



May 12, 2023

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will hold a Special Open meeting in the Sequoia Regional Cancer Center Maynard Faught Conference Room on Tuesday May 16, 2023 beginning at 4:00PM.

All Kaweah Delta Health Care District regular board meeting and committee meeting notices and agendas are posted 72 hours prior to meetings (special meetings are posted 24 hours prior to meetings) in the Kaweah Health Medical Center, Mineral King Wing entry corridor between the Mineral King lobby and the Emergency Department waiting room.

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

KAWEAH DELTA HEALTH CARE DISTRICT
Mike Olmos, Secretary/Treasurer

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

Cindy Moccio
Board Clerk / Executive Assistant to CEO

DISTRIBUTION:
Governing Board
Legal Counsel
Executive Team
Chief of Staff

www.kaweahhealth.org

KAWEAH DELTA HEALTH CARE DISTRICT SPECIAL BOARD OF DIRECTORS MEETING

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

Tuesday May 16, 2022

OPEN MEETING AGENDA {4:00PM}

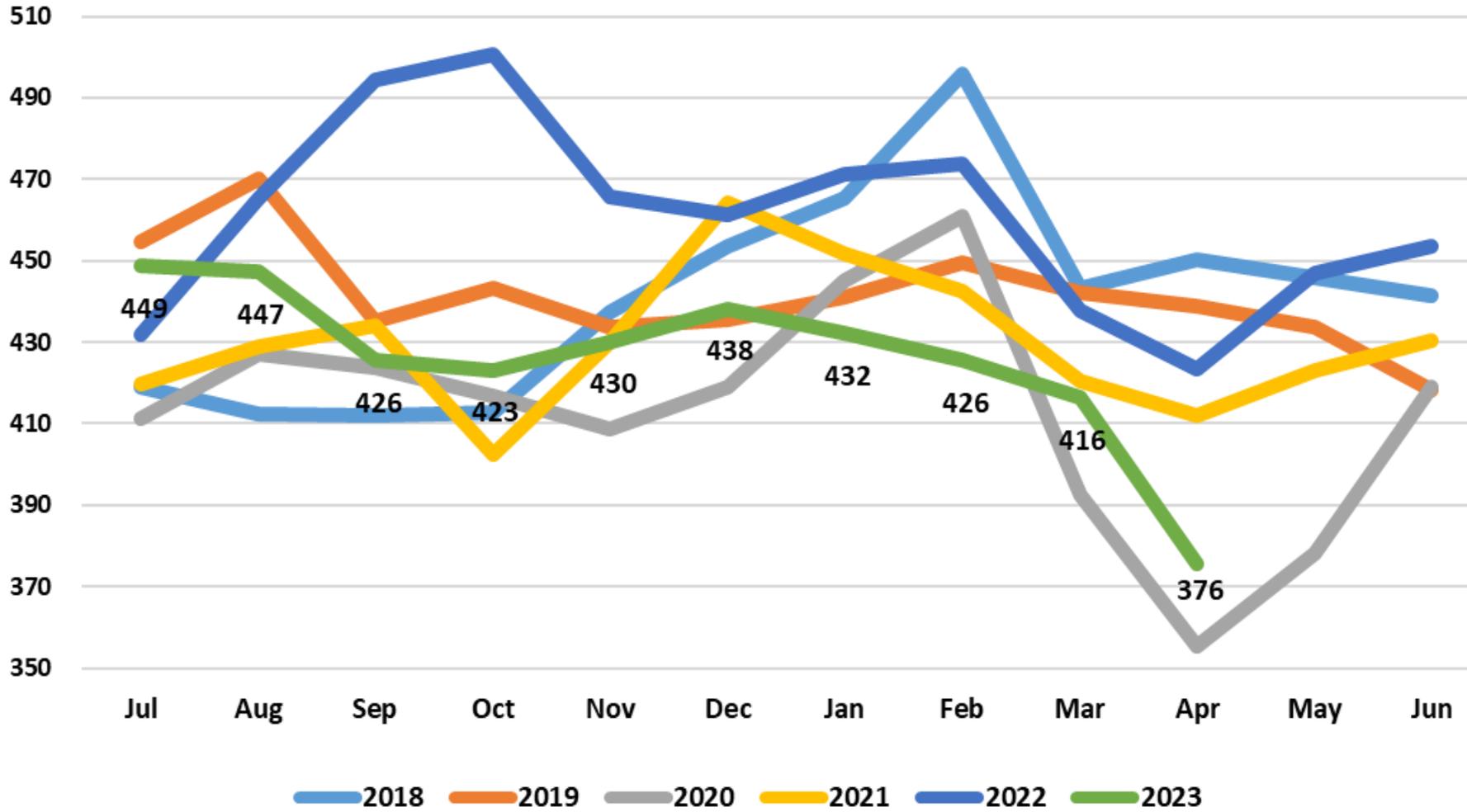
- 1. CALL TO ORDER**
- 2. APPROVAL OF AGENDA**
- 3. PUBLIC PARTICIPATION** – Members of the public may comment on agenda items before action is taken and after it is discussed by the Board. Each speaker will be allowed five minutes. Members of the public wishing to address the Board concerning items not on the agenda and within the jurisdictions of the Board are requested to identify themselves at this time. For those who are unable to attend the beginning of the Board meeting during the public participation segment but would like to address the Board, please contact the Board Clerk (Cindy Moccio 559-624-2330) or cmoccio@kaweahhealth.org to make arrangements to address the Board.
- 4. ANNUAL OPERATING & CAPITAL BUDGET AND FINANCIALS** – Review and discussion relative to the annual operating and capital budget strategies and the most current fiscal year financial results.
Malinda Tupper – Chief Financial Officer
- 5. ADJOURN**

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

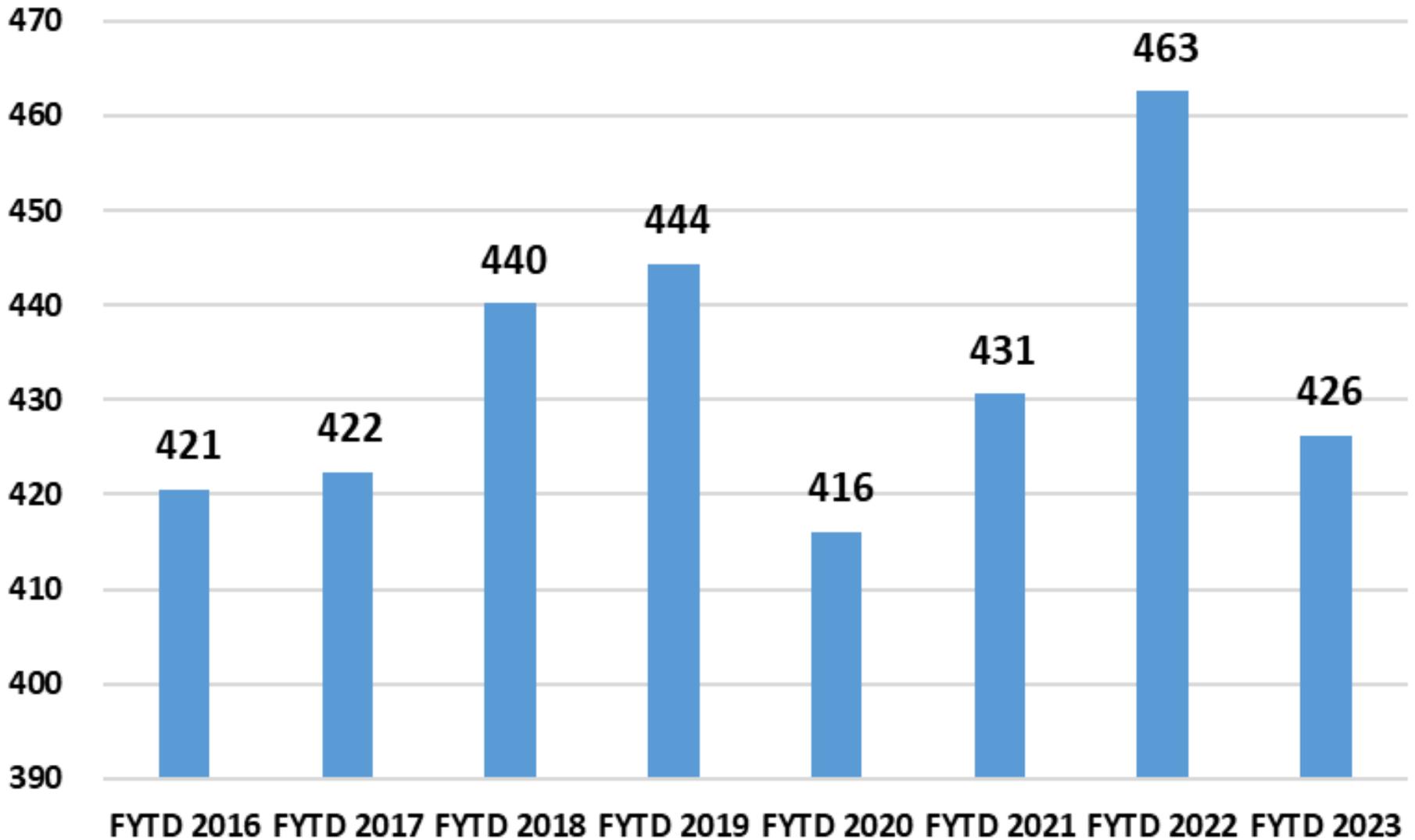
CFO Financial Report

Month Ending April 2023

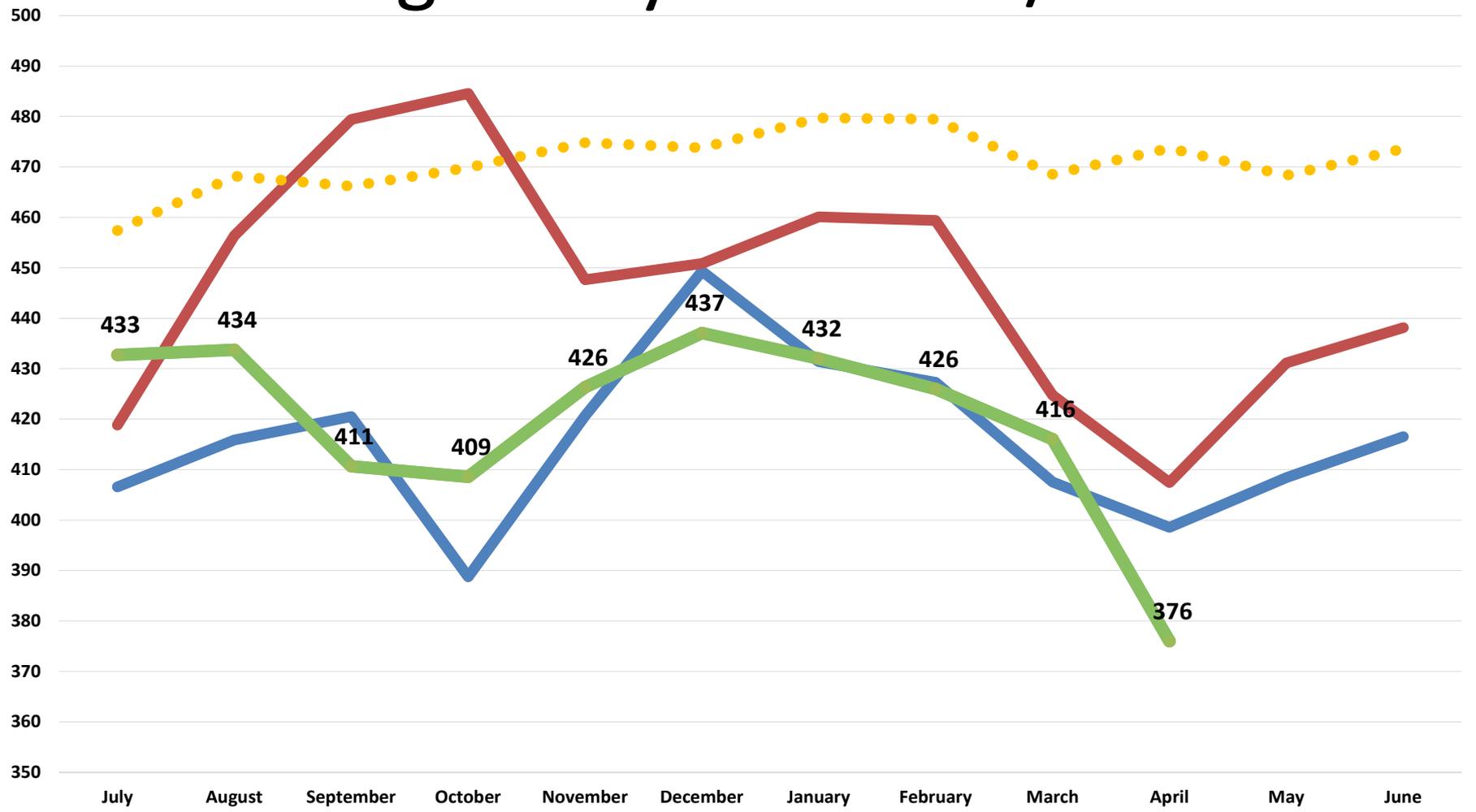
Average Daily Census



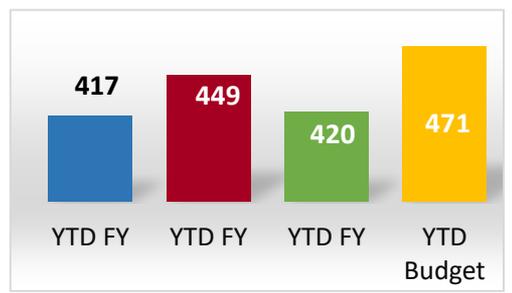
Average Daily Census - YTD July-April



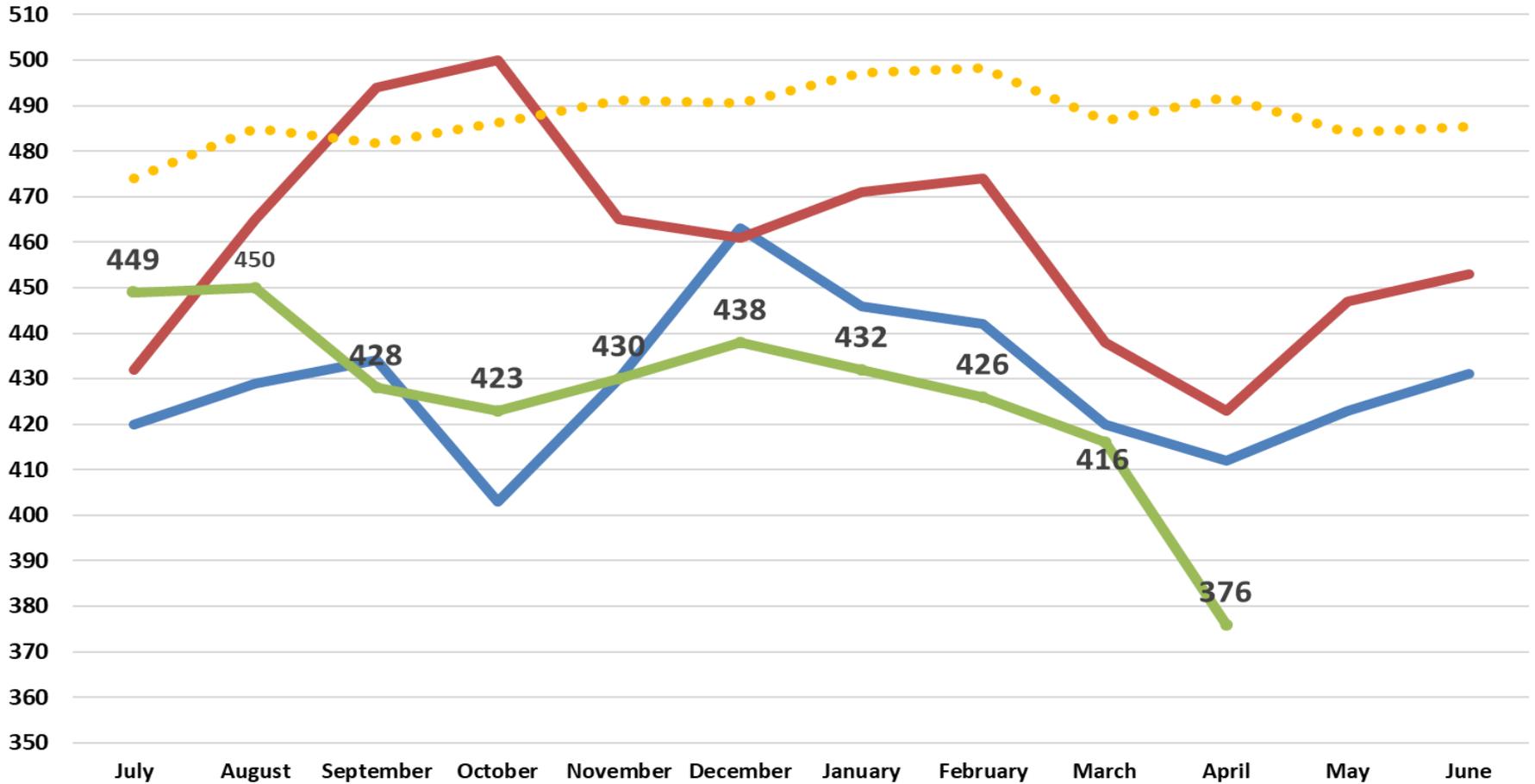
Average Daily Census w/o TCS



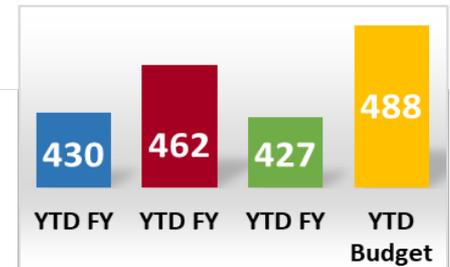
—●— **FY2021**
 —●— **FY2022**
 —●— **FY2023**
 ●●● **Budget**



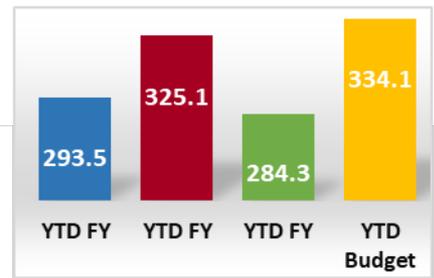
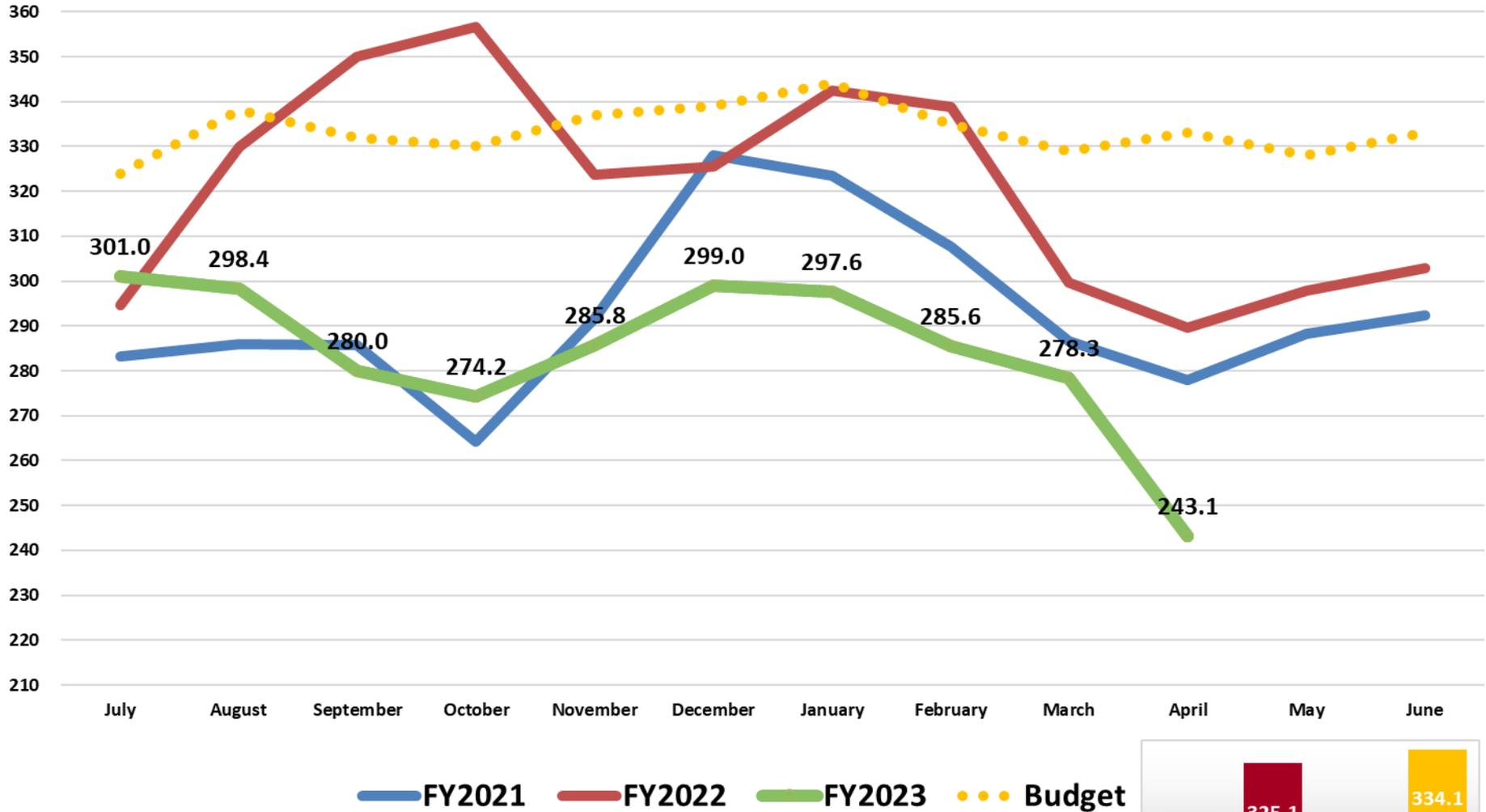
Average Daily Census



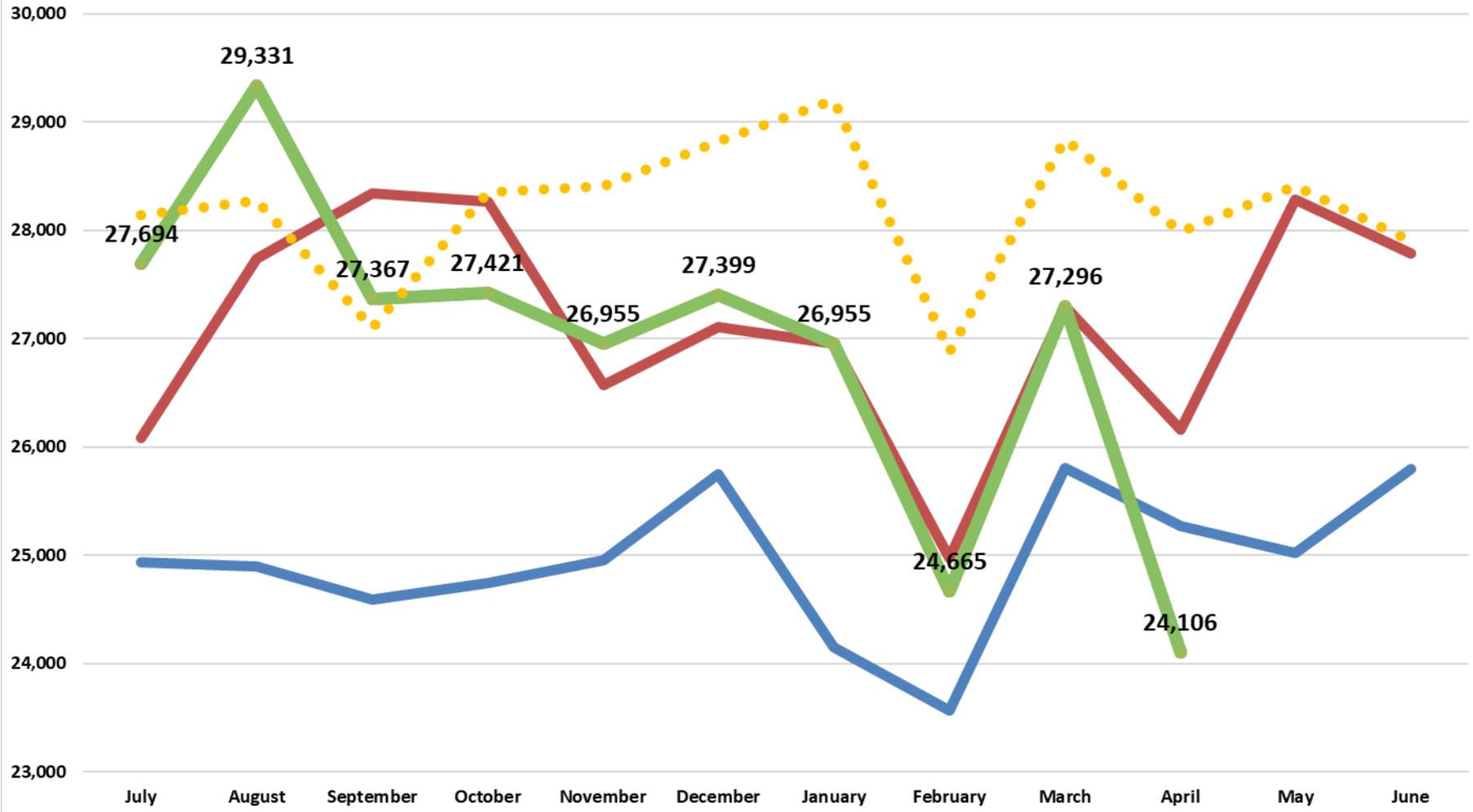
— FY2021
 — FY2022
 — FY2023
 ••• Budget



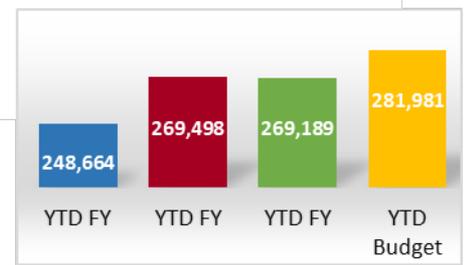
Medical Center (Avg Patients Per Day)



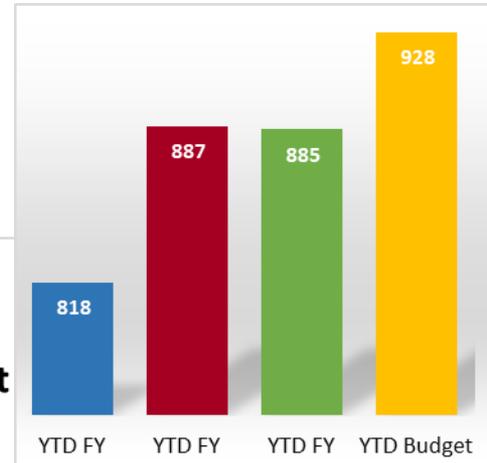
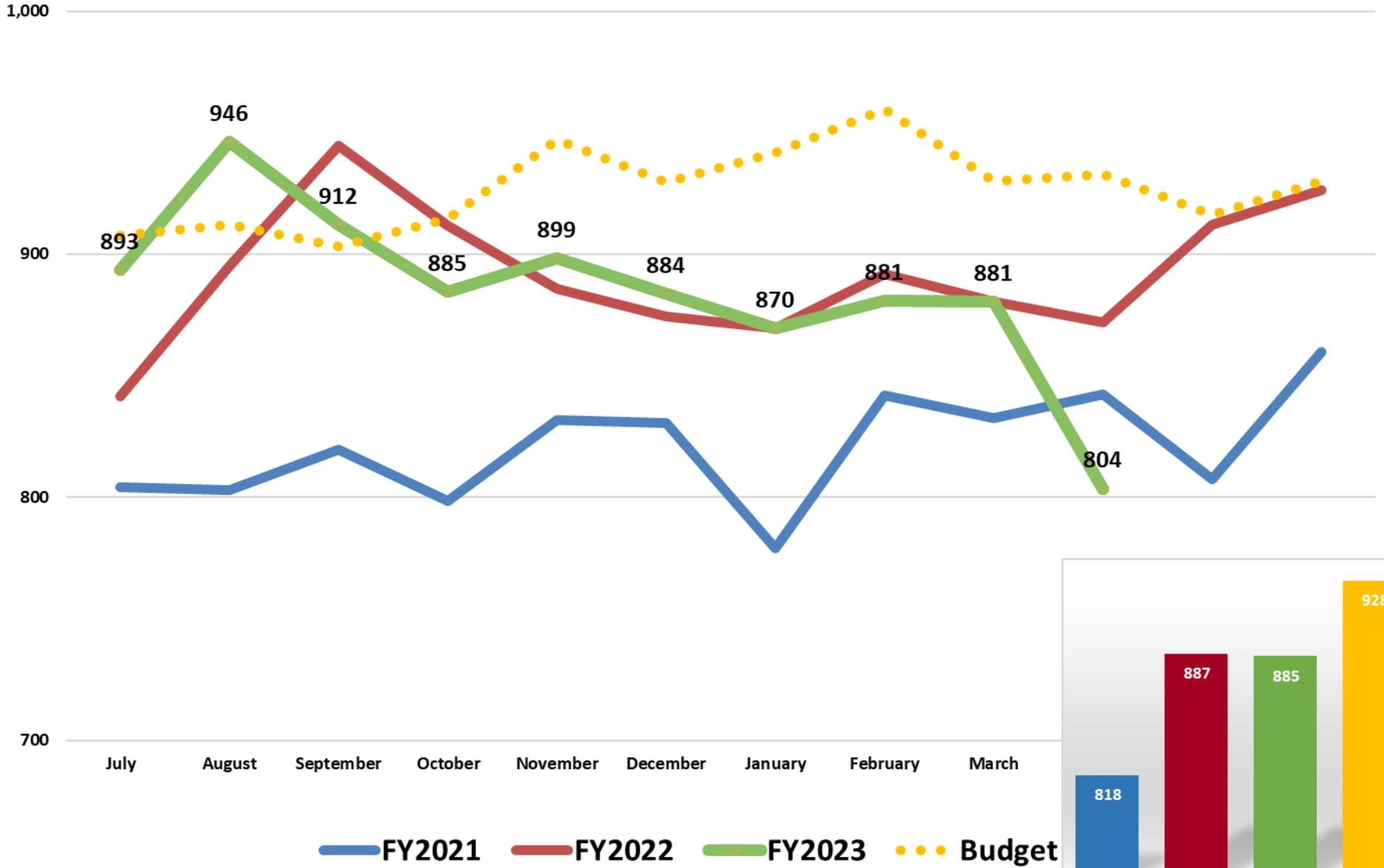
Adjusted Patient Days



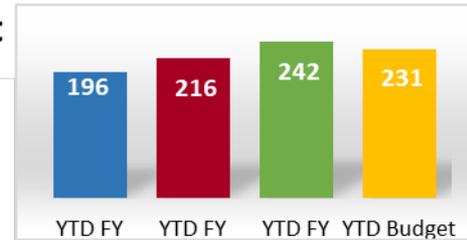
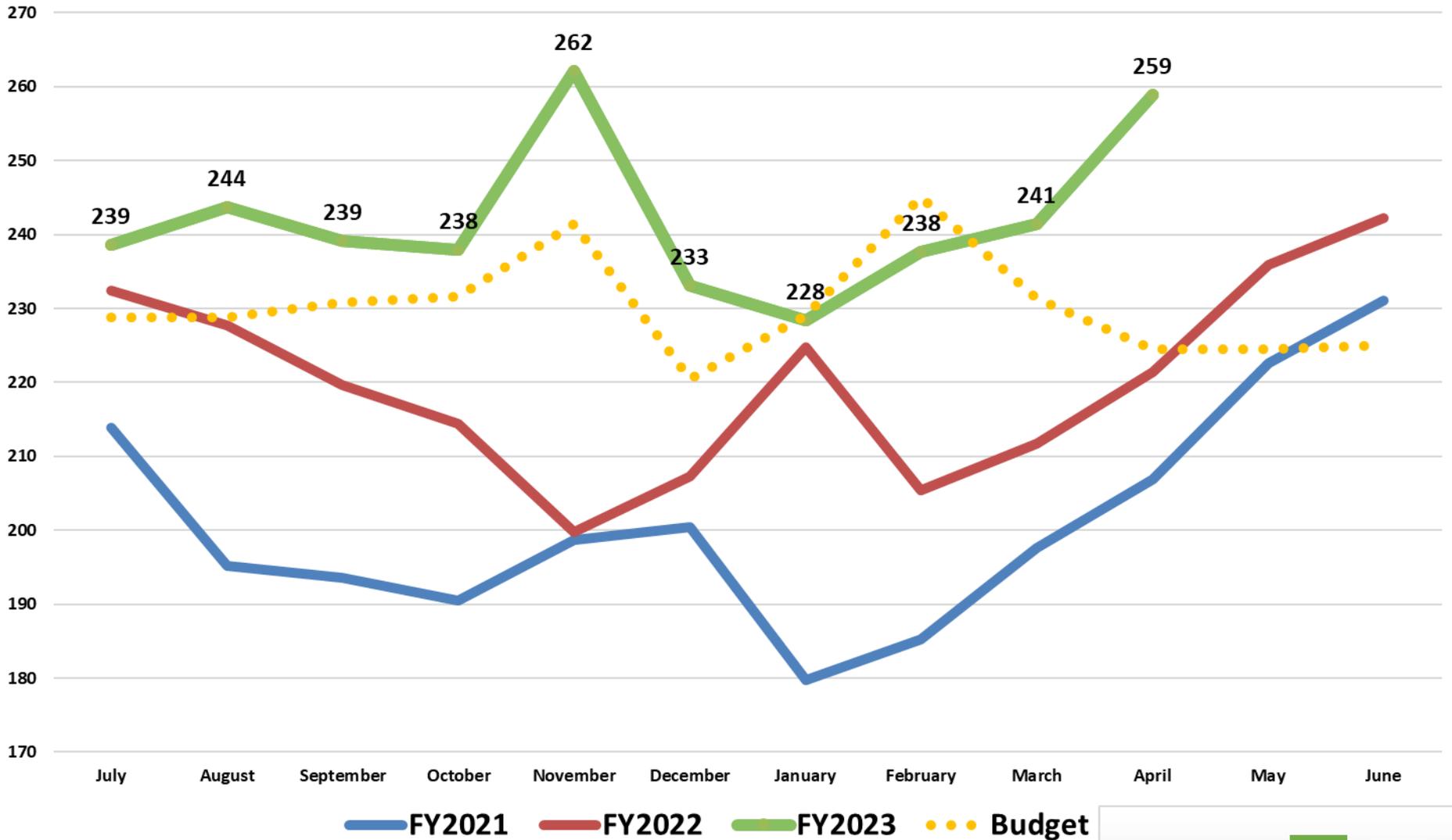
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



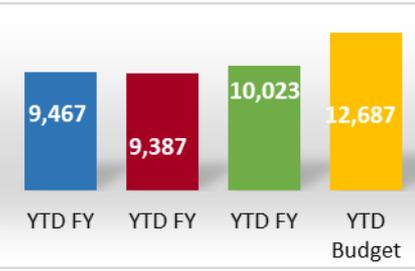
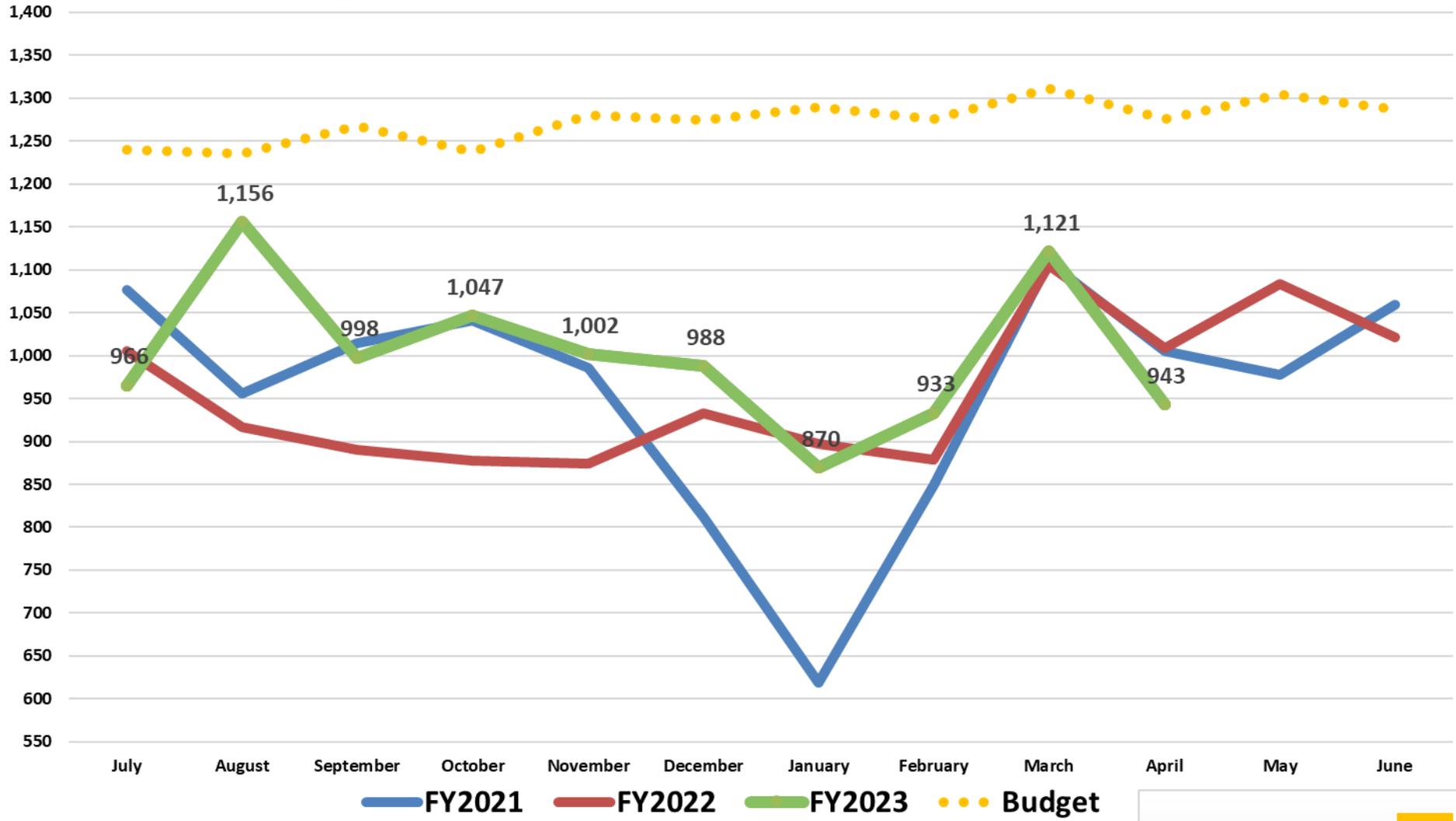
Adjusted Patient Days Per Day



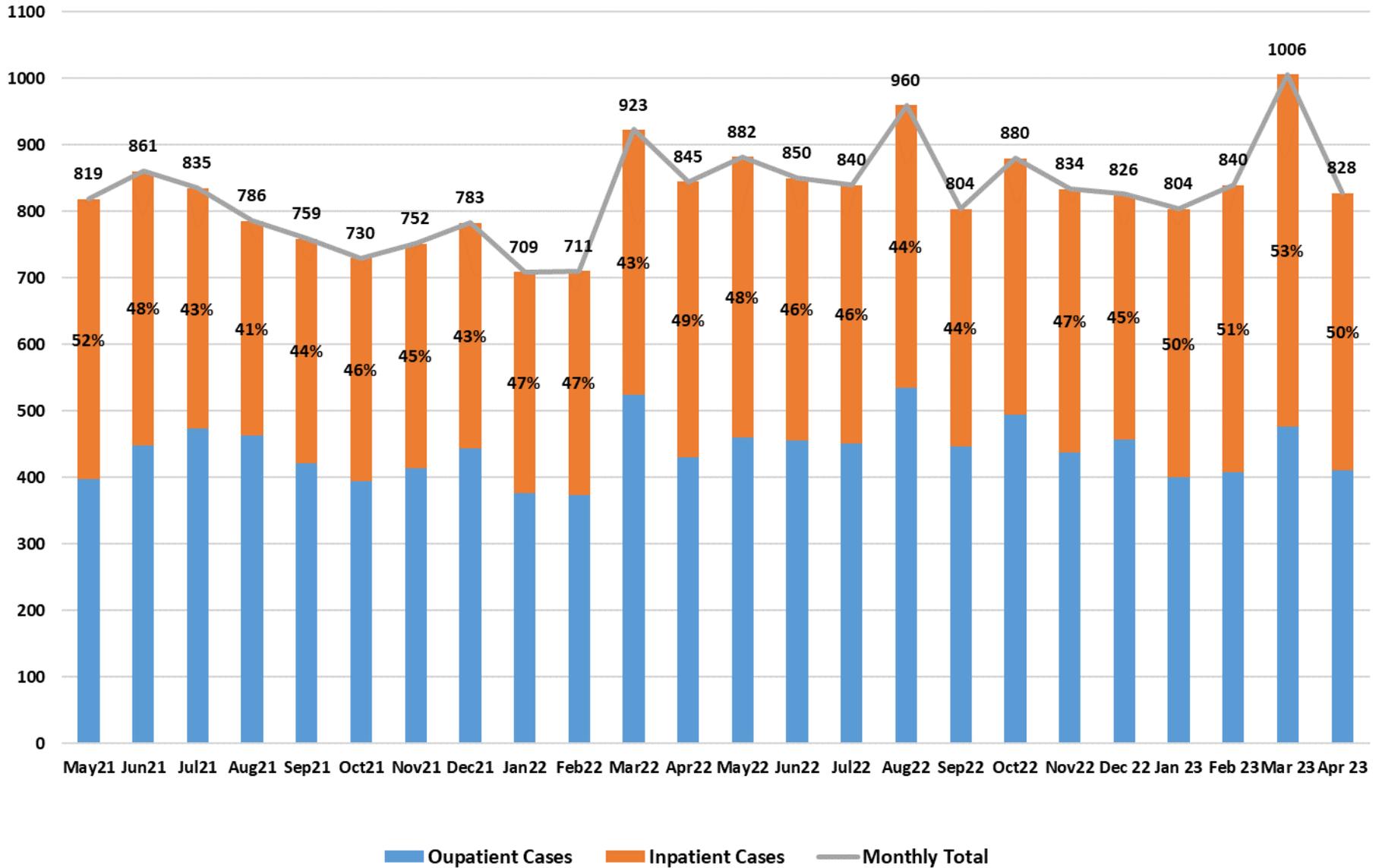
ED - Avg Treated Per Day



Surgery (IP & OP) – 100 Min Units



Surgery Cases (IP & OP)



Statistical Results – Fiscal Year Comparison (Apr)

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

Average Daily Census	423	376	(11.3%)	488	(113)	(23.1%)
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KDHCD Patient Days:

Medical Center	8,688	7,294	(16.0%)	9,622	(2,328)	(24.2%)
Acute I/P Psych	1,227	1,358	10.7%	1,560	(202)	(12.9%)
Sub-Acute	764	949	24.2%	927	22	2.4%
Rehab	474	507	7.0%	562	(55)	(9.8%)
TCS-Ortho	354	419	18.4%	450	(31)	(6.9%)
TCS	467	0	(100.0%)	547	(547)	(100.0%)
NICU	303	340	12.2%	475	(135)	(28.4%)
Nursery	421	401	(4.8%)	505	(104)	(20.6%)

Total KDHCD Patient Days	12,698	11,268	(11.3%)	14,648	(3,380)	(23.1%)
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Total Outpatient Volume	43,200	39,180	(9.3%)	46,593	(7,413)	(15.9%)
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Other Statistical Results – Fiscal Year Comparison (Apr)

	Actual Results				Budget	Budget Variance	
	Apr 2022	Apr 2023	Change	% Change	Apr 2023	Change	% Change
Adjusted Patient Days	26,159	24,106	(2,053)	(7.8%)	27,987	(3,881)	(13.9%)
Outpatient Visits	43,200	39,180	(4,020)	(9.3%)	46,593	(7,413)	(15.9%)
ED Total Registered	6,720	7,856	1,136	16.9%	6,735	1,121	16.6%
Home Health Visits	2,729	3,077	348	12.8%	2,947	130	4.4%
Cath Lab Minutes (IP & OP)	312	328	16	5.1%	394	(66)	(16.8%)
KHMG RVU	31,615	32,761	1,146	3.6%	37,644	(4,883)	(13.0%)
Radiology/CT/US/MRI Proc (I/P & O/P)	16,177	16,660	483	3.0%	16,836	(176)	(1.0%)
RHC Registrations	9,114	9,367	253	2.8%	9,602	(235)	(2.4%)
Infusion Center	375	380	5	1.3%	417	(37)	(8.9%)
Physical & Other Therapy Units	17,132	17,039	(93)	(0.5%)	18,573	(1,534)	(8.3%)
OB Deliveries	330	321	(9)	(2.7%)	388	(67)	(17.3%)
Endoscopy Procedures (I/P & O/P)	582	551	(31)	(5.3%)	617	(66)	(10.7%)
O/P Rehab Units	18,739	17,582	(1,157)	(6.2%)	19,587	(2,005)	(10.2%)
Surgery Minutes-General & Robotic (I/P & O/P)	1,077	992	(85)	(7.9%)	1,114	(122)	(11.0%)
Hospice Days	4,114	3,573	(541)	(13.2%)	4,283	(710)	(16.6%)
Dialysis Treatments	1,661	1,434	(227)	(13.7%)	1,541	(107)	(6.9%)
Radiation Oncology Treatments (I/P & O/P)	2,279	1,964	(315)	(13.8%)	2,557	(593)	(23.2%)
Urgent Care - Demaree	2,886	2,077	(809)	(28.0%)	2,200	(123)	(5.6%)
Urgent Care - Court	4,497	3,232	(1,265)	(28.1%)	3,988	(756)	(19.0%)

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

	Actual Results				Budget	Budget Variance	
	FY 2022	FY 2023	Change	% Change	FY 2023	Change	% Change
Adjusted Patient Days	269,563	269,658	96	0.0%	281,941	(12,283)	(4.4%)
Outpatient Visits	469,094	427,627	(41,467)	(8.8%)	472,145	(44,518)	(9.4%)
ED Total Registered	66,767	74,419	7,652	11.5%	70,239	4,180	6.0%
Endoscopy Procedures (I/P & O/P)	5,014	5,488	474	9.5%	6,031	(543)	(9.0%)
Home Health Visits	27,772	30,273	2,501	9.0%	30,047	226	0.8%
Surgery Minutes-General & Robotic (I/P & O/P)	9,943	10,644	701	7.1%	11,428	(784)	(6.9%)
Physical & Other Therapy Units	174,937	177,319	2,382	1.4%	188,142	(10,823)	(5.8%)
OB Deliveries	3,789	3,835	46	1.2%	3,909	(74)	(1.9%)
Radiology/CT/US/MRI Proc (I/P & O/P)	163,460	165,135	1,675	1.0%	162,830	2,305	1.4%
Cath Lab Minutes (IP & OP)	3,177	3,142	(35)	(1.1%)	3,971	(829)	(20.9%)
O/P Rehab Units	193,962	186,945	(7,017)	(3.6%)	196,069	(9,124)	(4.7%)
Dialysis Treatments	15,654	14,912	(742)	(4.7%)	15,410	(498)	(3.2%)
KHMG RVU	345,426	325,251	(20,175)	(5.8%)	381,982	(56,731)	(14.9%)
RHC Registrations	105,956	98,596	(7,360)	(6.9%)	97,010	1,586	1.6%
Radiation Oncology Treatments (I/P & O/P)	19,966	18,529	(1,437)	(7.2%)	23,475	(4,946)	(21.1%)
Hospice Days	42,592	36,278	(6,314)	(14.8%)	42,614	(6,336)	(14.9%)
Infusion Center	3,615	3,004	(611)	(16.9%)	3,644	(640)	(17.6%)
Urgent Care - Demaree	36,654	27,417	(9,237)	(25.2%)	25,030	2,387	9.5%
Urgent Care - Court	58,485	40,455	(18,030)	(30.8%)	40,189	266	0.7%

April Financial Comparison (000's)

	Actual Results		Budget	Budget Variance	
	Apr 2022	Apr 2023	Apr 2023	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$49,729	\$48,785	\$55,547	(\$6,762)	(12.2%)
Other Operating Revenue	23,436	22,346	18,385	3,962	21.5%
Total Operating Revenue	73,165	71,131	73,931	(2,800)	(3.8%)
Operating Expenses					
Employment Expense	40,828	36,804	37,539	(736)	(2.0%)
Other Operating Expense	36,924	35,925	37,304	(1,380)	(3.7%)
Total Operating Expenses	77,752	72,728	74,844	(2,116)	(2.8%)
Operating Margin	(\$4,588)	(\$1,597)	(\$913)	(\$684)	
Stimulus Funds	0	0	247	(247)	
Operating Margin after Stimulus	(\$4,588)	(\$1,597)	(\$666)	(\$931)	
Non Operating Revenue (Loss)	(568)	515	355	160	
Excess Margin	(\$5,156)	(\$1,082)	(\$310)	(\$771)	

Operating Margin %	(6.3%)	(2.2%)	(1.2%)
OM after Stimulus%	(6.3%)	(2.2%)	(0.9%)
Excess Margin %	(7.1%)	(1.5%)	(0.4%)
Operating Cash Flow Margin %	(1.7%)	^{18/156} 3.1%	3.4%

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

	Actual Results FYTD Jul-Apr		Budget FYTD	Budget Variance	FYTD
	FYTD2022	FYTD2023	FYTD2023	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$527,808	\$524,407	\$560,330	(\$35,924)	(6.4%)
Other Operating Revenue	180,723	193,475	183,280	10,195	5.6%
Total Operating Revenue	708,530	717,881	743,610	(25,729)	(3.5%)
Operating Expenses					
Employment Expense	365,853	384,004	380,115	3,889	1.0%
Other Operating Expense	363,528	374,605	374,443	162	0.0%
Total Operating Expenses	729,381	758,609	754,558	4,051	0.5%
Operating Margin	(\$20,850)	(\$40,727)	(\$10,948)	(\$29,779)	
Stimulus Funds	16,555	287	2,499	(2,212)	
Operating Margin after Stimulus	(\$4,295)	(\$40,440)	(\$8,449)	(\$31,991)	
Nonoperating Revenue (Loss)	(4,698)	3,621	3,616	5	
Excess Margin	(\$8,993)	(\$36,819)	(\$4,833)	(\$31,986)	

Operating Margin %	(2.9%)	(5.7%)	(1.5%)
OM after Stimulus%	(0.6%)	(5.6%)	(1.1%)
Excess Margin %	(1.2%)	(5.1%)	(0.6%)
Operating Cash Flow Margin %	1.6%	(0.4%)	3.1%

April Financial Comparison (000's)

	Actual Results			Budget	Budget Variance	
	Apr 2022	Apr 2023	% Change	Apr 2023	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$49,729	\$48,785	(1.9%)	\$55,547	(\$6,762)	(12.2%)
Supplemental Gov't Programs	6,983	6,065	(13.1%)	5,088	977	19.2%
Prime/QIP Program	667	1,633	145.0%	732	901	123.0%
Premium Revenue	9,112	8,685	(4.7%)	6,813	1,871	27.5%
Management Services Revenue	2,885	3,280	13.7%	3,366	(85)	(2.5%)
Other Revenue	3,789	2,683	(29.2%)	2,385	298	12.5%
Other Operating Revenue	23,436	22,346	(4.6%)	18,385	3,962	21.5%
Total Operating Revenue	73,165	71,131	(2.8%)	73,931	(2,800)	(3.8%)
Operating Expenses						
Salaries & Wages	28,987	27,572	(4.9%)	29,192	(1,620)	(5.6%)
Contract Labor	5,784	2,853	(50.7%)	2,359	494	20.9%
Employee Benefits	6,057	6,379	5.3%	5,988	390	6.5%
Total Employment Expenses	40,828	36,804	(9.9%)	37,539	(736)	(2.0%)
Medical & Other Supplies	10,685	9,779	(8.5%)	10,446	(667)	(6.4%)
Physician Fees	8,829	9,101	3.1%	9,202	(101)	(1.1%)
Purchased Services	1,914	1,380	(27.9%)	1,632	(252)	(15.5%)
Repairs & Maintenance	2,204	2,813	27.7%	2,548	265	10.4%
Utilities	753	711	(5.5%)	605	106	17.5%
Rents & Leases	519	133	(74.4%)	599	(466)	(77.8%)
Depreciation & Amortization	2,649	3,186	20.2%	2,834	352	12.4%
Interest Expense	671	609	(9.3%)	591	18	3.0%
Other Expense	1,907	1,873	(1.8%)	2,090	(217)	(10.4%)
Humana Cap Plan Expense	3,413	3,190	(6.5%)	3,432	(242)	(7.0%)
Management Services Expense	3,380	3,150	(6.8%)	3,325	(175)	(5.3%)
Total Other Expenses	36,924	35,925	(2.7%)	37,304	(1,380)	(3.7%)
Total Operating Expenses	77,752	72,728	(6.5%)	74,844	(2,116)	(2.8%)
Operating Margin	(\$4,588)	(\$1,597)		(\$913)	(\$684)	
Stimulus Funds	0	0		247	(247)	
Operating Margin after Stimulus	(\$4,588)	(\$1,597)		(\$666)	(\$931)	
Nonoperating Revenue (Loss)	(568)	515		355	160	
Excess Margin	(\$5,156)	(\$1,082)	20/156	(\$310)	(\$771)	

YTD Financial Comparison (000's)

	Actual Results FYTD Jul-Apr			Budget FYTD	Budget Variance	FYTD
	FYTD2022	FYTD2023	% Change	FYTD2023	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$527,808	\$524,407	(0.6%)	\$560,330	(\$35,924)	(6.4%)
Supplemental Gov't Programs	61,456	57,152	(7.0%)	51,557	5,594	10.9%
Prime/QIP Program	9,285	11,509	24.0%	7,422	4,087	55.1%
Premium Revenue	57,604	65,564	13.8%	66,009	(445)	(0.7%)
Management Services Revenue	30,060	32,232	7.2%	34,105	(1,874)	(5.5%)
Other Revenue	22,319	27,019	21.1%	24,186	2,832	11.7%
Other Operating Revenue	180,723	193,475	7.1%	183,280	10,195	5.6%
Total Operating Revenue	708,530	717,881	1.3%	743,610	(25,729)	(3.5%)
Operating Expenses						
Salaries & Wages	292,663	283,418	(3.2%)	295,552	(12,135)	(4.1%)
Contract Labor	26,973	44,426	64.7%	23,905	20,521	85.8%
Employee Benefits	46,217	56,160	21.5%	60,658	(4,498)	(7.4%)
Total Employment Expenses	365,853	384,004	5.0%	380,115	3,889	1.0%
Medical & Other Supplies	110,749	108,513	(2.0%)	105,370	3,143	3.0%
Physician Fees	89,496	91,067	1.8%	91,508	(440)	(0.5%)
Purchased Services	15,131	15,415	1.9%	16,465	(1,050)	(6.4%)
Repairs & Maintenance	23,654	24,565	3.9%	25,528	(964)	(3.8%)
Utilities	7,364	8,536	15.9%	7,236	1,300	18.0%
Rents & Leases	5,069	1,507	(70.3%)	5,997	(4,490)	(74.9%)
Depreciation & Amortization	26,284	31,622	20.3%	28,336	3,286	11.6%
Interest Expense	5,867	6,195	5.6%	5,989	207	3.4%
Other Expense	17,250	18,315	6.2%	21,188	(2,873)	(13.6%)
Humana Cap Plan Expense	33,184	36,775	10.8%	33,130	3,645	11.0%
Management Services Expense	29,481	32,095	8.9%	33,696	(1,601)	(4.8%)
Total Other Expenses	363,528	374,605	3.0%	374,443	162	0.0%
Total Operating Expenses	729,381	758,609	4.0%	754,558	4,051	0.5%
Operating Margin	(\$20,850)	(\$40,727)		(\$10,948)	(\$29,779)	
Stimulus Funds	16,555	287		2,499	(2,212)	
Operating Margin after Stimulus	(\$4,295)	(\$40,440)		(\$8,449)	(\$31,991)	
Nonoperating Income						
Nonoperating Revenue (Loss)	(4,698)	3,621		3,616	5	
Excess Margin	(\$8,993)	(\$36,819)		(\$4,833)	(\$31,986)	

Trended Financial Comparison (000's)

	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	YTD
Operating Revenue											
Net Patient Service Revenue	\$52,368	\$54,965	\$48,168	\$54,432	\$56,706	\$53,217	\$51,048	\$49,325	\$55,391	\$48,785	\$524,407
Supplemental Gov't Programs	5,042	5,042	4,943	5,410	5,494	5,060	6,065	6,064	7,967	6,065	\$57,152
Prime Program	743	743	743	743	743	743	743	743	3,935	1,633	\$11,509
Premium Revenue	5,901	5,927	5,972	5,943	5,784	6,780	6,336	7,251	6,985	8,685	\$65,564
Management Services Revenue	2,932	3,797	3,313	2,733	3,559	3,277	3,294	2,897	3,149	3,280	\$32,232
Other Revenue	3,495	2,160	2,334	2,462	2,161	2,594	3,315	2,302	3,509	2,683	\$27,015
Other Operating Revenue	18,113	17,668	17,304	17,291	17,741	18,452	19,753	19,257	25,545	22,346	193,471
Total Operating Revenue	70,480	72,633	65,472	71,723	74,447	71,670	70,801	68,582	80,937	71,131	717,877
Operating Expenses											
Salaries & Wages	29,176	29,435	28,455	29,473	26,929	28,727	28,050	26,583	29,016	27,572	\$283,418
Contract Labor	5,864	7,124	7,067	5,941	4,393	3,550	2,199	2,967	2,467	2,853	\$44,426
Employee Benefits	6,279	5,563	3,636	5,212	5,155	5,828	6,612	6,074	5,423	6,379	\$56,160
Total Employment Expenses	41,319	42,122	39,158	40,625	36,477	38,105	36,862	35,624	36,907	36,804	384,004
Medical & Other Supplies	9,593	11,666	11,642	11,523	11,358	10,632	10,396	10,376	11,548	9,779	\$108,513
Physician Fees	8,892	9,585	8,814	9,859	9,645	8,276	8,564	8,596	9,737	9,101	\$91,067
Purchased Services	2,937	1,120	1,556	1,349	1,328	1,576	1,540	1,184	1,445	1,380	\$15,415
Repairs & Maintenance	2,237	2,486	2,516	2,542	2,460	2,365	2,230	2,302	2,614	2,813	\$24,565
Utilities	715	999	1,061	942	881	806	841	703	878	711	\$8,536
Rents & Leases	510	157	153	169	183	170	228	22	165	133	\$1,890
Depreciation & Amortization	2,657	3,028	3,017	3,029	3,071	3,057	3,172	3,848	3,180	3,186	\$31,244
Interest Expense	589	595	594	595	664	706	610	620	609	609	\$6,190
Other Expense	1,631	1,986	1,825	1,510	1,759	1,834	1,945	1,980	1,945	1,873	\$18,288
Humana Cap Plan Expenses	4,404	3,831	3,777	2,680	3,454	3,372	3,674	3,596	4,798	3,190	\$36,775
Management Services Expense	2,921	3,660	3,370	2,707	3,371	3,317	3,058	3,257	3,284	3,150	\$32,095
Total Other Expenses	37,087	39,112	38,324	36,904	38,173	36,110	36,256	36,483	40,204	35,925	374,578
Total Operating Expenses	78,406	81,234	77,483	77,529	74,650	74,216	73,118	72,106	77,111	72,728	758,582
Operating Margin	(\$7,926)	(\$8,600)	(\$12,010)	(\$5,807)	(\$203)	(\$2,546)	(\$2,317)	(\$3,524)	\$3,826	(\$1,597)	(\$40,705)
Stimulus Funds	\$97	\$0	\$0	\$0	\$0	\$0	\$190	\$0	\$0	\$0	\$287
Operating Margin after Stimulus	(\$7,829)	(\$8,600)	(\$12,010)	(\$5,807)	(\$203)	(\$2,546)	(\$2,127)	(\$3,524)	\$3,826	(\$1,597)	(\$40,418)
Nonoperating Revenue (Loss)	455	303	(3,901)	22,156	150	2,901	1,350	834	538	515	\$3,598
Excess Margin	(\$7,374)	(\$8,297)	(\$15,911)	(\$5,355)	(\$53)	\$355	(\$777)	(\$2,690)	\$4,364	(\$1,082)	(\$36,819)

FY 23 Quarterly Comparison (000's) with Projection for May and June

	Quarter 1	Quarter 2	Quarter 3	Projected Quarter 4	Projected FY23
Operating Revenue					
Net Patient Service Revenue	\$155,501	\$164,355	\$155,765	\$148,921	\$624,542
Supplemental Gov't Programs	15,027	15,964	20,096	18,195	69,281
Prime Program	2,228	2,228	5,420	3,122	12,998
Premium Revenue	17,800	18,507	20,573	26,055	82,934
Management Services Revenue	10,042	9,569	9,341	10,123	39,075
Other Revenue	7,993	7,217	9,126	8,042	32,378
Other Operating Revenue	53,089	53,484	64,555	65,537	236,666
Total Operating Revenue	208,589	217,839	220,320	214,458	861,207
Operating Expenses					
Salaries & Wages	87,067	85,129	83,650	84,048	339,894
Contract Labor	20,056	13,885	7,633	6,935	48,509
Employee Benefits	15,477	16,194	18,110	17,634	67,416
Total Employment Expenses	122,599	115,208	109,393	108,617	455,818
Medical & Other Supplies	32,901	33,513	32,326	30,633	129,373
Physician Fees	27,291	27,779	26,897	25,643	107,610
Purchased Services	5,613	4,254	4,163	4,685	18,715
Repairs & Maintenance	7,239	7,367	7,146	7,726	29,478
Utilities	2,775	2,628	2,422	2,418	10,243
Rents & Leases	438	521	414	894	2,268
Depreciation & Amortization	9,079	9,157	10,200	9,558	37,994
Interest Expense	1,766	1,948	1,839	1,827	7,381
Other Expense	5,469	5,103	5,870	6,121	22,563
Humana Cap Plan Expenses	12,012	9,506	12,068	7,794	41,379
Management Services Expense	9,951	9,396	9,599	9,993	38,938
Total Other Expenses	114,533	111,171	112,944	107,293	445,941
Total Operating Expenses	237,133	226,380	222,336	215,910	901,758
Operating Margin	(\$28,543)	(\$8,540)	(\$2,016)	(\$1,451)	(\$40,550)
Stimulus Funds/FEMA	\$97	-	\$190	\$12,500	\$12,787
Operating Margin after Stimulus	(\$28,446)	(\$8,540)	(\$1,826)	\$11,049	(\$27,763)
Nonoperating Revenue (Loss)	(\$3,120)	3,503	\$2,722	\$0	3,106
Excess Margin	(\$31,566)	(\$5,037)	\$897	\$11,049	(\$24,658)

Kaweah Health Medical Group

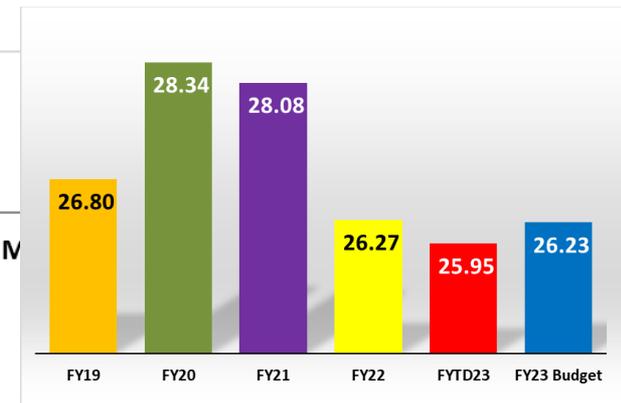
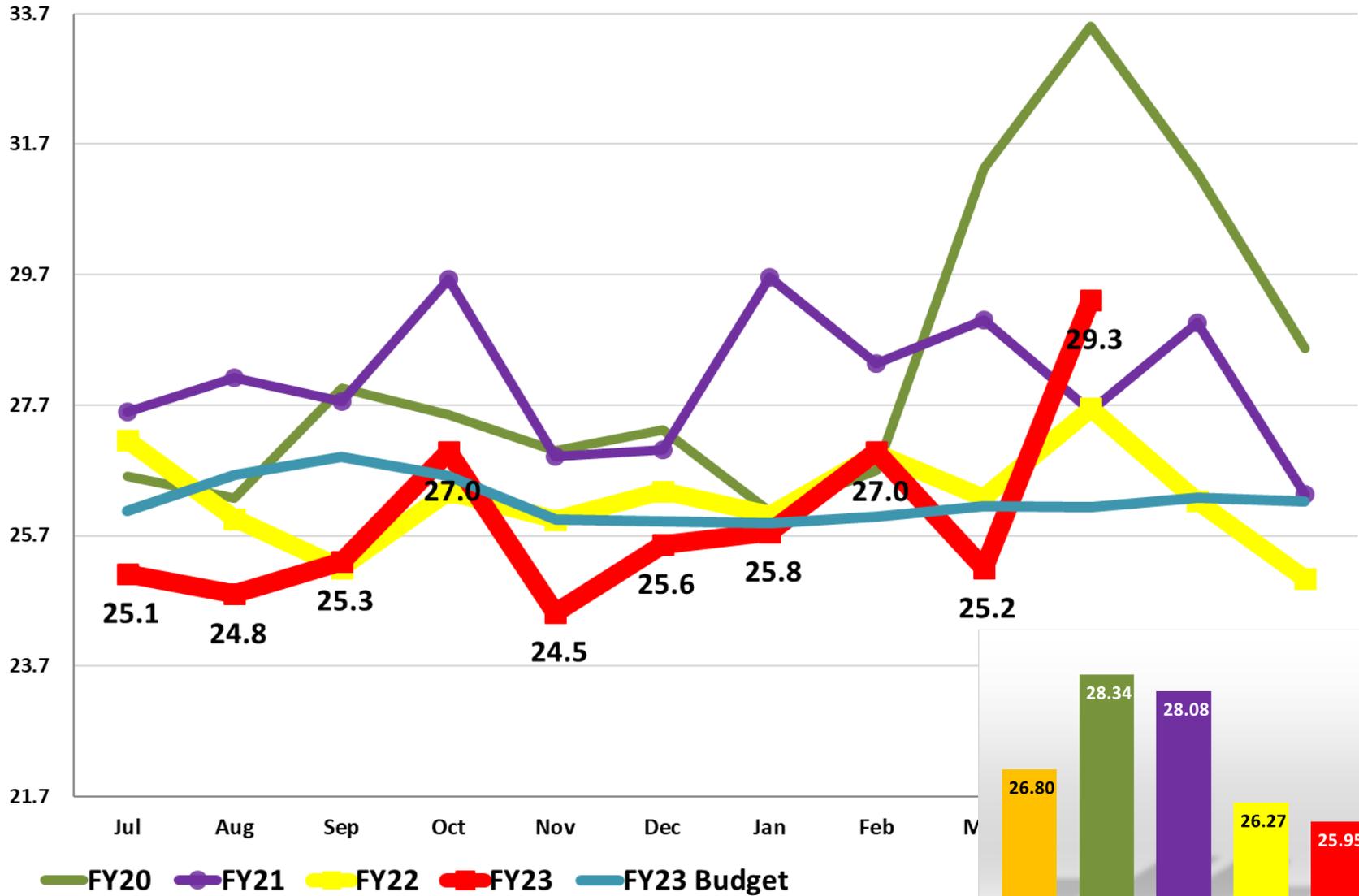
Fiscal Year Financial Comparison (000's)

	Actual Results FYTD July – Apr			Budget FYTD	Budget Variance	FYTD
	Apr 2022	Apr 2023	% Change	Apr 2023	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$40,072	\$39,130	(2.3%)	\$44,137	(\$5,007)	(11.3%)
Other Revenue	1,587	596	(62.4%)	985	(389)	(39.5%)
Other Operating Revenue	1,587	596	(62.4%)	985	(389)	(39.5%)
Total Operating Revenue	41,659	39,726	(4.6%)	45,123	(5,396)	(12.0%)
Operating Expenses						
Salaries & Wages	9,880	9,978	1.0%	11,014	(1,036)	(9.4%)
Employee Benefits	1,596	2,021	26.6%	2,260	(239)	(10.6%)
Total Employment Expenses	11,477	11,999	4.6%	13,274	(1,275)	(9.6%)
Medical & Other Supplies	5,309	5,820	9.6%	5,972	(152)	(2.5%)
Physician Fees	24,431	23,321	(4.5%)	25,585	(2,264)	(8.8%)
Purchased Services	833	835	0.2%	918	(83)	(9.0%)
Repairs & Maintenance	1,865	1,819	(2.5%)	2,325	(506)	(21.8%)
Utilities	372	481	29.6%	429	52	12.2%
Rents & Leases	2,106	276	(86.9%)	2,217	(1,941)	(87.6%)
Depreciation & Amortization	642	2,527	293.8%	644	1,884	292.6%
Interest Expense	1	22	3003.4%	0	22	0.0%
Other Expense	1,096	929	(15.3%)	1,516	(588)	(38.8%)
Total Other Expenses	36,655	36,031	(1.7%)	39,606	(3,575)	(9.0%)
Total Operating Expenses	48,132	48,030		52,880		
Excess Margin	(\$6,473)	(\$8,304)		(\$7,758)		
Excess Margin %	(15.5%)	(20.9%)		(17.2%)		

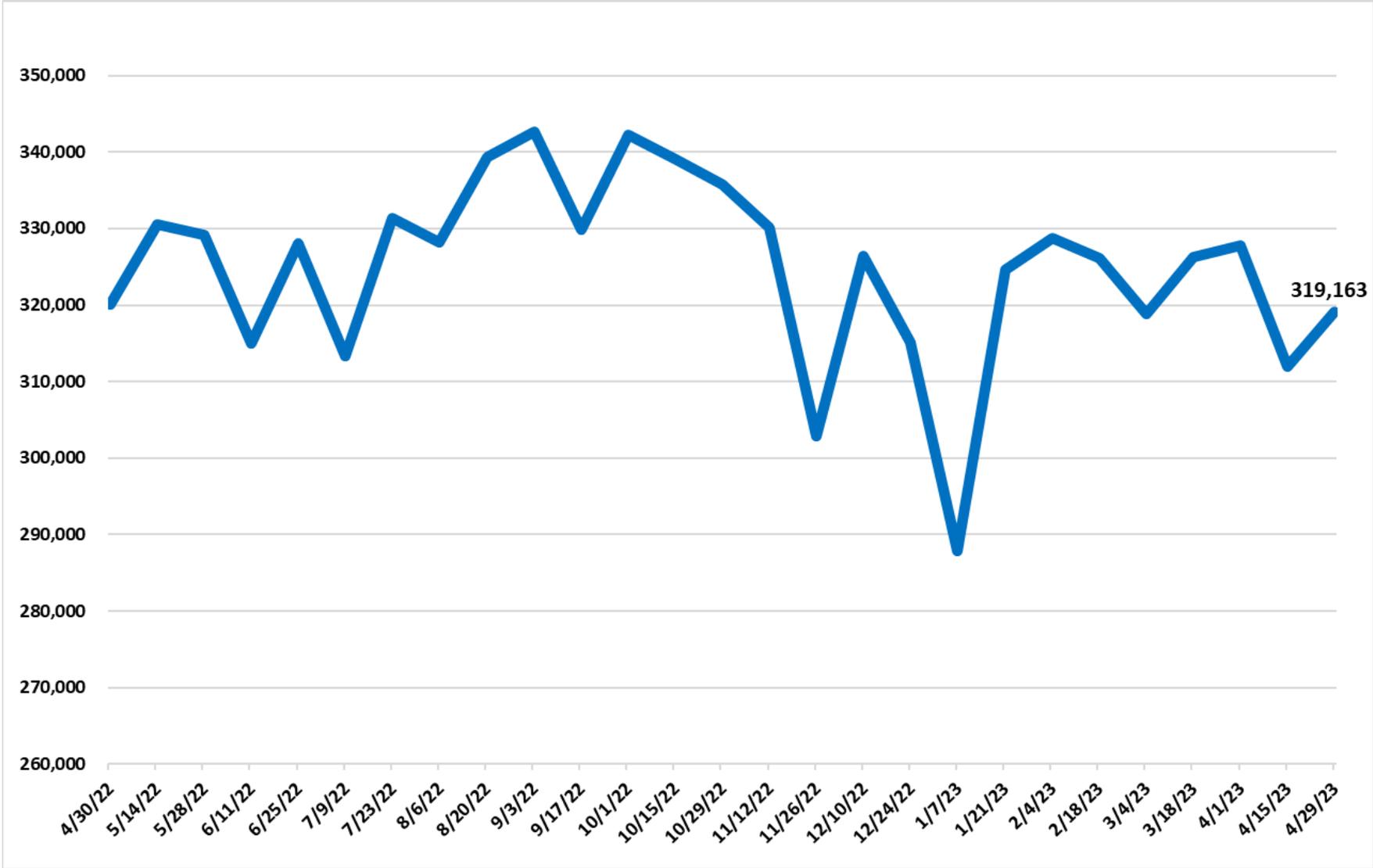
Month of April- Budget Variances

- **Closure of the Transitional Care Service Unit on Court Street.** Beginning in November, we stopped accepting patients at our TCS South location. This ramp down represents approximately \$274K less in net patient revenue and \$367K less in direct costs, which is a \$93K positive net bottom line impact for April. FY23 savings from closing the unit is approximately \$558K.
- **Net Patient Revenues:** Net patient revenue was under budget by \$6.7M or 12.2% in April. The decrease was due to lower patient volume than budgeted. Inpatient days were 23.1% under budget due to lower than expected volume in the downtown campus, acute psychiatric campus and the closure of TCS. Outpatient volume was also under budget by 16% in many of our clinic areas such as our Urgent care facilities, Radiology, Outpatient Therapy and Outpatient Rehab clinics.
- **Premium Revenue:** In April, we recorded additional revenue due to the impact of a mid year settlement relating to our Humana Premium as
- **Prime/QIP Funds:** In April \$891K was recorded due to a true up of funding earned through the Program Year4 Quality Improvement Program. (QIP)
- **Employment expenses:** Salaries and wages were under budget primarily due to the lower volumes and operation back in black initiatives. This was offset by an increase over budget in Contract labor by \$494K.

