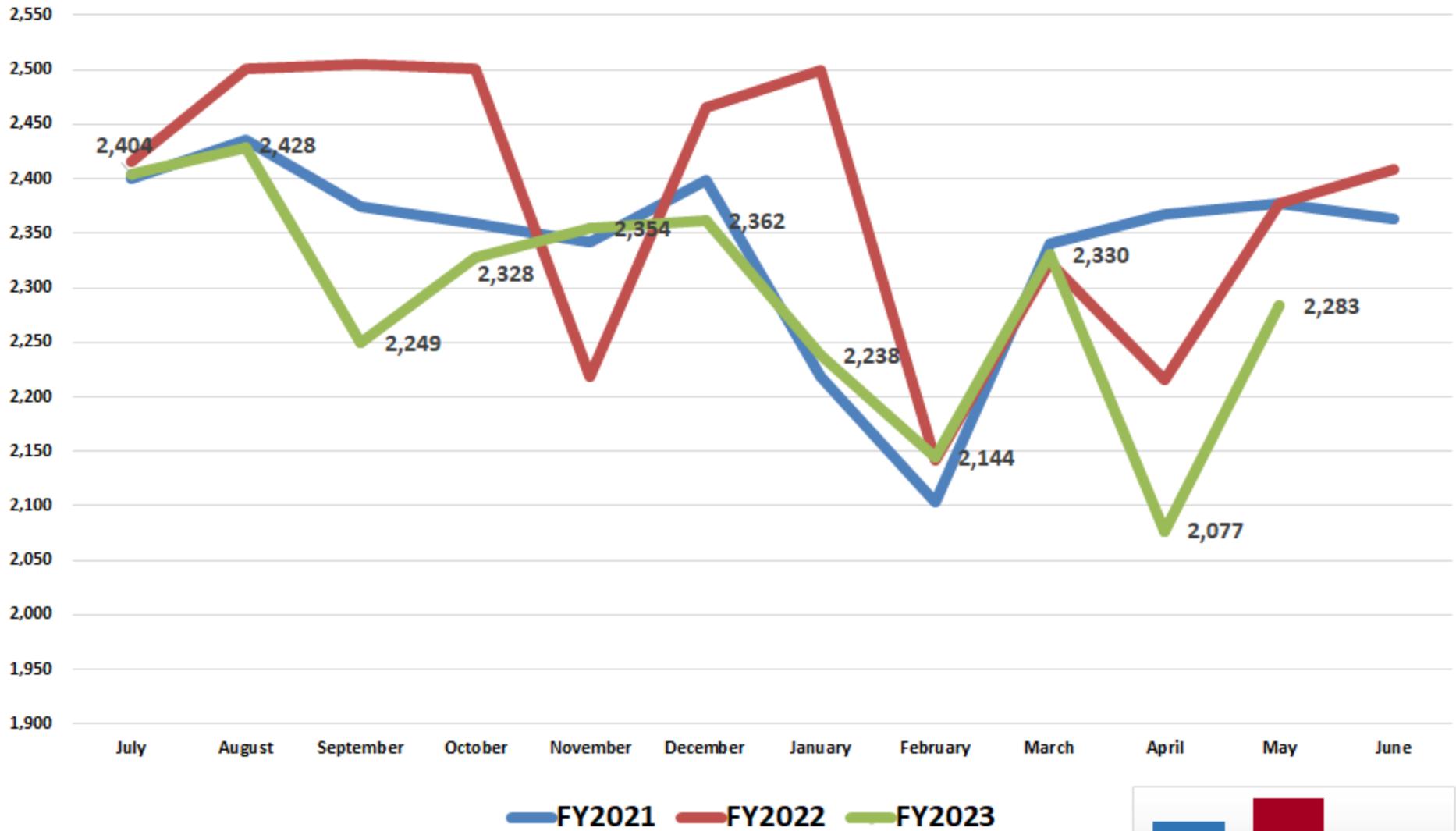
July August September October November December January February March
— **FY2021** — **FY2022** — **FY2023** ••• **Budget**



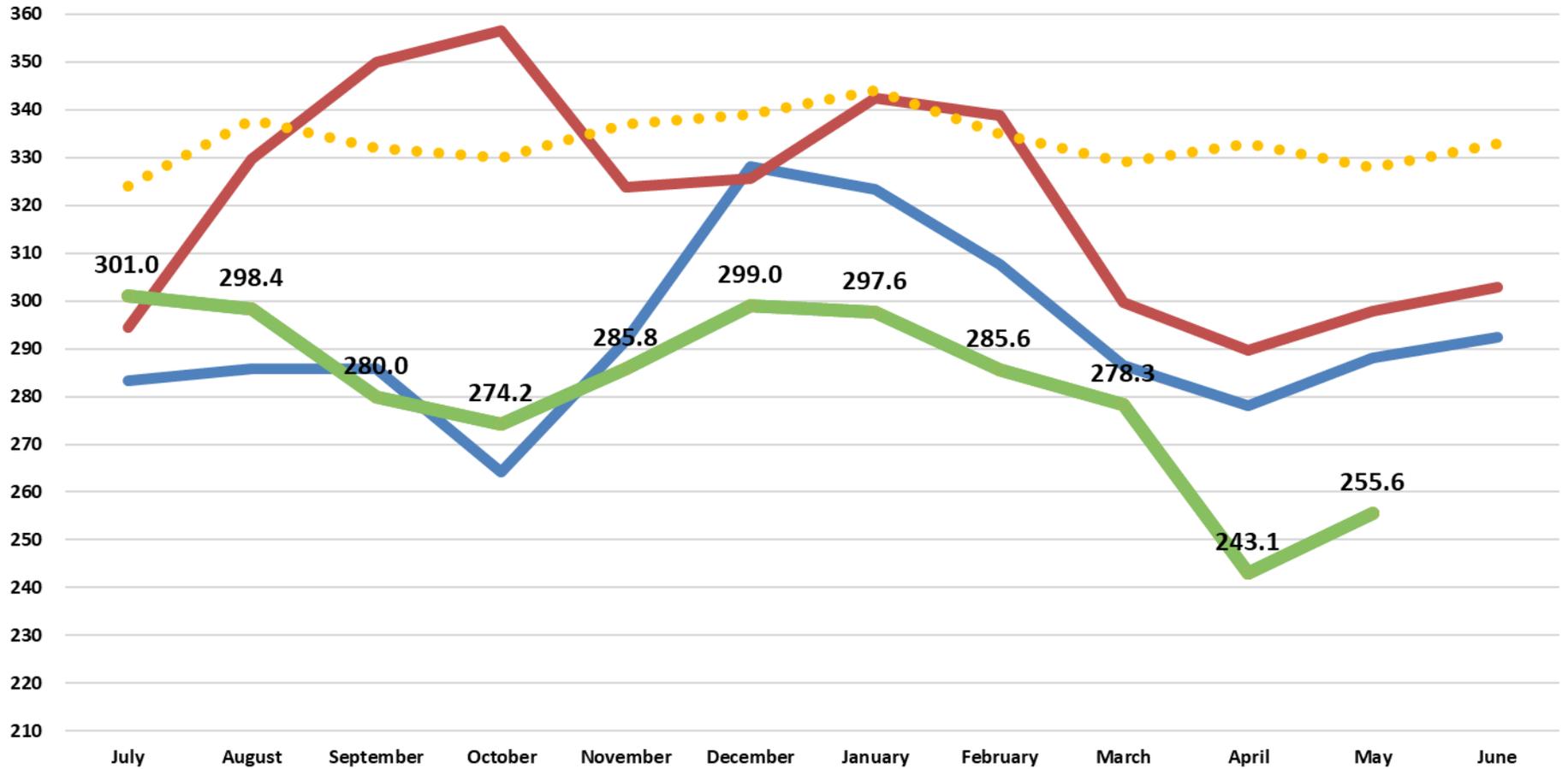
Average Daily Census w/o TCS



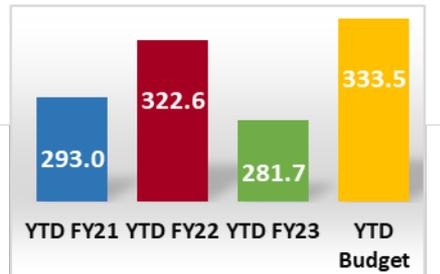
Admissions



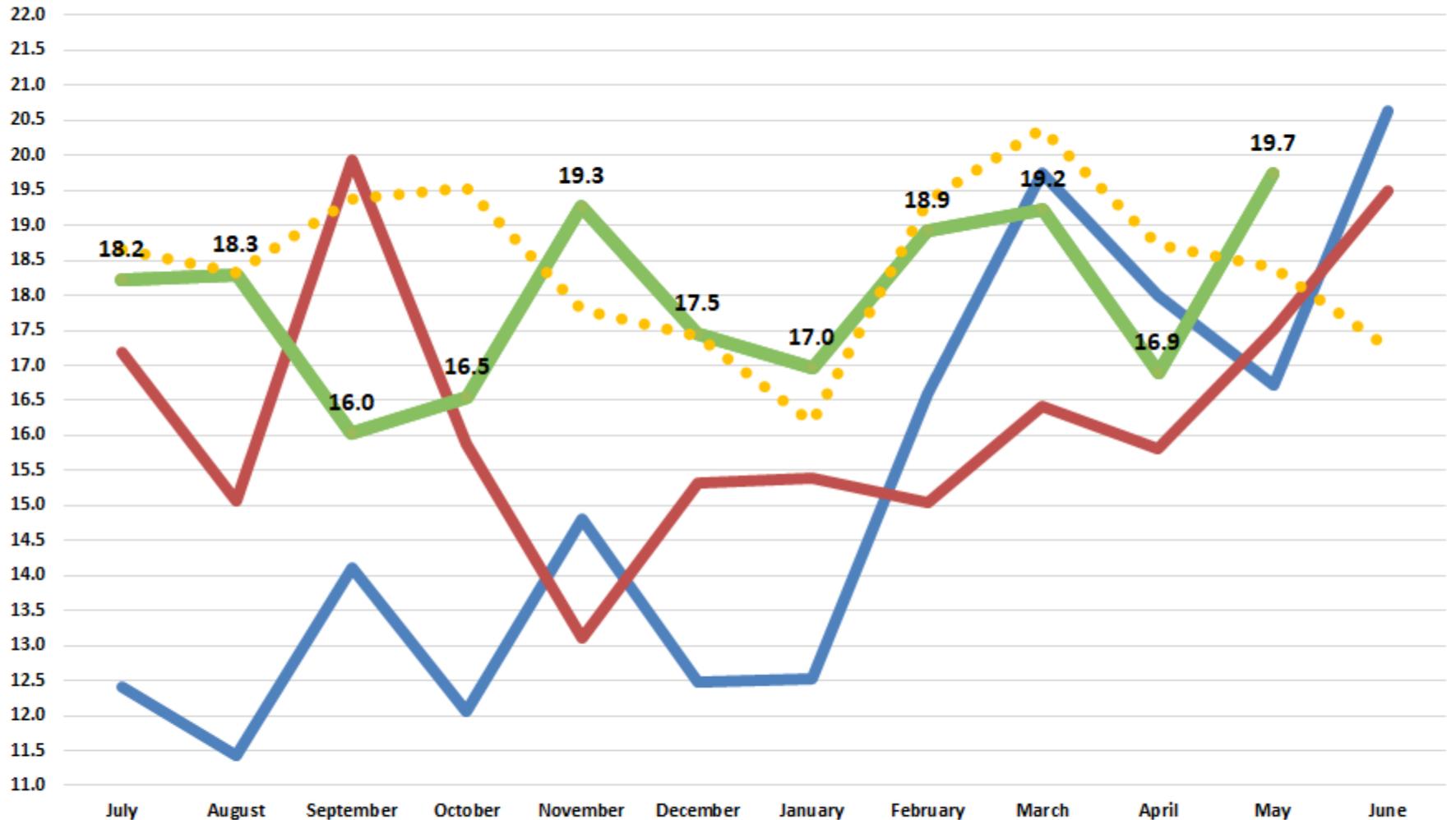
Medical Center (Avg Patients Per Day)



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



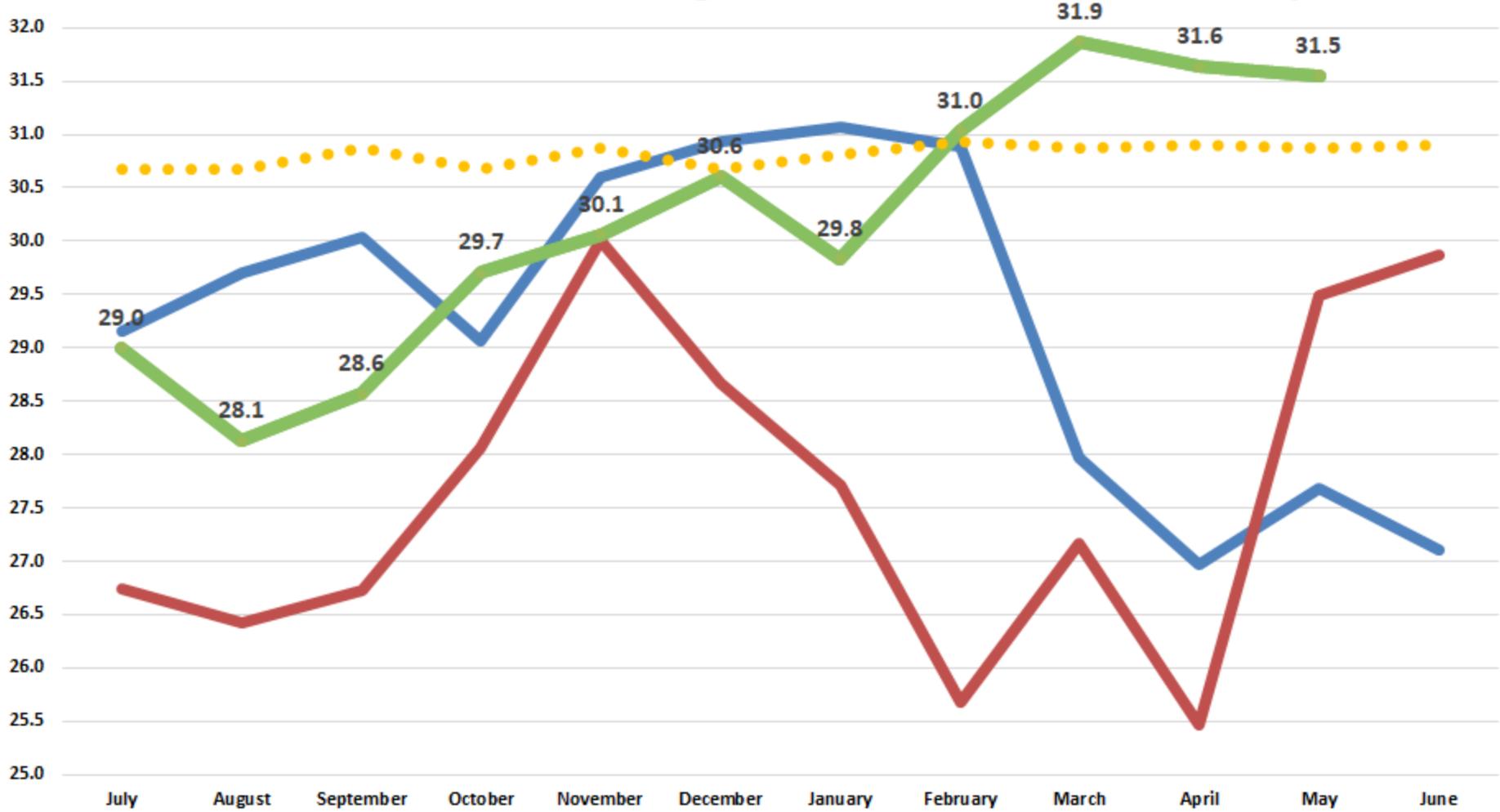
Rehabilitation Hospital - Avg Patients Per Day



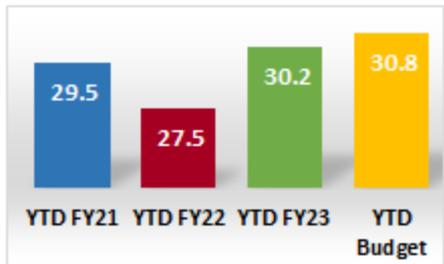
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



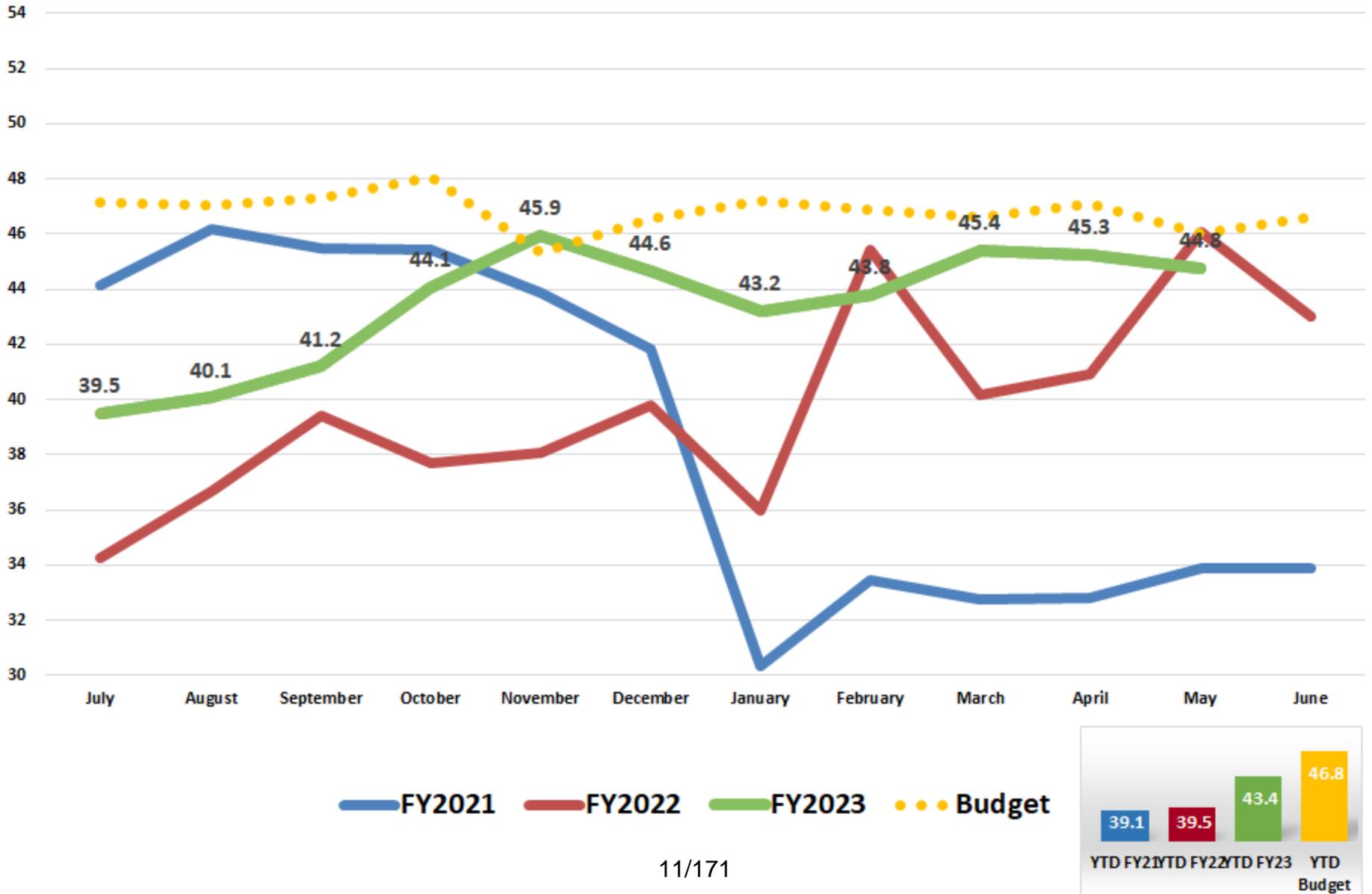
Sub-Acute - Avg Patients Per Day



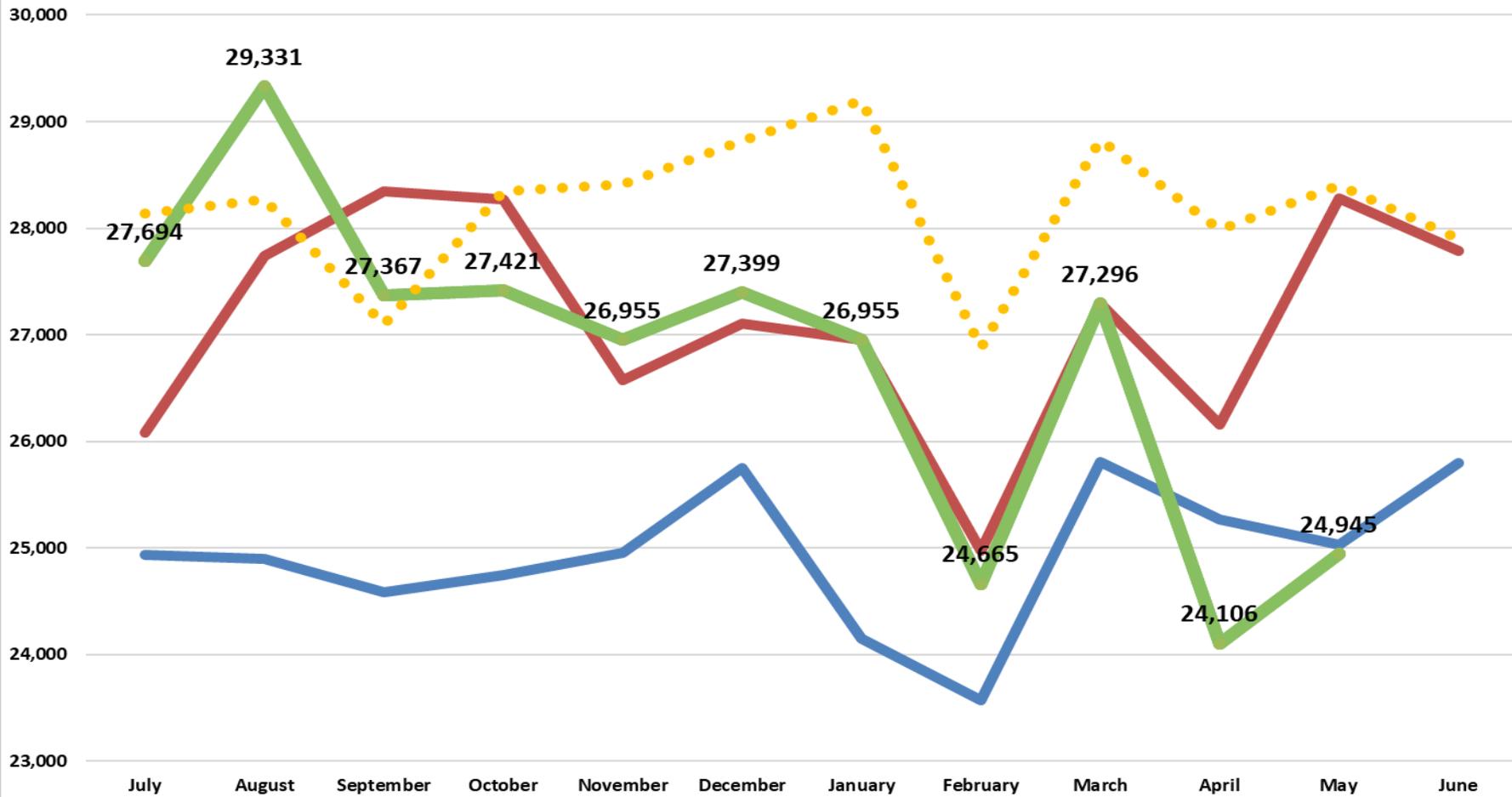
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



Acute I/P Psych (Avg Patients Per Day)



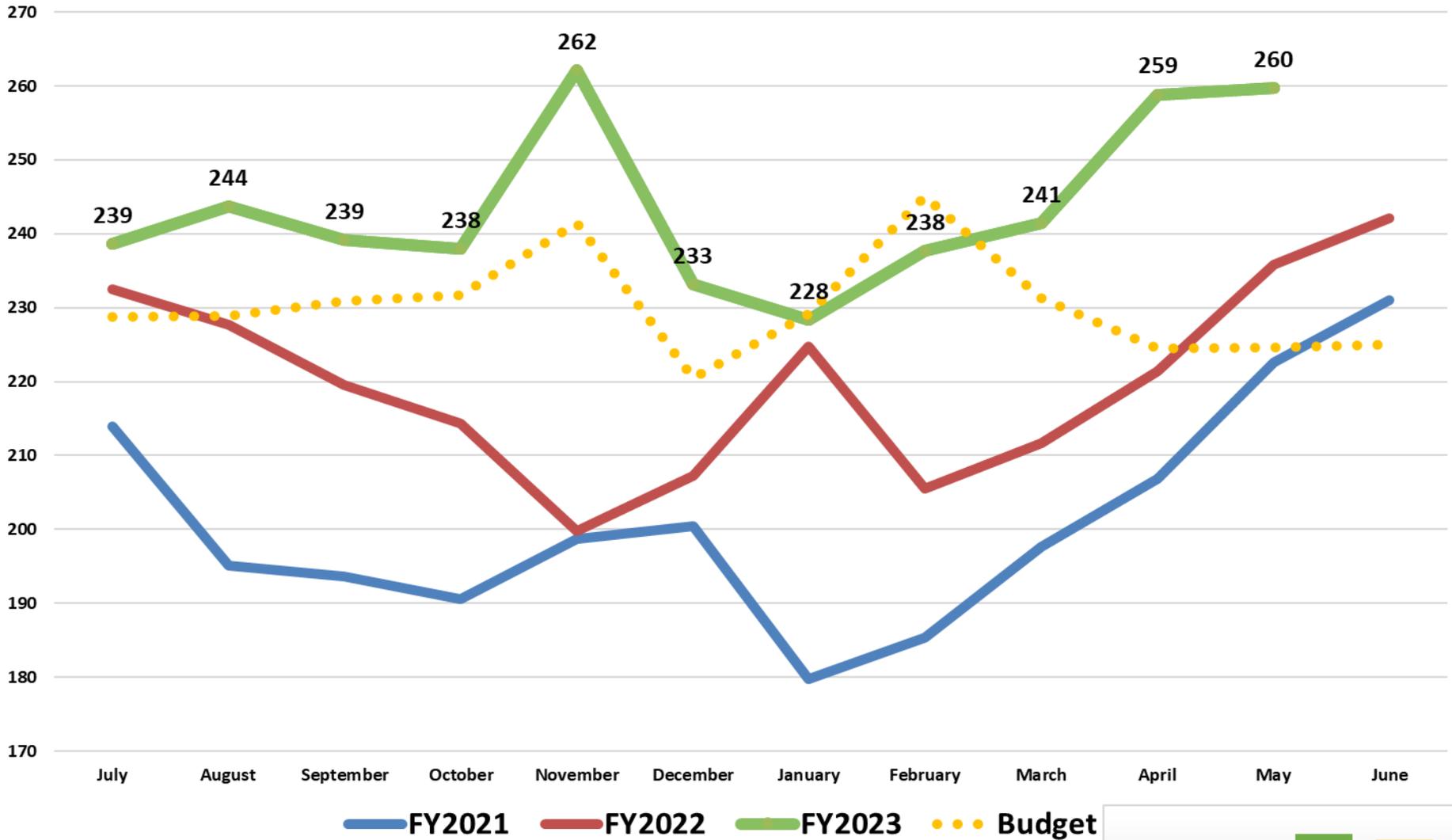
Adjusted Patient Days



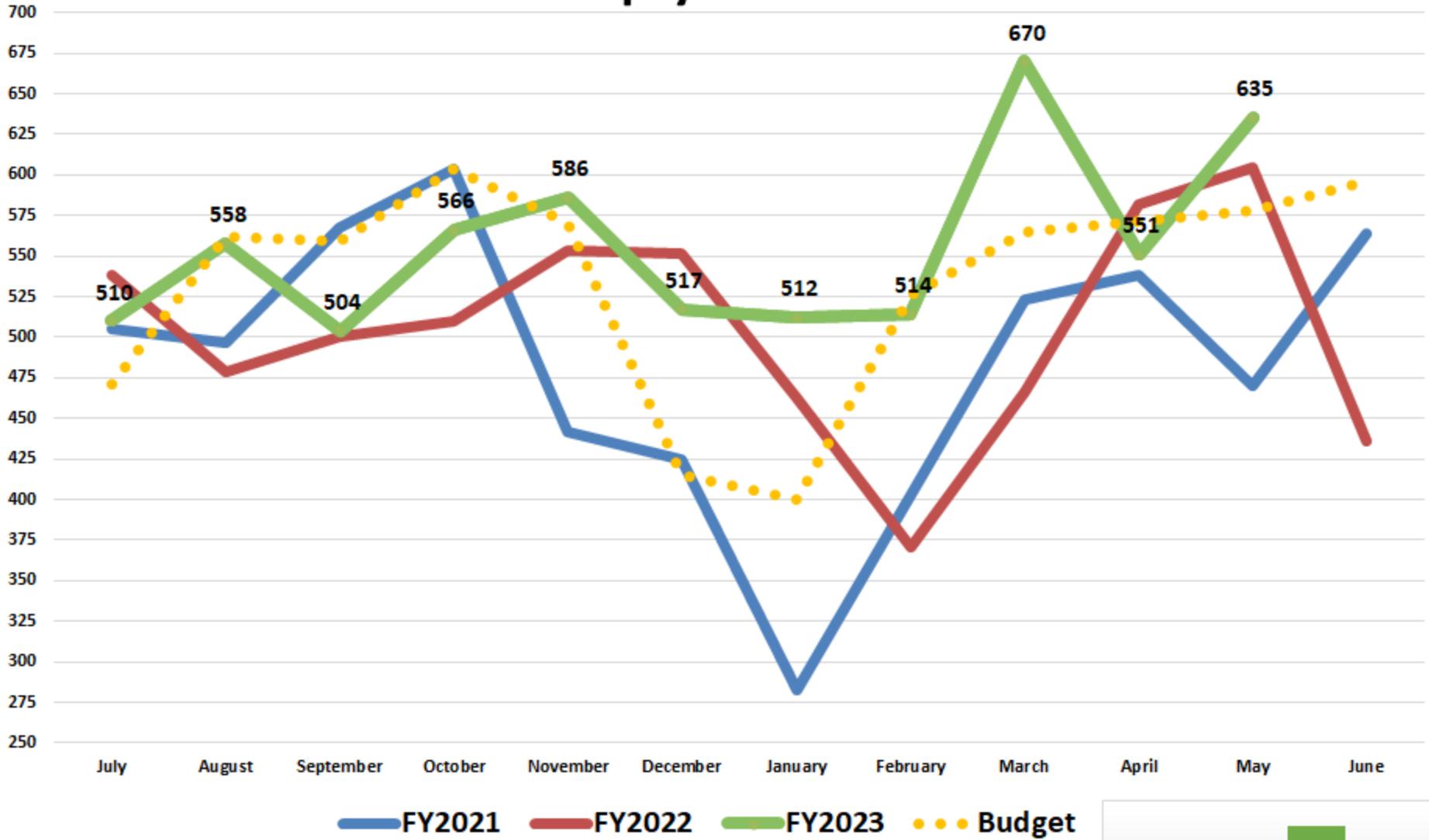
— **FY2021**
 — **FY2022**
 — **FY2023**
 ●●● **Budget**



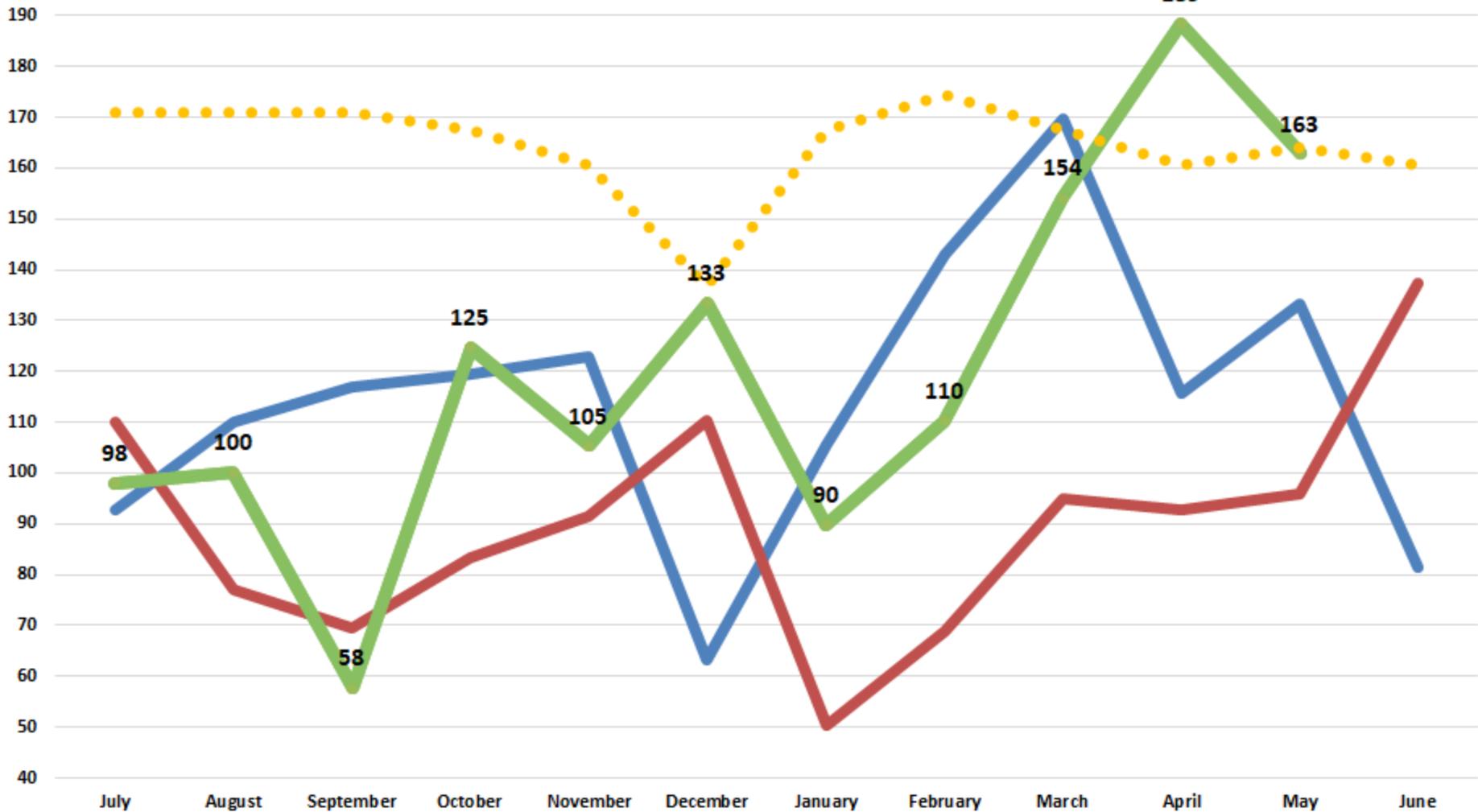
ED - Avg Treated Per Day



Endoscopy Procedures



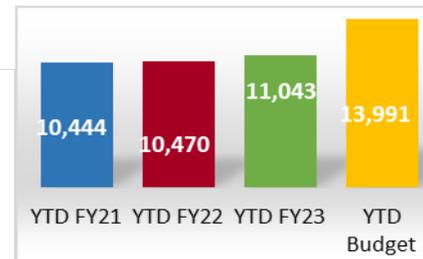
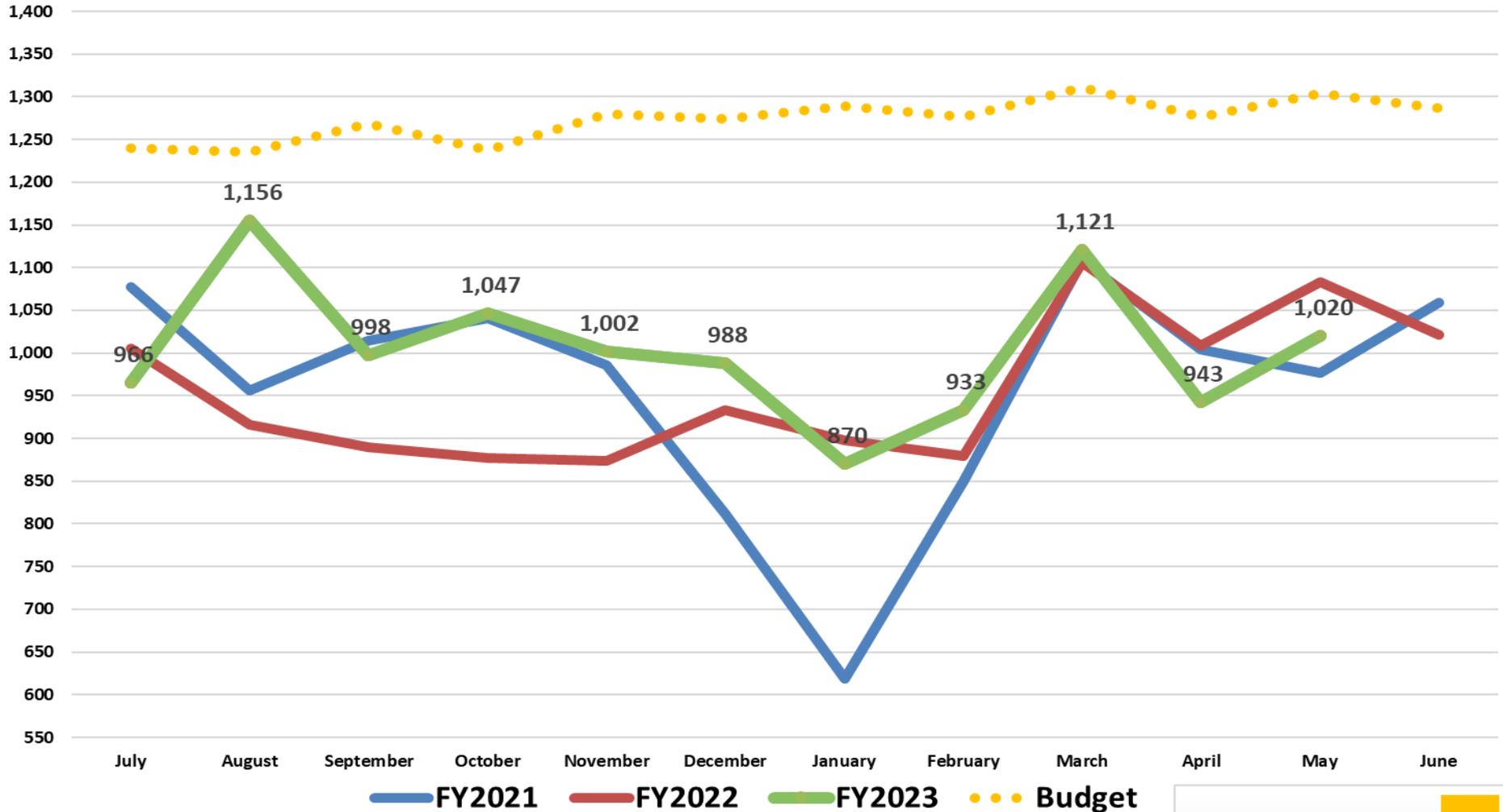
Cardiac Surgery - 100 Min Units



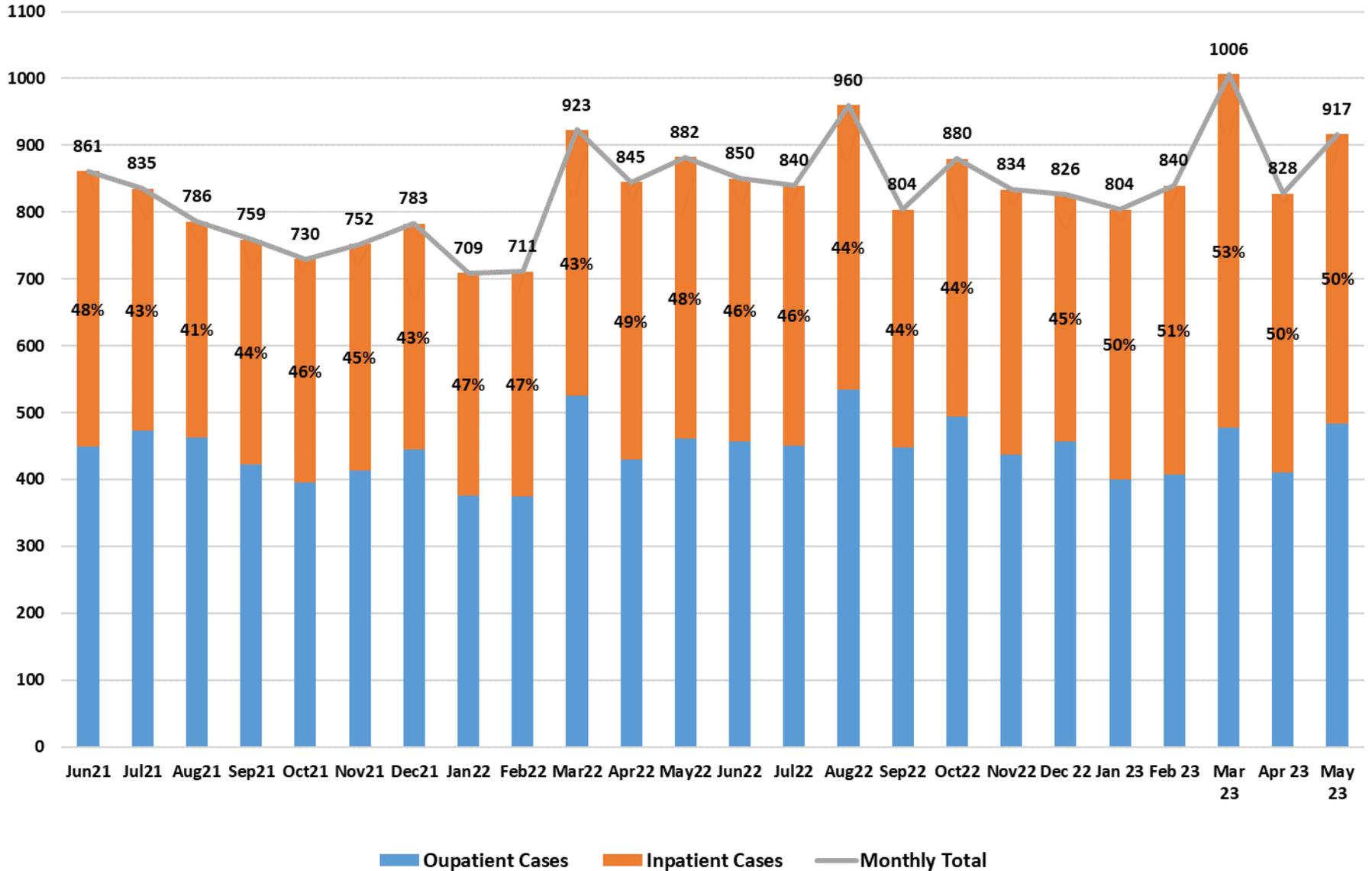
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



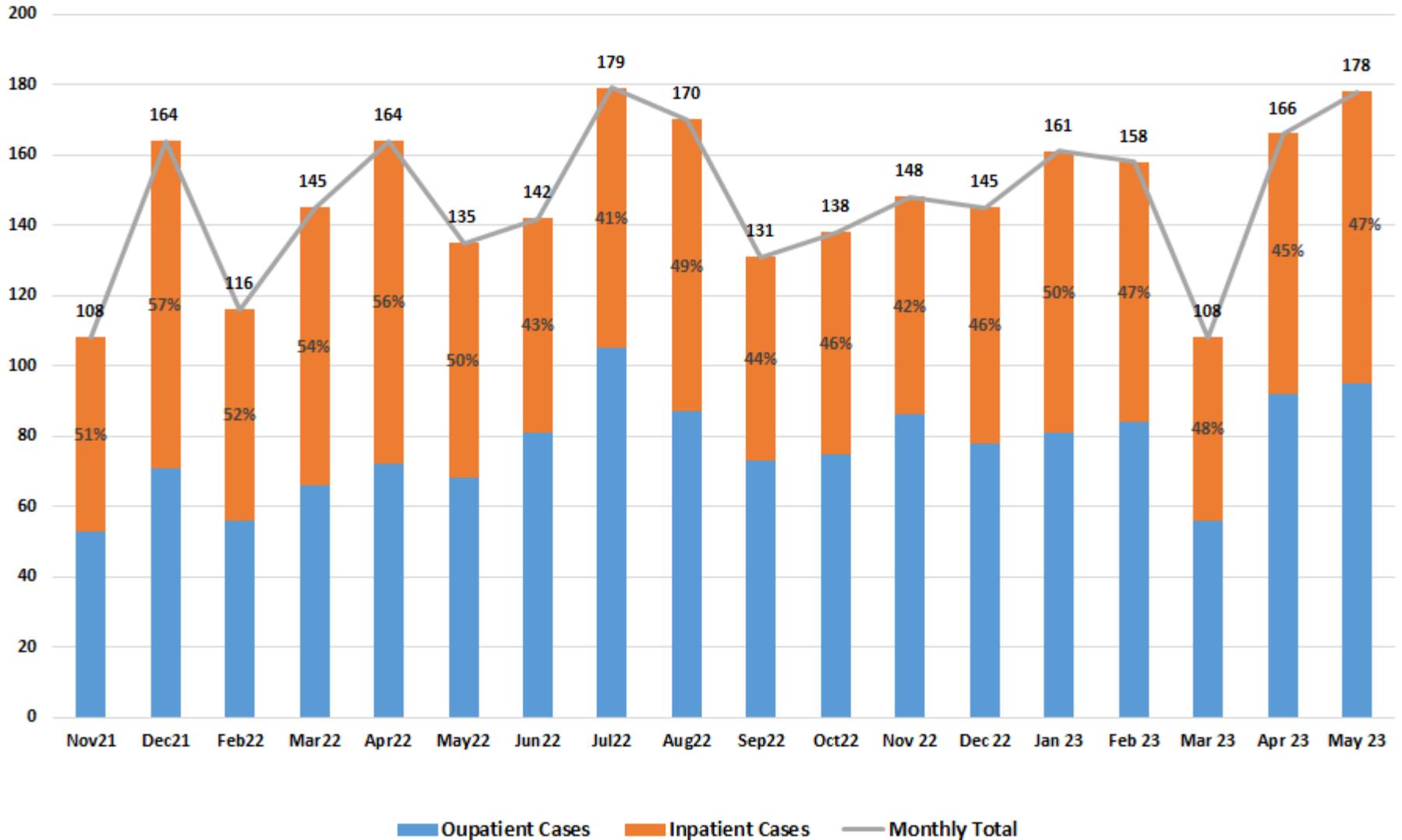
Surgery (IP & OP) – 100 Min Units



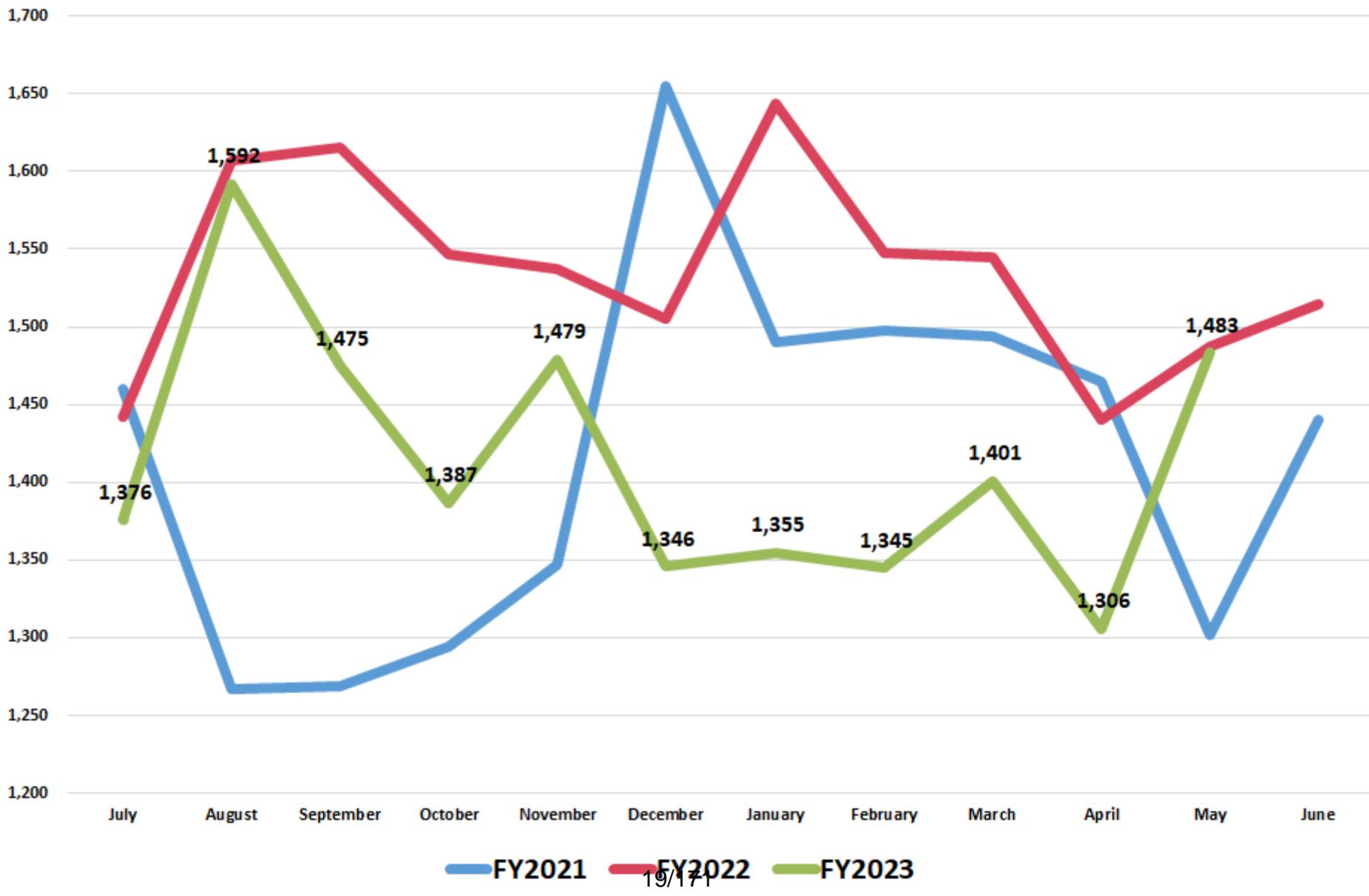
Surgery Cases (IP & OP)



Cath Lab Cases: Inpatient and Outpatient



Outpatient Registrations Per Day



Statistical Results – Fiscal Year Comparison (May)

Actual Results			Budget	Budget Variance	
May 2022	May 2023	% Change	May 2023	Change	% Change

Average Daily Census	447	389	(13.0%)	481	(92)	(19.1%)
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KDHCD Patient Days:

Medical Center	9,235	7,923	(14.2%)	9,735	(1,812)	(18.6%)
Acute I/P Psych	1,428	1,388	(2.8%)	1,612	(224)	(13.9%)
Sub-Acute	914	978	7.0%	957	21	2.2%
Rehab	543	612	12.7%	570	42	7.4%
TCS-Ortho	401	355	(11.5%)	486	(131)	(27.0%)
TCS	491	0	(100.0%)	487	(487)	(100.0%)
NICU	387	305	(21.2%)	540	(235)	(43.5%)
Nursery	459	495	7.8%	509	(14)	(2.8%)

Total KDHCD Patient Days	13,858	12,056	(13.0%)	14,896	(2,840)	(19.1%)
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Total Outpatient Volume	46,097	45,973	(0.3%)	48,146	(2,173)	(4.5%)
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Other Statistical Results – Fiscal Year Comparison (May)

	Actual Results				Budget	Budget Variance	
	May 2022	May 2023	Change	% Change	May 2023	Change	% Change
Adjusted Patient Days	28,283	24,945	(3,338)	(11.8%)	28,402	(3,457)	(12.2%)
Outpatient Visits	46,097	45,973	(124)	(0.3%)	48,146	(2,173)	(4.5%)
Home Health Visits	2,954	3,483	529	17.9%	3,113	370	11.9%
Infusion Center	315	371	56	17.8%	415	(44)	(10.6%)
O/P Rehab Units	19,509	21,498	1,989	10.2%	20,142	1,356	6.7%
ED Total Registered	7,411	8,159	748	10.1%	6,961	1,198	17.2%
Endoscopy Procedures (I/P & O/P)	605	635	30	5.0%	622	13	2.1%
Radiology/CT/US/MRI Proc (I/P & O/P)	16,947	17,713	766	4.5%	16,684	1,029	6.2%
OB Deliveries	348	360	12	3.4%	396	(36)	(9.1%)
Physical & Other Therapy Units	18,178	18,673	495	2.7%	19,180	(507)	(2.6%)
Radiation Oncology Treatments (I/P & O/P)	2,128	2,152	24	1.1%	2,404	(252)	(10.5%)
Cath Lab Minutes (IP & OP)	329	330	1	0.3%	415	(85)	(20.5%)
RHC Registrations	9,365	9,237	(128)	(1.4%)	9,457	(220)	(2.3%)
Surgery Minutes-General & Robotic (I/P & O/P)	1,131	1,097	(34)	(3.0%)	1,166	(69)	(5.9%)
Hospice Days	3,957	3,760	(197)	(5.0%)	4,283	(523)	(12.2%)
Dialysis Treatments	1,551	1,453	(98)	(6.3%)	1,541	(88)	(5.7%)
Urgent Care - Demaree	3,500	2,183	(1,317)	(37.6%)	2,200	(17)	(0.8%)
Urgent Care - Court	5,437	3,390	(2,047)	(37.6%)	3,969	(579)	(14.6%)
KHMG RVU	36,216	0	(36,216)	(100.0%)	39,089	(39,089)	(100.0%)
GME Clinic visits	1,116	0	(1,116)	(100.0%)	1,100	(1,100)	(100.0%)

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

	Actual Results				Budget	Budget Variance	
	FY 2022	FY 2023	Change	% Change	FY 2023	Change	% Change
Adjusted Patient Days	297,800	294,589	(3,211)	(1.1%)	310,343	(15,754)	(5.1%)
Outpatient Visits	515,191	473,600	(41,591)	(8.1%)	520,292	(46,692)	(9.0%)
ED Total Registered	74,178	82,578	8,400	11.3%	77,200	5,378	7.0%
Home Health Visits	30,726	33,756	3,030	9.9%	33,160	596	1.8%
Endoscopy Procedures (I/P & O/P)	5,619	6,123	504	9.0%	6,653	(530)	(8.0%)
Surgery Minutes-General & Robotic (I/P & O/P)	11,074	11,741	667	6.0%	12,594	(853)	(6.8%)
Physical & Other Therapy Units	193,115	195,992	2,877	1.5%	207,322	(11,330)	(5.5%)
OB Deliveries	4,137	4,195	58	1.4%	4,305	(110)	(2.6%)
Radiology/CT/US/MRI Proc (I/P & O/P)	180,407	182,848	2,441	1.4%	179,514	3,334	1.9%
Cath Lab Minutes (IP & OP)	3,506	3,472	(34)	(1.0%)	4,386	(914)	(20.8%)
O/P Rehab Units	213,471	208,443	(5,028)	(2.4%)	216,211	(7,768)	(3.6%)
Dialysis Treatments	17,205	16,365	(840)	(4.9%)	16,951	(586)	(3.5%)
Radiation Oncology Treatments (I/P & O/P)	22,094	20,681	(1,413)	(6.4%)	25,879	(5,198)	(20.1%)
RHC Registrations	115,321	107,833	(7,488)	(6.5%)	106,467	1,366	1.3%
Infusion Center	4,305	3,755	(550)	(12.8%)	4,476	(721)	(16.1%)
Hospice Days	46,549	40,038	(6,511)	(14.0%)	46,897	(6,859)	(14.6%)
KHMG RVU	381,641	325,251	(56,390)	(14.8%)	421,071	(95,820)	(22.8%)
Urgent Care - Demaree	40,154	29,600	(10,554)	(26.3%)	27,230	2,370	8.7%
Urgent Care - Court	63,922	43,845	(20,077)	(31.4%)	44,158	(313)	(0.7%)
GME Clinic visits	12,156	8,147	(4,009)	(33.0%)	13,167	(5,020)	(38.1%)

May Financial Comparison (000's)

	Actual Results		Budget	Budget Variance	
	May 2022	May 2023	May 2023	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$56,673	\$50,968	\$55,940	(\$4,972)	(8.9%)
Other Operating Revenue	18,552	21,186	18,773	2,413	12.9%
Total Operating Revenue	75,225	72,154	74,713	(2,559)	(3.4%)
Operating Expenses					
Employment Expense	40,040	37,332	38,448	(1,116)	(2.9%)
Other Operating Expense	38,405	36,215	37,731	(1,516)	(4.0%)
Total Operating Expenses	78,445	73,547	76,179	(2,632)	(3.5%)
Operating Margin	(\$3,220)	(\$1,393)	(\$1,446)	\$73	
Stimulus Funds	0	322	255	67	
Operating Margin after Stimulus	(\$3,220)	(\$1,071)	(\$1,211)	\$140	
Non Operating Revenue (Loss)	(436)	5,336	371	4,965	
Excess Margin	(\$3,657)	\$4,265	(\$839)	\$5,105	

Operating Margin %	(4.3%)	(1.9%)	(2.0%)
OM after Stimulus%	(4.3%)	(1.5%)	(1.6%)
Excess Margin %	(4.9%)	5.5%	(1.1%)
Operating Cash Flow Margin %	0.3%	^{24/171} 1.4%	2.6%

May Financial Comparison **without KHMG** (000's)

	Actual Results		Budget	Budget Variance	
	May 2022	May 2023	May 2023	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$52,099	\$50,619	\$51,627	(\$1,007)	(2.0%)
Other Operating Revenue	18,494	20,393	18,673	1,720	9.2%
Total Operating Revenue	70,593	71,012	70,299	713	1.0%
Operating Expenses					
Employment Expenses	38,715	37,418	37,122	296	0.8%
Other Expenses	38,015	35,625	33,671	1,955	5.8%
Total Operating Expenses	76,731	73,043	70,792	2,251	3.2%
Operating Margin	(\$6,138)	(\$2,031)	(\$493)	(\$1,538)	
Stimulus Funds	0	322	247	75	
Operating Margin after Stimulus	(\$6,138)	(\$1,709)	(\$246)	(\$1,463)	
Nonoperating Income					
Nonoperating Revenue (Loss)	(436)	642	371	271	
Excess Margin	(\$6,575)	(\$1,067)	\$125	(\$1,192)	

Operating Margin %	(8.7%)	(2.9%)	(0.7%)
OM after Stimulus%	(8.7%)	(2.4%)	(0.3%)
Excess Margin %	(9.4%)	(1.5%)	0.2%
Operating Cash Flow Margin %	(3.9%)	0.8%	4.1%

May Financial Comparison **without KHMG** (000's)

	Actual Results		Budget	Budget Variance	
	May 2022	May 2023	May 2023	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$52,099	\$50,619	\$51,627	(\$1,007)	(2.0%)
Supplemental Gov't Programs	4,383	6,063	5,257	806	15.3%
Prime/QIP Program	3,282	743	757	(14)	(1.9%)
Premium Revenue	5,948	7,125	6,813	312	4.6%
Management Services Revenue	2,813	3,284	3,478	(193)	(5.6%)
Other Revenue	2,068	3,178	2,367	811	34.2%
Other Operating Revenue	18,494	20,393	18,673	1,720	9.2%
Total Operating Revenue	70,593	71,012	70,299	713	1.0%
Operating Expenses					
Salaries & Wages	27,916	27,554	28,783	(1,229)	(4.3%)
Contract Labor	7,813	2,017	2,400	(383)	(16.0%)
Employee Benefits	2,987	7,848	5,939	1,908	32.1%
Total Employment Expenses	38,715	37,418	37,122	296	0.8%
Medical & Other Supplies	11,356	11,598	10,013	1,585	15.8%
Physician Fees	6,814	6,127	6,600	(472)	(7.2%)
Purchased Services	5,384	1,406	1,585	(180)	(11.3%)
Repairs & Maintenance	2,192	2,160	2,327	(168)	(7.2%)
Utilities	756	830	621	209	33.7%
Rents & Leases	312	152	272	(120)	(44.1%)
Depreciation & Amortization	2,551	1,967	2,769	(802)	(29.0%)
Interest Expense	826	607	611	(3)	(0.5%)
Other Expense	2,708	3,836	2,005	1,831	91.3%
Humana Cap Plan Expense	2,850	3,593	3,432	161	4.7%
Management Services Expense	2,268	3,350	3,436	(86)	(2.5%)
Total Other Expenses	38,015	35,625	33,671	1,955	5.8%
Total Operating Expenses	76,731	73,043	70,792	2,251	3.2%
Operating Margin	(\$6,138)	(\$2,031)	(\$493)	(\$1,538)	
Stimulus Funds	0	322	247	75	
Operating Margin after Stimulus	(\$6,138)	(\$1,709)	(\$246)	(\$1,463)	
Nonoperating Revenue (Loss)	(436)	642	371	271	
Excess Margin	(\$6,575)	(\$1,067)	\$125	(\$1,192)	

Operating Margin %	(8.7%)	(2.9%)	(0.7%)
OM after Stimulus%	(8.7%)	(2.4%)	(0.3%)
Excess Margin %	(9.4%)	(1.5%)	0.2%
Operating Cash Flow Margin %	(3.9%)	0.8%	4.1%

May Financial Comparison (000's)

	Actual Results			Budget	Budget Variance	
	May 2022	May 2023	% Change	May 2023	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$56,673	\$50,968	(10.1%)	\$55,940	(\$4,972)	(8.9%)
Supplemental Gov't Programs	4,383	6,063	38.3%	5,257	806	15.3%
Prime/QIP Program	3,282	743	(77.4%)	757	(14)	(1.9%)
Premium Revenue	5,948	7,125	19.8%	6,813	312	4.6%
Management Services Revenue	2,813	3,284	16.8%	3,478	(193)	(5.6%)
Other Revenue	2,126	3,971	86.7%	2,468	1,503	60.9%
Other Operating Revenue	18,552	21,186	14.2%	18,773	2,413	12.9%
Total Operating Revenue	75,225	72,154	(4.1%)	74,713	(2,559)	(3.4%)
Operating Expenses						
Salaries & Wages	28,998	27,487	(5.2%)	29,884	(2,397)	(8.0%)
Contract Labor	7,813	2,017	(74.2%)	2,400	(383)	(16.0%)
Employee Benefits	3,229	7,829	142.4%	6,165	1,664	27.0%
Total Employment Expenses	40,040	37,332	(6.8%)	38,448	(1,116)	(2.9%)
Medical & Other Supplies	11,914	11,604	(2.6%)	10,583	1,021	9.6%
Physician Fees	9,329	6,827	(26.8%)	9,280	(2,454)	(26.4%)
Purchased Services	2,038	1,411	(30.8%)	1,680	(269)	(16.0%)
Repairs & Maintenance	2,380	2,153	(9.5%)	2,560	(407)	(15.9%)
Utilities	794	857	7.9%	662	195	29.5%
Rents & Leases	585	152	(74.0%)	494	(342)	(69.2%)
Depreciation & Amortization	2,610	1,796	(31.2%)	2,834	(1,038)	(36.6%)
Interest Expense	826	607	(26.5%)	611	(3)	(0.5%)
Other Expense	2,812	3,865	37.5%	2,159	1,706	79.0%
Humana Cap Plan Expense	2,850	3,593	26.1%	3,432	161	4.7%
Management Services Expense	2,268	3,350	47.7%	3,436	(86)	(2.5%)
Total Other Expenses	38,405	36,215	(5.7%)	37,731	(1,516)	(4.0%)
Total Operating Expenses	78,445	73,547	(6.2%)	76,179	(2,632)	(3.5%)
Operating Margin	(\$3,220)	(\$1,393)		(\$1,466)	\$73	
Stimulus Funds	0	322		255	67	
Operating Margin after Stimulus	(\$3,220)	(\$1,071)		(\$1,211)	\$140	
Nonoperating Revenue (Loss)	(436)	5,336		371	4,965	
Excess Margin	(\$3,657)	\$4,265	27/171	(\$839)	\$5,105	

YTD (July-May) Financial Comparison (000's)

	Actual Results FYTD Jul-May		Budget FYTD	Budget Variance	FYTD
	FYTD2022	FYTD2023	FYTD2023	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$584,480	\$575,375	\$616,271	(\$40,896)	(6.6%)
Other Operating Revenue	199,275	214,660	202,054	12,607	6.2%
Total Operating Revenue	783,755	790,036	818,324	(28,289)	(3.5%)
Operating Expenses					
Employment Expense	405,893	421,336	418,564	2,773	0.7%
Other Operating Expense	401,931	410,819	412,173	(1,354)	(0.3%)
Total Operating Expenses	807,824	832,156	830,737	1,419	0.2%
Operating Margin	(\$24,069)	(\$42,120)	(\$12,413)	(\$29,708)	
Stimulus Funds	16,555	609	2,753	(2,144)	
Operating Margin after Stimulus	(\$7,514)	(\$41,511)	(\$9,660)	(\$31,852)	
Nonoperating Revenue (Loss)	(5,134)	8,957	3,987	4,970	
Excess Margin	(\$12,648)	(\$32,554)	(\$5,672)	(\$26,881)	

Operating Margin %	(3.1%)	(5.3%)	(1.5%)
OM after Stimulus%	(1.0%)	(5.3%)	(1.2%)
Excess Margin %	(1.6%)	(4.1%)	(0.7%)
Operating Cash Flow Margin %	1.5%	(0.2%)	3.1%

YTD (July-May) Financial Comparison **without KHMG** (000's)

	Actual Results FYTD Jul-May		Budget FYTD	Budget Variance	FYTD
	FYTD2022	FYTD2023	FYTD2023	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$539,835	\$535,896	\$567,820	(\$31,924)	(5.6%)
Other Operating Revenue	197,629	213,271	200,968	12,304	6.1%
Total Operating Revenue	737,464	749,167	768,788	(19,621)	(2.6%)
Operating Expenses					
Employment Expenses	393,092	409,423	403,963	5,460	1.4%
Other Expenses	358,623	374,199	368,507	5,692	1.5%
Total Operating Expenses	751,715	783,622	772,470	11,152	1.4%
Operating Margin	(\$14,250)	(\$34,455)	(\$3,682)	(\$30,772)	
Stimulus Funds	16,555	609	2,499	(1,890)	
Operating Margin after Stimulus	\$2,305	(\$33,846)	(\$1,183)	(\$32,662)	
Nonoperating Revenue (Loss)	(5,134)	4,264	3,987	276	
Excess Margin	(\$2,830)	(\$29,582)	\$2,804	(\$32,386)	

Operating Margin %	(1.9%)	(4.6%)	(0.5%)
OM after Stimulus%	0.3%	(4.5%)	(0.2%)
Excess Margin %	(0.4%)	(3.9%)	0.4%
Operating Cash Flow Margin %	2.8%	0.5%	4.3%

YTD Financial Comparison (000's)

	Actual Results FYTD Jul-May			Budget FYTD	Budget Variance	FYTD
	FYTD2022	FYTD2023	% Change	FYTD2023	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$584,480	\$575,375	(1.6%)	\$616,271	(\$40,896)	(6.6%)
Supplemental Gov't Programs	65,838	63,215	(4.0%)	56,815	6,400	11.3%
Prime/QIP Program	12,567	12,252	(2.5%)	8,179	4,073	49.8%
Premium Revenue	63,552	72,689	14.4%	72,822	(133)	(0.2%)
Management Services Revenue	32,872	35,516	8.0%	37,583	(2,067)	(5.5%)
Other Revenue	24,445	30,989	26.8%	26,655	4,334	16.3%
Other Operating Revenue	199,275	214,660	7.7%	202,054	12,607	6.2%
Total Operating Revenue	783,755	790,036	0.8%	818,324	(28,289)	(3.5%)
Operating Expenses						
Salaries & Wages	321,661	310,904	(3.3%)	325,436	(14,532)	(4.5%)
Contract Labor	34,785	46,443	33.5%	26,304	20,139	76.6%
Employee Benefits	49,447	63,989	29.4%	66,823	(2,834)	(4.2%)
Total Employment Expenses	405,893	421,336	3.8%	418,564	2,773	0.7%
Medical & Other Supplies	122,663	120,117	(2.1%)	115,954	4,163	3.6%
Physician Fees	98,824	97,894	(0.9%)	100,788	(2,894)	(2.9%)
Purchased Services	17,167	16,826	(2.0%)	18,145	(1,319)	(7.3%)
Repairs & Maintenance	26,033	26,717	2.6%	28,088	(1,371)	(4.9%)
Utilities	8,158	9,393	15.1%	7,898	1,495	18.9%
Rents & Leases	5,654	1,659	(70.7%)	6,491	(4,832)	(74.4%)
Depreciation & Amortization	28,894	33,418	15.7%	31,170	2,248	7.2%
Interest Expense	6,693	6,803	1.6%	6,599	203	3.1%
Other Expense	20,062	22,181	10.6%	23,347	(1,167)	(5.0%)
Humana Cap Plan Expense	36,034	40,368	12.0%	36,562	3,807	10.4%
Management Services Expense	31,749	35,445	11.6%	37,132	(1,687)	(4.5%)
Total Other Expenses	401,931	410,819	2.2%	412,173	(1,354)	(0.3%)
Total Operating Expenses	807,824	832,156	3.0%	830,737	1,419	0.2%
Operating Margin	(\$24,069)	(\$42,120)		(\$12,413)	(\$29,708)	
Stimulus Funds	16,555	609		2,753	(2,144)	
Operating Margin after Stimulus	(\$7,514)	(\$41,511)		(\$9,660)	(\$31,852)	
Nonoperating Income						
Nonoperating Revenue (Loss)	(5,134)	8,957		3,987	4,970	
Excess Margin	(\$12,648)	(\$32,554)		(\$5,672)	(\$26,881)	

Trended Financial Comparison (000's)

	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	YTD
Operating Revenue												
Net Patient Service Revenue	\$52,368	\$54,965	\$48,168	\$54,432	\$56,706	\$53,217	\$51,048	\$49,325	\$55,391	\$48,785	\$50,968	\$575,375
Supplemental Gov't Programs	5,042	5,042	4,943	5,410	5,494	5,060	6,065	6,064	7,967	6,065	6,063	\$63,215
Prime Program	743	743	743	743	743	743	743	743	3,935	1,633	743	\$12,252
Premium Revenue	5,901	5,927	5,972	5,943	5,784	6,780	6,336	7,251	6,985	8,685	7,125	\$72,689
Management Services Revenue	2,932	3,797	3,313	2,733	3,559	3,277	3,294	2,897	3,149	3,280	3,284	\$35,516
Other Revenue	3,495	2,160	2,334	2,462	2,161	2,594	3,315	2,302	3,509	2,683	3,971	\$30,986
Other Operating Revenue	18,113	17,668	17,304	17,291	17,741	18,452	19,753	19,257	25,545	22,346	21,186	\$214,657
Total Operating Revenue	70,480	72,633	65,472	71,723	74,447	71,670	70,801	68,582	80,937	71,131	72,154	\$790,031
Operating Expenses												
Salaries & Wages	29,176	29,435	28,455	29,473	26,929	28,727	28,050	26,583	29,016	27,572	27,487	\$310,905
Contract Labor	5,864	7,124	7,067	5,941	4,393	3,550	2,199	2,967	2,467	2,853	2,017	\$46,443
Employee Benefits	6,279	5,563	3,636	5,212	5,155	5,828	6,612	6,074	5,423	6,379	7,829	\$63,989
Total Employment Expenses	41,319	42,122	39,158	40,625	36,477	38,105	36,862	35,624	36,907	36,804	37,332	\$421,336
Medical & Other Supplies	9,593	11,666	11,642	11,523	11,358	10,632	10,396	10,376	11,548	9,779	11,604	\$120,117
Physician Fees	8,892	9,585	8,814	9,859	9,645	8,276	8,564	8,596	9,737	9,101	6,827	\$97,894
Purchased Services	2,937	1,120	1,556	1,349	1,328	1,576	1,540	1,184	1,445	1,380	1,411	\$16,826
Repairs & Maintenance	2,237	2,486	2,516	2,542	2,460	2,365	2,230	2,302	2,614	2,813	2,153	\$26,718
Utilities	715	999	1,061	942	881	806	841	703	878	711	857	\$9,393
Rents & Leases	510	157	153	169	183	170	228	22	165	133	152	\$2,042
Depreciation & Amortization	2,657	3,028	3,017	3,029	3,071	3,057	3,172	3,848	3,180	3,186	1,796	\$33,040
Interest Expense	589	595	594	595	664	706	610	620	609	609	607	\$6,797
Other Expense	1,631	1,986	1,825	1,510	1,759	1,834	1,945	1,980	1,945	1,873	3,865	\$22,153
Humana Cap Plan Expenses	4,404	3,831	3,777	2,680	3,454	3,372	3,674	3,596	4,798	3,190	3,593	\$40,368
Management Services Expense	2,921	3,660	3,370	2,707	3,371	3,317	3,058	3,257	3,284	3,150	3,350	\$35,445
Total Other Expenses	37,087	39,112	38,324	36,904	38,173	36,110	36,256	36,483	40,204	35,925	36,215	\$410,793
Total Operating Expenses	78,406	81,234	77,483	77,529	74,650	74,216	73,118	72,106	77,111	72,728	73,547	\$832,129
Operating Margin	(\$7,926)	(\$8,600)	(\$12,010)	(\$5,807)	(\$203)	(\$2,546)	(\$2,317)	(\$3,524)	\$3,826	(\$1,597)	(\$1,393)	(\$42,098)
Stimulus Funds	\$97	\$0	\$0	\$0	\$0	\$0	\$190	\$0	\$0	\$0	\$322	\$609
Operating Margin after Stimulus	(\$7,829)	(\$8,600)	(\$12,010)	(\$5,807)	(\$203)	(\$2,546)	(\$2,127)	(\$3,524)	\$3,826	(\$1,597)	(\$1,071)	(\$41,489)
Nonoperating Revenue (Loss)	455	303	(3,901)	452	150	2,901	1,350	834	538	515	5,336	\$8,934
Excess Margin	(\$7,374)	(\$8,297)	(\$15,911)	(\$5,355)	(\$53)	\$355	(\$777)	(\$2,690)	\$4,364	(\$1,082)	\$4,265	(\$32,554)

