

December 13, 2024

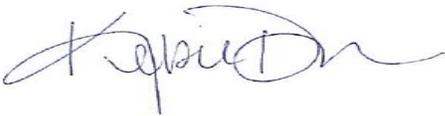
NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Finance, Property, Services, and Acquisition Committee meeting at 10:00AM on Wednesday, December 18, 2024, in the Kaweah Health Medical Center Executive Office Conference Room, 305 W. Acequia Avenue, Visalia, CA 93291.

All Kaweah Delta Health Care District regular board meeting and committee meeting notices and agendas are posted 72 hours prior to meetings in the Kaweah Health Medical Center, Mineral King Wing entry corridor between the Mineral King lobby and the Emergency Department waiting room.

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

KAWEAH DELTA HEALTH CARE DISTRICT
David Francis, Secretary/Treasurer



Kelsie Davis
Board Clerk, Executive Assistant to CEO

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



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

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

Wednesday December 18, 2024

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

OPEN MEETING AGENDA – 10:00AM

1. **CALL TO ORDER** – *David Francis, Board Secretary/Treasurer*
2. **APPROVAL OF THE AGENDA**
3. **PUBLIC PARTICIPATION** – Members of the public may comment on agenda items before action is taken and after it is discussed by the Board. Each speaker will be allowed five minutes. Members of the public wishing to address the Board concerning items not on the agenda and within the jurisdictions of the Board are requested to identify themselves at this time.
4. **[MINUTES](#)**- Review of the open minutes from November 20, 2024.
5. **[FINANCIALS](#)** – Review of the most current fiscal year financial results and budget.
Malinda Tupper – Chief Financial Officer
6. **ADJOURN** – *David Francis, Board Secretary/Treasurer*

In compliance with the Americans with Disabilities Act, if you need special assistance to participate at this meeting, please contact the Board Clerk (559) 624-2330. Notification 48 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to the Kaweah Delta Health Care District Board of Directors meeting. All Kaweah Delta Health Care District regular board meeting and committee meeting notices and agendas are posted 72 hours prior to meetings (special meetings are posted 24 hours prior to meetings) in the Kaweah Health Medical Center, Mineral King Wing near the Mineral King entrance.

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

ATTENDING: Directors: David Francis; Gary Herbst, Chief Executive Officer; Malinda Tupper, Chief Financial Officer; Jennifer Stockton, Director of Finance; Jag Batth, Chief Operating Officer; Ryan Gates, Chief Population Health Officer; Kelsie Davis Board Clerk Recording

Called to order at 10:05AM

Public Participation- None.

APPROVAL OF AGENDA- Approval of the FPSA Agenda.

MINUTES- Approval of the minutes from October 16, 2024.

SEMI ANNUAL INVESTMENT REPORT 6.30.24- Review of the semi-annual report. (Copy attached to the original of these minutes and considered a part thereof.) *Jennifer Stockton - Director of Finance*

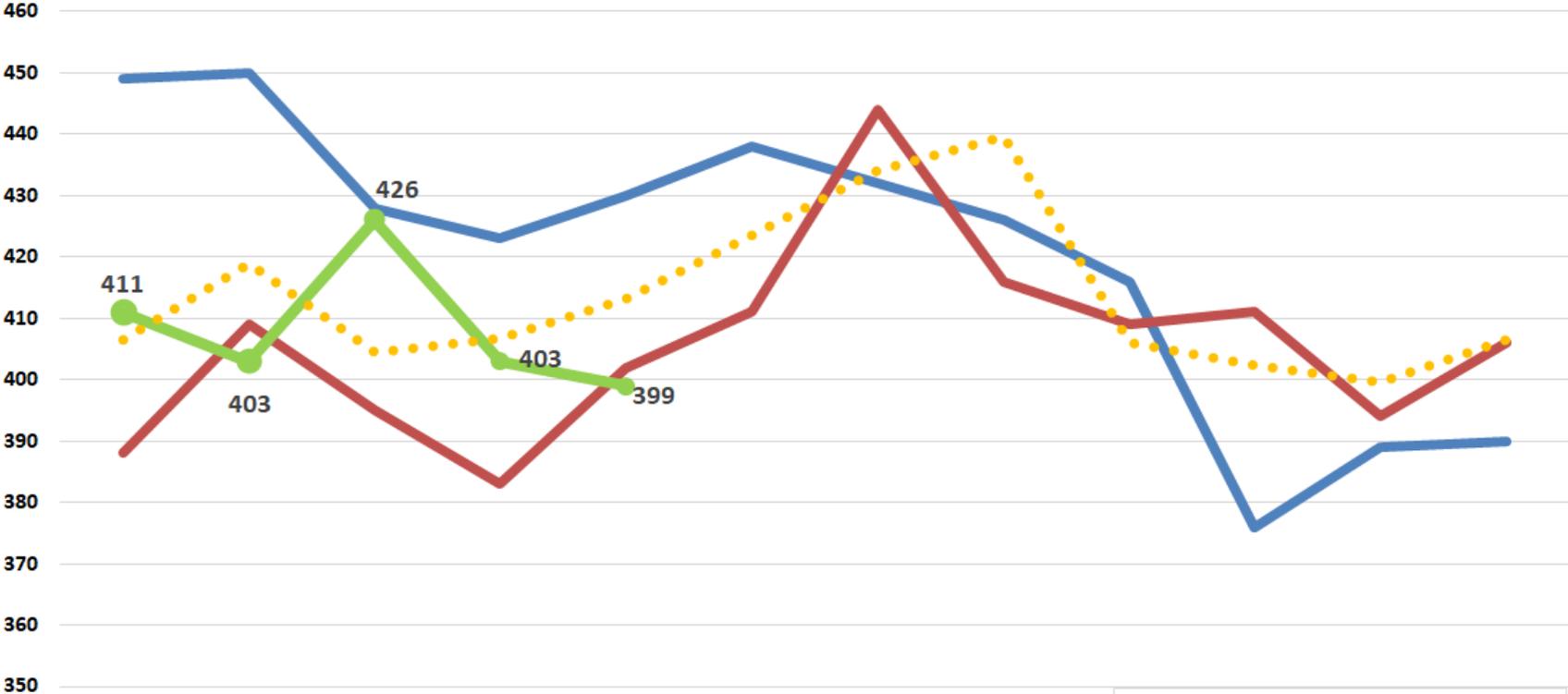
FINANCIALS – Review of the most current fiscal year financial results and budget and a progress review and projections relative to the Kaweah Health initiatives to decrease costs and improve cost efficiencies (copy attached to the original of these minutes and considered a part thereof) - *Malinda Tupper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

Adjourned at 10:45AM

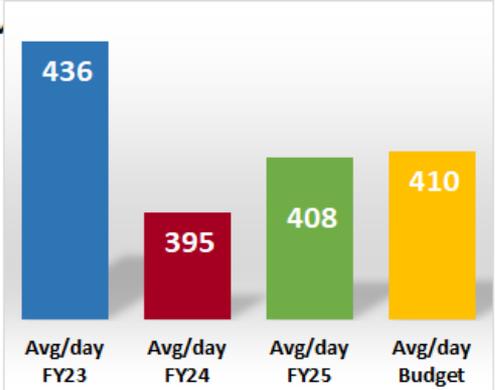
CFO Financial Report

Month Ending November 2024

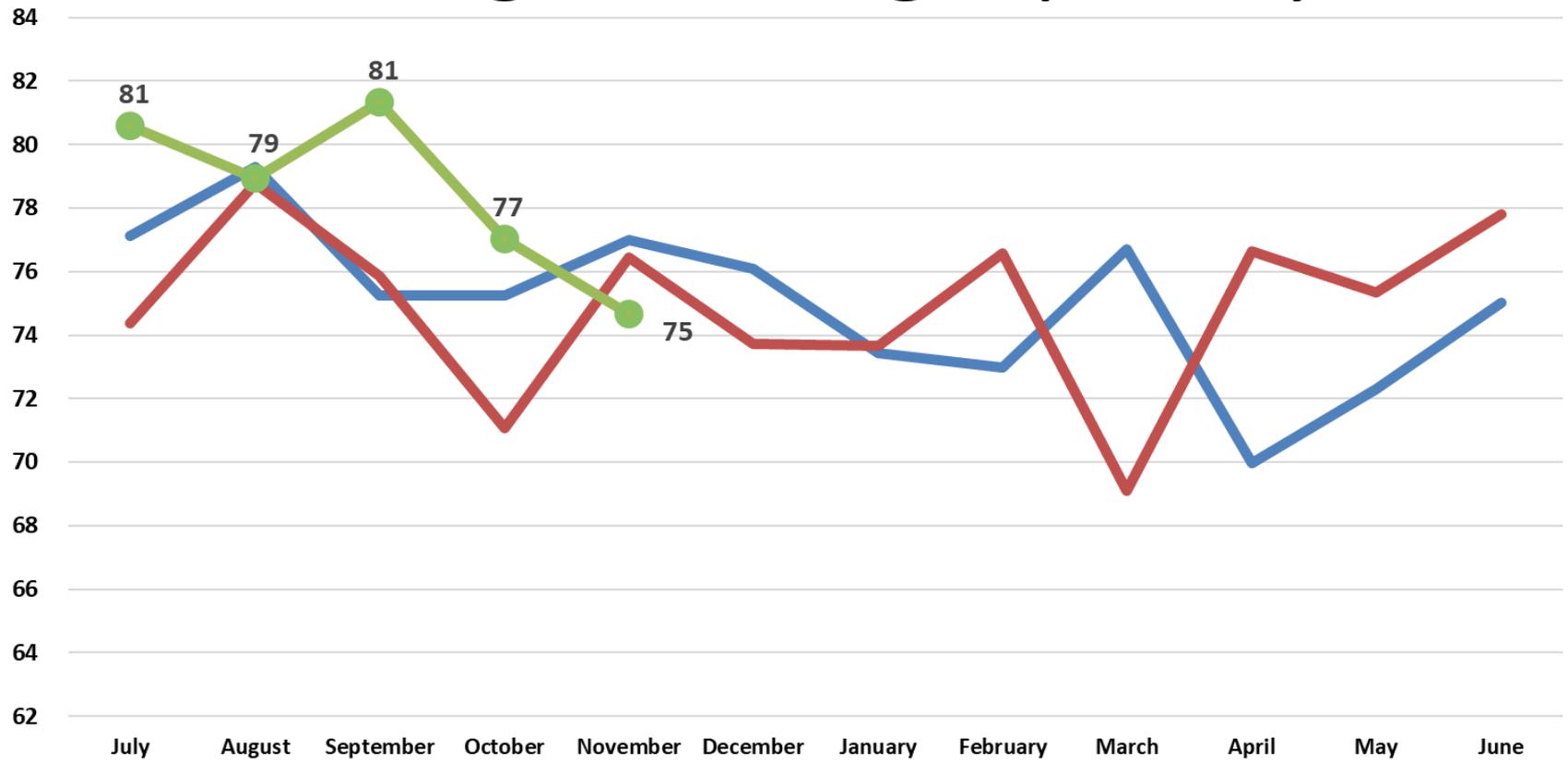
Average Daily Census



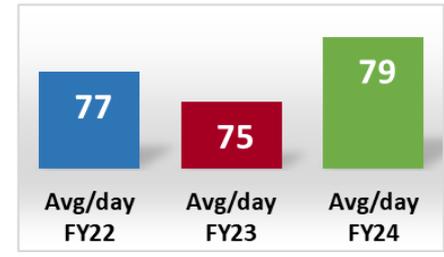
—●— FY2023
 —●— FY2024
 —●— FY2025
 ●●● Budget



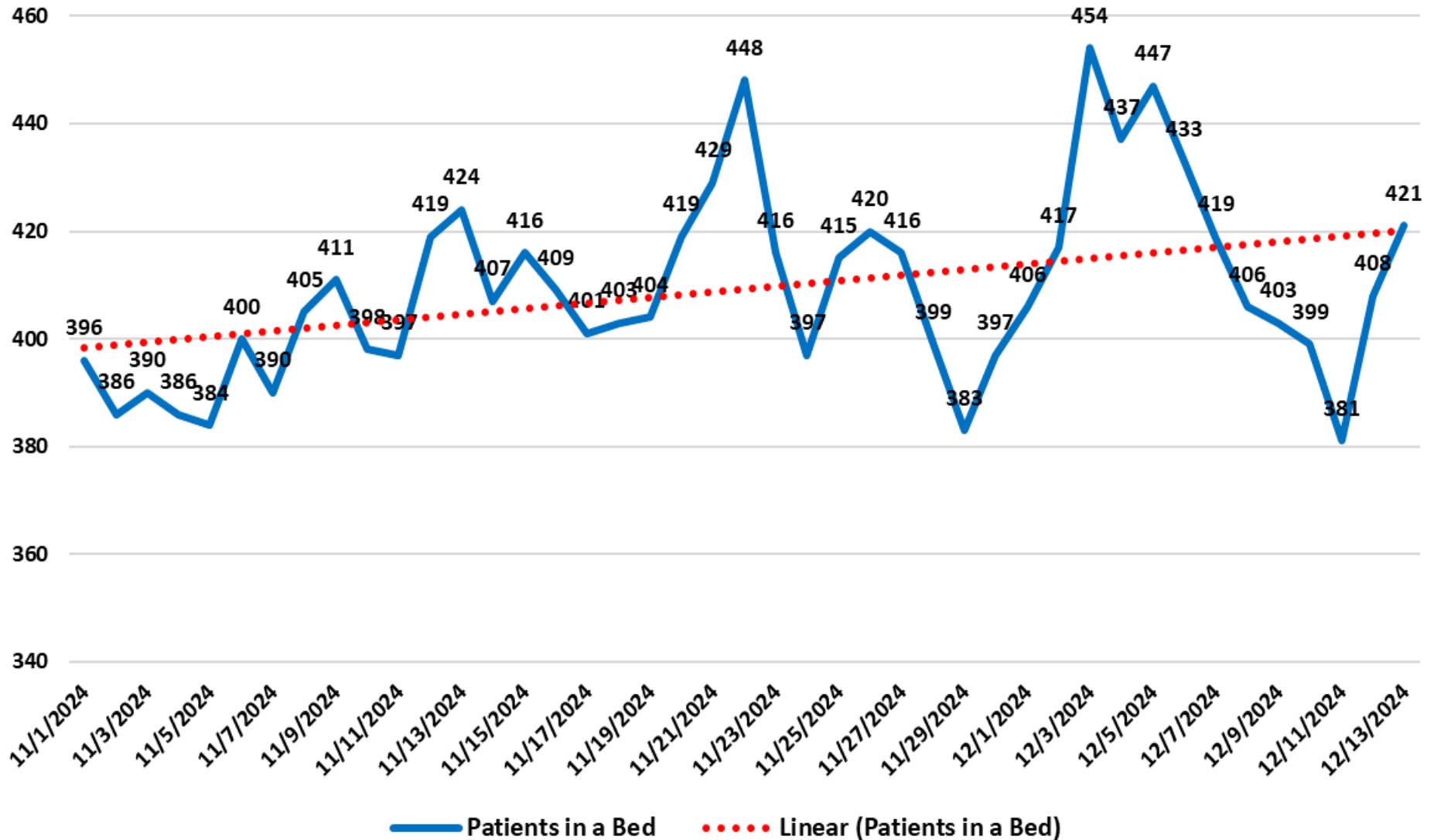
Average Discharges per day



—● FY2023
 —● FY2024
 —● FY2025



Patients in a Bed



Statistical Results – Fiscal Year Comparison (Nov)

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

Average Daily Census **402** **399** **(0.7%)** **413** **(14)** **(3.4%)**

KDHCD Patient Days:

Medical Center	8,110	8,071	(0.5%)	8,295	(224)	(2.7%)
Acute I/P Psych	1,340	1,094	(18.4%)	1,358	(264)	(19.4%)
Sub-Acute	925	940	1.6%	930	10	1.1%
Rehab	479	565	18.0%	531	34	6.4%
TCS-Ortho	322	380	18.0%	383	(3)	(0.8%)
NICU	388	427	10.1%	400	27	6.8%
Nursery	505	495	(2.0%)	500	(5)	(1.0%)

Total KDHCD Patient Days **12,069** **11,972** **(0.8%)** **12,397** **(425)** **(3.4%)**

Total Outpatient Volume **56,970** **54,960** **(3.5%)** **59,671** **(4,711)** **(7.9%)**

Statistical Results – Fiscal Year Comparison (Jul-Nov)

Actual Results			Budget	Budget Variance	
FYTD 2024	FYTD 2025	% Change	FYTD 2025	Change	% Change

Average Daily Census **395** **408** **3.4%** **410** **(2)** **(0.4%)**

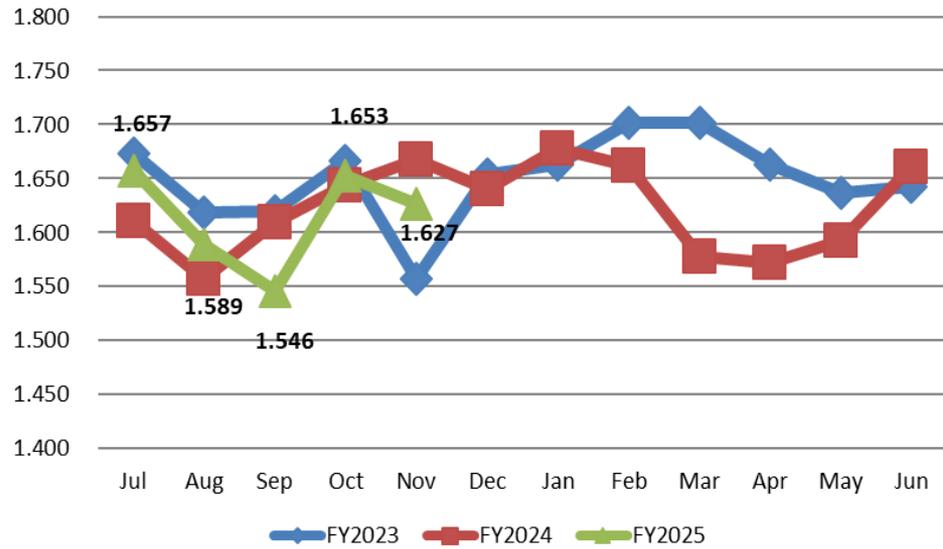
KDHCD Patient Days:

Medical Center	40,184	42,849	6.6%	41,904	945	2.3%
Acute I/P Psych	6,621	5,641	(14.8%)	6,925	(1,284)	(18.5%)
Sub-Acute	4,648	4,618	(0.6%)	4,620	(2)	(0.0%)
Rehab	2,550	2,854	11.9%	2,748	106	3.9%
TCS-Ortho	1,791	1,736	(3.1%)	1,863	(127)	(6.8%)
NICU	2,135	2,187	2.4%	2,175	12	0.6%
Nursery	2,578	2,587	0.3%	2,500	87	3.5%

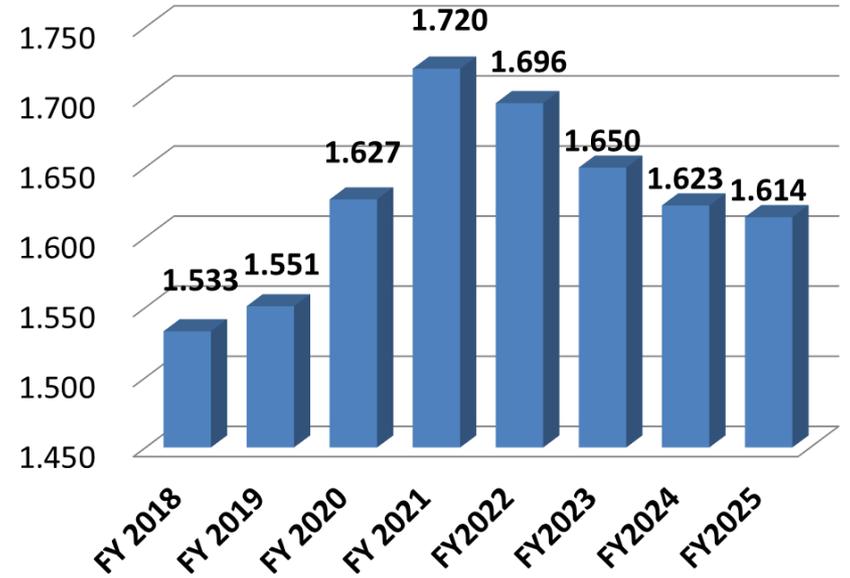
Total KDHCD Patient Days **60,507** **62,472** **3.2%** **62,735** **(263)** **(0.4%)**

Total Outpatient Volume **289,713** **298,004** **2.9%** **304,323** **(6,319)** **(2.1%)**

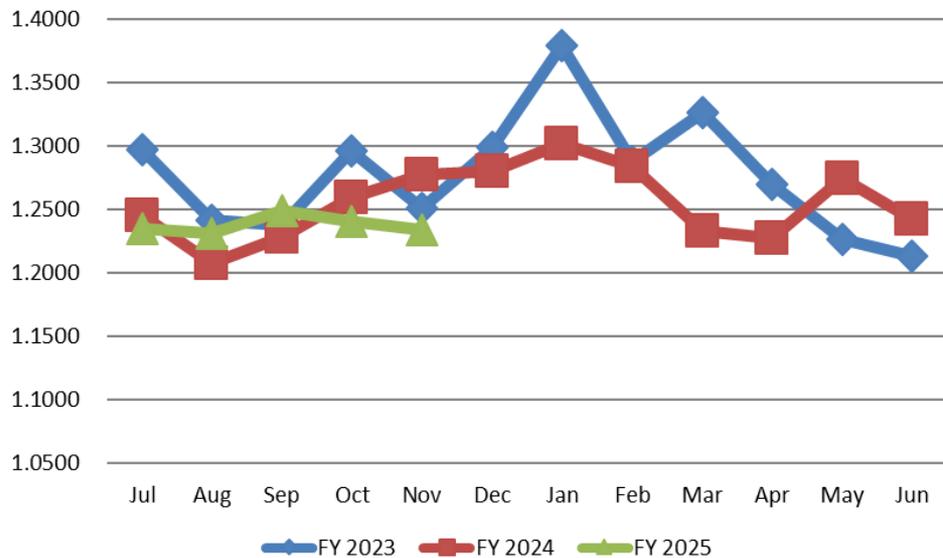
Case Mix Index w/o Normal Newborns



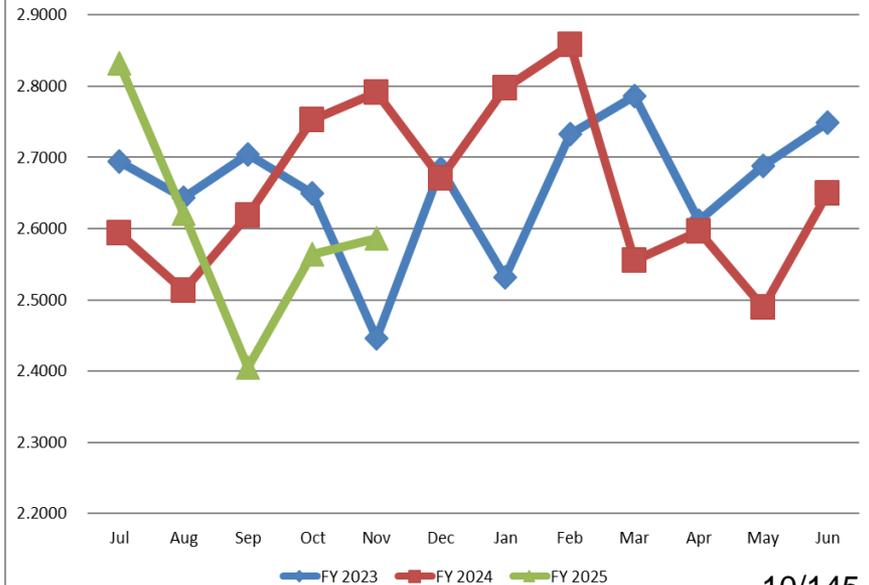
Case Mix Index w/o Normal Newborns - All



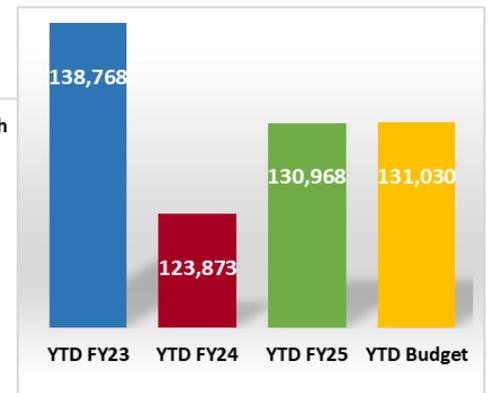
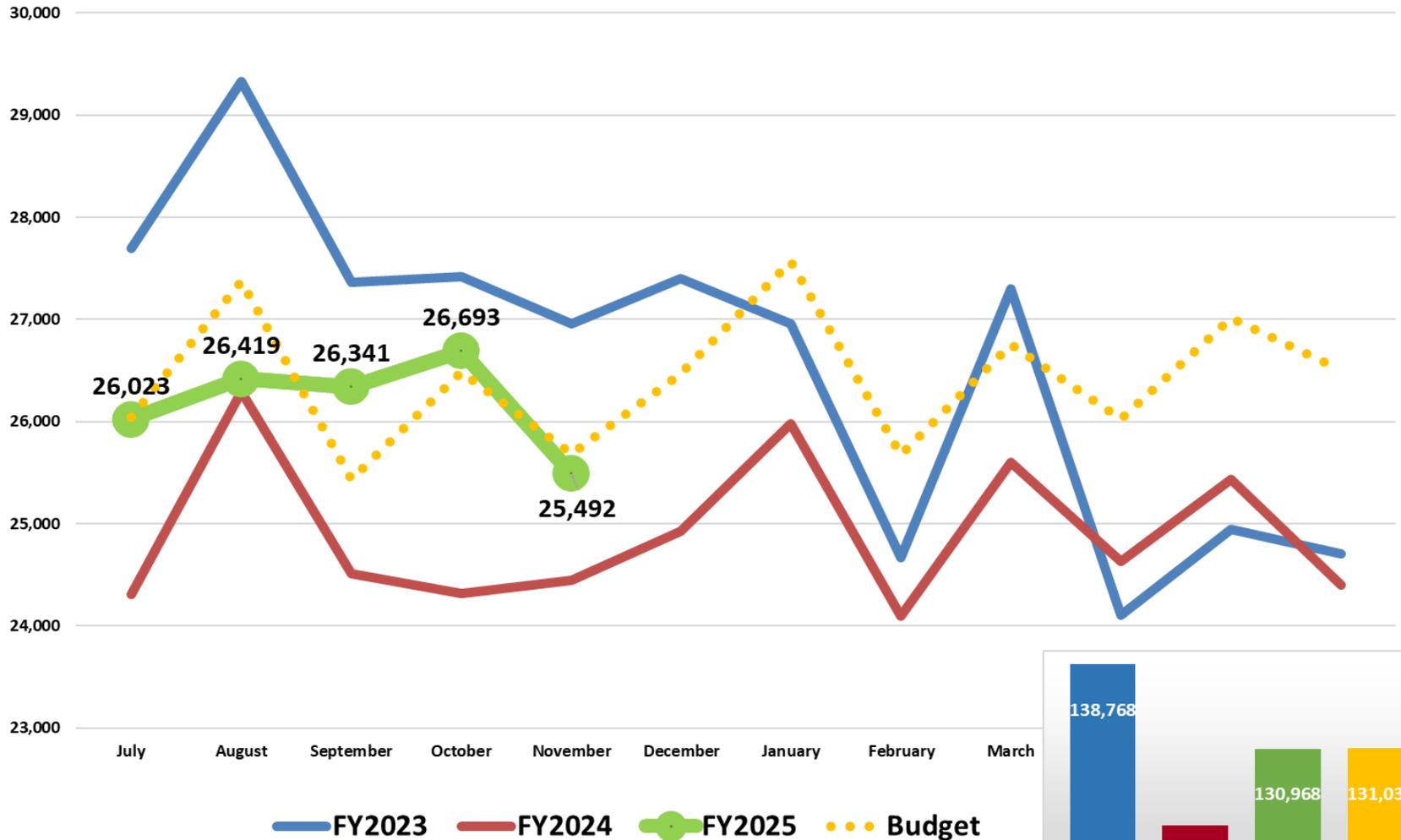
Case Mix **Medical** w/o Normal Newborns



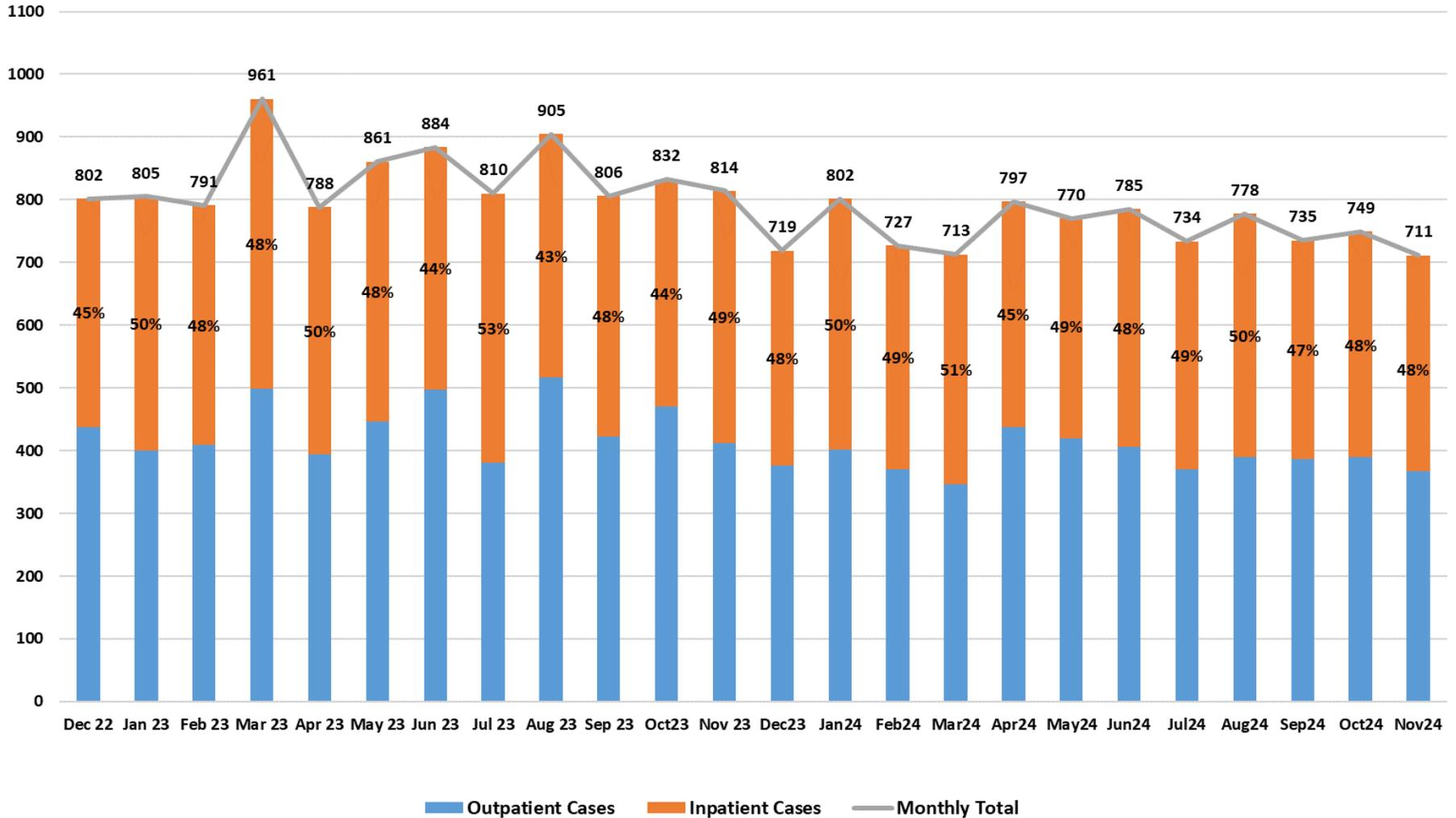
Case Mix Index **Surgical** w/o Normal Newborns



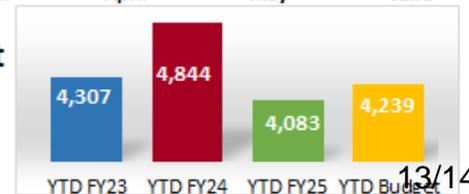
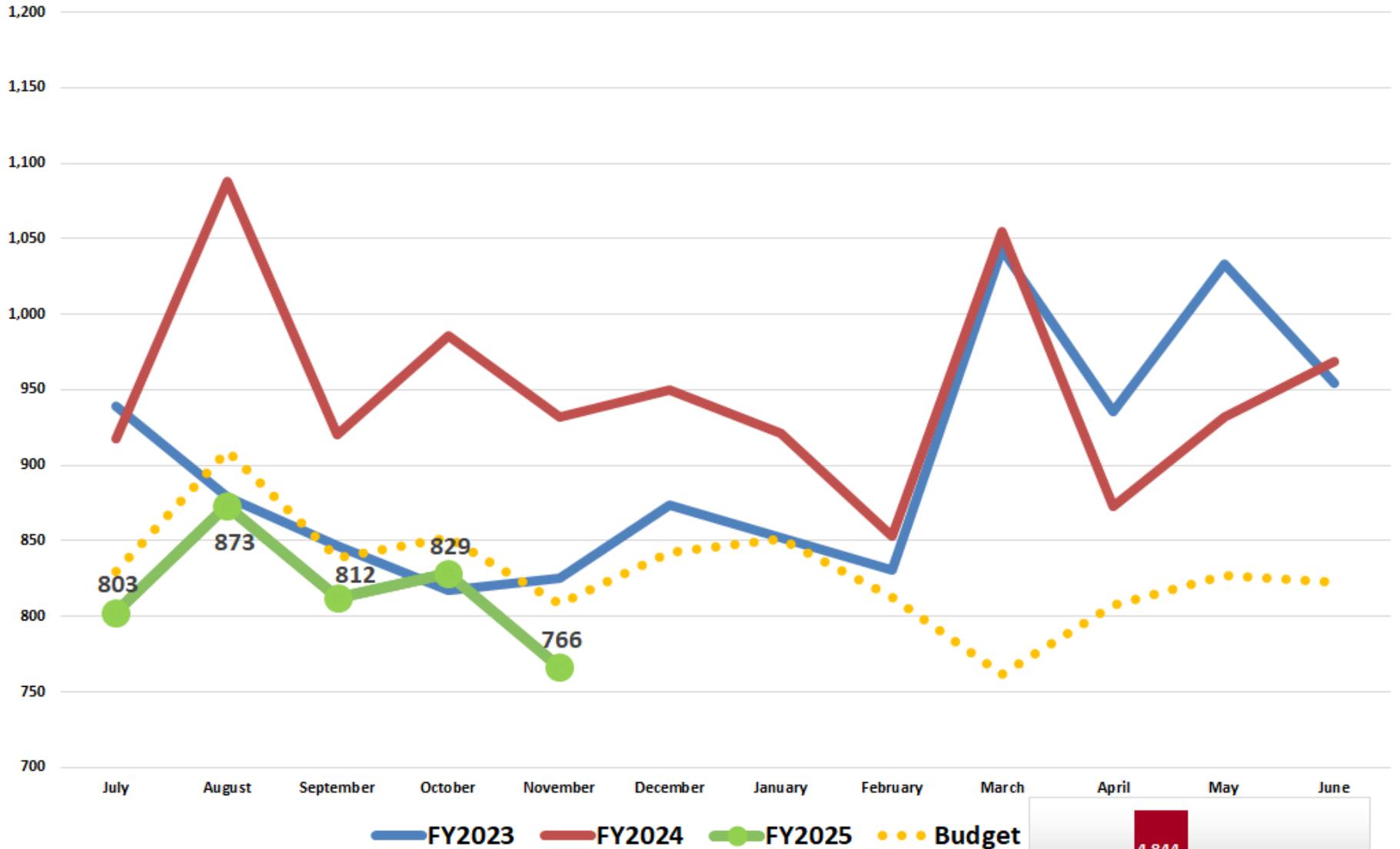
Adjusted Patient Days



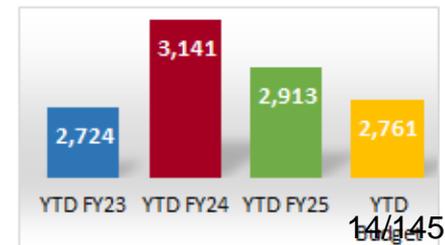
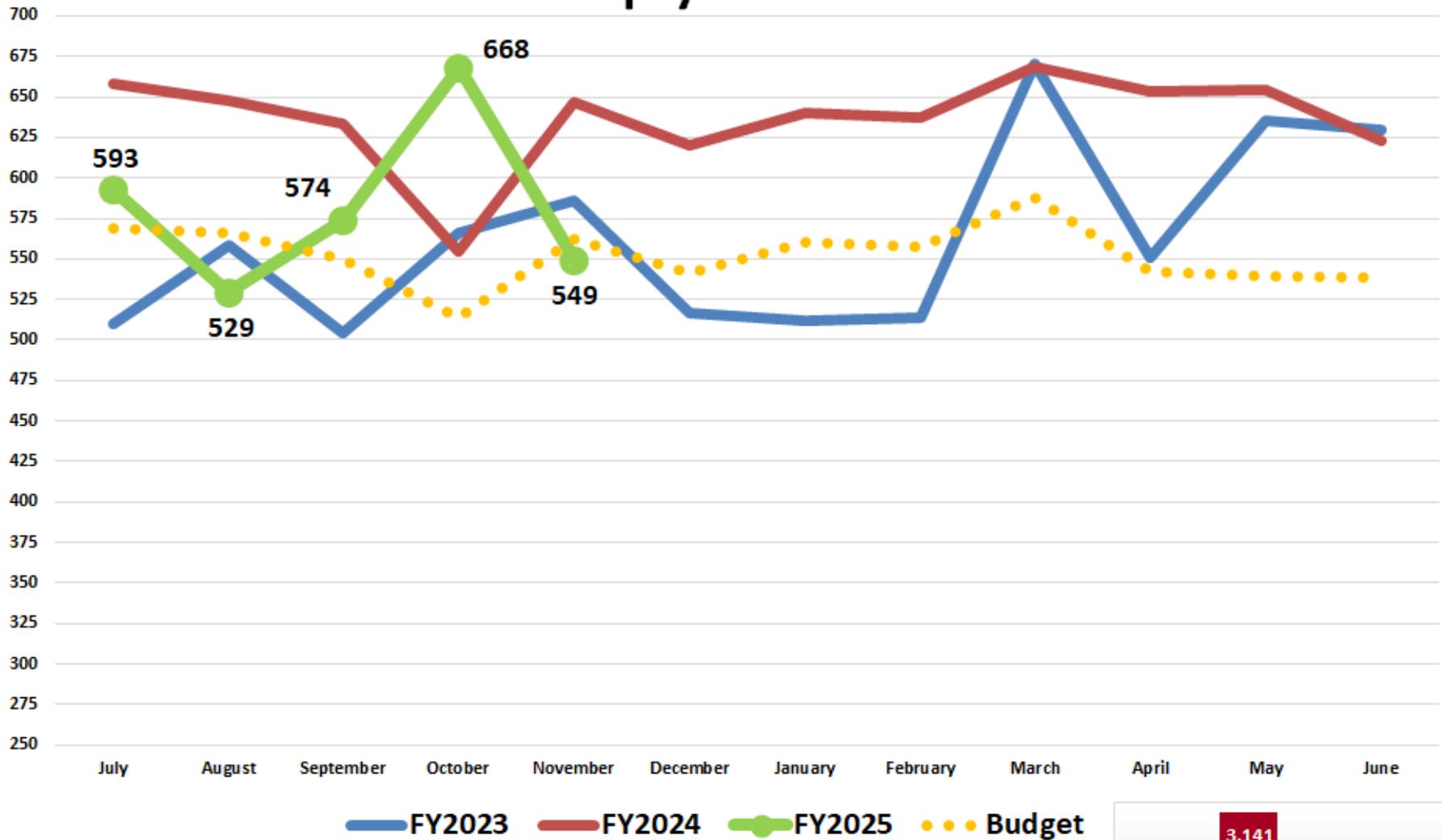
Surgery Cases (IP & OP)



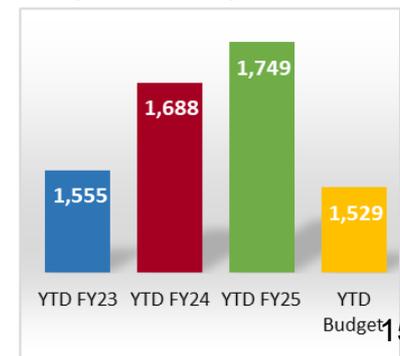
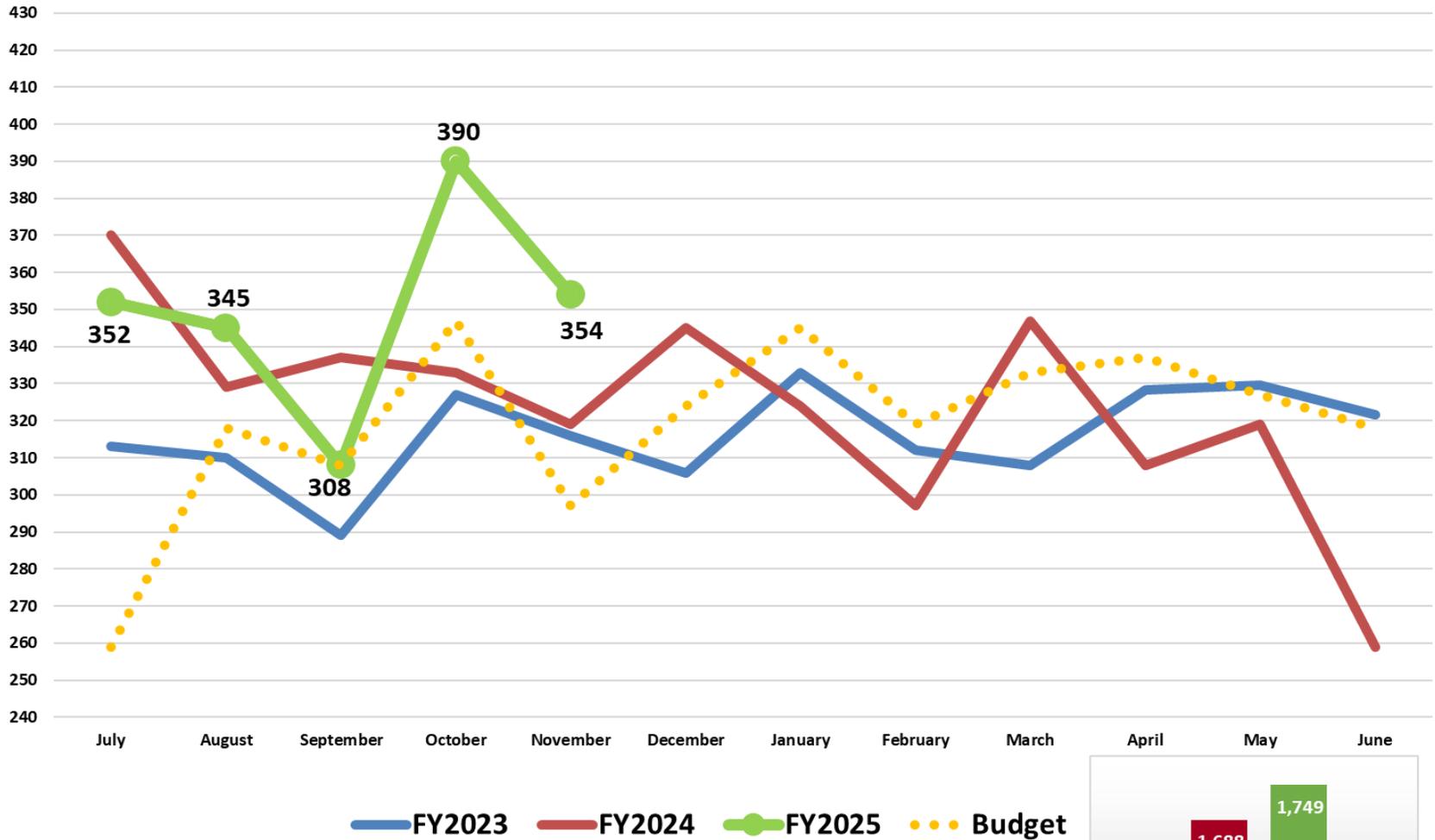
Surgery (IP & OP) – 100 Min Units



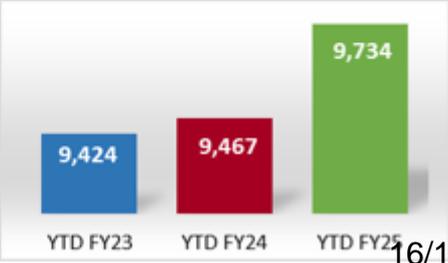
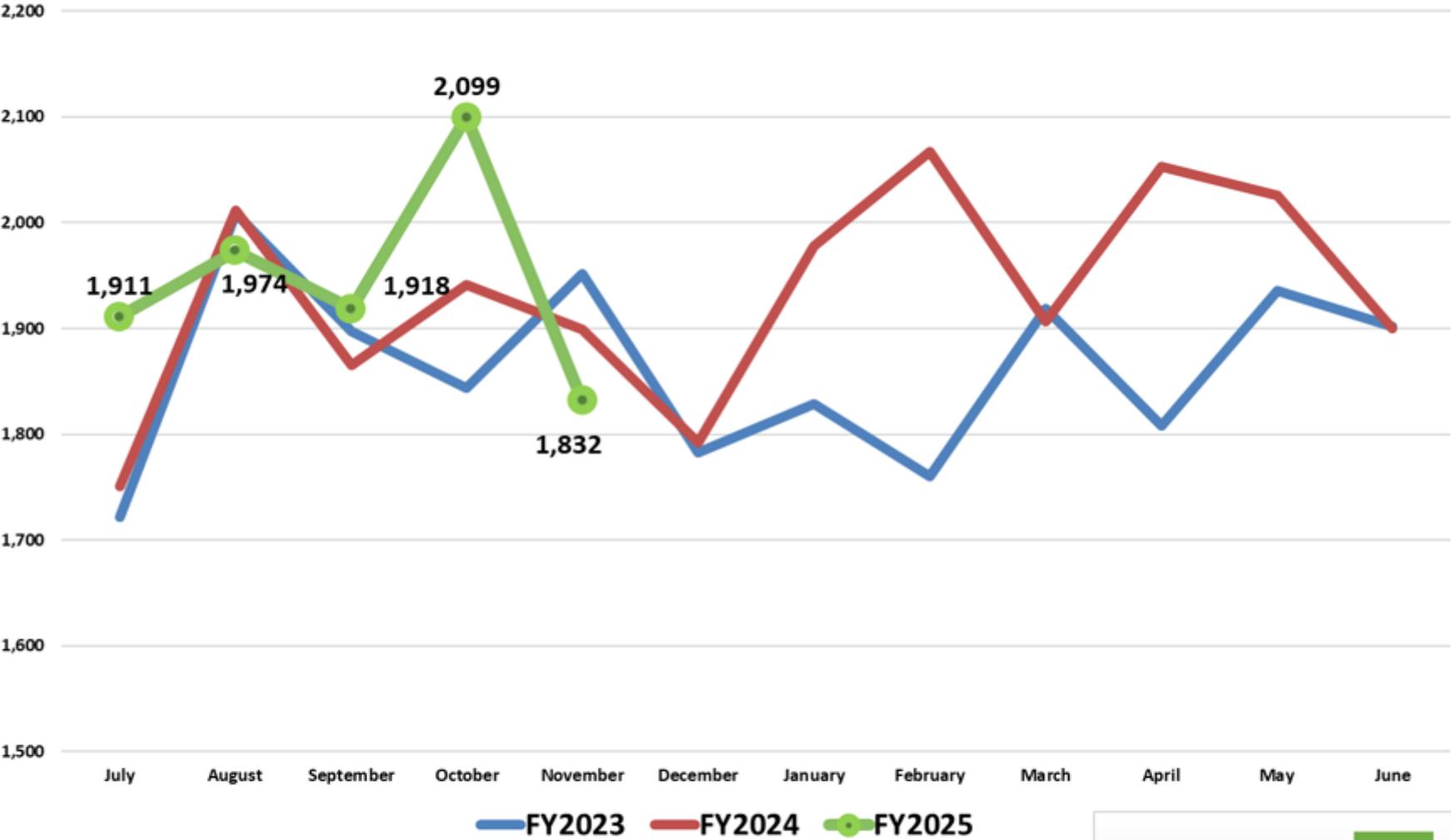
Endoscopy Procedures



Cath Lab (IP & OP) – 100 Min Units



Outpatient Registrations Per Day



Other Statistical Results – Fiscal Year Comparison (Nov)

	Actual Results				Budget	Budget Variance	
	Nov 23	Nov 24	Change	% Change	Nov 24	Change	% Change
Rural Health Clinics Registrations	11,637	12,841	1,204	10.3%	12,288	553	4.5%
RHC Exeter - Registrations	5,760	6,309	549	9.5%	6,108	201	3.3%
RHC Lindsay - Registrations	1,596	1,751	155	9.7%	1,787	(36)	(2.0%)
RHC Woodlake - Registrations	1,104	1,397	293	26.5%	1,087	310	28.5%
RHC Dinuba - Registrations	1,351	1,294	(57)	(4.2%)	1,405	(111)	(7.9%)
RHC Tulare - Registrations	1,826	2,090	264	14.5%	1,900	190	10.0%
Urgent Care – Court Total Visits	3,176	2,546	(630)	(19.8%)	3,290	(744)	(22.6%)
Urgent Care – Demaree Total Visits	2,339	1,591	(748)	(32.0%)	2,442	(851)	(34.8%)
KH Medical Clinic - Ben Maddox Visits	634	826	192	30.3%	1,100	(274)	(24.9%)
KH Medical Clinic - Plaza Visits	0	244	244	0.0%	609	(365)	(59.9%)
KH Medical Willow Clinic Visits	0	148	148	0.0%	575	(427)	(74.3%)
KH Cardiology Center Visalia Registrations	1,435	1,469	34	2.4%	1,531	(62)	(4.1%)
KH Mental Wellness Clinic Visits	259	318	59	22.8%	370	(52)	(14.1%)
Urology Clinic Visits	311	231	(80)	(25.7%)	497	(266)	(53.5%)
Wound Care Visits	932	1,023	91	9.8%	1,800	(777)	(43.2%)

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

	YTD Actual Results				Budget	Budget Variance	
	YTD Nov 23	YTD Nov 24	Change	% Change	YTD Nov 23	Change	% Change
Rural Health Clinics Registrations	59,564	68,289	8,725	14.6%	62,175	6,114	9.8%
RHC Exeter - Registrations	30,190	32,467	2,277	7.5%	31,537	930	3.0%
RHC Lindsay - Registrations	8,408	9,449	1,041	12.4%	8,461	988	11.7%
RHC Woodlake - Registrations	5,117	6,609	1,492	29.2%	5,677	932	16.4%
RHC Dinuba - Registrations	6,390	7,807	1,417	22.2%	6,802	1,005	14.8%
RHC Tulare - Registrations	9,459	11,957	2,498	26.4%	9,700	2,257	23.3%
Urgent Care – Court Total Visits	15,301	11,578	(3,723)	(24.3%)	15,719	(4,141)	(26.3%)
Urgent Care – Demaree Total Visits	10,378	7,130	(3,248)	(31.3%)	10,642	(3,512)	(33.0%)
KH Medical Clinic - Ben Maddox Visits	3,982	4,266	284	7.1%	5,650	(1,384)	(24.5%)
KH Medical Clinic - Plaza Visits	0	1,370	1,370	0.0%	2,815	(1,445)	(51.3%)
KH Medical Willow Clinic Visits	0	803	803	0.0%	2,355	(1,552)	(65.9%)
KH Cardiology Center Visalia Registrations	7,105	7,959	854	12.0%	7,694	265	3.4%
KH Mental Wellness Clinic Visits	1,321	1,538	217	16.4%	1,750	(212)	(12.1%)
Urology Clinic Visits	1,388	1,649	261	18.8%	2,732	(1,083)	(39.6%)
Wound Care Visits	5,347	3,562	(1,785)	(33.4%)	8,050	(4,488)	(55.7%)

Other Statistical Results – Fiscal Year Comparison (Nov)

	Actual Results				Budget	Budget Variance	
	Nov 23	Nov 24	Change	% Change	Nov 24	Change	% Change
All O/P Rehab Svcs Across District	19,374	18,905	(469)	(2.4%)	19,824	(919)	(4.6%)
Physical & Other Therapy Units (I/P & O/P)	16,142	17,775	1,633	10.1%	16,859	916	5.4%
Radiology - CT - All Areas	4,494	4,319	(175)	(3.9%)	4,503	(184)	(4.1%)
Radiology - MRI - All Areas	797	800	3	0.4%	828	(28)	(3.4%)
Radiology - Ultrasound - All Areas	2,644	2,837	193	7.3%	2,540	297	11.7%
Radiology - Diagnostic Radiology	9,448	9,205	(243)	(2.6%)	9,401	(196)	(2.1%)
Radiology – Main Campus	14,919	14,632	(287)	(1.9%)	14,871	(239)	(1.6%)
Radiology - Ultrasound - Main Campus	2,097	2,213	116	5.5%	1,988	225	11.3%
West Campus - Diagnostic Radiology	1,075	1,074	(1)	(0.1%)	993	81	8.1%
West Campus - CT Scan	472	448	(24)	(5.1%)	471	(23)	(5.0%)
West Campus - MRI	370	383	13	3.5%	384	(1)	(0.3%)
West Campus - Ultrasound	547	624	77	14.1%	552	72	13.1%
West Campus - Breast Center	1,717	1,512	(205)	(11.9%)	1,720	(208)	(12.1%)
Med Onc Visalia Treatments	1,314	844	(470)	(35.8%)	1,353	(509)	(37.6%)
Rad Onc Visalia Treatments	1,486	1,339	(147)	(9.9%)	1,443	(104)	(7.2%)
Rad Onc Hanford Treatments	216	239	23	10.6%	250	(11)	(4.4%)

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

	YTD Actual Results				Budget	Budget Variance	
	YTD Nov 23	YTD Nov 24	Change	% Change	YTD Nov 23	Change	% Change
All O/P Rehab Svcs Across District	100,748	103,750	3,002	3.0%	106,693	(2,943)	(2.8%)
Physical & Other Therapy Units (I/P & O/P)	85,265	92,640	7,375	8.6%	86,856	5,784	6.7%
Radiology - CT - All Areas	22,726	23,051	325	1.4%	22,898	153	0.7%
Radiology - MRI - All Areas	4,177	4,385	208	5.0%	4,345	40	0.9%
Radiology - Ultrasound - All Areas	13,047	15,144	2,097	16.1%	13,194	1,950	14.8%
Radiology - Diagnostic Radiology	46,777	47,298	521	1.1%	47,461	(163)	(0.3%)
Radiology – Main Campus	74,208	76,411	2,203	3.0%	75,088	1,323	1.8%
Radiology - Ultrasound - Main Campus	10,134	11,823	1,689	16.7%	10,254	1,569	15.3%
West Campus - Diagnostic Radiology	5,414	5,606	192	3.5%	5,451	155	2.8%
West Campus - CT Scan	2,358	2,380	22	0.9%	2,406	(26)	(1.1%)
West Campus - MRI	1,834	2,089	255	13.9%	2,013	76	3.8%
West Campus - Ultrasound	2,913	3,321	408	14.0%	2,940	381	12.9%
West Campus - Breast Center	8,441	8,544	103	1.2%	8,547	(3)	(0.0%)
Med Onc Visalia Treatments	6,633	5,337	(1,296)	(19.5%)	6,831	(1,494)	(21.9%)
Rad Onc Visalia Treatments	7,157	7,725	568	7.9%	7,276	449	6.2%
Rad Onc Hanford Treatments	1,398	1,342	(56)	(4.0%)	1,231	111	20.1%

Other Statistical Results – Fiscal Year Comparison (Nov)

	Actual Results				Budget	Budget Variance	
	Nov 23	Nov 24	Change	% Change	Nov 24	Change	% Change
ED - Avg Treated Per Day	261	248	(13)	(5.1%)	264	(16)	(6.2%)
Surgery (IP & OP) – 100 Min Units	932	766	(166)	(17.8%)	808	(42)	(5.2%)
Endoscopy Procedures	647	549	(98)	(15.1%)	562	(13)	(2.3%)
Cath Lab (IP & OP) - 100 Min Units	319	354	35	11.0%	297	57	19.2%
Cardiac Surgery Cases	25	18	(7)	(28.0%)	31	(13)	(41.9%)
Deliveries	406	385	(21)	(5.2%)	388	(3)	(0.8%)
Clinical Lab	235,701	232,573	(3,128)	(1.3%)	239,737	(7,163)	(3.0%)
Reference Lab	5,322	4,028	(1,294)	(24.3%)	5,078	(1,050)	(20.7%)
Dialysis Center - Visalia Visists	1,424	1,503	79	5.5%	1,757	(254)	(14.5%)
Infusion Center - Outpatient Visits	354	396	42	11.9%	494	(98)	(19.8%)
Hospice Days	3,406	3,471	65	1.9%	3,702	(231)	(6.2%)
Home Health Visits	3,229	2,731	(498)	(15.4%)	3,108	(377)	(12.1%)
Home Infusion Days	20,182	22,249	2,067	10.2%	21,190	1,059	5.0%

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

	YTD Actual Results				Budget	Budget Variance	
	YTD Nov 23	YTD Nov 24	Change	% Change	YTD Nov 23	Change	% Change
ED - Avg Treated Per Day	257	254	(3)	(1.1%)	266	(12)	(4.4%)
Surgery (IP & OP) – 100 Min Units	4,844	4,083	(761)	(15.7%)	4,239	(156)	(3.7%)
Endoscopy Procedures	3,141	2,913	(228)	(7.3%)	2,761	152	5.5%
Cath Lab (IP & OP) - 100 Min Units	1,688	1,749	61	3.6%	1,529	220	14.4%
Cardiac Surgery Cases	135	124	(11)	(8.1%)	175	(51)	(29.1%)
Deliveries	2,029	2,092	63	3.1%	2,053	39	1.9%
Clinical Lab	1,160,238	1,214,047	53,809	4.6%	1,218,419	(4,372)	(0.4%)
Reference Lab	28,415	34,073	5,658	19.9%	12,941	21,132	163.3%
Dialysis Center - Visalia Visists	7,488	7,552	64	0.9%	8,785	(1,233)	(14.0%)
Infusion Center - Outpatient Visits	1,913	2,214	301	15.7%	2,414	(200)	(8.3%)
Hospice Days	18,783	17,431	(1,352)	(7.2%)	18,879	(1,448)	(7.7%)
Home Health Visits	15,484	14,438	(1,046)	(6.8%)	16,095	(1,657)	(10.3%)
Home Infusion Days	116,098	113,006	(3,092)	(2.7%)	114,424	(1,418)	(1.2%)

November Financial Summary (000's)

Operating Revenue

Net Patient Service Revenue

Other Operating Revenue

Total Operating Revenue

Operating Expenses

Employment Expenses

Other Expenses

Total Operating Expenses

Operating Margin

Stimulus/FEMA

Operating Margin after Stimulus/FEMA

Nonoperating Revenue (Loss)

Excess Margin

Comparison to Budget - Month of November

	Budget Nov-2024	Actual Nov-2024	\$ Change	% Change
Net Patient Service Revenue	\$51,977	\$54,496	\$2,519	4.6%
Other Operating Revenue	\$20,059	\$19,868	(\$190)	-1.0%
Total Operating Revenue	\$72,036	\$74,364	\$2,329	3.1%
Employment Expenses	\$37,614	\$41,051	\$3,437	8.4%
Other Expenses	\$36,924	\$34,872	(\$2,052)	-5.9%
Total Operating Expenses	\$74,538	\$75,923	\$1,385	1.8%
Operating Margin	(\$2,502)	(\$1,559)	\$944	
Stimulus/FEMA	\$0	\$0	\$0	
Operating Margin after Stimulus/FEMA	(\$2,502)	(\$1,559)	\$944	
Nonoperating Revenue (Loss)	\$661	\$905	\$243	
Excess Margin	(\$1,841)	(\$654)	\$1,187	

Year to Date Financial Summary (000's)

	Comparison to Budget - YTD November			
	Budget YTD Nov-2024	Actual YTD Nov-2024	\$ Change	% Change
Operating Revenue				
Net Patient Service Revenue	\$264,036	\$266,617	\$2,581	1.0%
Other Operating Revenue	\$100,877	\$98,762	(\$2,115)	-2.1%
Total Operating Revenue	\$364,913	\$365,379	\$466	0.1%
Operating Expenses				
Employment Expenses	\$192,595	\$197,538	\$4,943	2.5%
Other Expenses	\$188,341	\$181,362	(\$6,979)	-3.8%
Total Operating Expenses	\$380,936	\$378,900	(\$2,036)	-0.5%
Operating Margin	(\$16,024)	(\$13,521)	\$2,502	
Stimulus/FEMA	\$0	\$0	\$0	
Operating Margin after Stimulus/FEMA	(\$16,024)	(\$13,521)	\$2,502	
Nonoperating Revenue (Loss)	\$3,295	\$9,082	\$5,787	
Excess Margin	(\$12,728)	(\$4,440)	\$8,289	

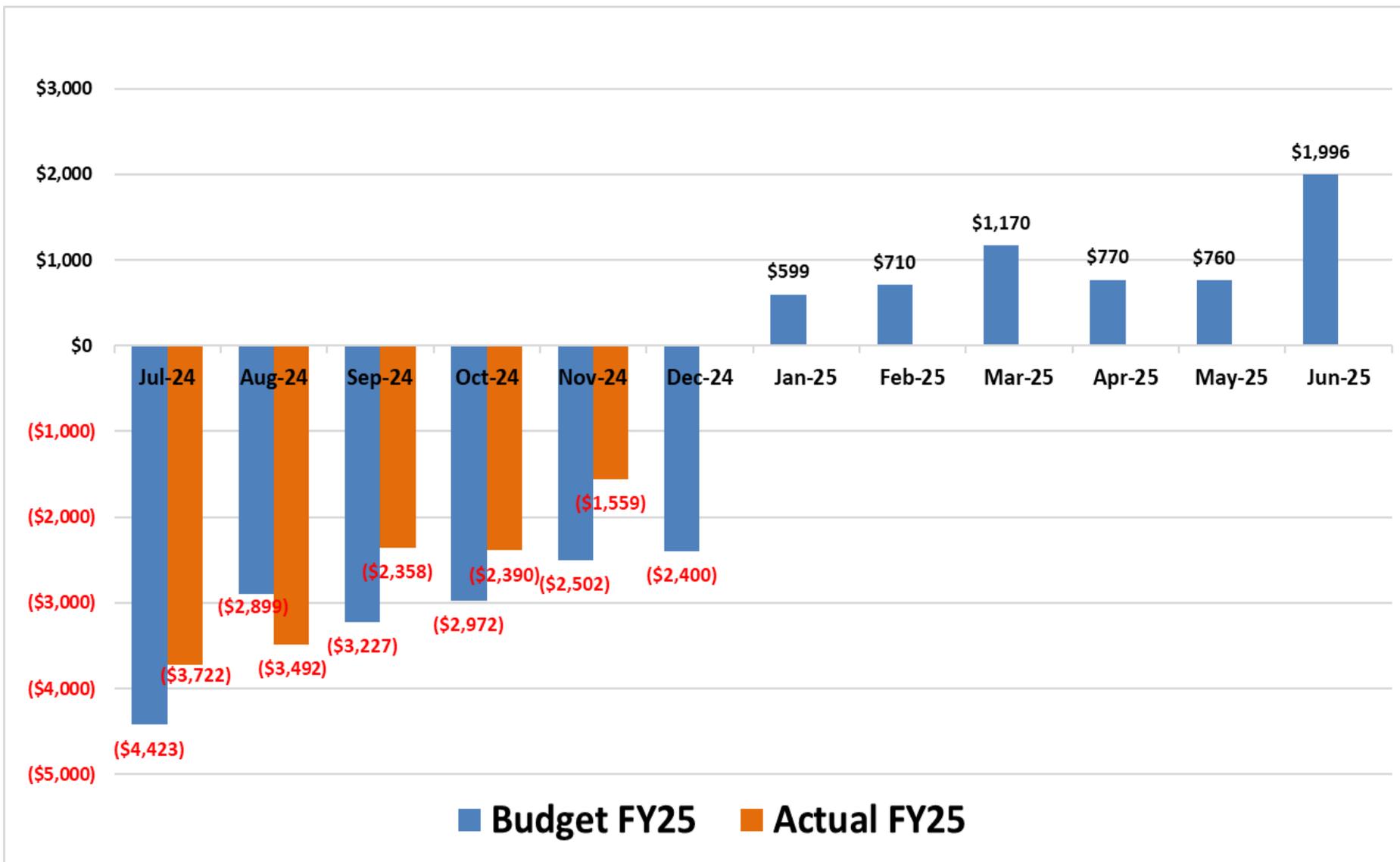
November Financial Comparison (000's)

