



December 11, 2020

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in a special open Board of Directors meeting at 3:30PM on Monday December 14, 2020 in the Kaweah Delta Lifestyle Center Conference Room {5105 W. Cypress Avenue, Visalia}. **Members of the public are encouraged to attend the open sessions of the Board meeting via GoTo meeting <https://www.gotomeet.me/CindyMoccio/special-board-meeting---budgetfinance>** or Dial In: 669-224-3412 / Access Code: 471-700-549.

The Board of Directors of the Kaweah Delta Health Care District will meet in a special closed Board of Directors meeting at 3:31PM on Monday December 14, 2020 in the Kaweah Delta Lifestyle Center Conference Room {5105 W. Cypress Avenue, Visalia} pursuant to Government Code 54956.8.

The Board of Directors of the Kaweah Delta Health Care District will meet in a special open Board of Directors meeting at 3:35PM on Monday December 14, 2020 in the Kaweah Delta Lifestyle Center Conference Room, **Members of the public are encouraged to attend the open sessions of the Board meeting via GoTo meeting as noted above.**

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 Delta Medical Center, Mineral King Wing entry corridor between the Mineral King lobby and the Emergency Department waiting room.

Due to COVID 19 visitor restrictions to the Medical Center - the disclosable public records related to agendas can be obtained by contacting the Board Clerk at Kaweah Delta Medical Center – Acequia Wing, Executive Offices (Administration Department) {1st floor}, 400 West Mineral King Avenue, Visalia, CA via phone 559-624-2330 and on the Kaweah Delta Health Care District web page <http://www.kaweahdelta.org>.

KAWEAH DELTA HEALTH CARE DISTRICT
Garth Gipson, Secretary/Treasurer

Cindy Moccio - Board Clerk / Executive Assistant to CEO

DISTRIBUTION:
Governing Board
Legal Counsel
Executive Team
Chief of Staff
www.kaweahdelta.org



KAWEAH DELTA HEALTH CARE DISTRICT SPECIAL BOARD OF DIRECTORS MEETING

The Lifestyle Center – Conference Rooms
5105 W. Cypress Avenue, Visalia, CA 93277

Join from your computer, tablet or smartphone

<https://www.gotomeet.me/CindyMoccio/special-board-meeting--budgetfinance>

or Dial In: 669-224-3412 / Access Code: 471-700-549

Monday December 14, 2020

SPECIAL OPEN MEETING AGENDA {3:30PM}

- 1. CALL TO ORDER**
- 2. APPROVAL OF AGENDA**
- 3. PUBLIC PARTICIPATION** – Members of the public may comment on agenda items before action is taken and after it is discussed by the Board. Each speaker will be allowed five minutes. Members of the public wishing to address the Board concerning items not on the agenda and within the subject matter jurisdictions of the Board are requested to identify themselves at this time.
- 4. APPROVAL OF THE CLOSED AGENDA – 3:31PM**
 - 4.1. Conference with Real Property Negotiator {Government Code 54956.8}**: Property: APN’s 119-85-012, 199-85-013, 119-85-014. Negotiating party: Kaweah Delta Health Care District: Marc Mertz and Sequoia Gateway, LLC – price and terms – *Marc Mertz, Vice President – Chief Strategy Office*

CLOSED MEETING AGENDA {3:31PM}

- 1. CALL TO ORDER**
- 2. CONFERENCE WITH REAL PROPERTY NEGOTIATOR** {Government Code 4956.8}: Property: APN’s 119-85-012, 199-85-013, 119-85-014. Negotiating party: Kaweah Delta Health Care District: Marc Mertz and Sequoia Gateway, LLC – price and terms.

Marc Mertz, Vice President – Chief Strategy Office
- 3. ADJOURN**

*Mike Olmos – Zone I
Board Member*

*Lynn Havard Mirviss – Zone II
Vice President*

*Garth Gipson – Zone III
Secretary/Treasurer*

*David Francis – Zone IV
President*

*Ambar Rodriguez – Zone V
Board Member*

OPEN MEETING AGENDA {3:35PM}

Join from your computer, tablet or smartphone

<https://www.gotomeet.me/CindyMoccio/special-board-meeting---budgetfinance>

or Dial In: 669-224-3412 / Access Code: 471-700-549

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4. CLOSED SESSION ACTION TAKEN – Report on action(s) taken in closed session.

5. 2020/2021 Annual Operating & Capital Budget – Review of the annual operating & capital budget and strategies.

Malinda Tupper – Vice President & Chief Financial Officer

6. FINANCIALS – Review of the most current fiscal year financial results.

Malinda Tupper, Vice President & Chief Financial Officer

7. MASTER PLANNING – Review and discussion of master planning process and options for Kaweah Delta Health Care District.

Marc Mertz, Vice President – Chief Strategy Officer

8. REPORTS

8.1. Chief Executive Officer Report -Report relative to current events and issues.

Gary Herbst, Chief Executive Officer

8.2. Board President - Report relative to current events and issues.

David Francis, Board President

ADJOURN

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

M O R E T H A N M E D I C I N E . L I F E .

CFO Financial Report

December 14, 2020



Focused Presentation – Service Line Review Part I

- Service Line Reports Overview – Malinda Tupper
- Service Line Strategies – Dan Allain
 - Infusion Center
 - Chronic Disease Management Center
 - Neuroscience Service Line
- Upcoming Impacts
 - Staffing challenges, market and future impact – Dianne Cox
 - December – potential impact from reduction in surgeries
 - Redeploying staff and flexing to volume
 - Continue to secure COVID funding
 - Continue to grow telehealth and testing
 - Preparing for vaccine

KDHCD ANNUAL BOARD REPORT

Infusion Center

FY2020

KEY METRICS - FY 2020 Twelve Months Ended June 30, 2020



*Note: Arrows represent the change from prior year and the lines represent the 4-year trend

METRICS SUMMARY - 4 YEAR TREND

METRIC	FY2017	FY2018	FY2019	FY2020	%CHANGE FROM PRIOR YR	3 YR TREND	Pre-COVID Ann. Jul. 19 - Feb. 20
Visits	2,977	3,290	2,091	2,047	▼ -2%		2,031
Net Revenue	\$5,430,139	\$5,702,178	\$7,579,875	\$9,681,283	▲ 28%		\$8,499,417
Direct Cost	\$2,981,779	\$3,374,027	\$5,917,674	\$7,076,681	▲ 20%		\$6,492,620
Contribution Margin	\$2,448,360	\$2,328,151	\$1,662,201	\$2,604,602	▲ 57%		\$2,006,798
Indirect Cost	\$221,245	\$275,042	\$697,467	\$1,421,795	▲ 104%		\$1,275,207
Net Income	\$2,227,115	\$2,053,109	\$964,734	\$1,182,807	▲ 23%		\$731,591
Net Revenue Per Visit	\$1,824	\$1,733	\$3,625	\$4,729	▲ 30%		\$4,185
Direct Cost Per Visit	\$1,002	\$1,026	\$2,830	\$3,457	▲ 22%		\$3,197
Contrb Margin Per Visit	\$822	\$708	\$795	\$1,272	▲ 60%		\$988

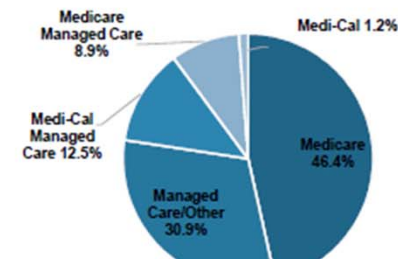
Per Visit TRENDED GRAPHS



PAYER MIX - 4 YEAR TREND (VISITS)

PAYER	FY2017	FY2018	FY2019	FY2020
Medicare	40.6%	43.5%	46.5%	46.4%
Managed Care/Other	33.3%	27.7%	26.7%	30.9%
Medi-Cal Managed Care	16.1%	13.1%	15.0%	12.5%
Medicare Managed Care	7.6%	11.4%	9.6%	8.9%
Medi-Cal	1.7%	3.7%	1.9%	1.2%

FY 2020 Payer Mix - Based on Visits



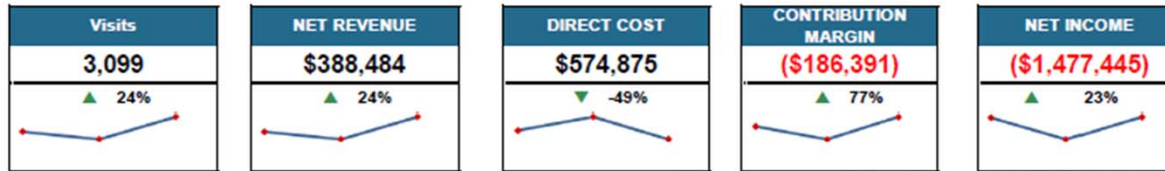
GRAPH - INFUSION CENTER - OUTPATIENT VISITS

KDHCD ANNUAL BOARD REPORT

Chronic Disease Management Clinic

FY2020

KEY METRICS - FY 2020 Twelve Months Ended June 30, 2020

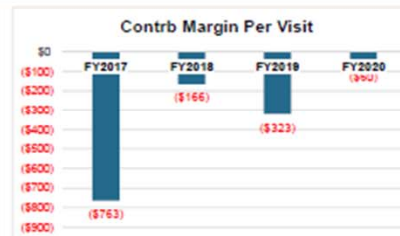


*Note: Arrows represent the change from prior year and the lines represent the 3-year trend

METRICS SUMMARY - 4 YEAR TREND

METRIC	FY2017	FY2018	FY2019	FY2020	%CHANGE FROM PRIOR YR	3 YR TREND	Pre-COVID Ann. Jul. 19 Feb. 20
Visits	1,163	2,698	2,497	3,099	▲ 24%		2,997
Net Revenue	\$154,502	\$338,636	\$314,007	\$388,484	▲ 24%		\$381,944
Direct Cost	\$1,042,209	\$787,090	\$1,120,952	\$574,875	▼ -49%		\$572,939
Contribution Margin	(\$887,707)	(\$448,454)	(\$806,945)	(\$186,391)	▲ 77%		(\$190,995)
Indirect Cost	\$948,062	\$1,045,492	\$1,113,946	\$1,291,054	▲ 16%		\$1,240,734
Net Income	(\$1,835,769)	(\$1,493,946)	(\$1,920,891)	(\$1,477,445)	▲ 23%		(\$1,431,729)
Net Revenue Per Visit	\$133	\$126	\$126	\$125	▶ 0%		\$127
Direct Cost Per Visit	\$896	\$292	\$449	\$186	▼ -59%		\$191
Contrb Margin Per Visit	(\$763)	(\$166)	(\$323)	(\$60)	▲ 81%		(\$64)

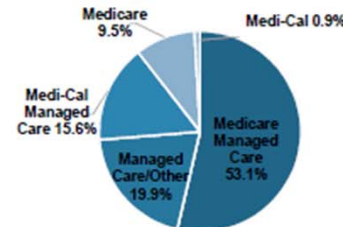
Per Visit TRENDED GRAPHS



PAYER MIX - 4 YEAR TREND (VISITS)

PAYER	FY2017	FY2018	FY2019	FY2020
Medicare Managed Care	41.2%	39.3%	41.1%	53.1%
Managed Care/Other	8.3%	10.0%	20.6%	19.9%
Medi-Cal Managed Care	24.1%	29.8%	21.6%	15.6%
Medicare	20.2%	18.4%	14.0%	9.5%
Medi-Cal	4.5%	1.9%	1.8%	0.9%

FY 2020 Payer Mix - Based on Visits



Notes:

KDHCD ANNUAL BOARD REPORT
 Neuroscience Services - Summary

FY2020

KEY METRICS - FY 2020 on the Twelve Months Ended June 30, 2020



*Note: Arrows represent the change from prior year and the lines represent the 4-year trend

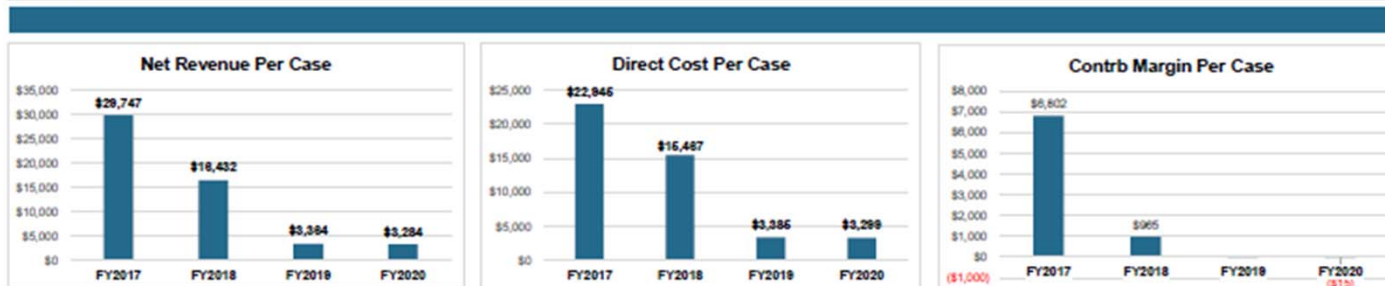
METRICS BY SERVICE LINE - FY 2020

SERVICE LINE	PATIENT CASES	NET REVENUE	DIRECT COST	CONTRIBUTION MARGIN	NET INCOME
Neuro Inpatient Surgery	330	\$11,378,659	\$10,029,407	\$1,349,252	(\$1,377,277)
Neuro Outpatient Surgery	57	\$486,737	\$820,968	(\$334,231)	(\$482,790)
Neuro Outpatient Clinic	3,318	\$302,436	\$1,371,991	(\$1,069,555)	(\$1,277,873)
Neurosciences Total	3,705	\$12,167,832	\$12,222,366	(\$54,534)	(\$3,137,940)

METRICS SUMMARY - 4 YEAR TREND

METRIC	FY2017	FY2018	FY2019	FY2020	%CHANGE FROM PRIOR YR	4 YR TREND
PATIENT CASES	202	386	3,051	3,705	▲ 21%	
Net Revenue	\$6,008,828	\$6,342,805	\$10,263,811	\$12,167,832	▲ 19%	
Direct Cost	\$4,634,824	\$5,970,148	\$10,327,704	\$12,222,366	▲ 18%	
Contribution Margin	\$1,374,004	\$372,657	(\$63,893)	(\$54,534)	▲ 15%	
Indirect Cost	\$1,010,574	\$1,420,907	\$2,193,222	\$3,083,406	▲ 41%	
Net Income	\$363,430	(\$1,048,250)	(\$2,257,115)	(\$3,137,940)	▼ -39%	
Net Revenue Per Case	\$29,747	\$16,432	\$3,364	\$3,284	▼ -2%	
Direct Cost Per Case	\$22,945	\$15,467	\$3,385	\$3,299	▼ -3%	
Contrb Margin Per Case	\$6,802	\$965	(\$21)	(\$15)	▲ 30%	

GRAPHS



KDHCD ANNUAL BOARD REPORT

Neuroscience Services - Inpatient Neurosurgeon Cases

FY2020

KEY METRICS - FY 2020 on the Twelve Months Ended June 30, 2020

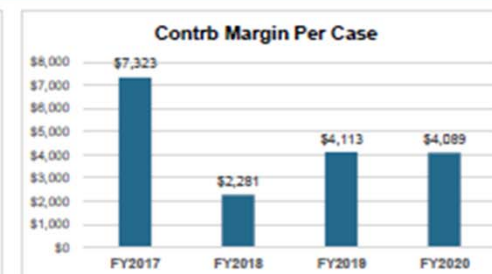
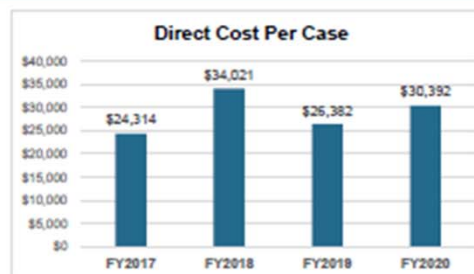
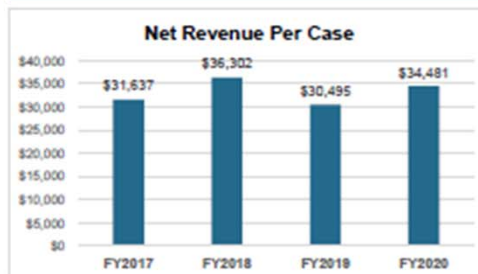


*Note: Arrows represent the change from prior year and the lines represent the 4-year trend

METRICS SUMMARY - 4 YEAR TREND

METRIC	FY2017	FY2018	FY2019	FY2020	%CHANGE FROM PRIOR YR	4 YR TREND
Patient Cases	188	173	321	330	▲ 3%	
Patient Days	1,307	1,602	1,985	2,371	▲ 19%	
ALOS	6.95	9.26	6.18	7.18	▲ 16%	
GM LOS	4.18	4.80	4.27	4.68	▲ 10%	
Net Revenue	\$5,947,770	\$6,280,215	\$9,789,004	\$11,378,659	▲ 16%	
Direct Cost	\$4,571,102	\$5,885,641	\$8,468,591	\$10,029,407	▲ 18%	
Contribution Margin	\$1,376,668	\$394,574	\$1,320,413	\$1,349,252	▲ 2%	
Indirect Cost	\$994,837	\$1,404,148	\$2,007,767	\$2,726,529	▲ 36%	
Net Income	\$381,831	(\$1,009,574)	(\$687,354)	(\$1,377,277)	▼ -100%	
Net Revenue Per Case	\$31,637	\$36,302	\$30,495	\$34,481	▲ 13%	
Direct Cost Per Case	\$24,314	\$34,021	\$26,382	\$30,392	▲ 15%	
Contrb Margin Per Case	\$7,323	\$2,281	\$4,113	\$4,089	▼ -1%	

PER CASE TRENDED GRAPHS



Note: FY2020 is annualized in graphs and throughout the analysis

PAYER MIX - 4 YEAR TREND

KDHCD ANNUAL BOARD REPORT

Neuroscience Services - Outpatient Neurosurgeon Cases

FY2020

KEY METRICS - FY 2020 on the Twelve Months Ended June 30, 2020

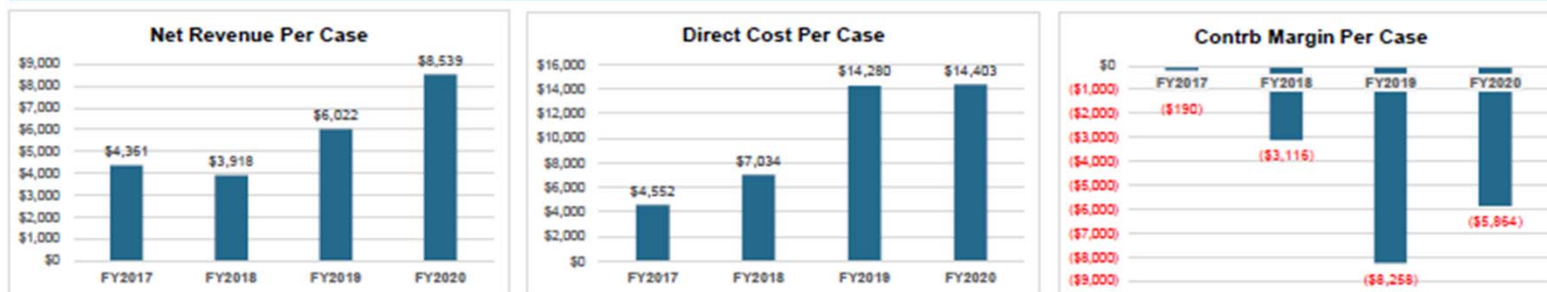


*Note: Arrows represent the change from prior year and the lines represent the 4-year trend

METRICS SUMMARY - 4 YEAR TREND

METRIC	FY2017	FY2018	FY2019	FY2020	%CHANGE FROM PRIOR YR	4 YR TREND
Patient Cases	14	12	45	57	▲ 27%	
Net Revenue	\$61,058	\$47,021	\$271,012	\$486,737	▲ 80%	
Direct Cost	\$63,722	\$84,412	\$642,609	\$820,968	▲ 28%	
Contribution Margin	(\$2,664)	(\$37,391)	(\$371,597)	(\$334,231)	▲ 10%	
Indirect Cost	\$15,737	\$16,696	\$93,991	\$148,559	▲ 58%	
Net Income	(\$18,401)	(\$54,087)	(\$465,588)	(\$482,790)	▼ -4%	
Net Revenue Per Case	\$4,361	\$3,918	\$6,022	\$8,539	▲ 42%	
Direct Cost Per Case	\$4,552	\$7,034	\$14,280	\$14,403	▲ 1%	
Contrb Margin Per Case	(\$190)	(\$3,116)	(\$8,258)	(\$5,864)	▲ 29%	

PER CASE TRENDED GRAPHS



Note: FY2020 is annualized in graphs and throughout the analysis

KEY METRICS - FY 2020 on the Twelve Months Ended June 30, 2020



*Note: Arrows represent the change from prior year and the lines represent the 4-year trend

METRICS SUMMARY - 4 YEAR TREND

METRIC	FY2017	FY2018	FY2019	FY2020	%CHANGE FROM PRIOR YR	4 YR TREND
Patient Cases	0	201	2,685	3,318	▲ 24%	
Net Revenue	\$0	\$15,569	\$203,795	\$302,436	▲ 48%	
Direct Cost	\$0	\$95	\$1,216,504	\$1,371,991	▲ 13%	
Contribution Margin	\$0	\$15,474	(\$1,012,709)	(\$1,069,555)	▼ -6%	
Indirect Cost	\$0	\$63	\$91,464	\$208,318	▲ 128%	
Net Income	\$0	\$15,411	(\$1,104,173)	(\$1,277,873)	▼ -16%	
Net Revenue Per Case	\$0	\$77	\$76	\$91	▲ 20%	
Direct Cost Per Case	\$0	\$0	\$453	\$413	▼ -9%	
Contrb Margin Per Case	\$0	\$77	(\$377)	(\$322)	▲ 15%	

PER CASE TRENDED GRAPHS

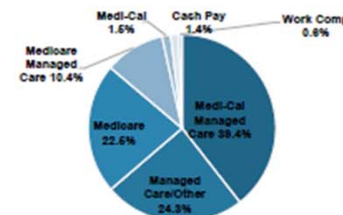


Note: FY2020 is annualized in graphs and throughout the analysis

PAYER MIX - 4 YEAR TREND

PAYER	FY2017	FY2018	FY2019	FY2020
Medi-Cal Managed Care	0.0%	48.8%	48.3%	39.4%
Managed Care/Other	0.0%	16.3%	16.8%	24.3%
Medicare	0.0%	21.6%	25.7%	22.5%
Medicare Managed Care	0.0%	5.9%	5.8%	10.4%
Medi-Cal	0.0%	2.9%	1.9%	1.5%
Cash Pay	0.0%	3.3%	1.0%	1.4%
Work Comp	0.0%	1.1%	0.5%	0.6%
County Indigent	0.0%	0.0%	0.0%	0.0%

FY 2020 Payer Mix-Based on Gross Revenue



Focused Presentation – Chronic Disease Service Line

Plan

Immediate:

Budget dollars slated for Urgent Care Clinic (intended for chronic disease service line physically at Urgent Care Clinic location which is changing to Sequoia Health and Wellness Center move back to 7087 budget

Work with Key Medical Group to increase referrals for specialty programs at Chronic Disease Management Center

Future:

Move chronic service line to UCC (ultimately Sequoia Health and Wellness Center)

7087 remains as:

Employee/dependents specialty programs – diabetes, 340b savings for high dollar prescriptions (Dr. Boken & Dr. Boniske), Med Assist

Use existing clinic space for new programs (urology, bariatric) – initially share staff (such as registrar) to reduce costs/maximize contribution margin

Focused Presentation – Infusion Center

Plan

Fiscally positioned well however “Most Favored Nation (MFN)” signed by executive order – in effect starting 1/1/2021

- Massive decrease in reimbursement for 50 infused medications
- Flat rate of \$150 per patient + administration charges
- Most drugs on list are biologics thus high reimbursement due to 340b purchasing
- Group assembled to assess financial impact and plan moving forward (keep servicing current patients? Or discharged from service? Do not accept new patients with orders for any drug on list?)
- More drugs will be added to list over time
- Small hope that incoming administration revokes executive order; will take lobbying efforts from pharmaceutical industry and hospital groups

Focused Presentation – Infusion Center

Plan, continued

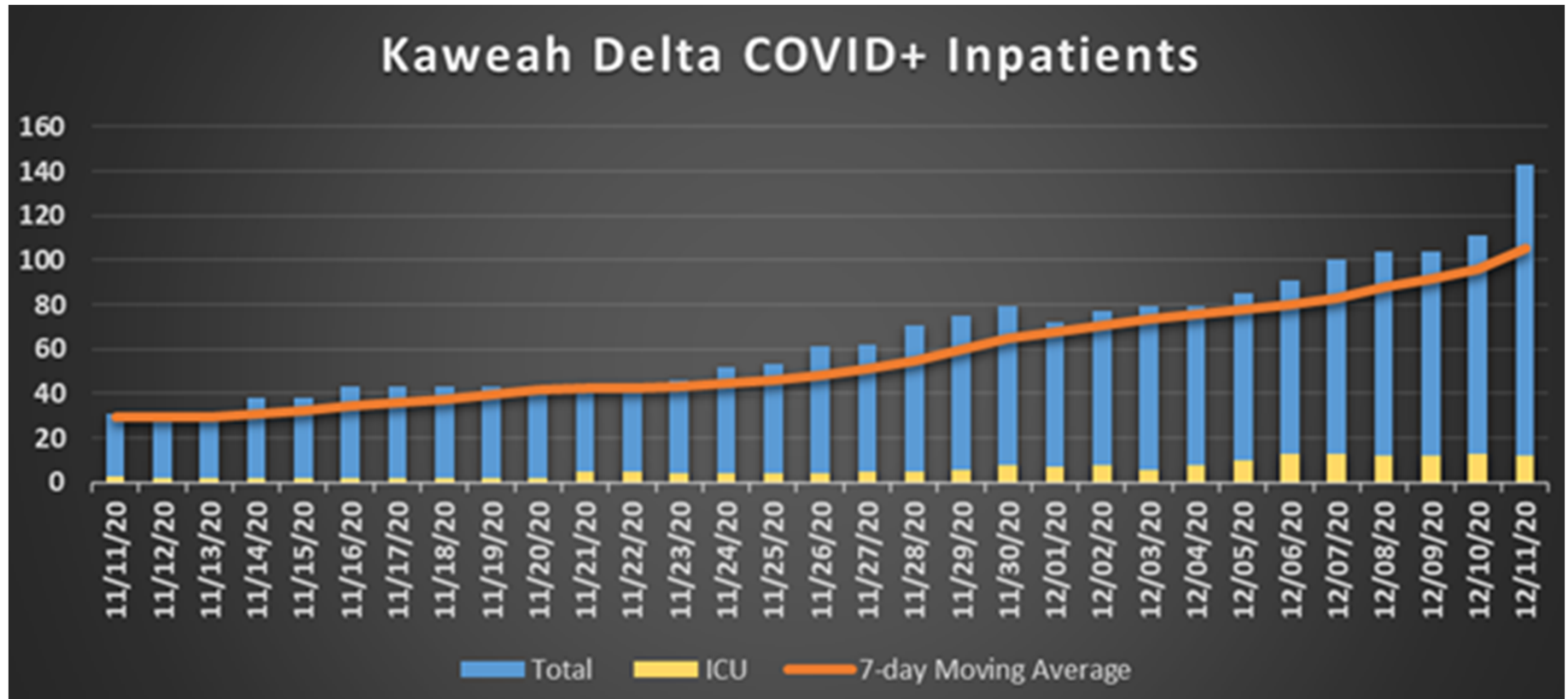
- Preliminary discussions of expanding # of chairs which requires construction and OSHPD approval
 - Initial quote \$500K
 - Plans on hold at this point due to MFN order
- Adding per diem staff to move towards opening weekends
- Develop pathway for ED patients requiring blood transfusions to receive in IC
 - Process started – needs further development/cooperation from ED providers
- Start providing bamlanivimab (BAM) infusions for COVID+ patients
 - Tentative Go Live date is 12/18/20

Focused Presentation – Neuroscience Center

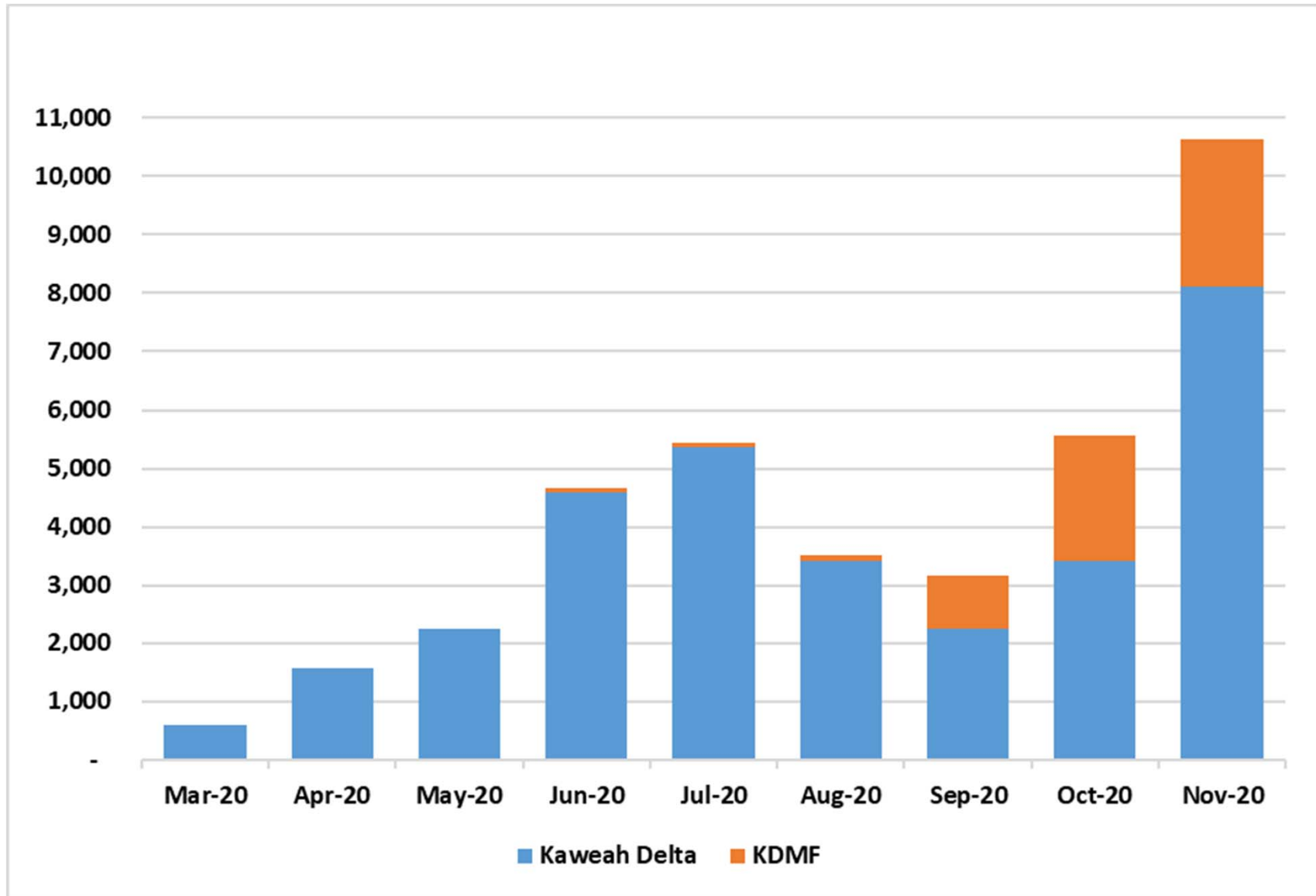
Plan

- Structure clinic operations around payors
 - Set days for Medi-cal population
 - These referrals require greater time due to lack of appropriate assessment/clinical modalities tried before Neurosurgical consults
- Add neurosurgeons to Rural Health Clinics and ultimately Sequoia Health and Wellness Center to divert Medi-cal patients to these clinics for greater reimbursement
- Process in place to ensure correct charges are captured for Inpatient visits (consults, f/u visits – appropriate charge level) – need to maximize Inpatient reimbursement since this produces a positive contribution margin and helps with Contribution loss on outpatient side
- Appropriately screen outpatient referrals – patients that have not completed treatment modalities (i.e. Physical Therapy) will be seen after course completed vs. using neurosurgeon time to initiate this
- Continue assessing clinic operations to maximize surgeon time as per contract

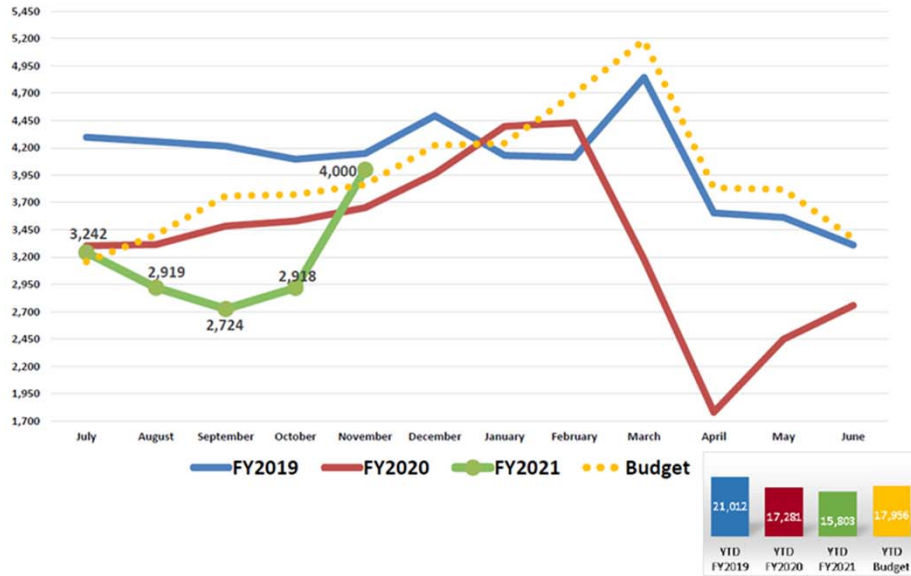
Current COVID Inpatients 12/11



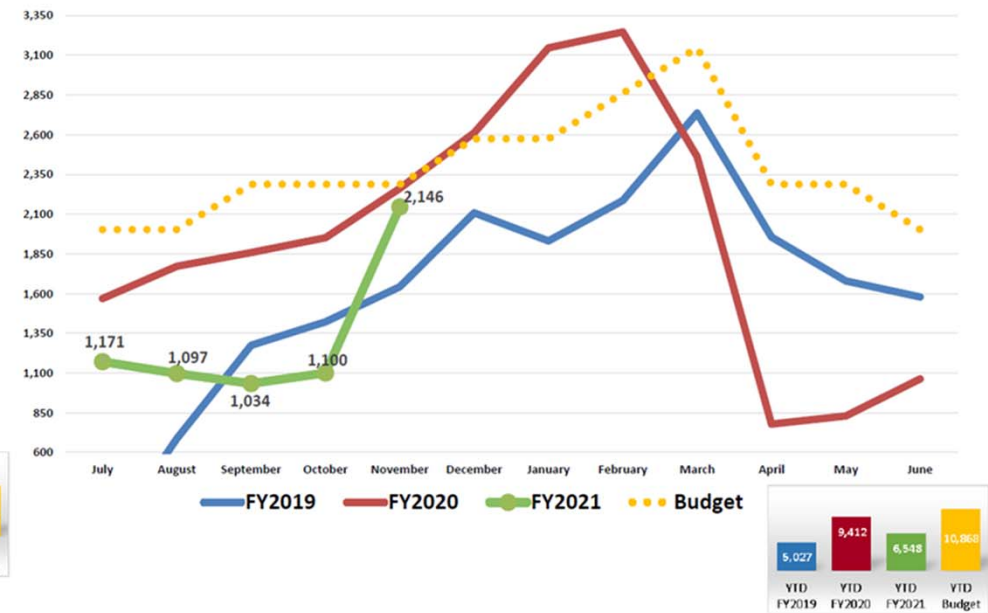
COVID Specimen Collections



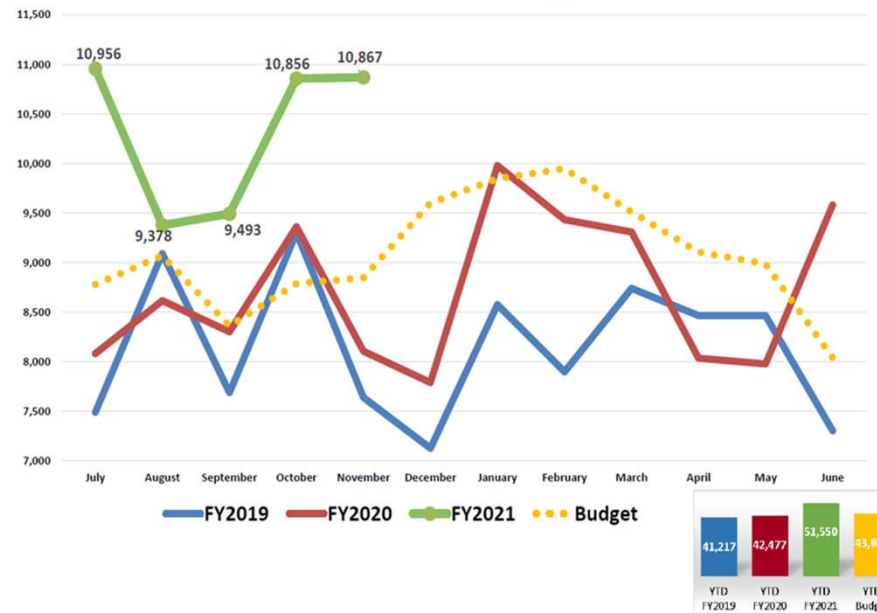
Urgent Care – Court Total Visits



Urgent Care – Demaree Total Visits



Rural Health Clinic Registrations



Upcoming Impacts

- Upcoming Impacts
 - Staffing challenges, market challenges and future impact – Dianne Cox
 - December – potential impact from reduction in surgeries and lockdown
 - Redeploying staff and flexing to volume
 - Continue to secure COVID funding
 - Continue to grow telehealth and testing
 - Preparing for vaccine

National Hospital Flash Report – Kaufman Hall

October marked the eighth consecutive month of shrinking volumes for [U.S. hospitals and health systems](#), according to the latest Kaufman Hall National Hospital [Flash Report](#) published Nov. 30.

In October, hospitals saw margins fall, revenues flatten and expenses rise as COVID-19 cases grew across the U.S.

In particular, October 2020 operating margins fell 9.2 percent year-over-year without factoring in federal funding. With federal aid, operating margins were down 8.5 percent year over year.

Kaufman Hall attributed the flat operating revenue to a decline in outpatient visits. Outpatient revenue was down 2.6 percent year-over-year.

Additionally, when compared to October 2019, volumes across the board fell. In particular, adjusted discharges fell 9.3 percent, adjusted patient days declined 2.9 percent and operating room minutes fell 5.6 percent when compared to October 2019. Additionally, emergency department visits were down 16 percent in October.

In addition to falling margins, revenue and volume, hospitals are seeing an uptick in expenses in October. Year over year, total expense per adjusted discharge grew 12.2 percent, labor expense per adjusted discharge grew 10.8 percent and non-labor expenses per adjusted discharge increased 13 percent.

"The coming months will be critical for our nation's hospitals, with the virus expected to continue its rapid spread as families gather for the holidays, and activities move increasingly indoors with the onset of colder weather across much of the country," the Kaufman Hall report reads.

Median Change Jan.-Oct. 2020 from Jan.-Oct. 2019

Margin	Operating Margin (w/out CARES)	(6.0 percentage points)
	Operating Margin (w/CARES)	(1.7 percentage points)
Volume	Adjusted Discharges	(11%)
	OR Minutes	(12%)
	ED Visits	(16%)
Revenue	Gross IP Revenue	(2%)
	Gross OP Revenue	(7%)
Expenses	Total Expenses per Adjusted Discharge	14%

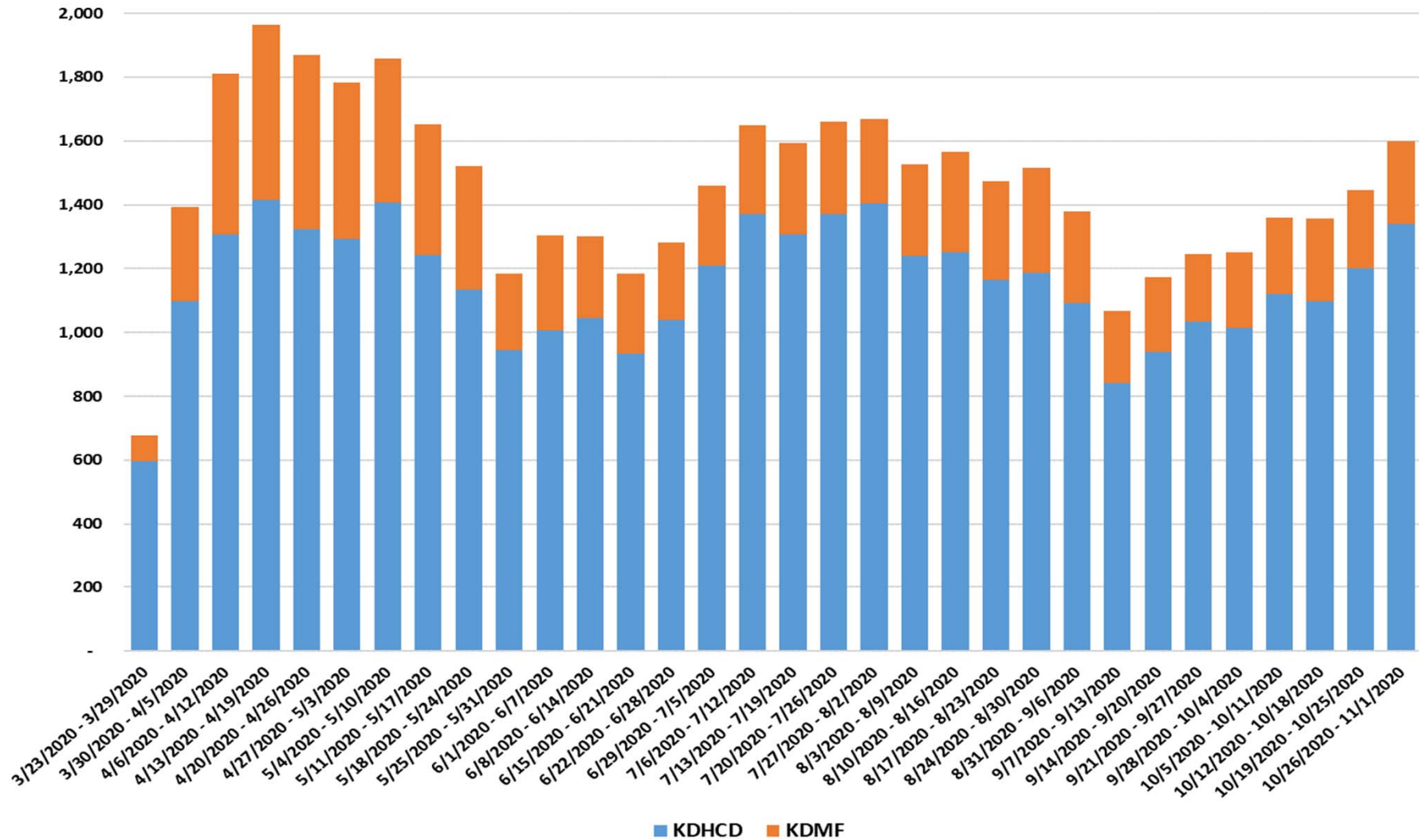
November Overview

- **Volume:** Overall inpatient volume was slightly over budget by .4%. Important to note that the census at the downtown campus exceeded budget by 8.9% but was offset by our other inpatient areas such as Rehabilitation Hospital, Behavioral Hospital and Skilled Nursing. For the first time this fiscal year, overall outpatient volume exceeded budget by 2.2% primarily due to increased COVID testing.
- **Revenue:** The positive \$901K Net Patient Revenue variance was primarily due to the inpatient volume experienced in the downtown campus.
- **Expenses:** Two main items contributing to the \$1.4M unfavorable budget variance:
 - COVID unbudgeted expenses of \$1.96M which included - Payroll \$364K, Supplies \$1.5M and Other \$90K. YTD COVID related expenses were \$8.0M
 - Humana 3rd party claims - Unusually high claims continue for third party providers and was over budget by \$792K in November

COVID-19: Costs and Billing

Tracking Costs: \$1.96M in COVID labor costs and expenses in November and \$8.0M YTD

Volume Services: Telehealth including KDMF



COVID-19 Financial Activity

Stimulus Funds Received

Red indicates changes since last reviewed

Stimulus Funds – Kaweah Delta	\$11,420,930	Received 4/11/20
Stimulus Funds – KDMF	\$684,104	Received 4/11/20
Stimulus Funds – KD 2 nd payment	\$1,225,939	Received 4/24/20
Stimulus Funds – KDMF 2 nd payment	\$198,091	Received 5/26/20
California Hospital Association - PPE	\$28,014	Received 6/3 and 6/9/20
Stimulus Funds – 4 Physician Groups	\$332,017	Received April 2020
Stimulus Funds -Testing at RHC	\$197,846	Received 5/20/20
Stimulus Funds - Skilled Nursing Facility	\$225,000	Received 5/22/20
Stimulus Funds – Rural Providers	\$413,013	Received 6/25/20
Stimulus Funds – Due to servicing Rural Areas	\$813,751	Received 7/21/20
Stimulus Funds – High Impact Areas	\$10,900,000	Received 7/29/20
California Hospital Association – PPE II	\$150,243	Received 8/25/20
Stimulus Funds – Skilled Nursing Facility	\$111,500	Received 8/27/20
Stimulus Funds – Skilled Nursing Facility (Incentive Pmt)	\$21,081	Received 11/2/20 (1 of possible 5)
Impact to Net Revenue	\$26,721,529	

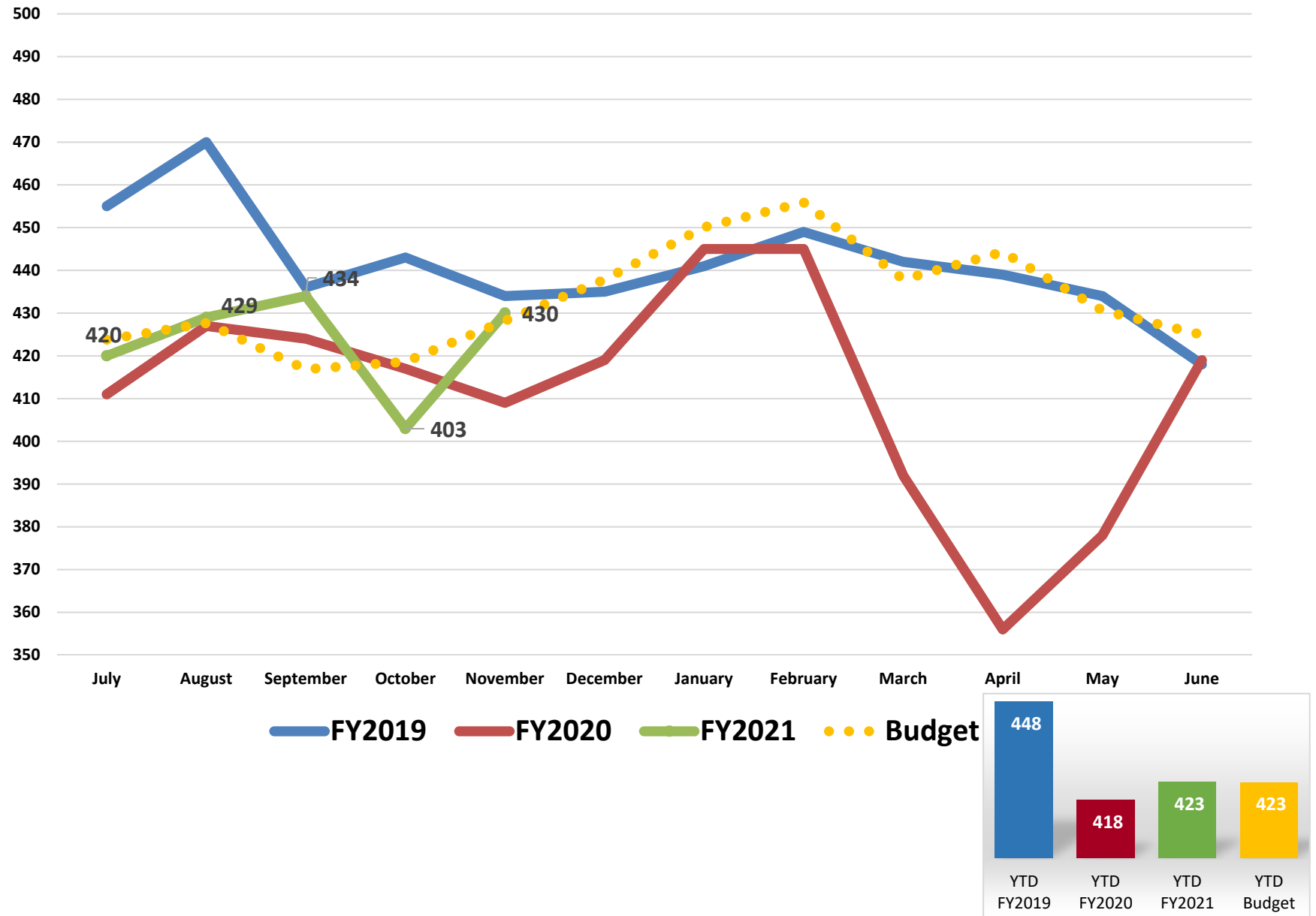
COVID-19 Financial Activity

Reimbursement and In Kind Impact

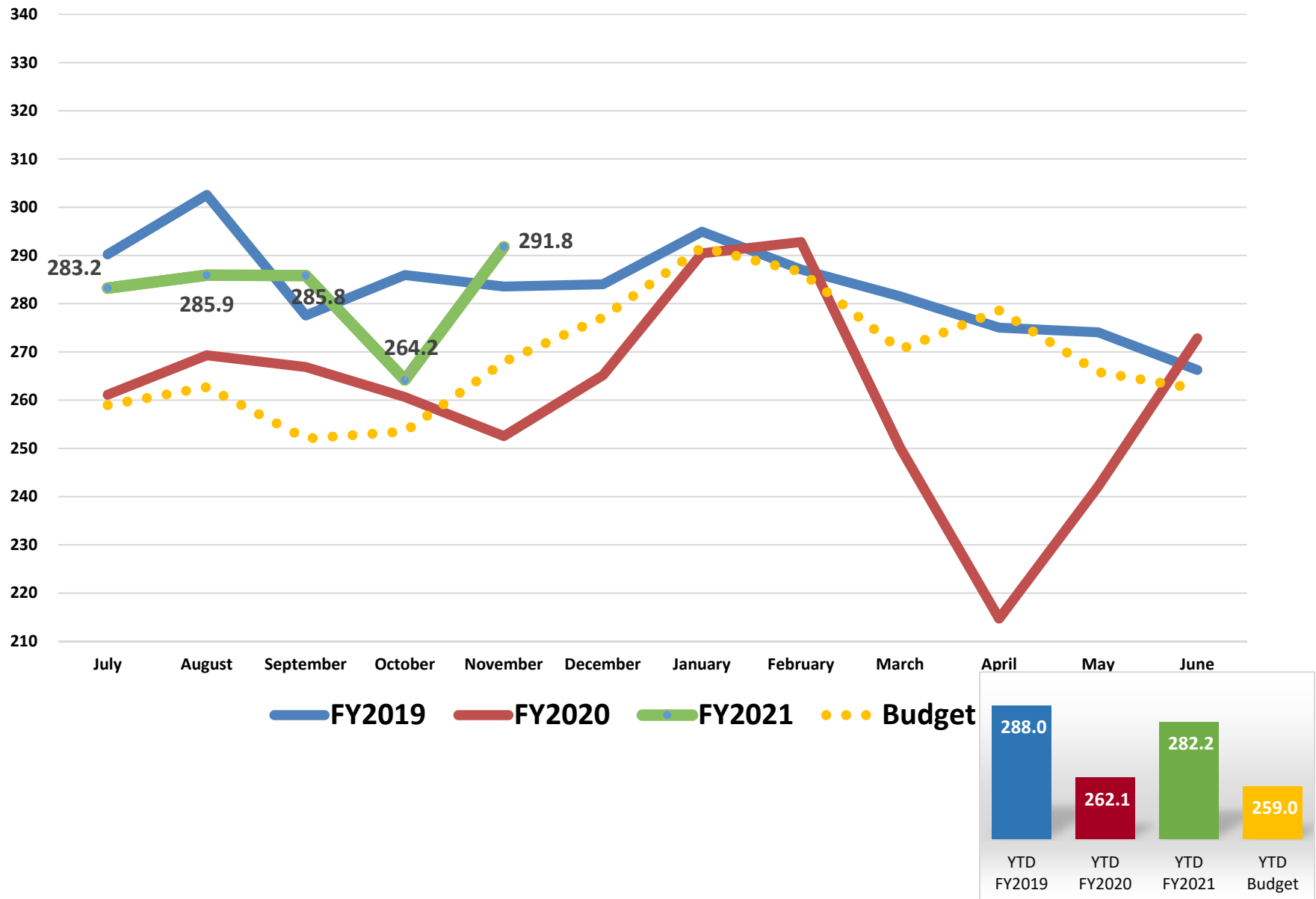
Red indicates changes since last reviewed

20% increase in Medicare inpatient payments	\$ 1,350,000	Calendar year 2020
6.2% increase in FMAP - IGT matching	\$ 1,200,000	Annual Estimate
10% increase in Medi-Cal rates in SNF payments	\$ 997,000	Calendar year 2020
5% increase Blue Shield rates for certain procedures	\$ 12,000	4 Month Estimate
Uninsured COVID Patients – Medicare Rates	\$ 100,000	Payments to date
Department of Defense	\$ 250,000	In kind clinical support staff
2% sequestration	\$ 2,100,000	Calendar year 2020
Unemployment benefit costs ½ covered	\$ 1,057,000	4 quarters
3 County agreements – Lab testing, PPE, Pharmaceuticals	\$ 3,130,597	\$4,578,800 max ,County will cover related costs as we begin to submit invoices
COVID Payer Grants	\$ 3,065,000	October deposit
Repayment period of Medicare Advanced Payments extended - Initial funding \$46.6M (4/7/2020)	Balance must be repaid in full 29 months from the first payment.	Medicare payments will be reduced by 25% for the first 11 months and 50% during the next 6 months.
Additional payments received from Medicare Advanced Payments Program - \$40.2M (10/28/20) Total to date \$86.8M		10/28/20 We received \$40,173,945 additional funds to be repaid in 1 year
Social Security Tax Deferral – \$13.5M		Repayment of 50% due 12/31/21 and 50% 12/31/22
Impact to Bottom Line	\$ 13,261,597	

Average Daily Census



Medical Center – Average Daily Census



Statistical Results – Fiscal Year Comparison (November)

Actual Results			Budget	Budget Variance	
Nov 2019	Nov 2020	% Change	Nov 2020	Change	% Change

Average Daily Census **409** **430** **5.2%** **428** **2** **0.4%**

KDHCD Patient Days:

Medical Center	7,576	8,753	15.5%	8,038	715	8.9%
Acute I/P Psych	1,373	1,317	(4.1%)	1,359	(42)	(3.1%)
Sub-Acute	871	918	5.4%	930	(12)	(1.3%)
Rehab	592	444	(25.0%)	525	(81)	(15.4%)
TCS-Ortho	351	308	(12.3%)	600	(292)	(48.7%)
TCS	508	280	(44.9%)	490	(210)	(42.9%)
NICU	454	396	(12.8%)	363	33	9.1%
Nursery	535	482	(9.9%)	541	(59)	(10.9%)

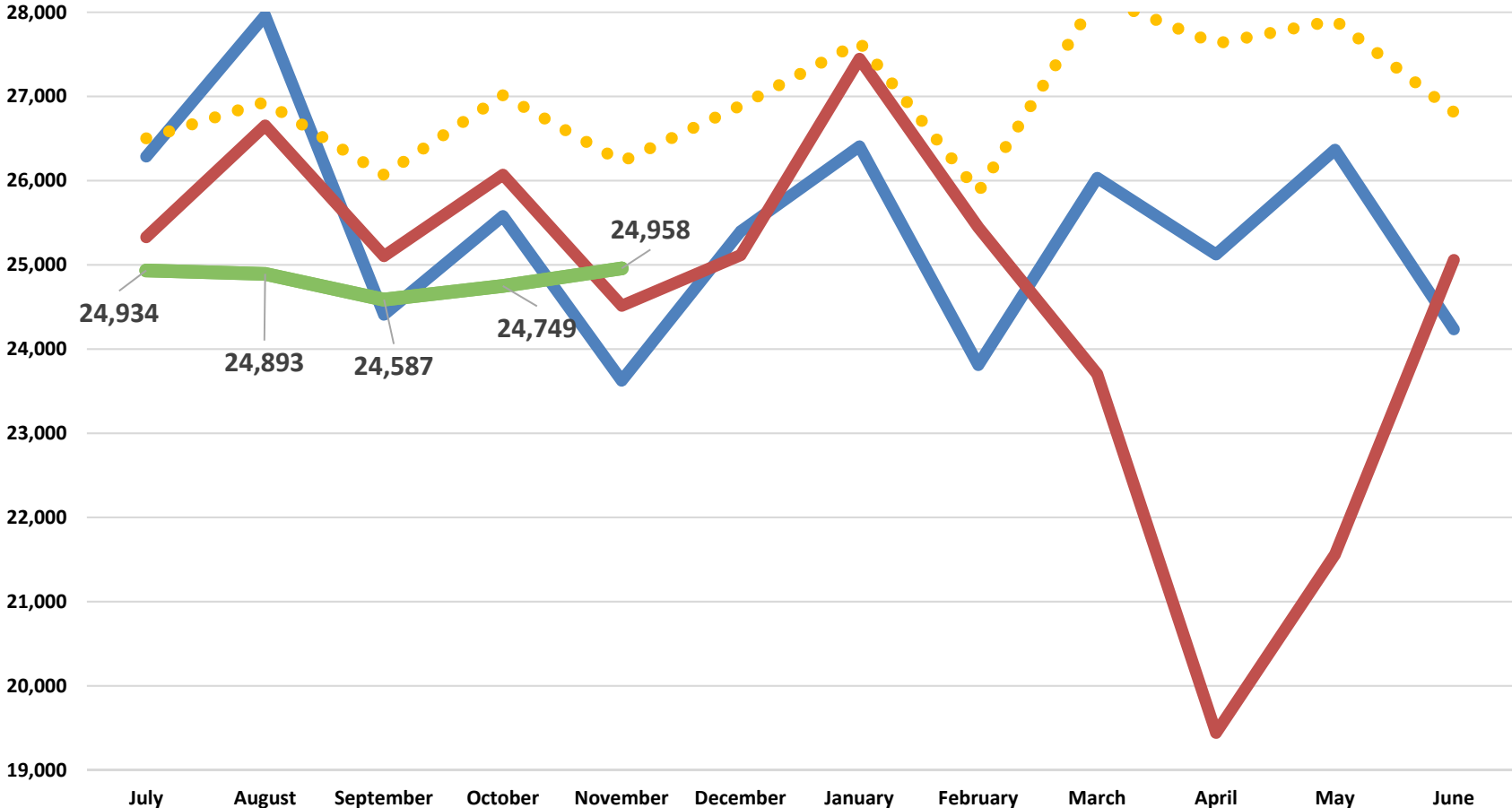
Total KDHCD Patient Days **12,260** **12,898** **5.2%** **12,846** **52** **0.4%**

Total Outpatient Volume **37,260** **40,410** **8.5%** **39,533** **877** **2.2%**

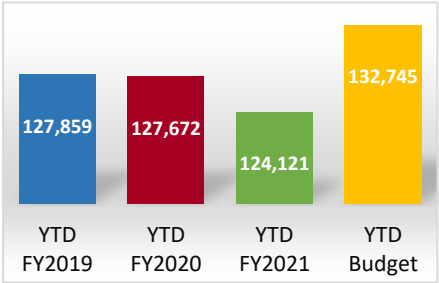
Statistical Results – Fiscal Year Comparison (Jul-Nov)

	Actual Results			Budget	Budget Variance	
	FYTD 2020	FYTD 2021	% Change	FYTD 2021	Change	% Change
Average Daily Census	418	423	1.3%	423	(0)	(0.0%)
KDHCD Patient Days:						
Medical Center	40,105	43,161	7.6%	39,630	3,531	8.9%
Acute I/P Psych	7,125	6,946	(2.5%)	7,189	(243)	(3.4%)
Sub-Acute	4,517	4,545	0.6%	4,725	(180)	(3.8%)
Rehab	2,663	1,980	(25.6%)	2,821	(841)	(29.8%)
TCS-Ortho	2,106	1,599	(24.1%)	2,850	(1,251)	(43.9%)
TCS	2,397	1,950	(18.6%)	2,500	(550)	(22.0%)
NICU	2,231	2,126	(4.7%)	2,131	(5)	(0.2%)
Nursery	2,736	2,405	(12.1%)	2,878	(473)	(16.4%)
Total KDHCD Patient Days	63,880	64,712	1.3%	64,724	(12)	(0.0%)
Total Outpatient Volume	195,032	203,131	4.2%	206,929	(3,798)	(1.8%)

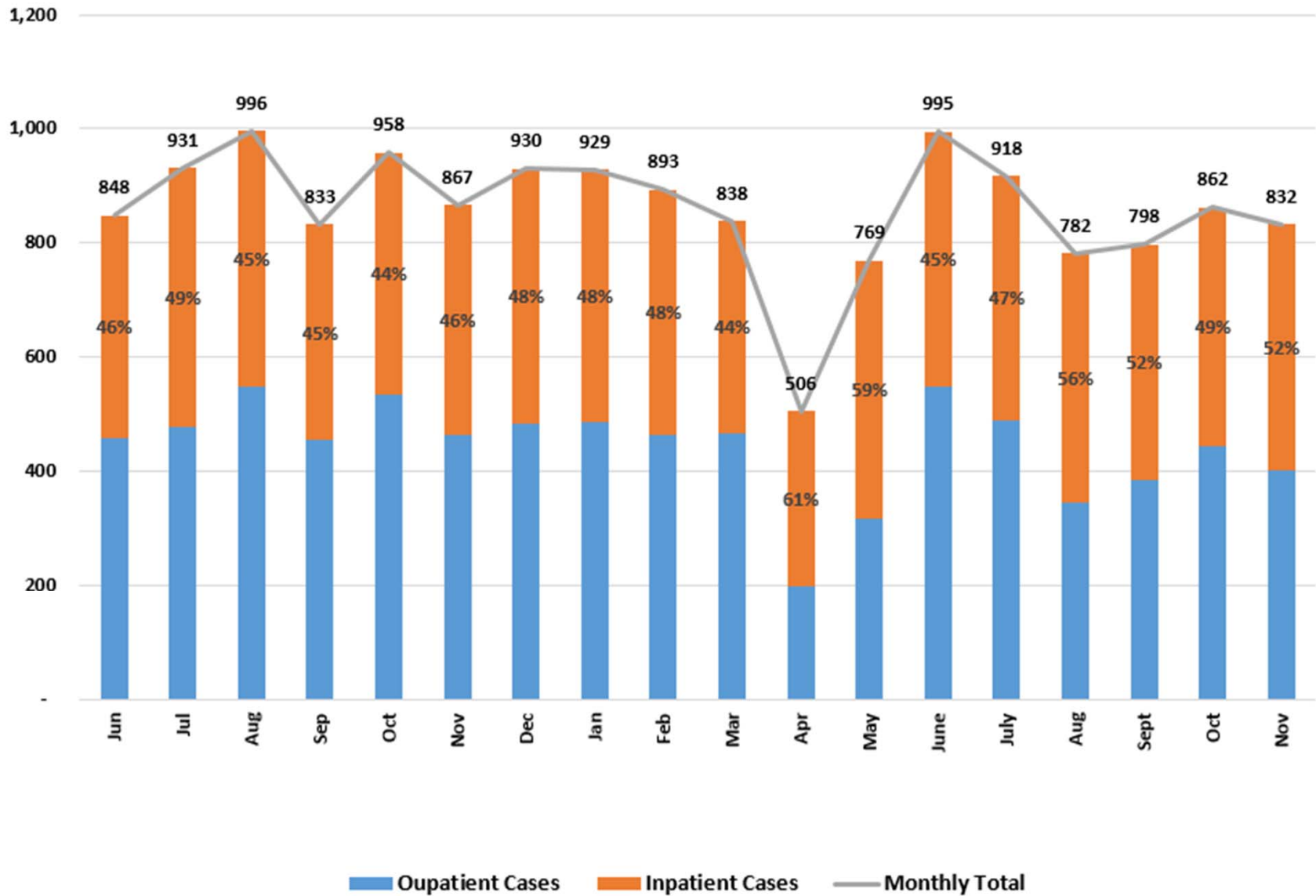
Adjusted Patient Days



— FY2019
 — FY2020
 — FY2021
 ●●● Budget



Impact - Inpatient/Outpatient Surgeries



Other Statistical Results – Fiscal Year Comparison (Nov)

