



October 14, 2022

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Finance, Property, Services and Acquisition Committee meeting at 10:00AM on Wednesday October 19, 2022 in the Kaweah Health Support Services Building, 520 West Mineral King Avenue, Copper Room (2nd Floor), Visalia, CA.

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 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
Mike Olmos, Secretary/Treasurer

A handwritten signature in black ink that reads "Cindy Moccio".

Cindy Moccio
Board Clerk, Executive Assistant to CEO

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



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

Wednesday October 19, 2022

Kaweah Health Medical Center – Support Services Building
520 W. Mineral King Avenue – 2nd floor Copper Room Conference Room

ATTENDING: Directors: David Francis & Mike Olmos; Gary Herbst, Chief Executive Officer; Malinda Tupper, Chief Financial Officer; Marc Mertz, Chief Strategy Officer; Kevin Morrison, Director of Facilities Planning; Jennifer Stockton, Director of Finance, Deborah Volosin, Director of Community Engagement; Kim Ferguson, Director of Reimbursement; Cindy Moccio, Recording

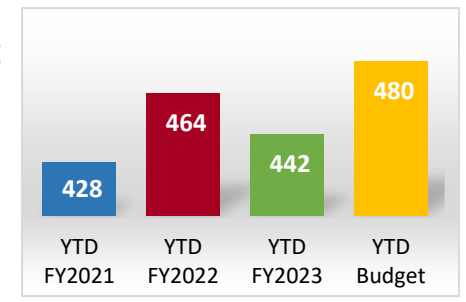
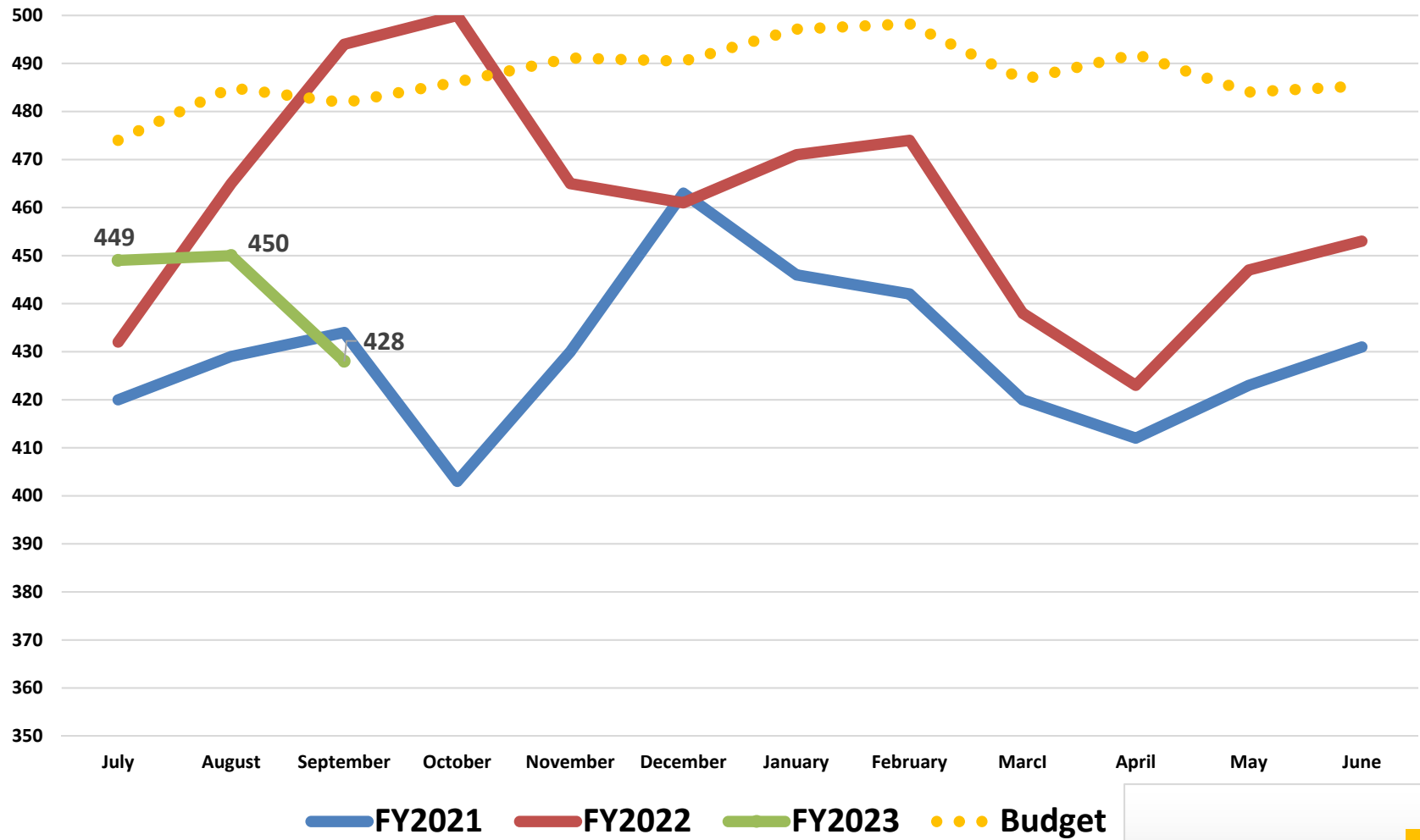
1. **OPEN MEETING – 10:00AM**
2. **CALL TO ORDER – David Francis, Board President**
3. **PUBLIC PARTICIPATION** – Members of the public may comment on agenda items before action is taken and after it is discussed by the Board. Each speaker will be allowed five minutes. Members of the public wishing to 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. **FINANCIALS** – Review of the most current fiscal year financial results and budget.
Malinda Tupper – Chief Financial Officer
5. **BUDGET INITIATIVES – REVENUE CYCLE** – Review of budget initiatives.
Frances Carrera, Director of Revenue Cycle
6. **KAWEAH HEALTH PROPERTY AND SERVICES PLANNING** – Review and discussion of long-term and short-term property and services planning concepts for Kaweah Delta Health Care District dba Kaweah Health.
Finance, Property, Services, and Acquisition Committee members
7. **ADJOURN – David Francis, Board President**

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.

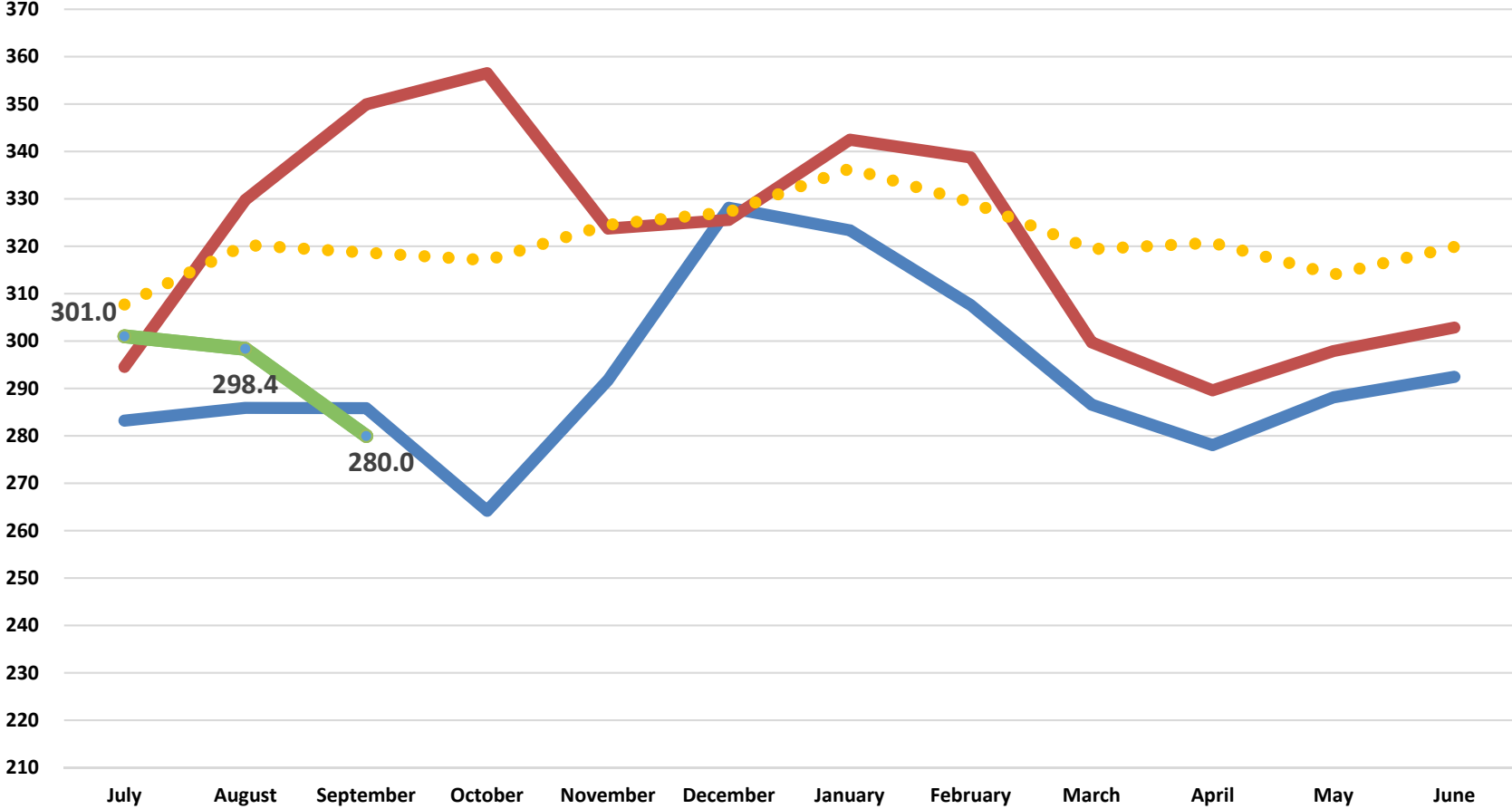
CFO Financial Report

Month Ending September 2022

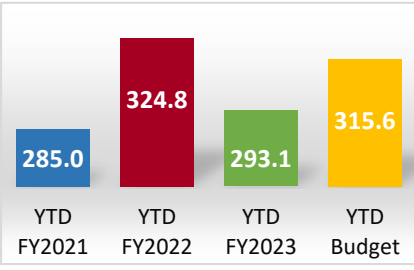
Average Daily Census



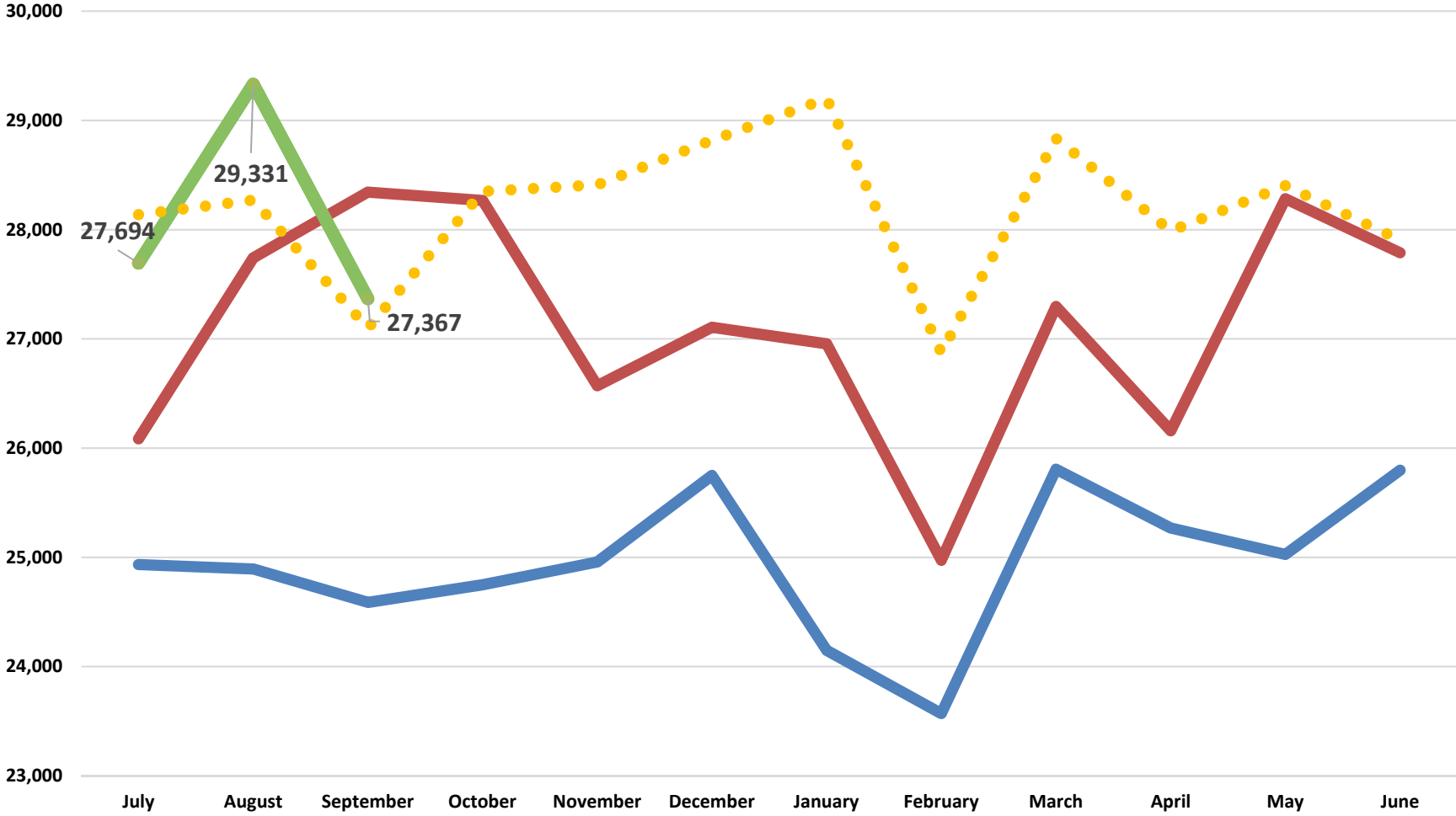
Medical Center – Avg. Patients Per Day



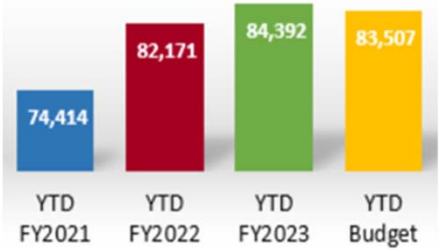
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



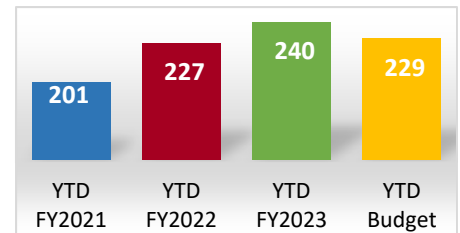
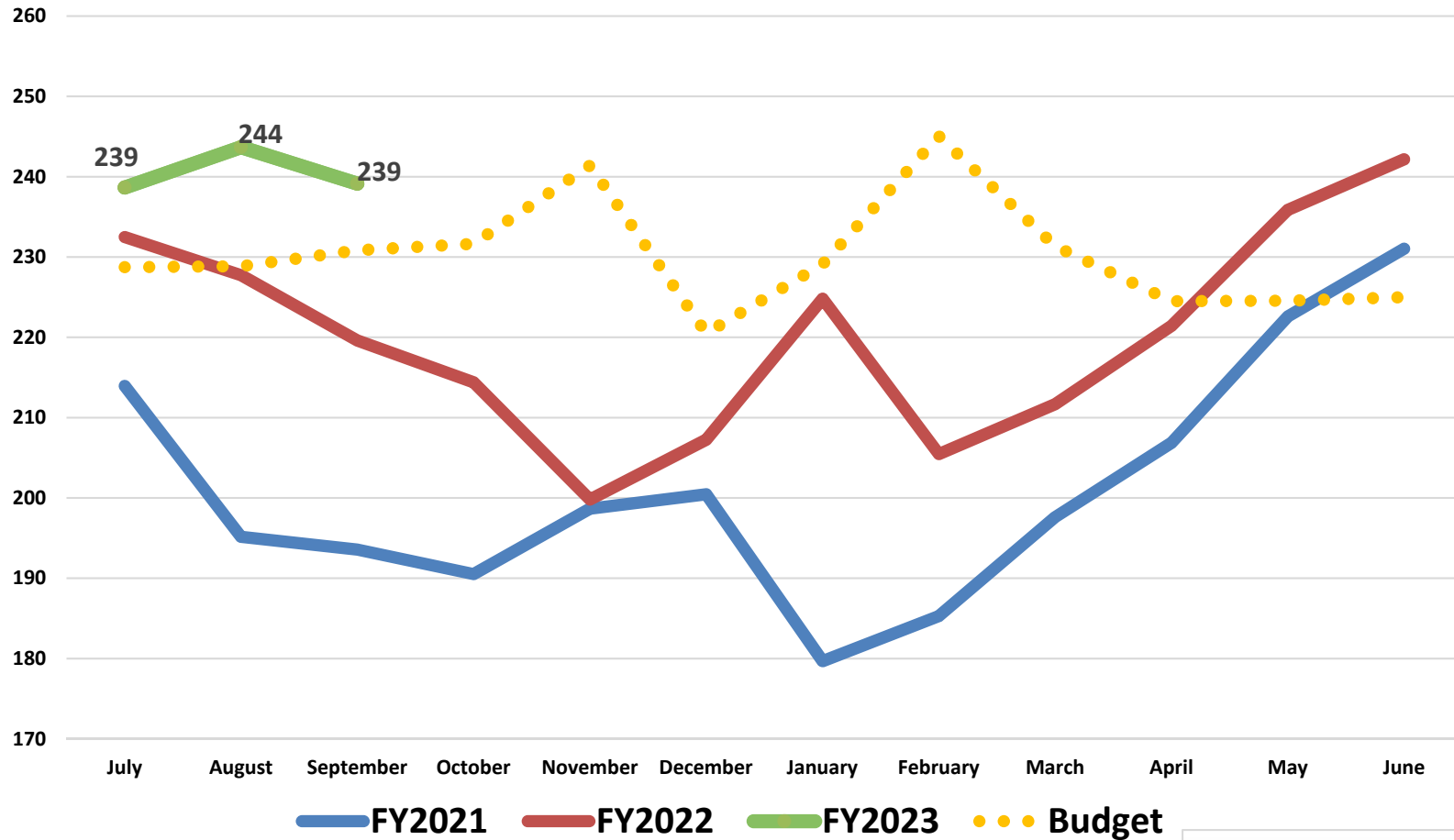
Adjusted Patient Days



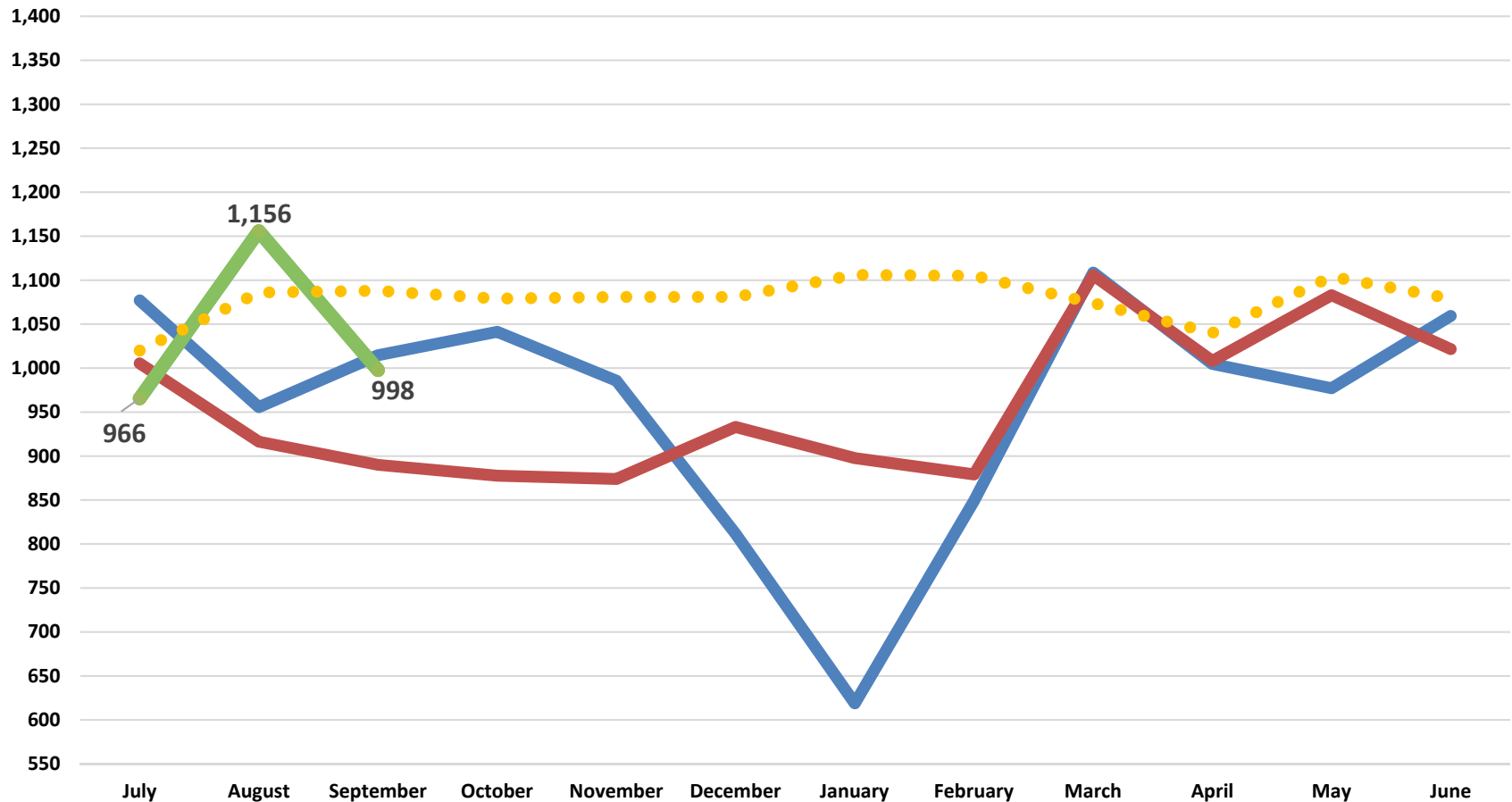
— **FY2021**
 — **FY2022**
 — **FY2023**
 ●● **Budget**



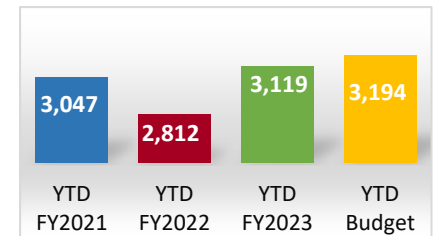
Emergency Dept – Avg Treated Per Day



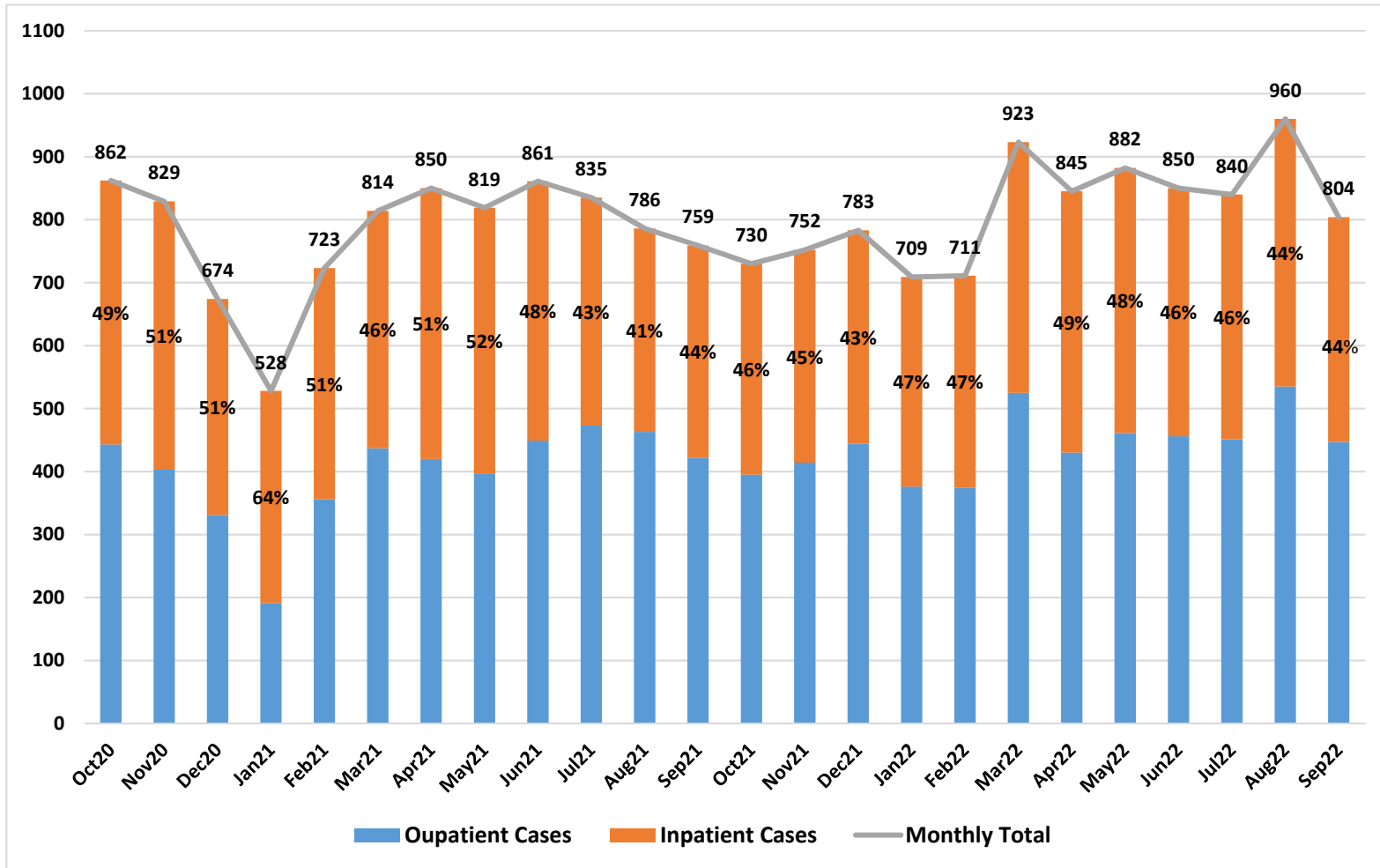
Surgery (IP & OP) – 100 Min Units



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



Surgery Cases



Statistical Results – Fiscal Year Comparison (Sep)

Actual Results			Budget	Budget Variance	
Sep 2021	Sep 2022	% Change	Sep 2022	Change	% Change

Average Daily Census	495	426	(13.9%)	478	(53)	(11.0%)
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KDHCD Patient Days:

Medical Center	10,498	8,399	(20.0%)	9,560	(1,161)	(12.1%)
Acute I/P Psych	1,183	1,236	4.5%	1,530	(294)	(19.2%)
Sub-Acute	802	857	6.9%	819	38	4.6%
Rehab	598	481	(19.6%)	581	(100)	(17.2%)
TCS-Ortho	287	312	8.7%	366	(54)	(14.8%)
TCS	438	521	18.9%	470	51	10.9%
NICU	478	448	(6.3%)	450	(2)	(0.4%)
Nursery	552	514	(6.9%)	575	(61)	(10.6%)

Total KDHCD Patient Days	14,836	12,768	(13.9%)	14,351	(1,583)	(11.0%)
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Total Outpatient Volume	48,450	44,250	(8.7%)	46,593	(2,343)	(5.0%)
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Statistical Results – Fiscal Year Comparison (Jul-Sep)

	Actual Results			Budget	Budget Variance	
	FYTD 2022	FYTD 2023	% Change	FYTD 2023	Change	% Change
Average Daily Census	464	442	(4.7%)	477	(35)	(7.4%)
KDHCD Patient Days:						
Medical Center	29,852	26,979	(9.6%)	29,028	(2,049)	(7.1%)
Acute I/P Psych	3,383	3,703	9.5%	4,681	(978)	(20.9%)
Sub-Acute	2,450	2,628	7.3%	2,465	163	6.6%
Rehab	1,598	1,613	0.9%	1,727	(114)	(6.6%)
TCS-Ortho	1,073	1,104	2.9%	1,198	(94)	(7.8%)
TCS	1,114	1,529	37.3%	1,504	25	1.7%
NICU	1,561	1,377	(11.8%)	1,480	(103)	(7.0%)
Nursery	1,614	1,610	(0.2%)	1,793	(183)	(10.2%)
Total KDHCD Patient Days	42,645	40,543	(4.9%)	43,876	(3,333)	(7.6%)
Total Outpatient Volume	142,969	136,909	(4.2%)	142,886	(5,977)	(4.2%)

Other Statistical Results – Fiscal Year Comparison (Sep)

	Actual Results				Budget	Budget Variance	
	Sep 2021	Sep 2022	Change	% Change	Sep 2022	Change	% Change
Adjusted Patient Days	28,344	27,367	(978)	(3.4%)	27,093	274	1.0%
Outpatient Visits	48,450	44,250	(4,200)	(8.7%)	46,593	(2,343)	(5.0%)
Home Health Visits	2,719	3,195	476	17.5%	2,950	245	8.3%
Surgery Minutes-General & Robotic (I/P & O/P)	936	1,075	139	14.9%	1,150	(75)	(6.5%)
ED Total Registered	6,686	7,253	567	8.5%	6,925	328	4.7%
Endoscopy Procedures (I/P & O/P)	500	504	4	0.8%	619	(115)	(18.6%)
OB Deliveries	415	403	(12)	(2.9%)	400	3	0.8%
Radiology/CT/US/MRI Proc (I/P & O/P)	16,622	16,068	(554)	(3.3%)	16,011	57	0.4%
Dialysis Treatments	1,504	1,451	(53)	(3.5%)	1,541	(90)	(5.8%)
KHMG RVU	31,598	30,292	(1,306)	(4.1%)	34,005	(3,713)	(10.9%)
Physical & Other Therapy Units	18,238	17,411	(827)	(4.5%)	18,573	(1,162)	(6.3%)
Cath Lab Minutes (IP & OP)	307	289	(18)	(5.9%)	386	(97)	(25.1%)
O/P Rehab Units	20,985	19,343	(1,642)	(7.8%)	19,330	13	0.1%
Radiation Oncology Treatments (I/P & O/P)	1,948	1,762	(186)	(9.5%)	2,206	(444)	(20.1%)
Hospice Days	4,102	3,701	(401)	(9.8%)	4,283	(582)	(13.6%)
RHC Registrations	10,852	9,413	(1,439)	(13.3%)	10,710	(1,297)	(12.1%)
GME Clinic visits	1,165	1,003	(162)	(13.9%)	1,300	(297)	(22.8%)
Urgent Care - Demaree	3,546	2,854	(692)	(19.5%)	2,488	366	14.7%
Infusion Center	422	299	(123)	(29.1%)	422	(123)	(29.1%)
Urgent Care - Court	6,943	4,292	(2,651)	(38.2%)	3,910	382	9.8%

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

	Actual Results				Budget	Budget Variance	
	FY 2022	FY 2023	Change	% Change	FY 2023	Change	% Change
Adjusted Patient Days	82,177	84,401	2,223	2.7%	83,473	928	1.1%
Outpatient Visits	142,969	136,909	(6,060)	(4.2%)	142,886	(5,977)	(4.2%)
Surgery Minutes-General & Robotic (I/P & O/P)	2,961	3,304	343	11.6%	3,359	(55)	(1.6%)
ED Total Registered	21,217	22,448	1,231	5.8%	21,110	1,338	6.3%
Endoscopy Procedures (I/P & O/P)	1,517	1,572	55	3.6%	1,847	(275)	(14.9%)
Home Health Visits	8,505	8,794	289	3.4%	8,968	(174)	(1.9%)
Physical & Other Therapy Units	54,453	54,633	180	0.3%	56,935	(2,302)	(4.0%)
OB Deliveries	1,234	1,218	(16)	(1.3%)	1,223	(5)	(0.4%)
Radiology/CT/US/MRI Proc (I/P & O/P)	50,445	49,279	(1,166)	(2.3%)	49,099	180	0.4%
KHMG RVU	97,301	92,835	(4,466)	(4.6%)	100,675	(7,840)	(7.8%)
Cath Lab Minutes (IP & OP)	977	912	(65)	(6.7%)	1,183	(271)	(22.9%)
Radiation Oncology Treatments (I/P & O/P)	6,163	5,738	(425)	(6.9%)	7,007	(1,269)	(18.1%)
RHC Registrations	30,653	28,474	(2,179)	(7.1%)	31,660	(3,186)	(10.1%)
Dialysis Treatments	4,842	4,475	(367)	(7.6%)	4,623	(148)	(3.2%)
O/P Rehab Units	60,944	55,759	(5,185)	(8.5%)	59,956	(4,197)	(7.0%)
Hospice Days	12,667	11,497	(1,170)	(9.2%)	12,849	(1,352)	(10.5%)
Urgent Care - Demaree	10,788	9,047	(1,741)	(16.1%)	7,088	1,959	27.6%
GME Clinic visits	3,619	2,985	(634)	(17.5%)	3,700	(715)	(19.3%)
Infusion Center	1,311	924	(387)	(29.5%)	1,311	(387)	(29.5%)
Urgent Care - Court	19,953	14,043	(5,910)	(29.6%)	10,810	3,233	29.9%

Sep Financial Comparison (000's)

	Actual Results		Budget	Budget Variance	
	Sep 2021	Sep 2022	Sep 2022	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$57,879	\$48,168	\$56,377	(\$8,209)	(14.6%)
Other Operating Revenue	15,513	17,304	18,058	(754)	(4.2%)
Total Operating Revenue	73,391	65,472	74,435	(8,963)	(12.0%)
Operating Expenses					
Employment Expense	38,332	39,158	37,499	1,659	4.4%
Other Operating Expense	37,116	38,324	37,524	800	2.1%
Total Operating Expenses	75,448	77,483	75,023	2,459	3.3%
Operating Margin	(\$2,056)	(\$12,010)	(\$588)	(\$11,422)	
Stimulus Funds	0	0	255	(255)	
Operating Margin after Stimulus	(\$2,056)	(\$12,010)	(\$333)	(\$11,677)	
Non Operating Revenue (Loss)	(388)	(3,901)	355	(4,256)	
Excess Margin	(\$2,445)	(\$15,911)	\$22	(\$15,933)	
Operating Margin %	(2.8%)	(18.3%)	(0.8%)		
OM after Stimulus%	(2.8%)	(18.3%)	(0.4%)		
Excess Margin %	(3.3%)	(25.8%)	0.0%		
Operating Cash Flow Margin %	1.5%	(13.4%)	3.8%		

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

	Actual Results FYTD Jul-Sep		Budget FYTD	Budget Variance	FYTD
	FYTD2022	FYTD2023	FYTD2023	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$159,094	\$155,501	\$168,755	(\$13,254)	(7.9%)
Other Operating Revenue	47,009	53,089	55,220	(2,131)	(3.9%)
Total Operating Revenue	206,103	208,590	223,975	(15,385)	(6.9%)
Operating Expenses					
Employment Expense	104,444	122,599	114,234	8,366	7.3%
Other Operating Expense	106,795	114,550	112,585	1,965	1.7%
Total Operating Expenses	211,240	237,150	226,819	10,331	4.6%
Operating Margin	(\$5,136)	(\$28,559)	(\$2,844)	(\$25,716)	
Stimulus Funds	0	97	510	(413)	
Operating Margin after Stimulus	(\$5,136)	(\$28,462)	(\$2,334)	(\$26,129)	
Nonoperating Revenue (Loss)	746	(3,119)	1,098	(4,217)	
Excess Margin	(\$4,390)	(\$31,582)	(\$1,236)	(\$30,346)	

Operating Margin %	(2.5%)	(13.7%)	(1.3%)
OM after Stimulus%	(2.5%)	(13.6%)	(1.0%)
Excess Margin %	(2.1%)	(15.4%)	(0.5%)
Operating Cash Flow Margin %	2.2%	(9.0%)	3.3%

September Financial Comparison (000's)

	Actual Results			Budget	Budget Variance	
	Sep 2021	Sep 2022	% Change	Sep 2022	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$57,879	\$48,168	(16.8%)	\$56,377	(\$8,209)	(14.6%)
Supplemental Gov't Programs	4,286	4,943	15.3%	5,088	(145)	(2.8%)
Prime/QIP Program	667	743	11.4%	732	10	1.4%
Premium Revenue	5,163	5,972	15.7%	6,459	(487)	(7.5%)
Management Services Revenue	3,523	3,313	(6.0%)	3,366	(53)	(1.6%)
Other Revenue	1,873	2,334	24.6%	2,413	(79)	(3.3%)
Other Operating Revenue	15,513	17,304	11.5%	18,058	(754)	(4.2%)
Total Operating Revenue	73,391	65,472	(10.8%)	74,435	(8,963)	(12.0%)
Operating Expenses						
Salaries & Wages	31,883	28,455	(10.8%)	29,166	(711)	(2.4%)
Contract Labor	1,721	7,067	310.7%	2,346	4,722	201.3%
Employee Benefits	4,728	3,636	(23.1%)	5,987	(2,351)	(39.3%)
Total Employment Expenses	38,332	39,158	2.2%	37,499	1,659	4.4%
Medical & Other Supplies	11,942	11,642	(2.5%)	10,737	904	8.4%
Physician Fees	7,736	8,814	13.9%	9,043	(229)	(2.5%)
Purchased Services	1,680	1,556	(7.4%)	1,622	(66)	(4.1%)
Repairs & Maintenance	2,425	2,516	3.8%	2,548	(32)	(1.2%)
Utilities	696	1,061	52.4%	850	210	24.7%
Rents & Leases	487	537	10.1%	641	(104)	(16.3%)
Depreciation & Amortization	2,636	2,640	0.2%	2,834	(194)	(6.8%)
Interest Expense	499	589	18.1%	591	(2)	(0.4%)
Other Expense	1,641	1,825	11.2%	2,091	(266)	(12.7%)
Humana Cap Plan Expense	3,642	3,777	3.7%	3,242	534	16.5%
Management Services Expense	3,733	3,370	(9.7%)	3,325	44	1.3%
Total Other Expenses	37,116	38,324	3.3%	37,524	800	2.1%
Total Operating Expenses	75,448	77,483	2.7%	75,023	2,459	3.3%
Operating Margin	(\$2,056)	(\$12,010)	484.1%	(\$588)	(\$11,422)	1942.1%
Stimulus Funds	0	0	0.0%	255	(255)	
Operating Margin after Stimulus	(\$2,056)	(\$12,010)	484.1%	(\$333)	(\$11,677)	
Nonoperating Income						
Nonoperating Revenue (Loss)	(388)	(3,901)	904.4%	355	(4,256)	
Excess Margin	(\$2,445)	(\$15,911)	550.9%	\$22	(\$15,933)	
Operating Margin %	(2.8%)	(18.3%)		(0.8%)		
OM after Stimulus%	(2.8%)	(18.3%)		(0.4%)		

YTD Financial Comparison (000's)

	Actual Results FYTD Jul-Sept			Budget FYTD	Budget Variance	FYTD
	FYTD2022	FYTD2023	% Change	FYTD2023	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$159,094	\$155,501	(2.3%)	\$168,755	(\$13,254)	(7.9%)
Supplemental Gov't Programs	12,860	15,027	16.8%	15,603	(576)	(3.7%)
Prime/QIP Program	2,000	2,228	11.4%	2,246	(18)	(0.8%)
Premium Revenue	15,490	17,800	14.9%	19,378	(1,578)	(8.1%)
Management Services Revenue	9,992	10,042	0.5%	10,321	(279)	(2.7%)
Other Revenue	6,667	7,993	19.9%	7,672	321	4.2%
Other Operating Revenue	47,009	53,089	12.9%	55,220	(2,131)	(3.9%)
Total Operating Revenue	206,103	208,590	1.2%	223,975	(15,385)	(6.9%)
Operating Expenses						
Salaries & Wages	87,556	87,067	(0.6%)	88,855	(1,788)	(2.0%)
Contract Labor	4,195	20,056	378.0%	7,068	12,987	183.7%
Employee Benefits	12,693	15,477	21.9%	18,311	(2,834)	(15.5%)
Total Employment Expenses	104,444	122,599	17.4%	114,234	8,366	7.3%
Medical & Other Supplies	34,542	32,901	(4.8%)	32,020	881	2.8%
Physician Fees	24,185	27,291	12.8%	27,052	239	0.9%
Purchased Services	4,148	5,613	35.3%	4,972	641	12.9%
Repairs & Maintenance	6,923	7,239	4.6%	7,668	(429)	(5.6%)
Utilities	2,124	2,775	30.6%	2,480	295	11.9%
Rents & Leases	1,481	1,587	7.2%	1,796	(208)	(11.6%)
Depreciation & Amortization	7,902	7,947	0.6%	8,501	(554)	(6.5%)
Interest Expense	1,699	1,766	3.9%	1,812	(46)	(2.5%)
Other Expense	4,558	5,469	20.0%	6,411	(942)	(14.7%)
Humana Cap Plan Expense	9,617	12,012	24.9%	9,677	2,335	24.1%
Management Services Expense	9,616	9,951	3.5%	10,197	(247)	(2.4%)
Total Other Expenses	106,795	114,550	7.3%	112,585	1,965	1.7%
Total Operating Expenses	211,240	237,150	12.3%	226,819	10,331	4.6%
Operating Margin	(\$5,136)	(\$28,559)	(456.0%)	(\$2,844)	(\$25,716)	
Stimulus Funds	0	97	100.0%	510	(413)	
Operating Margin after Stimulus	(\$5,136)	(\$28,462)	454.1%	(\$2,334)	(\$26,129)	
Nonoperating Income						
Nonoperating Revenue (Loss)	746	(3,119)	(518.2%)	1,098	(4,217)	
Excess Margin	(\$4,390)	(\$31,582)	619.4%	(\$1,236)	(\$30,346)	
Operating Margin %	(2.8%)	(13.7%)		(1.3%)		
OM after Stimulus%	(2.8%)	(13.6%)		(1.0%)		

Kaweah Health Medical Group

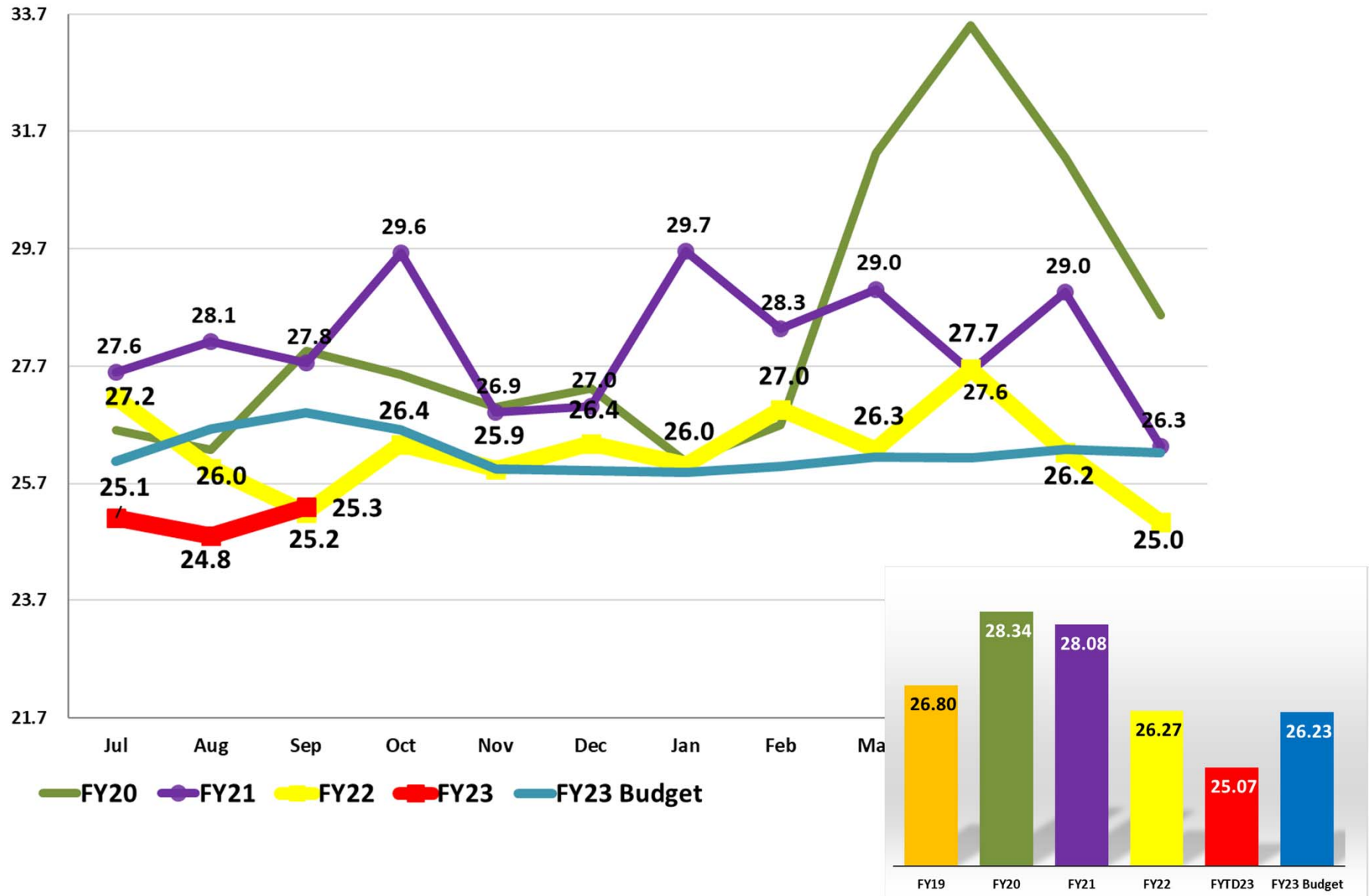
Fiscal Year Financial Comparison (000's)

	Actual Results FYTD July – Sep			Budget FYTD	Budget Variance	FYTD
	Sep 2021	Sep 2022	% Change	Sep 2022	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$11,154	\$11,668	4.6%	\$12,327	(\$659)	(5.3%)
Other Revenue	183	178	(2.6%)	298	(120)	(40.2%)
Other Operating Revenue	183	178	(2.6%)	298	(120)	(40.2%)
Total Operating Revenue	11,337	11,846	4.5%	12,625	(779)	(6.2%)
Operating Expenses						
Salaries & Wages	2,888	2,987	3.4%	3,205	(219)	(6.8%)
Employee Benefits	464	599	29.3%	657	(57)	(8.7%)
Total Employment Expenses	3,352	3,586	7.0%	3,826	(276)	(7.1%)
Medical & Other Supplies	1,866	1,999	7.1%	1,743	256	14.7%
Physician Fees	6,327	6,757	6.8%	7,272	(515)	(7.1%)
Purchased Services	229	216	(5.4%)	267	(50)	(18.8%)
Repairs & Maintenance	535	661	23.7%	698	(37)	(5.3%)
Utilities	130	176	35.0%	165	11	6.6%
Rents & Leases	625	641	2.6%	665	(24)	(3.7%)
Depreciation & Amortization	199	168	(15.5%)	193	(25)	(12.7%)
Interest Expense	0	0	(100.0%)	0	0	0%
Other Expense	292	309	5.9%	459	(150)	(32.7%)
Total Other Expenses	10,203	10,928	7.1%	11,462	(534)	(4.7%)
Total Operating Expenses	13,555	14,514	7.1%	15,324	(810)	(5.3%)
Stimulus Funds	0	0	0.0%	0	0	0.0%
Excess Margin	(\$2,218)	(\$2,668)	(20.3%)	(\$2,698)	\$31	1.1%
Excess Margin %	(19.6%)	(22.5%)		(21.4%)		

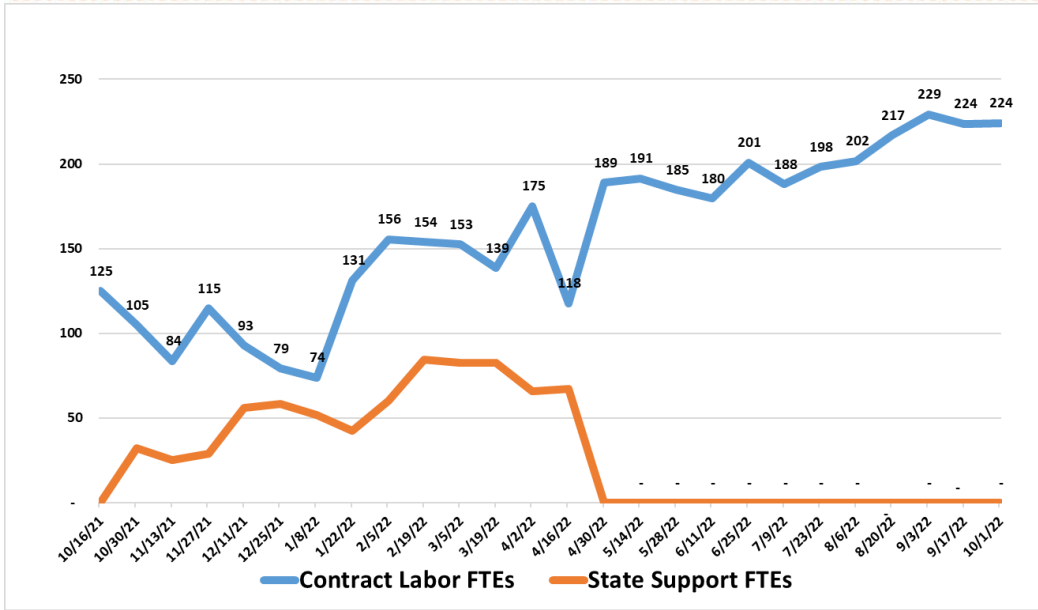
Month of September - Budget Variances

- **Net Patient Revenues:** Net patient revenue was under budget by \$8.2M (14.6%) in September. This decrease was due to the impact of 11.4% lower than anticipated inpatient volume and 5% lower outpatient volume. There was also a decrease in the acuity of the inpatients resulting in 8% lower case mix than prior year.
- **Salaries and Contract Labor:** The \$4M unfavorable variance is primarily due to the amount of contract labor utilized during the month which represents approximately \$2.4M. During September, shift bonuses were \$599K and unbudgeted COVID supplemental sick pay \$309K. There was also a \$776K reduction budgeted due to the anticipated reduction in our length of stay that has not yet materialized. The productivity ratios are still favorable in terms of worked hours per volume but higher than prior month.
- **Medical and Other Supplies:** In September, there was \$378K related to COVID supplies and an inventory adjustment for prior periods.
- **Humana Cap Plan expenses:** Third party claims for our Humana Medicare Advantage lives were \$534K higher than expected in September.