Trended Financial Comparison **without KHMG** (000's)

	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	YTD
Operating Revenue												
Net Patient Service Revenue	\$48,746	\$50,999	\$44,088	\$50,060	\$52,332	\$49,537	\$47,024	\$45,565	\$50,976	\$45,949	\$50,619	\$535,896
Supplemental Gov't Programs	5,042	5,042	4,943	5,410	5,494	5,060	6,065	6,064	7,967	6,065	6,063	\$63,215
Prime Program	743	743	743	743	743	743	743	743	3,935	1,633	743	\$12,252
Premium Revenue	5,901	5,927	5,972	5,943	5,784	6,780	6,336	7,251	6,985	8,685	7,125	\$72,689
Management Services Revenue	2,932	3,797	3,313	2,733	3,559	3,277	3,294	2,897	3,149	3,280	3,284	\$35,516
Other Revenue	3,440	2,096	2,279	2,406	2,094	2,503	3,255	2,278	3,442	2,629	3,178	\$29,600
Other Operating Revenue	18,057	17,604	17,249	17,234	17,674	18,361	19,693	19,233	25,479	22,293	20,393	213,271
Total Operating Revenue	66,803	68,603	61,337	67,294	70,006	67,899	66,717	64,798	76,455	68,242	71,012	\$749,167
Operating Expenses												
Salaries & Wages	28,192	28,420	27,468	28,384	25,963	27,721	27,128	25,644	27,983	26,536	27,554	\$300,993
Contract Labor	5,864	7,124	7,067	5,941	4,393	3,550	2,199	2,967	2,467	2,853	2,017	\$46,443
Employee Benefits	6,071	5,374	3,432	5,022	4,973	5,627	6,398	5,864	5,234	6,144	7,848	\$61,987
Total Employment Expenses	40,128	40,918	37,968	39,347	35,329	36,898	35,726	34,474	35,684	35,533	37,418	\$409,422
Medical & Other Supplies	8,996	10,798	11,107	10,767	10,887	9,991	9,838	9,848	10,972	9,487	11,598	\$114,291
Physician Fees	6,682	7,173	6,679	7,363	7,028	6,342	6,254	6,261	7,116	6,849	6,127	\$73,874
Purchased Services	2,859	1,062	1,476	1,263	1,245	1,504	1,418	1,108	1,357	1,288	1,406	\$15,986
Repairs & Maintenance	2,000	2,238	2,341	2,367	2,260	2,172	2,148	2,117	2,431	2,673	2,160	\$24,905
Utilities	662	940	997	887	835	775	800	649	838	672	830	\$8,884
Rents & Leases	108	140	140	152	167	148	120	3	140	114	152	\$1,383
Depreciation & Amortization	2,781	2,778	2,768	2,776	2,820	2,807	2,922	3,570	2,927	2,945	1,967	\$31,061
Interest Expense	592	592	592	593	661	704	607	618	607	607	607	\$6,780
Other Expense	1,543	1,897	1,720	1,424	1,642	1,766	1,862	1,876	1,875	1,781	3,836	\$21,222
Humana Cap Plan Expenses	4,404	3,831	3,777	2,680	3,454	3,372	3,674	3,596	4,798	3,190	3,593	\$40,368
Management Services Expense	2,921	3,660	3,370	2,707	3,371	3,317	3,058	3,257	3,284	3,150	3,350	\$35,445
Total Other Expenses	33,548	35,108	34,966	32,980	34,371	32,897	32,701	32,901	36,346	32,756	35,625	\$374,199
Total Operating Expenses	73,676	76,026	72,934	72,327	69,700	69,795	68,426	67,376	72,030	68,289	73,043	\$783,621
Operating Margin	(\$6,873)	(\$7,423)	(\$11,597)	(\$5,033)	\$306	(\$1,896)	(\$1,709)	(\$2,578)	\$4,425	(\$47)	(\$2,031)	(\$34,454)
Stimulus Funds	\$97	\$0	\$0	\$0	\$0	\$0	\$190	\$0	\$0	\$0	\$322	\$609
Operating Margin after Stimulus	(\$6,776)	(\$7,423)	(\$11,597)	(\$5,033)	\$306	(\$1,896)	(\$1,519)	(\$2,578)	\$4,425	(\$47)	(\$1,709)	(\$33,845)
Nonoperating Revenue (Loss)	455	326	(3,901)	452	150	2,901	1,350	834	538	515	642	\$4,263
Excess Margin	(\$6,321)	(\$7,097)	(\$15,497)	(\$4,581)	\$456	\$1,005	(\$169)	(\$1,744)	\$4,963	\$468	(\$1,067)	(\$29,582)

Kaweah Health Medical Group

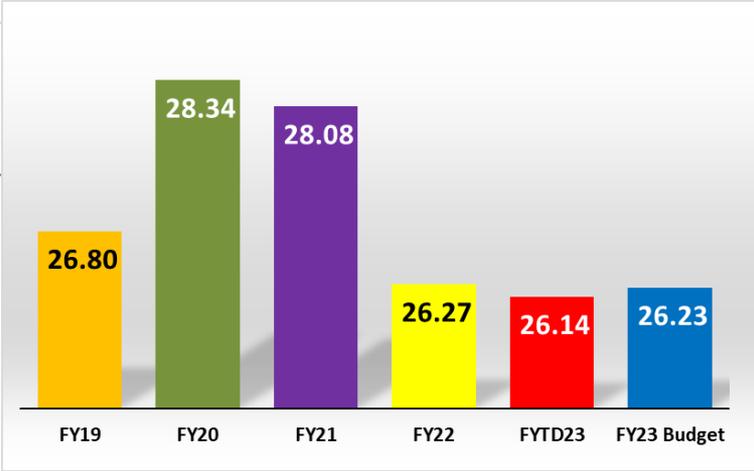
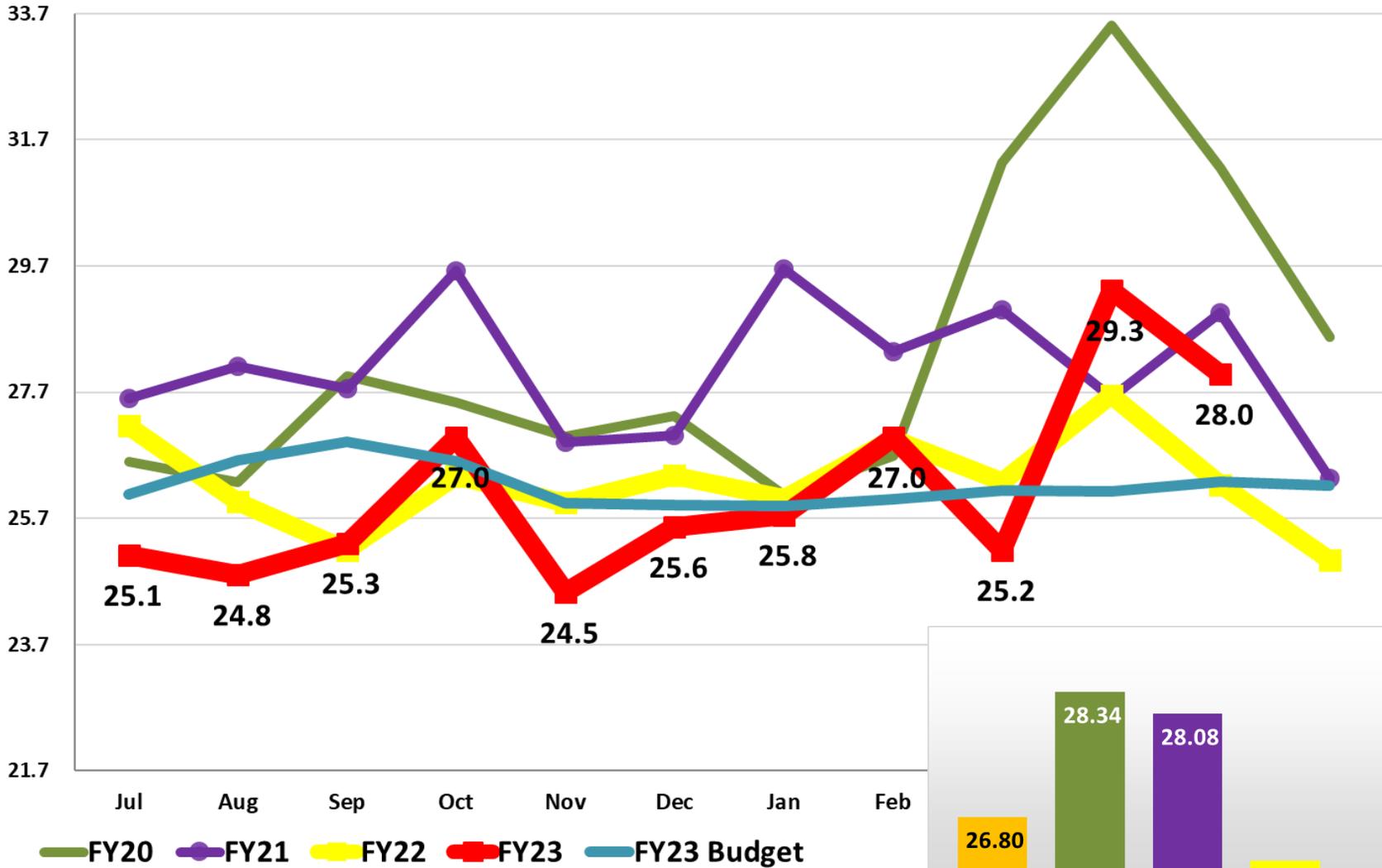
Fiscal Year Financial Comparison (000's)

	Actual Results FYTD July - May			Budget FYTD	Budget Variance	FYTD
	May 2022	May 2023	% Change	May 2023	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$44,645	\$39,479	(11.6%)	\$48,451	(\$8,971)	(18.5%)
Other Revenue	1,646	1,389	(15.6%)	1,086	303	27.9%
Other Operating Revenue	1,646	1,389	(15.6%)	1,086	303	27.9%
Total Operating Revenue	46,291	40,868	(11.7%)	49,537	(8,668)	(17.5%)
Operating Expenses						
Salaries & Wages	10,962	9,911	(9.6%)	12,115	(2,203)	(18.2%)
Employee Benefits	1,839	2,002	8.9%	2,486	(484)	(19.5%)
Total Employment Expenses	12,802	11,914	(6.9%)	14,601	(2,687)	(18.4%)
Medical & Other Supplies	5,868	5,826	(0.7%)	6,542	(716)	(10.9%)
Physician Fees	26,945	24,020	(10.9%)	28,265	(4,245)	(15.0%)
Purchased Services	900	840	(6.7%)	1,012	(172)	(17.0%)
Repairs & Maintenance	2,053	1,812	(11.7%)	2,558	(746)	(29.2%)
Utilities	410	509	24.1%	470	38	8.1%
Rents & Leases	2,380	276	(88.4%)	2,439	(2,163)	(88.7%)
Depreciation & Amortization	701	2,357	236.3%	708	1,649	232.8%
Interest Expense	1	22	3003.4%	0	22	0.0%
Other Expense	1,200	958	(20.2%)	1,671	(713)	(42.7%)
Total Other Expenses	40,458	36,620	(9.5%)	43,666	(7,046)	(16.1%)
Total Operating Expenses	53,259	48,534	(8.9%)	58,267	(9,733)	(16.7%)
Stimulus Funds	0	0	0.0%	0	0	0.0%
Operating Margin after Stimulus	(\$6,968)	(\$7,665)	10.0%	(\$8,730)	\$1,065	(12.2%)
Nonoperating Income						
Nonoperating Revenue (Loss)	0	4,694	0.0%	0	4,694	0.0%
Excess Margin	(\$6,968)	(\$2,972)	(57.4%)	(\$8,730)	\$5,759	(66.0%)
Excess Margin %	(15.1%)	(7.3%)		(17.6%)		

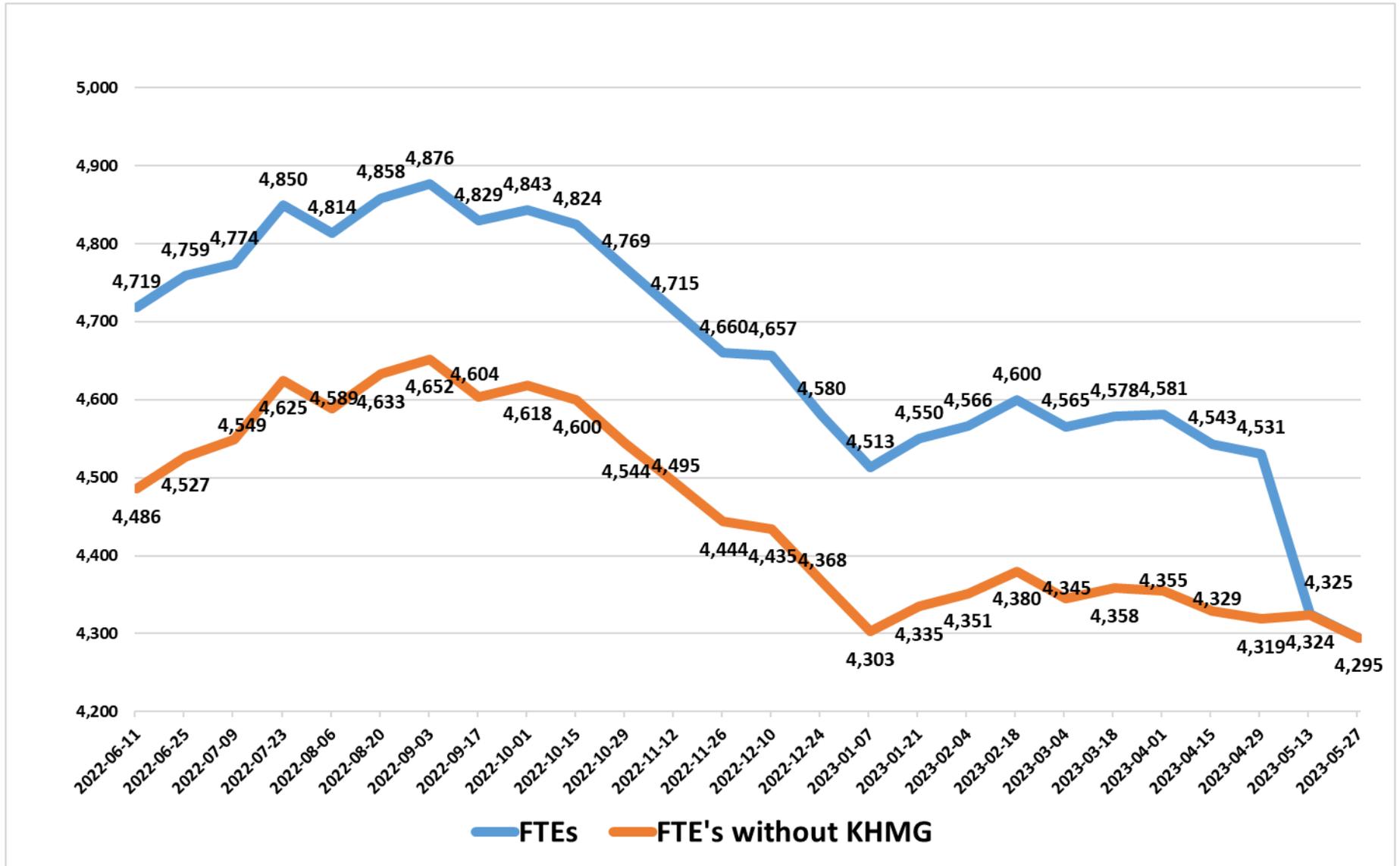
Month of May- Budget Variances

- **Closure of the Kaweah Health Medical Foundation.** Beginning in May, we stopped providing services with Visalia Medical Group. In May, this was a \$5.3M positive bottom line impact.
- **Closure of the Transitional Care Service Unit on Court Street.** Beginning in November, we stopped accepting patients at our TCS South location. FY23 savings from closing the unit is approximately \$650K.
- **Net Patient Revenues:** Net patient revenue was under budget by \$4.9M or 8.9% in May. If we exclude the impact of Kaweah Health Medical Group the decrease was \$1M or 2% in May. This was primarily due to lower patient volume than budgeted.
- **Other Revenue:** In May, we recorded additional revenue due to the termination agreement with Kaweah Health Medical Group of \$660K.
- **Employment expenses:** Salaries and wages were under budget primarily due to the lower volumes and operation back in black initiatives. This was offset by an increase in Employee Benefits due to the impact of actuarial reports on the year end estimate for Pension Expense of \$1M.
- **Medical & Other Supplies:** In May supplies were over budget by \$1M primarily due to increased volume in Cath Lab \$200K, Lab \$250K, COVID tests \$215K.
- **Other Expenses:** The \$1.7M increase in Other Expenses is due to the impact of our actuarial report on our professional liability insurance. Due to higher volume of claims we recorded an additional \$1.9M.

Productivity: Worked Hours/Adjusted Patient Days



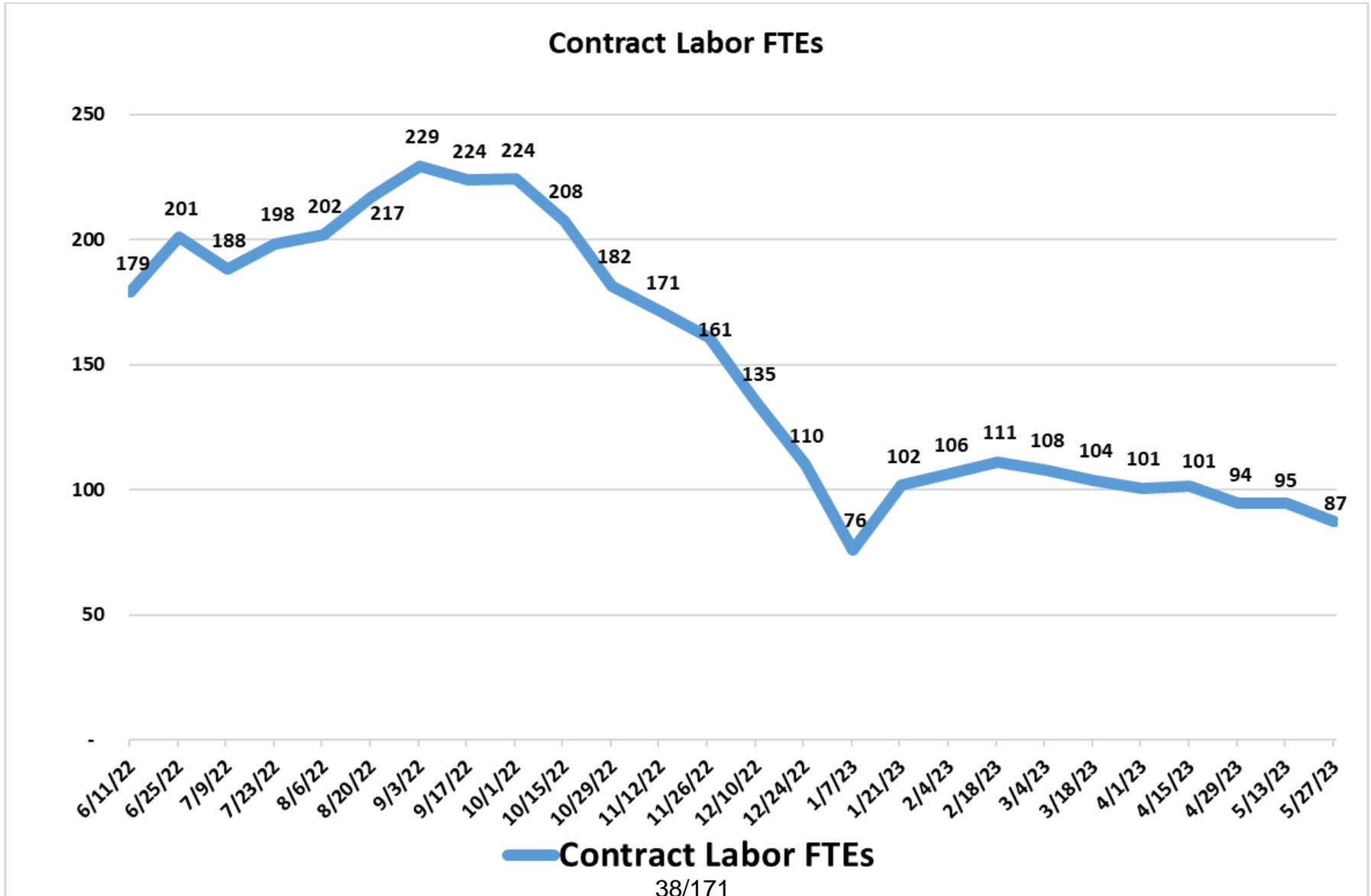
Trended FTEs: Productive & Nonproductive Hours



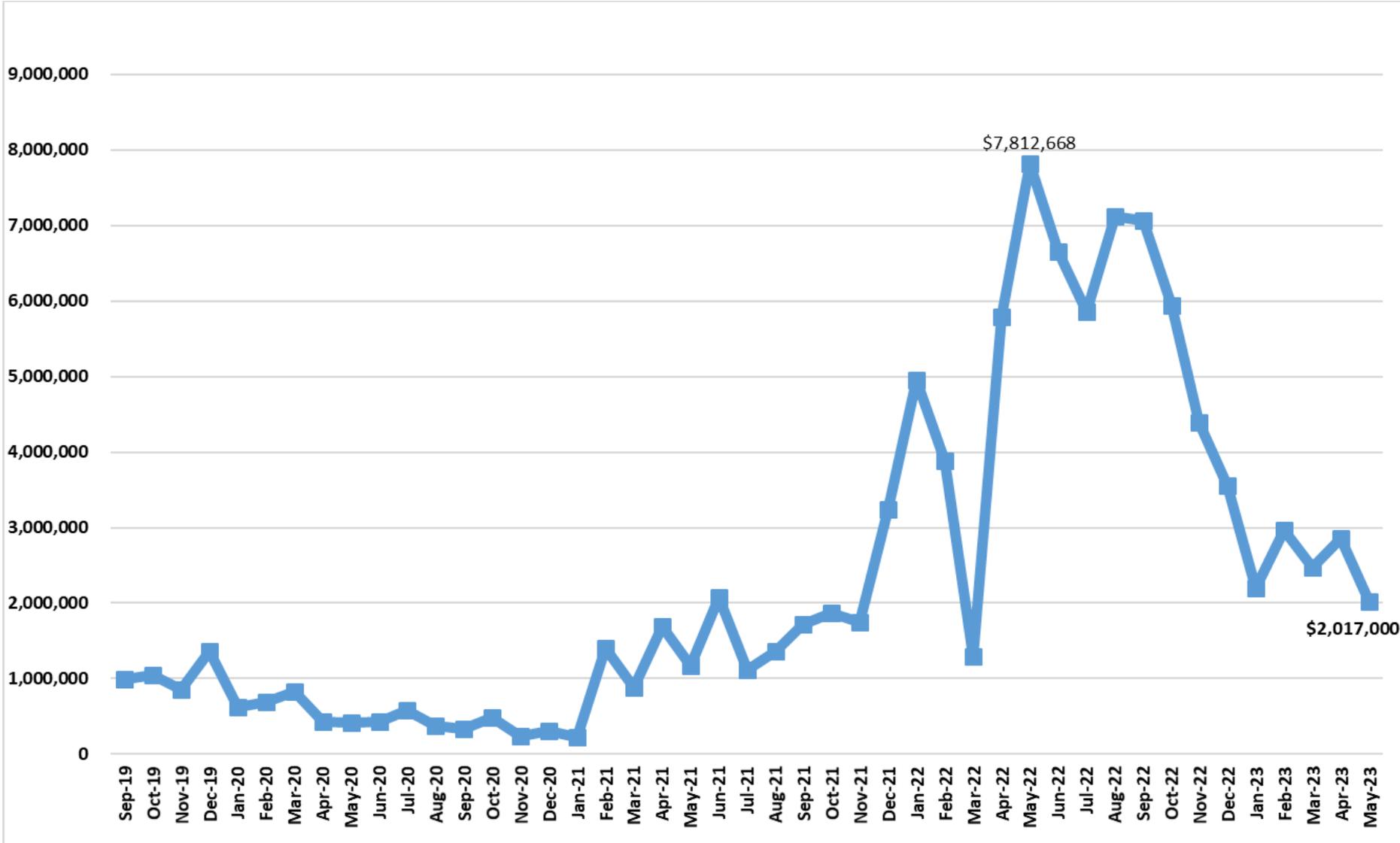
Productive Hours without KHMG



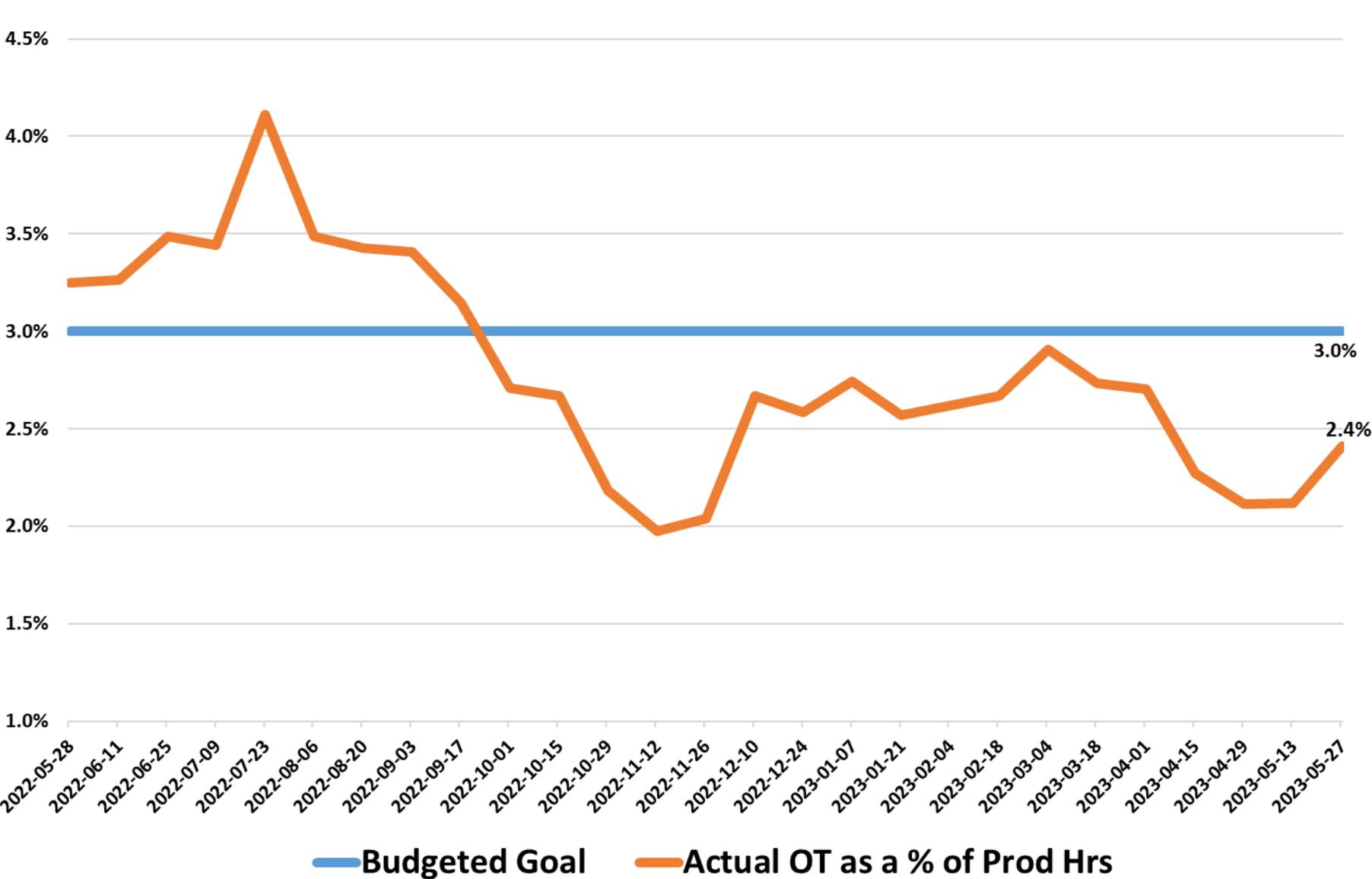
Contract Labor Full Time Equivalents (FTEs)



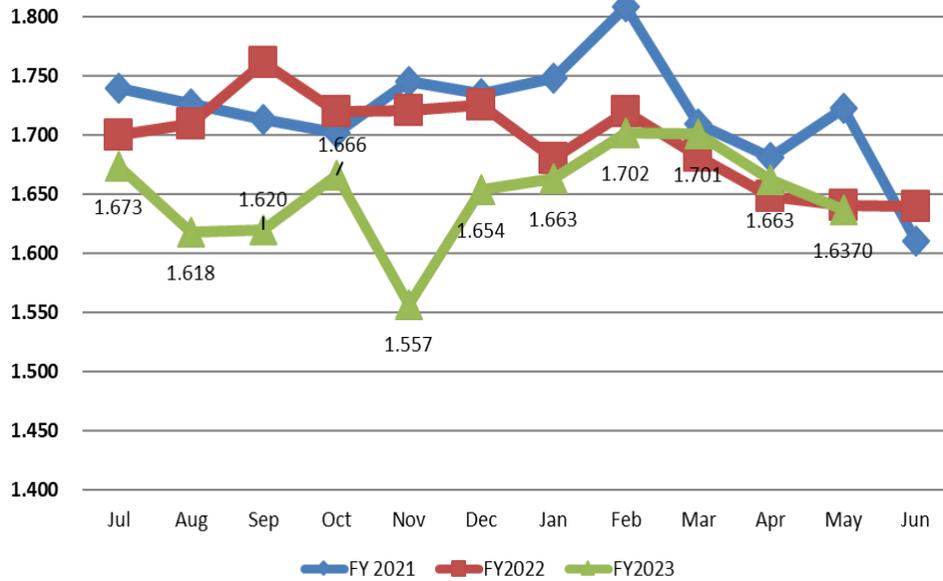
Contract Labor Expense



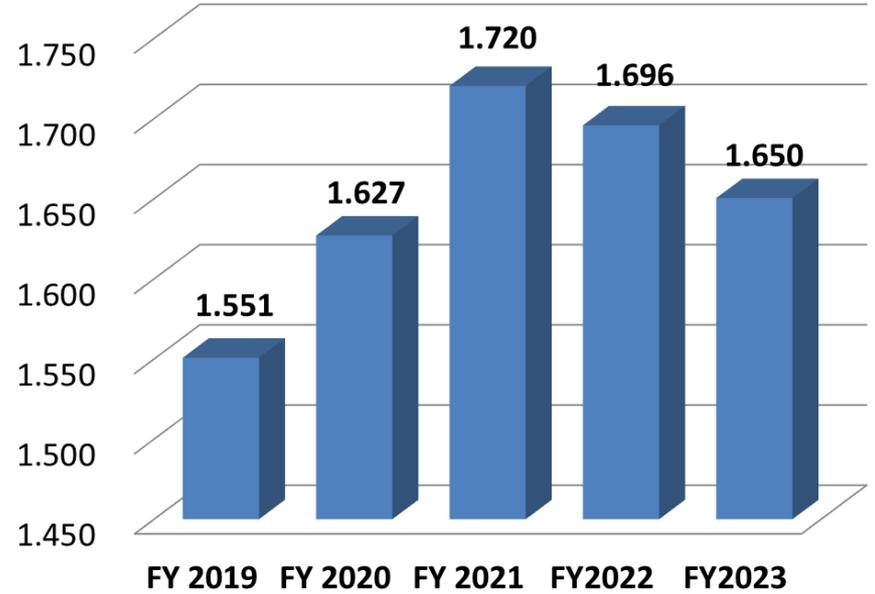
Overtime as a % of Productive Hours and \$



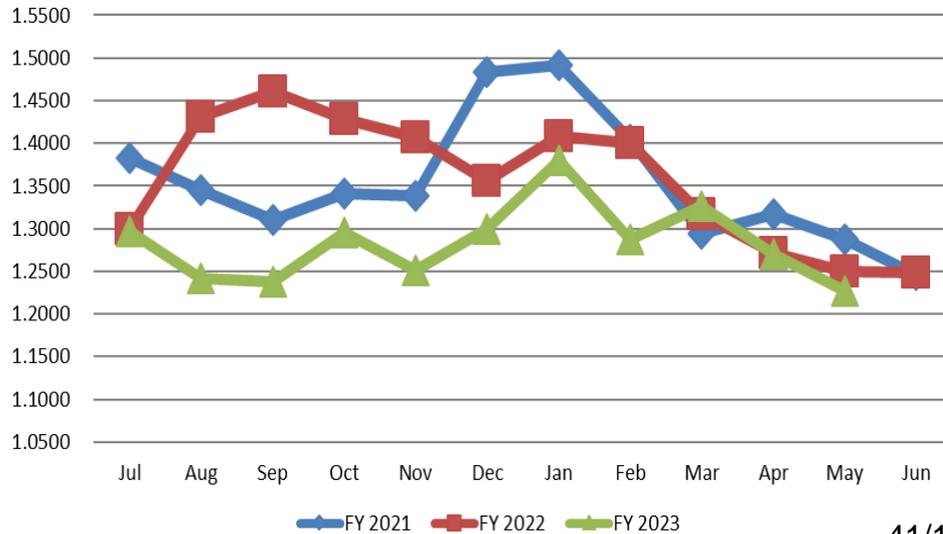
Case Mix Index w/o Normal Newborns



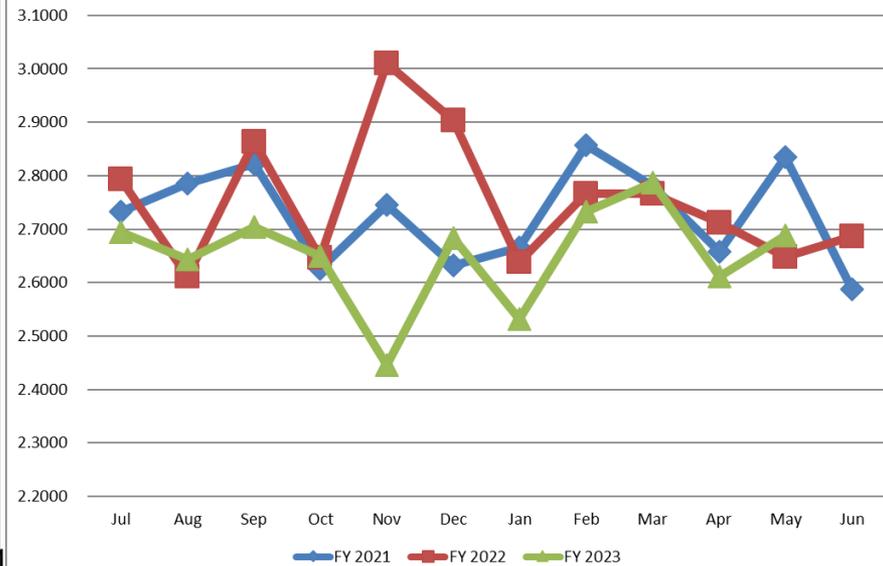
Case Mix Index w/o Normal Newborns - All



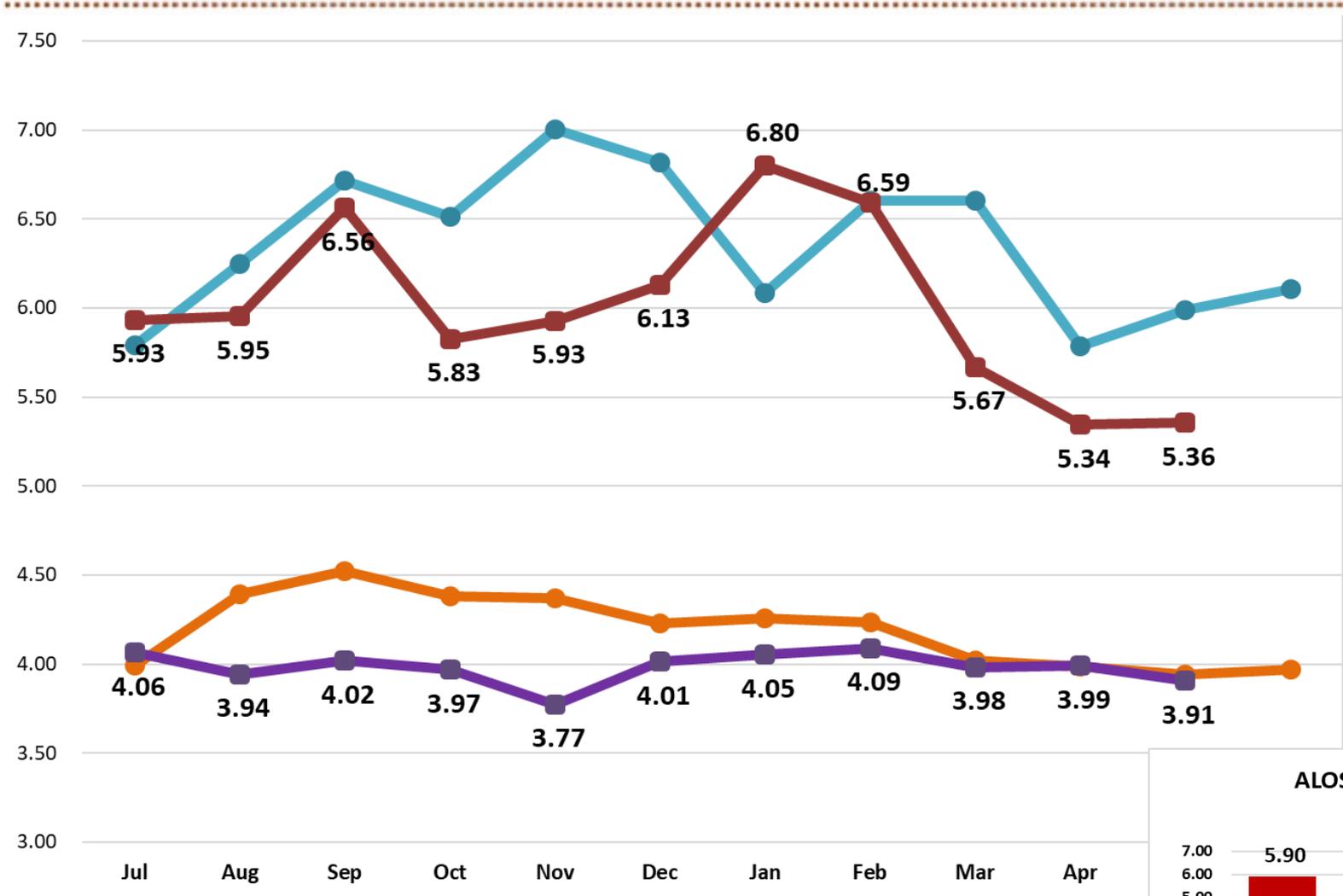
Case Mix Medical w/o Normal Newborns



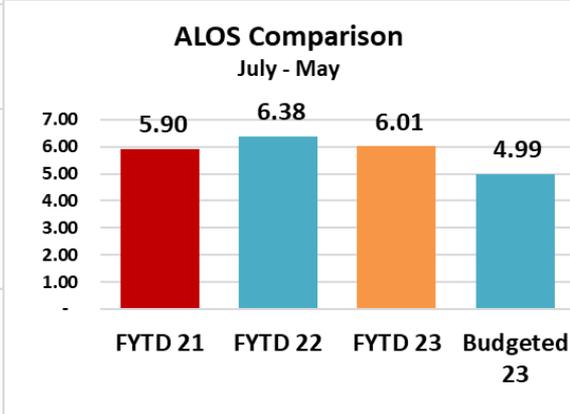
Case Mix Index Surgical w/o Normal Newborns



Average Length of Stay versus National Average (GMLOS)



● FY 2022 Actual LOS ■ FY 2023 Actual LOS
● FY 2022 GMLOS ■ FY 2023 GMLOS

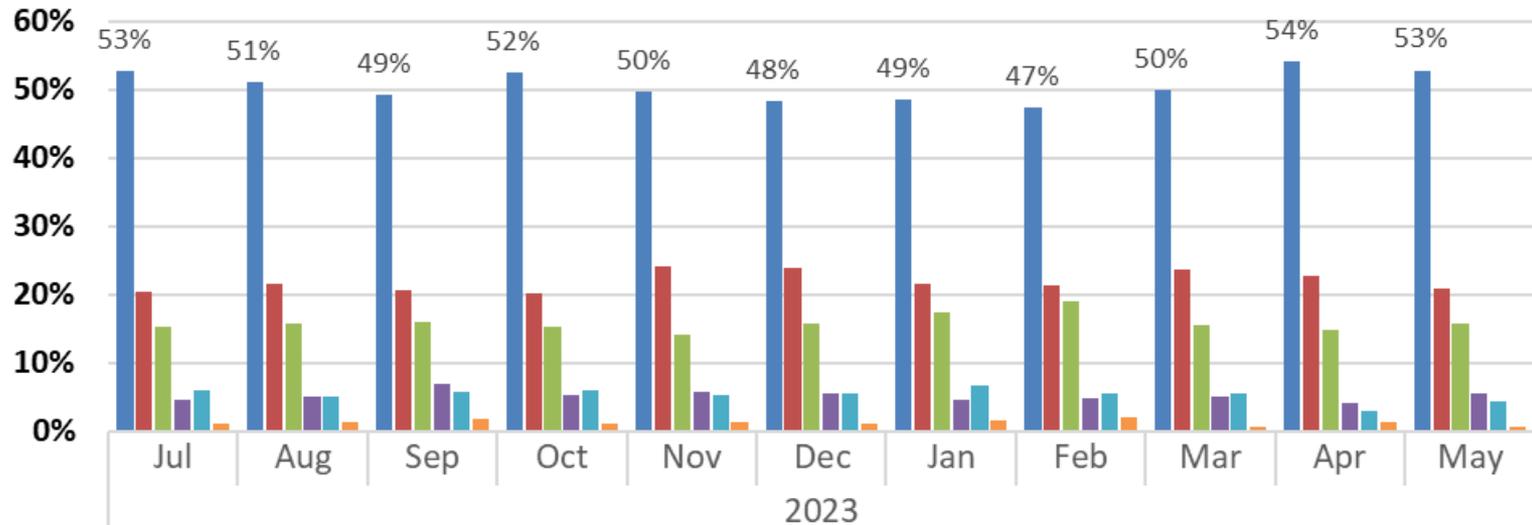


Average Length of Stay versus National Average (GMLOS)

	Including COVID Patients				Excluding COVID Patients		
	ALOS	GMLOS	GAP		ALOS	GMLOS	GAP
Mar-21	5.76	4.07	1.69		5.04	3.92	1.12
Apr-21	5.40	3.98	1.42		5.22	3.89	1.33
May-21	5.57	4.00	1.57		5.34	3.92	1.42
Jun-21	5.76	3.90	1.86		5.68	3.88	1.80
Jul-21	5.79	3.99	1.80		5.69	3.94	1.75
Aug-21	6.25	4.39	1.86		5.95	4.05	1.90
Sep-21	6.72	4.52	2.20		5.89	4.08	1.81
Oct-21	6.51	4.38	2.13		5.34	4.00	1.34
Nov-21	7.00	4.37	2.63		5.75	3.95	1.80
Dec-21	6.82	4.23	2.59		6.12	3.98	2.14
Jan-22	6.08	4.26	1.82		5.96	3.96	2.00
Feb-22	6.61	4.23	2.38		5.86	3.83	2.03
Mar-22	6.61	4.02	2.59		5.68	3.89	1.79
Apr-22	5.78	3.99	1.79		5.66	3.98	1.68
May-22	5.99	3.94	2.05		5.63	3.89	1.74
Jun-22	6.11	3.97	2.14		5.62	3.88	1.74
Jul-22	5.93	4.06	1.87		5.66	3.90	1.76
Aug-22	5.95	3.94	2.01		5.62	3.83	1.79
Sep-22	6.56	4.02	2.54		6.31	3.95	2.36
Oct-22	5.83	3.97	1.86		5.62	3.91	1.71
Nov-22	5.93	3.77	2.16		5.86	3.74	2.12
Dec-22	6.13	4.01	2.12		5.68	3.92	1.76
Jan-23	6.80	4.05	2.75		6.28	3.94	2.34
Feb-23	6.59	4.09	2.50		6.39	4.04	2.35
Mar-23	5.67	3.98	1.69		5.54	3.93	1.61
Apr-23	5.34	3.99	1.35		5.06	3.95	1.11
May-23	5.36	3.91	1.45		5.13	3.88	1.25
Average	6.01	4.13	1.88	43/171	5.53	3.96	1.57

Average Length of Stay Distribution

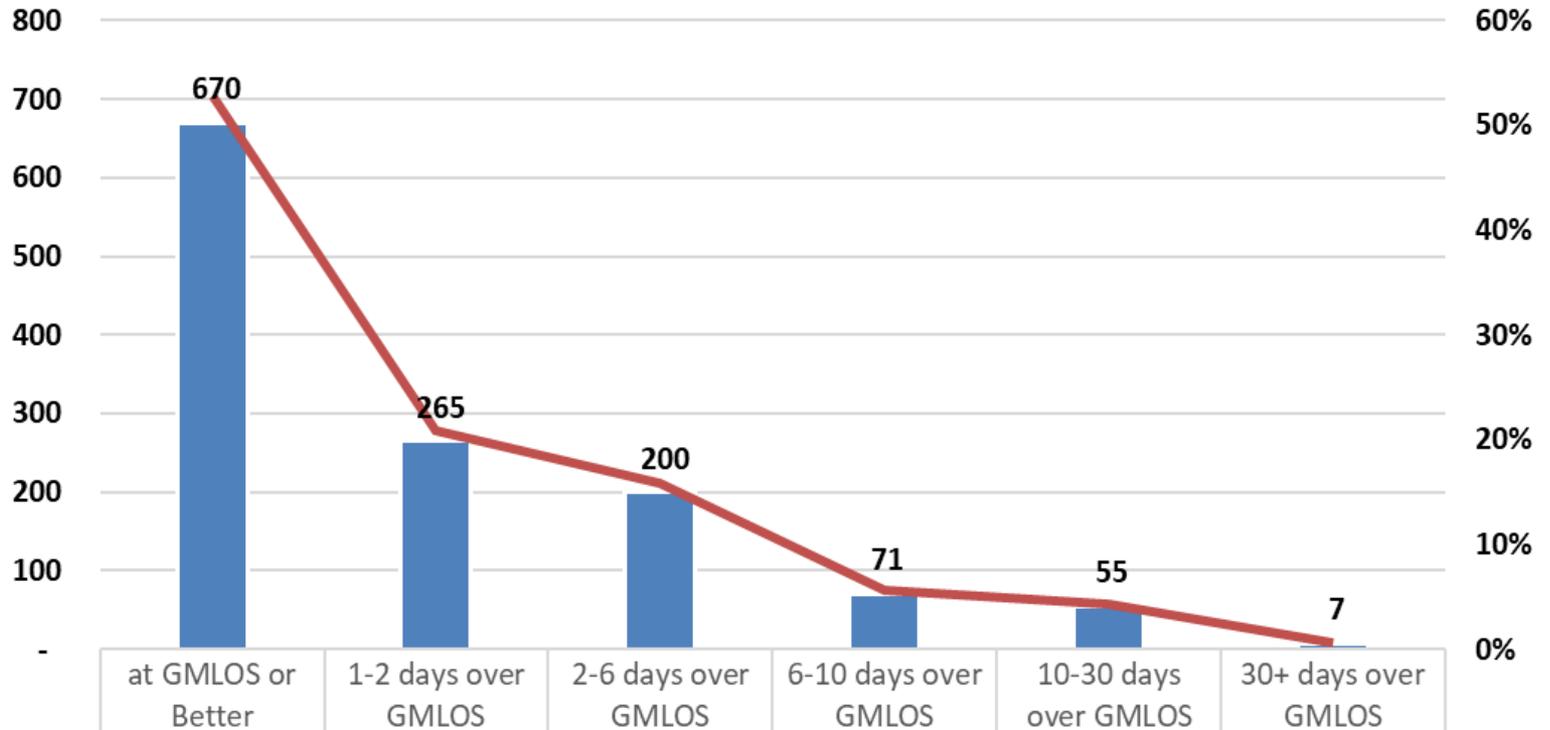
FY23 Overall LOS Distribution



	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
at GMLOS or Better	53%	51%	49%	52%	50%	48%	49%	47%	50%	54%	53%
1-2 days over GMLOS	20%	22%	21%	20%	24%	24%	21%	21%	24%	23%	21%
2-6 days over GMLOS	15%	16%	16%	15%	14%	16%	17%	19%	16%	15%	16%
6-10 days over GMLOS	5%	5%	7%	5%	6%	5%	5%	5%	5%	4%	6%
10-30 days over GMLOS	6%	5%	6%	6%	5%	6%	7%	6%	5%	3%	4%
30+ days over GMLOS	1%	1%	2%	1%	1%	1%	2%	2%	0%	1%	1%

Average Length of Stay April Distribution

May FY 2023 Overall LOS Distribution

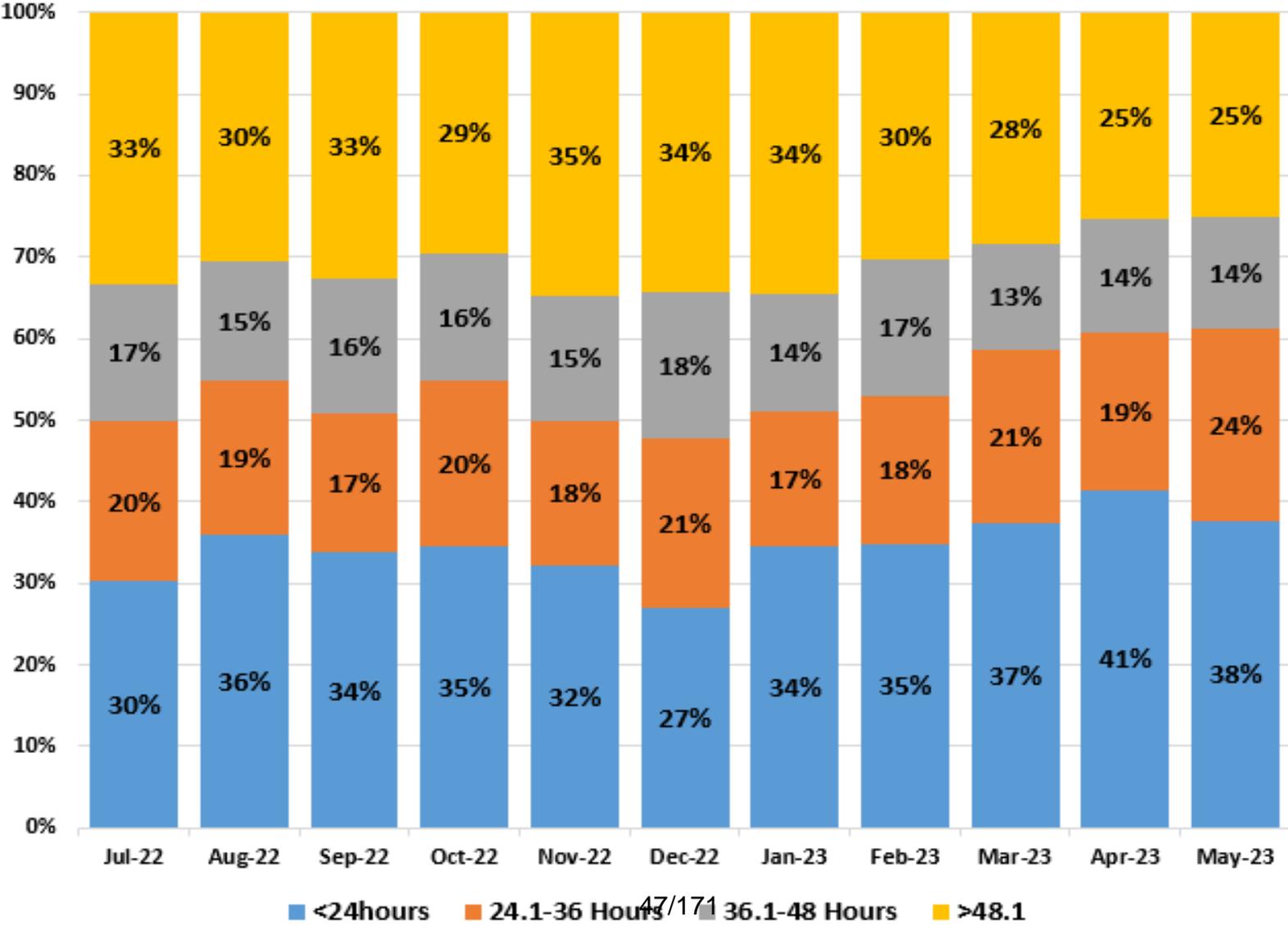


Count of Visits	670	265	200	71	55	7
% of Visits	53%	21%	16%	6%	4%	1%

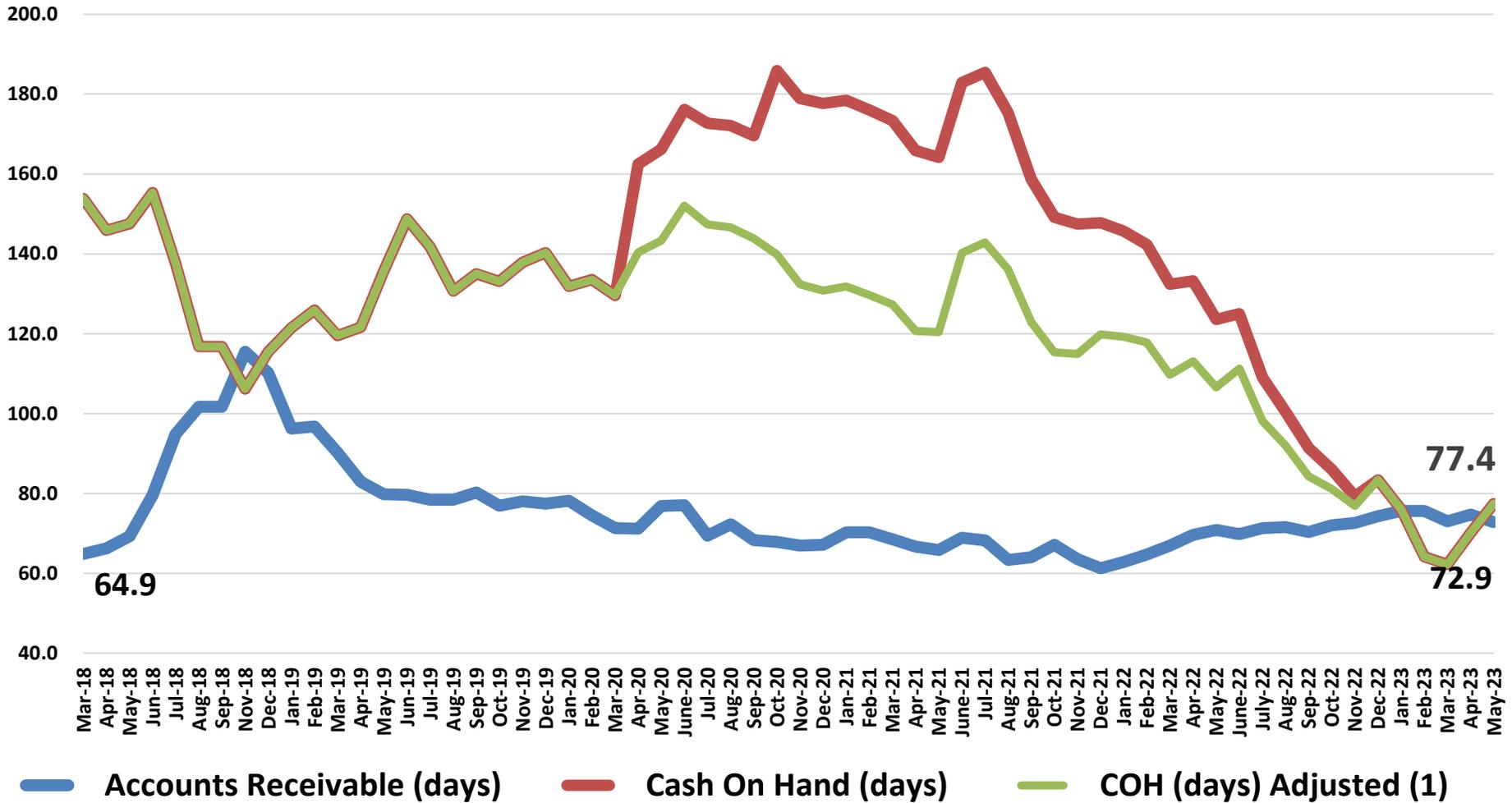
Opportunity Cost of Reducing LOS to National Average - \$82M FY22



Monthly Discharges of Observation Patients by their Length of Stay



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

MAY 31, 2023

	June 30,			2021 Moody's		
	Current	Prior	2022	Median Benchmark		
	Month	Month	Audited	Aa	A	Baa
	Value	Value	Value			
LIQUIDITY RATIOS						
Current Ratio (x)	3.5	3.5	2.0	1.4	1.7	1.6
Accounts Receivable (days)	72.9	74.7	69.4	48.3	48.3	47.5
Cash On Hand (days)	77.4	70.1	117.3	341.3	268.4	206.5
Cushion Ratio (x)	10.2	9.2	17.4	52.4	31.5	19.9
Average Payment Period (days)	41.0	39.6	61.8	97.6	86.4	94.0
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	86.9%	78.8%	128.3%	323.4%	220.4%	170.1%
Debt-To-Capitalization	32.9%	33.1%	31.3%	20.6%	29.1%	36.3%
Debt-to-Cash Flow (x)	33.5	(260.8)	7.2	2.1	2.6	3.3
Debt Service Coverage	0.4	(0.0)	1.4	9.6	6.0	4.5
Maximum Annual Debt Service Coverage (x)	0.3	(0.0)	1.4	8.2	5.5	3.9
Age Of Plant (years)	13.3	12.8	12.3	10.8	12.4	13.5
PROFITABILITY RATIOS						
Operating Margin	(5.3%)	(5.7%)	(4.3%)	4.1%	3.1%	2.2%
Excess Margin	(4.1%)	(5.1%)	(2.9%)	8.1%	6.7%	4.8%
Operating Cash Flow Margin	(.2%)	(.4%)	1.0%	9.6%	8.8%	7.5%
Return on Assets	(4.2%)	(5.3%)	(2.8%)	5.8%	4.9%	3.9%

KAWEAH DELTA HEALTH CARE DISTRICT

CONSOLIDATED INCOME STATEMENT (000's)

FISCAL YEAR 2022 & 2023

Fiscal Year	Operating Revenue			Operating Expenses				Operating Expenses Total	Operating Income	Non-Operating Income	Net Income	Operating Margin %	Excess Margin
	Net Patient Revenue	Other Operating Revenue	Operating Revenue Total	Personnel Expense	Physician Fees	Supplies Expense	Other Operating Expense						
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%)	(4.7%)
Nov-21	54,846	22,162	77,008	33,634	10,261	10,623	15,629	70,146	6,862	7,129	13,991	8.9%	16.6%
Dec-21	51,115	21,796	72,911	37,366	9,479	10,687	15,532	73,064	(153)	2,057	1,904	(0.2%)	2.5%
Jan-22	56,862	17,469	74,331	38,931	9,210	10,913	15,143	74,197	134	568	702	0.2%	0.9%
Feb-22	47,933	17,525	65,458	36,102	8,812	10,406	15,848	71,168	(5,710)	787	(4,924)	(8.7%)	(7.4%)
Mar-22	52,555	16,609	69,164	37,920	9,045	11,180	18,266	76,412	(7,247)	(470)	(7,717)	(10.5%)	(11.2%)
Apr-22	49,729	23,436	73,165	40,828	8,829	10,685	17,410	77,752	(4,588)	(568)	(5,156)	(6.3%)	(7.1%)
May-22	56,673	18,552	75,225	40,040	9,329	11,914	17,162	78,445	(3,220)	(436)	(3,656)	(4.3%)	(4.9%)
Jun-22	51,040	23,102	74,142	50,244	9,413	8,179	19,349	87,186	(13,044)	126	(12,918)	(17.6%)	(17.4%)
2022 FY Total	\$ 635,520	\$ 222,815	\$ 858,335	\$ 456,137	\$ 108,238	\$ 130,842	\$ 199,795	\$ 895,011	\$ (36,676)	\$ 11,108	\$ (25,568)	(4.3%)	(2.9%)
2023													
Jul-22	52,368	18,113	70,480	41,319	8,892	9,593	18,601	78,406	(7,926)	552	(7,374)	(11.2%)	(10.4%)
Aug-22	54,965	17,672	72,637	42,122	9,585	11,666	17,888	81,261	(8,623)	326	(8,297)	(11.9%)	(11.4%)
Sep-22	48,168	17,304	65,472	39,158	8,814	11,642	17,869	77,483	(12,010)	(3,901)	(15,911)	(18.3%)	(25.8%)
Oct-22	54,432	17,291	71,723	40,625	9,859	11,523	15,522	77,529	(5,807)	452	(5,355)	(8.1%)	(7.4%)
Nov-22	56,706	17,741	74,447	36,477	9,645	11,358	17,171	74,650	(203)	150	(53)	(0.3%)	(0.1%)
Dec-22	53,217	18,452	71,670	38,105	8,276	10,632	17,203	74,216	(2,546)	2,901	355	(3.6%)	0.5%
Jan-23	51,048	19,753	70,801	36,862	8,564	10,396	17,296	73,118	(2,317)	1,540	(777)	(3.3%)	(1.1%)
Feb-23	49,325	19,257	68,582	35,624	8,596	10,376	17,510	72,106	(3,524)	834	(2,690)	(5.1%)	(3.9%)
Mar-23	55,391	25,545	80,937	36,907	9,737	11,548	18,919	77,111	3,826	538	4,364	4.7%	5.4%
Apr-23	48,785	22,346	71,131	36,804	9,101	9,779	17,045	72,728	(1,597)	515	(1,081)	(2.2%)	(1.5%)
May-23	50,968	21,508	72,476	37,332	6,827	11,604	17,784	73,547	(1,071)	5,336	4,265	(1.5%)	5.5%
2023 FY Total	\$ 575,375	\$ 214,982	\$ 790,358	\$ 421,336	\$ 97,894	\$ 120,117	\$ 192,808	\$ 832,156	\$ (41,798)	\$ 9,244	\$ (32,554)	(5.3%)	(4.1%)
FYTD Budget	616,271	204,807	821,077	418,564	100,788	115,954	195,432	830,737	(9,660)	3,987	(5,672)	(1.2%)	(0.7%)
Variance	\$ (40,896)	\$ 10,176	\$ (30,720)	\$ 2,773	\$ (2,894)	\$ 4,163	\$ (2,623)	\$ 1,419	\$ (32,139)	\$ 5,257	\$ (26,881)		
Current Month Analysis													
May-23	\$ 50,968	\$ 21,508	\$ 72,476	\$ 37,332	\$ 6,827	\$ 11,604	\$ 17,784	\$ 73,547	\$ (1,071)	\$ 5,336	\$ 4,265	(1.5%)	5.5%
Budget	55,940	19,028	74,968	38,448	9,280	10,583	17,867	76,179	(1,211)	371	(839)	(1.6%)	(1.1%)
Variance	\$ (4,972)	\$ 2,480	\$ (2,492)	\$ (1,116)	\$ (2,454)	\$ 1,021	\$ (83)	\$ (2,632)	\$ 140	\$ 4,965	5,105		

KAWEAH DELTA HEALTH CARE DISTRICT

FISCAL YEAR 2022 & 2023

Fiscal Year	Patient Days	ADC	Adjusted	I/P Revenue %	DFR & Bad Debt %	Net Patient Revenue/ Ajusted Patient Day	Personnel Expense/ Ajusted Patient Day	Physician Fees/ Ajusted Patient Day	Supply Expense/ Ajusted Patient Day	Total Operating Expense/ Ajusted Patient Day	Personnel Expense/ Net Patient Revenue	Physician Fees/ Net Patient Revenue	Supply Expense/ Net Patient Revenue	Total Operating Expense/ Net Patient Revenue
			Patient Days		DFR & Bad Debt %	Net Patient Revenue/ Ajusted Patient Day	Personnel Expense/ Ajusted Patient Day	Physician Fees/ Ajusted Patient Day	Supply Expense/ Ajusted Patient Day	Total Operating Expense/ Ajusted Patient Day	Personnel Expense/ Net Patient Revenue	Physician Fees/ Net Patient Revenue	Supply Expense/ Net Patient Revenue	Total Operating Expense/ Net Patient Revenue
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%	77.5%	1,837	1,808	339	294	3,137	98.4%	18.4%	16.0%	170.8%
2022 FY Total	168,040	460	325,602	51.6%	75.9%	1,952	1,401	332	402	2,749	71.8%	17.0%	20.6%	140.8%
2023														
Jul-22	13,910	449	27,688	50.2%	75.6%	1,891	1,492	321	346	2,832	78.9%	17.0%	18.3%	149.7%
Aug-22	13,865	447	29,148	47.6%	76.4%	1,886	1,445	329	400	2,788	76.6%	17.4%	21.2%	147.8%
Sep-22	12,768	426	27,367	46.7%	77.4%	1,760	1,431	322	425	2,831	81.3%	18.3%	24.2%	160.9%
Oct-22	13,119	423	27,421	47.8%	75.7%	1,985	1,482	360	420	2,827	74.6%	18.1%	21.2%	142.4%
Nov-22	12,904	430	26,955	47.9%	74.6%	2,104	1,353	358	421	2,769	64.3%	17.0%	20.0%	131.6%
Dec-22	13,587	438	27,686	49.1%	76.2%	1,922	1,376	299	384	2,681	71.6%	15.6%	20.0%	139.5%
Jan-23	13,396	432	27,042	49.5%	77.5%	1,888	1,363	317	384	2,704	72.2%	16.8%	20.4%	143.2%
Feb-23	11,916	426	24,665	48.3%	76.3%	2,000	1,444	349	421	2,923	72.2%	17.4%	21.0%	146.2%
Mar-23	12,905	416	27,485	47.0%	76.1%	2,015	1,343	354	420	2,806	66.6%	17.6%	20.8%	139.2%
Apr-23	11,268	376	24,106	46.7%	77.7%	2,024	1,527	378	406	3,017	75.4%	18.7%	20.0%	149.1%
May-23	12,056	389	24,945	48.3%	77.7%	2,043	1,497	274	465	2,948	73.2%	13.4%	22.8%	144.3%
2023 FY Total	141,694	423	294,589	48.1%	76.5%	1,953	1,430	332	408	2,825	73.2%	17.0%	20.9%	144.6%
FYTD Budget	162,234	484	310,343	52.3%	75.2%	1,986	1,349	325	374	2,820	67.9%	16.4%	18.8%	134.8%
Variance	(20,540)	(61)	(15,754)	(4.2%)	1.3%	(33)	82	8	34	5	5.3%	0.7%	2.1%	9.8%
Current Month Analysis														
May-23	12,056	389	24,945	48.3%	77.7%	2,043	1,497	274	465	2,948	73.2%	13.4%	22.8%	144.3%
Budget	14,896	481	28,402	52.4%	75.3%	1,970	1,354	327	373	3,054	68.7%	16.6%	18.9%	136.2%
Variance	(2,840)	(92)	(3,457)	(4.1%)	2.4%	74	143	(53)	93	(106)	4.5%	(3.2%)	3.8%	8.1%

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

	May-23	Apr-23	Change	% Change	Jun-22 (Audited)
ASSETS AND DEFERRED OUTFLOWS					
CURRENT ASSETS					
Cash and cash equivalents	\$ 10,983	\$ 808	\$ 10,174	1258.65%	\$ 21,693
Current Portion of Board designated and trusted assets	43,903	42,791	1,112	2.60%	14,121
Accounts receivable:					
Net patient accounts	138,779	145,709	(6,929)	-4.76%	135,946
Other receivables	41,119	37,298	3,821	10.24%	27,575
	179,898	183,006	(3,108)	-1.70%	163,521
Inventories	13,209	13,299	(90)	-0.68%	14,025
Medicare and Medi-Cal settlements	77,755	76,285	1,469	1.93%	58,593
Prepaid expenses	11,328	13,334	(2,006)	-15.04%	13,050
Total current assets	337,076	329,525	7,552	2.29%	285,004
NON-CURRENT CASH AND INVESTMENTS -					
less current portion					
Board designated cash and assets	165,893	159,129	6,764	4.25%	266,148
Revenue bond assets held in trust	0	0	-	0.00%	8
Assets in self-insurance trust fund	969	997	(27)	-2.73%	1,040
Total non-current cash and investments	166,862	160,126	6,737	4.21%	267,197
INTANGIBLE RIGHT TO USE LEASE,	6,875	10,937	(4,062)	-37.14%	14,376
net of accumulated amortization					
CAPITAL ASSETS					
Land	17,542	17,542	-	0.00%	17,542
Buildings and improvements	426,963	427,746	(783)	-0.18%	425,542
Equipment	327,539	334,419	(6,880)	-2.06%	325,209
Construction in progress	25,886	25,534	351	1.38%	15,620
	797,930	805,242	(7,311)	-0.91%	783,912
Less accumulated depreciation	482,649	485,649	(2,999)	-0.62%	459,744
	315,281	319,593	(4,312)	-1.35%	324,168
Property under capital leases -					
less accumulated amortization	(634)	(1,411)	777	-55.08%	0
Total capital assets	314,647	318,182	(3,535)	-1.11%	324,168
OTHER ASSETS					
Property not used in operations	1,537	1,541	(4)	-0.28%	1,584
Health-related investments	3,928	3,913	15	0.40%	4,620
Other	13,509	13,516	(8)	-0.06%	12,511
Total other assets	18,974	18,970	4	0.02%	18,715
Total assets	844,435	837,740	6,695	0.80%	909,460
DEFERRED OUTFLOWS					
	33,868	34,036	(169)	-0.50%	34,410
Total assets and deferred outflows	\$ 878,303	\$ 871,777	\$ 6,526	0.75%	\$ 943,870

KAWEAH DELTA HEALTH CARE DISTRICT

CONSOLIDATED STATEMENTS OF NET POSITION (000's)

	May-23	Apr-23	Change	% Change	Jun-22 (Audited)
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable and accrued expenses	\$ 31,922	\$ 29,835	\$ 2,088	7.00%	\$ 62,542
Accrued payroll and related liabilities	56,183	55,055	1,128	2.05%	70,913
Long-term debt, current portion	9,595	9,846	(251)	-2.55%	11,759
Total current liabilities	97,700	94,736	2,965	3.13%	145,214
LEASE LIABILITY, net of current portion	7,011	12,147	(5,136)	-42.28%	14,677
LONG-TERM DEBT, less current portion					
Bonds payable	239,544	239,551	(7)	0.00%	239,618
Capital leases	-	-	-	#DIV/0!	0
Notes payable	17,745	17,745	-	0.00%	7,895
Total long-term debt	257,289	257,295	(7)	0.00%	247,512
NET PENSION LIABILITY	48,880	46,407	2,473	5.33%	39,789
OTHER LONG-TERM LIABILITIES	32,739	30,820	1,919	6.23%	30,968
Total liabilities	443,619	441,406	2,214	0.50%	478,161
NET ASSETS					
Invested in capital assets, net of related debt	50,924	54,234	(3,310)	-6.10%	68,426
Restricted	37,285	36,192	1,094	3.02%	31,905
Unrestricted	346,475	339,946	6,529	1.92%	365,378
Total net position	434,684	430,371	4,312	1.00%	465,709
Total liabilities and net position	\$ 878,303	\$ 871,777	\$ 6,526	0.75%	\$ 943,870

FY24 Preliminary Budget Presentation June 14, 2023

FY2024 | Budget Update

February 14th : Volume budget worksheets Due February 24th **Completed**

March 18th: Capital and Operational budget workbooks Due April 15th **Completed**

April 17th -May 12th: 1st round budget meetings (446 Budgets) **Completed**

May 16th: Board of Directors presented preliminary budget concepts **Completed**

May 12th-June 10th : Analysis & Breakout budget meetings with leaders **Completed**

June 14th : Final Budget Discussions at Special Board meeting **Completed**

June 28th: Final Presentation to the Board of Directors

2023-2024 Preliminary Budget Review

- **Guiding Principles**
- **Key Changes since last presentation**
- **FY24 Budget Comparison**
- **Discussion on Options**
- **FY2024 Capital Budget**
- **Additional Supporting Slides**

Note: The FY23 Projected amounts are based on 11 months of actuals (July 2022-May 2023) plus 1 projected month for June 2023.