	Comparison to Budget - Month of November				Comparison to Prior Year - Month of November			
	Budget Nov-2024	Actual Nov-2024	\$ Change	% Change	Actual Nov-2023	Actual Nov-2024	\$ Change	% Change
Operating Revenue								
Net Patient Service Revenue	\$51,977	\$54,496	\$2,519	4.6%	\$48,225	\$54,496	\$6,271	11.5%
Supplemental Gov't Programs	\$7,311	\$8,236	\$925	11.2%	\$7,199	\$8,236	\$1,037	12.6%
Prime Program	\$792	\$792	\$0	0.0%	\$822	\$792	(\$30)	-3.8%
Premium Revenue	\$7,547	\$7,120	(\$427)	-6.0%	\$6,716	\$7,120	\$404	5.7%
Management Services Revenue	\$0	\$0	\$0	0.0%	\$3,271	\$0	(\$3,271)	0.0%
Other Revenue	\$4,409	\$3,721	(\$688)	-18.5%	\$3,253	\$3,721	\$467	12.6%
Other Operating Revenue	\$20,059	\$19,868	(\$190)	-1.0%	\$21,261	\$19,868	(\$1,393)	-7.0%
Total Operating Revenue	\$72,036	\$74,364	\$2,329	3.1%	\$69,486	\$74,364	\$4,878	6.6%
Operating Expenses								
Salaries & Wages	\$30,887	\$31,622	\$735	2.3%	\$27,985	\$31,622	\$3,637	11.5%
Contract Labor	\$1,286	\$1,778	\$492	27.7%	\$1,838	\$1,778	(\$59)	-3.3%
Employee Benefits	\$5,442	\$7,651	\$2,209	28.9%	\$7,775	\$7,651	(\$124)	-1.6%
Total Employment Expenses	\$37,614	\$41,051	\$3,437	8.4%	\$37,597	\$41,051	\$3,454	8.4%
Medical & Other Supplies	\$15,119	\$13,429	(\$1,690)	-12.6%	\$12,509	\$13,429	\$919	6.8%
Physician Fees	\$7,185	\$7,159	(\$26)	-0.4%	\$6,500	\$7,159	\$659	9.2%
Purchased Services	\$1,758	\$1,945	\$187	9.6%	\$1,465	\$1,945	\$480	24.7%
Repairs & Maintenance	\$2,070	\$1,975	(\$96)	-4.9%	\$2,167	\$1,975	(\$193)	-9.8%
Utilities	\$887	\$1,024	\$137	13.4%	\$852	\$1,024	\$171	16.7%
Rents & Leases	\$154	\$90	(\$63)	-70.2%	\$122	\$90	(\$32)	-35.5%
Depreciation & Amortization	\$3,302	\$3,258	(\$43)	-1.3%	\$2,780	\$3,258	\$479	14.7%
Interest Expense	\$589	\$593	\$4	0.7%	\$604	\$593	(\$11)	-1.8%
Other Expense	\$2,216	\$1,759	(\$457)	-26.0%	\$2,322	\$1,759	(\$563)	-32.0%
Humana Cap Plan Expenses	\$3,645	\$3,641	(\$4)	-0.1%	\$3,840	\$3,641	(\$199)	-5.5%
Total Other Expenses	\$36,924	\$34,872	(\$2,052)	-5.9%	\$33,162	\$34,872	\$1,710	4.9%
Total Operating Expenses	\$74,538	\$75,923	\$1,385	1.8%	\$70,759	\$75,923	\$5,164	6.8%
Operating Margin	(\$2,502)	(\$1,559)	\$944		(\$1,273)	(\$1,559)	(\$285)	
Stimulus/FEMA	\$0	\$0	\$0		\$0	\$0	\$0	
Operating Margin after Stimulus/FEMA	(\$2,502)	(\$1,559)	\$944		(\$1,273)	(\$1,559)	(\$285)	
Nonoperating Revenue (Loss)	\$661	\$905	\$243		\$578	\$905	\$327	
Excess Margin	(\$1,841)	(\$654)	\$1,187		(\$695)	(\$654)	\$41	

Year to Date: July through November Financial Comparison (000's)

	Comparison to Budget - YTD November				Comparison to Prior Year - YTD November			
	Budget YTD Nov-2024	Actual YTD Nov-2024	\$ Change	% Change	Actual YTD Nov-2023	Actual YTD Nov-2024	\$ Change	% Change
Operating Revenue								
Net Patient Service Revenue	\$264,036	\$266,617	\$2,581	1.0%	\$237,932	\$266,617	\$28,685	10.8%
Supplemental Gov't Programs	\$37,137	\$38,378	\$1,241	3.2%	\$32,730	\$38,378	\$5,649	14.7%
Prime Program	\$3,959	\$3,959	\$0	0.0%	\$4,108	\$3,959	(\$149)	-3.8%
Premium Revenue	\$37,736	\$36,814	(\$922)	-2.5%	\$38,182	\$36,814	(\$1,368)	-3.7%
Management Services Revenue	\$0	\$0	\$0	0.0%	\$16,450	\$0	(\$16,450)	0.0%
Other Revenue	\$22,044	\$19,610	(\$2,435)	-12.4%	\$16,377	\$19,610	\$3,233	16.5%
Other Operating Revenue	\$100,877	\$98,762	(\$2,115)	-2.1%	\$107,847	\$98,762	(\$9,085)	-9.2%
Total Operating Revenue	\$364,913	\$365,379	\$466	0.1%	\$345,779	\$365,379	\$19,600	5.4%
Operating Expenses								
Salaries & Wages	\$157,162	\$159,026	\$1,863	1.2%	\$140,974	\$159,026	\$18,052	11.4%
Contract Labor	\$6,921	\$6,913	(\$8)	-0.1%	\$9,461	\$6,913	(\$2,548)	-36.9%
Employee Benefits	\$28,511	\$31,599	\$3,088	9.8%	\$34,497	\$31,599	(\$2,898)	-9.2%
Total Employment Expenses	\$192,595	\$197,538	\$4,943	2.5%	\$184,932	\$197,538	\$12,606	6.4%
Medical & Other Supplies	\$77,867	\$70,431	(\$7,436)	-10.6%	\$64,772	\$70,431	\$5,659	8.0%
Physician Fees	\$35,924	\$36,424	\$500	1.4%	\$31,893	\$36,424	\$4,531	12.4%
Purchased Services	\$8,966	\$7,963	(\$1,003)	-12.6%	\$8,004	\$7,963	(\$42)	-0.5%
Repairs & Maintenance	\$10,386	\$10,582	\$196	1.9%	\$10,687	\$10,582	(\$105)	-1.0%
Utilities	\$5,079	\$4,719	(\$360)	-7.6%	\$4,626	\$4,719	\$93	2.0%
Rents & Leases	\$769	\$663	(\$106)	-16.0%	\$760	\$663	(\$98)	-14.7%
Depreciation & Amortization	\$16,509	\$15,949	(\$560)	-3.5%	\$14,101	\$15,949	\$1,848	11.6%
Interest Expense	\$3,003	\$2,956	(\$47)	-1.6%	\$3,002	\$2,956	(\$46)	-1.6%
Other Expense	\$11,251	\$10,293	(\$958)	-9.3%	\$10,067	\$10,293	\$226	2.2%
Humana Cap Plan Expenses	\$18,589	\$21,384	\$2,795	13.1%	\$18,432	\$21,384	\$2,952	13.8%
Total Other Expenses	\$188,341	\$181,362	(\$6,979)	-3.8%	\$166,345	\$181,362	\$15,017	8.3%
Total Operating Expenses	\$380,936	\$378,900	(\$2,036)	-0.5%	\$351,277	\$378,900	\$27,623	7.3%
Operating Margin	(\$16,024)	(\$13,521)	\$2,502		(\$5,498)	(\$13,521)	(\$8,023)	
Stimulus/FEMA	\$0	\$0	\$0		\$3,220	\$0	(\$3,220)	
Operating Margin after Stimulus/FEMA	(\$16,024)	(\$13,521)	\$2,502		(\$2,278)	(\$13,521)	(\$11,243)	
Nonoperating Revenue (Loss)	\$3,295	\$9,082	\$5,787		\$3,088	\$9,082	\$5,993	
Excess Margin	(\$12,728)	(\$4,440)	\$8,289		\$810	(\$4,440)	(\$5,250)	

Budget and Actual Fiscal Year 2025: Trended Operating Margin (000's)



Status of FEMA Projects

FEMA Project Title	Process Step	Obligation Date	Best Available Cost	Best Available Federal Share Cost (90%)	Payments Received To Date
P1- Door Screeners/Temperature Scan (12/1/21-6/30/22)	Obligated	2/6/2023	\$190,721	\$190,721	\$190,721
P3- Medical Facility Infection Control (1/1/21-6/30/22)	Obligated	4/3/2023	\$187,351	\$187,351	\$187,351
P4- PPE (1/1/22-6/30/22)	Obligated	4/3/2023	\$134,926	\$134,926	\$134,926
P7- Diagnostic Testing for Employees (7/2/22-5/11/23)	Obligated	2/8/2024	\$15,150	\$13,635	\$13,635
P2- Contract Labor & Overtime, part 1 (4/1/20-6/30/22)	Obligated	11/27/2024	\$33,202,760	\$33,202,760	
P5- Contract Labor & Overtime, part 2 (7/2/22-5/11/2023)	Obligated	11/27/2024	\$16,132,516	\$14,519,264	
P8- Diagnostic Testing for Patients (7/2/22-5/11/23)	Obligated	11/21/2024	\$606,825	\$546,143	
Management Costs (5% B projects)	Submitted 12/13/24		\$2,523,512	\$132,927	
Total			\$52,993,762	\$48,927,728	\$526,634

November 2023-2024 : Trended Financial Information (000's)

	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	FY 2025
Patient Service Revenue	\$49,472	\$49,778	\$54,365	\$51,284	\$52,509	\$49,876	\$50,866	\$53,450	\$51,648	\$56,157	\$54,496	\$266,617
Other Revenue	\$24,379	\$22,470	\$19,194	\$25,720	\$27,433	\$30,206	\$19,487	\$20,024	\$19,142	\$20,242	\$19,868	\$98,762
Total Operating Revenue	\$73,851	\$72,248	\$73,559	\$77,004	\$79,942	\$80,082	\$70,353	\$73,474	\$70,790	\$76,398	\$74,364	\$365,379
Employee Expense	\$37,645	\$37,074	\$41,984	\$38,077	\$38,990	\$32,059	\$38,264	\$39,058	\$37,671	\$41,494	\$41,051	\$197,538
Other Operating Expense	\$35,742	\$36,449	\$33,382	\$36,864	\$37,539	\$37,520	\$35,811	\$37,908	\$35,477	\$37,294	\$34,872	\$181,362
Total Operating Expenses	\$73,388	\$73,523	\$75,367	\$74,941	\$76,530	\$69,579	\$74,075	\$76,965	\$73,148	\$78,788	\$75,923	\$378,900
Net Operating Margin	\$464	(\$1,275)	(\$1,807)	\$2,063	\$3,413	\$10,503	(\$3,722)	(\$3,492)	(\$2,358)	(\$2,390)	(\$1,559)	(\$13,521)
Stimulus/FEMA	\$0	\$0	\$0	\$0	(\$1,603)	(\$1,603)	\$0	\$0	\$0	\$0	\$0	\$0
NonOperating Income	\$969	\$618	\$1,781	\$550	\$847	\$1,213	\$1,190	\$896	\$4,720	\$1,371	\$905	\$9,082
Excess Margin	\$1,433	(\$657)	(\$26)	\$2,613	\$2,657	\$10,113	(\$2,533)	(\$2,596)	\$2,362	(\$1,019)	(\$654)	(\$4,440)

Profitability												
Operating Margin %	0.6%	(1.8%)	(2.5%)	2.7%	4.3%	13.1%	(5.3%)	(4.8%)	(3.3%)	(3.1%)	(2.1%)	(3.7%)
Operating Margin %excl. Int	1.4%	(0.9%)	(1.6%)	3.7%	5.0%	14.1%	(4.4%)	(4.0%)	(2.5%)	(2.4%)	(1.3%)	(2.9%)
Operating EBIDA	\$3,957	\$1,994	\$1,628	\$5,507	\$7,184	\$14,749	\$46	\$239	\$1,457	\$1,348	\$2,293	\$5,383
Operating EBIDA Margin	5.4%	2.8%	2.2%	7.2%	9.0%	18.4%	0.1%	0.3%	2.1%	1.8%	3.1%	1.5%

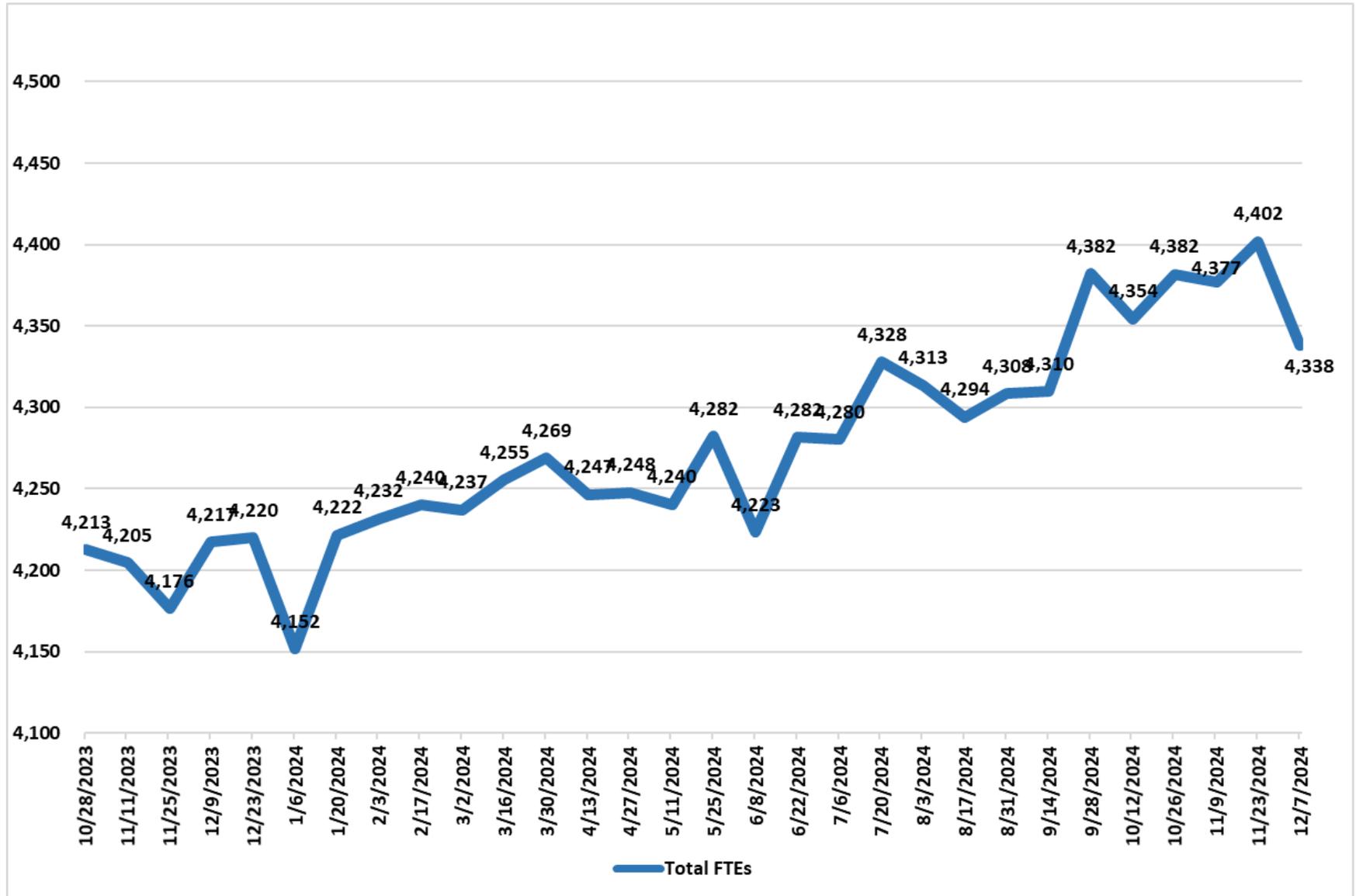
Liquidity Indicators												
Day's Cash on Hand	81.4	79.0	74.7	91.0	86.8	106.1	97.4	89.8	91.9	88.4	78.9	78.9
Day's in Accounts Receivable	72.5	71.0	70.1	65.3	66.4	64.4	64.0	68.5	71.0	68.3	66.9	66.9
Unrestricted Funds (000's)	\$179,987	\$176,827	\$168,012	\$204,886	\$196,335	\$237,246	\$219,800	\$209,641	\$214,303	\$207,507	\$187,057	\$187,057

Debt & Other Indicators												
Debt Service Coverage (MAD\$)	2.71	2.06	2.01	2.40	2.50	2.80	0.70	0.50	1.40	1.80	1.50	1.50
Discharges (Monthly)	2,283	2,144	2,142	2,299	2,299	2,334	2,498	2,447	2,440	2,388	2,240	2,403
Adj Discharges (Case mix adj)	7,228	7,111	6,827	7,226	7,616	7,438	8,455	8,215	7,779	8,441	7,760	40,650
Adjusted patient Days (Mo.)	25,976	24,096	25,597	24,634	25,435	24,398	26,023	26,419	26,419	26,693	25,492	26,209
Cost/Adj Discharge	\$10.2	\$10.3	\$11.0	\$10.4	\$10.0	\$9.4	\$8.8	\$9.4	\$9.4	\$9.3	\$9.8	\$9.3
Compensation Ratio	76%	74%	77%	74%	74%	64%	75%	73%	73%	74%	75%	74%

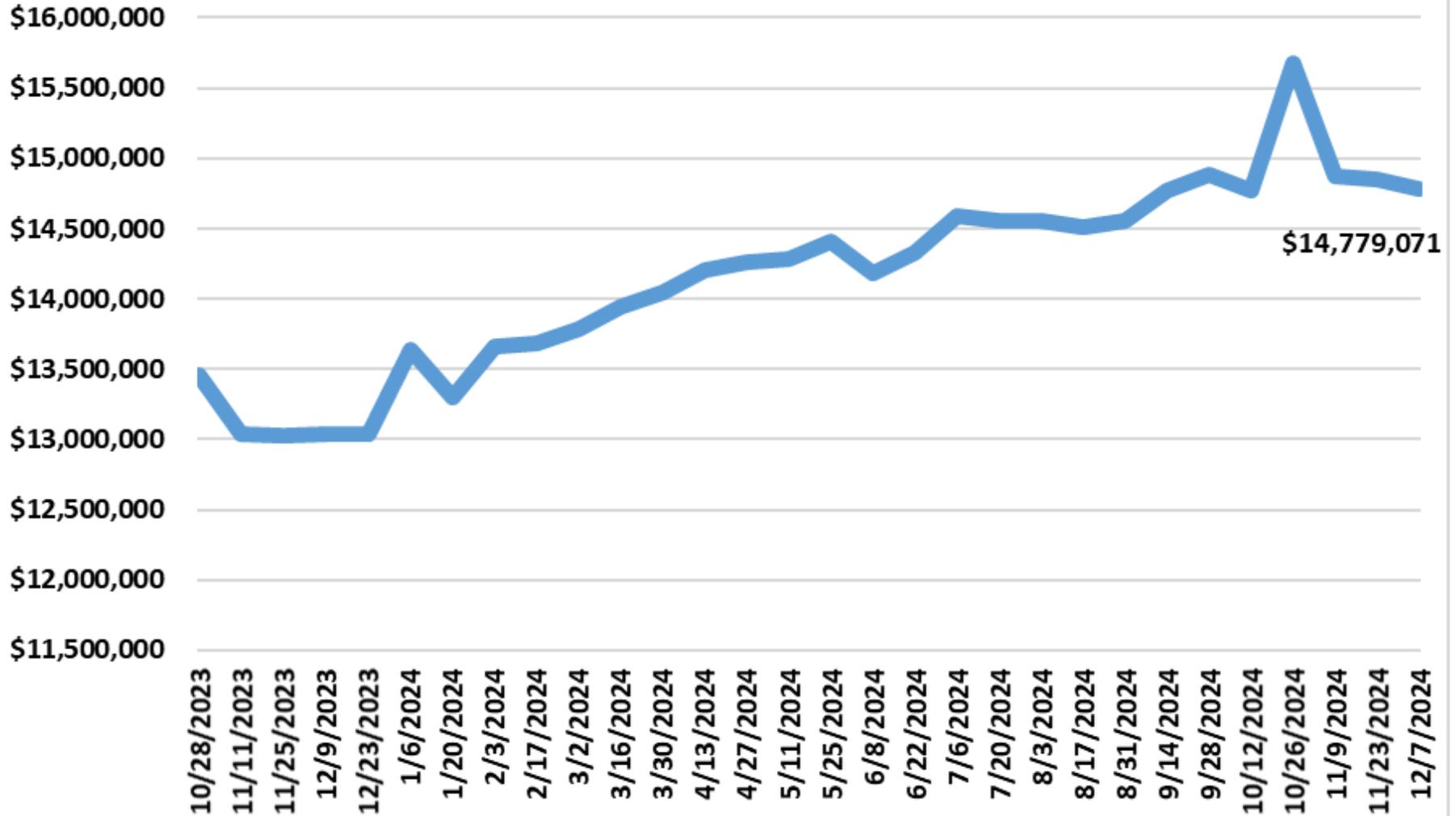
Month of November - Budget Variances

- **Supplemental Gov't Program Revenue:** The favorable \$925k variance is due to unanticipated Medi-Cal DSH additional funding related to FY21.
- **Other Revenue:** The unfavorable \$688K variance in other revenue in November is due to less than anticipated revenue relating to the SRCC Medical Oncology related retail pharmacy revenue.
- **Contract Labor:** The unfavorable variance of \$492K is due to an unexpected increase need in contract labor primarily in ICCU and the ED.
- **Employee Benefits:** The higher than expected costs of \$2.2M is primarily due to higher than expected employee health insurance pharmacy claims and a timing issue in our vacation expenses.
- **Medical & Other Supply Expense:** The favorable \$2.7M variance is due to pharmacy cost being lower than budget due to Medical Oncology infusion and retail pharmacy volume being lower than anticipated.
- **Other Expenses:** The favorable variance of \$457K is mainly related to reclassification of expenses to other categories.

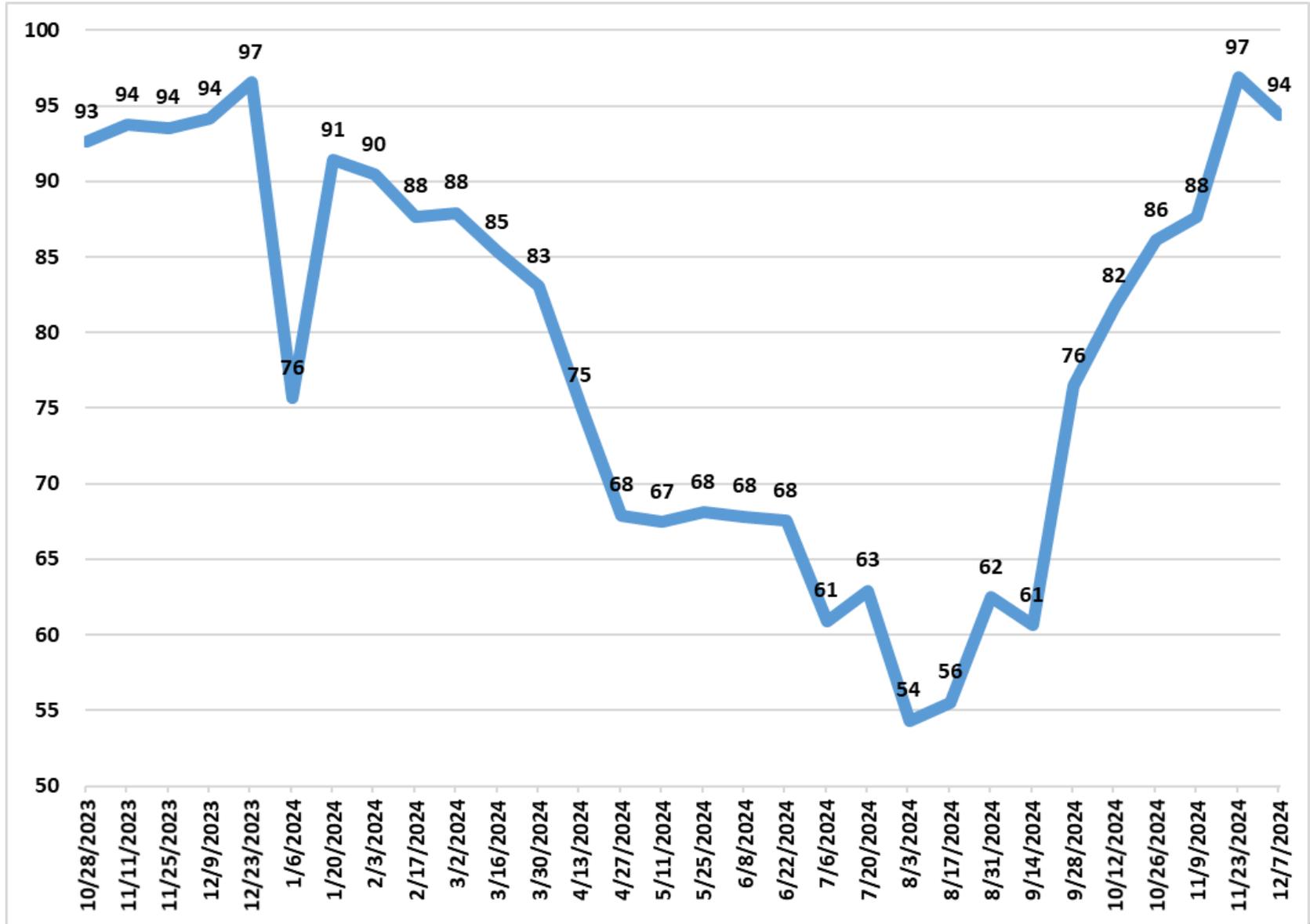
Total FTEs (includes Contract Labor)



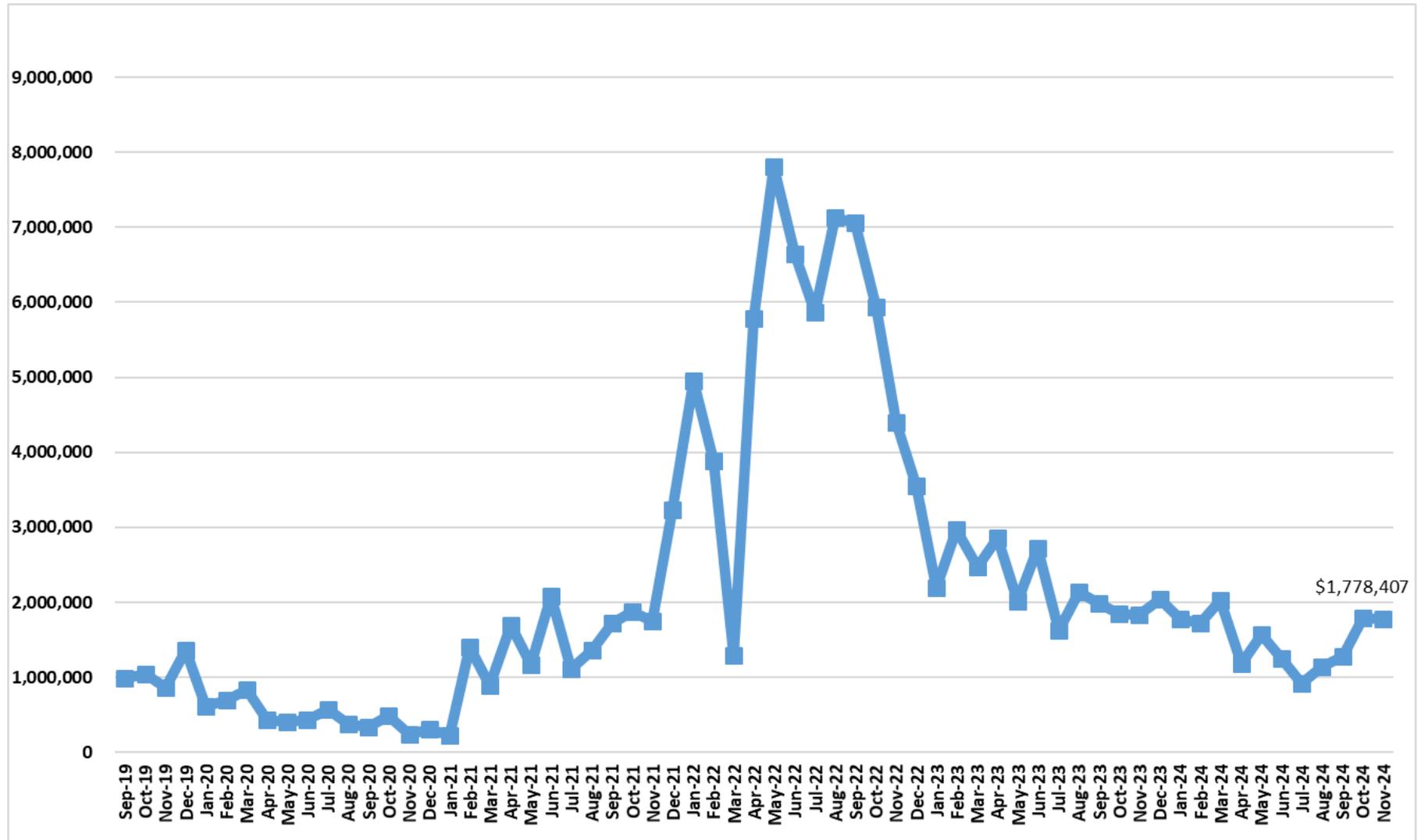
Total Payroll: excludes contract labor and PTO cash out



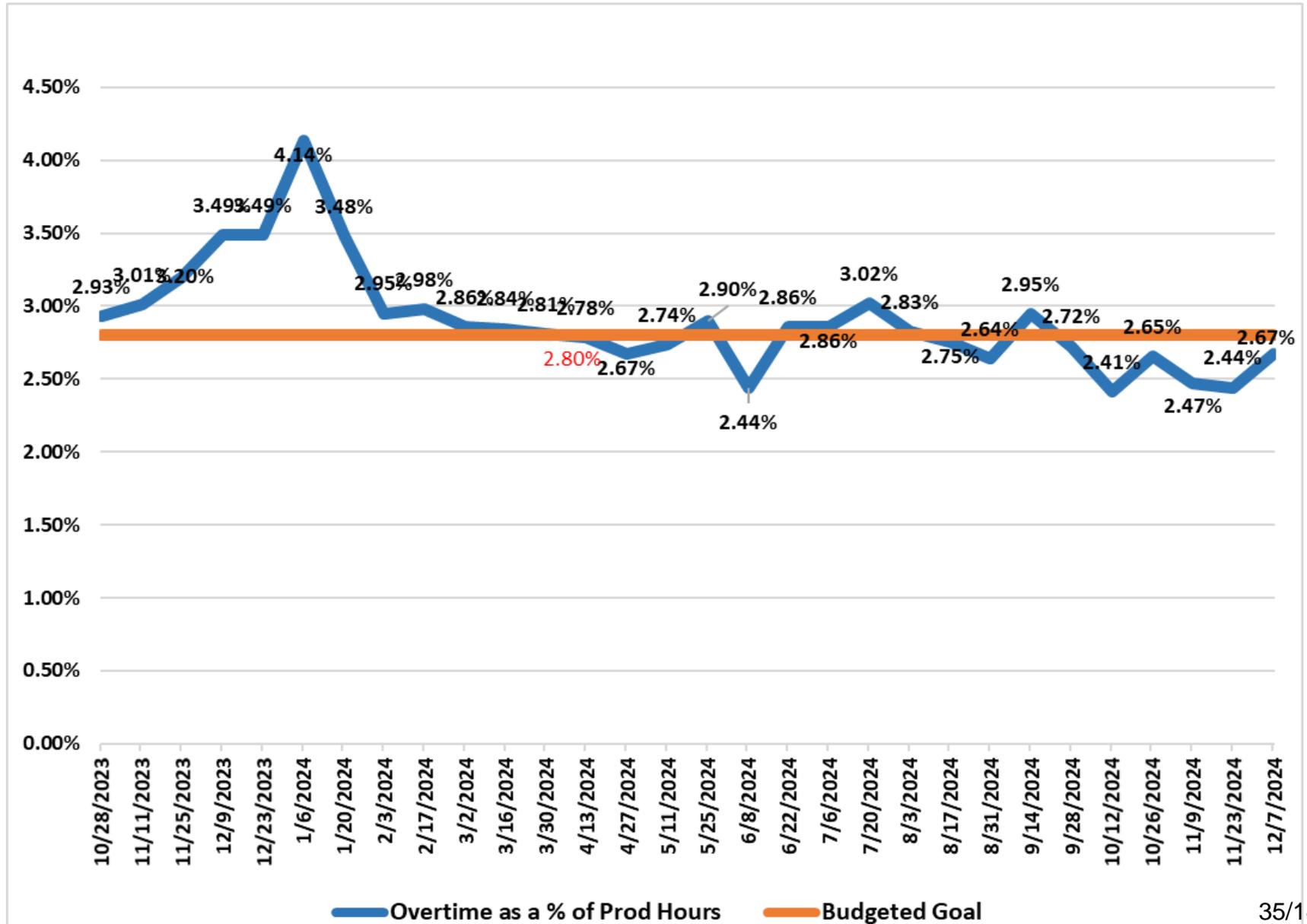
Contract Labor Full Time Equivalents (FTEs)



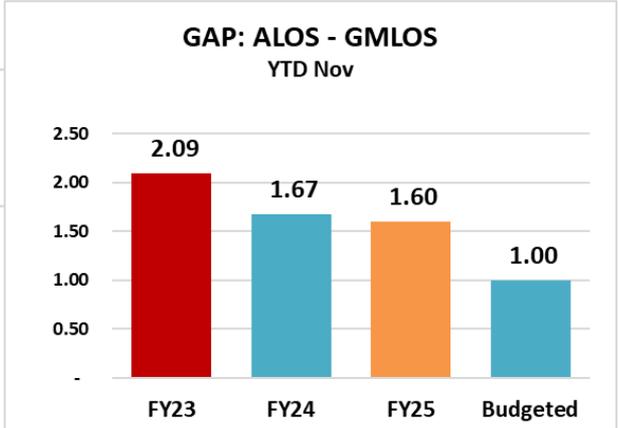
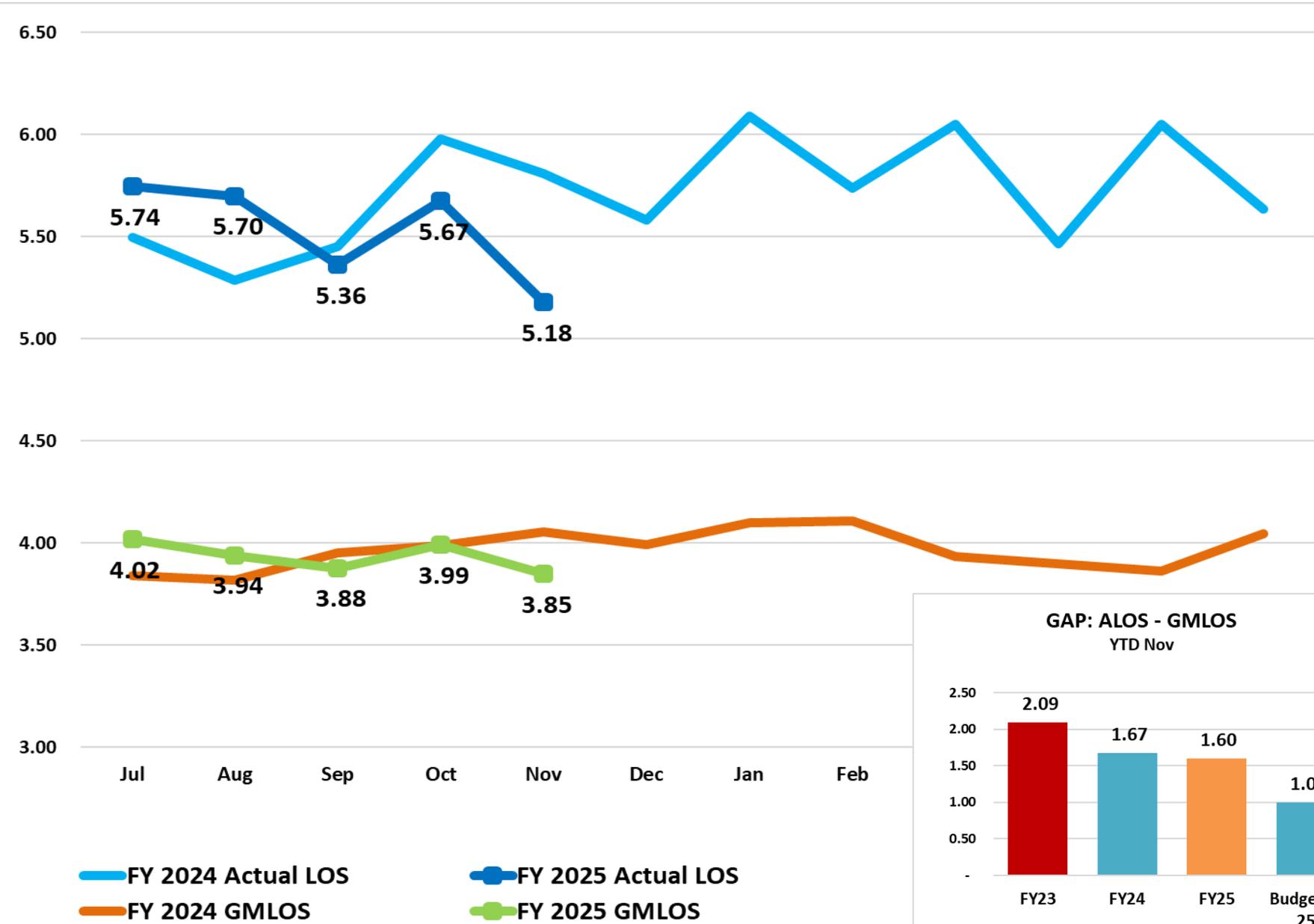
Contract Labor Expense



Overtime as a % of Productive Hours



Average Length of Stay versus National Average (GMLOS)

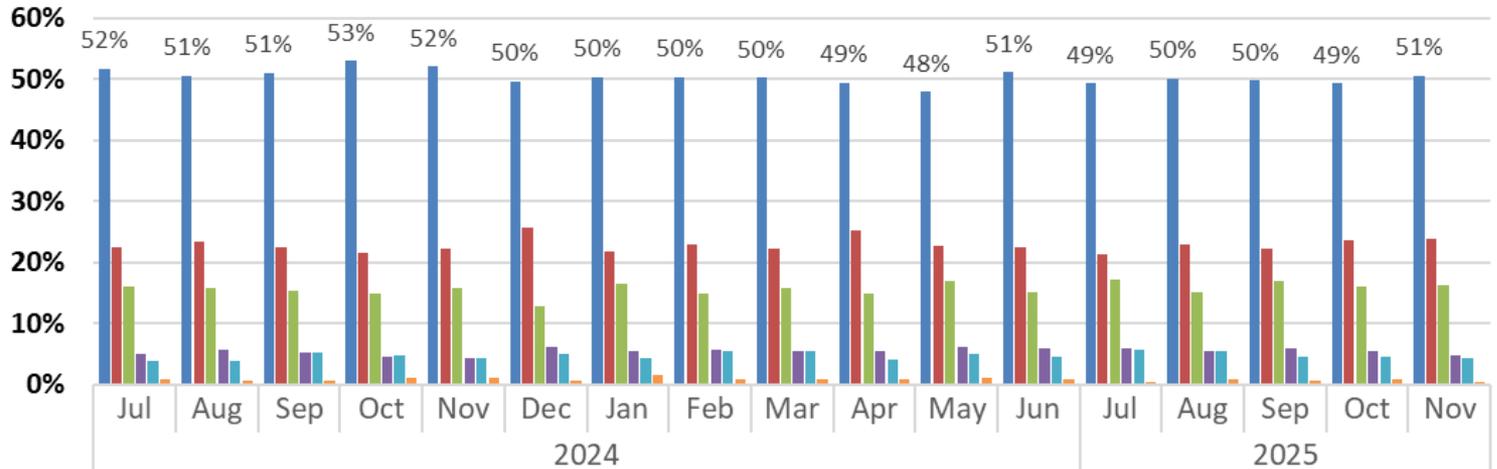


Average Length of Stay versus National Average (GMLOS)

	ALOS	GMLOS	GAP
Nov-22	5.95	3.78	2.17
Dec-22	6.14	4.02	2.12
Jan-23	6.82	4.06	2.76
Feb-23	6.56	4.09	2.47
Mar-23	5.69	3.99	1.70
Apr-23	5.35	3.99	1.36
May-23	5.37	3.94	1.43
Jun-23	5.39	3.90	1.49
Jul-23	5.50	3.84	1.66
Aug-23	5.29	3.82	1.47
Sep-23	5.45	3.95	1.50
Oct-23	5.98	3.99	1.99
Nov-23	5.81	4.05	1.76
Dec-23	5.58	3.99	1.59
Jan-24	6.09	4.10	1.99
Feb-24	5.74	4.11	1.63
Mar-24	6.05	3.94	2.11
Apr-24	5.47	3.90	1.57
May-24	6.05	3.86	2.18
Jun-24	5.63	4.05	1.58
Jul-24	5.74	4.02	1.73
Aug-24	5.70	3.94	1.76
Sep-24	5.36	3.88	1.48
Oct-24	5.67	3.99	1.68
Nov-24	5.18	3.85	1.33
	5.53	3.94	1.60

Average Length of Stay Distribution

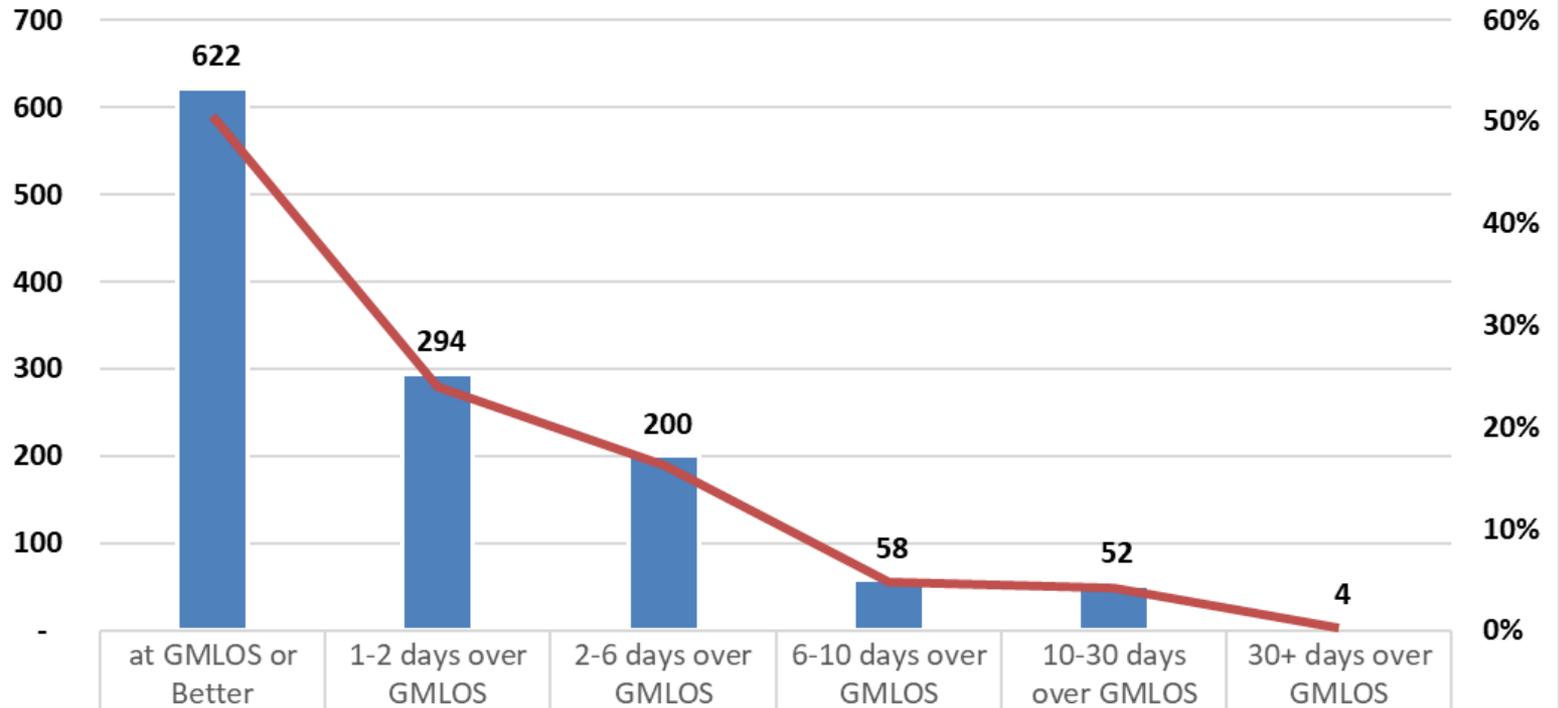
FY25 Overall LOS Distribution



at GMLOS or Better	52%	51%	51%	53%	52%	50%	50%	50%	50%	49%	48%	51%	49%	50%	50%	49%	51%
1-2 days over GMLOS	23%	23%	23%	21%	22%	26%	22%	23%	22%	25%	23%	22%	21%	23%	22%	24%	24%
2-6 days over GMLOS	16%	16%	15%	15%	16%	13%	16%	15%	16%	15%	17%	15%	17%	15%	17%	16%	16%
6-10 days over GMLOS	5%	6%	5%	5%	4%	6%	6%	6%	5%	5%	6%	6%	6%	6%	6%	5%	5%
10-30 days over GMLOS	4%	4%	5%	5%	4%	5%	4%	5%	5%	4%	5%	5%	6%	6%	5%	5%	4%
30+ days over GMLOS	0.9%	0.8%	0.6%	1.1%	1.2%	0.7%	1.5%	1.0%	0.9%	0.9%	1.2%	0.8%	0.5%	0.8%	0.6%	0.9%	0.3%

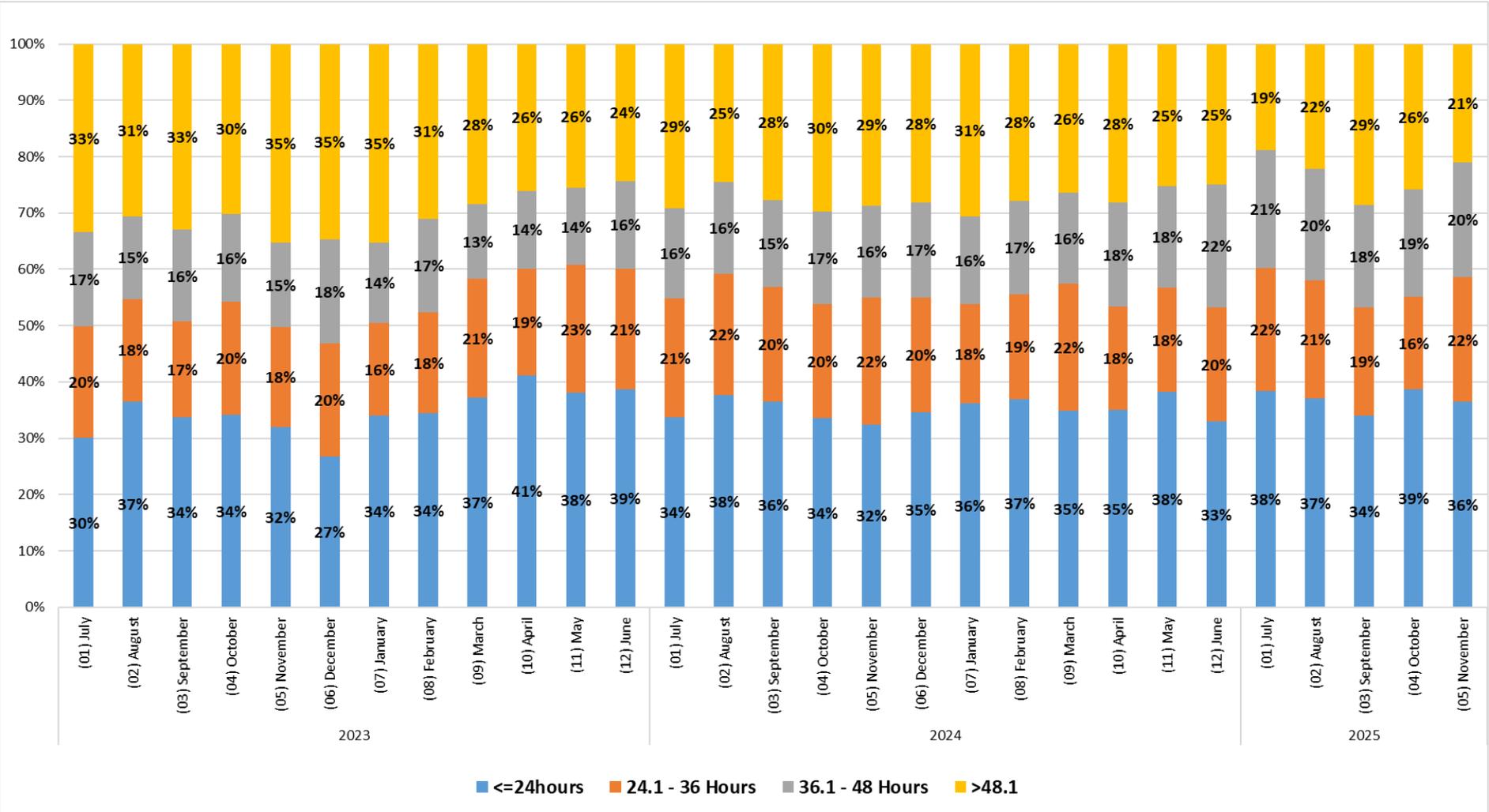
Length of Stay Distribution

Nov FY 2025 Overall LOS Distribution

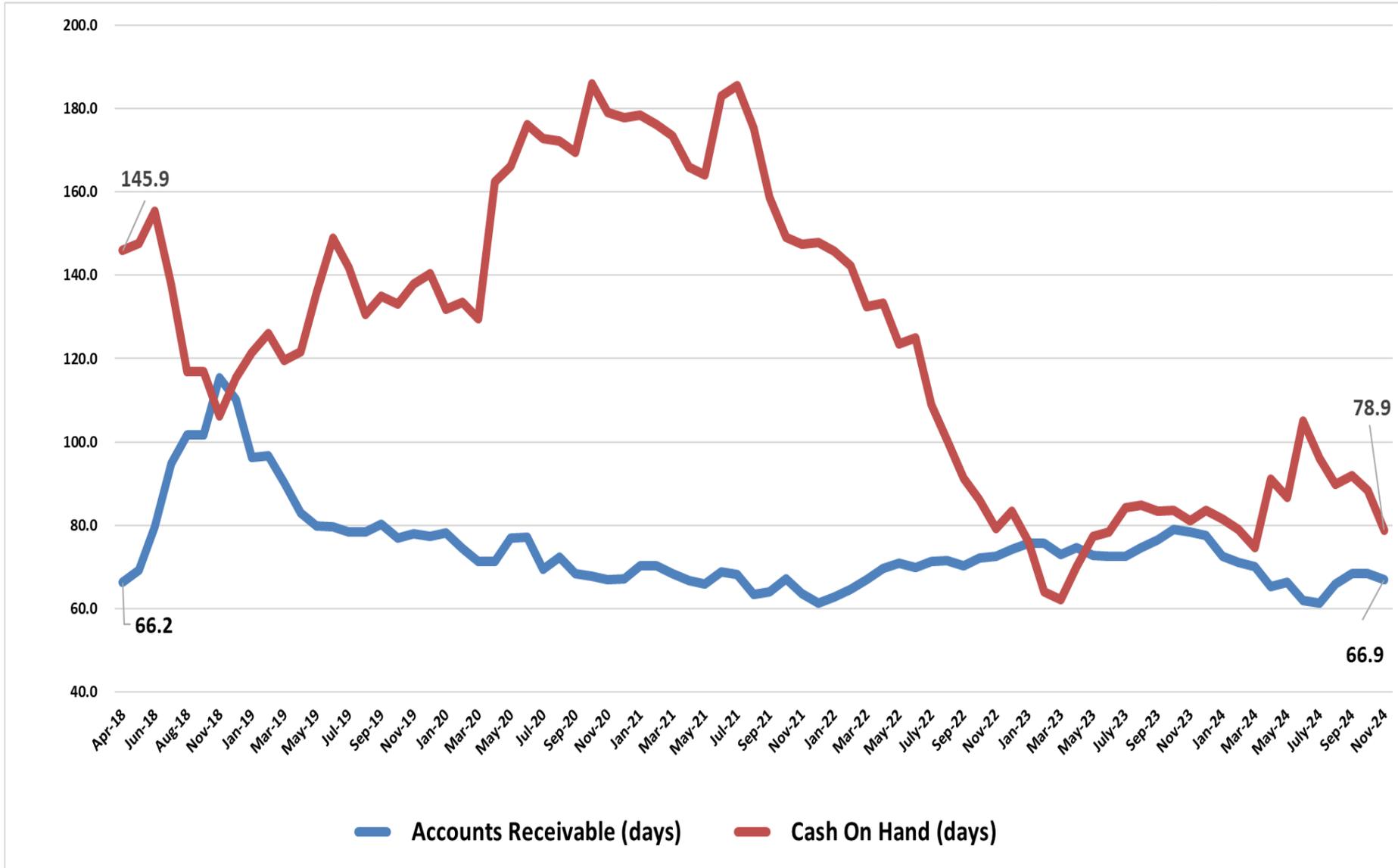


Count of Visits	622	294	200	58	52	4
% of Visits	51%	24%	16%	5%	4%	0%

Monthly Discharges of Observation Patients by their Length of Stay



Trended Liquidity Ratios



Ratio Analysis Report

	June 30, 2024			2023 Moody's Median Benchmark		
	Nov Value	Oct Value	Audited Value	Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	2.6	2.5	2.3	1.7	1.8	1.7
Accounts Receivable (days)	66.9	68.3	61.9	47.8	47.7	47.8
Cash On Hand (days)	78.9	88.4	105.1	273.9	188.4	134.1
Cushion Ratio (x)	8.5	9.4	10.7	44.7	24.2	16.6
Average Payment Period (days)	52.8	55.1	58.6	70.9	62.7	64.0
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	83.8%	93.4%	106.3%	271.7%	164.5%	131.0%
Debt-To-Capitalization	35.3%	35.2%	34.5%	22.5%	31.1%	35.0%
Debt-to-Cash Flow (x)	6.9	7.2	3.4	2.4	3.6	6.9
Debt Service Coverage	1.8	1.4	3.7	6.7	4.5	2.1
Maximum Annual Debt Service Coverage (x)	1.5	1.8	2.9	6.8	3.8	1.9
Age Of Plant (years)	13.7	13.8	13.3	11.1	12.8	13.9
PROFITABILITY RATIOS						
Operating Margin	(3.7%)	(4.1%)	0.8%	2.1%	0.5%	(2.3%)
Excess Margin	(1.2%)	(1.3%)	2.4%	5.5%	2.7%	(.9%)
Operating Cash Flow Margin	1.5%	1.1%	6.1%	6.7%	5.5%	3.0%
Return on Assets	(1.2%)	(1.3%)	2.4%	3.9%	2.4%	(.7%)

Consolidated Statements of Net Position (000's)

	Nov-24	Jun-24
	(Audited)	
ASSETS AND DEFERRED OUTFLOWS		
CURRENT ASSETS		
Cash and cash equivalents	\$ 5,734	\$ 19,412
Current Portion of Board designated and trusted assets	18,999	14,944
Accounts receivable:		
Net patient accounts	136,403	133,806
Other receivables	46,807	25,023
	183,211	158,829
Inventories	14,753	13,738
Medicare and Medi-Cal settlements	98,524	82,755
Prepaid expenses	9,469	8,403
Total current assets	330,689	298,082
NON-CURRENT CASH AND INVESTMENTS -		
less current portion		
Board designated cash and assets	174,008	210,518
Revenue bond assets held in trust	22,393	19,326
Assets in self-insurance trust fund	741	827
Total non-current cash and investments	197,142	230,671
INTANGIBLE RIGHT TO USE LEASE,	13,572	10,464
net of accumulated amortization		
INTANGIBLE RIGHT TO USE SBITA,	10,613	12,153
net of accumulated amortization		
CAPITAL ASSETS		
Land	17,542	17,542
Buildings and improvements	428,721	428,209
Equipment	335,595	334,316
Construction in progress	24,292	22,757
	806,151	802,825
Less accumulated depreciation	523,427	512,148
	282,725	290,676
OTHER ASSETS		
Property not used in operations	4,470	4,487
Health-related investments	2,129	2,676
Other	17,248	17,120
Total other assets	23,848	24,283
Total assets	858,588	866,329
DEFERRED OUTFLOWS	14,731	15,283
Total assets and deferred outflows	\$ 873,319	\$ 881,611

Consolidated Statements of Net Position (000's)

	Nov-24	Jun-24
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable and accrued expenses	\$ 33,909	\$ 41,096
Accrued payroll and related liabilities	62,351	62,382
SBITA liability, current portion	4,146	4,146
Lease liability, current portion	2,248	2,248
Bonds payable, current portion	12,754	12,585
Notes payable, current portion	9,850	9,850
Total current liabilities	125,258	132,306
LEASE LIABILITY, net of current portion	11,600	8,477
SBITA LIABILITY, net of current portion	5,065	5,846
LONG-TERM DEBT, less current portion		
Bonds payable	212,300	214,713
Notes payable	20,750	20,750
Total long-term debt	233,050	235,463
NET PENSION LIABILITY	21,446	21,226
OTHER LONG-TERM LIABILITIES	38,096	36,256
Total liabilities	434,516	439,574
NET ASSETS		
Invested in capital assets, net of related debt	60,240	66,112
Restricted	61,604	52,733
Unrestricted	316,959	323,192
Total net position	438,803	442,037
Total liabilities and net position	\$ 873,319	\$ 881,611

KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
November 30, 2024

Board designated funds	Maturity	Yield	Investment	G/L	Amount	Total
	Date		Type	Account		
LAIF		4.43	Various		9,773,060	
CAMP		4.87	CAMP		30,016,722	
Alispring		4.25	Money market		459,083	
PFM		4.25	Money market		305,012	
Alispring	6-Dec-24	2.15	MTN-C	Branch Banking Trust	1,300,000	
Alispring	15-Dec-24	1.00	U.S. Govt Agency	US Treasury Bill	550,000	
Alispring	31-Dec-24	1.75	U.S. Govt Agency	US Treasury Bill	1,000,000	
Alispring	9-Jan-25	2.05	MTN-C	John Deere Mtn	500,000	
Alispring	15-Jan-25	1.13	U.S. Govt Agency	US Treasury Bill	3,300,000	
Alispring	21-Jan-25	2.05	MTN-C	US Bank NA	1,400,000	
Alispring	7-Mar-25	2.13	MTN-C	Deere John Mtn	550,000	
American Business Bank	20-Mar-25	4.50	CD	American Business Bank	235,500	
CalPrivate Bank	20-Mar-25	4.50	CD	CalPrivate Bank	235,500	
Citizens National Bank of Texas	20-Mar-25	4.50	CD	Citizens National Bank of Texas	235,500	
Community Bank of the Day	20-Mar-25	4.50	CD	Community Bank of the Day	203,034	
East West Bank	20-Mar-25	4.50	CD	East West Bank	235,500	
Farmers Bank and Trust Company	20-Mar-25	4.50	CD	Farmers Bank and Trust Company	235,500	
Frontier Bank of Texas	20-Mar-25	4.50	CD	Frontier Bank of Texas	235,500	
Optus Bank	20-Mar-25	4.50	CD	Optus Bank	198,863	
Poppy Bank	20-Mar-25	4.50	CD	Poppy Bank	235,500	
Republic Bank	20-Mar-25	4.50	CD	Republic Bank	206,240	
St. Louis Bank	20-Mar-25	4.50	CD	St. Louis Bank	235,500	
Willamette Valley Bank	20-Mar-25	4.50	CD	Willamette Valley Bank	235,500	
Optus Bank	27-Mar-25	4.50	CD	Optus Bank	22,383	
Western Alliance - CDARS	31-Mar-25	4.50	CD	Western Alliance	250,000	
Alispring	1-Apr-25	0.88	Municipal	Bay Area Toll	250,000	
Alispring	1-May-25	0.74	Municipal	San Diego County	300,000	
Alispring	15-May-25	2.75	U.S. Govt Agency	US Treasury Bill	980,000	
PFM	15-May-25	0.93	Municipal	University Calf Ca	185,000	
Alispring	1-Jun-25	0.92	Municipal	Connecticut ST	400,000	
Alispring	17-Jun-25	0.50	U.S. Govt Agency	FNMA	2,000,000	
Alispring	30-Jun-25	0.25	U.S. Govt Agency	US Treasury Bill	350,000	
Alispring	21-Jul-25	0.38	U.S. Govt Agency	FHLMC	1,500,000	
Alispring	1-Aug-25	2.17	Municipal	Santa Cruz Ca	400,000	
PFM	1-Aug-25	0.85	Municipal	San Juan Ca	190,000	
Alispring	25-Aug-25	0.38	U.S. Govt Agency	FNMA	1,500,000	
PFM	25-Aug-25	3.75	U.S. Govt Agency	FHLMC	259,926	
Alispring	4-Sep-25	0.38	U.S. Govt Agency	FHLB	525,000	
Alispring	23-Sep-25	0.00	U.S. Govt Agency	FHLMC	750,000	
Alispring	29-Oct-25	0.55	MTN-C	Procter Gamble Co	1,300,000	
Alispring	31-Oct-25	0.25	U.S. Govt Agency	US Treasury Bill	770,000	
PFM	17-Nov-25	0.56	ABS	Kubota Credit	14,069	
Alispring	30-Nov-25	0.38	U.S. Govt Agency	US Treasury Bill	2,550,000	
PFM	31-Jan-26	0.38	U.S. Govt Agency	US Treasury Bill	1,000,000	
Alispring	6-Feb-26	1.75	MTN-C	State Street Corp	1,000,000	
PFM	15-Feb-26	1.63	U.S. Govt Agency	US Treasury Bill	1,000,000	
PFM	28-Feb-26	2.50	U.S. Govt Agency	US Treasury Bill	500,000	
PFM	28-Feb-26	0.50	U.S. Govt Agency	US Treasury Bill	1,500,000	
Alispring	31-Mar-26	0.75	U.S. Govt Agency	US Treasury Bill	675,000	
PFM	31-Mar-26	0.38	U.S. Govt Agency	US Treasury Bill	1,000,000	
PFM	2-Apr-26	3.38	MTN-C	Bank of America	250,000	
PFM	19-Apr-26	3.50	MTN-C	Bank of America	295,000	
Alispring	21-Apr-26	4.75	MTN-C	Morgan Stanley	1,000,000	
Alispring	25-Apr-26	3.91	MTN-C	Wells Fargo co	800,000	
PFM	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	1,000,000	
PFM	15-May-26	3.30	MTN-C	IBM Corp	410,000	
PFM	28-May-26	1.20	MTN-C	Astrazeneca LP	265,000	
PFM	31-May-26	0.75	U.S. Govt Agency	US Treasury Bill	1,000,000	
PFM	31-May-26	2.13	U.S. Govt Agency	US Treasury Bill	1,200,000	
PFM	15-Jun-26	0.00	ABS	Carmax Auto Owner	96,270	
Alispring	18-Jun-26	1.13	MTN-C	Toyota Motor	1,400,000	
Alispring	30-Jun-26	0.88	U.S. Govt Agency	US Treasury Bill	1,850,000	
PFM	30-Jun-26	0.88	U.S. Govt Agency	US Treasury Bill	990,000	
Alispring	1-Jul-26	1.89	Municipal	Anaheim Ca Pub	1,000,000	
PFM	1-Jul-26	1.46	Municipal	Los Angeles Ca	270,000	
PFM	7-Jul-26	5.25	ABS	American Honda Mtn	145,000	
PFM	8-Jul-26	3.05	MTN-C	Walmart INC	205,000	
PFM	17-Jul-26	5.08	MTN-C	Cooperatieve CD	400,000	
PFM	20-Jul-26	0.00	ABS	Honda Auto Rec Own	74,893	
PFM	31-Jul-26	0.63	U.S. Govt Agency	US Treasury Bill	880,000	
PFM	7-Aug-26	5.45	MTN-C	Wells Fargo Bank Na	545,000	
PFM	31-Aug-26	0.75	U.S. Govt Agency	US Treasury Bill	800,000	
PFM	14-Sep-26	1.15	MTN-C	Caterpillar Finl Mtn	220,000	
PFM	18-Sep-26	5.61	MTN-C	Natixis Ny	405,000	
Alispring	30-Sep-26	0.88	U.S. Govt Agency	US Treasury Bill	2,210,000	
PFM	30-Sep-26	0.88	U.S. Govt Agency	US Treasury Bill	1,000,000	
PFM	1-Oct-26	2.95	MTN-C	JP Morgan	415,000	
Alispring	31-Oct-26	1.13	U.S. Govt Agency	US Treasury Bill	800,000	
PFM	1-Nov-26	4.76	Municipal	California St Univ	125,000	
PFM	4-Nov-26	0.02	MTN-C	American Express Co	445,000	
PFM	13-Nov-26	5.60	MTN-C	National Rural Mtn	160,000	
PFM	15-Nov-26	3.55	MTN-C	Lockheed Martin	203,000	
Alispring	30-Nov-26	1.13	U.S. Govt Agency	US Treasury Bill	2,000,000	
Alispring	4-Dec-26	5.49	MTN-C	Citibank N A	1,000,000	
PFM	11-Jan-27	1.70	MTN-C	Deere John Mtn	220,000	
Alispring	15-Jan-27	1.95	MTN-C	Target Corp	900,000	
PFM	26-Feb-27	4.80	MTN-C	Cisco Sys	260,000	
PFM	15-Mar-27	6.03	MTN-C	Daimler Trucks	325,000	
PFM	18-Mar-27	4.99	MTN-C	State Street Corp	335,000	
PFM	25-Mar-27	3.22	U.S. Govt Agency	FHLMC	575,000	
PFM	30-Mar-27	4.80	MTN-C	Hormel Food Corp	115,000	
PFM	15-Apr-27	0.00	ABS	Carmax Auto Owner	394,568	
PFM	15-Apr-27	2.50	MTN-C	Home Depot Inc	220,000	
Alispring	30-Apr-27	2.88	U.S. Govt Agency	US Treasury Bill	970,000	
PFM	30-Apr-27	0.50	U.S. Govt Agency	US Treasury Bill	250,000	

KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
November 30, 2024

PFM	30-Apr-27	2.88	U.S. Govt Agency	US Treasury Bill	800,000
PFM	13-May-27	5.00	MTN-C	Paccar Financial Mtn	95,000
PFM	15-May-27	2.38	U.S. Govt Agency	US Treasury Bill	925,000
PFM	15-May-27	1.70	MTN-C	IBM Corp	230,000
PFM	15-May-27	3.70	MTN-C	Unitedhealth Group	85,000
PFM	17-May-27	4.14	ABS	Capital One Prime	195,552
Allspring	21-May-27	5.41	MTN-C	Goldman Sachs	1,100,000
Allspring	15-Jul-27	3.68	Municipal	Massachusetts St	1,000,000
PFM	26-Jul-27	4.60	MTN-C	Blackrock Funding	185,000
PFM	30-Jul-27	4.65	MTN-C	Honeywell	185,000
Allspring	1-Aug-27	3.46	Municipal	Alameda Cnty Ca	500,000
PFM	15-Aug-27	2.25	U.S. Govt Agency	US Treasury Bill	190,000
PFM	31-Aug-27	0.50	U.S. Govt Agency	US Treasury Bill	1,140,000
Allspring	15-Sep-27	5.93	MTN-C	Bank of America	1,100,000
Allspring	1-Oct-27	4.66	Municipal	San Francisco Ca	1,000,000
PFM	8-Oct-27	4.35	MTN-C	Toyota Motor	130,000
PFM	31-Oct-27	0.50	U.S. Govt Agency	US Treasury Bill	1,500,000
Allspring	15-Nov-27	4.60	MTN-C	Caterpillar Finl Mtn	1,000,000
Allspring	15-Nov-27	5.49	ABS	Nissan Auto Lease	500,000
PFM	15-Nov-27	4.51	ABS	Mercedes Benz Auto	173,996
PFM	17-Nov-27	5.02	MTN-C	Bp Cap Mkts Amer	310,000
PFM	15-Jan-28	4.10	MTN-C	Mastercard	130,000
Allspring	18-Jan-28	5.66	ABS	Mercedes Benz Auto	1,000,000
PFM	7-Feb-28	3.44	MTN-C	Bank New York Mellon Mtn	300,000
Allspring	16-Feb-28	4.47	MTN-C	GM Finl Consumer	1,000,000
PFM	18-Feb-28	5.41	ABS	Honda Auto	350,000
PFM	25-Feb-28	0.00	ABS	BMW Vehicle Owner	95,000
PFM	29-Feb-28	1.13	U.S. Govt Agency	US Treasury Bill	1,500,000
PFM	17-Apr-28	0.00	ABS	Hyundai Auto	115,000
Allspring	22-Apr-28	5.57	MTN-C	JP Morgan	1,100,000
PFM	30-Apr-28	3.50	U.S. Govt Agency	US Treasury Bill	750,000
PFM	30-Apr-28	1.25	U.S. Govt Agency	US Treasury Bill	600,000
PFM	15-May-28	0.00	ABS	Ally Auto Rec	195,000
PFM	15-May-28	4.87	MTN-C	American Express Co	150,000
PFM	15-May-28	4.79	MTN-C	Bank of America	180,000
PFM	15-May-28	5.23	MTN-C	Ford CR Auto Owner	160,000
PFM	26-May-28	5.50	MTN-C	Morgan Stanley	280,000
PFM	31-May-28	3.63	U.S. Govt Agency	US Treasury Bill	1,500,000
PFM	16-Jun-28	5.59	ABS	GM Finl con Auto Rec	110,000
PFM	25-Jun-28	0.00	U.S. Govt Agency	FHLMC	530,000
PFM	25-Jun-28	0.00	U.S. Govt Agency	FHLMC	435,825
PFM	30-Jun-28	4.00	U.S. Govt Agency	US Treasury Bill	1,500,000
PFM	14-Jul-28	4.95	MTN-C	John Deere Mtn	120,000
PFM	25-Jul-28	4.19	U.S. Govt Agency	FNMA	515,995
PFM	15-Aug-28	5.69	MTN-C	Harley Davidson	500,000
PFM	15-Aug-28	5.90	ABS	Fifth Third Auto	385,000
PFM	25-Aug-28	0.00	U.S. Govt Agency	FHLMC	545,000
PFM	25-Aug-28	4.65	U.S. Govt Agency	FHLMC	545,000
PFM	15-Sep-28	5.23	MTN-C	American Express	445,000
PFM	15-Sep-28	5.16	MTN-C	Chase Issuance Trust	435,000
PFM	25-Sep-28	4.85	U.S. Govt Agency	FHLMC	410,000
PFM	25-Sep-28	0.00	U.S. Govt Agency	FHLMC	535,000
PFM	29-Sep-28	5.80	MTN-C	Citibank N A	535,000
PFM	30-Sep-28	4.63	U.S. Govt Agency	US Treasury Bill	500,000
Allspring	25-Oct-28	5.80	MTN-C	Bank New York Mtn	1,000,000
PFM	25-Oct-28	0.00	U.S. Govt Agency	FHLMC	200,000
PFM	25-Oct-28	4.86	U.S. Govt Agency	FHLMC	300,000
PFM	31-Oct-28	1.38	U.S. Govt Agency	US Treasury Bill	1,500,000
PFM	31-Oct-28	1.38	U.S. Govt Agency	US Treasury Bill	775,000
Allspring	15-Nov-28	4.98	MTN-C	Bank of America	394,000
PFM	25-Nov-28	0.00	U.S. Govt Agency	FHLMC	280,000
PFM	25-Dec-28	4.57	U.S. Govt Agency	FHLMC	325,000
PFM	25-Dec-28	0.00	U.S. Govt Agency	FHLMC	315,000
PFM	31-Dec-28	3.75	U.S. Govt Agency	US Treasury Bill	1,200,000
PFM	31-Dec-28	1.38	U.S. Govt Agency	US Treasury Bill	500,000
PFM	16-Jan-29	4.60	MTN-C	Chase Issuance Trust	490,000
PFM	31-Jan-29	4.60	MTN-C	Paccar Financial Mtn	160,000
PFM	8-Feb-29	4.60	MTN-C	Air products	295,000
PFM	8-Feb-29	4.60	MTN-C	Texas Instrs	370,000
PFM	15-Feb-29	4.94	MTN-C	Wells Fargo Card	560,000
PFM	20-Feb-29	4.90	MTN-C	Cummins INC	195,000
PFM	22-Feb-29	4.90	MTN-C	Bristol Myers Squibb	200,000
Allspring	26-Feb-29	5.18	ABS	BMW Vehicle Owner	1,100,000
PFM	26-Feb-29	4.85	MTN-C	Cisco Sys	225,000
PFM	26-Feb-29	4.85	MTN-C	Astrazeneca	165,000
PFM	28-Feb-29	4.25	U.S. Govt Agency	US Treasury Bill	750,000
PFM	14-Mar-29	4.70	MTN-C	Blackrock Funding	50,000
PFM	14-Mar-29	4.70	MTN-C	Blackrock Funding	220,000
Allspring	15-Mar-29	0.00	abs	John Deere Owner	1,000,000
Allspring	15-Mar-29	5.38	ABS	Hyundai Auto Rec	1,000,000
PFM	25-Mar-29	5.18	U.S. Govt Agency	FHLMC	315,000
Allspring	31-Mar-29	4.13	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	31-Mar-29	4.13	U.S. Govt Agency	US Treasury Bill	225,000
PFM	4-Apr-29	4.80	MTN-C	Adobe Inc	225,000
Allspring	15-Apr-29	5.59	MTN-C	Ford CR Auto Owner	1,000,000
PFM	15-Apr-29	5.59	MTN-C	Ford CR Auto Owner	415,000
PFM	25-May-29	4.72	U.S. Govt Agency	FHLMC	460,000
Allspring	31-May-29	4.50	U.S. Govt Agency	US Treasury Bill	1,000,000
Allspring	20-Jun-29	5.98	MTN-C	Verizon Master Trust	1,000,000
Allspring	25-Jun-29	4.75	MTN-C	Home Depot Inc	500,000
PFM	25-Jun-29	0.00	U.S. Govt Agency	FHLMC	200,000
PFM	25-Jun-29	4.75	MTN-C	Home Depot Inc	95,000
PFM	30-Jun-29	3.25	U.S. Govt Agency	US Treasury Bill	2,030,000
PFM	15-Jul-29	4.76	MTN-C	Ford CR Auto Owner	360,000
Allspring	16-Jul-29	4.65	MTN-C	American Express	1,025,000
PFM	17-Jul-29	4.50	MTN-C	Pepsico inc	280,000
PFM	25-Jul-29	4.54	U.S. Govt Agency	FHLMC	515,000
PFM	25-Jul-29	4.62	U.S. Govt Agency	FHLMC	410,000

**KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
November 30, 2024**

Allspring	31-Jul-29	4.00	U.S. Govt Agency	US Treasury Bill	500,000
PFM	31-Jul-29	4.00	U.S. Govt Agency	US Treasury Bill	750,000
PFM	6-Aug-29	4.84	MTN-C	Citibank N A	295,000
PFM	9-Aug-29	4.55	MTN-C	Toyota Motor	195,000
PFM	14-Aug-29	4.20	MTN-C	Eli Lilly Co	65,000
PFM	16-Aug-29	4.27	ABS	GM Finl con Auto Rec	155,000
PFM	18-Sep-29	3.80	MTN-C	Novartis Capital	365,000
PFM	25-Sep-29	4.79	U.S. Govt Agency	FHLMC	345,000
Allspring	30-Sep-29	3.50	U.S. Govt Agency	US Treasury Bill	950,000
PFM	4-Oct-29	4.05	MTN-C	Accenture Capital	195,000
PFM	1-May-27	5.41	MTN-C	Goldman Sachs	220,000
PFM	1-Nov-25	0.38	U.S. Govt Agency	US Treasury Bill	285,000
PFM			ABS	Hyundai Auto Rec	195,000
					\$ 160,411,993

	<u>Maturity Date</u>	<u>Yield</u>	<u>Investment Type</u>	<u>G/L Account</u>	<u>Amount</u>	<u>Total</u>
<u>Self-insurance trust</u>						
Wells Fargo Bank			Money market	110900	967,173	
Wells Fargo Bank			Fixed income - L/T	152300	<u>779,112</u>	1,746,284
<u>2015A revenue bonds</u>						
US Bank			Principal/Interest payment fund	142110	<u>1,088,968</u>	1,088,968
<u>2015B revenue bonds</u>						
US Bank			Principal/Interest payment fund	142110	2,096,326	2,096,326
<u>2017C revenue bonds</u>						
US Bank			Principal/Interest payment fund	142110	<u>3,201,571</u>	3,201,571
<u>2020 revenue bonds</u>						
US Bank			Principal/Interest payment fund	142110	<u>612,751</u>	612,751
<u>2022 revenue bonds</u>						
US Bank			Principal/Interest payment fund	142110	<u>1,522,086</u>	1,522,086
<u>2014 general obligation bonds</u>						
CAMP			Interest Payment fund	152440	<u>2,194,327</u>	2,194,327
<u>Master Reserve fund</u>						
US Bank				142102	(726,520)	
US Bank				142103	<u>23,119,575</u>	22,393,055
<u>Operations</u>						
Wells Fargo Bank		0.16	Checking	100100	(1,983,288)	
Wells Fargo Bank		0.16	Checking	100500	<u>6,541,187</u>	
					4,557,899	
<u>Payroll</u>						
Wells Fargo Bank		0.16	Checking	100200	(224,384)	
Wells Fargo Bank		0.16	Checking	100300	997,120	
Wells Fargo Bank		0.16	Checking	100300	<u>15,905</u>	
					788,642	
						5,346,540
Total investments						\$ 200,613,900

KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
November 30, 2024

Kaweah Delta Medical Foundation

Wells Fargo Bank	Checking	100100		<u>\$ (1,470)</u>
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Sequoia Regional Cancer Center

Wells Fargo Bank	Checking	100500	148,508	<u>\$ 148,508</u>
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Kaweah Delta Hospital Foundation

Central Valley Community Checking	Investments	100100	364,368	
Various	S/T Investments	142200	5,006,411	
Various	L/T Investments	142300	12,973,705	
Various	Unrealized G/L	142400	3,772,342	
			<u>22,116,826</u>	<u>\$</u>

Summary of board designated funds:

Plant fund:

Uncommitted plant funds		\$ 112,049,996		142100
Committed for capital		15,767,088		142100
		127,817,084		
GO Bond reserve - L/T		1,992,658		142100
401k Matching		9,423,956		142100
Cost report settlement - current	2,135,384			142104
Cost report settlement - L/T	1,312,727			142100
		3,448,111		
Development fund/Memorial fund		104,184		112300
Workers compensation - current	5,180,000			112900
Workers compensation - L/T	12,446,000			113900
		17,626,000		
		<u>\$ 160,411,993</u>		

	Total Investments	%	Trust Accounts	Surplus Funds	%
<u>Investment summary by institution:</u>					
CAMP	30,016,722	15.0%		30,016,722	18.1%
Local Agency Investment Fund (LAIF)	9,773,060	4.9%		9,773,060	5.9%
CAMP - GOB Tax Rev	2,194,327	1.1%	2,194,327	-	0.0%
Allspring	59,008,083	29.4%	1,746,284	57,261,799	34.5%
PFM	58,614,107	29.2%		58,614,107	35.4%
Western Alliance	250,000			250,000	0.2%
American Business Bank	235,500			235,500	0.1%
CalPrivate Bank	235,500			235,500	0.1%
Citizens National Bank of Texas	235,500			235,500	0.1%
Community Bank of the Day	203,034			203,034	0.1%
East West Bank	235,500			235,500	0.1%
Farmers Bank and Trust Company	235,500			235,500	0.1%
Frontier Bank of Texas	235,500			235,500	0.1%
Optus Bank	221,247			221,247	0.1%
Poppy Bank	235,500			235,500	0.1%
Republic Bank	206,240			206,240	0.1%
St. Louis Bank	235,500			235,500	0.1%
Willamette Valley Bank	235,500			235,500	0.1%
Wells Fargo Bank	7,092,824	3.5%		7,092,824	4.3%
US Bank	30,914,756	15.4%	30,914,756	-	0.0%
Total investments	<u>\$ 200,613,900</u>	<u>100.0%</u>	<u>\$ 34,855,367</u>	<u>165,758,533</u>	<u>100.0%</u>

**KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
November 30, 2024**

<u>Investment summary of surplus funds by type:</u>		<u>Investment Limitations</u>
Negotiable and other certificates of deposit	\$ 3,000,021	49,728,000 (30%)
Checking accounts	5,346,540	
Local Agency Investment Fund (LAIF)	9,773,060	75,000,000
CAMP	30,016,722	
Medium-term notes (corporate) (MTN-C)	37,157,000	49,728,000 (30%)
U.S. government agency	66,786,746	
Municipal securities	5,620,000	
Money market accounts	764,095	33,152,000 (20%)
Commercial paper	-	41,440,000 (25%)
Asset Backed Securities	7,294,349	33,152,000 (20%)
Supra-National Agency	-	49,728,000 (30%)
	<u>\$ 165,758,533</u>	

Return on investment:

Current month	<u>3.31%</u>
Year-to-date	<u>3.55%</u>
Prospective	<u>3.08%</u>
LAIF (year-to-date)	<u>4.53%</u>
Budget	<u>2.82%</u>

Fair market value disclosure for the quarter ended Sep 30, 2024 (District only):

	<u>Quarter-to-date</u>	<u>Year-to-date</u>
Difference between fair value of investments and amortized cost (balance sheet effect)	N/A	(534,683)
Change in unrealized gain (loss) on investments (income statement effect)	\$ (3,204,575)	(3,204,575)

Investment summary of CDs:

American Business Bank	\$ 235,500
CalPrivate Bank	235,500
Citizens National Bank of Texas	235,500
Community Bank of the Day	203,034
East West Bank	235,500
Farmers Bank and Trust Company	235,500
Frontier Bank of Texas	235,500
Poppy Bank	235,500
Republic Bank	206,240
St. Louis Bank	235,500
Willamette Valley Bank	235,500
Optus Bank	221,247
Western Alliance	250,000
	<u>\$ 3,000,021</u>

Investment summary of asset backed securities:

Ally Auto Rec	\$ 195,000
American Honda Mtn	145,000
BMW Vehicle Owner	1,195,000
Fifth Third Auto	385,000
Capital One Prime	195,552
Carmax Auto Owner	490,837
GM Finl con Auto Rec	265,000
Honda Auto	350,000
Honda Auto Rec Own	74,893
Hyundai Auto	115,000
Hyundai Auto Rec	1,195,000
John Deere Owner	1,000,000
Kubota Credit	14,069
Mercedes Benz Auto	1,173,996
Nissan Auto Lease	500,000
	<u>\$ 7,294,349</u>

KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
November 30, 2024

Investment summary of medium-term notes (corporate):

Accenture Capital	\$	195,000
Adobe Inc		225,000
American Express		1,470,000
American Express Co		595,000
Air products		295,000
Astrazeneca		165,000
Astrazeneca LP		265,000
Bank of America		2,219,000
Bank New York Mellon Mtn		300,000
Bank New York Mtn		1,000,000
Blackrock Funding		455,000
Bp Cap Mkts Amer		310,000
Branch Banking Trust		1,300,000
Bristol Myers Squibb		200,000
Chase Issuance Trust		925,000
Caterpillar Finl Mtn		1,220,000
Cisco Sys		485,000
Citibank N A		1,830,000
Cooperatieve CD		400,000
Cummins INC		195,000
Daimler Trucks		325,000
Deere John Mtn		770,000
Eli Lilly Co		65,000
Ford CR Auto Owner		1,935,000
GM Finl Consumer		1,000,000
Goldman Sachs		1,320,000
Harley Davidson		500,000
Home Depot Inc		815,000
Honeywell		185,000
Hormel Food Corp		115,000
IBM Corp		640,000
John Deere Mtn		620,000
JP Morgan		1,515,000
Lockheed Martin		203,000
Mastercard		130,000
Morgan Stanley		1,280,000
National Rural Mtn		160,000
Natixis Ny		405,000
Novartis Capital		365,000
Paccar Financial Mtn		255,000
Pepsico inc		280,000
Procter Gamble Co		1,300,000
State Street Corp		1,335,000
Target Corp		900,000
Texas Instrs		370,000
Toyota Motor		1,725,000
Unitedhealth Group		85,000
US Bank NA		1,400,000
Verizon Master Trust		1,000,000
Walmart INC		205,000
Wells Fargo Bank Na		545,000
Wells Fargo Card		560,000
Wells Fargo co		800,000
	\$	37,157,000

Investment summary of U.S. government agency:

Federal National Mortgage Association (FNMA)	\$	4,015,995
Federal Home Loan Bank (FHLB)		525,000
Federal Home Loan Mortgage Corp (FHLMC)		9,750,751
US Treasury Bill		52,495,000
	\$	66,786,746

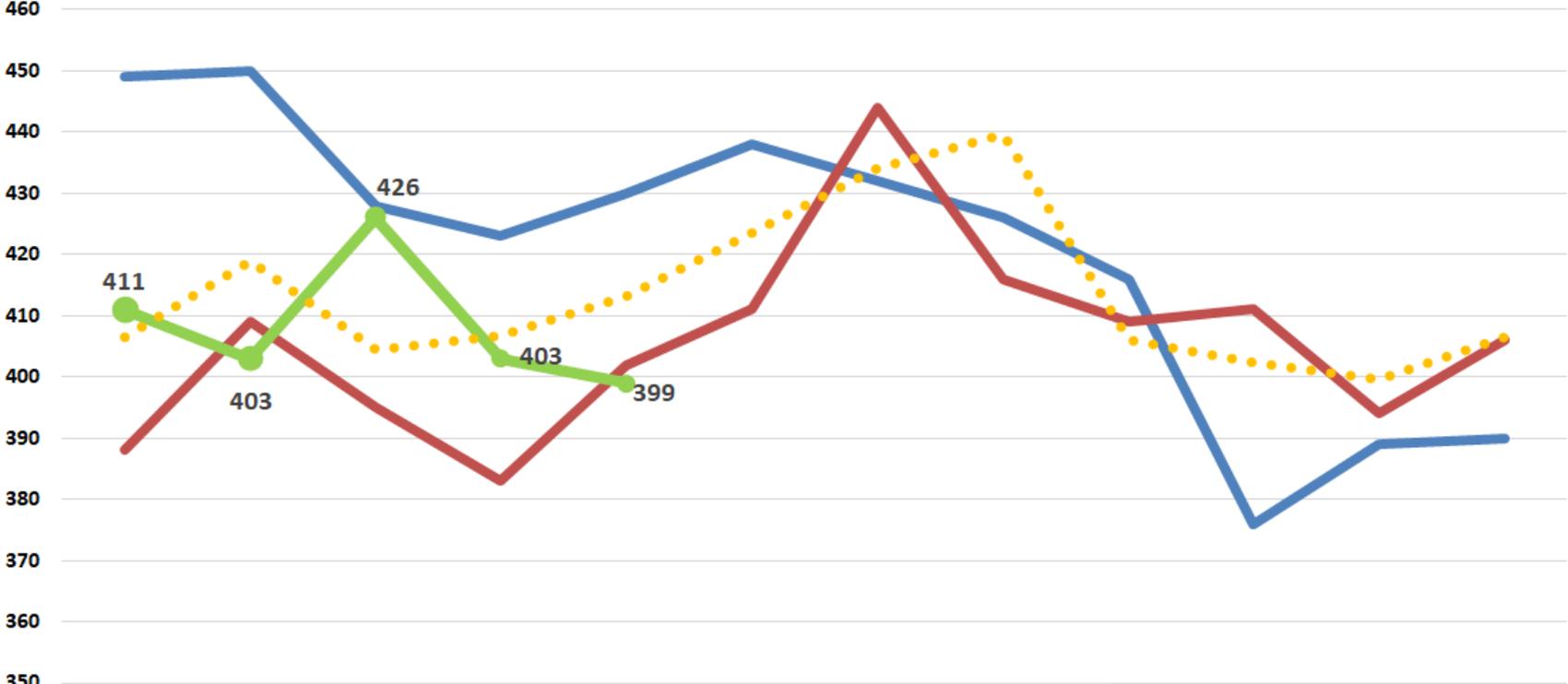
Investment summary of municipal securities:

Alameda Cnty Ca	\$	500,000
Anaheim Ca Pub		1,000,000
Bay Area Toll		250,000
California St Univ		125,000
Connecticut ST		400,000
Los Angeles Ca		270,000
Massachusetts St		1,000,000
San Diego County		300,000
San Francisco Ca		1,000,000
San Juan Ca		190,000
Santa Cruz Ca		400,000
University Calf Ca		185,000
	\$	5,620,000

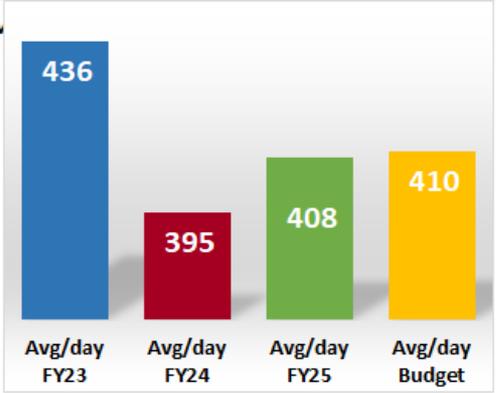
Statistical Report

November 2024

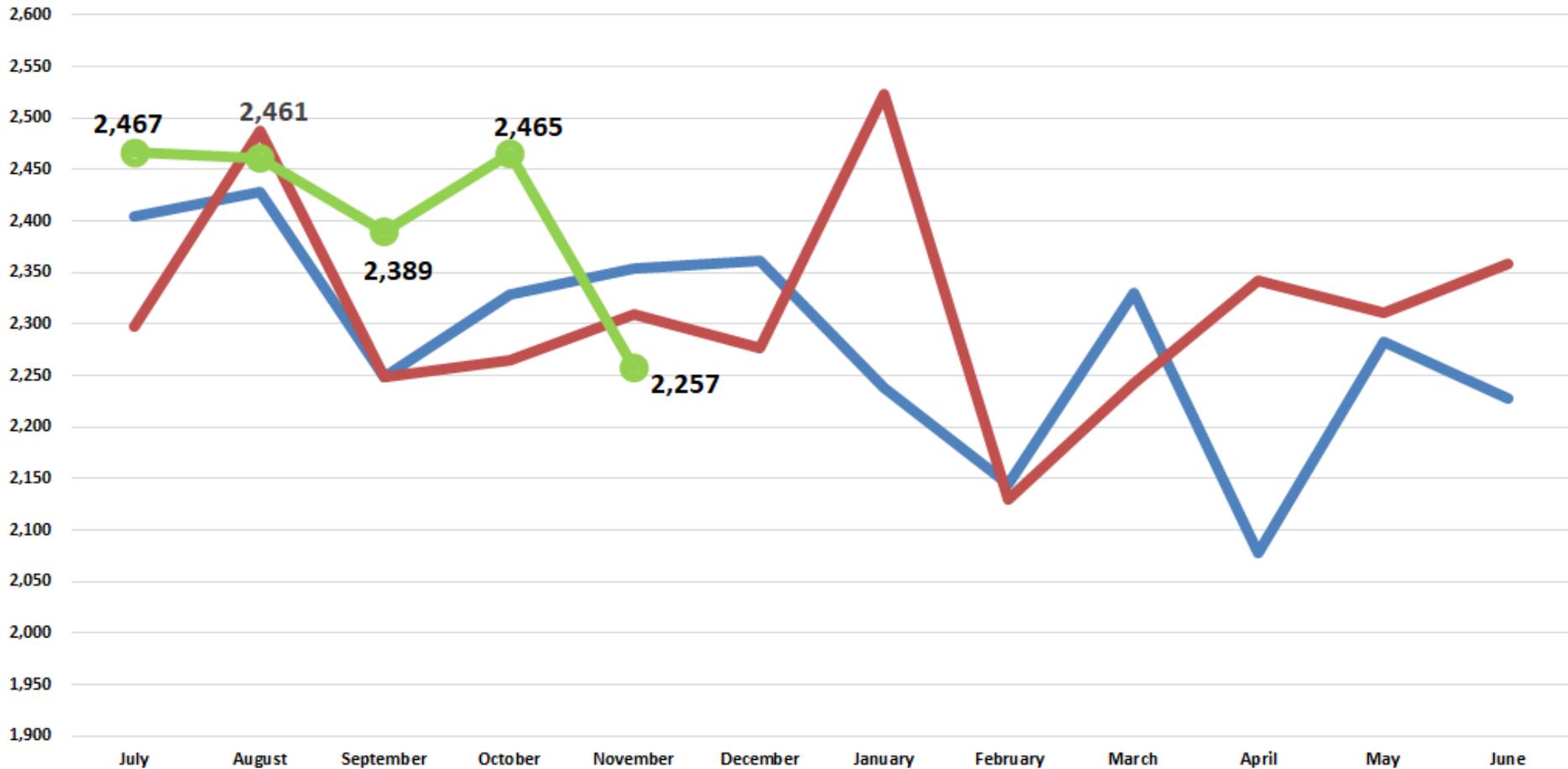
Average Daily Census



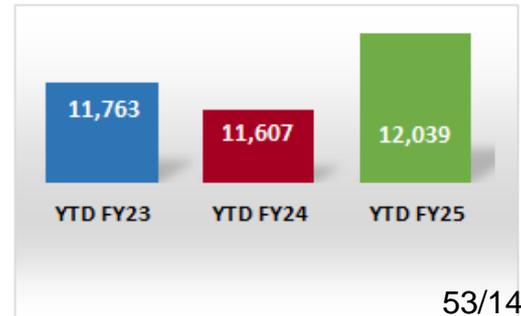
—●— FY2023
 —●— FY2024
 —●— FY2025
 ●●● Budget



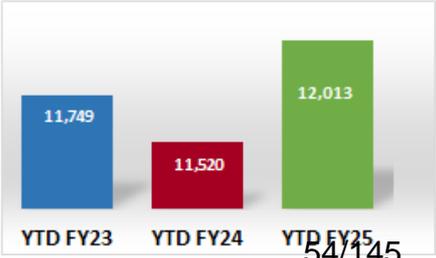
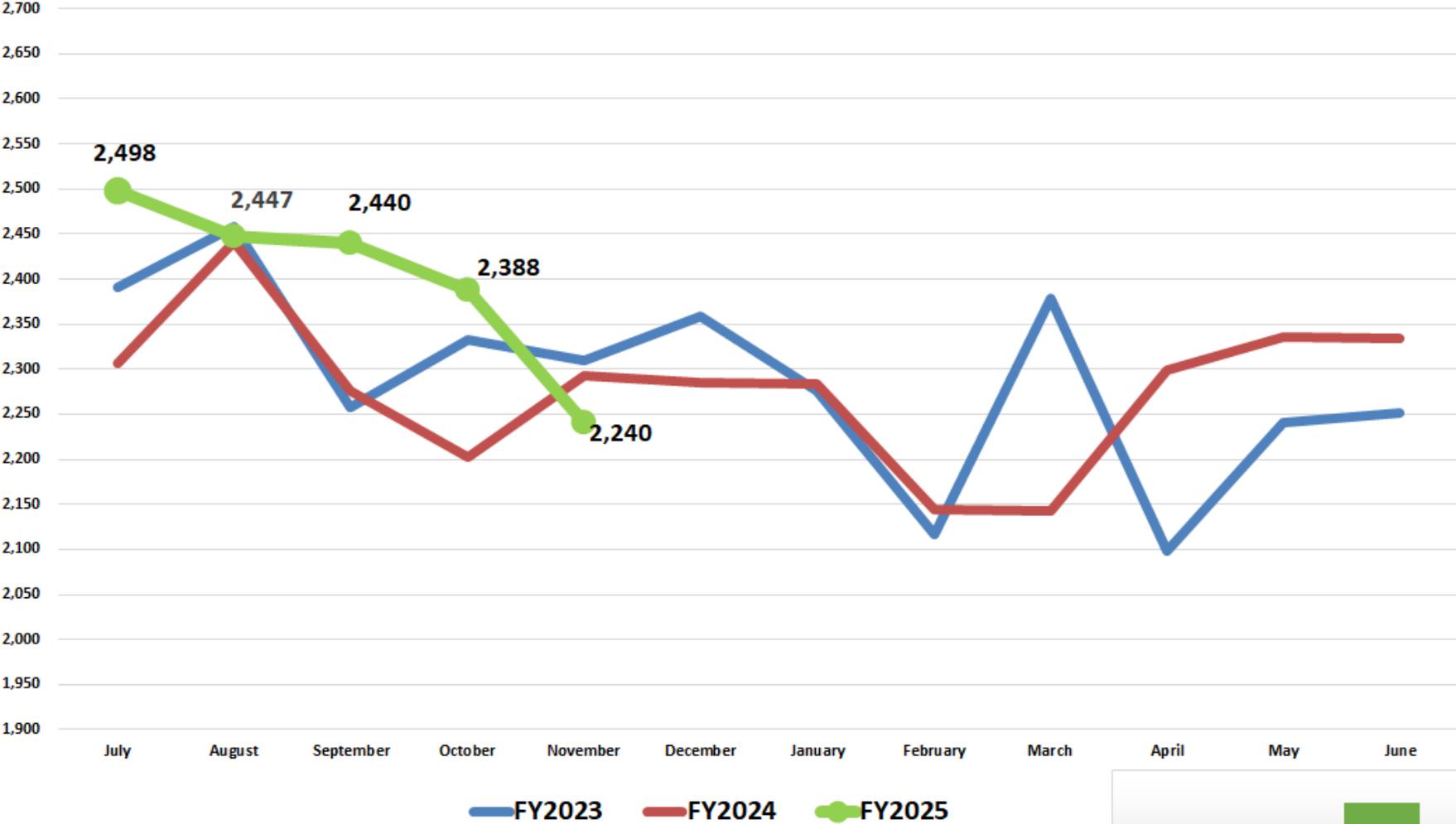
Admissions



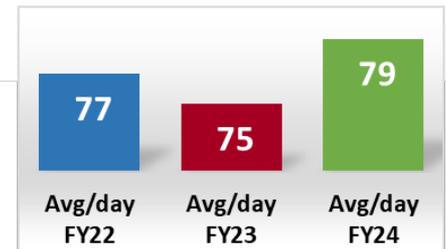
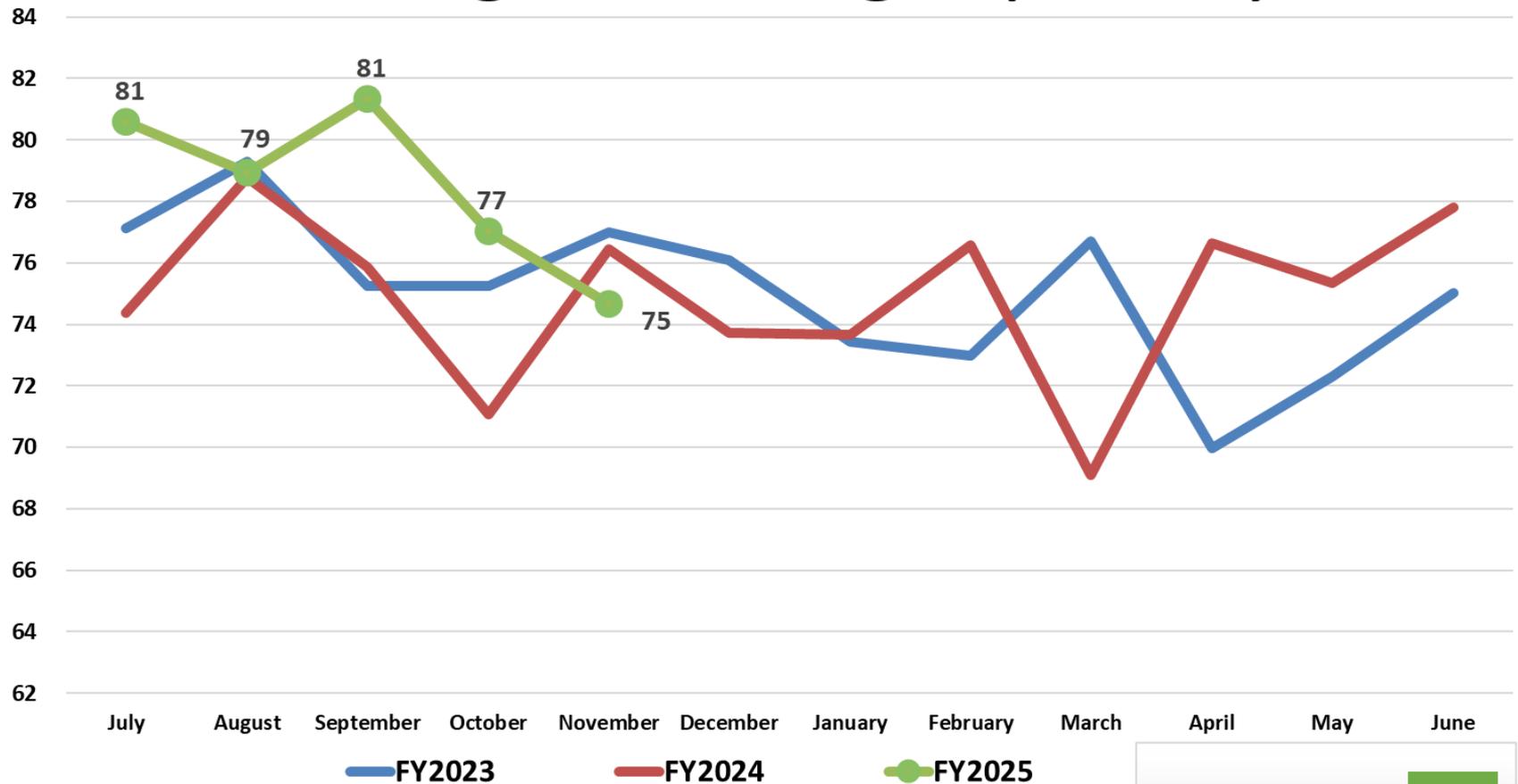
— FY2023 — FY2024 — FY2025



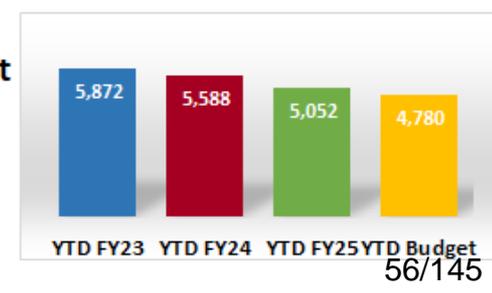
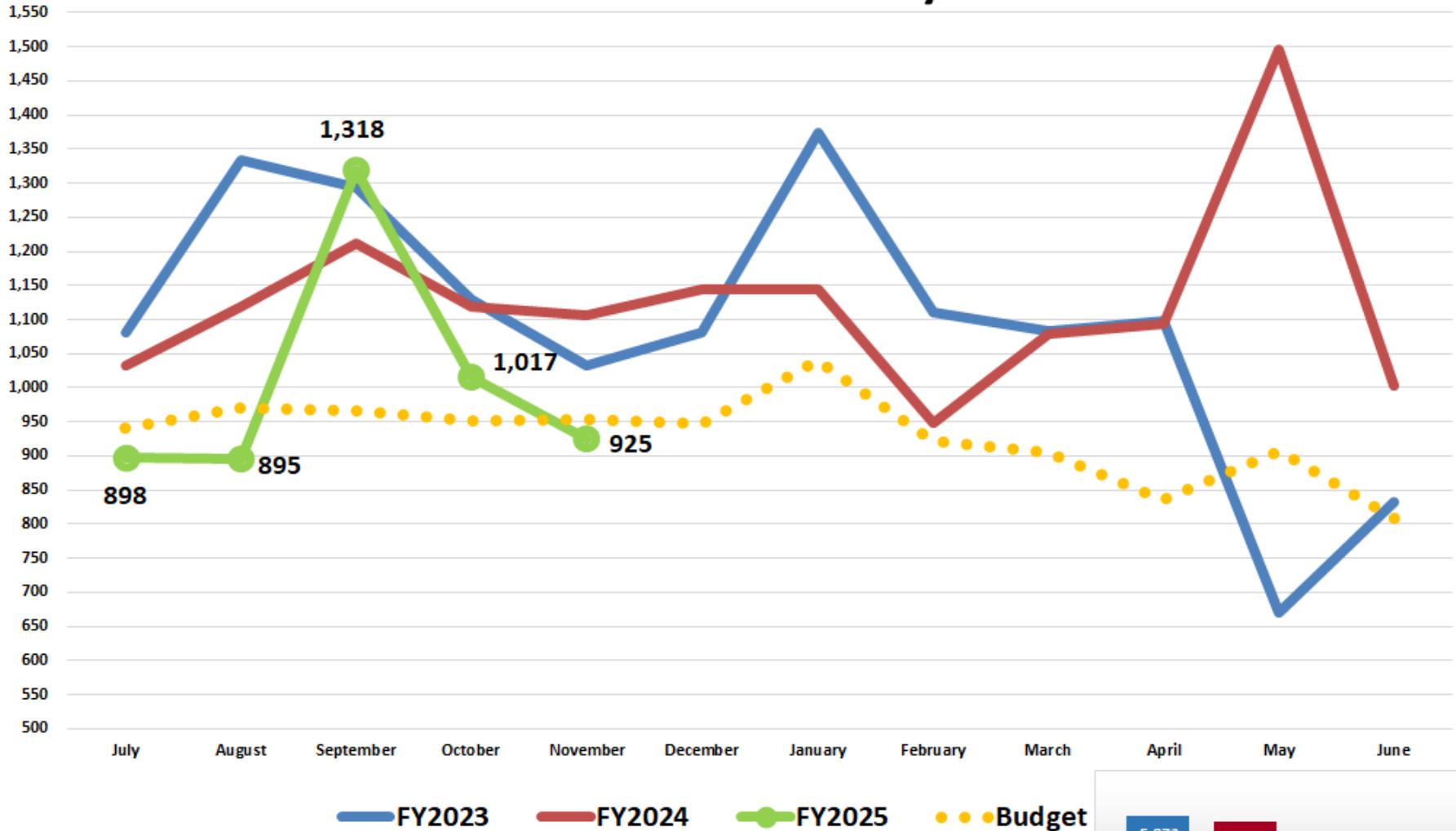
Discharges



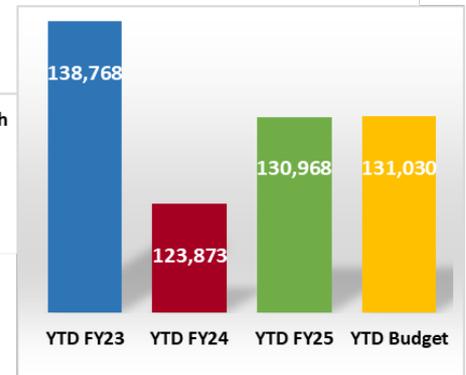
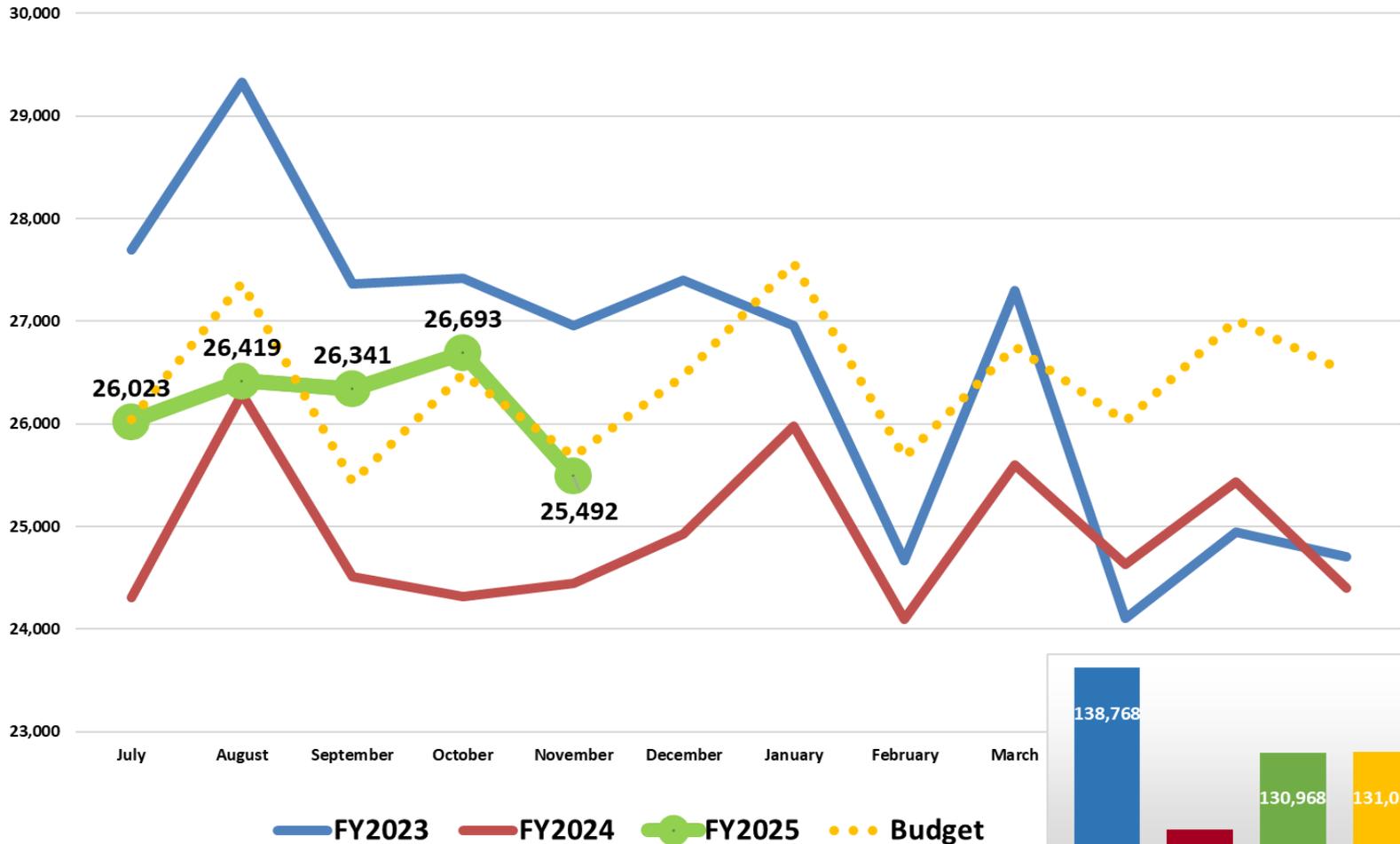
Average Discharges per day



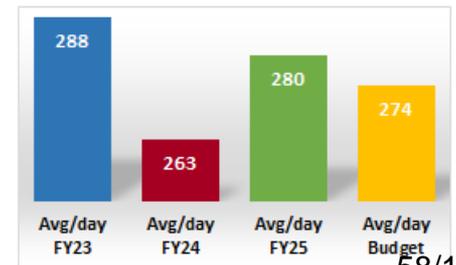
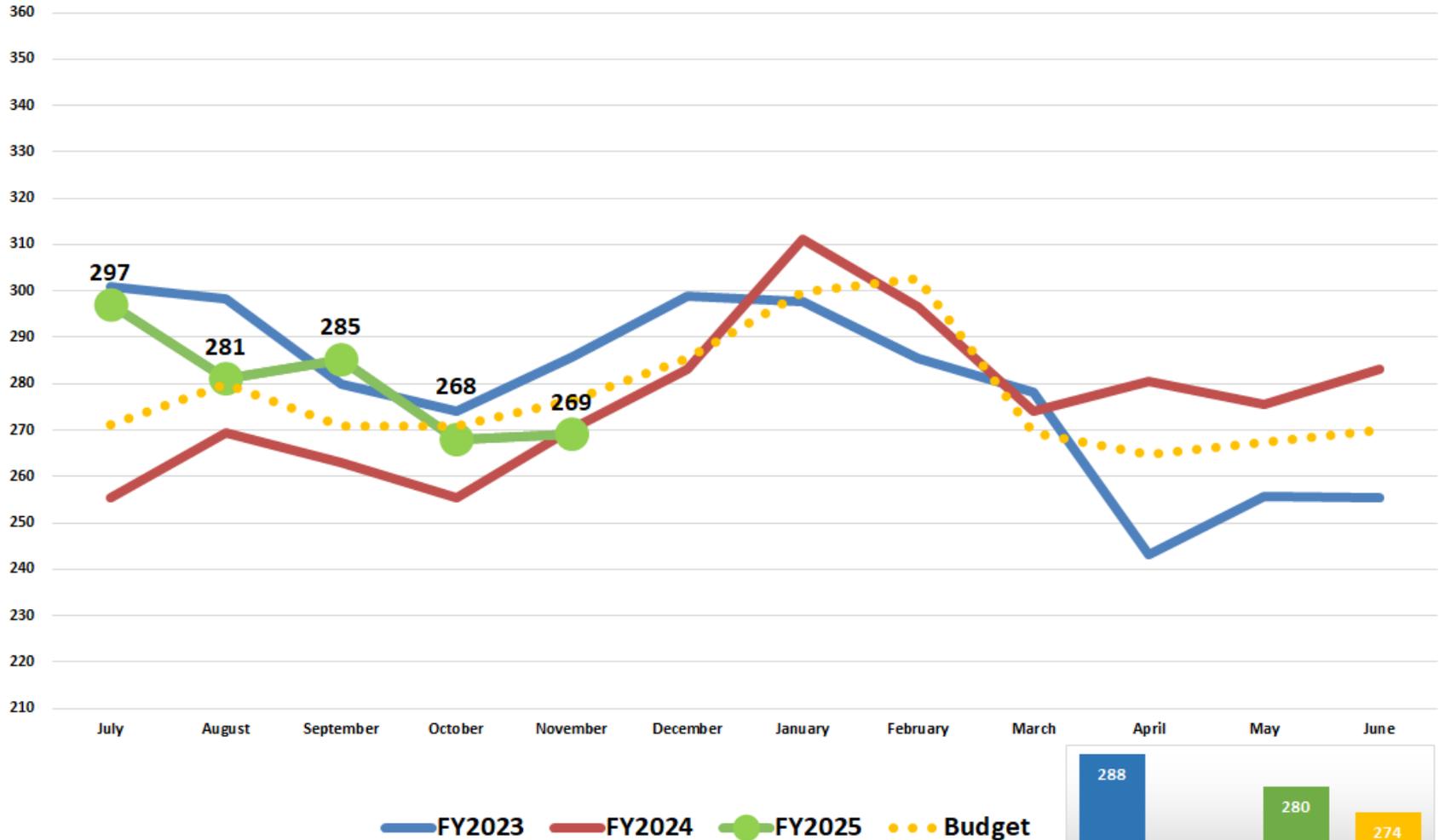
Observation Days



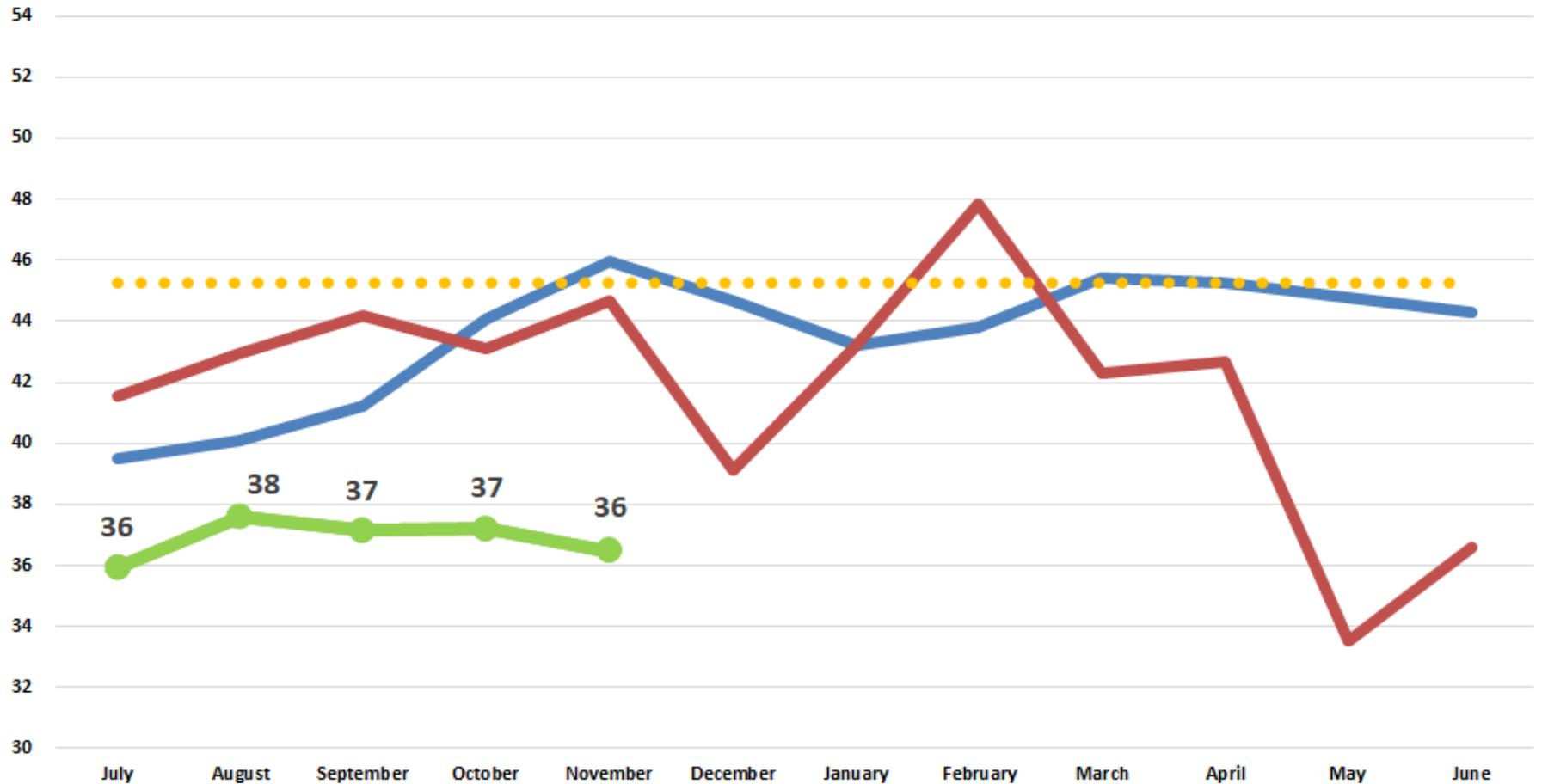
Adjusted Patient Days



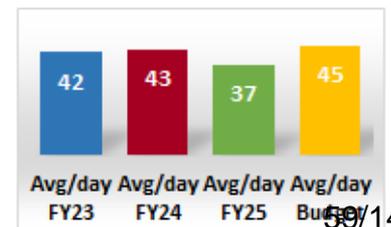
Medical Center (Avg Patients Per Day)



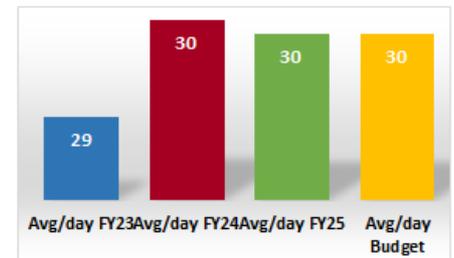
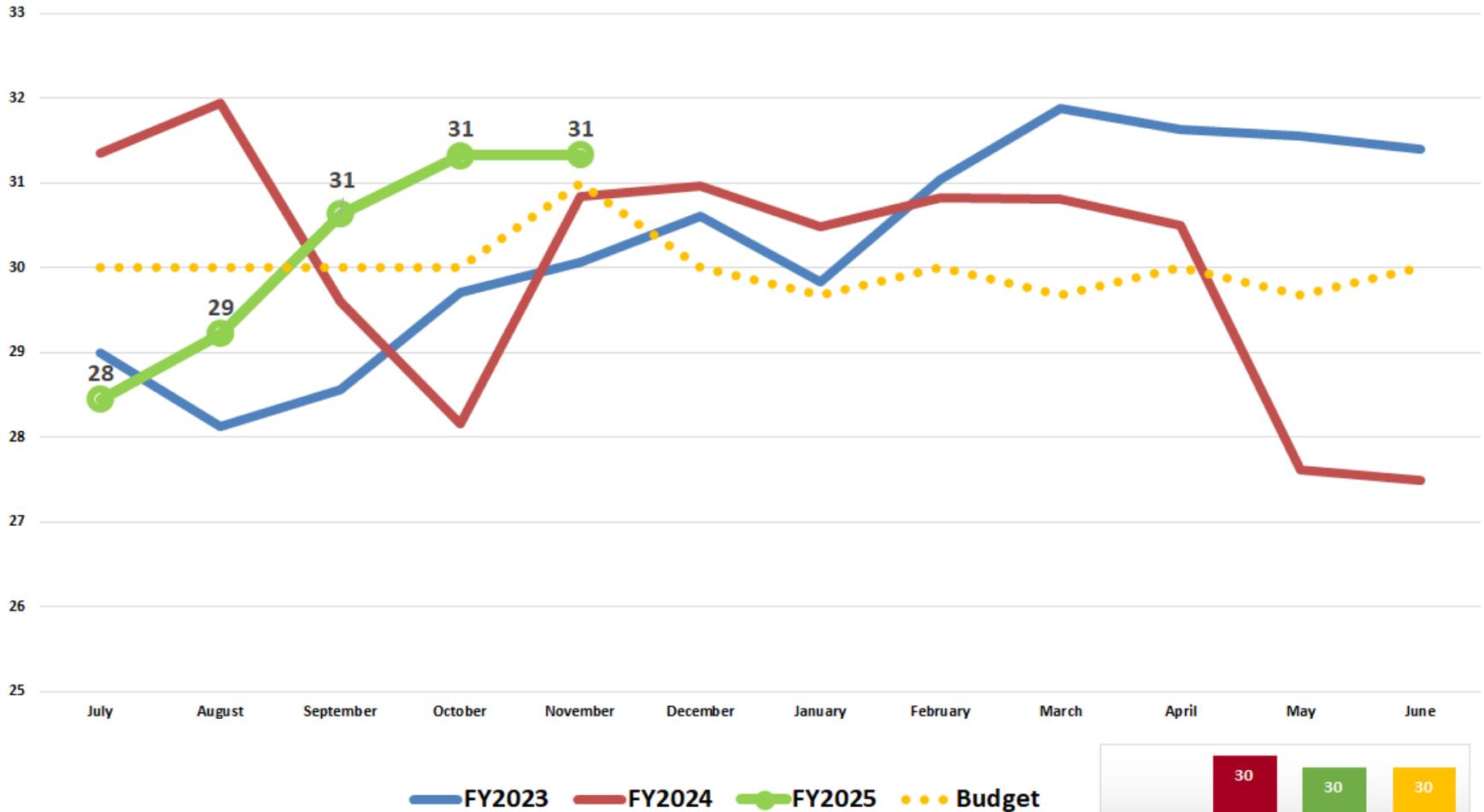
Acute I/P Psych (Avg Patients Per Day)



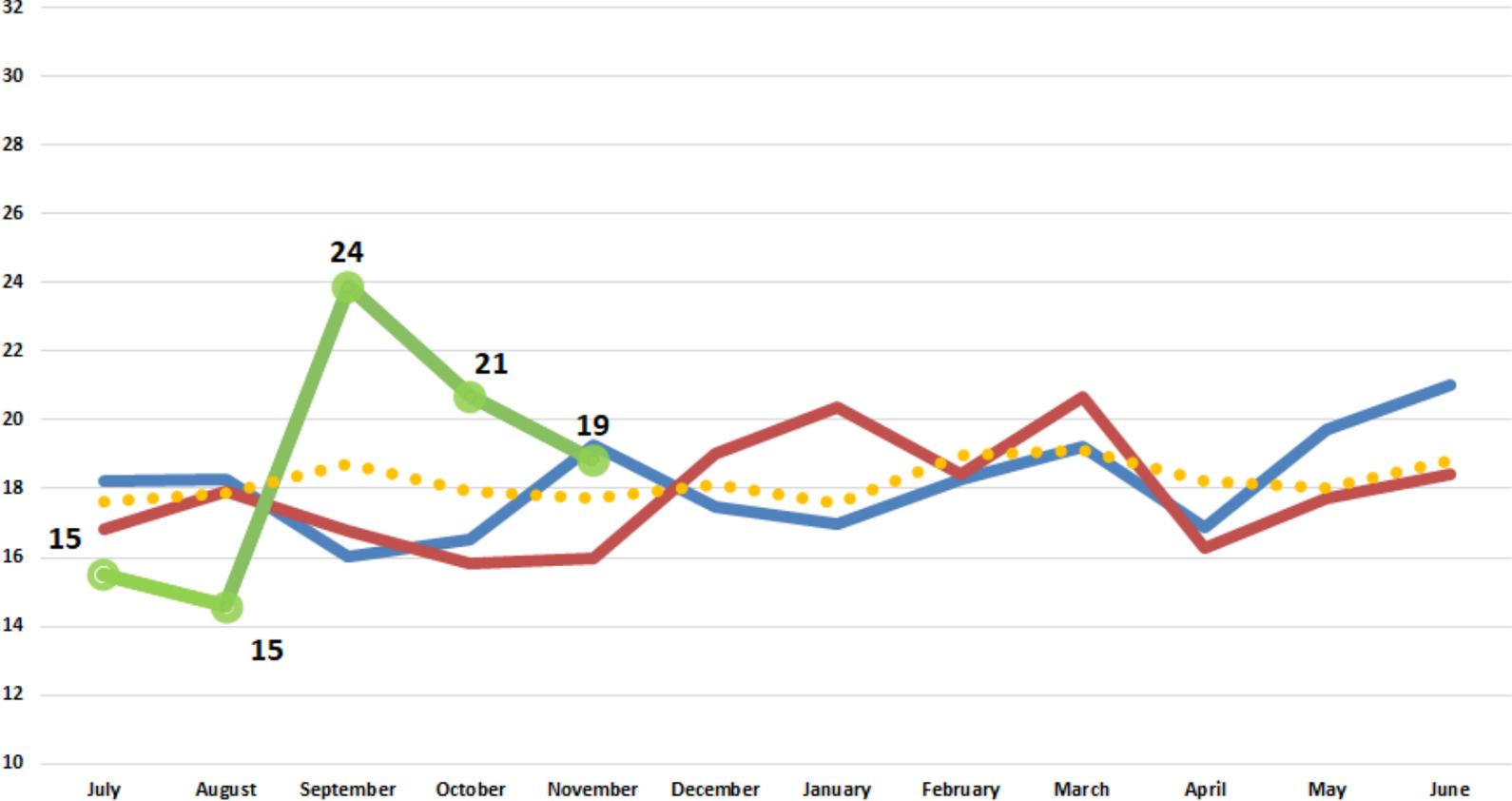
FY2023 FY2024 FY2025 Budget



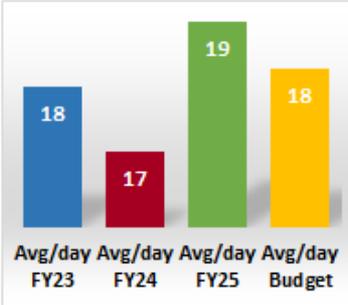
Sub-Acute - Avg Patients Per Day



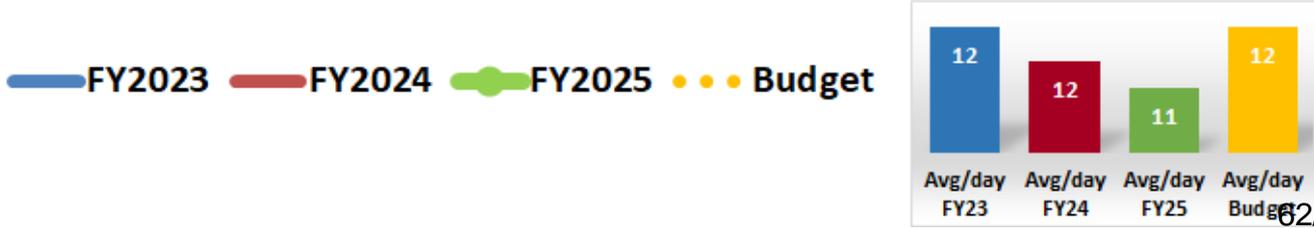
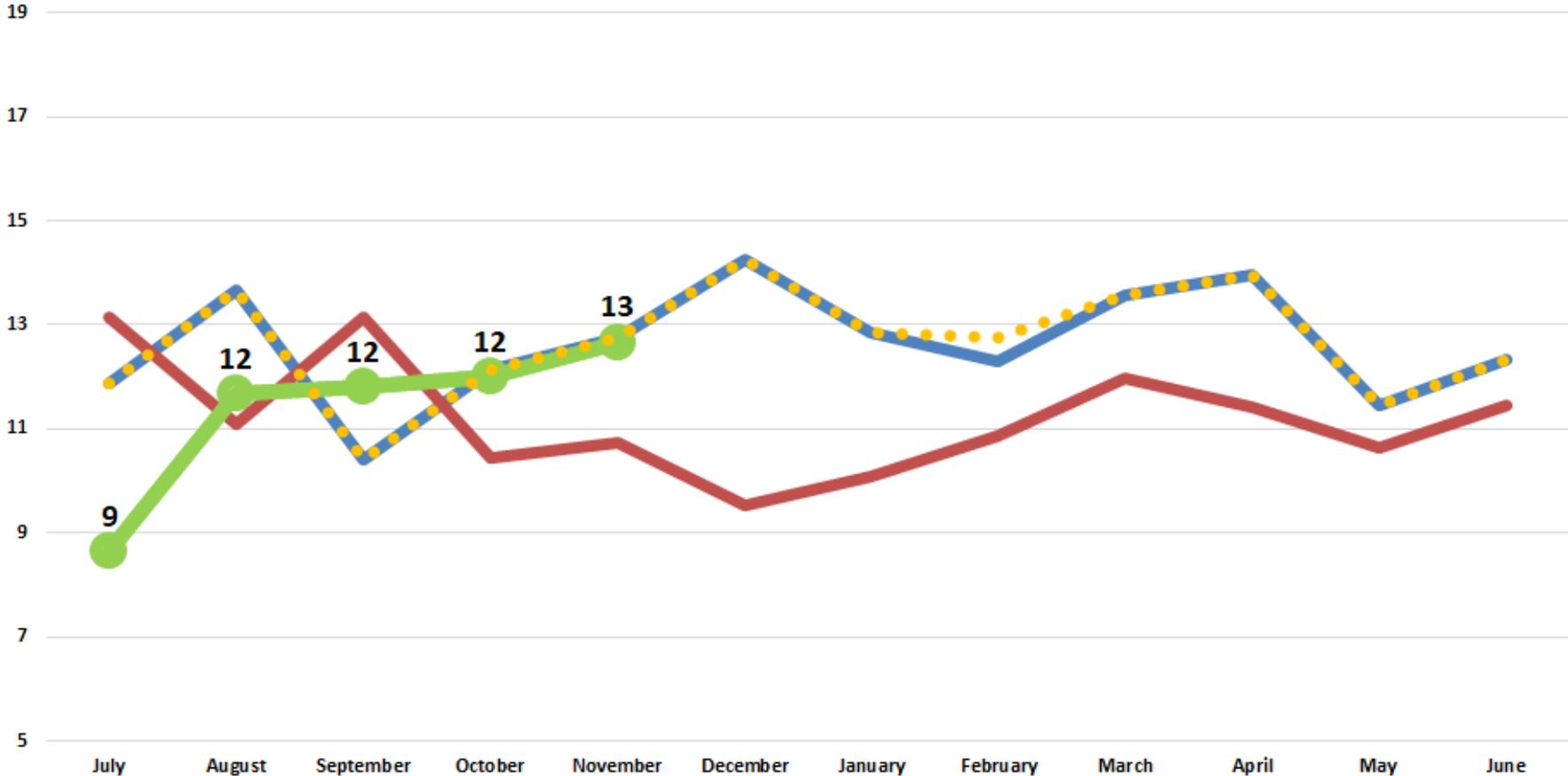
Rehabilitation Hospital - Avg Patients Per Day



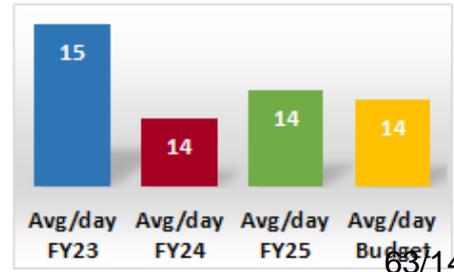
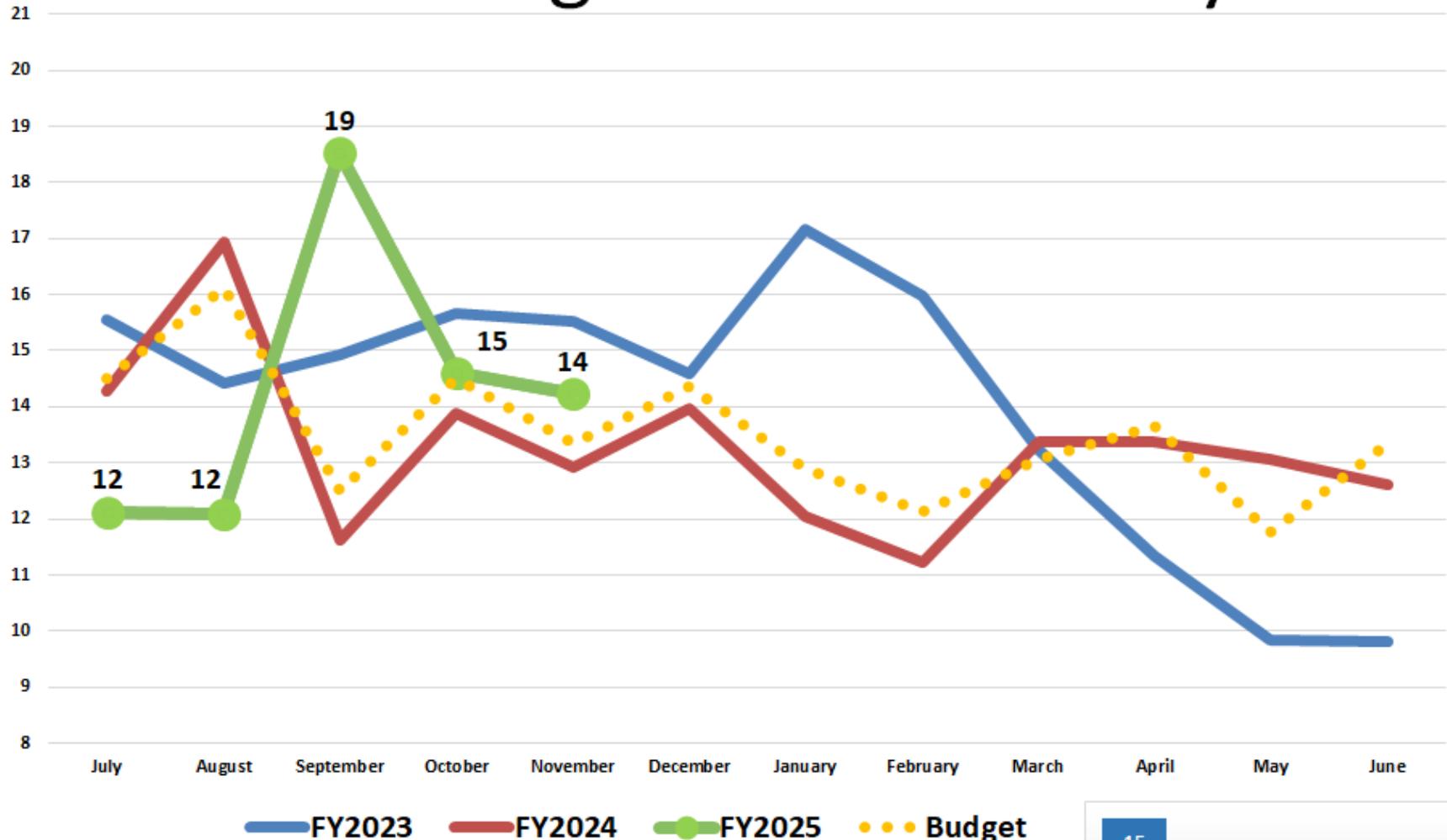
—●— FY2023
 —●— FY2024
 —●— FY2025
 ●●● Budget



