



October 15, 2021

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Finance, Property, Services and Acquisition Committee meeting at 11:00AM on Tuesday October 19, 2021 in the Kaweah Health Medical Center, 305 West Acequia Avenue Visalia.

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

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

KAWEAH DELTA HEALTH CARE DISTRICT
Garth Gipson, Secretary/Treasurer

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

Cindy Moccio
Board Clerk, Executive Assistant to CEO

DISTRIBUTION:

Governing Board

Legal Counsel

Executive Team

Chief of Staff

<http://www.kaweahdelta.org>

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

Tuesday October 19, 2021

Kaweah Health Medical Center
305 West Acequia, Visalia, CA
Executive Office Conference Room

ATTENDING: Directors: David Francis & Mike Olmos; Gary Herbst, CEO; Malinda Tupper, VP & CFO; Marc Mertz, VP Chief Strategy Officer; Jennifer Stockton, Director of Finance, Deborah Volosin, Director of Community Engagement; Cindy Moccio, Recording

1. OPEN MEETING – 11:00AM

2. CALL TO ORDER – David Francis

3. PUBLIC PARTICIPATION – Members of the public may comment on agenda items before action is taken and after it is discussed by the Board. Each speaker will be allowed five minutes. Members of the public wishing to address the Board concerning items not on the agenda and within the jurisdictions of the Board are requested to identify themselves at this time. For those who are unable to attend the beginning of the Board meeting during the public participation segment but would like to address the Board, please contact the Board Clerk (Cindy Moccio 559-624-2330) or cmoccio@kaweahhealth.org to make arrangements to address the Board.

4. [FINANCIALS](#) – Review of the most current fiscal year financial results and budget.

Malinda Tupper – Vice President & Chief Financial Officer

5. ADJOURN – David Francis

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

*Mike Olmos – Zone I
Board Member*

*Lynn Havard Mirviss – Zone II
Vice President*

*Garth Gipson – Zone III
Secretary/Treasurer*

*David Francis – Zone IV
President*

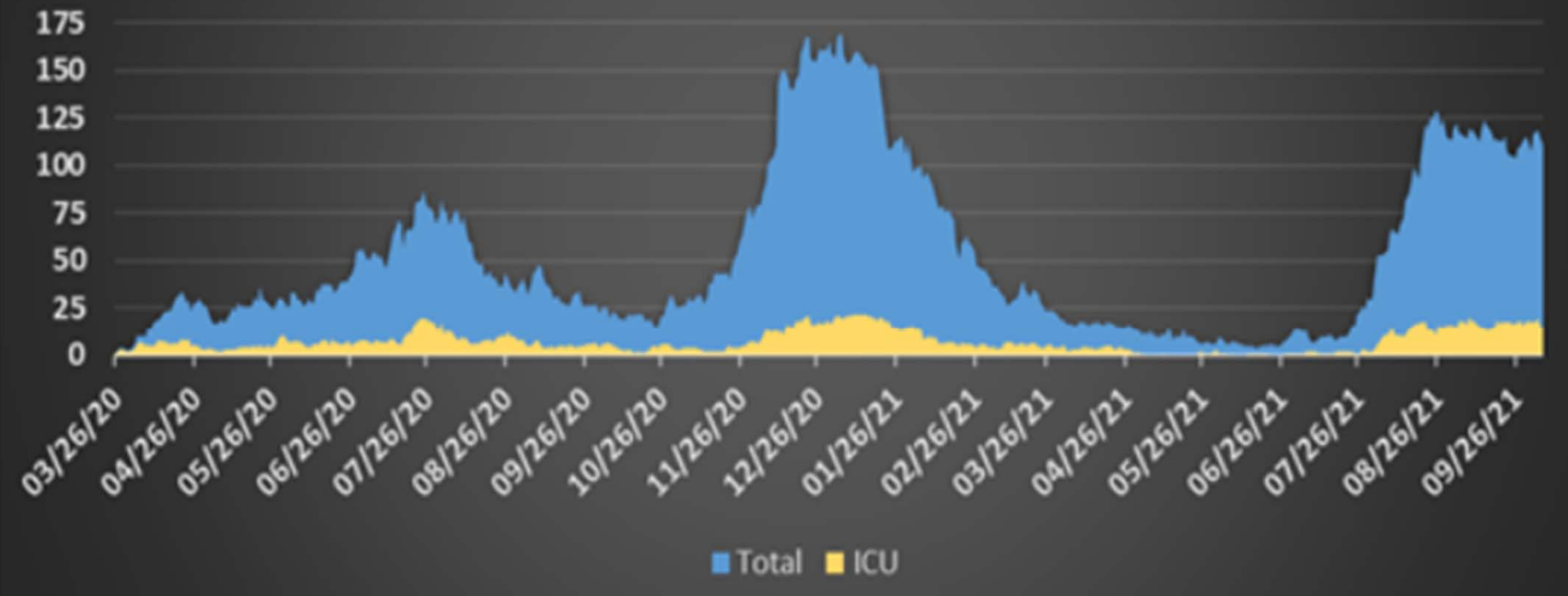
*Ambar Rodriguez – Zone V
Board Member*

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

CFO Financial Report

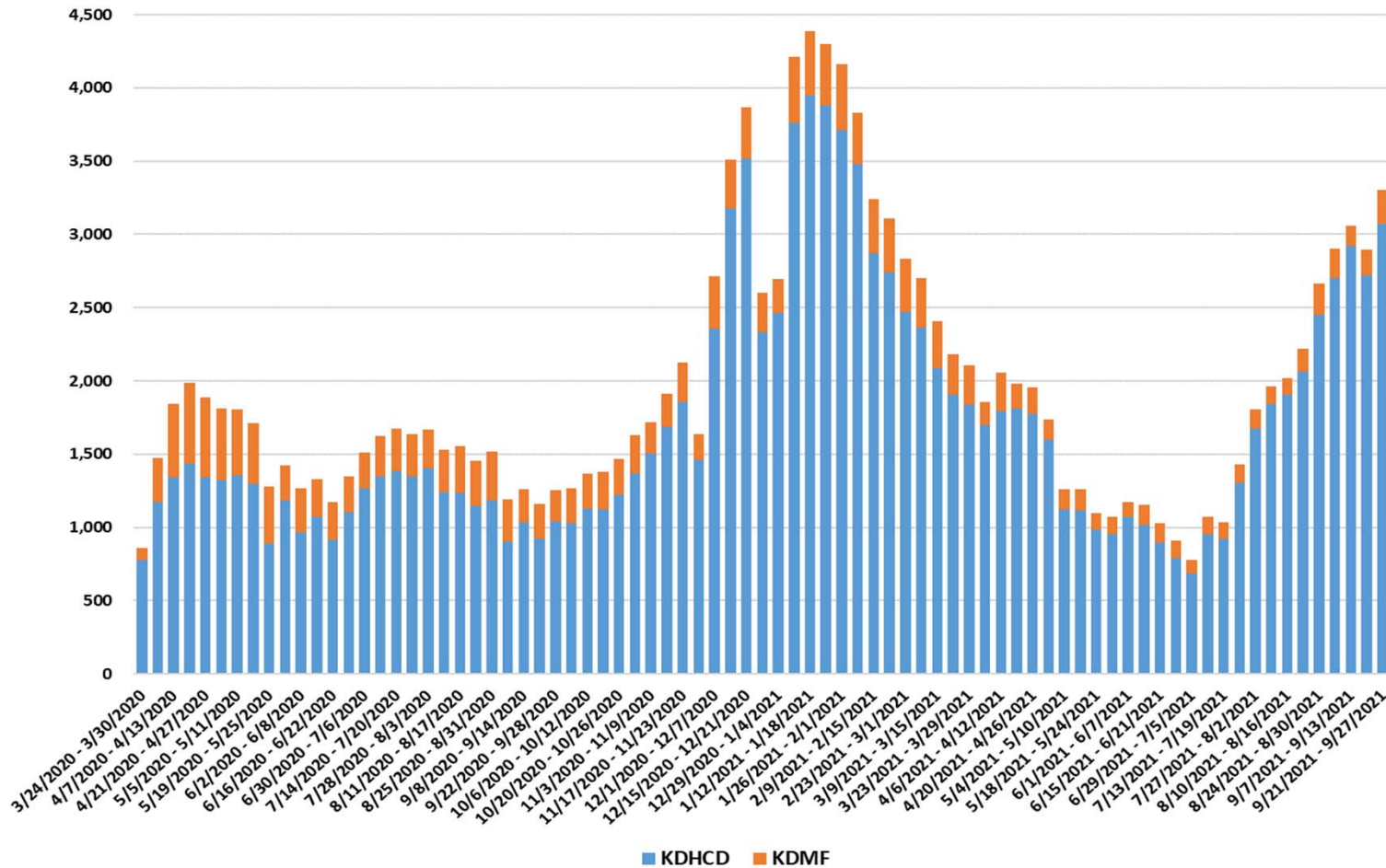
October 19, 2021

Kaweah Health COVID+ Inpatients (entire pandemic)



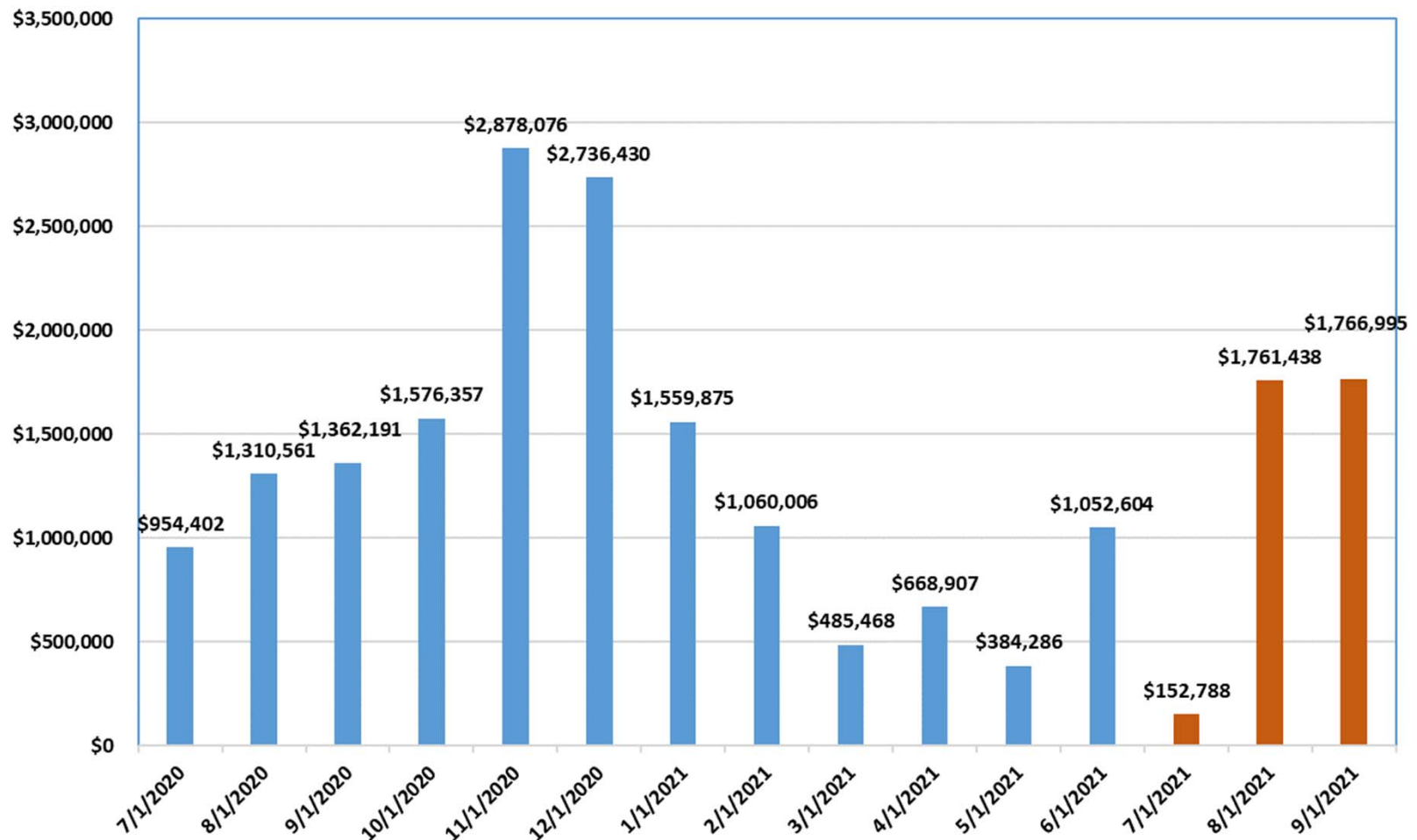
Telehealth

Telehealth volumes show a steady increase since June 2021. The majority of the telehealth visits during 2021 are in the Urgent Care Clinics and Rural Health Clinics. The average reimbursement is \$134 per visit and an estimated \$36 per visit in net operating income.



COVID Expenses

COVID operating expenses have increase throughout Quarter 1, FY 22 totaling \$3.7M for the quarter. Of the \$3.7M, 82% are related to supplies and 18% to payroll costs.



COVID IMPACT (000's)

March 2020 - Sep
2021

Operating Revenue

Net Patient Service Revenue	\$908,931
Supplemental Gov't Programs	89,333
Prime Program	20,688
Premium Revenue	91,548
Management Services Revenue	55,345
Other Revenue	34,613
Other Operating Revenue	291,528
Total Operating Revenue	1,200,456

Operating Expenses

Salaries & Wages	515,836
Contract Labor	16,074
Employee Benefits	90,306
Total Employment Expenses	622,216

Medical & Other Supplies	205,764
Physician Fees	152,704
Purchased Services	30,149
Repairs & Maintenance	41,639
Utilities	11,392
Rents & Leases	9,791
Depreciation & Amortization	50,347
Interest Expense	10,737
Other Expense	32,237
Humana Cap Plan Expenses	52,658
Management Services Expense	55,103

Total Other Expenses **652,518**

Total Operating Expenses **1,274,734**

Operating Margin **(\$74,278)**

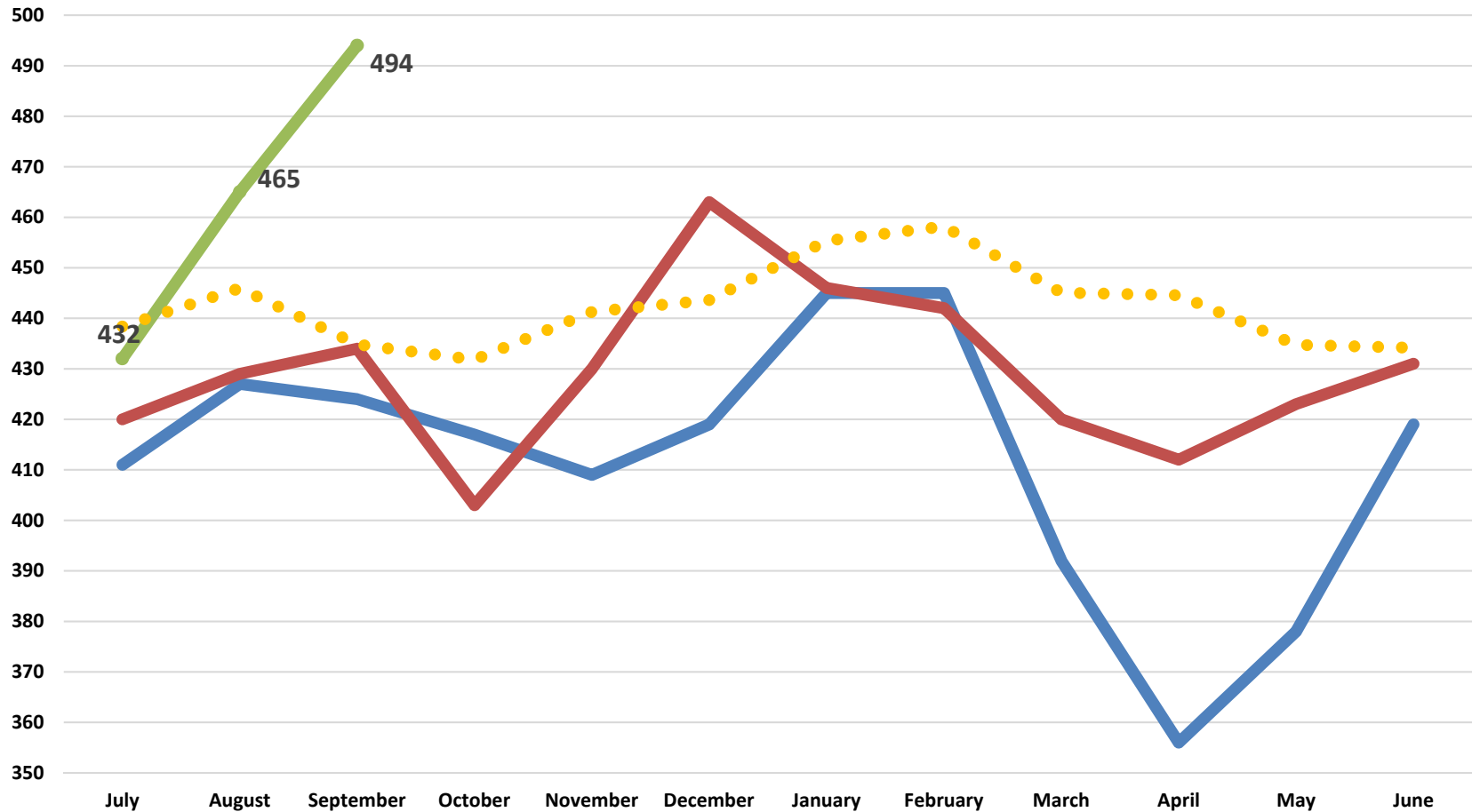
Stimulus Funds \$47,865

Operating Margin after Stimulus **(\$26,413)**

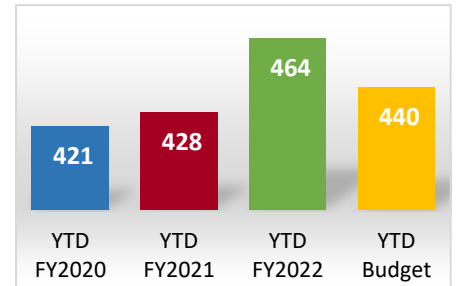
Nonoperating Revenue (Loss) 15,385

Excess Margin **(\$11,027)**

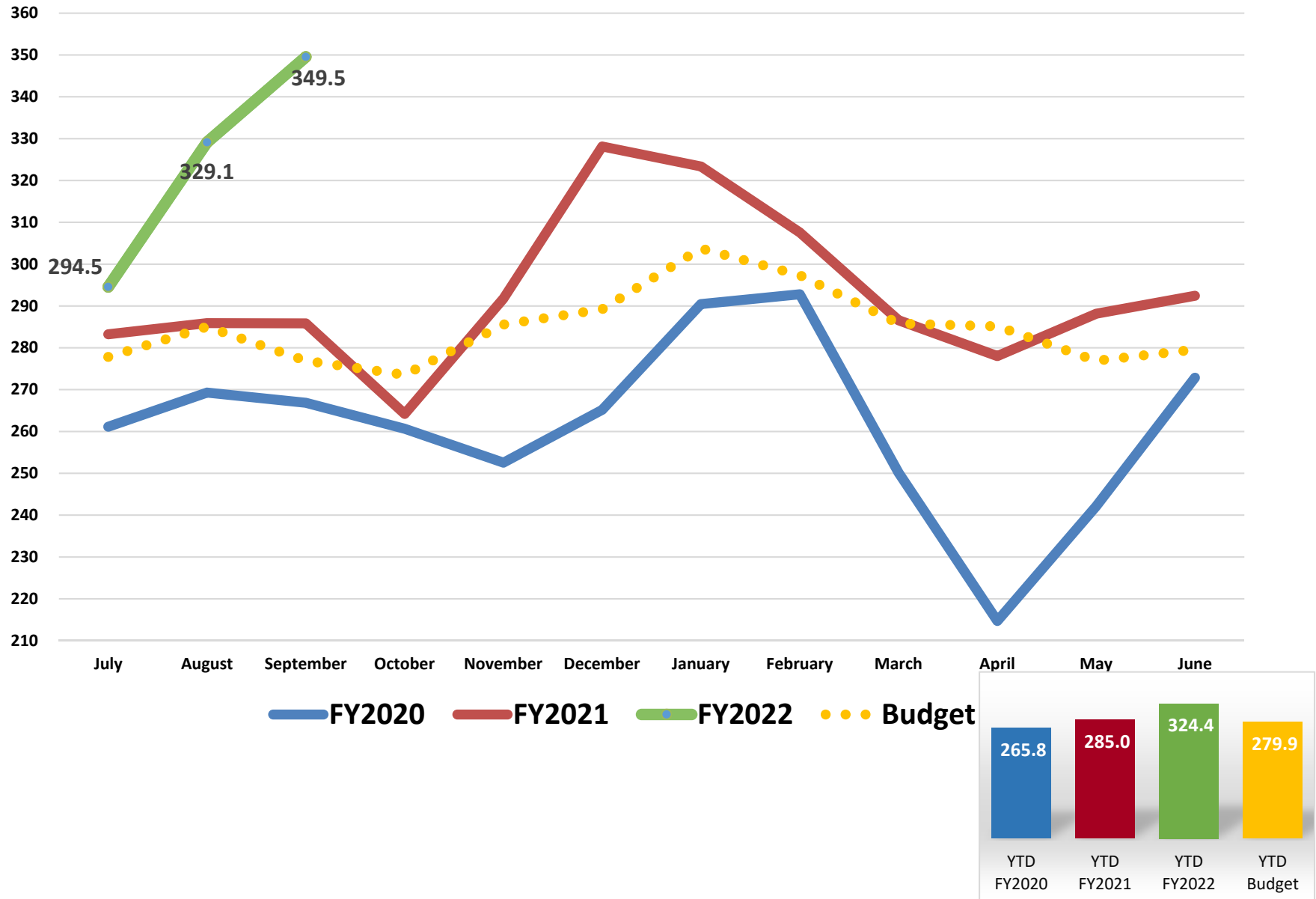
Average Daily Census



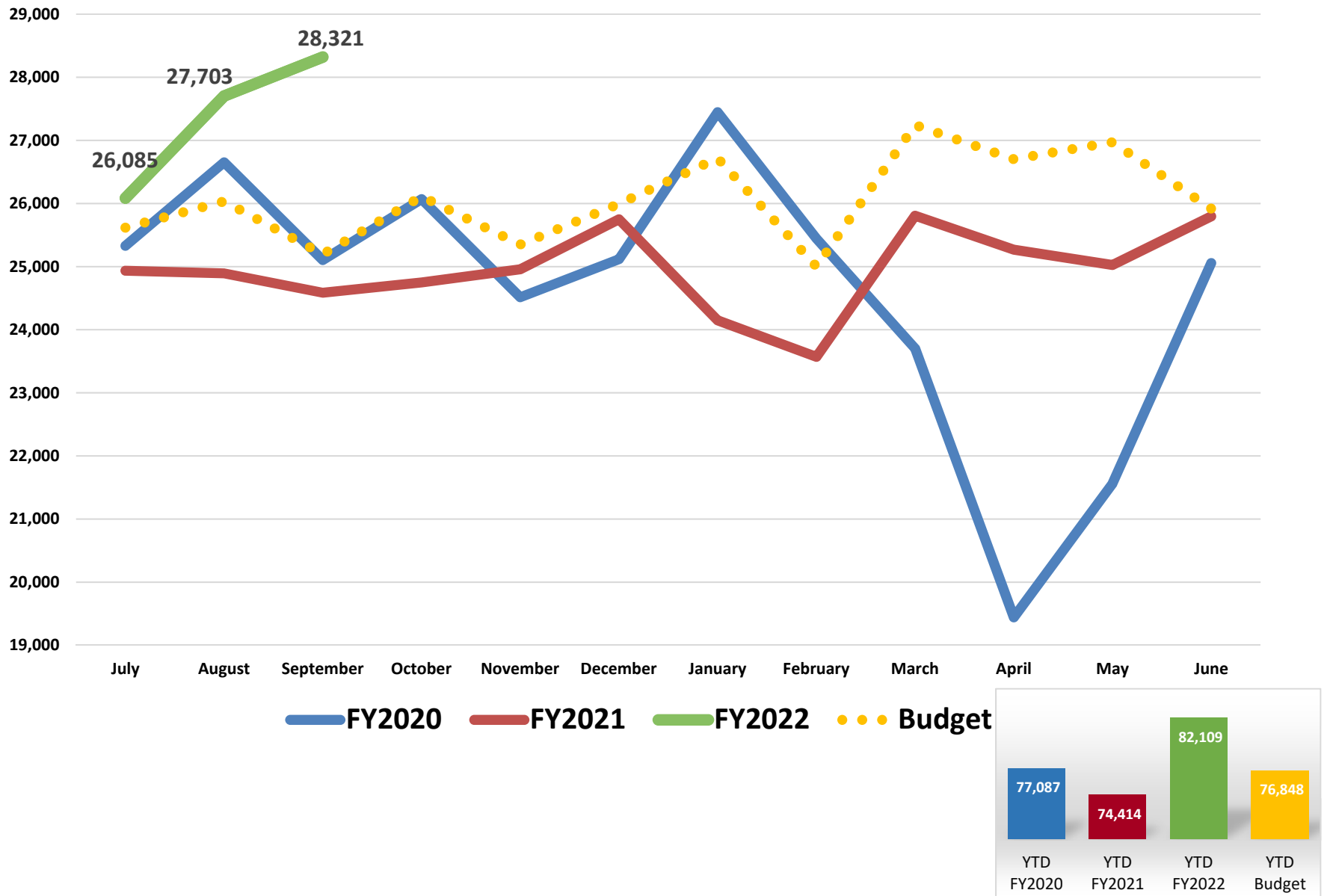
— FY2020
 — FY2021
 — FY2022
 ●●● Budget



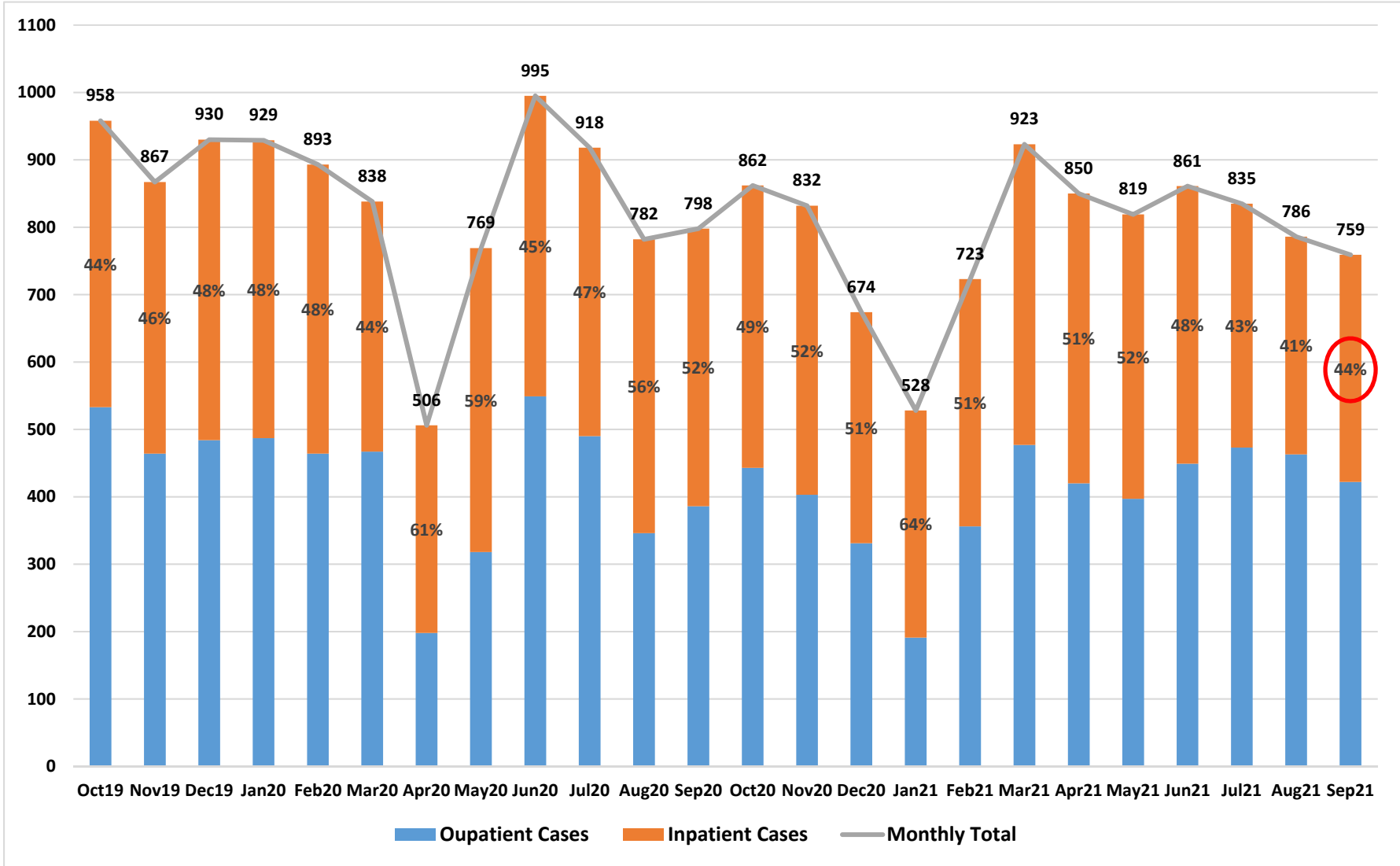
Medical Center – Average Daily Census



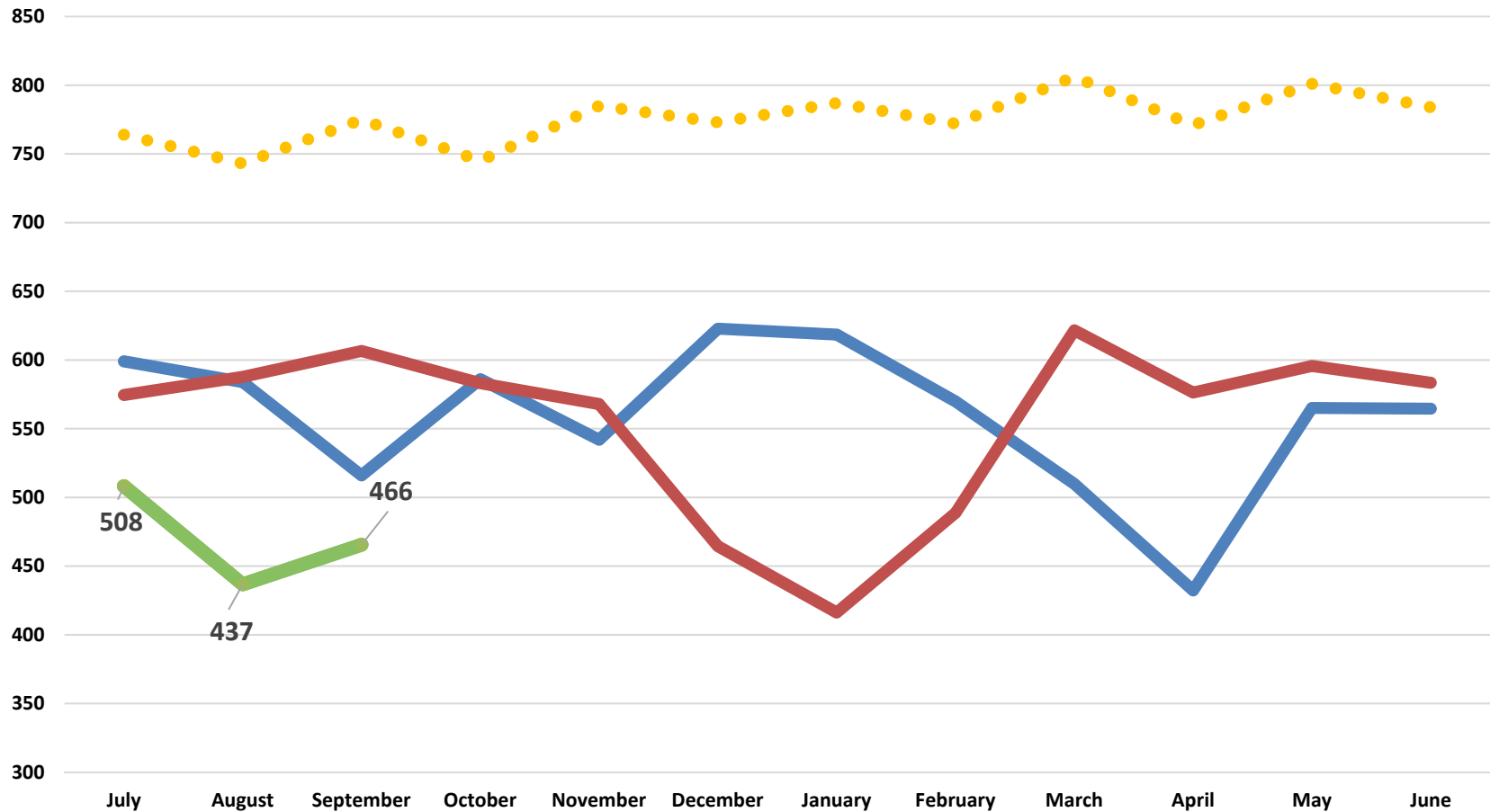
Adjusted Patient Days



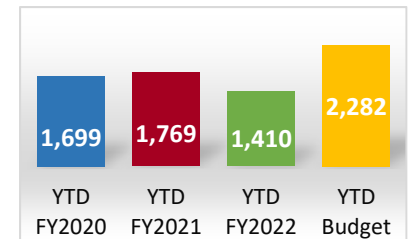
Surgery Volume



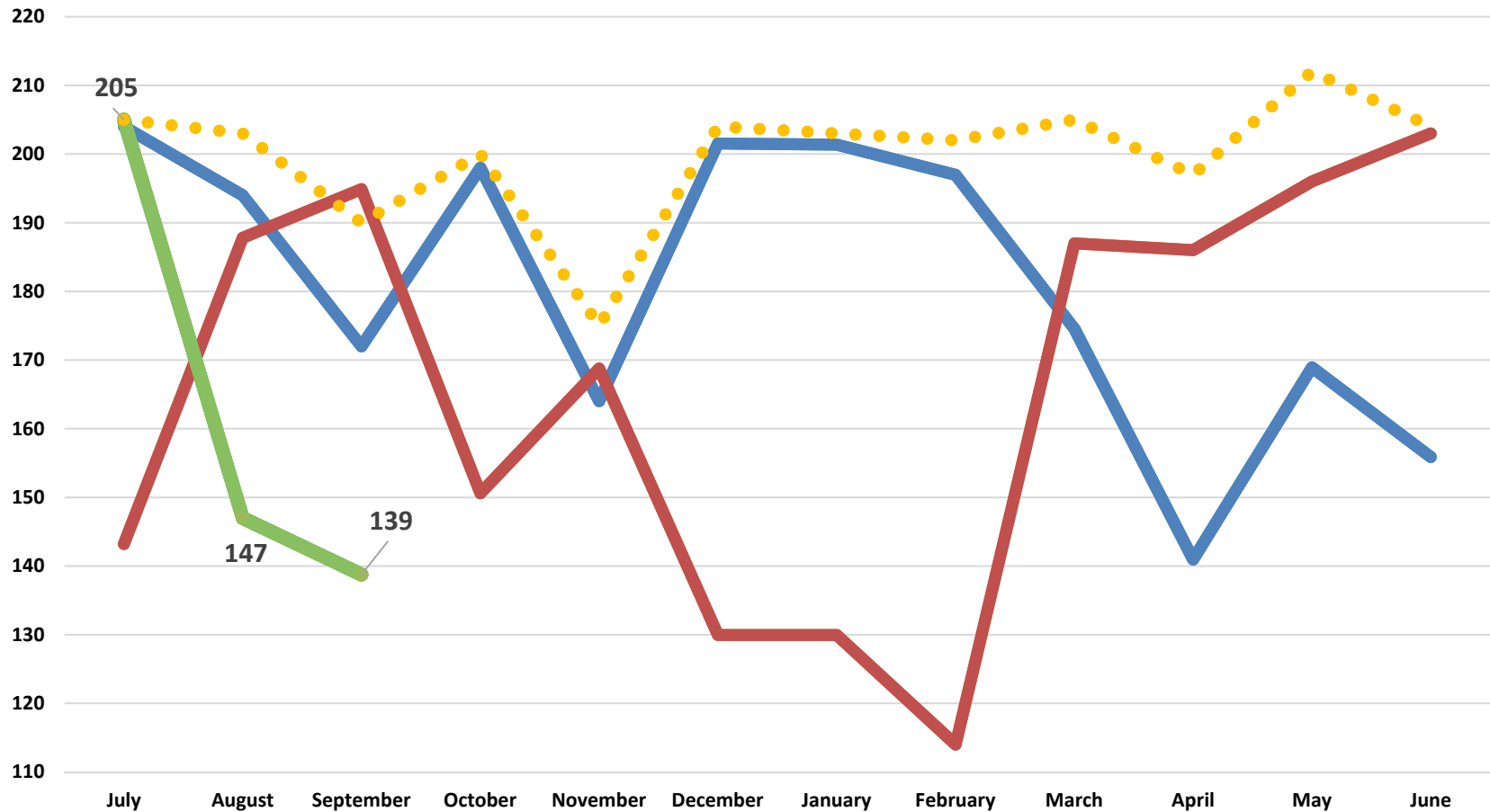
Surgery (IP Only) – 100 min units



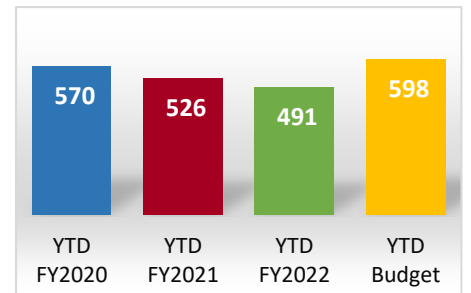
—●— FY2020
 —●— FY2021
 —●— FY2022
 ●●● Budget



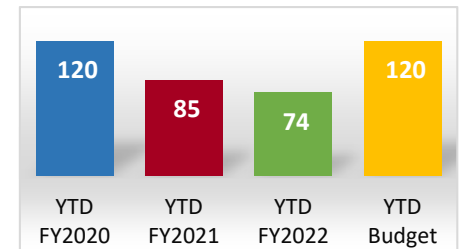
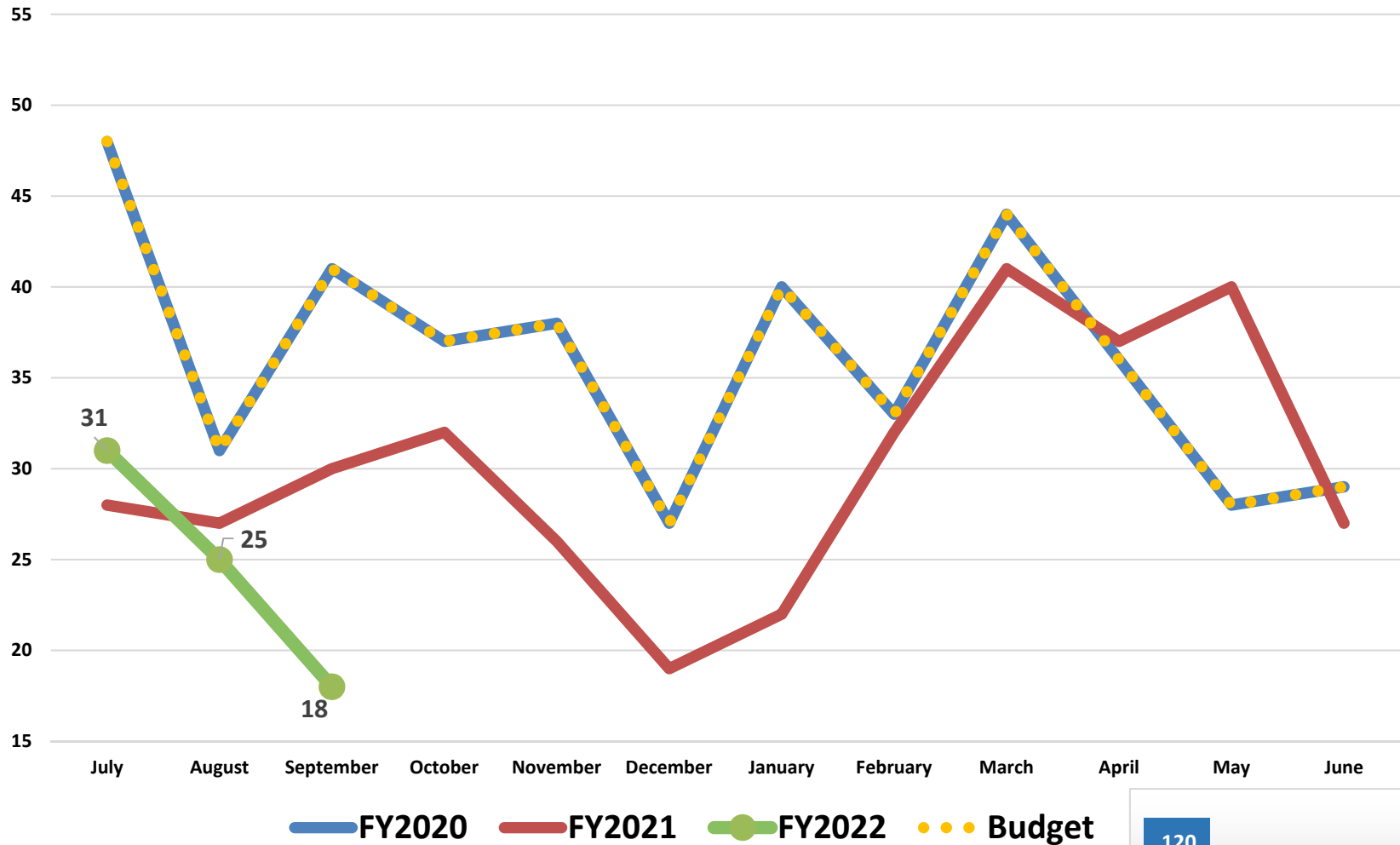
Cath Lab (IP Only) – 100 min units



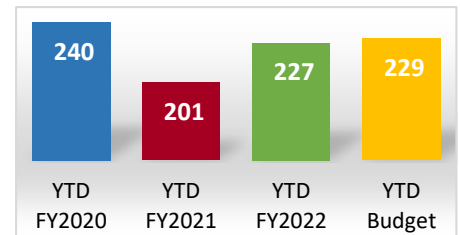
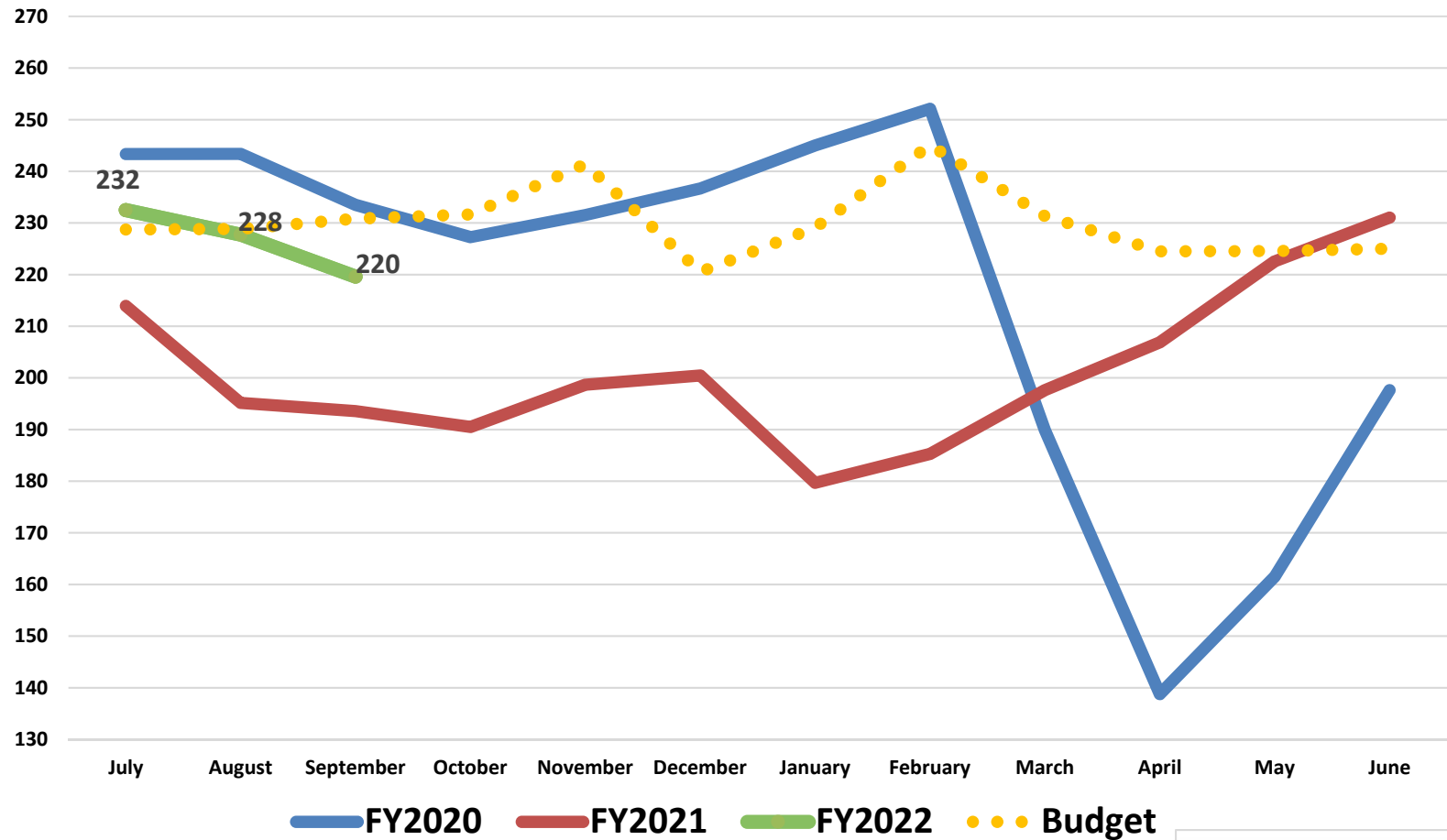
—●— **FY2020**
 —●— **FY2021**
 —●— **FY2022**
 ●●● **Budget**



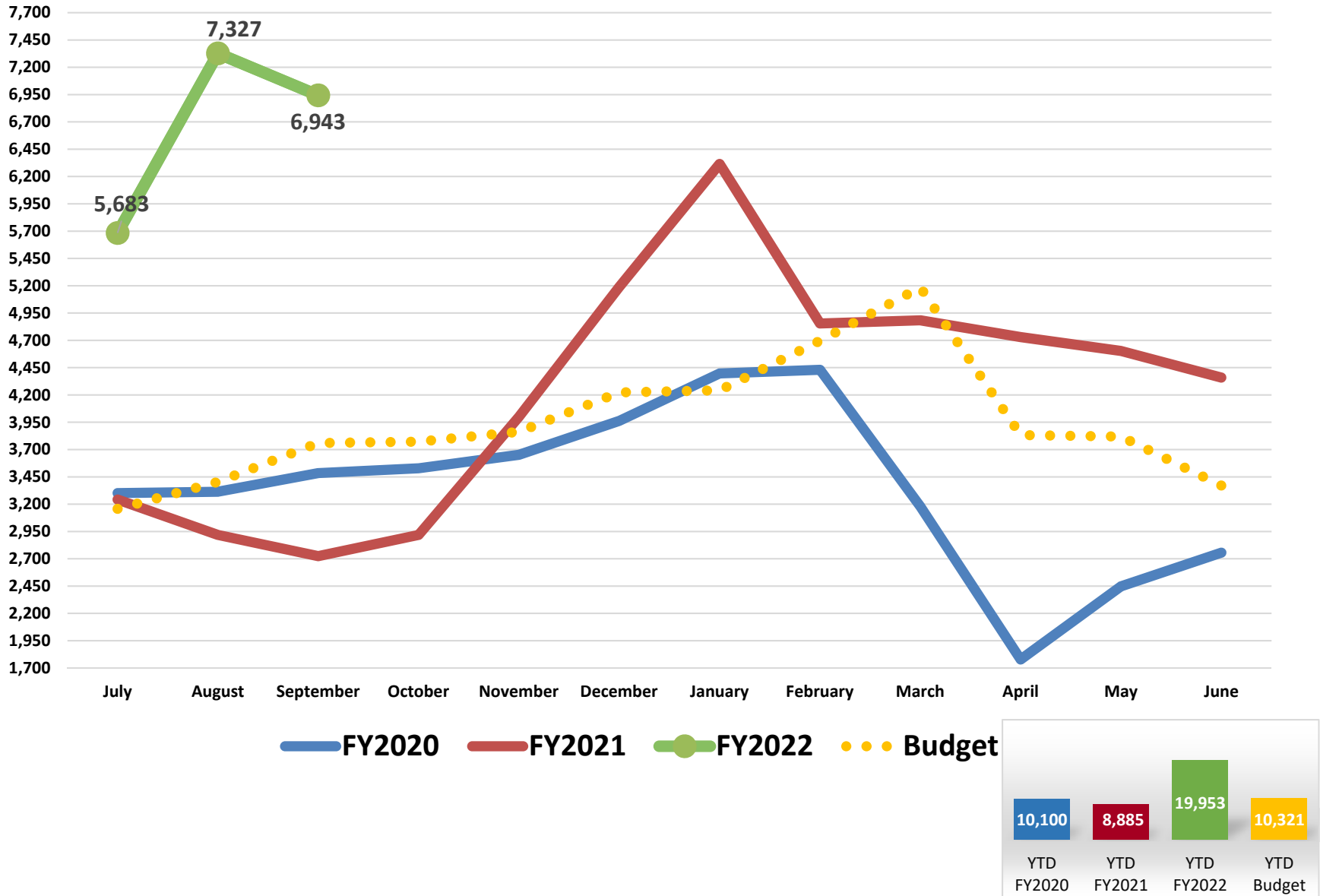
Cardiac Surgery - Cases



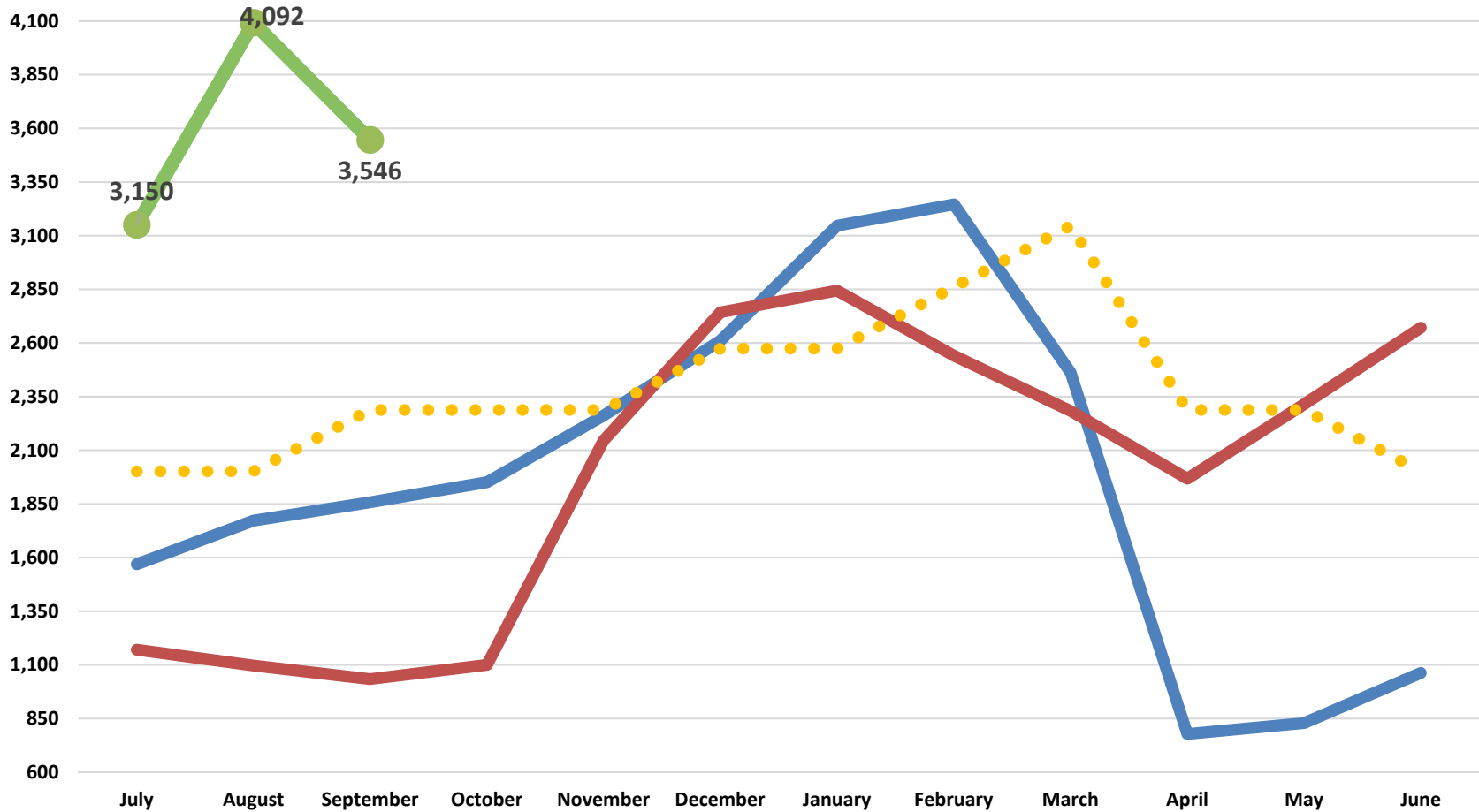
Emergency Department – Average # Treated Per Day



Urgent Care – Court Total Visits



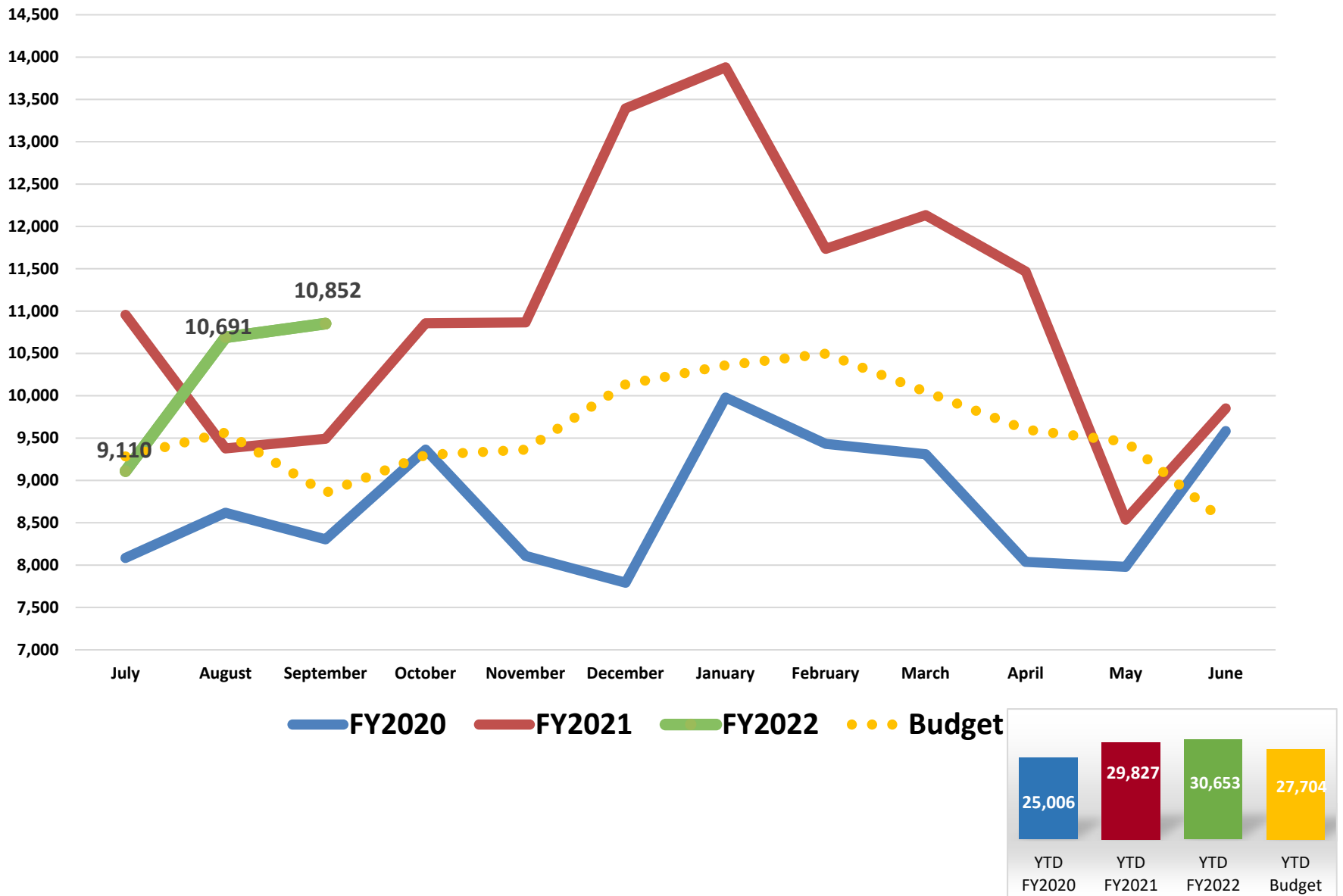
Urgent Care – Demaree Total Visits



—●— FY2020
 —●— FY2021
 —●— FY2022
 ●●● Budget

5,199	3,302	10,788	6,292
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Rural Health Clinic Registrations



Statistical Results – Fiscal Year Comparison (Sep)

Actual Results			Budget	Budget Variance	
Sep 2020	Sep 2021	% Change	Sep 2021	Change	% Change

Average Daily Census	434	494	13.8%	435	59	13.6%
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KDHCD Patient Days:

Medical Center	8,575	10,486	22.3%	8,307	2,179	26.2%
Acute I/P Psych	1,364	1,183	(13.3%)	1,420	(237)	(16.7%)
Sub-Acute	901	802	(11.0%)	926	(124)	(13.4%)
Rehab	423	598	41.4%	581	17	2.9%
TCS-Ortho	389	287	(26.2%)	366	(79)	(21.6%)
TCS	405	438	8.1%	470	(32)	(6.8%)
NICU	445	478	7.4%	400	78	19.5%
Nursery	522	552	5.7%	575	(23)	(4.0%)

Total KDHCD Patient Days	13,024	14,824	13.8%	13,045	1,779	13.6%
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Total Outpatient Volume	38,070	48,090	26.3%	46,119	1,971	4.3%
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Statistical Results – Fiscal Year Comparison (Jul-Sep)

	Actual Results			Budget	Budget Variance	
	FYTD 2021	FYTD 2022	% Change	FYTD 2022	Change	% Change
Average Daily Census	428	463	8.3%	440	23	5.3%
KDHCD Patient Days:						
Medical Center	26,218	29,820	13.7%	25,756	4,064	15.8%
Acute I/P Psych	4,221	3,383	(19.9%)	4,340	(957)	(22.1%)
Sub-Acute	2,726	2,450	(10.1%)	2,828	(378)	(13.4%)
Rehab	1,162	1,598	37.5%	1,727	(129)	(7.5%)
TCS-Ortho	977	1,073	9.8%	1,198	(125)	(10.4%)
TCS	1,228	1,114	(9.3%)	1,504	(390)	(25.9%)
NICU	1,358	1,561	14.9%	1,313	248	18.9%
Nursery	1,446	1,614	11.6%	1,793	(179)	(10.0%)
Total KDHCD Patient Days	39,336	42,613	8.3%	40,459	2,154	5.3%
Total Outpatient Volume	122,607	142,516	16.2%	141,433	1,083	0.8%

Other Statistical Results – Fiscal Year Comparison (Sep)

	Actual Results				Budget	Budget Variance	
	Sep 2020	Sep 2021	Change	% Change	Sep 2021	Change	% Change
Adjusted Patient Days	24,587	28,321	3,734	15.2%	25,994	2,327	9.0%
Outpatient Visits	38,070	48,090	10,020	26.3%	46,119	1,971	4.3%
Urgent Care - Demaree	1,034	3,546	2,512	242.9%	2,288	1,258	55.0%
Urgent Care - Court	2,724	6,943	4,219	154.9%	3,760	3,183	84.7%
Infusion Center	289	422	133	46.0%	359	63	17.5%
RHC Registrations	9,493	10,852	1,359	14.3%	8,854	1,998	22.6%
ED Total Registered	5,851	6,686	835	14.3%	6,925	(239)	(3.5%)
Radiology/CT/US/MRI Proc (I/P & O/P)	14,762	16,622	1,860	12.6%	15,129	1,493	9.9%
Physical & Other Therapy Units	17,420	18,139	719	4.1%	18,376	(237)	(1.3%)
OB Deliveries	402	415	13	3.2%	400	15	3.8%
KDMF RVU	30,934	31,598	664	2.1%	35,837	(4,239)	(11.8%)
GME Clinic visits	1,186	1,165	(21)	(1.8%)	1,305	(140)	(10.7%)
O/P Rehab Units	19,652	19,194	(458)	(2.3%)	19,426	(232)	(1.2%)
Radiation Oncology Treatments (I/P & O/P)	2,016	1,948	(68)	(3.4%)	2,334	(386)	(16.5%)
Hospice Days	4,291	4,102	(189)	(4.4%)	4,150	(48)	(1.2%)
Dialysis Treatments	1,636	1,504	(132)	(8.1%)	1,874	(370)	(19.7%)
Endoscopy Procedures (I/P & O/P)	568	500	(68)	(12.0%)	559	(59)	(10.6%)
Surgery Minutes – General & Robotic (I/P & O/P)	1,076	936	(140)	(13.0%)	1,359	(423)	(31.1%)
Home Health Visits	3,170	2,719	(451)	(14.2%)	2,900	(181)	(6.2%)
Cath Lab Minutes (IP & OP)	367	307	(60)	(16.3%)	386	(79)	(20.5%)