Productivity: Worked Hours/Adjusted Patient Days



Contract Labor Full Time Equivalents (FTEs)



Example of Opportunity				
	Contract Labor FTE's	Rate	Monthly Impact	Annual
Reduce Contract Rate by \$50/hr				
Current	224	\$180	\$6,988,800	\$83,865,600
Proposed	224	\$130	\$5,047,467	\$60,569,600
Impact	0	\$50	\$1,941,333	\$23,296,000
	FTEs	Rate: Premium portion	Monthly Impact	Annual
Replace 60 Contract Labor with Internal				
60 Travelers to be replaced	60	\$130	\$1,352,000	\$16,224,000
60 RN's	60	\$55	\$572,000	\$6,864,000
Impact	0	\$75	\$780,000	\$9,360,000
21/137	Combined Impact			\$32,656,000

Trended Financial Comparison (000's)

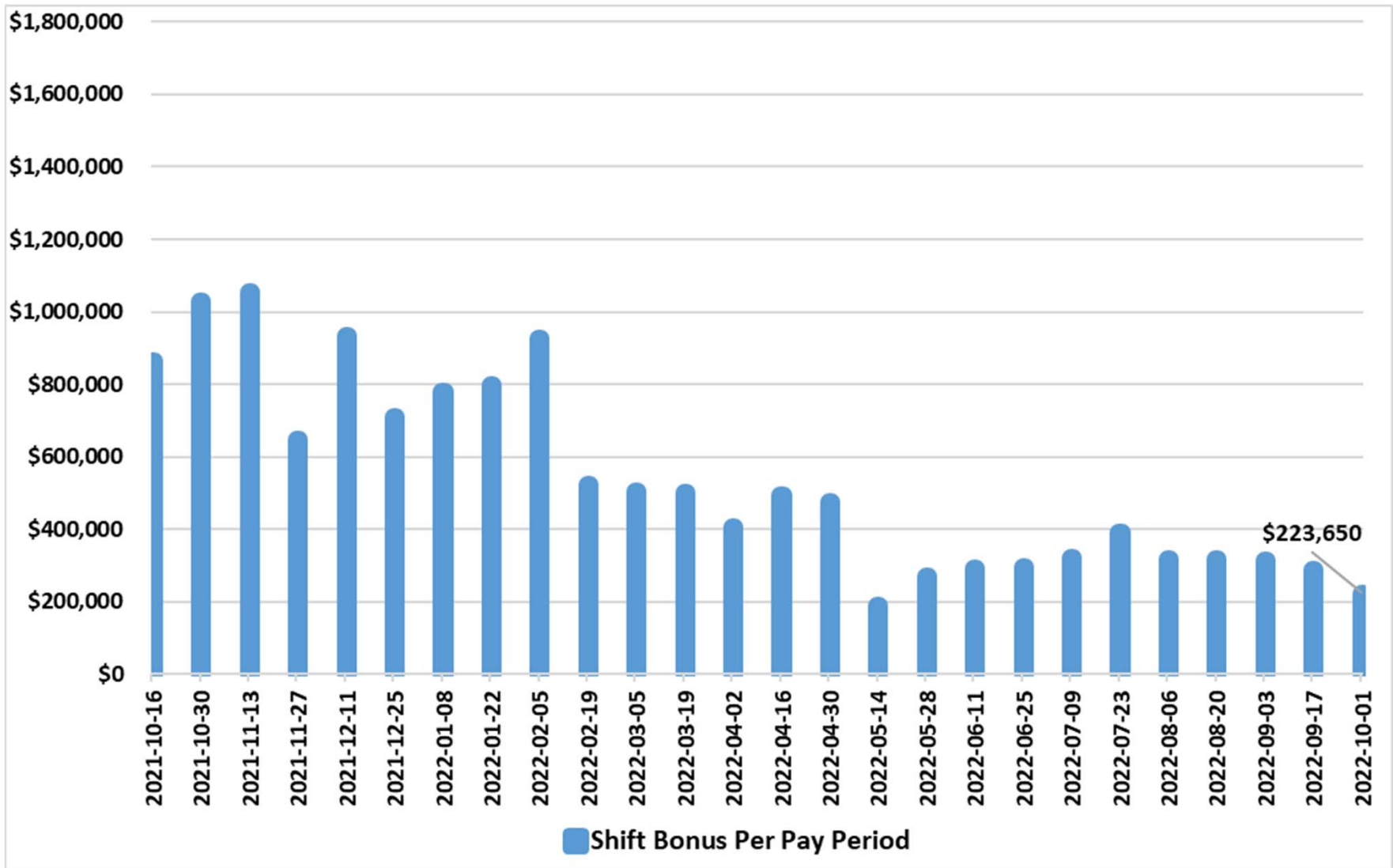
Kaweah Delta Health Care District
Trended Income Statement (000's)

	Adjusted Patient Days												
	28,344	28,267	26,571	27,106	26,955	24,973	27,296	26,159	28,283	27,788	27,688	29,148	27,367
	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22
Operating Revenue													
Net Patient Service Revenue	\$57,879	\$55,674	\$54,846	\$51,115	\$56,862	\$47,933	\$52,555	\$49,729	\$56,673	\$50,790	\$52,368	\$54,965	\$48,168
Supplemental Gov't Programs	4,286	4,383	11,778	10,297	4,383	5,579	5,192	6,983	4,383	8,334	5,042	5,042	4,943
Prime Program	667	667	667	667	3,285	667	667	667	3,282	3,282	743	743	743
Premium Revenue	5,163	5,156	5,054	5,173	5,272	6,574	5,772	9,112	5,948	5,943	5,901	5,927	5,972
Management Services Revenue	3,523	3,137	2,690	2,921	2,536	2,910	2,988	2,885	2,813	3,188	2,932	3,797	3,313
Other Revenue	1,873	2,250	1,974	2,300	1,993	1,796	1,990	3,789	2,126	2,743	3,495	2,164	2,334
Other Operating Revenue	15,513	15,592	22,162	21,358	17,469	17,526	16,609	23,436	18,552	23,490	18,113	17,672	17,304
Total Operating Revenue	73,391	71,266	77,008	72,473	74,331	65,459	69,164	73,165	75,225	74,280	70,480	72,637	65,472
Operating Expenses													
Salaries & Wages	31,883	30,538	28,408	29,967	29,407	27,297	30,503	28,987	28,998	27,936	29,176	29,435	28,455
Contract Labor	1,721	1,872	1,745	3,238	4,958	3,882	1,299	5,784	7,813	6,650	5,864	7,124	7,067
Employee Benefits	4,728	4,217	3,481	4,161	4,566	4,923	6,119	6,057	3,229	16,653	6,279	5,563	3,636
Total Employment Expenses	38,332	36,627	33,634	37,366	38,931	36,102	37,920	40,828	40,040	51,239	41,319	42,122	39,158
Medical & Other Supplies	11,942	11,714	10,623	10,687	10,913	10,406	11,180	10,685	11,914	7,187	9,593	11,666	11,642
Physician Fees	7,736	9,674	10,261	9,479	9,210	8,812	9,045	8,829	9,329	9,538	8,892	9,585	8,814
Purchased Services	1,680	1,683	1,565	1,745	1,261	1,511	1,304	1,914	2,038	1,758	2,937	1,120	1,556
Repairs & Maintenance	2,425	2,702	2,330	2,331	2,324	2,588	2,251	2,204	2,380	2,358	2,237	2,486	2,516
Utilities	696	860	760	654	753	736	723	753	794	822	715	999	1,061
Rents & Leases	487	474	522	505	528	525	515	519	585	517	510	540	537
Depreciation & Amortization	2,636	2,634	2,636	2,631	2,614	2,634	2,583	2,649	2,610	3,460	2,657	2,650	2,640
Interest Expense	499	501	500	498	655	671	671	671	826	700	589	589	589
Other Expense	1,641	1,563	1,557	1,804	2,110	1,731	2,019	1,907	2,812	2,528	1,631	2,013	1,825
Humana Cap Plan Expenses	3,642	3,982	3,130	2,902	2,327	2,617	5,196	3,413	2,850	2,407	4,404	3,831	3,777
Management Services Expense	3,734	2,988	2,628	2,462	2,570	2,835	3,003	3,380	2,268	3,227	2,921	3,660	3,370
Total Other Expenses	37,116	38,774	36,512	35,698	35,266	35,066	38,491	36,924	38,405	34,502	37,087	39,139	38,324
Total Operating Expenses	75,448	75,402	70,146	73,064	74,197	71,168	76,412	77,752	78,445	85,742	78,406	81,261	77,483
Operating Margin	(\$2,057)	(\$4,136)	\$6,862	(\$591)	\$134	(\$5,709)	(\$7,247)	(\$4,588)	(\$3,220)	(\$11,461)	(\$7,926)	(\$8,623)	(\$12,010)
Stimulus Funds	\$0	\$137	\$6,542	\$0	\$0	\$93	\$9,345	\$0	\$0	\$3,028	\$97	\$0	\$0
Operating Margin after Stimulus	(\$2,057)	(\$3,999)	\$13,404	(\$591)	\$134	(\$5,616)	\$2,098	(\$4,588)	(\$3,220)	(\$8,433)	(\$7,829)	(\$8,623)	(\$12,010)
Nonoperating Revenue (Loss)	(388)	595	587	2,495	568	693	(9,815)	(568)	(436)	(3,356)	455	326	(3,901)
Excess Margin	(\$2,445)	(\$3,404)	\$13,991	\$1,904	\$702	(\$4,924)	(\$7,718)	(\$5,156)	(\$3,656)	(\$11,789)	(\$7,374)	(\$8,297)	(\$15,911)

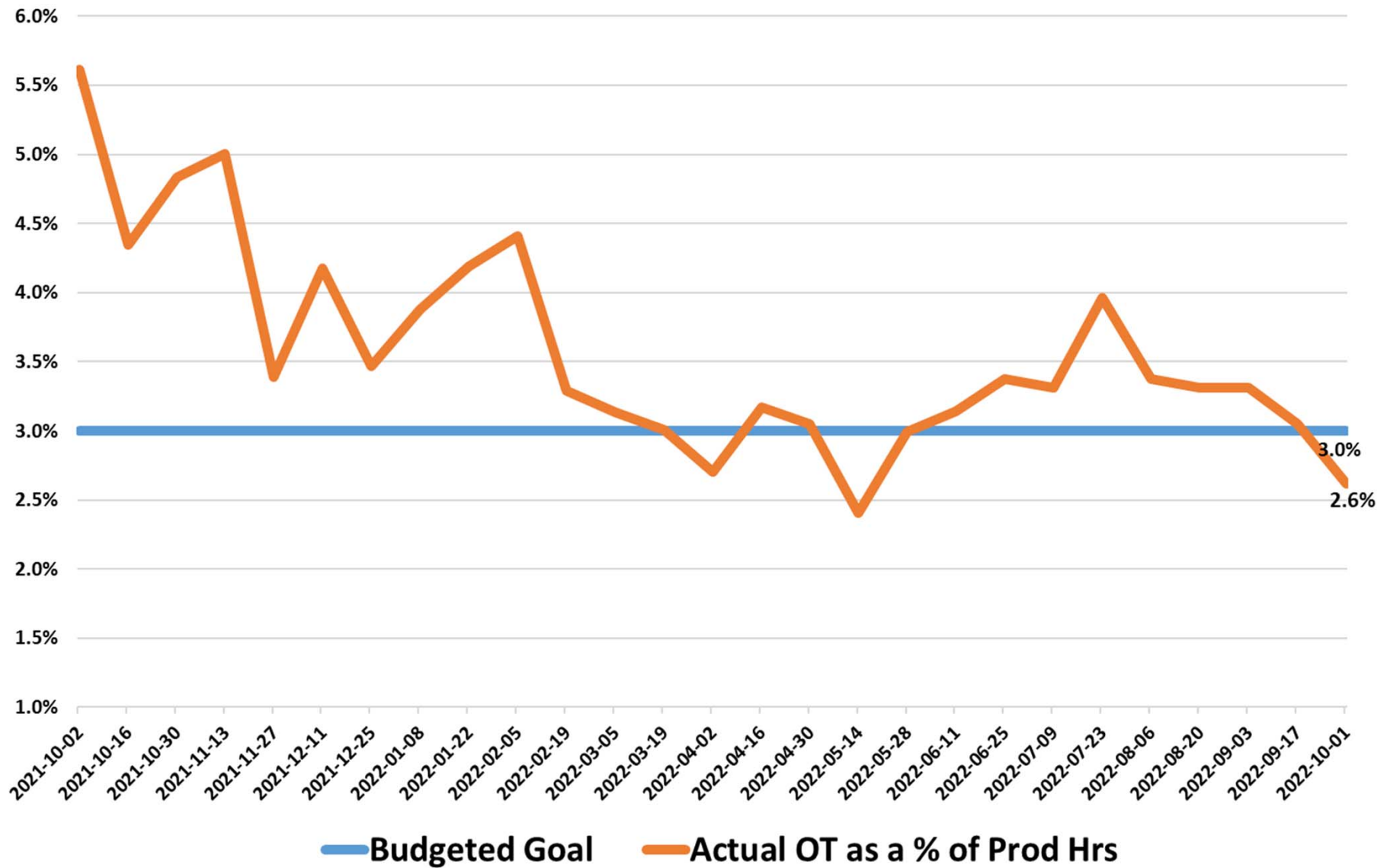
Productive Hours



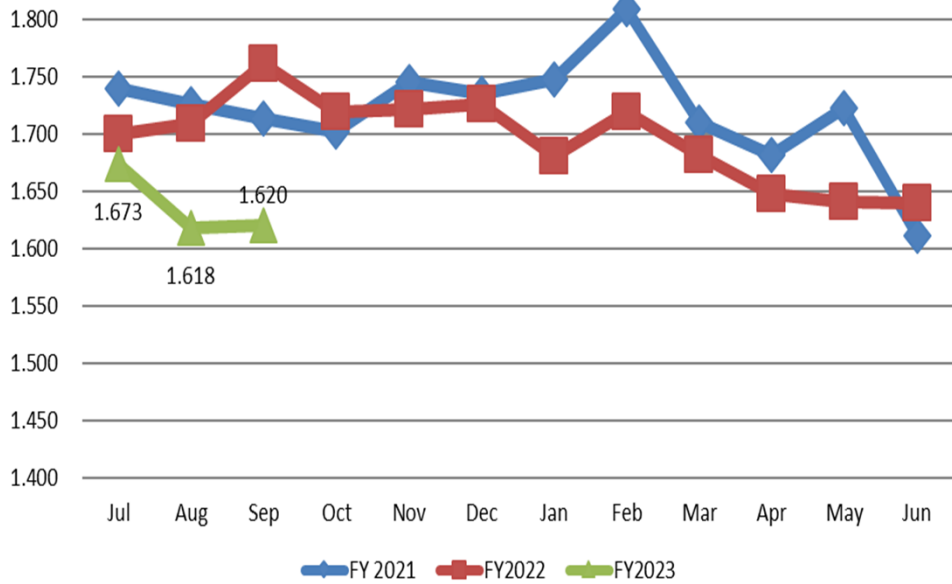
Shift Bonus



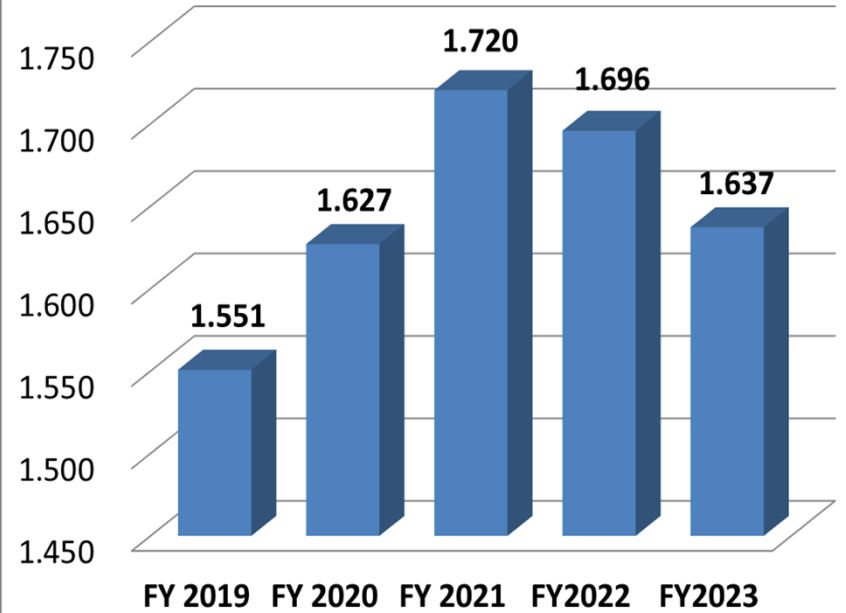
Overtime as a % of Productive Hours and \$



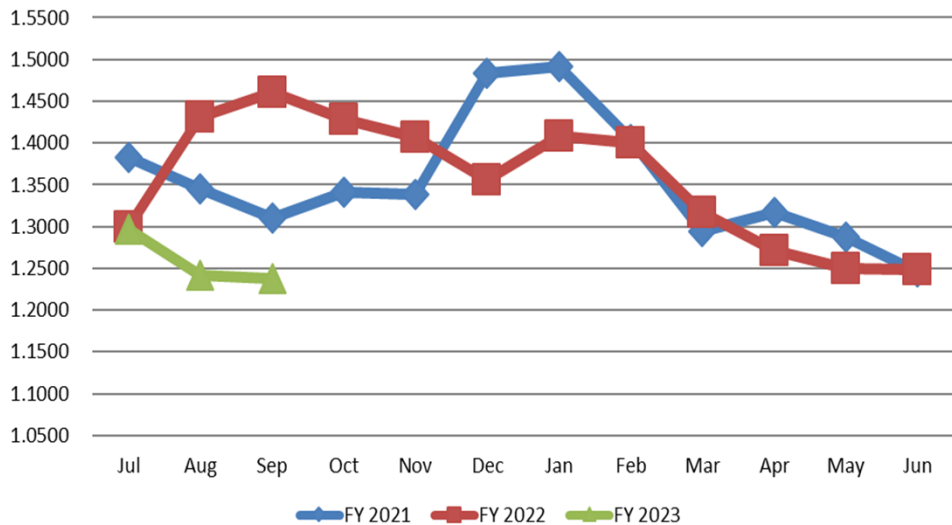
Case Mix Index w/o Normal Newborns



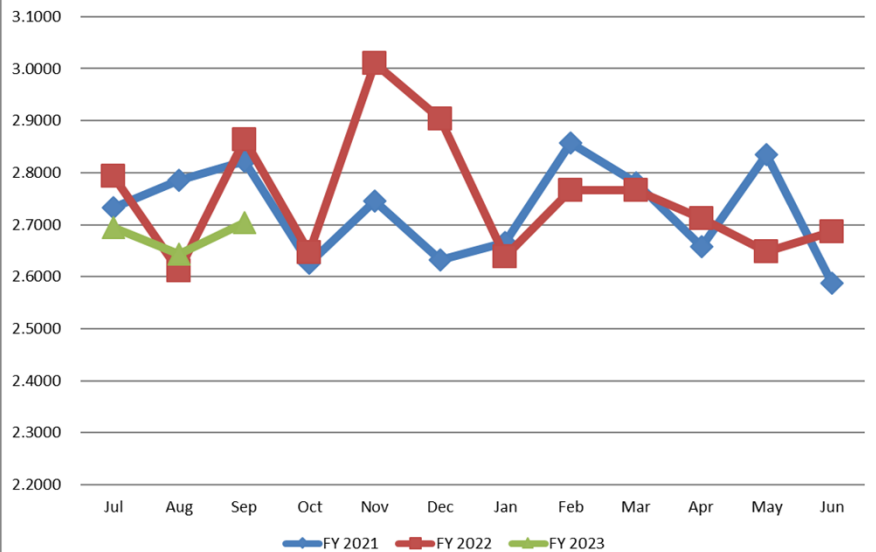
Case Mix Index w/o Normal Newborns - All



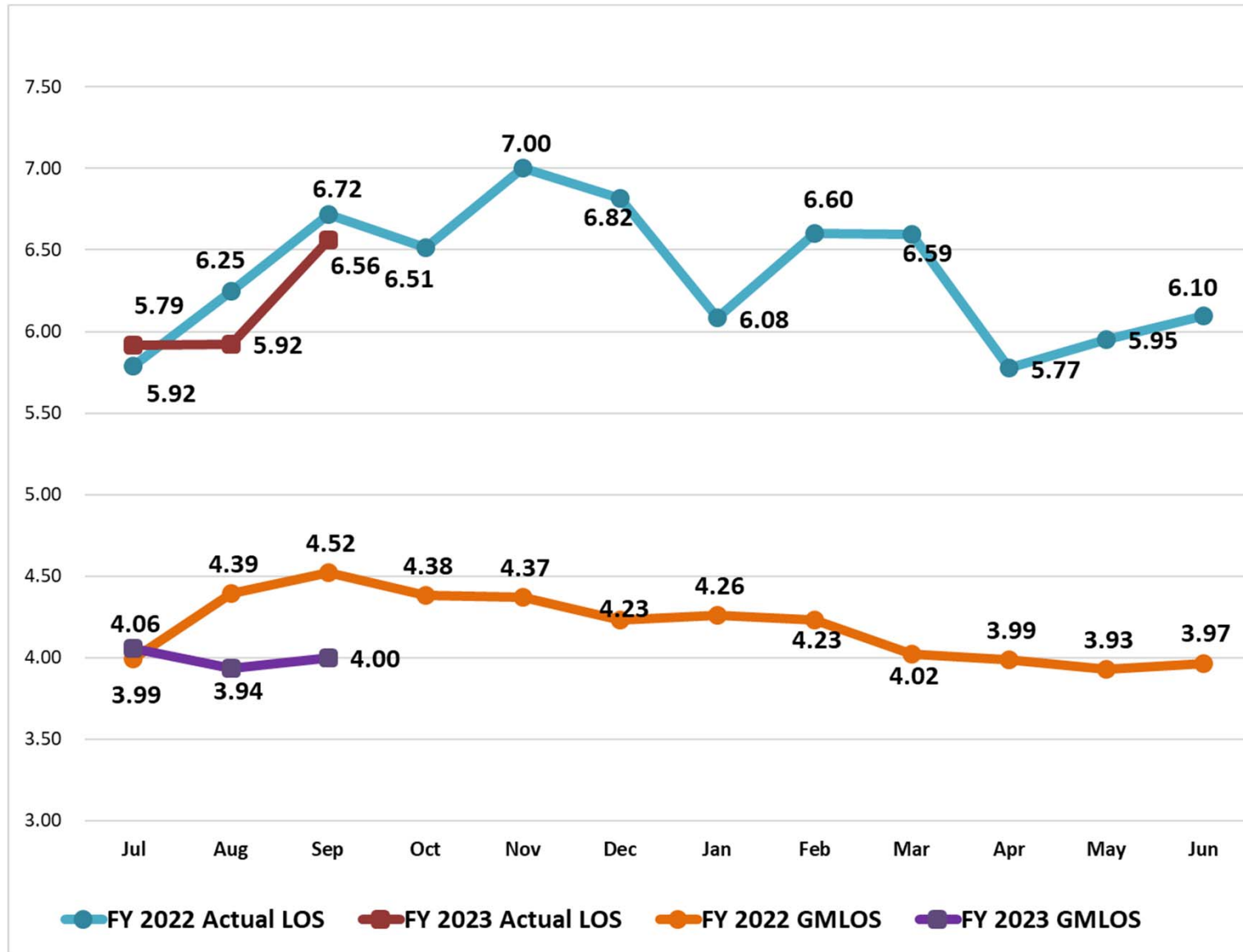
Case Mix Medical w/o Normal Newborns



Case Mix Index Surgical w/o Normal Newborns



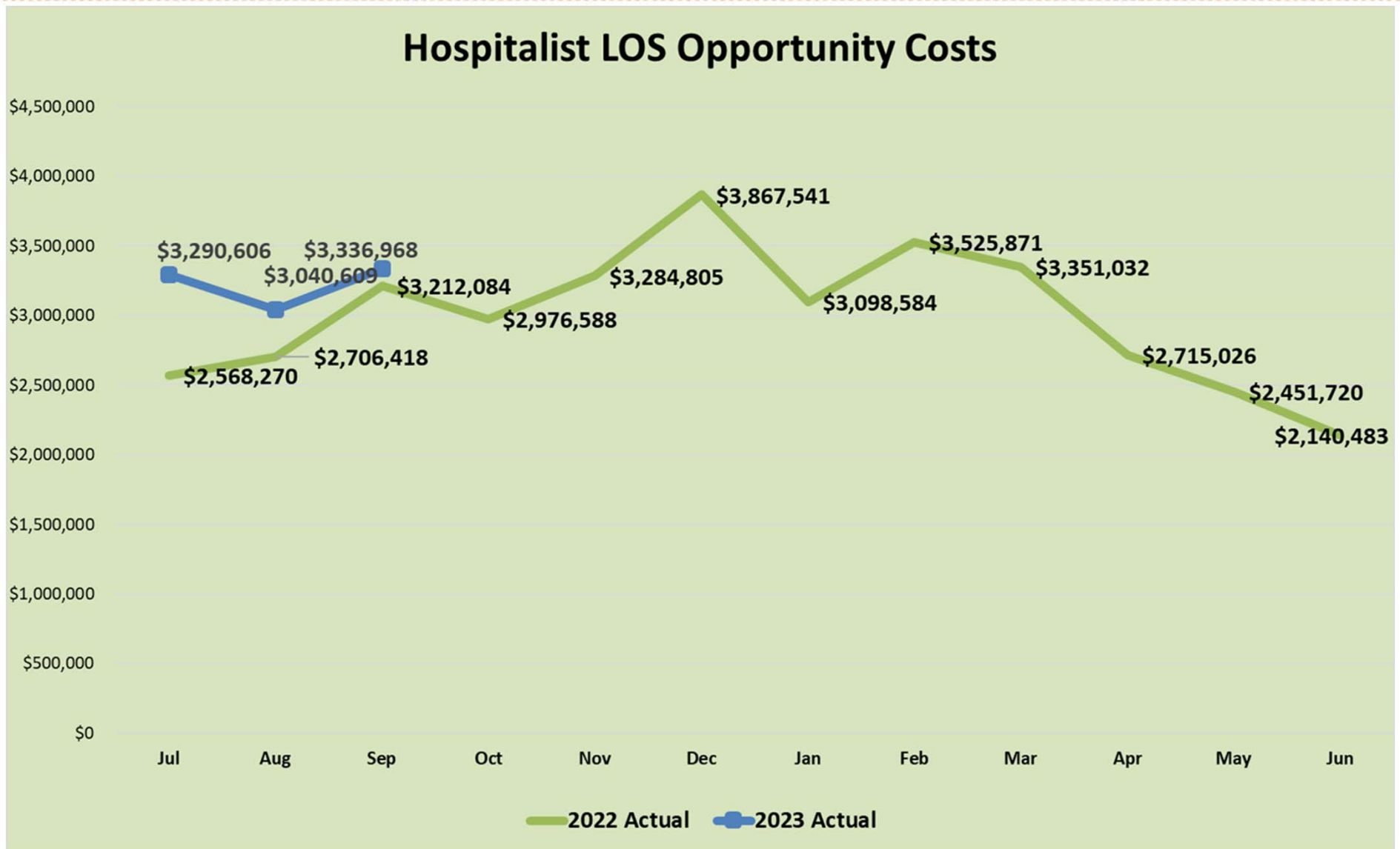
Average Length of Stay versus National Average (GMLOS)



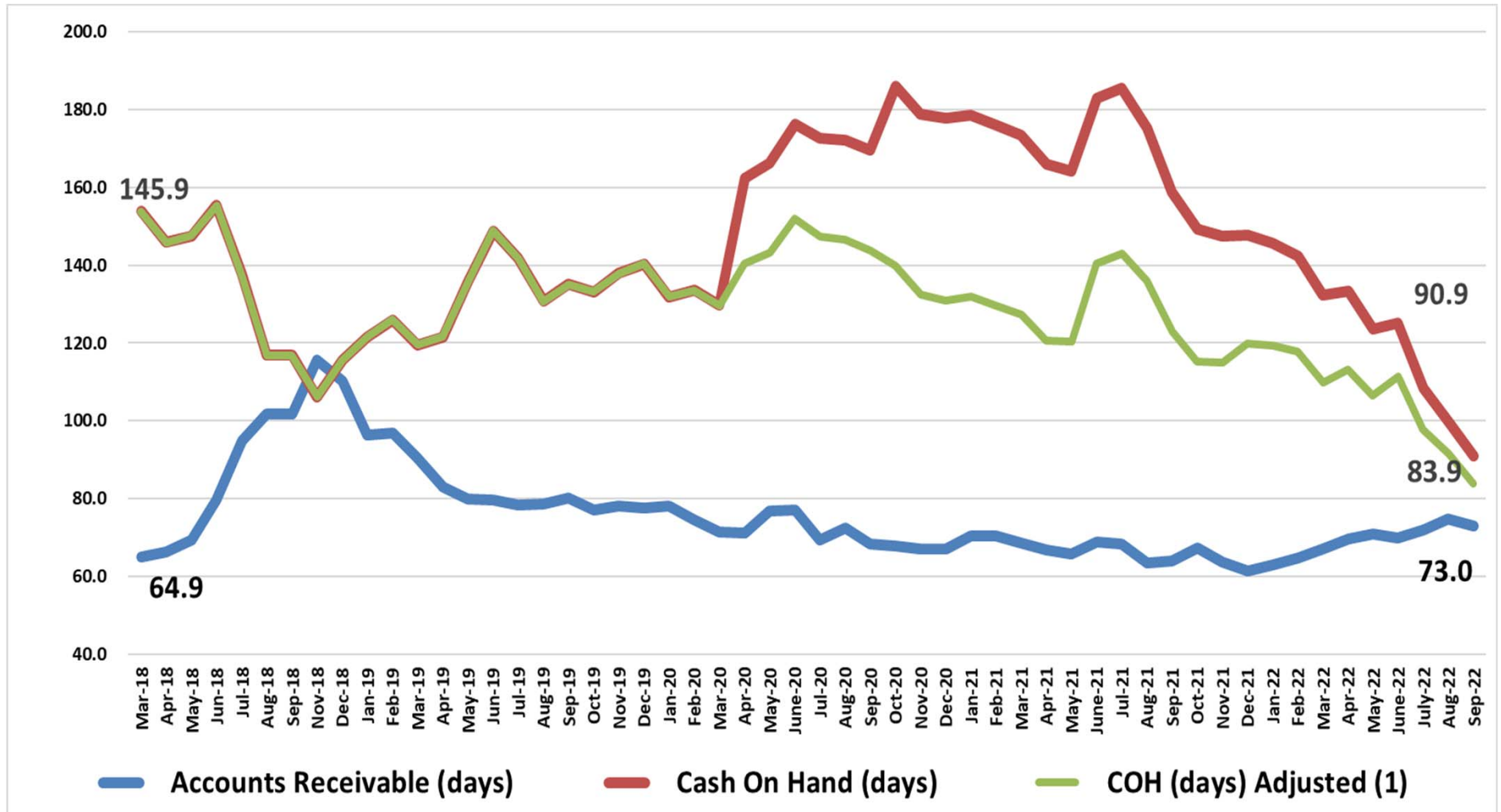
Average Length of Stay versus National Average (GMLOS)

	Including COVID Patients			Excluding COVID Patients			Gap Diff	%
	ALOS	GMLOS	GAP	ALOS	GMLOS	GAP		
Mar-20	5.20	4.04	1.16	5.17	4.03	1.14	0.02	2%
Apr-20	5.30	4.25	1.05	5.20	4.17	1.03	0.02	1%
May-20	5.25	4.16	1.09	4.74	4.06	0.68	0.40	37%
Jun-20	5.61	4.11	1.50	4.98	3.95	1.03	0.47	31%
Jul-20	5.61	4.32	1.29	5.01	4.05	0.96	0.33	25%
Aug-20	5.70	4.23	1.47	5.00	3.95	1.05	0.42	28%
Sep-20	5.93	4.17	1.76	5.33	4.00	1.33	0.43	24%
Oct-20	5.21	4.09	1.12	4.98	3.98	1.00	0.12	10%
Nov-20	5.66	4.21	1.45	5.40	4.07	1.33	0.12	8%
Dec-20	6.32	4.50	1.82	5.16	3.97	1.19	0.63	34%
Jan-21	7.07	4.72	2.35	5.61	4.15	1.46	0.90	38%
Feb-21	6.73	4.37	2.36	5.64	4.01	1.63	0.73	31%
Mar-21	5.76	4.07	1.69	5.04	3.92	1.12	0.57	34%
Apr-21	5.40	3.97	1.43	5.22	3.89	1.33	0.10	7%
May-21	5.57	4.00	1.57	5.34	3.92	1.42	0.15	10%
Jun-21	5.75	3.90	1.85	5.67	3.88	1.79	0.06	3%
Jul-21	5.79	3.99	1.80	5.68	3.94	1.74	0.06	3%
Aug-21	6.24	4.39	1.85	5.95	4.05	1.90	(0.05)	-3%
Sep-21	6.71	4.52	2.19	5.88	4.08	1.80	0.39	18%
Oct-21	6.51	4.38	2.13	5.34	4.00	1.34	0.79	37%
Nov-21	7.00	4.37	2.63	5.75	3.95	1.80	0.83	32%
Dec-21	6.81	4.23	2.58	6.11	3.98	2.13	0.45	17%
Jan-22	6.08	4.26	1.82	5.96	3.97	1.99	(0.17)	-9%
Feb-22	6.60	4.23	2.37	5.86	3.82	2.04	0.33	14%
Mar-22	6.59	4.02	2.57	5.66	3.89	1.77	0.80	31%
Apr-22	5.77	3.99	1.78	5.65	3.97	1.68	0.10	6%
May-22	5.94	3.92	2.02	5.58	3.87	1.71	0.31	15%
Jun-22	6.10	3.96	2.14	5.61	3.87	1.74	0.40	19%
Jul-22	5.91	4.06	1.85	5.64	3.89	1.75	0.10	5%
Aug-22	5.89	3.91	1.98	5.55	3.79	1.76	0.22	11%
Sep-22	6.56	4.00	2.56	6.30	3.92	2.38	0.18	7%
Average	6.02	4.17	1.85	5.48	3.97	1.52	0.33	18%

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



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

SEPTEMBER 30, 2022

	Current Month Value	Prior Month Value	June 30, 2022 Unaudited Value	2020 Moody's Median Benchmark		
				Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	2.2	2.3	1.9	1.5	1.7	1.8
Accounts Receivable (days)	73.0	74.7	69.4	47.2	46.3	45.9
Cash On Hand (days)	90.9	100.0	125.0	334.8	261.4	207.2
Cushion Ratio (x)	12.9	14.2	17.4	45.9	28.8	19
Average Payment Period (days)	51.2	49.5	63.0	100.5	89.4	95.2
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	106.4%	116.9%	137.6%	285.0%	200.8%	149.7%
Debt-To-Capitalization	32.7%	31.9%	31.3%	24.8%	31.7%	40.1%
Debt-to-Cash Flow (x)	(2.8)	(3.8)	8.5	2.4	3	3.9
Debt Service Coverage	(4.4)	(3.2)	1.4	7.5	5.2	3.7
Maximum Annual Debt Service Coverage (x)	(4.5)	(3.3)	1.4	6.6	4.4	3
Age Of Plant (years)	14.8	14.9	14.0	10.6	11.8	12.9
PROFITABILITY RATIOS						
Operating Margin	(13.6%)	(11.5%)	(4.2%)	2.2%	1.4%	0.6%
Excess Margin	(13.6%)	(10.9%)	(2.9%)	6.3%	4.8%	3.0%
Operating Cash Flow Margin	(9.0%)	(6.9%)	0.5%	7.4%	7.6%	6.2%
Return on Assets	(13.3%)	(10.8%)	(2.8%)	4.4%	3.8%	2.8%

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	50,790	24,505	75,295	51,319	9,413	8,179	19,029	87,941	(12,646)	126	(12,520)	(16.8%)	(16.6%)	
2022 FY Total	\$ 635,270	\$ 224,218	\$ 859,488	\$ 457,212	\$ 108,238	\$ 130,842	\$ 199,474	\$ 895,766	\$ (36,278)	\$ 11,108	\$ (25,170)	(4.2%)	(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%)	
2023 FY Total	\$ 155,501	\$ 53,089	\$ 208,590	\$ 122,599	\$ 27,291	\$ 32,901	\$ 54,359	\$ 237,150	\$ (28,559)	\$ (3,022)	\$ (31,582)	(13.7%)	(15.4%)	
FYTD Budget	168,755	55,730	224,485	114,234	27,052	32,020	53,513	226,819	(2,334)	1,098	(1,236)	(1.0%)	(0.5%)	
Variance	\$ (13,254)	\$ (2,641)	\$ (15,895)	\$ 8,366	\$ 239	\$ 881	\$ 845	\$ 10,331	\$ (26,226)	\$ (4,120)	\$ (30,346)			
Current Month Analysis														
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%)	
Budget	56,377	18,313	74,690	37,499	9,043	10,737	17,744	75,023	(333)	355	22	(0.4%)	0.0%	
Variance	\$ (8,209)	\$ (1,009)	\$ (9,218)	\$ 1,659	\$ (229)	\$ 904	\$ 125	\$ 2,459	\$ (11,677)	\$ (4,256)	(15,933)			

KAWEAH DELTA HEALTH CARE DISTRICT

FISCAL YEAR 2022 & 2023

Fiscal Year	Patient Days	ADC	Adjusted	I/P Revenue %	DFR &	Net Patient	Personnel	Physician	Supply	Total	Personnel	Physician	Supply	Total	
			Patient Days		Bad Debt %	Revenue/ Ajusted Patient Day	Expense/ Ajusted Patient Day	Fees/ Ajusted Patient Day	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%	77.7%	1,828	1,847	339	294	3,165	101.0%	18.5%	16.1%	173.1%	
2022 FY Total	168,040	460	325,602	51.6%	75.9%	1,951	1,404	332	402	2,751	72.0%	17.0%	20.6%	141.0%	
2023															
Jul-22	13,913	449	27,694	50.2%	75.6%	1,891	1,492	321	346	2,831	78.9%	17.0%	18.3%	149.7%	
Aug-22	13,952	450	29,331	47.6%	76.4%	1,874	1,436	327	398	2,771	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%	
2023 FY Total	40,633	442	84,401	48.1%	76.4%	1,842	1,453	323	390	2,810	78.8%	17.6%	21.2%	152.5%	
FYTD Budget	43,876	477	83,473	52.6%	75.1%	2,022	1,369	324	384	2,687	67.7%	16.0%	19.0%	134.4%	
Variance	(3,243)	(35)	927	(4.4%)	1.3%	(179)	84	(1)	6	122	11.1%	1.5%	2.2%	18.1%	
Current Month Analysis															
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%	
Budget	14,351	478	27,093	53.0%	75.1%	2,081	1,384	334	396	2,741	66.5%	16.0%	19.0%	133.1%	
Variance	(1,583)	(53)	274	(6.3%)	2.2%	(321)	47	(12)	29	90	14.8%	2.3%	5.1%	27.8%	

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

	Sep-22	Aug-22	Change	% Change	Jun-22 (Unaudited)
ASSETS AND DEFERRED OUTFLOWS					
CURRENT ASSETS					
Cash and cash equivalents	\$ 3,076	\$ 9,831	\$ (6,755)	-68.71%	\$ 21,693
Current Portion of Board designated and trusted assets	16,568	15,136	1,432	9.46%	14,121
Accounts receivable:					
Net patient accounts	137,773	138,397	(624)	-0.45%	135,696
Other receivables	32,296	28,029	4,267	15.22%	28,575
	170,069	166,426	3,643	2.19%	164,271
Inventories	14,281	14,290	(8)	-0.06%	14,025
Medicare and Medi-Cal settlements	67,448	62,346	5,102	8.18%	58,996
Prepaid expenses	15,400	15,501	(101)	-0.65%	13,050
Total current assets	286,842	283,530	3,312	1.17%	286,157
NON-CURRENT CASH AND INVESTMENTS -					
less current portion					
Board designated cash and assets	215,700	231,356	(15,657)	-6.77%	266,148
Revenue bond assets held in trust	11	22	(11)	-50.69%	8
Assets in self-insurance trust fund	938	1,042	(104)	-9.98%	1,040
Total non-current cash and investments	216,649	232,421	(15,772)	-6.79%	267,197
CAPITAL ASSETS					
Land	17,542	17,542	-	0.00%	17,542
Buildings and improvements	425,551	425,551	-	0.00%	425,542
Equipment	325,116	325,116	-	0.00%	325,209
Construction in progress	21,540	17,772	3,768	21.20%	15,620
	789,749	785,981	3,768	0.48%	783,912
Less accumulated depreciation	466,856	464,290	2,566	0.55%	459,223
	322,893	321,691	1,202	0.37%	324,689
Property under capital leases -					
less accumulated amortization	(526)	(468)	(58)	12.31%	(353)
Total capital assets	322,367	321,223	1,144	0.36%	324,337
OTHER ASSETS					
Property not used in operations	1,571	1,575	(4)	-0.27%	1,584
Health-related investments	4,175	4,311	(136)	-3.17%	4,620
Other	12,894	12,833	61	0.47%	12,511
Total other assets	18,640	18,720	(80)	-0.43%	18,715
Total assets	844,499	855,894	(11,396)	-1.33%	896,405
DEFERRED OUTFLOWS					
Total assets and deferred outflows	(35,321)	(35,284)	(37)	0.11%	(35,209)
	\$ 809,177	\$ 820,610	\$ (11,433)	-1.39%	\$ 861,196

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

	Sep-22	Aug-22	Change	% Change	Jun-22
					(Unaudited)
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable and accrued expenses	\$ 53,533	\$ 49,926	\$ 3,607	7.23%	\$ 62,935
Accrued payroll and related liabilities	64,120	63,425	694	1.09%	74,165
Long-term debt, current portion	9,901	9,901	-	0.00%	11,814
Total current liabilities	127,554	123,252	4,302	3.49%	148,914
LONG-TERM DEBT, less current portion					
Bonds payable	239,598	239,604	(7)	0.00%	239,618
Capital leases	68	68	-	0.00%	72
Notes payable	7,816	7,816	-	0.00%	7,816
Total long-term debt	247,481	247,488	(7)	0.00%	247,506
NET PENSION LIABILITY	(32,484)	(32,374)	(110)	0.34%	(32,154)
OTHER LONG-TERM LIABILITIES	31,745	31,501	244	0.78%	30,622
Total liabilities	374,296	369,866	4,430	1.20%	394,887
NET ASSETS					
Invested in capital assets, net of related debt	76,235	75,127	1,107	1.47%	76,362
Restricted	33,361	32,622	740	2.27%	31,905
Unrestricted	325,285	342,995	(17,709)	-5.16%	358,041
Total net position	434,881	450,744	(15,863)	-3.52%	466,309
Total liabilities and net position	\$ 809,177	\$ 820,610	\$ (11,433)	-1.39%	\$ 861,196

OPERATION: BACK IN BLACK

\$47M	Revenue Cycle	Contracts/ Underpmts	Supplies/ Contracted Services	Through-put	Humana MA	Provider Related	Employee Related	
Impact	\$2.5M	\$8M	\$4M	\$8.6M	\$10M	\$1M	\$12.7M	
Director Owner	Frances Carrera	Kim Ferguson	Steve Bajari	Rebekah Foster / Kassie Waters	Lori Mulliniks /Sonia Duran- Aguilar	Assigned Physician Director	All Directors \$2.7M Efficiency/\$4M Contract	
Executive Owner	Malinda Tupper	Malinda Tupper	Malinda Tupper/Jag Batth	Jag Batth/Keri Noeske	Ryan Gates/Paul Scholfield	Ben Cripps/Exec Team	Malinda/Keri/Dianne	
BOD meeting #1	Oct	Aug	Jul	Monthly	Nov	Dec	Jan	
BOD meeting #2	Feb	Dec	Nov	Monthly	Mar	April	May	
How	Initiatives	Initiatives	Initiatives	Initiatives	Initiatives	Focus Contracts-Ben	Reduce Hours	
	Collections - focus	Contracts	Key Director Champions	Chartis Plan	KHMG Plan	Contractual Opportunities	- Productivity/monitoring	
	Appeal Accountability	Underpayments	Molly Niederreiter, Christine Aleman, James, McNulty, Lawrence Headley, Tendai Zinyemba John Leal, Tony Reyes, Jill Anderson Kaweah Shares			Performance/Collections	- Close Services	
	Denial prevention	IGT negotiations						- Reduce utilization
	Service line focus						Provider Documentation Committee: Dr. Boone	Reduce Rates
	Charge Capture						Gail Robinson, Keith Adams, Teresa Boyce,	Pay Practices- unsch OT..
	Self Pay Collections						Malinda/ Keri/Jag/Ryan	Reduce Contract Labor: *Retention efforts
							*Contract Invoice Recon	
							*Shift bonus -increase usage/lower rate	
							*Patient Assignments	
							*Reduction in Force	

**KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
September 30, 2022**

<u>Board designated funds</u>	<u>CUSIP</u>	<u>Maturity Date</u>	<u>Yield</u>	<u>Investment Type</u>	<u>G/L Account</u>	<u>Amount</u>	<u>Total</u>
LAIF			1.60	Various		1,118,375	
CAMP			2.97	CAMP		30,360,963	
PFM	31846V203		2.47	Money market		609,168	
Allspring	31846V203		2.47	Money market		110,169	
PFM	3136AEGQ4	27-Dec-22	2.28	U.S. Govt Agency	FNMA	125,114	
Torrey Pines Bank		5-Mar-23	0.35	CD	Torrey Pines Bank	3,060,718	
PFM	22552G3C2	17-Mar-23	0.59	CD	Credit Suisse Ag CD	665,000	
Allspring	345102NR4	8-Apr-23	0.30	Municipal	Foothill Ca	850,000	
PFM	459058JV6	20-Apr-23	0.13	Supra-National Agen	Intl Bk	620,000	
PFM	023135BQ8	3-Jun-23	0.80	MTN-C	Amazon Com Inc	445,000	
PFM	69371RQ82	8-Jun-23	0.80	MTN-C	Paccar Financial Mtn	140,000	
PFM	73358W4V3	1-Jul-23	1.09	Municipal	Port Auth NY	245,000	
PFM	24422EVH9	5-Jul-23	0.70	MTN-C	John Deere Mtn	230,000	
PFM	24422EVH9	5-Jul-23	0.70	MTN-C	John Deere Mtn	295,000	
PFM	3135G05G4	10-Jul-23	0.25	U.S. Govt Agency	FNMA	1,710,000	
PFM	3137FKK39	25-Jul-23	3.20	ABS	FHLMC	10,612	
Allspring	14575TDX7	1-Aug-23	0.98	Municipal	Carson Ca Redevel Ag	300,000	
Allspring	250433TX7	1-Aug-23	1.30	Municipal	Desert Sands Ca	315,000	
Allspring	697511FA6	1-Aug-23	0.58	Municipal	Palomar Ca	700,000	
Allspring	916544ES4	1-Aug-23	0.68	Municipal	Upper Santa Clara	1,100,000	
PFM	157411TJ8	1-Aug-23	2.00	Municipal	Chaffey Ca	265,000	
PFM	797272QN4	1-Aug-23	2.00	Municipal	San Diego Ca Community	165,000	
PFM	874857KJ3	1-Aug-23	1.97	Municipal	Tamalpais Ca Union	370,000	
PFM	362569AC9	21-Aug-23	0.74	ABS	GM Fin Auto Lease	29,111	
PFM	798135H51	1-Sep-23	2.13	Municipal	San Jose Ca Ref	765,000	
PFM	89236TFN0	20-Sep-23	3.45	MTN-C	Toyota Motor	550,000	
PFM	02665WCQ2	10-Oct-23	3.63	MTN-C	American Honda Mtn	395,000	
PFM	65480EAD3	16-Oct-23	0.00	ABS	Nissann Auto Lease	71,591	
PFM	110122DT2	13-Nov-23	0.54	MTN-C	Bristol Myers Squibb	280,000	
PFM	91282CAW1	15-Nov-23	0.25	U.S. Govt Agency	US Treasury Bill	1,000,000	
PFM	91282CAW1	15-Nov-23	0.25	U.S. Govt Agency	US Treasury Bill	350,000	
PFM	459058JM6	24-Nov-23	0.25	Supra-National Agen	Intl Bk	1,265,000	
PFM	3137BTU25	25-Nov-23	3.06	U.S. Govt Agency	FHLMC	386,033	
PFM	3137EAF2	4-Dec-23	0.25	U.S. Govt Agency	FHLMC	595,000	
Allspring	650009R88	1-Jan-24	2.12	Municipal	New York ST	585,000	
PFM	91282CBE0	15-Jan-24	0.13	U.S. Govt Agency	US Treasury Bill	910,000	
PFM	693475AV7	23-Jan-24	3.50	MTN-C	PNC Financial	395,000	
PFM	05591RAC8	25-Jan-24	0.40	ABS	BMW Auto Leasing LLC	145,454	
PFM	6174468W2	25-Jan-24	0.53	MTN-C	Morgan Stanley	335,000	
Allspring	69371RR24	2-Feb-24	0.35	MTN-C	Paccar Financial Mtn	1,000,000	
Allspring	6374HEU2	8-Feb-24	0.35	MTN-C	National Rural	1,400,000	
PFM	9128286G0	29-Feb-24	2.38	U.S. Govt Agency	US Treasury Bill	1,470,000	
PFM	58933YAU9	7-Mar-24	2.90	MTN-C	Merck Co Inc.	405,000	
PFM	904764BG1	7-Mar-24	3.25	MTN-C	Unilever Capital	200,000	
PFM	46647PBZ8	16-Mar-24	0.70	MTN-C	JP Morgan	215,000	
Allspring	808513BN4	18-Mar-24	0.75	MTN-C	Schwab Charles	1,625,000	
PFM	808513BN4	18-Mar-24	0.75	MTN-C	Schwab Charles	90,000	
Allspring	92343VGF5	22-Mar-24	0.75	MTN-C	Verizon	730,000	
PFM	3136AJB54	25-Mar-24	3.35	U.S. Govt Agency	FNMA	250,078	
Allspring	61772BAA1	5-Apr-24	0.73	MTN-C	Morgan Stanley	700,000	
PFM	61772BAA1	5-Apr-24	0.73	MTN-C	Morgan Stanley	230,000	
PFM	20030NCR0	15-Apr-24	3.70	MTN-C	Comcast Corp	395,000	
Allspring	06406RAS6	26-Apr-24	0.50	MTN-C	Bank of Ny Mtn	1,000,000	
PFM	06406RAS6	26-Apr-24	0.50	MTN-C	Bank of Ny Mtn	170,000	
Allspring	9128286R6	30-Apr-24	2.25	U.S. Govt Agency	US Treasury Bill	500,000	
PFM	912828X70	30-Apr-24	2.00	U.S. Govt Agency	US Treasury Bill	1,285,000	
Allspring	97705MUJ2	1-May-24	0.36	Municipal	Wisconsin ST	1,320,000	
Allspring	977100HH2	1-May-24	0.43	Municipal	Wisconsin ST	500,000	
Allspring	023135BW5	12-May-24	0.45	MTN-C	Amazon Com Inc	875,000	
PFM	023135BW5	12-May-24	0.45	MTN-C	Amazon Com Inc	250,000	
Allspring	91412HKY8	15-May-24	0.58	Municipal	University Ca	1,000,000	
PFM	91324PEB4	15-May-24	0.55	MTN-C	JP Morgan	195,000	
PFM	912828WJ5	15-May-24	2.50	U.S. Govt Agency	US Treasury Bill	950,000	
PFM	912828WJ5	15-May-24	2.50	U.S. Govt Agency	US Treasury Bill	425,000	
PFM	380144AC9	20-May-24	0.00	ABS	GM Fin Auto Lease	444,997	
PFM	40428HTA0	24-May-24	3.75	MTN-C	HSBC USA Inc	415,000	
PFM	04636NAC7	28-May-24	0.70	MTN-C	Astrazeneca LP	300,000	
Allspring	684100AC4	1-Jun-24	0.59	Municipal	Orange Ca	500,000	
Allspring	891371AT3	1-Jun-24	0.64	Municipal	Torrance Ca	1,450,000	
Allspring	546486BU4	15-Jun-24	0.52	Municipal	Louisiana ST	500,000	
PFM	91282CCG4	15-Jun-24	0.25	U.S. Govt Agency	US Treasury Bill	865,000	
Allspring	9128286Z8	30-Jun-24	1.75	U.S. Govt Agency	US Treasury Bill	1,000,000	
Allspring	284035AC6	1-Jul-24	0.63	Municipal	El Segundo Ca	510,000	
Allspring	544647BF6	1-Jul-24	5.00	Municipal	Los Angeles Calif Ca	1,500,000	
PFM	040654XU4	1-Jul-24	1.96	Municipal	Arizona ST	675,000	
PFM	20772KJW0	1-Jul-24	2.00	Municipal	Connecticut ST	150,000	
PFM	977123X60	1-Jul-24	0.62	Municipal	Wisconsin ST	470,000	
PFM	65479CAD0	15-Jul-24	0.00	MTN-C	Nissan Auto	59,116	
PFM	91159HHX1	30-Jul-24	2.40	MTN-C	US Bancorp	415,000	
PFM	574193TQ1	1-Aug-24	0.51	Municipal	Maryland ST	355,000	
PFM	797272QP9	1-Aug-24	2.05	Municipal	San Diego Ca Community	80,000	
PFM	798306WN2	1-Aug-24	0.70	Municipal	San Juan Ca	195,000	
PFM	874857KK0	1-Aug-24	2.02	Municipal	Tamalpais Ca Union	305,000	
PFM	02665WDY4	9-Aug-24	0.75	ABS	American Honda Mtn	190,000	
PFM	05565EBU8	12-Aug-24	0.75	ABS	BMW US Cap LLC	120,000	
PFM	05565EBU8	12-Aug-24	0.75	ABS	BMW US Cap LLC	220,000	

**KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
September 30, 2022**

PFM	904764BN6	12-Aug-24	0.63	MTN-C	Unilever Capital	100,000
PFM	438516BW5	15-Aug-24	2.30	MTN-C	Honeywell	330,000
PFM	69371RQ25	15-Aug-24	2.15	MTN-C	Paccar Financial Mtn	210,000
Allspring	30231GBC5	16-Aug-24	2.02	MTN-C	Exxon Mobil	1,320,000
PFM	254687FK7	30-Aug-24	1.75	MTN-C	Walt Disney Co	780,000
PFM	24422EVU0	10-Sep-24	0.63	MTN-C	Deere John Mtn	85,000
Allspring	14913R2P1	13-Sep-24	0.60	MTN-C	Caterpillar Finl Mtn	500,000
PFM	641062AU8	14-Sep-24	0.61	MTN-C	Nestle Holdings	640,000
PFM	4581X0DZ8	23-Sep-24	0.50	Supra-National Agen	Inter Amer Bk	870,000
PFM	912828YH7	30-Sep-24	1.50	U.S. Govt Agency	US Treasury Bill	425,000
PFM	89237VAB5	15-Oct-24	0.70	ABS	Toyota Auto Recvs	163,430
PFM	43813KAC6	18-Oct-24	0.37	ABS	Honda Auto	247,297
PFM	06406RAL1	24-Oct-24	2.10	MTN-C	Bank of NY	150,000
PFM	09661RAD3	25-Oct-24	0.00	ABS	BMW Vehicle Owner	74,105
PFM	06406RAX5	25-Oct-24	0.85	MTN-C	Bank of Ny Mtn	390,000
PFM	172967MT5	30-Oct-24	0.78	MTN-C	Citigroup Inc	445,000
Allspring	912828YM6	31-Oct-24	1.50	U.S. Govt Agency	US Treasury Bill	650,000
PFM	912828YM6	31-Oct-24	1.50	U.S. Govt Agency	US Treasury Bill	1,500,000
PFM	605581MZ7	1-Nov-24	0.57	Municipal	Mississippi ST	300,000
Allspring	14913Q3B3	8-Nov-24	2.15	MTN-C	Caterpillar Finl Mtn	600,000
PFM	14913Q3B3	8-Nov-24	2.15	MTN-C	Caterpillar Finl Mtn	850,000
Allspring	912828YV6	30-Nov-24	1.50	U.S. Govt Agency	US Treasury Bill	175,000
PFM	912828YV6	30-Nov-24	1.50	U.S. Govt Agency	US Treasury Bill	1,000,000
Allspring	46647PAY2	5-Dec-24	4.02	MTN-C	JP Morgan	1,050,000
Allspring	07330NAT2	6-Dec-24	2.15	MTN-C	Branch Banking Trust	1,300,000
Allspring	91282CDN8	15-Dec-24	1.00	U.S. Govt Agency	US Treasury Bill	550,000
PFM	44933FAC0	15-Dec-24	0.00	ABS	Hyundai Auto	133,340
Allspring	912828YY0	31-Dec-24	1.75	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	3135G0X24	7-Jan-25	1.63	U.S. Govt Agency	FNMA	1,510,000
Allspring	24422EVC0	9-Jan-25	2.05	MTN-C	John Deere Mtn	500,000
PFM	21688AAS1	10-Jan-25	1.38	Supra-National Agen	Cooperatieve	440,000
Allspring	91282CDS7	15-Jan-25	1.13	U.S. Govt Agency	US Treasury Bill	3,300,000
Allspring	90331HPL1	21-Jan-25	2.05	MTN-C	US Bank NA	1,400,000
Allspring	38141GZH0	24-Jan-25	1.76	MTN-C	Goldman Sachs	725,000
PFM	3137FUZN7	25-Jan-25	0.53	U.S. Govt Agency	FHLMC	71,382
PFM	63743HFC1	7-Feb-25	1.88	MTN-C	National Rural Mtn	125,000
PFM	3137EAEF0	12-Feb-25	1.50	U.S. Govt Agency	FHLMC	1,000,000
PFM	89236TGT6	13-Feb-25	1.80	MTN-C	Toyota Motor	420,000
PFM	66989HAP3	14-Feb-25	1.75	MTN-C	Novartis Capital	425,000
PFM	92290BAA9	20-Feb-25	0.00	MTN-C	Verizon Owner	400,372
Allspring	24422EWB1	7-Mar-25	2.13	MTN-C	Deere John Mtn	550,000
PFM	771196BT8	10-Mar-25	2.13	MTN-C	Roche Holding Inc	730,000
PFM	14315FAD9	15-Mar-25	0.00	ABS	Carmax Auto Owner	145,484
Allspring	072024XB3	1-Apr-25	0.88	Municipal	Bay Area Toll	250,000
PFM	369550BK3	1-Apr-25	3.25	MTN-C	General Dynamics	395,000
Allspring	023135CE4	13-Apr-25	3.00	MTN-C	Amazon Com Inc	500,000
PFM	3130AJHU6	14-Apr-25	0.50	U.S. Govt Agency	FHLB	1,340,000
PFM	437076CM2	15-Apr-25	2.70	MTN-C	Home Depot Inc	65,000
PFM	3135G03U5	22-Apr-25	0.63	U.S. Govt Agency	FNMA	1,530,000
PFM	06406RBC0	25-Apr-25	3.50	MTN-C	Bank of NY	425,000
Allspring	797412DM2	1-May-25	0.74	Municipal	San Diego County	300,000
PFM	172967MX6	1-May-25	0.98	MTN-C	Citigroup Inc	440,000
PFM	037833DT4	11-May-25	1.13	MTN-C	Apple, Inc	655,000
Allspring	91282CEQ0	15-May-25	2.75	U.S. Govt Agency	US Treasury Bill	980,000
PFM	91412HFM0	15-May-25	0.93	Municipal	University Calf Ca	185,000
Allspring	45866FAT1	23-May-25	3.65	MTN-C	Intercontinental	725,000
PFM	3137BKRJ1	25-May-25	3.33	U.S. Govt Agency	FHLMC	855,000
Allspring	20772KNW5	1-Jun-25	0.92	Municipal	Connecticut ST	400,000
PFM	438516CB0	1-Jun-25	1.35	MTN-C	Honeywell	220,000
PFM	291011BG8	1-Jun-25	3.15	MTN-C	Emerson Electric Co	265,000
PFM	438516CB0	1-Jun-25	1.35	MTN-C	Honeywell	180,000
PFM	46647PCH7	1-Jun-25	0.82	MTN-C	JP Morgan	725,000
PFM	46647PCH7	1-Jun-25	0.82	MTN-C	JP Morgan	275,000
Allspring	3135G04Z3	17-Jun-25	0.50	U.S. Govt Agency	FNMA	2,000,000
PFM	3135G04Z3	17-Jun-25	0.50	U.S. Govt Agency	FNMA	1,800,000
Allspring	912828ZW3	30-Jun-25	0.25	U.S. Govt Agency	US Treasury Bill	350,000
PFM	241271AD6	1-Jul-25	1.26	Municipal	Florida ST	600,000
PFM	977123X78	1-Jul-25	0.77	Municipal	Wisconsin ST	440,000
Allspring	3137EAEU9	21-Jul-25	0.38	U.S. Govt Agency	FHLMC	1,500,000
PFM	32262XAD6	21-Jul-25	0.50	ABS	GM Financial	100,000
PFM	3137EAEU9	21-Jul-25	0.38	U.S. Govt Agency	FHLMC	520,000
Allspring	91282CAB7	31-Jul-25	0.25	U.S. Govt Agency	US Treasury Bill	1,275,000
PFM	91282CAB7	31-Jul-25	0.25	U.S. Govt Agency	US Treasury Bill	185,000
Allspring	801747AD8	1-Aug-25	2.17	Municipal	Santa Cruz Ca	400,000
PFM	025816CY3	1-Aug-25	3.95	MTN-C	American Express Co	230,000
PFM	54438CYK2	1-Aug-25	0.77	Municipal	Los Angeles Ca	335,000
PFM	798306WP7	1-Aug-25	0.85	Municipal	San Juan Ca	190,000
Allspring	43811JAC1	15-Aug-25	0.00	ABS	Honda Auto Rec Own	1,350,000
PFM	194162AM5	15-Aug-25	3.10	MTN-C	Colgate Palmolive	140,000
PFM	14316HAC6	15-Aug-25	0.78	ABS	Carmax Auto Owner	177,784
PFM	50117TAC5	15-Aug-25	0.62	ABS	Kubota Credit	195,000
Allspring	3135G05X7	25-Aug-25	0.38	U.S. Govt Agency	FNMA	1,500,000
Allspring	3130AK5E2	4-Sep-25	0.38	U.S. Govt Agency	FHLB	525,000
Allspring	47788UAC6	15-Sep-25	0.36	ABS	John Deere Owner	685,000
PFM	44933LAC7	15-Sep-25	0.00	ABS	Hyundai Auto	190,000

