



September 29, 2022

NOTICE

The Board of Directors of Kaweah Delta Health Care District will meet in a Marketing & Community Relations Committee meeting at 4:00PM on Wednesday October 5, 2022, at the Sequoia Regional Cancer Center, Pauline & Maynard Faught Conference Room; 4945 W. Cypress Avenue.

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

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

KAWEAH DELTA HEALTH CARE DISTRICT
Garth Gipson, 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
<http://www.kaweahdelta.org>



KAWEAH DELTA HEALTH CARE DISTRICT BOARD OF DIRECTORS MARKETING & COMMUNITY RELATIONS

Wednesday, October 5, 2022

Kaweah Health Sequoia Regional Cancer Center

4945 W Cypress Avenue – Pauline & Maynard Fought Conference Room

ATTENDING: Directors: Garth Gipson (Chair) and Ambar Rodriguez; Gary Herbst, CEO; Marc Mertz, Chief Strategy Officer; Karen Tellalian, Director of Marketing & Communications; Deborah Volosin, Director of Community Engagement; Laura Florez-McCusker, Director of Media Relations; Raymond Macareno, Sr. Communications Specialist; María Rodríguez Ornelas, Communications Specialist; Patrick Moorman, Jr., Sr. Marketing Specialist; Greg Bitney, Sr. Graphic Designer; and Kelsie Davis, Recording

OPEN MEETING – 4:00 PM

CALL TO ORDER – Garth Gipson, Chair

1. PUBLIC / MEDICAL STAFF 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.

2. COMMUNITY ENGAGEMENT – Deborah Volosin, Director of Community Engagement

2.1. Updates relative to community engagement revamp and membership.

2.2. Updates on economic impact study.

2.3. Update on events and community event participation.

3. MARKETING & COMMUNICATIONS – Karen Tellalian, Director of Marketing & Communications

3.1. Updates relative to current marketing materials, rebranding, ads, and commercials

3.1.1. Community Champion Ads Review

3.1.2. Vital Signs

3.1.3. NRC Survey Results of Image and Reputation Commercial

4. SOCIAL MEDIA/MEDIA RELATIONS – Laura Florez-McCusker, Director of Media Relations

4.1. Updates relative to recent social media engagement campaigns

4.2. Updates on analytic reports

4.3. Updates on Reputation Management

ADJOURN – Garth Gipson, Chair

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

*Mike Olmos – Zone I
Secretary/Treasurer*

*Lynn Havard Mirviss – Zone II
Vice President*

*Garth Gipson – Zone III
Board Member*

*David Francis – Zone IV
President*

*Ambar Rodriguez – Zone V
Board Member*

MISSION: Health is our Passion. Excellence is our Focus. Compassion is our Promise.

KAWEAH HEALTH

\$1.12 BILLION

Total Economic Impact



8,078

Total Jobs Supported



\$513.3 MILLION

Total Household Earnings



\$69.1 MILLION

From New Physician Recruitment



\$2.4 MILLION

Estimated Local Tax Revenue

REGIONAL IMPACT



\$635.3 MILLION

Total Impact on Tulare County's gross area product, equivalent to 3.3% of total County economy



\$6.6 MILLION

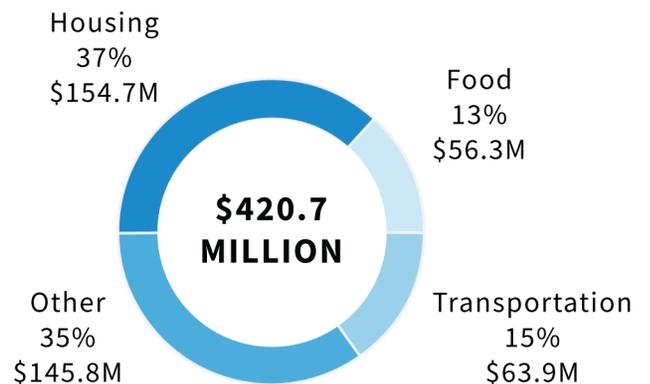
Total Economic Impact of Unreimbursed Charity Care



\$152.0 MILLION

Total Economic Impact of Contract Physician Fees

Local Consumer Expenditures



A REPORT OF THE ECONOMIC IMPACT OF KAWEAH HEALTH

September 22, 2022

Prepared for:
Kaweah Health

Prepared by:



PURPOSE & LIMITATIONS

This economic and fiscal impact report was produced by the Austin, TX based economic consulting firm, Impact DataSource. The report includes estimates, assumptions, and other information developed by Impact DataSource from its independent research effort.

The analysis relies on prospective estimates of business activity that may not be realized. Impact DataSource made reasonable efforts to ensure that the project-specific data used in the analysis reflects realistic estimates of future activity.

No warranty or representation is made by the Kaweah Health or Impact DataSource that any of the estimates or results contained in this study will actually be achieved.

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Study Highlights

- Kaweah Delta Health Care District (Kaweah Health) employs 5,197 workers in Tulare County serving the medical needs of residents in the region. The average compensation for employees is approximately \$73,584.
 - Kaweah Health's average annual compensation of \$73,584 includes \$62,740 in salaries/wages and \$10,844 in benefits.
 - The average salary/wage paid by Kaweah Health (\$62,740) exceeds the Tulare County average wage (\$43,633) by 43.8%.
- Currently, Kaweah Health supports \$1.1 billion of economic output each year and accounts for \$635.3 million of Tulare County's gross area product. In other words, Kaweah Health - through its direct and spin-off economic activity - represents approximately 3.3% of Tulare County's economy.
- Kaweah Health's employees and the employees supported in indirect and induced businesses in the region have a significant impact on the local economy. Total employment supported by Kaweah Health is 8,078 and total compensation paid to these workers is estimated to be \$513.3 million. Ultimately, these workers support \$420.8 million in personal consumer expenditures in the region.

Kaweah Health's Annual Economic Impact in FY 2021

- \$1.1 billion in annual economic impact.
 - 8,078 total jobs including direct, indirect, and induced.
 - For every 1 direct Kaweah Health job in the county, 0.6 additional jobs in the form of indirect and induced employment are supported elsewhere in Tulare County.
 - \$420.8 million in consumer expenditures by direct and spin-off workers.
- A significant portion of Kaweah Health's impact comes in the form of Physician Fees - fees paid to contract physicians. Physician fees represent an annual expense of approximately \$104.6 million for Kaweah Health. The economic impact of these fees paid to contract physicians support a total economic impact of \$152.0 million, 853 total jobs and \$62.0 million in compensation paid to workers. Note, these impacts from physician fees are a subset of the current total impact of Kaweah Health.

Physician Fees: 14% percent of Kaweah Health's Overall Impact

- \$152.0 million in annual economic impact.
 - 853 total jobs including direct, indirect, and induced associated with Physician Fees.
- Unreimbursed charity care represents a significant benefit to the community and at the same time a significant cost to Kaweah Health. Charity care for which Kaweah Health provides services but is unreimbursed is estimated to be approximately \$4.6 million per year. The economic value of this unreimbursed charity care has not otherwise been accounted for in this study. If we were to estimate the economic impact of this care, it would represent an additional impact of \$6.6 million in economic output, 37 jobs, and \$2.3 million in compensation paid to workers.
 - During calendar year 2021, Kaweah Health recruited 20 physicians and five advanced practitioners to the region to support the healthcare needs of the community. These recruitment efforts were estimated to have generated a total economic impact of \$69.1 million in economic output, 388 total jobs, and \$28.2 million in compensation paid to workers.

Indirect and induced impacts represent the spin-off economic activity resulting from the business-to-business expenditures initiated by the company and the consumer-to-business expenditures initiated by workers spending a portion of their earnings on goods and services in the economy. **Economic output** is gross output and is the sum of the intermediate inputs and final use. This is a duplicative total in that goods and services will be counted multiple times if they are used in the production of other goods and services. Economic output can be thought of as the value of goods and services sold in the economy or revenues for businesses in the economy. **Value added** is defined as the value of gross output less intermediate inputs. **Household earnings** or earnings consist of wages and salaries, employer provided benefits, and proprietors' income. **Employment** consists of a count of jobs that include both full-time and part-time workers.

Introduction

This report presents the results of an economic impact analysis performed by Impact DataSource, an Austin, Texas-based economic consulting and research firm. The report estimates the impact that the Kaweah Delta Health Care District ("Kaweah Health") has on the local economy.

Description of the Project

Kaweah Health, operating the largest health system in the southern San Joaquin Valley, is a vital member of the community. Kaweah Health offers a wide range of services including physician practices, home health, rehabilitation, mental health, hospice, fitness, and operates a health plan. With approximately 5,197 employees, Kaweah Health is the largest employer in the region. In addition, due to state restrictions on employing physicians, Kaweah Health also contracts with several large physician groups. A significant portion of the patients treated by Kaweah Health are on Medi-Cal or do not have insurance, requiring a significant amount of charges to charity care.

Economic Impact Overview

Economic Impact

The economic impact of Kaweah Health was measured in employment, household earnings (or compensation to employees), economic output and value added. The total economic impact of Kaweah Health extends beyond the workers it employs directly, the salaries it pays, and its sales. The direct economic activity ripples through the economy supporting additional economic impacts in the form of indirect and induced jobs, household earnings, and economic output. The economic impact estimates in this report are based on the Regional Input-Output Modeling System (RIMS II), a widely used regional input-output model developed by the U. S. Department of Commerce, Bureau of Economic Analysis.

The table below illustrates the total annual economic impact of Kaweah Health in Tulare County. During Fiscal Year 2021, the organization is estimated to have supported \$1.1 billion in economic output. Additionally, this economic activity supported 8,078 jobs and \$513.3 million in household earnings. All of this economic activity contributes \$635.3 million in gross area product or value added to the county economy.

Table 1. Economic Impact of Kaweah Health

	FY 2021
Economic Output:	
Direct	\$776,318,000
Indirect & Induced	\$339,018,071
<u>Total Economic Output</u>	<u>\$1,115,336,071</u>
Value Added:	
<u>Total Value Added</u>	<u>\$635,338,651</u>
Jobs:	
Direct	5,197.0
Indirect & Induced	2,880.7
<u>Total Jobs</u>	<u>8,077.7</u>
Household Earnings:	
Direct	\$382,418,000
Indirect & Induced	\$130,863,440
<u>Total Household Earnings</u>	<u>\$513,281,440</u>

Source: Application of the RIMS II model by Impact DataSource using estimates from Kaweah Health

The economic impact of Kaweah Health supports activity in many other industries in the area. The following chart presents a graphical illustration of the total value added by industry. In total, Kaweah Health supports \$635.3 million in value added or gross area product. As expected, the sector seeing the largest increase in gross area product is the "Health care and social assistance" sector - inclusive of hospitals. Other sectors benefit but to a much smaller degree.