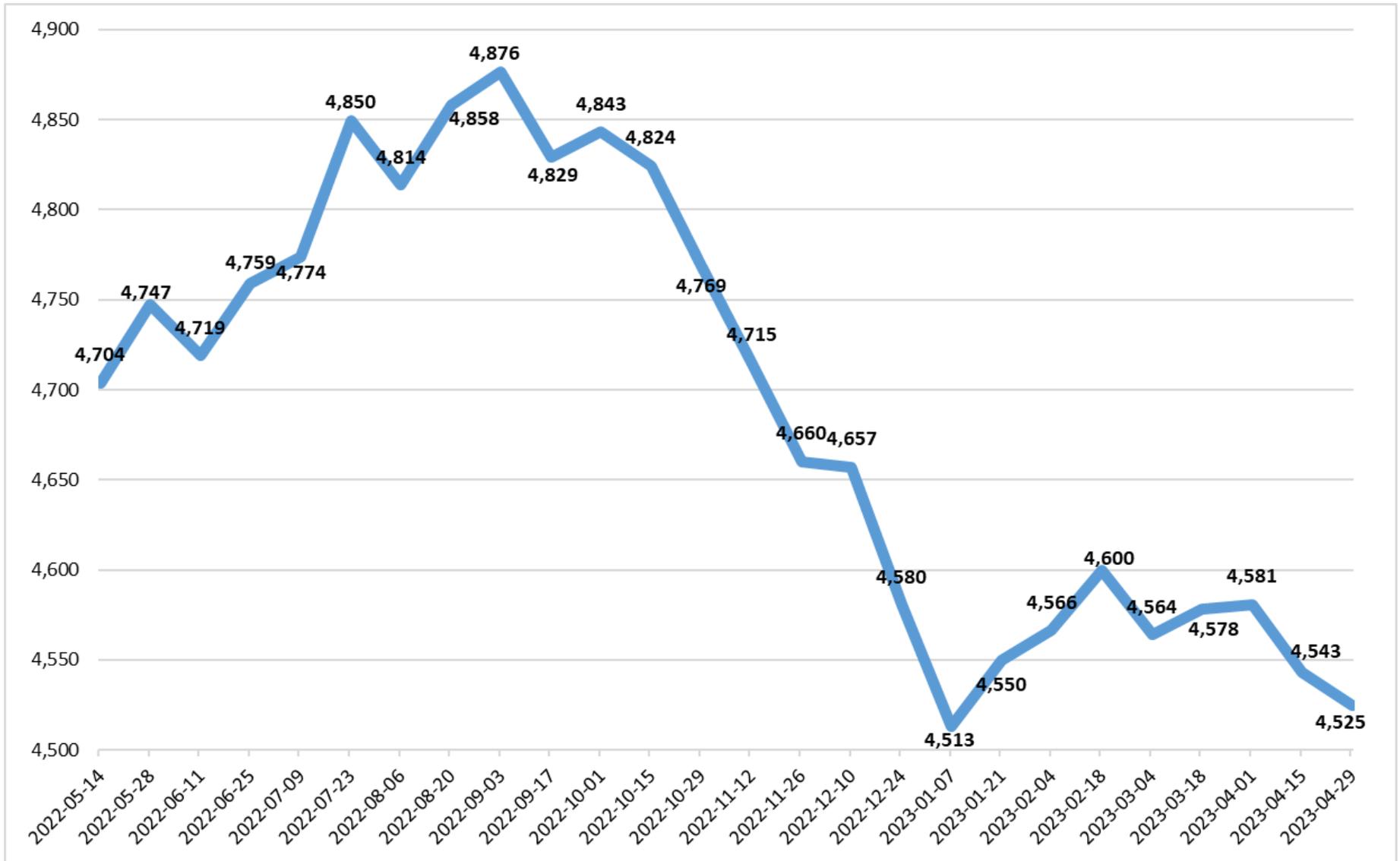
Productivity: Worked Hours/Adjusted Patient Days



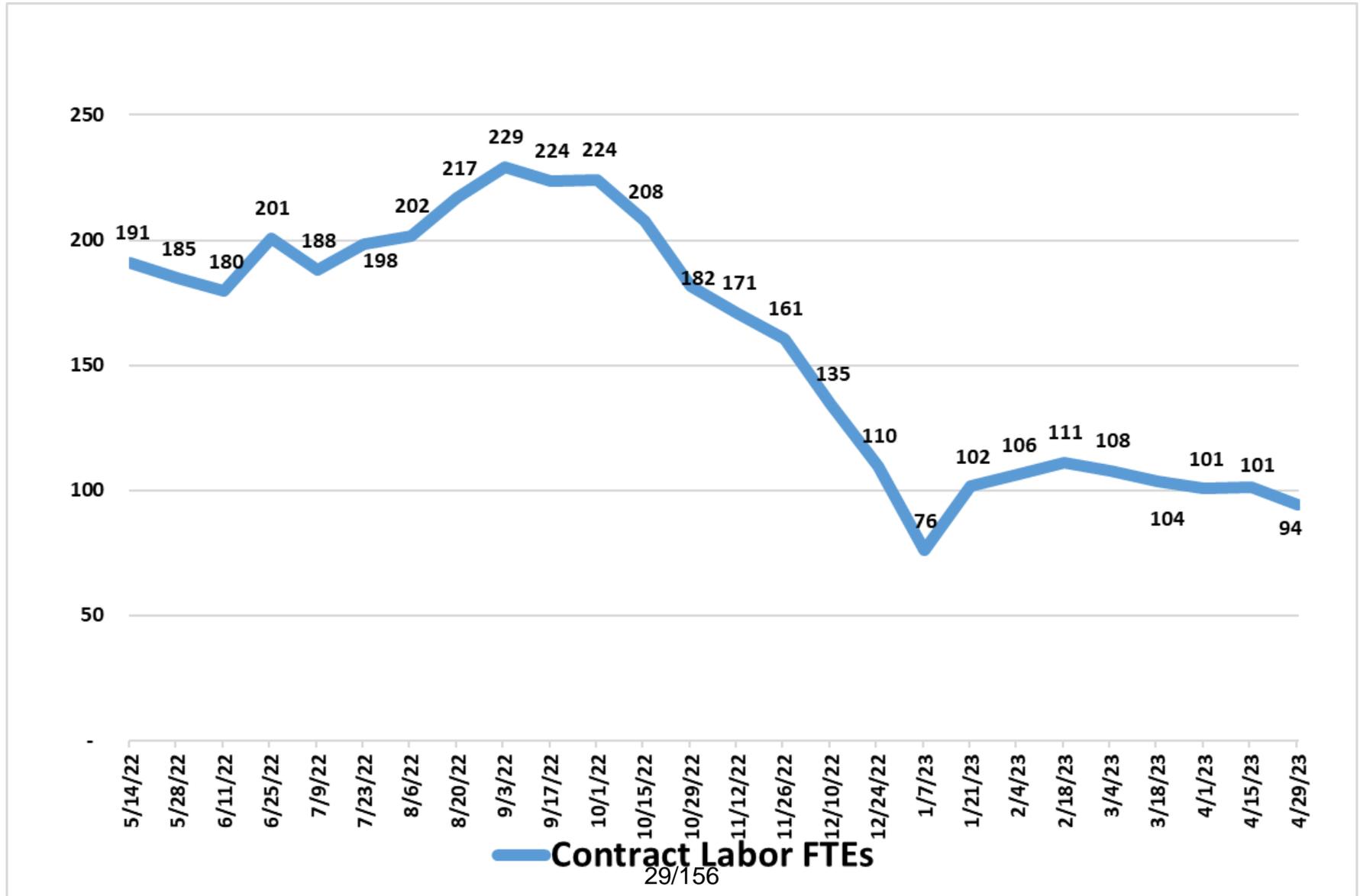
Productive Hours



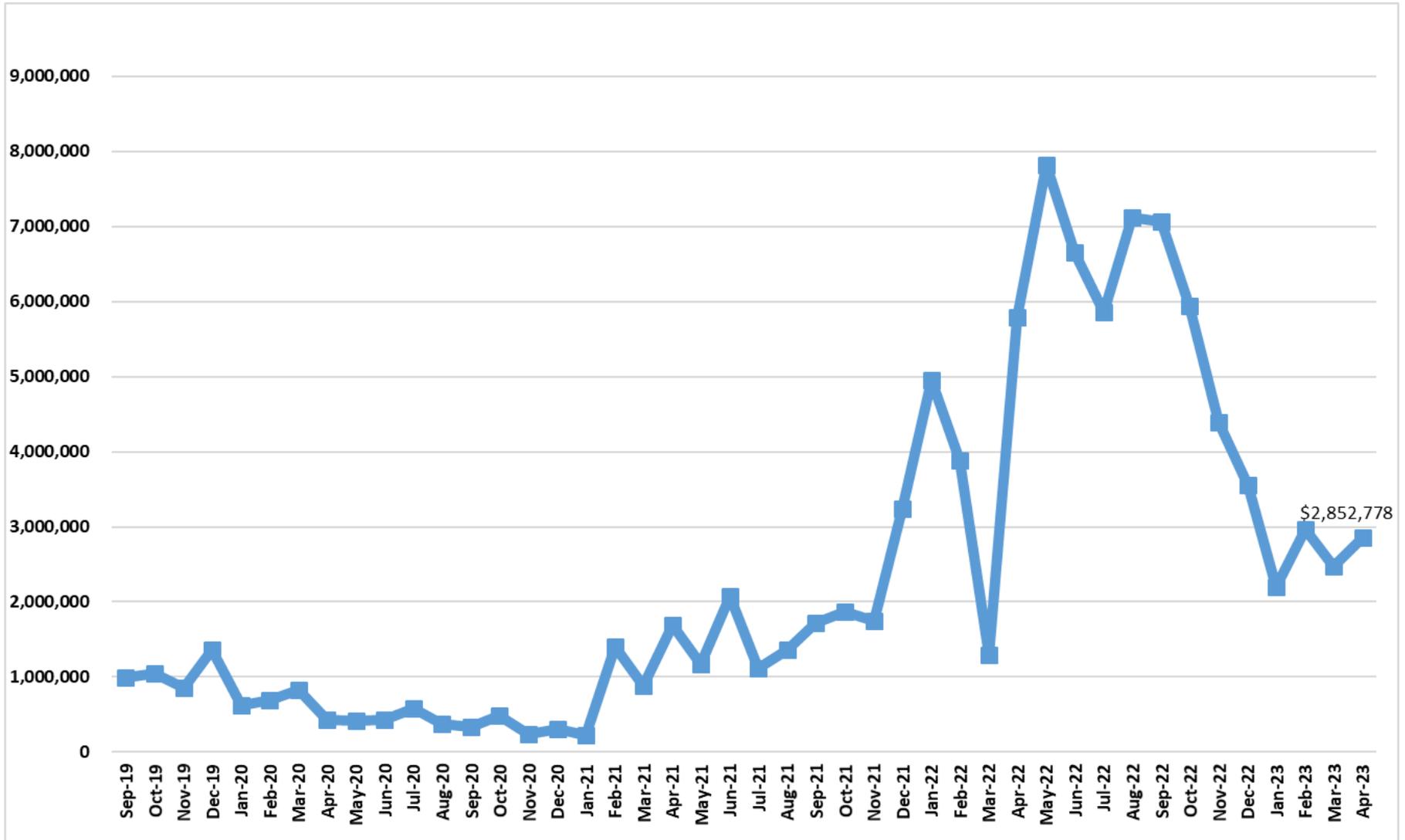
Trended FTEs: Productive & Nonproductive Hours



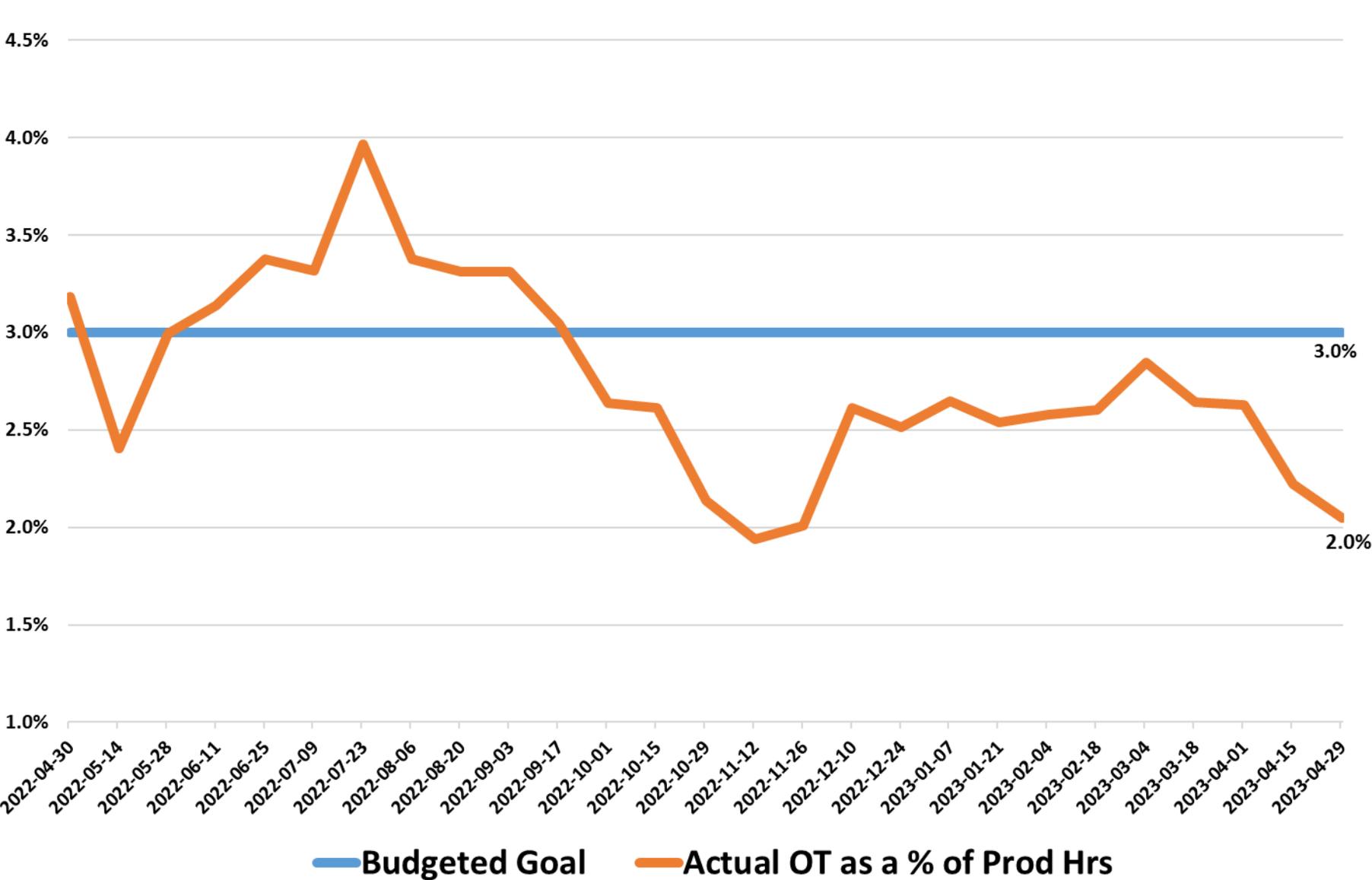
Contract Labor Full Time Equivalents (FTEs)



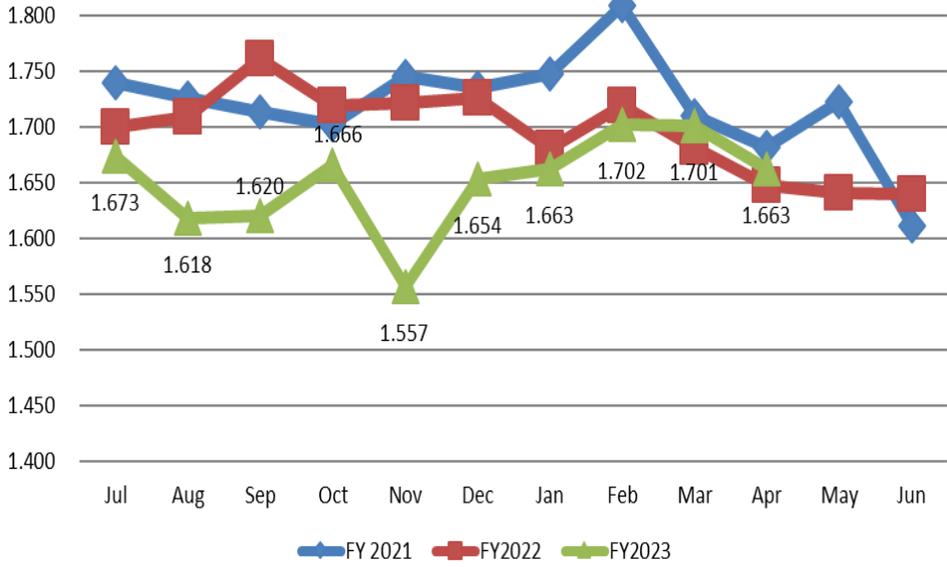
Contract Labor Expense



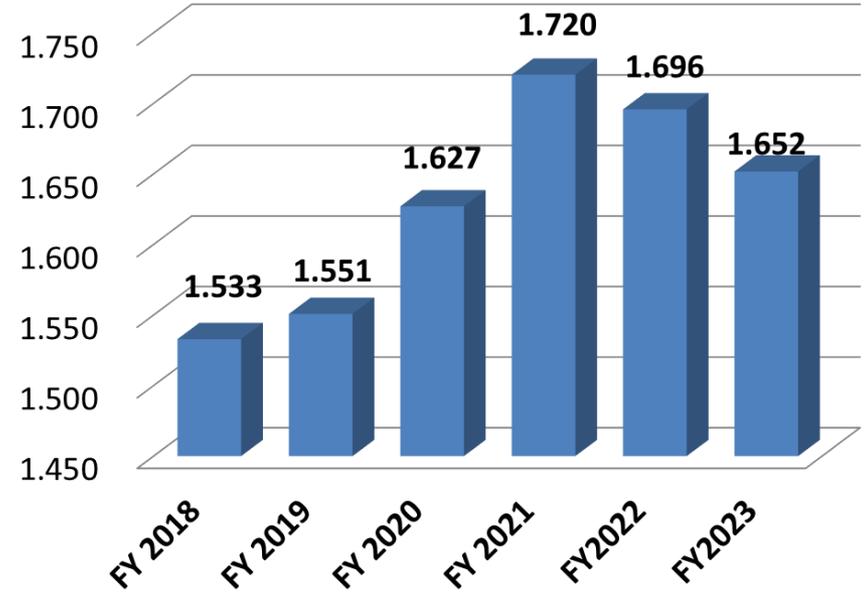
Overtime as a % of Productive Hours and \$



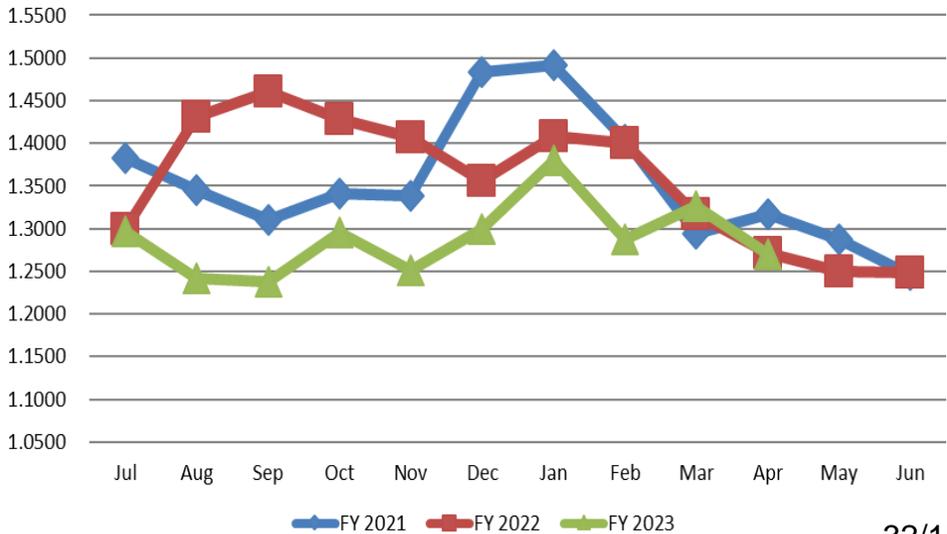
Case Mix Index w/o Normal Newborns



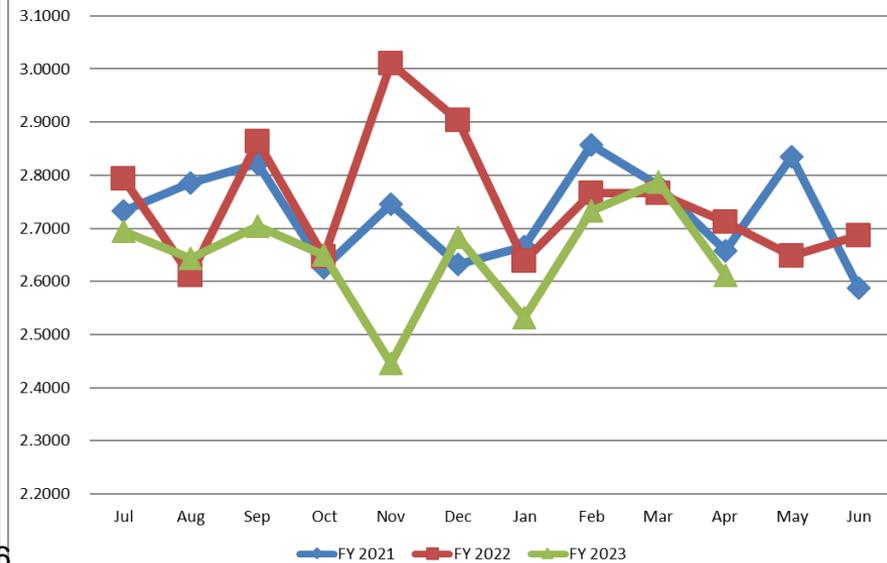
Case Mix Index w/o Normal Newborns - All



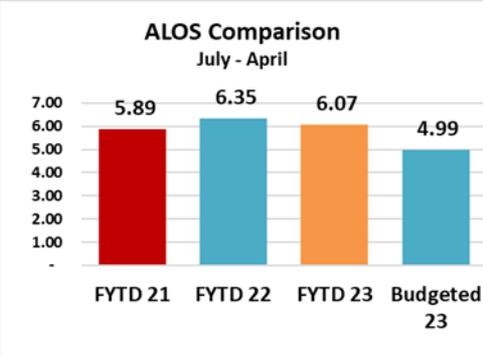
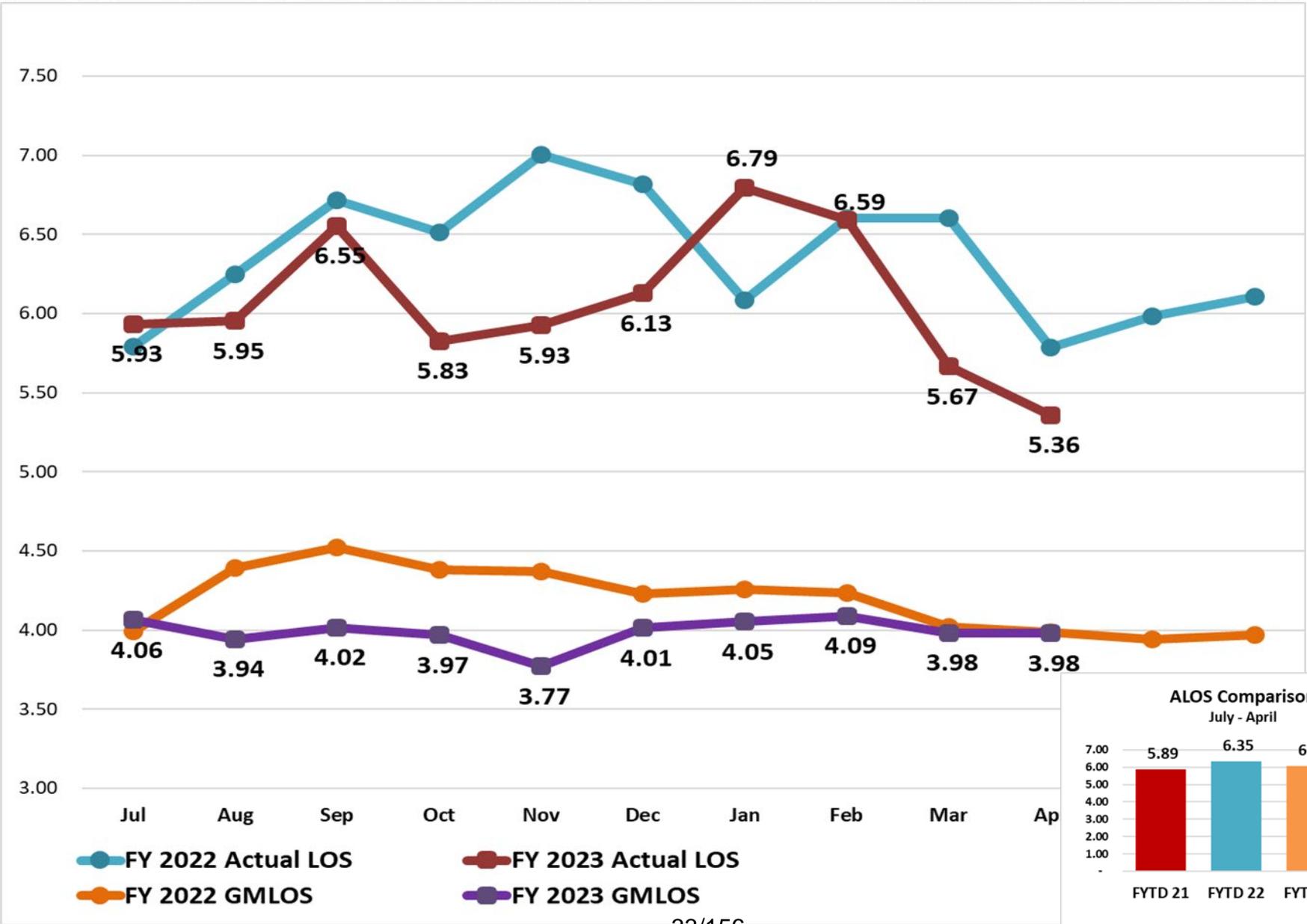
Case Mix **Medical** w/o Normal Newborns



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



Average Length of Stay versus National Average (GMLOS)

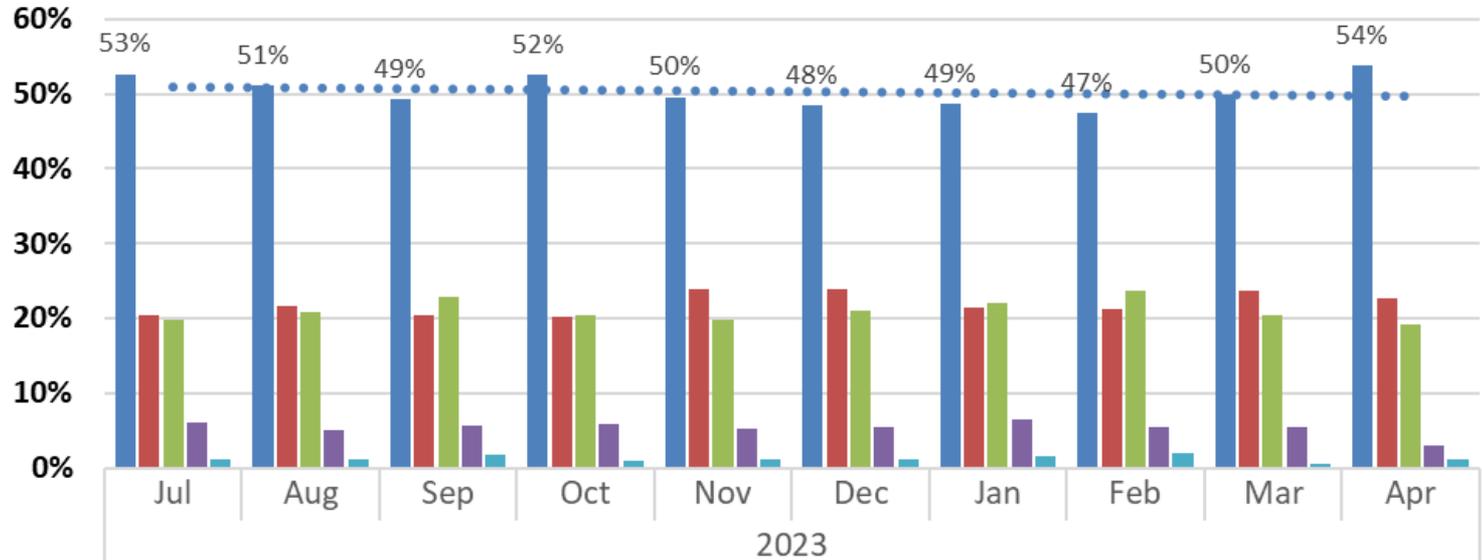


Average Length of Stay versus National Average (GMLOS)

	Including COVID Patients			Excluding COVID Patients		
	ALOS	GMLOS	GAP	ALOS	GMLOS	GAP
Feb-21	6.73	4.37	2.36	5.64	4.01	1.63
Mar-21	5.76	4.07	1.69	5.04	3.92	1.12
Apr-21	5.40	3.98	1.42	5.22	3.89	1.33
May-21	5.57	4.00	1.57	5.34	3.92	1.42
Jun-21	5.76	3.90	1.86	5.68	3.88	1.80
Jul-21	5.79	3.99	1.80	5.69	3.94	1.75
Aug-21	6.25	4.39	1.86	5.95	4.05	1.90
Sep-21	6.72	4.52	2.20	5.89	4.08	1.81
Oct-21	6.51	4.38	2.13	5.34	4.00	1.34
Nov-21	7.00	4.37	2.63	5.75	3.95	1.80
Dec-21	6.82	4.23	2.59	6.12	3.98	2.14
Jan-22	6.08	4.26	1.82	5.96	3.96	2.00
Feb-22	6.61	4.23	2.38	5.86	3.83	2.03
Mar-22	6.61	4.02	2.59	5.68	3.89	1.79
Apr-22	5.78	3.99	1.79	5.66	3.98	1.68
May-22	5.98	3.94	2.04	5.62	3.88	1.74
Jun-22	6.11	3.97	2.14	5.62	3.88	1.74
Jul-22	5.93	4.06	1.87	5.66	3.90	1.76
Aug-22	5.95	3.94	2.01	5.62	3.83	1.79
Sep-22	6.55	4.02	2.53	6.30	3.94	2.36
Oct-22	5.83	3.97	1.86	5.62	3.91	1.71
Nov-22	5.93	3.77	2.16	5.86	3.73	2.13
Dec-22	6.13	4.01	2.12	5.68	3.92	1.76
Jan-23	6.79	4.05	2.74	6.28	3.94	2.34
Feb-23	6.59	4.09	2.50	6.39	4.04	2.35
Mar-23	5.67	3.98	1.69	5.53	3.93	1.60
Apr-23	5.36	3.98	1.38	5.10	3.93	1.17
Average	6.03	4.14	1.89	5.54	3.96	1.58

Average Length of Stay Distribution

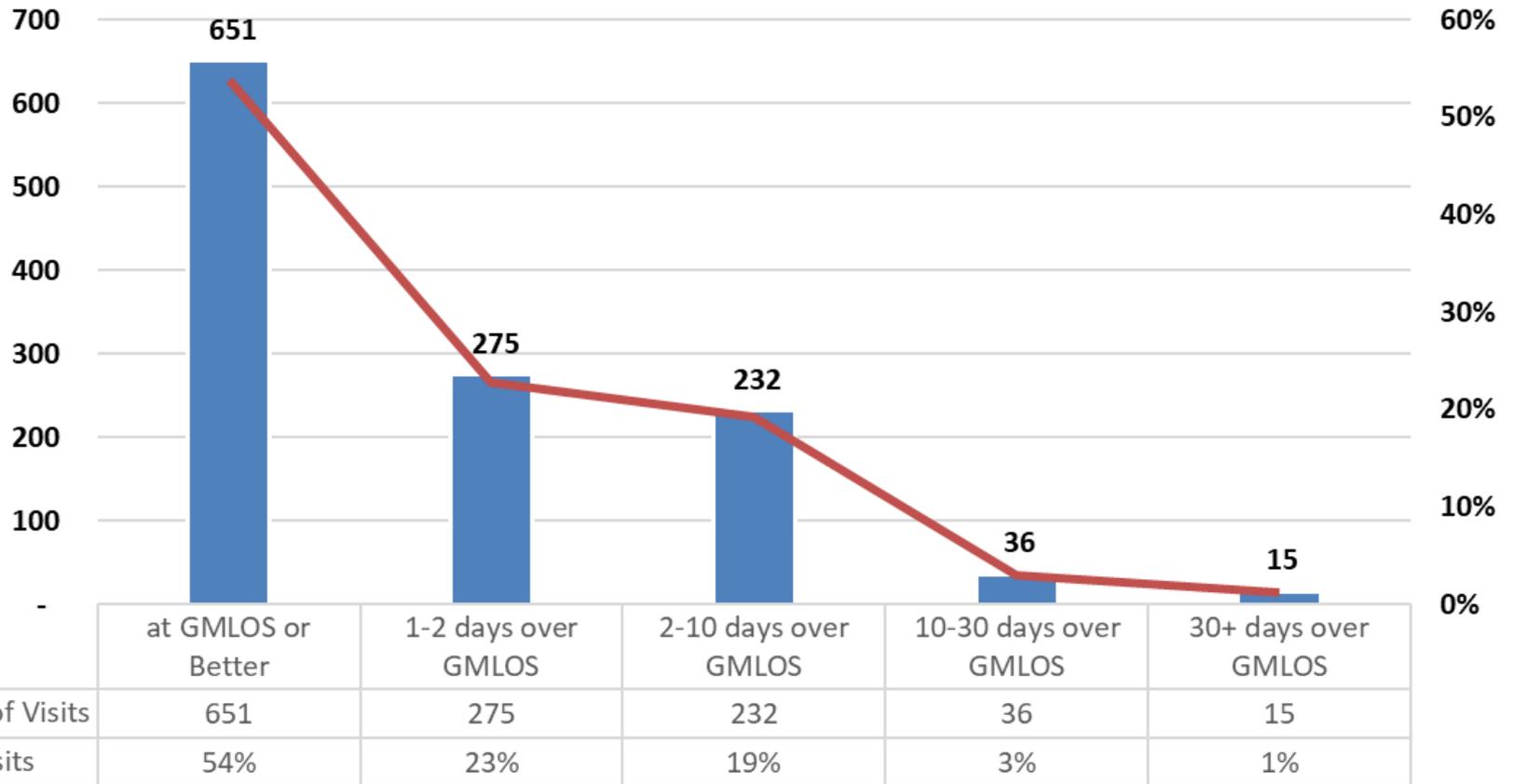
FY23 Overall LOS Distribution



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

Average Length of Stay April Distribution

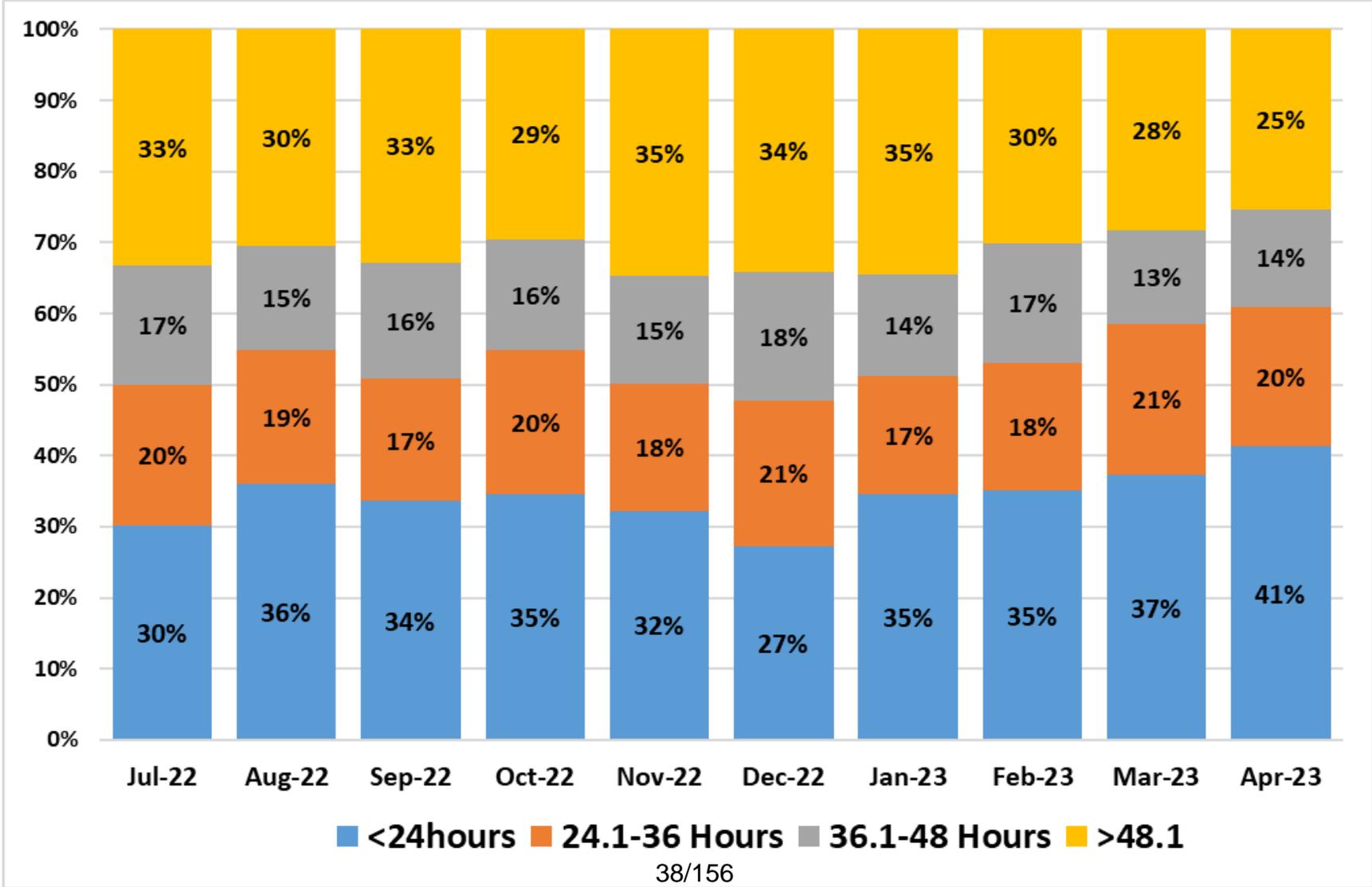
Apr FY 2023 Overall LOS Distribution



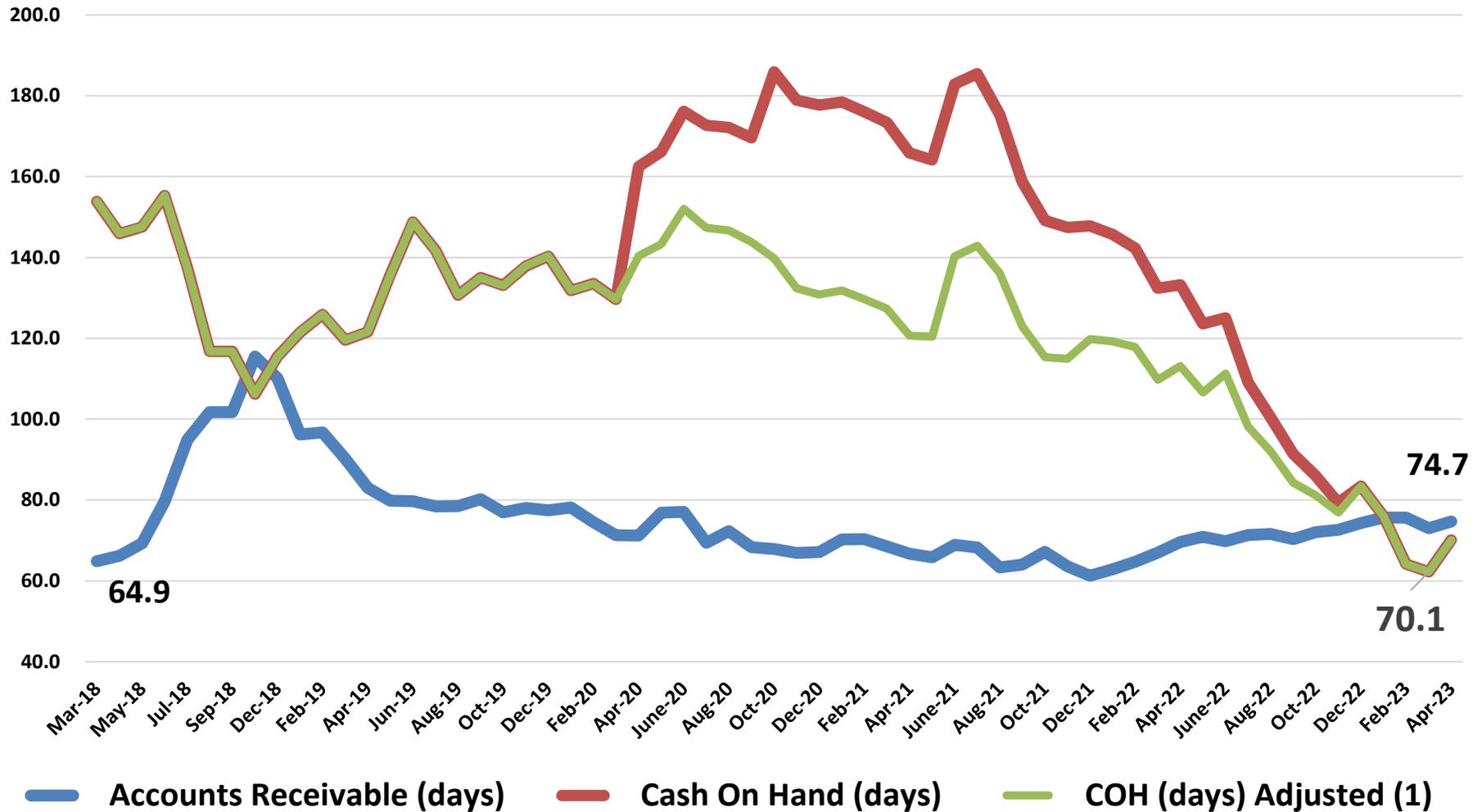
Opportunity Cost of Reducing LOS to National Average - \$82M FY22



Monthly Discharges of Observation Patients by their Length of Stay



Trended Liquidity Ratios



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

KAWEAH DELTA HEALTH CARE DISTRICT

RATIO ANALYSIS REPORT

APRIL 30, 2023

	Current Month Value	Prior Month Value	June 30, 2022 Audited Value	2021 Moody's Median Benchmark		
				Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	3.5	3.8	2.0	1.4	1.7	1.6
Accounts Receivable (days)	74.7	73.0	69.4	48.3	48.3	47.5
Cash On Hand (days)	70.1	62.2	117.3	341.3	268.4	206.5
Cushion Ratio (x)	9.2	8.2	17.4	52.4	31.5	19.9
Average Payment Period (days)	39.6	38.1	61.8	97.6	86.4	94.0
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	78.8%	70.2%	128.3%	323.4%	220.4%	170.1%
Debt-To-Capitalization	33.1%	33.0%	31.3%	20.6%	29.1%	36.3%
Debt-to-Cash Flow (x)	(260.8)	(49.5)	7.2	2.1	2.6	3.3
Debt Service Coverage	(0.0)	(0.2)	1.4	9.6	6.0	4.5
Maximum Annual Debt Service Coverage (x)	(0.0)	(0.2)	1.4	8.2	5.5	3.9
Age Of Plant (years)	12.8	12.8	12.3	10.8	12.4	13.5
PROFITABILITY RATIOS						
Operating Margin	(5.7%)	(6.1%)	(4.3%)	4.1%	3.1%	2.2%
Excess Margin	(5.1%)	(5.5%)	(2.9%)	8.1%	6.7%	4.8%
Operating Cash Flow Margin	(.4%)	(.8%)	1.0%	9.6%	8.8%	7.5%
Return on Assets	(5.3%)	(5.7%)	(2.8%)	5.8%	4.9%	3.9%

KAWEAH DELTA HEALTH CARE DISTRICT

CONSOLIDATED INCOME STATEMENT (000's)

FISCAL YEAR 2022 & 2023

Fiscal Year	Operating Revenue			Operating Expenses					Operating Expenses Total	Operating Income	Non-Operating Income	Net Income	Operating Margin %	Excess Margin
	Net Patient Revenue	Other Operating Revenue	Operating Revenue Total	Personnel Expense	Physician Fees	Supplies Expense	Other Operating Expense							
2022														
Jul-21	51,502	15,035	66,537	32,678	7,922	9,596	15,217	65,413	1,124	582	1,706	1.7%	2.5%	
Aug-21	49,714	16,024	65,737	33,434	8,527	13,004	15,414	70,379	(4,642)	990	(3,651)	(7.1%)	(5.5%)	
Sep-21	57,879	15,513	73,391	38,332	7,736	11,942	17,438	75,448	(2,056)	(388)	(2,445)	(2.8%)	(3.3%)	
Oct-21	55,674	15,592	71,266	36,627	9,674	11,714	17,386	75,402	(4,136)	732	(3,403)	(5.8%)	(4.7%)	
Nov-21	54,846	22,162	77,008	33,634	10,261	10,623	15,629	70,146	6,862	7,129	13,991	8.9%	16.6%	
Dec-21	51,115	21,796	72,911	37,366	9,479	10,687	15,532	73,064	(153)	2,057	1,904	(0.2%)	2.5%	
Jan-22	56,862	17,469	74,331	38,931	9,210	10,913	15,143	74,197	134	568	702	0.2%	0.9%	
Feb-22	47,933	17,525	65,458	36,102	8,812	10,406	15,848	71,168	(5,710)	787	(4,924)	(8.7%)	(7.4%)	
Mar-22	52,555	16,609	69,164	37,920	9,045	11,180	18,266	76,412	(7,247)	(470)	(7,717)	(10.5%)	(11.2%)	
Apr-22	49,729	23,436	73,165	40,828	8,829	10,685	17,410	77,752	(4,588)	(568)	(5,156)	(6.3%)	(7.1%)	
May-22	56,673	18,552	75,225	40,040	9,329	11,914	17,162	78,445	(3,220)	(436)	(3,656)	(4.3%)	(4.9%)	
Jun-22	51,040	23,102	74,142	50,244	9,413	8,179	19,349	87,186	(13,044)	126	(12,918)	(17.6%)	(17.4%)	
2022 FY Total	\$ 635,520	\$ 222,815	\$ 858,335	\$ 456,137	\$ 108,238	\$ 130,842	\$ 199,795	\$ 895,011	\$ (36,676)	\$ 11,108	\$ (25,568)	(4.3%)	(2.9%)	
2023														
Jul-22	52,368	18,113	70,480	41,319	8,892	9,593	18,601	78,406	(7,926)	552	(7,374)	(11.2%)	(10.4%)	
Aug-22	54,965	17,672	72,637	42,122	9,585	11,666	17,888	81,261	(8,623)	326	(8,297)	(11.9%)	(11.4%)	
Sep-22	48,168	17,304	65,472	39,158	8,814	11,642	17,869	77,483	(12,010)	(3,901)	(15,911)	(18.3%)	(25.8%)	
Oct-22	54,432	17,291	71,723	40,625	9,859	11,523	15,522	77,529	(5,807)	452	(5,355)	(8.1%)	(7.4%)	
Nov-22	56,706	17,741	74,447	36,477	9,645	11,358	17,171	74,650	(203)	150	(53)	(0.3%)	(0.1%)	
Dec-22	53,217	18,452	71,670	38,105	8,276	10,632	17,203	74,216	(2,546)	2,901	355	(3.6%)	0.5%	
Jan-23	51,048	19,753	70,801	36,862	8,564	10,396	17,296	73,118	(2,317)	1,540	(777)	(3.3%)	(1.1%)	
Feb-23	49,325	19,257	68,582	35,624	8,596	10,376	17,510	72,106	(3,524)	834	(2,690)	(5.1%)	(3.9%)	
Mar-23	55,391	25,545	80,937	36,907	9,737	11,548	18,919	77,111	3,826	538	4,364	4.7%	5.4%	
Apr-23	48,785	22,346	71,131	36,804	9,101	9,779	17,045	72,728	(1,597)	515	(1,081)	(2.2%)	(1.5%)	
2023 FY Total	\$ 524,407	\$ 193,475	\$ 717,881	\$ 384,004	\$ 91,067	\$ 108,513	\$ 175,025	\$ 758,609	\$ (40,727)	\$ 3,908	\$ (36,819)	(5.7%)	(5.1%)	
FYTD Budget	560,330	185,779	746,109	380,115	91,508	105,370	177,565	754,558	(8,449)	3,616	(4,833)	(1.1%)	(0.6%)	
Variance	\$ (35,924)	\$ 7,696	\$ (28,228)	\$ 3,889	\$ (440)	\$ 3,143	\$ (2,540)	\$ 4,051	\$ (32,278)	\$ 292	\$ (31,986)			

Current Month Analysis

Apr-23	\$ 48,785	\$ 22,346	\$ 71,131	\$ 36,804	\$ 9,101	\$ 9,779	\$ 17,045	\$ 72,728	\$ (1,597)	\$ 515	\$ (1,081)	(2.2%)	(1.5%)
Budget	55,547	18,632	74,178	37,539	9,202	10,446	17,657	74,844	(666)	355	(310)	(0.9%)	(0.4%)
Variance	\$ (6,762)	\$ 3,715	\$ (3,047)	\$ (736)	\$ (101)	\$ (667)	\$ (612)	\$ (2,116)	\$ (931)	\$ 160	(771)		

KAWEAH DELTA HEALTH CARE DISTRICT

FISCAL YEAR 2022 & 2023

Fiscal Year	Patient Days	ADC	Adjusted Patient Days	I/P Revenue %	DFR & Bad Debt %	Net Patient	Personnel	Physician	Supply	Total	Personnel	Physician	Supply	Total
						Revenue/ Ajusted Patient Day	Expense/ Ajusted Patient Day	Fees/ Ajusted Patient Day	Expense/ Ajusted Patient Day	Operating Expense/ Ajusted Patient Day	Expense/ Net Patient Revenue	Fees/ Net Patient Revenue	Expense/ Net Patient Revenue	Operating Expense/ Net Patient Revenue
2022														
Jul-21	13,388	432	26,085	51.3%	76.2%	1,974	1,253	304	368	2,508	63.4%	15.4%	18.6%	127.0%
Aug-21	14,421	465	27,742	52.0%	77.3%	1,792	1,205	307	469	2,537	67.3%	17.2%	26.2%	141.6%
Sep-21	14,836	495	28,344	52.3%	75.0%	2,042	1,352	273	421	2,662	66.2%	13.4%	20.6%	130.4%
Oct-21	15,518	501	28,267	54.9%	75.8%	1,970	1,296	342	414	2,667	65.8%	17.4%	21.0%	135.4%
Nov-21	13,969	466	26,571	52.6%	74.8%	2,064	1,266	386	400	2,640	61.3%	18.7%	19.4%	127.9%
Dec-21	14,305	461	27,106	52.8%	76.4%	1,886	1,378	350	394	2,695	73.1%	18.5%	20.9%	142.9%
Jan-22	14,611	471	26,955	54.2%	74.3%	2,109	1,444	342	405	2,753	68.5%	16.2%	19.2%	130.5%
Feb-22	13,263	474	24,973	53.1%	75.8%	1,919	1,446	353	417	2,850	75.3%	18.4%	21.7%	148.5%
Mar-22	13,570	438	27,296	49.7%	76.7%	1,925	1,389	331	410	2,799	72.2%	17.2%	21.3%	145.4%
Apr-22	12,698	423	26,159	48.5%	77.0%	1,901	1,561	338	408	2,972	82.1%	17.8%	21.5%	156.4%
May-22	13,858	447	28,283	49.0%	74.6%	2,004	1,416	330	421	2,774	70.7%	16.5%	21.0%	138.4%
Jun-22	13,603	453	27,788	49.0%	77.5%	1,837	1,808	339	294	3,137	98.4%	18.4%	16.0%	170.8%
2022 FY Total	168,040	460	325,602	51.6%	75.9%	1,952	1,401	332	402	2,749	71.8%	17.0%	20.6%	140.8%
2023														
Jul-22	13,910	449	27,688	50.2%	75.6%	1,891	1,492	321	346	2,832	78.9%	17.0%	18.3%	149.7%
Aug-22	13,865	447	29,148	47.6%	76.4%	1,886	1,445	329	400	2,788	76.6%	17.4%	21.2%	147.8%
Sep-22	12,768	426	27,367	46.7%	77.4%	1,760	1,431	322	425	2,831	81.3%	18.3%	24.2%	160.9%
Oct-22	13,119	423	27,421	47.8%	75.7%	1,985	1,482	360	420	2,827	74.6%	18.1%	21.2%	142.4%
Nov-22	12,904	430	26,955	47.9%	74.6%	2,104	1,353	358	421	2,769	64.3%	17.0%	20.0%	131.6%
Dec-22	13,587	438	27,686	49.1%	76.2%	1,922	1,376	299	384	2,681	71.6%	15.6%	20.0%	139.5%
Jan-23	13,396	432	27,042	49.5%	77.5%	1,888	1,363	317	384	2,704	72.2%	16.8%	20.4%	143.2%
Feb-23	11,916	426	24,665	48.3%	76.3%	2,000	1,444	349	421	2,923	72.2%	17.4%	21.0%	146.2%
Mar-23	12,905	416	27,485	47.0%	76.1%	2,015	1,343	354	420	2,806	66.6%	17.6%	20.8%	139.2%
Apr-23	11,268	376	24,106	46.7%	77.7%	2,024	1,527	378	406	3,017	75.4%	18.7%	20.0%	149.1%
2023 FY Total	129,638	426	269,658	48.1%	76.3%	1,945	1,424	338	402	2,813	73.2%	17.4%	20.7%	144.7%
FYTD Budget	147,338	485	281,941	52.3%	75.2%	1,987	1,348	325	374	2,798	67.8%	16.3%	18.8%	134.7%
Variance	(17,700)	(58)	(12,283)	(4.2%)	1.2%	(43)	76	13	29	15	5.4%	1.0%	1.9%	10.0%
Current Month Analysis														
Apr-23	11,268	376	24,106	46.7%	77.7%	2,024	1,527	378	406	3,017	75.4%	18.7%	20.0%	149.1%
Budget	14,648	488	27,987	52.3%	75.0%	1,985	1,341	329	373	3,105	67.6%	16.6%	18.8%	134.7%
Variance	(3,380)	(113)	(3,881)	(5.6%)	2.7%	39	185	49	32	(88)	7.9%	2.1%	1.2%	14.3%

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

	Apr-23	Mar-23	Change	% Change	Jun-22 (Audited)
ASSETS AND DEFERRED OUTFLOWS					
CURRENT ASSETS					
Cash and cash equivalents	\$ 808	\$ 631	\$ 177	28.05%	\$ 21,693
Current Portion of Board designated and trusted assets	42,791	41,381	1,410	3.41%	14,121
Accounts receivable:					
Net patient accounts	145,709	142,727	2,982	2.09%	135,946
Other receivables	37,298	42,950	(5,652)	-13.16%	27,575
	183,006	185,677	(2,671)	-1.44%	163,521
Inventories	13,299	13,620	(321)	-2.35%	14,025
Medicare and Medi-Cal settlements	76,285	88,665	(12,380)	-13.96%	58,593
Prepaid expenses	13,334	14,567	(1,233)	-8.46%	13,050
Total current assets	329,525	344,542	(15,017)	-4.36%	285,004
NON-CURRENT CASH AND INVESTMENTS -					
less current portion					
Board designated cash and assets	159,129	140,972	18,157	12.88%	266,148
Revenue bond assets held in trust	0	0	-	0.00%	8
Assets in self-insurance trust fund	997	995	2	0.15%	1,040
Total non-current cash and investments	160,126	141,967	18,159	12.79%	267,197
INTANGIBLE RIGHT TO USE LEASE,	10,937	11,418	(481)	-4.21%	14,376
net of accumulated amortization					
CAPITAL ASSETS					
Land	17,542	17,542	-	0.00%	17,542
Buildings and improvements	427,746	427,746	-	0.00%	425,542
Equipment	334,419	332,886	1,533	0.46%	325,209
Construction in progress	25,534	23,382	2,152	9.20%	15,620
	805,242	801,556	3,686	0.46%	783,912
Less accumulated depreciation	485,649	483,024	2,625	0.54%	459,744
	319,593	318,532	1,061	0.33%	324,168
Property under capital leases -					
less accumulated amortization	(1,411)	(1,353)	(58)	4.26%	0
Total capital assets	318,182	317,179	1,003	0.32%	324,168
OTHER ASSETS					
Property not used in operations	1,541	1,546	(4)	-0.28%	1,584
Health-related investments	3,913	3,963	(50)	-1.27%	4,620
Other	13,516	13,397	120	0.89%	12,511
Total other assets	18,970	18,905	65	0.34%	18,715
Total assets	837,740	834,012	3,729	0.45%	909,460
DEFERRED OUTFLOWS	34,036	34,074	(37)	-0.11%	34,410
Total assets and deferred outflows	\$ 871,777	\$ 868,085	\$ 3,692	0.43%	\$ 943,870

KAWEAH DELTA HEALTH CARE DISTRICT

CONSOLIDATED STATEMENTS OF NET POSITION (000's)

	Apr-23	Mar-23	Change	% Change	Jun-22 (Audited)
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable and accrued expenses	\$ 29,835	\$ 28,514	\$ 1,320	4.63%	\$ 62,542
Accrued payroll and related liabilities	55,055	53,056	1,999	3.77%	70,913
Long-term debt, current portion	9,846	9,846	-	0.00%	11,759
Total current liabilities	94,736	91,416	3,319	3.63%	145,214
LEASE LIABILITY, net of current portion	12,147	12,538	(391)	-3.12%	14,677
LONG-TERM DEBT, less current portion					
Bonds payable	239,551	239,558	(7)	0.00%	239,618
Capital leases	-	-	-	#DIV/0!	0
Notes payable	17,745	17,745	-	0.00%	7,895
Total long-term debt	257,295	257,302	(7)	0.00%	247,512
NET PENSION LIABILITY	46,407	44,973	1,433	3.19%	39,789
OTHER LONG-TERM LIABILITIES	30,820	30,468	353	1.16%	30,968
Total liabilities	441,406	436,698	4,708	1.08%	478,161
NET ASSETS					
Invested in capital assets, net of related debt	54,234	53,257	977	1.83%	68,426
Restricted	36,192	35,208	983	2.79%	31,905
Unrestricted	339,946	342,922	(2,976)	-0.87%	365,378
Total net position	430,371	431,388	(1,016)	-0.24%	465,709
Total liabilities and net position	\$ 871,777	\$ 868,085	\$ 3,692	0.43%	\$ 943,870

FY24 Preliminary Budget Presentation

May 16, 2023

FY2024 | Budget Update

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

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

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

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

May 12th-June 10th : Analysis and Breakout budget meetings with leaders

June 14th : Final Budget Discussions at Special Board meeting

June 28th: Final Presentation to the Board of Directors

2023-2024 Preliminary Budget Review

- **Guiding Principles**
- **Key Volume Projections**
- **Discussion on Options**
- **FY2023 Capital Budget**

Note: The FY23 Projected amounts are based on 10 months of actual (July 2022-April 2023) plus 2 projected months for May and June 2022.