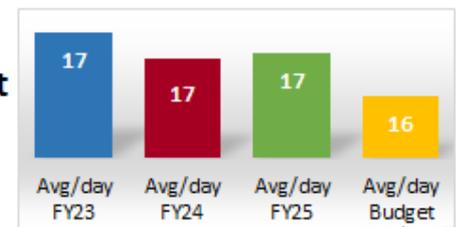
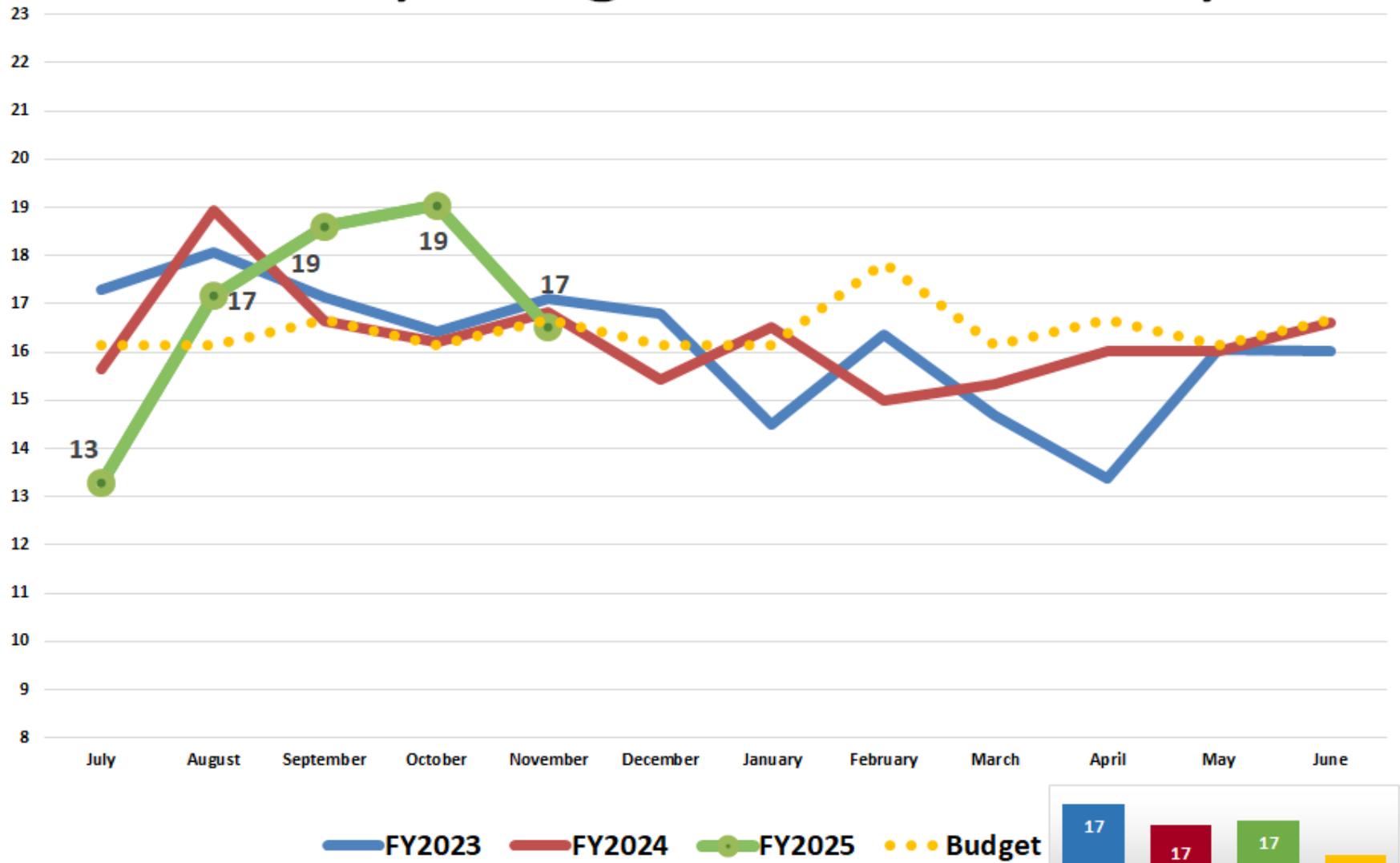
TCS Ortho - Avg Patients Per Day



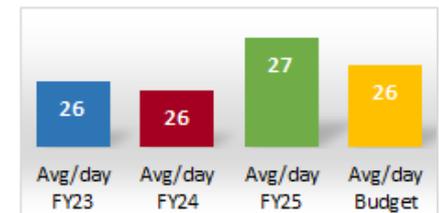
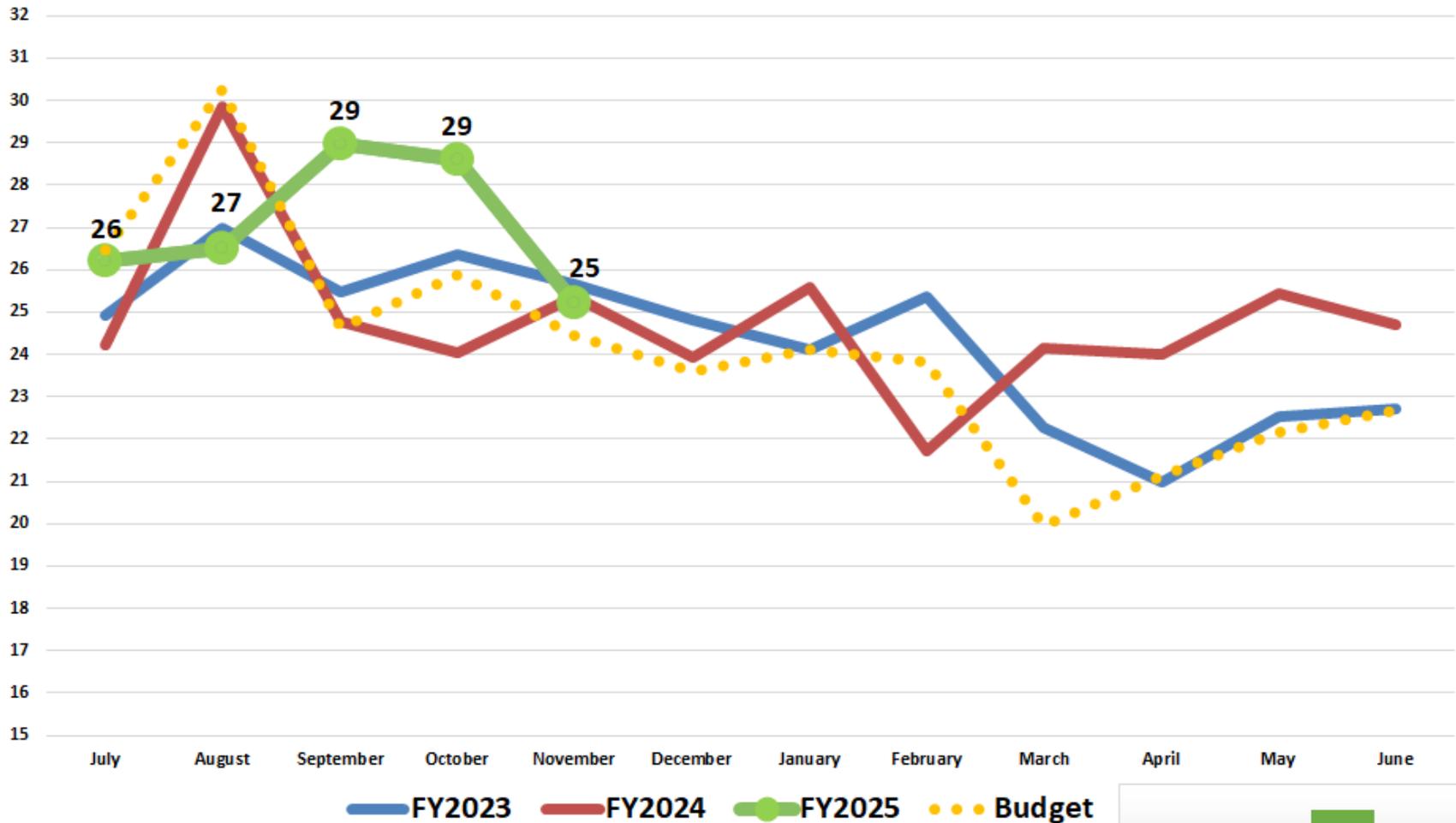
NICU - Avg Patients Per Day



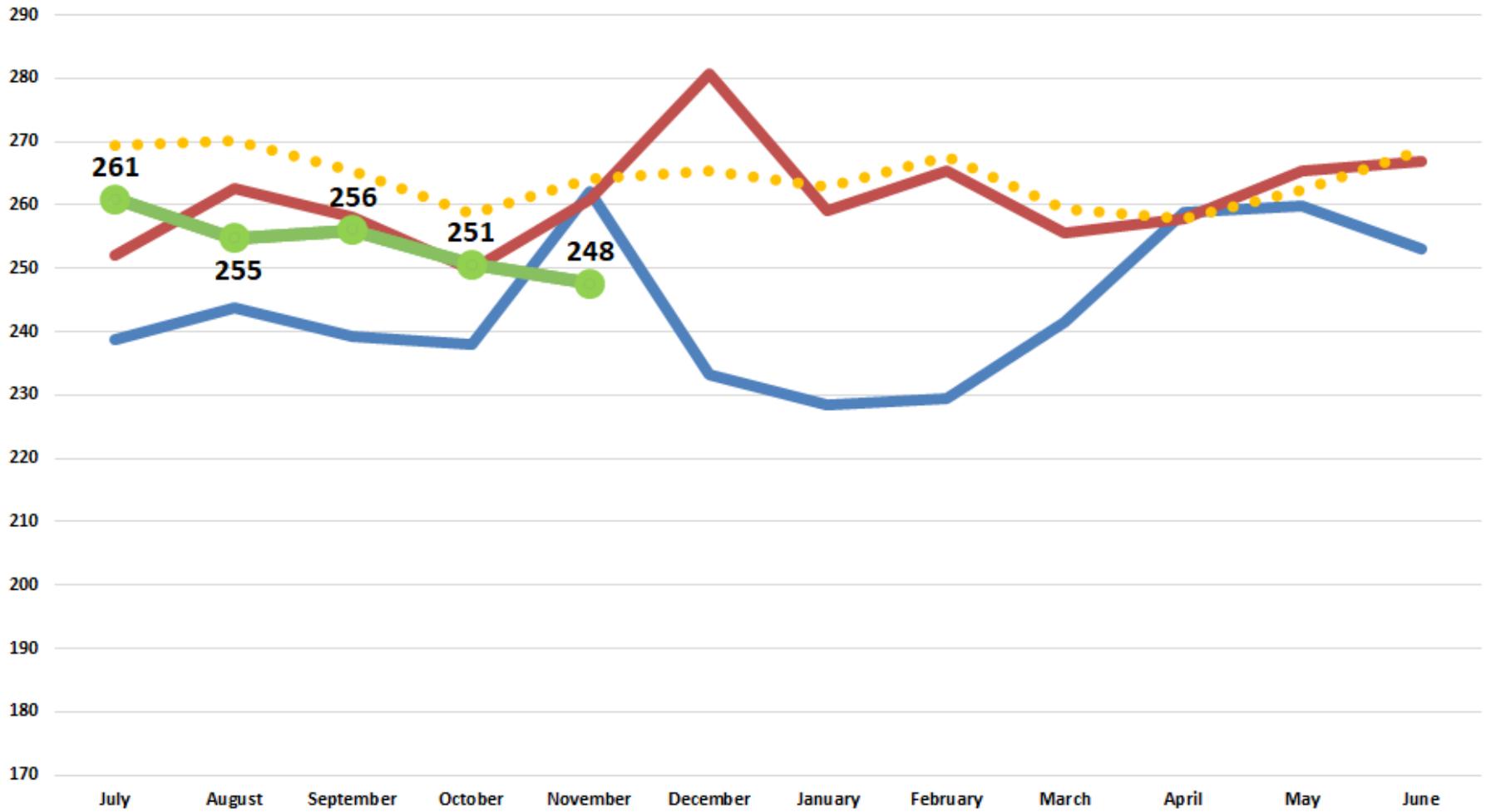
Nursery - Avg Patients Per Day



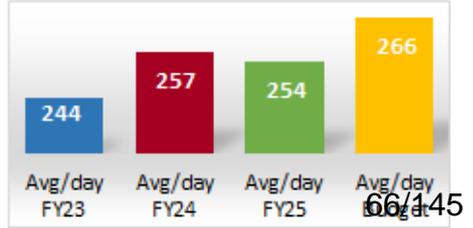
Obstetrics - Avg Patients Per Day



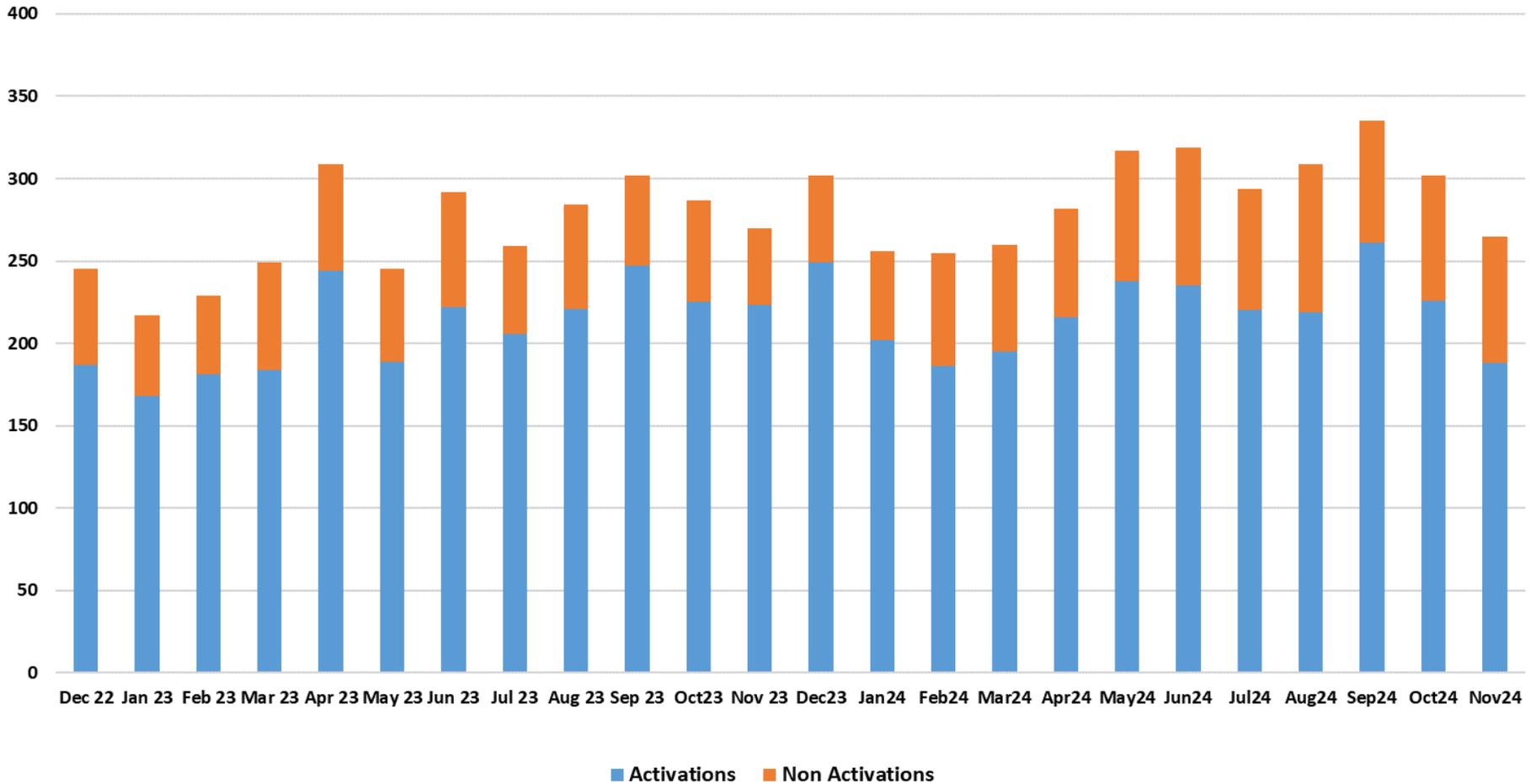
ED - Avg Treated Per Day



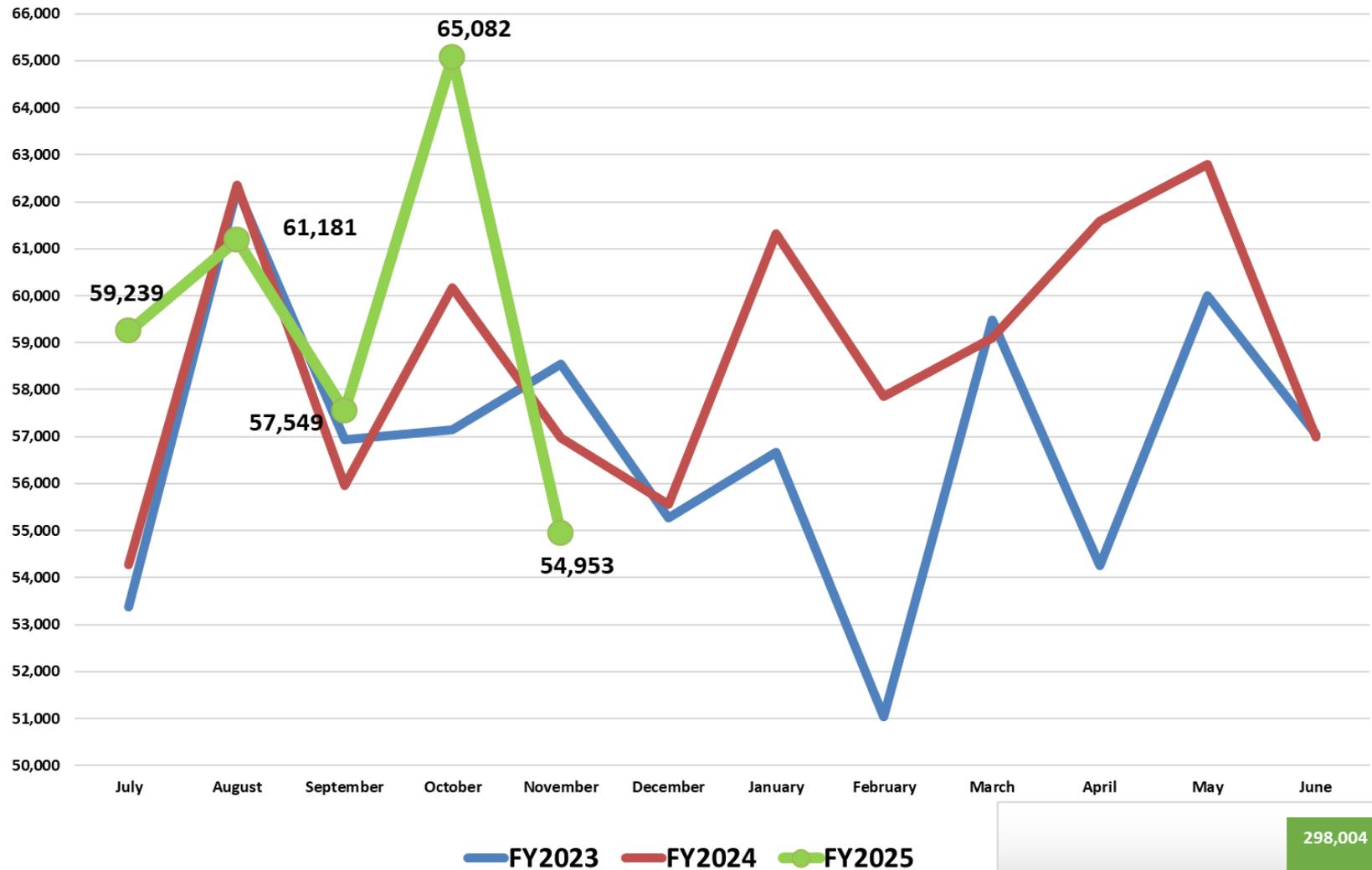
—●— FY2023
 —●— FY2024
 —●— FY2025
 ●●● Budget



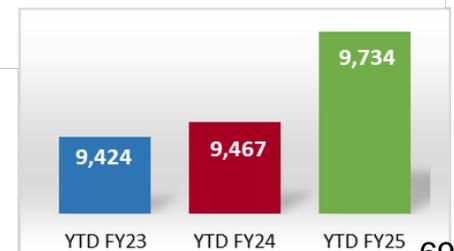
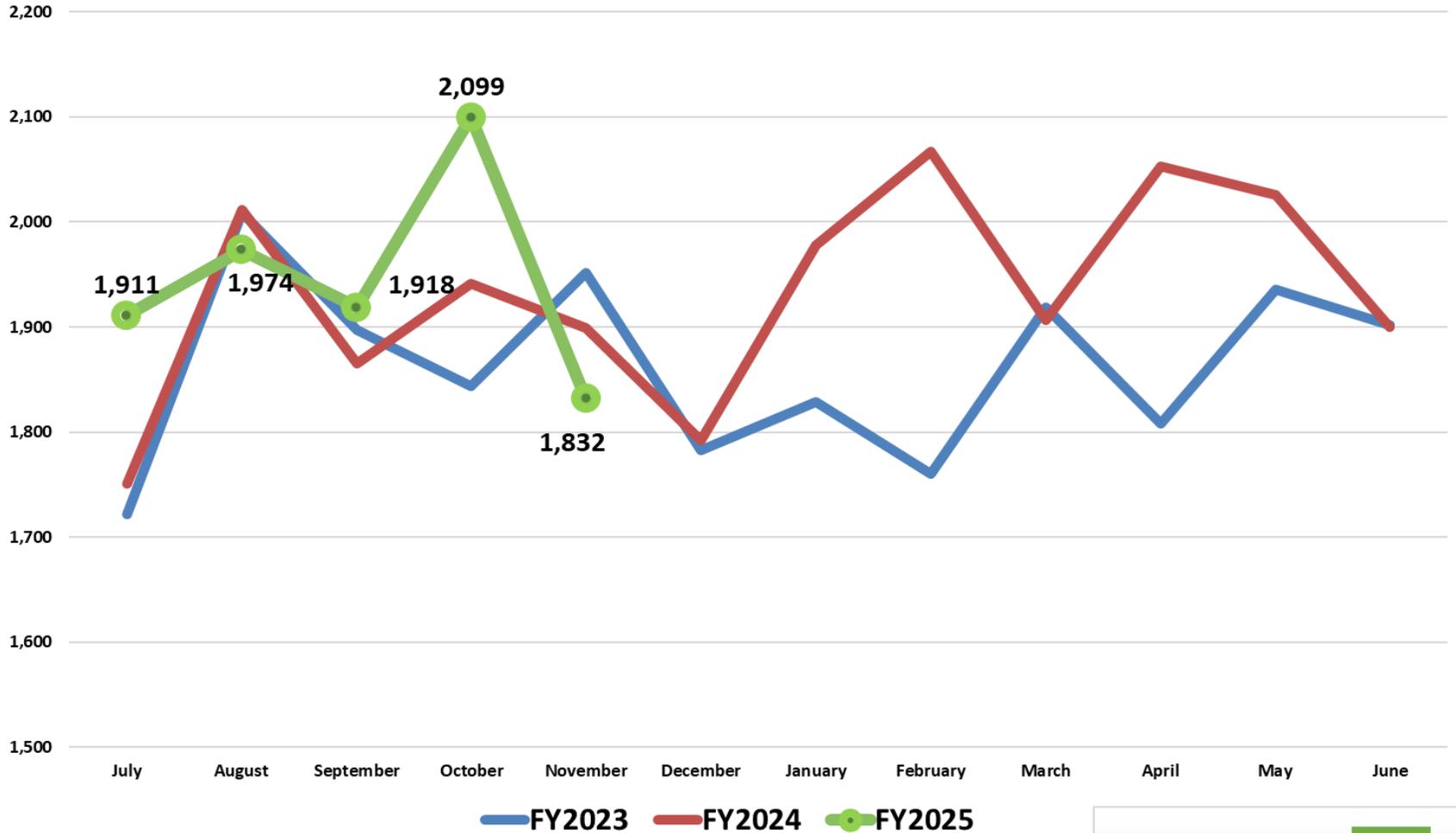
Trauma Activations & Non Activations



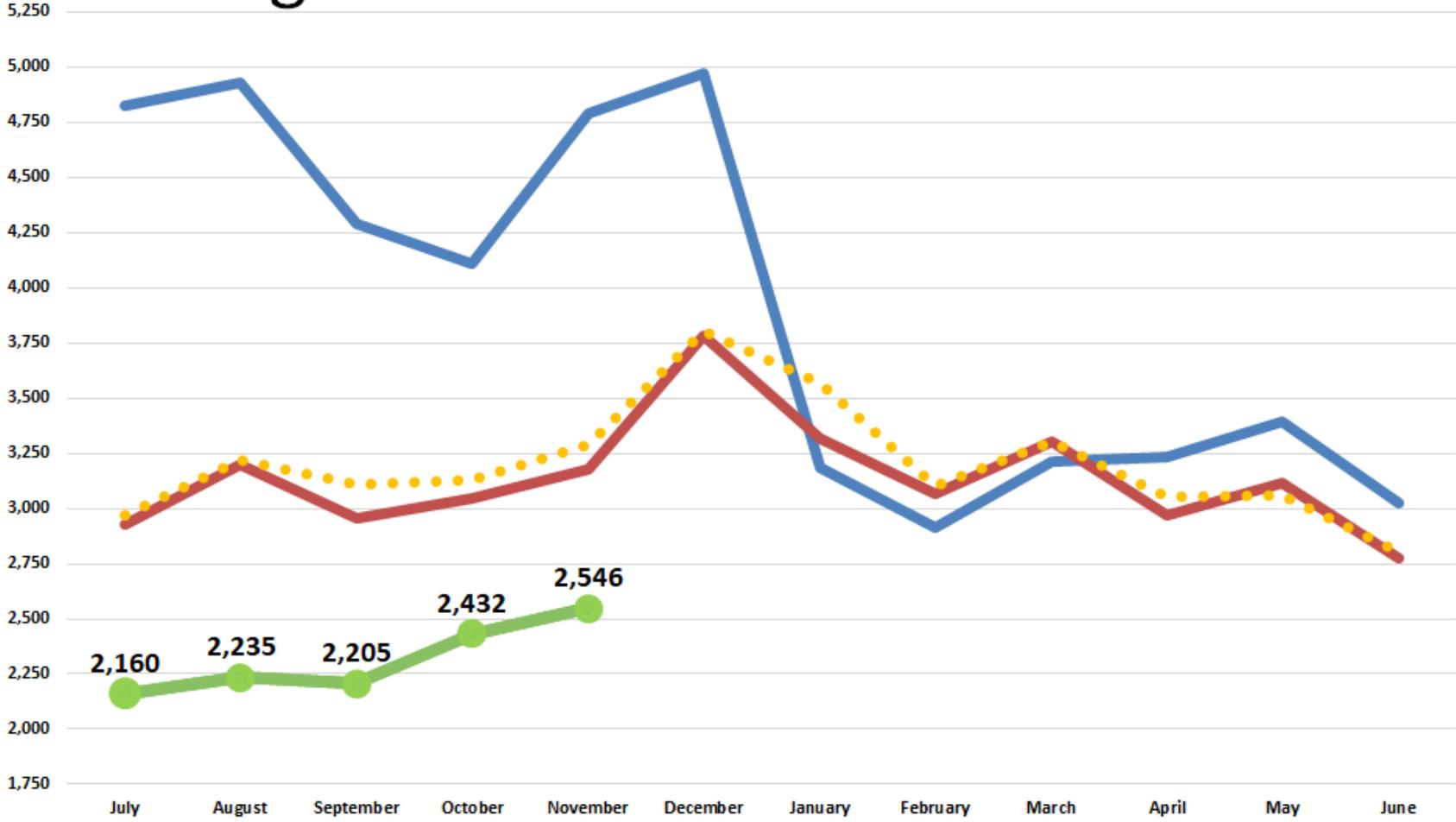
Outpatient Registrations



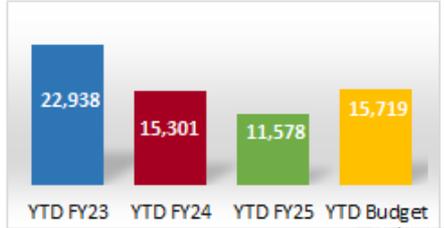
Outpatient Registrations Per Day



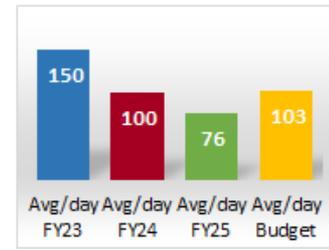
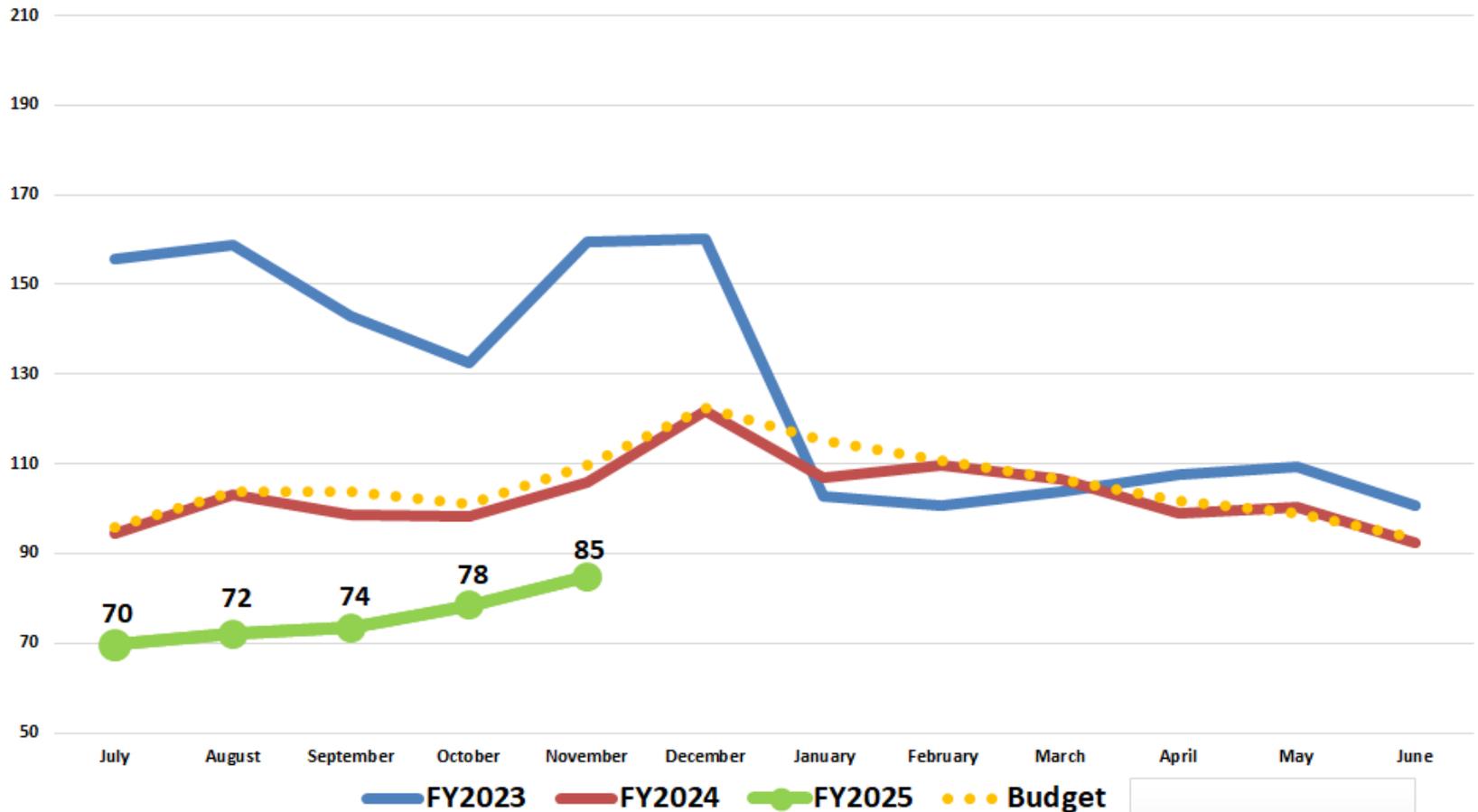
Urgent Care – Court Total Visits



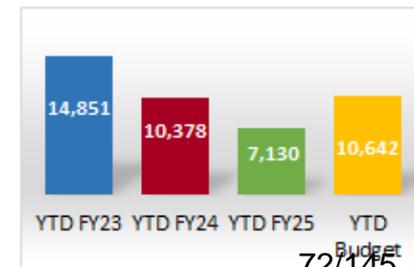
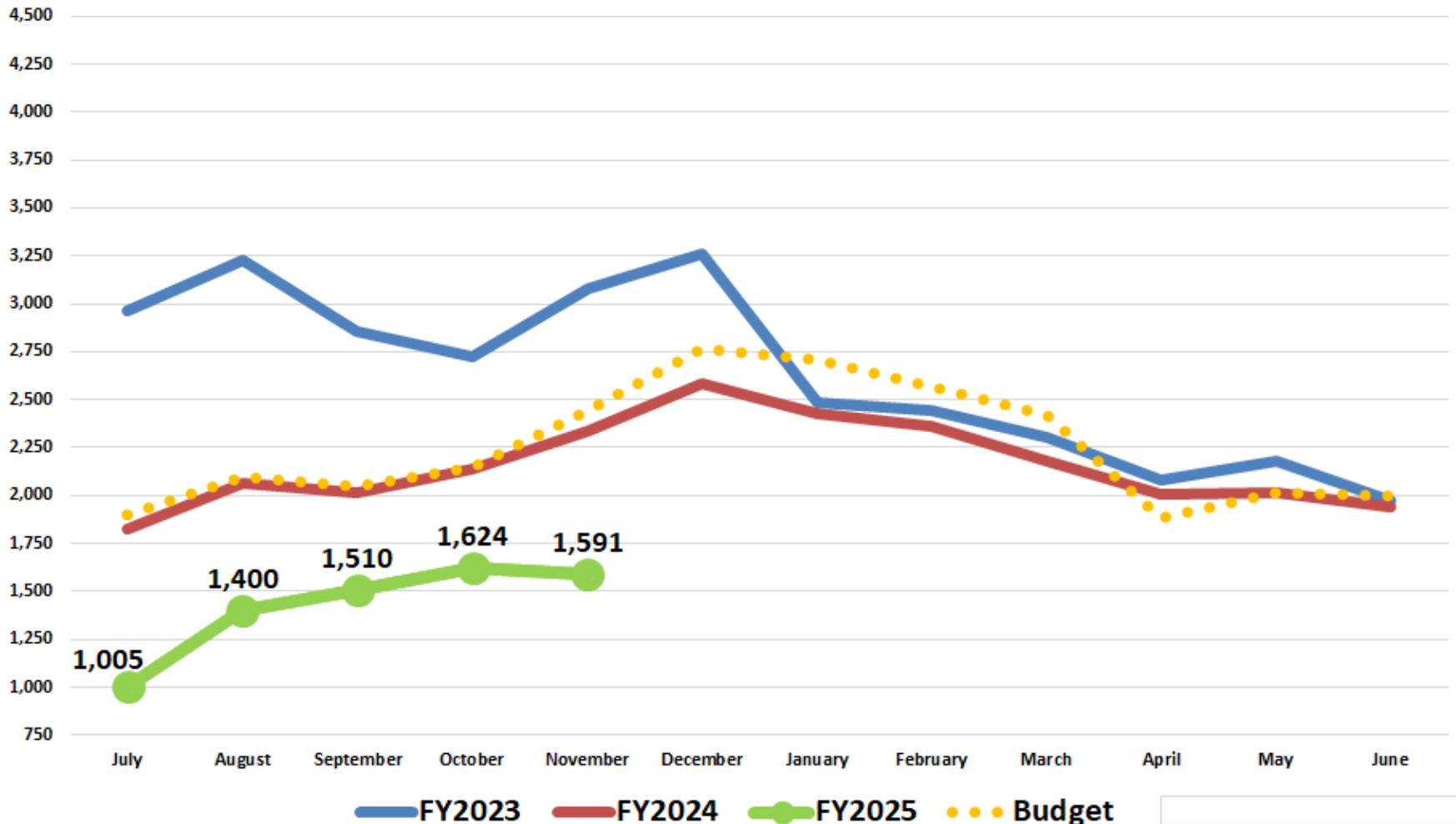
—●— FY2023
 —●— FY2024
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 ●●● Budget



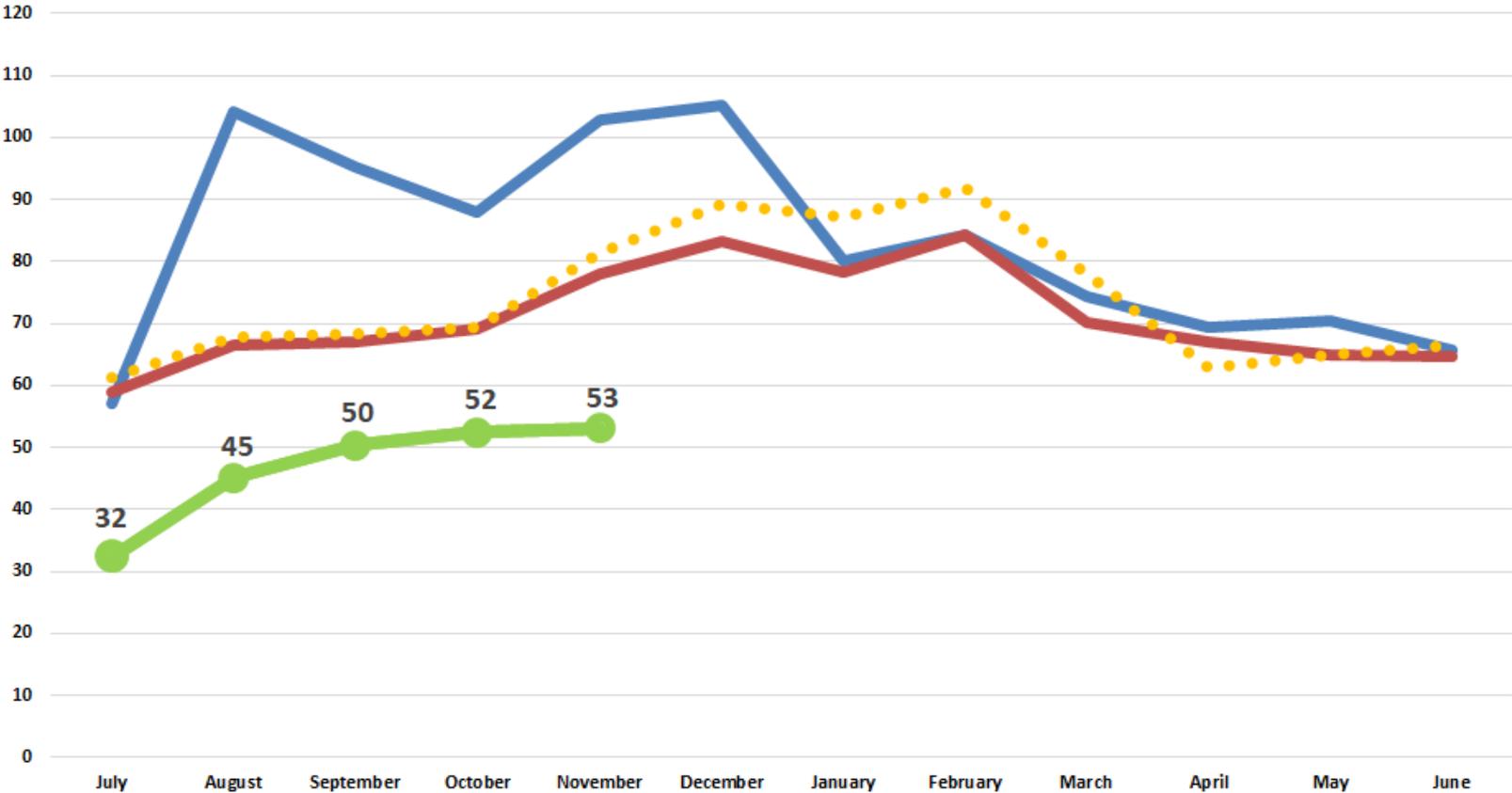
Urgent Care – Court Avg Visits Per Day



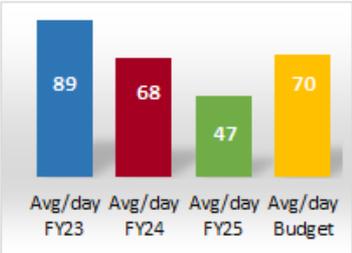
Urgent Care – Demaree Total Visits



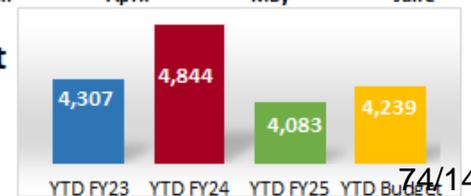
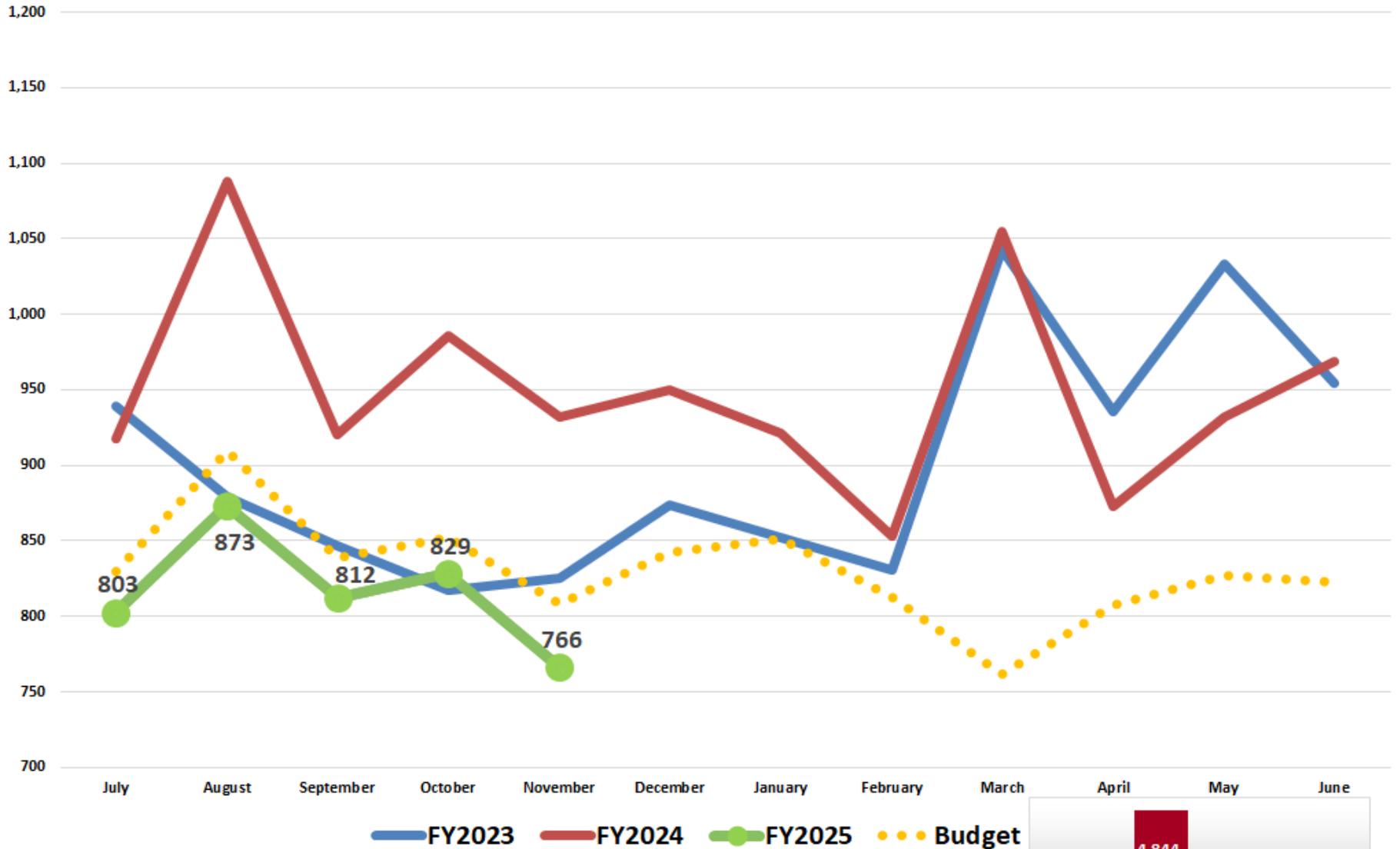
Urgent Care – Demaree Avg Visits Per Day



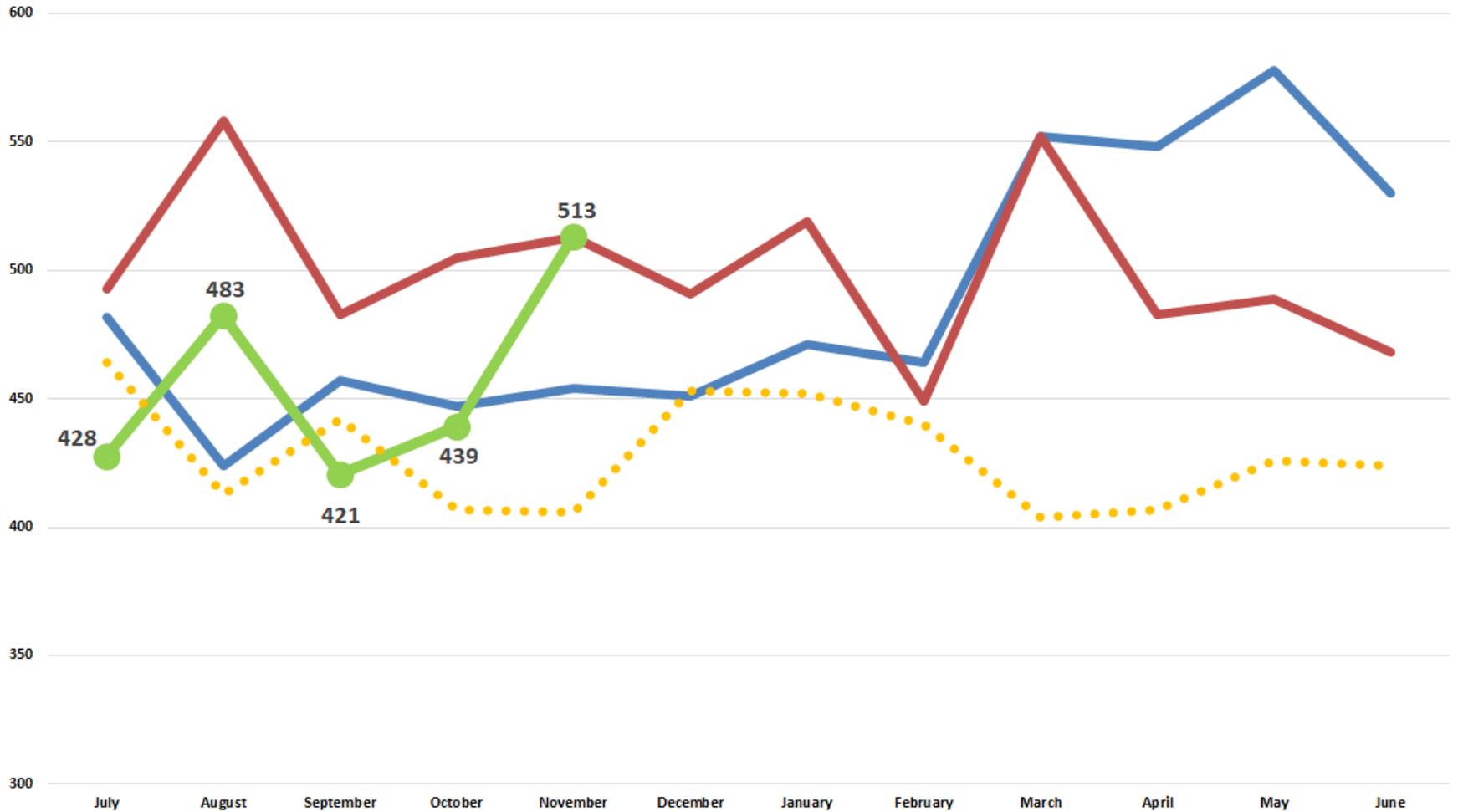
—●— FY2023
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 ●●●● Budget



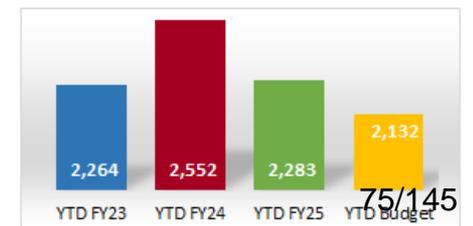
Surgery (IP & OP) – 100 Min Units



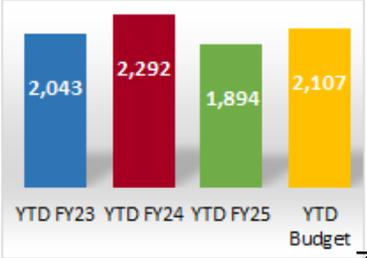
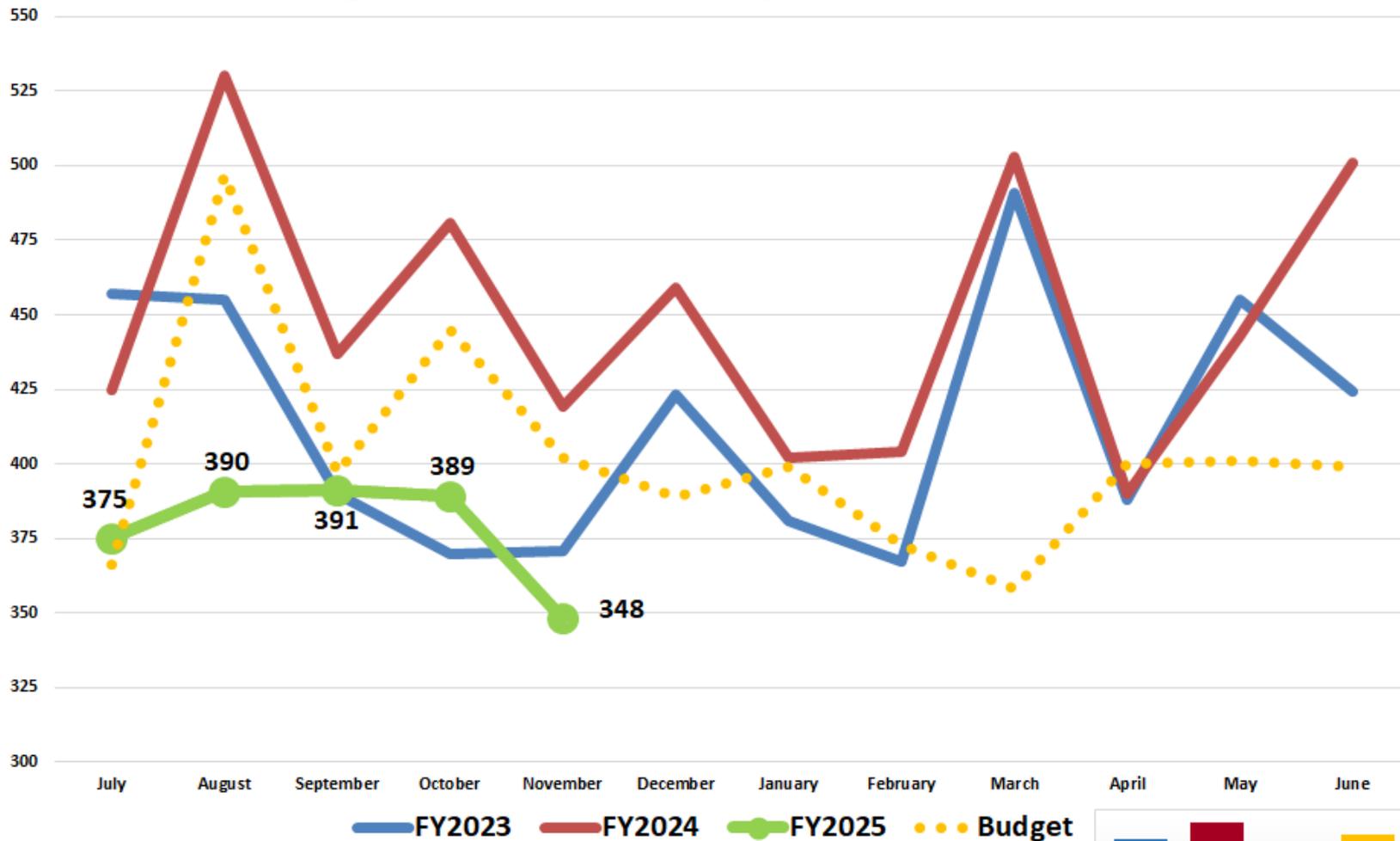
Surgery (IP Only) - 100 Min Unit



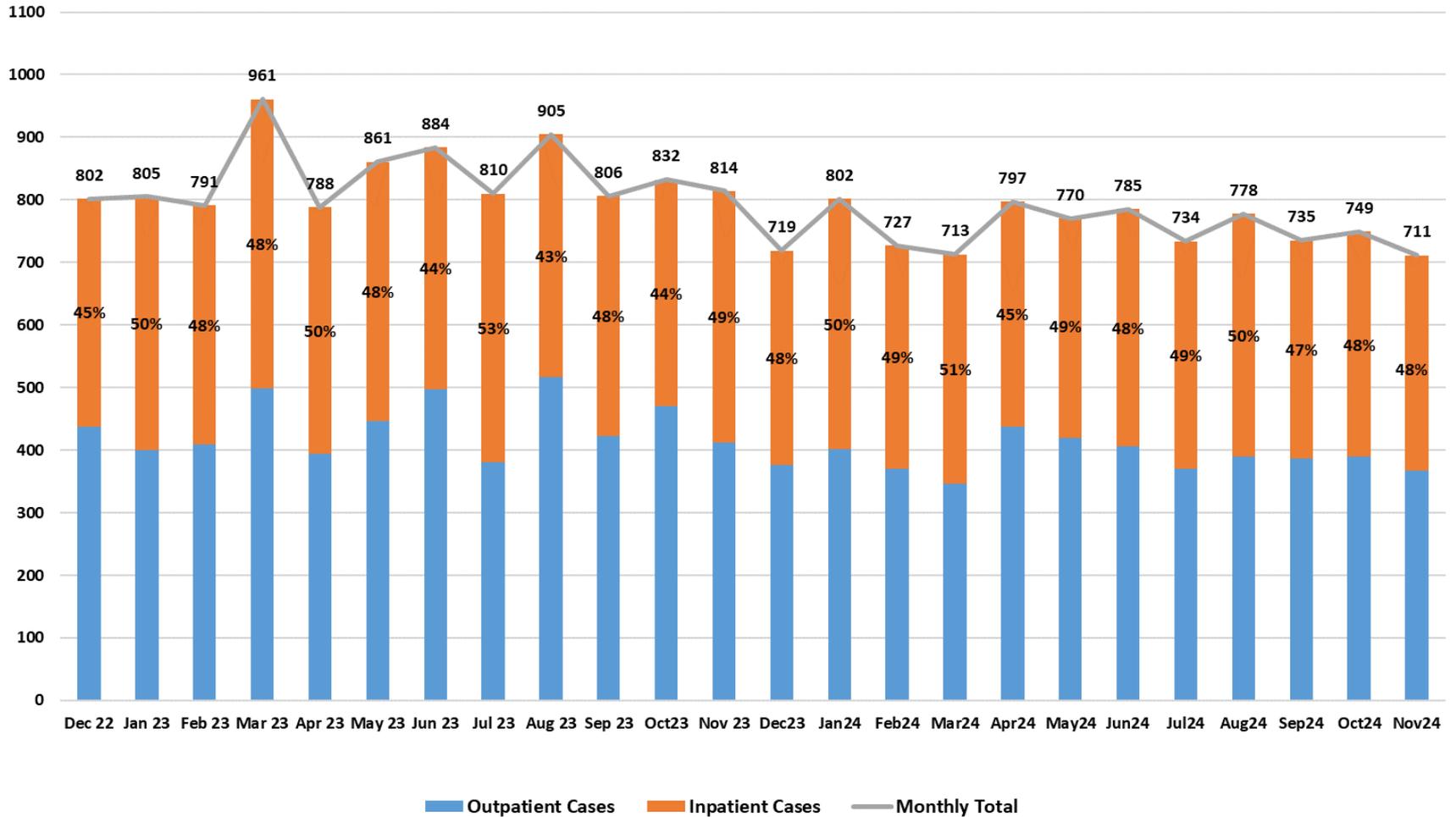
—●— FY2023
 —●— FY2024
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 ●●● Budget



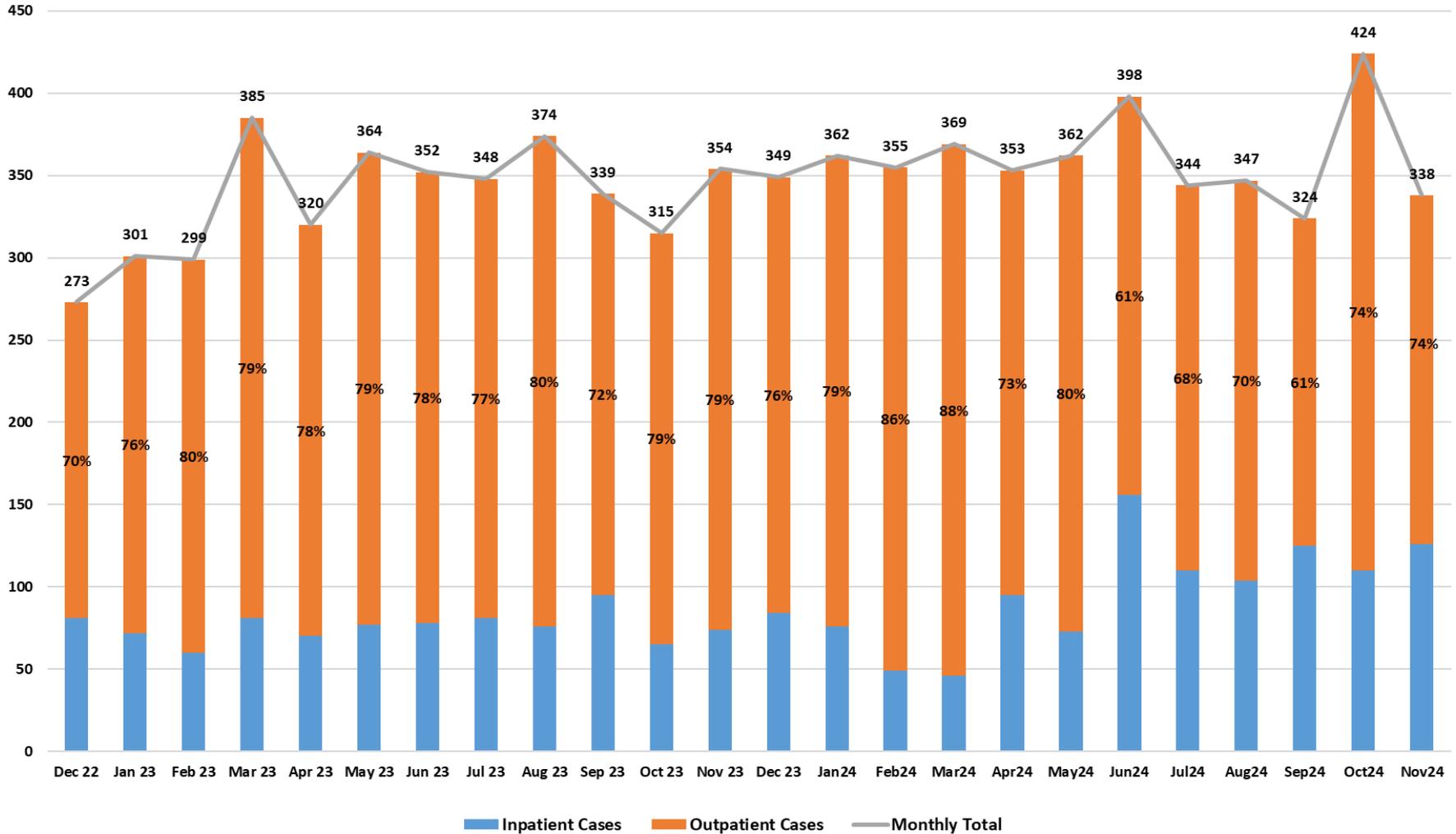
Surgery (OP Only) - 100 Min Units



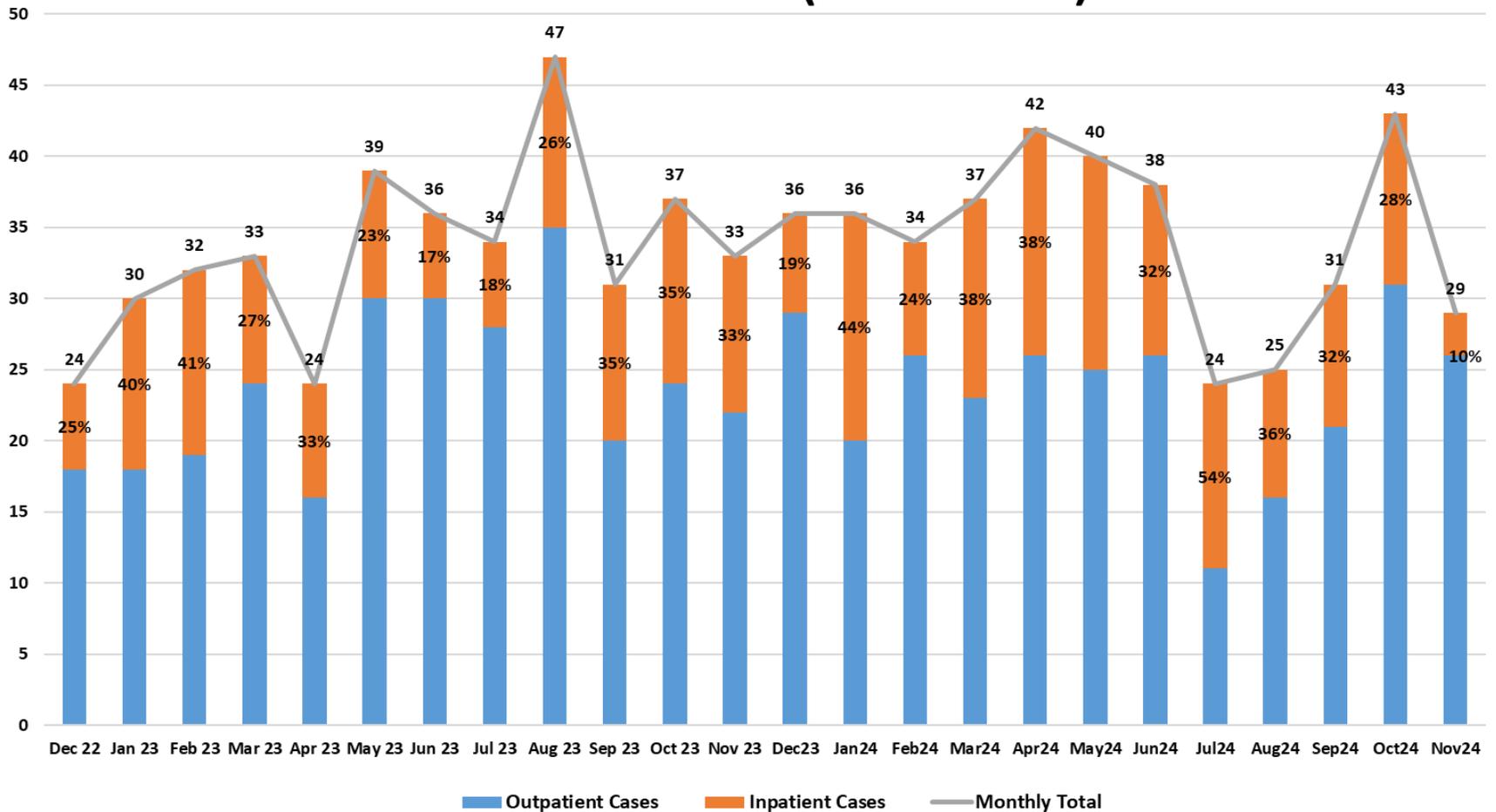
Surgery Cases (IP & OP)