Figure 1. Annual Contribution to Gross Area Product by Industry Sector

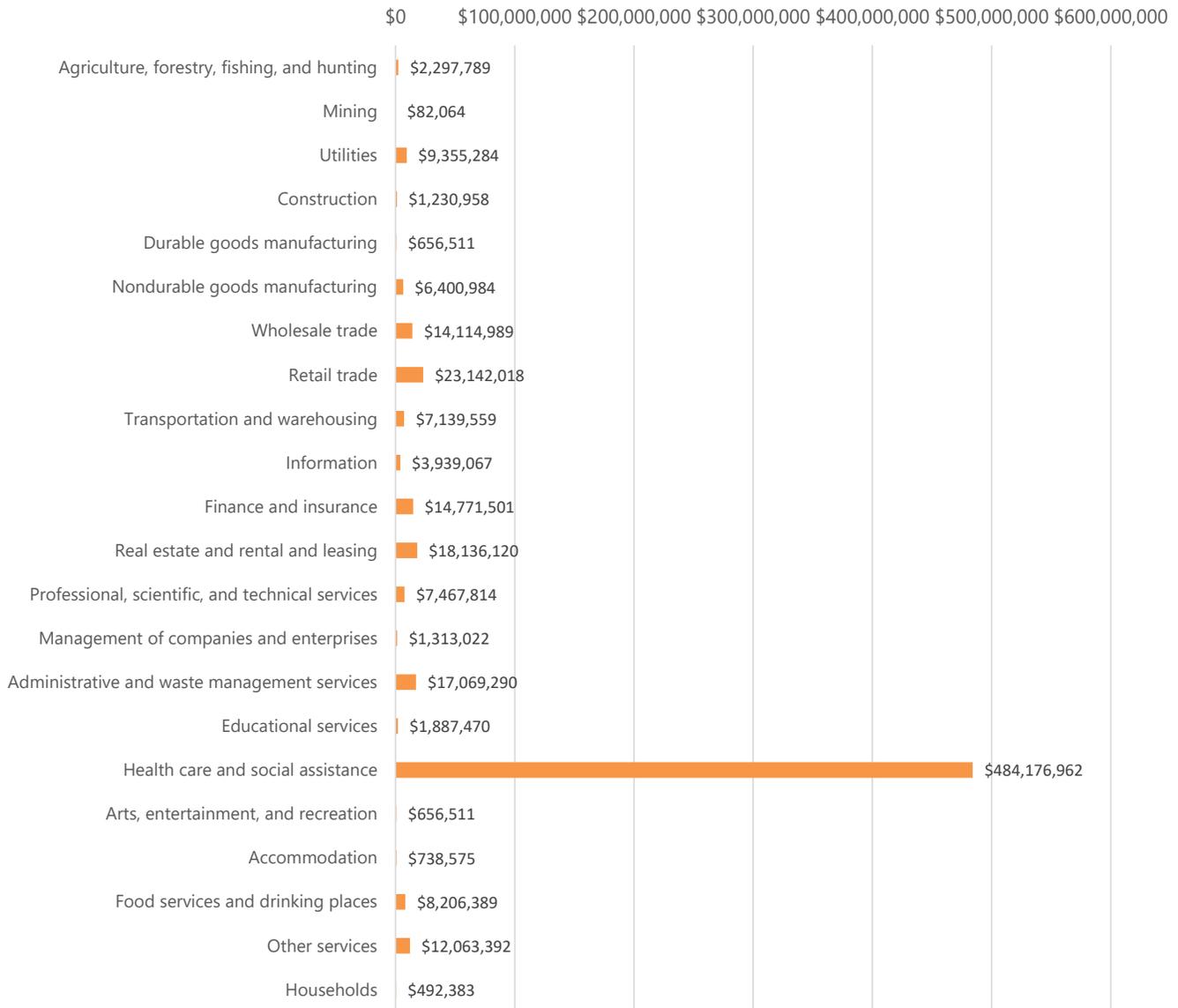


Table 2. Total Economic Impact in the County by Industry Sector

	Employment	Household Earnings	Economic Output	Value Added
Agriculture, forestry, fishing, and hunting	39.4	\$1,527,320	\$5,045,365	\$2,251,322
Mining	0.4	\$0	\$77,621	\$77,632
Utilities	25.9	\$3,461,926	\$18,551,418	\$10,014,502
Construction	17.7	\$1,221,856	\$3,337,703	\$1,863,163
Durable goods manufacturing	9.9	\$610,928	\$2,173,388	\$776,318
Nondurable goods manufacturing	60.4	\$3,461,926	\$17,930,450	\$4,813,172
Wholesale trade	106.6	\$8,145,708	\$22,044,362	\$14,982,937
Retail trade	441.1	\$15,476,846	\$36,249,004	\$24,143,490
Transportation and warehousing	122.7	\$6,211,103	\$13,971,779	\$7,297,389
Information	17.5	\$1,629,142	\$6,520,164	\$3,959,222
Finance and insurance	94.8	\$7,942,066	\$26,624,001	\$14,827,674
Real estate and rental and leasing	341.5	\$10,996,706	\$52,937,518	\$37,263,264
Professional, scientific, and technical services	90.0	\$5,701,996	\$10,090,729	\$6,676,335
Management of companies and enterprises	10.2	\$1,221,856	\$2,251,009	\$1,319,741
Administrative and waste management services	440.8	\$16,393,238	\$25,770,170	\$18,631,632
Educational services	42.5	\$1,527,320	\$2,639,114	\$1,630,268
Health care and social assistance	5,677.6	\$409,118,196	\$828,293,633	\$461,831,578
Arts, entertainment, and recreation	17.5	\$509,107	\$1,241,936	\$621,054
Accommodation	13.1	\$509,107	\$1,552,420	\$1,009,213
Food services and drinking places	268.6	\$6,312,924	\$15,912,304	\$8,539,498
Other services	196.8	\$10,691,242	\$22,121,983	\$12,343,456
Households	43.0	\$610,928	\$0	\$465,791
Total	8,077.7	\$513,281,440	\$1,115,336,071	\$635,338,651

Consumer Expenditure Detail

Based on the total household earnings supported by Kaweah Health, the following tables illustrate the impact on income and spending in the county.

Table 3. Estimated Income Supported

	Total Amount	Amount Per Job
Personal Income	\$513,281,440	\$63,543
Personal Disposable Income	\$450,993,394	\$55,832
Consumer Expenditures	\$420,793,595	\$52,093
Deposits for Financial Institutions	\$30,199,799	\$3,739

The total increase in consumer expenditures of \$420.8 million was converted into the estimated expenditure by category based on data from the Bureau of Labor Statistics' Consumer Expenditure Survey. The chart below shows the spending by broad category and more detail on these categories is provided on the next page.

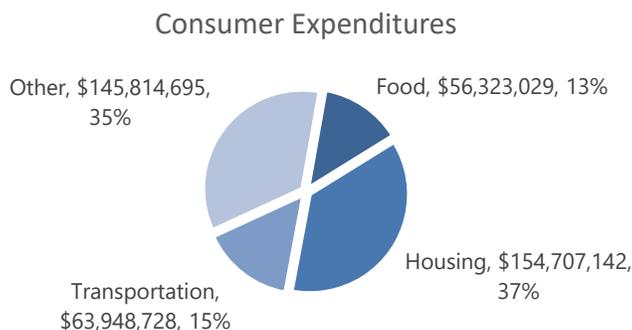


Table 4. Consumer Expenditures Supported by the Total Employment Impact

	Expenditure Amount	Percent of Expenditures
<u>Food</u>		
Groceries (Food at home)	\$35,538,275	8.4%
Restaurants (Food out)	\$17,387,853	4.1%
Alcoholic beverages	\$3,396,902	0.8%
<i>Subtotal</i>	<i>\$56,323,029</i>	<i>13.4%</i>
<u>Housing</u>		
Mortgage/Rent (Shelter)	\$97,300,129	23.1%
Utilities, fuels, and public services	\$25,927,374	6.2%
Household operations	\$10,115,079	2.4%
Housekeeping supplies	\$5,558,567	1.3%
Household furnishings & equip	\$15,805,993	3.8%
<i>Subtotal</i>	<i>\$154,707,142</i>	<i>36.8%</i>
<u>Transportation</u>		
Vehicle purchases (net outlay)	\$27,899,972	6.6%
Gasoline and motor oil	\$10,934,369	2.6%
Other vehicle expenses	\$23,066,162	5.5%
Public and other transportation	\$2,048,225	0.5%
<i>Subtotal</i>	<i>\$63,948,728</i>	<i>15.2%</i>
<u>Other</u>		
Apparel and services	\$9,428,136	2.2%
Health care	\$30,981,763	7.4%
Entertainment	\$20,431,830	4.9%
Personal care products and svcs	\$4,707,766	1.1%
Reading	\$731,059	0.2%
Education	\$6,819,013	1.6%
Tobacco prod. & smoke supplies	\$1,550,349	0.4%
Miscellaneous	\$6,346,346	1.5%
Cash contributions	\$16,140,011	3.8%
Personal insurance & pensions	\$48,678,424	11.6%
<i>Subtotal</i>	<i>\$145,814,695</i>	<i>34.7%</i>
Total	\$420,793,595	100.0%

Annual Local Tax Impact

The economic activity supported by Kaweah Health and patient visitor spending associated with Kaweah Health generates tax revenues for the local cities and Tulare County. The table below summarizes the taxes estimated to be collected by local jurisdictions during Fiscal Year 2021.

Table 5. Estimated Local Tax Revenue

	City of Visalia and others		Tulare County	Total
Sales Taxes	\$1,310,349	\$561,578		\$1,871,927
Transient Occupancy Tax	\$483,182	\$0		\$483,182
Total	\$1,793,531	\$561,578		\$2,355,109

Sales tax revenue was estimated on a portion of worker spending assumed to occur locally, patient visitor spending, and Kaweah Health's reported taxable purchases and taxable sales. Transient occupancy tax was estimated based on the assumption that some visitors would spend the night in a local hotel.

Breakout: Economic Impact of Contract Physician Fees

The total economic impact of Kaweah Health was shown on previous pages. This section is intended to break out a subset of that total economic impact - the economic impact associated with Kaweah Health's expenditure for contract physician fees. Again, total economic impact of Kaweah Health's \$104.6 million expenditure for physician fees extends beyond the initial expenditure. The direct expenditure ripples through the economy supporting additional economic impacts in the form of indirect and induced jobs, household earnings, and economic output. The economic impact associated with physician fees was estimated using the RIMS II model as discussed above.

The table below illustrates the annual economic impact of the contract physician fees paid by Kaweah Health in Fiscal Year 2021. Kaweah Health is estimated to have supported \$152.0 million in total economic output, 853 jobs and \$62.0 million in household earnings. This economic activity contributes \$94.8 million in gross area product or value added to the county economy.

Table 6. Economic Impact of Contract Physician Fees Paid by Kaweah Health

	FY 2021
<u>Economic Output:</u>	
Direct	\$104,612,000
Indirect & Induced	\$47,389,236
<u>Total Economic Output</u>	<u>\$152,001,236</u>
<u>Value Added:</u>	
<u>Total Value Added</u>	<u>\$94,830,778</u>
<u>Jobs:</u>	
Direct	541.4
Indirect & Induced	311.3
<u>Total Jobs</u>	<u>852.7</u>
<u>Household Earnings:</u>	
Direct	\$48,191,771
Indirect & Induced	\$13,811,762
<u>Total Household Earnings</u>	<u>\$62,003,532</u>

Source: Application of the RIMS II model by Impact DataSource using estimates from Kaweah Health

Economic Impact of Unreimbursed Charity Care

Unreimbursed charity care represents a significant benefit to the community and at the same time a significant cost to the Kaweah Health. Charity care for which Kaweah Health provides services but is unreimbursed is estimated to be approximately \$4.6 million per year. The economic value of this unreimbursed charity care has not otherwise been accounted for in this study.

This section is intended to estimate the economic value of the unreimbursed charity care that is not captured in the study. The total economic impact of Kaweah Health's \$4.6 million cost for unreimbursed charity care includes indirect and induced economic impacts and extends beyond just the \$4.6 million unreimbursed cost.

The table below illustrates the annual economic impact of the unreimbursed charity care provided by Kaweah Health in Fiscal Year 2021. The charity care is estimated to support \$6.6 million in total economic output, 37 jobs and \$2.3 million in household earnings. This economic activity would contribute \$3.8 million in gross area product or value added to the county economy.