**KAWEAH DELTA HEALTH CARE DISTRICT
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PFM	002824BM1	15-Sep-25	3.88	MTN-C	Abbott Laboratories	195,000
Allspring	3137EAEX3	23-Sep-25	0.00	U.S. Govt Agency	FHLMC	750,000
PFM	3137EAEX3	23-Sep-25	0.00	U.S. Govt Agency	FHLMC	835,000
Allspring	06051GJG5	25-Sep-25	0.98	MTN-C	Bk of America	1,300,000
Allspring	742718FL8	29-Oct-25	0.55	MTN-C	Procter Gamble Co	1,300,000
Allspring	91282CAT8	31-Oct-25	0.25	U.S. Govt Agency	US Treasury Bill	770,000
PFM	50117XAE2	17-Nov-25	0.56	ABS	Kubota Credit	165,000
Allspring	91282CAZ4	30-Nov-25	0.38	U.S. Govt Agency	US Treasury Bill	1,200,000
Allspring	91282CAZ4	30-Nov-25	0.38	U.S. Govt Agency	US Treasury Bill	1,350,000
PFM	14316NAC3	15-Dec-25	0.00	ABS	Carmax Auto Owner	123,660
PFM	91282CBC4	31-Dec-25	0.38	U.S. Govt Agency	US Treasury Bill	445,000
PFM	9128CBC4	31-Dec-25	0.38	U.S. Govt Agency	US Treasury Bill	950,000
PFM	9128285T3	31-Dec-25	2.63	U.S. Govt Agency	US Treasury Bill	2,000,000
PFM	9128CBH3	31-Jan-26	0.38	U.S. Govt Agency	US Treasury Bill	1,000,000
Allspring	857477BR3	6-Feb-26	1.75	MTN-C	State Street Corp	350,000
Allspring	857477BR3	6-Feb-26	1.75	MTN-C	State Street Corp	650,000
PFM	38141GX58	12-Feb-26	0.86	MTN-C	Goldman Sachs	205,000
PFM	912828P46	15-Feb-26	1.63	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	14314QAC8	17-Feb-26	0.00	ABS	Carmax Auto Owner	285,000
PFM	91282CBQ3	28-Feb-26	0.50	U.S. Govt Agency	US Treasury Bill	1,500,000
PFM	857477BM4	30-Mar-26	2.90	MTN-C	State Street Corp	420,000
Allspring	91282CBT7	31-Mar-26	0.75	U.S. Govt Agency	US Treasury Bill	675,000
PFM	9128CBT7	31-Mar-26	0.38	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	06051GKM0	2-Apr-26	3.38	MTN-C	Bank of America	250,000
PFM	06051GFX2	19-Apr-26	3.50	MTN-C	Bank of America	295,000
Allspring	95000U2X0	25-Apr-26	3.91	MTN-C	Wells Fargo co	800,000
Allspring	46647PCZ7	26-Apr-26	4.08	MTN-C	JP Morgan	250,000
Allspring	91282CBW0	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	1,900,000
Allspring	91282CBW0	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	450,000
Allspring	91282CBW0	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	1,000,000
Allspring	91282CBW0	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	1,875,000
PFM	91282CBW0	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	91282CBW0	30-Apr-26	0.75	U.S. Govt Agency	US Treasury Bill	435,000
PFM	459200JZ5	15-May-26	3.30	MTN-C	IBM Corp	410,000
PFM	04636NAA1	28-May-26	1.20	MTN-C	Astrazeneca LP	265,000
PFM	91282CCF6	31-May-26	0.75	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	9128286X3	31-May-26	2.13	U.S. Govt Agency	US Treasury Bill	1,200,000
Allspring	14316HAD4	15-Jun-26	0.91	ABS	Carmax Auto Owner	1,750,000
PFM	14317DAC4	15-Jun-26	0.00	ABS	Carmax Auto Owner	550,000
Allspring	89236TJK2	18-Jun-26	1.13	MTN-C	Toyota Motor	1,400,000
Allspring	91282CCJ8	30-Jun-26	0.88	U.S. Govt Agency	US Treasury Bill	1,850,000
PFM	91282CCJ8	30-Jun-26	0.88	U.S. Govt Agency	US Treasury Bill	750,000
PFM	91282CCJ8	30-Jun-26	0.88	U.S. Govt Agency	US Treasury Bill	240,000
Allspring	03255LKA6	1-Jul-26	1.89	Municipal	Anaheim Ca Pub	1,000,000
PFM	544647FC9	1-Jul-26	1.46	Municipal	Los Angeles Ca	270,000
PFM	931142EM1	8-Jul-26	3.05	MTN-C	Walmart INC	205,000
PFM	43815PAC3	20-Jul-26	0.00	ABS	Honda Auto Rec Own	130,000
PFM	06406RBJ5	24-Jul-26	4.41	MTN-C	Bank of NY Mtn	55,000
PFM	89788MAH5	28-Jul-26	4.26	MTN-C	Truist Financial Mtn	275,000
PFM	91282CCP4	31-Jul-26	0.63	U.S. Govt Agency	US Treasury Bill	280,000
PFM	91282CCP4	31-Jul-26	0.63	U.S. Govt Agency	US Treasury Bill	600,000
Allspring	380130AF1	20-Aug-26	5.40	ABS	GM Fin Atmbl Lease	1,365,000
PFM	91282CCW9	31-Aug-26	0.75	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	14913R2Q9	14-Sep-26	1.15	MTN-C	Caterpillar Finl Mtn	220,000
Allspring	34528QH4F	15-Sep-26	2.44	MTN-C	Ford Credit	1,750,000
Allspring	91282CCZ2	30-Sep-26	0.88	U.S. Govt Agency	US Treasury Bill	1,210,000
Allspring	9128CCZ2	30-Sep-26	0.88	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	91282CCZ2	30-Sep-26	0.88	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	46625HRV4	1-Oct-26	2.95	MTN-C	JP Morgan	415,000
Allspring	91282CDG3	31-Oct-26	1.13	U.S. Govt Agency	US Treasury Bill	800,000
PFM	025816CM9	4-Nov-26	0.02	MTN-C	American Express Co	445,000
PFM	539830BH1	15-Nov-26	3.55	MTN-C	Lockheed Martin	203,000
Allspring	02582JRR2	16-Nov-26	0.90	MTN-C	American Express Cr	1,750,000
PFM	14041NFY2	16-Nov-26	0.00	ABS	Capital One Multi	640,000
Allspring	91282CDK4	30-Nov-26	1.13	U.S. Govt Agency	US Treasury Bill	1,100,000
Allspring	91282CDK4	30-Nov-26	1.13	U.S. Govt Agency	US Treasury Bill	900,000
PFM	91282CDK4	30-Nov-26	1.25	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	91282CDK4	30-Nov-26	1.25	U.S. Govt Agency	US Treasury Bill	200,000
PFM	91282CDK4	30-Nov-26	1.25	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	91282CDQ1	31-Dec-26	1.25	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	91282CDQ1	31-Dec-26	1.25	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	02665WDJ7	8-Jan-27	2.35	MTN-C	American Honda Mtn	220,000
PFM	24422EWA3	11-Jan-27	1.70	MTN-C	Deere John Mtn	220,000
Allspring	87612EBM7	15-Jan-27	1.95	MTN-C	Target Corp	900,000
PFM	87612EBM7	15-Jan-27	1.95	MTN-C	Target Corp	115,000
PFM	87612EBM7	15-Jan-27	1.95	MTN-C	Target Corp	215,000
Allspring	912828Z78	31-Jan-27	1.50	U.S. Govt Agency	US Treasury Bill	650,000
Allspring	912828Z78	31-Jan-27	1.50	U.S. Govt Agency	US Treasury Bill	750,000
PFM	00724PAC3	1-Feb-27	2.15	MTN-C	Adobe Inc	220,000
PFM	3130AKYH3	10-Feb-27	0.83	U.S. Govt Agency	FHLB	710,000
PFM	654106AJ2	27-Mar-27	2.75	MTN-C	Nike Inc	215,000
Allspring	91282CEF4	31-Mar-27	2.50	U.S. Govt Agency	US Treasury Bill	1,280,000

**KAWEAH DELTA HEALTH CARE DISTRICT
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Allspring	91282CEF4	31-Mar-27	2.50	U.S. Govt Agency	US Treasury Bill	550,000
Allspring	91282CEF4	31-Mar-27	2.38	U.S. Govt Agency	US Treasury Bill	1,500,000
PFM	14318MAD1	15-Apr-27	0.00	ABS	Carmax Auto Owner	600,000
PFM	437076CA8	15-Apr-27	2.50	MTN-C	Home Depot Inc	220,000
Allspring	91282CEN7	30-Apr-27	2.88	U.S. Govt Agency	US Treasury Bill	970,000
PFM	912828ZN3	30-Apr-27	0.50	U.S. Govt Agency	US Treasury Bill	250,000
PFM	91282CEN7	30-Apr-27	2.88	U.S. Govt Agency	US Treasury Bill	800,000
Allspring	665859AW4	10-May-27	4.00	MTN-C	Northern Tr Corp Sr	800,000
PFM	665859AW4	10-May-27	4.00	MTN-C	Northern Tr Corp Sr	250,000
Allspring	14041NGA3	15-May-27	7.10	ABS	Capital One Multi	1,750,000
PFM	912828X88	15-May-27	2.38	U.S. Govt Agency	US Treasury Bill	925,000
PFM	459200KH3	15-May-27	1.70	MTN-C	IBM Corp	230,000
PFM	91324PEG3	15-May-27	3.70	MTN-C	Unitedhealth Group	85,000
Allspring	254683CS2	17-May-27	3.32	MTN-C	Discover Card Exe	1,750,000
PFM	14043GAD6	17-May-27	4.14	ABS	Capital One Prime	265,000
PFM	02582JJT8	17-May-27	2.39	MTN-C	American Express Co	655,000
PFM	254683CS2	17-May-27	0.00	MTN-C	Discover Card Exe	305,000
PFM	693475AT2	19-May-27	3.15	MTN-C	PNC Financial	215,000
PFM	89788MAC6	19-May-27	3.15	MTN-C	Truist Financial Mtn	240,000
Allspring	91282CET4	31-May-27	2.63	U.S. Govt Agency	US Treasury Bill	2,000,000
Allspring	91282CEW7	20-Jun-27	3.00	U.S. Govt Agency	US Treasury Bill	175,000
Allspring	576004HD0	15-Jul-27	3.68	Municipal	Massachusetts St	1,000,000
PFM	91282CFB2	31-Jul-27	2.75	U.S. Govt Agency	US Treasury Bill	1,675,000
Allspring	010878BF2	1-Aug-27	3.46	Municipal	Alameda Cnty Ca	500,000
PFM	458140BY5	5-Aug-27	3.75	MTN-C	Intel Corp	420,000
Allspring	91282CFH9	31-Aug-27	3.13	U.S. Govt Agency	US Treasury Bill	930,000
PFM	931142EX7	9-Sep-27	3.95	MTN-C	Walmart INC	420,000
PFM	254683CP8	15-Sep-28	0.00	MTN-C	Discover Card Exe	495,000
PFM	89238EAC0	20-Jul-32	0.00	ABS	Toyota Lease Owner	235,000
PFM	91282CAZ4	1-Nov-25	0.38	U.S. Govt Agency	US Treasury Bill	500,000

\$ 215,901,352

**KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
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	Maturity Date	Yield	Investment Type	G/L Account	Amount	Total
<u>Self-insurance trust</u>						
Wells Fargo Bank			Money market	110900	1,312,186	
Wells Fargo Bank			Fixed income - L/T	152300	<u>1,086,461</u>	2,398,648
<u>2015A revenue bonds</u>						
US Bank			Principal/Interest payment fund	142115	<u>209,181</u>	209,181
<u>2015B revenue bonds</u>						
US Bank			Principal/Interest payment fund	142116	1,382,163	
US Bank			Project Fund	152442	<u>7,873</u>	1,390,036
<u>2017C revenue bonds</u>						
US Bank			Principal/Interest payment fund	142118	<u>3,218,342</u>	3,218,342
<u>2020 revenue bonds</u>						
Signature Bank			Project Fund	152446	2,800	
US Bank			Principal/Interest payment fund	142113	<u>400,651</u>	403,451
<u>2014 general obligation bonds</u>						
LAIF			Interest Payment fund	152440	<u>1,788,007</u>	1,788,007
<u>Operations</u>						
Wells Fargo Bank	(Checking)	0.16	Checking	100000	(1,883,885)	
Wells Fargo Bank	(Savings)	0.16	Checking	100500	<u>(2,406,104)</u>	(4,289,988)
<u>Payroll</u>						
Wells Fargo Bank	(Checking)	0.16	Checking	100100	(64,461)	
Wells Fargo Bank	(Checking)	0.16	Checking	100201	753,758	
Wells Fargo Bank	(Checking)	0.16	Checking	100200	14,500	
Wells Fargo Bank	(Checking)		Checking	100205	963	
Bancorp	(Checking)		Checking	100202	<u>(82,952)</u>	(3,668,181)
					621,807	
Total investments					\$	<u>221,640,835</u>

**KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
September 30, 2022**

Kaweah Delta Medical Foundation

Wells Fargo Bank	Checking	100050		\$ 6,011,549
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Sequoia Regional Cancer Center

Wells Fargo Bank (Medical)	Checking	100535	(39,577)	\$ (39,577)
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Kaweah Delta Hospital Foundation

VCB Checking	Investments	100501	539,483	
Various	S/T Investments	142200	7,379,782	
Various	L/T Investments	142300	12,267,204	
Various	Unrealized G/L	142400	(355,510)	\$ 19,830,959

Summary of board designated funds:

Plant fund:

Uncommitted plant funds	\$ 144,179,289		142100	
Committed for capital	38,500,390		142100	
	182,679,680			
GO Bond reserve - L/T	1,992,658		142100	
401k Matching	6,773,719		142100	
Cost report settlement - current	2,135,384		142104	
Cost report settlement - L/T	1,312,727		142100	
	3,448,111			
Development fund/Memorial fund	104,184		112300	
Workers compensation - current	5,625,000		112900	
Workers compensation - L/T	15,278,000		113900	
	20,903,000			
	\$ 215,901,352			

Investment summary by institution:

	Total Investments	%	Trust Accounts	Surplus Funds	%
Bancorp	\$ (82,952)	0.0%		(82,952)	0.0%
CAMP	30,360,963	13.7%		30,360,963	14.3%
Local Agency Investment Fund (LAIF)	1,118,375	0.5%		1,118,375	0.5%
Local Agency Investment Fund (LAIF) - GOB Tax Rev	1,788,007	0.8%	1,788,007	-	0.0%
Allspring	92,430,169	41.7%	2,398,648	90,031,521	42.4%
PFM	88,931,128	40.1%		88,931,128	41.9%
Torrey Pines Bank	3,060,718	1.4%		3,060,718	1.4%
Wells Fargo Bank	(1,186,581)	-0.5%		(1,186,581)	-0.6%
Signature Bank	2,800	0.0%	2,800		0.0%
US Bank	5,218,210	2.4%	5,218,210		0.0%
Total investments	\$ 221,640,835	100.0%	\$ 9,407,665	212,233,171	100.0%

**KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
September 30, 2022**

<u>Investment summary of surplus funds by type:</u>		<u>Investment Limitations</u>
Negotiable and other certificates of deposit	\$ 3,725,718	63,670,000 (30%)
Checking accounts	(3,668,181)	
Local Agency Investment Fund (LAIF)	1,118,375	75,000,000
CAMP	30,360,963	
Medium-term notes (corporate) (MTN-C)	54,597,488	63,670,000 (30%)
U.S. government agency	88,292,606	
Municipal securities	21,340,000	
Money market accounts	719,337	42,447,000 (20%)
Commercial paper	-	53,058,000 (25%)
Asset Backed Securities	12,551,866	42,447,000 (20%)
Supra-National Agency	3,195,000	63,670,000 (30%)
	<hr/>	
	\$ 212,233,171	

Return on investment:

Current month	<u><u>1.18%</u></u>
Year-to-date	<u><u>0.63%</u></u>
Prospective	<u><u>1.71%</u></u>
LAIF (year-to-date)	<u><u>1.29%</u></u>
Budget	<u><u>1.65%</u></u>

Fair market value disclosure for the quarter ended September 30, 2022 (District only):

	<u>Quarter-to-date</u>	<u>Year-to-date</u>
Difference between fair value of investments and amortized cost (balance sheet effect)	N/A	(12,108,485)
Change in unrealized gain (loss) on investments (income statement effect)	\$ (3,804,365)	(3,804,365)

**KAWEAH DELTA HEALTH CARE DISTRICT
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Investment summary of CDs:

Credit Suisse Ag CD	\$ 665,000
Torrey Pines Bank	3,060,718
	<u>\$ 3,725,718</u>

Investment summary of asset backed securities:

American Honda Mtn	\$ 190,000
BMW Vehicle Owner	74,105
BMW Auto Leasing LLC	145,454
BMW US Cap LLC	340,000
Capital One Multi	2,390,000
Capital One Prime	265,000
Carmax Auto Owner	3,631,928
FHLMC	10,612
GM Fin Atmbl Lease	1,365,000
Gm Fin Auto Lease	474,108
Gm Financial	100,000
Honda Auto	247,297
Honda Auto Rec Own	1,480,000
Hyundai Auto	323,340
John Deere Owner	685,000
Kubota Credit	360,000
Nissann Auto Lease	71,591
Toyota Auto Recvs	163,430
Toyota Lease Owner	235,000
	<u>\$ 12,551,866</u>

KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
September 30, 2022

Investment summary of medium-term notes (corporate):

Abbott Laboratories	\$ 195,000
Adobe Inc	\$ 220,000
Amazon Com Inc	2,070,000
American Express Co	1,330,000
American Express Cr	1,750,000
American Honda Mtn	615,000
Apple, Inc	655,000
Astrazeneca LP	565,000
Bank of America	545,000
Bank of NY	575,000
Bank of NY Mtn	1,615,000
Bk of America	1,300,000
Branch Banking Trust	1,300,000
Bristol Myers Squibb	280,000
Caterpillar Finl Mtn	2,170,000
Citigroup Inc	885,000
Colgate Palmolive	140,000
Comcast Corp	395,000
Deere John Mtn	855,000
Discover Card Exe	2,550,000
Emerson Electric Co	265,000
Exxon Mobil	1,320,000
Ford Credit	1,750,000
General Dynamics	395,000
Goldman Sachs	930,000
Home Depot Inc	285,000
Honeywell	730,000
HSBC USA Inc	415,000
IBM Corp	640,000
Intel corp	420,000
Intercontinental	725,000
John Deere Mtn	1,025,000
JP Morgan	3,125,000
Lockheed Martin	203,000
Merck Co Inc.	405,000
Morgan Stanley	1,265,000
National Rural	1,400,000
National Rural Mtn	125,000
Nestle Holdings	640,000
Nike Inc	215,000
Nissan Auto	59,116
Northern Tr Corp Sr	1,050,000
Novartis Capital	425,000
Paccar Financial Mtn	1,350,000
PNC Financial	610,000
Procter Gamble Co	1,300,000
Roche Holding Inc	730,000
Schwab Charles	1,715,000
State Street Corp	1,420,000
Target Corp	1,230,000
Toyota Motor	2,370,000
Truist Financial Mtn	515,000
Unilever Capital	300,000
Unitedhealth Group	85,000
US Bancorp	415,000
US Bank NA	1,400,000
Verizon	730,000
Verizon Owner	400,372
Walmart INC	625,000
Walt Disney Co	780,000
Wells Fargo co	800,000
	<u>\$ 54,597,488</u>

Investment summary of U.S. government agency:

Federal National Mortgage Association (FNMA)	\$ 10,425,191
Federal Home Loan Bank (FHLB)	2,575,000
Federal Home Loan Mortgage Corp (FHLMC)	6,512,415
US Treasury Bill	68,780,000
	<u>\$ 88,292,606</u>

**KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
September 30, 2022**

Investment summary of municipal securities:

Arizona ST	\$ 675,000
Alameda Cnty Ca	\$ 500,000
Anaheim Ca Pub	1,000,000
Bay Area Toll	250,000
Carson Ca Redev Ag	300,000
Chaffey Ca	265,000
Connecticut ST	550,000
Desert Sands Ca	315,000
El Segundo Ca	510,000
Florida ST	600,000
Foothill Ca	850,000
Los Angeles Ca	605,000
Los Angeles Calif Ca	1,500,000
Louisiana ST	500,000
Maryland ST	355,000
Massachusetts St	1,000,000
Mississippi ST	300,000
New York ST	585,000
Orange Ca	500,000
Palomar Ca	700,000
Port Auth NY	245,000
San Diego Ca Community	245,000
San Diego County	300,000
San Jose Ca Ref	765,000
San Juan Ca	385,000
Santa Cruz Ca	400,000
Tamalpais Ca Union	675,000
Torrance Ca	1,450,000
University Ca	1,000,000
University Calif Ca	185,000
Upper Santa Clara	1,100,000
Wisconsin ST	2,730,000
	<u>\$ 21,340,000</u>

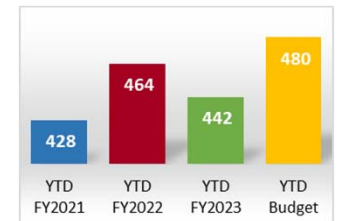
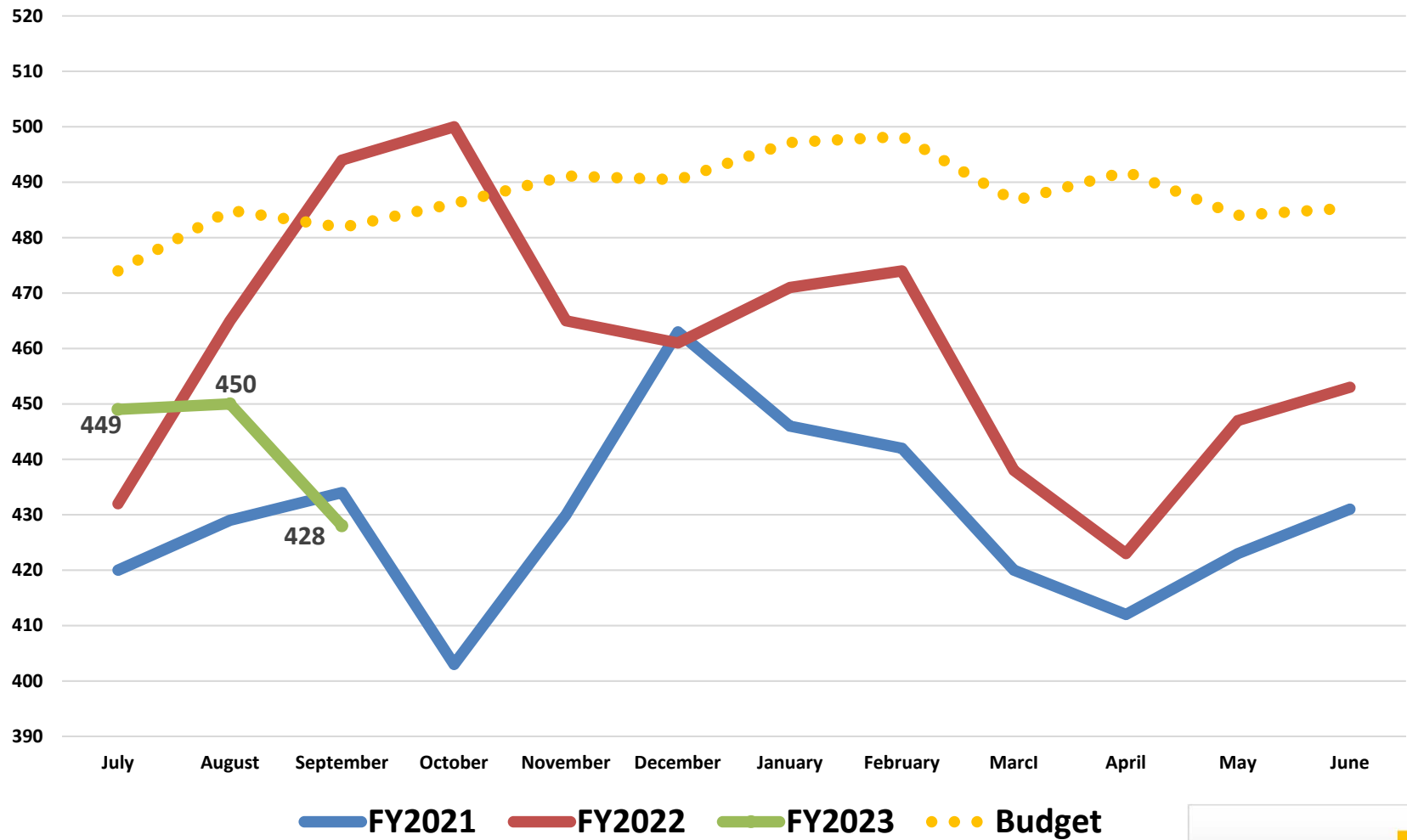
Investment summary of Supra-National Agency:

Cooperative	\$ 440,000
Inter Amer Bk	870,000
Intl Bk	1,885,000
	<u>\$ 3,195,000</u>

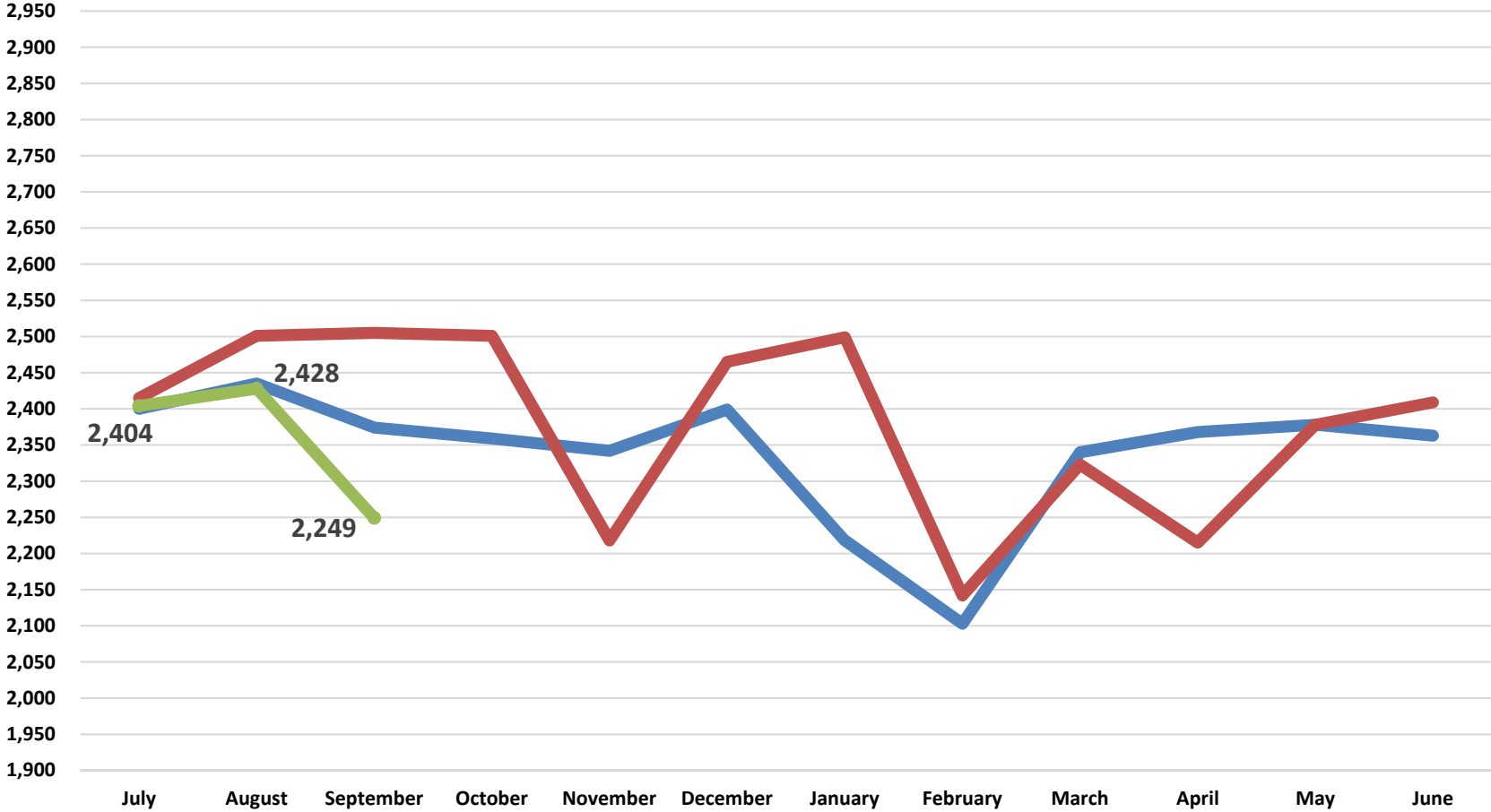
Statistical Report

October 2022

Average Daily Census



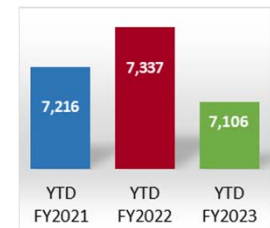
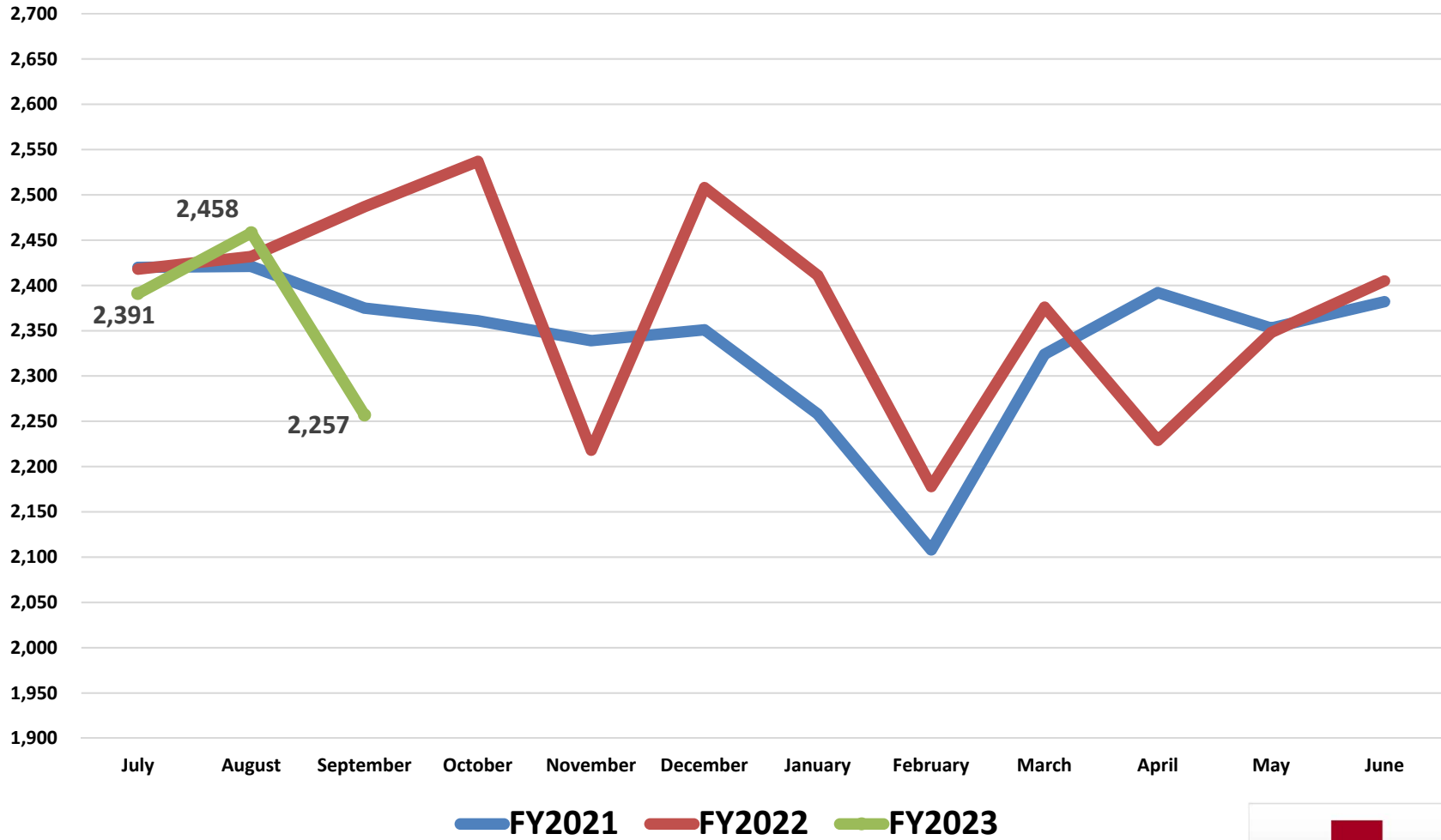
Admissions



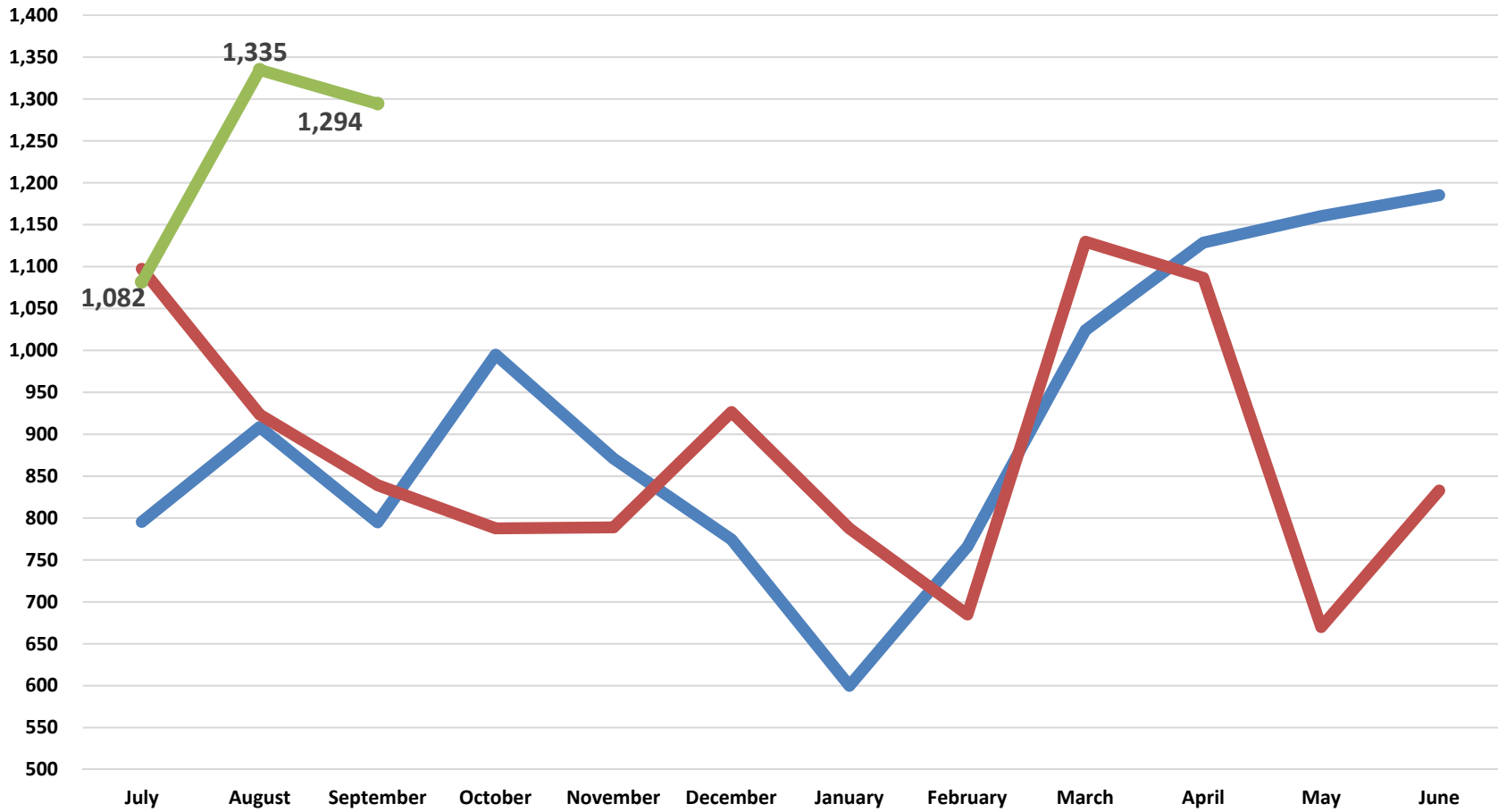
— FY2021 — FY2022 — FY2023



Discharges



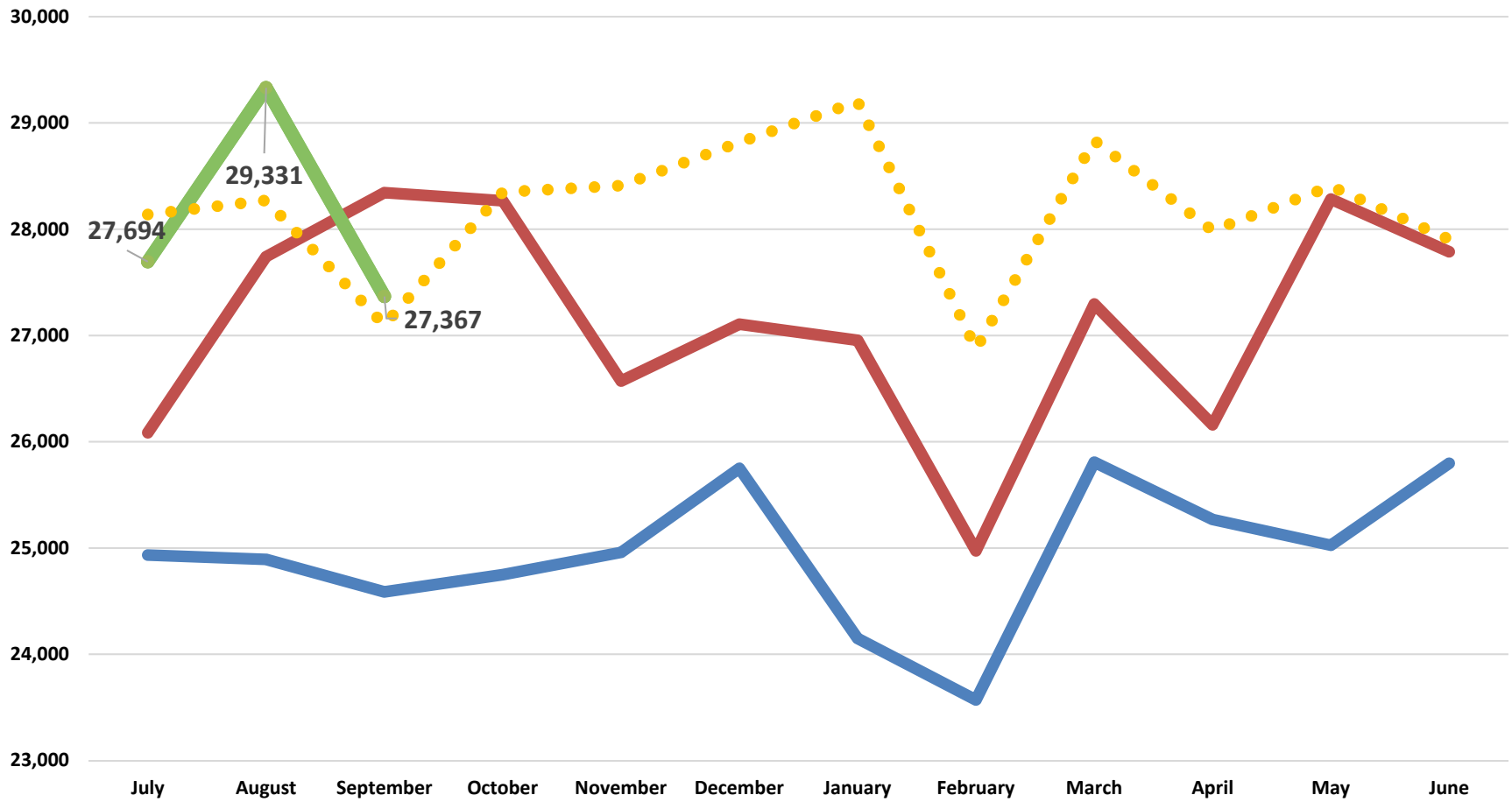
Observation Days



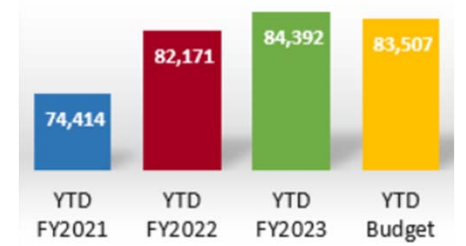
— FY2021 — FY2022 — FY2023



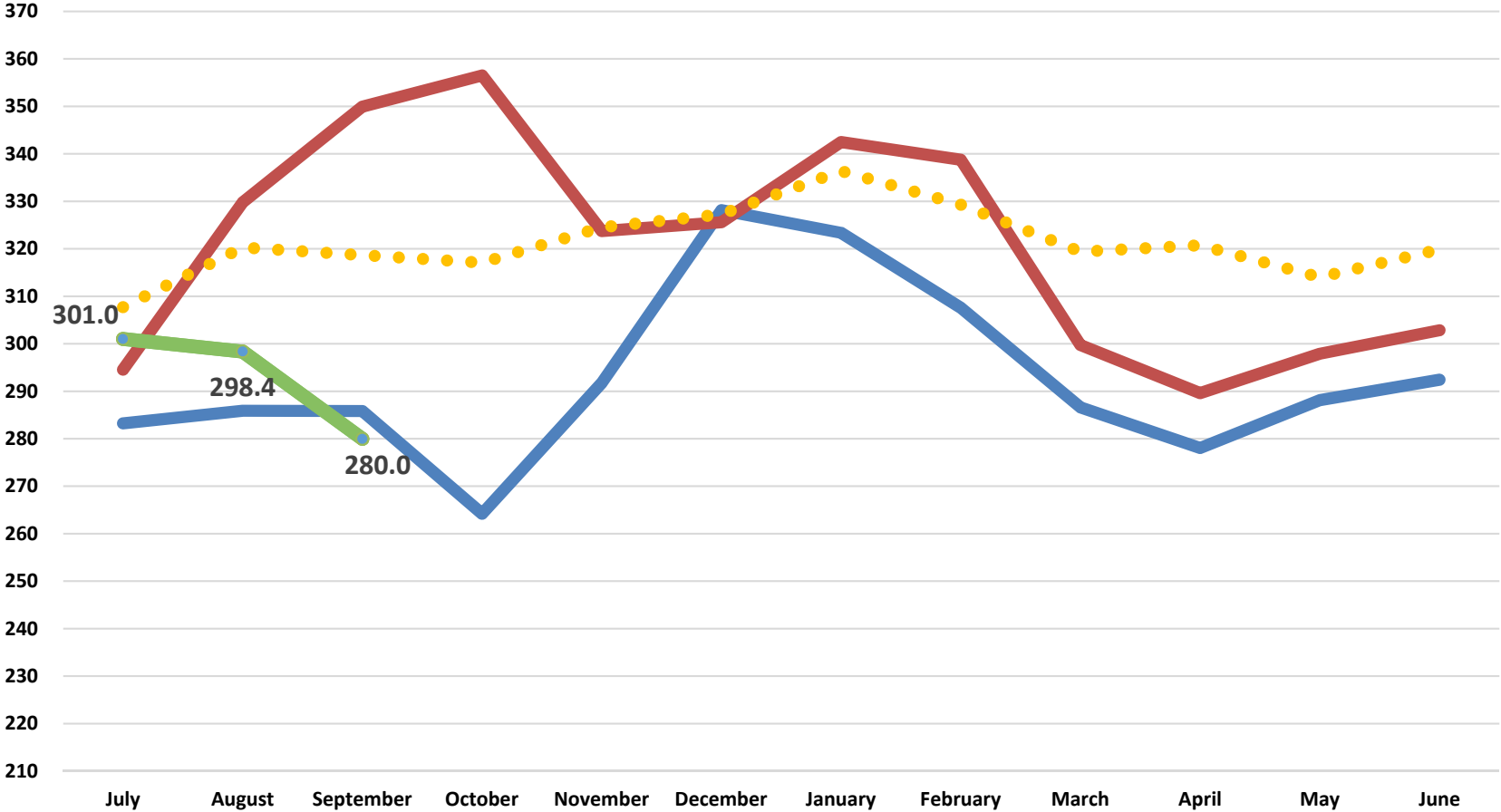
Adjusted Patient Days



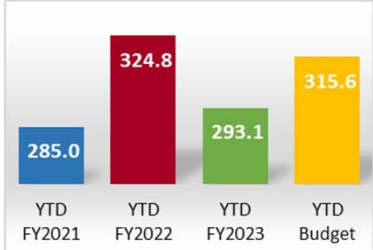
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



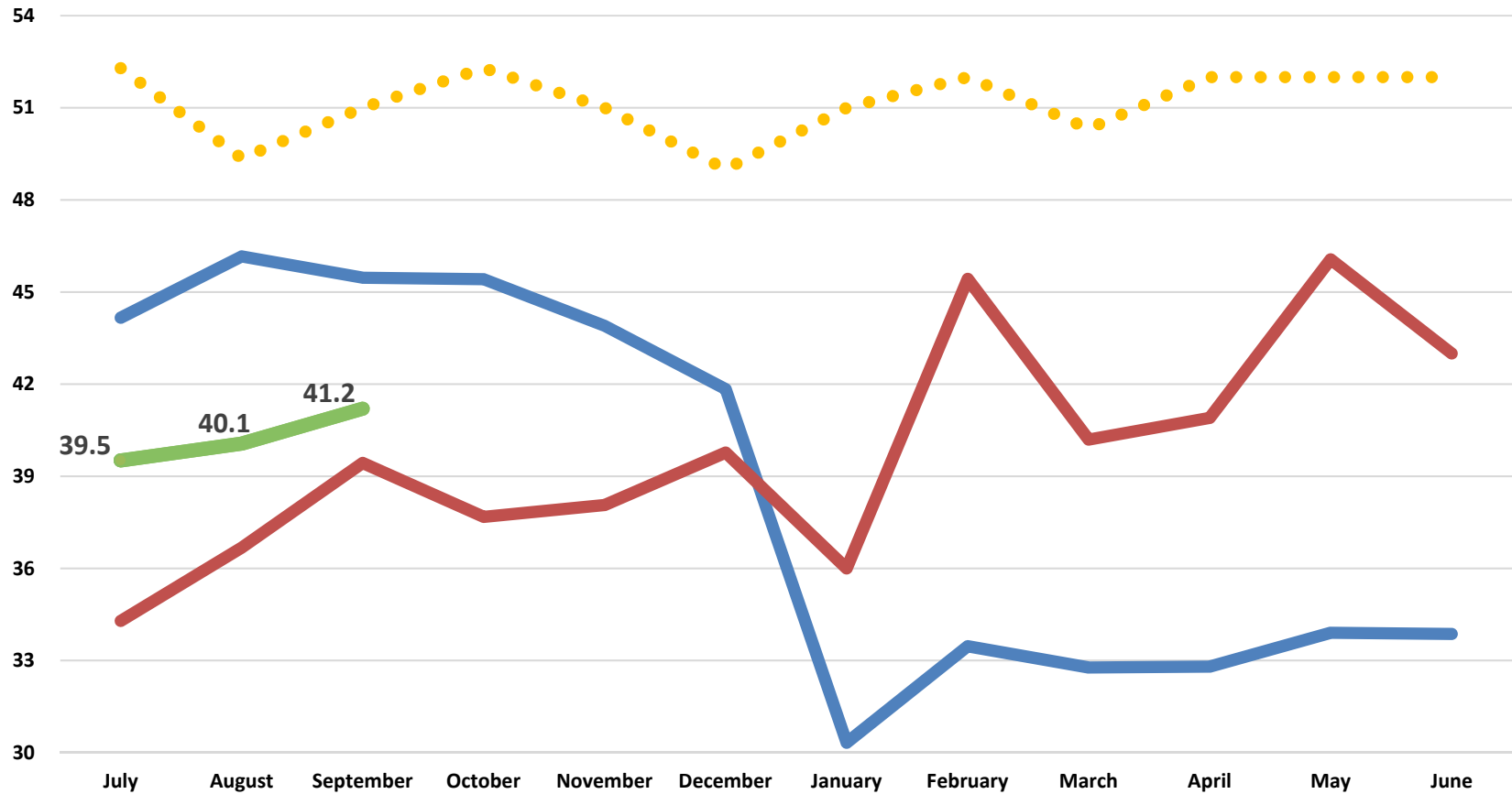
Medical Center – Avg. Patients Per Day



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



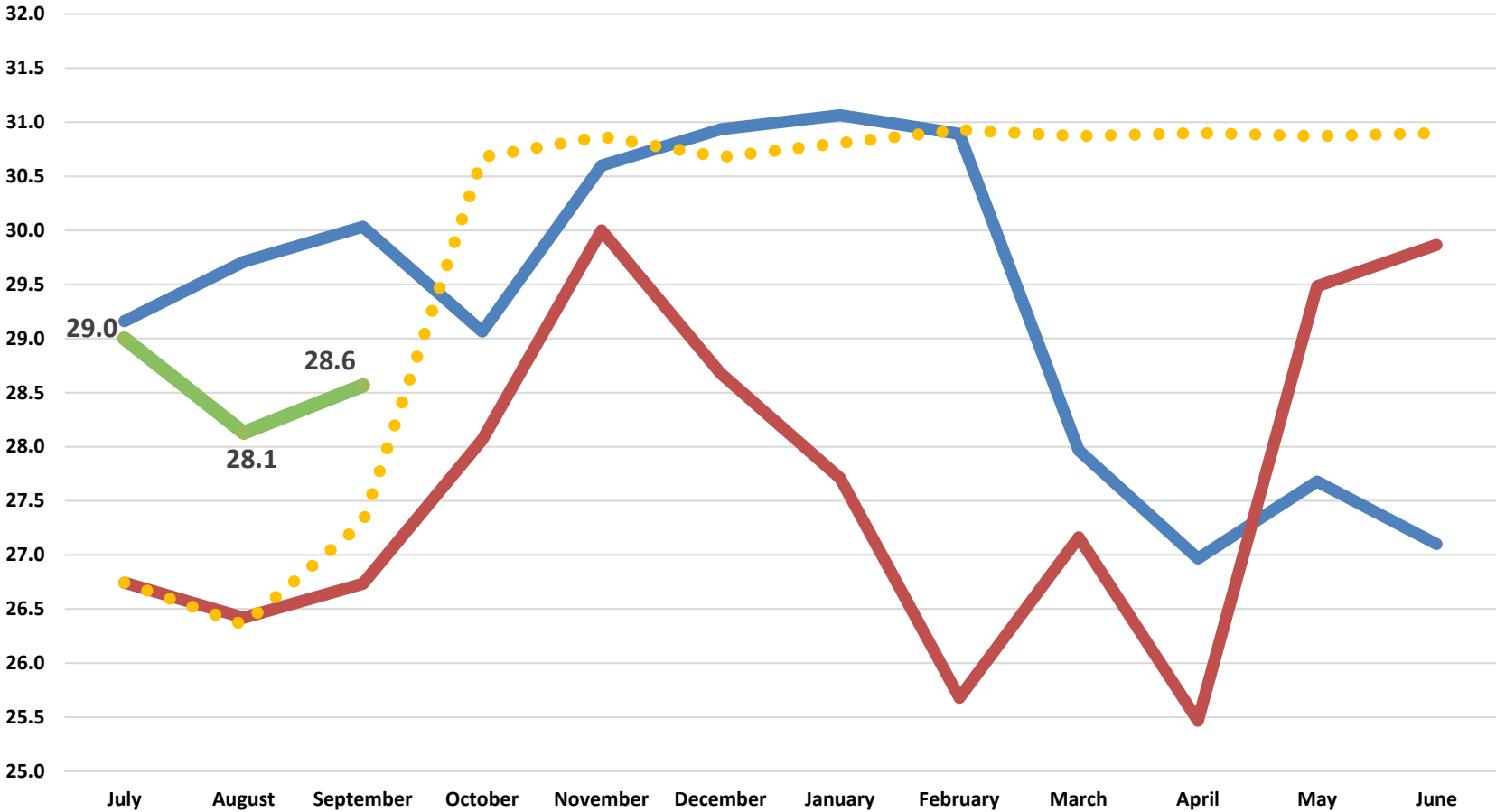
Acute I/P Psych - Avg. Patients Per Day



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



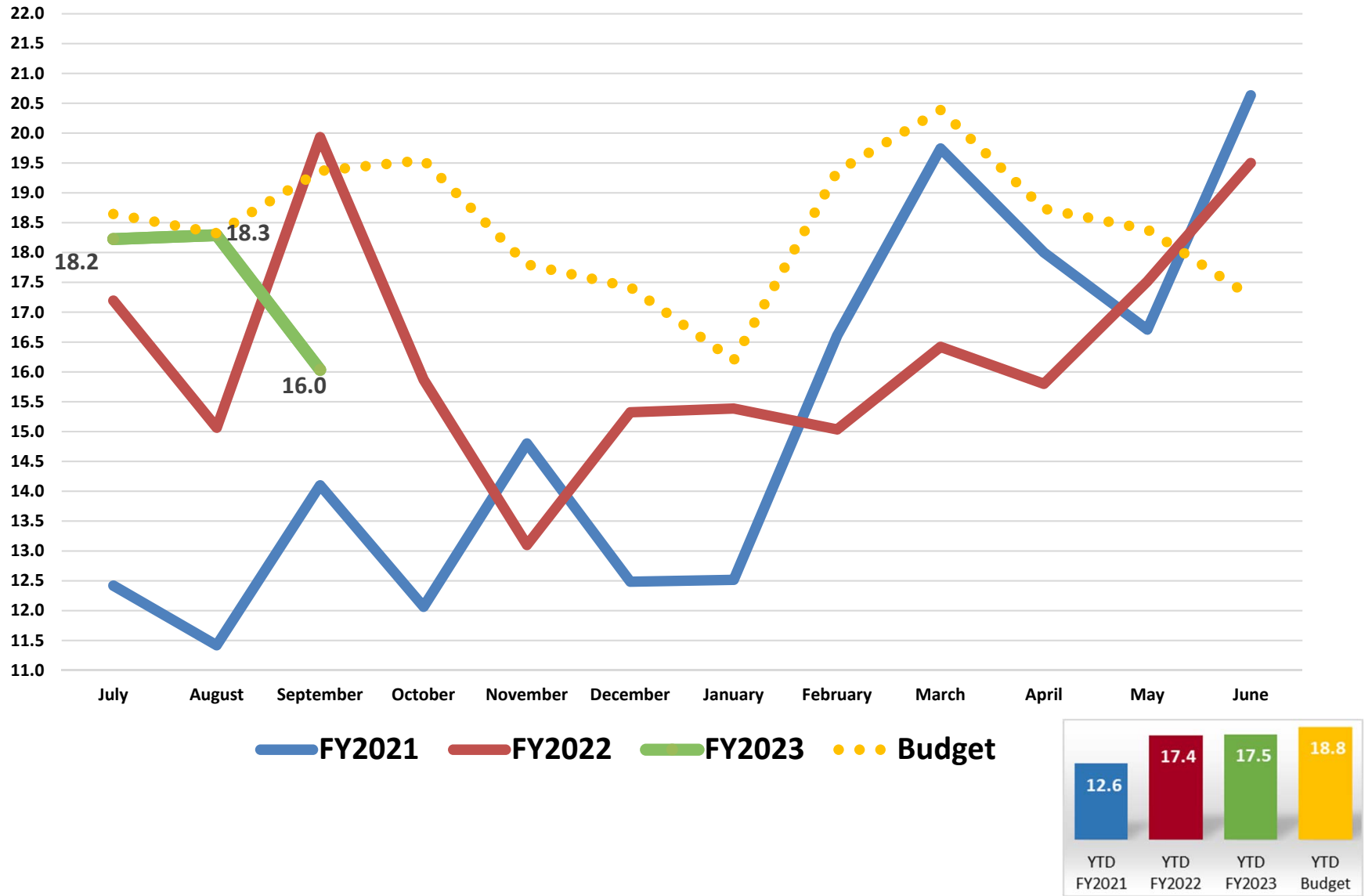
Sub-Acute - Avg. Patients Per Day



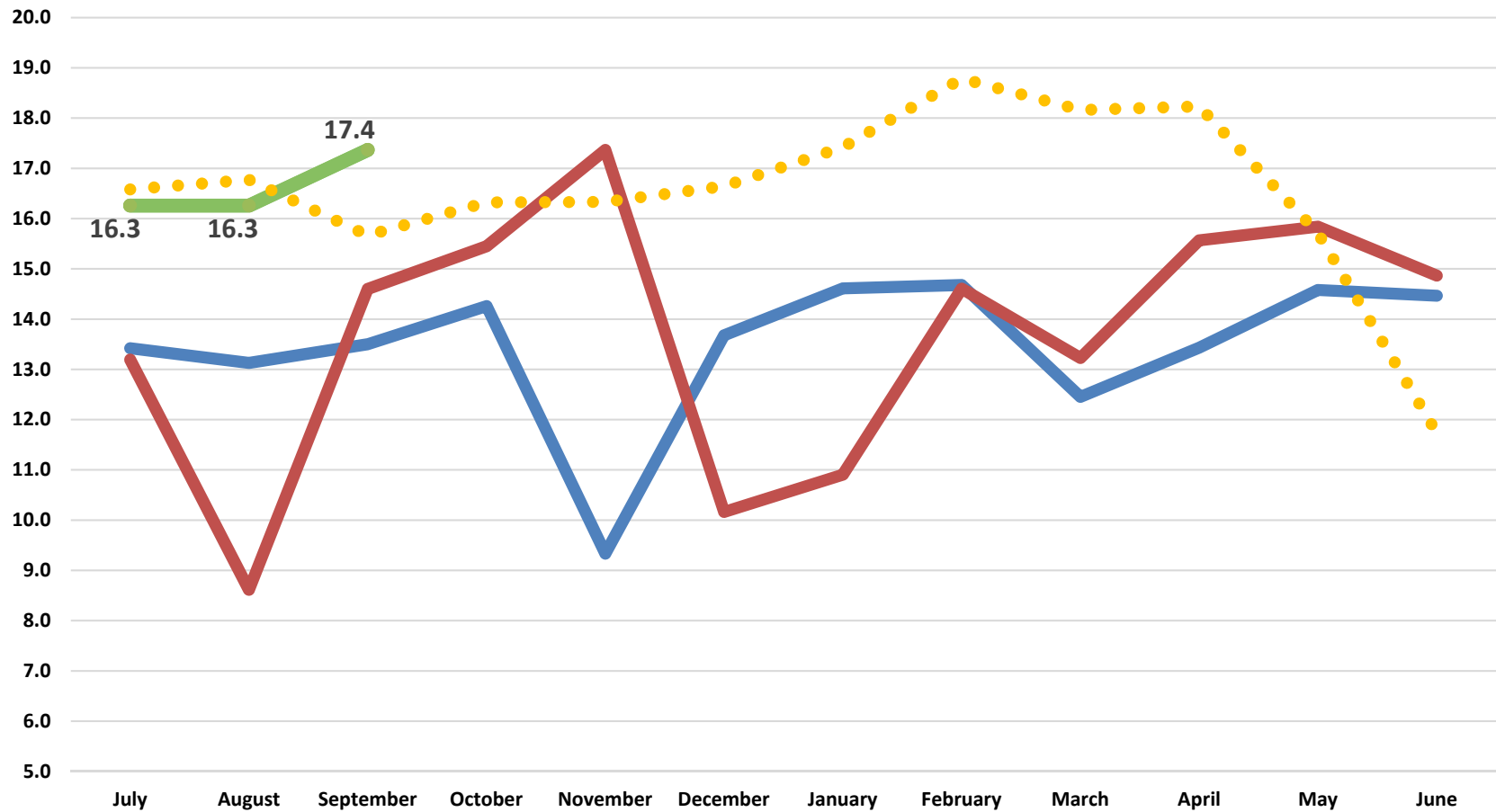
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