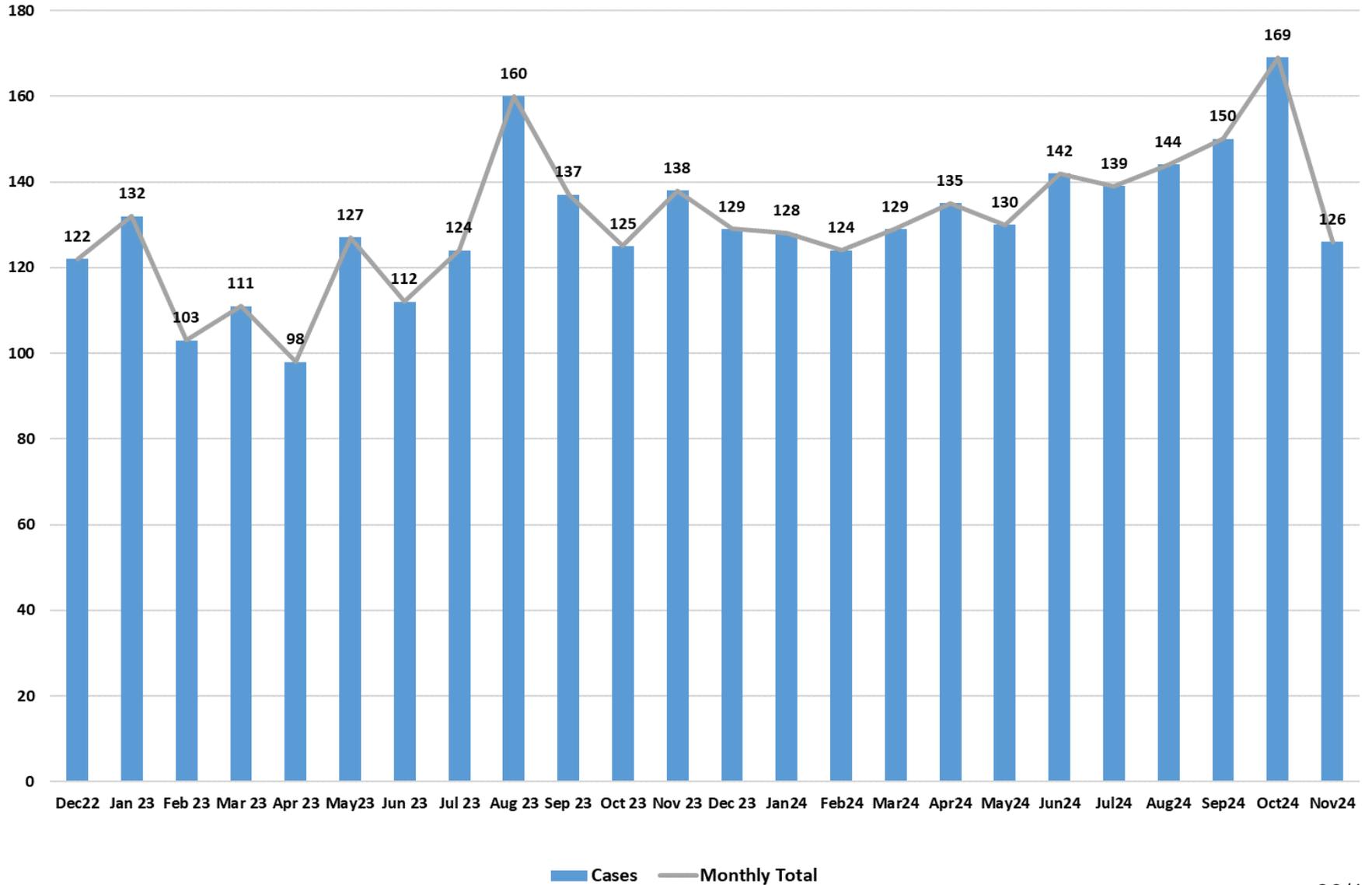
Endo Cases (Suites A & B and OR)



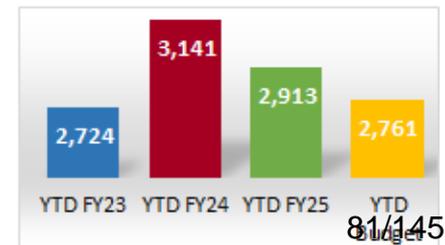
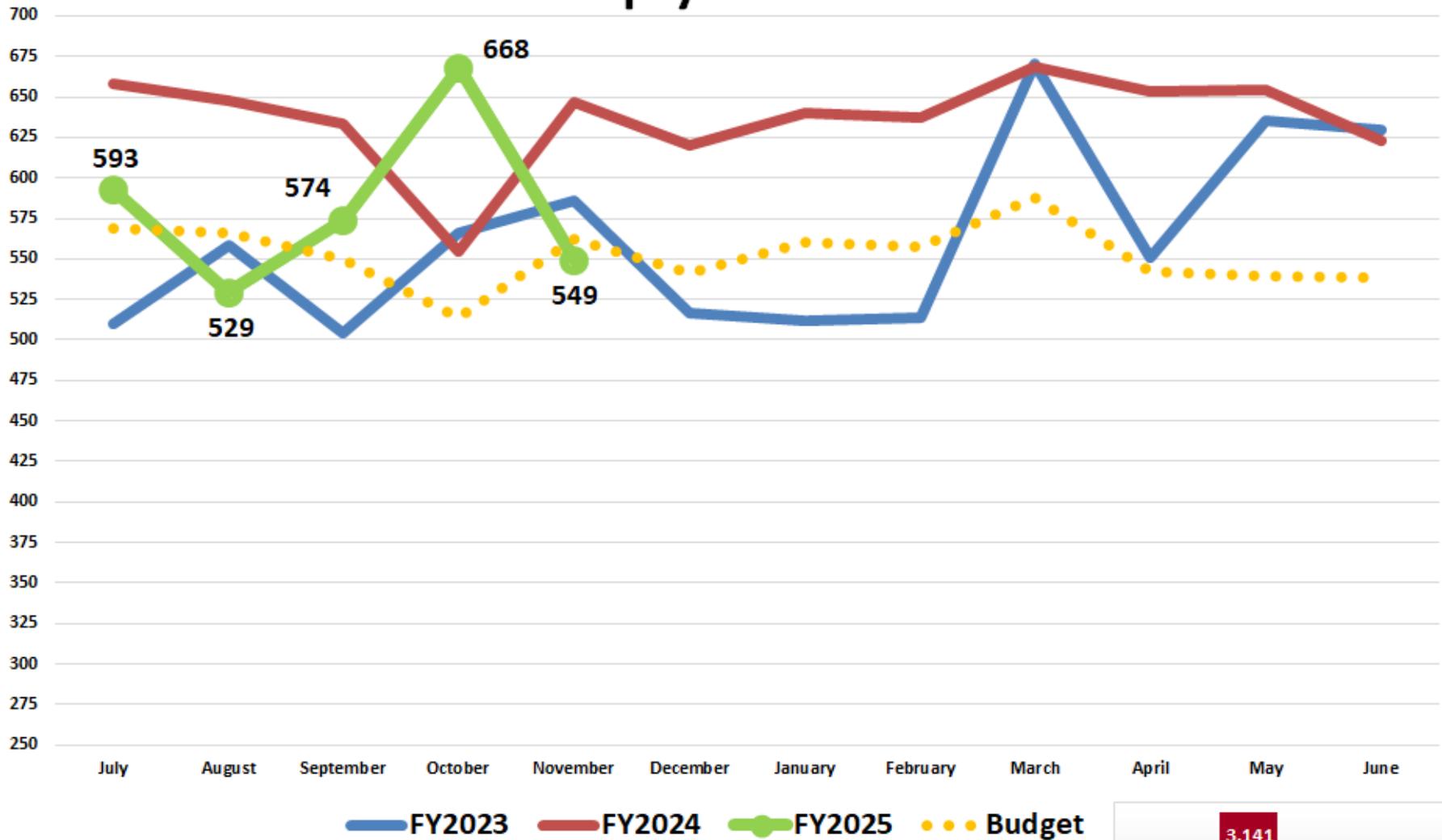
Robotic Cases (IP & OP)



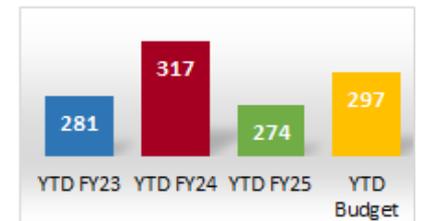
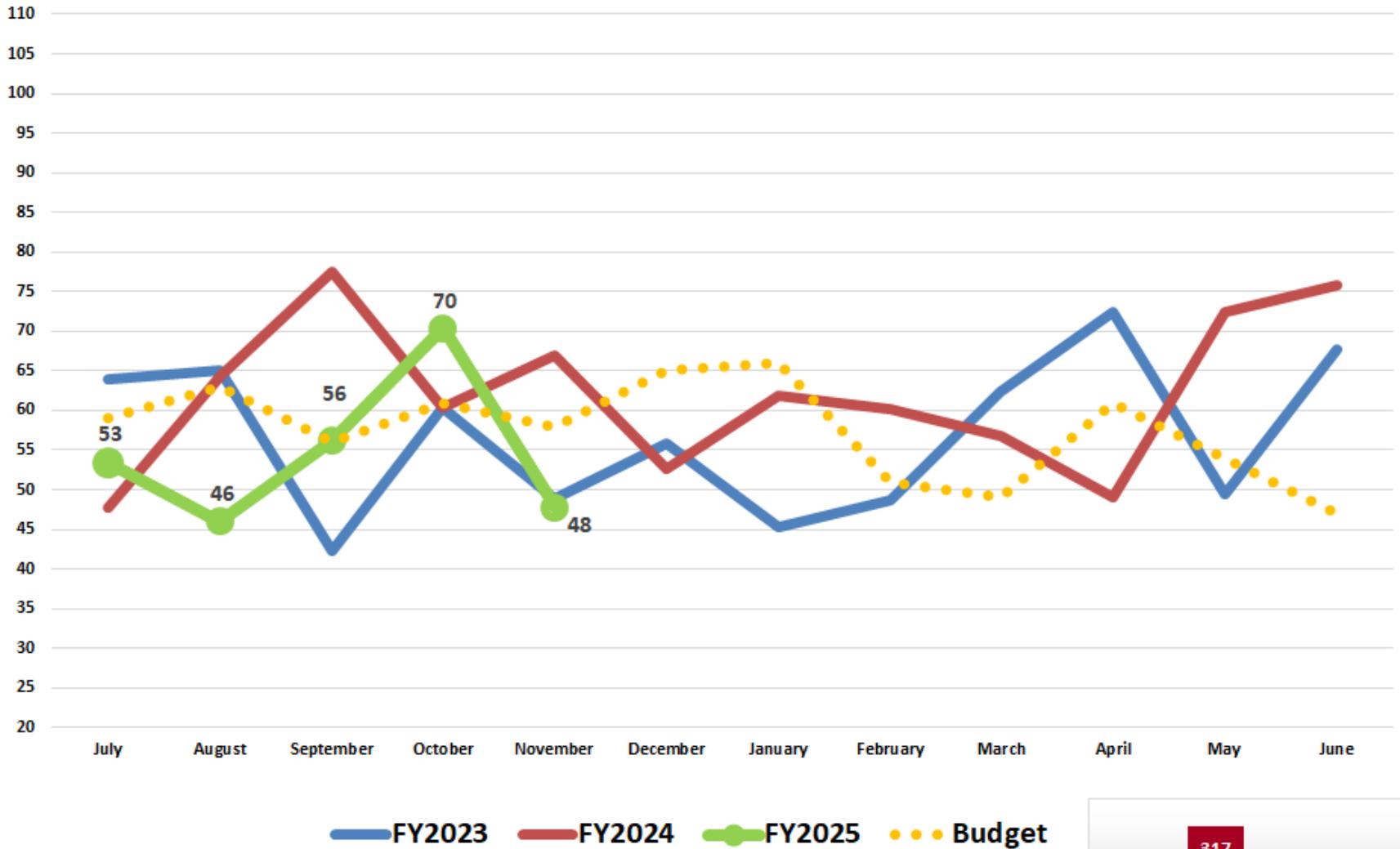
OB Cases



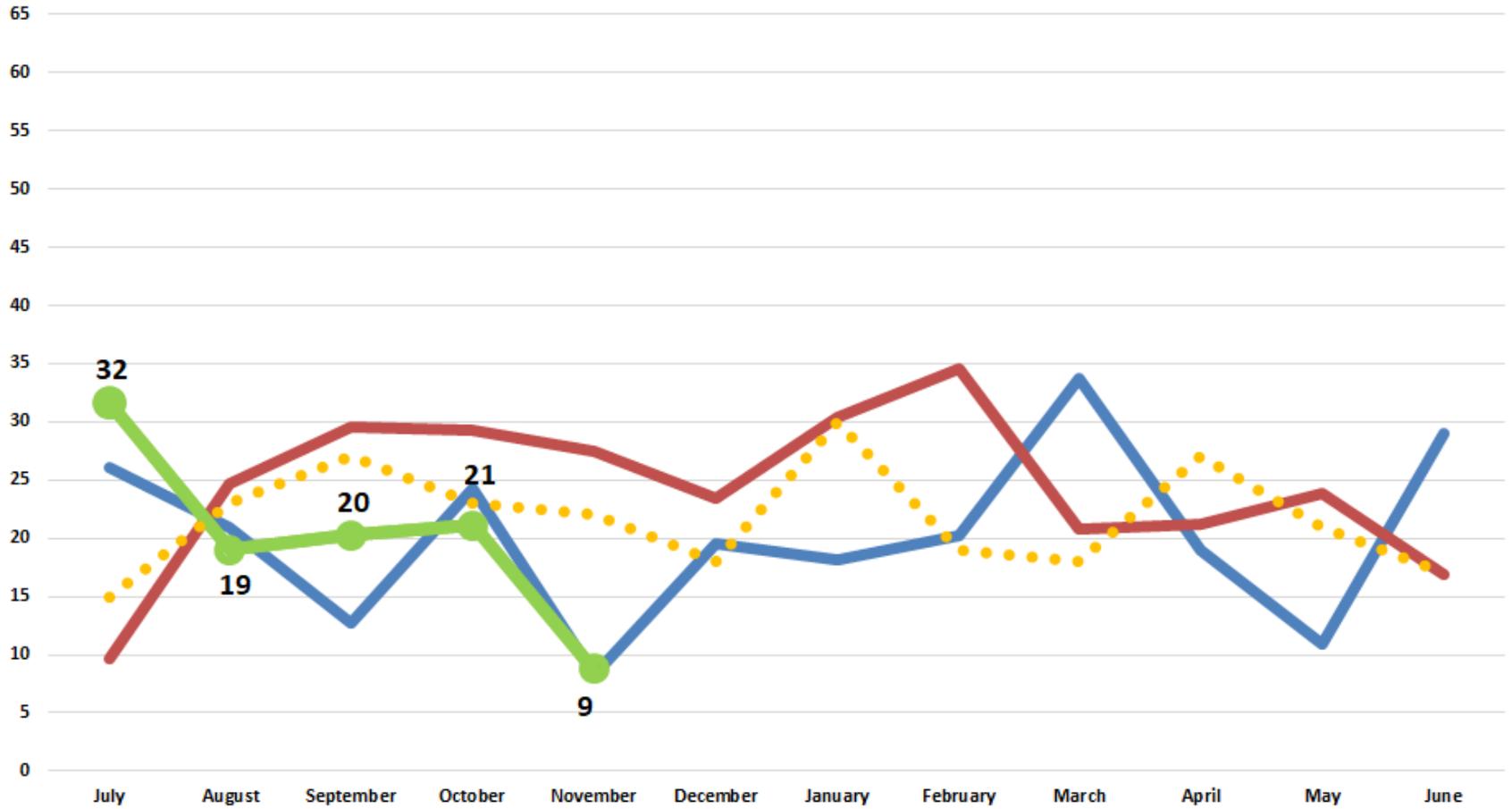
Endoscopy Procedures



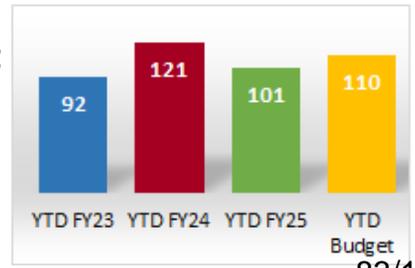
Robotic Surgery (IP & OP) - 100 Min Units



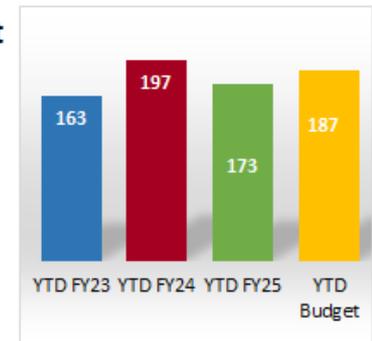
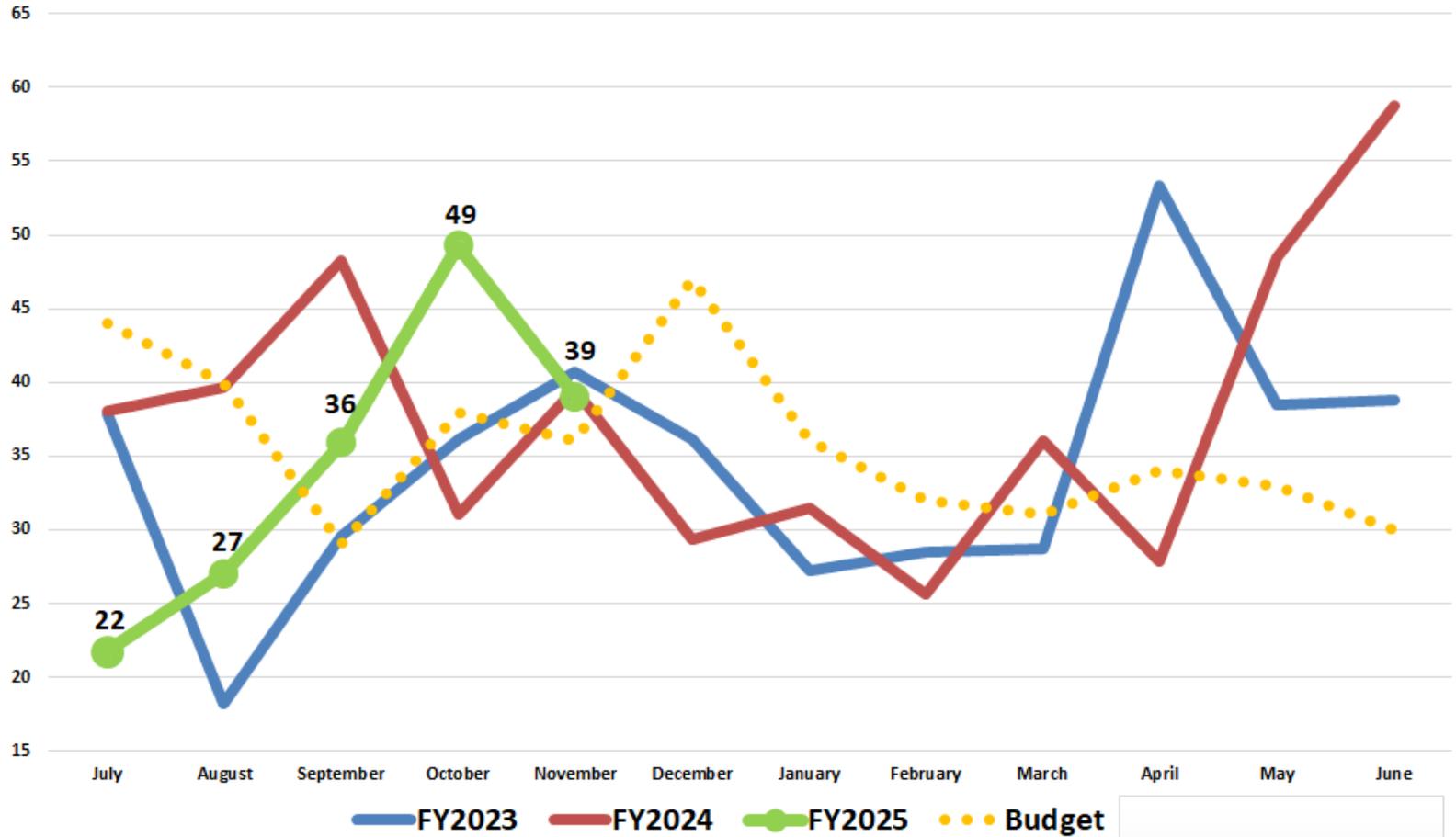
Robotic Surgery Minutes (IP Only)



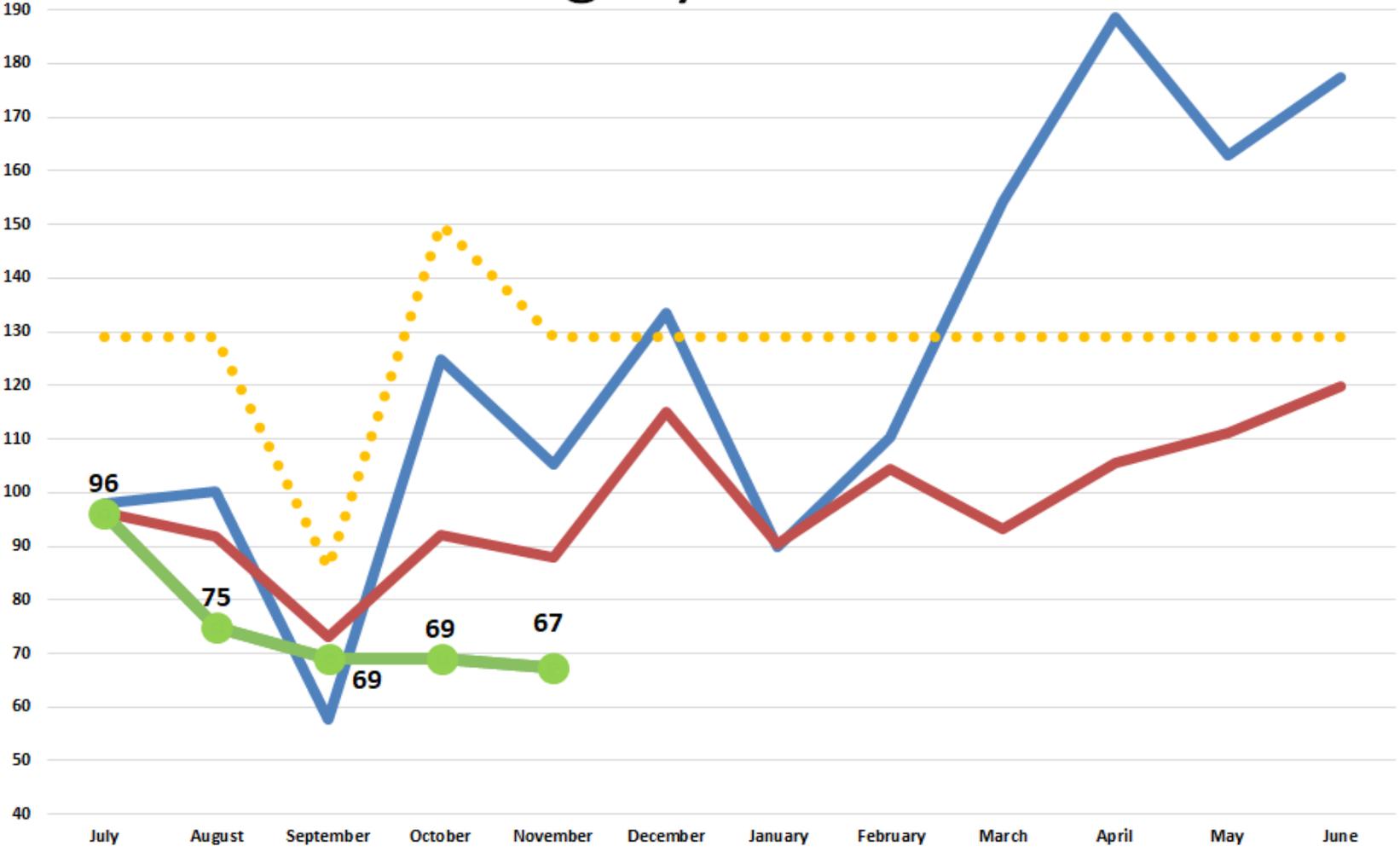
—●— FY2023
 —●— FY2024
 —●— FY2025
 ●●● Budget



Robotic Surgery Minutes (OP Only)



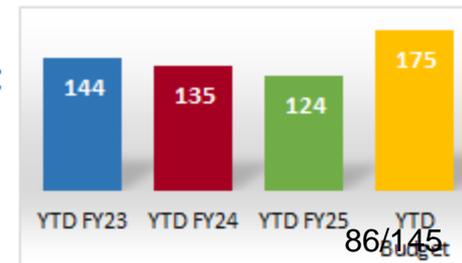
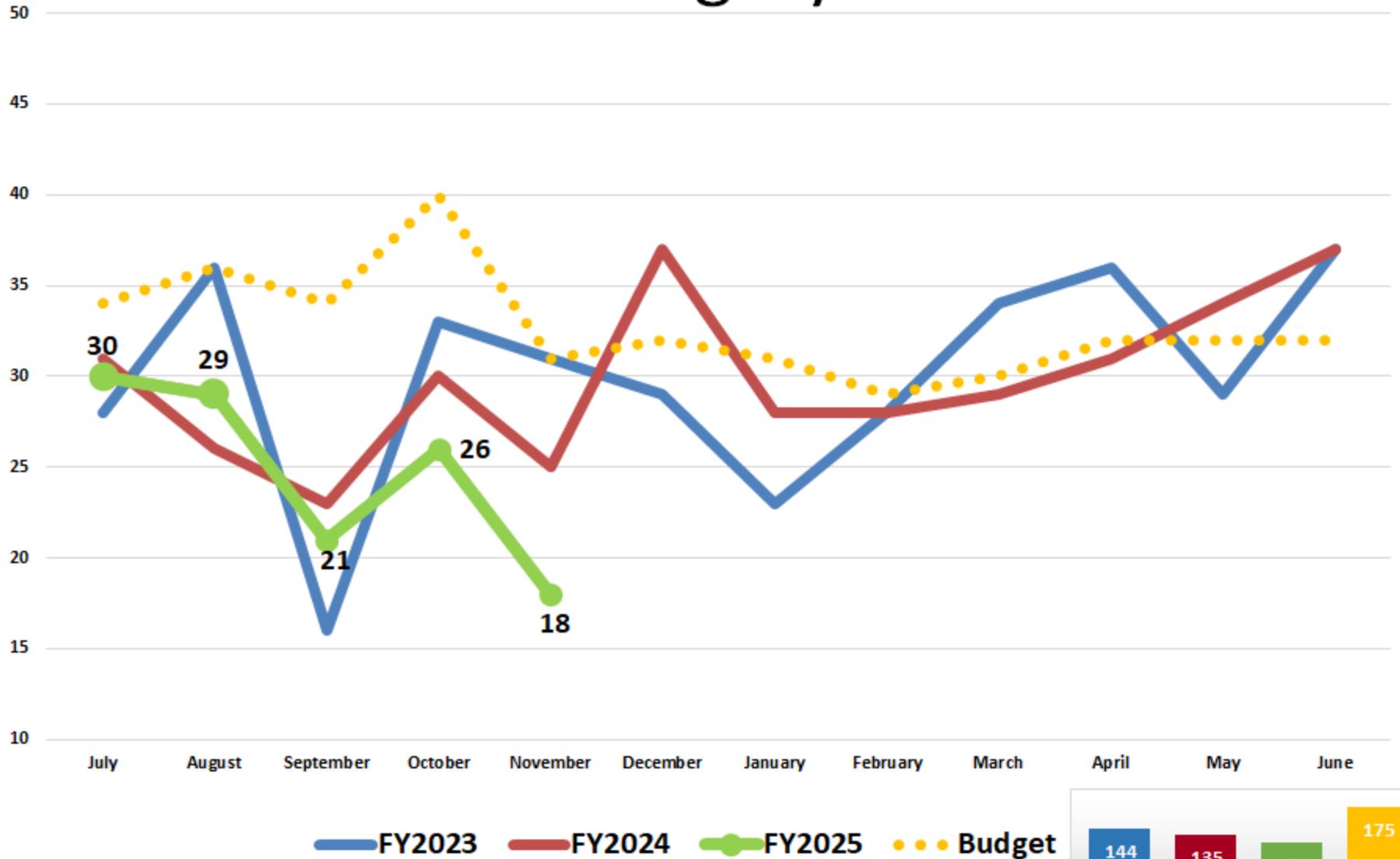
Cardiac Surgery - 100 Min Units



—●— FY2023
 —●— FY2024
 —●— FY2025
 ●●● Budget

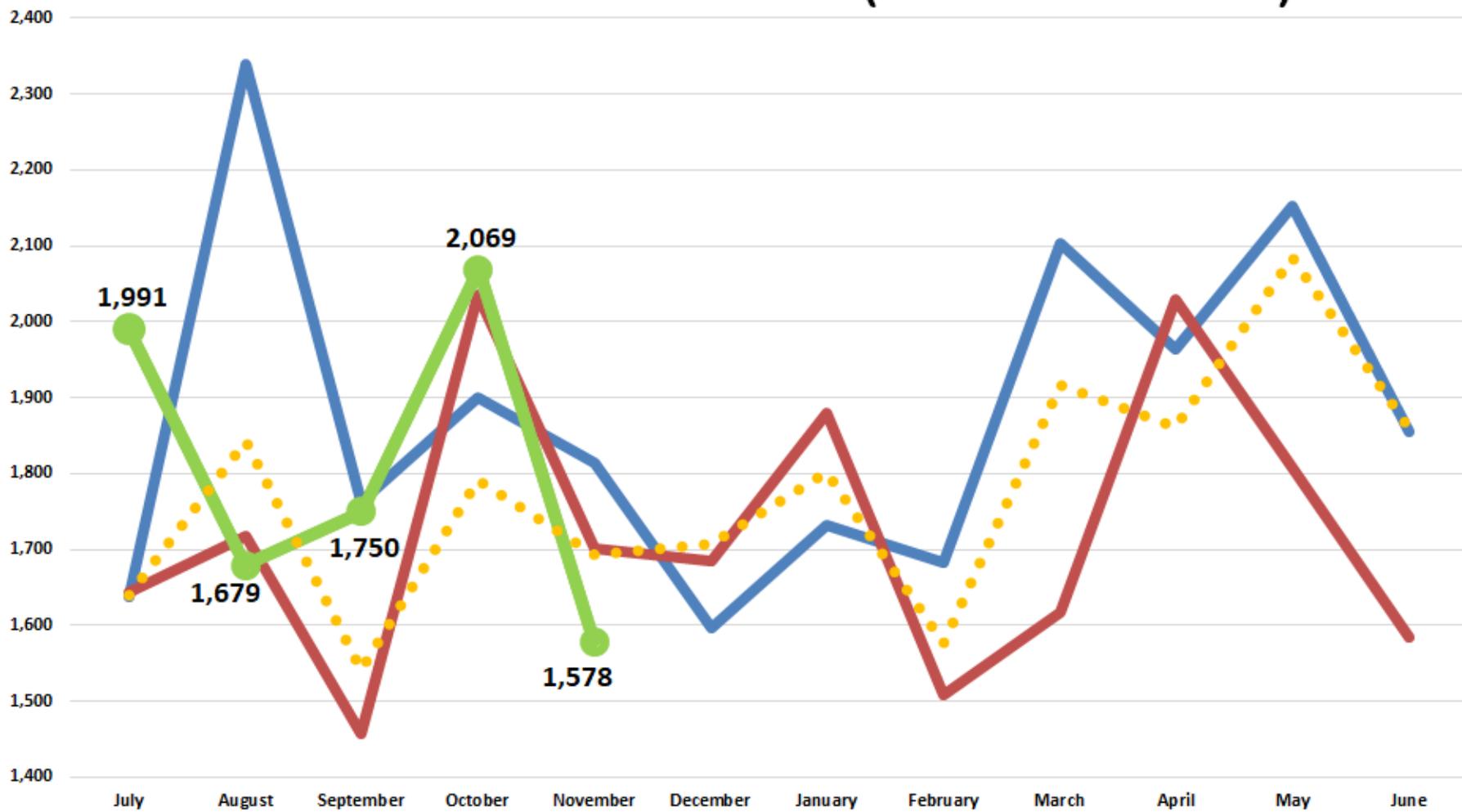


Cardiac Surgery Cases



86/145

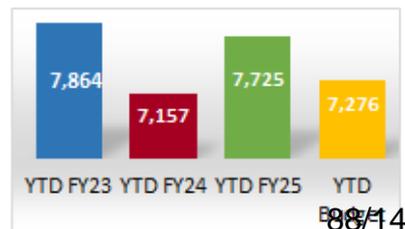
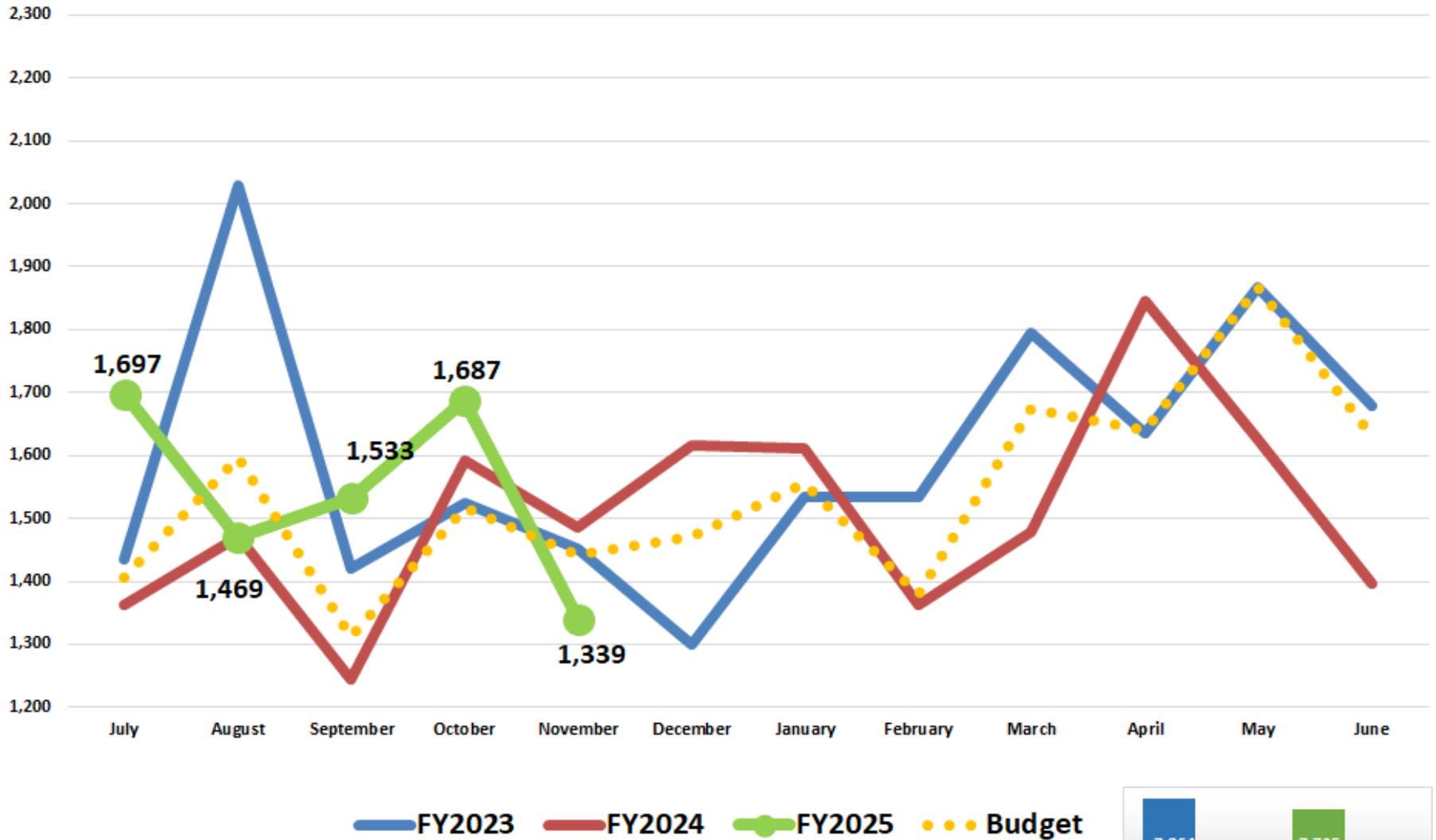
Rad Onc Treatments (Vis. & Hanf.)



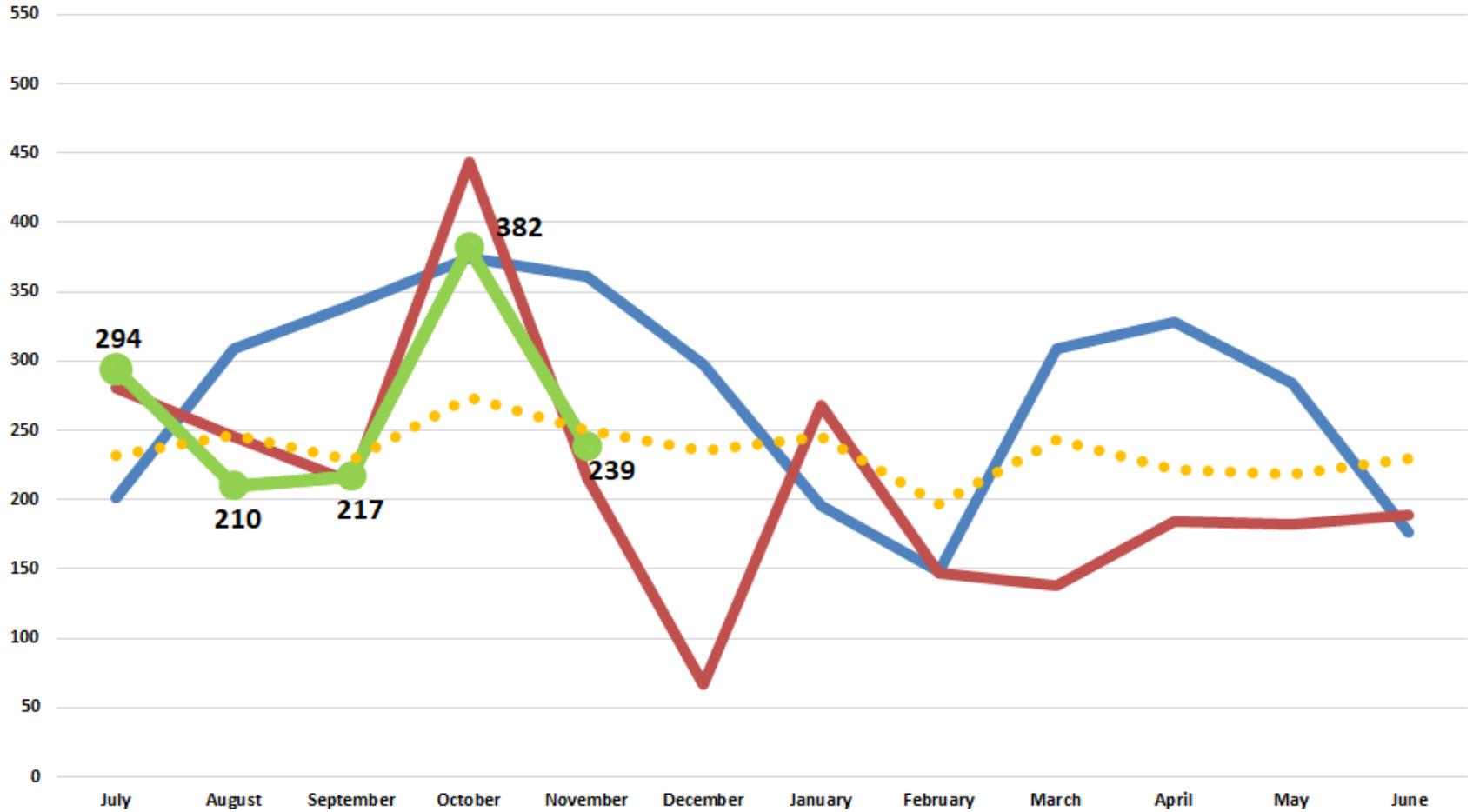
—●— FY2023
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 —●— FY2025
 ●●● Budget



Rad Onc Visalia



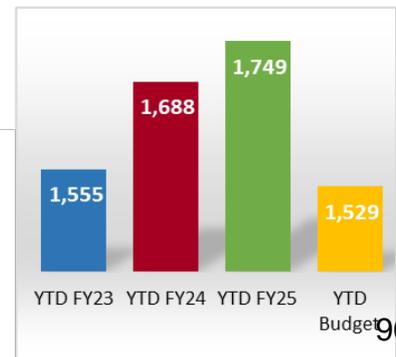
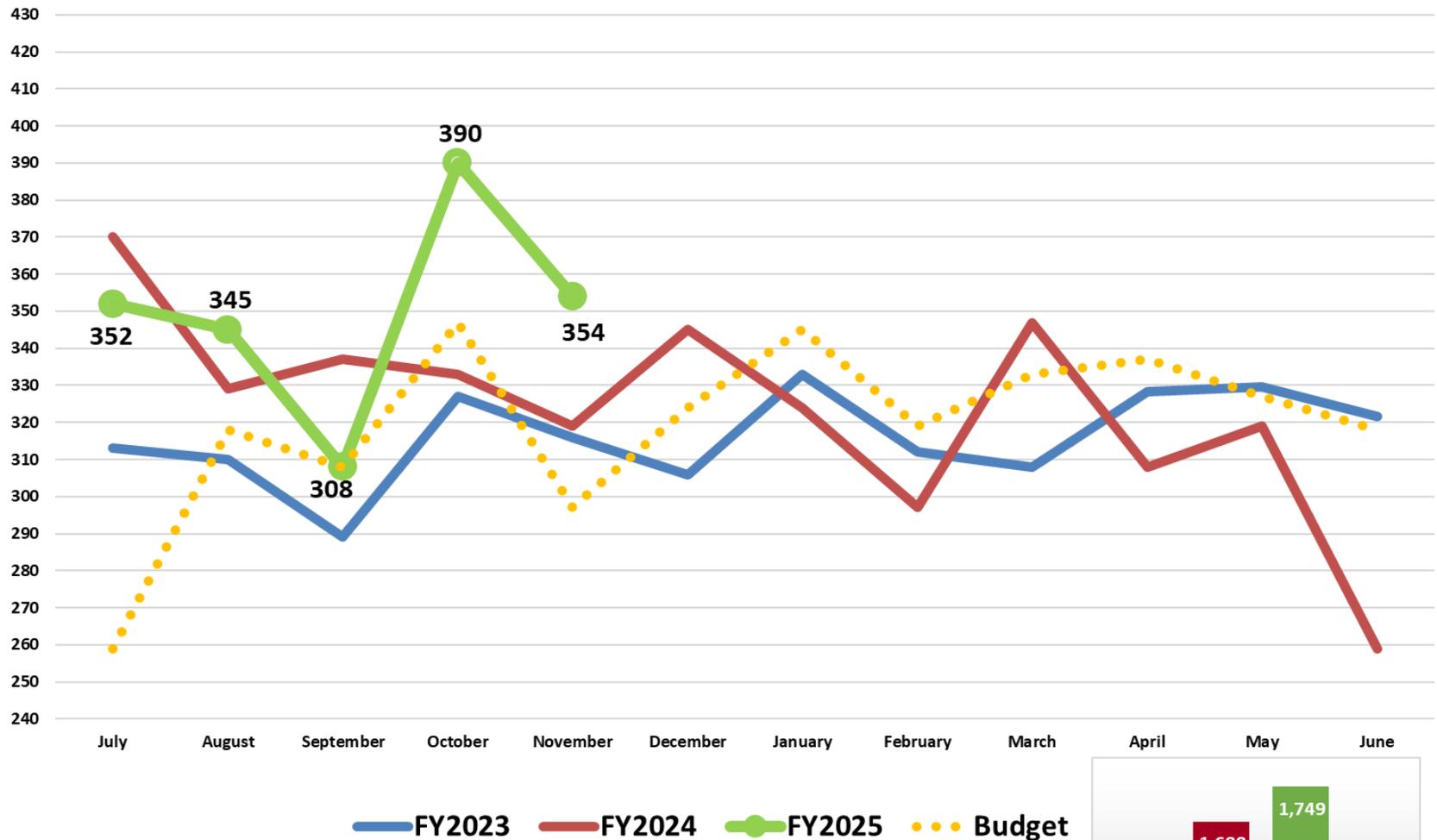
Rad Onc Hanford



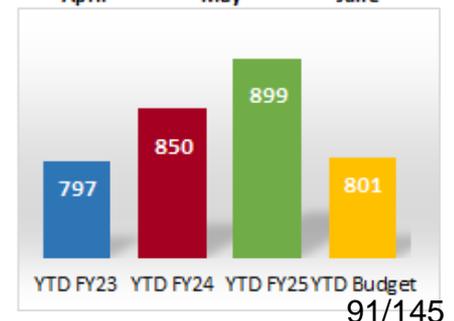
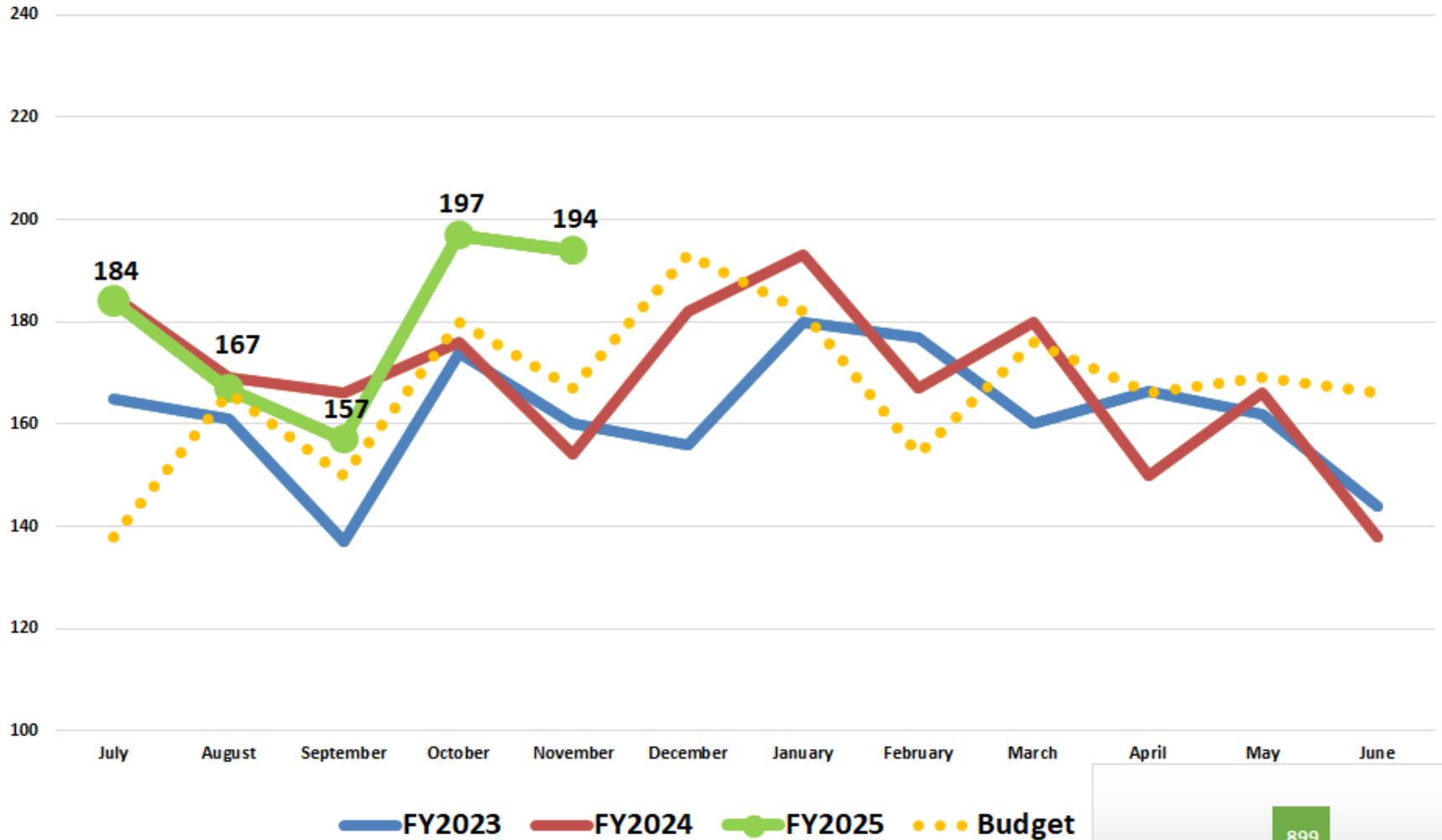
—●— FY2023
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 —●— FY2025
 ●●● Budget



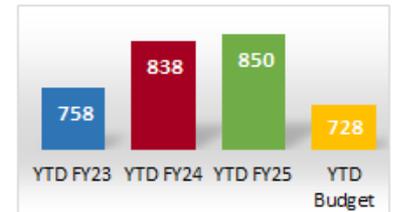
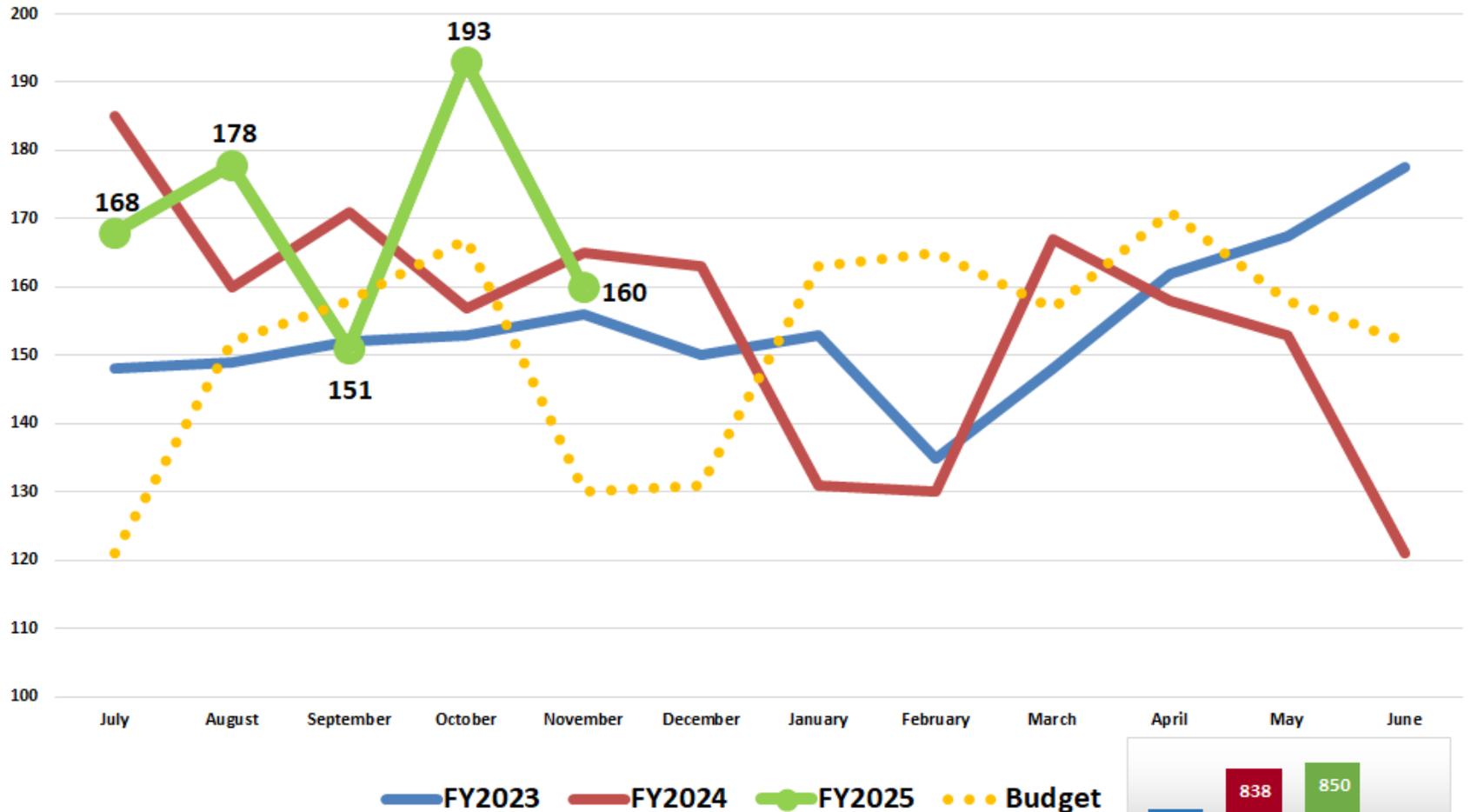
Cath Lab (IP & OP) – 100 Min Units



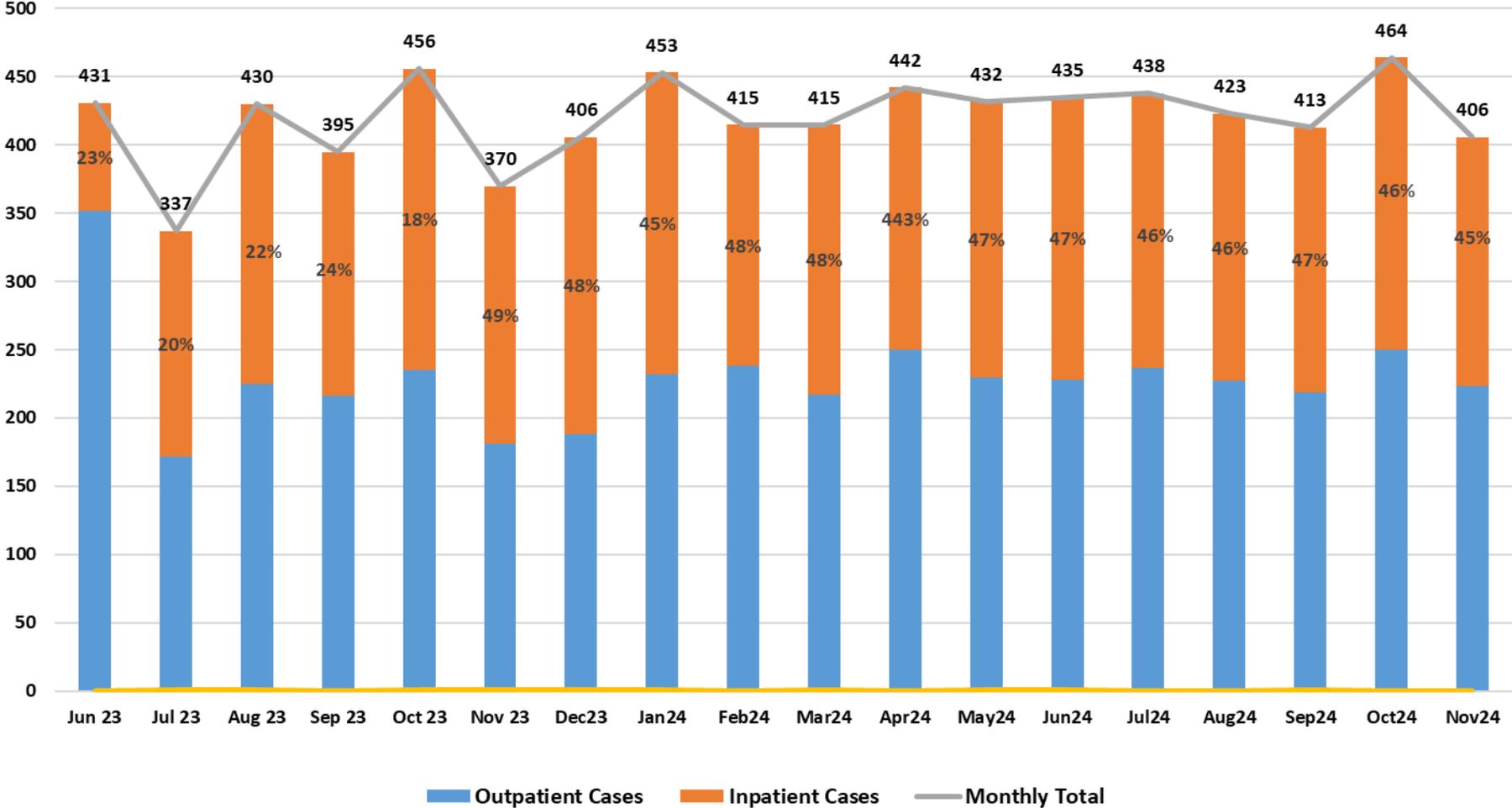
Cath Lab (IP Only) – 100 Min Units



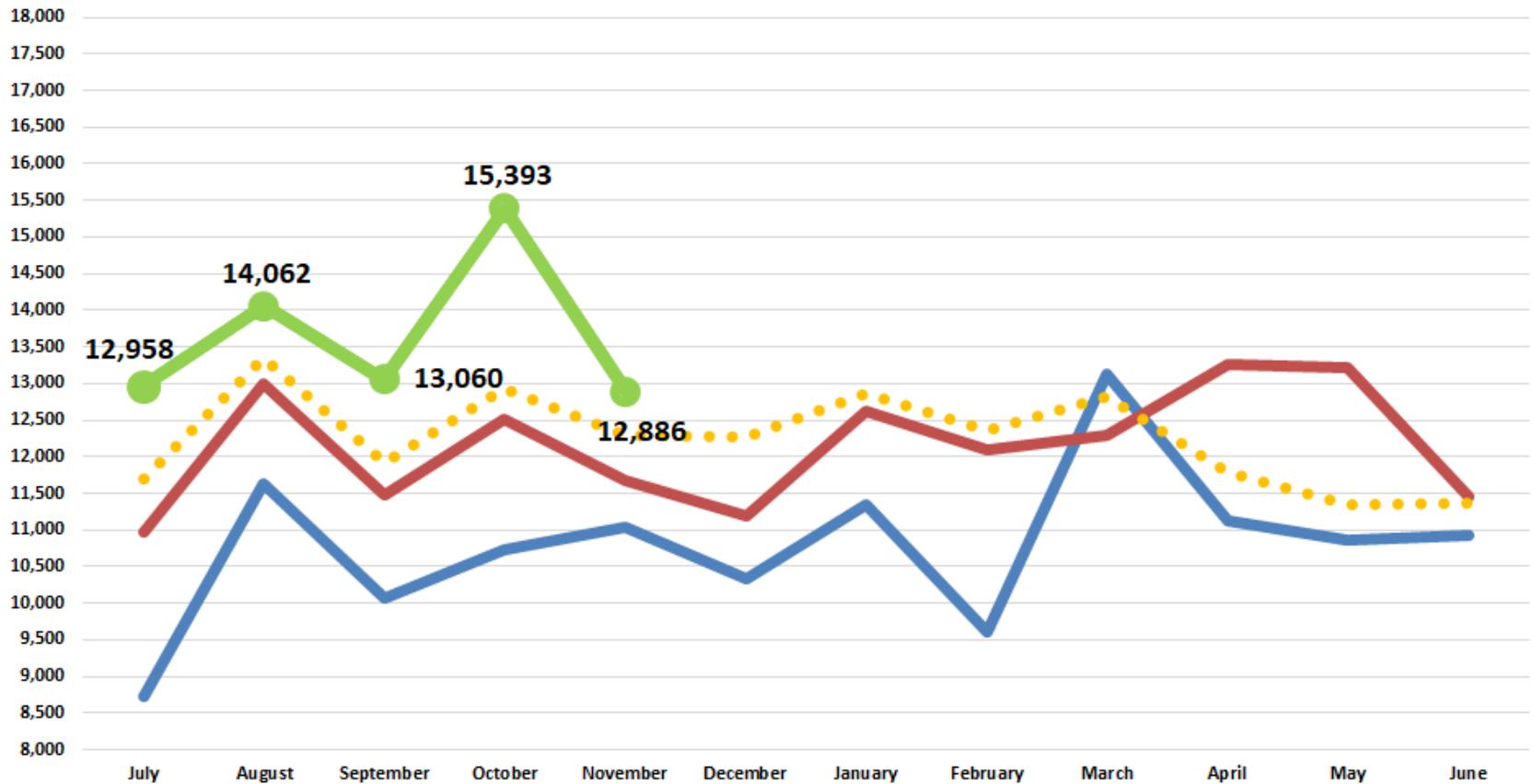
Cath Lab (OP Only) – 100 Min Units



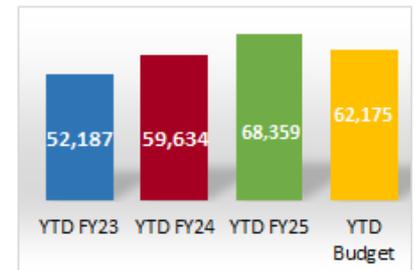
Cath Lab Patients (IP & OP)



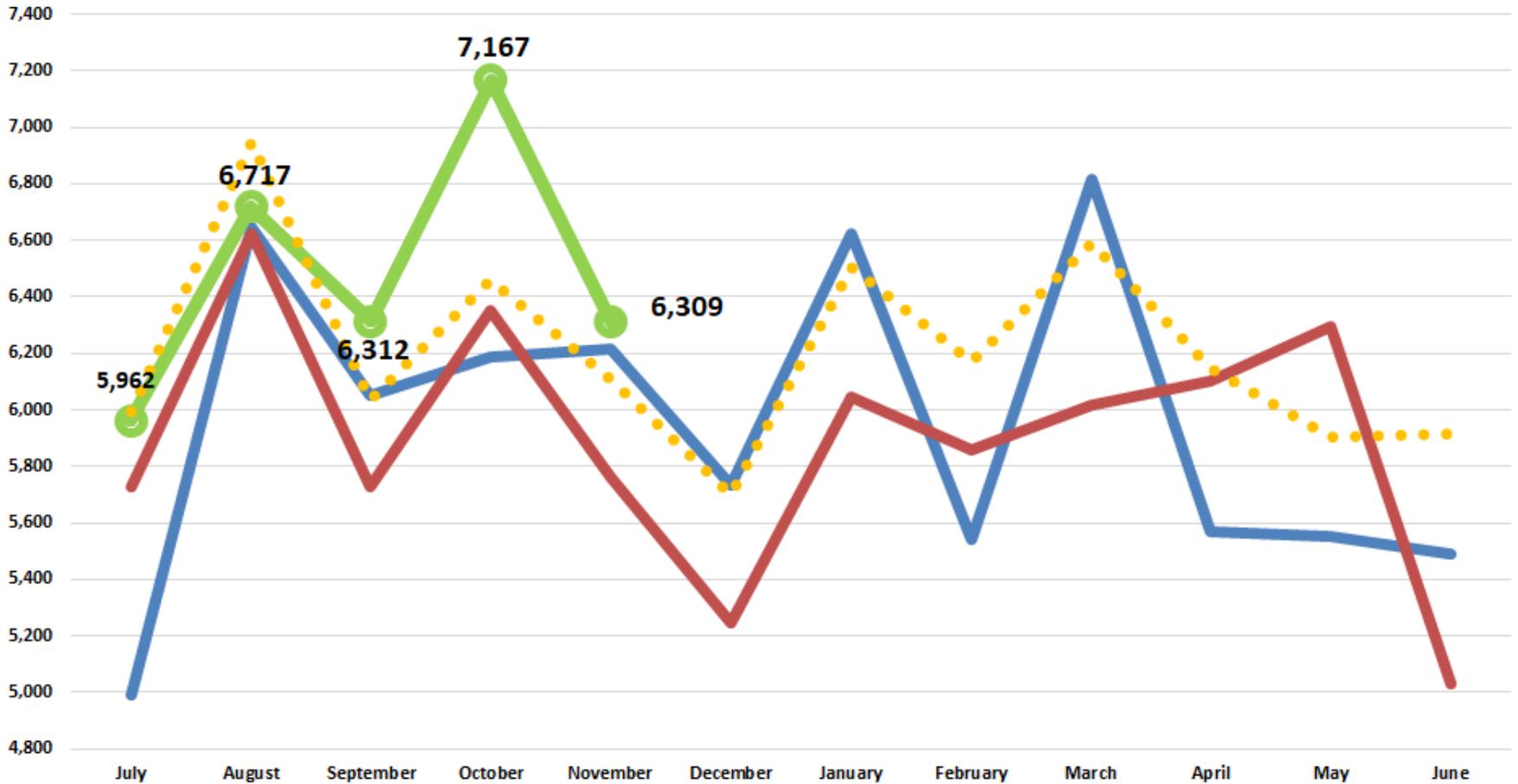
Rural Health Clinics Registrations



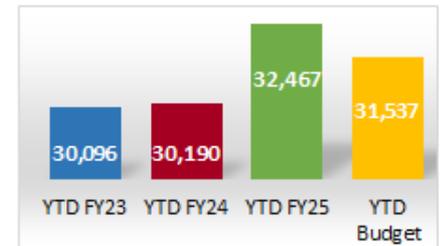
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 —●— FY2025
 ●●● Budget



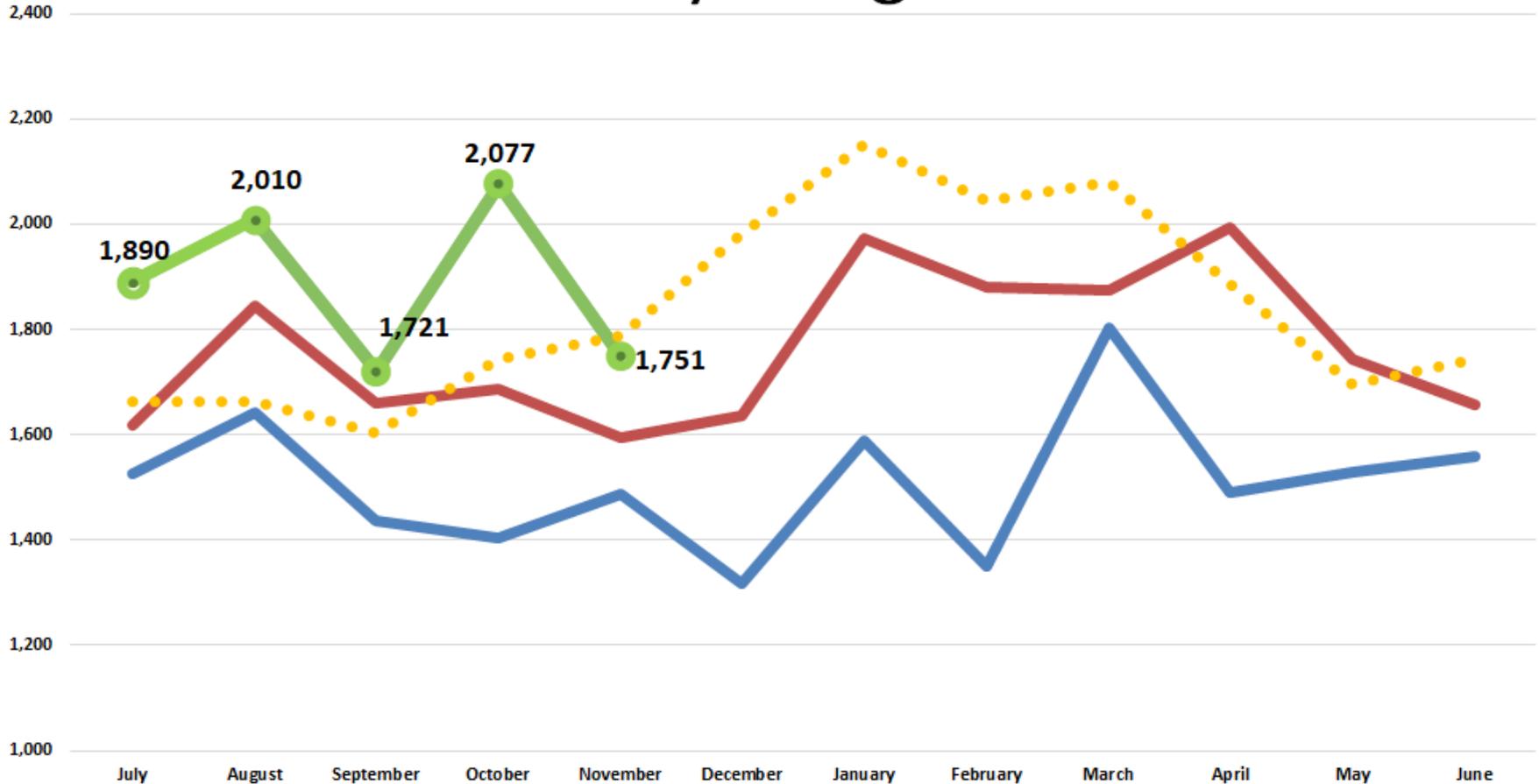
RHC Exeter - Registrations



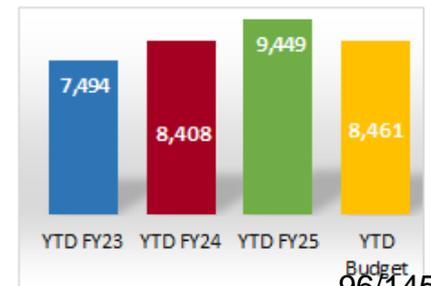
—●— FY2023
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 —●— FY2025
 ●●● Budget