Guiding Principles | FY 2024

- Bond Covenants: Budget must show a minimum of a 1.75 Maximum Annual Debt Service Ratio (MADS)
- MADS calculation= Excess Margin plus add back depreciation and interest and divide by the maximum annual debt service payments plus interest. Currently an excess margin of **(\$10,231,232)** will = 1.75 MADS
- Volume: Assumes pandemic is over. Patient days and surgeries down with shift from inpatient to outpatient. Reduced original volumes for patient days, surgeries, and infusion.
- Capital Budget not to exceed \$14M
- **5 Year Strategic Growth Strategies:** Rolling out plans to grow inpatient volume with focus on surgical areas and strong margin outpatient services, scheduling opportunities, expand studies relating to selected future services
- **Phase II: Continuation of Operation Back In Black Initiatives**

FY24 Budget Comparison to Budget FY23 - Updated (000's)

	For Comparison to Budget FY24				FY 24 Budget	Variance Budget FY24 - Projected FY23 without KHMG	
	FY 19 Actual	* FY 23 Projected	FY 19 Actual w/o KHMG	*FY 23 Without KHMG			
Operating Revenue							
Net Patient Service Revenue	\$561,911	\$625,995	\$517,801	\$586,515	\$584,201	(\$2,314)	(0.4%)
Supplemental Gov't Programs	76,471	69,278	76,471	69,278	81,006	11,728	16.9%
QIP/Prime Program	17,717	12,994	17,717	12,994	8,699	(4,295)	(33.1%)
Premium Revenue	40,871	79,814	40,871	79,814	93,376	13,562	17.0%
Management Services Revenue	31,751	38,800	31,751	38,800	40,604	1,804	4.6%
Other Revenue	24,245	34,167	23,472	32,778	27,999	(4,779)	(14.6%)
Other Operating Revenue	191,056	235,053	190,283	233,664	251,684	18,020	7.7%
Total Operating Revenue	752,967	861,048	708,084	820,179	835,885	15,706	1.9%
Operating Expenses							
Salaries & Wages	287,902	338,458	276,428	328,547	340,788	12,241	3.7%
Contract Labor	14,997	48,460	14,855	48,460	16,817	(31,643)	(65.3%)
Employee Benefits	73,216	71,837	70,319	69,834	76,912	7,078	10.1%
Total Employment Expenses	376,115	458,754	361,601	446,841	434,517	(12,324)	(2.8%)
Medical & Other Supplies	112,866	131,715	106,497	125,889	122,535	(3,354)	(2.7%)
Physician Fees	85,521	104,021	63,160	80,001	80,145	144	0.2%
Purchased Services	21,151	18,231	19,815	17,391	17,366	(25)	(0.1%)
Repairs & Maintenance	25,878	28,877	24,011	27,065	28,356	1,291	4.8%
Utilities	5,642	10,222	5,236	9,714	10,814	1,100	11.3%
Rents & Leases	6,119	1,811	3,418	1,535	4,639	3,104	202.2%
Depreciation & Amortization	30,851	35,384	29,581	33,028	34,966	1,938	5.9%
Interest Expense	5,453	7,410	5,431	7,388	6,935	(453)	(6.1%)
Other Expense	17,260	26,016	15,523	25,058	22,655	(2,403)	(9.6%)
Humana Cap Plan Expenses	19,151	43,962	19,151	43,962	44,418	456	1.0%
Management Services Expense	31,359	38,795	31,359	38,795	40,112	1,317	3.4%
Total Other Expenses	361,250	446,445	323,180	409,824	412,941	3,117	0.8%
Total Operating Expenses	737,366	905,199	684,782	856,665	847,458	(9,207)	(1.1%)
Operating Margin	15,601	(44,151)	23,302	(36,486)	(11,573)	24,913	
Stimulus Funds/FEMA	0	609	0	609	16,691	16,082	
Operating Margin after Stimulus	15,601	(43,542)	23,302	(35,877)	5,118	40,995	
Nonoperating Revenue (Loss)	12,306	9,600	12,306	4,906	3,542	(1,364)	
Excess Margin	\$27,907	(\$33,942)	\$35,608	(\$30,971)	\$8,660	\$39,631	

Major Assumptions / Options / *Risk | FY 2024

- **Revenue**

- *Shifts in volume, payer mix, patient type
- Operation Back in Black: Payer Contract (\$7.7M)/ Rev Cycles increases (\$2.5M)
- *Humana increase in Premium: \$12M due to increase in lives and RAF score
- *FEMA budgeted to pay in FY24 - \$16.5M

- **Salaries and Wages**

- 401K – TBD current \$5M in budget
- Merit increase - TBD
- *Contract Labor – decrease to average 60 FTEs in FY24. \$31.6M less than FY23
- *RN to LVN shift – impact \$4.7M
- Observation Days decrease – 1.7M
- Sitter Need decrease- \$993K
- At Risk Compensation – TBD not in budget
- Market Rate Adjustments - \$1M
- Workforce Efficiency - \$2M
- Assumes 125 FTE vacancy factor – same as prior year
- Maintain or reduce productivity ratios

Major Assumptions :Options:*Risk | FY 2024

- Other Expenses**

- Physician Cost Improvements: Collections / Improved documentation / Renegotiations \$2M
- Tighten Slight reductions in operating expenses: Supplies, Minor Equipment, Travel/Education, Marketing, Dues & Subscriptions. \$3.2M
- *Length of Stay reduction \$2.5M. Impacts salaries and supplies.
- *Additional unknown costs related to 5 year growth TBD

	FY 19 Actual	FY 23 Projected	FY 19 Actual w/o KHMG	FY 23 Without KHMG	FY 24 Budget
Excess Margin	\$27,907	(\$33,942)	\$35,608	(\$30,971)	\$8,660
				Exclude FEMA	\$ (16,691)
				Reduce Due to Merit not yet in Budget	\$ (2,500)
				Increase due to QIP not yet in Budget	\$ 1,160
				Foundation Finalized	\$ (981)
				Excess Margin adjusted for changes and FEMA	\$ (10,352)
				MADS Minimum Excess Margin = 1.75%	\$ (10,231)
				Difference	\$ (121)

401K Options | FY 2024

Reminder: 401K

Plan Year: January - December

Fiscal Year: July – June

Funded within 10 Months after Plan Year

CURRENTLY IN BUDGET

Option 1: Plan Year (Calendar) no match in Plan year 2023 and Full match in Plan year 2024 and 2025

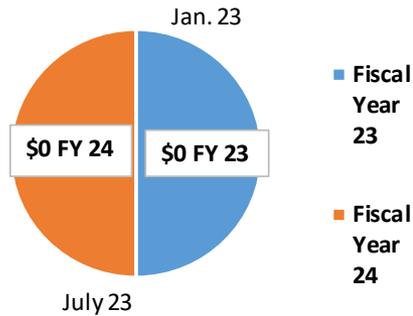
Fiscal Year: No match in Fiscal year 2023 and 1/2 match in Fiscal year 2024 and full match in Fiscal Year 2025

By Fiscal Years	FY 23 Jul-Jun	FY 24 Jul-Jun	FY 25 Jul-Jun
Financial Impact	0	\$5M	\$10M
Cash Impact	0	0	\$10M

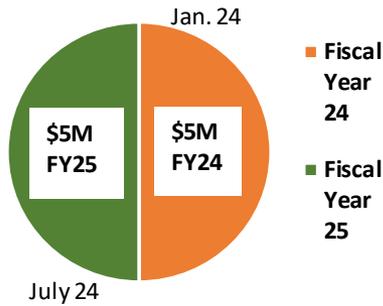
Assumes match occurs January for prior plan year (?)

By Plan Yr	Plan Yr23	Plan Yr24	Plan Yr25
Plan yr	0	\$10M	\$10M

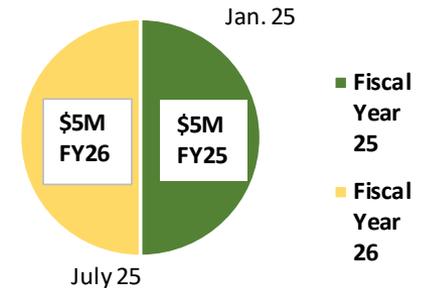
Plan Year 2023 - Jan-Dec 2023



Plan Year 2024 - Jan-Dec 2024



Plan Year 2025 - Jan-Dec 2025



FY24 Budget – 401K Options

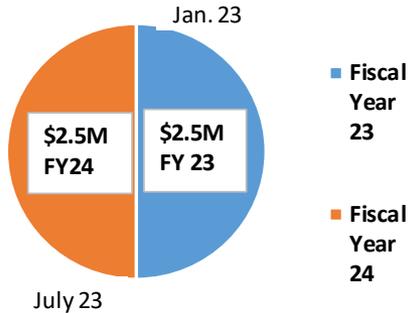
Option 2: Plan Year: 1/2 discretionary match Plan year 23 and 3/4 match in Plan year 24 and full match Plan year 25

Fiscal Year: 1/4 discretionary match FY23 and 1/2 match in Fiscal year 24 and full match Fiscal year 25

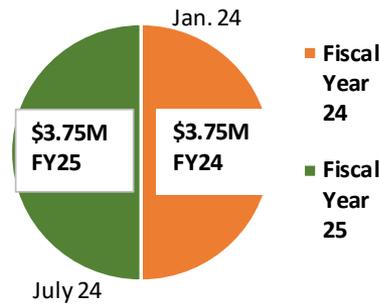
By Fiscal Years	FY 23 Jul-Jun	FY 24 Jul-Jun	FY 25 Jul-Jun
Financial Impact	\$2.5M	\$6.25M	\$8.75M
Cash Impact	0	\$5M	\$7.5M

By Plan Yr	Plan Yr23	Plan Yr24	Plan Yr25
Plan yr	\$5M	\$7.5M	\$10M

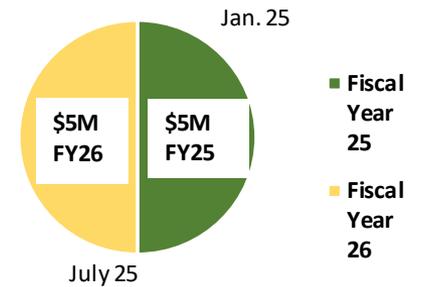
Plan Year 2023 - Jan-Dec 2023



Plan Year 2024 - Jan-Dec 2024



Plan Year 2025 - Jan-Dec 2025



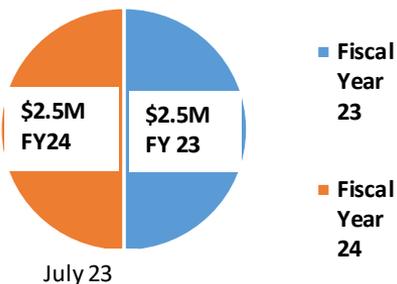
Option 3: Plan Year: 1/2 year match Plan year 2023 and Full year for Play years 2024, 2025

Fiscal Year: 1/2 discretionary match FY23 and full match in Fiscal year 24 and full match Fiscal year 25

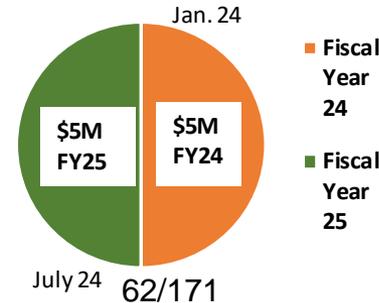
By Fiscal Years	FY 23 Jul-Jun	FY 24 Jul-Jun	FY 25 Jul-Jun
Financial Impact	\$2.5M	\$7.5M	\$10M
Cash Impact	0	\$5M	\$10M

By Plan Yr	Plan Yr23	Plan Yr24	Plan Yr25
Plan yr	\$5M	\$10M	\$10M

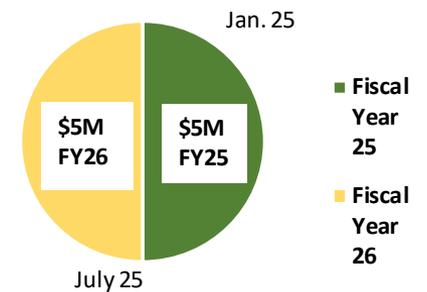
Plan Year 2023 - Jan-Dec 2023



Plan Year 2024 - Jan-Dec 2024



Plan Year 2025 - Jan-Dec 2025



FY24 Budget – 401K Options

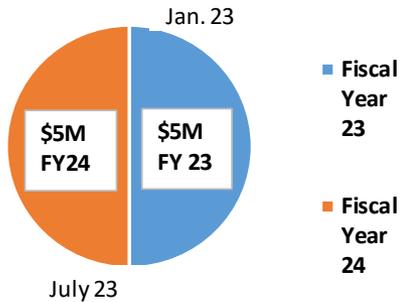
Option 4: **Plan Year:** Full match Plan year 2023, 2024, 2025

Fiscal Year: 1/2 discretionary match FY23 and full match in Fiscal year 24 and full match Fiscal year 25

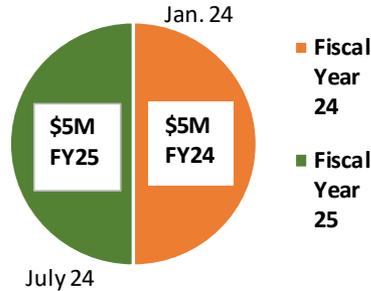
By Fiscal Years	FY 23 Jul-Jun	FY 24 Jul-Jun	FY 25 Jul-Jun
Financial Impact	\$5M	\$10M	\$10M
Cash Impact	0	\$10M	\$10M

By Plan Yr	Plan Yr23	Plan Yr24	Plan Yr25
Plan yr	\$10M	\$10M	\$10M

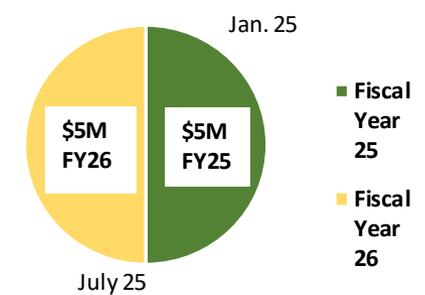
Plan Year 2023 - Jan-Dec 2023



Plan Year 2024 - Jan-Dec 2024



Plan Year 2025 - Jan-Dec 2025



Impact on Financials

By Fiscal Years	FY 23 Jul-Jun	FY 24 Jul-Jun	FY 25 Jul-Jun
Option 1	\$ -	\$5M	\$10M
Option 2	\$2.5M	\$6.25M	\$8.75M
Option 3	\$2.5M	\$7.5M	\$10M
Option 4	\$5M	\$10M	\$10M

Impact by Calendar Year

By Plan Year	Plan Yr23	Plan Yr24	Plan Yr25
Option 1	\$ -	\$10M	\$10M
Option 2	\$5M	\$7.5M	\$10M
Option 3	\$5M	\$10M	\$10M
Option 4	\$10M	\$10M	\$10M

Impact on Cash

By Calendar Year	Calendar Yr 23	Calendar Yr 24	Calendar Yr 25
Option 1	\$ -	\$ -	\$10M
Option 2	\$ -	\$5M	\$7.5M
Option 3	\$ -	\$5M	\$10M
Option 4	\$ -	\$10M	\$10M

FY2024 | Capital Budget (000's)

	Budget 2023	Budget FY24
Total Capital Requests	\$22,122	\$16,644
Total Rejected/Deferred	(\$6,122)	(\$2,644)
Total	\$16,000	\$14,000
 <i>Breakdown of Items in Review</i>		
<i>Infrastructure Maintenance</i>	\$2,776	\$2,786
<i>Facilities Construction Projects & Planning</i>	\$1,212	\$600
<i>Information Services (ISS)</i>	\$2,199	\$3,200
<i>Director Requests</i>	\$9,813	\$7,414
<i>In Review</i>	\$16,000	\$14,000
 Funding Sources		
Capital FY23	\$16,000	\$14,000
General Contingency Capital	\$340	0
FY 2023 Capital Budget	\$16,340	\$14,000

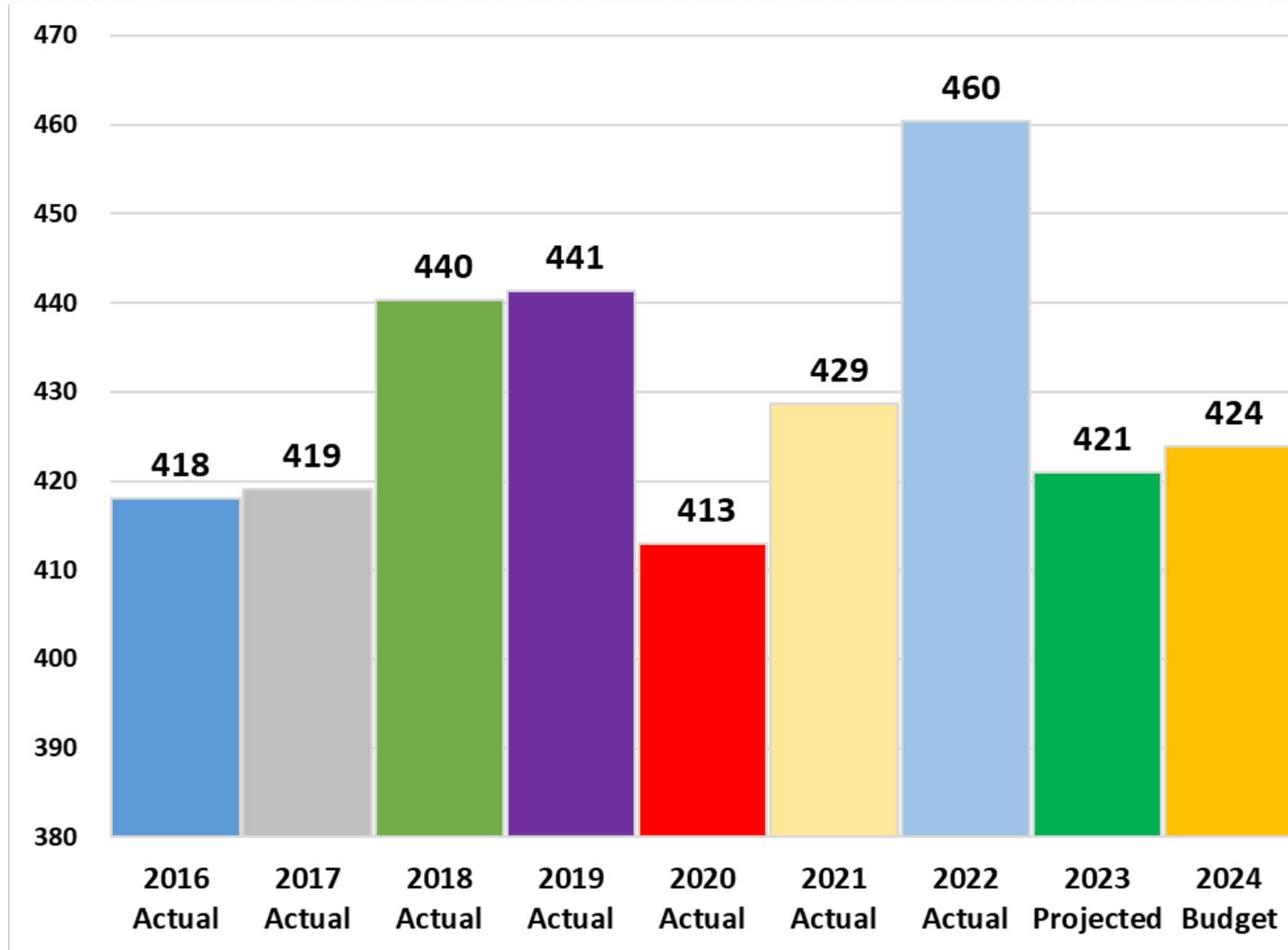
FY2024 | Capital Budget as of 6/12/2023 (000's)

Requested Area	2023-24	2024-25	2025-26
⊕ Maintenance-KDMC	\$3,895,500	\$3,100,000	\$2,725,000
⊕ Clinical Engineering	\$2,307,661	\$509,477	\$511,277
⊕ ISS Applications Services	\$1,748,160		
⊕ ISS Technical Services	\$1,451,703	\$750,000	
⊕ Cardiac Cath Lab	\$1,203,228		
⊕ CT Scan-KDMC	\$1,030,154	\$1,030,154	
⊕ Intensive Care-ICU-2W	\$647,186	\$393,792	
⊕ Facilities Planning	\$559,500	\$995,000	\$500,000
⊕ Endoscopy	\$449,538	\$139,278	
⊕ Surgery	\$402,815	\$39,473	
⊕ Plaza Clinic	\$300,000		
⊕ Ultrasound-KDMC	\$235,756		
⊕ Respiratory Therapy	\$204,534		
⊕ KH Diagnostic Center	\$146,084		
⊕ CT Scan-KDIC	\$138,900		
⊕ SRCC Rad Onc-Visalia	\$124,200	\$8,100	
⊕ Lifestyle Fitness Center	\$117,500	\$125,000	
⊕ Lynn Havard Mirviss Educ Ctr	\$98,551		
⊕ MRI-KDMC	\$65,200		
⊕ Pharmacy-Primary Operations	\$65,103		
⊕ MRI-KDIC	\$56,000	\$2,800,000	
⊕ Urology Clinic	\$45,297		
⊕ Sterile Processing	\$39,718		
⊕ Clinical Laboratory	\$35,994		
⊕ Dialysis-Acute	\$35,808		
⊕ Food & Nutrition Svcs-KDMC	\$34,416		
⊕ Ultrasound-KDIC	\$14,500	\$14,500	
⊕ Emergency-ED	\$13,756		
⊕ Pharmacy-Outpatient Ops	\$13,756		
⊕ Surgery-Cardiac	\$0	\$168,491	
⊕ Sleep Center	\$0	\$224,211	
⊕ Radiology-KDIC	\$0	\$225,000	
⊕ Radiology-KDMC	\$0	\$525,000	
Grand Total	\$15,480,519	\$11,047,476	\$3,736,277

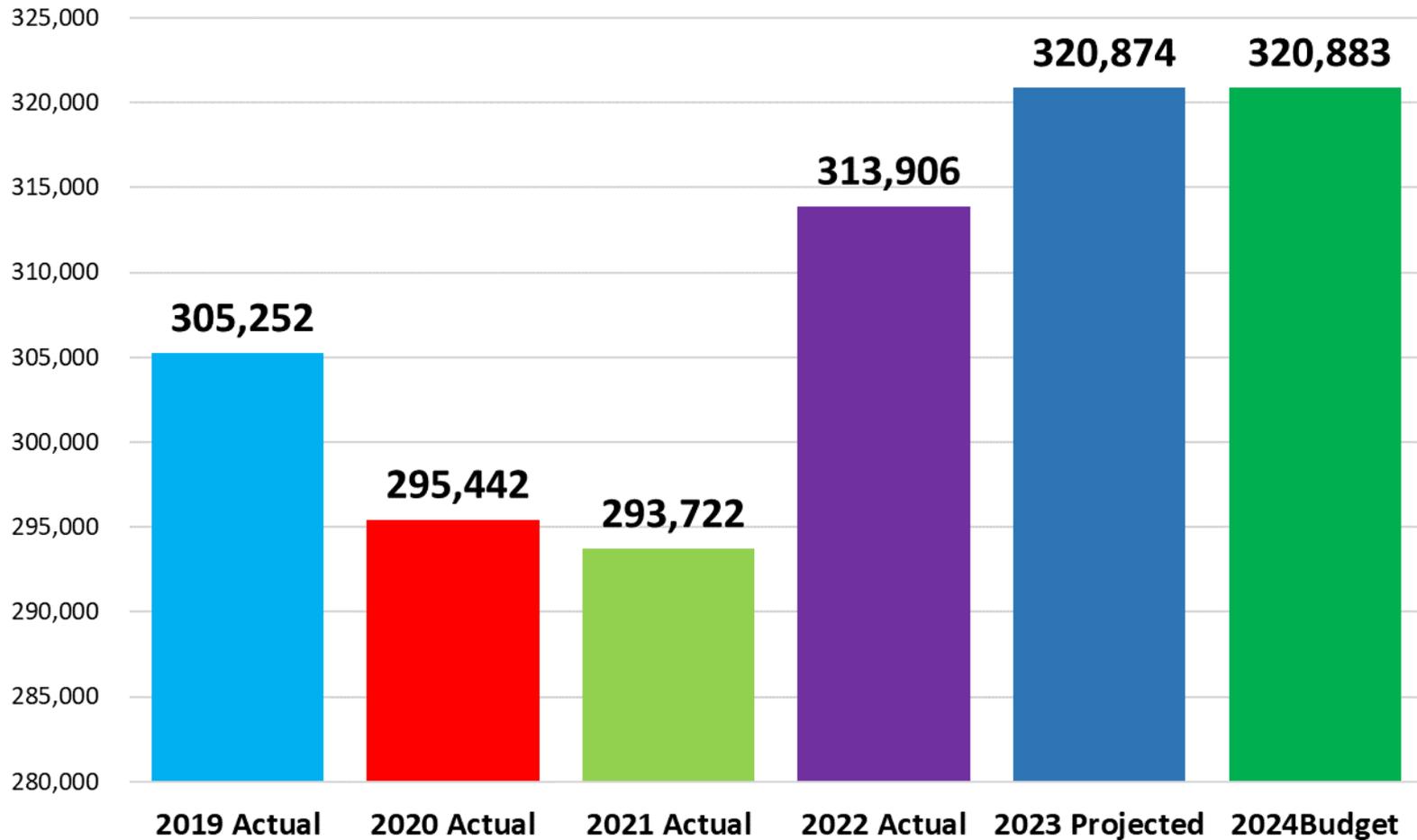
Current Total	\$15,480,519
Discussions: Potentially remove	(\$411,171)
Remove from Facilities/Maintenance	<u>\$1,069,348</u>
Sub Total	<u>\$14,000,000</u>
Alaris Infusion Pumps - remove if FDA clearance is delayed	(\$1,160,842)
Total	<u>\$12,839,158</u>
Contingency funds if Alaris pumps get delayed	<u>\$1,160,842</u>
	<u>\$14,000,000</u>

FY2024 | Additional Supporting Slides

Key Statistical Indicators | Average Daily Census



Key Statistical Indicators | Adjusted Patient Days



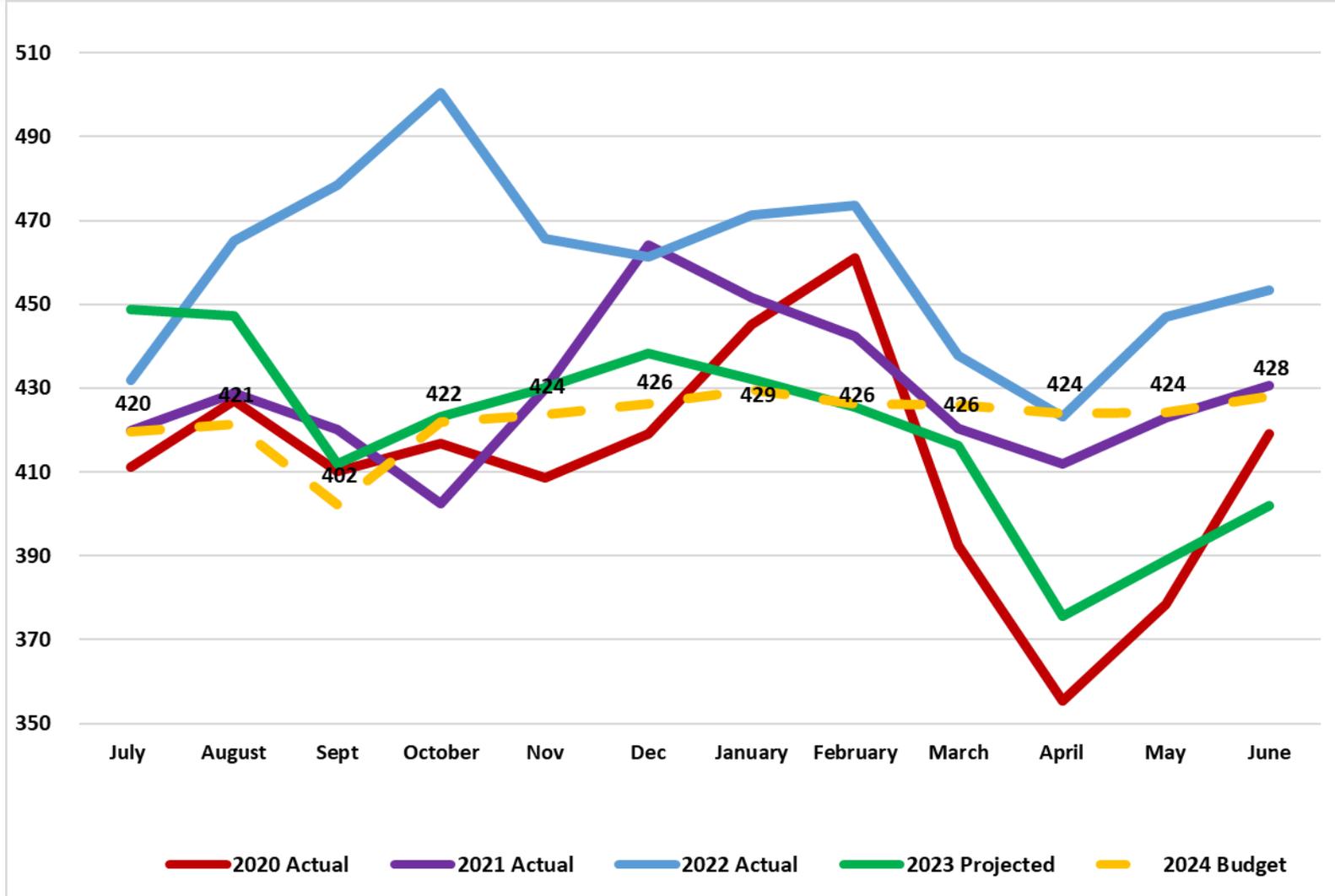
FY2024 | Staff Hours—Full Time Equivalents (FTEs)

Job Type	Projected FY23 FTEs	FY24 Budgeted FTEs	Sum of Change	FY24 Vacancy Built in
Registered Nurse	891	911	19	
Contracted Registered Nurse	151	53	(98)	
Licensed Voc Nurse	144	230	85	
Total RN and LVN	1,187	1,194	7	(31)
Tech/Professional	978	1,011	33	
Contracted Tech/Professional	9	5	(4)	
Total Tech	987	1,016	29	(29)
Clerical/Admin	635	594	(40)	
Contracted Clerical/Admin	7	7	0	
Total Clerical	641	601	(40)	(19)
Aides/Orderlies	725	691	(34)	(22)
Mgmt/Supervision	246	241	(5)	(7)
Environmental/Food	367	360	(7)	(10)
Miscellaneous	195	209	14	(6)
Oth Medical Practioner	33	38	5	(1)
Total FTEs	4,380	4,349	(31)	(125)
				-3%
Contract Total	167	65	(102)	

FY2024 | Contract Labor - Preliminary

	FY23 Projection	FY24 Budget	FY24 Budget - FY23 Projection
Contract Labor	\$48,460,000	\$16,817,000	(\$31,643,000)
Highest Spend			
Emergency-ED	\$6,972,696	\$2,839,075	(\$4,133,621)
M/S CDU-2S	\$3,176,809	\$2,746,904	(\$429,905)
M/S Ortho Neuro-4S	\$5,290,148	\$2,642,571	(\$2,647,577)
M/S Oncology-3S	\$3,035,774	\$2,478,309	(\$557,465)
Labor Delivery	\$4,209,626	\$1,703,445	(\$2,506,181)
ICCU-15	\$4,884,162	\$1,137,450	(\$3,746,712)
Telemetry-4T	\$2,979,309	\$960,935	(\$2,018,374)
Neonatal ICU-NICU	\$1,423,175	\$814,320	(\$608,855)
Nuclear Medicine-KDMC	\$778,500	\$624,000	(\$154,500)
Finance	\$228,842	\$288,760	\$59,918
Cardiovascular ICU-CVICU	\$1,016,122	\$283,908	(\$732,214)
Nuclear Medicine-KDDC	\$10,735	\$176,280	\$165,545
SRCC Medical Oncology-Visalia	\$151,967	\$117,354	(\$34,613)
Precert/Benefits Verification	\$0	\$60,480	\$60,480
CT Scan-KDMC	\$726,528	\$55,040	(\$671,488)
ST-KDMC	\$98,200	\$52,000	(\$46,200)
Centralized Scheduling	\$7,874	\$40,493	\$32,619
Patient Access Services	\$65,473	\$40,464	(\$25,009)
Patient Access-ED	\$0	\$25,920	\$25,920

Key Statistical Indicators | Trended Avg. Daily Census



Key Statistical Indicators | Average Daily Census

	FY19	FY 23 Projected	FY 24 Budget	Change Budget FY24-Projected FY23	% Change from FY23 Projected
Average Daily Census	441	421.2	423.9	2.7	0.6%
Patient Days					
Medical Center	103,523	102,313	103,699	1,386	1%
Acute I/P Psych	17,184	15,939	16,515	576	4%
Sub-Acute	11,311	11,087	10,882	(205)	(1.8%)
Rehab	6,756	6,628	7,080	452	7%
TCS-Ortho	4,816	4,610	5,110	500	11%
TCS	5,409	2,115	-	(2,115)	
NICU	5,343	5,136	5,519	383	7%
Nursery	6,740	5,922	6,330	408	7%
Total Patient Days	161,082	153,750	155,135	1,385	0.9%
Note: Extra Day in 2024 366 days					

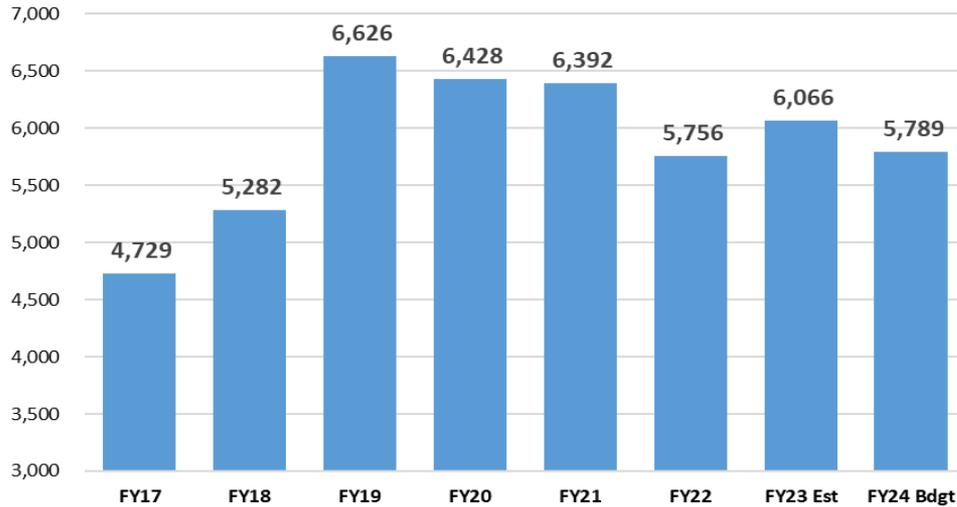
Key Statistical Indicators | Inpatient days

	FY 19 Actual	FY 23 Projected Jul-May (11 mos)	FY 24 Budget	Change Bdgt FY24-Proj FY23	% Change from FY23 Proj	% Change from FY19 Actual	% Occupancy	# Available Beds
Downtown Campus excluding Mom/Baby	98,353	97,780	99,276	1,496	1.5%	0.9%	74%	365
Downtown Campus Mom/Baby*	17,253	15,591	16,272	681	4.4%	(5.7%)	46%	96
Acute Psych	17,184	15,939	16,515	576	3.6%	(3.9%)	72%	63
Acute Rehab	6,756	6,628	7,080	452	6.8%	4.8%	43%	45
Sub Acute	11,311	11,087	10,882	(205)	(1.8%)	(3.8%)	93%	32
Skilled Nursing - South	5,409	2,115	0	(2,115)				
Skilled Nursing - West Short Stay	4,816	4,610	5,110	500	10.8%	6.1%	87%	16
Inpatient Days	161,082	153,750	155,135	1,385	0.9%	(3.7%)	69%	617

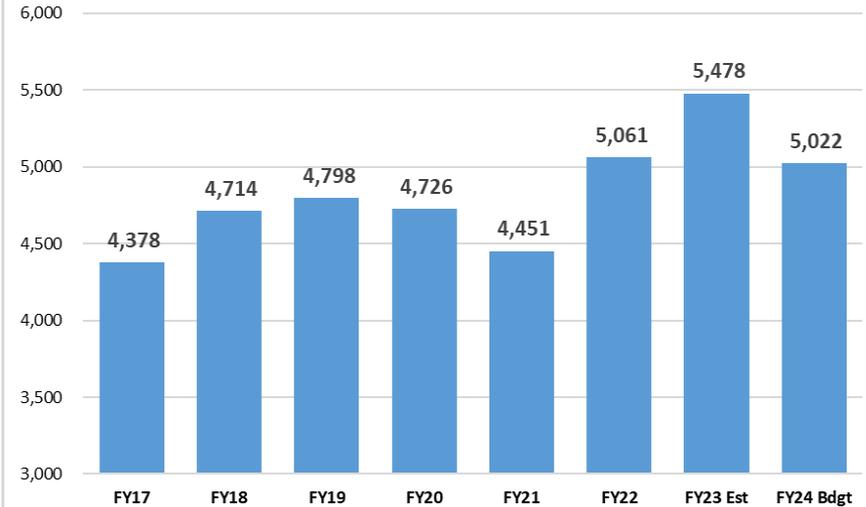
* Includes Nursery 32 beds

FY24 Trended Budget Volume Graphs

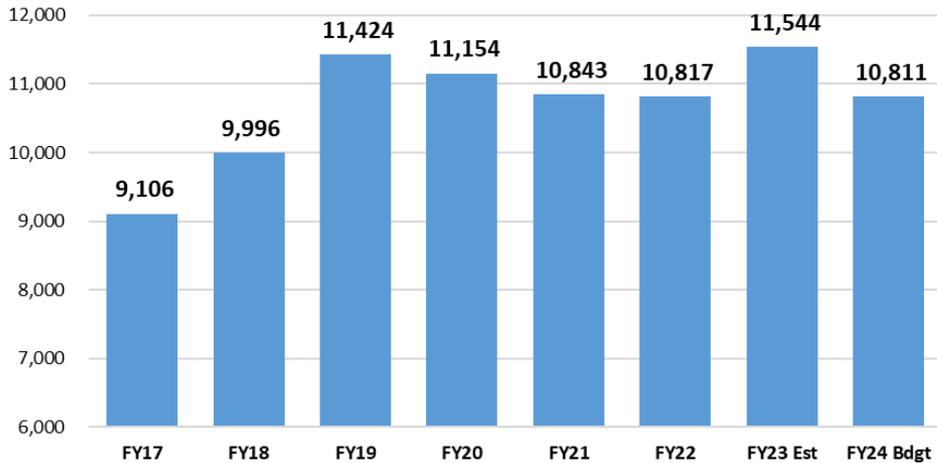
Inpatient Surgery Minutes per 100



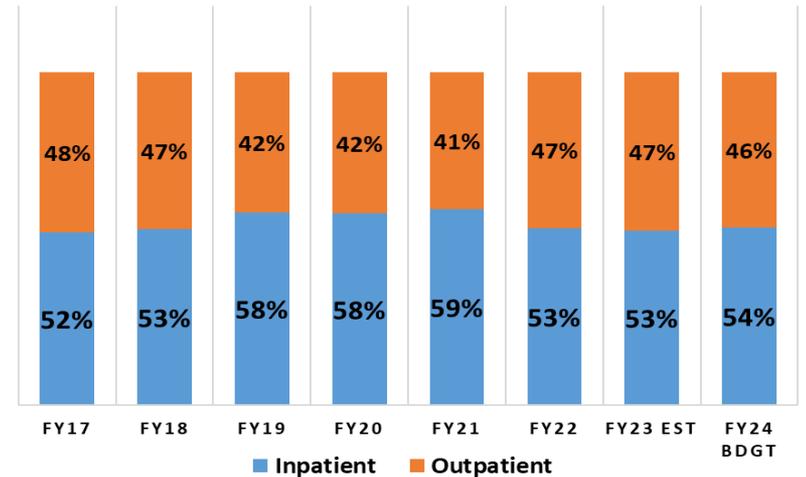
Outpatient Surgery Minutes per 100



Total Surgery Minutes per 100

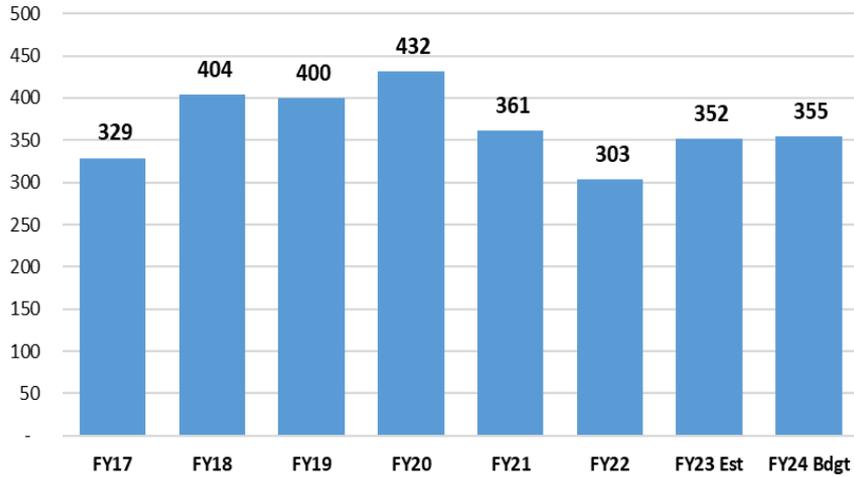


Surgeries by Patient Type %

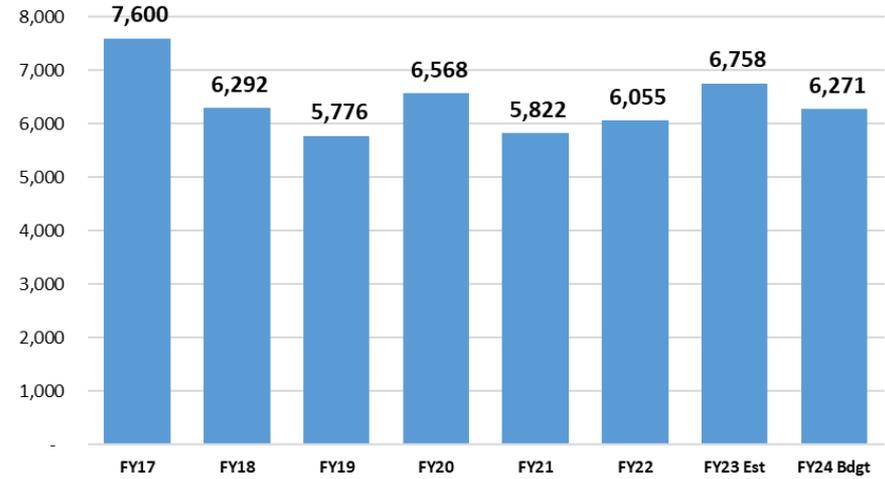


FY24 Trended Budget Volume Graphs

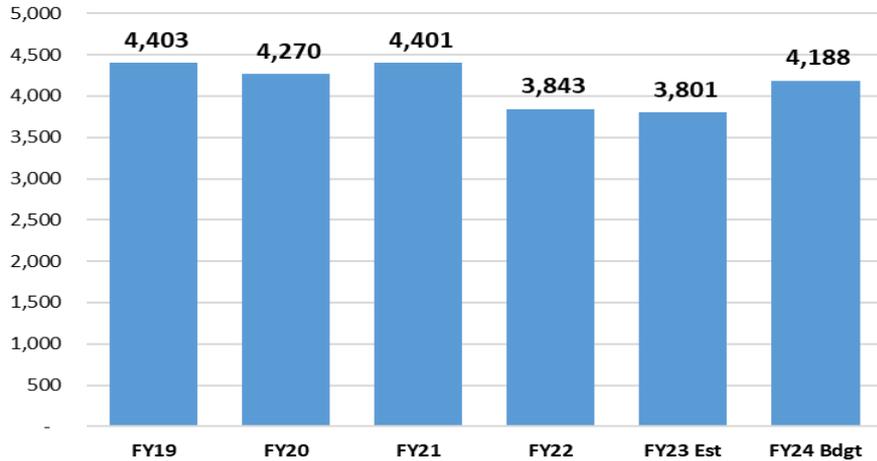
Cardiac Surgeries



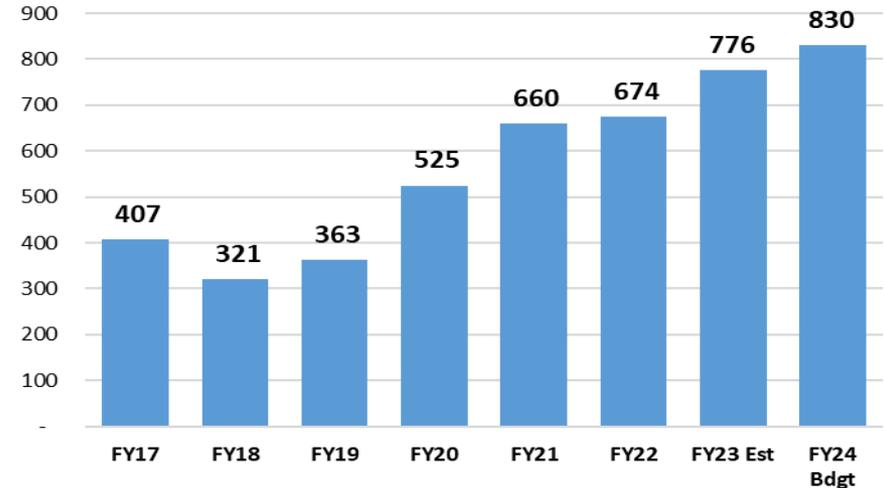
Endoscopy Procedure Hours



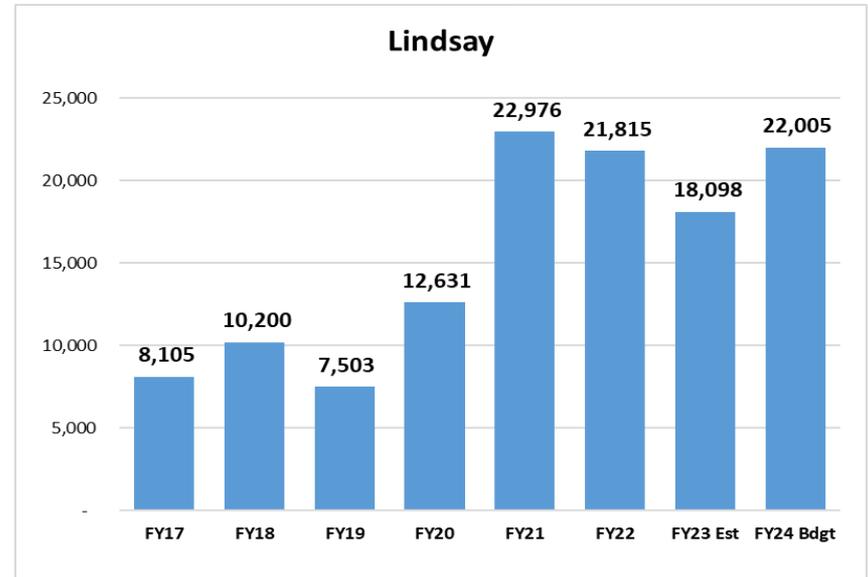
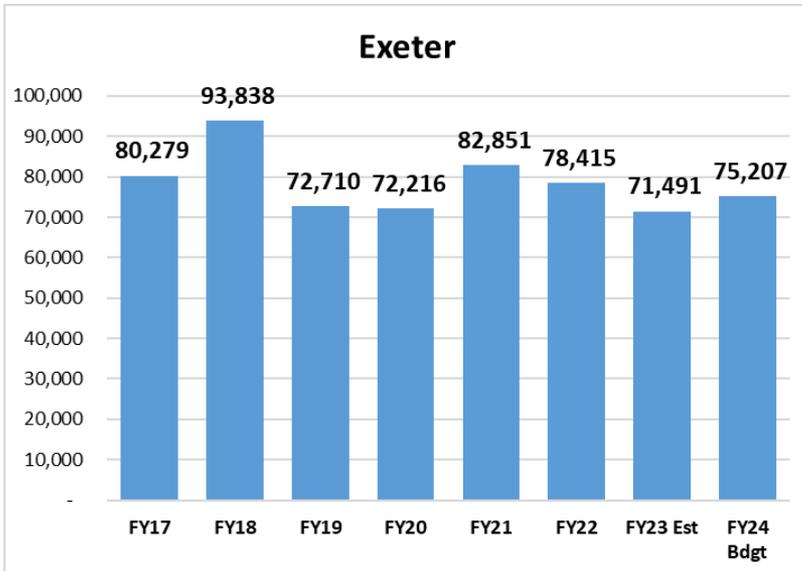
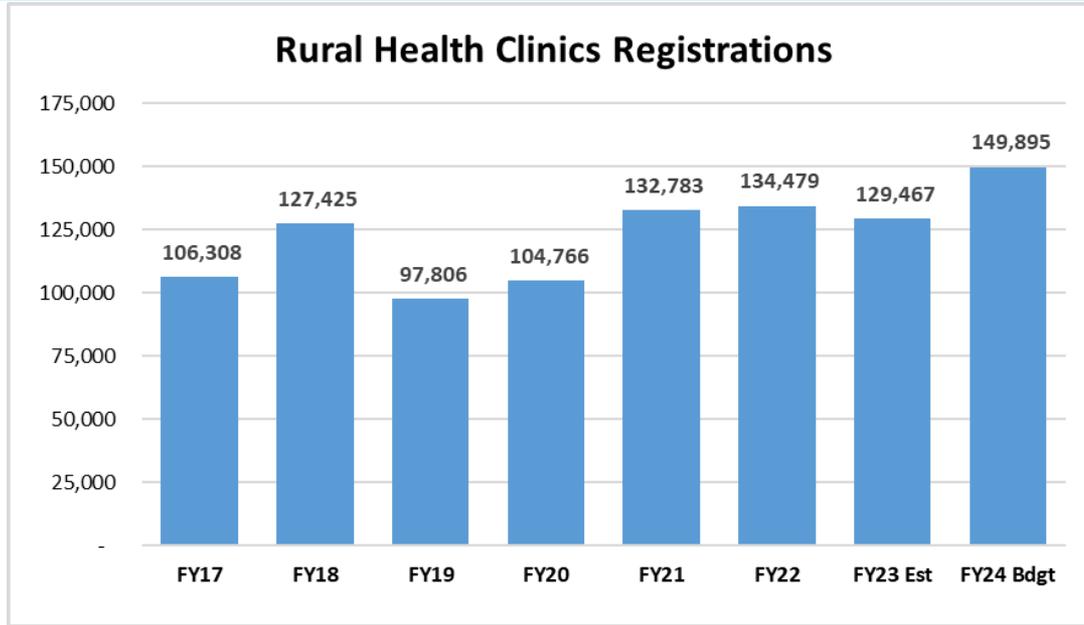
Cath Lab Minutes per 100