Rehabilitation Hospital - Avg. Patients Per Day



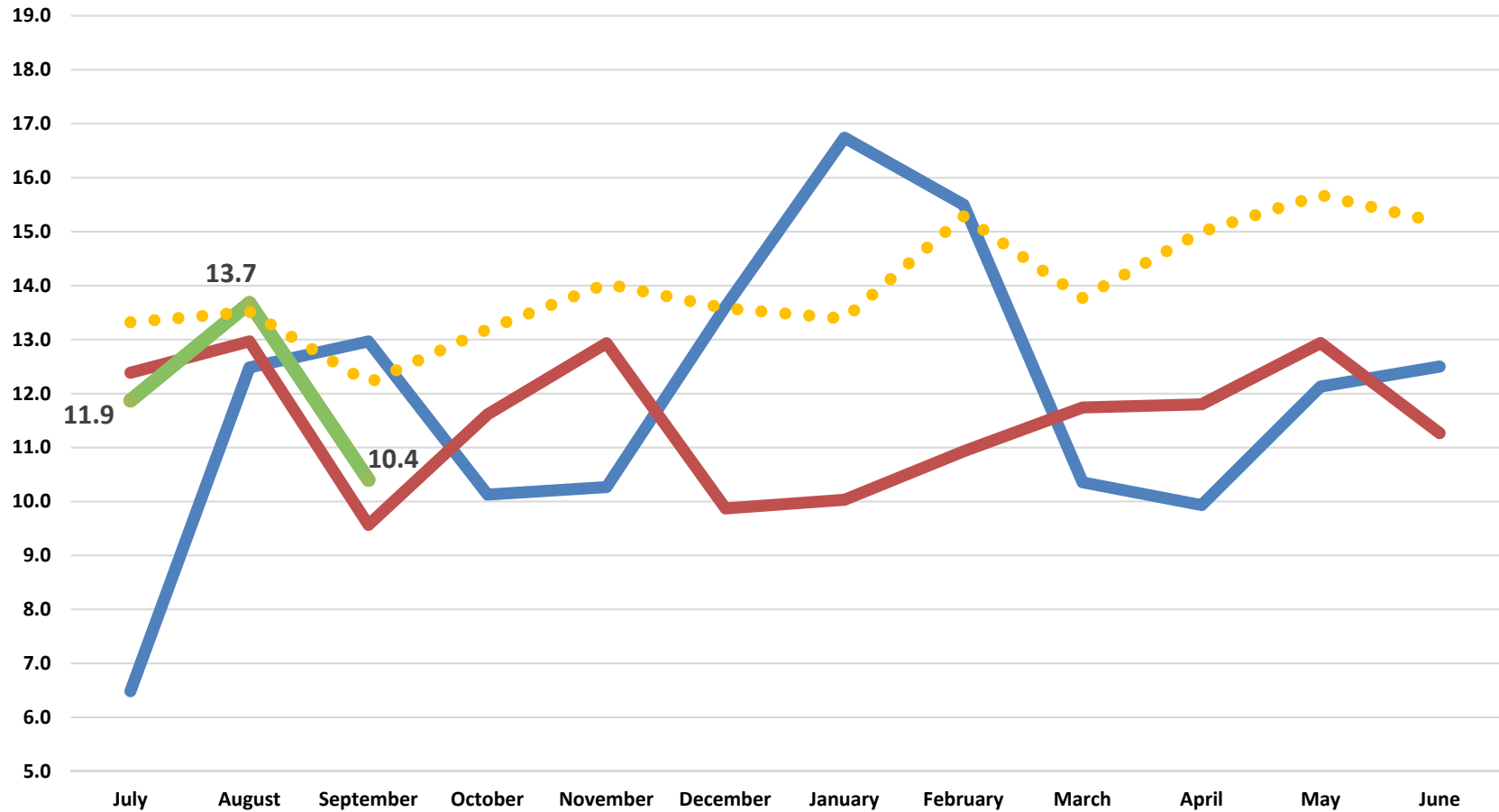
Transitional Care Services (TCS) - Avg. Patients Per Day



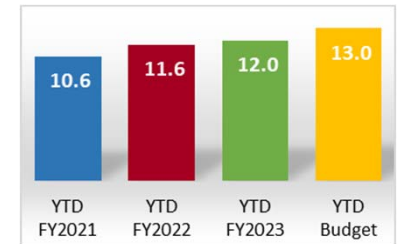
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



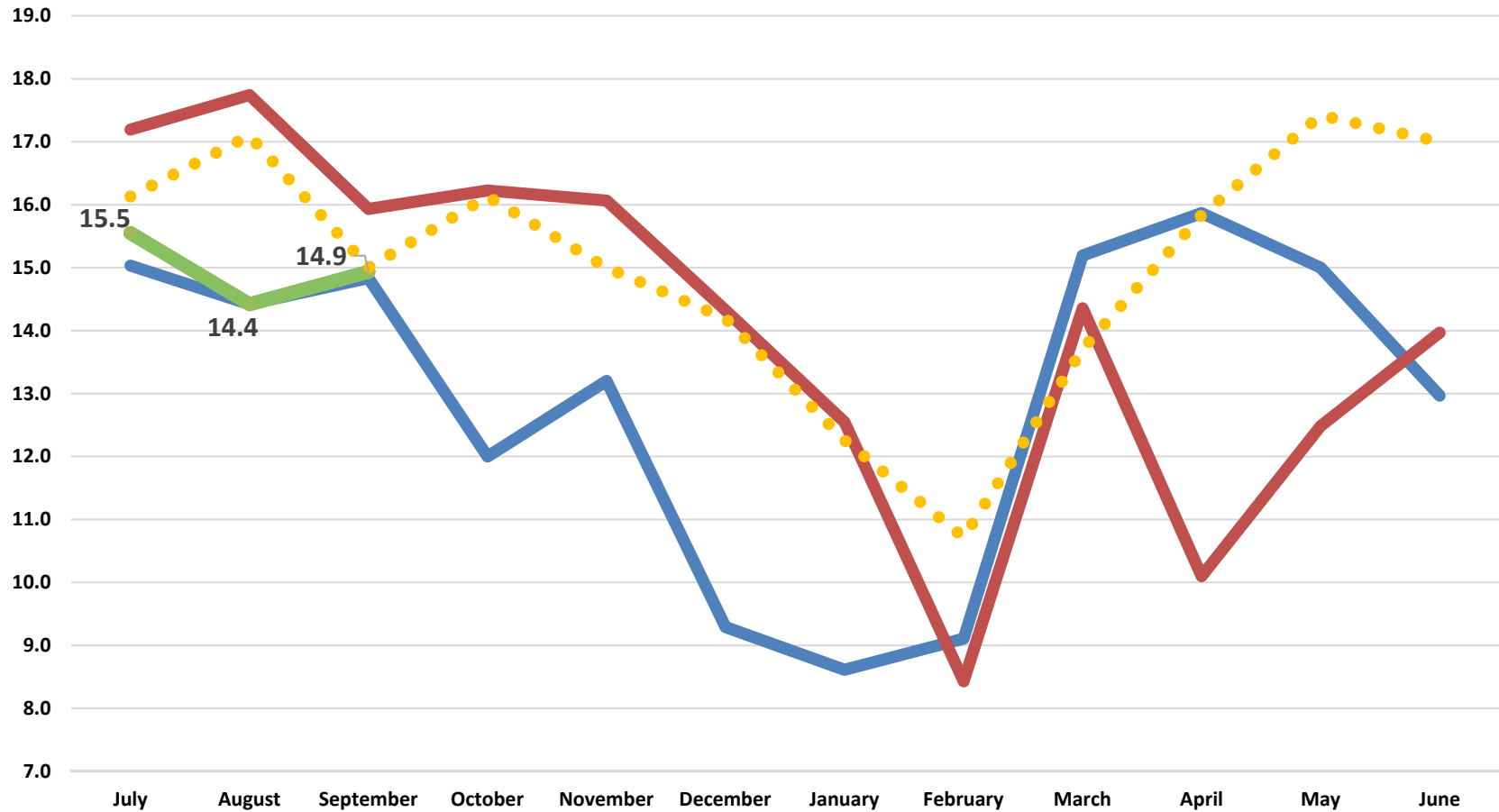
TCS Ortho - Avg. Patients Per Day



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



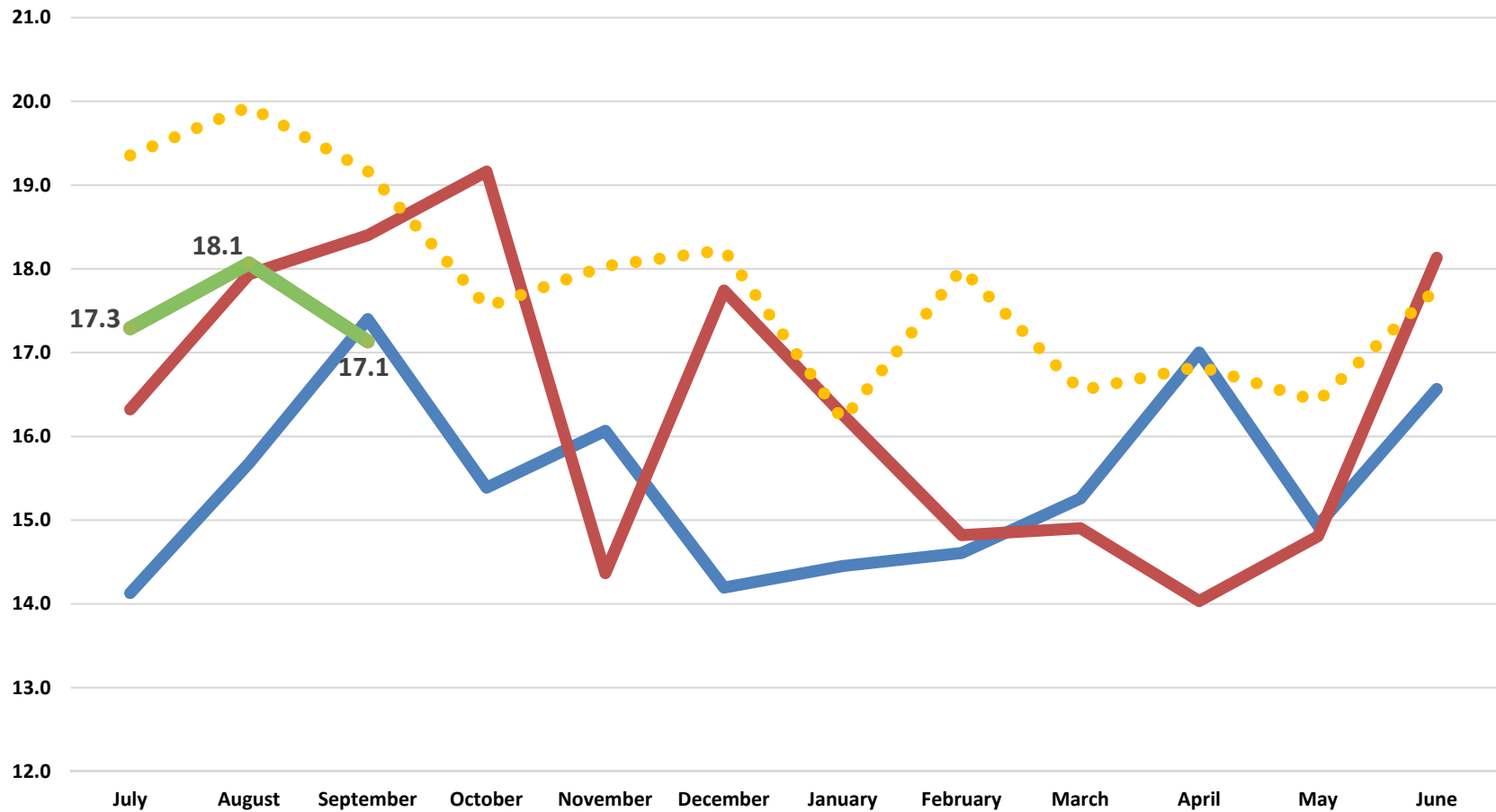
NICU - Avg. Patients Per Day



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



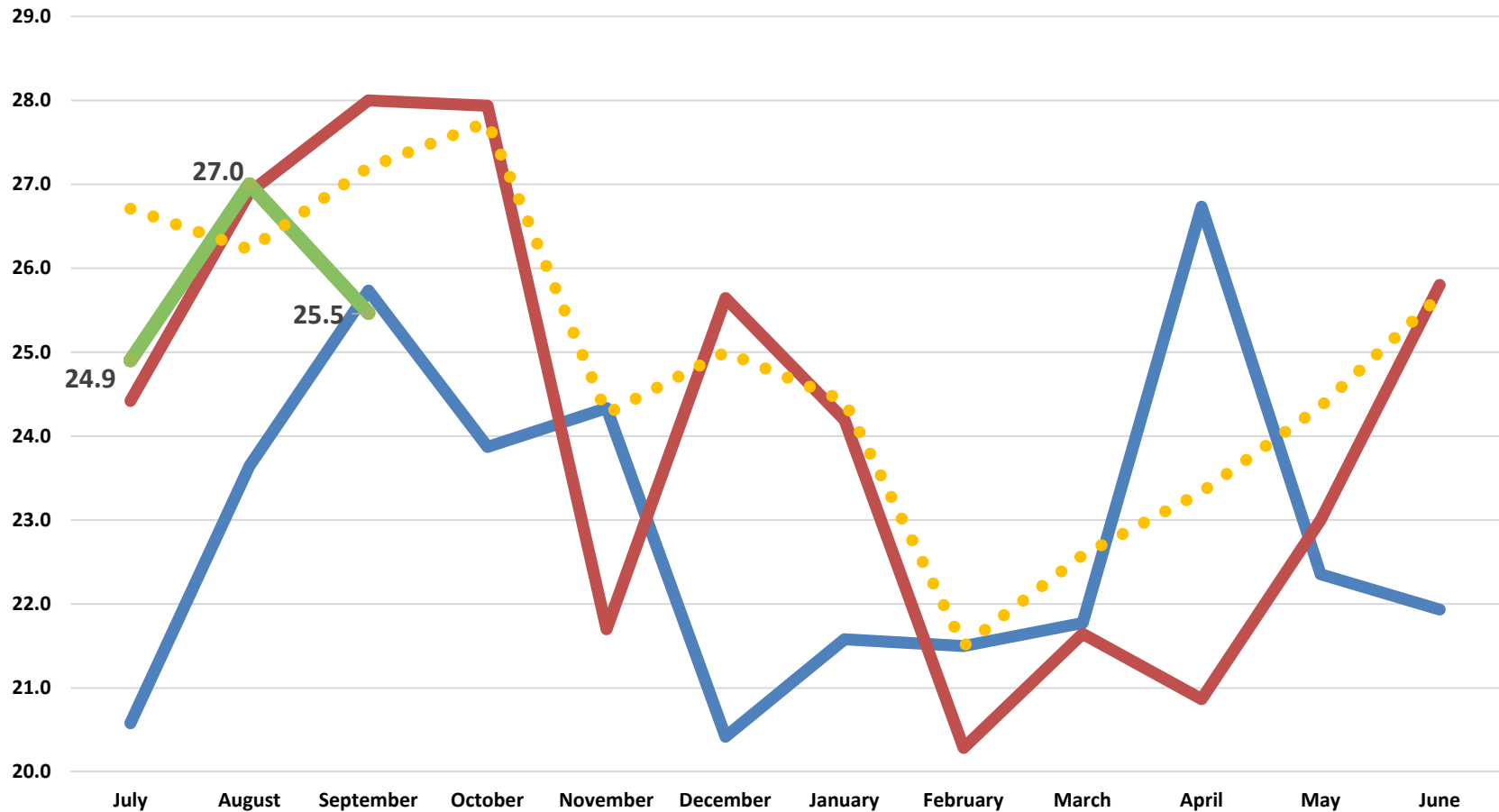
Nursery - Avg. Patients Per Day



— FY2021
 — FY2022
 — FY2023
 ••• Budget



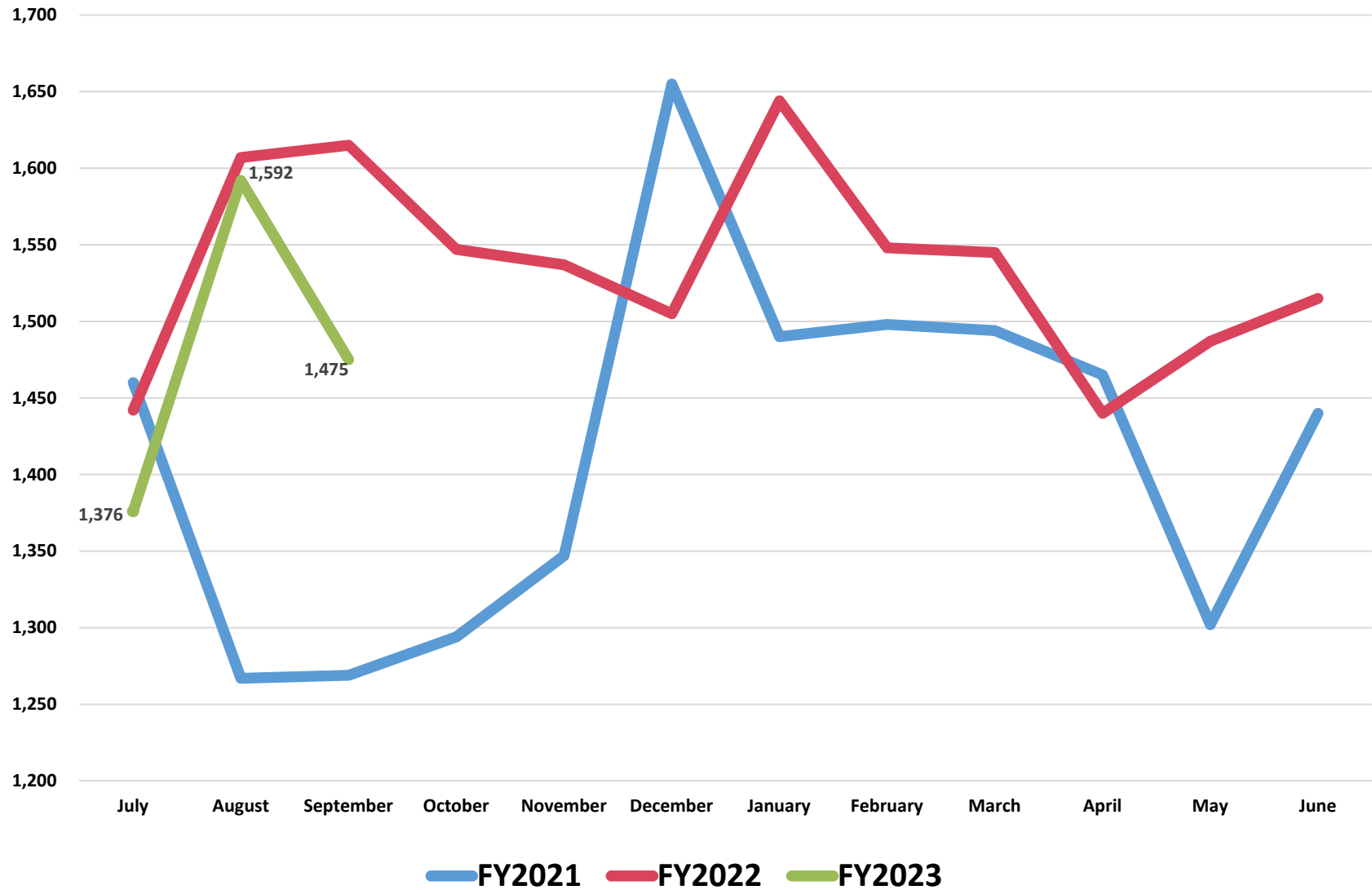
Obstetrics - Avg. Patients Per Day



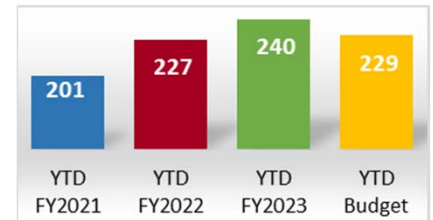
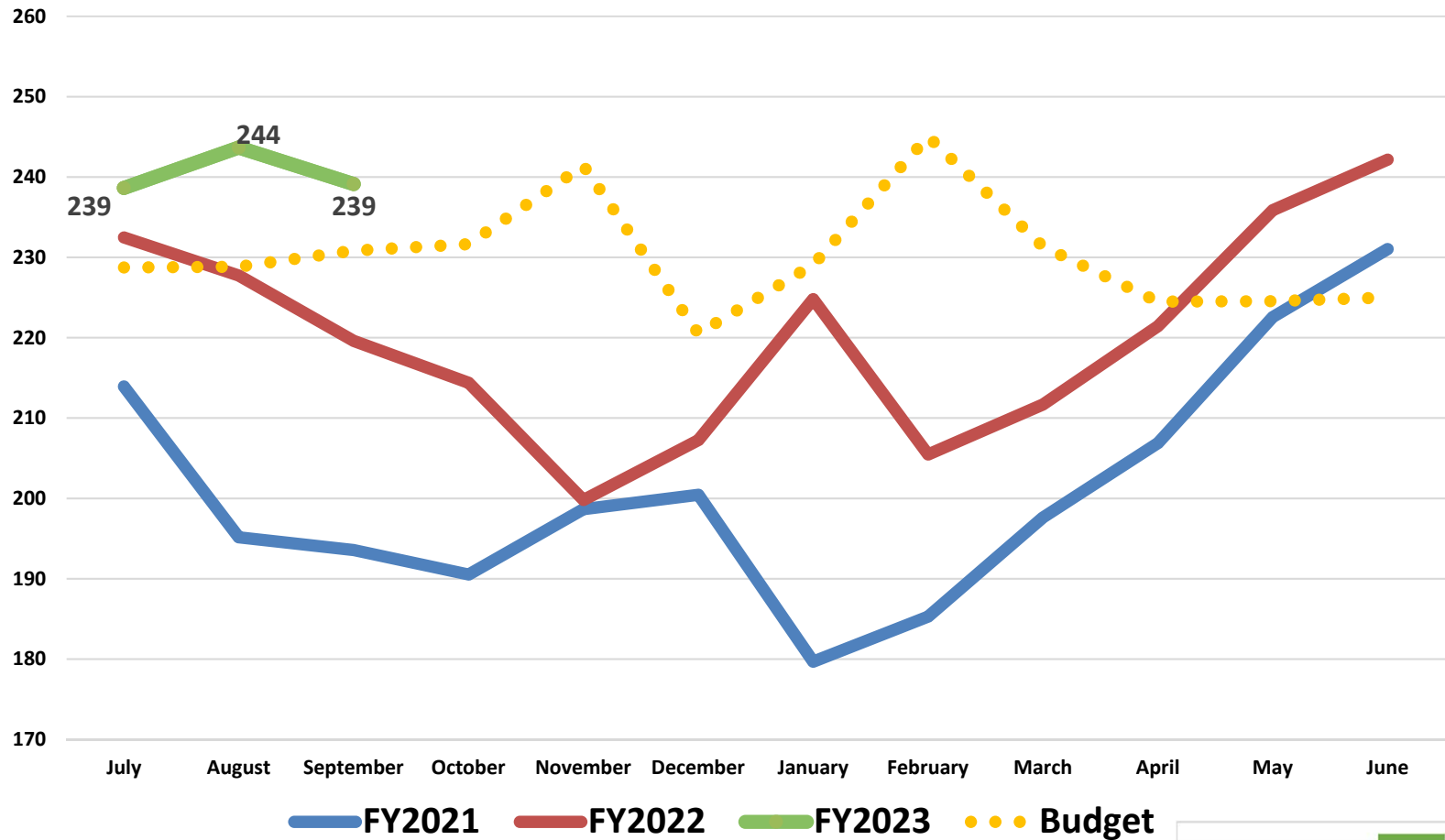
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



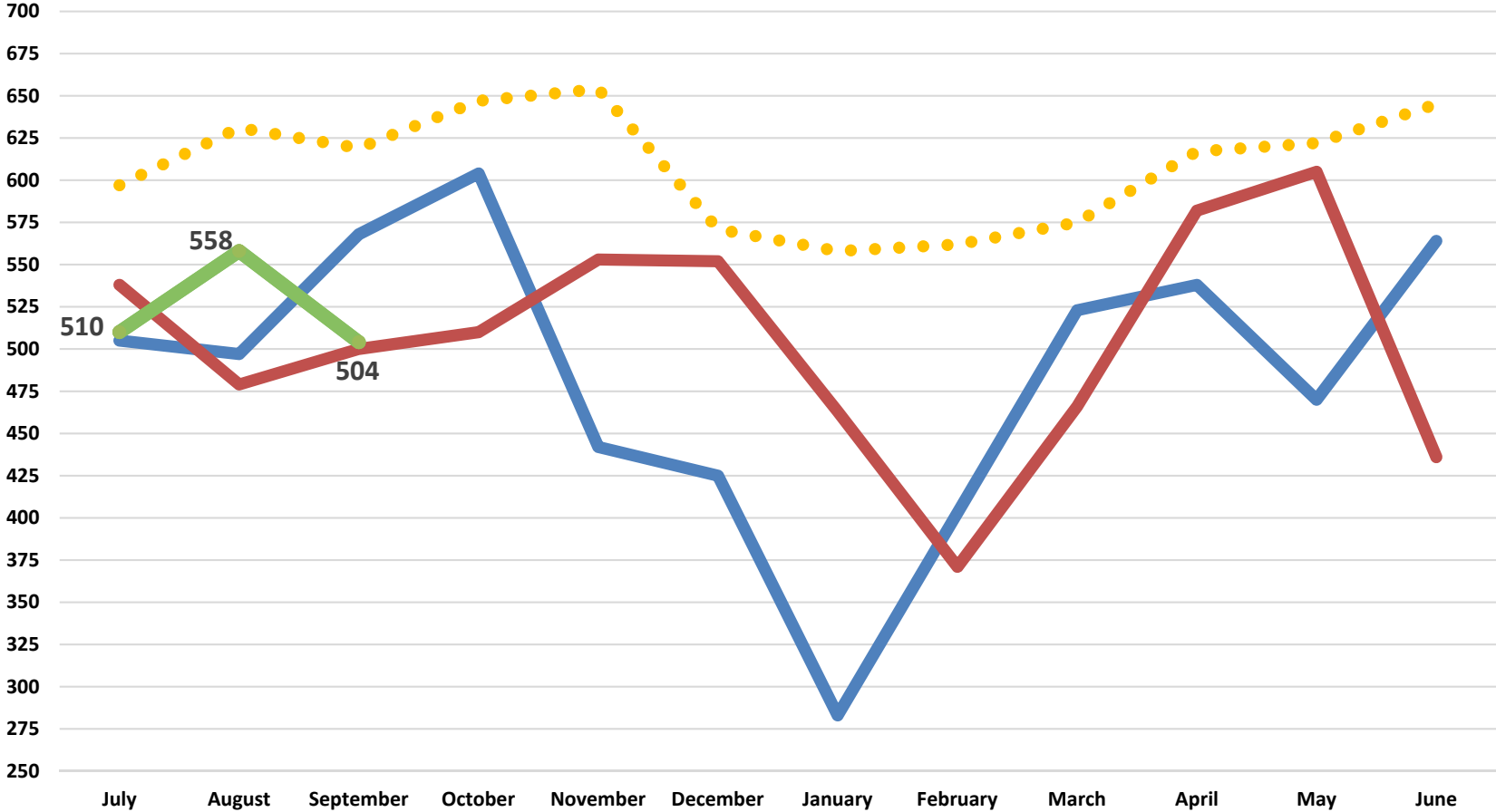
Outpatient Registrations per Day



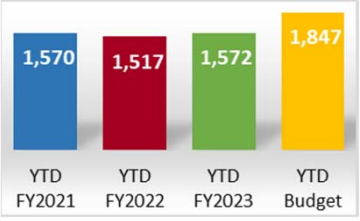
Emergency Dept – Avg Treated Per Day



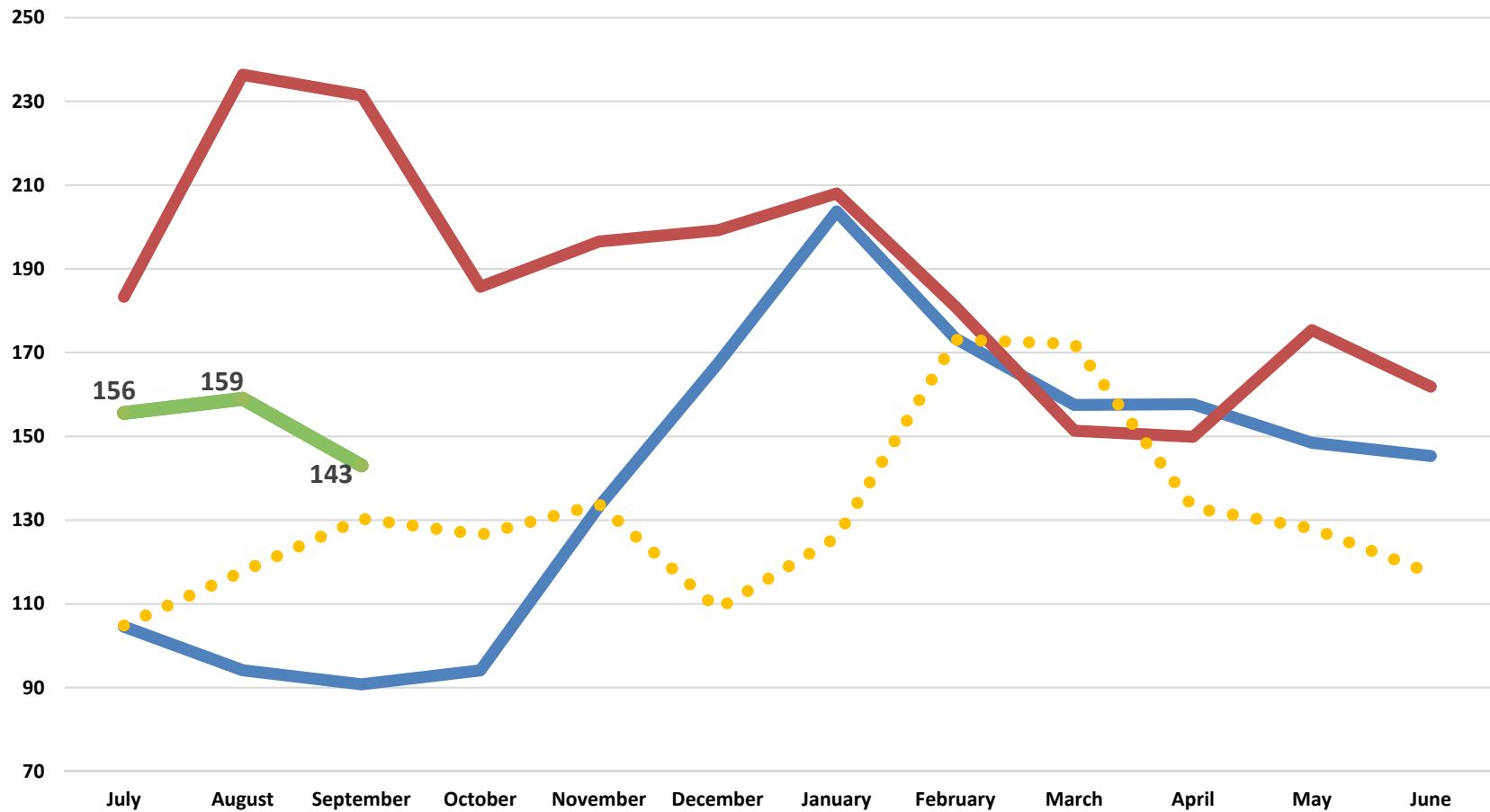
Endoscopy Procedures



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



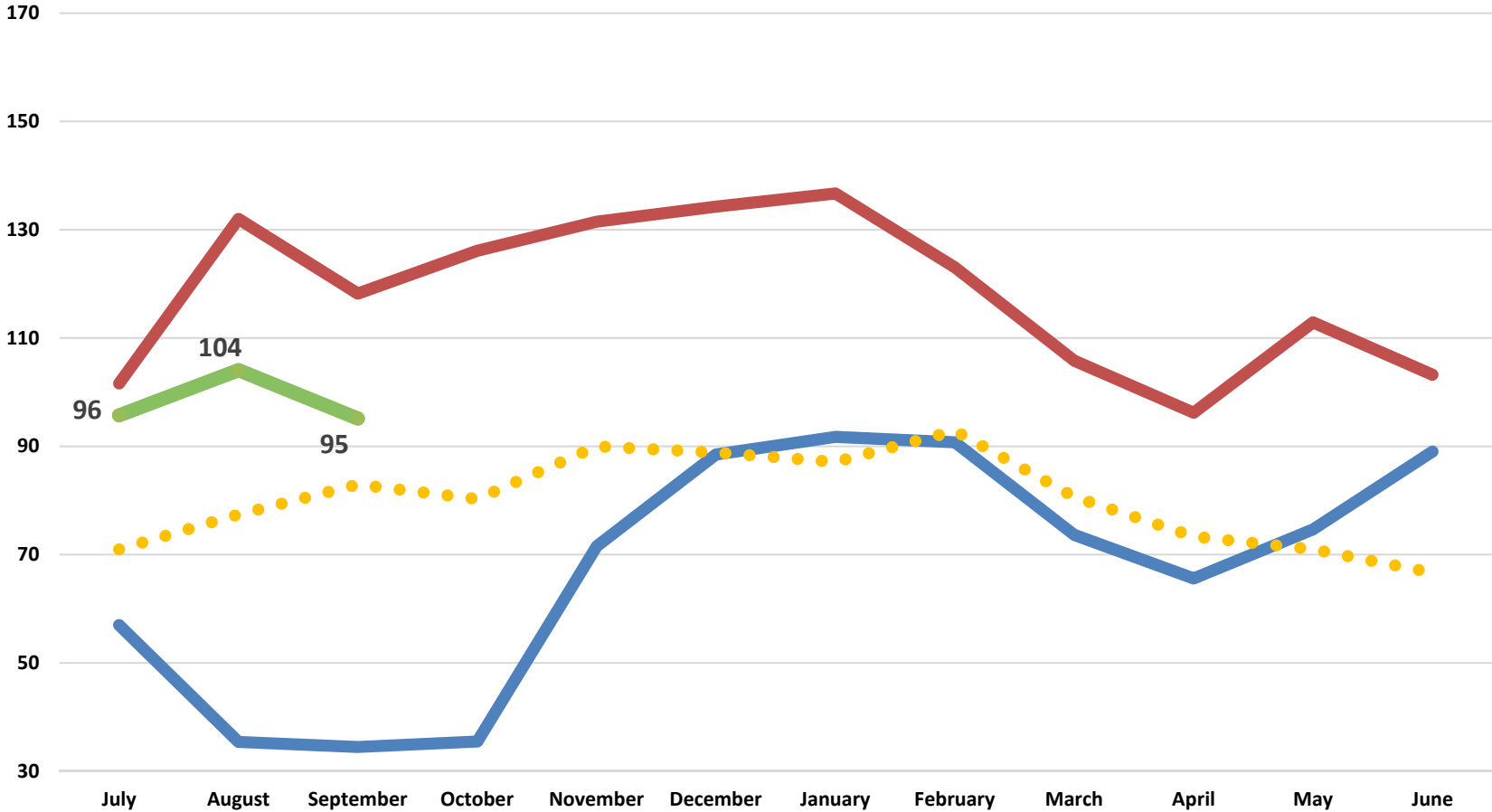
Urgent Care – Court Average Visits Per Day



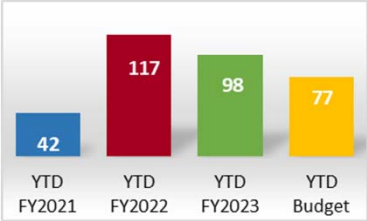
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



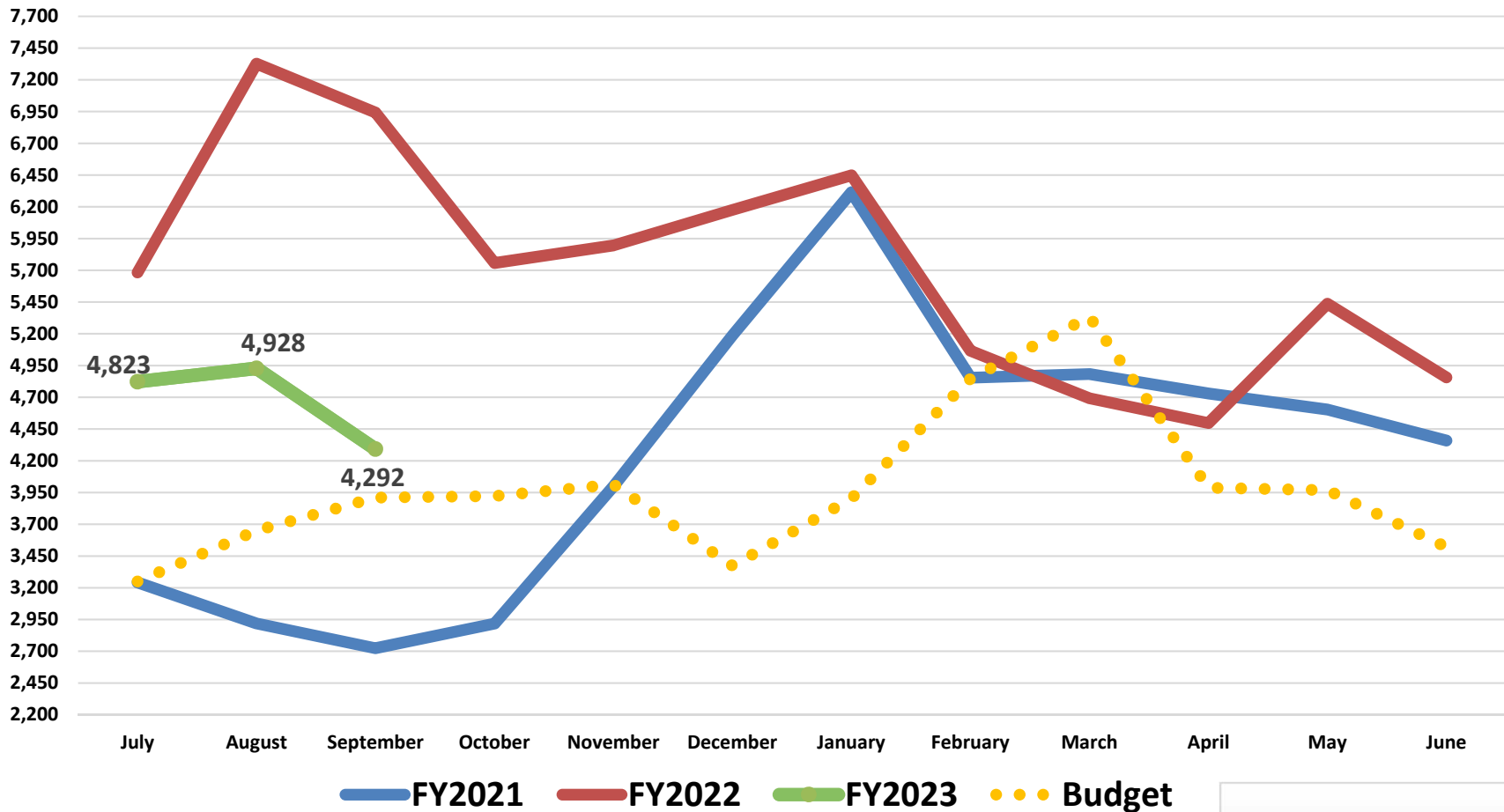
Urgent Care – Demaree Average Visits Per Day



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

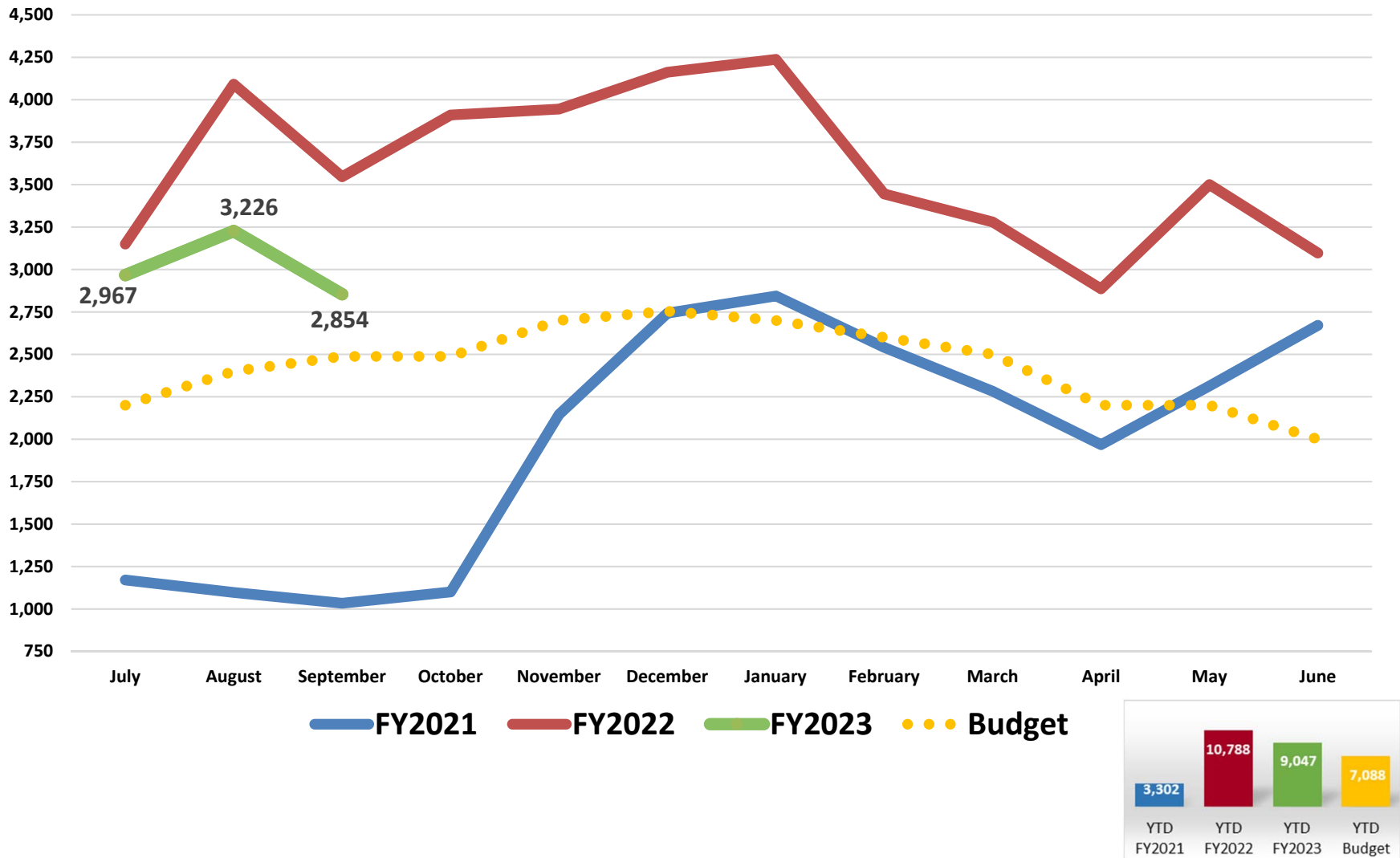


Urgent Care – Court Total Visits

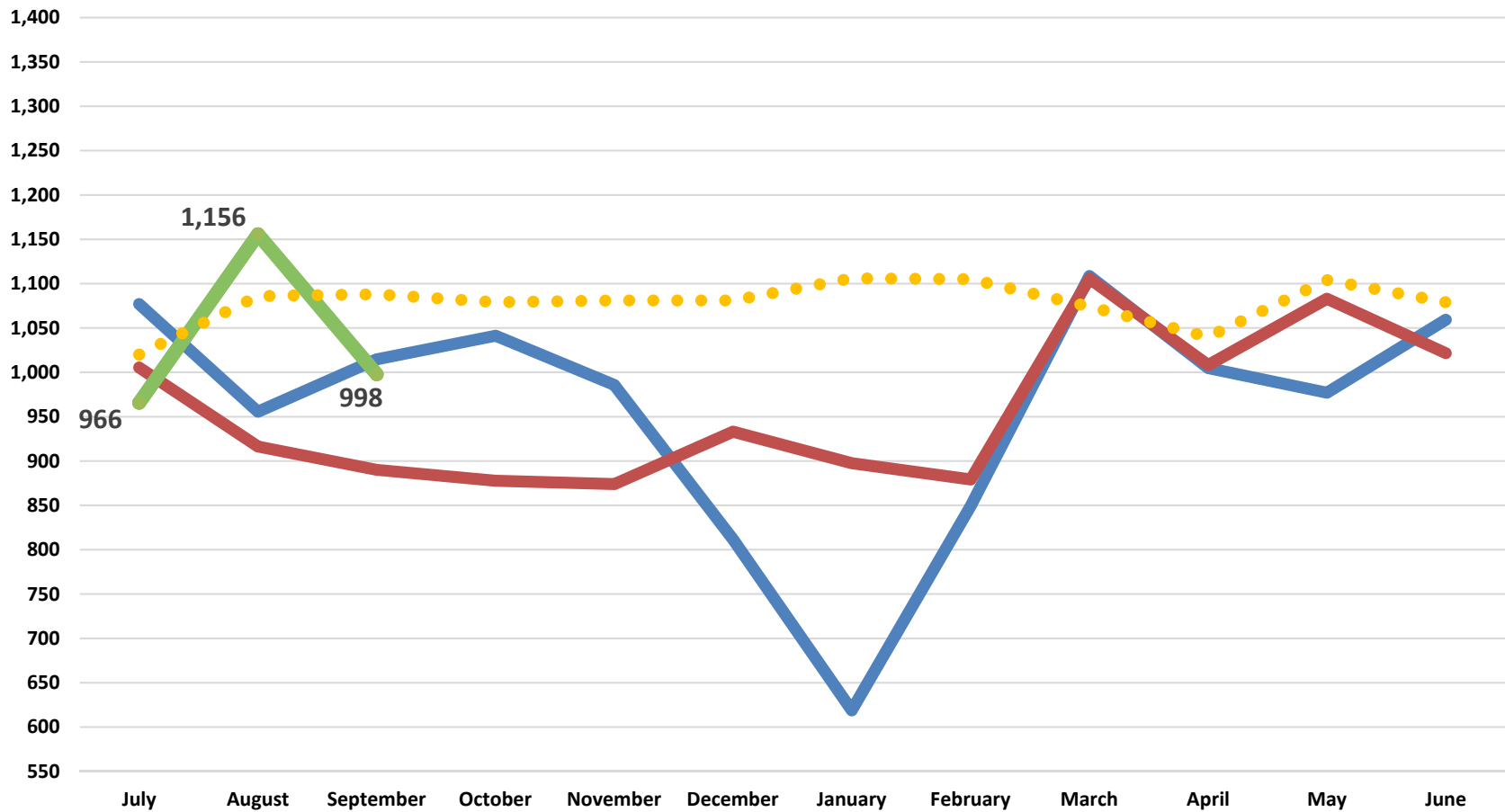


8,885	19,953	14,043	10,810
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

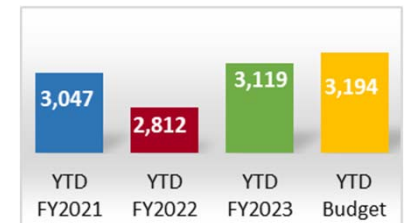
Urgent Care – Demaree Total Visits



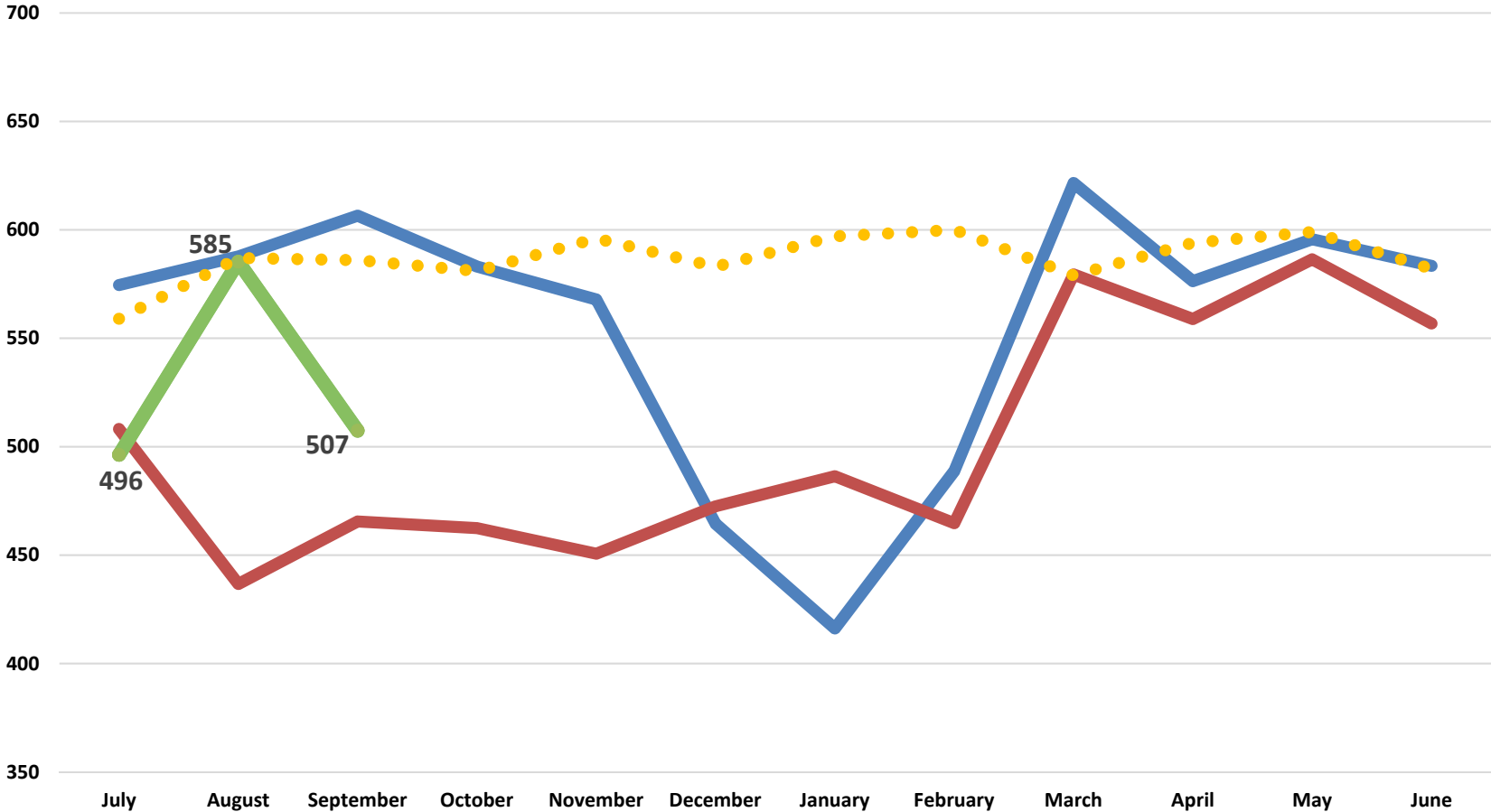
Surgery (IP & OP) – 100 Min Units



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



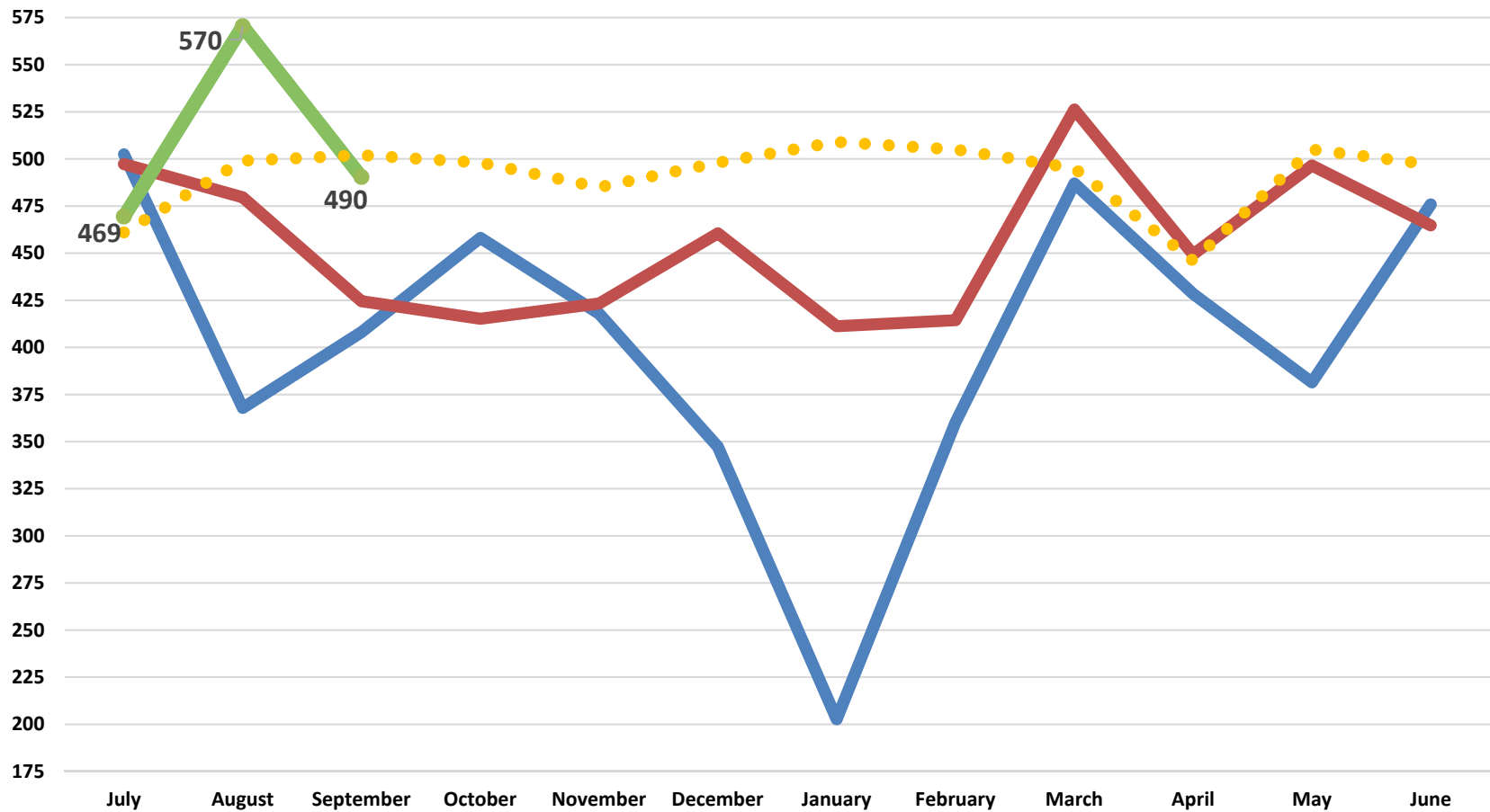
Surgery (IP Only) – 100 Min Units



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



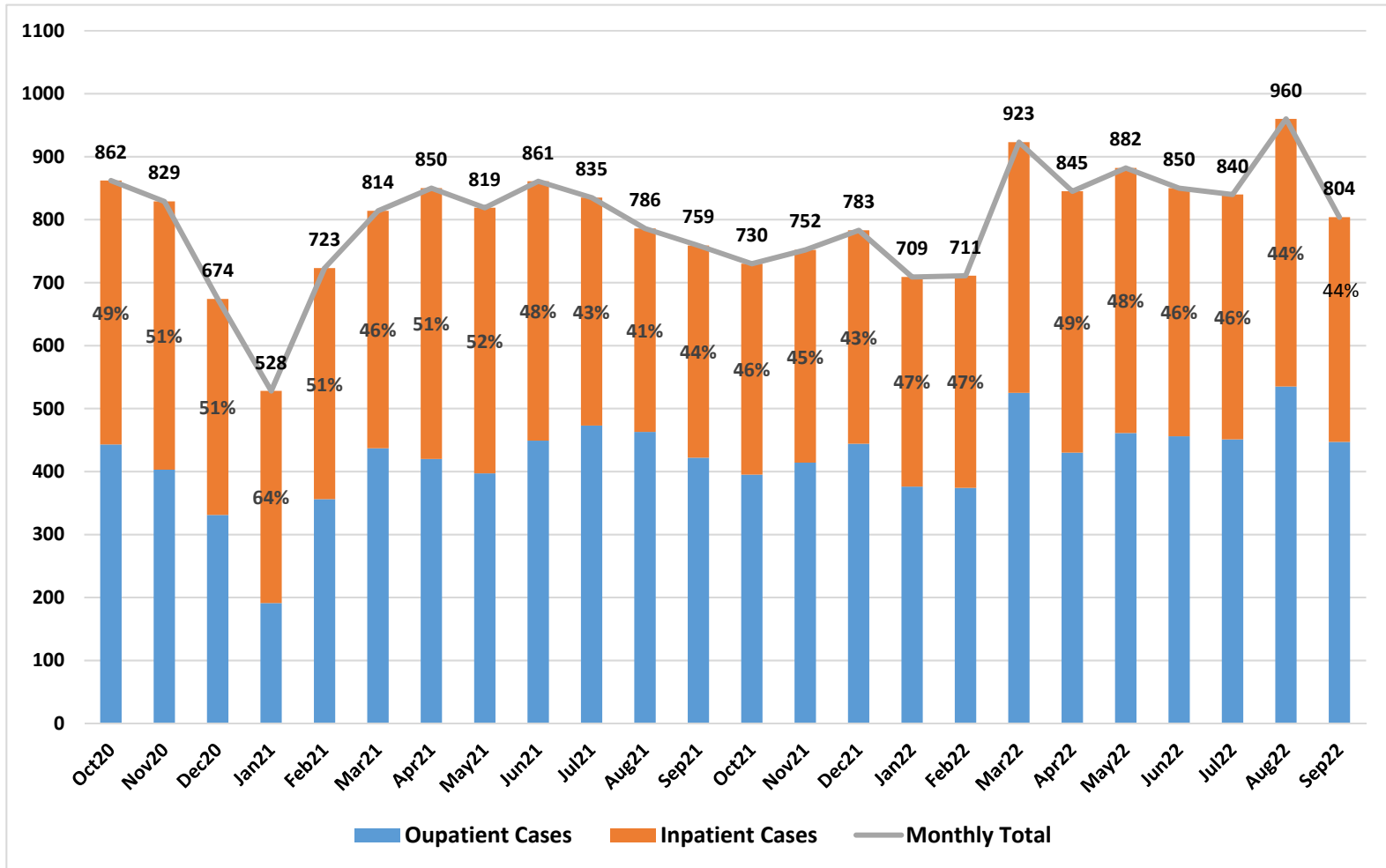
Surgery (OP Only) – 100 Min Units



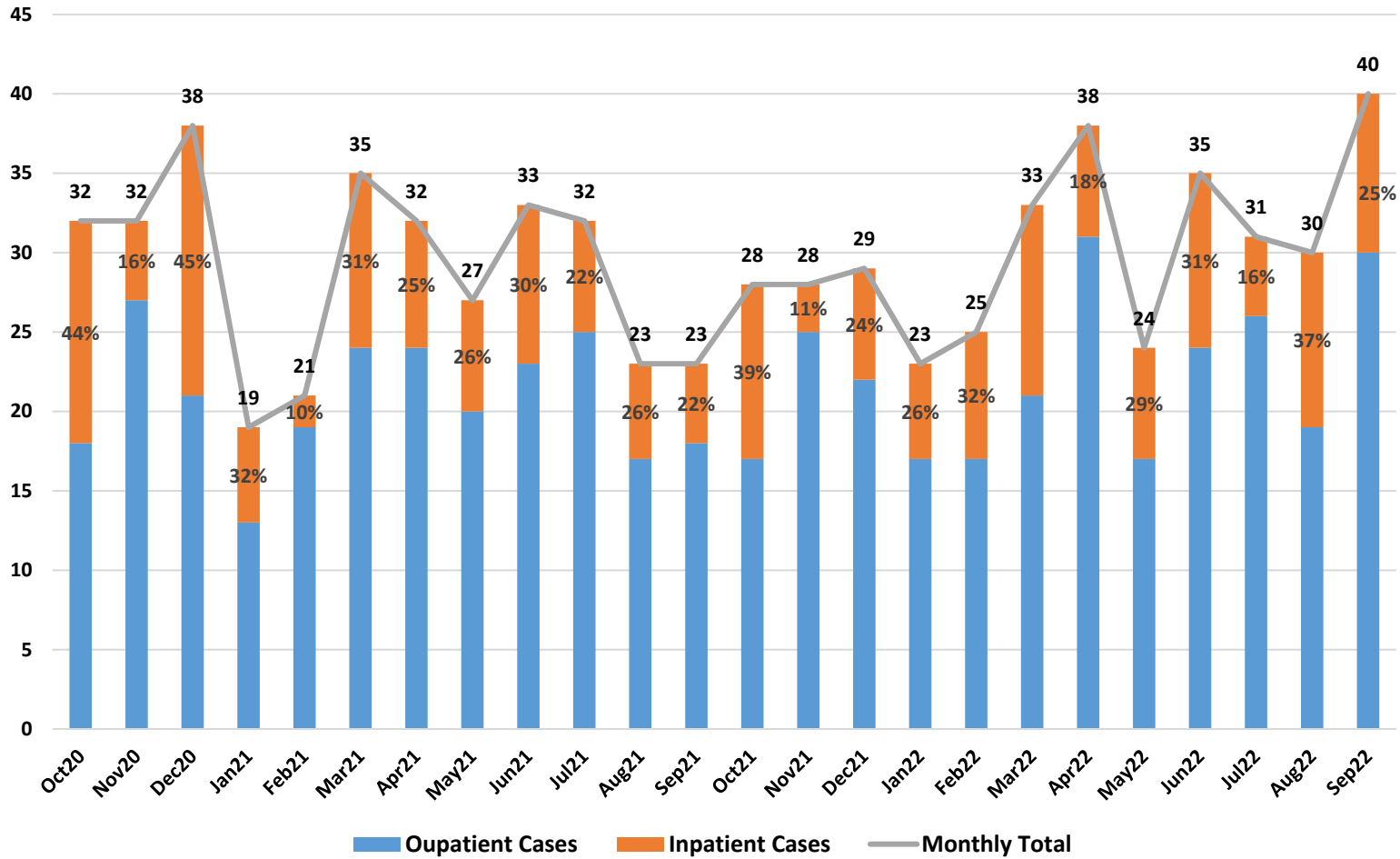
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