	Actual Results				Budget	Budget Variance	
	Nov 2019	Nov 2020	Change	% Change	Nov 2020	Change	% Change
Adjusted Patient Days	24,515	24,958	443	1.8%	26,231	(1,273)	(4.9%)
Outpatient Visits	37,260	40,410	3,150	8.5%	39,533	877	2.2%
RHC Registrations	8,108	10,867	2,759	34.0%	8,847	2,020	22.8%
Hospice Days	3,487	4,398	911	26.1%	3,758	640	17.0%
Home Health Visits	2,370	2,807	437	18.4%	2,720	87	3.2%
KDMF RVU	38,909	43,142	4,233	10.9%	39,475	3,667	9.3%
Urgent Care - Court	3,652	4,000	348	9.5%	3,863	137	3.5%
Surgery Minutes – General & Robotic (I/P & O/P)	967	1,036	69	7.1%	1,166	(130)	(11.1%)
Radiation Oncology Treatments (I/P & O/P)	1,875	2,008	133	7.1%	1,918	90	4.7%
Radiology/CT/US/MRI Proc (I/P & O/P)	14,264	14,830	566	4.0%	14,608	222	1.5%
GME Clinic visits	989	980	(9)	(0.9%)	1,275	(295)	(23.1%)
OB Deliveries	375	368	(7)	(1.9%)	389	(21)	(5.4%)
O/P Rehab Units	17,533	17,144	(389)	(2.2%)	18,308	(1,164)	(6.4%)
Cath Lab Minutes (IP & OP)	355	341	(14)	(3.9%)	371	(30)	(8.1%)
Urgent Care - Demaree	2,262	2,146	(116)	(5.1%)	2,288	(142)	(6.2%)
Physical & Other Therapy Units	17,638	16,715	(923)	(5.2%)	18,796	(2,081)	(11.1%)
Dialysis Treatments	1,842	1,658	(184)	(10.0%)	1,786	(128)	(7.2%)
ED Total Registrations	7,021	6,021	(1,000)	(14.2%)	7,864	(1,843)	(23.4%)
Endoscopy Procedures (I/P & O/P)	639	442	(197)	(30.8%)	674	(232)	(34.4%)
Infusion Center	530	297	(233)	(44.0%)	570	(273)	(47.9%)

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

	Actual Results				Budget	Budget Variance	
	FY 2020	FY 2021	Change	% Change	FY 2021	Change	% Change
Adjusted Patient Days	127,681	124,117	(3,564)	(2.8%)	132,774	(8,657)	(6.5%)
Outpatient Visits	195,032	203,131	8,099	4.2%	206,929	(3,798)	(1.8%)
Hospice Days	17,270	21,293	4,023	23.3%	17,549	3,744	21.3%
RHC Registrations	42,477	51,550	9,073	21.4%	43,849	7,701	17.6%
GME Clinic visits	5,256	5,739	483	9.2%	5,865	(126)	(2.1%)
Home Health Visits	13,952	15,060	1,108	7.9%	13,782	1,278	9.3%
KDMF RVU	171,497	178,680	7,183	4.2%	190,337	(11,657)	(6.1%)
Radiation Oncology Treatments <i>(I/P & O/P)</i>	10,520	10,884	364	3.5%	10,735	149	1.4%
Surgery Minutes-General & Robotic <i>(I/P & O/P)</i>	5,191	5,357	166	3.2%	6,143	(786)	(12.8%)
Radiology/CT/US/MRI Proc <i>(I/P & O/P)</i>	75,839	74,415	(1,424)	(1.9%)	77,587	(3,172)	(4.1%)
O/P Rehab Units	97,470	95,183	(2,287)	(2.3%)	100,086	(4,903)	(4.9%)
OB Deliveries	1,979	1,866	(113)	(5.7%)	2,052	(186)	(9.1%)
Physical & Other Therapy Units	90,271	84,589	(5,682)	(6.3%)	96,726	(12,137)	(12.5%)
Cath Lab Minutes <i>(IP & OP)</i>	1,848	1,731	(117)	(6.3%)	1,957	(226)	(11.5%)
Urgent Care - Court	17,281	15,803	(1,478)	(8.6%)	17,956	(2,153)	(12.0%)
Dialysis Treatments	9,587	8,682	(905)	(9.4%)	9,206	(524)	(5.7%)
Endoscopy Procedures <i>(I/P & O/P)</i>	3,107	2,616	(491)	(15.8%)	3,244	(628)	(19.4%)
ED Total Registrations	36,631	30,586	(6,045)	(16.5%)	38,572	(7,986)	(20.7%)
Urgent Care - Demaree	9,412	6,548	(2,864)	(30.4%)	10,868	(4,320)	(39.7%)
Infusion Center	2,295	1,527	(768)	(33.5%)	2,458	(931)	(37.9%)

Trended Financial Comparison (000's)

	Adjusted Patient Days													
	26,070	24,515	25,116	27,447	25,445	23,703	19,442	21,561	25,057	24,934	24,893	24,587	24,749	24,958
	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20
Operating Revenue														
Net Patient Service Revenue	\$52,165	\$49,354	\$51,458	\$52,382	\$46,813	\$48,523	\$35,582	\$35,995	\$35,360	\$47,402	\$48,393	\$48,769	\$51,454	\$50,994
Supplemental Gov't Programs	4,185	4,185	4,185	5,367	5,435	3,839	5,577	5,572	5,406	3,979	3,979	3,979	3,980	3,979
Prime Program	905	905	999	905	905	905	103	103	6,908	429	429	429	429	429
Premium Revenue	3,649	3,941	3,748	4,145	4,794	4,218	4,297	4,542	5,911	4,239	4,561	4,351	4,408	4,271
Management Services Revenue	3,014	2,410	2,621	2,848	2,581	2,655	3,007	2,569	2,954	2,834	2,684	3,072	2,396	2,569
Other Revenue	2,142	1,381	1,989	2,039	2,251	1,686	1,590	1,968	826	2,127	1,686	1,716	1,871	1,471
Other Operating Revenue	13,896	12,823	13,542	15,305	15,966	13,303	14,574	14,754	22,005	13,608	13,339	13,548	13,083	12,719
Total Operating Revenue	66,061	62,177	65,001	67,687	62,778	61,826	50,156	50,750	57,365	61,009	61,732	62,317	64,537	63,713
Operating Expenses														
Salaries & Wages	25,747	25,460	25,726	27,060	25,206	27,448	25,081	25,402	26,208	26,540	26,671	26,449	27,583	25,984
Contract Labor	1,044	858	1,357	617	690	834	431	410	426	576	372	336	488	242
Employee Benefits	6,755	5,372	5,856	7,222	6,811	7,313	6,751	6,486	2,109	5,098	5,160	6,053	5,314	4,998
Total Employment Expenses	33,546	31,690	32,939	34,899	32,707	35,596	32,263	32,299	28,743	32,213	32,203	32,837	33,385	31,225
Medical & Other Supplies	10,551	9,635	10,521	11,127	10,347	10,216	8,115	8,423	13,315	10,036	10,720	11,619	10,713	10,999
Physician Fees	8,287	6,974	7,113	7,653	8,702	8,202	7,950	7,191	8,486	7,807	8,699	6,871	7,746	8,079
Purchased Services	1,808	1,686	1,858	1,698	1,380	1,681	409	1,587	3,093	1,239	1,518	988	1,685	1,592
Repairs & Maintenance	2,399	2,164	2,107	2,396	1,785	2,134	2,127	1,766	2,544	2,283	2,022	1,965	2,166	2,091
Utilities	603	342	593	439	472	483	331	477	586	506	606	646	644	491
Rents & Leases	464	560	512	568	562	572	552	511	483	503	516	517	529	543
Depreciation & Amortization	2,488	2,459	2,451	2,472	2,487	2,492	2,550	2,685	3,072	2,561	2,582	2,518	2,509	2,473
Interest Expense	440	440	439	468	501	500	494	493	779	555	555	557	556	555
Other Expense	1,609	1,701	1,823	1,822	1,660	1,796	1,570	1,676	2,046	1,478	1,347	1,266	1,747	1,863
Humana Cap Plan Expenses	1,659	1,910	990	1,904	2,048	1,347	2,879	2,145	1,912	1,562	3,040	3,137	2,750	2,677
Management Services Expense	3,006	2,352	2,703	2,702	2,644	2,711	2,856	2,739	2,732	2,815	2,559	3,050	2,447	2,553
Total Other Expenses	33,315	30,226	31,110	33,249	32,587	32,133	29,834	29,692	39,048	31,346	34,163	33,133	33,491	33,915
Total Operating Expenses	66,862	61,916	64,049	68,148	65,295	67,729	62,097	61,991	67,791	63,559	66,366	65,971	66,876	65,140
Operating Margin	(\$801)	\$261	\$951	(\$461)	(\$2,516)	(\$5,902)	(\$11,941)	(\$11,241)	(\$10,426)	(\$2,550)	(\$4,634)	(\$3,654)	(\$2,339)	(\$1,427)
Stimulus Funds						\$2,855	\$3,607	\$3,687	\$4,817	\$3,633	\$3,745	\$3,633	\$4,538	\$1,724
Operating Margin after Stimulus	(\$801)	\$261	\$951	(\$461)	(\$2,516)	(\$3,047)	(\$8,334)	(\$7,554)	(\$5,609)	\$1,083	(\$889)	(\$21)	\$2,199	\$297
Nonoperating Revenue (Loss)	774	699	726	682	733	1,957	507	652	4,412	909	699	(495)	638	1083
Excess Margin	(\$27)	\$960	\$1,678	\$221	(\$1,783)	(\$1,091)	(\$7,827)	(\$6,902)	(\$1,197)	\$1,993	(\$191)	(\$515)	\$2,837	\$1,380

November Financial Comparison (000's)

	Actual Results		Budget	Budget Variance	
	Nov 2019	Nov 2020	Nov 2020	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$49,354	\$50,994	\$50,094	\$901	1.8%
Other Operating Revenue	12,823	12,719	13,228	(509)	(3.9%)
Total Operating Revenue	62,177	63,713	63,322	391	0.6%
Operating Expenses					
Employment Expense	31,690	31,225	32,159	(935)	(2.9%)
Other Operating Expense	30,226	33,915	31,244	2,671	8.5%
Total Operating Expenses	61,916	65,140	63,403	1,736	2.7%
Operating Margin	\$261	(\$1,427)	(\$81)	(\$1,345)	(1653%)
Stimulus Funds	0	1,724	0	1,724	100%
Operating Margin after Stimulus	\$261	\$297	(\$81)	\$379	466%
Non Operating Revenue (Loss)	699	1,083	630	453	72%
Excess Margin	\$960	\$1,380	\$548	\$832	152%

Operating Margin %	0.4%	(2.2%)	(0.1%)
OM after Stimulus%	0.4%	0.5%	(0.1%)
Excess Margin %	1.5%	2.1%	0.9%
Operating Cash Flow Margin %	5.1%	2.5%	5.0%

YTD (Jul.-Nov.) Financial Comparison (000's)

	Actual Results		FYTD Budget	FYTD Budget Variance	
	FYTD 2020	FYTD 2021	FYTD 2021	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$251,746	\$247,012	\$252,776	(\$5,764)	(2.3%)
Other Operating Revenue	68,452	66,296	67,221	(925)	(1.4%)
Total Operating Revenue	320,198	313,308	319,997	(6,689)	(2.1%)
Operating Expenses					
Employment Expense	163,073	161,864	163,114	(1,250)	(0.8%)
Other Operating Expense	155,180	166,048	158,239	7,809	4.9%
Total Operating Expenses	318,254	327,912	321,353	6,559	2.0%
Operating Margin	\$1,945	(\$14,603)	(\$1,356)	(\$13,248)	(977%)
Stimulus Funds	0	17,273	0	17,273	100%
Operating Margin after Stimulus	\$1,945	\$2,670	(\$1,356)	\$4,025	297%
Non Operating Revenue (Loss)	7,308	2,835	3,195	(360)	(11%)
Excess Margin	\$9,252	\$5,504	\$1,839	\$3,665	199%

Operating Margin %	0.6%	(4.7%)	(0.4%)
OM after Stimulus%	0.6%	0.9%	(0.4%)
Excess Margin %	2.8%	1.7%	0.6%
Operating Cash Flow Margin %	5.2%	0.3%	4.6%

November Financial Comparison (000's)

	Actual Results			Budget	Budget Variance		Explanation
	Nov 2019	Nov 2020	% Change	Nov 2020	Change	% Change	
Operating Revenue							
Net Patient Service Revenue	49,354	50,994	3.3%	50,094	\$901	1.8%	See highlights slide
Supplemental Gov't Programs	4,185	3,979	(4.9%)	4,111	(132)	(3.2%)	
Prime Program	905	429	(52.6%)	429	0	0.0%	
Premium Revenue	3,941	4,271	8.4%	4,014	256	6.4%	
Management Services Revenue	2,410	2,569	6.6%	2,613	(44)	(1.7%)	
Other Revenue	1,381	1,471	6.5%	2,060	(589)	(28.6%)	
Other Operating Revenue	12,823	12,719	(0.8%)	13,228	(509)	(3.9%)	
Total Operating Revenue	62,177	63,713	2.5%	63,322	391	0.6%	
Operating Expenses							
Salaries & Wages	25,460	25,984	2.1%	26,125	(141)	(0.5%)	See highlights slide
Contract Labor	858	242	(71.8%)	548	(306)	(55.8%)	
Employee Benefits	5,372	4,998	(7.0%)	5,486	(487)	(8.9%)	
Total Employment Expenses	31,690	31,225	(1.5%)	32,159	(935)	(2.9%)	
Medical & Other Supplies	9,635	10,999	14.1%	10,079	919	9.1%	See highlights slide
Physician Fees	6,974	8,079	15.8%	7,566	513	6.8%	See highlights slide
Purchased Services	1,937	1,592	(17.8%)	1,440	152	10.6%	
Repairs & Maintenance	2,164	2,091	(3.4%)	2,286	(195)	(8.5%)	
Utilities	342	491	43.3%	487	4	0.8%	
Rents & Leases	560	543	(3.1%)	550	(7)	(1.3%)	
Depreciation & Amortization	2,459	2,473	0.5%	2,688	(215)	(8.0%)	
Interest Expense	440	555	25.9%	572	(17)	(3.0%)	
Other Expense	1,701	1,863	9.6%	1,112	752	67.6%	See highlights slide
Humana Cap Plan Expenses	1,659	2,677	61.4%	1,885	792	42.0%	See highlights slide
Management Services Expense	2,352	2,553	8.5%	2,580	(27)	(1.0%)	
Total Other Expenses	30,226	33,915	12.2%	31,244	2,671	8.5%	
Total Operating Expenses	61,916	65,140	5.2%	63,403	1,736	2.7%	
Operating Margin	\$261	(\$1,427)	(646%)	(\$81)	(\$1,345)	(1653%)	
Stimulus Funds	0	1,724		0	1,724		See highlights slide
Operating Margin after Stimulus	\$261	\$297	13.9%	(\$81)	\$379	466%	
Nonoperating Revenue (Loss)	699	1,083	54.9%	630	453	72.0%	
Excess Margin	\$960	\$1,380	43.7%	\$548	\$832	152%	

Operating Margin %	0.4%	(2.2%)		(0.1%)
OM after Stimulus%	0.4%	0.5%		(0.1%)
Excess Margin %	1.5%	2.1%		0.9%
Operating Cash Flow Margin %	5.1%	2.5%		5.0%

YTD Financial Comparison (000's)

	Actual Results FYTD Jul-Nov			Budget FYTD	Budget Variance	FYTD
	FYTD2020	FYTD2021	% Change	FYTD2021	Change	% Change
Operating Revenue						
Net Patient Service Revenue	251,746	247,012	(1.9%)	252,776	(\$5,764)	(2.3%)
Supplemental Gov't Programs	21,194	19,895	(6.1%)	20,556	(661)	(3.2%)
Prime Program	5,367	2,144	(60.0%)	2,144	0	0.0%
Premium Revenue	19,248	21,829	13.4%	20,072	1,758	8.8%
Management Services Revenue	13,570	13,555	(0.1%)	13,990	(435)	(3.1%)
Other Revenue	9,073	8,872	(2.2%)	10,460	(1,587)	(15.2%)
Other Operating Revenue	68,452	66,296	(3.1%)	67,221	(925)	(1.4%)
Total Operating Revenue	320,198	313,308	(2.2%)	319,997	(6,689)	(2.1%)
Operating Expenses						
Salaries & Wages	126,461	133,226	5.3%	132,345	881	0.7%
Contract Labor	5,002	2,015	(59.7%)	2,776	(761)	(27.4%)
Employee Benefits	31,611	26,623	(15.8%)	27,992	(1,369)	(4.9%)
Total Employment Expenses	163,073	161,864	(0.7%)	163,114	(1,250)	(0.8%)
Medical & Other Supplies	47,427	54,087	14.0%	51,197	2,890	5.6%
Physician Fees	37,298	39,202	5.1%	37,548	1,654	4.4%
Purchased Services	10,302	7,020	(31.9%)	7,346	(326)	(4.4%)
Repairs & Maintenance	10,629	10,526	(1.0%)	11,463	(937)	(8.2%)
Utilities	2,621	2,892	10.3%	2,960	(68)	(2.3%)
Rents & Leases	2,614	2,609	(0.2%)	2,727	(119)	(4.3%)
Depreciation & Amortization	12,470	12,643	1.4%	13,236	(593)	(4.5%)
Interest Expense	2,211	2,776	25.6%	2,859	(82)	(2.9%)
Other Expense	8,028	7,701	(4.1%)	5,669	2,032	35.9%
Humana Cap Plan Expenses	8,305	13,167	58.5%	9,423	3,744	39.7%
Management Services Expense	13,275	13,425	1.1%	13,812	(387)	(2.8%)
Total Other Expenses	155,180	166,048	7.0%	158,239	7,809	4.9%
Total Operating Expenses	318,254	327,912	3.0%	321,353	6,559	2.0%
Operating Margin	\$1,945	(\$14,603)	(851%)	(\$1,356)	(\$13,248)	(977.2%)
Stimulus Funds	0	17,273	100.0%	0	17,273	100.0%
Operating Margin after Stimulus	\$1,945	\$2,670	37.3%	(\$1,356)	\$4,025	297%
Nonoperating Revenue (Loss)	7,308	2,835	(61.2%)	3,195	(360)	(11.3%)
Excess Margin	\$9,252	\$5,504	(40.5%)	\$1,839	\$3,665	199.3%
Operating Margin %	0.6%	(4.7%)		(0.4%)		
OM after Stimulus%	0.6%	0.9%		(0.4%)		
Excess Margin %	2.8%	1.7%		0.6%		
Operating Cash Flow Margin %	5.2%	0.3%		4.6%		

Kaweah Delta Medical Foundation

Fiscal Year Financial Comparison (000's)

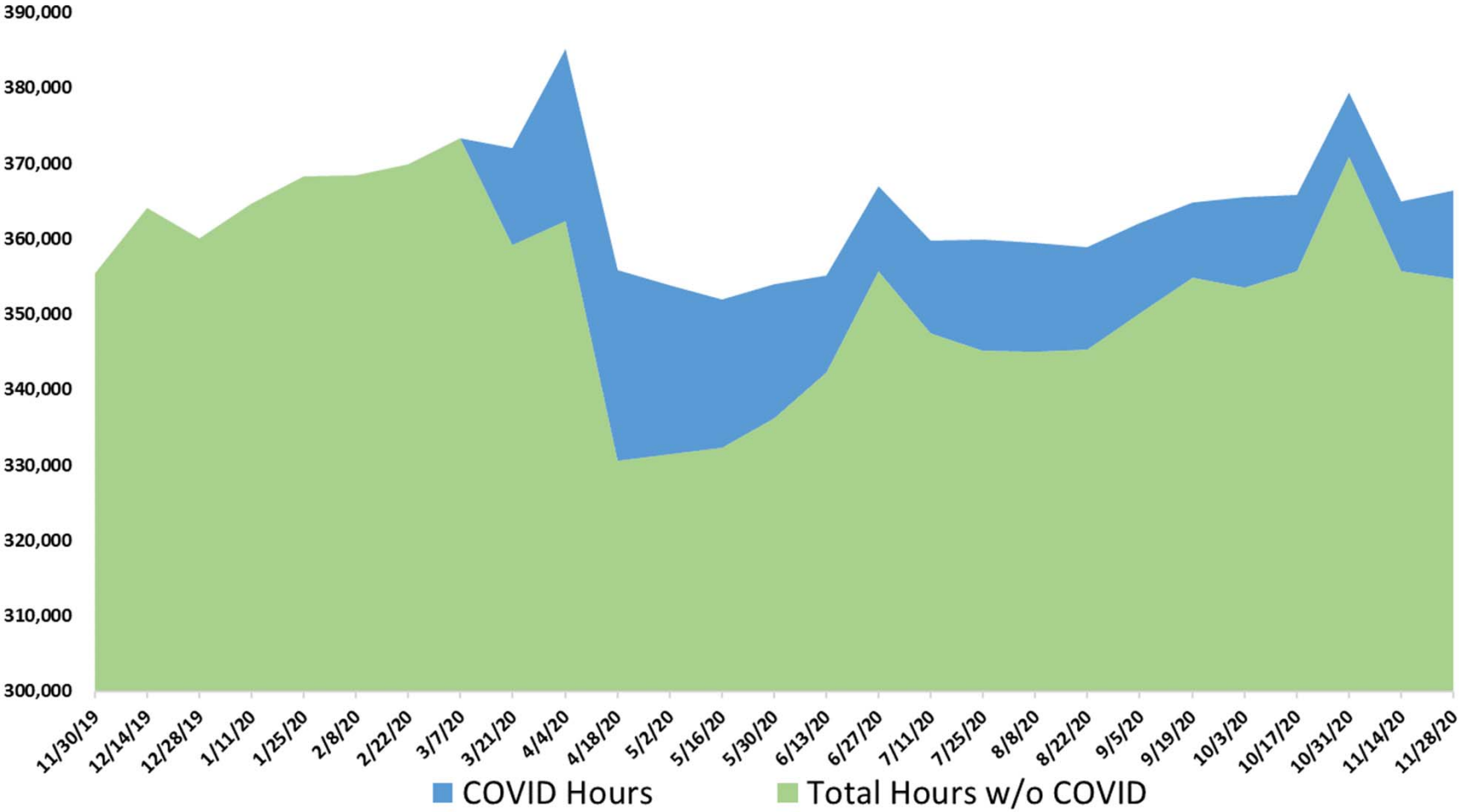
	Actual Results FYTD Jul – Nov			Budget FYTD	Budget Variance FYTD	
	FYTD2020	FYTD2021	% Change	FYTD2021	Change	% Change
Operating Revenue						
Net Patient Service Revenue	19,397	20,531	5.8%	21,347	(\$815)	(3.8%)
Other Operating Revenue	95	185	95.1%	327	(142)	(43.4%)
Total Operating Revenue	19,492	20,716	6.3%	21,673	(957)	(4.4%)
Operating Expenses						
Salaries & Wages	4,817	4,665	(3.2%)	5,017	(352)	(7.0%)
Contract Labor	37	0	(100.0%)	4	(4)	0.0%
Employee Benefits	1,247	874	(29.9%)	1,047	(174)	(16.6%)
Total Employment Expenses	6,102	5,539	(9.2%)	6,068	(529)	(8.7%)
Medical & Other Supplies	2,555	2,885	12.9%	2,985	(101)	(3.4%)
Physician Fees	10,350	11,255	8.7%	12,061	(806)	(6.7%)
Purchased Services	542	346	(36.2%)	385	(39)	(10.2%)
Repairs & Maintenance	792	1,040	31.3%	1,129	(89)	(7.9%)
Utilities	174	215	23.5%	206	9	4.4%
Rents & Leases	1,130	1,159	2.6%	1,165	(6)	(0.5%)
Depreciation & Amortization	488	450	(7.7%)	429	21	4.9%
Interest Expense	6	1	(75.5%)	2	(0)	(11.5%)
Other Expense	768	470	(38.9%)	501	(31)	(6.2%)
Total Other Expenses	16,805	17,821	6.0%	18,862	(1,041)	(5.5%)
Total Operating Expenses	22,906	23,360	2.0%	24,930	(1,571)	(6.3%)
Excess Margin	(\$3,414)	(\$2,644)	22.6%	(\$3,257)	\$613	18.8%

Excess Margin %	(17.5%)	(12.8%)	(15.0%)
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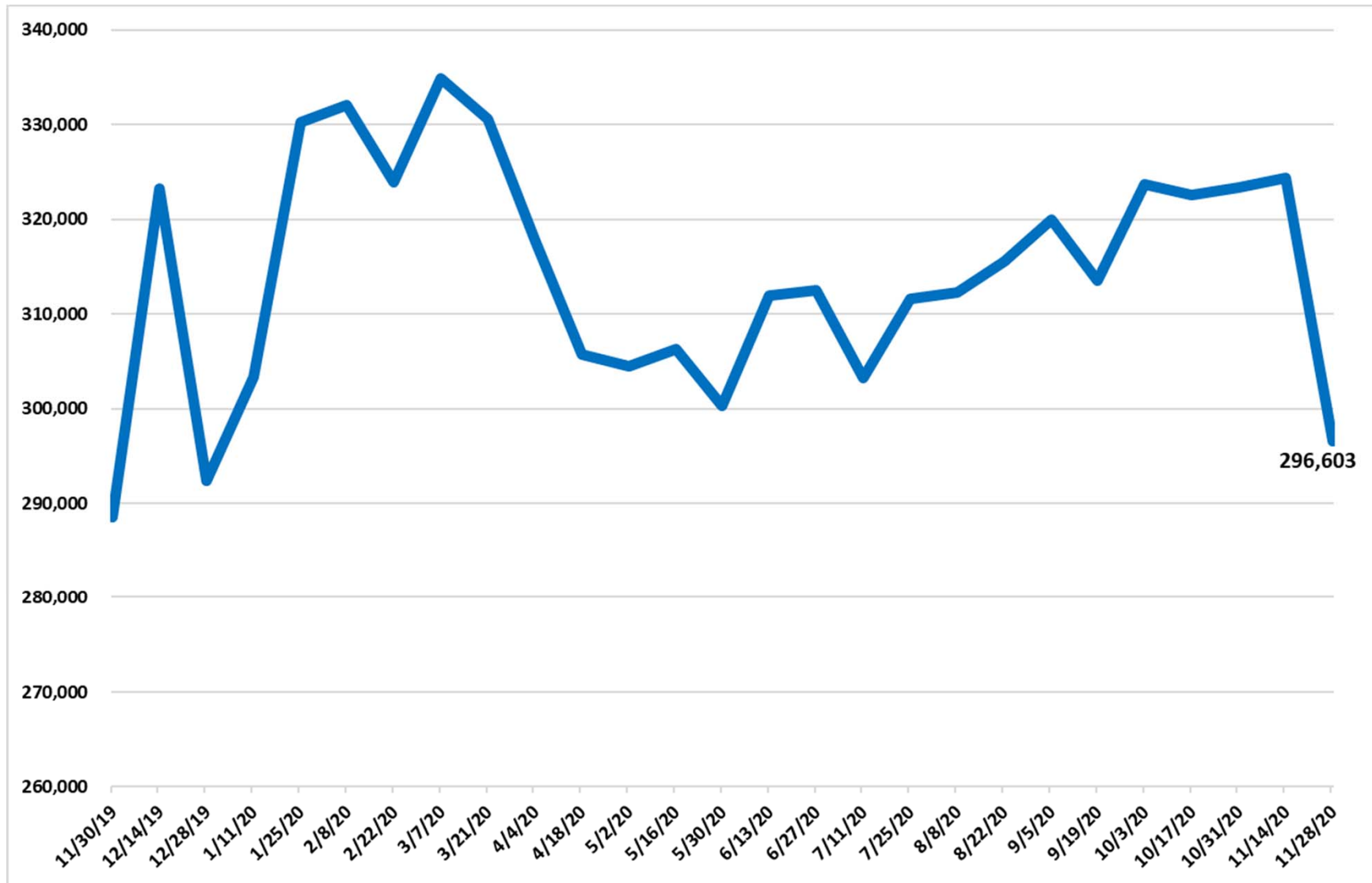
Month of November - Budget Variances

- **Net Patient Revenues:** Net patient revenue was slightly higher than November budget expectation due to increased inpatient and outpatient volumes.
- **Salaries and Contract Labor:** We experienced a favorable budget variance of \$935K in November. This is primarily due to some areas that are short staffed as well as continued focus on flexing down our staff in our lower volume areas. In November, there was \$364K that related to unbudgeted COVID related activities.
- **Medical & Other Supplies:** The \$919K unfavorable variance resulted from \$1.5M of COVID related supplies.
- **Physician Fees:** Slower collections on new and existing contracts resulted in an unfavorable variance of \$513K in November.
- **Other Expenses:** Other expenses exceeded budget by 752K, primarily due to a budgeted overall district efficiency savings goal of \$581K that is recorded in this category.
- **Humana Capitated Plan Expenses:** As the utilization of third party services for participants of the capitated Medicare Managed Care Plan increased in November, the related expenditure was \$792K higher than the budget expectation.
- **Stimulus Funds:** \$1.7M COVID related reimbursement of expenses and services that were funded by the County was recognized in November.

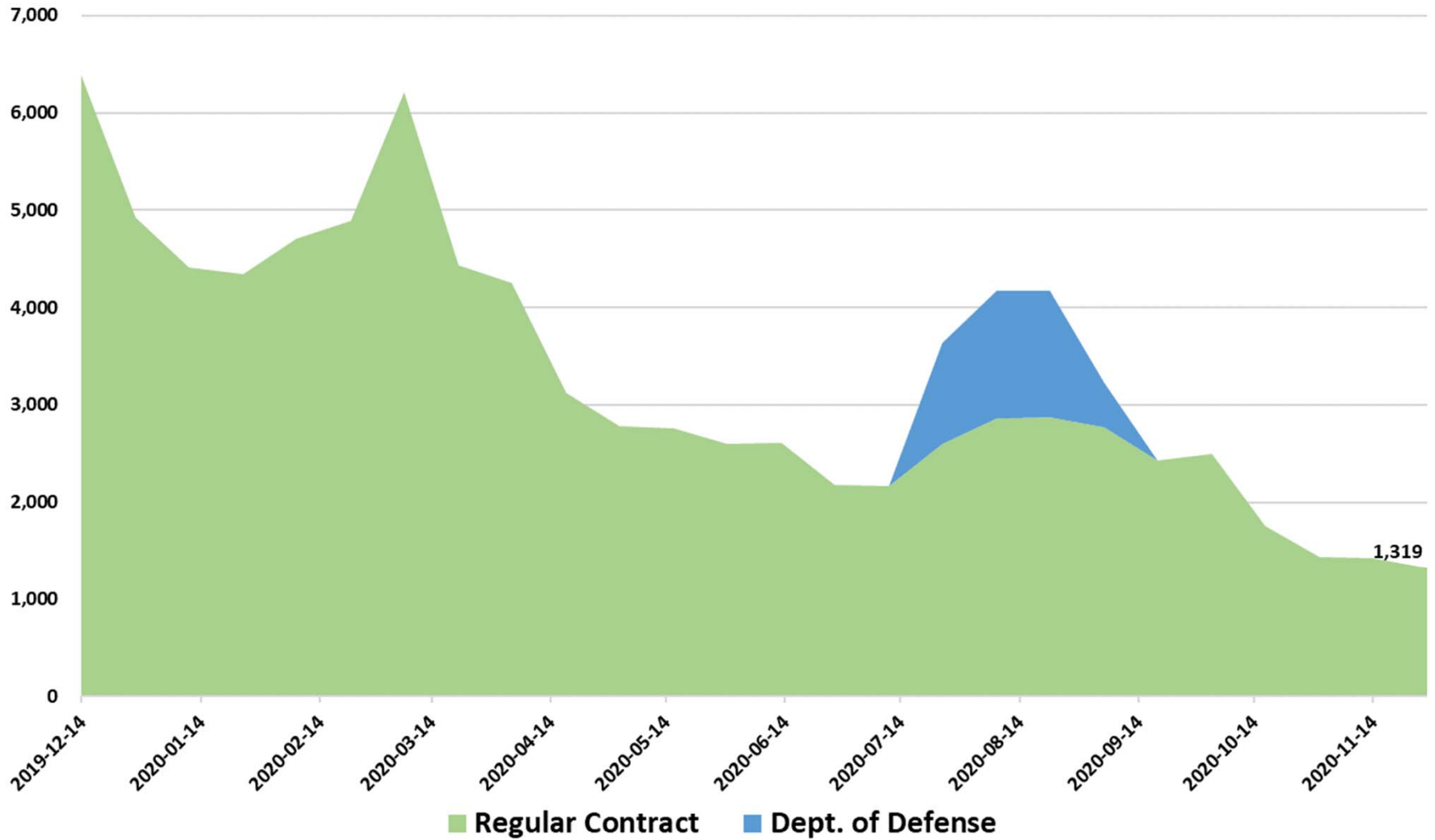
Total Payroll Hours (excludes PTO cash out hours)



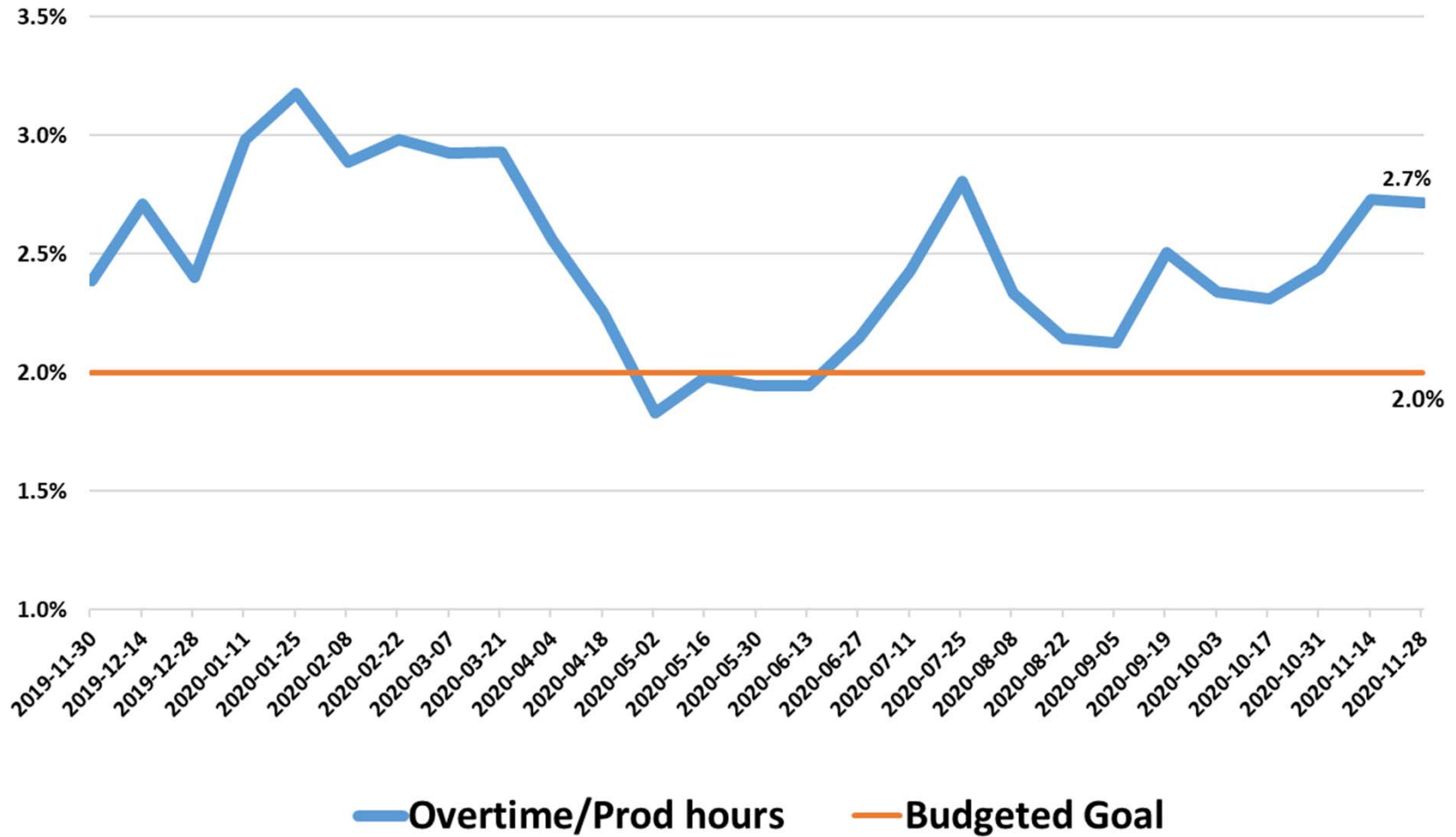
Productive Hours (excludes PTO cash out hours)



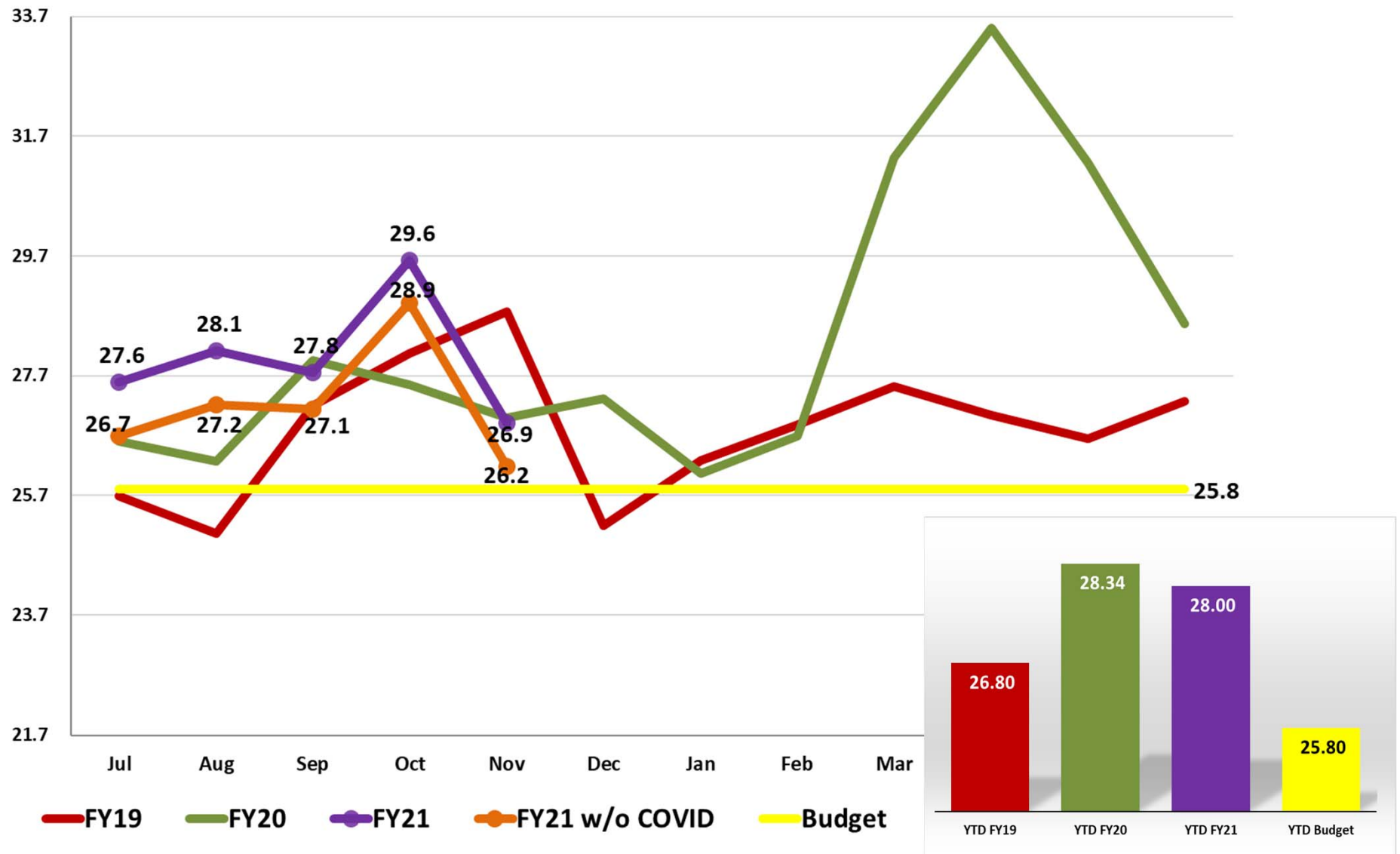
Contract Labor Hours



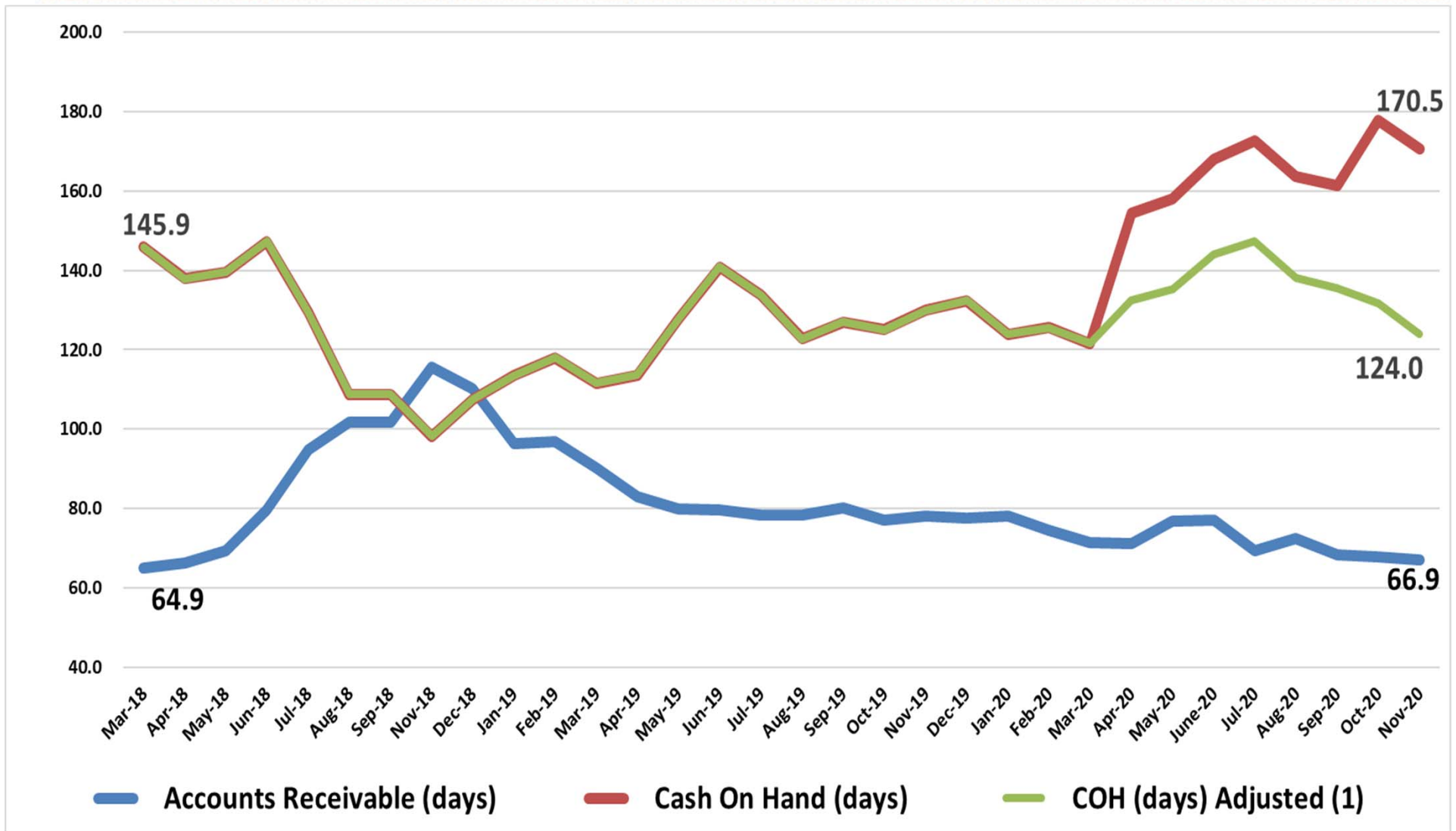
Overtime



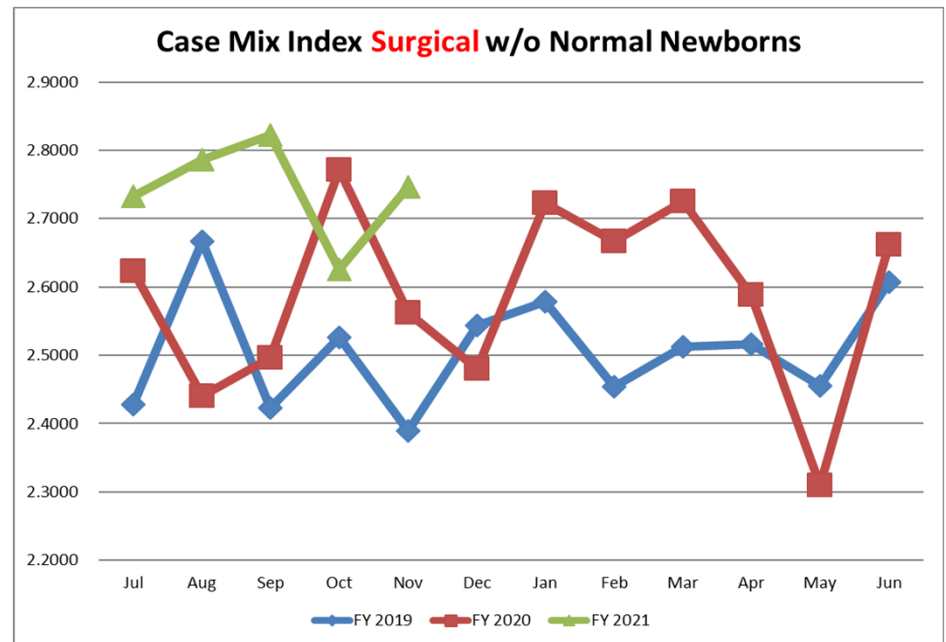
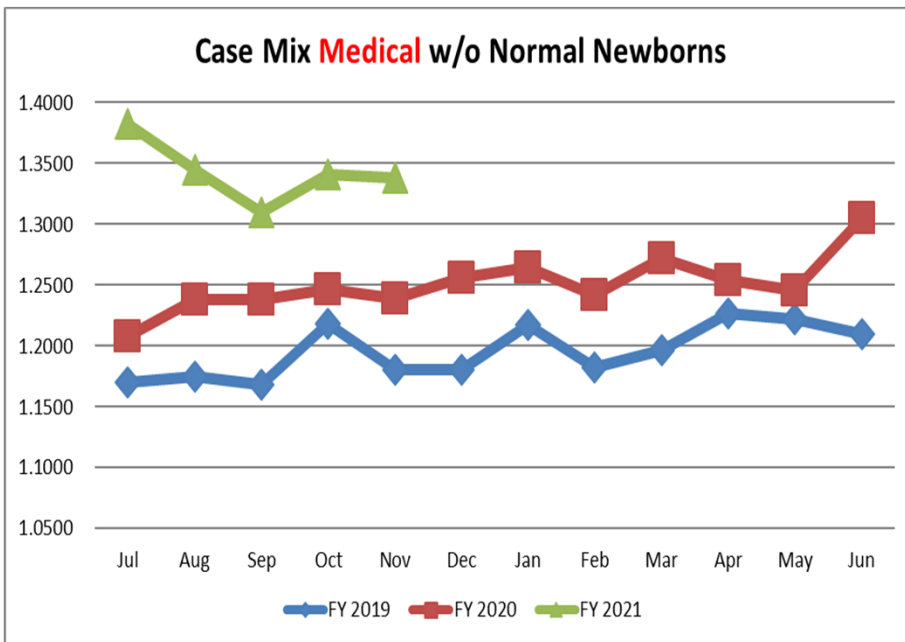
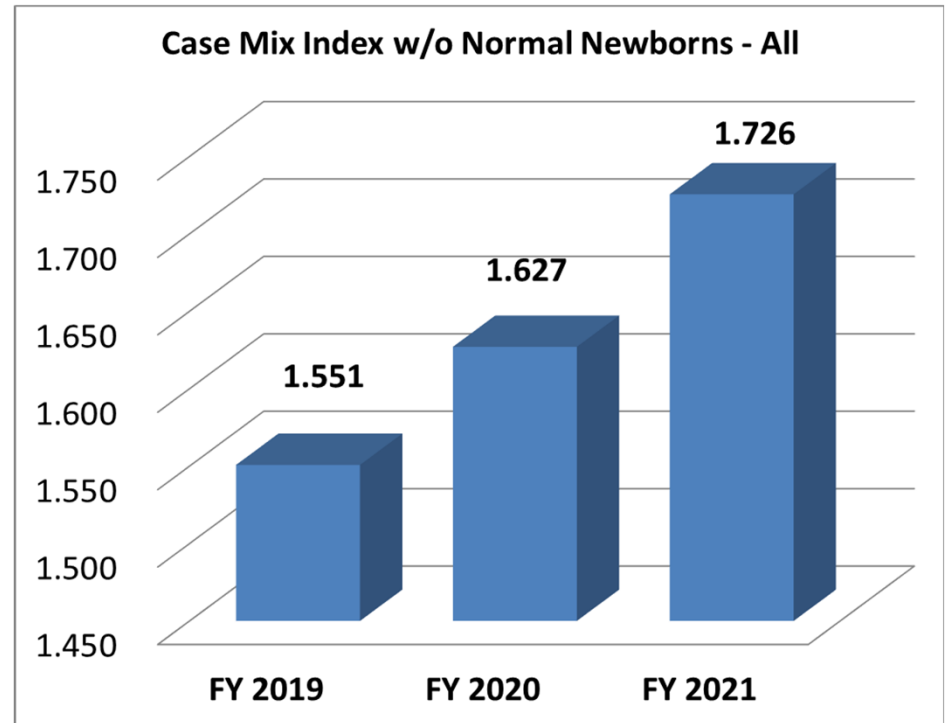
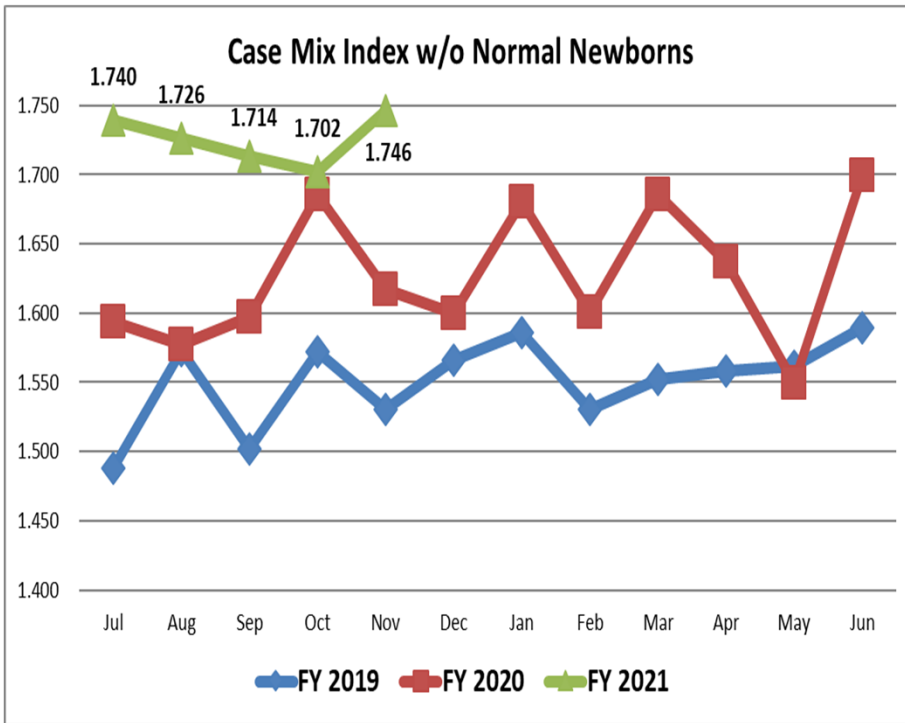
Productivity: Worked Hours/Adjusted Patient Days



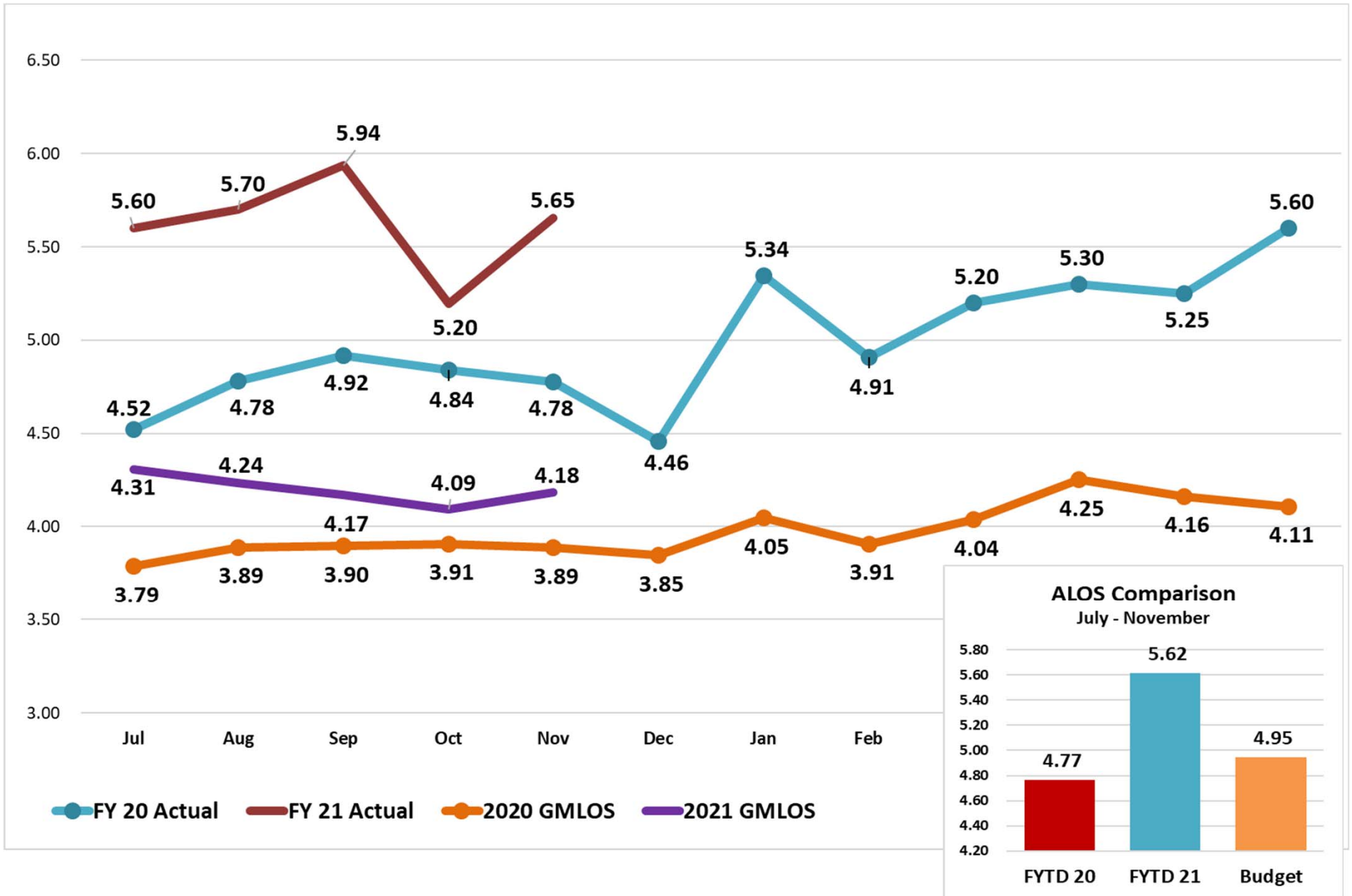
Trended Liquidity Ratios



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

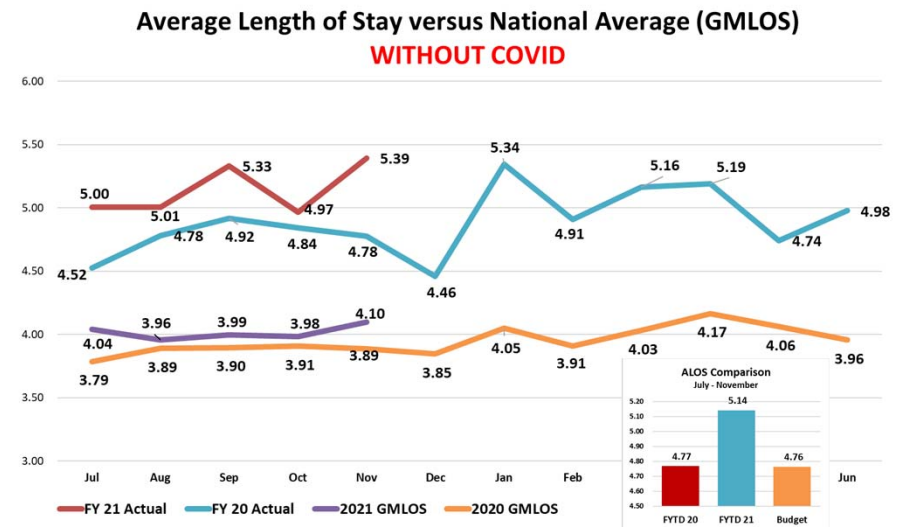
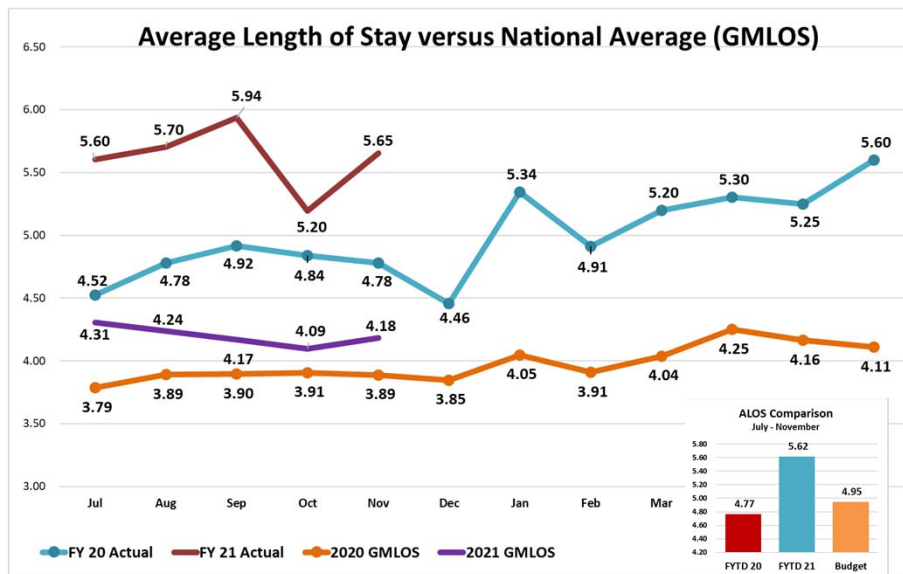


Average Length of Stay versus National Average (GMLoS)

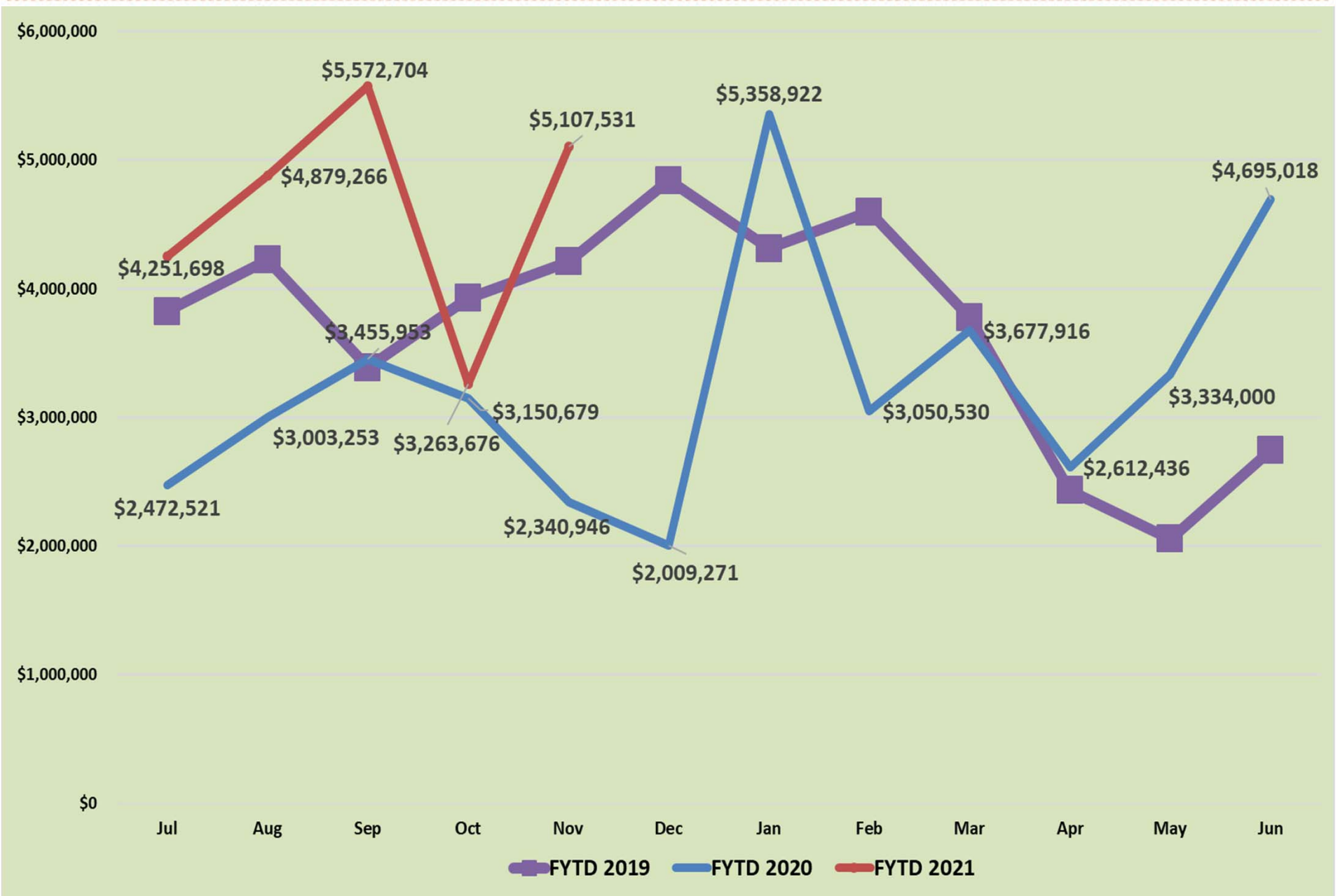


Average Length of Stay versus National Average (GMLOS)

	Including COVID Patients			Excluding COVID Patients			Gap Diff	%
	ALOS	GMLOS	GAP	ALOS	GMLOS	GAP		
Mar-20	5.20	4.04	1.16	5.16	4.03	1.13	0.03	2%
Apr-20	5.30	4.25	1.05	5.19	4.17	1.03	0.02	2%
May-20	5.25	4.17	1.08	4.74	4.07	0.68	0.41	38%
Jun-20	5.60	4.11	1.49	4.97	3.96	1.02	0.47	32%
Jul-20	5.60	4.31	1.29	5.02	4.04	0.97	0.32	25%
Aug-20	5.70	4.23	1.47	5.01	3.96	1.05	0.42	29%
Sep-20	5.94	4.17	1.77	5.33	3.99	1.34	0.43	24%
Oct-20	5.20	4.09	1.10	4.97	3.98	0.98	0.12	11%
Nov-20	5.65	4.18	1.47	5.39	4.10	1.30	0.17	12%
Average	5.49	4.17	1.32	5.09	4.03	1.05	0.27	20%