Guiding Principles | FY 2024

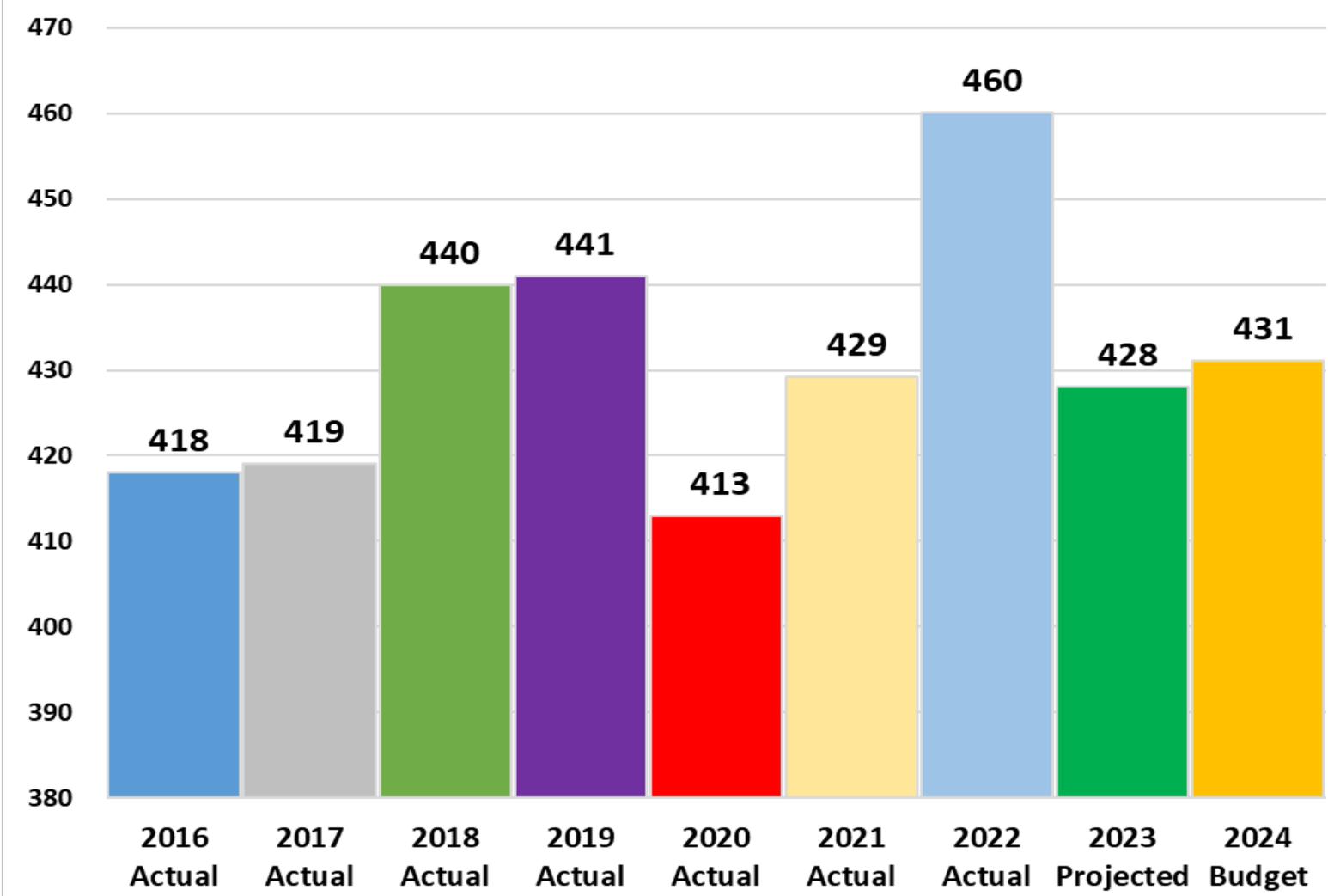
- Meet Bond Covenants: Budget must show a minimum of a 1.75 Maximum Annual Debt Service Ratio and 90 Days Cash on Hand
- Volume: Assumes pandemic is over. See slide on changes to services and volume projections
- Capital Budget not to exceed \$14M and will depend on final budgeted cash flow
- Maintain or reduce productivity ratios
- Assumes 125 FTE vacancy factor – same as prior year
- Reduce reliance on contract, shift bonus and premium pay
- Inflation: 2-10% increase in supply costs
- Projected FY23 based off of 10 months actual and 2 months estimated
- Continuation of Operation Back in Black

Key Statistical Indicators | Changes to Services

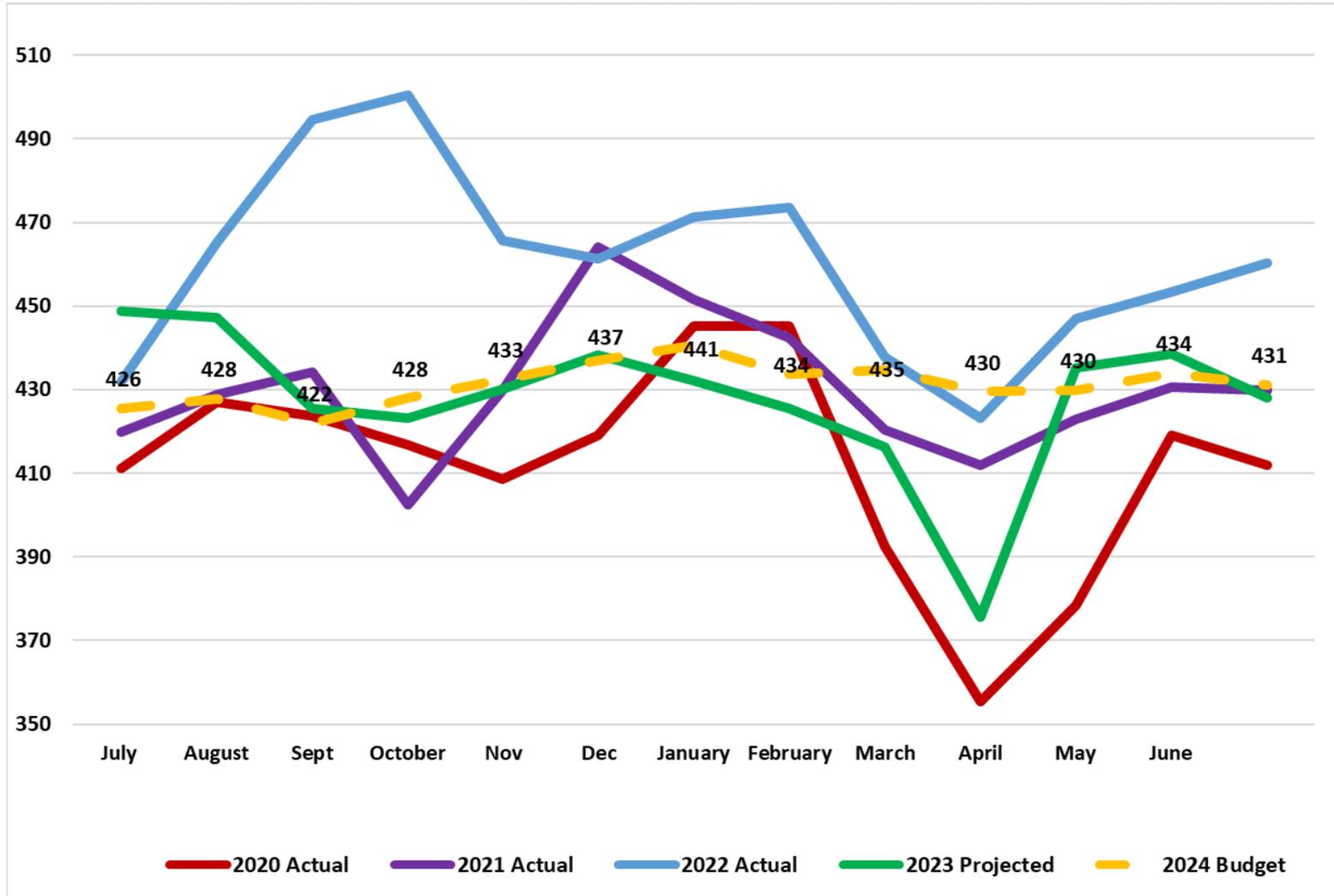
Closed/Reduced Services	Annual Visit Volume Impact	Staffing Impact - Annual FTE	Staffing FTE Net Impact over FY23
Closed TCS- South (November 22)	(4,990)	(27.0)	(11.0)
Closed Diabetic Clinic (January 2023)	(2,286)	(3.0)	(1.7)
Reduced Services Chronic Disease Management Clinic	(866)	(0.9)	(0.9)
Reduced Medi-Cal Outpatient Elective Surgeries (January 2023)	(1,680)		
Removed Kaweah Health Medical Group (May 2023)	(323,417)	(183.0)	(152.5)
Totals	(333,239)	(213.9)	(166.1)

New and Expanded Services	Annual Visit Volume Impact	FY24 Total FTES	Additional Staffing FTE Impact over FY23
The Open Arms House (July 2022)	939	7.4	1.1
Urology Clinic (October 22)	5,244	7.0	1.8
Psychotherapy Clinic (March 23)	7,041	7.5	5.0
KH Medical Clinic - Ben Maddox (April 23)	17,040	14.0	10.5
Cardiology Center-Tulare (April 23)	7,240	3.3	2.5
Food & Nutrition Svcs-Ambrosia (May 23)		9.5	8.3
KH Medical Clinic – Willow (October 23)	3,773	5.2	3.9
KH Medical Clinic – Plaza (September 23)	6,650	7.9	6.6
Crisis Stabilization (March 24)	600	7.8	3.3
Annual GME Resident Increase		9.0	9.0
Totals	31,321	64.2	49.0
Net Impact	(301,918)	(149.7)	(117.0)

Key Statistical Indicators | Average Daily Census



Key Statistical Indicators | Trended Avg. Daily Census



Key Statistical Indicators | Average Daily Census

	FY19	FY 23 Projected	FY 24 Budget	Change Budget FY24-Projected FY23	% Change from FY23 Projected
Average Daily Census	441	428	431	3	1%
Patient Days					
Medical Center	103,523	104,259	105,974	1,715	2%
Acute I/P Psych	17,184	15,969	16,515	546	3%
Sub-Acute	11,311	11,015	10,882	(133)	-1%
Rehab	6,756	6,532	7,080	548	8%
TCS-Ortho	4,816	4,841	5,110	269	6%
TCS	5,409	2,115	-	(2,115)	-39%
NICU	5,343	5,564	5,519	(45)	-1%
Nursery	6,740	5,987	6,330	343	5%
Total Patient Days	161,082	156,282	157,410	1,128	1%

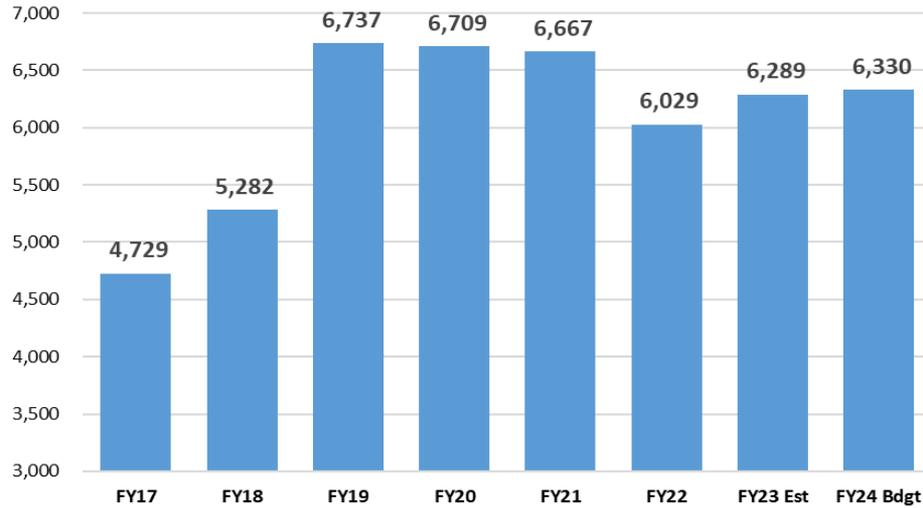
Key Statistical Indicators | Inpatient days

	FY 19 Actual	FY 23 Projected Jul-Apr (10 mos)	FY 23 Budget	FY 24 Budget	Change Bdgt FY24- Proj FY23	% Change from FY23 Proj	% Change from FY19 Actual	% Occupancy	# Beds
Downtown Campus excluding Mom/Baby	98,353	100,121	112,813	101,551	1,430	1.4%	3.3%	76%	365
Downtown Campus Mom/Baby*	17,253	15,688	16,436	16,272	584	3.7%	(5.7%)	46%	96
Acute Psych	17,184	15,969	18,680	16,515	546	3.4%	(3.9%)	72%	63
Acute Rehab	6,756	6,532	6,733	7,080	548	8.4%	4.8%	43%	45
Sub Acute	11,311	11,015	10,882	10,882	(133)	(1.2%)	(3.8%)	93%	32
Skilled Nursing - South	5,409	2,115	6,031	0	(2,115)				
Skilled Nursing - West Short Stay	4,816	4,841	5,110	5,110	269	5.6%	6.1%	87%	16
Inpatient Days	161,082	156,281	176,685	157,410	1,129	0.7%	-2.3%	70%	617

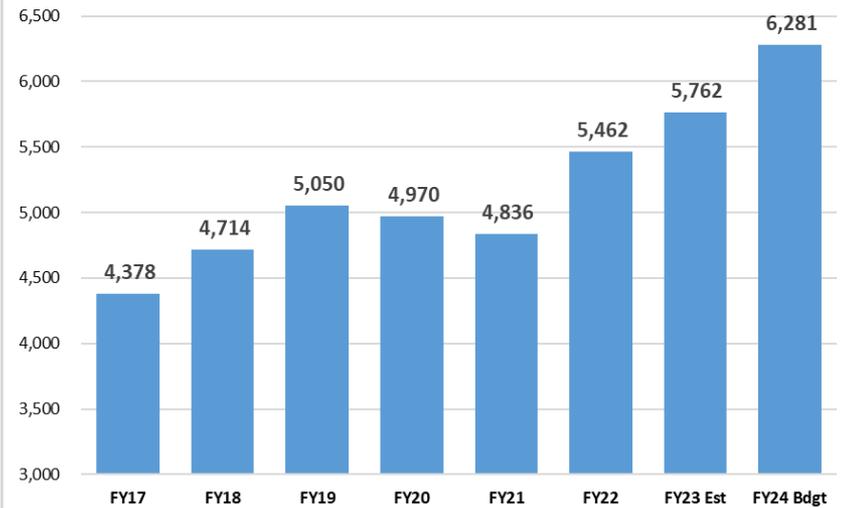
* Includes Nursery 32 beds

FY24 Trended Budget Volume Graphs

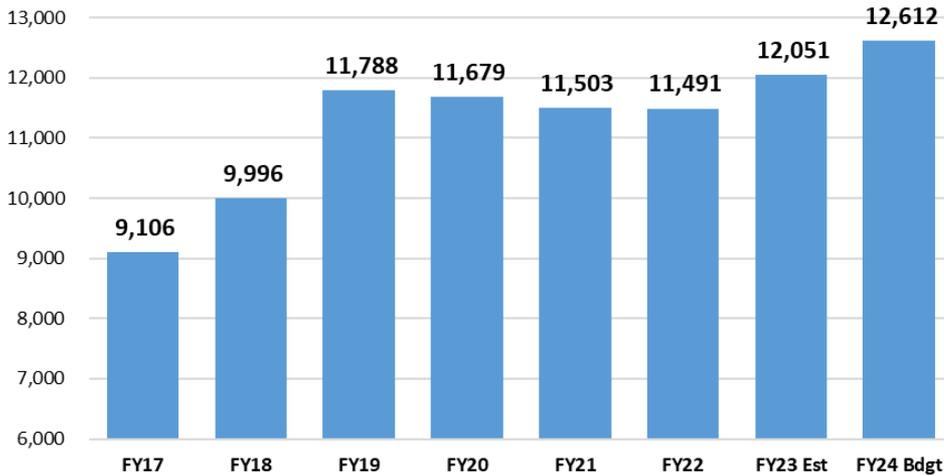
Inpatient Surgery Minutes per 100



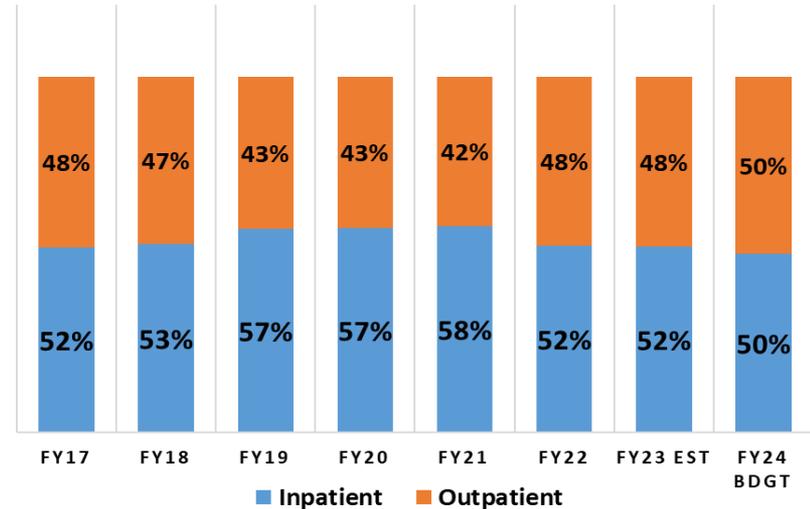
Outpatient Surgery Minutes per 100



Total Surgery Minutes per 100

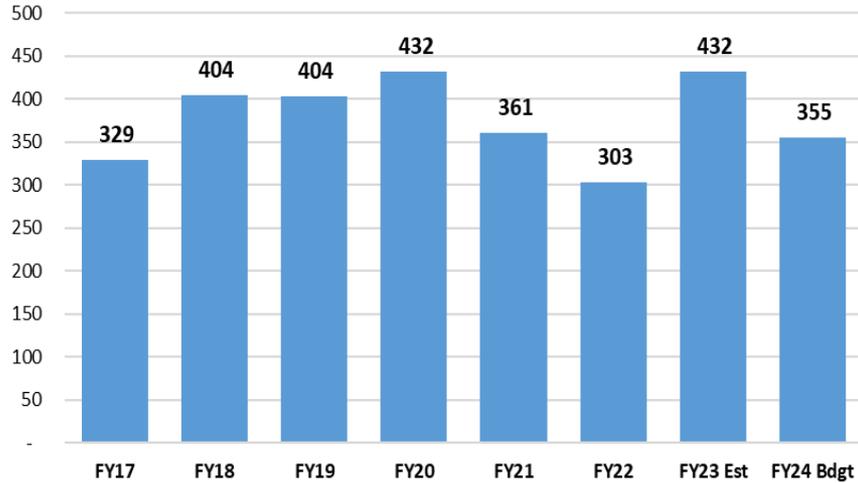


Surgeries by Patient Type %

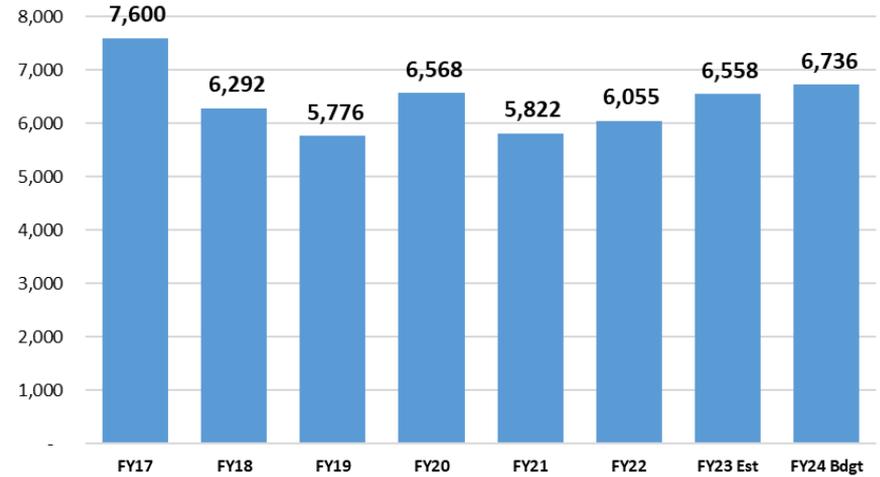


FY24 Trended Budget Volume Graphs

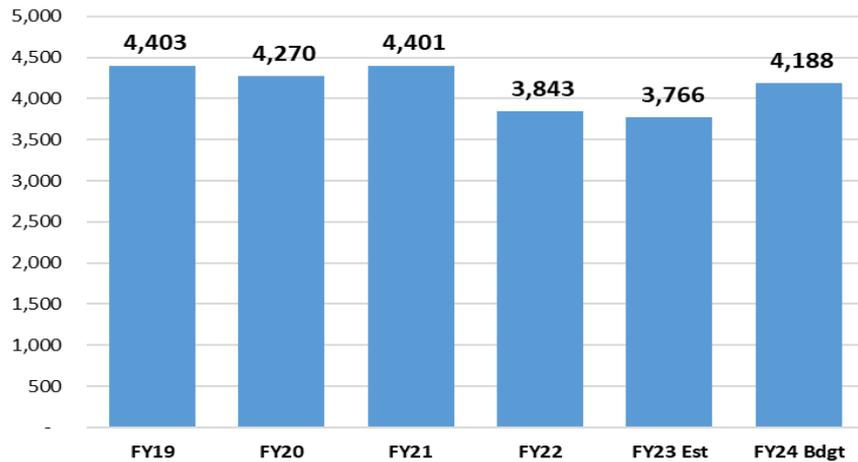
Cardiac Surgeries



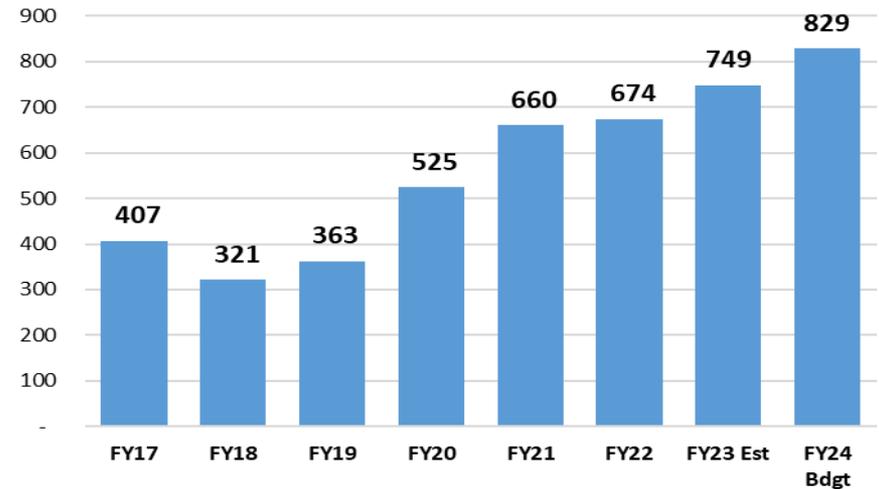
Endoscopy Procedure Hours



Cath Lab Minutes per 100

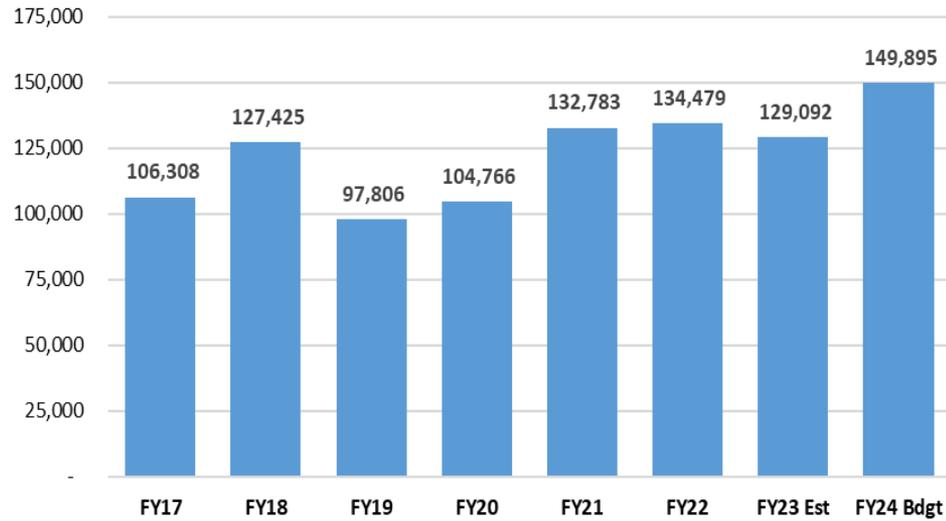


Robotic Surgery Minutes per 100

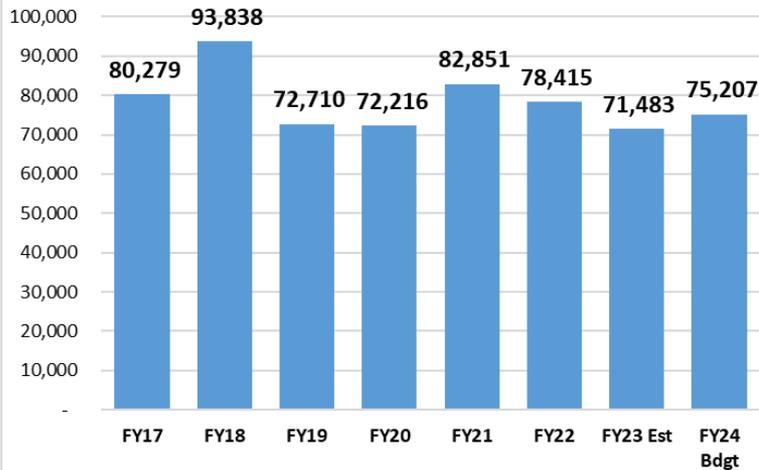


FY24 Trended Budget Volume Graphs

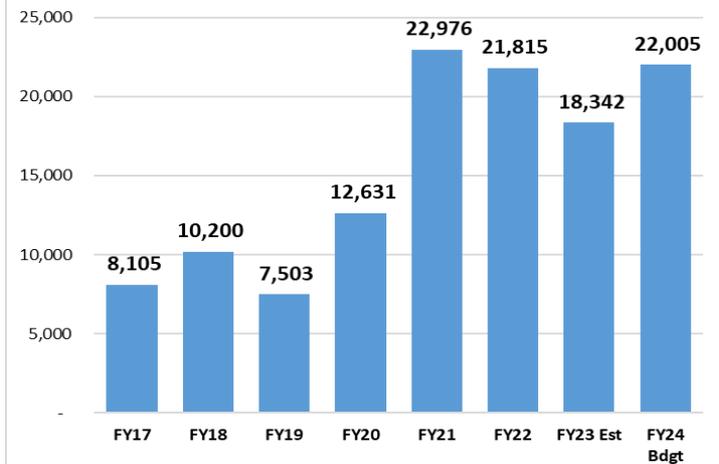
Rural Health Clinics Registrations



Exeter

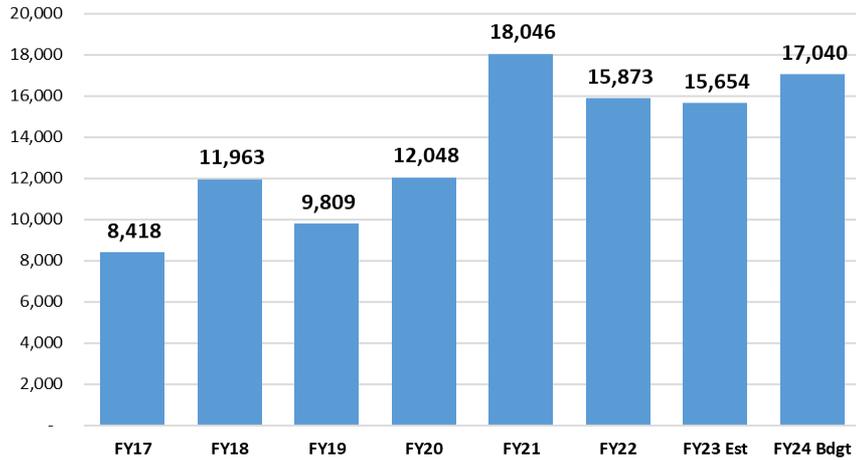


Lindsay

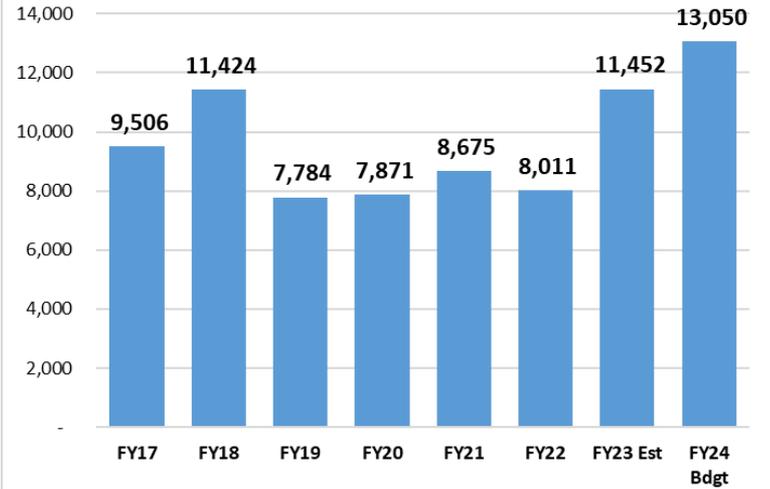


FY24 Trended Budget Volume Graphs

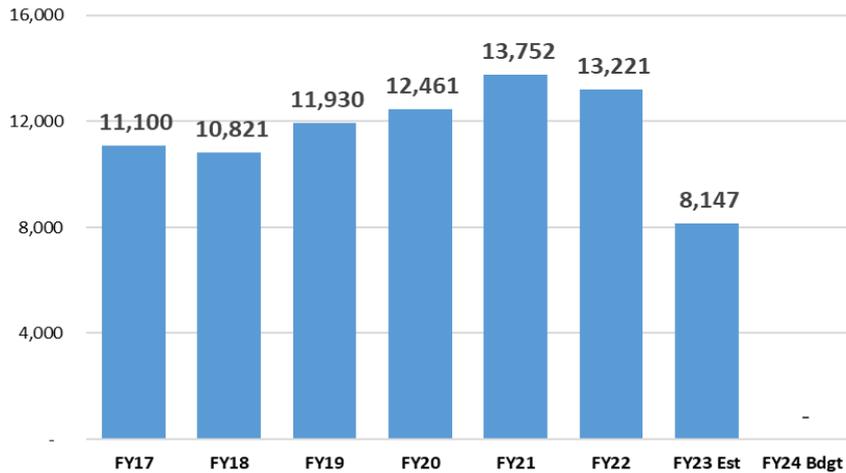
Dinuba



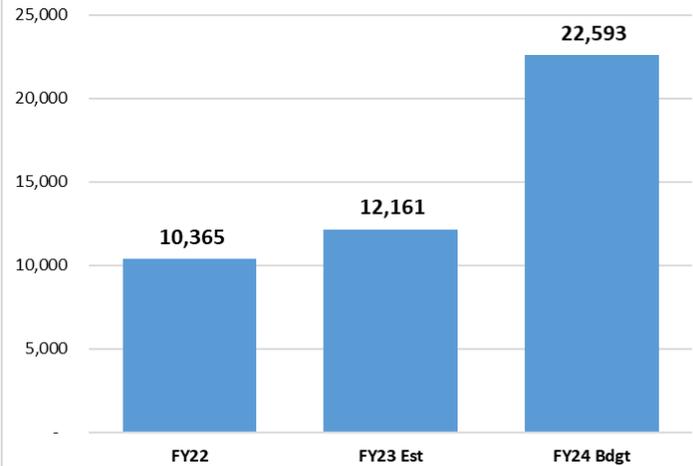
Woodlake



Family Medical Center Registrations

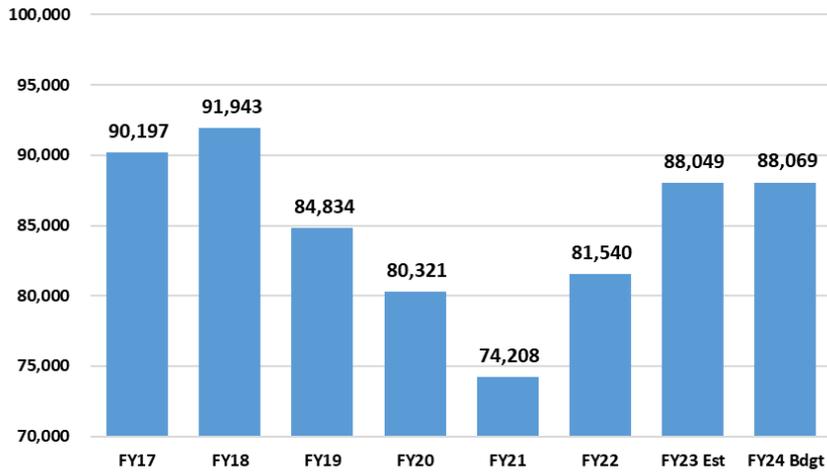


Tulare

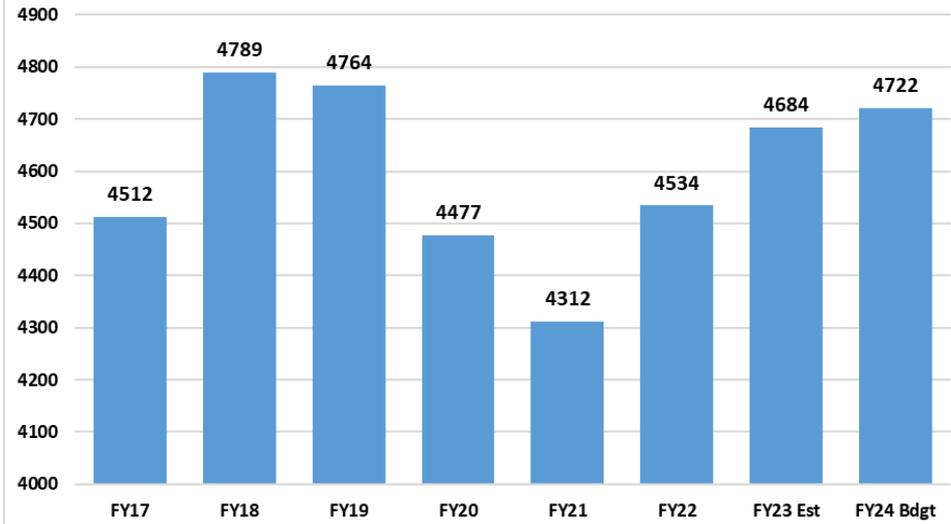


FY24 Trended Budget Volume Graphs

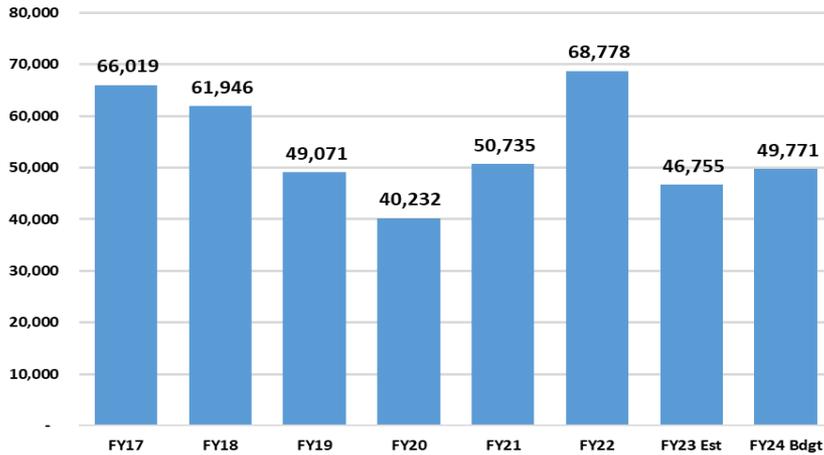
Emergency Visits



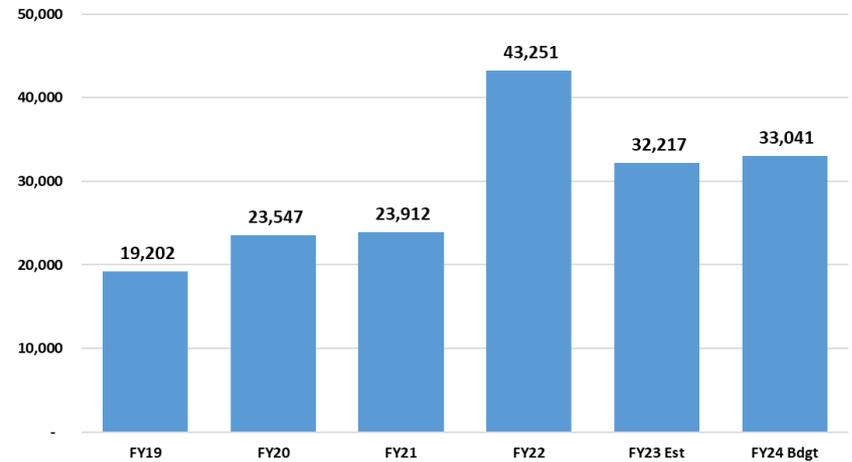
Deliveries



Urgent Care Registrations - Court Street

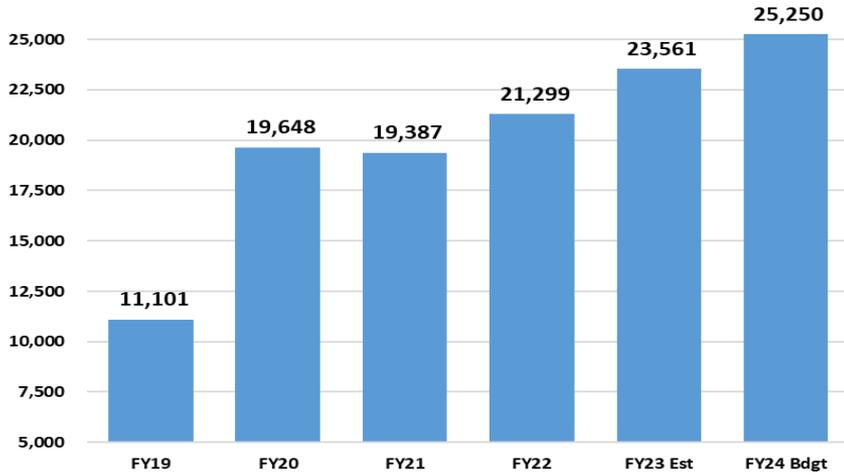


Urgent Care Registrations - Demaree

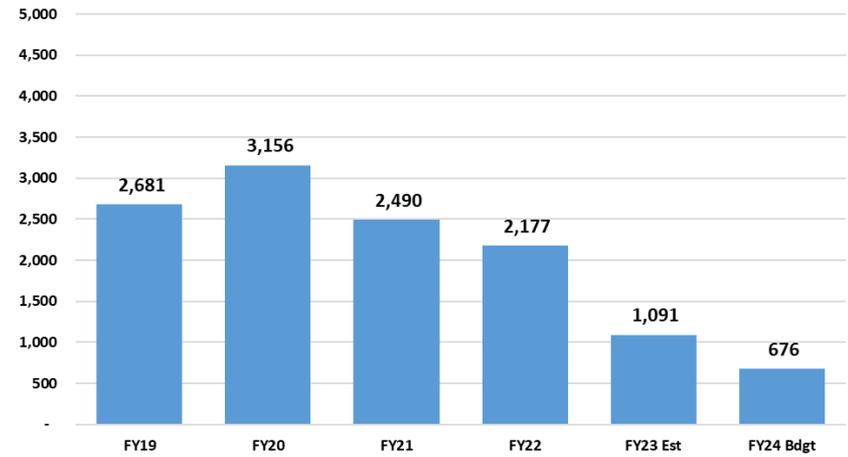


FY24 Trended Budget Volume Graphs

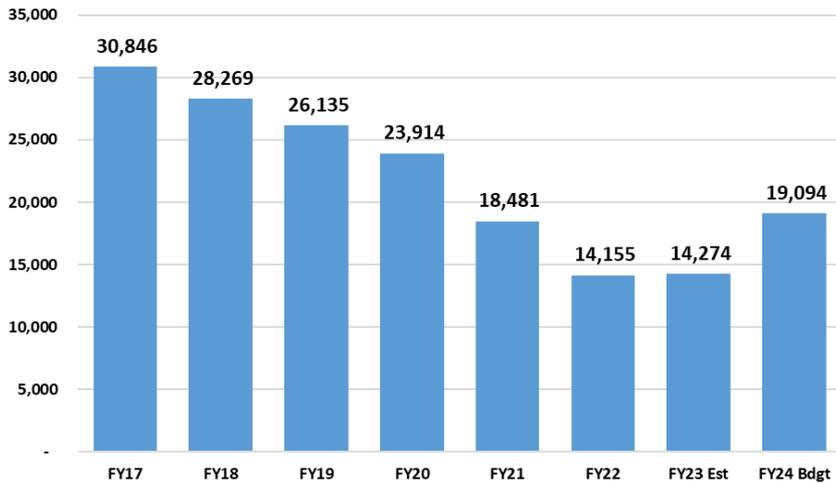
Cardiology Clinic Registrations



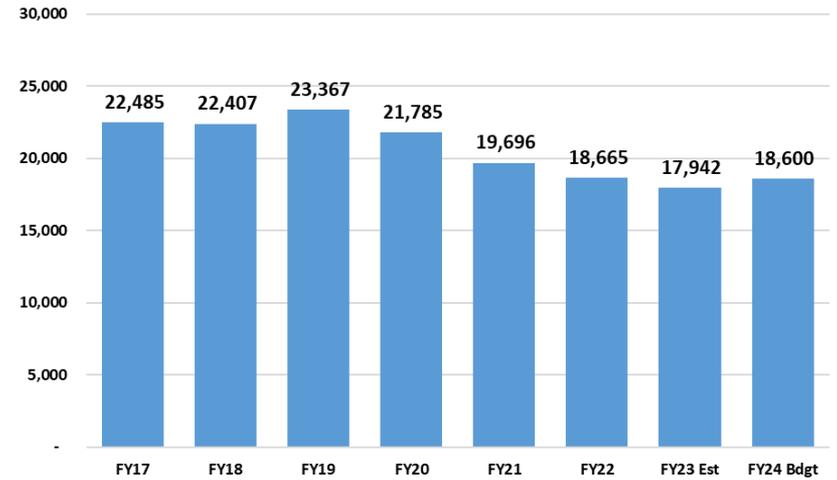
Neuroscience Center Registrations



Wound Care Visits

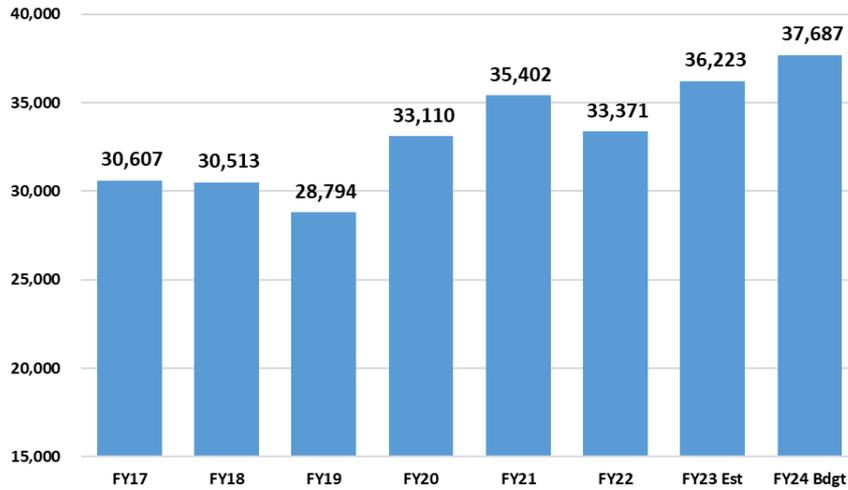


Outpatient Dialysis Treatments

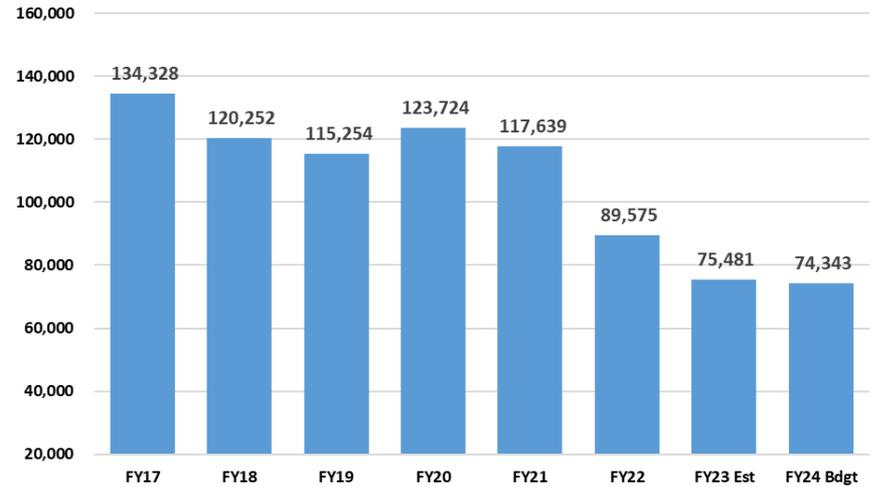


FY24 Trended Budget Volume Graphs

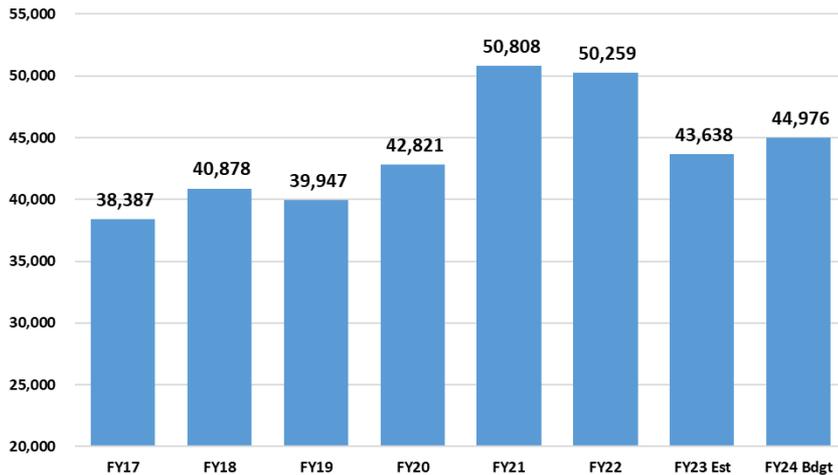
Home Health Outpatient Visits



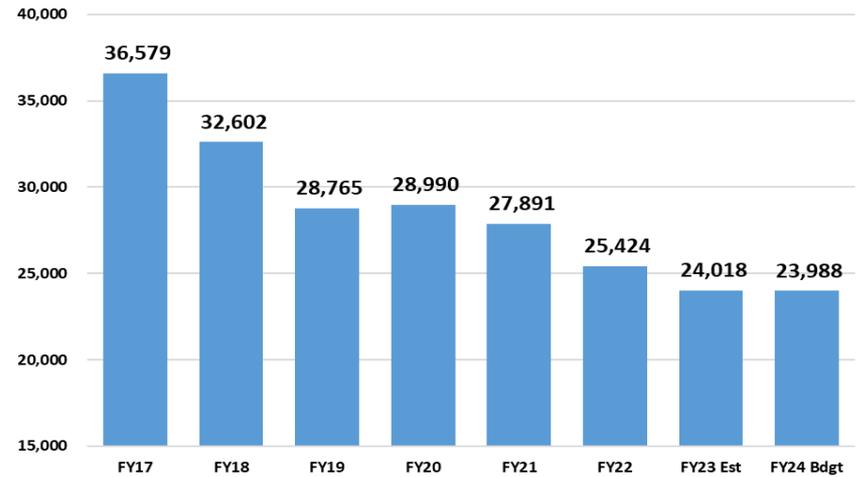
Private Homecare Outpatient Hours



Hospice Outpatient Days

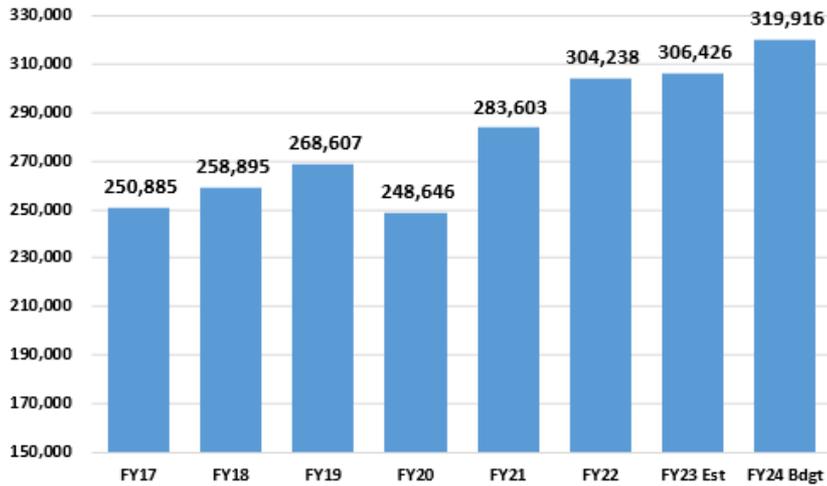


Specialty Home Care Hours

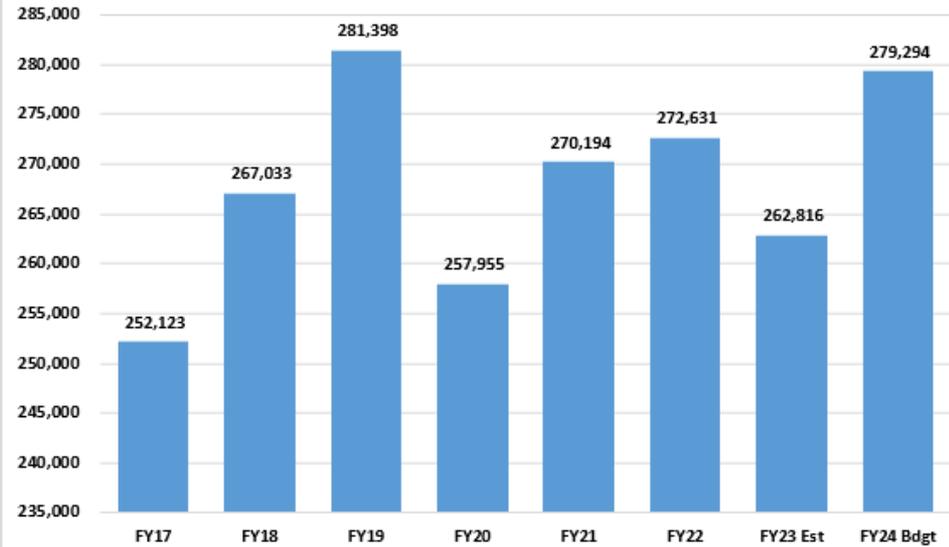


FY24 Trended Budget Volume Graphs

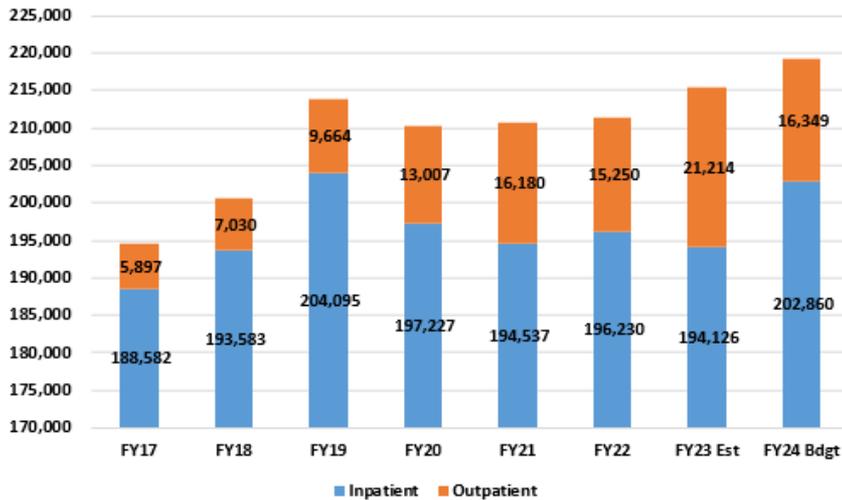
All Modalities Radiology Procedures



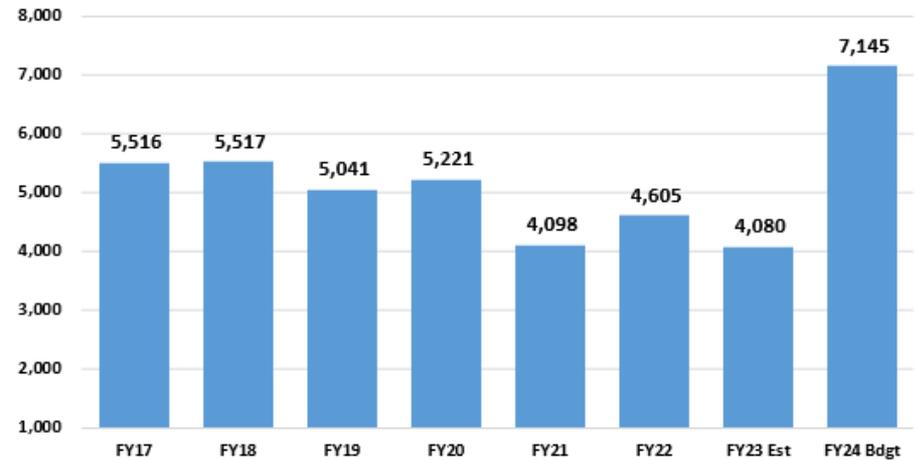
Outpatient Rehabilitation Services



Therapies - ST, PT, OT



Infusion Center



Key Statistical Indicators | Volume

	FY 19 Actual	FY 23 Projected Jul-Apr (10)	FY 24 Budget	Change Bdgt FY24- Proj FY23	% Change from FY23 Proj	% Change from FY19 Actual
Inpatient Days	161,082	156,281	157,410	1,129	0.7%	-2.3%
Emergency Department Visits	84,834	88,049	88,069	20	0.0%	3.8%
Surgery Minutes	11,788	12,051	12,612	561	4.7%	7.0%
Cath Lab Minutes	4,403	3,766	4,188	422	11.2%	-4.9%
Deliveries	4,764	4,656	4,722	66	1.4%	-0.9%
Rural Health Clinic Visits	97,806	116,931	127,302	10,371	8.9%	30.2%
Rural Health Clinic-Tulare Visits	0	12,161	22,593	10,432	85.8%	0.0%
Urgent Care - Court	49,071	46,755	49,771	3,016	6.5%	1.4%
Urgent Care - Demaree	19,202	32,217	33,041	824	2.6%	72.1%
SWHC Family Medicine GME	11,930	8,147	0	0	0	0.0%
Sequoia Cardiology Clinic	11,101	23,561	25,250	1,689	7.2%	127.5%
Neuroscience Center	4,125	2,479	2,735	256	10.3%	-33.7%
Outpatient Rehabilitation Units	9,664	21,214	16,349	(4,865)	-22.9%	69.2%
Physical & Other Therapy Units	274,912	257,701	273,105	15,404	6.0%	-0.7%
Home Health Visits	28,794	36,223	37,687	1,464	4.0%	30.9%
Hospice	39,947	43,638	44,976	1,338	3.1%	12.6%
Radiation Oncology	25,031	22,634	26,147	3,513	15.5%	4.5%
Radiology Xray	117,573	160,927	162,582	1,655	1.0%	38.3%
Radiology CT	49,111	51,432	55,446	4,014	7.8%	12.9%
Radiology MRI	9,199	9,854	9,901	47	0.5%	7.6%
Radiology US	26,756	30,784	29,898	(886)	-2.9%	11.7%

Initial Findings | Additional in-depth analysis

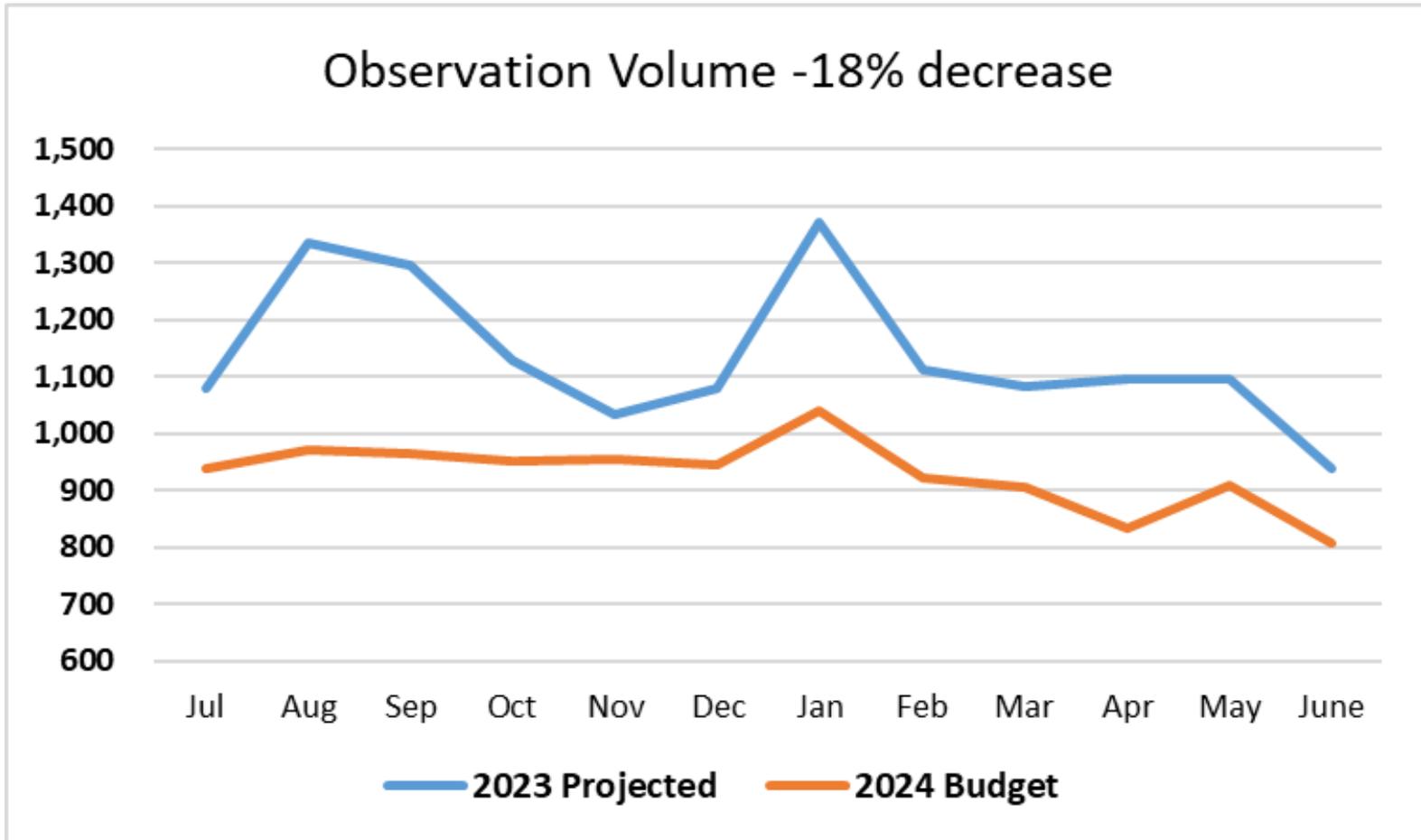
- **Efficiency Ratios - Opportunities**
 - Inpatient Staffing Matrices - increased use of LVNs
 - Benefit from LOS - TBD
 - Observation initiatives - \$2.5M savings
- **Volumes: Follow ups on unexpected variances. Shift from Inpatient Revenue (67%-65%) to Outpatient**
- **Service Lines: relook at those with low margins**
- **Employee Related**
 - New unbudgeted positions FY23 – 16-25 FTEs
 - Vacancy Factor: 125 same as FY23
 - Rate increases FY23 budgeted \$8M plus \$3.4M unbudgeted FY24 - TBD
 - Discussions: Merit increases 1.4% -2.8% (\$5-1\$0M), 401K, Pension, At Risk Compensation, RIFS
 - Employee benefits forecast analysis
- **Other main areas with significant changes**
 - Supplemental Funds and QIP Funds reduced from FY23 by \$11.2M
 - Humana Premium up \$13.5M and Humana Third Party Claims up \$2M
 - Salary and Wages - \$14.5M increase over FY23 primarily from absorbing contract labor. Net Decrease including contract labor is \$19.5M
 - Contract Labor - \$36.7M under FY23 projection
 - Pharmaceuticals up \$1.5M from FY23 projection
 - Insurance up \$755K from FY23 projection

FY2024 | Staff Hours—Full Time Equivalents (FTEs)

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

Excludes KHMG from Projected FY 23

Initial Findings | Observation Initiative



FY2024 | Contract Labor - Preliminary

	FY23 Projection	FY24 Budget	FY24 Budget - FY23 Projection
Contract Labor	\$50,578,008	\$17,087,708	\$33,490,300
Highest Spend			
Emergency-ED	\$6,972,696	\$2,839,075	(\$4,133,621)
M/S CDU-2S	\$3,176,809	\$2,746,904	(\$429,905)
M/S Ortho Neuro-4S	\$5,290,148	\$2,642,571	(\$2,647,577)
M/S Oncology-3S	\$3,035,774	\$2,478,309	(\$557,465)
Labor Delivery	\$4,209,626	\$1,703,445	(\$2,506,181)
ICCU-15	\$4,884,162	\$1,137,450	(\$3,746,712)
Telemetry-4T	\$2,979,309	\$960,935	(\$2,018,374)
Neonatal ICU-NICU	\$1,423,175	\$814,320	(\$608,855)
Nuclear Medicine-KDMC	\$778,500	\$624,000	(\$154,500)
Finance	\$228,842	\$288,760	\$59,918
Cardiovascular ICU-CVICU	\$1,016,122	\$283,908	(\$732,214)
Nuclear Medicine-KDDC	\$10,735	\$176,280	\$165,545
SRCC Medical Oncology-Visalia	\$151,967	\$117,354	(\$34,613)
Precert/Benefits Verification	\$0	\$60,480	\$60,480
CT Scan-KDMC	\$726,528	\$55,040	(\$671,488)
ST-KDMC	\$98,200	\$52,000	(\$46,200)
Centralized Scheduling	\$7,874	\$40,493	\$32,619
Patient Access Services	\$65,473	\$40,464	(\$25,009)
Patient Access-ED	\$0	\$25,920	\$25,920

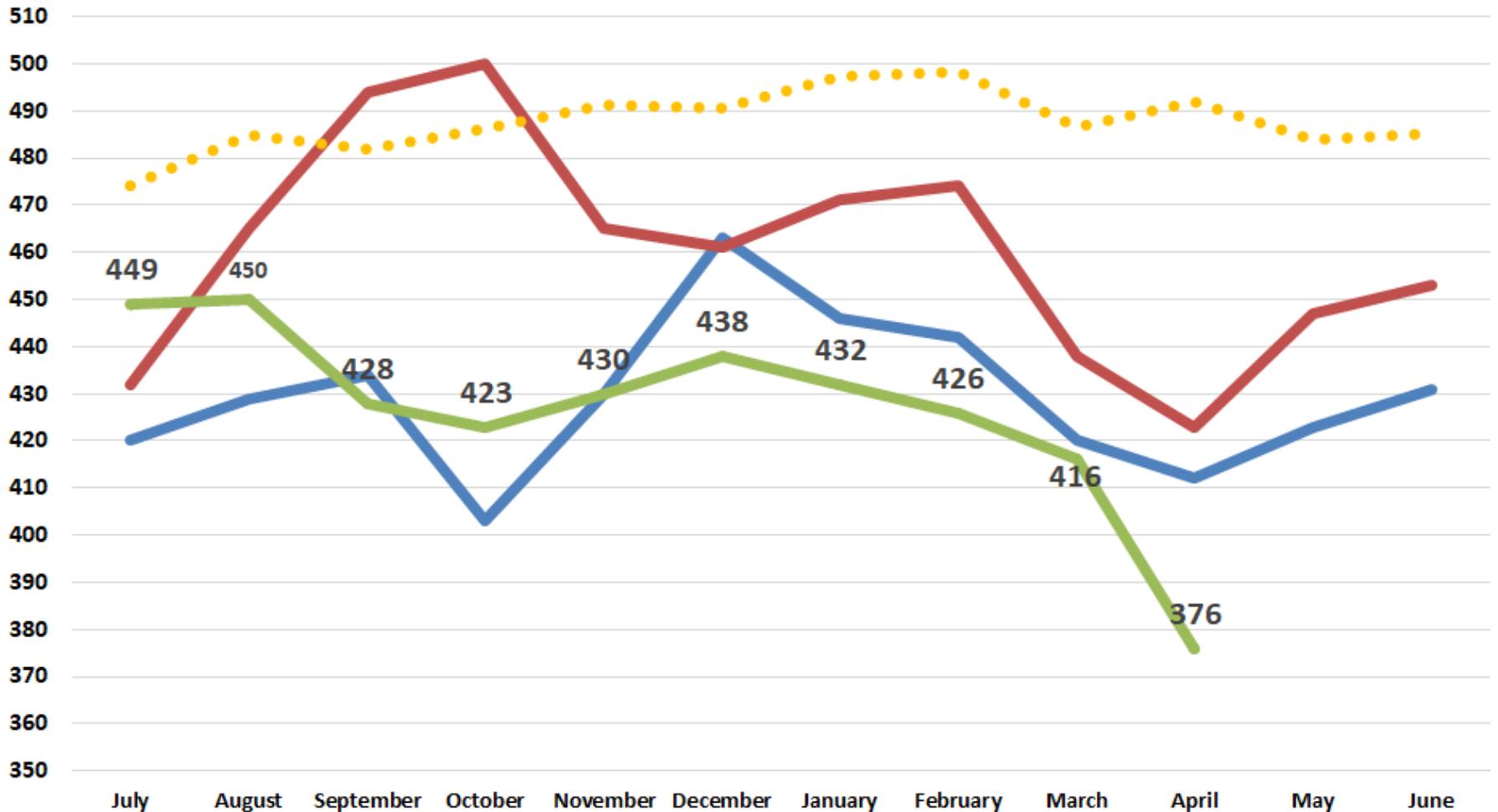
FY2024 | Capital Budget (000's)

	Budget 2023	Budget FY24
Total Capital Requests	\$22,122	\$16,644
Total Rejected/Deferred	(\$6,122)	
Total	\$16,000	\$14,000
 <i>Breakdown of Items in Review</i>		
<i>Infrastructure Maintenance</i>	\$2,776	\$3,740
<i>Facilities Construction Projects & Planning</i>	\$1,212	\$970
<i>Information Services (ISS)</i>	\$2,199	\$5,000
<i>Director Requests</i>	\$9,813	\$6,934
<i>In Review</i>	\$16,000	\$16,644
 Funding Sources		
Capital FY23	\$16,000	\$14,000
General Contingency Capital	\$340	
FY 2023 Capital Budget	\$16,340	\$14,000

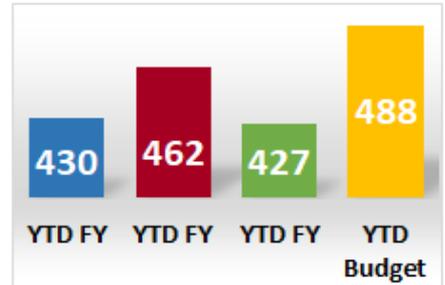
Statistical Report

April 2023

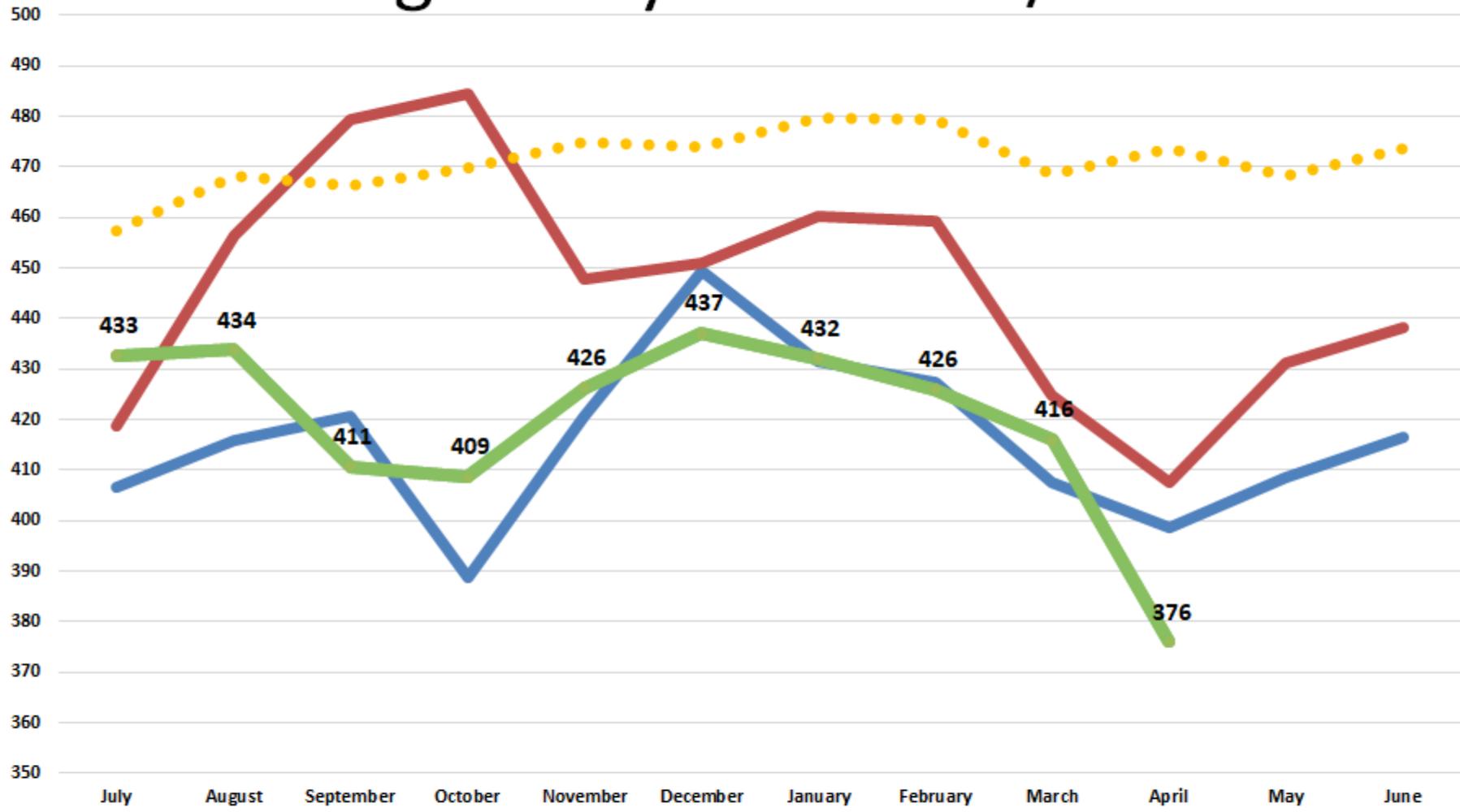
Average Daily Census



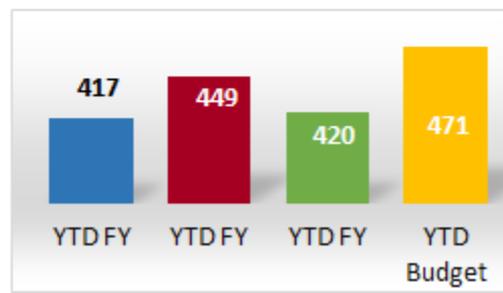
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



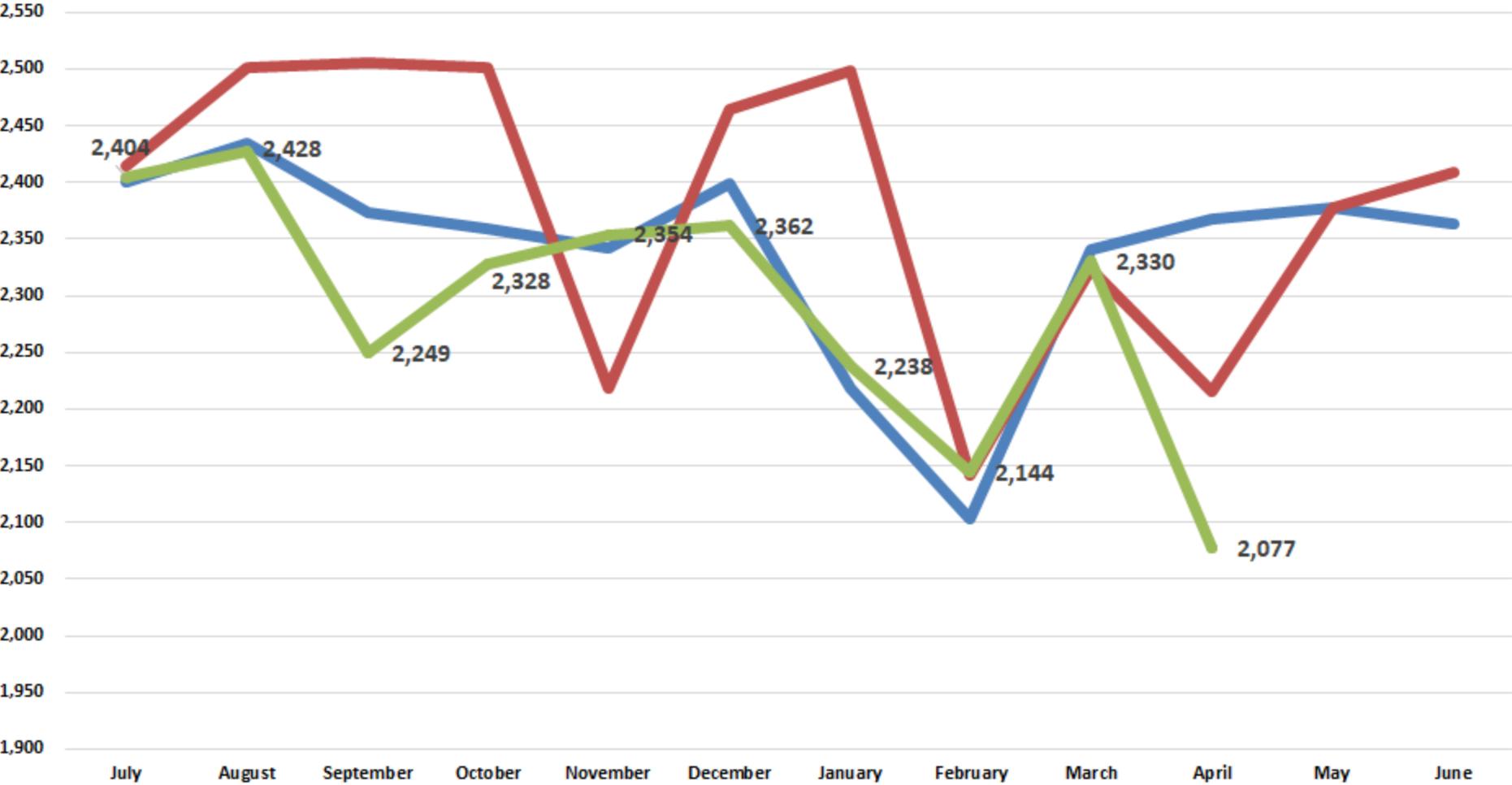
Average Daily Census w/o TCS



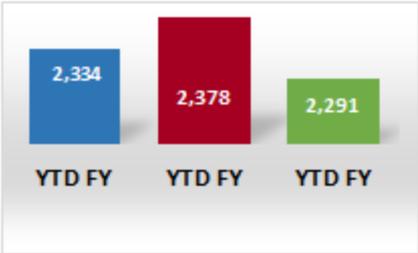
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