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

	Actual Results				Budget	Budget Variance	
	FY 2021	FY 2022	Change	% Change	FY 2022	Change	% Change
Adjusted Patient Days	74,421	82,116	7,694	10.3%	80,151	1,965	2.5%
Outpatient Visits	122,607	142,516	19,909	16.2%	141,433	1,083	0.8%
Urgent Care - Demaree	3,302	10,788	7,486	226.7%	6,292	4,496	71.5%
Urgent Care - Court	8,885	19,953	11,068	124.6%	10,321	9,632	93.3%
Infusion Center	881	1,311	430	48.8%	1,065	246	23.1%
ED Total Registered	18,615	21,217	2,602	14.0%	21,110	107	0.5%
Radiology/CT/US/MRI Proc (I/P & O/P)	44,717	50,445	5,728	12.8%	46,363	4,082	8.8%
OB Deliveries	1,119	1,234	115	10.3%	1,223	11	0.9%
Physical & Other Therapy Units	50,555	54,278	3,723	7.4%	56,829	(2,551)	(4.5%)
RHC Registrations	29,827	30,653	826	2.8%	27,704	2,949	10.6%
Hospice Days	12,420	12,667	247	2.0%	11,908	759	6.4%
O/P Rehab Units	58,617	59,040	423	0.7%	59,068	(28)	(0.0%)
KDMF RVU	97,416	97,301	(115)	(0.1%)	108,059	(10,758)	(10.0%)
GME Clinic visits	3,650	3,619	(31)	(0.8%)	4,015	(396)	(9.9%)
Endoscopy Procedures (I/P & O/P)	1,570	1,517	(53)	(3.4%)	1,592	(75)	(4.7%)
Radiation Oncology Treatments (I/P & O/P)	6,668	6,163	(505)	(7.6%)	7,287	(1,124)	(15.4%)
Cath Lab Minutes (IP & OP)	1,058	977	(81)	(7.7%)	1,183	(206)	(17.4%)
Dialysis Treatments	5,254	4,842	(412)	(7.8%)	5,586	(744)	(13.3%)
Surgery Minutes – General & Robotic (I/P & O/P)	3,217	2,961	(256)	(8.0%)	3,988	(1,027)	(25.8%)
Home Health Visits	9,297	8,505	(792)	(8.5%)	8,694	(189)	(2.2%)

Trended Financial Comparison (000's)

Kaweah Delta Health Care District

Trended Income Statement (000's)

	24,587	24,749	24,958	25,750	24,148	23,570	25,807	25,268	25,026	25,797	26,085	27,703	28,321
	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
Operating Revenue													
Net Patient Service Revenue	\$48,769	\$51,454	\$50,994	\$50,409	\$49,949	\$44,505	\$56,144	\$52,593	\$50,531	\$43,233	\$51,502	\$49,714	\$57,879
Supplemental Gov't Programs	3,979	3,980	3,979	3,979	4,822	5,279	5,279	4,990	4,990	6,845	4,286	4,286	4,286
Prime Program	429	429	429	429	713	358	715	4,872	715	721	667	667	667
Premium Revenue	4,351	4,408	4,271	4,318	4,690	5,027	4,894	4,710	5,036	6,584	4,902	5,425	5,163
Management Services Revenue	3,072	2,396	2,569	2,583	2,867	2,430	3,303	3,301	2,877	3,251	3,172	3,298	3,523
Other Revenue	1,716	1,871	1,471	2,008	1,022	1,425	2,915	1,810	2,074	2,188	2,009	2,348	1,873
Other Operating Revenue	13,548	13,083	12,719	13,317	14,115	14,519	17,106	19,684	15,692	19,589	15,036	16,024	15,513
Total Operating Revenue	62,317	64,537	63,713	63,726	64,064	59,024	73,250	72,277	66,223	62,822	66,537	65,737	73,391
Operating Expenses													
Salaries & Wages	26,449	27,583	25,984	28,026	28,111	25,134	28,879	26,741	27,786	26,249	27,474	28,198	31,872
Contract Labor	336	488	242	303	226	1,404	887	1,694	1,169	2,080	1,116	1,358	1,721
Employee Benefits	6,053	5,314	4,998	5,969	5,671	5,027	5,739	8,650	5,087	(7,812)	4,087	3,878	4,728
Total Employment Expenses	32,837	33,385	31,225	34,298	34,008	31,565	35,505	37,084	34,042	20,517	32,678	33,434	38,321
Medical & Other Supplies	11,619	10,713	10,999	11,492	12,014	9,685	10,923	11,011	10,170	11,772	9,596	13,004	11,942
Physician Fees	6,871	7,746	8,079	8,024	8,421	8,484	8,278	8,320	7,754	8,207	7,922	8,527	7,736
Purchased Services	988	1,685	1,592	1,628	1,935	1,507	1,538	1,520	1,383	2,697	1,100	1,368	1,680
Repairs & Maintenance	1,965	2,166	2,091	2,146	2,192	2,115	2,019	2,544	2,282	2,319	2,074	2,425	2,425
Utilities	646	644	491	439	537	467	523	630	729	1,175	688	740	696
Rents & Leases	517	529	543	504	546	519	487	535	489	504	475	519	487
Depreciation & Amortization	2,518	2,509	2,473	2,458	2,451	2,423	2,412	2,413	2,923	3,924	2,635	2,632	2,636
Interest Expense	557	556	555	555	555	555	555	555	555	666	555	646	499
Other Expense	1,266	1,747	1,863	1,610	1,808	1,280	2,762	1,840	1,537	2,053	1,450	1,466	1,641
Humana Cap Plan Expenses	3,137	2,750	2,677	2,935	2,217	2,707	3,164	3,771	3,780	3,018	3,472	2,503	3,642
Management Services Expense	3,050	2,447	2,553	2,876	2,860	2,256	3,531	3,088	2,892	3,521	2,768	3,115	3,734
Total Other Expenses	33,133	33,491	33,915	34,668	35,536	31,998	36,191	36,227	34,493	39,856	32,735	36,945	37,116
Total Operating Expenses	65,971	66,876	65,140	68,965	69,544	63,562	71,696	73,310	68,535	60,373	65,413	70,379	75,437
Operating Margin	(\$3,654)	(\$2,339)	(\$1,427)	(\$5,240)	(\$5,480)	(\$4,538)	\$1,554	(\$1,033)	(\$2,312)	\$2,449	\$1,124	(\$4,642)	(\$2,046)
Stimulus Funds	\$3,633	\$4,538	\$1,724	\$0	\$5,758	\$3,460	\$3,449	\$920	\$1,076	\$525	\$0	\$438	\$0
Operating Margin after Stimulus	(\$21)	\$2,199	\$297	(\$5,240)	\$278	(\$1,078)	\$5,003	(\$113)	(\$1,236)	\$2,974	\$1,124	(\$4,204)	(\$2,046)
Nonoperating Revenue (Loss)	(495)	638	1,083	1,963	605	513	(1,182)	1,725	753	248	582	552	(388)
Excess Margin	(\$515)	\$2,837	\$1,380	(\$3,276)	\$883	(\$565)	\$3,821	\$1,612	(\$483)	\$3,222	\$1,706	(\$3,651)	(\$2,434)

FY21 Financial Comparison between Initial and Actual (000's)

	Initial and Actual Results FY21 Jul-June		Variance FY21	
	Initial FY21	Actual FY21	Change	% Change
Operating Revenue				
Net Patient Service Revenue	\$598,105	\$596,175	(\$1,930)	(0.3%)
Other Operating Revenue	175,821	181,697	5,876	3.3%
Total Operating Revenue	773,926	777,872	3,946	0.5%
Operating Expenses				
Employment Expense	389,004	389,922	918	0.2%
Other Operating Expense	411,036	415,456	4,420	1.1%
Total Operating Expenses	800,040	805,379	5,339	0.7%
Operating Margin	(\$26,114)	(\$27,507)	(\$1,393)	
Stimulus Funds	32,461	32,461	0	
Operating Margin after Stimulus	\$6,347	\$4,954	(\$1,393)	
Nonoperating Revenue (Loss)	7,256	7,460	204	
Excess Margin	\$13,603	\$12,414	(\$1,189)	
Operating Margin %	(3.4%)	(3.5%)		
OM after Stimulus%	0.8%	0.6%		
Excess Margin %	1.7%	1.6%		
Operating Cash Flow Margin %	1.6%	1.4%		

September Financial Comparison (000's)

	Actual Results		Budget	Budget Variance	
	Sep 2020	Sep 2021	Sep 2021	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$48,769	\$57,879	\$51,947	\$5,932	11.4%
Other Operating Revenue	13,548	15,513	15,199	314	2.1%
Total Operating Revenue	62,317	73,391	67,146	6,246	9.3%
Operating Expenses					
Employment Expense	32,837	38,321	32,066	6,255	19.5%
Other Operating Expense	33,133	37,116	34,333	2,783	8.1%
Total Operating Expenses	65,971	75,437	66,399	9,038	13.6%
Operating Margin	(\$3,654)	(\$2,046)	\$747	(\$2,792)	
Stimulus Funds	3,633	0	98	(98)	
Operating Margin after Stimulus	(\$21)	(\$2,046)	\$845	(\$2,890)	
Non Operating Revenue (Loss)	(495)	(388)	389	(777)	
Excess Margin	(\$515)	(\$2,434)	\$1,233	(\$3,667)	

Operating Margin %	(5.9%)	(2.8%)	1.1%
OM after Stimulus%	(0.0%)	(2.8%)	1.3%
Excess Margin %	(0.8%)	(3.3%)	1.8%
Operating Cash Flow Margin %	(0.9%)	1.5%	5.6%

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

	Actual Results FYTD Jul-Sep		Budget FYTD	Budget Variance	FYTD
	FYTD2021	FYTD2022	FYTD2022	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$144,564	\$159,094	\$158,066	\$1,029	0.7%
Other Operating Revenue	40,494	46,571	45,923	648	1.4%
Total Operating Revenue	185,058	205,665	203,989	1,677	0.8%
Operating Expenses					
Employment Expense	97,254	104,433	98,085	6,348	6.5%
Other Operating Expense	98,642	106,796	103,630	3,165	3.1%
Total Operating Expenses	195,896	211,229	201,715	9,514	4.7%
Operating Margin	(\$10,838)	(\$5,564)	\$2,273	(\$7,837)	
Stimulus Funds	11,011	438	301	137	
Operating Margin after Stimulus	\$173	(\$5,126)	\$2,574	(\$7,700)	
Nonoperating Revenue (Loss)	1,113	746	1,472	(726)	
Excess Margin	\$1,287	(\$4,380)	\$4,046	(\$8,426)	

Operating Margin %	(5.9%)	(2.7%)	1.1%
OM after Stimulus%	0.1%	(2.5%)	1.3%
Excess Margin %	0.7%	(2.1%)	2.0%
Operating Cash Flow Margin %	(0.8%)	2.0%	5.6%

September Financial Comparison (000's)

	Actual Results			Budget	Budget Variance	
	Sep 2020	Sep 2021	% Change	Sep 2021	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$48,769	57,879	18.7%	\$51,947	\$5,932	11.4%
Supplemental Gov't Programs	3,979	4,286	7.7%	4,426	(139)	(3.1%)
Prime Program	429	667	55.4%	658	9	1.4%
Premium Revenue	4,351	5,163	18.7%	5,114	49	1.0%
Management Services Revenue	3,072	3,523	14.7%	2,983	540	18.1%
Other Revenue	1,716	1,873	9.1%	2,019	(146)	(7.2%)
Other Operating Revenue	13,548	15,513	14.5%	15,199	314	2.1%
Total Operating Revenue	62,317	73,391	17.8%	67,146	6,246	9.3%
Operating Expenses						
Salaries & Wages	26,449	31,872	20.5%	27,124	4,748	17.5%
Contract Labor	336	1,721	412.2%	500	1,221	244.2%
Employee Benefits	6,053	4,728	(21.9%)	4,443	285	6.4%
Total Employment Expenses	32,837	38,321	16.7%	32,066	6,255	19.5%
Medical & Other Supplies	11,619	11,942	2.8%	10,553	1,389	13.2%
Physician Fees	6,871	7,736	12.6%	8,156	(420)	(5.2%)
Purchased Services	988	1,680	70.0%	1,304	376	28.8%
Repairs & Maintenance	1,965	2,425	23.4%	2,387	38	1.6%
Utilities	646	696	7.7%	713	(17)	(2.4%)
Rents & Leases	517	487	(5.7%)	517	(30)	(5.8%)
Depreciation & Amortization	2,518	2,636	4.7%	2,429	206	8.5%
Interest Expense	557	499	(10.4%)	595	(96)	(16.2%)
Other Expense	1,266	1,641	29.7%	1,854	(213)	(11.5%)
Humana Cap Plan Expenses	3,137	3,642	16.1%	2,874	768	26.7%
Management Services Expense	3,050	3,734	22.4%	2,951	783	26.5%
Total Other Expenses	33,133	37,116	12.0%	34,333	2,783	8.1%
Total Operating Expenses	65,971	75,437	14.3%	66,399	9,038	13.6%
Operating Margin	(\$3,654)	(\$2,046)	44.0%	\$747	(\$2,792)	(374%)
Stimulus Funds	3,633	0	(100.0%)	98	(98)	(100%)
Operating Margin after Stimulus	(\$21)	(\$2,046)	(9700%)	\$845	(\$2,890)	(342%)
Nonoperating Revenue (Loss)	(495)	(388)	(22%)	389	(777)	(200%)
Excess Margin	(\$515)	(\$2,434)	(372%)	\$1,233	(\$3,667)	(297%)

Operating Margin %	(5.9%)	(2.8%)		1.1%
OM after Stimulus%	(0.0%)	(2.8%)		1.3%
Excess Margin %	(0.8%)	(3.3%)		1.8%
Operating Cash Flow Margin %	(0.9%)	1.5%		5.6%

YTD Financial Comparison (000's)

	Actual Results FYTD Jul-Sep			Budget FYTD	Budget Variance	FYTD
	FYTD2021	FYTD2022	% Change	FYTD2022	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$144,564	\$159,094	10.1%	\$158,066	\$1,029	0.7%
Supplemental Gov't Programs	11,938	12,859	7.7%	13,277	(417)	(3.1%)
Prime Program	1,287	2,000	55.4%	2,016	(16)	(0.8%)
Premium Revenue	13,151	15,490	17.8%	15,292	197	1.3%
Management Services Revenue	8,590	9,992	16.3%	9,147	845	9.2%
Other Revenue	5,529	6,230	12.7%	6,191	39	0.6%
Other Operating Revenue	40,494	46,571	15.0%	45,923	648	1.4%
Total Operating Revenue	185,058	205,665	11.1%	203,989	1,677	0.8%
Operating Expenses						
Salaries & Wages	79,659	87,545	9.9%	82,931	4,614	5.6%
Contract Labor	1,284	4,195	226.7%	1,545	2,651	171.6%
Employee Benefits	16,311	12,693	(22.2%)	13,610	(917)	(6.7%)
Total Employment Expenses	97,254	104,433	7.4%	98,085	6,348	6.5%
Medical & Other Supplies	32,375	34,542	6.7%	31,720	2,822	8.9%
Physician Fees	23,377	24,185	3.5%	24,657	(472)	(1.9%)
Purchased Services	3,744	4,147	10.8%	3,561	586	16.5%
Repairs & Maintenance	6,270	6,923	10.4%	7,183	(260)	(3.6%)
Utilities	1,757	2,124	20.9%	2,080	44	2.1%
Rents & Leases	1,536	1,481	(3.6%)	1,537	(56)	(3.7%)
Depreciation & Amortization	7,661	7,902	3.2%	7,293	609	8.4%
Interest Expense	1,666	1,699	2.0%	1,823	(124)	(6.8%)
Other Expense	4,091	4,558	11.4%	5,695	(1,138)	(20.0%)
Humana Cap Plan Expenses	7,739	9,618	24.3%	9,032	586	6.5%
Management Services Expense	8,424	9,617	14.2%	9,049	568	6.3%
Total Other Expenses	98,642	106,796	8.3%	103,630	3,165	3.1%
Total Operating Expenses	195,896	211,229	7.8%	201,715	9,514	4.7%
Operating Margin	(\$10,838)	(\$5,564)	48.7%	\$2,273	(\$7,837)	(345%)
Stimulus Funds	11,011	438	(96%)	301	137	46%
Operating Margin after Stimulus	\$173	(\$5,126)	(3059%)	\$2,574	(\$7,700)	(299%)
Nonoperating Revenue (Loss)	1,113	746	(33%)	1,472	(726)	(49%)
Excess Margin	\$1,287	(\$4,380)	(440%)	\$4,046	(\$8,426)	(208%)
Operating Margin %	(5.9%)	(2.7%)		1.1%		
OM after Stimulus%	0.1%	(2.5%)		1.3%		
Excess Margin %	0.7%	(2.1%)		2.0%		
Operating Cash Flow Margin %	(0.8%)	2.0%		5.6%		

Kaweah Health Medical Group

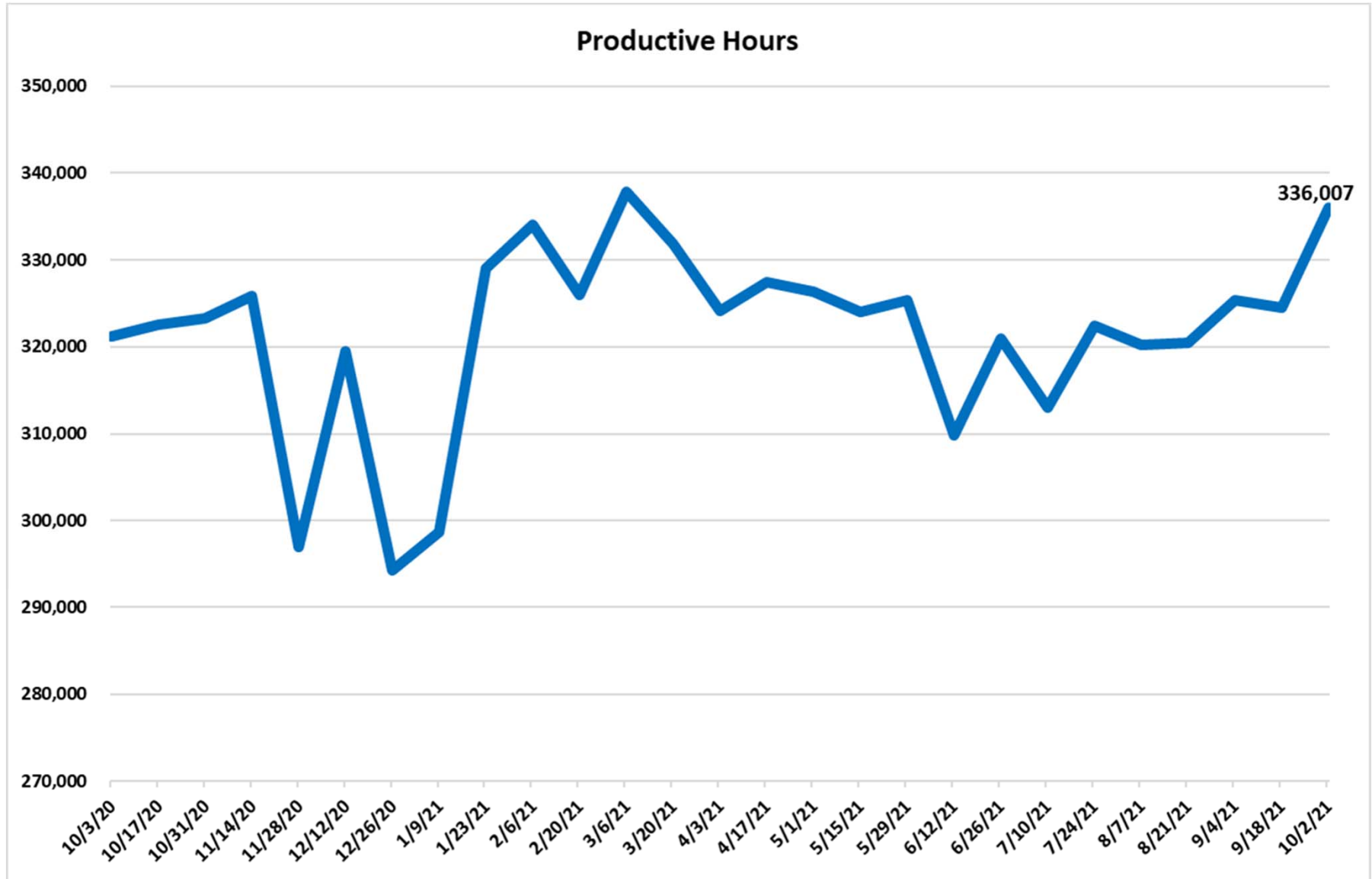
Fiscal Year Financial Comparison (000's)

	Actual Results FYTD July - Sep			Budget FYTD	Budget Variance	FYTD
	Sep 2020	Sep 2021	% Change	Sep 2021	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$11,390	\$11,154	(2.1%)	\$12,555	(\$1,401)	(11.2%)
Other Operating Revenue	93	183	96.3%	212	(29)	(13.7%)
Total Operating Revenue	11,483	11,337	(1.3%)	12,767	(1,430)	(11.2%)
Operating Expenses						
Salaries & Wages	2,756	2,888	4.8%	3,118	(230)	(7.4%)
Contract Labor	0	0	0.0%	0	0	0.0%
Employee Benefits	527	464	(12.1%)	509	(45)	(8.9%)
Total Employment Expenses	3,284	3,352	2.1%	3,627	(275)	(7.6%)
Medical & Other Supplies	1,460	1,866	27.8%	1,726	141	8.2%
Physician Fees	6,421	6,327	(1.5%)	7,291	(964)	(13.2%)
Purchased Services	192	229	19.3%	213	15	7.2%
Repairs & Maintenance	602	535	(11.3%)	684	(150)	(21.9%)
Utilities	136	130	(4.4%)	149	(18)	(12.3%)
Rents & Leases	694	625	(10.0%)	649	(24)	(3.8%)
Depreciation & Amortization	297	199	(32.8%)	275	(76)	(27.5%)
Interest Expense	1	0	(60.3%)	0	0	66.8%
Other Expense	278	292	4.9%	424	(133)	(31.3%)
Total Other Expenses	10,082	10,203	1.2%	11,413	(1,210)	(10.6%)
Total Operating Expenses	13,366	13,555	1.4%	15,040	(1,485)	(9.9%)
Stimulus Funds	0	0	0.0%	0	0	0.0%
Excess Margin	(\$1,883)	(\$2,218)	(17.8%)	(\$2,273)	\$55	2.4%
Excess Margin %	(16.4%)	(19.6%)		(17.8%)		

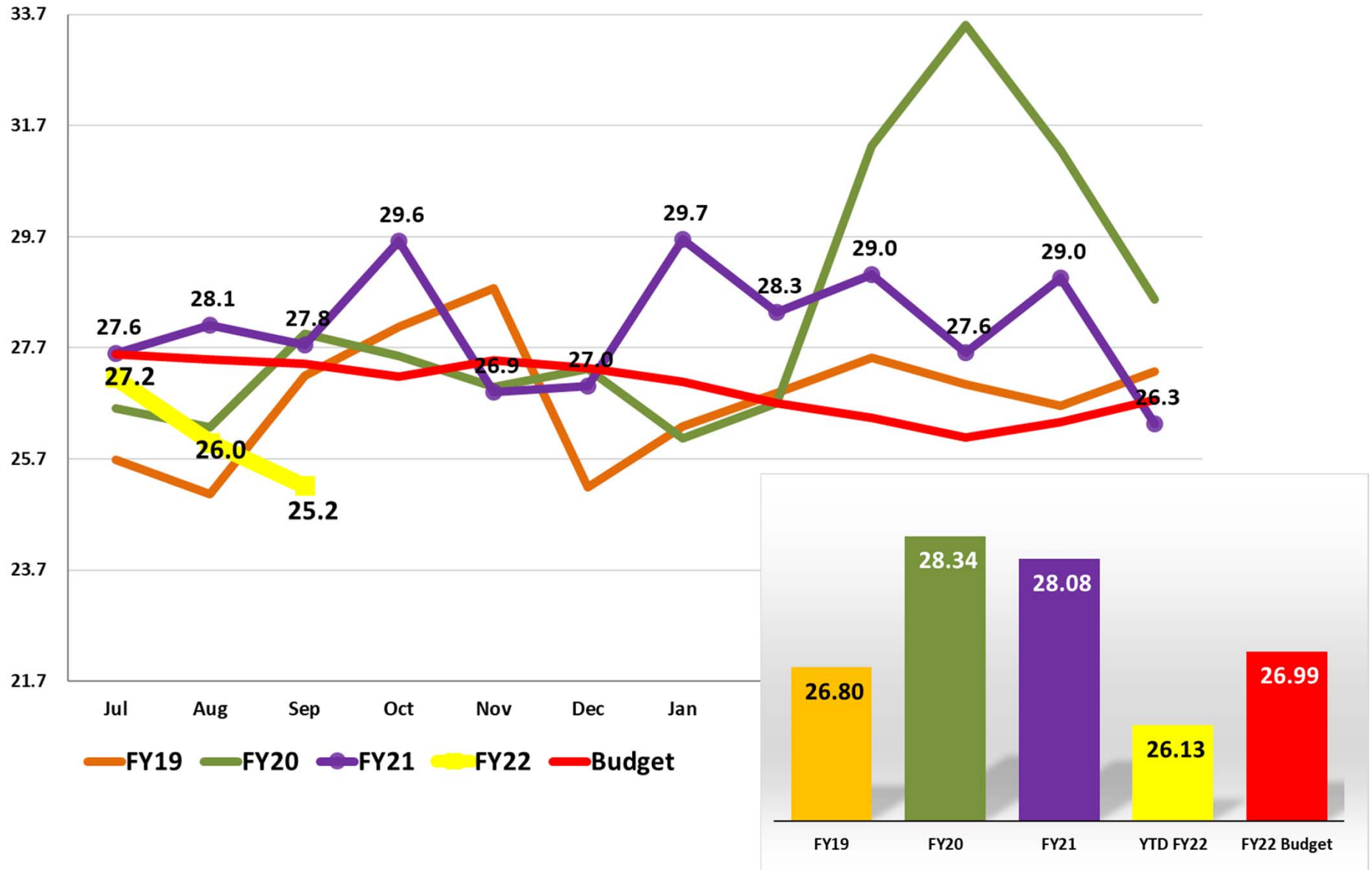
Month of September - Budget Variances

- **Net Patient Revenues:** Net patient revenue exceeded budget by \$5.9M (11.4%). This is primarily due to a 26.2% increase in patient days in our Medical Center.
- **Salaries and Contract Labor:** We experienced an unfavorable budget variance of \$6M in September. The unfavorable variance is primarily due to the higher patient volume as well as the rates associated with contract labor hours (\$1.2M), shift bonuses (\$2.8M), overtime (\$696K) and COVID related costs (\$246K).
- **Medical Supplies:** The \$1.4M unfavorable budget variance is mainly due to supplies purchases for COVID (\$1.4M), and an increase in pharmacy and lab costs.
- **Humana Cap Plan Expenses:** The \$768 unfavorable variance resulted from higher utilization of non-Kaweah medical care provided to members during the month of September.

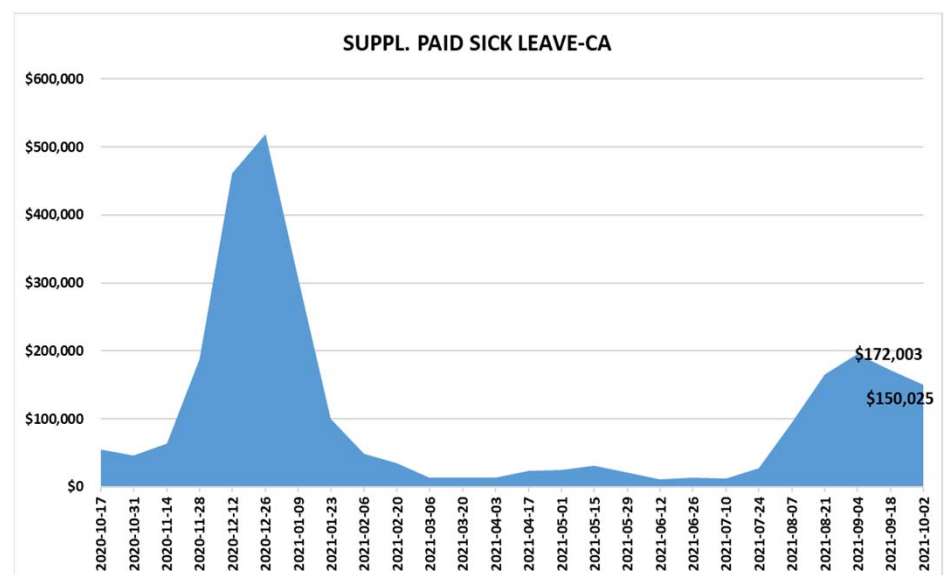
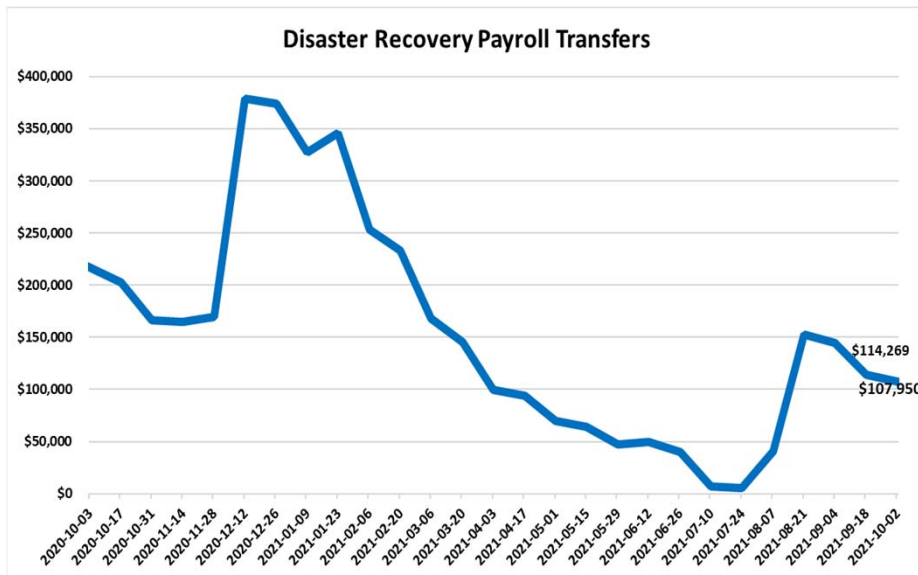
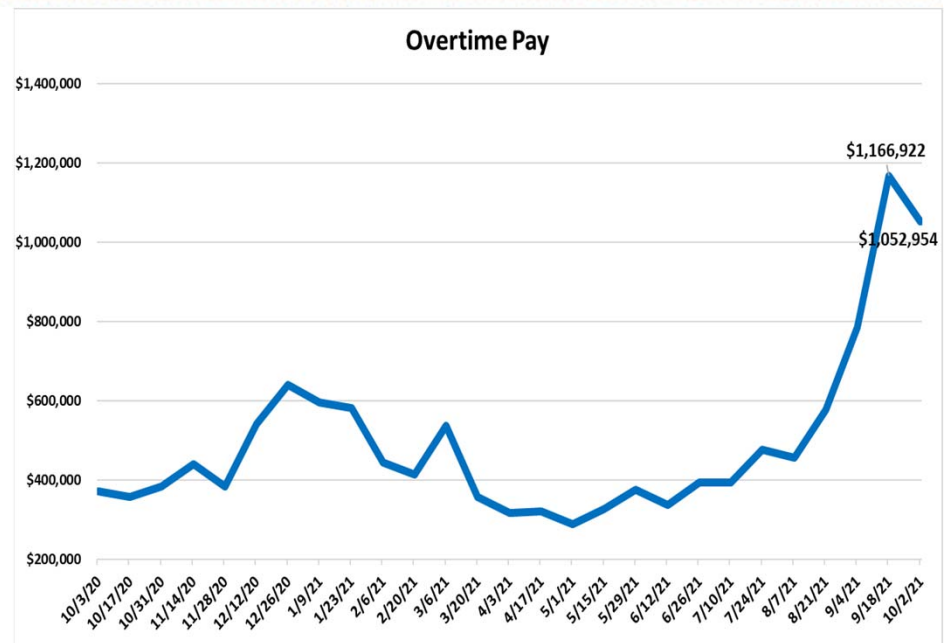
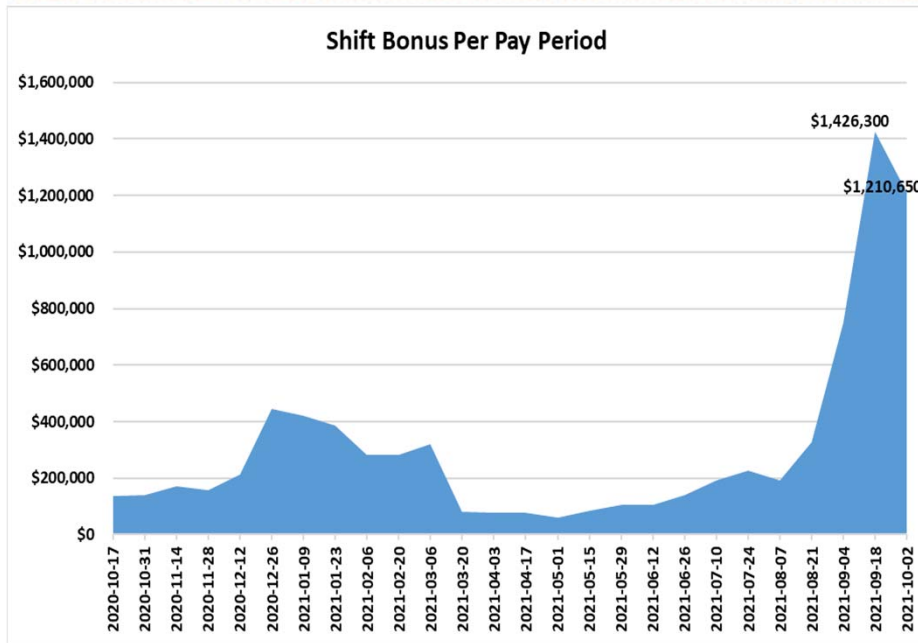
Productive Hours



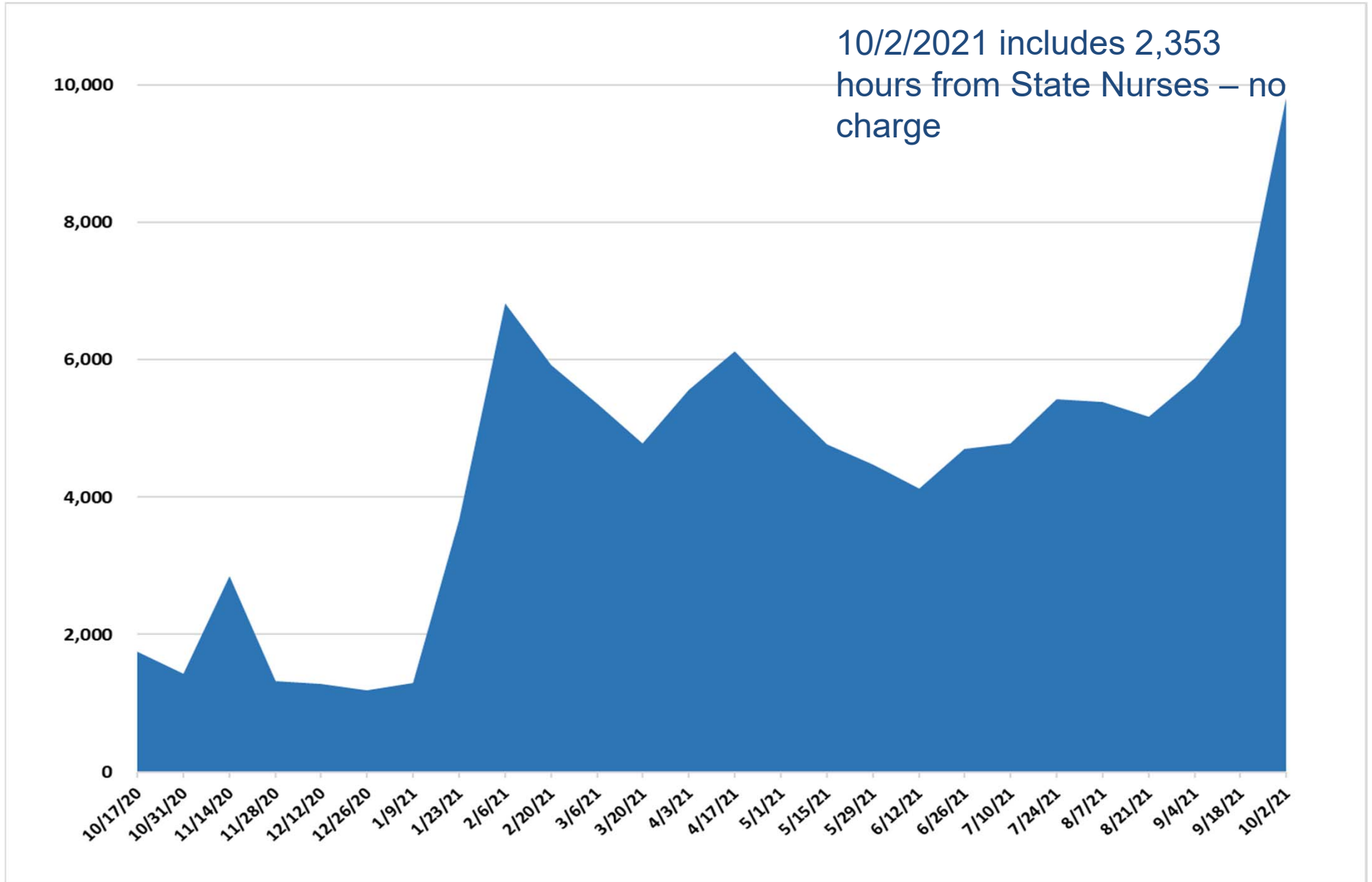
Productivity: Worked Hours/Adjusted Patient Days



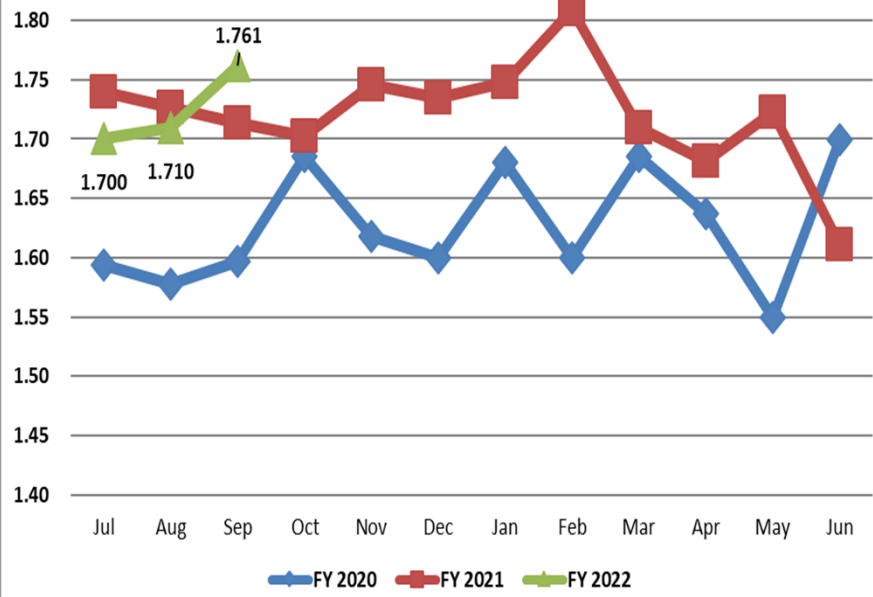
Premium & Extra Pay (>\$4.2M more than normal in Sept.)



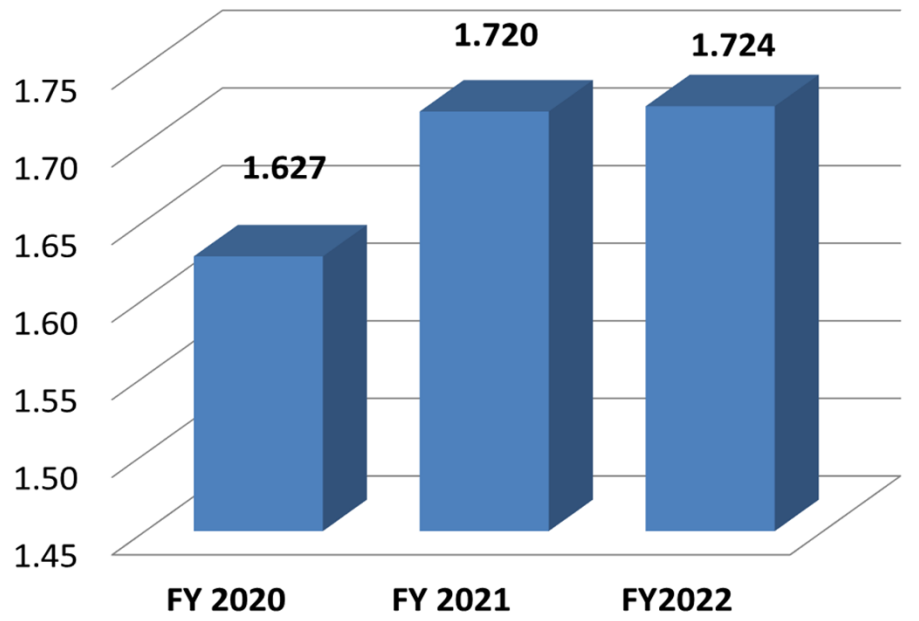
Contract Labor Hours



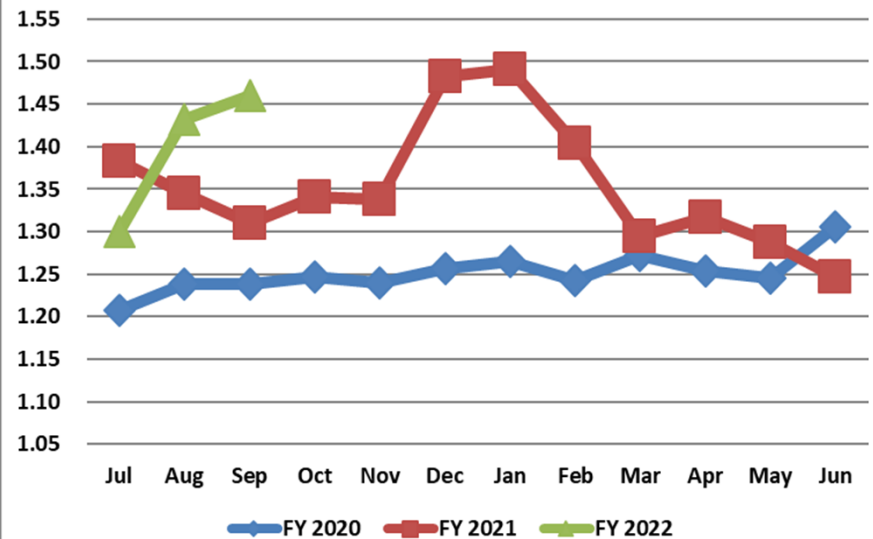
Case Mix Index w/o Normal Newborns



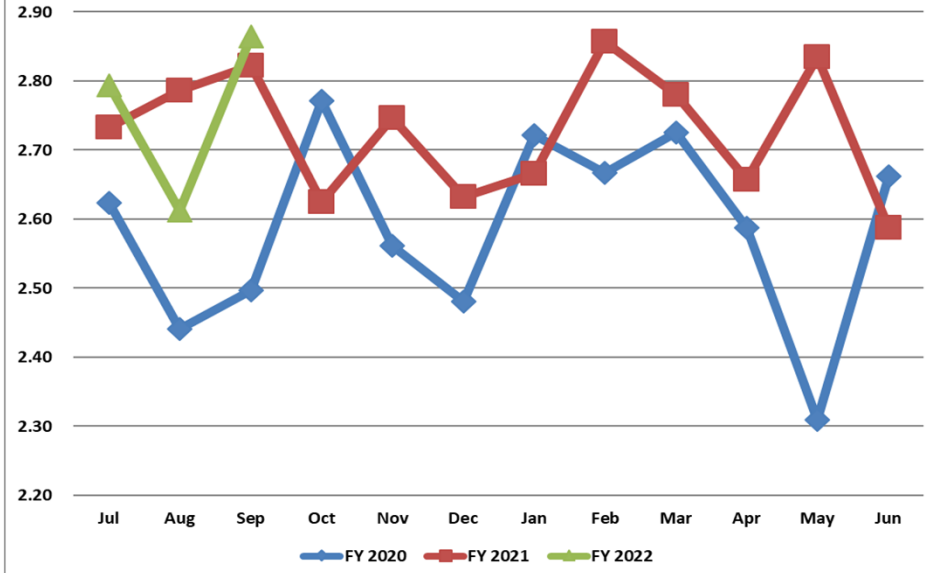
Case Mix Index w/o Normal Newborns - All



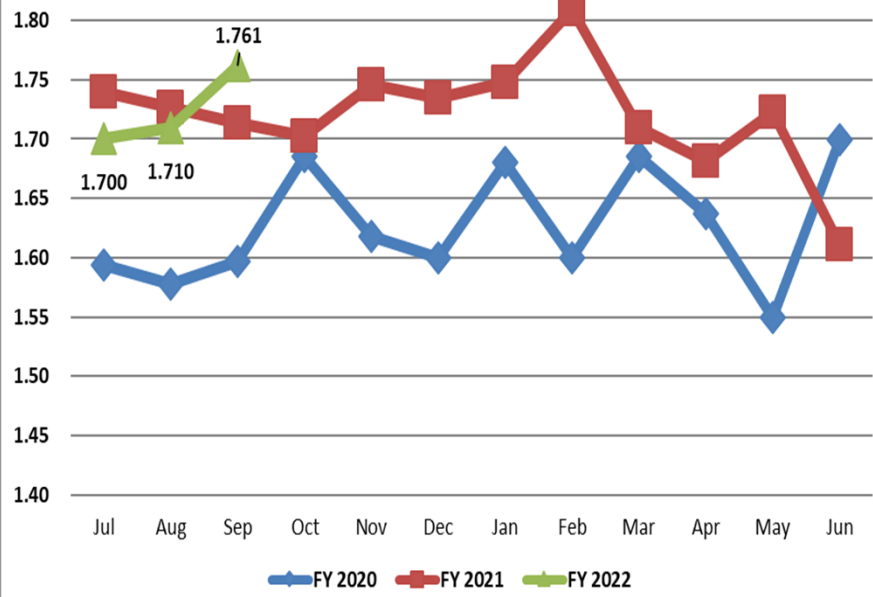
Case Mix **Medical w/o Normal Newborns**



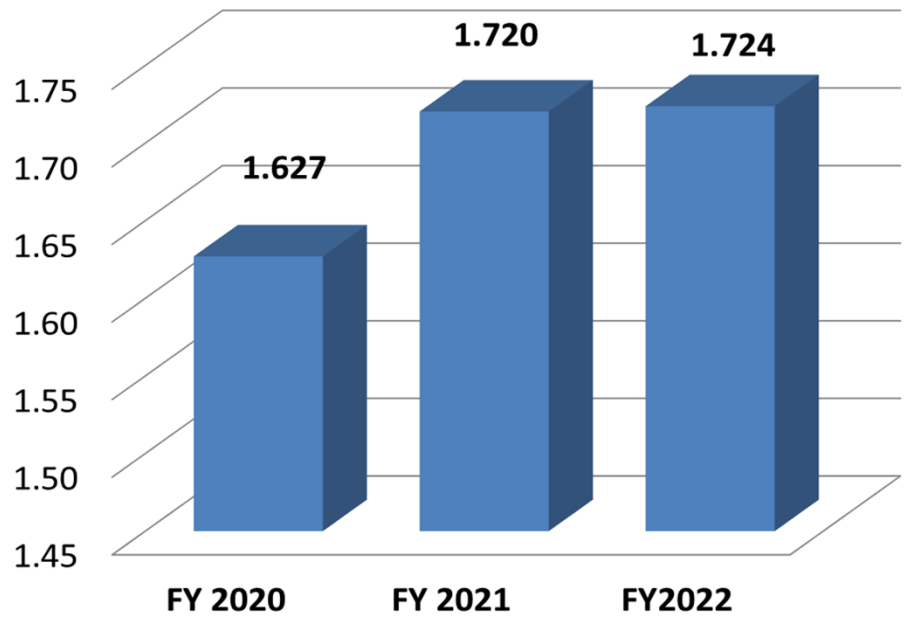
Case Mix Index **Surgical w/o Normal Newborns**



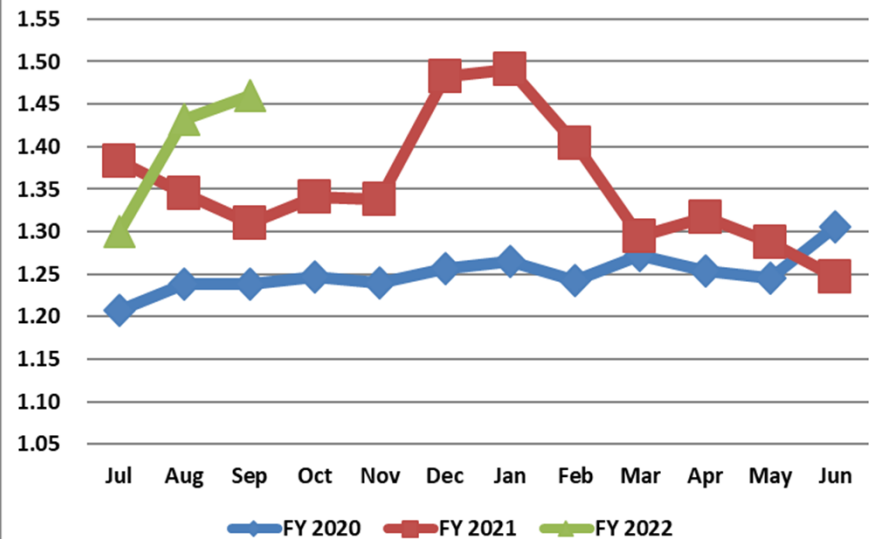
Case Mix Index w/o Normal Newborns



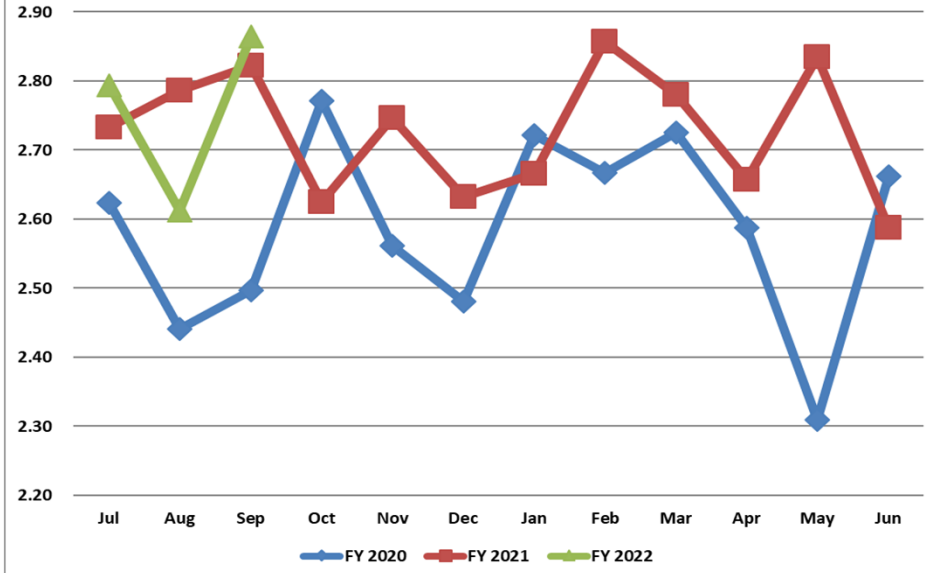
Case Mix Index w/o Normal Newborns - All



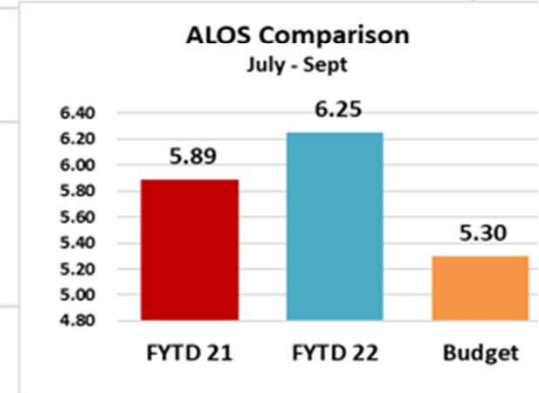
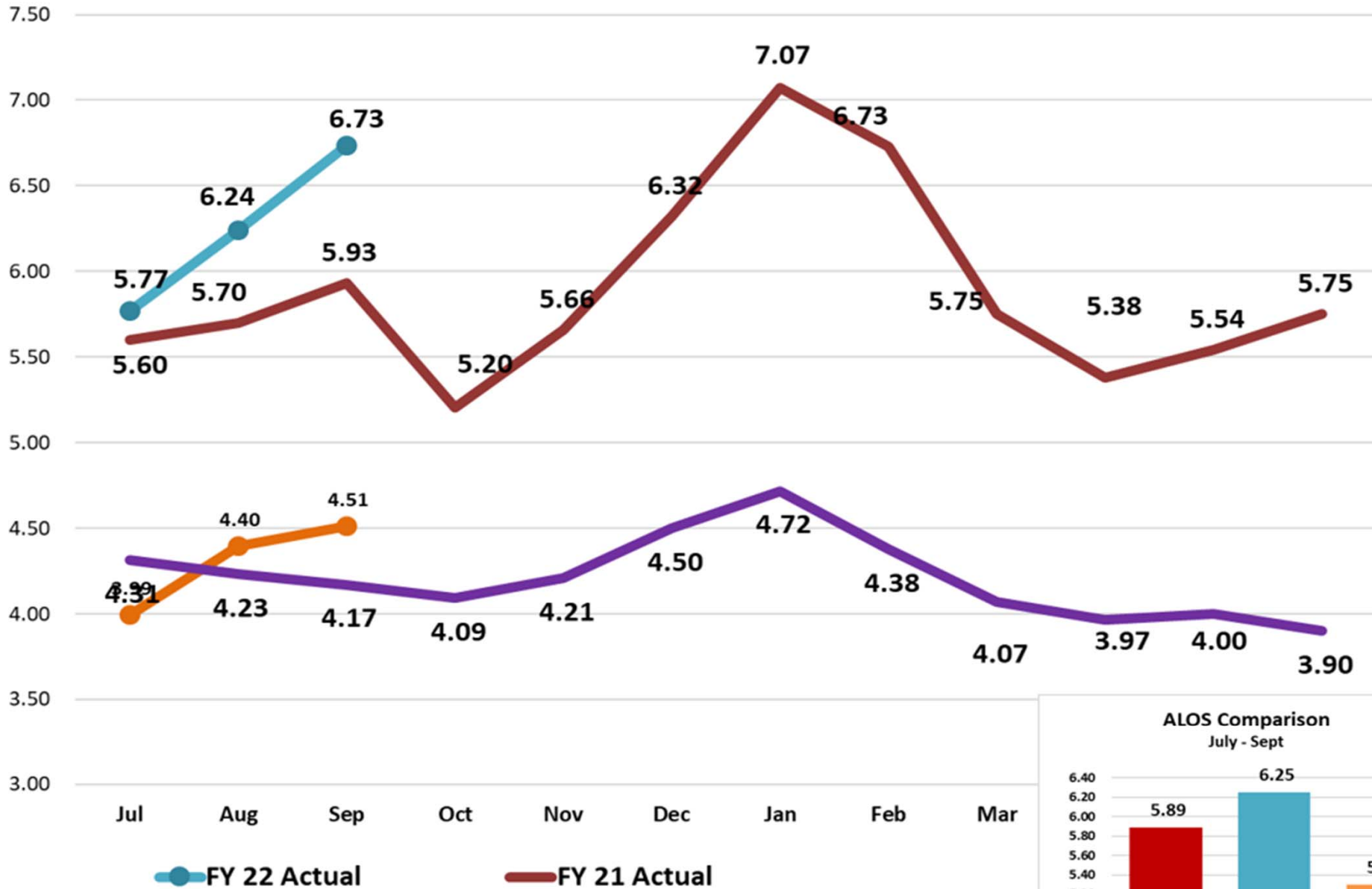
Case Mix **Medical w/o Normal Newborns**



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

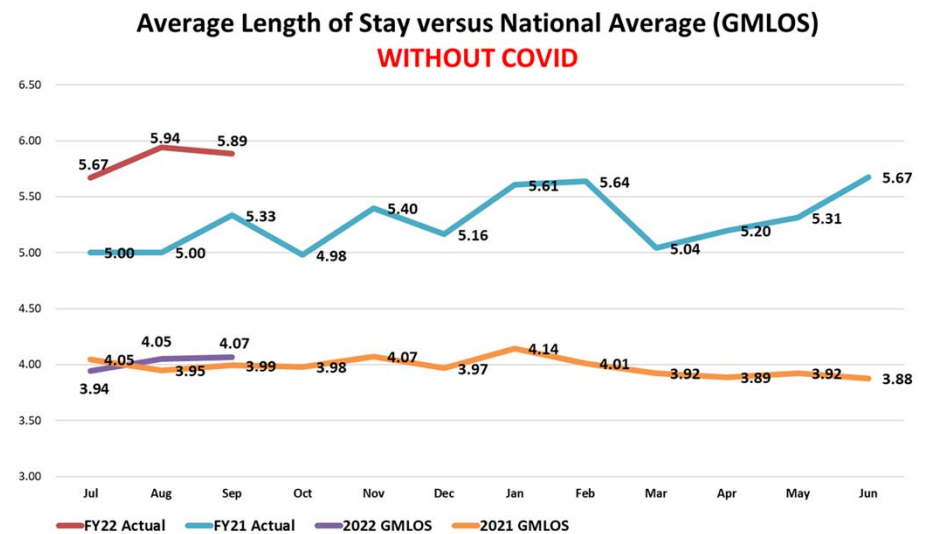
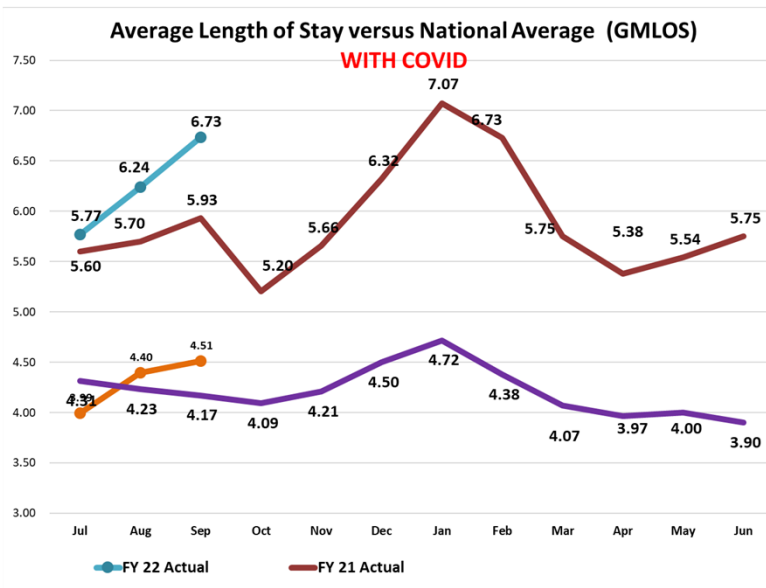


Average Length of Stay versus National Average

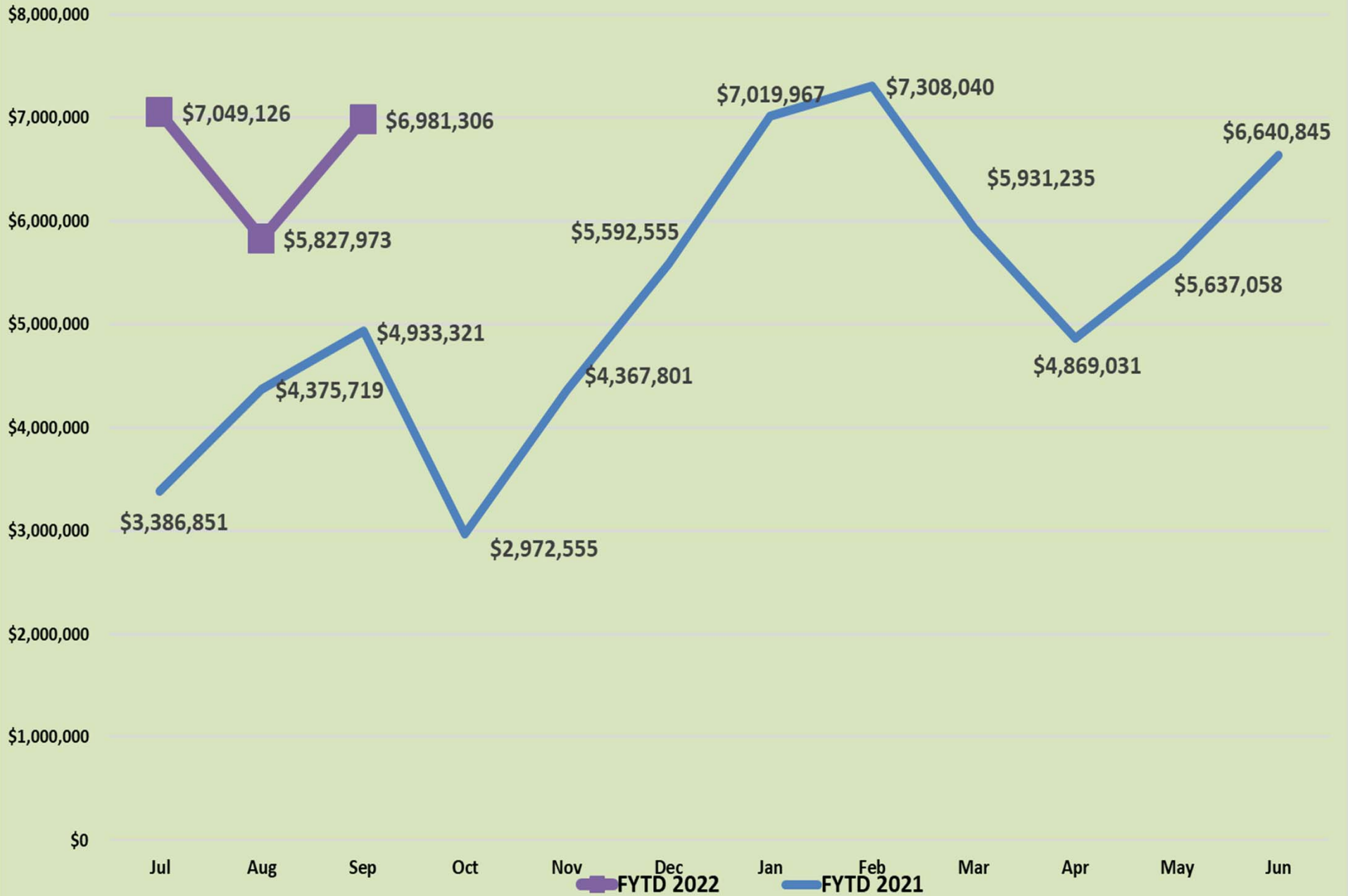


Average Length of Stay versus National Average (GMLOS)