Opportunity Cost of Reducing LOS to National Average - \$39.2M FY20



DELTA HEALTH CARE DISTRICT
STATEMENT OF OPERATING INCOME STATEMENT (000's)
2020 & 2021

Operating Revenue			Operating Expenses								
Net Patient Revenue	Other Operating Revenue	Operating Revenue Total	Personnel Expense	Physician Fees	Supplies Expense	Other Operating Expense	Operating Expenses Total	Operating Income	Non-Operating Income	Net Income	Operating Margin
51,799	13,802	65,601	32,948	7,266	8,683	13,597	62,494	3,107	744	3,852	
50,243	13,937	64,181	33,307	7,284	9,986	14,583	65,160	(980)	662	(318)	
48,185	13,994	62,179	31,582	7,486	8,571	14,182	61,822	356	4,429	4,785	
52,165	13,896	66,061	33,546	8,287	10,551	14,477	66,862	(801)	774	(27)	
49,354	12,823	62,177	31,690	6,974	9,635	13,616	61,916	261	699	960	
51,458	13,542	65,001	32,939	7,113	10,521	13,476	64,049	951	726	1,678	
52,382	15,305	67,687	34,899	7,653	11,127	14,469	68,148	(461)	682	221	
46,813	15,966	62,778	32,707	8,702	10,347	13,539	65,295	(2,516)	733	(1,783)	
48,523	13,650	62,173	35,596	8,202	10,216	13,716	67,729	(5,555)	4,465	(1,091)	
35,582	14,227	49,809	32,263	7,950	8,115	13,768	62,097	(12,288)	4,461	(7,827)	(15.7%)
35,995	14,754	50,750	32,299	7,191	8,423	14,078	61,991	(11,241)	4,339	(6,902)	(13.6%)
35,360	22,005	57,365	28,744	8,486	13,315	17,247	67,791	(10,427)	9,229	(1,198)	(2.1%)
\$ 557,860	\$ 177,901	\$ 735,761	\$ 392,520	\$ 92,595	\$ 119,490	\$ 170,748	\$ 775,353	\$ (39,592)	\$ 31,941	\$ (7,651)	(1.0%)
47,402	13,608	61,009	32,213	7,807	10,036	13,502	63,559	(2,550)	4,542	1,993	
48,393	13,339	61,732	32,203	8,699	10,720	14,744	66,366	(4,634)	4,444	(191)	
48,769	13,548	62,317	32,837	6,871	11,619	14,643	65,971	(3,654)	3,138	(515)	
51,454	13,083	64,537	33,385	7,746	10,713	15,033	66,876	(2,339)	5,177	2,837	
50,994	12,719	63,713	31,225	8,079	10,999	14,837	65,140	(1,427)	2,807	1,380	
\$ 247,012	\$ 66,296	\$ 313,308	\$ 161,864	\$ 39,202	\$ 54,087	\$ 72,759	\$ 327,912	\$ (14,603)	\$ 20,108	\$ 5,504	(1.7%)
252,776	67,221	319,997	163,114	37,548	51,197	69,494	321,353	(1,356)	3,195	1,839	(0.6%)
\$ (5,764)	\$ (925)	\$ (6,689)	\$ (1,250)	\$ 1,654	\$ 2,890	\$ 3,265	\$ 6,559	\$ (13,248)	\$ 16,913	\$ 3,665	(5.5%)

Analysis

\$ 50,994	\$ 12,719	\$ 63,713	\$ 31,225	\$ 8,079	\$ 10,999	\$ 14,837	\$ 65,140	\$ (1,427)	\$ 2,807	\$ 1,380	(2.1%)
50,094	13,228	63,322	32,159	7,566	10,079	13,599	63,403	(81)	630	548	(0.9%)

KAWEAH DELTA HEALTH CARE DISTRICT

FISCAL YEAR 2020 & 2021

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/ Adjusted Patient Day	Expense/ Adjusted Patient Day	Fees/ Adjusted Patient Day	Expense/ Adjusted Patient Day	Expense/ Adjusted Patient Day	Expense/ Net Patient Revenue	Fees/ Net Patient Revenue	Expense/ Net Patient Revenue	Expense/ Net Patient Revenue
2020														
Jul-19	12,744	411	25,329	50.3%	73.8%	2,045	1,301	287	343	2,467	63.6%	14.0%	16.8%	120.6%
Aug-19	13,240	427	26,654	49.7%	74.8%	1,885	1,250	273	375	2,445	66.3%	14.5%	19.9%	129.7%
Sep-19	12,712	424	25,104	50.6%	74.1%	1,919	1,258	298	341	2,463	65.5%	15.5%	17.8%	128.3%
Oct-19	12,924	417	26,070	49.6%	74.6%	2,001	1,287	318	405	2,565	64.3%	15.9%	20.2%	128.2%
Nov-19	12,260	409	24,515	50.0%	74.4%	2,013	1,293	285	393	2,526	64.2%	14.1%	19.5%	125.5%
Dec-19	12,993	419	25,116	51.7%	73.8%	2,049	1,311	283	419	2,550	64.0%	13.8%	20.4%	124.5%
Jan-20	13,799	445	27,447	50.3%	75.3%	1,908	1,271	279	405	2,483	66.6%	14.6%	21.2%	130.1%
Feb-20	12,909	445	25,445	50.7%	76.9%	1,840	1,285	342	407	2,566	69.9%	18.6%	22.1%	139.5%
Mar-20	12,164	392	23,703	51.3%	74.1%	2,047	1,502	346	431	2,857	73.4%	16.9%	21.1%	139.6%
Apr-20	10,665	356	19,442	54.9%	76.1%	1,830	1,659	409	417	3,194	90.7%	22.3%	22.8%	174.5%
May-20	11,729	378	21,561	54.4%	79.5%	1,669	1,498	334	391	2,875	89.7%	20.0%	23.4%	172.2%
Jun-20	12,571	419	25,057	50.2%	81.9%	1,411	1,147	339	531	2,706	81.3%	24.0%	37.7%	191.7%
2020 FY Total	150,710	412	295,371	51.0%	75.7%	1,889	1,329	313	405	2,625	70.4%	16.6%	21.4%	139.0%
2021														
Jul-20	13,016	420	24,934	52.2%	76.8%	1,901	1,292	313	403	2,549	68.0%	16.5%	21.2%	134.1%
Aug-20	13,296	429	24,893	53.4%	75.7%	1,944	1,294	349	431	2,666	66.5%	18.0%	22.2%	137.1%
Sep-20	13,024	434	24,587	53.0%	75.6%	1,984	1,336	279	473	2,683	67.3%	14.1%	23.8%	135.3%
Oct-20	12,478	403	24,749	50.4%	74.2%	2,079	1,349	313	433	2,702	64.9%	15.1%	20.8%	130.0%
Nov-20	12,898	430	24,958	51.7%	74.0%	2,043	1,251	324	441	2,610	61.2%	15.8%	21.6%	127.7%
2021 FY Total	64,712	423	124,117	52.1%	75.3%	1,990	1,304	316	436	2,642	65.5%	15.9%	21.9%	132.8%
FYTD Budget	64,724	423	132,774	48.7%	75.5%	1,904	1,229	283	386	2,589	64.5%	14.9%	20.3%	127.1%
Variance	(12)	(0)	(8,657)	3.4%	(0.3%)	86	76	33	50	53	1.0%	1.0%	1.6%	5.6%
Current Month Analysis														
Nov-20	12,898	430	24,958	51.7%	74.0%	2,043	1,251	324	441	2,610	61.2%	15.8%	21.6%	127.7%
Budget	12,846	428	26,231	49.0%	75.5%	1,910	1,226	288	384	2,540	64.2%	15.1%	20.1%	126.6%
Variance	52	2	(1,273)	2.7%	(1.5%)	133	25	35	56	70	(3.0%)	0.7%	1.4%	1.2%

KAWEAH DELTA HEALTH CARE DISTRICT

RATIO ANALYSIS REPORT

NOVEMBER 30, 2020

	Current Month Value	Prior Month Value	June 30, 2020 Audited Value	2018 Moody's Median Benchmark		
				Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	1.3	1.3	1.4	1.6	1.9	2.1
Accounts Receivable (days)	66.9	67.9	79.7	47.6	45.9	44.4
Cash On Hand (days)	170.5	177.7	167.5	257.6	215.1	158.0
Cushion Ratio (x)	21.7	22.5	21.2	36.2	22.5	14.4
Average Payment Period (days)	92.7	90.1	76.7	73.1	59.2	59.2
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	151.1%	156.8%	146.2%	228.8%	167.7%	119.7%
Debt-To-Capitalization	32.6%	32.5%	32.6%	26.9%	32.2%	40.4%
Debt-to-Cash Flow (x)	4.8	4.9	8.5	2.3	2.9	3.8
Debt Service Coverage	2.9	2.8	1.7	6.6	5.2	3.3
Maximum Annual Debt Service Coverage (x)	2.9	2.8	1.6	6.6	4.7	3.2
Age Of Plant (years)	13.5	13.5	12.9	10.3	11.8	12.1
PROFITABILITY RATIOS						
Operating Margin	(4.7%)	-5.3%	(5.4%)	3.2%	2.2%	0.7%
Excess Margin	1.7%	1.5%	(1.0%)	7.0%	5.0%	2.6%
Operating Cash Flow Margin	0.3%	-0.3%	(.4%)	9.1%	8.5%	6.8%
Return on Assets	1.3%	1.2%	(.8%)	5.0%	3.9%	2.6%

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

	Nov-20	Oct-20	Change	% Change	Jun-20 (Audited)
ASSETS AND DEFERRED OUTFLOWS					
CURRENT ASSETS					
Cash and cash equivalents	\$ 20,130	\$ 21,051	\$ (921)	(4.4%)	\$ 11,766
Current Portion of Board designated and trusted assets	19,283	17,888	1,395	7.8%	13,954
Accounts receivable:					
Net patient accounts	120,015	118,433	1,582	1.3%	118,451
Other receivables	19,776	12,894	6,882	53.4%	16,669
	139,791	131,328	8,464	6.4%	135,119
Inventories	8,567	8,666	(99)	(1.1%)	8,479
Medicare and Medi-Cal settlements	57,292	46,887	10,405	22.2%	36,726
Prepaid expenses	10,021	10,472	(451)	(4.3%)	10,317
Total current assets	255,084	236,292	18,792	8.0%	216,362
NON-CURRENT CASH AND INVESTMENTS - less current portion					
Board designated cash and assets	340,845	352,981	(12,136)	(3.4%)	338,785
Revenue bond assets held in trust	30,441	30,421	20	0.1%	36,092
Assets in self-insurance trust fund	2,967	3,065	(98)	(3.2%)	3,727
Total non-current cash and investments	374,254	386,467	(12,213)	(3.2%)	378,604
CAPITAL ASSETS					
Land	17,542	17,542	-	0.0%	17,542
Buildings and improvements	378,415	378,415	-	0.0%	378,313
Equipment	299,818	299,818	-	0.0%	299,378
Construction in progress	54,141	50,704	3,437	6.8%	38,837
	749,917	746,480	3,437	0.5%	734,071
Less accumulated depreciation	408,210	405,817	2,394	0.6%	396,060
	341,706	340,663	1,043	0.3%	338,011
Property under capital leases - less accumulated amortization	19	82	(63)	(76.8%)	389
Total capital assets	341,725	340,745	980	0.3%	338,401
OTHER ASSETS					
Property not used in operations	1,665	1,669	(4)	(0.3%)	1,686
Health-related investments	6,687	7,023	(336)	(4.8%)	6,888
Other	11,417	11,111	305	2.7%	10,759
Total other assets	19,768	19,803	(35)	(0.2%)	19,334
Total assets	990,832	983,307	7,525	0.8%	952,700
DEFERRED OUTFLOWS	9,130	9,164	(35)	(0.4%)	9,354
Total assets and deferred outflows	\$ 999,961	\$ 992,471	\$ 7,490	0.8%	\$962,054

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

	Nov-20	Oct-20	Change	% Change	Jun-20 (Audited)
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable and accrued expenses	\$ 118,912	\$ 115,189	\$ 3,723	3.2%	\$ 81,897
Accrued payroll and related liabilities	61,430	59,032	2,397	4.1%	63,411
Long-term debt, current portion	10,753	10,753	-	0.0%	10,647
Total current liabilities	191,095	184,975	6,121	3.3%	155,955
LONG-TERM DEBT, less current portion					
Bonds payable	260,322	260,379	(57)	(0.0%)	262,436
Capital leases	180	186	(6)	(3.2%)	220
Total long-term debt	260,501	260,564	(63)	(0.0%)	262,656
NET PENSION LIABILITY	37,505	38,080	(575)	(1.5%)	40,378
OTHER LONG-TERM LIABILITIES	32,908	32,288	620	1.9%	30,626
Total liabilities	522,010	515,907	6,103	1.2%	489,615
NET ASSETS					
Invested in capital assets, net of related debt	103,954	102,921	1,033	1.0%	104,433
Restricted	34,699	32,784	1,915	5.8%	30,567
Unrestricted	339,298	340,859	(1,561)	(0.5%)	337,439
Total net position	477,951	476,564	1,387	0.3%	472,439
Total liabilities and net position	\$ 999,961	\$ 992,471	\$ 7,490	0.8%	\$962,054

Kaweah Delta Health Care District (KD) - Political Sub State of CA

581 Beds - 23,000 admissions
 550 Physicians - Level III trauma
 70,000 Rural Health Clinic Visits
 Tax ID: 94-1534475

(CONSOLIDATED ENTITIES BELOW)

FY 20 Net Income \$483K Unconsolidated; (\$7.7M) Consolidated

Kaweah Delta Hospital Foundation - KDHF
 Exempt Org. Est. 1980
 501C3 - Funds raised for benefit of KD only
 Tax ID: 94-2675456
 100% Board of Trustees

FY 20 Net Impact \$969K

Medical Foundation - KDMF
 California medical foundation 1206(l) of the California Health and Safety Code
 Est. 2015, 501C3
 Tax ID: 77-0424419
 TPA, MSO
 200 FTE's
 Key, City of Visalia, Tulare County, COS
 Tax ID 77-0424419
 18,000 Comm. Lives
 8,000 MCR Lives
 Non Profit - (100% owned)

FY 20 Net Impact (\$10,465K)

AFFILIATION with Visalia Medical Clinic (VMC)
 November 1, 2015
 CA Professional Medical Corp
 Professional services agreement with KDMF. All assets moved to KDMF. Physicians and Midlevels employed by VMC.

Sequoia Regional Cancer Center - SRCC RO
 Provides management services to the Radiation Oncology Department of the District
 75% Kaweah, 25% Hanford Adventist
 Tax ID: 77-0541676

FY 20 Net Impact \$2,069K

Sequoia Regional Cancer Center Medical Oncology - SRCC MO
 Provides management services to a Medical Oncology Physician group
 45% Kaweah, 40% SOMA, 15% Hanford Adventist
 Tax ID: 52-2377302

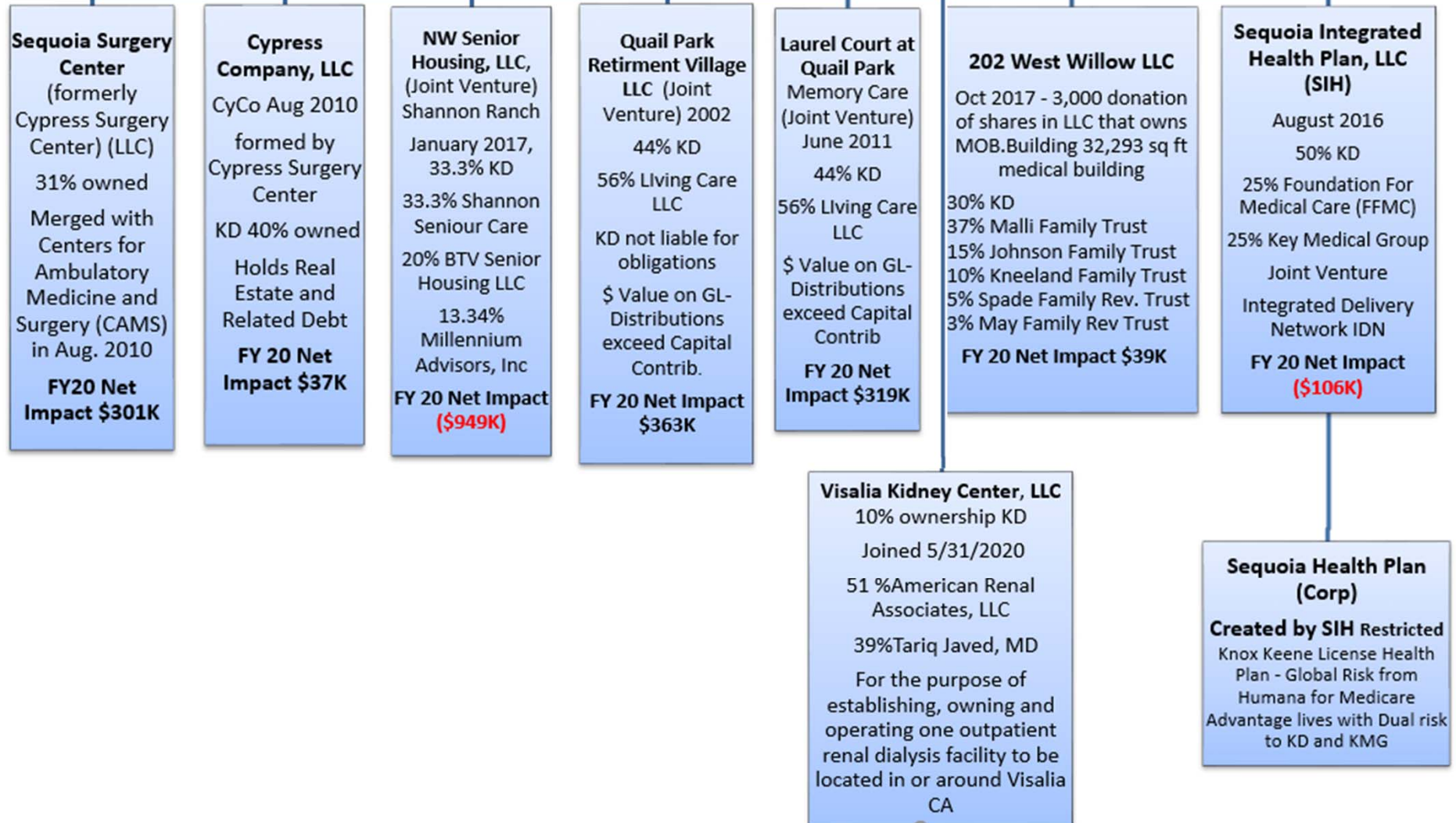
FY20 Net Impact \$75K

TKC Development L.L.C.
 Leases real estate and equipment from KD and subleases to SRCC and SRCC MO
 Tax ID: 20-0995368
 75% Kaweah, 25% Handford Adventist

FY 20 Net Impact (\$782)

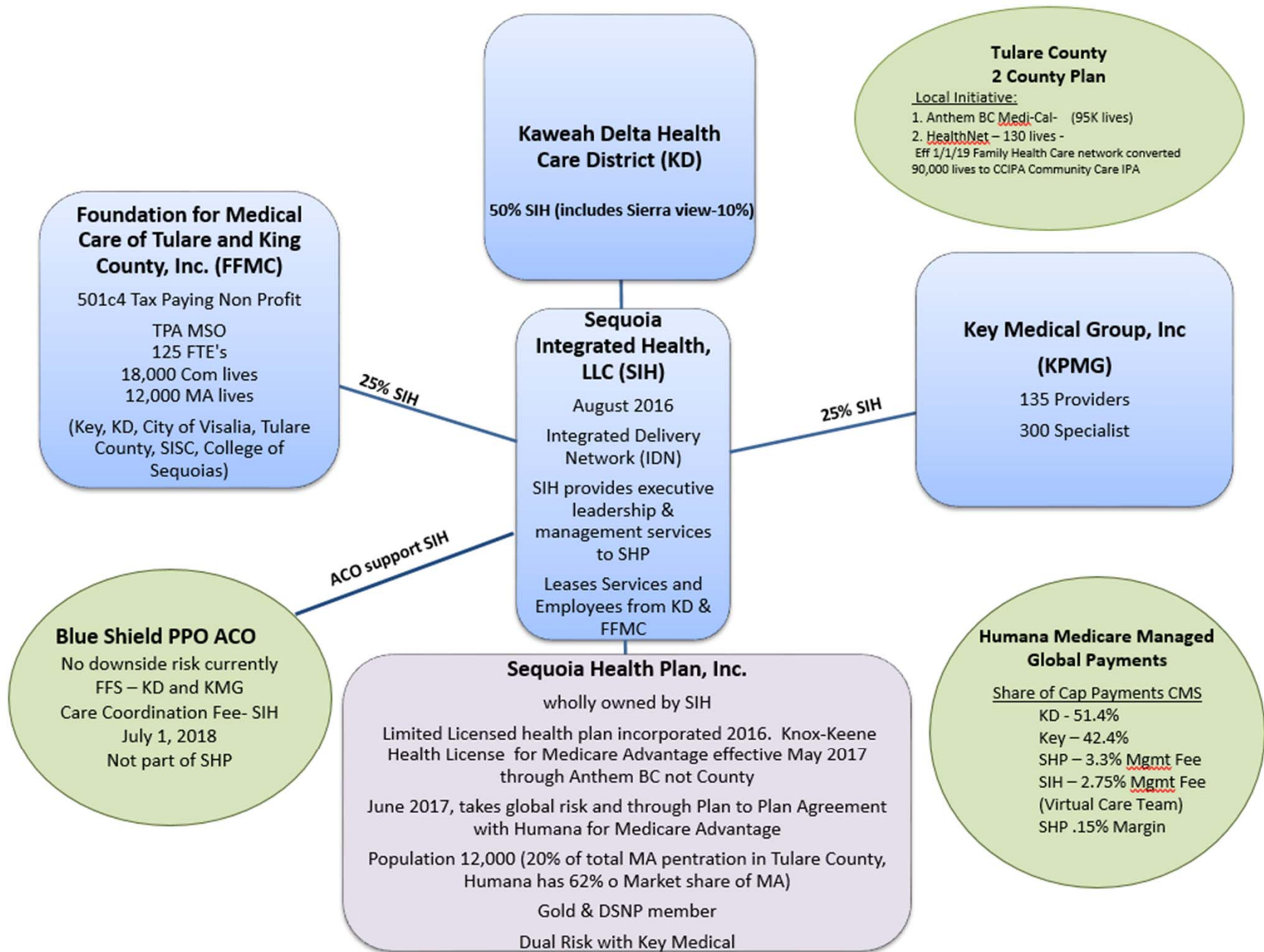
AFFILIATION with Kaweah Delta Hospice Foundation
 Supports KD Hospice program. KD's development department runs day to day operations
 Tax ID: 94-2540273
 \$1M Assets

Kaweah Delta Investments FY20 Net Impact \$5K



Trended Summary of Other Consolidating Entities and Investments

	FY 2018	FY 2019	FY 2020	5 months FY 2021
Kaweah Delta Investments (000's)				
Sequoia Surgery Center	\$372	\$73	\$301	\$447
Quail Park Retirement Village (JV)	\$407	\$3,011	\$363	\$297
Cypress Company, LLC	\$56	\$10	\$37	\$66
Laurel Court at Quail Park (JV)	\$187	\$735	\$319	\$77
Sequoia integrated Health Plan, LLC (SIH)	\$88	\$169	(\$106)	\$36
202 West Willow LLC	\$858	\$59	\$39	\$21
NW Senior Housing, LLC (Shannon Ranch)	\$0	\$0	(\$949)	(\$707)
Net Impact	\$1,968	\$4,057	\$5	\$237
Other Kaweah Delta Consolidated Entities (000's)				
Sequoia Regional Cancer Center - Medical Oncology	\$116	\$27	\$75	\$354
Sequoia Regional Cancer Center - Radiation Oncology	\$406	\$1,914	\$2,069	\$1,425
TKC Development LLC	(\$23)	(\$21)	(\$782)	\$0
Kaweah Delta Hospital Foundation	\$1,658	\$1,162	\$969	\$729
Kaweah Delta Medical Foundation	(\$6,895)	(\$7,701)	(\$10,465)	(\$2,644)
Kaweah Delta Hospital District Unconsolidated	\$32,654	\$32,527	\$483	\$5,640
Net Impact - Consolidated	\$27,916	\$27,908	(\$7,651)	\$5,504



KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
September 30, 2020

Board designated funds	Maturity	Yield	Investment	G/L	Amount	Total
	Date		Type	Account		
LAIF		0.69	Various		72,835,539	
CAMP		0.27	CAMP		51,384,842	
PFM	31846V203	0.01	Money market		568,855	
Wells Cap	31846V203	0.01	Money market		128,374	
Torrey Pines Bank	5-Sep-21	1.11	CD	Torrey Pines Bank	3,016,675	
PFM	16-Nov-20	2.27	CD	Swedbank	1,800,000	
PFM	2-Apr-21	2.83	CD	Credit Agricole CD	825,000	
Wells Cap	13-Apr-21	2.95	MTN-C	Toyota Motor	350,000	
Wells Cap	13-Apr-21	2.95	MTN-C	Toyota Motor	600,000	
Wells Cap	21-Apr-21	2.50	MTN-C	Morgan Stanley	750,000	
Wells Cap	29-Apr-21	2.15	MTN-C	PNC Bank	350,000	
Wells Cap	29-Apr-21	2.15	MTN-C	PNC Bank	400,000	
Wells Cap	17-May-21	2.65	MTN-C	Caterpillar Finl Mtn	700,000	
Wells Cap	21-May-21	3.25	MTN-C	Charles Schwab Corp	1,300,000	
Wells Cap	14-Jun-21	2.25	MTN-C	Fifth Third Bank	800,000	
Wells Cap	1-Jul-21	2.39	Municipal	San Francisco	935,000	
PFM	23-Jul-21	2.75	Supra-National Age Intl Bk		1,800,000	
Wells Cap	1-Aug-21	1.94	Municipal	San Diego Ca Community	500,000	
PFM	15-Sep-21	1.90	MTN-C	Oracle Corp	900,000	
Wells Cap	25-Sep-21	2.99	ABS	FHLMC	1,280,997	
PFM	6-Oct-21	1.70	MTN-C	Pepsico Inc	895,000	
PFM	15-Oct-21	1.82	ABS	John Deere	9,724	
PFM	15-Nov-21	2.00	ABS	Toyota Auto Recvcs	38,598	
PFM	15-Dec-21	1.75	ABS	Ally Auto	39,177	
PFM	31-Dec-21	2.13	U.S. Govt Agency	US Treasury Bill	1,750,000	
Wells Cap	25-Jan-22	2.79	ABS	FHLMC	1,462,358	
PFM	1-Feb-22	0.52	CD	Credit Suisse Ag CD	670,000	
Wells Cap	7-Feb-22	2.60	MTN-C	Bank of NY	1,000,000	
PFM	14-Feb-22	1.80	CD	Societe Generale CD	865,000	
Wells Cap	19-Feb-22	3.17	MTN-C	Citibank	500,000	
PFM	8-Mar-22	3.30	MTN-C	PNC Funding Corp	494,000	
PFM	1-Apr-22	2.75	MTN-C	BB T Corp	450,000	
Wells Cap	1-Apr-22	1.70	Municipal	Bay Area Ca	1,000,000	
Wells Cap	5-Apr-22	1.88	U.S. Govt Agency	FNMA	920,000	
PFM	25-Apr-22	2.75	MTN-C	Citigroup	1,000,000	
Wells Cap	25-Apr-22	2.40	MTN-C	National Rural	950,000	
Wells Cap	26-Apr-22	3.00	MTN-C	Goldman Sachs	440,000	
Wells Cap	15-May-22	3.28	Municipal	Univ Of CA	400,000	
PFM	15-May-22	1.75	U.S. Govt Agency	US Treasury Bill	2,300,000	
PFM	16-May-22	2.35	MTN-C	United Parcel	450,000	
PFM	17-May-22	3.50	MTN-C	Bank of America	300,000	
Wells Cap	18-May-22	2.30	MTN-C	Costco Wholesale	1,000,000	
Wells Cap	23-May-22	2.65	MTN-C	US Bank NA	1,300,000	
PFM	1-Jun-22	3.38	MTN-C	Blackrock Inc.	395,000	
Wells Cap	1-Jun-22	1.75	Municipal	Riverside Ca	350,000	
Wells Cap	14-Jun-22	1.88	U.S. Govt Agency	FFCB	2,600,000	
Wells Cap	30-Jun-22	1.75	U.S. Govt Agency	US Treasury Bill	630,000	
PFM	8-Jul-22	0.70	CD	Sumito MTSU	445,000	
PFM	15-Jul-22	1.75	U.S. Govt Agency	US Treasury Bill	2,100,000	
Wells Cap	15-Jul-22	1.75	U.S. Govt Agency	US Treasury Bill	170,000	
Wells Cap	1-Aug-22	1.93	Municipal	Ohlone Ca Cmnty	800,000	
Wells Cap	1-Aug-22	2.30	Municipal	Poway Ca Unif Sch	565,000	
PFM	25-Aug-22	2.31	ABS	FHLMC	390,000	
PFM	26-Aug-22	1.85	CD	Nordea Bk Abb Ny Cd	860,000	
PFM	26-Aug-22	1.86	CD	Skandin Ens CD	845,000	
PFM	31-Aug-22	1.88	U.S. Govt Agency	US Treasury Bill	680,000	
Wells Cap	31-Aug-22	1.75	U.S. Govt Agency	US Treasury Bill	590,000	
PFM	8-Sep-22	2.15	MTN-C	Toyota Motor	450,000	

KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
September 30, 2020

Wells Cap	9-Sep-22	2.00	U.S. Govt Agency	FHLB	300,000
Wells Cap	11-Sep-22	1.92	ABS	BMW Vehicle Owner	1,120,000
Wells Cap	11-Sep-22	1.70	MTN-C	Apple, Inc	600,000
Wells Cap	26-Sep-22	2.00	MTN-C	Paccar Financial Mtn	375,000
PFM	30-Sep-22	1.88	U.S. Govt Agency	US Treasury Bill	750,000
Wells Cap	30-Sep-22	0.25	U.S. Govt Agency	US Treasury Bill	1,000,000
Wells Cap	5-Oct-22	2.00	U.S. Govt Agency	FNMA	950,000
Wells Cap	27-Oct-22	2.70	MTN-C	Citigroup	750,000
Wells Cap	31-Oct-22	2.00	U.S. Govt Agency	US Treasury Bill	3,150,000
Wells Cap	1-Nov-22	1.71	Municipal	Oregon ST	1,000,000
PFM	15-Nov-22	1.63	U.S. Govt Agency	US Treasury Bill	1,000,000
Wells Cap	15-Nov-22	1.63	U.S. Govt Agency	US Treasury Bill	700,000
Wells Cap	21-Nov-22	1.99	ABS	Volkswagon Auto	710,000
Wells Cap	30-Nov-22	2.00	U.S. Govt Agency	US Treasury Bill	2,770,000
PFM	2-Dec-22	2.04	CD	Dnb Bank Asa Ny CD	630,000
PFM	15-Dec-22	3.02	ABS	Toyota Auto	867,621
Wells Cap	15-Dec-22	1.84	ABS	Mercedes Benz Auto	750,000
PFM	15-Dec-22	2.70	MTN-C	Intel Corp	415,000
PFM	27-Dec-22	2.28	U.S. Govt Agency	FNMA	498,523
PFM	31-Dec-22	2.13	U.S. Govt Agency	US Treasury Bill	1,180,000
PFM	17-Jan-23	3.03	ABS	Mercedes Benz Auto	360,024
PFM	31-Jan-23	1.75	U.S. Govt Agency	US Treasury Bill	1,200,000
Wells Cap	31-Jan-23	2.38	U.S. Govt Agency	US Treasury Bill	350,000
Wells Cap	28-Feb-23	2.63	U.S. Govt Agency	US Treasury Bill	2,100,000
PFM	15-Mar-23	2.25	MTN-C	3M Company	540,000
PFM	15-Mar-23	2.75	MTN-C	Berkshire Hathaway	370,000
Wells Cap	1-Apr-23	1.85	Municipal	San Diego County	1,275,000
Wells Cap	15-Apr-23	1.27	Municipal	San Diego Ca	1,300,000
Wells Cap	20-Apr-23	3.38	ABS	Verizon Owner Trust	600,000
PFM	20-Apr-23	0.38	U.S. Govt Agency	FHLMC	1,770,000
PFM	24-Apr-23	2.88	MTN-C	Bank of America	640,000
PFM	1-May-23	0.75	MTN-C	Pepsico Inc	200,000
PFM	11-May-23	0.75	MTN-C	Apple, Inc	135,000
PFM	11-May-23	1.14	MTN-C	Chevron Corp	250,000
Wells Cap	11-May-23	0.75	MTN-C	Apple, Inc	800,000
PFM	15-May-23	1.75	U.S. Govt Agency	US Treasury Bill	630,000
PFM	15-May-23	1.75	U.S. Govt Agency	US Treasury Bill	1,100,000
PFM	15-May-23	1.75	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	16-May-23	3.02	ABS	GM Financial	297,405
PFM	18-May-23	2.70	MTN-C	JP Morgan	1,000,000
Wells Cap	22-May-23	0.25	U.S. Govt Agency	FNMA	700,000
PFM	24-May-23	0.50	Supra-National Age	Inter Amer Bk	915,000
PFM	3-Jun-23	0.40	MTN-C	Amazon Com Inc	350,000
PFM	3-Jun-23	0.80	MTN-C	Amazon Com Inc	445,000
PFM	8-Jun-23	0.80	MTN-C	Paccar Financial Mtn	140,000
PFM	26-Jun-23	3.40	MTN-C	Walmart Inc.	800,000
PFM	1-Jul-23	1.09	Municipal	Port Auth NYNJ	245,000
Wells Cap	1-Jul-23	1.89	Municipal	San Francisco	1,070,000
PFM	5-Jul-23	0.70	MTN-C	John Deere Mtn	295,000
PFM	10-Jul-23	0.25	U.S. Govt Agency	FNMA	1,710,000
Wells Cap	15-Jul-23	0.65	MTN-C	Intuit Inc	800,000
Wells Cap	17-Jul-23	2.91	ABS	John Deere	400,000
PFM	24-Jul-23	2.91	MTN-C	Goldman Sachs	900,000
PFM	25-Jul-23	3.20	ABS	FHLMC	104,838
PFM	1-Aug-23	2.00	Municipal	Chaffey Ca	265,000
PFM	1-Aug-23	2.00	Municipal	San Diego Ca Community	165,000
PFM	1-Aug-23	1.97	Municipal	Tamalpais Ca Union	370,000
Wells Cap	1-Aug-23	0.98	Municipal	Carson Ca	300,000
Wells Cap	1-Aug-23	1.30	Municipal	Desert Sands Ca	315,000
Wells Cap	1-Aug-23	0.68	Municipal	Upper Santa Clara Ca	1,100,000
Wells Cap	11-Aug-23	0.43	MTN-C	Chevron USA Inc	1,300,000
PFM	21-Aug-23	0.74	ABS	GM Financial	215,000
Wells Cap	31-Aug-23	2.75	U.S. Govt Agency	US Treasury Bill	1,240,000
PFM	1-Sep-23	2.13	Municipal	San Jose Ca Ref	765,000
Wells Cap	8-Sep-23	0.25	U.S. Govt Agency	FHLMC	500,000
PFM	20-Sep-23	3.45	MTN-C	Toyota Motor	550,000
PFM	30-Sep-23	1.38	U.S. Govt Agency	US Treasury Bill	905,000
PFM	10-Oct-23	3.63	MTN-C	American Honda Mtn	395,000
PFM	16-Oct-23	0.00	ABS	Nissann Auto Lease	245,000
PFM	31-Oct-23	1.63	U.S. Govt Agency	US Treasury Bill	1,050,000
Wells Cap	31-Oct-23	3.00	U.S. Govt Agency	US Treasury Bill	550,000
PFM	15-Nov-23	2.51	ABS	Capital One Prime	480,000
Wells Cap	15-Nov-23	2.51	ABS	Capital One Prime	900,000
Wells Cap	30-Nov-23	2.13	U.S. Govt Agency	US Treasury Bill	835,000
Wells Cap	30-Nov-23	2.13	U.S. Govt Agency	US Treasury Bill	700,000
Wells Cap	20-Dec-23	2.33	ABS	Verizon Owner Trust	600,000
PFM	31-Dec-23	2.25	U.S. Govt Agency	US Treasury Bill	2,195,000

KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
September 30, 2020

Wells Cap	€	1-Jan-24	2.12	Municipal	New York ST	585,000	
PFM	€	23-Jan-24	3.50	MTN-C	PNC Financial	395,000	
Wells Cap	€	31-Jan-24	2.50	U.S. Govt Agency	US Treasury Bill	3,575,000	
PFM	€	5-Feb-24	2.50	U.S. Govt Agency	FNMA	1,110,000	
PFM	€	6-Feb-24	2.88	MTN-C	Microsoft Corp	410,000	
PFM	€	13-Feb-24	2.50	U.S. Govt Agency	FHLB	1,220,000	
PFM	€	29-Feb-24	2.38	U.S. Govt Agency	US Treasury Bill	2,110,000	
Wells Cap	€	29-Feb-24	2.38	U.S. Govt Agency	US Treasury Bill	2,825,000	
PFM	€	7-Mar-24	2.90	MTN-C	Merck Co Inc.	405,000	
PFM	€	7-Mar-24	3.25	MTN-C	Unilever Capital	200,000	
Wells Cap	€	15-Mar-24	1.94	ABS	Mercedes Benz Auto	810,000	
PFM	€	15-Mar-24	2.95	MTN-C	Pfizer Inc.	465,000	
PFM	€	25-Mar-24	3.35	U.S. Govt Agency	FNMA	443,523	
PFM	€	1-Apr-24	3.38	MTN-C	Mastercard Inc.	395,000	
PFM	€	15-Apr-24	3.70	MTN-C	Comcast Corp	395,000	
PFM	€	30-Apr-24	2.00	U.S. Govt Agency	US Treasury Bill	1,285,000	
Wells Cap	€	30-Apr-24	2.25	U.S. Govt Agency	US Treasury Bill	500,000	
PFM	€	15-May-24	2.50	U.S. Govt Agency	US Treasury Bill	425,000	
PFM	€	15-May-24	2.50	U.S. Govt Agency	US Treasury Bill	950,000	
Wells Cap	€	31-May-24	2.00	U.S. Govt Agency	US Treasury Bill	4,350,000	
Wells Cap	€	31-May-24	2.00	U.S. Govt Agency	US Treasury Bill	500,000	
Wells Cap	€	30-Jun-24	1.75	U.S. Govt Agency	US Treasury Bill	1,000,000	
PFM	€	1-Jul-24	1.96	Municipal	Arizona ST	675,000	
PFM	€	1-Jul-24	2.00	Municipal	Connecticut ST	150,000	
PFM	€	1-Jul-24	0.62	Municipal	Wisconsin ST	470,000	
Wells Cap	€	1-Jul-24	5.00	Municipal	Los Angeles Calif Ca	1,500,000	
PFM	€	15-Jul-24	0.00	MTN-C	Nissan Auto	170,000	
PFM	€	30-Jul-24	2.40	MTN-C	US Bancorp	415,000	
Wells Cap	€	31-Jul-24	1.75	U.S. Govt Agency	US Treasury Bill	1,850,000	
PFM	€	1-Aug-24	0.51	Municipal	Maryland ST	355,000	
PFM	€	1-Aug-24	2.05	Municipal	San Diego Ca Community	80,000	
PFM	€	1-Aug-24	2.02	Municipal	Tamalpais Ca Union	305,000	
PFM	€	15-Aug-24	1.72	ABS	Capital One Multi	1,600,000	
PFM	€	15-Aug-24	2.30	MTN-C	Honeywell	330,000	
PFM	€	15-Aug-24	2.15	MTN-C	Paccar Financial Mtn	210,000	
Wells Cap	€	16-Aug-24	2.02	MTN-C	Exxon Mobil	1,320,000	
PFM	€	30-Aug-24	1.75	MTN-C	Walt Disney Co	780,000	
PFM	€	6-Sep-24	1.75	MTN-C	Coca Cola Co	425,000	
PFM	€	15-Oct-24	0.00	ABS	Toyota Auto	320,000	
PFM	€	15-Oct-24	1.89	MTN-C	Discover Card	615,000	
PFM	€	18-Oct-24	0.37	ABS	Honda Auto	375,000	
PFM	€	24-Oct-24	2.10	MTN-C	Bank of NY	150,000	
PFM	€	25-Oct-24	0.00	ABS	BMW Vehicle Owner	185,000	
PFM	€	31-Oct-24	1.50	U.S. Govt Agency	US Treasury Bill	1,500,000	
Wells Cap	€	31-Oct-24	1.50	U.S. Govt Agency	US Treasury Bill	650,000	
PFM	€	1-Nov-24	0.57	Municipal	Mississippi ST	300,000	
PFM	€	8-Nov-24	2.15	MTN-C	Caterpillar Finl Mtn	850,000	
Wells Cap	€	8-Nov-24	2.15	MTN-C	Caterpillar Finl Mtn	600,000	
Wells Cap	€	15-Nov-24	1.60	ABS	Capital One Prime	1,000,000	
PFM	€	30-Nov-24	1.50	U.S. Govt Agency	US Treasury Bill	1,000,000	
Wells Cap	€	30-Nov-24	1.50	U.S. Govt Agency	US Treasury Bill	700,000	
Wells Cap	€	5-Dec-24	4.02	MTN-C	JP Morgan	1,050,000	
Wells Cap	€	6-Dec-24	2.15	MTN-C	Branch Banking Trust	1,300,000	
PFM	€	15-Dec-24	0.00	ABS	Hyundai Auto	290,000	
Wells Cap	€	31-Dec-24	1.75	U.S. Govt Agency	US Treasury Bill	1,000,000	
PFM	€	7-Jan-25	1.63	U.S. Govt Agency	FNMA	1,510,000	
Wells Cap	€	9-Jan-25	2.05	ABS	John Deere	500,000	
PFM	€	25-Jan-25	0.53	U.S. Govt Agency	FHLMC	383,205	
PFM	€	12-Feb-25	1.50	U.S. Govt Agency	FHLMC	1,000,000	
PFM	€	13-Feb-25	1.80	MTN-C	Toyota Motor	420,000	
PFM	€	14-Feb-25	1.75	MTN-C	Novartis Capital	425,000	new
PFM	€	20-Feb-25	0.00	MTN-C	Verizon Owner	455,000	
PFM	€	1-Mar-25	5.00	Municipal	California ST	185,000	
PFM	€	15-Mar-25	0.00	ABS	Carmax Auto Owner	280,000	
PFM	€	25-Mar-25	2.95	MTN-C	Coca Cola Co	200,000	
PFM	€	1-Apr-25	3.25	MTN-C	General Dynamics	395,000	
PFM	€	14-Apr-25	0.50	U.S. Govt Agency	FHLB	1,340,000	
PFM	€	22-Apr-25	0.63	U.S. Govt Agency	FNMA	1,530,000	
Wells Cap	€	1-May-25	0.74	Municipal	San Diego County	300,000	
PFM	€	11-May-25	1.13	MTN-C	Apple, Inc	655,000	
PFM	€	15-May-25	0.93	Municipal	Univ Of CA	185,000	
PFM	€	1-Jun-25	3.15	MTN-C	Emerson Electric Co	265,000	new
PFM	€	1-Jun-25	1.35	MTN-C	Honeywell	180,000	
PFM	€	17-Jun-25	0.50	U.S. Govt Agency	FNMA	1,800,000	
Wells Cap	€	17-Jun-25	0.50	U.S. Govt Agency	FNMA	2,000,000	
PFM	€	26-Jun-25	3.55	MTN-C	Walmart Inc.	195,000	new
Wells Cap	€	30-Jun-25	0.25	U.S. Govt Agency	US Treasury Bill	350,000	

**KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
September 30, 2020**

PFM	⊗	1-Jul-25	1.26	Municipal	Florida ST	600,000	
PFM	⊗	1-Jul-25	0.77	Municipal	Wisconsin ST	440,000	
PFM	⊗	21-Jul-25	0.38	U.S. Govt Agency	FHLMC	520,000	
Wells Cap	⊗	21-Jul-25	0.38	U.S. Govt Agency	FHLMC	1,500,000	
PFM	⊗	15-Aug-25	3.88	MTN-C	Bristol Myers Squibb	215,000	new
Wells Cap	⊗	25-Aug-25	0.38	U.S. Govt Agency	FNMA	1,500,000	
Wells Cap	⊗	31-Aug-25	0.25	U.S. Govt Agency	US Treasury Bill	250,000	
Wells Cap	⊗	4-Sep-25	0.38	U.S. Govt Agency	FHLB	525,000	
PFM	⊗	15-Sep-25	3.88	MTN-C	Abbott Laboratories	195,000	new
PFM	⊗	23-Sep-25	0.00	U.S. Govt Agency	FHLMC	835,000	
Wells Cap	⊗	23-Sep-25	0.00	U.S. Govt Agency	FHLMC	750,000	
Wells Cap	⊗	25-Sep-25	2.63	MTN-C	Bank of America	1,300,000	
							\$ 301,634,278

		Maturity Date	Yield	Investment Type	G/L Account	Amount	Total
<u>Self-insurance trust</u>							
Wells Cap				Money market	110900	1,312,186	
Wells Cap				Fixed income - L/T	152300	2,852,269	4,164,456
<u>2012 revenue bonds</u>							
US Bank				Principal/Interest payment fund	142112	1,383,116	1,383,116
<u>2015A revenue bonds</u>							
US Bank				Principal/Interest payment fund	142115	626,443	626,443
<u>2015B revenue bonds</u>							
US Bank				Principal/Interest payment fund	142116	1,381,431	
US Bank				Project Fund	152442	19,443,054	20,824,485
<u>2017A/B revenue bonds</u>							
US Bank				Principal/Interest payment fund	142117	912,368	912,368
<u>2017C revenue bonds</u>							
US Bank				Principal/Interest payment fund	142118	896,632	896,632
<u>2020 revenue bonds</u>							
Signature Bank				Project Fund	152446	10,936,105	10,936,105
<u>2014 general obligation bonds</u>							
LAIF				Interest Payment fund	152440	1,820,549	1,820,549
<u>Operations</u>							
Wells Fargo Bank	(Checking)		0.16	Checking	100000	(1,267,037)	
Wells Fargo Bank	(Savings)		0.16	Checking	100500	12,055,845	10,788,808
<u>Payroll</u>							
Wells Fargo Bank	(Checking)		0.16	Checking	100100	(81,023)	
Wells Fargo Bank	(Checking)		0.16	Checking	100201	76,323	
Wells Fargo Bank				Checking	100205	2,464	
Bancorp	(Checking)			Checking	100202	52,429	50,194
							10,839,002
Total investments						\$	354,037,432

**KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
September 30, 2020**

Kaweah Delta Medical Foundation

Wells Fargo Bank	Checking	100050		\$ 9,255,805
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Sequoia Regional Cancer Center

Wells Fargo Bank	(Medical) Checking	100535	\$ 655,410	
Wells Fargo Bank	(Radiation) Checking	100530	-	
				\$ 655,410

Kaweah Delta Hospital Foundation

VCB Checking	Investments	100501	\$ 663,464	
Various	S/T Investments	142200	4,689,193	
Various	L/T Investments	142300	10,808,081	
Various	Unrealized G/L	142400	600,220	
				\$ 16,760,959

Summary of board designated funds:

Plant fund:

Uncommitted plant funds	\$ 252,074,479	142100		
Committed for capital	23,202,473	142100		
			<u>275,276,953</u>	
GO Bond reserve - L/T	1,902,030	142100		
401k Matching	0	142100		
Cost report settlement - current	2,135,384	142104		
Cost report settlement - L/T	<u>1,312,727</u>	142100		
			3,448,111	
Development fund/Memorial fund	104,184	112300		
Workers compensation - current	5,625,000	112900		
Workers compensation - L/T	<u>15,278,000</u>	113900		
			20,903,000	
			<u>\$ 301,634,278</u>	

	Total Investments	%	Trust Accounts	Surplus Funds	%
<u>Investment summary by institution:</u>					
Bancorp	\$ 52,429	0.0%		52,429	0.0%
CAMP	51,384,842	14.5%		51,384,842	16.4%
Local Agency Investment Fund (LAIF)	72,835,539	20.6%		72,835,539	23.3%
Local Agency Investment Fund (LAIF) - GOB Tax Rev	1,820,549	0.5%	1,820,549	-	0.0%
Wells Cap	92,936,184	26.3%	4,164,456	88,771,729	28.4%
PFM	85,625,494	24.2%		85,625,494	27.4%
Torrey Pines Bank	3,016,675	0.9%		3,016,675	1.0%
Wells Fargo Bank	10,786,573	3.0%		10,786,573	3.5%
Signature Bank	10,936,105	3.1%	10,936,105		0.0%
US Bank	24,643,044	7.0%	24,643,044		0.0%
<hr/>					
Total investments	\$ 354,037,432	100.0%	\$ 41,564,153	\$ 312,473,280	100.0%

**KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
September 30, 2020**

<u>Investment summary of surplus funds by type:</u>		<u>Investment Limitations</u>
Negotiable and other certificates of deposit	\$ 9,956,675	\$ 93,742,000 (30%)
Checking accounts	10,839,002	
Local Agency Investment Fund (LAIF)	72,835,539	65,000,000
CAMP	51,384,842	
Medium-term notes (corporate) (MTN-C)	43,604,000	93,742,000 (30%)
U.S. government agency	85,360,252	
Municipal securities	18,850,000	
Money market accounts	697,229	62,495,000 (20%)
Asset Backed Securities	16,230,742	62,495,000 (20%)
Supra-National Agency	2,715,000	93,742,000 (30%)
	<u>\$ 312,473,280</u>	

Return on investment:

Current month	<u><u>2.06%</u></u>
Year-to-date	<u><u>2.07%</u></u>
Prospective	<u><u>1.28%</u></u>
LAIF (year-to-date)	<u><u>0.80%</u></u>
Budget	<u><u>1.65%</u></u>

Fair market value disclosure for the quarter ended September 30, 2020 (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	\$ 6,143,581
Change in unrealized gain (loss) on investments (income statement effect)	\$ (1,250,694)	\$ (1,250,694)

Investment summary of CDs:

Credit Agricole CD	\$ 825,000
Dnb Bank Asa Ny CD	630,000
Credit Suisse Ag CD	670,000
Nordea Bk Abb Ny CD	860,000
Societe Generale CD	865,000
Skandin Ens CD	845,000
Sumito Mtsu	445,000
Swedbank	1,800,000
Torrey Pines Bank	3,016,675
	<u>\$ 9,956,675</u>

Investment summary of asset backed securities:

Ally Auto	\$ 39,177
BMW Vehicle Owner	1,305,000
Capital One Multi	1,600,000
Capital One Prime	2,380,000
Carmax Auto Owner	280,000
FHLMC	3,238,193
GM Financial	512,405
Honda Auto	375,000
Hyundai Auto	290,000
John Deere	909,724
Mercedes Benz Auto	1,920,024
Nissann Auto Lease	245,000
Toyota Auto	1,187,621
Toyota Auto Recvs	38,598
Verizon Owner Trust	1,200,000
Volkswagon Auto	710,000
	<u>\$ 16,230,742</u>

**KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
September 30, 2020**

Investment summary of medium-term notes (corporate):

3M Company	\$	540,000
Abbott Laboratories		195,000
American Honda Mtn		395,000
Amazon Com Inc		795,000
Apple, Inc		2,190,000
Bank of America		2,240,000
Bank of NY		1,150,000
BB T Corp		450,000
Berkshire Hathaway		370,000
Blackrock Inc.		395,000
Branch Banking Trust		1,300,000
Caterpillar Finl Mtn		2,150,000
Charles Schwab Corp		1,300,000
Chevron Corp		250,000
Chevron USA Inc		1,300,000
Bristol Myers Squibb		215,000
Citibank		500,000
Citigroup		1,750,000
Coca Cola Co		625,000
Comcast Corp		395,000
Costco Wholesale		1,000,000
Discover Card		615,000
Emerson Electric Co		265,000
Exxon Mobil		1,320,000
Fifth Third Bank		800,000
General Dynamics		395,000
Goldman Sachs		1,340,000
Honeywell		510,000
Intuit Inc		800,000
Intel Corp		415,000
John Deere Mtn		295,000
JP Morgan		2,050,000
Mastercard Inc.		395,000
Merck Co Inc.		405,000
Microsoft Corp		410,000
Morgan Stanley		750,000
National Rural		950,000
Nissan Auto		170,000
Novartis Capital		425,000
Oracle Corp		900,000
Paccar Financial Mtn		725,000
Pepsico Inc		1,095,000
Pfizer Inc.		465,000
PNC Bank		750,000
PNC Financial		395,000
PNC Funding Corp		494,000
Toyota Motor		2,370,000
Unilever Capital		200,000
United Parcel		450,000
US Bancorp		415,000
US Bank NA		1,300,000
Verizon Owner		455,000
Walmart Inc.		995,000
Walt Disney Co		780,000
	<u>\$</u>	<u>43,604,000</u>

**KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
September 30, 2020**

Investment summary of U.S. government agency:

Federal National Mortgage Association (FNMA)	\$ 14,672,047
Federal Home Loan Bank (FHLB)	3,385,000
Federal Farmers Credit Bank (FFCB)	2,600,000
Federal Home Loan Mortgage Corp (FHLMC)	7,258,205
US Treasury Bill	57,445,000
	<u>\$ 85,360,252</u>

Investment summary of municipal securities:

Arizona ST	675,000
Bay Area Ca	\$ 1,000,000.00
California ST	185,000
California ST High	-
Carson Ca	300,000
Chaffey Ca	265,000
Connecticut ST	150,000
Desert Sands Ca	315,000
Los Angeles Calif Ca	1,500,000
Maryland ST	355,000
Mississippi ST	300,000
New York ST	585,000
Ohlone Ca Cmnty	800,000
Oregon ST	1,000,000
Poway Ca Unif Sch	565,000
Port Auth NYNJ	245,000
Riverside Ca	350,000
Florida ST	600,000
San Diego Ca Community	745,000
San Diego Ca	1,300,000
San Diego County	1,575,000
San Francisco	2,005,000
San Jose Ca Ref	765,000
Tamalpais Ca Union	675,000
Wisconsin ST	910,000
Upper Santa Clara Ca	1,100,000
Univ Of CA	585,000
	<u>\$ 18,850,000</u>

Investment summary of Supra-National Agency:

Intl Bk	\$ 1,800,000
Inter Amer Bk	915,000
	<u>\$ 2,715,000</u>

M O R E T H A N M E D I C I N E . L I F E .

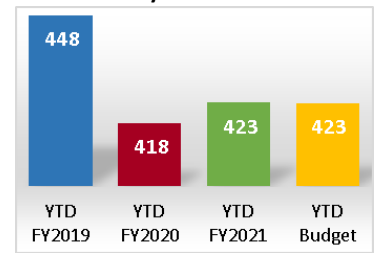
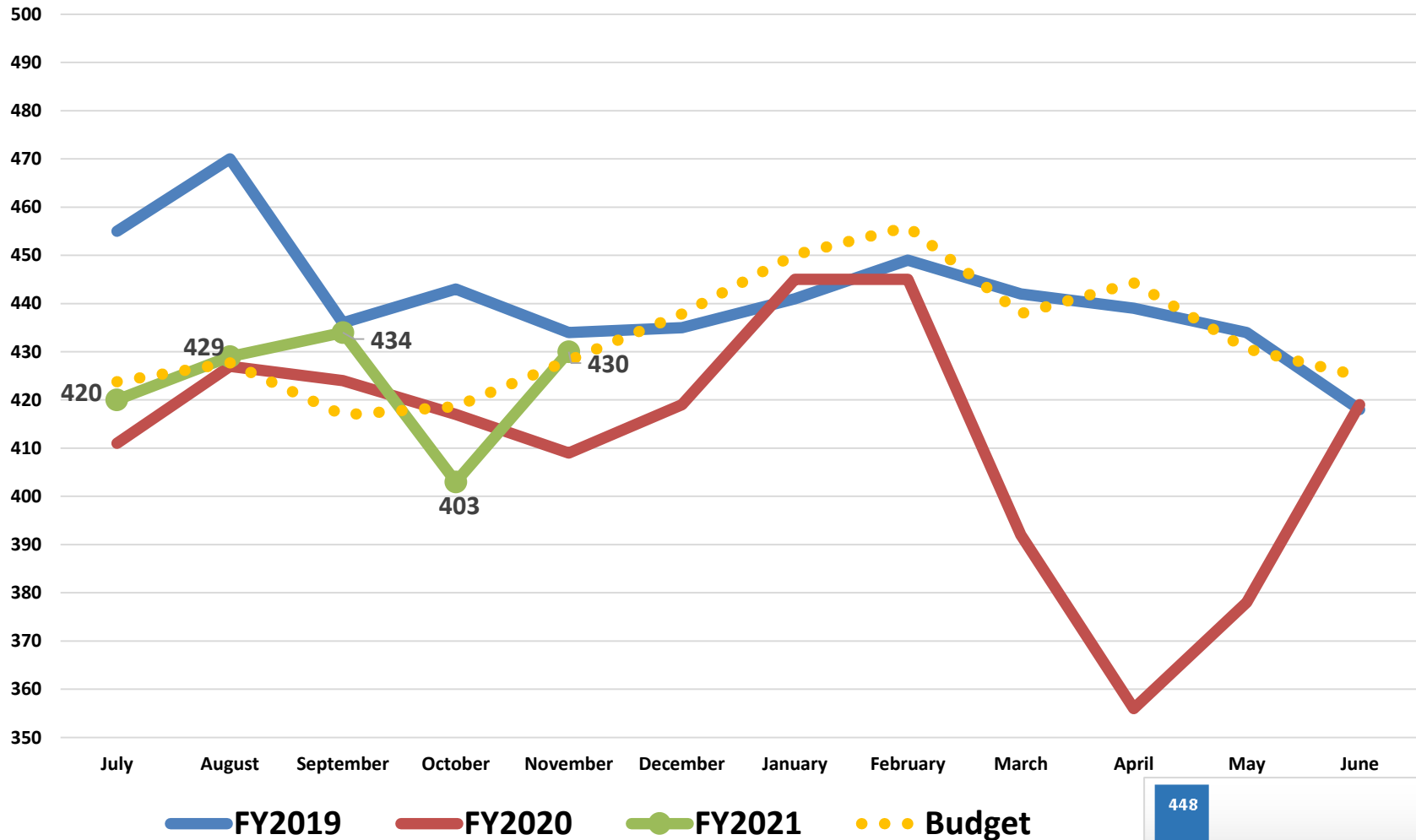
Statistical Report

December 28, 2020

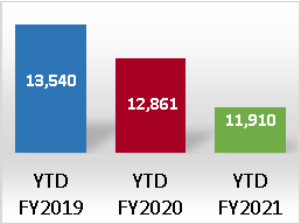
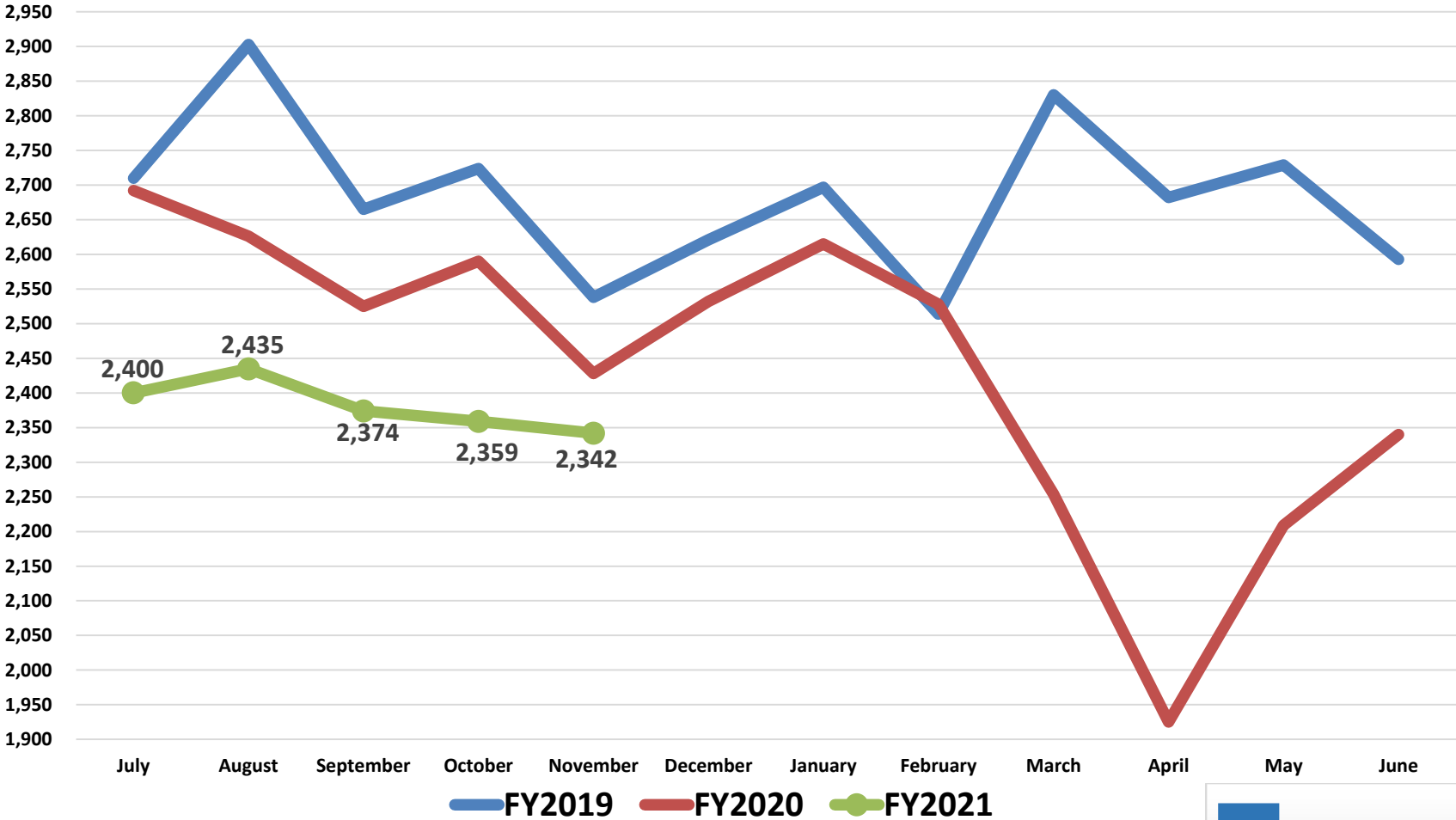


Kaweah Delta
HEALTH CARE DISTRICT

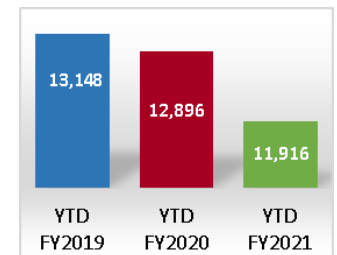
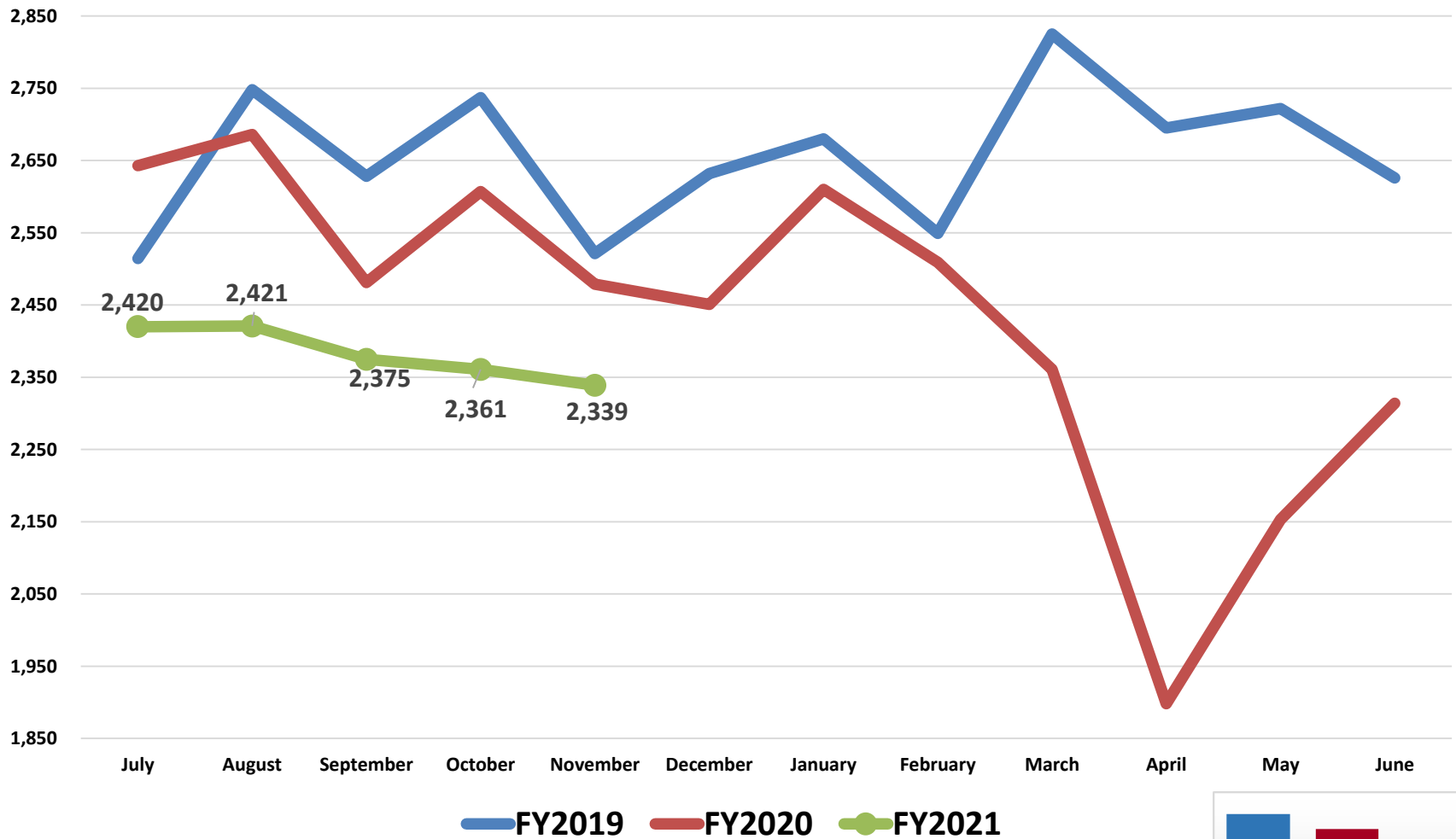
Average Daily Census