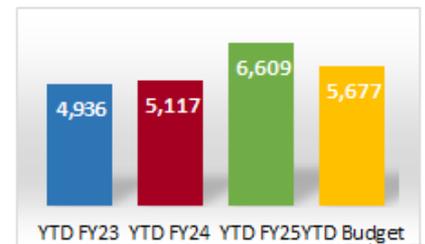
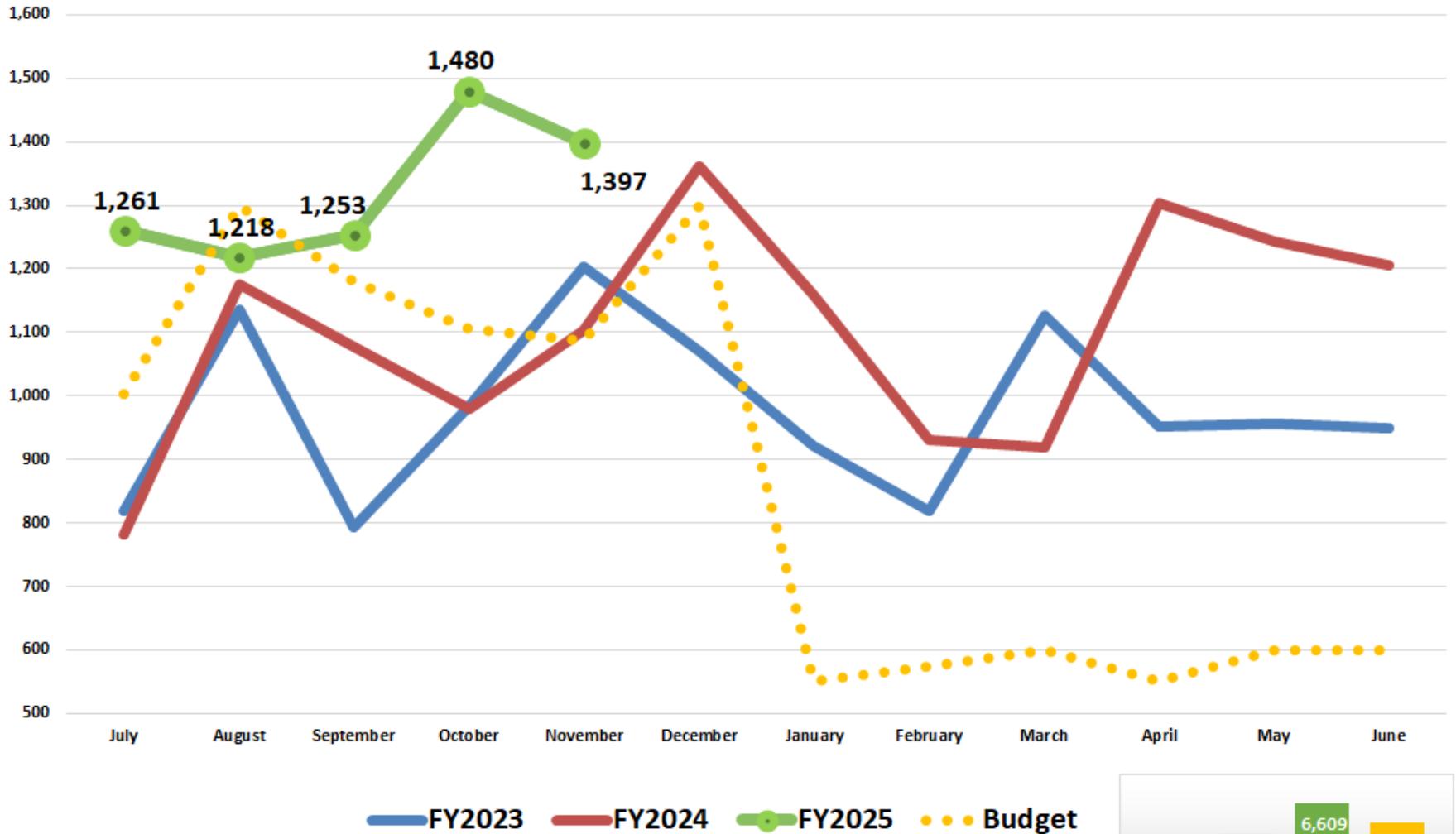
RHC Lindsay - Registrations



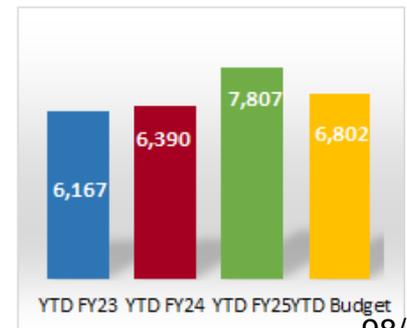
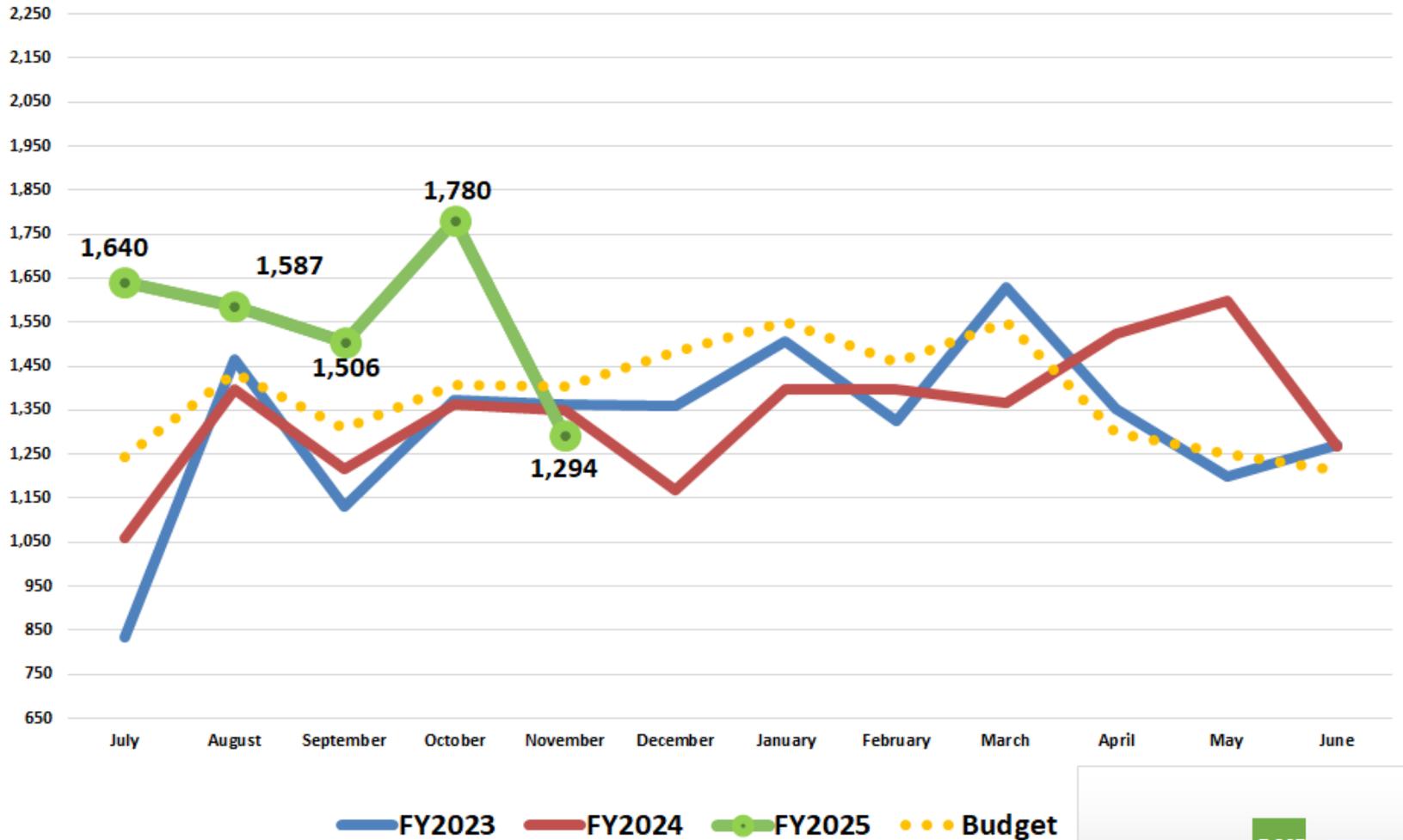
—●— FY2023
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 —●— FY2025
 ●●● Budget



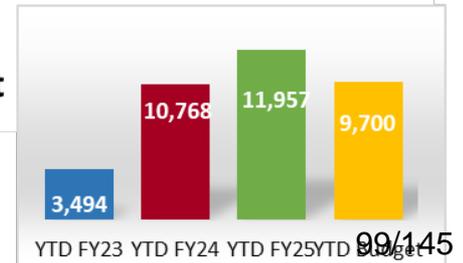
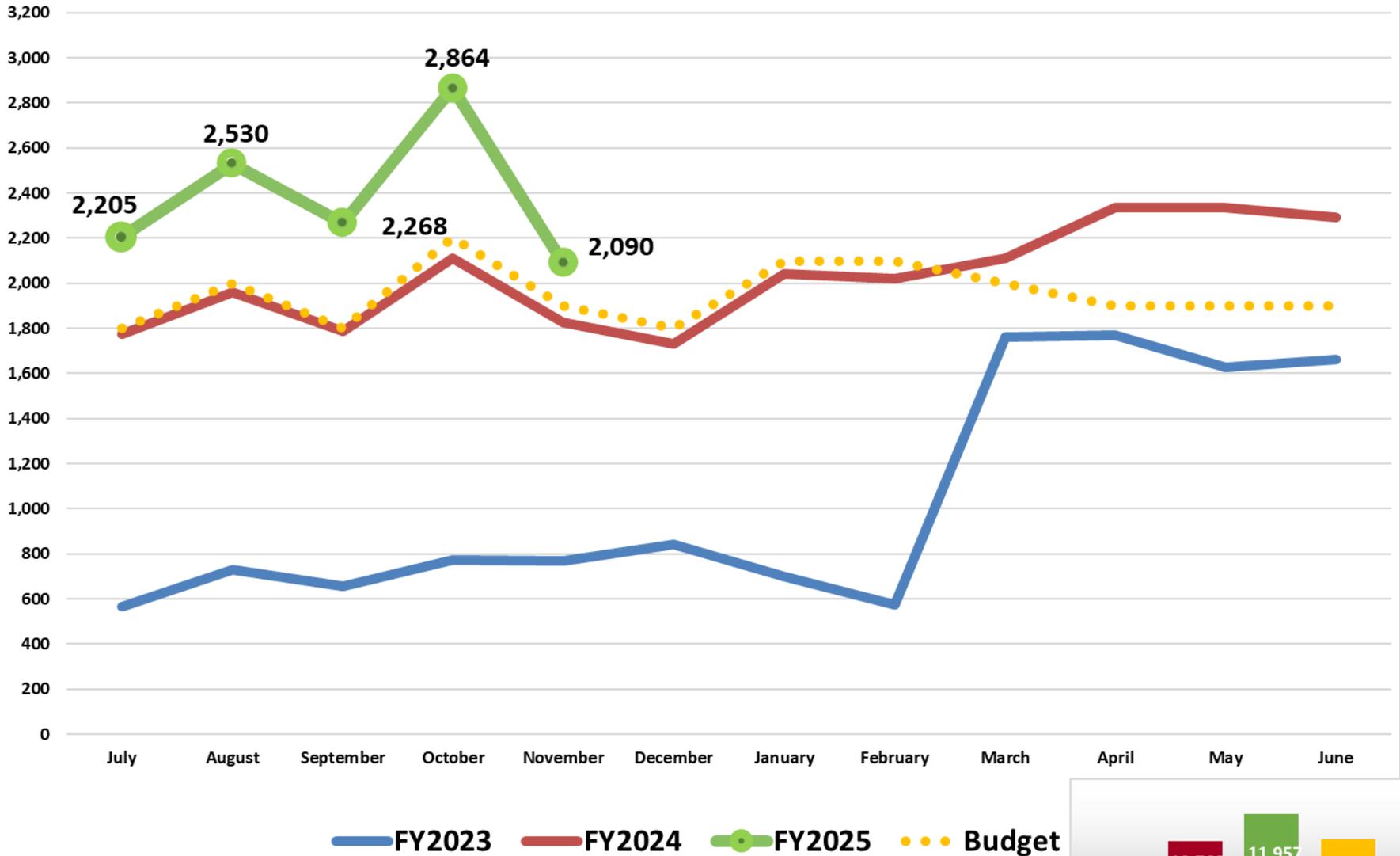
RHC Woodlake - Registrations



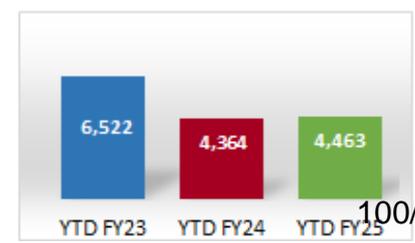
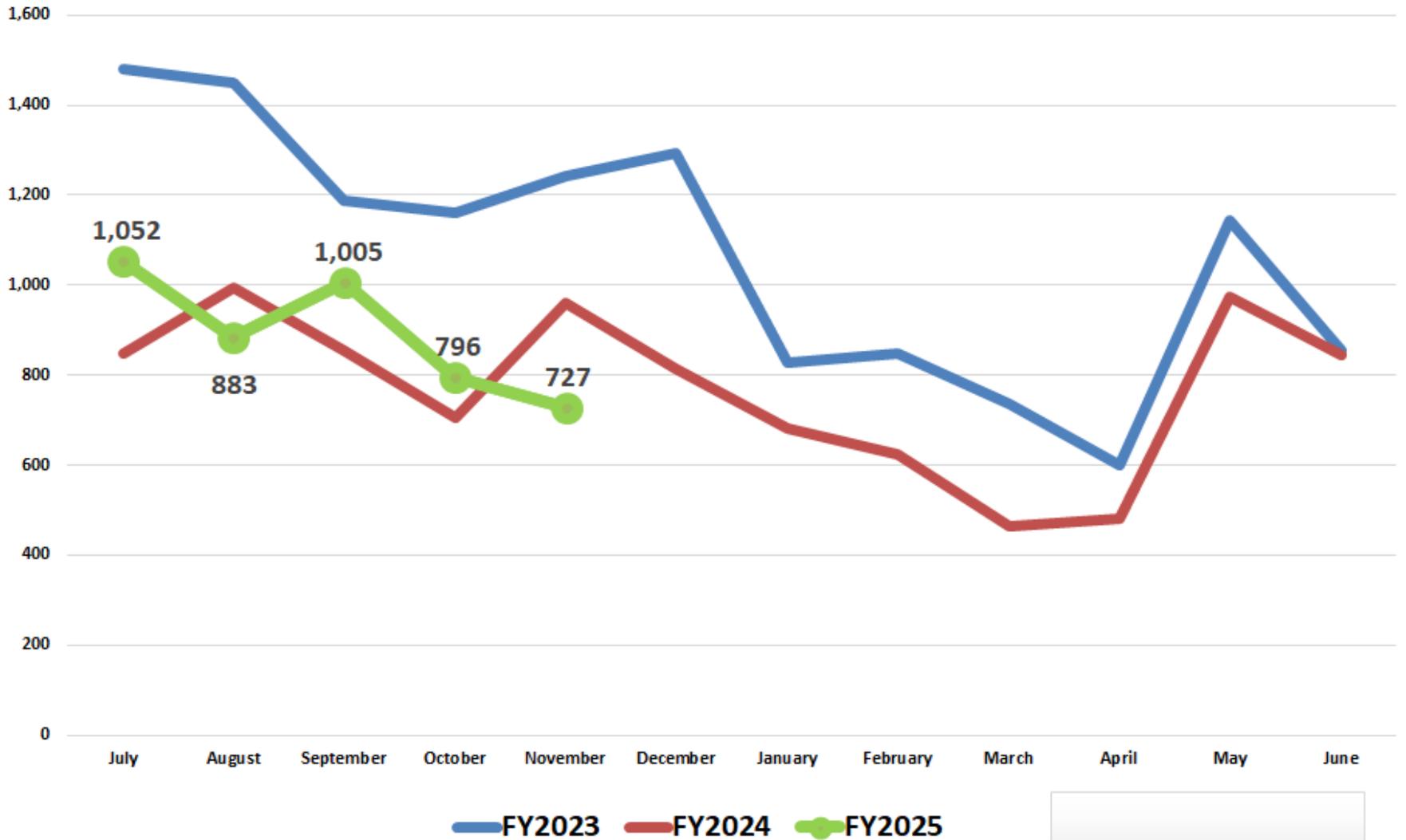
RHC Dinuba - Registrations



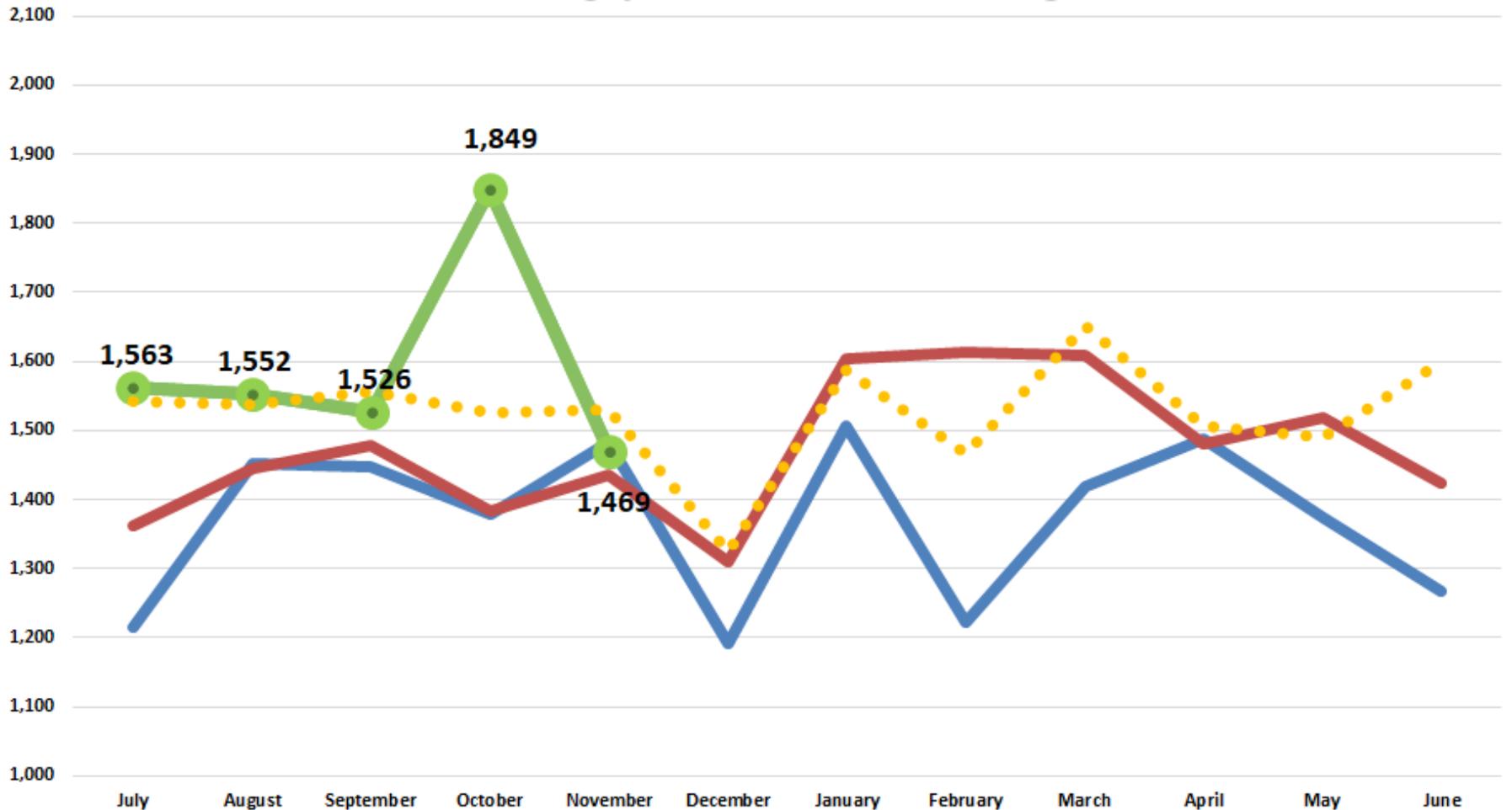
RHC Tulare - Registrations



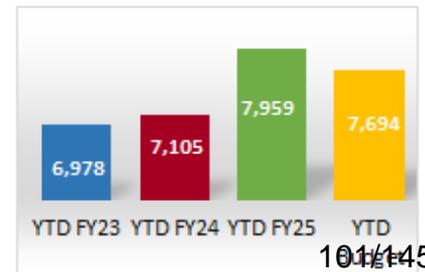
Neurosurgery Clinic - wRVU's



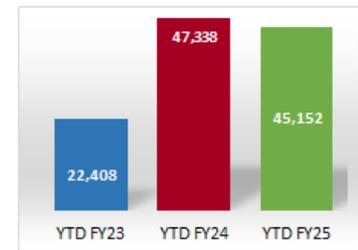
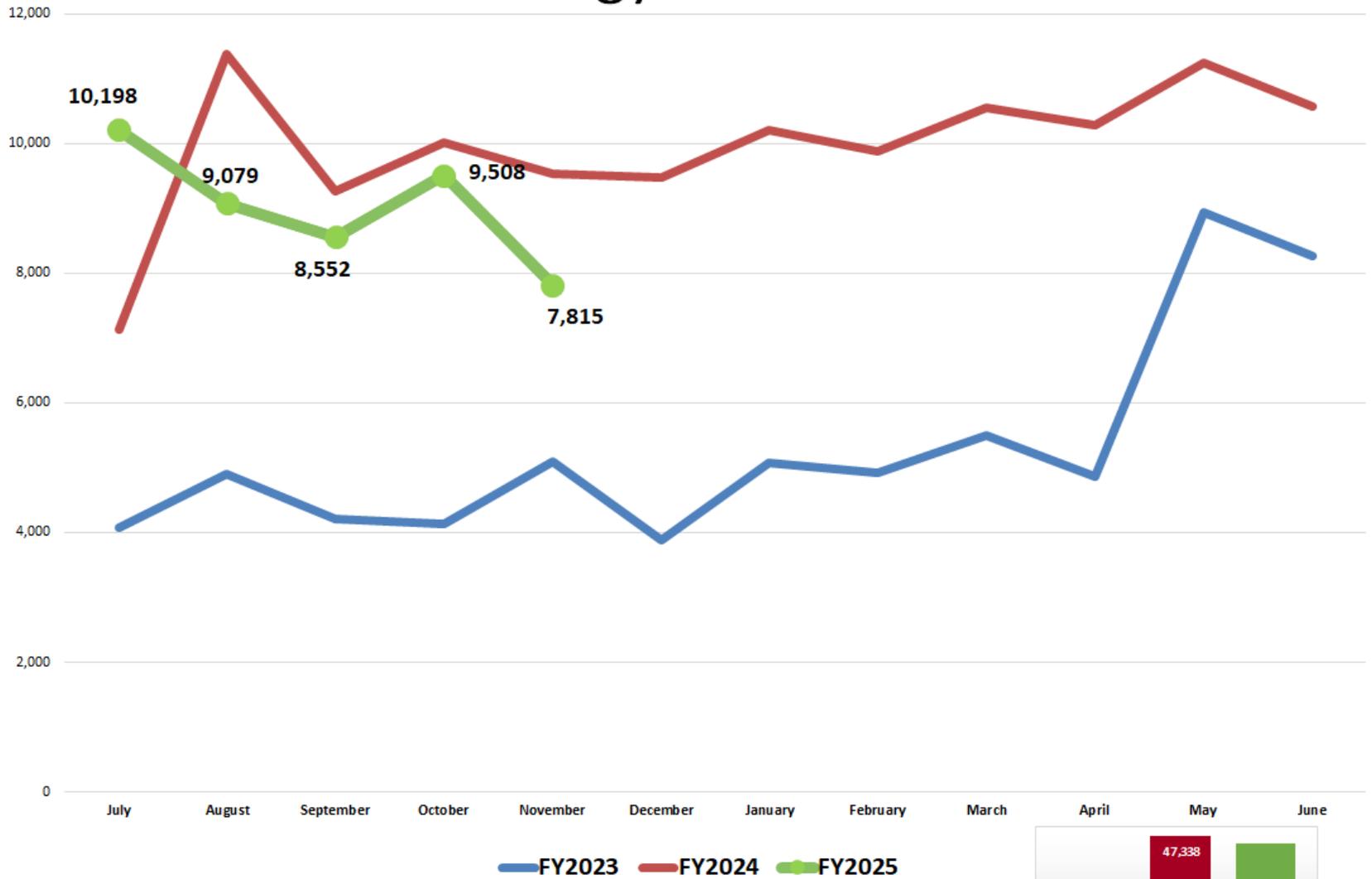
KH Cardiology Center Registrations



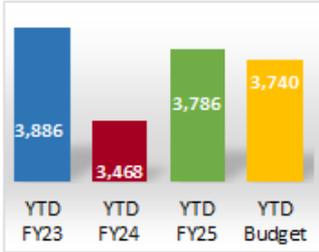
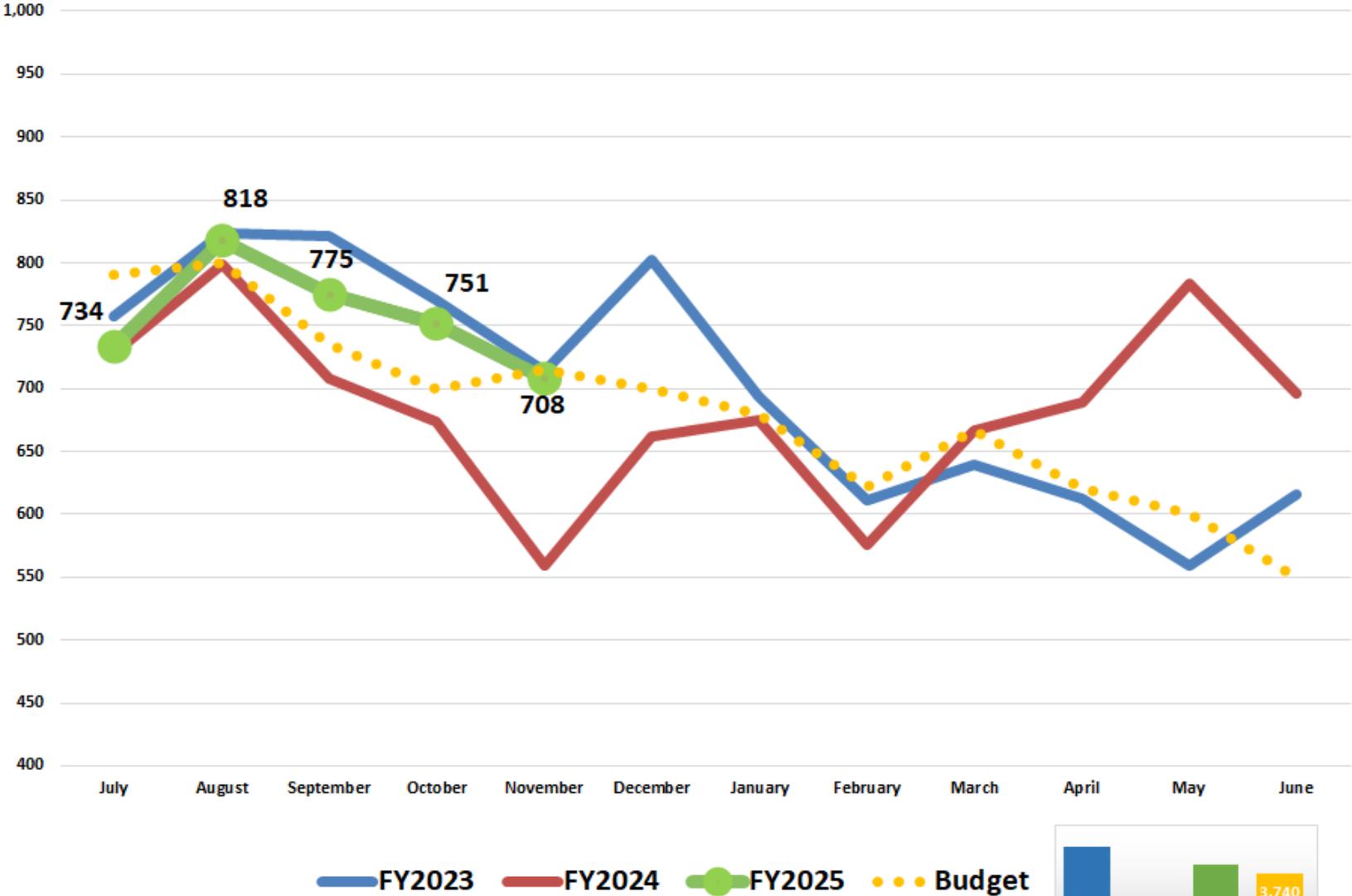
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 —●— FY2025
 ●●● Budget



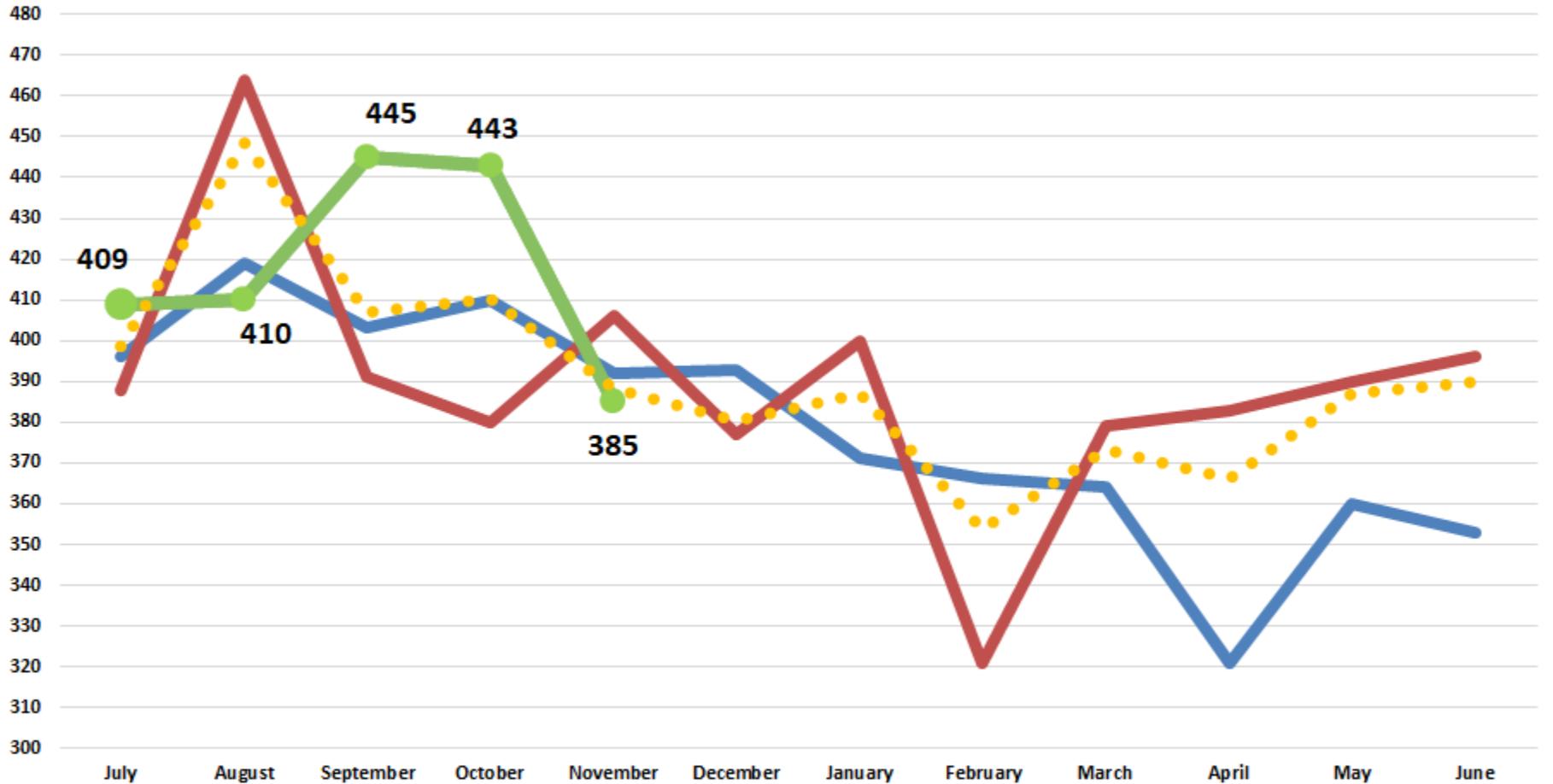
KH Cardiology Center - wRVU's



Labor Triage Registrations



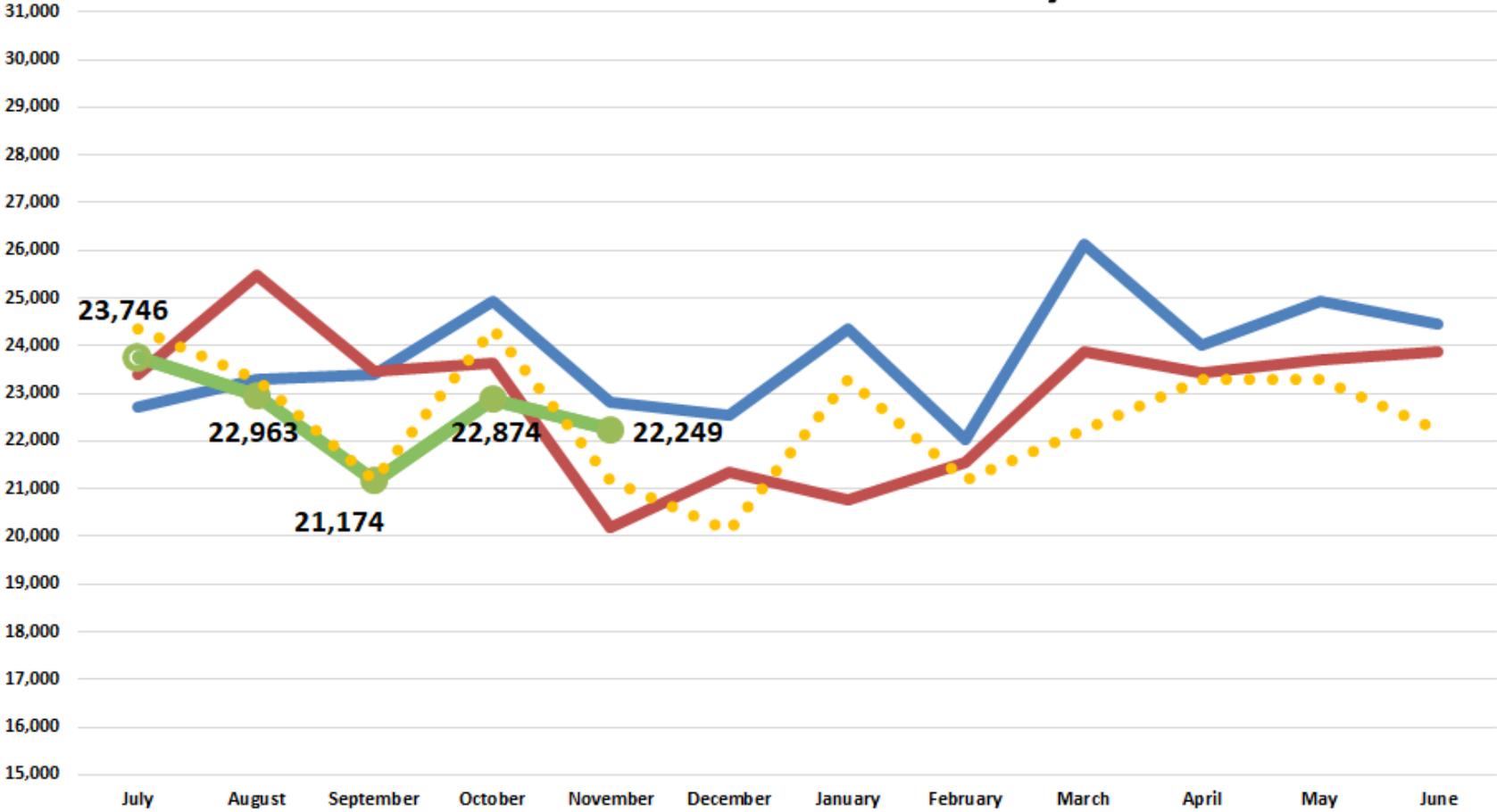
Deliveries



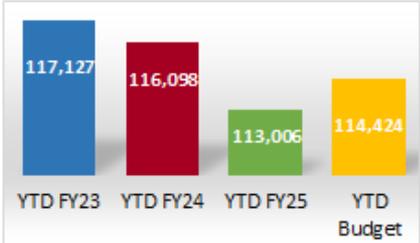
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 ●●● Budget



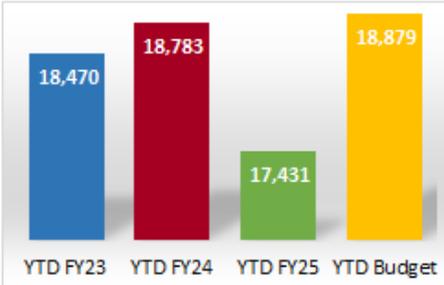
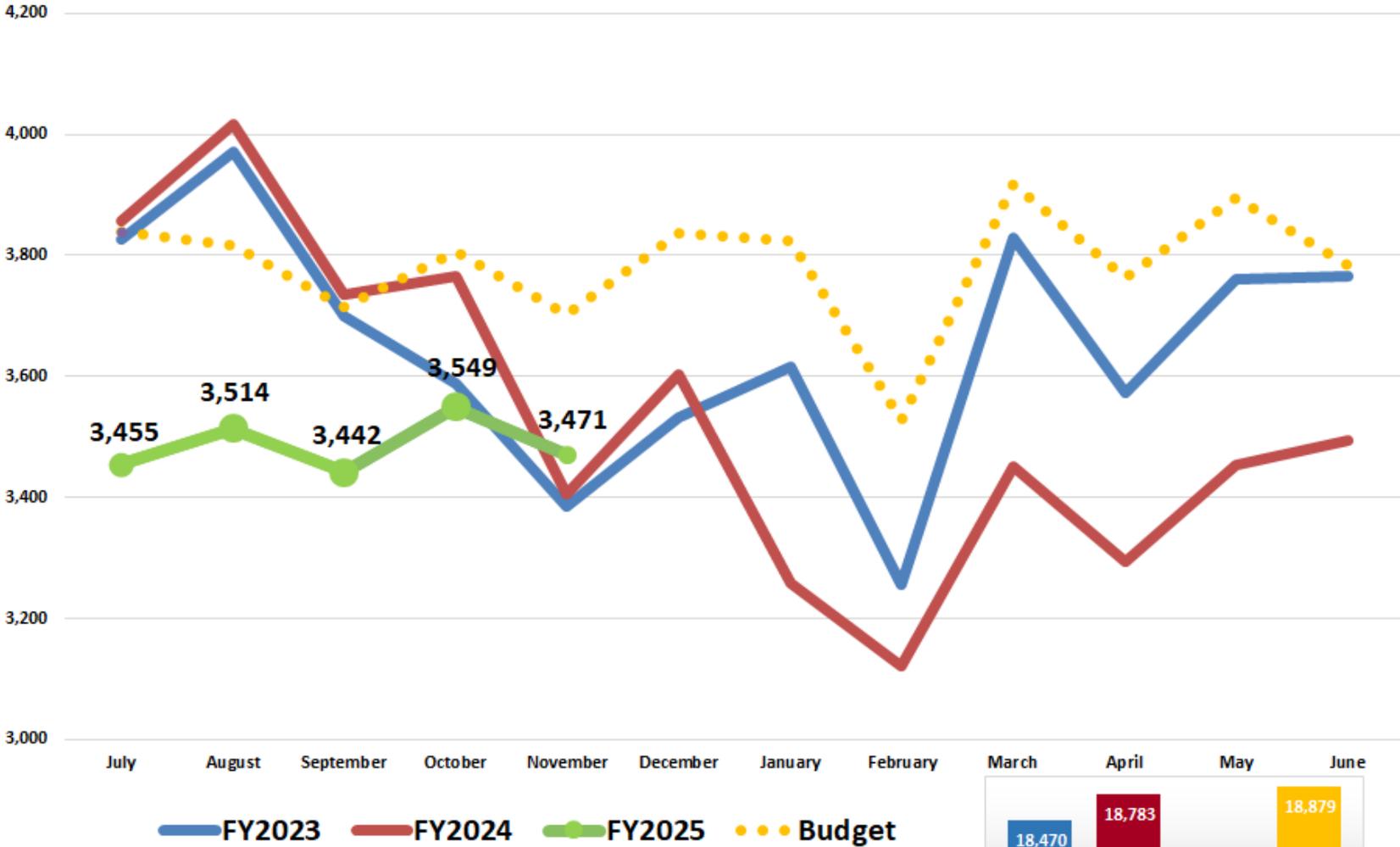
Home Infusion Days



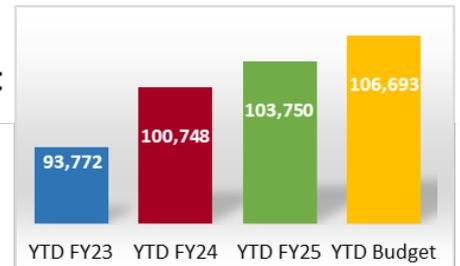
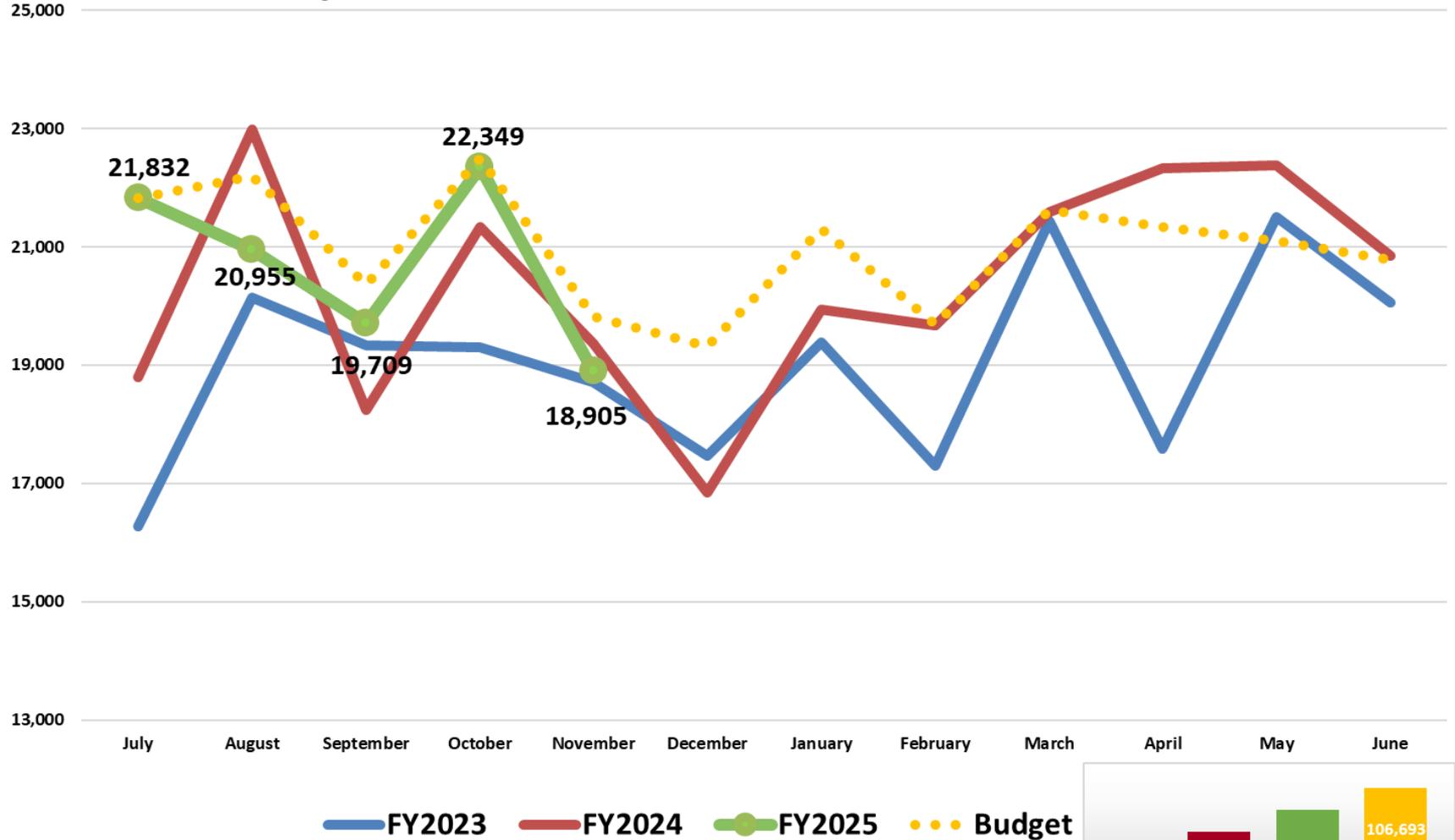
—●— FY2023
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 ●●● Budget



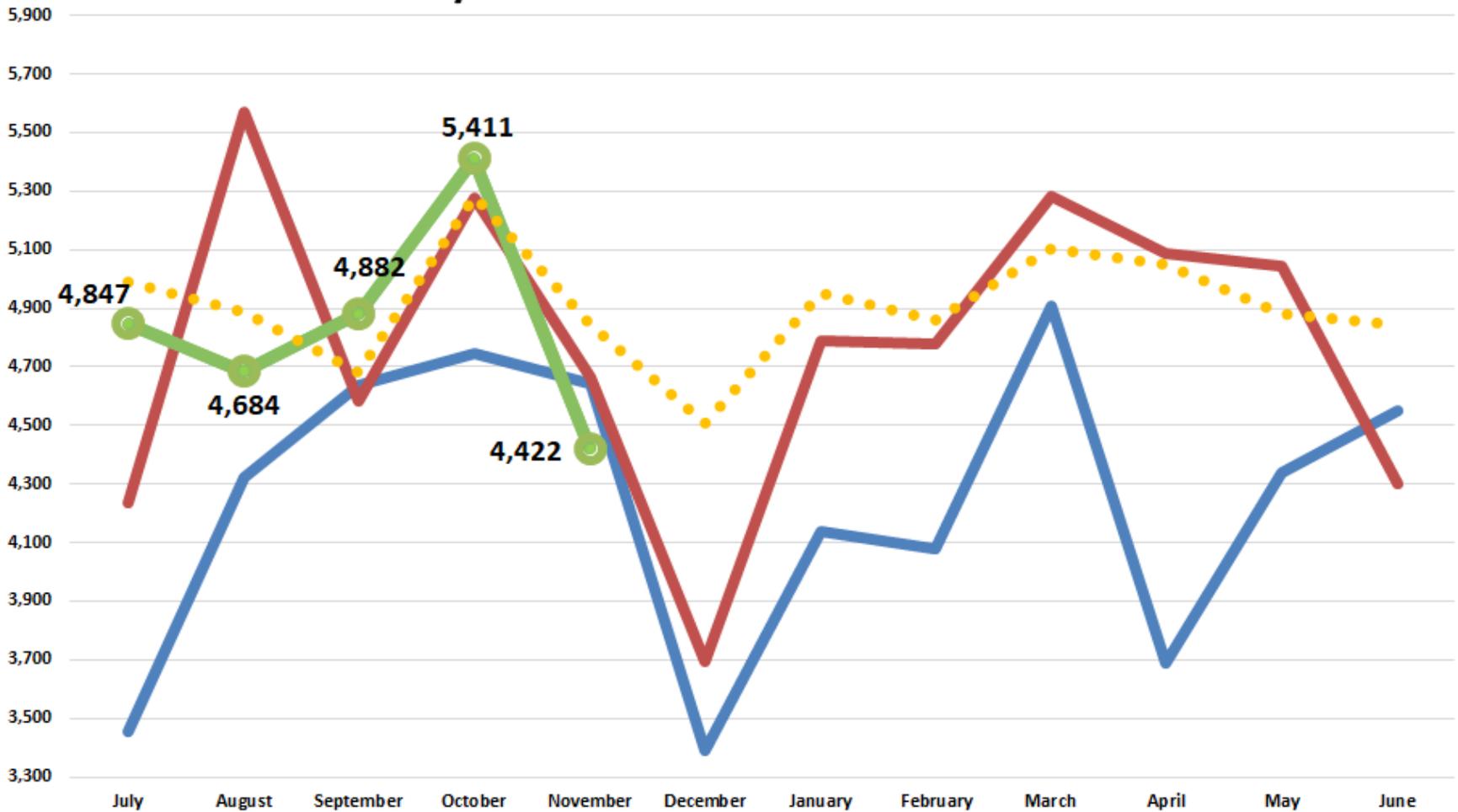
Hospice Days



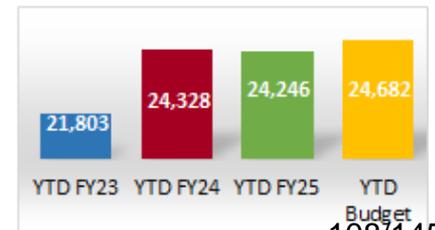
All O/P Rehab Svcs Across District



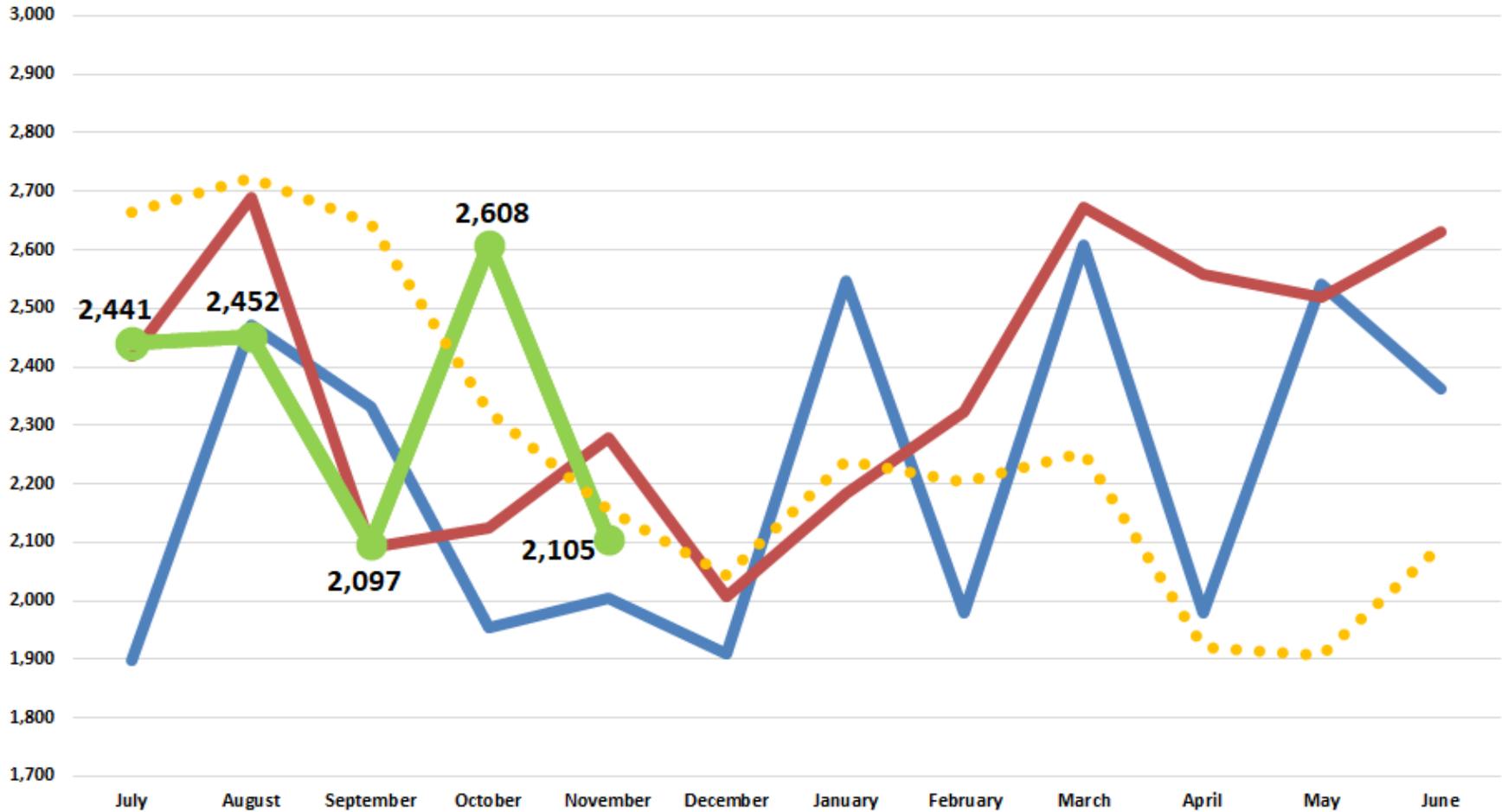
O/P Rehab Services



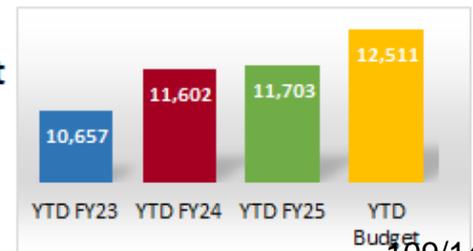
—●— FY2023
 —●— FY2024
 —●— FY2025
 ●●● Budget



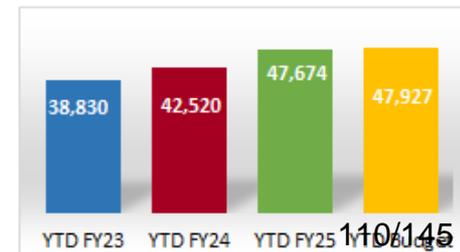
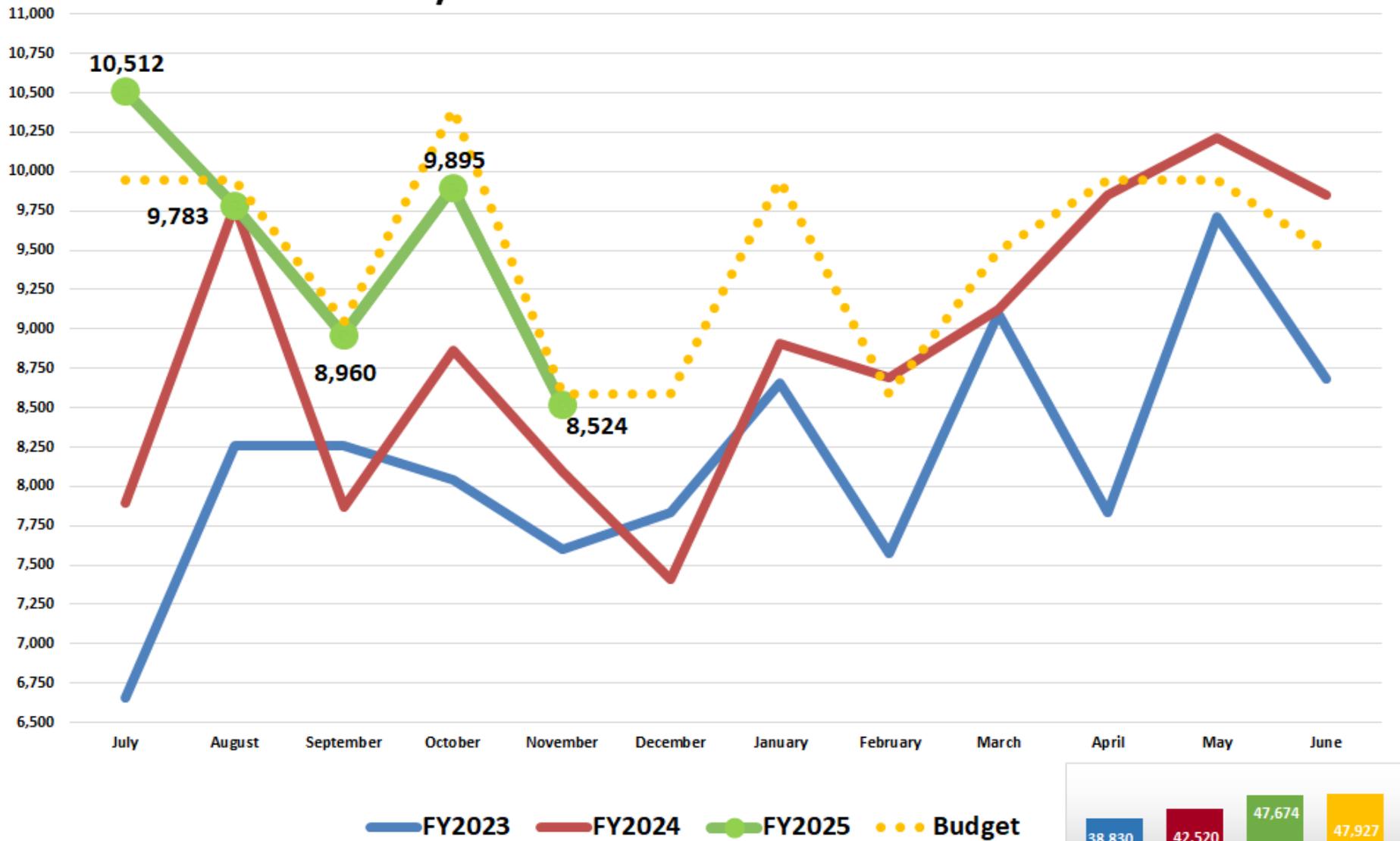
O/P Rehab - Exeter



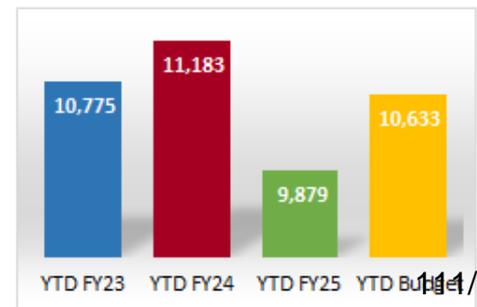
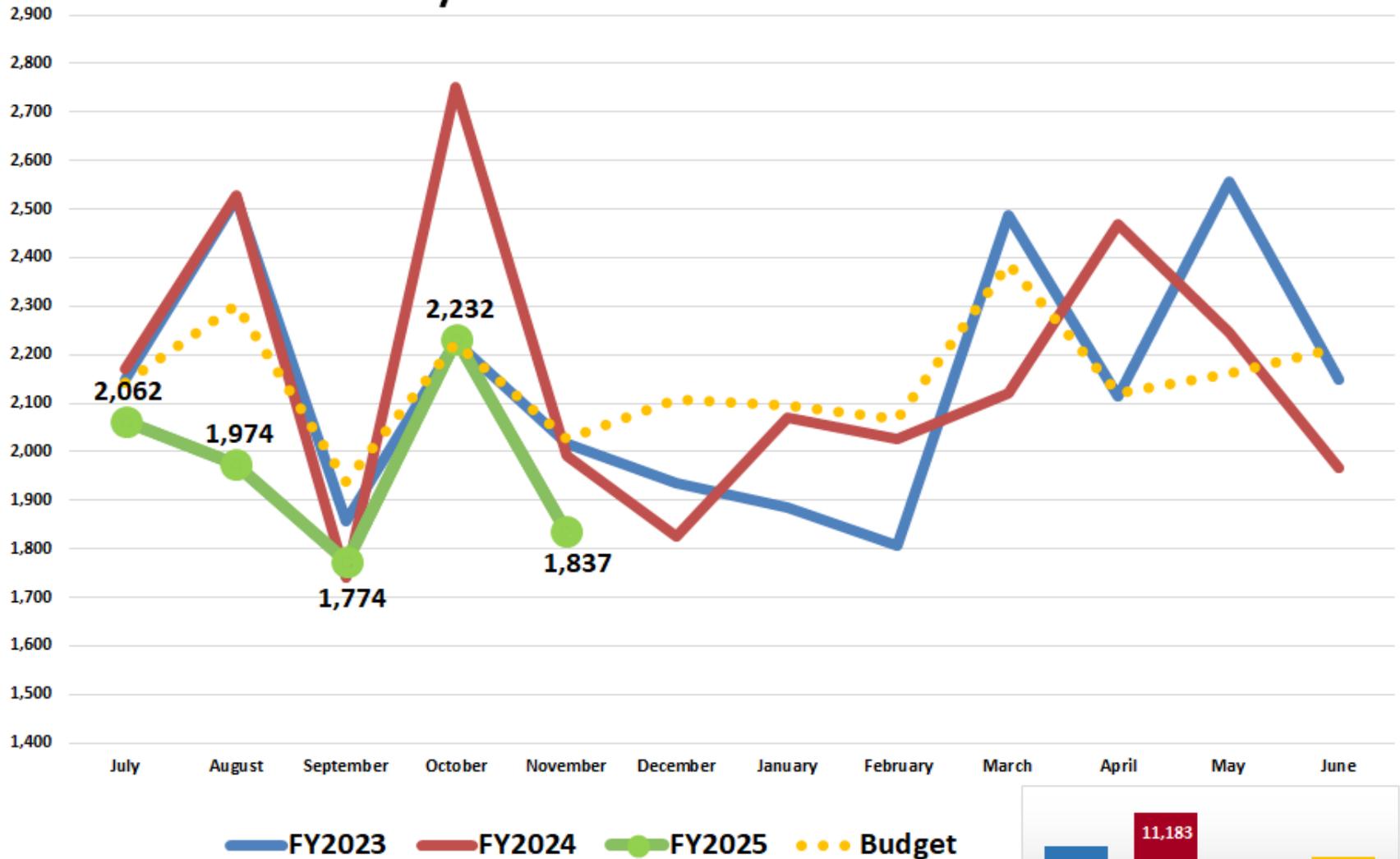
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 —●— FY2024
 —●— FY2025
 ●●● Budget



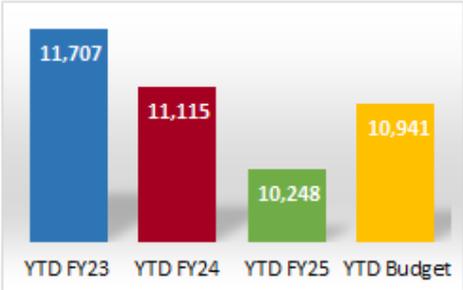
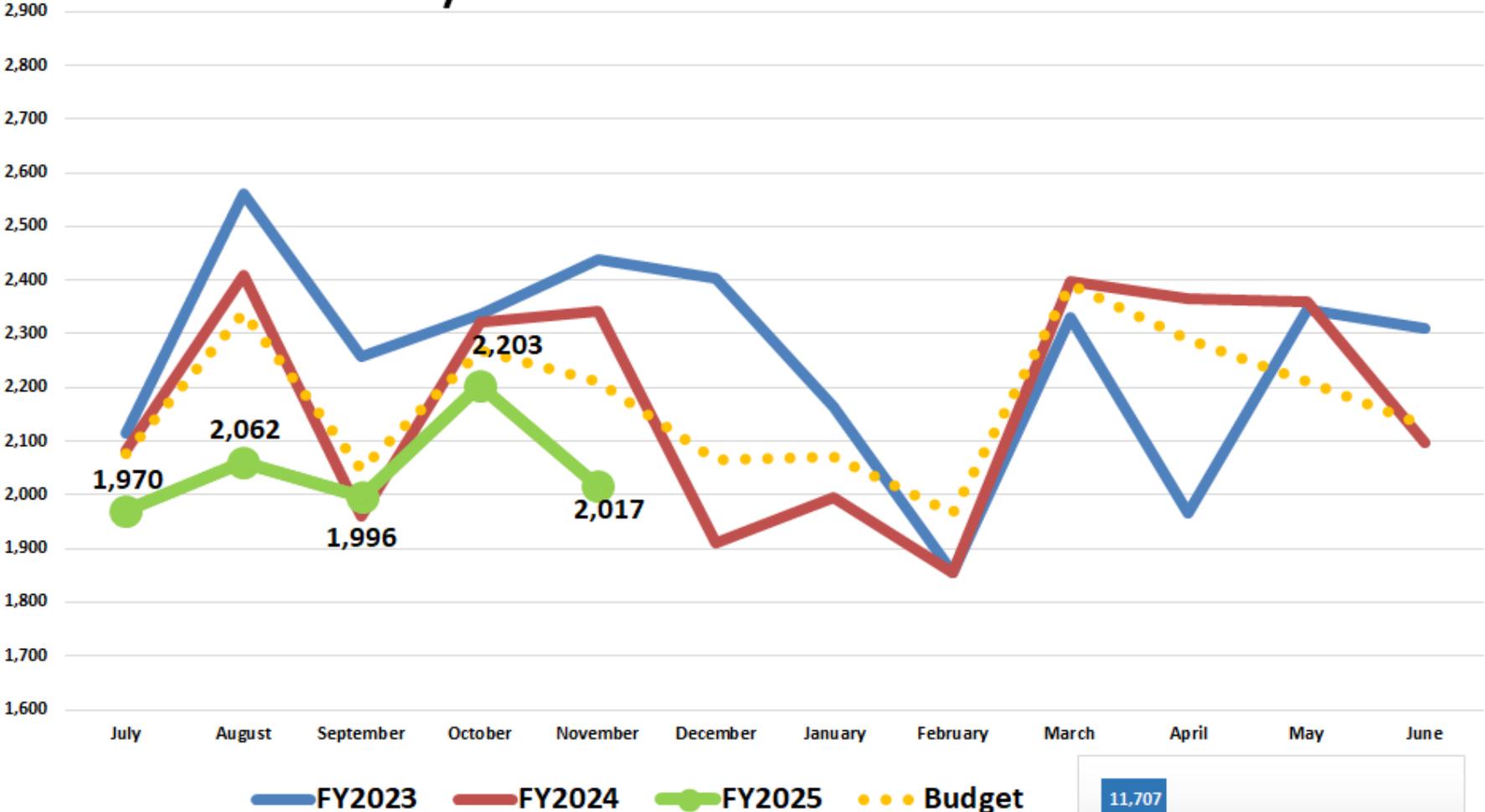
O/P Rehab - Akers