Table 7. Economic Impact of Unreimbursed Charity Care Provided by Kaweah Health

	FY 2021
Economic Output:	
Direct	\$4,600,000
Indirect & Induced	\$2,008,820
<u>Total Economic Output</u>	<u>\$6,608,820</u>
Value Added:	
<u>Total Value Added</u>	<u>\$3,764,640</u>
Jobs:	
Direct	23.5
Indirect & Induced	13.0
<u>Total Jobs</u>	<u>36.6</u>
Household Earnings:	
Direct	\$1,727,999
Indirect & Induced	\$591,321
<u>Total Household Earnings</u>	<u>\$2,319,320</u>

Source: Application of the RIMS II model by Impact DataSource using estimates from Kaweah Health

Economic Impact of Recruiting Additional Physicians to the Region

During calendar year 2021, Kaweah Health recruited 20 physicians and five advanced practitioners to the region to support the healthcare needs of the community. A new physician's office benefits the community in several ways. According to Kaweah Health, Tulare County is extremely underserved by physicians, including shortages in the number of primary care physicians and in key specialties such as gastroenterology, mental health, general surgery, and urology.

The benefit of a new physician to Kaweah Health extends beyond the salary a single physician earns. Physicians typically generate considerably more in "downstream revenue" for the hospital - revenue that would exceed their direct earnings. The physician may employ staff and support other workers in the community as well.

This section is intended to estimate the economic impact of the recruitment efforts in Tulare County. Based on data from the most recent Physician Inpatient/Outpatient Revenue Survey published by Merritt Hawkins (2019), we estimate the total economic impact including jobs and household earnings associated with 20 new physicians. The calculations rely on the average net annual revenue generated by physicians for their affiliated hospitals as tracked by the 2019 survey. This per-physician revenue estimate is used as the direct economic output to estimate the total economic impacts.

These recruitment efforts were estimated to have generated a total economic impact of \$69.1 million in economic output, 388 jobs, and \$28.2 million in compensation paid to workers - an average of \$72,700 per worker.

Table 8. Economic Impact of Recruiting Additional Physicians to the Region

	Total Annual Impact
<u>Economic Output:</u>	
Direct	\$47,574,540
Indirect & Induced	\$21,551,267
<u>Total Economic Output</u>	<u>\$69,125,807</u>
<u>Value Added:</u>	
<u>Total Value Added</u>	<u>\$43,126,321</u>
<u>Jobs:</u>	
Direct	246.2
Indirect & Induced	141.6
<u>Total Jobs</u>	<u>387.8</u>
<u>Household Earnings:</u>	
Direct	\$21,916,236
Indirect & Induced	\$6,281,193
<u>Total Household Earnings</u>	<u>\$28,197,430</u>

Source: Application of the RIMS II model by Impact DataSource using estimates from the 2019 Physician Inpatient/Outpatient Revenue Survey published by Merritt Hawkins.

Overview of Methodology

This report presents the results of an analysis undertaken by Impact DataSource, an Austin, TX based economic consulting firm.

Economic impacts can be categorized into two main types of impacts. First, the direct economic impacts are the jobs and payroll directly created by Kaweah Health. Second, this economic impact analysis calculates the indirect and induced impacts that result from Kaweah Health. Indirect jobs and salaries are supported in area firms, such as maintenance companies and service firms, that may supply goods and services for the facility. In addition, induced jobs and salaries are supported in local businesses, such as retail stores, gas stations, banks, restaurants, and service companies that may supply goods and services to workers and their families.

The RIMS II multipliers used in this analysis are shown below along with additional information about the RIMS II model.

RIMS II Industry	Final-demand Output	Final-demand Earnings	Final-demand Employment	Final-demand Value-added	Direct-effect Earnings	Direct-effect Employment
622000 Hospitals	1.4367	0.5042	8.7787	0.8184	1.3422	1.5543
621100 Offices of physicians	1.4530	0.5927	8.9993	0.9065	1.2866	1.5750

Regional Input-Output Modeling System (RIMS II)

The economic impact estimates in this report are based on the Regional Input-Output Modeling System (RIMS II), a widely used regional input-output model developed by the U. S. Department of Commerce, Bureau of Economic Analysis. The RIMS II model is a standard tool used to estimate regional economic impacts. The economic impacts estimated using the RIMS II model are generally recognized as reasonable and plausible assuming the data input into the model is accurate or based on reasonable assumptions. The RIMS II model is described in basic detail below.

Generally speaking, input-output modeling attempts to estimate the changes that occur in all industries based on a change in the demand for the output of an industry. An input-output model allows an analyst to identify the subsequent changes occurring in various industries within a regional economy in order to estimate the total impact on the economy. Total economic impact is the sum of three components: (1) direct, (2) indirect, and (3) induced impacts.

If the demand for the output of an industry, measured by industry sales or revenue, increases by \$1.0 million, total regional output increases by \$1.0 million. This initial change in output is called the change in direct economic output and also referred to as the direct expenditure effect. The change in total economic output in the region resulting from the initial change does not stop with the change in direct economic output. Businesses in a variety of industries within the region will be called upon to increase their production to meet the needs of the industry where the initial increase in demand occurs. Further, other suppliers must also increase production to meet the needs of the group of initial supplier firms to the industry. This increase in expenditures by regional suppliers is considered the indirect economic impact of the initial \$1.0 million in sales, and is classified as indirect expenditures of the total economic impact or the change in indirect economic output.

The total economic impact of the \$1.0 million in sales includes one more component, the induced impact. All economic activity, whether direct or indirect, that results from the initial increase in demand of \$1.0 million, requires workers, and these workers must be paid for their labor. This means that part of the direct and indirect expenditures is actually in the form of wages and salaries paid to workers in the various affected industries. These wages and salaries will in turn be spent in part on goods and services produced locally in the region. This spending is another part of the regional economic impacts referred to as induced impacts and is classified as induced expenditures or the change in induced economic output.

Based on the initial direct impact, the RIMS II model can be used to estimate the direct, indirect and induced impacts on economic output, value added, earnings and employment in a given region. Economic output is gross output and is the sum of the intermediate inputs and final use. This is a duplicative total in that goods and services will be counted multiple times if they are used in the production of other goods and services. Value added is defined as the value of gross output less intermediate inputs. Workers' earnings or earnings consist of wages and salaries, employer provided benefits and proprietors' income. Employment consists of a count of jobs that include both full-time and part-time workers.

The RIMS II model is based on regional multipliers, which are summary measures of economic impacts generated from changes in direct expenditures, earnings, or employment. Multipliers show the overall impact to a regional economy resulting from a change in demand in a particular industry. Multipliers can vary widely by region. Multipliers are higher for regions with a diverse industry mix. Industries that buy most of their materials from outside the state or region tend to have lower multipliers. Multipliers tend to be higher for industries located in larger areas because more of the spending by the industry stays within the area.

The RIMS II model generates six types of multipliers for approximately 400 industrial sectors for any region in the United States. The multipliers include four "final-demand" multipliers and two "direct-effect" multipliers. Final demand multipliers indicate the impact of changes in final demand for the output of a particular regional industry on total regional output, earnings, employment and value added. Direct-effect multipliers indicate the impact of changes in regional earnings or employment within a particular industry on total employment or earnings within a region.

Final-demand output multipliers indicate the total regional output (direct, indirect and induced expenditures) that results from an increase in direct expenditures for a good produced by a particular regional industry. For example, if an industry in a particular region is said to have a final demand output multiplier of 2, this tells us that a \$1 increase in final demand for the good produced by that industry results in a \$2 increase in total output or expenditures within the regional economy. Final-demand earnings multipliers indicate the impact of an increase in final demand for the good of a particular regional industry on the total earned income of households within the region. Final-demand employment multipliers indicate the increase in total regional employment that results from a \$1.0 million increase in final demand for the good produced by a particular regional industry. Final-demand value-added multipliers indicate the increase in total regional value added that results from a \$1.0 million increase in final demand for the good produced by a particular regional industry. Direct-effect earnings multipliers indicate the impact of a \$1 change in earnings within a particular regional industry on total earnings in all industries within a region. Direct-effect employment multipliers indicate the impact of a change in employment in a particular regional industry on total employment in all industries within a region.

Theoretically, changes in final demand drive the total change in economic output, earnings, and employment. However, these multipliers relationships can be used to estimate impacts in other ways if only limited information is known about a project. For example, the multiplier relationships can be used to estimate the increase in direct economic output based on a given level of employment in a specific industry.

Additional Notes on RIMS II

RIMS II multipliers are based on the average relationships between the inputs and outputs produced in a local economy. The multipliers are a useful tool for studying the potential impacts of changes in economic activity. However, the relative simplicity of input-output multipliers comes at the cost of several limiting assumptions.

- Firms have no supply constraints—Input-output based multipliers assume that industries can increase their demand for inputs and labor as needed to meet additional demand.
- Firms have fixed patterns of purchases—Input-output based multipliers assume that an industry must double its inputs to double its output.
- Firms use local inputs when they are available—The method used by RIMS II to develop regional multipliers assumes that firms will purchase inputs from firms in the region before using imports.

RIMS II, like all input-output models, is a “static equilibrium” model. This means that there is no specific time dimension associated with the results using the model. For the RIMS II model, it is customary to assume that the impacts occur in one year because the model is based on annual data.

The fiscal impacts calculated in this report are described in the text of the report.

About Impact DataSource

Impact DataSource is an Austin economic consulting, research, and analysis firm founded in 1993. The firm has conducted over 2,500 economic impact analyses of firms, projects, and activities in most industry groups in California and more than 30 other states.

In addition, Impact DataSource has prepared and customized more than 150 economic impact models for its clients to perform their own analyses of economic development projects.

Our Local Law Enforcement

Community champions in the pursuit of healthiness



The pursuit of healthiness goes far beyond hospital care — It's about sustaining a thriving community. It means supporting local businesses, caring for the less fortunate, and taking a balanced approach to our spiritual, mental, and physical health. It's also about keeping our communities safe, and for this we rely on our community champions.

The Tulare County Sheriff and municipal police departments play a vital role in the pursuit of healthiness. To their leadership, to the men and women in uniform who daily risk their lives to keep us safe, we extend our sincerest thanks. Because of your courage, vigilance, and determined efforts — our world is a safer, healthier place to live. We wish you every success.



The pursuit of healthiness



f |  |  |  | [KaveahHealth.org](https://www.KaveahHealth.org)



Ambulance Services

Community champions in the pursuit of healthiness

The pursuit of healthiness goes far beyond hospital care — It's about sustaining a thriving community. It means supporting local businesses, caring for the less fortunate, and taking a balanced approach to our spiritual, mental, and physical health. It's also about being prepared for those times when we wake up thinking it's just another day, but find out that life has other plans.

For this, we rely on our community champions. Our local ambulance services play a vital role in the pursuit of healthiness. To their owners, support staff, and crews, we extend our sincerest thanks. When seconds count, you are grace under pressure, angels of mercy. Because of your courage, compassion, and skill — lives are saved, and we wish you every success.



The pursuit of healthiness



f | y | t | i | KaveahHealth.org

College of the Sequoias Nursing School.

**A community champion in
the pursuit of healthiness**

Congratulations to the graduates of fall 2022



The pursuit of healthiness goes far beyond hospital care — It’s about sustaining a thriving community. It means supporting local businesses, caring for the less fortunate, and taking a balanced approach to our spiritual, mental, and physical health. It’s also about education and preparing for the future.

We rely on our community champions — and we count the College of the Sequoias Nursing School among them. This program plays a vital role in the pursuit of healthiness.

To their leadership and instructors, we offer our sincerest thanks. To this semester’s graduating class, congratulations! When care is put into action, lives are changed, and you have chosen to make a career of it. Wherever your journey takes you, we wish you every success.



The pursuit of healthiness



f | y | t | i | KaveahHealth.org



Community champions in the pursuit of healthiness

The pursuit of healthiness goes far beyond hospital care — It's about sustaining a thriving community. It means caring for the less fortunate, and taking a balanced approach to our spiritual, mental, and physical health. It's also about keeping our local economy strong.

We rely on our community champions and count the Greater Tulare Chamber of Commerce among them. This vital organization plays an important role in the pursuit of healthiness. A healthy business sector with high employment leads to a healthier population, and enhances our quality of life.

We offer a sincere thanks to the leadership and members of the Tulare Chamber of Commerce for their vision, courage, and hard work, and we wish them every success.