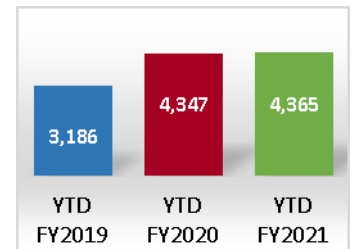
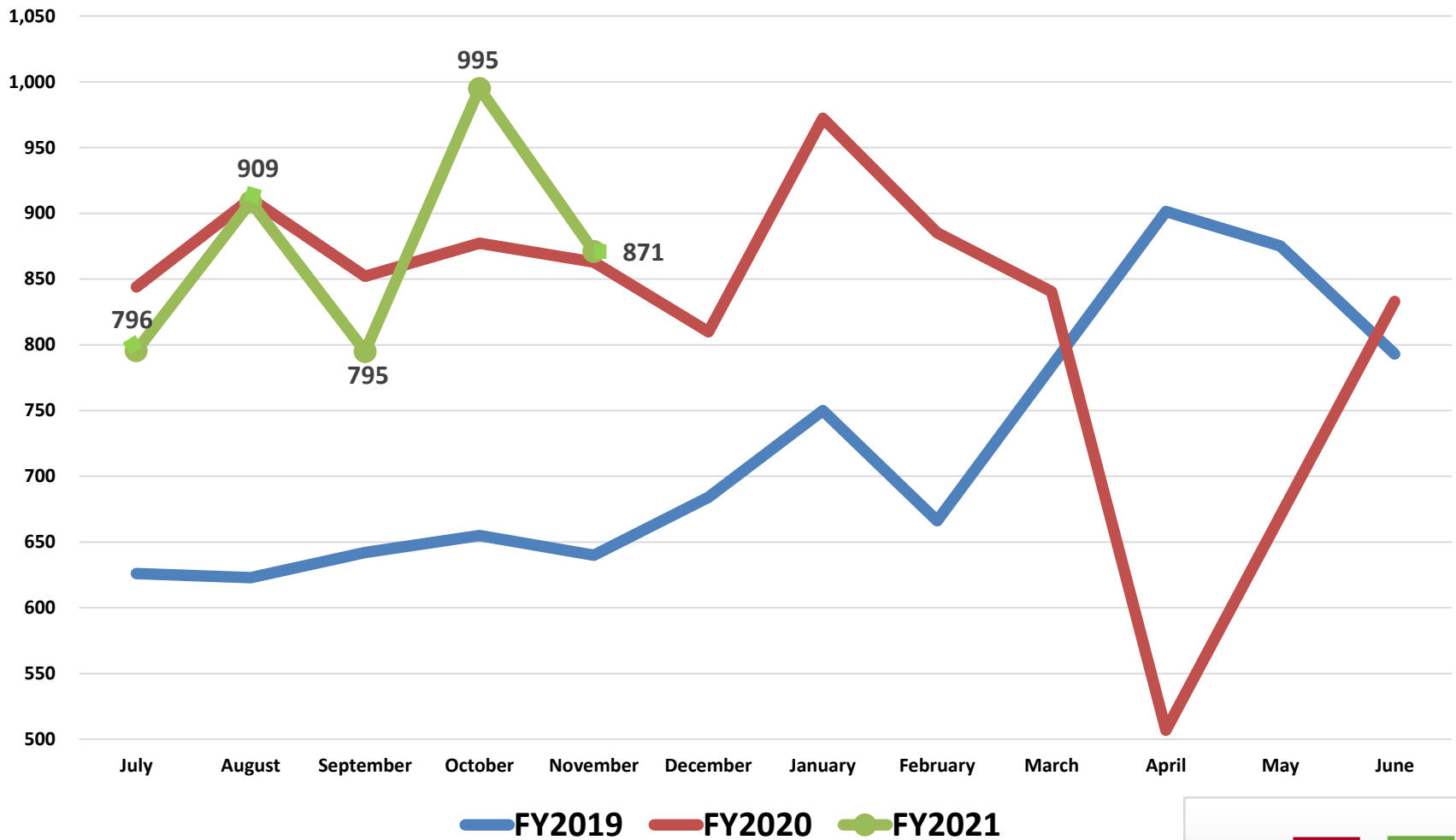
Admissions



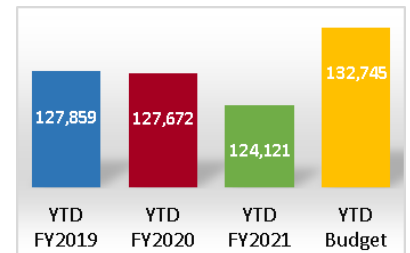
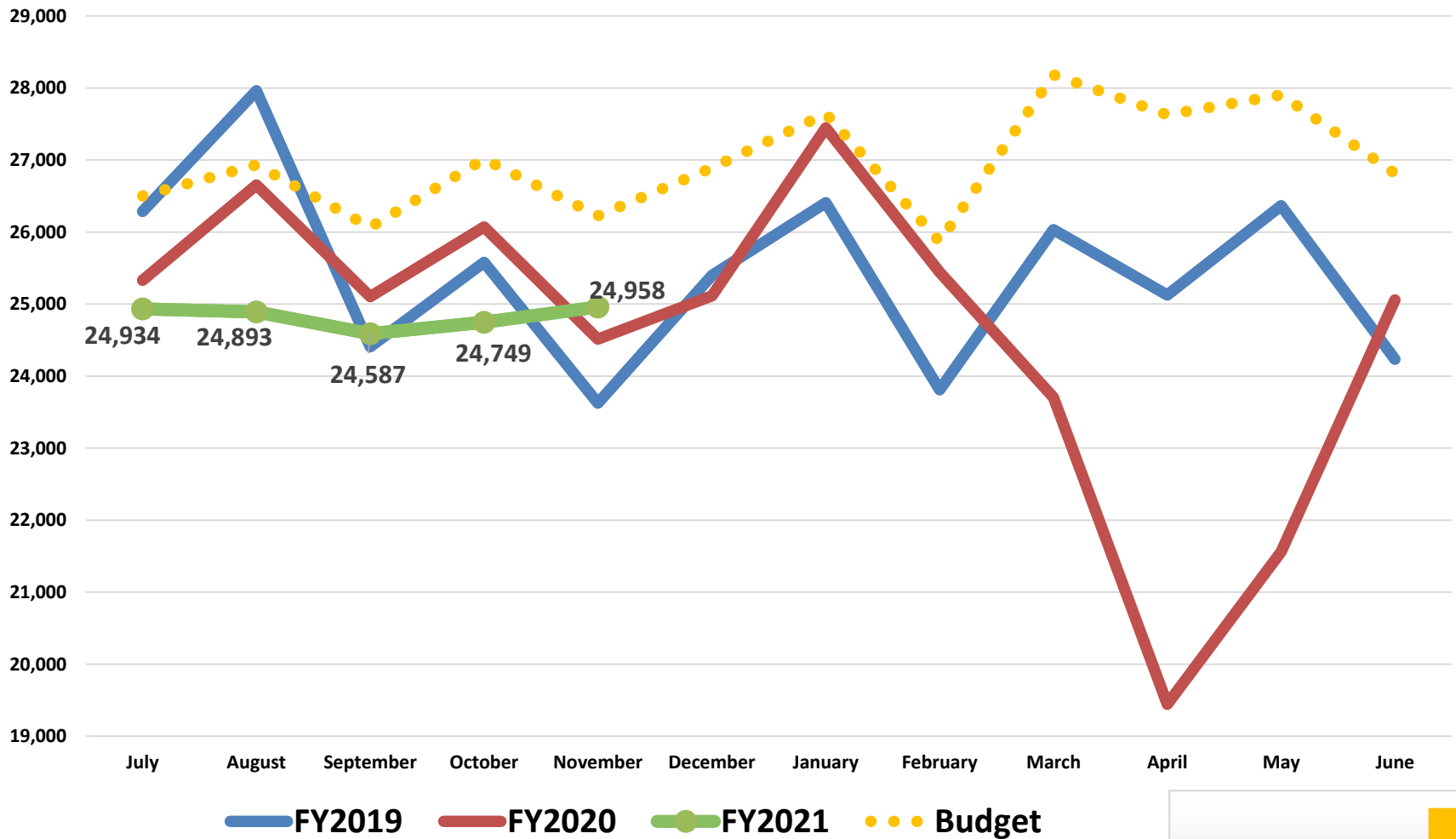
Discharges



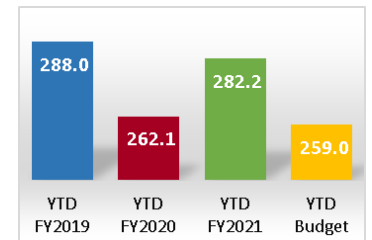
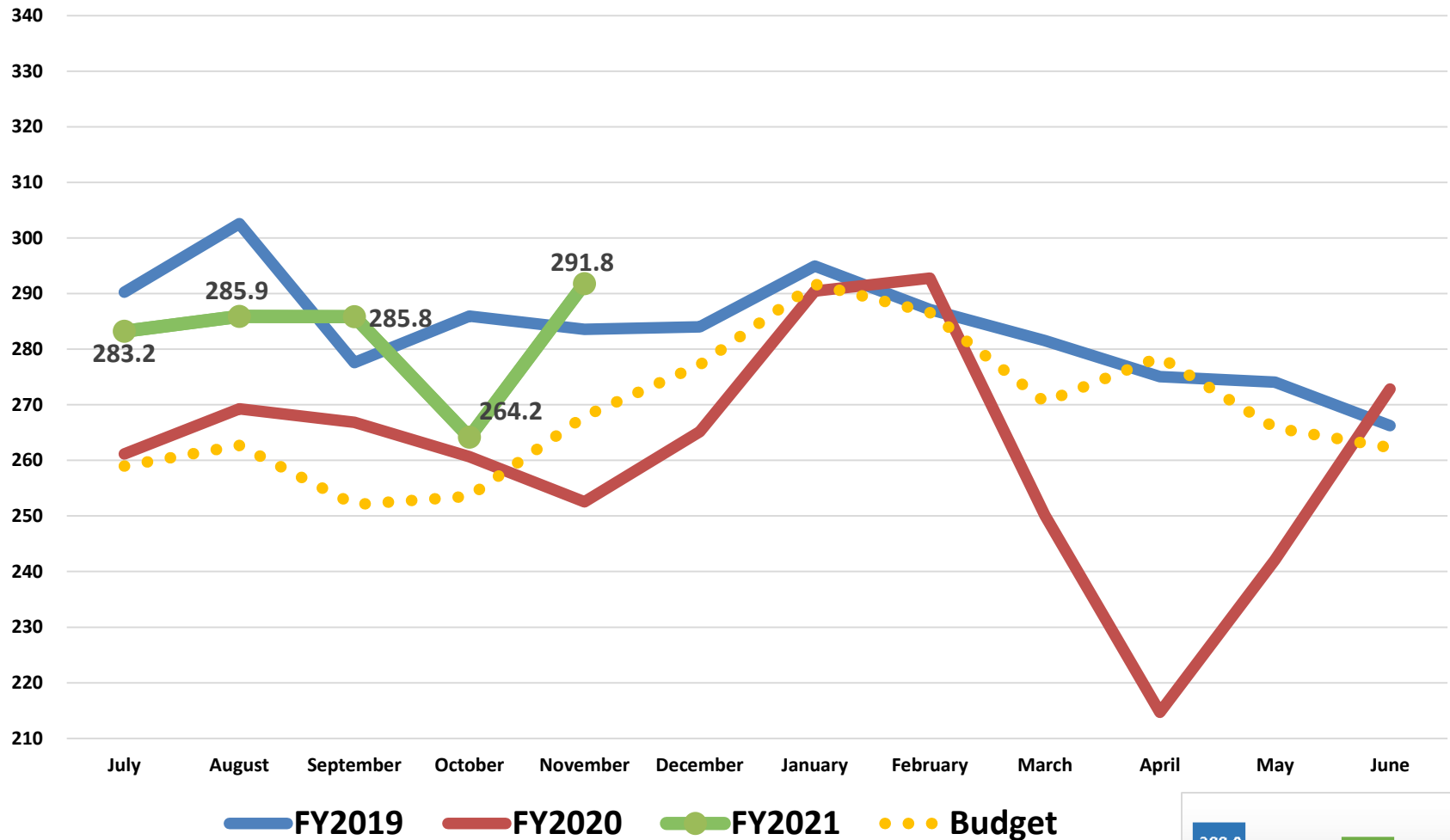
Observation Days



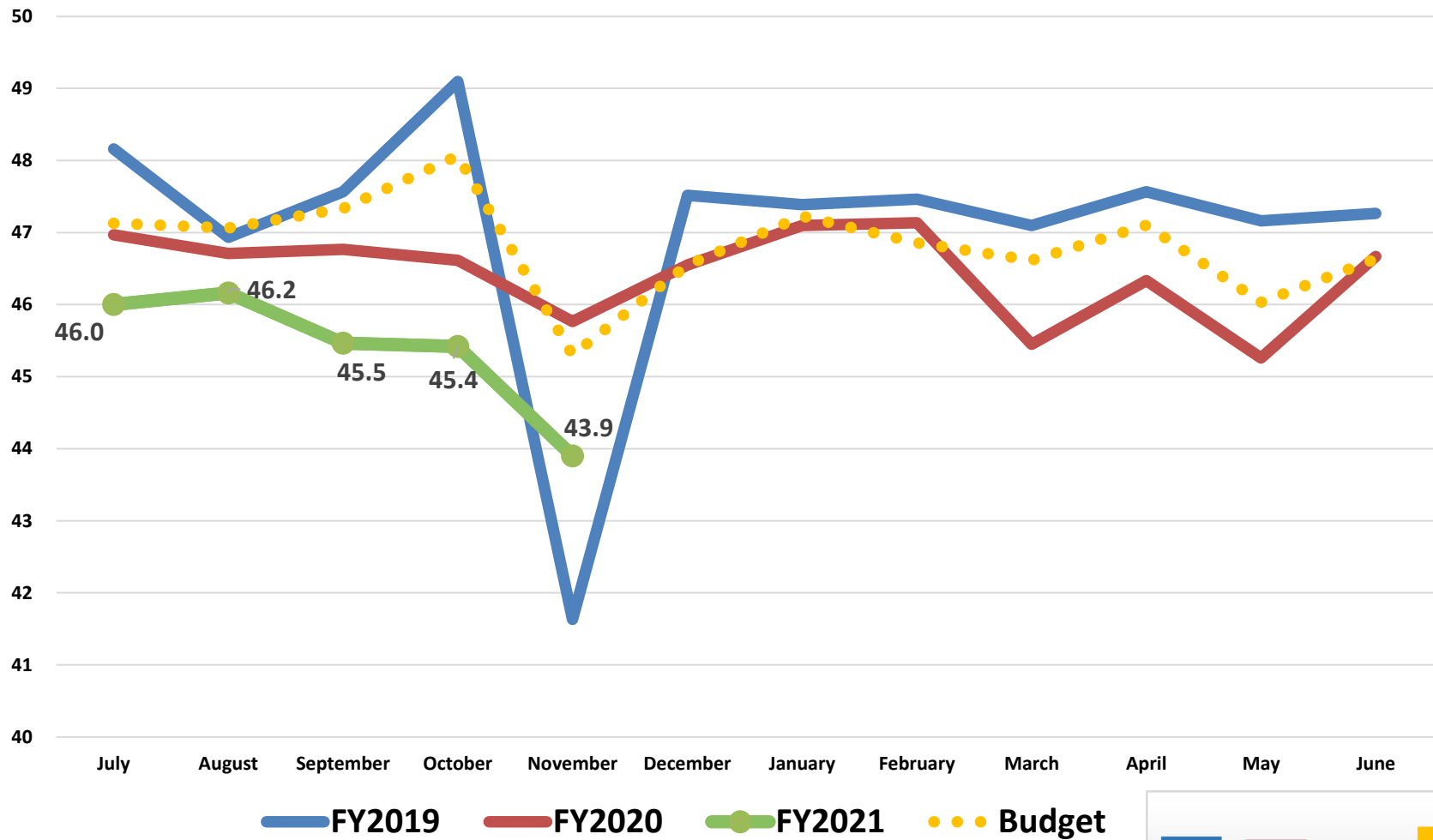
Adjusted Patient Days



Medical Center – Avg. Patients Per Day

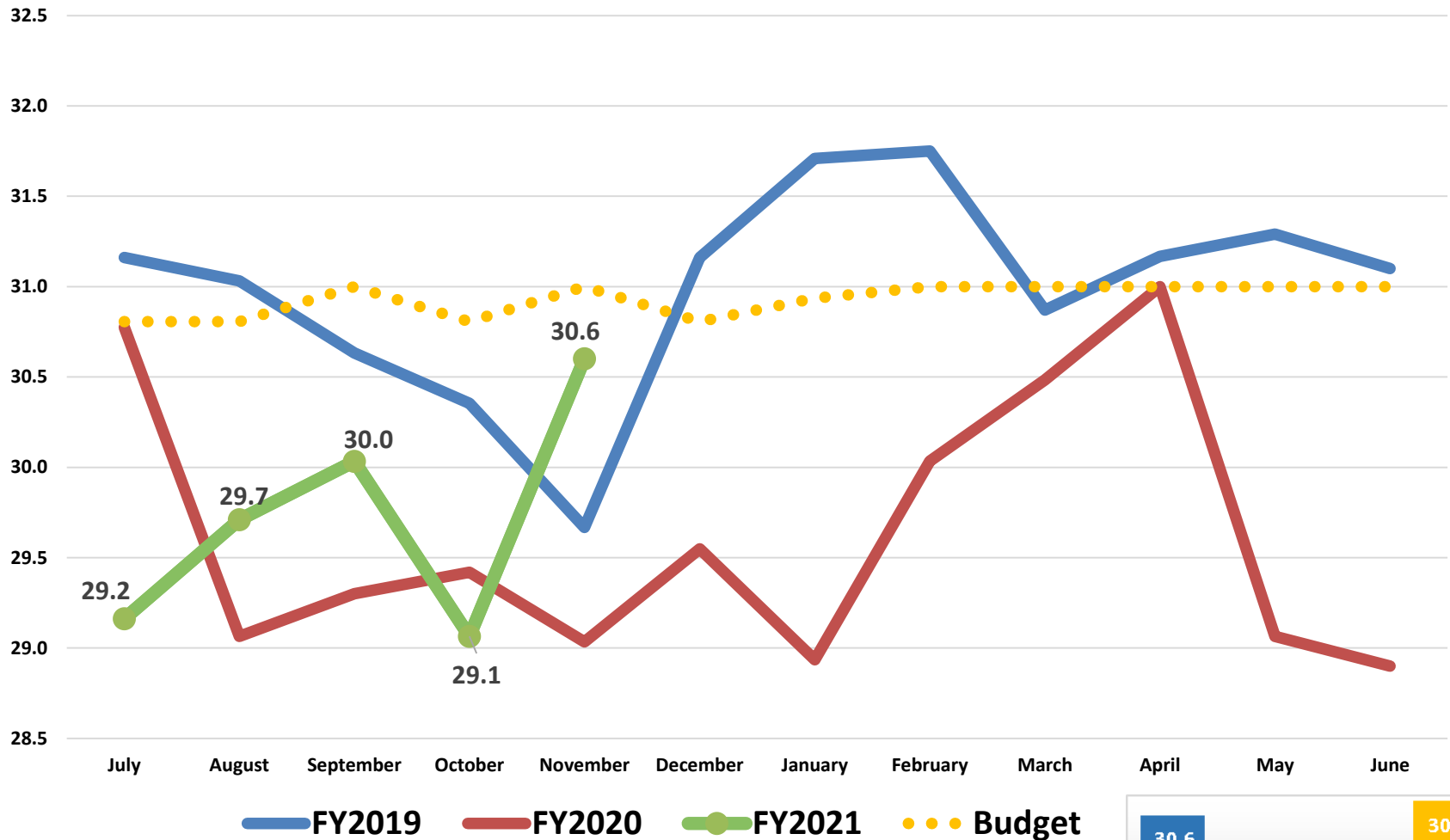


Acute I/P Psych - Avg. Patients Per Day



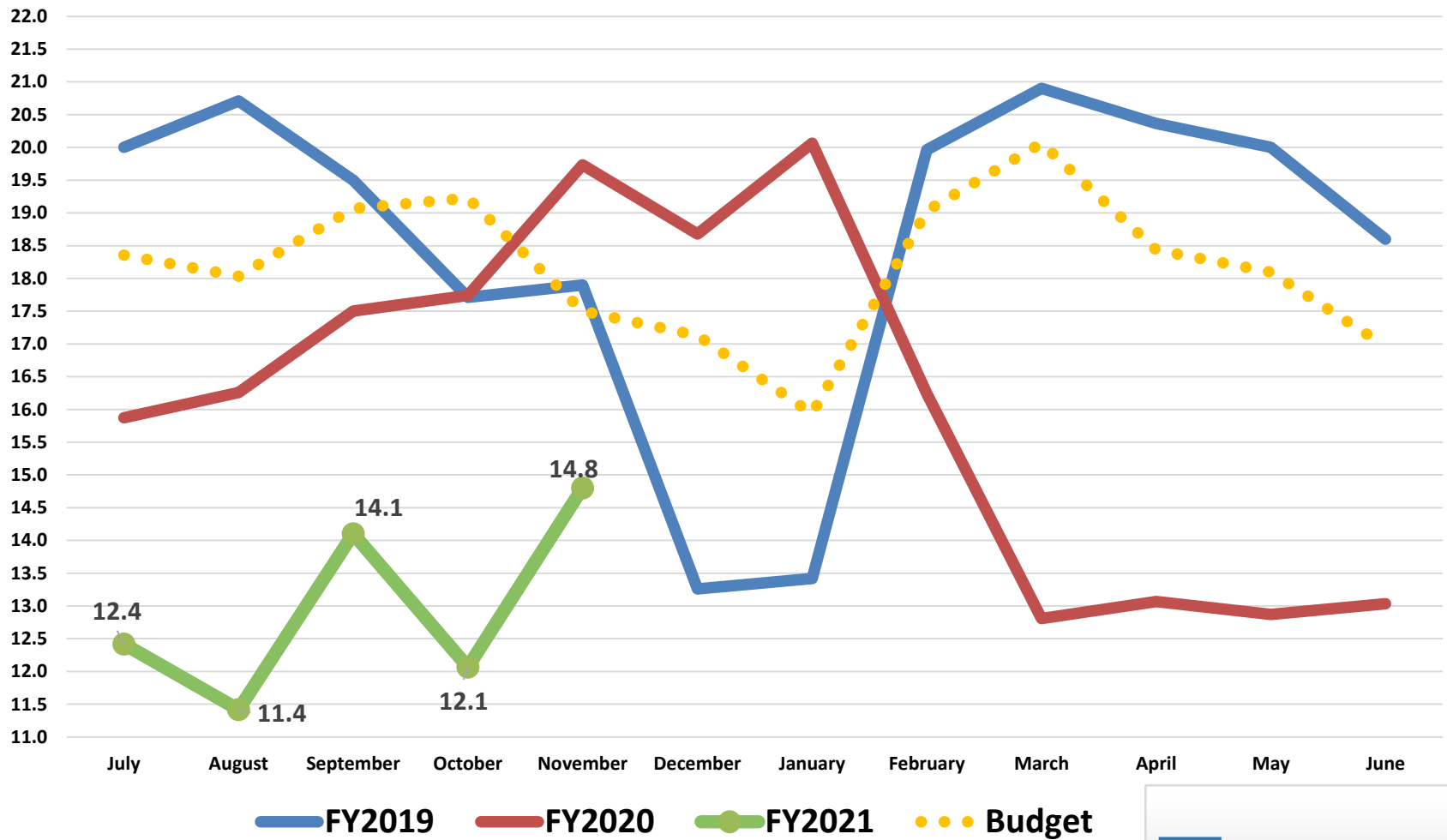
46.7	46.6	45.4	47.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Sub-Acute - Avg. Patients Per Day



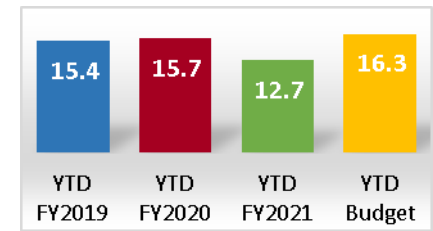
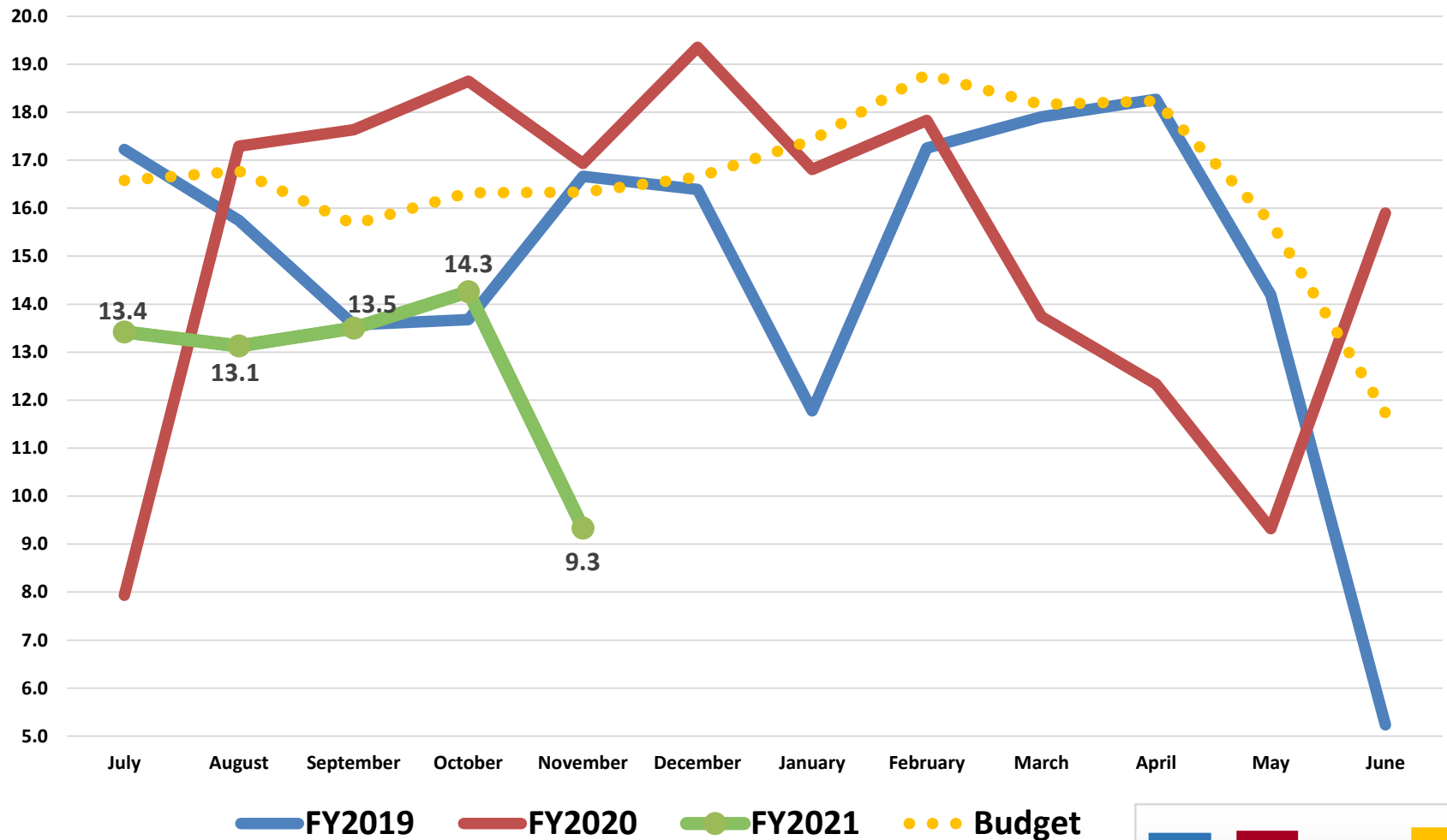
30.6	29.5	29.7	30.9
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Rehabilitation Hospital - Avg. Patients Per Day

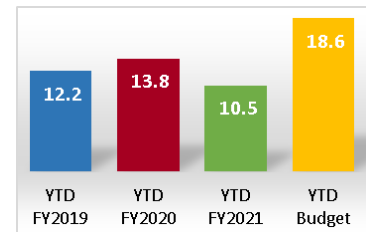
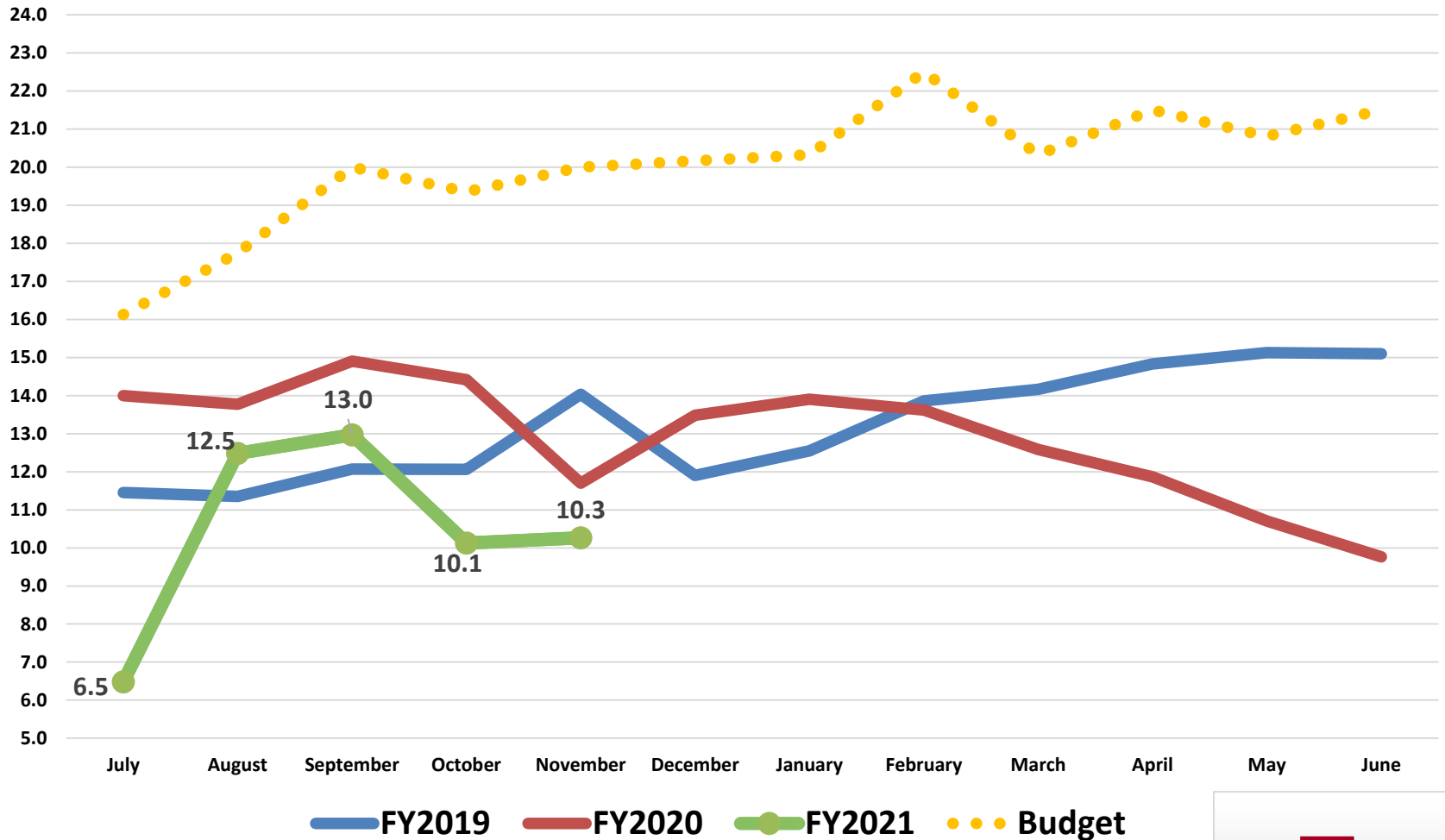


19.2	17.4	13.0	18.4
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

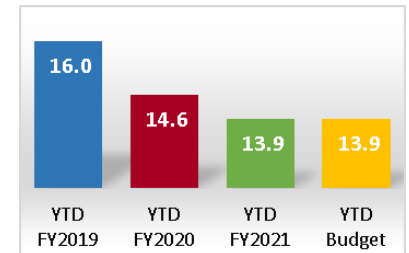
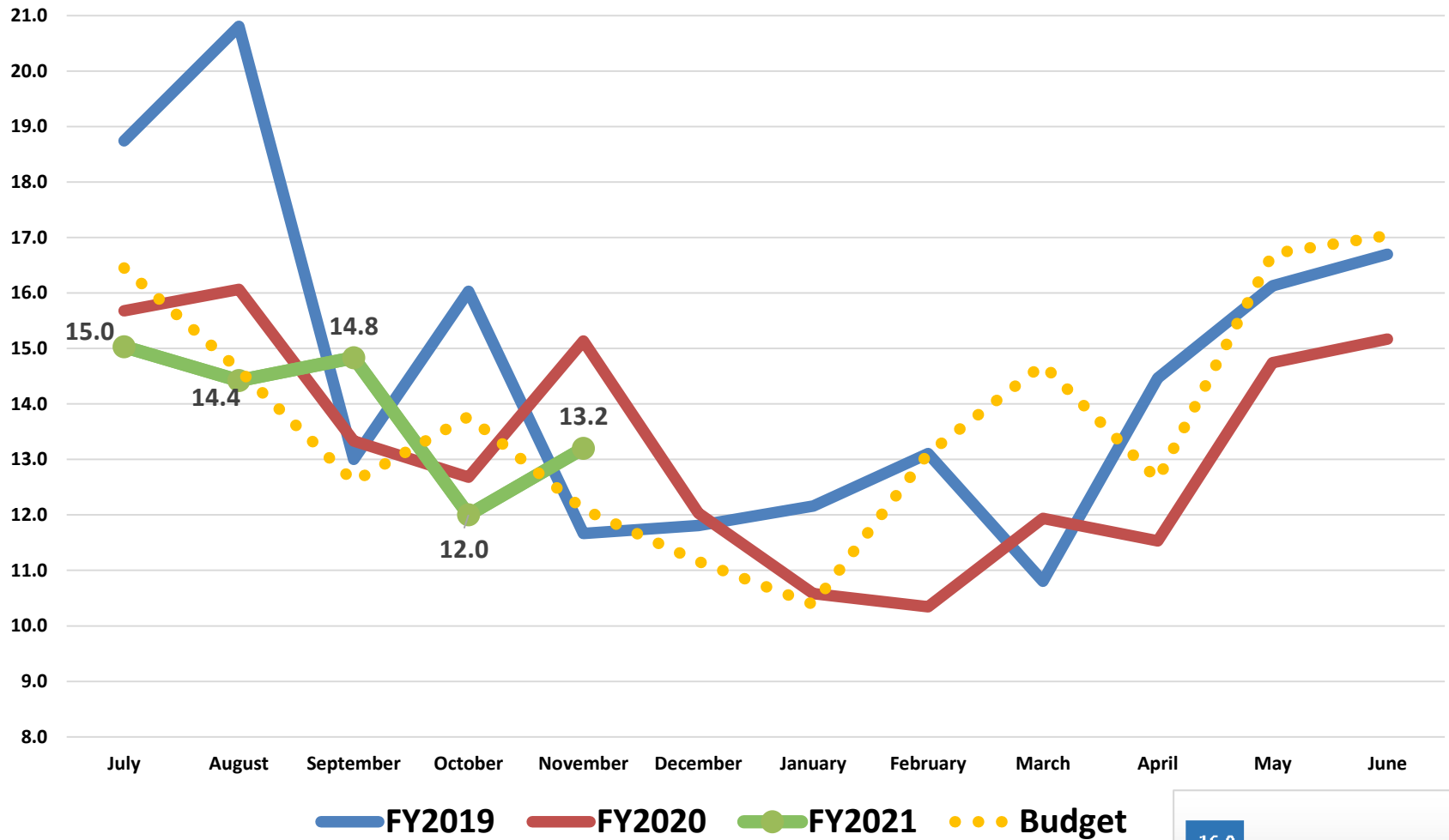
Transitional Care Services (TCS) - Avg. Patients Per Day



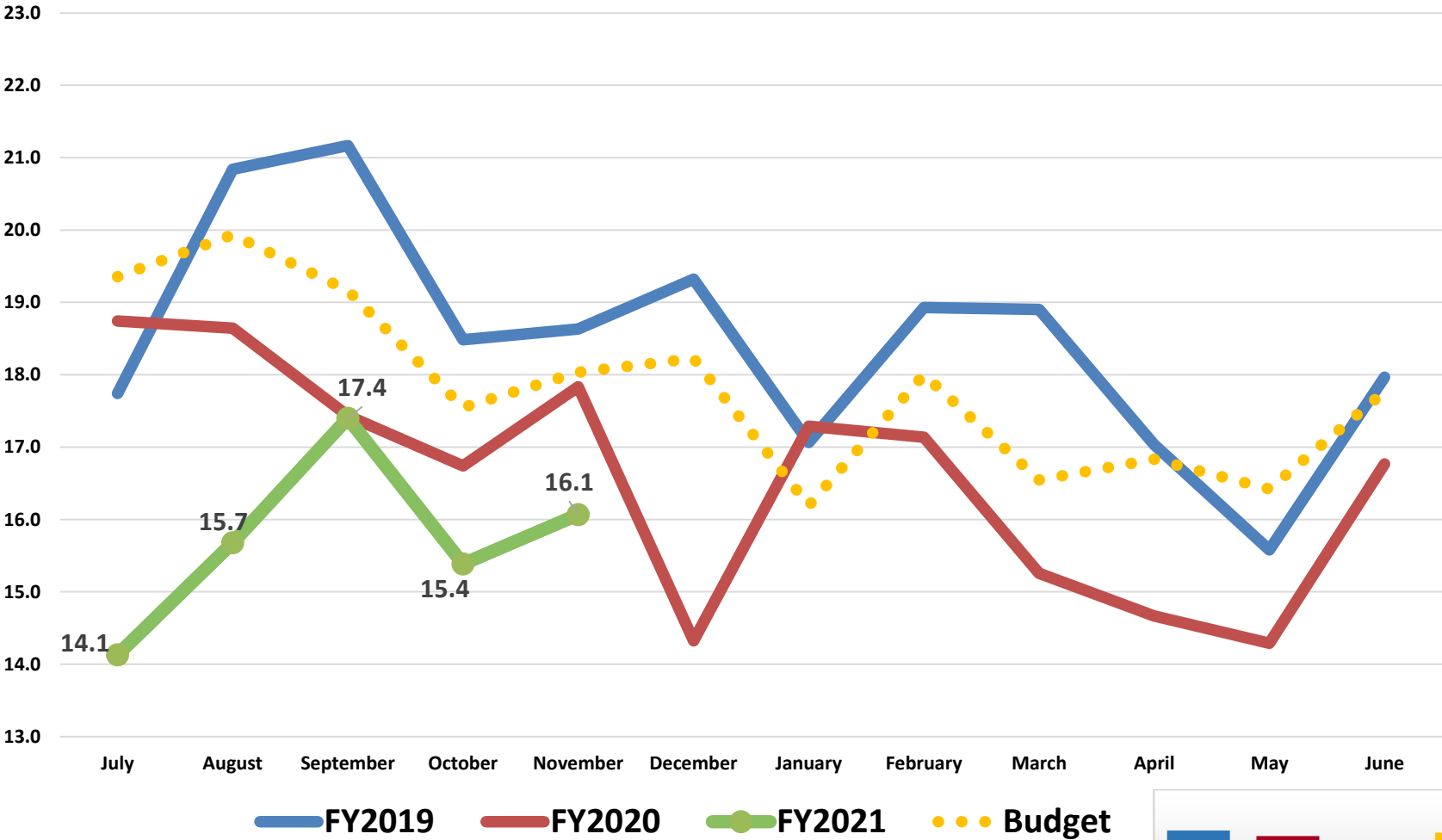
TCS Ortho - Avg. Patients Per Day



NICU - Avg. Patients Per Day

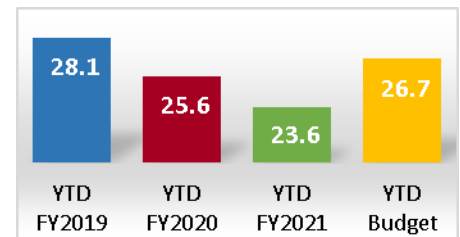
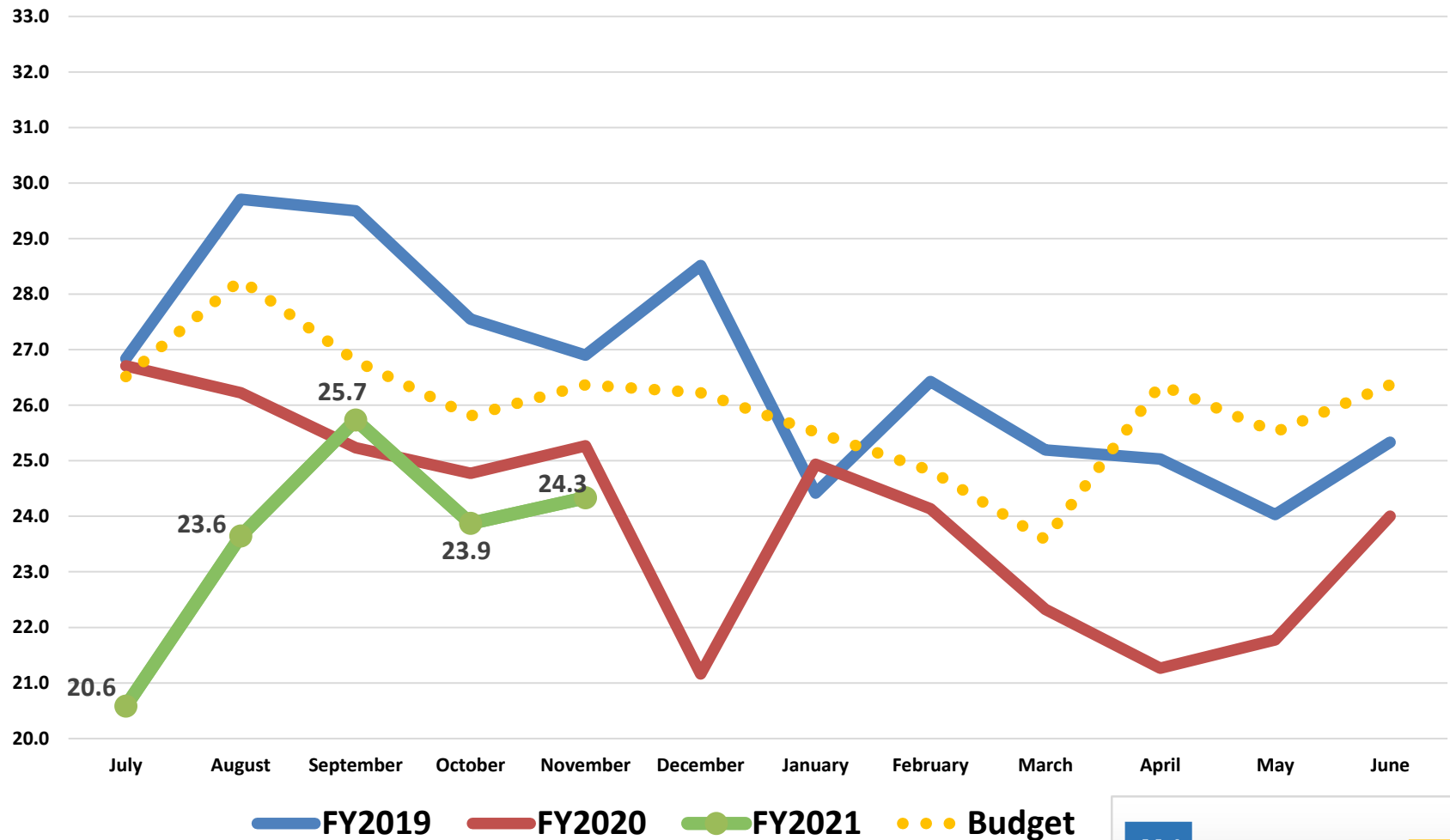


Nursery - Avg. Patients Per Day

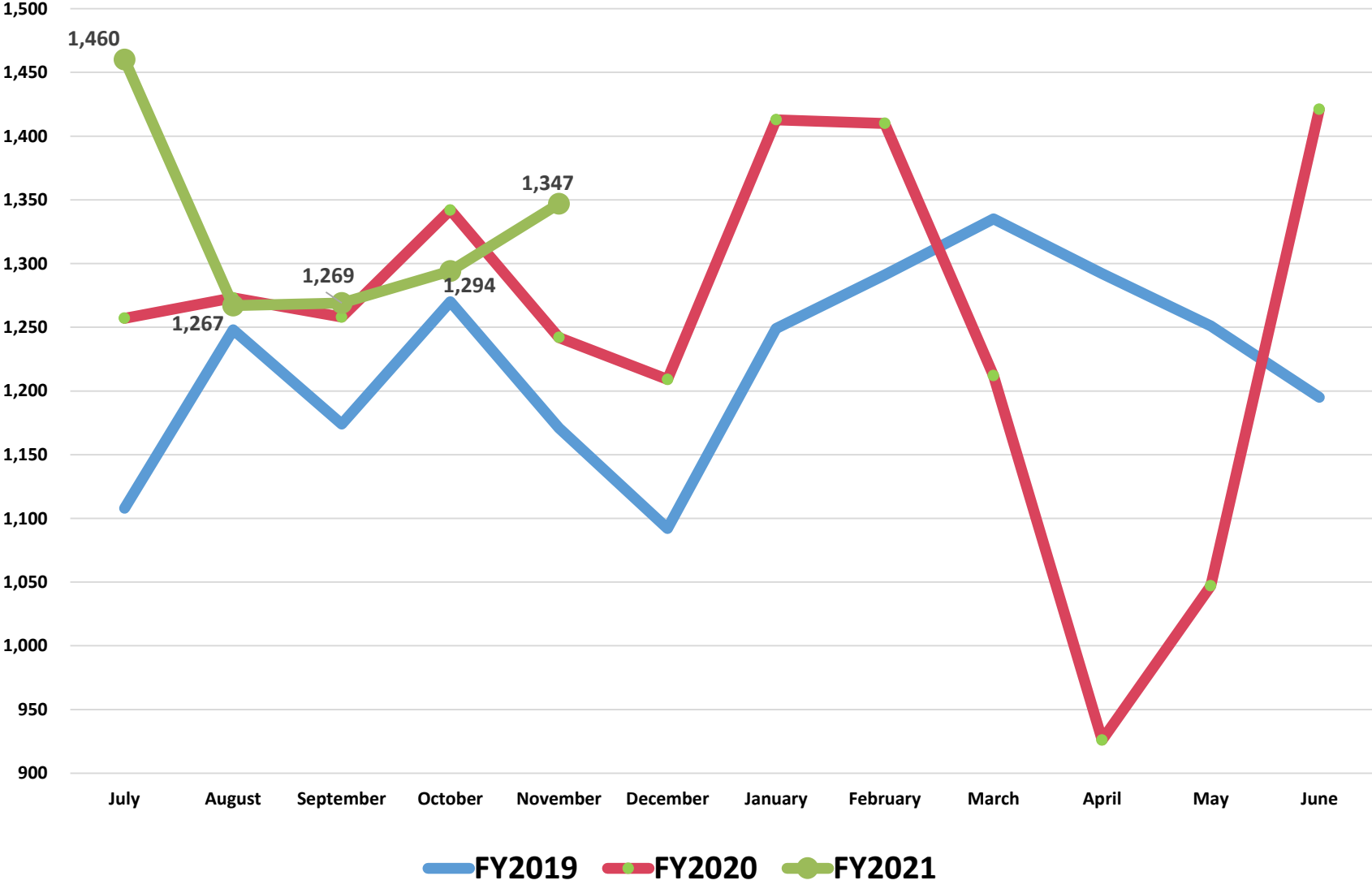


19.4	17.9	15.7	18.8
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

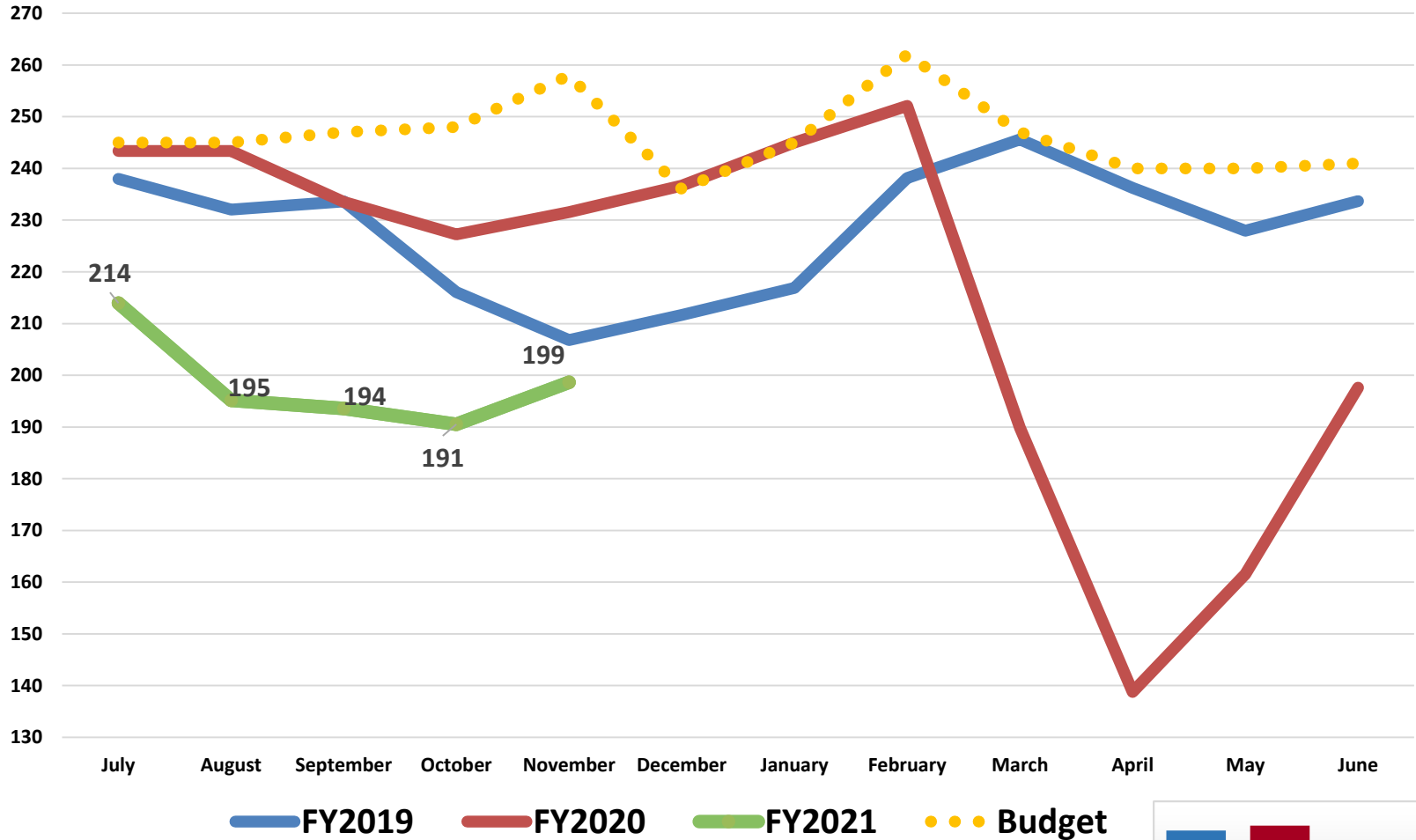
Obstetrics - Avg. Patients Per Day



Outpatient Registrations per Day

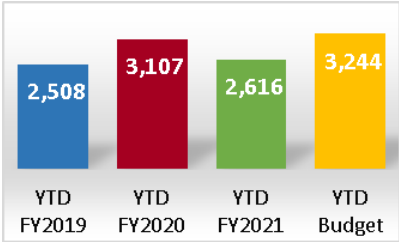
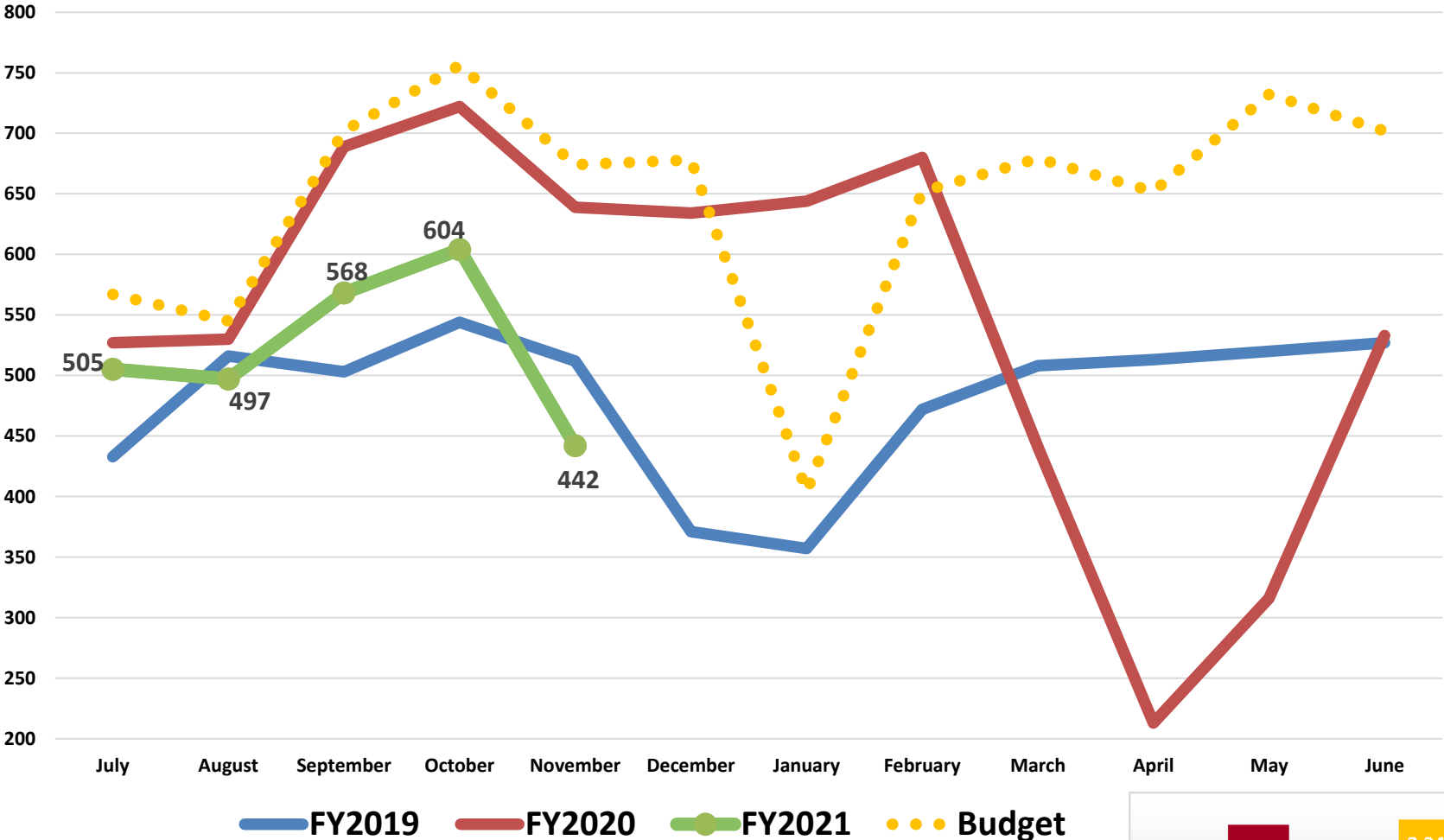


Emergency Dept – Avg Treated Per Day

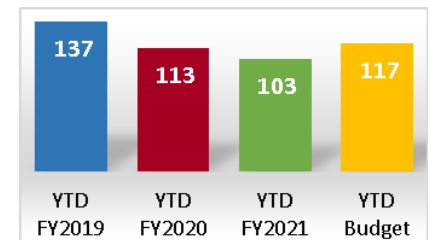
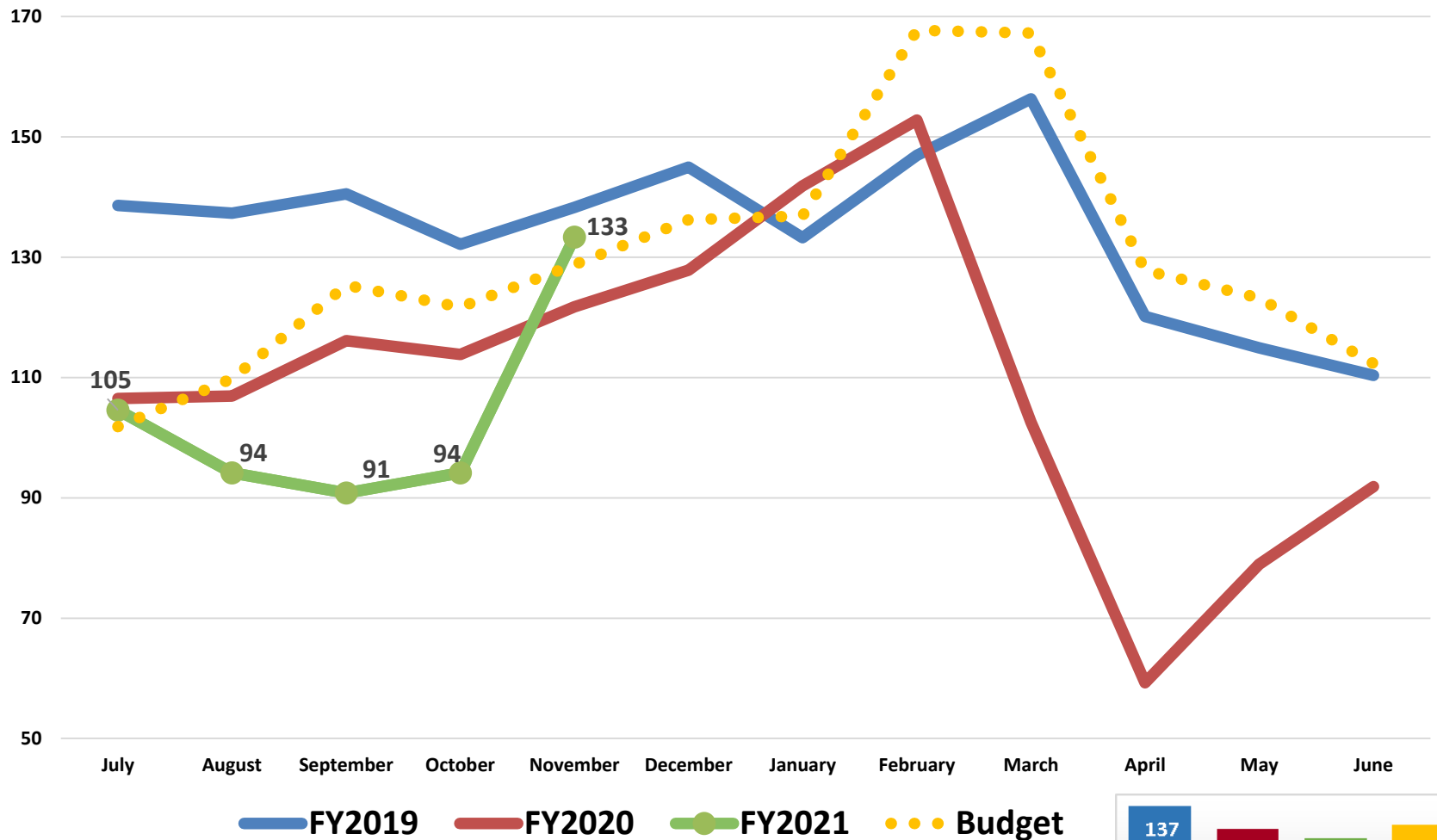


225	236	198	249
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

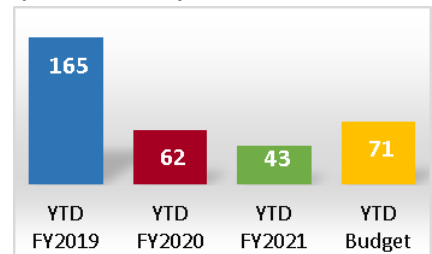
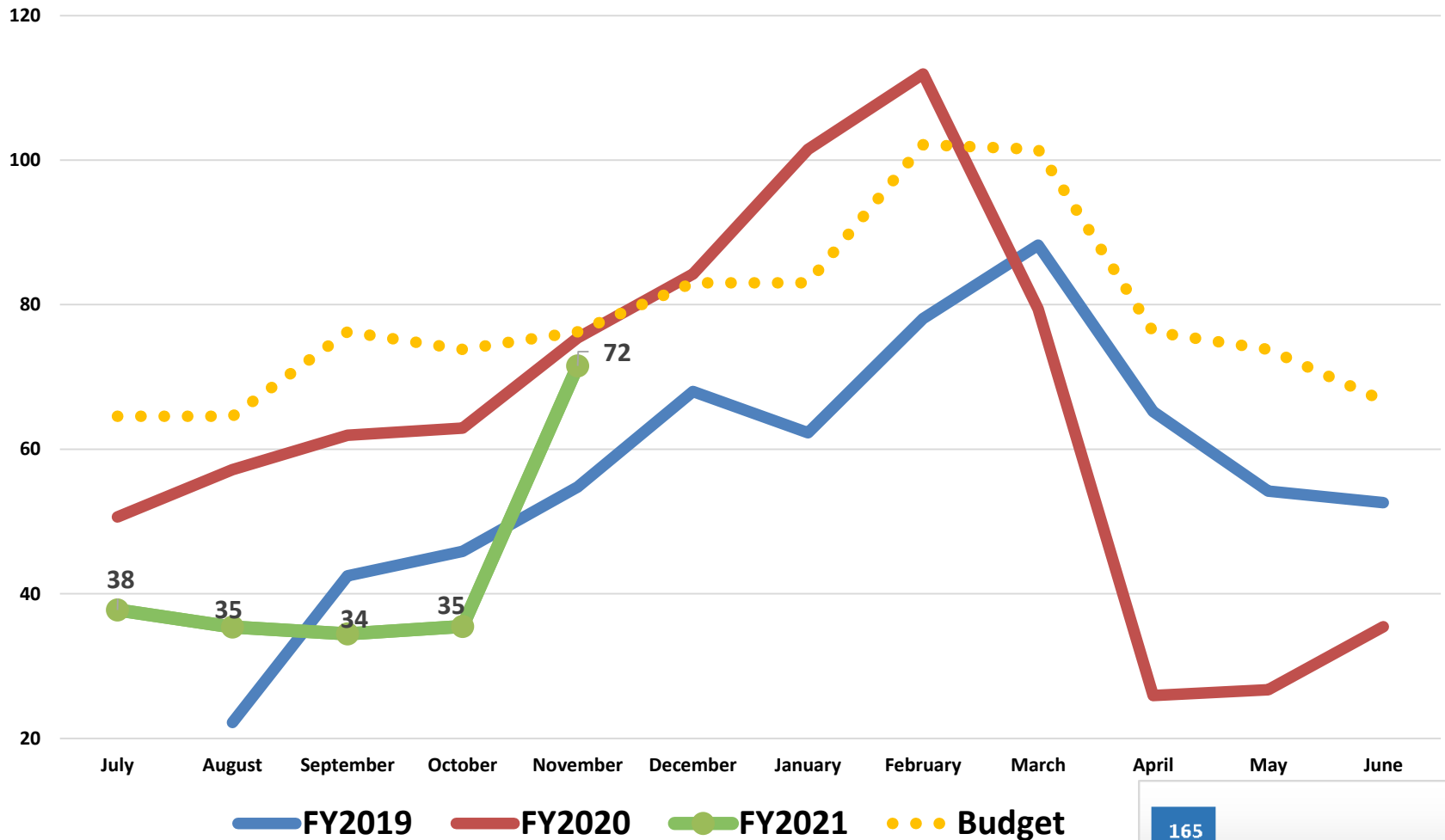
Endoscopy Procedures