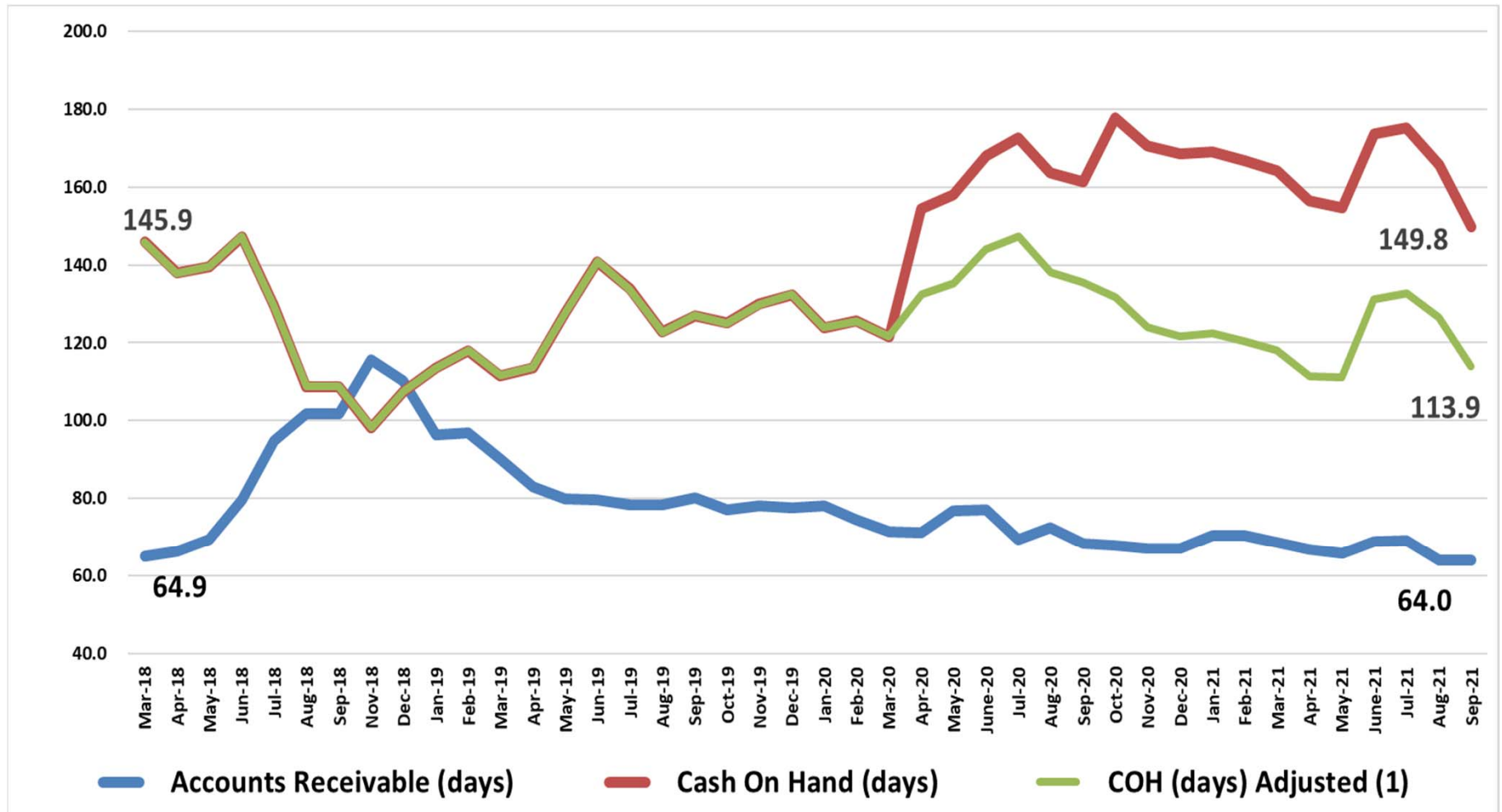
	Including COVID Patients			Excluding COVID Patients			Gap Diff	%
	ALOS	GMLOS	GAP	ALOS	GMLOS	GAP		
Mar-20	5.20	4.04	1.16	5.16	4.03	1.13	0.03	2%
Apr-20	5.30	4.25	1.05	5.19	4.17	1.03	0.02	2%
May-20	5.25	4.16	1.09	4.74	4.06	0.68	0.40	37%
Jun-20	5.61	4.11	1.50	4.98	3.95	1.03	0.47	31%
Jul-20	5.60	4.31	1.29	5.00	4.05	0.96	0.33	26%
Aug-20	5.70	4.23	1.47	5.00	3.95	1.05	0.42	28%
Sep-20	5.93	4.17	1.76	5.33	3.99	1.34	0.42	24%
Oct-20	5.20	4.09	1.11	4.98	3.98	1.00	0.11	10%
Nov-20	5.66	4.21	1.45	5.40	4.07	1.33	0.12	8%
Dec-20	6.32	4.50	1.82	5.16	3.97	1.20	0.62	34%
Jan-21	7.07	4.72	2.35	5.61	4.15	1.46	0.89	38%
Feb-21	6.73	4.37	2.36	5.63	4.01	1.62	0.73	31%
Mar-21	5.75	4.07	1.68	5.04	3.92	1.12	0.56	33%
Apr-21	5.37	3.97	1.39	5.20	3.89	1.31	0.09	6%
May-21	5.54	4.00	1.54	5.31	3.92	1.39	0.15	10%
Jun-21	5.75	3.90	1.85	5.68	3.88	1.80	0.05	3%
Jul-21	5.77	3.99	1.78	5.66	3.94	1.72	0.06	3%
Aug-21	6.24	4.40	1.84	5.94	4.05	1.89	(0.05)	-3%
Sep-21	6.73	4.51	2.22	5.89	4.07	1.82	0.40	18%
Average	5.83	4.21	1.62	5.31	4.00	1.31	0.31	19%



Opportunity Cost for Reducing LOS to National Average (GMLOS)



Trended Liquidity Ratios



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

KAWEAH DELTA HEALTH CARE DISTRICT

RATIO ANALYSIS REPORT

SEPTEMBER 30, 2021

	Current Month Value	Prior Month Value	June 30, 2021 Unaudited Value	2019 Moody's Median Benchmark		
				Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	1.3	1.3	1.2	1.5	1.8	1.9
Accounts Receivable (days)	64.0	64.1	66.7	48.2	46.2	46.6
Cash On Hand (days)	149.8	165.8	173.6	276.1	215.1	162.5
Cushion Ratio (x)	20.7	21.8	22.9	37.8	23.5	14.6
Average Payment Period (days)	80.7	83.1	93.1	74.6	60.5	61.1
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	148.2%	156.2%	164.4%	244.9%	176.8%	121.2%
Debt-To-Capitalization	31.6%	31.5%	31.3%	24.4%	30.9%	38.4%
Debt-to-Cash Flow (x)	11.8	9.0	4.7	2.1	2.7	4.0
Debt Service Coverage	1.1	1.5	2.8	8.2	5.5	3.4
Maximum Annual Debt Service Coverage (x)	1.1	1.5	2.8	7.1	4.7	3.1
Age Of Plant (years)	13.9	14.0	13.5	10.6	12.0	12.2
PROFITABILITY RATIOS						
Operating Margin	(2.7%)	(2.7%)	(3.8%)	4.4%	2.7%	0.5%
Excess Margin	(2.1%)	(1.5%)	1.3%	7.6%	5.2%	2.6%
Operating Cash Flow Margin	2.0%	2.2%	1.2%	10.0%	8.7%	6.3%
Return on Assets	(1.8%)	(1.2%)	1.1%	5.3%	4.4%	2.6%

Reforecasting Quarters 2-4 FY 2022

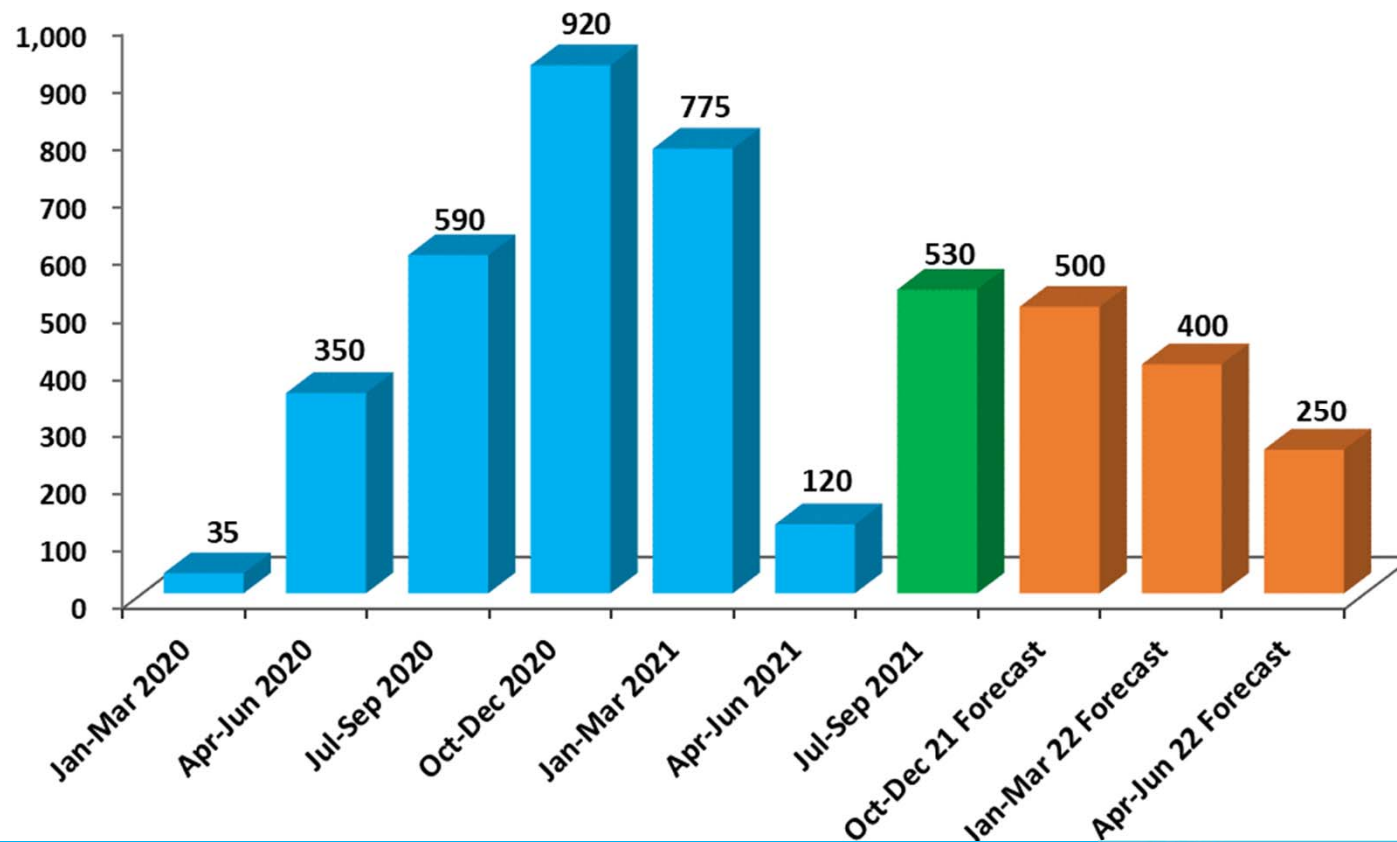
Major Impacts | Projected Changes to FY22 Budget

	Actual	Re-forecasted Change to FY22 Budget				
	Q1	Q2	Q3	Q4	Q2-4	Total Change
Impact to Bottom Line (000's)	(\$8,426)	(\$18,033)	(\$7,721)	(\$1,125)	(\$26,880)	(\$35,306)
Major Items						
Higher Inpatient Medical Visits		\$4,680	\$1,362	\$765	\$6,807	
Higher Rural Health Clinic Volume		\$111	\$110	\$95	\$317	
Higher Urgent Care Volume		\$410	\$350	\$308	\$1,068	
Reduced Inpatient Surgery Volume		(\$2,865)	(\$2,003)	(\$1,258)	(\$6,126)	
Reduced Cardiac Surgery Volume		(\$336)	(\$235)	(\$148)	(\$719)	
Reduced Cath Lab Volume		(\$360)	(\$252)	(\$158)	(\$770)	
Reduced KHMG Volume		(\$1,280)	(\$1,023)	(\$827)	(\$3,130)	
Increase in Shift Bonus		(\$6,976)	(\$2,476)	(\$875)	(\$10,327)	
Increase in Over Time		(\$1,399)	(\$465)	(\$110)	(\$1,973)	
Increase in Contract Labor		(\$1,431)	(\$817)	(\$178)	(\$2,426)	
Increase in Sign on Bonus		(\$200)	(\$150)	\$0	(\$350)	
Increase in Market Adjustments		(\$21)	(\$164)	(\$1,313)	(\$1,497)	
Increase in Pharmaceutical Costs		(\$1,740)	(\$1,200)	(\$300)	(\$3,240)	
Impact of Delayed Strategic Initiatives		(\$3,127)	(\$2,456)	(\$1,790)	(\$7,374)	
Direct COVID Related Expenses		(\$3,499)	(\$1,903)	(\$737)	(\$6,139)	
Estimated Stimulus Funds		\$0	\$3,600	\$5,400	\$9,000	

Major Impact | COVID Volume

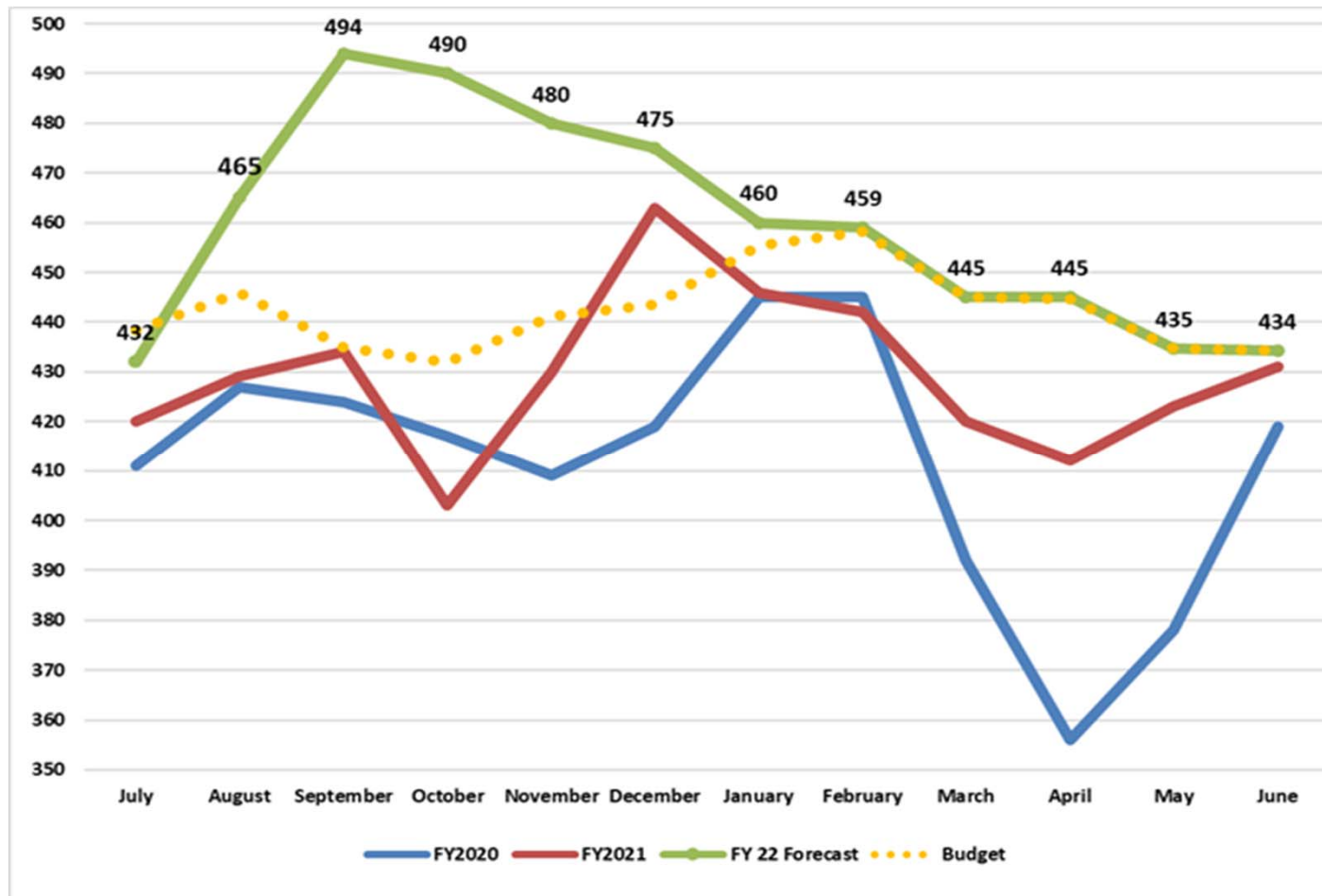
The FY22 Budget did not anticipate the surge in COVID patients. This increase has heightened the need for additional staffing in a time of nation wide staff shortages. This has increased the use of premium pay such as overtime and bonuses. This has also limited the # of elective inpatient surgeries we can safely provide. In addition, we are experiencing shortages or delays in our typical supplies which is also increasing the cost.

COVID Discharges



Key Statistical Indicators | COVID Inpatient Impact

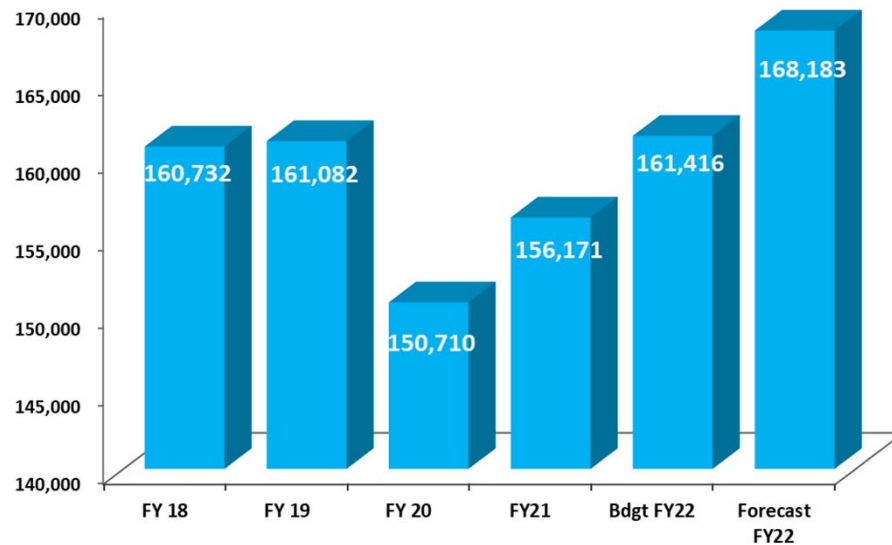
COVID Impact on Average Daily Census



Key Statistical Indicators | Inpatient

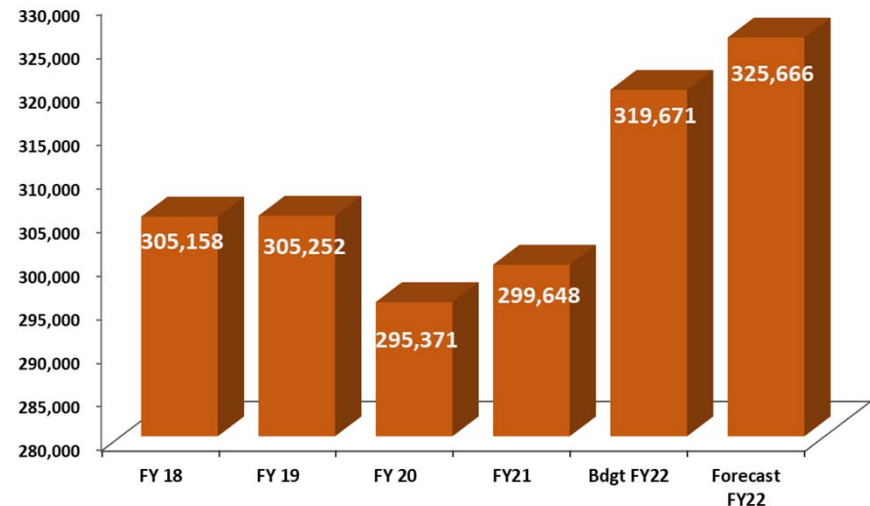
Total Patient Days

Q1 FY22 actual patient days exceeded budget by 5.3%. Anticipate continued higher than budgeted census through December ramping down to budget beginning March 2022. Net Impact \$6.8M.



Adjusted Patient Days

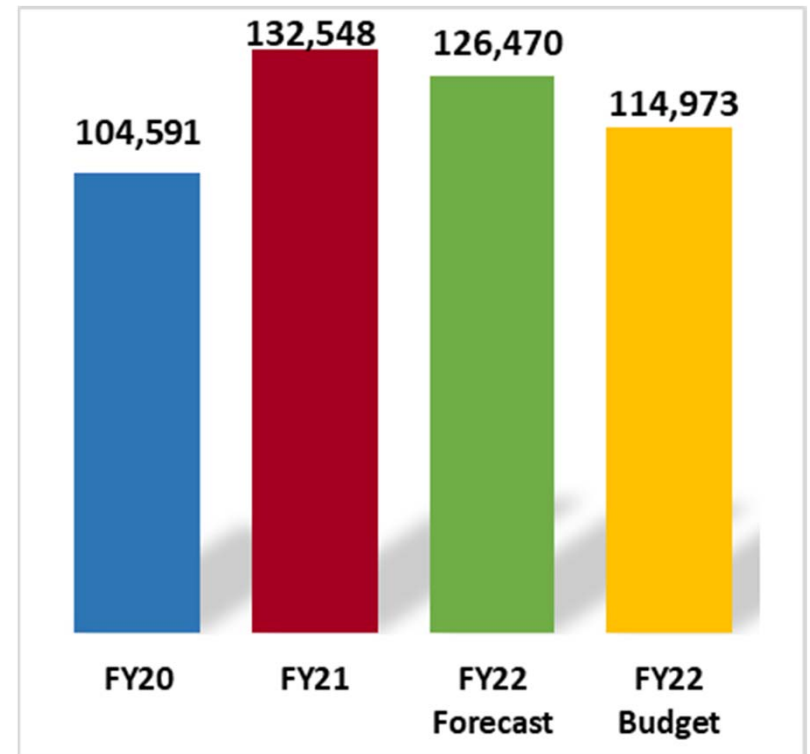
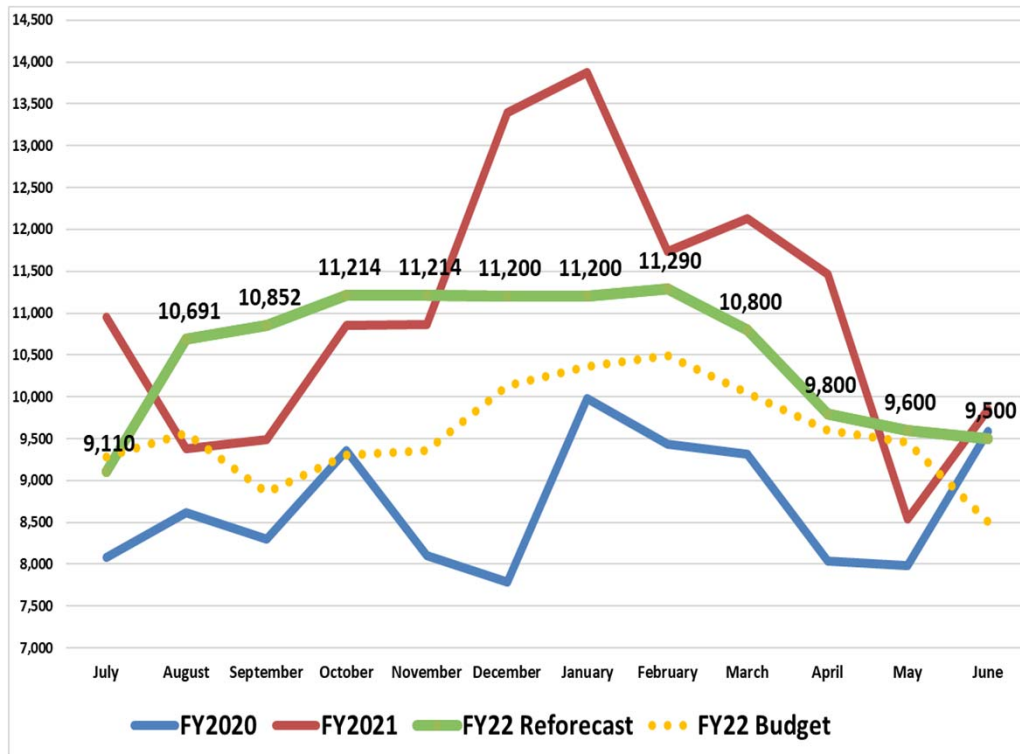
Q1 FY22 actual adjusted patient days exceeded budget by 2%. Anticipate continued high inpatient census through December ramping down to budget beginning March 2022 with outpatient volumes remaining at budgeted levels.



Key Statistical Indicators | Outpatient Clinics

Rural Health Clinics

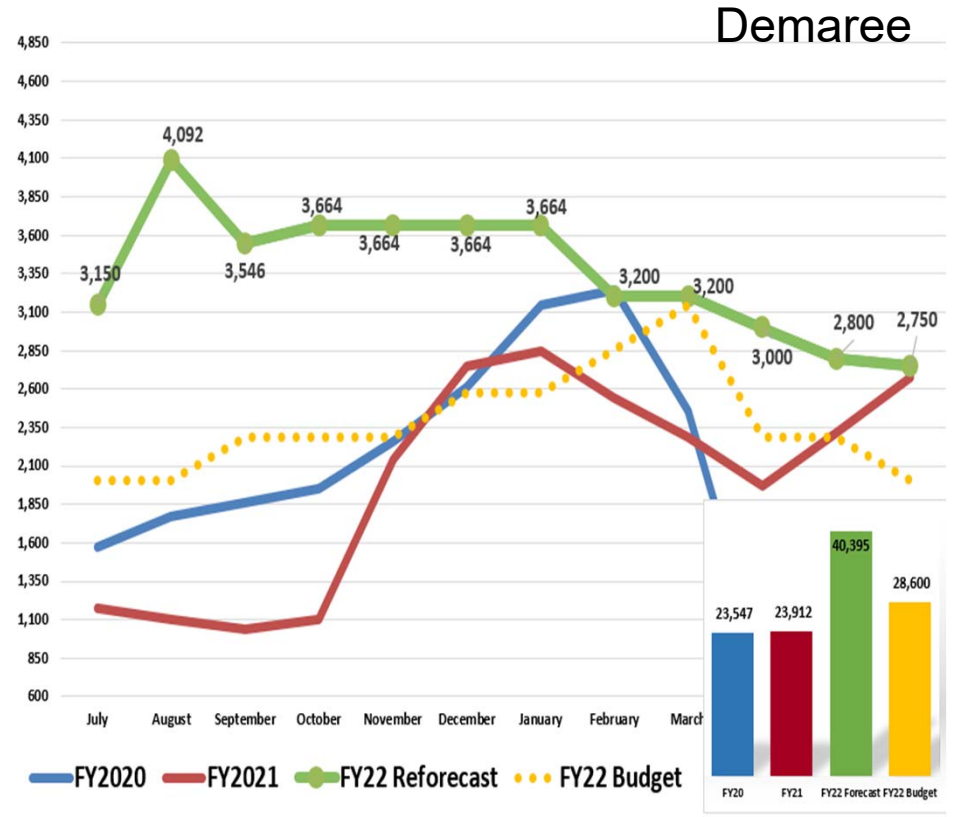
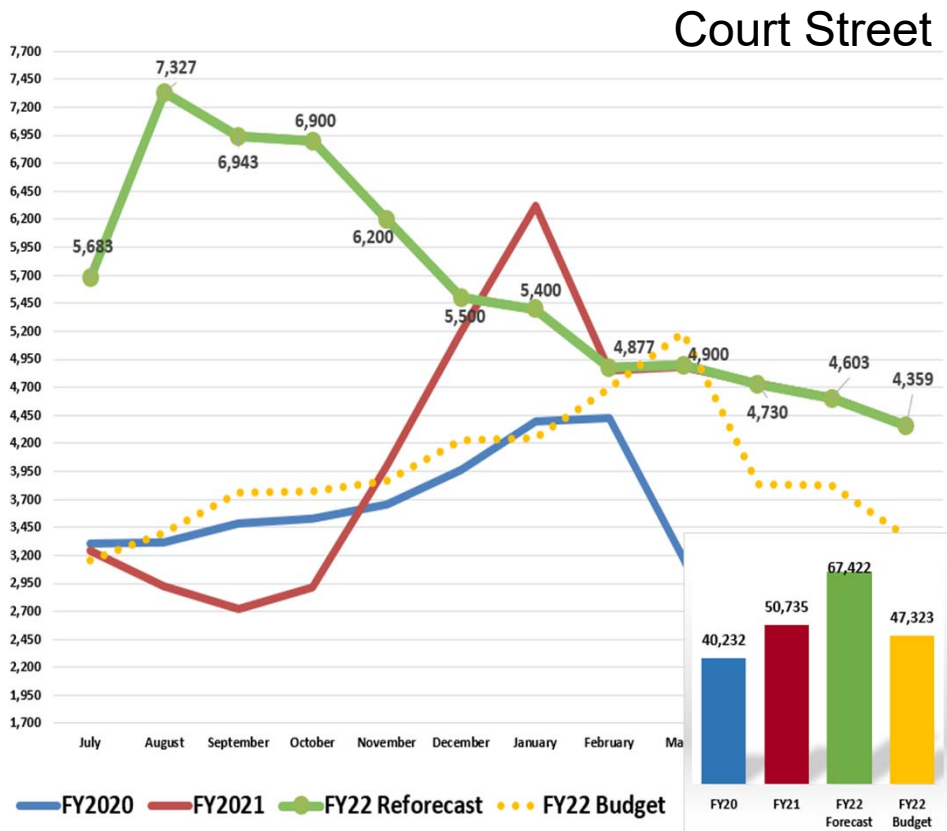
Q1 FY22 actual visits exceeded budget by 10.6%. Anticipate continued higher than budgeted volume through February ramping down closer to budget by 4th quarter. Net Impact \$316K (10% increase over budget)



Key Statistical Indicators | Outpatient Clinics

Urgent Clinics – Court and Demaree

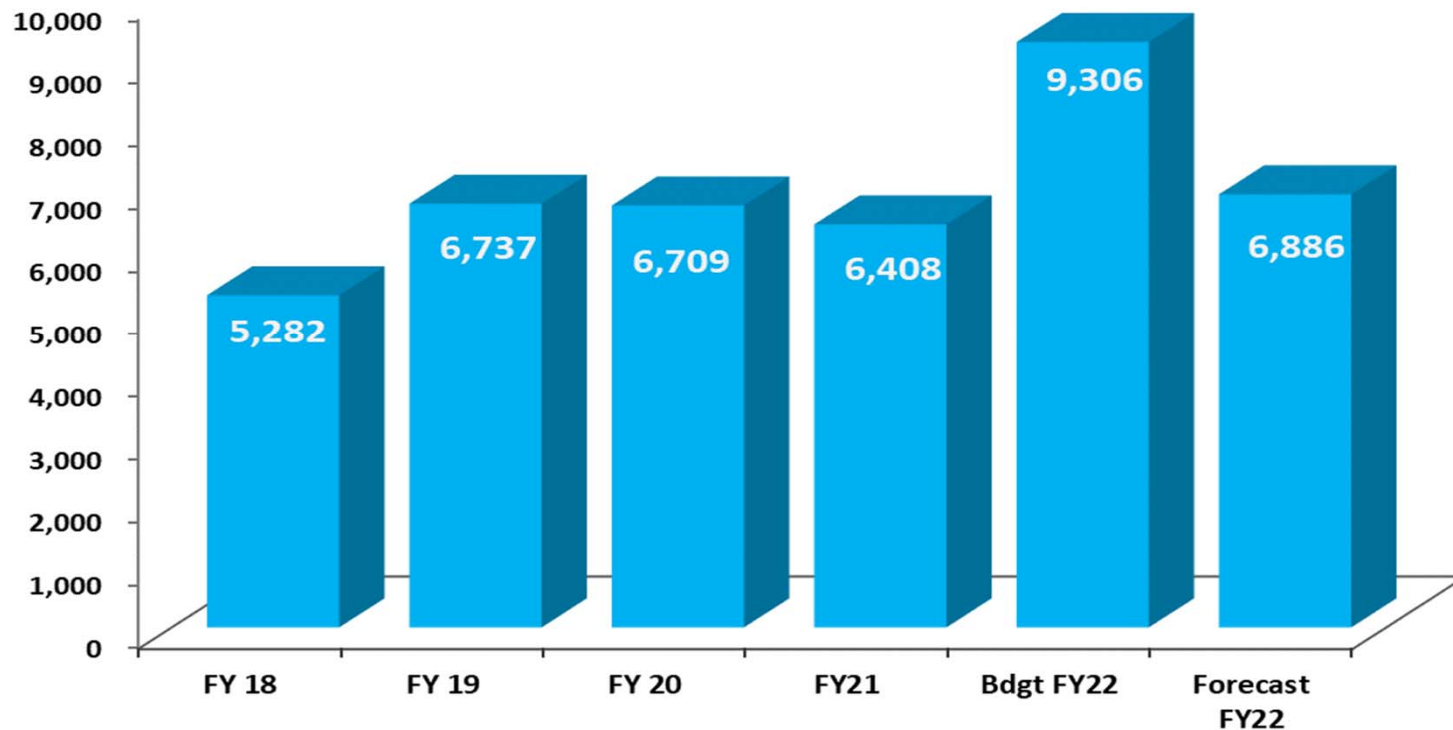
Q1 FY22 actual visits exceeded budget by 85%. Anticipate continued higher than budgeted volume slowly ramping down closer to budget by 4th quarter. Net Impact \$1.1M (40% over budget)



Key Statistical Indicators | Inpatient

Inpatient Surgeries

Q1 FY22 inpatient surgeries were under budget by 32% due to the reduction in scheduled elective inpatient surgeries due to the high inpatient volume of COVID patients. Forecasting a similar trend through December, then gradually increasing volume up towards the original budget by June 2022. Net impact (\$6.1M) an overall 26% decrease from budget.



Key Statistical Indicators | KHMG Outpatient

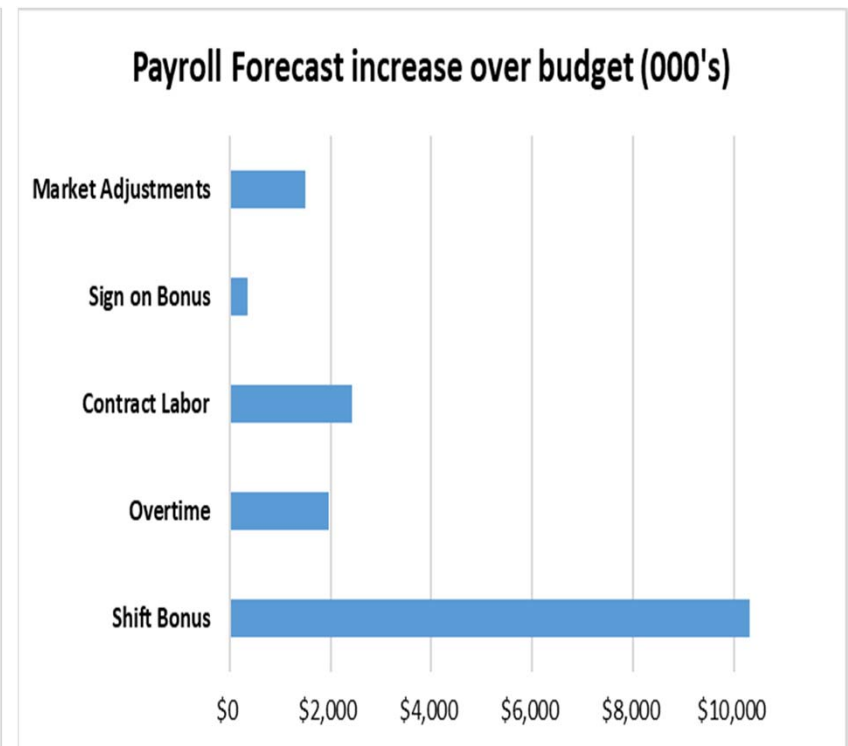
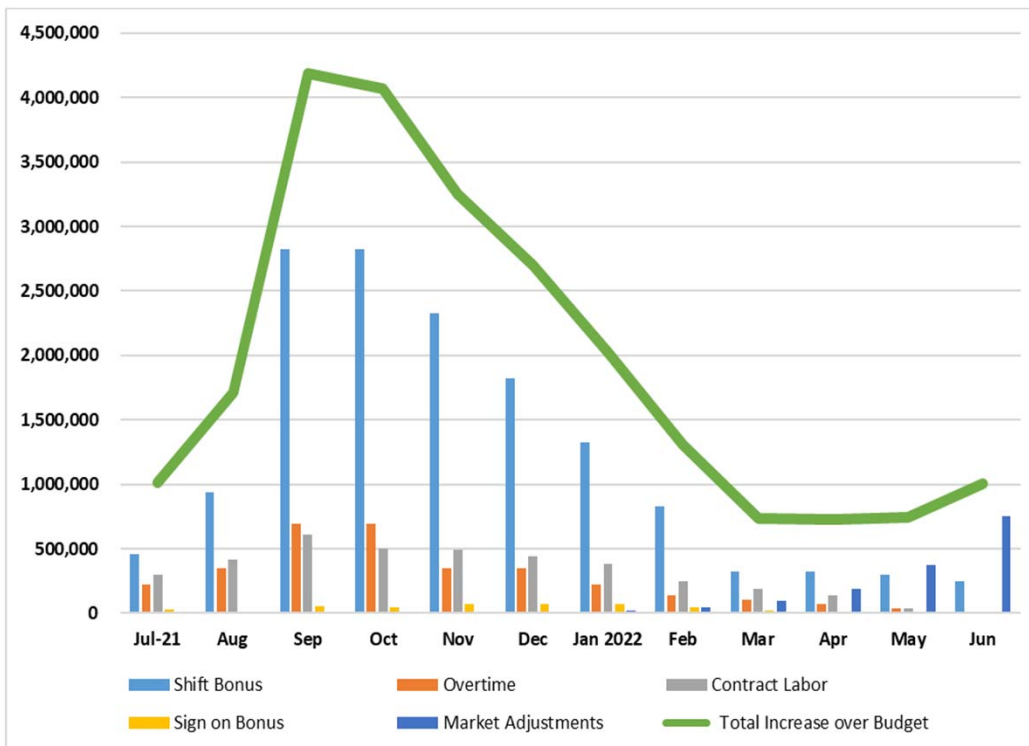
Volume: the primary driver of the changes are the due to an estimated decrease in volume related to the impact of COVID, physician resignations, and slower ramp up of new physicians.

	FY22 Budget	FY22 Reforecast	Variance FY22 Reforecast -FY22 Budget	
Operating Revenue				
Net Patient Service Revenue	53,261,000	46,031,228	(7,229,772)	(13.6%)
Blue Cross Incentive	730,000	730,000		
Other Revenue	111,000	111,000		
Other Operating Revenue	841,000	841,000		
Total Operating Revenue	54,102,000	46,872,228	(7,229,772)	(13.4%)
Operating Expenses				
Salaries & Wages	12,472,000	12,274,902	(197,098)	(1.6%)
Employee Benefits	1,999,000	1,999,103	103	0.0%
Total Employment Expenses	14,471,000	14,274,005	(196,995)	(1.4%)
Medical & Other Supplies	6,894,000	7,034,766	140,766	2.0%
Physician & Other Fees	30,474,000	26,365,580	(4,108,420)	(13.5%)
Purchased Services	847,000	881,679	34,679	4.1%
Repairs & Maintenance	2,737,000	2,737,000	-	0.0%
Utilities	484,000	484,723	723	0.1%
Rents & Leases	2,597,000	2,602,469	5,469	0.2%
Depreciation & Amortization	1,100,000	1,100,000	-	0.0%
Interest Expense	1,000	1,000	-	0.0%
Other Expense	1,523,000	1,523,000	-	0.0%
Total Other Expenses	46,657,000	42,730,217	(3,926,783)	(8.4%)
Total Operating Expenses	61,128,000	57,004,222	(4,123,778)	(6.7%)
Excess Margin	(7,026,000)	(10,131,994)	(3,105,994)	(44.2%)

Operating Expenses | Employee Costs

Increases in premium pay and pay rates

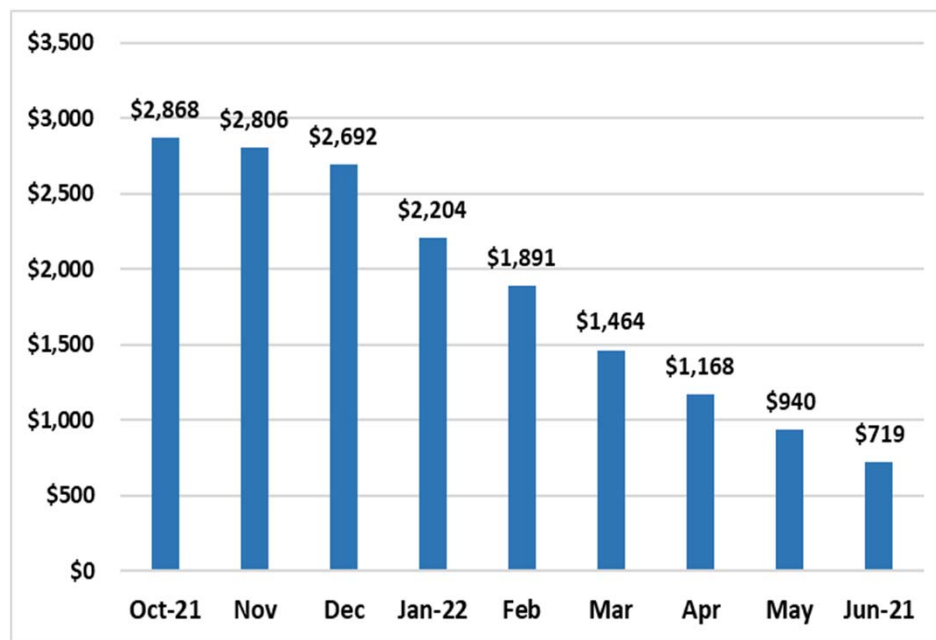
The increased use of premium pay will slowly decrease through April 2022 but still remain higher than budget through the end of the fiscal year. The primary reason for the increases is due to nation wide staffing shortages and increase in volumes. Net impact (\$16.6M)



Forecasted Changes | Operating Expenses

Pharmaceutical Expenses have been ramping up throughout Qtr. 1 along with our COVID volume. In September, we saw the highest spend and patient volume. The increase in spend is secondary to the increased COVID volume and expanded use as well as to the use of a new drug Baricitinib. The budgeted savings related to our **Strategic Initiatives**, such as Length of Stay and Supply savings, have not been realized and we forecast success in the initiatives to be recognized gradually throughout this fiscal year. **COVID related expenses** are forecasted in line with the estimated COVID volume projections. Total net impact. **(\$16.8M)**

Forecasted increases in costs (000's)	Qtr. 2	Qtr. 3	Qtr. 4	Total
Pharmaceutical Increase	\$1,740	\$1,200	\$300	\$3,240
Delayed Strategic Initiatives	\$3,127	\$2,456	\$1,790	\$7,374
COVID related payroll costs	\$700	\$381	\$147	\$1,228
COVID related supply costs	\$2,799	\$1,522	\$589	\$4,911
COVID Related Operating Exp.	\$3,499	\$1,903	\$737	\$6,139
Total Additional Expenses	\$8,366	\$5,559	\$2,827	\$16,752



Stimulus Funds

Provider Relief Funds are estimated at \$9M. The projected spread of these funds is evenly over February through June.

FY22 Forecasted Income Statement (000's)

	Actual	Forecast				Budget FY22	\$ Change	% Change
	Q1 FY22	Q2 FY22	Q3 FY22	Q4 FY22	Forecast FY22			
Operating Revenue								
Net Patient Service Revenue	\$159,094	\$159,480	\$153,666	\$154,304	\$626,544	\$634,620	(8,076)	(1.3%)
Supplemental Gov't Programs	12,859	13,277	13,277	13,276	52,689	53,106	(417)	(0.8%)
Prime Program	2,000	2,016	1,973	1,995	7,984	8,000	(16)	(0.2%)
Premium Revenue	15,490	15,429	17,584	17,711	66,214	66,017	197	0.3%
Management Services Revenue	9,992	9,147	8,948	9,047	37,134	36,290	844	2.3%
Other Revenue	6,230	6,492	6,350	6,450	25,522	24,560	962	3.9%
Other Operating Revenue	46,571	46,361	48,132	48,479	189,543	187,973	1,570	0.8%
Total Operating Revenue	205,665	205,841	201,798	202,783	816,087	822,593	(6,506)	(0.8%)
Operating Expenses								
Salaries & Wages	87,545	95,378	85,053	84,130	352,106	330,396	21,710	6.6%
Contract Labor	4,195	2,969	2,383	1,733	11,280	6,204	5,076	81.8%
Employee Benefits	12,693	13,597	13,264	13,450	53,004	53,922	(918)	(1.7%)
Total Employment Expenses	104,433	111,944	100,700	99,313	416,390	390,522	25,868	6.6%
Medical & Other Supplies	34,542	37,257	34,481	32,422	138,702	125,503	13,199	10.5%
Physician Fees	24,185	23,926	23,774	24,281	96,166	99,783	(3,617)	(3.6%)
Purchased Services	4,147	4,007	3,918	3,960	16,032	15,866	166	1.0%
Repairs & Maintenance	6,923	7,233	7,211	7,222	28,589	28,699	(110)	(0.4%)
Utilities	2,124	1,933	1,574	1,740	7,371	7,308	63	0.9%
Rents & Leases	1,481	1,549	1,561	1,552	6,143	6,169	(26)	(0.4%)
Depreciation & Amortization	7,902	8,467	8,776	9,092	34,237	33,552	685	2.0%
Interest Expense	1,699	1,823	1,784	1,803	7,109	7,234	(125)	(1.7%)
Other Expense	4,558	5,735	5,610	5,673	21,576	22,630	(1,054)	(4.7%)
Humana Cap Plan Expenses	9,618	8,677	9,455	9,527	37,277	36,254	1,023	2.8%
Management Services Expense	9,617	9,049	8,852	8,950	36,468	35,899	569	1.6%
Total Other Expenses	106,796	109,656	106,996	106,222	429,670	418,897	10,773	2.6%
Total Operating Expenses	211,229	221,600	207,696	205,535	846,060	809,419	36,641	4.5%
Operating Margin	\$(5,564)	\$(15,759)	\$(5,898)	\$(2,752)	\$(29,973)	\$13,174	\$(43,147)	
Stimulus Funds	438	0	3,600	5,400	9,438	1,195	8,243	
Operating Margin after Stimulus	\$(5,126)	\$(15,759)	\$(2,298)	\$2,648	\$(20,535)	\$14,369	\$(34,904)	
Nonoperating Revenue (Loss)	746	986	952	1482	4,166	4,568	(402)	
Excess Margin	\$(4,380)	\$(14,773)	\$(1,346)	\$4,130	\$(16,369)	\$18,937	\$(35,306)	
Operating Margin %	(2.7%)	(7.7%)	(2.9%)	(1.4%)	(3.7%)	1.6%		
OM after Stimulus%	(2.5%)	(7.7%)	(1.1%)	1.3%	(2.5%)	1.7%		
Excess Margin %	(2.1%)	(7.2%)	(0.7%)	2.0%	(2.0%)	2.3%		

KAWEAH DELTA HEALTH CARE DISTRICT
CONSOLIDATED INCOME STATEMENT (000's)
FISCAL YEAR 2021 & 2022

Fiscal Year	Operating Revenue			Operating Expenses				Operating Expenses Total	Operating Income	Non-Operating Income	Net Income	Operating Margin %	Excess Margin
	Net Patient Revenue	Other Operating Revenue	Operating Revenue Total	Personnel Expense	Physician Fees	Supplies Expense	Other Operating Expense						
2021													
Jul-20	47,402	13,608	61,009	32,213	7,807	10,036	13,502	63,559	(2,550)	4,542	1,993	(4.2%)	3.0%
Aug-20	48,393	13,339	61,732	32,203	8,699	10,720	14,744	66,366	(4,634)	4,444	(191)	(7.5%)	(0.3%)
Sep-20	48,769	13,548	62,317	32,837	6,871	11,619	14,643	65,971	(3,654)	3,138	(515)	(5.9%)	(0.8%)
Oct-20	51,454	13,083	64,537	33,385	7,746	10,713	15,033	66,876	(2,339)	5,177	2,837	(3.6%)	4.1%
Nov-20	50,994	12,719	63,713	31,225	8,079	10,999	14,837	65,140	(1,427)	2,807	1,380	(2.2%)	2.1%
Dec-20	50,409	13,317	63,726	34,298	8,024	11,492	15,152	68,965	(5,240)	1,963	(3,276)	(8.2%)	(5.0%)
Jan-21	49,949	14,115	64,064	34,008	8,421	12,014	15,101	69,544	(5,480)	6,363	883	(8.6%)	1.3%
Feb-21	44,505	14,519	59,024	31,565	8,484	9,685	13,829	63,562	(4,538)	3,973	(565)	(7.7%)	(0.9%)
Mar-21	56,144	17,106	73,250	35,505	8,278	10,923	16,990	71,696	1,554	2,267	3,821	2.1%	5.1%
Apr-21	52,593	19,684	72,277	37,084	8,320	11,011	16,895	73,310	(1,033)	2,645	1,612	(1.4%)	2.2%
May-21	50,531	15,692	66,223	34,042	7,754	10,170	16,569	68,535	(2,312)	1,829	(483)	(3.5%)	(0.7%)
Jun-21	43,233	19,589	62,822	20,517	8,207	11,772	19,877	60,373	2,449	773	3,222	3.9%	5.1%
2021 FY Total	\$ 594,375	\$ 180,319	\$ 774,694	\$ 388,882	\$ 96,690	\$ 131,154	\$ 187,172	\$ 803,898	\$ (29,204)	\$ 39,921	\$ 10,717	(3.8%)	1.3%
2022													
Jul-21	51,502	15,035	66,537	32,678	7,922	9,596	15,217	65,413	1,124	582	1,706	1.7%	2.5%
Aug-21	49,714	16,024	65,737	33,434	8,527	13,004	15,414	70,379	(4,642)	990	(3,651)	(7.1%)	(5.5%)
Sep-21	57,879	15,513	73,391	38,321	7,736	11,942	17,439	75,437	(2,046)	(388)	(2,434)	(2.8%)	(3.3%)
2022 FY Total	\$ 159,094	\$ 46,571	\$ 205,665	\$ 104,433	\$ 24,185	\$ 34,542	\$ 48,069	\$ 211,229	\$ (5,564)	\$ 1,184	\$ (4,380)	(2.7%)	(2.1%)
FYTD Budget	158,066	46,224	204,290	98,085	24,657	31,720	47,253	201,715	2,574	1,472	4,046	1.3%	2.0%
Variance	\$ 1,029	\$ 347	\$ 1,376	\$ 6,348	\$ (472)	\$ 2,822	\$ 816	\$ 9,514	\$ (8,138)	\$ (288)	\$ (8,426)		
Current Month Analysis													
Sep-21	\$ 57,879	\$ 15,075	\$ 72,953	\$ 38,321	\$ 7,736	\$ 11,942	\$ 17,439	\$ 75,437	\$ (2,484)	\$ 50	\$ (2,434)	(3.4%)	(3.3%)
Budget	51,947	15,297	67,244	32,066	8,156	10,553	15,624	66,399	845	389	1,233	1.3%	1.8%
Variance	\$ 5,932	\$ (222)	\$ 5,710	\$ 6,255	\$ (420)	\$ 1,389	\$ 1,815	\$ 9,038	\$ (3,328)	\$ (339)	\$ (3,667)		

KAWEAH DELTA HEALTH CARE DISTRICT

FISCAL YEAR 2021 & 2022

Fiscal Year	Patient Days	ADC	Adjusted Patient Days	I/P Revenue %	DFR & Bad Debt %	Net Patient	Personnel	Physician	Supply	Total	Personnel Expense/ Net Patient Revenue	Physician Fees/ Net Patient Revenue	Supply	Total
						Revenue/ Ajusted Patient Day	Expense/ Ajusted Patient Day	Fees/ Ajusted Patient Day	Expense/ Ajusted Patient Day	Operating Expense/ Ajusted Patient Day			Expense/ Net Patient Revenue	Operating Expense/ Net Patient Revenue
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%
Dec-20	14,389	464	25,827	55.7%	75.2%	1,952	1,328	311	445	2,670	68.0%	15.9%	22.8%	136.8%
Jan-21	14,002	452	24,471	57.2%	75.5%	2,041	1,390	344	491	2,842	68.1%	16.9%	24.1%	139.2%
Feb-21	12,388	442	23,578	52.5%	77.3%	1,888	1,339	360	411	2,696	70.9%	19.1%	21.8%	142.8%
Mar-21	13,030	420	25,820	50.5%	74.9%	2,174	1,375	321	423	2,777	63.2%	14.7%	19.5%	127.7%
Apr-21	12,361	412	25,268	48.9%	75.8%	2,081	1,468	329	436	2,901	70.5%	15.8%	20.9%	139.4%
May-21	13,115	423	25,026	52.4%	76.4%	2,019	1,360	310	406	2,739	67.4%	15.3%	20.1%	135.6%
Jun-21	12,916	431	25,797	50.1%	80.5%	1,676	795	318	456	2,340	47.5%	19.0%	27.2%	139.6%
2021 FY Total	156,913	430	300,105	52.3%	76.0%	1,981	1,296	322	437	2,679	65.4%	16.3%	22.1%	135.3%
2022														
Jul-21	13,388	432	26,085	51.3%	76.2%	1,974	1,253	304	368	2,508	63.4%	15.4%	18.6%	127.0%
Aug-21	14,401	465	27,703	52.0%	77.3%	1,795	1,207	308	469	2,540	67.3%	17.2%	26.2%	141.6%
Sep-21	14,824	494	28,321	52.3%	75.0%	2,044	1,353	273	422	2,664	66.2%	13.4%	20.6%	130.3%
2022 FY Total	42,613	463	82,116	51.9%	76.1%	1,937	1,272	295	421	2,572	65.6%	15.2%	21.7%	132.8%
FYTD Budget	40,459	440	80,151	50.5%	75.4%	1,972	1,224	308	396	2,456	62.1%	15.6%	20.1%	127.6%
Variance	2,154	23	1,965	1.4%	0.7%	(35)	48	(13)	25	116	3.6%	(0.4%)	1.6%	5.2%
Current Month Analysis														
Sep-21	14,824	494	28,321	52.3%	75.0%	2,044	1,353	273	422	2,664	66.2%	13.4%	20.6%	130.3%
Budget	13,045	435	25,994	50.2%	75.4%	1,998	1,234	314	406	2,344	61.7%	15.7%	20.3%	127.8%
Variance	1,779	59	2,328	2.2%	(0.4%)	45	119	(41)	16	319	4.5%	(2.3%)	0.3%	2.5%

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

	Sep-21	Aug-21	Change	% Change	Jun-21
					(Unaudited)
ASSETS AND DEFERRED OUTFLOWS					
CURRENT ASSETS					
Cash and cash equivalents	\$ 13,024	\$ 20,706	\$ (7,682)	-37.10%	\$ 30,081
Current Portion of Board designated and trusted assets	16,205	14,800	1,405	9.49%	13,695
Accounts receivable:					
Net patient accounts	119,698	110,332	9,366	8.49%	119,553
Other receivables	15,802	11,025	4,777	43.33%	14,616
	135,500	121,357	14,143	11.65%	134,169
Inventories	11,945	11,855	90	0.76%	11,095
Medicare and Medi-Cal settlements	46,416	40,142	6,273	15.63%	37,339
Prepaid expenses	10,753	12,320	(1,567)	-12.72%	12,210
Total current assets	233,842	221,180	12,662	5.72%	238,589
NON-CURRENT CASH AND INVESTMENTS -					
less current portion					
Board designated cash and assets	330,106	340,668	(10,562)	-3.10%	349,986
Revenue bond assets held in trust	22,290	22,288	2	0.01%	22,271
Assets in self-insurance trust fund	2,070	2,080	(10)	-0.49%	2,073
Total non-current cash and investments	354,466	365,036	(10,571)	-2.90%	374,331
CAPITAL ASSETS					
Land	17,542	17,542	-	0.00%	17,542
Buildings and improvements	384,420	384,399	21	0.01%	384,399
Equipment	317,647	316,636	1,011	0.32%	316,636
Construction in progress	55,315	55,611	(296)	-0.53%	53,113
	774,925	774,188	736	0.10%	771,690
Less accumulated depreciation	434,317	431,761	2,557	0.59%	426,652
	340,607	342,428	(1,820)	-0.53%	345,038
Property under capital leases -					
less accumulated amortization	(468)	(405)	(63)	15.54%	(279)
Total capital assets	340,139	342,023	(1,883)	-0.55%	344,759
OTHER ASSETS					
Property not used in operations	1,622	1,627	(4)	-0.26%	1,635
Health-related investments	5,266	5,262	4	0.07%	5,066
Other	11,873	11,862	11	0.09%	11,569
Total other assets	18,761	18,751	10	0.06%	18,270
Total assets	947,209	946,990	218	0.02%	975,949
DEFERRED OUTFLOWS	8,800	8,830	(30)	-0.34%	8,900
Total assets and deferred outflows	\$ 956,009	\$ 955,821	\$ 188	0.02%	\$ 984,849

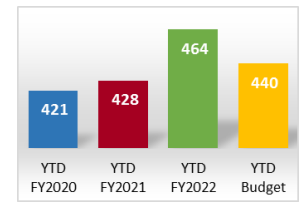
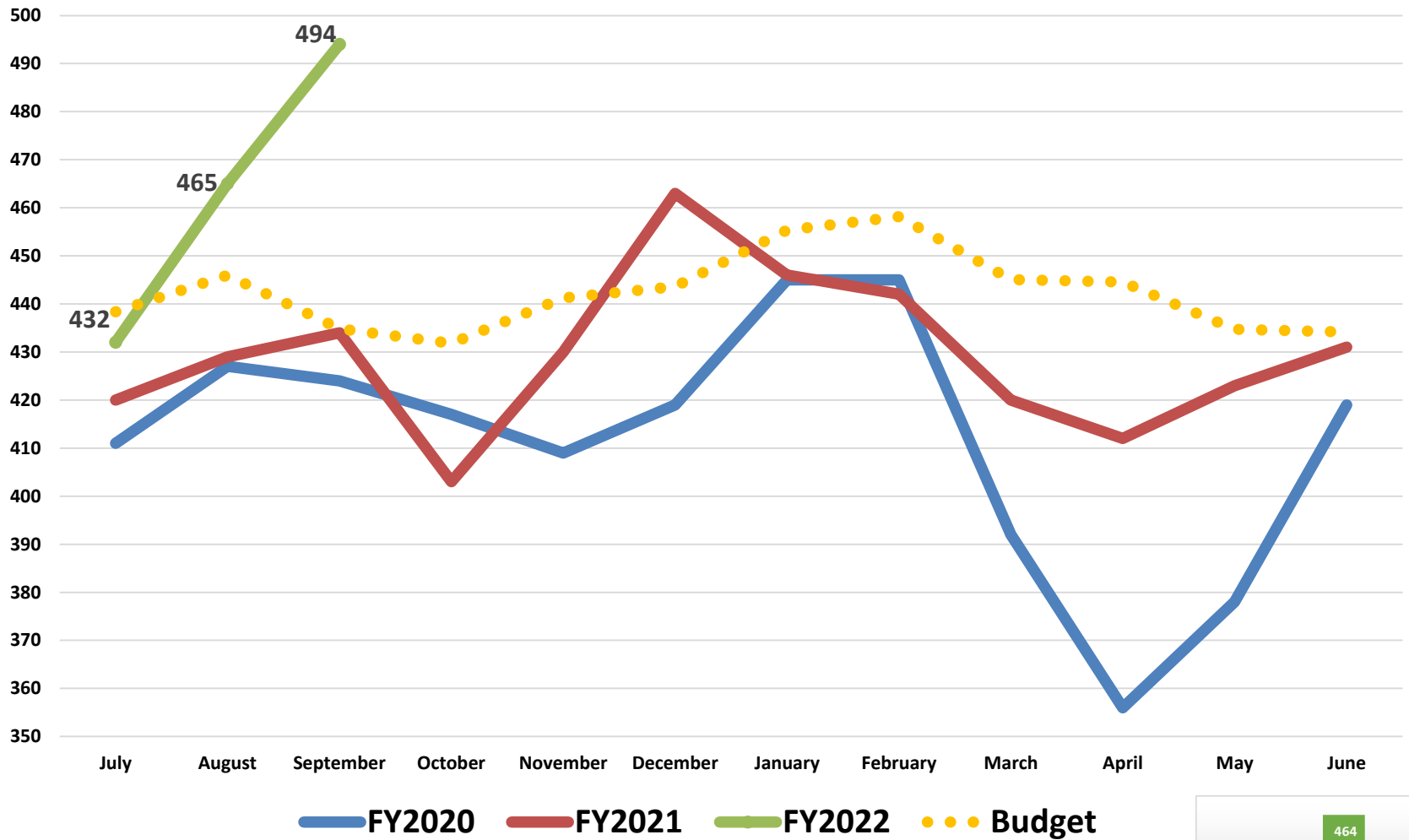
KAWEAH DELTA HEALTH CARE DISTRICT
CONSOLIDATED STATEMENTS OF NET POSITION (000's)