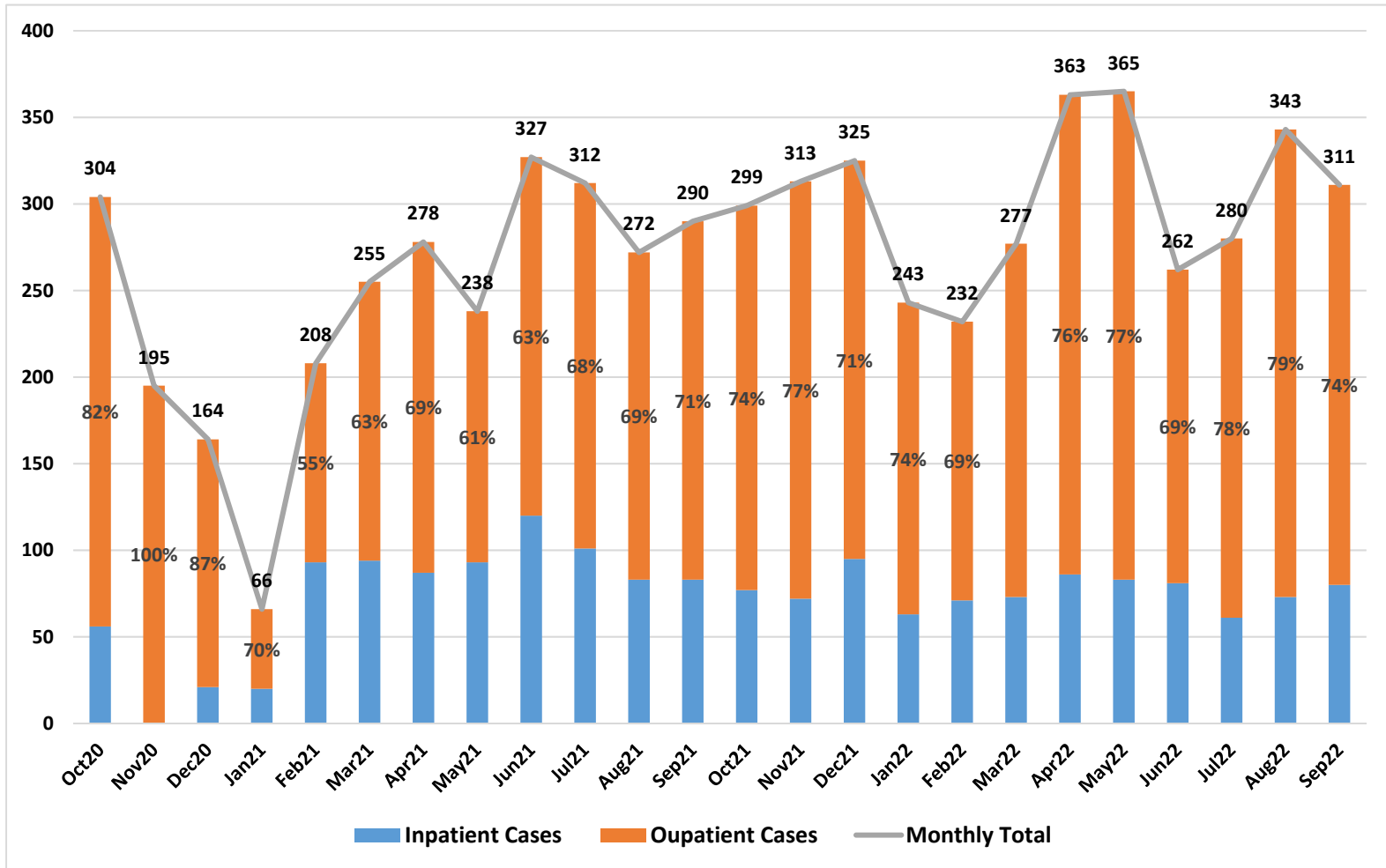
Surgery Cases



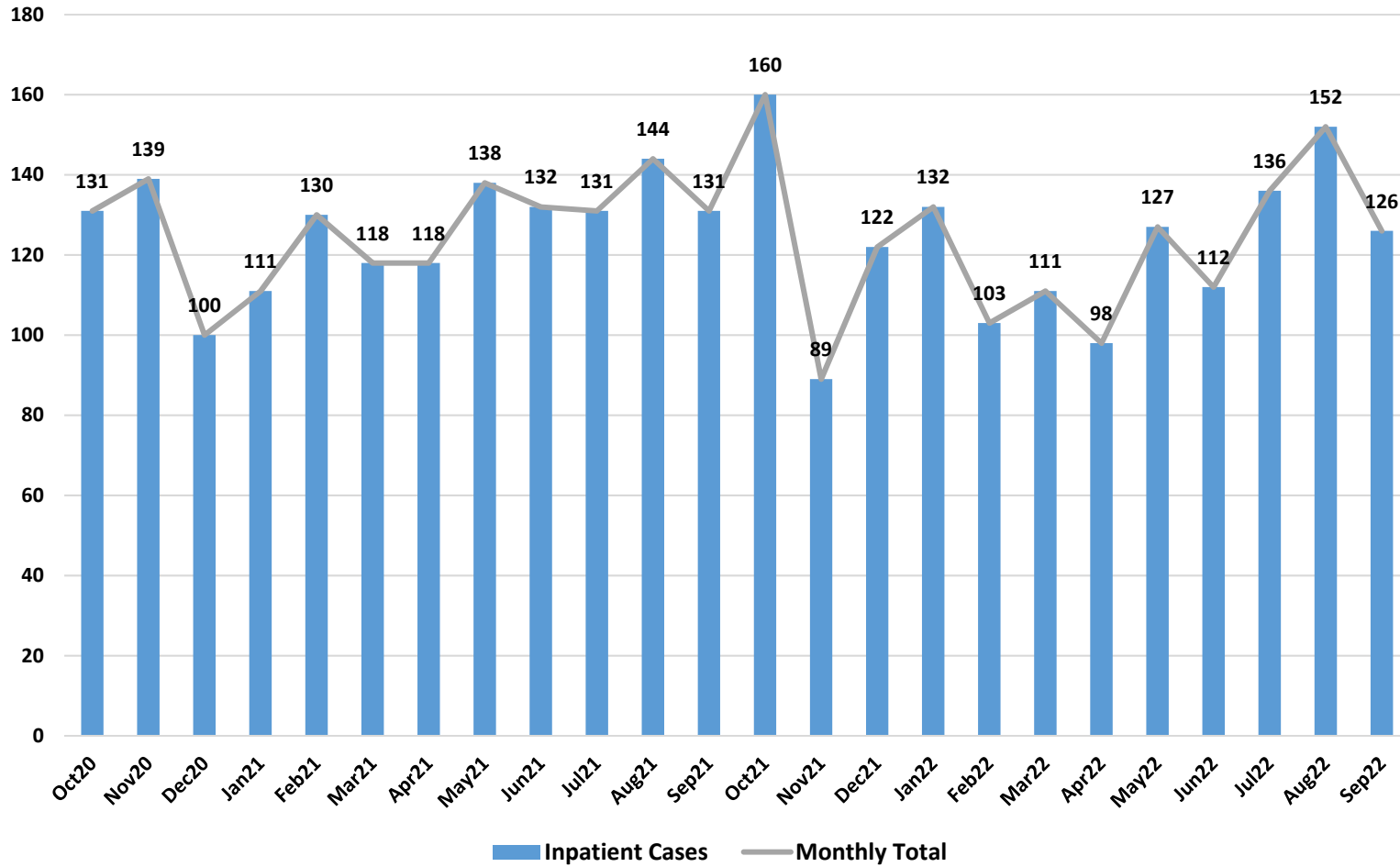
Robotic Cases



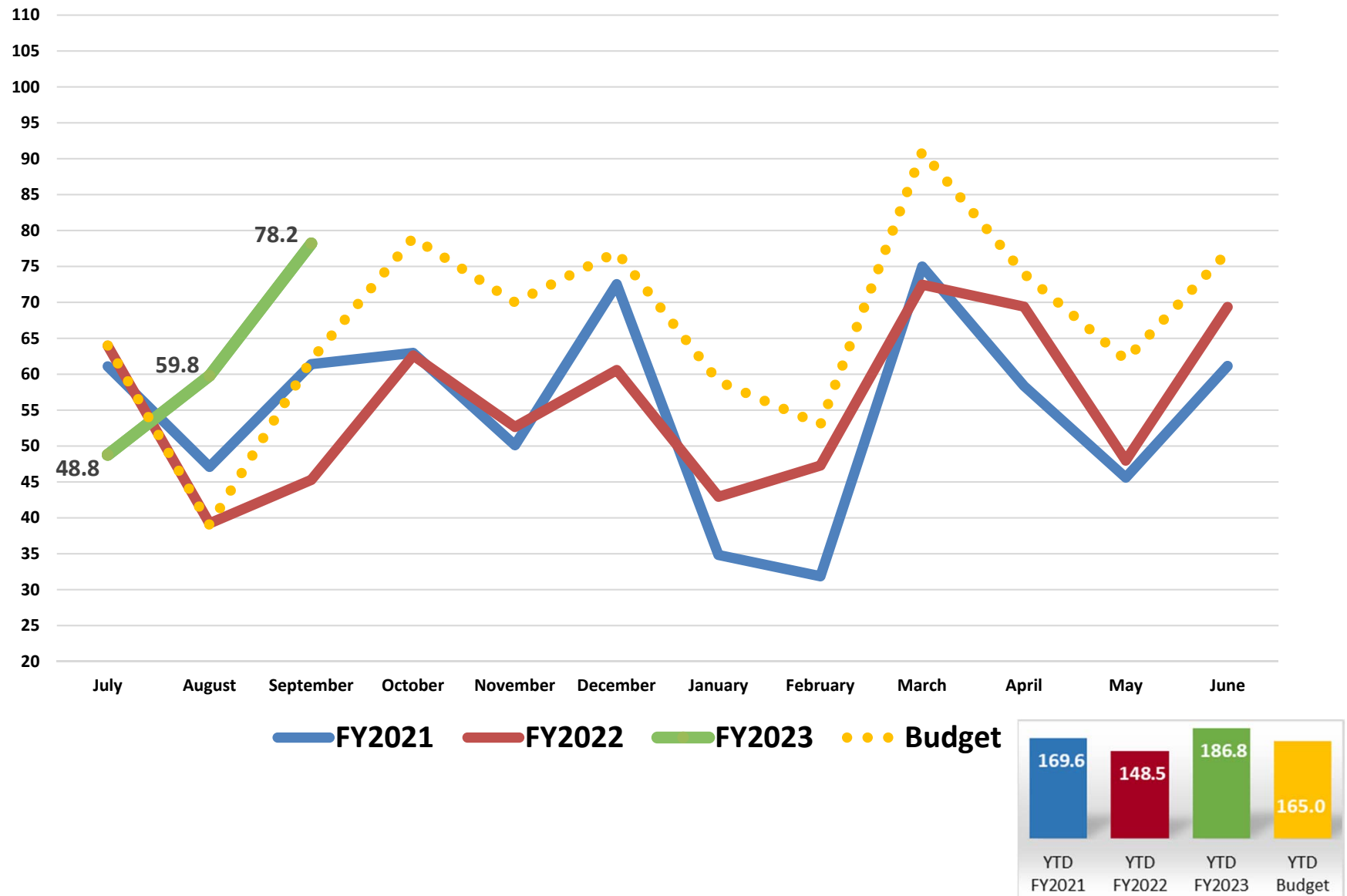
Endo Cases (Endo Suites)



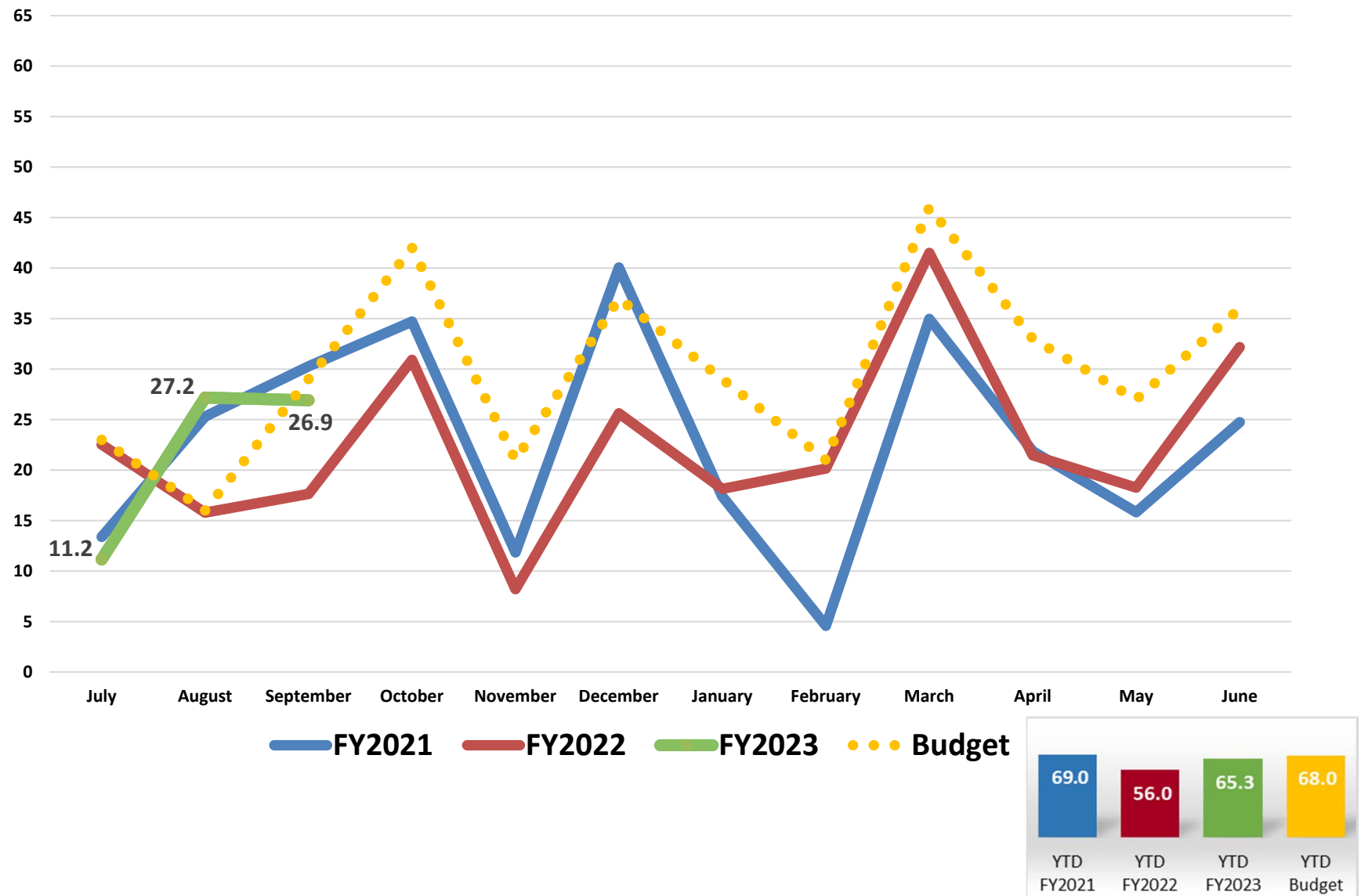
OB Cases



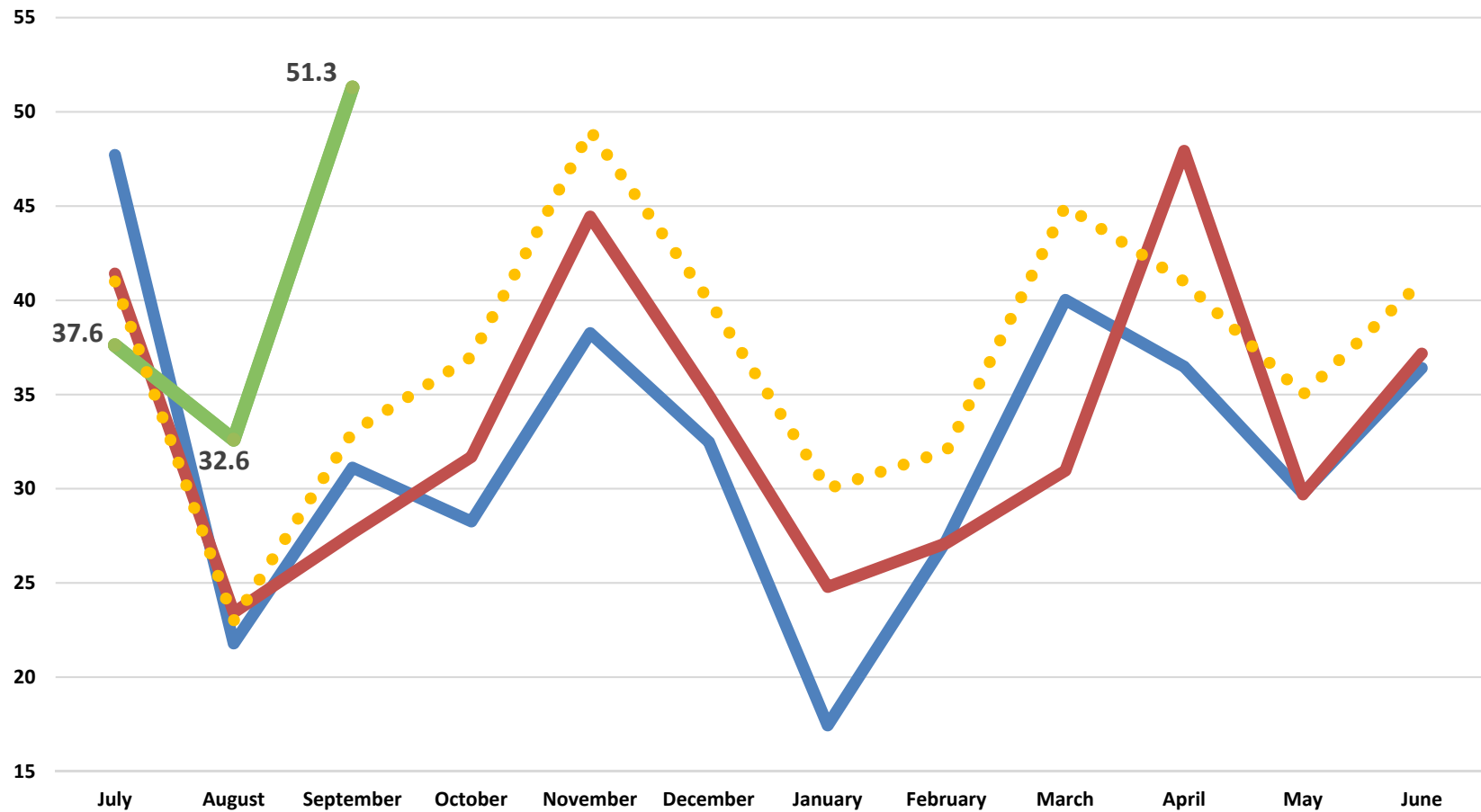
Robotic Surgery (IP & OP) – 100 Min Units



Robotic Surgery (IP Only) – 100 Min Units



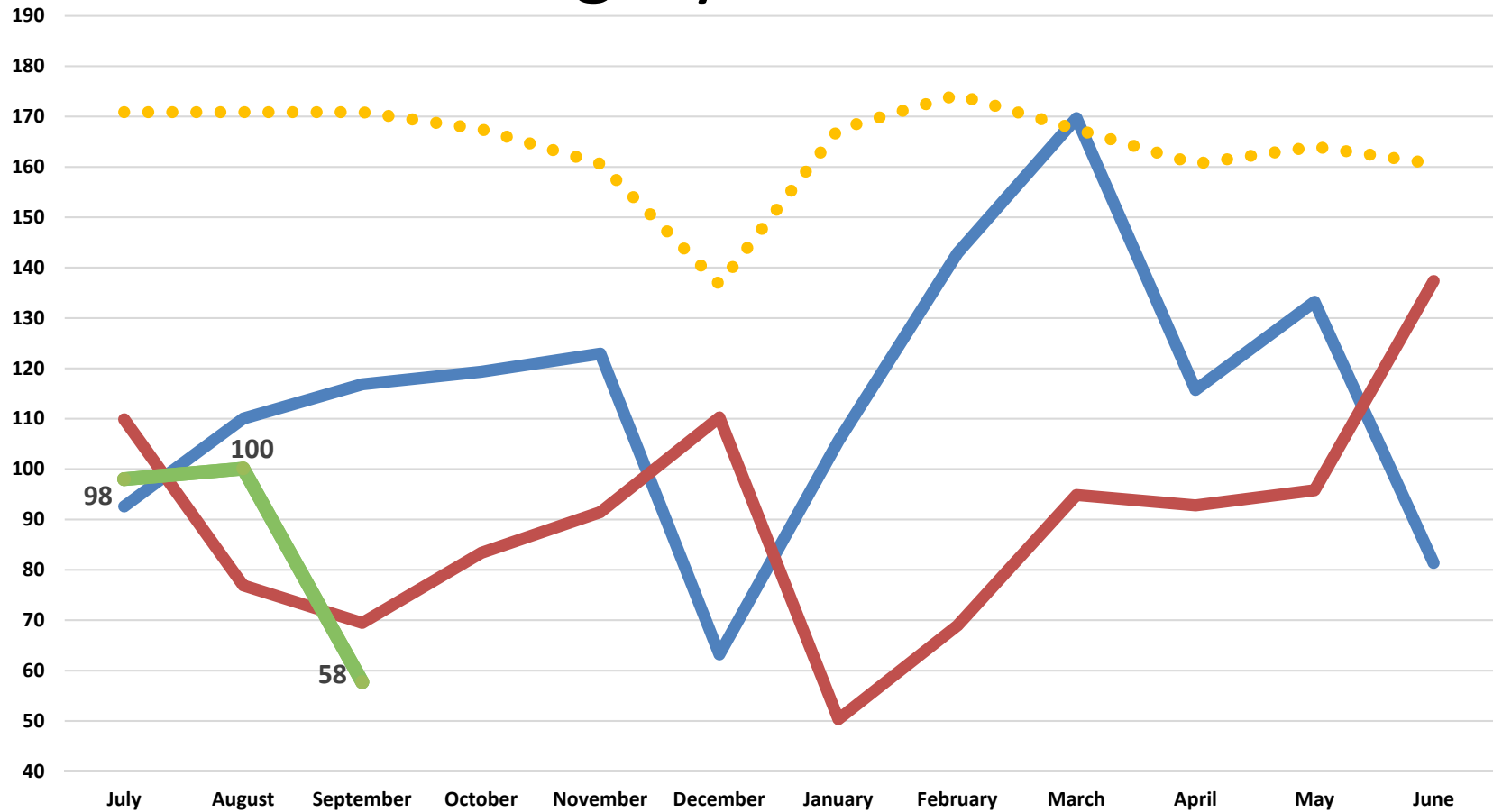
Robotic Surgery (OP Only) – 100 Min Units



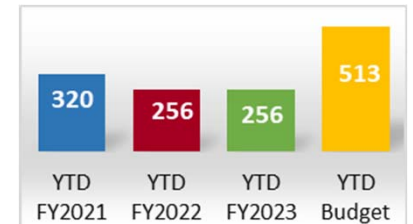
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



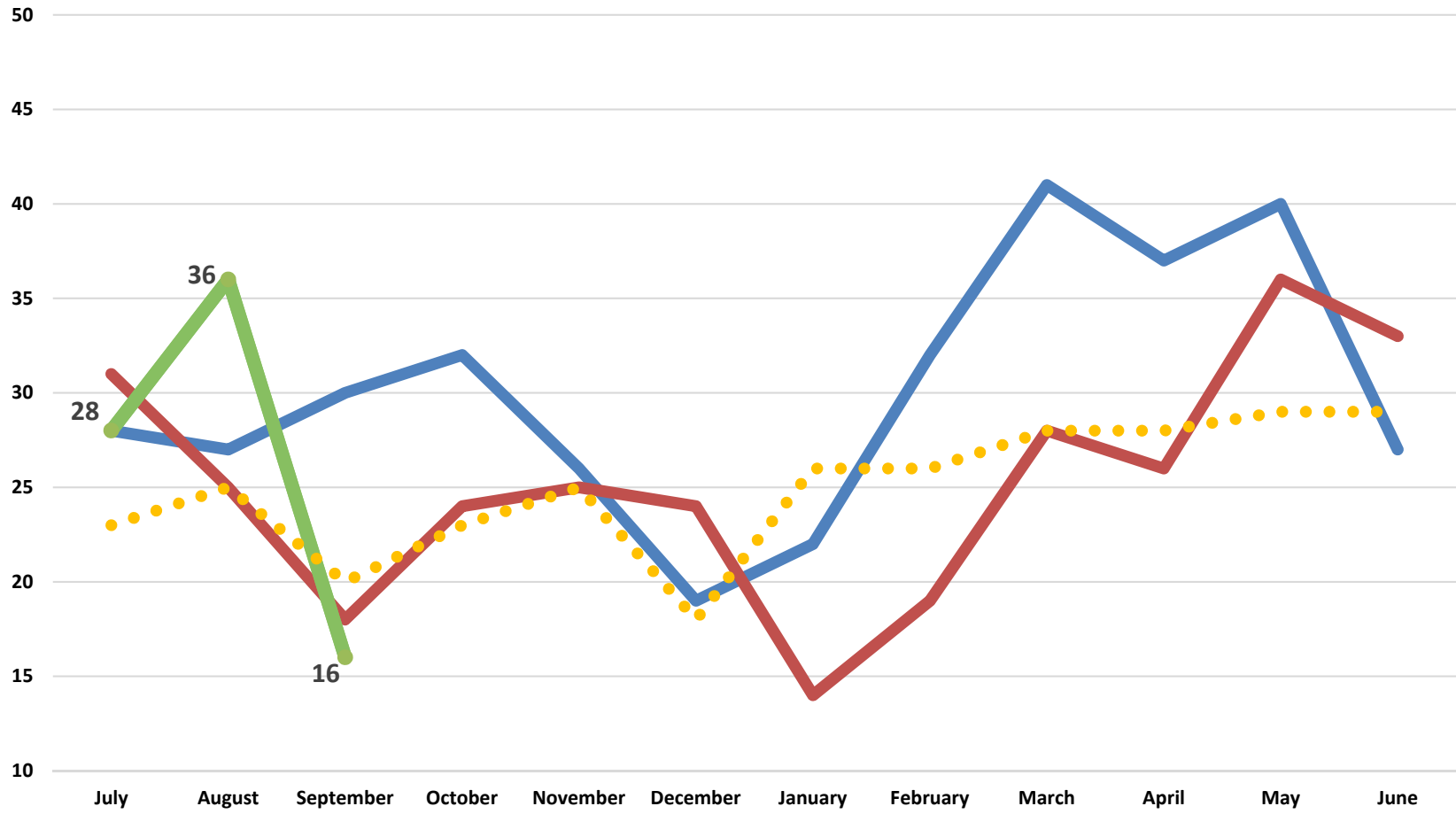
Cardiac Surgery – 100 Min Units



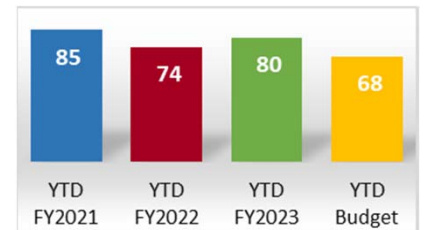
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



Cardiac Surgery – Cases

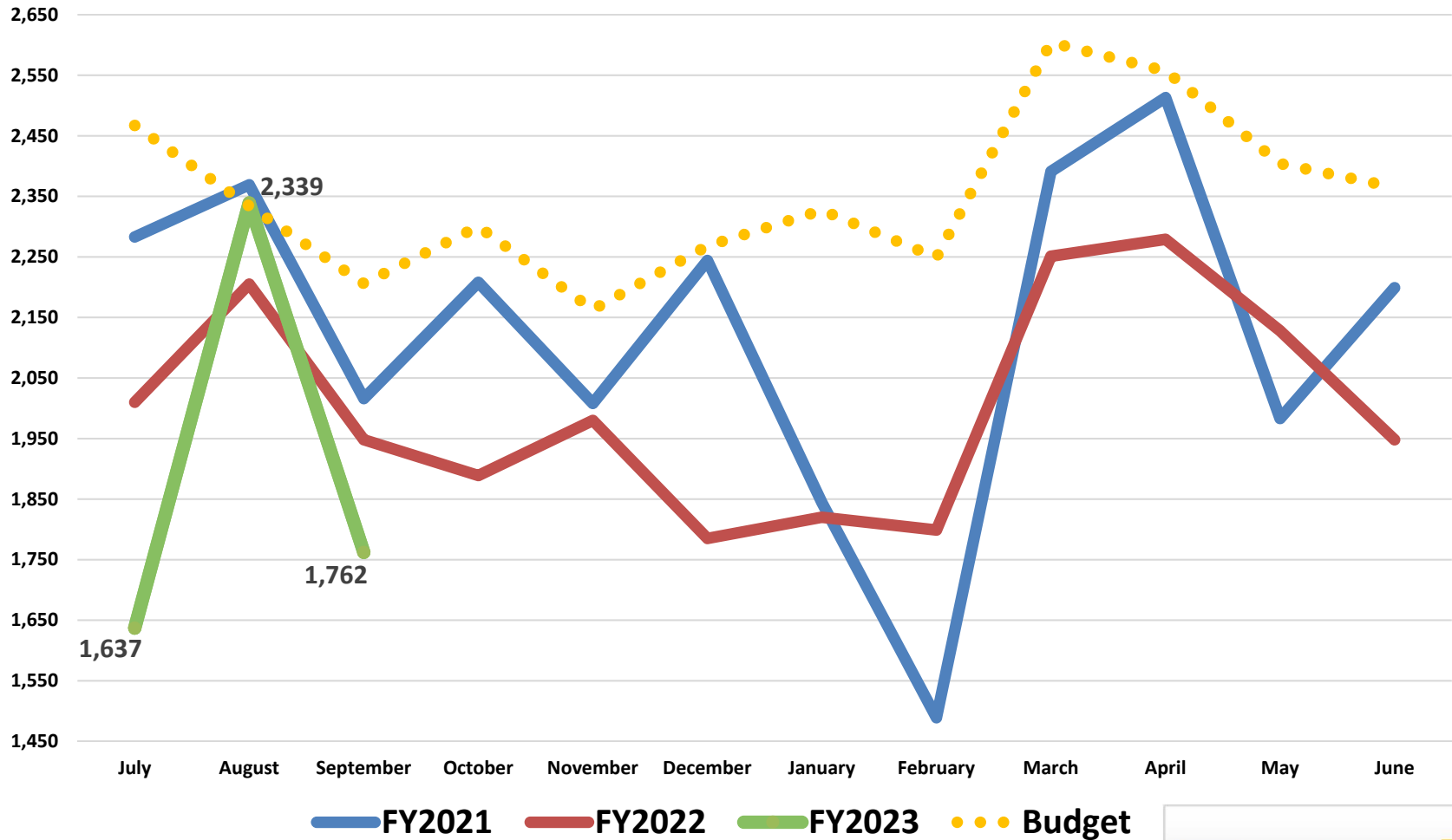


—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



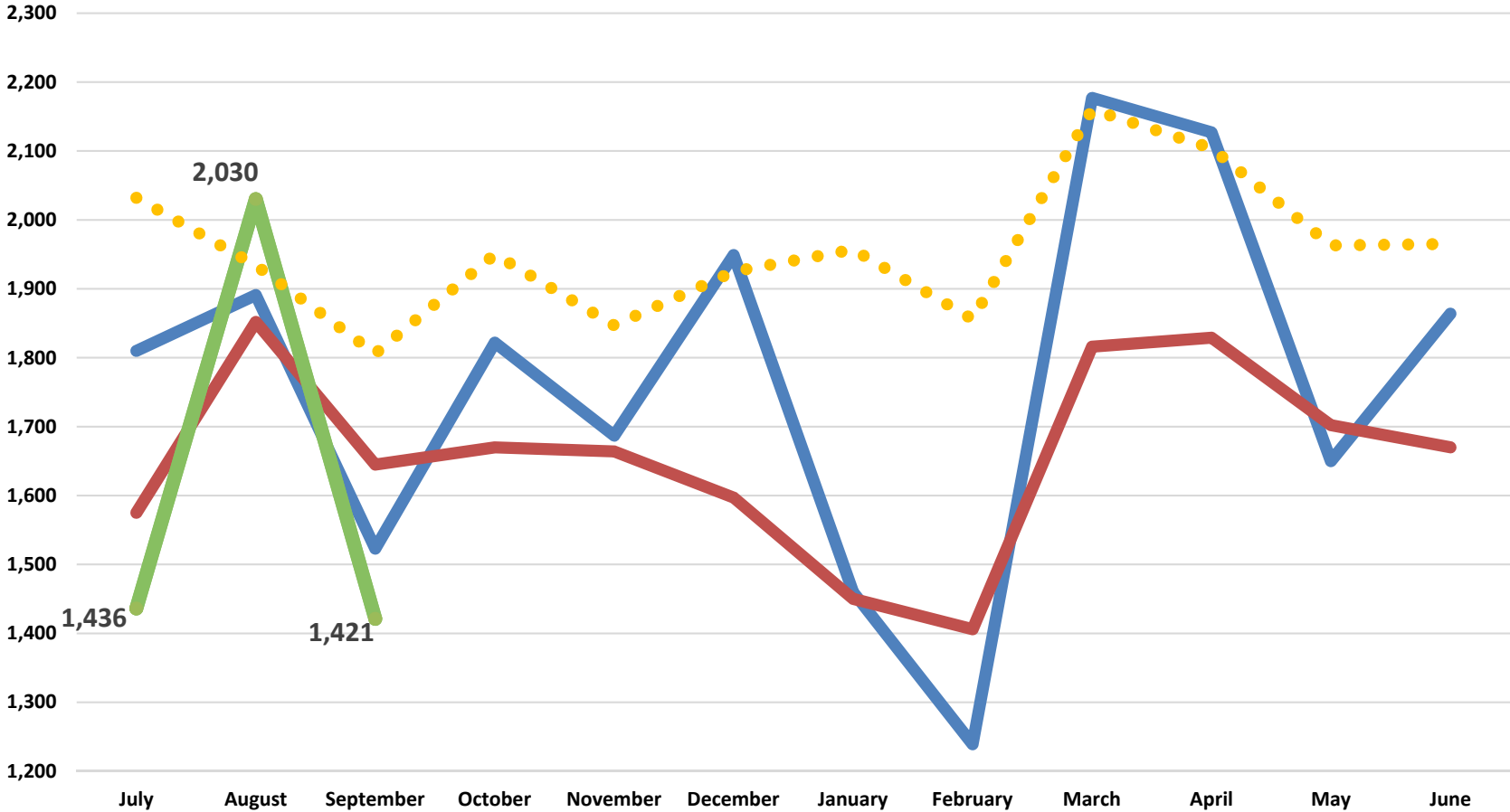
Radiation Oncology Treatments

Hanford and Visalia



6,668	6,163	5,738	7,007
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

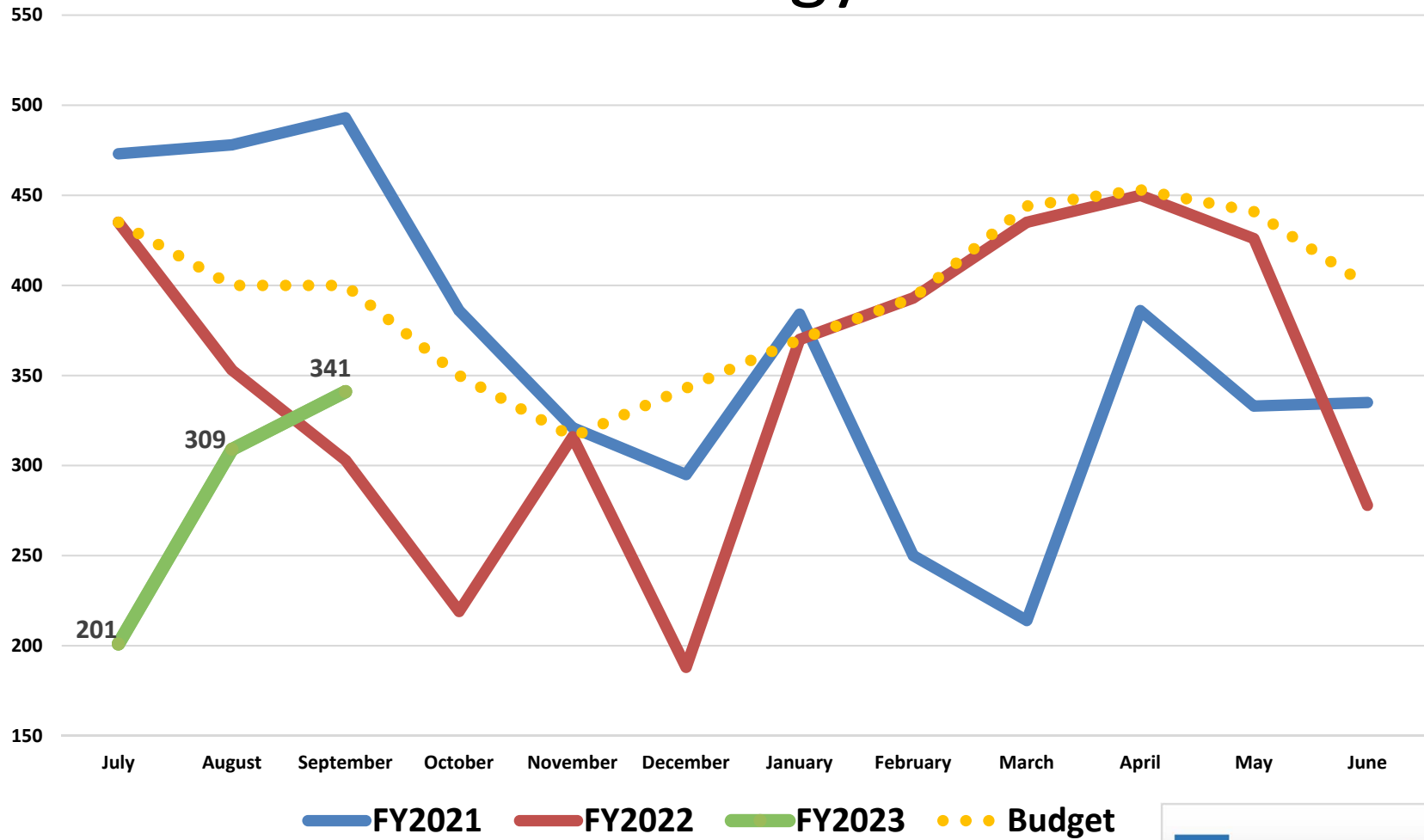
Radiation Oncology - Visalia



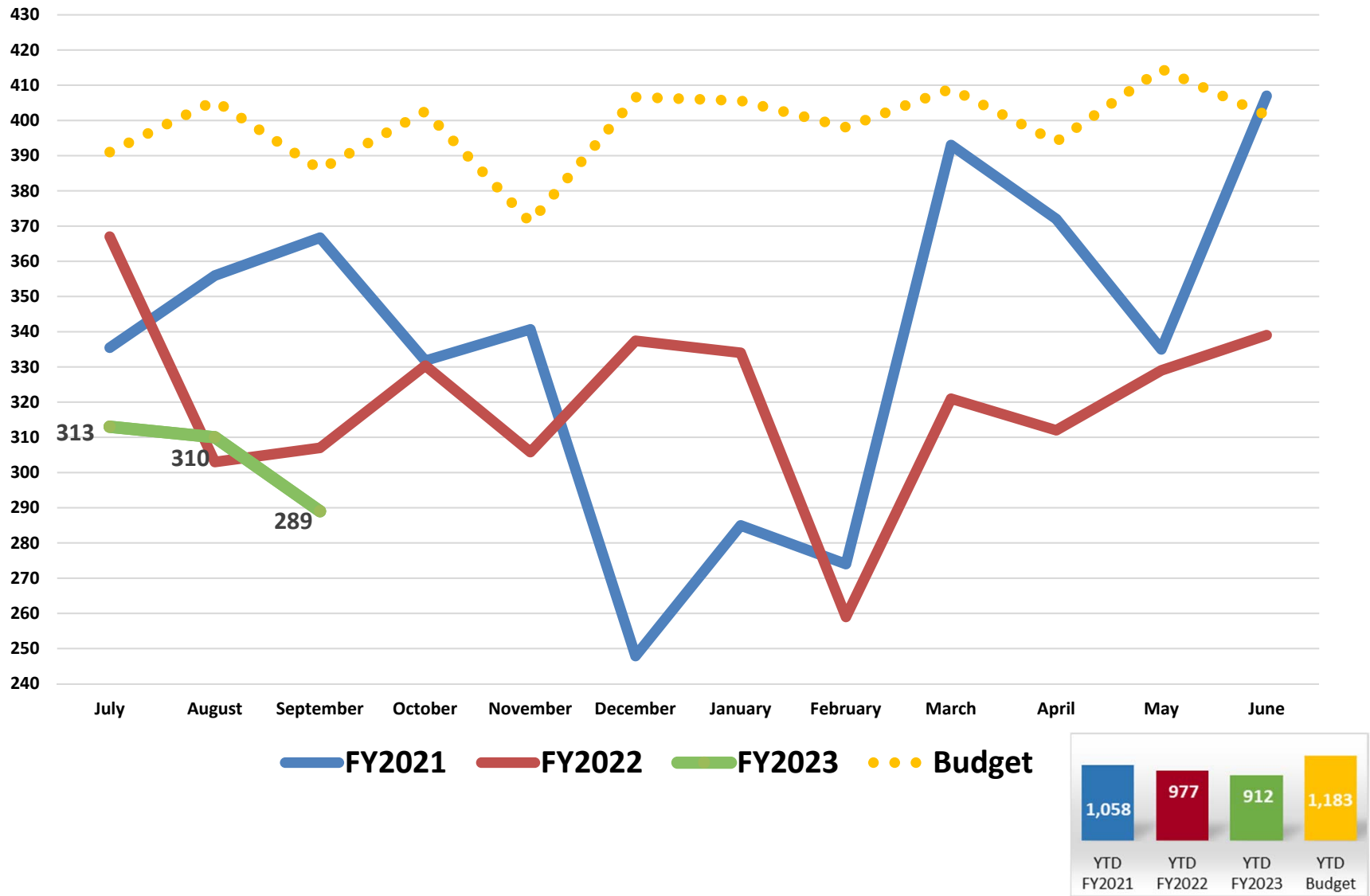
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



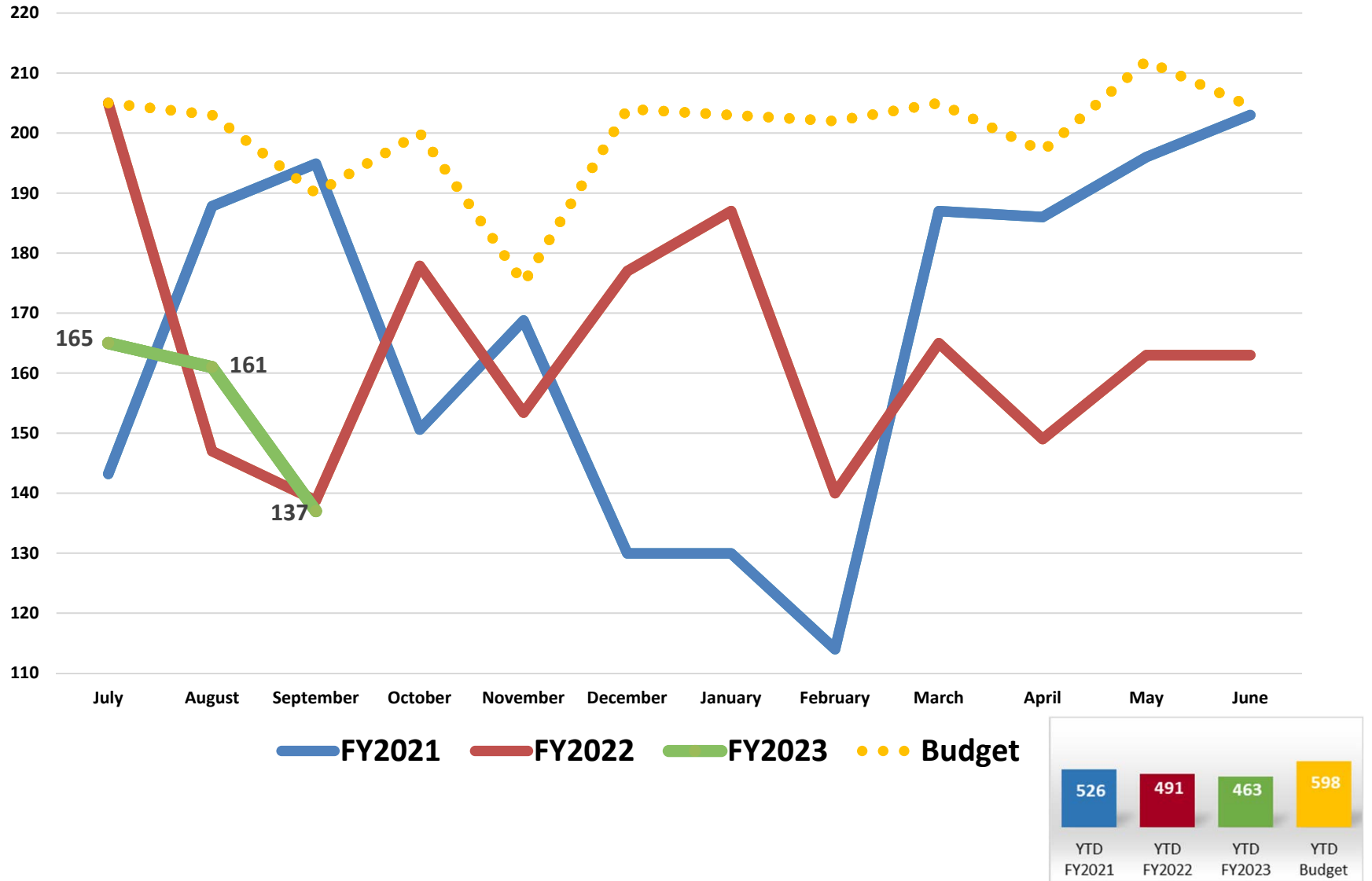
Radiation Oncology - Hanford



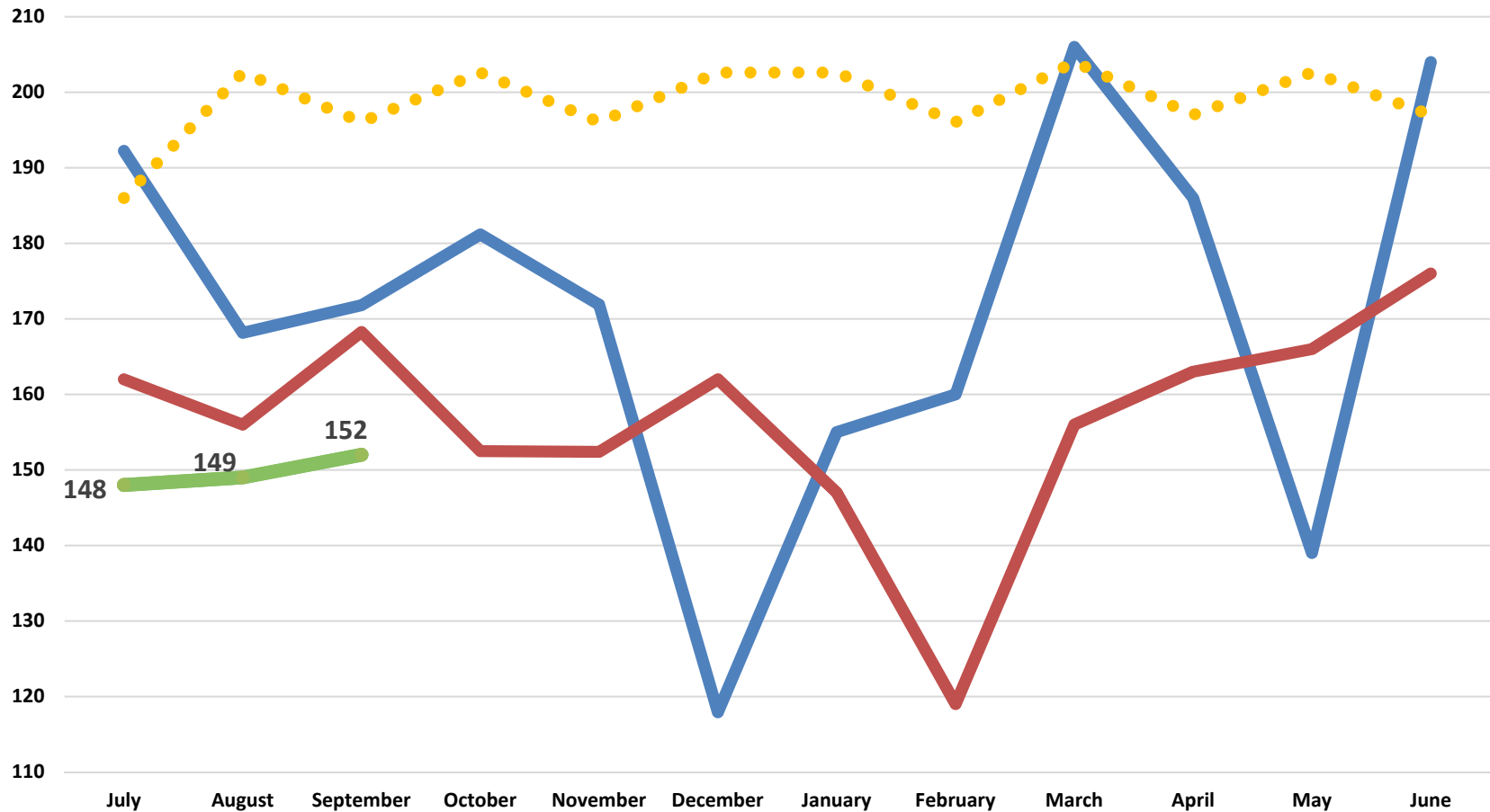
Cath Lab (IP & OP) – 100 Min Units



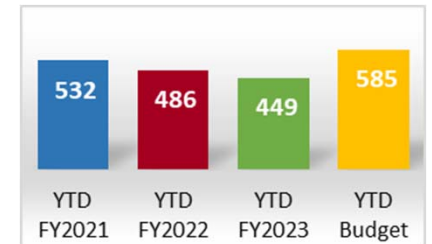
Cath Lab (IP Only) – 100 Min Units



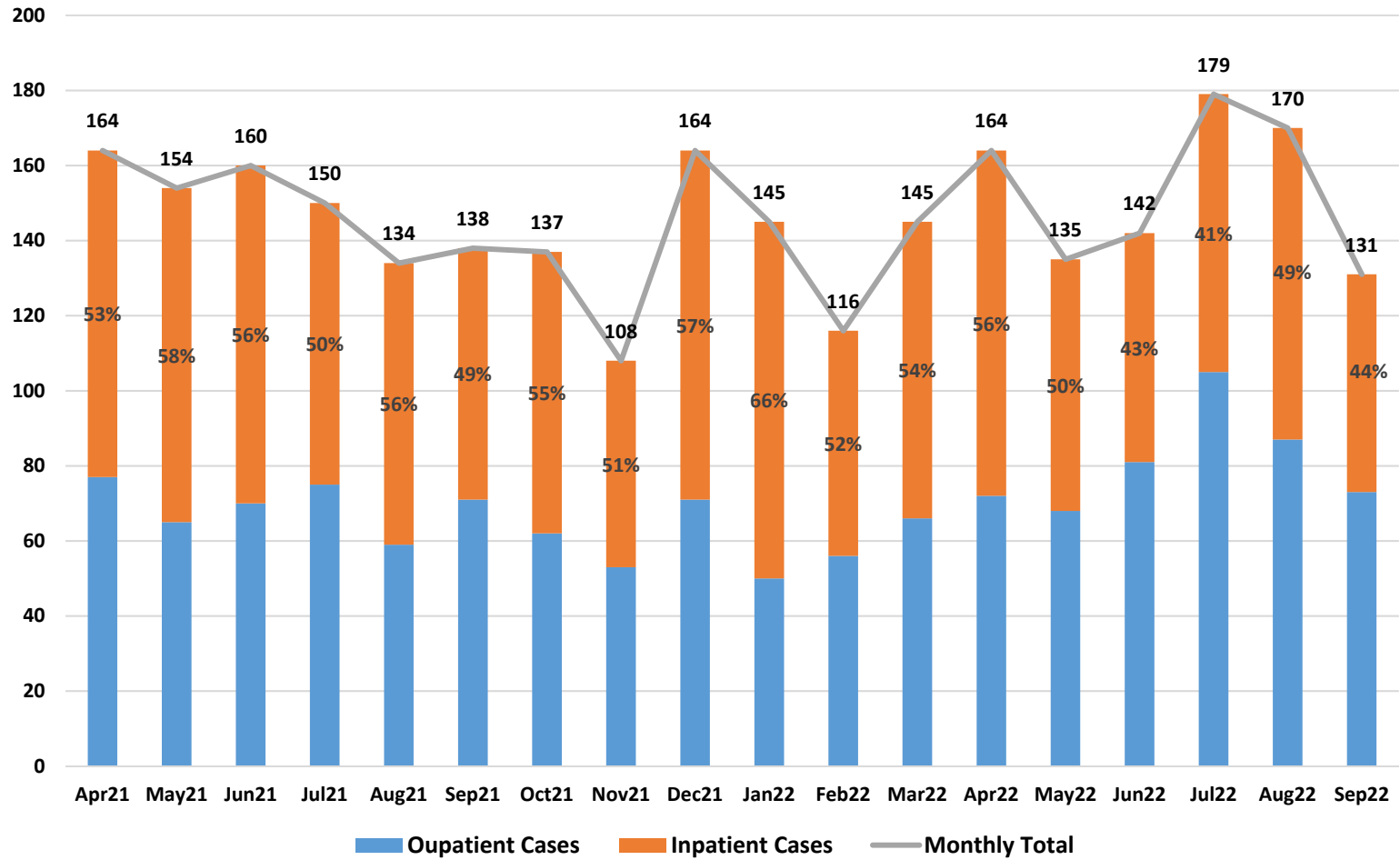
Cath Lab (OP Only) – 100 Min Units



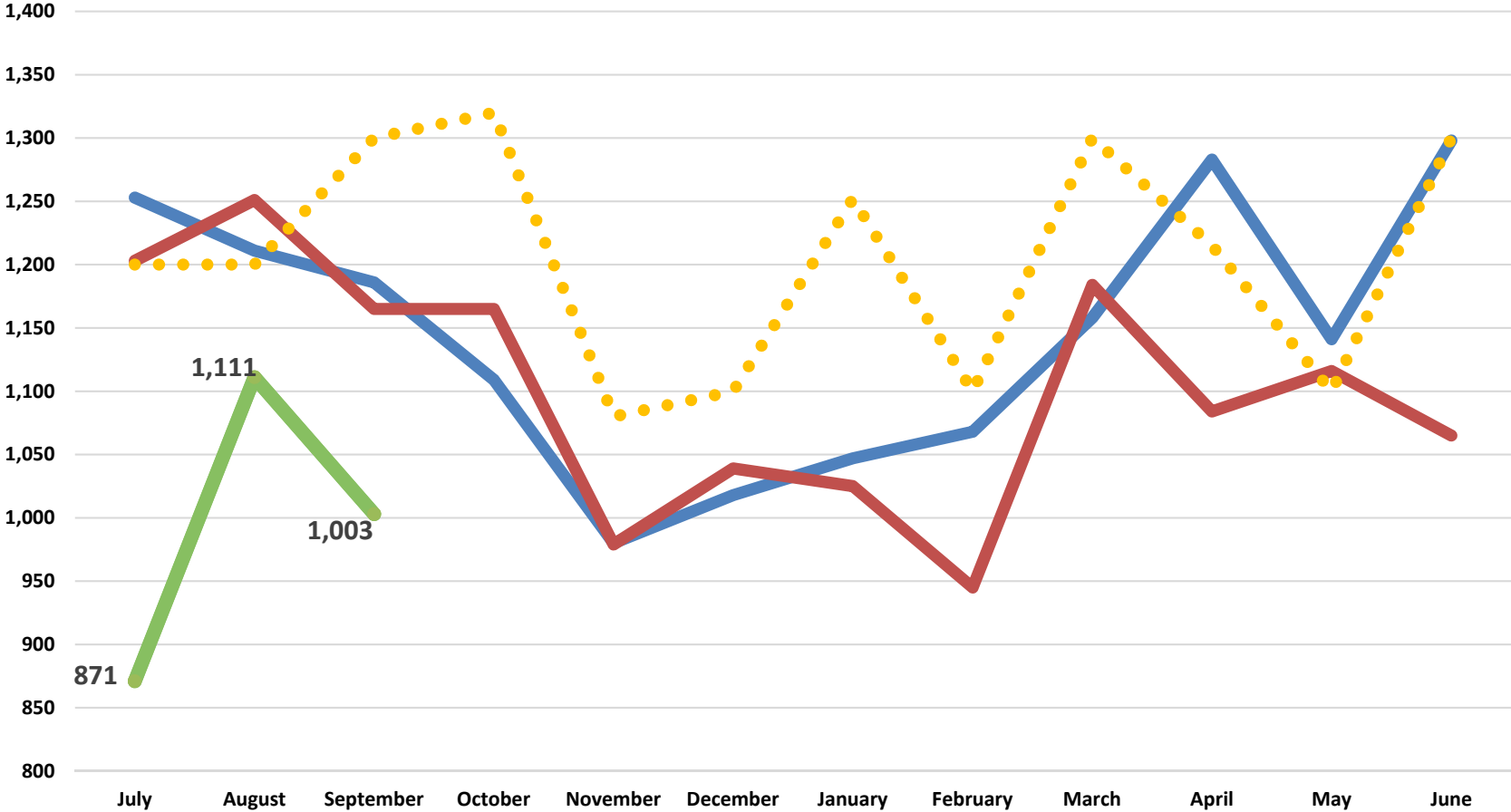
—● FY2021
 —● FY2022
 —● FY2023
 ●●● Budget