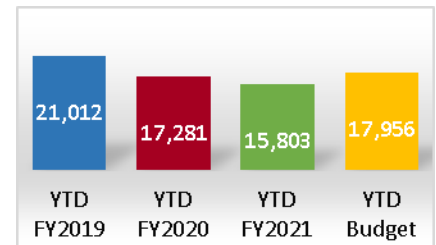
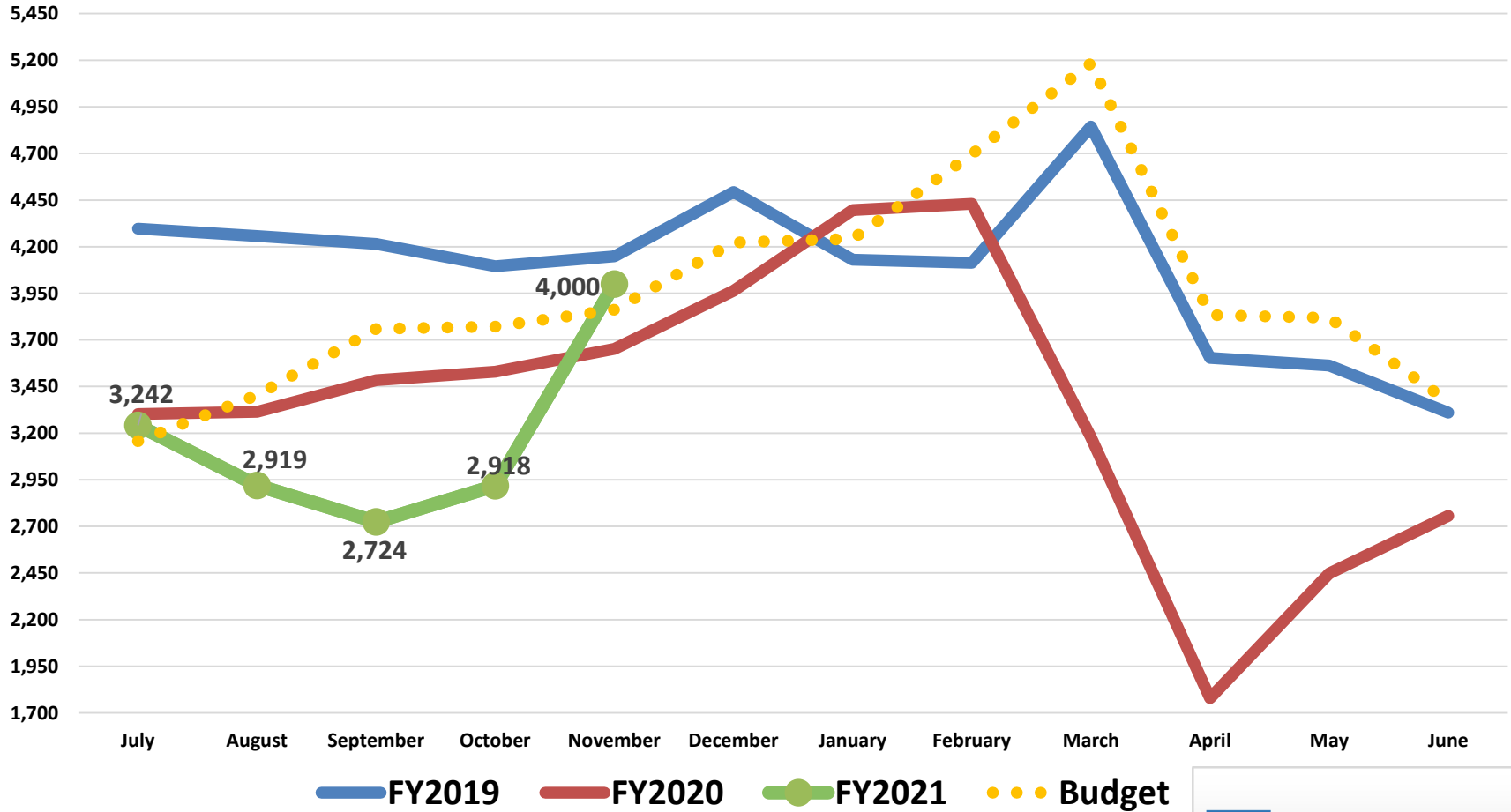
Urgent Care – Court Average Visits Per Day



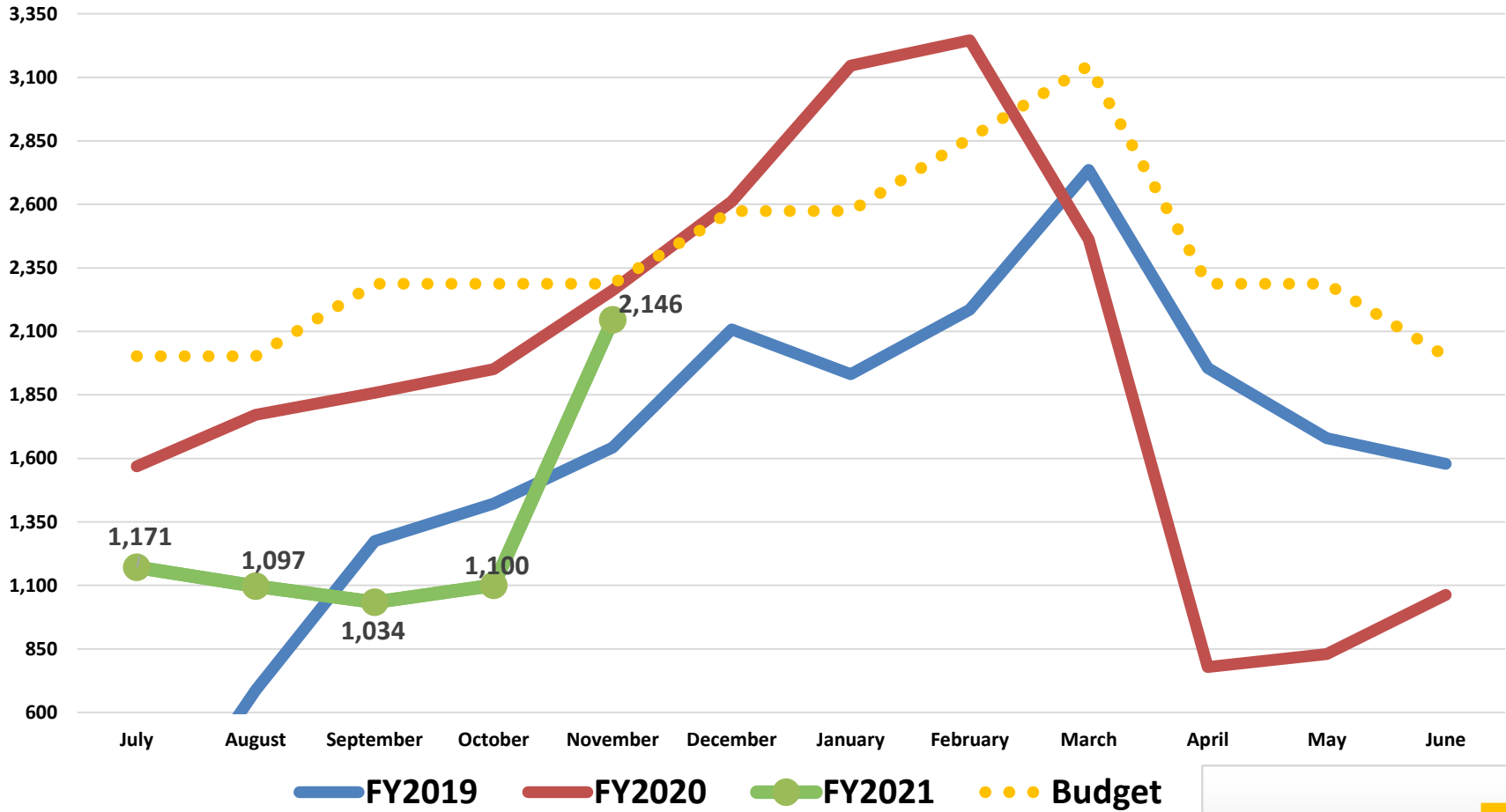
Urgent Care – Demaree Average Visits Per Day



Urgent Care – Court Total Visits

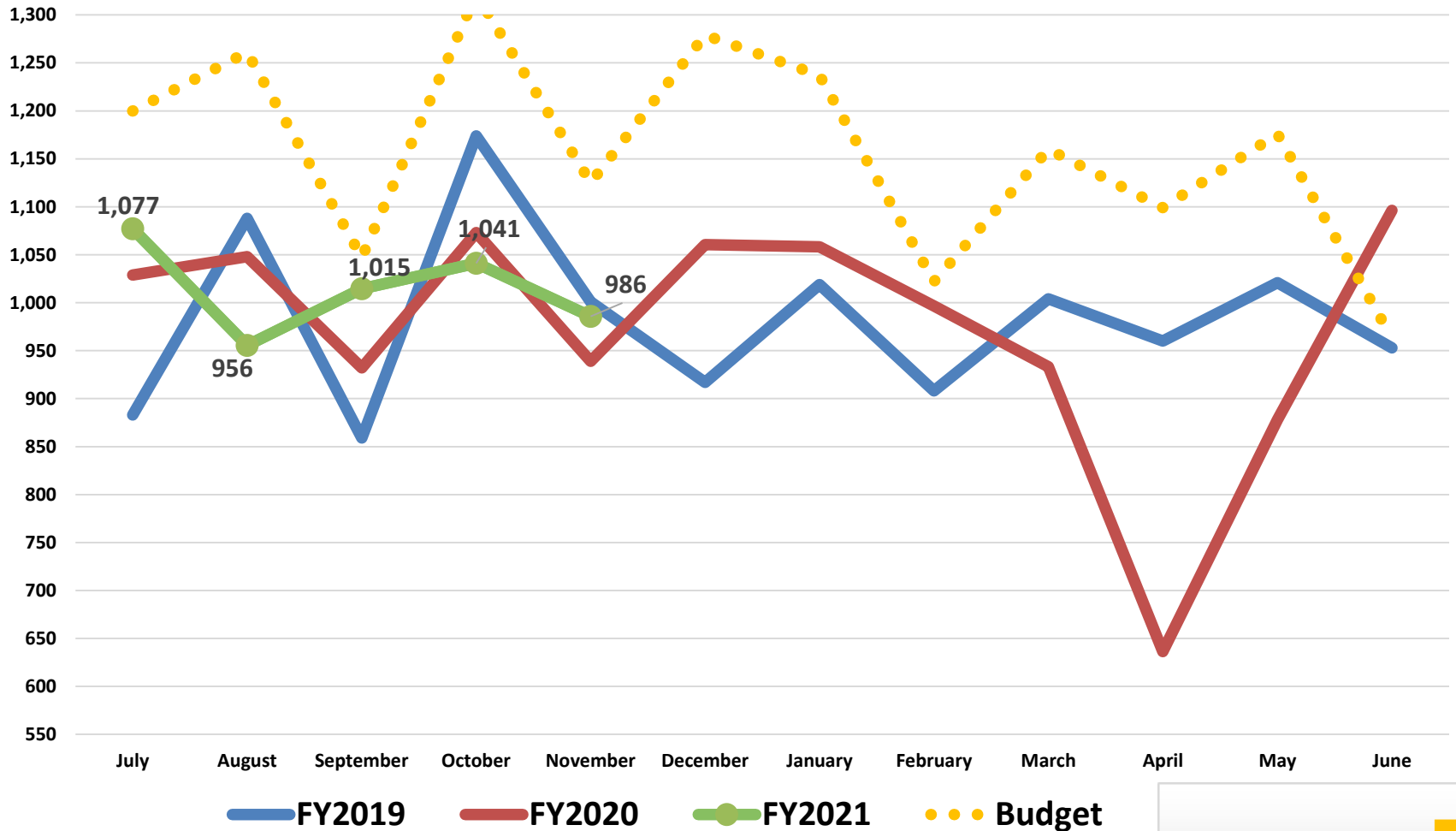


Urgent Care – Demaree Total Visits



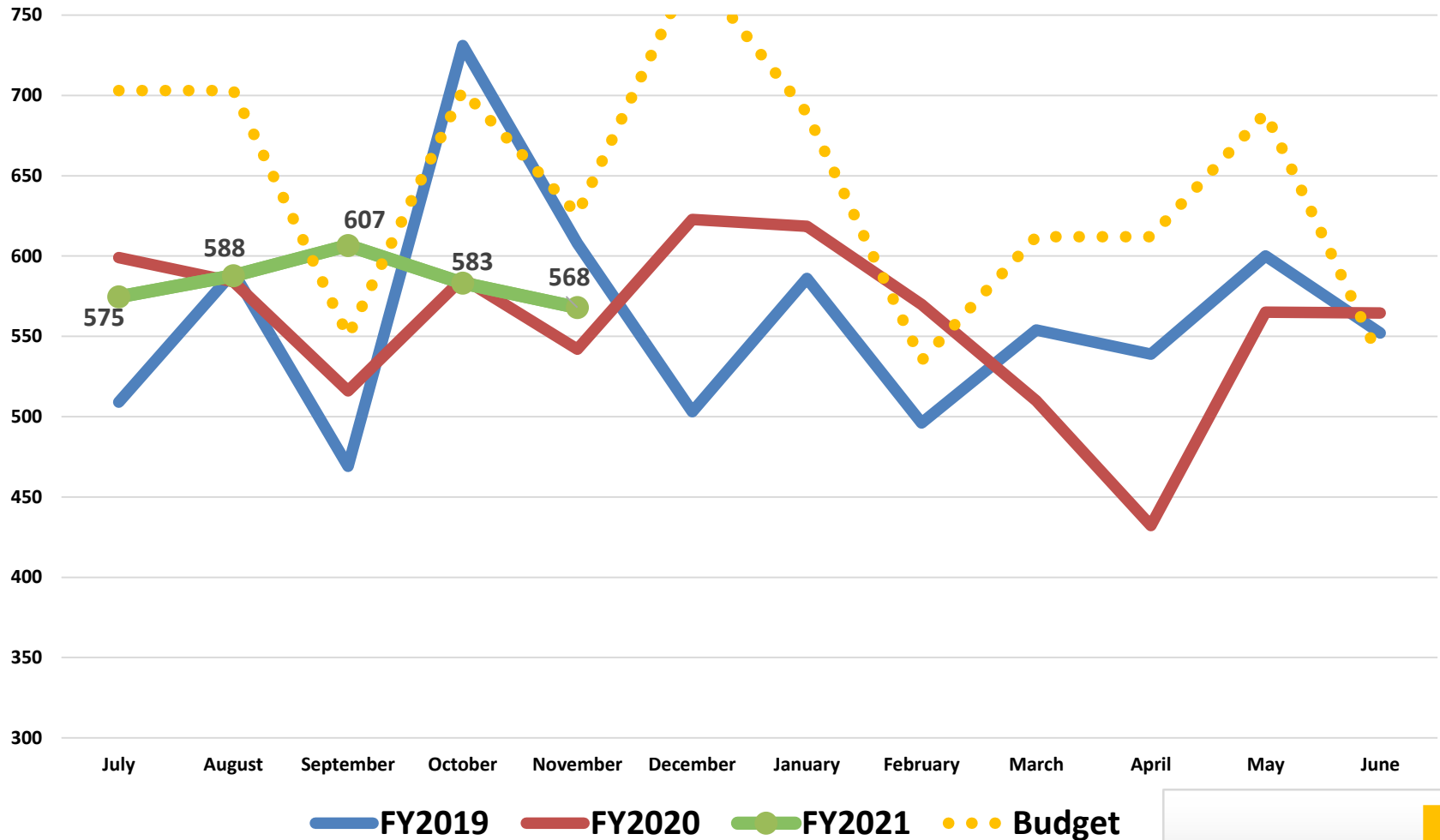
5,027	9,412	6,548	10,868
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Surgery (IP & OP) – 100 Min Units



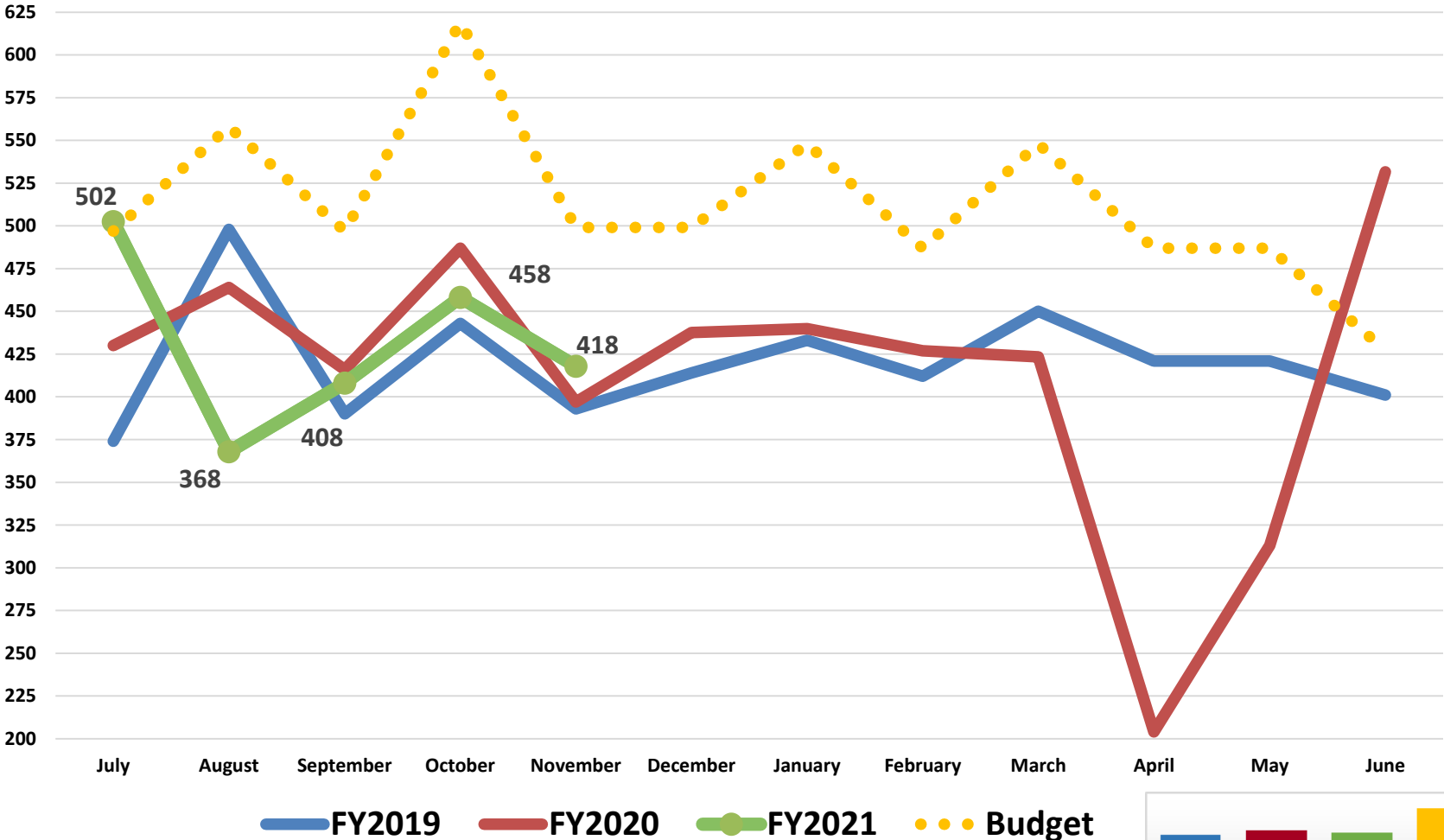
5,005	5,021	5,074	5,955
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Surgery (IP Only) – 100 Min Units



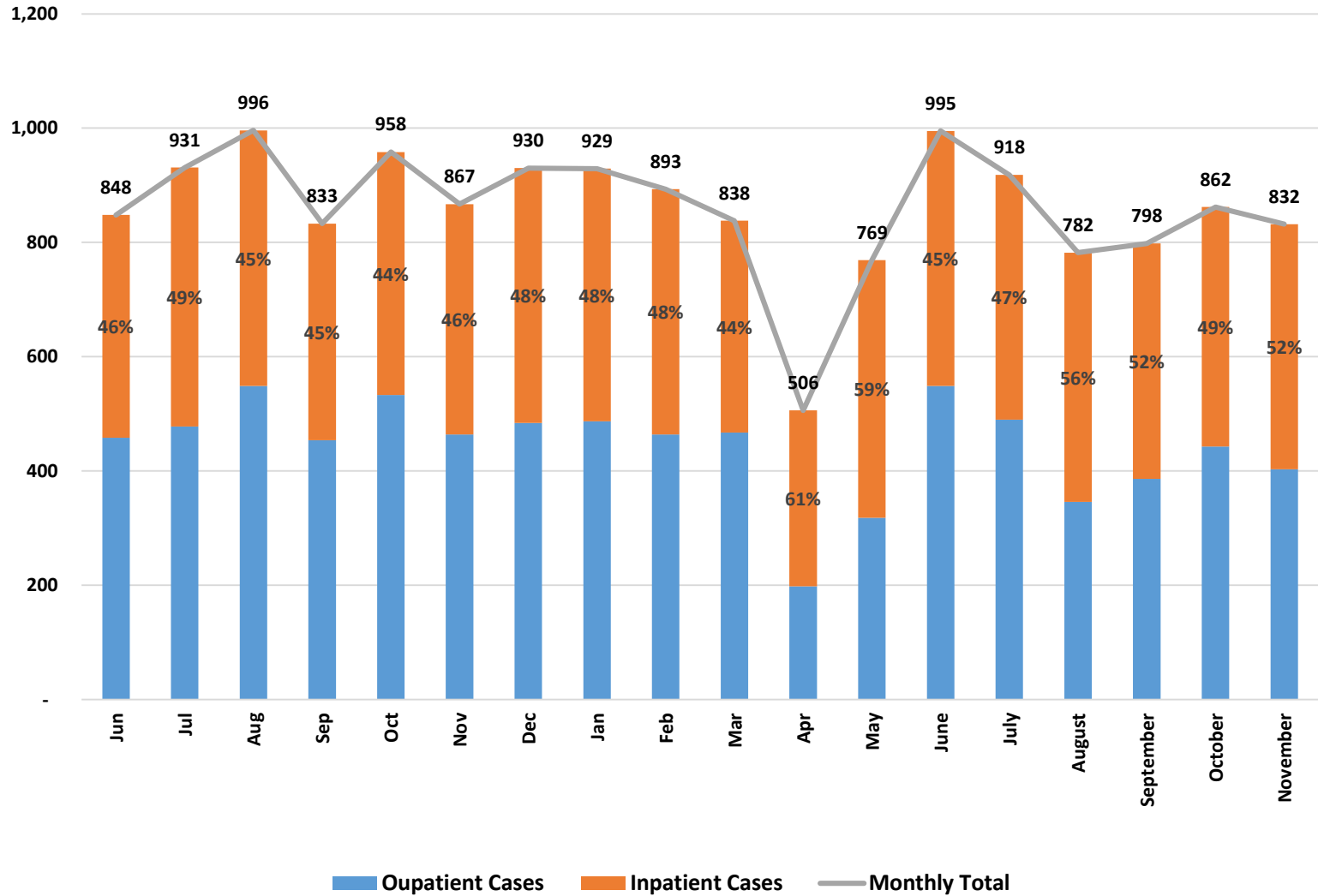
2,907	2,827	2,920	3,285
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Surgery (OP Only) – 100 Min Units

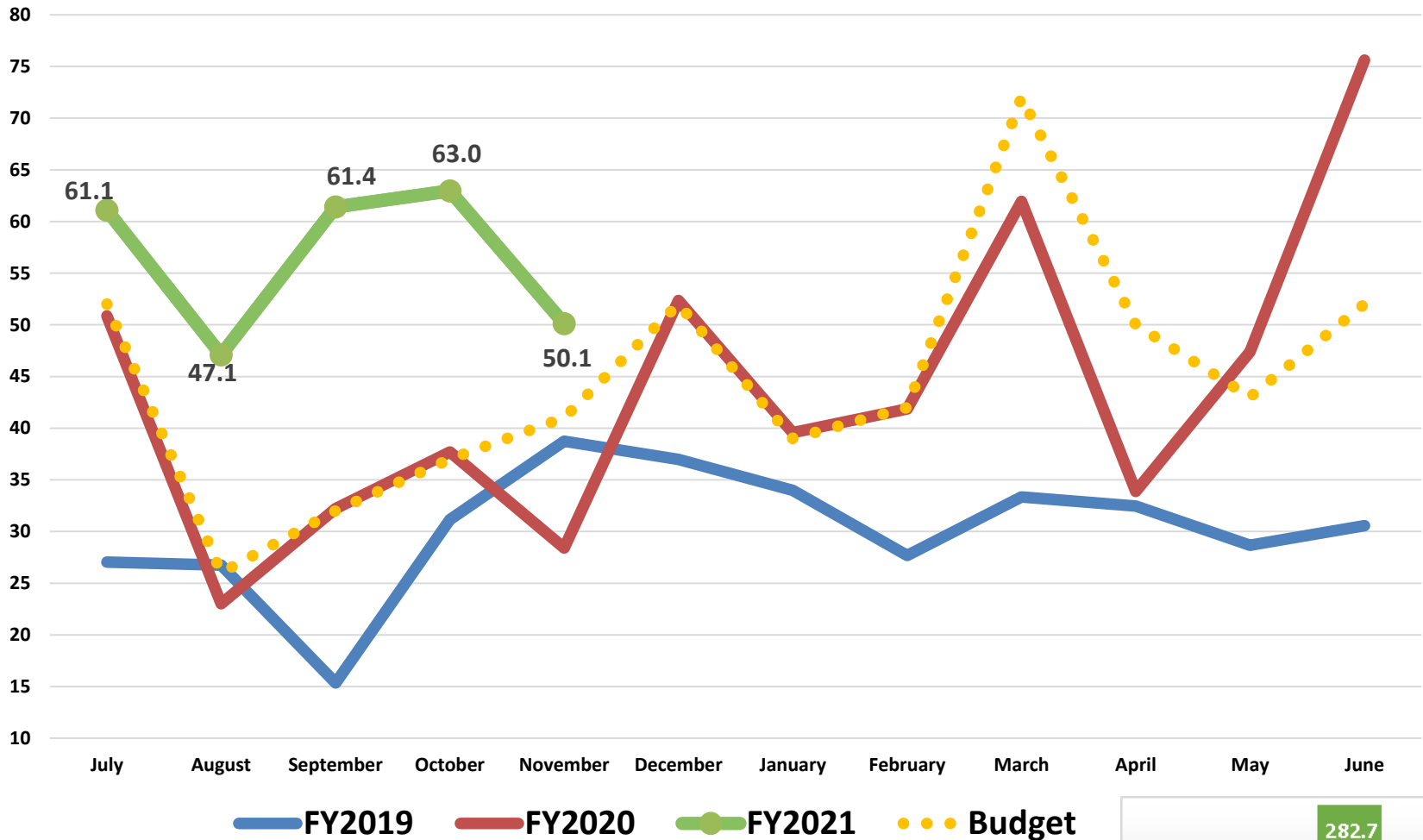


2,098	2,194	2,154	2,670
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Surgery (IP & OP) - Cases

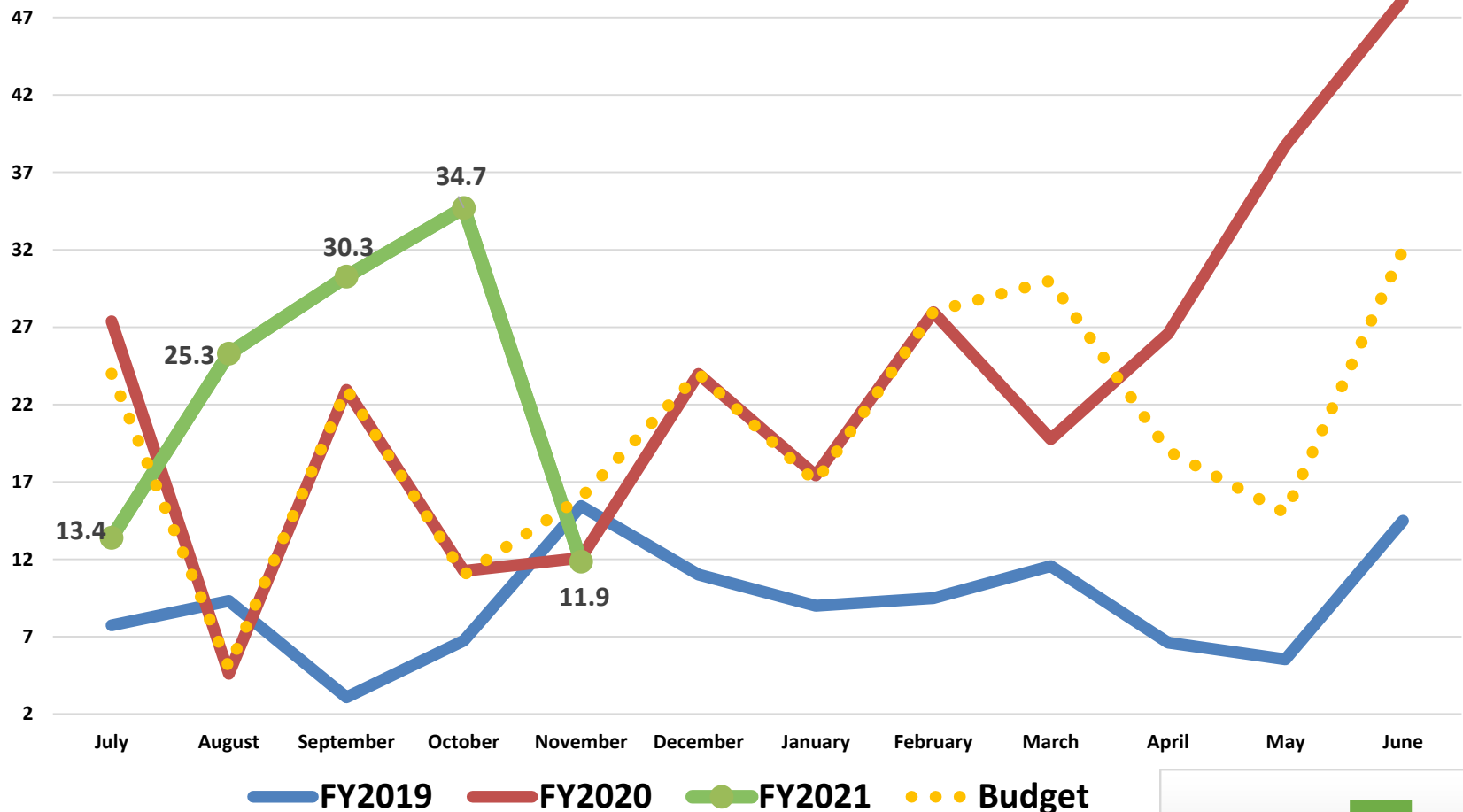


Robotic Surgery (IP & OP) – 100 Min Units



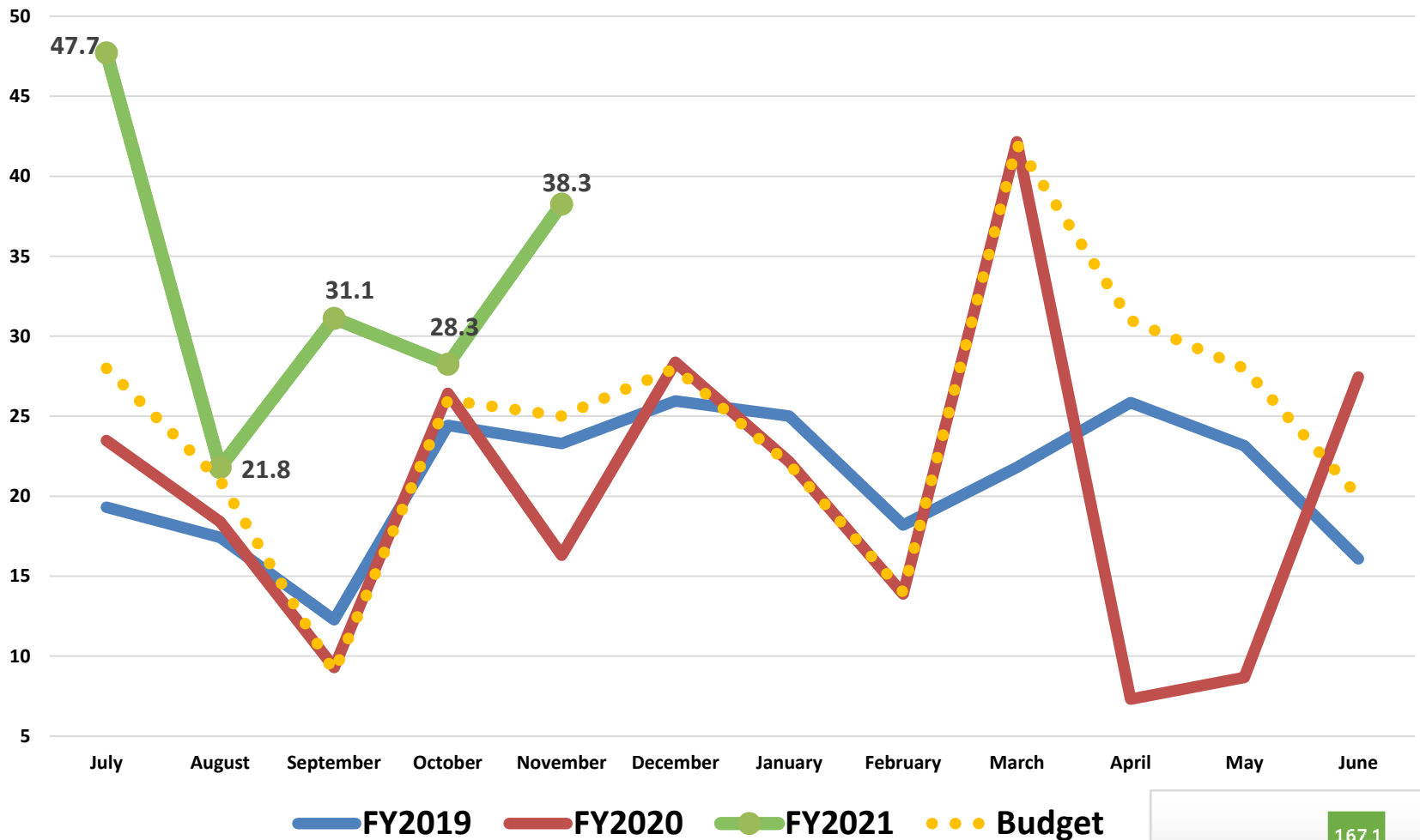
139.1	172.2	282.7	188.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Robotic Surgery (IP Only) – 100 Min Units



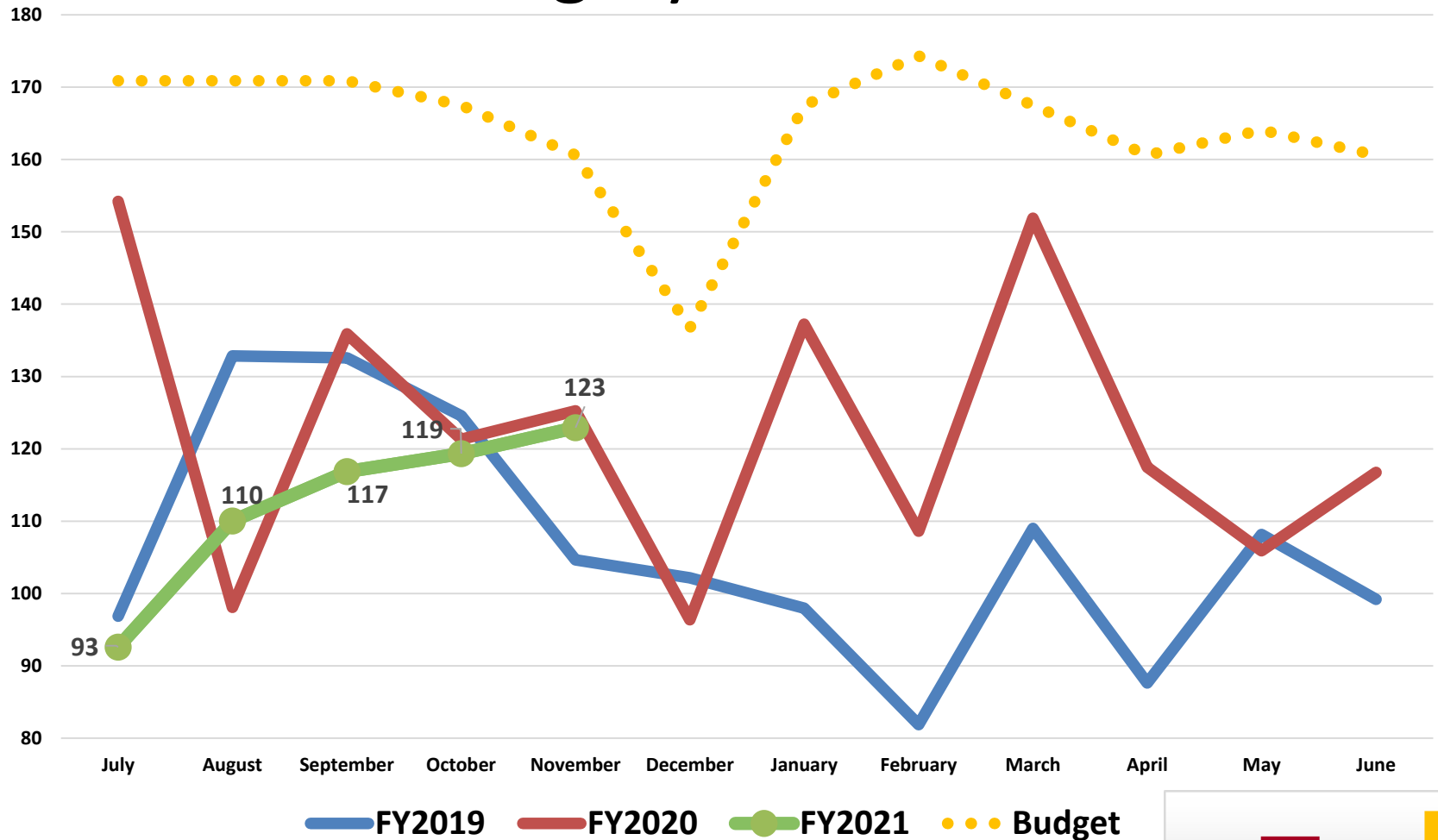
42.3	78.3	115.5	79.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Robotic Surgery (OP Only) – 100 Min Units



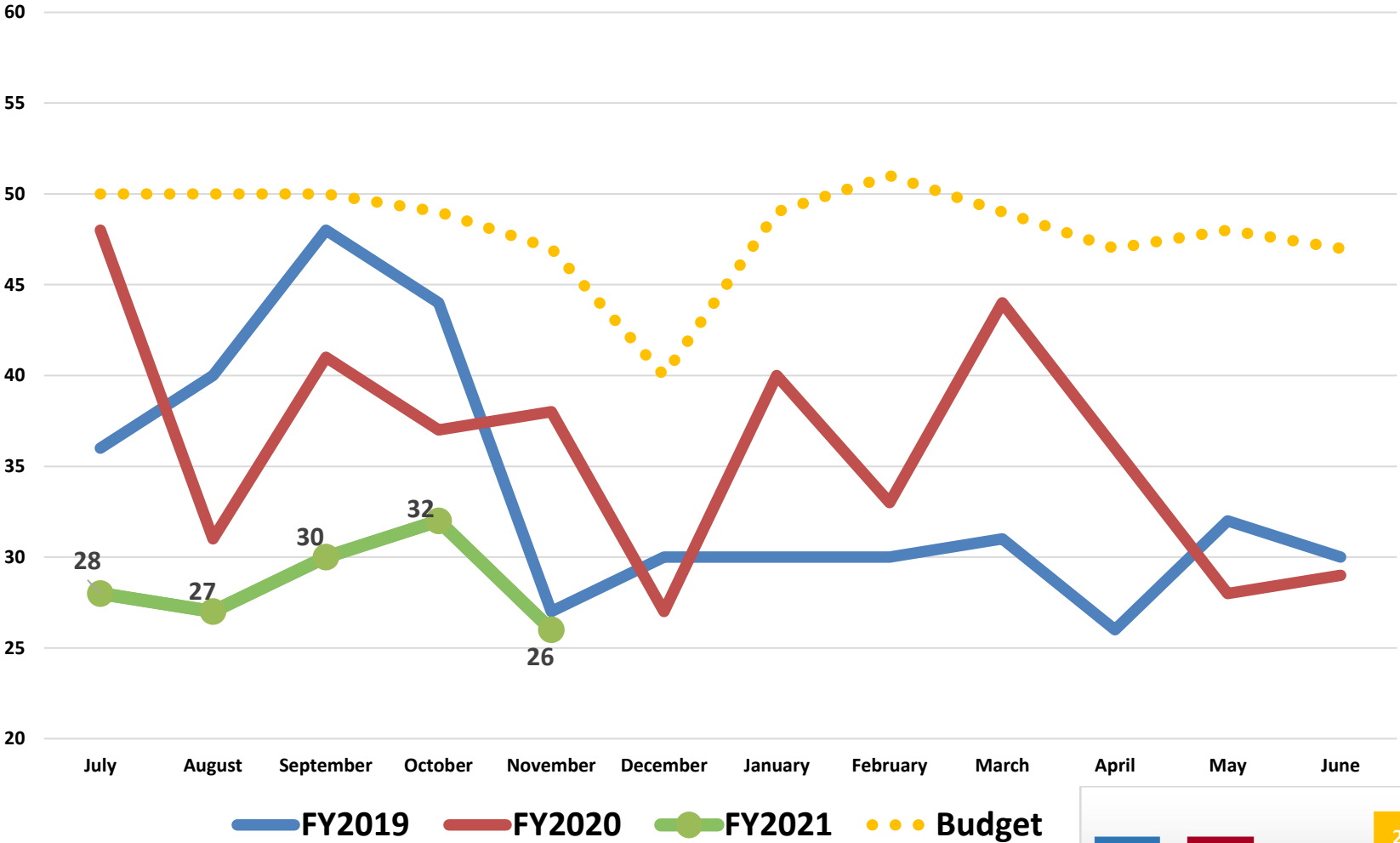
96.8	93.9	167.1	109.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Cardiac Surgery – 100 Min Units



591	635	562	841
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

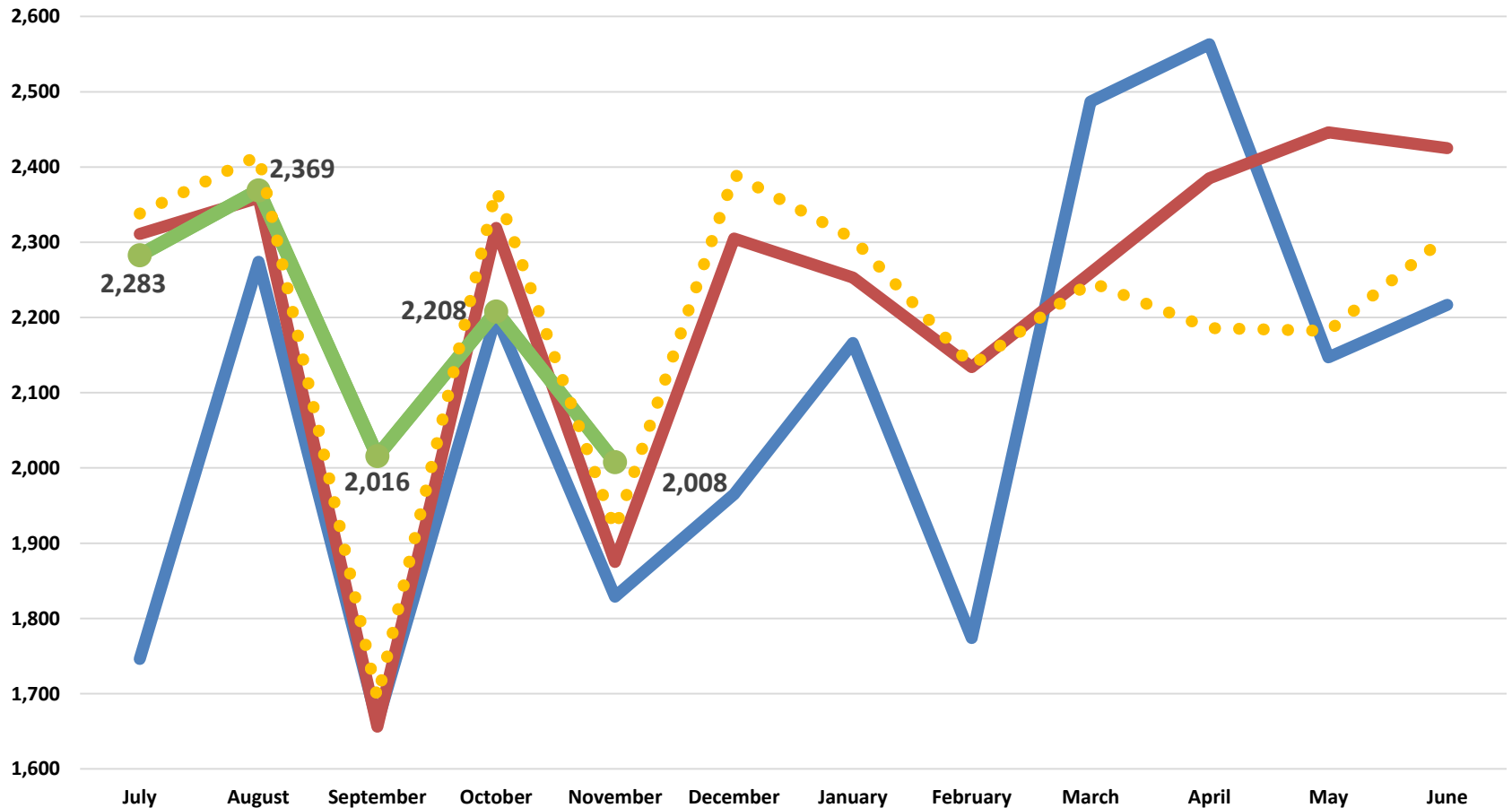
Cardiac Surgery – Cases



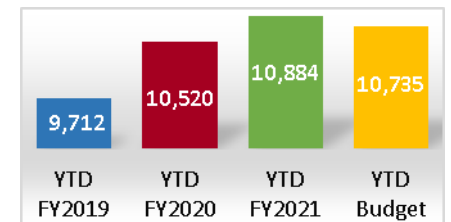
195	195	143	246
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Radiation Oncology Treatments

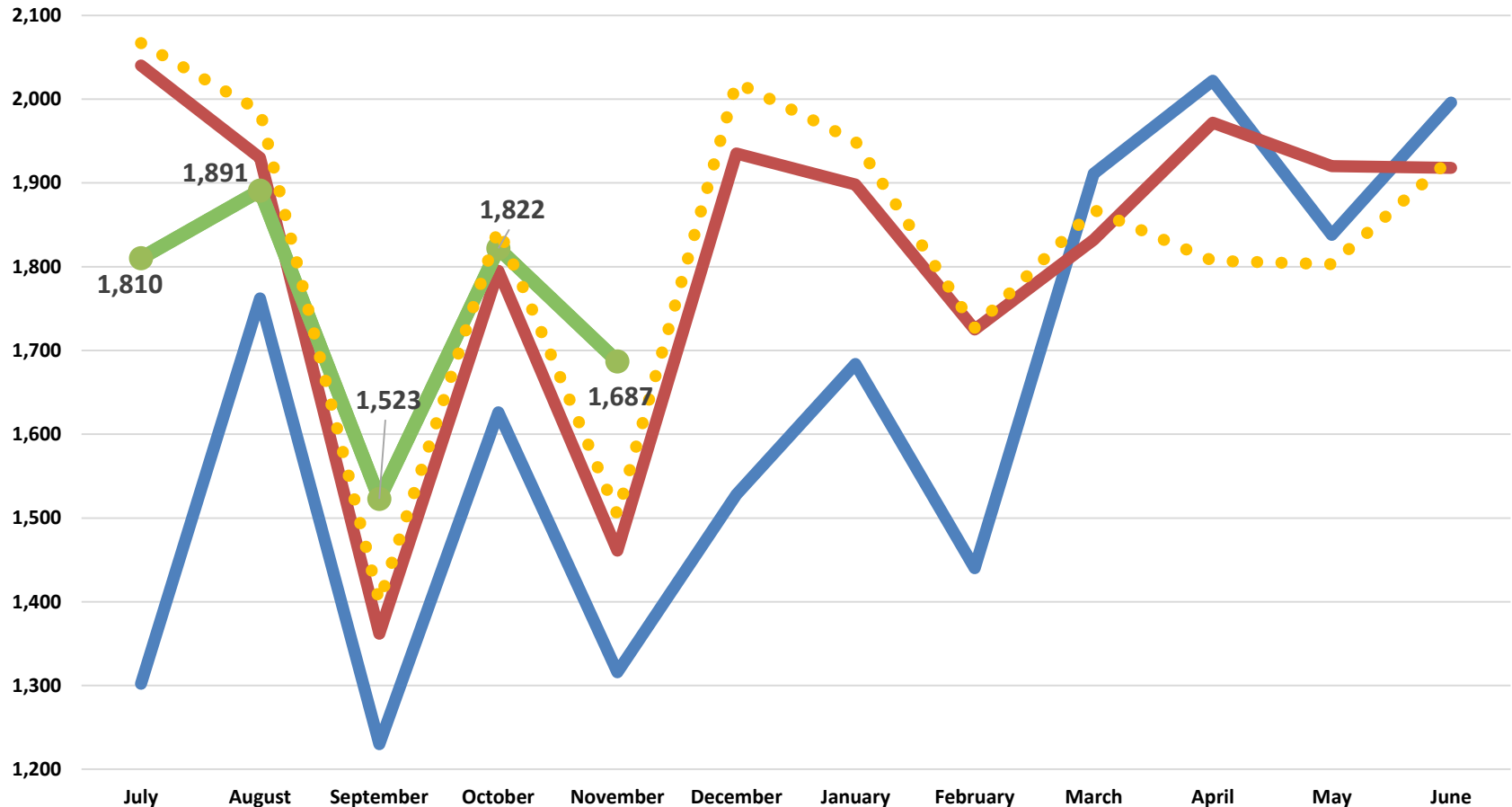
Hanford and Visalia



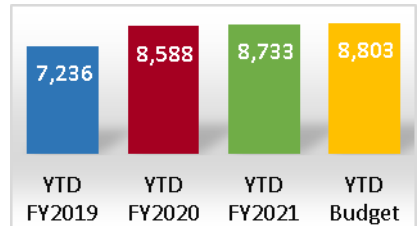
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



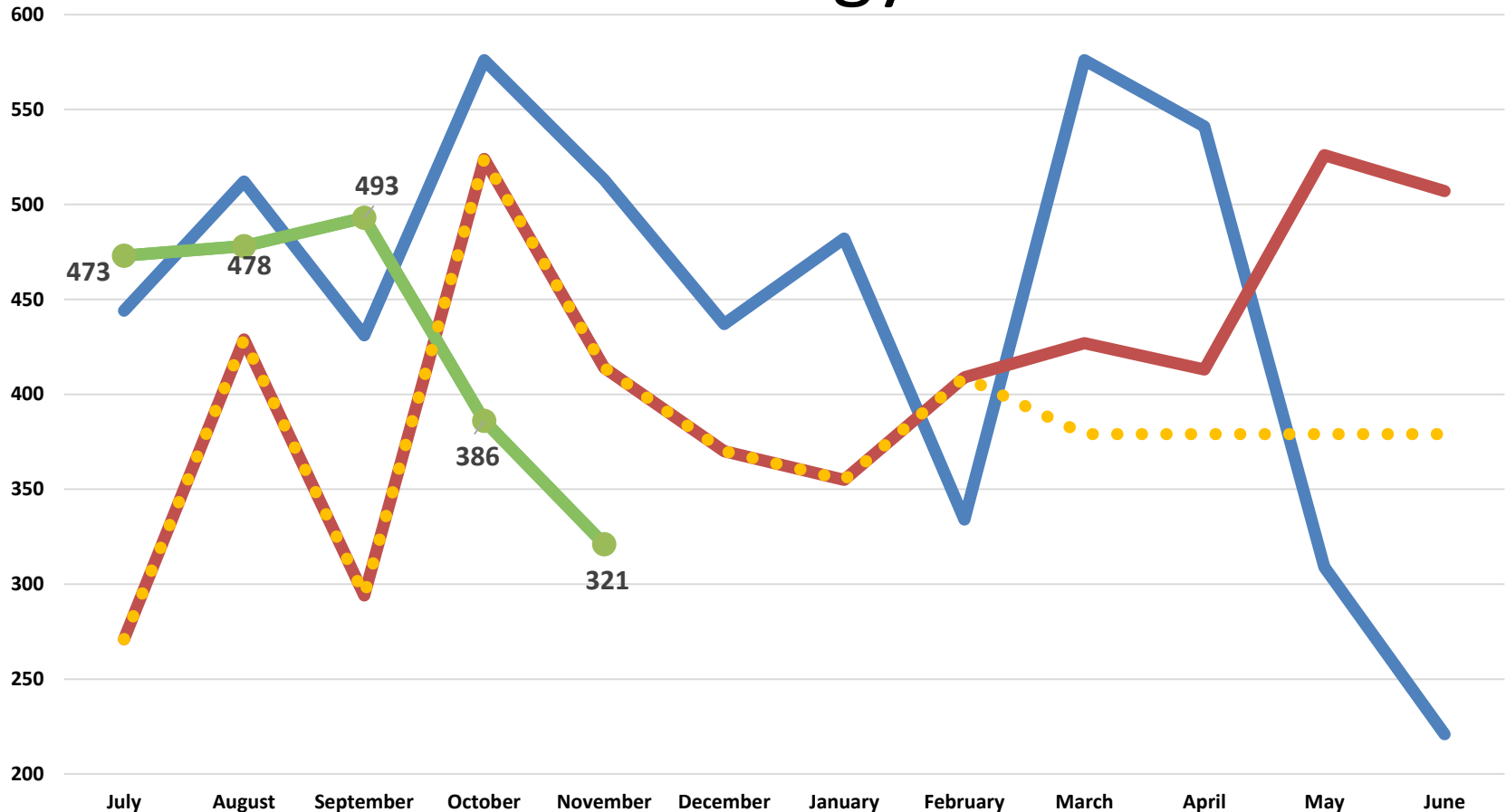
Radiation Oncology - Visalia



—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



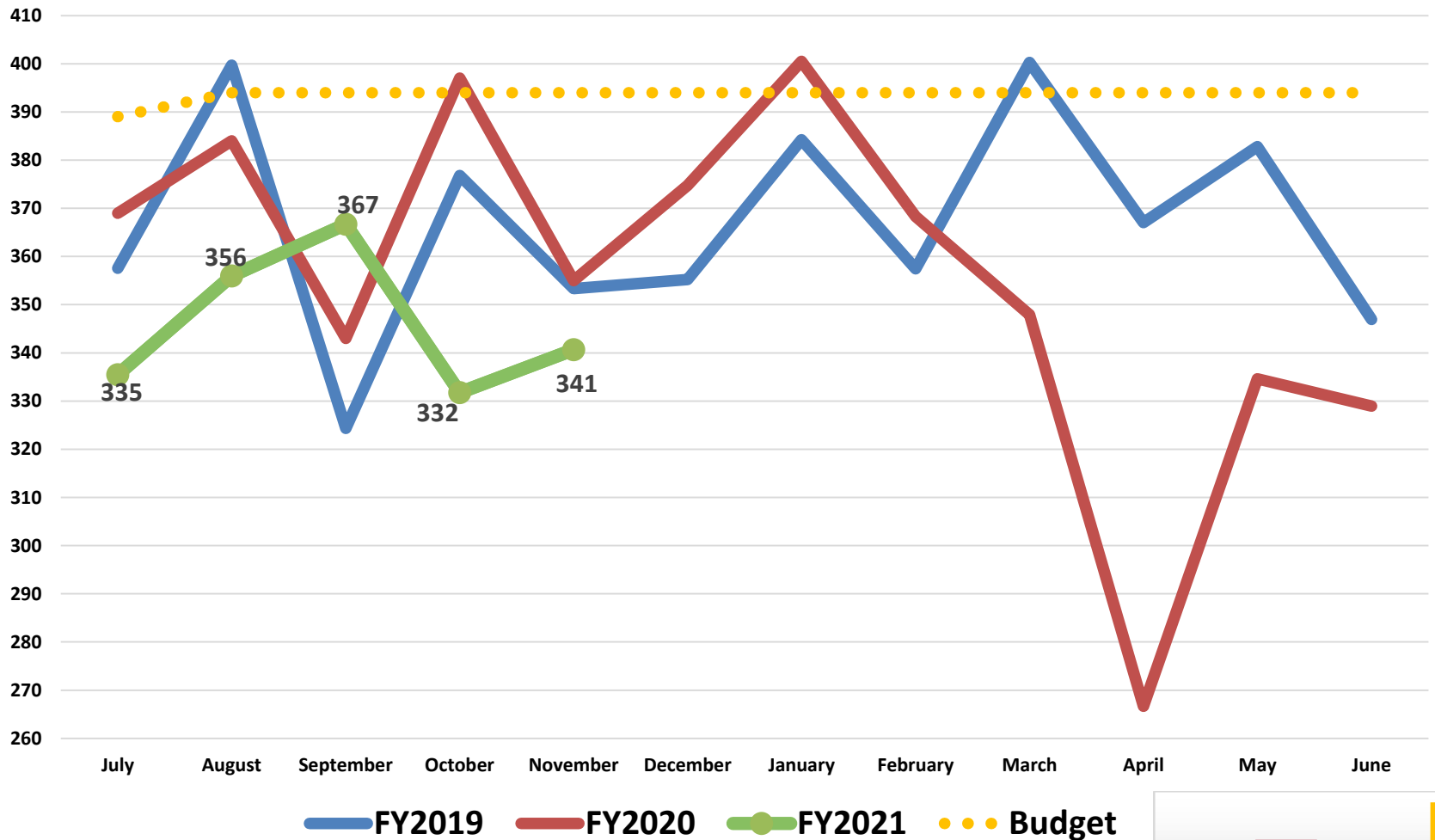
Radiation Oncology - Hanford



—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

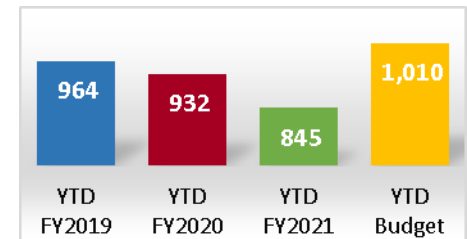
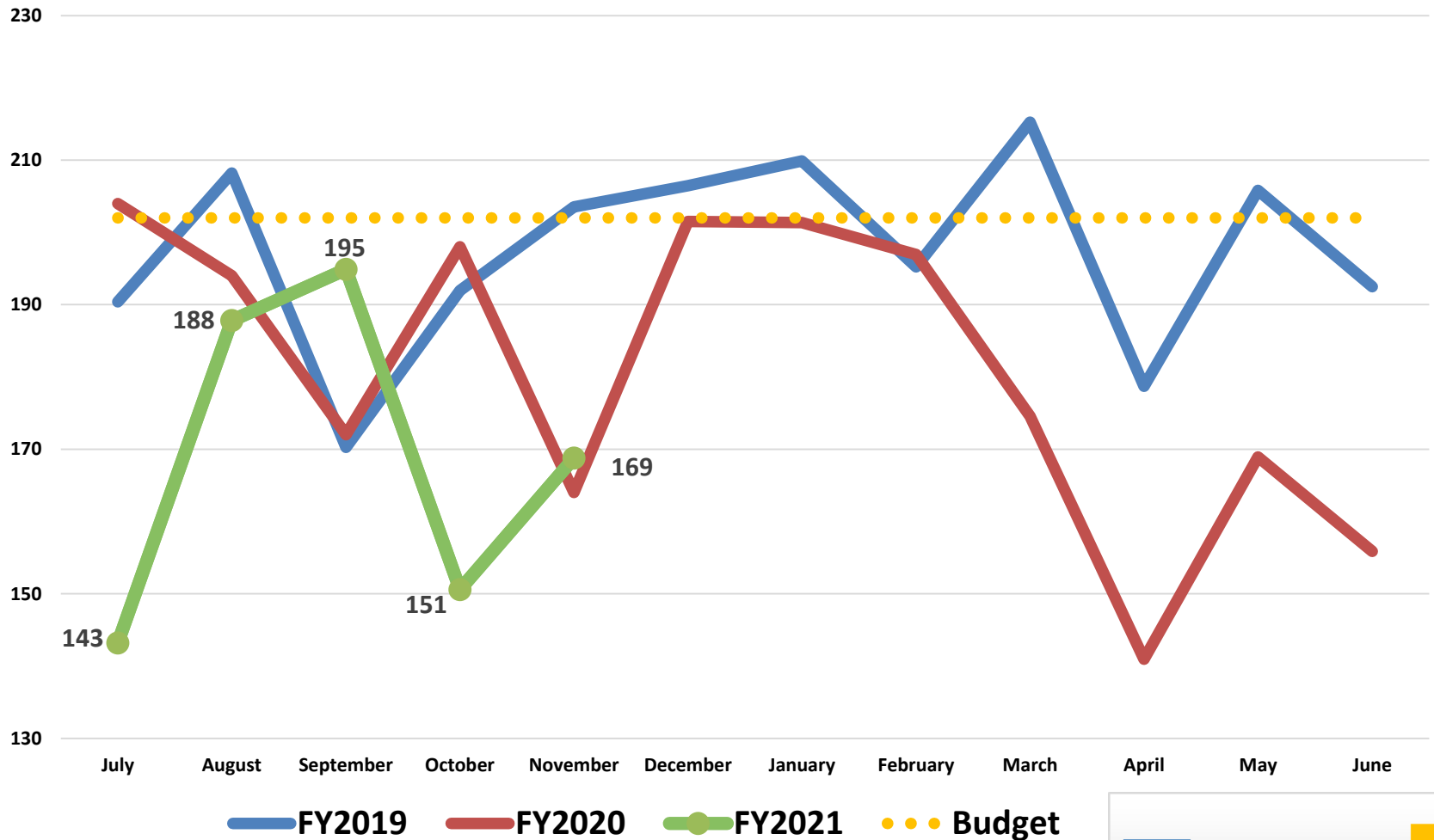
2,476	1,932	2,151	1,932
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Cath Lab (IP & OP) – 100 Min Units

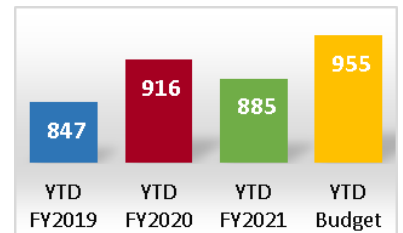
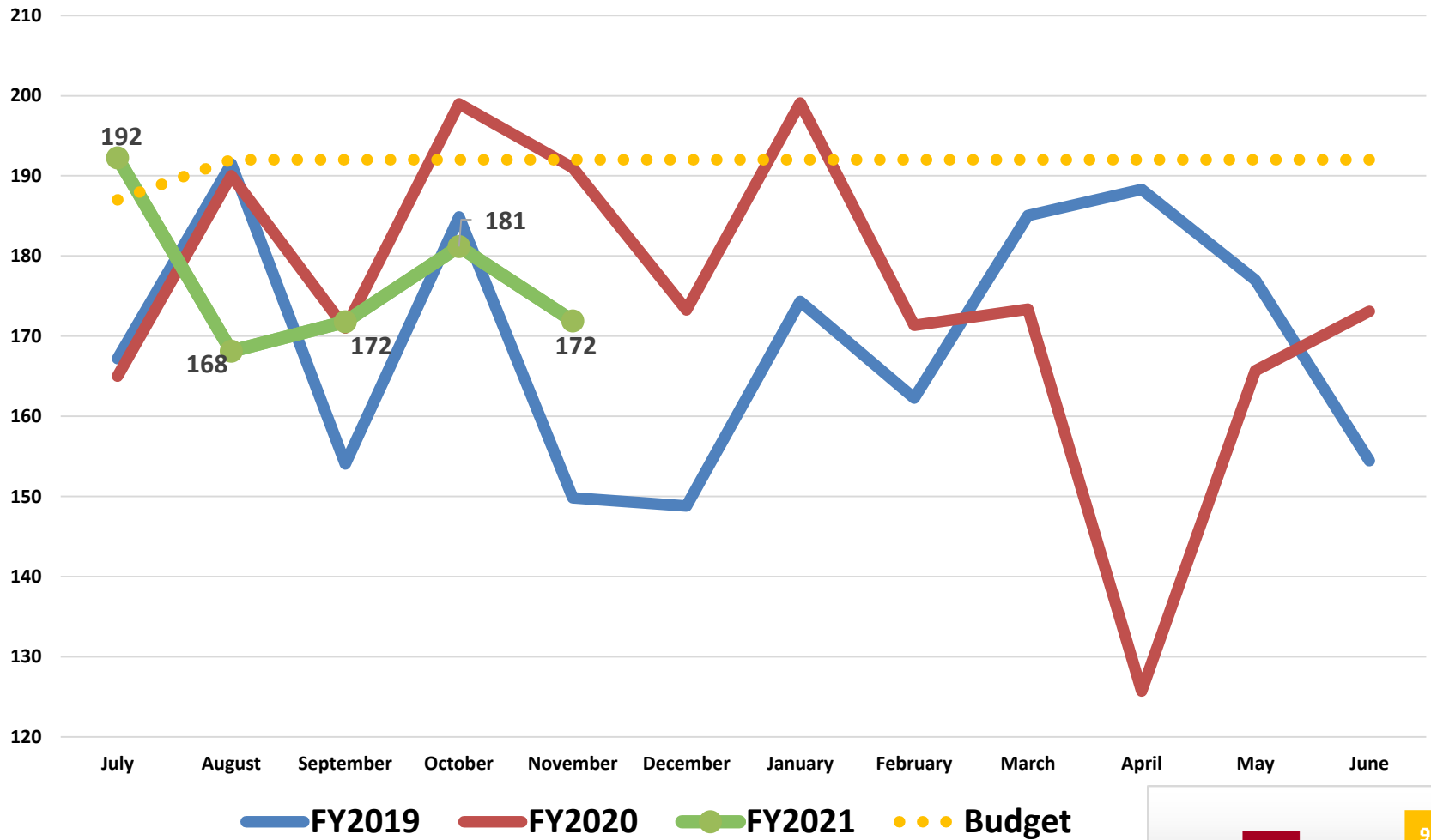