Robotic Surgery Minutes per 100

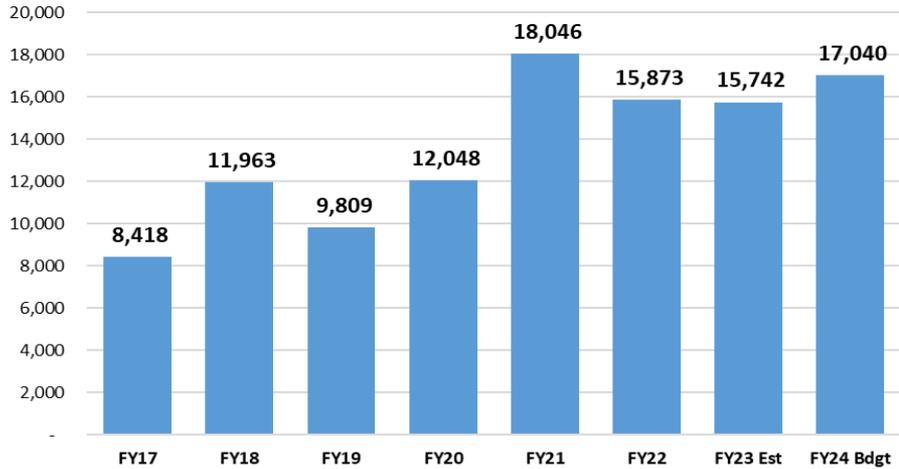


FY24 Trended Budget Volume Graphs

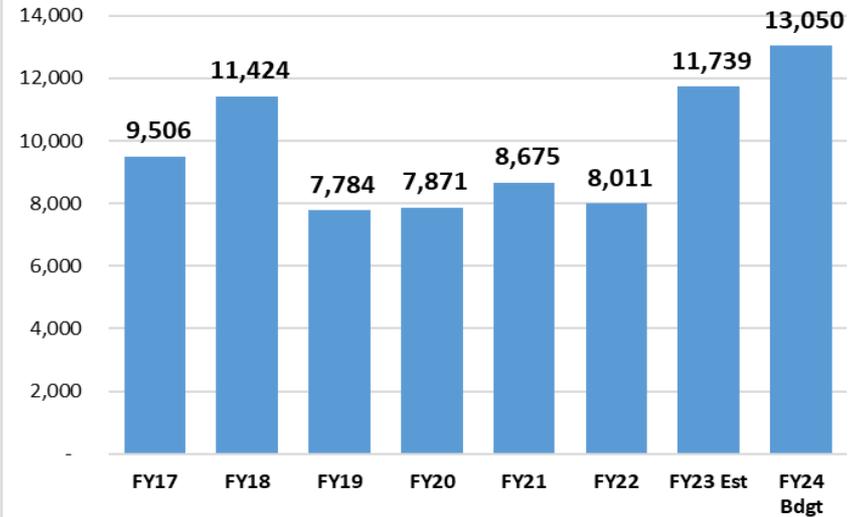


FY24 Trended Budget Volume Graphs

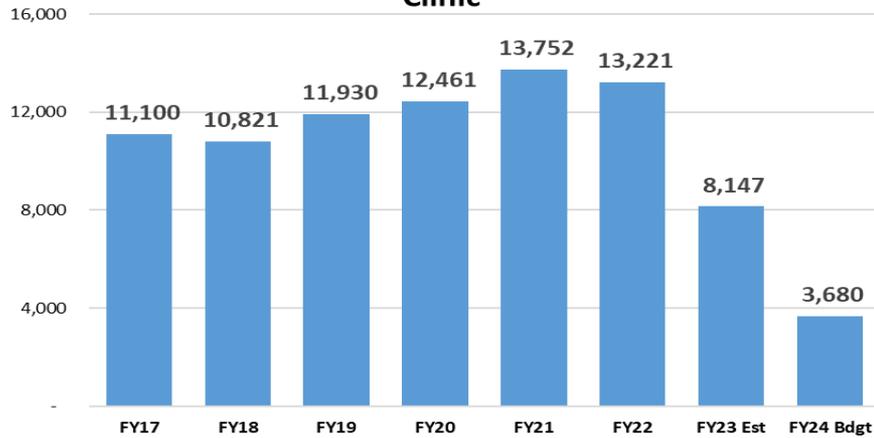
Dinuba



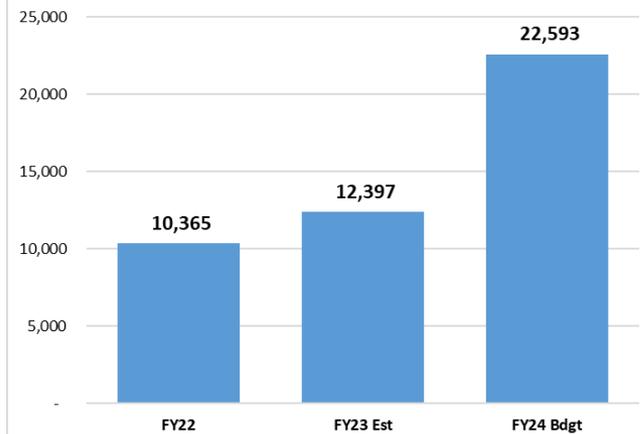
Woodlake



Family Medical Center Registrations/ New Willow Clinic

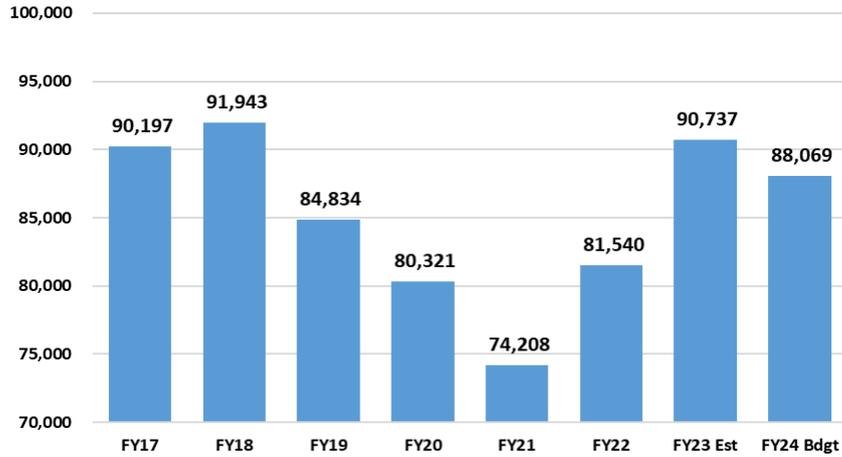


Tulare

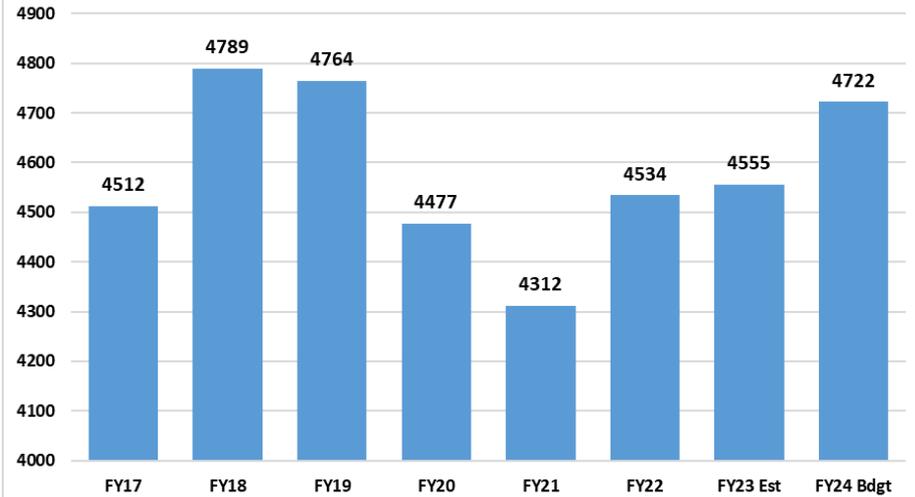


FY24 Trended Budget Volume Graphs

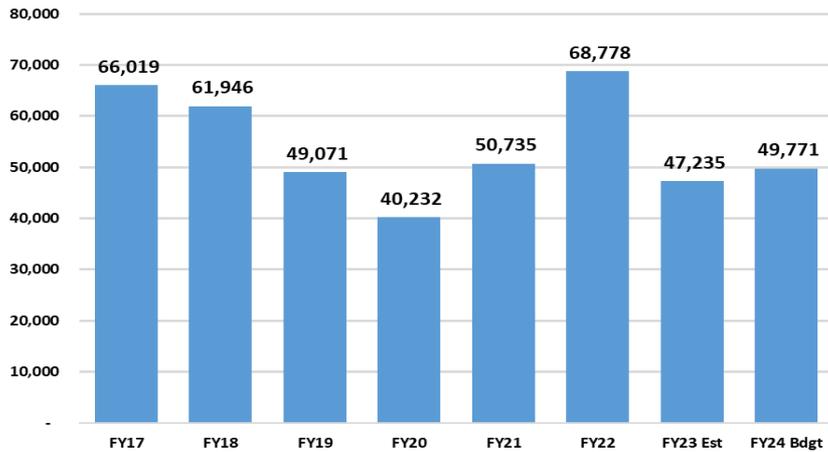
Emergency Visits



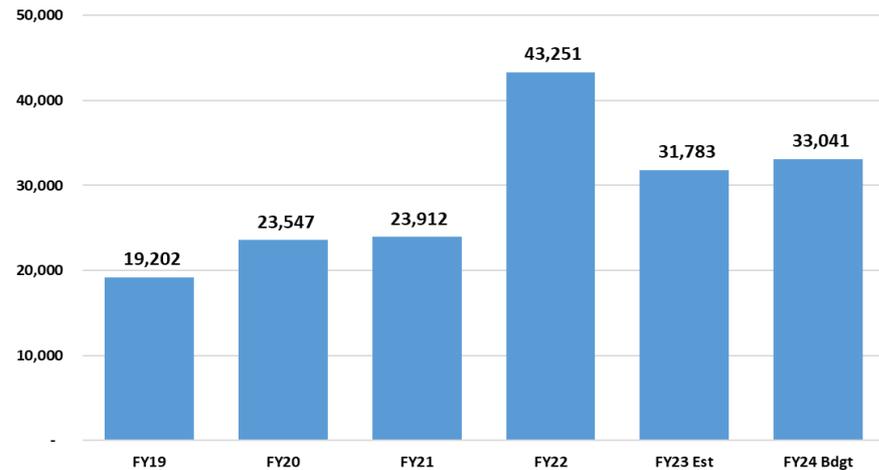
Deliveries



Urgent Care Registrations - Court Street

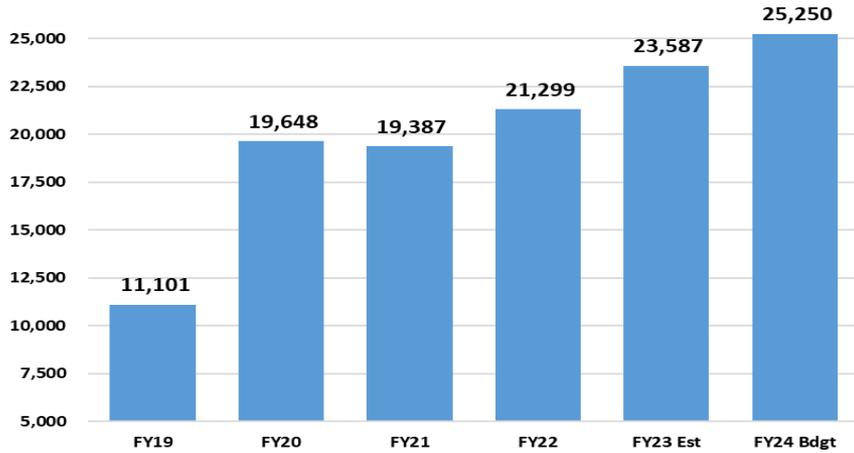


Urgent Care Registrations - Demaree

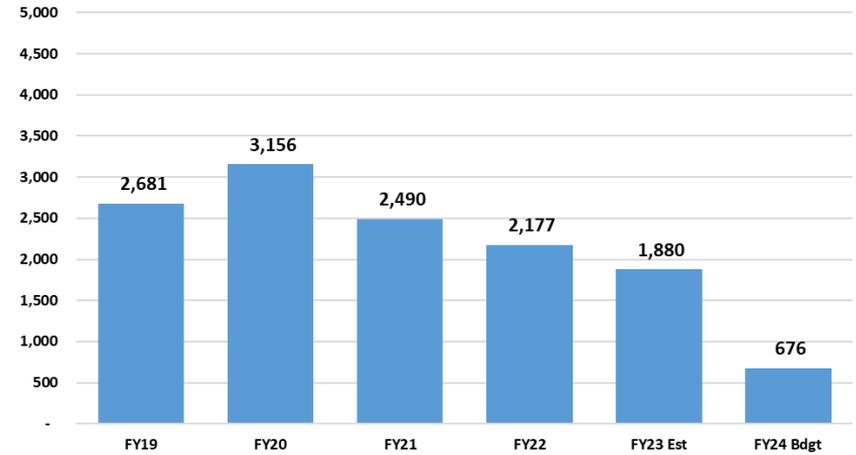


FY24 Trended Budget Volume Graphs

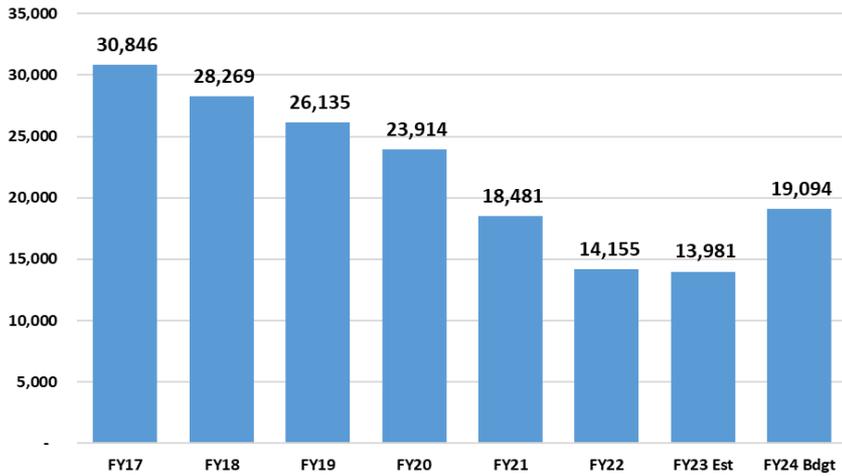
Cardiology Clinic Registrations



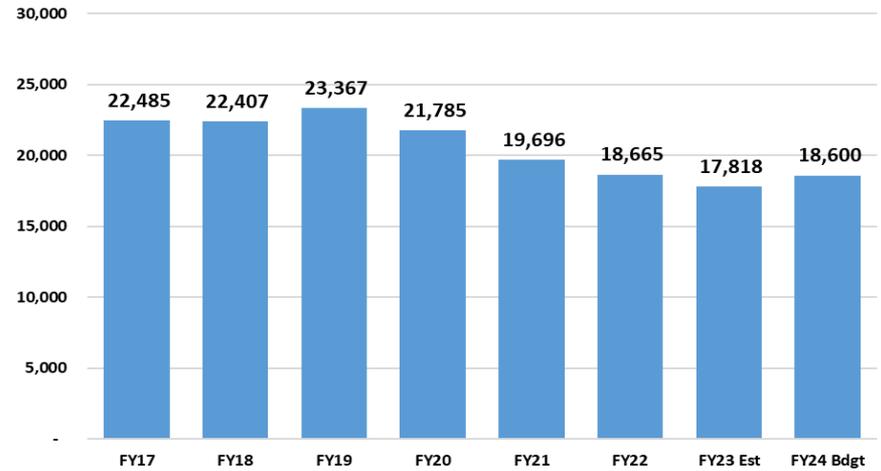
Neuroscience Center Registrations



Wound Care Visits

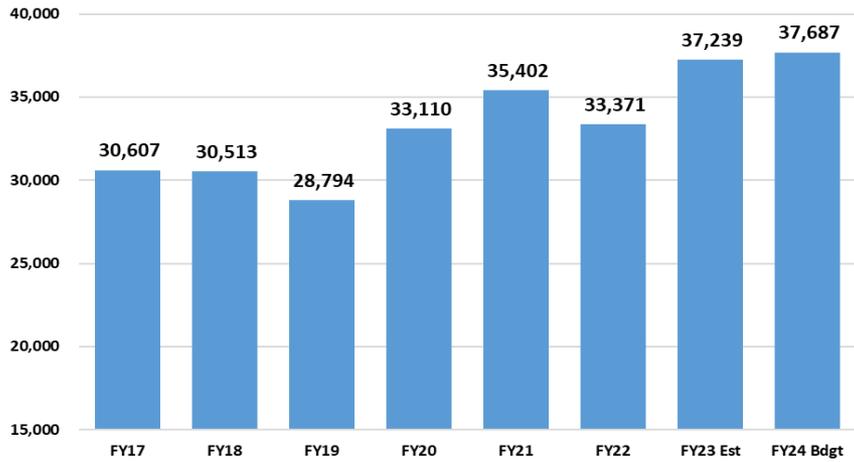


Outpatient Dialysis Treatments

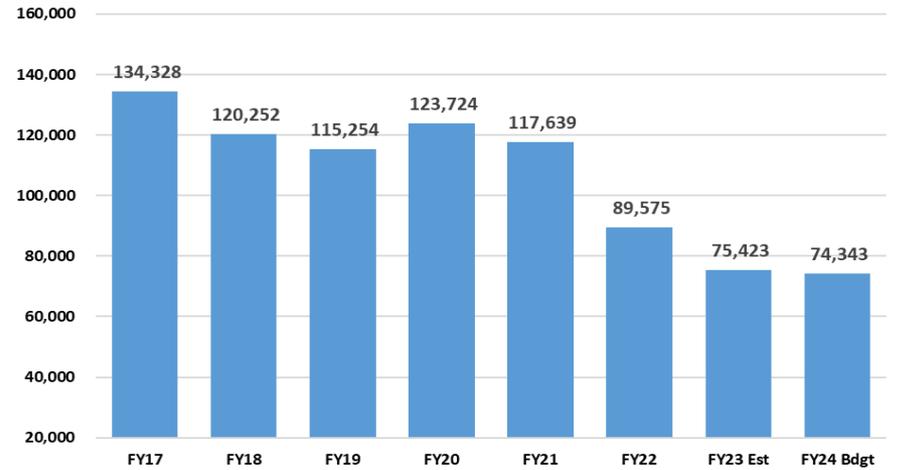


FY24 Trended Budget Volume Graphs

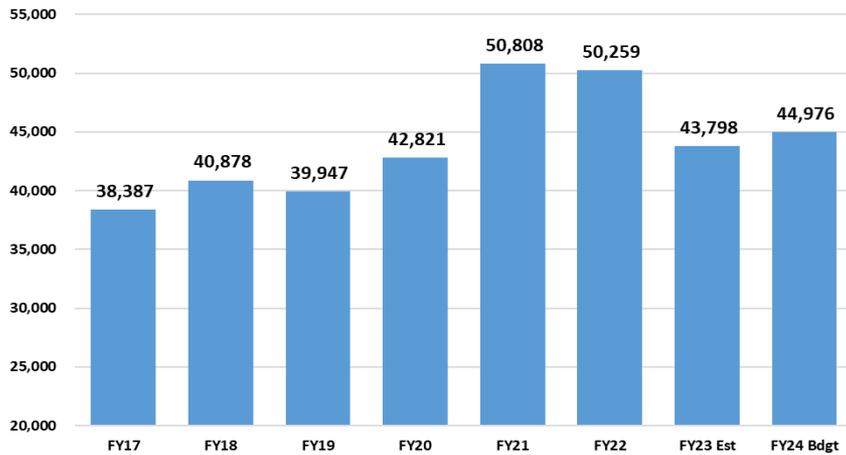
Home Health Outpatient Visits



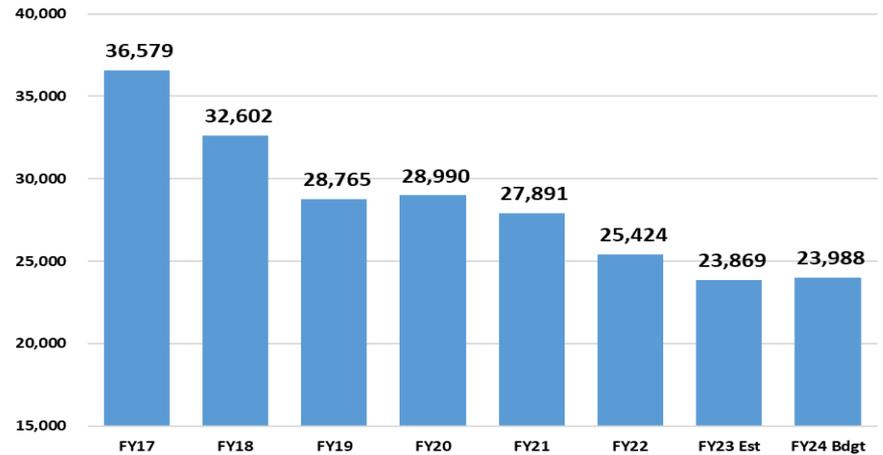
Private Homecare Outpatient Hours



Hospice Outpatient Days

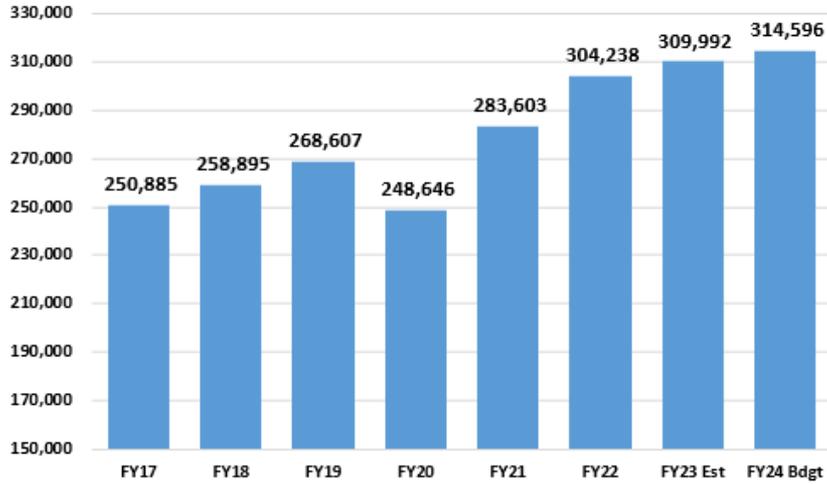


Specialty Home Care Hours

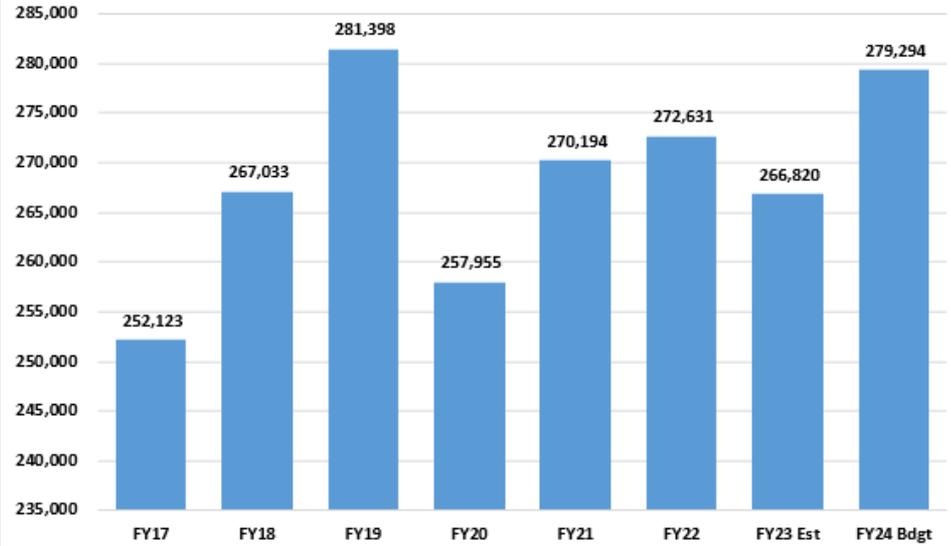


FY24 Trended Budget Volume Graphs

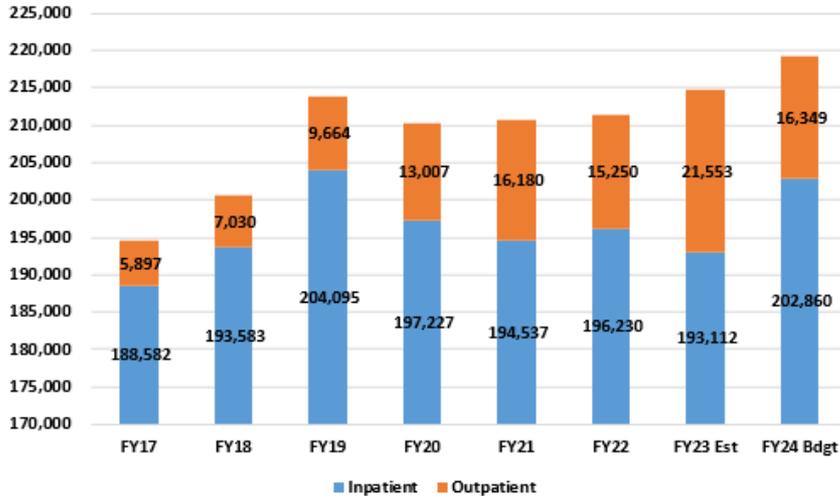
All Modalities Radiology Procedures



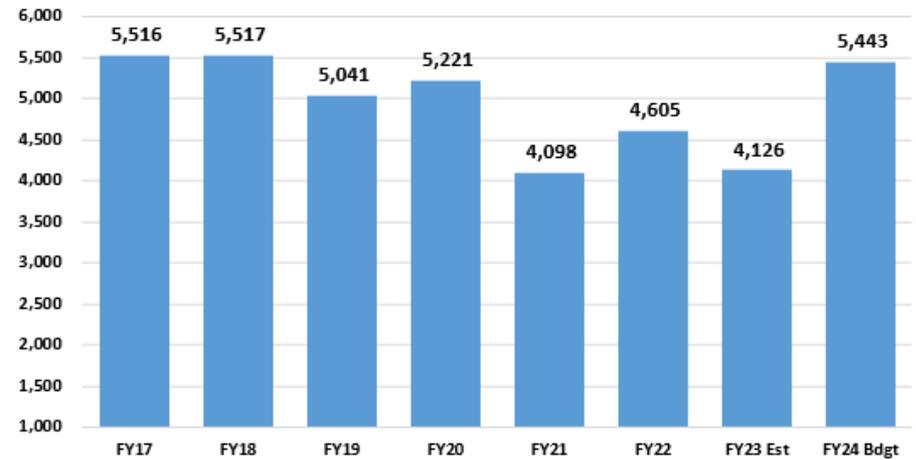
Outpatient Rehabilitation Services



Therapies - ST, PT, OT



Infusion Center



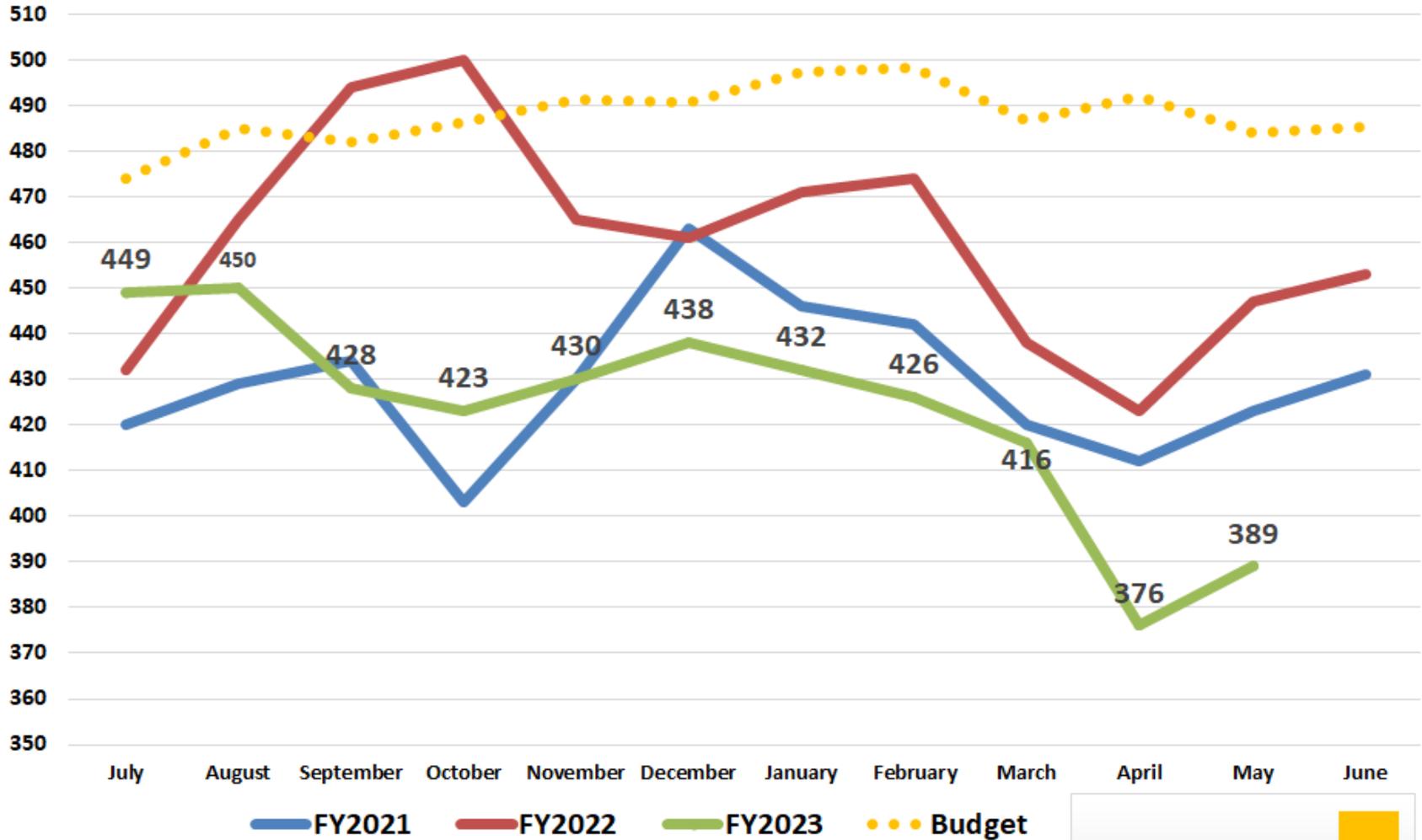
Key Statistical Indicators | Volume

	FY 19 Actual	FY 23 Projected Jul-May(11 mos)	FY 24 Budget	Change Bdgt FY24- Proj FY23	% Change from FY23 Proj	% Change from FY19 Actual
Inpatient Days	161,082	153,750	155,135	1,385	0.9%	(3.7%)
Emergency Department Visits	84,834	90,737	88,069	(2,668)	(2.9%)	3.8%
Surgery Minutes	11,788	11,544	10,811	(733)	(6.3%)	(8.3%)
Cath Lab Minutes	4,403	3,801	4,188	387	10.2%	(4.9%)
Deliveries	4,764	4,555	4,722	167	3.7%	(0.9%)
Rural Health Clinic Visits	97,806	117,070	127,302	10,232	8.7%	30.2%
Rural Health Clinic-Tulare Visits	0	12,397	22,593	10,196	82.2%	0.0%
Urgent Care - Court	49,071	47,235	49,771	2,536	5.4%	1.4%
Urgent Care - Demaree	19,202	31,783	33,041	1,258	4.0%	72.1%
SWHC Family Medicine GME	11,930	8,147	0	0	0	0.0%
Sequoia Cardiology Clinic	11,101	20,837	25,250	4,413	21.2%	127.5%
Neuroscience Center	4,125	1,880	2,735	855	45.5%	(33.7%)
Outpatient Rehabilitation Units	281,398	266,820	279,294	12,474	4.7%	(0.7%)
Physical & Other Therapy Units	213,759	214,665	219,209	4,544	2.1%	2.5%
Home Health Visits	28,794	37,239	37,687	448	1.2%	30.9%
Hospice	39,947	43,798	44,976	1,178	2.7%	12.6%
Radiation Oncology	25,031	22,833	26,147	3,314	14.5%	4.5%
Radiology Xray	117,573	136,009	135,293	(716)	(0.5%)	15.1%
Radiology CT	49,111	51,417	55,446	4,029	7.8%	12.9%
Radiology MRI	9,199	9,913	9,901	(12)	(0.1%)	7.6%
Radiology US	26,756	31,258	29,901	(1,357)	(4.3%)	11.8%

Statistical Report

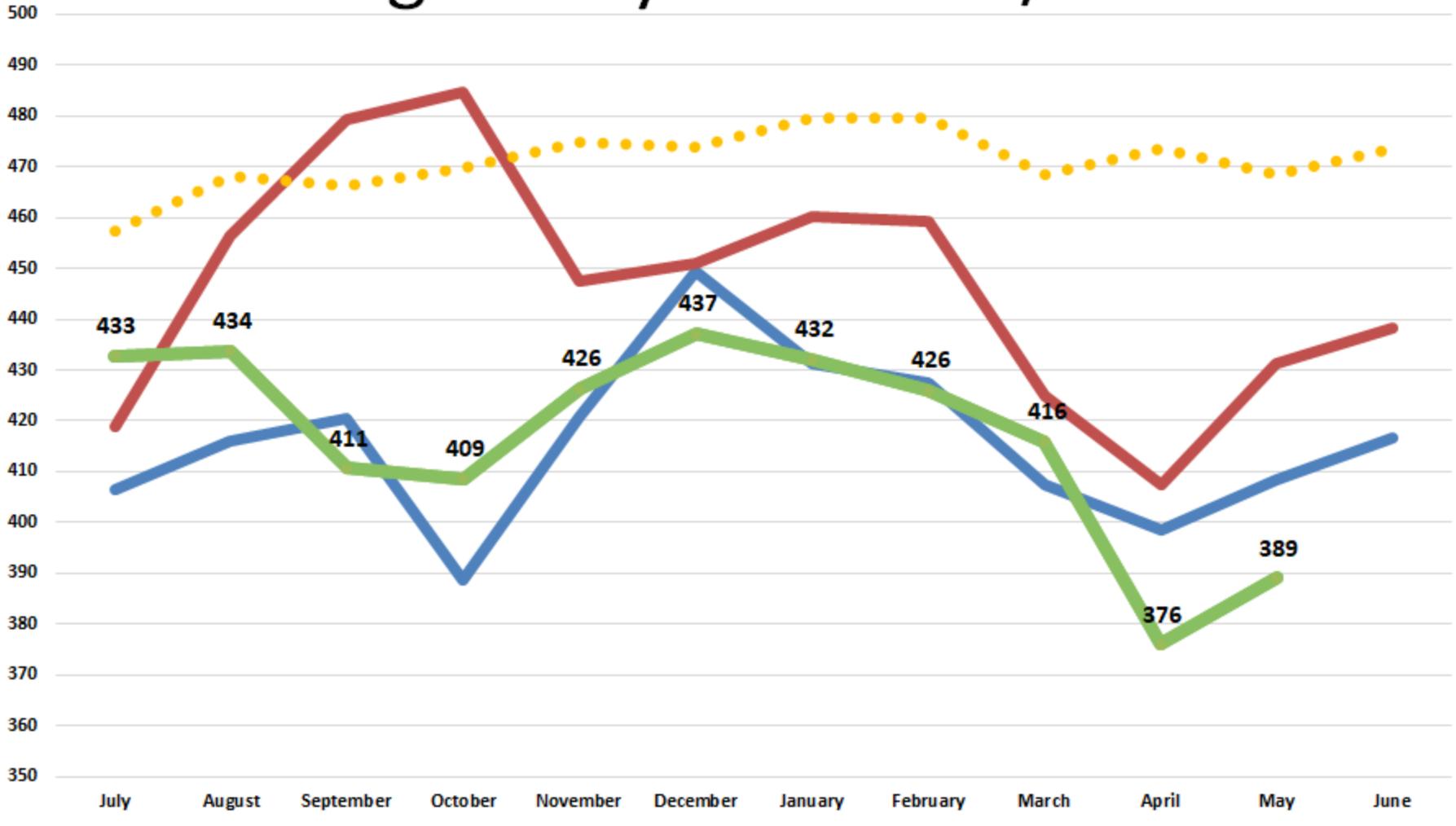
May 2023

Average Daily Census

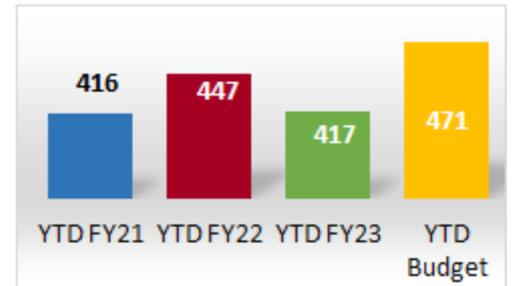


429	461	423	488
YTD FY21	YTD FY22	YTD FY23	YTD Budget

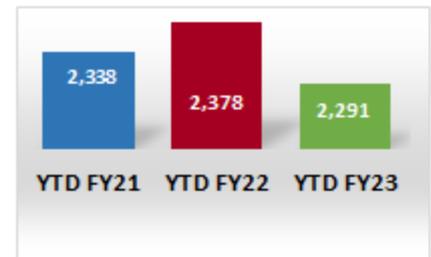
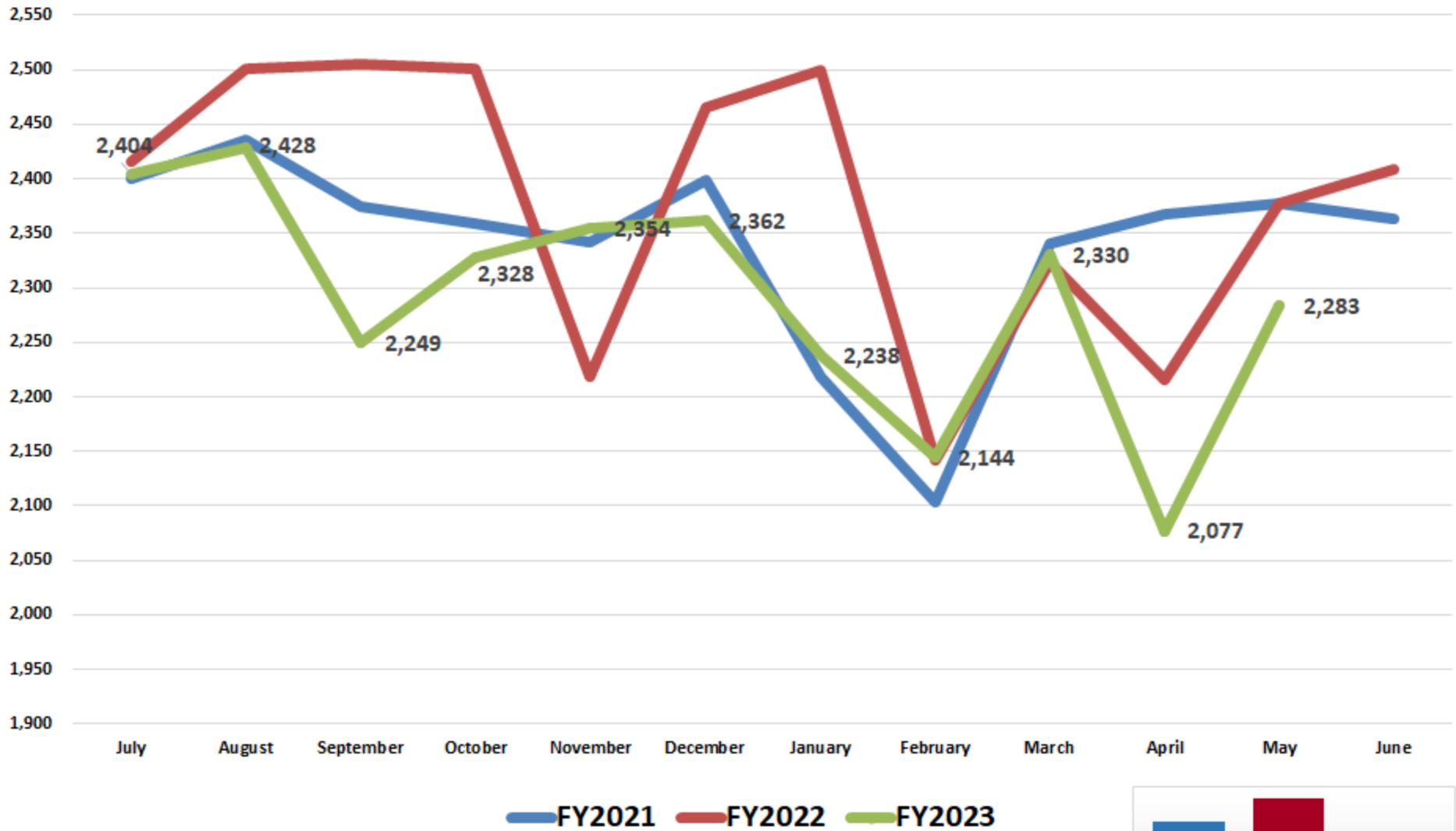
Average Daily Census w/o TCS



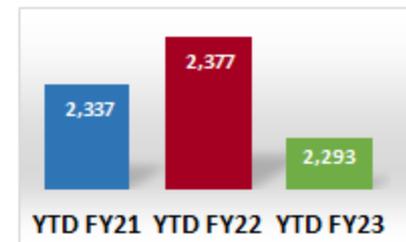
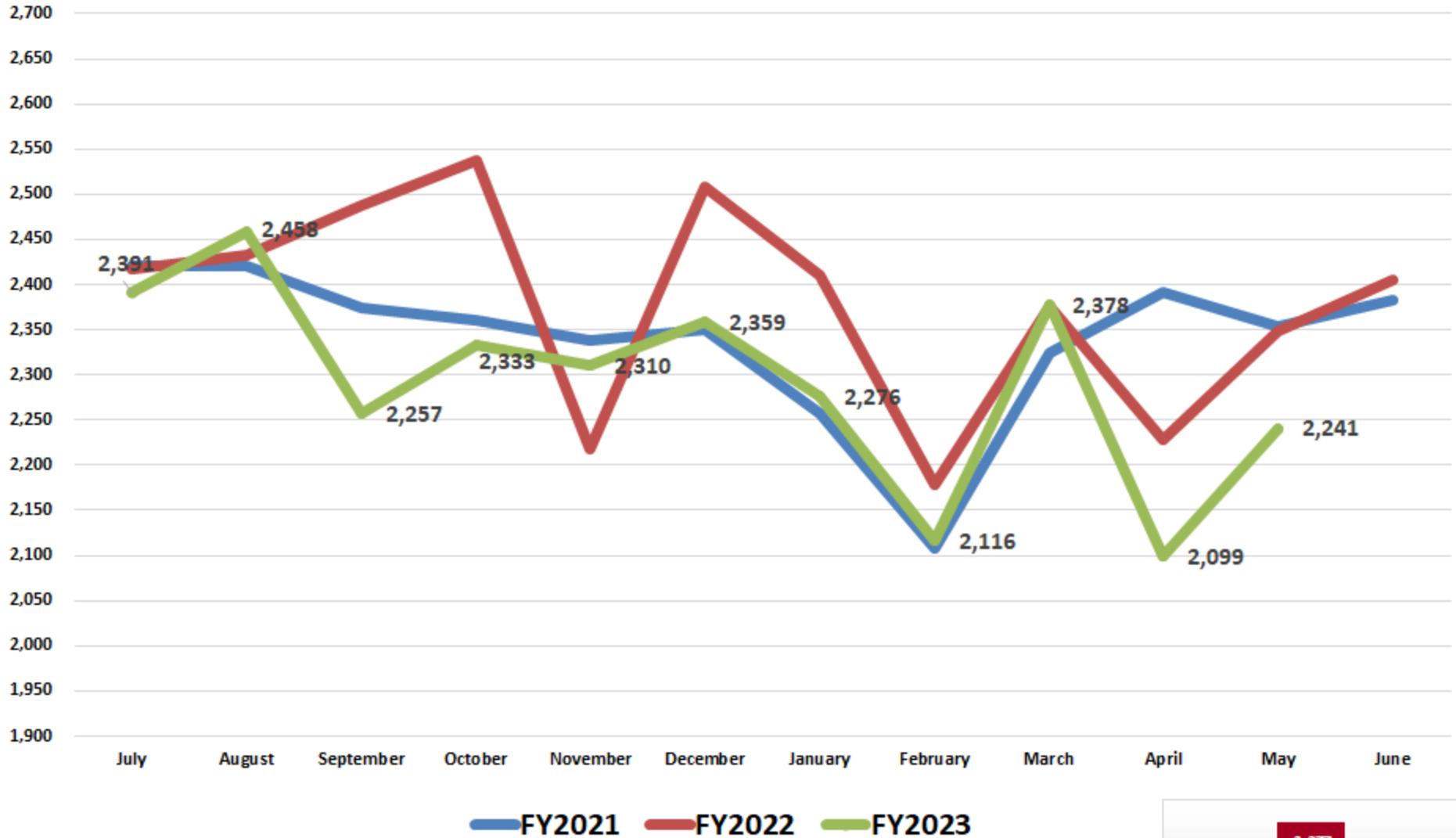
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



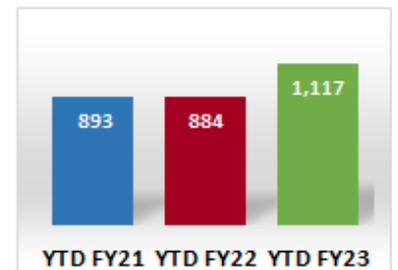
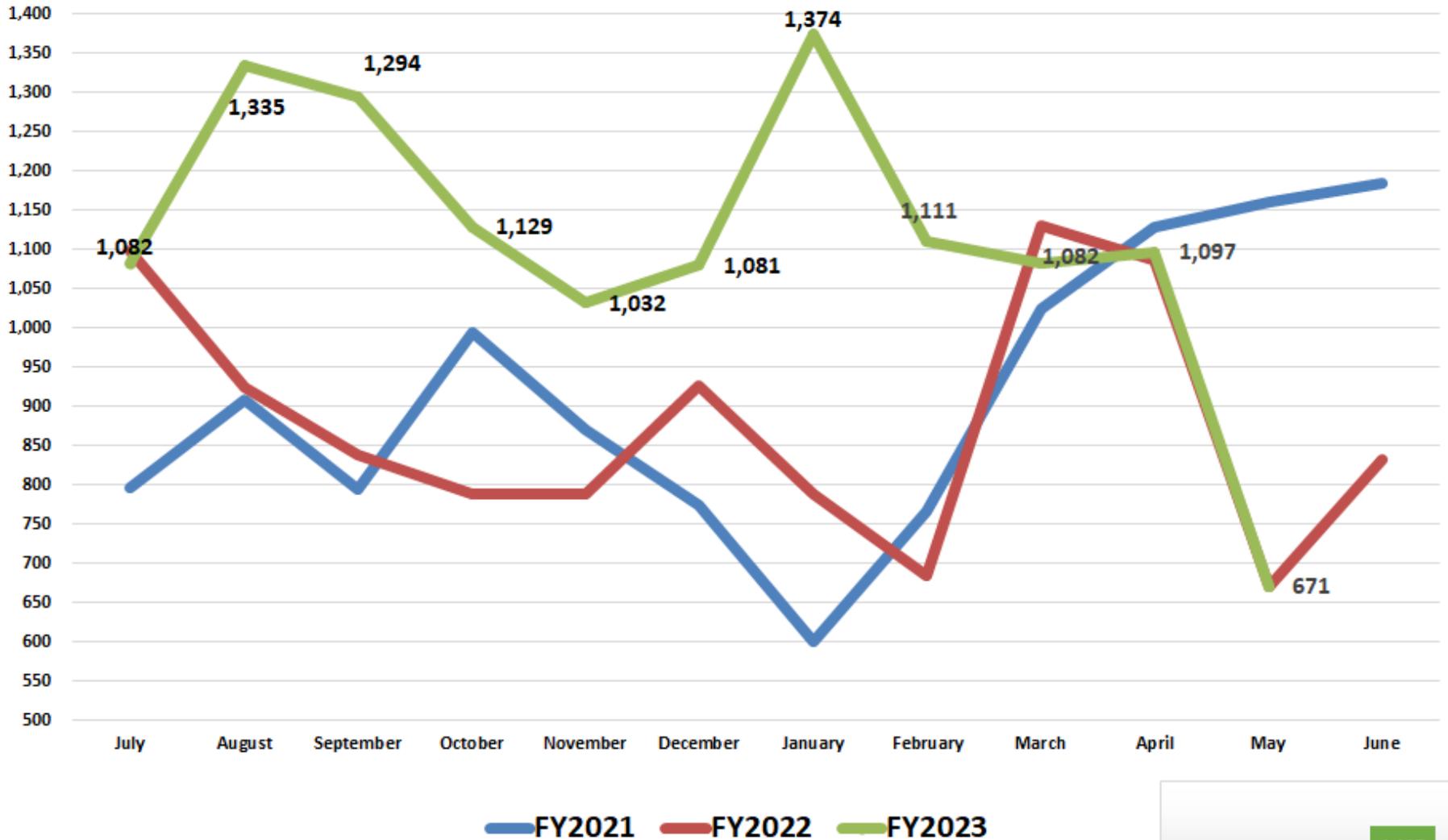
Admissions



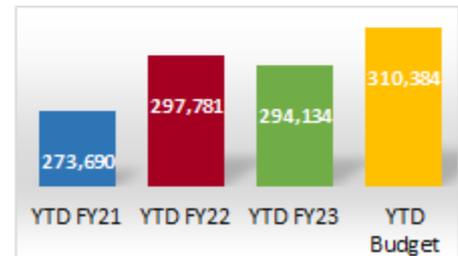
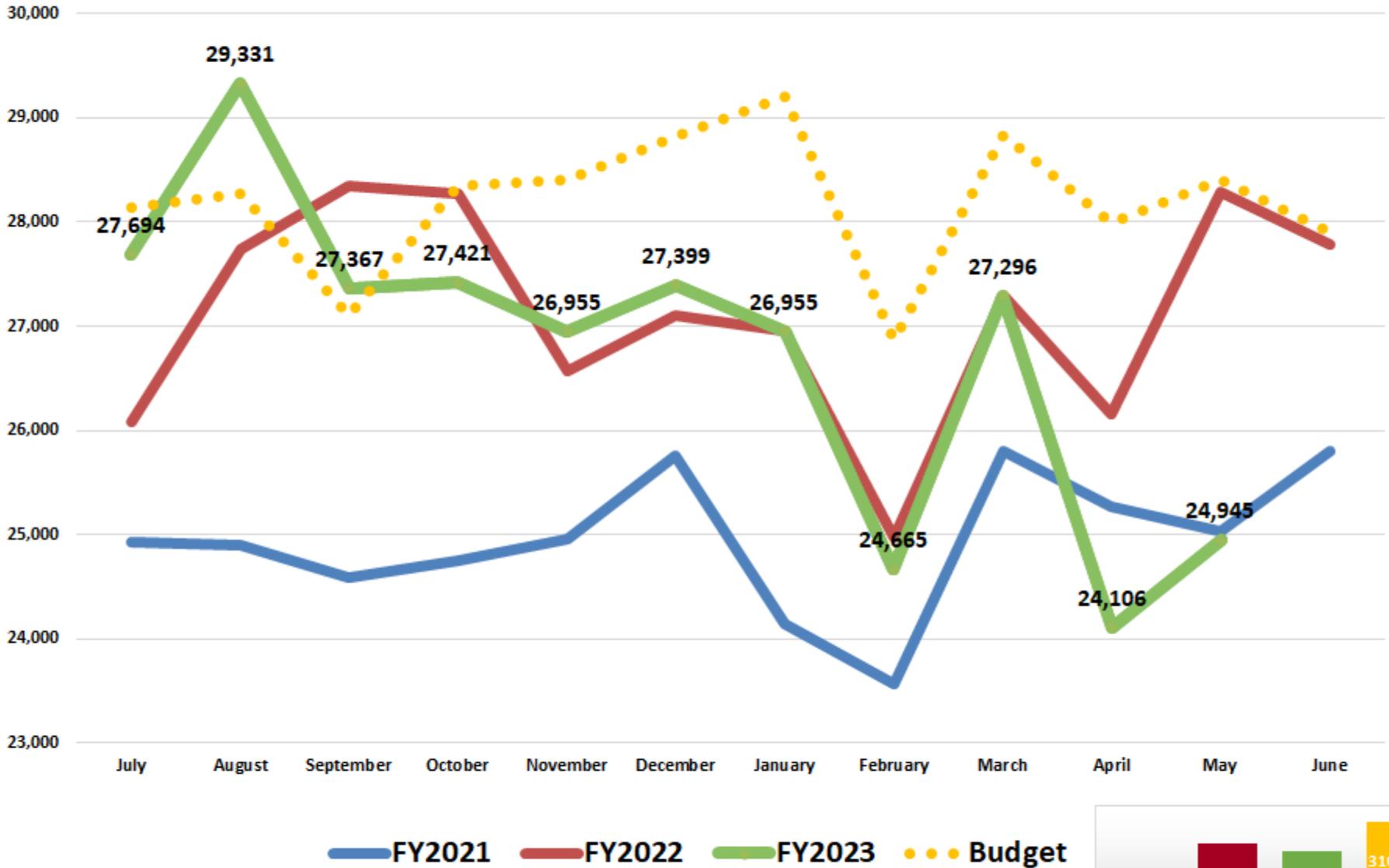
Discharges



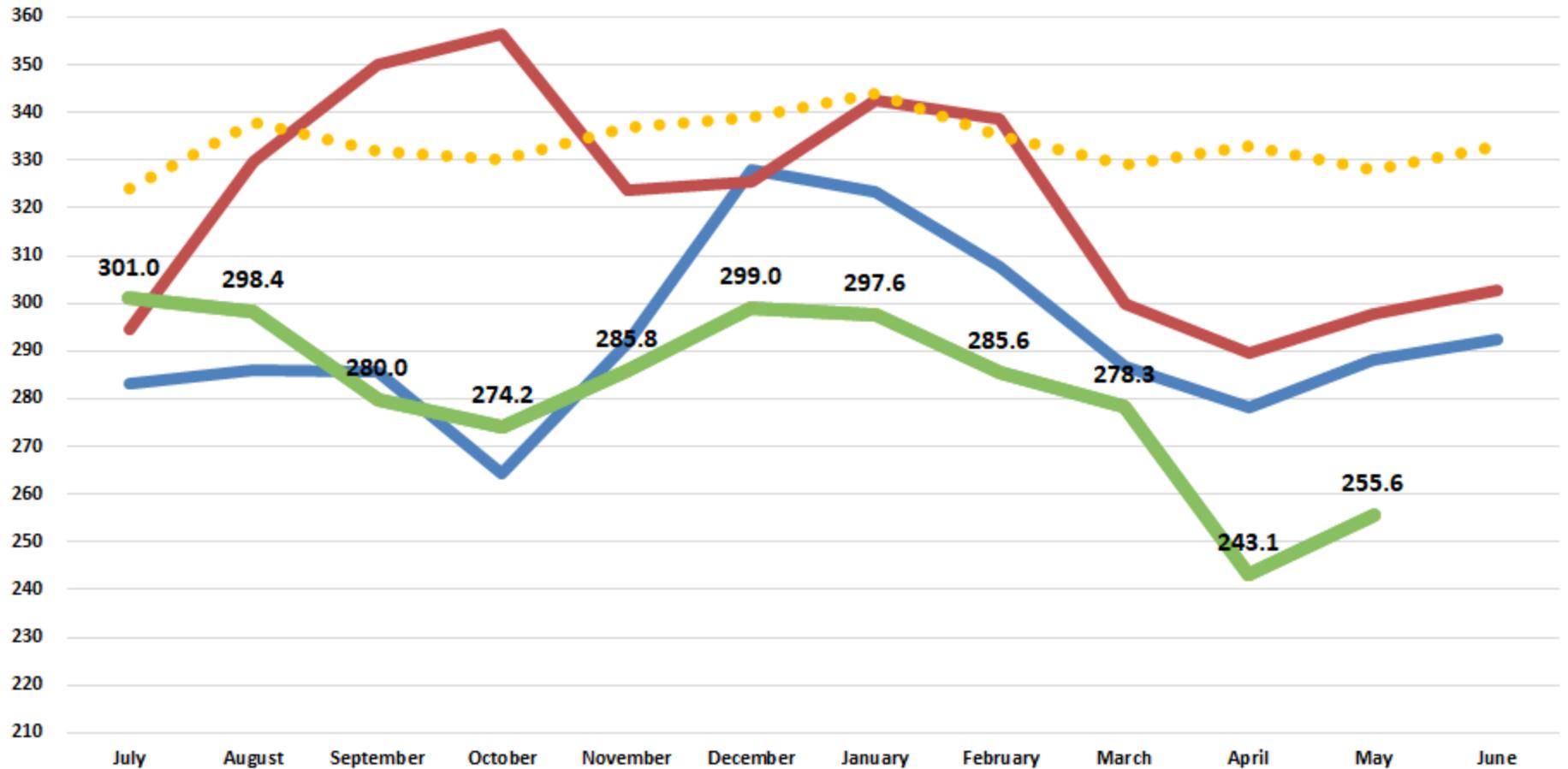
Observation Days



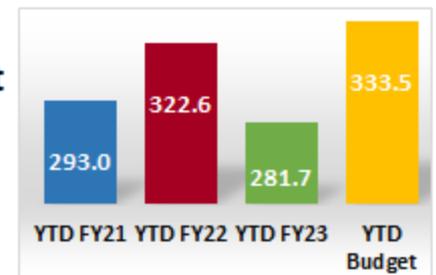
Adjusted Patient Days



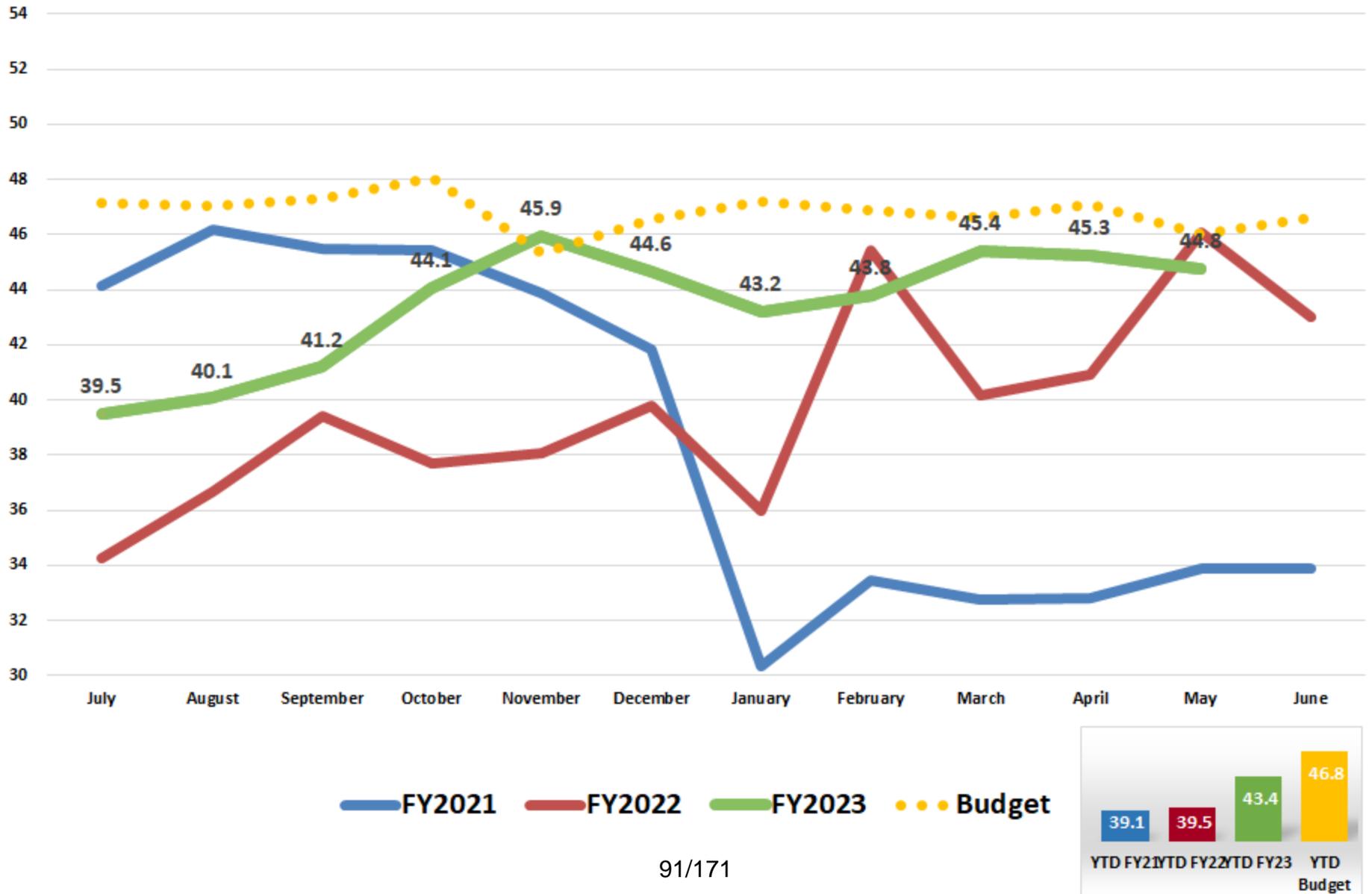
Medical Center (Avg Patients Per Day)



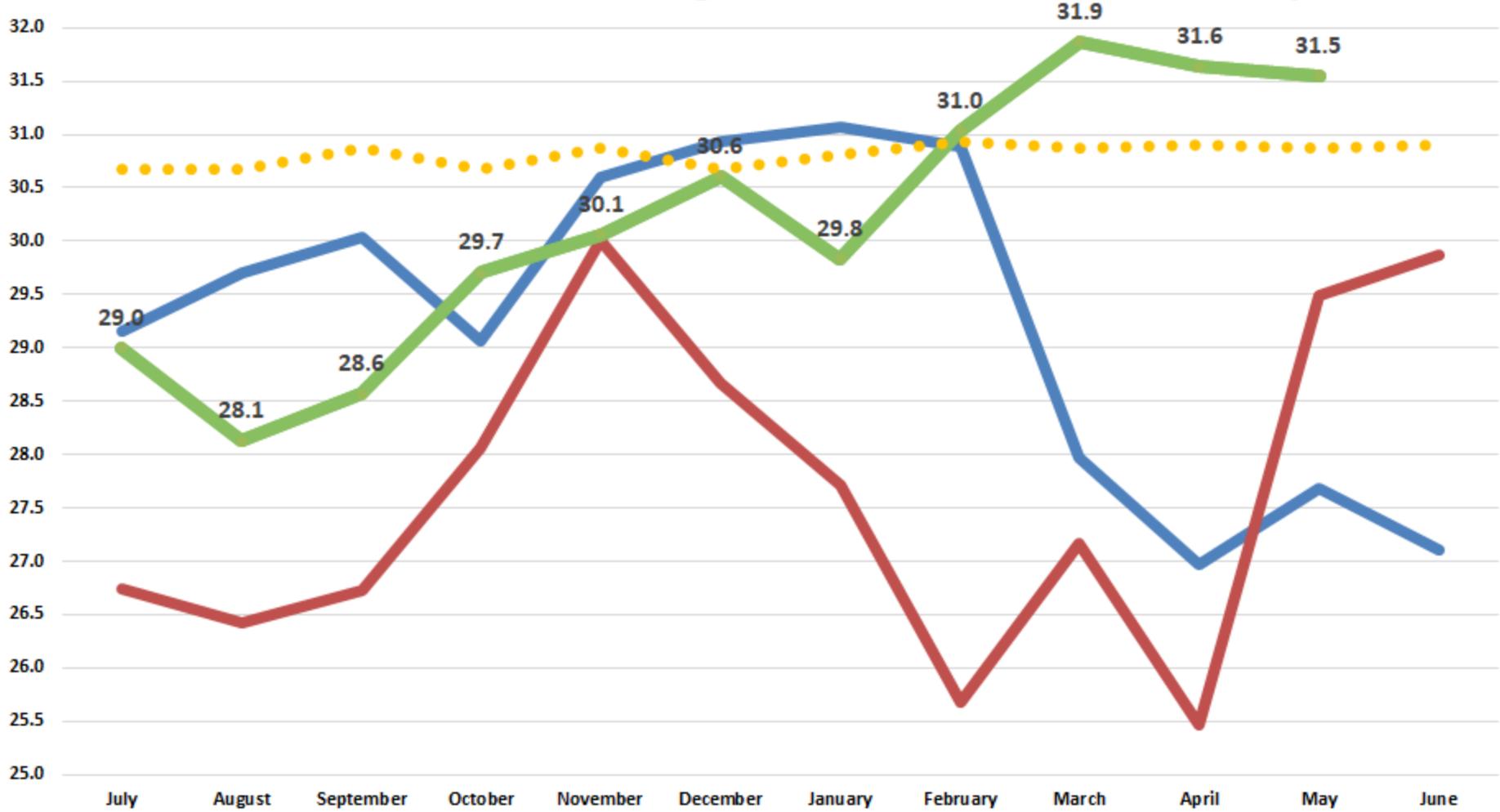
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



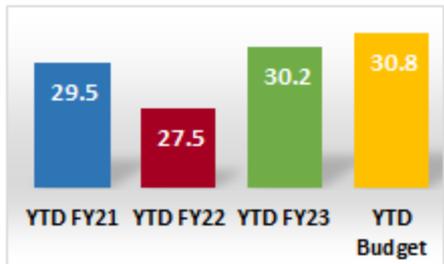
Acute I/P Psych (Avg Patients Per Day)



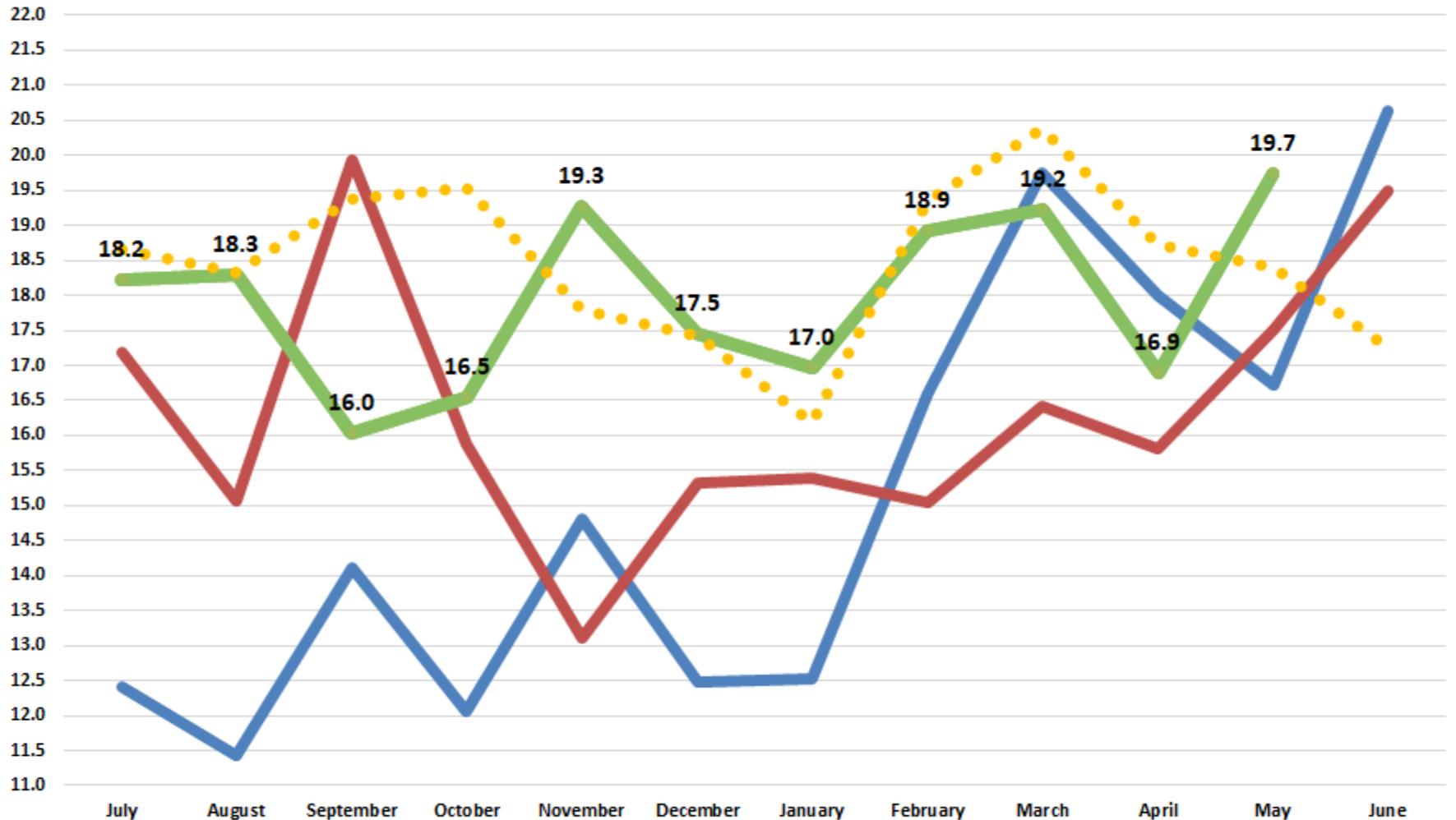
Sub-Acute - Avg Patients Per Day



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



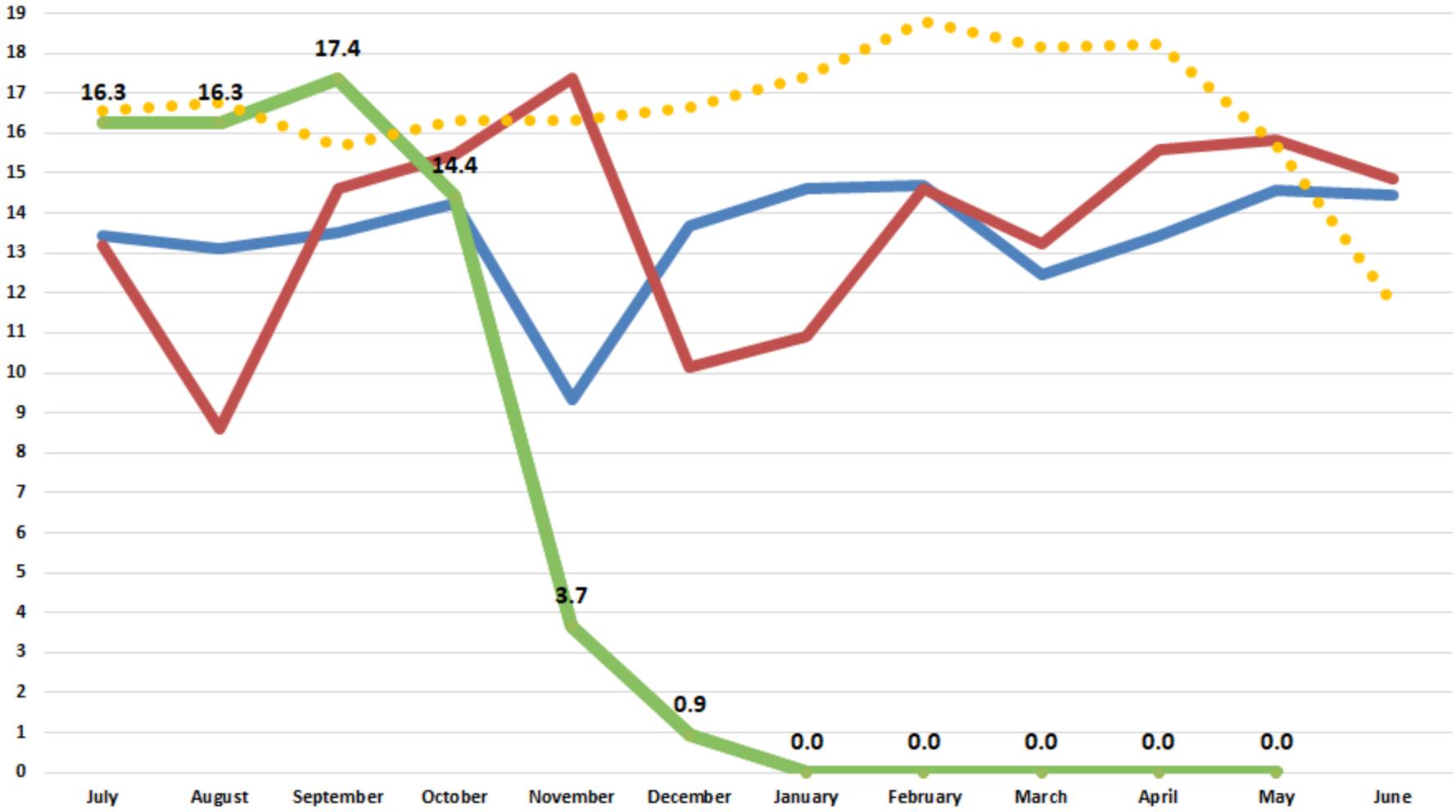
Rehabilitation Hospital - Avg Patients Per Day



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



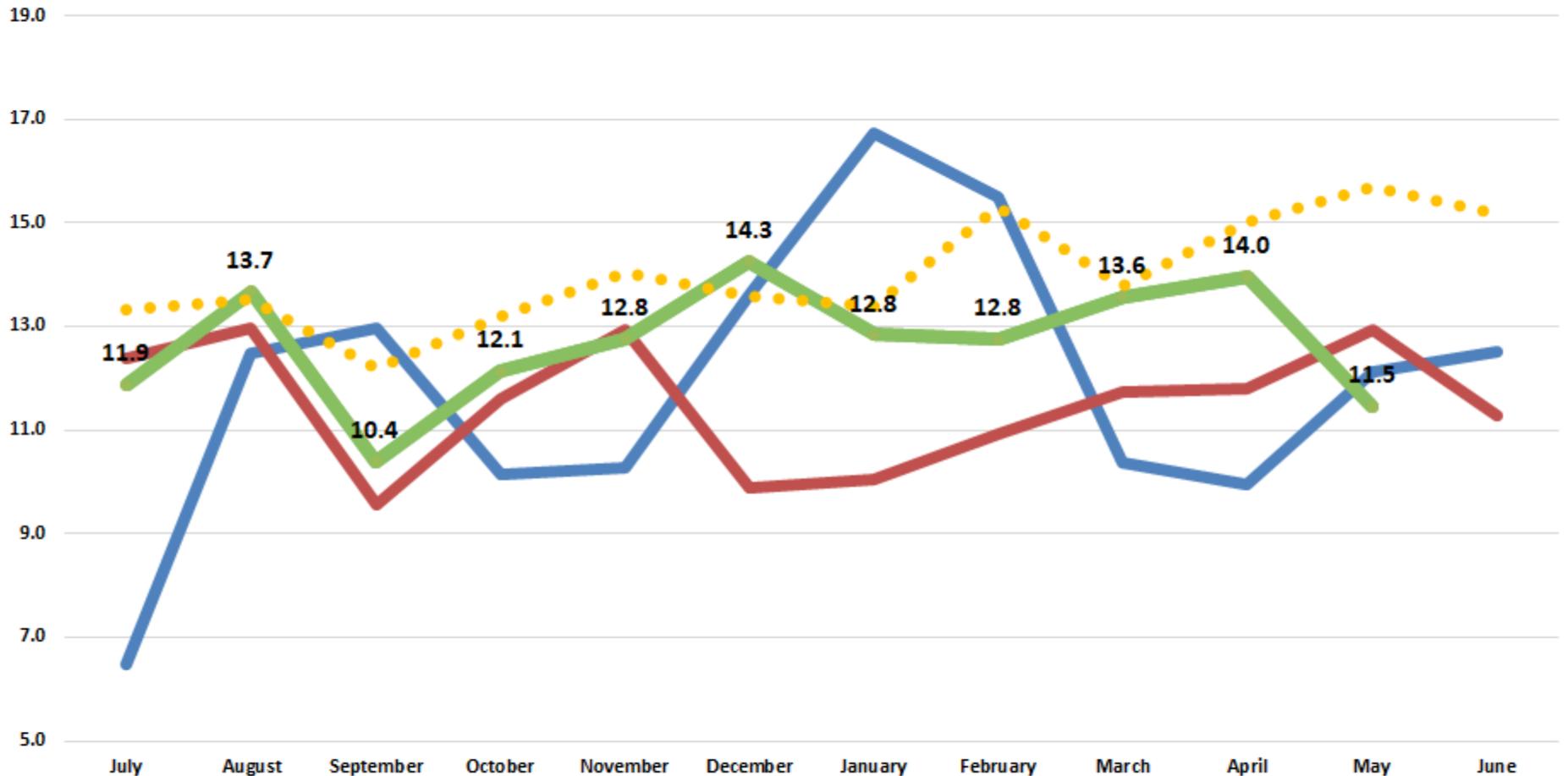
Transitional Care Services (TCS) - Avg Patients Per



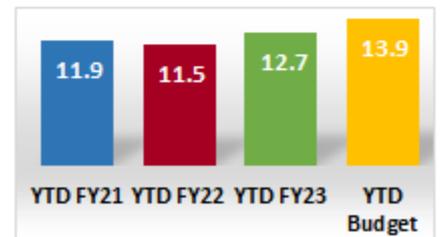
— FY2021
 — FY2022
 — FY2023
 ●●● Budget

13.4	13.6	6.3	17.0
YTD FY21	YTD FY22	YTD FY23	YTD Budget

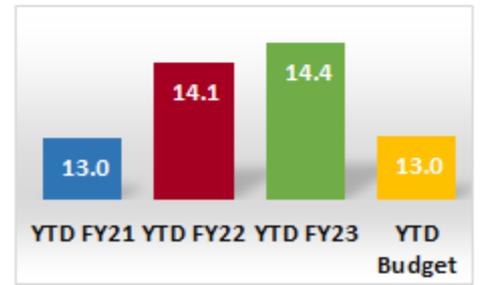
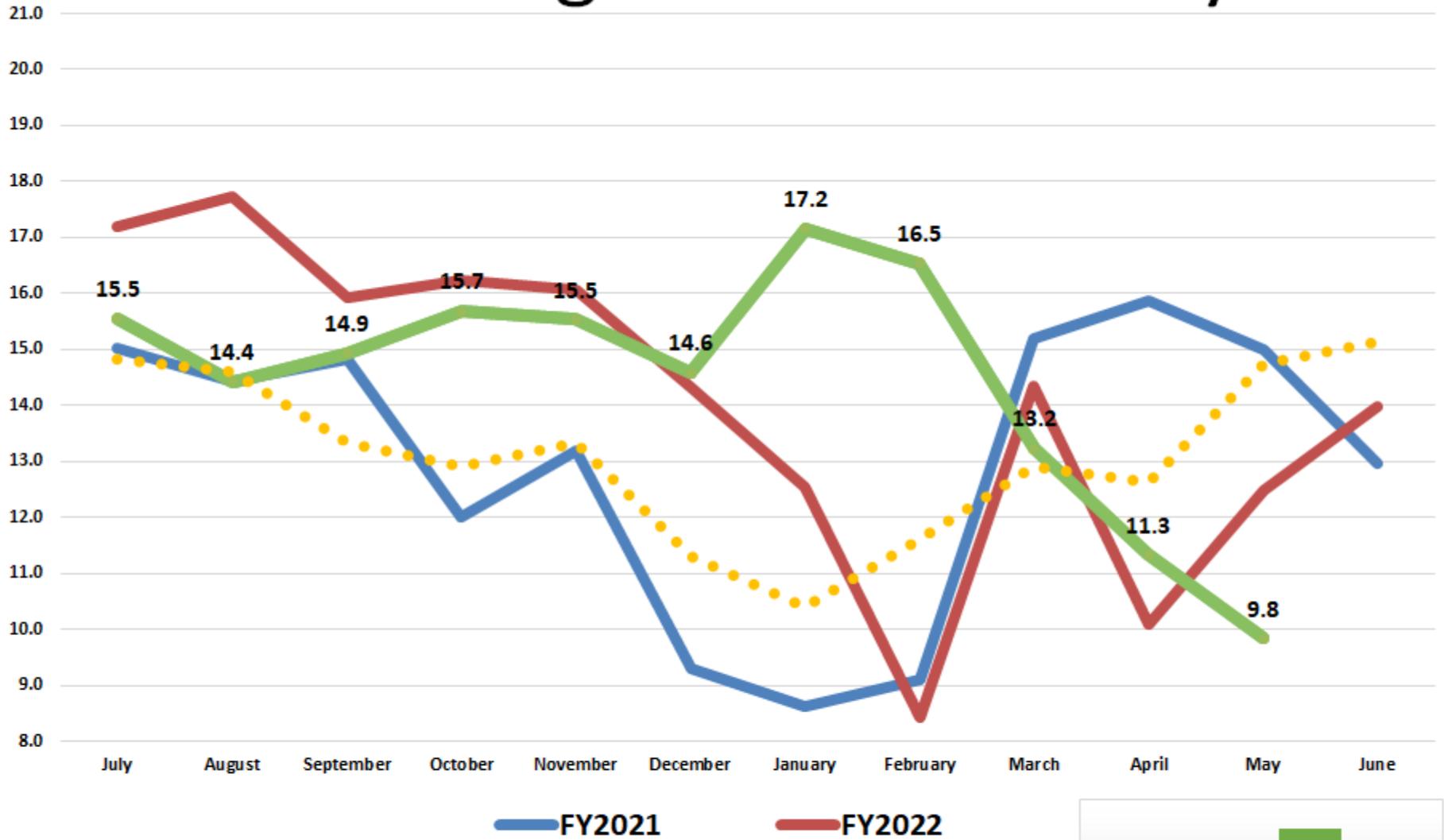
TCS Ortho - Avg Patients Per Day



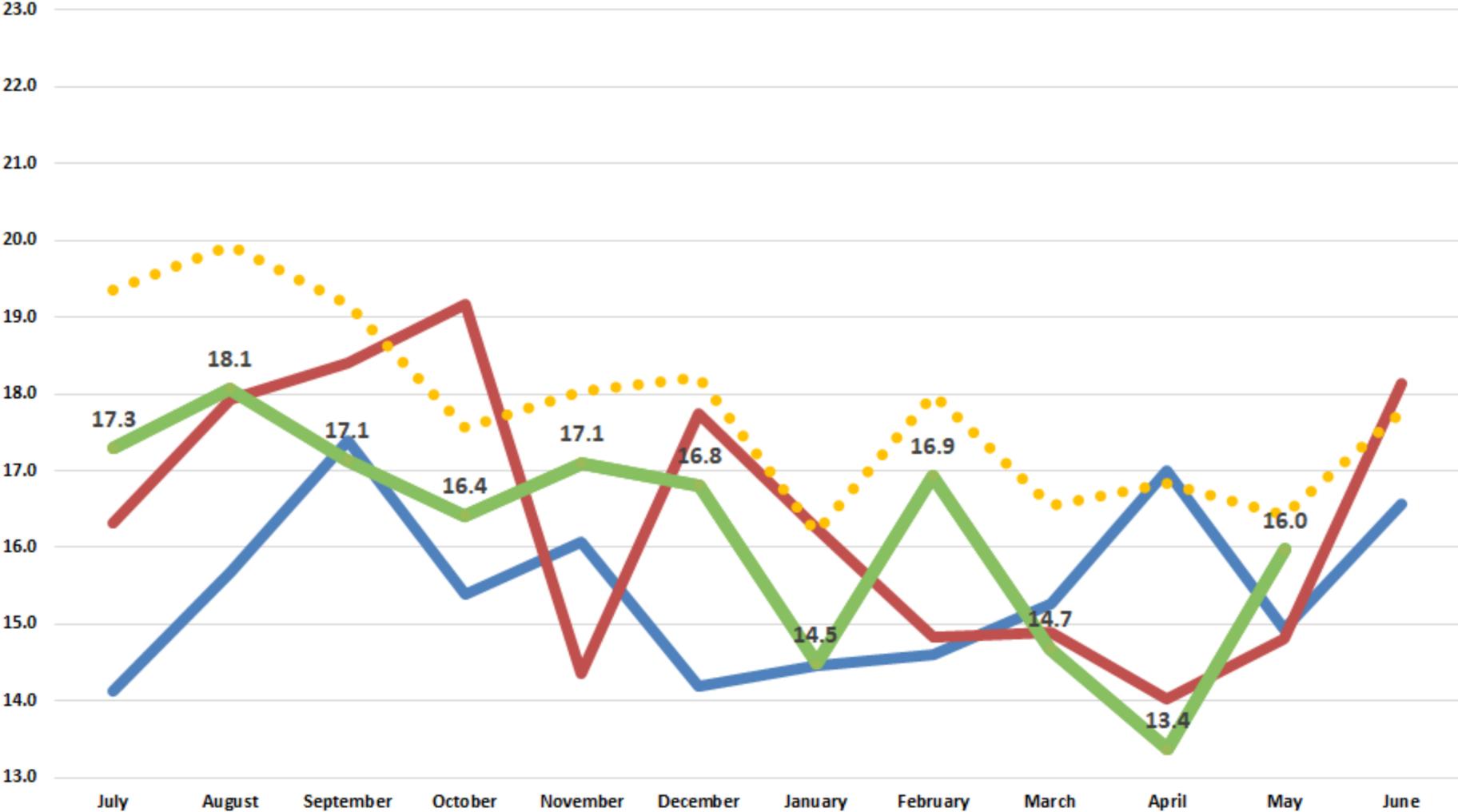
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



NICU - Avg Patients Per Day



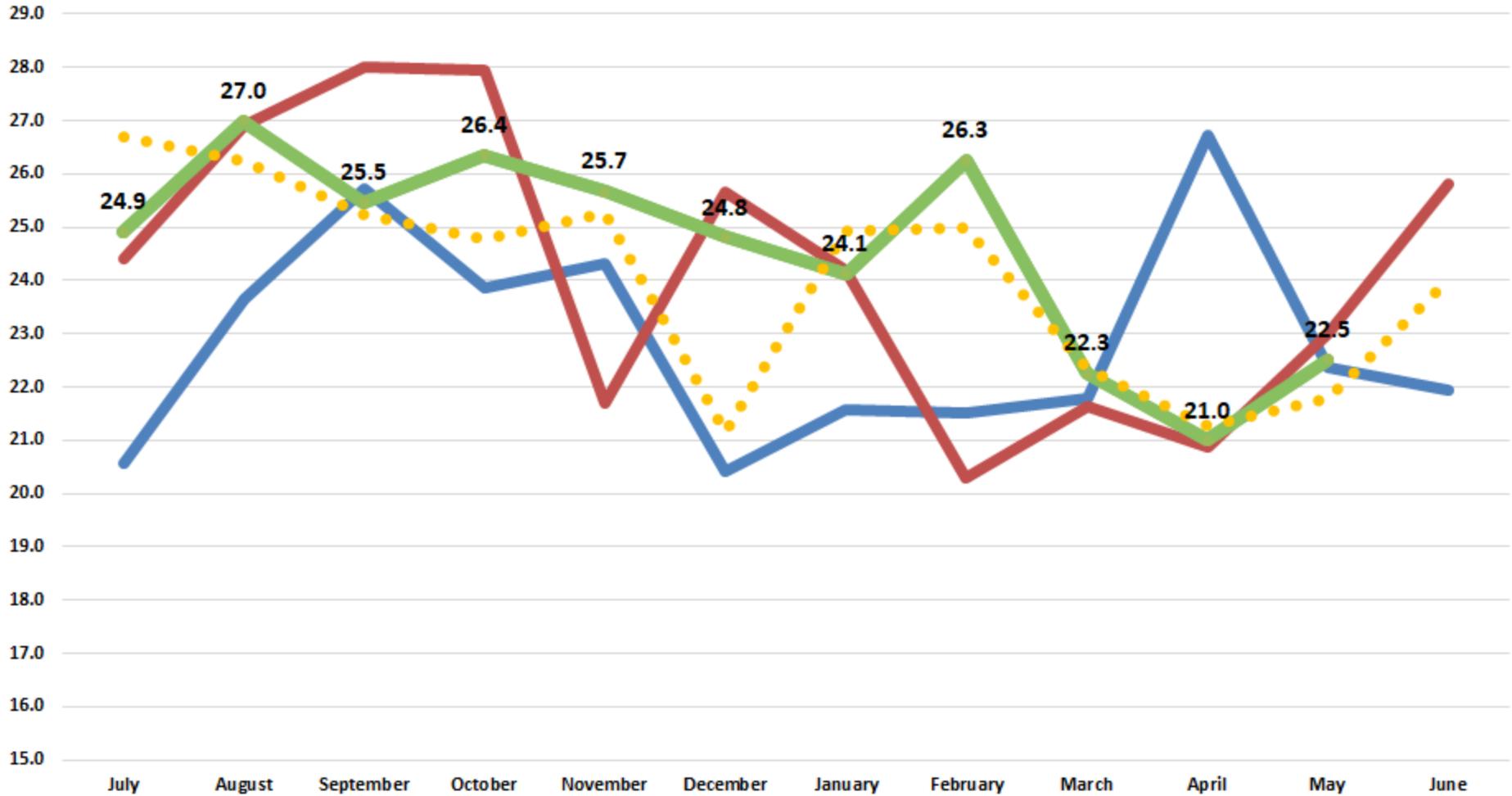
Nursery - Avg Patients Per Day



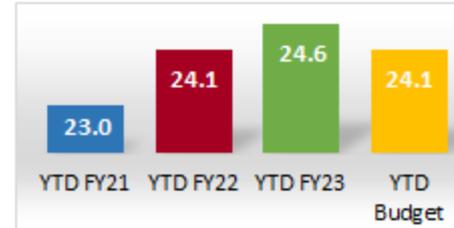
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



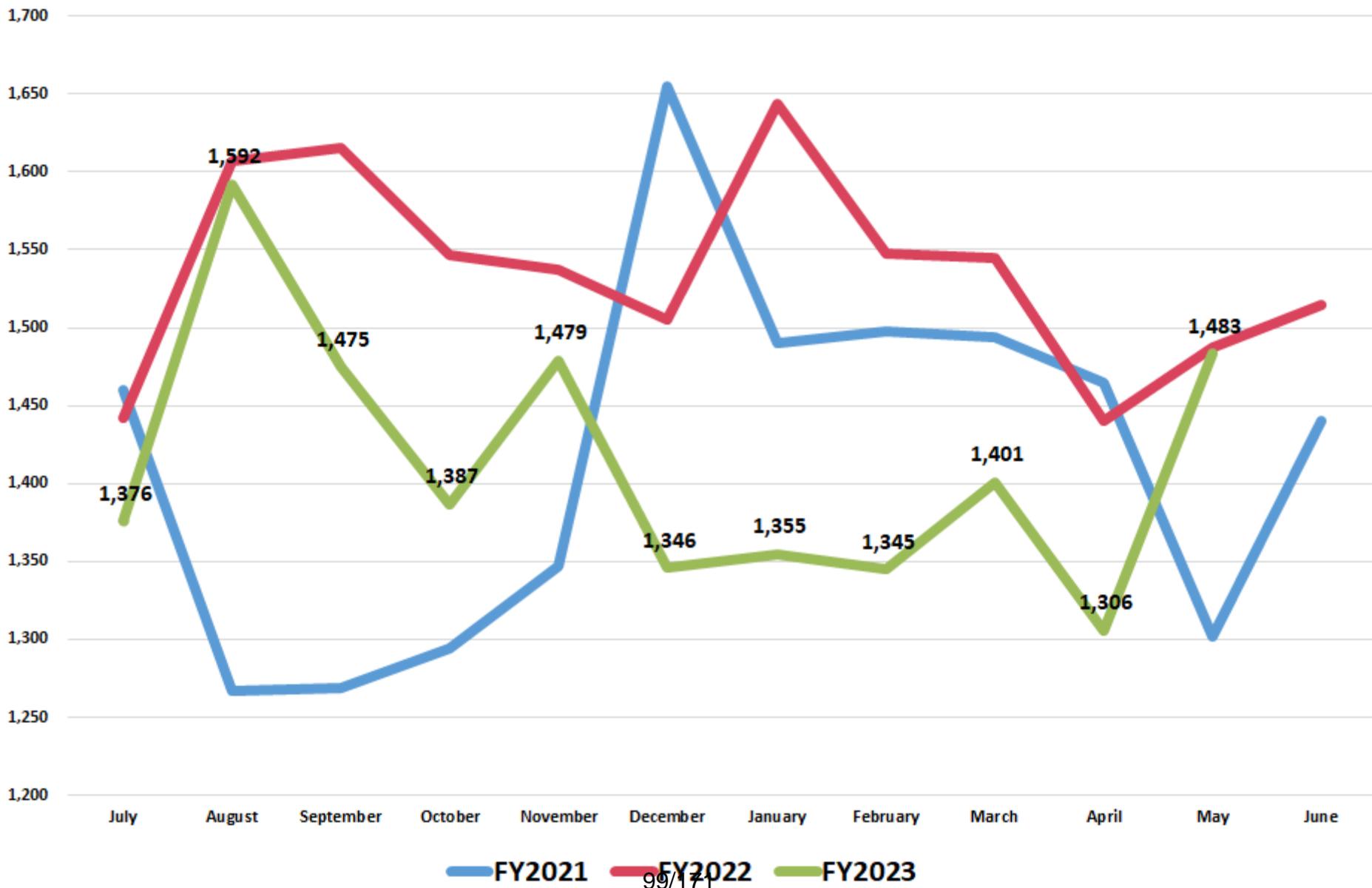
Obstetrics - Avg Patients Per Day



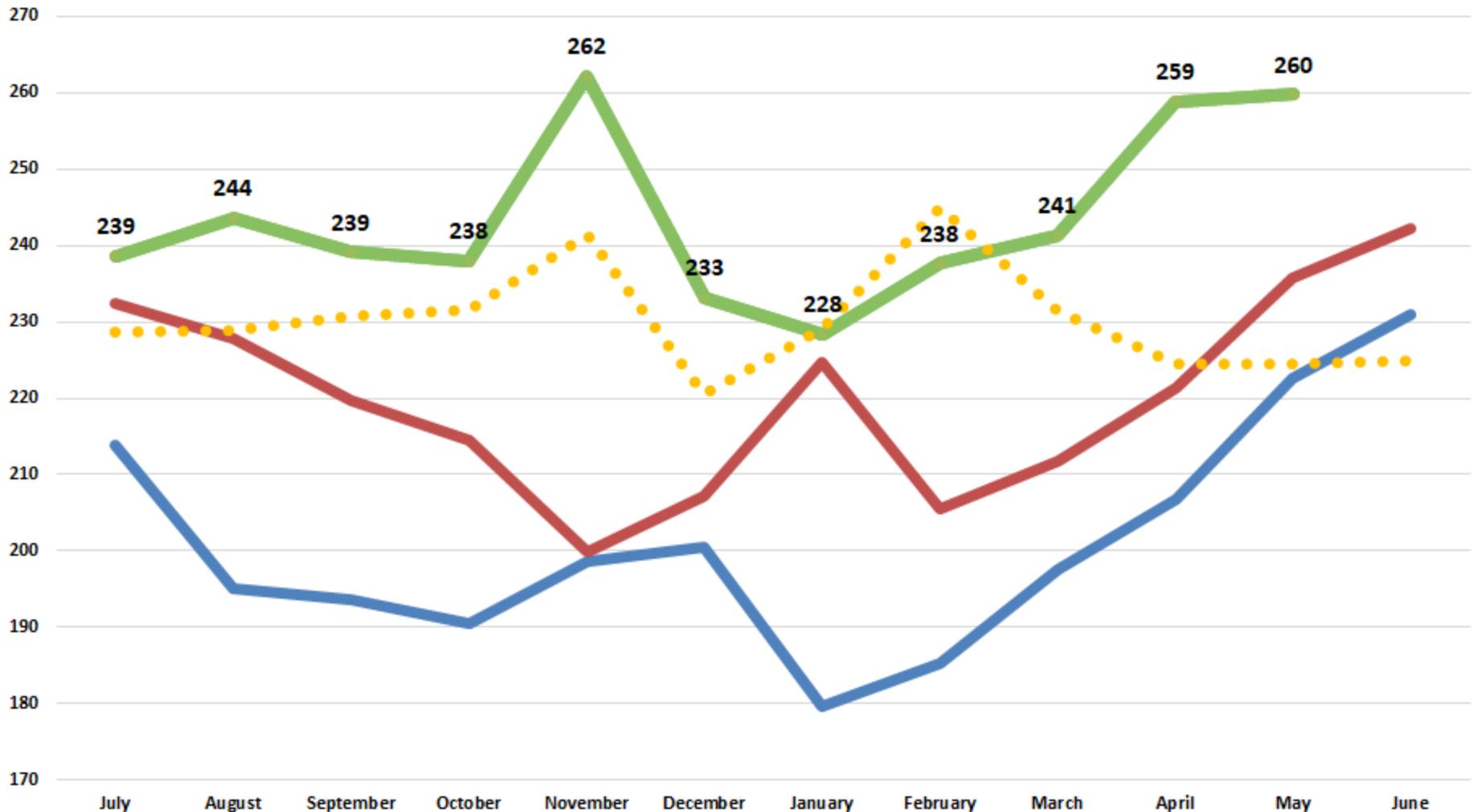
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