The pursuit of healthiness



f |  |  |  | [KaweahHealth.org](https://www.KaweahHealth.org)

An NRC Health On Demand Study

Kaweah Health Script Testing

August 2022





Research Objective

- Gathering feedback on the video advertisement shown to respondents

Study Design

Background

- NRC Health conducted an online survey of general consumers age 18+ within the Kaweah Health PSA/SSAs
- Invitations sent to recipients meeting these criteria through NRC Health's consumer panel provider
- Fielded August 22 – 24, 2022
- All recipients were given the option to opt out of the study

Methodology

- 100 respondents completed the survey
- Standard error range $\pm 9.8\%$ at 95% confidence level

Executive Summary

Advertising Evaluation

- After viewing the advertisement, respondents most often felt the main idea of the ad was that Kaweah Health has an experienced and caring team (45%).
- Over half (51%) of respondents felt the ad shown was very informative, while just 9% felt it was not either very or somewhat informative.
- 73% of respondents strongly agree that the ad shown had an understandable message, with just 8% not strongly or somewhat agreeing with that sentiment.
- 53% of respondents said they liked the ad shown very much, and 16% either felt neutral to the ad or disliked it.
- After viewing the ad, respondents most often felt informed (49%), encouraged (45%) and interested (44%).
- Just over a third (34%) of respondents are very likely to seek out more information about Kaweah Health after seeing the ad, and 47% said they were very likely to seek care from Kaweah after seeing the ad.

Advertising Evaluation

Ad Introduction

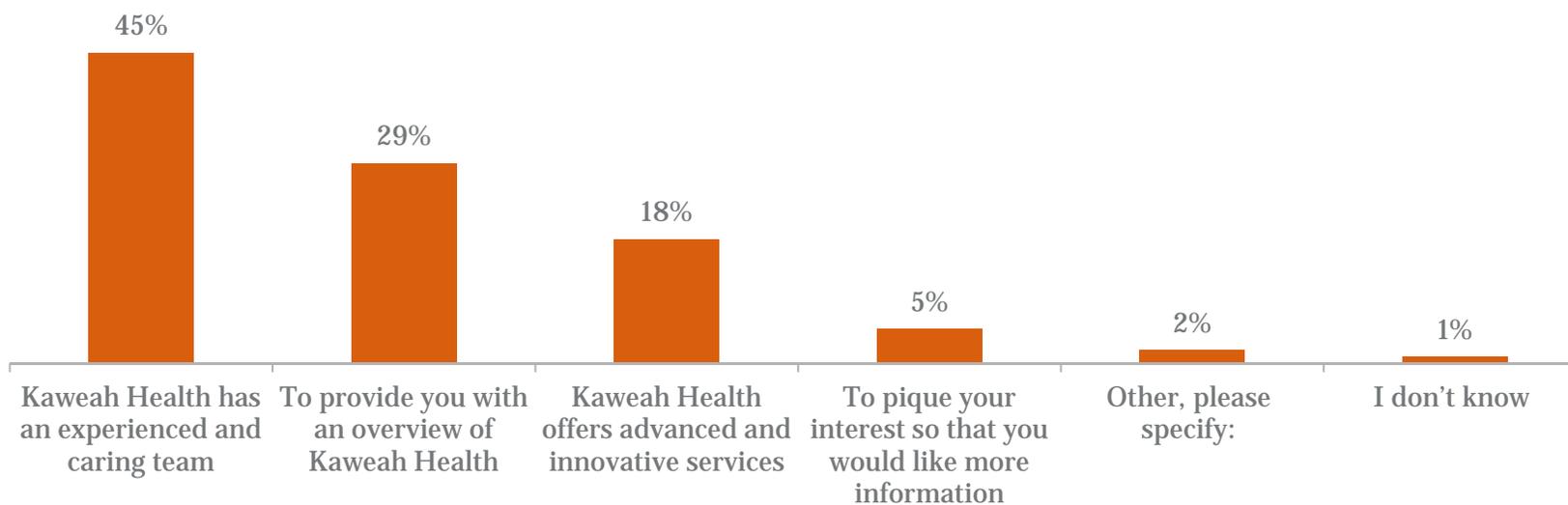
We would like you to view and then respond to a video advertisement so we can better understand its effectiveness. The ad is not in its fully completed form, but will be when shown in the market. Please respond to the following questions as if the ad were fully completed. Please select “continue” to view the ad. [page break]

The following ad is a video. Please ensure your volume is turned on and press the “play” button to begin the ad. After you have finished viewing the ad, select “continue”.



Main Idea of Ad

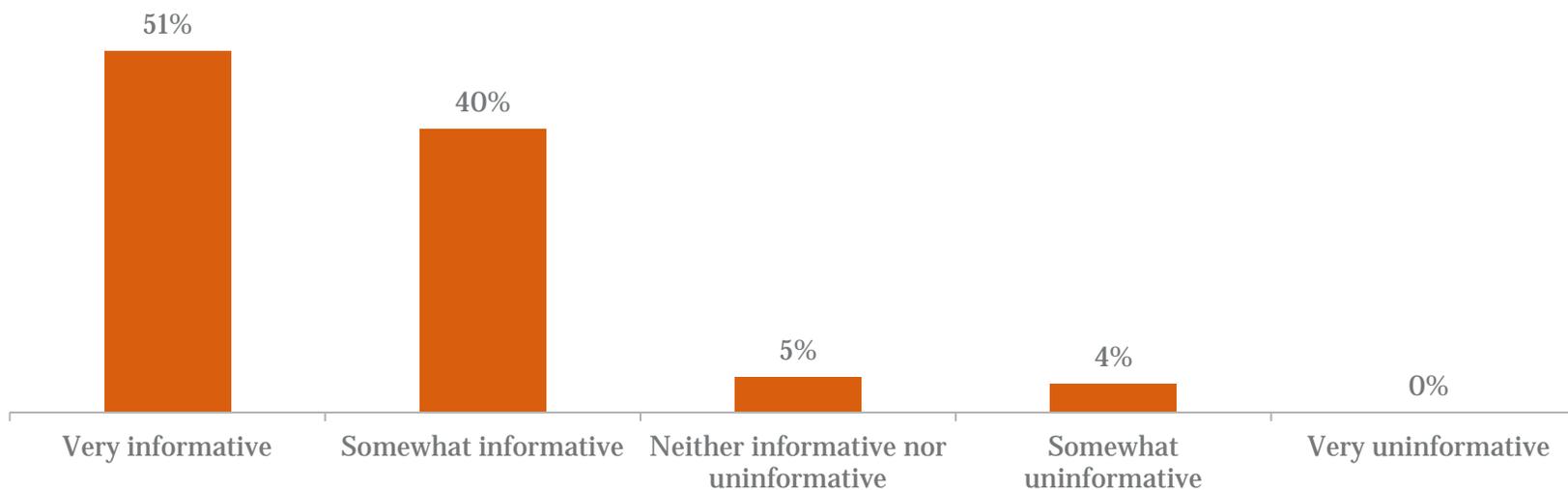
After viewing the advertisement, respondents most often felt the main idea of the ad was that Kaweah Health has an experienced and caring team (45%).



Total (n=100)

Informative Quality of Ad

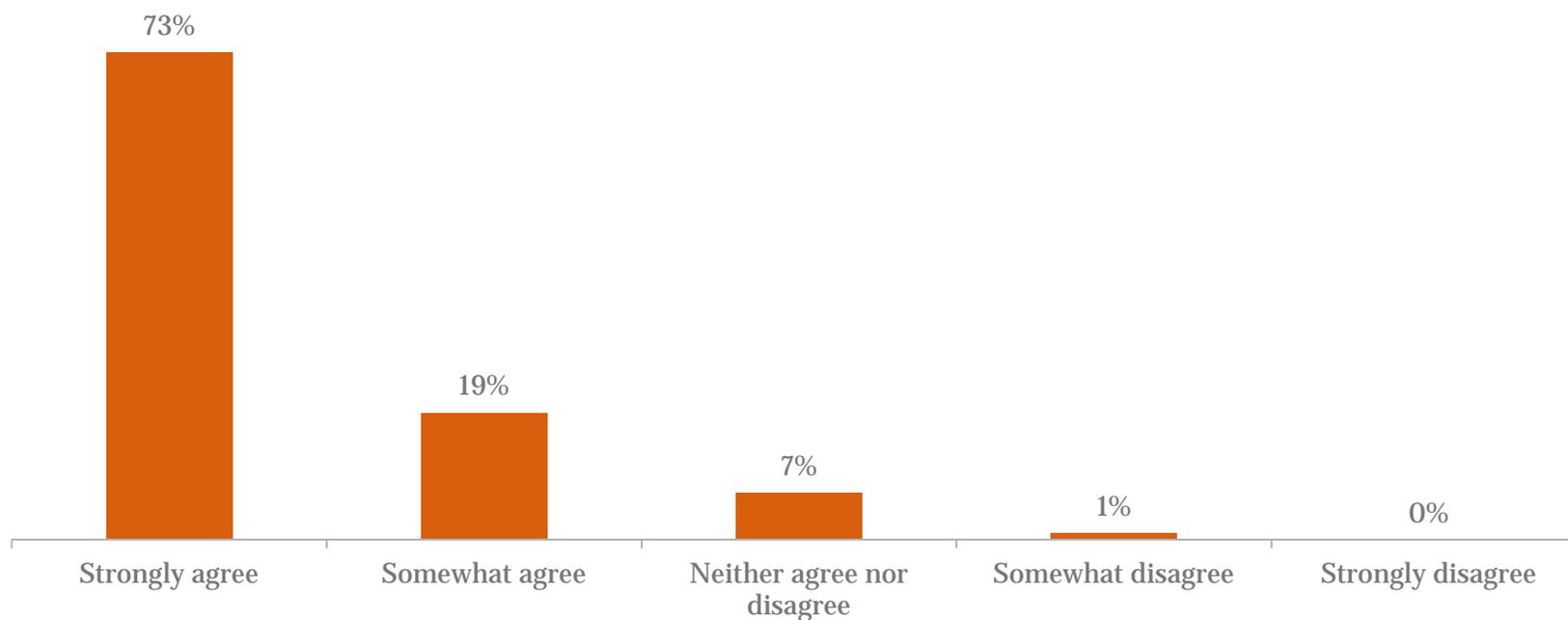
Over half (51%) of respondents felt the ad shown was very informative, while just 9% felt it was not either very or somewhat informative.



Total (n=100)

Understandability of Ad

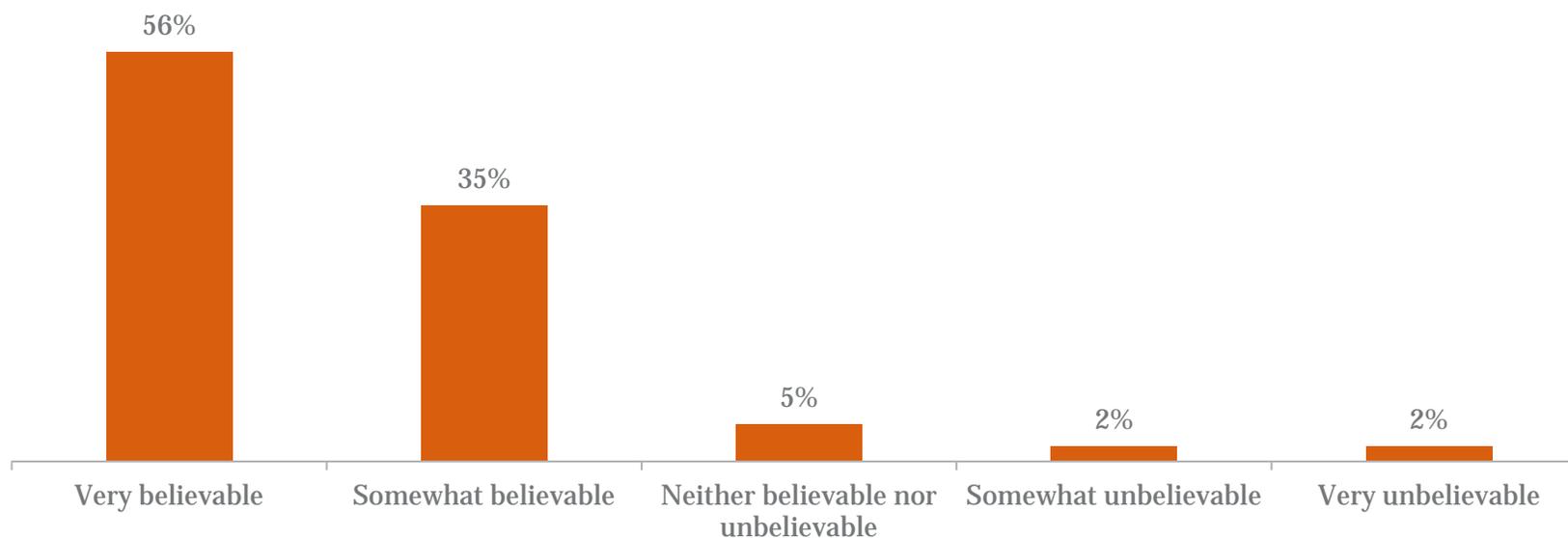
73% of respondents strongly agree that the ad shown had an understandable message, with just 8% not strongly or somewhat agreeing with that sentiment.