1,812	1,848	1,731	1,965
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

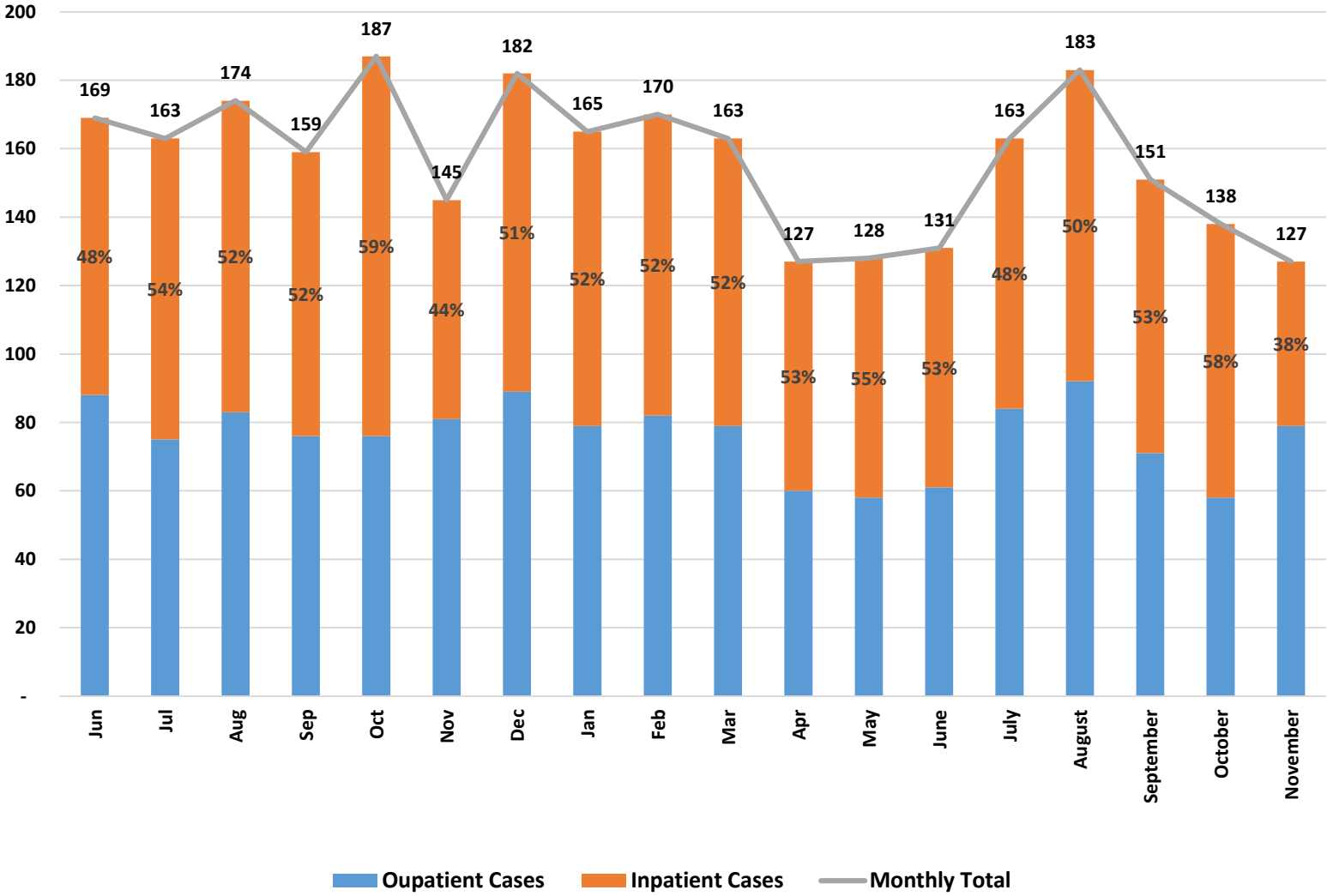
Cath Lab (IP Only) – 100 Min Units



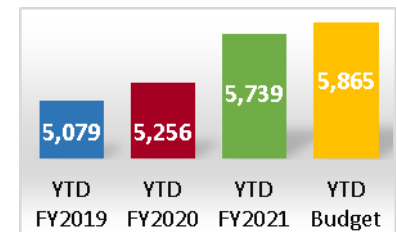
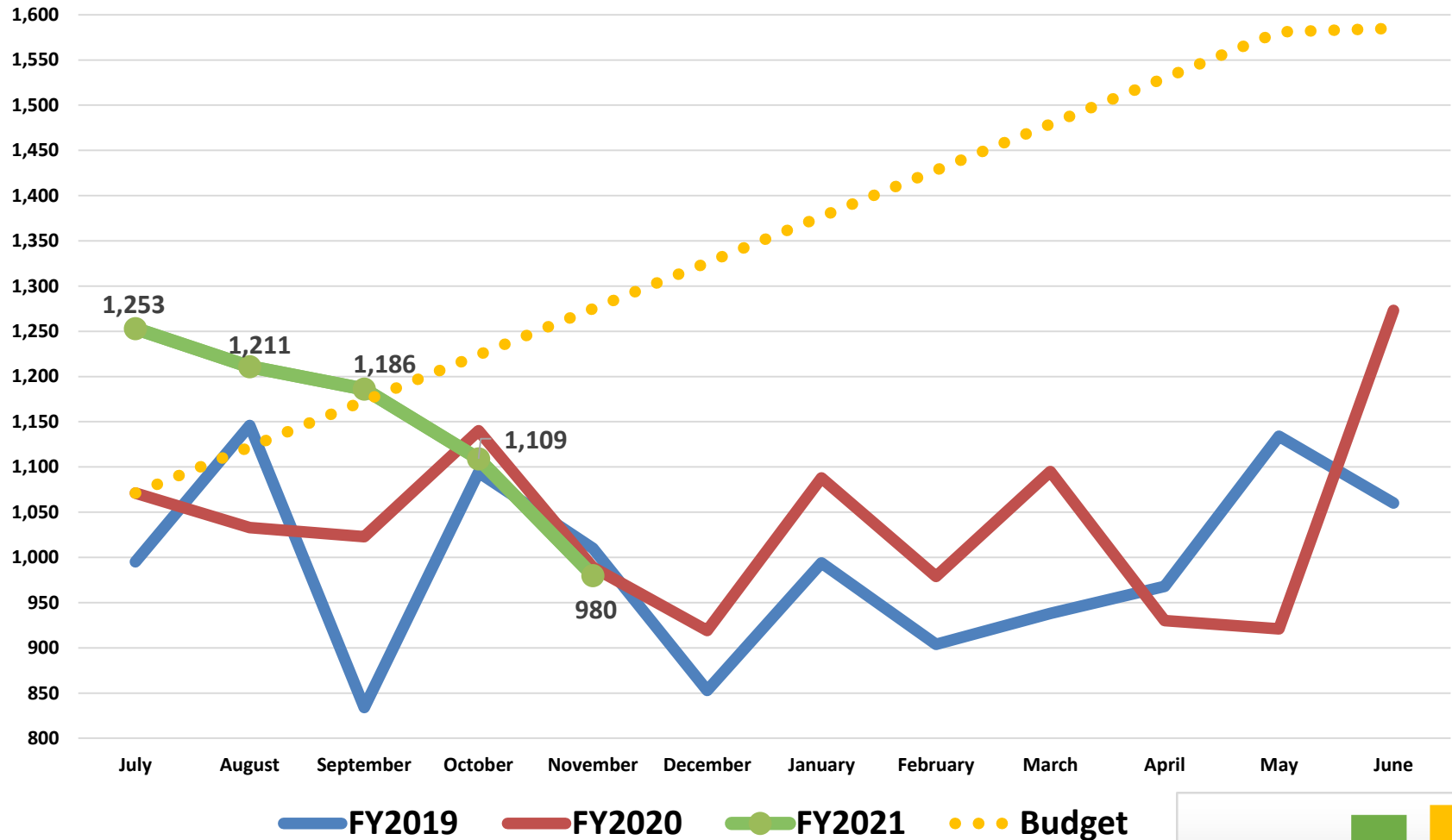
Cath Lab (OP Only) – 100 Min Units



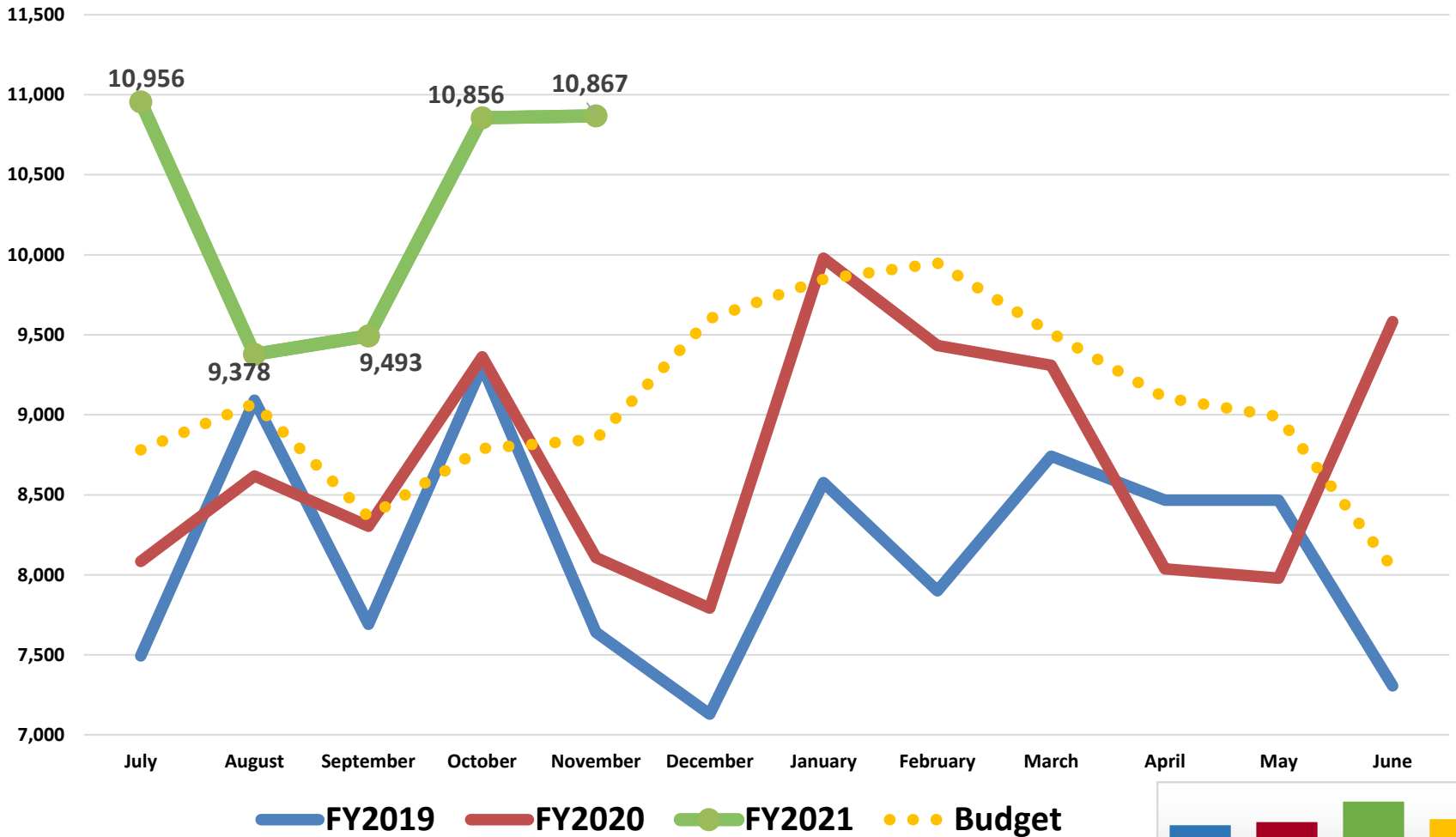
Cath Lab (IP & OP) - Patients



GME Family Medicine Clinic Visits

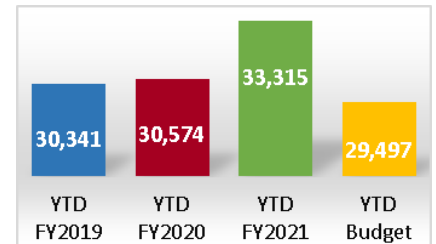
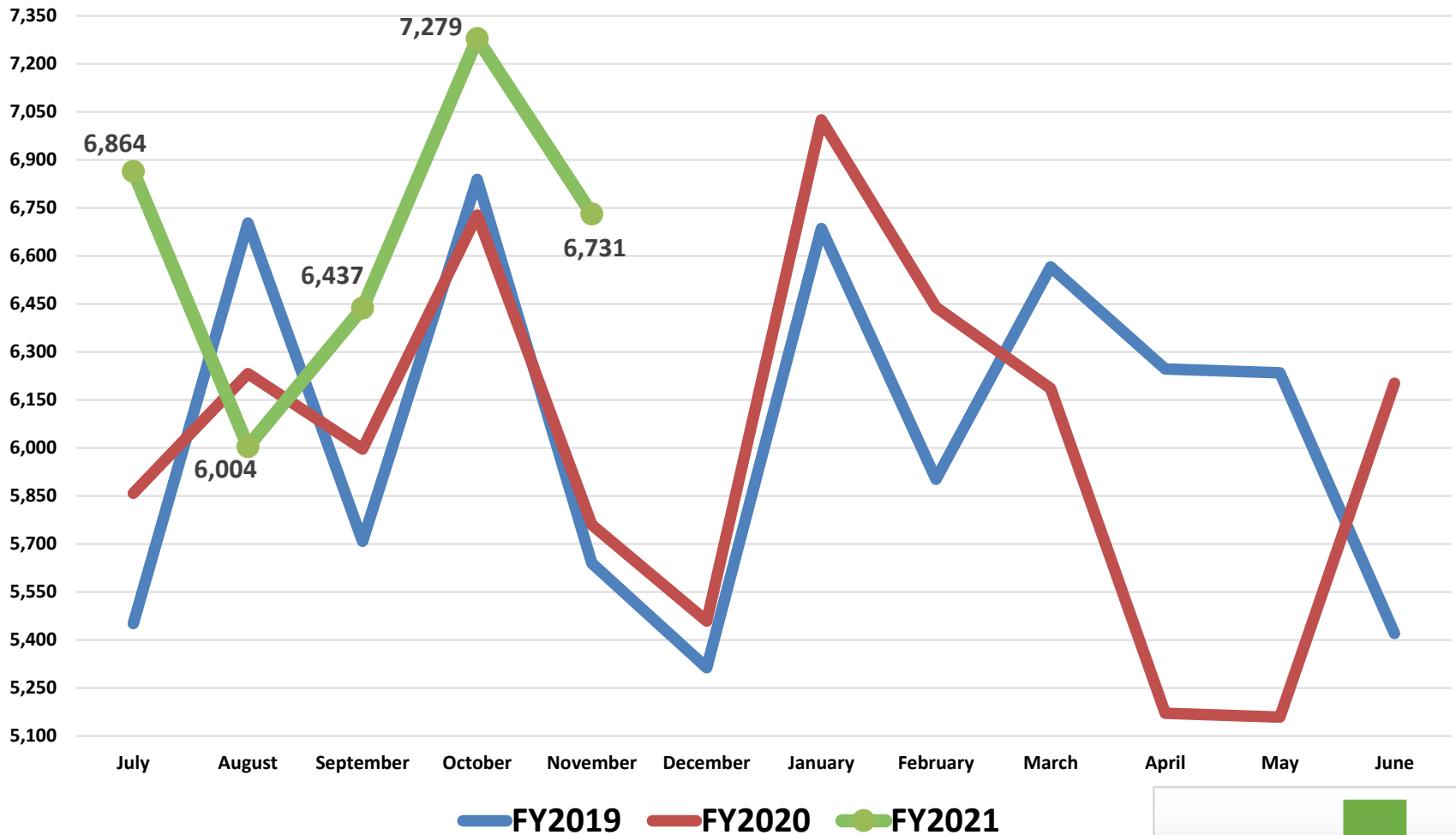


Rural Health Clinic Registrations

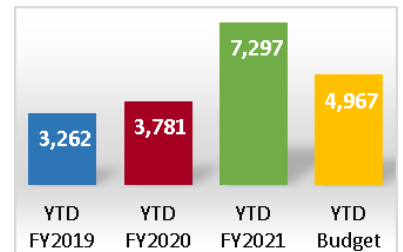
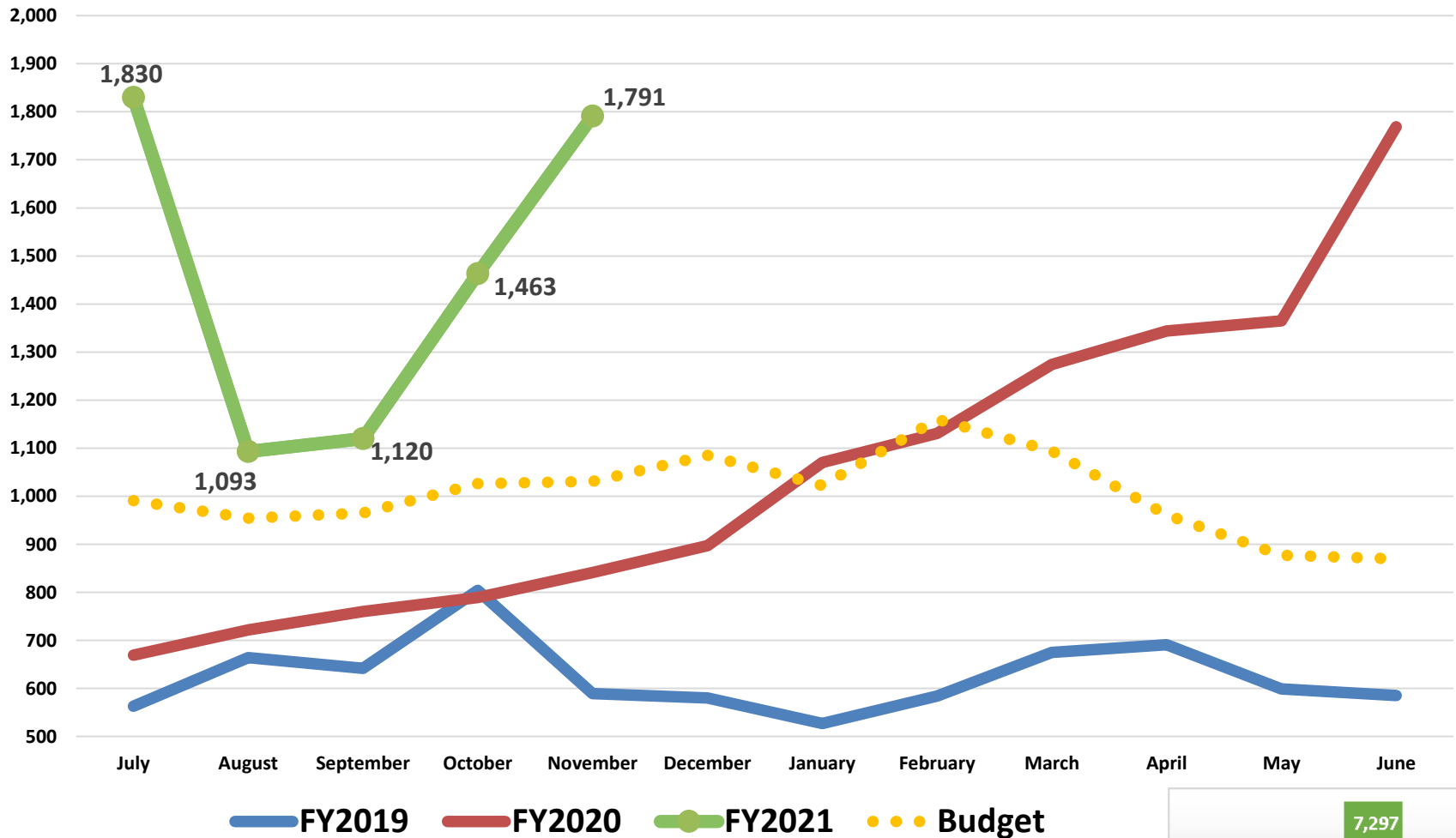


41,217	42,477	51,550	43,849
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

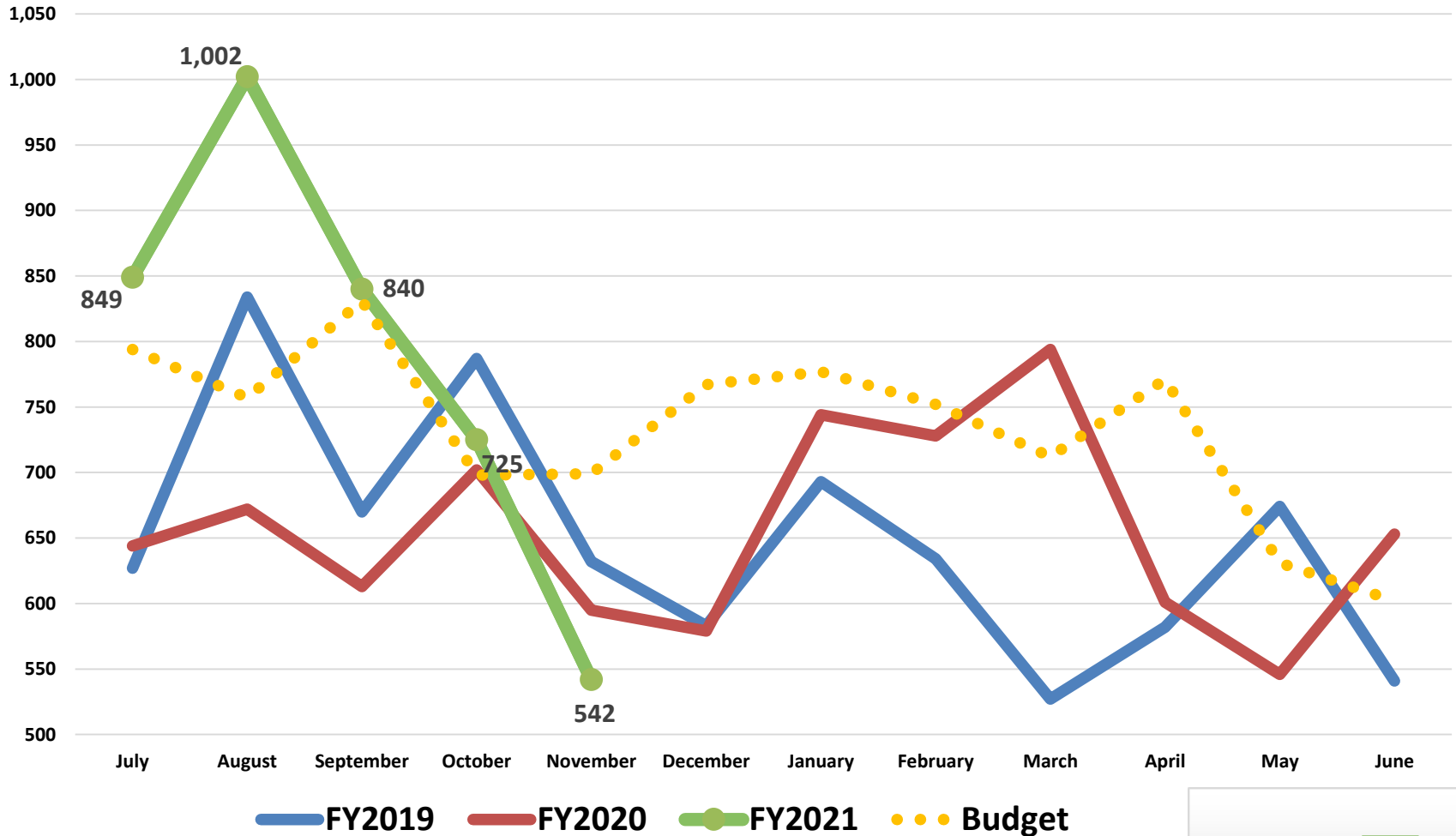
Exeter RHC - Registrations



Lindsay RHC - Registrations

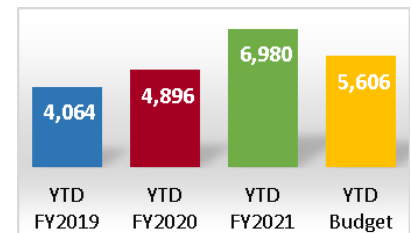
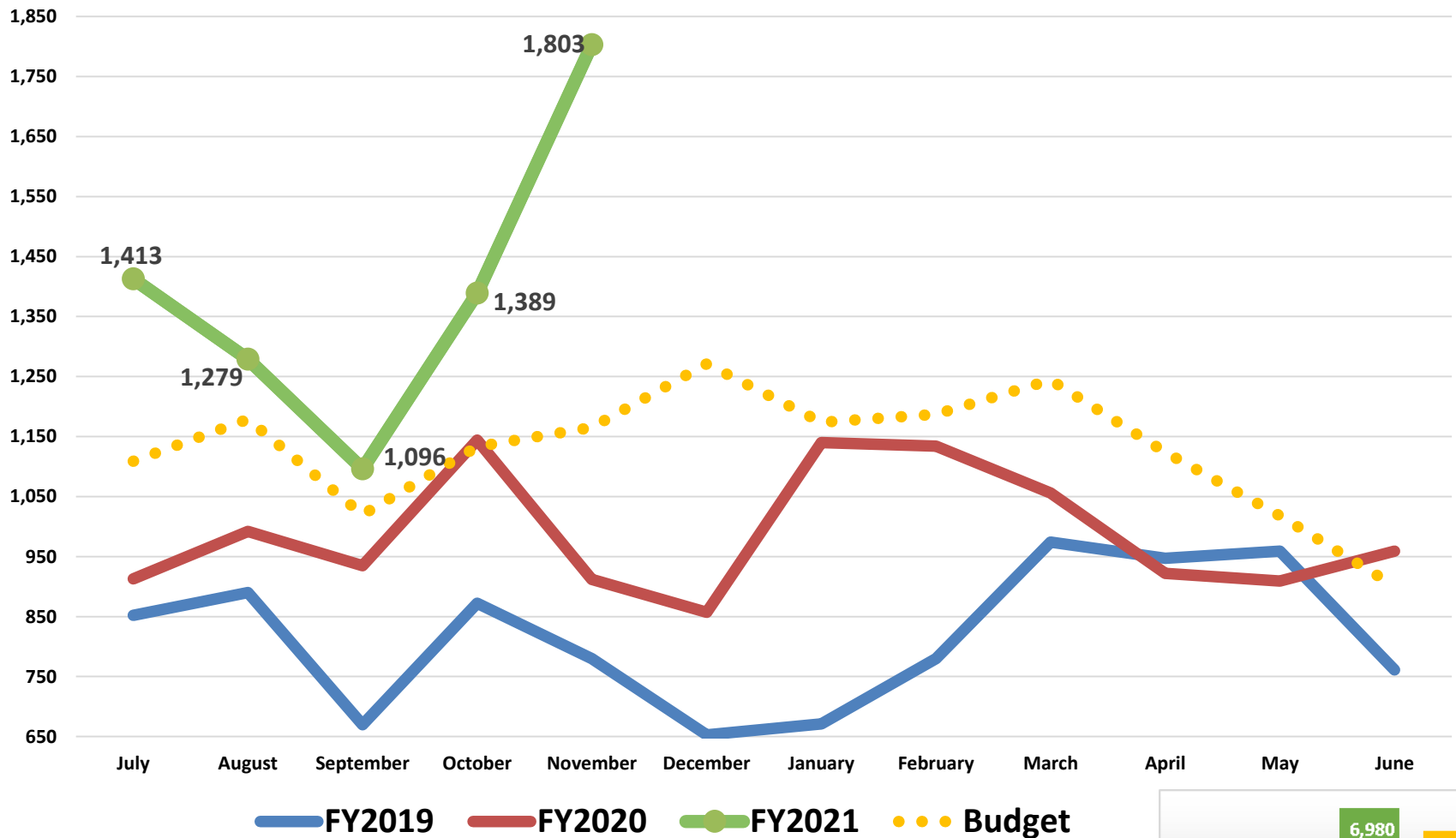


Woodlake RHC - Registrations

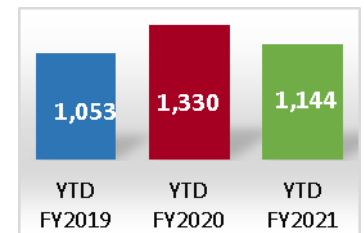
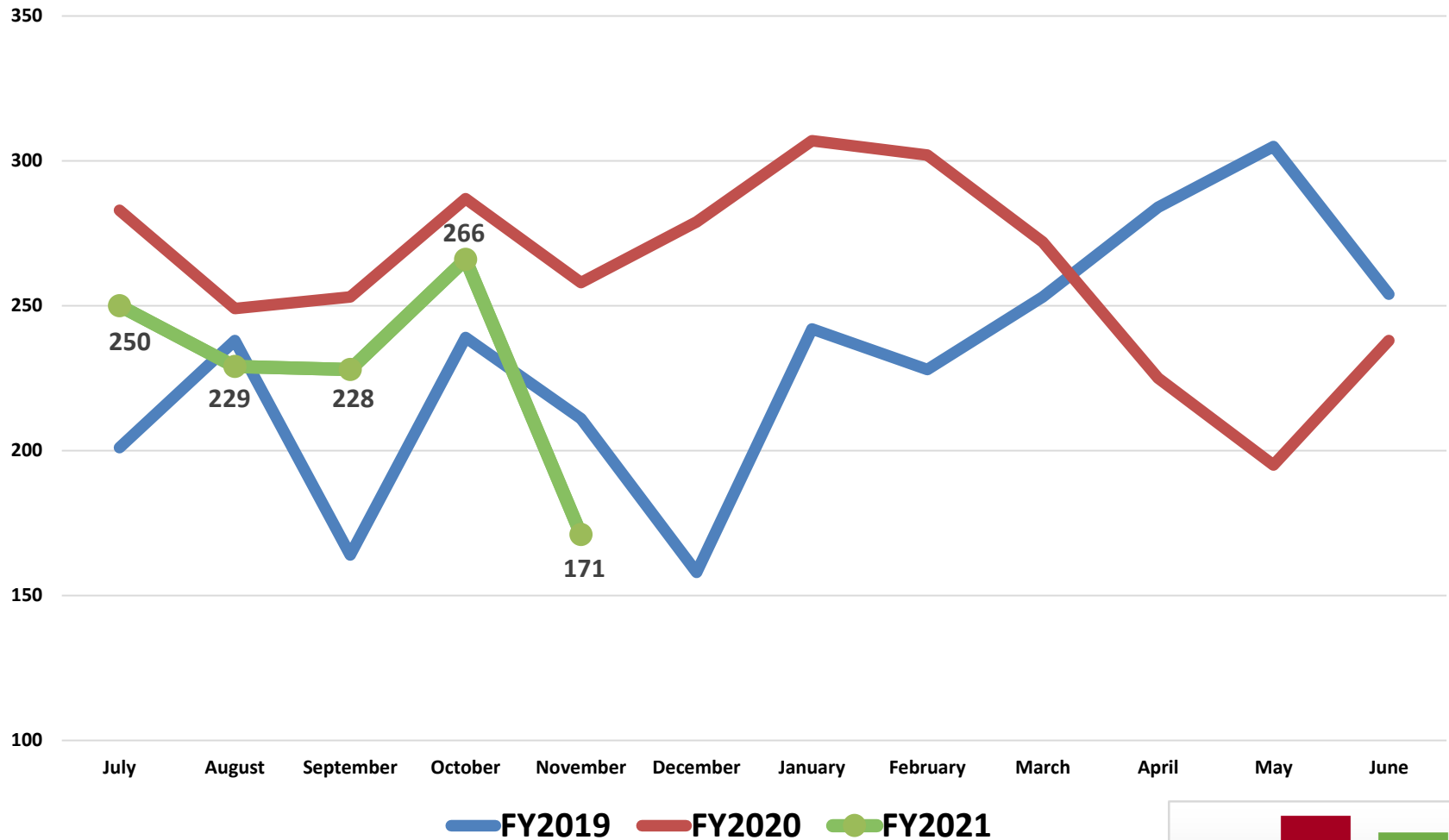


3,550	3,226	3,958	3,779
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

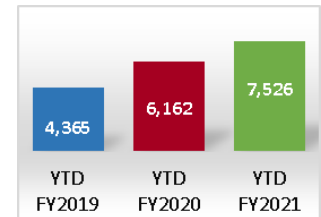
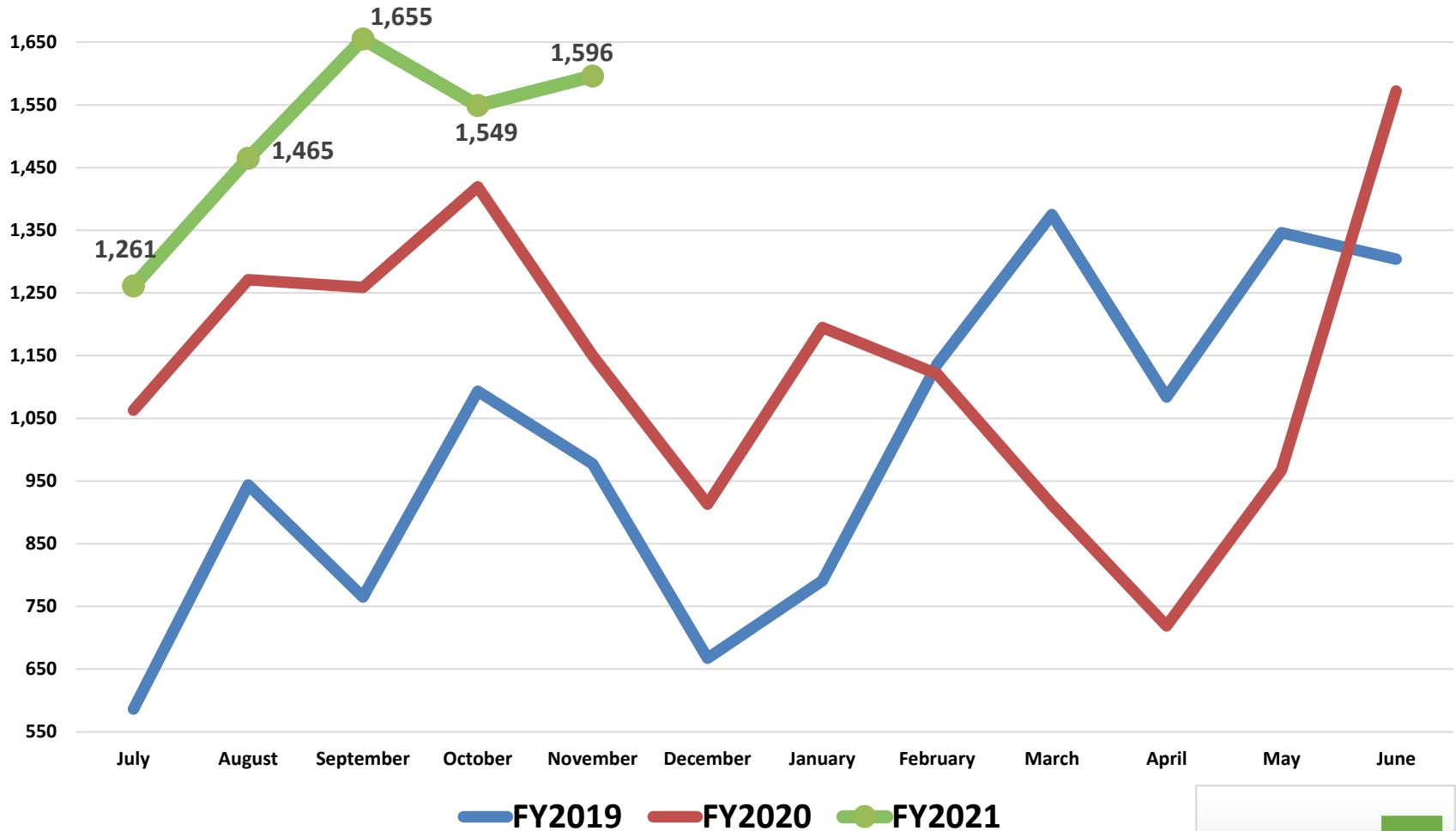
Dinuba RHC - Registrations



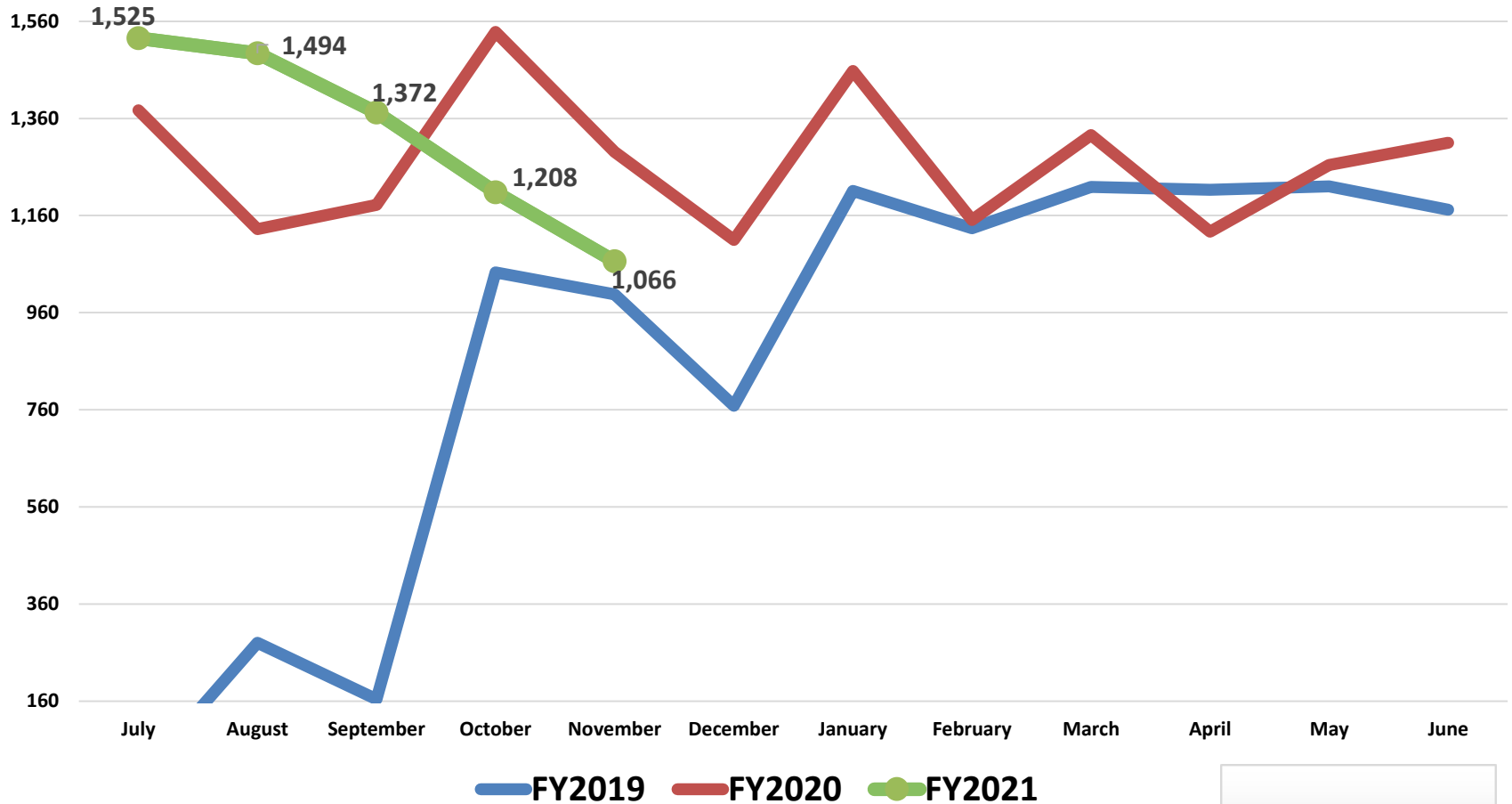
Neurosurgery Clinic - Registrations



Neurosurgery Clinic - wRVU's

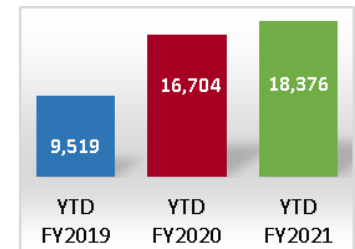
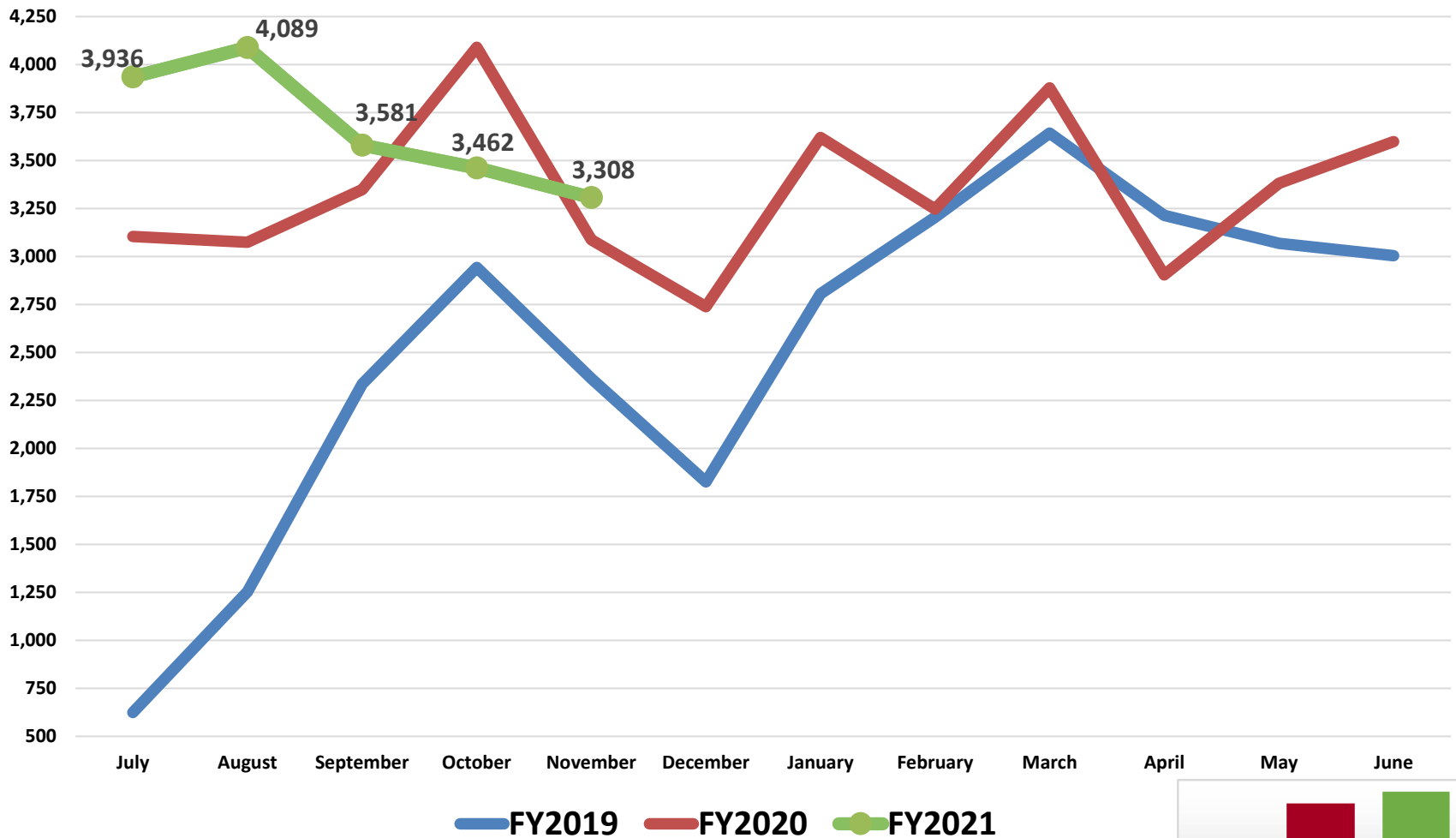


Sequoia Cardiology - Registrations

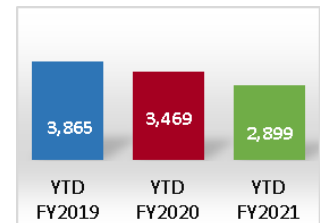
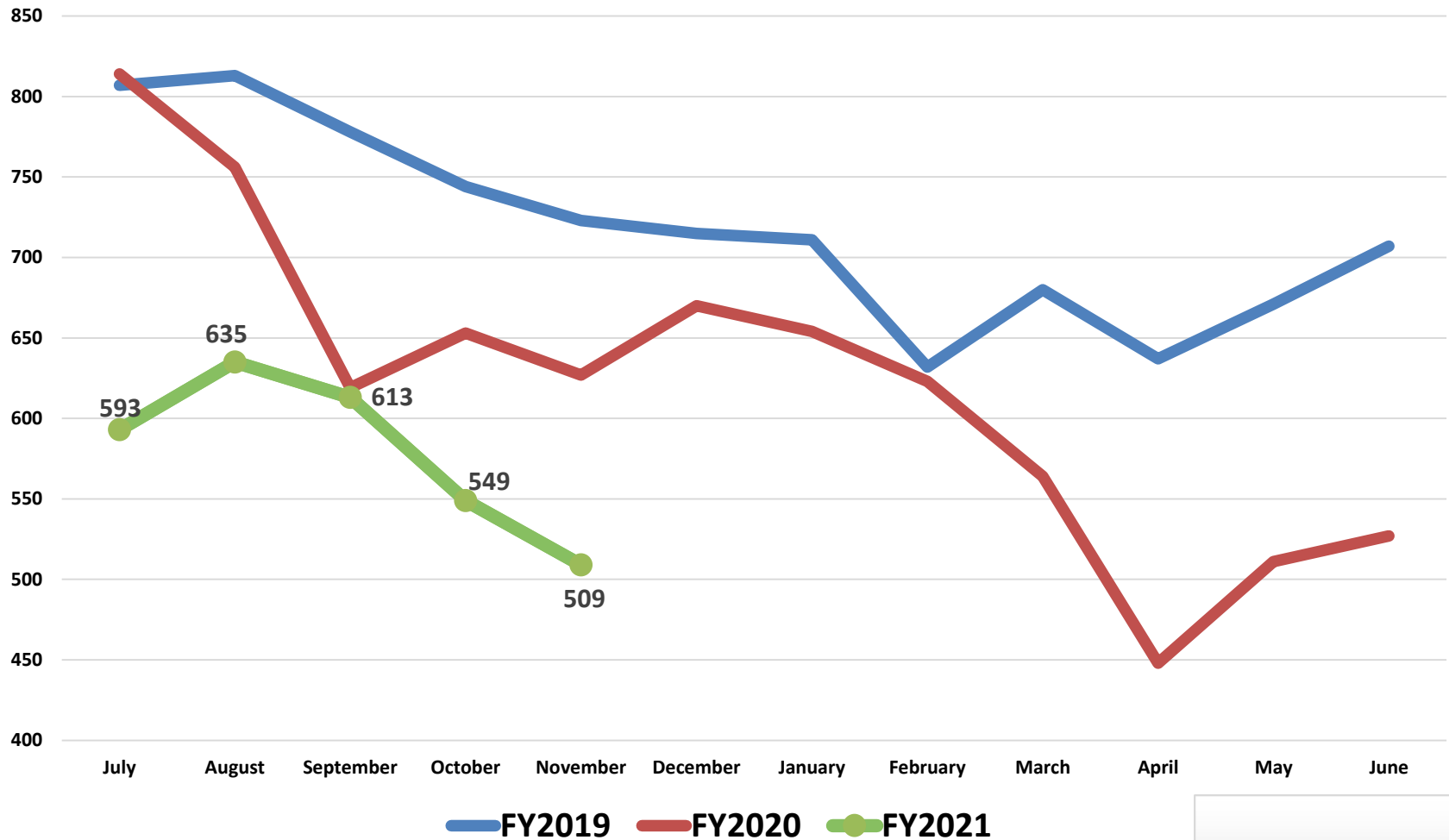


2,485	6,520	6,665
YTD FY2019	YTD FY2020	YTD FY2021

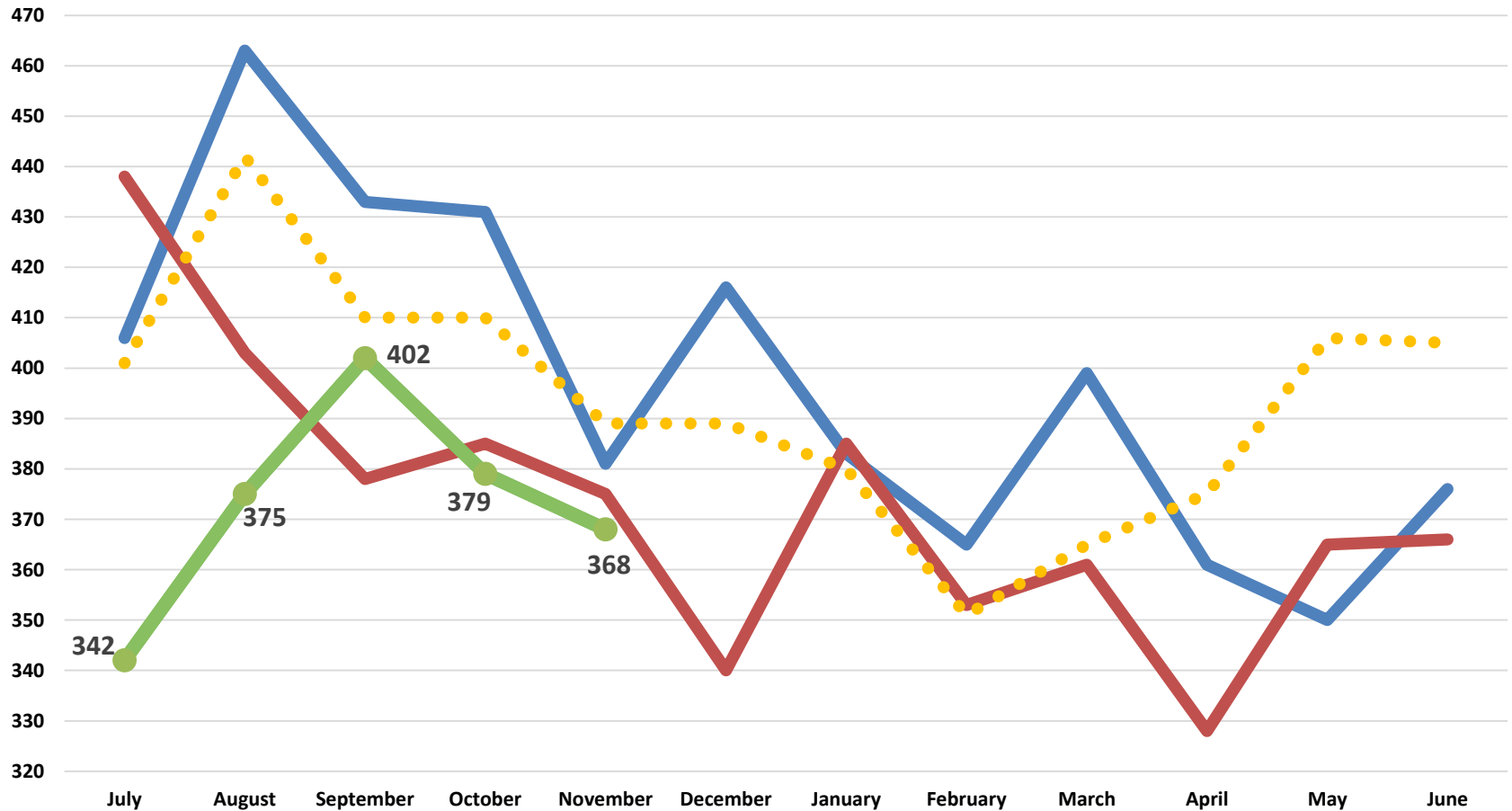
Sequoia Cardiology – wRVU's



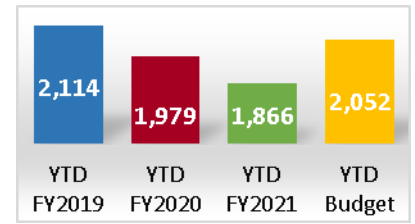
Labor Triage Registrations



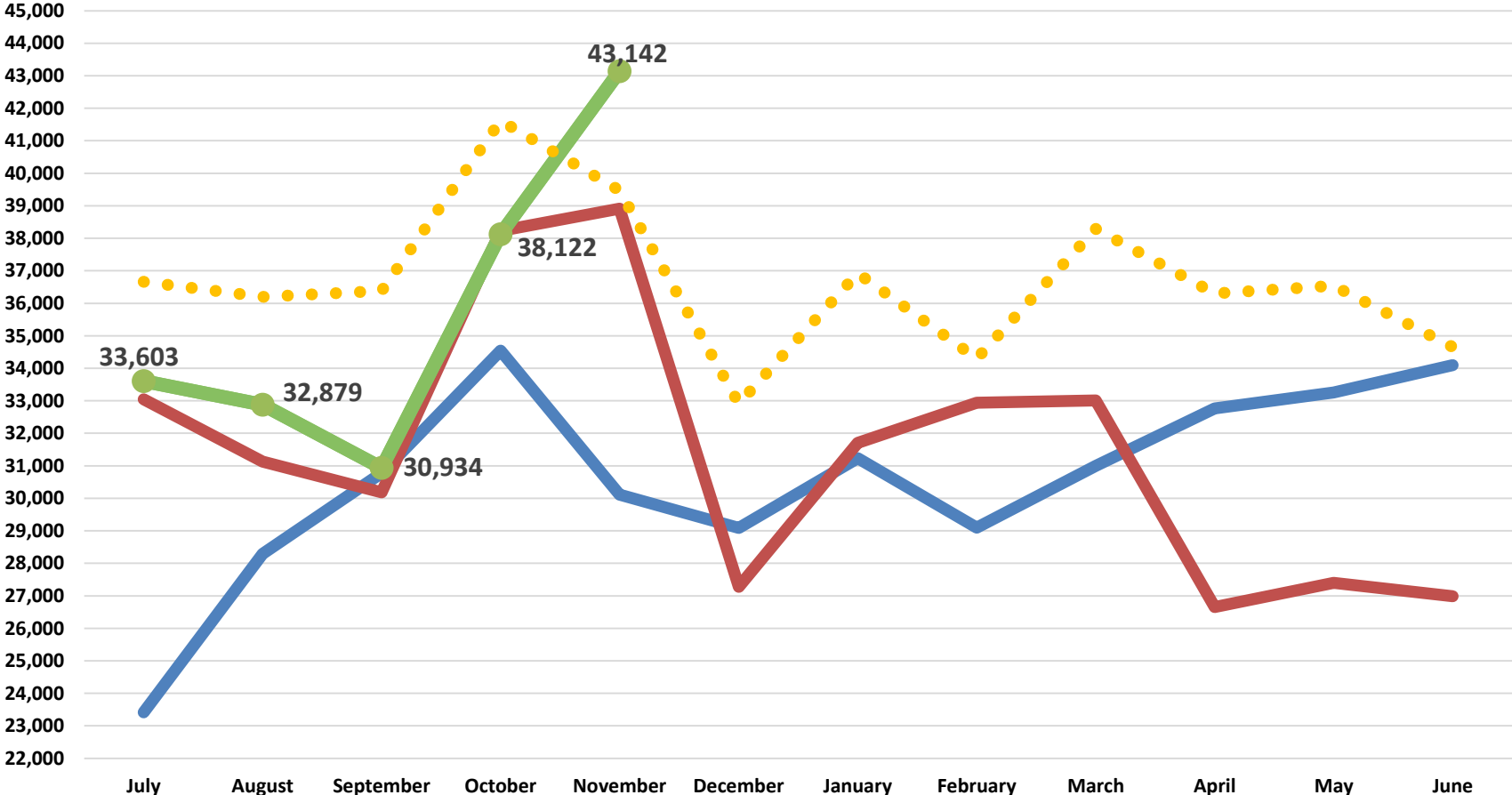
Deliveries



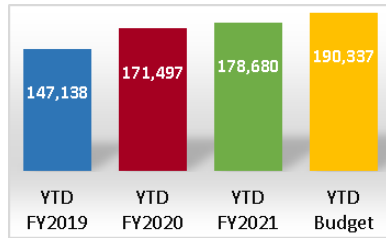
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



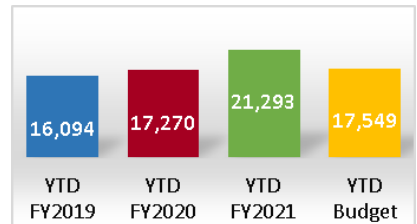
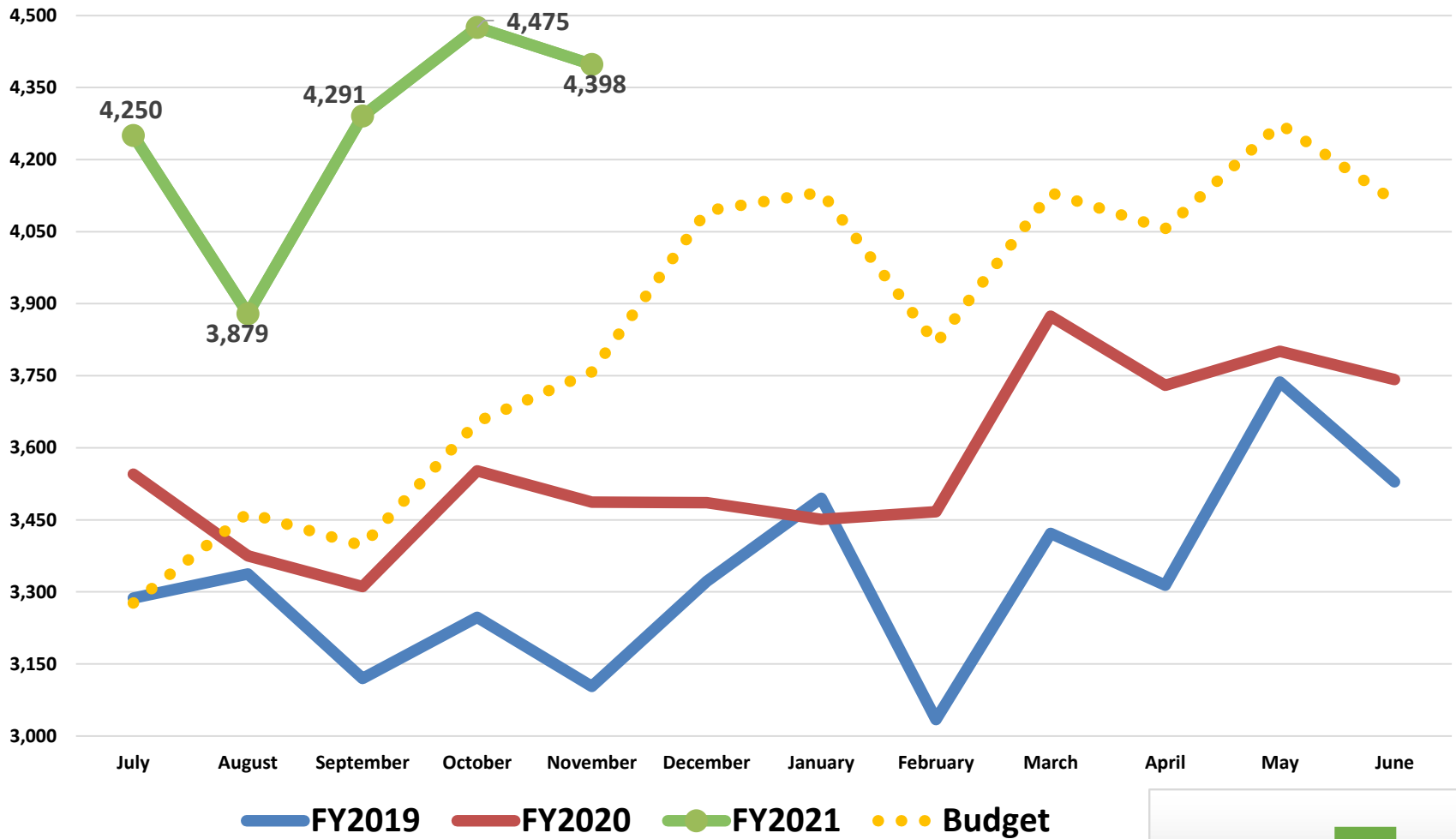
KDMF RVU's



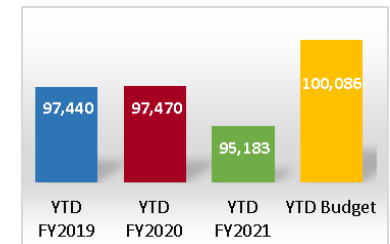
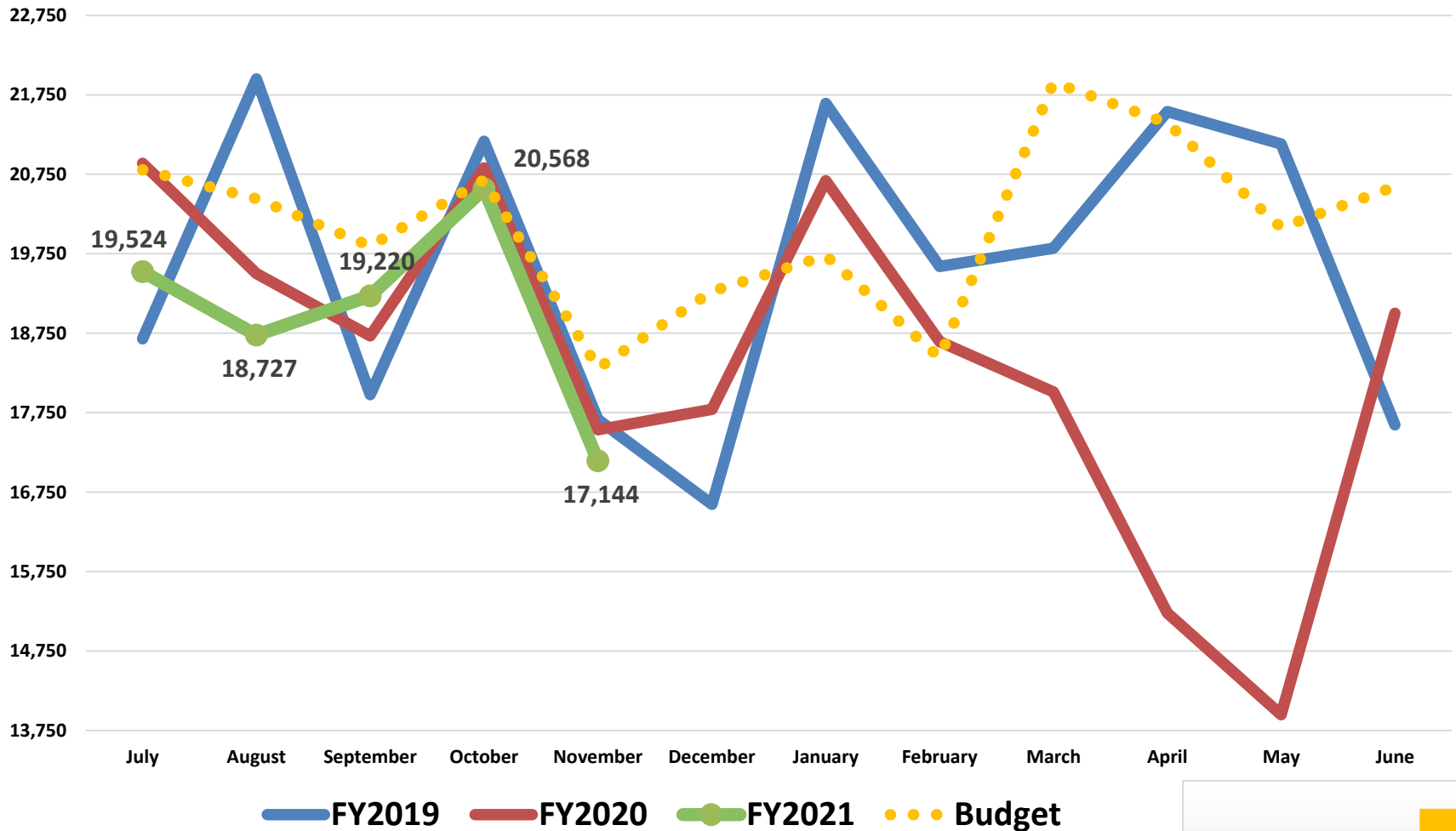
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