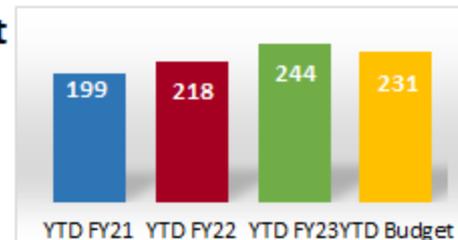
Outpatient Registrations Per Day



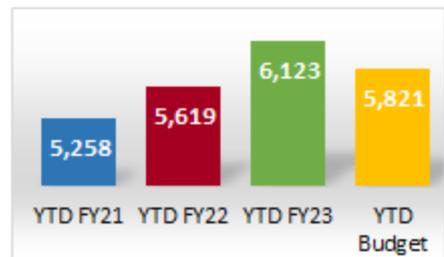
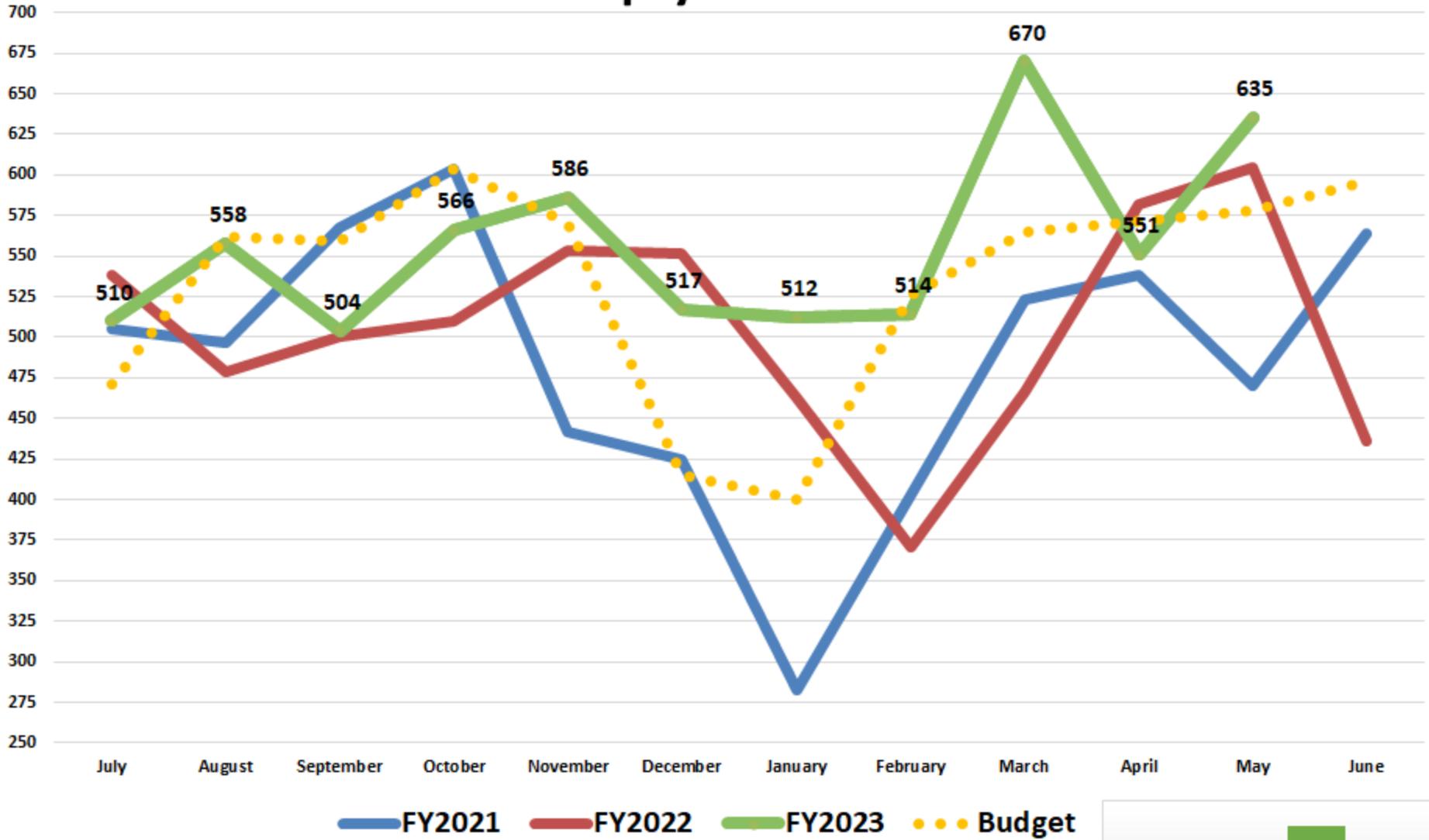
ED - Avg Treated Per Day



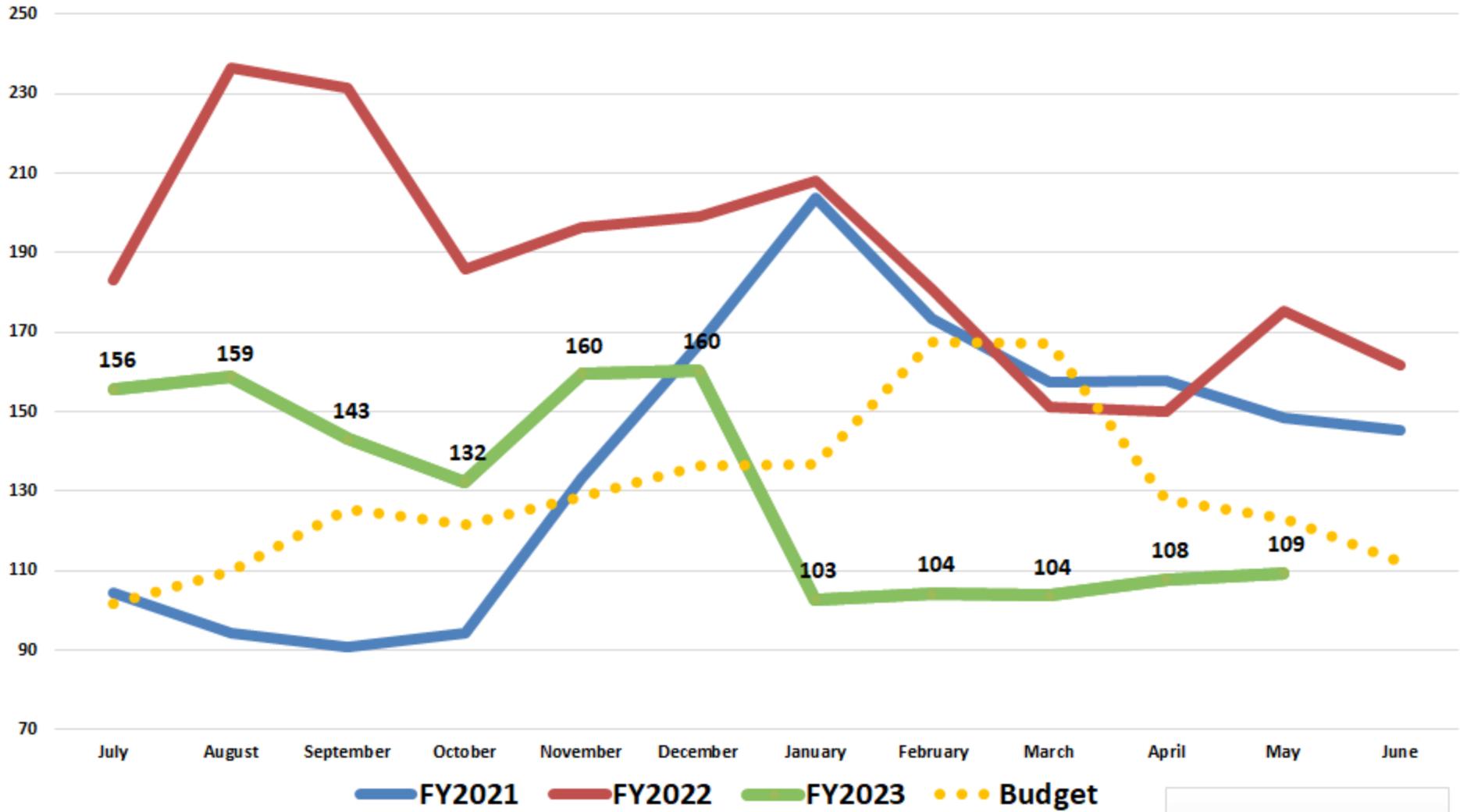
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



Endoscopy Procedures

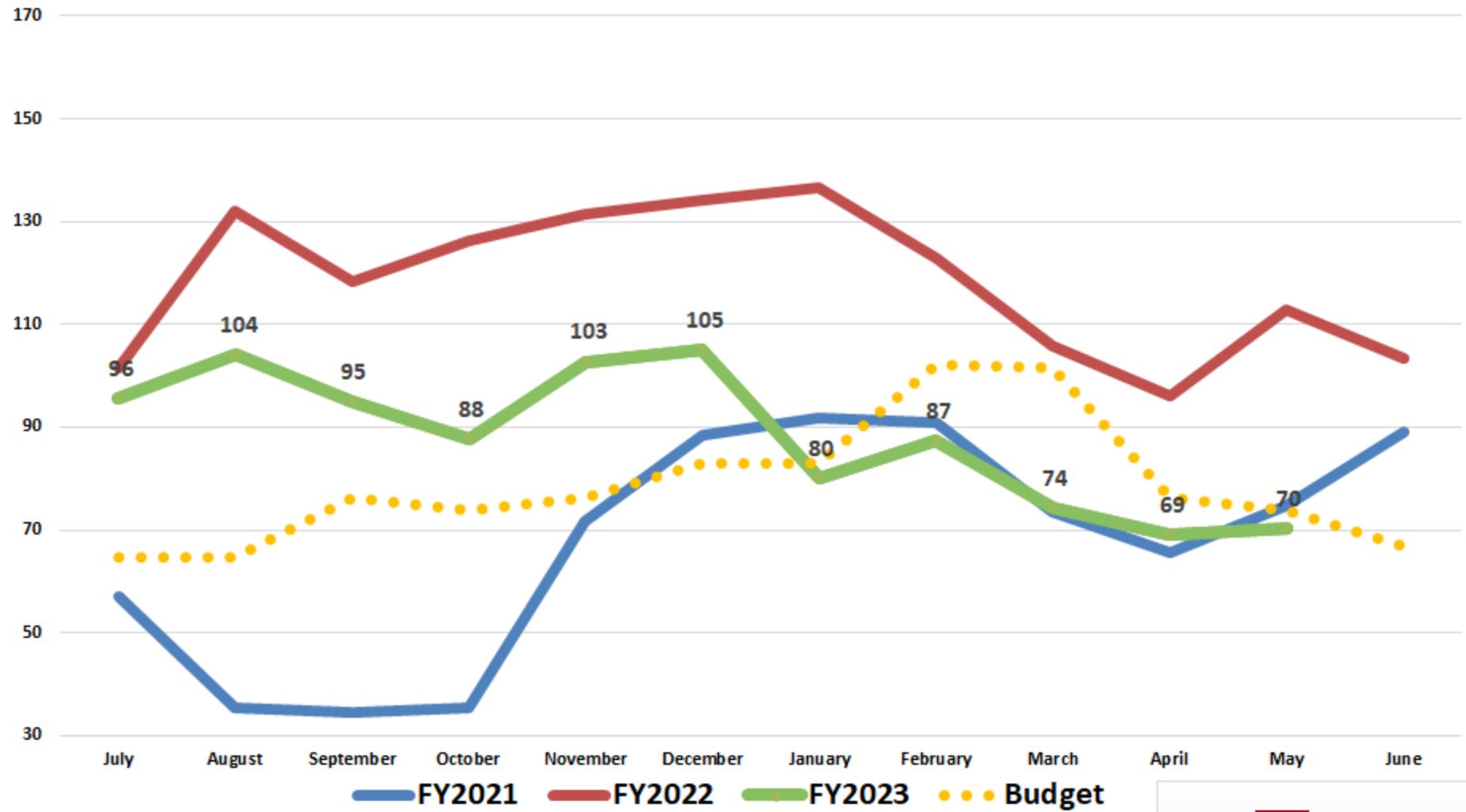


Urgent Care – Court Avg Visits Per Day



139	191	131	131
YTD FY21	YTD FY22	YTD FY23	YTD Budget

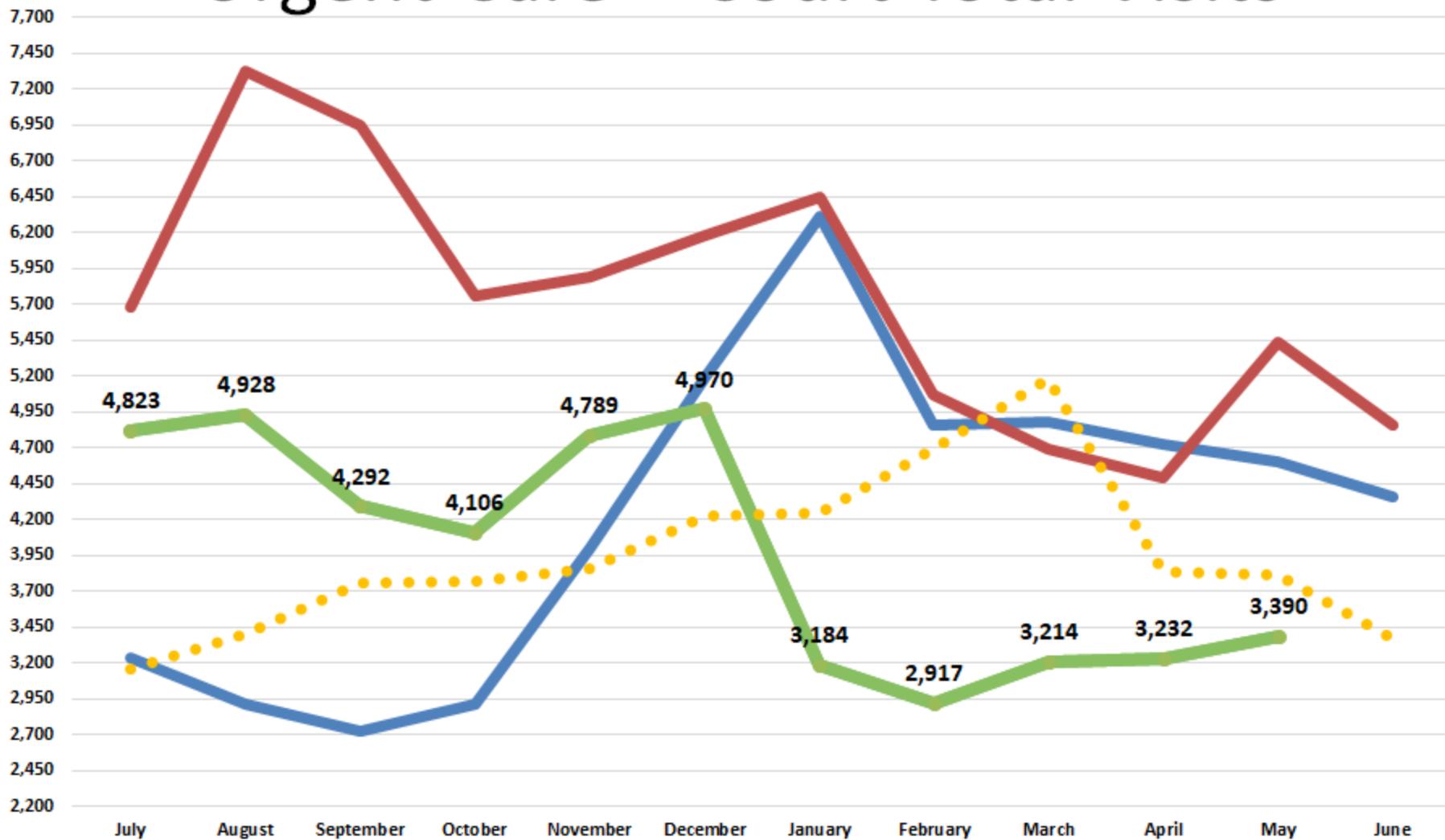
Urgent Care – Demaree Avg Visits Per Day



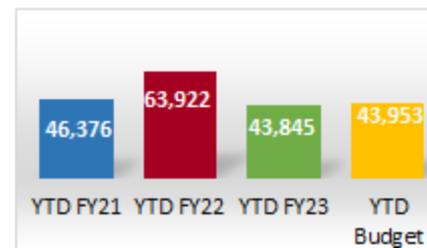
— **FY2021**
 — **FY2022**
 — **FY2023**
 ●●●● **Budget**



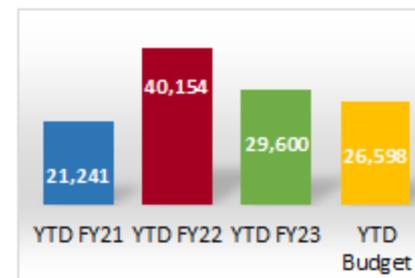
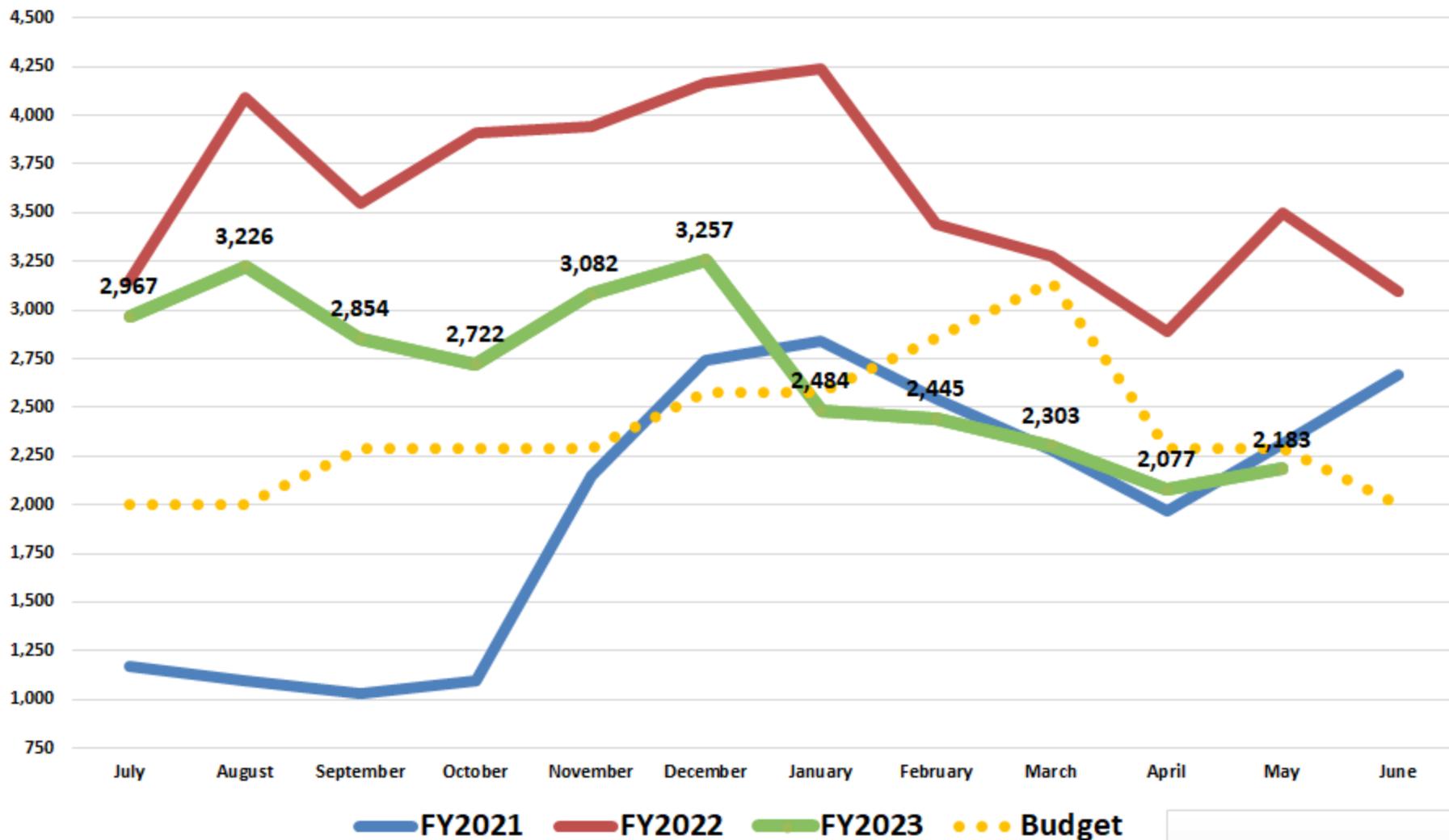
Urgent Care – Court Total Visits



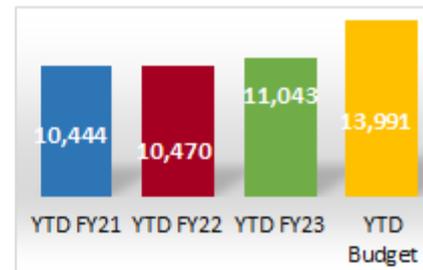
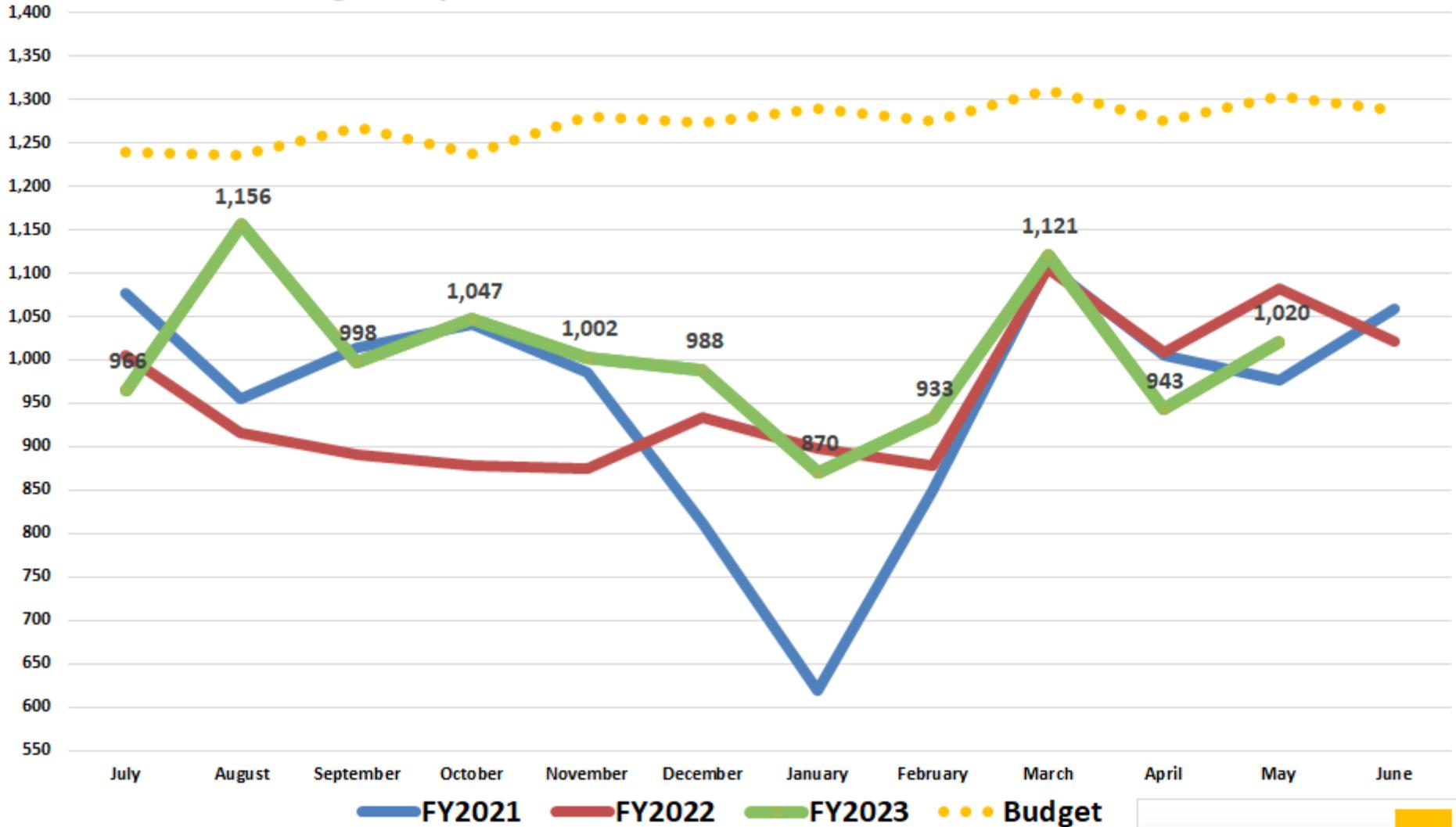
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



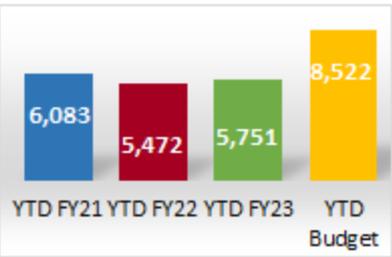
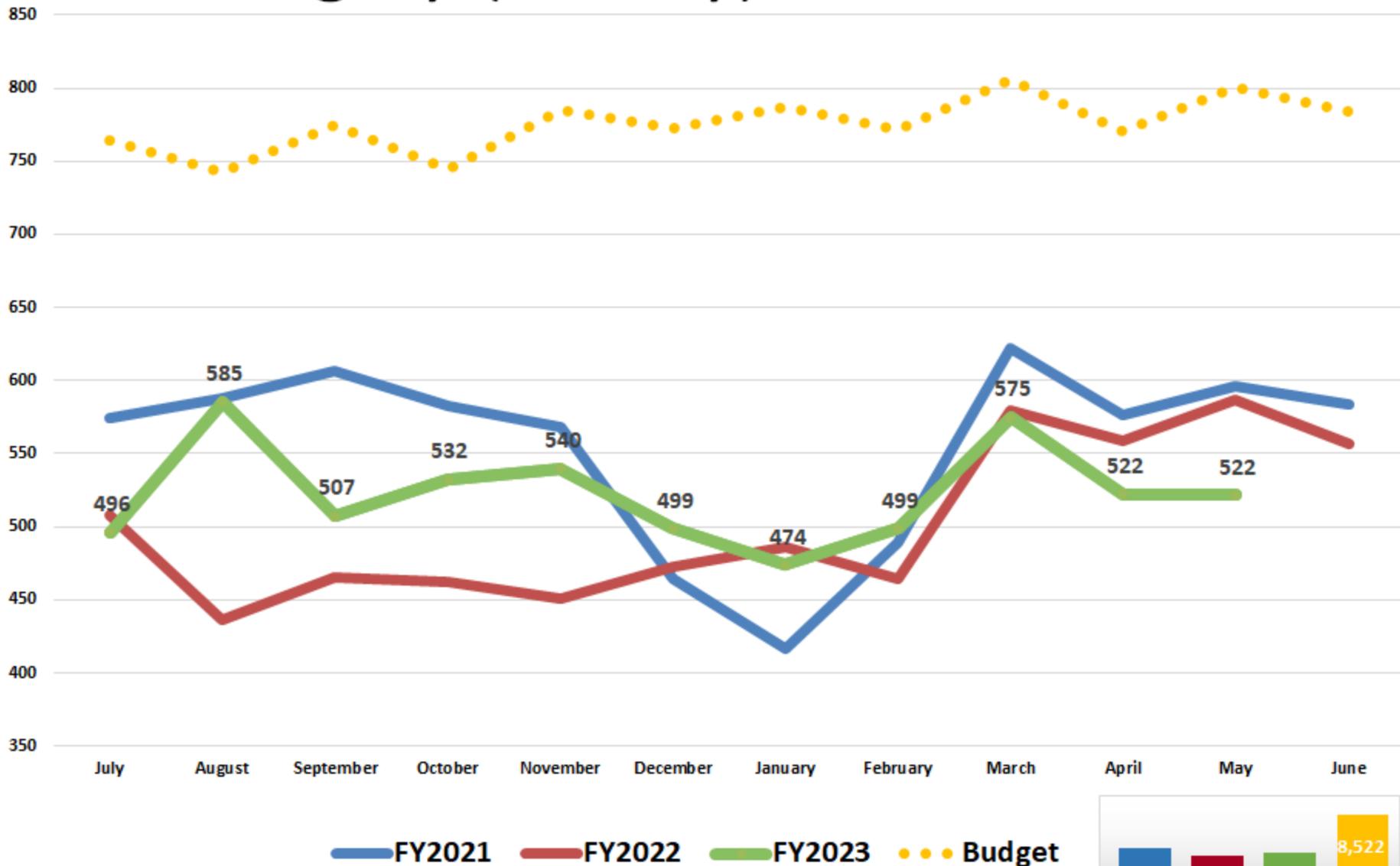
Urgent Care – Demaree Total Visits



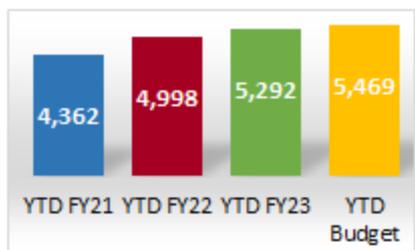
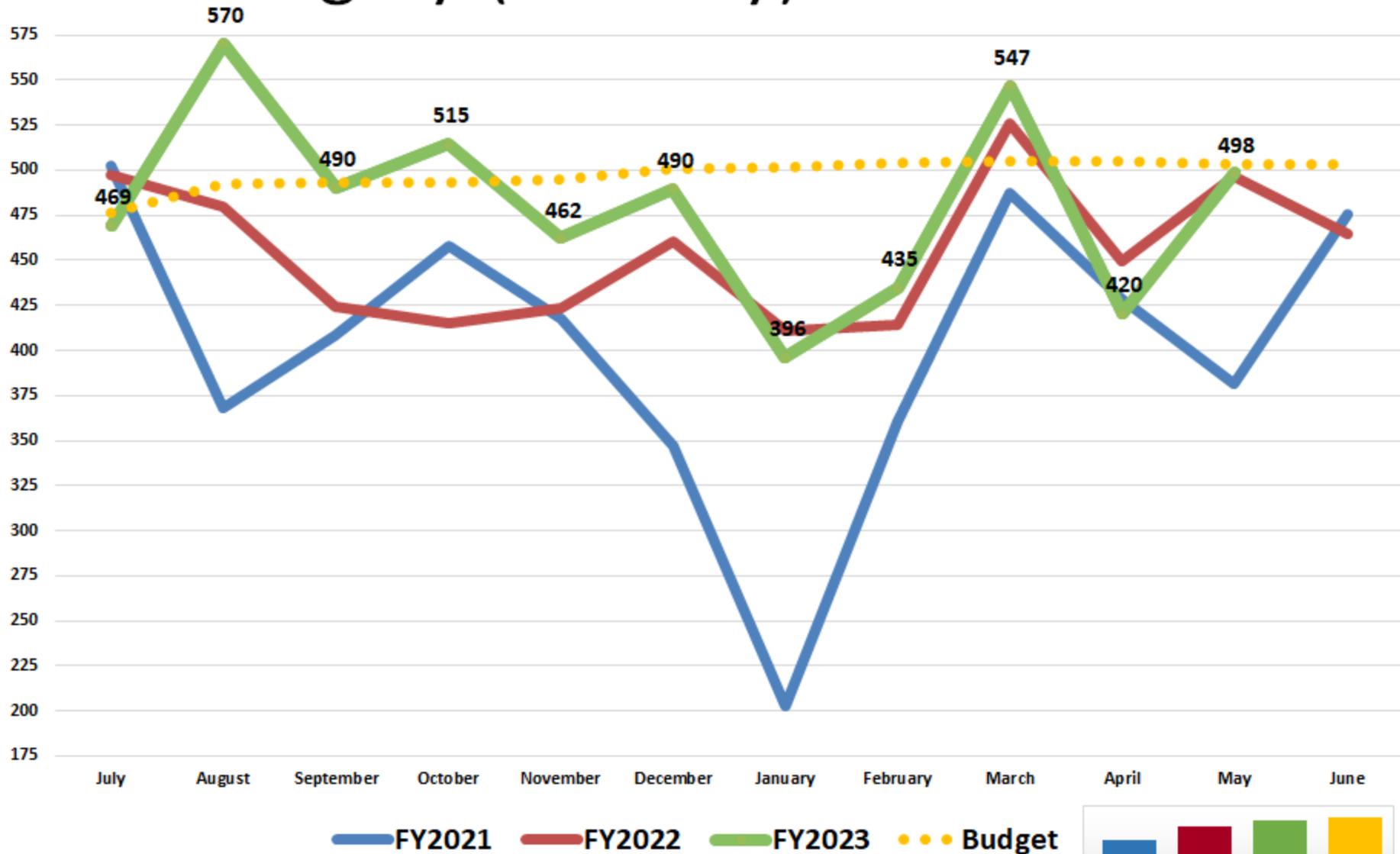
Surgery (IP & OP) – 100 Min Units



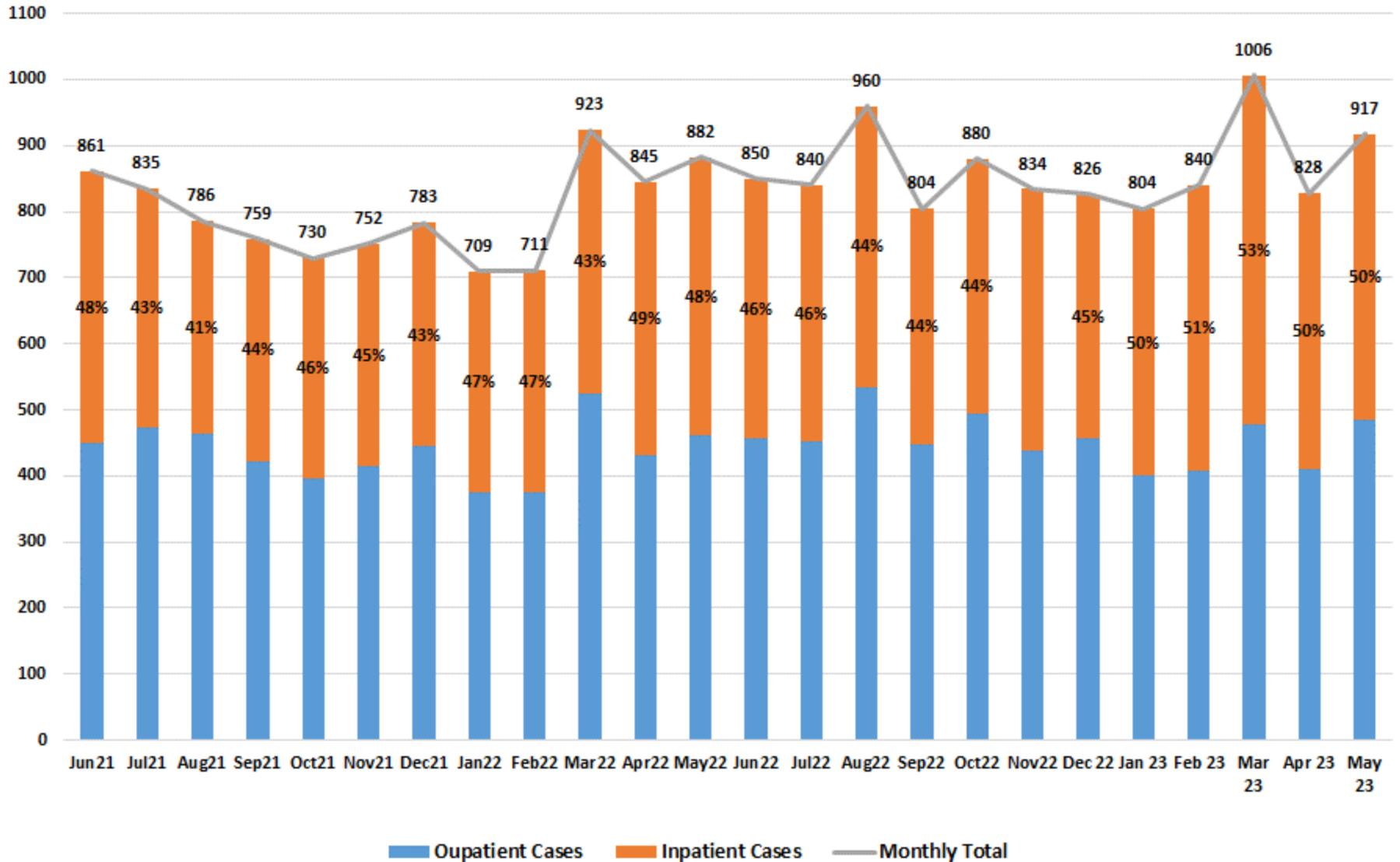
Surgery (IP Only) - 100 Min Unit



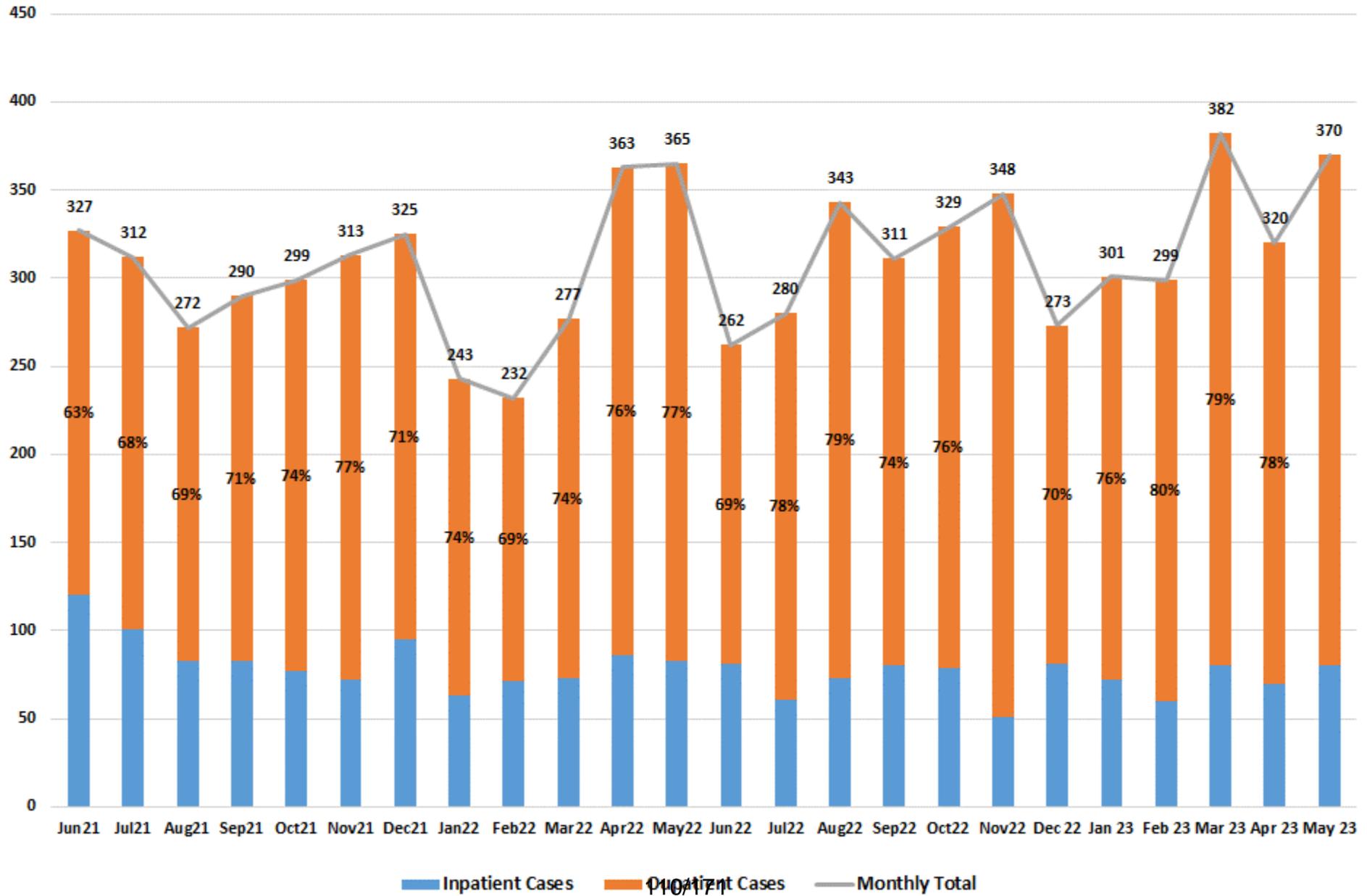
Surgery (OP Only) - 100 Min Units



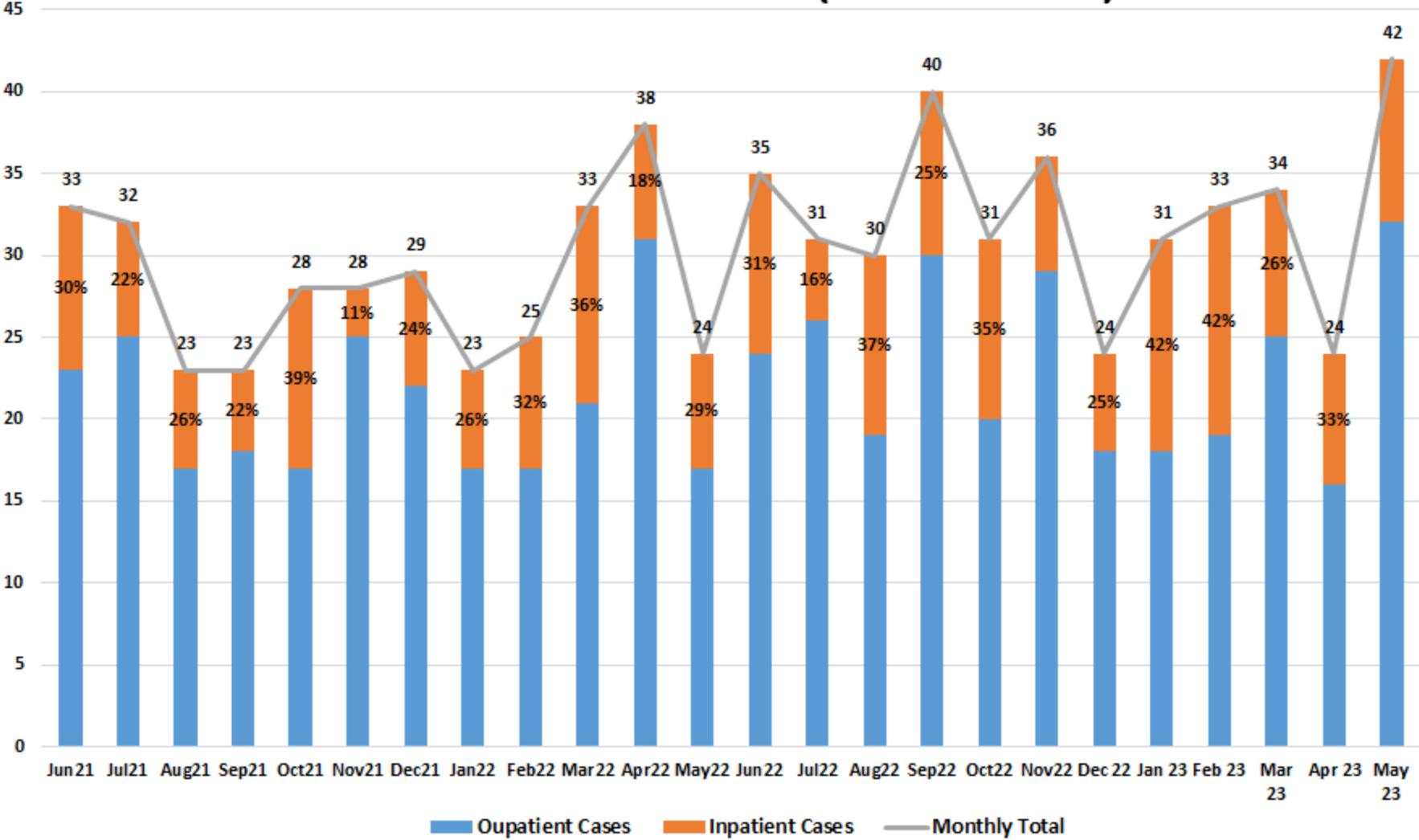
Surgery Cases (IP & OP)



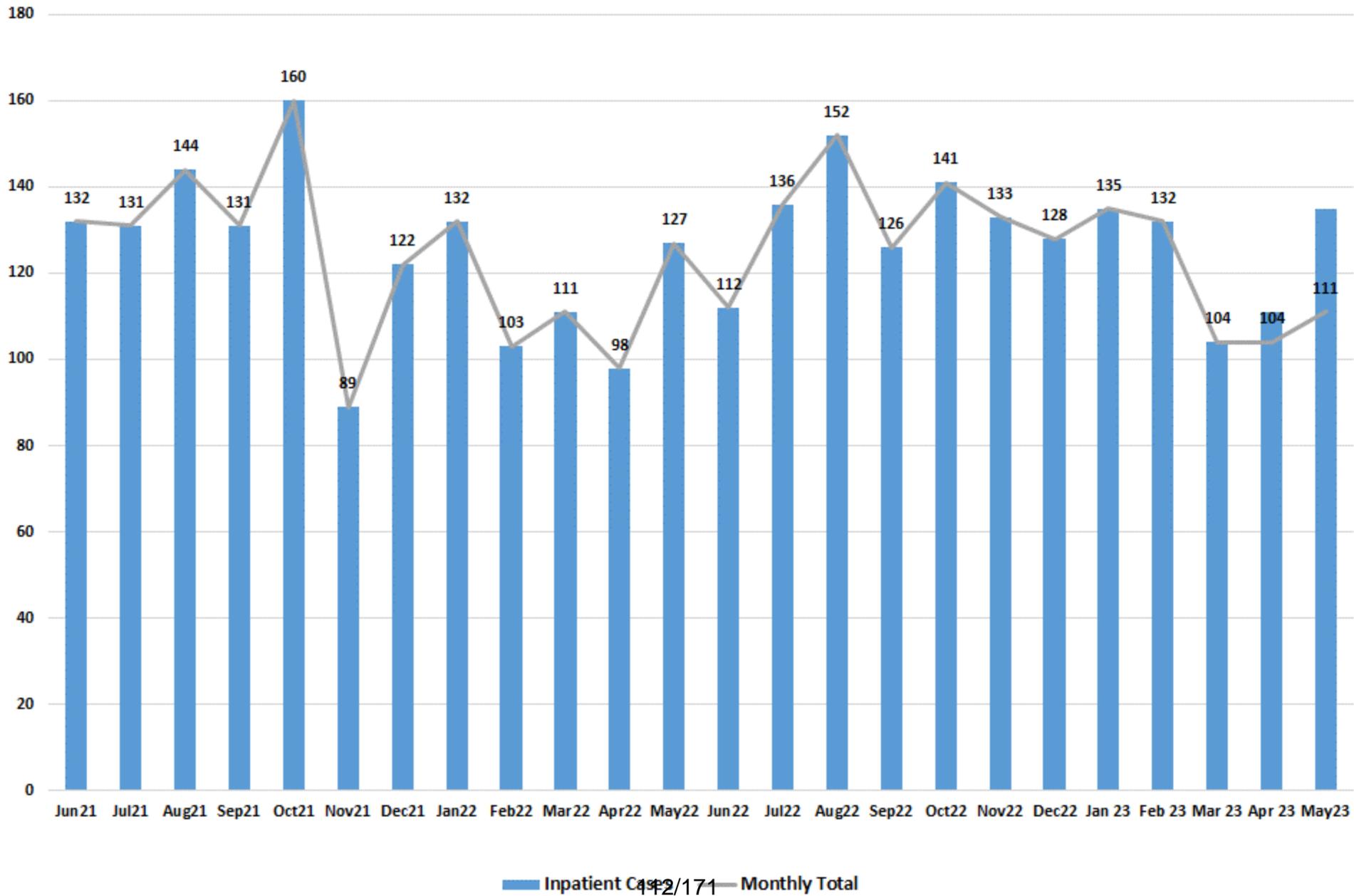
Endo Cases (Endo Suites)



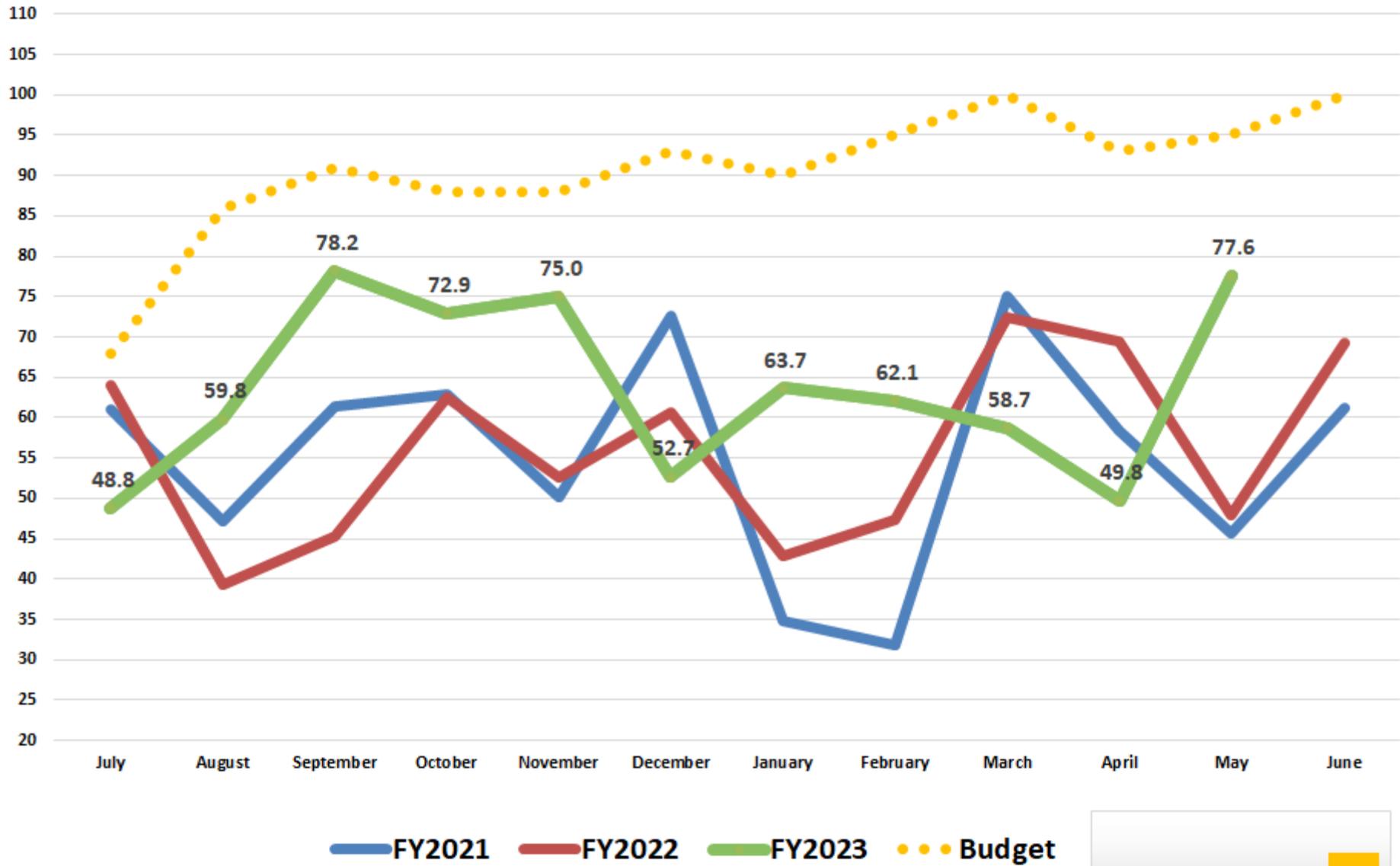
Robotic Cases (IP & OP)



OB Cases



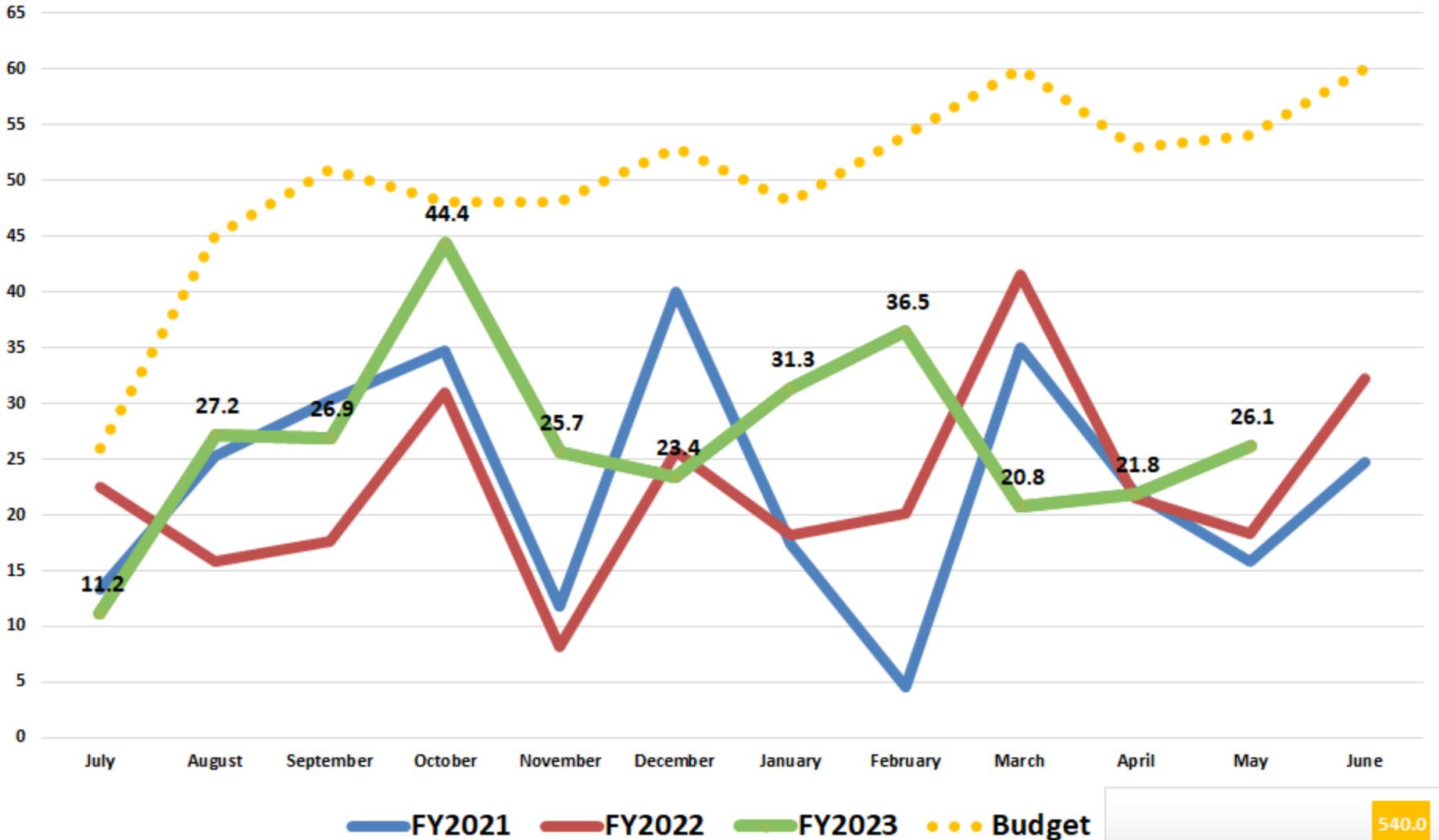
Robotic Surgery (IP & OP) - 100 Min Units



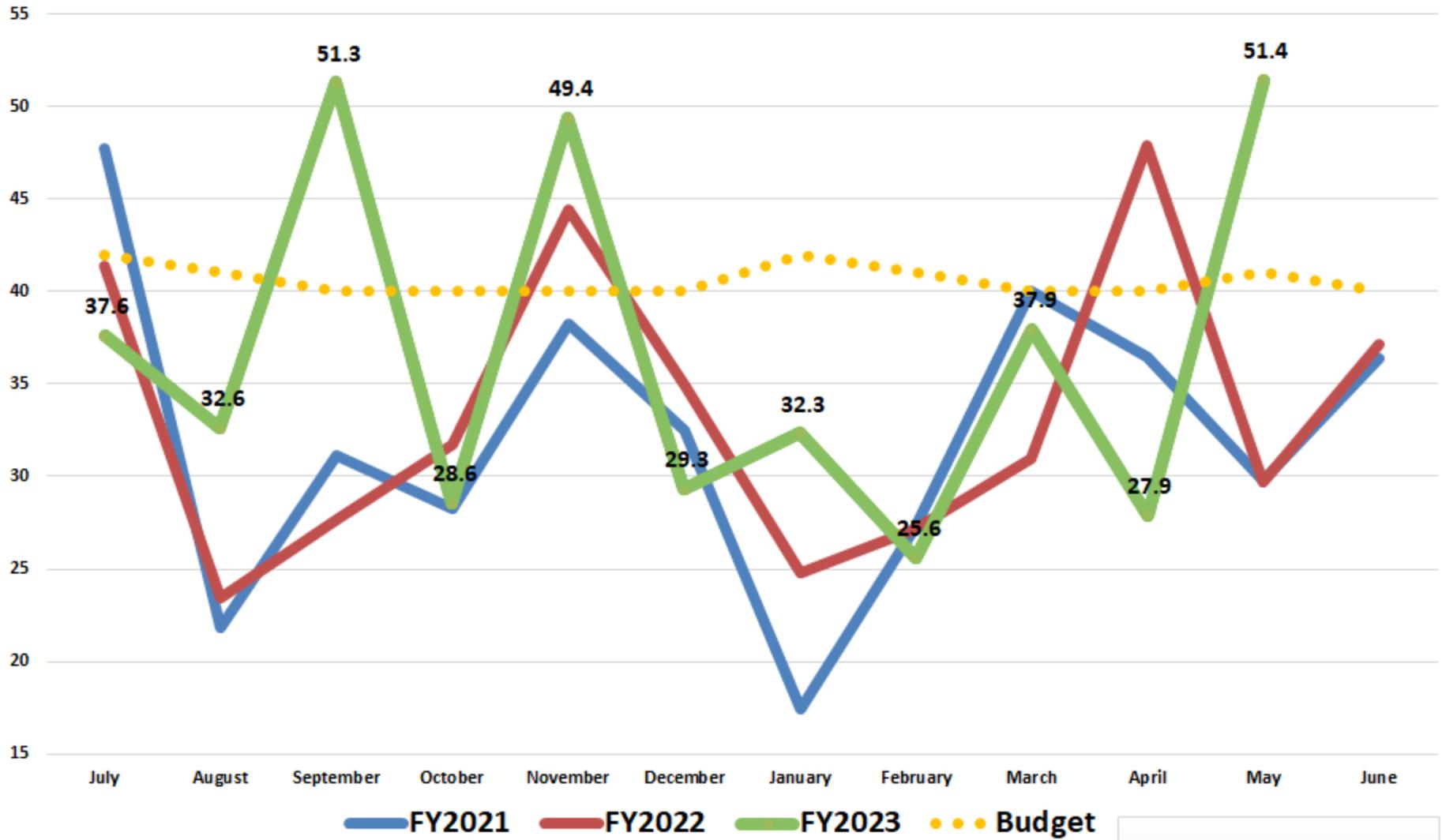
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



Robotic Surgery Minutes (IP Only)

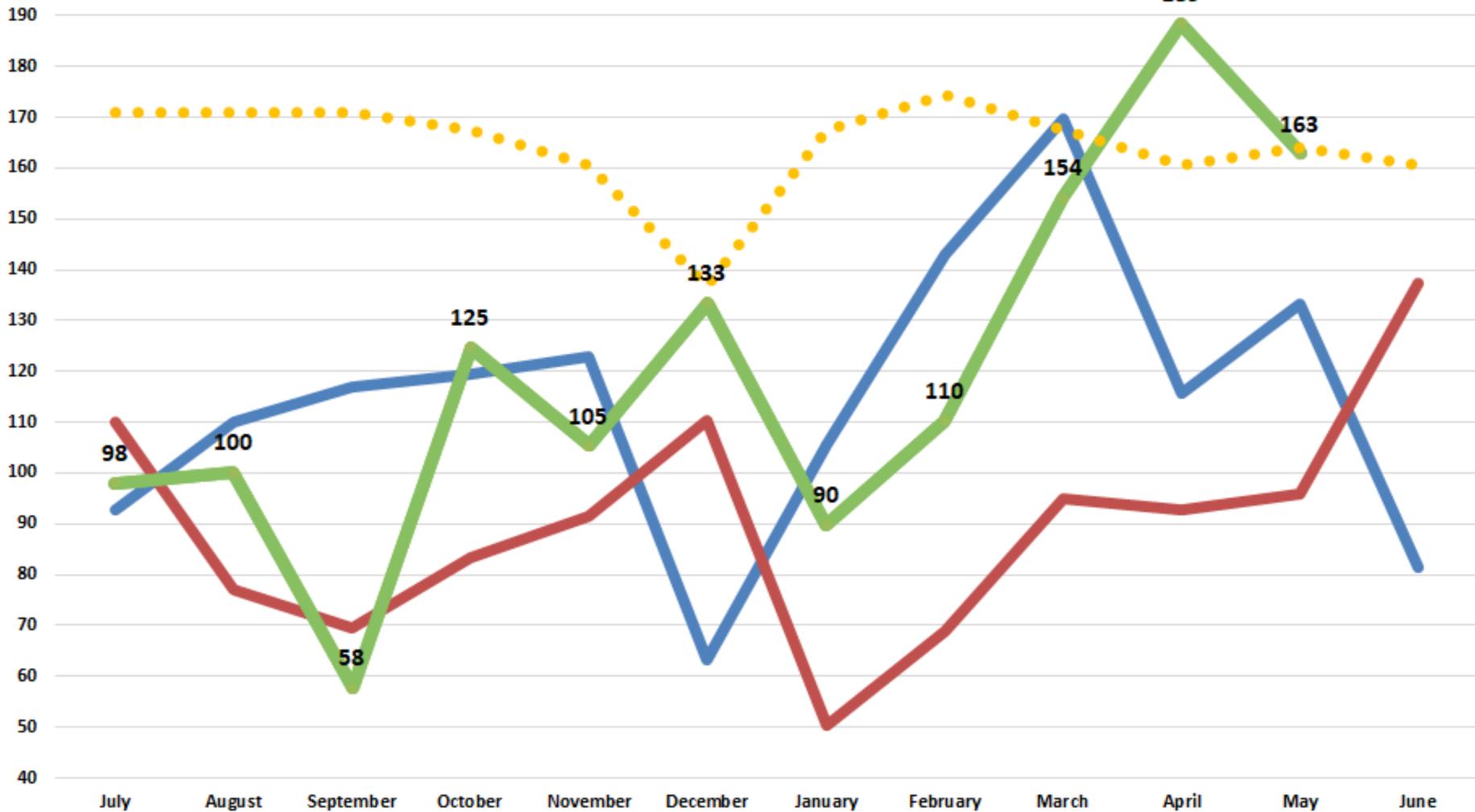


Robotic Surgery Minutes (OP Only)



350.6	364.1	404.0	447.0
YTD FY21	YTD FY22	YTD FY23	YTD Budget

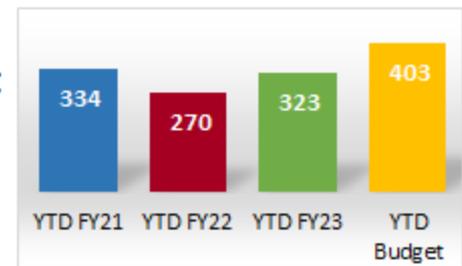
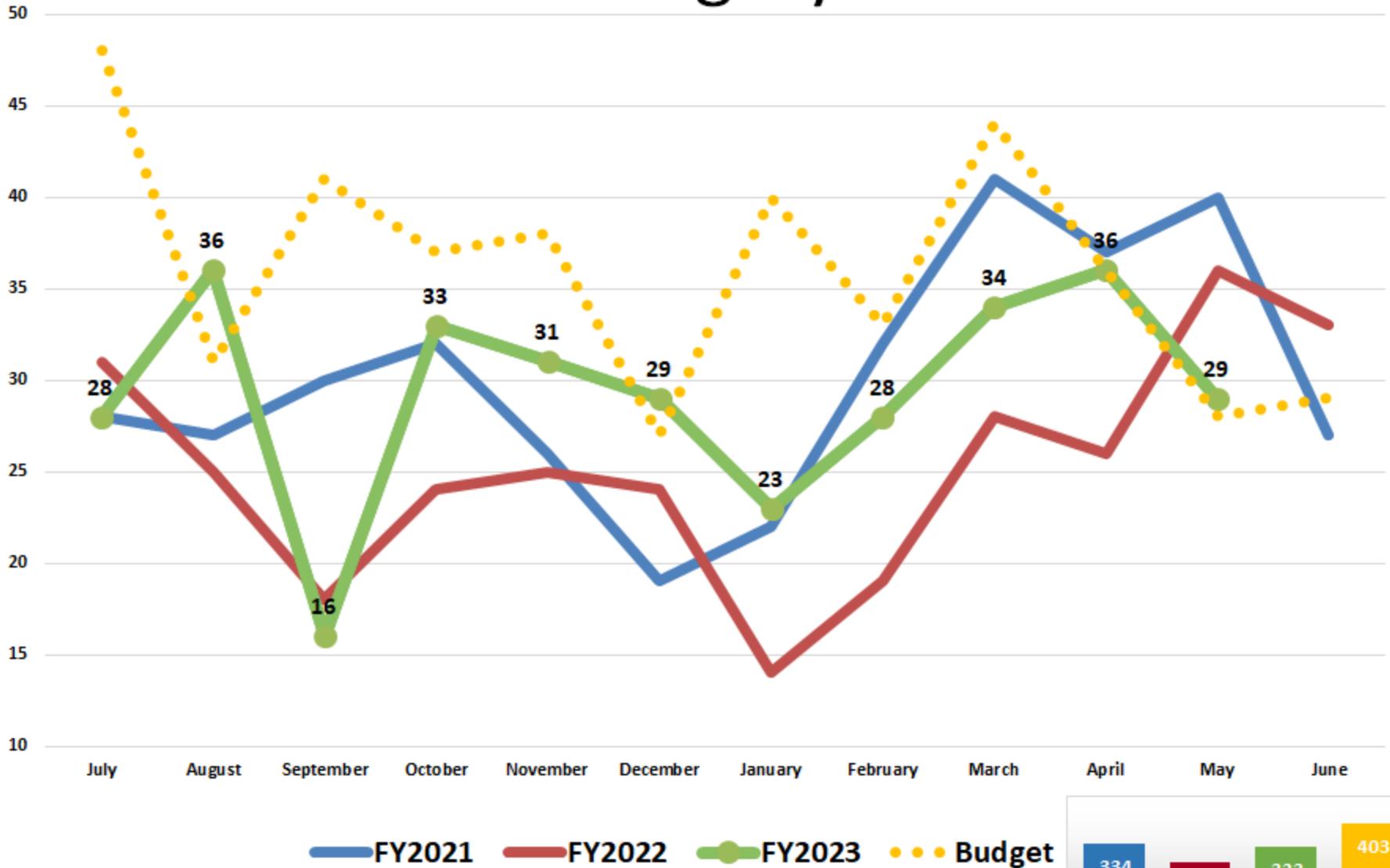
Cardiac Surgery - 100 Min Units



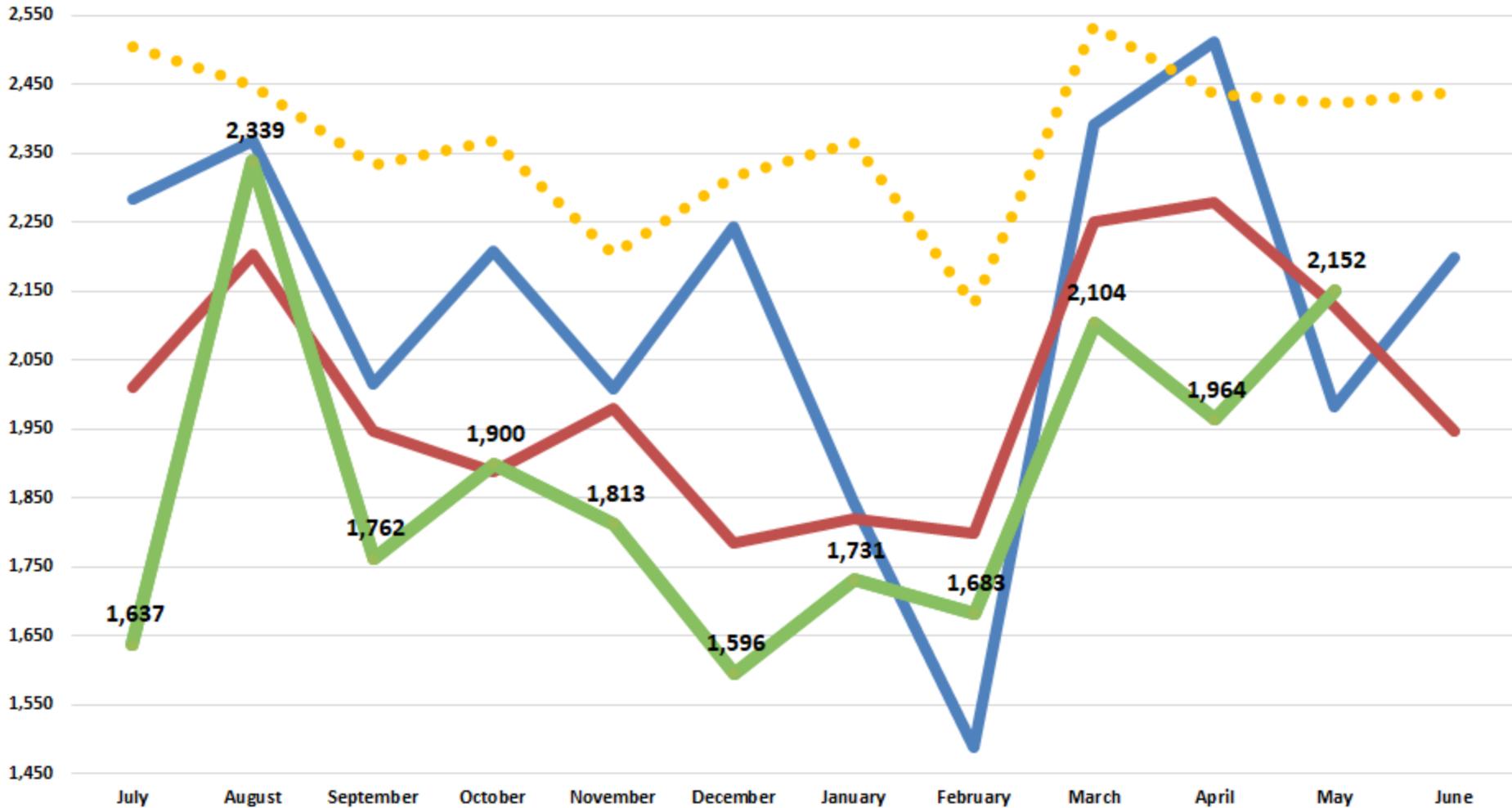
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



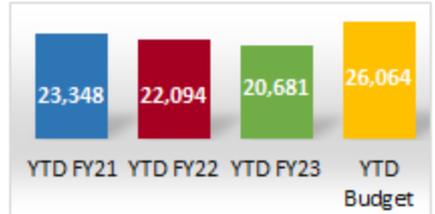
Cardiac Surgery Cases



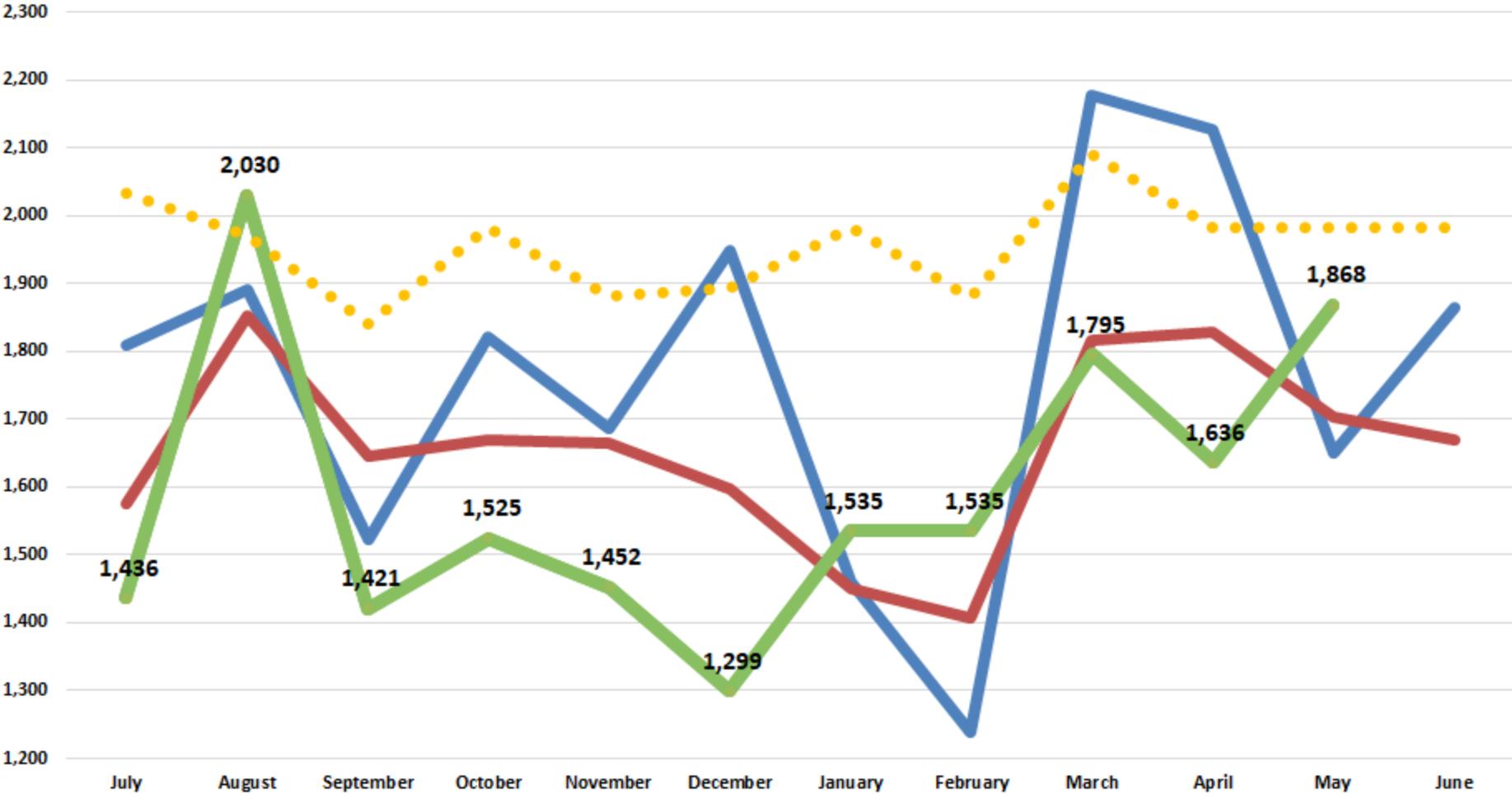
Rad Onc Treatments (Vis. & Hanf.)