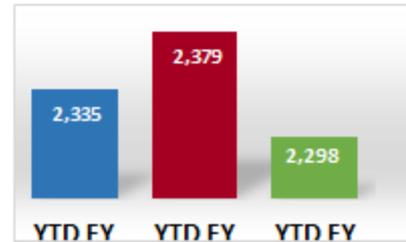
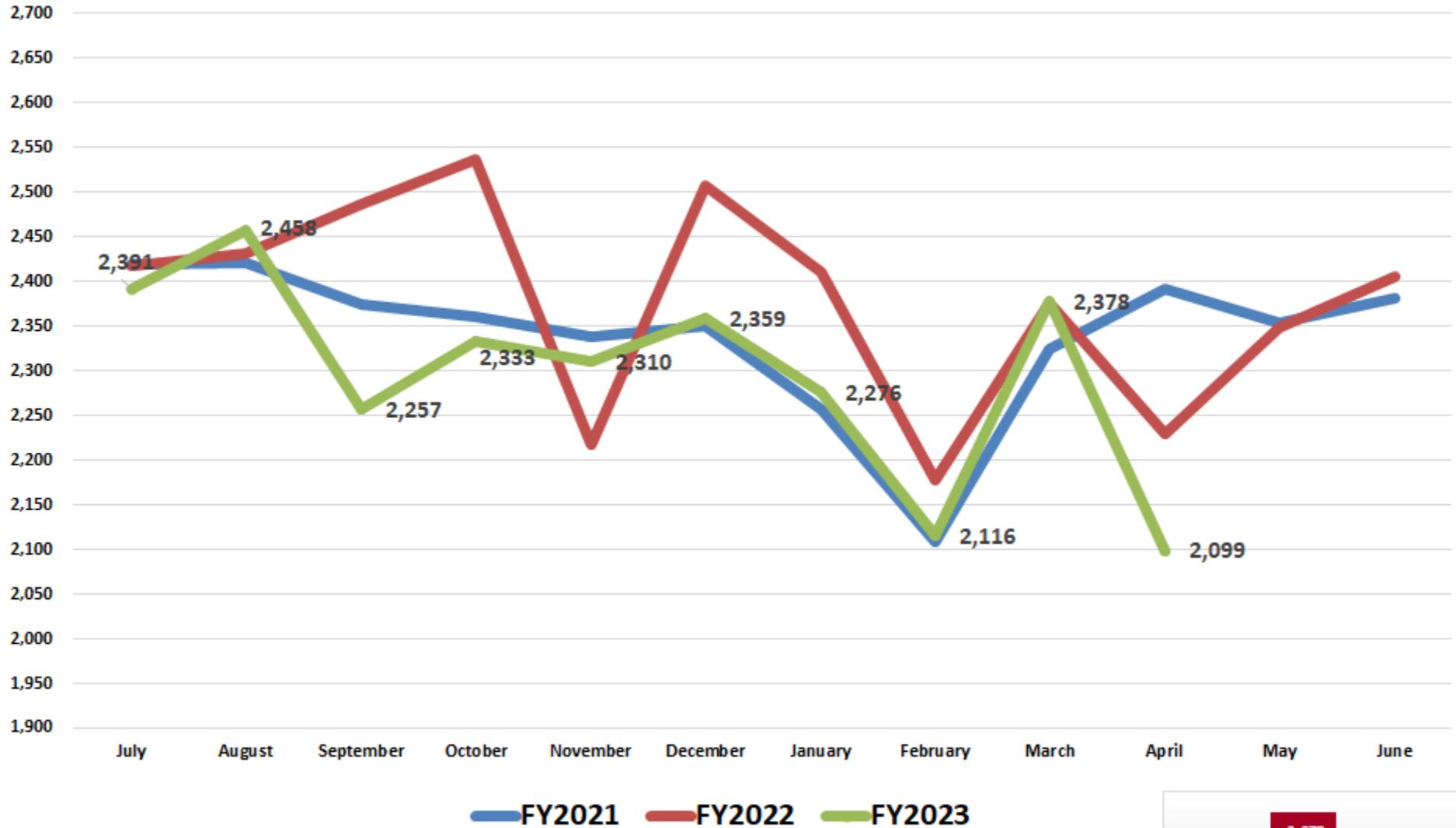
Admissions



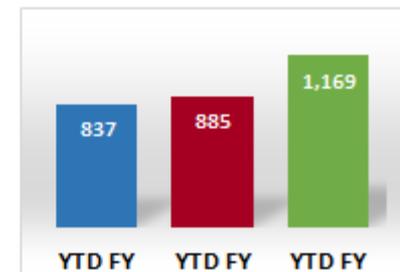
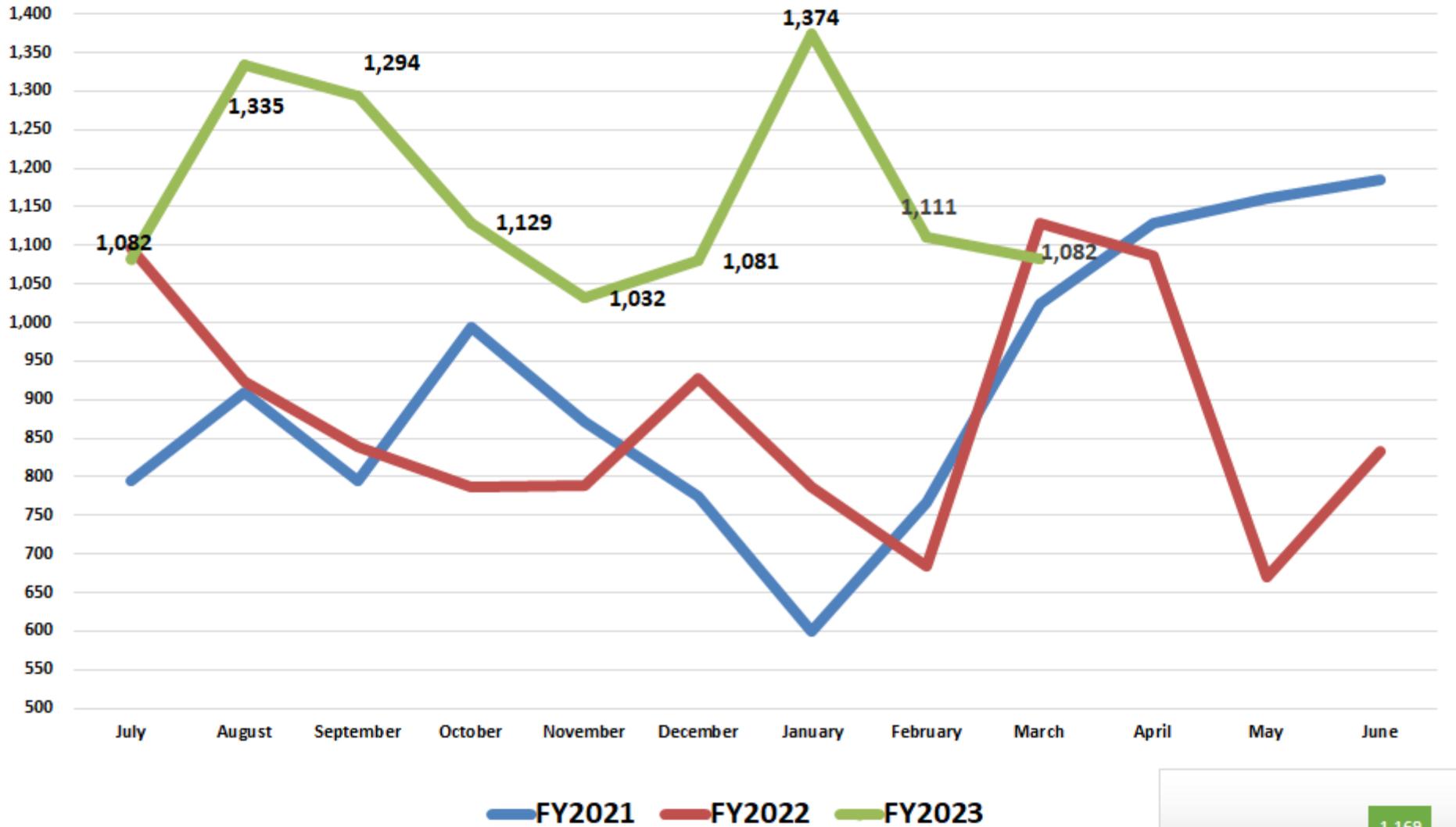
— FY2021 — FY2022 — FY2023



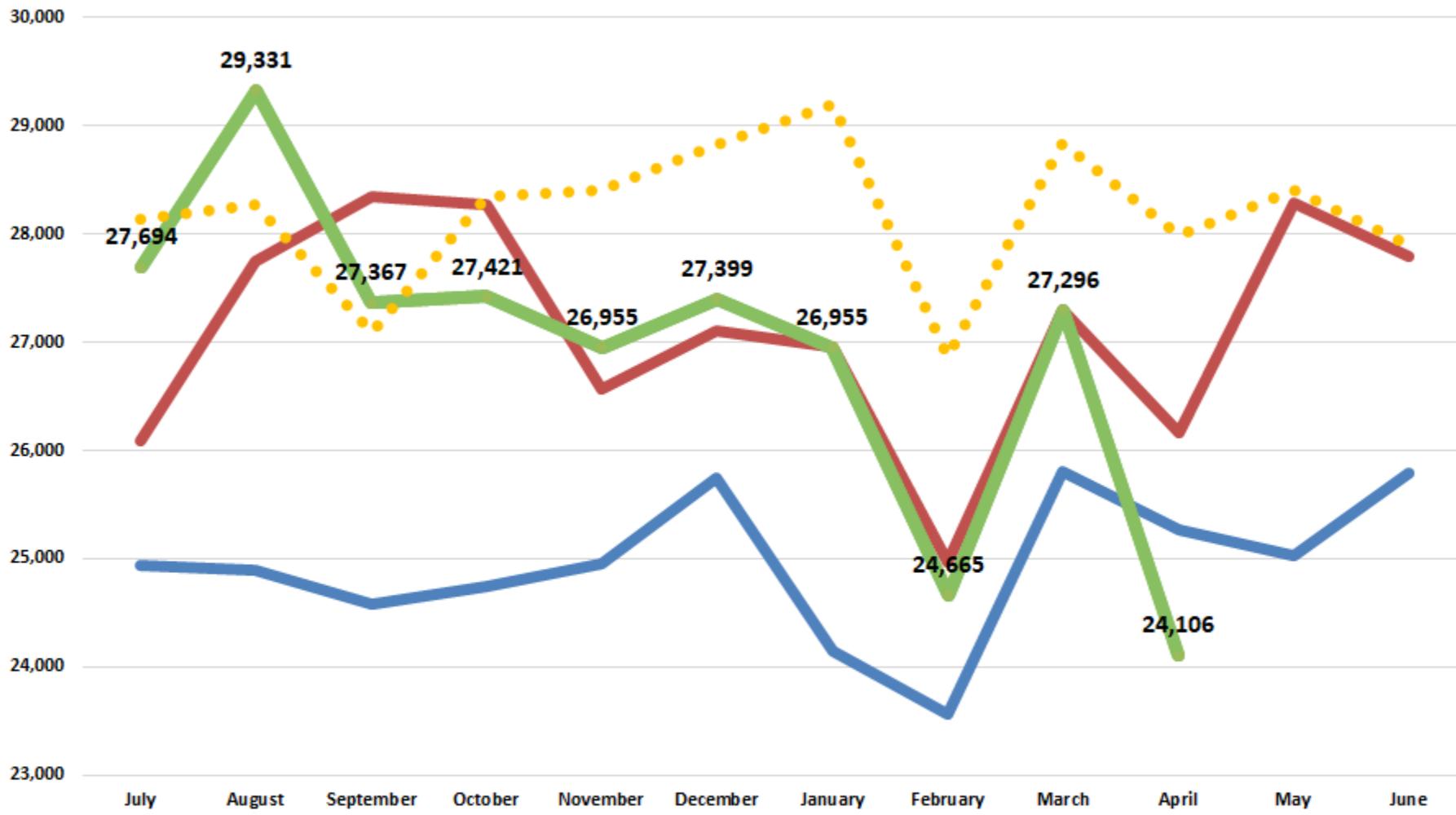
Discharges



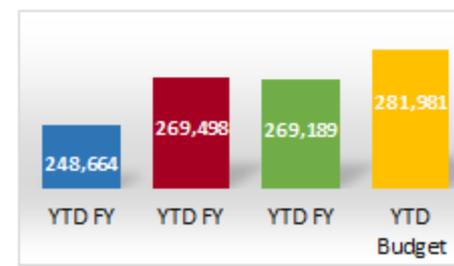
Observation Days



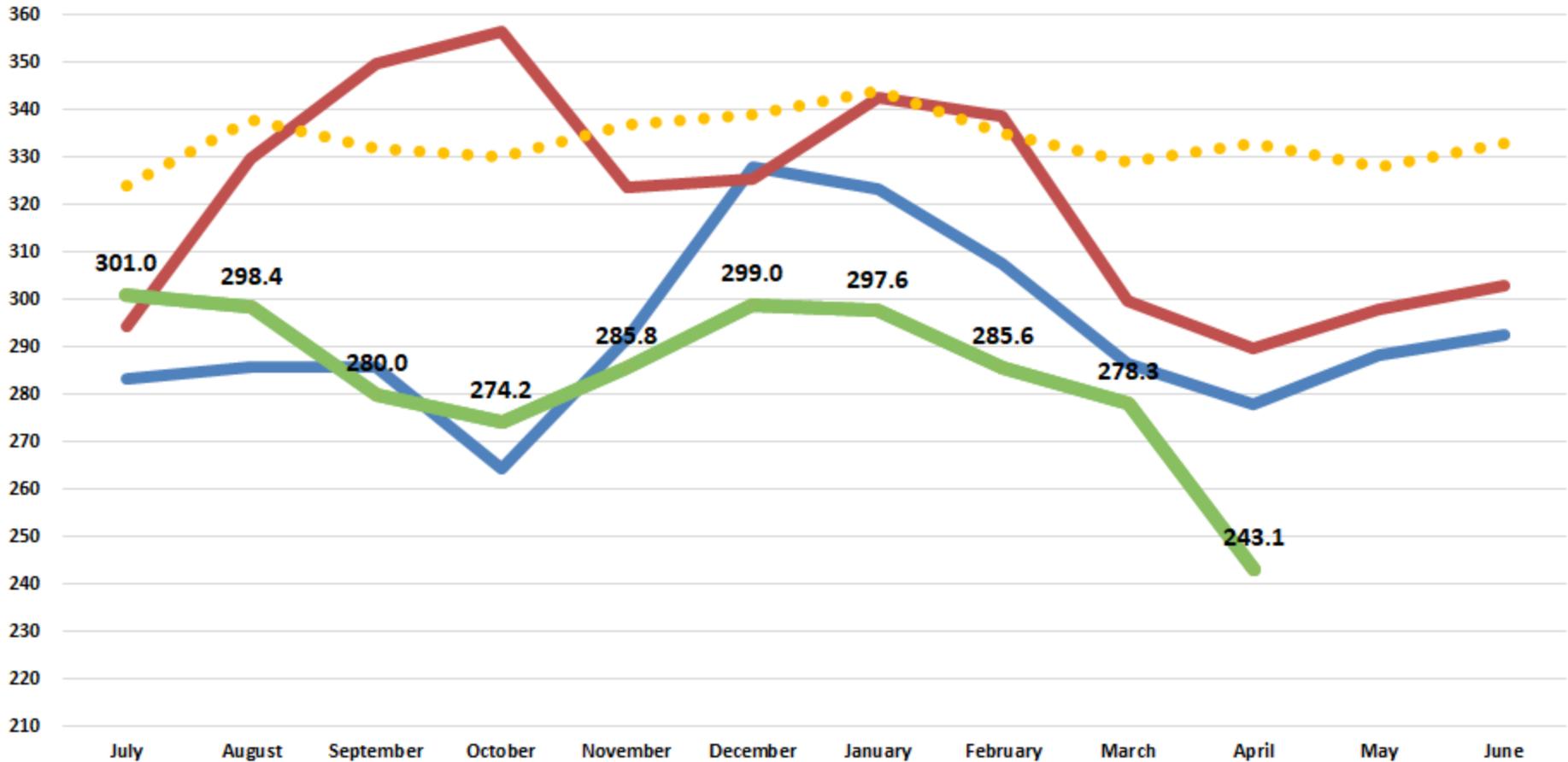
Adjusted Patient Days



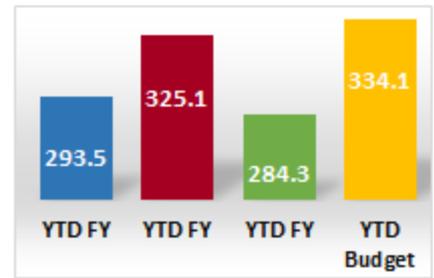
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



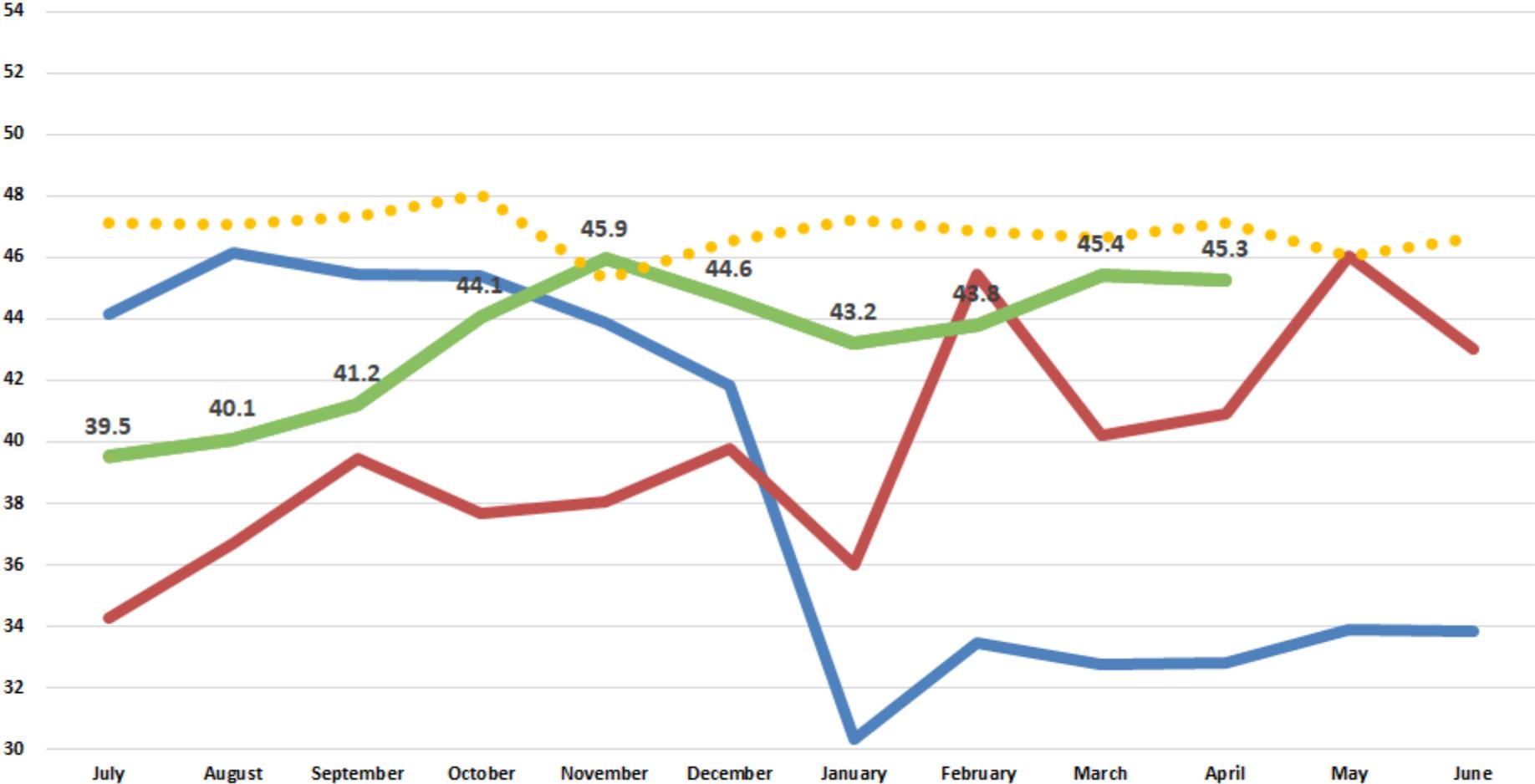
Medical Center (Avg Patients Per Day)



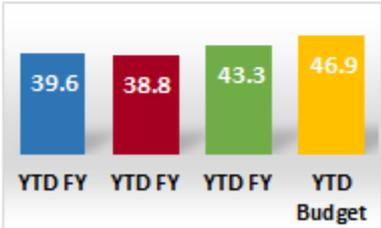
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



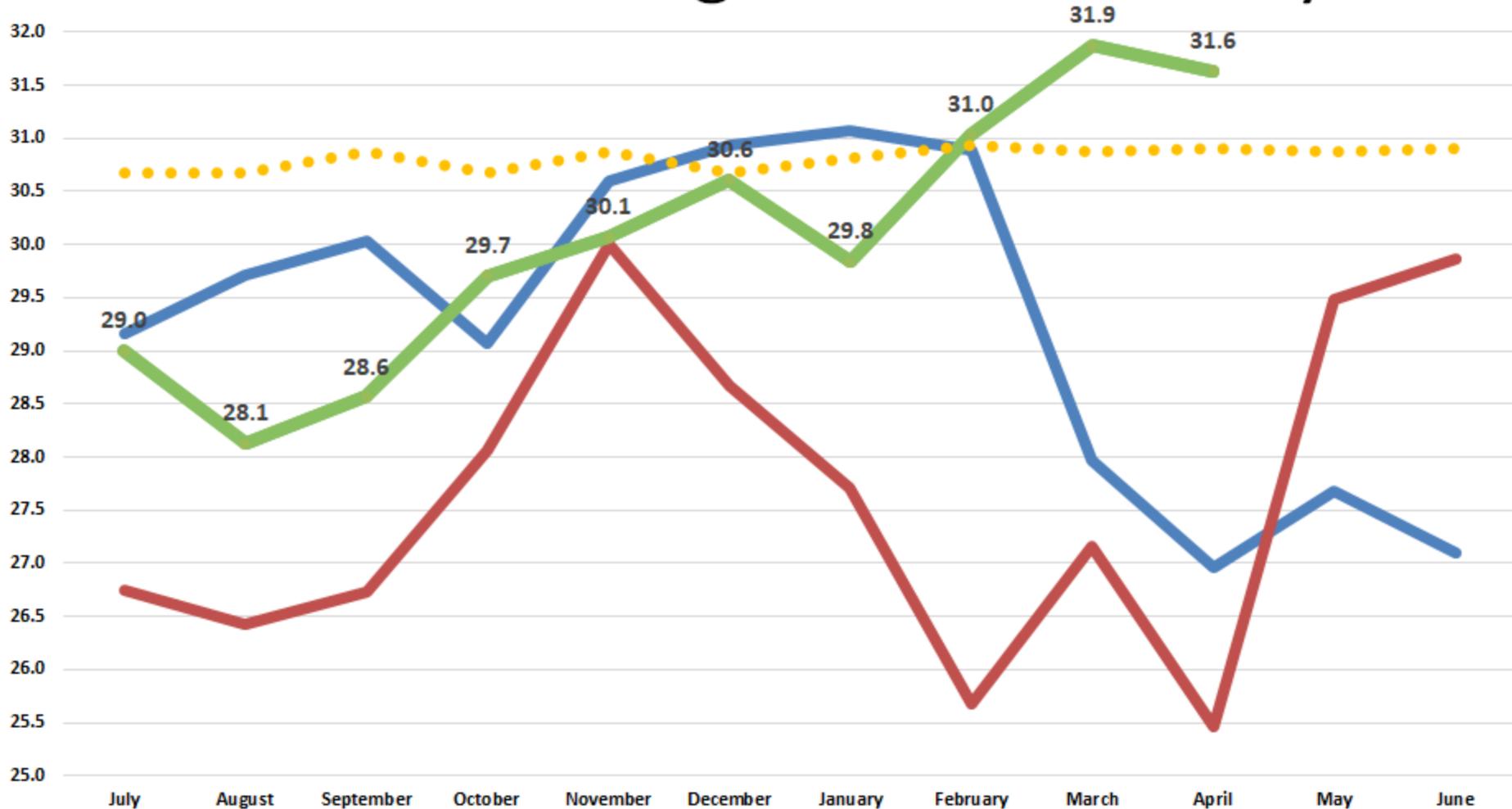
Acute I/P Psych (Avg Patients Per Day)



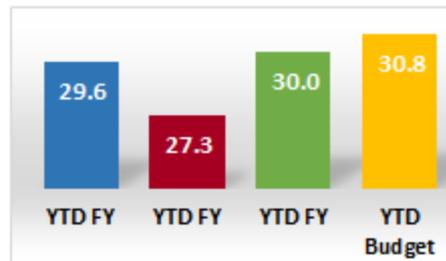
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



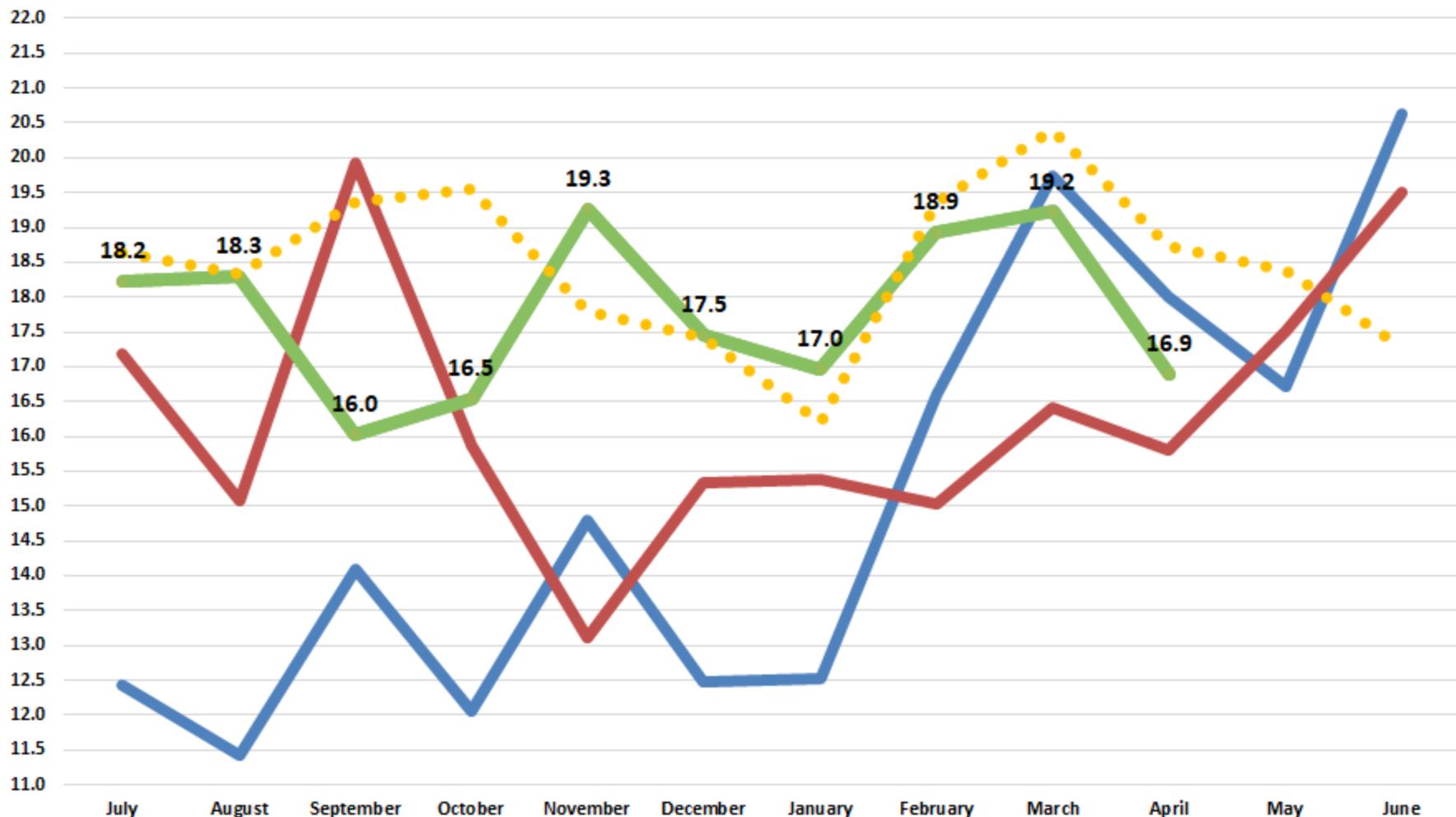
Sub-Acute - Avg Patients Per Day



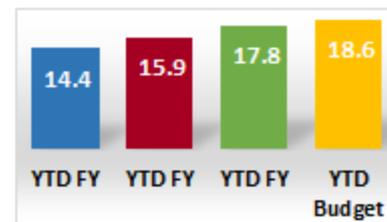
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



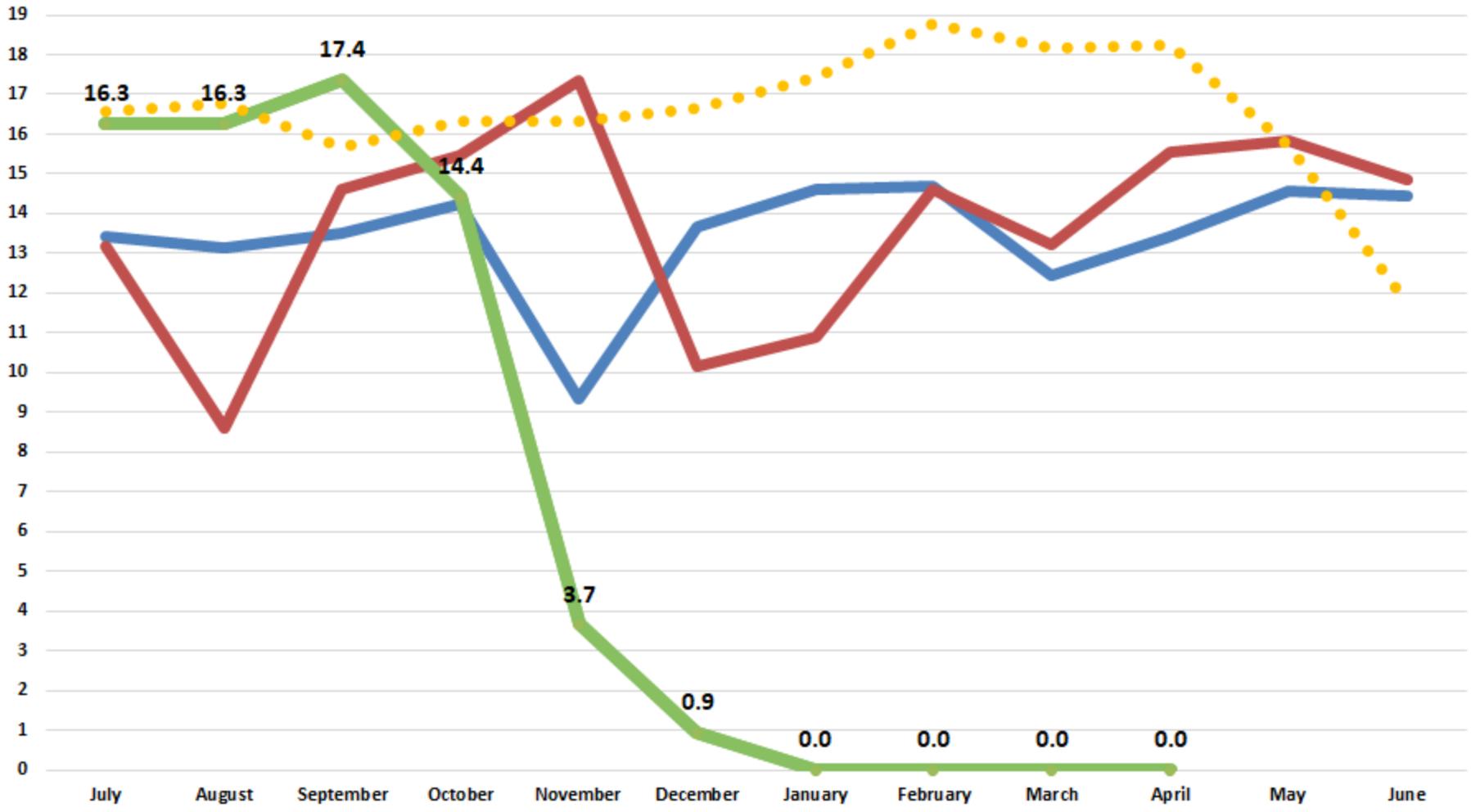
Rehabilitation Hospital - Avg Patients Per Day



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



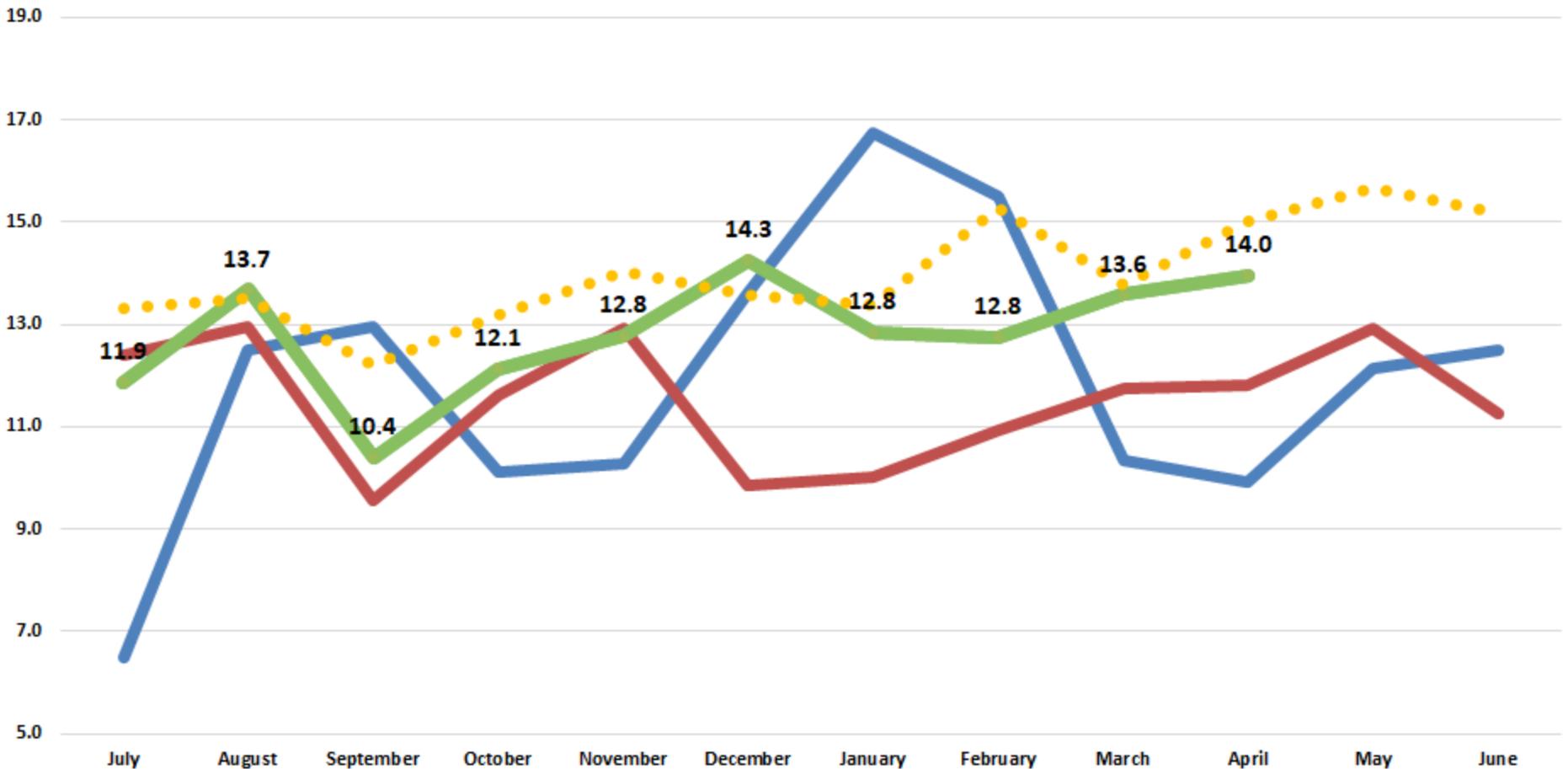
Transitional Care Services (TCS) - Avg Patients Per Day



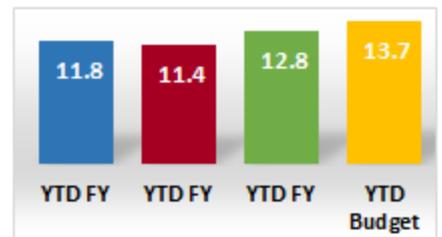
— FY2021
 — FY2022
 — FY2023
 ●●● Budget

13.2	13.4	6.9	17.1
YTD FY	YTD FY	YTD FY	YTD Budget

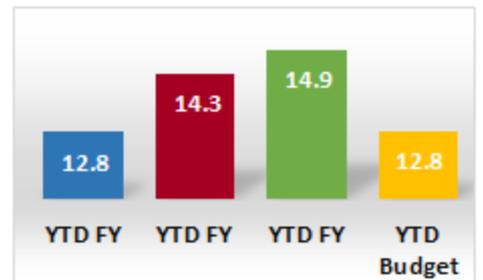
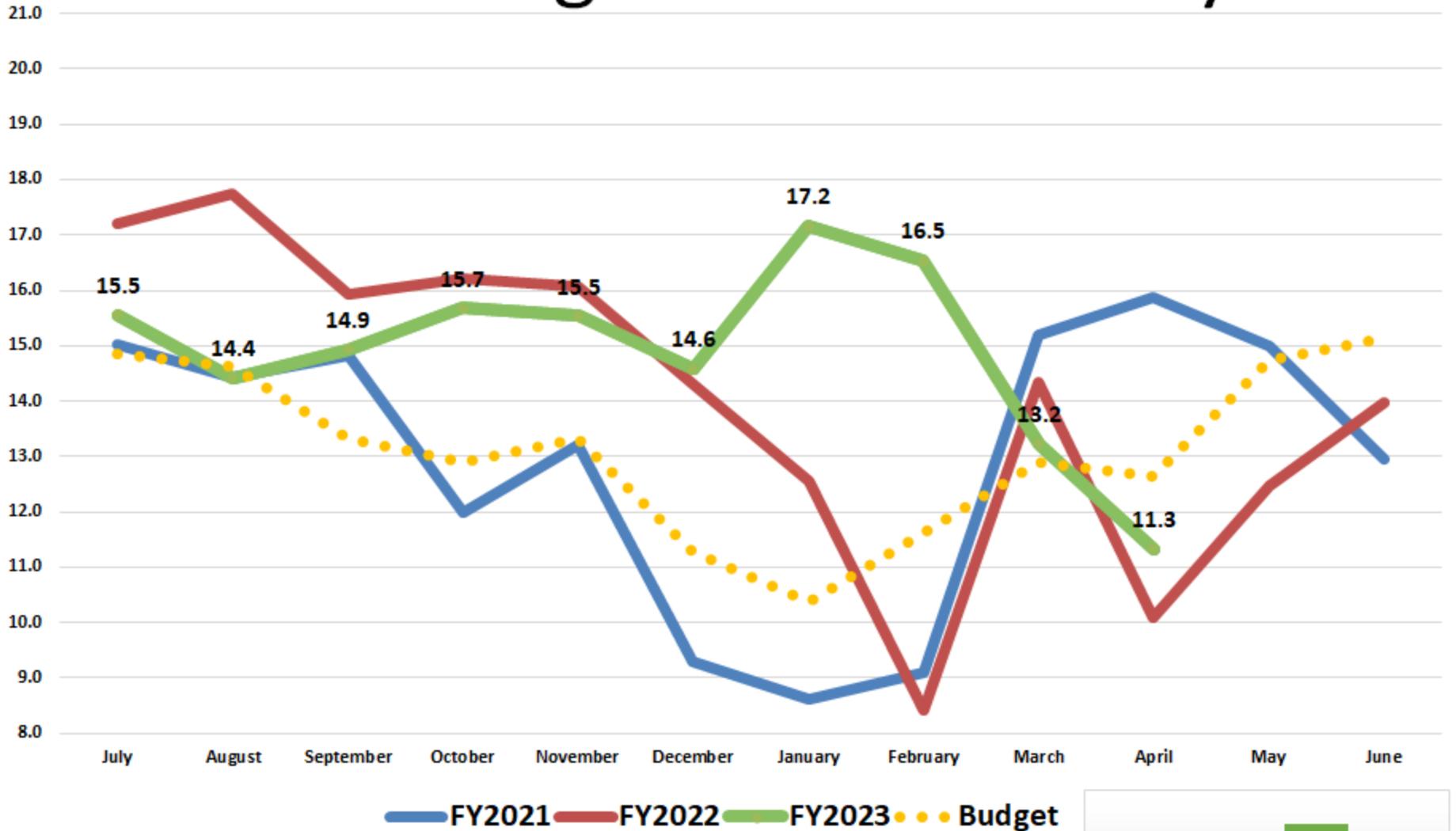
TCS Ortho - Avg Patients Per Day



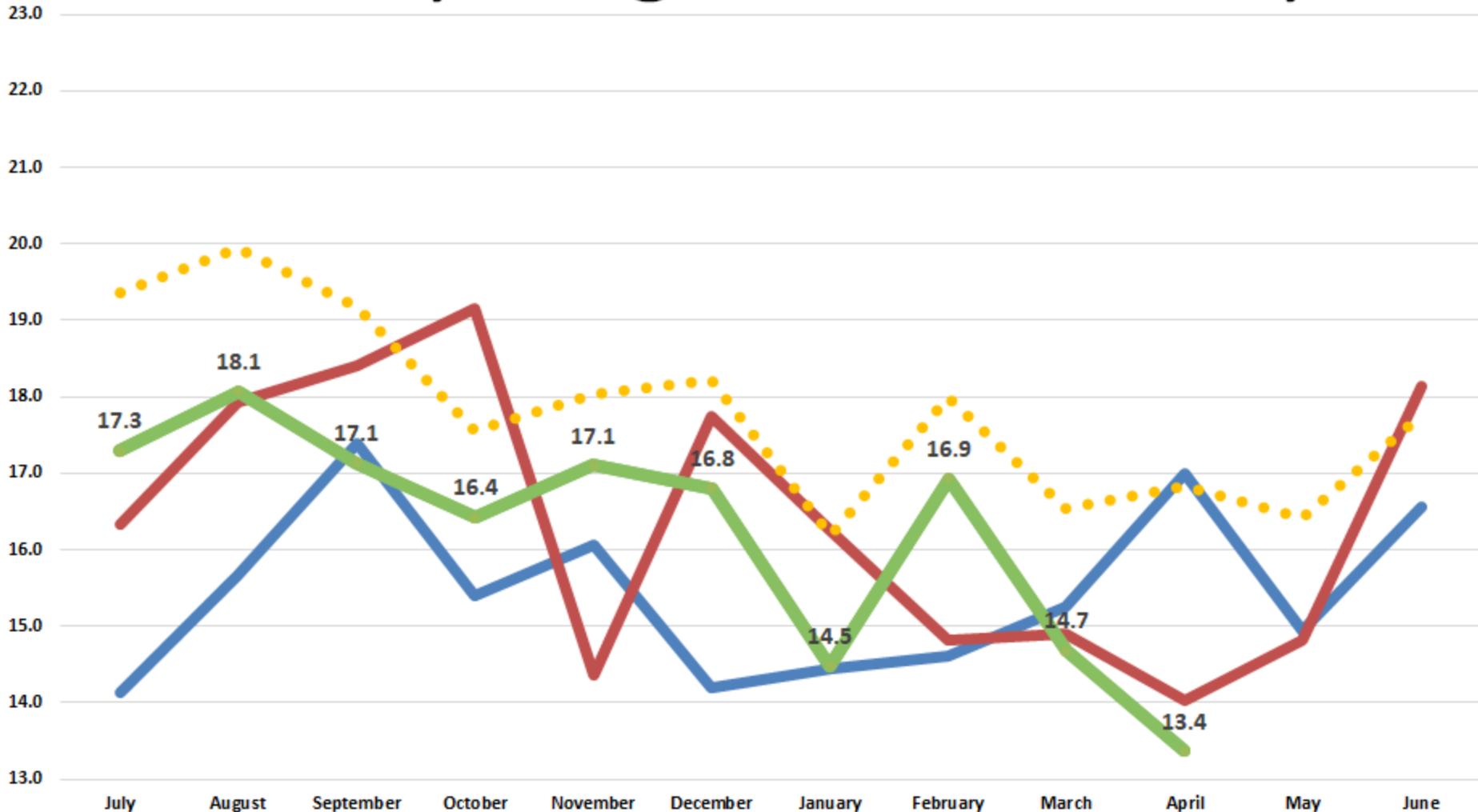
— FY2021
 — FY2022
 — FY2023
 ••• Budget



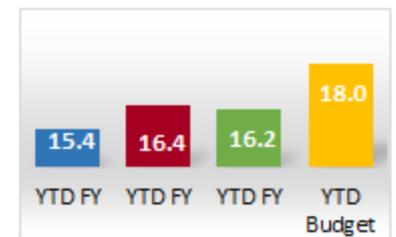
NICU - Avg Patients Per Day



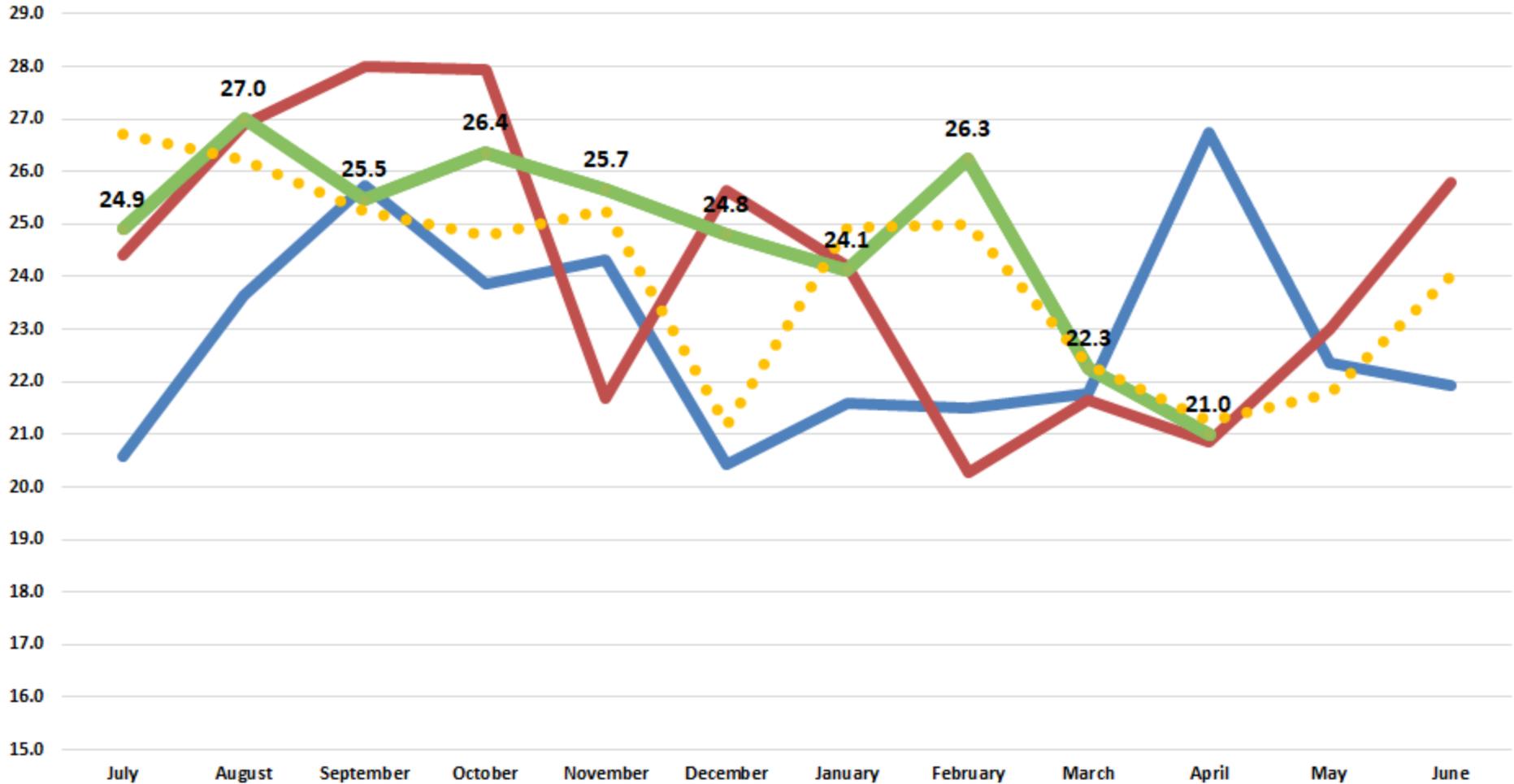
Nursery - Avg Patients Per Day



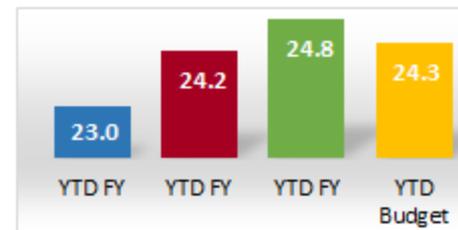
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



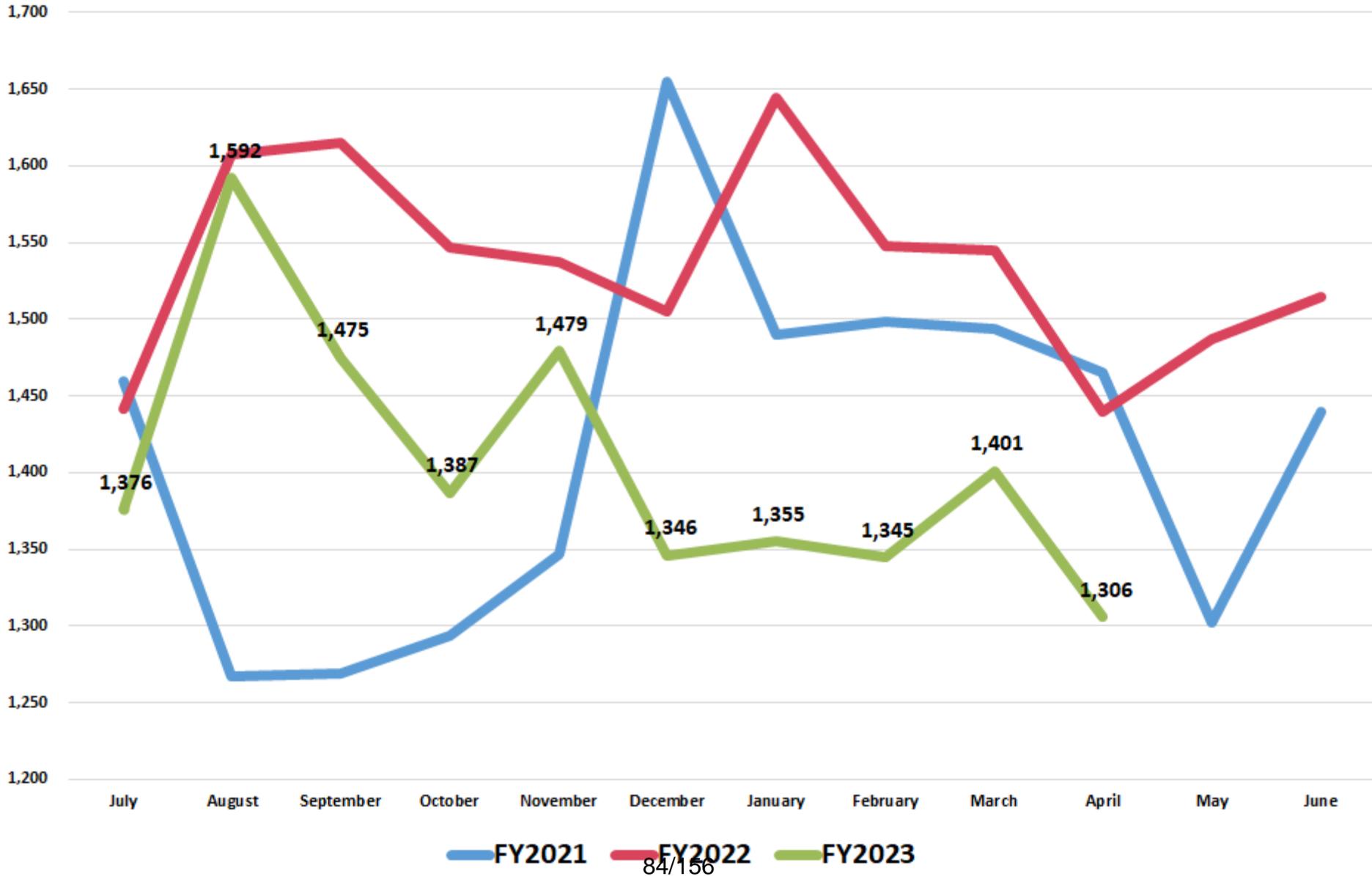
Obstetrics - Avg Patients Per Day



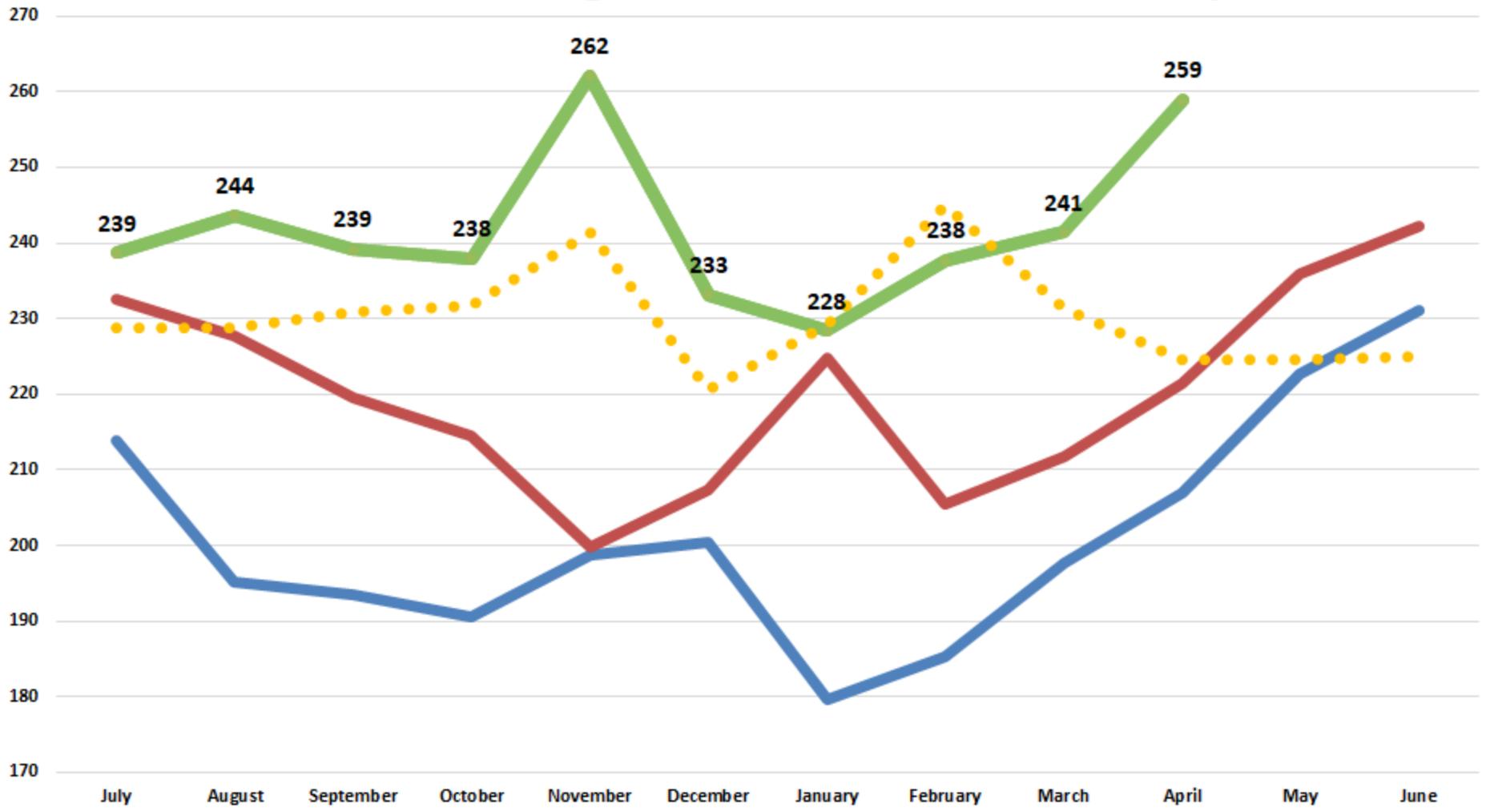
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



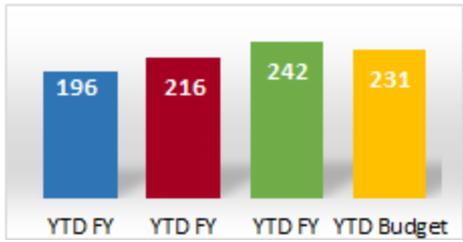
Outpatient Registrations Per Day



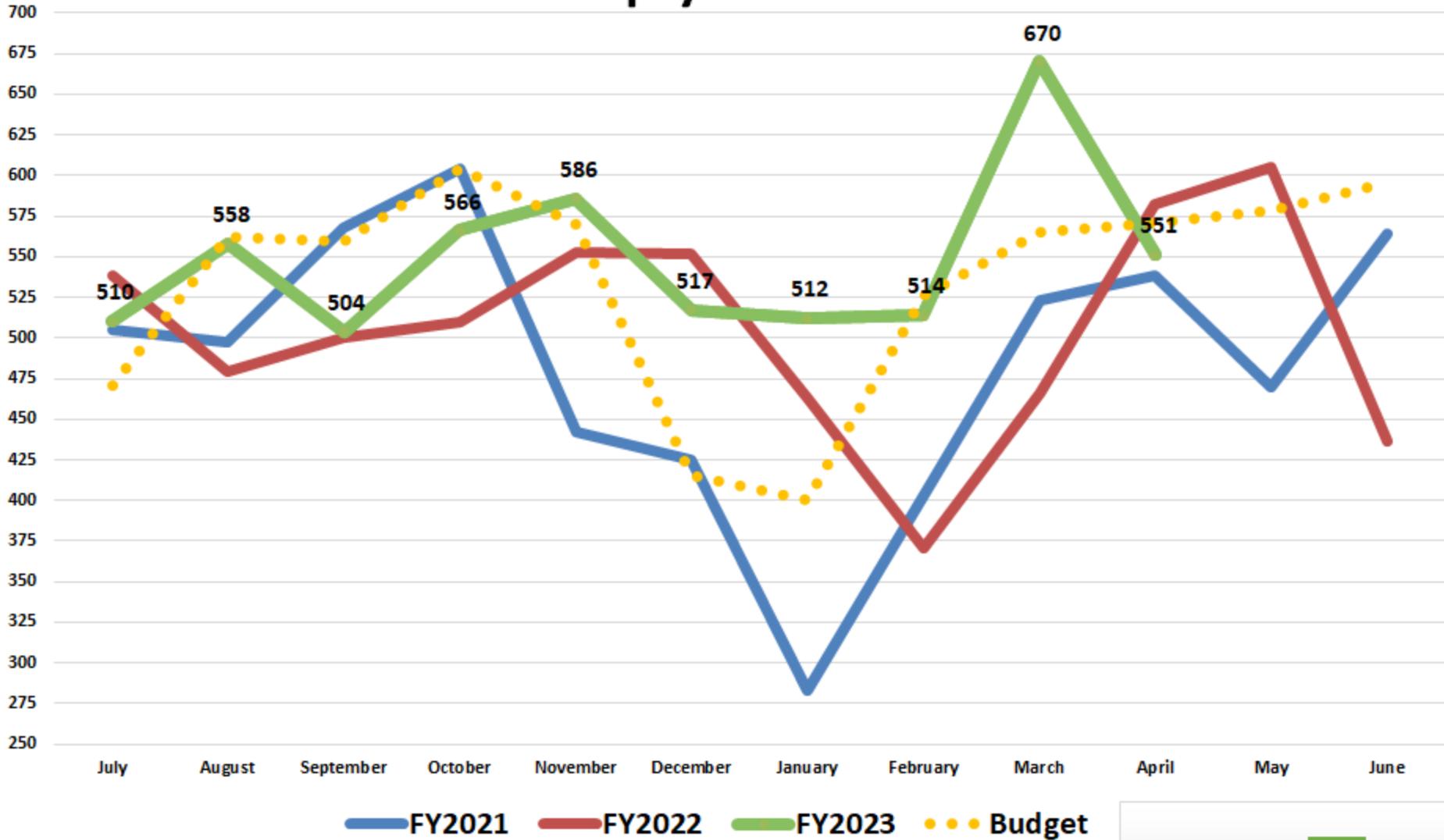
ED - Avg Treated Per Day



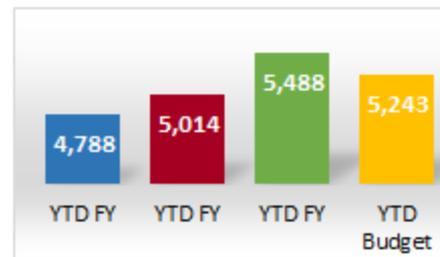
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



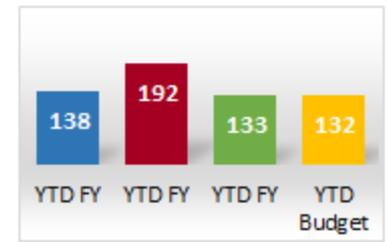
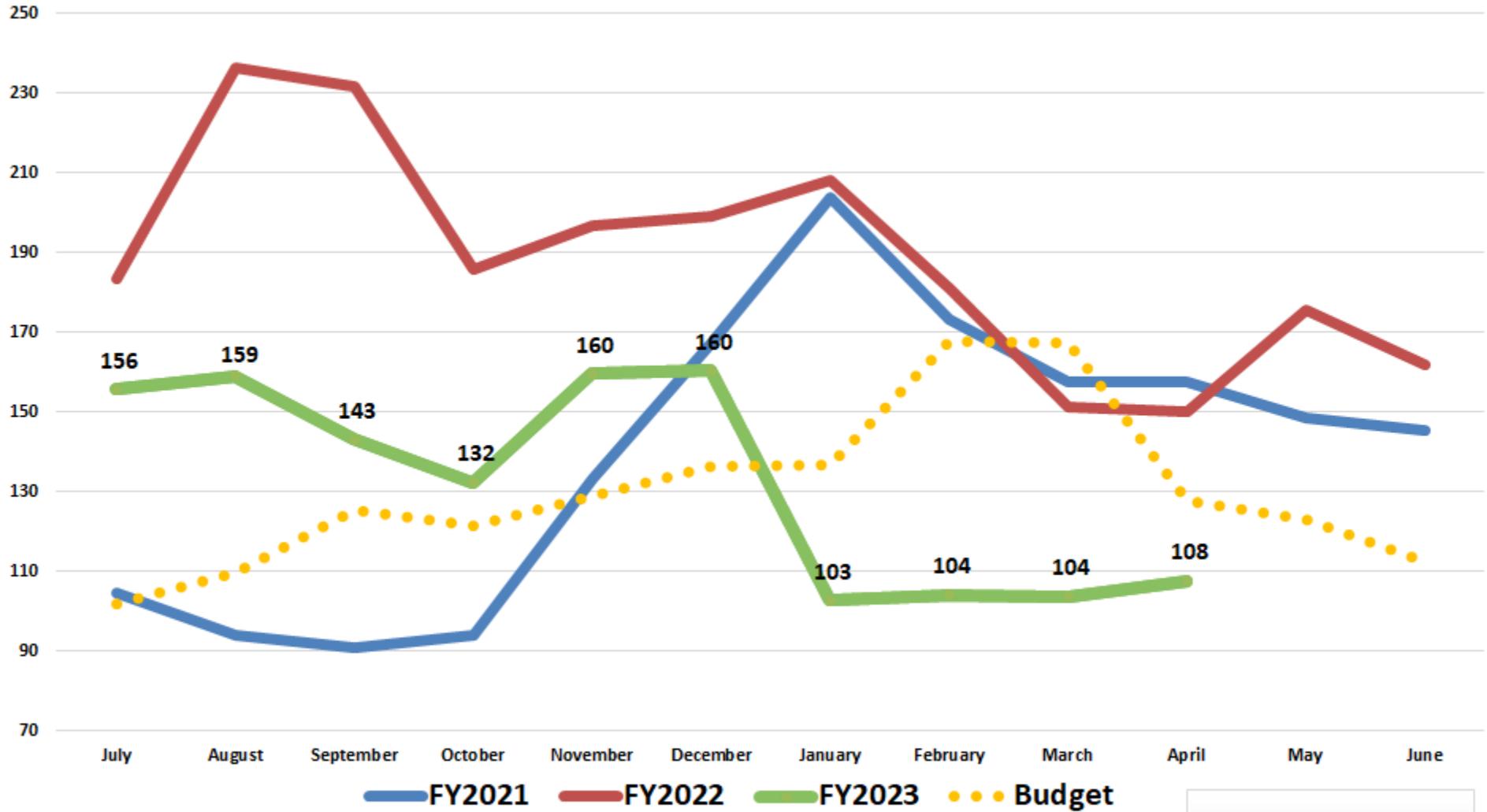
Endoscopy Procedures



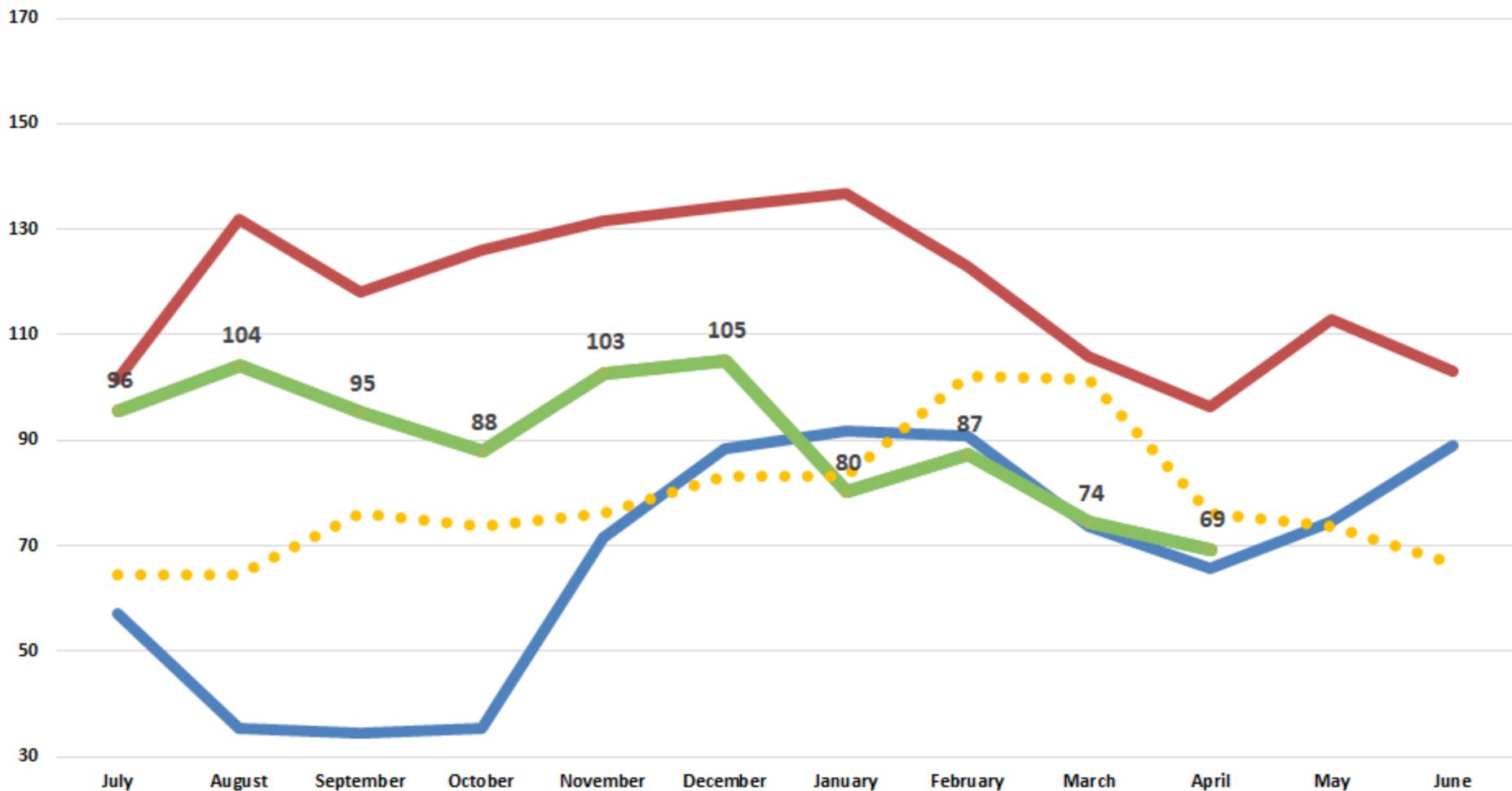
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