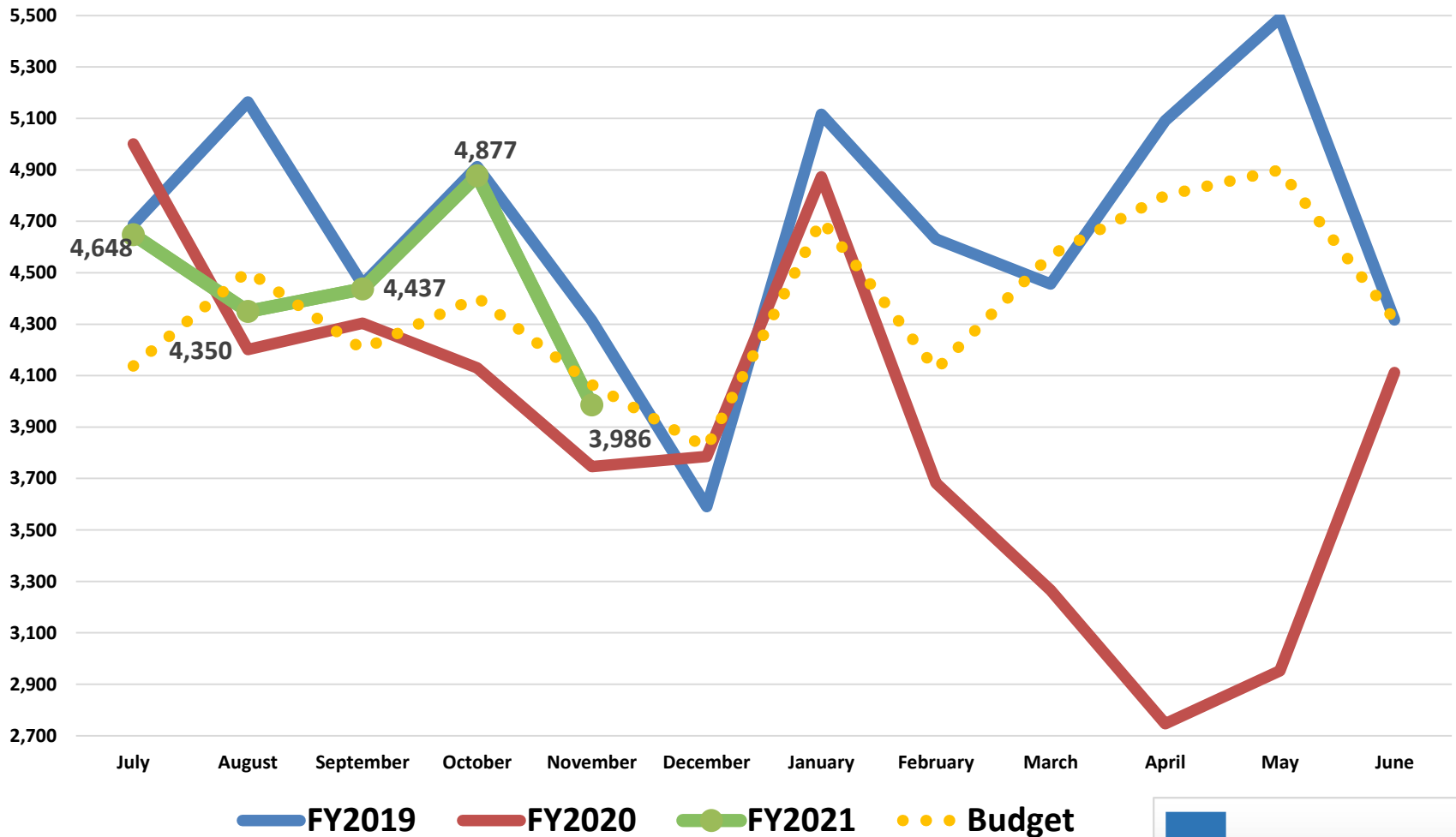
Hospice Days



All O/P Rehab Services Across District

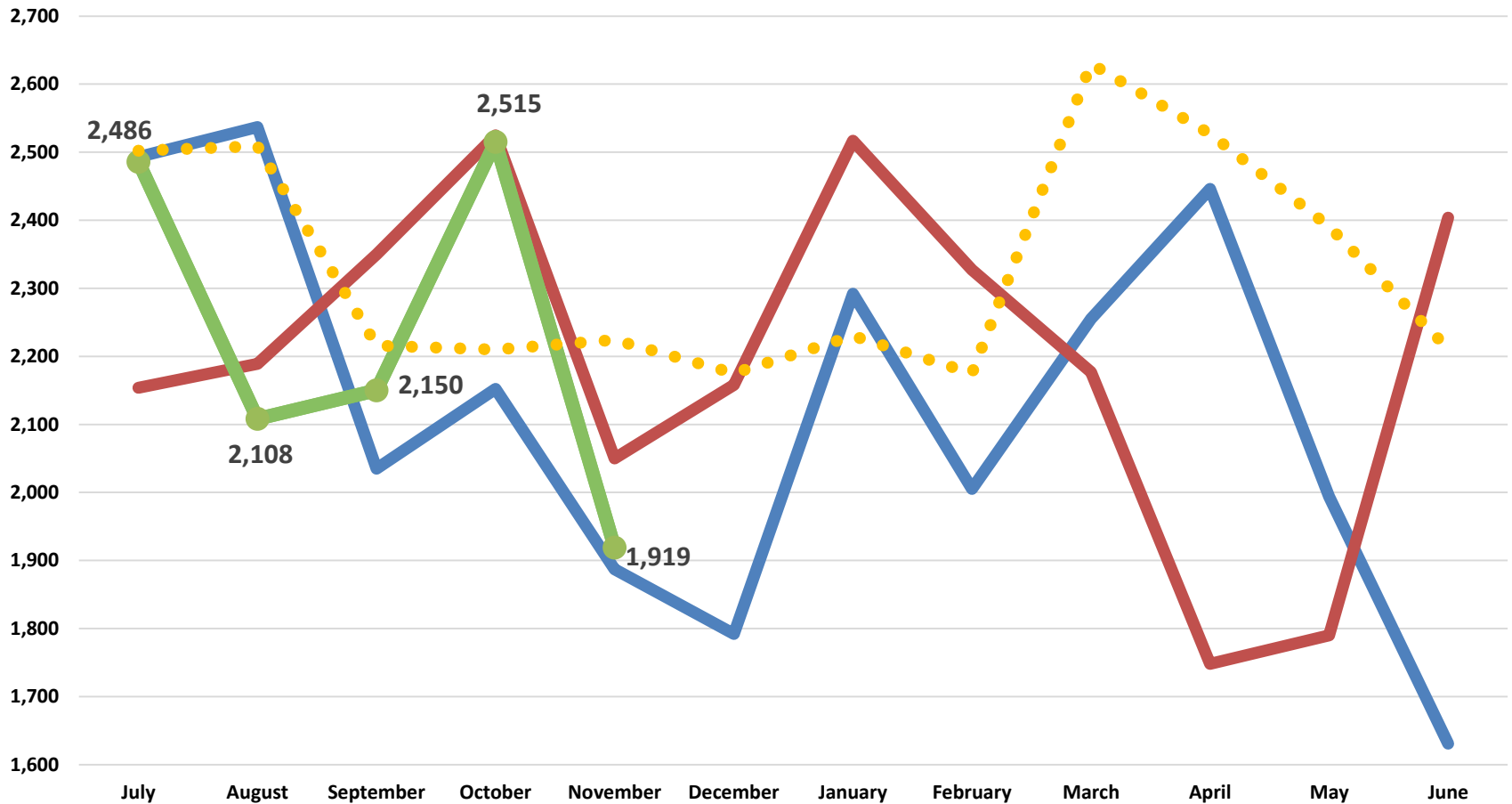


O/P Rehab Services

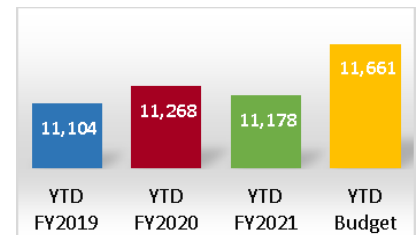


23,532	21,382	22,298	21,316
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

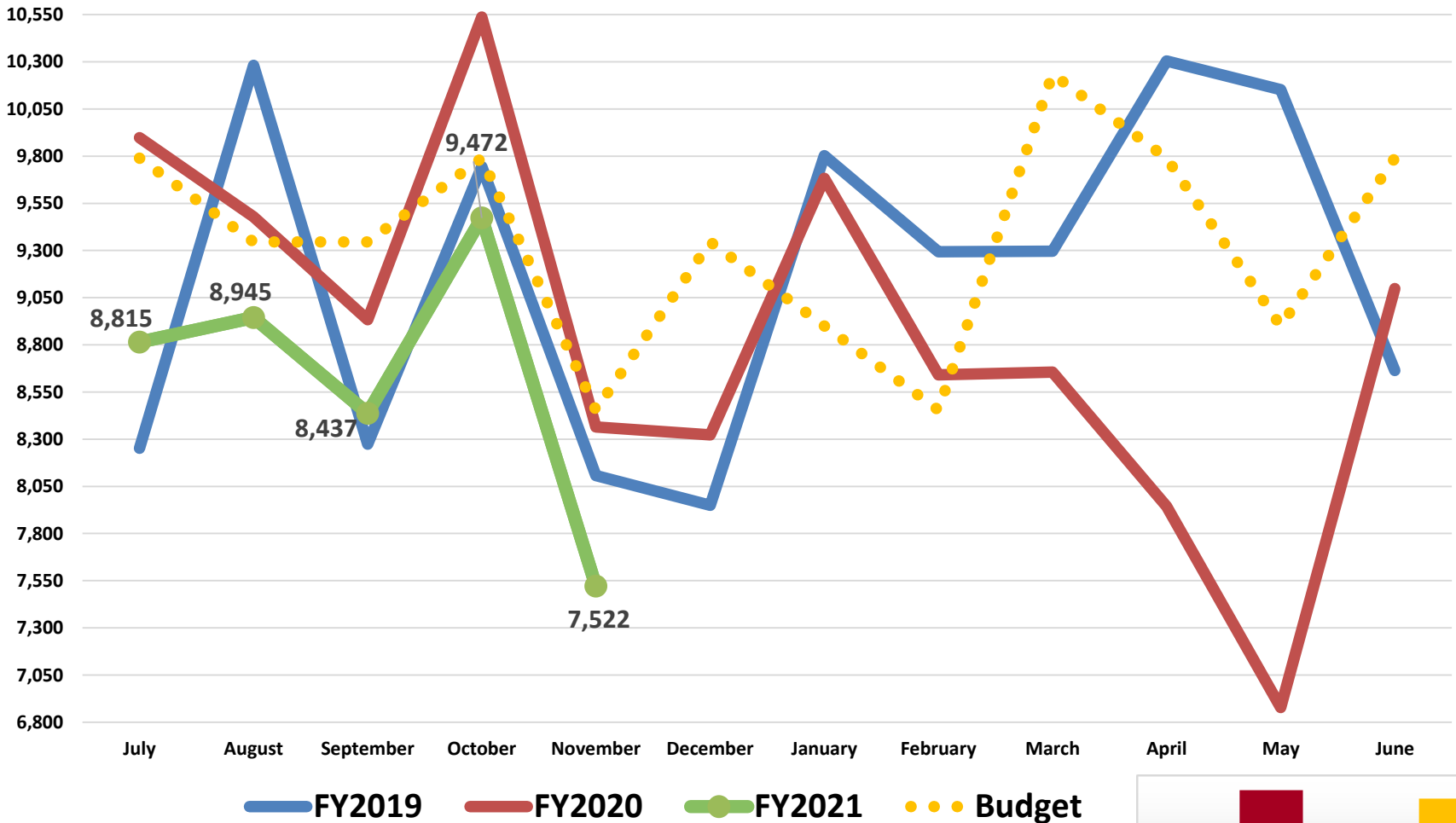
O/P Rehab - Exeter



—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

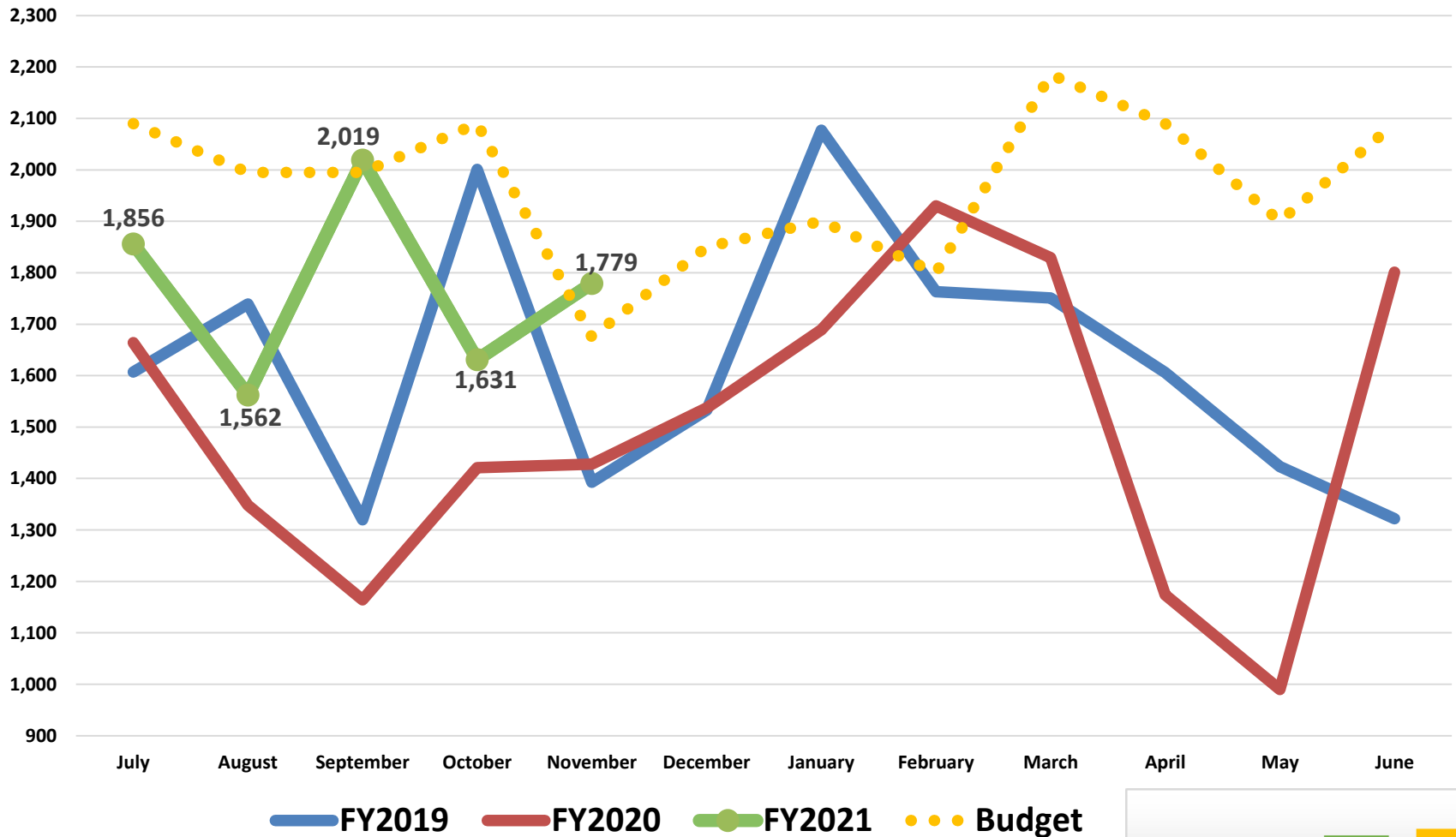


O/P Rehab - Akers



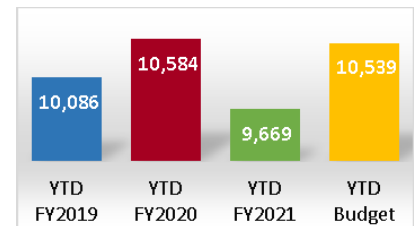
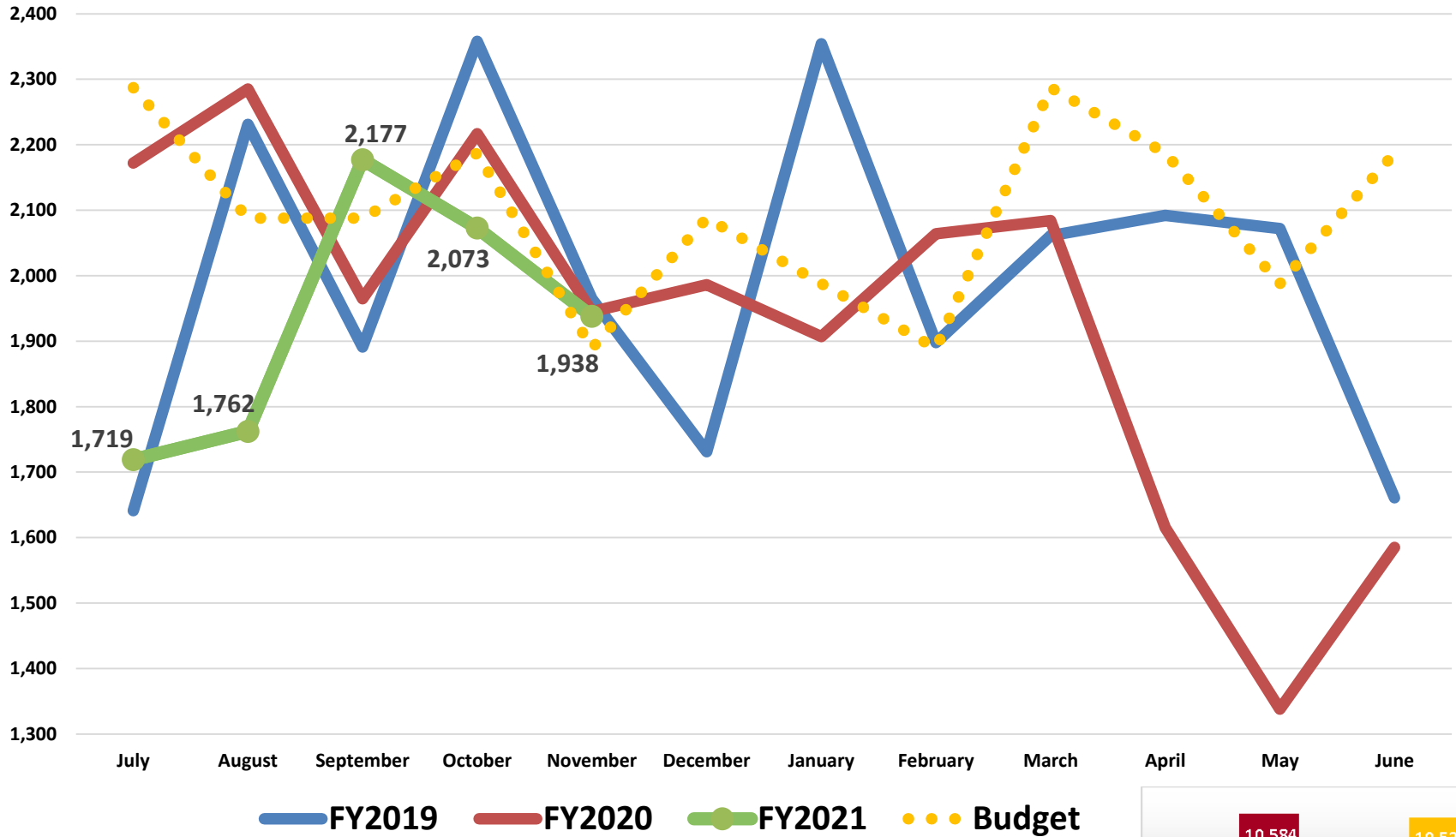
44,658	47,211	43,191	46,725
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

O/P Rehab - LLOPT

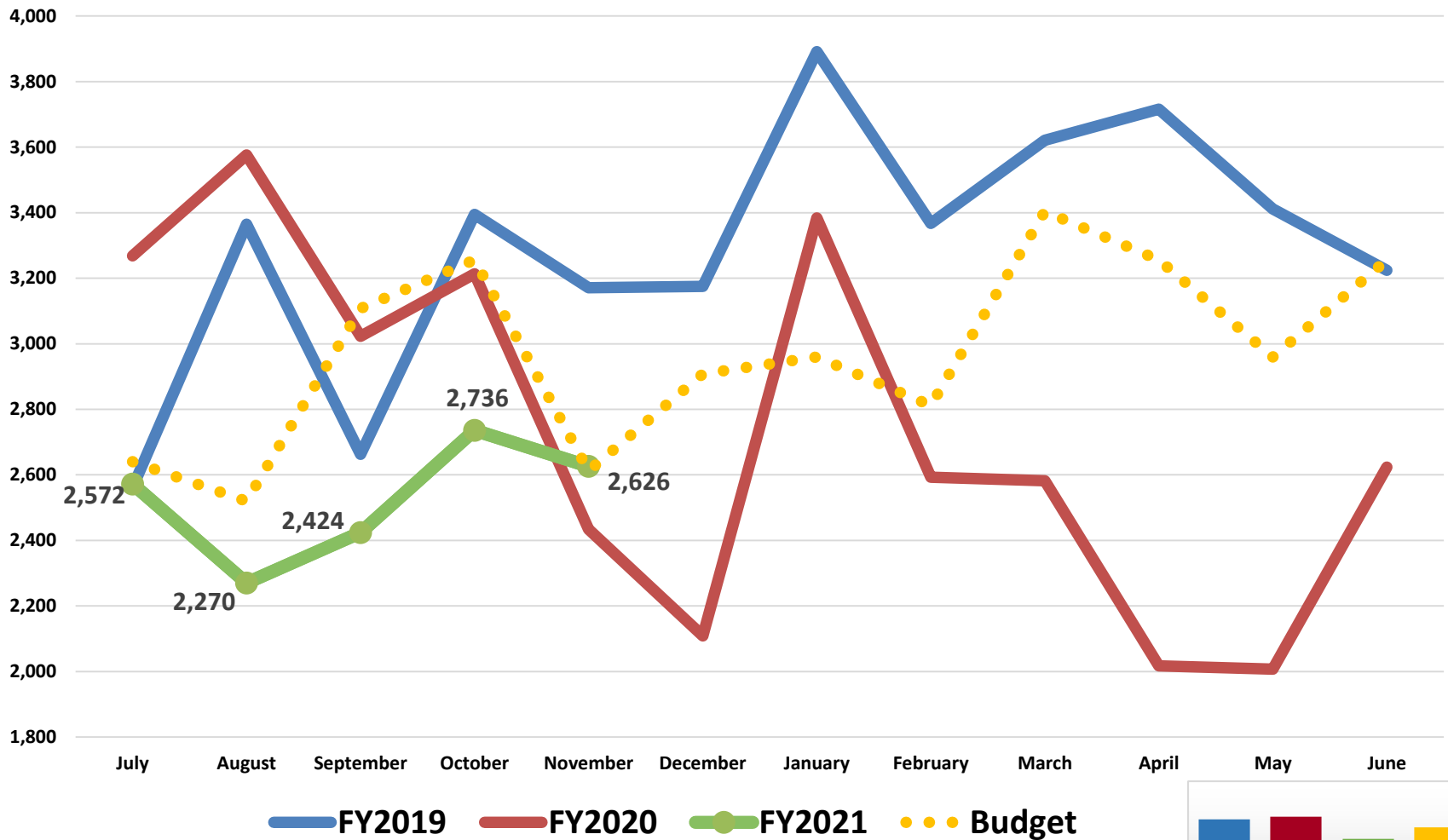


8,060	7,025	8,847	9,845
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

O/P Rehab - Dinuba

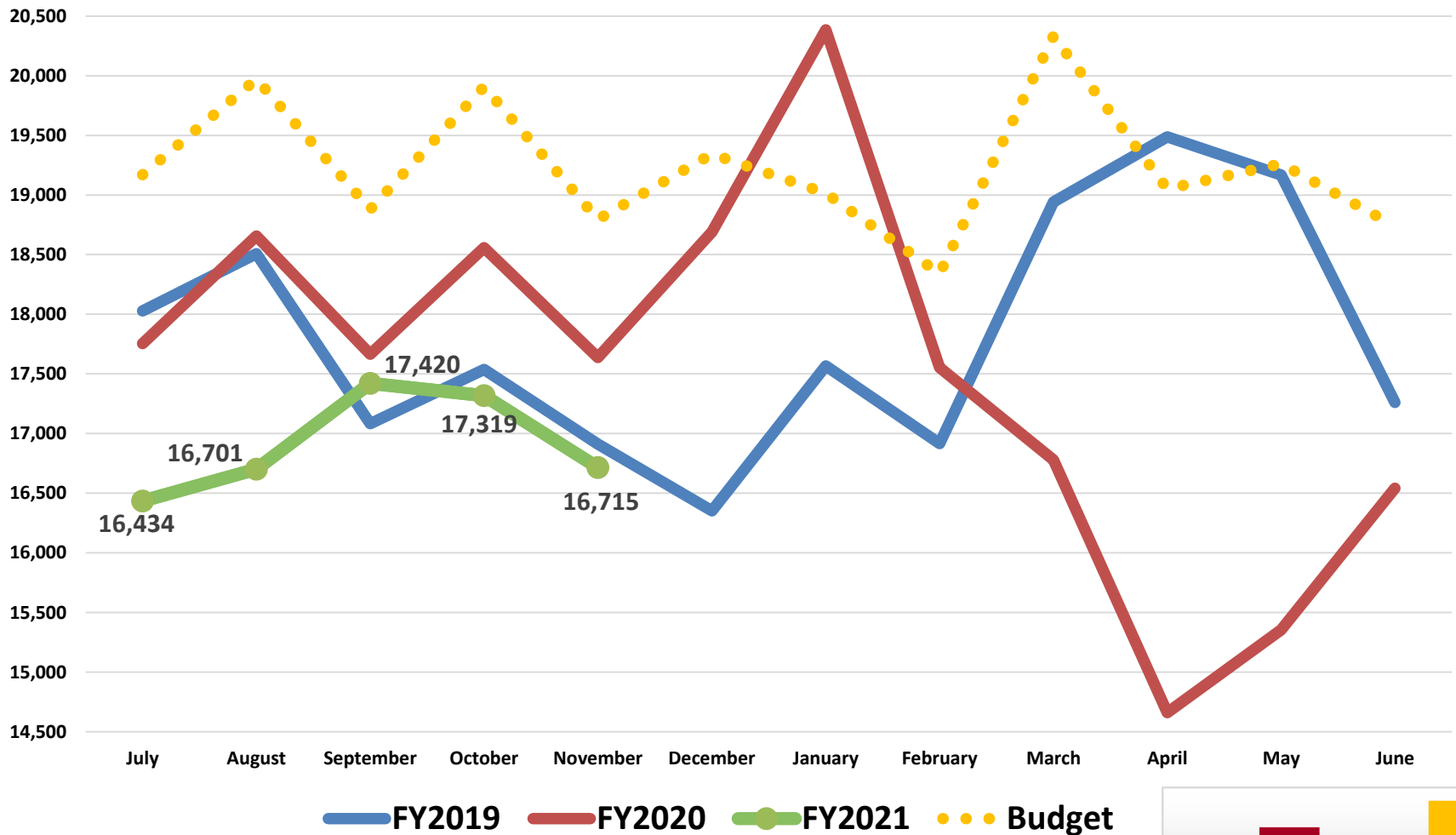


Therapy - Cypress Hand Center



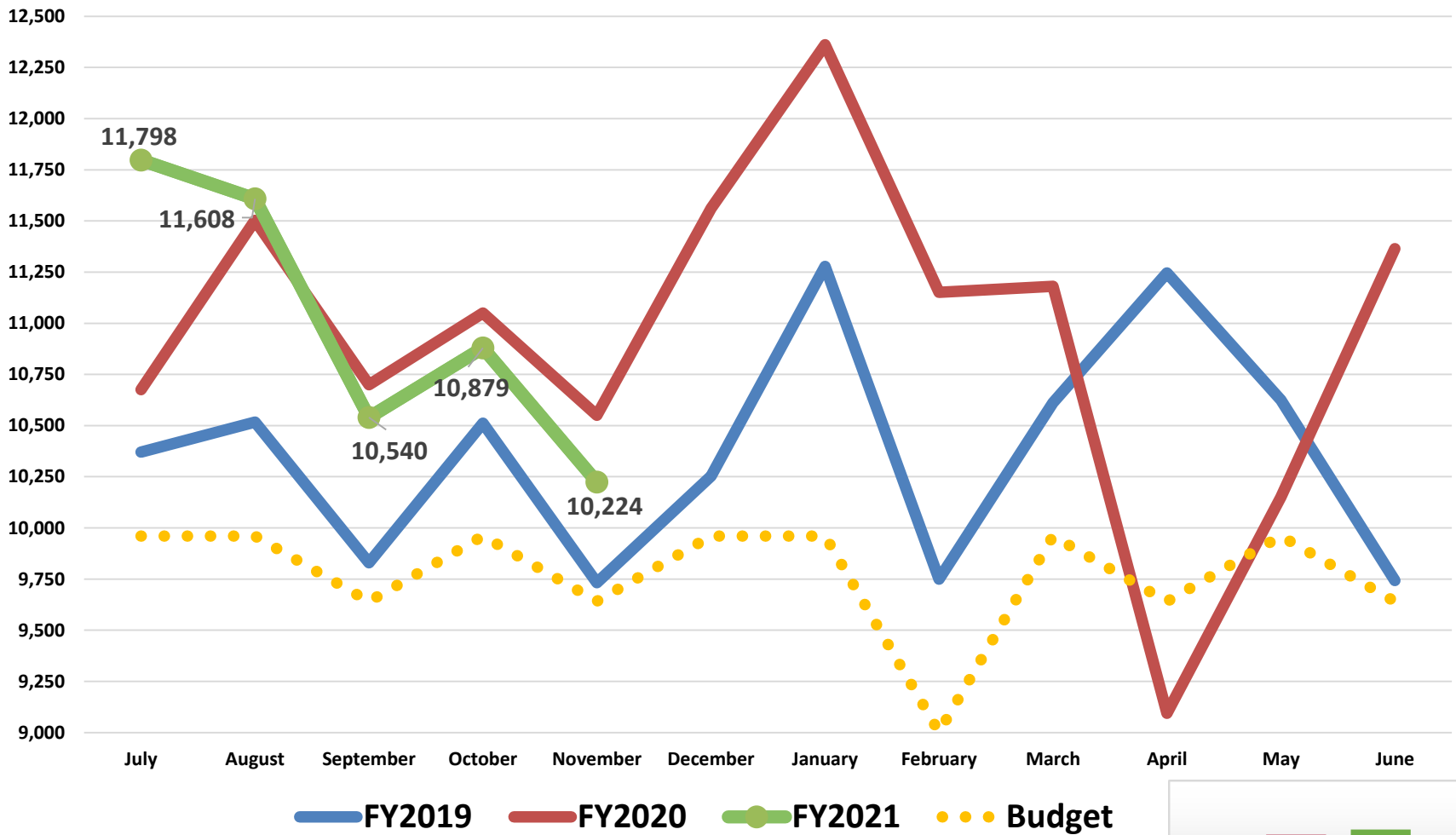
15,155	15,514	12,628	14,136
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

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



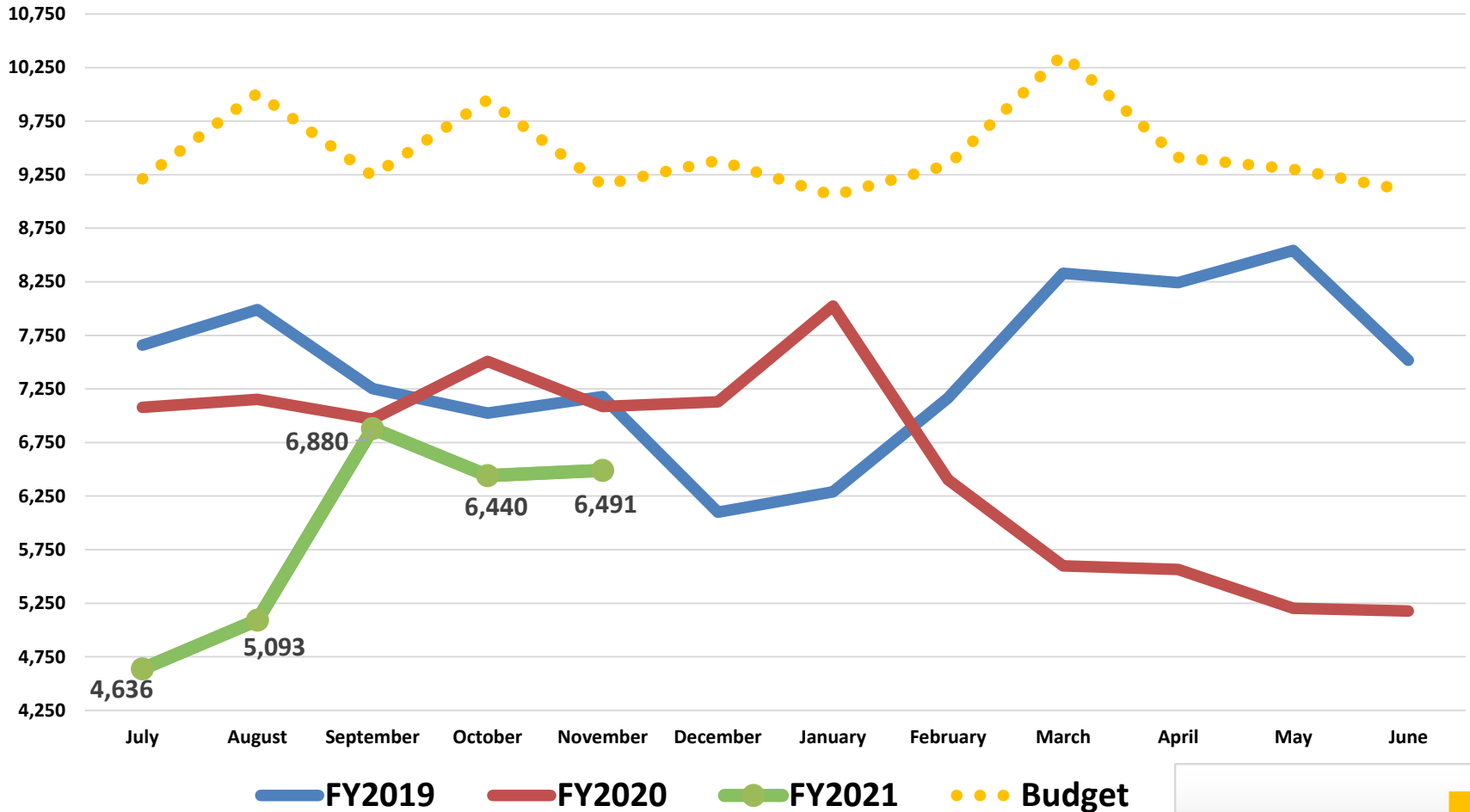
88,066	90,271	84,589	96,726
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

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



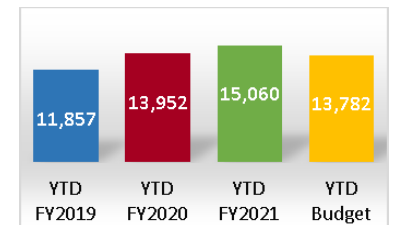
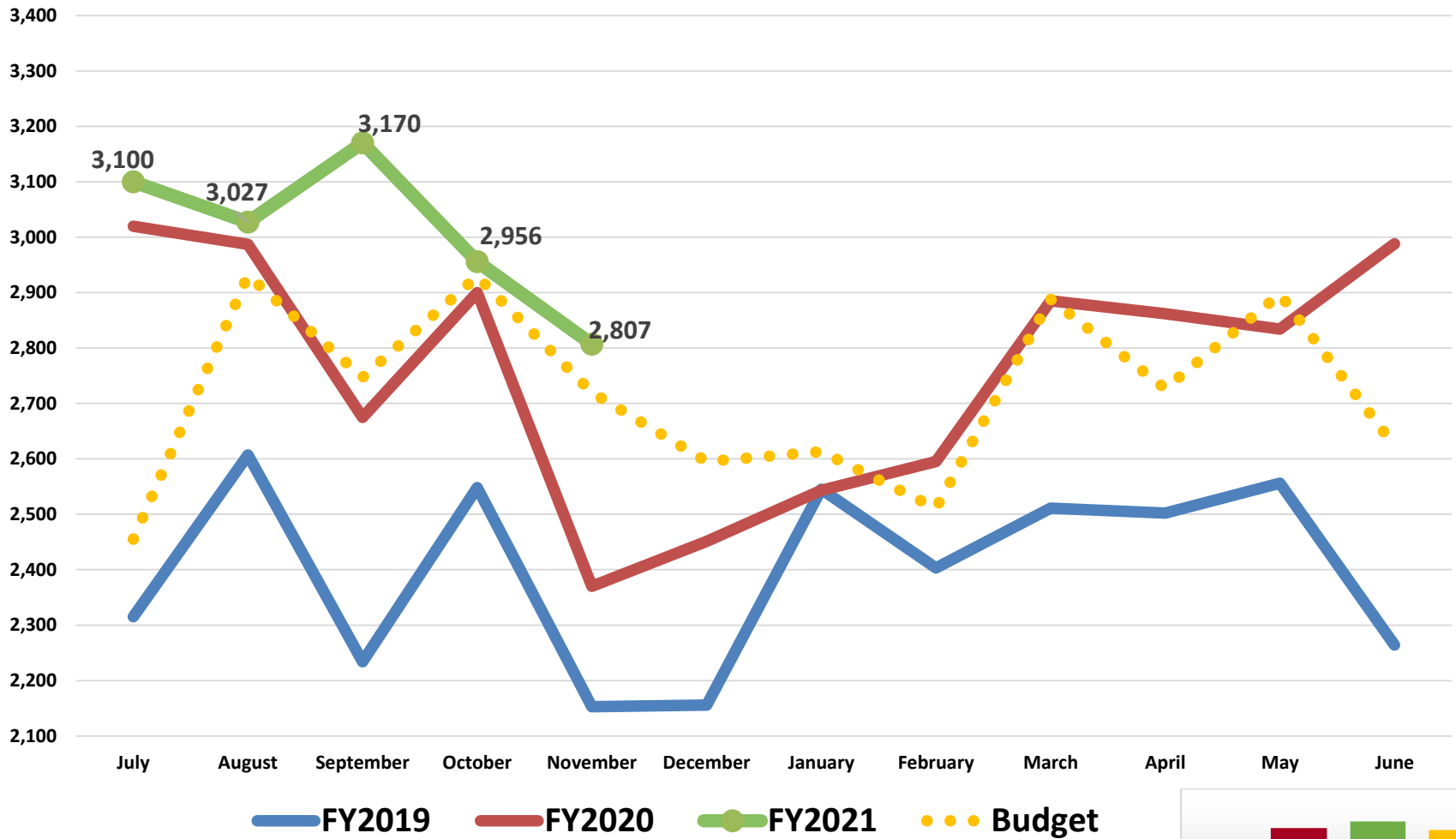
50,962	54,479	55,049	49,163
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

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

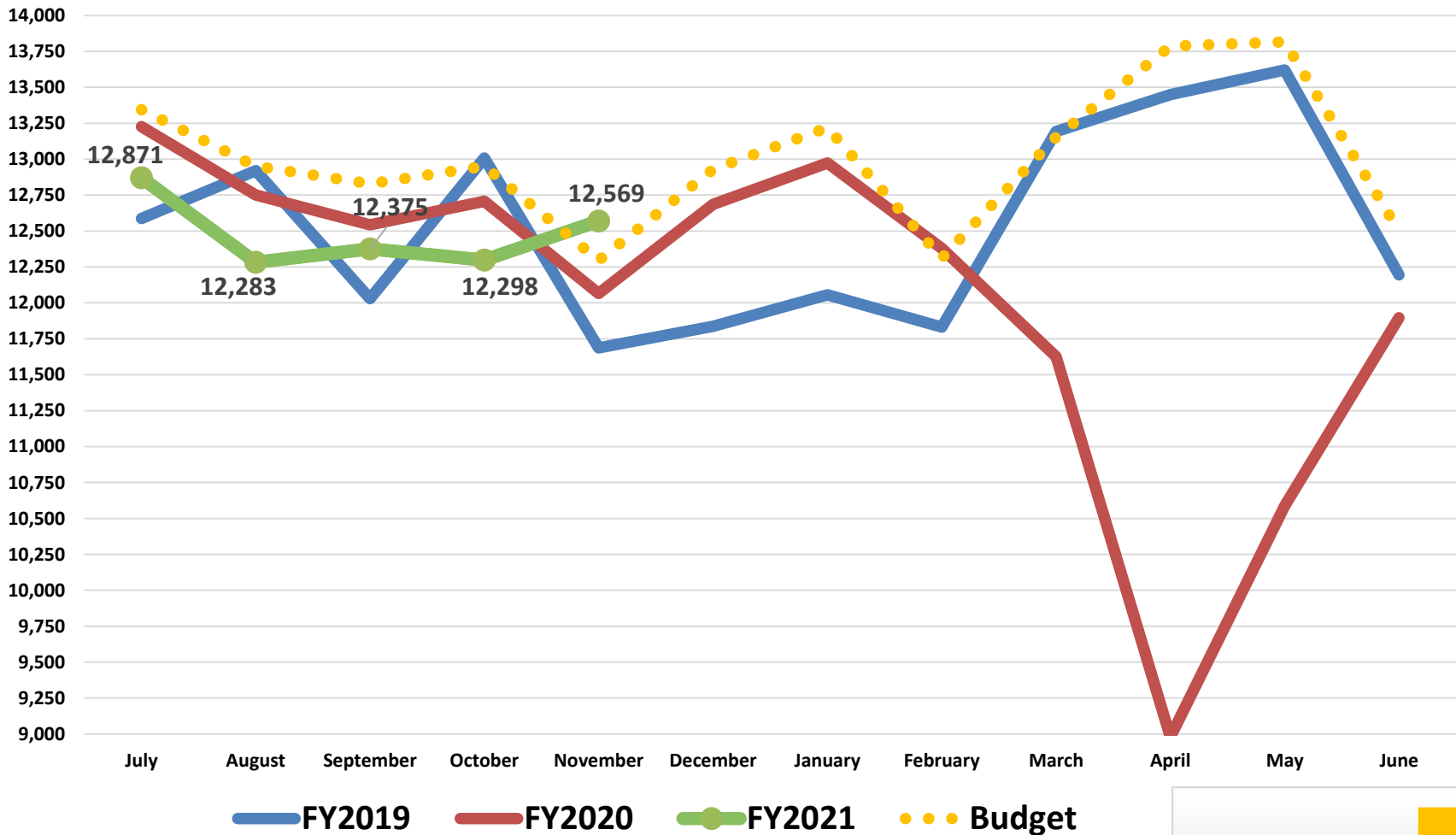


37,104	35,792	29,540	47,563
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Home Health Visits

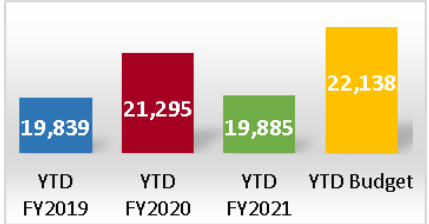
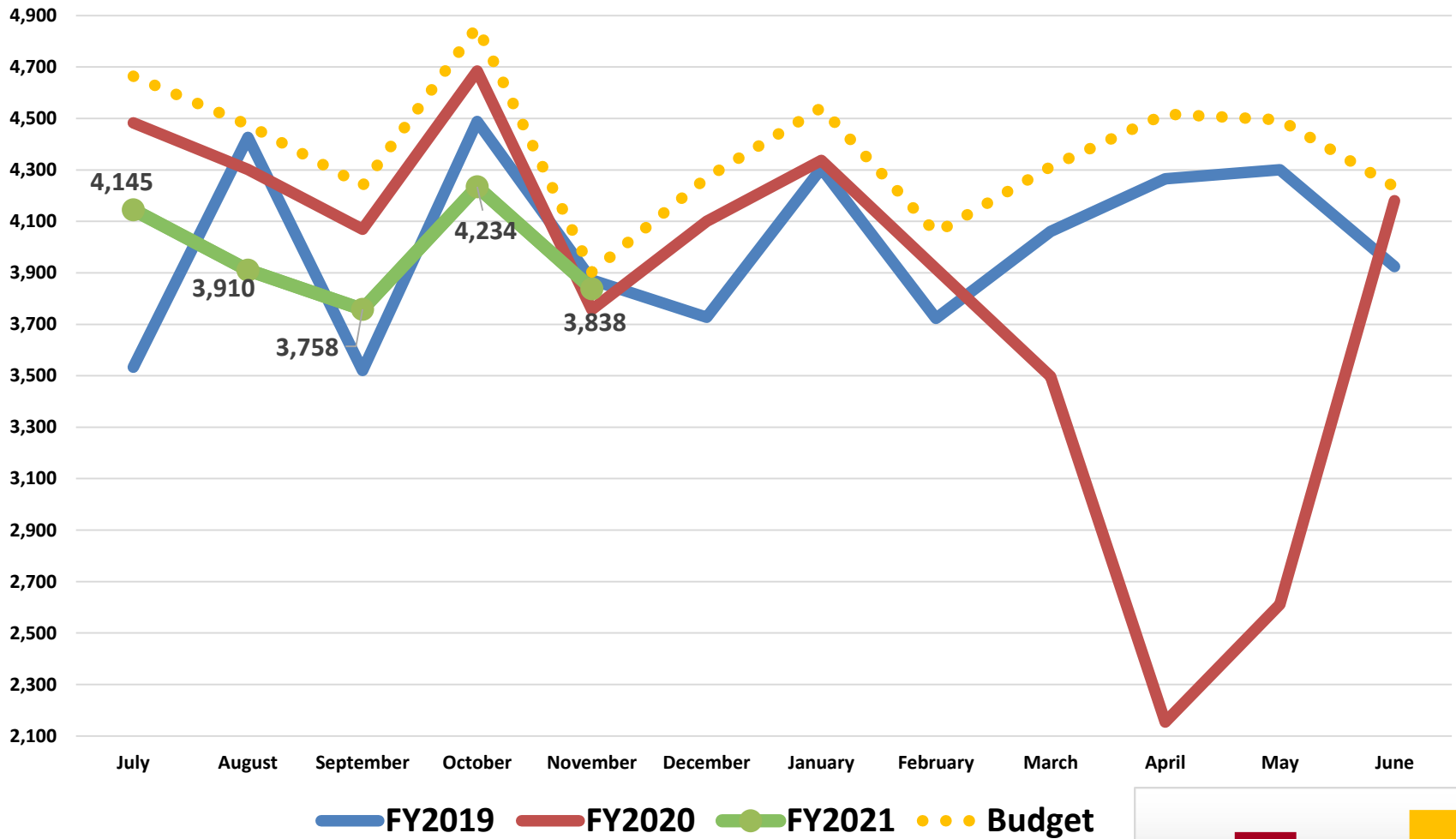


Radiology – Main Campus

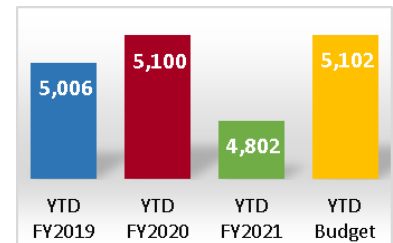
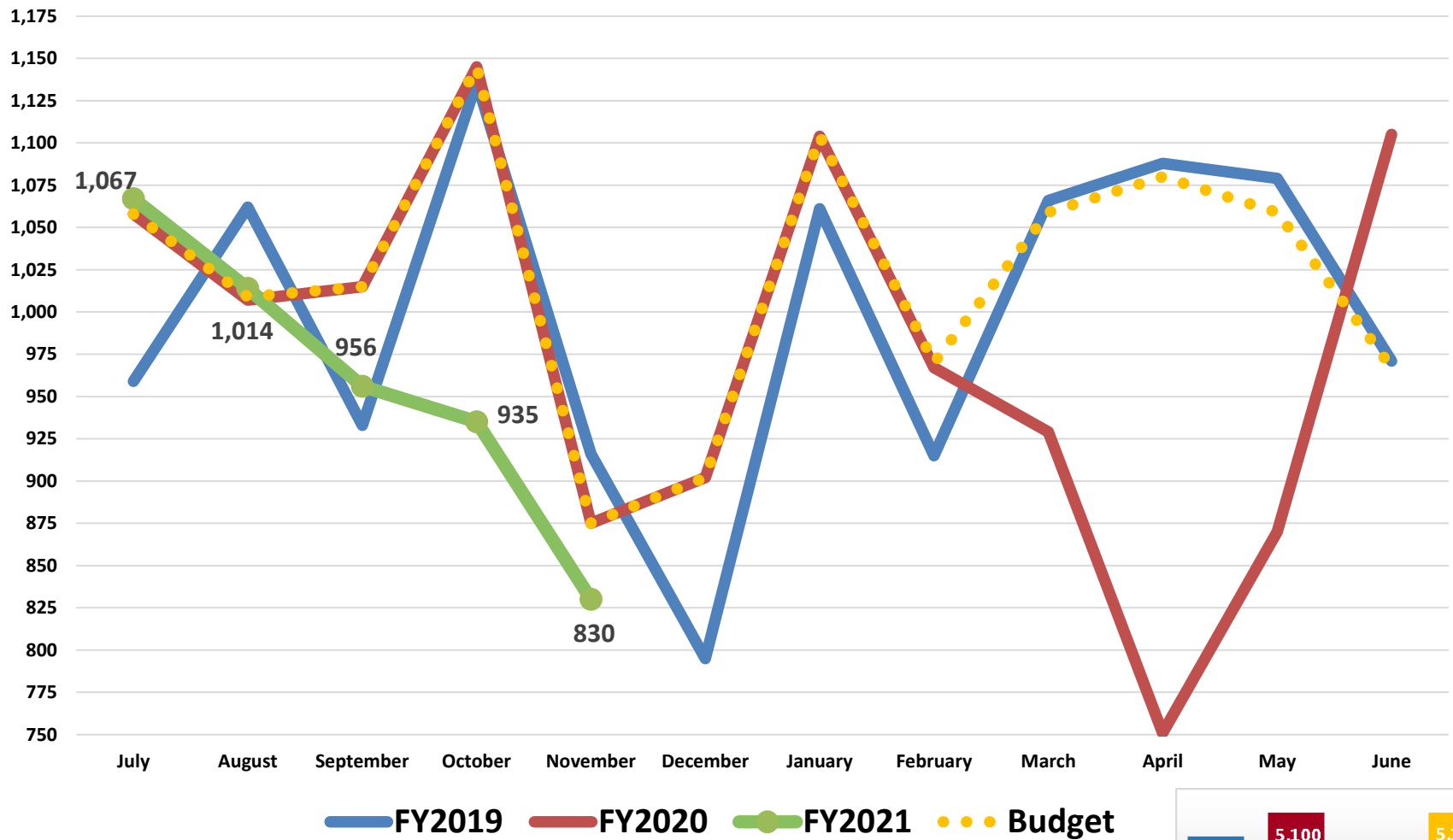


62,230	63,291	62,396	64,371
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

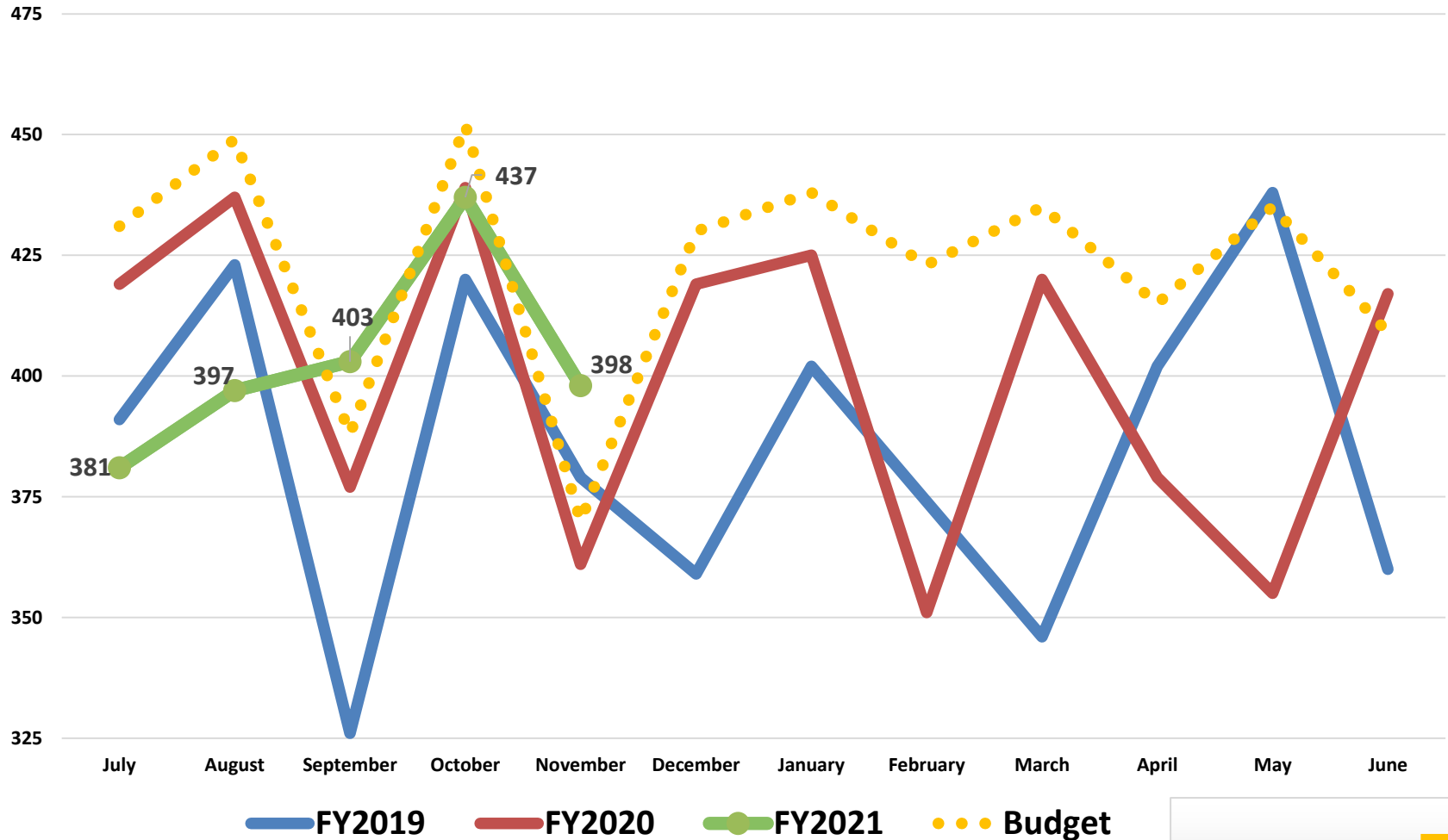
Radiology – West Campus Imaging



West Campus – Diagnostic Radiology

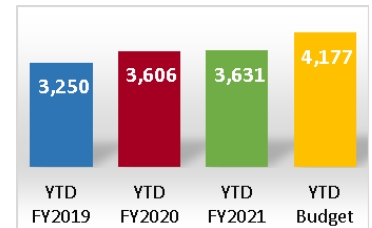
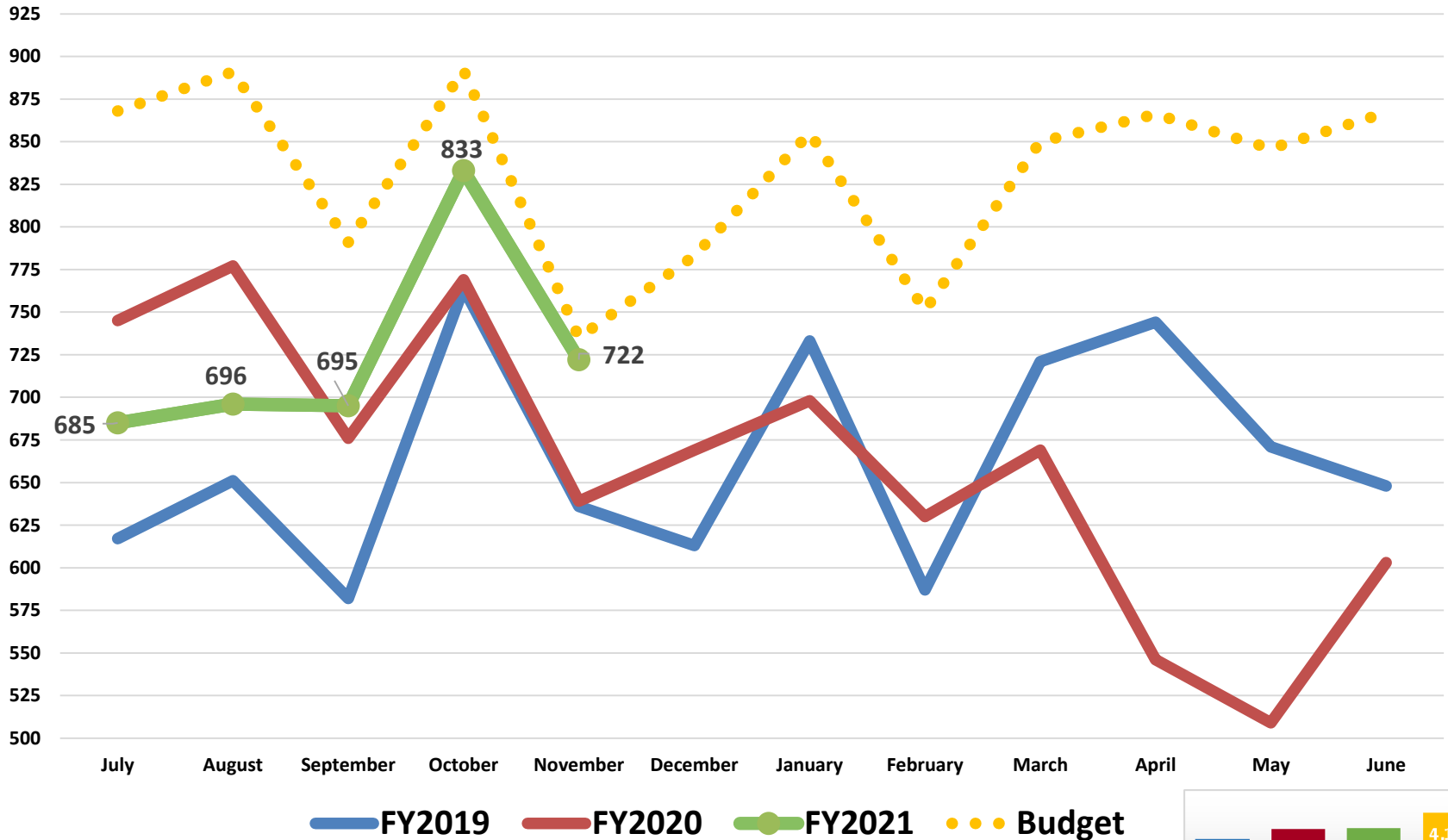


West Campus – CT Scan

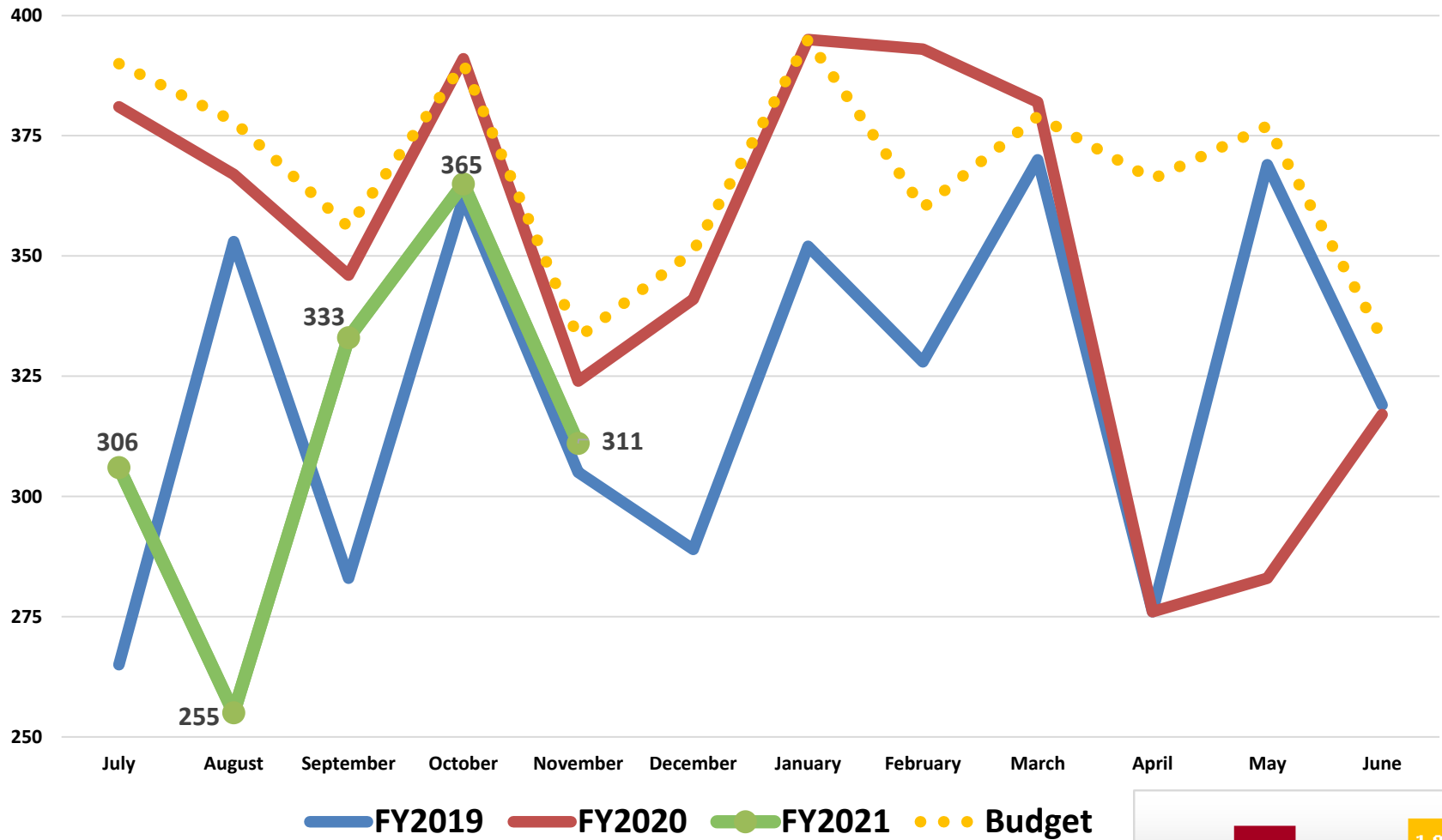


1,939	2,033	2,016	2,090
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

West Campus - Ultrasound

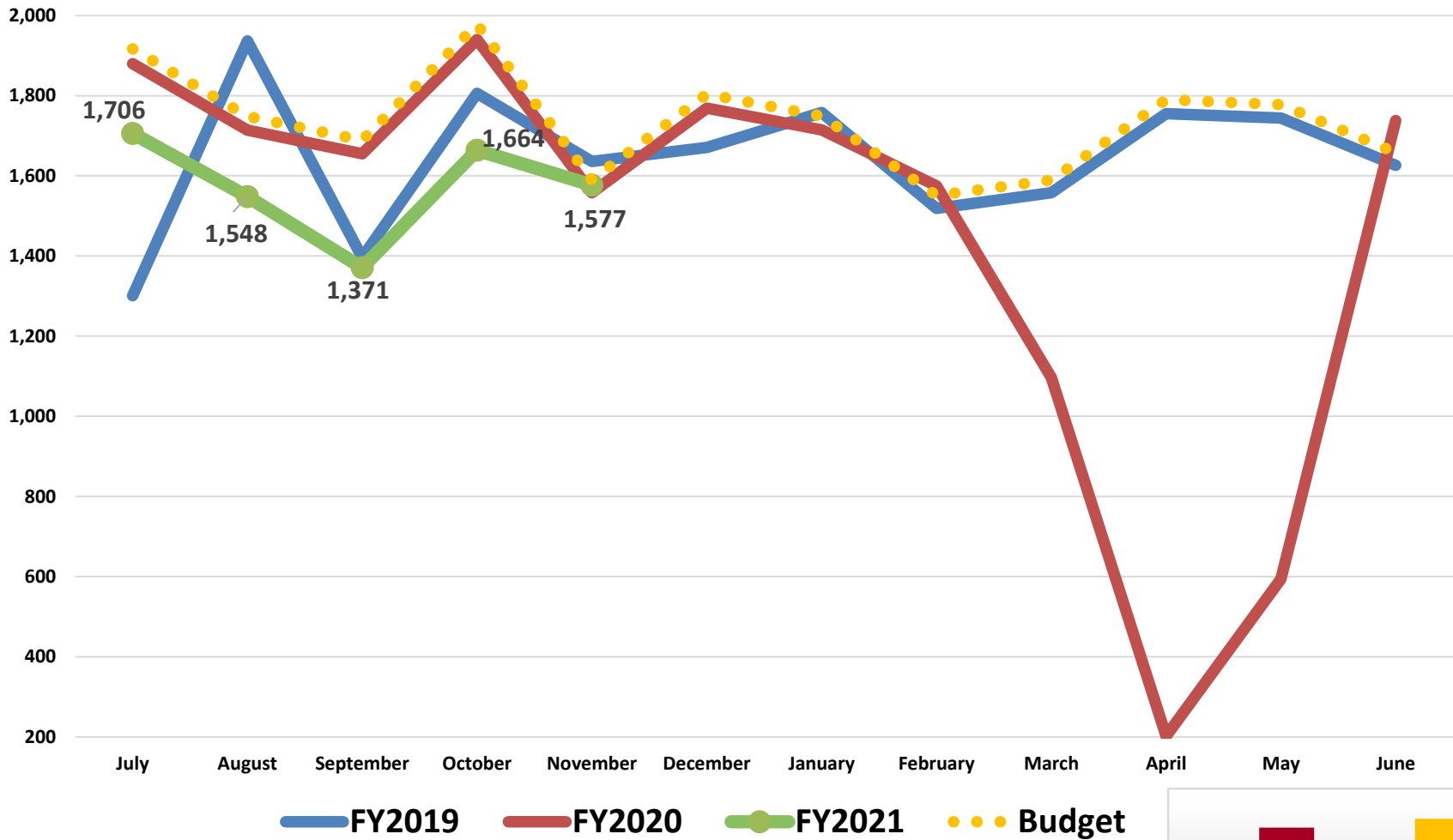


West Campus - MRI



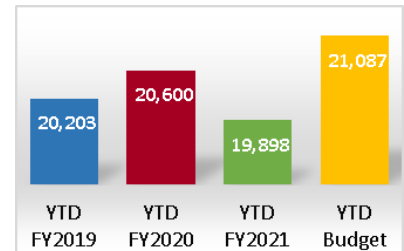
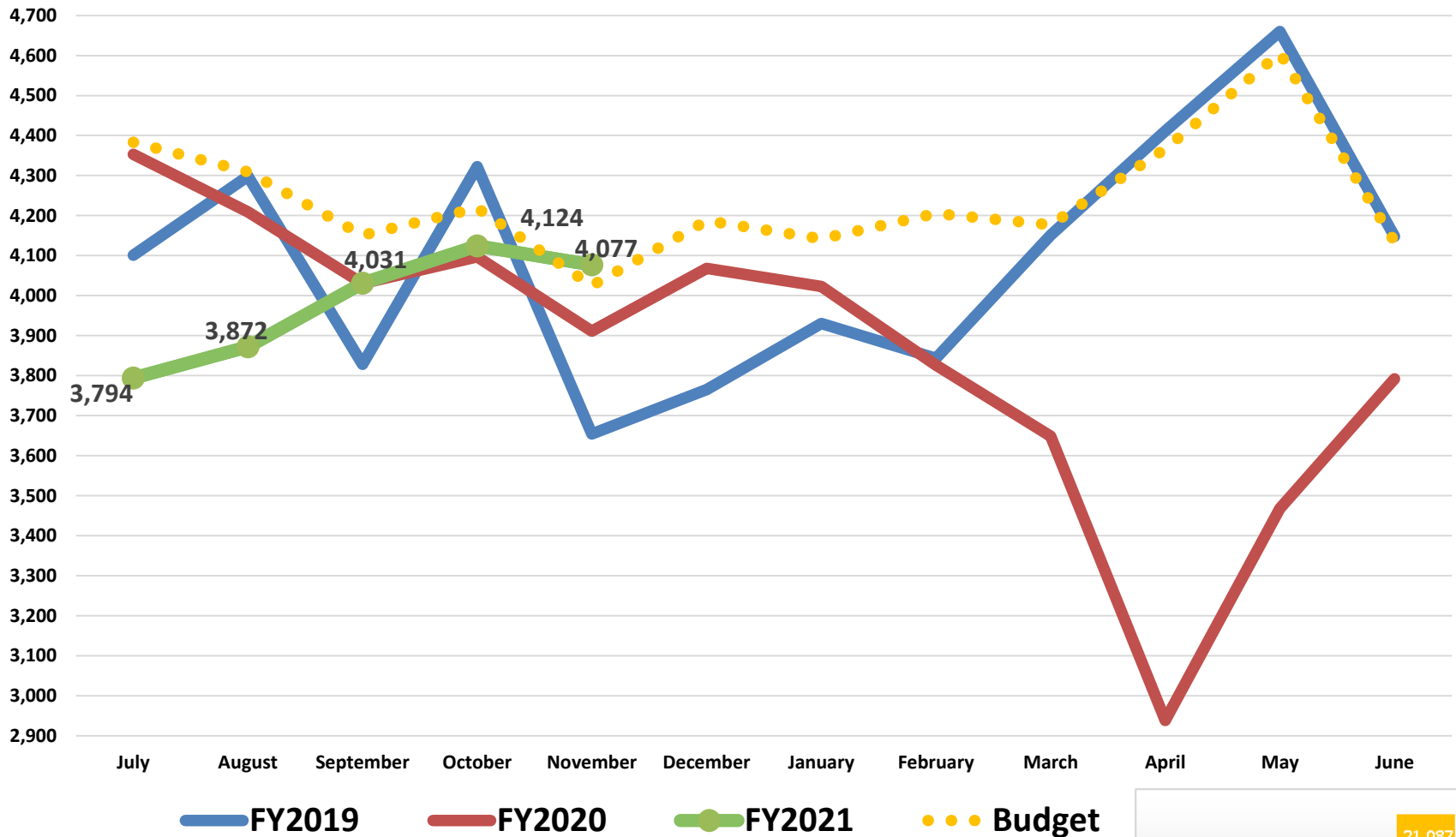
1,568	1,809	1,570	1,847
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