	Sep-21	Aug-21	Change	% Change	Jun-21 (Unaudited)
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable and accrued expenses	\$ 97,636	\$ 99,175	\$ (1,539)	-1.55%	\$ 114,405
Accrued payroll and related liabilities	69,438	64,545	4,893	7.58%	71,537
Long-term debt, current portion	11,251	11,257	(6)	-0.05%	11,128
Total current liabilities	178,325	174,976	3,348	1.91%	197,070
LONG-TERM DEBT, less current portion					
Bonds payable	248,596	248,648	(52)	-0.02%	250,675
Capital leases	117	117	-	0.00%	123
Total long-term debt	248,712	248,764	(52)	-0.02%	250,797
NET PENSION LIABILITY	15,295	17,336	(2,041)	-11.77%	21,418
OTHER LONG-TERM LIABILITIES	32,185	31,887	298	0.94%	30,894
Total liabilities	474,518	472,964	1,554	0.33%	500,179
NET ASSETS					
Invested in capital assets, net of related debt	105,224	107,074	(1,849)	-1.73%	107,949
Restricted	33,892	32,944	948	2.88%	31,885
Unrestricted	342,375	342,839	(465)	-0.14%	344,836
Total net position	481,491	482,857	(1,365)	-0.28%	484,670
Total liabilities and net position	\$ 956,009	\$ 955,821	\$ 188	0.02%	\$ 984,849

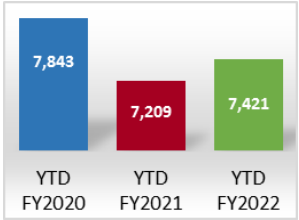
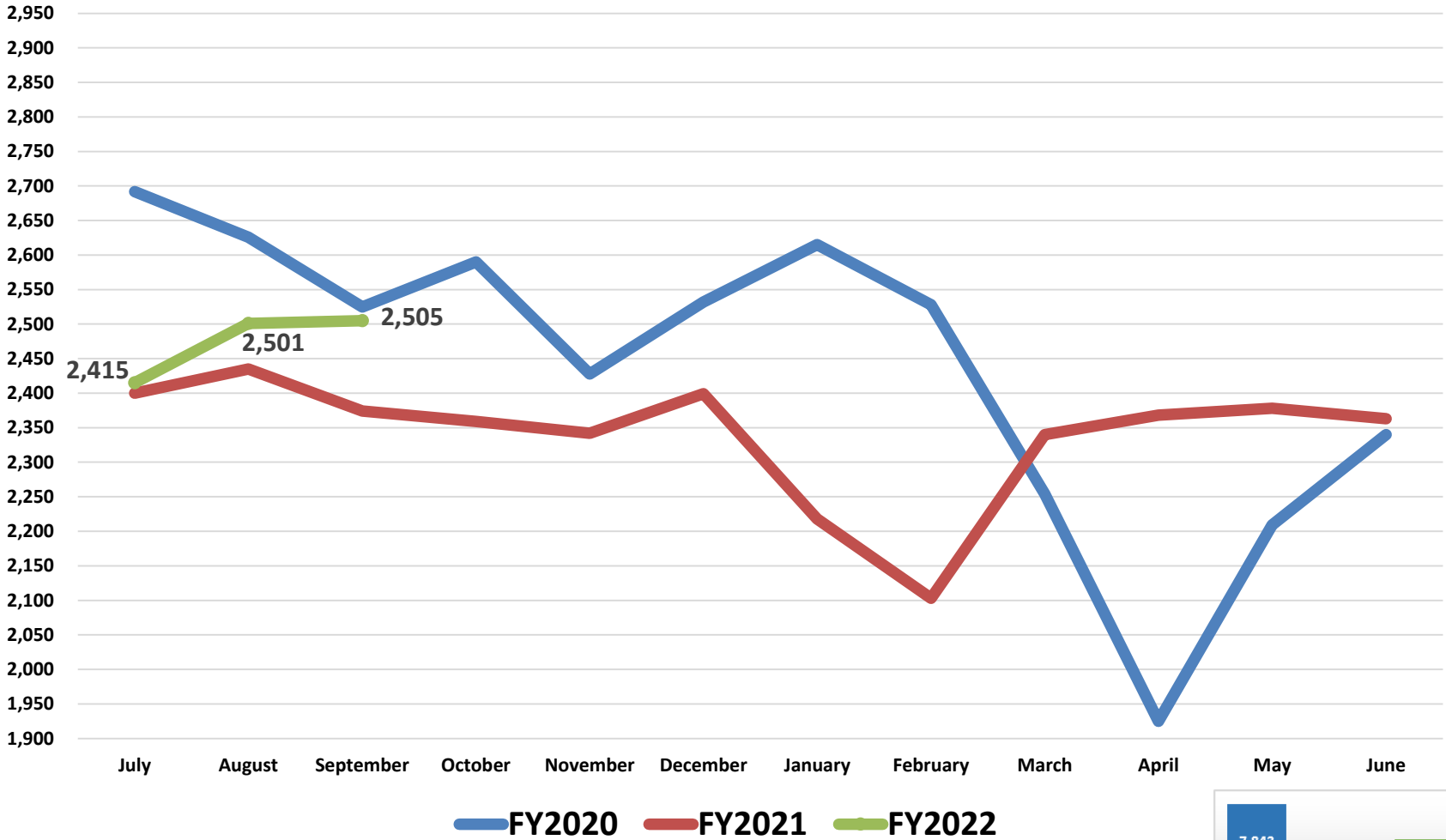
Statistical Report

October 2021

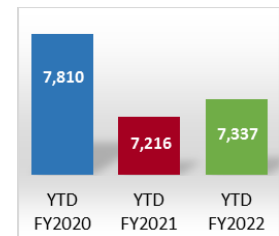
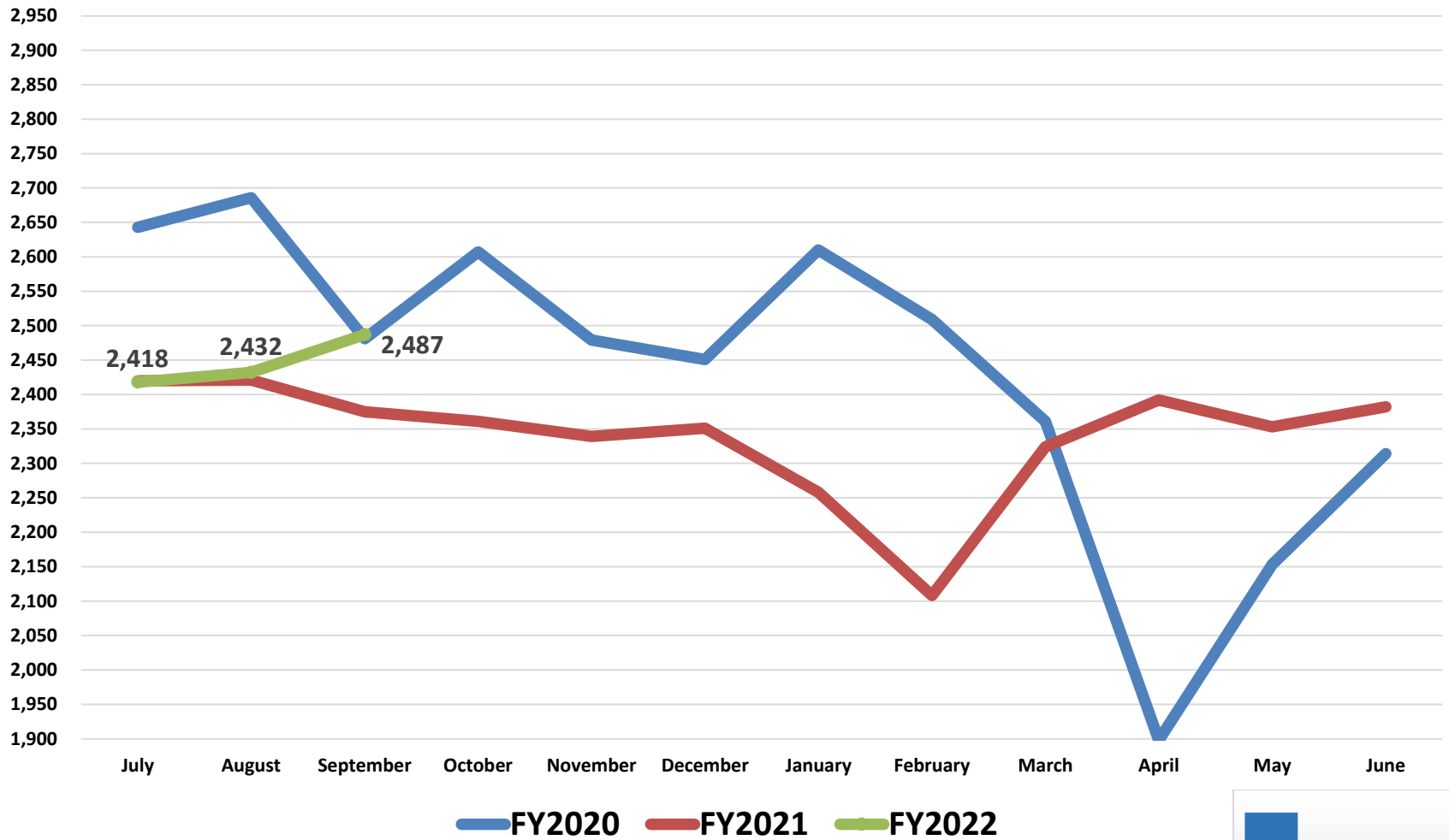
Average Daily Census



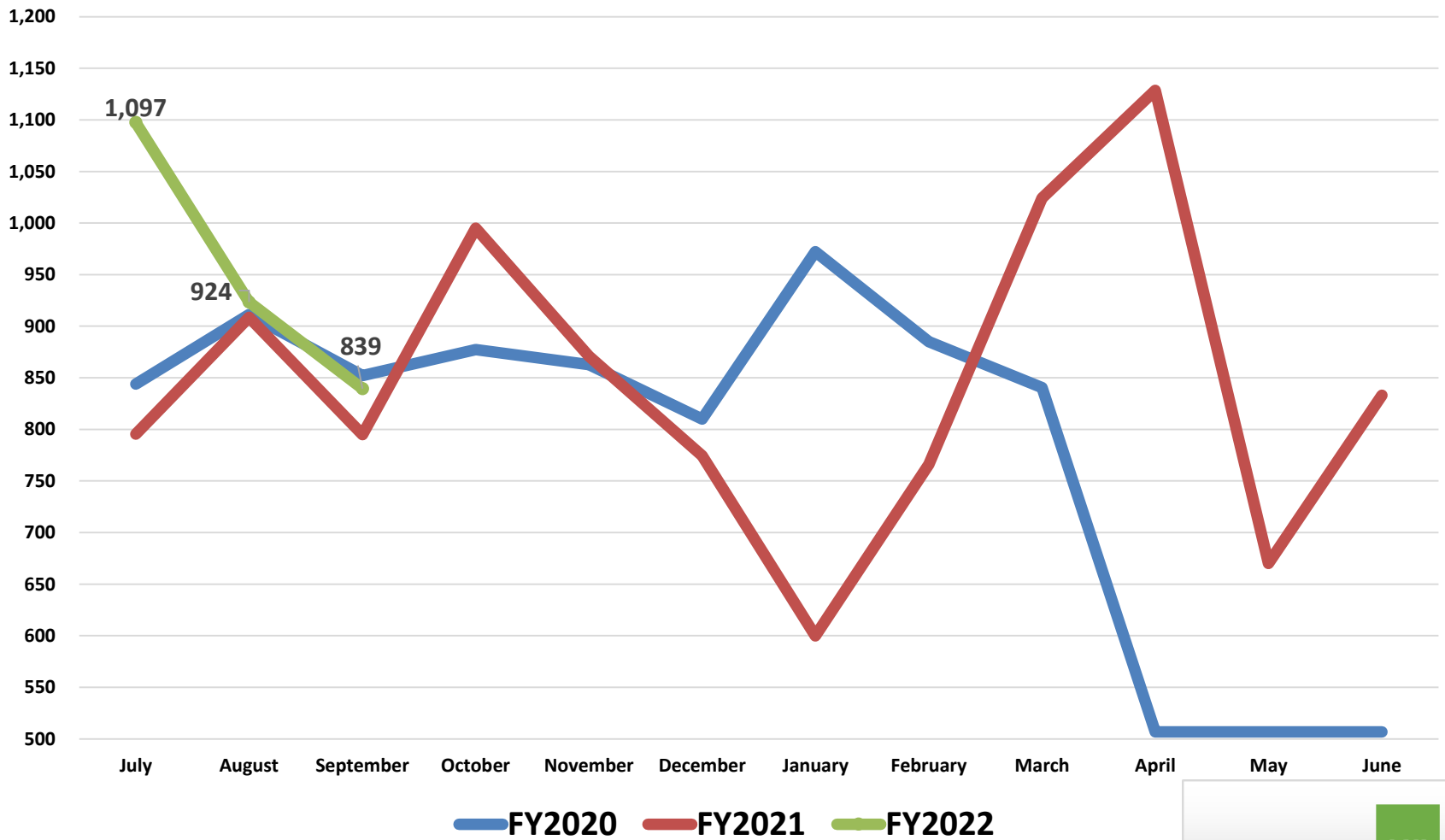
Admissions



Discharges

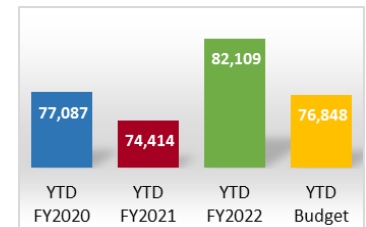
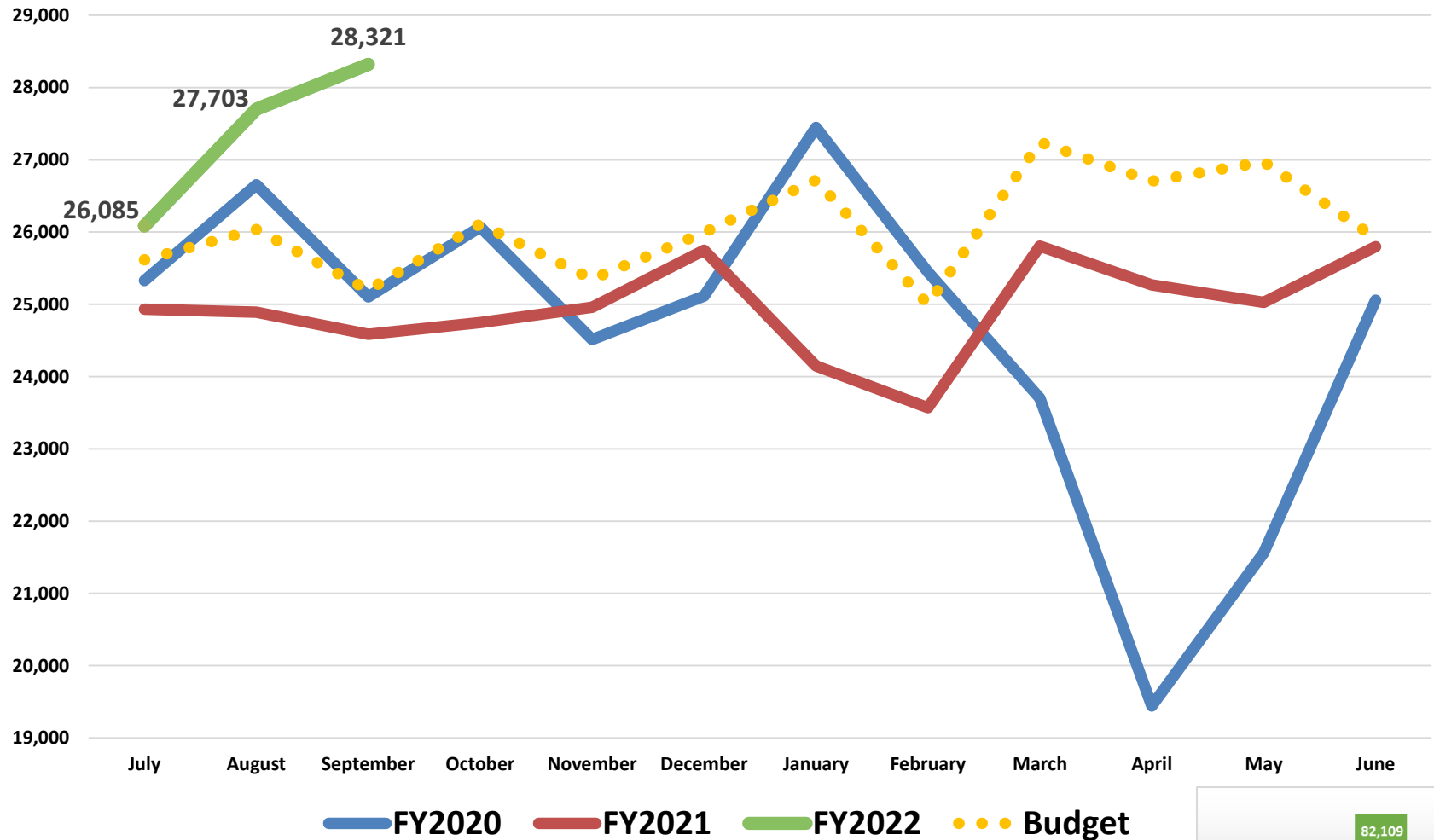


Observation Days

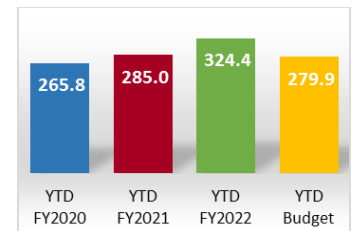
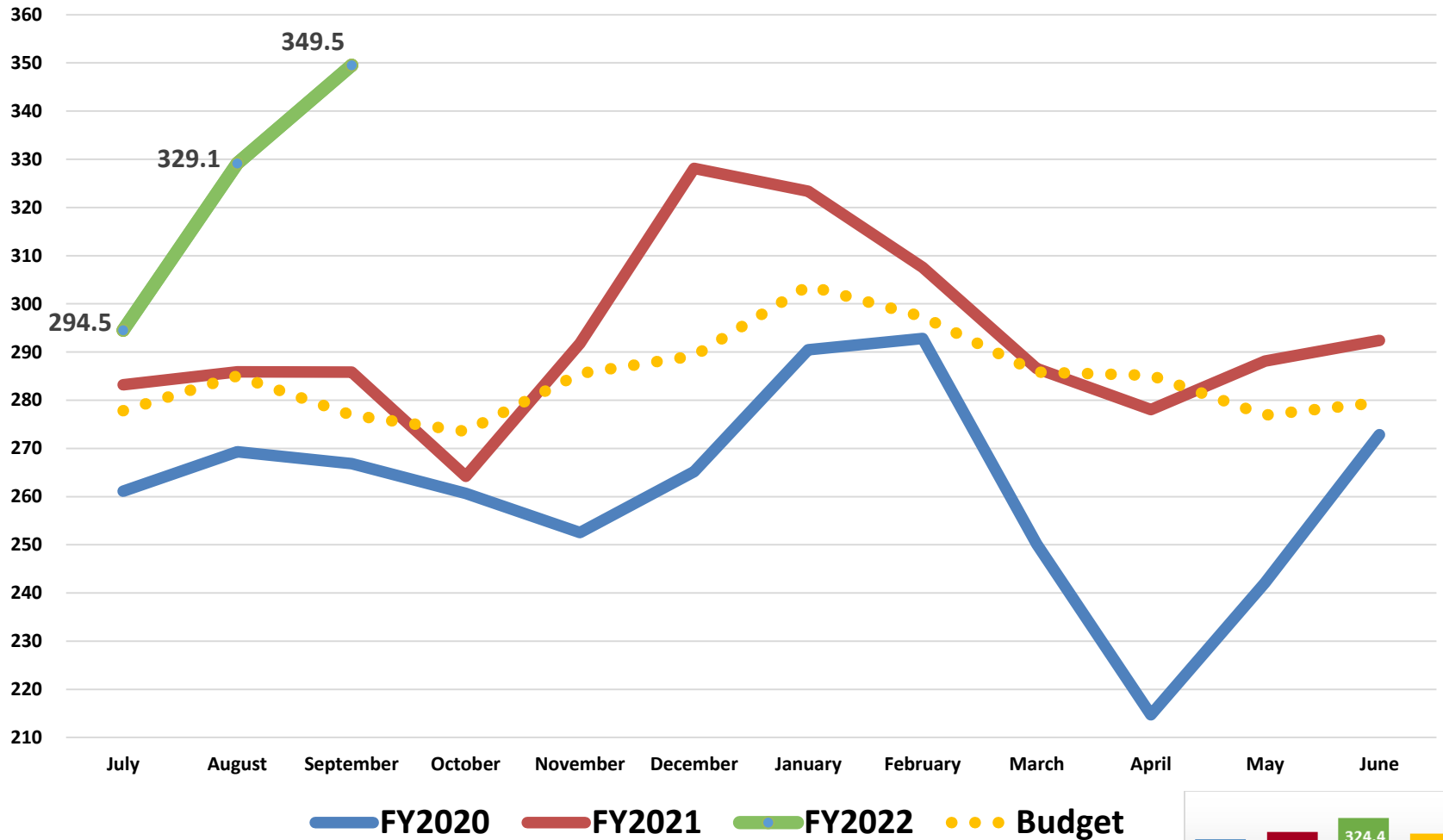


2,607	2,499	2,860
YTD FY2020	YTD FY2021	YTD FY2022

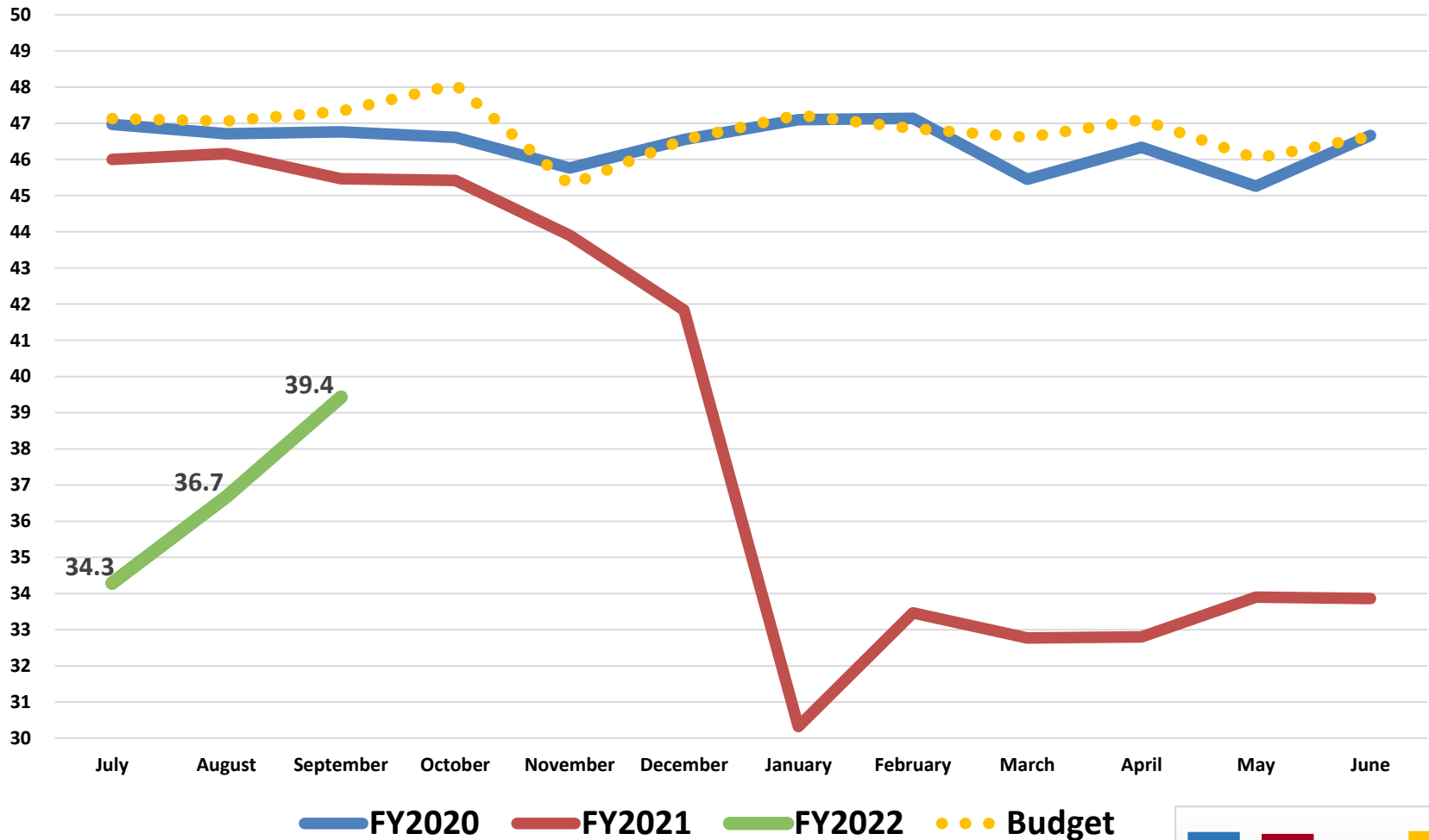
Adjusted Patient Days



Medical Center – Avg. Patients Per Day

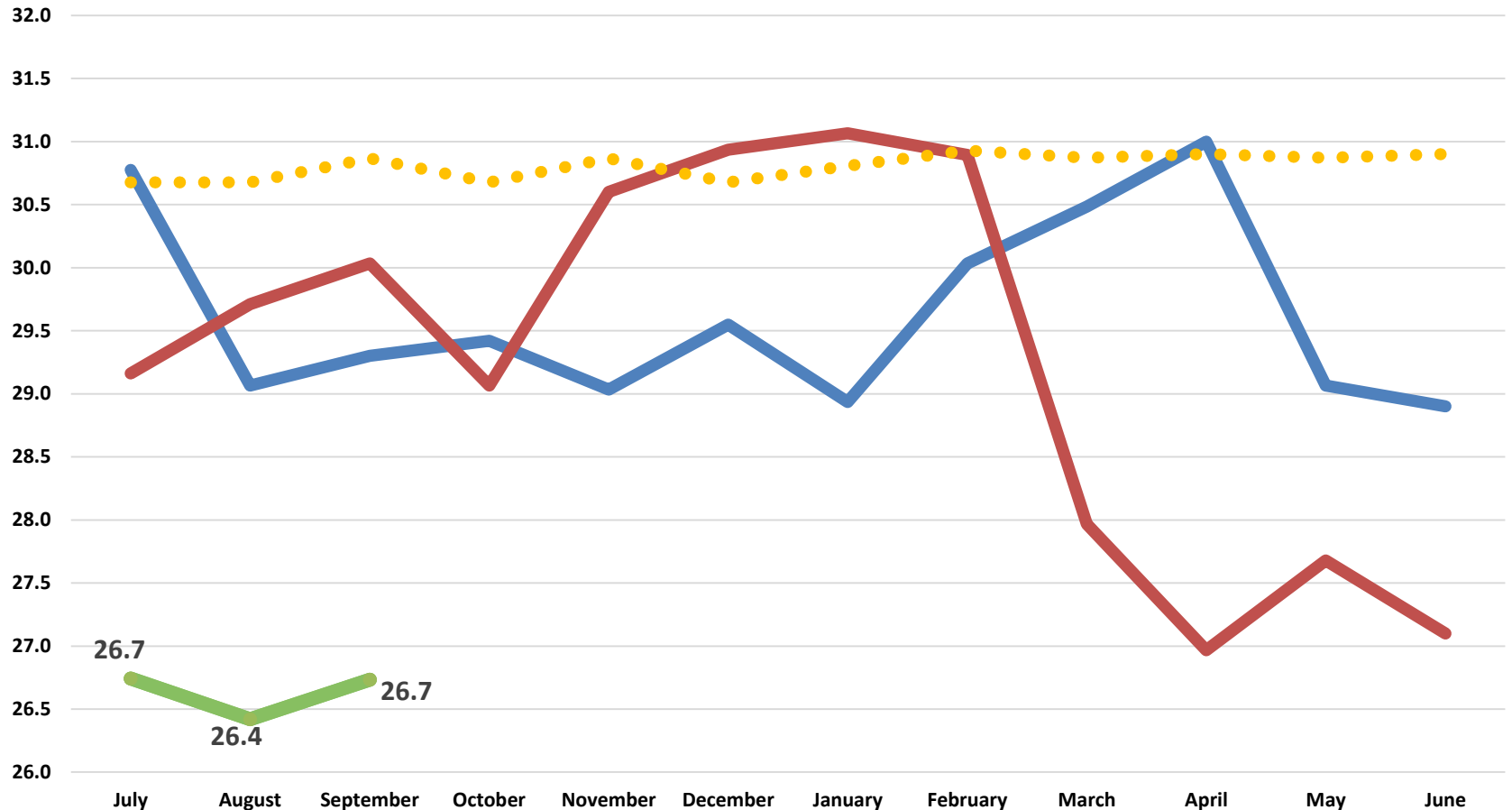


Acute I/P Psych - Avg. Patients Per Day

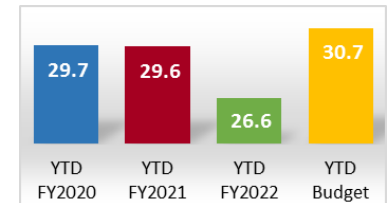


46.8	45.9	36.8	47.2
YTD	YTD	YTD	YTD
FY2020	FY2021	FY2022	Budget

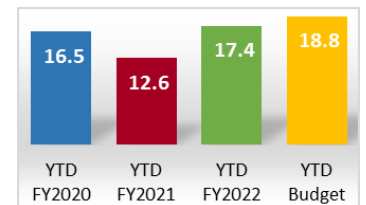
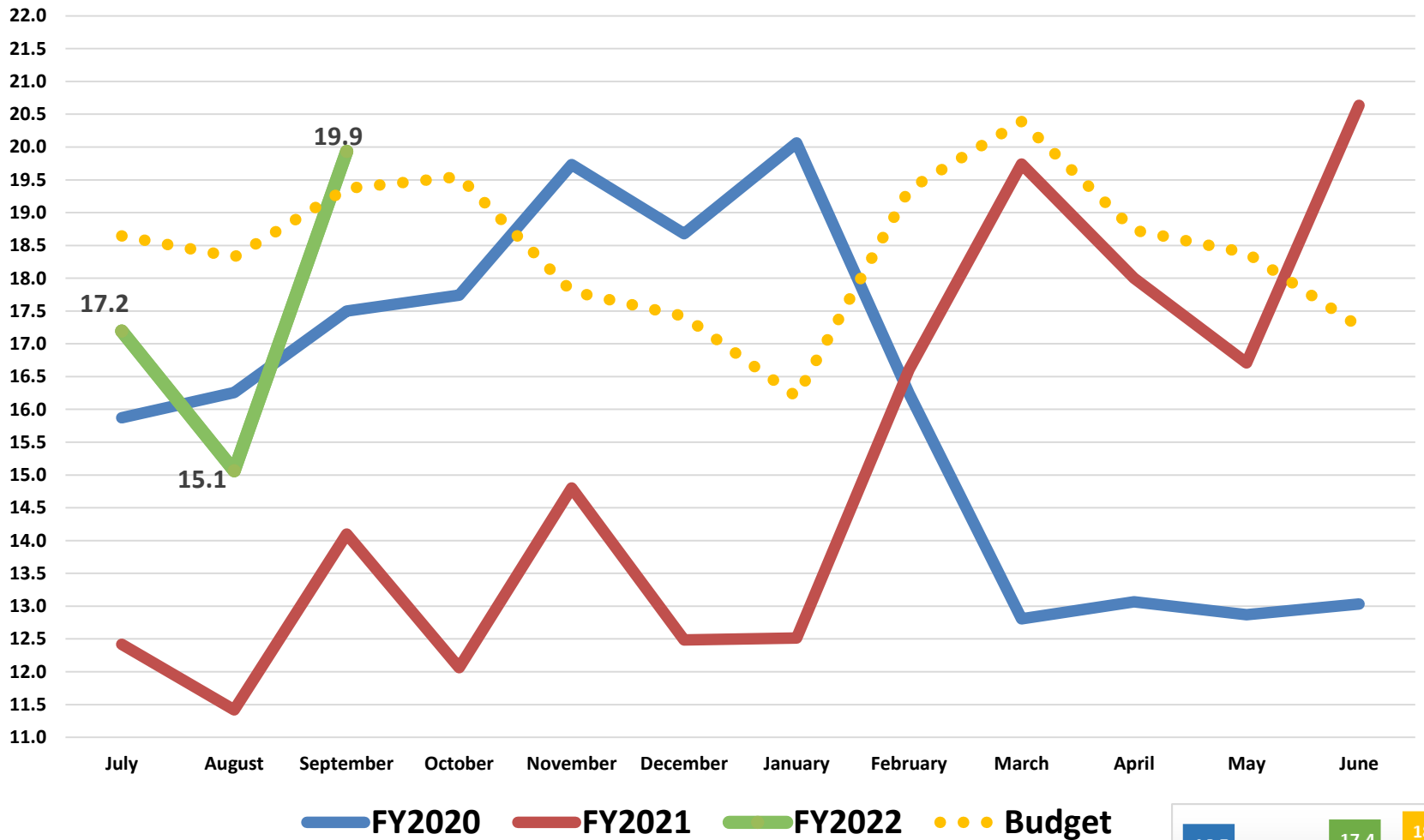
Sub-Acute - Avg. Patients Per Day



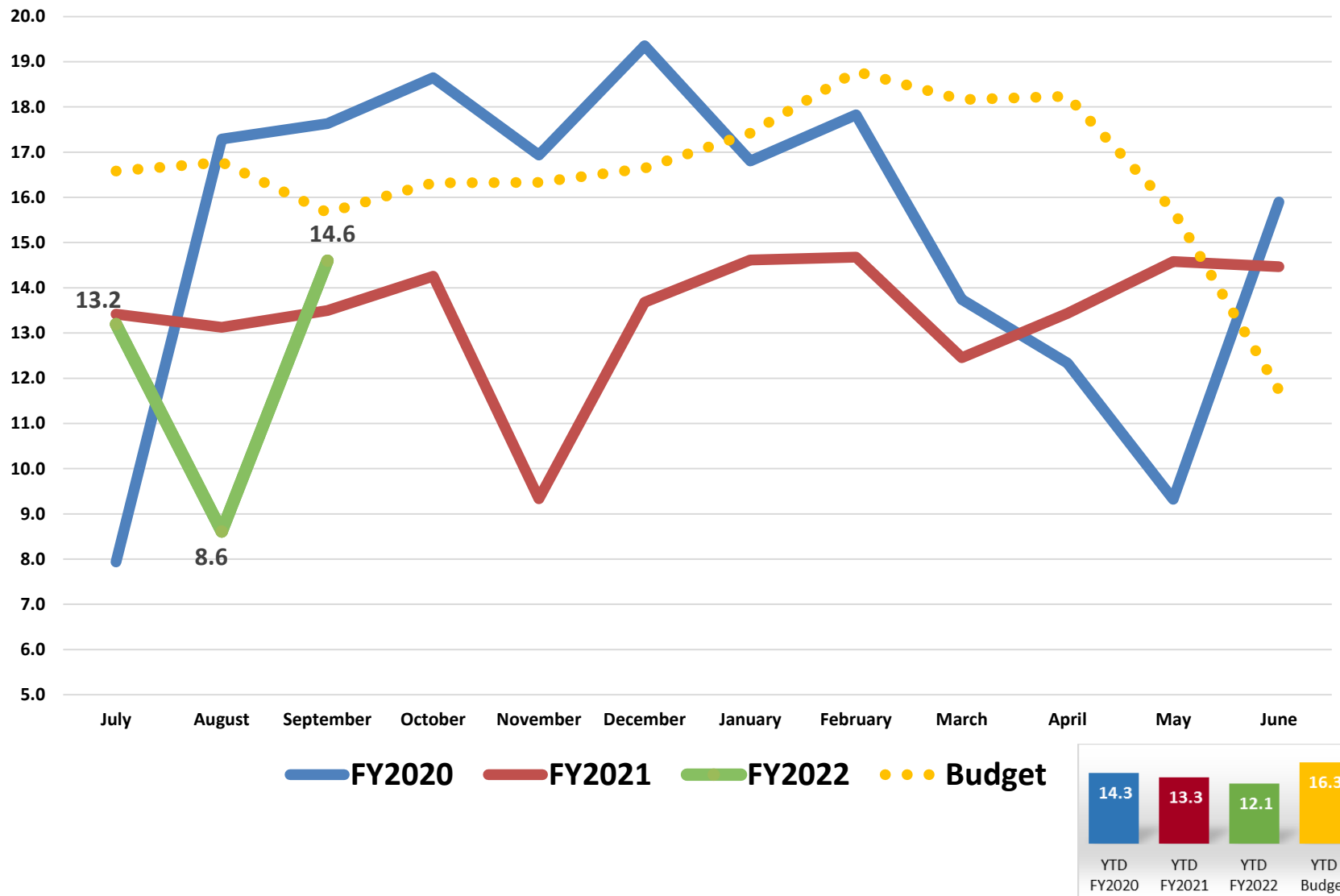
—● **FY2020**
 —● **FY2021**
 —● **FY2022**
 ●●● **Budget**



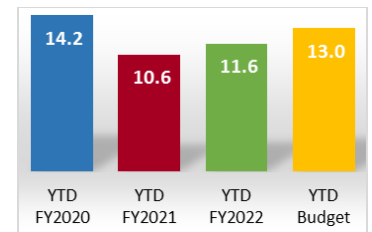
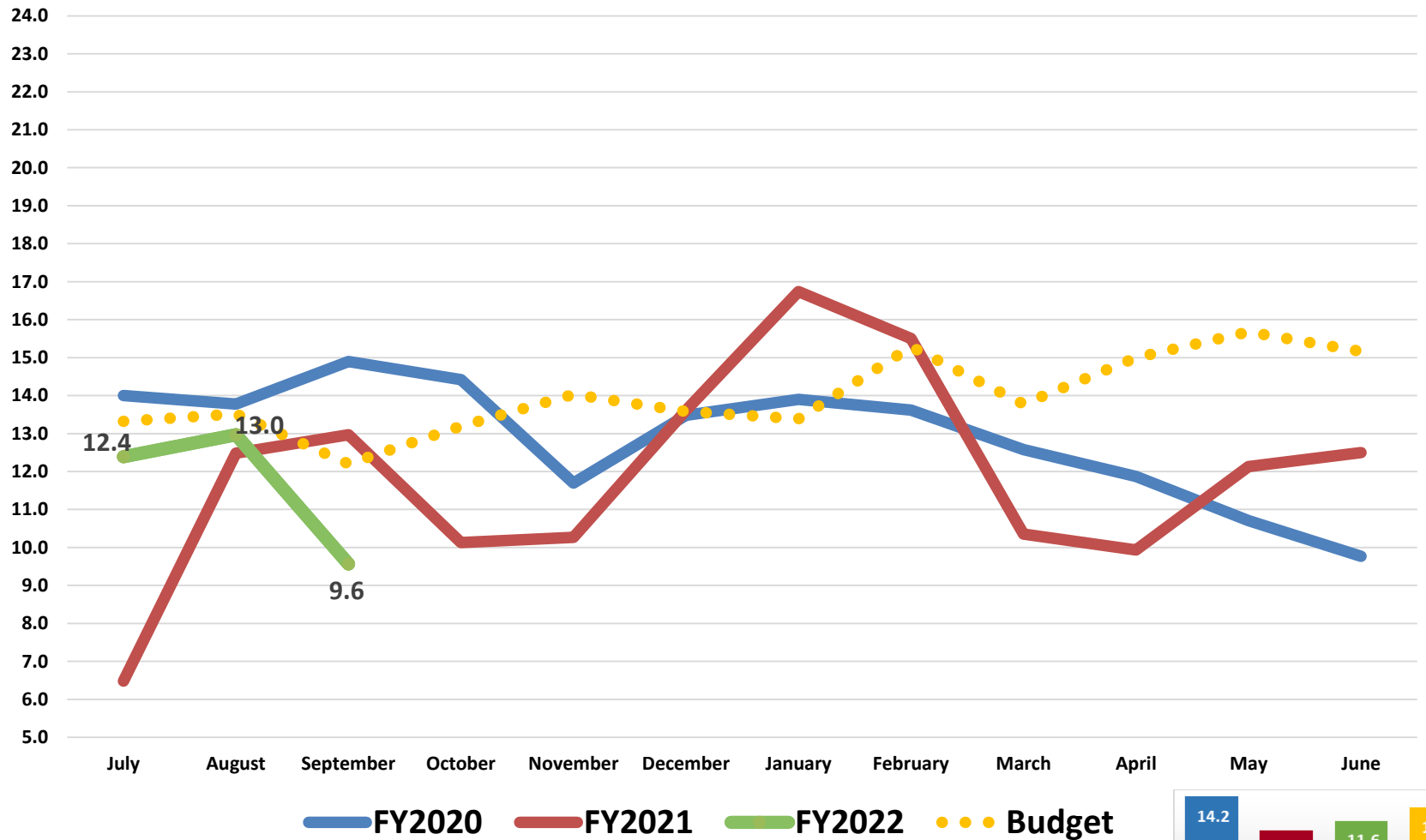
Rehabilitation Hospital - Avg. Patients Per Day



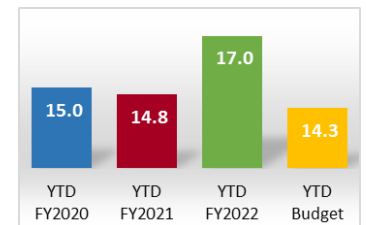
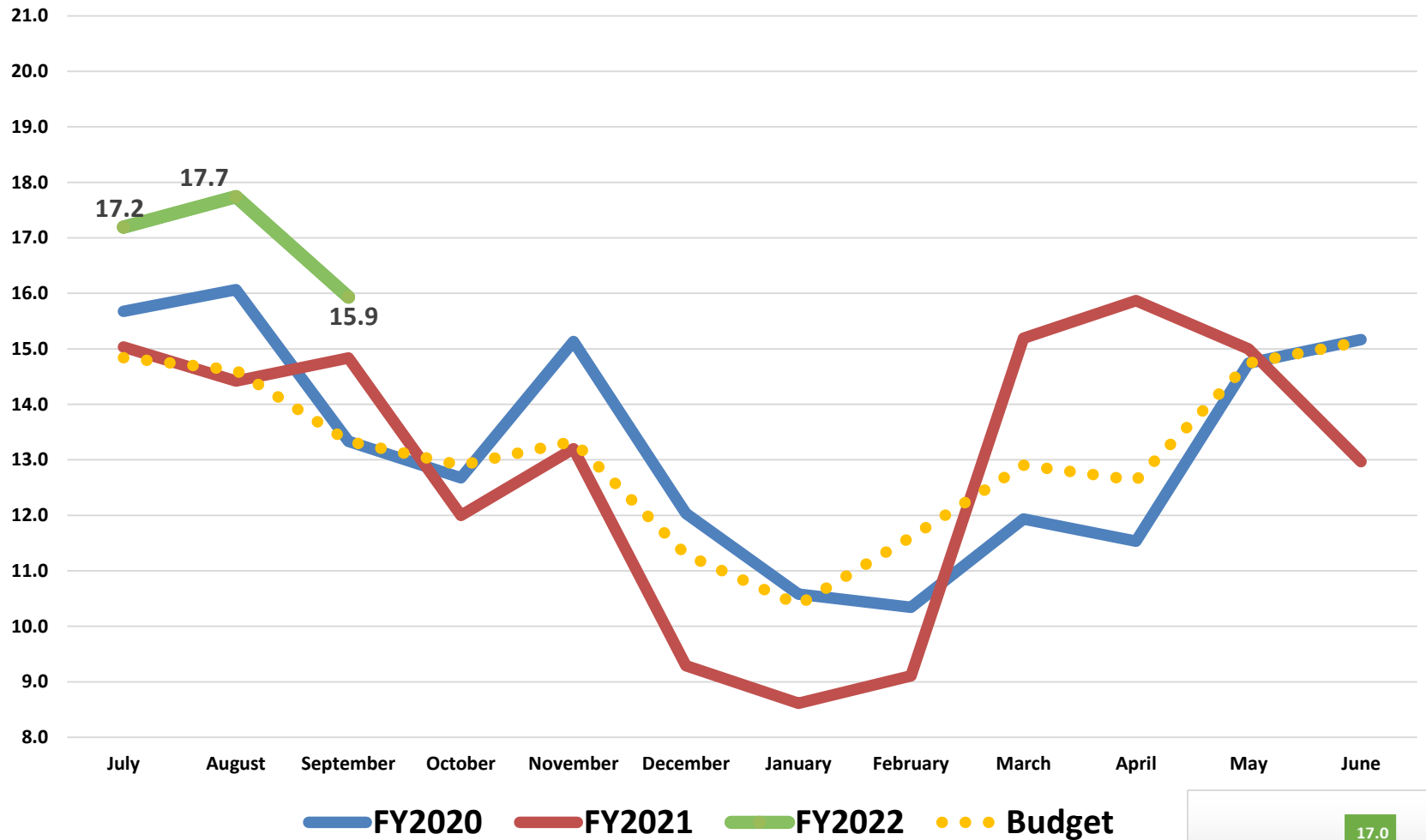
Transitional Care Services (TCS) - Avg. Patients Per Day



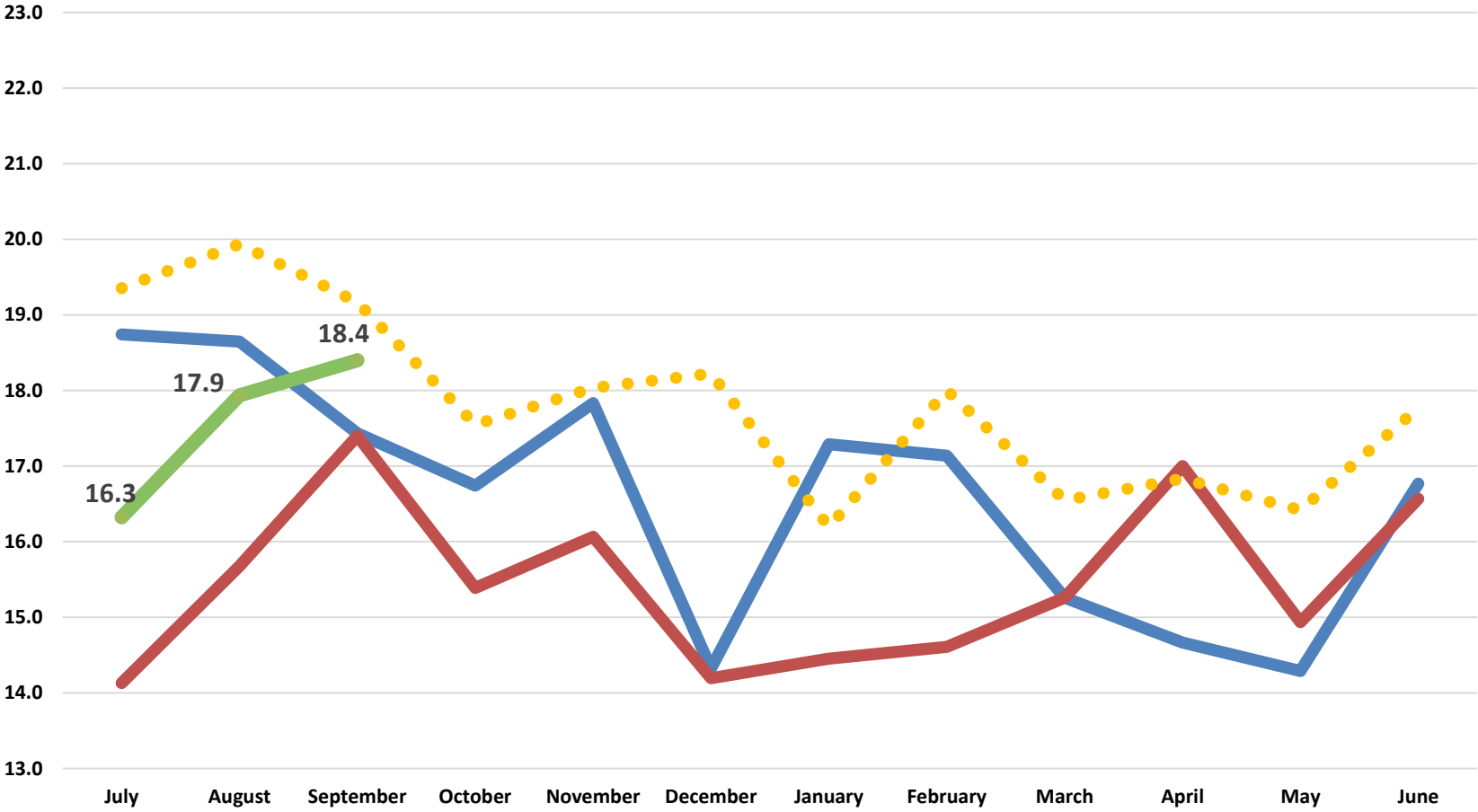
TCS Ortho - Avg. Patients Per Day



NICU - Avg. Patients Per Day



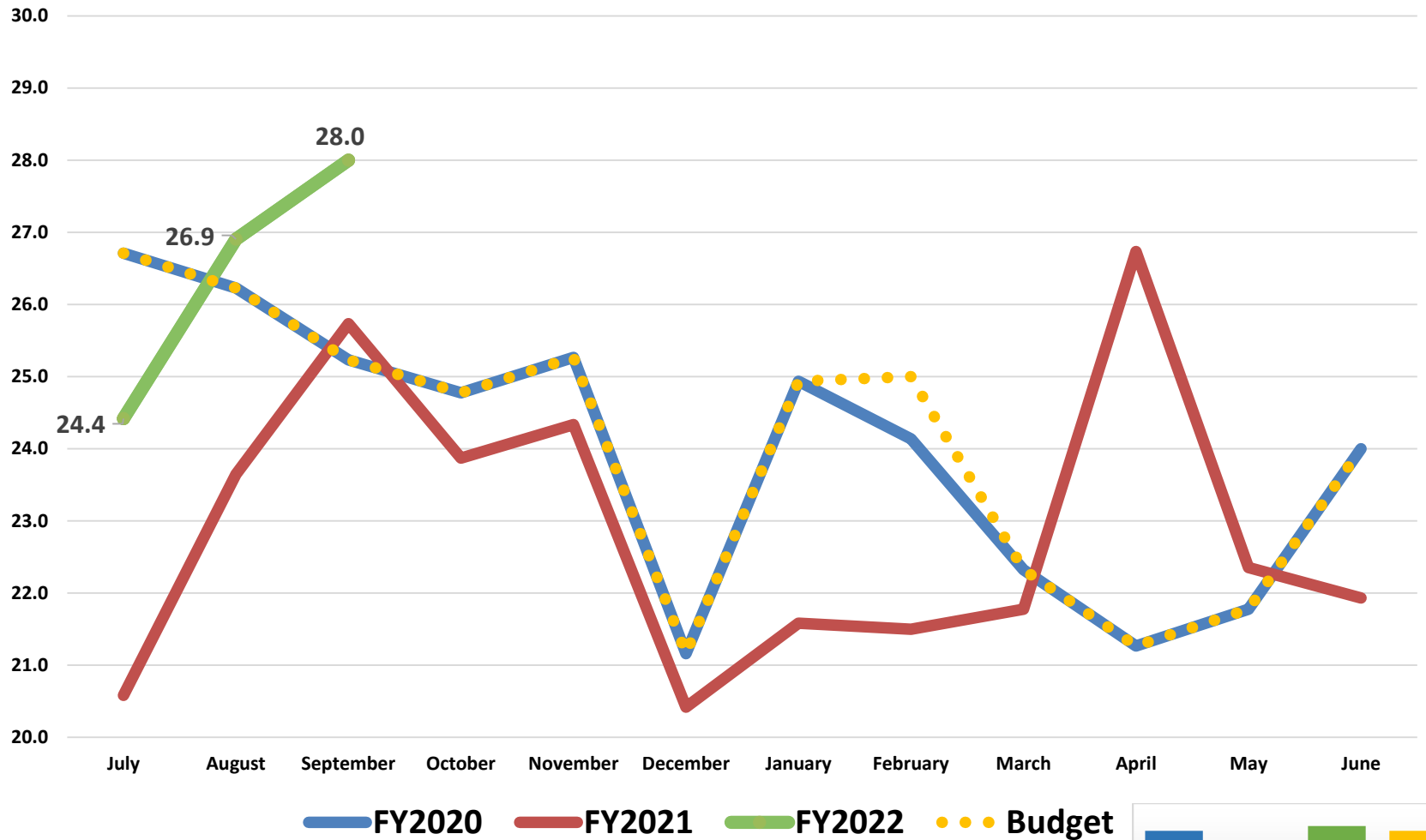
Nursery - Avg. Patients Per Day



— **FY2020**
 — **FY2021**
 — **FY2022**
 ●●● **Budget**

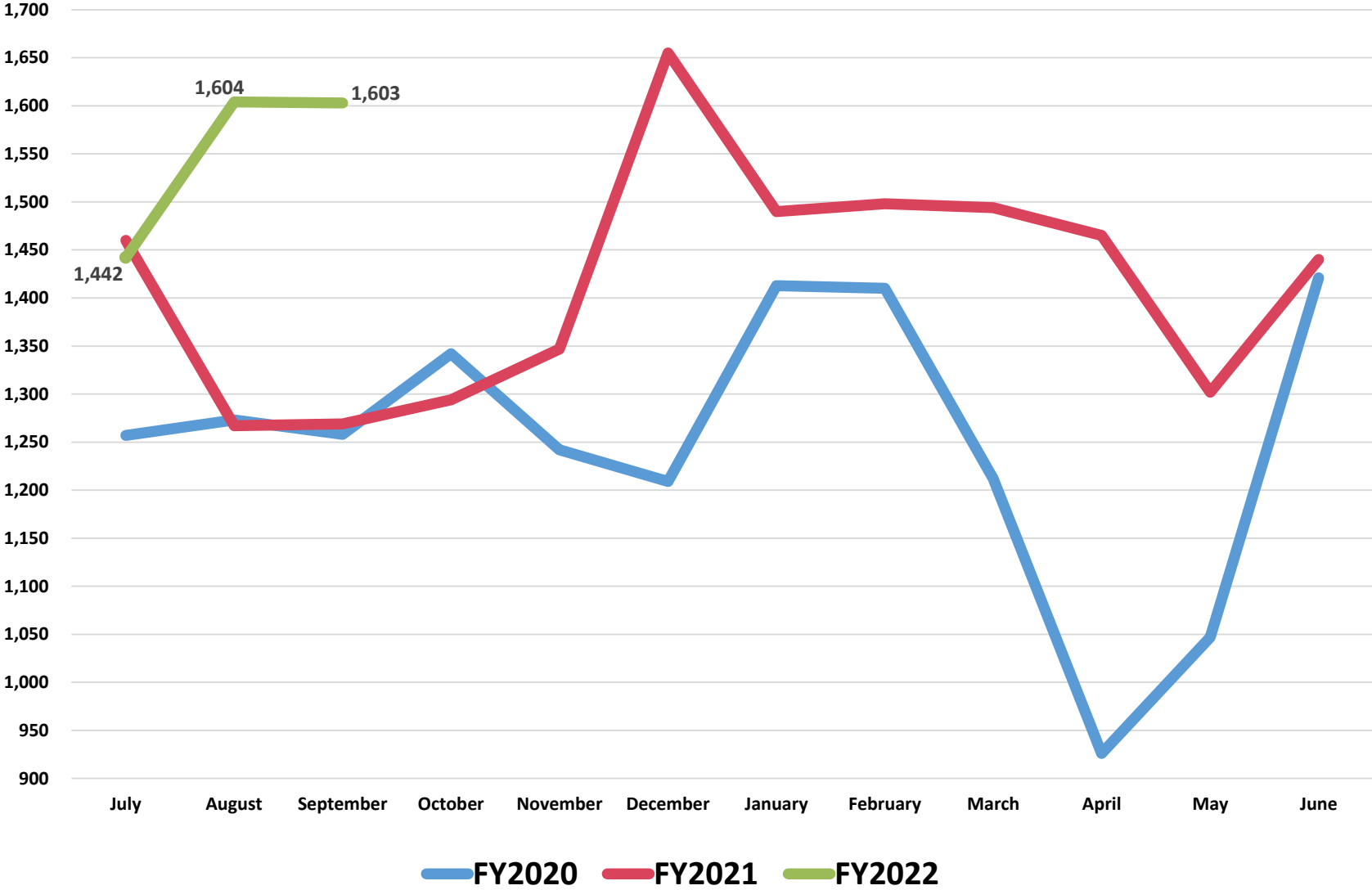
18.3	15.7	17.6	19.5
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Obstetrics - Avg. Patients Per Day