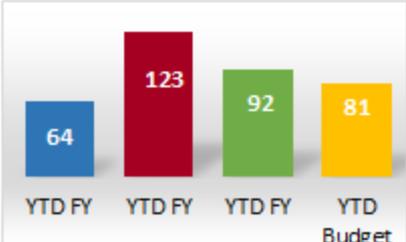
Urgent Care – Court Avg Visits Per Day



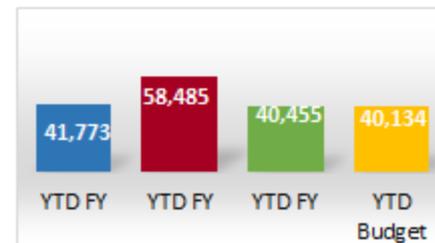
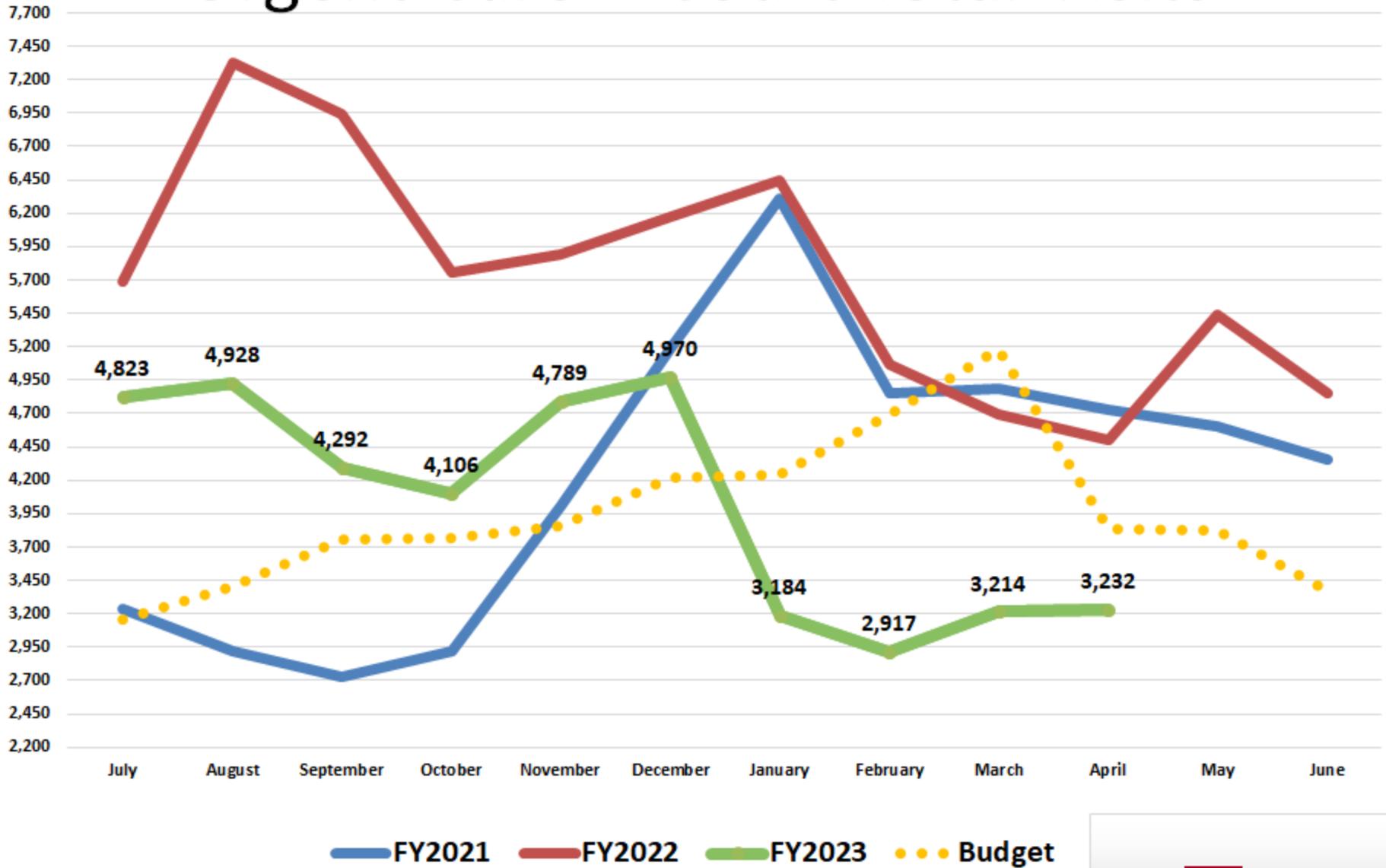
Urgent Care – Demaree Avg Visits Per Day



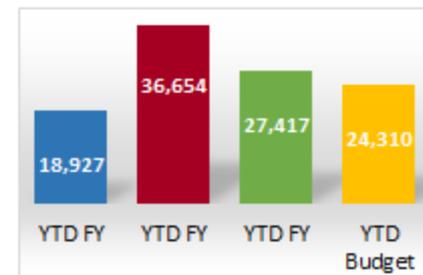
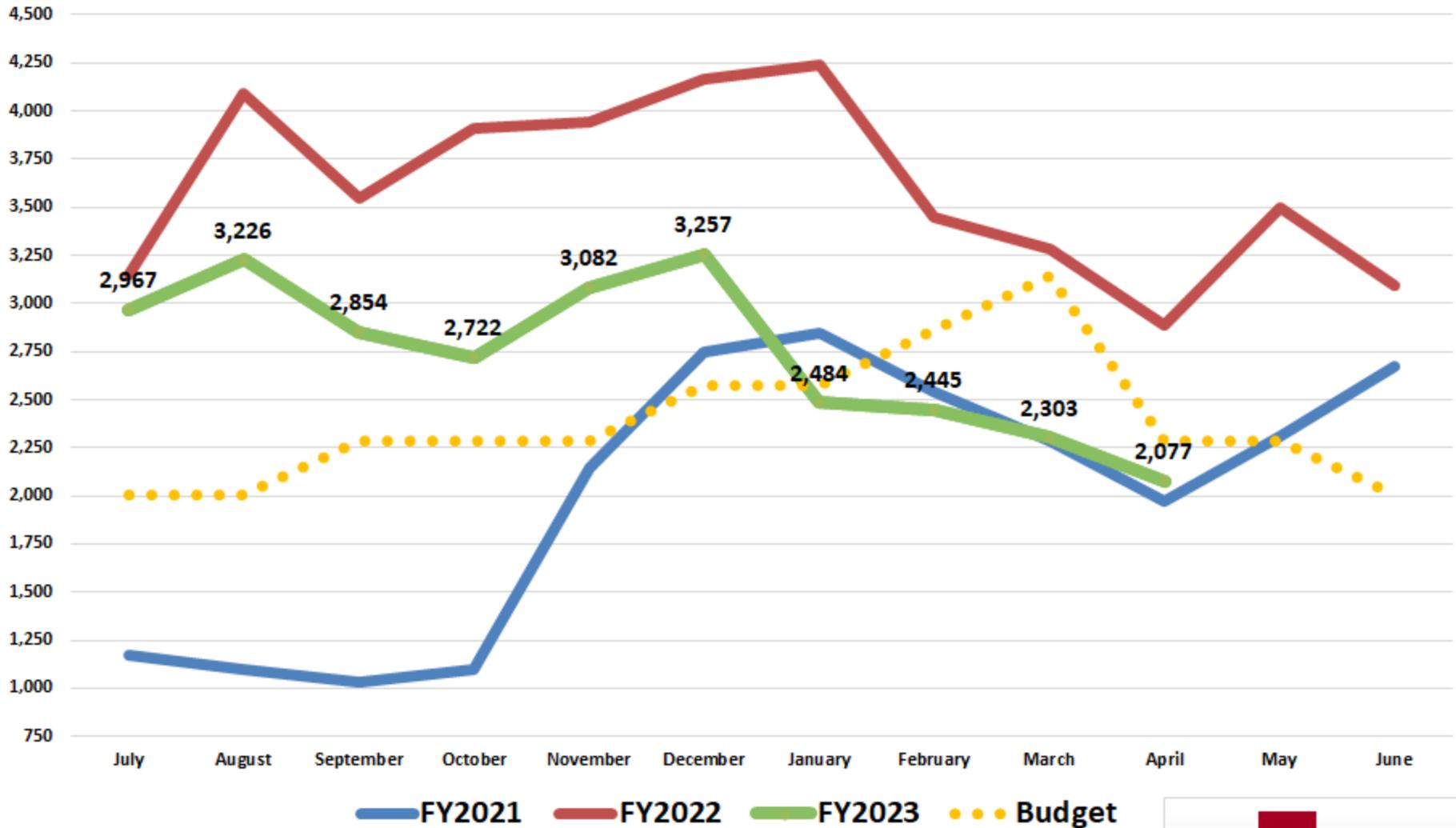
— **FY2021**
 — **FY2022**
 — **FY2023**
 ●●● **Budget**



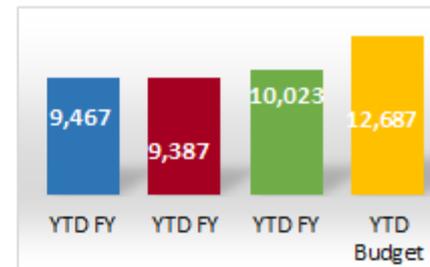
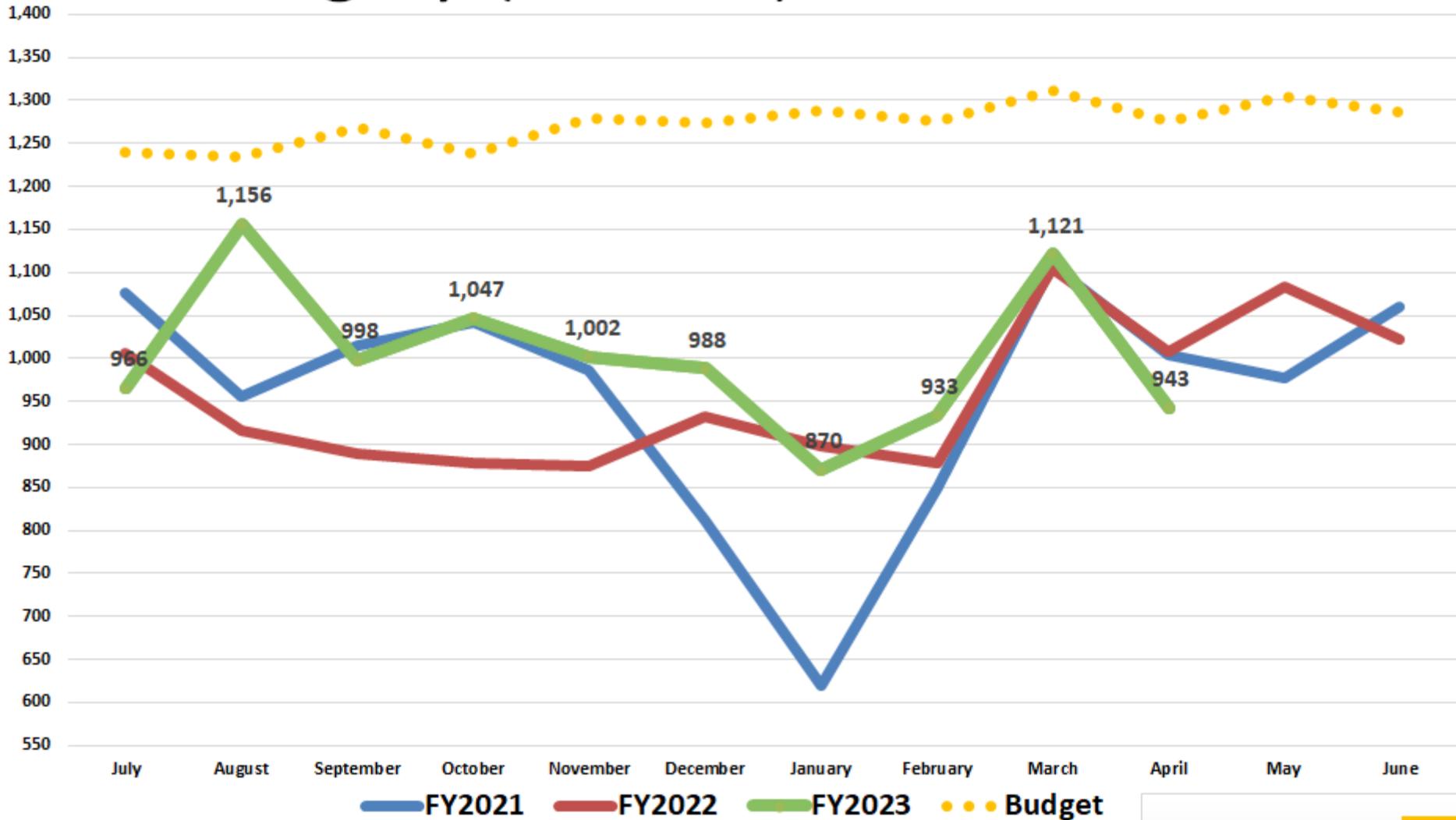
Urgent Care – Court Total Visits



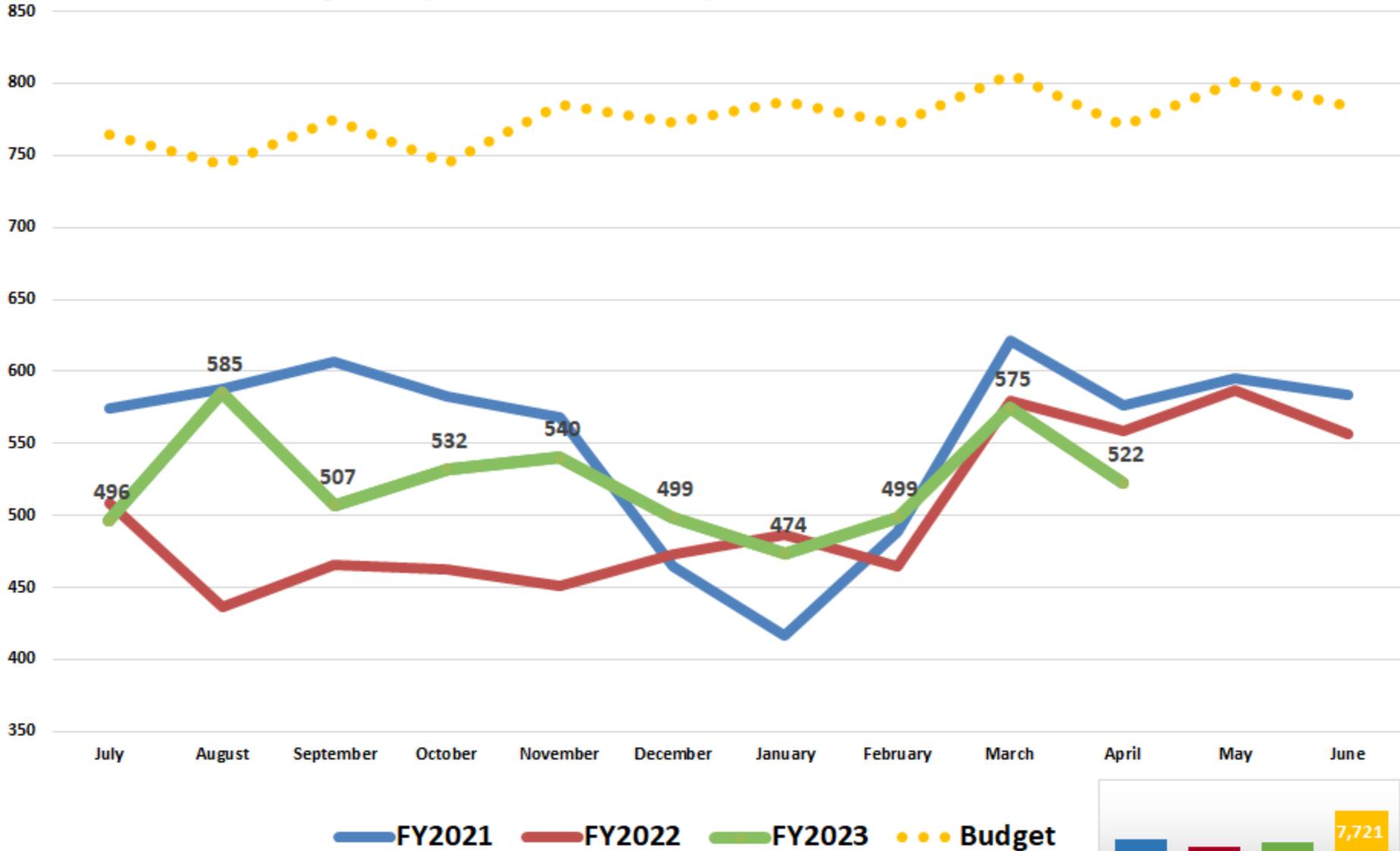
Urgent Care – Demaree Total Visits



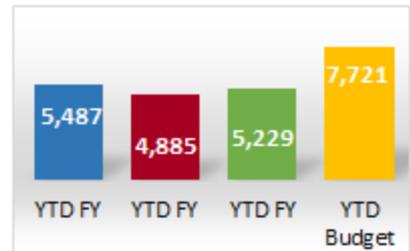
Surgery (IP & OP) – 100 Min Units



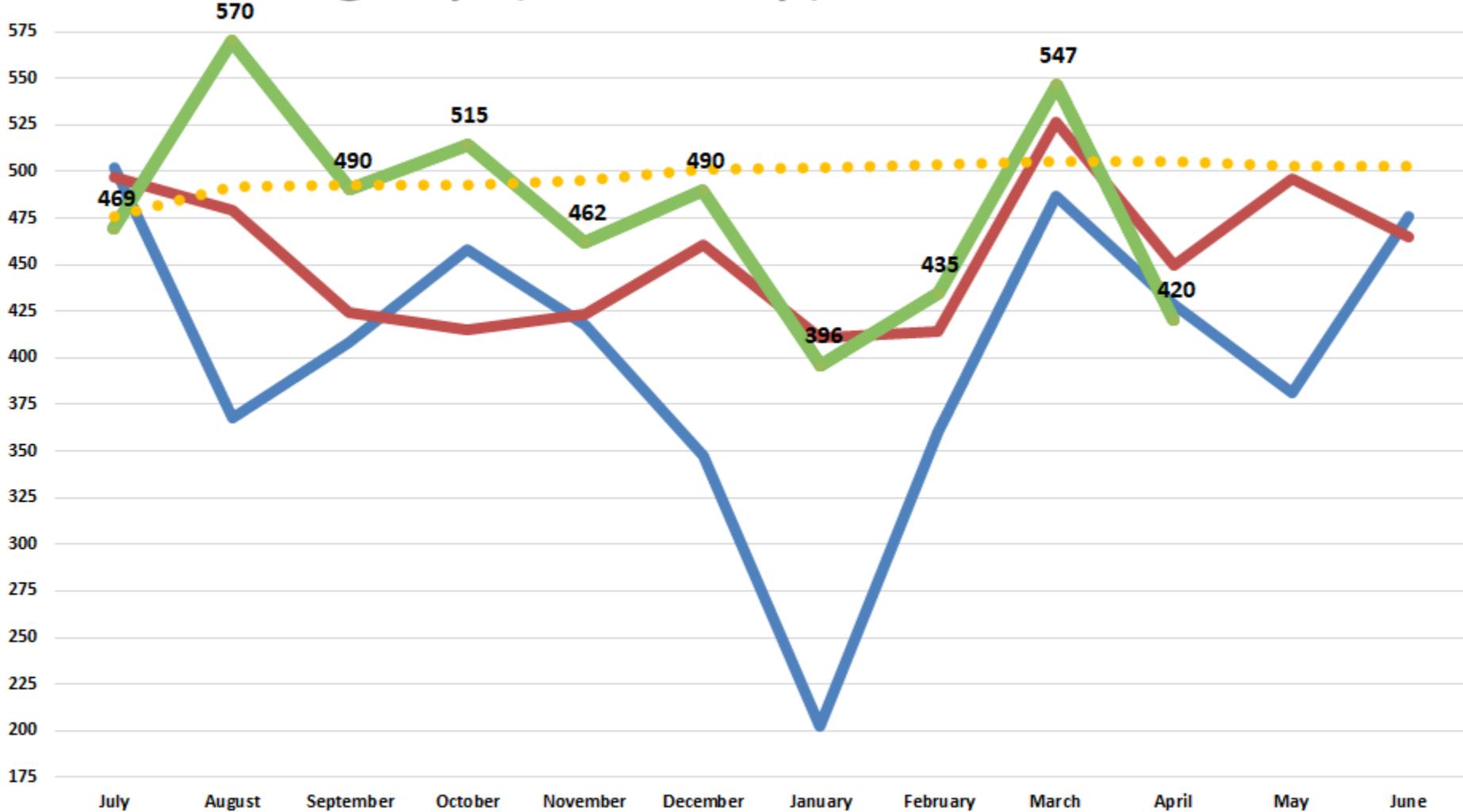
Surgery (IP Only) - 100 Min Unit



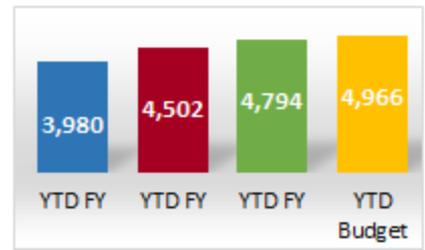
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



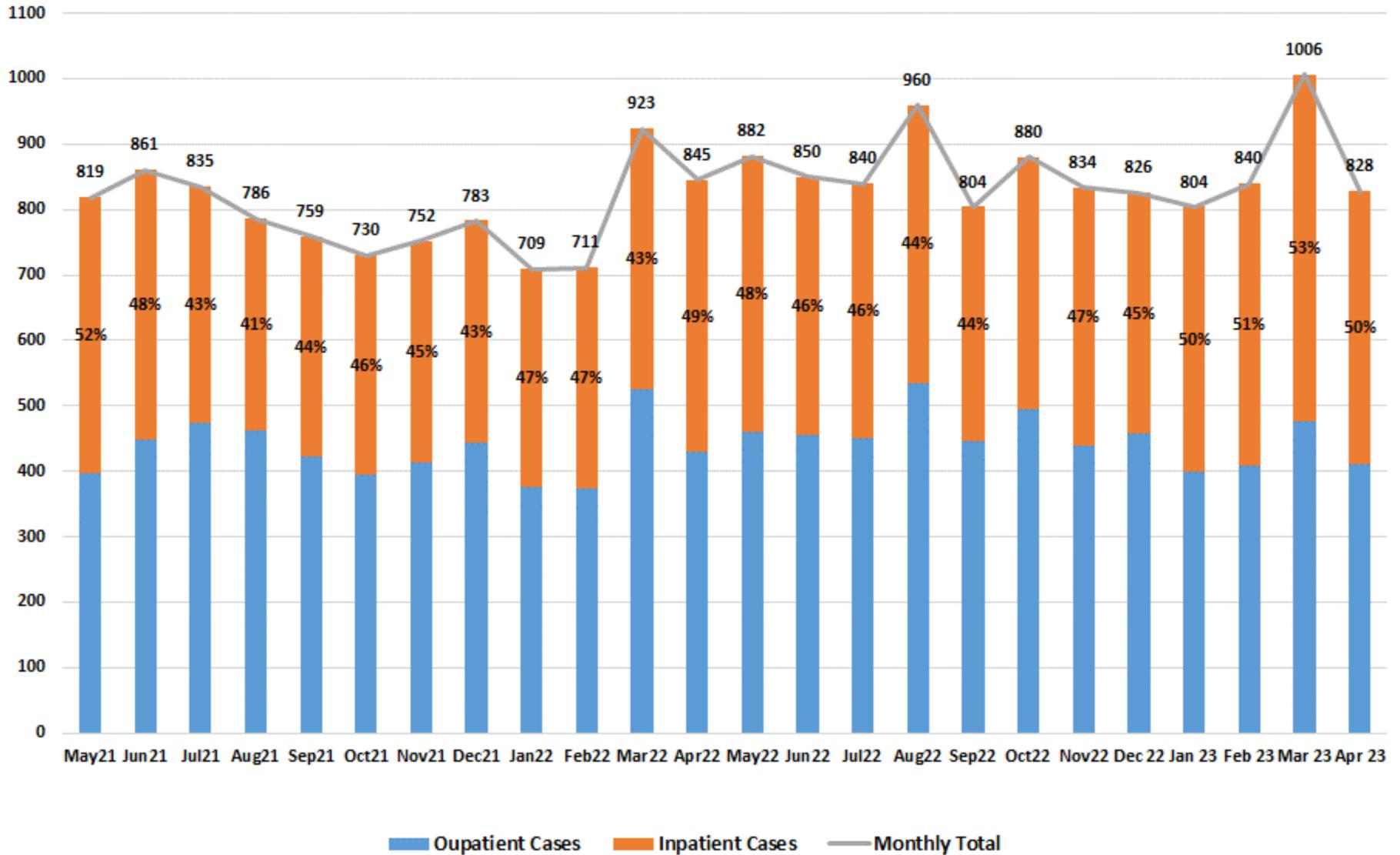
Surgery (OP Only) - 100 Min Units



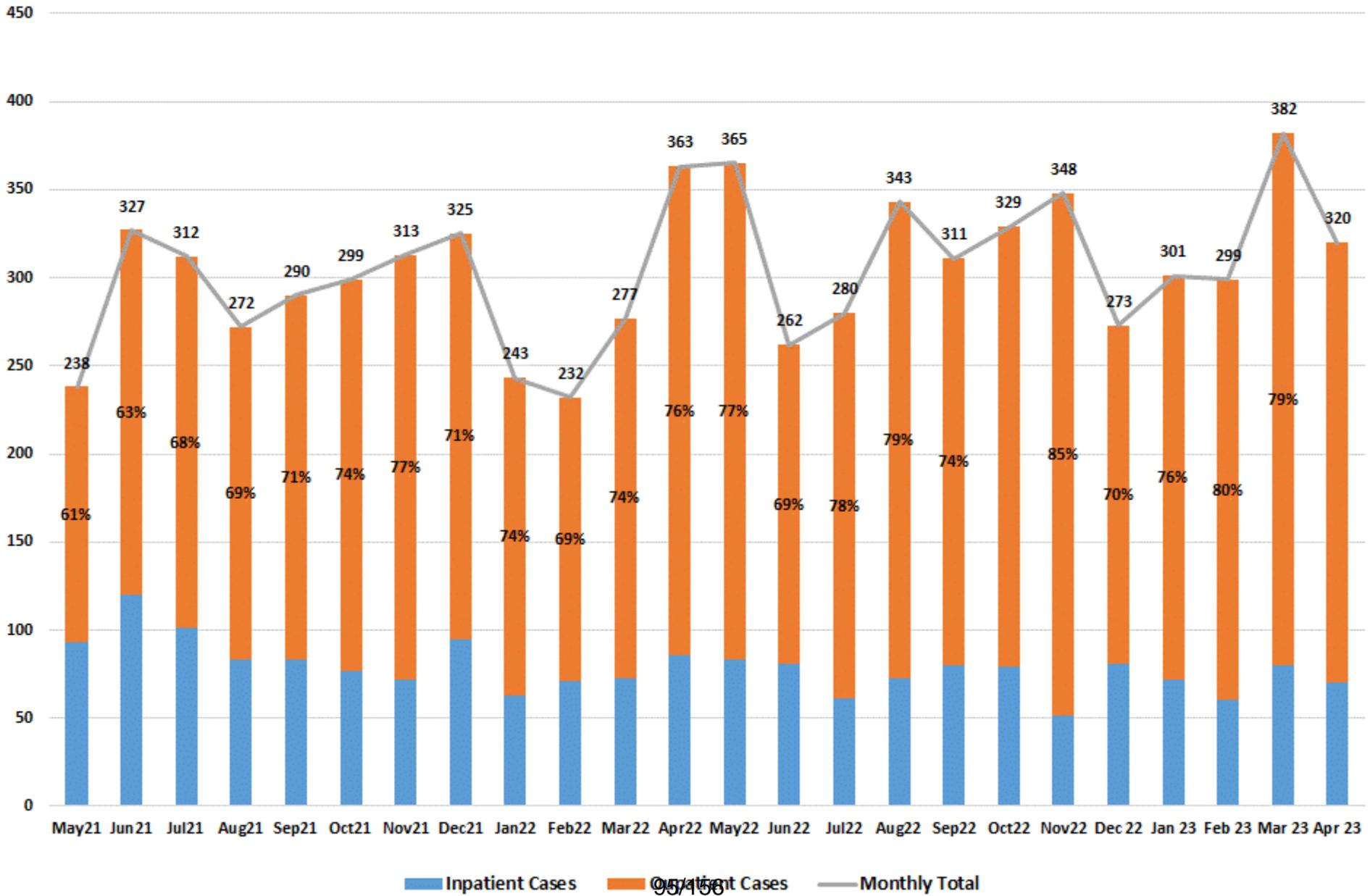
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



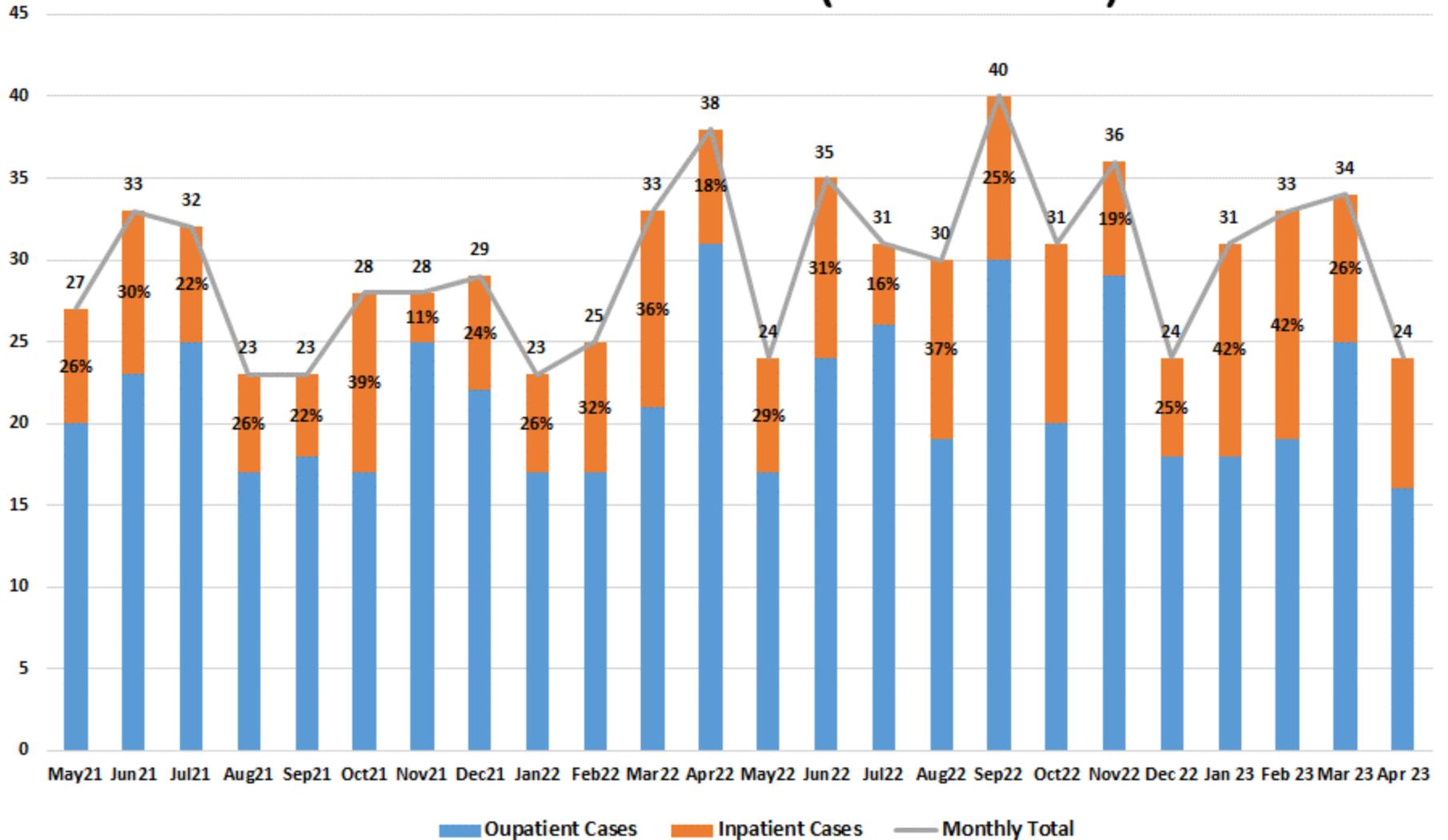
Surgery Cases (IP & OP)



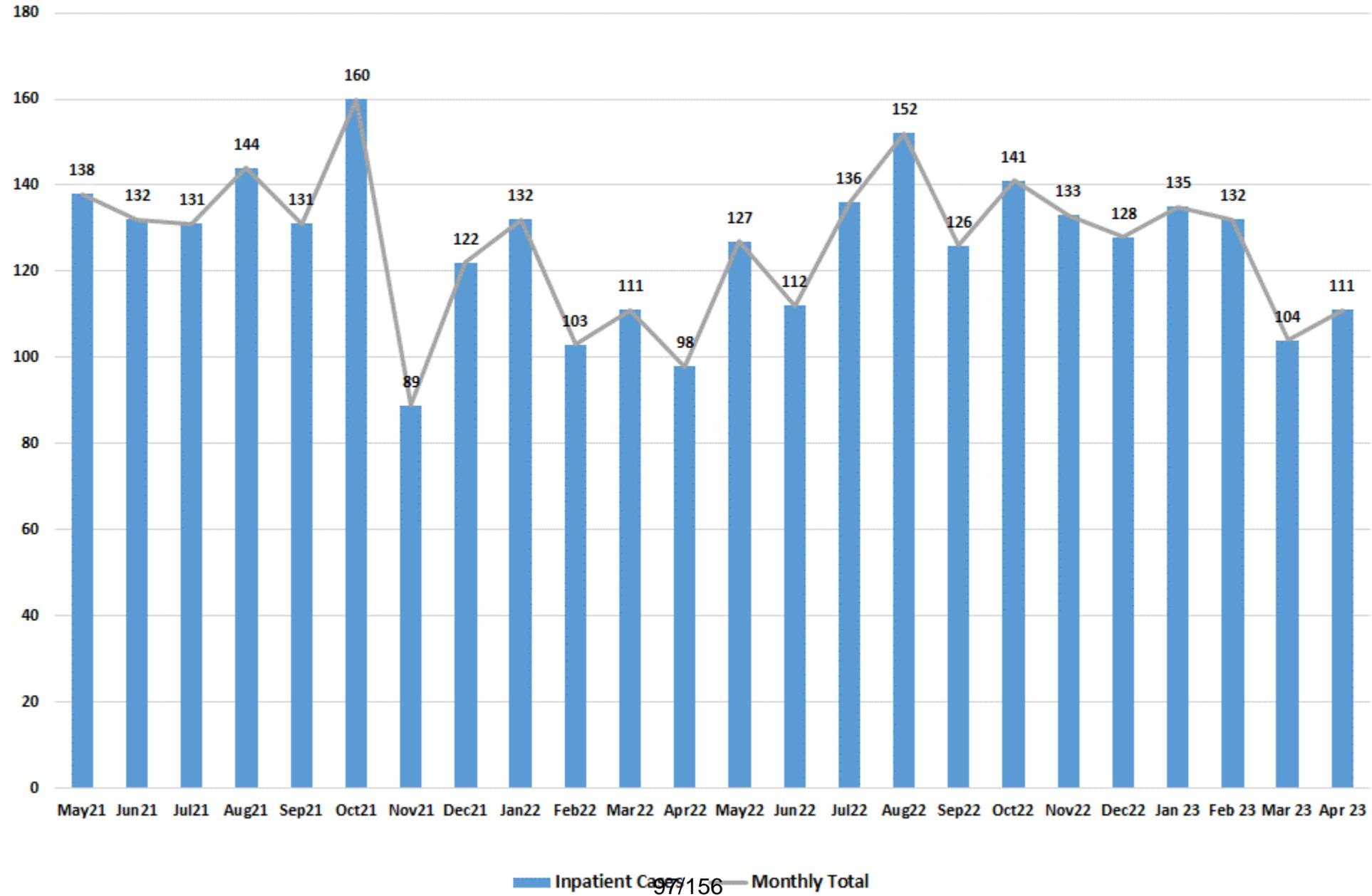
Endo Cases (Endo Suites)



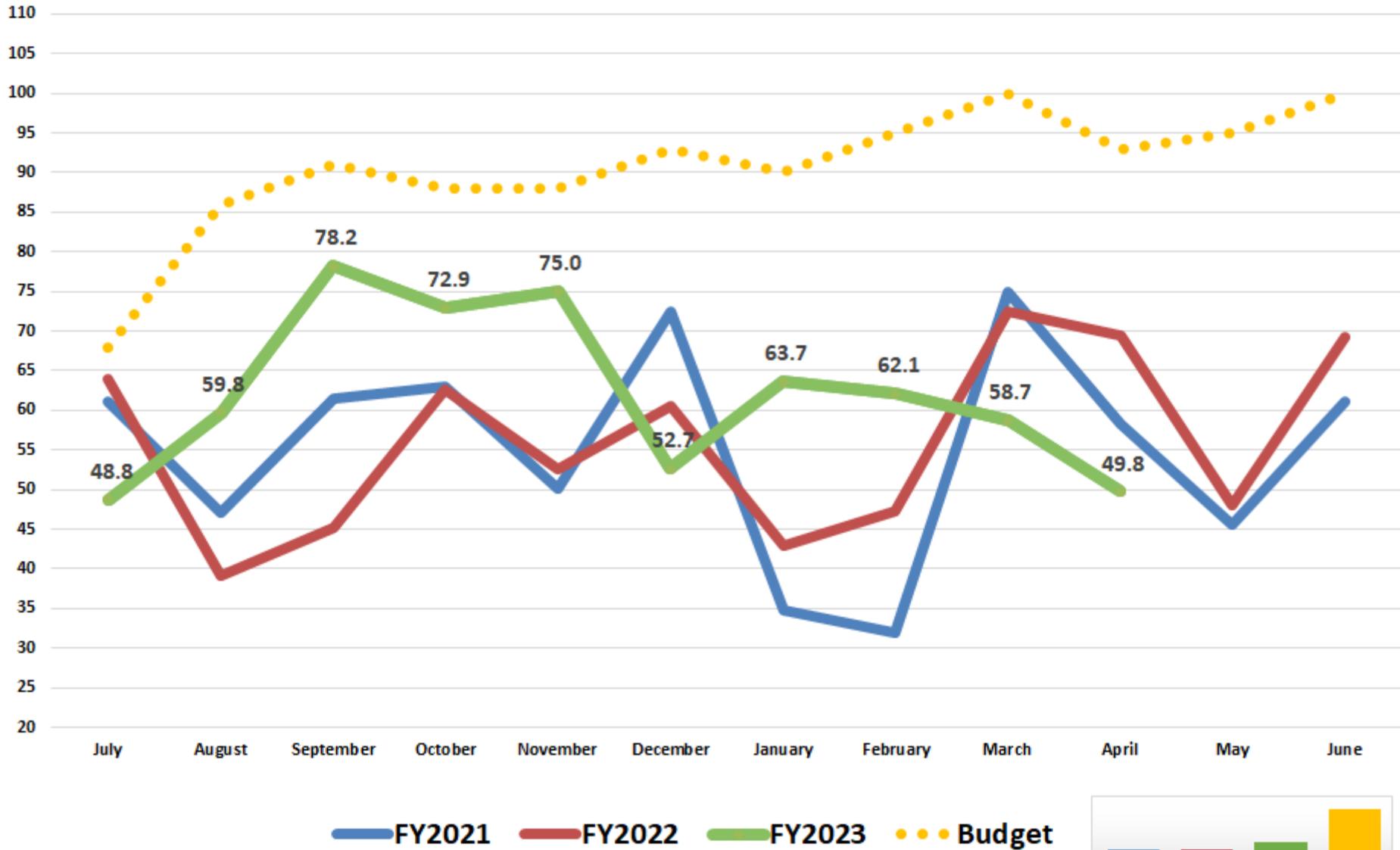
Robotic Cases (IP & OP)



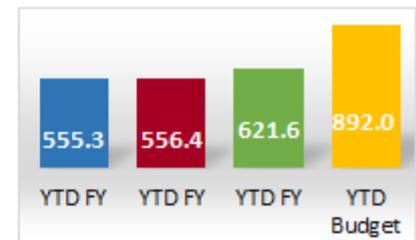
OB Cases



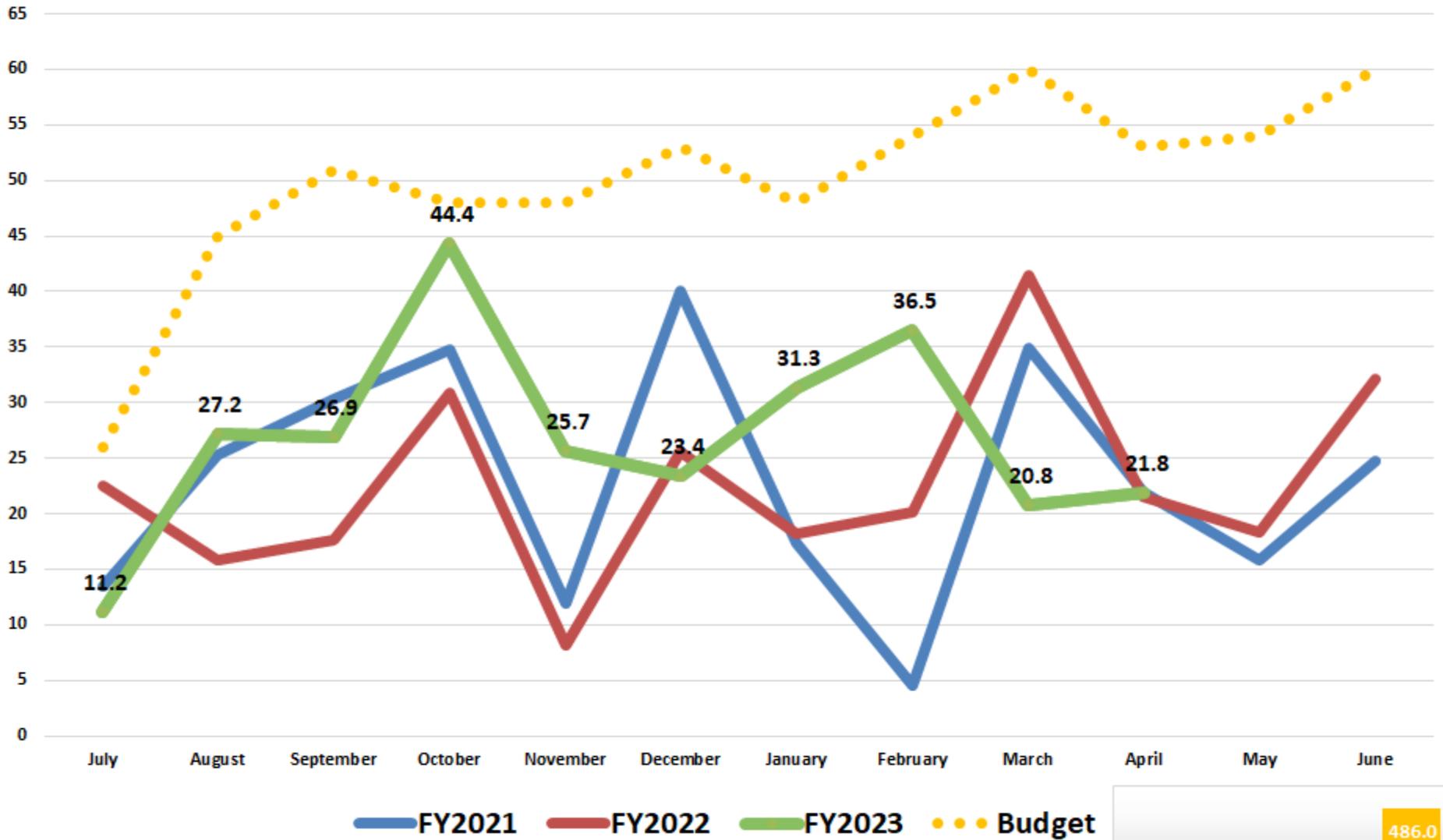
Robotic Surgery (IP & OP) - 100 Min Units



— FY2021
 — FY2022
 — FY2023
 ●●● Budget

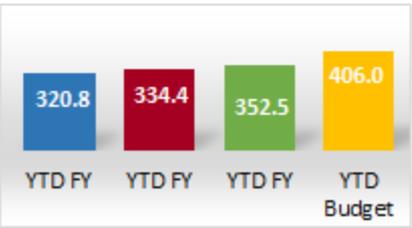
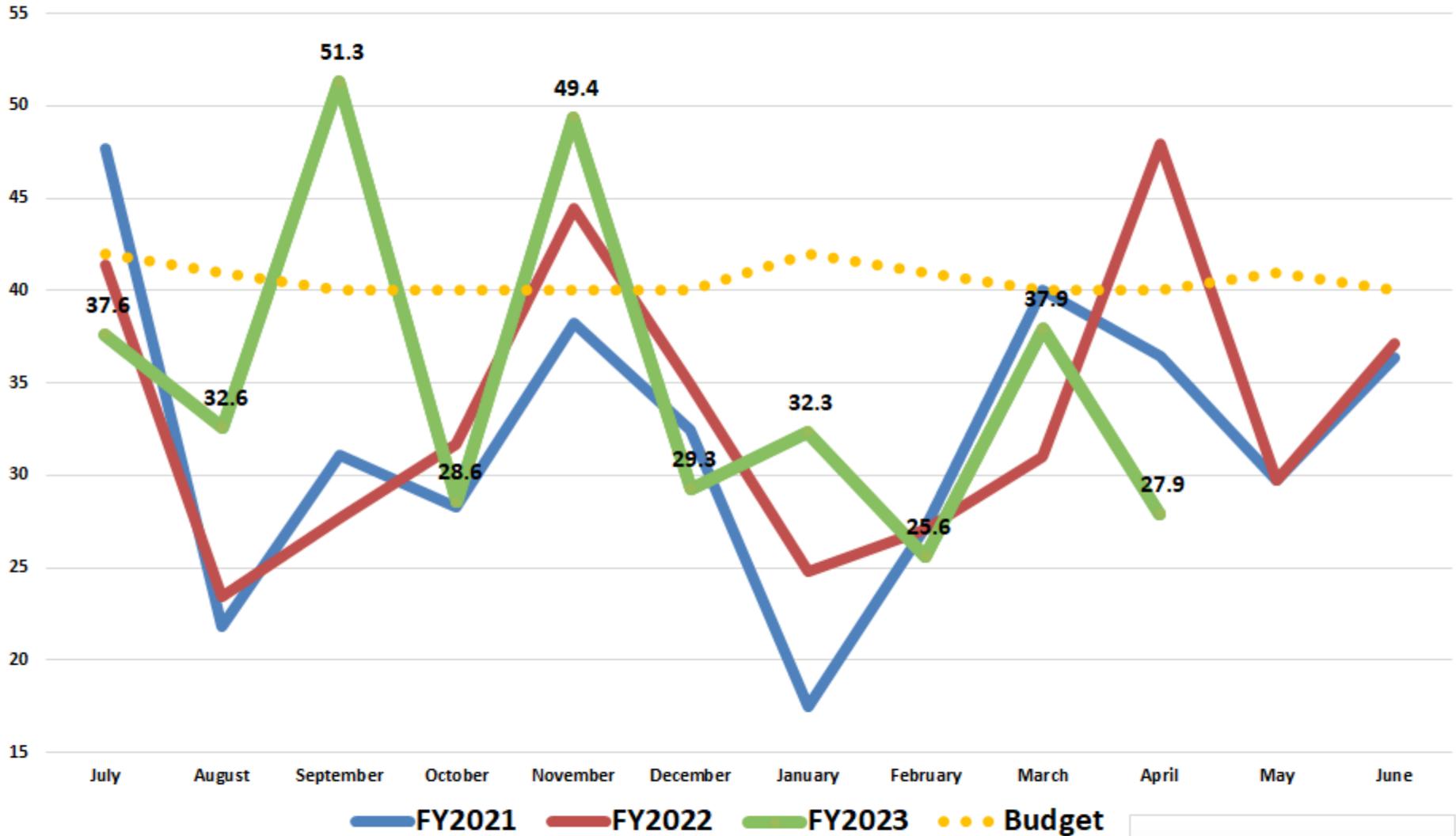


Robotic Surgery Minutes (IP Only)

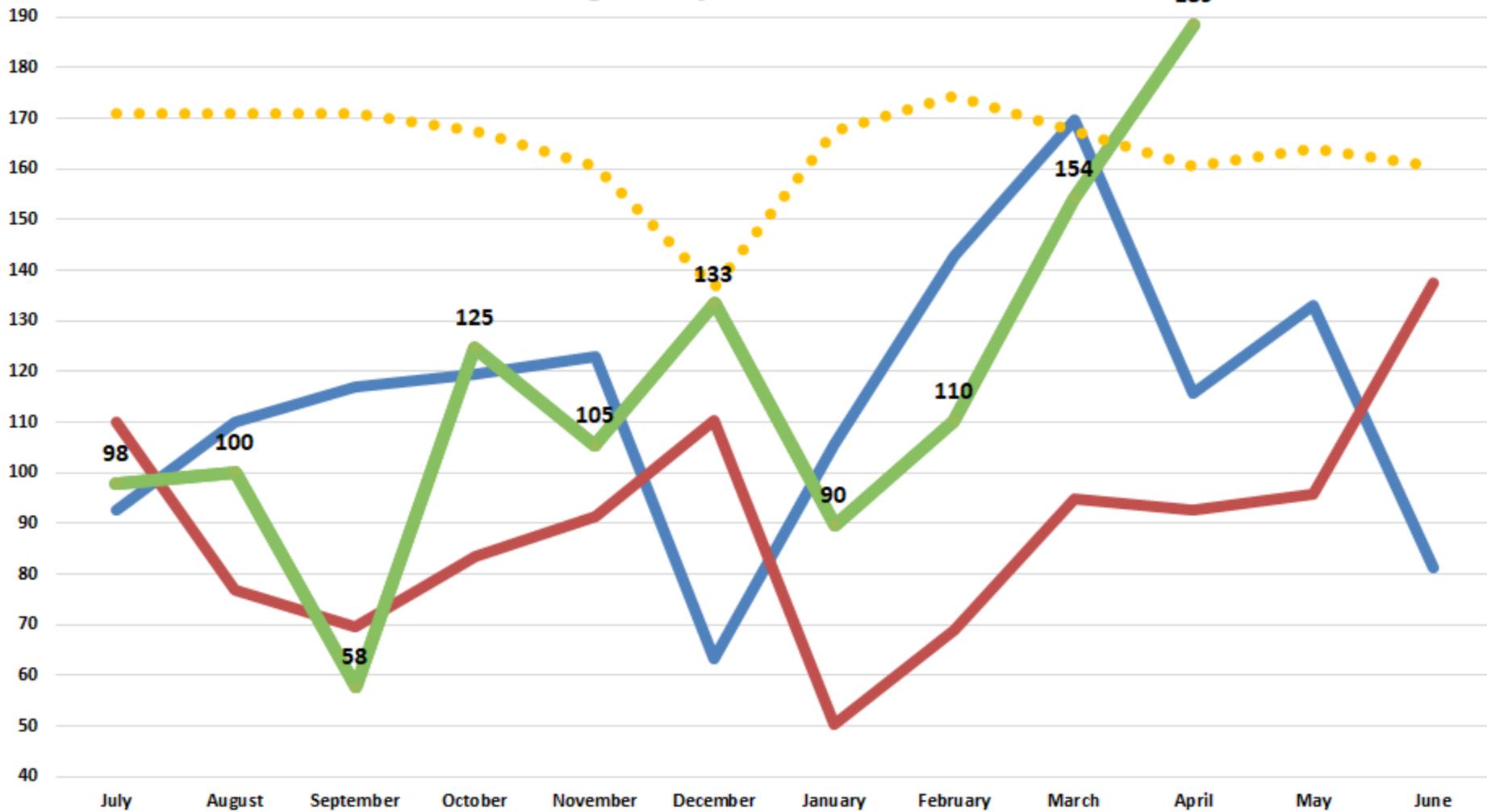


234.4	222.0	269.1	486.0
YTD FY	YTD FY	YTD FY	YTD Budget

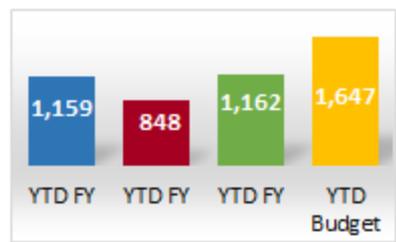
Robotic Surgery Minutes (OP Only)



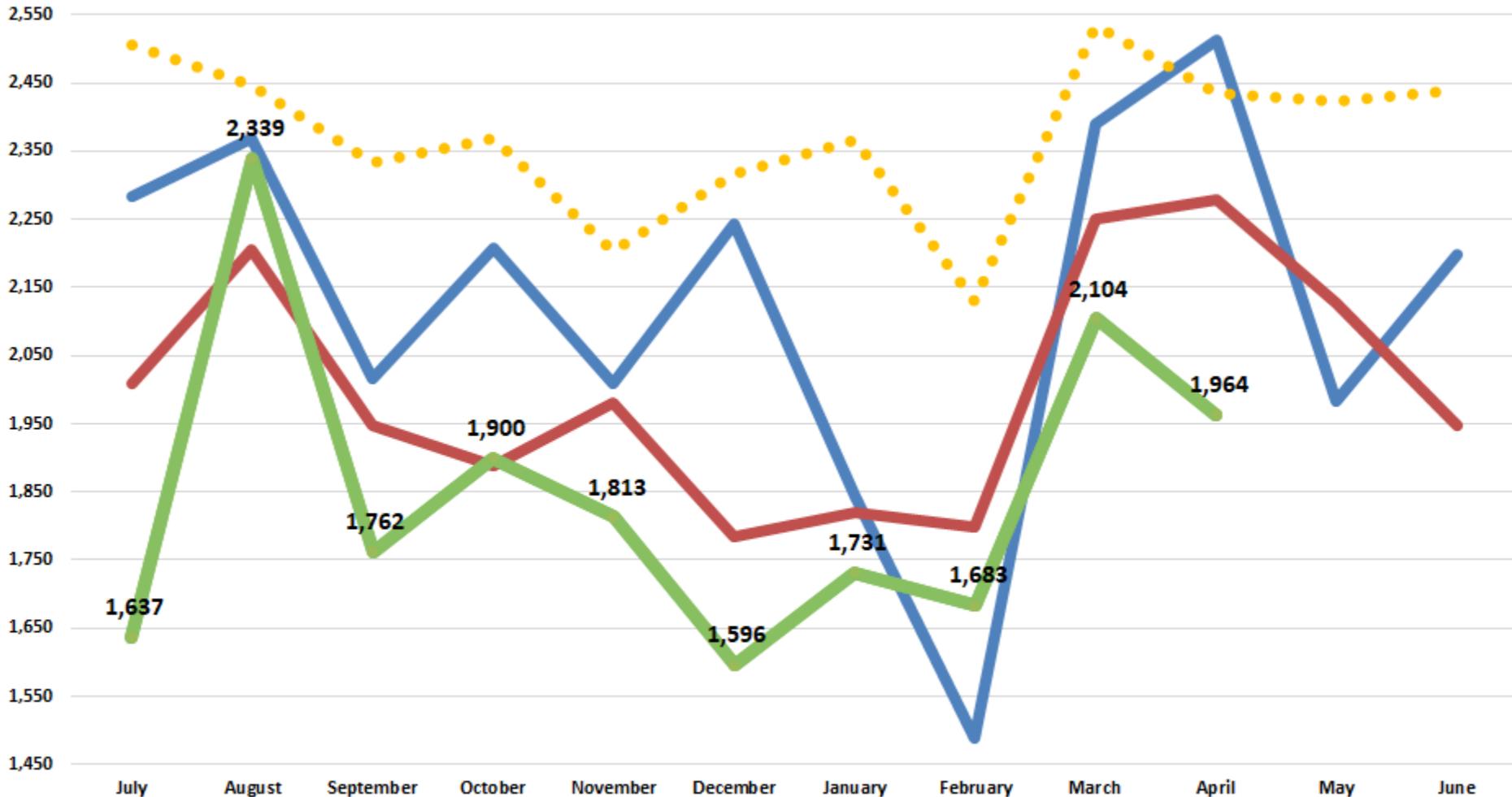
Cardiac Surgery - 100 Min Units



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



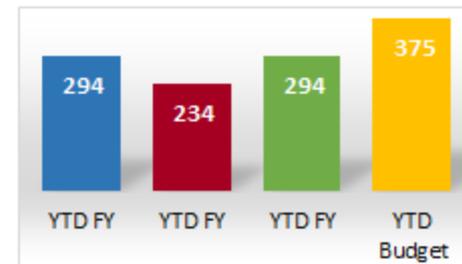
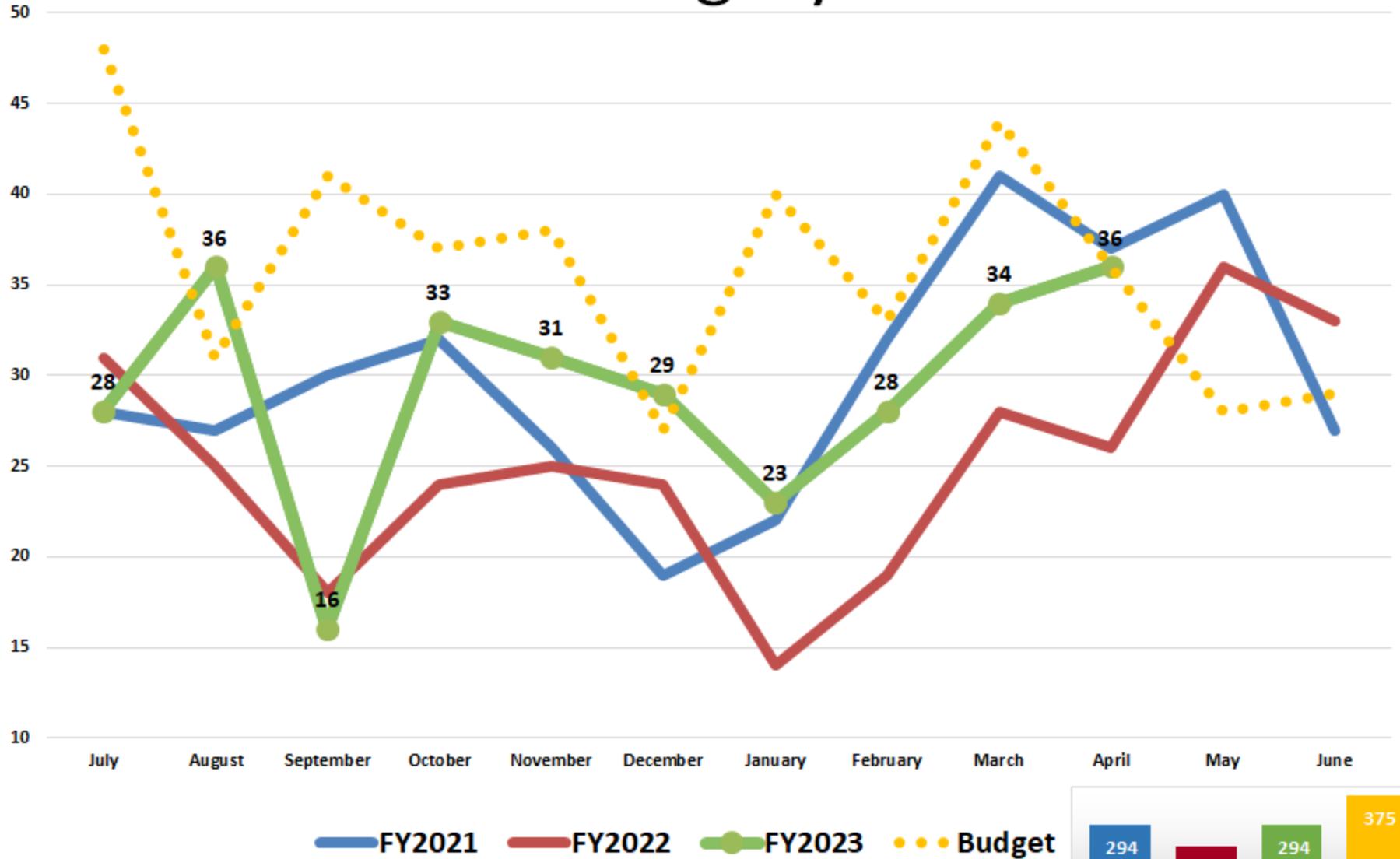
Rad Onc Treatments (Vis. & Hanf.)