West Campus – Breast Center

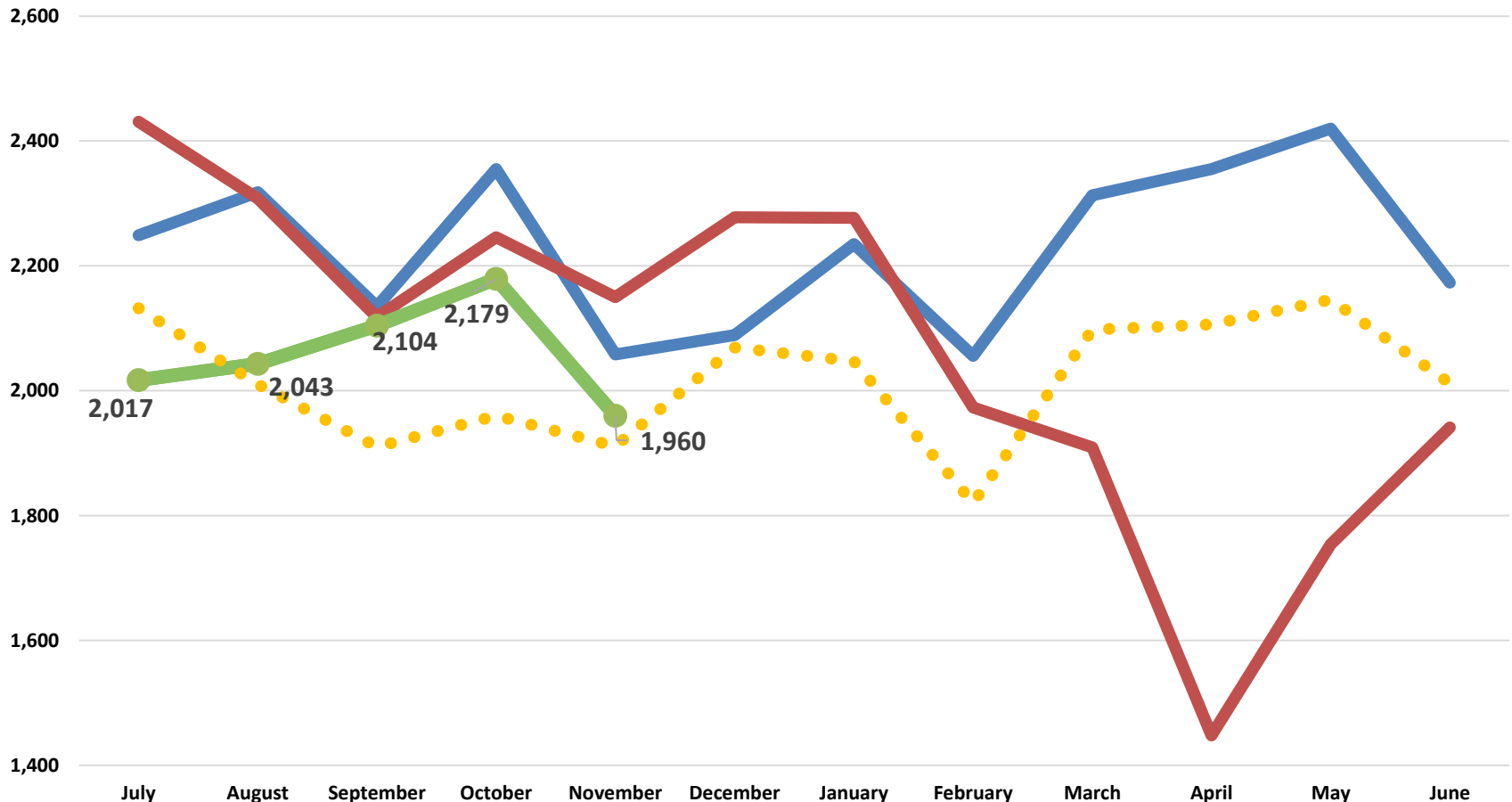


8,076	8,747	7,866	8,922
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

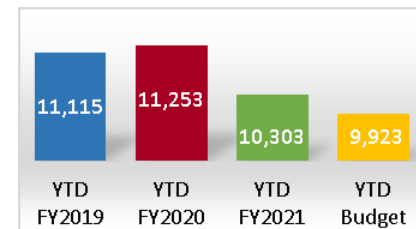
Radiology all areas – CT



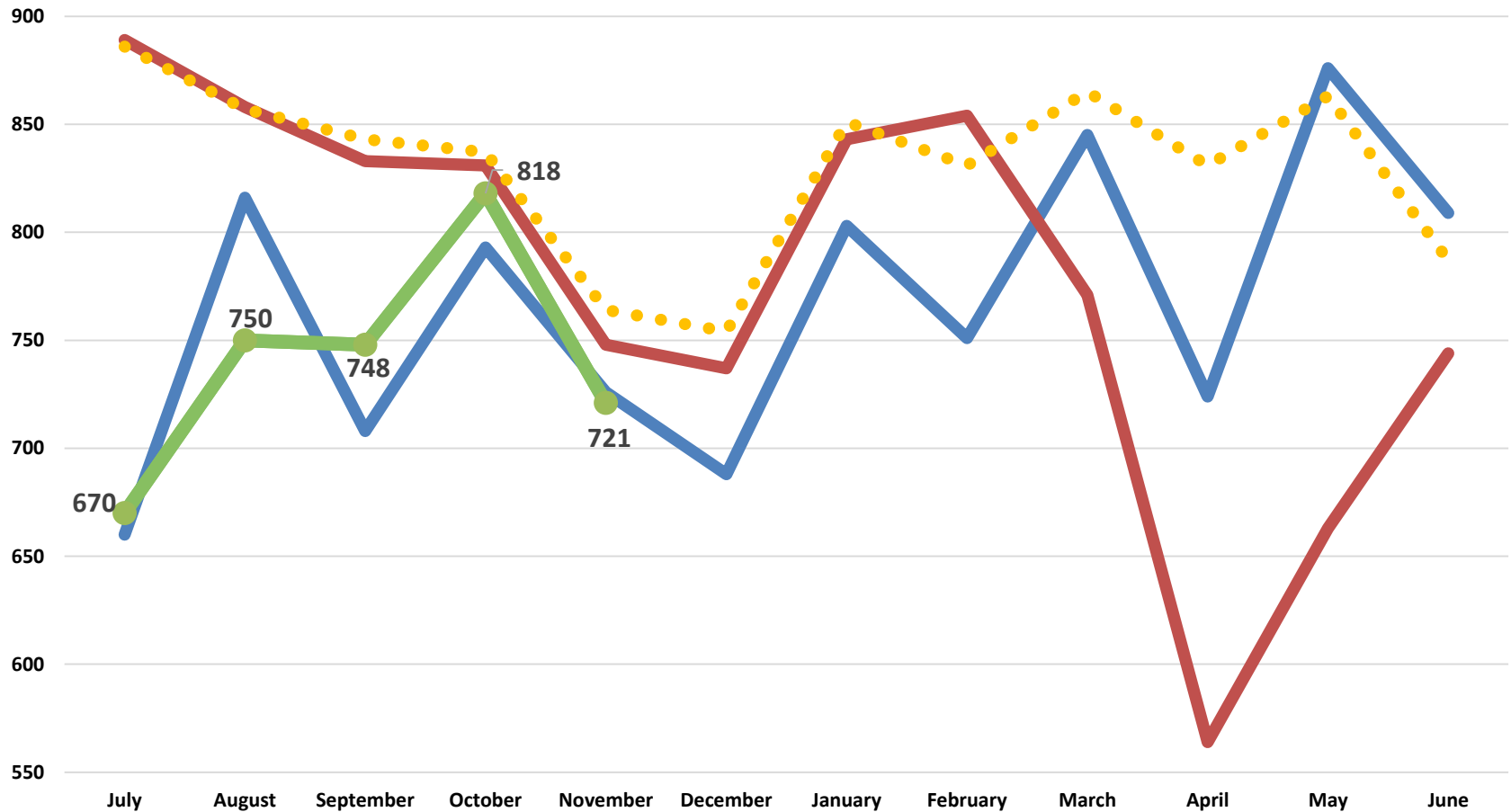
Radiology all areas – Ultrasound



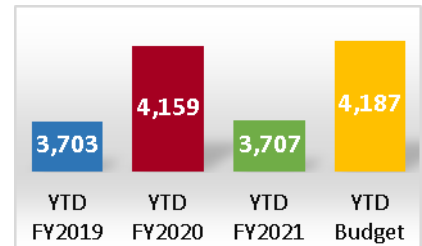
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



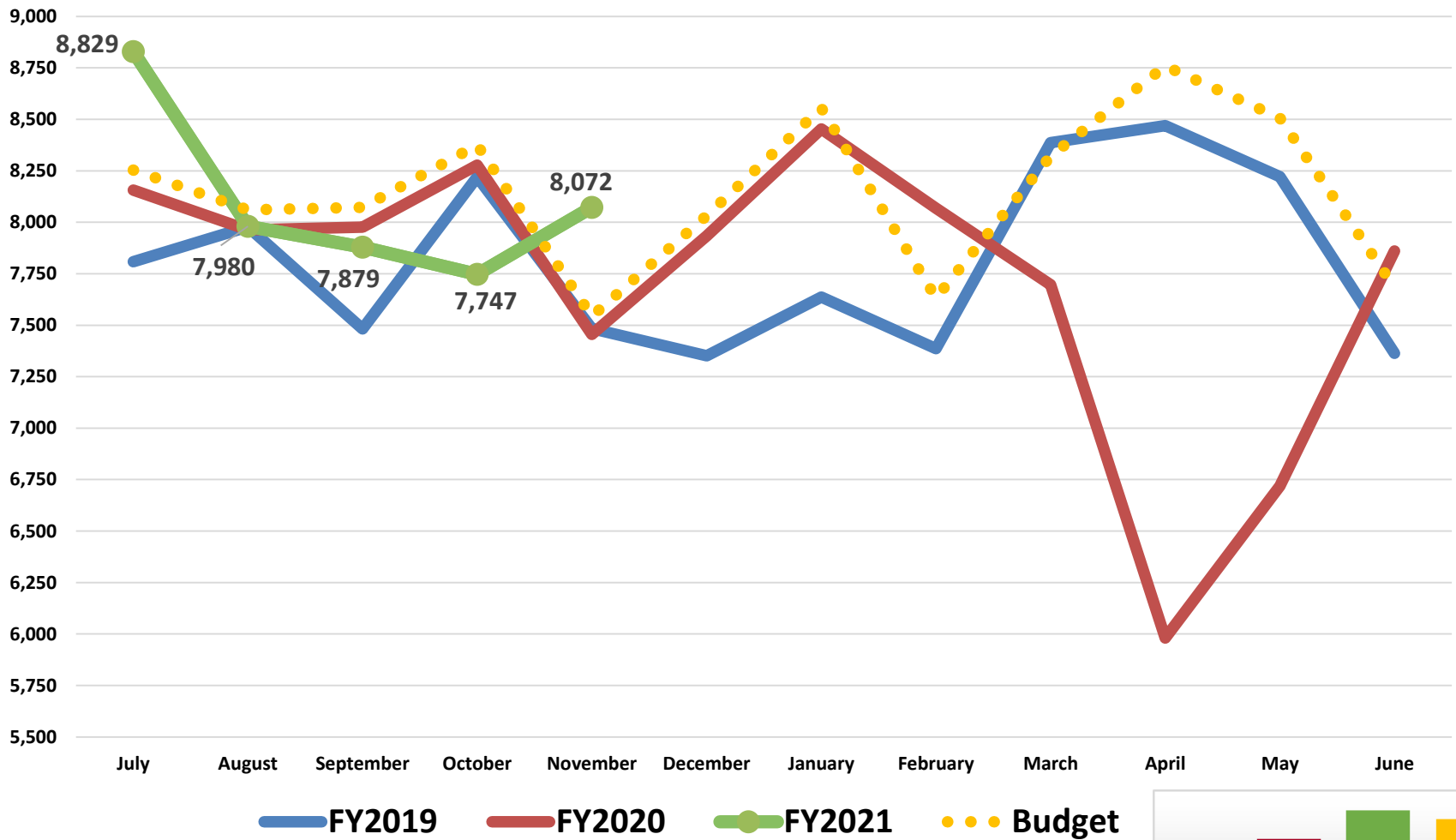
Radiology all areas – MRI



—●— FY2019
 —●— FY2020
 —●— FY2021
 ●●● Budget

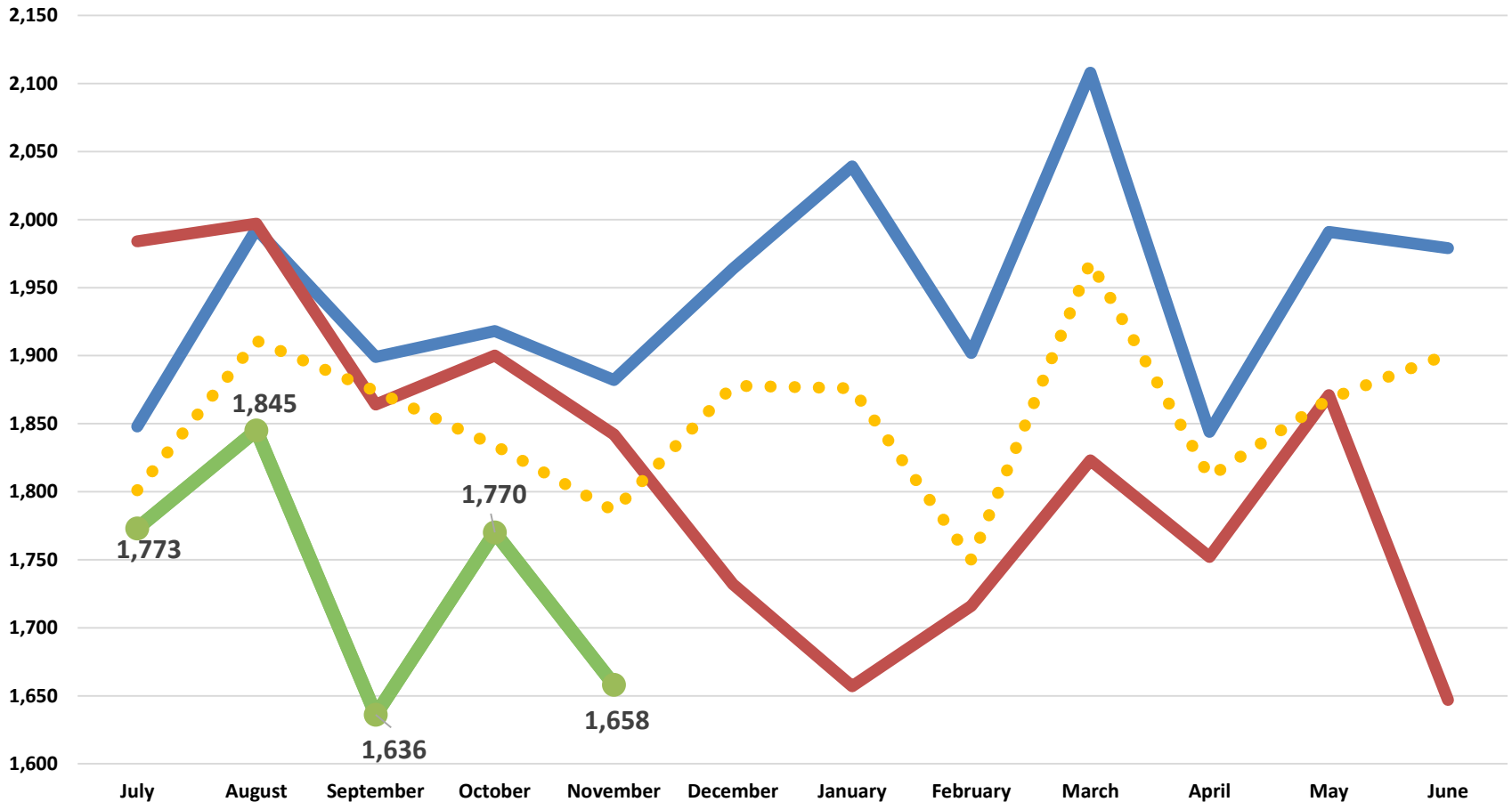


Radiology Modality – Diagnostic Radiology



38,972	39,827	40,507	40,303
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Chronic Dialysis - Visalia

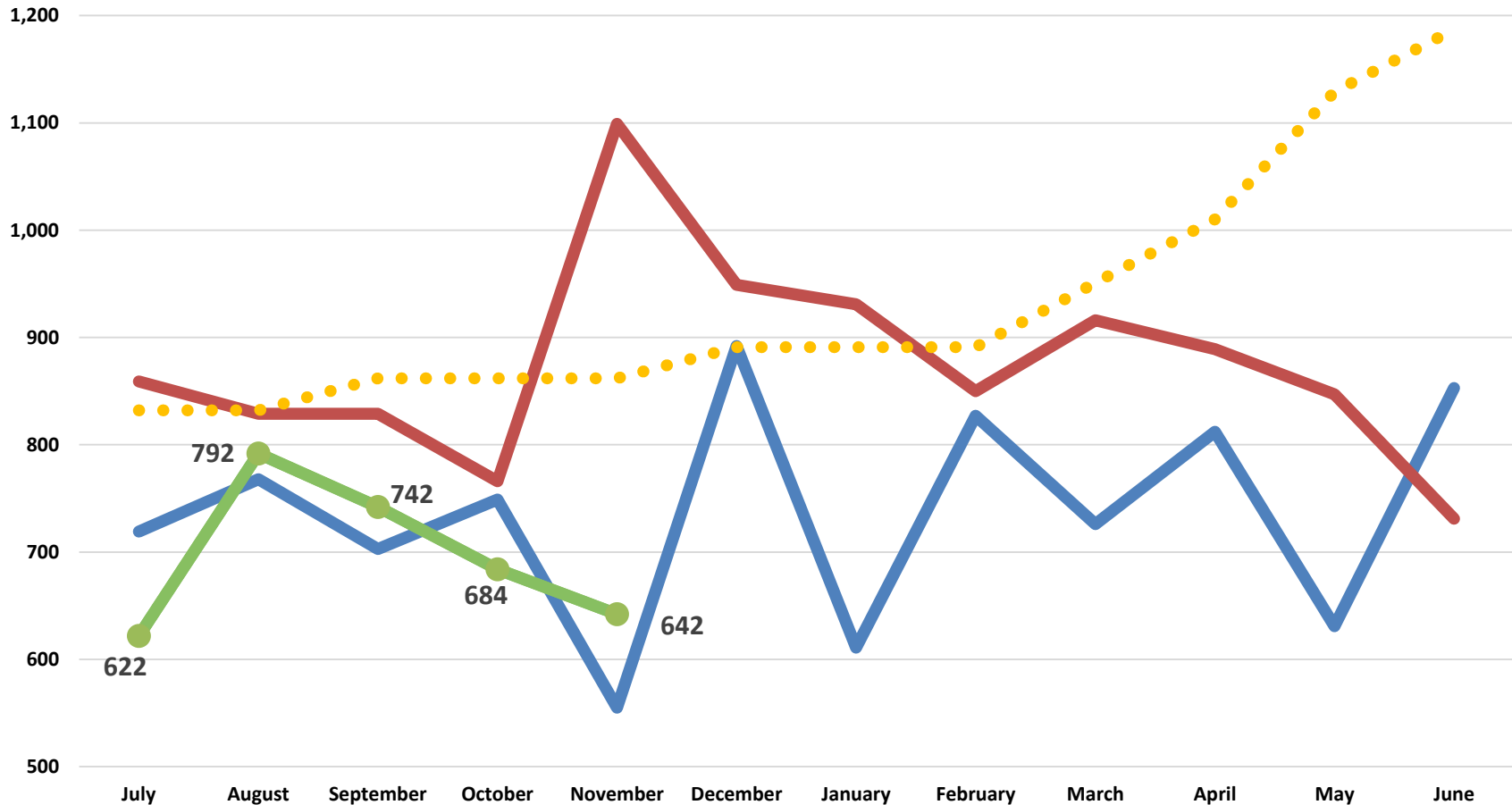


—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

9,540	9,587	8,682	9,206
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

CAPD/CCPD – Maintenance Sessions

(Continuous peritoneal dialysis)

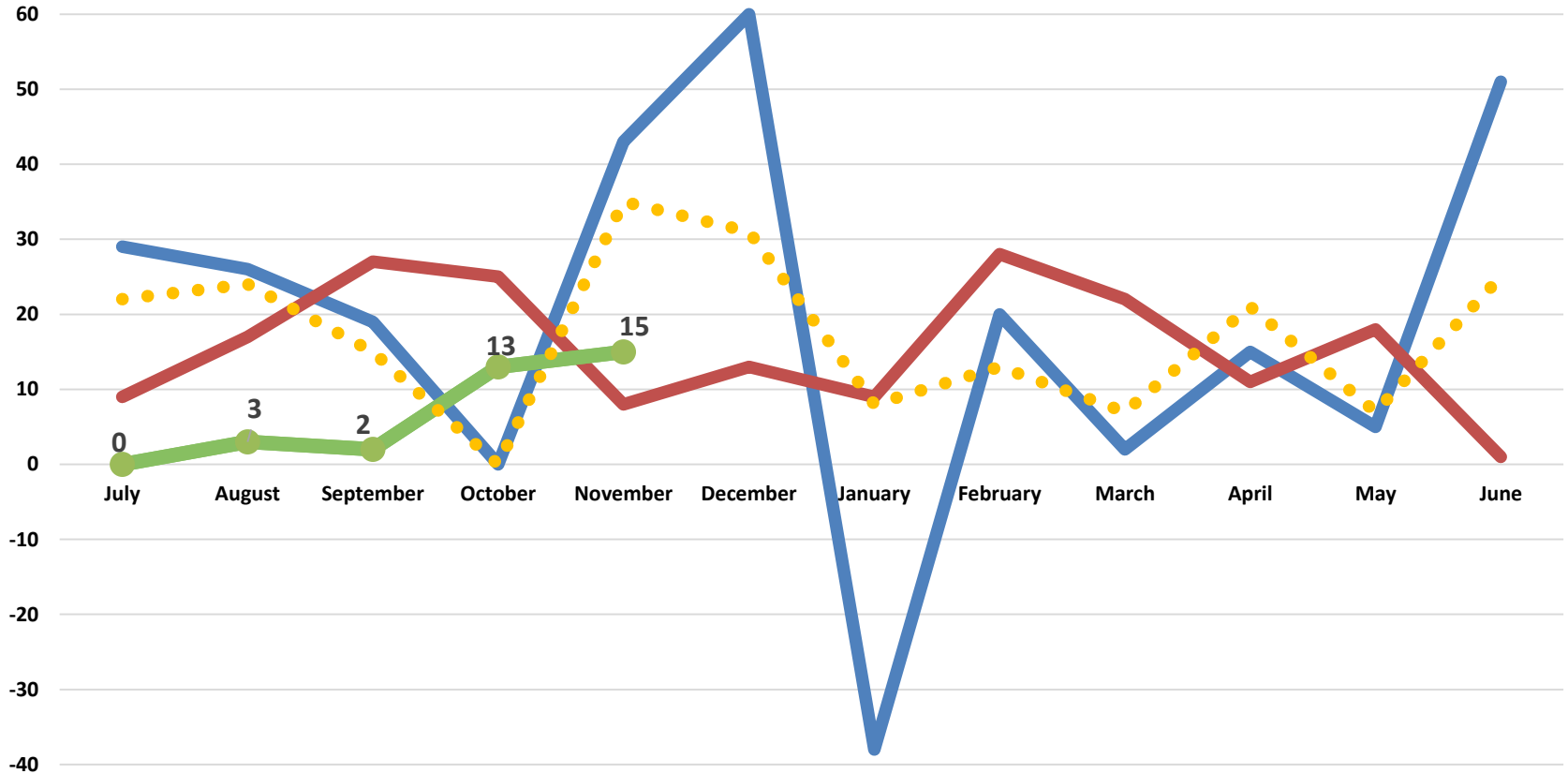


—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

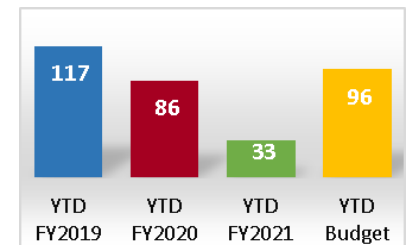
3,494	4,382	3,482	4,250
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

CAPD/CCPD – Training Sessions

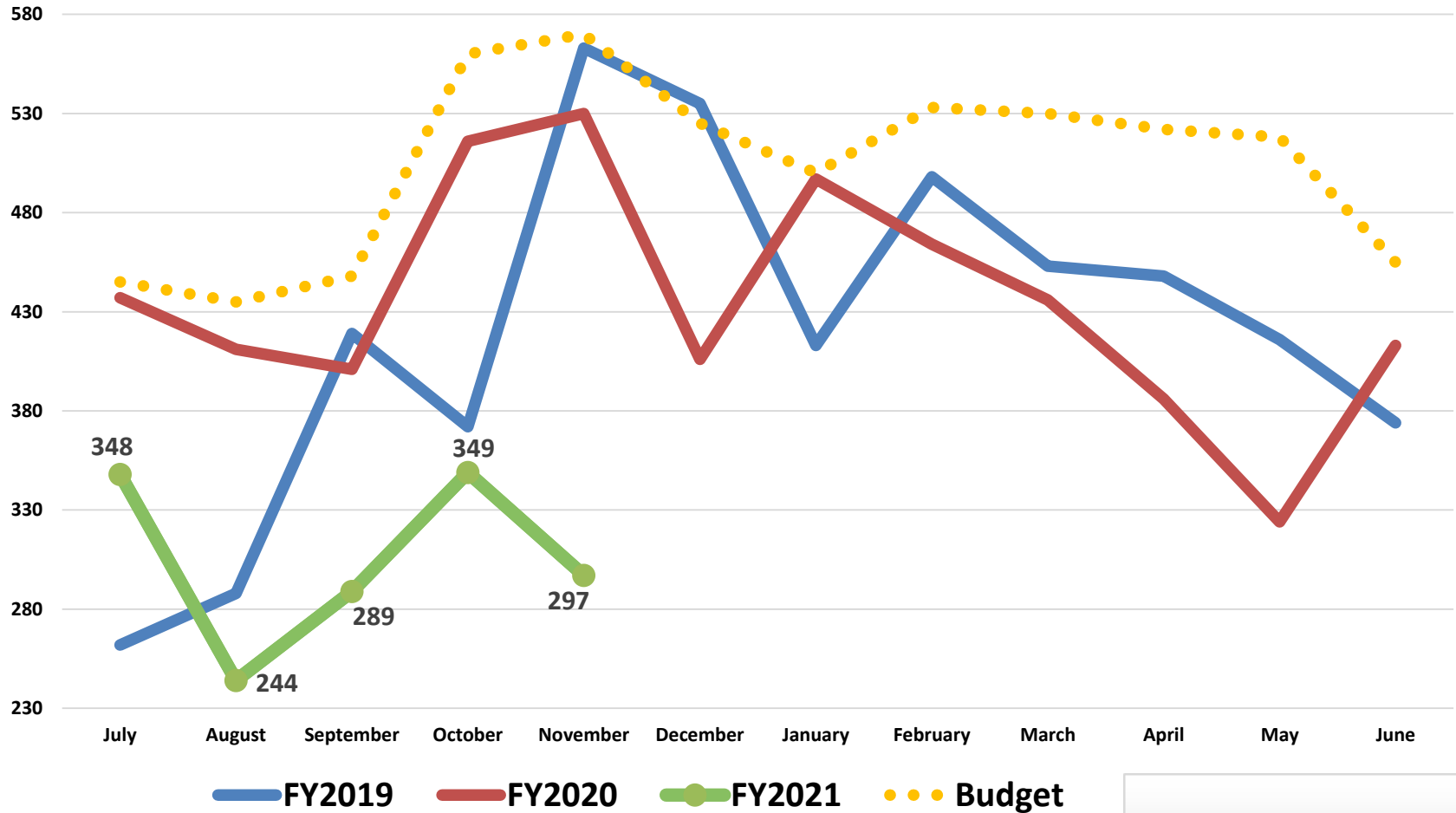
(Continuous peritoneal dialysis)



—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

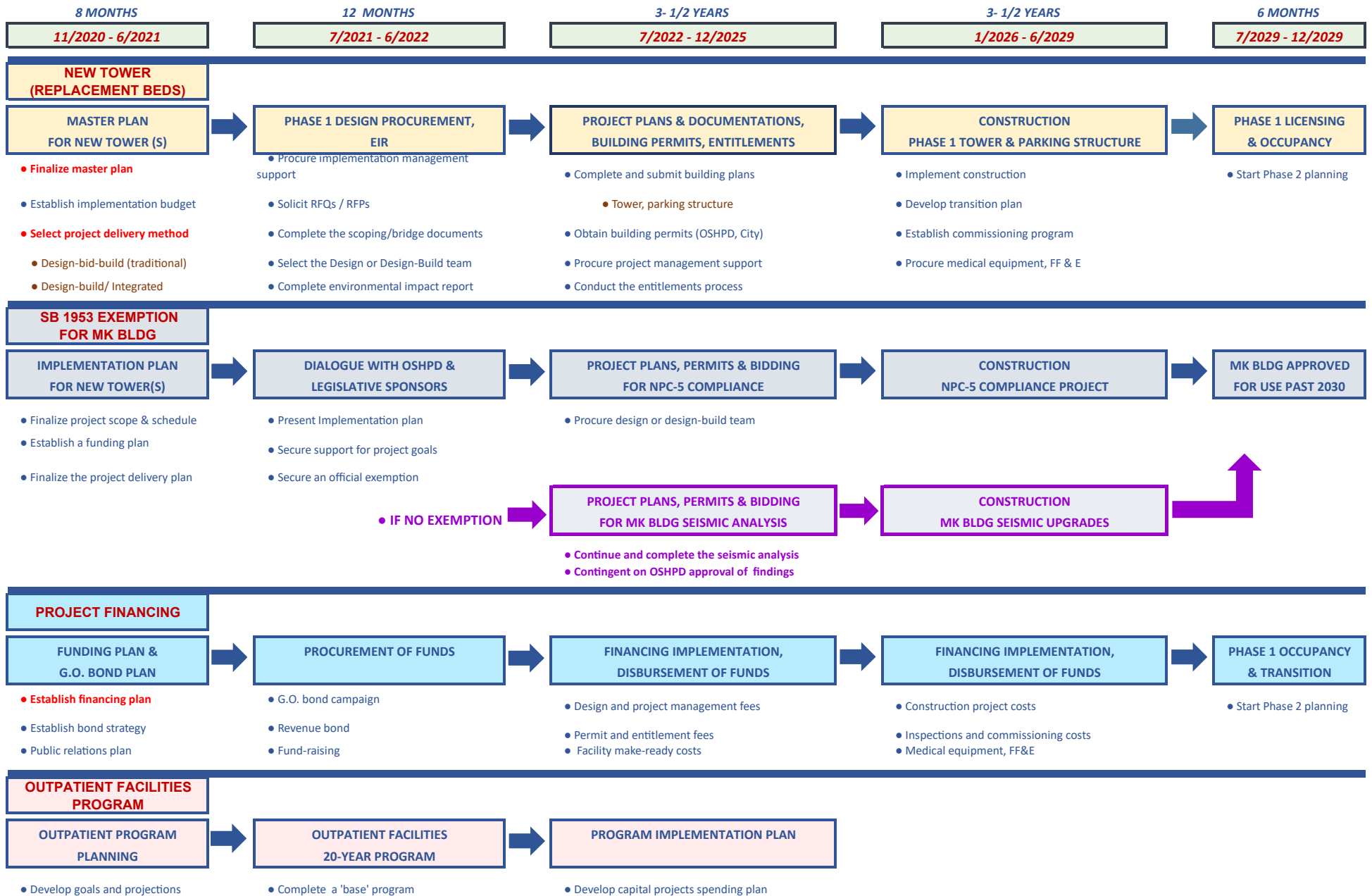


Infusion Center – Outpatient Visits

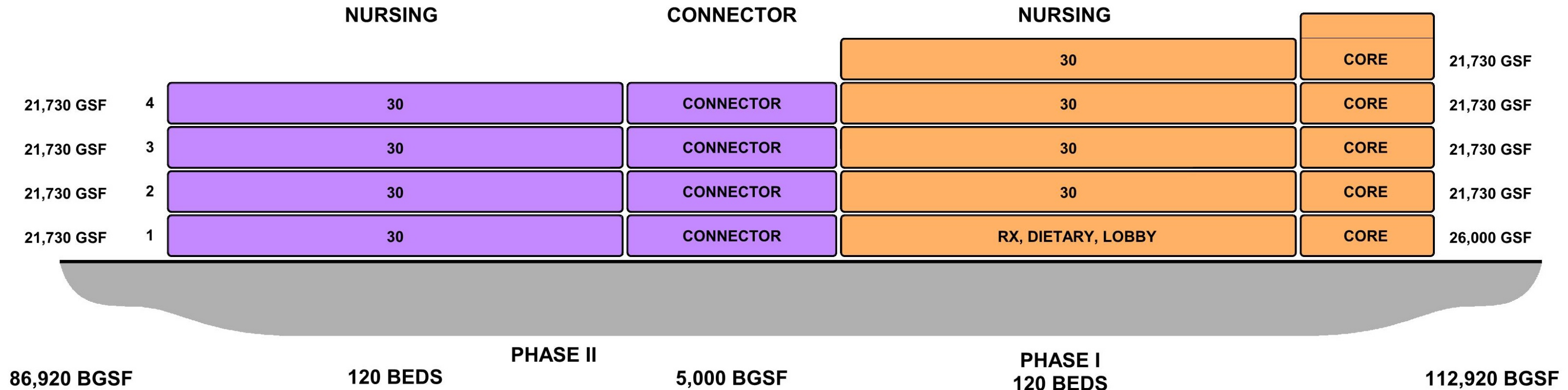


1,904	2,295	1,527	2,458
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

BEDS REPLACEMENT & SB 1953 COMPLIANCE - IMPLEMENTATION FRAMEWORK THRU 2030 (PHASE 1)



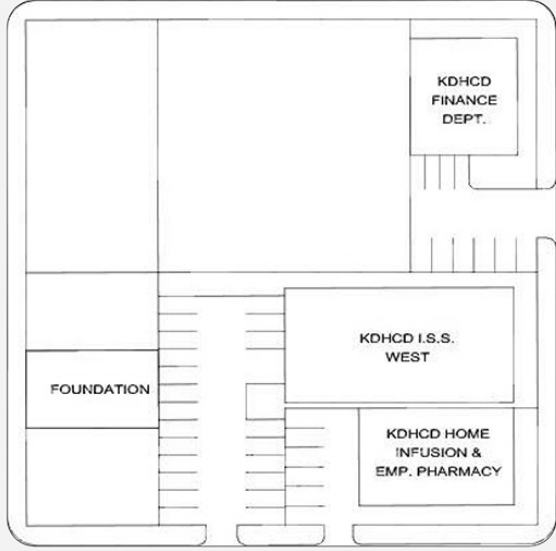
OPTION 1: TWO TOWERS / 2 PHASES



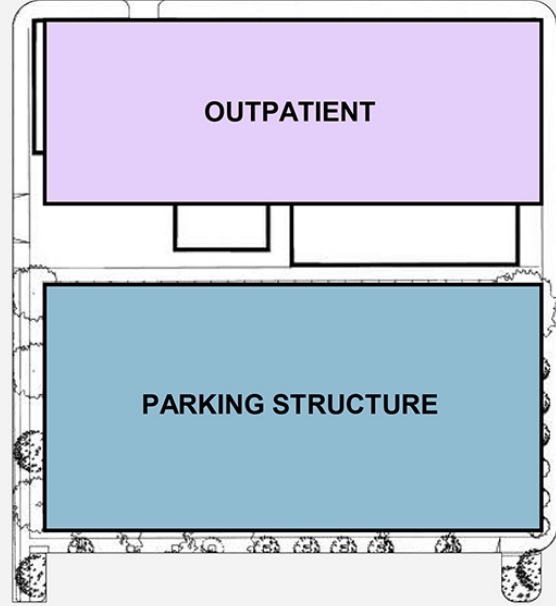
Phase 1 : 5-Storeys, 120 beds, Pharmacy, Dietary, Lobby, 452-car Parking Structure
: Construction Start January 2026 - Completion by January 2030
: \$314 Million (\$231 M 2020 cost + 4.5% yearly escalation to 2027 mid-point of construction)

Phase 2 : 4-storeys, 120 beds, 348-car Parking Structure
: Construction Start 2036 - Completion by January 2040
: \$360 Million (\$170 M 2020 cost + 4.5% yearly escalation to 2037 mid-point of construction)

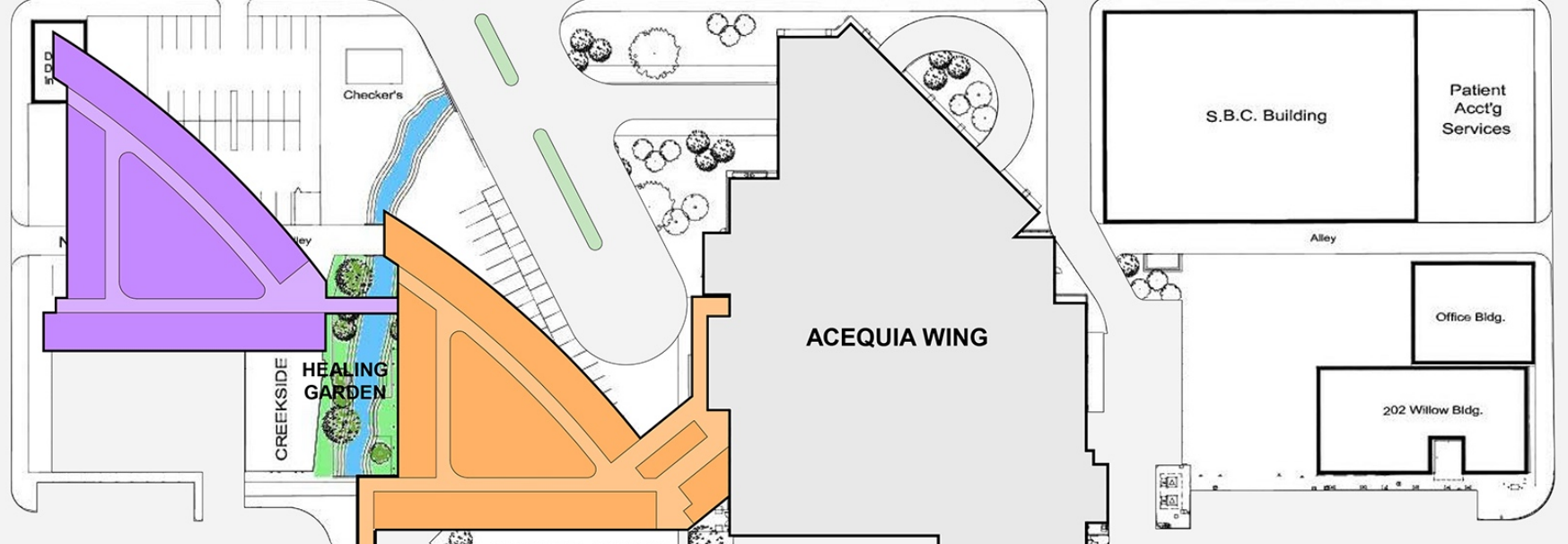
JOHNSON STREET



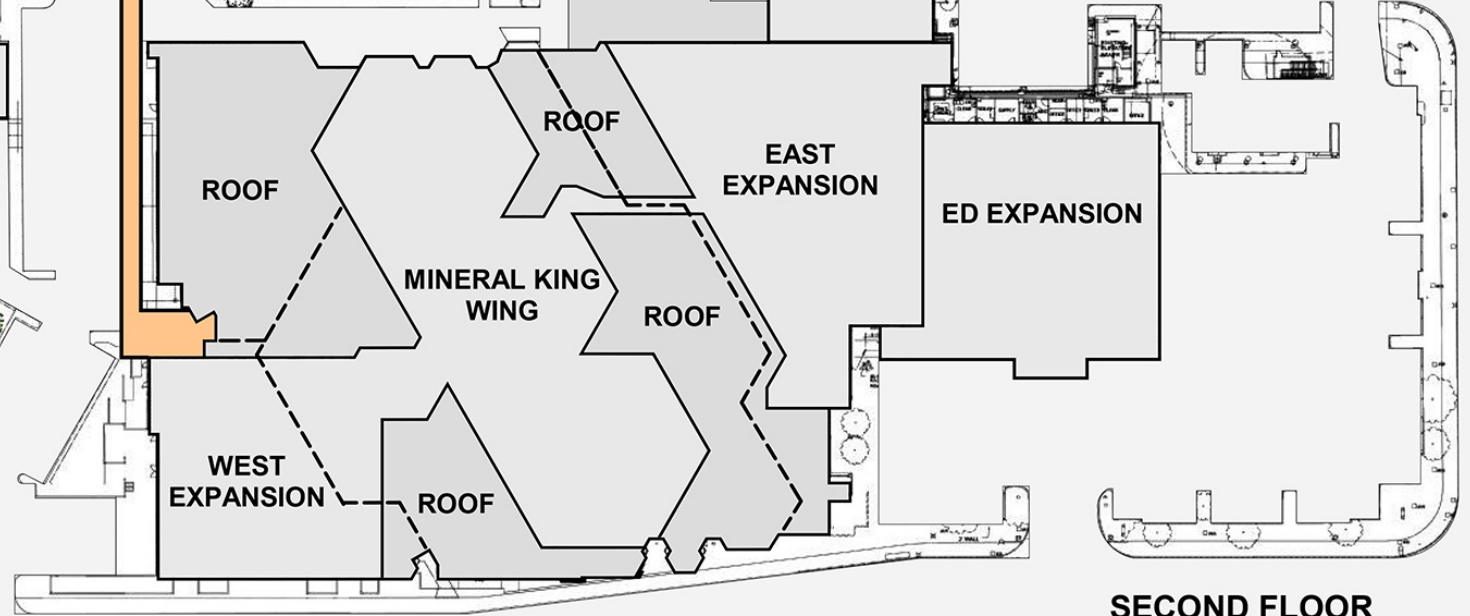
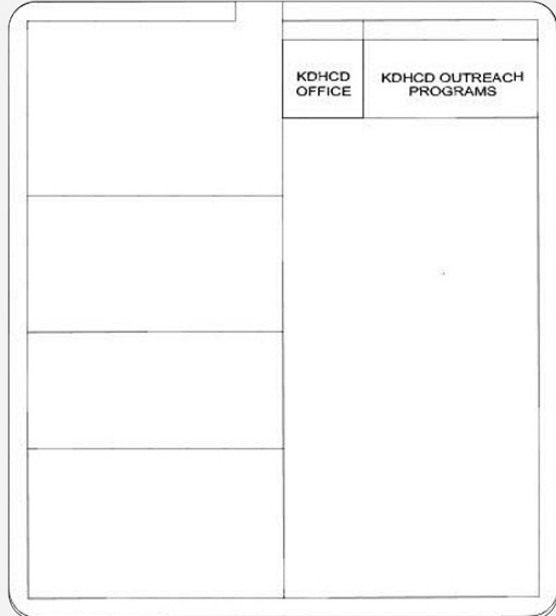
WILLIS STREET



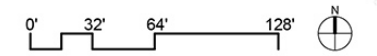
WEST STREET



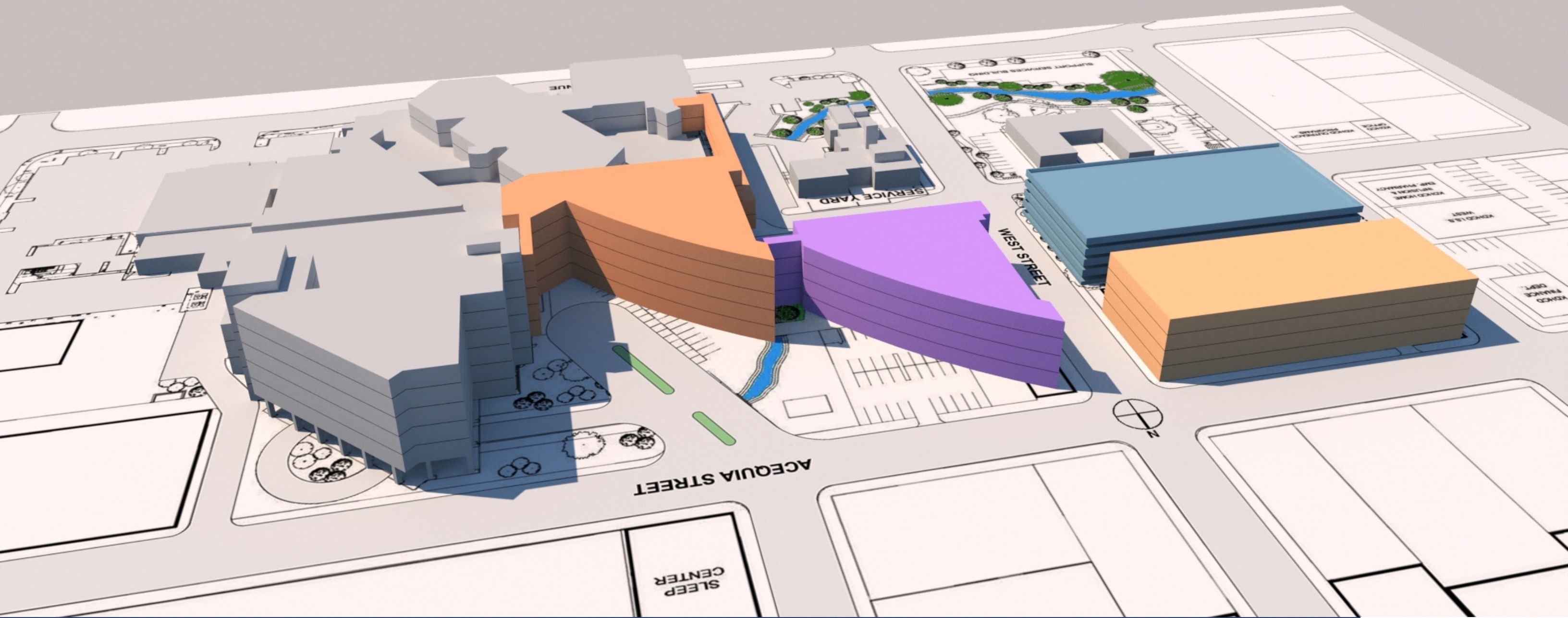
LOCUST STREET



SECOND FLOOR



OPTION 1 - SITE PLAN



OPTION 1 - SITE VIEW

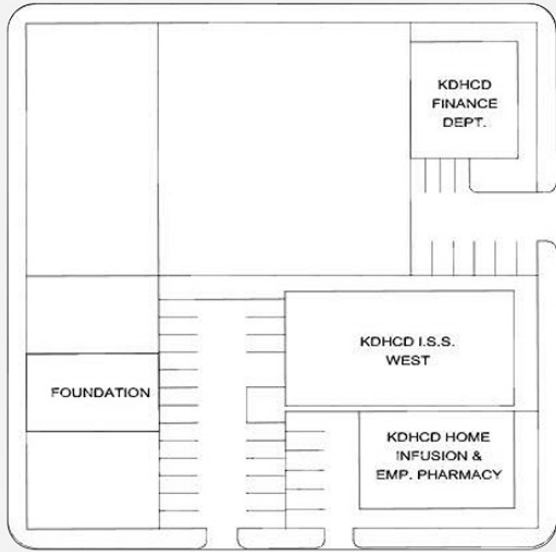
OPTION 2: ONE TOWER / 2 PHASES

21,730 GSF	9	SHELL	CORE	30
21,730 GSF	8	SHELL	CORE	30
21,730 GSF	7	SHELL	CORE	30
21,730 GSF	6	SHELL	CORE	30
21,730 GSF	5	BED	CORE	30
21,730 GSF	4	BED	CORE	30
21,730 GSF	3	BED	CORE	30
21,730 GSF	2	BED	CORE	30
26,000 GSF	1	RX, DIETARY, LOBBY	CORE	
199,840 BGSF				
				PHASE I 120 BEDS
				PHASE II 120 BEDS FILLED SHELL

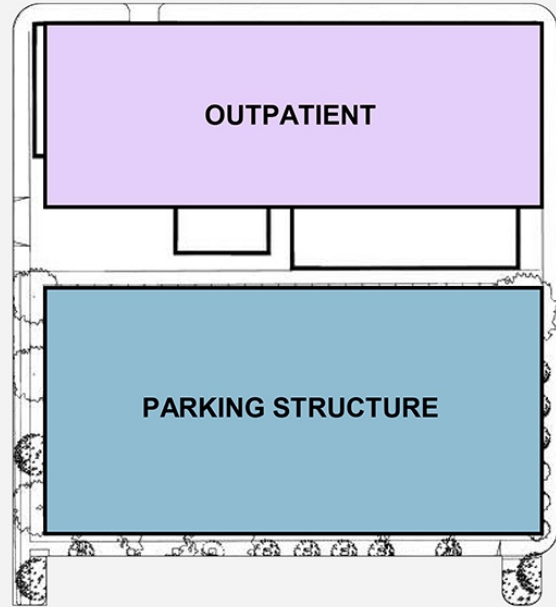
**Phase 1 : 9-Storeys (4 shelled), 120 beds, Pharmacy, Dietary, Lobby, 500-car Parking Structure
: Construction Start January 2026 - Completion by January 2030
: \$435 Million (\$319 M 2020 cost + 4.5% yearly escalation to 2027 mid-point of construction)**

**Phase 2 : Infill 4-storeys, 120 beds
: Construction Start 2036 (tentative) - Completion January 2040
: \$101 Million (\$48 M 2020 cost + 4.5% yearly escalation to 2037 mid-point of construction)**

JOHNSON STREET



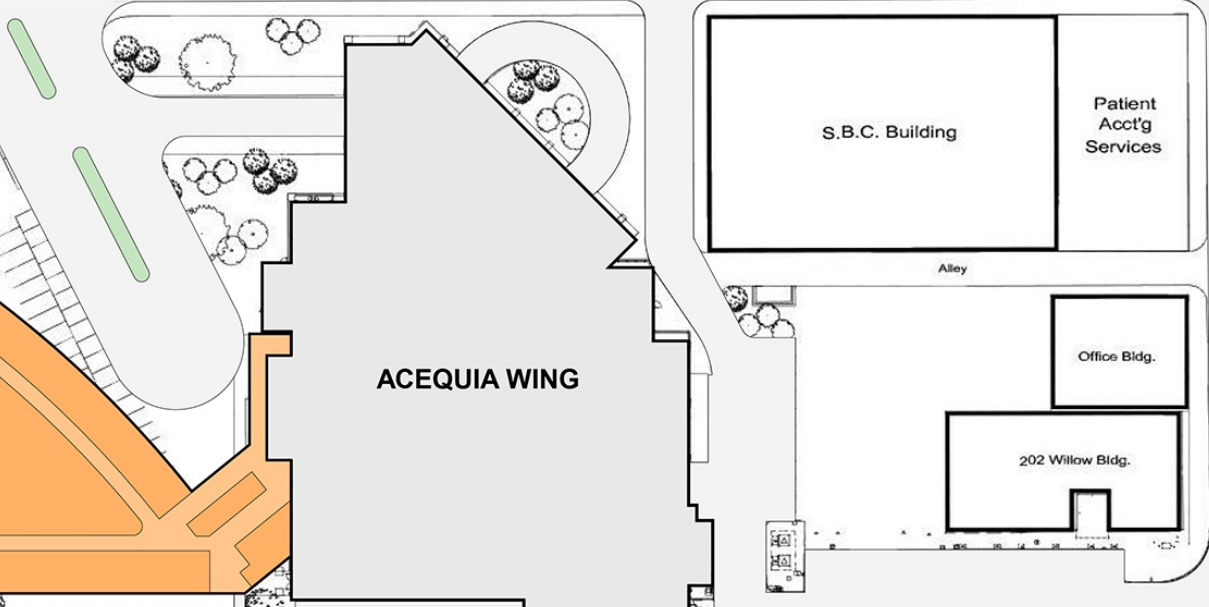
WILLIS STREET



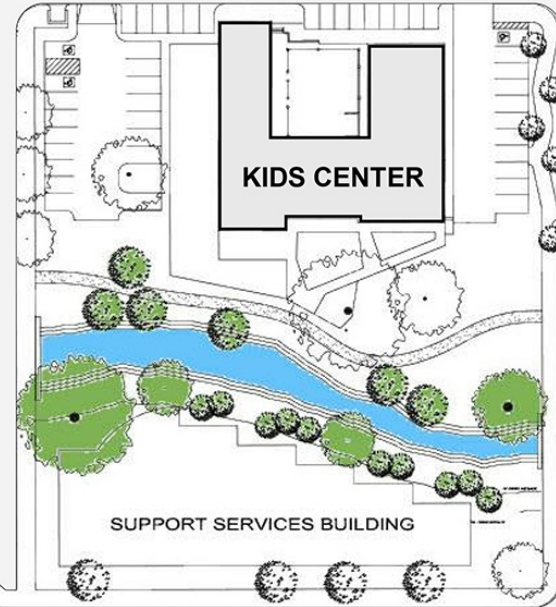
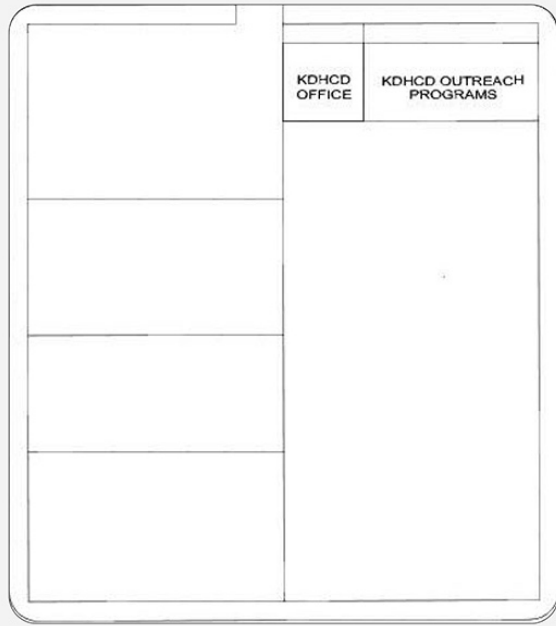
WEST STREET



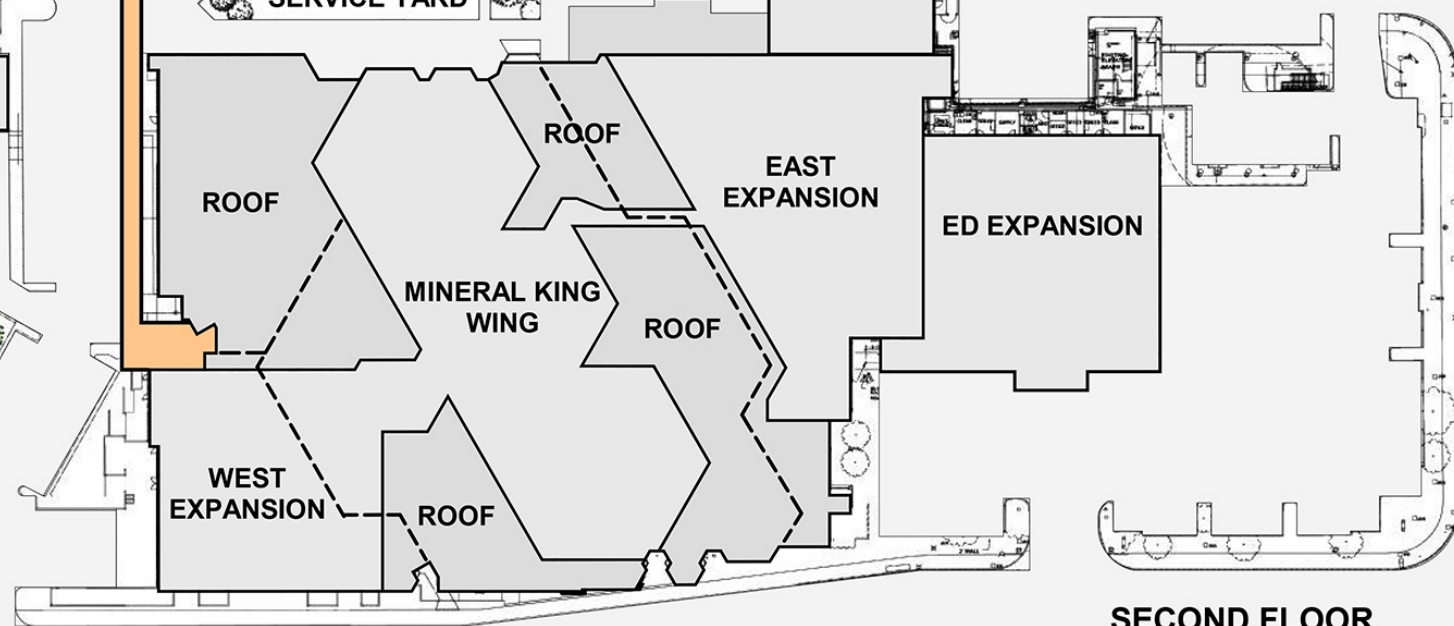
ACEQUIA STREET



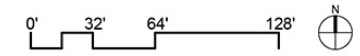
LOCUST STREET



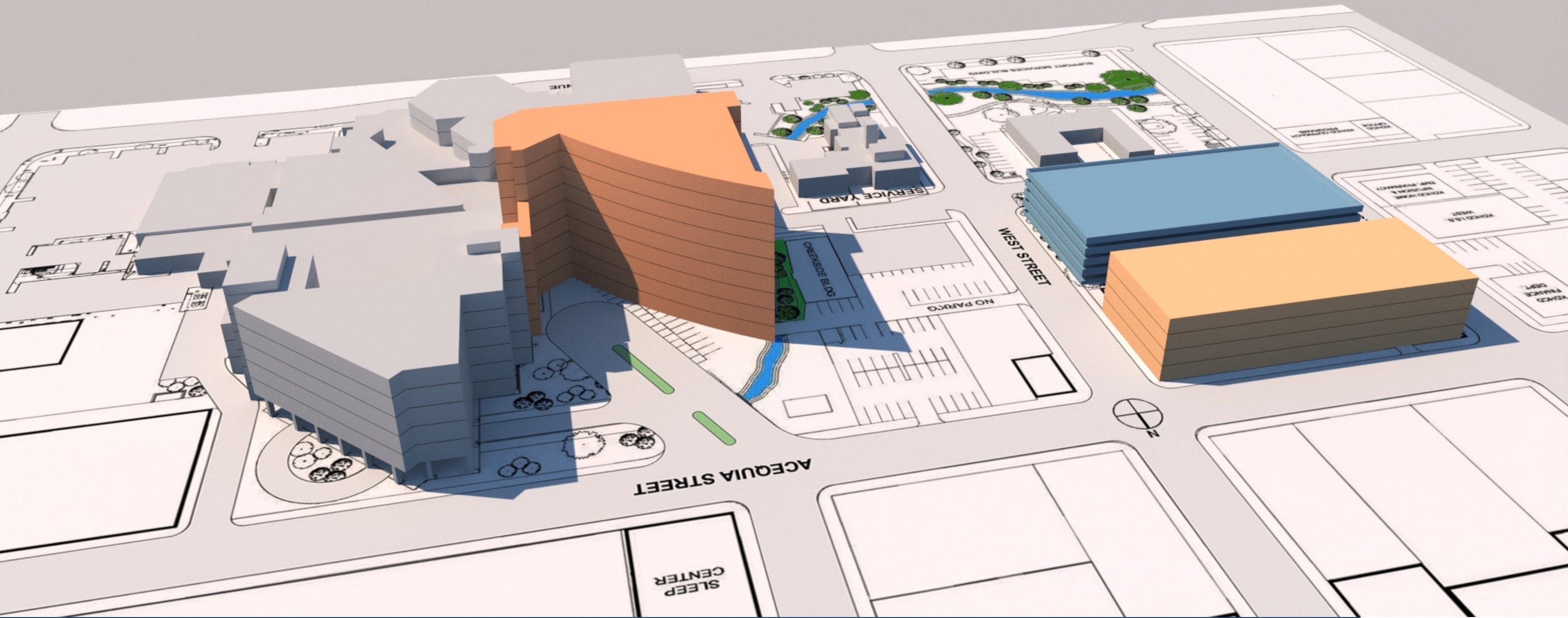
MINERAL KING AVENUE



SECOND FLOOR



OPTION 2 - SITE PLAN



OPTION 2 - SITE VIEW