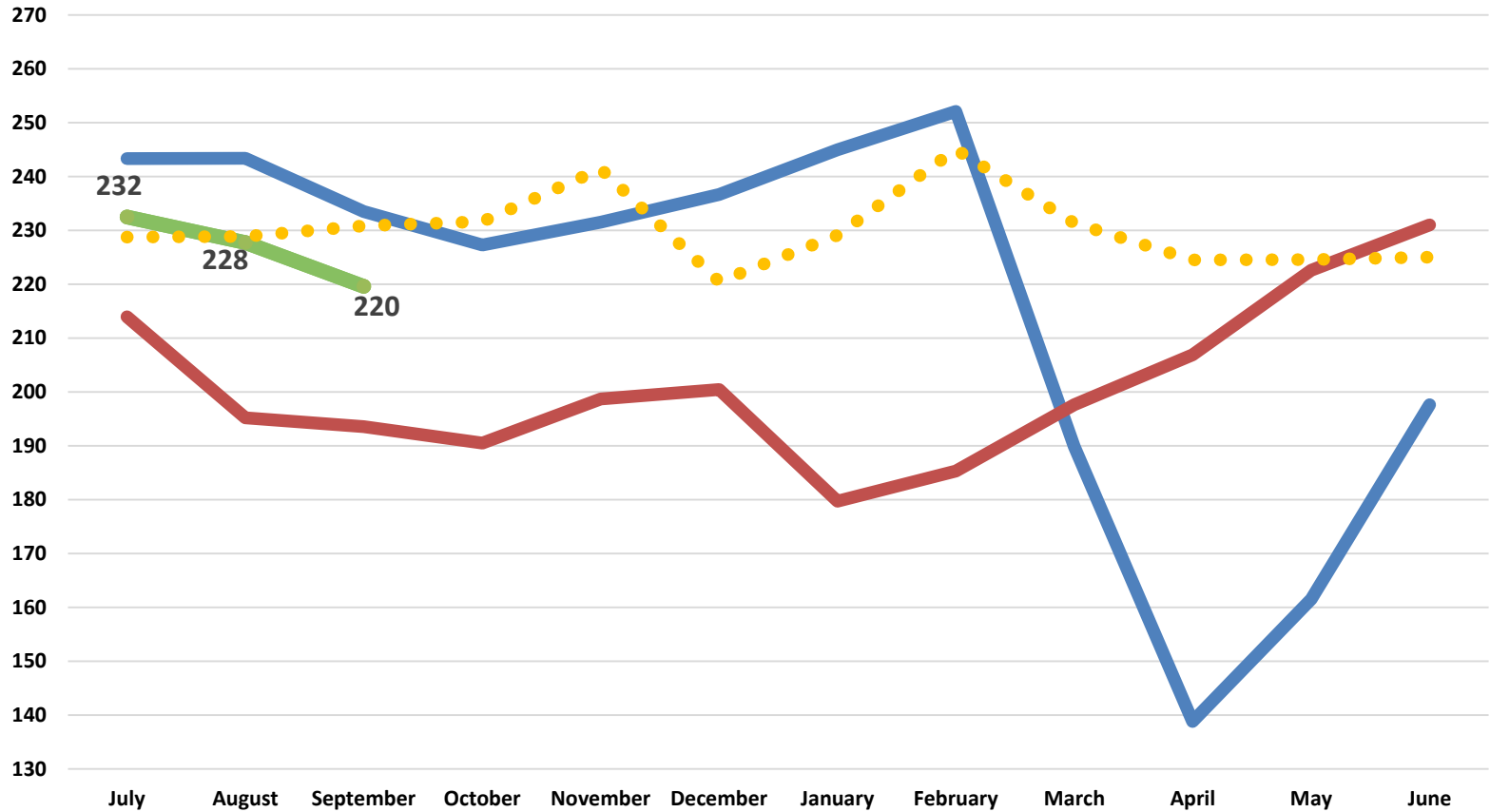


26.1	23.3	26.4	26.1
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

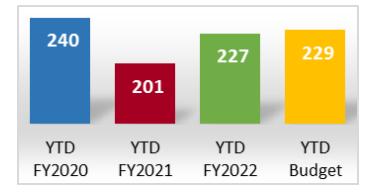
Outpatient Registrations per Day



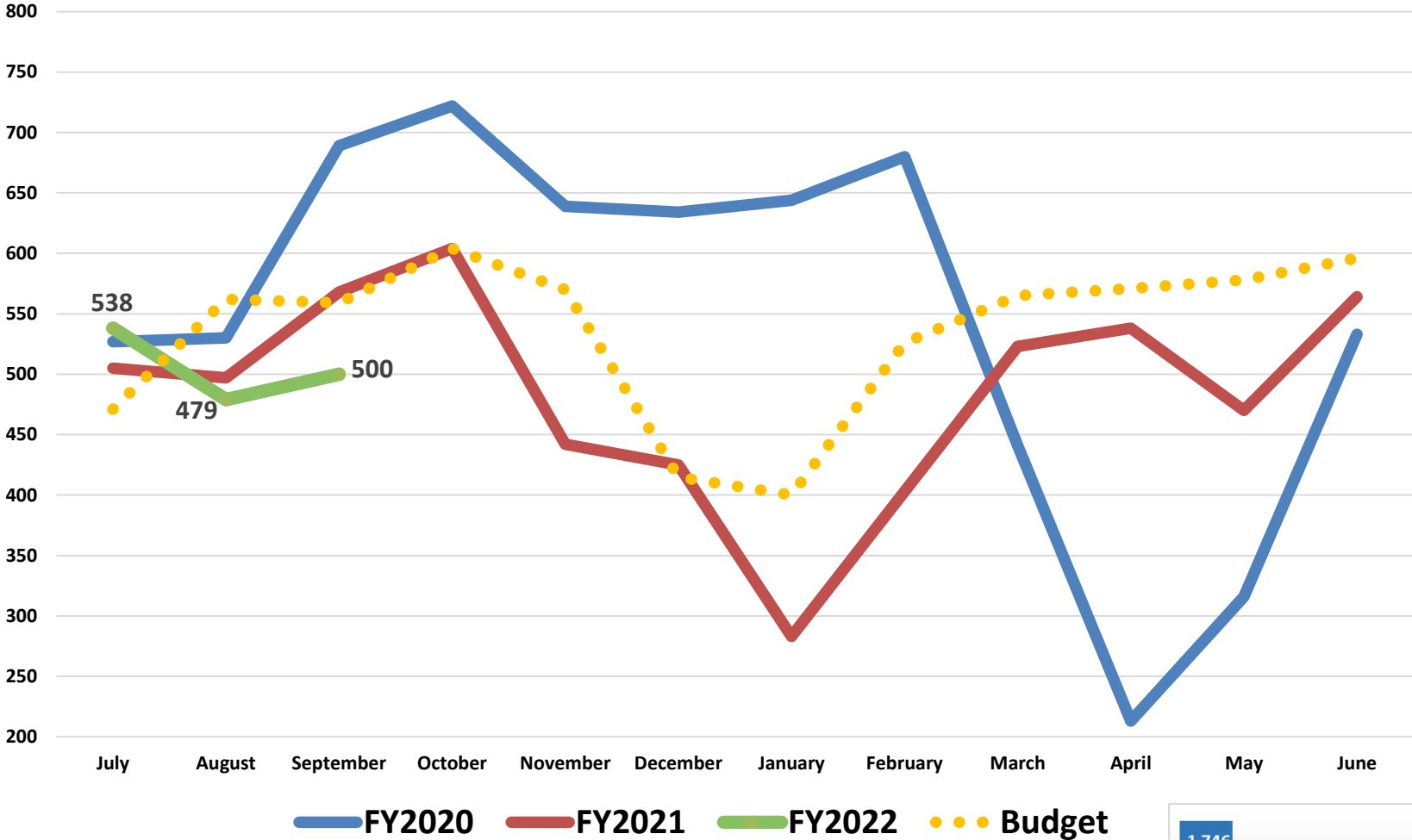
Emergency Dept – Avg Treated Per Day



—●— **FY2020**
 —●— **FY2021**
 —●— **FY2022**
 ●●● **Budget**

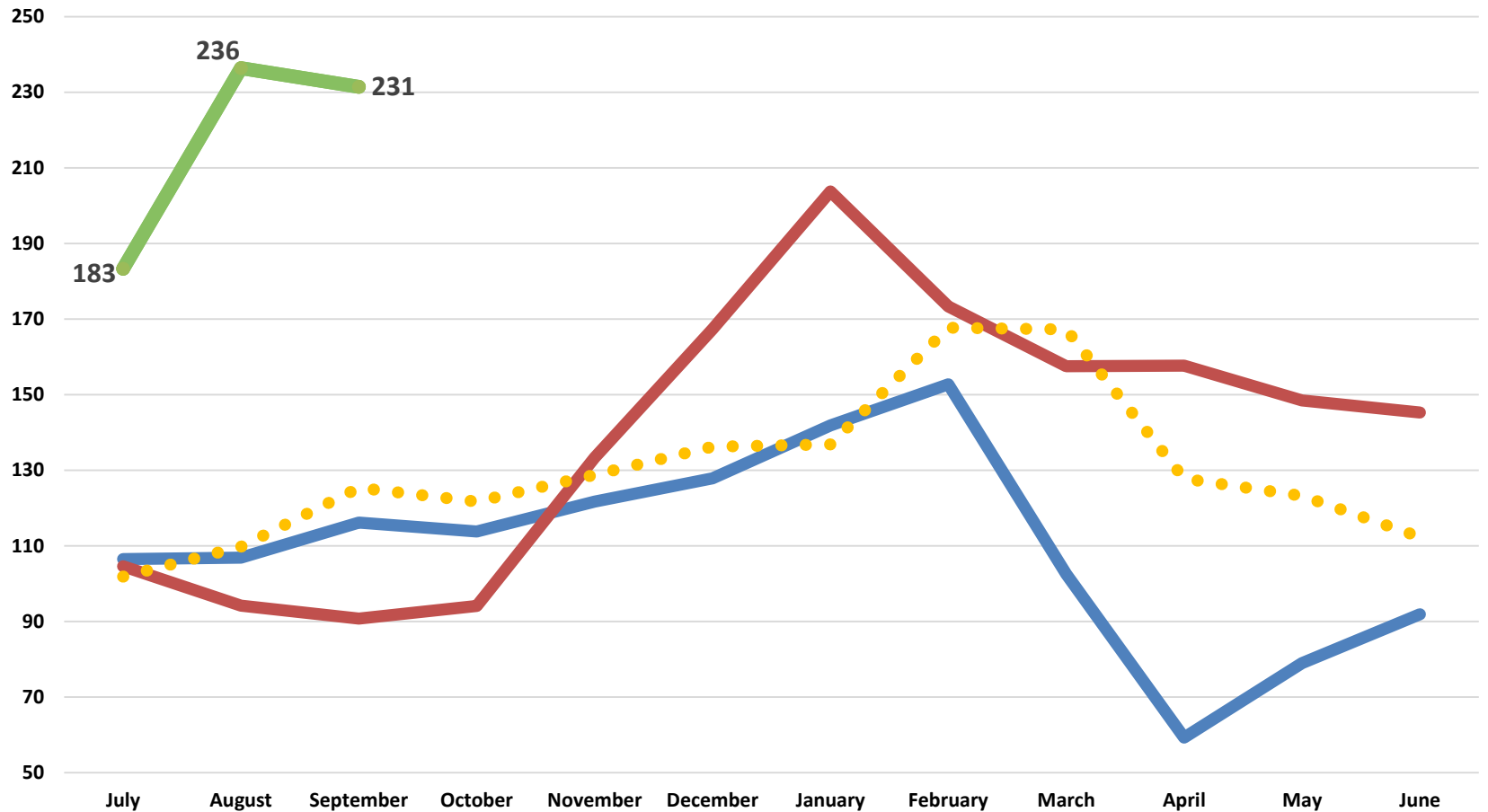


Endoscopy Procedures



1,746	1,570	1,517	1,592
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

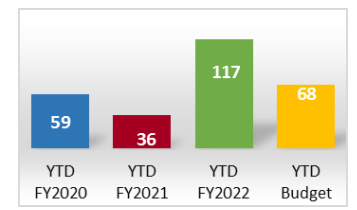
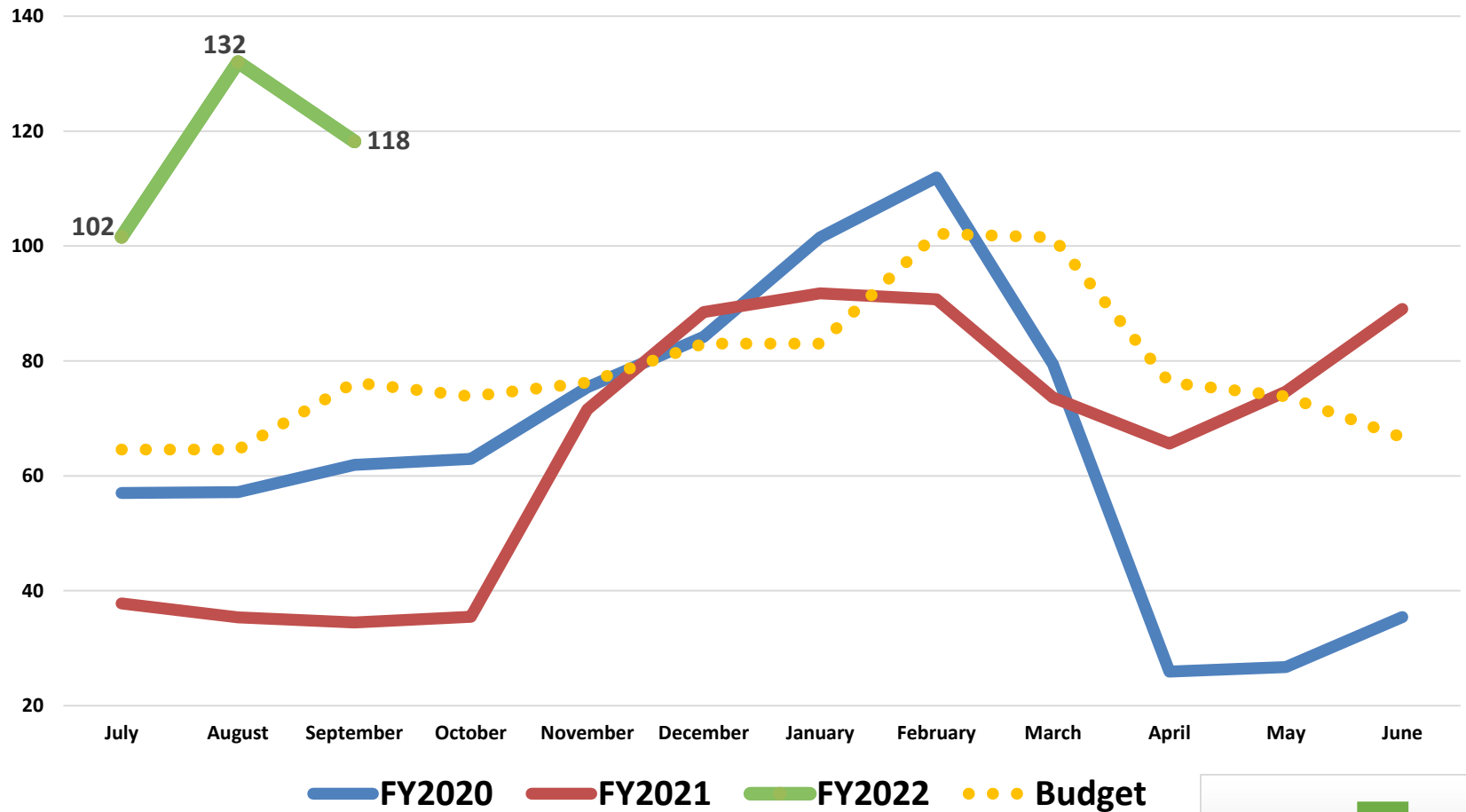
Urgent Care – Court Average Visits Per Day



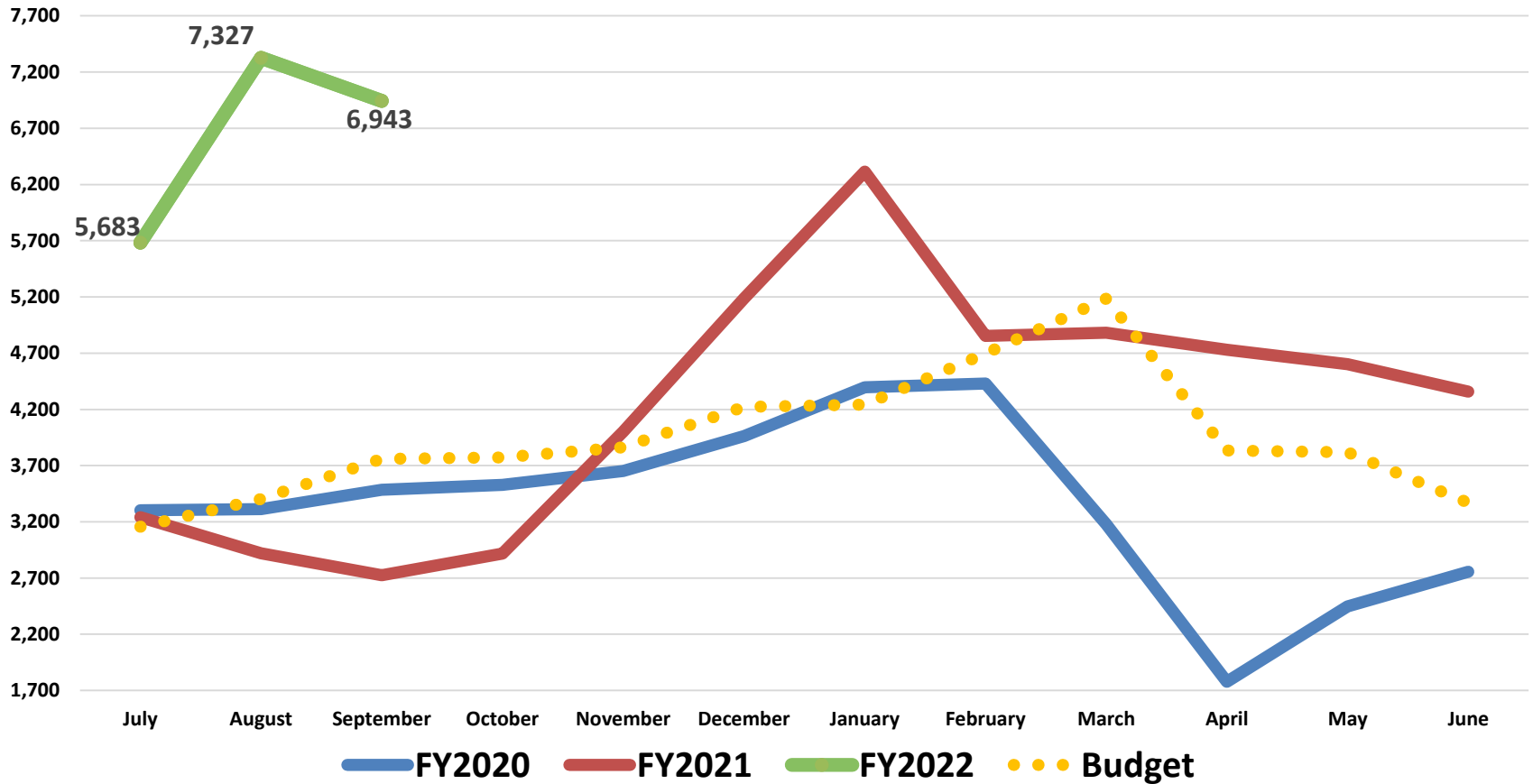
—●— **FY2020**
 —●— **FY2021**
 —●— **FY2022**
 ●●● **Budget**

110	97	217	112
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Urgent Care – Demaree Average Visits Per Day

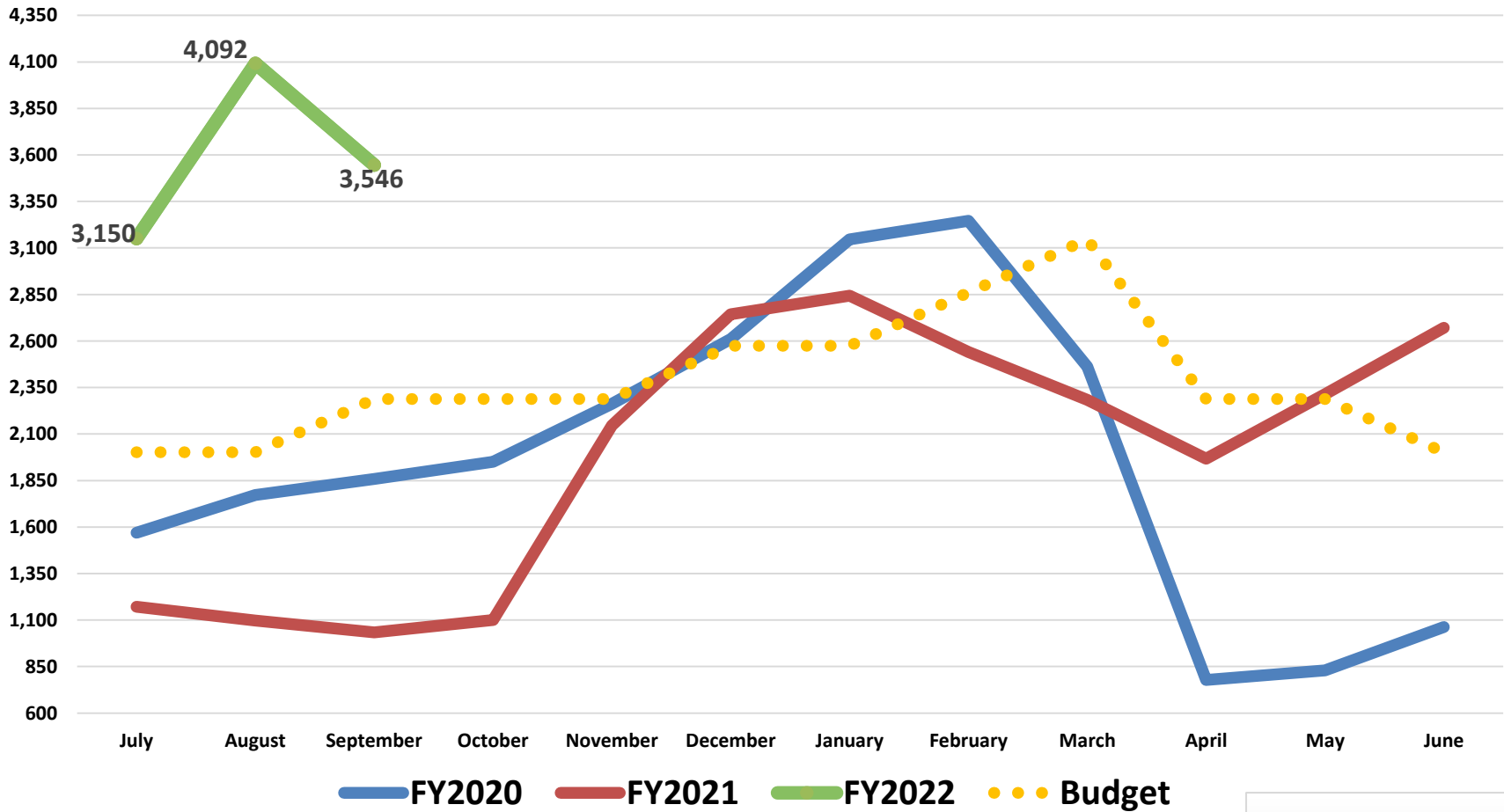


Urgent Care – Court Total Visits



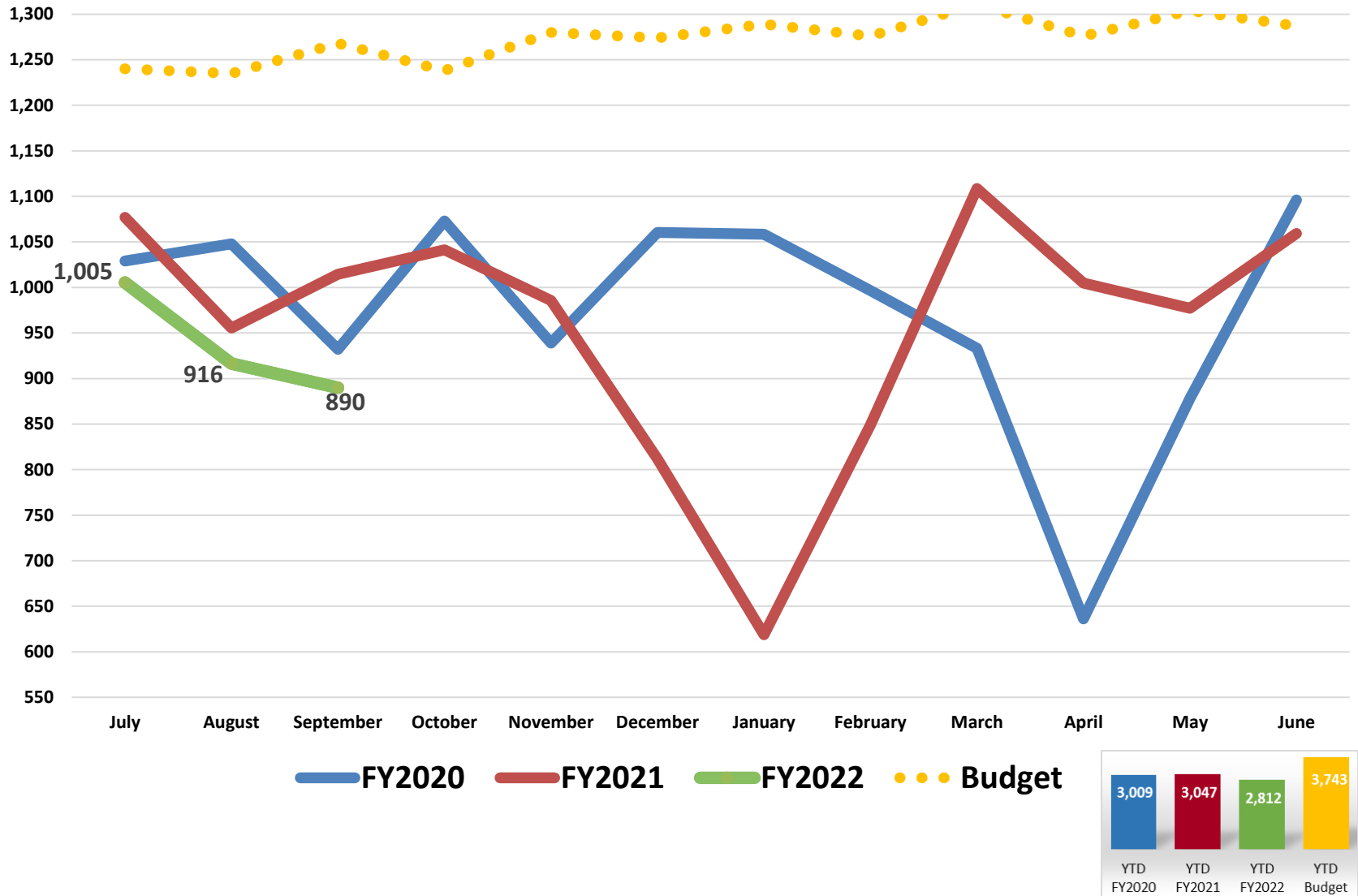
10,100	8,885	19,953	10,321
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Urgent Care – Demaree Total Visits

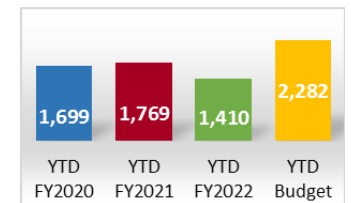
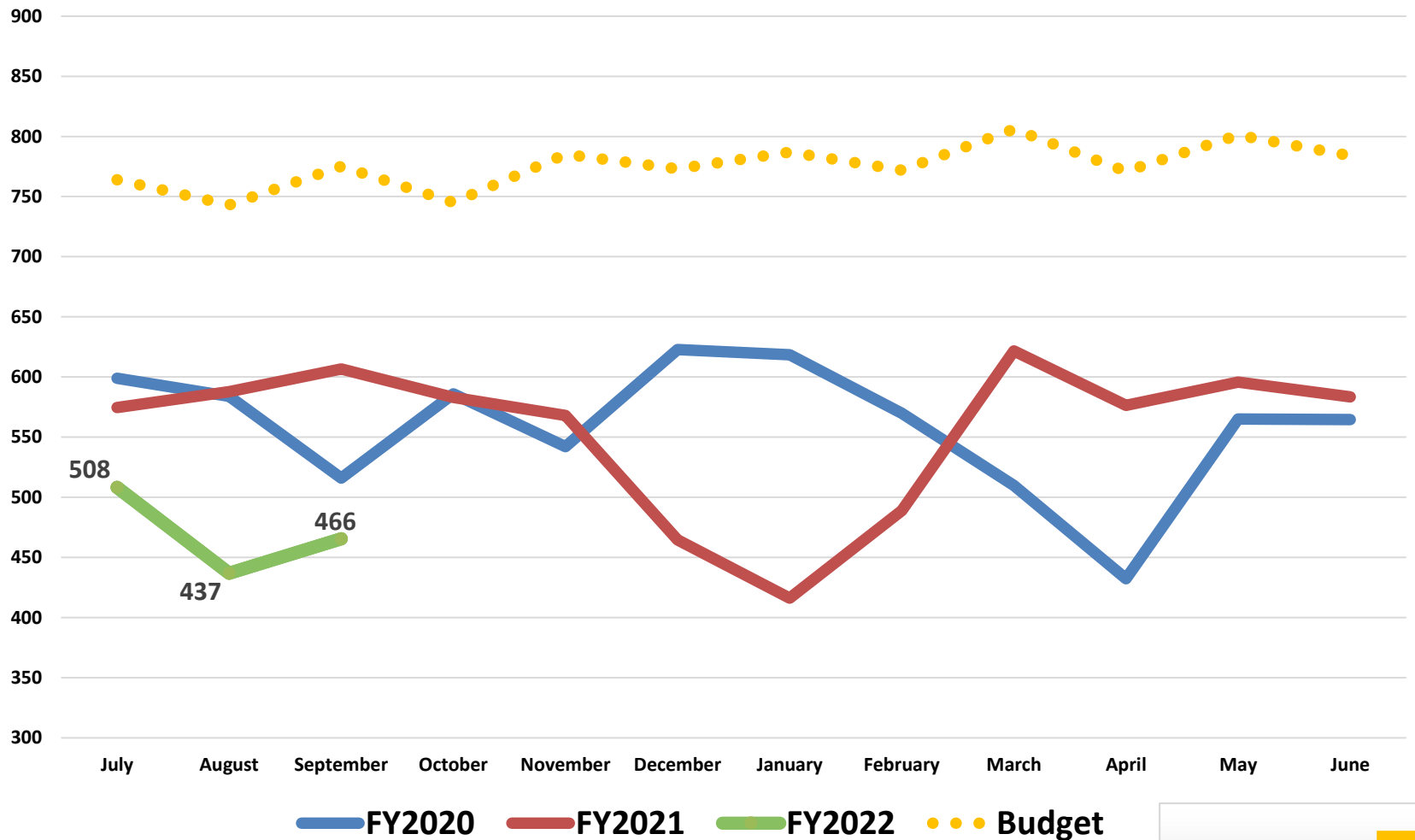


5,199	3,302	10,788	6,292
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

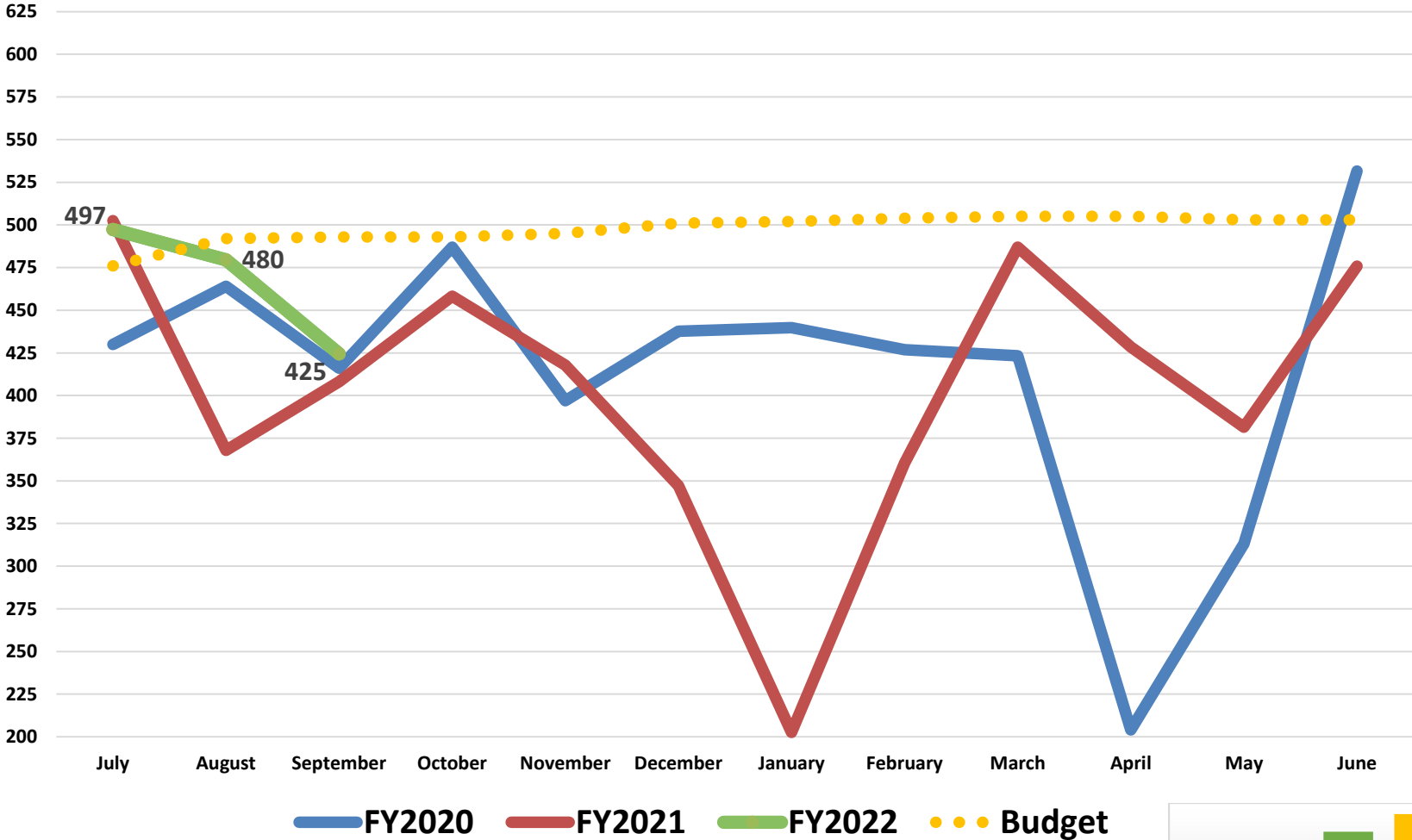
Surgery (IP & OP) – 100 Min Units



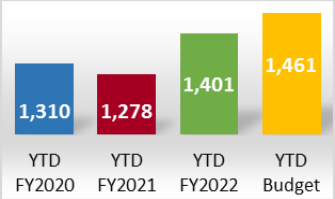
Surgery (IP Only) – 100 Min Units



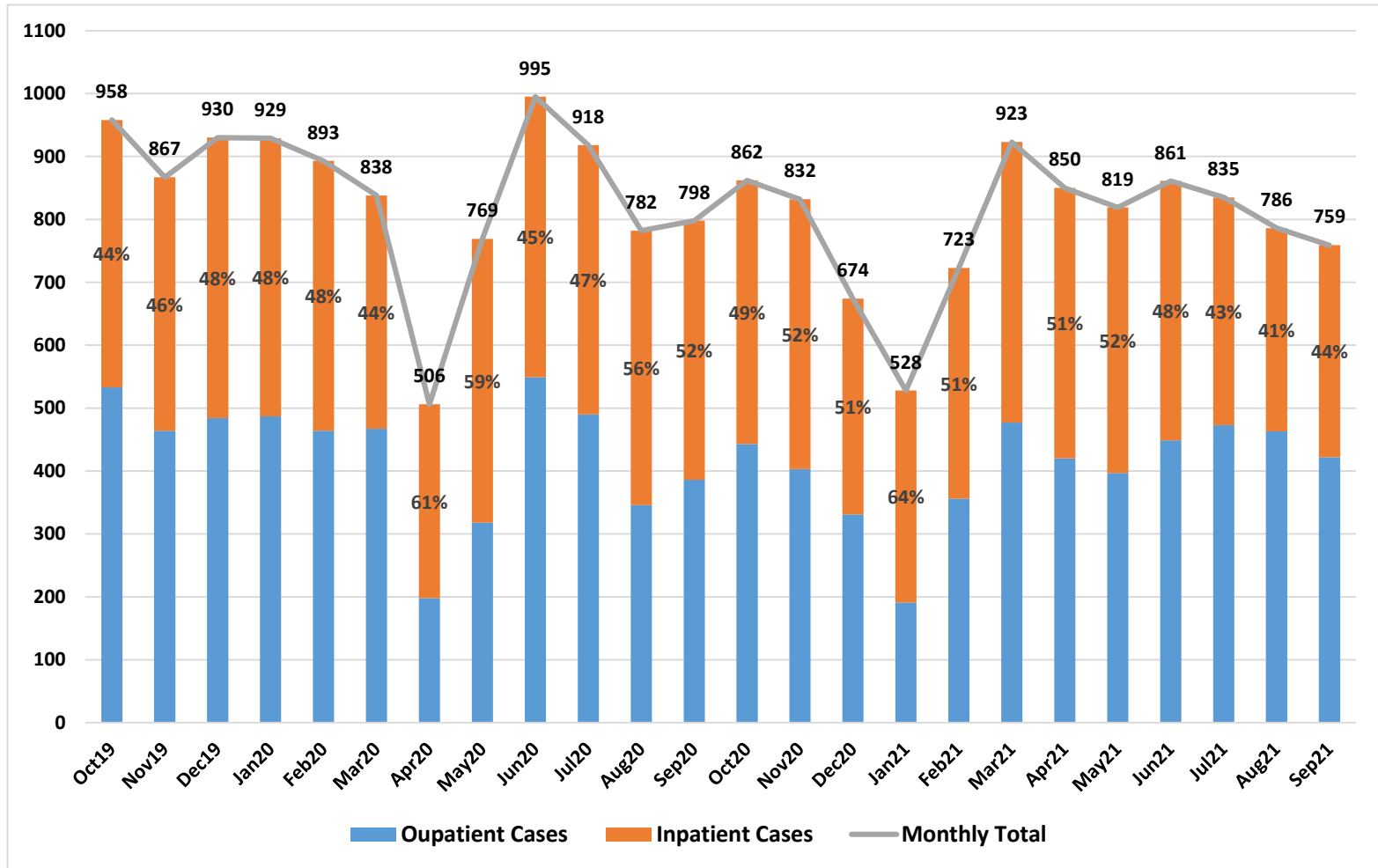
Surgery (OP Only) – 100 Min Units



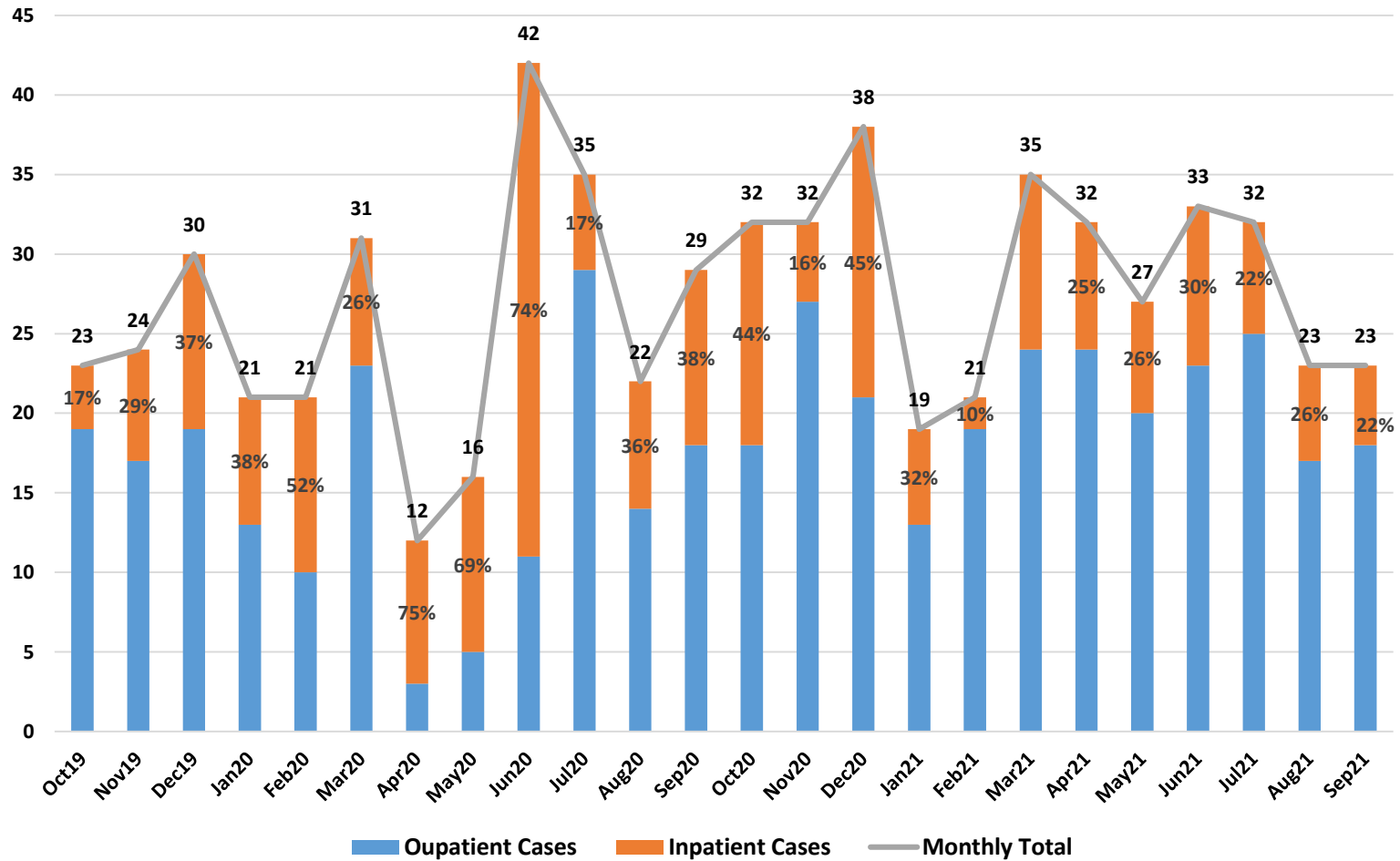
— FY2020
 — FY2021
 — FY2022
 ●●● Budget



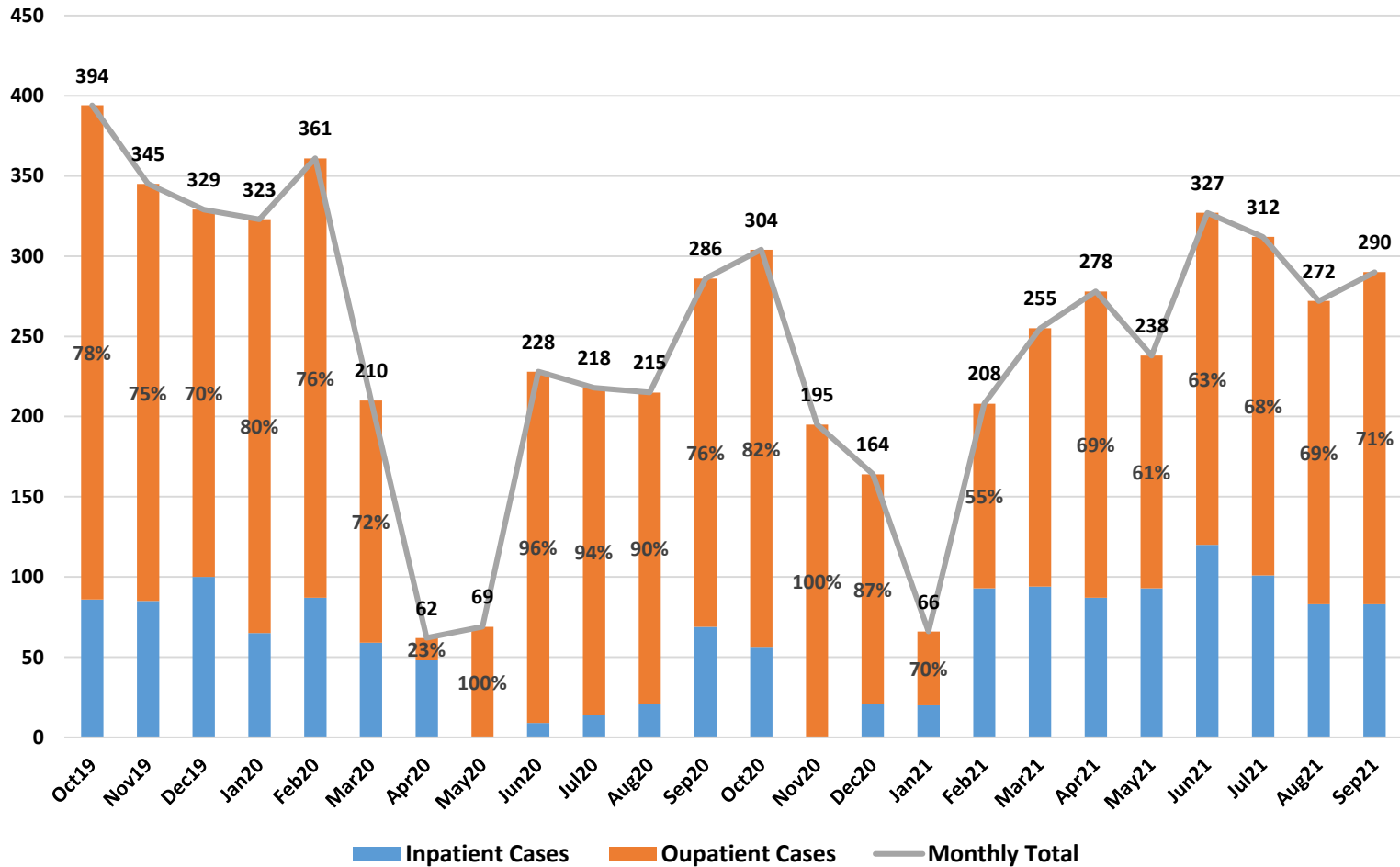
Surgery Cases



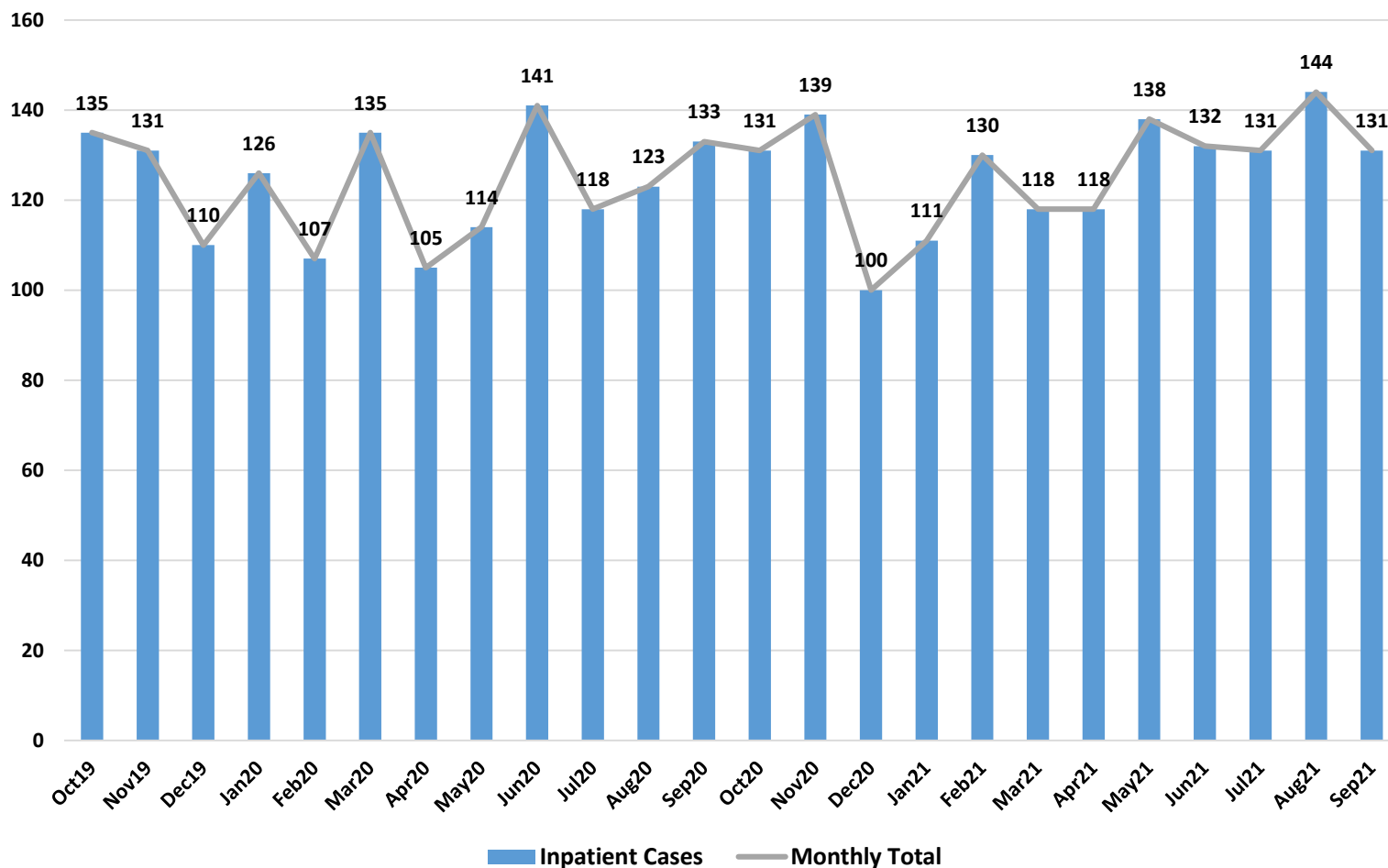
Robotic Cases



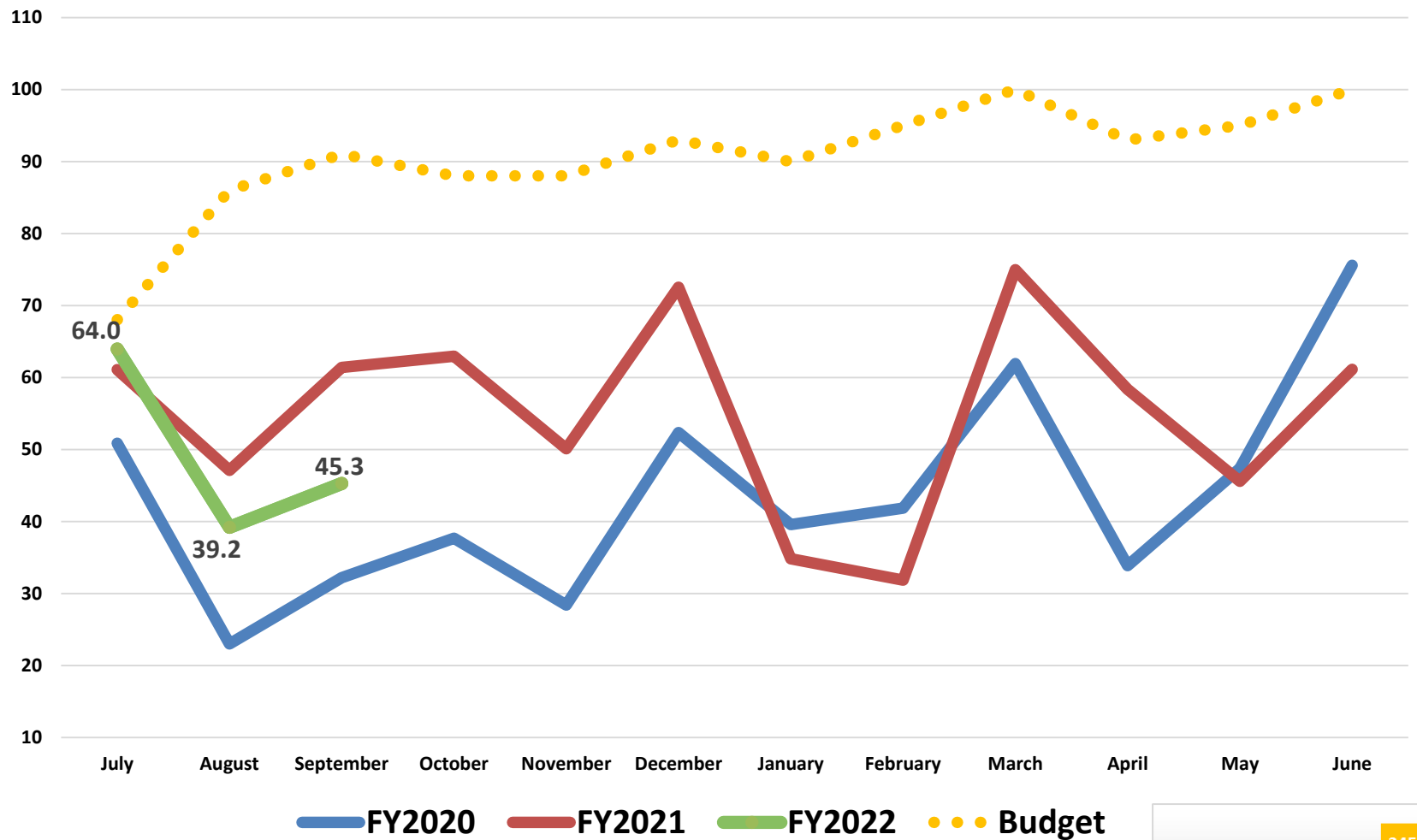
Endo Cases (Endo Suites)



OB Cases

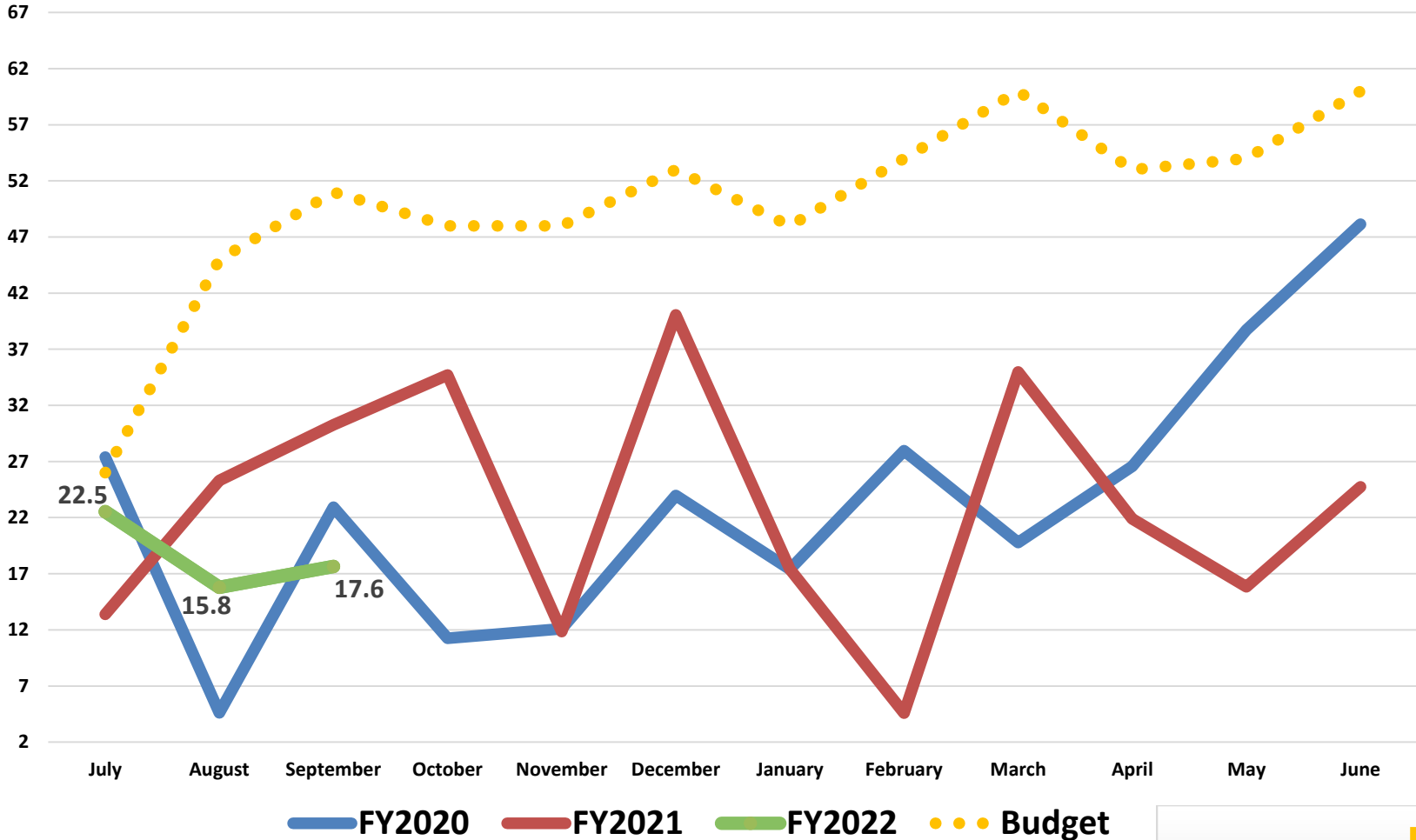


Robotic Surgery (IP & OP) – 100 Min Units



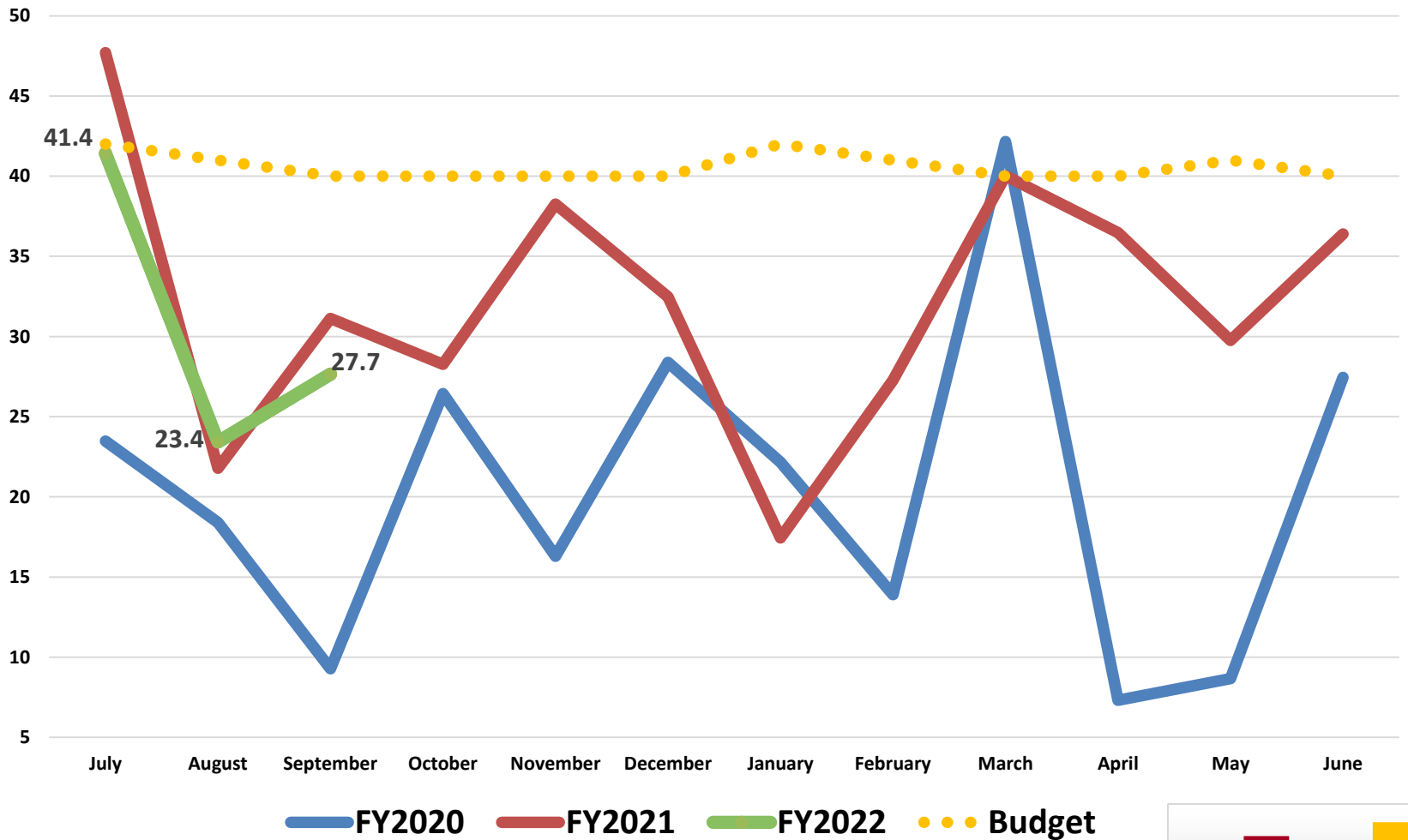
106.1	169.6	148.5	245.0
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Robotic Surgery (IP Only) – 100 Min Units



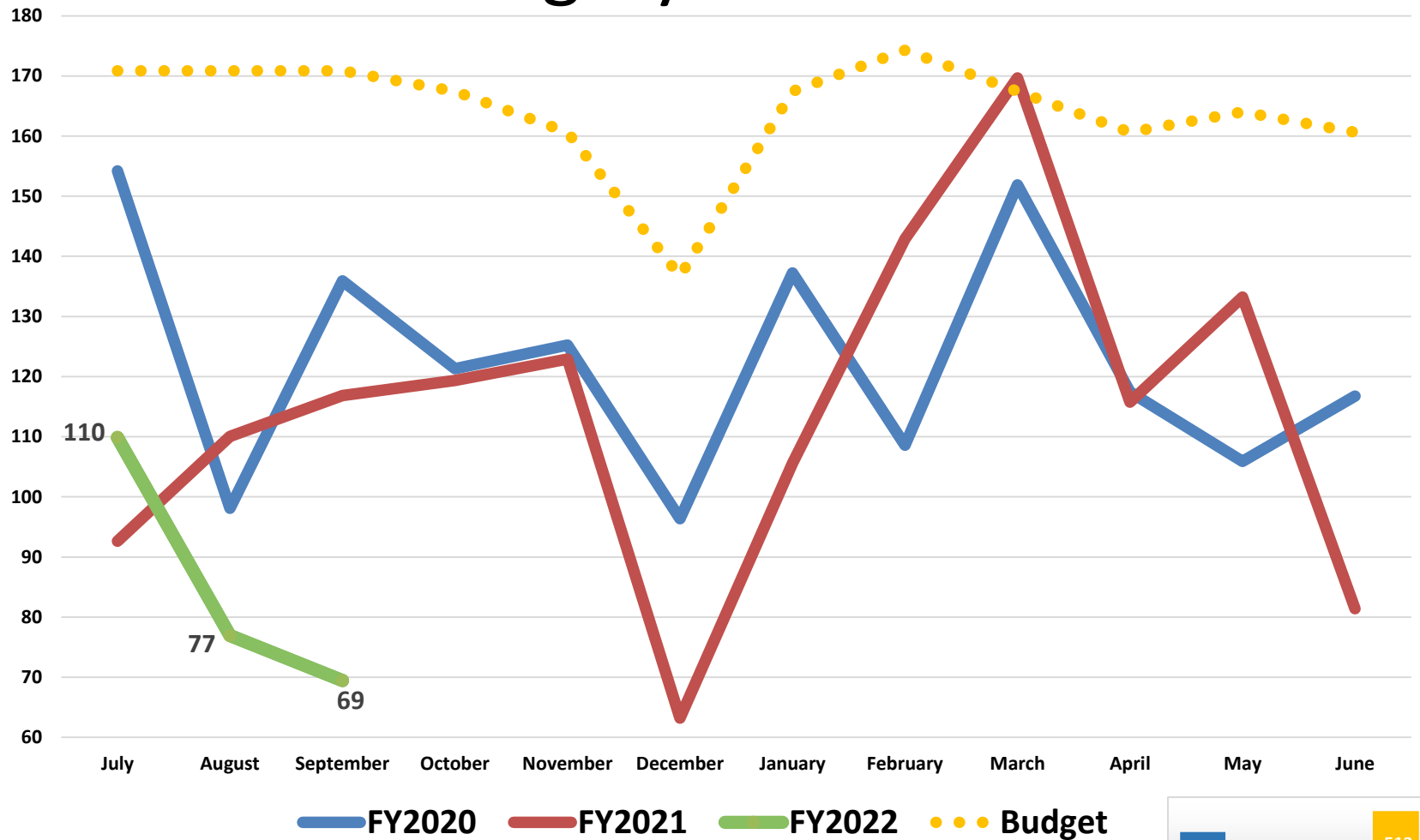
54.9	69.0	56.0	122.0
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Robotic Surgery (OP Only) – 100 Min Units