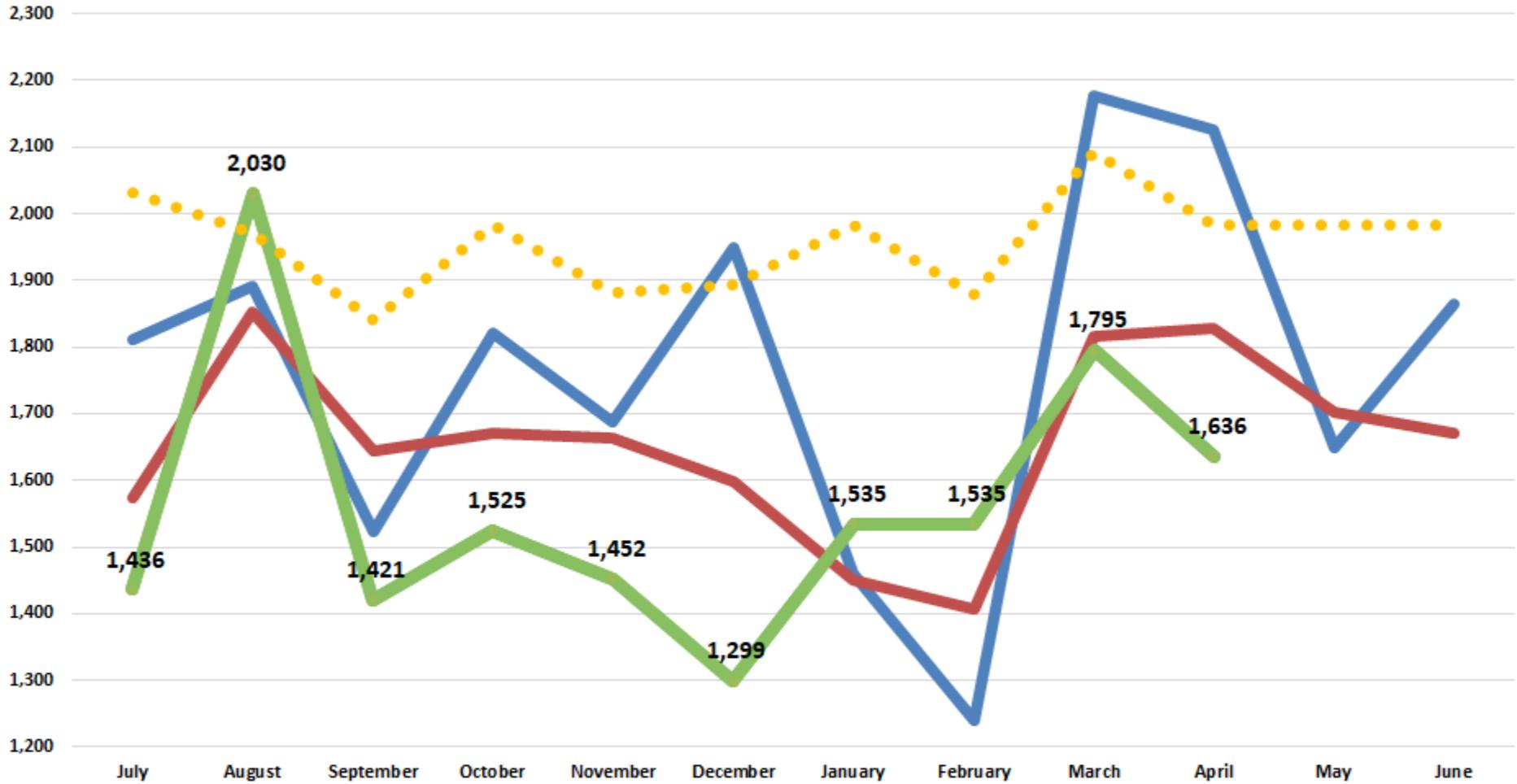
— FY2021
 — FY2022
 — FY2023
 ●●● Budget

21,365	19,966	18,529	23,641
YTD FY	YTD FY	YTD FY	YTD Budget

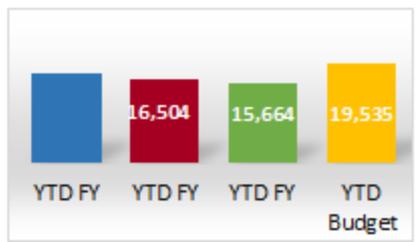
Cardiac Surgery Cases



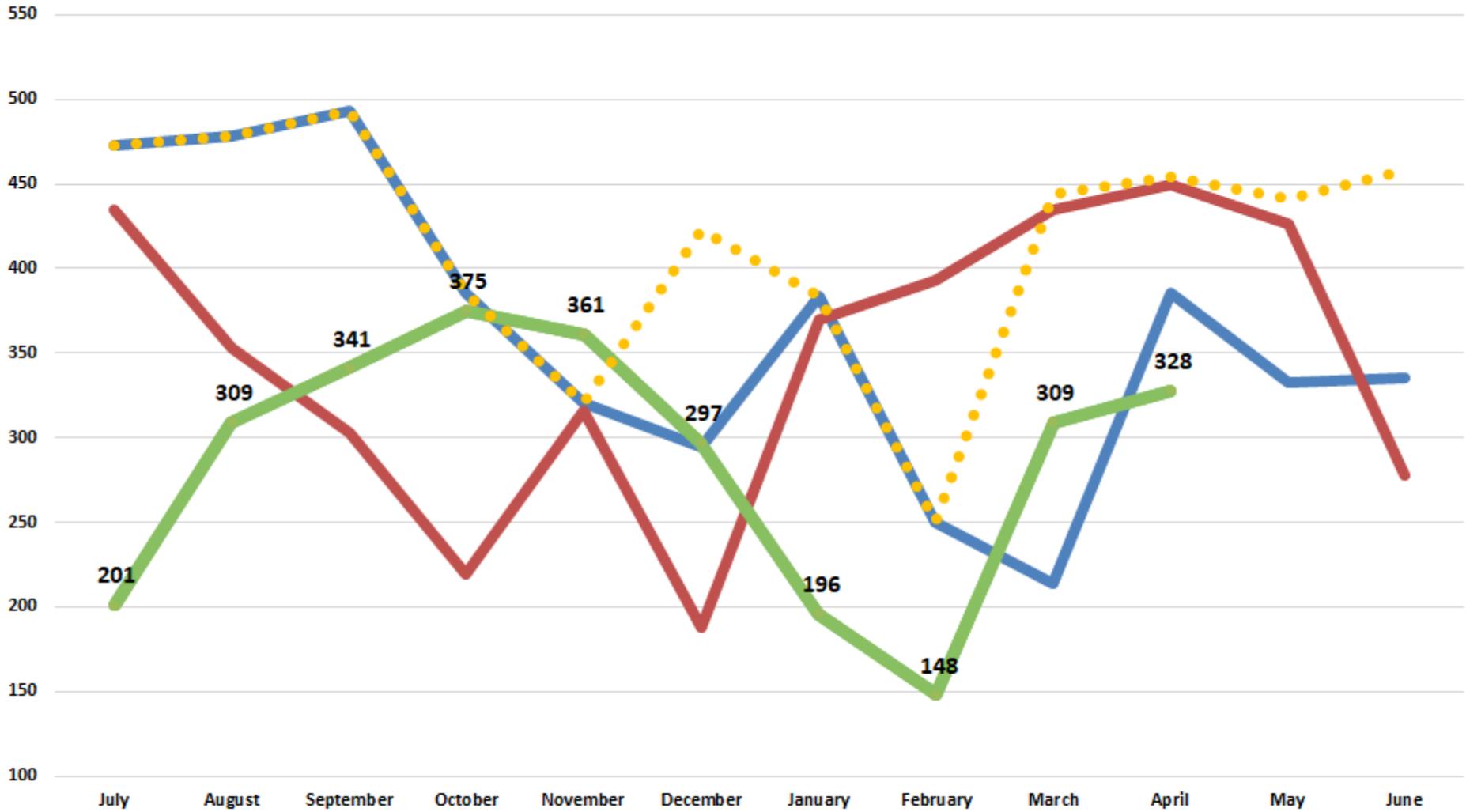
Rad Onc Visalia



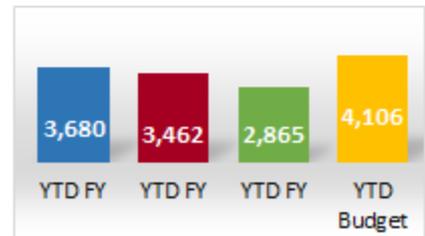
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



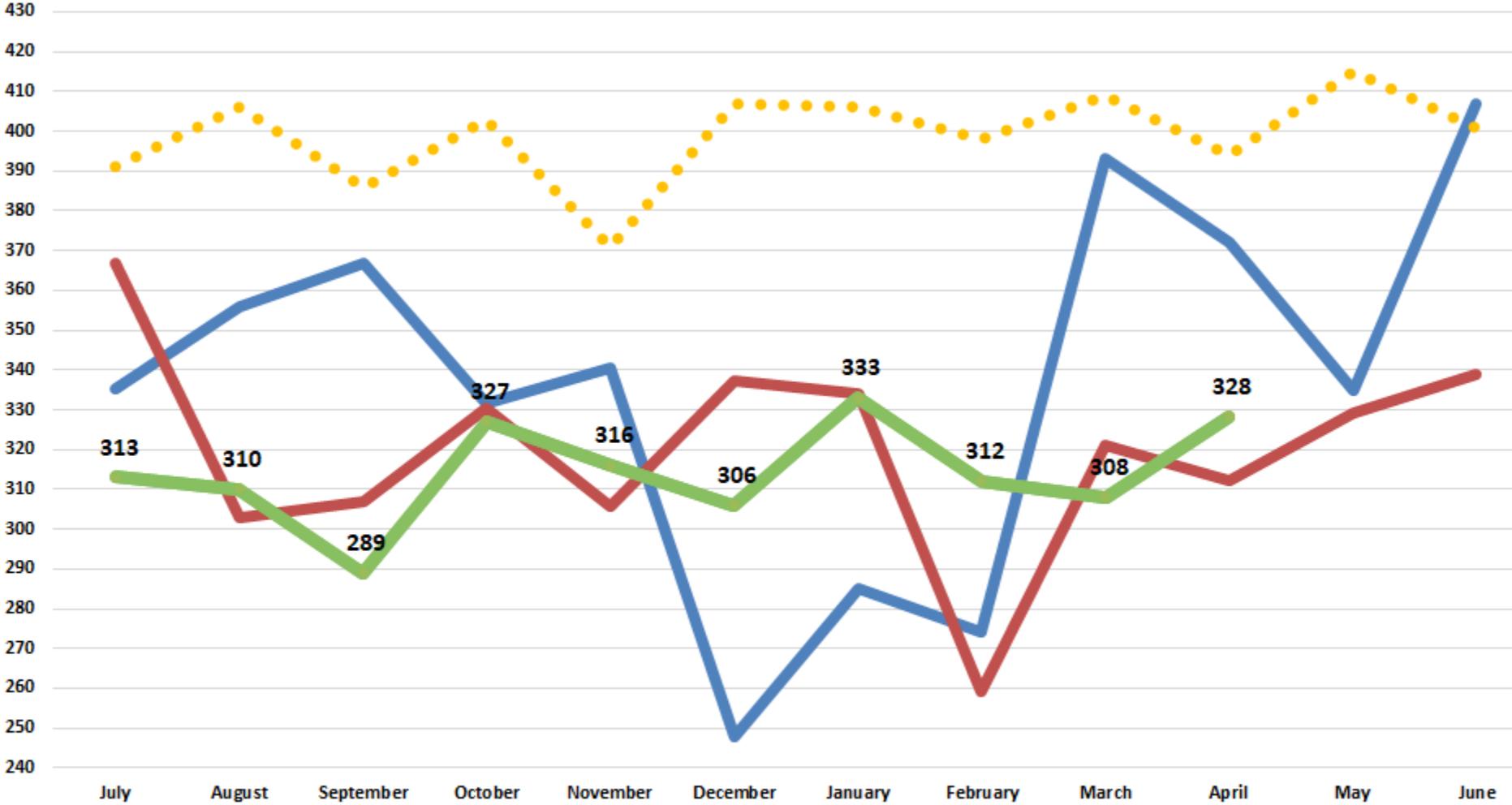
Rad Onc Hanford



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



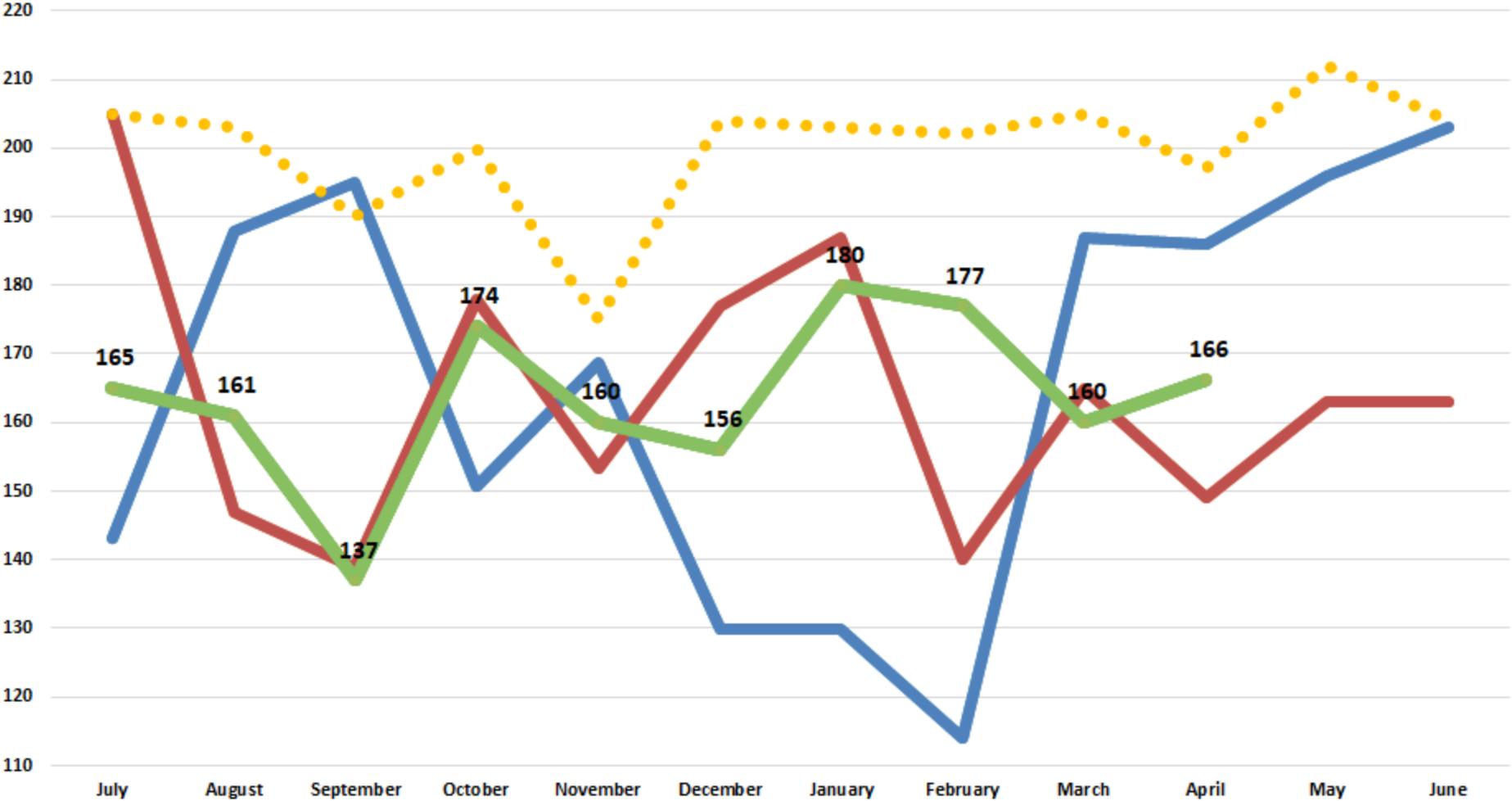
Cath Lab (IP & OP) – 100 Min Units



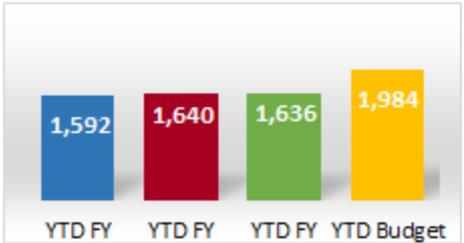
— FY2021
 — FY2022
 — FY2023
 ●●● Budget

3,302	3,177	3,142	3,971
YTD FY	YTD FY	YTD FY	YTD Budget

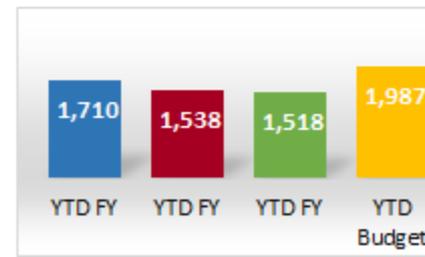
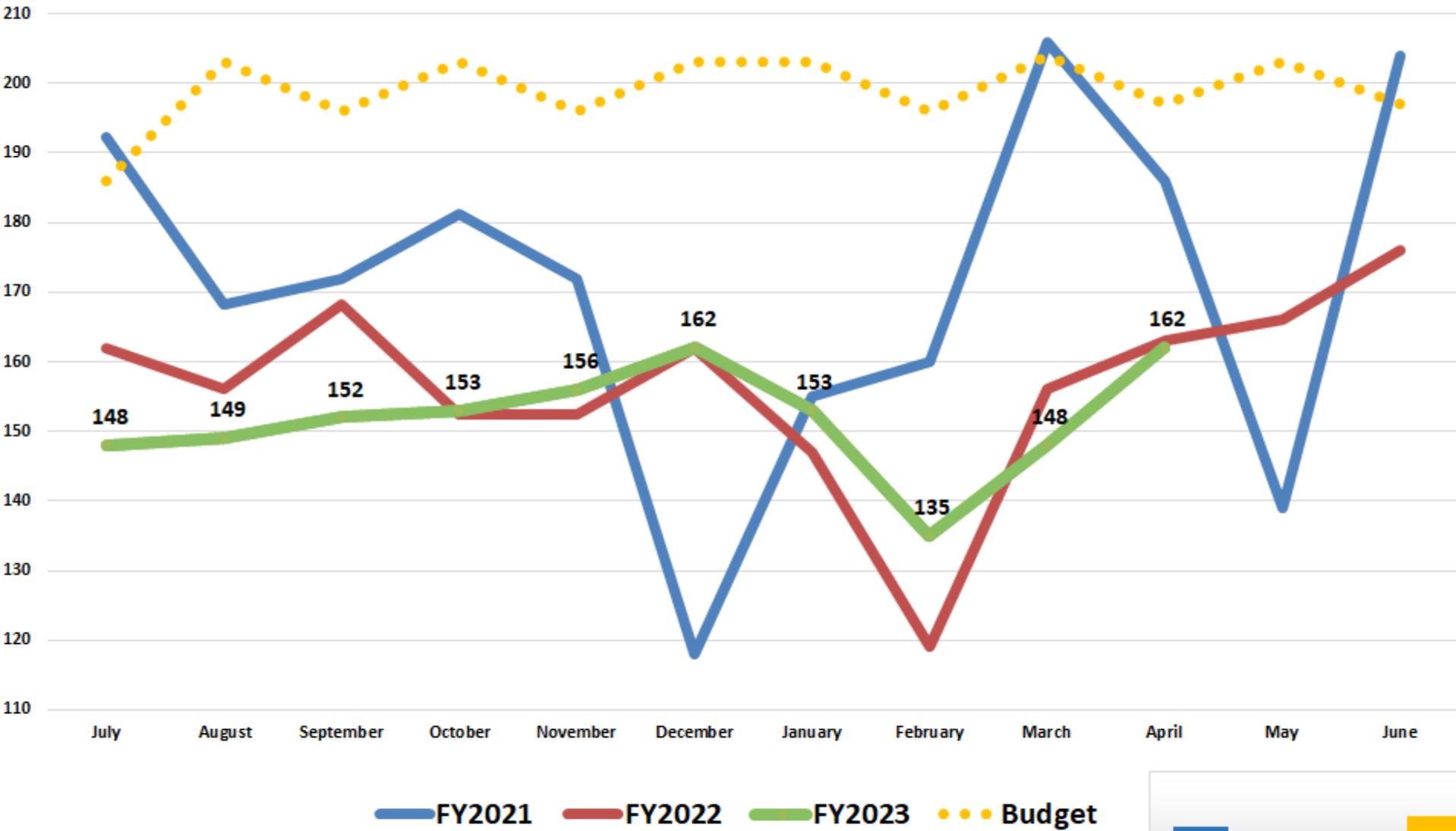
Cath Lab (IP Only) – 100 Min Units



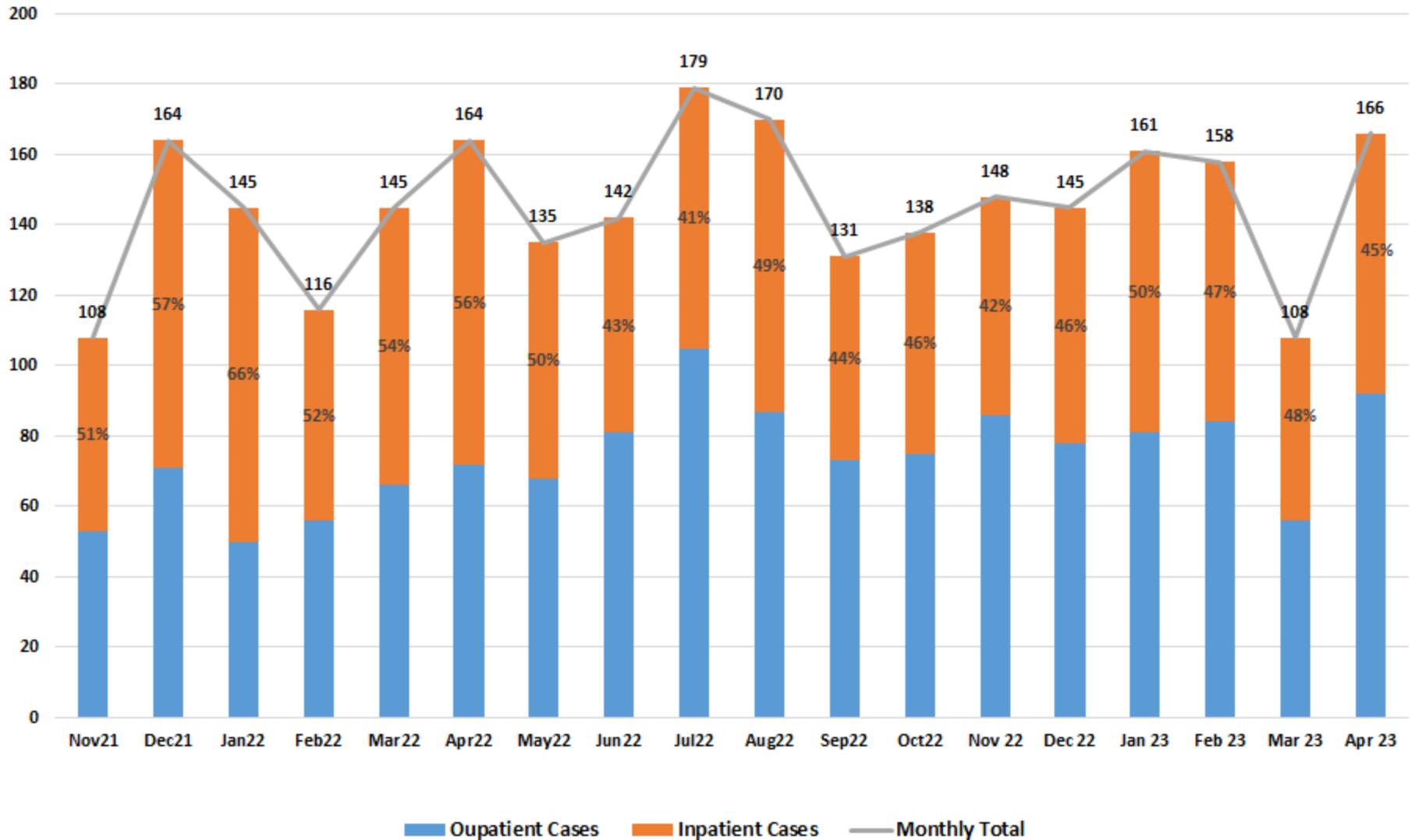
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



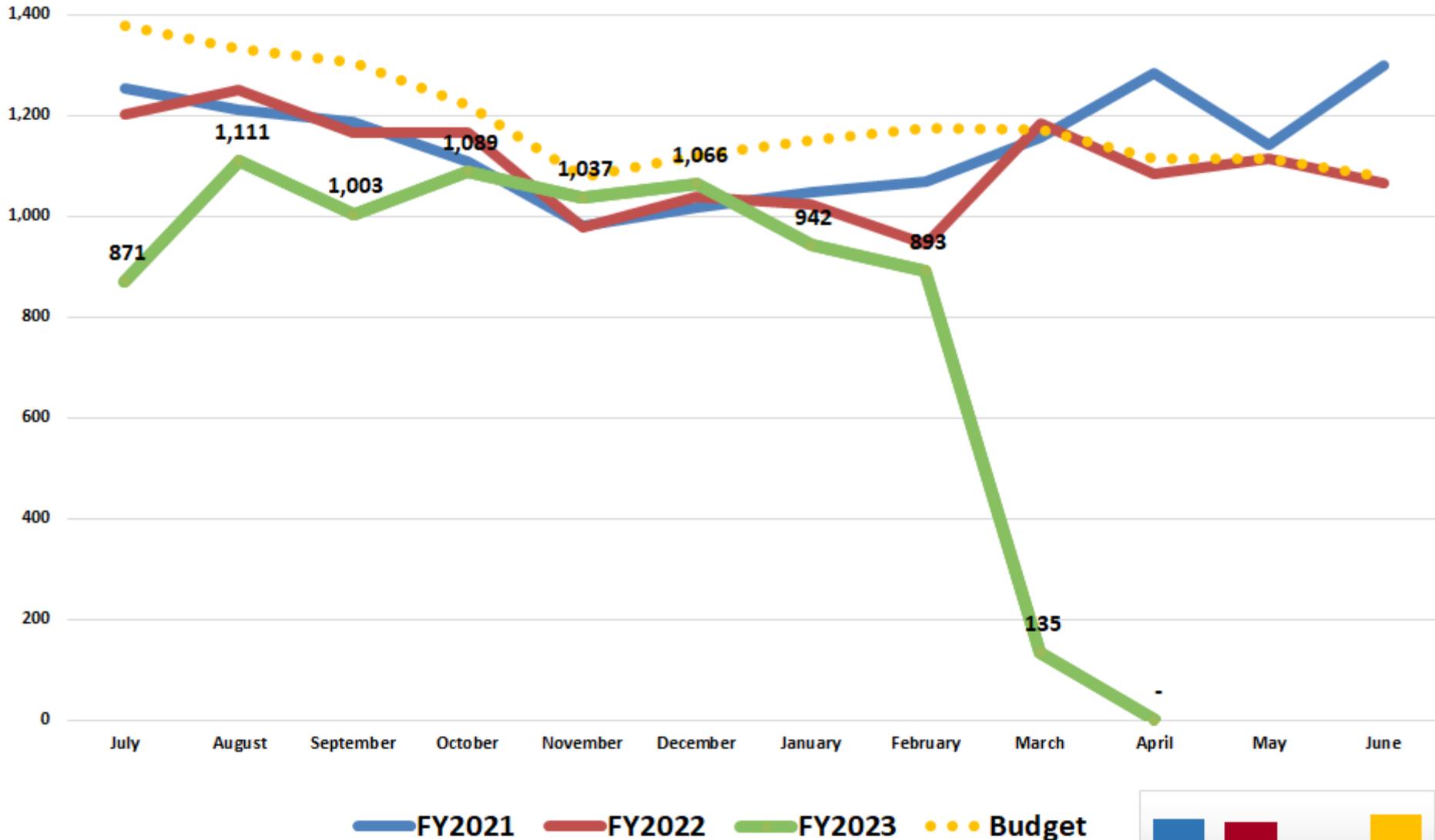
Cath Lab (OP Only) – 100 Min Units



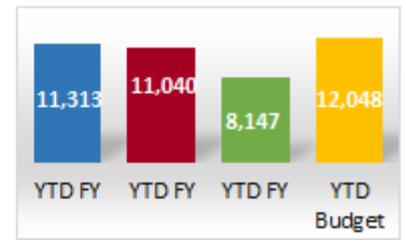
Cath Lab Patients (HP & OP)



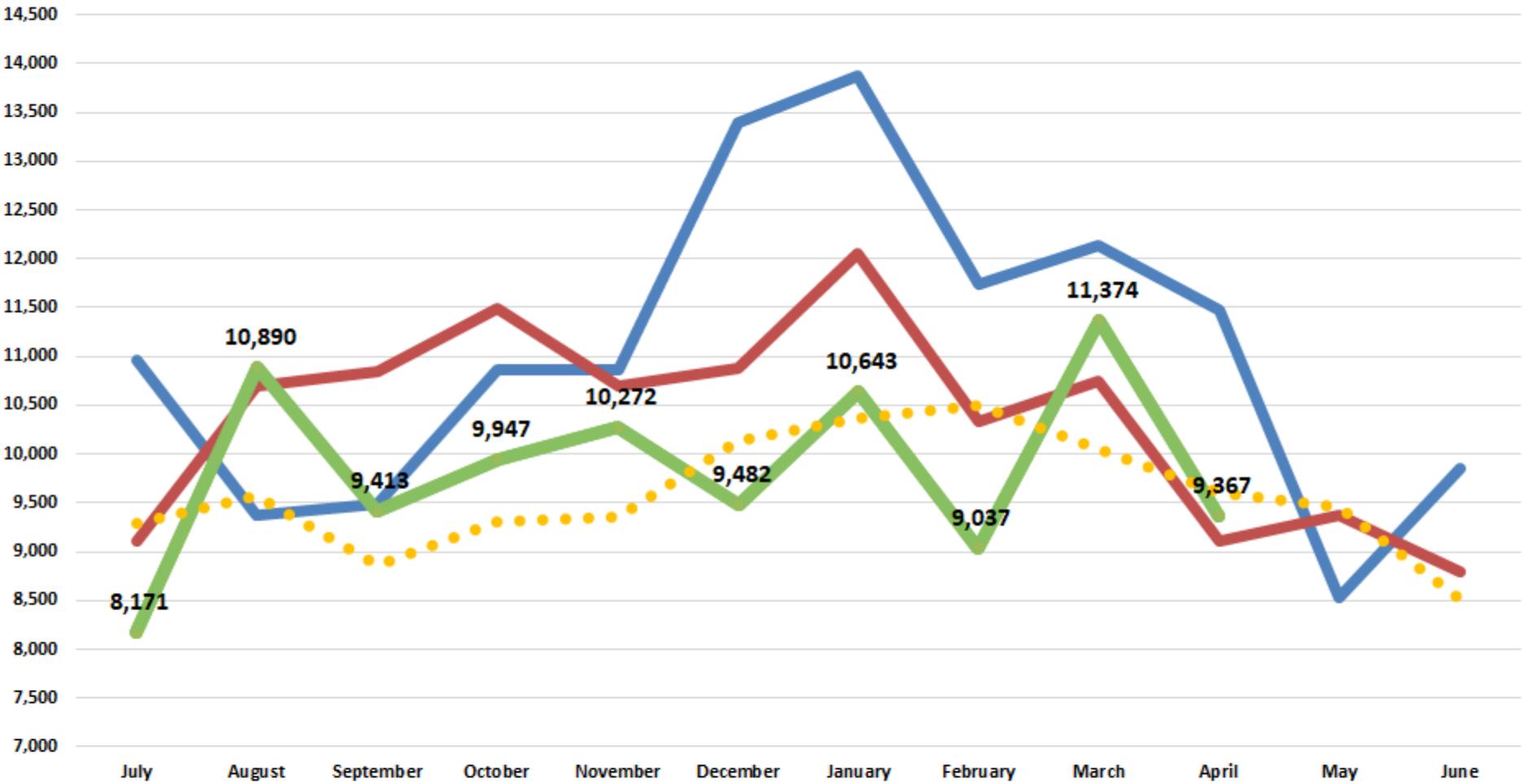
GME Family Medicine Clinic Visits



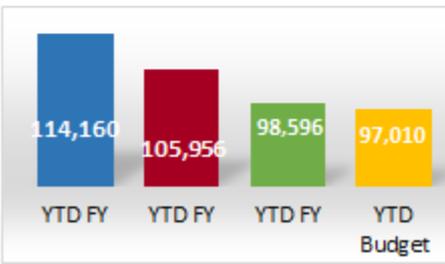
— FY2021
 — FY2022
 — FY2023
 ••• Budget



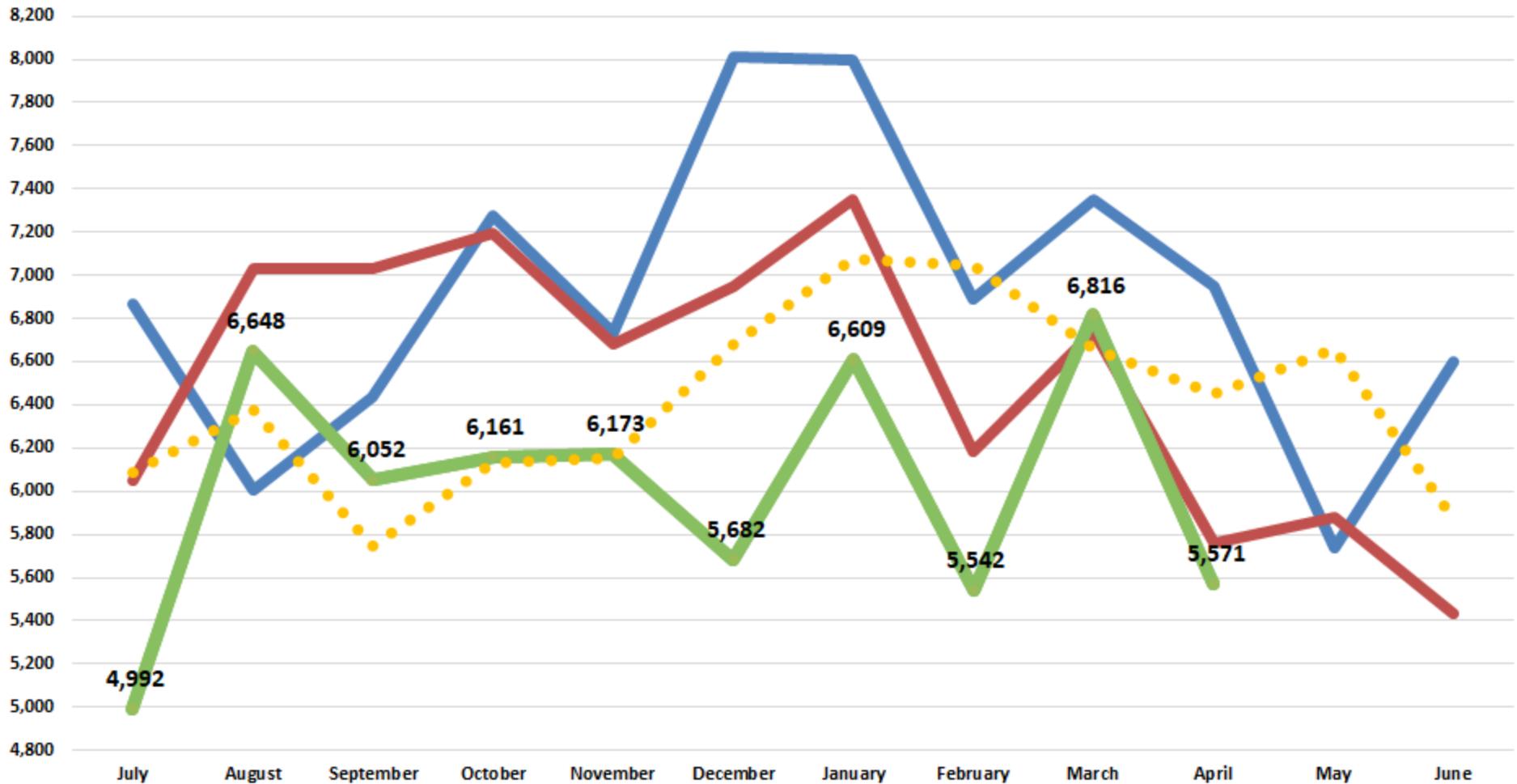
Rural Health Clinics Registrations



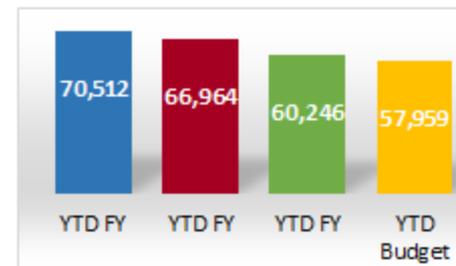
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



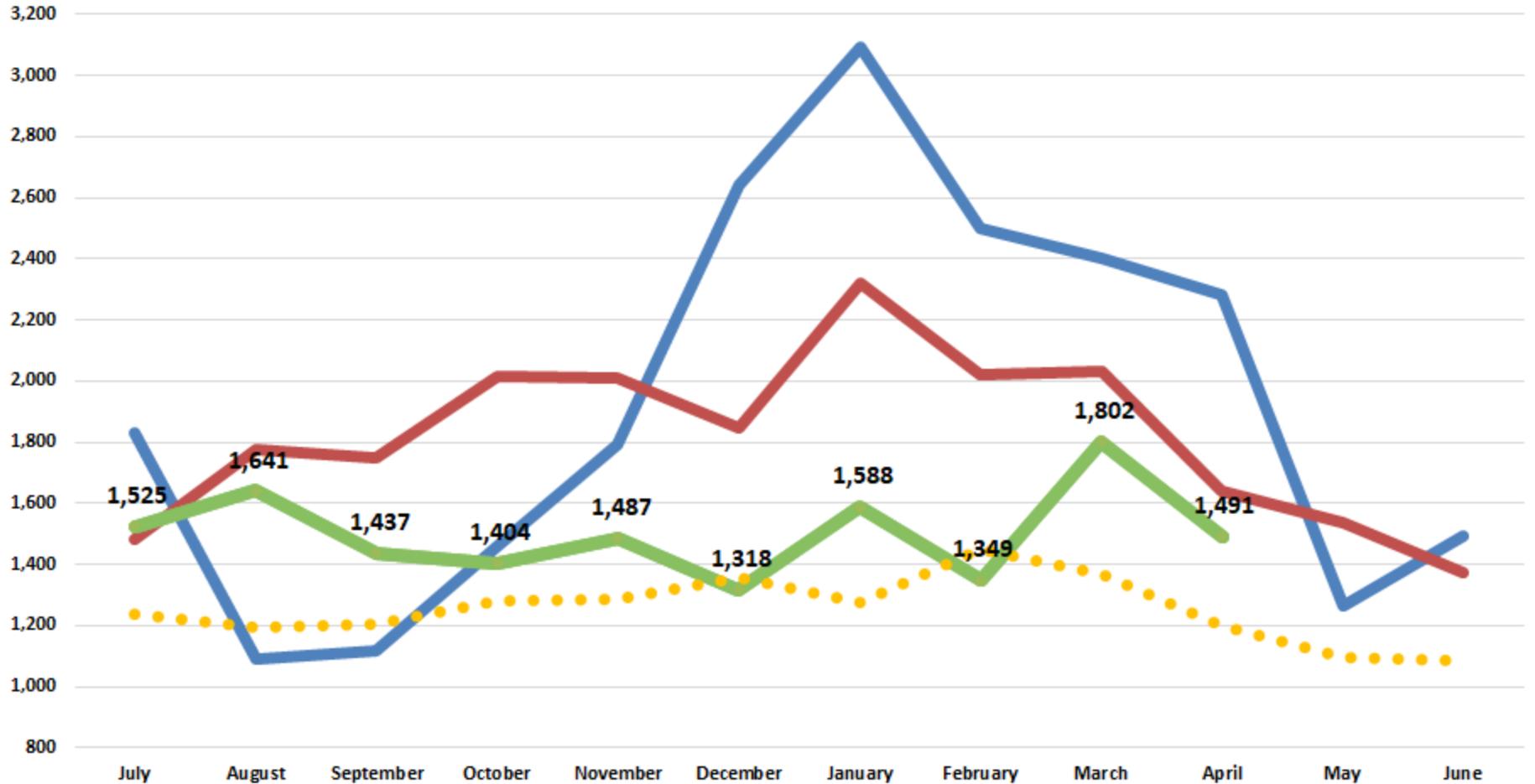
RHC Exeter - Registrations



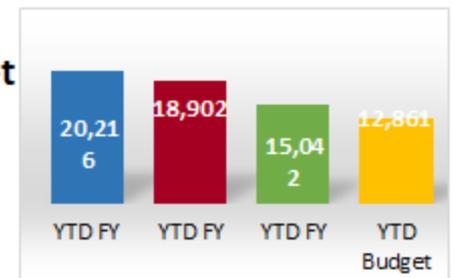
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



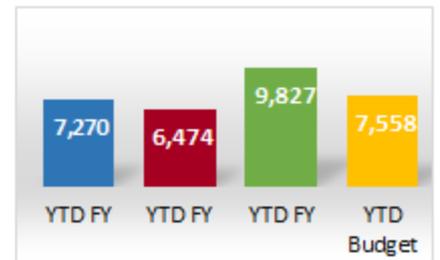
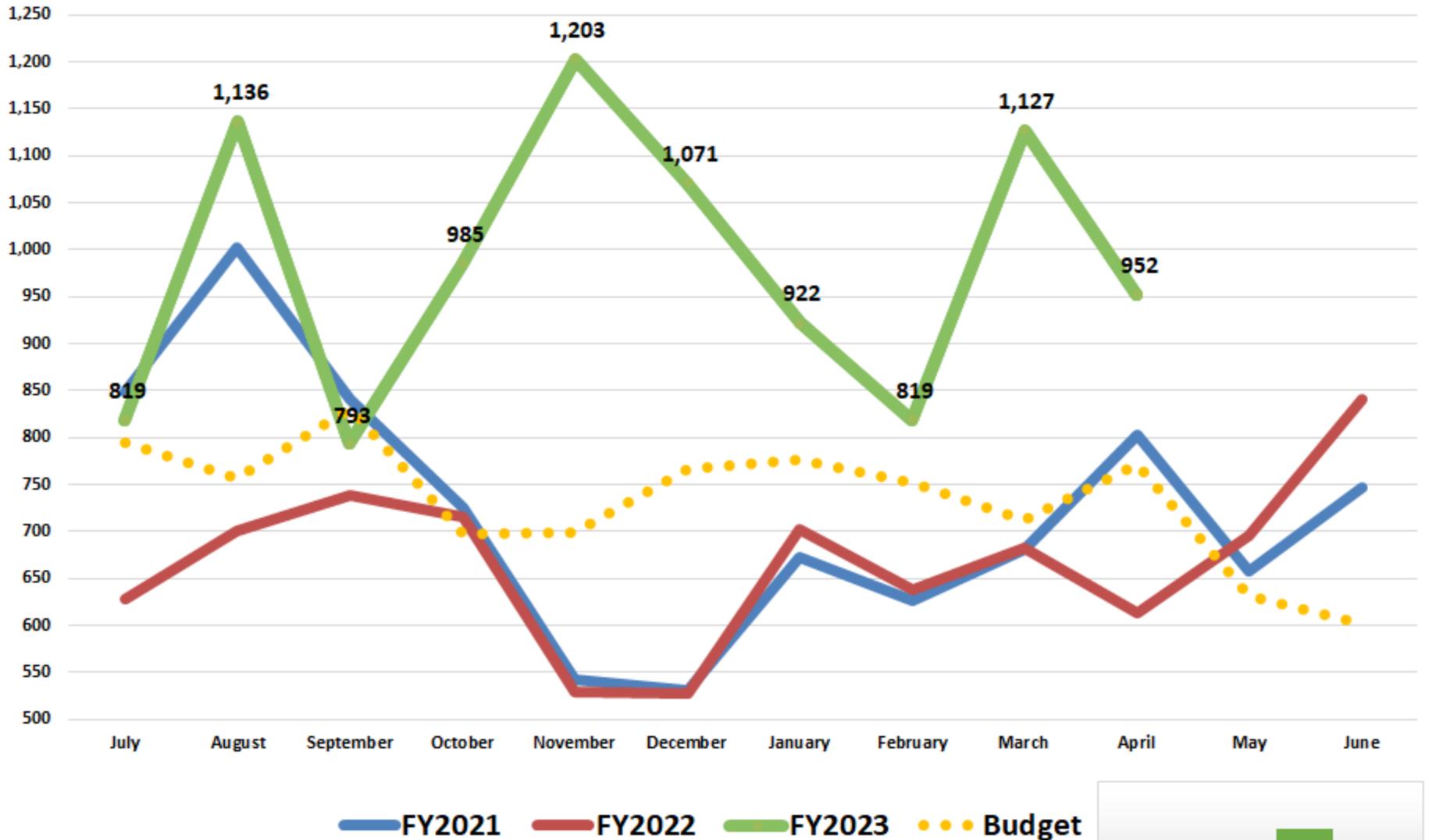
RHC Lindsay - Registrations



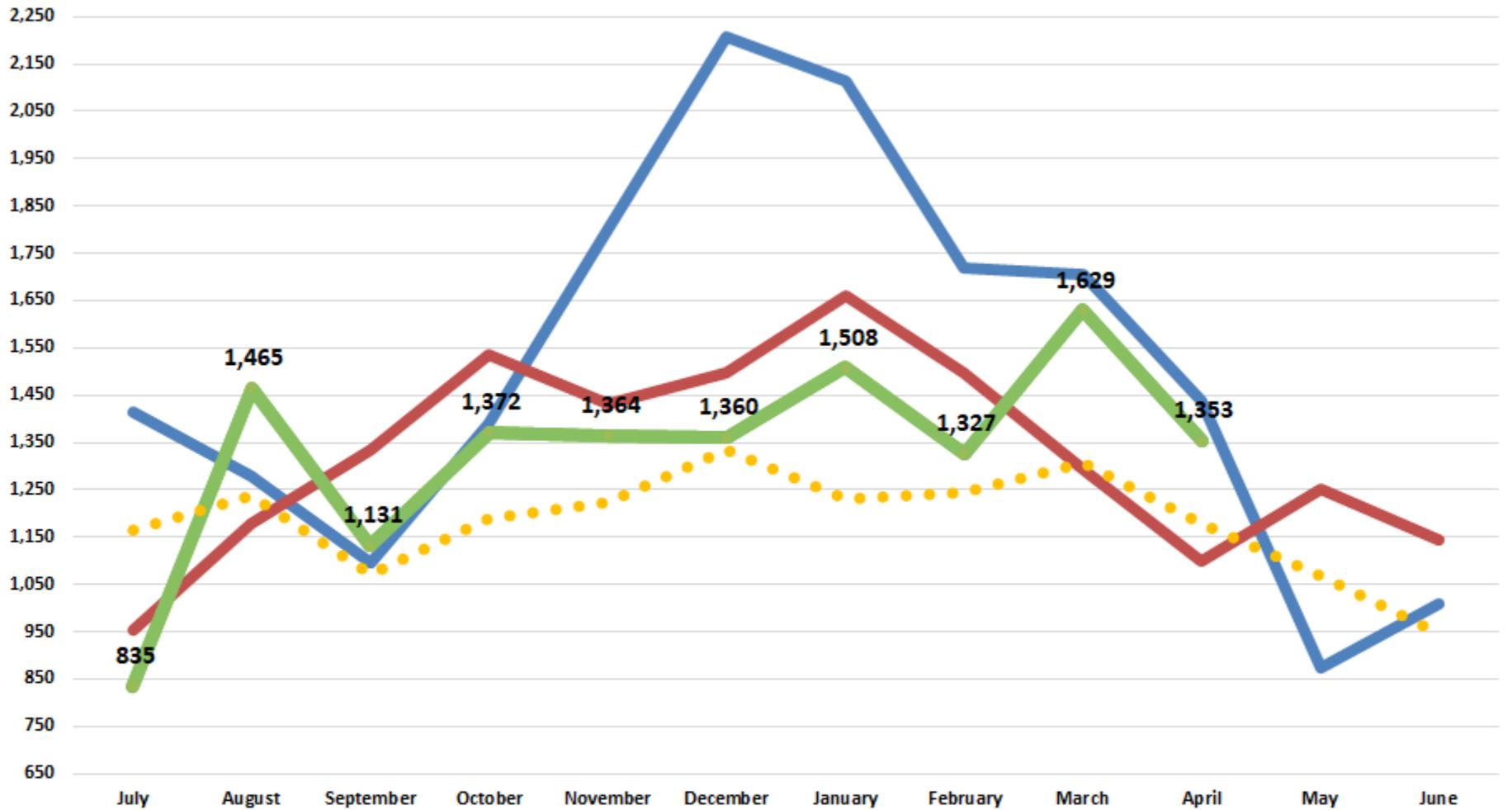
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



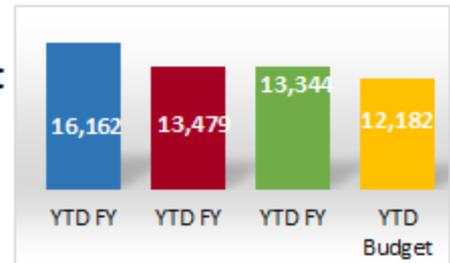
RHC Woodlake - Registrations



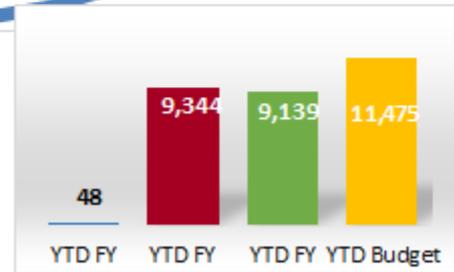
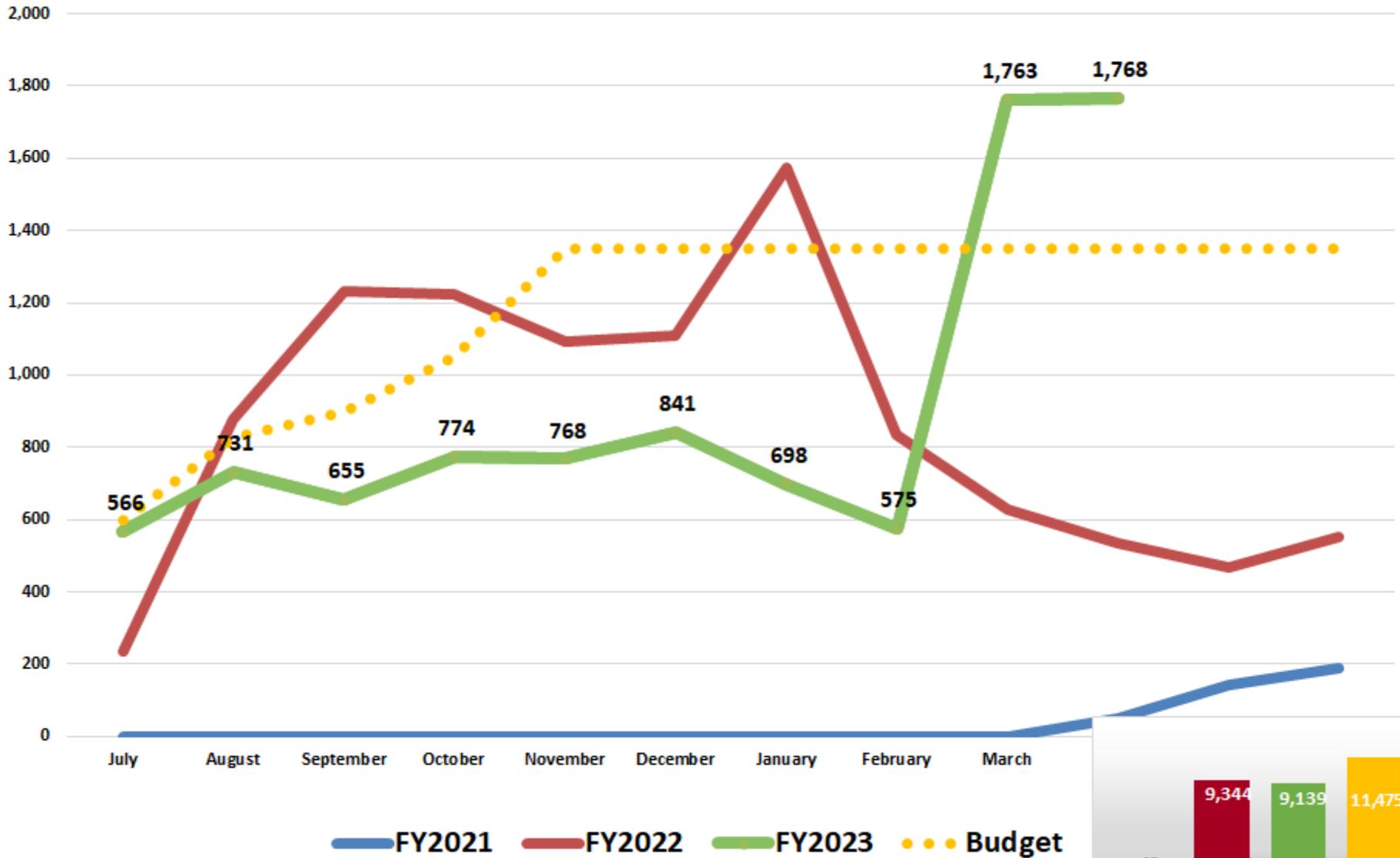
RHC Dinuba - Registrations



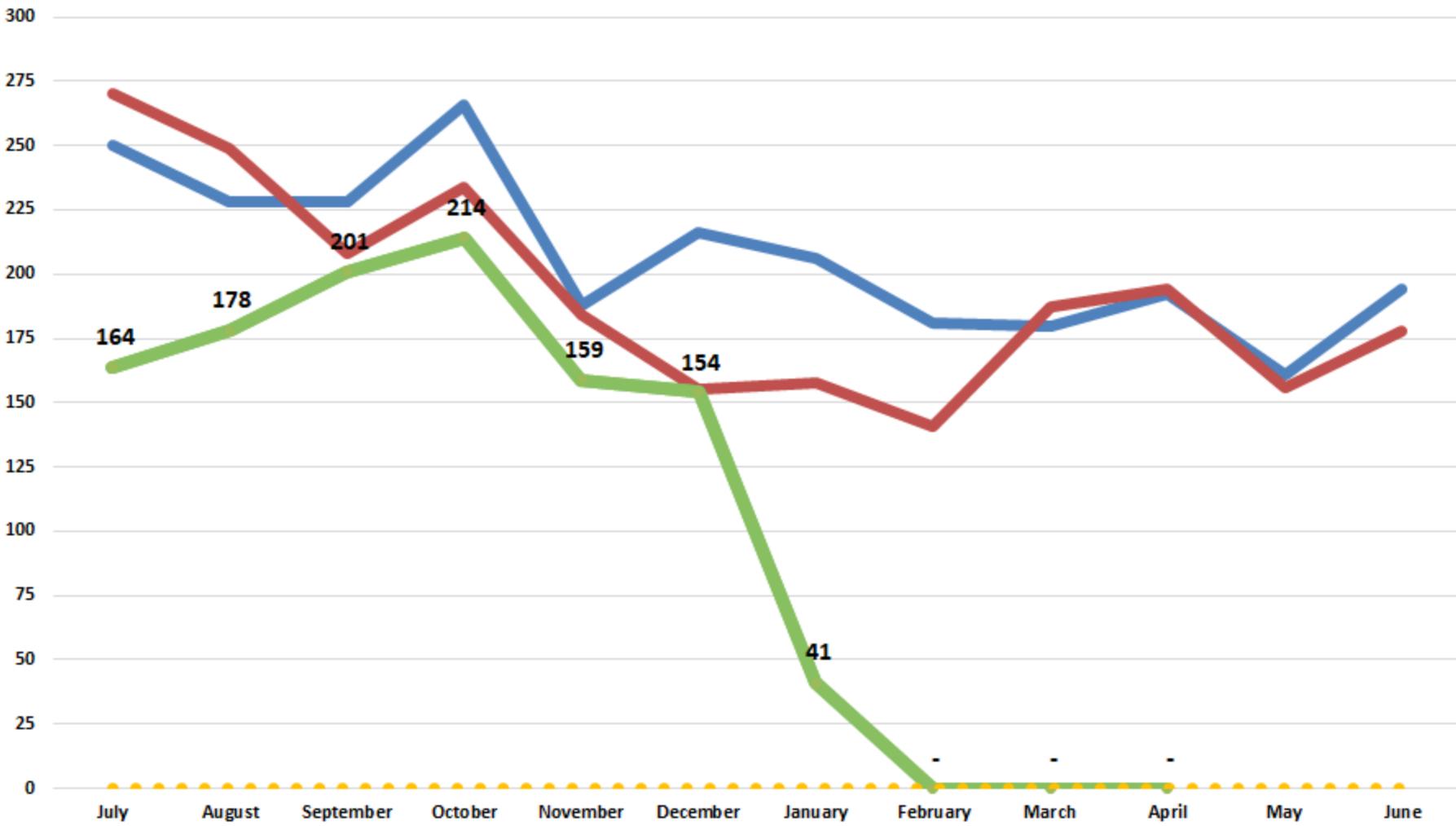
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



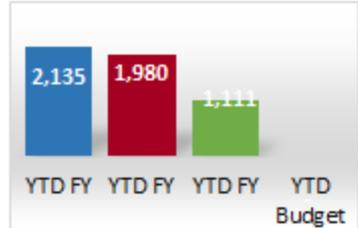
RHC Tulare - Registrations



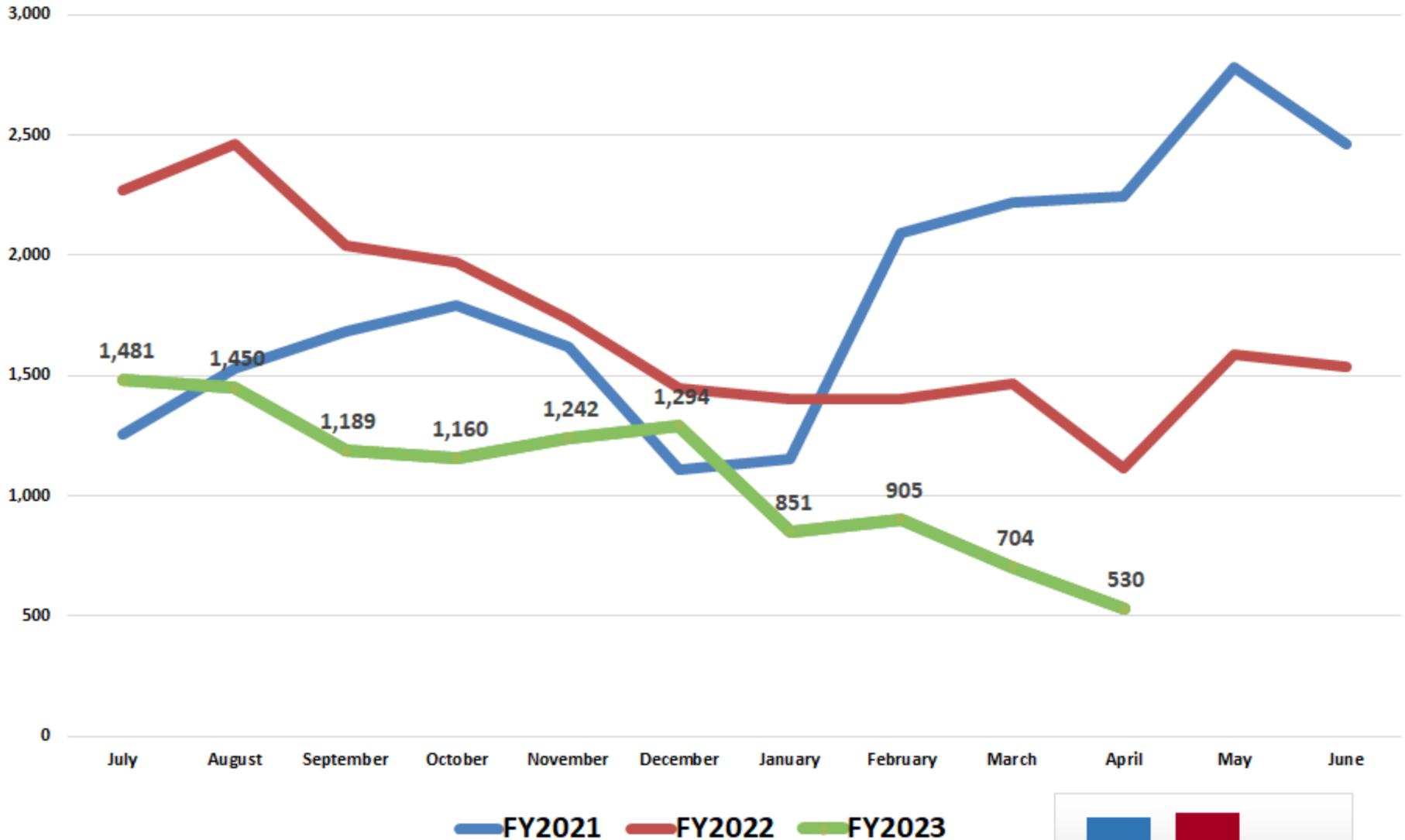
Neurosurgery Clinic Registrations



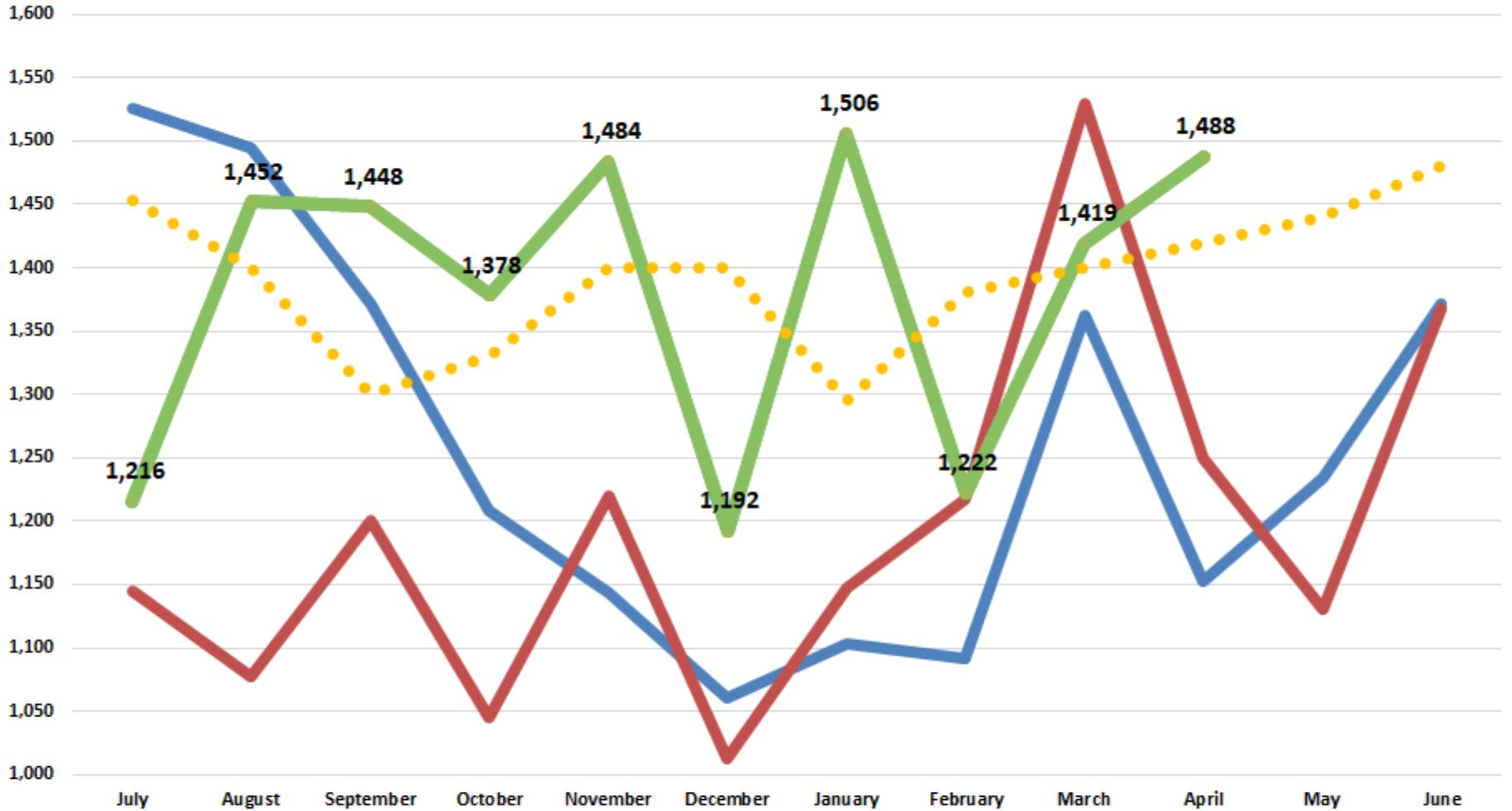
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



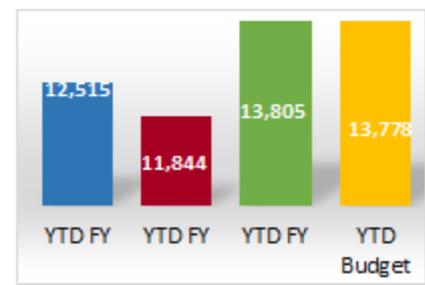
Neurosurgery Clinic - wRVU's



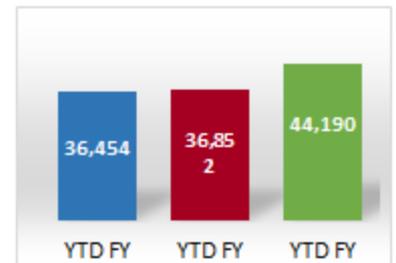
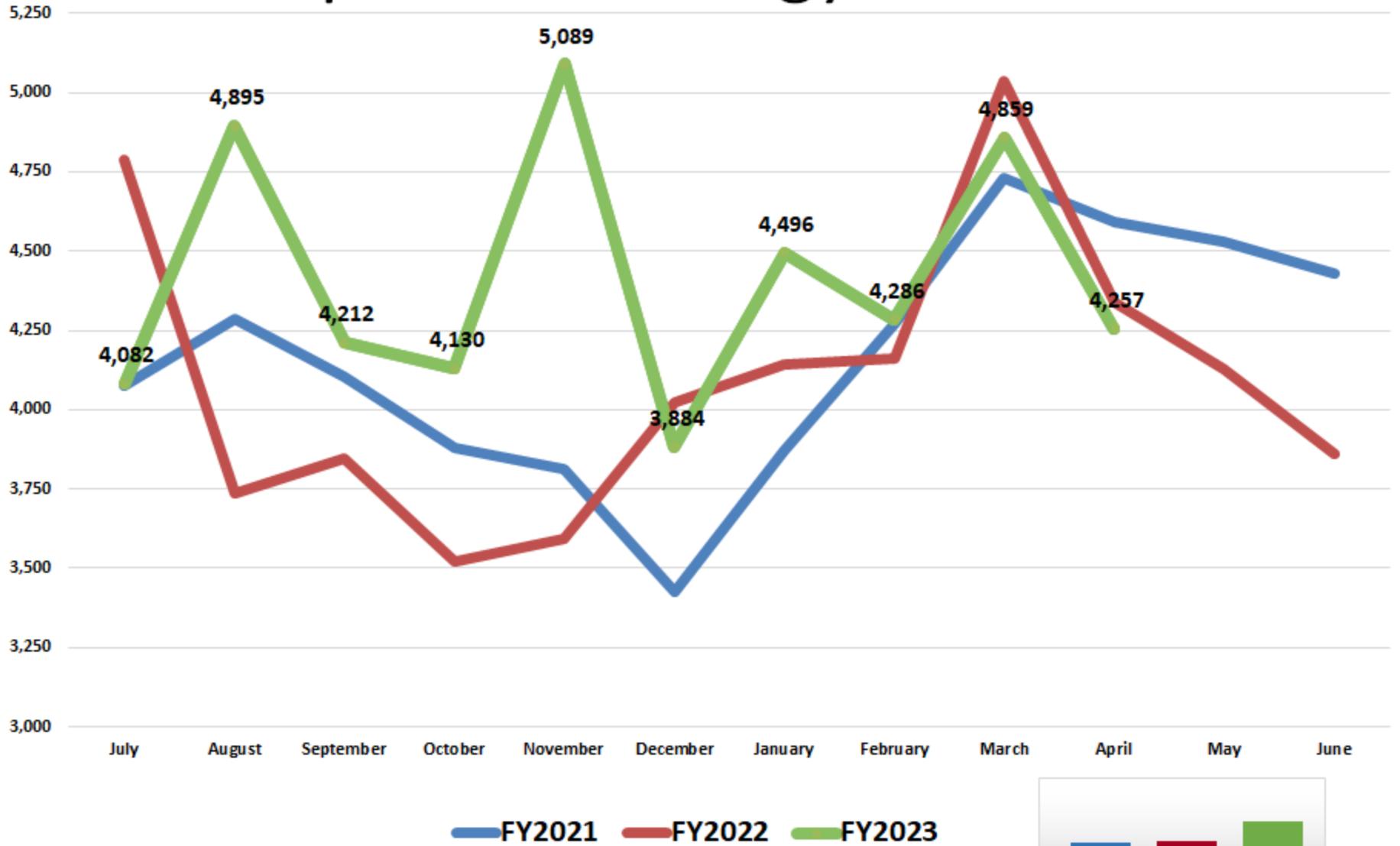
Sequoia Cardiology Registrations



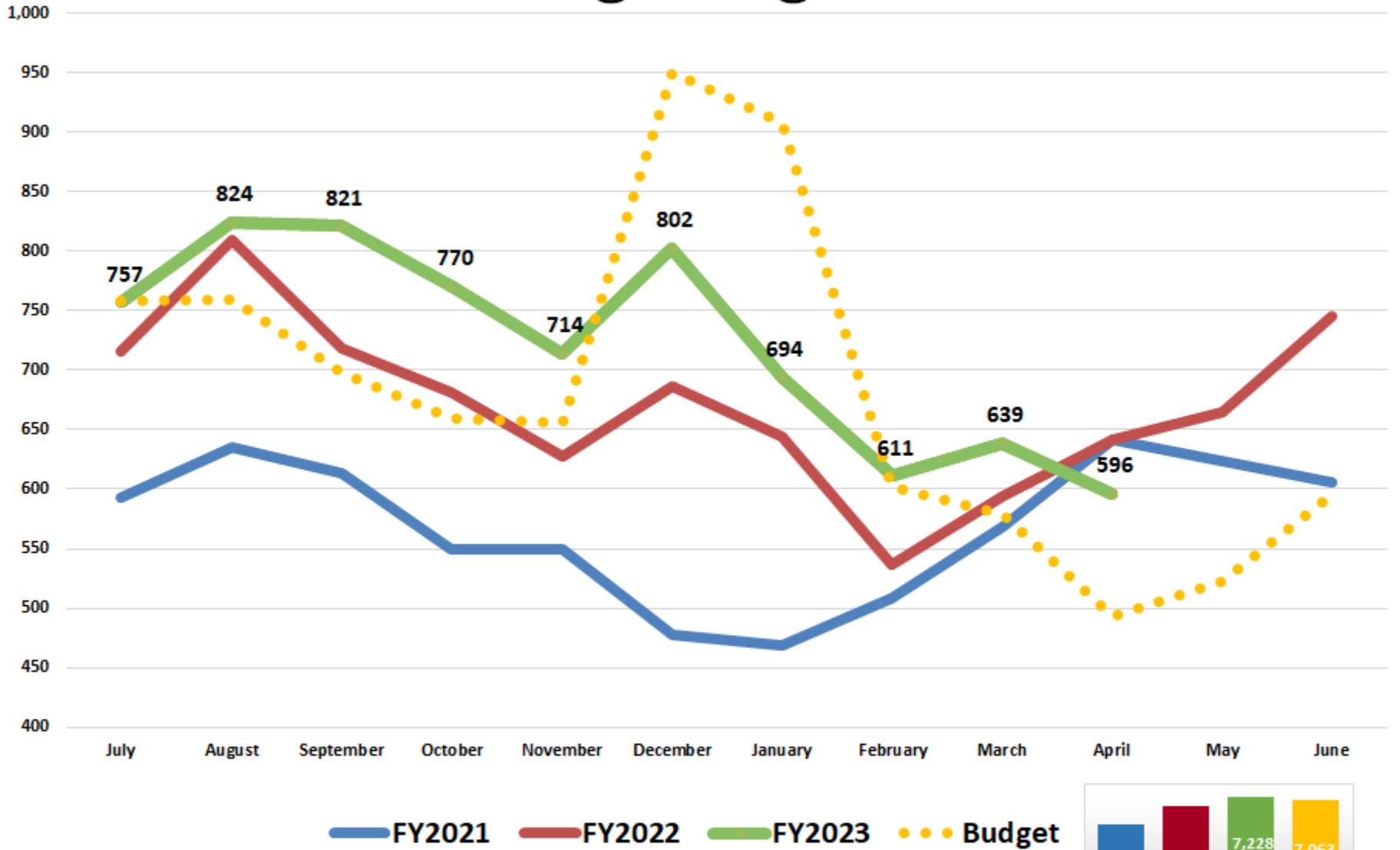
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



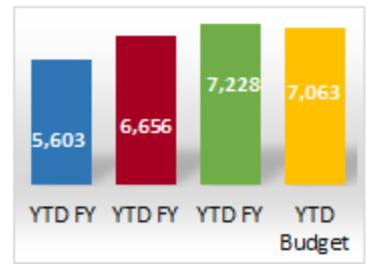
Sequoia Cardiology - wRVU's



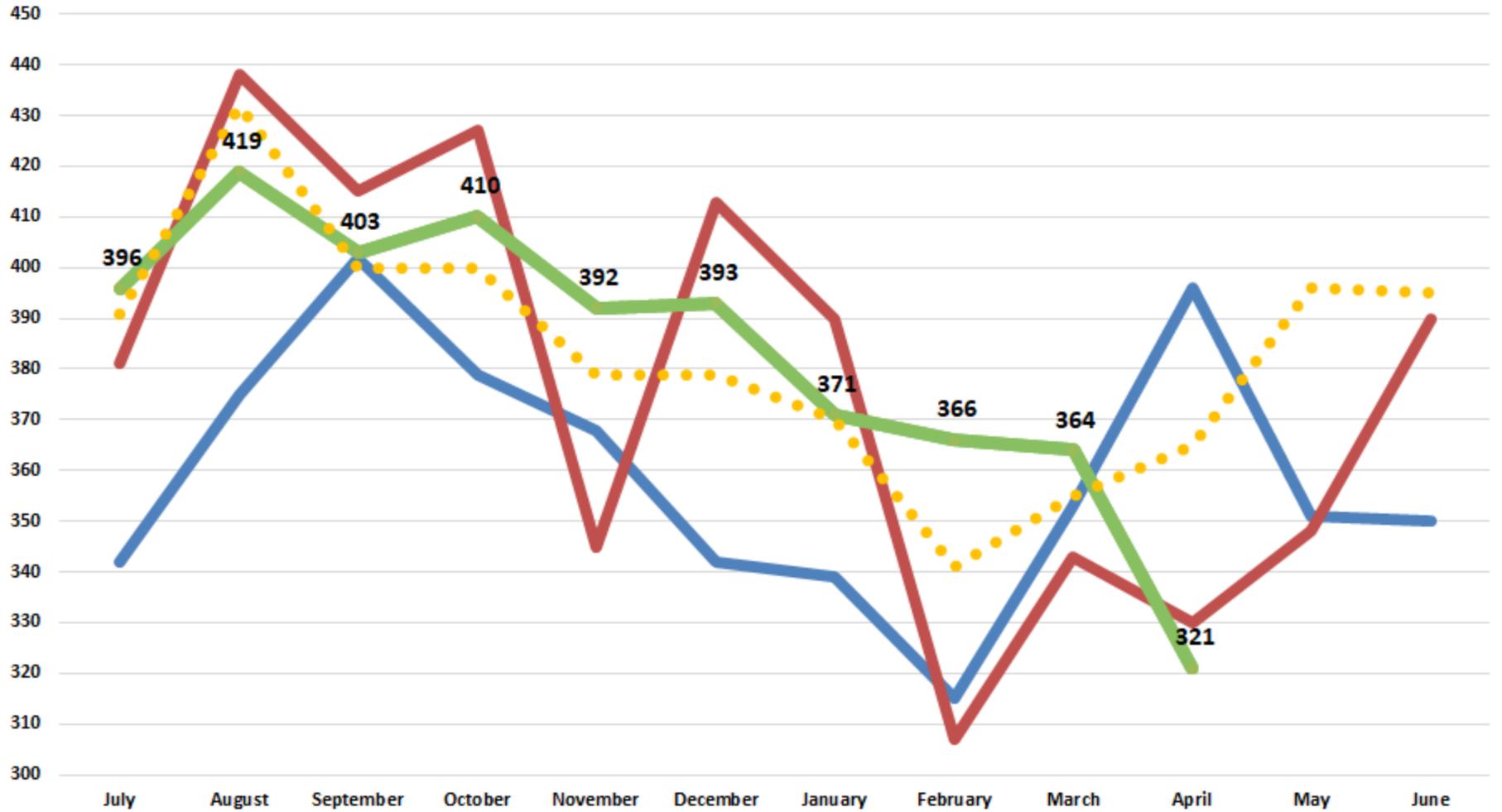
Labor Triage Registrations



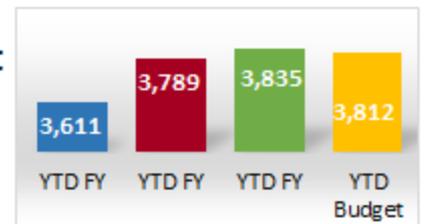
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