Total (n=100)

Believability of Ad

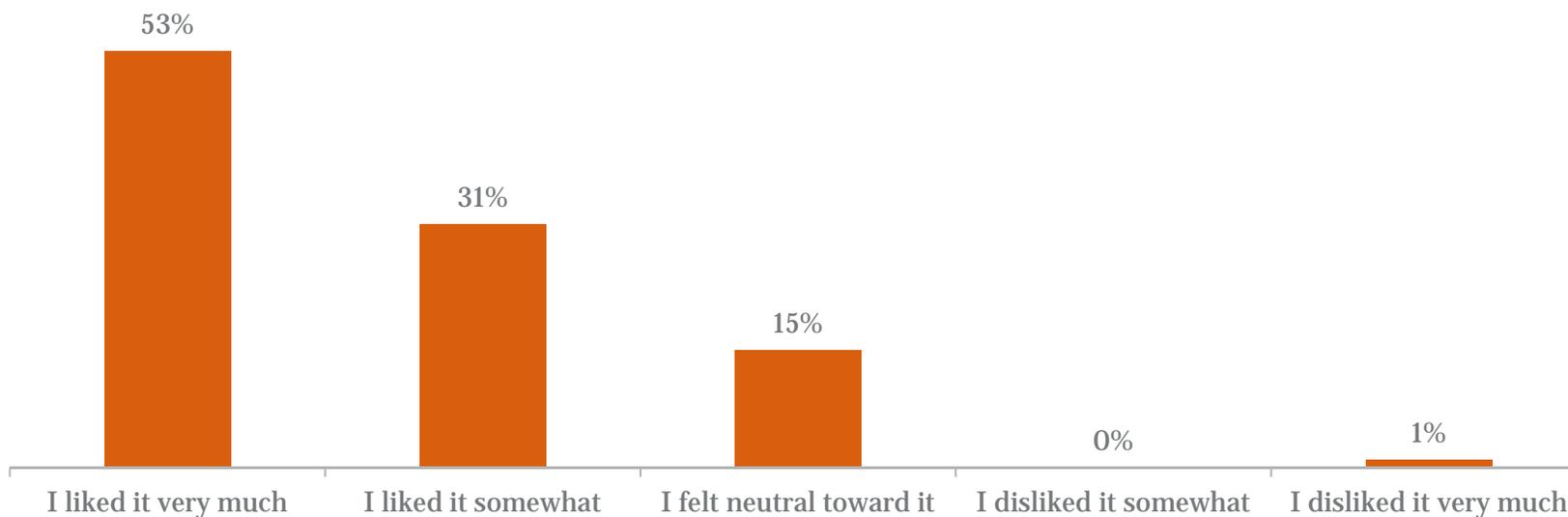
Over half (56%) of respondents feel the ad is very believable considering it is coming from a healthcare provider, with 9% feeling it was not either very or somewhat believable.



Total (n=100)

Ad Likeability

53% of respondents said they liked the ad shown very much, and 16% either felt neutral to the ad or disliked it.



Total (n=100)

Reason for Ad Likeability

Liked: Informative, Caring, Shows Off Community

- “Because i have heard that they are really great and they care about you and your health”
- “Everything they said was honest”
- “FELT PROUD TO HAVE THEM IN THE VALLEY”
- “I like that it’s is focusing on community. Visalia is a small town and agree the pandemic I think they are trying to make healthcare feel familiar and friendly”
- “I like this hospital best than to the one in my town”
- “I liked the way it showed a wide variety of what the hospital has to offer to the public.”
- “It made me feel like if i need there services i will be be taken care of”
- “It seemed very genuine and had a warm feel to it.”
- “It was very informative and gave good points.”
- “Its informative with great information.”
- “showed caring for the people in the community and advanced medical practices”
- “Shows many different people and situations. Goal is to get you back out there.”
- “The ad was straight forward and informative,”
- “The advertisement is all about caring for the people”
- “Very short video has a broad spectrum on what the hospital does”

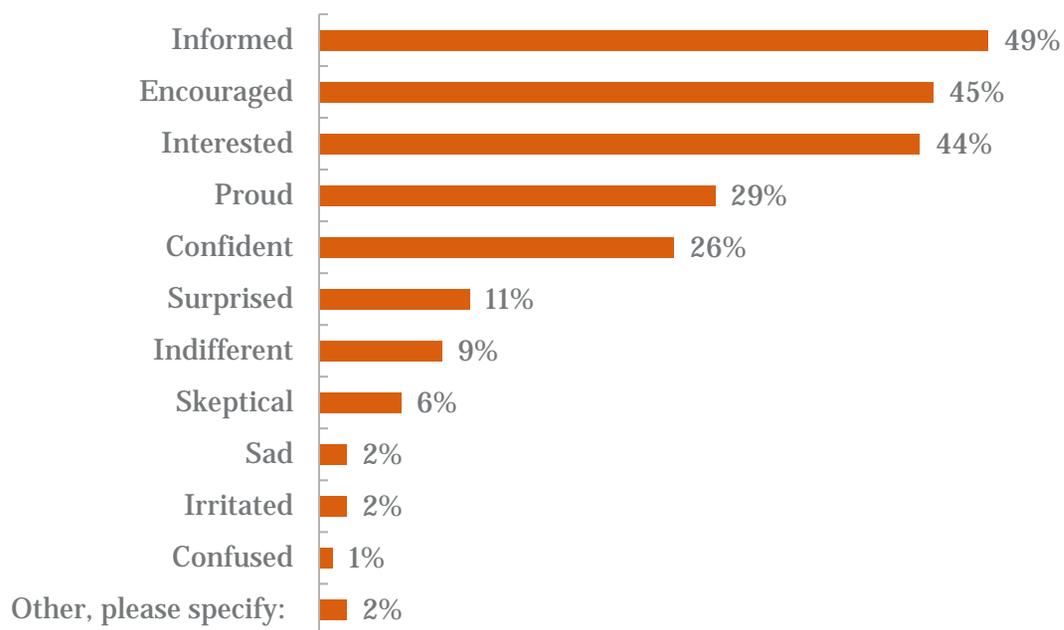
Neutral/Disliked: Bad Experiences/Perceptions

- “Bad experiences with Kaweah
- “Because i didn’t really like nor dislike the ad”
- “Because I don’t truly know them”
- “i didnt really feel anything”
- “I have been to Kaweah and they are caring or helpful. They are rude and could care less how you feel.”
- “I haven’t heard good things about the hospital so the ad was somewhat hard to believe”
- “I really don't care for kaweah health. If it's the same as kaweah Delta.”
- “I’ve had bad experiences with the kaweah medical staff growing up”
- “It depends to each worker and how they really act with patients”
- “I’ve been to this hospital and they don't act like that with the patients.”
- “Just cause”
- “no opinion either way”
- “Seems to much like a generic commercial. Nothing stood out as unique.”
- “Some parts of the ad was nice and felt caring but the voiceover voice was not good and some clips were a bit cheesy.”
- “Til u actually go and experience u will know the good and bad”

*These are verbatim answers provided by respondents and have not been edited by the NRC Health Team

Emotions from Ad

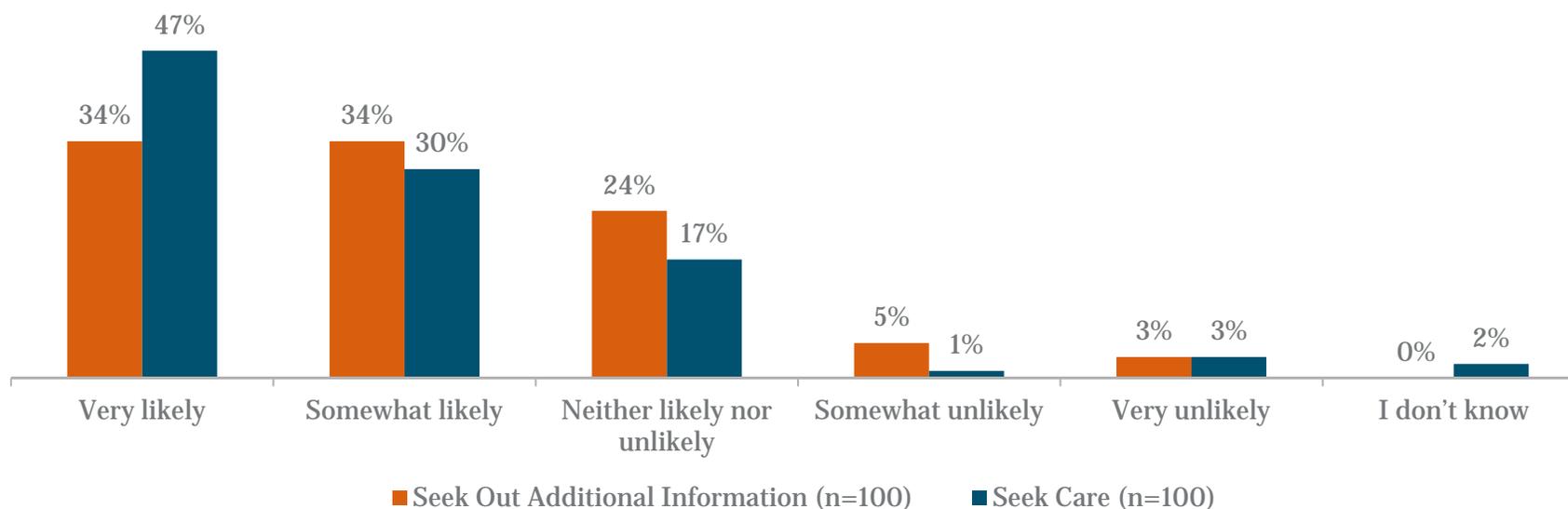
After viewing the ad, respondents most often felt informed (49%), encouraged (45%) and interested (44%).



Total (n=100)

Action Likelihood

Just over a third (34%) of respondents are very likely to seek out more information about Kaweah Health after seeing the ad, and 47% said they were very likely to seek care from Kaweah after seeing the ad.