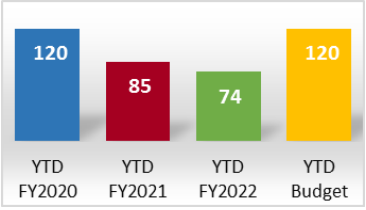
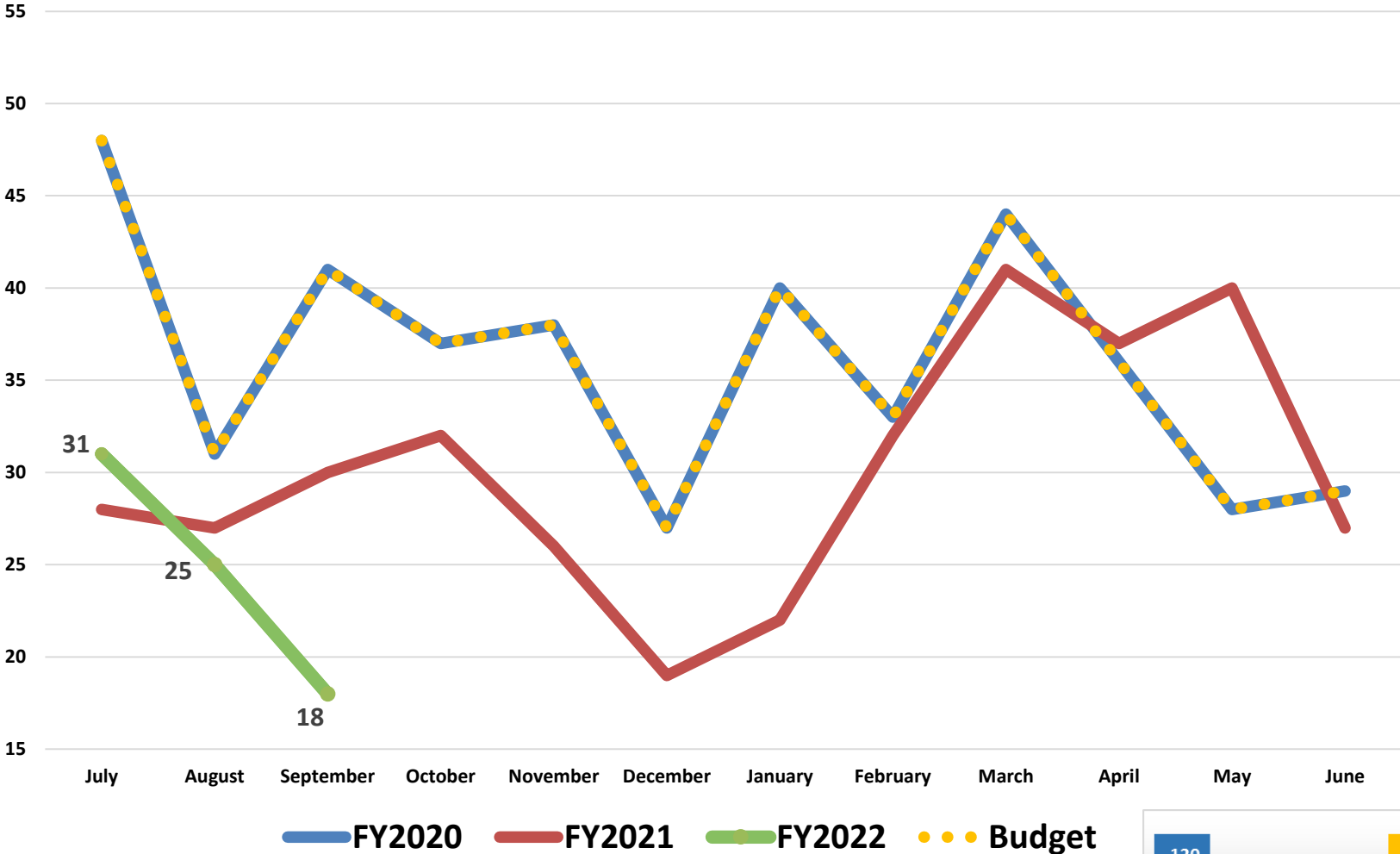
51.2	100.6	92.5	123.0
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Cardiac Surgery – 100 Min Units



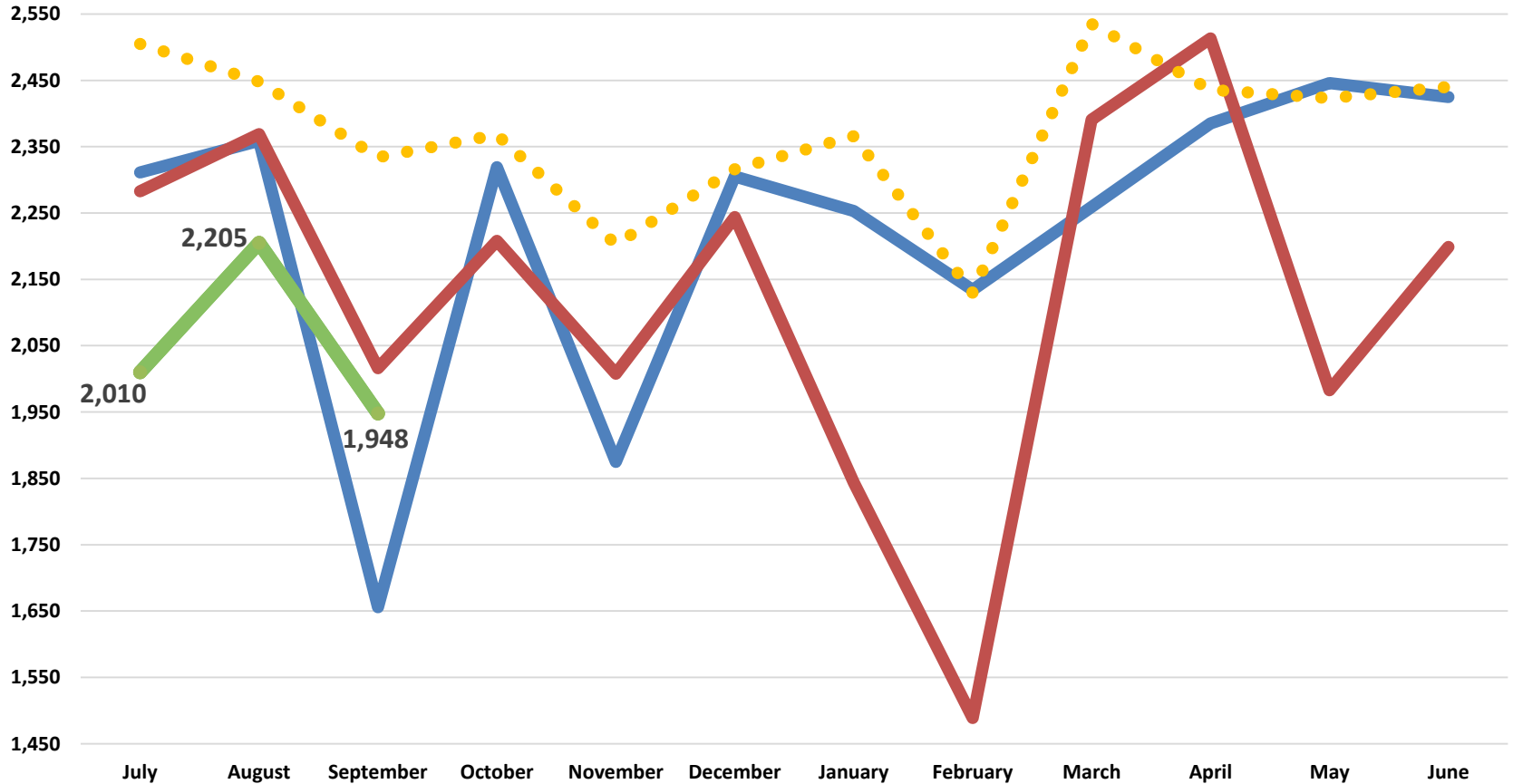
388	320	256	513
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Cardiac Surgery – Cases



Radiation Oncology Treatments

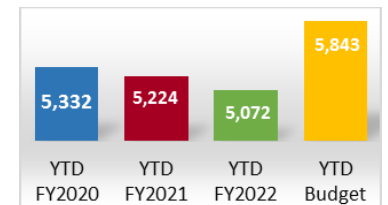
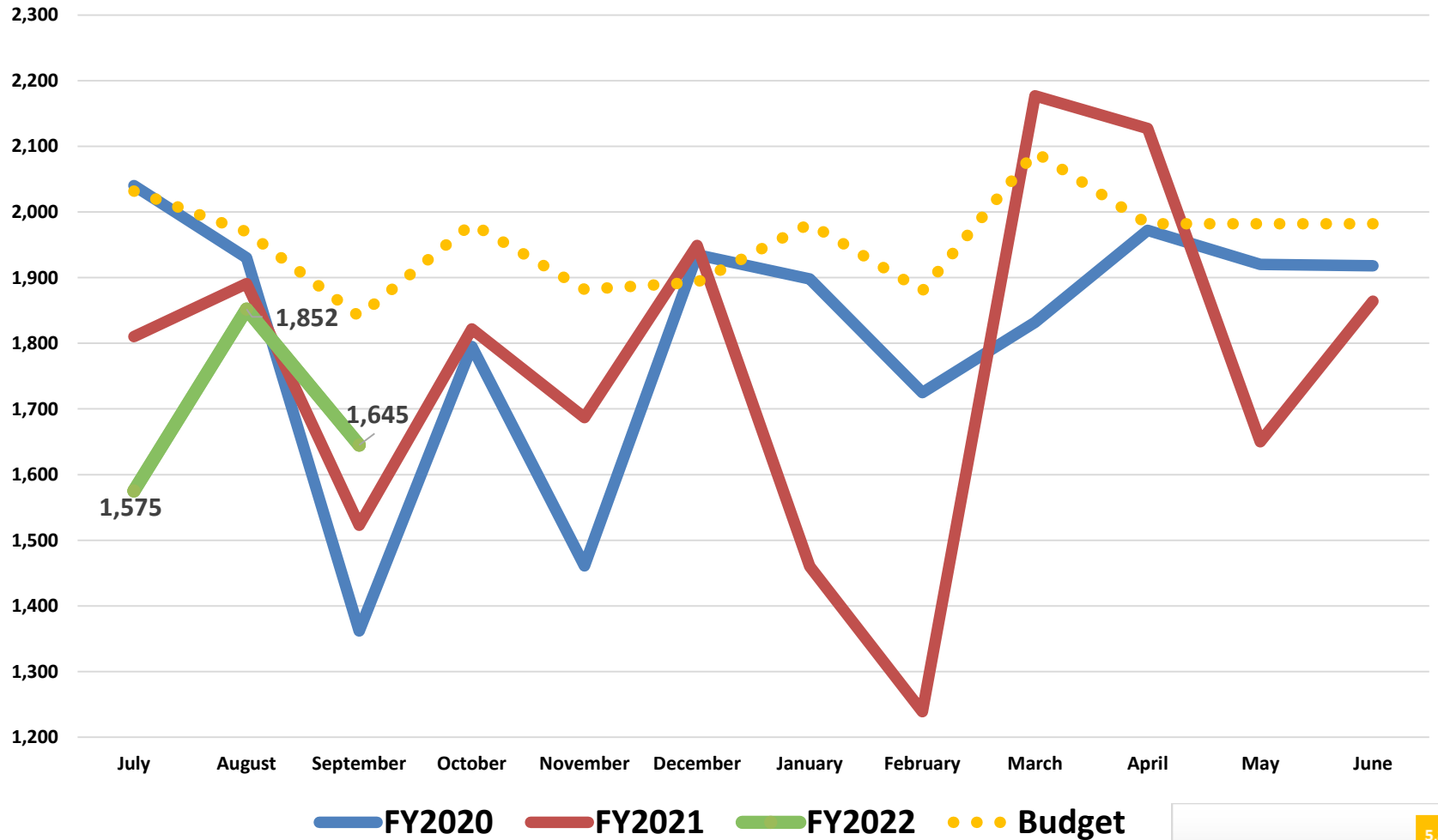
Hanford and Visalia



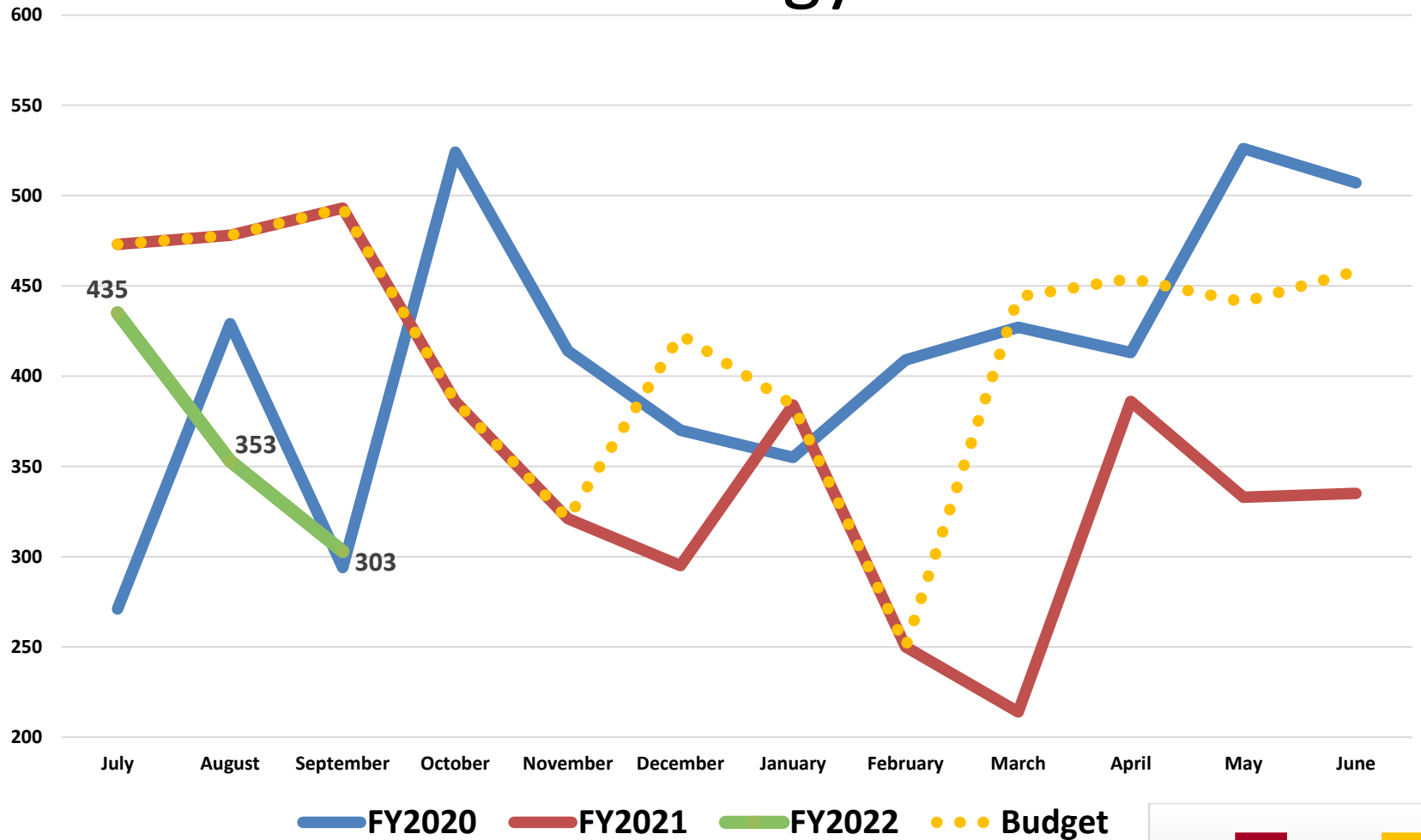
— **FY2020**
 — **FY2021**
 — **FY2022**
 ••• **Budget**

6,326	6,668	6,163	7,287
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Radiation Oncology - Visalia

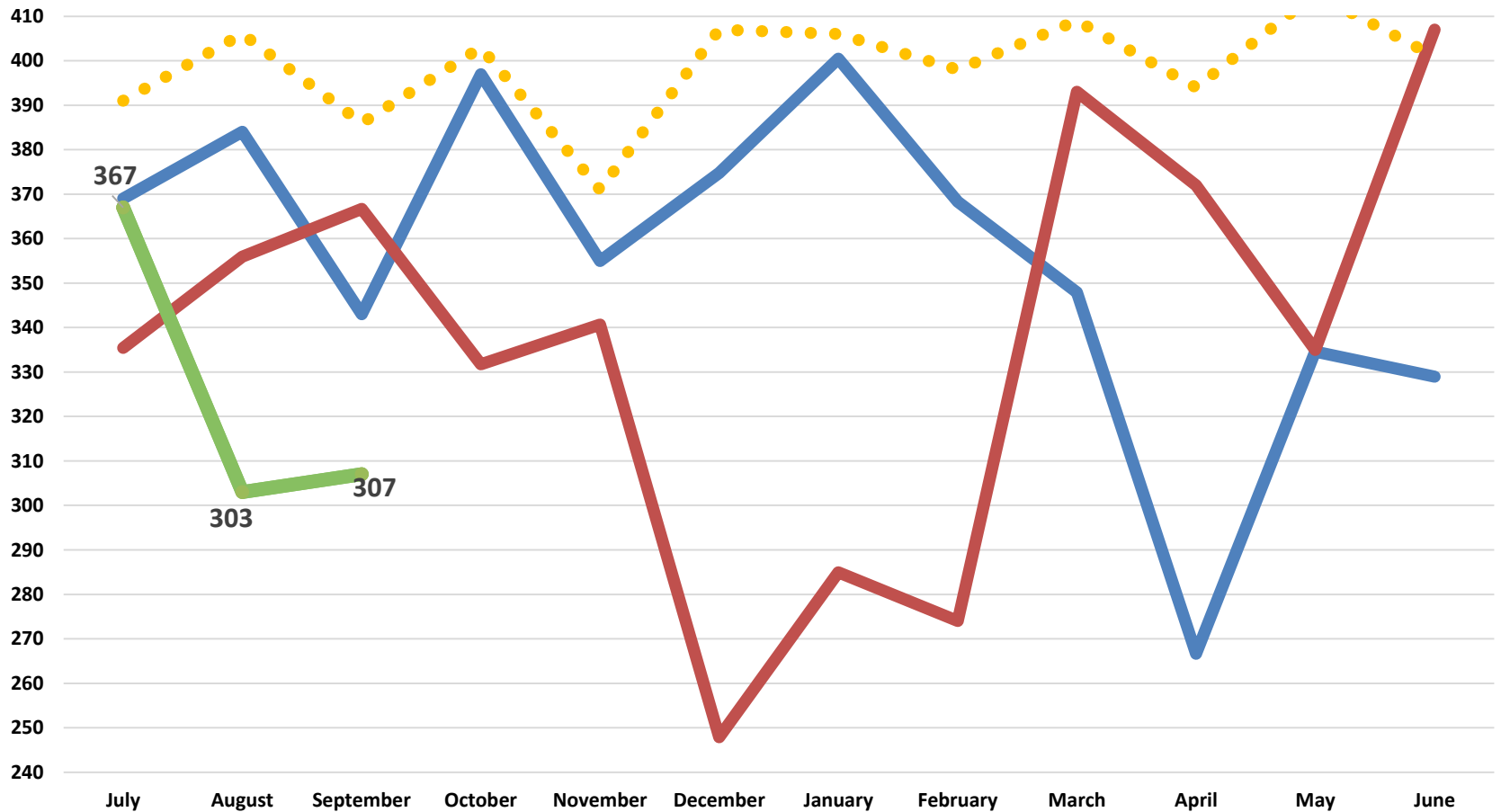


Radiation Oncology - Hanford



994	1,444	1,091	1,444
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

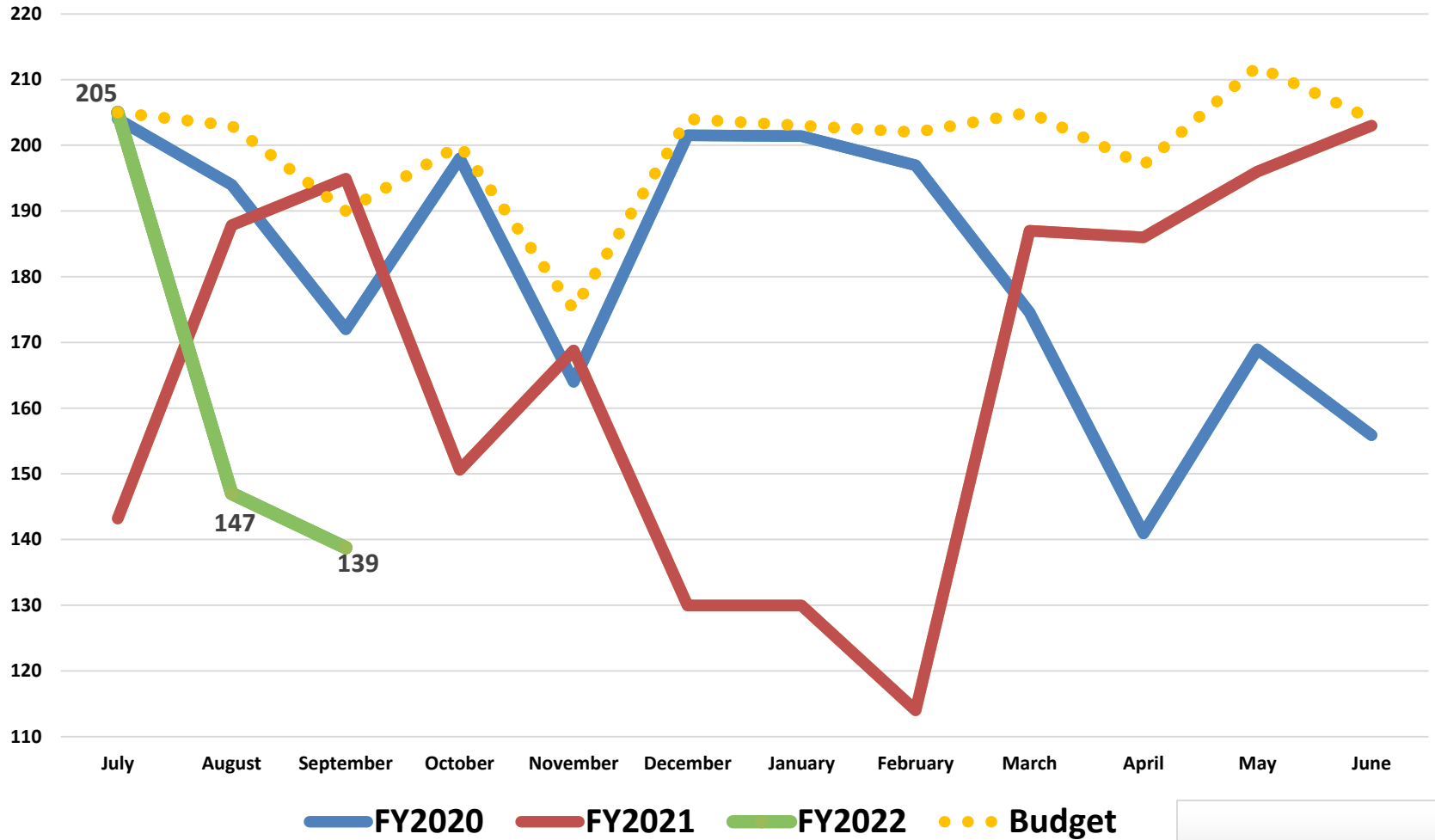
Cath Lab (IP & OP) – 100 Min Units



—●— **FY2020**
 —●— **FY2021**
 —●— **FY2022**
 ●●● **Budget**

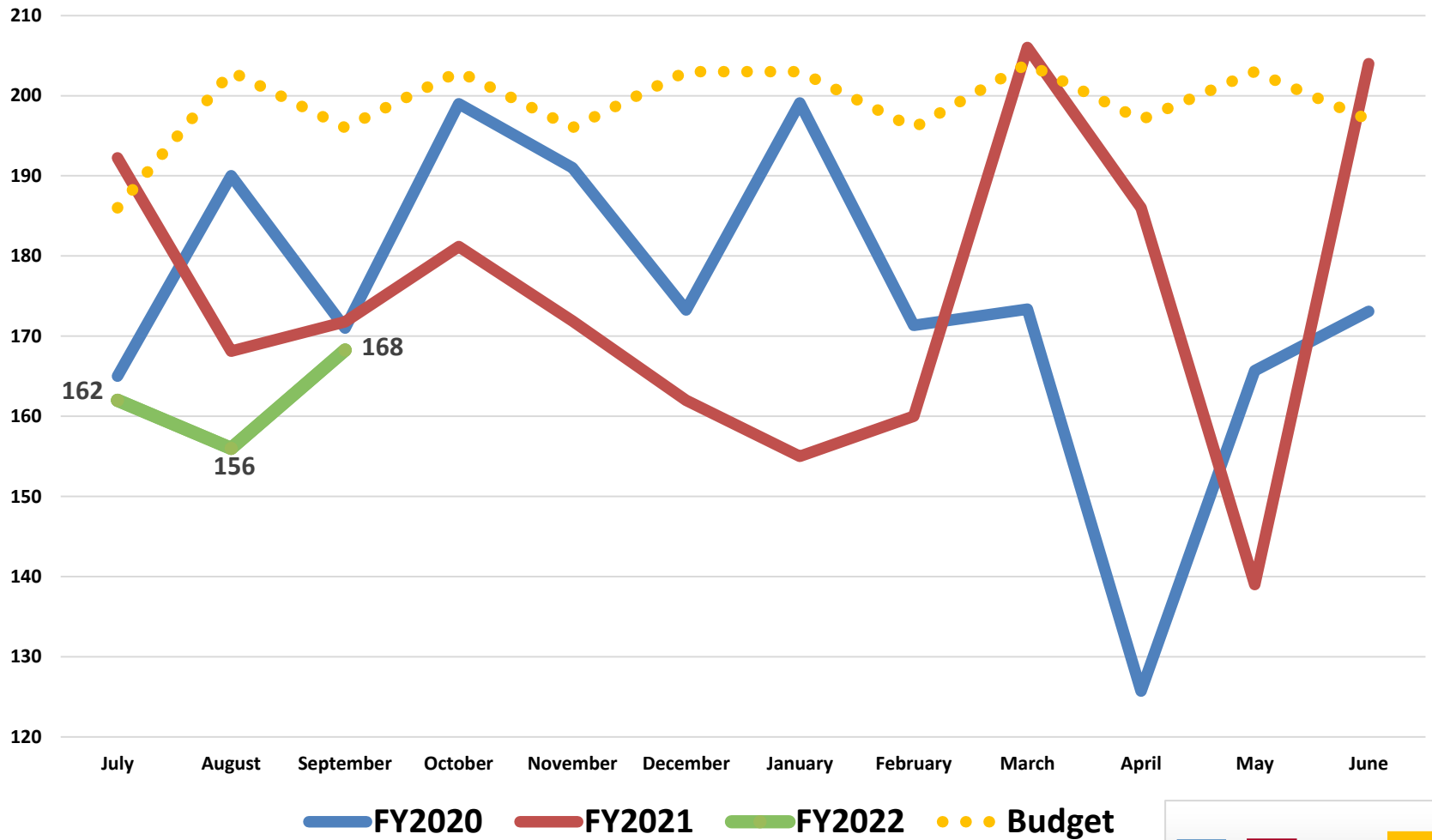
1,096	1,058	977	1,183
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Cath Lab (IP Only) – 100 Min Units



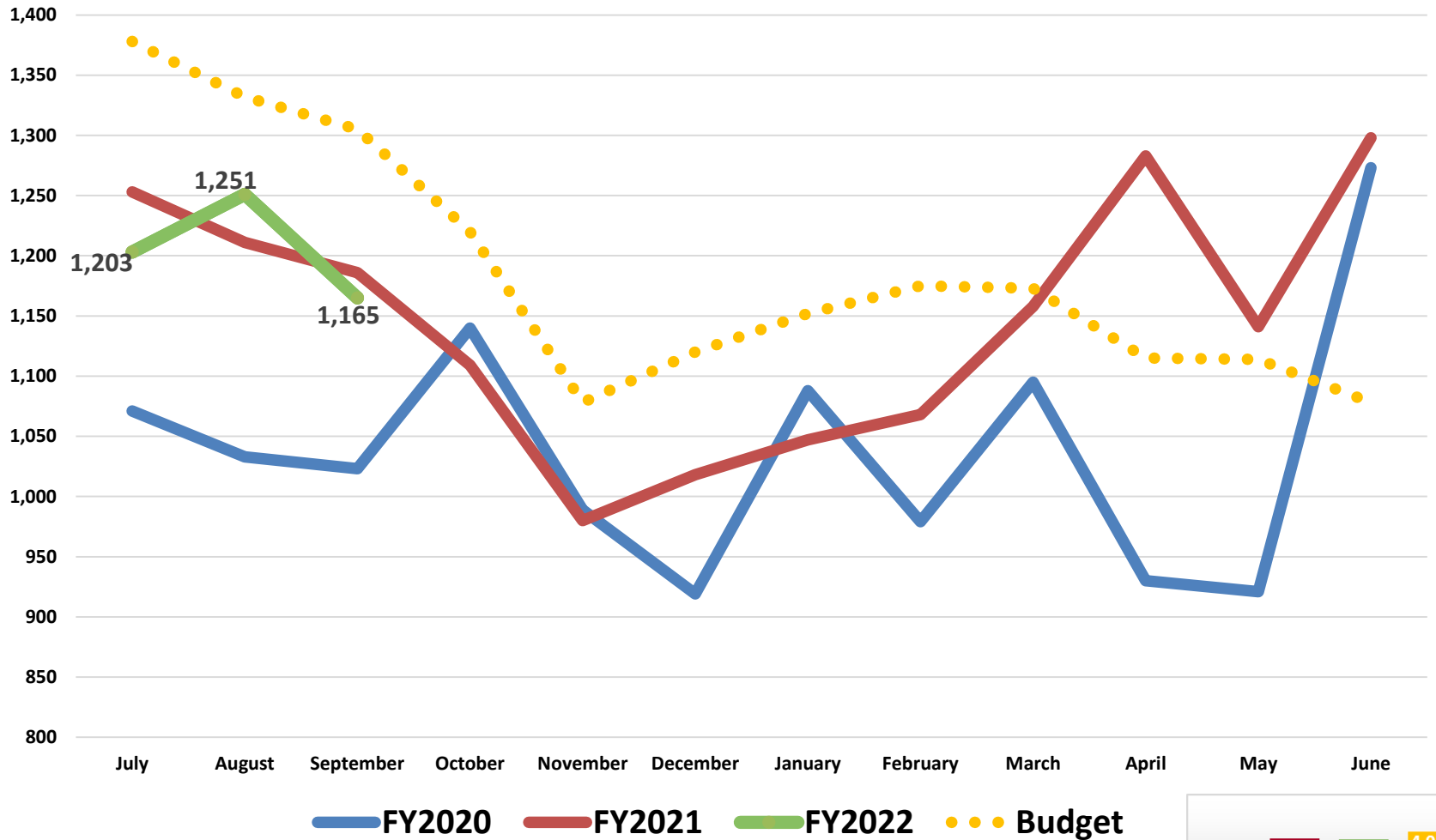
570	526	491	598
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Cath Lab (OP Only) – 100 Min Units



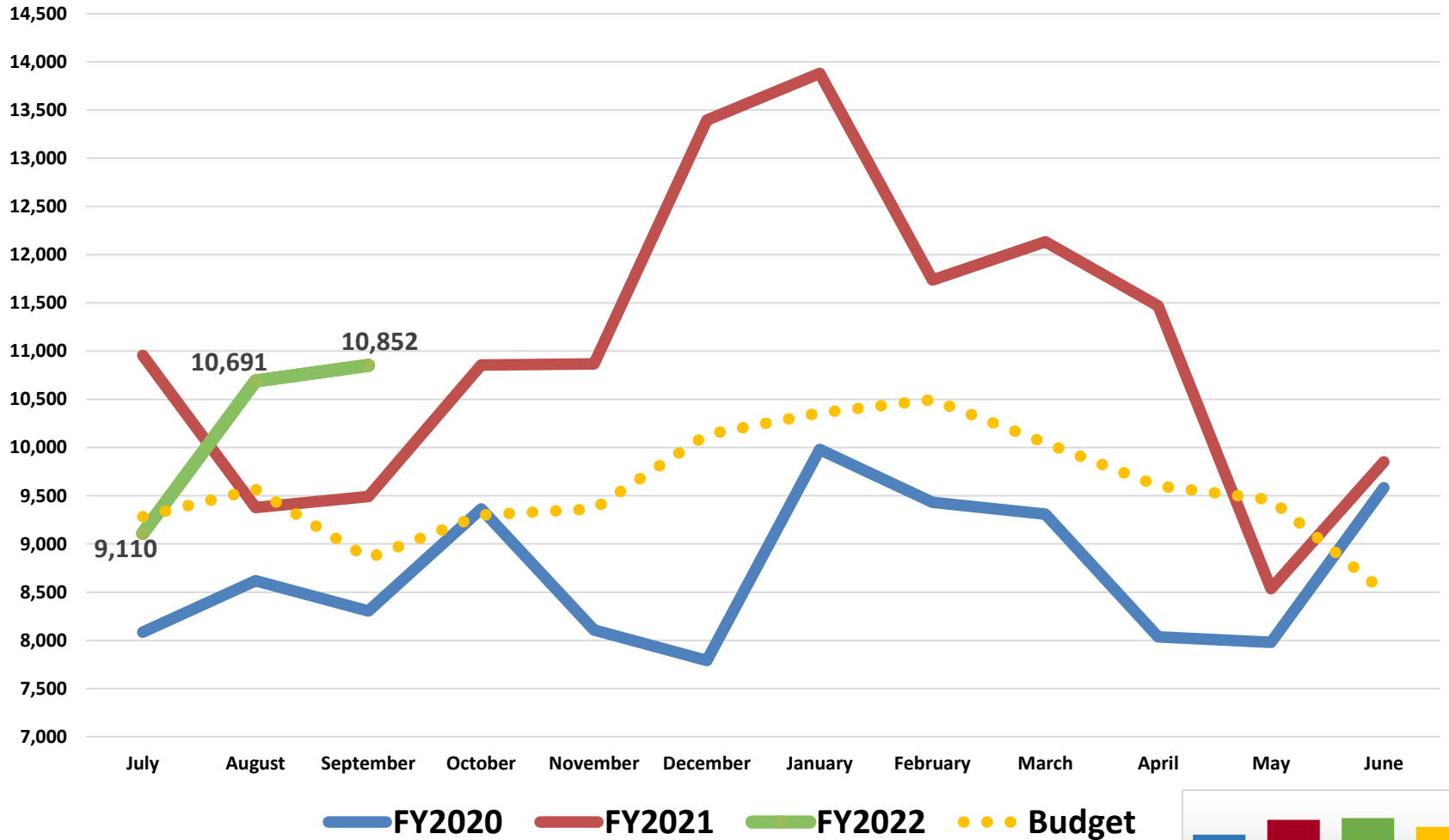
526	532	486	585
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

GME Family Medicine Clinic Visits



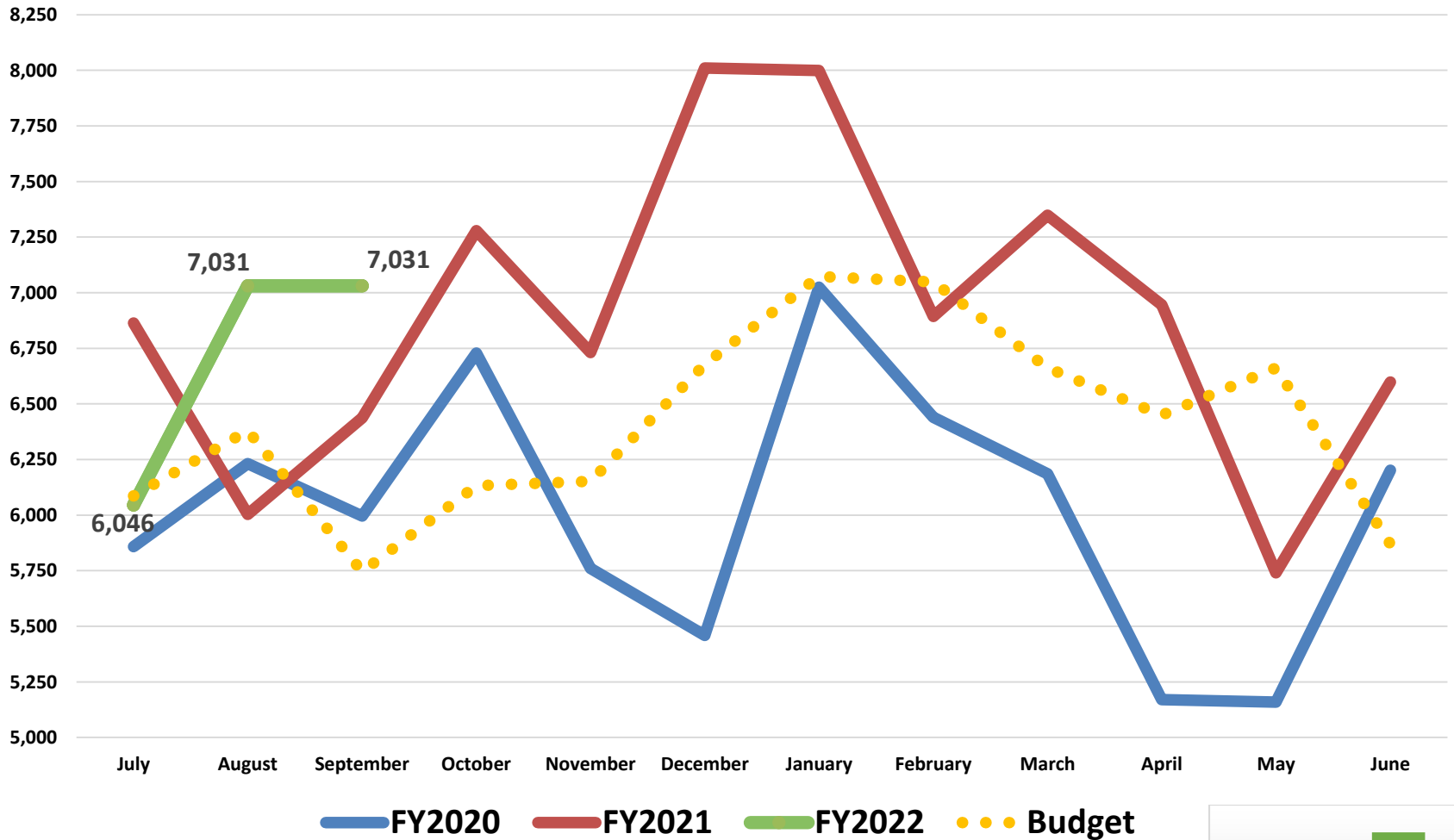
3,127	3,650	3,619	4,015
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Rural Health Clinic Registrations



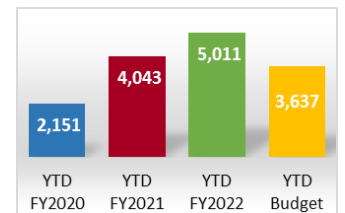
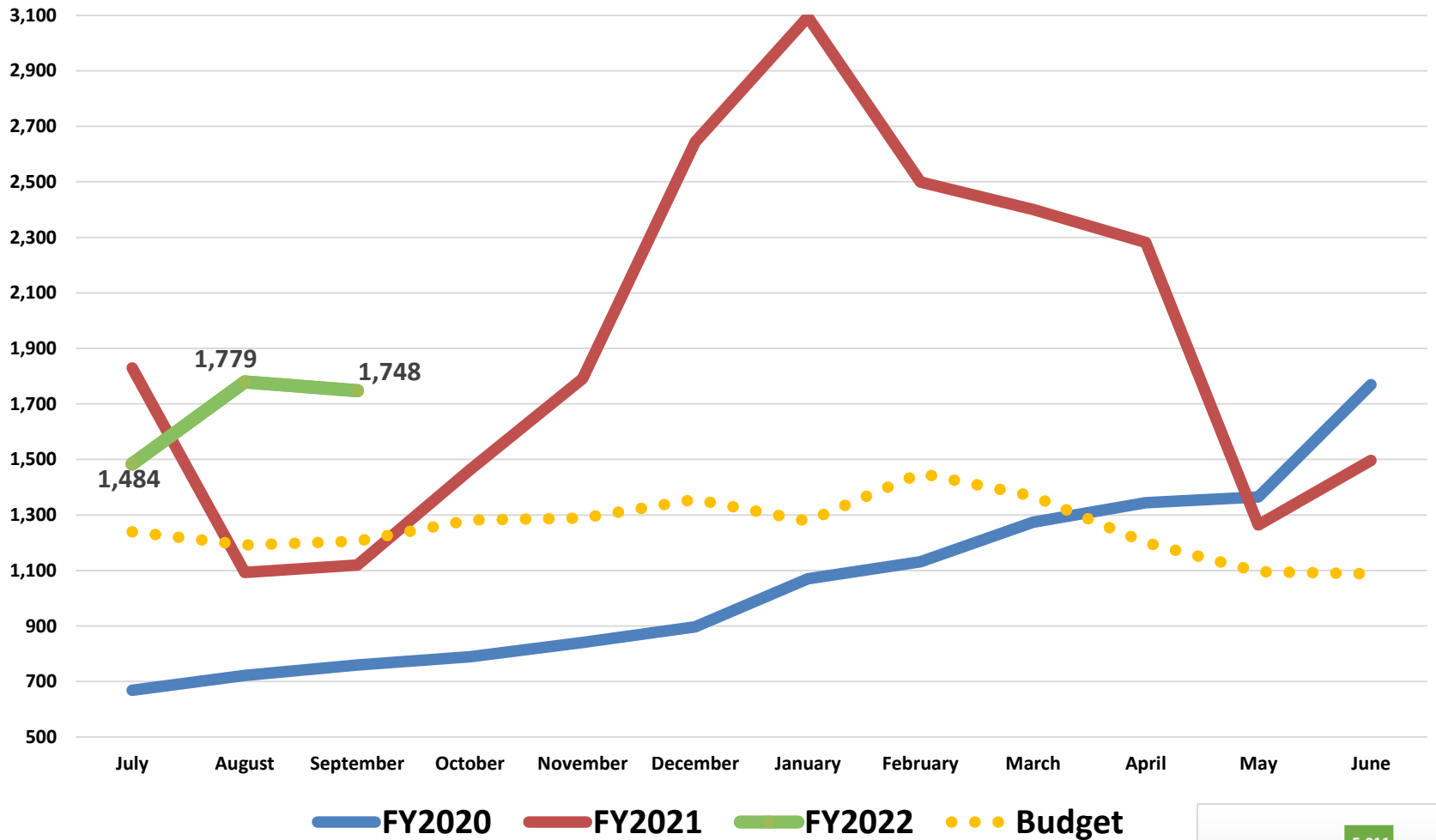
25,006	29,827	30,653	27,704
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Exeter RHC - Registrations

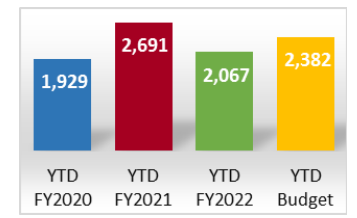
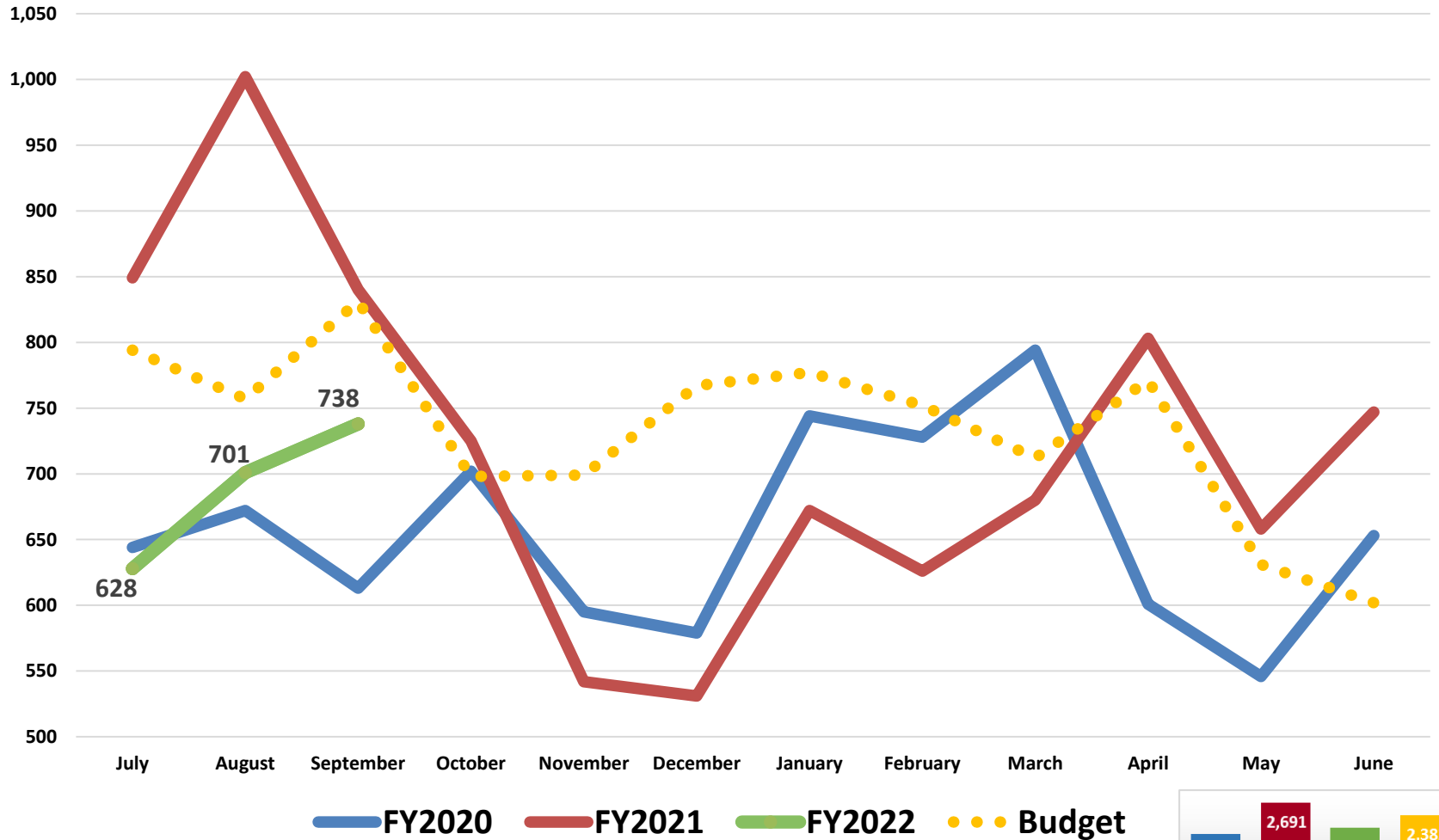


18,086	19,305	20,108	18,213
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

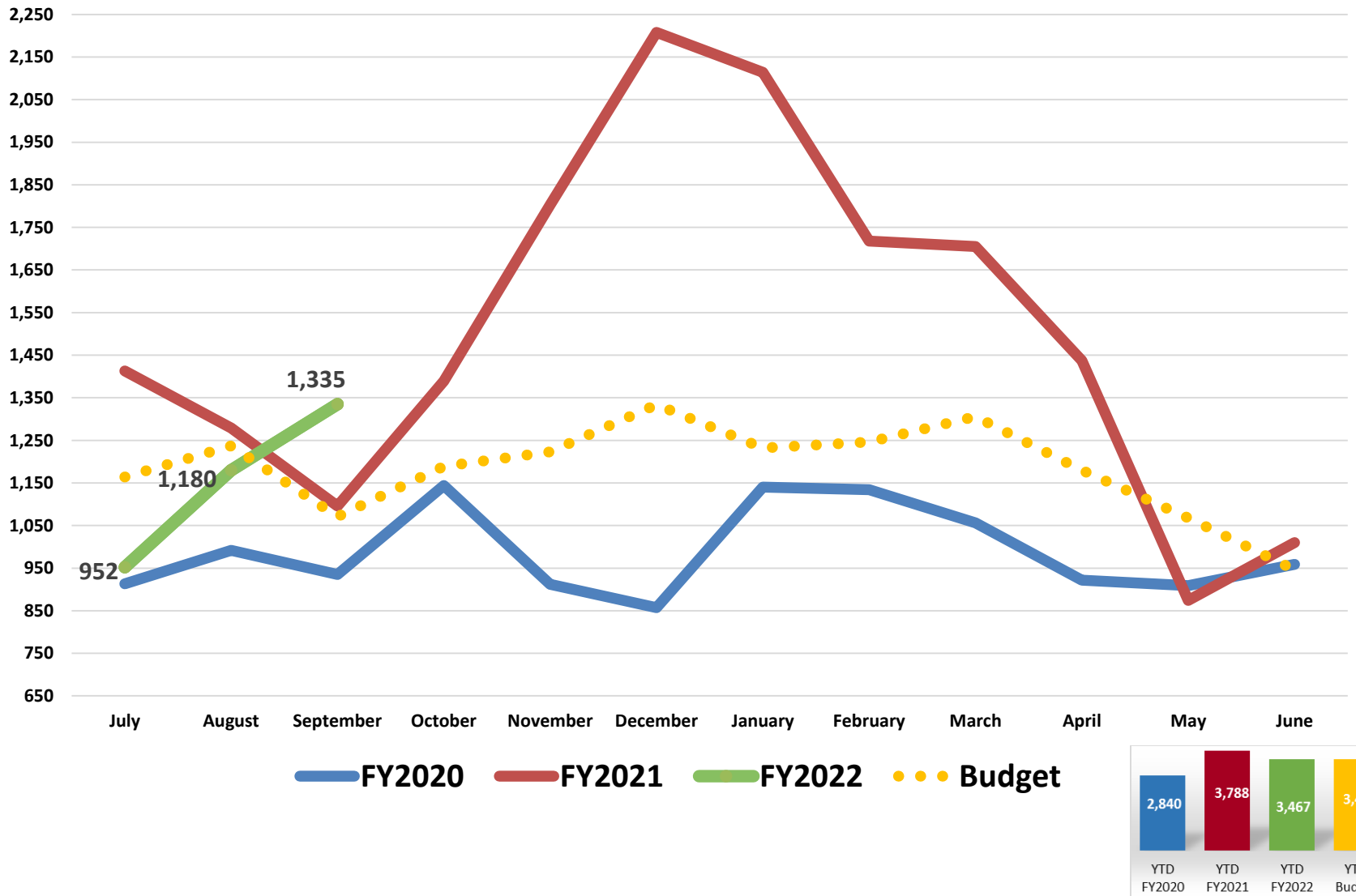
Lindsay RHC - Registrations



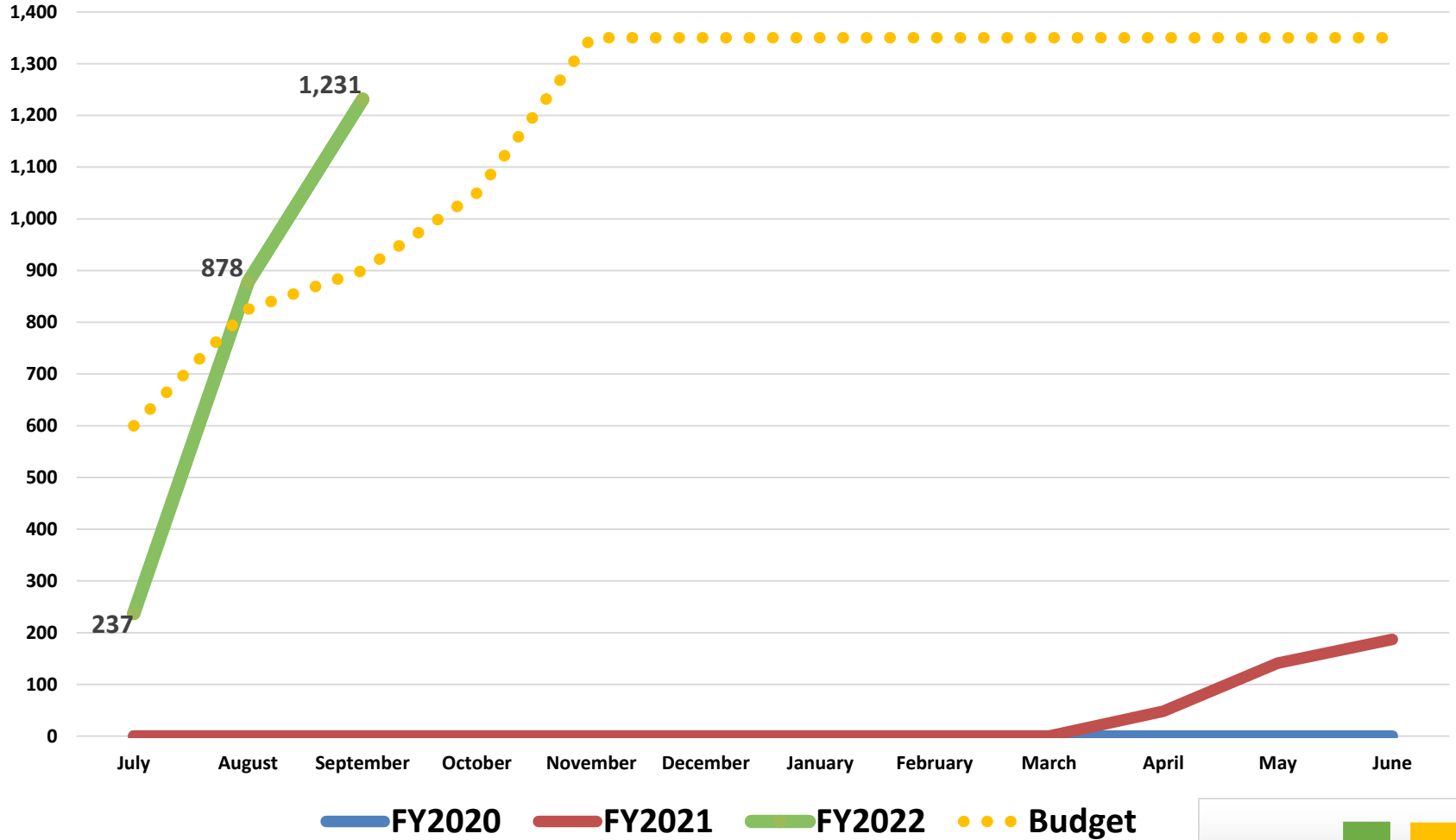
Woodlake RHC - Registrations



Dinuba RHC - Registrations

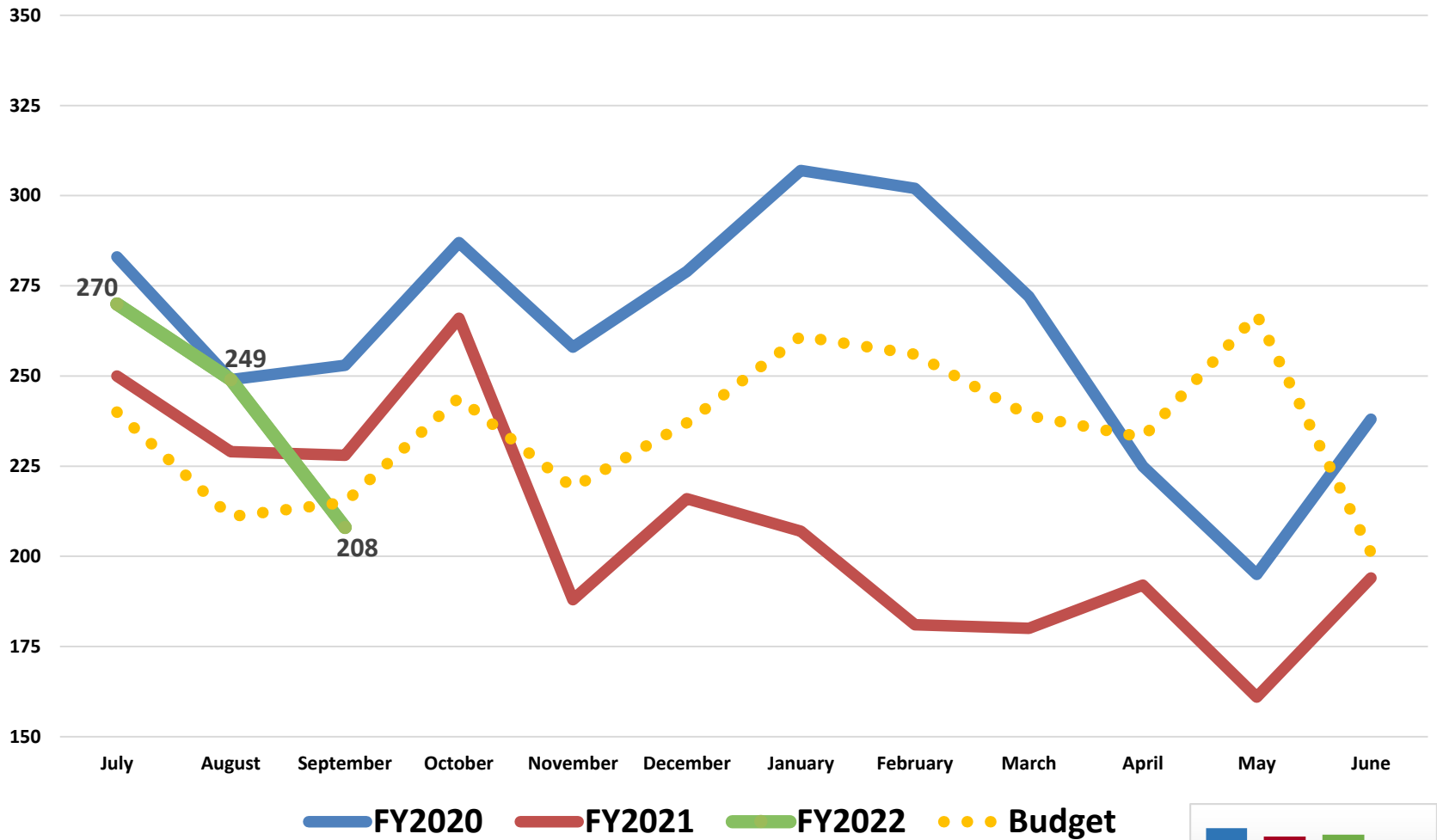


Tulare RHC - Registrations



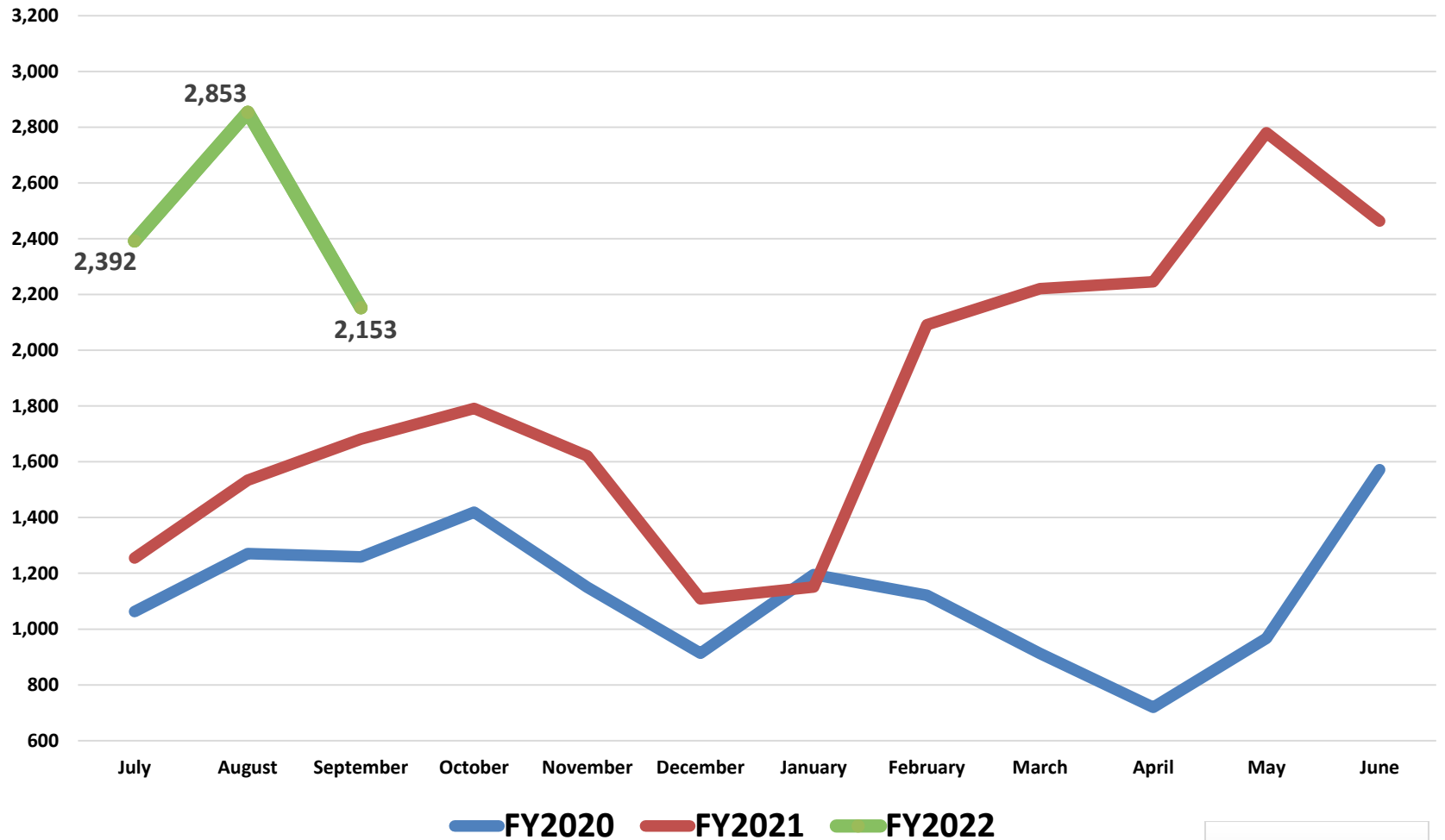
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget
-	-	2,346	2,325