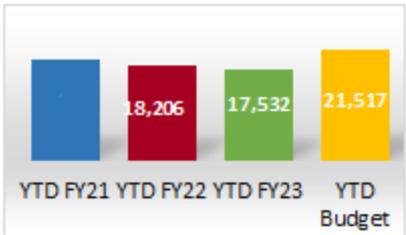
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



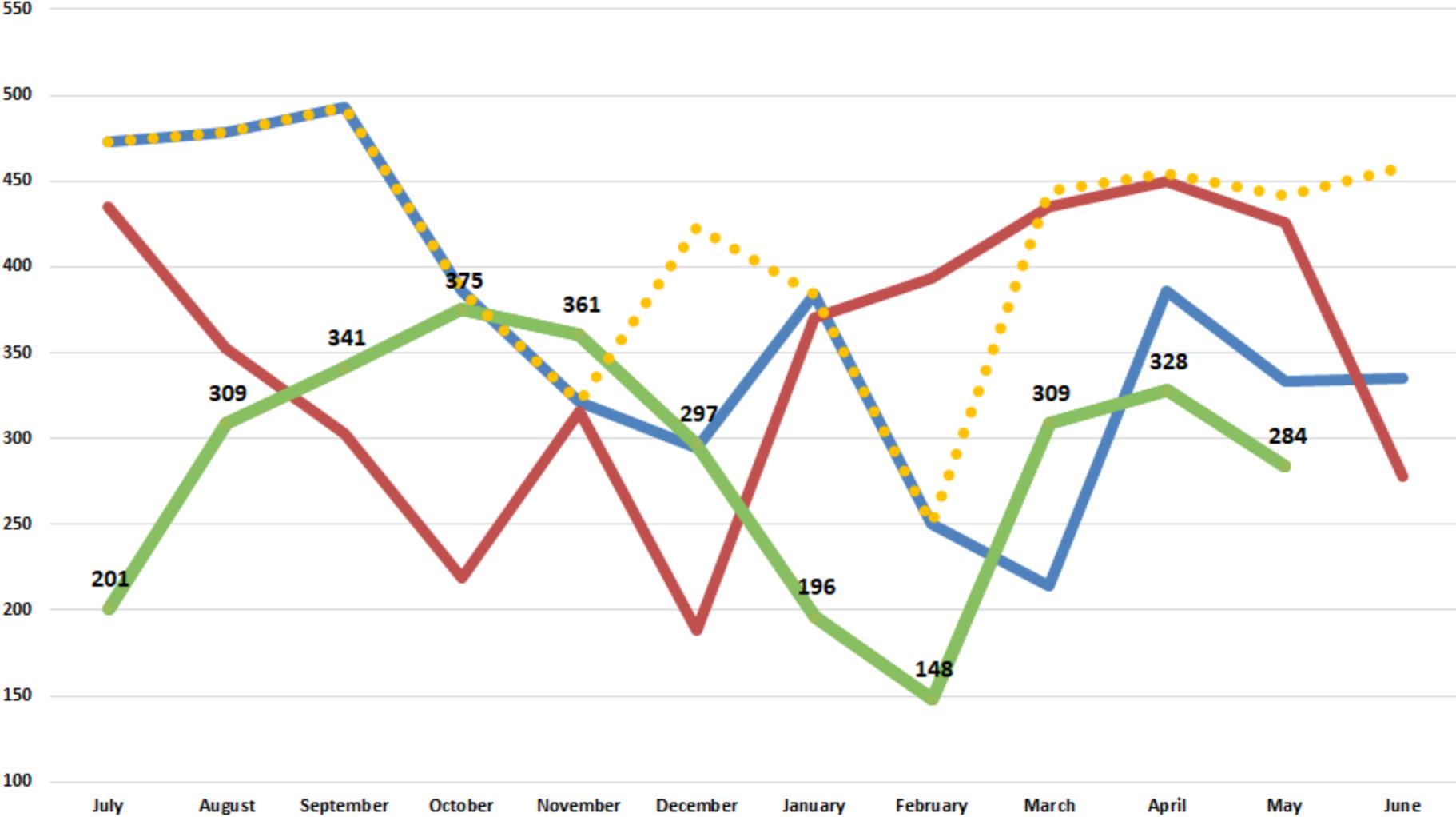
Rad Onc Visalia



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



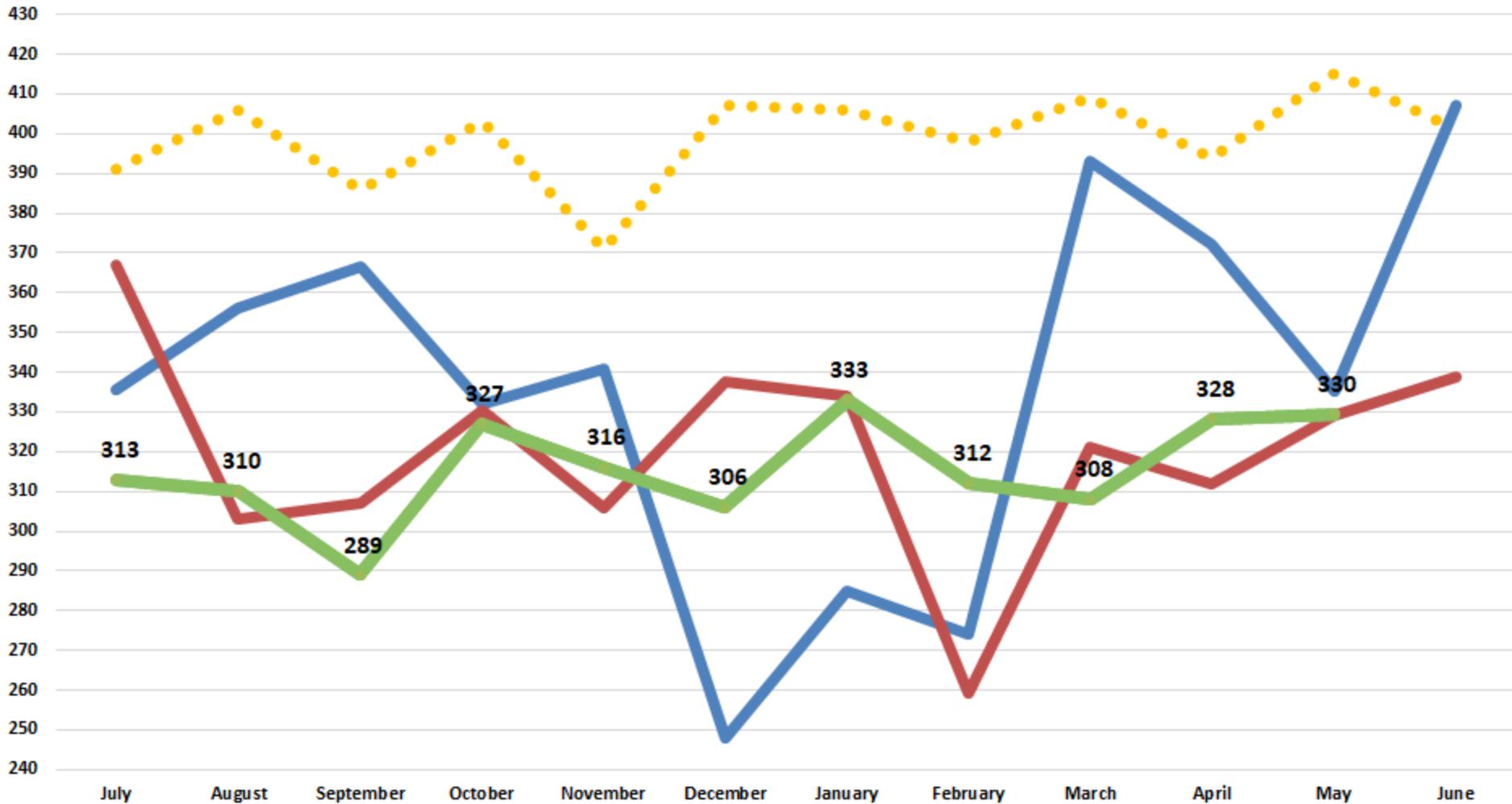
Rad Onc Hanford



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



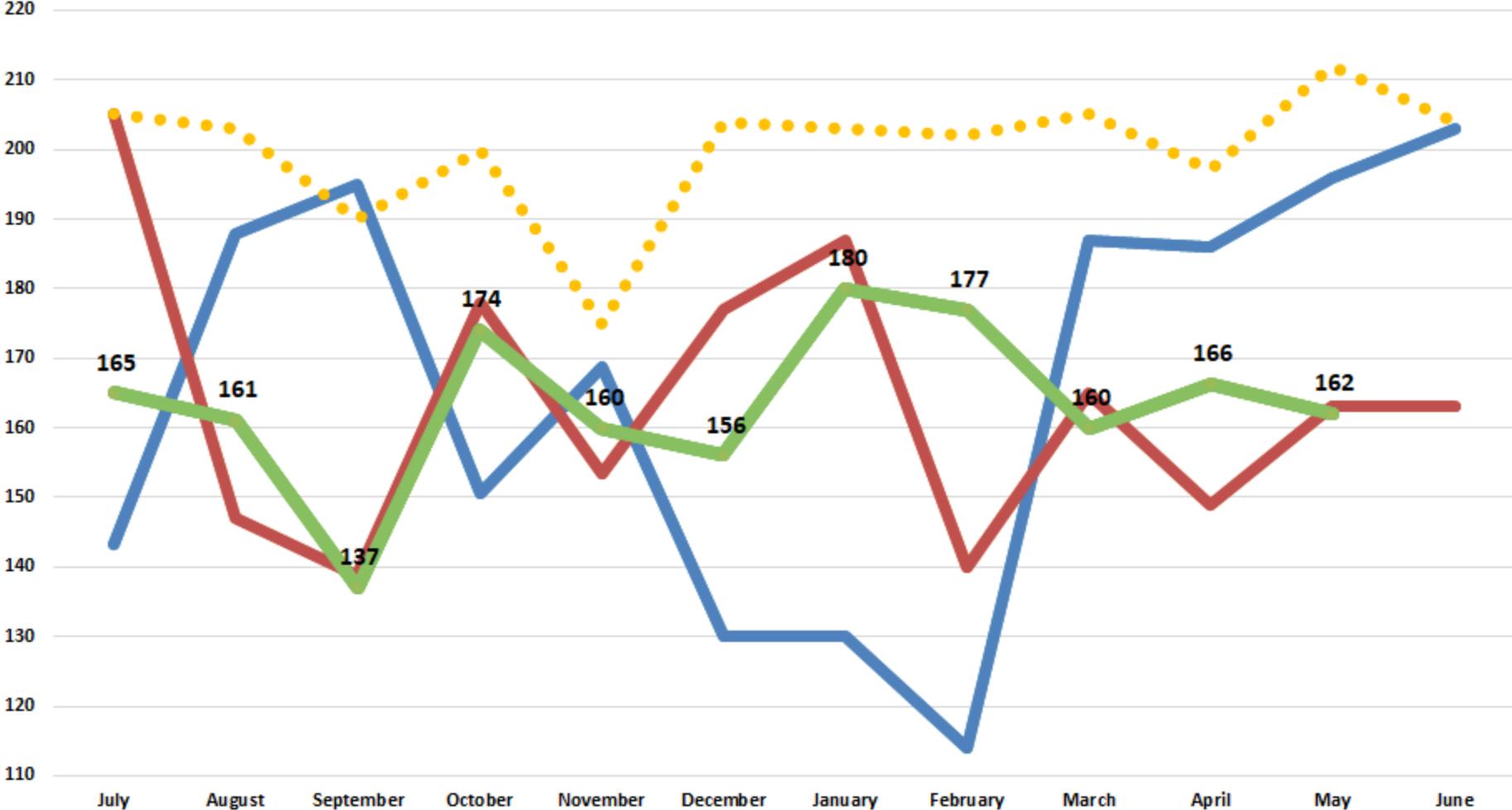
Cath Lab (IP & OP) – 100 Min Units



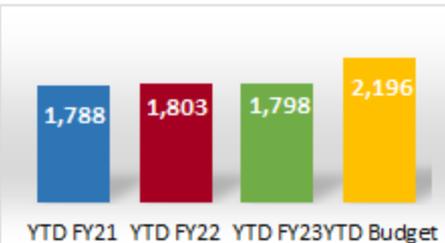
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



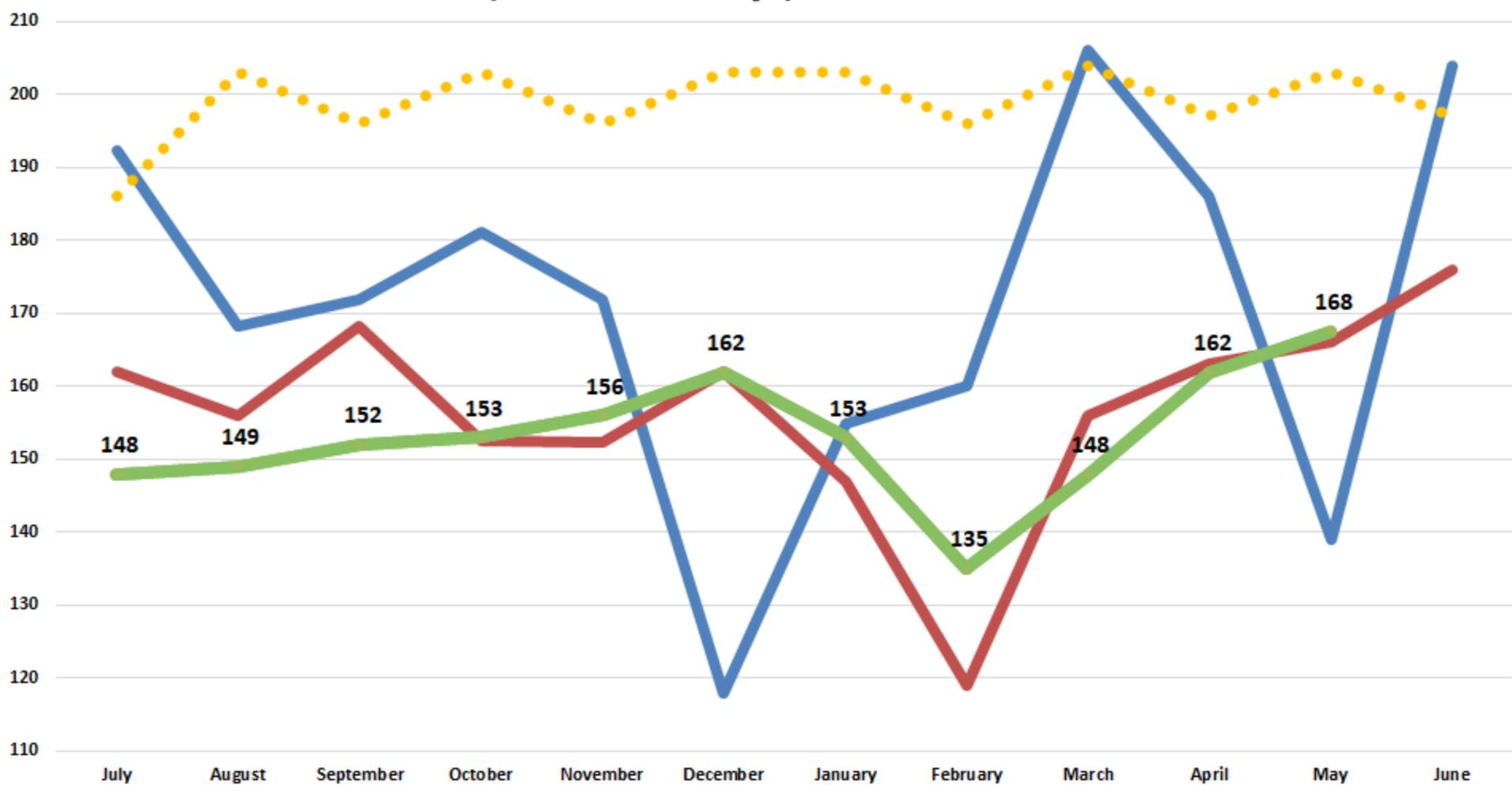
Cath Lab (IP Only) – 100 Min Units



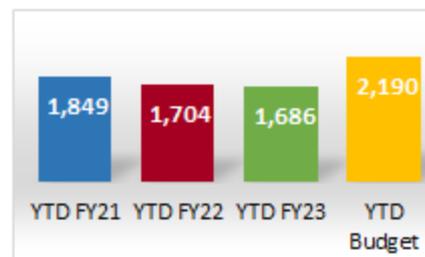
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



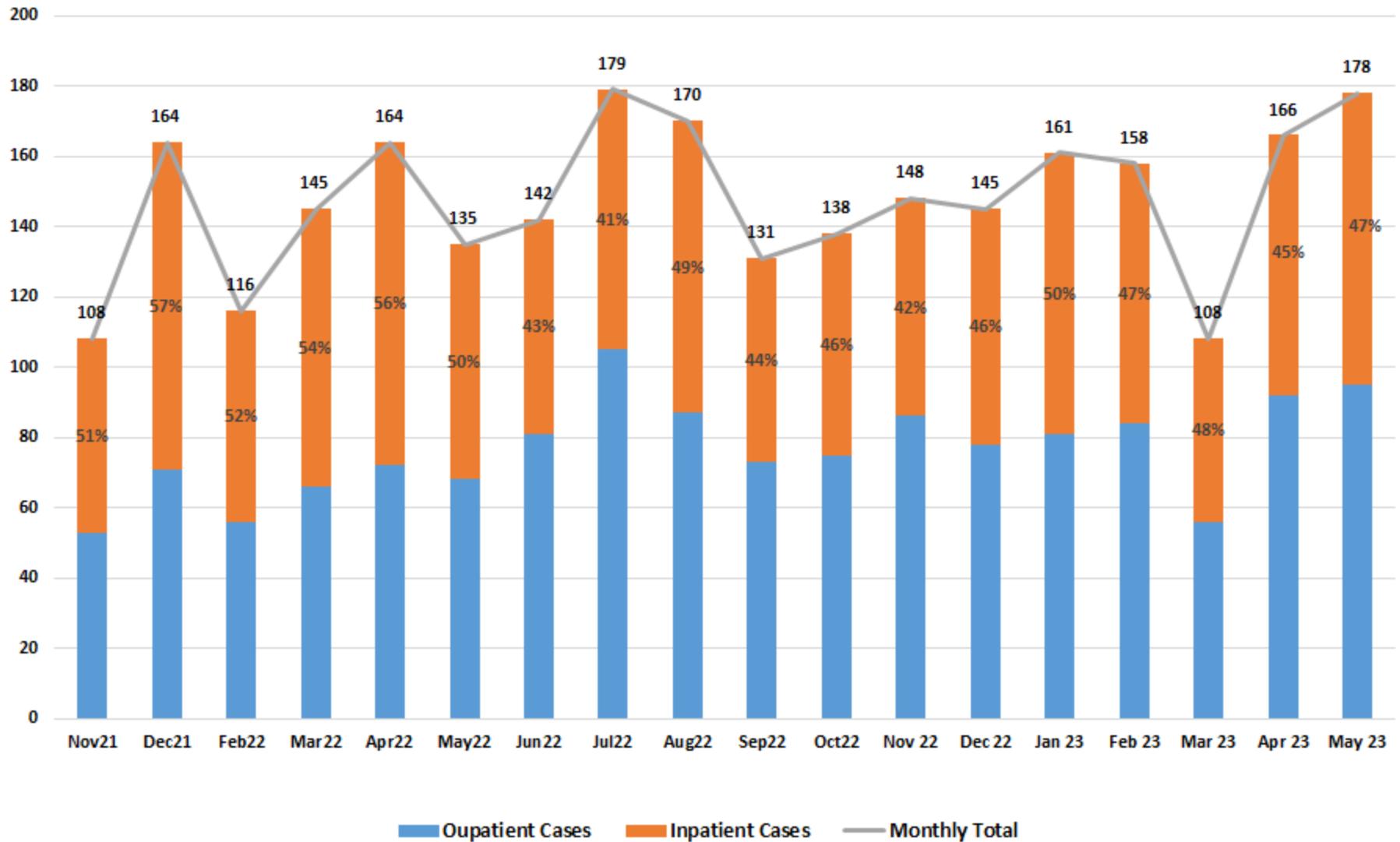
Cath Lab (OP Only) – 100 Min Units



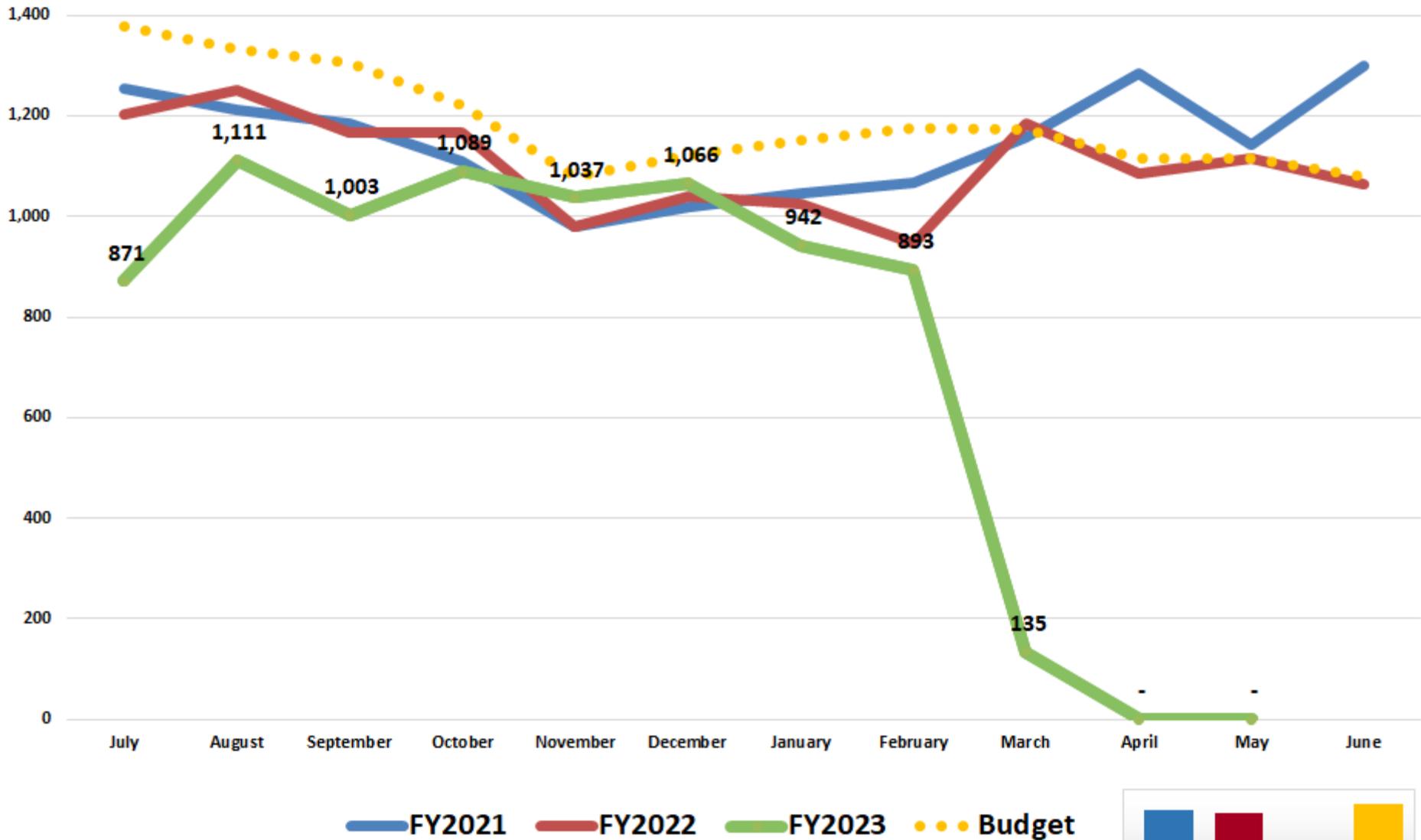
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



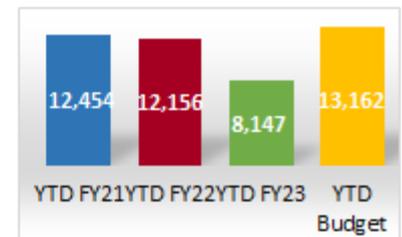
Cath Lab Patients (HP & OP)



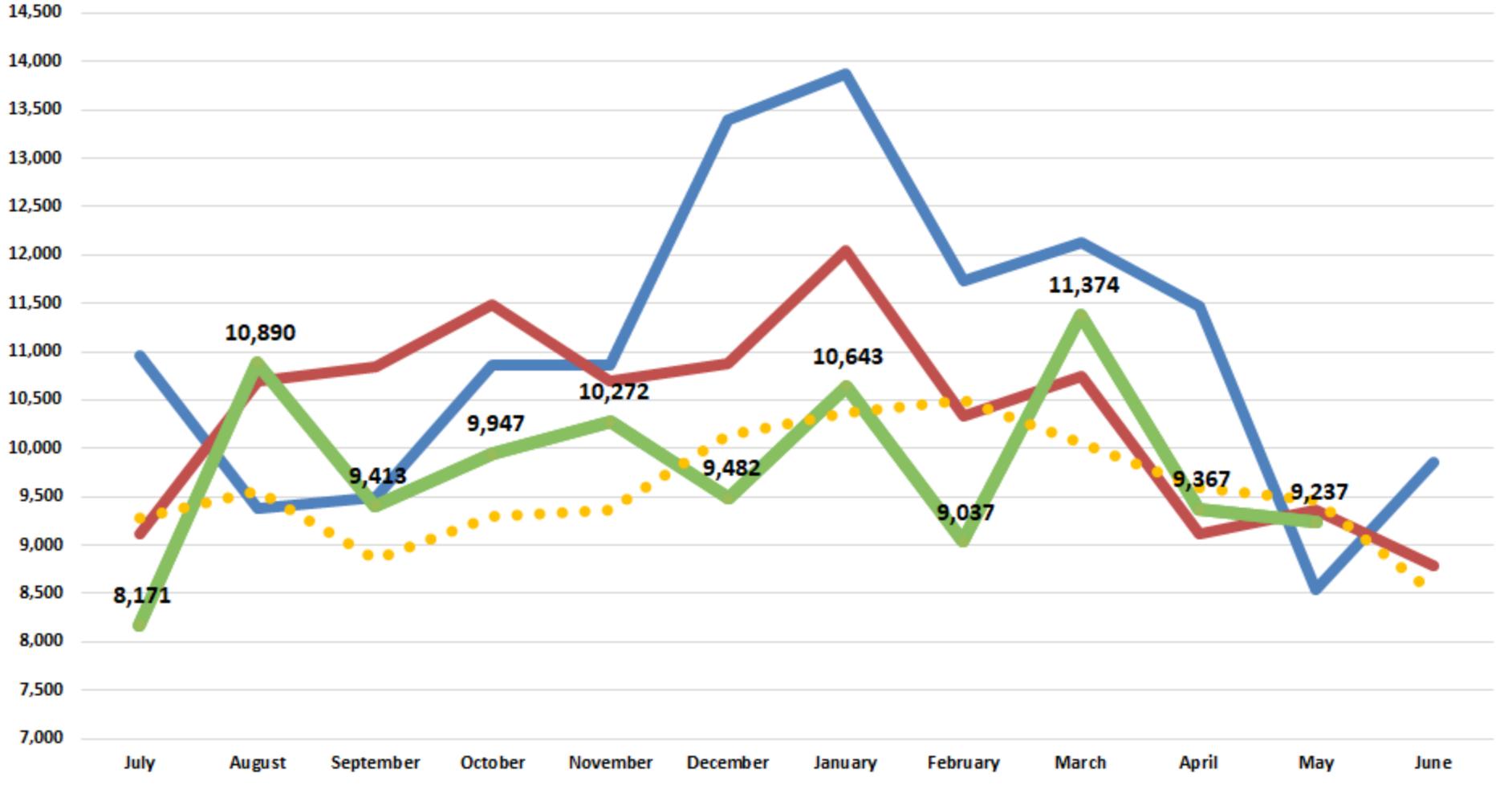
GME Family Medicine Clinic Visits



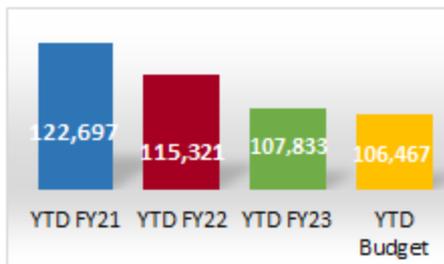
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



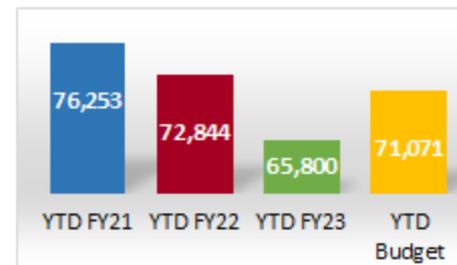
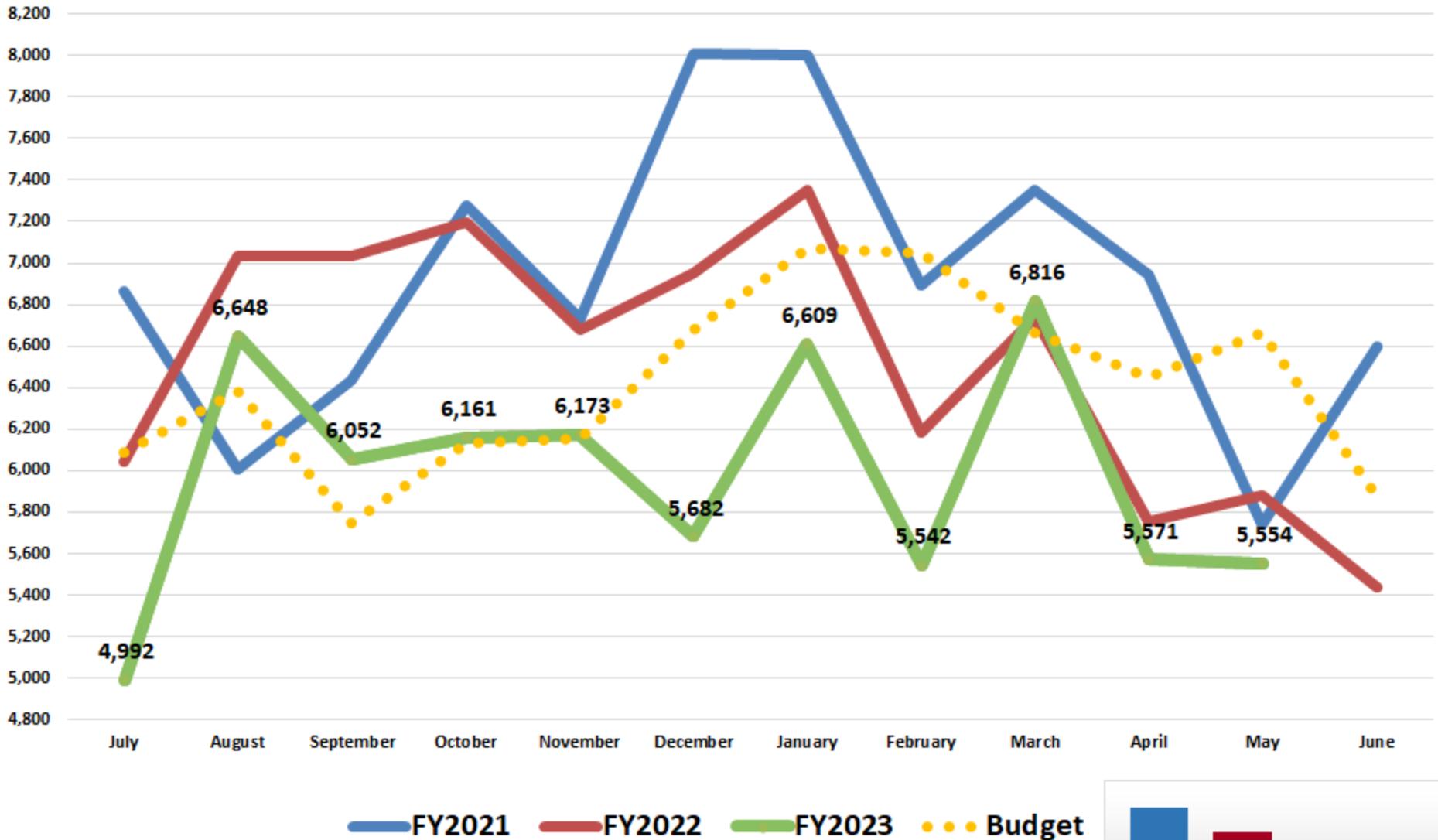
Rural Health Clinics Registrations



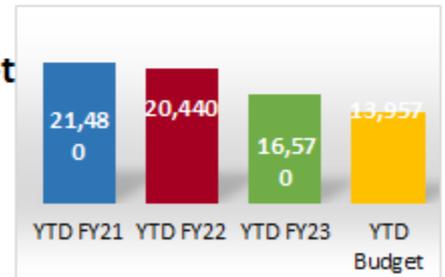
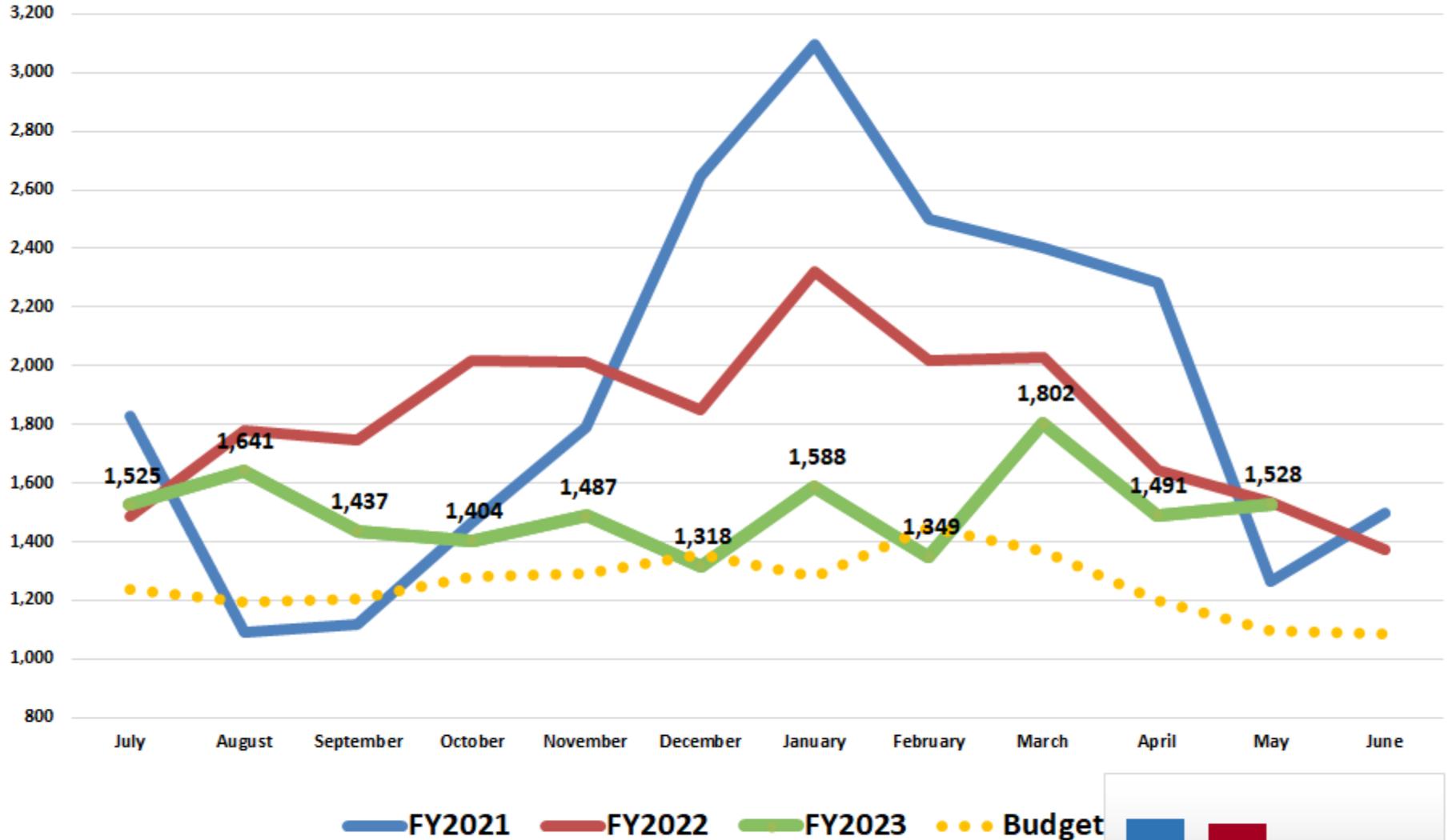
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



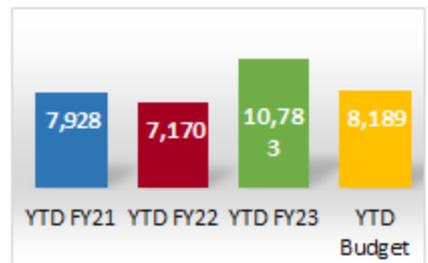
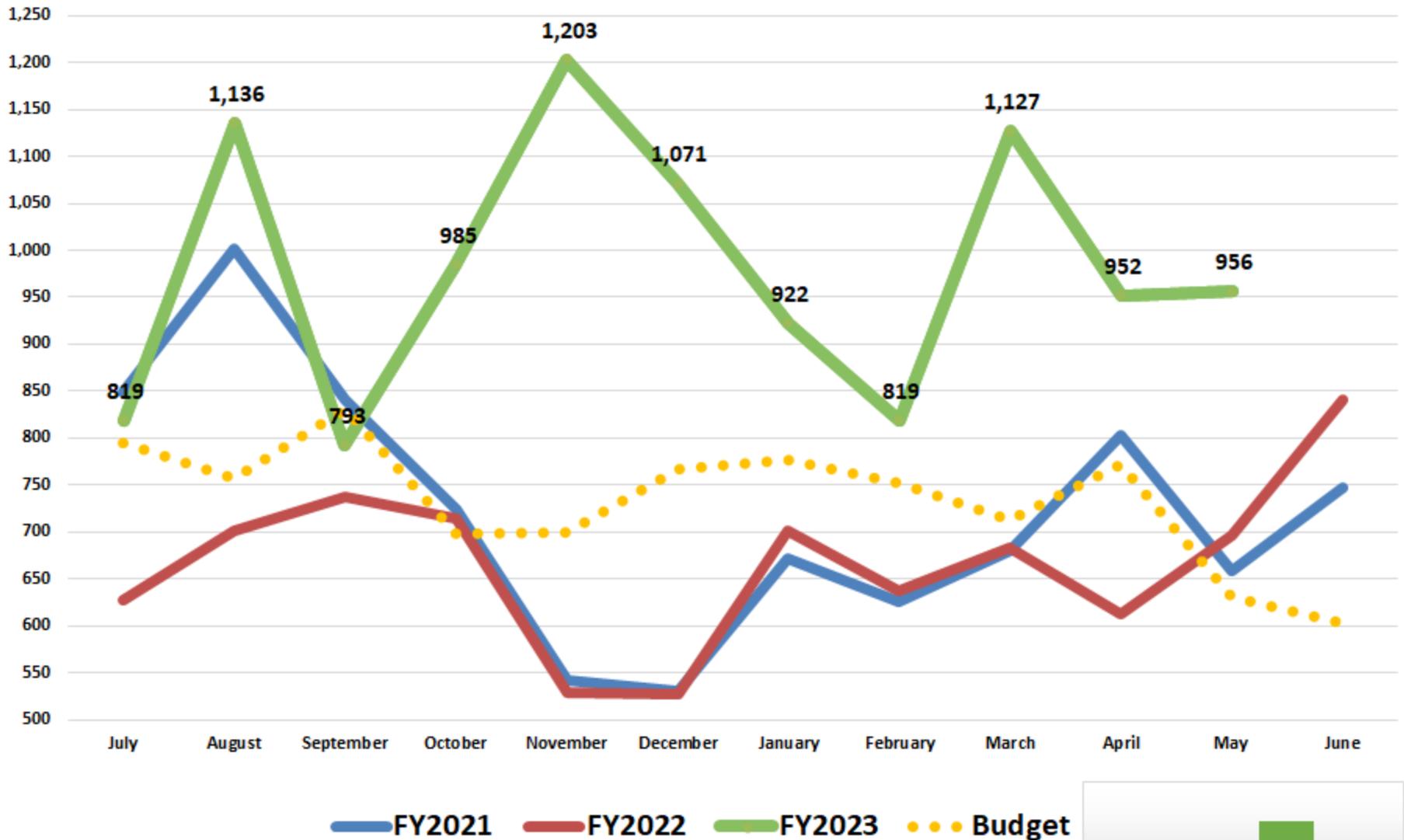
RHC Exeter - Registrations



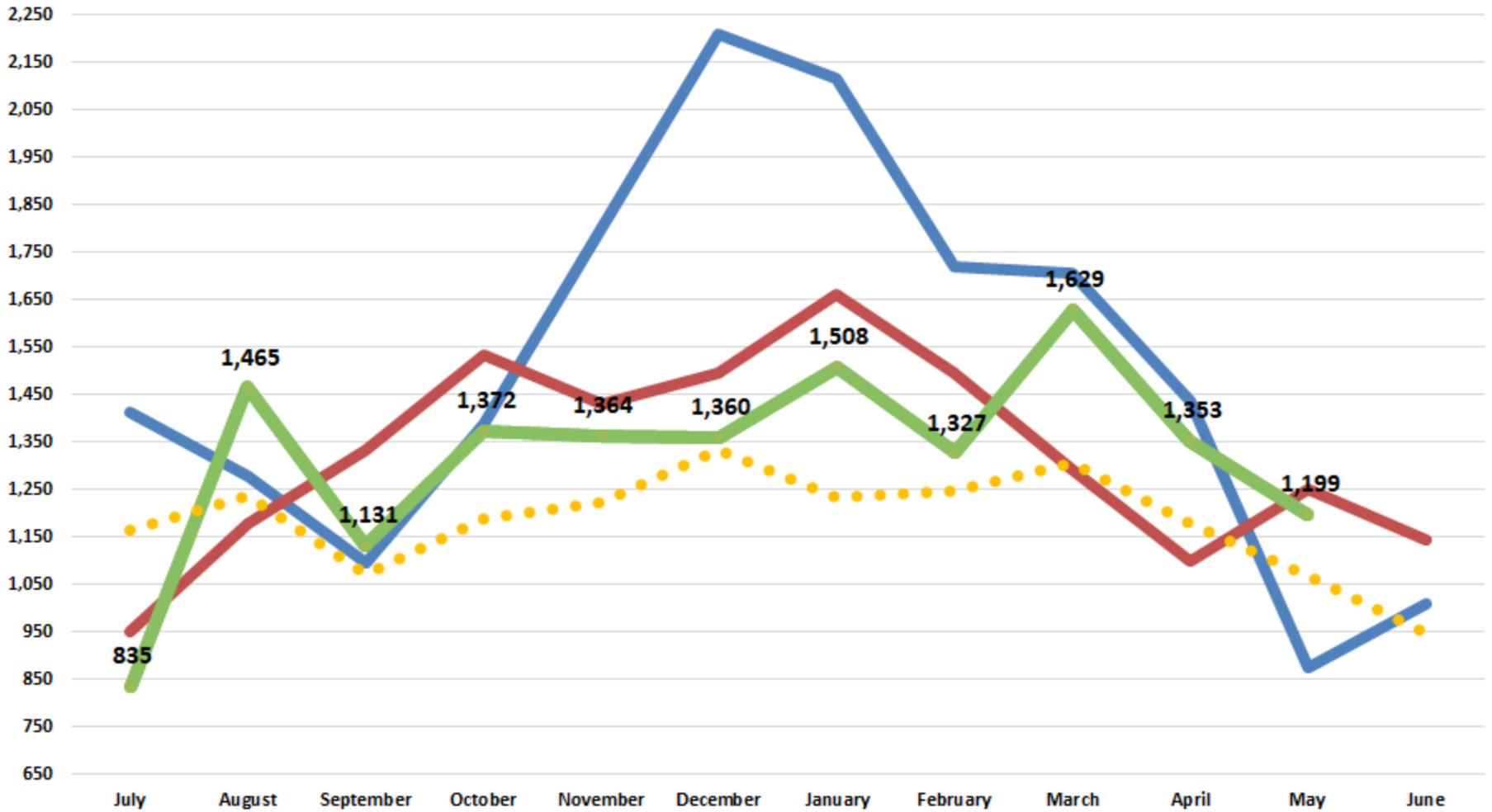
RHC Lindsay - Registrations



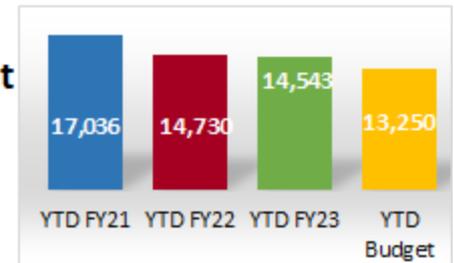
RHC Woodlake - Registrations



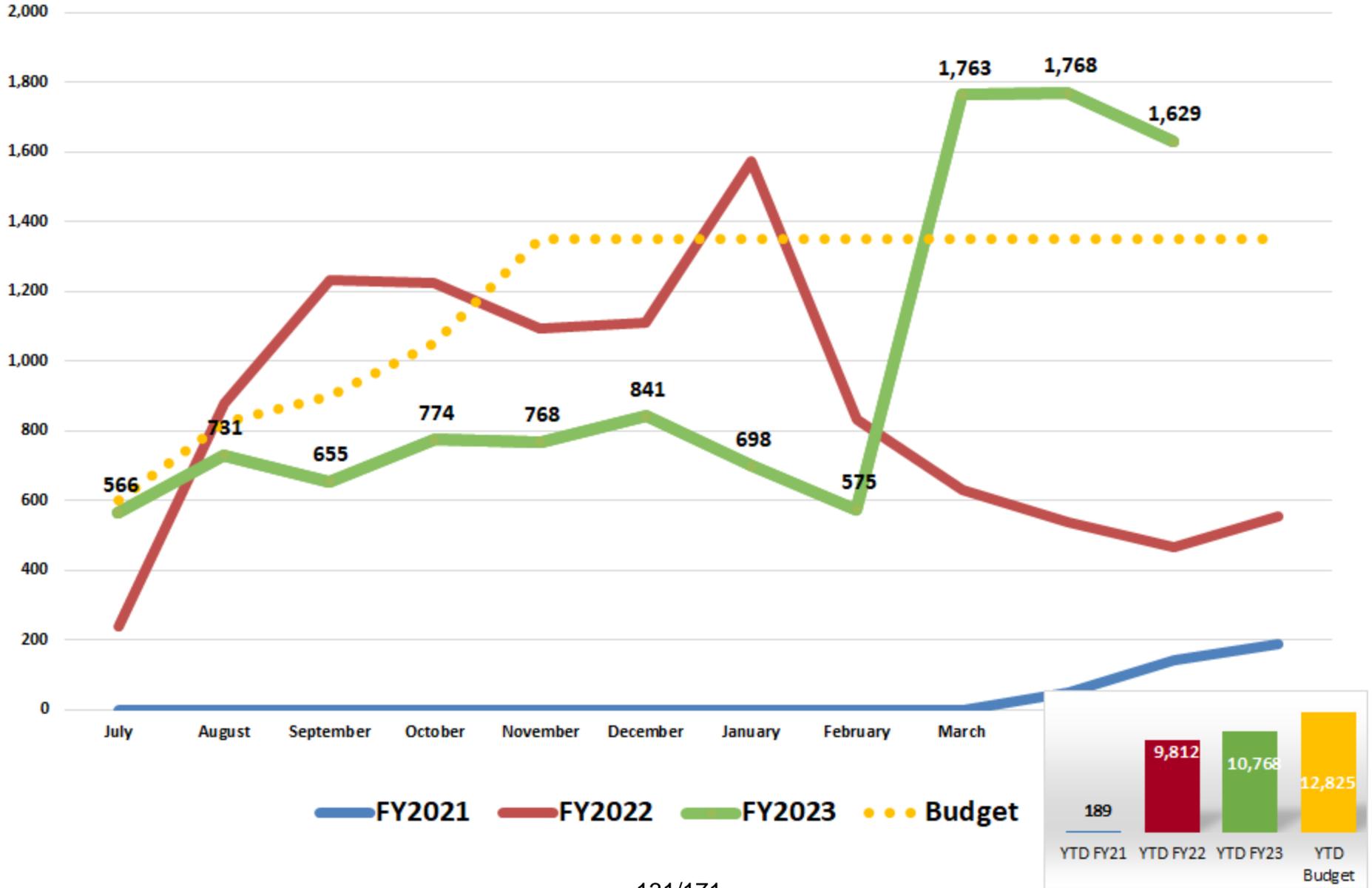
RHC Dinuba - Registrations



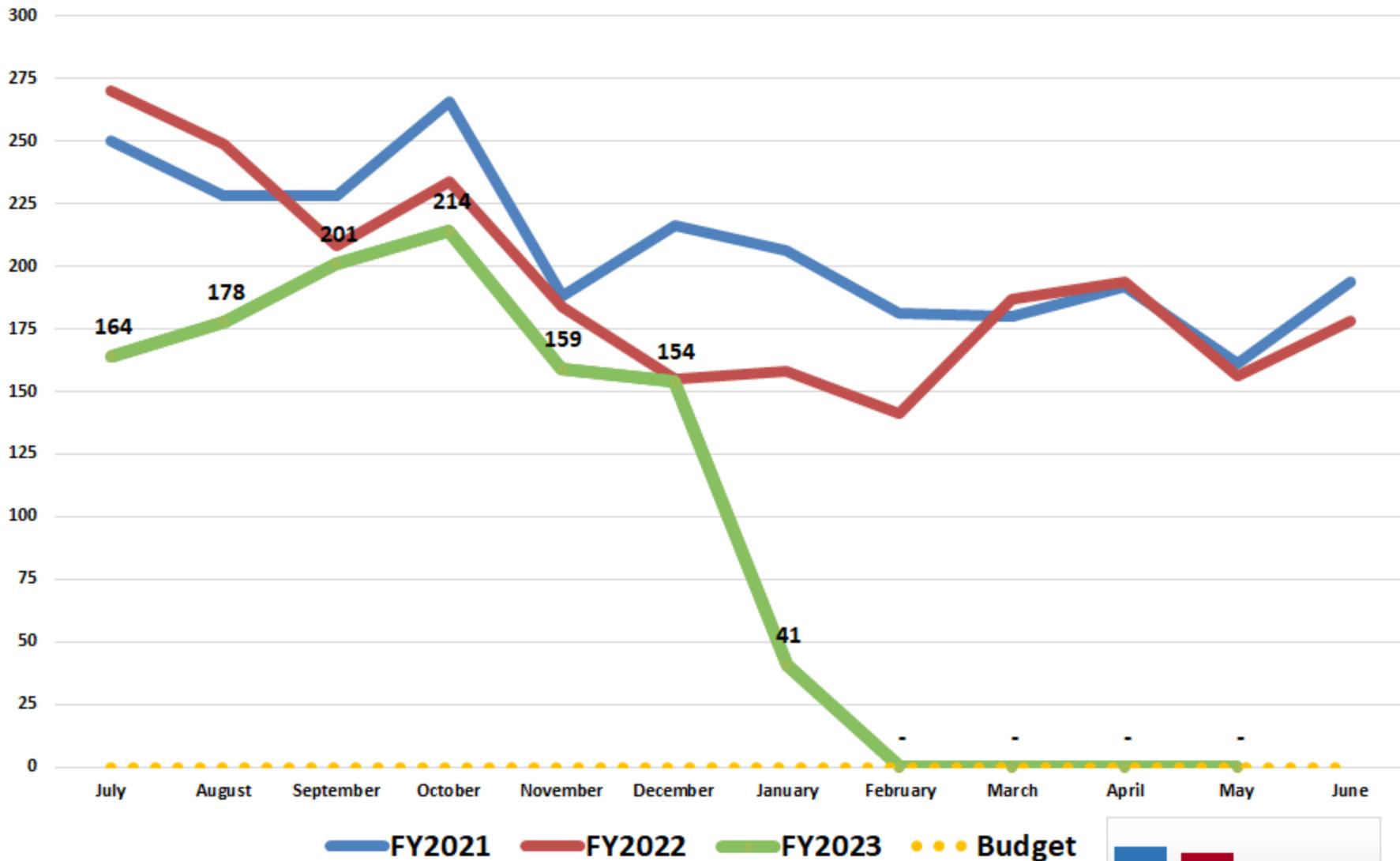
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



RHC Tulare - Registrations

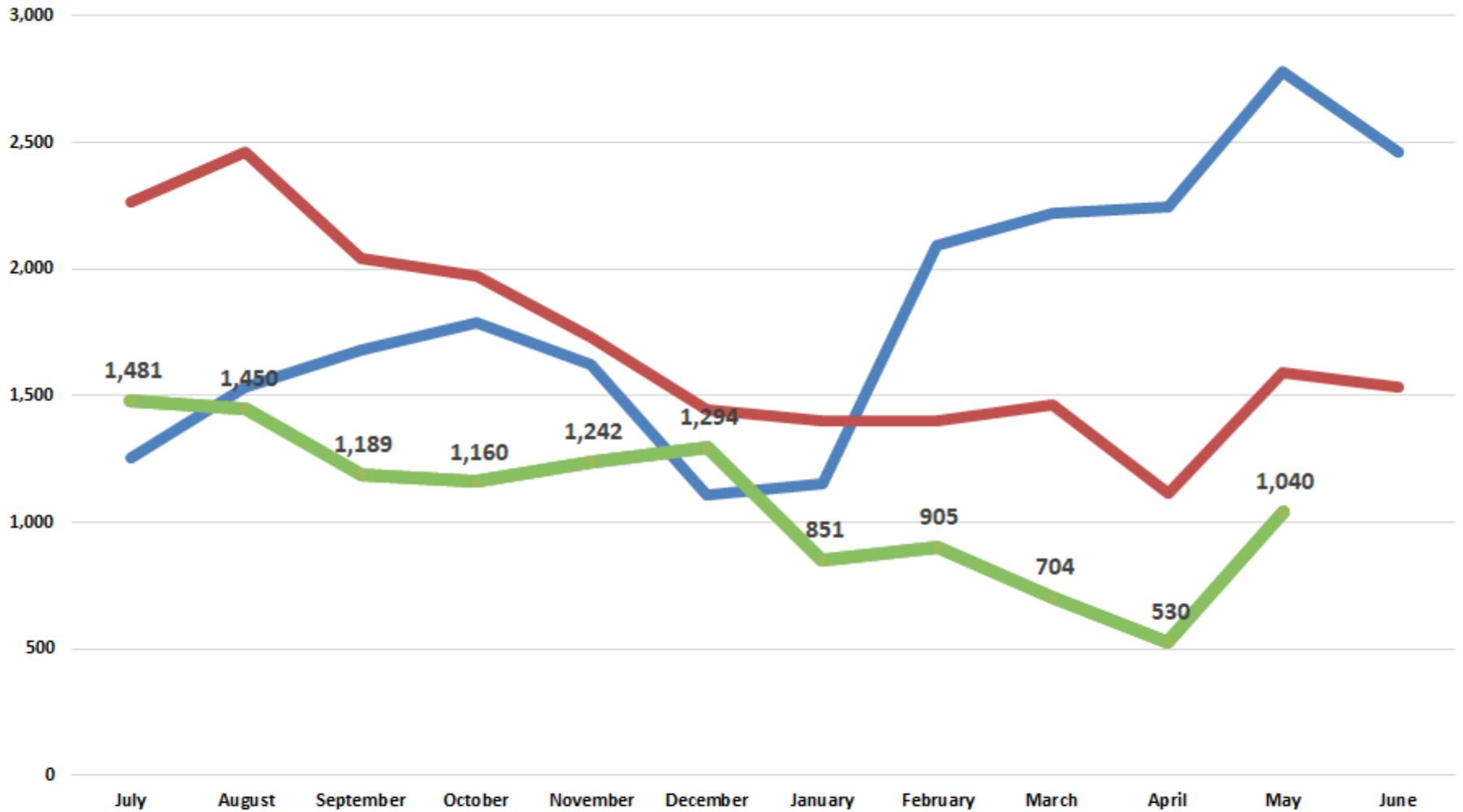


Neurosurgery Clinic Registrations

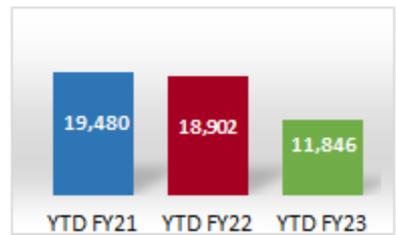


2,296	2,136	1,111	
YTD FY21	YTD FY22	YTD FY23	YTD Budget

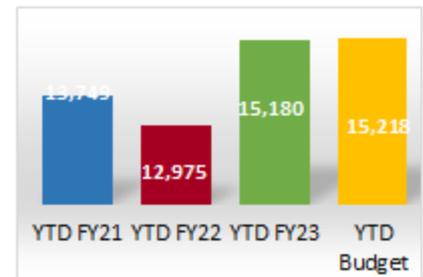
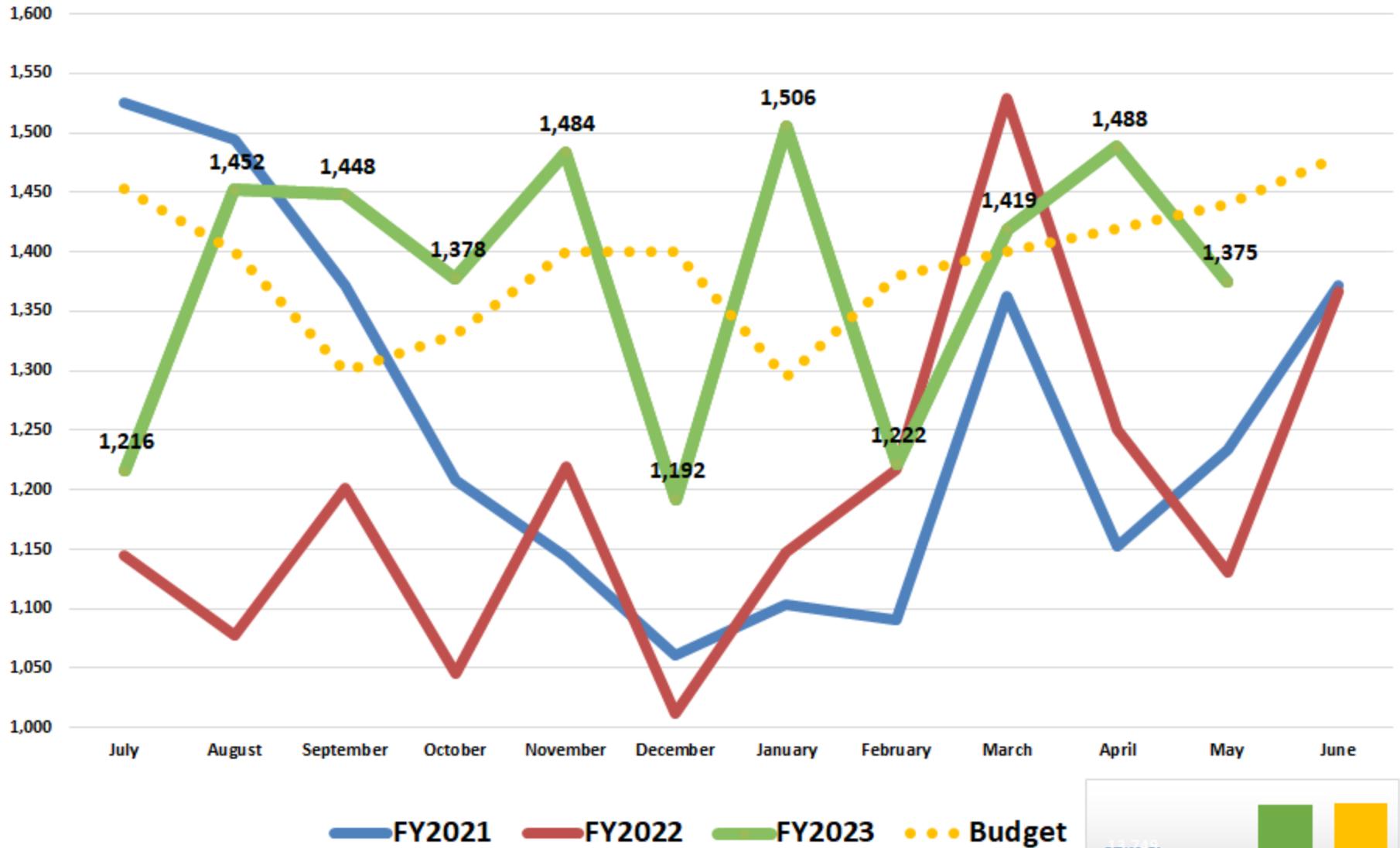
Neurosurgery Clinic - wRVU's



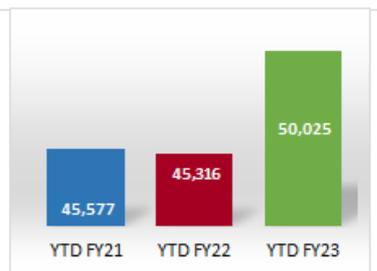
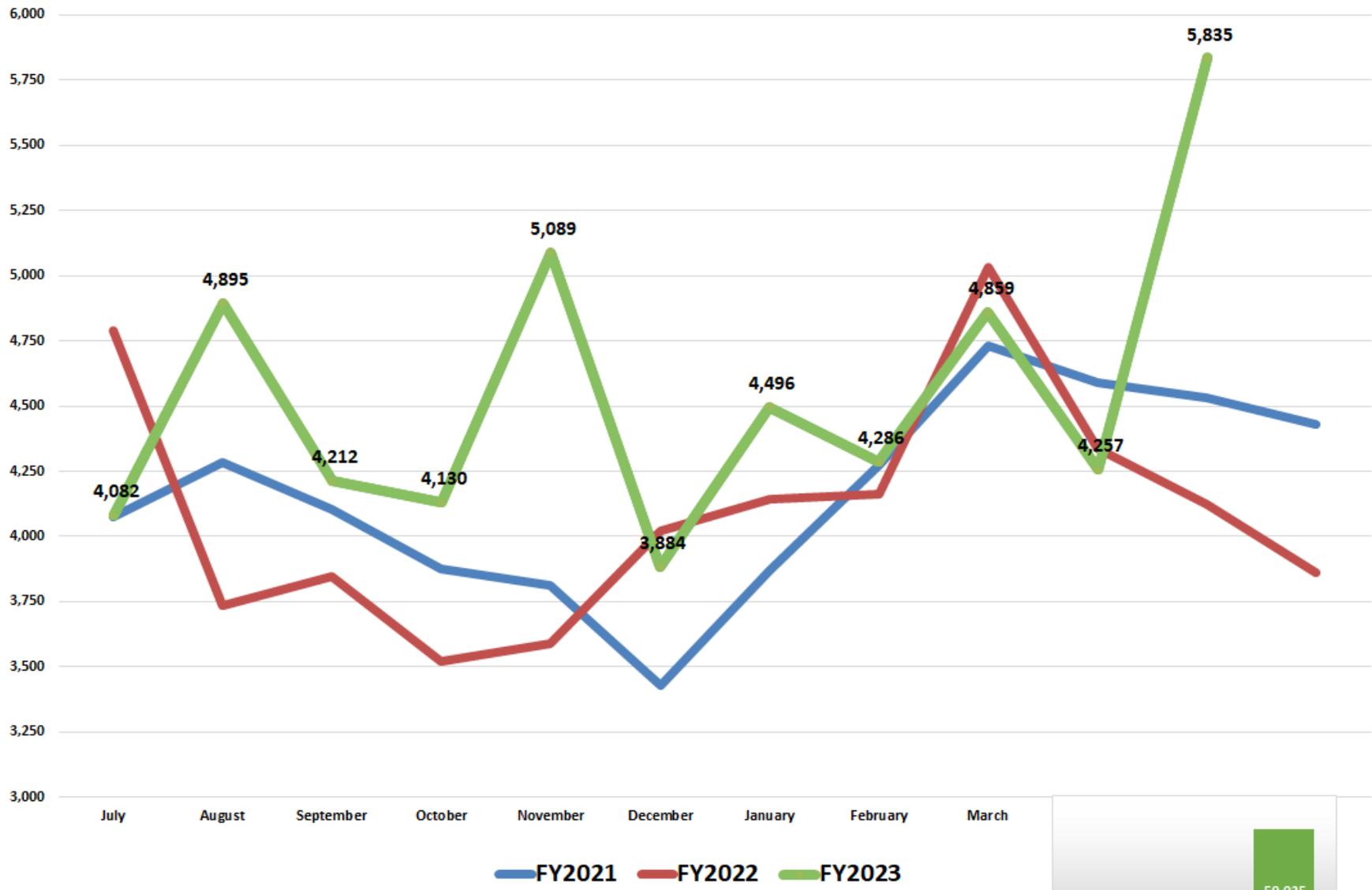
FY2021 FY2022 FY2023