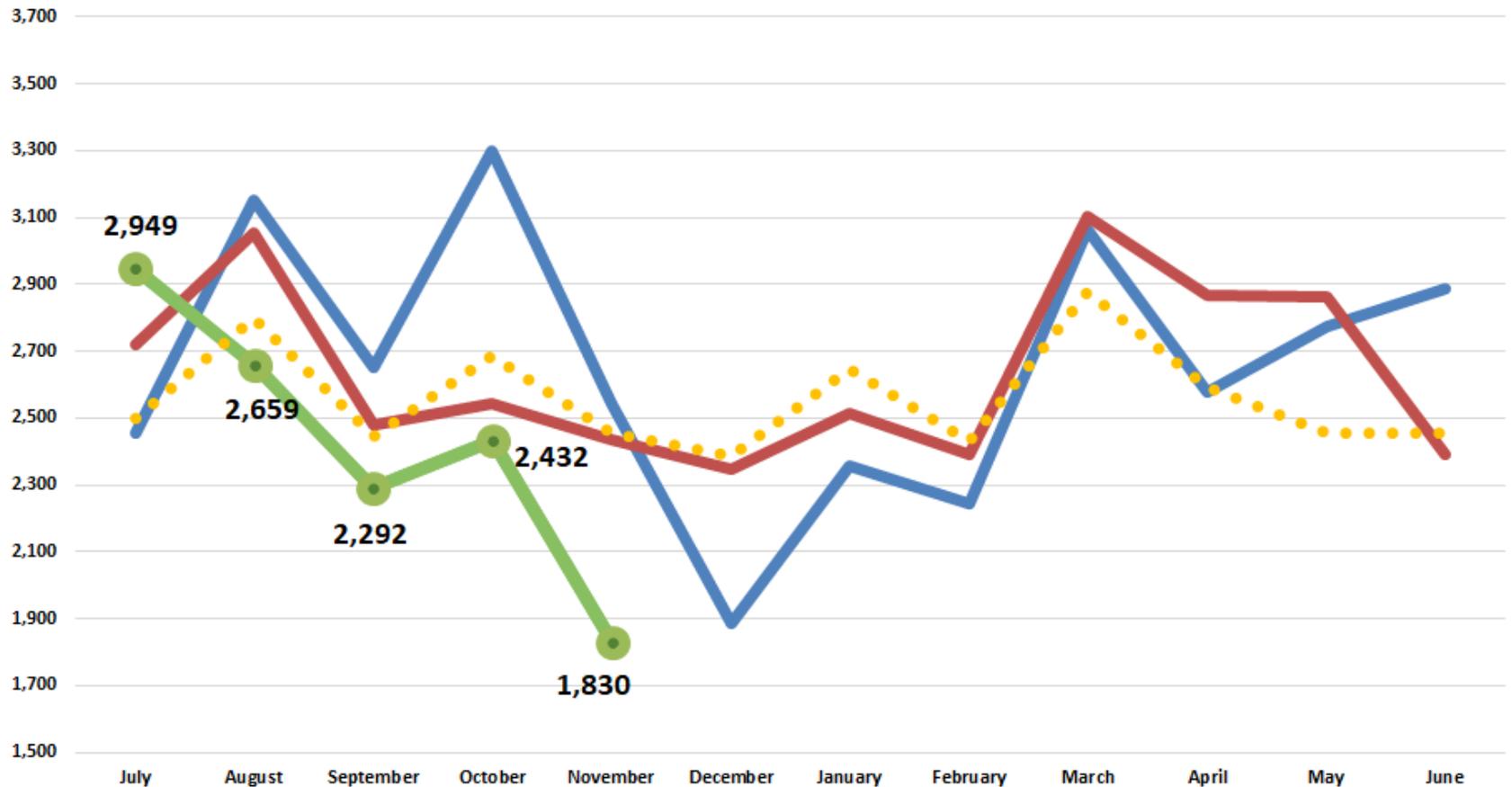
O/P Rehab - LLOPT



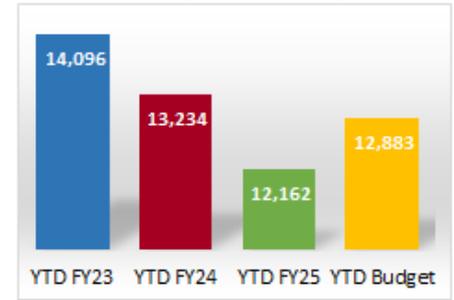
O/P Rehab - Dinuba



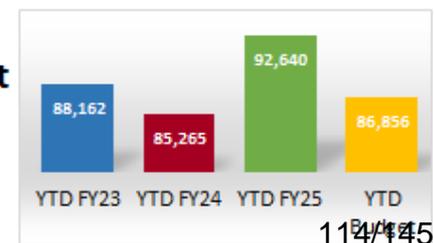
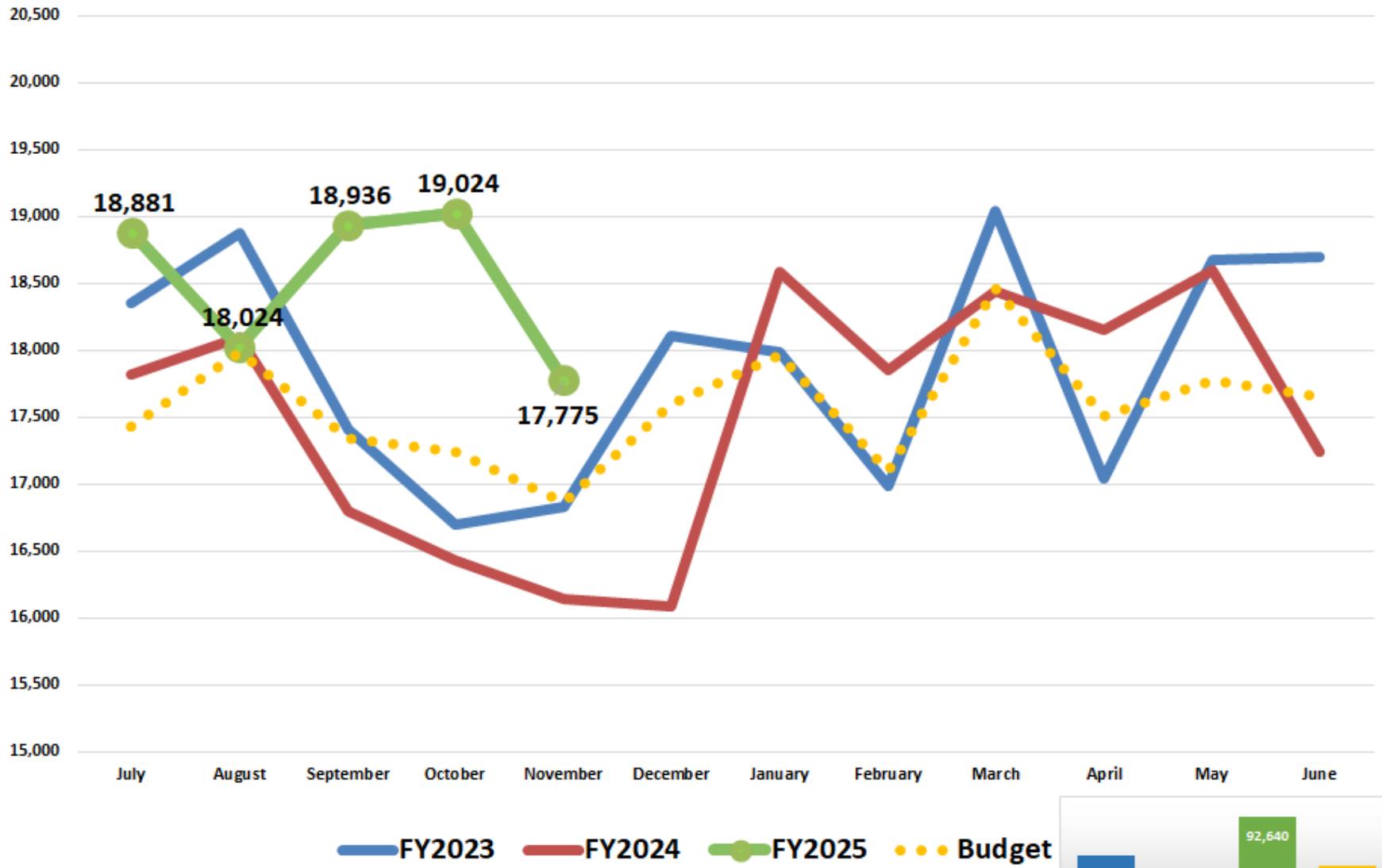
Therapy - Cypress Hand Center



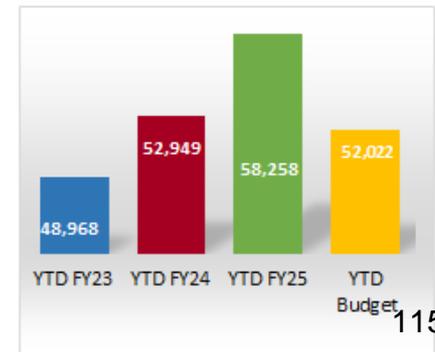
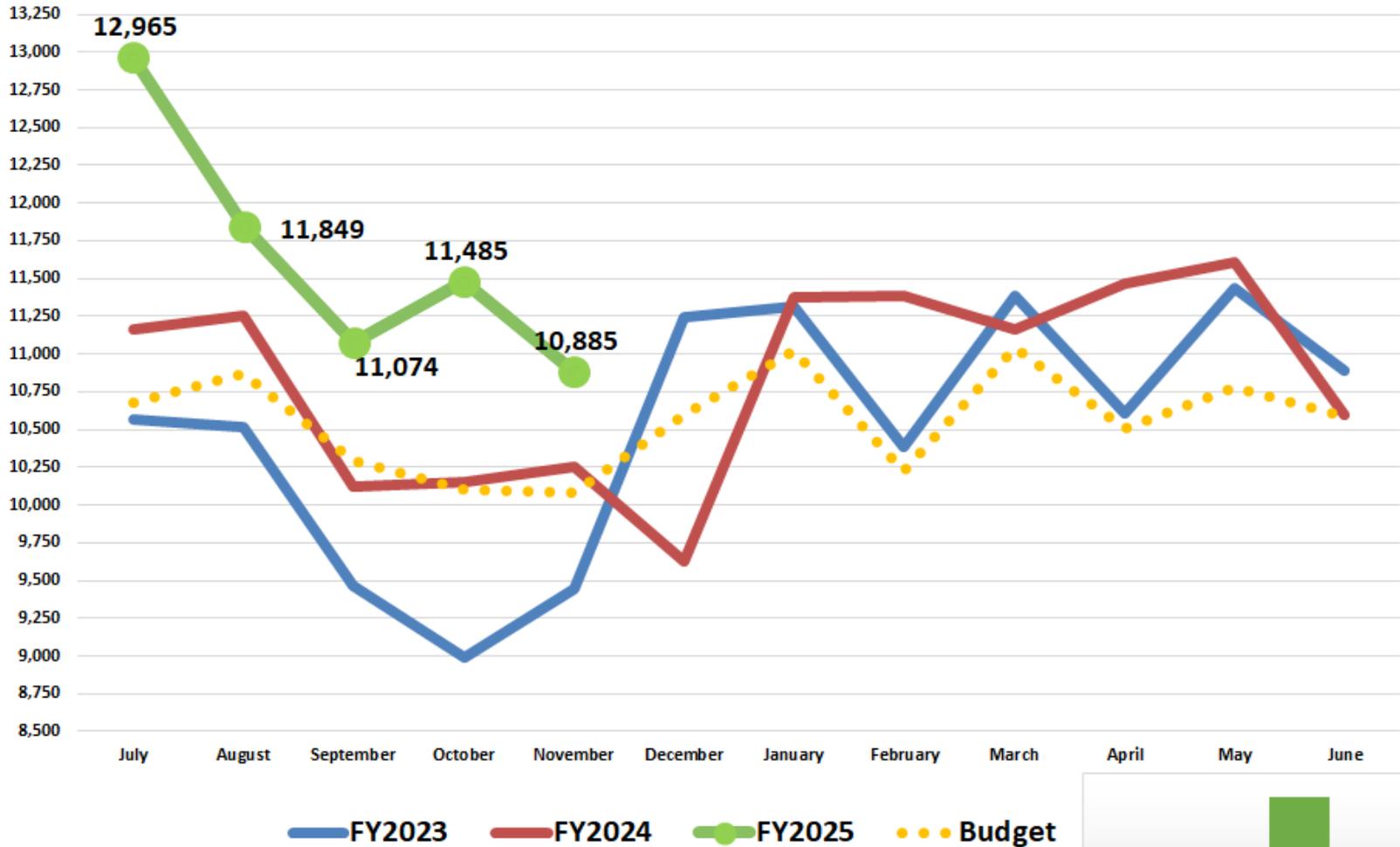
—●— FY2023
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 ●●● Budget



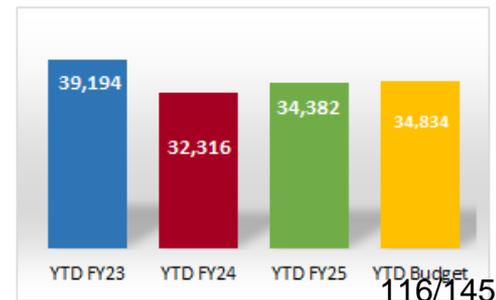
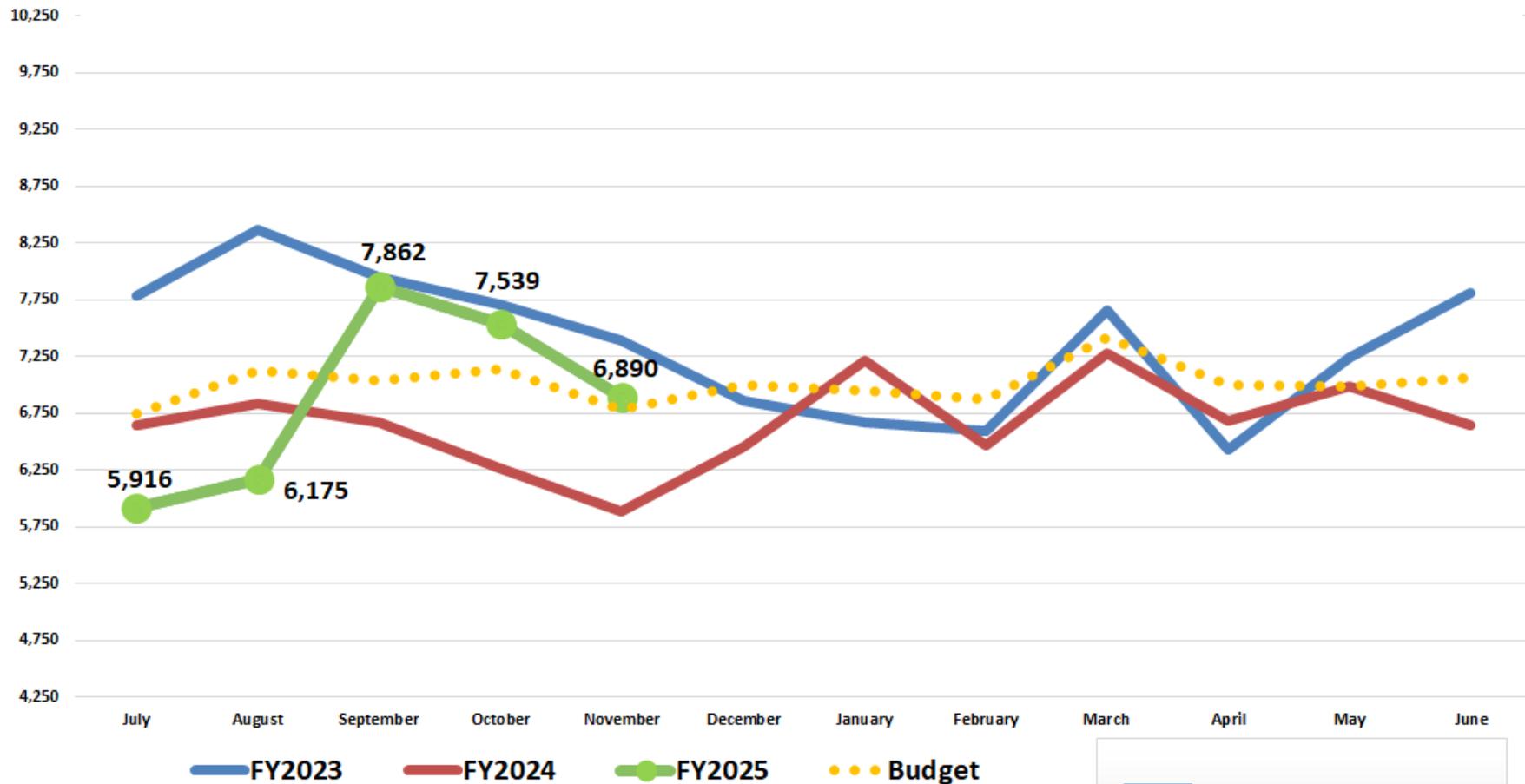
Physical & Other Therapy Units (I/P & O/P)



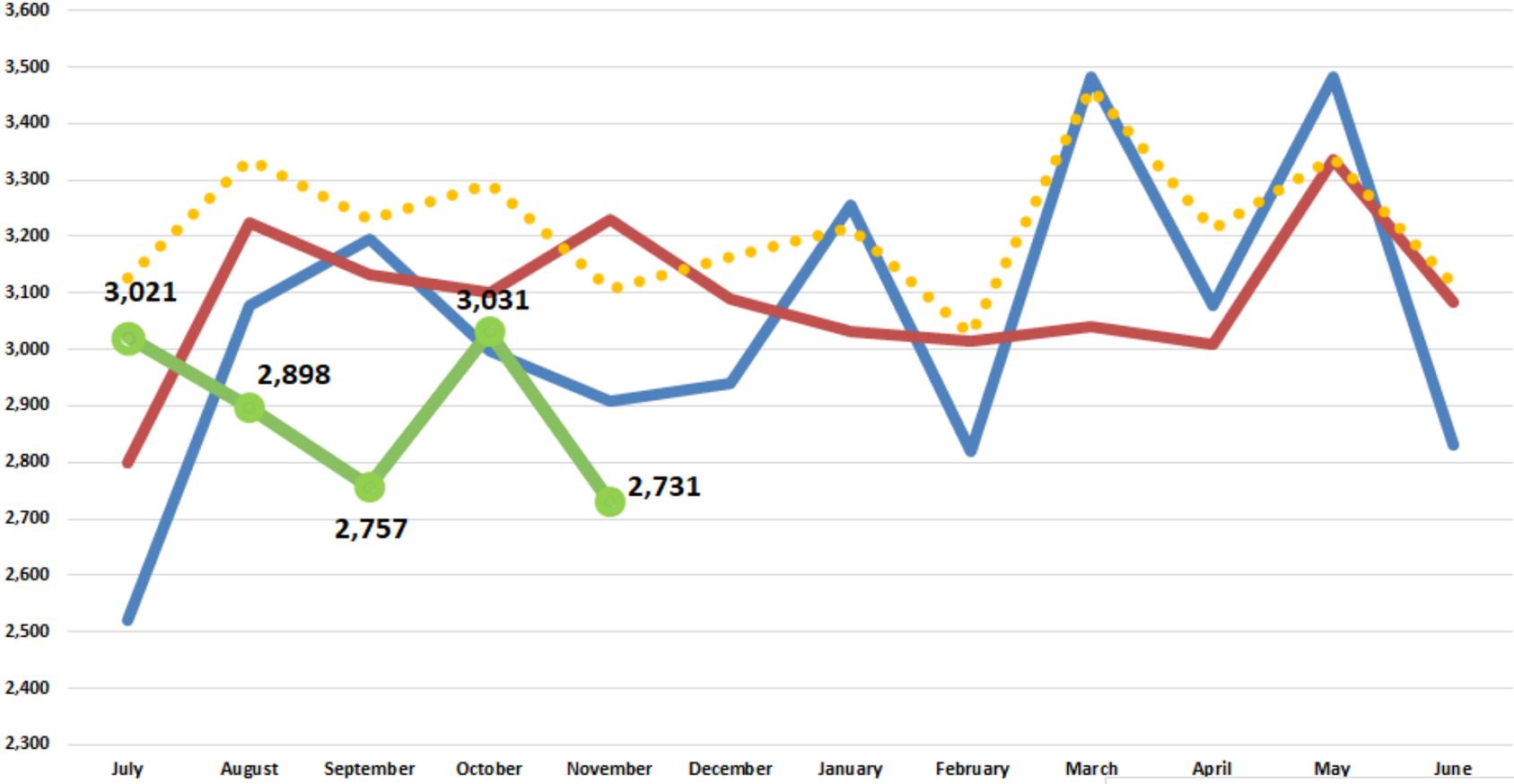
Physical & Other Therapy Units (I/P & O/P)-Main Campus



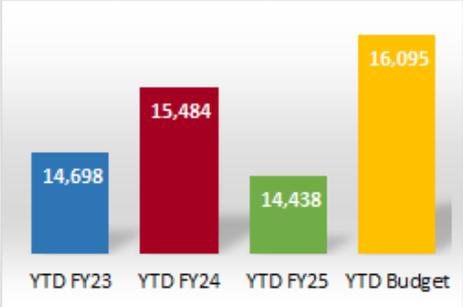
Physical & Other Therapy Units (I/P & O/P)-KDRH & South Campus



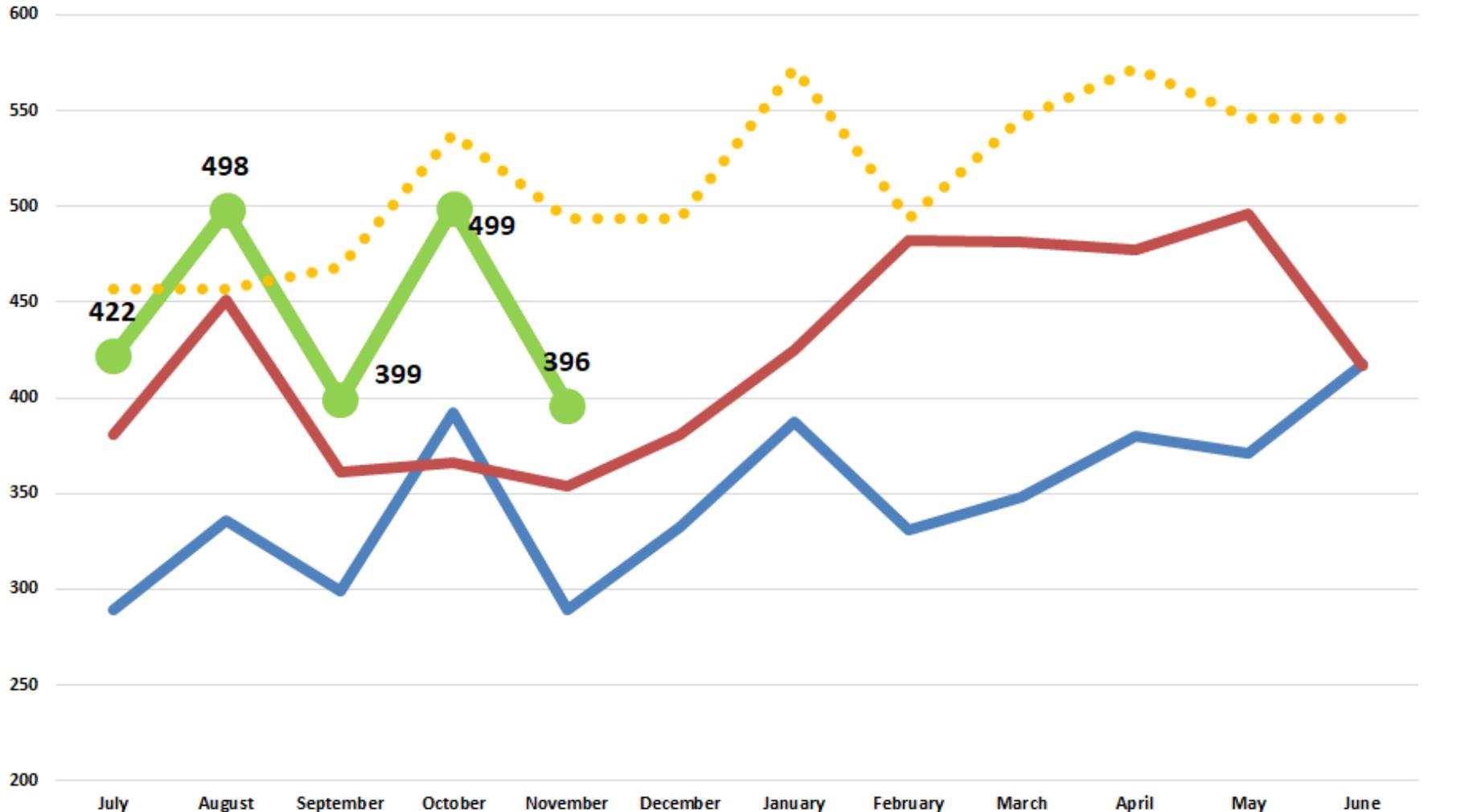
Home Health Visits



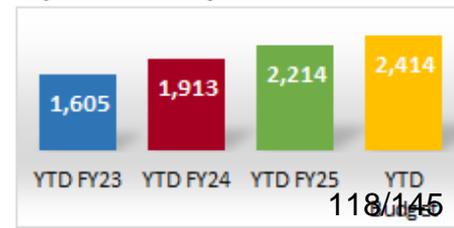
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 ●●● Budget



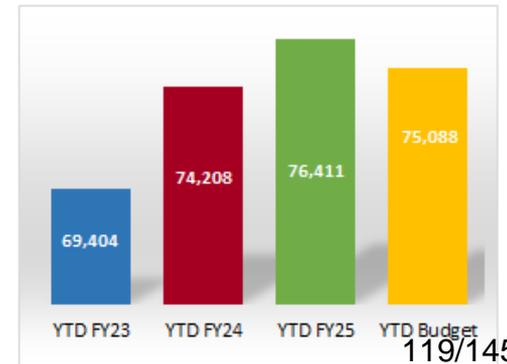
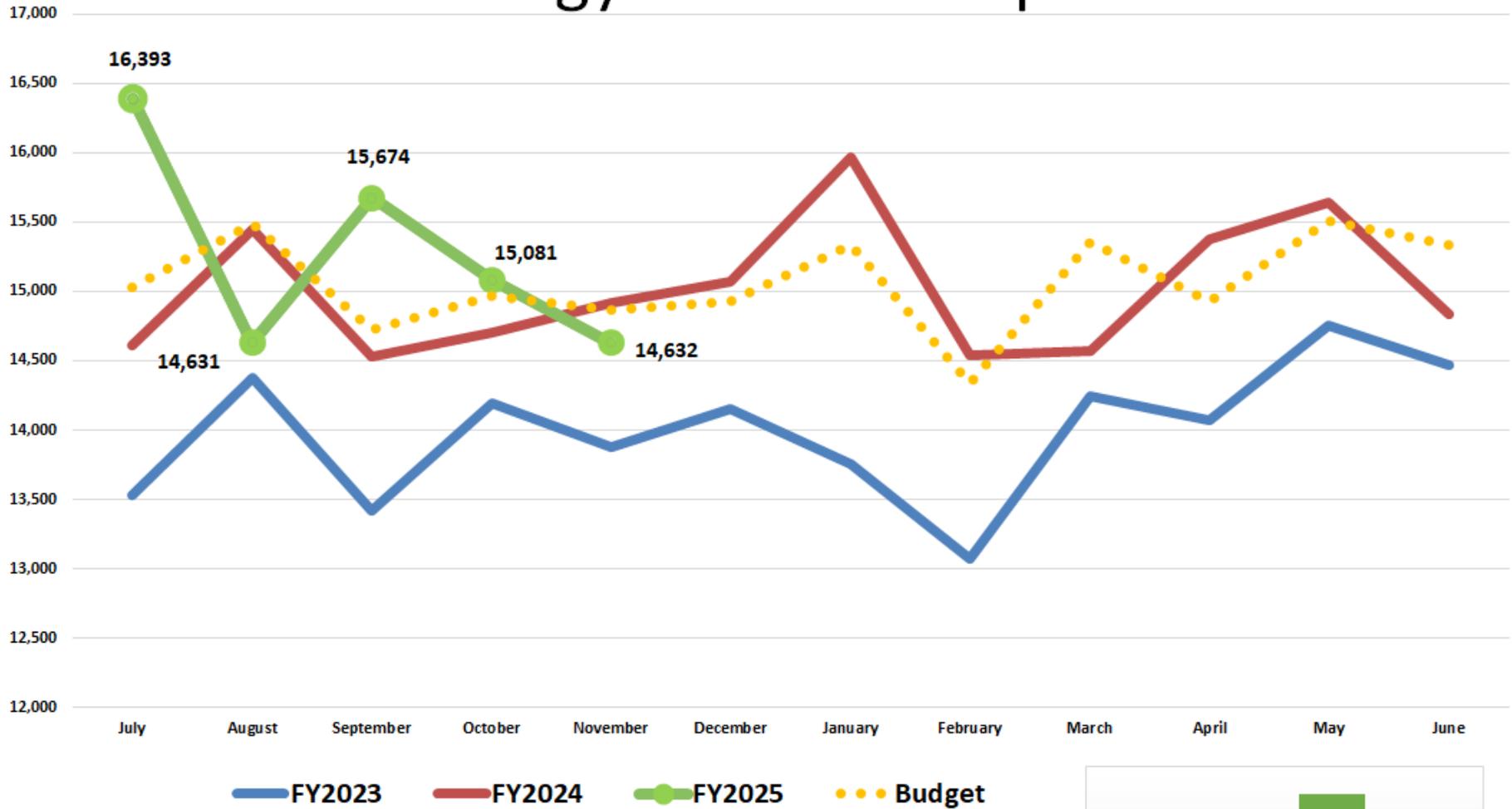
Infusion Center - Outpatient Visits



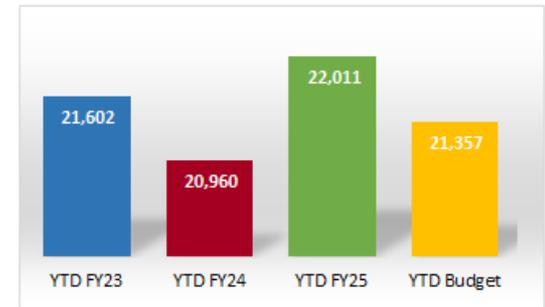
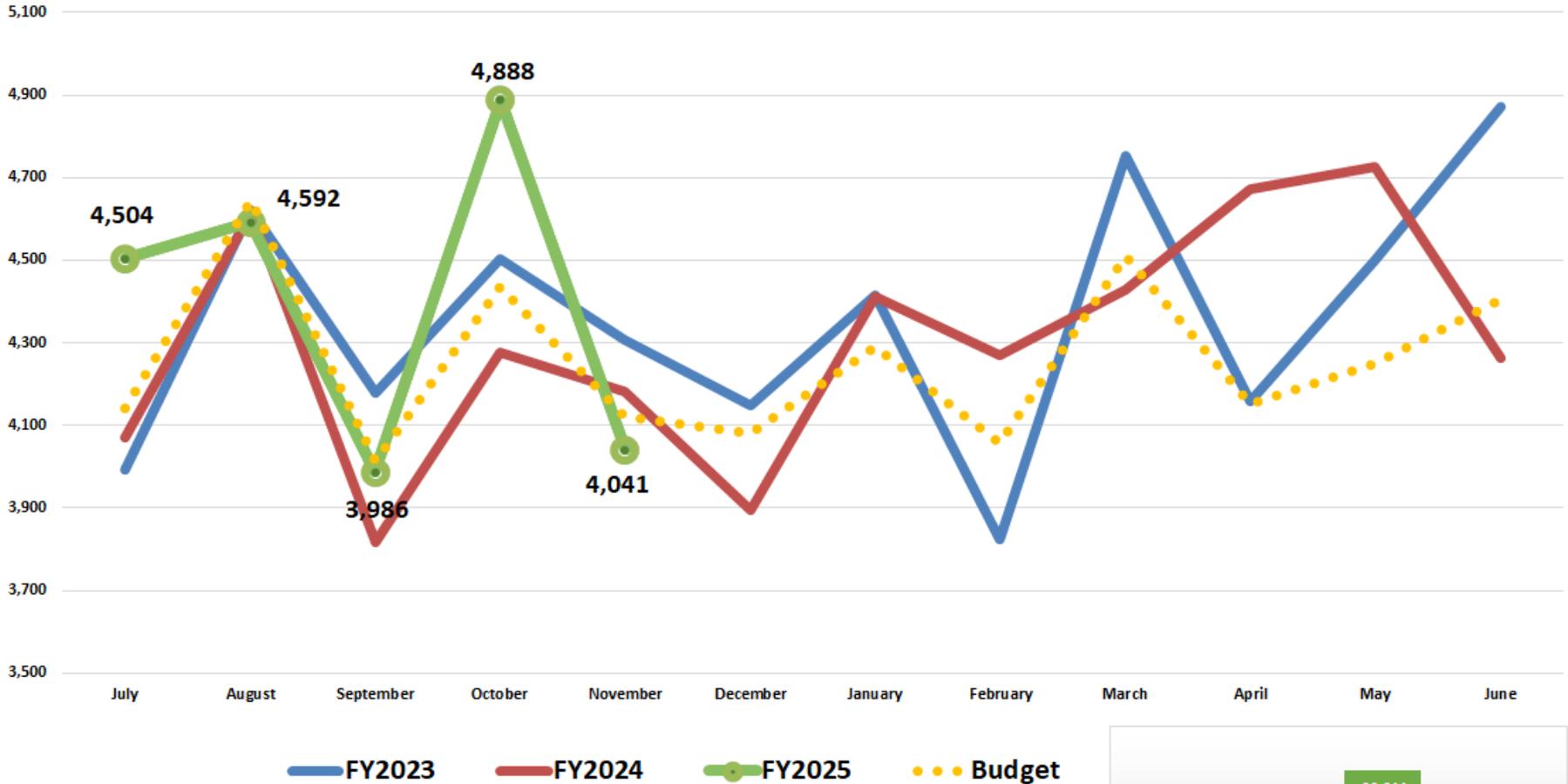
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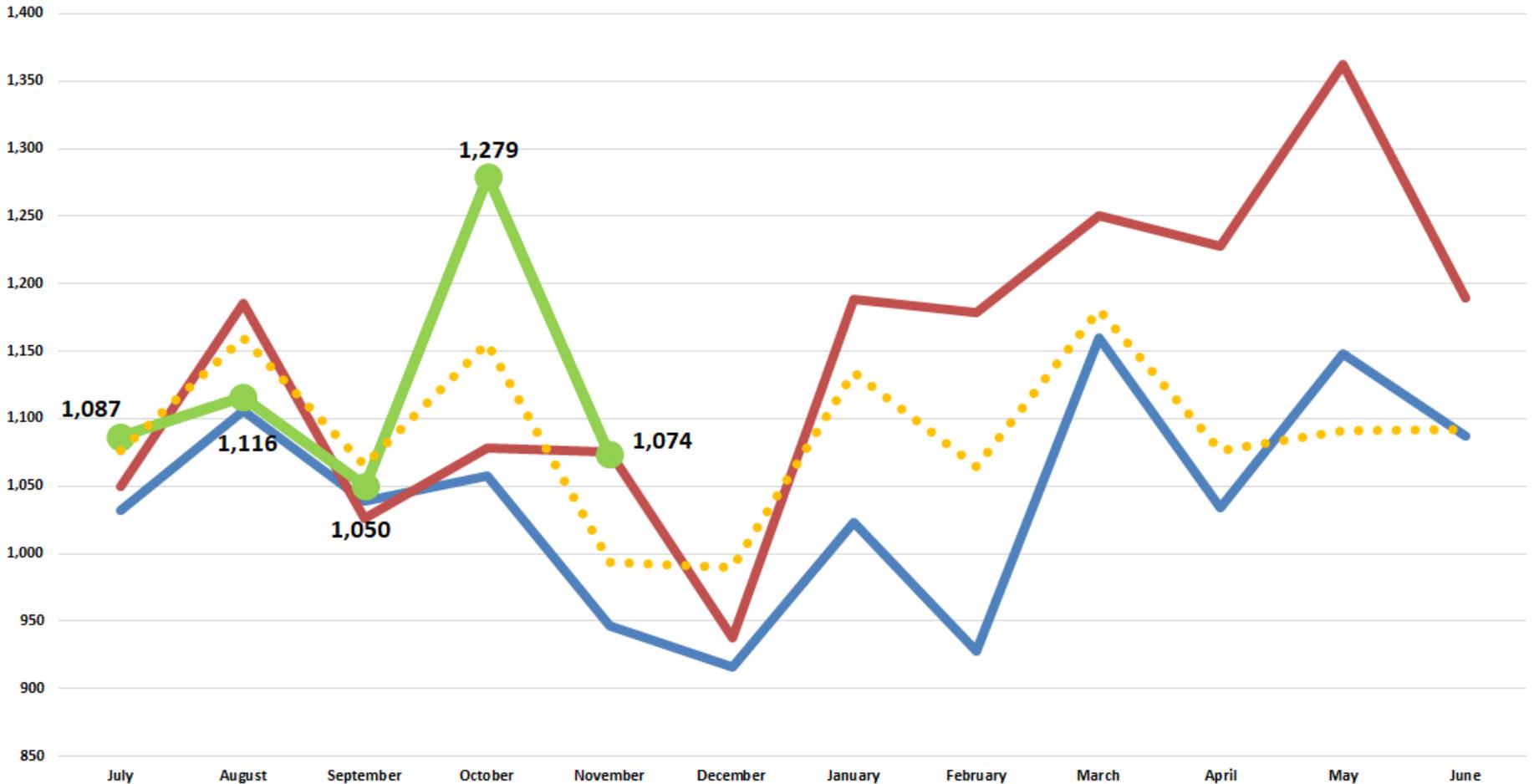
Radiology – Main Campus



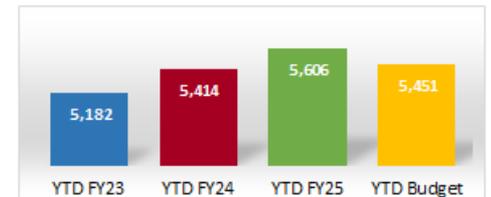
Radiology - West Campus Imaging



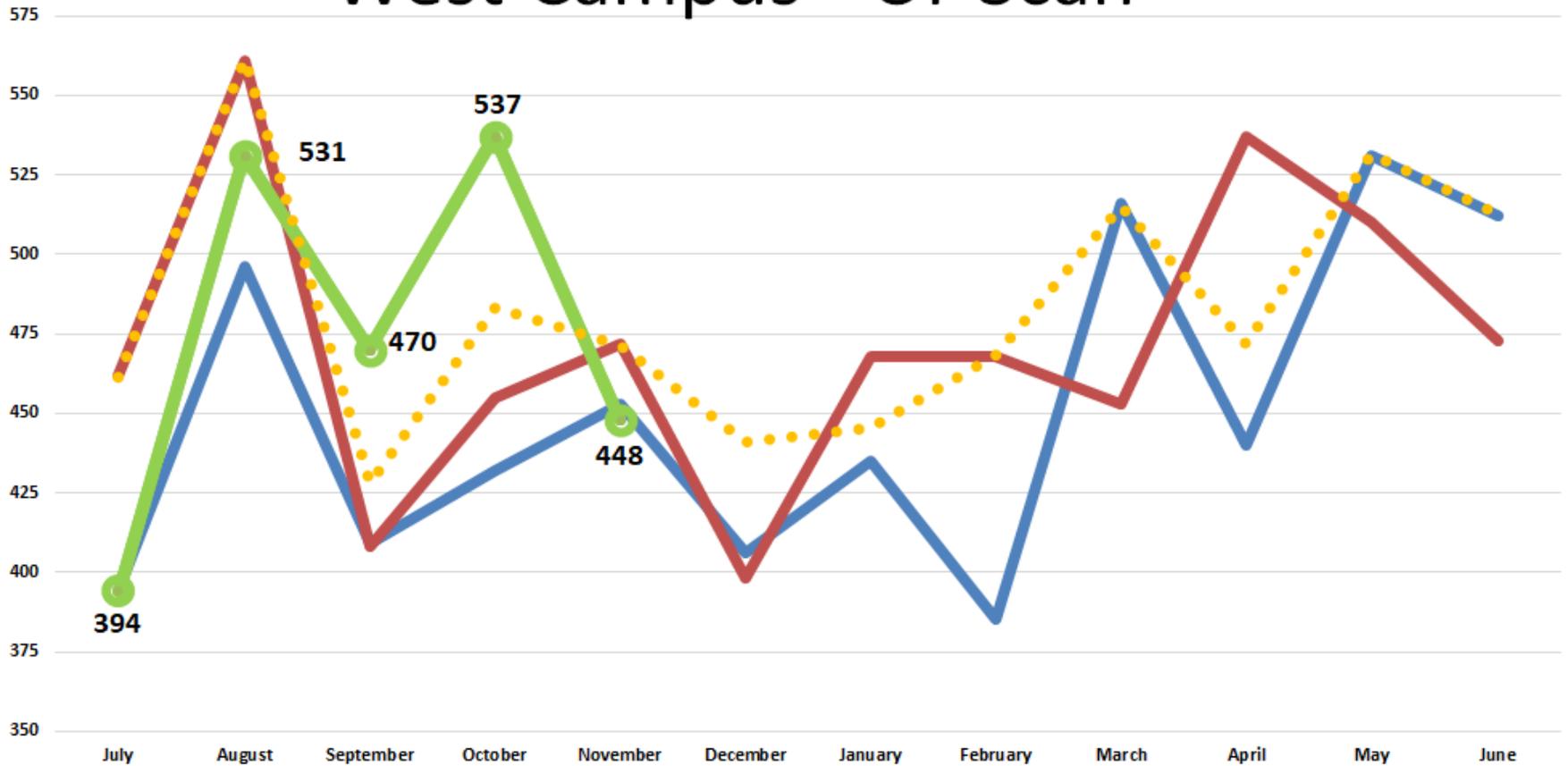
West Campus - Diagnostic Radiology



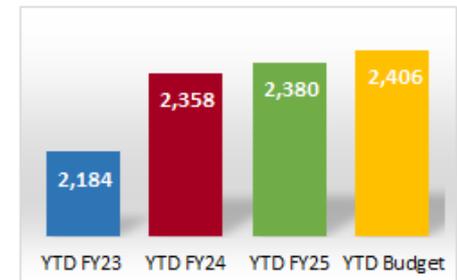
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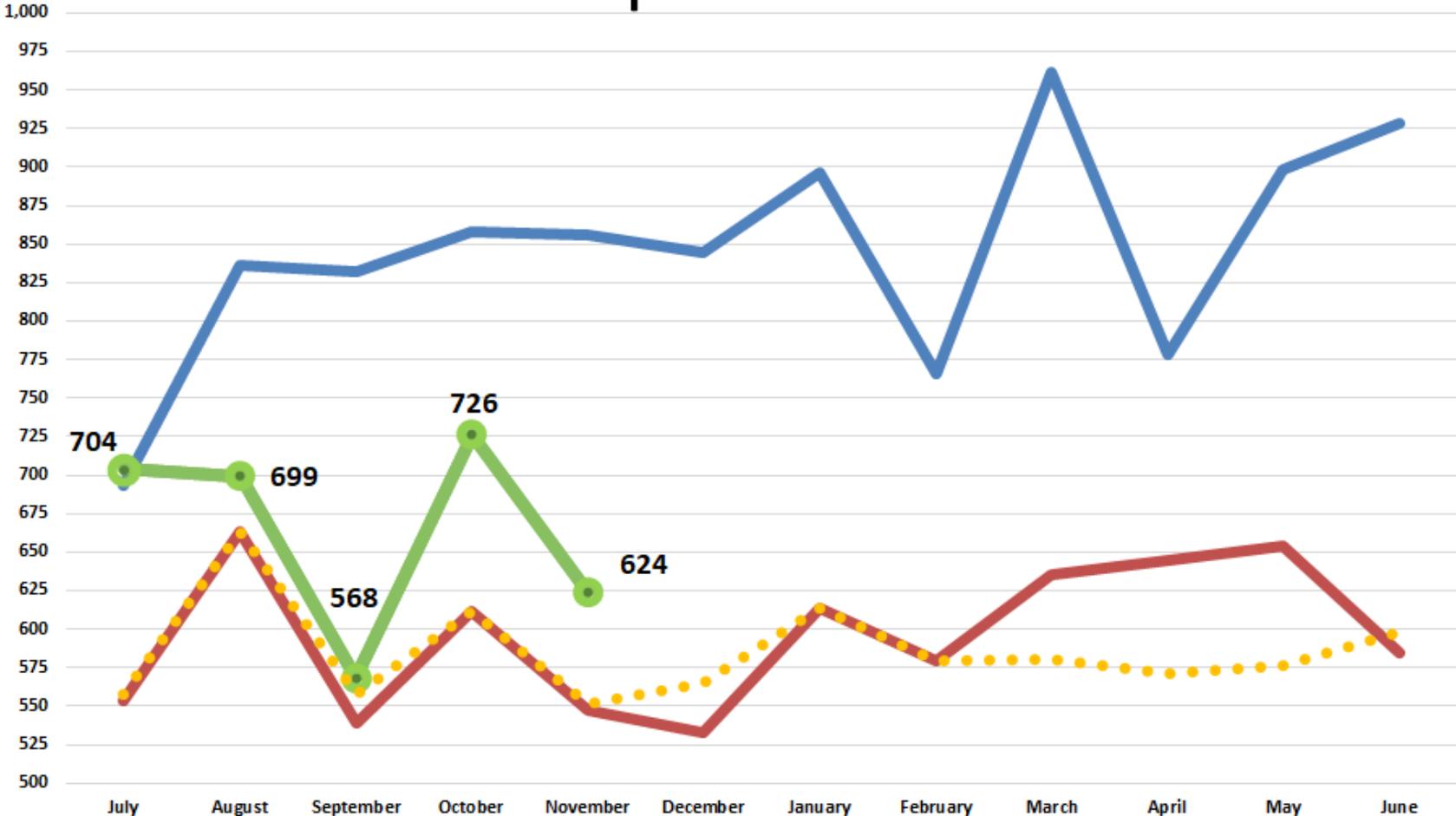
West Campus - CT Scan



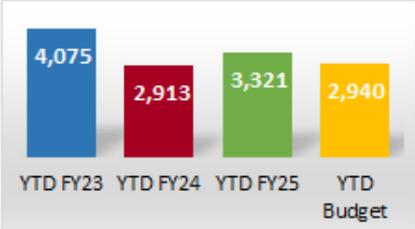
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 ●●● Budget



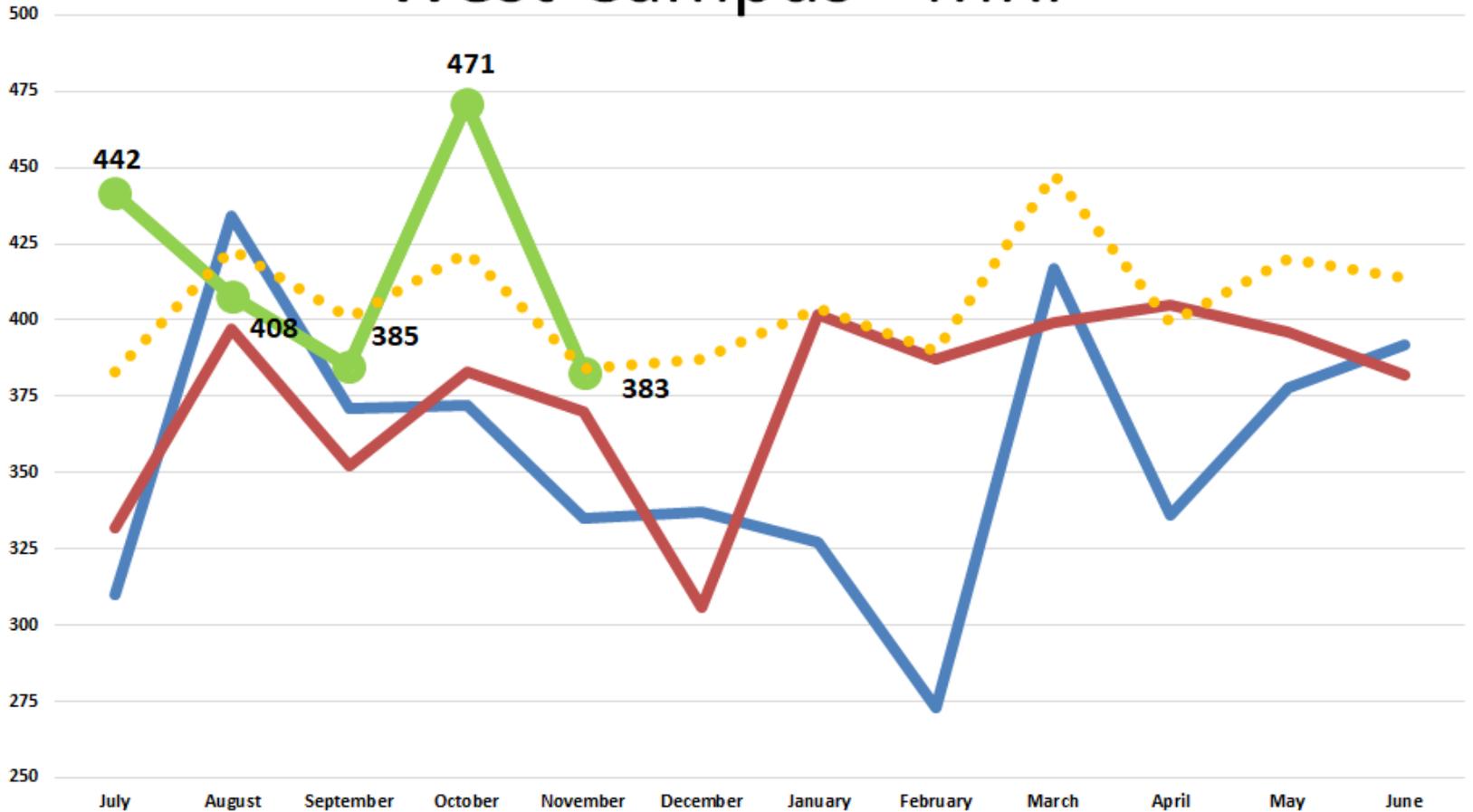
West Campus - Ultrasound



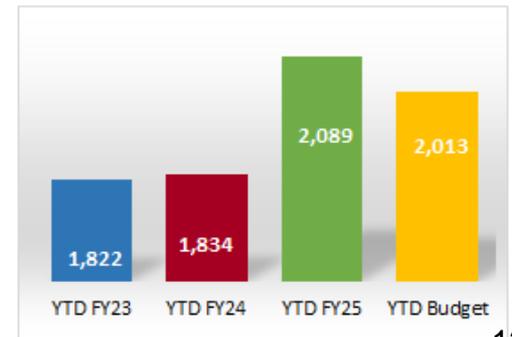
—●— FY2023
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 ●●● Budget



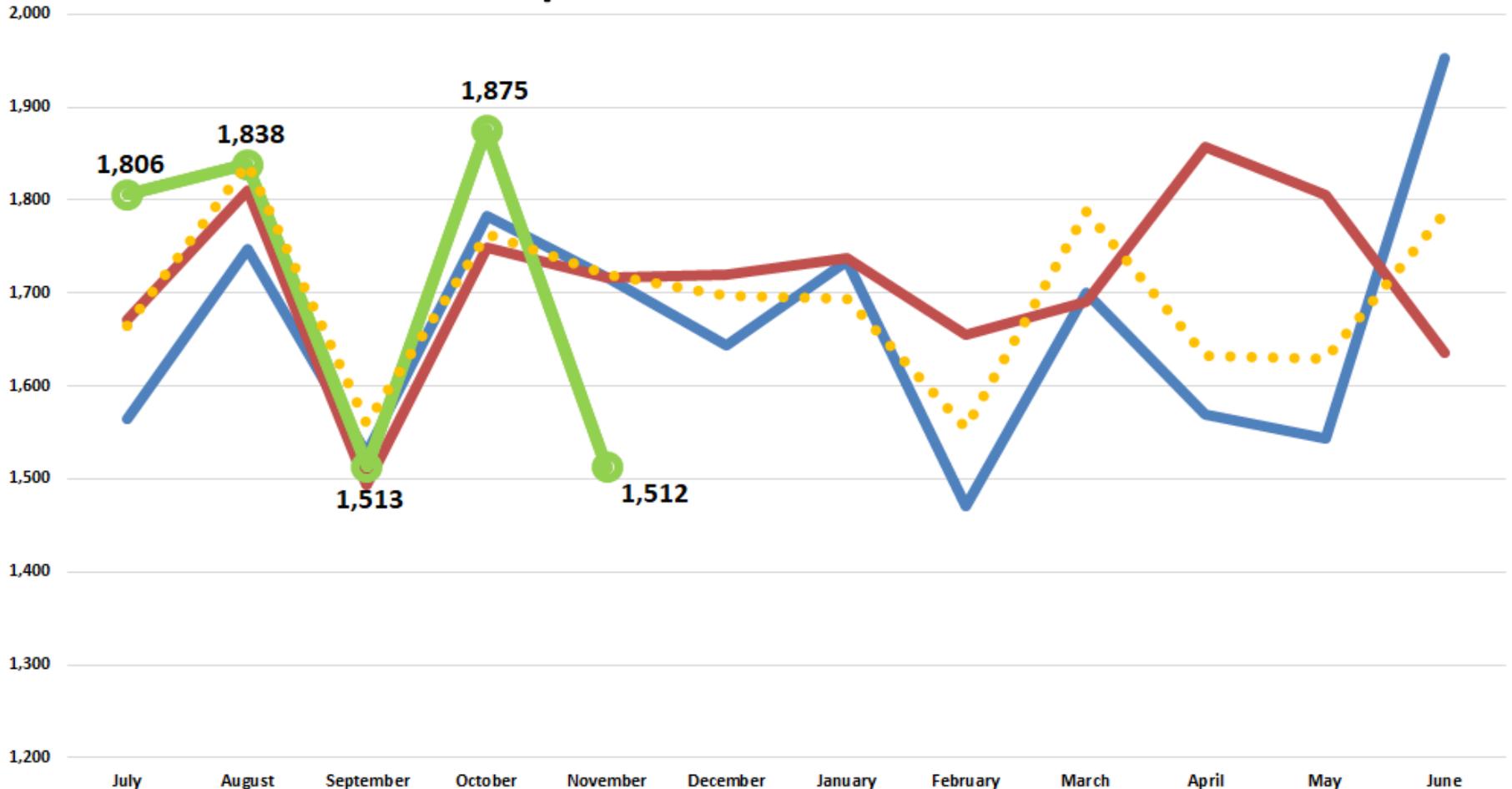
West Campus - MRI



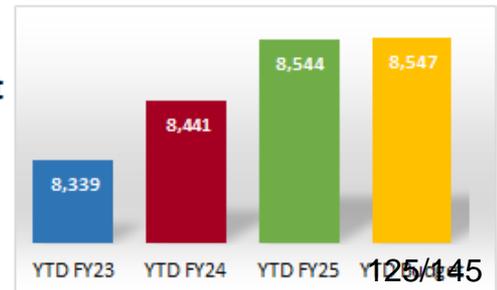
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 ●●● Budget



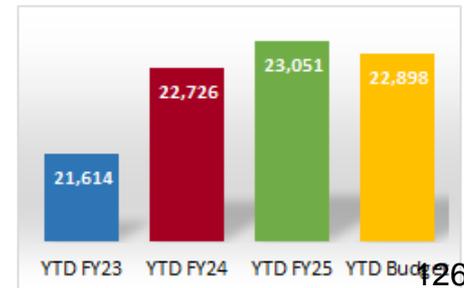
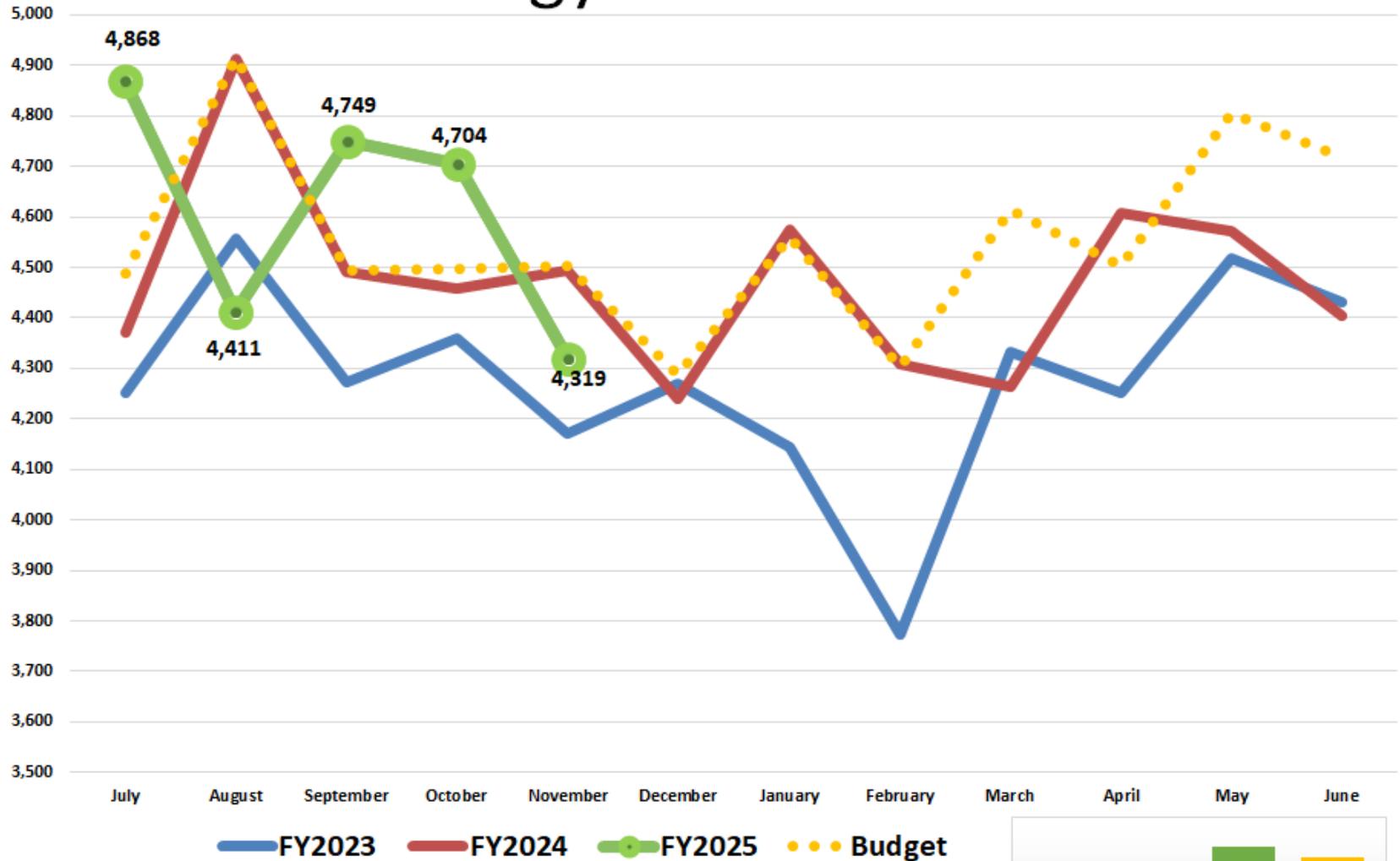
West Campus - Breast Center



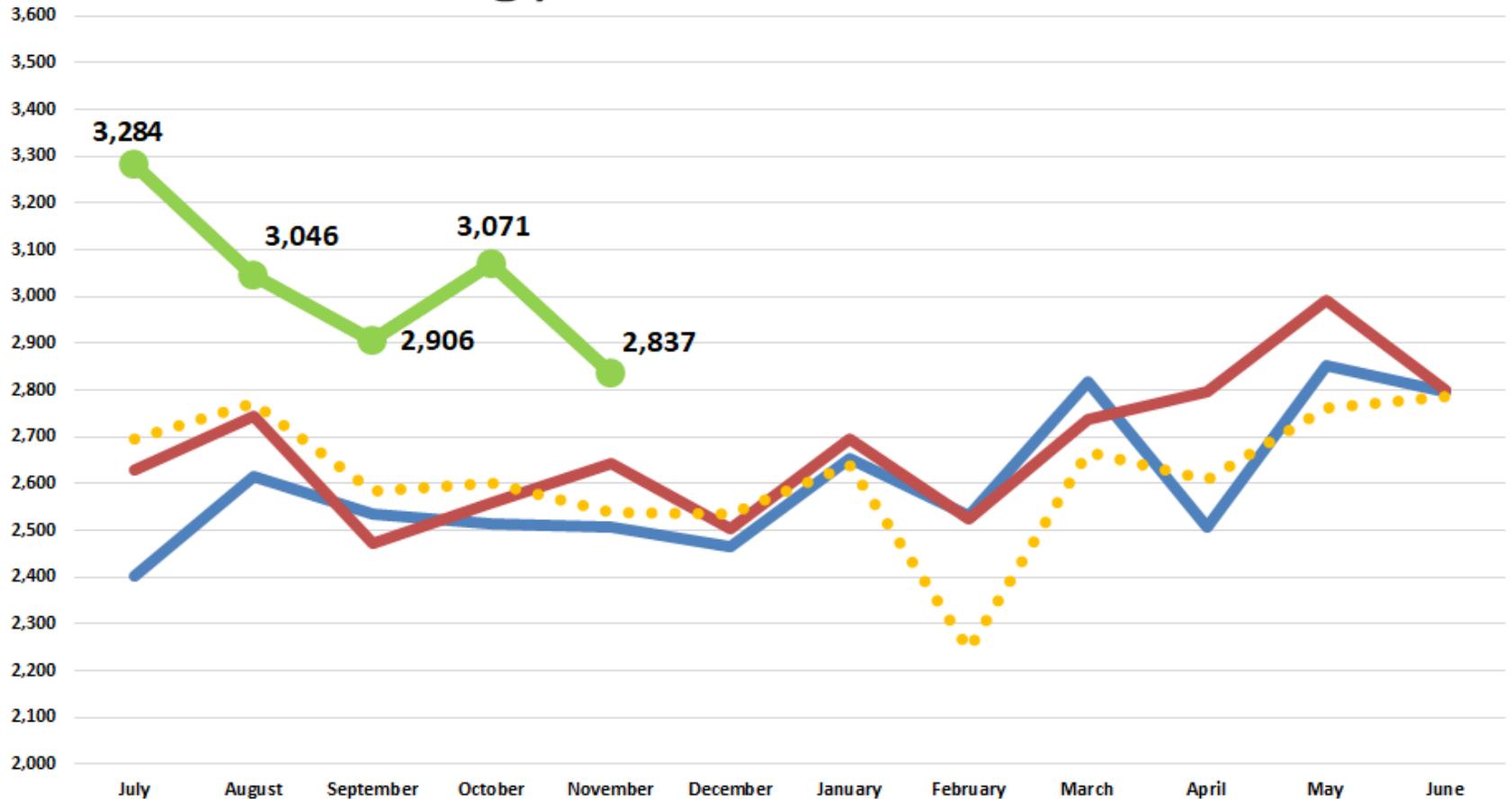
—●— FY2023
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 ●●● Budget



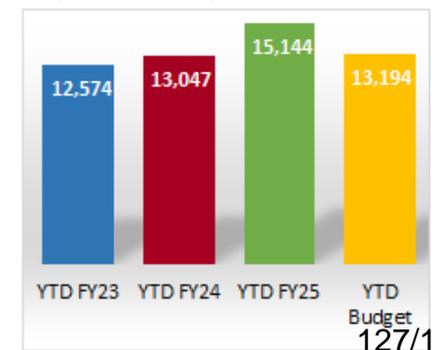
Radiology - CT - All Areas



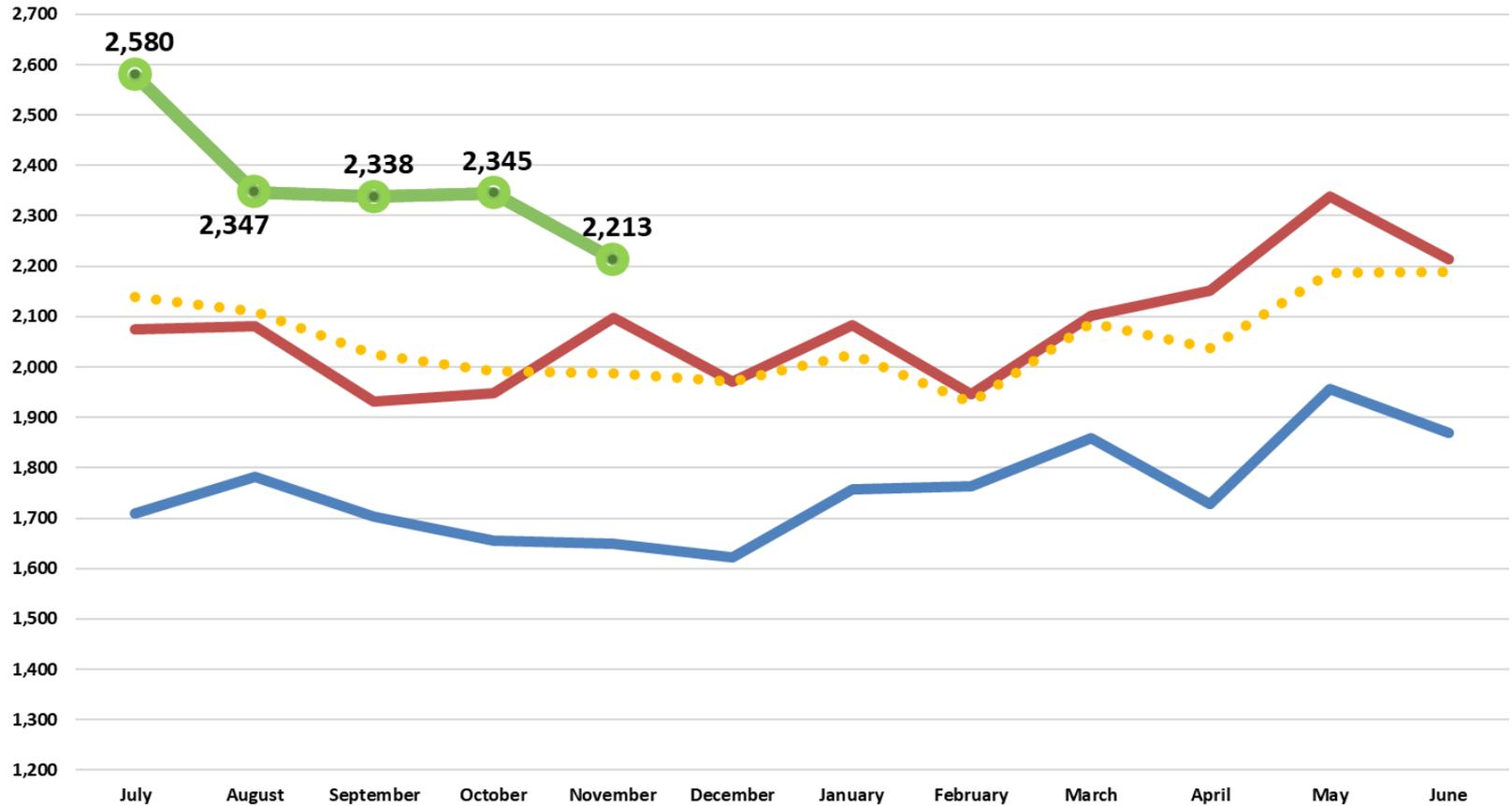
Radiology - Ultrasound - All Areas



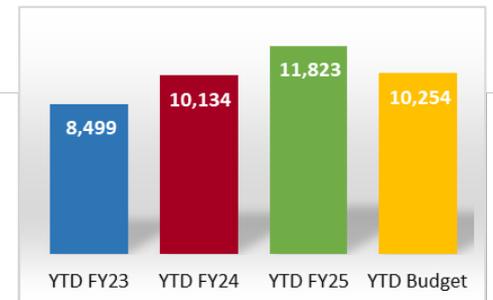
—●— FY2023
 —●— FY2024
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 -.-●-.- Budget