Cath Lab (IP & OP) - Patients



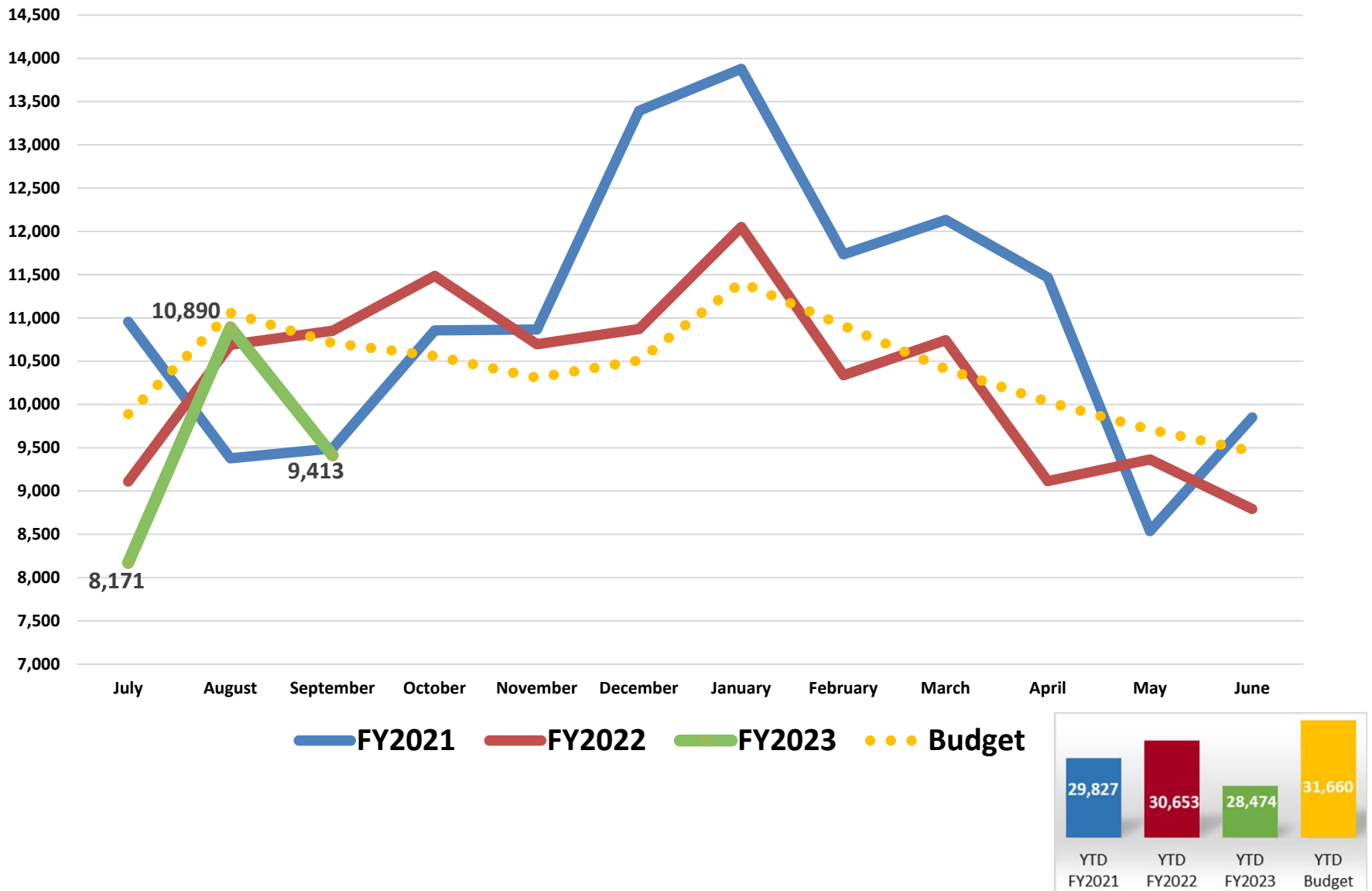
GME Family Medicine Clinic Visits



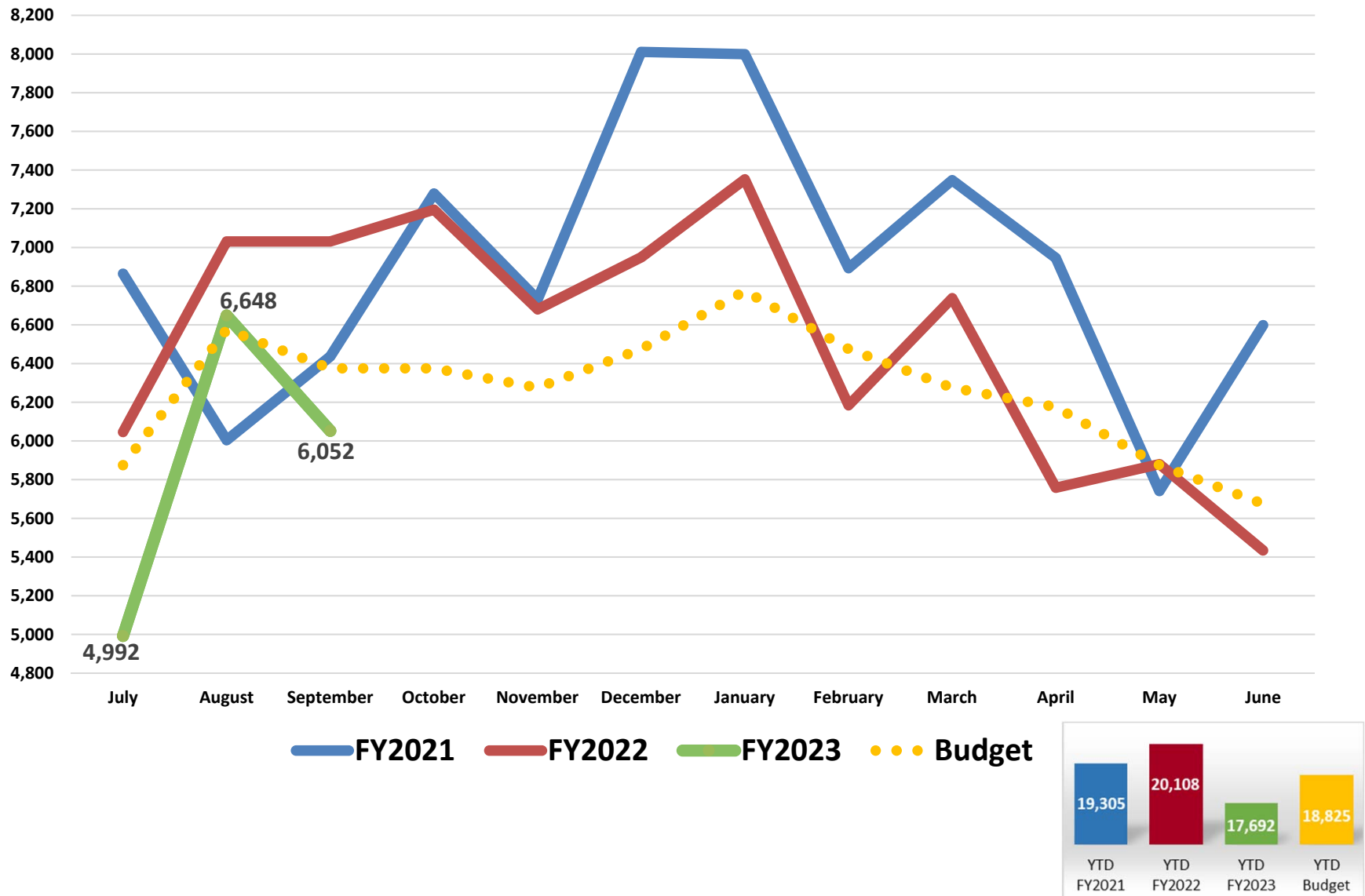
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



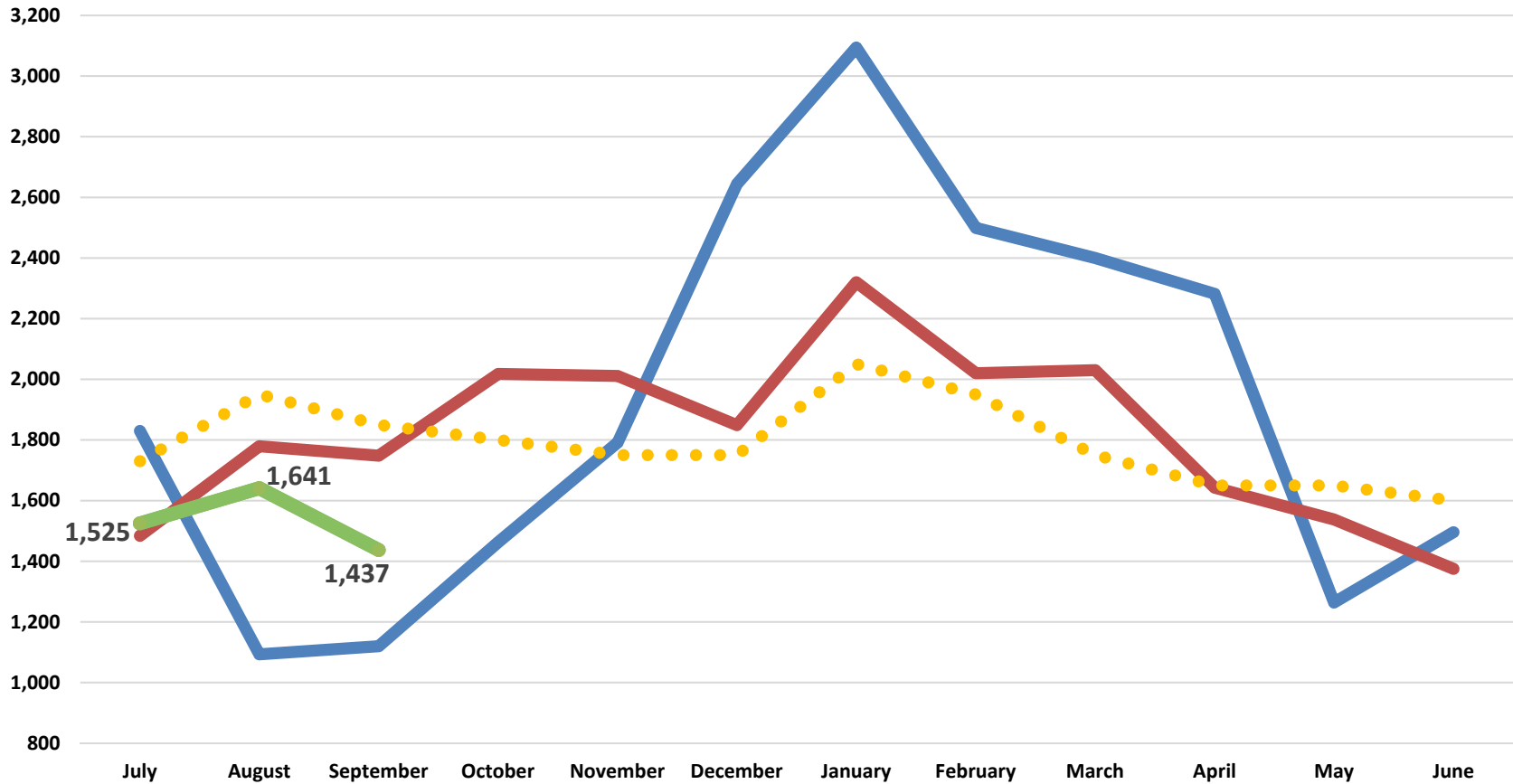
Rural Health Clinic Registrations



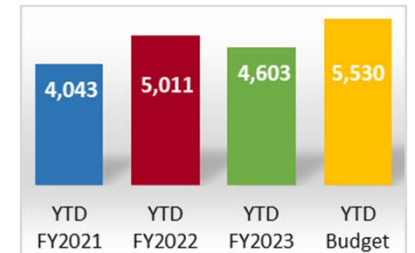
Exeter RHC - Registrations



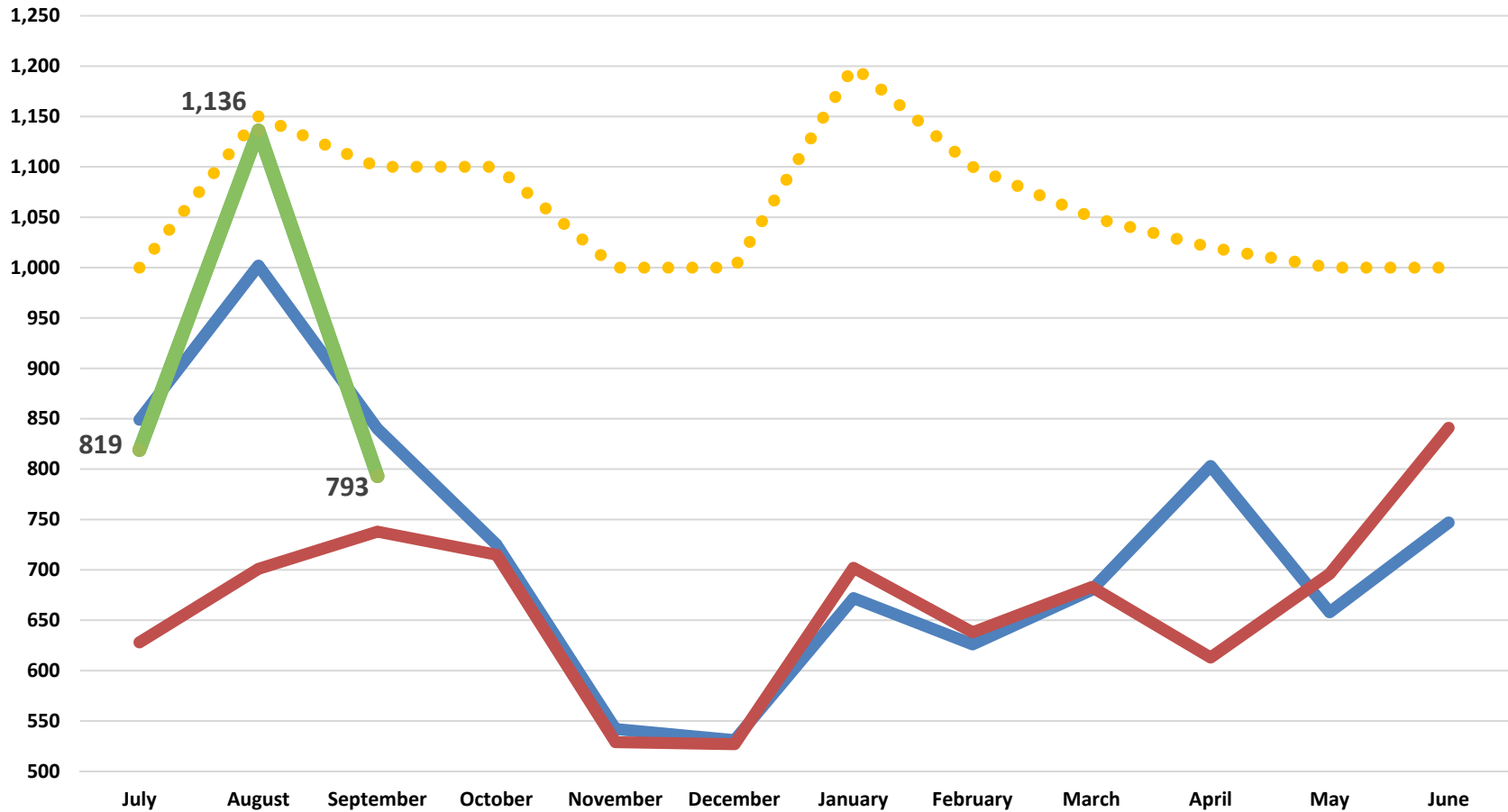
Lindsay RHC - Registrations



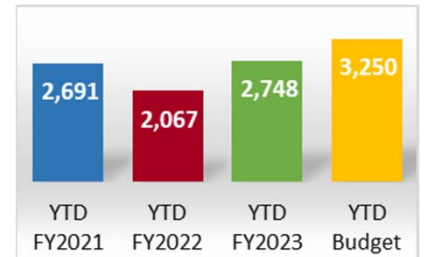
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



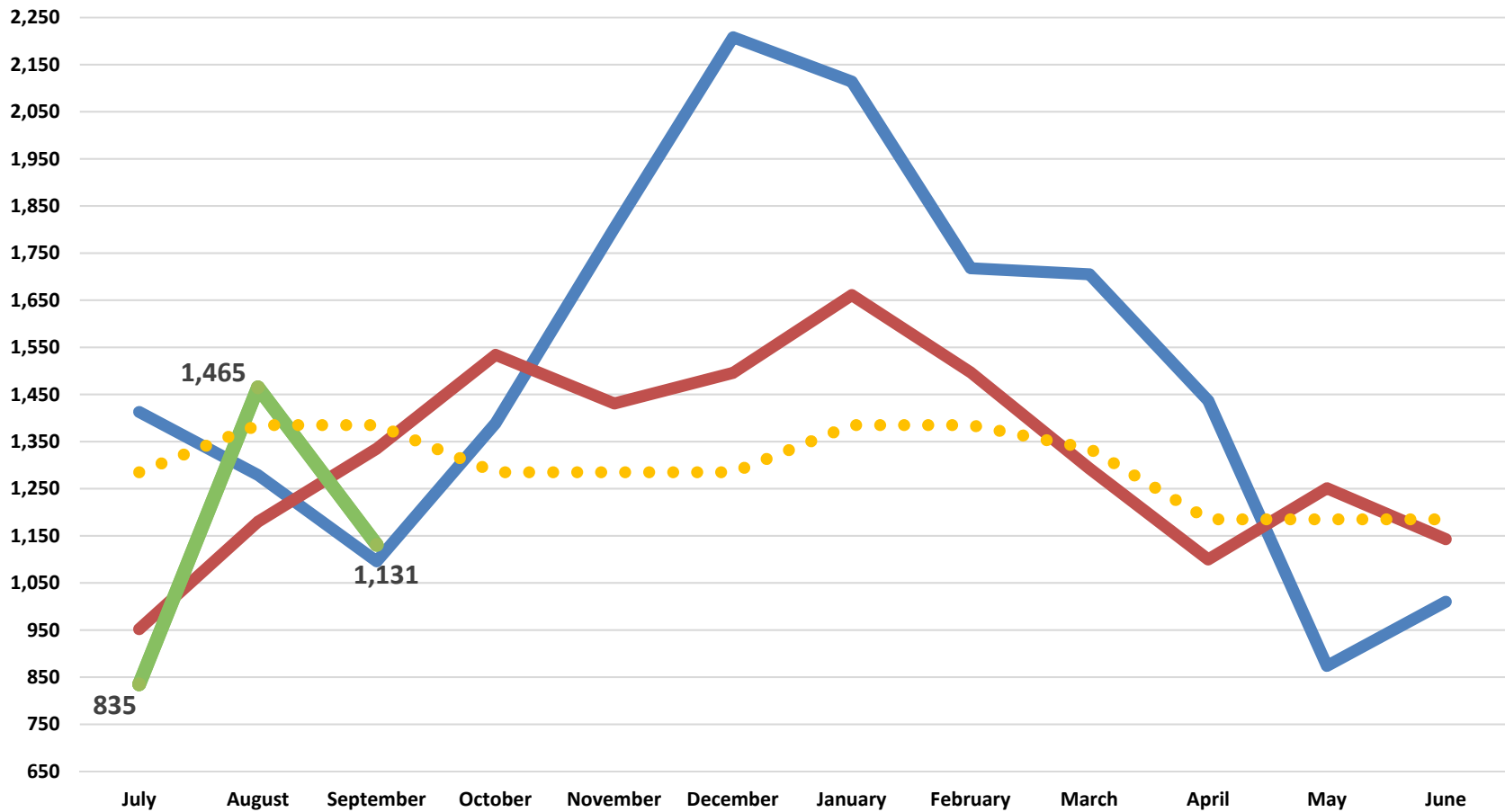
Woodlake RHC - Registrations



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



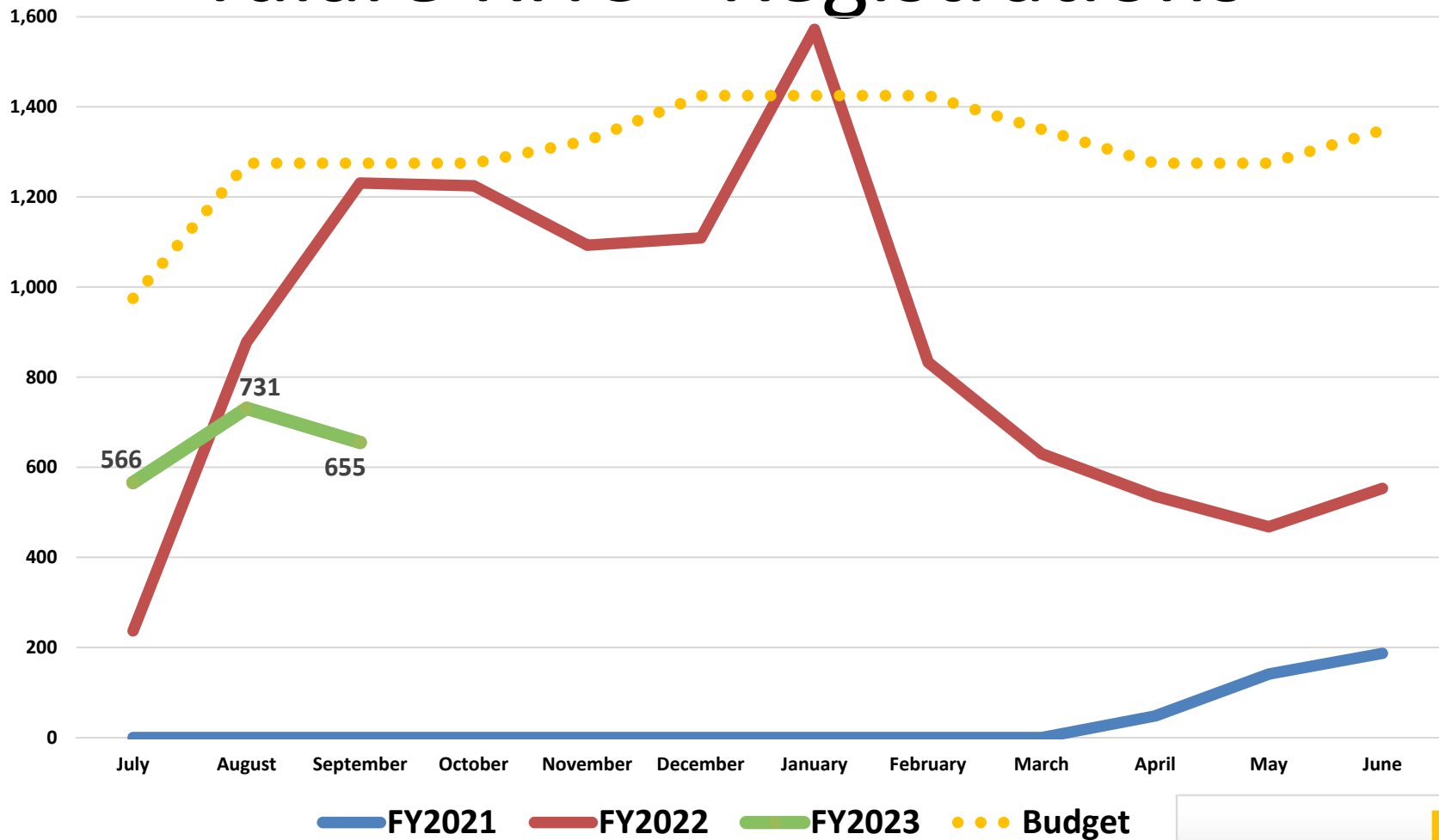
Dinuba RHC - Registrations



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

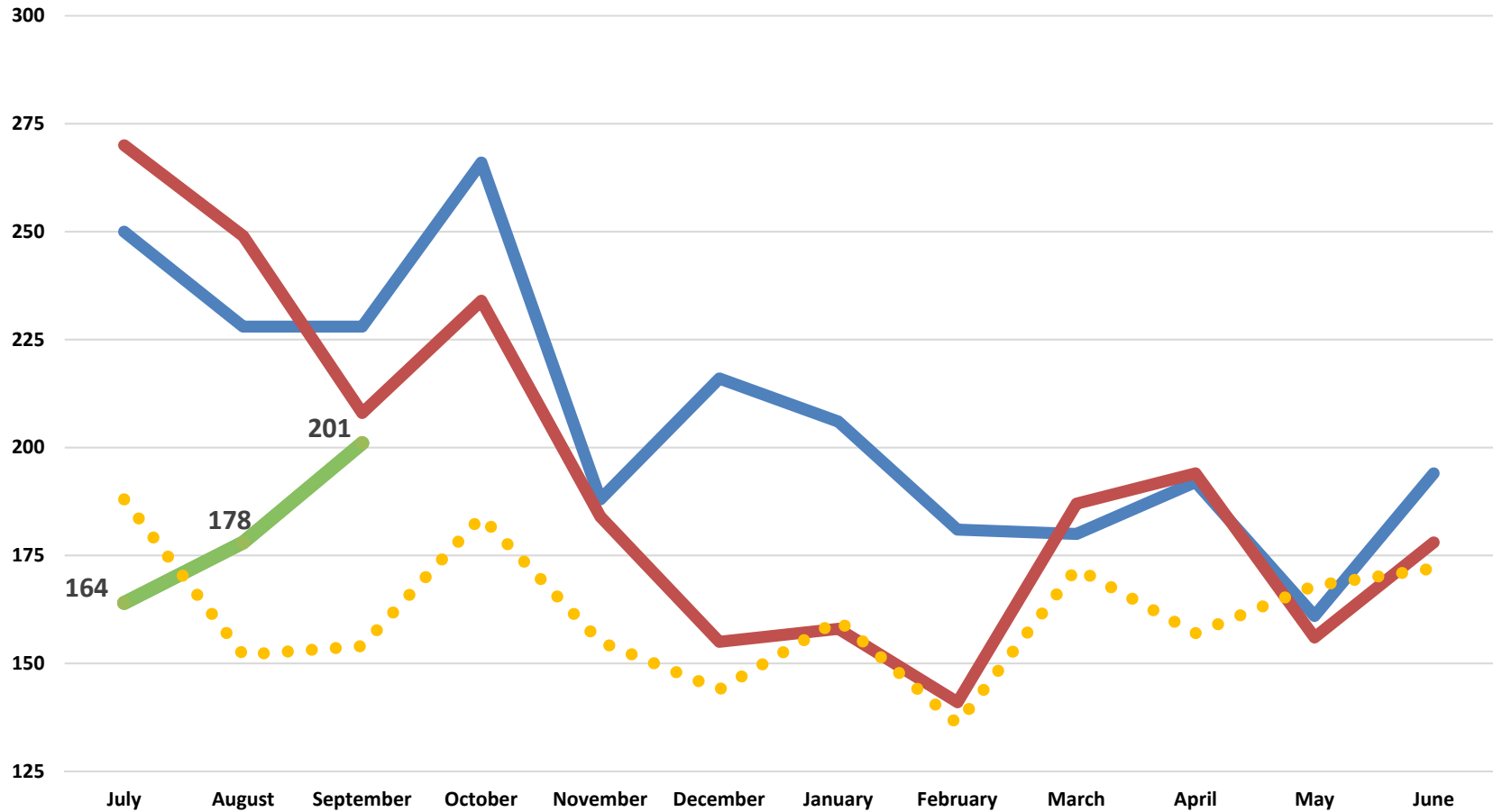


Tulare RHC - Registrations

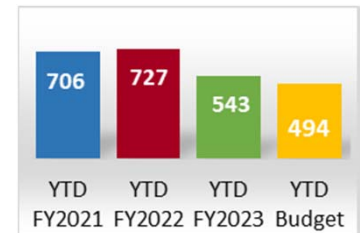


YTD	YTD	YTD	YTD
FY2021	FY2022	FY2023	Budget
-	2,346	1,952	3,525

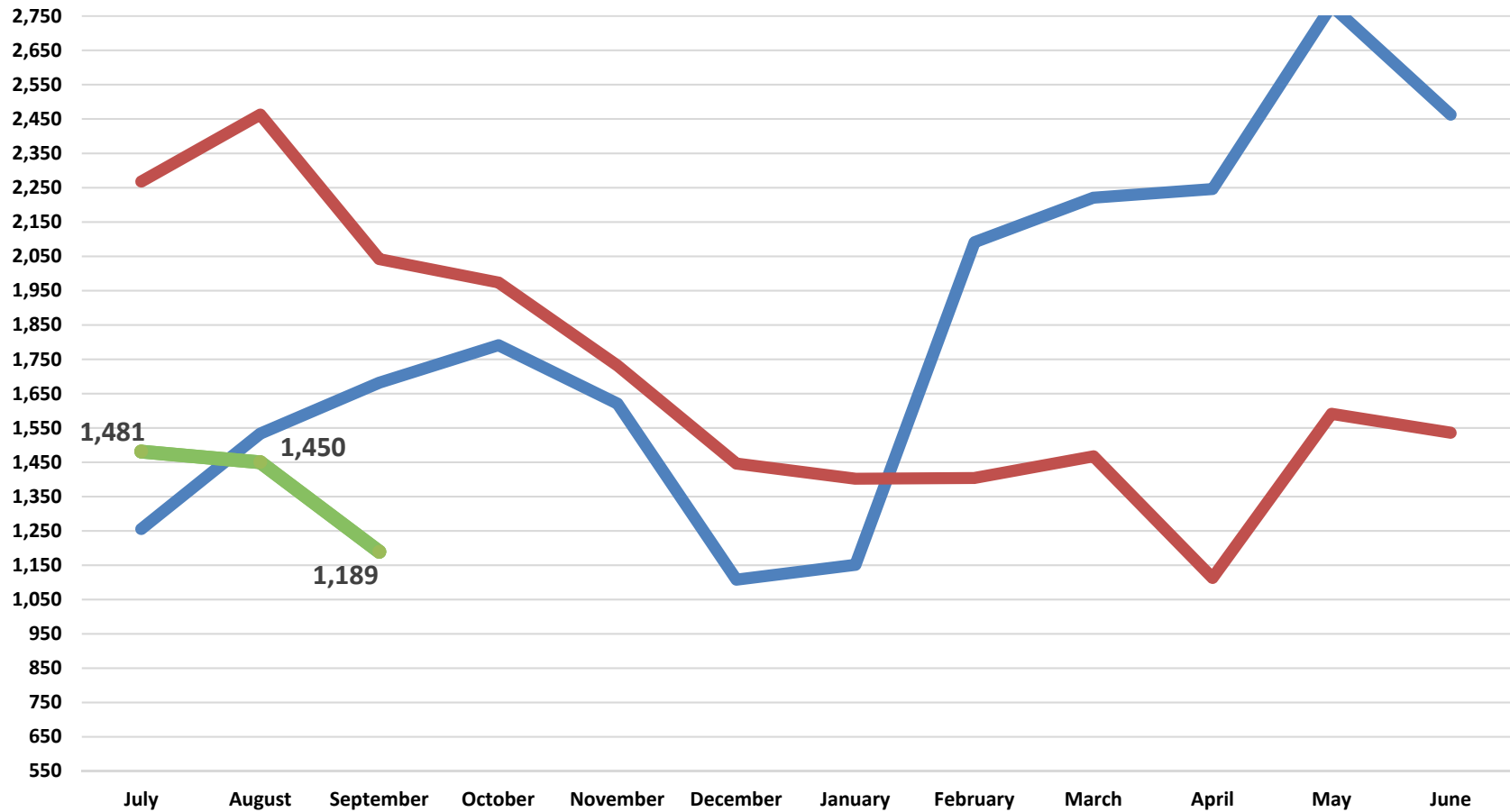
Neurosurgery Clinic - Registrations



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



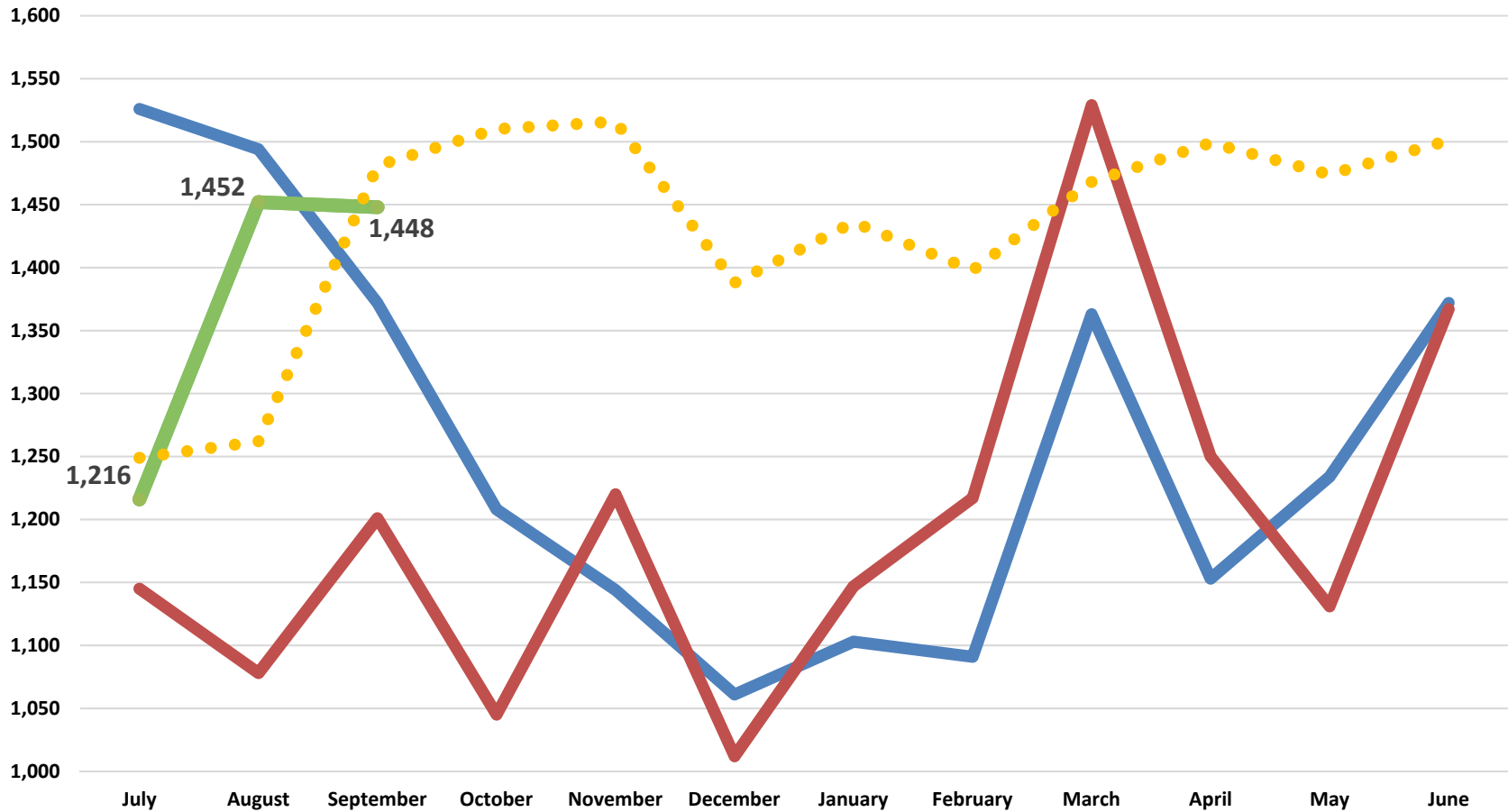
Neurosurgery Clinic - wRVU's



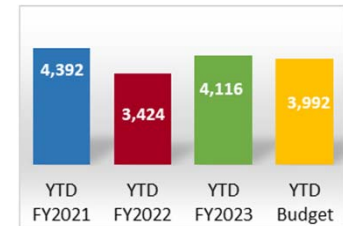
— FY2021 — FY2022 — FY2023



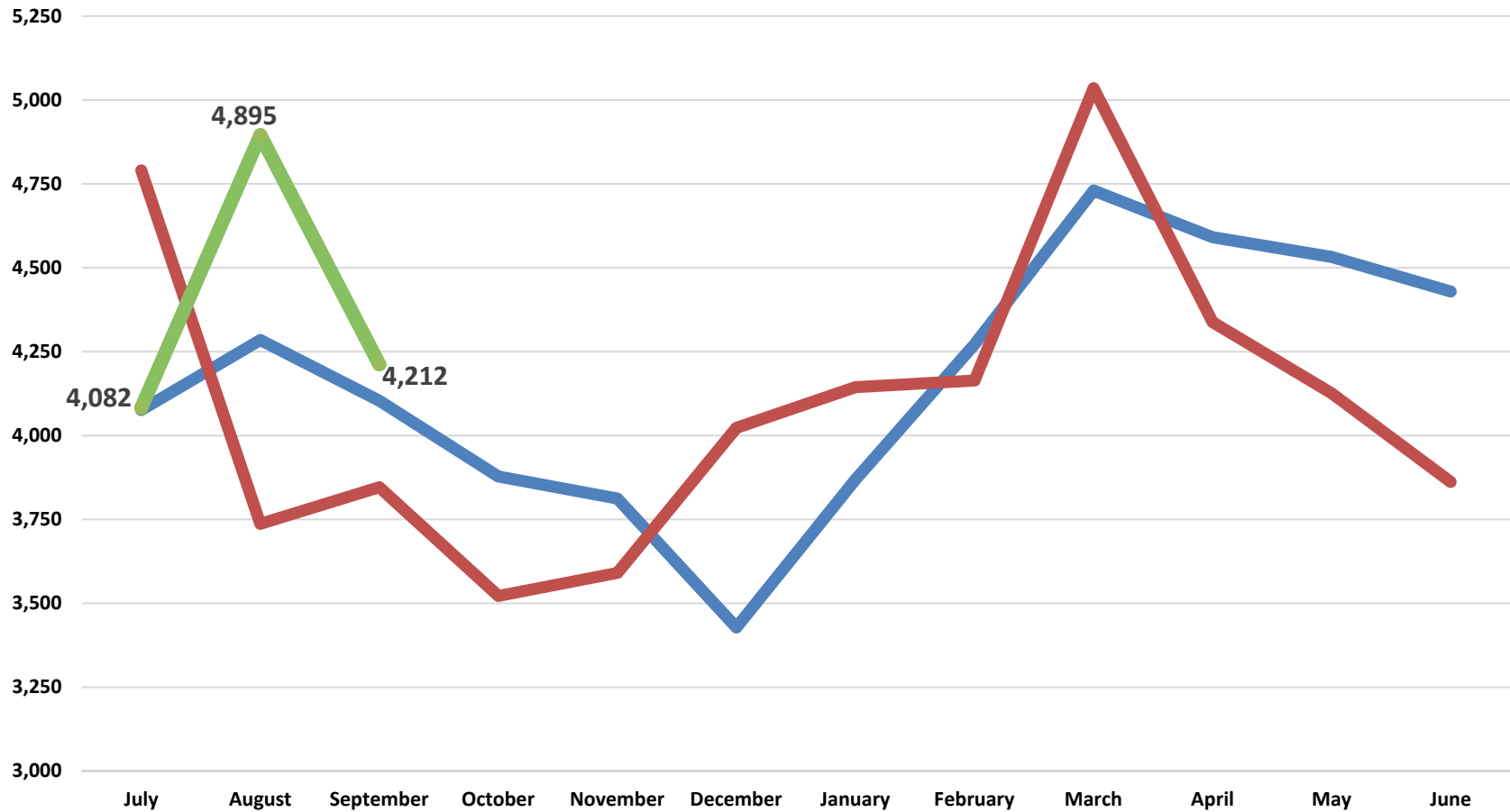
Sequoia Cardiology - Registrations



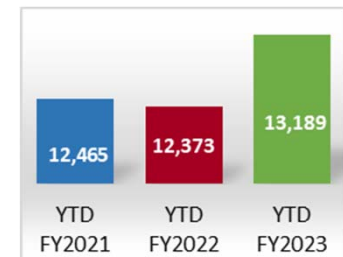
— FY2021
 — FY2022
 — FY2023
 ••• Budget



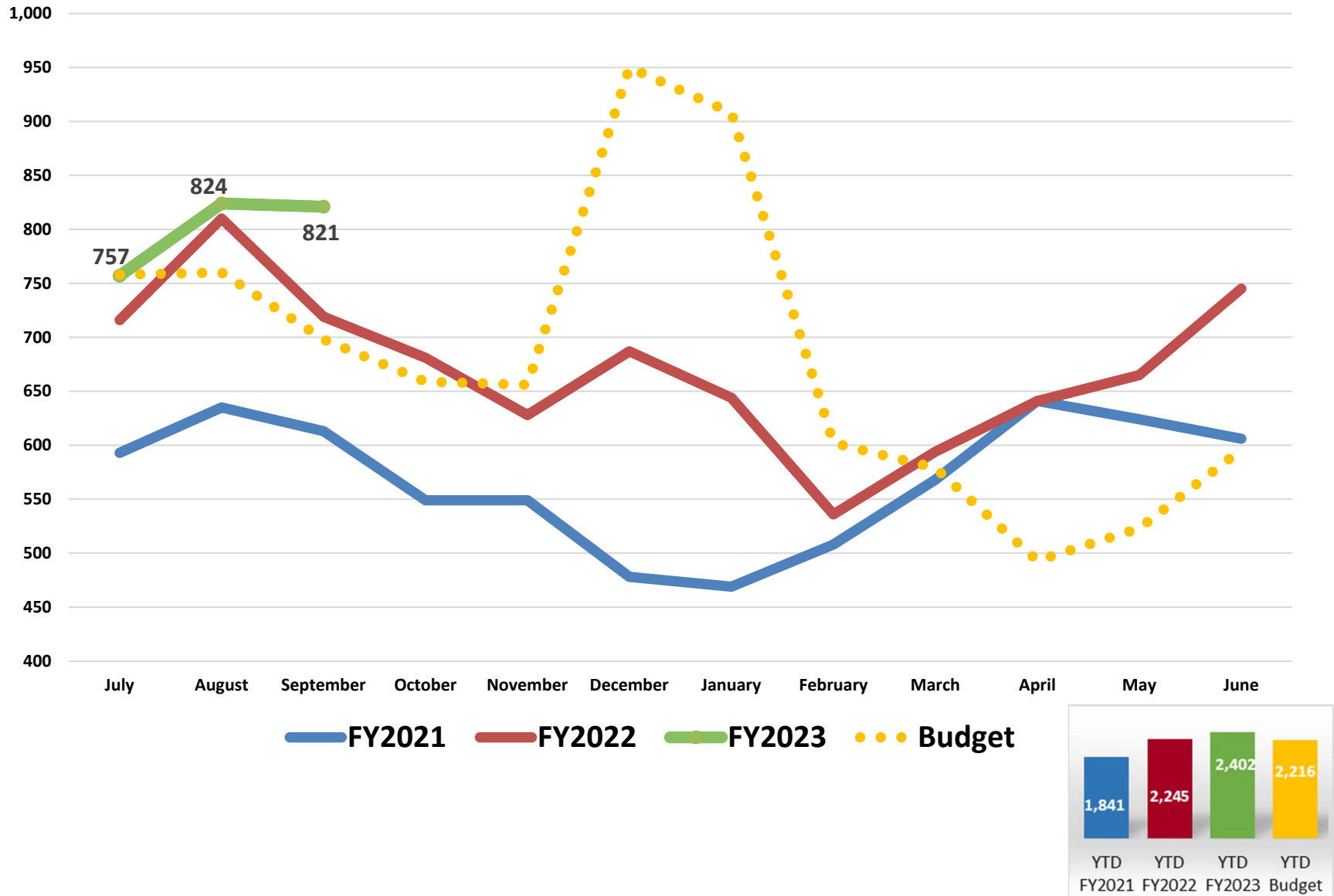
Sequoia Cardiology – wRVU's



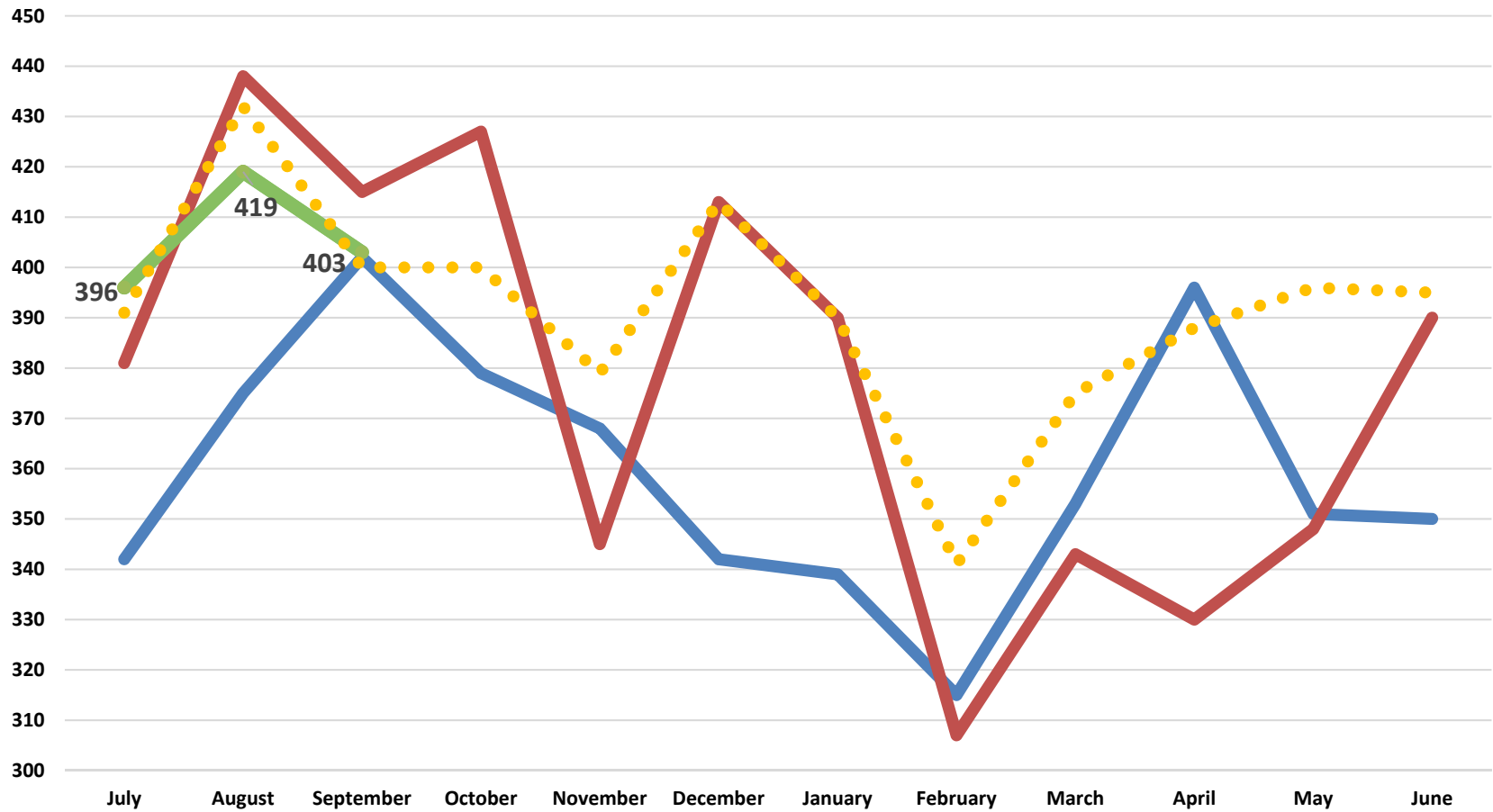
— FY2021 — FY2022 — FY2023



Labor Triage Registrations



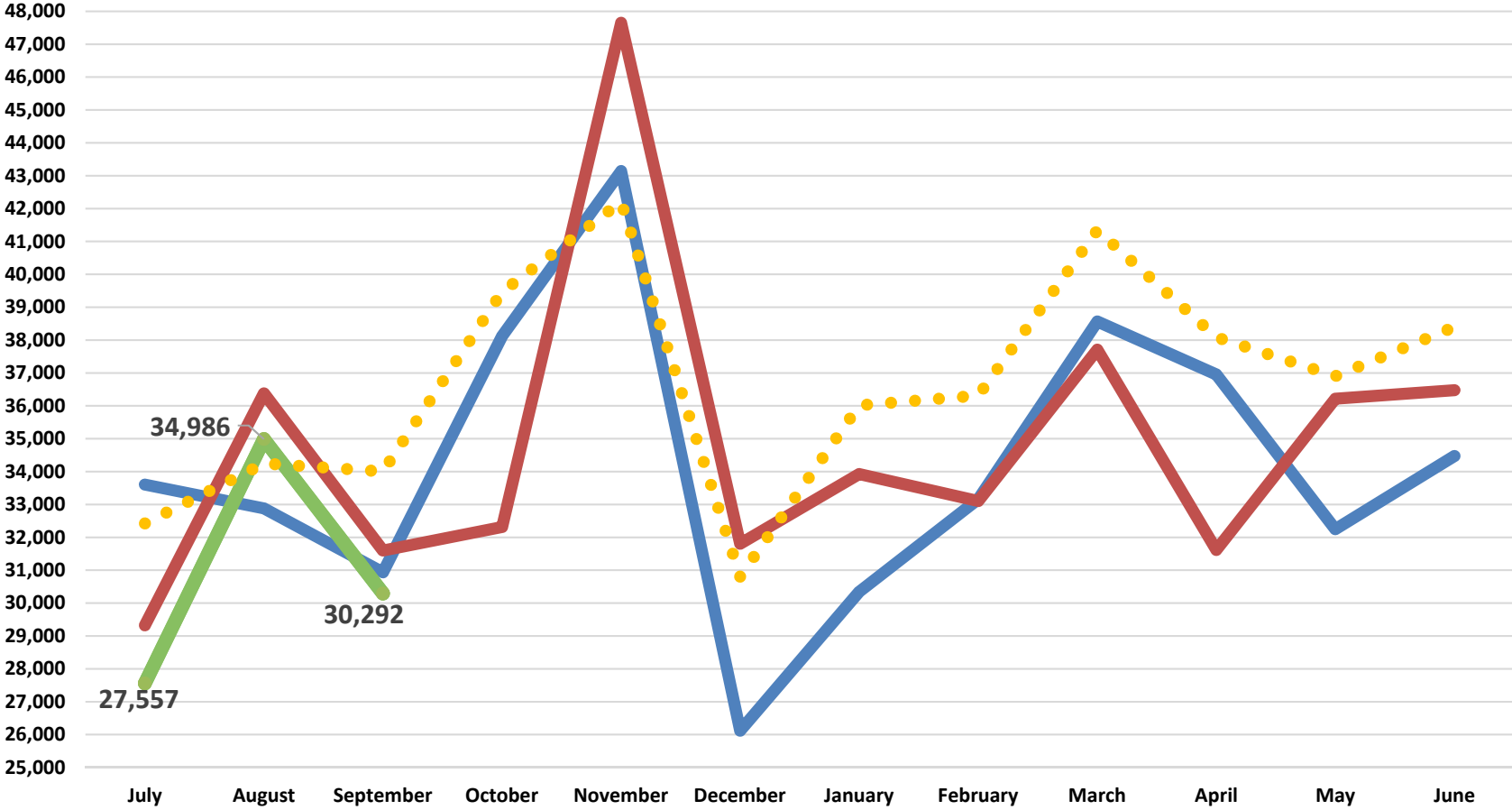
Deliveries



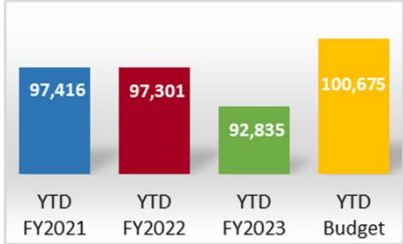
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