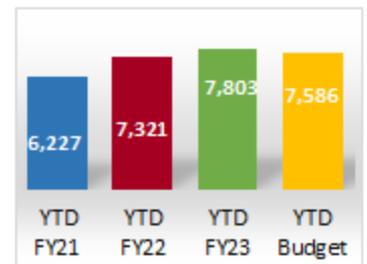
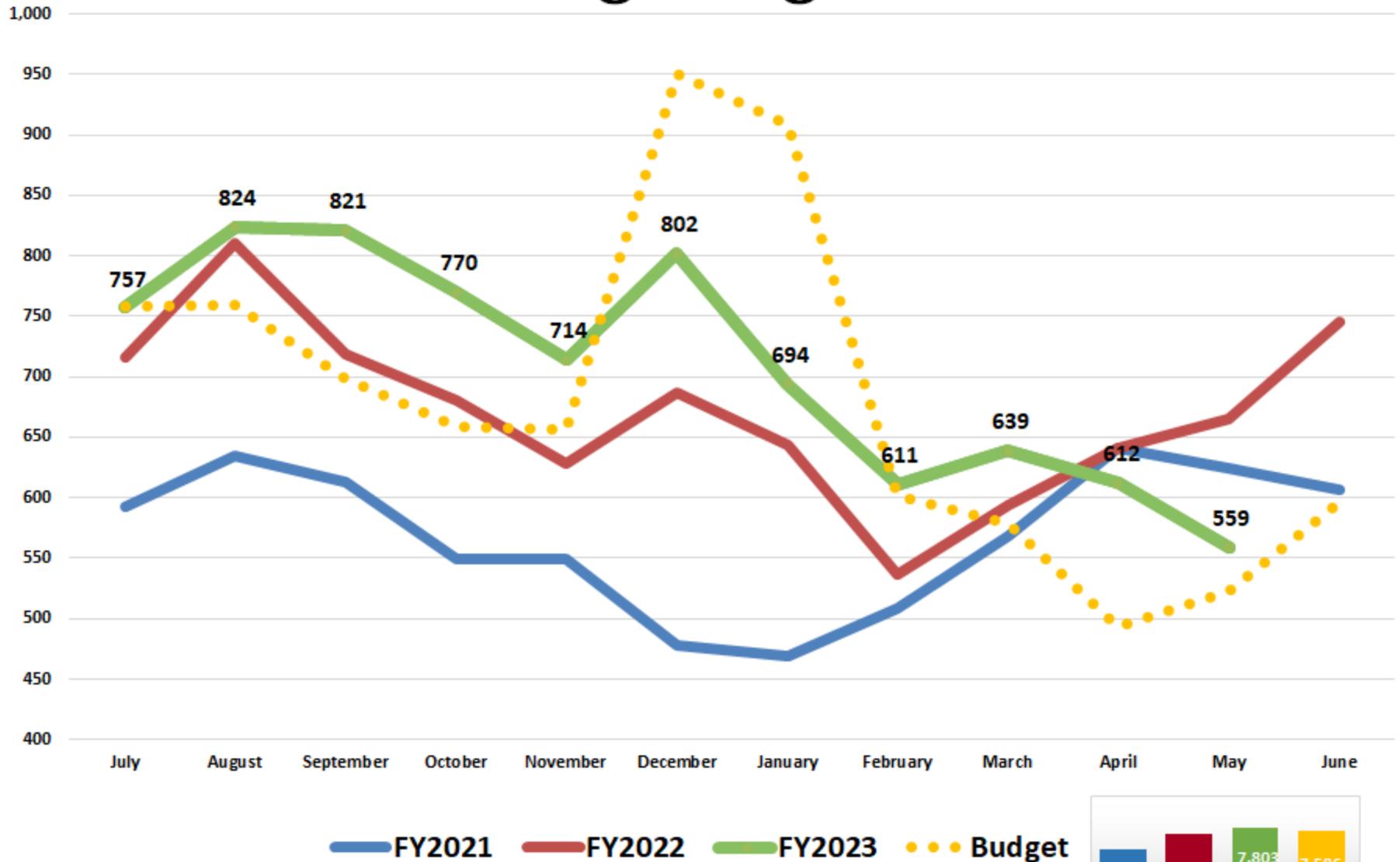
Sequoia Cardiology Registrations



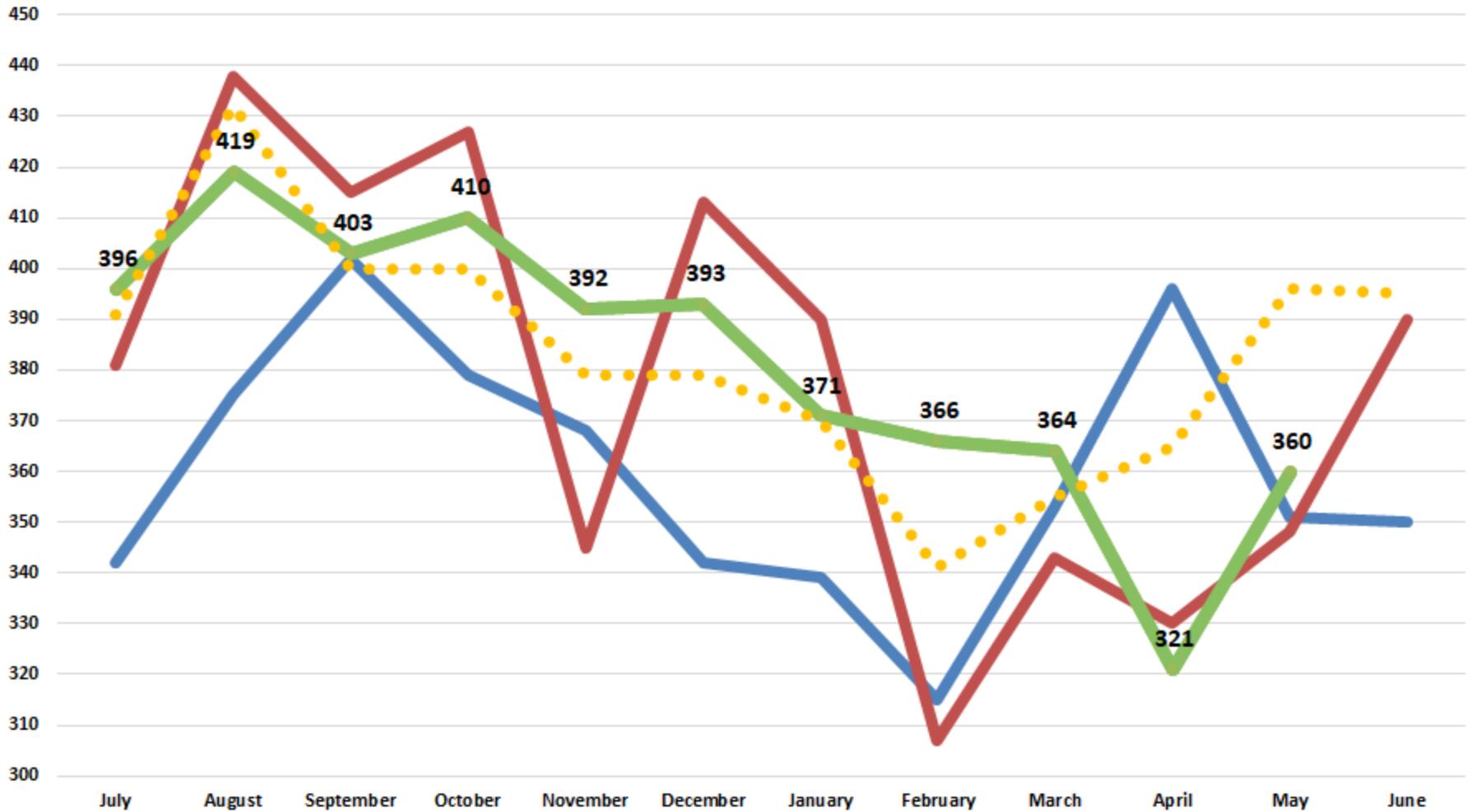
Sequoia Cardiology - wRVU's



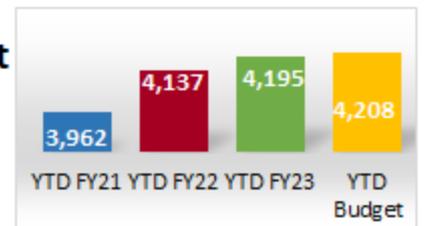
Labor Triage Registrations



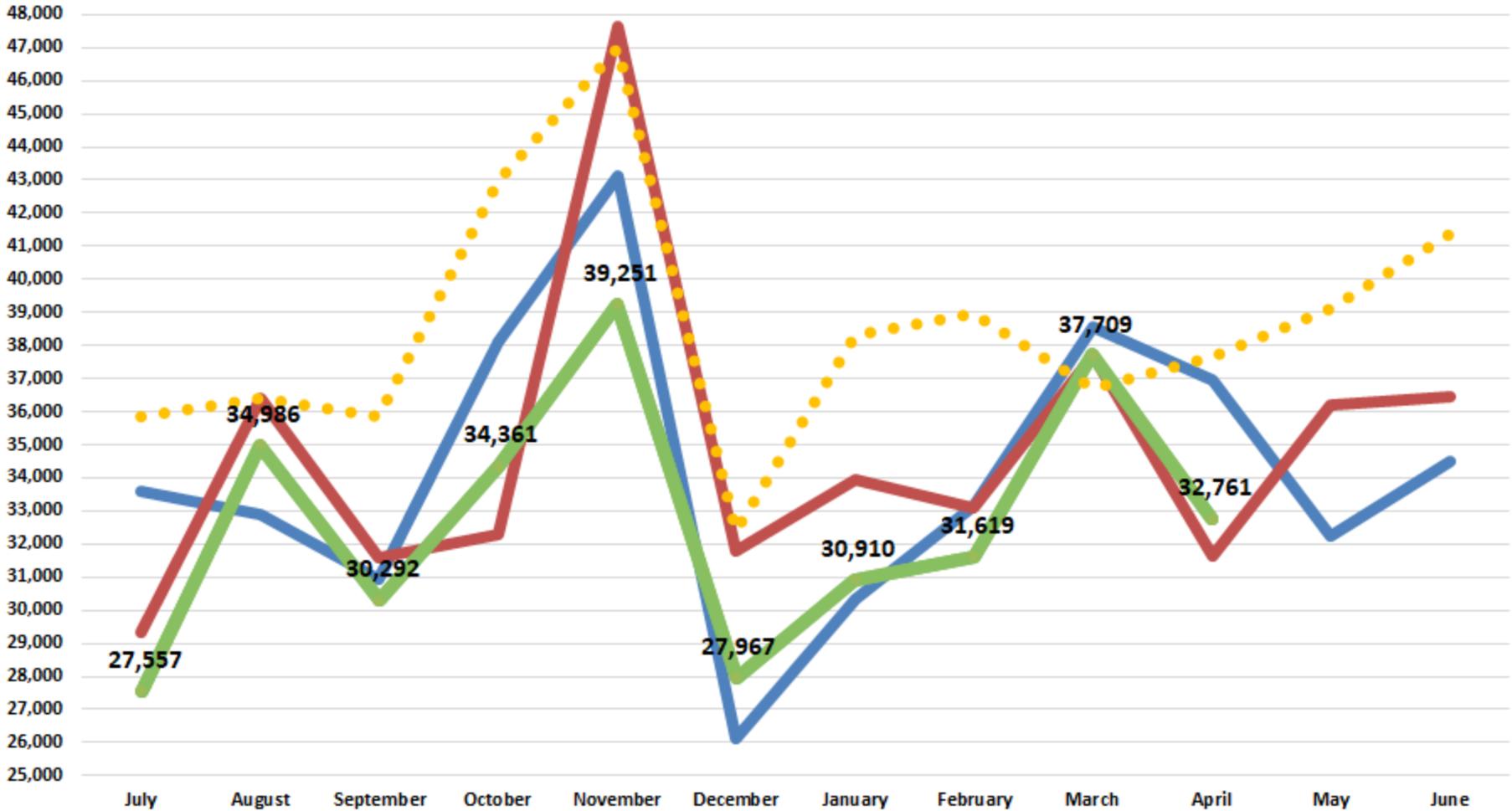
Deliveries



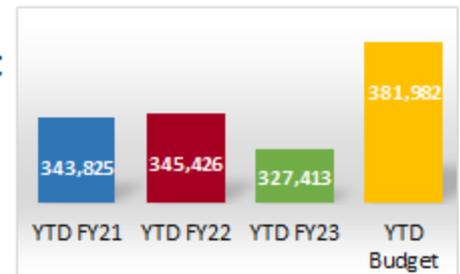
■ FY2021
 ■ FY2022
 ■ FY2023
 ●● Budget



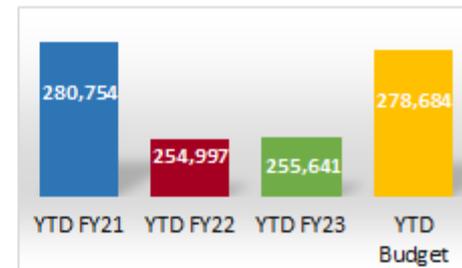
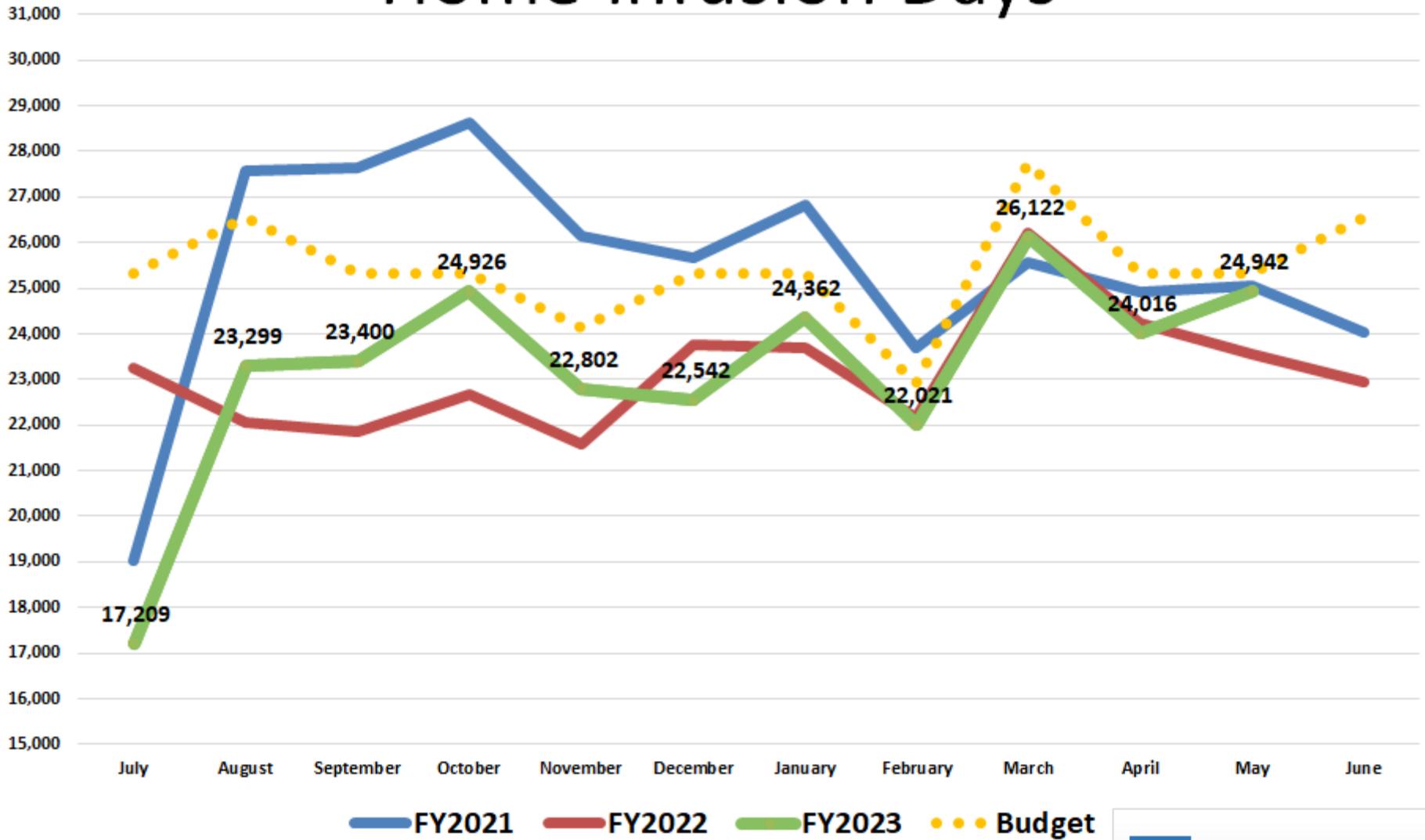
KHMG RVU's



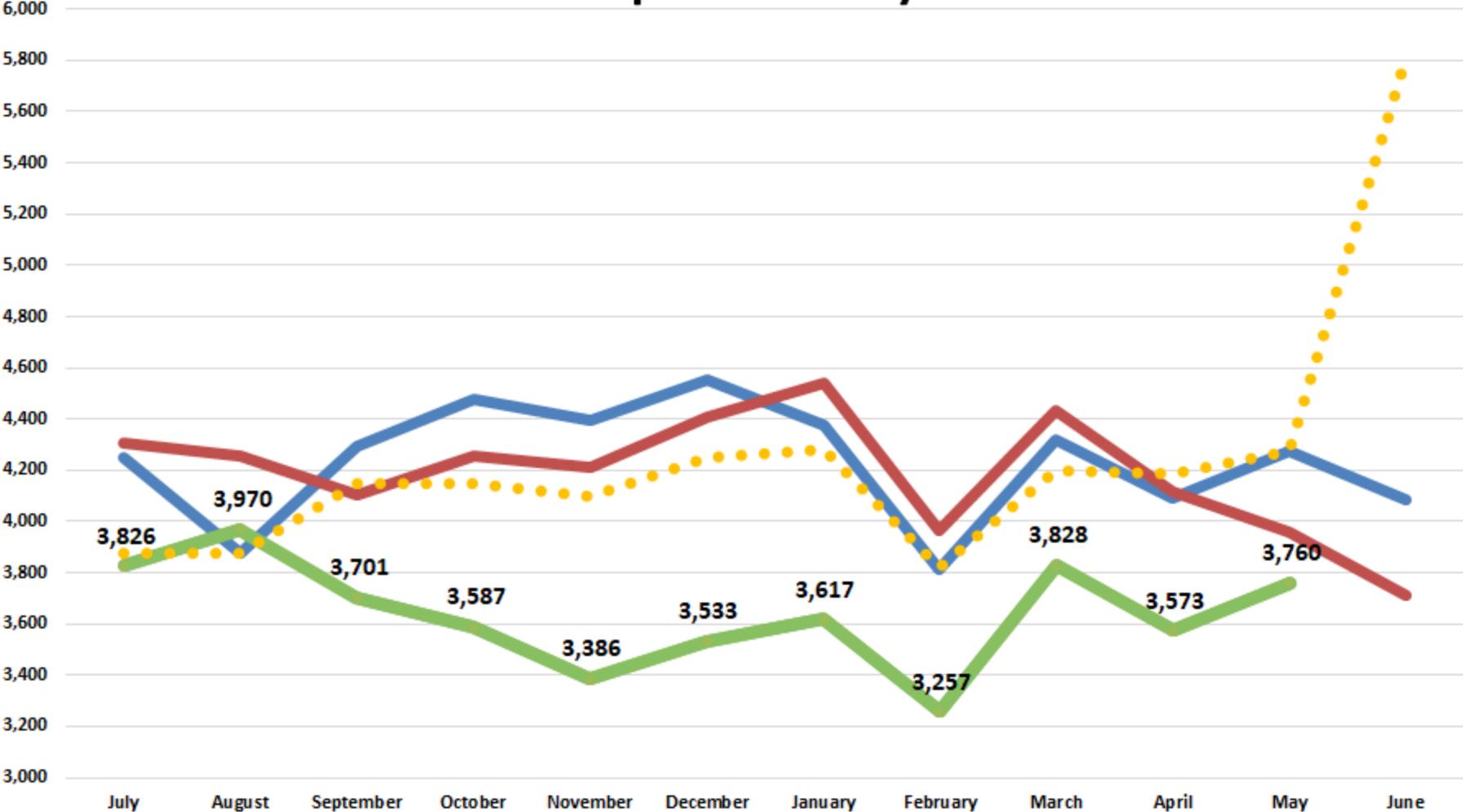
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



Home Infusion Days



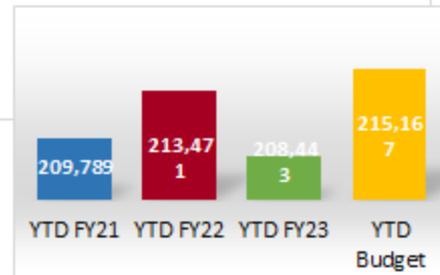
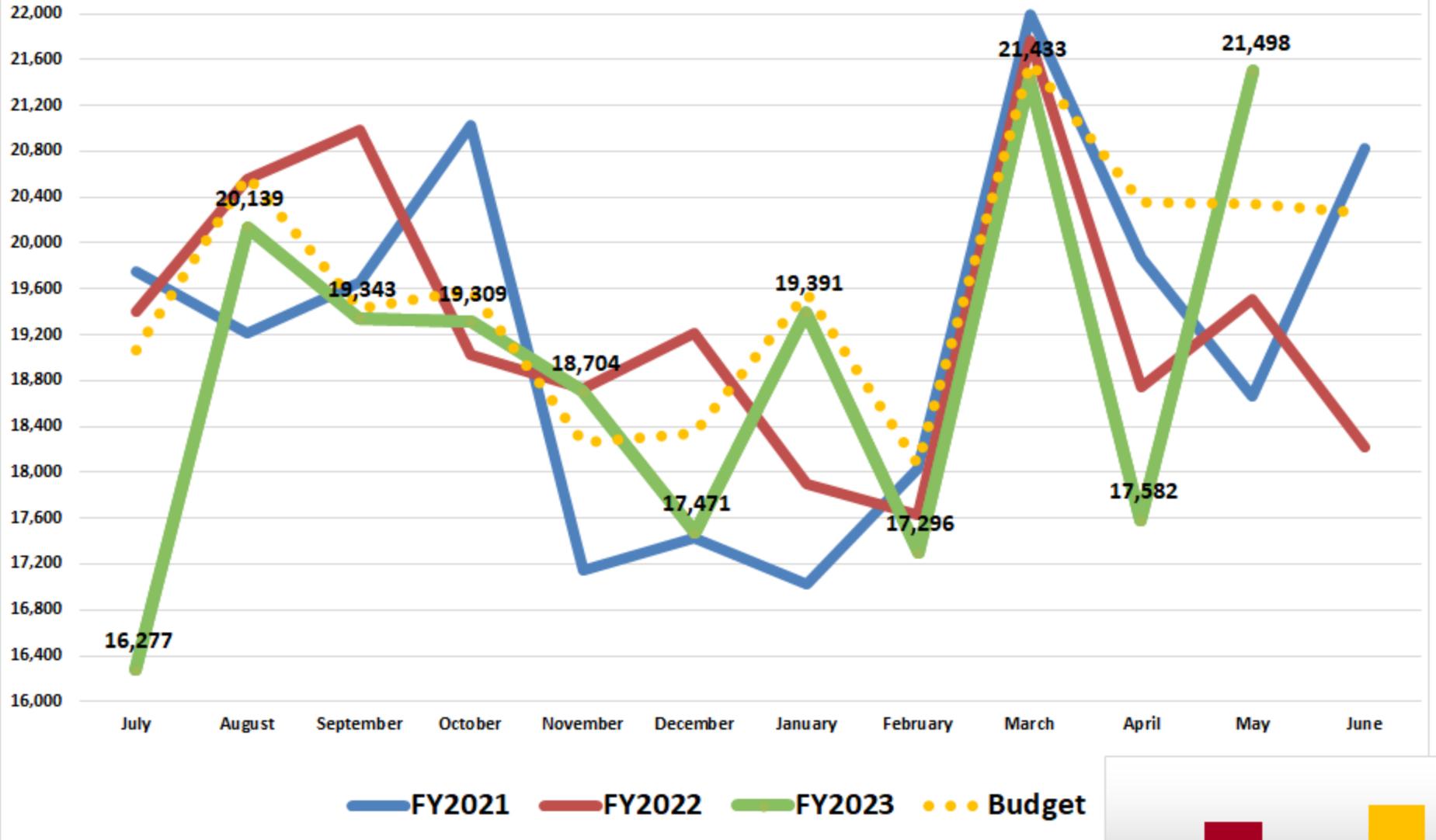
Hospice Days



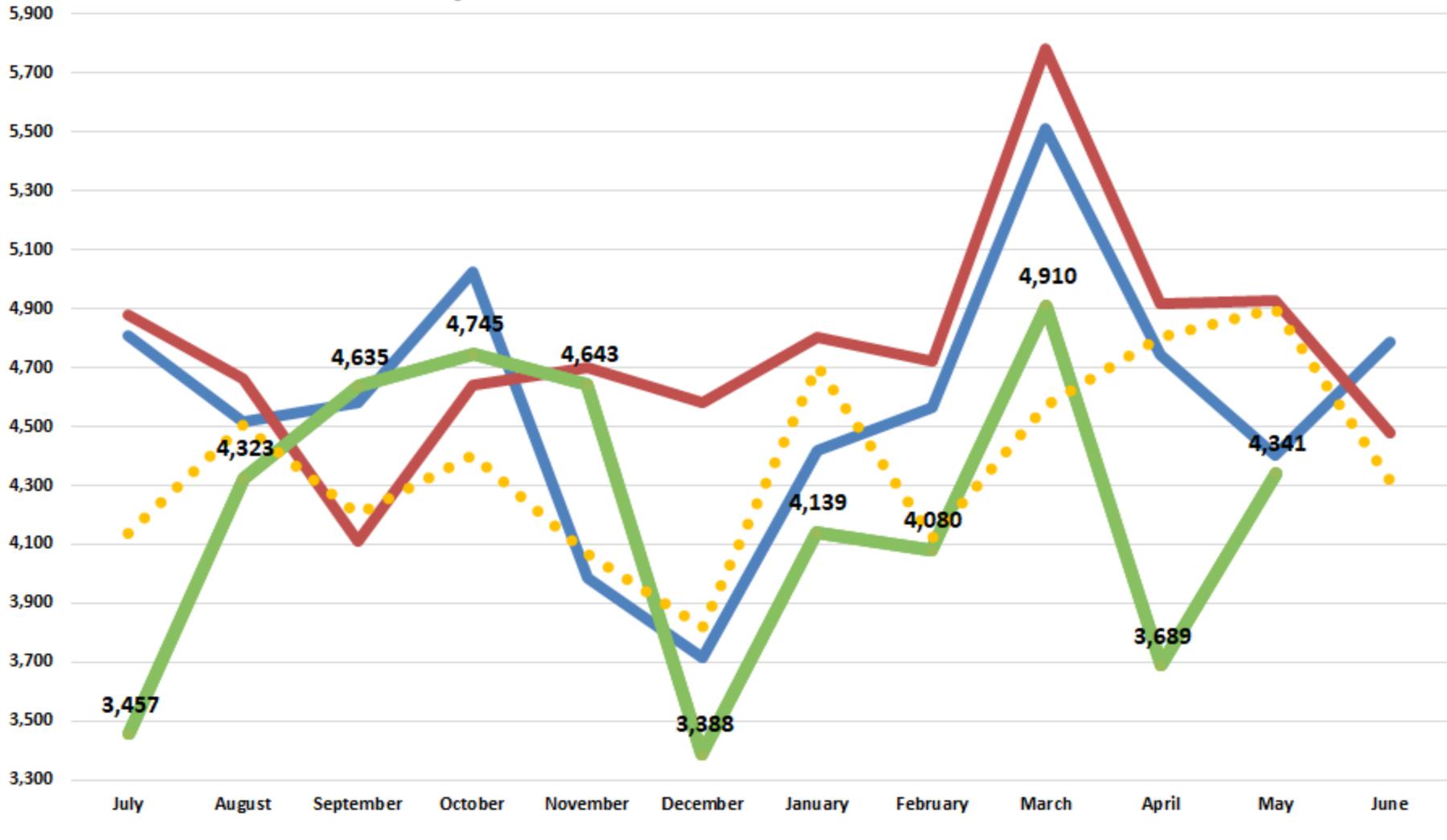
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



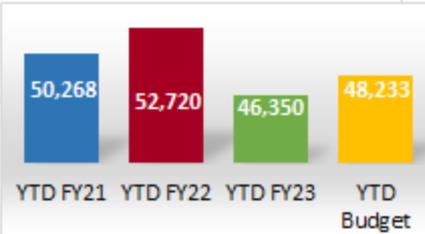
All O/P Rehab Svcs Across District



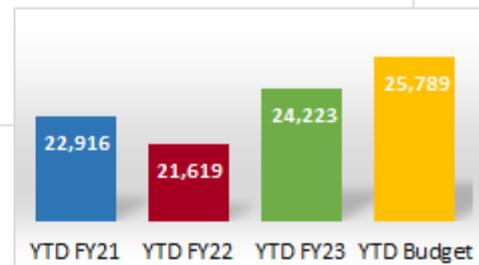
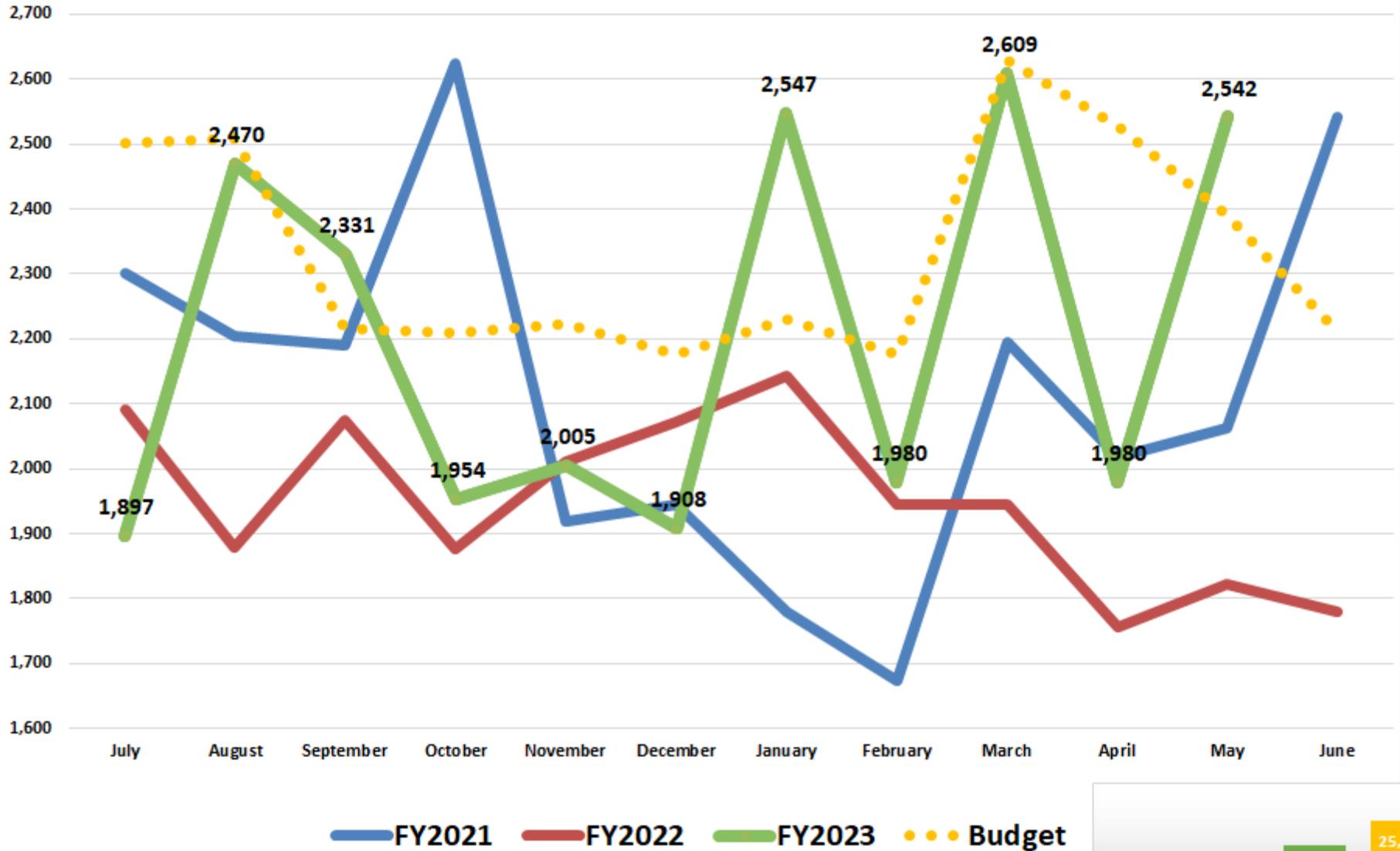
O/P Rehab Services



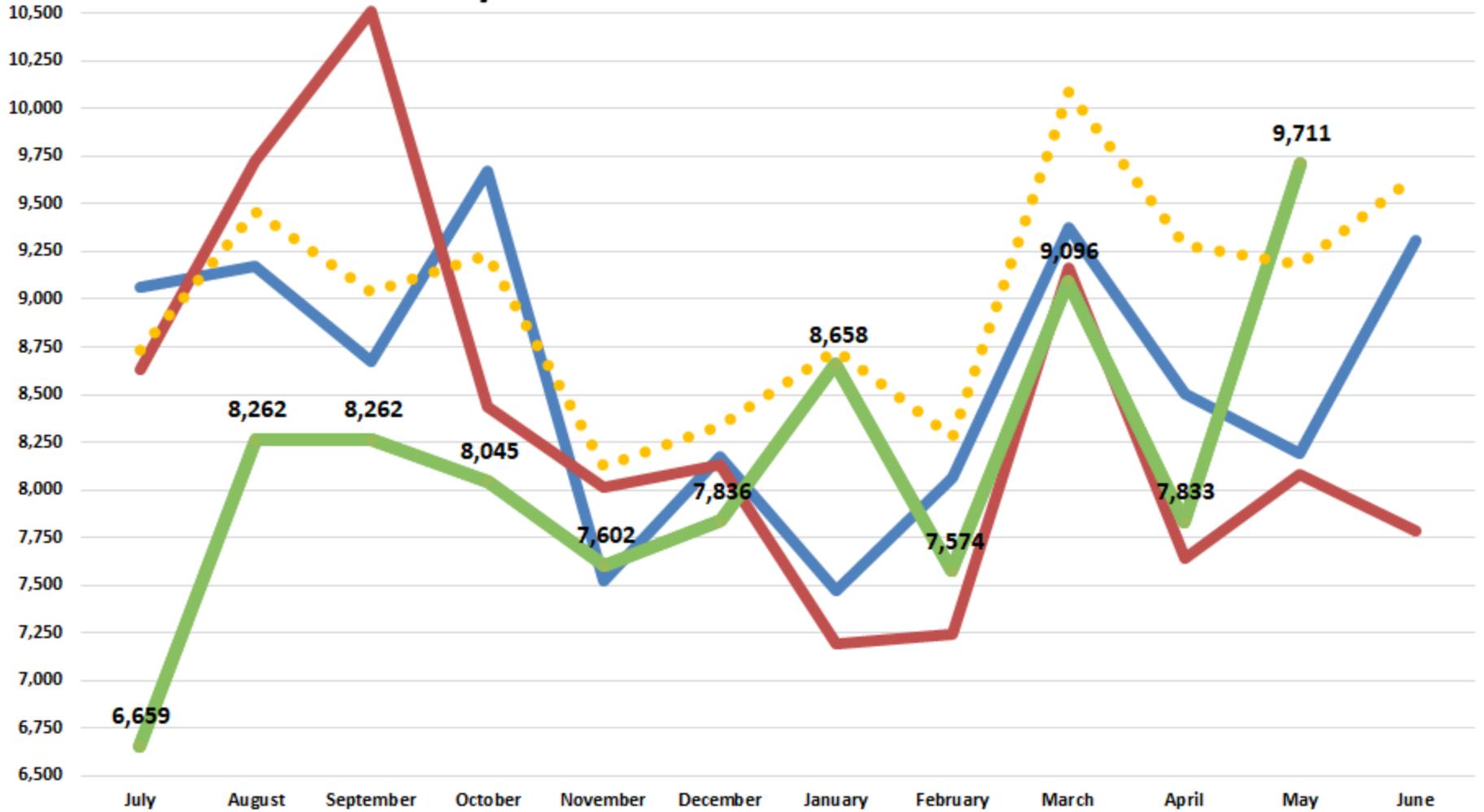
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



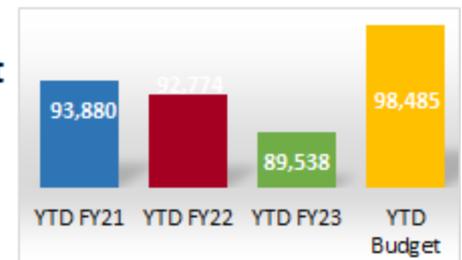
O/P Rehab - Exeter



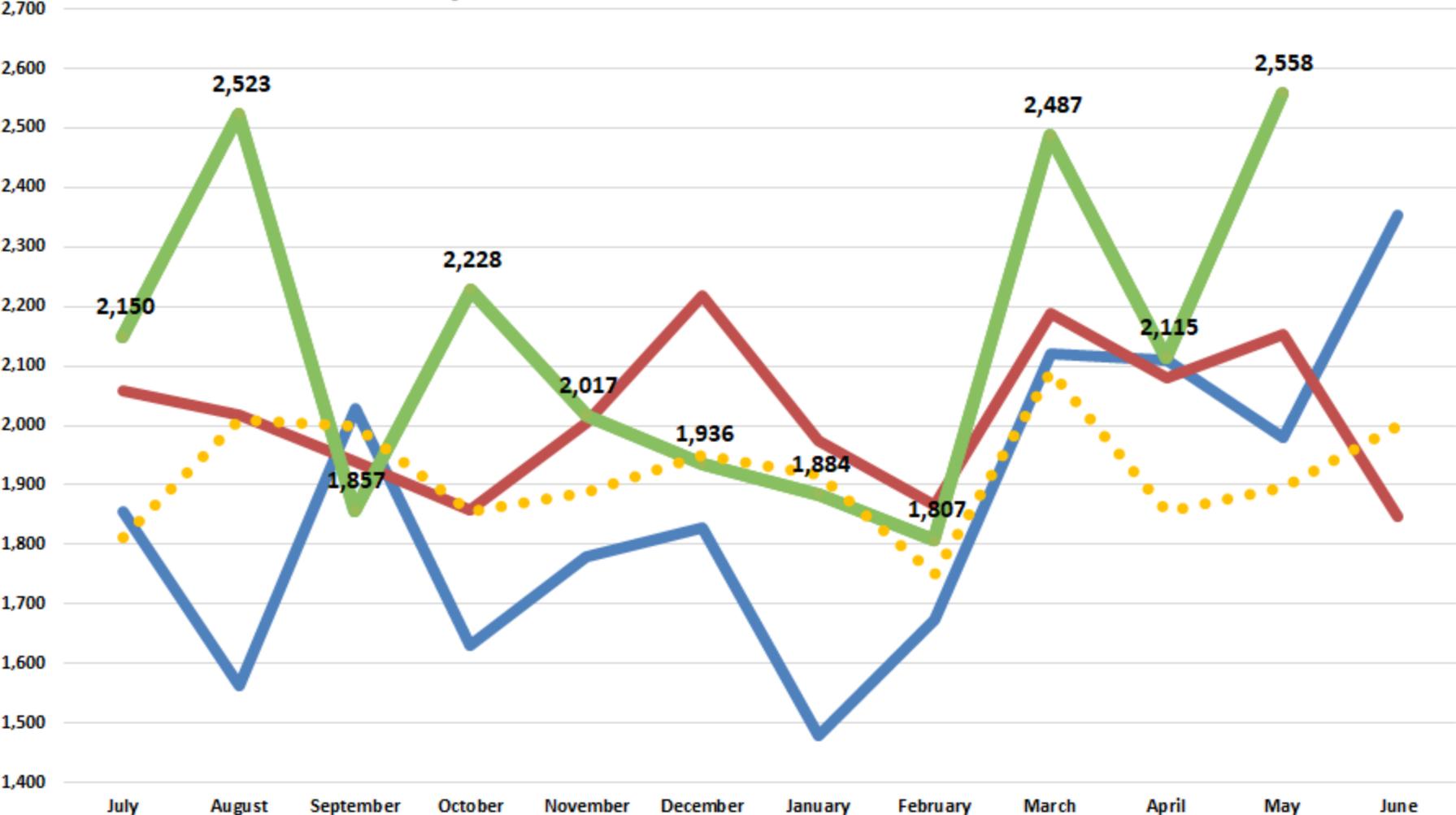
O/P Rehab - Akers



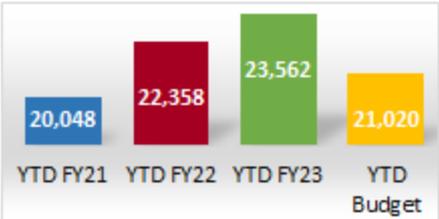
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



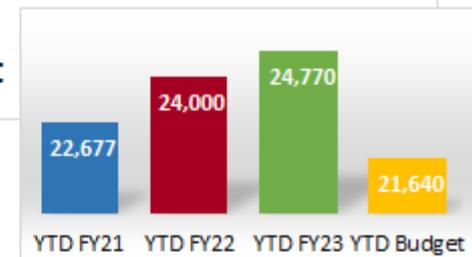
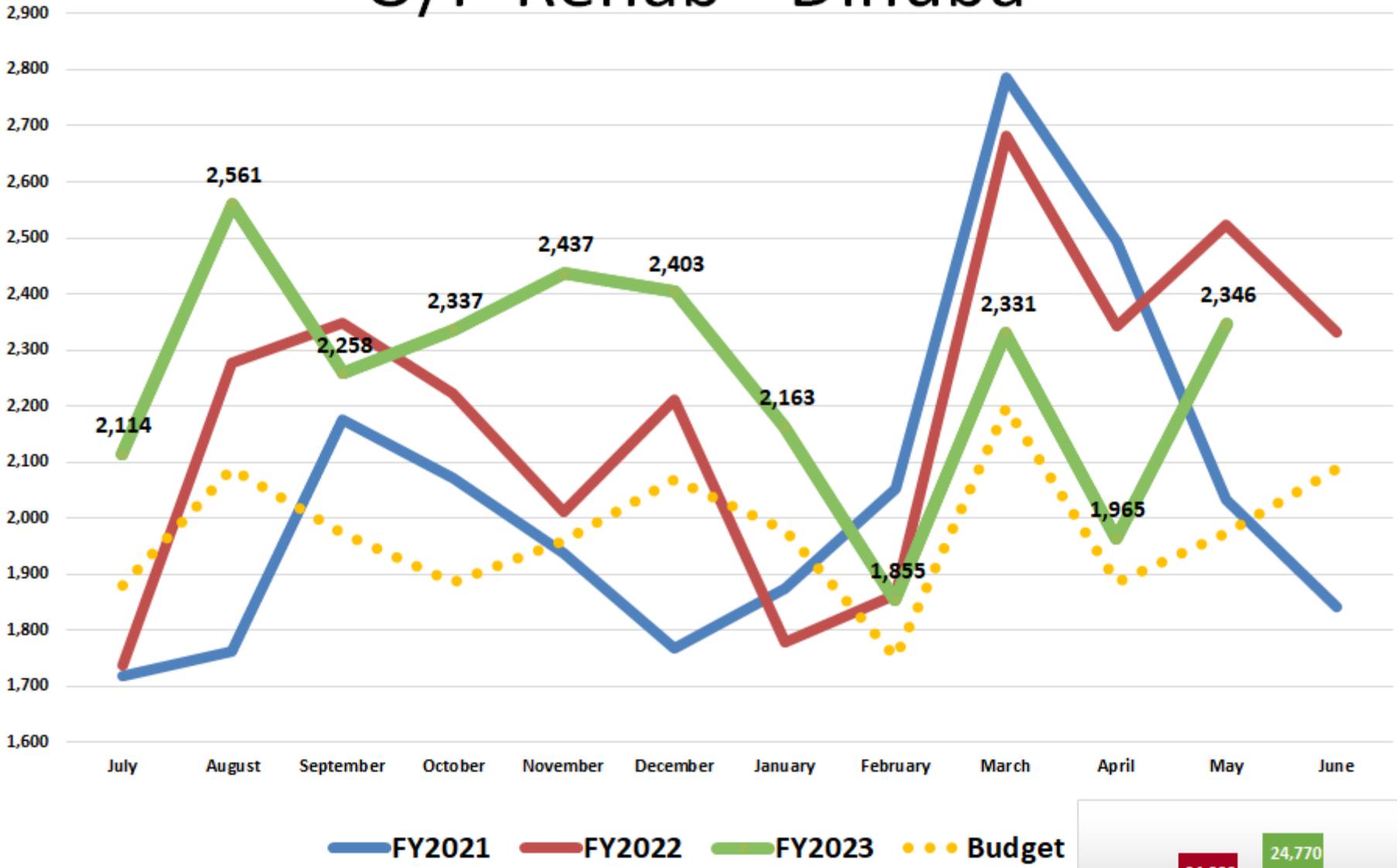
O/P Rehab - LLOPT



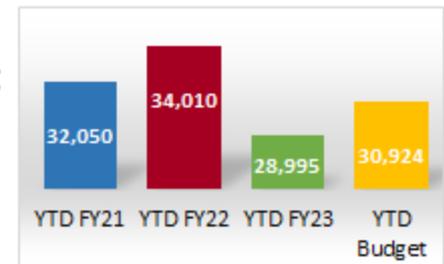
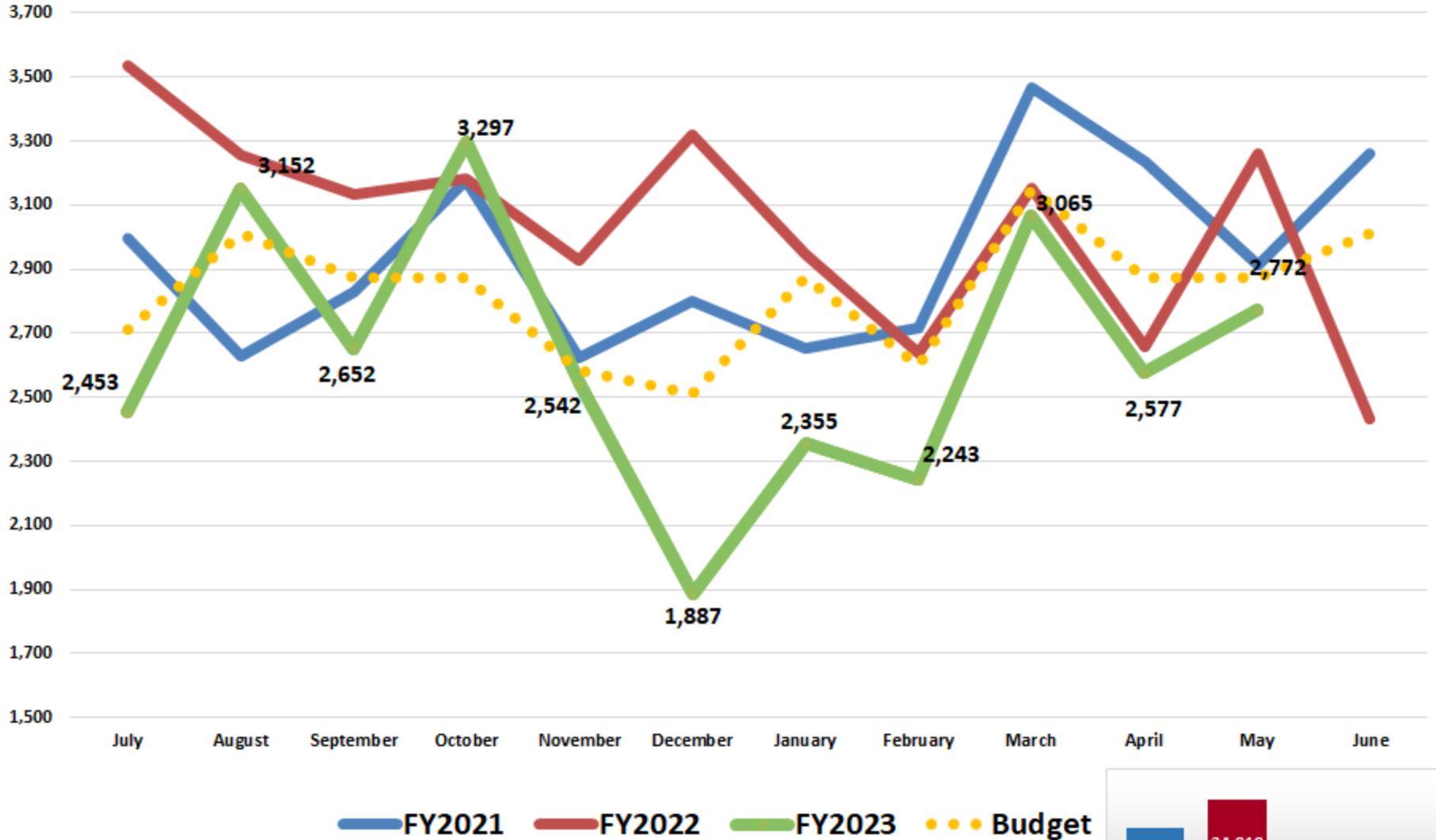
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



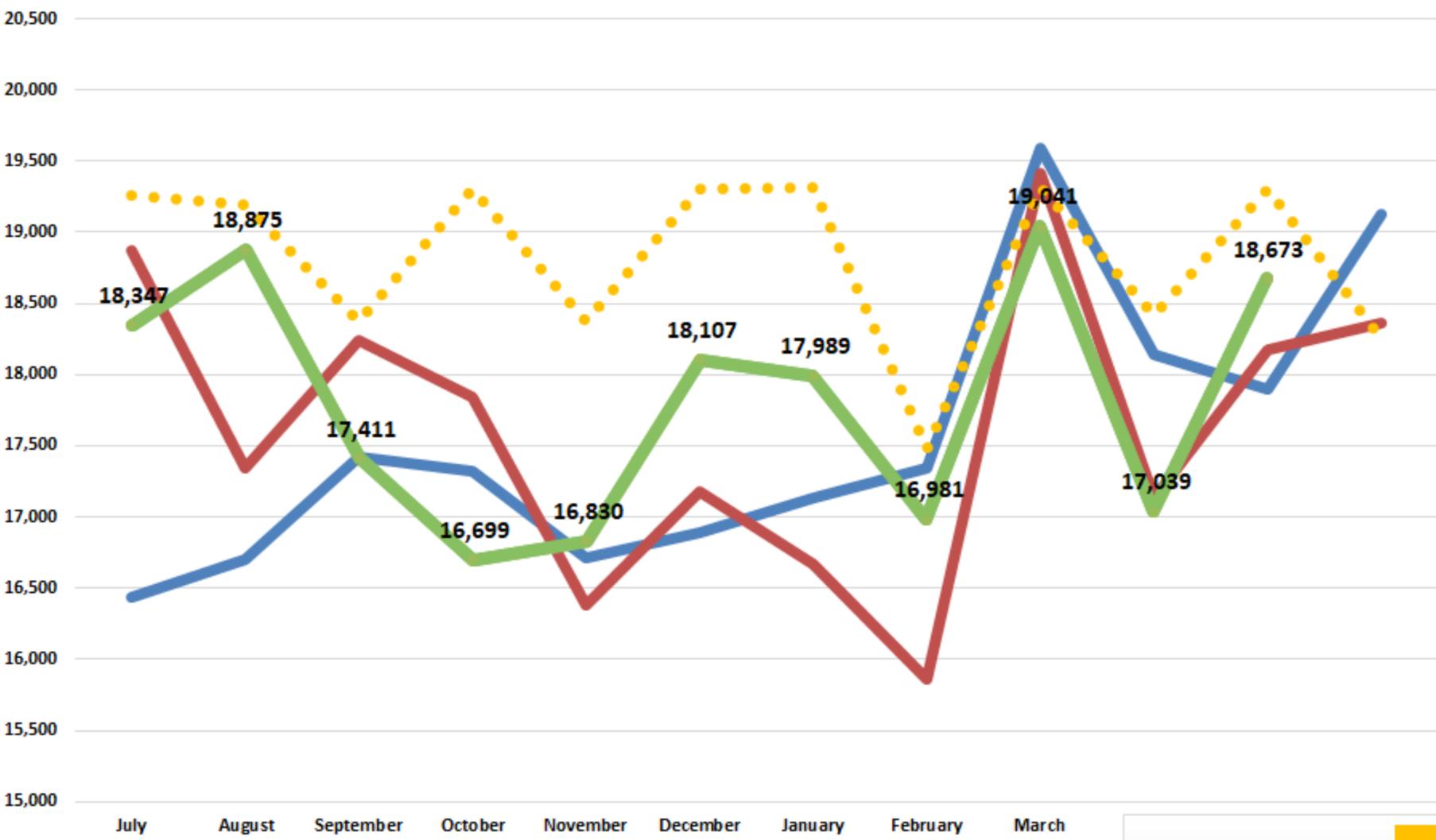
O/P Rehab - Dinuba



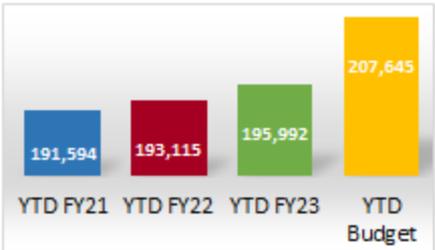
Therapy - Cypress Hand Center



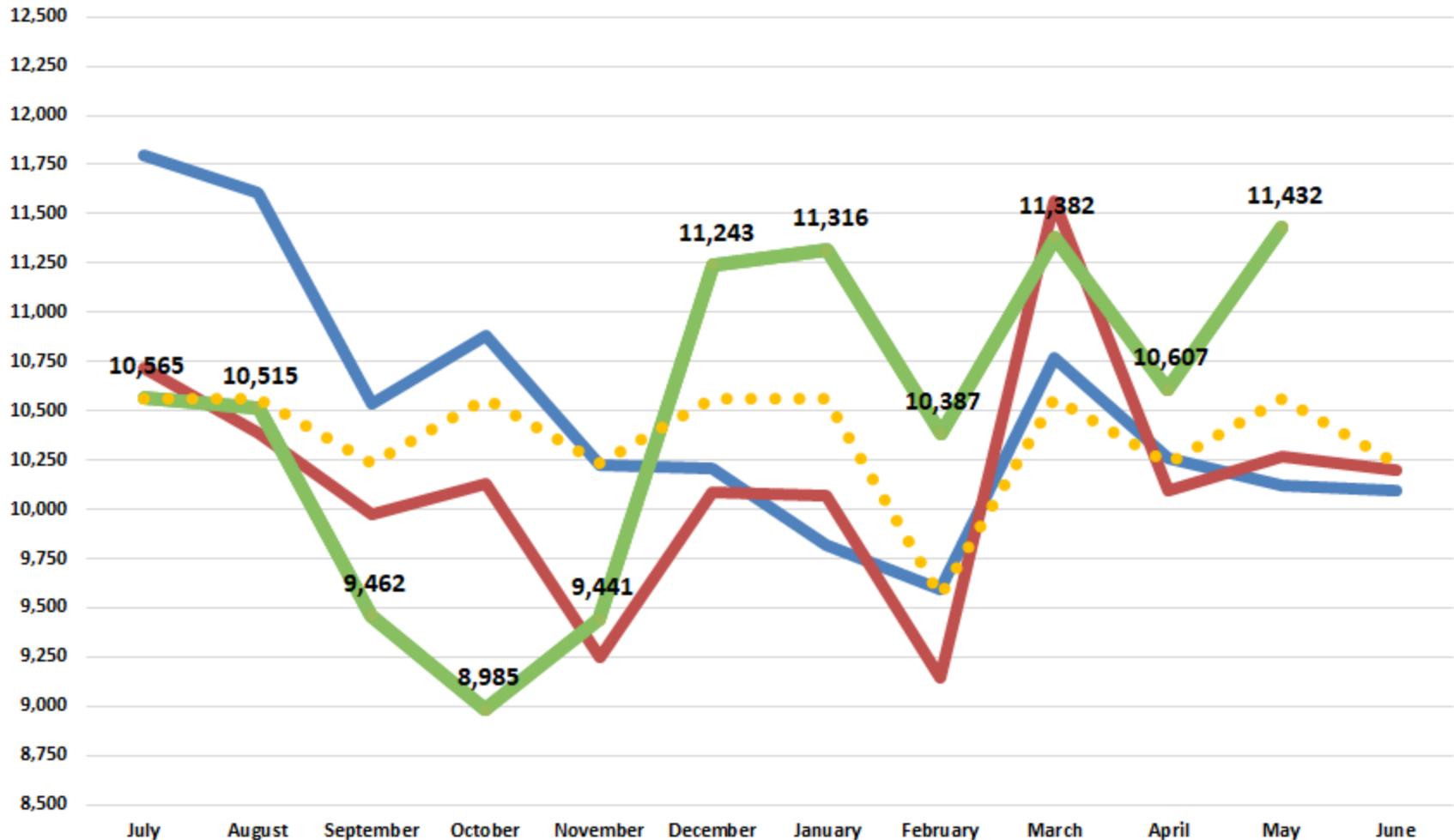
Physical & Other Therapy Units (I/P & O/P)



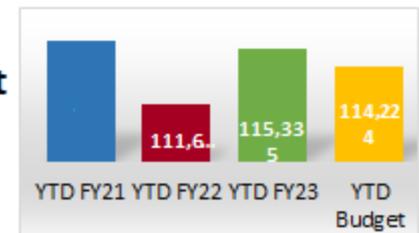
— **FY2021**
 — **FY2022**
 — **FY2023**
 ●●● **Budget**



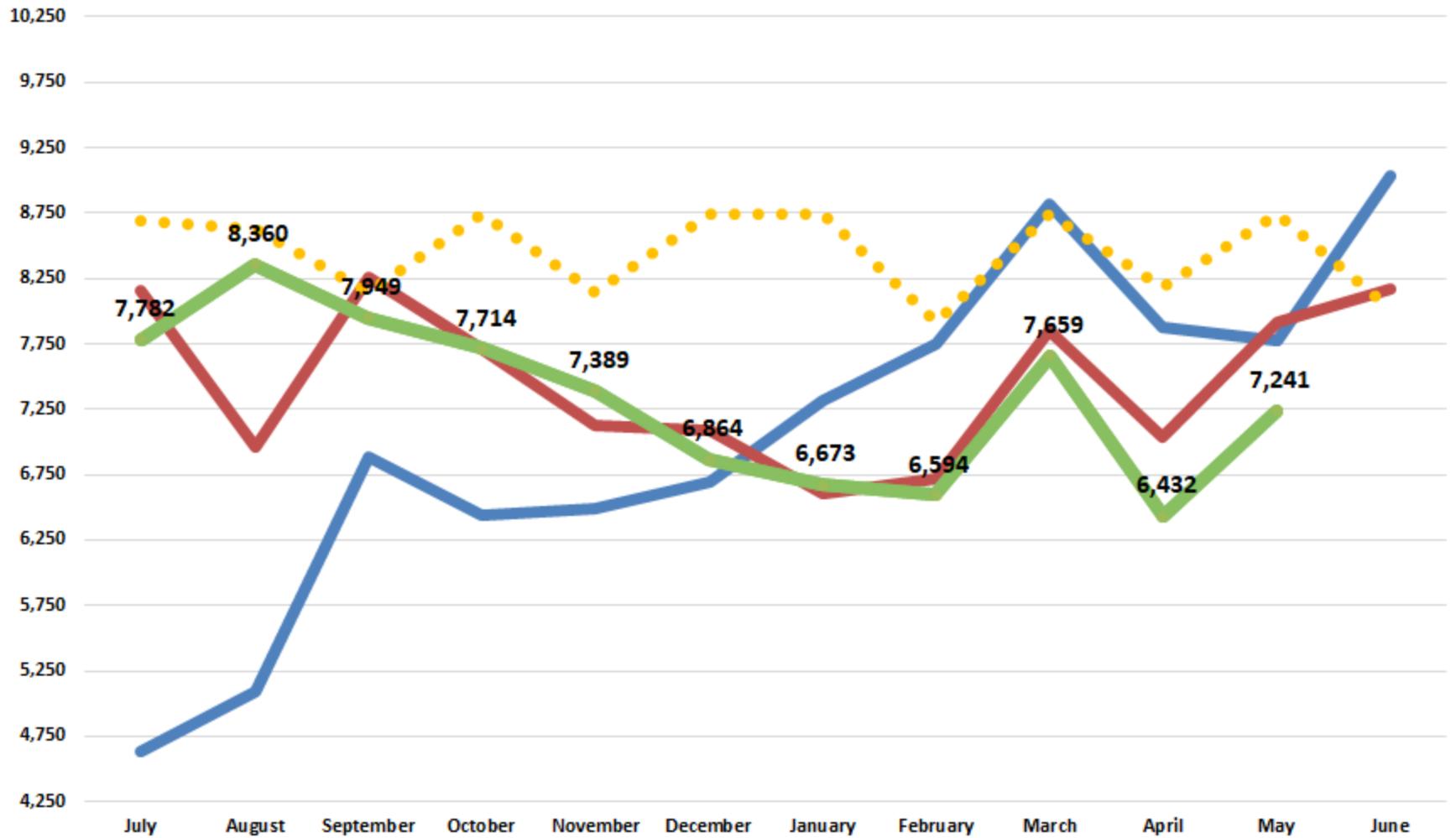
Physical & Other Therapy Units (I/P & O/P)-Main Campus



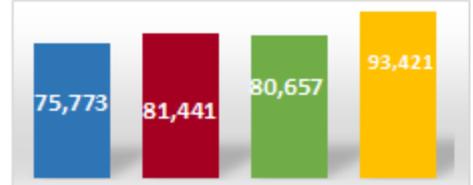
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



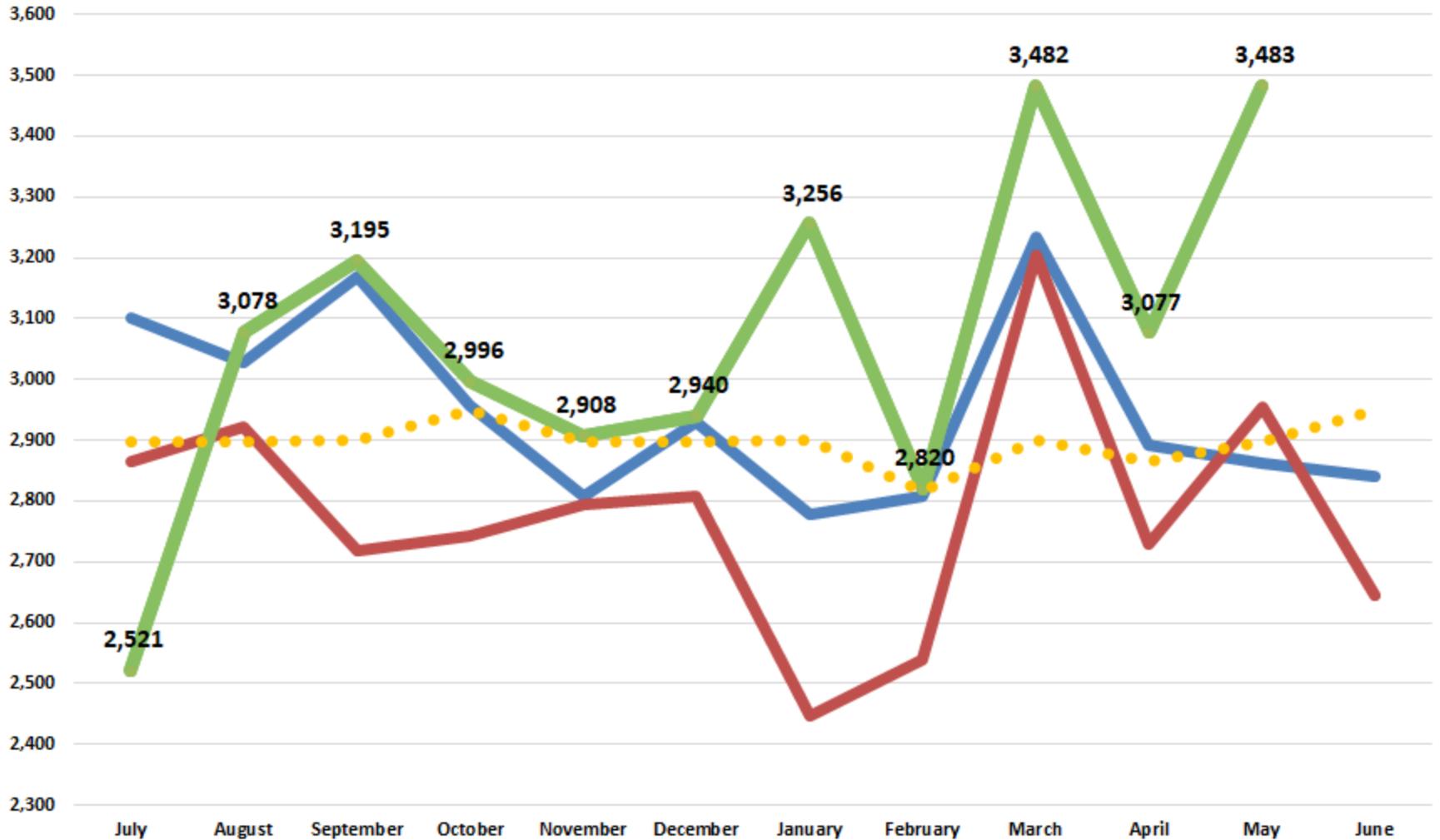
Physical & Other Therapy Units (I/P & O/P)- KDRH & South Campus



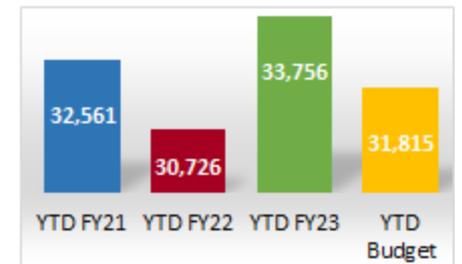
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



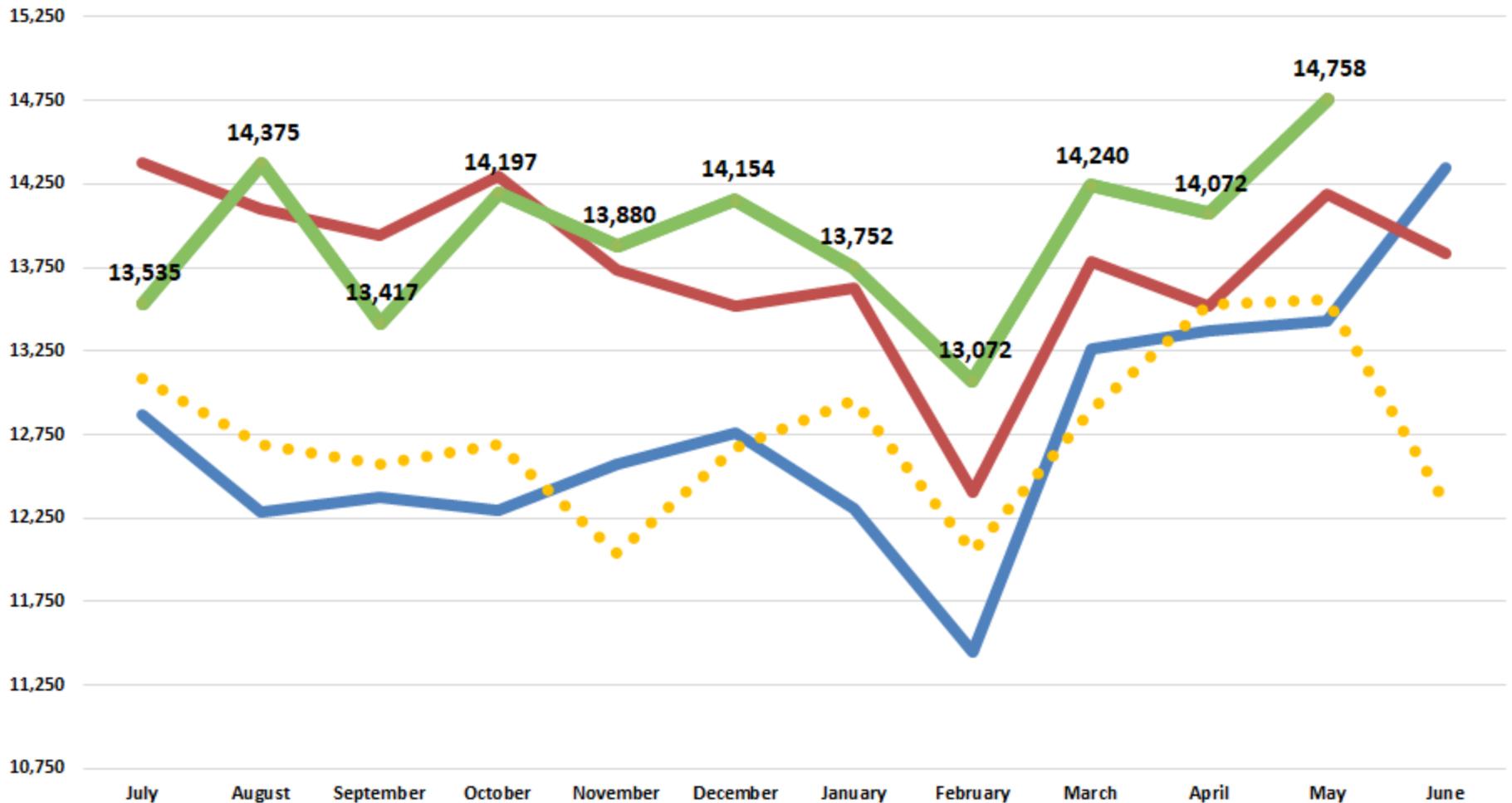
Home Health Visits



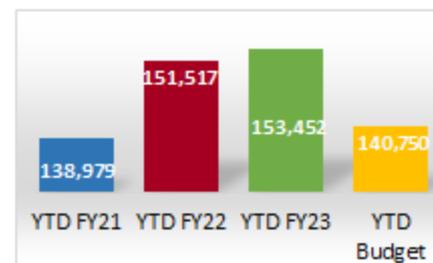
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



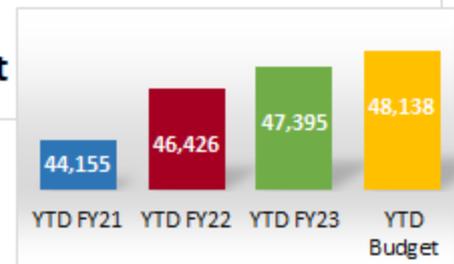
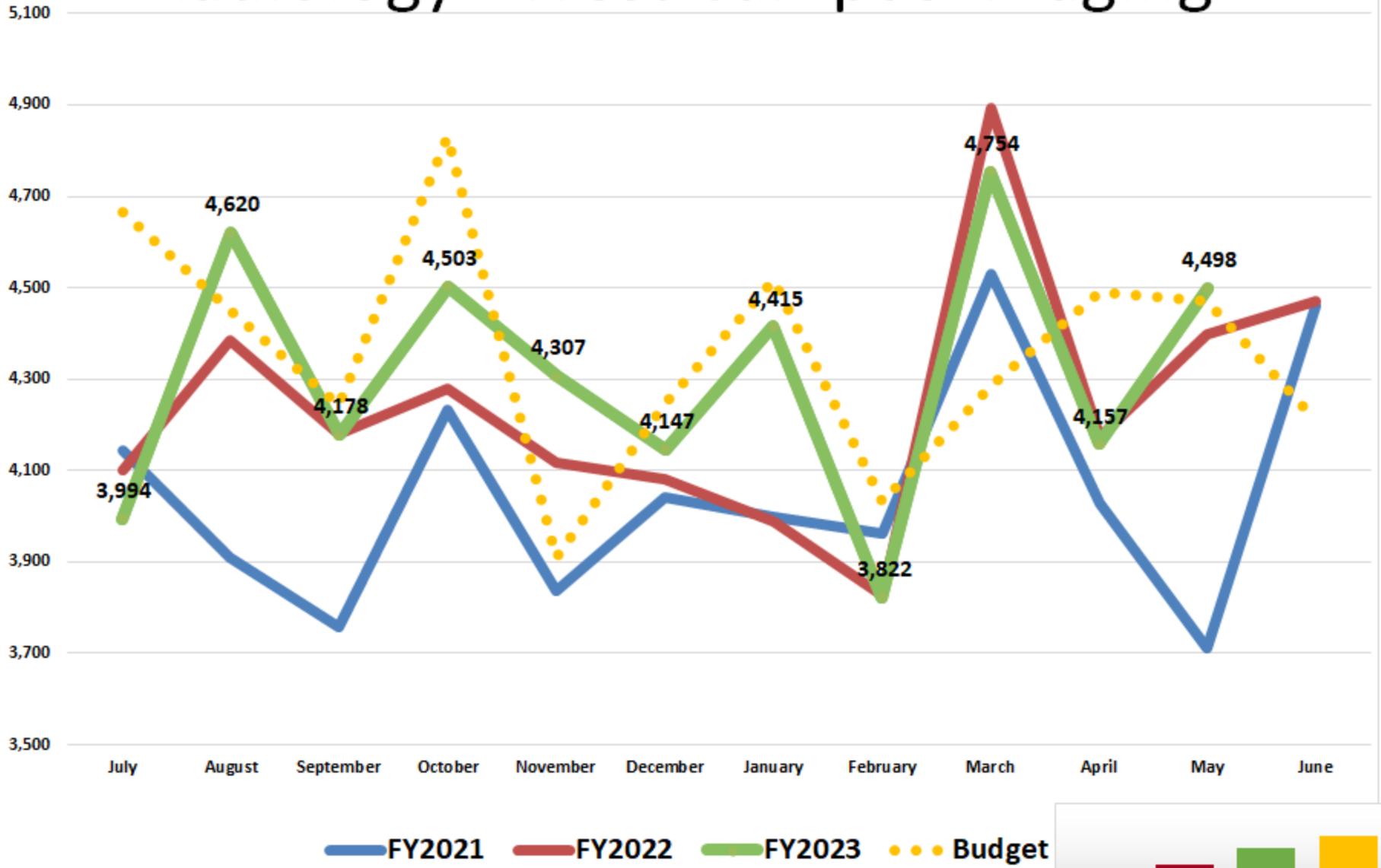
Radiology – Main Campus