Reason for Likelihood of Seeking Care

Likely: Caring Team, Best Care Option Locally

- “Because it seems like they genuinely care.”
- “Because they are telling use they are always there for us.”
- “Caring staff”
- “Honestly it's more its one of the better options for healthcare in the central valley. Plus my positive experiences I've had with Kaweah Delta in the past.”
- “I just feel like Kaweah Health is better than what's in my hometown. I've heard reviews and now seeing the ad helped me lean more towards Kaweah health”
- “If I were to require medical attention, I would go to Kaweah Delta. I live 20minutes away in another town and I know they are the best for my family. Kaweah Delta is family.”
- “it looked like a full care medical care institution”
- “It seems like Kaweah Health truly cares.”
- “Nice caring people and in Visalia”
- “The ad showed that they will take care of me”
- “The caring employees”
- “The employees live and come from our local community.”
- “The friendly employees and facilities”
- “The hospital is wonderful and with the care the places has and the staff is nice”
- “The loving and caring staff”

Unlikely: Poor Experience

- “My Medicare does not cover any there”
- “Previous experiences”
- “The name tied to the ad”
- “They have crudy employees. They are more interested in shopping on their phone than hospital care.”

*These are verbatim answers provided by respondents and have not been edited by the NRC Health Team



q13 What specifically about the ad would make you likely to seek care from Kaweah Health?
q14 What specifically about the ad would make you unlikely to seek care from Kaweah Health?

*Questions shown based on respondents answer to Q12

15

Additional Ad Comments

Positive/Constructive Ad Comments

- “Am additional comment would just be to be a big more informative about what exactly they offer and what they can help patients with.It’s not necessarily about how the ad looks it just needs more information rather than just a skit.”
- “Good ad. Im impressed.”
- “I am very pleased with the care and personal treatment from kaweah hospital”
- “I feel it was a great add and you don't have to make any changes to it it tells us everything we want right in the add”
- “I feel the ad was comprehensive and informative. It did show services I wasn't aware they had such as physical therapy.”
- “I like that it was in a story telling way”
- “I think it was a good introduction to that company.”
- “I think the ad was perfect about getting their message across”
- “I thought it made its point.”
- “I want to see the new parts of the hospital that they built on.”
- “I would change the voiceover. It sounds like a robot”
- “I Would Recommend My Family And Friends About The Hospital”
- “I'd like to know if kaweah health is the same as kaweah Delta health care”
- “It made me feel really good towards Kaweah Hospital.”
- “It was a good ad”
- “Kaweah Health has so much to offer to the Central Valley.”
- “List where to find it. What counties is it serving. Just like a simple statement, now serving Tulare!”
- “No I think it was done perfectly”
- “not really, Just that I liked the ad.”
- “The was nothing that I disliked about the ad”
- “They should not make an ad that is false advertising. They do not act that way with their patients. I have been to this hospital several times and recently and they treat you like cattle going through a shoot. Horrible Horrible!!!!”

*These are verbatim answers provided by respondents and have not been edited by the NRC Health Team



q15 Please let us know if you have any additional comments or suggestions about the ad.

Key Takeaways

1

Overall ad sentiment was very positive. Over half (53%) of respondents said they like the ad very much after viewing it, while just 16% felt neutral or dislike towards it in some way. Those who did like the ad cited its informative nature, the caring staff shown and the mentions of the local community it serves as reasons why, while those who did not like the ad said it was due most often to bad experiences or perceptions of Kaweah.

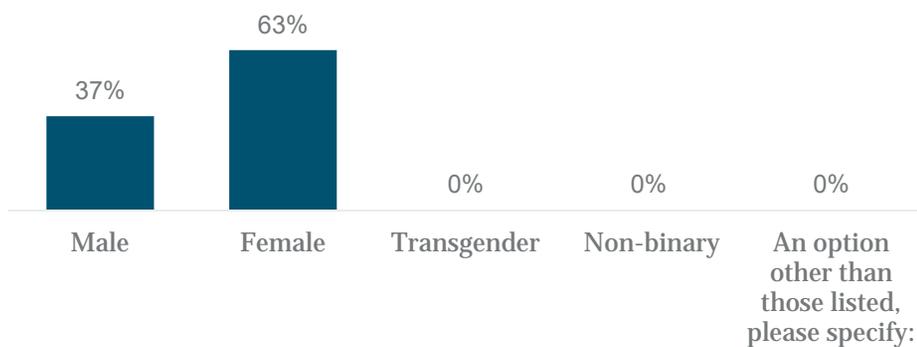
2

Most respondents felt called to some kind of action after viewing the ad. 68% of respondents felt they are very or somewhat likely to seek out more information about Kaweah Health after viewing the ad, while 77% are very or somewhat likely to actually seek care at Kaweah in the future. Those who are likely to seek care at Kaweah in the future based on the ad again cited the perception of its healthcare team being quite caring, as well as being the best care option locally, as the reason why.

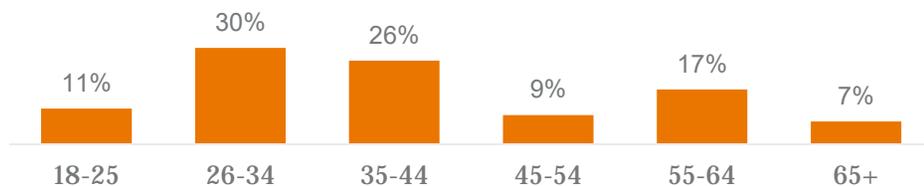
Demographics

Demographics (1 of 2)

Gender



Age

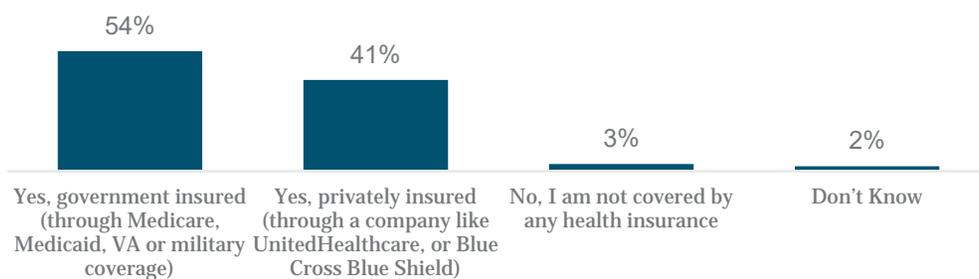


Household Income



Demographics (2 of 2)

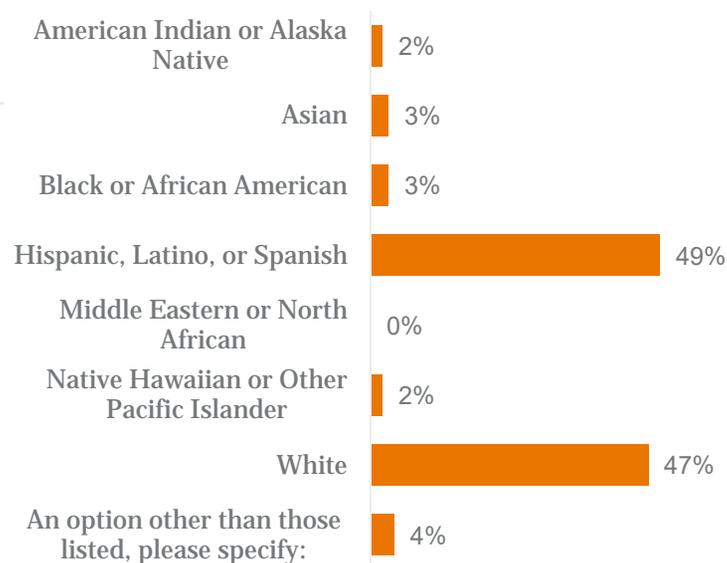
Insurance Status



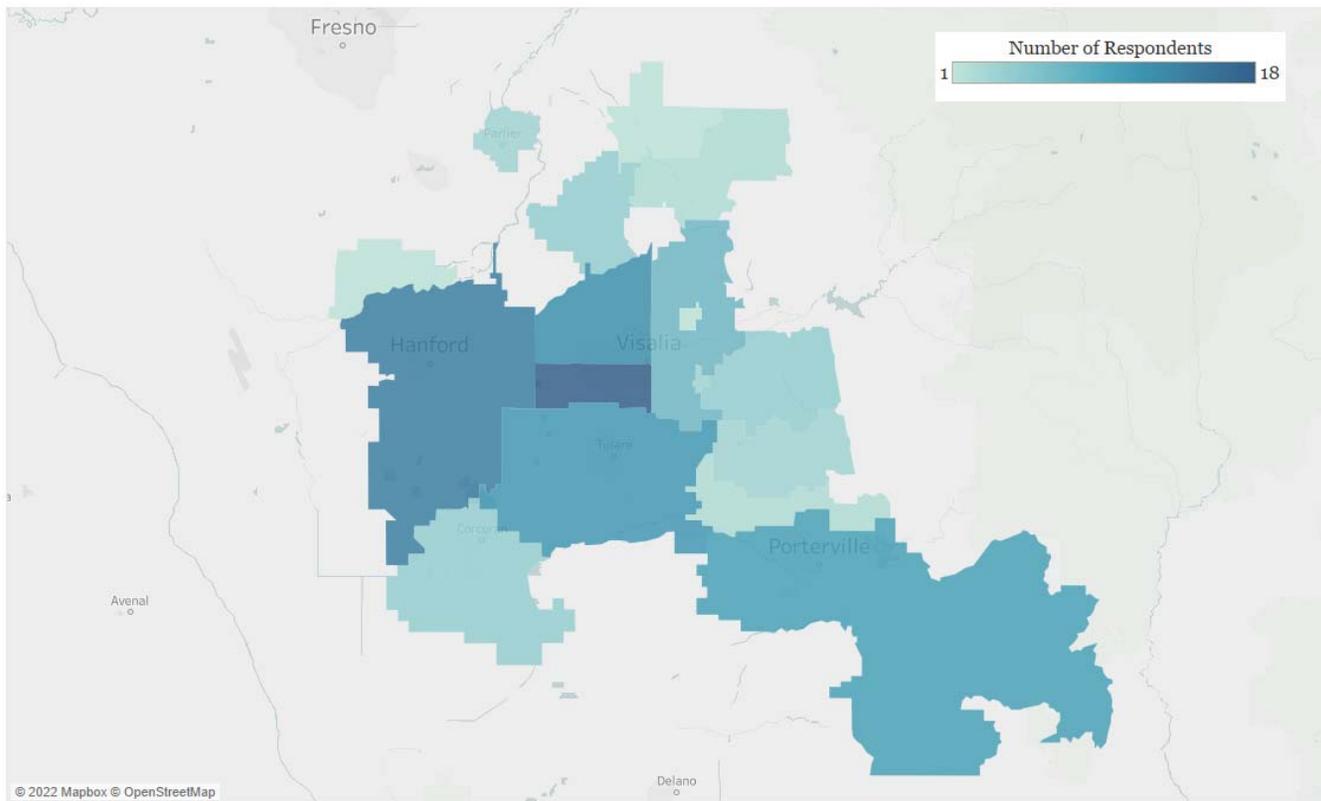
Children Under 18?



Ethnicity



Geography





Corporate Headquarters
1245 Q St. Lincoln, NE 68508
800.388.4264
Local: 402.475.2525



The pursuit of healthiness.



courageous

resilient



ready



**2021
2022**
Annual Report

The pursuit of healthiness goes well beyond hospital care. It's about helping our community thrive



400 W. Mineral King Avenue
Visalia, CA 93291
(559) 624-2000

KaweahHealth.org/AnnualReport



The pursuit of healthiness





Gary Herbst

Chief Executive Officer

Kaweah Health Board Members

Zone 1

Mike Olmos

Zone 2

Lynn Havard Mirviss

RN, Ed.D - Vice President

Zone 3

Garth Gipson

Secretary/Treasurer

Zone 4

David Francis

President

Zone 5

Ambar Rodriguez

LETTER

PENDING

FROM

GARY

Mission | Vision | Pillars

Our Mission

**Health is our passion.
Excellence is our focus.
Compassion is our promise.**

Our mission statement articulates Kaweah Health's fundamental purpose both within our organization and for our community.

Our Vision

To be your world-class healthcare choice, for life.

Our vision statement is what we aspire to be for our community and sets the future path and framework in our strategic planning.