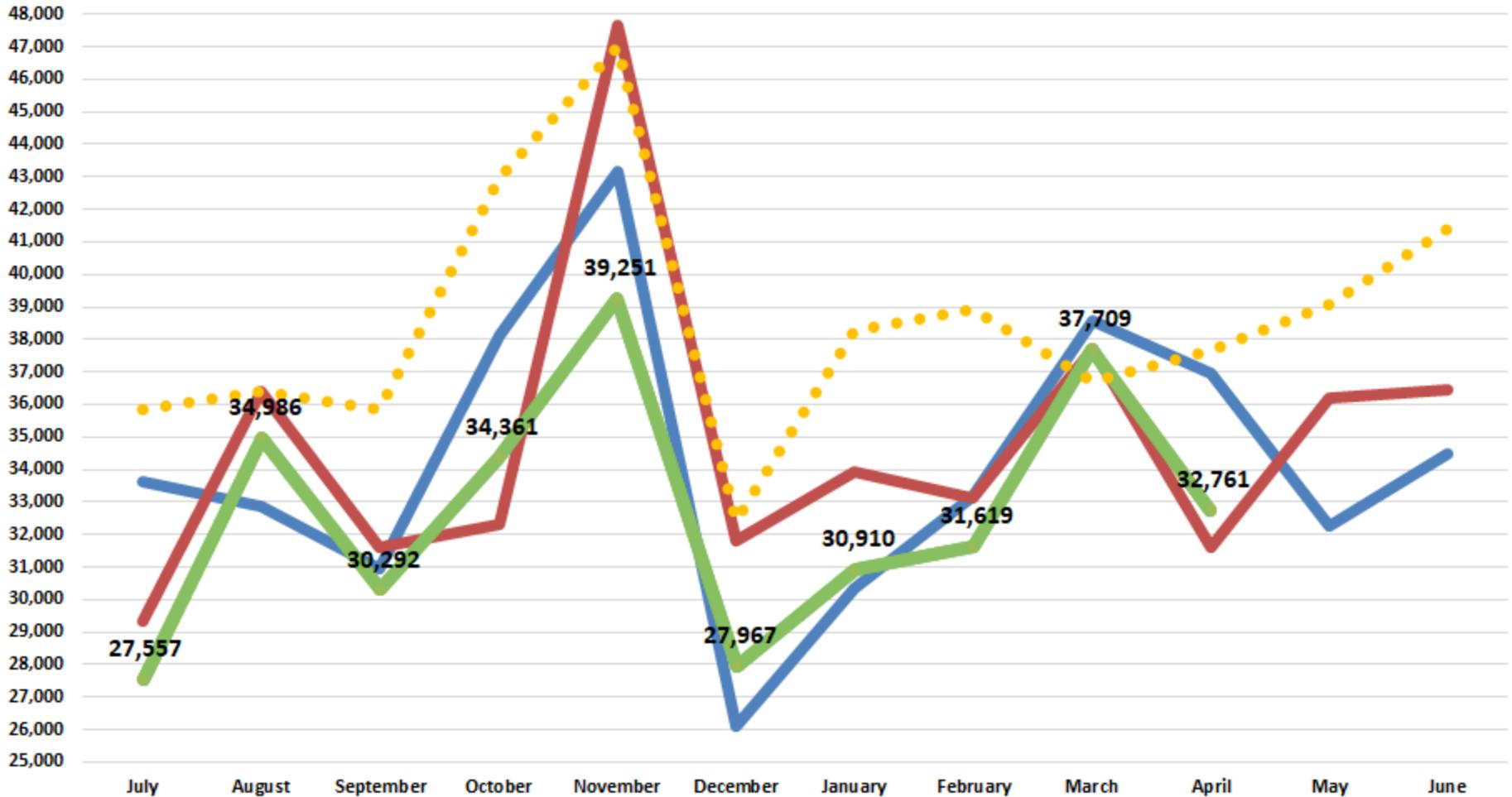
Deliveries



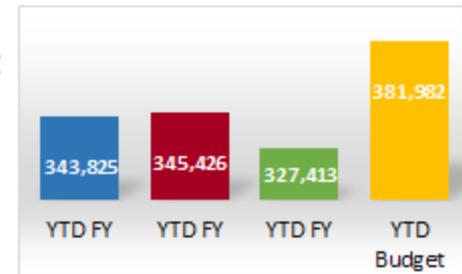
— FY2021
 — FY2022
 — FY2023
 ••• Budget



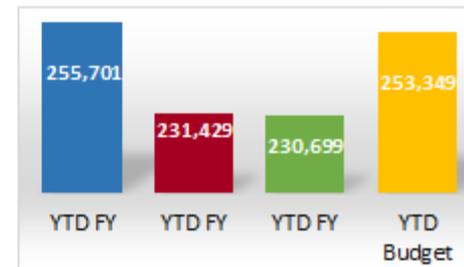
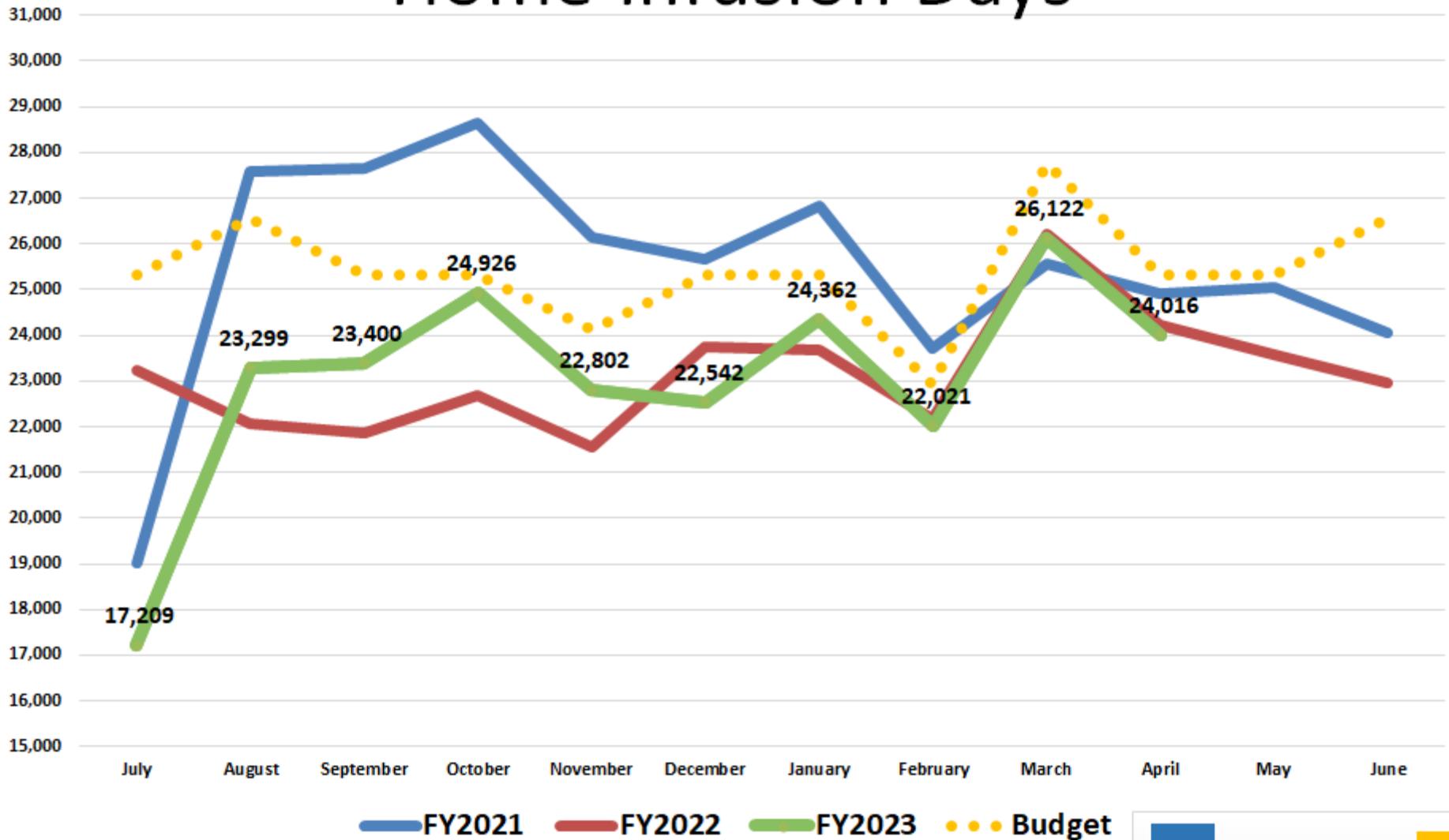
KHMG RVU's



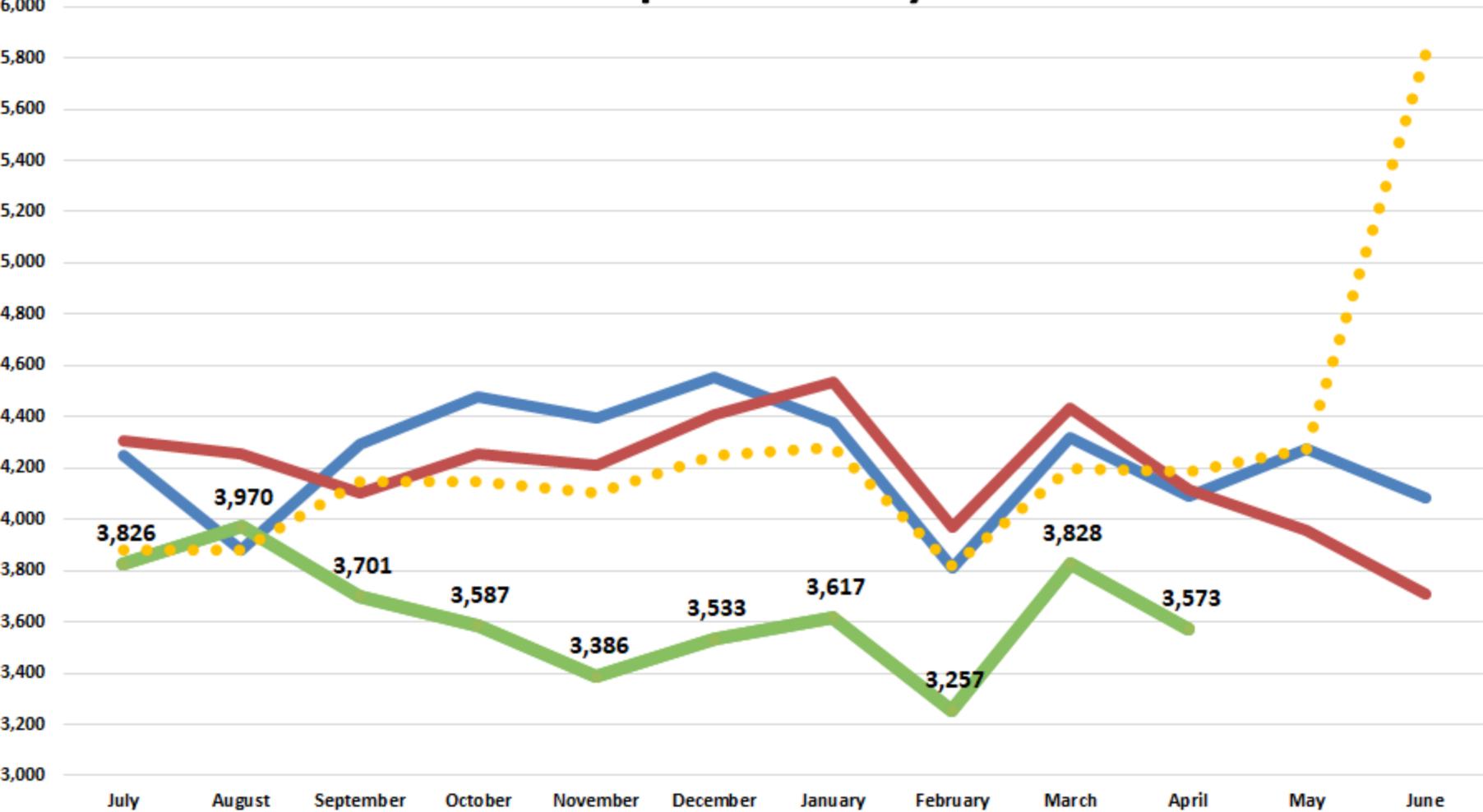
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



Home Infusion Days



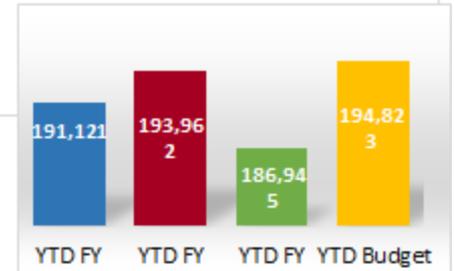
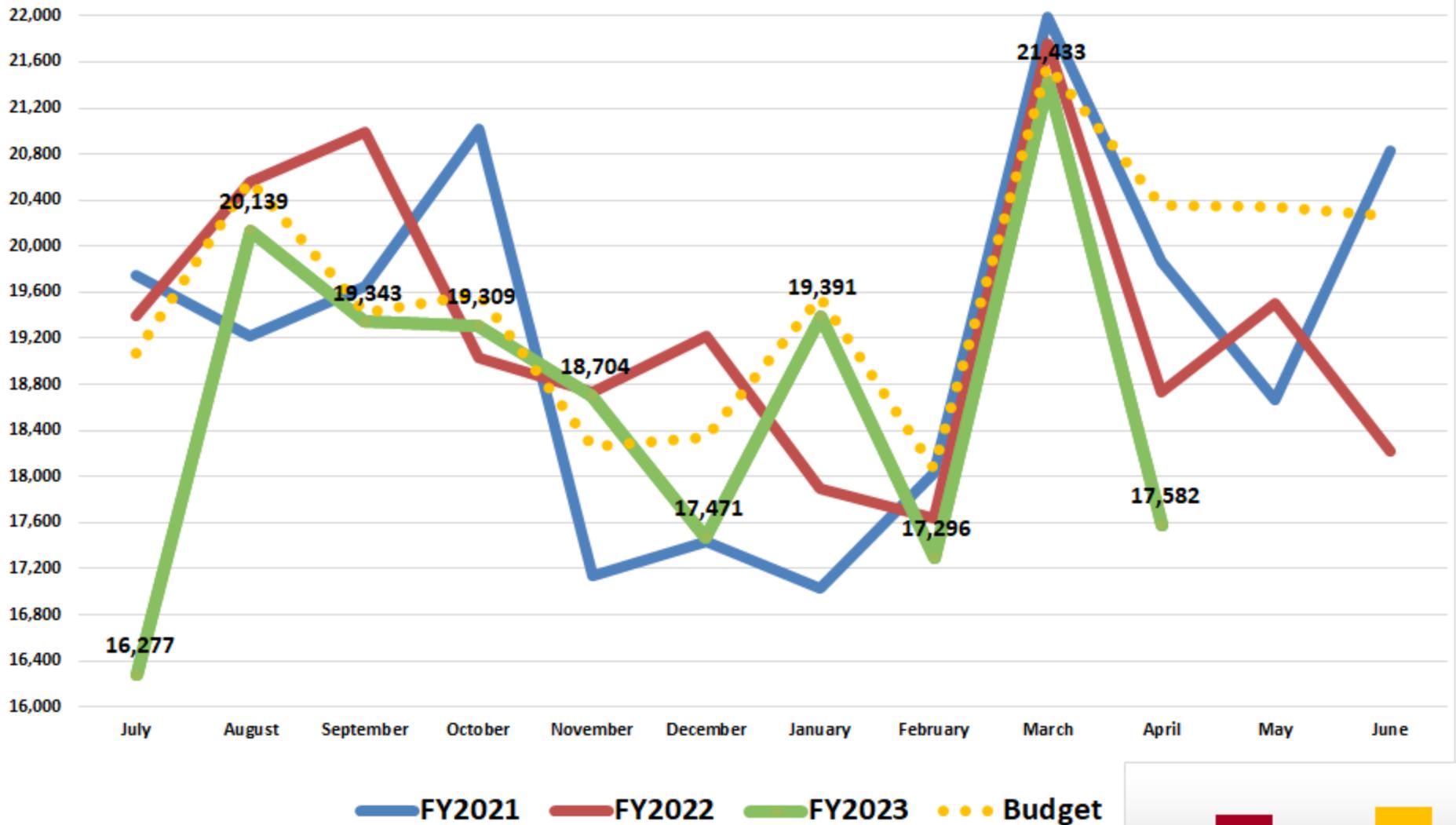
Hospice Days



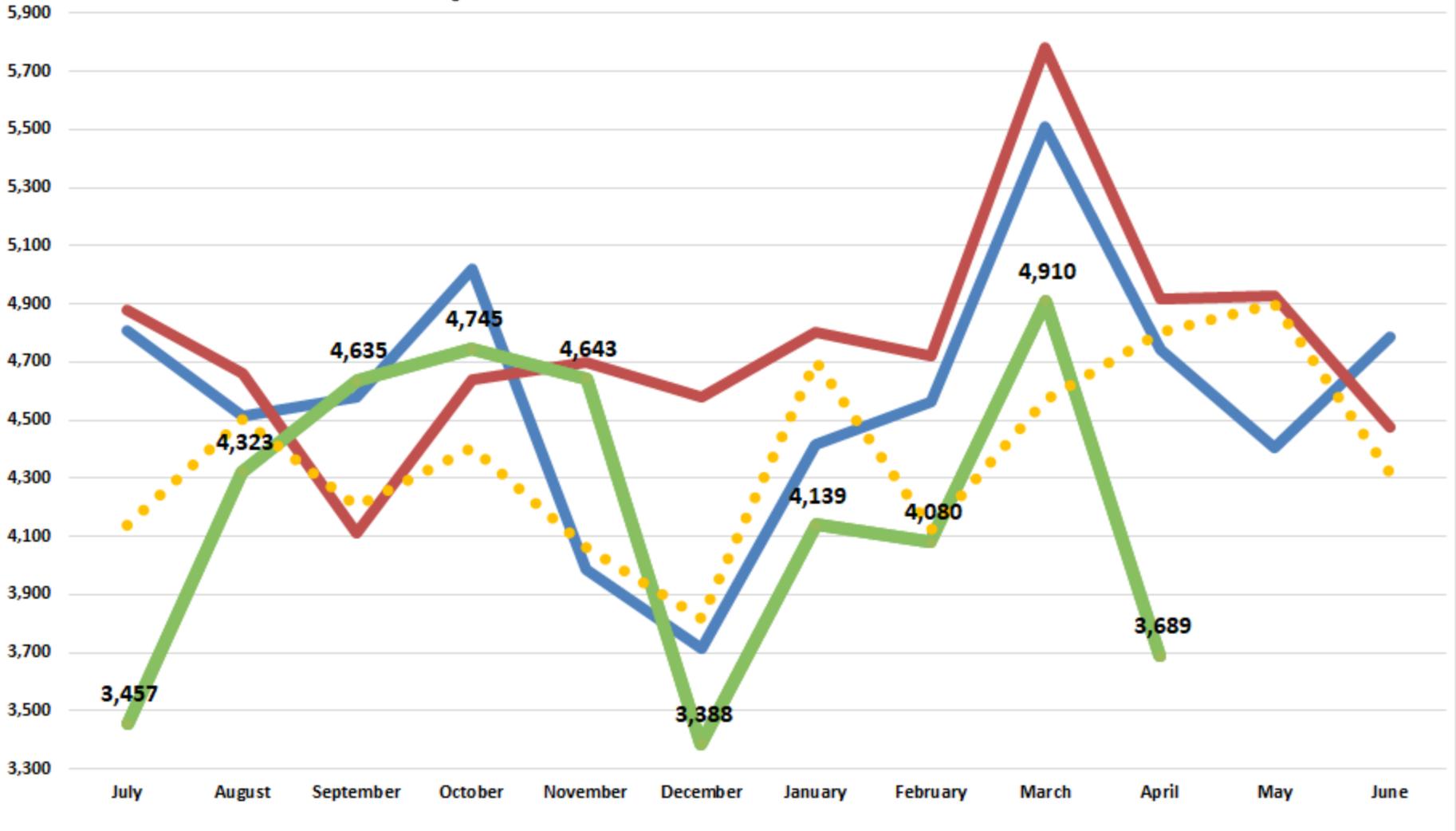
— FY2021
 — FY2022
 — FY2023
 ●●● Budget

42,451	42,592	36,278	40,887
YTD FY	YTD FY	YTD FY	YTD Budget

All O/P Rehab Svcs Across District



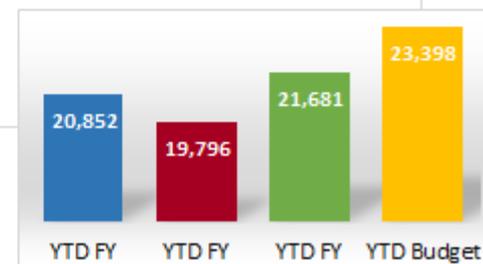
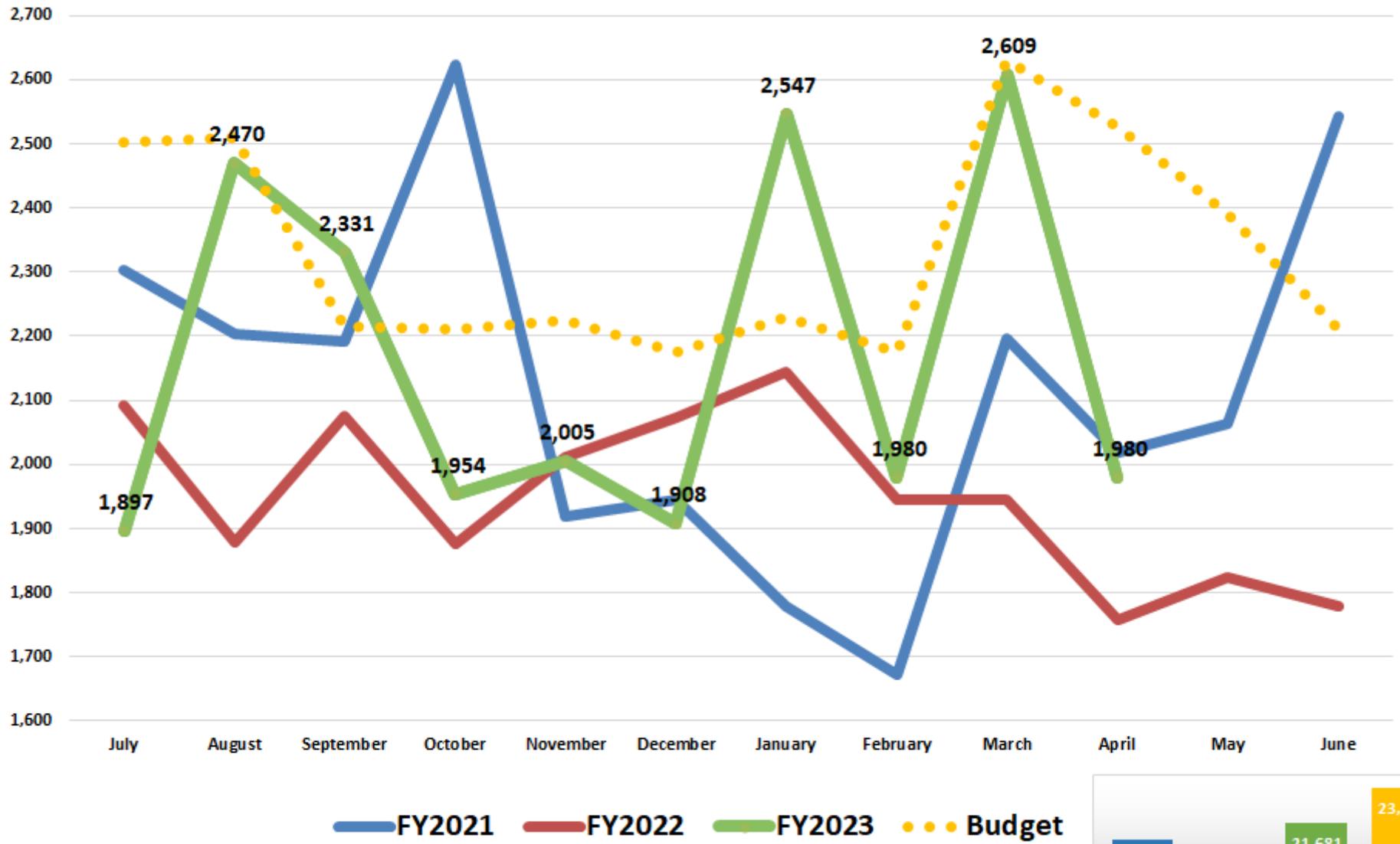
O/P Rehab Services



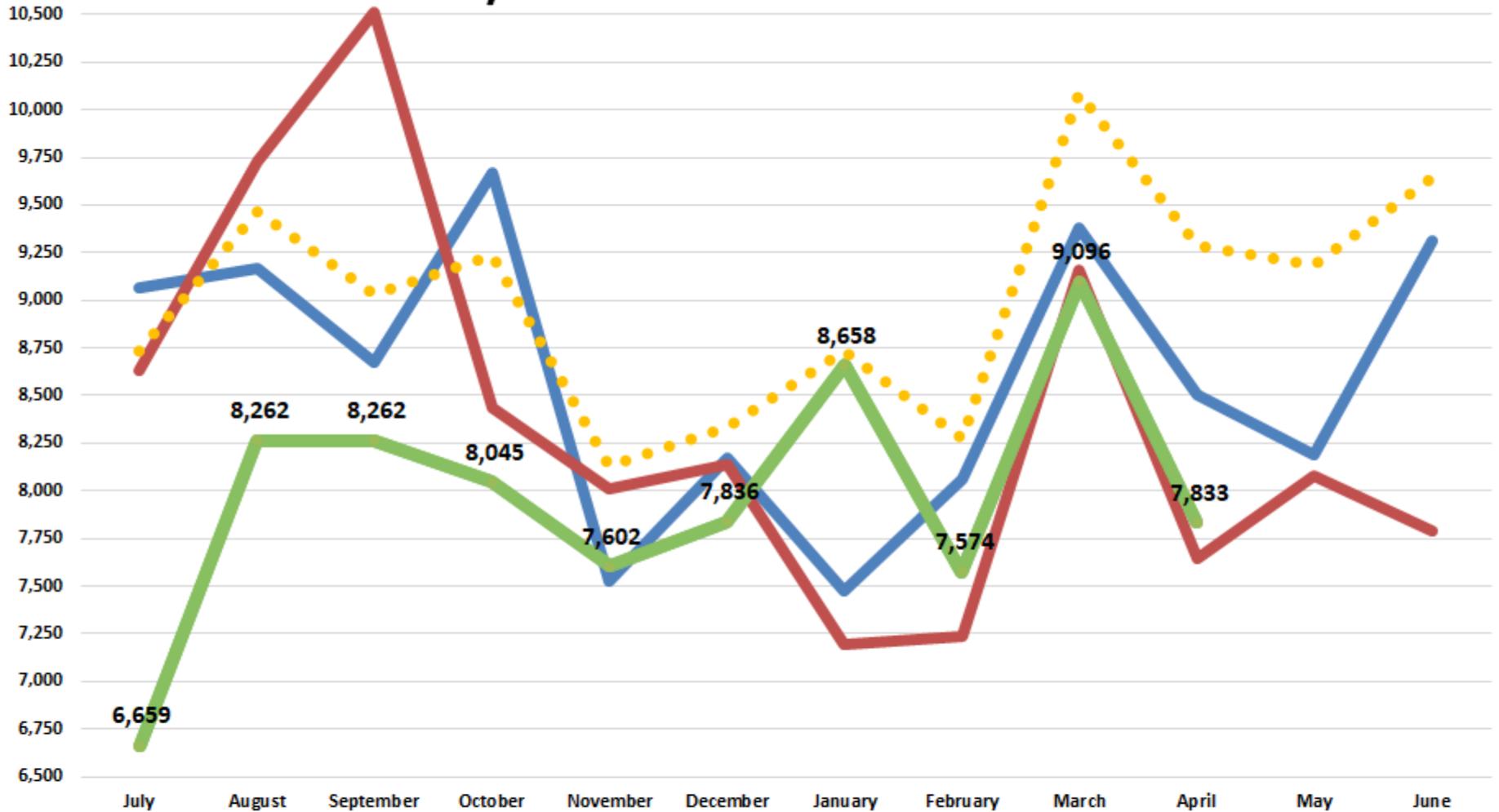
— **FY2021**
 — **FY2022**
 — **FY2023**
 ●●● **Budget**

45,865	47,793	42,009	43,333
YTD FY	YTD FY	YTD FY	YTD Budget

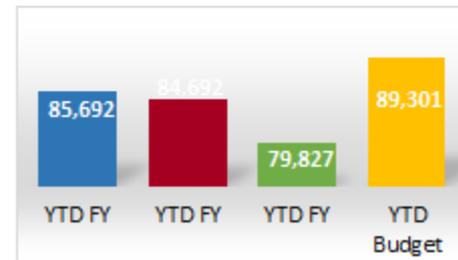
O/P Rehab - Exeter



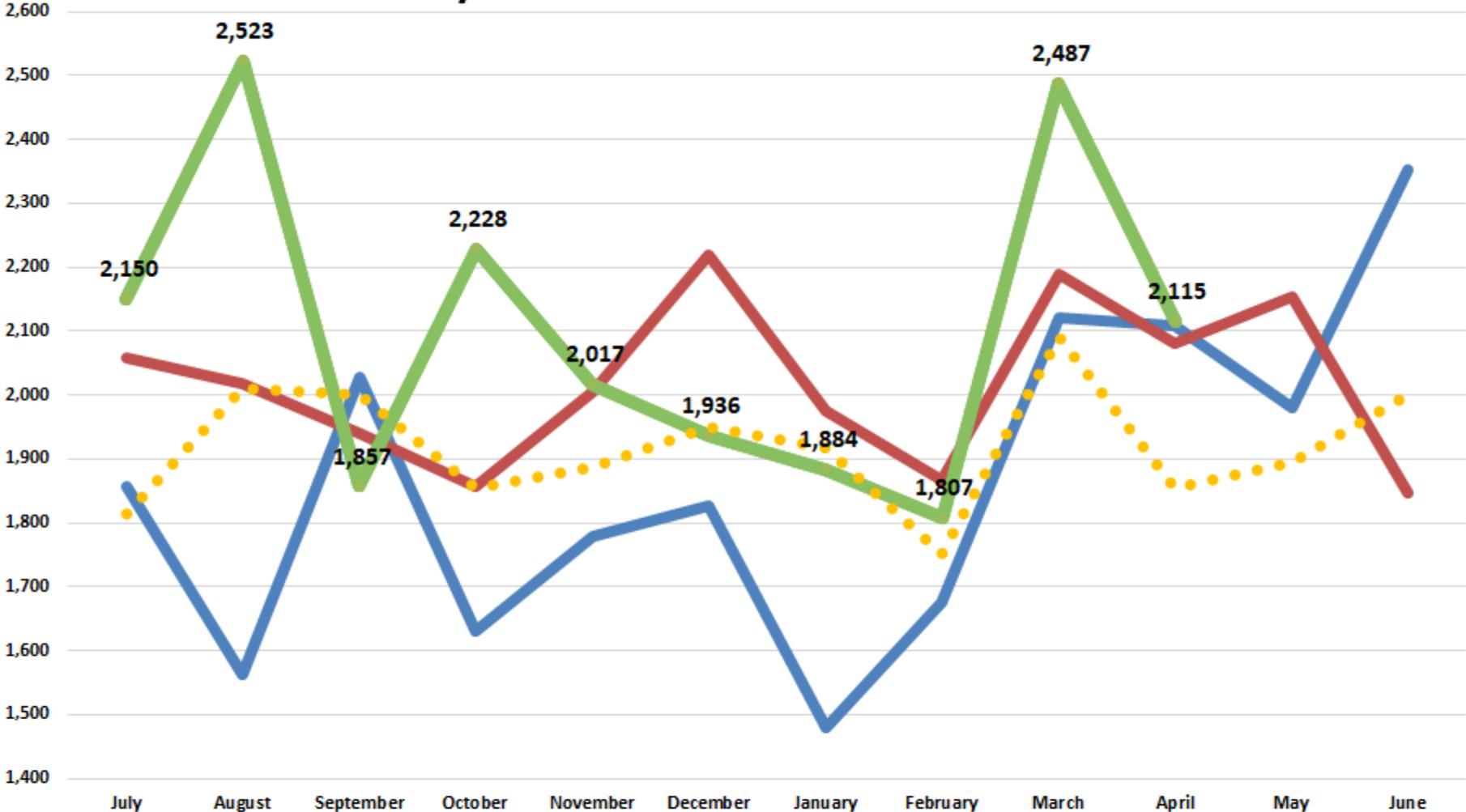
O/P Rehab - Akers



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



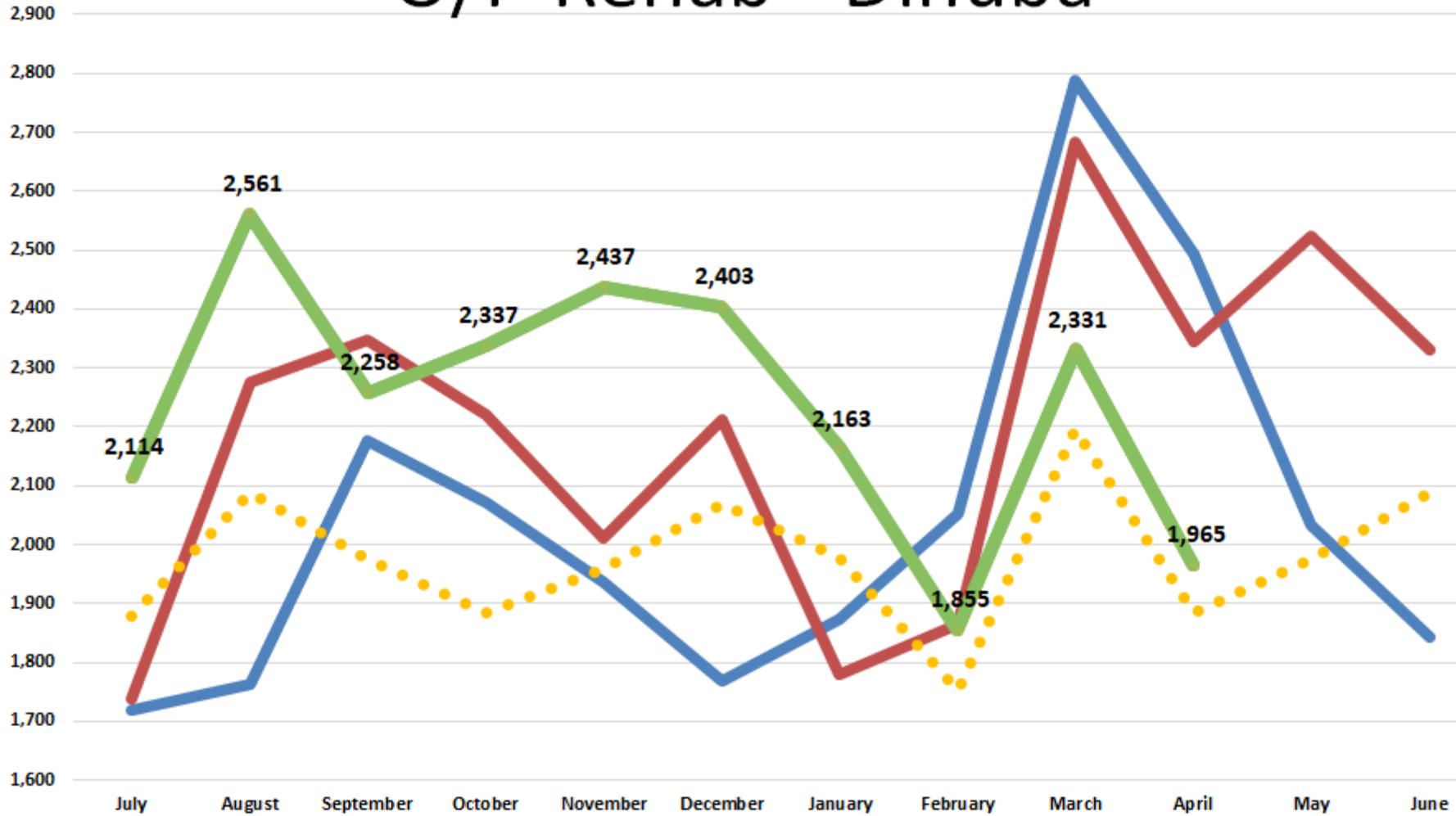
O/P Rehab - LLOPT



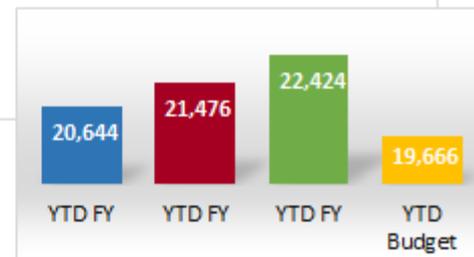
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



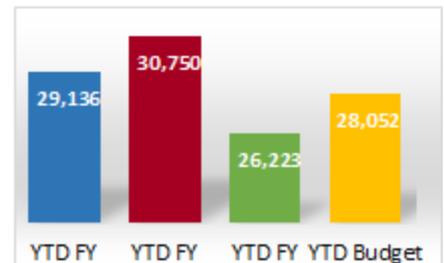
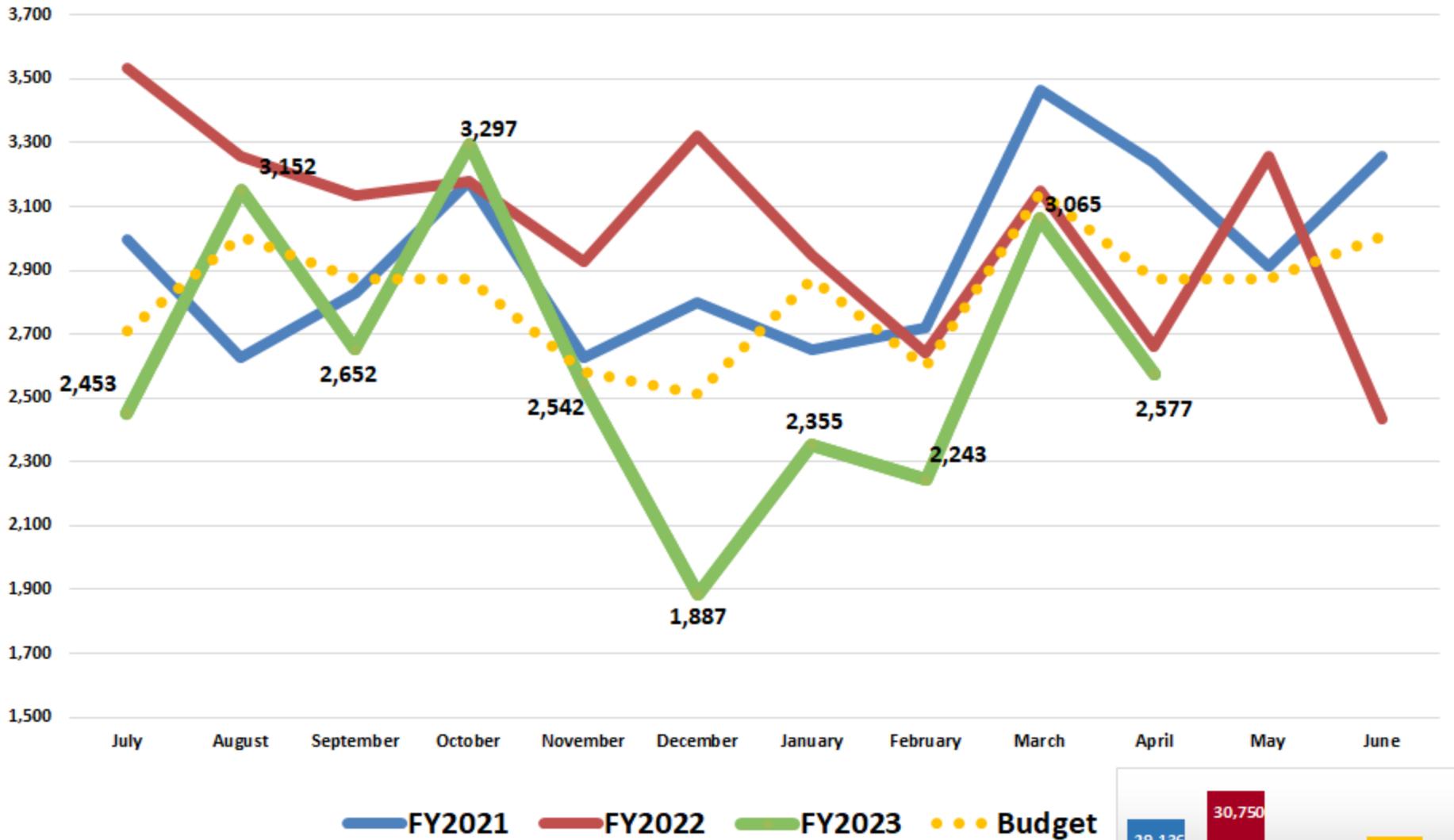
O/P Rehab - Dinuba



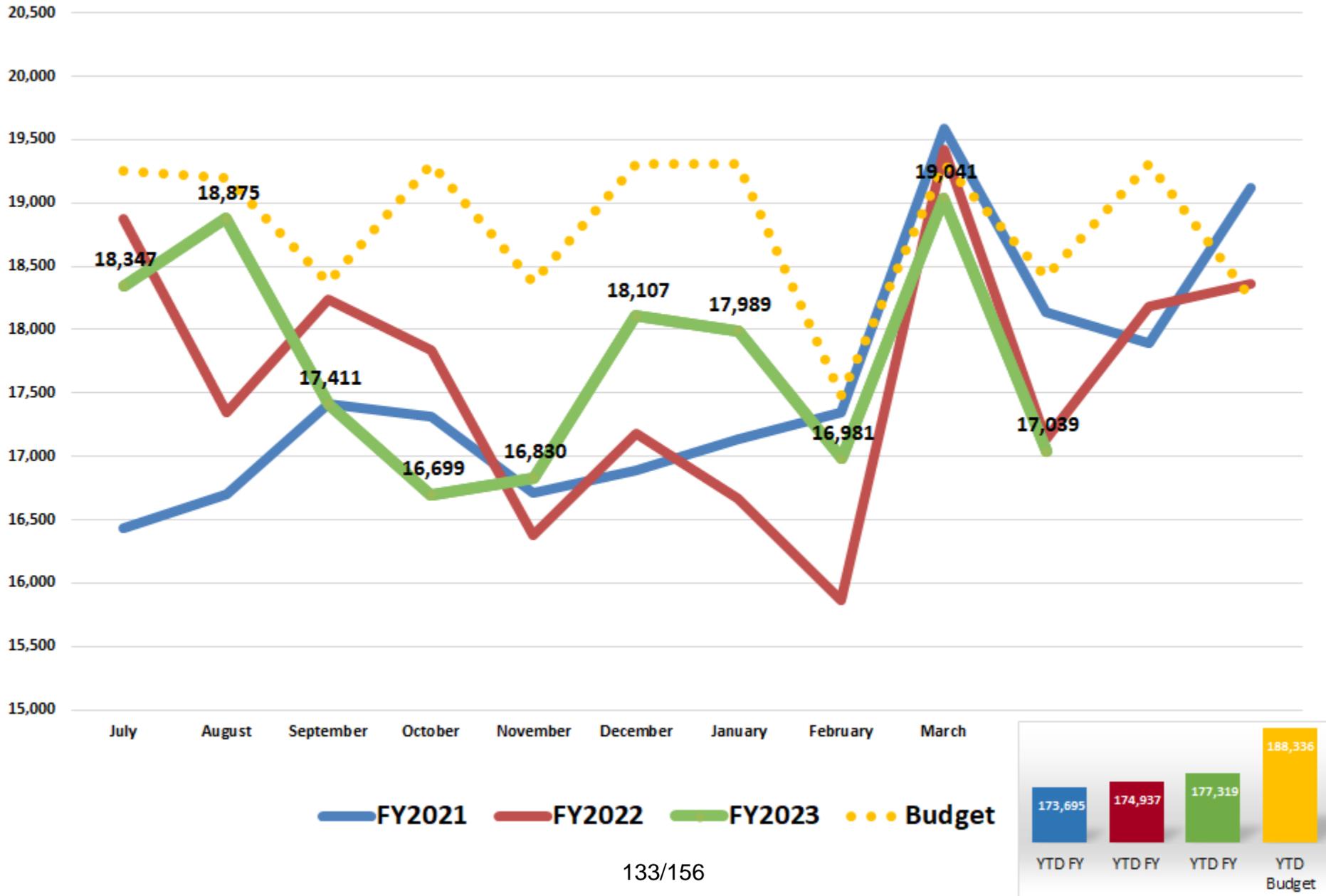
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



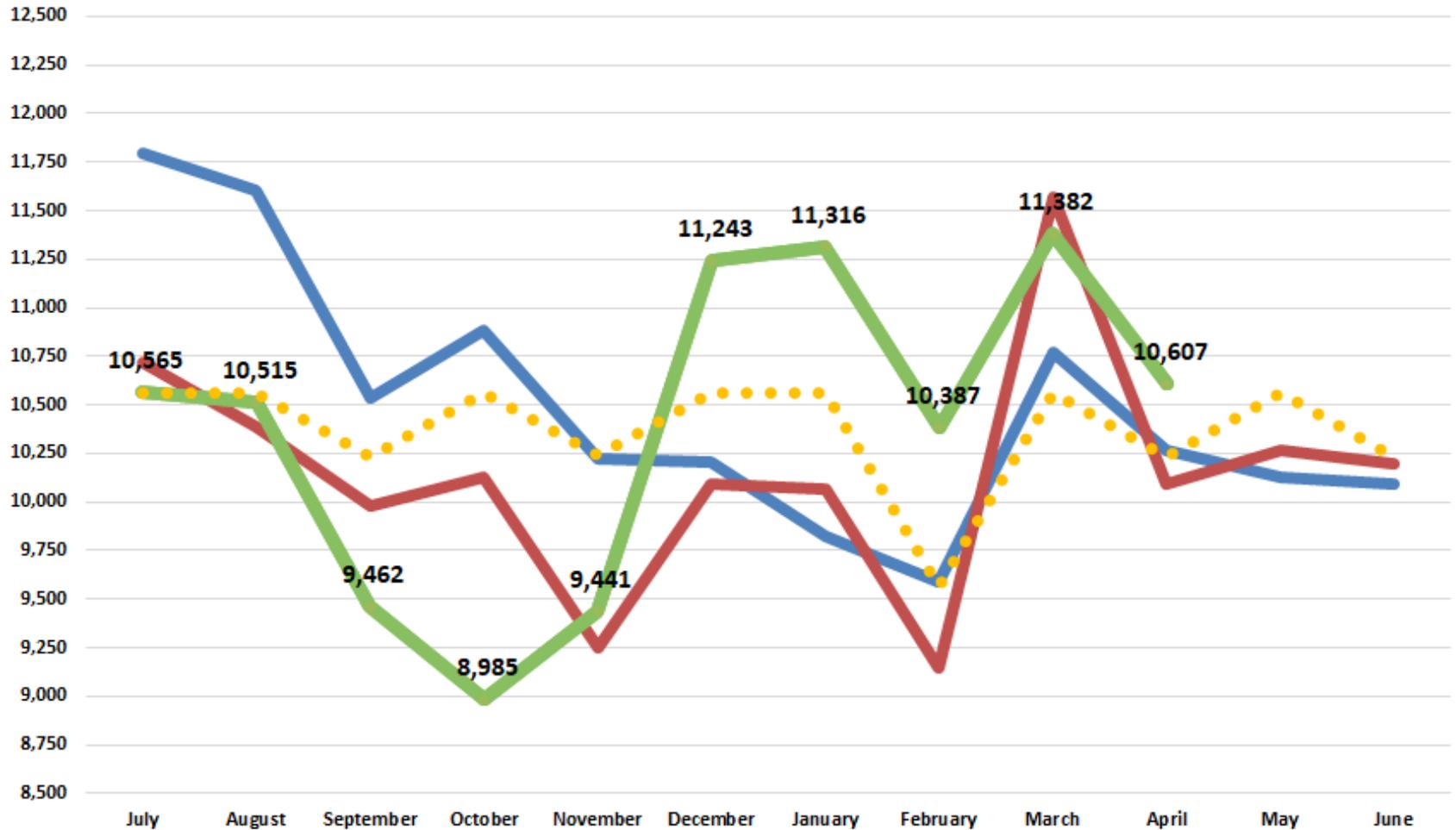
Therapy - Cypress Hand Center



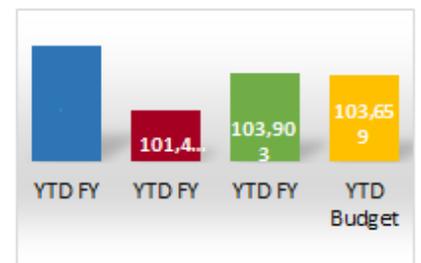
Physical & Other Therapy Units (I/P & O/P)



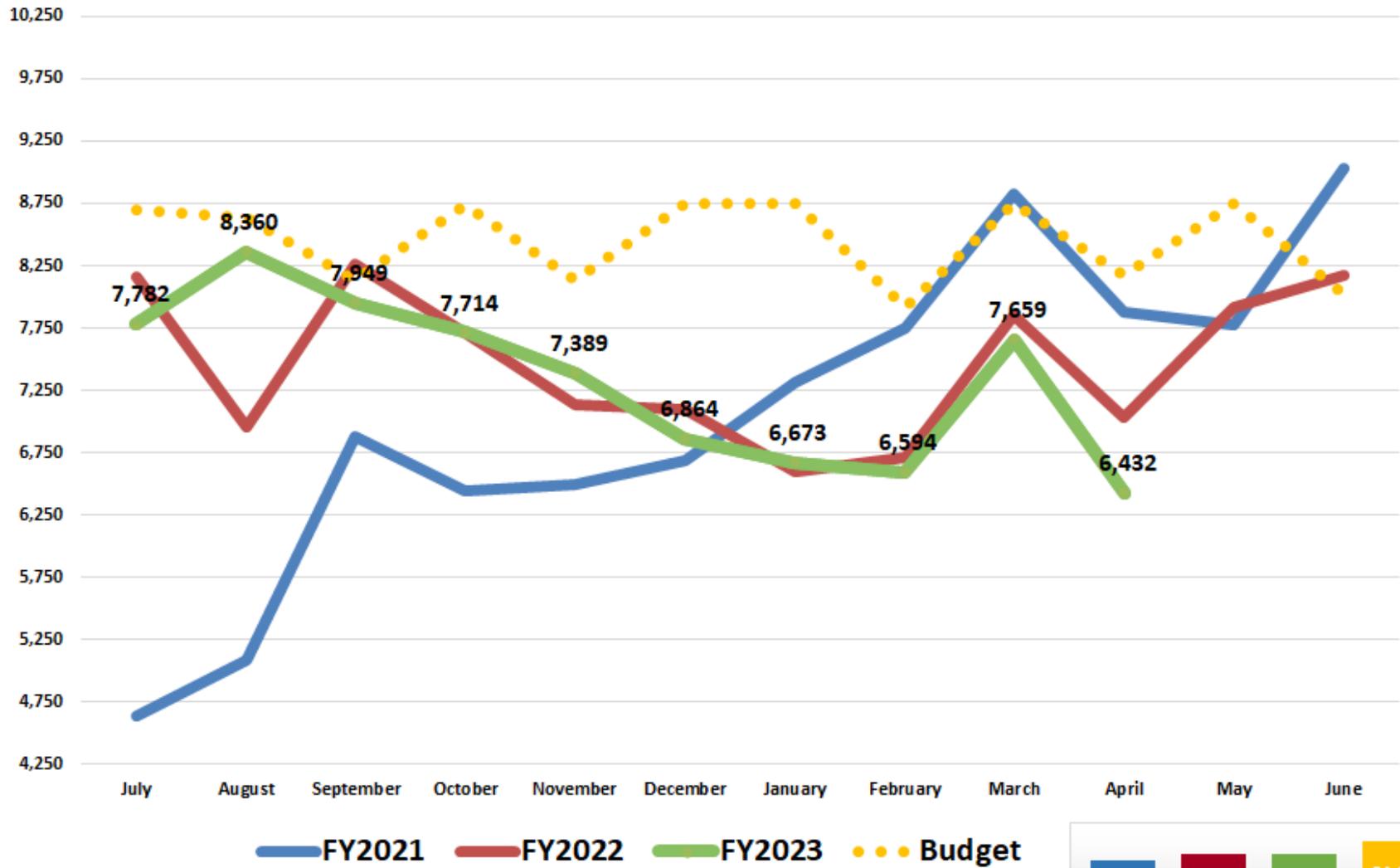
Physical & Other Therapy Units (I/P & O/P)-Main Campus



— FY2021
 — FY2022
 — FY2023
 ●●● Budget

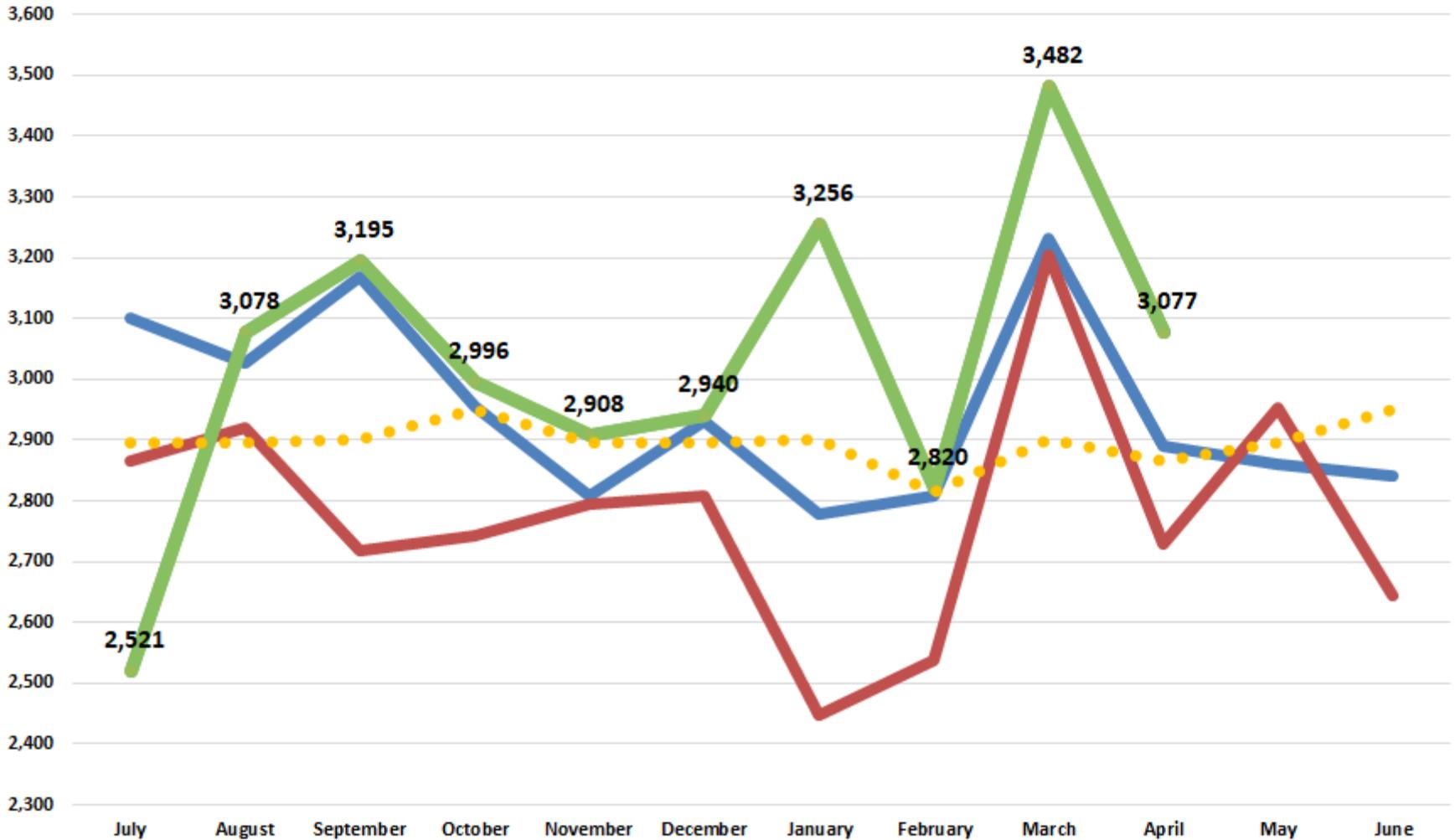


Physical & Other Therapy Units (I/P & O/P)- KDRH & South Campus

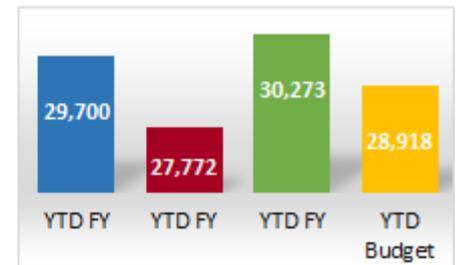


67,998	73,527	73,416	84,677
YTD FY	YTD FY	YTD FY	YTD Budget

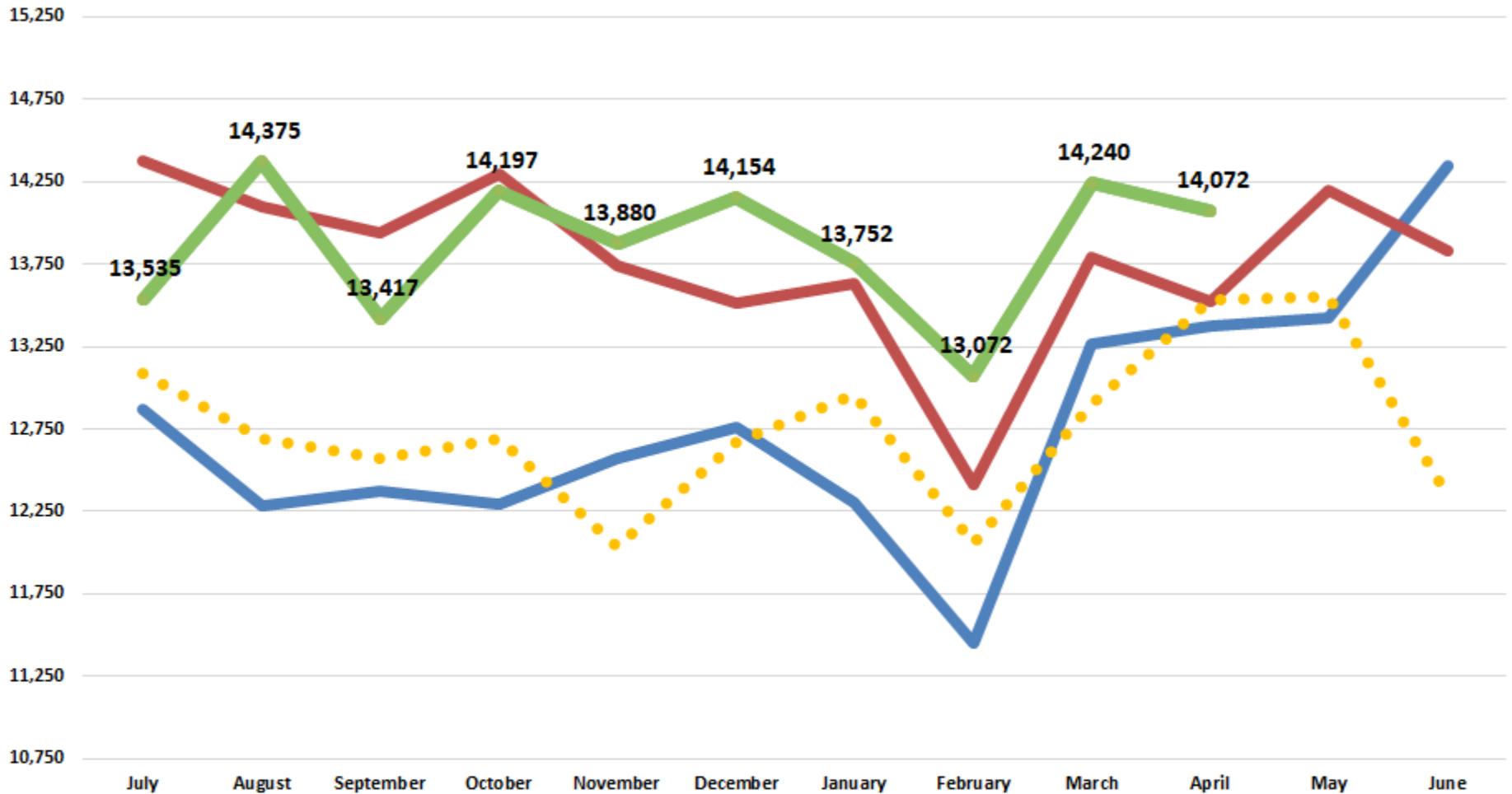
Home Health Visits



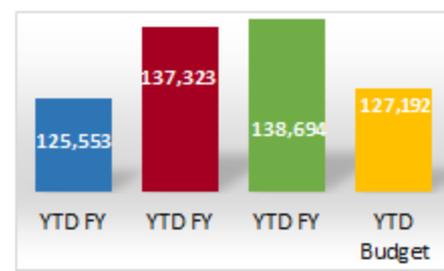
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



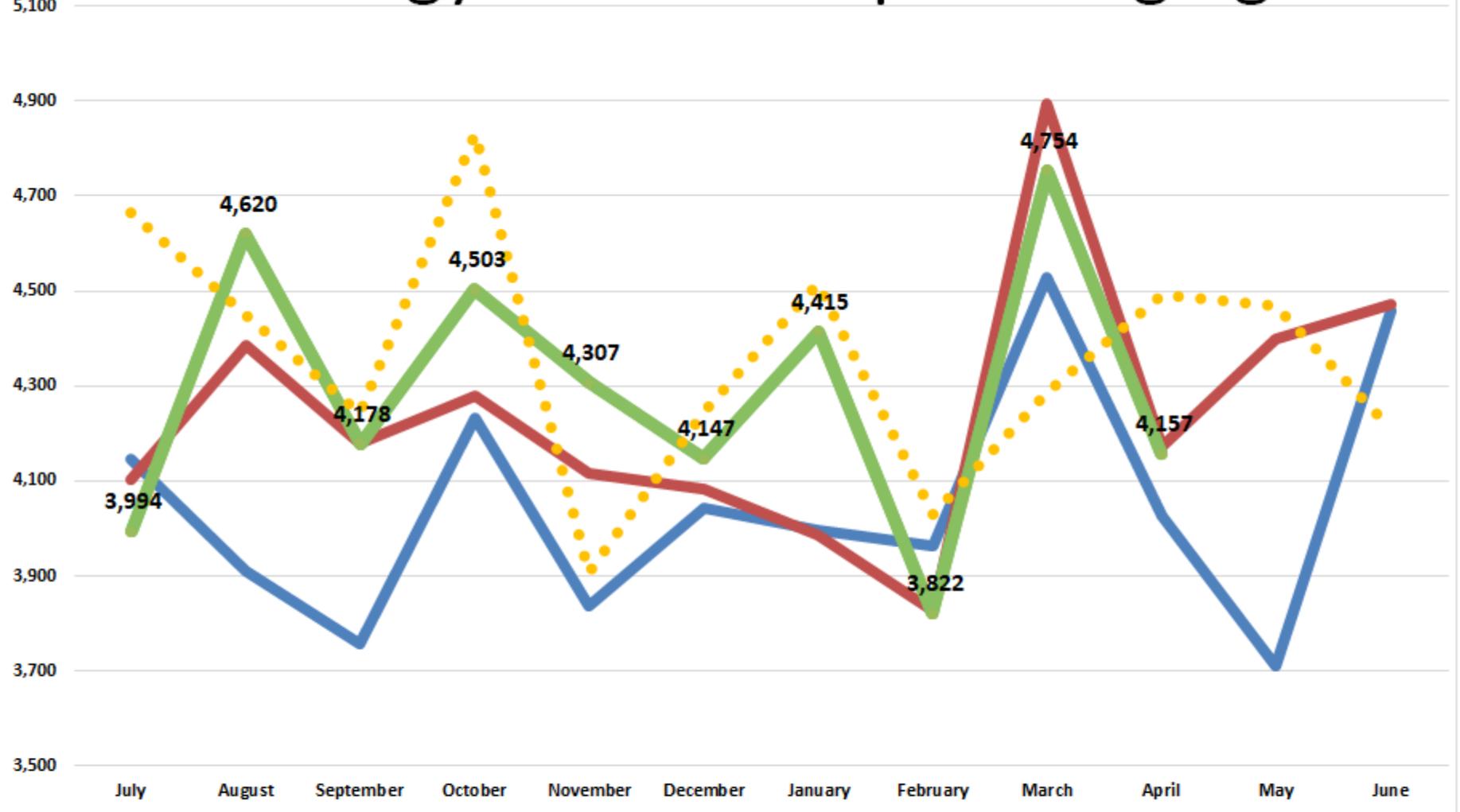
Radiology – Main Campus



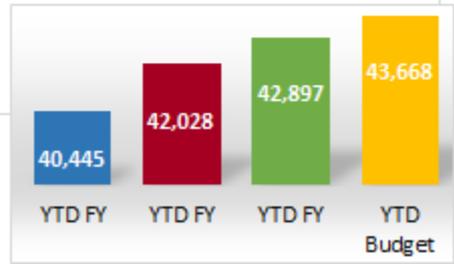
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



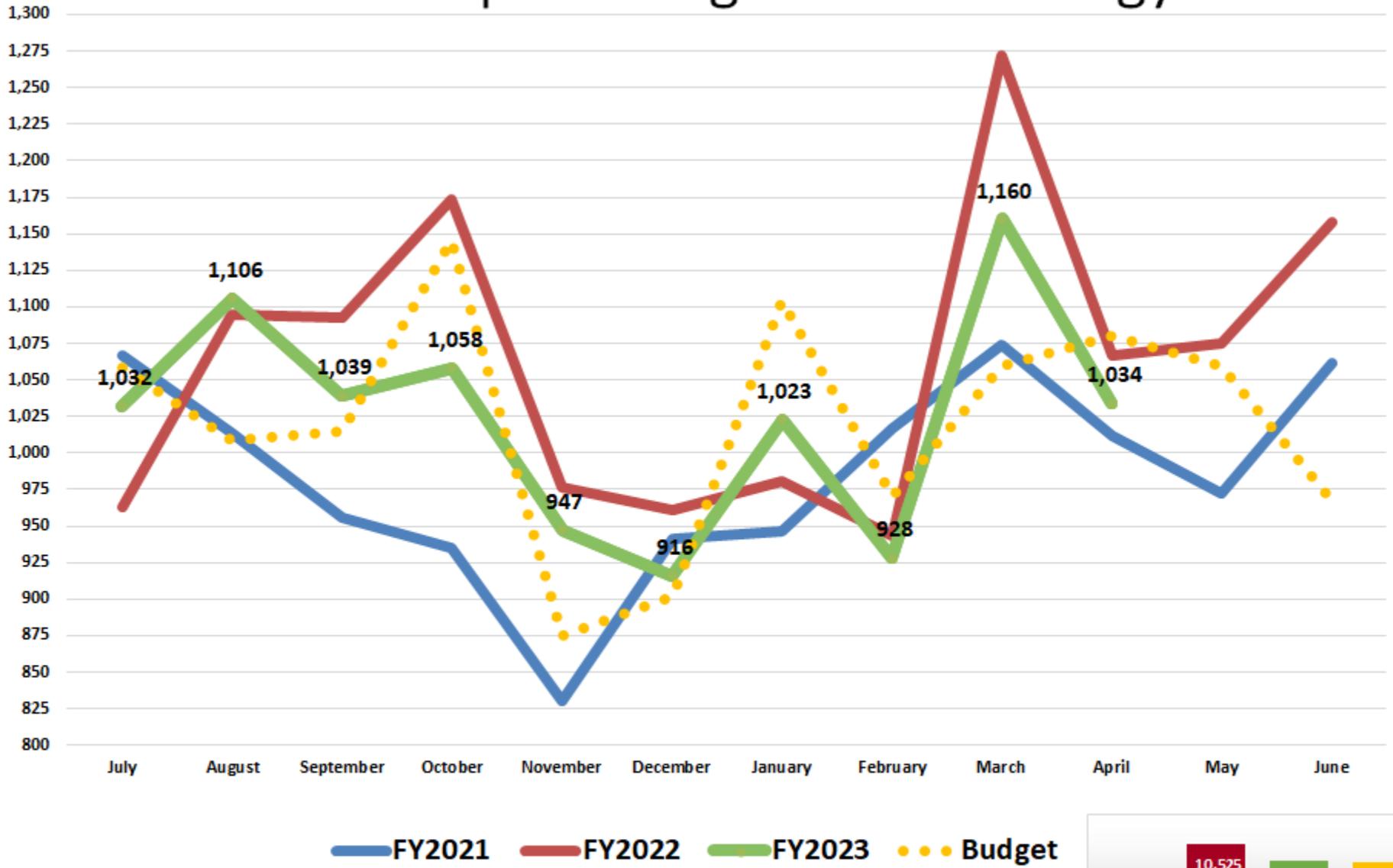
Radiology - West Campus Imaging



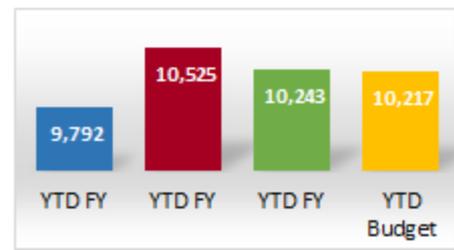
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