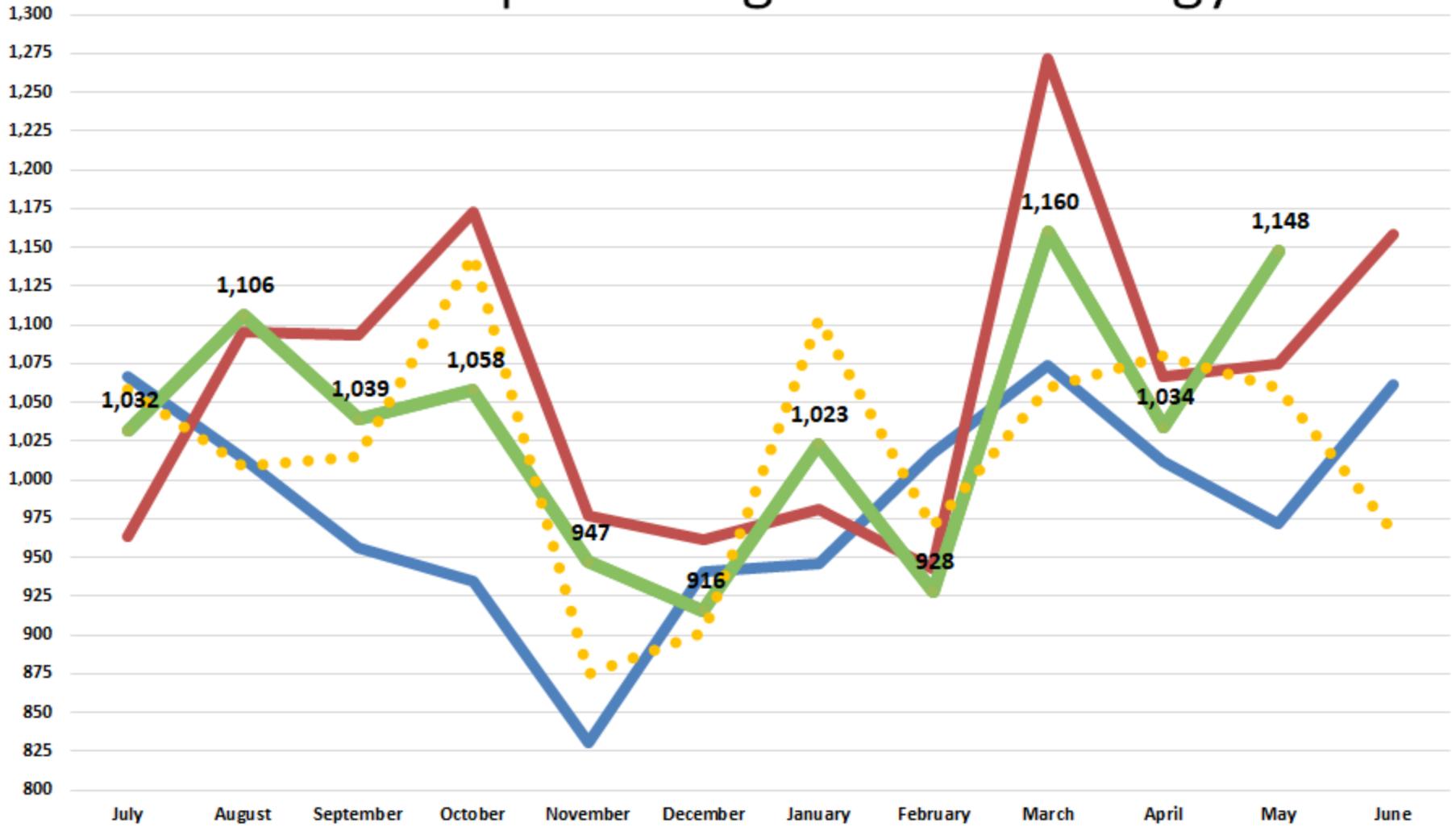
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



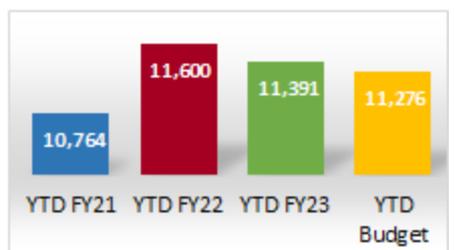
Radiology - West Campus Imaging



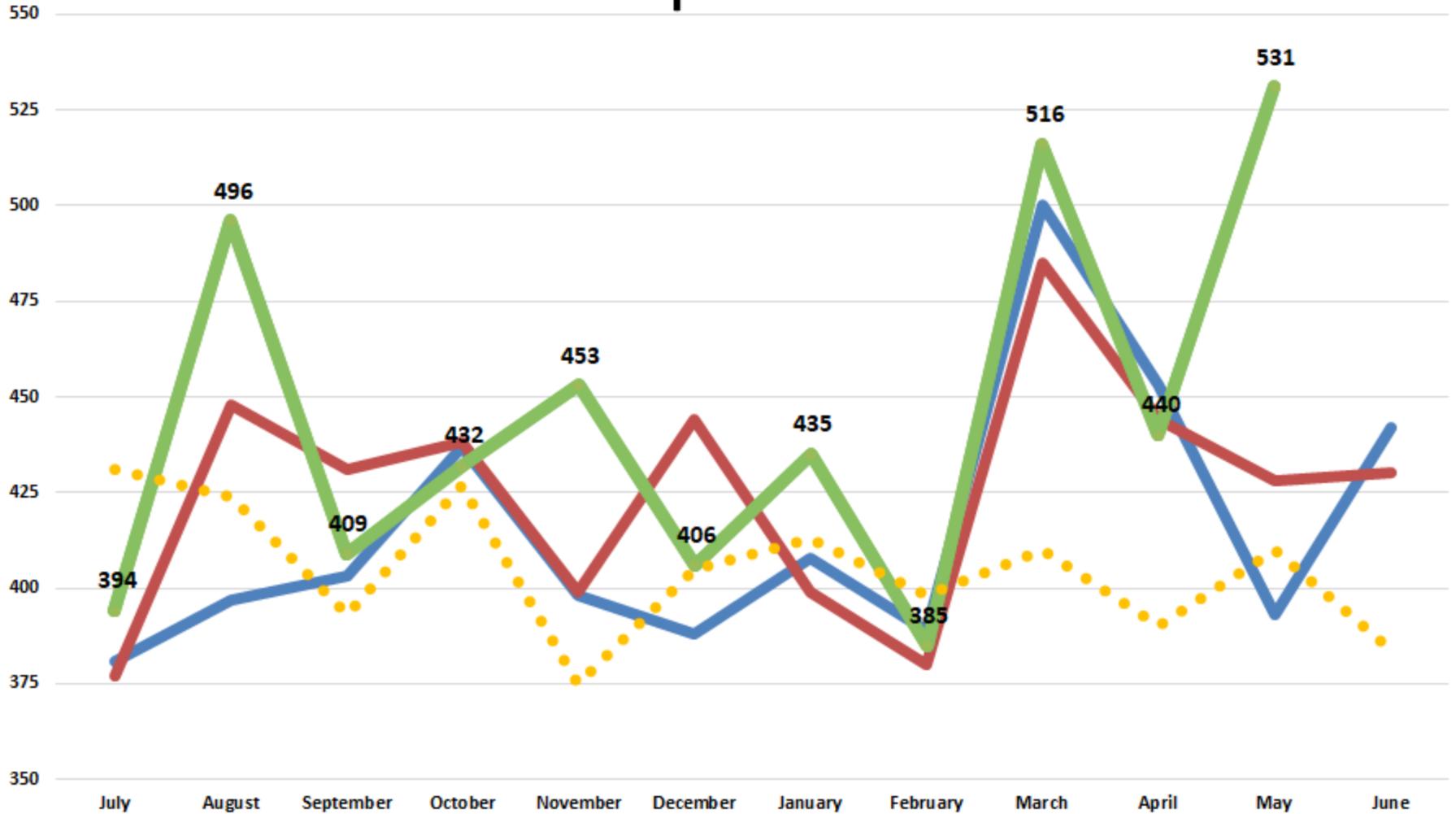
West Campus - Diagnostic Radiology



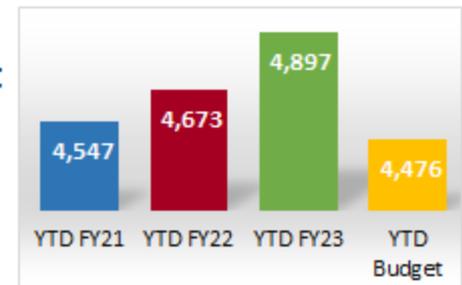
— **FY2021**
 — **FY2022**
 — **FY2023**
 ●●● **Budget**



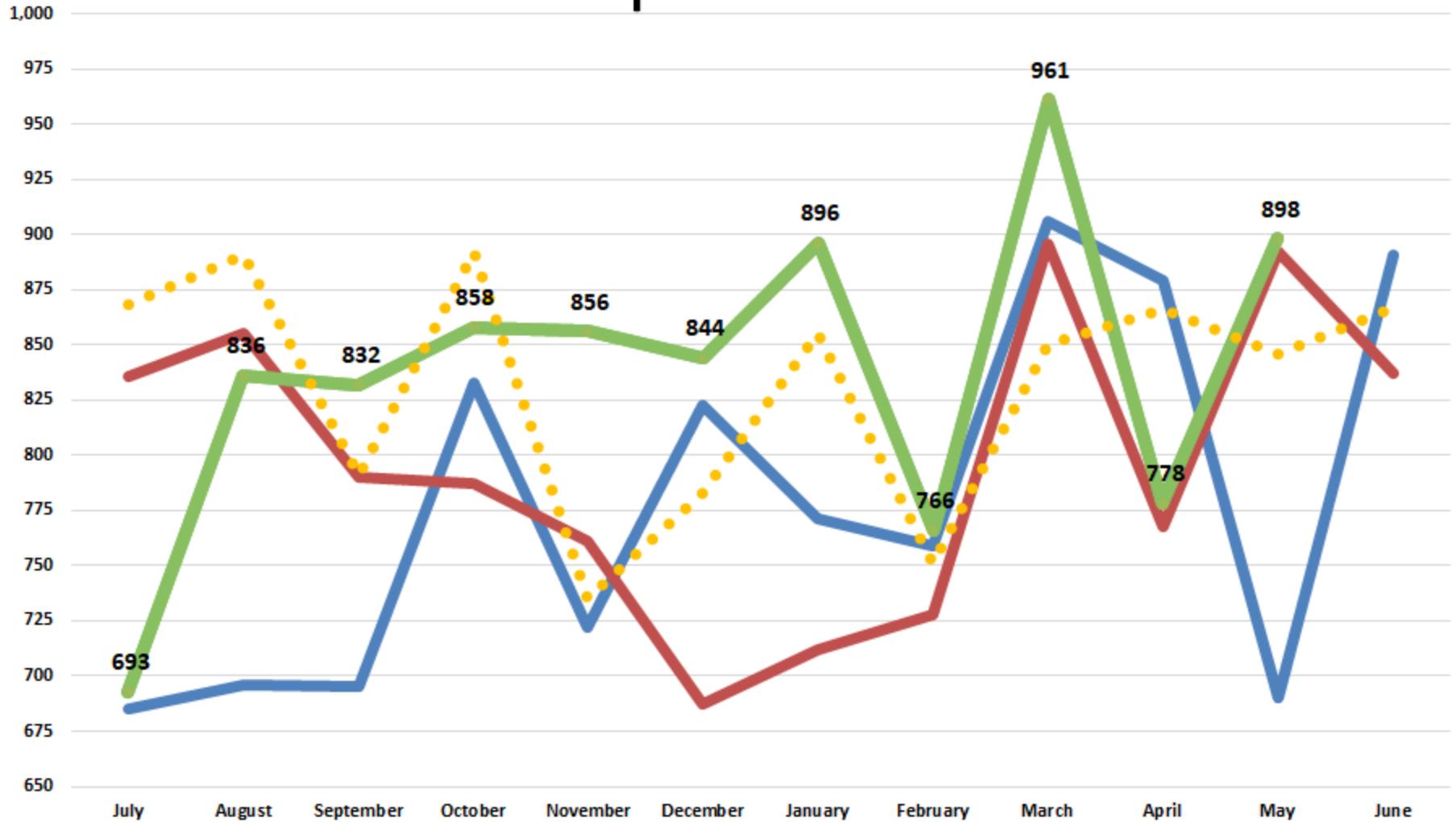
West Campus - CT Scan



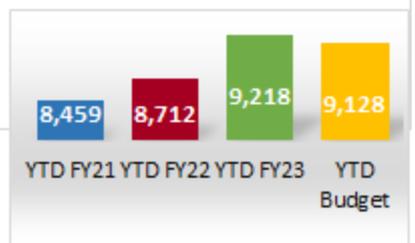
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



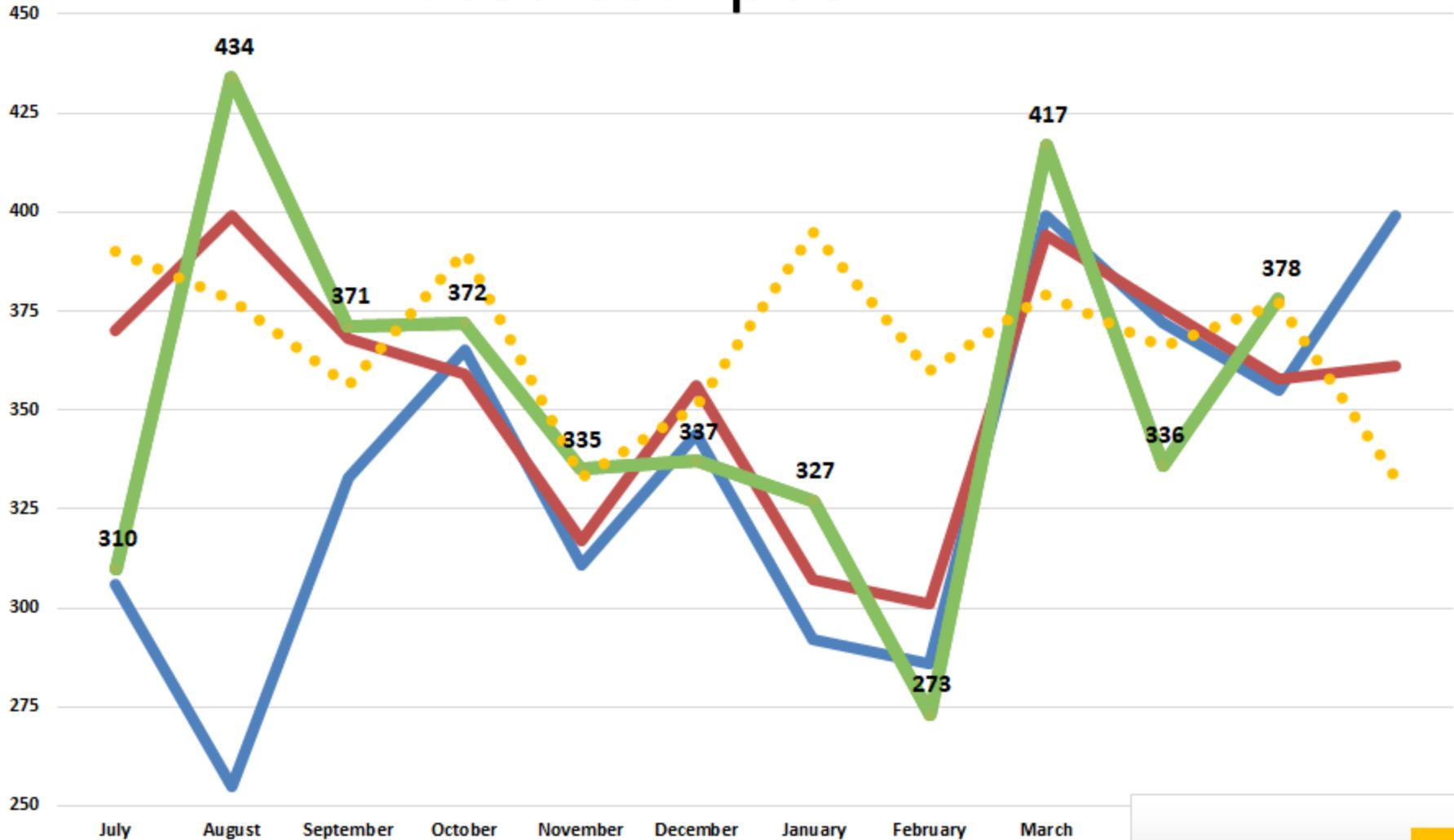
West Campus - Ultrasound



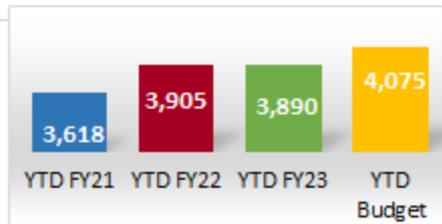
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



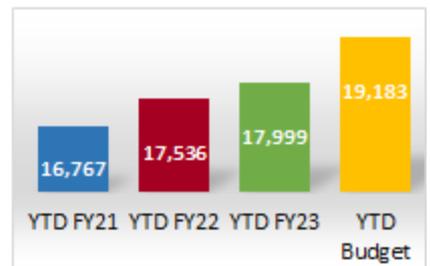
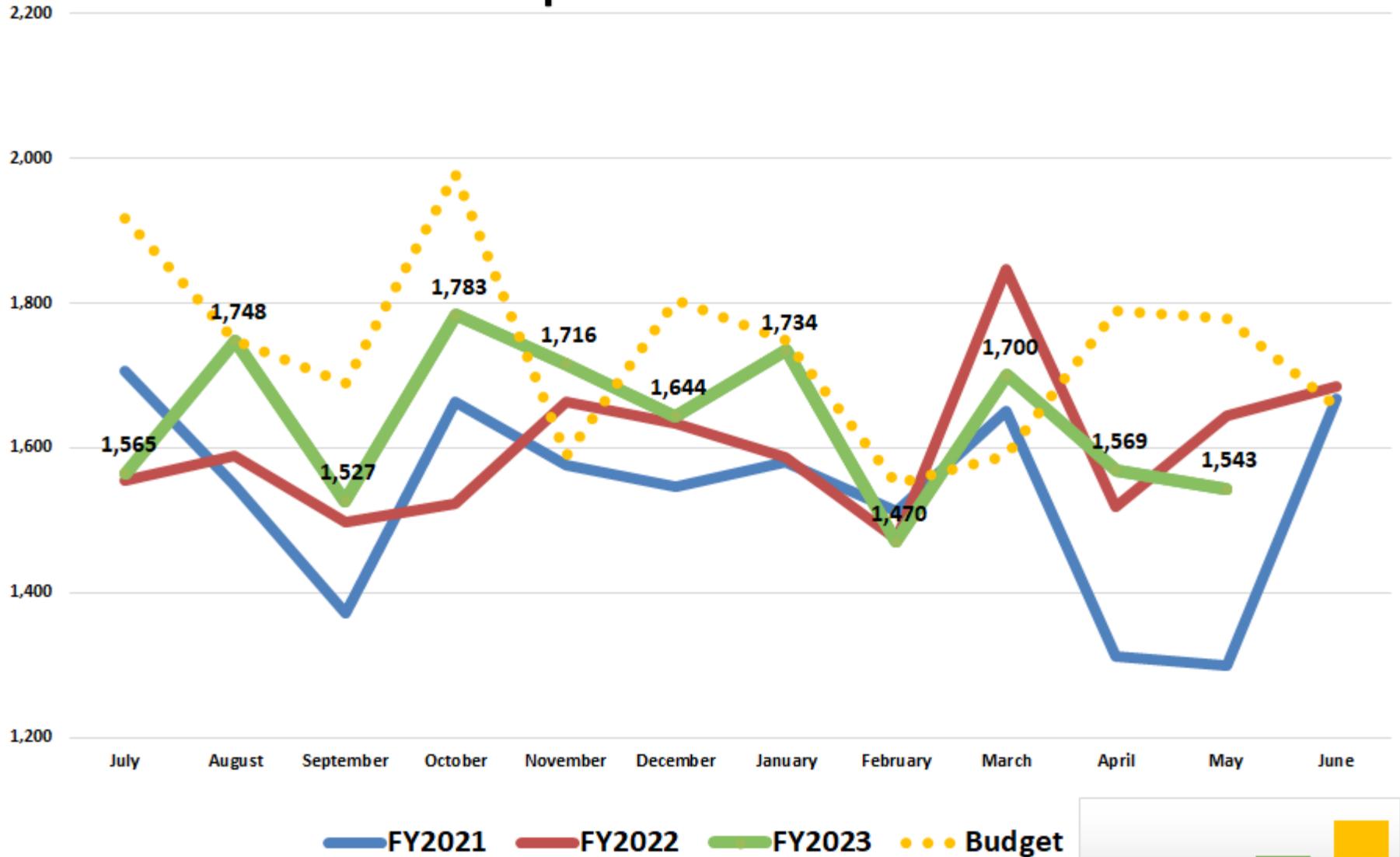
West Campus - MRI



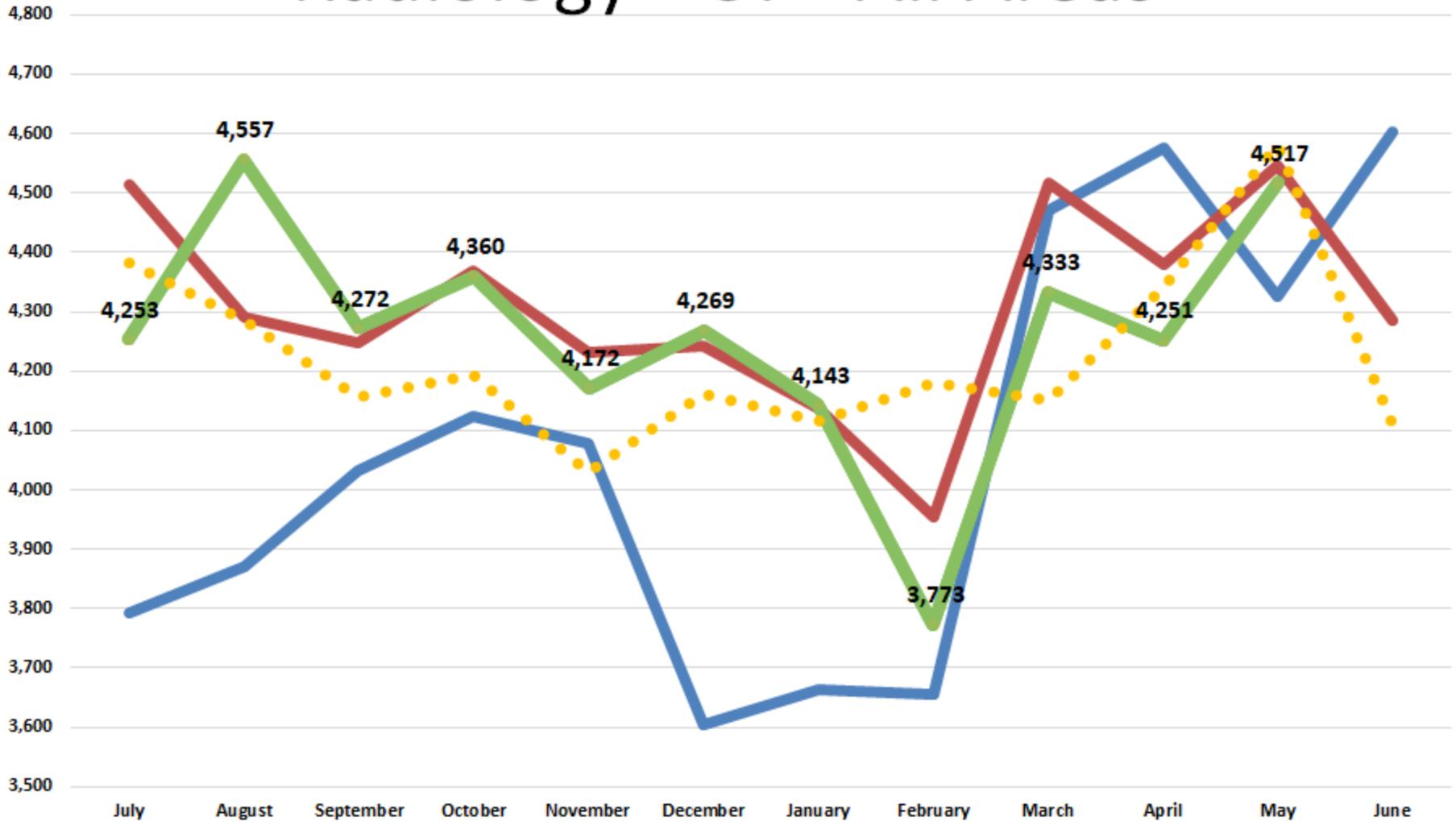
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



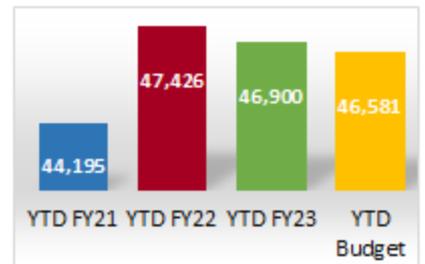
West Campus - Breast Center



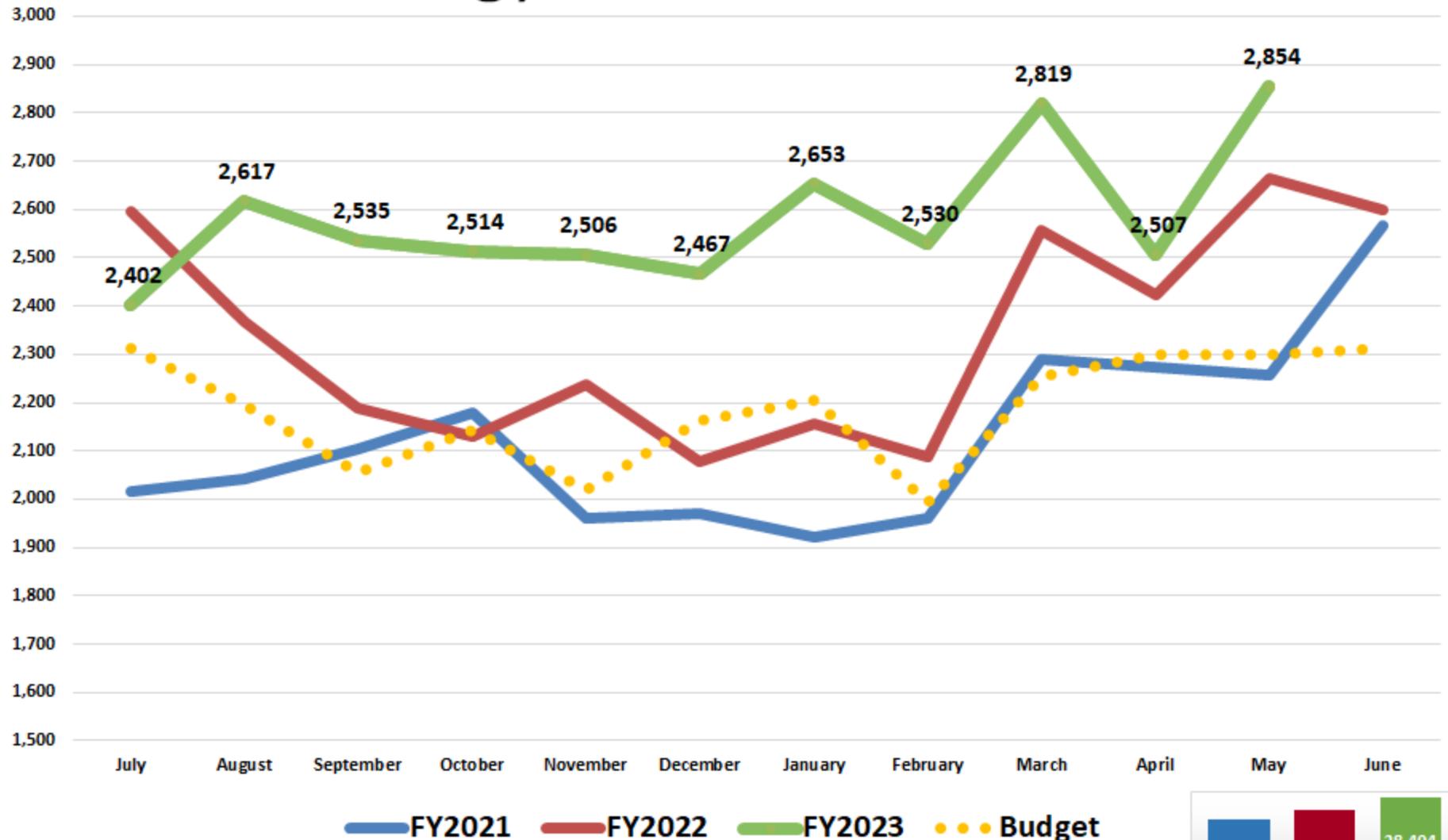
Radiology - CT - All Areas



— FY2021
 — FY2022
 — FY2023
 ●●● Budget

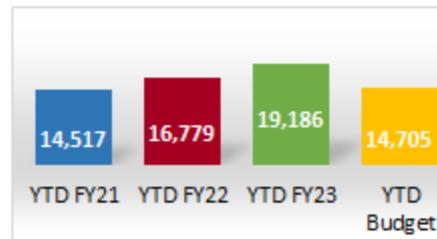
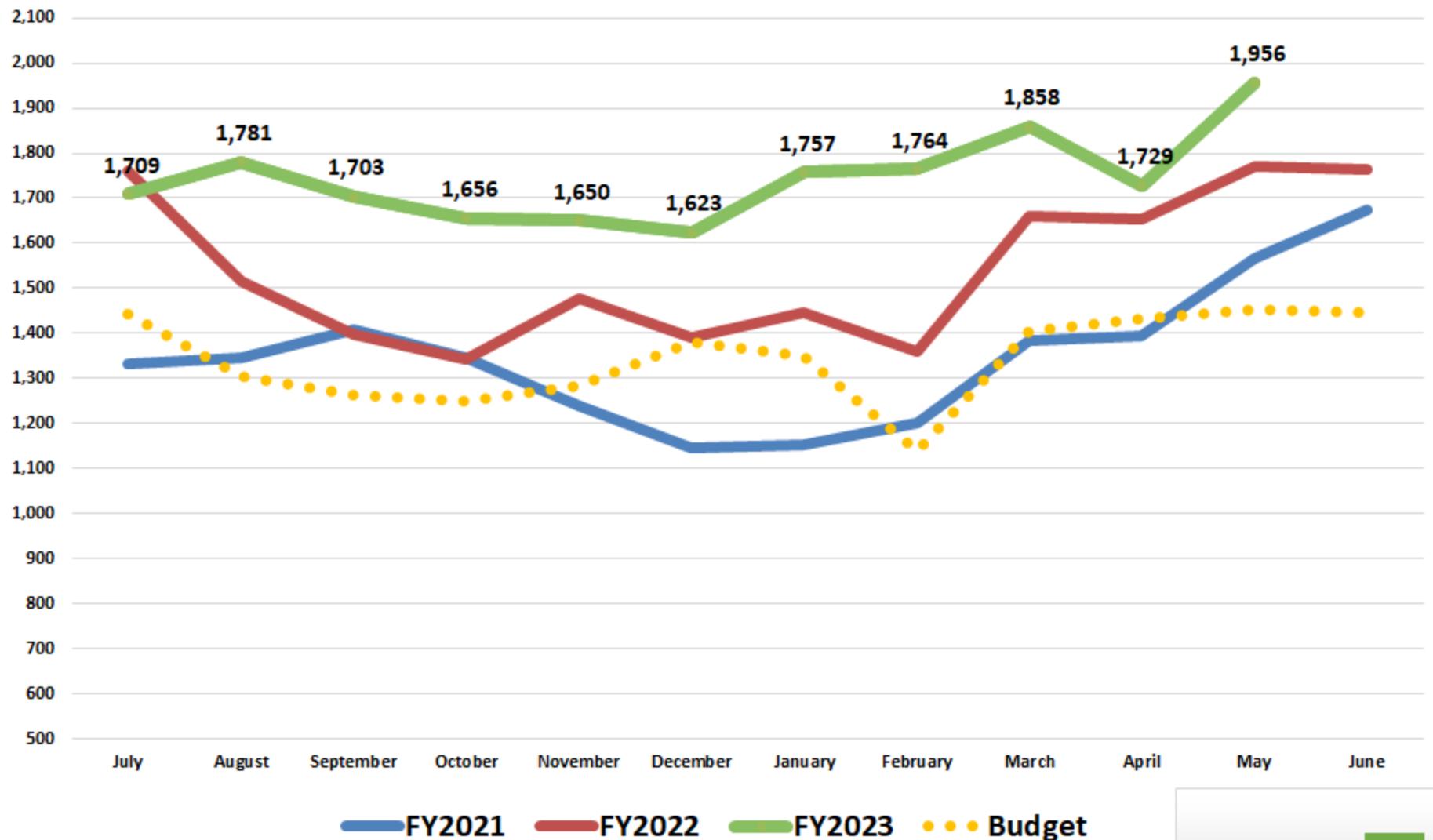


Radiology - Ultrasound - All Areas

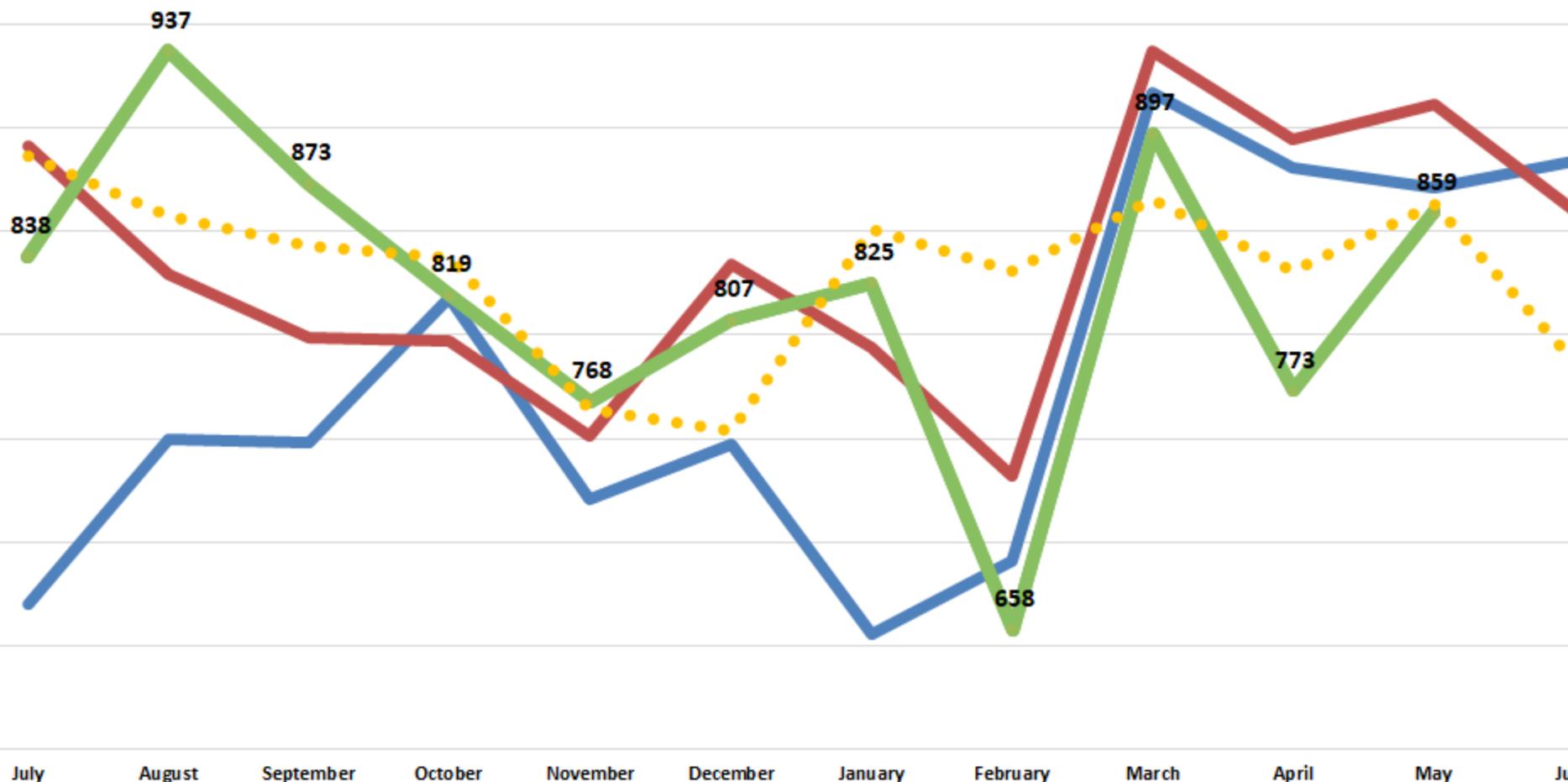


22,976	25,491	28,404	23,937
YTD FY21	YTD FY22	YTD FY23	YTD Budget

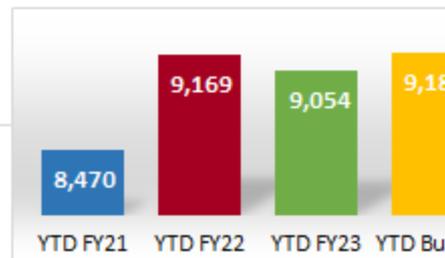
Radiology - Ultrasound - Main Campus



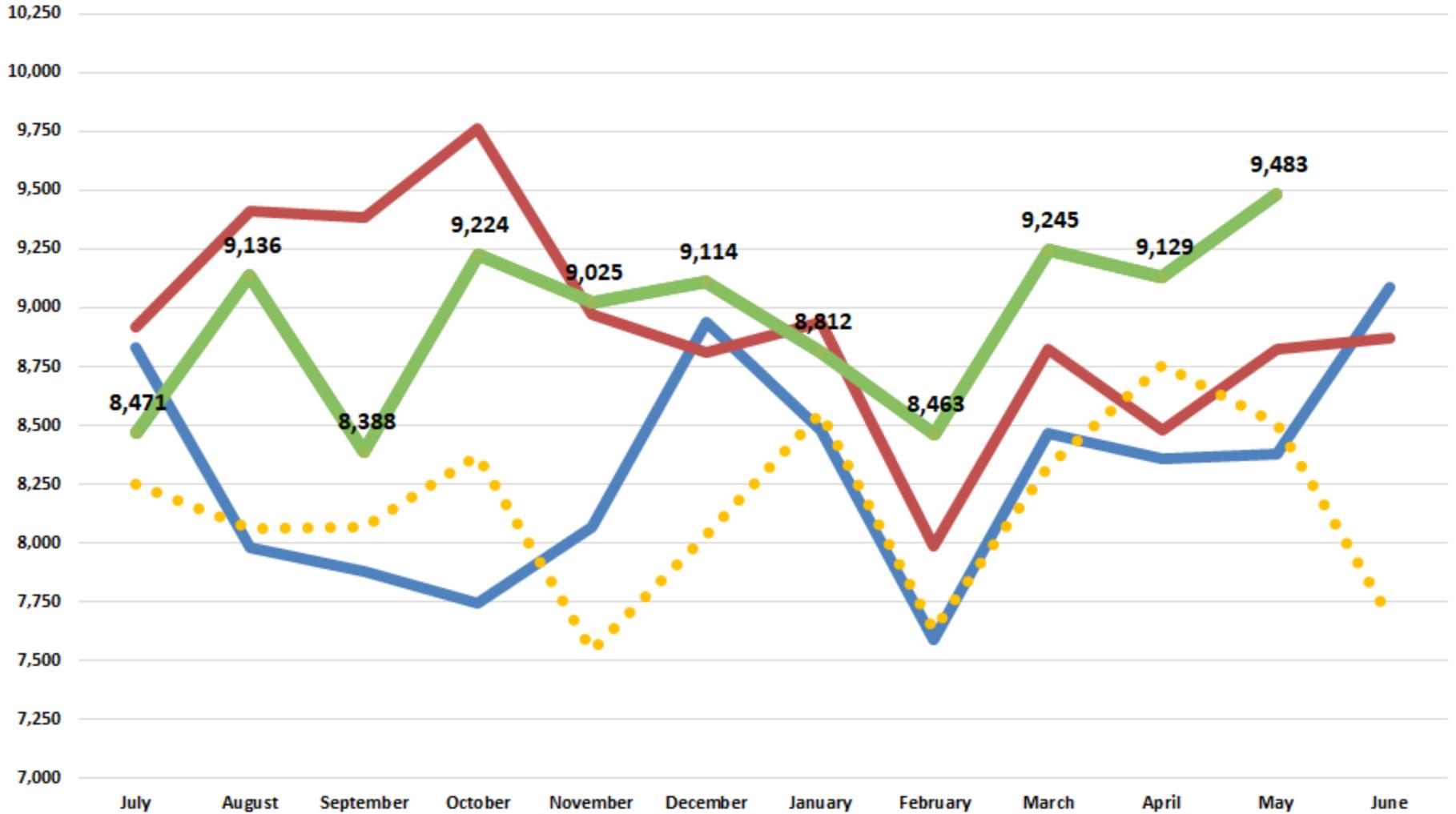
Radiology - MRI - All Areas



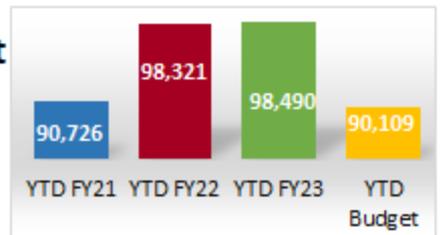
— FY2021
 — FY2022
 — FY2023
 ••• Budget



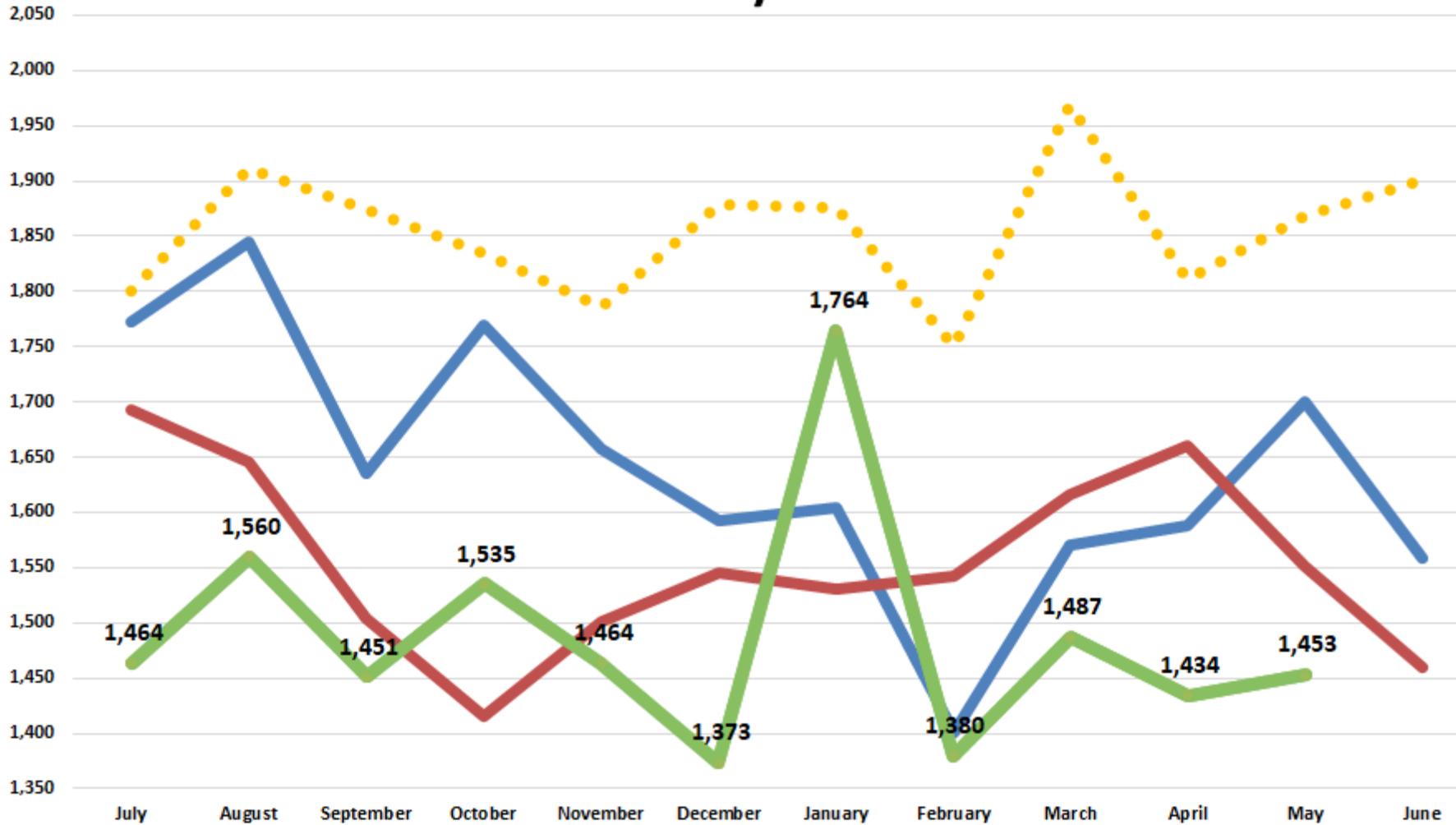
Radiology Modality - Diagnostic



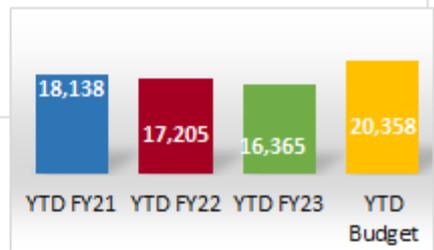
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



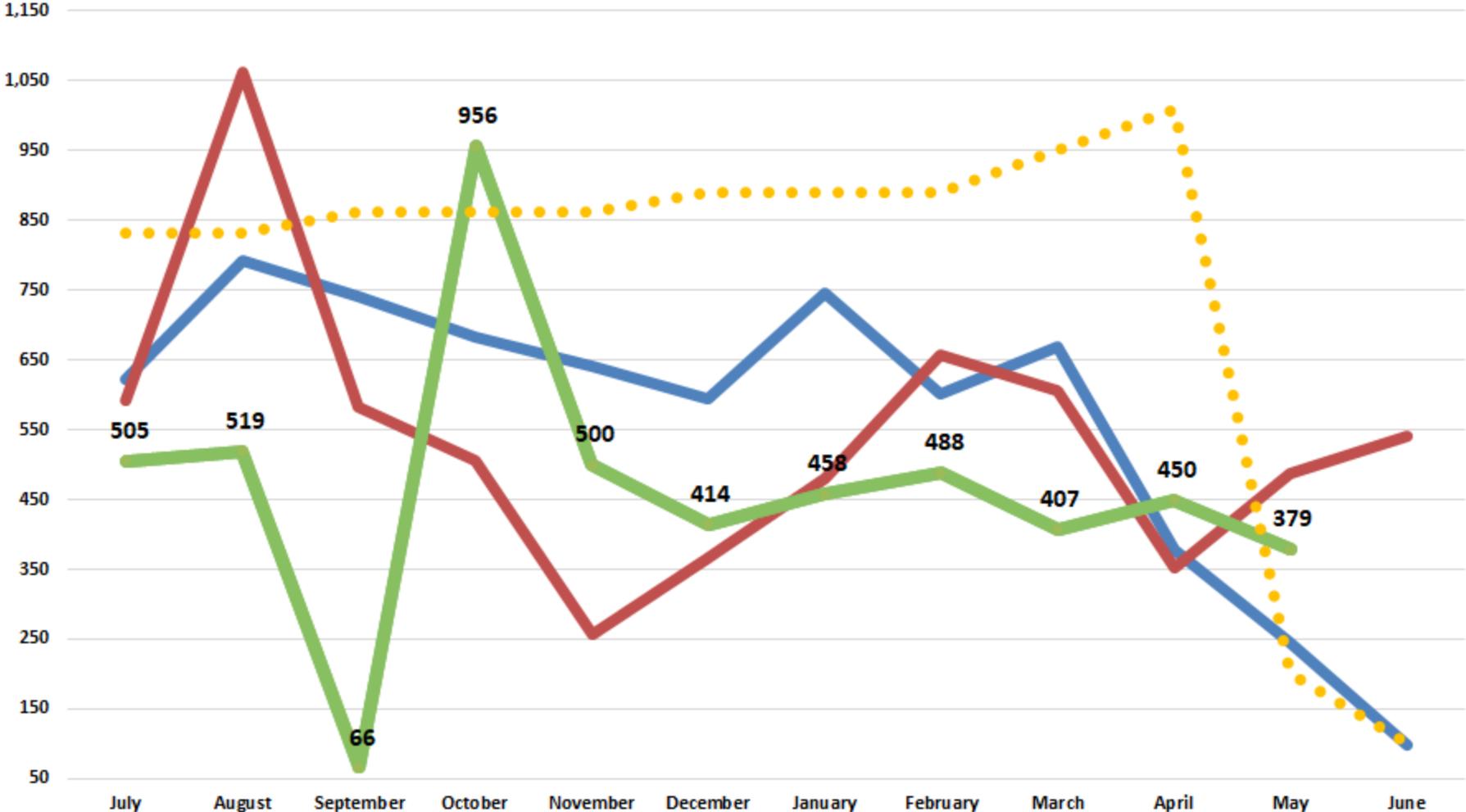
Chronic Dialysis - Visalia



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



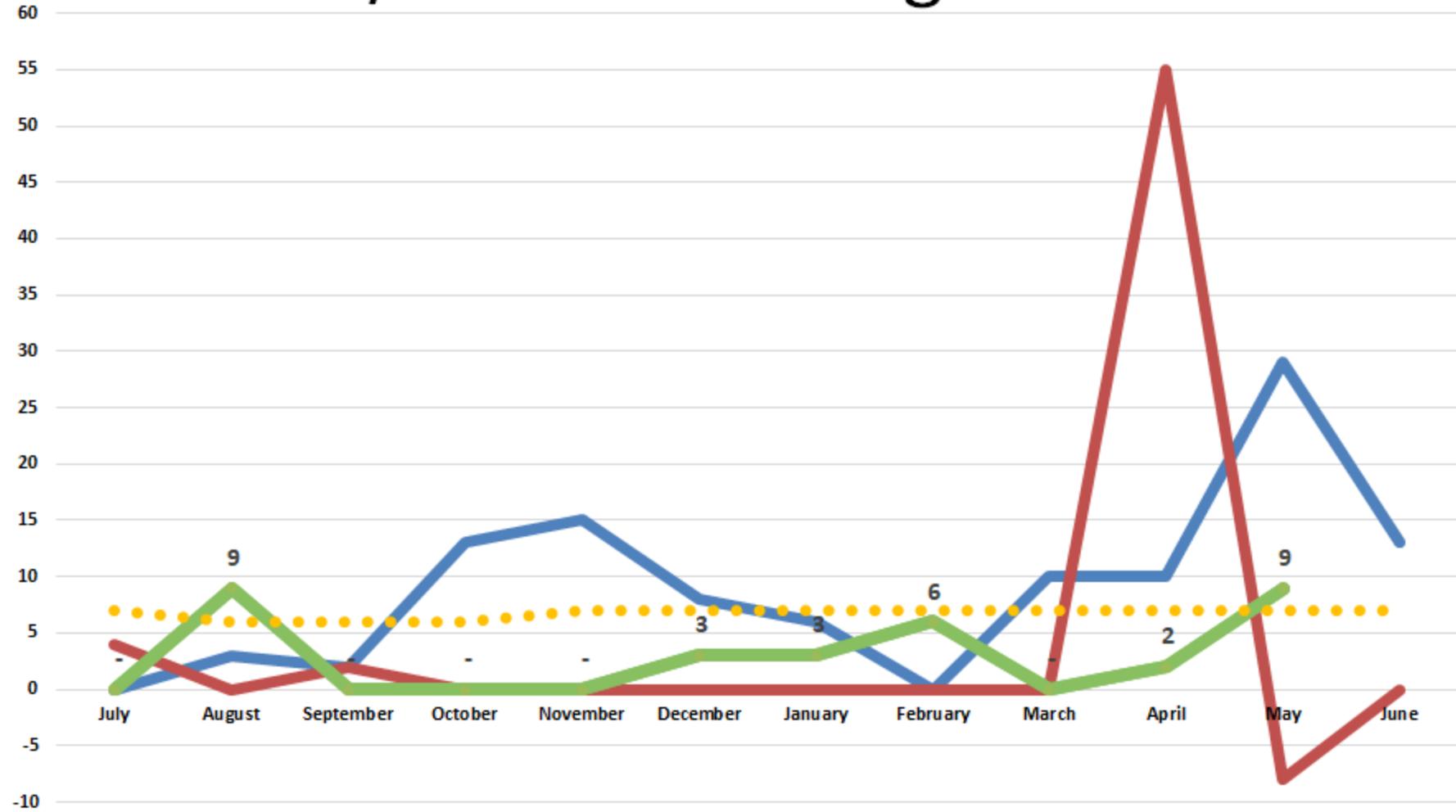
CAPD/CCPD - Maintenance Sessions



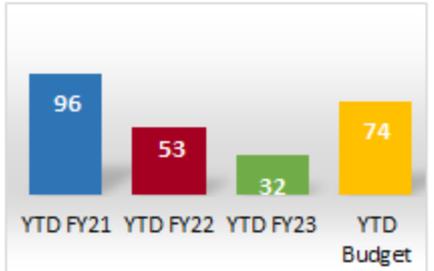
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



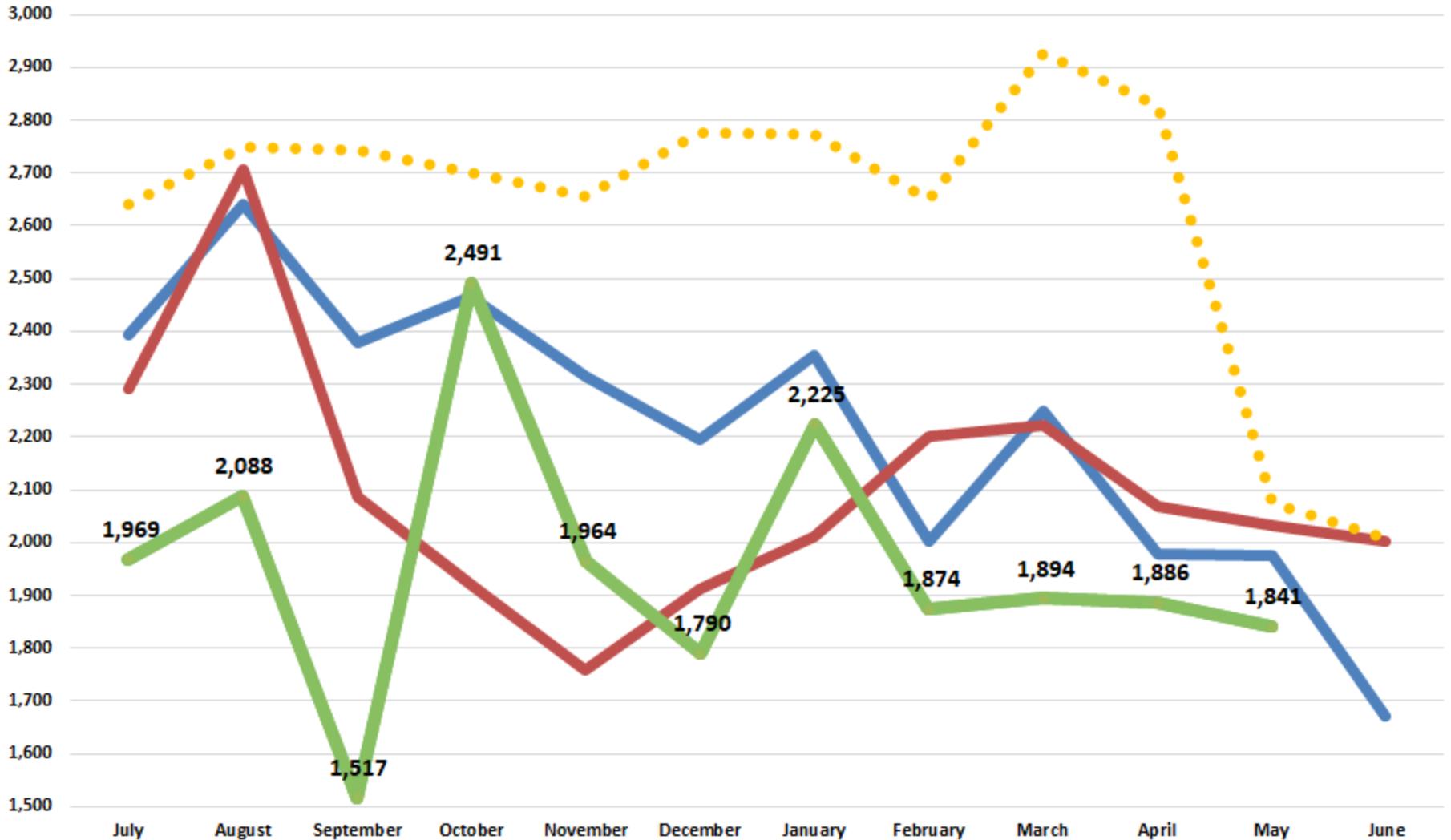
CAPD/CCPD - Training Sessions



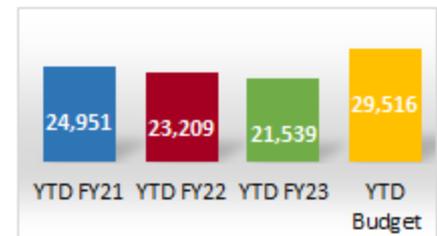
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



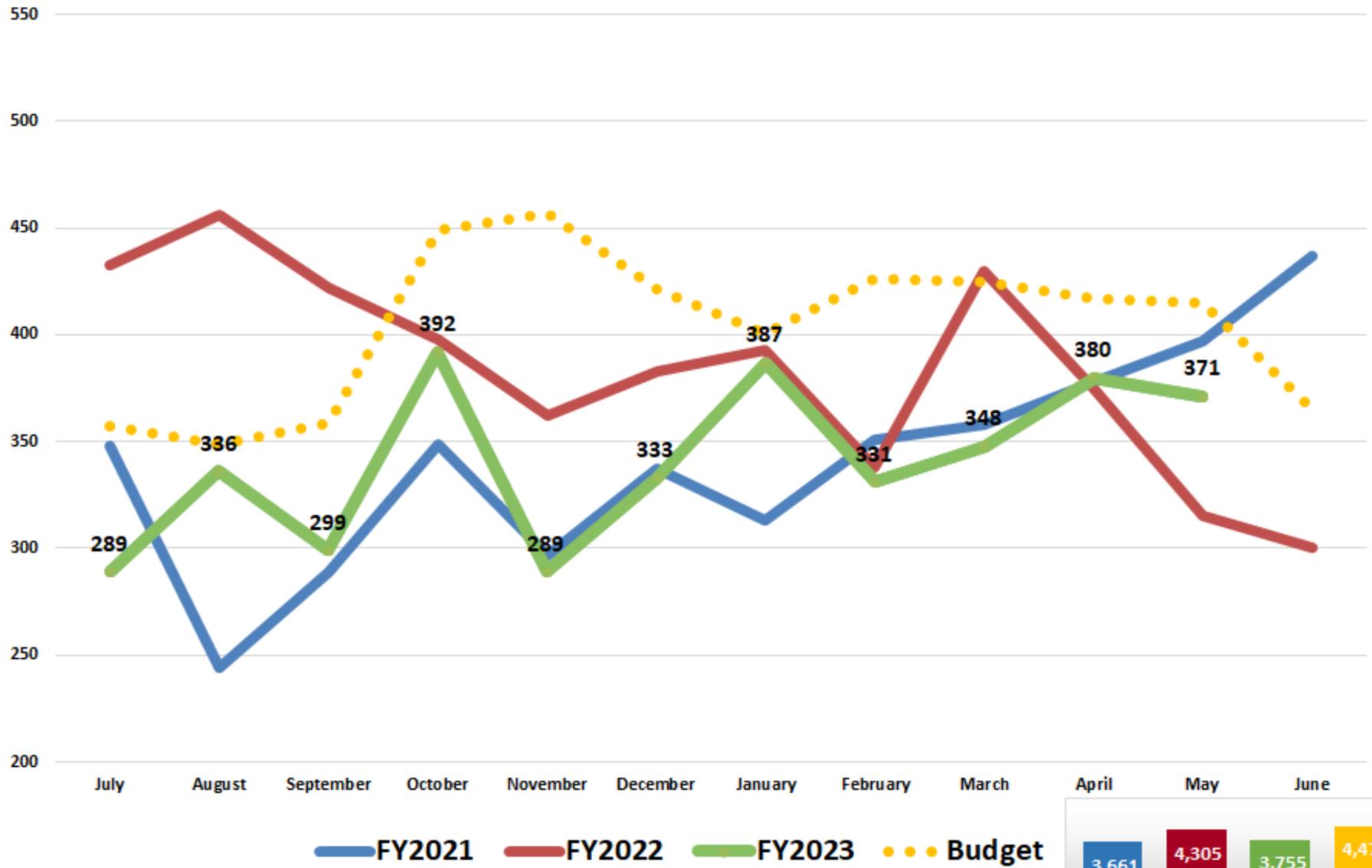
All CAPD & CCPD



— FY2021
 — FY2022
 — FY2023
 ●●● Budget

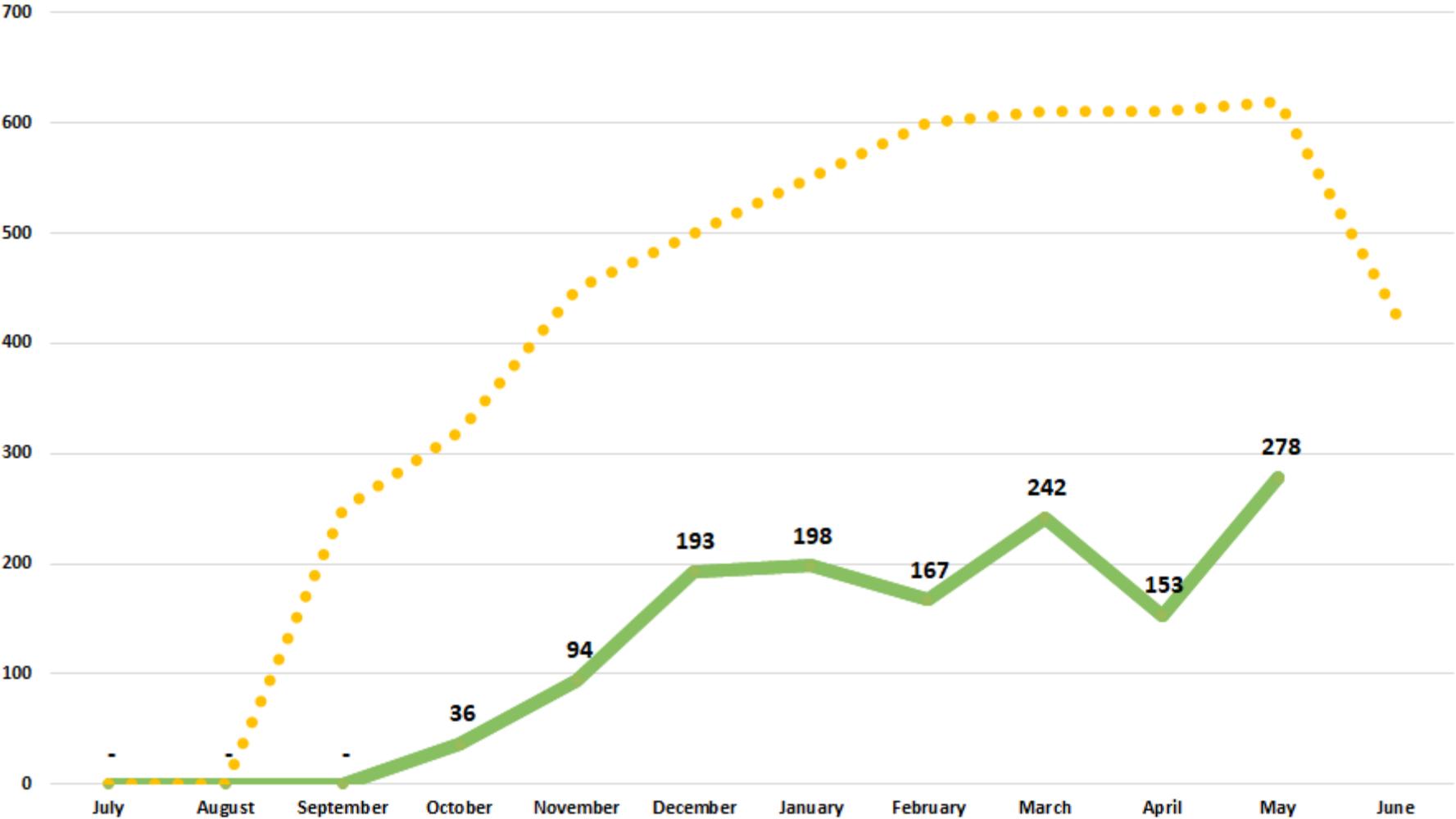


Infusion Center - Outpatient Visits



3,661	4,305	3,755	4,476
YTD FY21	YTD FY22	YTD FY23	YTD Budget

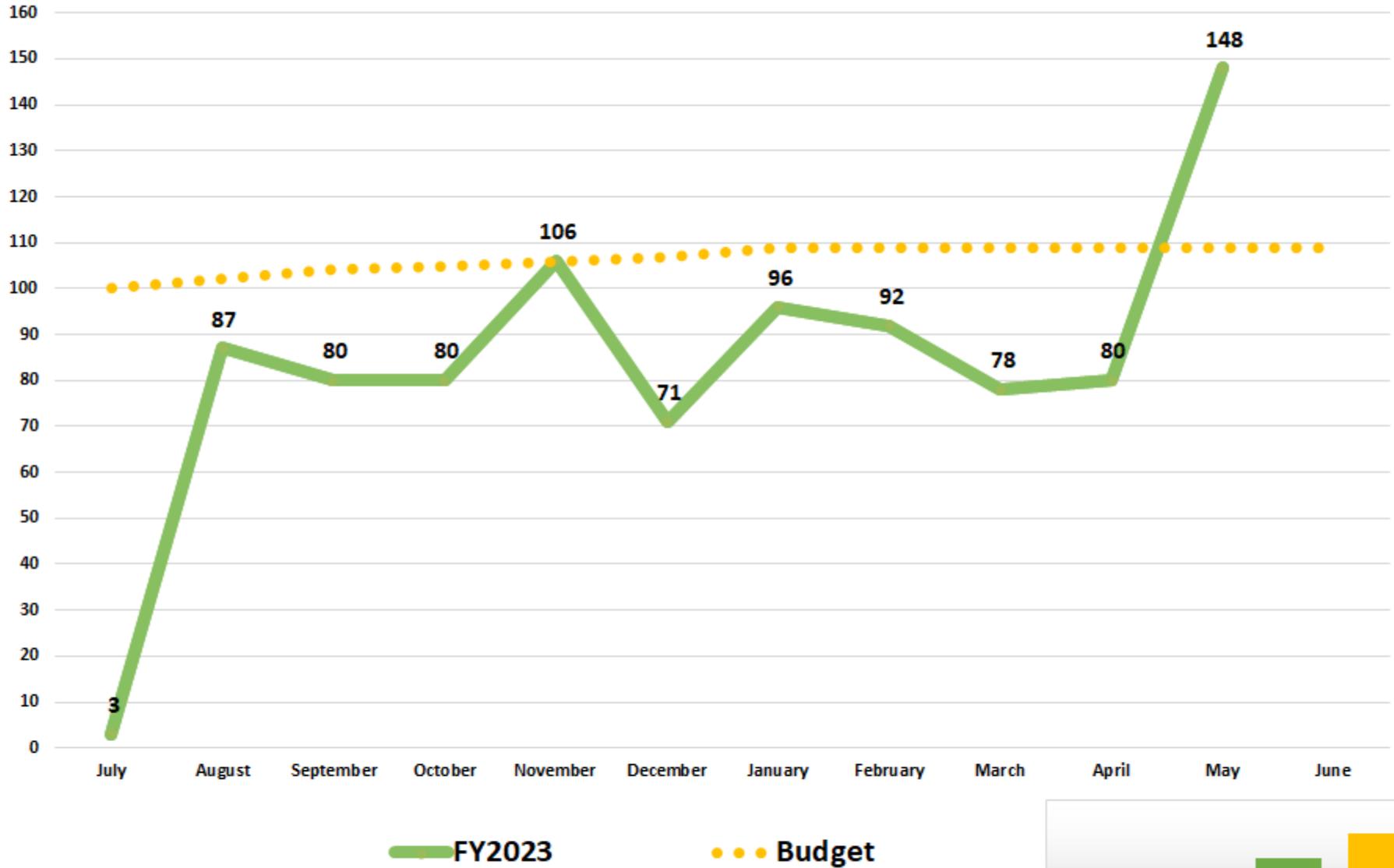
Urology Clinic Visits



— FY2021
 — FY2022
 — FY2023
 ●●● Budget

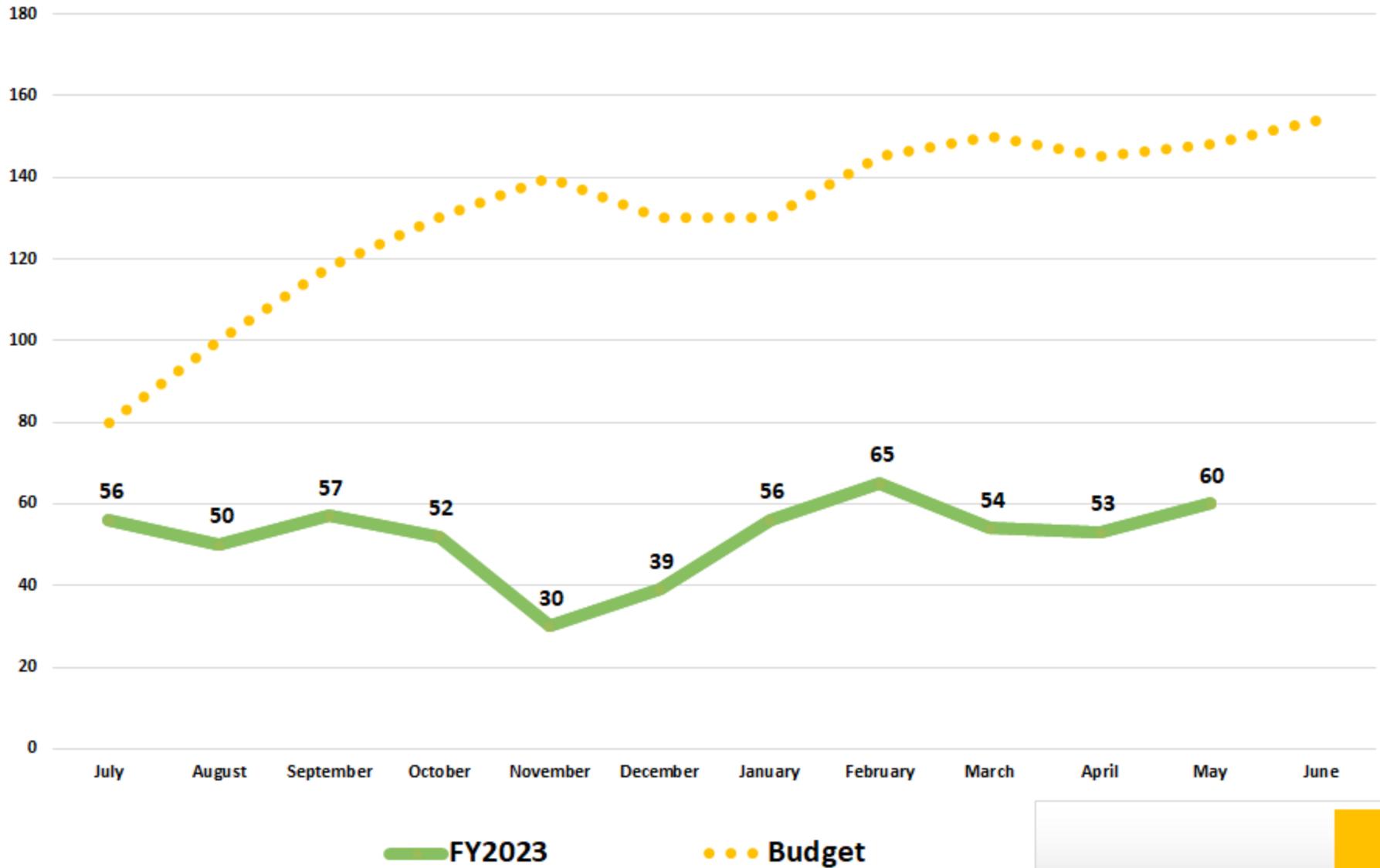
-	-	1,361	4,510
YTD FY21	YTD FY22	YTD FY23	YTD Budget

Open Arms House - Patient Days



YTD FY21	YTD FY22	YTD FY23	YTD Budget
-	-	921	1,169

Cardiothoracic Surgery Clinic - Visits



		572	1,416
YTD FY21	YTD FY22	YTD FY23	YTD Budget