Our Pillars

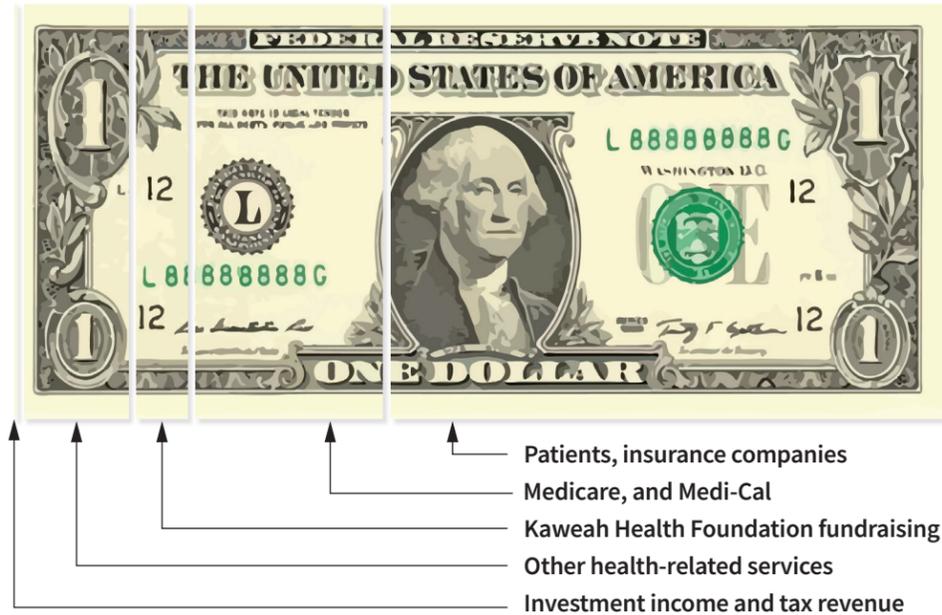
In order to achieve our mission and vision, Kaweah Health must:

- Achieve outstanding community health
- Deliver excellent service
- Provide an ideal work environment
- Empower through education
- Maintain financial strength



Income

If one dollar represented Kaweah Health's total operating costs for fiscal year 2021, .19 cents was covered by tax revenue.



Where it came from

Patients, insurance companies	\$XXX,XXX,XXX
Medicare, and Medi-Cal	\$XXX,XXX,XXX
Less: Serviced provided to patients who could not pay	(XXX,XXX,XXX)
Other health-related services	(XXX,XXX,XXX)
Foundation fundraising	(XXX,XXX,XXX)
Investment income and tax revenue	(XXX,XXX,XXX)

Total income

Where it went

Salaries and benefits	(XXX,XXX,XXX)
Paid to others providing goods and services for patient care	(XXX,XXX,XXX)
Depreciation (funds set aside for future capital purchases)	(XXX,XXX,XXX)
Interest paid on borrowed funds	(XXX,XXX,XXX)
Principal debt repayments	(XXX,XXX,XXX)
Capital purchases (equipment, building improvements, etc.)	(XXX,XXX,XXX)

Total expenditures (XXX,XXX,XXX)

Funds used from cash reserves (XXX,XXX,XXX)

2021-2022 Highlights

Healthgrades Quality Outcomes/Leapfrog



February 2021

Kaweah Health named one of America's 250 Best Hospitals for superior clinical performance as measured by Healthgrades, the leading online resource for comprehensive information about physicians and hospitals.



October 2021

Kaweah Health named one of America's 50 Best Hospitals for cardiac surgery as measured by Healthgrades.



Kaweah Health named one of America's Top 100 Hospitals in the care of pulmonary and critical care patients as measured by Healthgrades.



February 2022

Kaweah Health named one of America's 250 Best Hospitals for superior clinical performance as measured by Healthgrades.

May 2022

Kaweah Health Medical Center receives an "A," the top Hospital Safety Grade for spring 2022 given by the Leapfrog Group, an independent national watchdog organization.



New and Upcoming

New

- Child and Adolescent Psychiatry Fellowship added to Graduate Medical Education program
- Free vaccination event held at Kaweah Health Tulare Clinic
- Grief services offered to first through sixth grade children in Visalia by Kaweah Health Hospice
- Cardiothoracic clinic opened in downtown Visalia
- Telehealth program upgraded through federal grant program
- Graduate Medical Education residency programs welcomed 51 new resident physicians
- Graduate Medical Education program graduated 42 resident physicians
- Partnered with Tulare County Health and Human Services to create 24-hour facility for youth in crisis
- Ruth Wood Open Arms House reopened
- SafeGait 360° Balance and Mobility Trainer®, with longest track in the US installed at Kaweah Health Rehabilitation Hospital

Upcoming

- Ten urologists from USC Urology to join Kaweah Health Specialty Clinic
- New partnership with Unitek Learning to help reduce the nursing shortage in California
- Kaweah Health School of Nursing
- Kaweah Health Tulare Clinic specialty services added
- Children's bereavement program, CUBS, to offer emotional support to children who have lost a loved one
- Stanford University cardiac surgeons to join Kaweah Health Cardiothoracic Surgery Clinic
- Second TrueBeam® radiotherapy system and Brainlab imaging software installed at Sequoia Regional Cancer Center
- Third CT scanner added to Kaweah Health Medical Center

The Kaweah Health School of Nursing is being established to address the urgent demand for nurses.

Our impact on the community

Kaweah Health manages

Employees

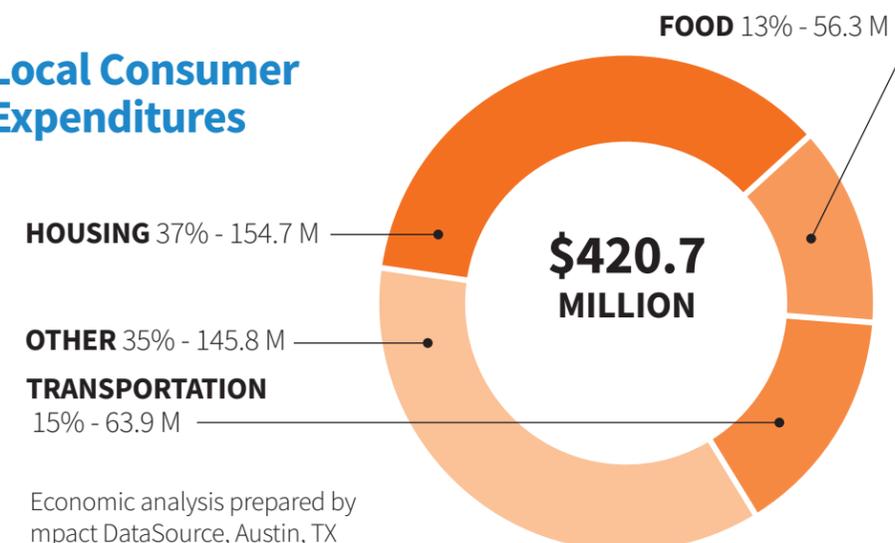
XXXX	Nurses
12	Chaplains
422	Volunteers
30	ED Physicians
56	Hospitalists
22	Anesthesiologists
490	Med Staff Members
128	GME Resident Physicians
3	GME Fellows
70	Guild Members
Other	
435	Licensed Beds
22,581	Hours Volunteered
4,614	Babies Delivered
\$5.7 M	Contributed by Foundation

In fiscal year 2021 Kaweah Health Performed

Services

9,566	Surgeries
5,769,258	Lab tests
3,458,753	Total Chemistry tests
1,648,778	Hematology tests
40,631	Covid tests
81,555	ED visits
33,219	Hemodialysis treatments
965	Heart catheterizations
1,284	Coronary stents
128	Implanted defibrillator pacemakers
393	Open-heart surgeries
317	Neurosurgeries
XXXX	Vascular surgeries
XXXX	Sleep studies in-lab
272	Helipad flights

Local Consumer Expenditures



Economic analysis prepared by mpact DataSource, Austin, TX



8,078

TOTAL JOBS SUPPORTED



\$513.3

MILLION IN HOUSEHOLD EARNINGS



\$69.1

MILLION FROM NEW PHYSICIAN RECRUITMENT

Media Relations

Report | Oct. 2022



[kawahhealth.org](https://www.kawahhealth.org)





Competitor Performance

July 1, 2022 - September 30, 2022

Profile	Followers	Net Follower Growth	Published Posts	Public Engagements	Public Engagements per Post	% Follower Growth
Your Profiles Average	4,845.13	47.38	72.50	5,096.13	70.29	0.99%
Competitor Profiles Average	12,345.92	74.54	49.69	1,673.54	33.68	0.61%
1 Valley Children's	59,957	-28	42	1,831	43.60	-0.05%
2 Kaweah Health	23,131	127	247	28,147	113.96	0.55%
3 valleychildrens	20,958	97	20	5,943	297.15	0.46%
4 @CareForKids	19,666	32	44	273	6.20	0.16%
5 Community Regi...	14,448	18	11	185	16.82	0.12%
6 adventisthealth	13,646	305	78	3,667	47.01	2.29%
7 Saint Agnes Med...	12,389	237	61	751	12.31	1.95%
8 Adventist Health...	6,799	97	66	4,237	64.20	1.45%
9 kaweahhealth	6,267	114	135	10,026	74.27	1.85%
10 Sierra View Medi...	4,303	73	73	1,176	16.11	1.73%
11 Kaweah Health...	3,486	29	41	940	22.93	0.84%
12 dignityhealthbak...	2,456	48	32	707	22.09	1.99%
13 saintagnesmedic...	2,149	33	64	818	12.78	1.56%
14 @kaweahhealth	1,828	1	55	109	1.98	0.05%
15 Kaweah Health...	1,651	19	23	378	16.43	1.16%

Competitor Performance

16 sierraviewmedical	1,615	42	84	2,111	25.13	2.67%
17 @SaintAgnesNews	1,591	13	53	50	0.94	0.82%
18 kaweahhealthli...	989	72	32	827	25.84	7.85%
19 Kaweah Health...	849	12	46	342	7.43	1.43%
20 Kaweah Health...	560	5	1	0	0.00	0.90%
21 @sierra_view	520	2	18	7	0.39	0.39%



Post Performance

July 1, 2022 - September 30, 2022

Kaweah Health
Fri 7/29/2022 11:23 am PDT



Total Engagements	2,899
Reactions	716
Comments	60
Shares	37
Post Link Clicks	59
Other Post Clicks	2,027

Kaweah Health
Fri 7/29/2022 11:23 am PDT

#GoodNews | We've received the official ap
Kaweah Health Ruth Wood Open Arms Hous
have our FIRST resident move into the hom



Total Engagements 2,887

Reactions	716
Comments	60
Shares	37
Post Link Clicks	57
Other Post Clicks	2,017

Kaweah Health
Sun 7/17/2022 8:24 pm PDT



Total Engagements 2,651

Reactions	937
Comments	87
Shares	32
Post Link Clicks	1
Other Post Clicks	1,594

Kaweah Health
Sun 7/17/2022 8:24 pm PDT

You'll ❤️ this touching moment courtesy of one very dedicated registered nurse and one equally dedicated Woodlake High...



Total Engagements	2,640
Reactions	936
Comments	87
Shares	33
Post Link Clicks	1
Other Post Clicks	1,583

Kaweah Health
Sat 7/9/2022 9:45 am PDT

Today, we celebrate Dr. Daniela Rangel Orozco, a Family Medicine Physician, who grew up in Lindsay and is back home to...



Total Engagements	2,519
Reactions	924
Comments	110
Shares	28
Post Link Clicks	—
Other Post Clicks	1,457

Kaweah Health
Thu 8/11/2022 8:31 am PDT

We're looking at the road ahead, while remaining true to our vision of yesterday: providing world class healthcare with...



Total Engagements	2,236
Reactions	330
Comments	178
Shares	24
Post Link Clicks	144
Other Post Clicks	1,560

Kaweah Health
Tue 8/23/2022 8:04 pm PDT

If you missed ABC30 Action News today, Amanda Aguilar reported on our new partnership with Unitek, which will expan...