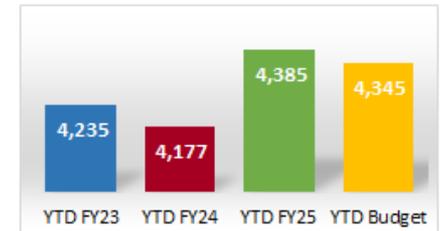
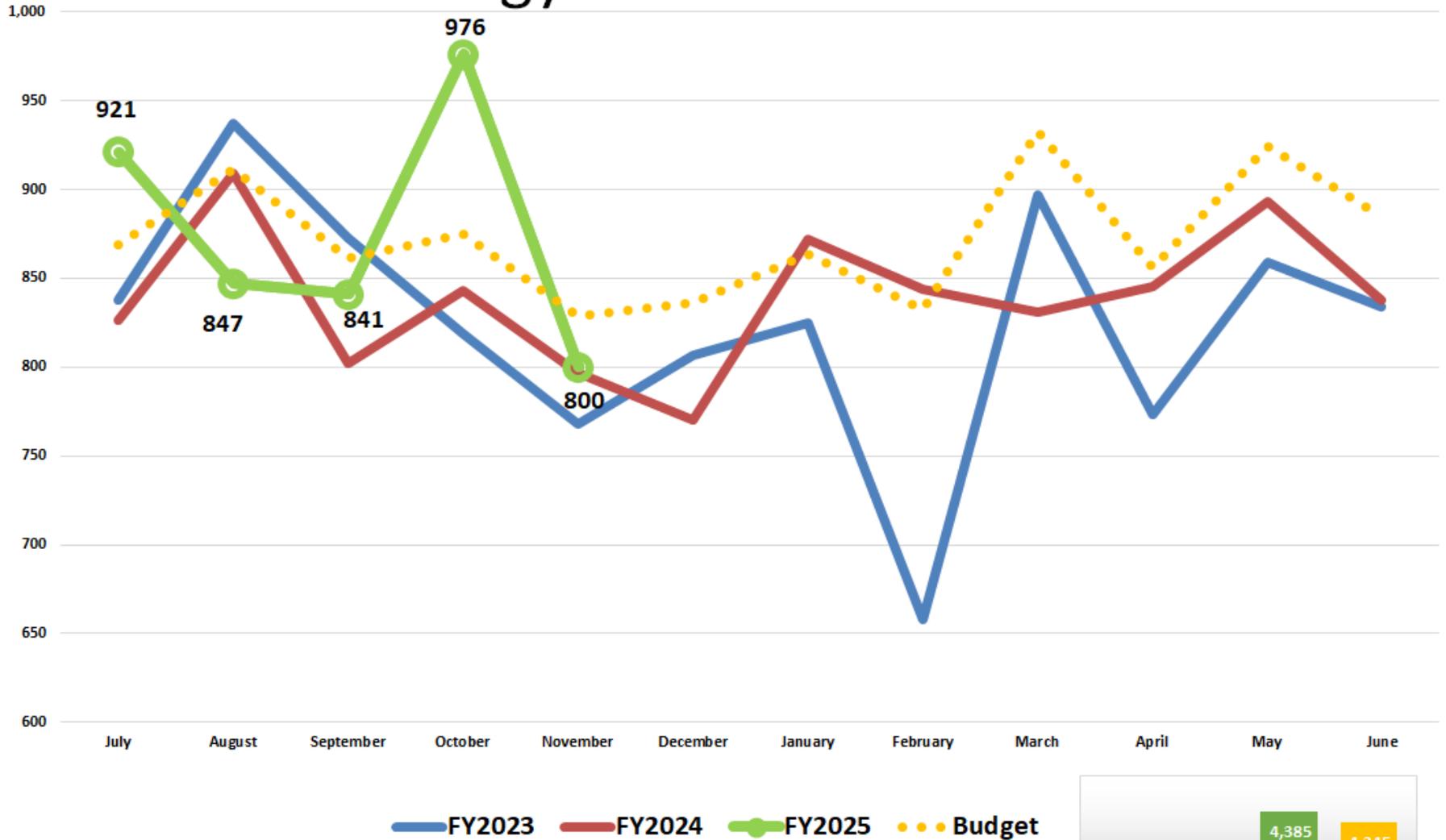
Radiology - Ultrasound - Main Campus



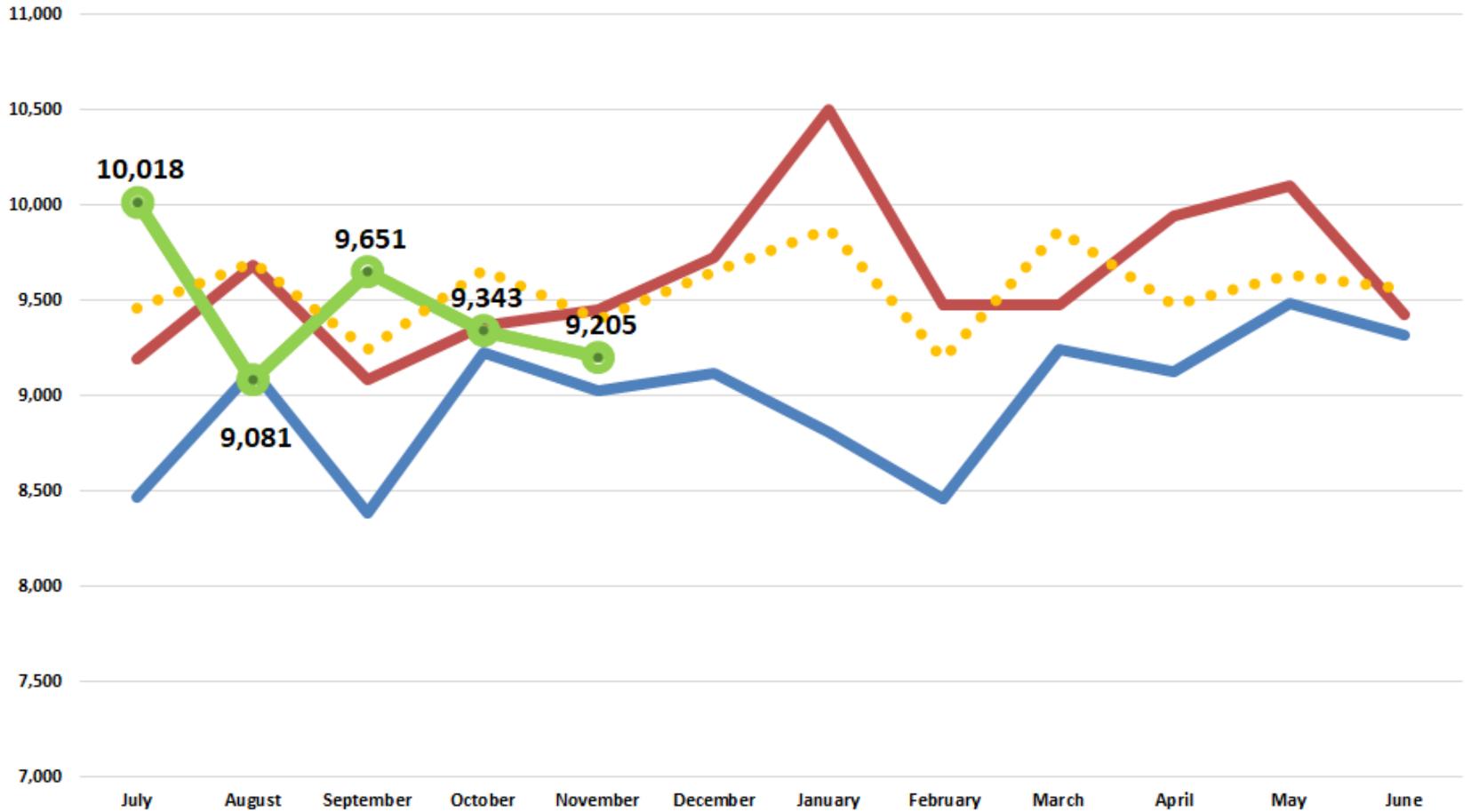
— FY2023
 — FY2024
 —●— FY2025
 ●●● Budget



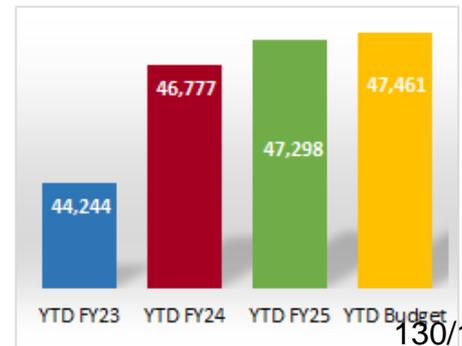
Radiology - MRI - All Areas



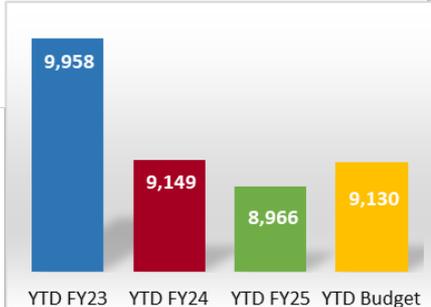
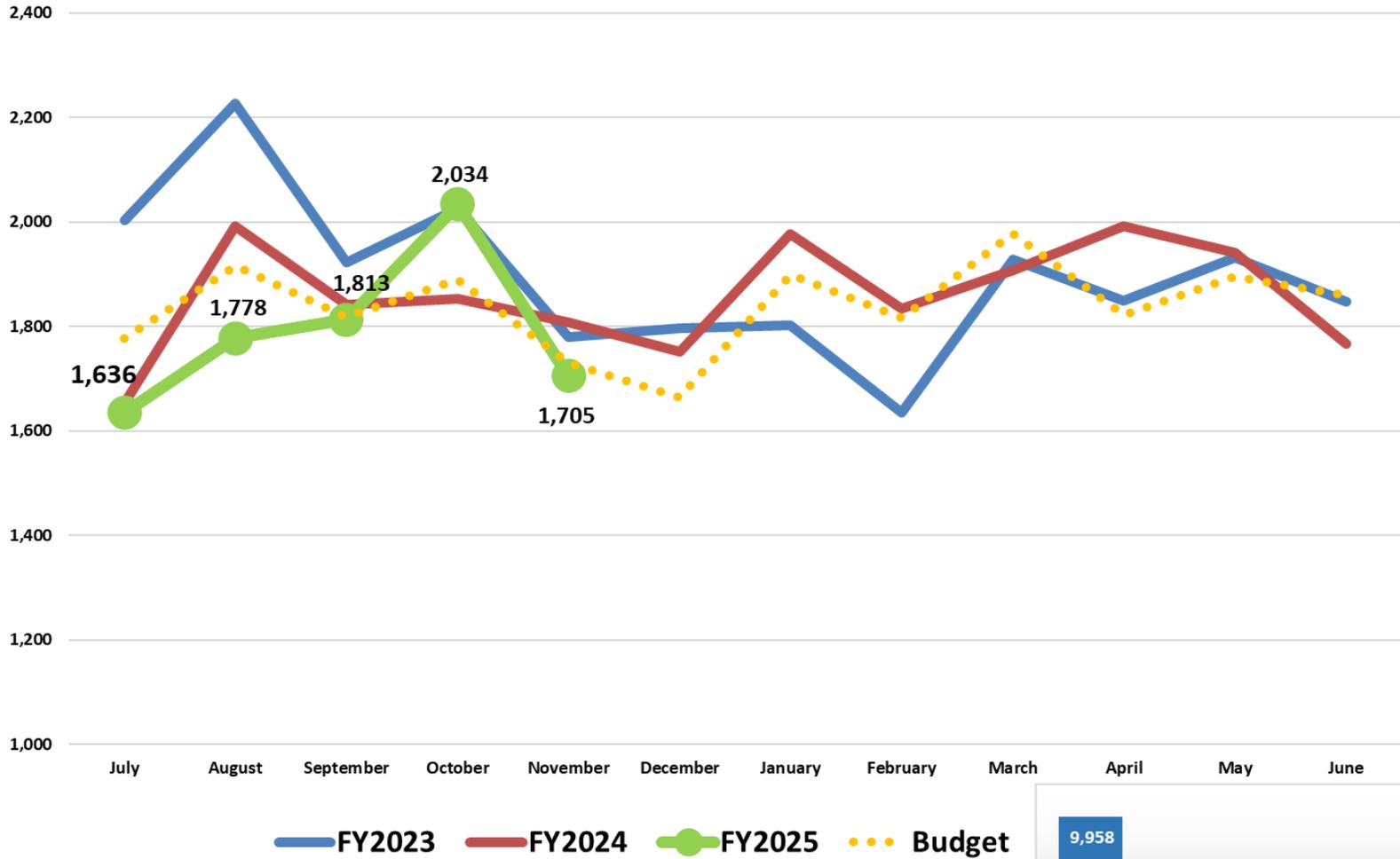
Radiology Modality - Diagnostic



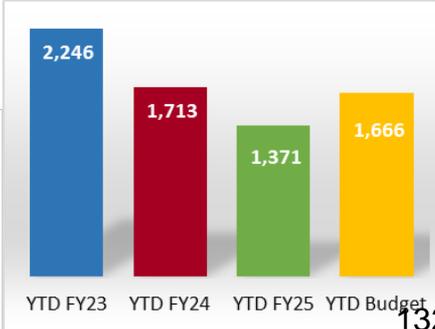
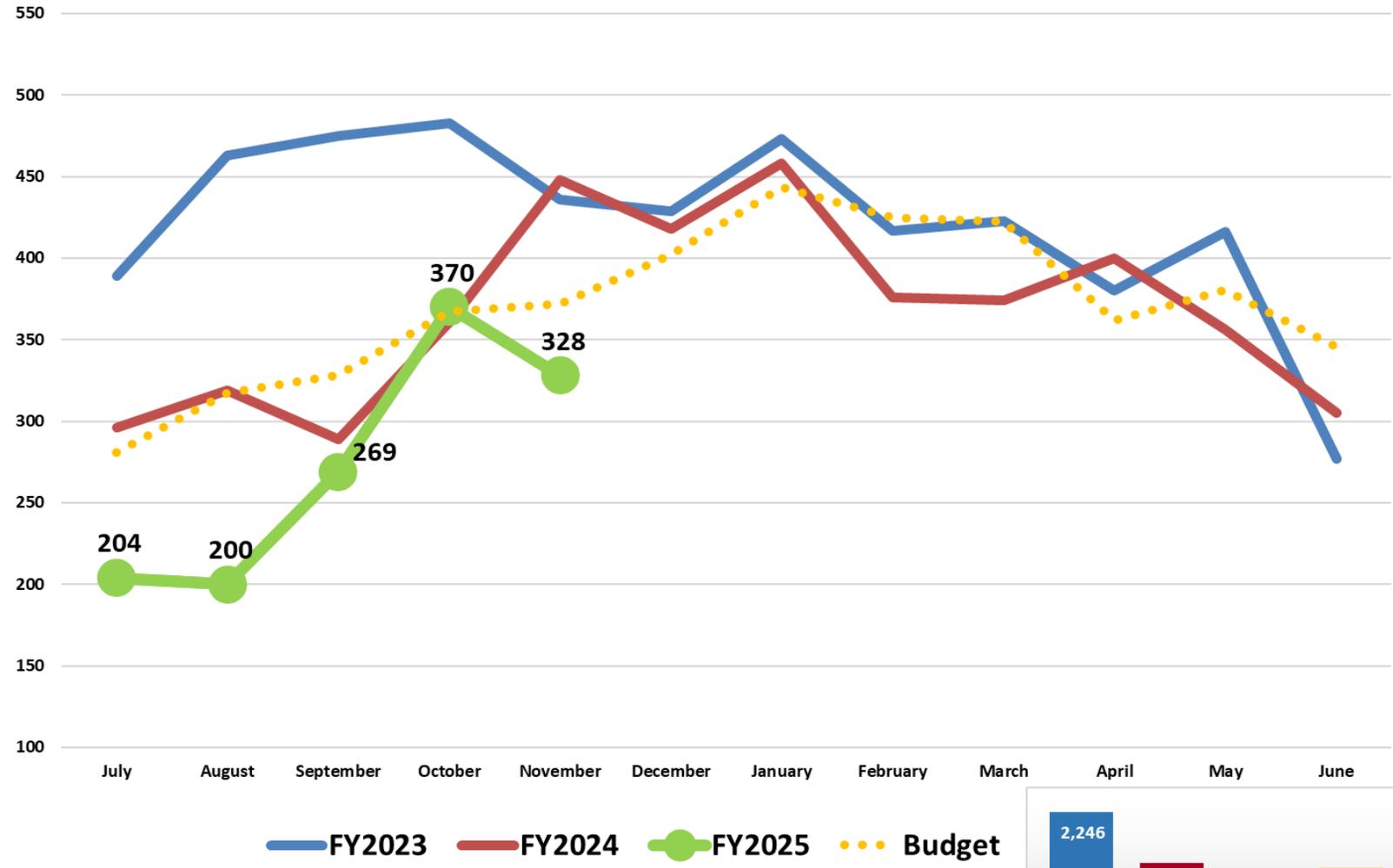
—●— FY2023
 —●— FY2024
 —●— FY2025
 ●●● Budget



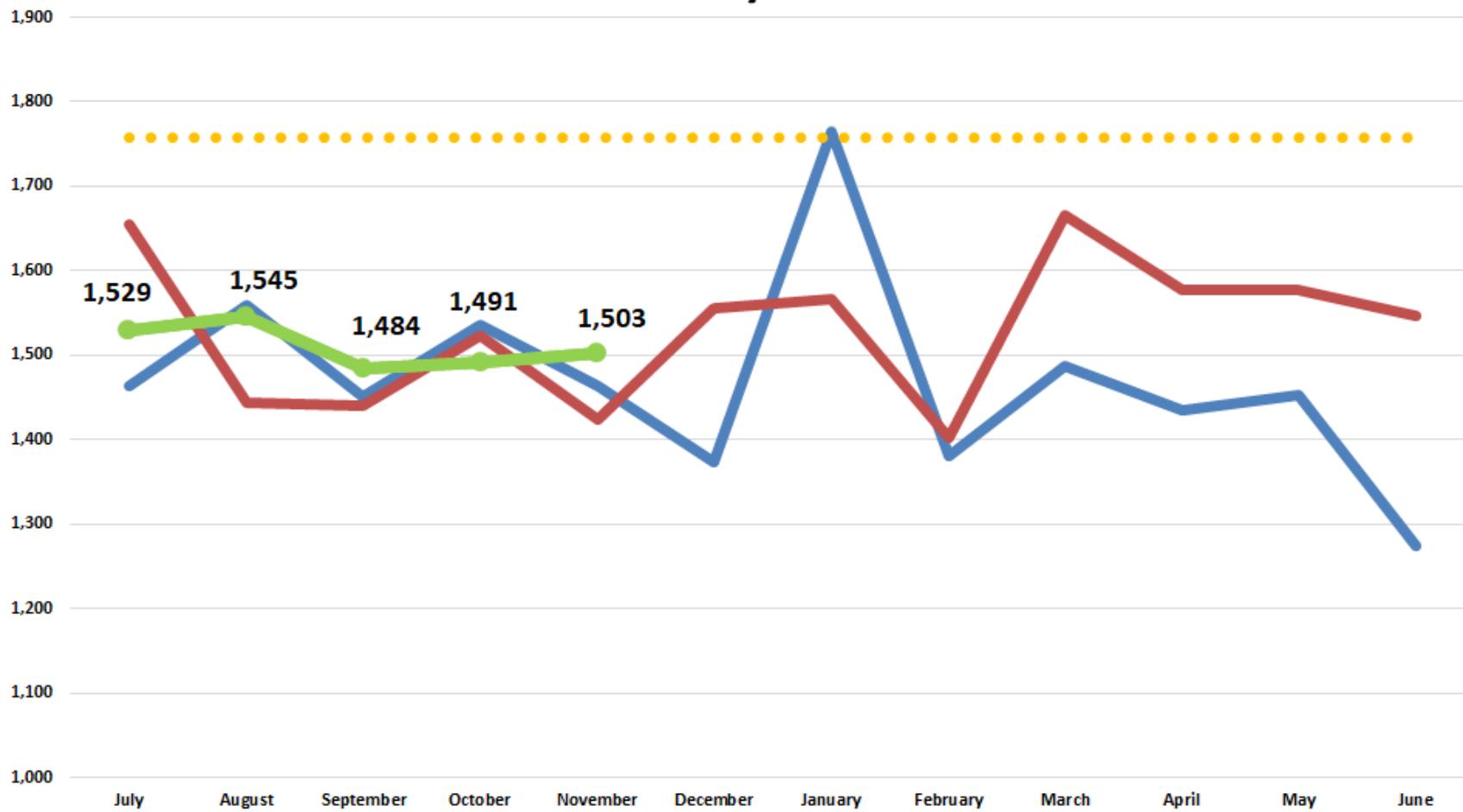
Radiology - UC Court/South Campus



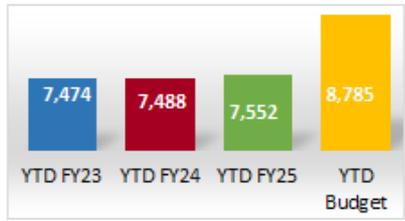
Radiology - UC Demaree/North Campus



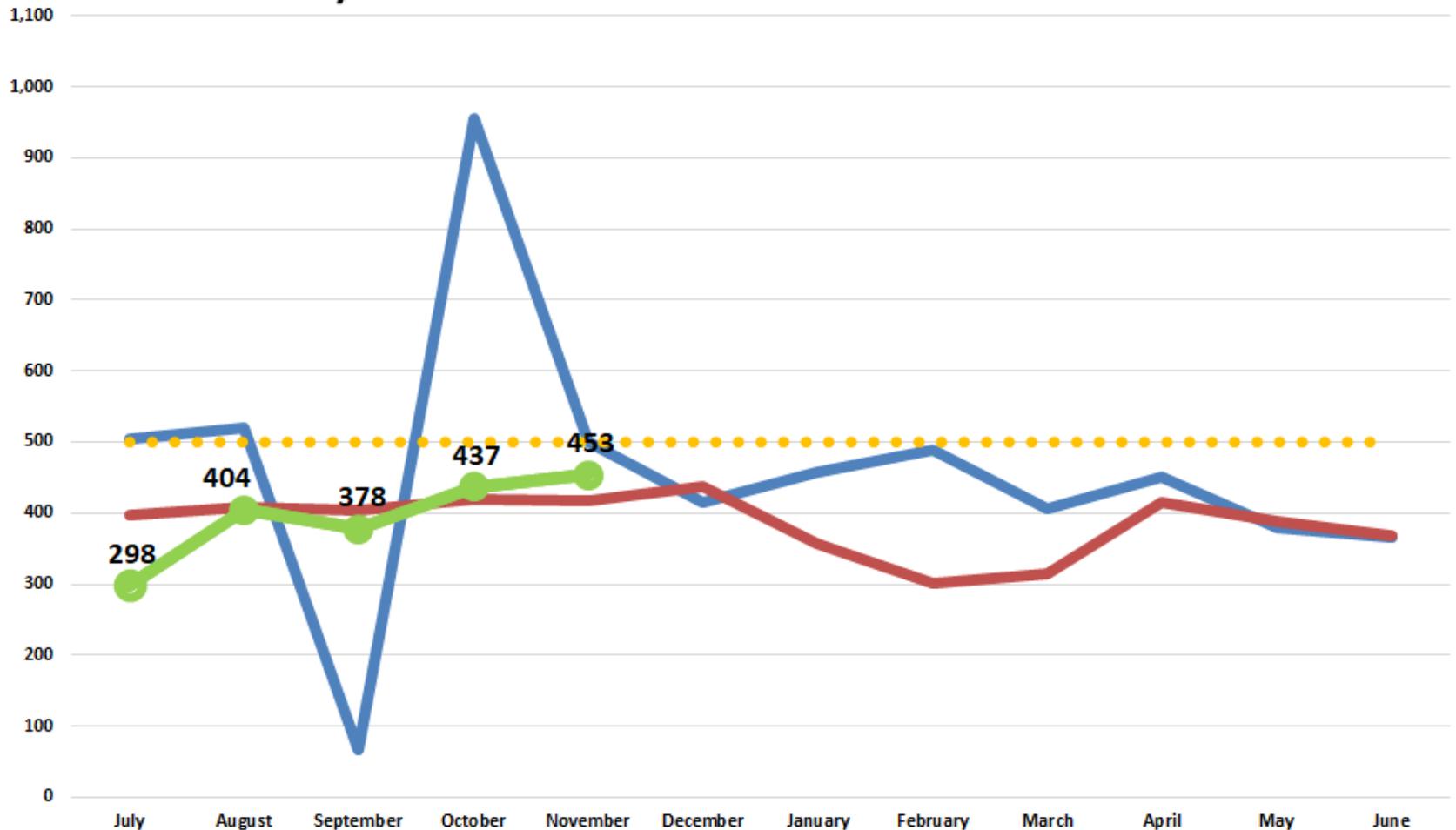
Chronic Dialysis - Visalia



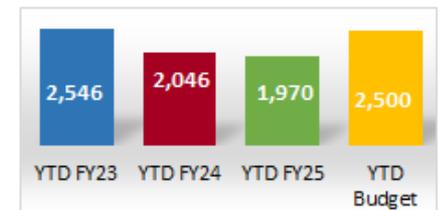
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 ●●● Budget



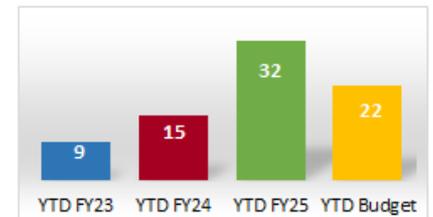
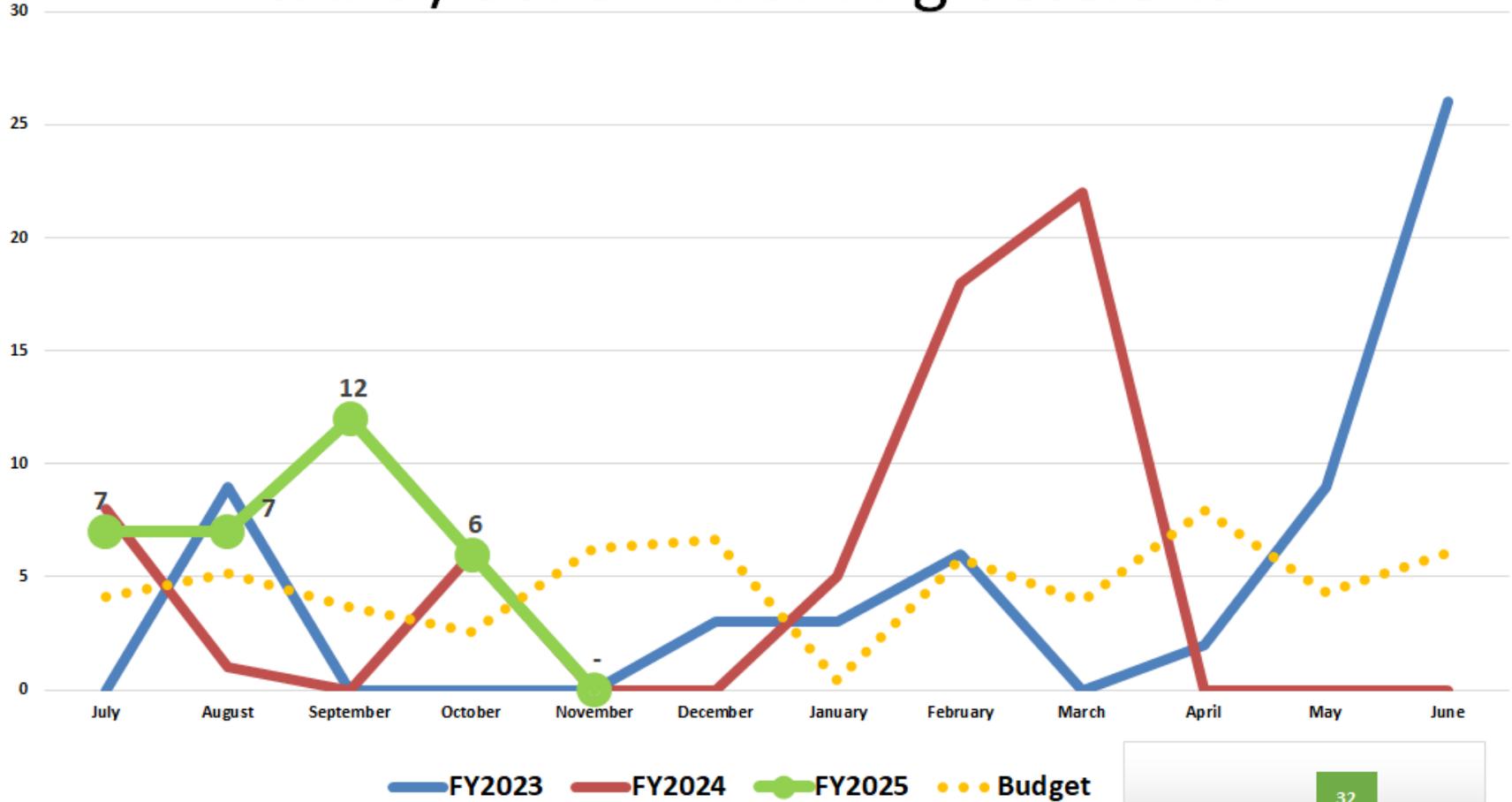
CAPD/CCPD - Maintenance Sessions



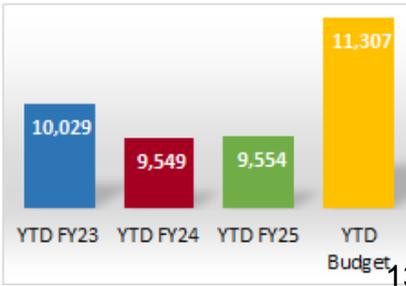
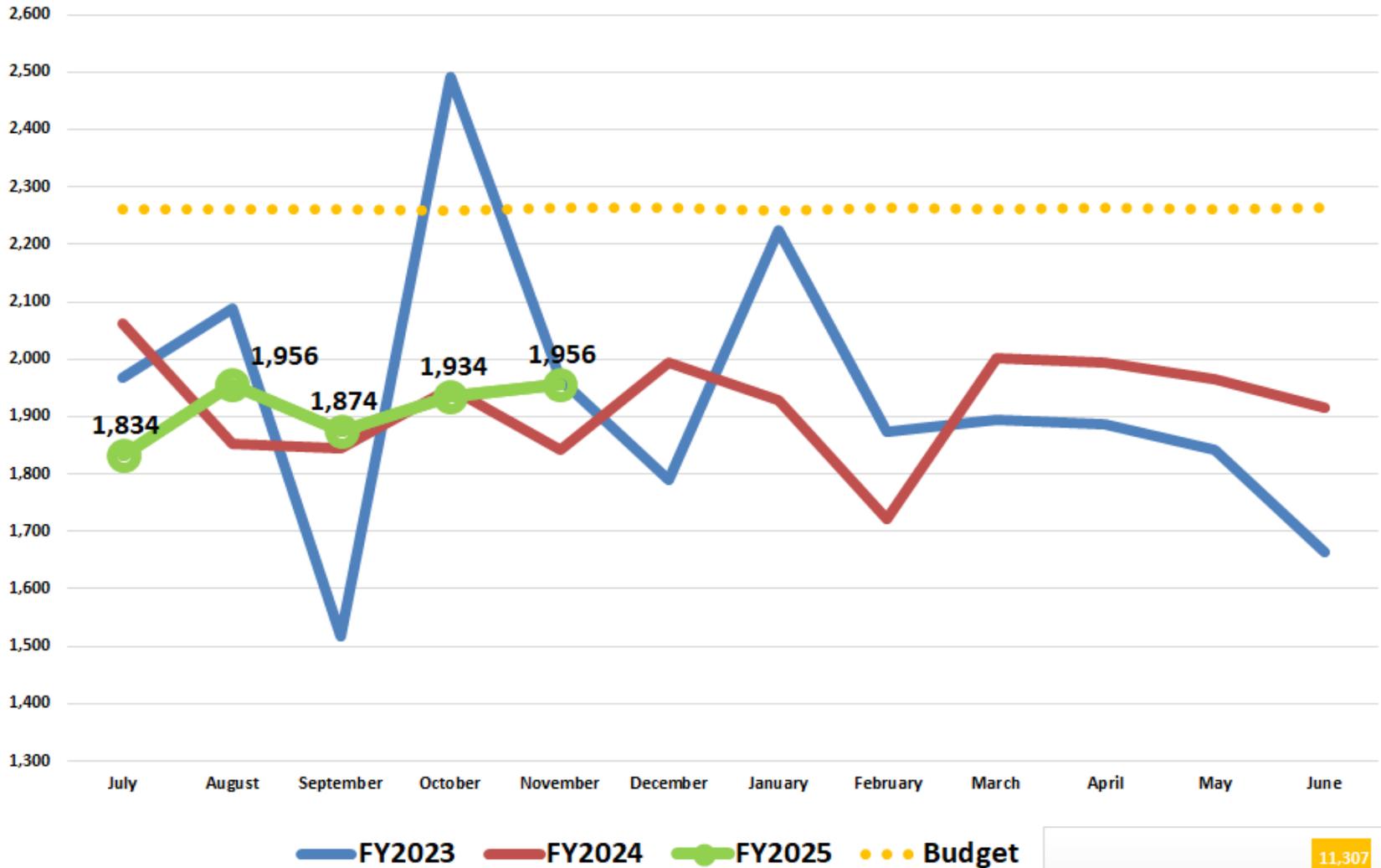
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 ●●● Budget



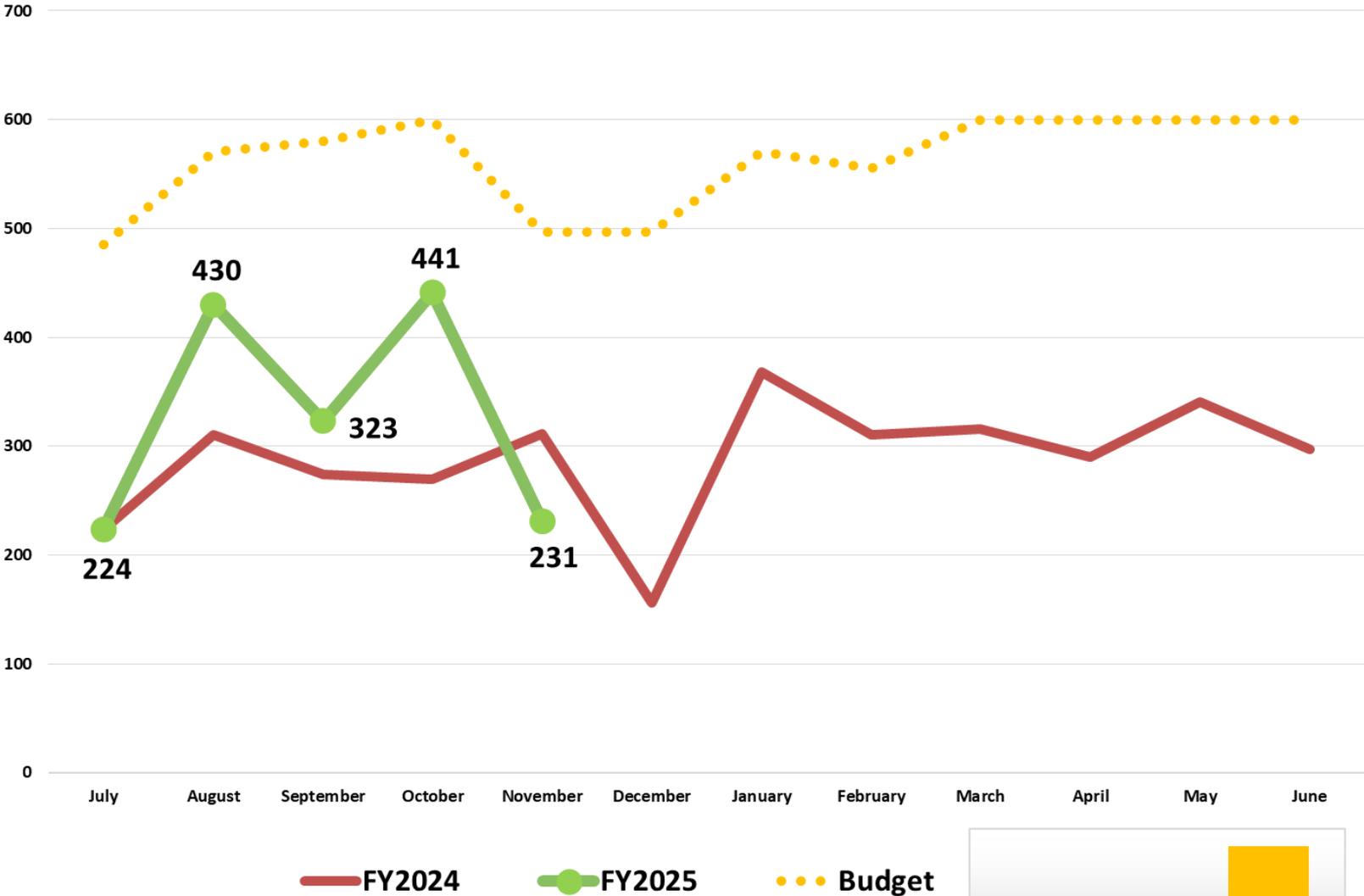
CAPD/CCPD - Training Sessions



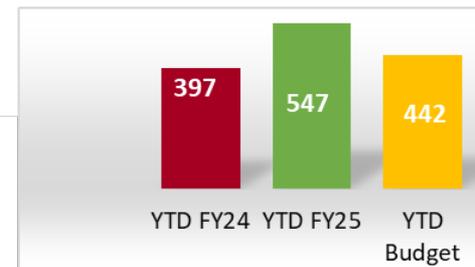
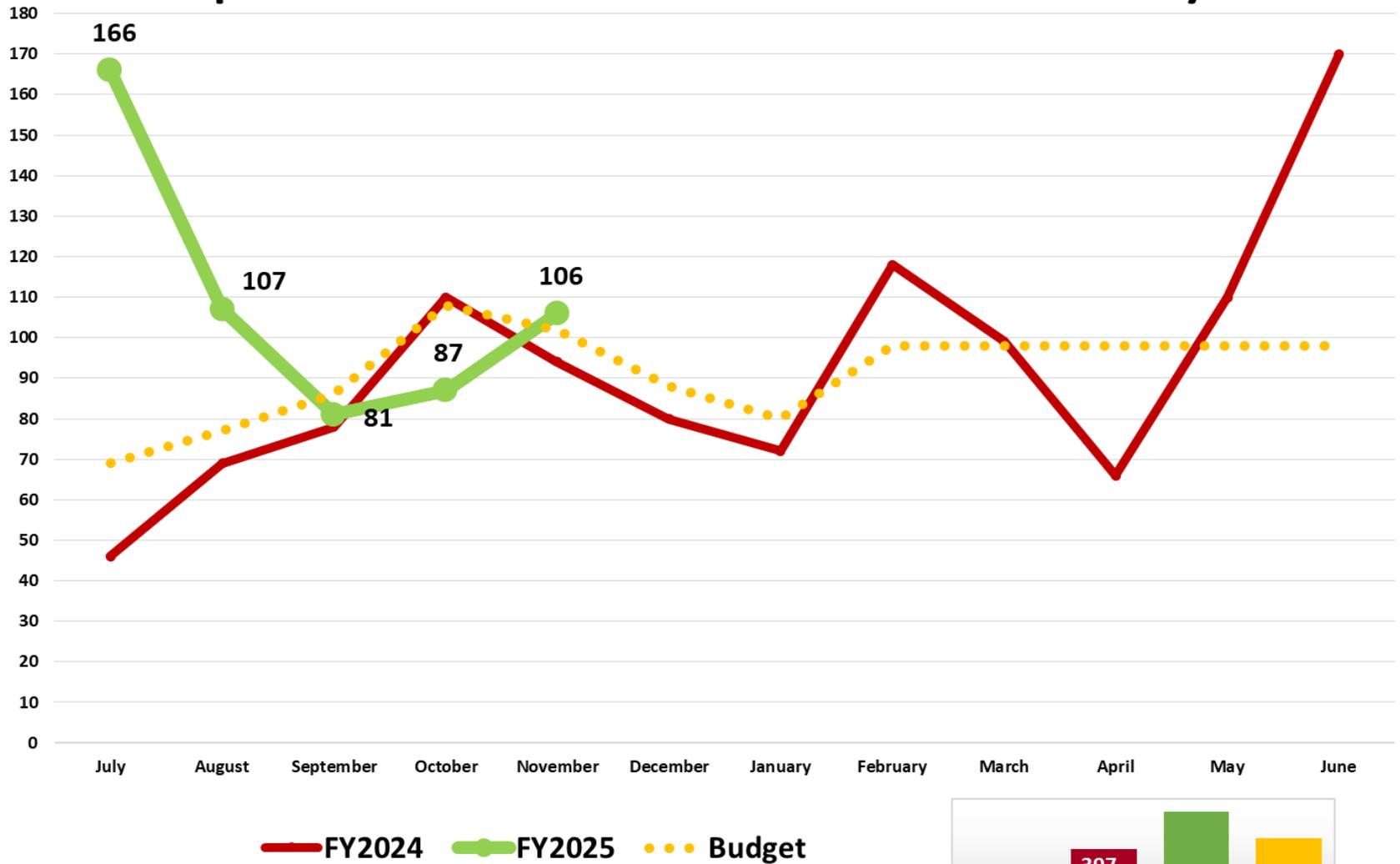
All CAPD & CCPD



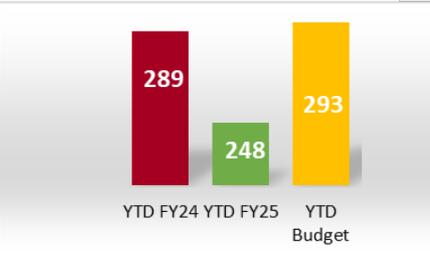
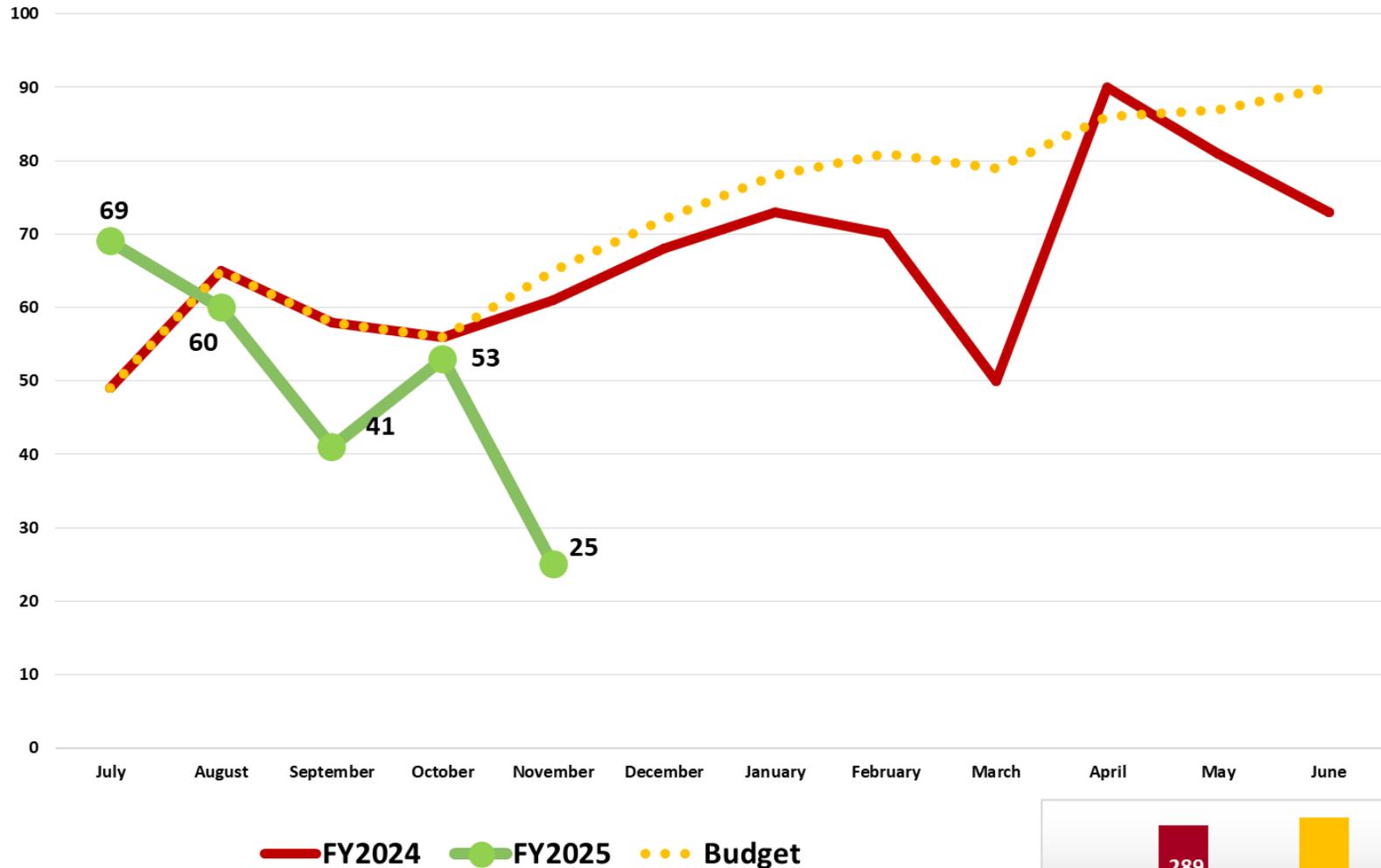
Urology Clinic Visits



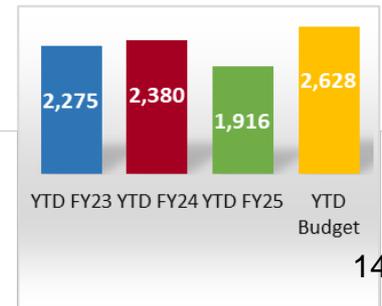
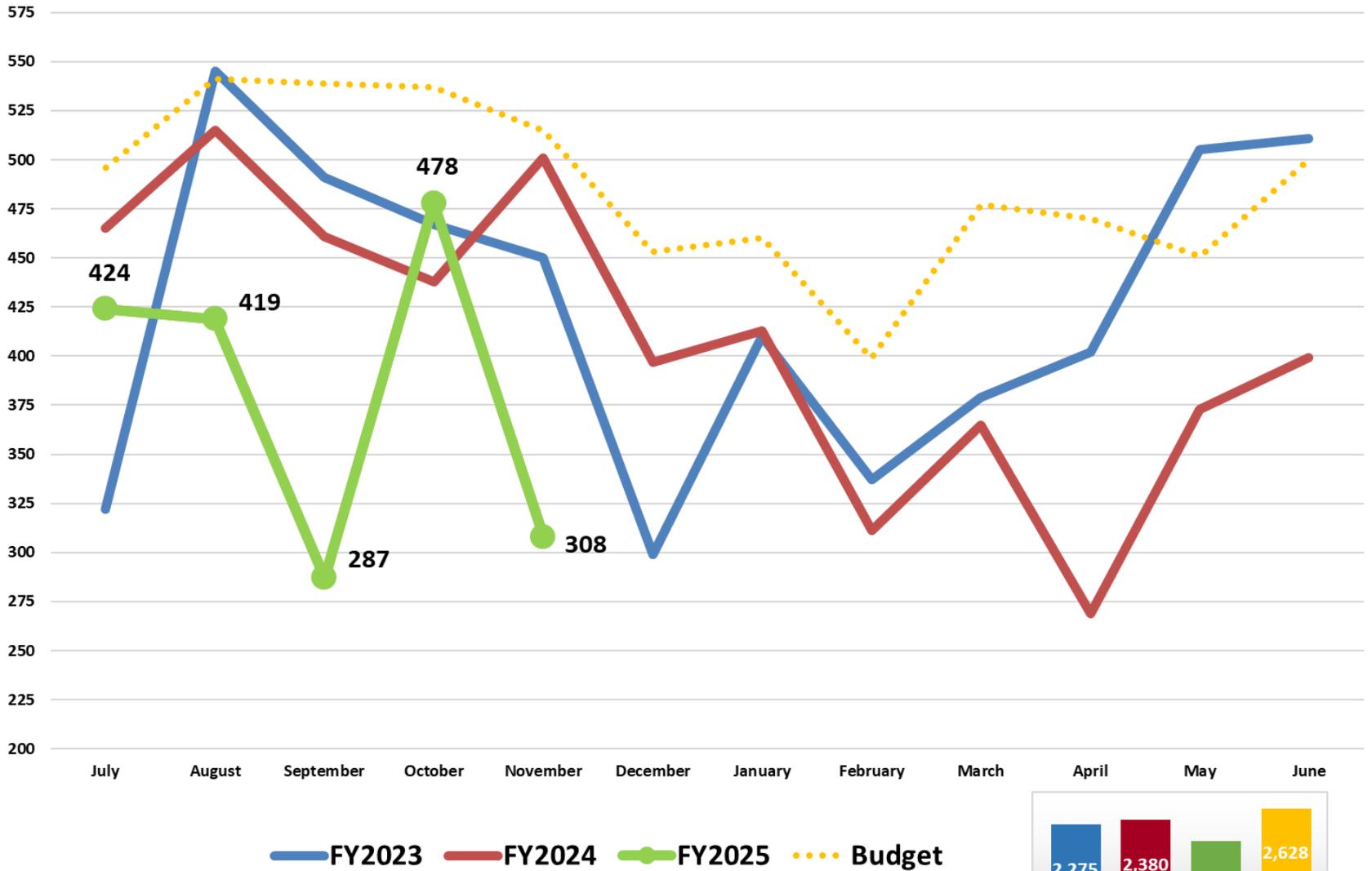
Open Arms House - Patient Days



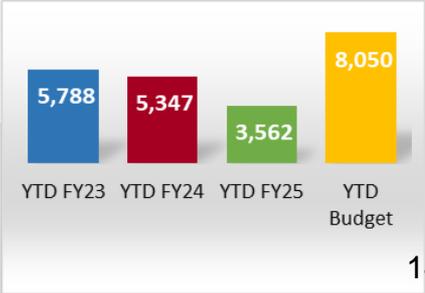
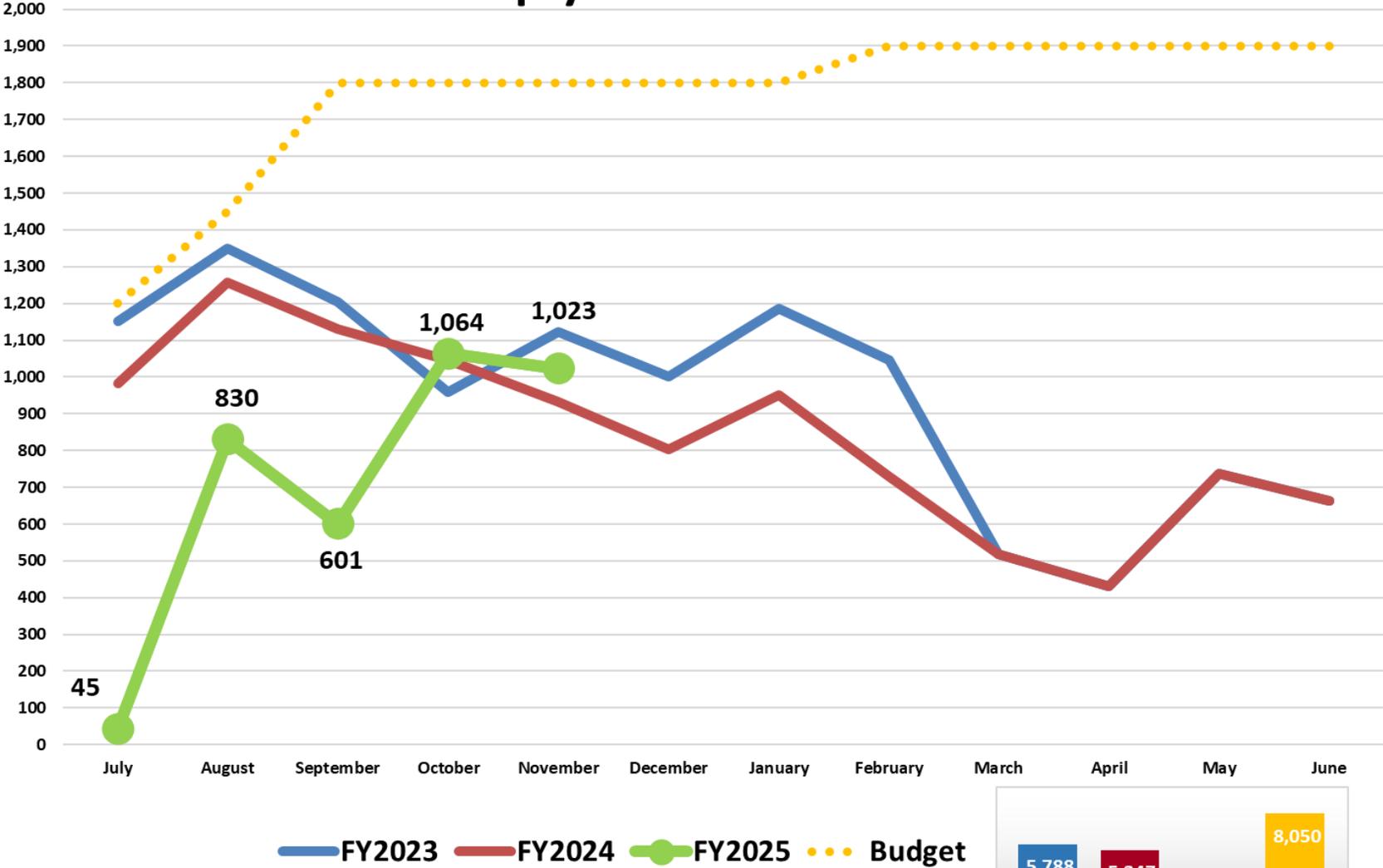
Cardiothoracic Surgery Clinic - Visits



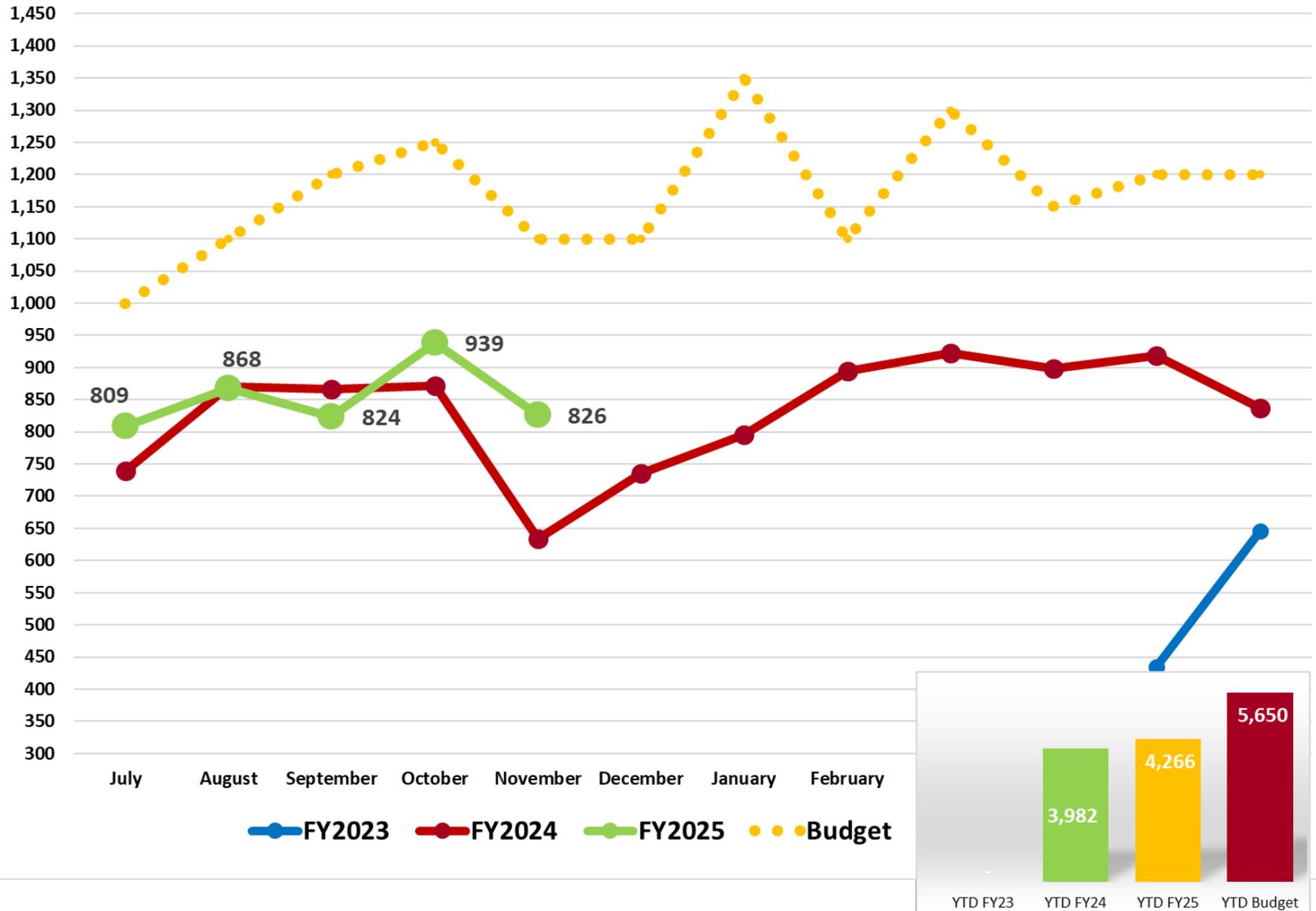
Cardiac Rehabilitation



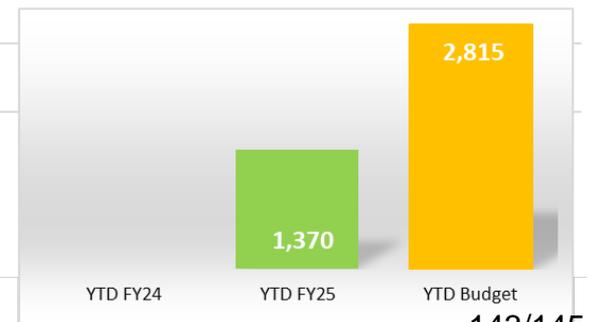
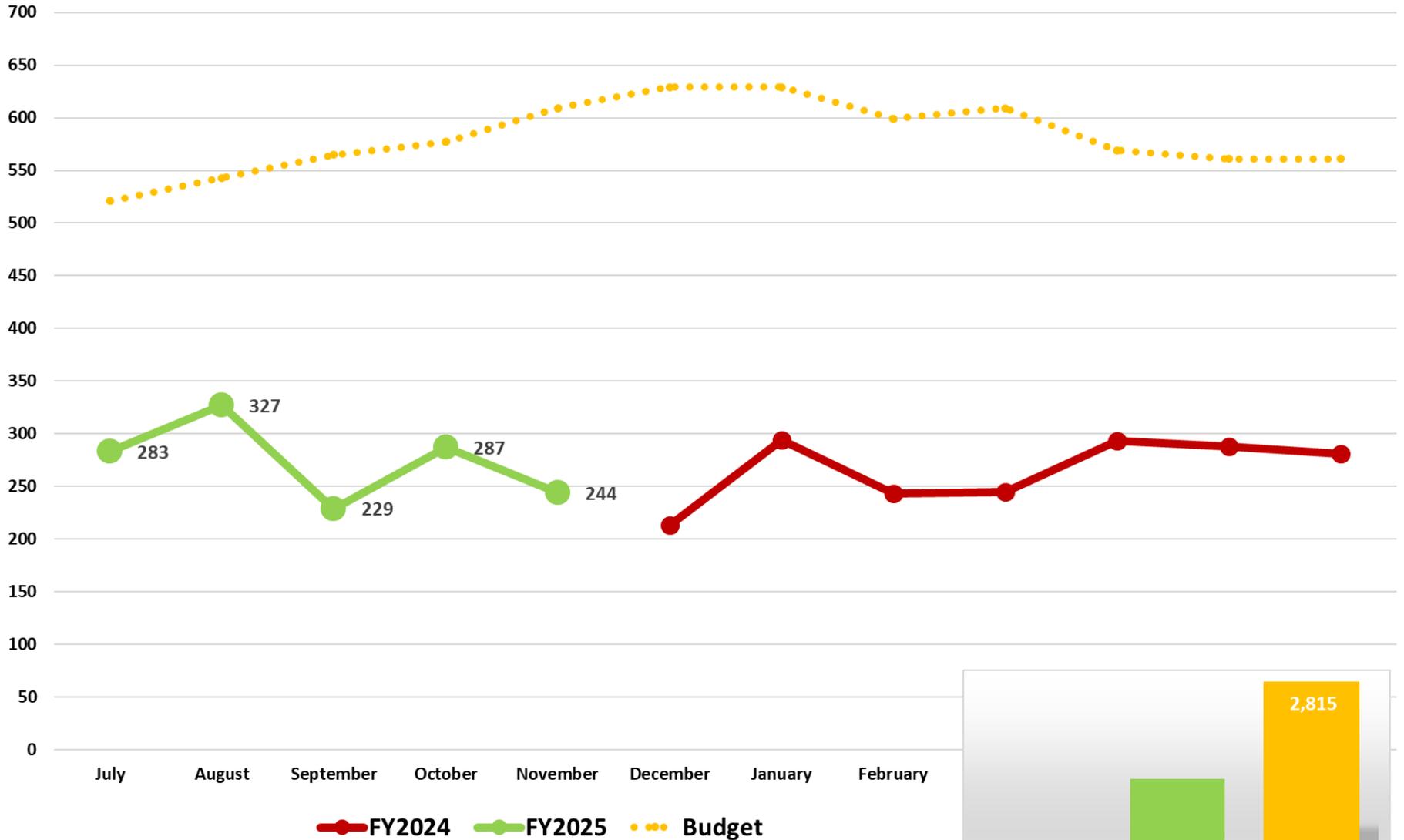
Therapy-Wound Care



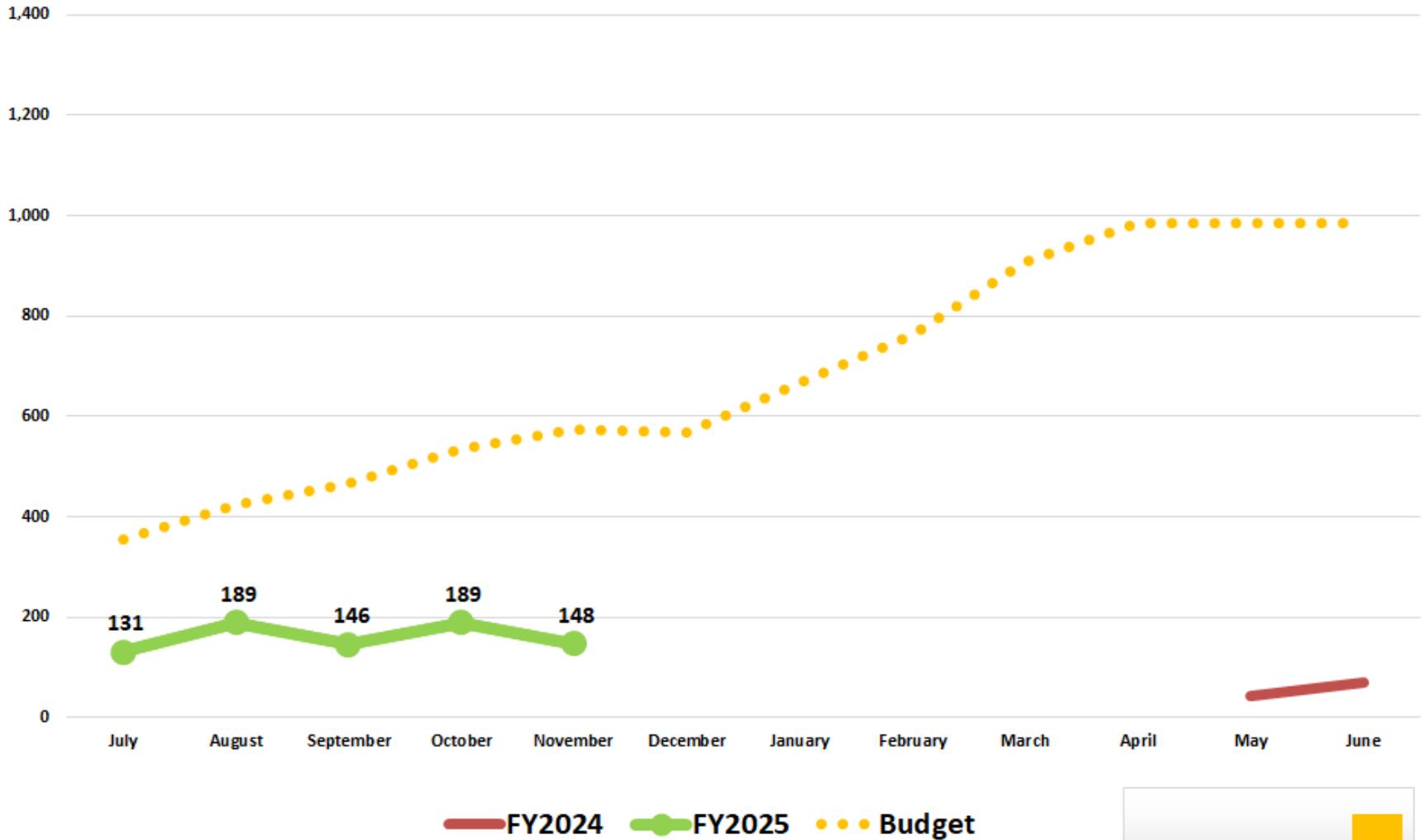
KH Medical Clinic - Ben Maddox



KH Medical Clinic - Plaza



KH Willow Clinic



Medical Oncology