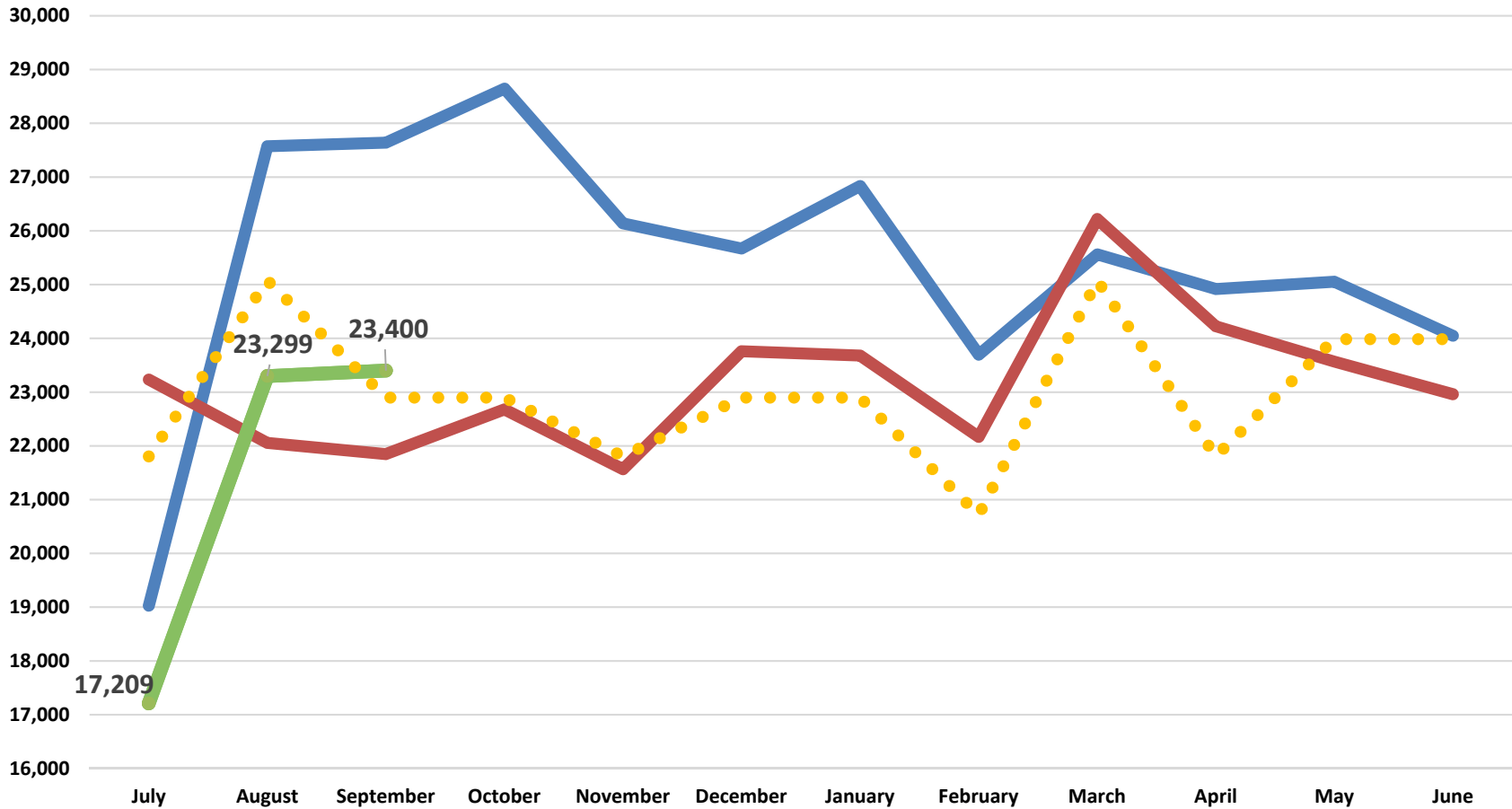
KHMG RVU's



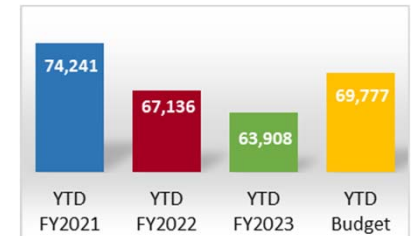
— FY2021 — FY2022 — FY2023 ••• Budget



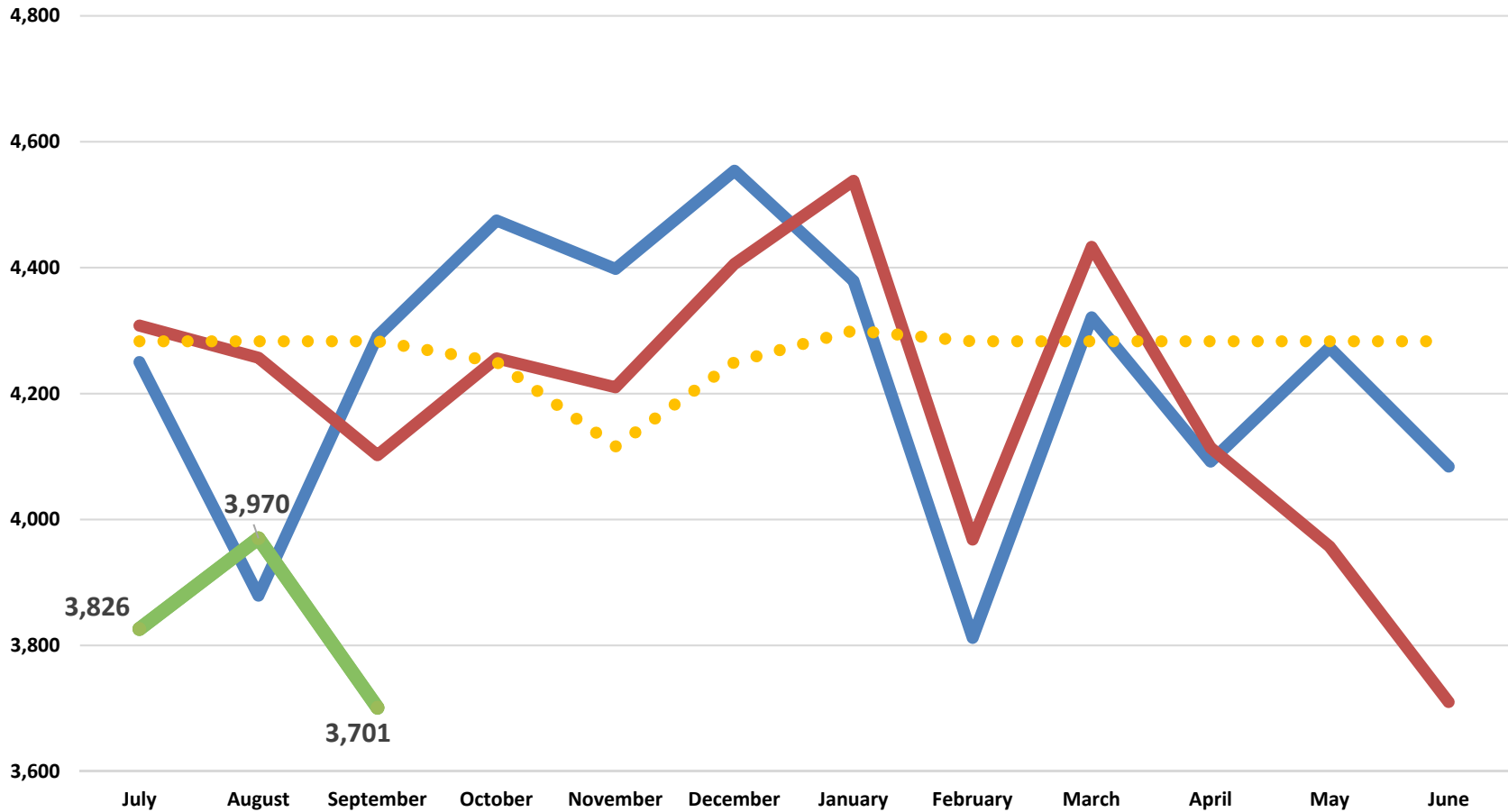
Home Infusion Days



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



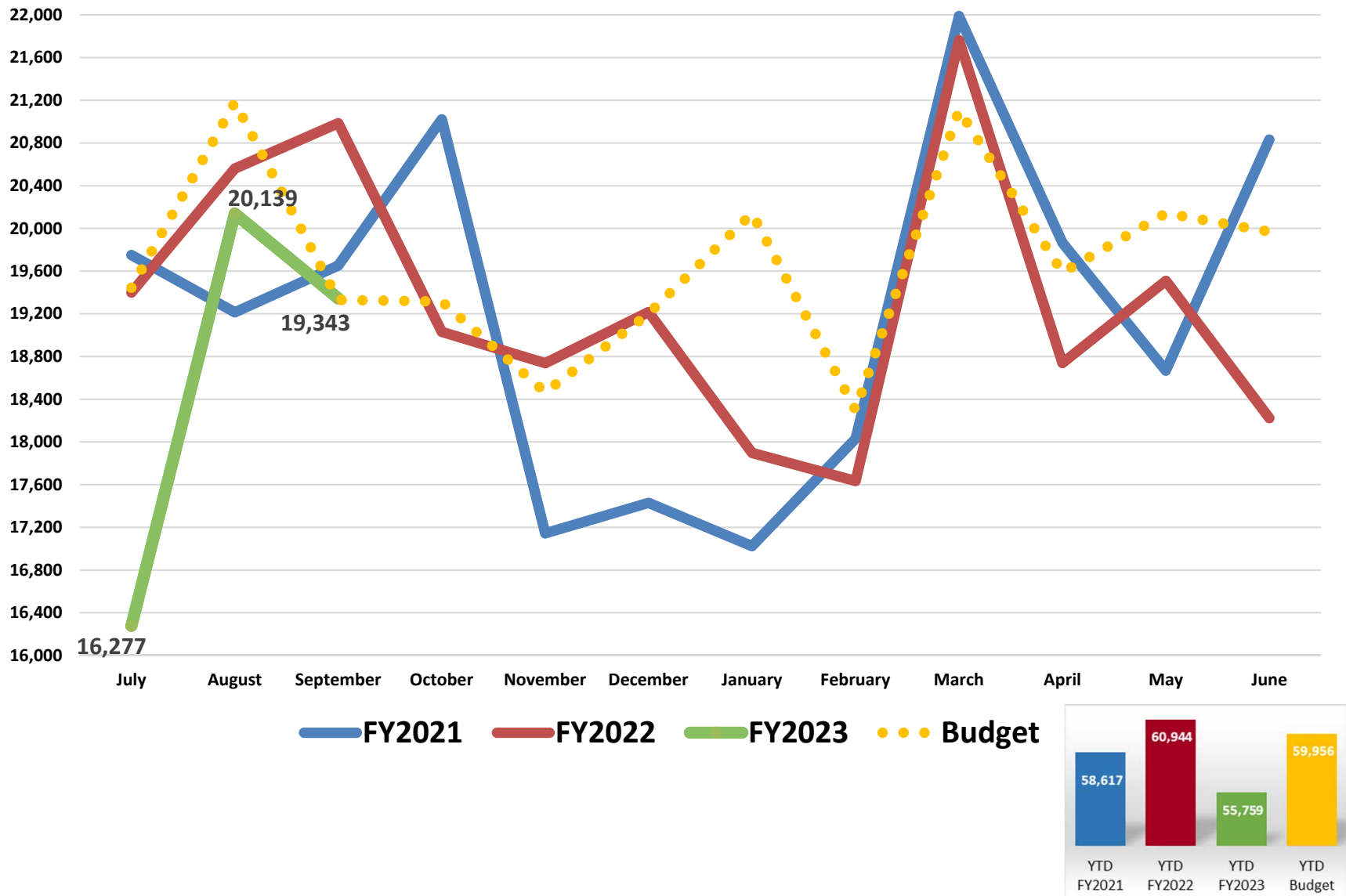
Hospice Days



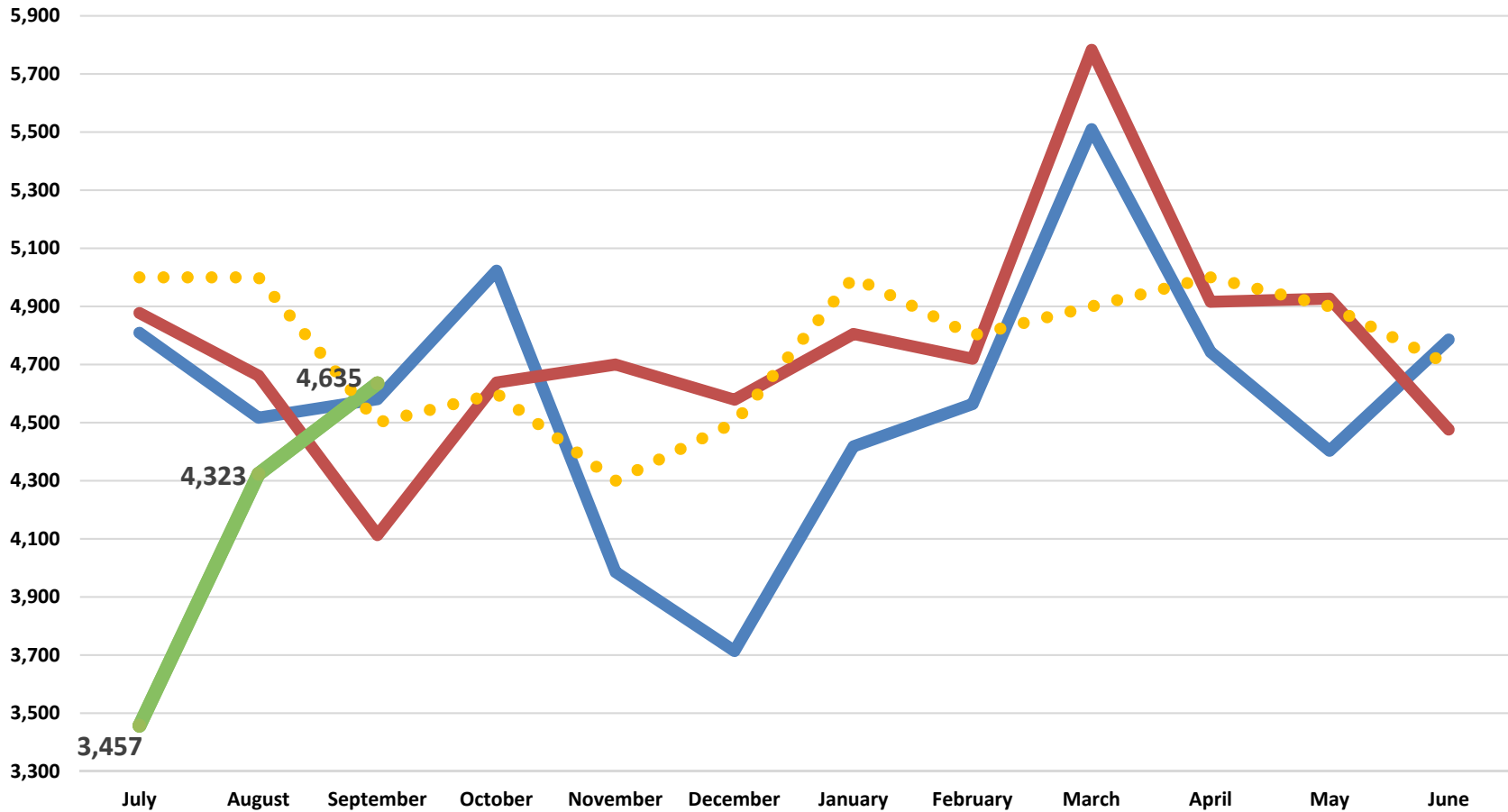
—●— **FY2021**
 —●— **FY2022**
 —●— **FY2023**
 ●●● **Budget**



All O/P Rehab Services Across District



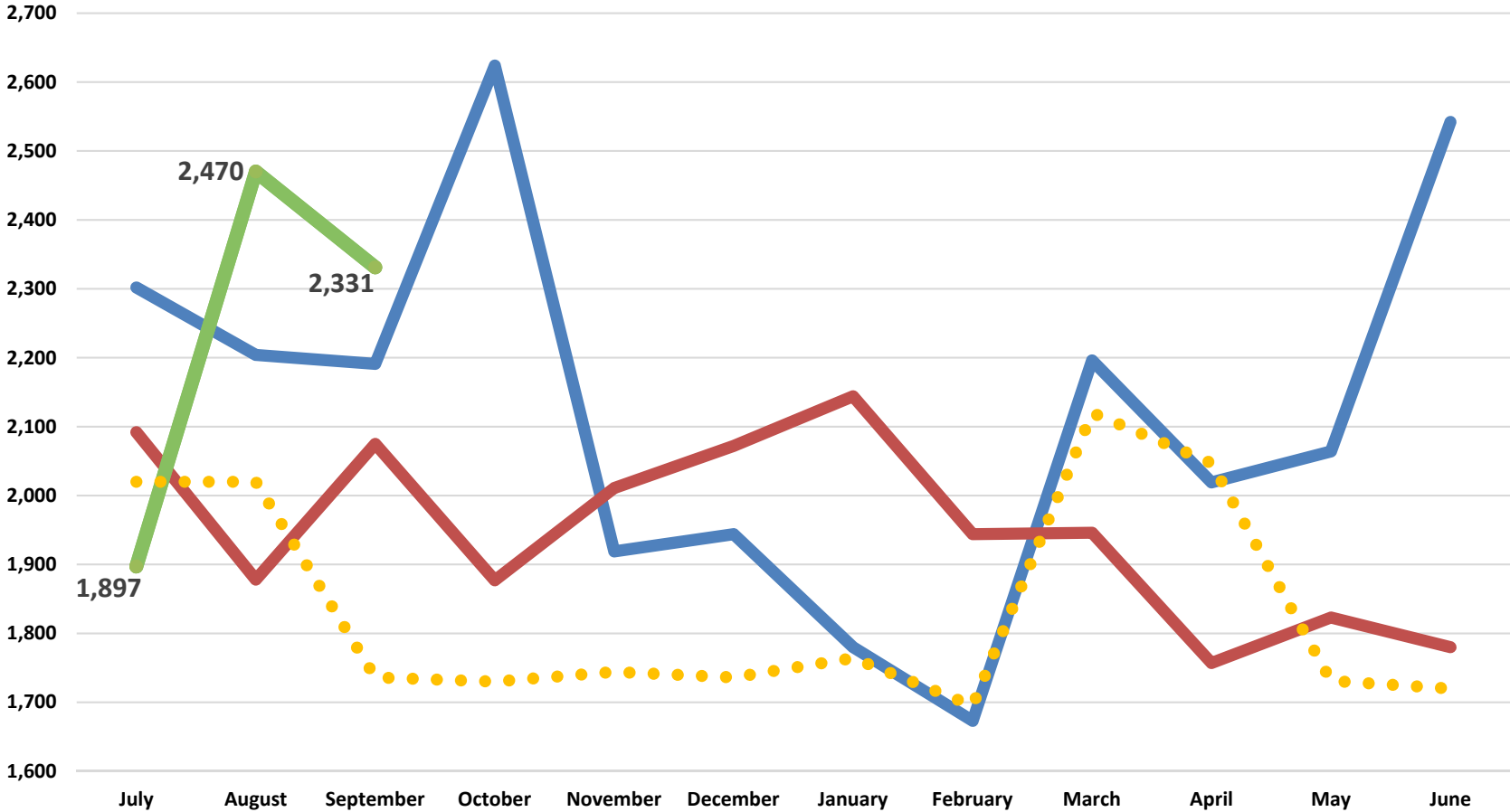
O/P Rehab Services



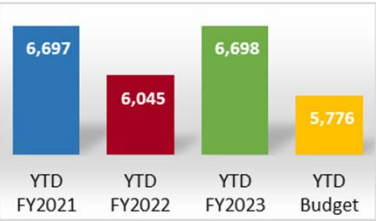
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



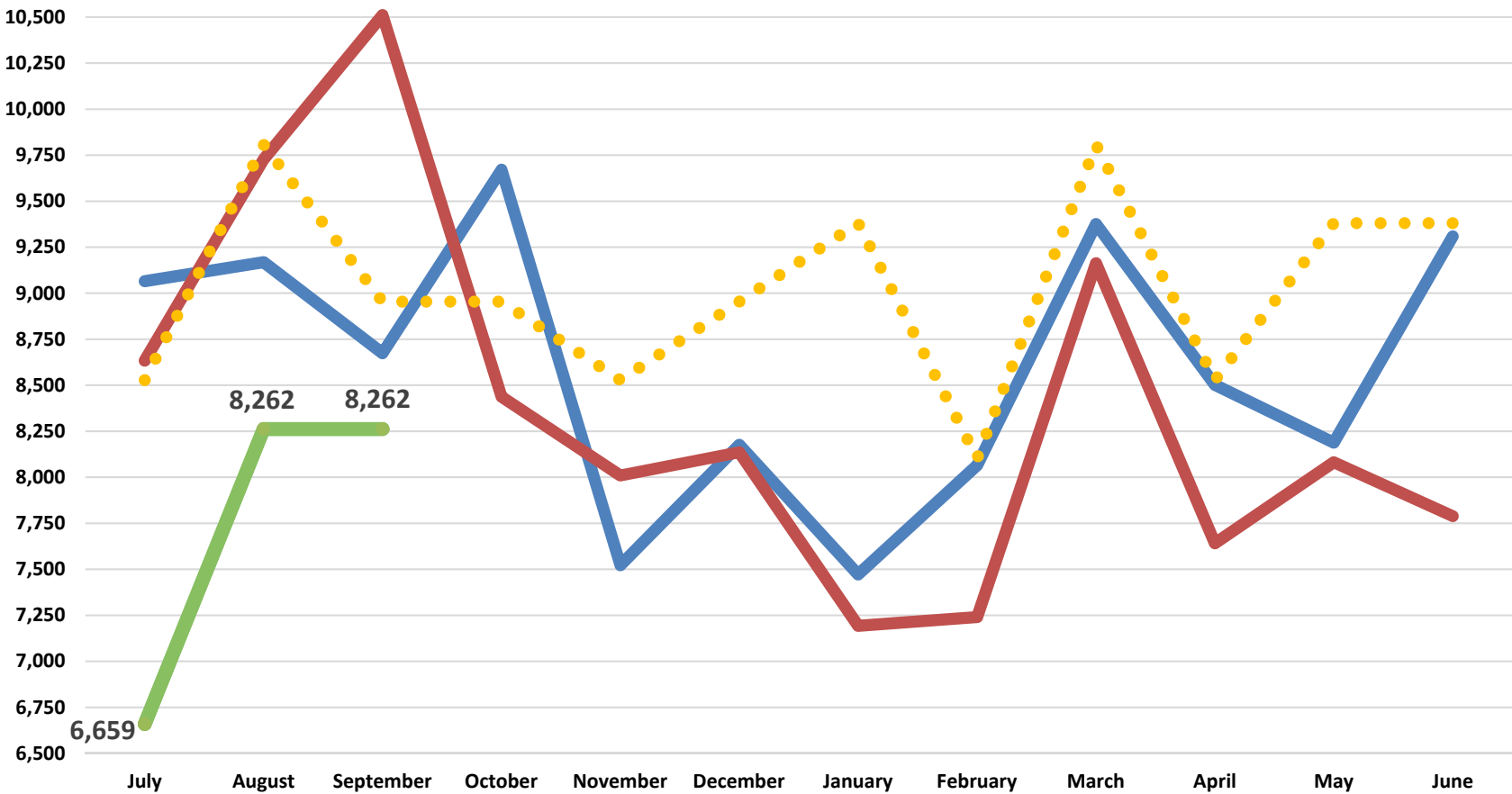
O/P Rehab - Exeter



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



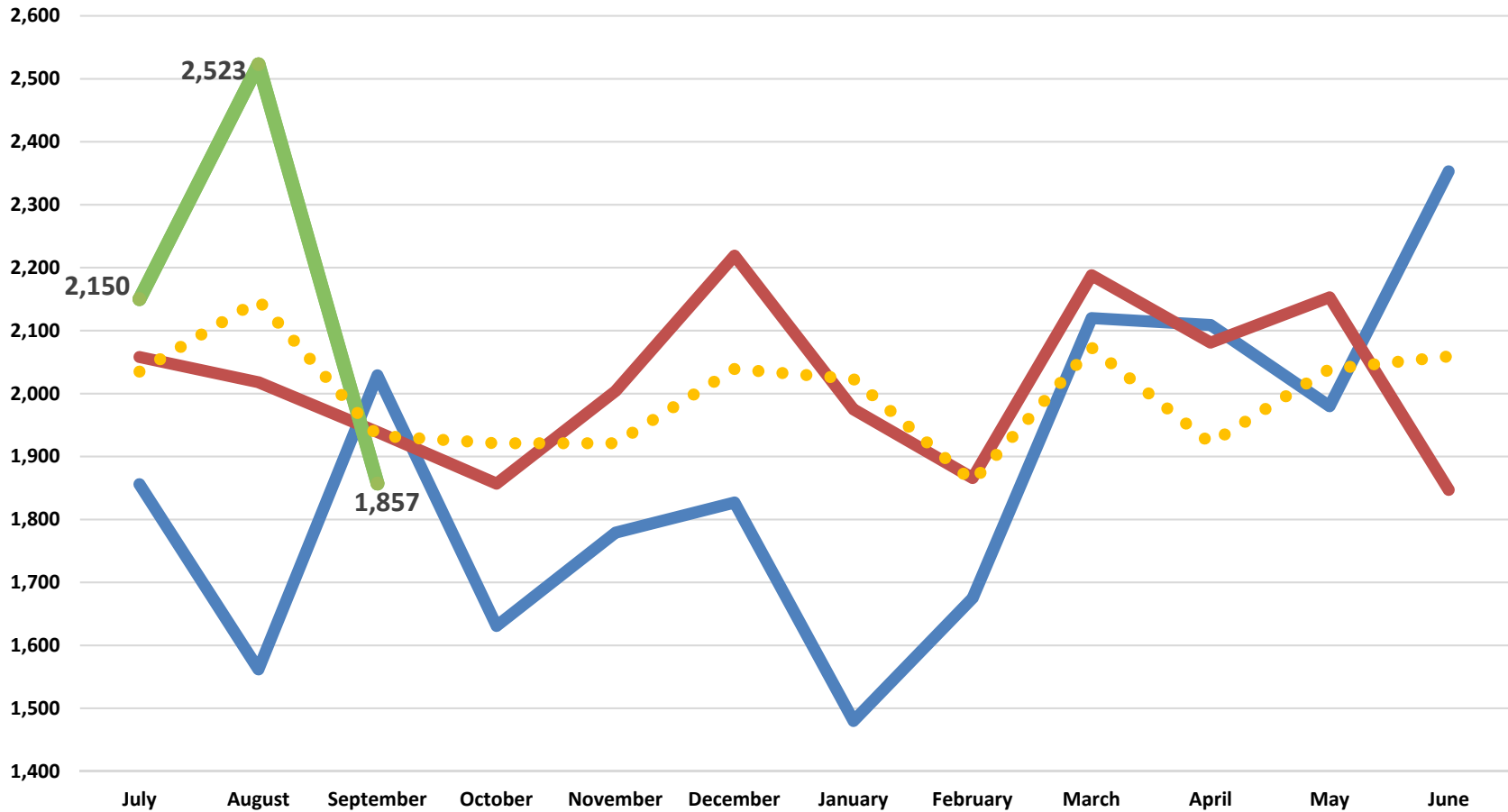
O/P Rehab - Akers



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

26,908	28,871	23,183	27,289
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

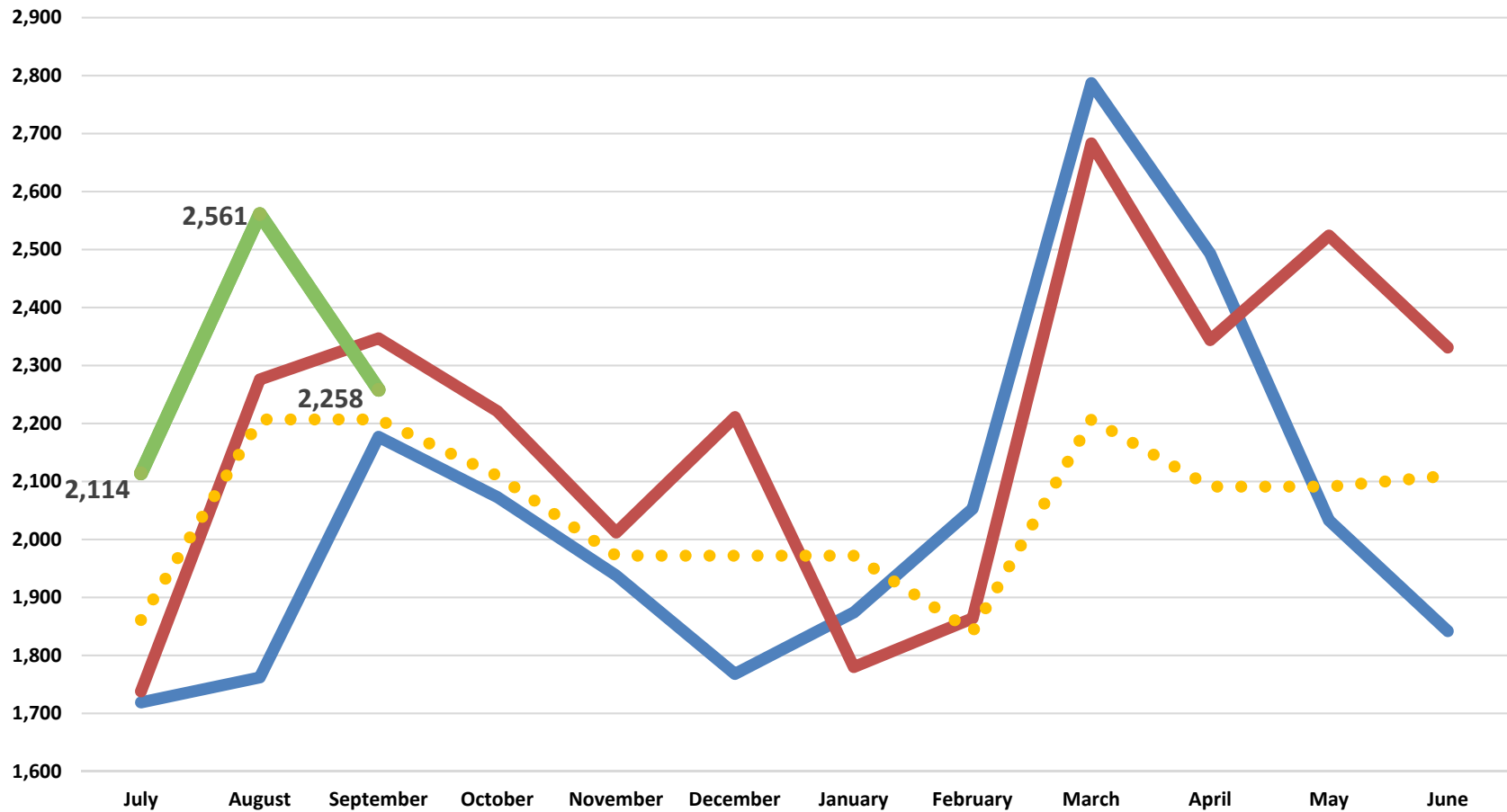
O/P Rehab - LLOPT



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

5,447	6,015	6,530	6,116
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

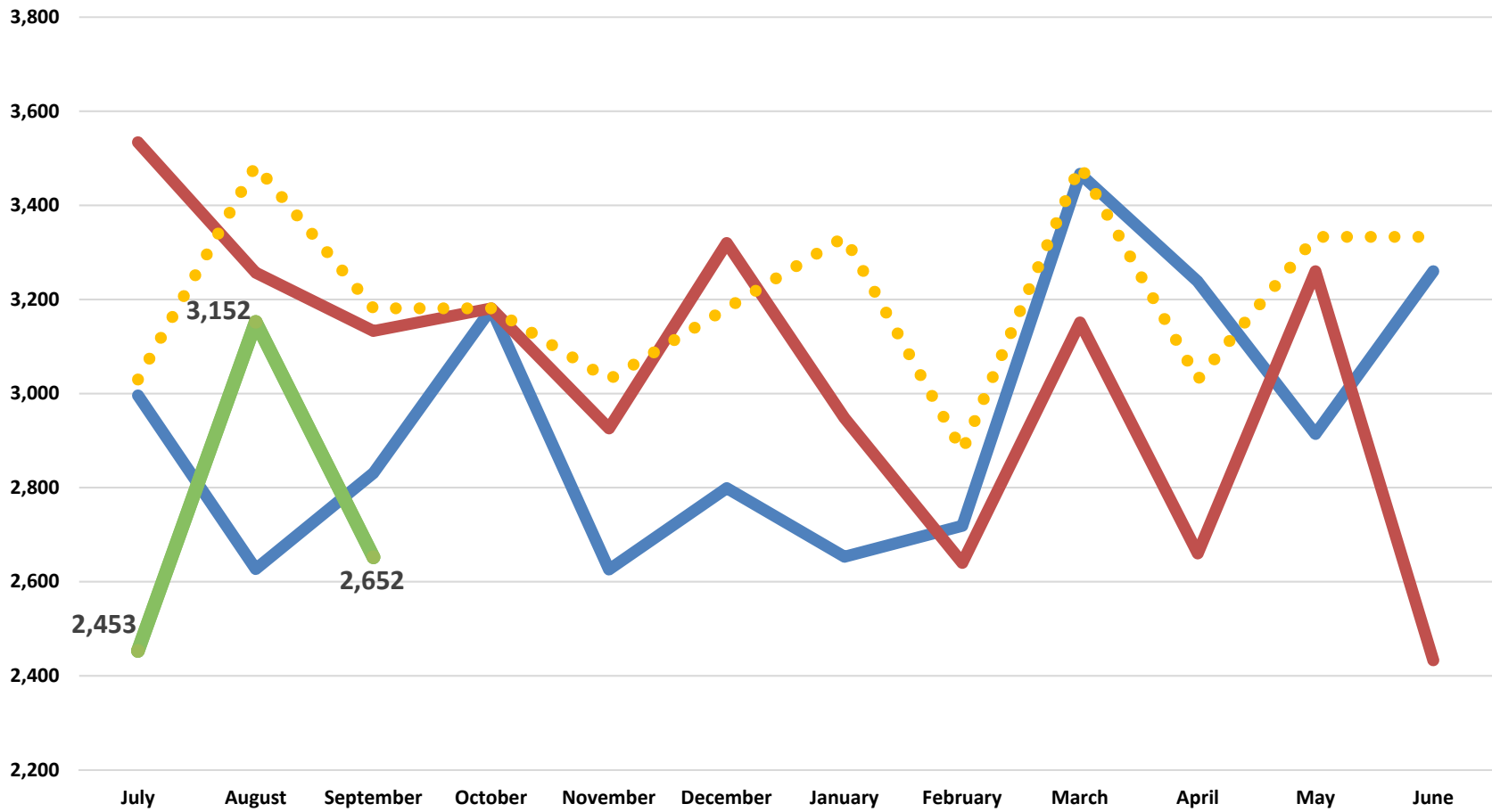
O/P Rehab - Dinuba



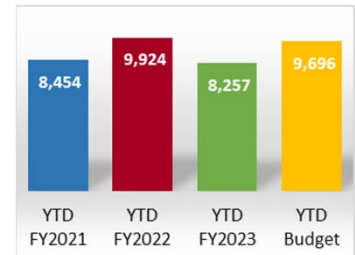
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



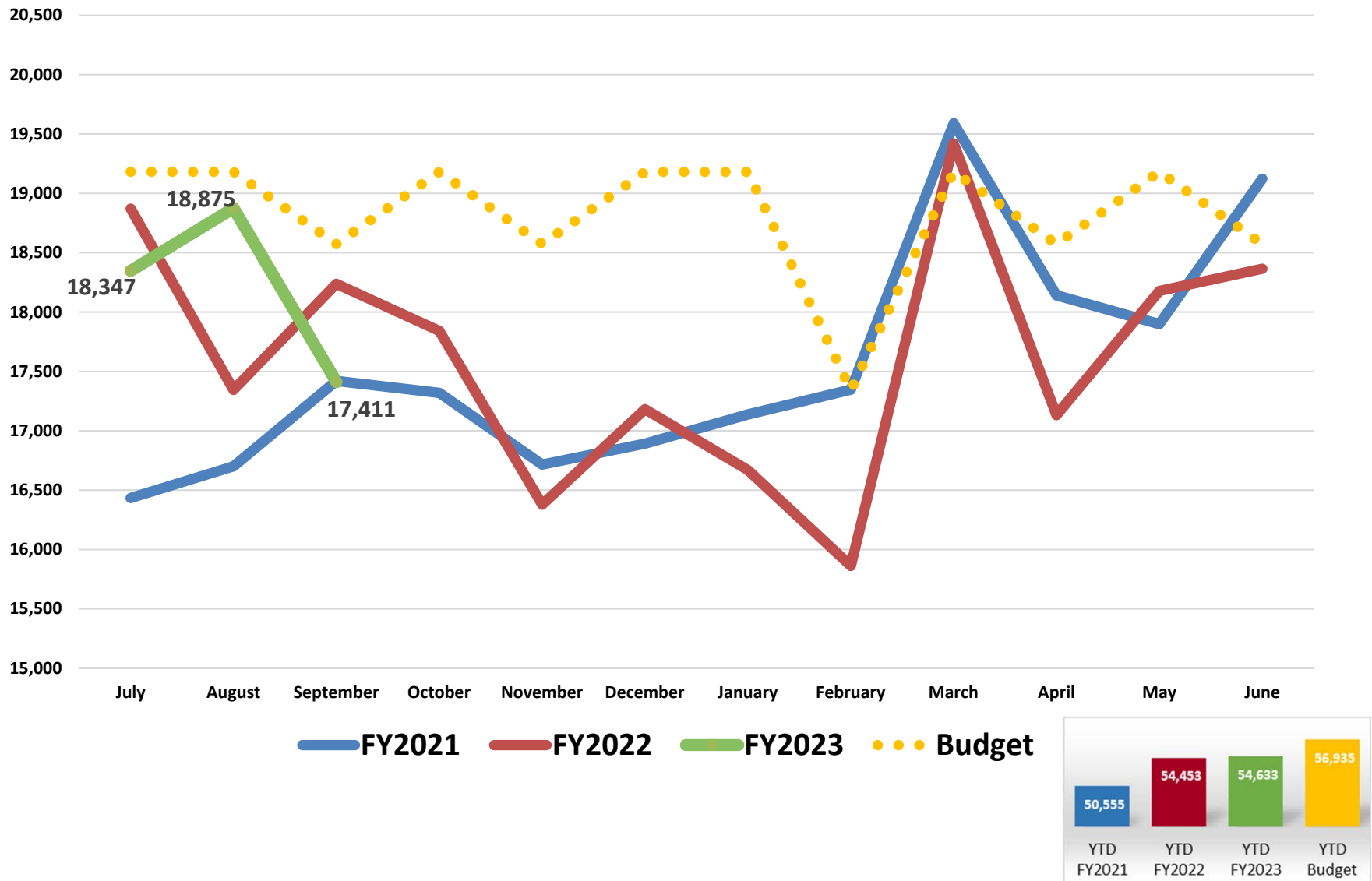
Therapy - Cypress Hand Center



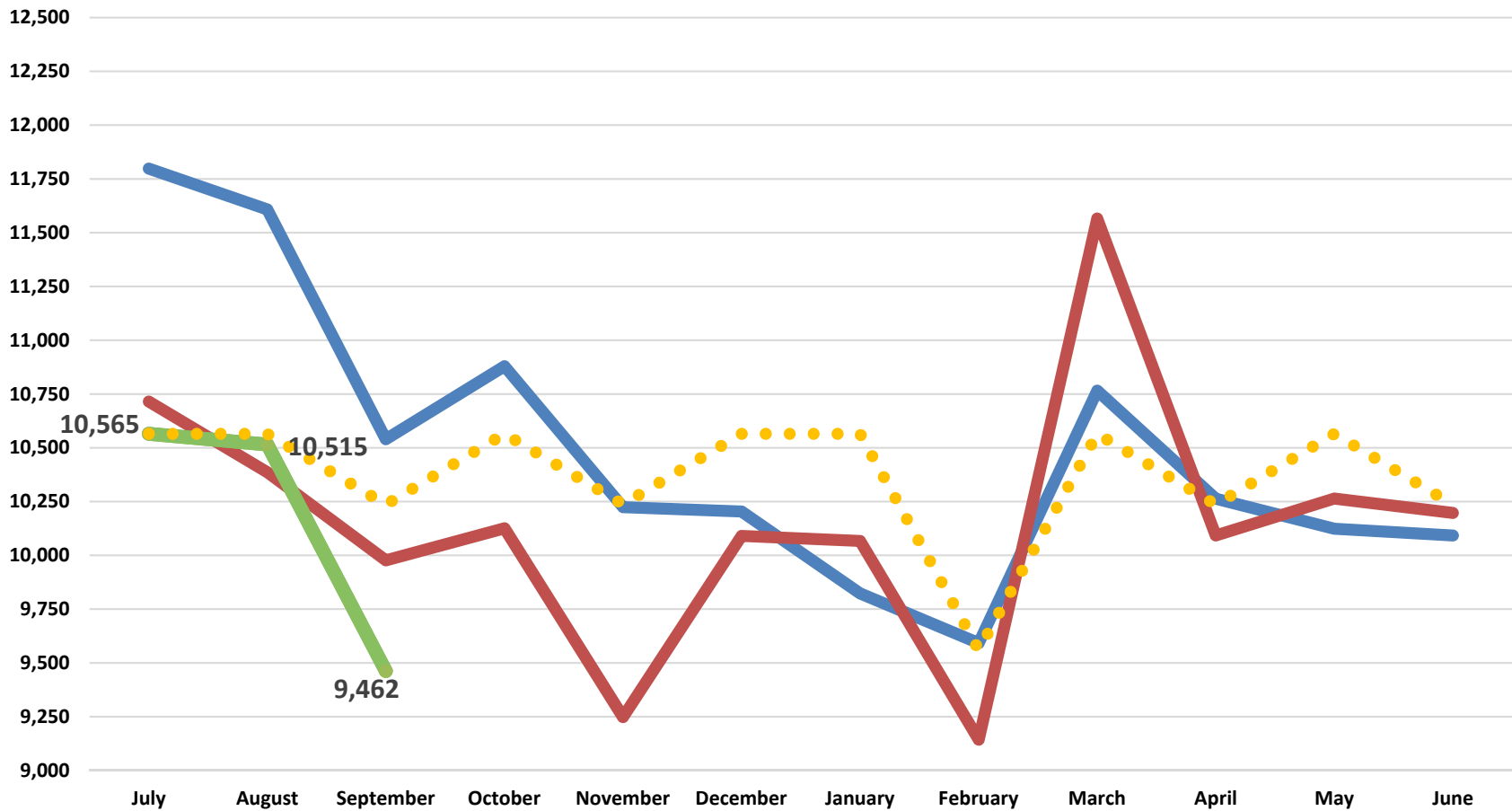
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



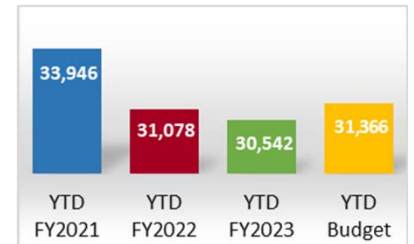
Physical & Other Therapy Units (I/P & O/P)



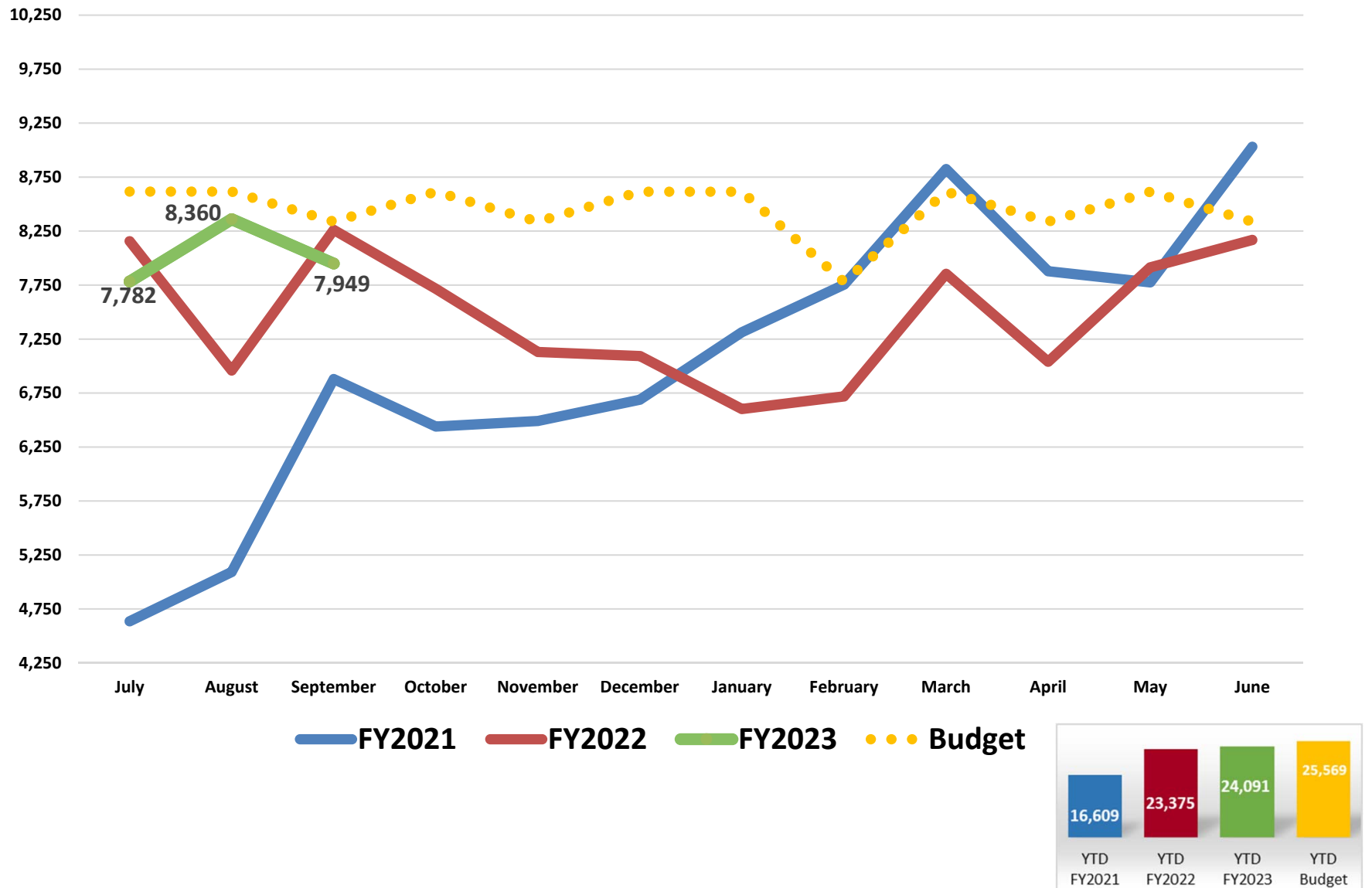
Physical & Other Therapy Units (I/P & O/P)-Main Campus



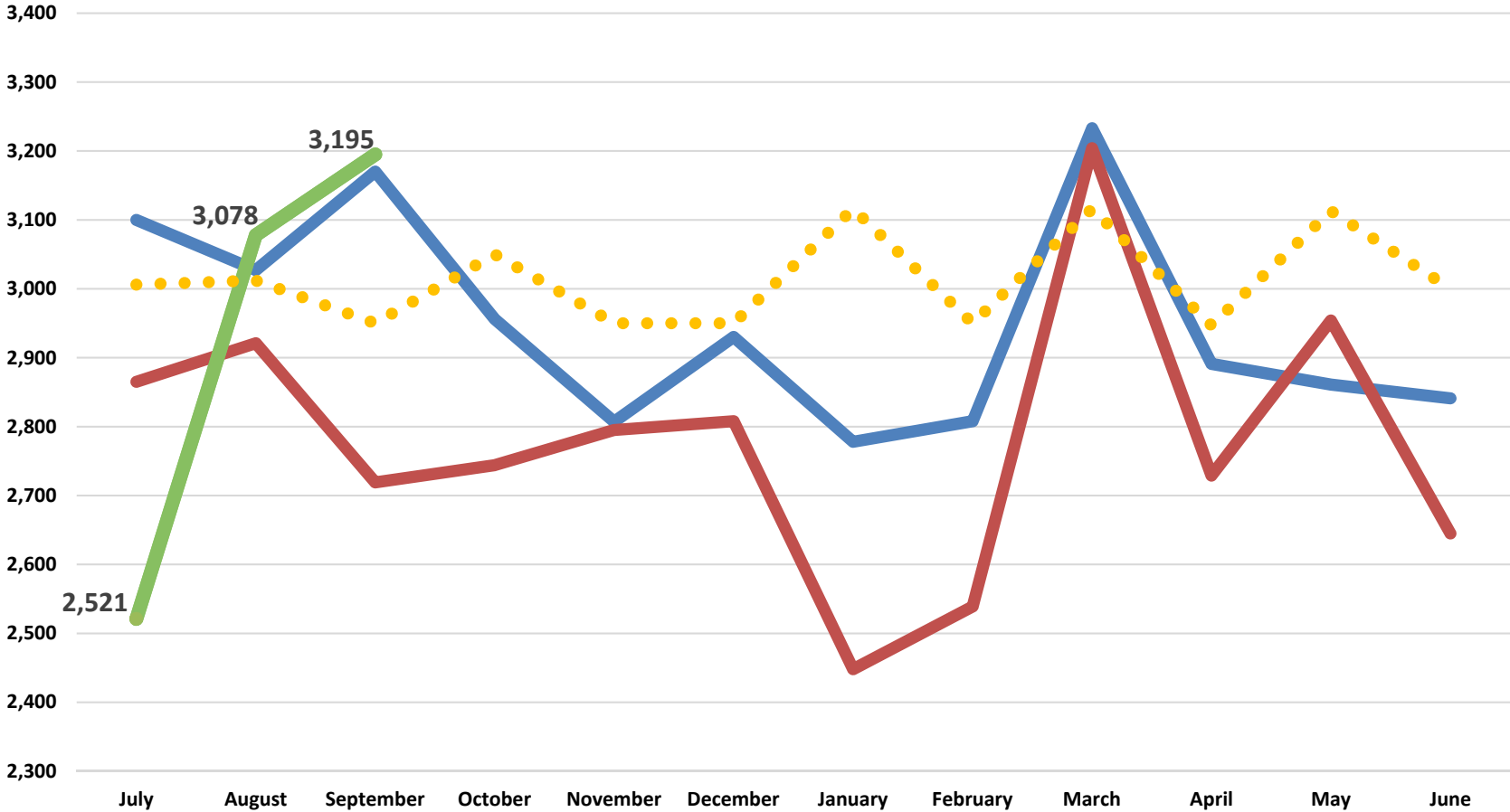
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



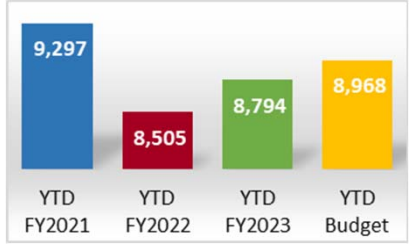
Physical & Other Therapy Units (I/P & O/P)-KDRH & South Campus



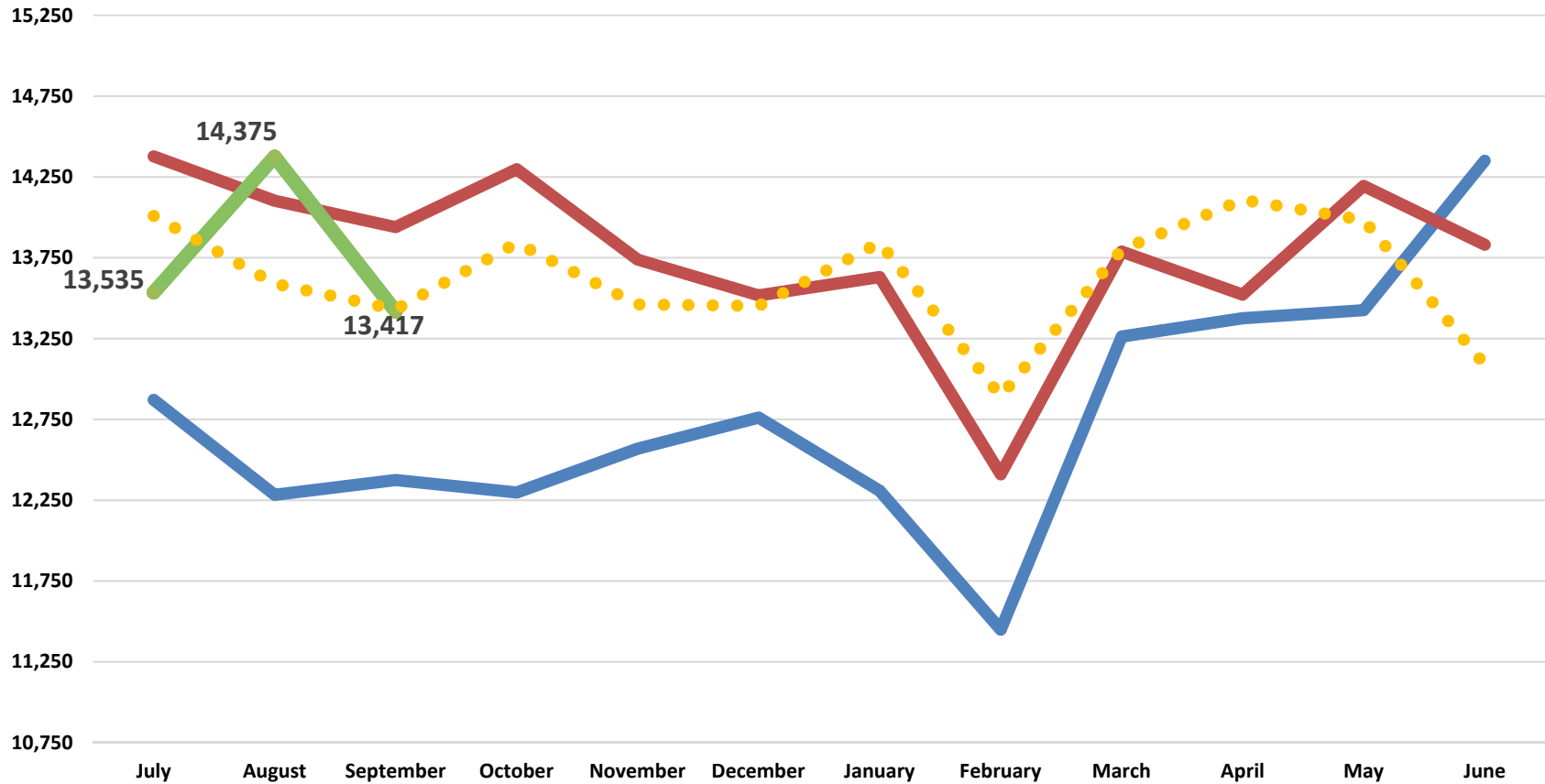
Home Health Visits



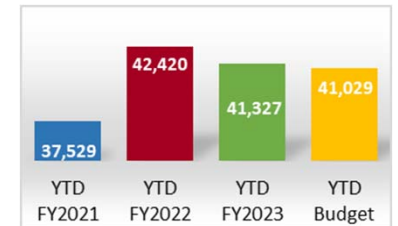
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



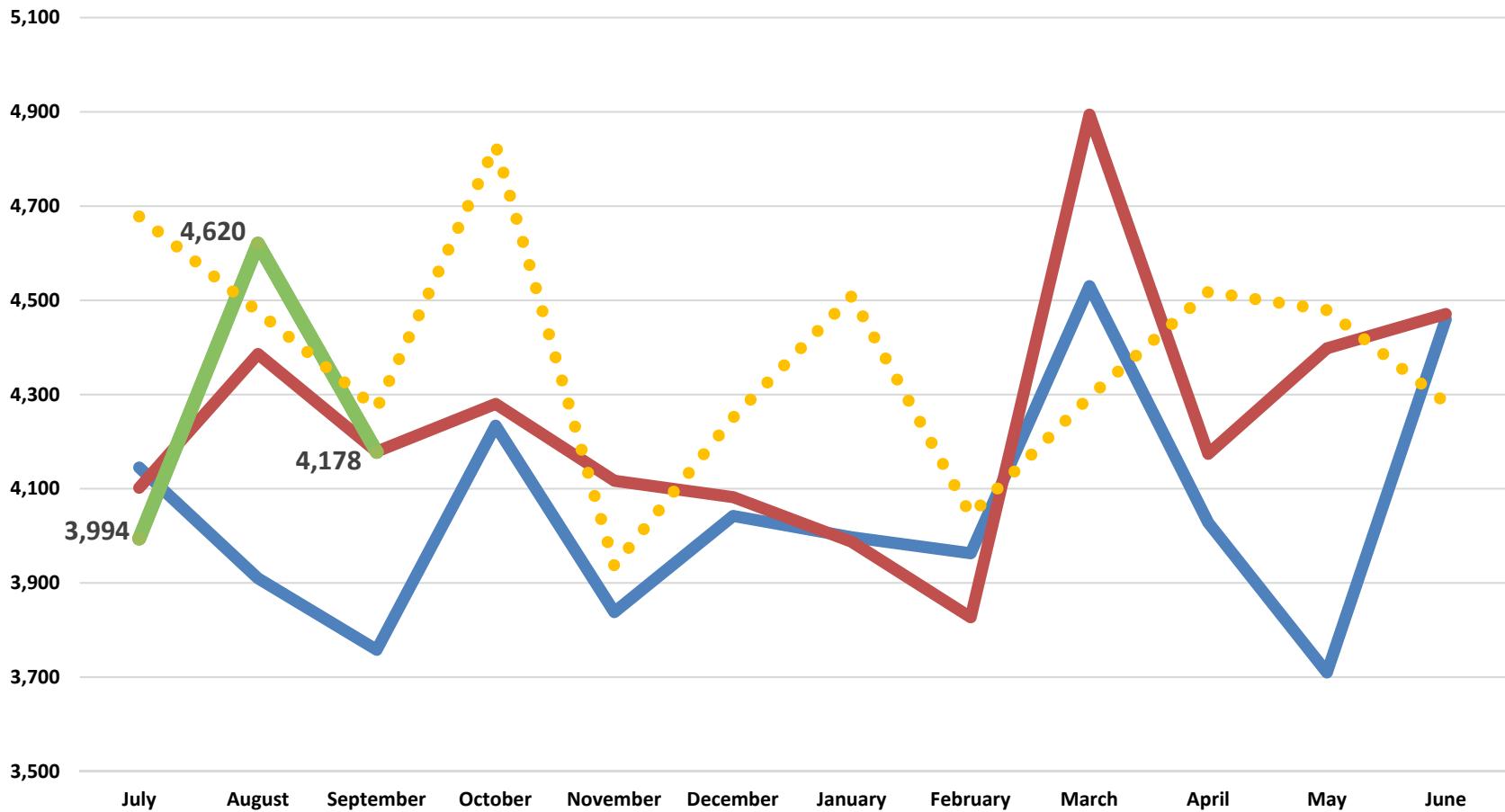
Radiology – Main Campus



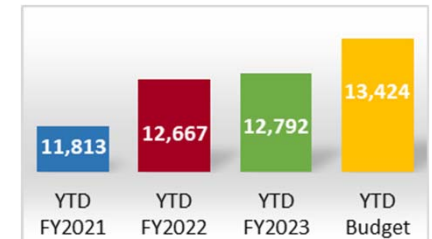
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



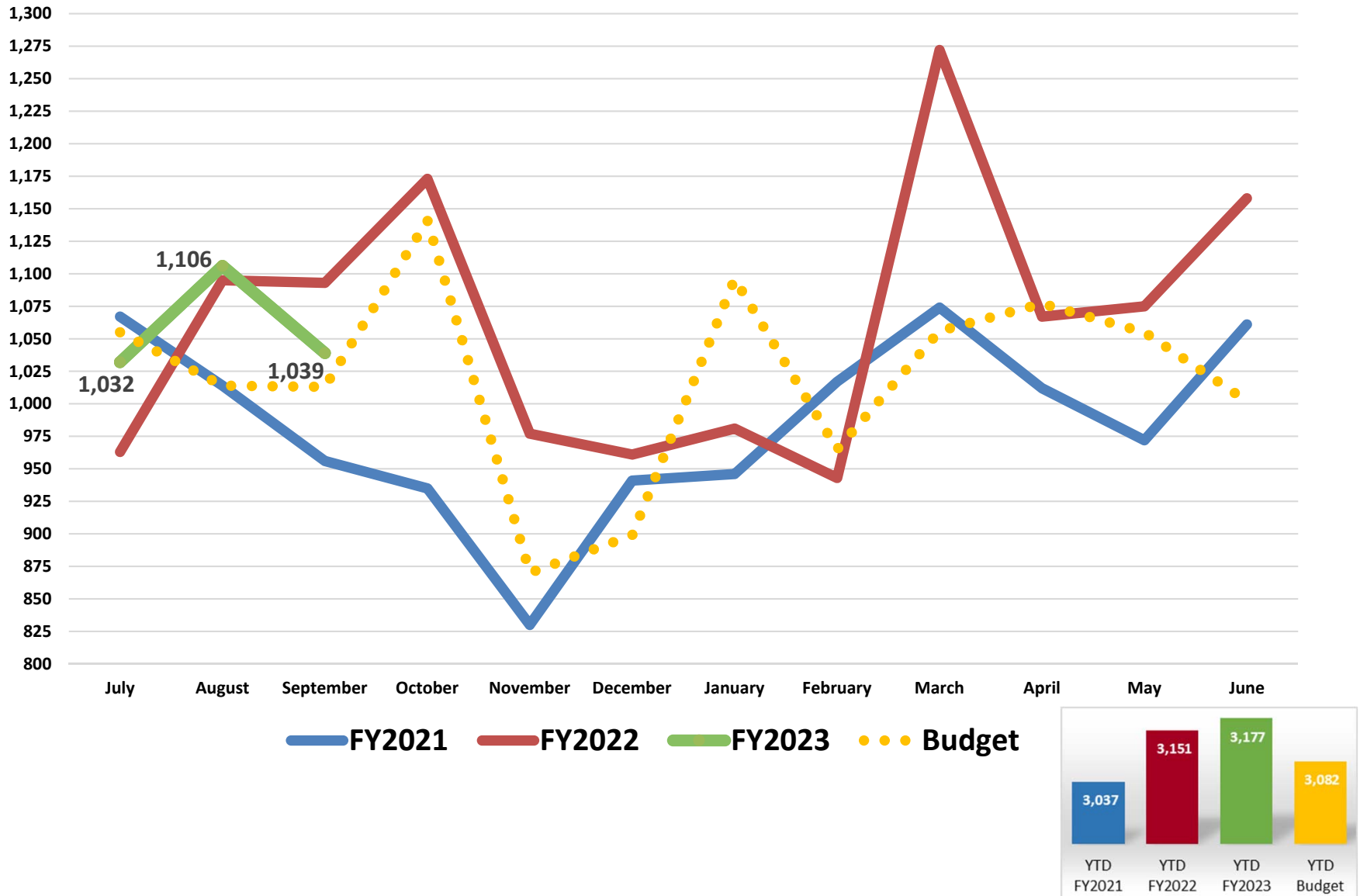
Radiology – West Campus Imaging



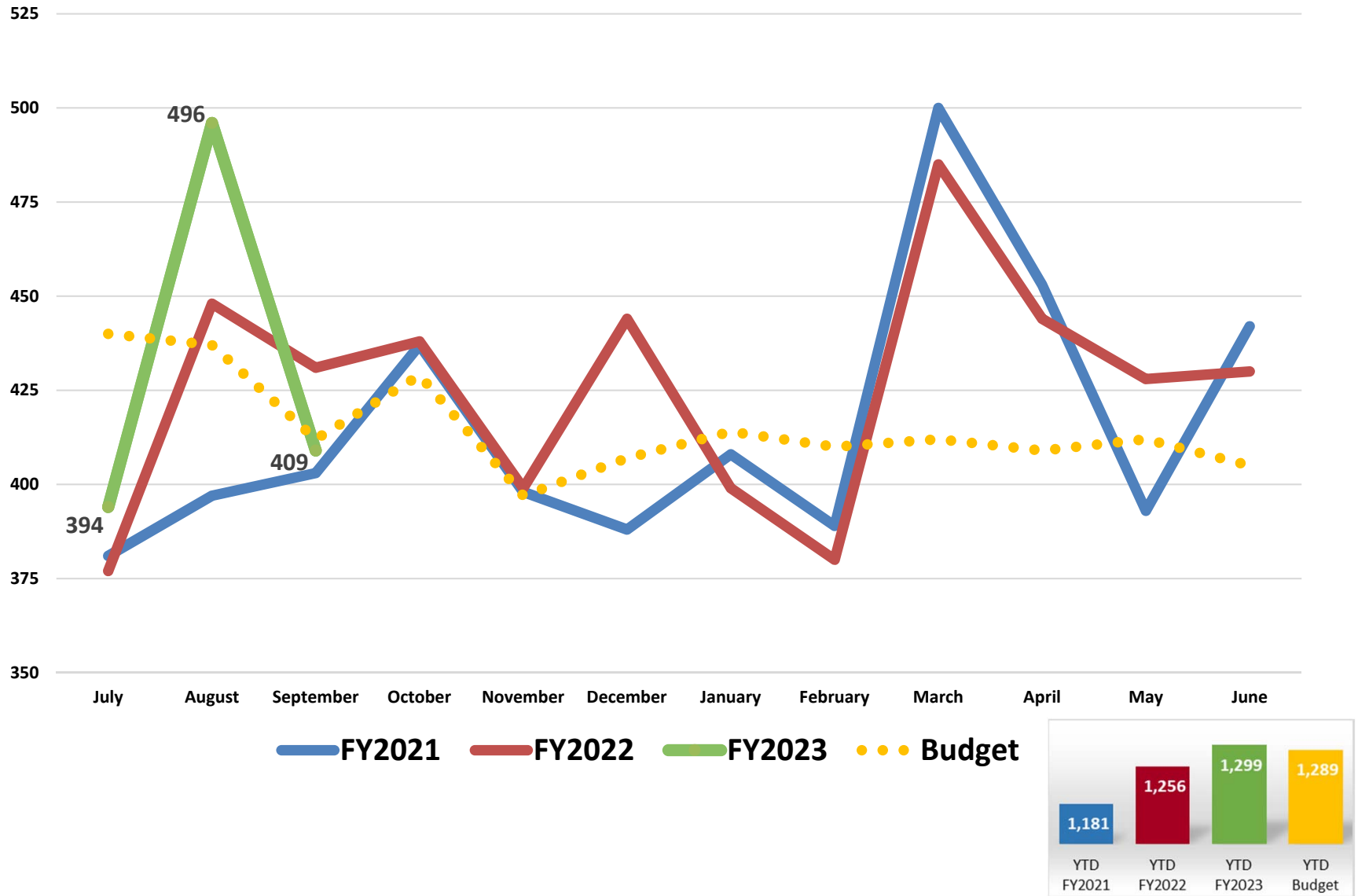
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



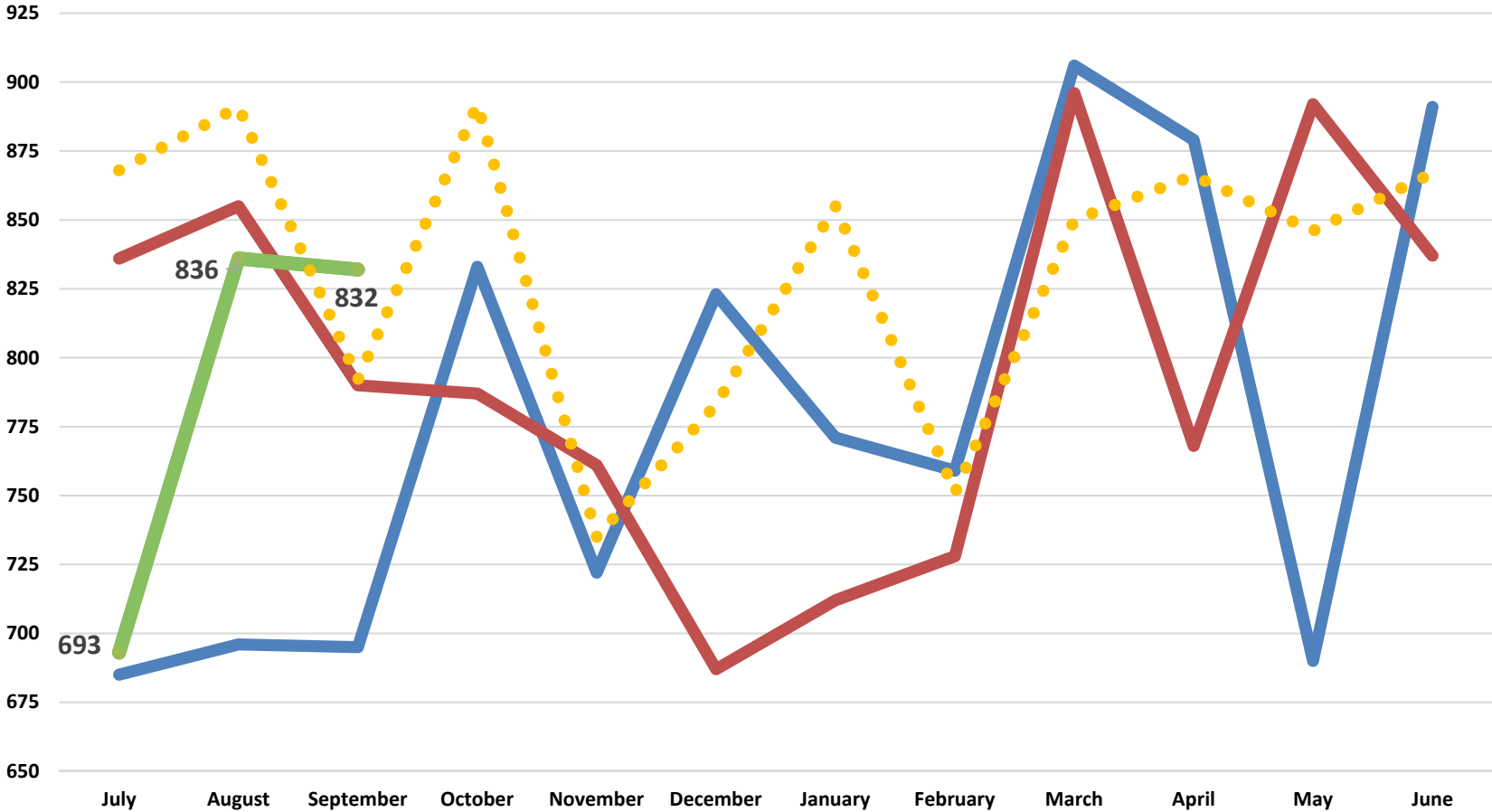
West Campus – Diagnostic Radiology



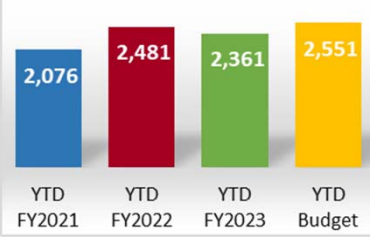
West Campus – CT Scan



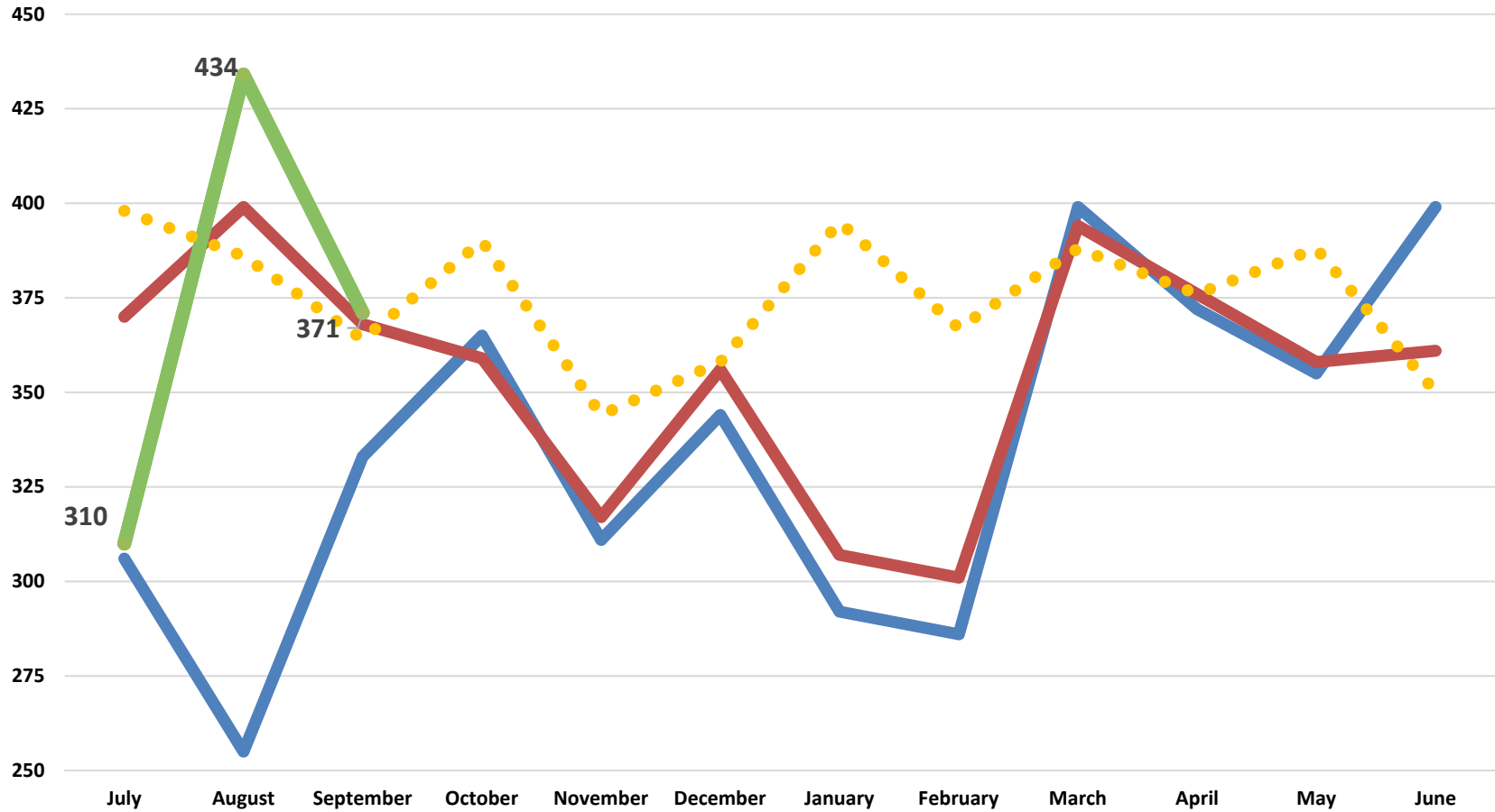
West Campus - Ultrasound



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



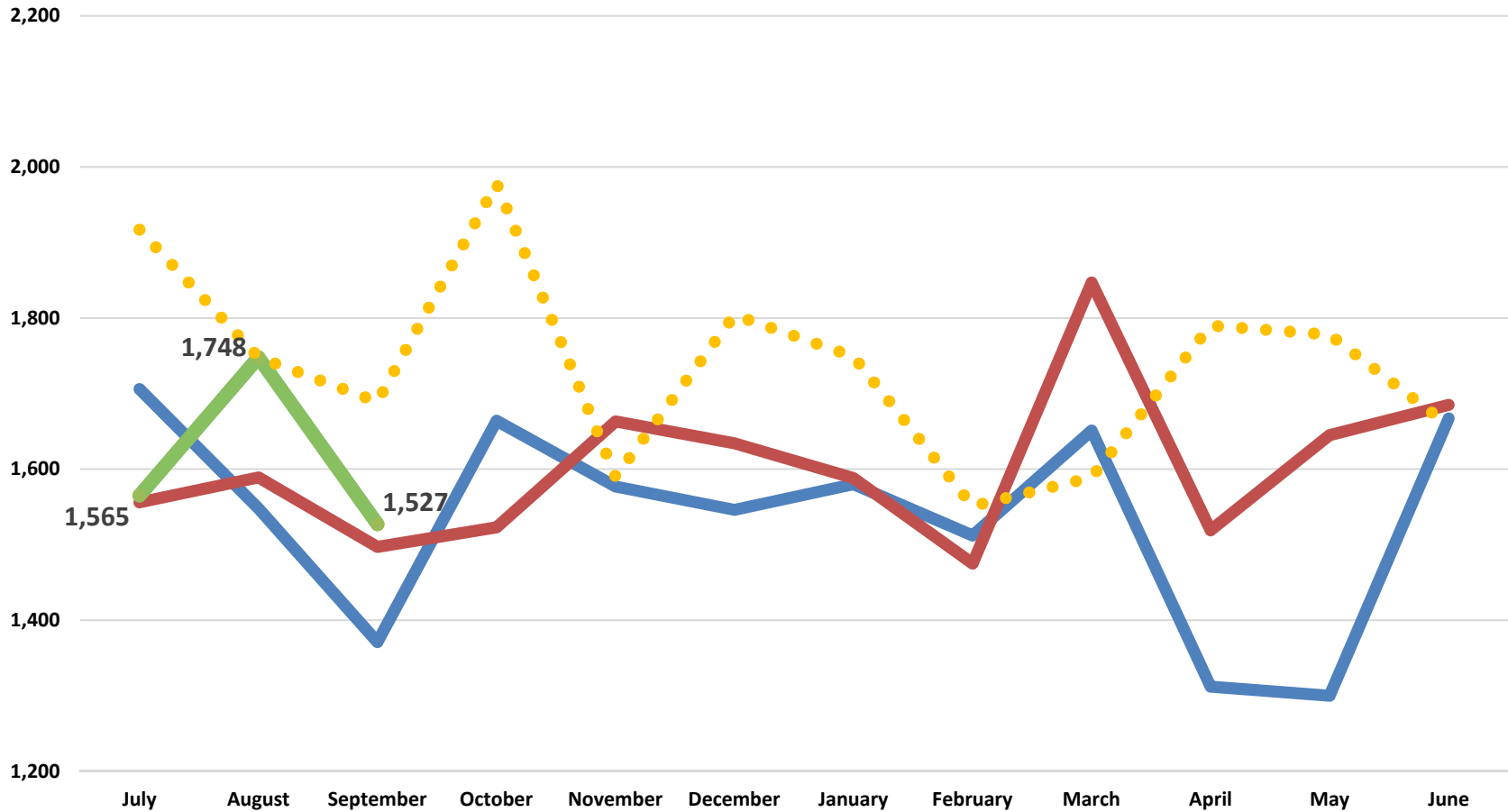
West Campus - MRI



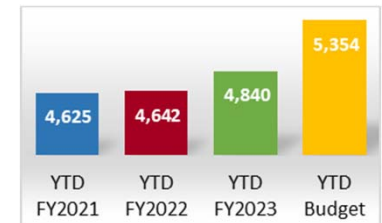
— FY2021
 — FY2022
 — FY2023
 ••• Budget

894	1,137	1,115	1,148
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

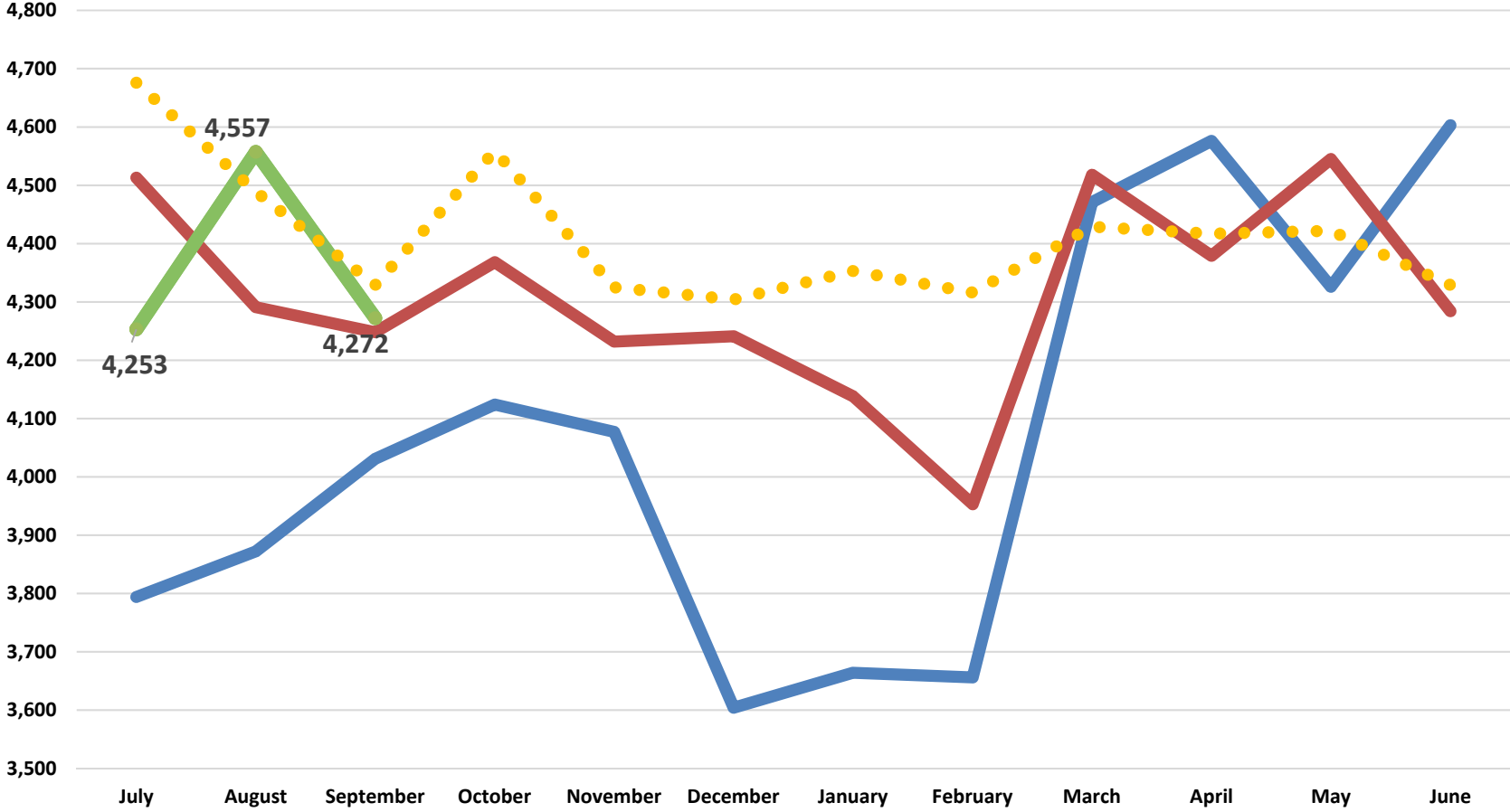
West Campus – Breast Center



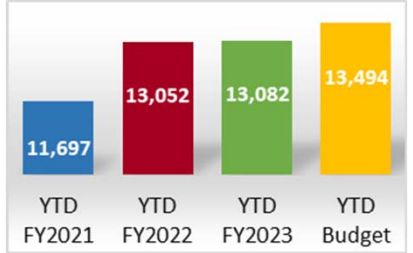
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



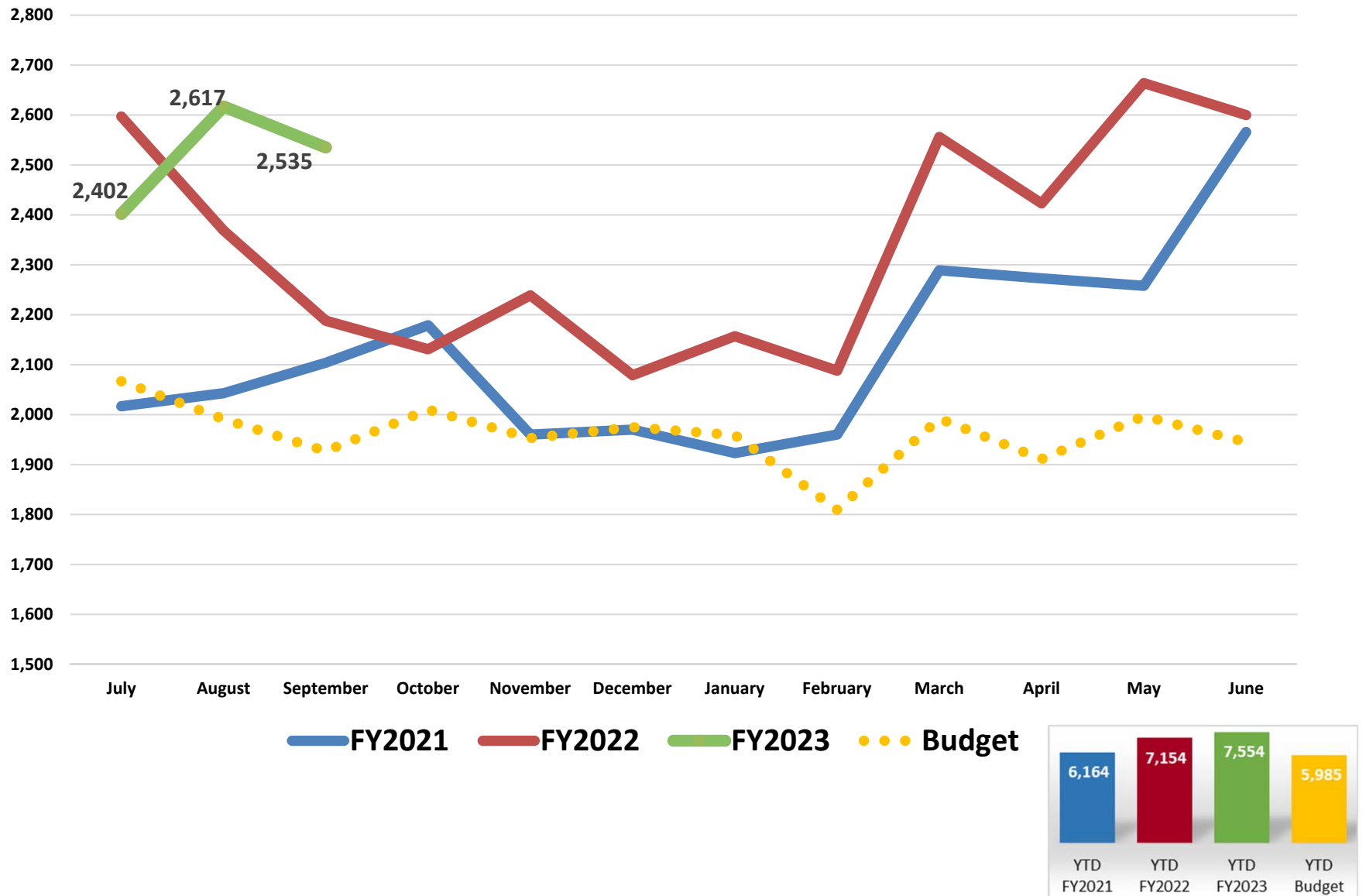
Radiology all areas – CT



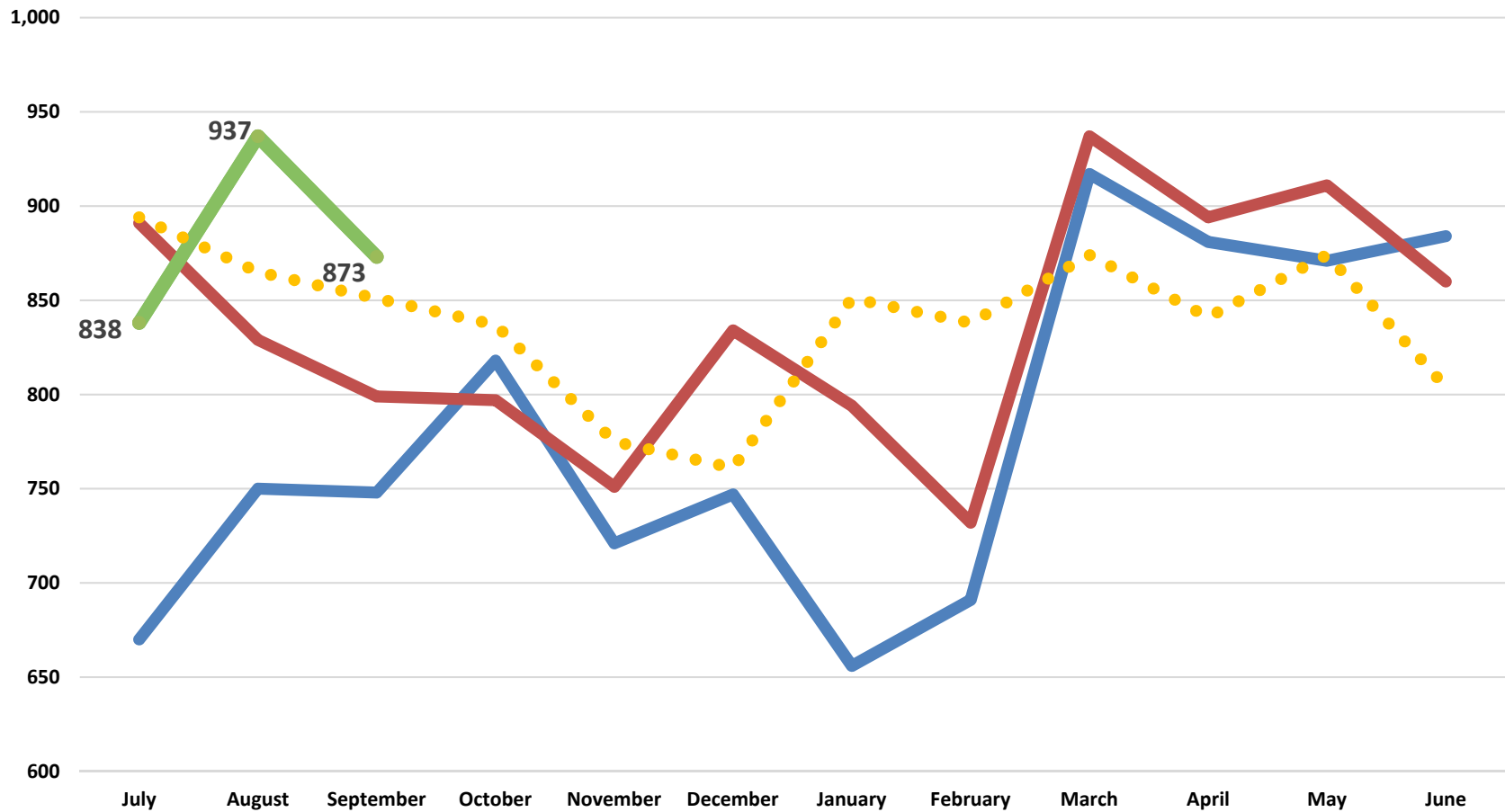
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



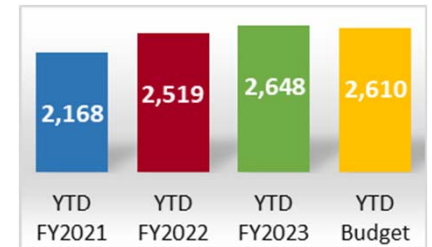
Radiology all areas – Ultrasound



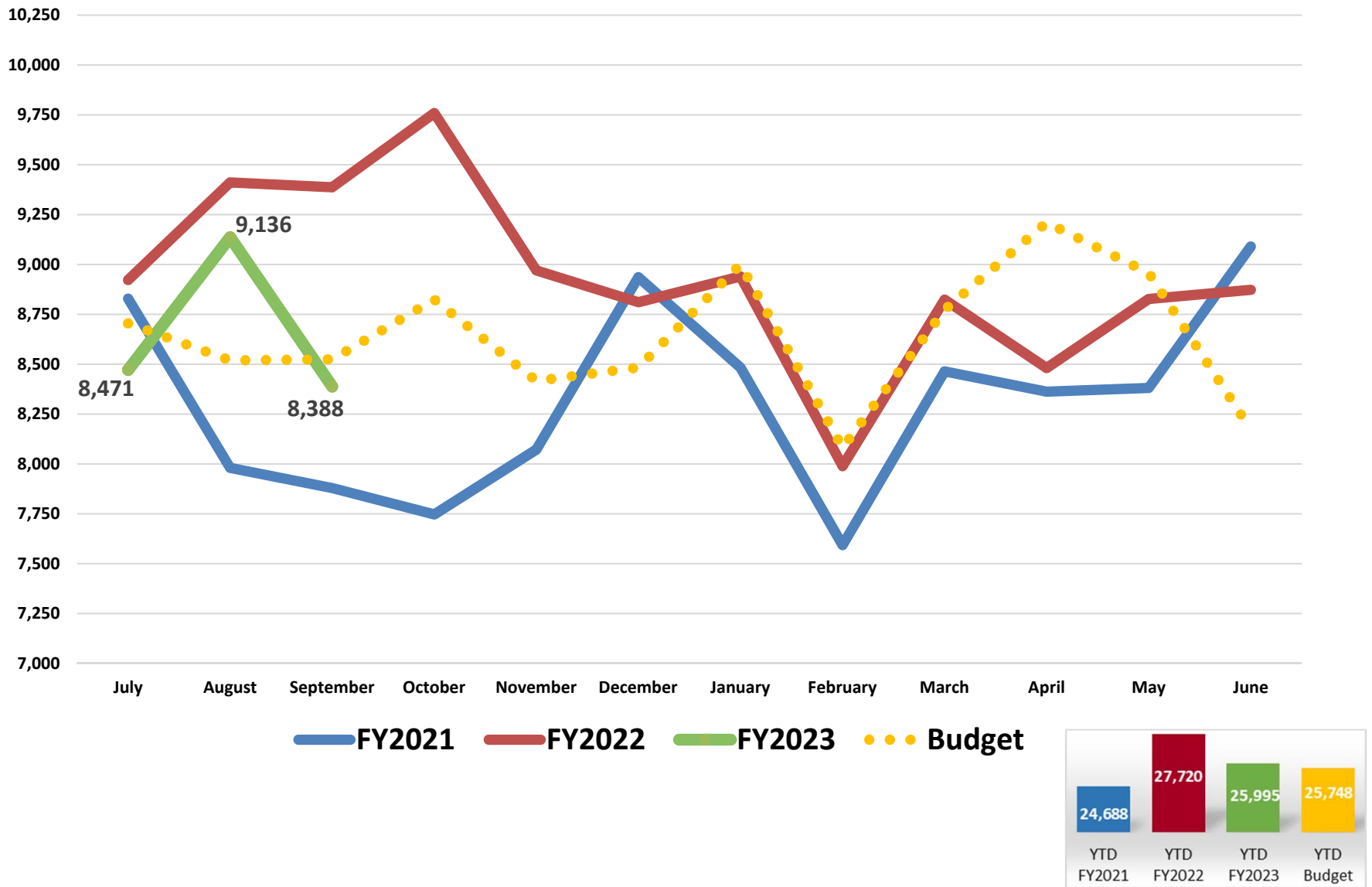
Radiology all areas – MRI



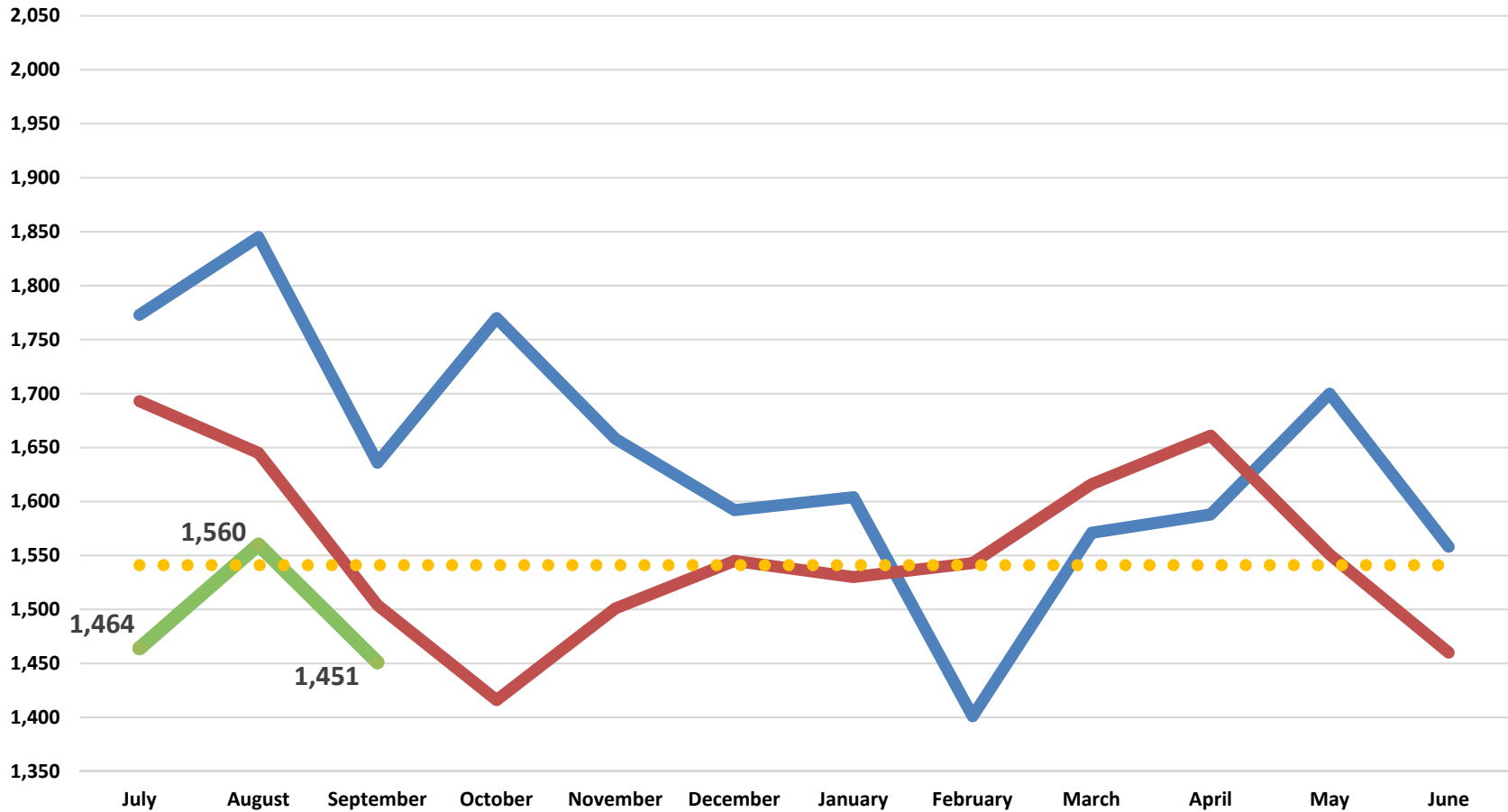
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



Radiology Modality – Diagnostic Radiology



Chronic Dialysis - Visalia

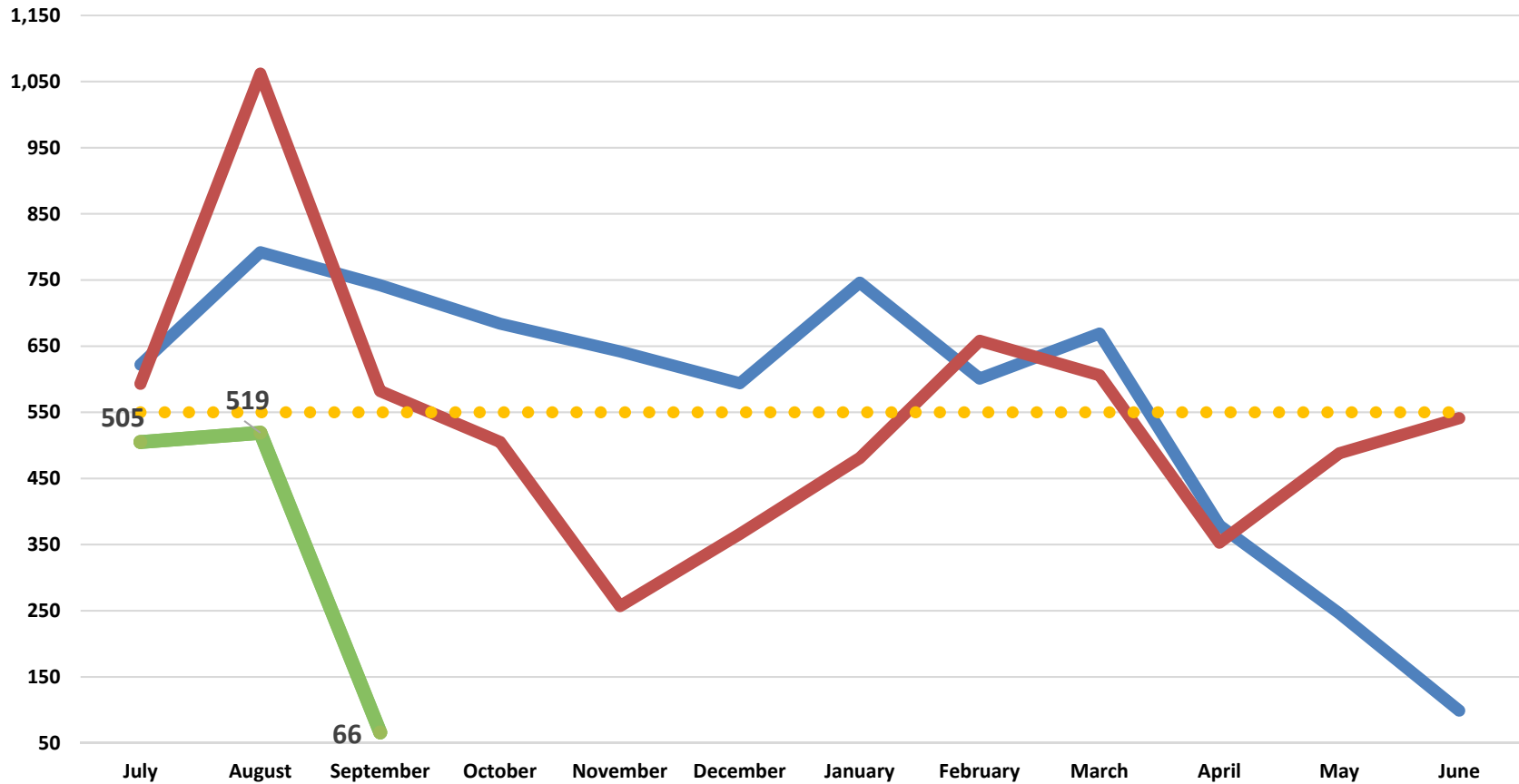


—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



CAPD/CCPD – Maintenance Sessions

(Continuous peritoneal dialysis)

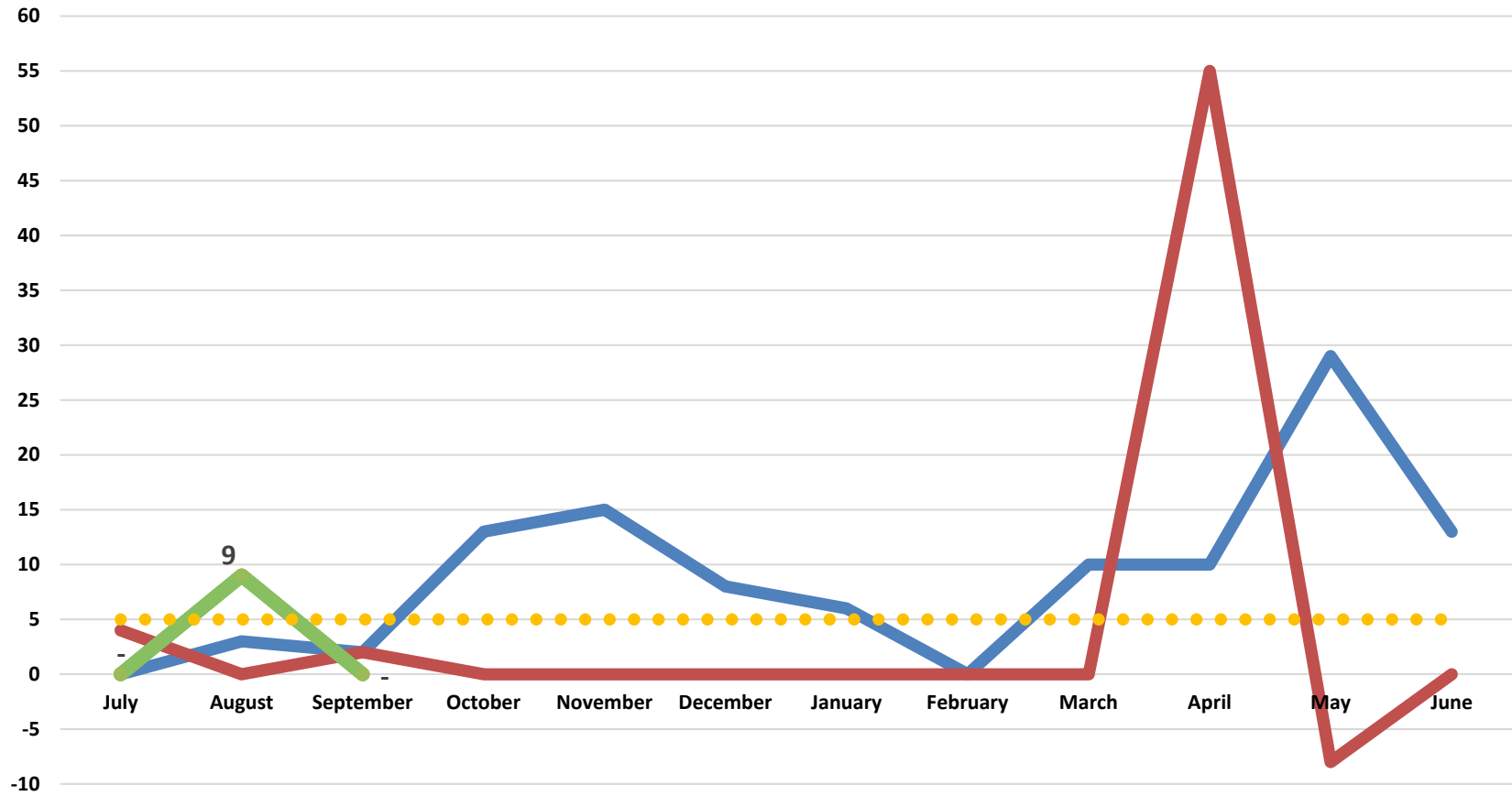


—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget

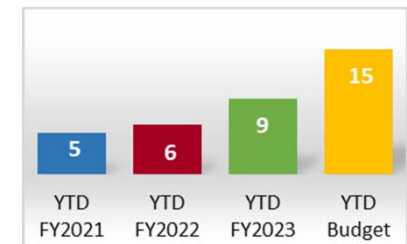


CAPD/CCPD – Training Sessions

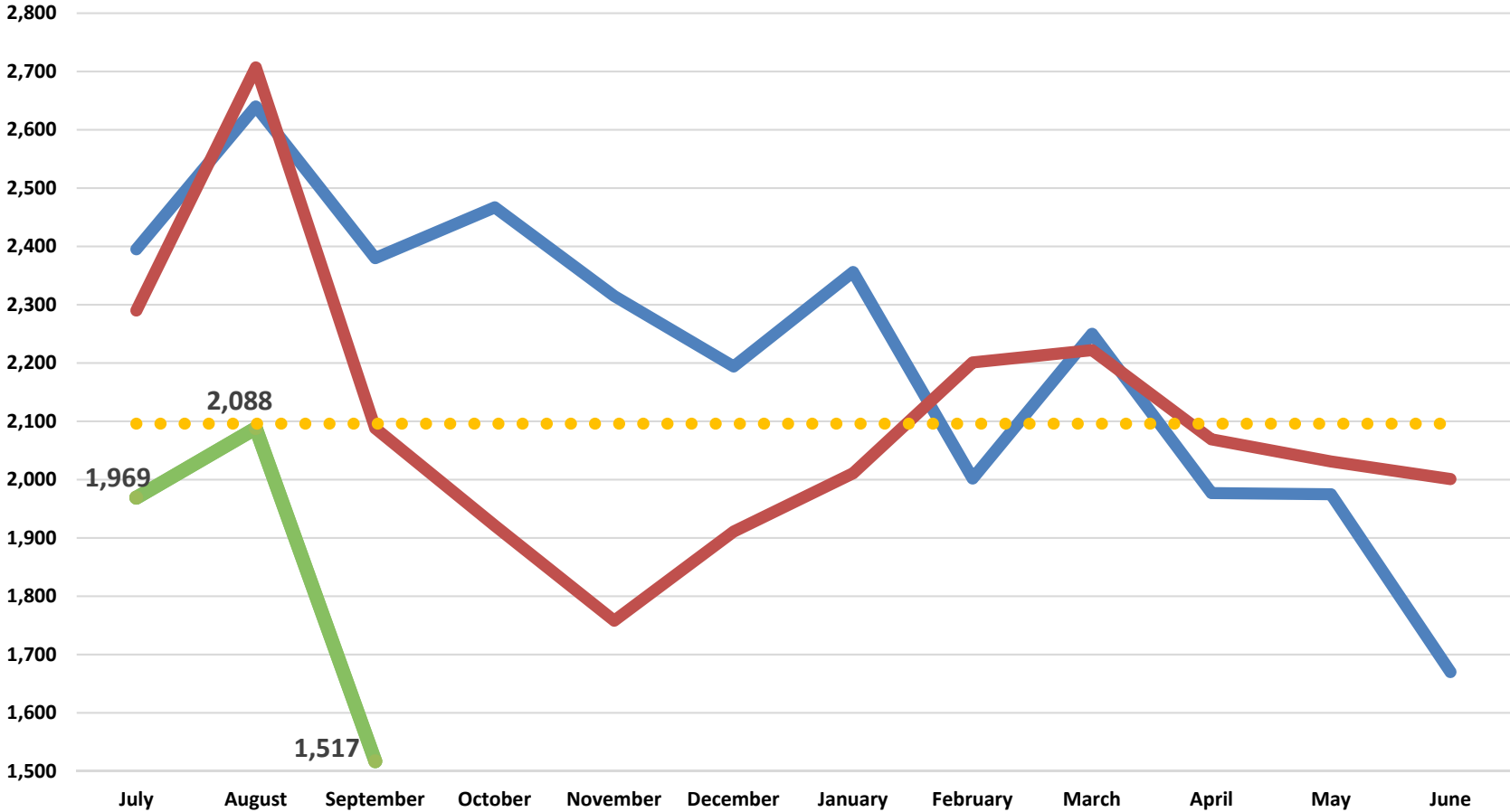
(Continuous peritoneal dialysis)



— FY2021 — FY2022 — FY2023 ••• Budget



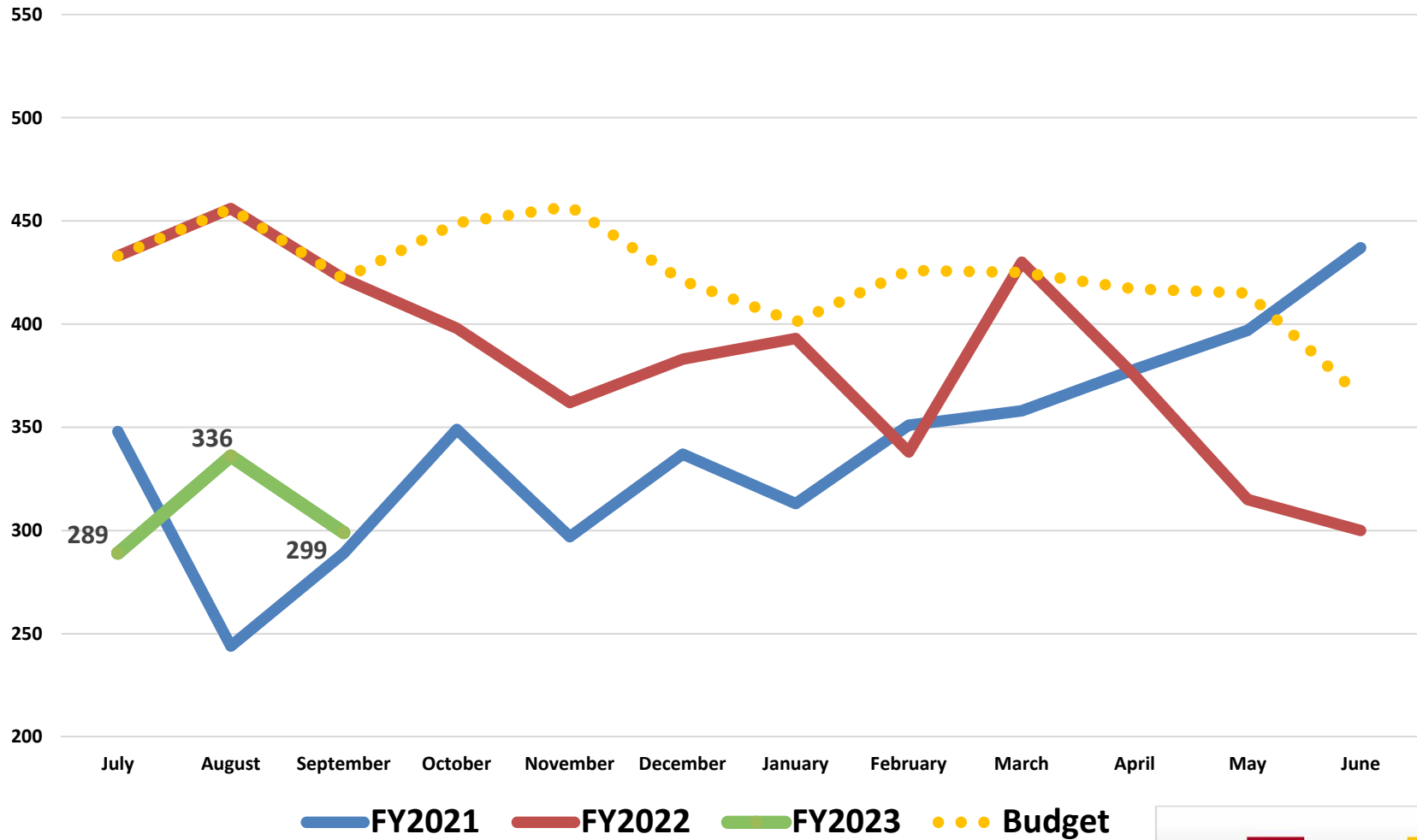
All CAPD & CCPD



— FY2021
 — FY2022
 — FY2023
 ●●● Budget

7,415	7,085	5,574	6,288
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

Infusion Center – Outpatient Visits



881	1,311	924	1,311
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

OPERATION BACK IN BLACK

Revenue Cycle

Revenue Cycle - Initiatives

Original goal \$2.5M and Current projection \$5.4M

- Revenue Integrity
 - Improve Clean Claim Rate (Billing)
- Patient Access
 - Up- Front Collection
 - Self-Pay Focus
- Patient Financial Services
 - Cash
 - Denials

Revenue Integrity

GOAL: Increase Clean Claim Rate (Billing)

Staffing

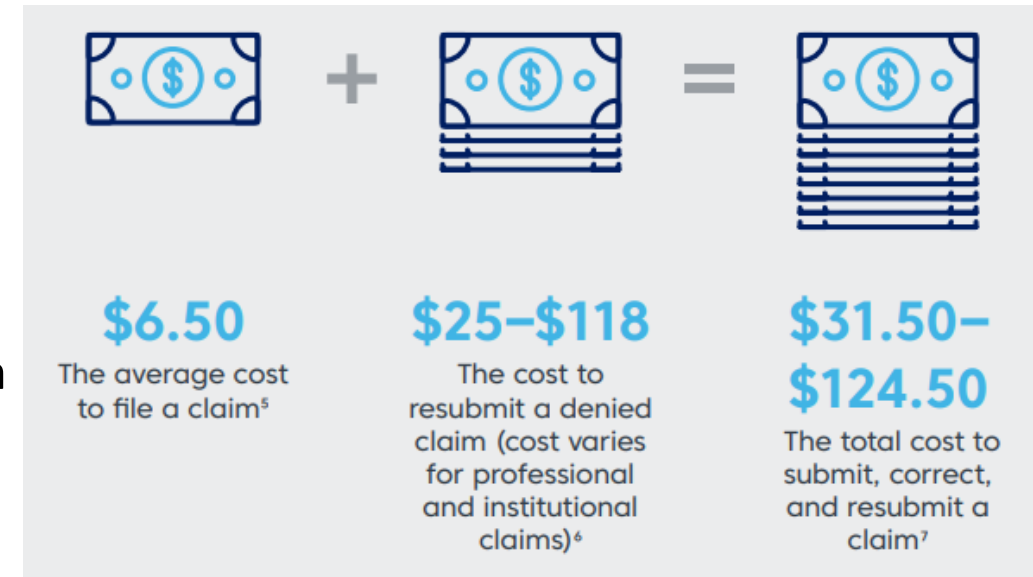
- Reorganized staff to improve focus on preventing billing errors and billing delays

Increase focus on Billing

- Average 69,000 claims at \$250M a month
- 5% improvement equals \$960K a year
- Identify rejections and payer opportunities
- Reduce labor costs
- Increase Clean Claim Rate which converts to timely cash

Cross Department Collaboration

- Trends reviewed with departments to prevent errors



Patient Access

GOAL: Increase Point of Service Collections

Increase point of service collections

- Robust pre-registration collections for scheduled services
- Clear and concise patient estimates
- Monitor daily to challenge staff and recognize top collector

New- Financial Counseling for uninsured/underinsured patients

- Dedicated Financial Counselor in the Emergency Department
- Estimated lift \$860K based on current volume
- Reduction of Collection Fees from Third Party vendor

Kaweah Imaging Center

- Support the increase of Radiology patient services
- Estimated \$670K based on current volume



Point of Service
Collection Chance



After Discharge
Collection Chance

*2014 Academy of Healthcare

Patient Financial Services

GOAL: Increase Cash and Reduce Denials

What has changed?

Terminated agreement with third-party vendor who supported collection efforts

- Brought back in-house July 01, 2022 (FY 23)
- 20 additional staff members on-boarded
- Cost neutral due to terminated agreement with Third Party
- Anticipate to reduce denials and improve collections by \$300K a month

Questions?

Thank you and have a Great day!!



6. KAWEAH HEALTH PROPERTY AND SERVICES PLANNING – Review and discussion of long-term and short-term property and services planning concepts for Kaweah Delta Health Care District dba Kaweah Health.

6.1. SEQUOIA GATEWAY:

Site is planned for the future home of a new regional surgery center, as well as a new clinic site and potentially a medical office building. We are currently working with Kaufman Hall to help develop a funding strategy for this site. This site also has additional land available that could be used to bring additional services to the area. Close of escrow still pending the completion of the ditch relocation, anticipated in December 2022. That work is currently being held up by Cal Water contracts and associated work.

6.2. CHILD AND ADOLESCENT CSU:

Currently under contract to buy the Boy Scouts building in north Visalia. The building is ideal, as is the location for this CSU. We hope to close after the first of the year and get started with permitting for the renovations.

6.3. NEW KAWEAH HEALTH MENTAL WELLNESS CENTER – 301 NOBLE:

New counseling center in the currently vacant 301 W Noble building. Target date for opening if February 2023.

6.4. INDUSTRIAL PARK CLINIC:

Building permit is pending. Expect to have permit by 10/14/2022.

6.5. NEW CHILD AND ADOLESCENT INPATIENT WING AT THE BEHAVIORIAL HEALTH HOSPITAL:

Provides fourteen (14) adolescent and eight (8) child inpatient beds at the existing inpatient facility. The grant for this project has been submitted and is still under review. We have recently answered a few minor clarifying questions from the reviewers and hope to hear back within the next month or so.

6.6. POTENTIAL NEW ADULT CSU:

Reviewing future grant opportunities with the County on another CSU for adults. The City has already offered land for this site that is nearly adjacent to the planned child and adolescent CSU location. Which makes this ideal for staffing and sharing of resources.

6.7. CALDWELL & LOVERS LANE PROPERTY:

The District still owns twenty (20) acres on the southeast corner of town which is available for development, or potential ground lease to other developers. This is part of the analysis being done by Kaufman Hall. There are no current plans for District needs at this site.