New nursing program in the Sou...



Total Engagements	2,186
Reactions	232
Comments	49
Shares	40
Post Link Clicks	669
Other Post Clicks	1,196

Kaweah Health
Thu 9/1/2022 7:00 pm PDT

"In a world full of troubles, heartbreak, and darkness Ana Grimsley is a beacon of light that gives hope and peace to those who..."



Total Engagements	1,904
Reactions	338
Comments	101
Shares	6
Post Link Clicks	57
Other Post Clicks	1,402

Kaweah Health
Thu 9/1/2022 7:00 pm PDT



Total Engagements	1,882
Reactions	335
Comments	100
Shares	6
Post Link Clicks	57
Other Post Clicks	1,384



Kaweah Health
Thu 9/1/2022 7:00 pm PDT



Total Engagements	1,882
Reactions	335
Comments	100
Shares	6
Post Link Clicks	57
Other Post Clicks	1,384



Kaweah Health
Thu 9/15/2022 3:49 pm PDT

This #EnvironmentalServicesWeek, join us in celebrating the team that is responsible for keeping patient rooms clean, along...



Total Engagements	1,634
Reactions	323
Comments	59
Shares	11
Post Link Clicks	1
Other Post Clicks	1,240



Kaweah Health
Thu 9/15/2022 3:49 pm PDT



Total Engagements	1,594
Reactions	320
Comments	58
Shares	11
Post Link Clicks	1
Other Post Clicks	1,204

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Average Rating

3.89

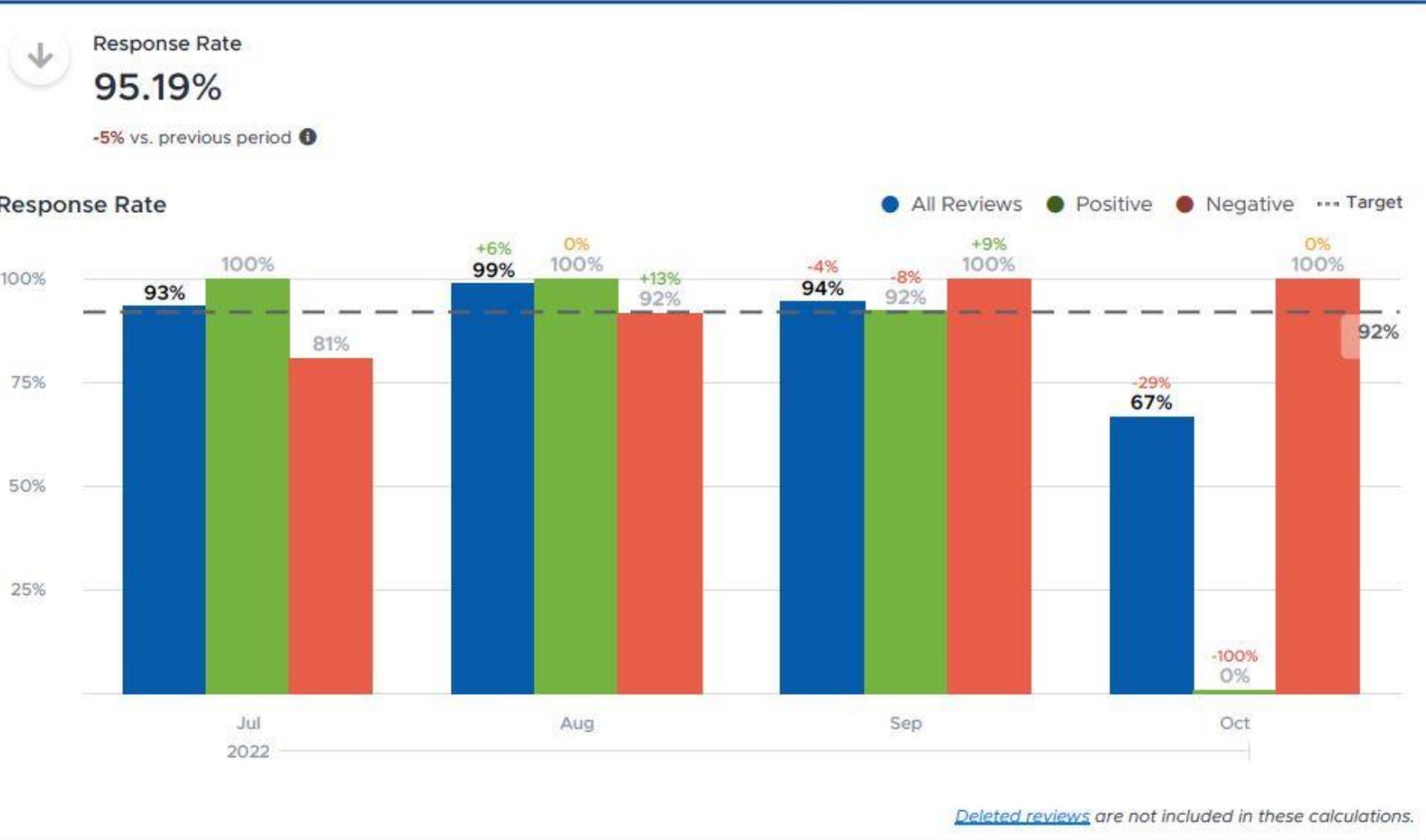
-5% vs. previous period ⓘ

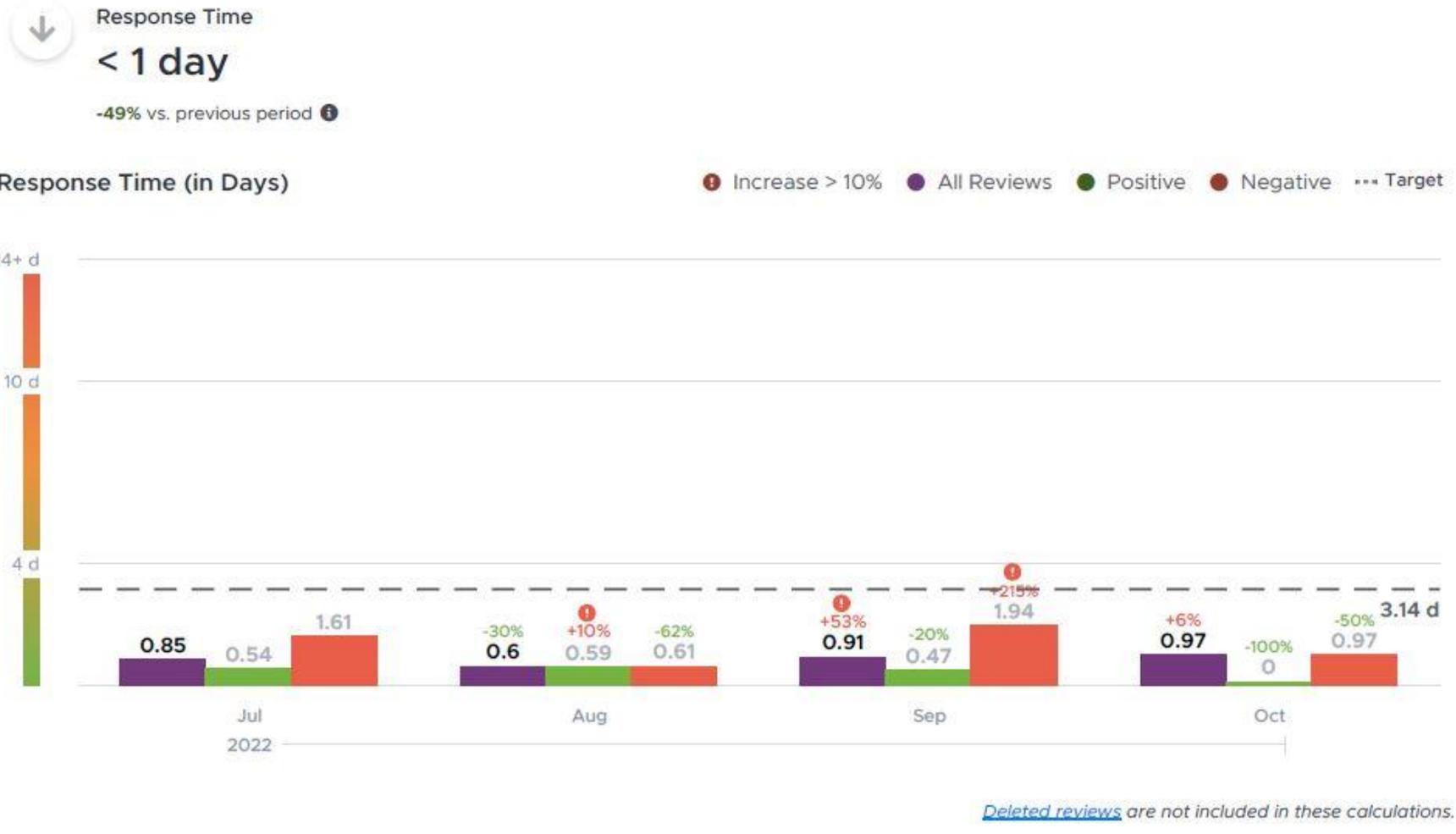
Average Rating

! Drop > 10% --- Target ● You





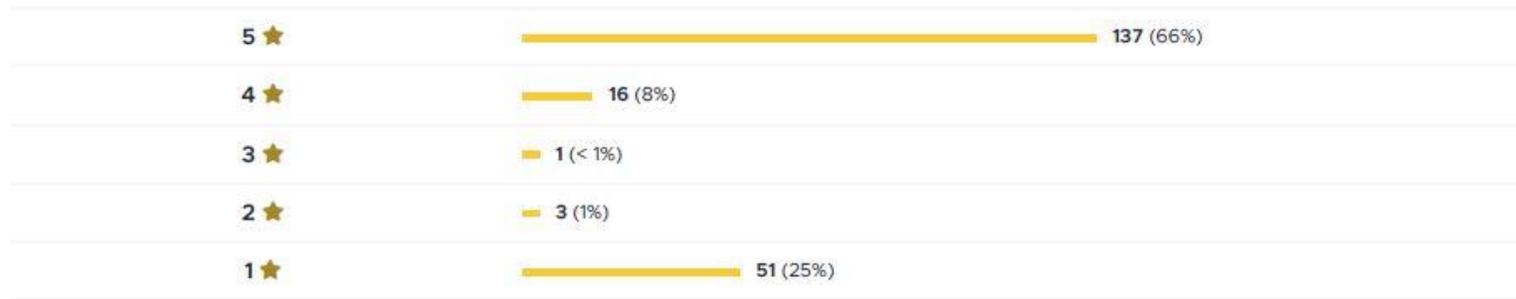




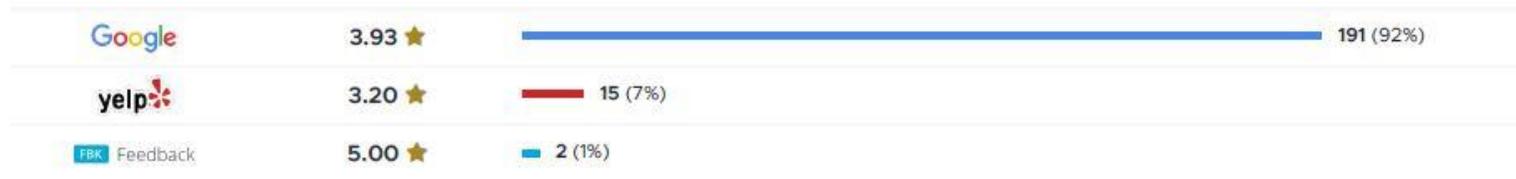
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Breakdown of ratings and review sources during the selected period

Ratings Distribution



Review Sites Distribution



Live with passion.

Health is our passion. Excellence is our focus. Compassion is our promise.