Neurosurgery Clinic - Registrations



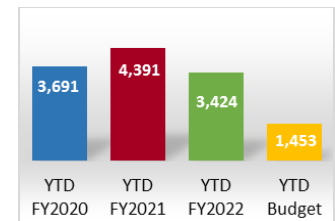
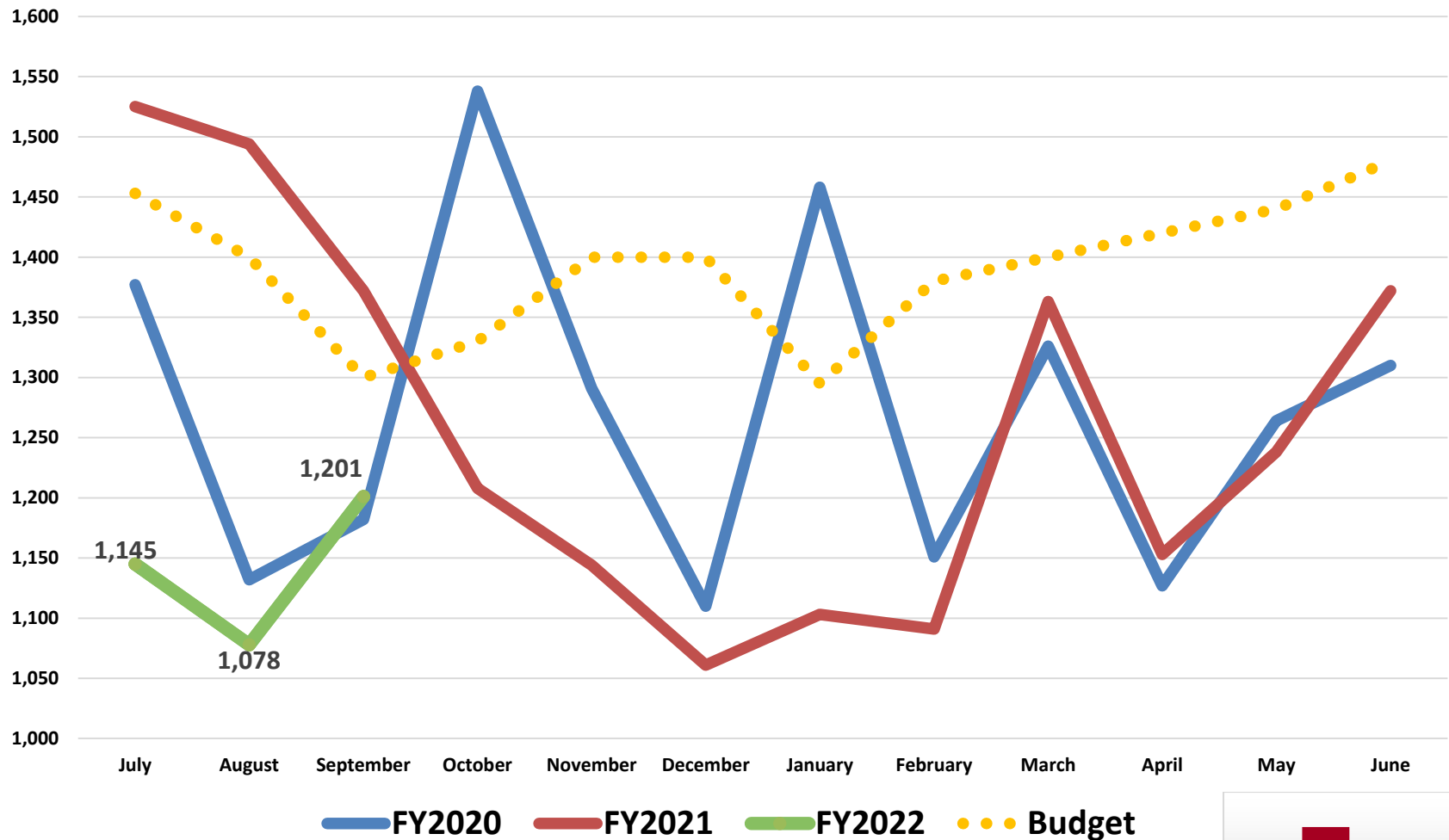
785	707	727	240
YTD	YTD	YTD	YTD
FY2020	FY2021	FY2022	Budget

Neurosurgery Clinic - wRVU's

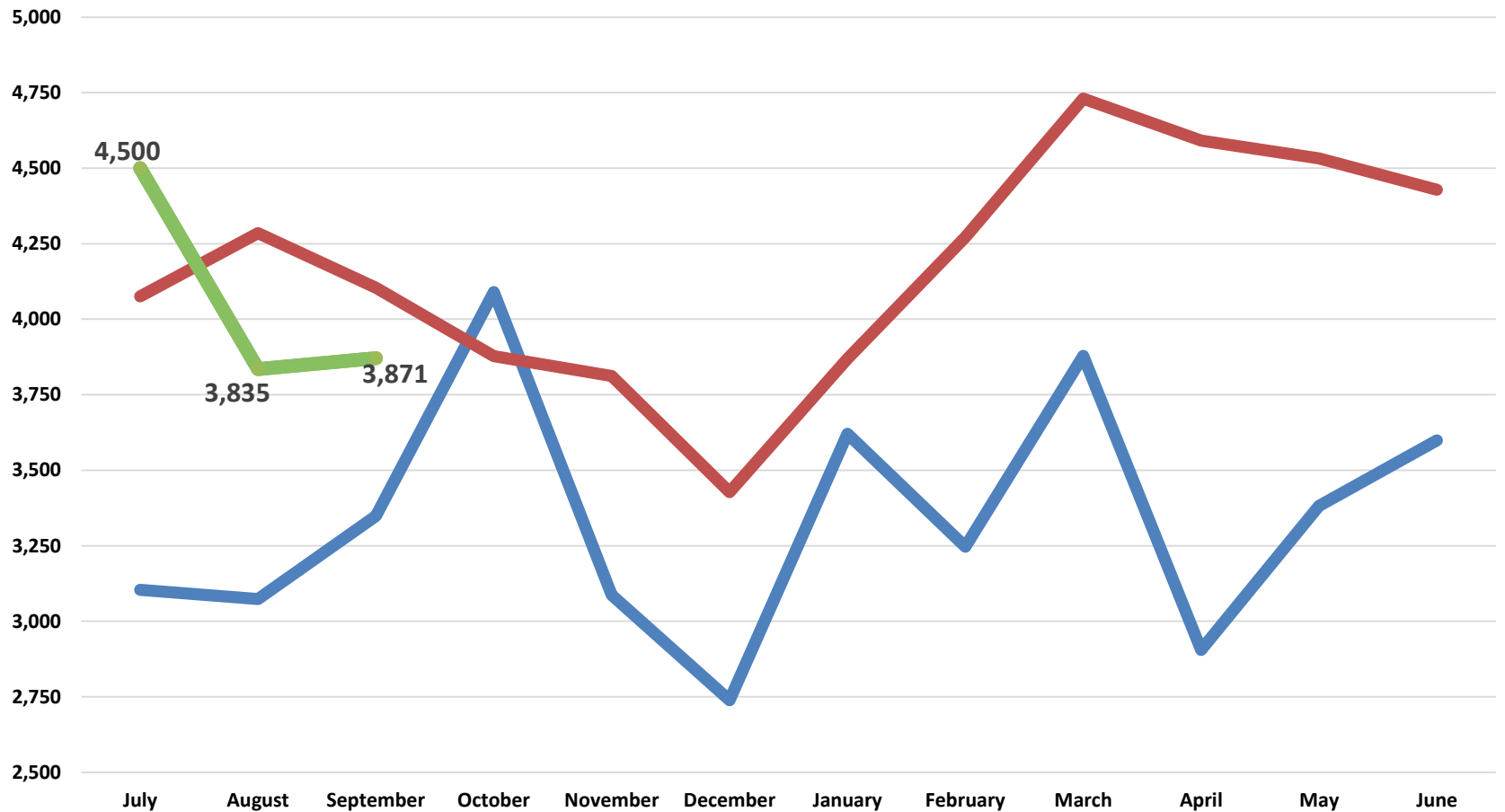


3,593	4,471	7,398
YTD FY2020	YTD FY2021	YTD FY2022

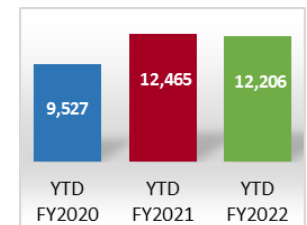
Sequoia Cardiology - Registrations



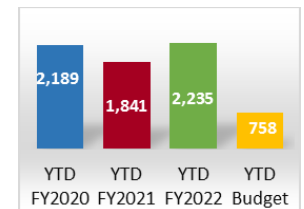
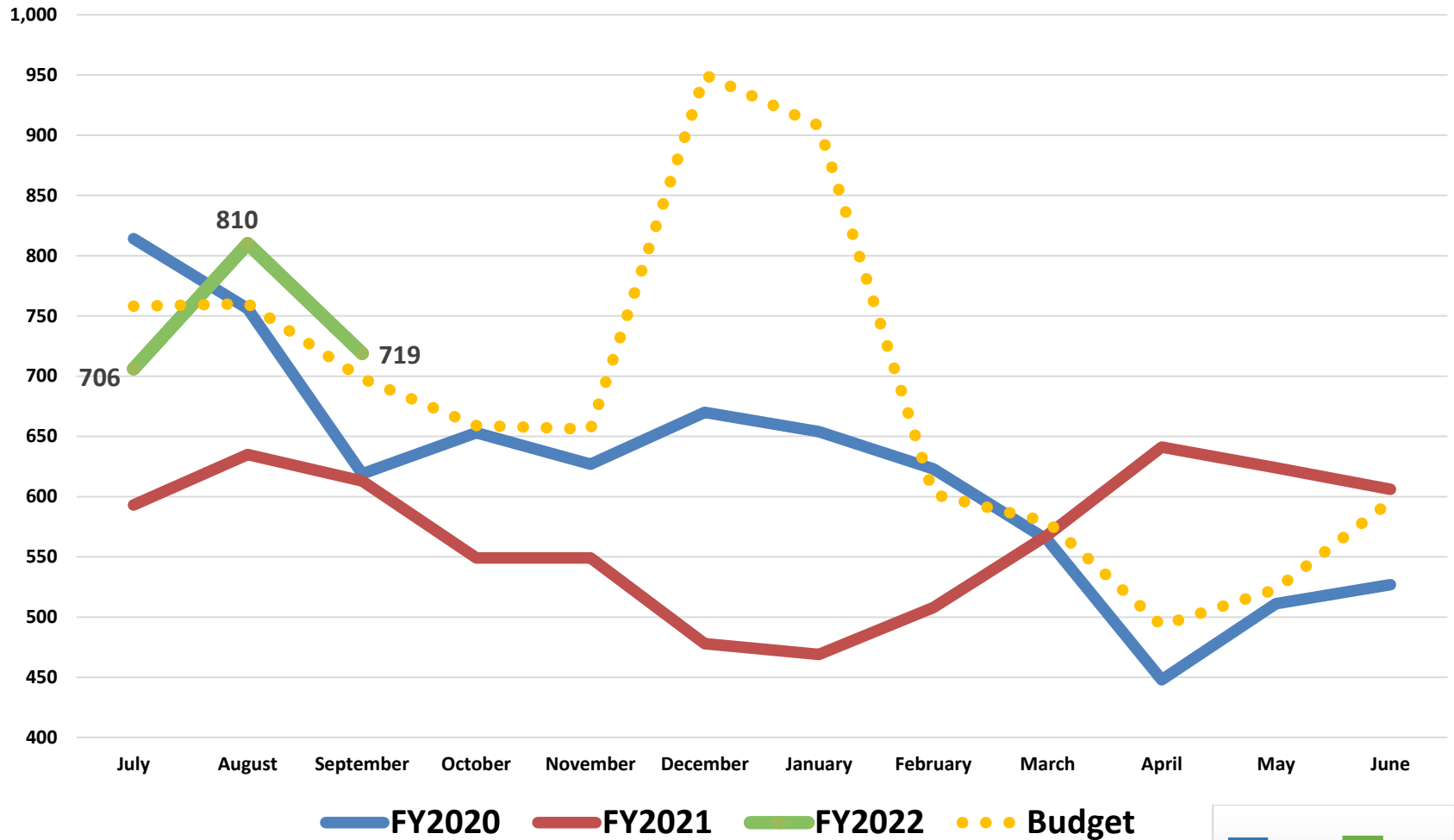
Sequoia Cardiology – wRVU's



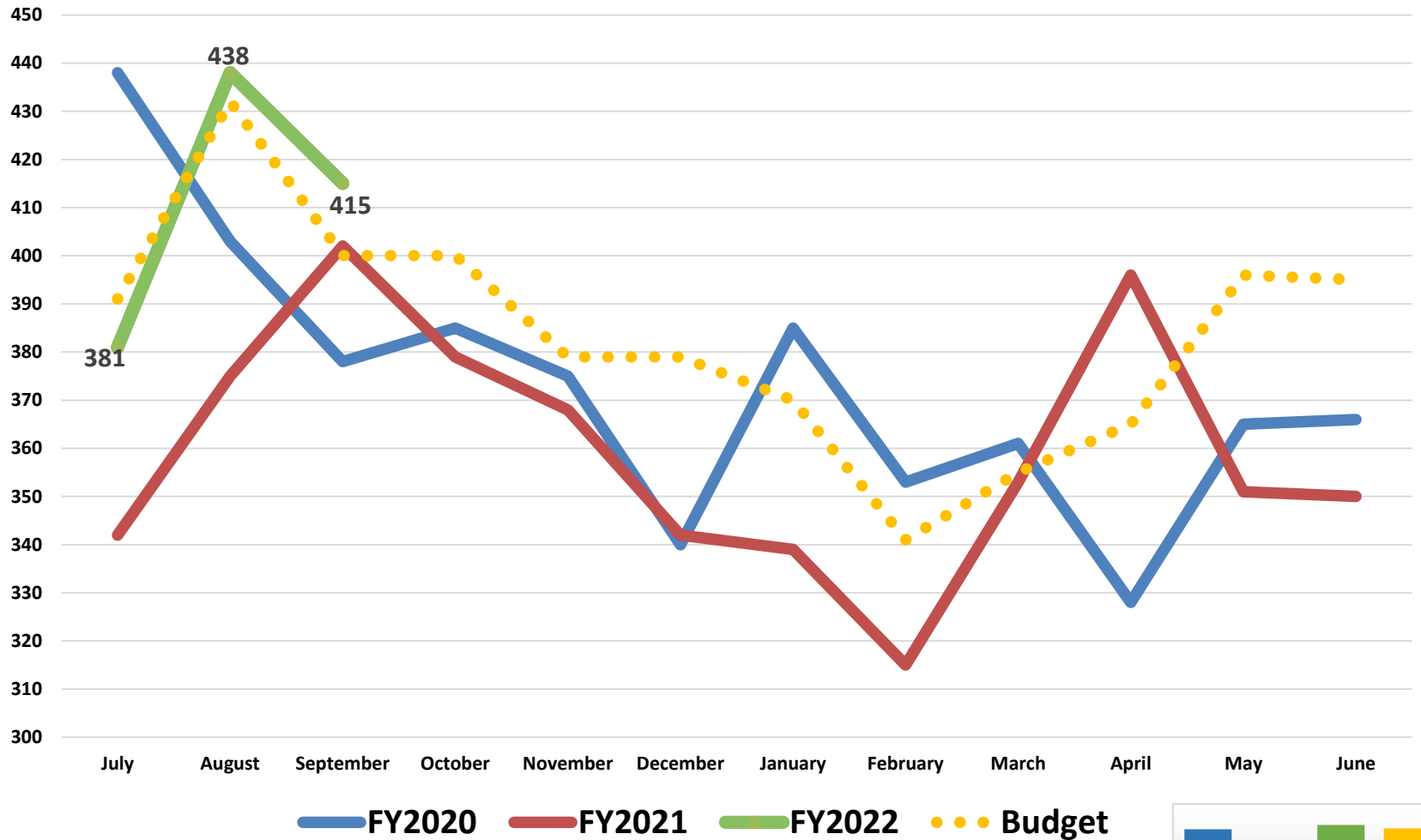
— **FY2020**
— **FY2021**
— **FY2022**



Labor Triage Registrations

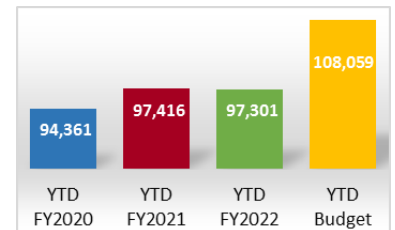
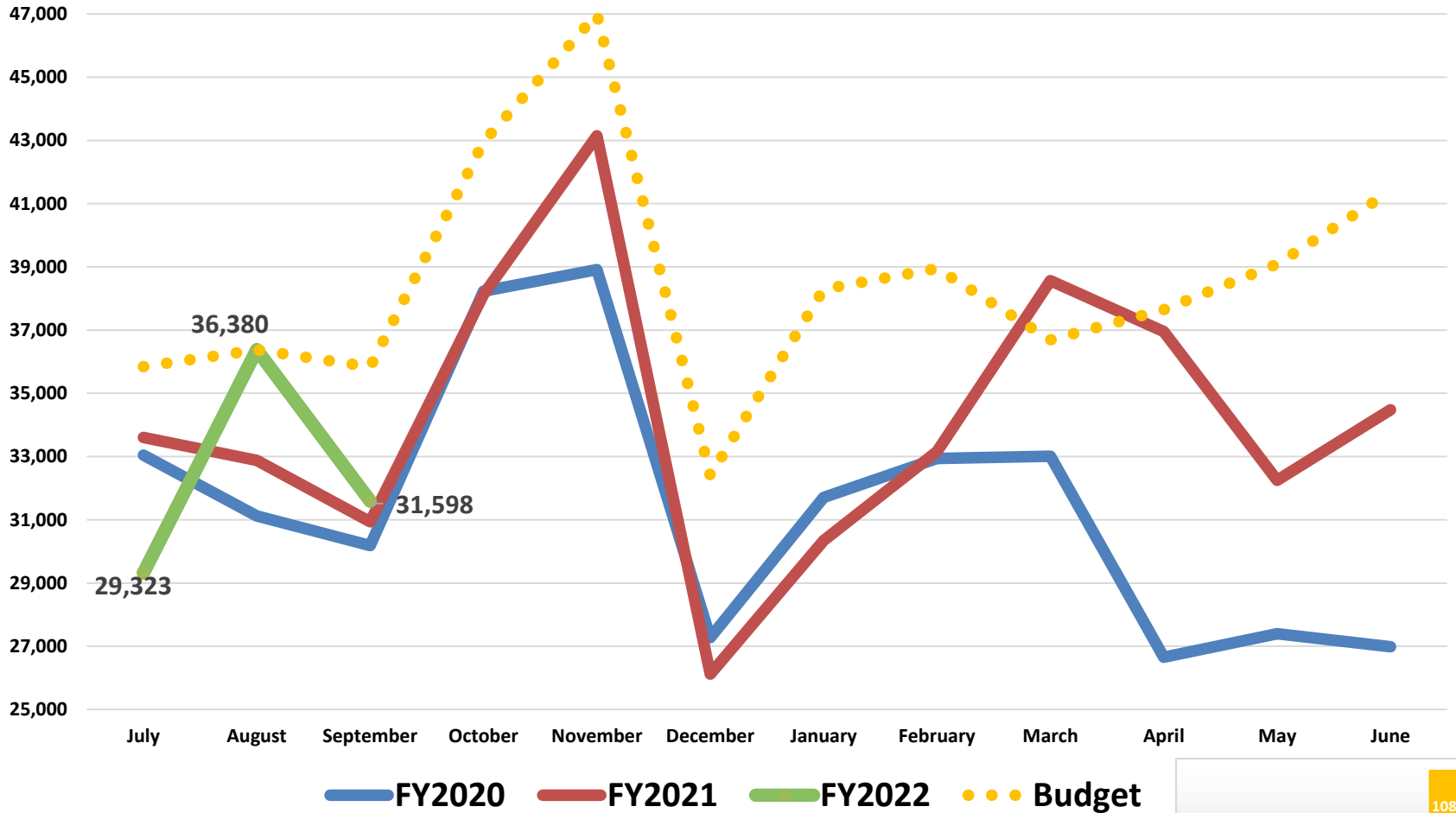


Deliveries

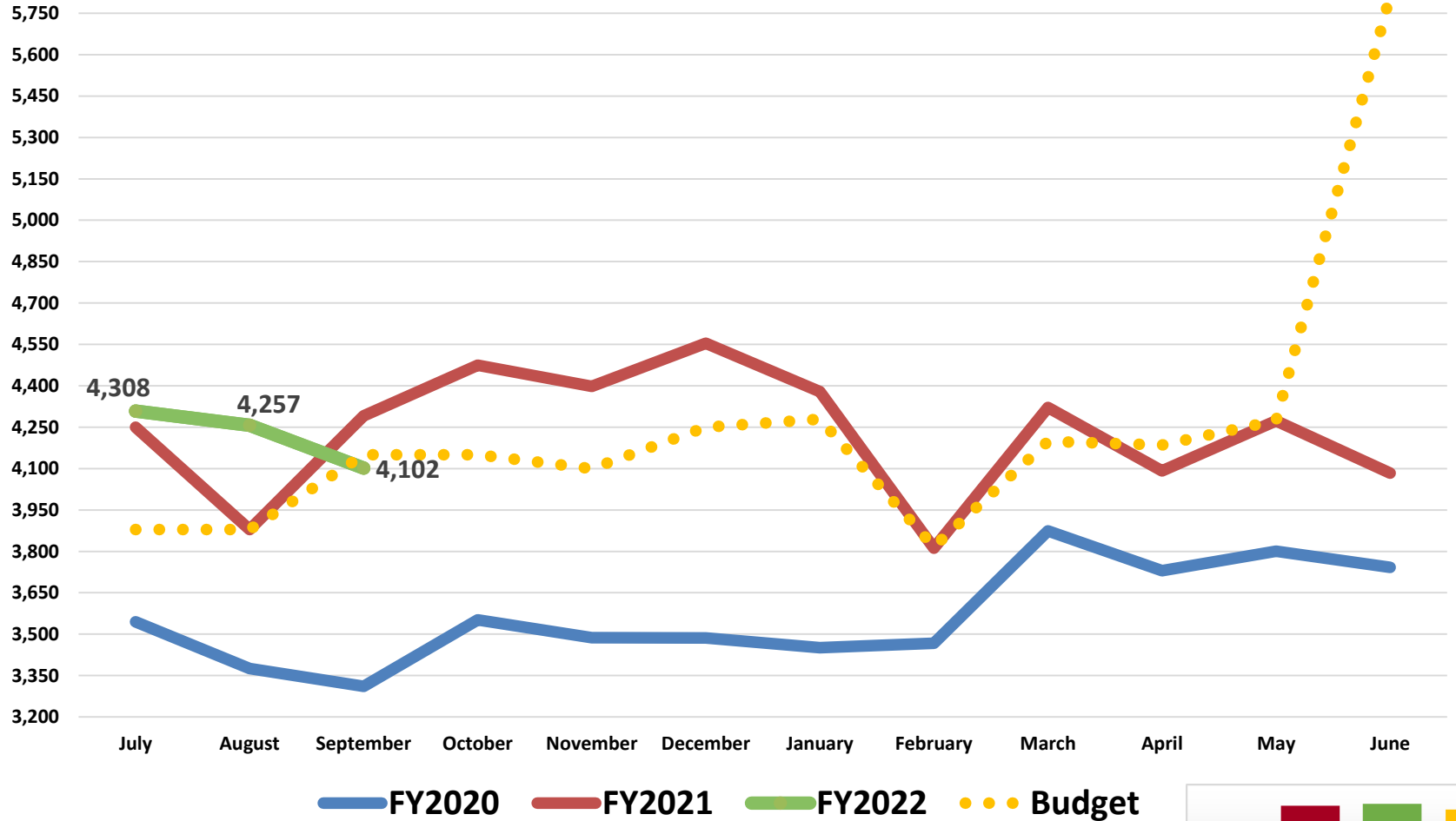


1,219	1,119	1,234	1,223
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

KDMF RVU's

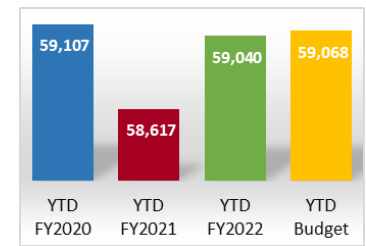
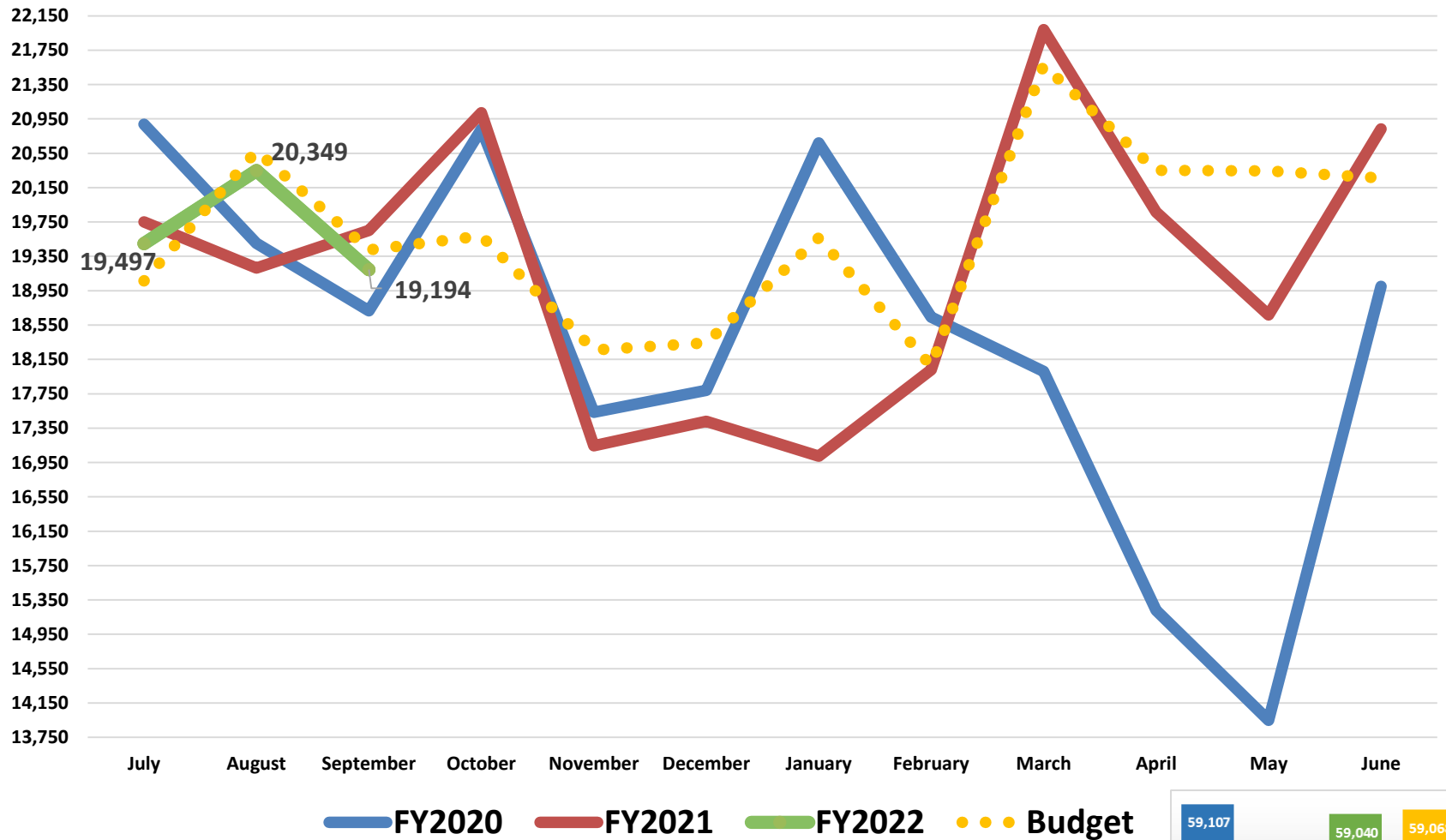


Hospice Days

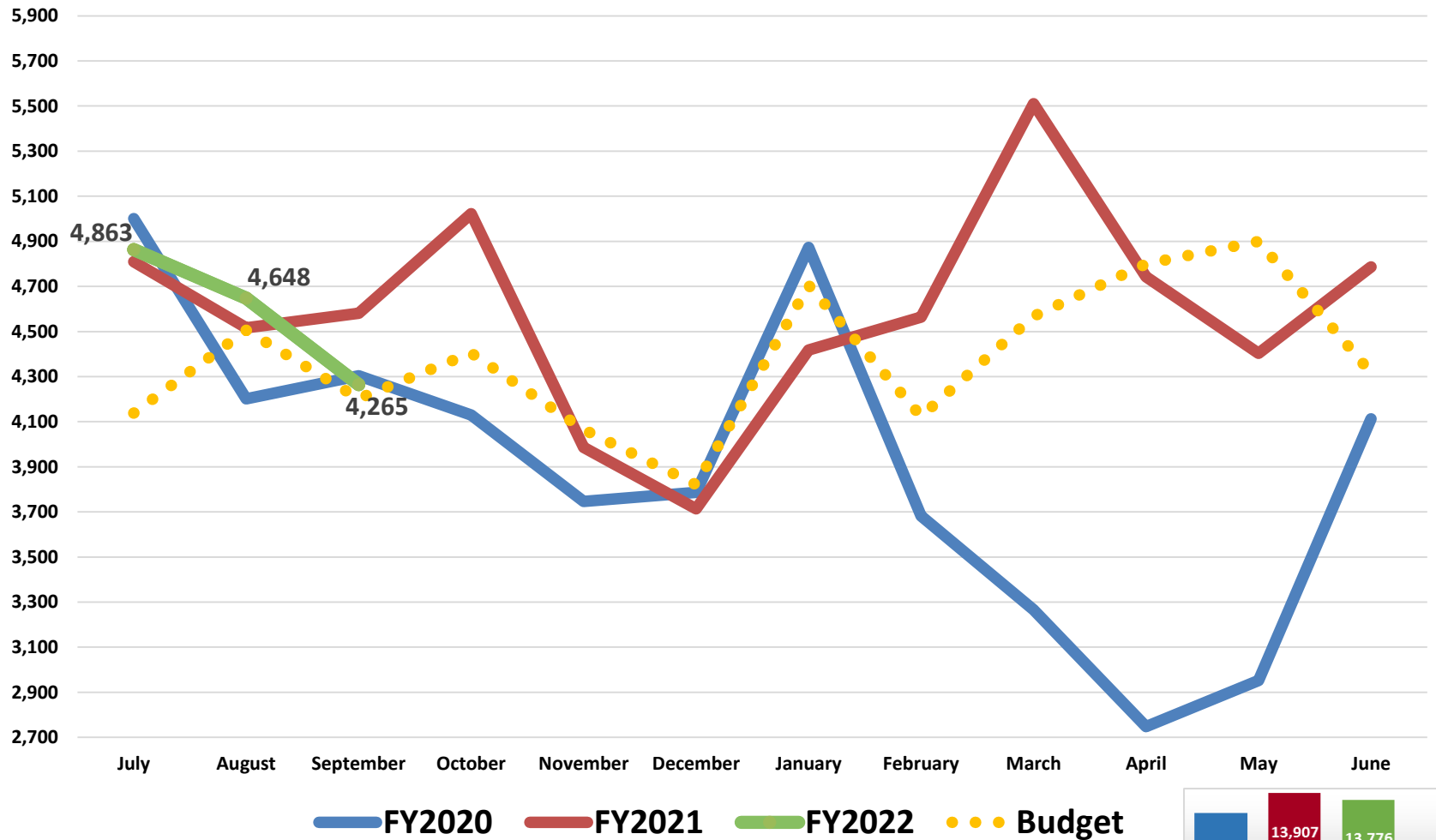


10,231	12,420	12,667	11,908
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

All O/P Rehab Services Across District

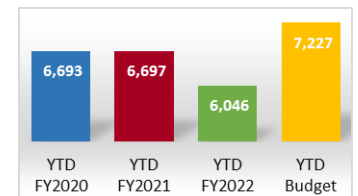
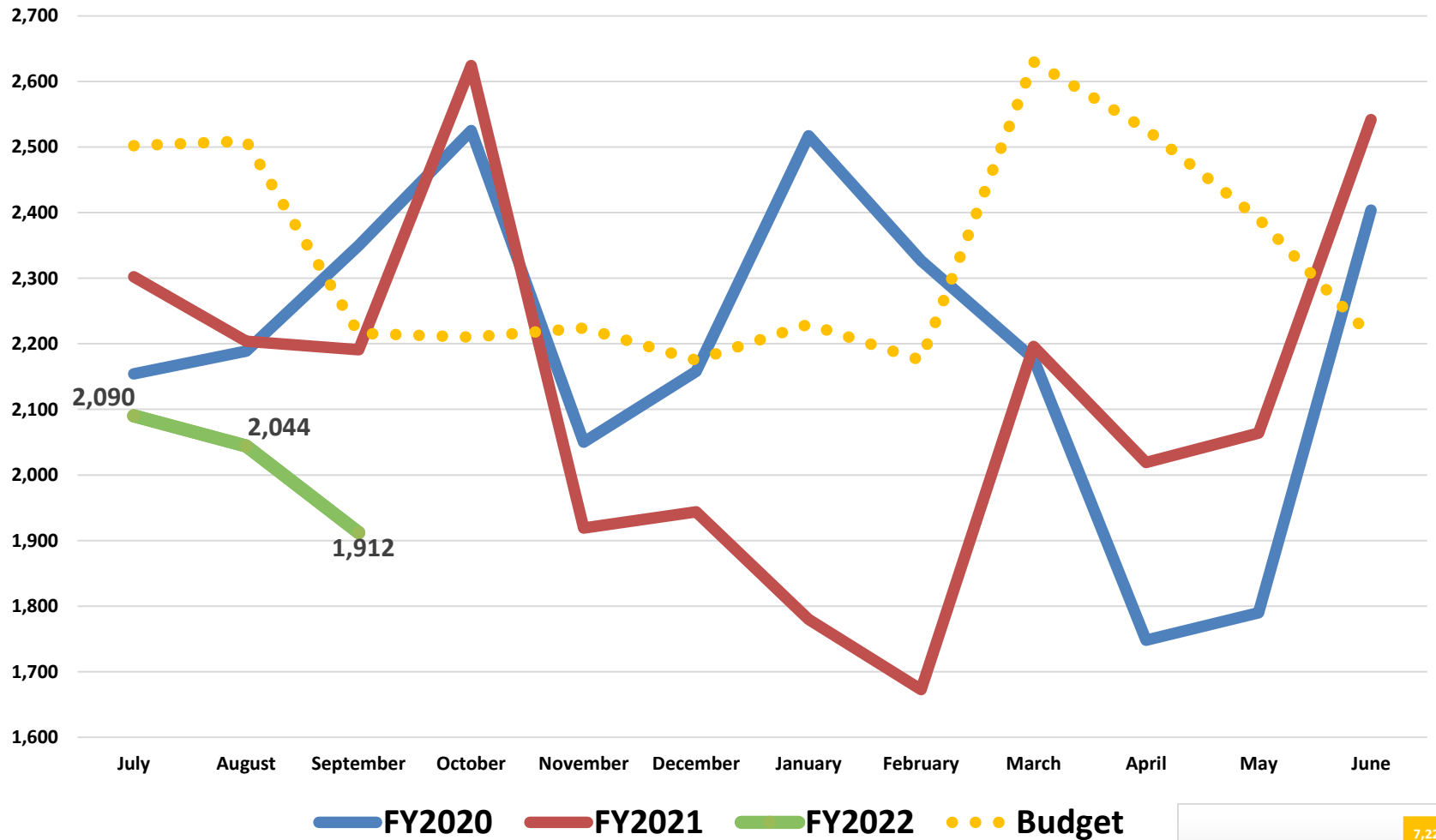


O/P Rehab Services

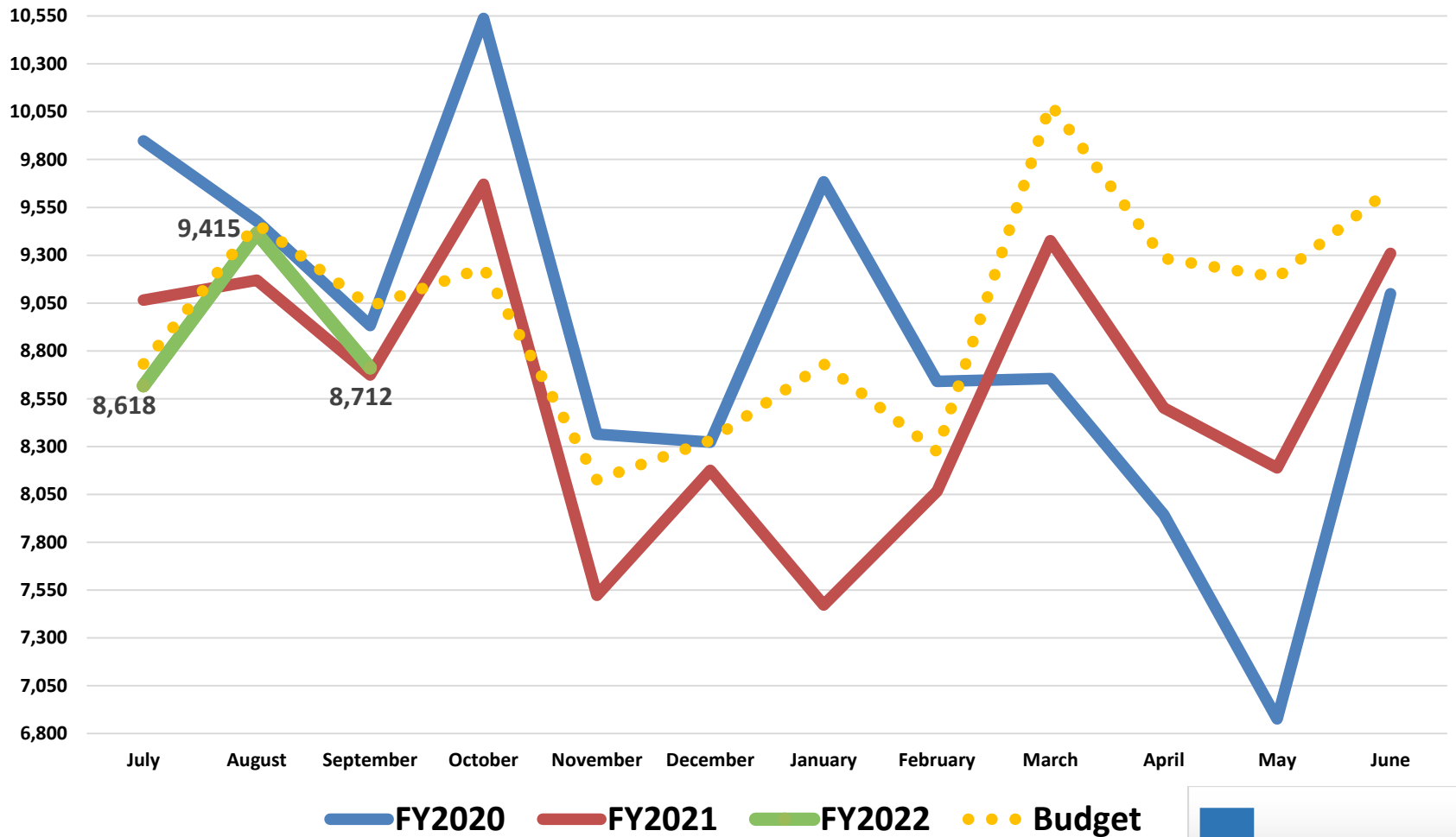


13,506	13,907	13,776	12,847
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

O/P Rehab - Exeter

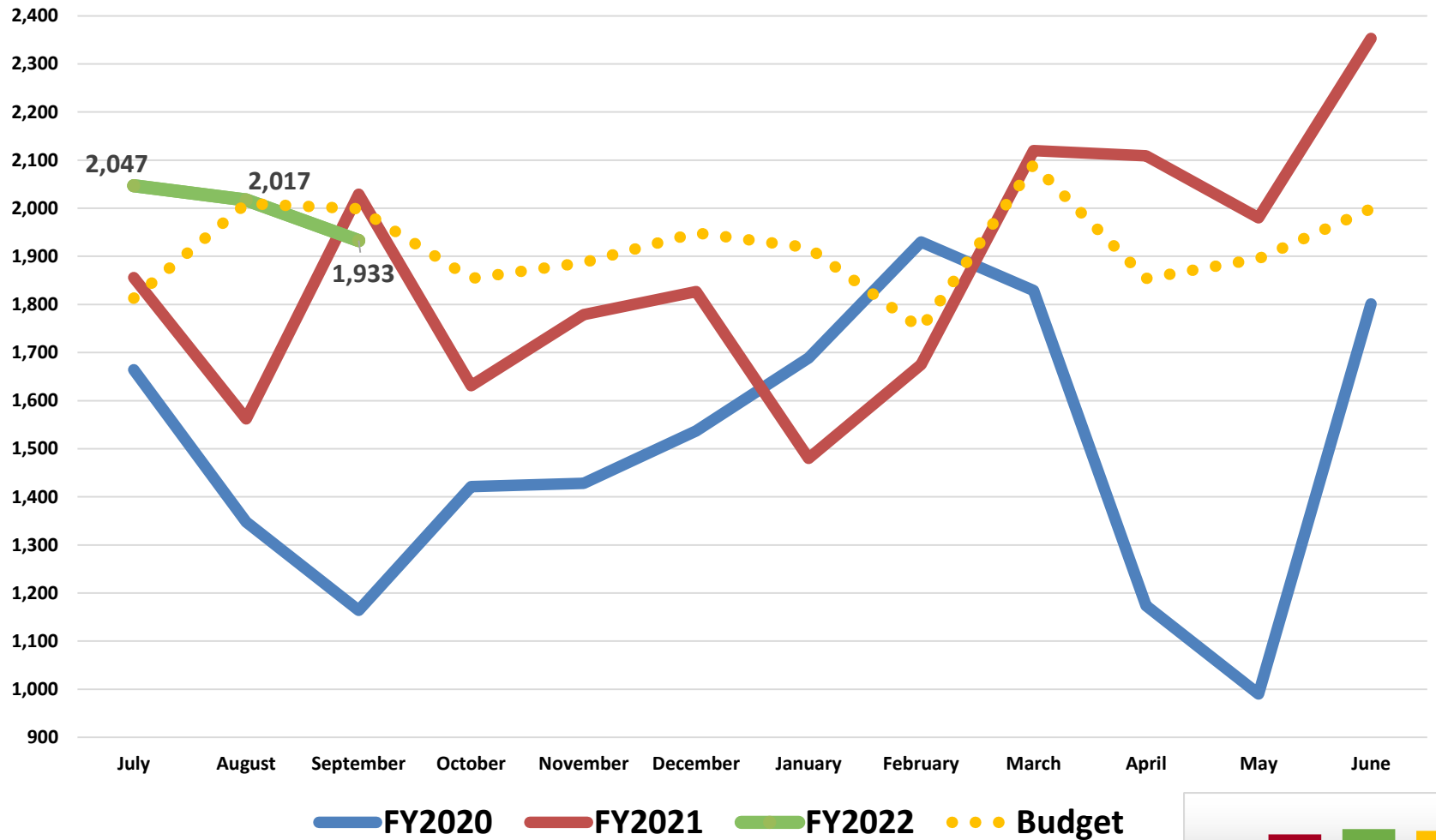


O/P Rehab - Akers



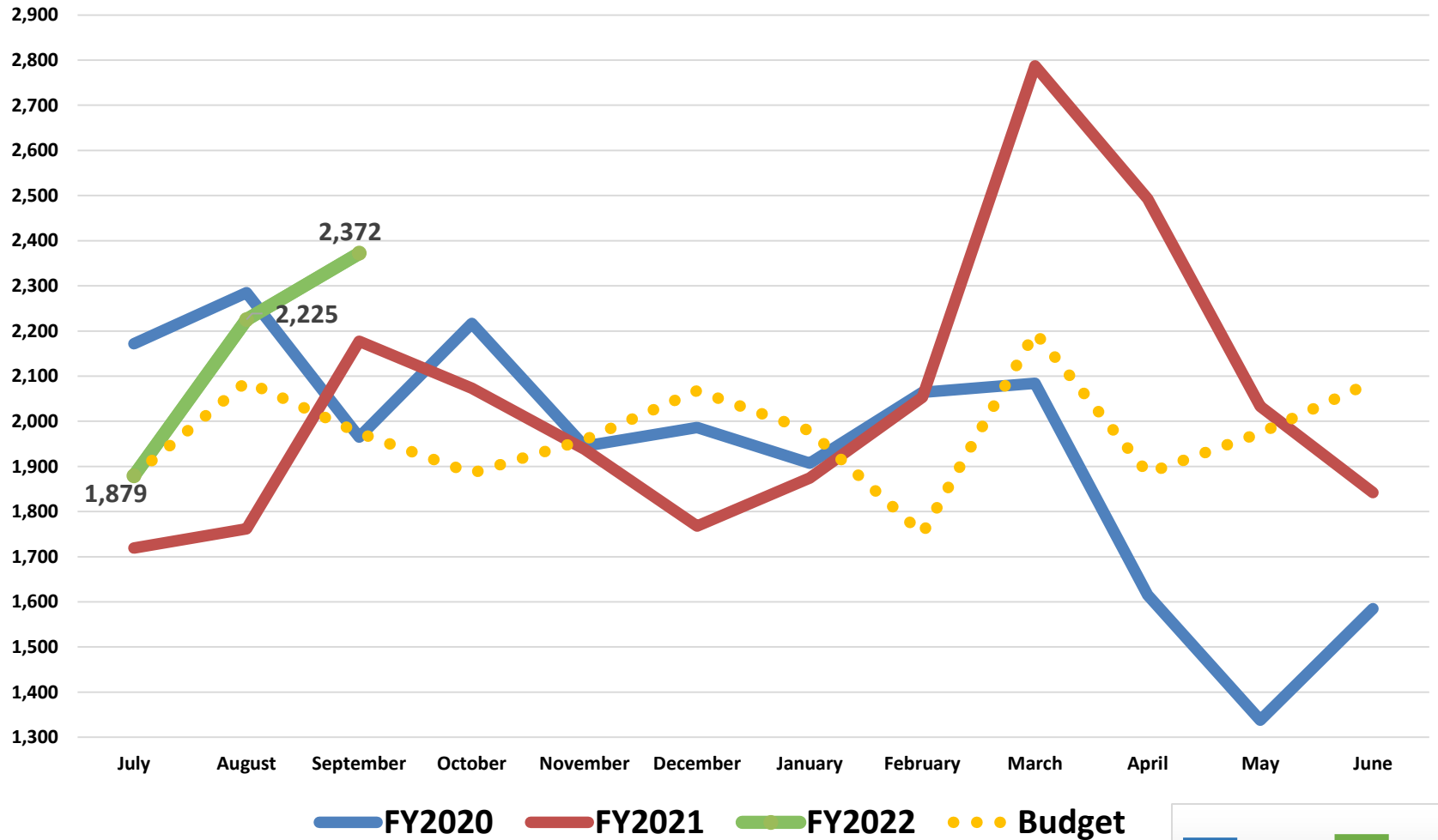
28,310	26,908	26,745	27,230
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

O/P Rehab - LLOPT



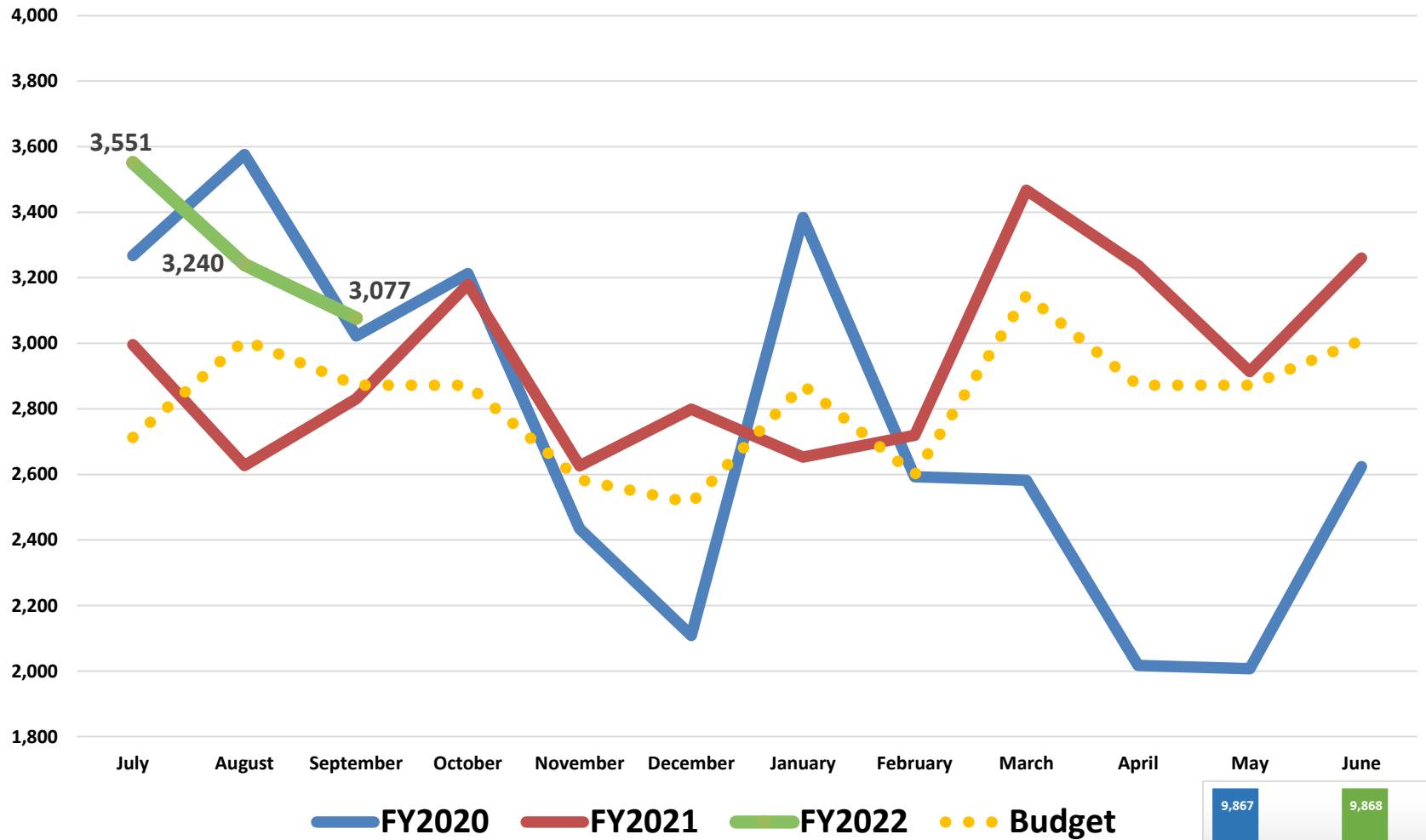
4,176	5,447	5,997	5,822
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

O/P Rehab - Dinuba



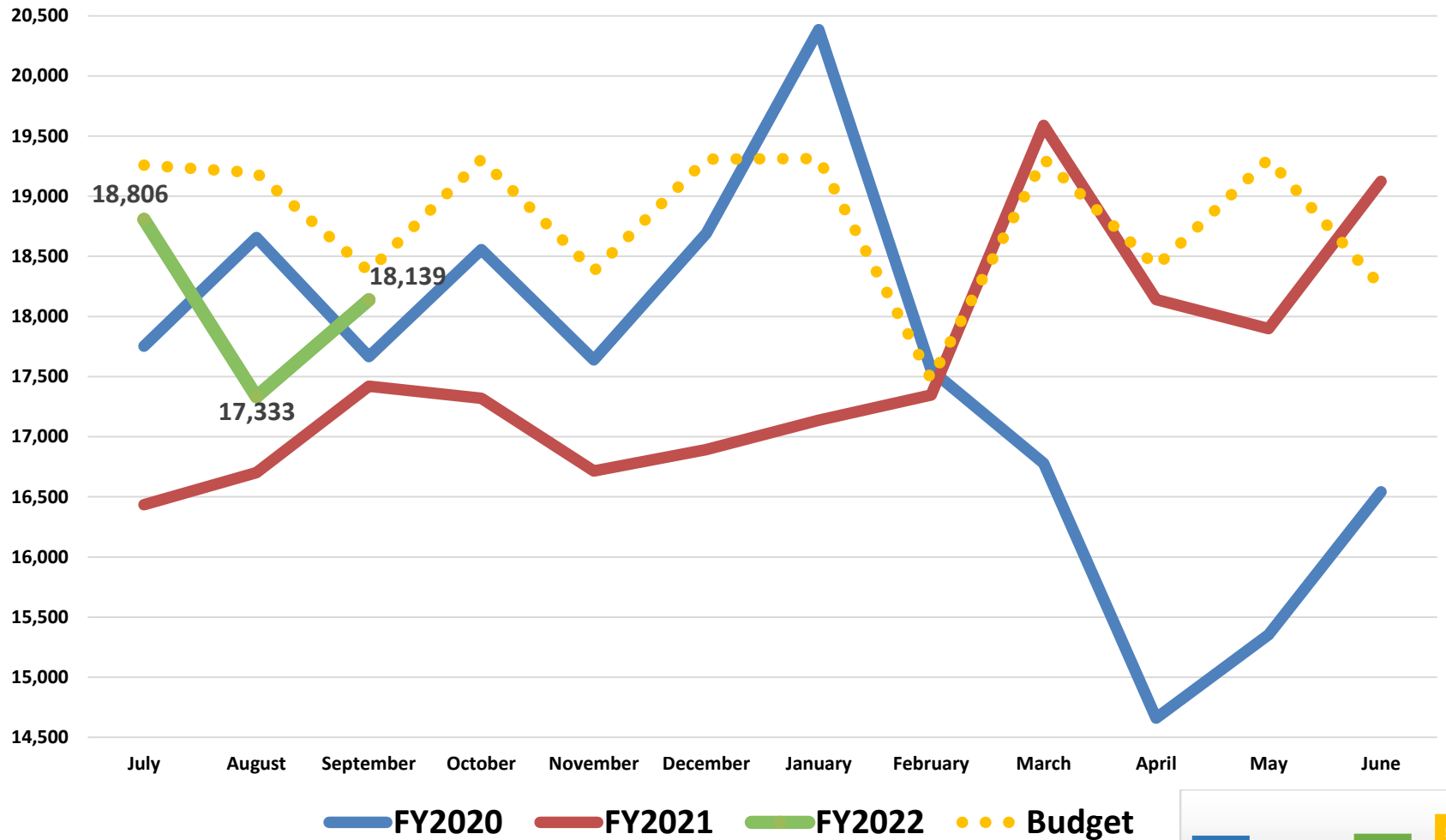
6,422	5,658	6,476	5,942
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Therapy - Cypress Hand Center



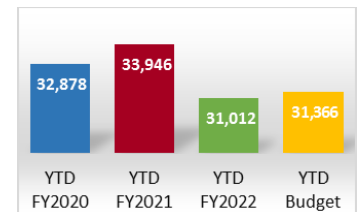
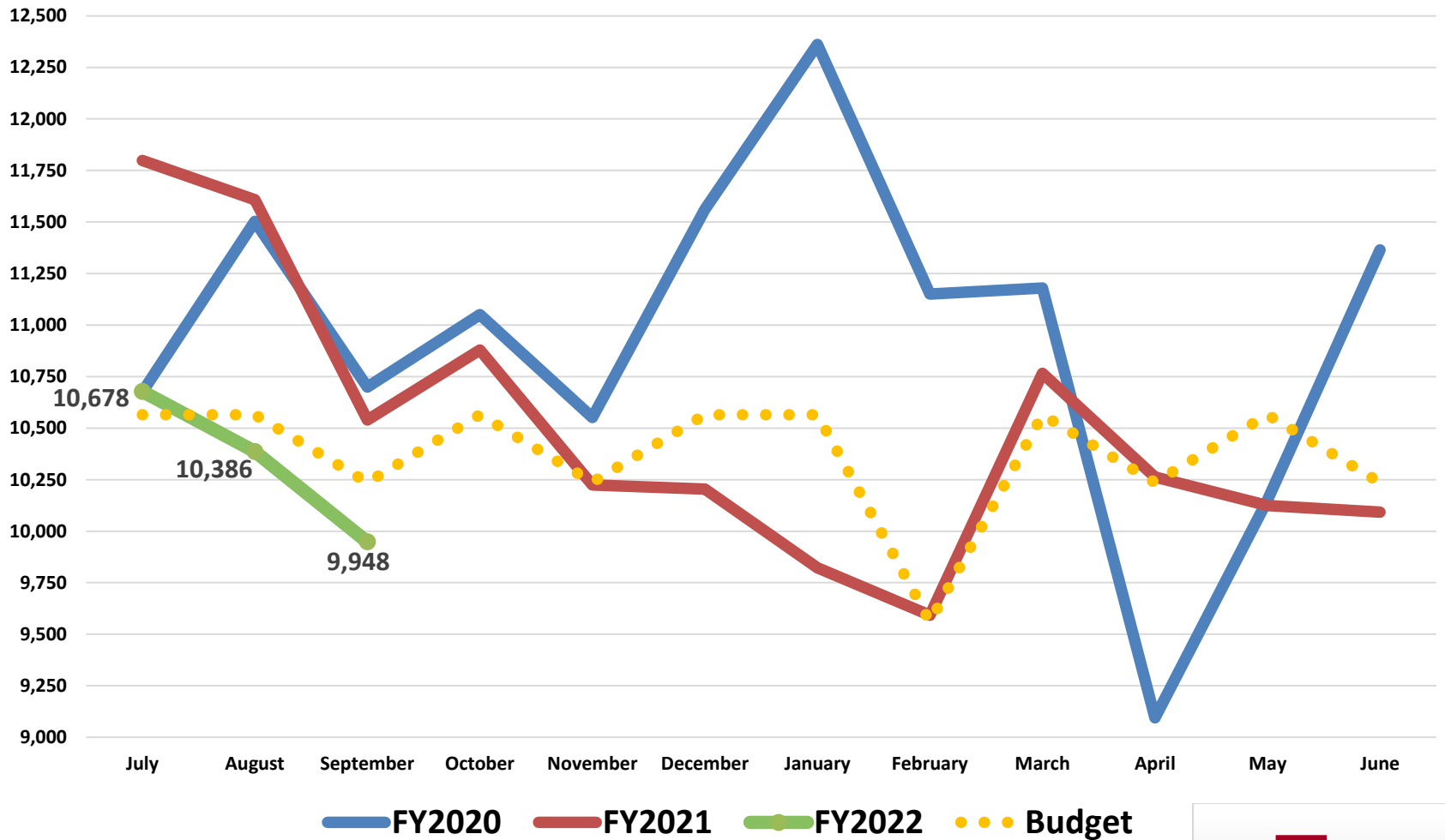
Month	YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget
May	9,867	8,454		
June			9,868	8,594

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

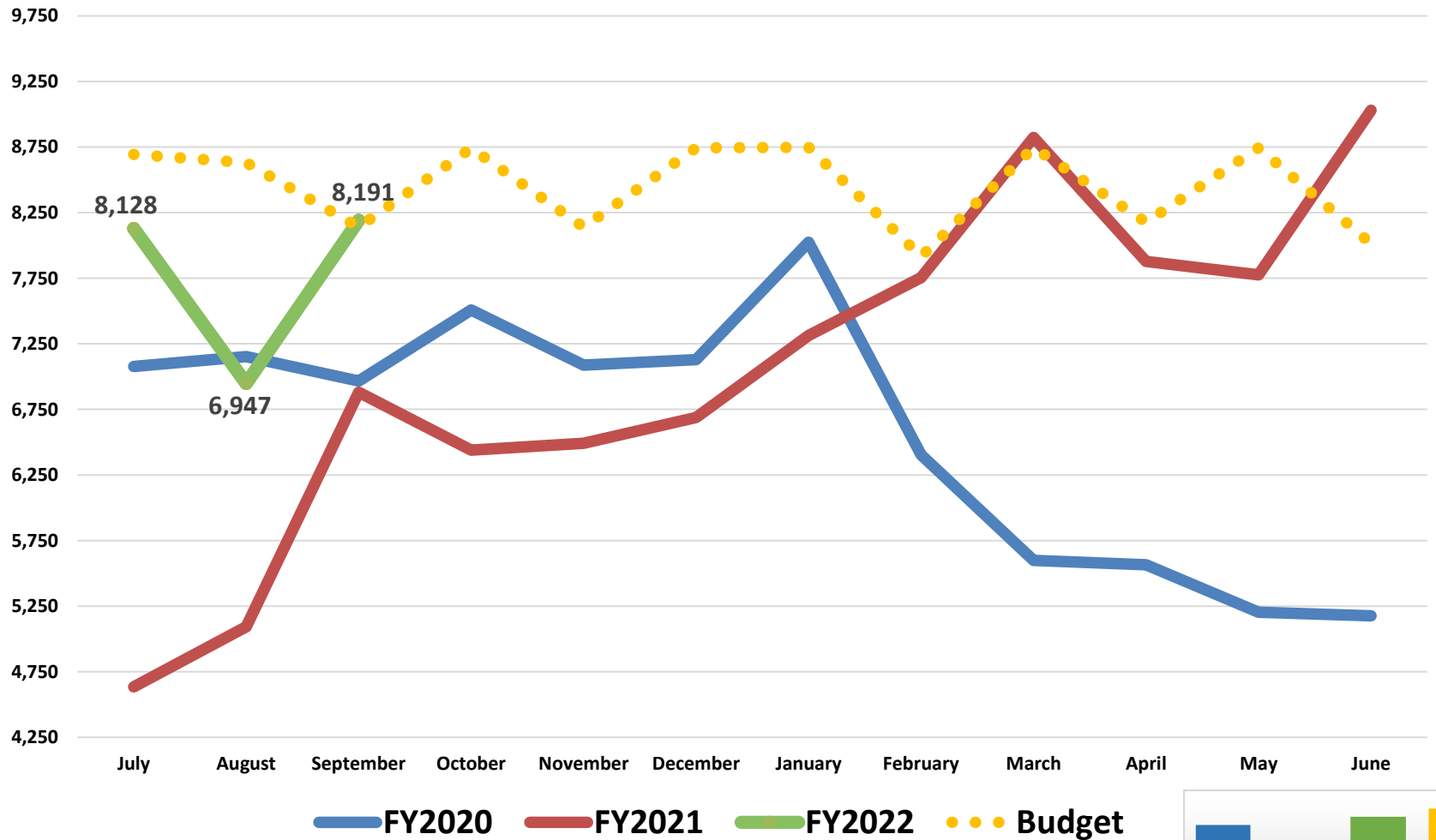


54,076	50,555	54,278	56,829
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