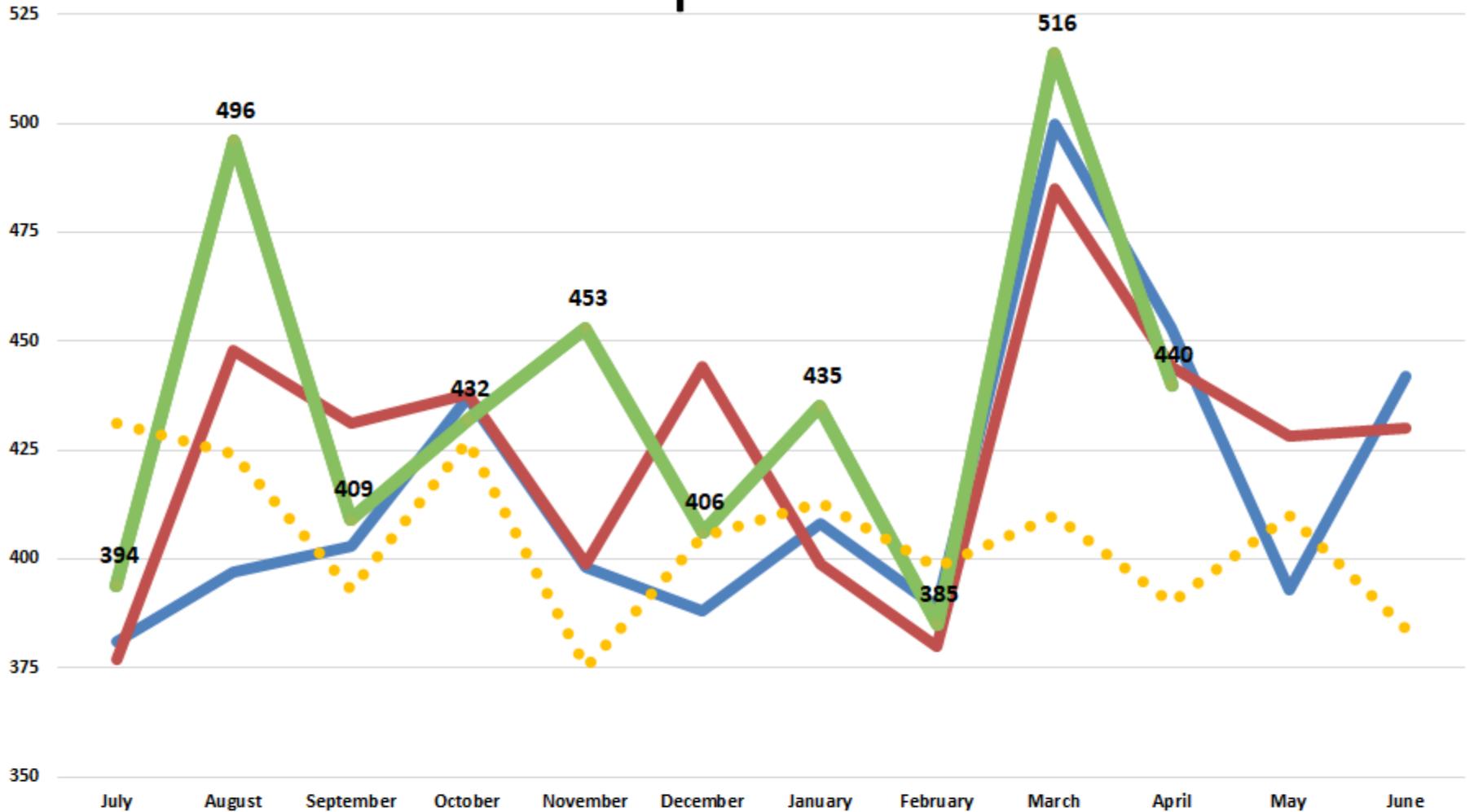
West Campus - Diagnostic Radiology



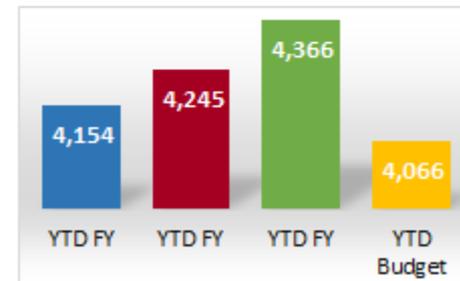
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



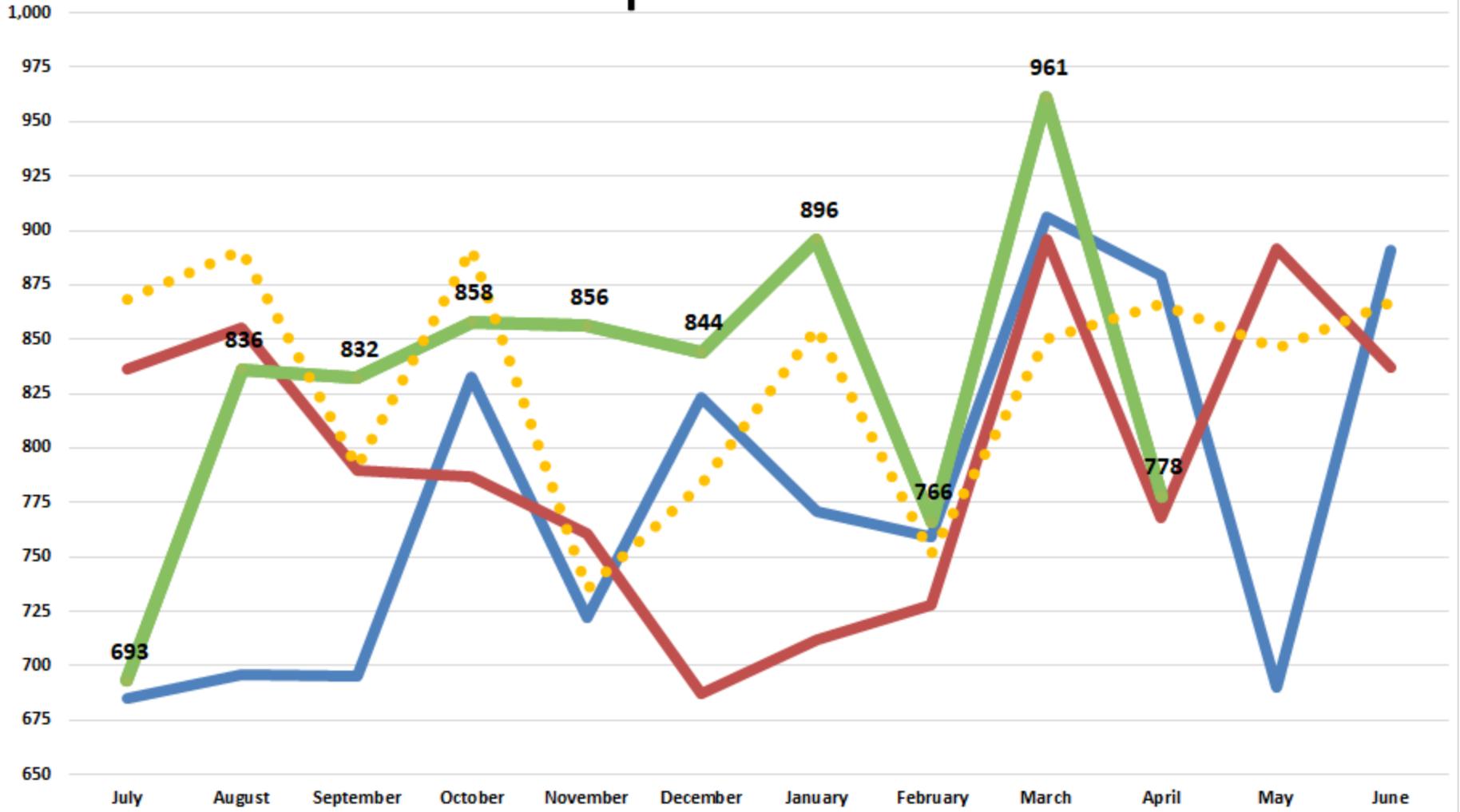
West Campus - CT Scan



— FY2021
 — FY2022
 — FY2023
 ••• Budget



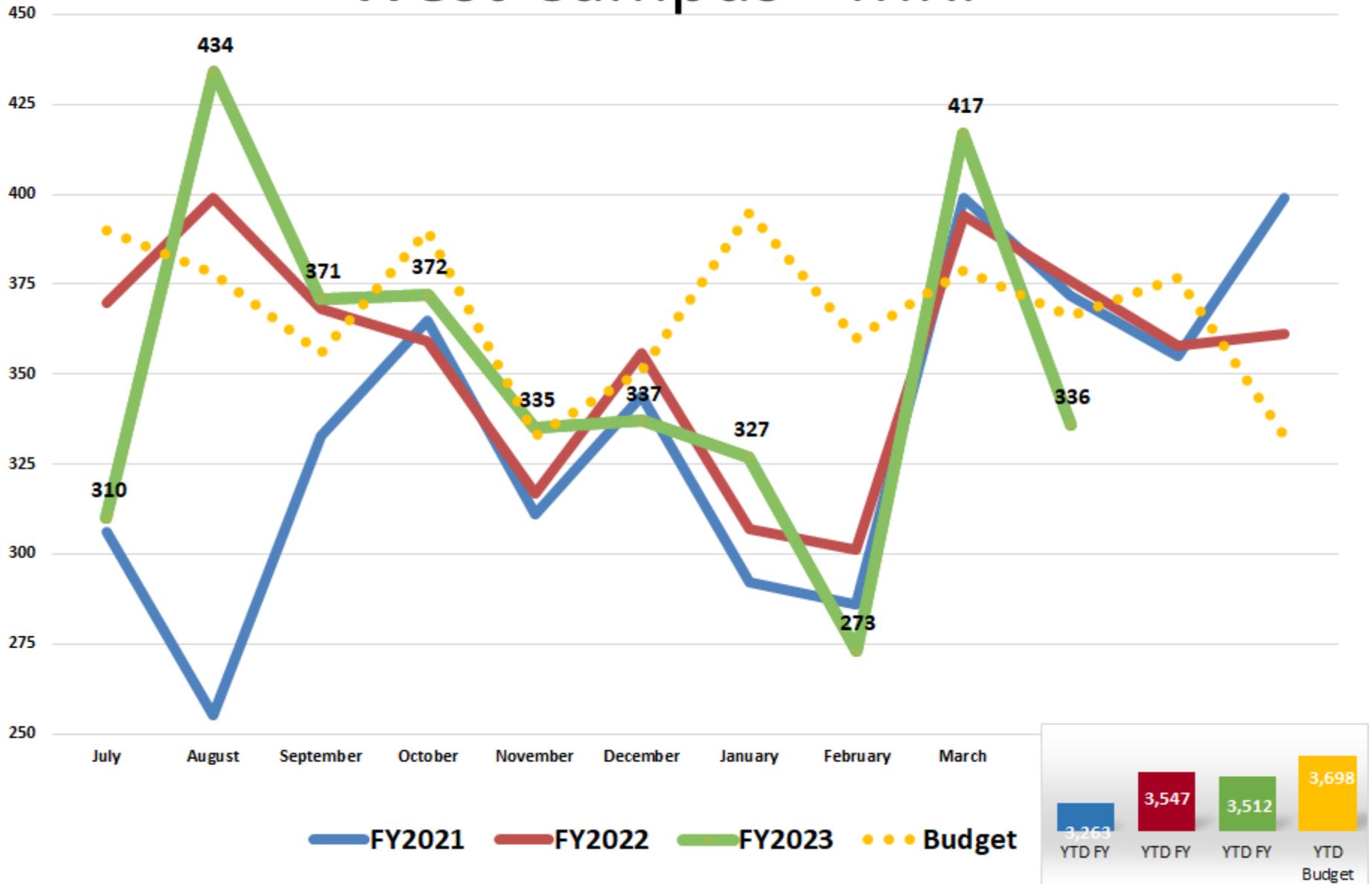
West Campus - Ultrasound



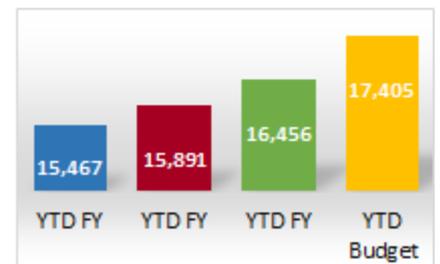
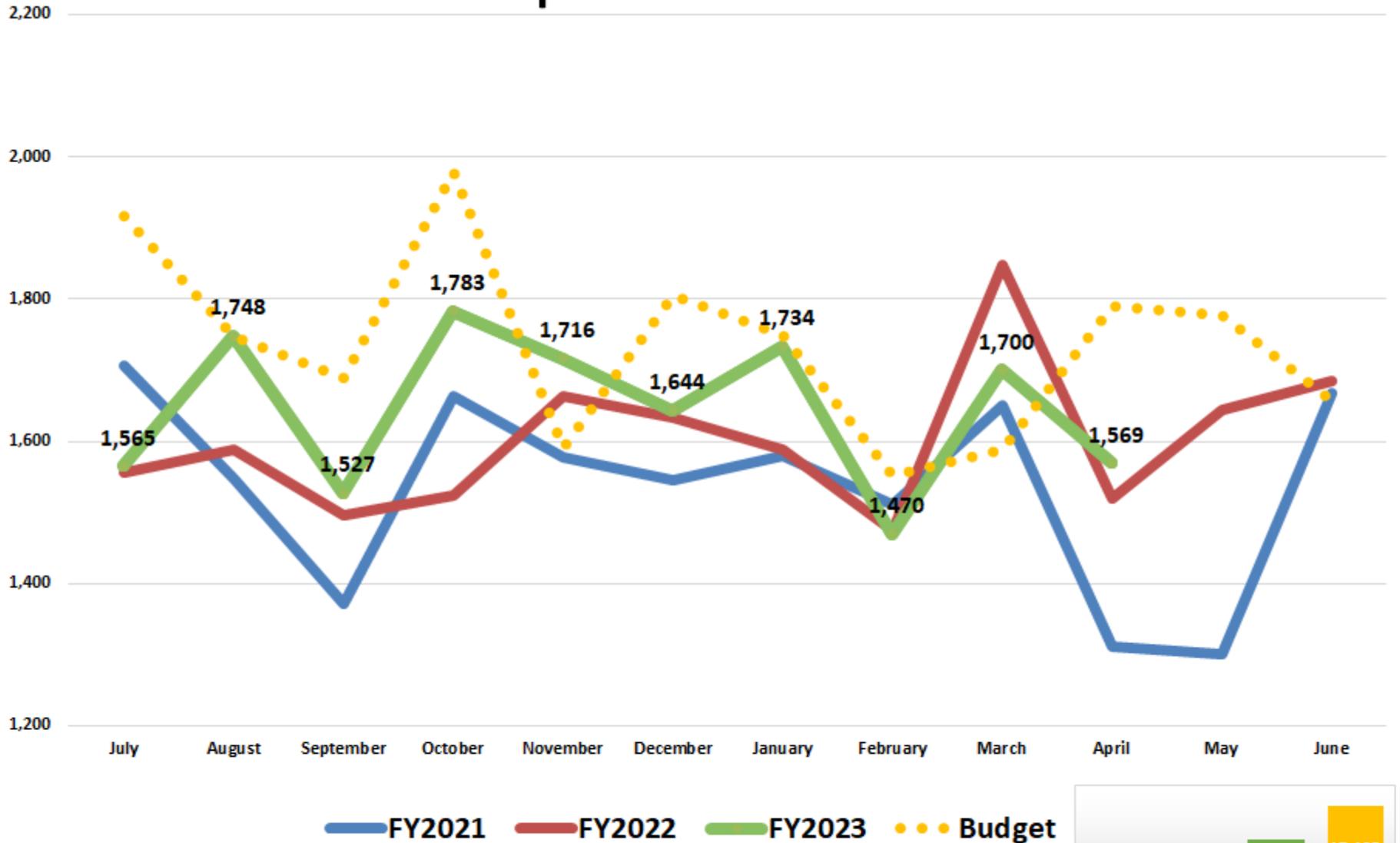
— FY2021
 — FY2022
 — FY2023
 ●●● Budget

7,769	7,820	8,320	8,282
YTD FY	YTD FY	YTD FY	YTD Budget

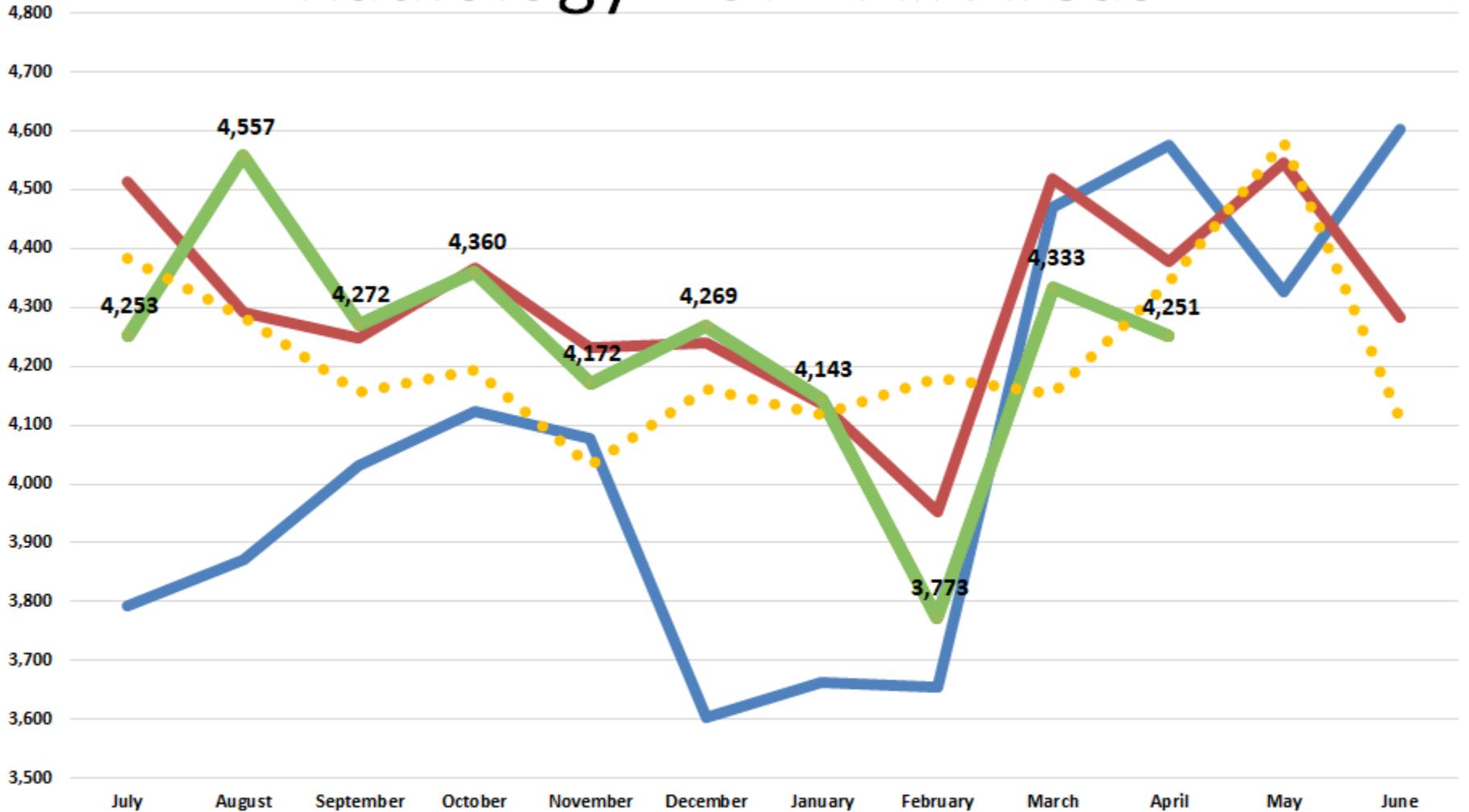
West Campus - MRI



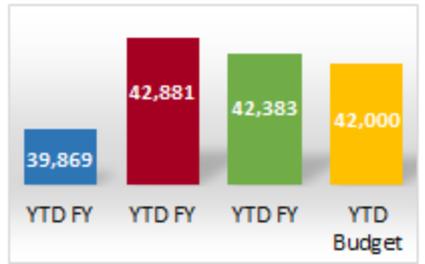
West Campus - Breast Center



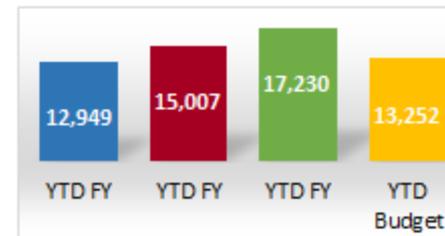
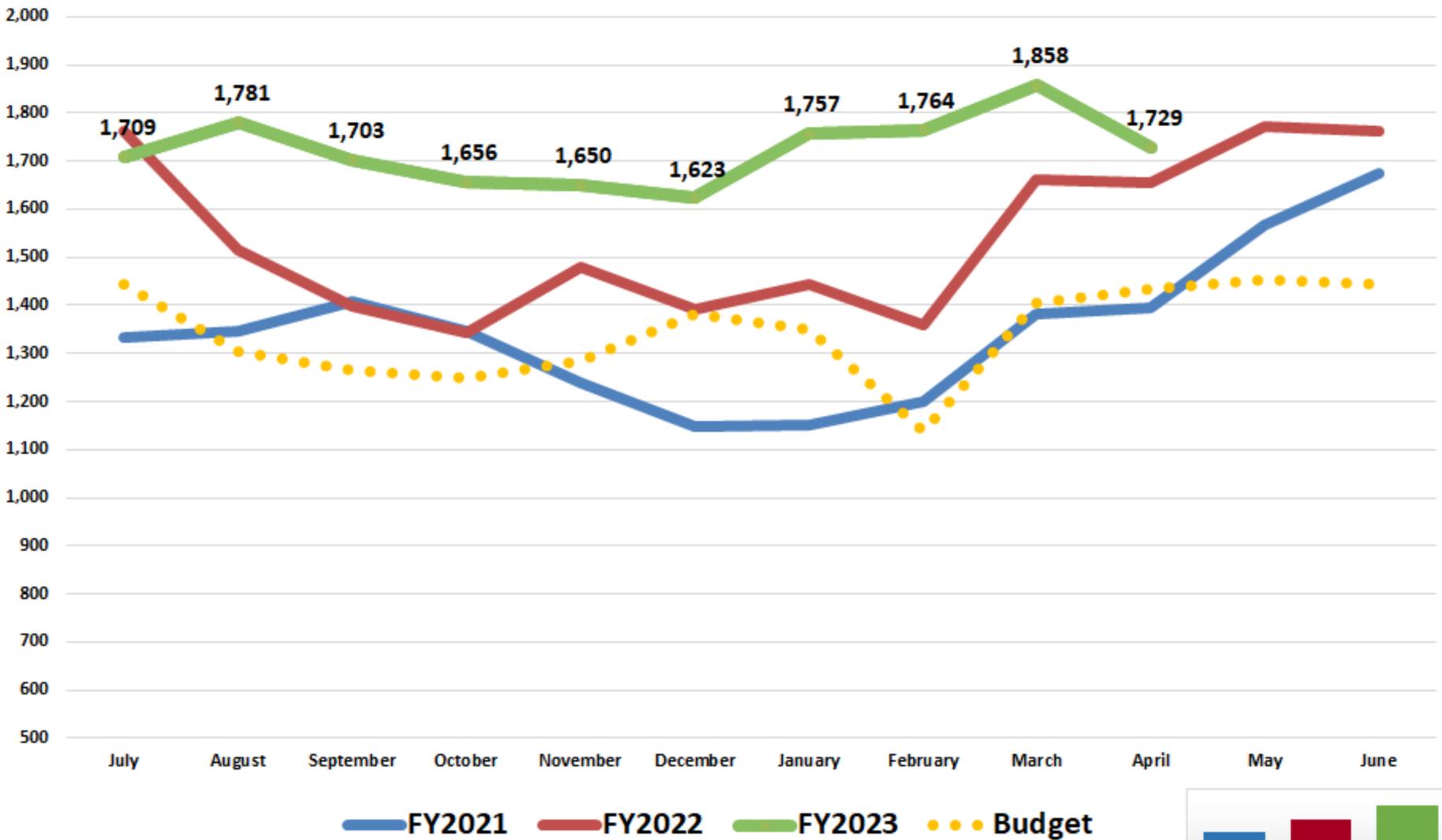
Radiology - CT - All Areas



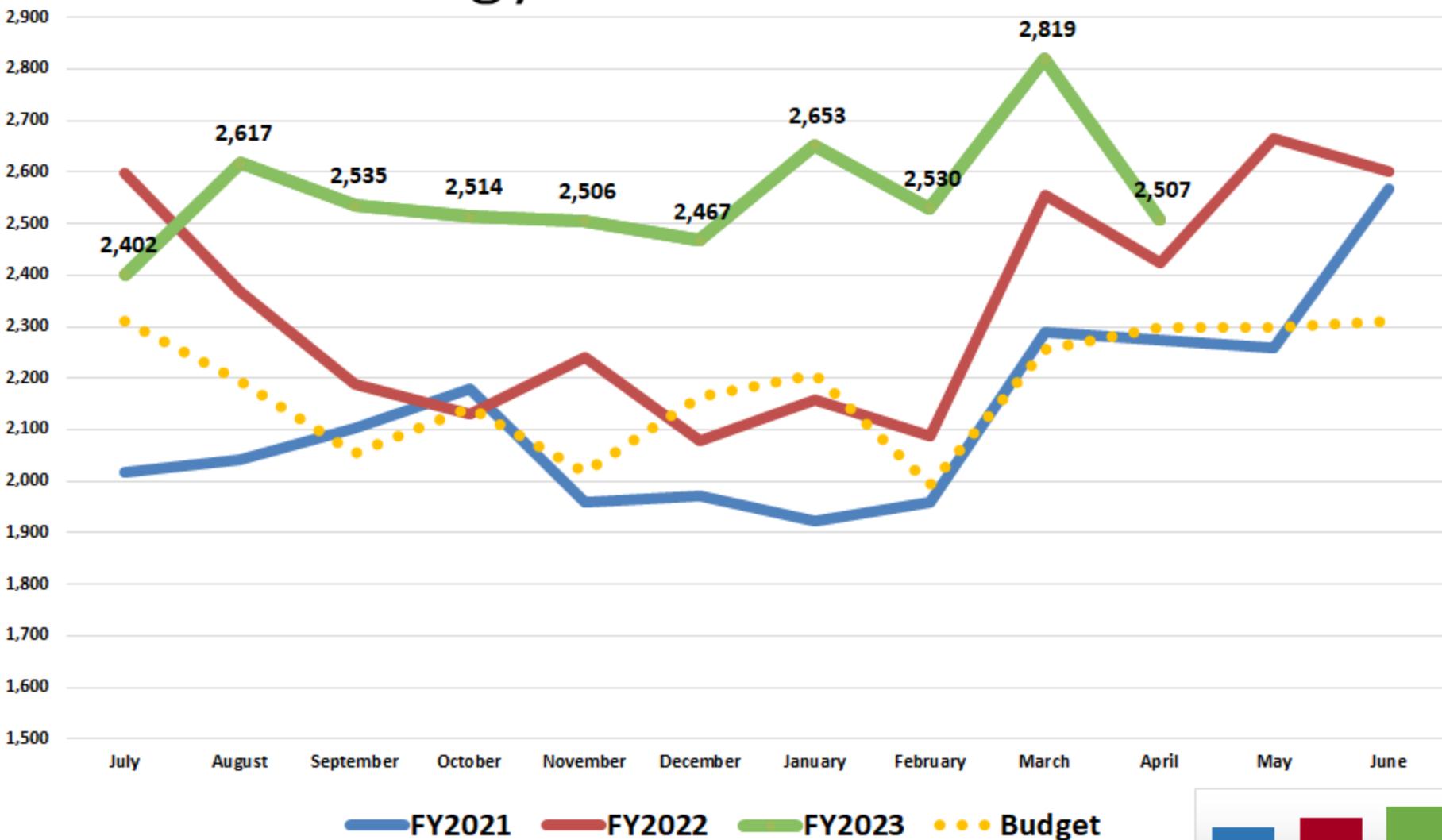
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



Radiology - Ultrasound - Main Campus

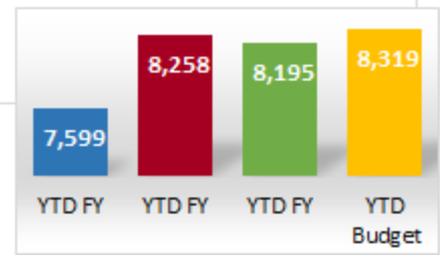
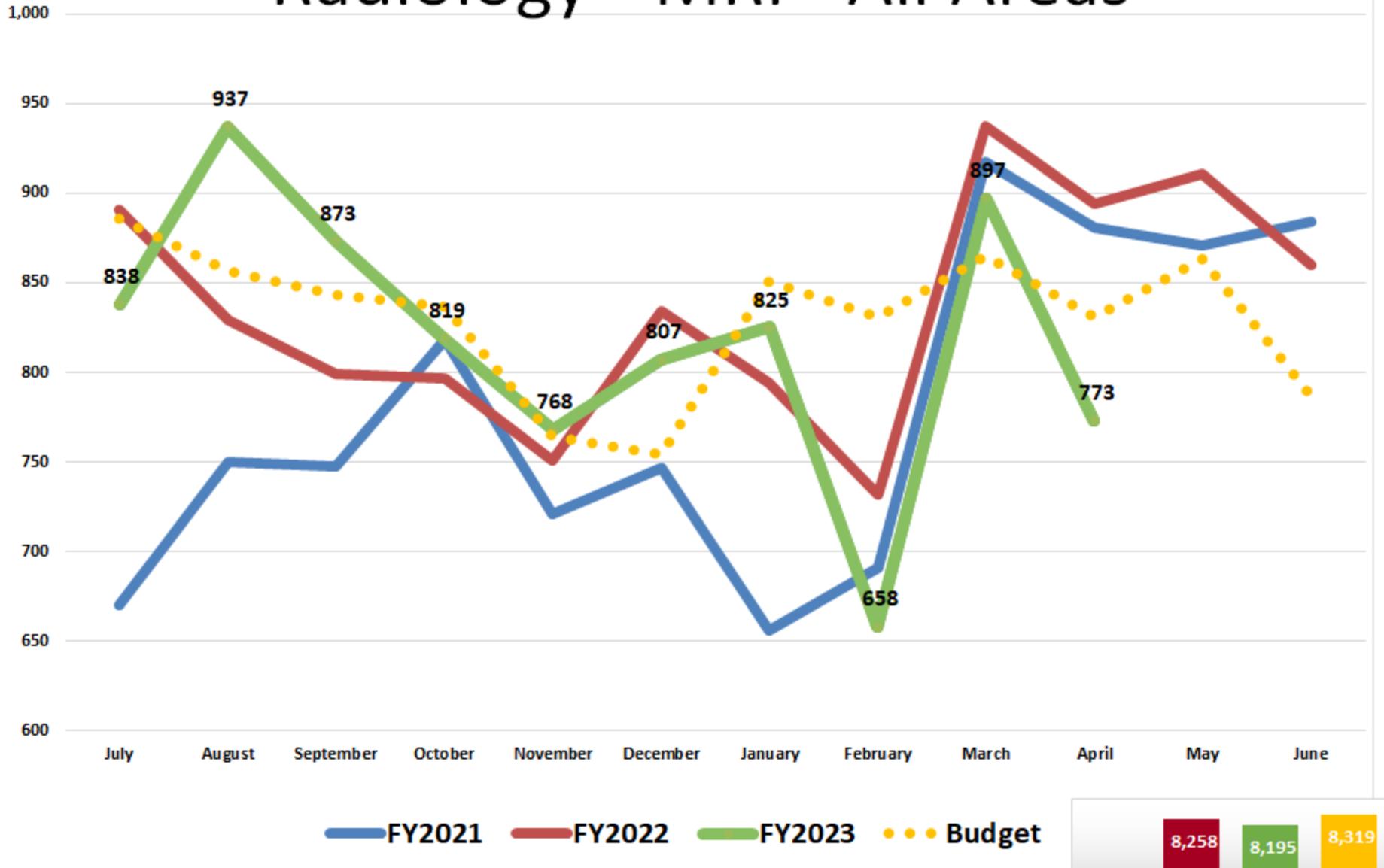


Radiology - Ultrasound - All Areas

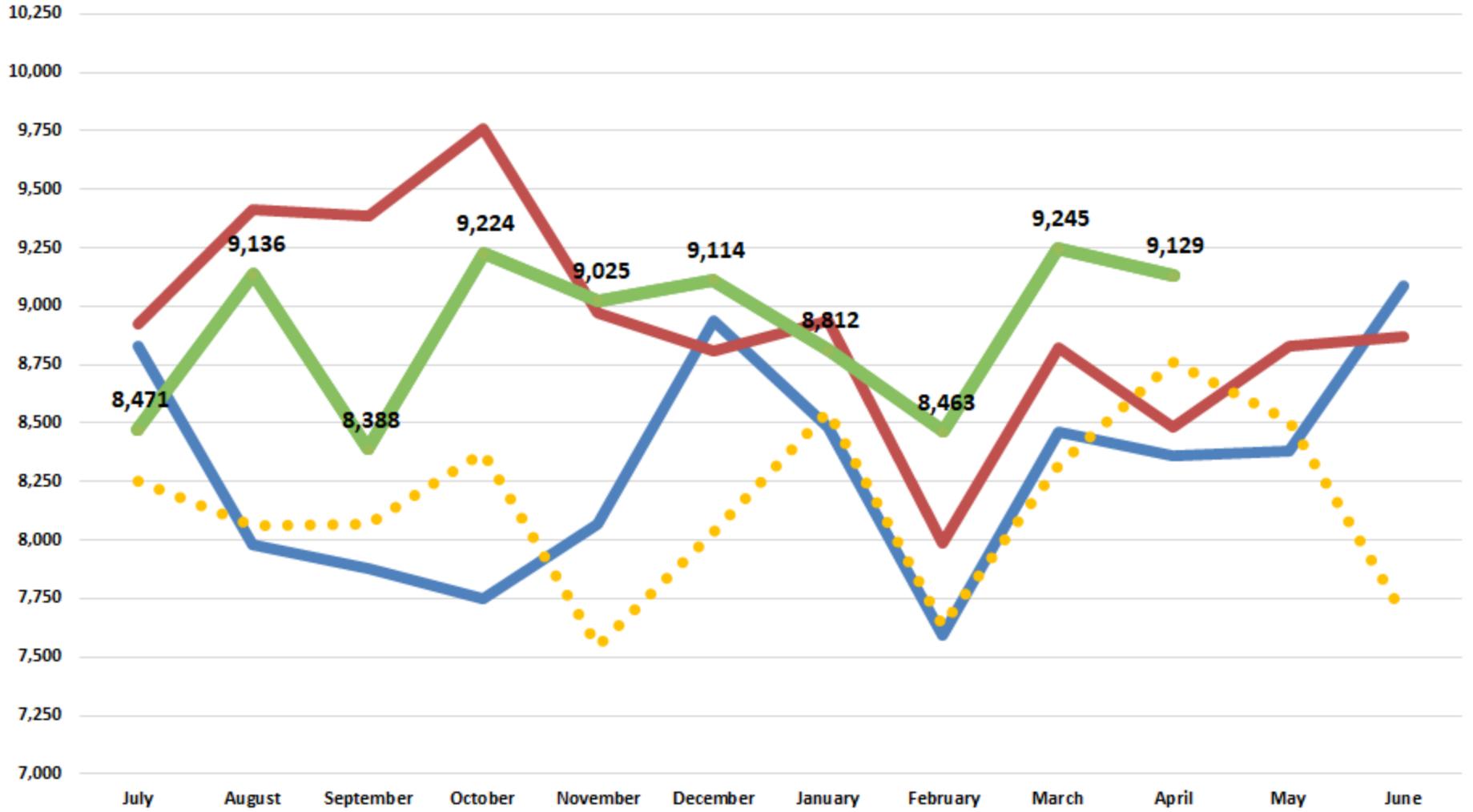


20,718	22,827	25,550	21,638
YTD FY	YTD FY	YTD FY	YTD Budget

Radiology - MRI - All Areas



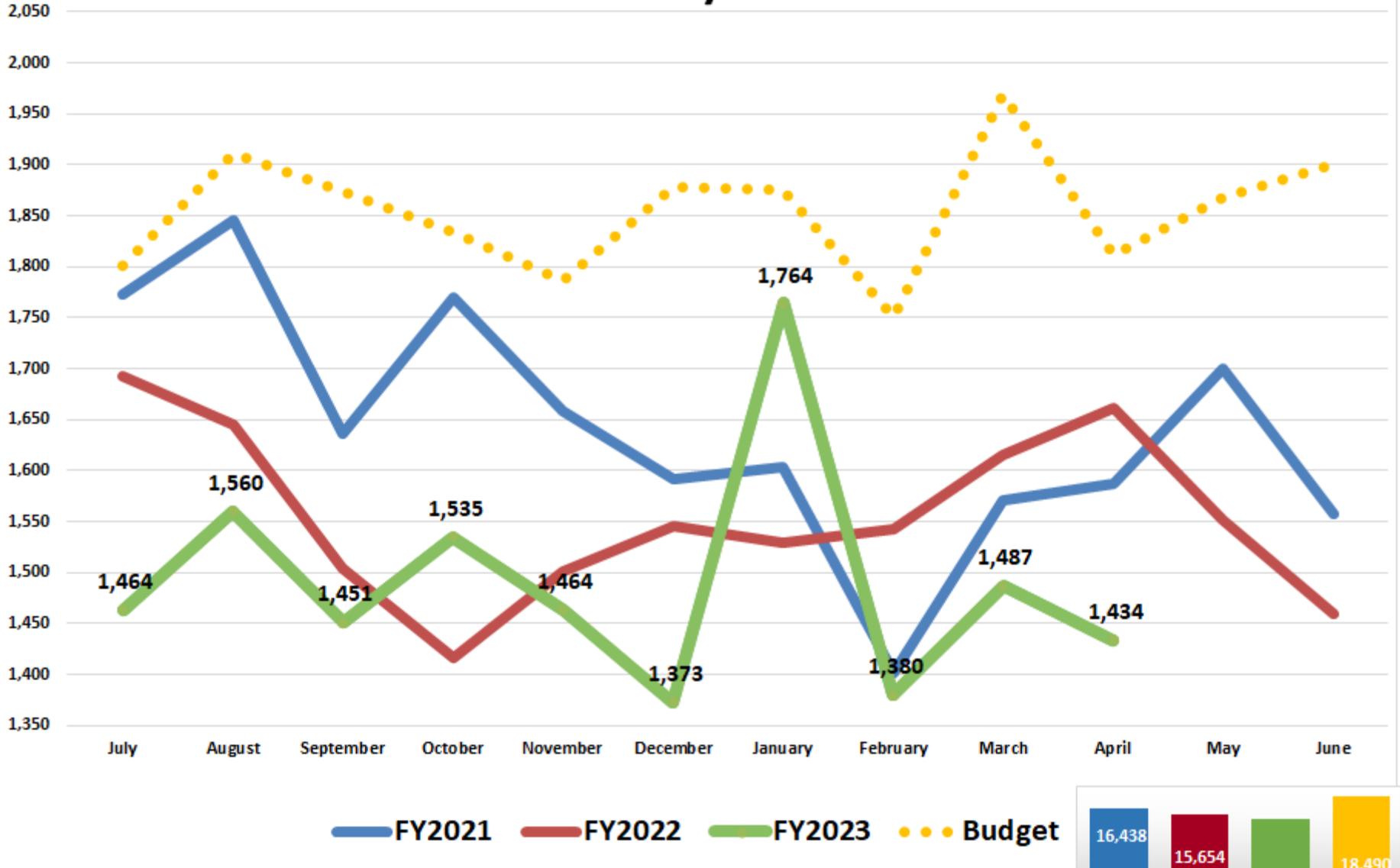
Radiology Modality - Diagnostic



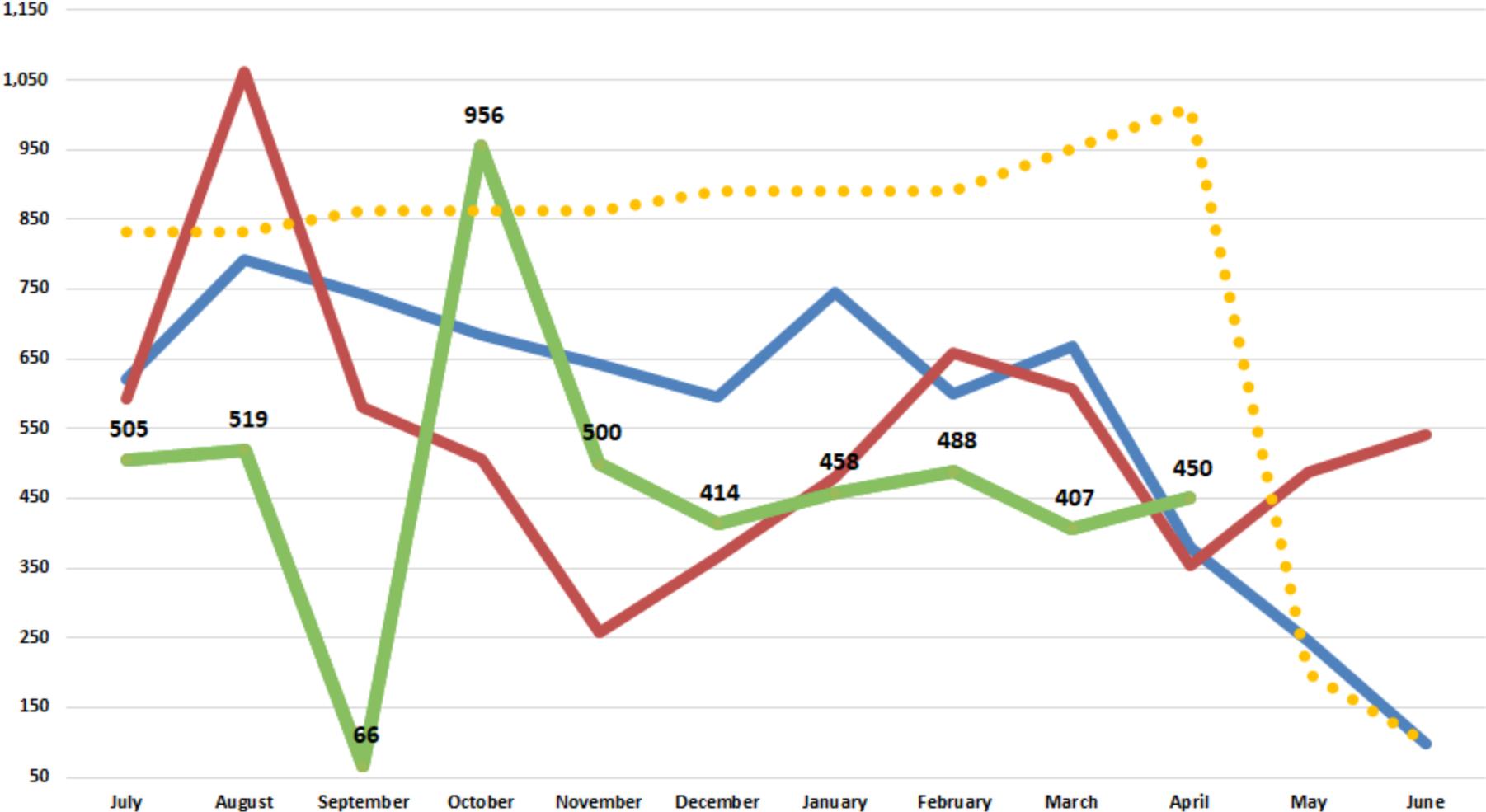
— FY2021
 — FY2022
 — FY2023
 ●●● Budget

82,345	89,494	89,007	81,602
YTD FY	YTD FY	YTD FY	YTD Budget

Chronic Dialysis - Visalia



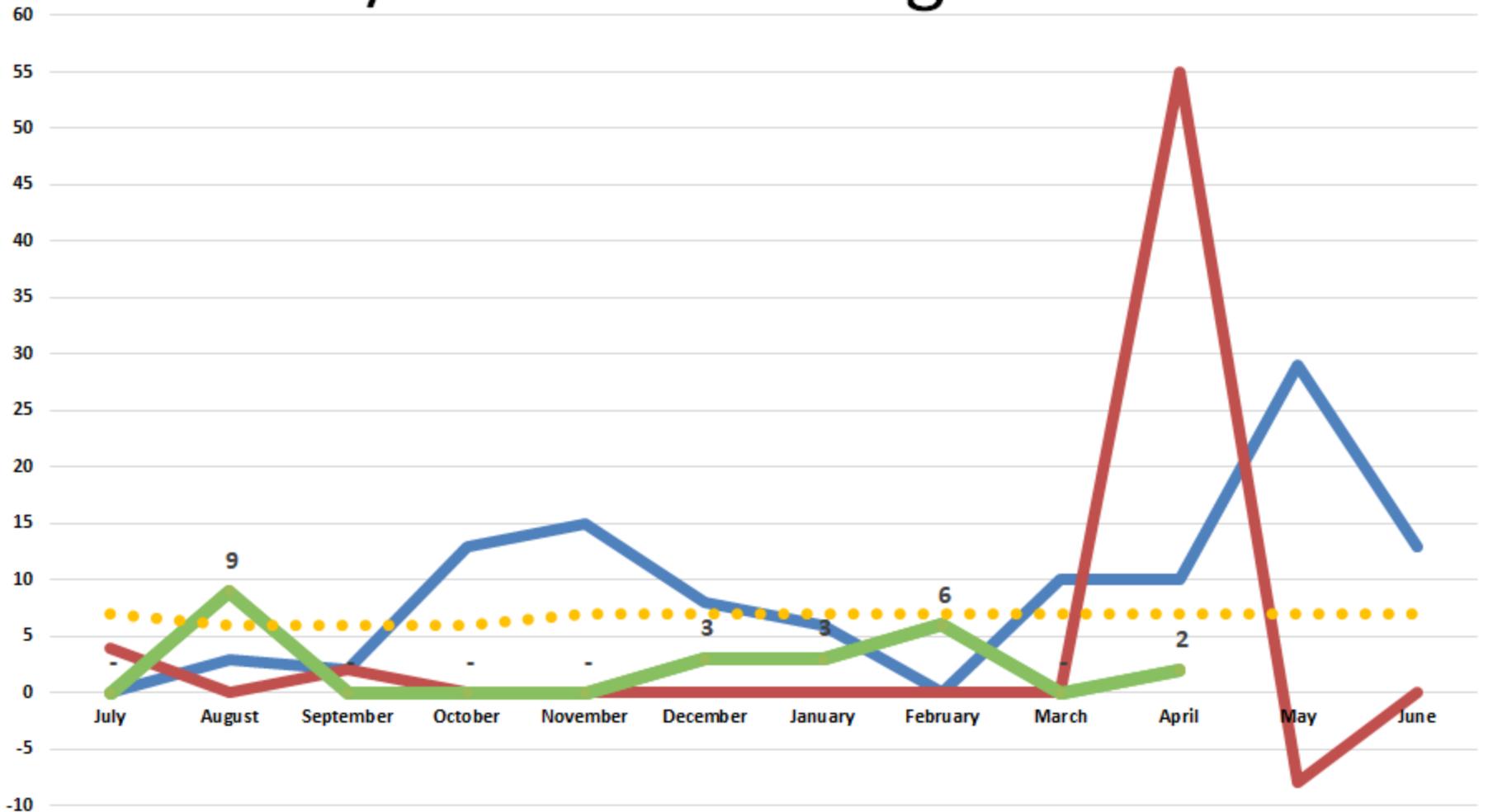
CAPD/CCPD - Maintenance Sessions



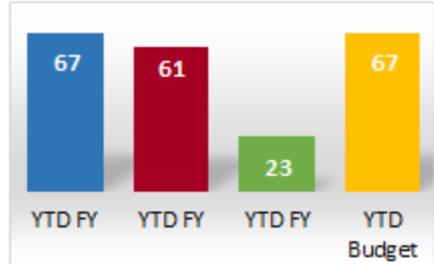
— **FY2021**
 — **FY2022**
 — **FY2023**
 ●●● **Budget**



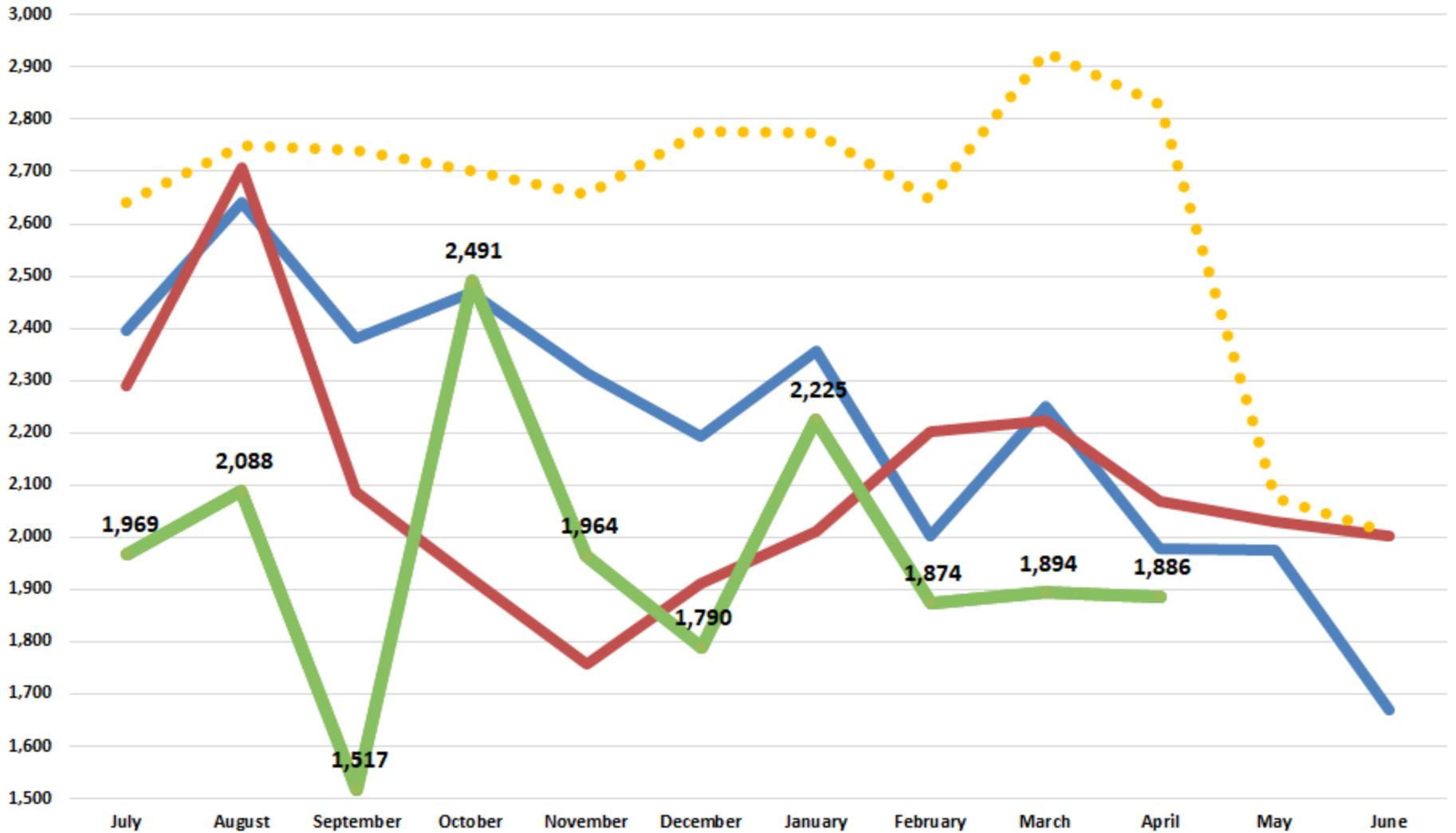
CAPD/CCPD - Training Sessions



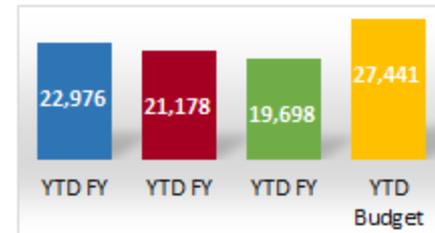
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



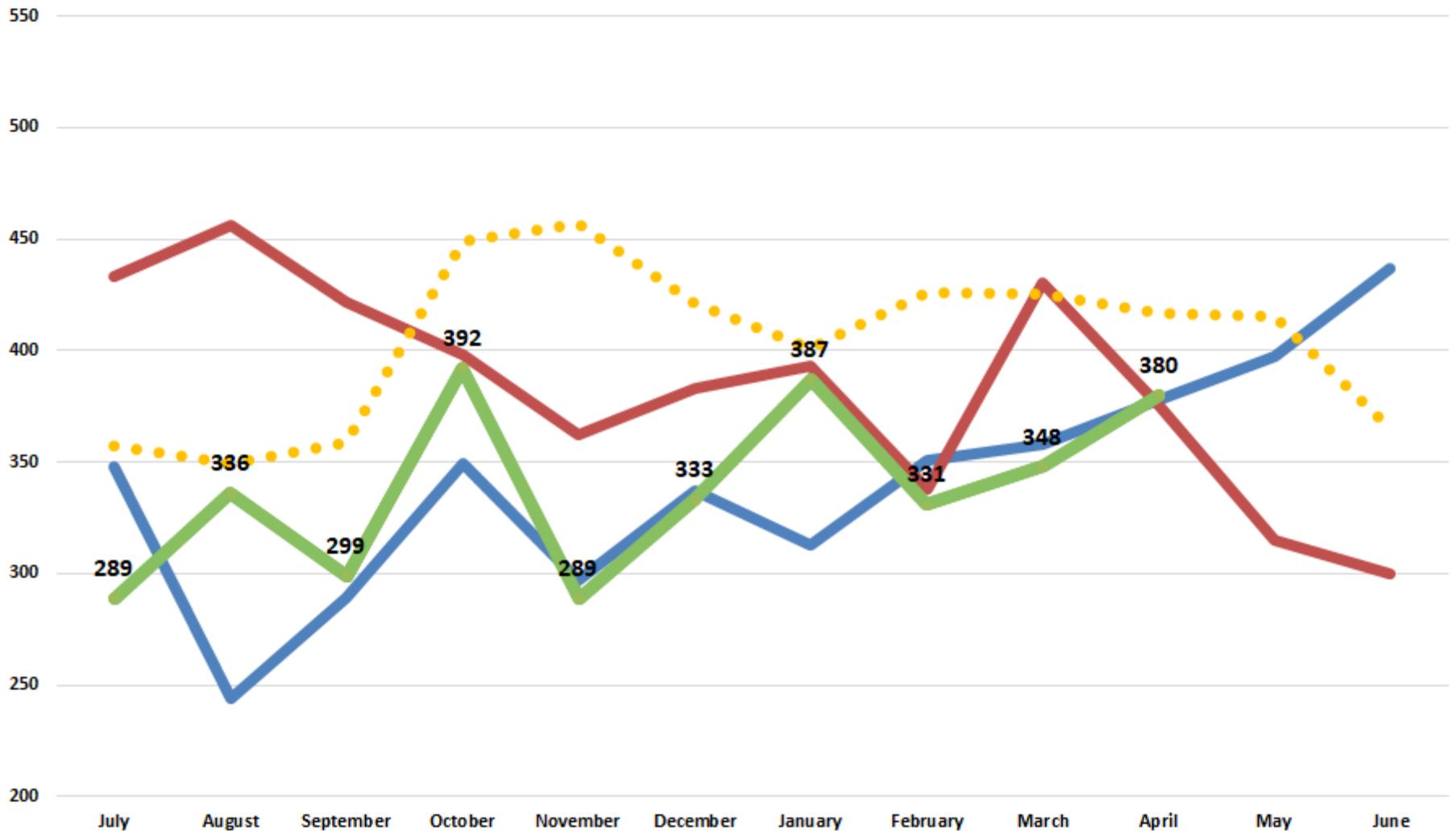
All CAPD & CCPD



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



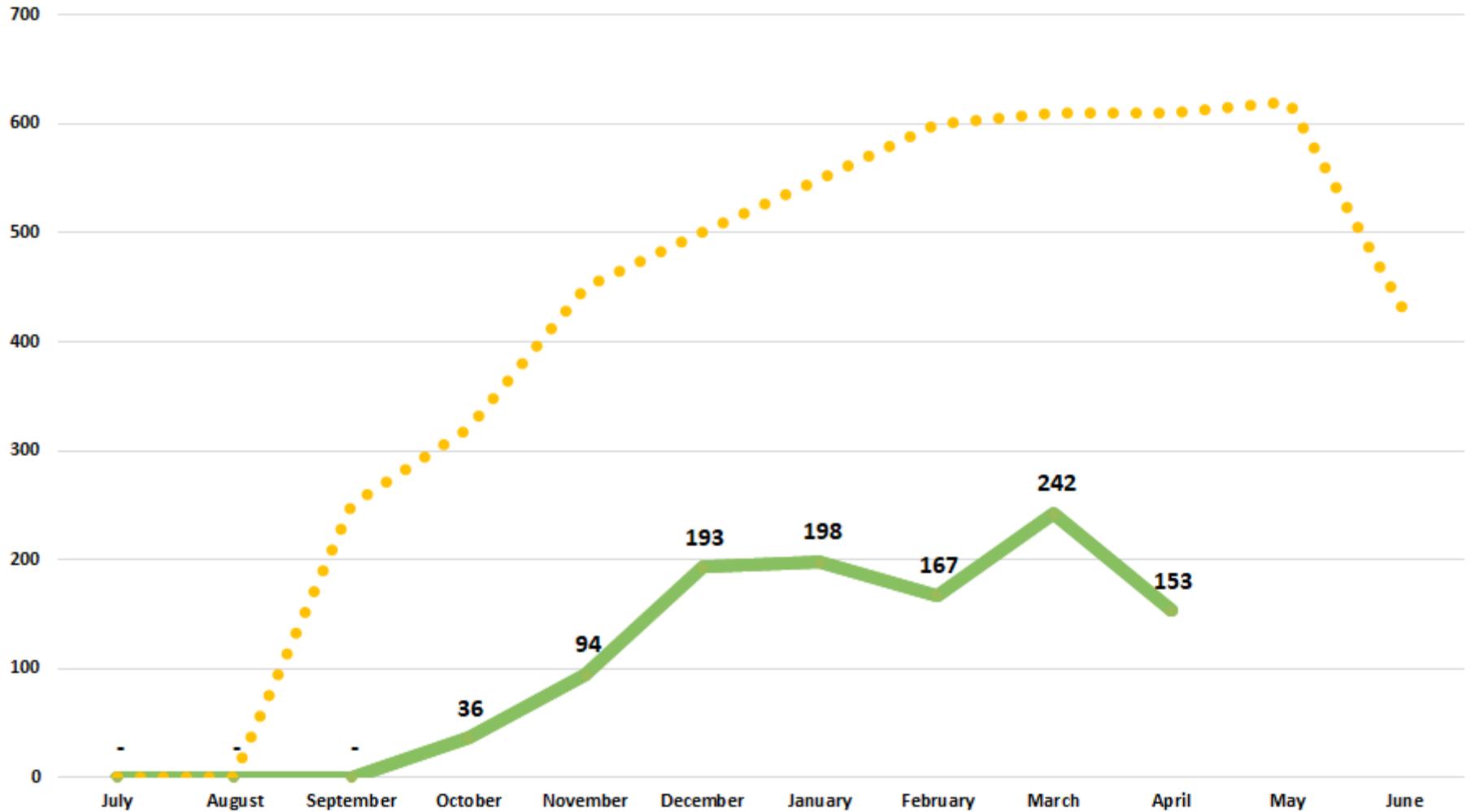
Infusion Center - Outpatient Visits



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

3,264	3,990	3,384	4,061
YTD FY	YTD FY	YTD FY	YTD Budget

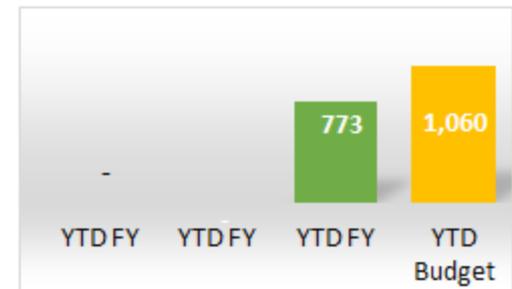
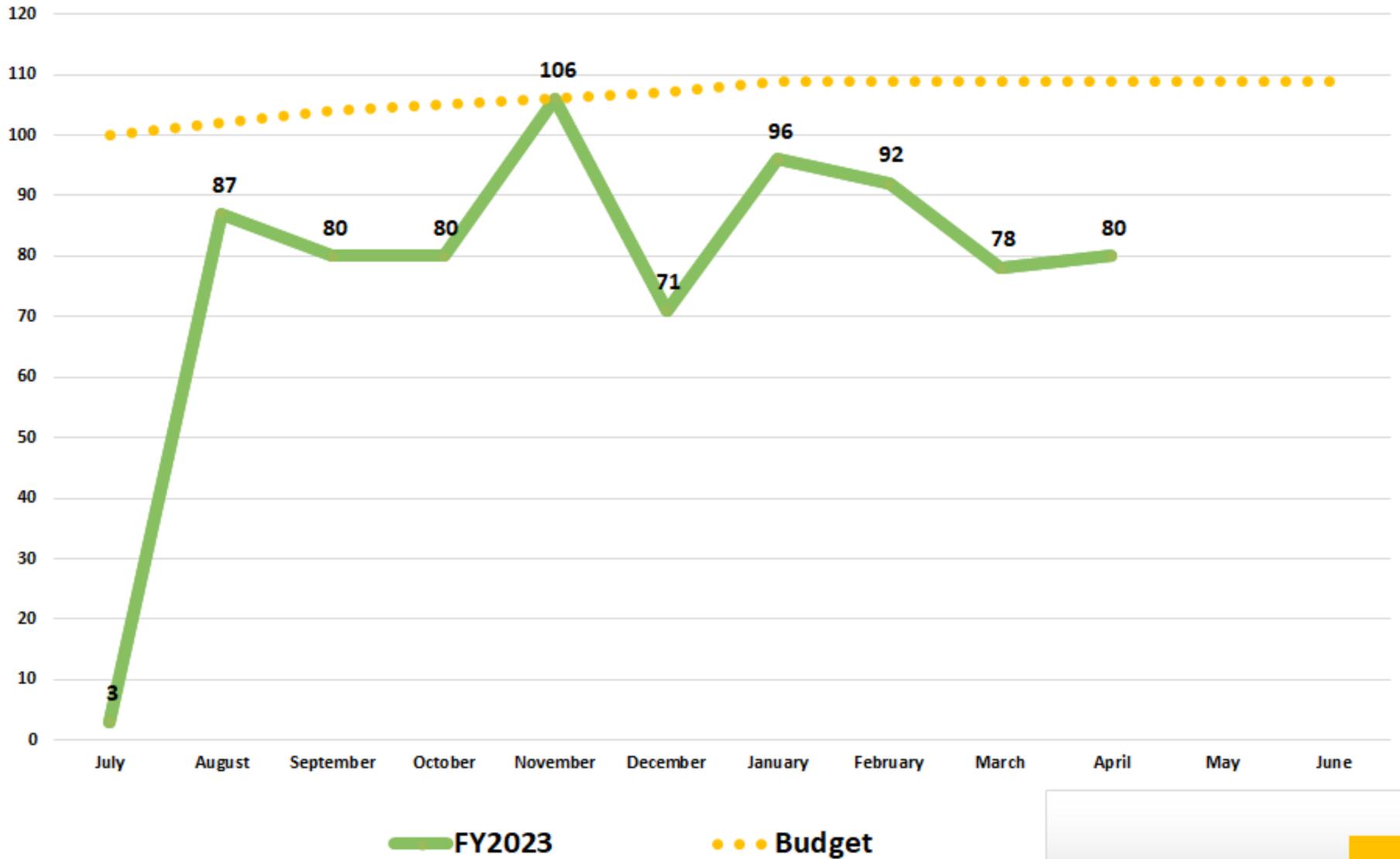
Urology Clinic Visits



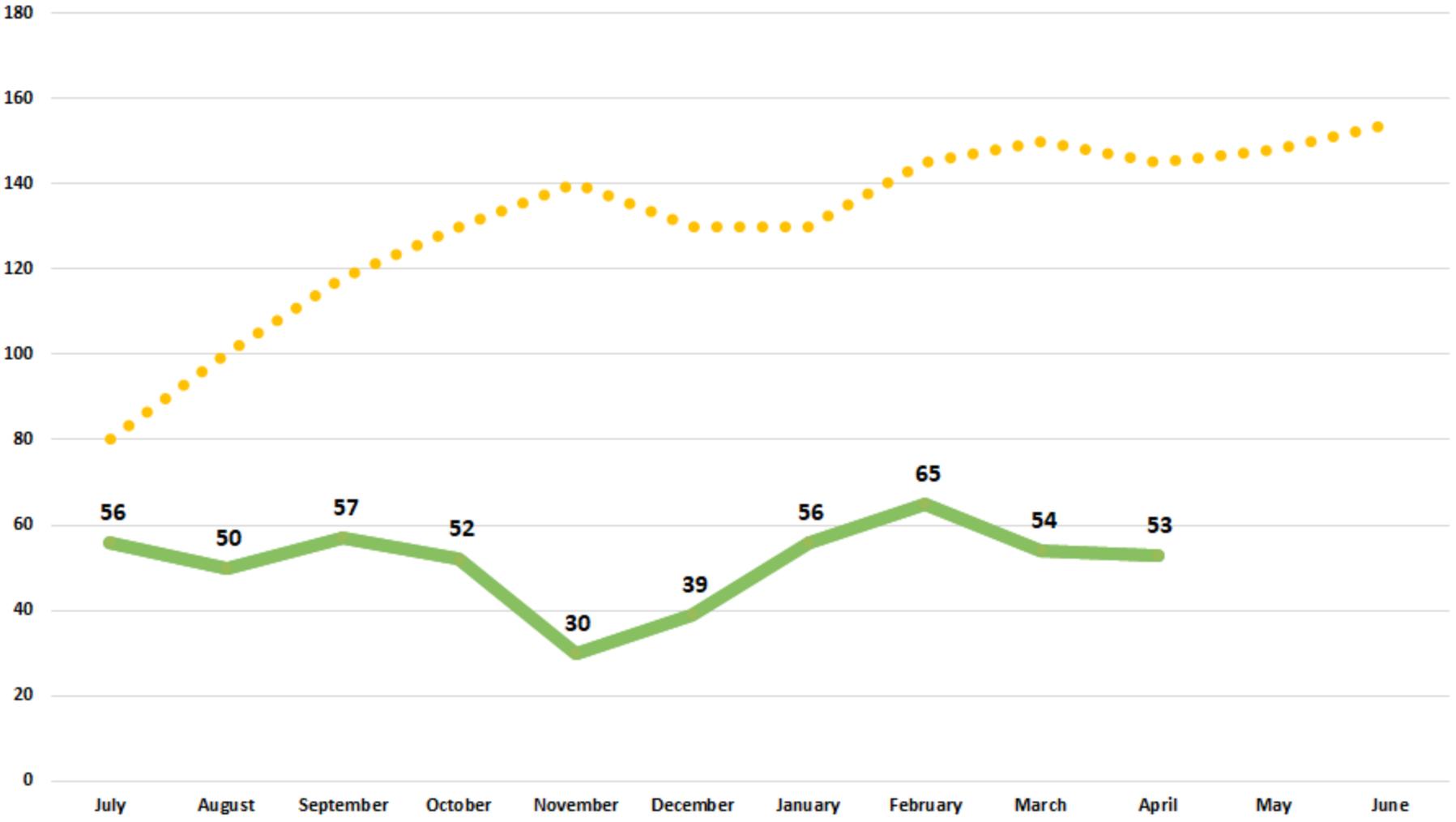
— FY2021
 — FY2022
 — FY2023
 ●●● Budget

-	-	1,083	3,890
YTD FY	YTD FY	YTD FY	YTD Budget

Open Arms House - Patient Days



Cardiothoracic Surgery Clinic - Visits



FY2023 **Budget**

156/156

YTD FY	YTD FY	YTD FY	YTD Budget
		512	1,268