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

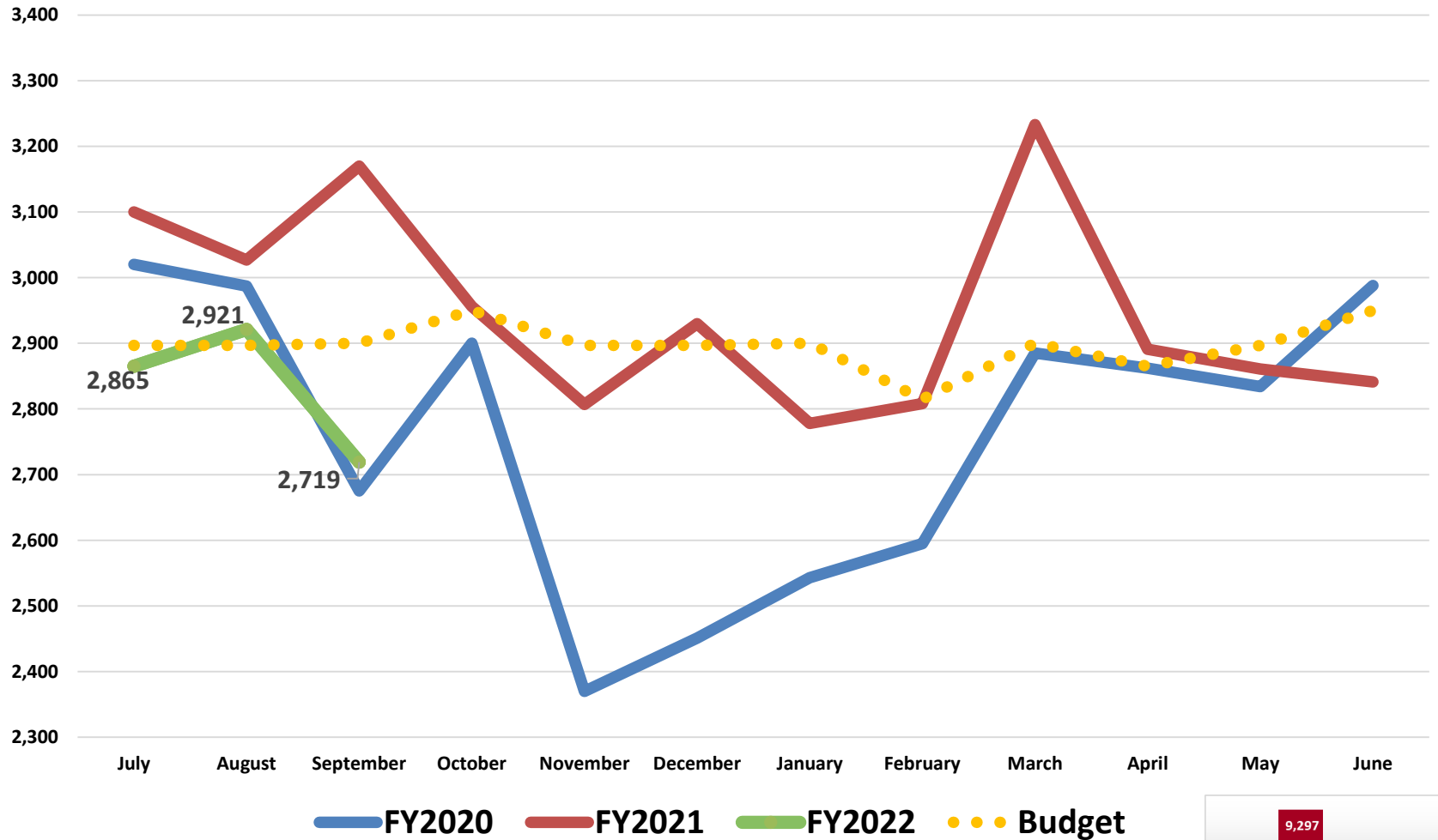


Physical & Other Therapy Units (I/P & O/P)-KDRH & South Campus



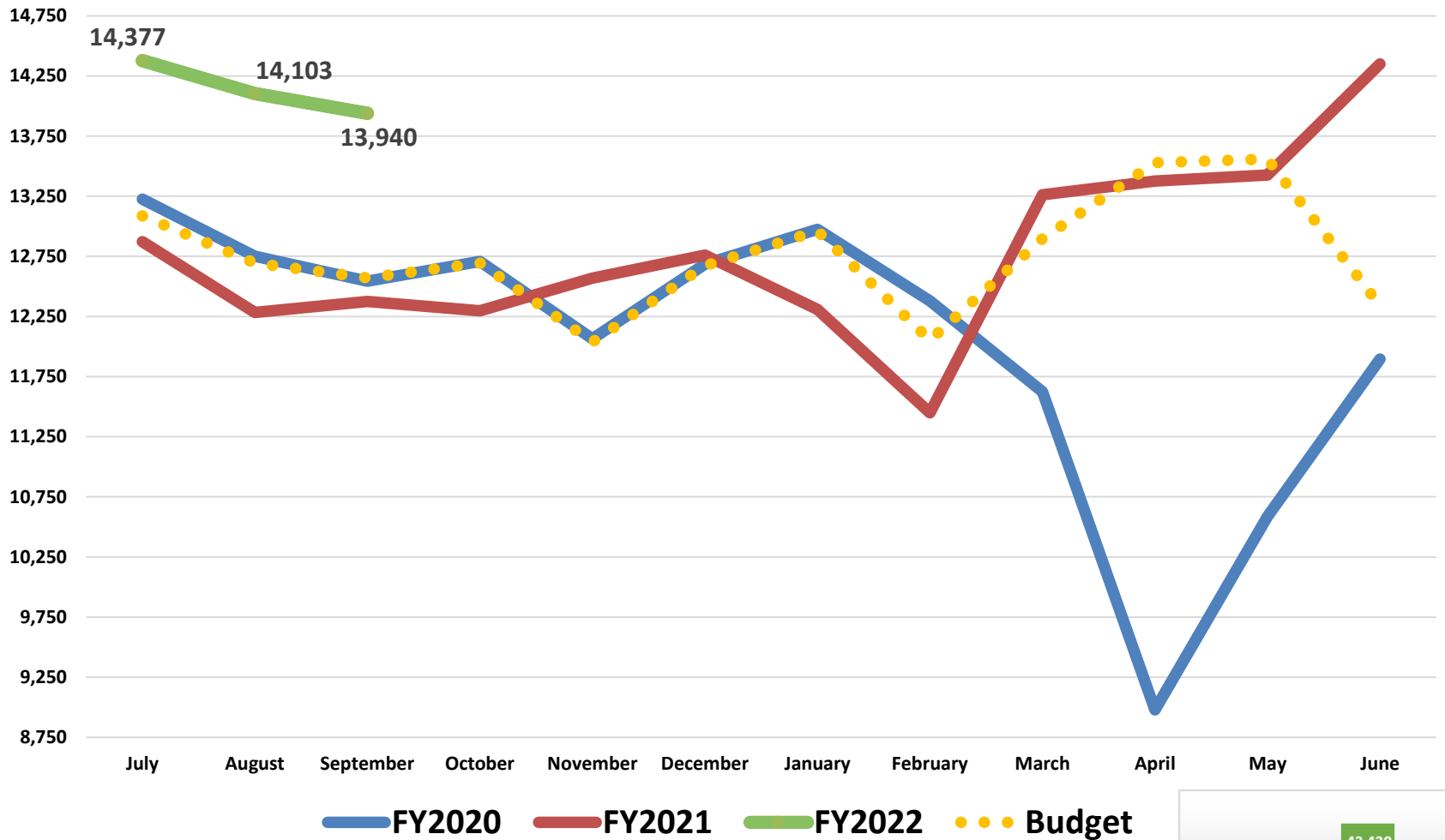
21,198	16,609	23,266	25,463
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Home Health Visits



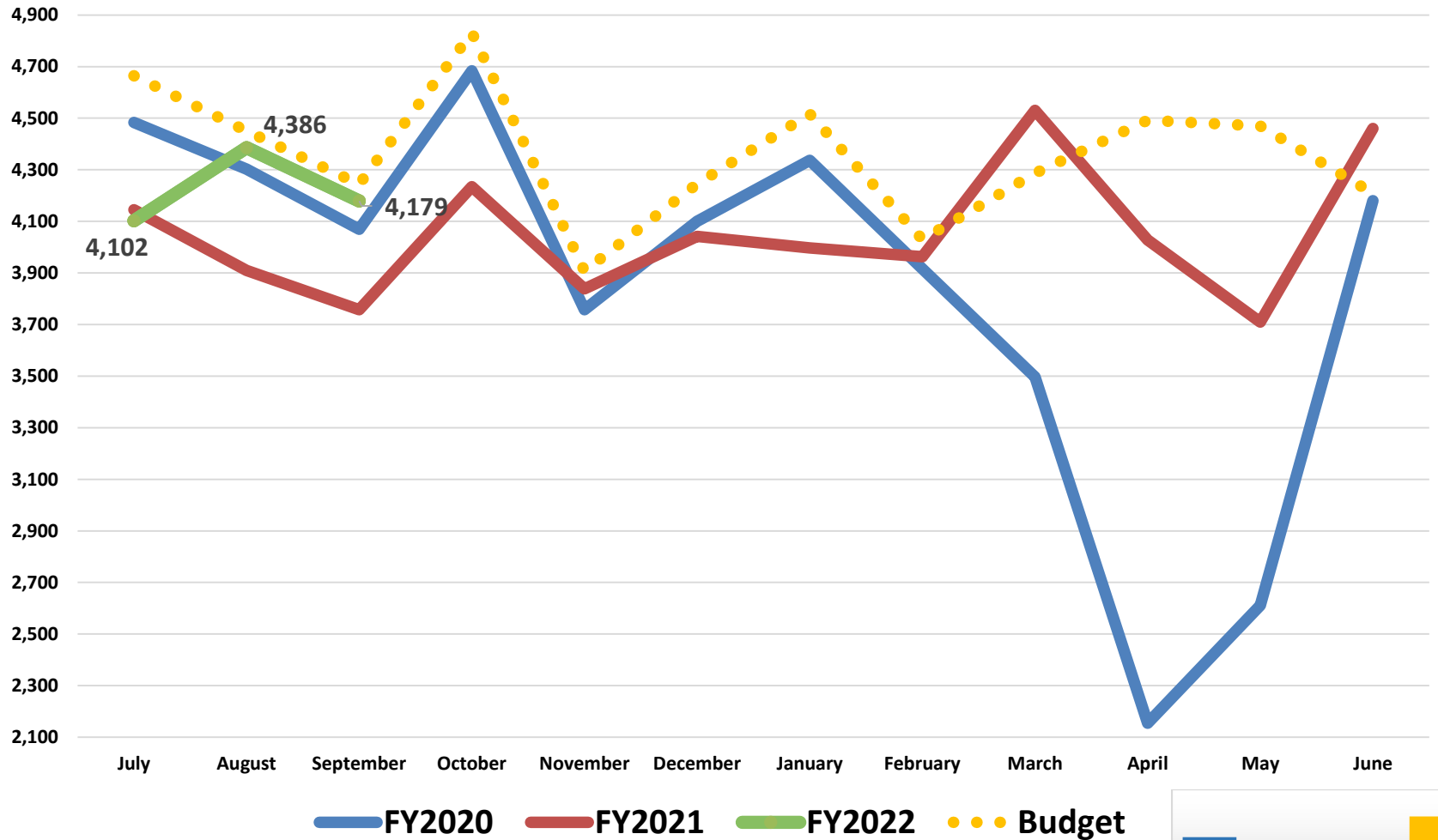
8,682	9,297	8,505	8,694
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Radiology – Main Campus



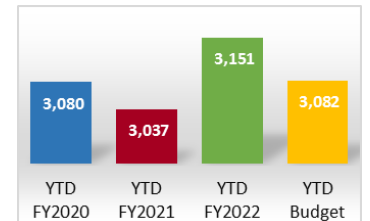
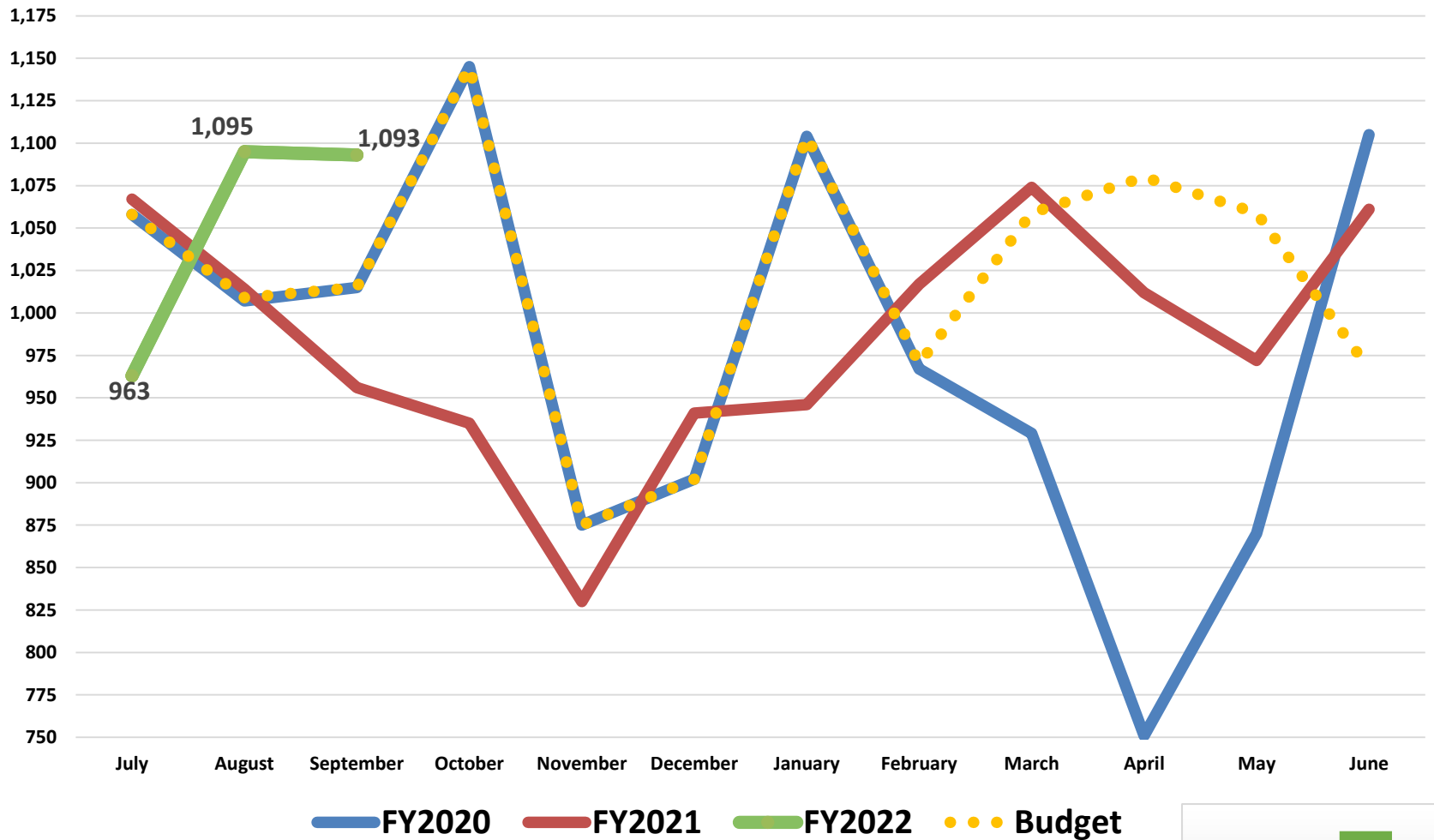
38,519	37,529	42,420	38,351
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Radiology – West Campus Imaging

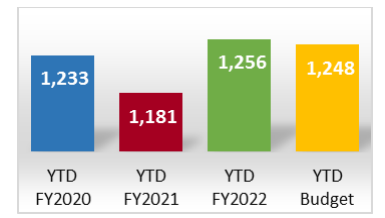
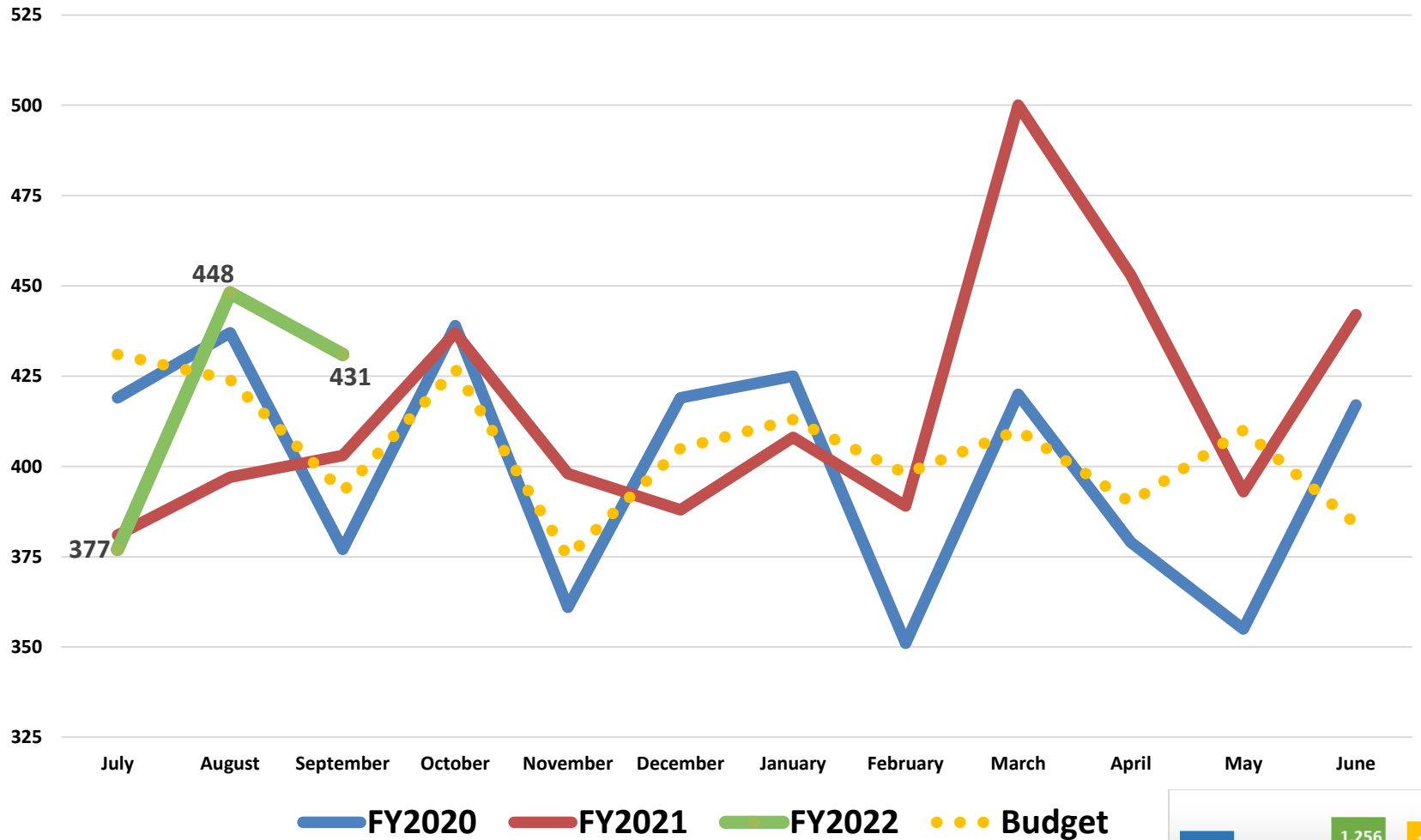


12,854	11,813	12,667	13,358
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

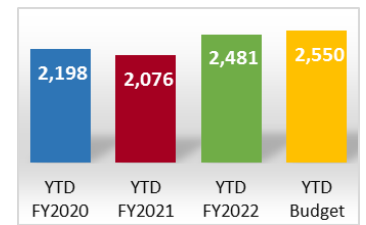
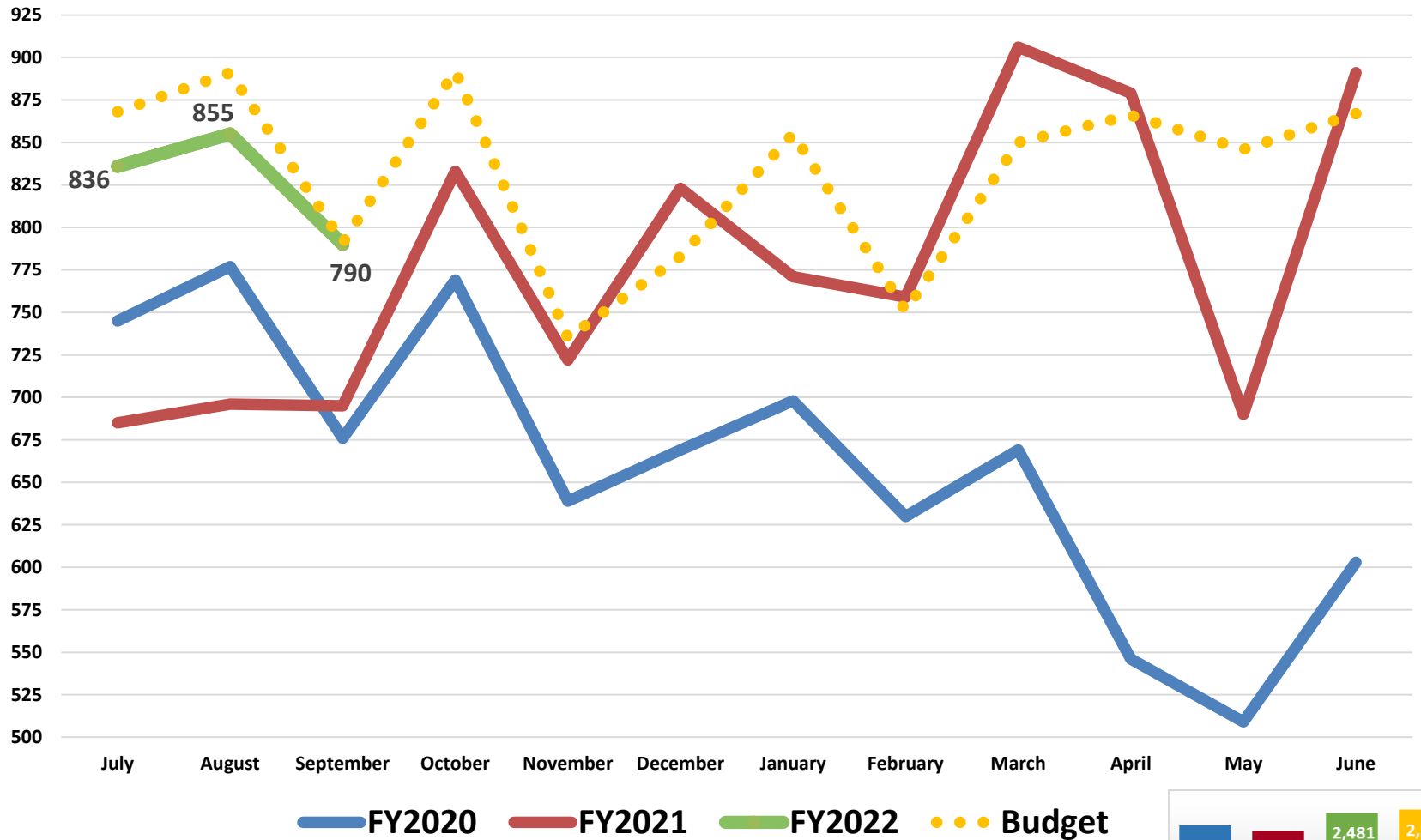
West Campus – Diagnostic Radiology



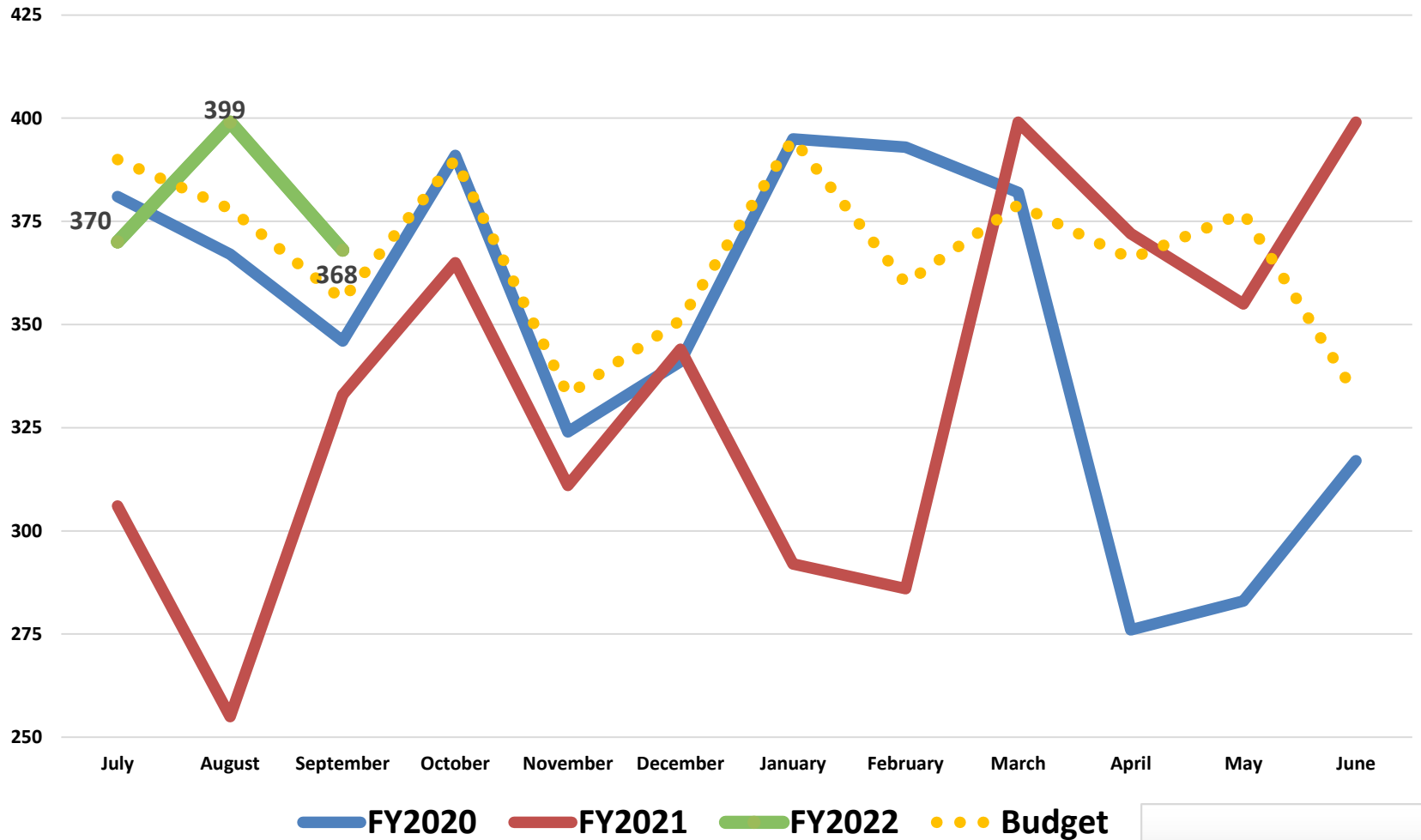
West Campus – CT Scan



West Campus - Ultrasound

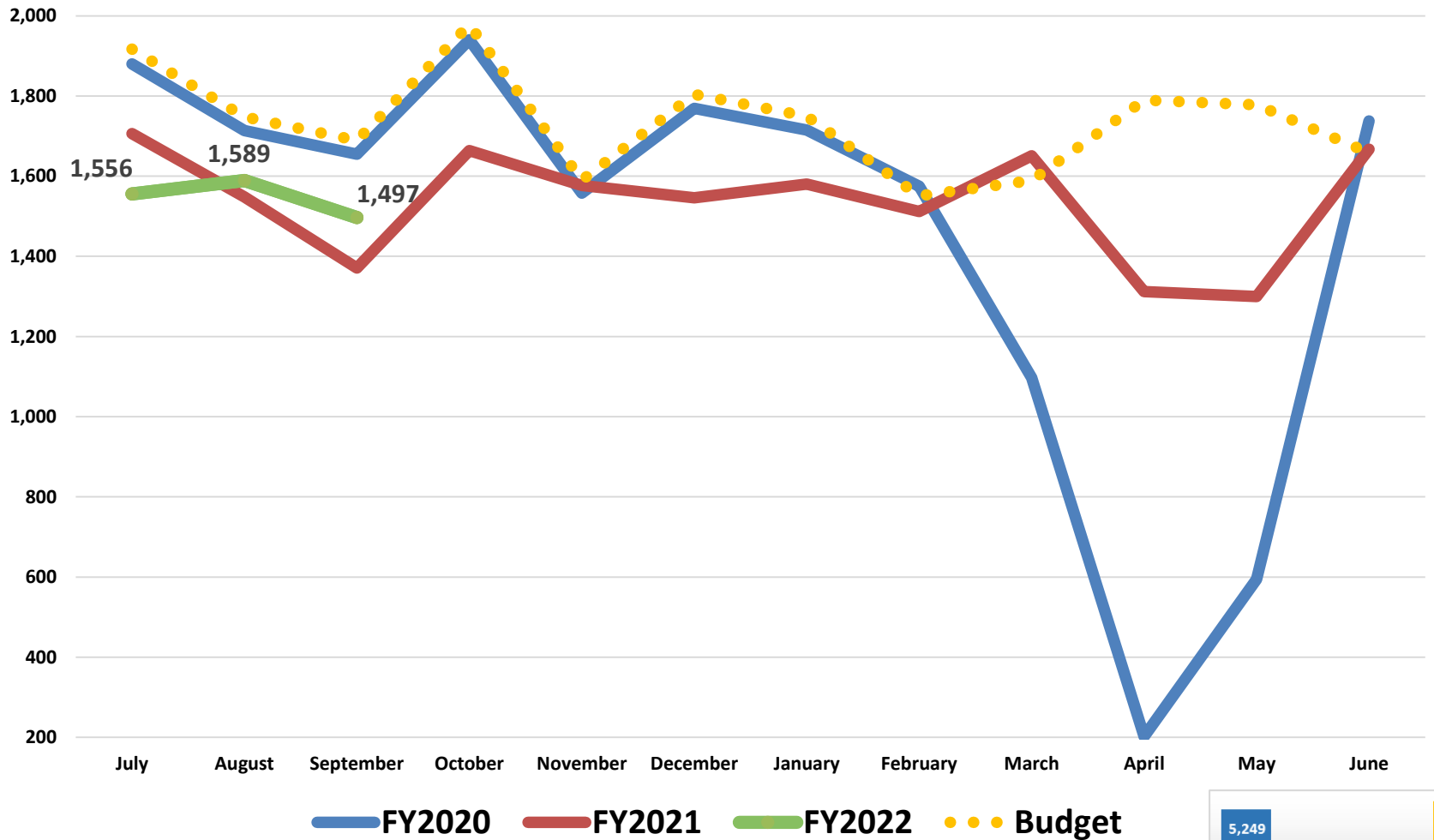


West Campus - MRI



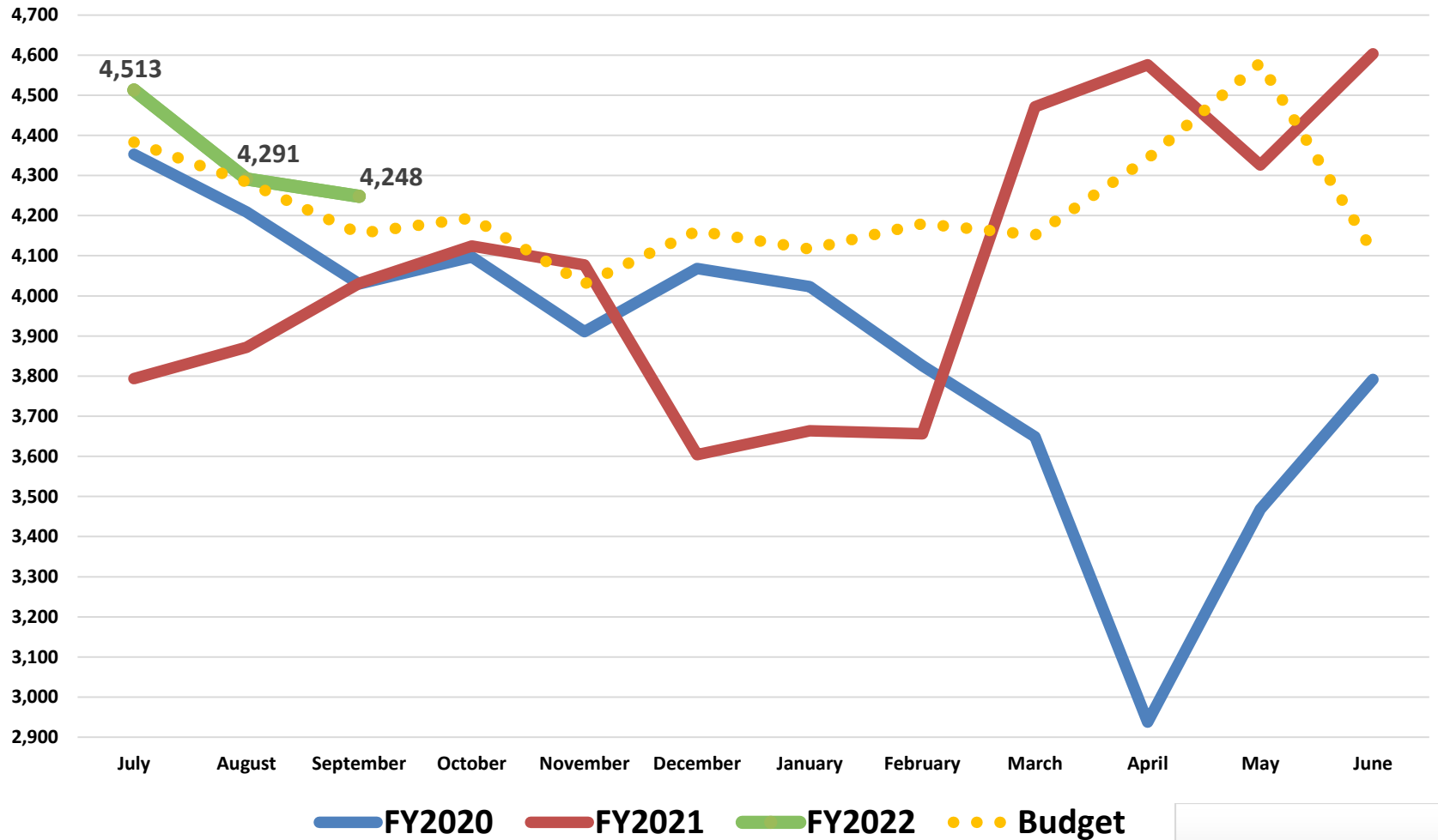
1,094	894	1,137	1,124
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

West Campus – Breast Center



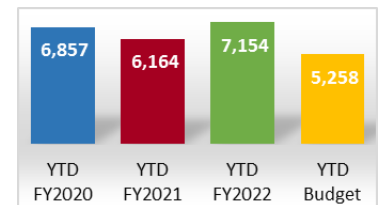
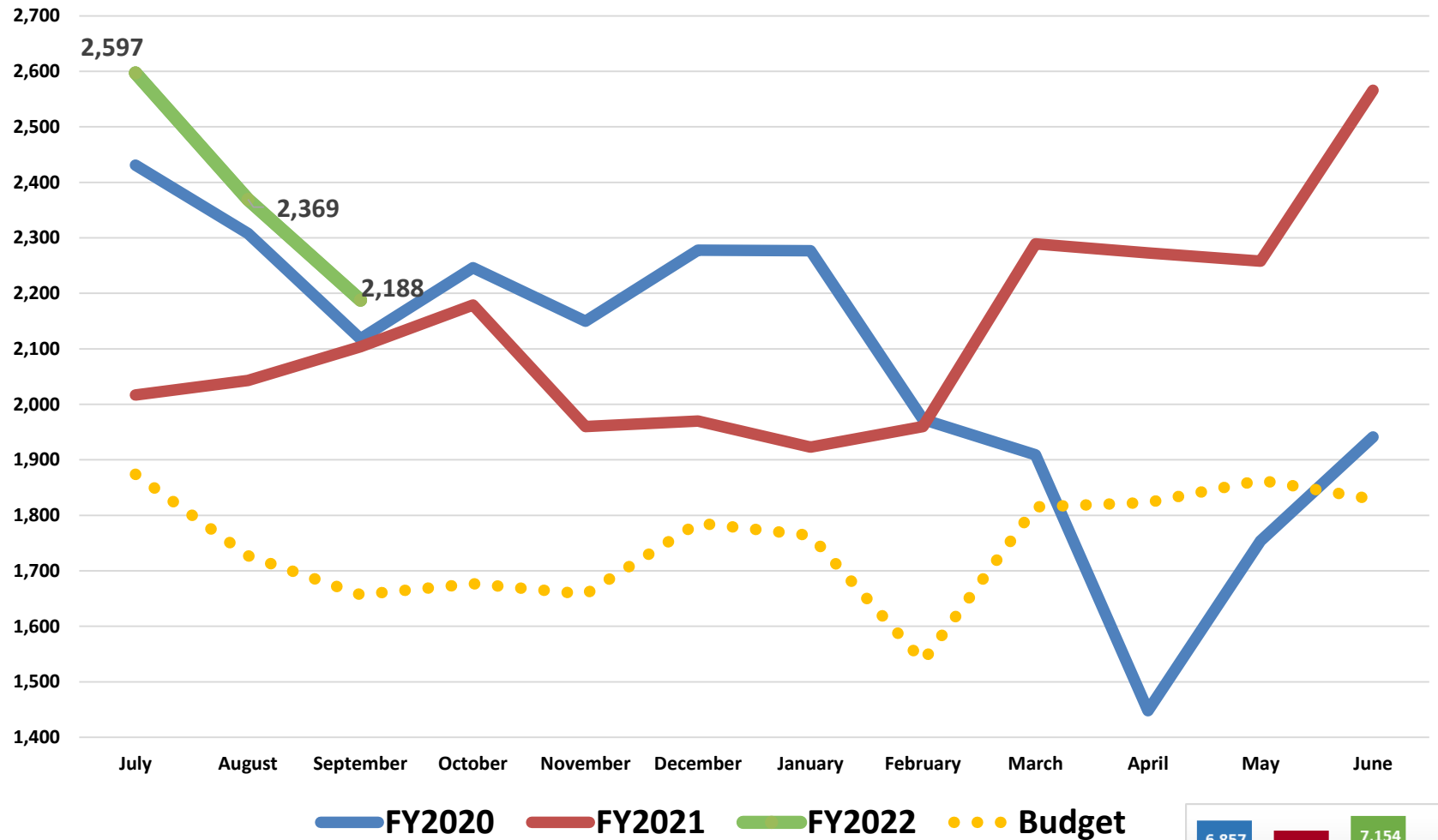
5,249	4,625	4,642	5,354
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

Radiology all areas – CT

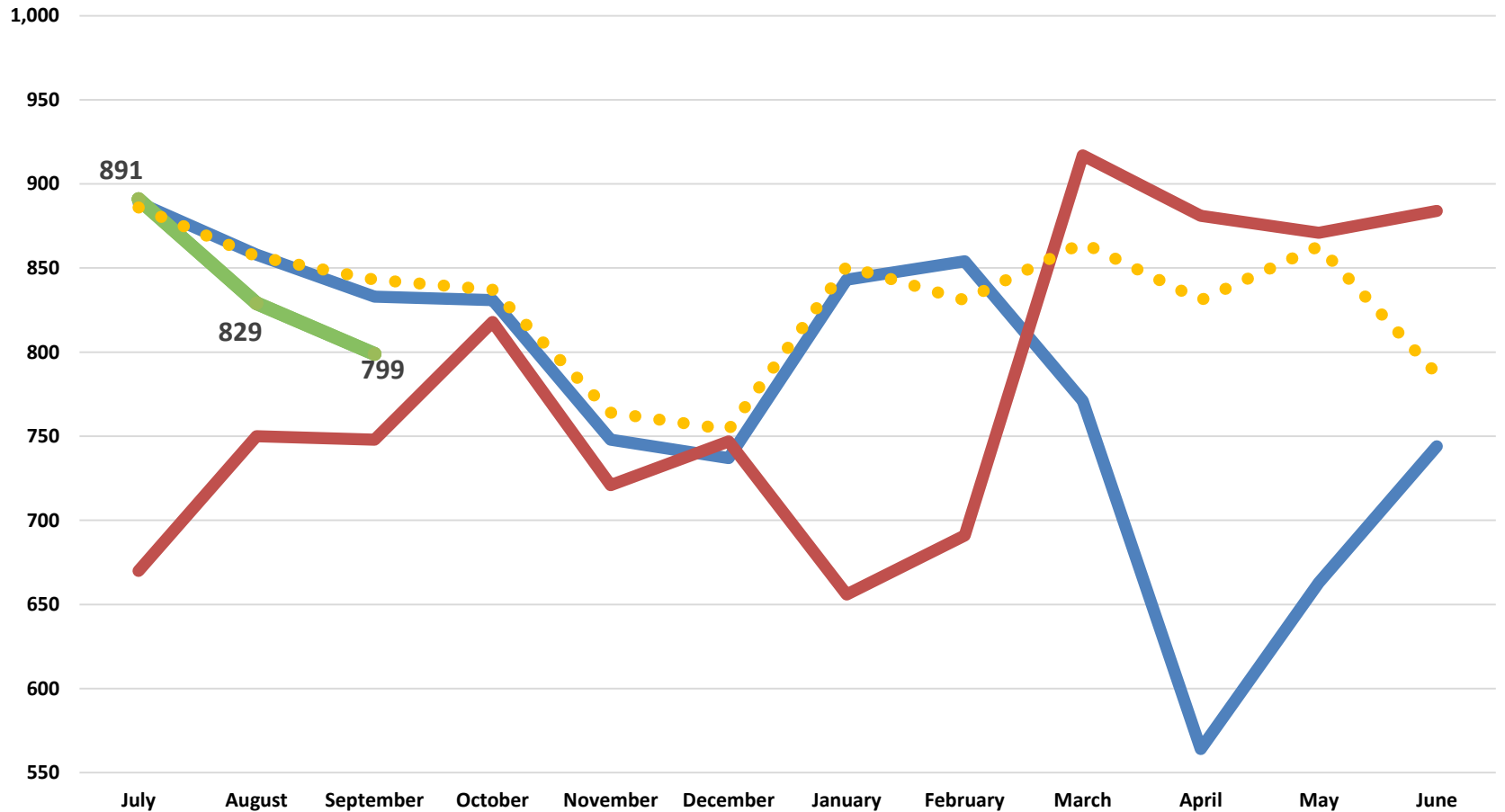


12,592	11,697	13,052	12,823
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

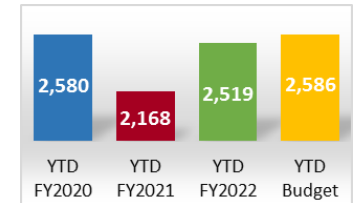
Radiology all areas – Ultrasound



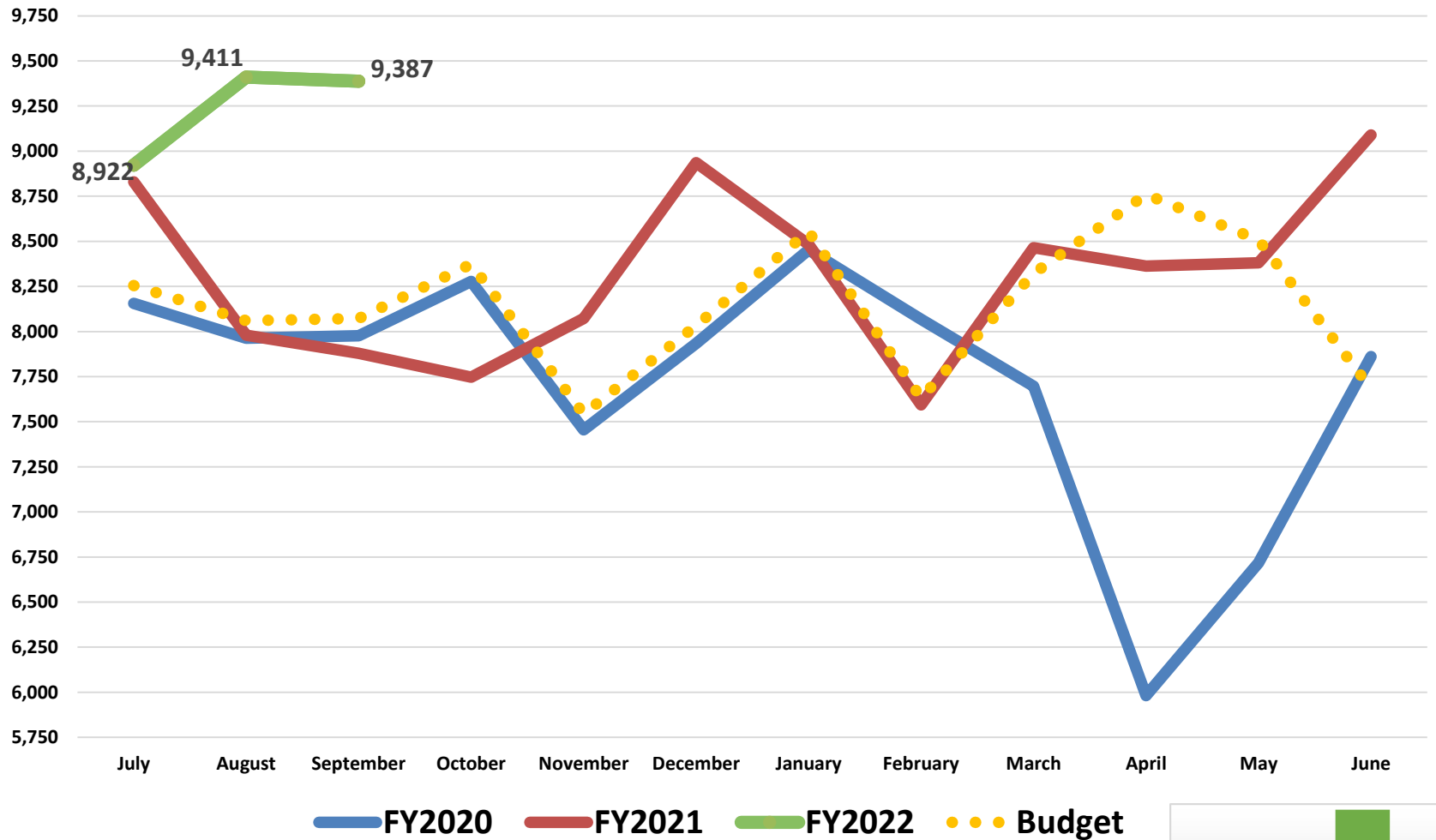
Radiology all areas – MRI



—●— **FY2020**
 —●— **FY2021**
 —●— **FY2022**
 ●●● **Budget**

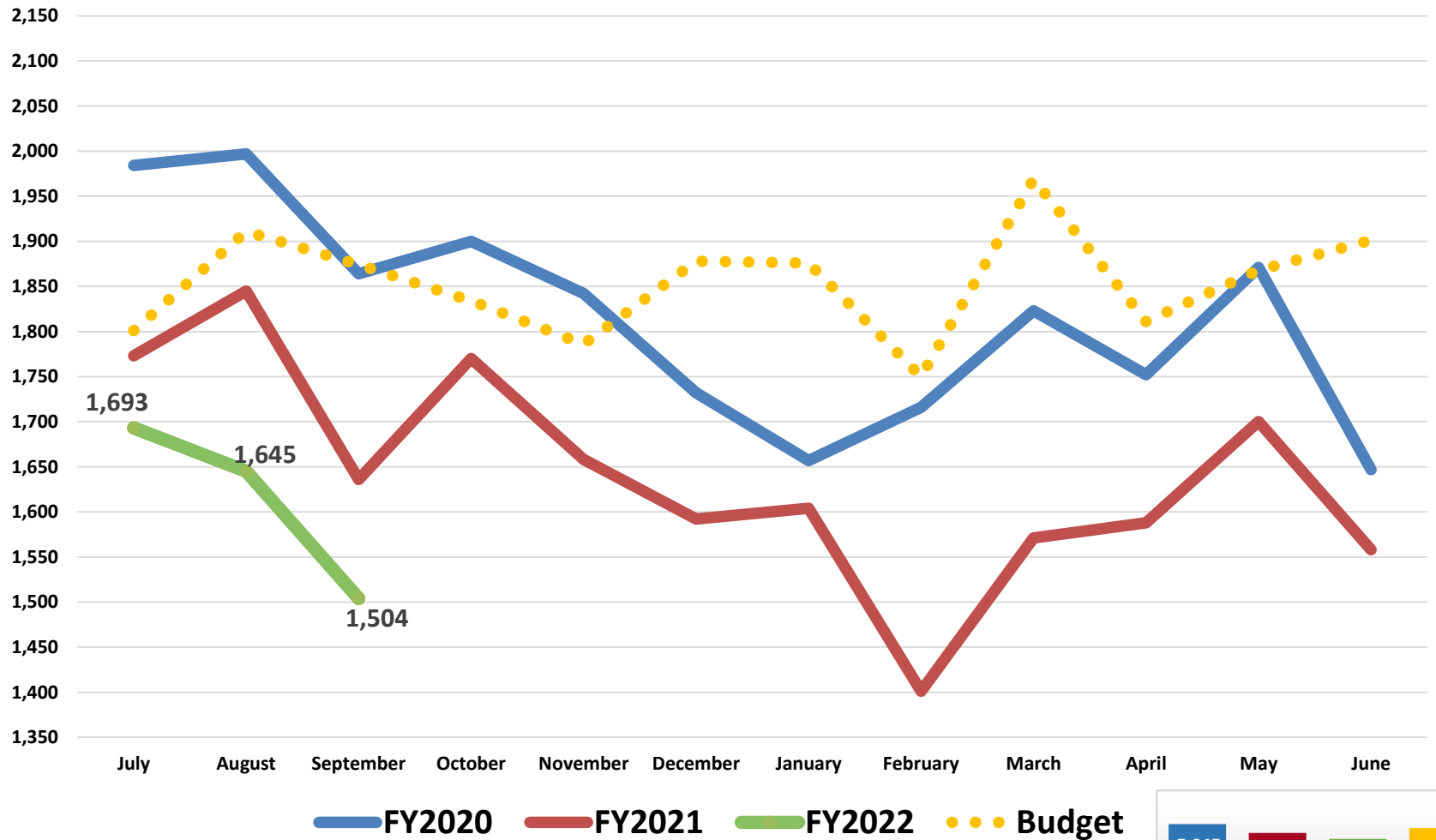


Radiology Modality – Diagnostic Radiology



24,095	24,688	27,720	24,386
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

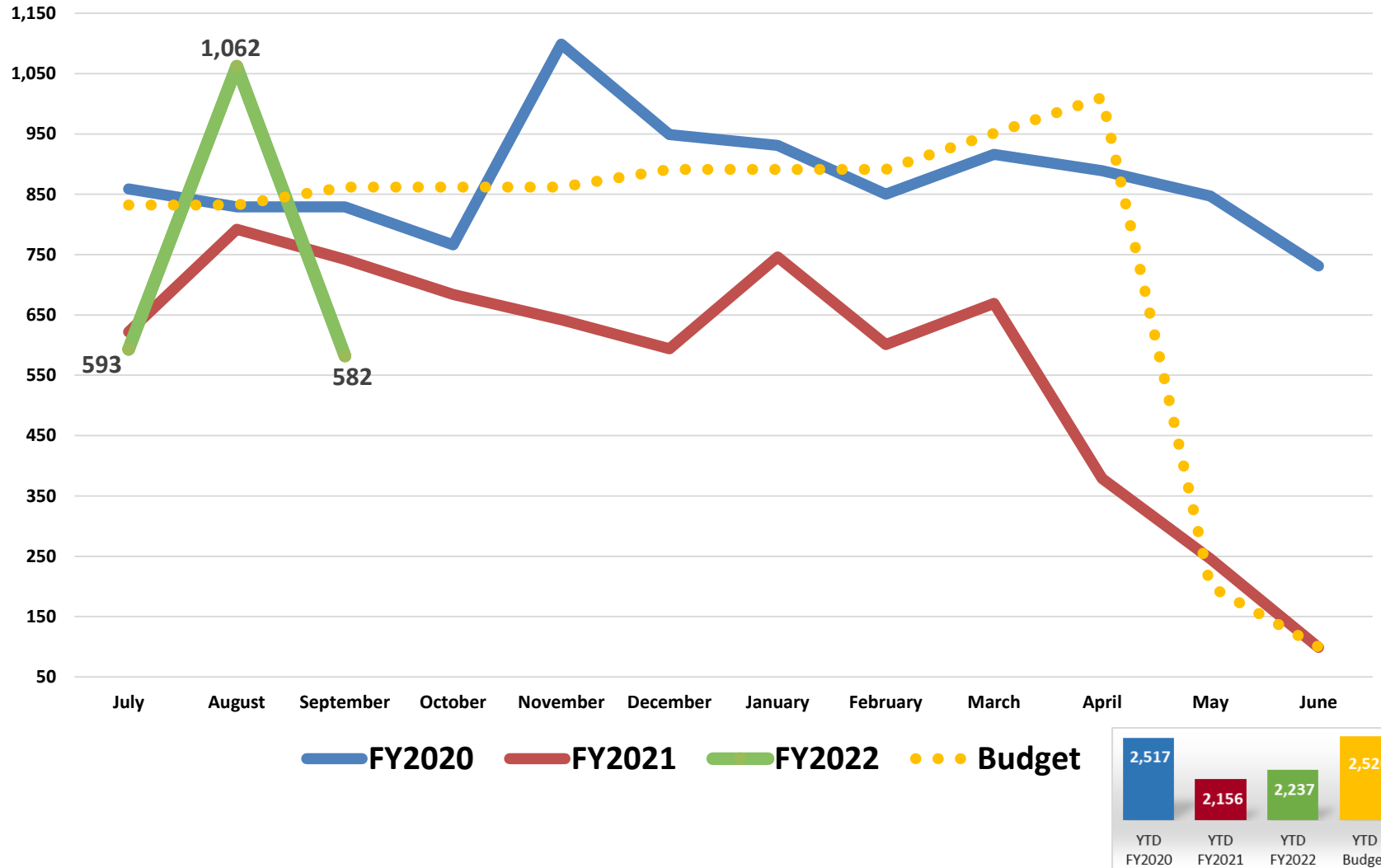
Chronic Dialysis - Visalia



5,845	5,254	4,842	5,586
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

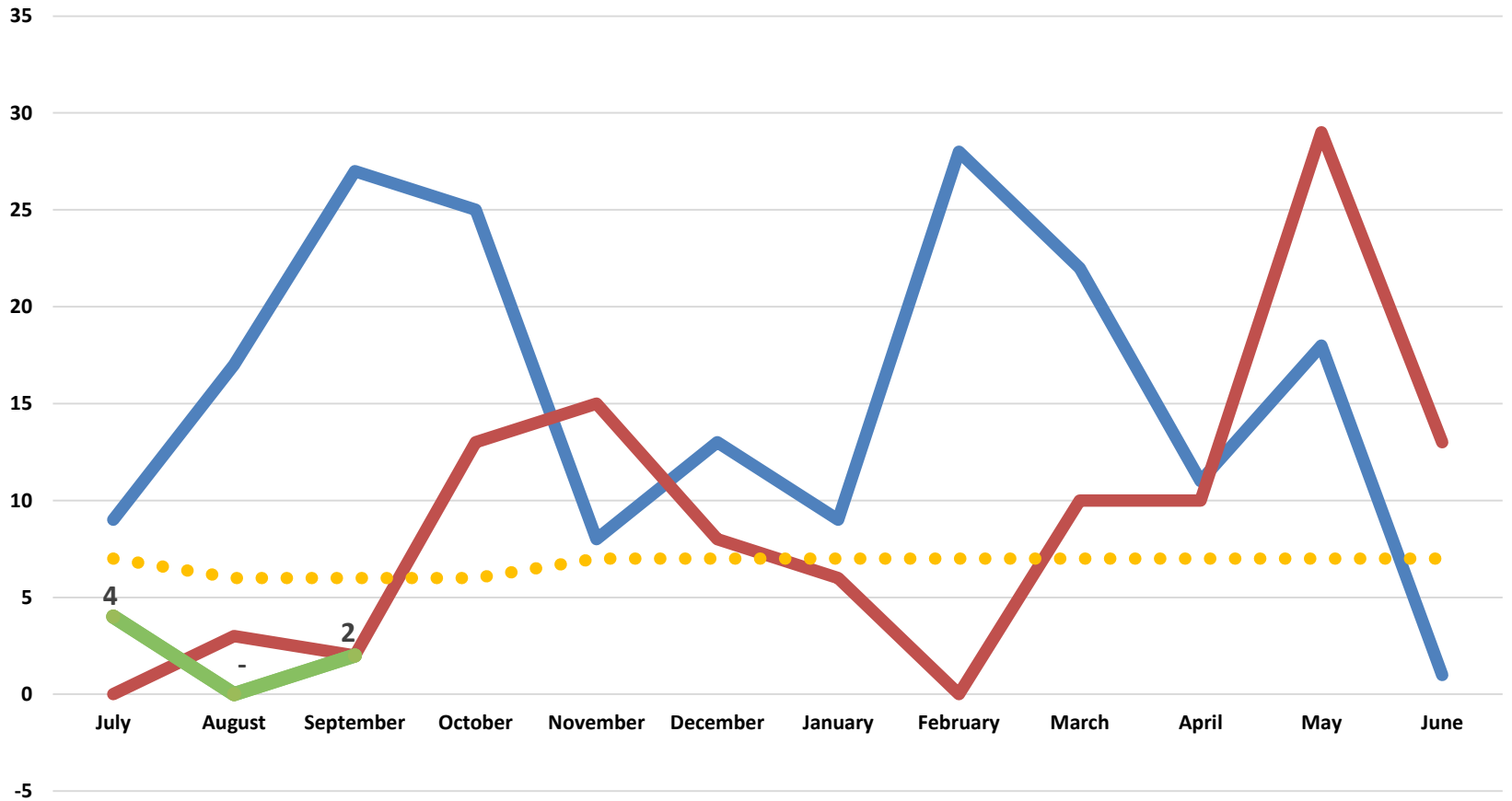
CAPD/CCPD – Maintenance Sessions

(Continuous peritoneal dialysis)

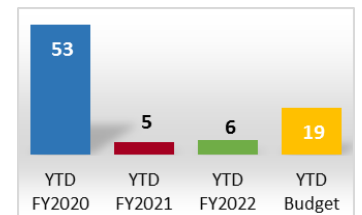


CAPD/CCPD – Training Sessions

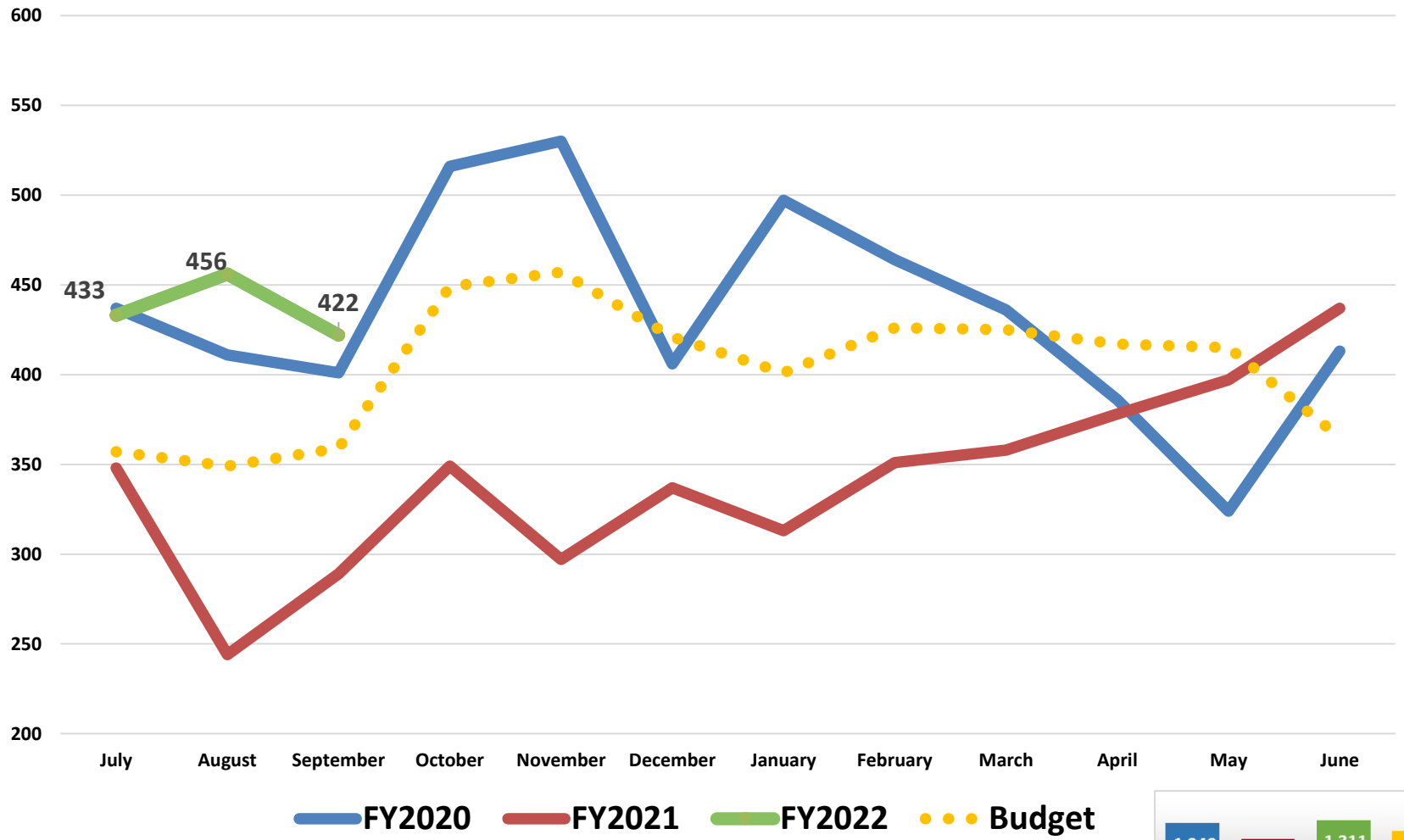
(Continuous peritoneal dialysis)



— FY2020
 — FY2021
 — FY2022
 ●●● Budget



Infusion Center – Outpatient Visits



1,249	881	1,311	1,065
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget