



April 13, 2023

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Finance, Property, Services and Acquisition Committee meeting at 10:00AM on Wednesday, April 19, 2023 in Kaweah Health Medical Center Acequia Wing Executive Office Conference Room (305 W. Acequia Avenue).

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

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

KAWEAH DELTA HEALTH CARE DISTRICT
Mike Olmos, Secretary/Treasurer

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

Cindy Moccio
Board Clerk, Executive Assistant to CEO / CNO

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

Kaweah Health Medical Center – Acequia Wing
305 W. Acequia Avenue, Executive Office Conference Room (1st Floor)

Wednesday April 19, 2023

ATTENDING: Directors: David Francis & Mike Olmos; Gary Herbst, Chief Executive Officer; Malinda Tupper, Chief Financial Officer; Marc Mertz, Chief Strategy Officer; Kevin Morrison, Director of Facilities Planning; Jennifer Stockton, Director of Finance, Deborah Volosin, Director of Community Engagement; Keri Noeske, Chief Nursing Officer; Dianne Cox, Chief Human Resources Officer; Lucile Gibbs, Director Medical Oncology; Renee Lauck, Director Imaging & Radiation Services; Kim Ferguson, Director of Reimbursement; Steve Bajari, Director of Procurement & Logistics; Frances Carrera, Director of Revenue Cycle; Cindy Moccio, Recording

OPEN MEETING – 10:00AM

- 1. CALL TO ORDER** – *David Francis, Board President*
- 2. 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.
- 3. [SEQUOIA REGIONAL CANCER CENTER MEDICAL ONCOLOGY](#)** – Annual report on the Sequoia Regional Cancer Center Medical Oncology Services joint venture.
Lucile Gibbs, Director Medical Oncology
- 4. [SEQUOIA REGIONAL CANCER CENTER RADIATION ONCOLOGY](#)** – Annual report on the Sequoia Regional Cancer Center Radiation Oncology Services joint venture.
Renee Lauck, Director Imaging & Radiation Services
- 5. [FINANCIALS](#)** – Review of the most current fiscal year financial results and budget and a progress review and projections relative to the Kaweah Health initiatives to decrease costs and improve cost efficiencies.

Malinda Tupper – Chief Financial Officer; Kim Ferguson, Director of Reimbursement; Steve Bajari, Director of Procurement & Logistics; Frances Carrera, Director of Revenue Cycle

6. SEMI-ANNUAL INVESTMENT REPORT – Semi-annual review of the Kaweah Delta Health Care District Investment Report.

Jennifer Stockton, Director of Finance

7. ADJOURN – *David Francis, Board President*

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

REPORT TO THE BOARD OF DIRECTORS

SRCC Medical Oncology

Lucile Gibbs, Medical Oncology Projects Director, (559) 624-3257 April 19th, 2023.

Summary Issue/Service Considered

SRCC Medical Oncology is a strategic member of the District's oncology service line. The District's oncology service line represents a continuum of shared medical and radiation services and programs provided by physicians, Kaweah Delta Health Care District (KDHCD), Adventist Medical Center – Hanford, and outside agencies through Sequoia Regional Cancer Center (SRCC), KDHCD acute inpatient and hospice outpatient programs, Cancer Registry, Tumor Board, Cancer Committee, and the American Cancer Society (ACS).

Quality/Performance Improvement Data

Medical Oncology: We have effectively managed through another year of the ongoing impact of the COVID-19 pandemic, the growing demand for telemedicine services, and the booming precision medicine market of medical oncology cancer services. We have positively navigated the persistent challenges in maintaining the same level of care as before the pandemic while enduring a continuous staffing shortage particularly in our business office.

We continued to utilize the most current releases of Generation 2 iKnowMed, one of the leading Medical Oncology Electronic Medical Record systems and the GE Centricity Practice Management System. We continue to be contracted with McKesson for pharmaceuticals and remain a reference site for McKesson utilizing their technology and services that includes Lynx Mobile, Generation 2 iKnowMed, and Clear Value Plus (CVP). We also remain committed to work conscientiously toward maximizing all of our pharmaceutical rebate opportunities.

In-Office Dispensing (IOD) specialty pharmacy allows the practice to routinely capitalize on the increased availability of oral oncolytics. During the past year we successfully migrated from the PharmaServ system to the Liberty system. We remain focused on maximizing convenience, access, and financial as well as educational support for patients who receive their oral chemotherapy medications as well as other therapeutic medications from our IOD. By dispensing from our IOD we are able to expedite patient access, reduce out-of-pocket expenses, and provide patients with a timely positive experience.

We successfully submitted our 2022 attestation for the Merit-based Incentive Payment System (MIPS), a Quality Reporting program for the Centers for Medicare and Medicaid (CMS), and for 2023 will continue to work with McKesson's iKnowMed team to achieve and report the results of our goals related to Quality, Advancing Care Information, and Improvement Activities.

During our ongoing recruiting and succession planning, we have identified a strong candidate that will most likely start in December of 2023.

We also continue to appreciate the positive logistical relationship with Radiation Oncology and Diagnostic Imaging. We are able to work collaboratively on the needs of our patients in a timely manner.

We also continue to use the DicksonOne temperature monitoring system for our medical grade refrigerators that house our pharmaceuticals.

Policy, Strategic or Tactical Issues

We continue to participate as a strategic member in the development of a multidisciplinary approach for medical oncology, radiation oncology, surgery, imaging, and genetic counseling, to provide responsive, orchestrated cancer treatment to patients in the Tulare and Kings Counties.

Focus on continued development of a strong regional presence in the medical oncology market in both Tulare and Kings Counties.

- Differentiate from competitors' medical oncology services available for patients. Focus on customer satisfaction, high quality service and the most advanced technology.
- Continue to support a seamless environment and optimize access for patients and physician.
- Maintain and nurture the "physician to physician" contact that has resulted in increased referrals in Tulare and Kings Counties.
- Improve efficiency of care and patient throughput.
- Continue to refine the patient care coordination, authorization, and financial assistance program function as well as monitor patient satisfaction.

Recommendations/Next Steps

1. Continue KDHC Tumor Board including community education.
 - Continue to increase referral base in Hanford and surrounding areas.
 - Continue to increase "physician to physician" contact in Hanford.
2. Continue to monitor customer satisfaction.
 - Continue to develop and incorporate "Kaweah Care, Choose Kind" in order to increase patient, physician, and employee satisfaction in all areas of SRCC.
 - Continue to survey patients and families for current satisfaction and identify opportunities for improvement.
 - Continue to survey physicians and employees in order to identify opportunities for improvement.
3. Explore potential relationships with institutions.

Approvals/Conclusions

We will continue to work to address the strategic opportunities available to us and put into practice the various recommendations identified in this report. We will remain focused on providing maximum care for our patients and continue to work toward fully integrating our service line, creating and maintaining a seamless, high quality service and environment for our

patients, improving our regional presence, and attaining and preserving a meaningful profit margin.

2022 REPORT TO THE BOARD OF DIRECTORS SEQUOIA REGIONAL CANCER CENTER

Radiation Oncology Services Joint Venture

Renee S Lauck, Director, Imaging & Radiation Oncology Services (559) 624-2345
April 11, 2023

Summary Issue/Service Considered

Summary of SRCC Joint Venture

Included on financial Metrics report.

Radiation Oncology Joint Venture Financial Summary

Radiation Oncology saw a loss in revenue at our Hanford location, although less of a loss than the previous year. Physician referral volume is down in Hanford partly due to a lack of surgeons in the area as well as patients sent to the Visalia location.

<i>Combined Radiation Oncology Visalia/Hanford</i>	<i>FY 2021</i>	<i>FY 2022</i>
• Management Services Revenue	\$9,268,389	\$8,258,232
• Management Services Expenses	\$6,628,973	\$6,669,318
• Overall Net Income	\$2,639,416	\$1,588,915
• Partner shared income	\$659,854	\$397,229
• KDHC Net Income	\$1,979,562	\$1,191,686

<i>TKC Joint Venture</i>	<i>FY 2021</i>	<i>FY 2022;</i>
• Lease Revenue	\$1,973,334	\$2,058,535
• Lease Expenses	\$998,815	\$962,865
• Net Income	\$974,519	\$1,095,670
• Partner(s) Share – Minority Interest	\$243,630	\$273,918
• Kaweah Health Net Income	\$730,889	\$821,753

Radiation Oncology Operational Summary

Radiation oncology provides services to Tulare and Kings Counties.

Services include;

- External radiation treatments for inpatients at KHMC and Adventist Hospital as well as internal radiation (I-131 thyroid) for outpatients in both counties.
- Comprehensive High Dose Radiation (HDR) program in Visalia for Breast and vaginal cancers.

- Stereotactic Radiation Surgery program (SRS) and Stereotactic Body Radiation Therapy (SBRT) is provided in coordination with the neurosurgery group.
- Thyroid I 131 studies are completed as outpatients coordinated with Nuclear Medicine at KHDC.
- Xofigo treatments for prostate coordinated with Nuclear Medicine at KHMC.
- Our radiation oncologists believe many of our Hanford patients will experience better outcomes when treated on the newer technology. Physicians may evaluate the location a patient receives treatment based on the type of cancer, in order to assure the best possible outcome.
- We continue to see the bulk of our patients in the Visalia area and Hanford volume is lower than in previous years.

The Visalia SRCC building encompasses the following services;

- Radiation Oncology
- Medical Oncology
- Kaweah Health Imaging & Breast Center
- Laboratory Services

Having all services within one building continues to be convenient for our patients and staff. They all work closely to coordinate care and expedite services for our cancer patients.

Quality/Performance Improvement Data

One of our objectives over the last three years was to reduce expenses, while building world-class service. While indirect expense is up with depreciation from new equipment, Direct expense is down by 3%.

SRCC is currently working with a consulting group to review billing and workflow for radiation therapy to ensure we are billing and capturing revenue to the best of our ability. We hope to have a report in the next several months. This includes a review of our Stereotactic radiosurgery (SRS), Stereotactic Body Radiotherapy (SBRT) and High Dose Radiation (HDR) programs.

We've realized efficiencies in Visalia with having two TrueBeam as we can move patients from one unit to the other when we are behind on one machine or when a patient is late.

Policy, Strategic or Tactical Issues

- Continue to work with marketing to focus on world-class care and showing off our newest technology as it becomes available.
- Review billing and bundling changes affecting reimbursement

Recommendations/Next Steps

As we move into 2023, we have the following goals:

- Work on efficiencies in scheduling patients with having a second TrueBeam.
- Continue to recruit to fill medical physicist positions to ensure we have coverage and second checks on physics work. Having a second physicist will ensure we can continue to treat when one is away, as well as ensure we have coverage for

all QA on machines. Our physicist is currently providing the work of 1.5 FTE with the other .6 contracted out over the last year.

- Continue to expand and evaluate new treatments for our patients.
- Focus on educating staff to learn the newest treatments and planning techniques with our physicians.
- In the process of reviewing a new type of cancer treatment for prostate cancer.

Approvals/Conclusions

FY 2022 was challenging with the delays in the installation of our TrueBeam, as well as the lack of volume at our Hanford location.

As we work with the consulting group to assess the increase in patient cases compared to the decrease in units of service, we hope to find some improvements on the revenue side of our business. We will continue to focus on saving where we can while providing the best cancer treatments in the valley.

Our continued pursuit of exceptional world-class care is important to our staff and our physicians. SRCC radiation oncology is a special group of individuals who truly care for our patients and their families.

Although we have faced a challenging budget year, our teams believe we are improving what we do for the community. Our physicians are engaged in education to the medical staff, as well as growing our ability to be here for patients in and outside of Tulare and Kings Counties.

Radiation Oncology at SRCC is a program that is valued and a facility that provides exceptional care.

METRICS SUMMARY

<i>MEDICAL ONCOLOGY</i>	TOTAL					
	FY2019	FY2020	FY2021	FY2022	FY2023 Annualized	%CHANGE FROM PRIOR YR
Management Services Revenue	\$31,801,933	32,908,627	\$34,625,494	\$36,200,451	\$39,291,228	▲ 9%
Management Services Expenses	\$31,775,110	32,787,423	\$34,784,022	\$35,908,998	\$39,063,268	▲ 9%
Net Income*	\$26,823	121,205	(\$158,527)	\$291,453	\$227,960	▼ -22%
Partner(s) Share - Minority Interest	\$14,753	66,663	(\$87,190)	\$160,299	\$125,378	▼ -22%
KDHCD Net Income	\$12,070	\$54,542	(\$71,337)	\$131,154	\$102,582	▼ -22%

<i>RADIATION ONCOLOGY</i>	TOTAL					
	FY2019	FY2020	FY2021	FY2022	FY2023 Annualized	%CHANGE FROM PRIOR YR
Management Services Revenue	\$8,831,513	10,013,663	\$9,268,389	\$8,552,346	\$8,996,691	▲ 5%
Management Services Expenses	\$6,969,443	7,268,815	\$6,628,973	\$6,668,580	\$6,295,611	▼ -6%
Net Income	\$1,862,069	2,744,848	\$2,639,416	\$1,883,766	\$2,701,080	▲ 43%
Partner(s) Share - Minority Interest	\$465,517	686,212	\$659,854	\$470,942	\$675,270	▲ 43%
KDHCD Net Income	\$1,396,552	\$2,058,636	\$1,979,562	\$1,412,825	\$2,025,810	▲ 43%

<i>TKC</i>	TOTAL					
	FY2019	FY2020	FY2021	FY2022	FY2023 Annualized	%CHANGE FROM PRIOR YR
Lease Revenue	\$1,891,412	1,945,488	\$1,973,334	\$2,058,535	\$2,117,617	▲ 3%
Lease Expenses	\$1,038,253	1,008,890	\$998,815	\$978,474	\$947,804	▼ -3%
Net Income	\$853,159	936,598	\$974,519	\$1,080,061	\$1,169,813	▲ 8%
Partner(s) Share - Minority Interest	\$213,290	234,150	\$243,630	\$270,015	\$292,453	▲ 8%
KDHCD Net Income	\$639,869	\$702,449	\$730,889	\$810,046	\$877,360	▲ 8%

<i>COMBINED TOTAL</i>	TOTAL					
	FY2019	FY2020	FY2021	FY2022	FY2023 Annualized	%CHANGE FROM PRIOR YR
Total Revenue	\$42,524,858	\$44,867,778	\$45,867,217	\$46,811,332	\$50,405,536	▲ 8%
Total Expenses	\$39,782,807	\$41,065,128	\$42,411,810	\$43,556,052	\$46,306,683	▲ 6%
Net Income	\$2,742,051	\$3,802,650	\$3,455,407	\$3,255,280	\$4,098,853	▲ 26%
Partner(s) Share - Minority Interest	\$693,560	\$987,024	\$816,294	\$901,256	\$1,093,101	▲ 21%
KDHCD Net Income	\$2,048,491	\$2,815,626	\$2,639,114	\$2,354,024	\$3,005,752	▲ 28%

*Annual net income for SRCC -MO is guaranteed at \$100,000. Loss at fiscal year end is due to timing differences as net income is earned on calendar year basis.

Operation Back in Black Updates

OPERATION
BACK IN
BLACK



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Kawah Health
MORE THAN MEDICINE. LIFE.

Operation Back in Black Status Update

Steve Bajari

Director of Procurement &
Logistics

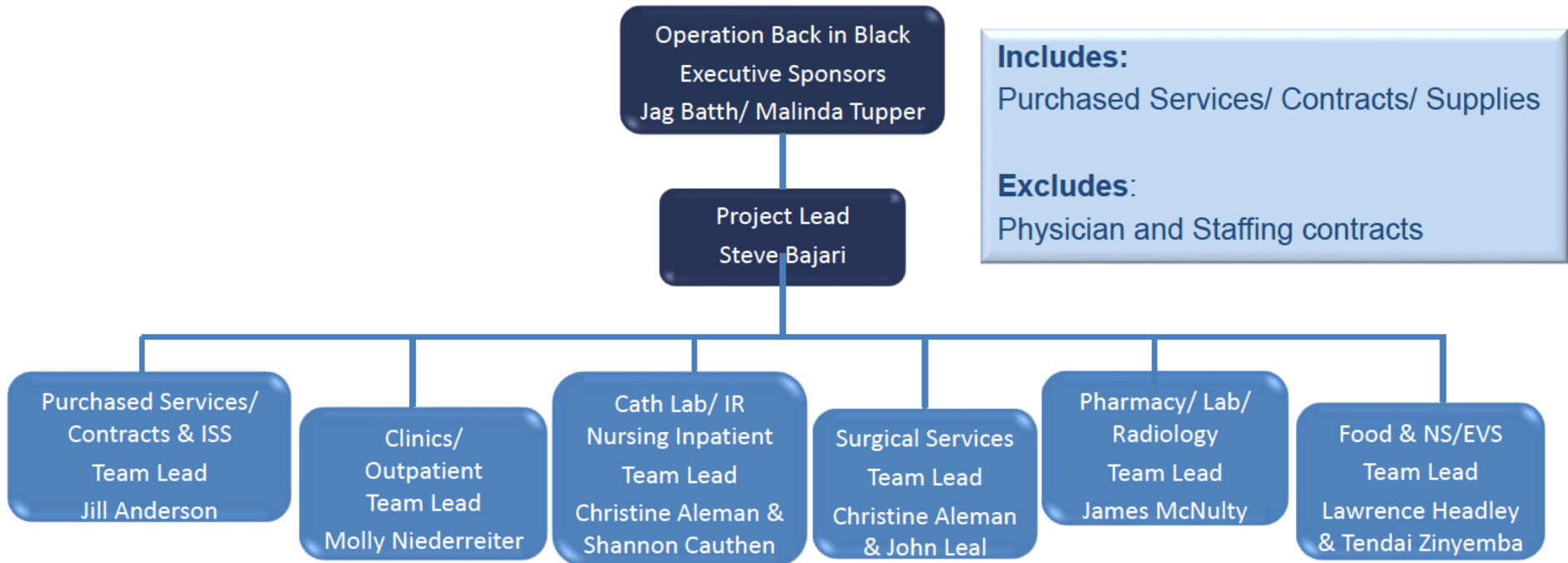


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Steering Committee

Overall Goal: \$4 Million in Savings



Completed Savings **November**

OBB Teams	# Completed Projects	FY23 Savings \$\$	Annual Savings \$\$
Purchased Services	12	\$ 618,766	\$ 849,519
Outpatient/Clinics	15	\$ 81,335	\$ 94,137
Cath Lab/IR/Inpatient	17	\$ 1,133,323	\$ 1,526,988
Surgical Services	7	\$ 136,450	\$ 237,127
Pharmacy/Radiology/Laboratory	9	\$ 928,600	\$ 928,600
Food & Nutrition Services/EVS	2	\$ 349,567	\$ 349,567
Total	62	\$ 3,248,041	\$ 3,985,938

Team Initiative Totals	Total	Target	% of Target
FY23 Savings	\$3,248,041	\$ 4,000,000	81%

Completed Savings April

OBB Teams	# Completed Projects	FY23 Savings \$\$	Annual Savings \$\$
Purchased Services	23	\$ 1,765,881	\$ 2,282,000
Outpatient/Clinics	16	\$ 85,648	\$ 104,887
Cath Lab/IR/Inpatient	31	\$ 1,347,796	\$ 1,901,208
Surgical Services	19	\$ 907,660	\$ 1,796,345
Pharmacy/Radiology/Laboratory	14	\$ 1,683,965	\$ 1,770,348
Food & Nutrition Services/EVS	6	\$ 517,388	\$ 719,079
Total	109	\$ 6,308,338	\$ 8,573,867

Team Initiative Totals	Total	Target	% of Target
FY23 Savings	\$6,308,338	\$ 4,000,000	158%

Why and How

- This is what we do – but on steroids
- The financial story is real
- Support at all levels
- Communication



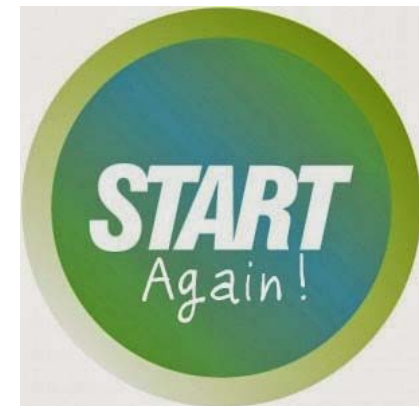
Example
Topical Skin Adhesive

Active Projects

OBB Team	Annual Savings \$\$	# Active Projects
Purchased Services	\$ 53,820	6
Outpatient	\$ -	0
Cath Lab/IR/Inpatient	\$ 152,300	5
Surgical Services	\$ 508,499	8
Pharmacy/Radiology/Laboratory	\$ 704,435	8
Food & Nutrition Services/ EVS	\$ -	1
TOTAL	\$ 1,419,054	28

Goal

- Complete \$500,000 by June 30



Save Money

With No Negative Impact on Patient Care

kawahhealth.org



Health Plan Contracting

Goal: Increase Revenue \$12 Million

Update: All contracts completed annual additional revenue \$15 million

Top 7 contracts - Update

- All completed and renewed

Additional Contracting Activity

- 4 Hospital contracts completed
- 7 Physician/Professional contracts completed
- 4 Mental Health contracts completed
- 5 Ancillary contracts – pending
- 1 Terminated contract
- 3 Termination notices sent (renewed 2 contracts)

Cost Savings

- 2 KD Employee health plan direct agreement (pending)
- Both Mcal contract terms will reduce denials and time for case management team. (completed)

Underpayments

Goal: Underpayment Collections of **\$3.5 Million**

Update: Collections of **\$5.75 Million** (as of 4/15/2023)

Projected to end FY23 at **\$6.5 Million**

Pathway to Success

- Reimbursement Team
 - We've had a complete team for just over a year and have developed the "right" team members.
- Resolved several long standing claim issues through aggressive follow up & contract negotiations
- Developed a stringent timeline for resolution both internally and externally
- Leveraged Department of Managed Healthcare (DMHC) provider complaint process
 - Submitted 3 large claim issues and currently pending DMHC outcome
 - Trigger audits of the health plans and their payment practices
 - Utilizing the All Plan Letter sent to health plans in April by DMHC as a friendly reminder of their payment obligations
- Weekly claim resolution meeting
 - Forum for any team member (including patient accounting) to bring difficult claim issues, denial issues or health plan delays to the group for assistance in resolution.

Revenue Cycle - Initiatives

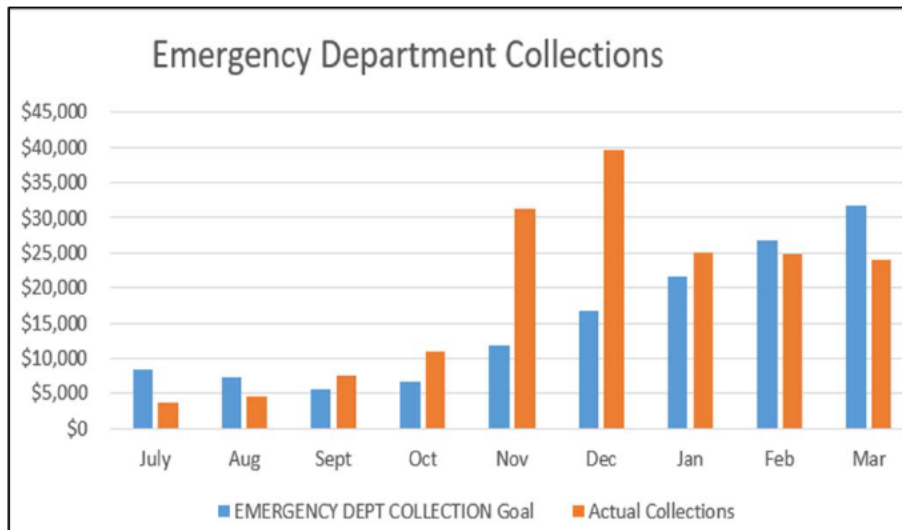
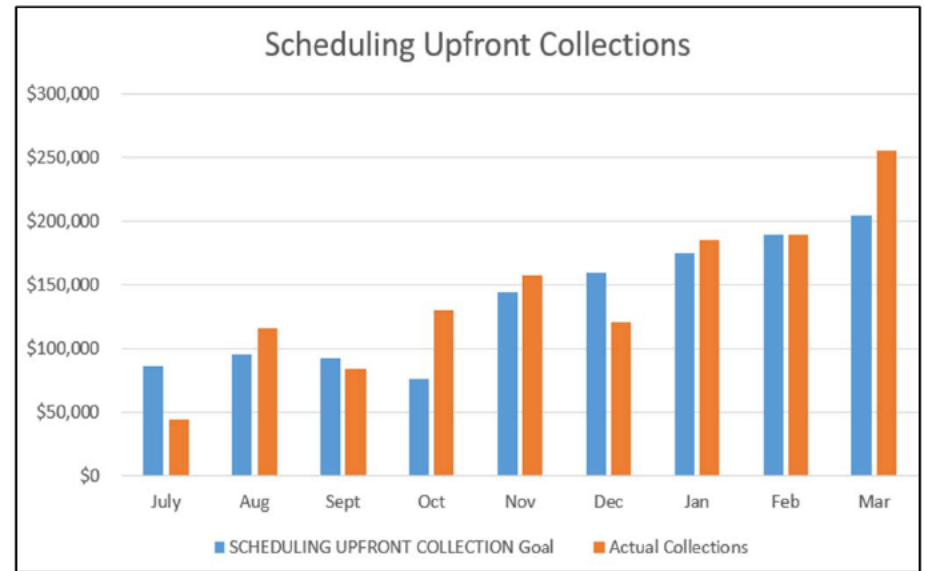
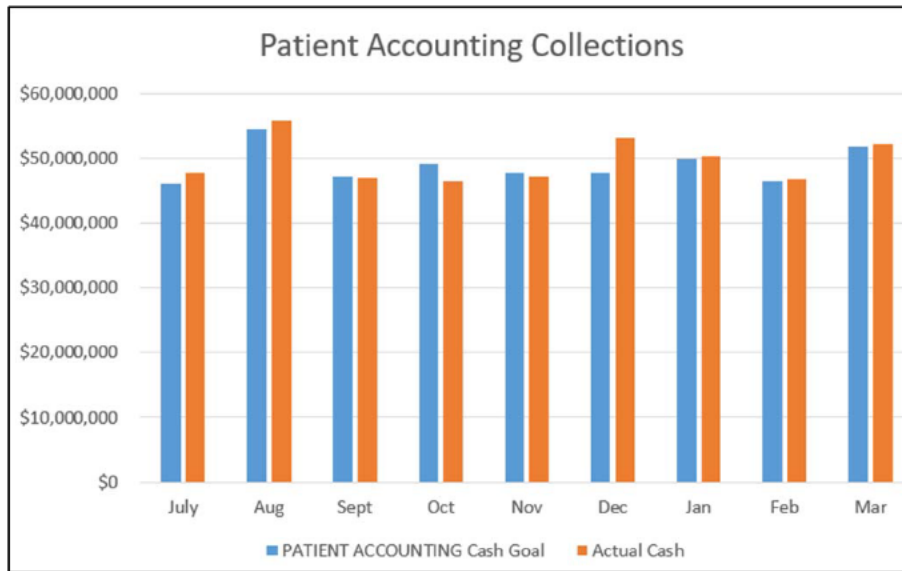
Original goal \$2.5M and Current projection \$5.4M

- **Patient Financial Services** (Billing & Collections)
 - Cash
 - Denials
- **Patient Access** (Registration, Scheduling, Insurance Verification, Financial Counselors)
 - Up- Front Collection
 - Self-Pay Focus

Revenue Cycle Results by Initiative

Operation Back in Black										
Dept: Revenue Cycle										
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	FY 2023
PATIENT ACCOUNTING Cash Goal	\$46,080,353	\$54,484,169	\$47,220,178	\$49,034,520	\$47,785,501	\$47,660,830	\$49,812,027	\$46,380,588	\$51,692,168	\$440,150,334
Actual Cash	\$47,670,030	\$55,706,000	\$46,879,895	\$46,388,188	\$47,083,270	\$53,015,984	\$50,297,125	\$46,783,987	\$52,061,318	\$445,885,797
Over by 300K (or more)	\$1,589,677	\$1,221,832	(\$340,283)	(\$2,646,332)	(\$702,231)	\$5,355,154	\$485,098	\$403,399	\$369,150	\$5,735,462
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	FY 2023
SCHEDULING UPFRONT COLLECTION Goal	\$85,766	\$95,402	\$92,345	\$76,290	\$144,933	\$159,933	\$174,933	\$189,933	\$204,933	\$1,224,467
Actual Collections	\$44,331	\$115,508	\$83,748	\$129,933	\$157,701	\$120,650	\$185,300	\$189,381	\$255,824	\$1,282,375
Difference month to month	(\$41,435)	\$20,106	(\$8,597)	\$53,643	\$12,768	(\$39,283)	\$10,367	(\$552)	\$50,891	\$57,908
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	FY 2023
EMERGENCY DEPT COLLECTION Goal	\$8,380	\$7,361	\$5,680	\$6,741	\$11,741	\$16,741	\$21,741	\$26,741	\$31,741	\$136,866
Actual Collections	\$3,623	\$4,435	\$7,595	\$11,058	\$31,339	\$39,620	\$25,080	\$24,820	\$23,924	\$171,494
Difference month to month	(\$4,757)	(\$2,926)	\$1,915	\$4,317	\$19,598	\$22,879	\$3,339	(\$1,921)	(\$7,817)	\$34,628
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	FY 2023
FINANCIAL COUNSELING COLLECTION Goal	\$71,667	\$71,667	\$71,667	\$71,667	\$71,667	\$71,667	\$71,667	\$71,667	\$71,667	\$645,000
Goal 860K FY 2023	\$71,667	\$71,667	\$71,667	\$71,667	\$71,667	\$71,667	\$71,667	\$71,667	\$71,667	\$645,000
Estimated Collections	\$133,634	\$53,878	\$48,319	\$36,981	\$28,825	\$82,463	\$121,621	\$58,646	\$44,850	\$609,218
Difference month to month	\$61,967	(\$17,789)	(\$23,348)	(\$34,685)	(\$42,842)	\$10,797	\$49,955	(\$13,021)	(\$26,817)	(\$35,782)
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	FY 2023
IMAGING COLLECTION Goal	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833	\$502,500
Goal 670K FY 2023	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833	\$55,833	\$502,500
Estimated Collections	\$38,110	\$78,898	\$124,218	\$141,316	\$118,656	\$157,590	\$169,126	\$162,946	\$204,146	\$1,195,006
Difference month to month	(\$17,723)	\$23,065	\$68,385	\$85,483	\$62,823	\$101,757	\$113,293	\$107,113	\$148,313	\$692,506
Total Back In Black Initiative Amount										<u>\$6,484,722</u>

Revenue Cycle - Initiatives



Revenue Cycle Contribution on Target

- Patient Accounting Collections- Overage \$5.7 Million
- Scheduling Upfront Collections- Overage \$58,000
- Emergency Department Collections- Overage \$34,700
- Imaging Collections- Overage \$692,500

AR Reduction Goal

Area/Team	Total AR	Percentage Volume	Reduction Goal	Monthly Reduction Goal
Commercial Team	203,381,312	49%	32,531,074	2,168,738
MediCal/ MediCal Managed Team	115,528,946	28%	18,478,988	1,231,933
Medicare Team	70,465,739	17%	11,271,076	751,405
Clinic (Professional) Team	15,624,429	4%	2,499,145	166,610
Urgent Care Team	11,642,009	3%	1,862,153	124,144
Total	416,642,436	100%	66,642,436	4,442,829

- 15 month AR reduction goal
- Reduce the AR by 16% (\$66 Million)
- Goals setting for each Team

AR Goal	\$350,000,000
Reduction Percentage	16%
Reduction in Dollars	\$66,642,436
Monthly Reduction in Dollars	\$4,442,829

AR Reduction Strategy

1. Operational strategies- 15

- Standardize workflows to be more efficient

2. Supervisor specific strategies based by payer/ location- 16

- Unfair payment practices reporting to DMHC

3. Productivity- Daily hourly by employee to capture volume

03/05-03/11		Accountability																								
		Mon										Mon Total	Tues										Tues Total			
User		6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	4 PM		6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	4 PM	5 PM	
Employee 1				4	3	4	5	1	13	12	2	3	47			6	10	1	6	3	8		12	4		50
Employee 2				4	10	12	5	3	8	8	5	18	73			9	5	8	5	2	4		12	14	2	61
Employee 3		1	2	14	1	2	12	1	5	9	6	1	54		8	2	2	8	5	2	7	1	21	2		58
Employee 4		5	4	8	4	6	3	8	6	12	4		60	4	8	7	10	7	5	10	11		6			68
Employee 5			18	17	10	9	4		1	2			61		8	5	3	9	11	7	12		12			67
Grand Total		6	24	47	28	33	29	13	33	43	17	22	295	4	24	29	30	33	32	24	42	1	63	20	2	304

AR Reduction Strategy

4. Measuring success of employee productivity

FY23/Q2 - TOP 10 DENIAL HOSPITAL RECOVERIES

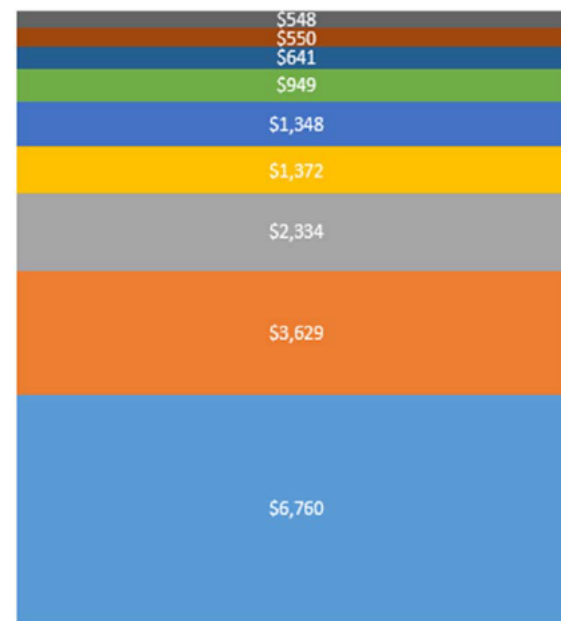
■ Houston, Marilyn ■ Mendez, Carolina ■ Gonzales, Tina ■ Garcia, Suzy ■ Melchor, Michelle
■ Gamez, Brenda A. ■ Rivera, Renessa ■ Aguilar, Ana ■ Trevino, Alicia



TOTAL Q2 COLLECTIONS

FY23/Q2 - TOP 10 DENIAL CLINIC RECOVERIES

■ Nicole Jimenez ■ Rivera, Jessica ■ Aguila, Valerie ■ Gomez, Ashley ■ Casas, Lisa
■ Arroyos, Joseph ■ Luna, Sandra ■ Gonzalez, Tarsi ■ Alvarez, Rebeca



TOTAL Q2 COLLECTIONS

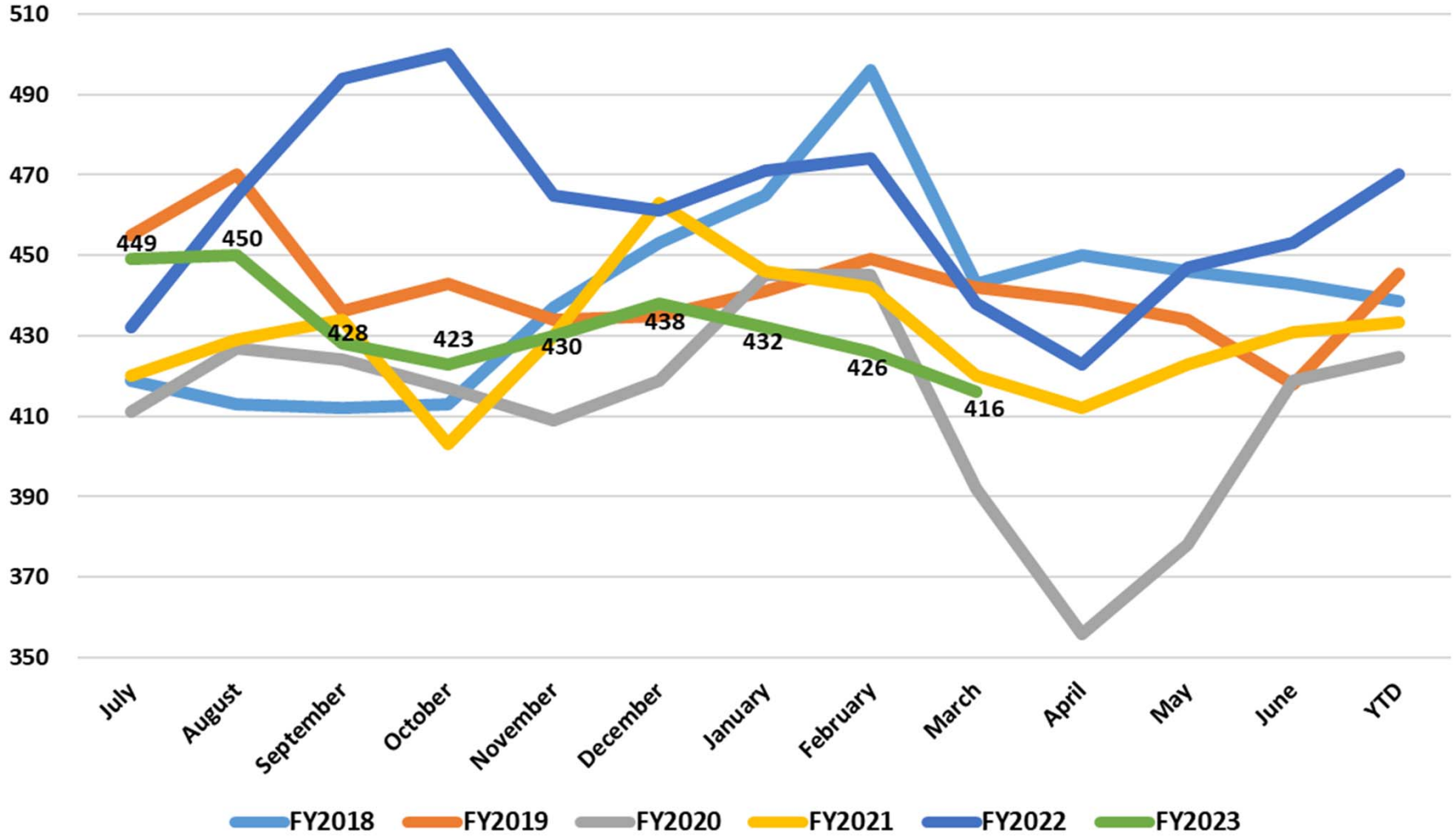
Questions?

Thank you and have a Great day!!

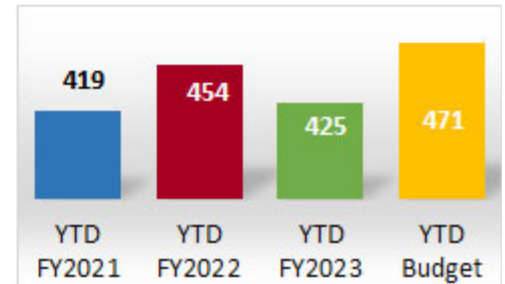
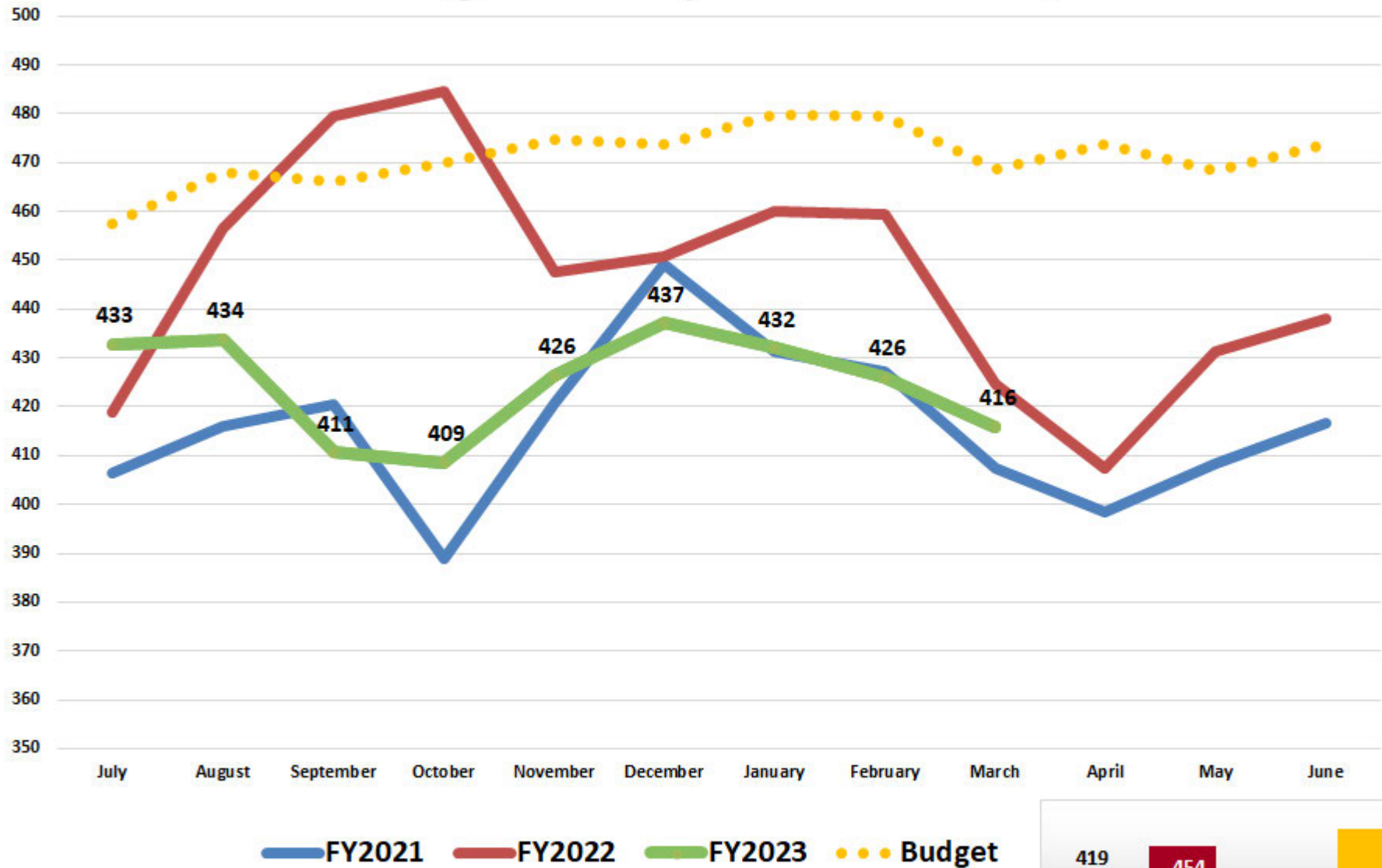
CFO Financial Report

Month Ending March 2023

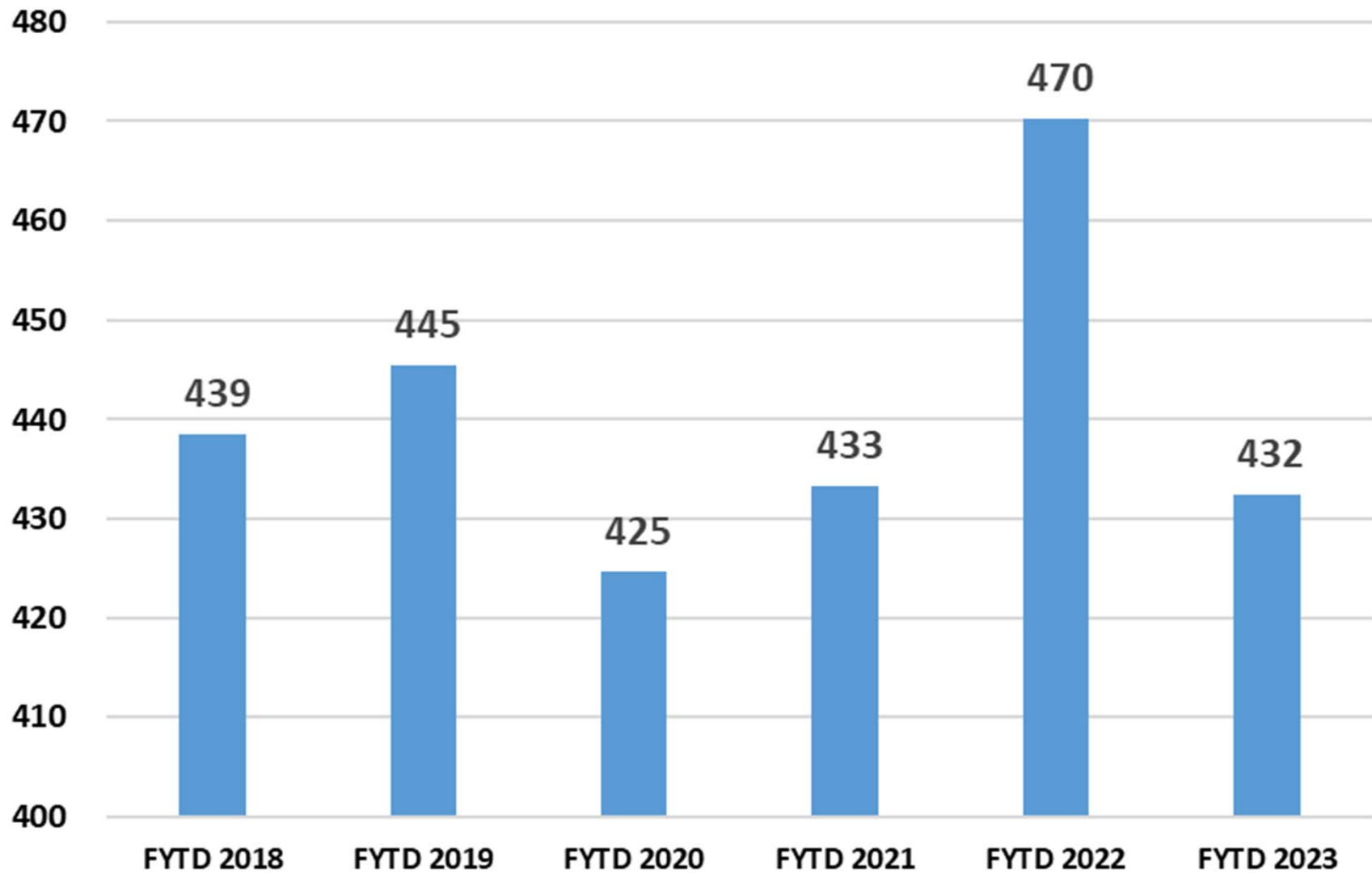
Average Daily Census



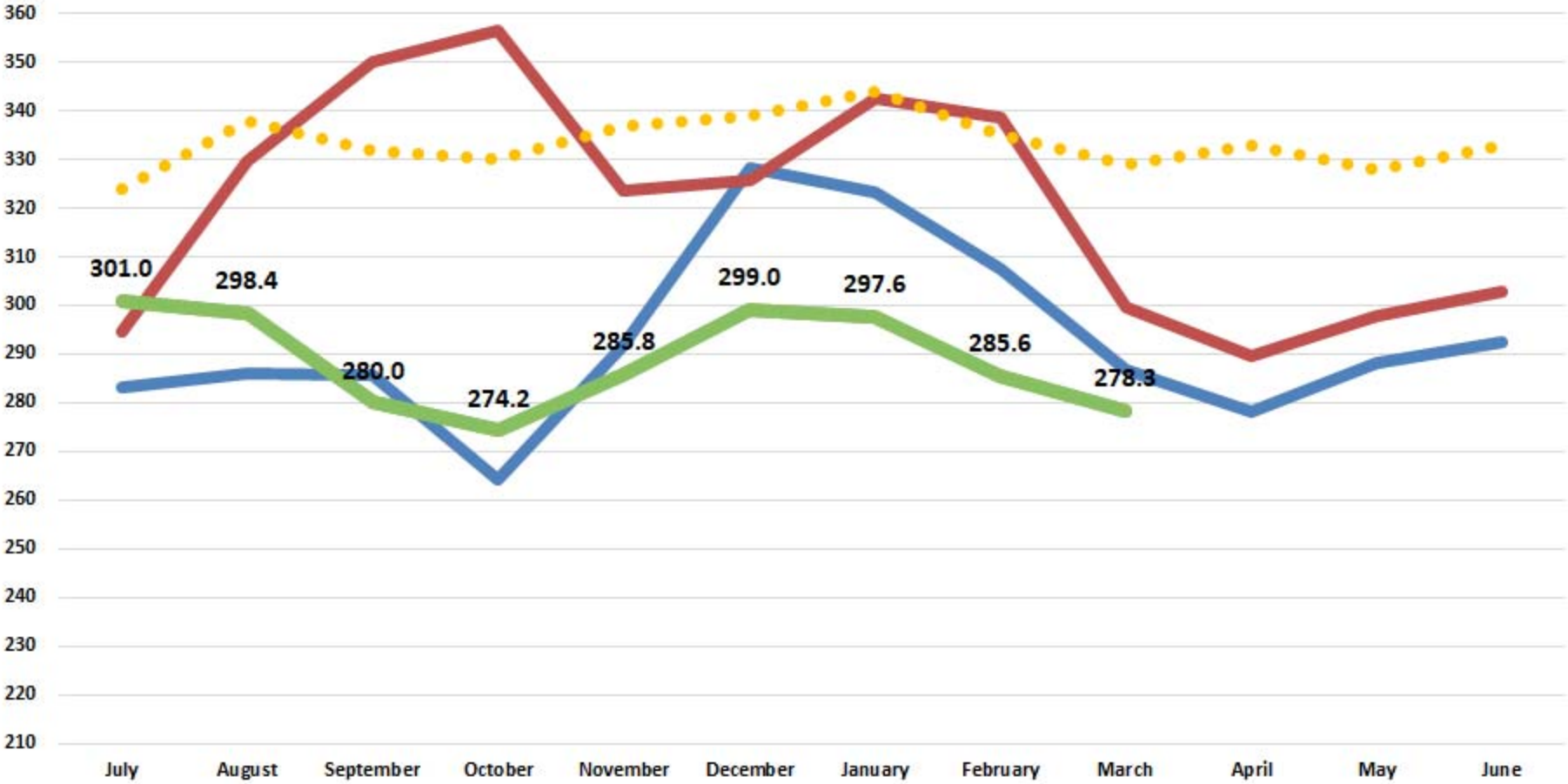
Average Daily Census w/o TCS



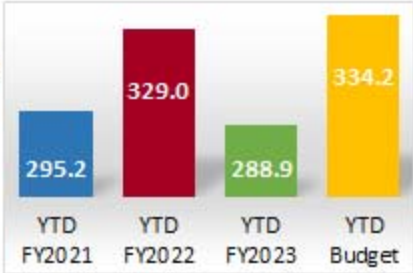
Average Daily Census - YTD July-March



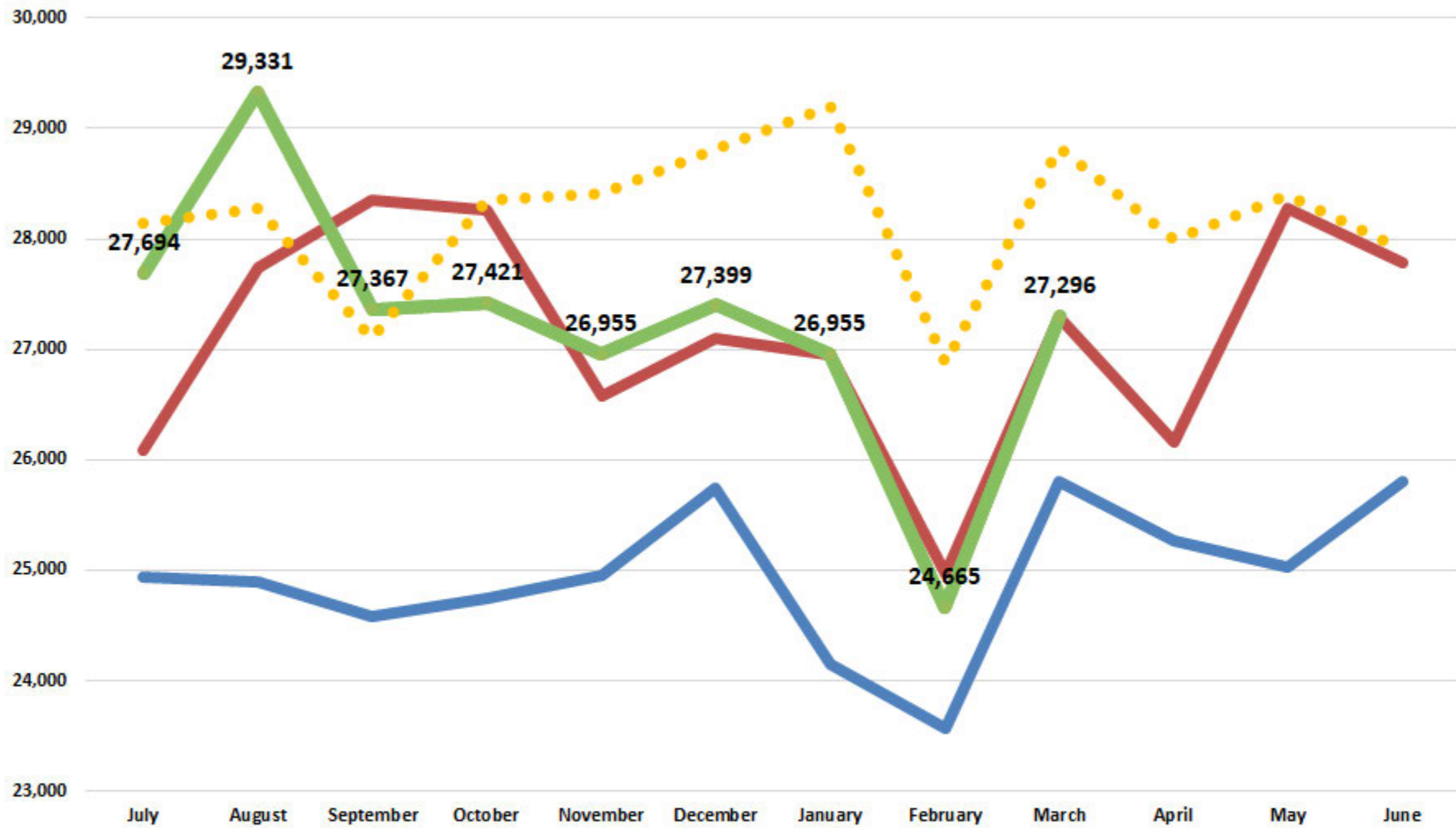
Medical Center (Avg Patients Per Day)



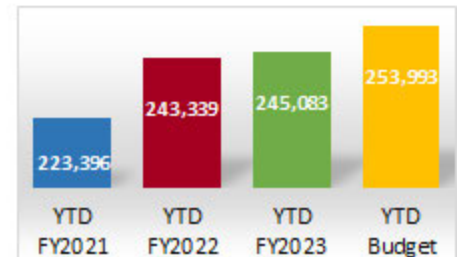
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



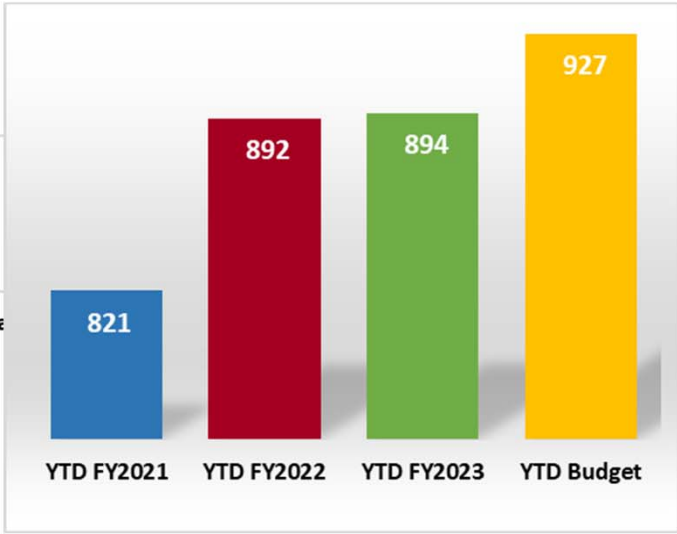
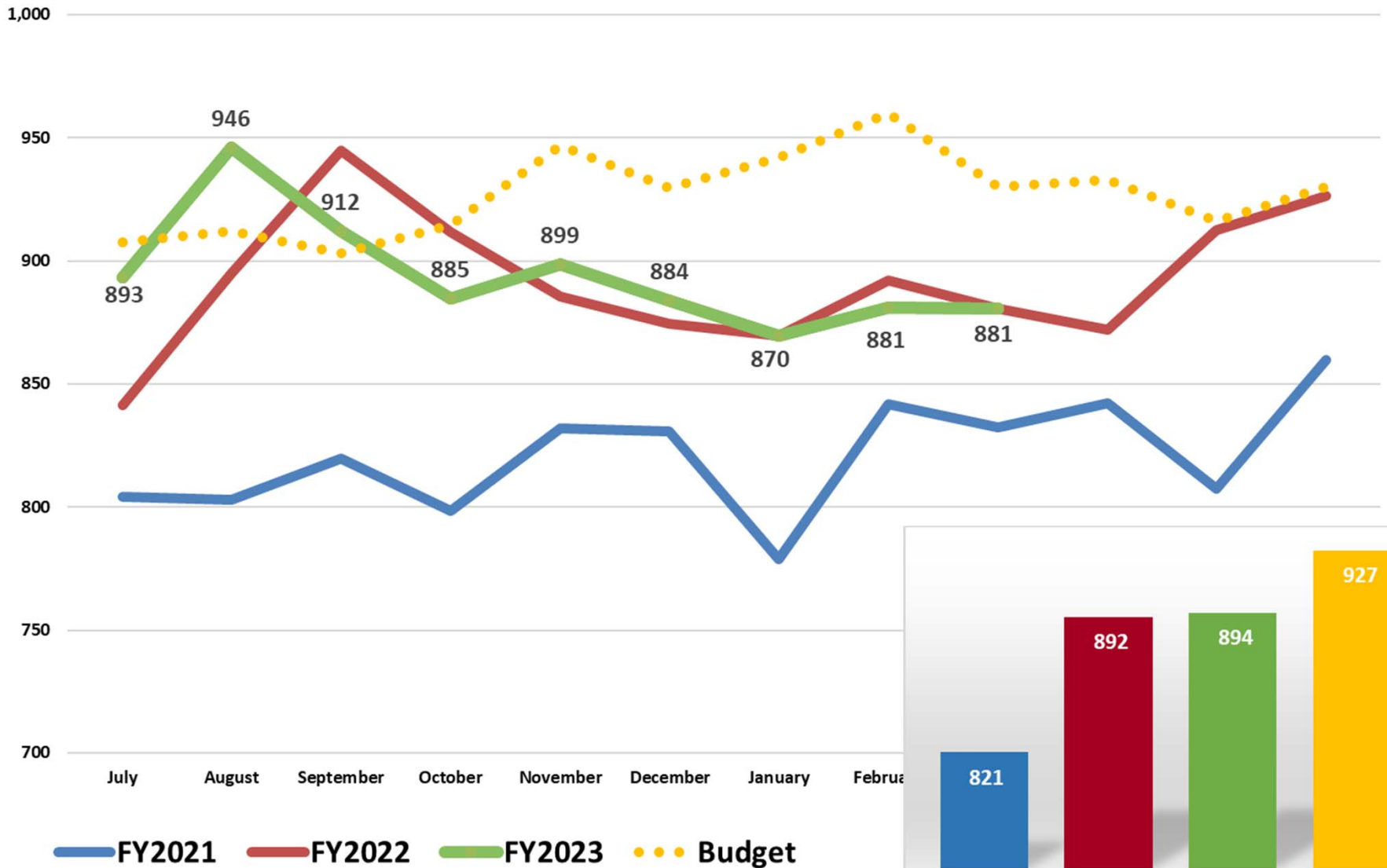
Adjusted Patient Days



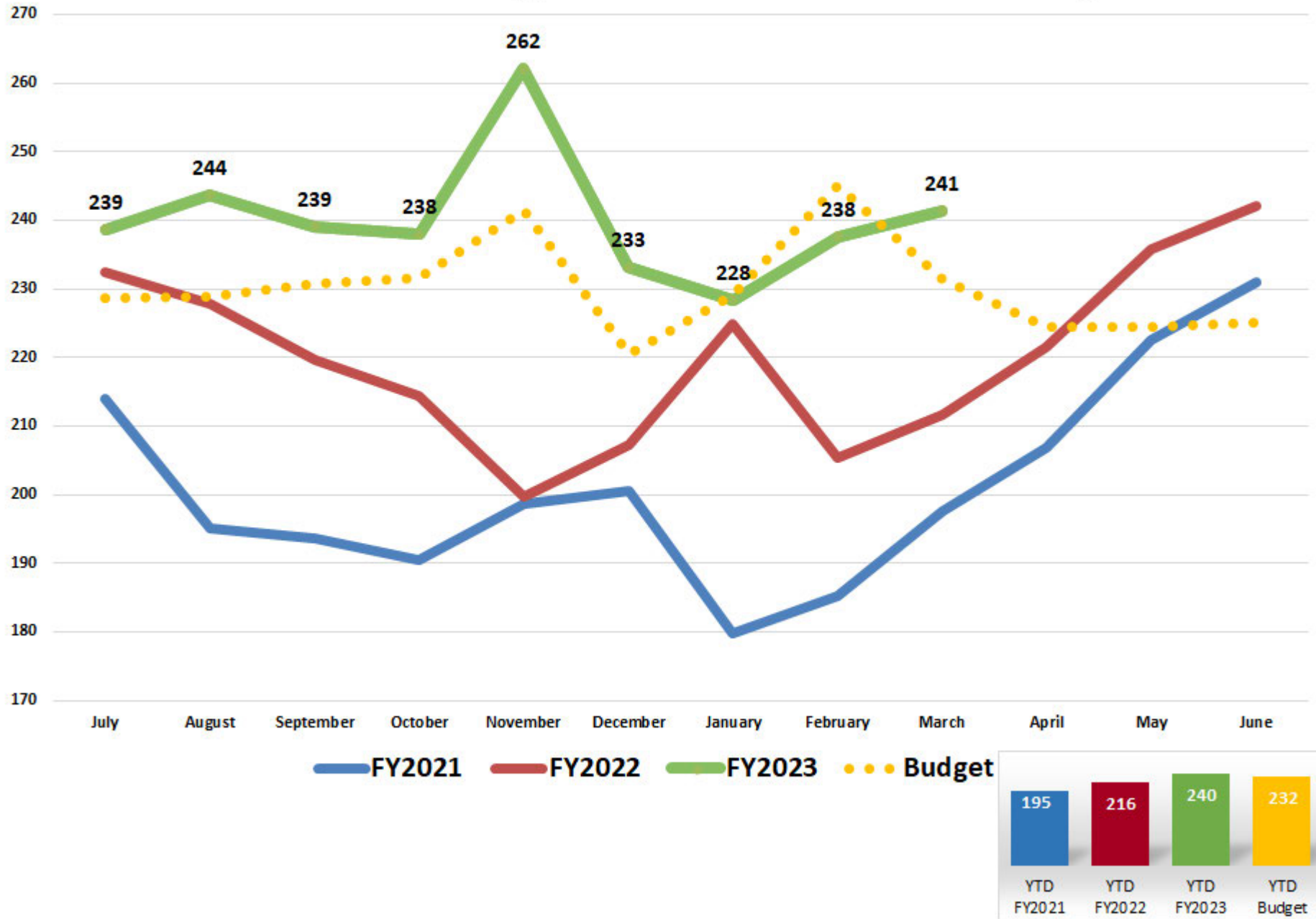
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



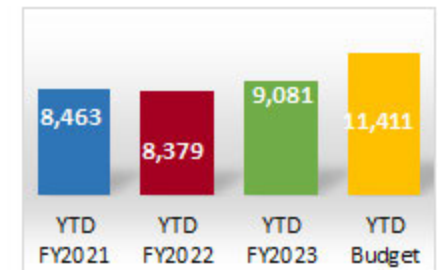
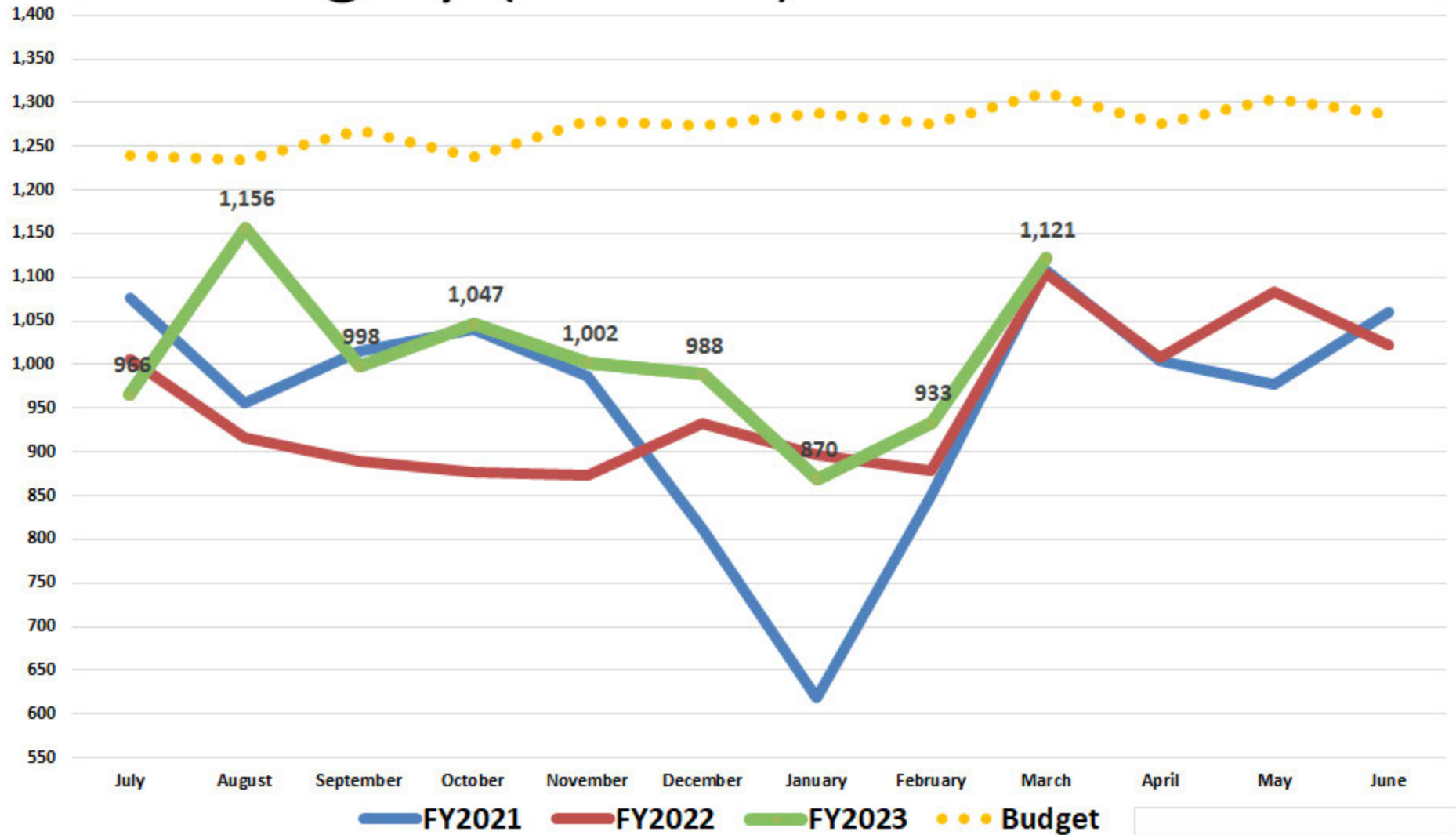
Adjusted Patient Days Per Day



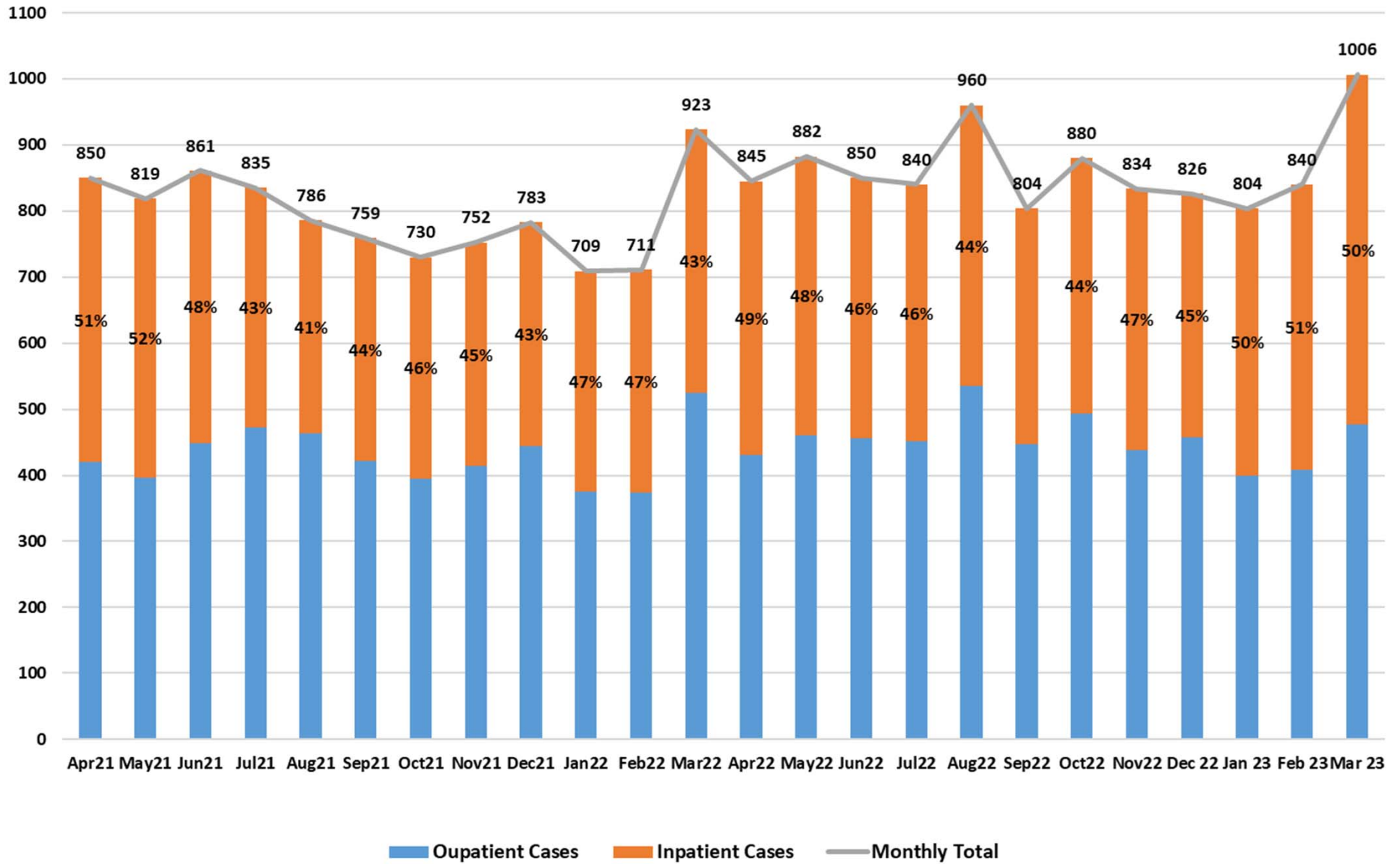
ED - Avg Treated Per Day



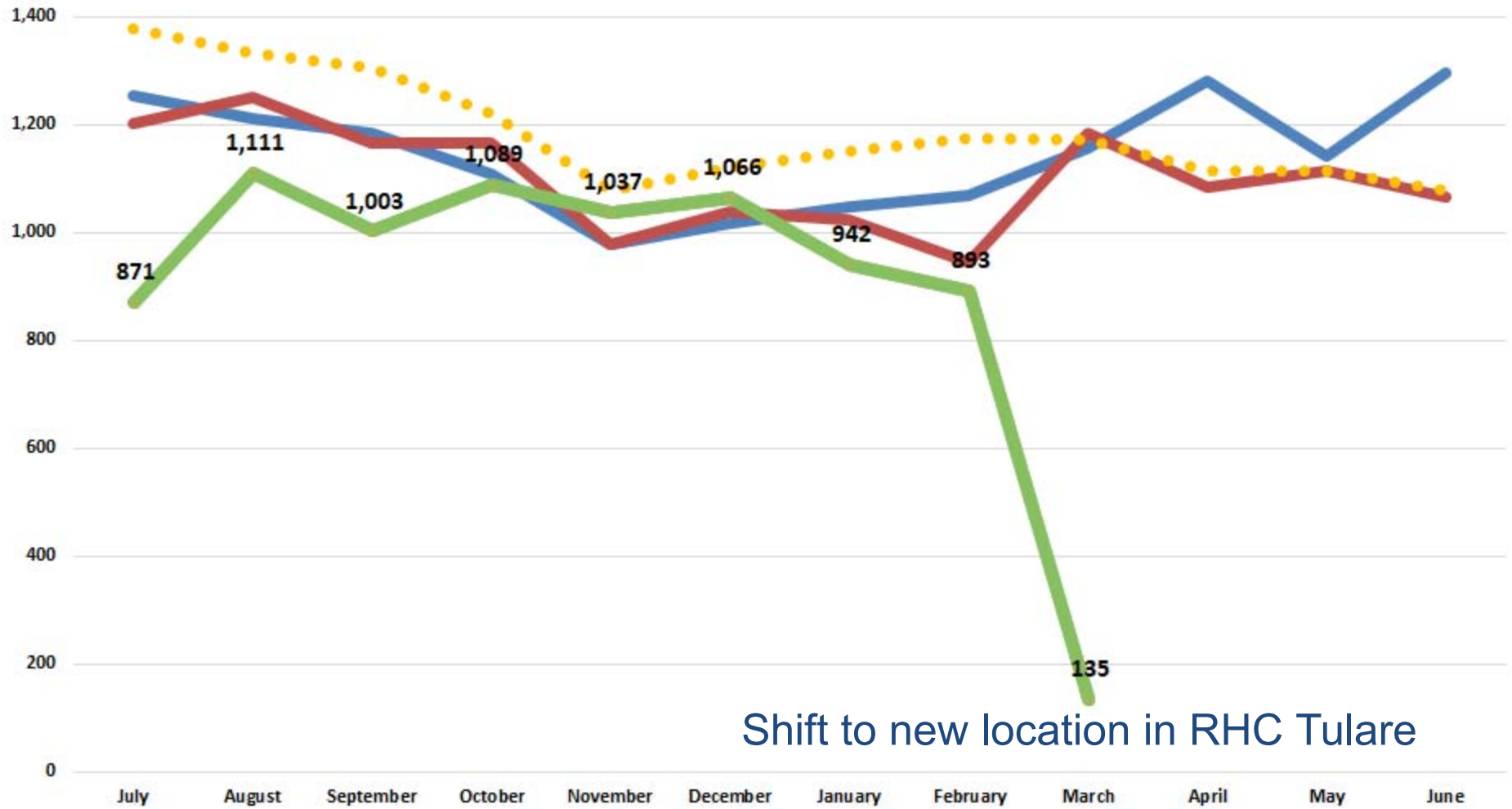
Surgery (IP & OP) – 100 Min Units



Surgery Cases (IP & OP)

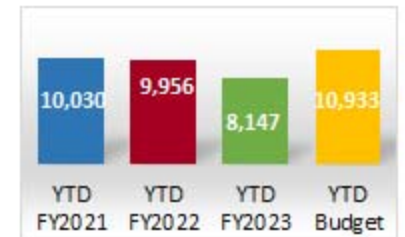


GME Family Medicine Clinic Visits

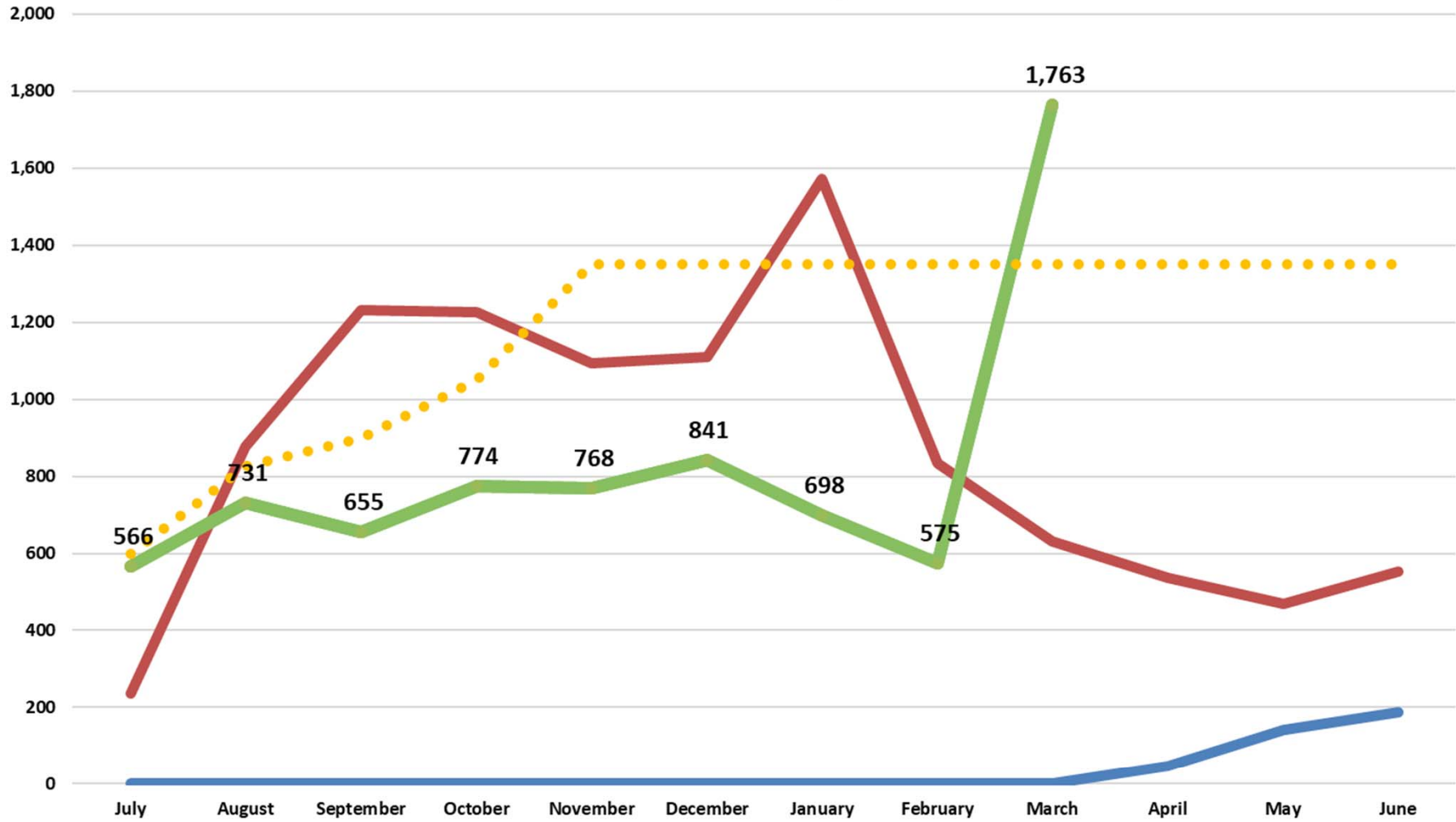


Shift to new location in RHC Tulare

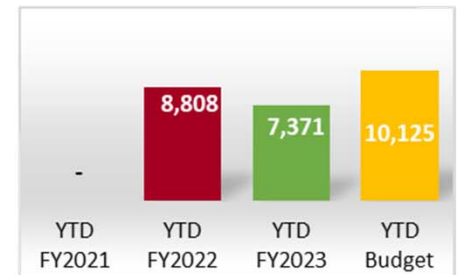
— FY2021
 — FY2022
 — FY2023
 ••• Budget



RHC Tulare - Registrations



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



Statistical Results – Fiscal Year Comparison (Mar)

	Actual Results			Budget	Budget Variance	
	Mar 2022	Mar 2023	% Change	Mar 2023	Change	% Change
Average Daily Census	438	416	(4.9%)	483	(67)	(13.8%)
KDHCD Patient Days:						
Medical Center	9,292	8,627	(7.2%)	9,901	(1,274)	(12.9%)
Acute I/P Psych	1,246	1,408	13.0%	1,560	(152)	(9.7%)
Sub-Acute	842	988	17.3%	957	31	3.2%
Rehab	509	596	17.1%	632	(36)	(5.7%)
TCS-Ortho	364	421	15.7%	427	(6)	(1.4%)
TCS	410	0	(100.0%)	563	(563)	(100.0%)
NICU	445	410	(7.9%)	425	(15)	(3.5%)
Nursery	462	455	(1.5%)	513	(58)	(11.3%)
Total KDHCD Patient Days	13,570	12,905	(4.9%)	14,978	(2,073)	(13.8%)
Total Outpatient Volume	47,895	43,431	(9.3%)	48,146	(4,715)	(9.8%)

Statistical Results – Fiscal Year Comparison (Jul-Mar)

	Actual Results			Budget	Budget Variance	
	FYTD 2022	FYTD 2023	% Change	FYTD 2023	Change	% Change
Average Daily Census	467	432	(7.4%)	484	(52)	(10.8%)
KDHCD Patient Days:						
Medical Center	90,103	79,173	(12.1%)	88,287	(9,114)	(10.3%)
Acute I/P Psych	10,560	11,805	11.8%	13,948	(2,143)	(15.4%)
Sub-Acute	7,529	8,182	8.7%	8,071	111	1.4%
Rehab	4,365	4,897	12.2%	5,083	(186)	(3.7%)
TCS-Ortho	3,108	3,481	12.0%	3,719	(238)	(6.4%)
TCS	3,586	2,115	(41.0%)	4,645	(2,530)	(54.5%)
NICU	4,060	4,186	3.1%	3,975	211	5.3%
Nursery	4,570	4,531	(0.9%)	4,962	(431)	(8.7%)
Total KDHCD Patient Days	127,881	118,370	(7.4%)	132,690	(14,320)	(10.8%)
Total Outpatient Volume	425,894	388,447	(8.8%)	425,552	(37,105)	(8.7%)

Other Statistical Results – Fiscal Year Comparison (Mar)

	Actual Results				Budget	Budget Variance	
	Mar 2022	Mar 2023	Change	% Change	Mar 2023	Change	% Change
Adjusted Patient Days	27,296	27,485	189	0.7%	28,833	(1,348)	(4.7%)
Outpatient Visits	47,895	43,431	(4,464)	(9.3%)	48,146	(4,715)	(9.8%)
Endoscopy Procedures <i>(I/P & O/P)</i>	466	670	204	43.8%	575	95	16.5%
ED Total Registered	6,624	7,553	929	14.0%	7,172	381	5.3%
Home Health Visits	3,204	3,482	278	8.7%	3,116	366	11.7%
OB Deliveries	343	364	21	6.1%	375	(11)	(2.9%)
RHC Registrations	10,744	11,374	630	5.9%	10,497	877	8.4%
Radiology/CT/US/MRI Proc <i>(I/P & O/P)</i>	16,835	17,294	459	2.7%	16,506	788	4.8%
Surgery Minutes-General & Robotic <i>(I/P & O/P)</i>	1,178	1,181	3	0.3%	1,165	16	1.4%
O/P Rehab Units	21,763	21,433	(330)	(1.5%)	21,107	326	1.5%
Physical & Other Therapy Units	19,420	19,041	(379)	(2.0%)	19,180	(139)	(0.7%)
Cath Lab Minutes <i>(IP & OP)</i>	321	308	(13)	(4.0%)	409	(101)	(24.7%)
KHMG RVU	37,709	35,548	(2,161)	(5.7%)	36,694	(1,146)	(3.1%)
Radiation Oncology Treatments <i>(I/P & O/P)</i>	2,251	2,104	(147)	(6.5%)	2,604	(500)	(19.2%)
Dialysis Treatments	1,616	1,487	(129)	(8.0%)	1,541	(54)	(3.5%)
Hospice Days	4,433	3,828	(605)	(13.6%)	4,283	(455)	(10.6%)
Infusion Center	430	348	(82)	(19.1%)	425	(77)	(18.1%)
Urgent Care - Demaree	3,280	2,303	(977)	(29.8%)	2,500	(197)	(7.9%)
Urgent Care - Court	4,692	3,214	(1,478)	(31.5%)	5,334	(2,120)	(39.7%)

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

	Actual Results				Budget	Budget Variance	
	FY 2022	FY 2023	Change	% Change	FY 2023	Change	% Change
Adjusted Patient Days	243,373	245,476	2,103	0.9%	253,954	(8,478)	(3.3%)
Outpatient Visits	425,894	388,447	(37,447)	(8.8%)	425,552	(37,105)	(8.7%)
Endoscopy Procedures (I/P & O/P)	4,432	4,937	505	11.4%	5,414	(477)	(8.8%)
ED Total Registered	60,047	66,563	6,516	10.9%	63,504	3,059	4.8%
Surgery Minutes –General & Robotic (I/P & O/P)	8,866	9,652	786	8.9%	10,314	(662)	(6.4%)
Home Health Visits	25,043	27,196	2,153	8.6%	27,100	96	0.4%
OB Deliveries	3,459	3,514	55	1.6%	3,521	(7)	(0.2%)
Physical & Other Therapy Units	157,805	160,280	2,475	1.6%	169,569	(9,289)	(5.5%)
Radiology/CT/US/MRI Proc (I/P & O/P)	147,283	148,475	1,192	0.8%	145,994	2,481	1.7%
Cath Lab Minutes (IP & OP)	2,865	2,814	(51)	(1.8%)	3,577	(763)	(21.3%)
O/P Rehab Units	175,223	169,363	(5,860)	(3.3%)	176,482	(7,119)	(4.0%)
Dialysis Treatments	13,993	13,478	(515)	(3.7%)	13,869	(391)	(2.8%)
Radiation Oncology Treatments (I/P & O/P)	17,687	16,565	(1,122)	(6.3%)	20,918	(4,353)	(20.8%)
KHMG RVU	313,811	292,490	(21,321)	(6.8%)	344,338	(51,848)	(15.1%)
RHC Registrations	96,842	89,229	(7,613)	(7.9%)	87,408	1,821	2.1%
Hospice Days	38,478	32,705	(5,773)	(15.0%)	38,331	(5,626)	(14.7%)
Infusion Center	3,615	3,004	(611)	(16.9%)	3,644	(640)	(17.6%)
GME Clinic visits	9,956	8,147	(1,809)	(18.2%)	10,852	(2,705)	(24.9%)
Urgent Care - Demaree	33,768	25,340	(8,428)	(25.0%)	22,830	2,510	11.0%
Urgent Care - Court	53,988	37,223	(16,765)	(31.1%)	36,201	1,022	2.8%

Trended Financial Comparison (000's)

	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	YTD
Operating Revenue										
Net Patient Service Revenue	\$52,368	\$54,965	\$48,168	\$54,432	\$56,706	\$53,217	\$51,048	\$49,325	\$55,391	\$475,622
Supplemental Gov't Programs	5,042	5,042	4,943	5,410	5,494	5,060	6,065	6,064	7,967	51,086
Prime Program	743	743	743	743	743	743	743	743	3,935	9,876
Premium Revenue	5,901	5,927	5,972	5,943	5,784	6,780	6,336	7,251	6,985	56,879
Management Services Revenue	2,932	3,797	3,313	2,733	3,559	3,277	3,294	2,897	3,149	28,951
Other Revenue	3,495	2,164	2,334	2,462	2,161	2,594	3,315	2,302	3,509	24,335
Other Operating Revenue	18,113	17,672	17,304	17,291	17,741	18,452	19,753	19,257	25,545	171,128
Total Operating Revenue	70,480	72,636	65,471	71,722	74,446	71,668	70,800	68,581	80,937	646,750
Operating Expenses										
Salaries & Wages	29,176	29,435	28,455	29,473	26,929	28,727	28,050	26,583	29,016	255,845
Contract Labor	5,864	7,124	7,067	5,941	4,393	3,550	2,199	2,967	2,467	41,574
Employee Benefits	6,279	5,563	3,636	5,212	5,155	5,828	6,612	6,074	5,423	49,781
Total Employment Expenses	41,319	42,122	39,158	40,626	36,477	38,105	36,862	35,624	36,907	347,200
Medical & Other Supplies	9,593	11,666	11,642	11,523	11,358	10,632	10,396	10,376	11,548	98,734
Physician Fees	8,892	9,585	8,814	9,859	9,645	8,276	8,564	8,596	9,737	81,967
Purchased Services	2,937	1,120	1,556	1,349	1,328	1,576	1,540	1,184	1,445	14,036
Repairs & Maintenance	2,237	2,486	2,516	2,542	2,460	2,365	2,230	2,302	2,614	21,752
Utilities	715	999	1,061	942	881	806	841	703	878	7,825
Rents & Leases	510	540	537	552	566	553	228	22	165	3,673
Depreciation & Amortization	2,657	2,650	2,640	2,651	2,693	2,680	3,172	3,848	3,180	26,172
Interest Expense	589	589	589	590	658	701	610	620	609	5,554
Other Expense	1,631	2,013	1,825	1,510	1,759	1,834	1,945	1,980	1,945	16,442
Humana Cap Plan Expenses	4,404	3,831	3,777	2,680	3,454	3,372	3,674	3,596	4,798	33,585
Management Services Expense	2,921	3,660	3,370	2,707	3,371	3,317	3,058	3,257	3,284	28,945
Total Other Expenses	37,087	39,139	38,324	36,904	38,173	36,110	36,257	36,484	40,204	338,680
Total Operating Expenses	78,406	81,261	77,483	77,530	74,650	74,216	73,119	72,108	77,111	685,880
Operating Margin	(\$7,926)	(\$8,625)	(\$12,011)	(\$5,809)	(\$204)	(\$2,547)	(\$2,319)	(\$3,527)	\$3,826	(\$39,130)
Stimulus Funds	\$97	\$0	\$0	\$0	\$0	\$0	\$190	\$0	\$0	\$287
Operating Margin after Stimulus	(\$7,829)	(\$8,625)	(\$12,011)	(\$5,809)	(\$204)	(\$2,547)	(\$2,129)	(\$3,527)	\$3,826	(\$38,843)
Non-Operating Revenue (Loss)	455	326	(3,901)	452	150	2,901	1,350	834	538	3,106
Excess Margin	(\$7,374)	(\$8,299)	(\$15,912)	(\$5,357)	(\$54)	\$354	(\$779)	(\$2,693)	\$4,364	(\$35,738)

FY 23 Quarterly Comparison (000's) with Projection

	Quarter 1	Quarter 2	Quarter 3	Projected Quarter 4	Total
Operating Revenue					
Net Patient Service Revenue	\$155,501	\$164,355	\$155,765	\$157,763	\$633,384
Supplemental Gov't Programs	15,027	15,964	20,095	18,195	69,281
Prime Program	2,228	2,228	5,420	2,222	12,097
Premium Revenue	17,800	18,507	20,573	18,960	75,840
Management Services Revenue	10,042	9,569	9,341	10,209	39,160
Other Revenue	7,993	7,217	9,126	7,991	32,327
Other Operating Revenue	53,089	53,484	64,555	57,576	228,705
Total Operating Revenue	208,589	217,839	220,320	215,339	862,088
Operating Expenses					
Salaries & Wages	87,067	85,129	83,650	89,648	345,494
Contract Labor	20,056	13,885	7,633	3,432	45,006
Employee Benefits	15,477	16,194	18,110	16,503	66,285
Total Employment Expenses	122,599	115,208	109,393	109,583	456,784
Medical & Other Supplies	32,901	33,513	32,326	31,809	130,549
Physician Fees	27,291	27,779	26,897	23,842	105,809
Purchased Services	5,613	4,254	4,163	4,938	18,968
Repairs & Maintenance	7,239	7,367	7,146	7,251	29,002
Utilities	2,775	2,628	2,422	2,608	10,433
Rents & Leases	437	522	415	458	1,831
Depreciation & Amortization	9,079	9,157	10,200	9,479	37,915
Interest Expense	1,783	1,965	1,839	1,862	7,449
Other Expense	5,469	5,103	5,870	6,338	22,780
Humana Cap Plan Expenses	12,012	9,506	12,068	6,906	40,492
Management Services Expense	9,951	9,396	9,599	10,209	39,154
Total Other Expenses	114,549	111,189	112,945	105,701	444,383
Total Operating Expenses	237,148	226,397	222,336	215,284	901,166
Operating Margin	(\$28,559)	(\$8,558)	(\$2,017)	\$56	(\$39,078)
Stimulus Funds/FEMA	\$97	\$0	\$190	\$12,628	\$12,915
Operating Margin after Stimulus	(\$28,462)	(\$8,558)	(\$1,827)	\$12,684	(\$26,163)
Nonoperating Revenue (Loss)	(3,120)	3,503	2,722	-	3,106
Excess Margin	(\$31,581)	(\$5,055)	\$896	\$12,684	(\$23,057)

Projected Q4 Impacts (000's)

Q4 Initiatives (000's)	
\$1,425	Renegotiated Payer Contracts and Reduction in Elective Medi-Cal Surgery
\$1,397	Continued Reduction in Contract Labor by Month(70FTEs - 55FTEs - 40FTEs)
\$750	Supplies
\$3,480	KHMG (\$660/month plus impact on closing)
\$12,628	FEMA
\$19,680	Total Q4 Anticipated Impacts

March Financial Comparison (000's)

	Actual Results		Budget	Budget Variance	
	Mar 2022	Mar 2023	Mar 2023	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$52,555	\$55,391	\$57,680	(\$2,289)	(4.0%)
Other Operating Revenue	16,609	25,545	18,800	6,745	35.9%
Total Operating Revenue	69,164	80,937	76,480	4,456	5.8%
Operating Expenses					
Employment Expense	37,920	36,907	38,702	(1,795)	(4.6%)
Other Operating Expense	38,491	40,204	38,081	2,123	5.6%
Total Operating Expenses	76,412	77,111	76,784	328	0.4%
Operating Margin	(\$7,247)	\$3,826	(\$303)	\$4,129	
Stimulus Funds	9,345	0	230	(230)	
Operating Margin after Stimulus	\$2,098	\$3,826	(\$73)	\$3,899	
Non Operating Revenue (Loss)	(9,815)	538	371	167	
Excess Margin	(\$7,717)	\$4,364	\$298	\$4,066	

Operating Margin %	(10.5%)	4.7%	(0.4%)
OM after Stimulus%	3.0%	4.7%	(0.1%)
Excess Margin %	(11.2%)	5.4%	0.4%
Operating Cash Flow Margin %	(5.8%)	9.4%	4.1%

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

	Actual Results FYTD Jul-Mar		Budget FYTD	Budget Variance	FYTD
	FYTD2022	FYTD2023	FYTD2023	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$478,079	\$475,622	\$504,784	(\$29,162)	(5.8%)
Other Operating Revenue	157,287	171,129	165,150	5,978	3.6%
Total Operating Revenue	635,366	646,750	669,934	(23,184)	(3.5%)
Operating Expenses					
Employment Expense	325,025	347,200	342,576	4,624	1.3%
Other Operating Expense	326,604	338,680	337,138	1,542	0.5%
Total Operating Expenses	651,628	685,880	679,714	6,166	0.9%
Operating Margin	(\$16,262)	(\$39,130)	(\$9,780)	(\$29,350)	
Stimulus Funds	16,555	287	1,997	(1,710)	
Operating Margin after Stimulus	\$293	(\$38,843)	(\$7,783)	(\$31,060)	
Nonoperating Revenue (Loss)	(4,130)	3,106	3,261	(155)	
Excess Margin	(\$3,838)	(\$35,738)	(\$4,523)	(\$31,215)	

Operating Margin %	(2.6%)	(6.1%)	(1.5%)
OM after Stimulus%	0.0%	(6.0%)	(1.2%)
Excess Margin %	(0.6%)	(5.5%)	(0.7%)
Operating Cash Flow Margin %	2.0%	(0.8%)	3.2%

March Financial Comparison (000's)

	Actual Results			Budget	Budget Variance	
	Mar 2022	Mar 2023	% Change	Mar 2023	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$52,555	\$55,391	5.4%	\$57,680	(\$2,289)	(4.0%)
Supplemental Gov't Programs	5,192	7,967	53.5%	5,257	2,709	51.5%
Prime/QIP Program	667	3,935	490.3%	757	3,178	420.0%
Premium Revenue	5,772	6,985	21.0%	6,813	172	2.5%
Management Services Revenue	2,988	3,149	5.4%	3,478	(329)	(9.5%)
Other Revenue	1,990	3,509	76.3%	2,495	1,014	40.7%
Other Operating Revenue	16,609	25,545	53.8%	18,800	6,745	35.9%
Total Operating Revenue	69,164	80,937	17.0%	76,480	4,456	5.8%
Operating Expenses						
Salaries & Wages	30,503	29,016	(4.9%)	30,106	(1,090)	(3.6%)
Contract Labor	1,299	2,467	90.0%	2,414	53	2.2%
Employee Benefits	6,119	5,423	(11.4%)	6,182	(758)	(12.3%)
Total Employment Expenses	37,920	36,907	(2.7%)	38,702	(1,795)	(4.6%)
Medical & Other Supplies	11,180	11,548	3.3%	10,824	724	6.7%
Physician Fees	9,045	9,737	7.6%	9,451	286	3.0%
Purchased Services	1,304	1,445	10.8%	1,680	(235)	(14.0%)
Repairs & Maintenance	2,251	2,614	16.1%	2,560	54	2.1%
Utilities	723	878	21.5%	563	315	55.8%
Rents & Leases	515	165	(68.1%)	531	(367)	(69.0%)
Depreciation & Amortization	2,583	3,180	23.1%	2,834	347	12.2%
Interest Expense	671	609	(9.2%)	611	(2)	(0.3%)
Other Expense	2,019	1,945	(3.7%)	2,160	(215)	(9.9%)
Humana Cap Plan Expense	5,196	4,798	(7.7%)	3,432	1,367	39.8%
Management Services Expense	3,003	3,284	9.3%	3,436	(153)	(4.4%)
Total Other Expenses	38,491	40,204	4.4%	38,081	2,123	5.6%
Total Operating Expenses	76,412	77,111	0.9%	76,784	328	0.4%
Operating Margin	(\$7,247)	\$3,826		(\$303)	\$4,129	
Stimulus Funds	9,345	0		230	(230)	
Operating Margin after Stimulus	\$2,098	\$3,826		(\$73)	\$3,899	
Nonoperating Revenue (Loss)	(9,815)	538		371	167	
Excess Margin	(\$7,717)	\$4,364		\$298	\$4,066	

YTD Financial Comparison (000's)

	Actual Results FYTD Jul-Mar			Budget FYTD	Budget Variance	FYTD
	FYTD2022	FYTD2023	% Change	FYTD2023	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$478,079	\$475,622	(0.5%)	\$504,784	(\$29,162)	(5.8%)
Supplemental Gov't Programs	54,472	51,086	(6.2%)	46,470	4,617	9.9%
Prime/QIP Program	8,618	9,876	14.6%	6,689	3,186	47.6%
Premium Revenue	48,491	56,879	17.3%	59,196	(2,316)	(3.9%)
Management Services Revenue	27,174	28,951	6.5%	30,740	(1,788)	(5.8%)
Other Revenue	18,530	24,335	31.3%	22,056	2,279	10.3%
Other Operating Revenue	157,287	171,129	8.8%	165,150	5,978	3.6%
Total Operating Revenue	635,366	646,750	1.8%	669,934	(23,184)	(3.5%)
Operating Expenses						
Salaries & Wages	263,676	255,846	(3.0%)	266,360	(10,514)	(3.9%)
Contract Labor	21,189	41,573	96.2%	21,546	20,027	93.0%
Employee Benefits	40,160	49,781	24.0%	54,670	(4,888)	(8.9%)
Total Employment Expenses	325,025	347,200	6.8%	342,576	4,624	1.3%
Medical & Other Supplies	100,064	98,734	(1.3%)	94,924	3,810	4.0%
Physician Fees	80,666	81,967	1.6%	82,306	(339)	(0.4%)
Purchased Services	13,217	14,035	6.2%	14,832	(797)	(5.4%)
Repairs & Maintenance	21,450	21,752	1.4%	22,980	(1,229)	(5.3%)
Utilities	6,611	7,825	18.4%	6,631	1,194	18.0%
Rents & Leases	4,550	1,374	(69.8%)	5,398	(4,024)	(74.6%)
Depreciation & Amortization	23,635	28,436	20.3%	25,502	2,934	11.5%
Interest Expense	5,196	5,586	7.5%	5,398	189	3.5%
Other Expense	15,343	16,442	7.2%	19,097	(2,656)	(13.9%)
Humana Cap Plan Expense	29,771	33,585	12.8%	29,699	3,887	13.1%
Management Services Expense	26,101	28,945	10.9%	30,370	(1,426)	(4.7%)
Total Other Expenses	326,604	338,680	3.7%	337,138	1,542	0.5%
Total Operating Expenses	651,628	685,880	5.3%	679,714	6,166	0.9%
Operating Margin	(\$16,262)	(\$39,130)		(\$9,780)	(\$29,350)	
Stimulus Funds	16,555	287		1,997	(1,710)	
Operating Margin after Stimulus	\$293	(\$38,843)		(\$7,783)	(\$31,060)	
Nonoperating Income						
Nonoperating Revenue (Loss)	(4,130)	3,106		3,261	(155)	
Excess Margin	(\$3,838)	(\$35,738)		(\$4,523)	(\$31,215)	

Kaweah Health Medical Group

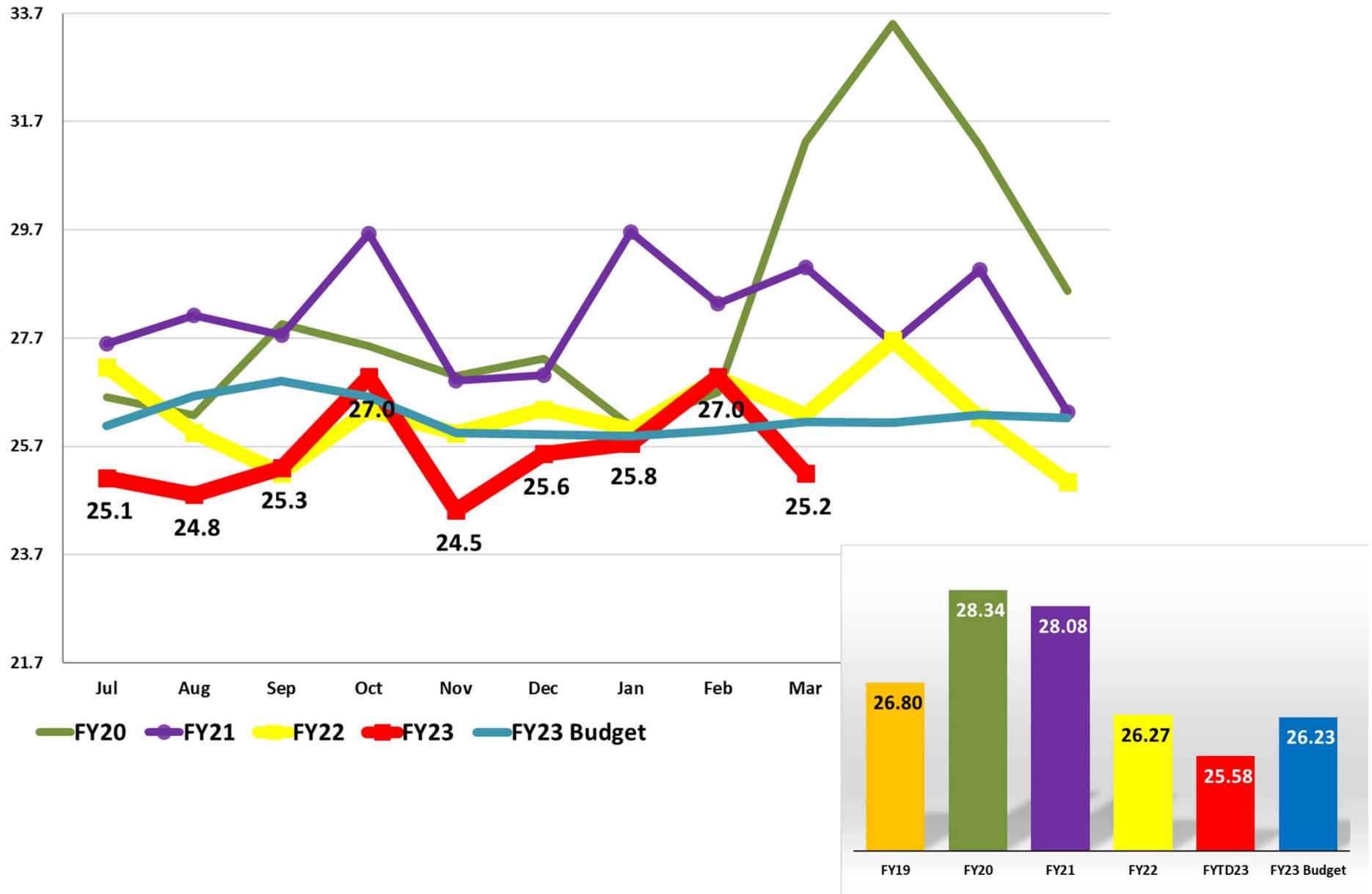
Fiscal Year Financial Comparison (000's)

	Actual Results FYTD July – Mar			Budget FYTD	Budget Variance	FYTD
	Mar 2022	Mar 2023	% Change	Mar 2023	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$35,849	\$36,294	1.2%	\$39,799	(\$3,505)	(8.8%)
Other Revenue	1,262	542	(57.0%)	888	(346)	(38.9%)
Other Operating Revenue	1,262	542	(57.0%)	888	(346)	(38.9%)
Total Operating Revenue	37,111	36,837	(0.7%)	40,688	(3,851)	(9.5%)
Operating Expenses						
Salaries & Wages	8,825	8,943	1.3%	9,941	(998)	(10.0%)
Employee Benefits	1,376	1,786	29.8%	2,039	(253)	(12.4%)
Total Employment Expenses	10,201	10,729	5.2%	11,980	(1,251)	(10.4%)
Medical & Other Supplies	4,741	5,529	16.6%	5,402	127	2.4%
Physician Fees	21,970	21,069	(4.1%)	22,979	(1,910)	(8.3%)
Purchased Services	758	743	(2.0%)	819	(76)	(9.3%)
Repairs & Maintenance	1,633	1,679	2.8%	2,093	(414)	(19.8%)
Utilities	336	442	31.5%	398	44	11.0%
Rents & Leases	1,894	256	(86.5%)	1,995	(1,739)	(87.1%)
Depreciation & Amortization	582	2,287	293.1%	579	1,708	294.8%
Interest Expense	1	21	2762.2%	0	21	0.0%
Other Expense	969	836	(13.7%)	1,367	(530)	(38.8%)
Total Other Expenses	32,883	32,862	(0.1%)	35,633	(2,771)	(7.8%)
Total Operating Expenses	43,084	43,591		47,613		
Stimulus Funds	0	0		0		
Excess Margin	(\$5,973)	(\$6,754)		(\$6,926)		
Excess Margin %	(16.1%)	(18.3%)		(17.0%)		

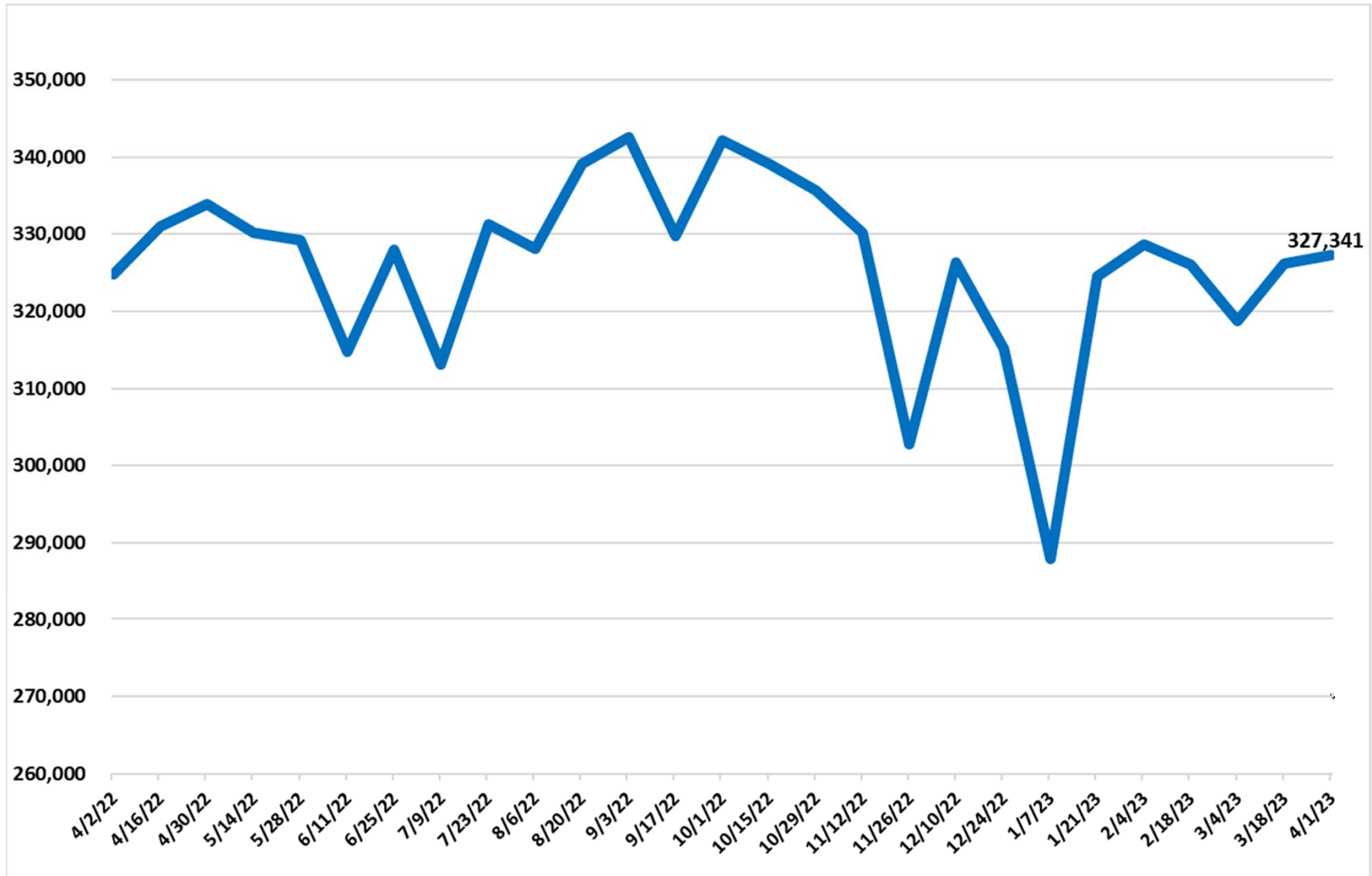
Month of March- Budget Variances

- **Closure of the Transitional Care Service Unit on Court Street.** Beginning in November, we stopped accepting patients at our TCS South location. This ramp down represents approximately \$274K less in net patient revenue and \$367K less in direct costs, which is a \$93K positive net bottom line impact for March. FY23 savings from closing the unit is approximately \$465K.
- **Net Patient Revenues:** Net patient revenue was under budget by \$2.3M or 4.0% in March. The decrease was due to lower patient volume than budgeted. Inpatient days were 13.8% under budget due to lower than expected volume in the downtown campus, acute psychiatric campus and the closure of TCS. This decrease was offset by an adjustment of **\$3.5M** in additional net patient revenue. [REDACTED].
- **Supplemental Gov't Programs:** In March we recorded additional revenue due to the impact of two reconciliations (true-ups). One was related to our fee for service program FY21 for **\$1.55M** and the other was related to our rate range program for **\$355K**.
- **Prime QIP:** In March, an additional **\$3.2M** was recorded due to a true up of funding earned through the Program Year 5 Quality Improvement Program. (QIP)
- **Employment expenses:** Both salary and wages were under budget primarily due to the lower volumes and operation back in black initiatives.
- **Humana Cap Plan Expense:** In March, third party claims for our capitated Medicare Advantage program was higher than anticipated.

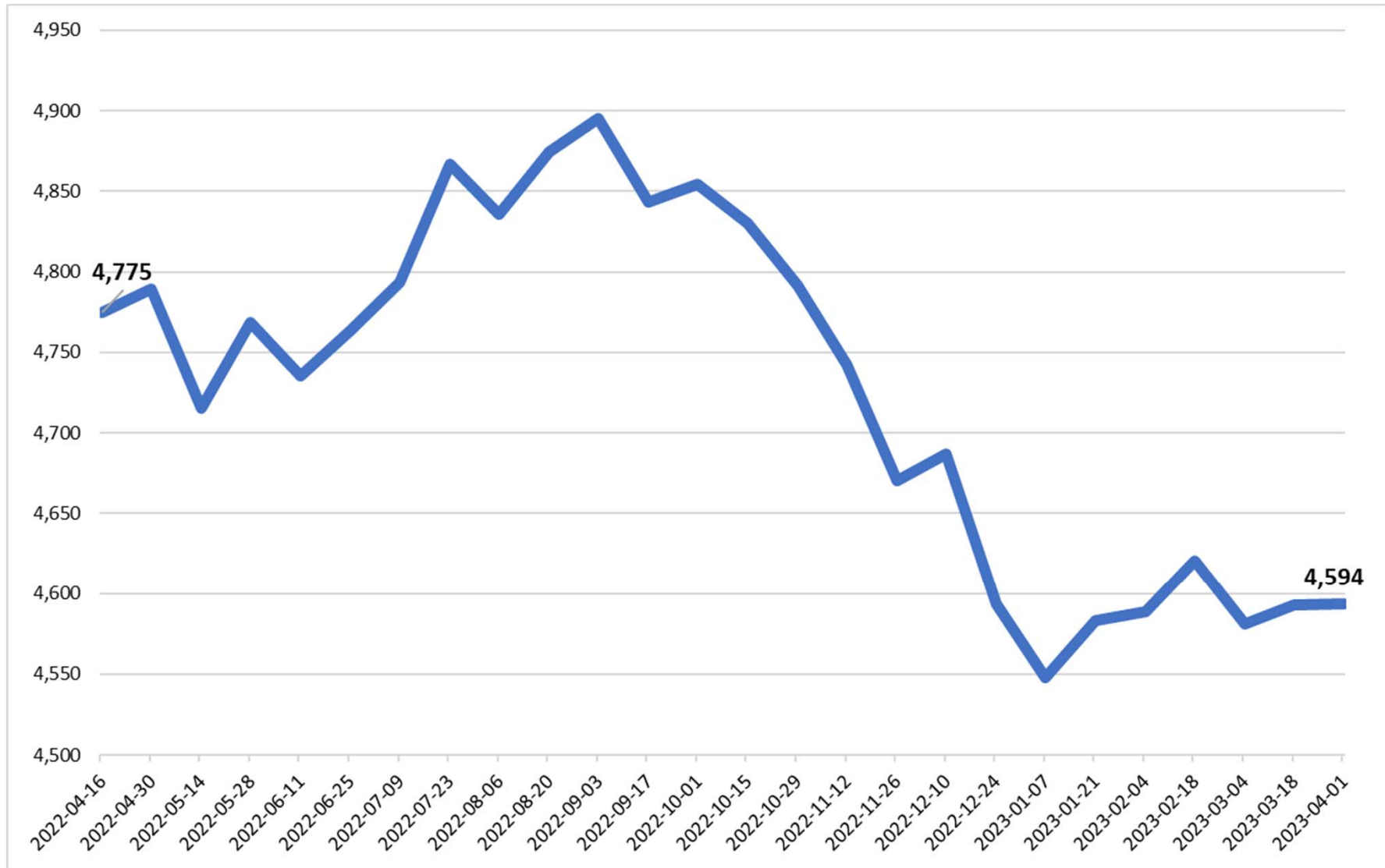
Productivity: Worked Hours/Adjusted Patient Days



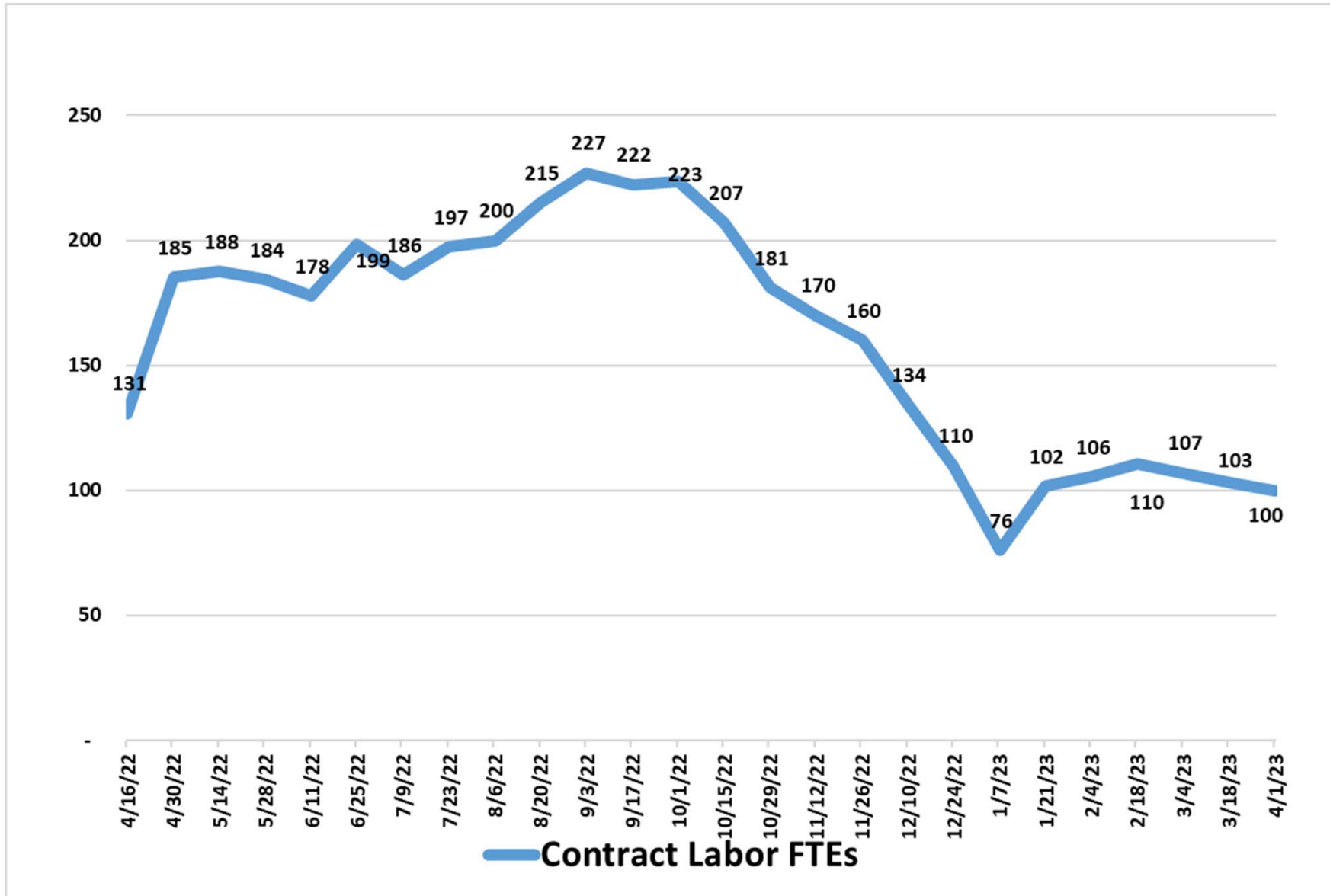
Productive Hours



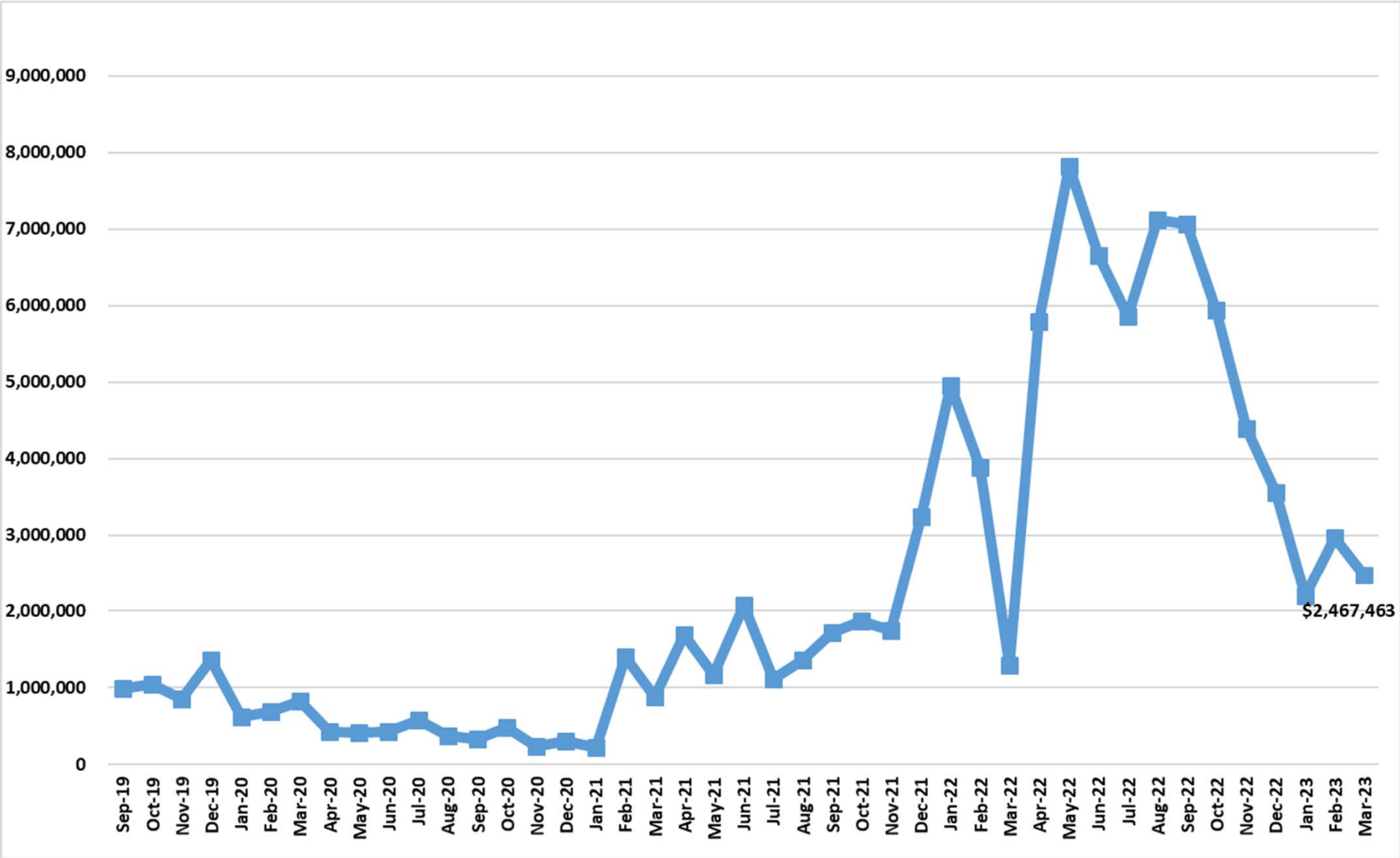
Trended FTEs: Productive & Nonproductive Hours



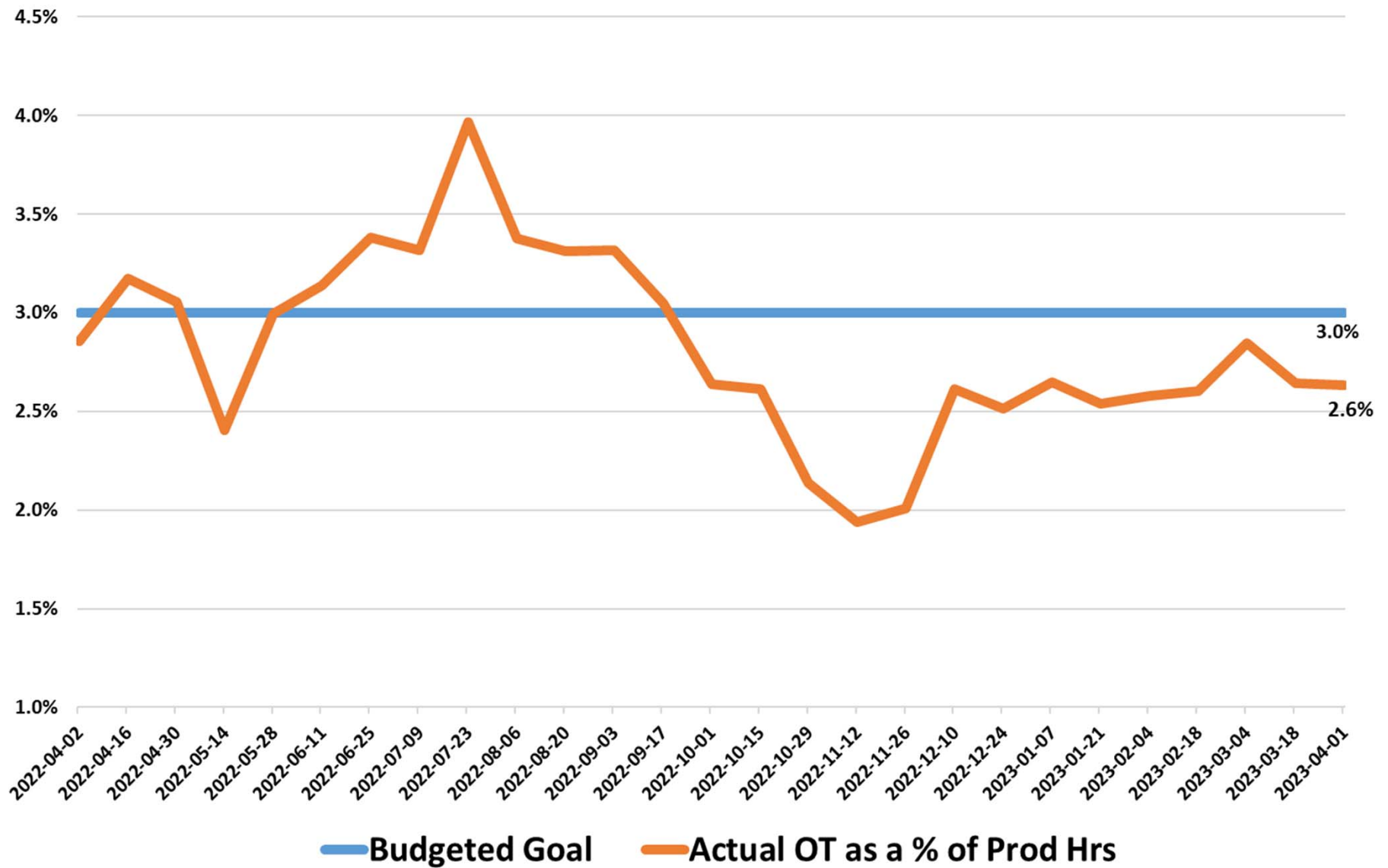
Contract Labor Full Time Equivalents (FTEs)



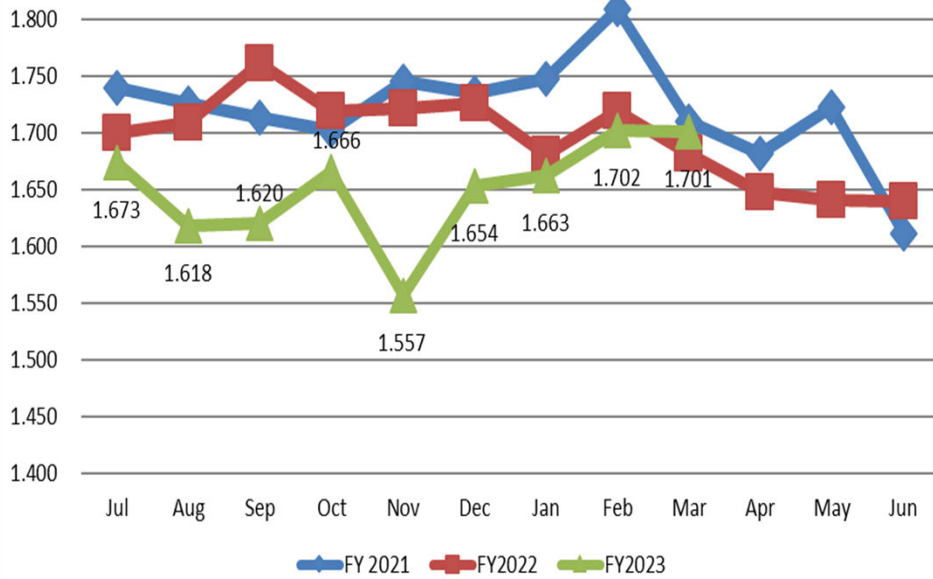
Contract Labor Expense



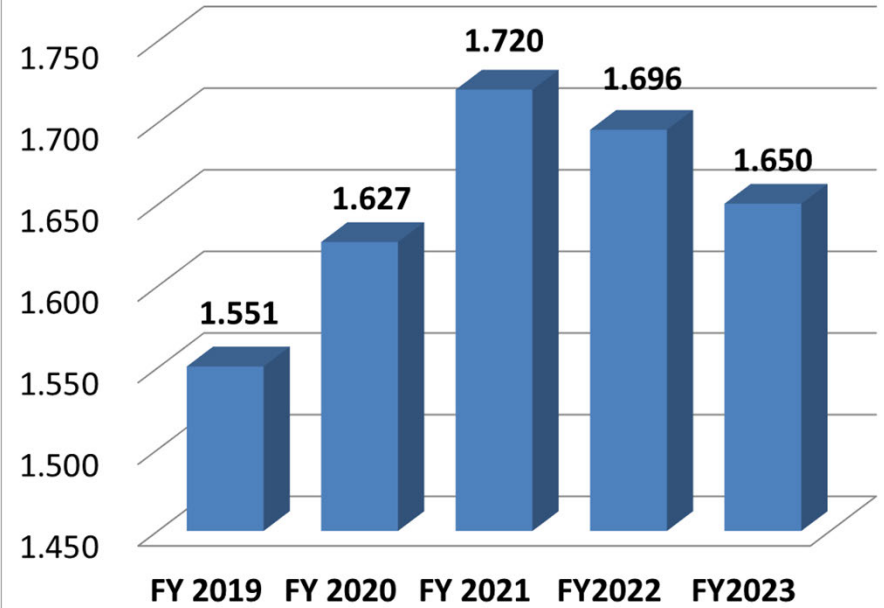
Overtime as a % of Productive Hours and \$



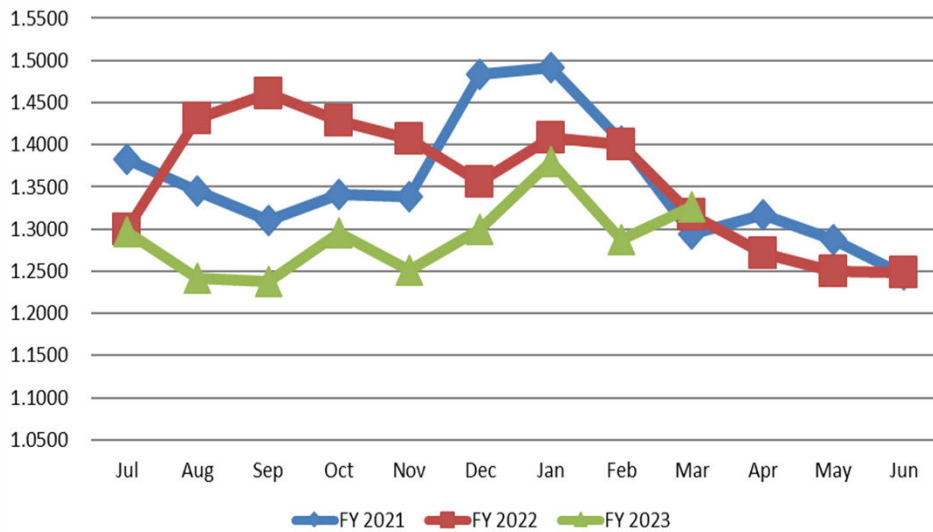
Case Mix Index w/o Normal Newborns



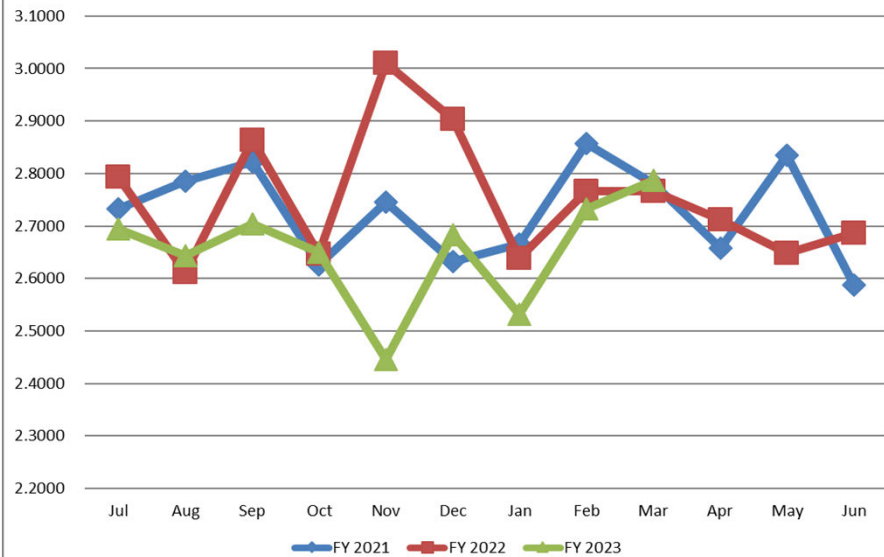
Case Mix Index w/o Normal Newborns - All



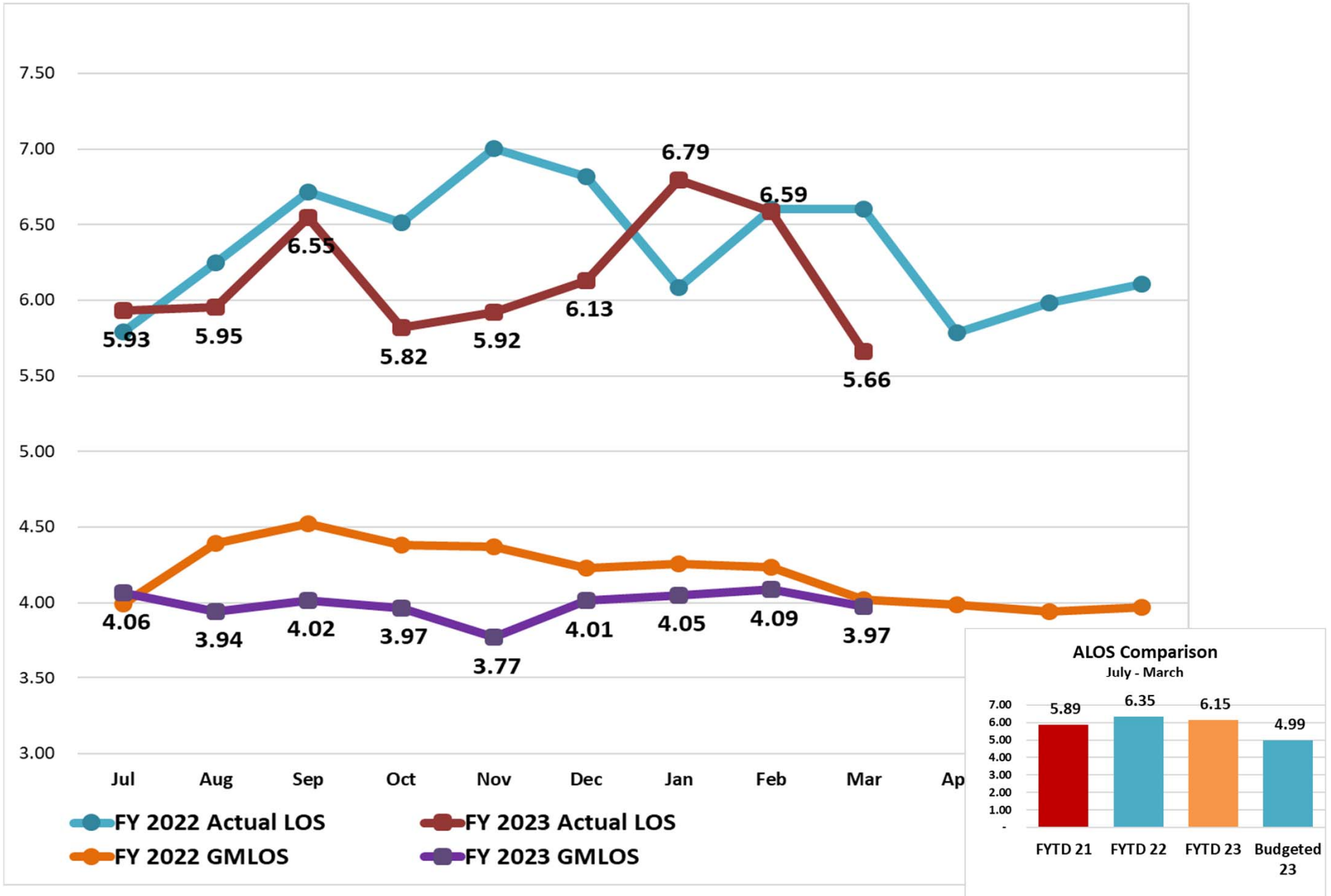
Case Mix **Medical w/o Normal Newborns**



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



Average Length of Stay versus National Average (GMLOS)



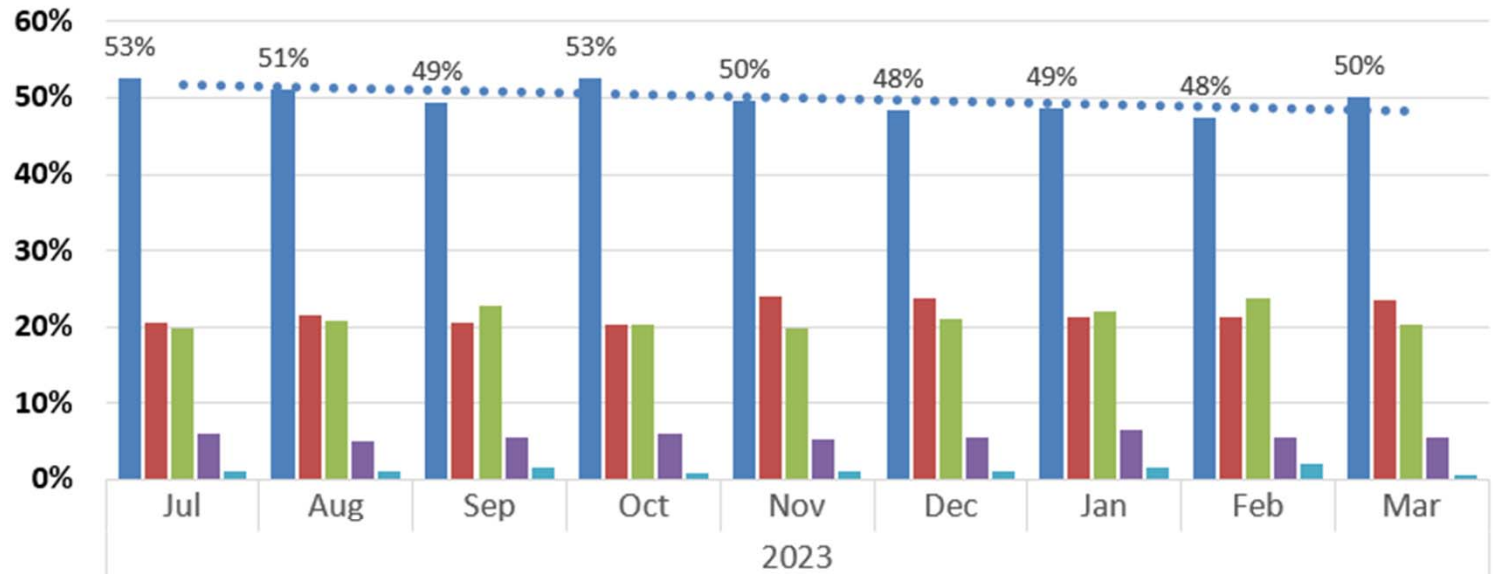
Average Length of Stay versus National Average (GMLOS)

	Including COVID Patients			Excluding COVID Patients		
	ALOS	GMLOS	GAP	ALOS	GMLOS	GAP
Feb-21	6.73	4.37	2.36	5.64	4.01	1.63
Mar-21	5.76	4.07	1.69	5.04	3.92	1.12
Apr-21	5.40	3.98	1.42	5.22	3.89	1.33
May-21	5.57	4.00	1.57	5.34	3.92	1.42
Jun-21	5.76	3.90	1.86	5.68	3.88	1.80
Jul-21	5.79	3.99	1.80	5.69	3.94	1.75
Aug-21	6.25	4.39	1.86	5.95	4.05	1.90
Sep-21	6.72	4.52	2.20	5.89	4.08	1.81
Oct-21	6.51	4.38	2.13	5.34	4.00	1.34
Nov-21	7.00	4.37	2.63	5.75	3.95	1.80
Dec-21	6.82	4.23	2.59	6.12	3.98	2.14
Jan-22	6.08	4.26	1.82	5.96	3.96	2.00
Feb-22	6.61	4.23	2.38	5.86	3.83	2.03
Mar-22	6.61	4.02	2.59	5.68	3.89	1.79
Apr-22	5.78	3.99	1.79	5.66	3.98	1.68
May-22	5.98	3.94	2.04	5.62	3.88	1.74
Jun-22	6.11	3.97	2.14	5.62	3.88	1.74
Jul-22	5.93	4.06	1.87	5.65	3.90	1.75
Aug-22	5.95	3.94	2.01	5.61	3.83	1.78
Sep-22	6.53	4.01	2.52	6.29	3.94	2.35
Oct-22	5.81	3.96	1.85	5.60	3.90	1.70
Nov-22	5.91	3.77	2.14	5.85	3.73	2.12
Dec-22	6.13	4.01	2.12	5.68	3.92	1.76
Jan-23	6.80	4.05	2.75	6.28	3.94	2.34
Feb-23	6.63	4.09	2.54	6.42	4.04	2.38
Mar-23	5.66	3.97	1.69	5.53	3.92	1.61
Average	6.05	4.14	1.90	5.56	3.96	1.60

Average Length of Stay Distribution

Overall

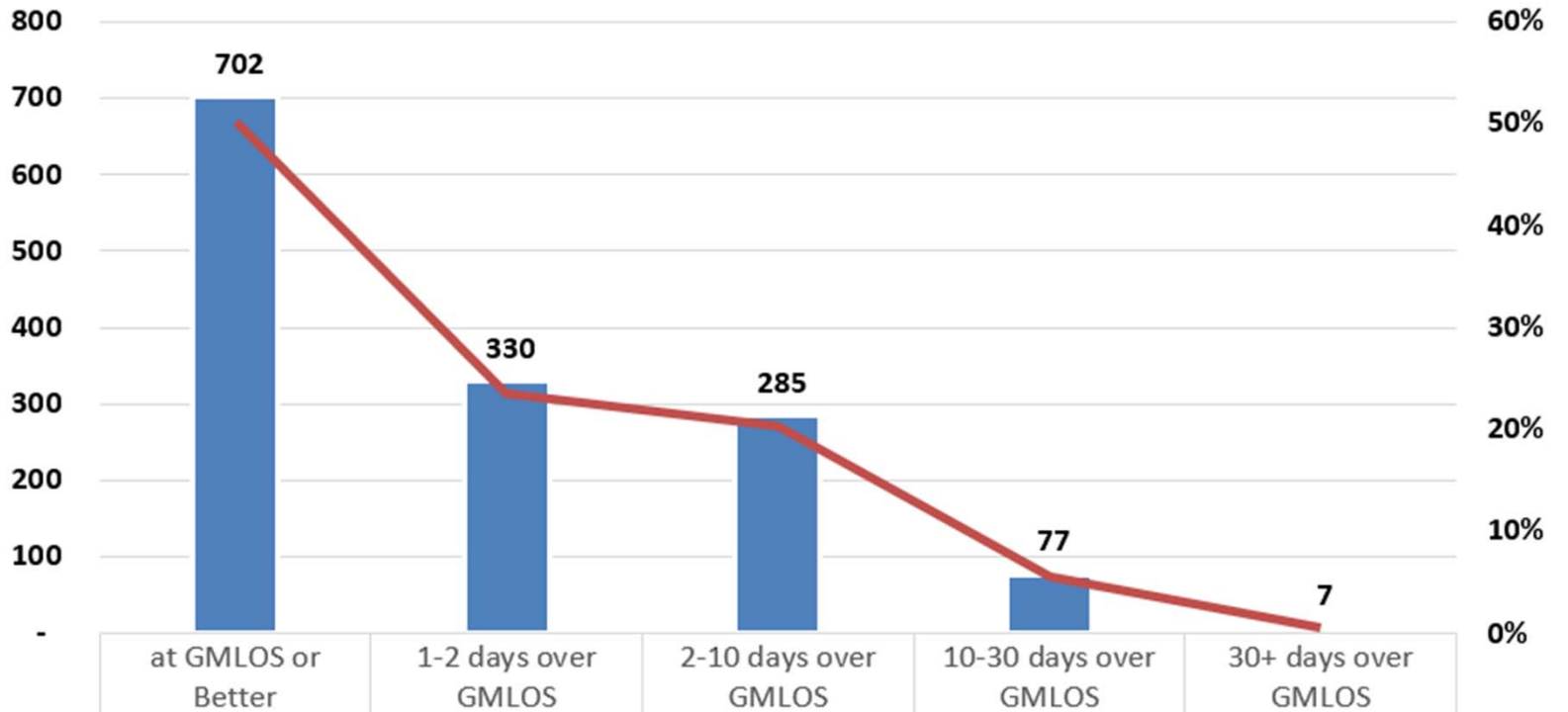
FY23 Overall LOS Distribution



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

Average Length of Stay March Distribution

Mar FY 2023 Overall LOS Distribution

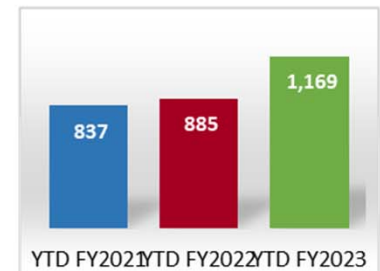
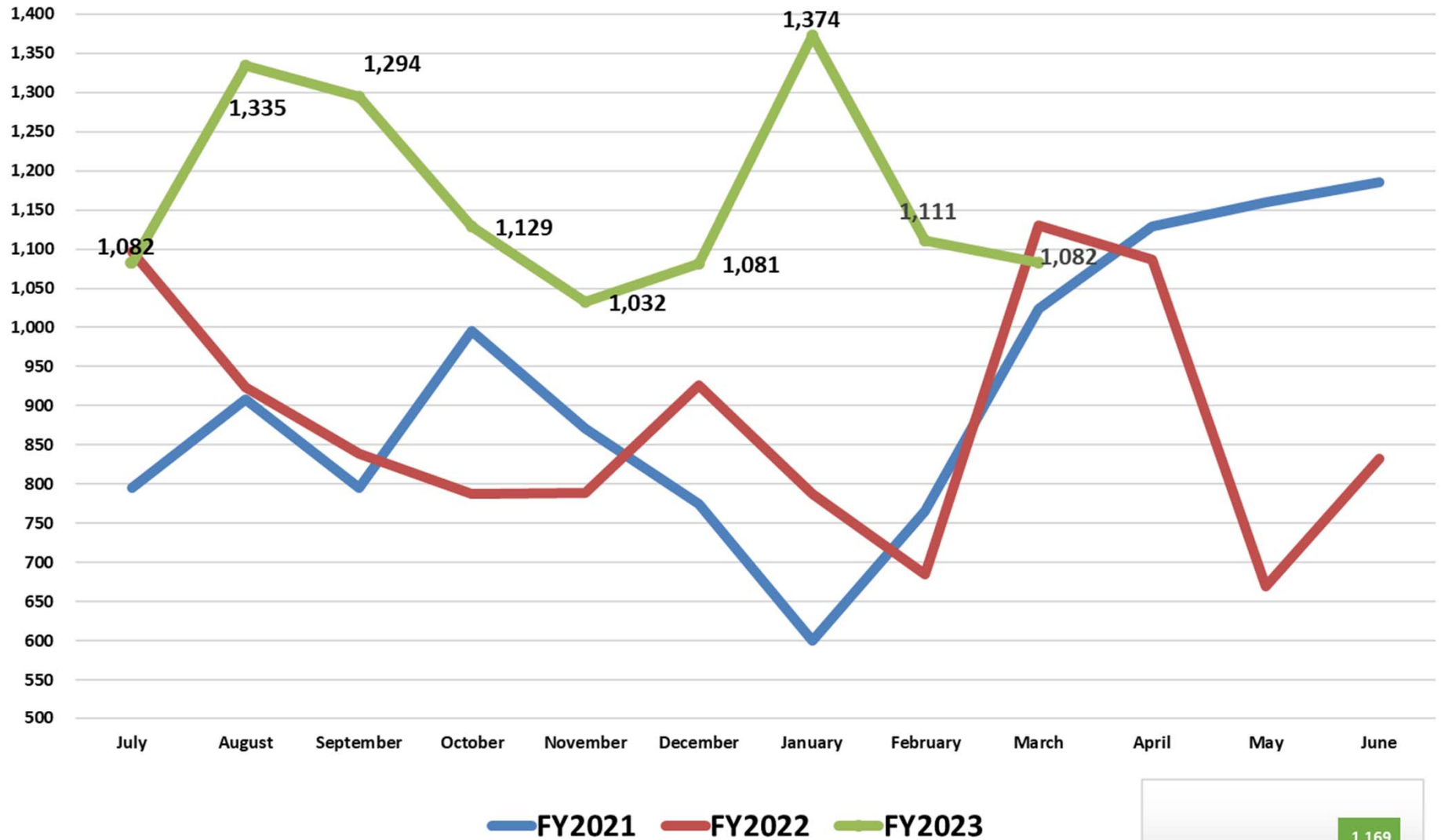


Count of Visits	702	330	285	77	7
% of Visits	50%	24%	20%	5%	0%

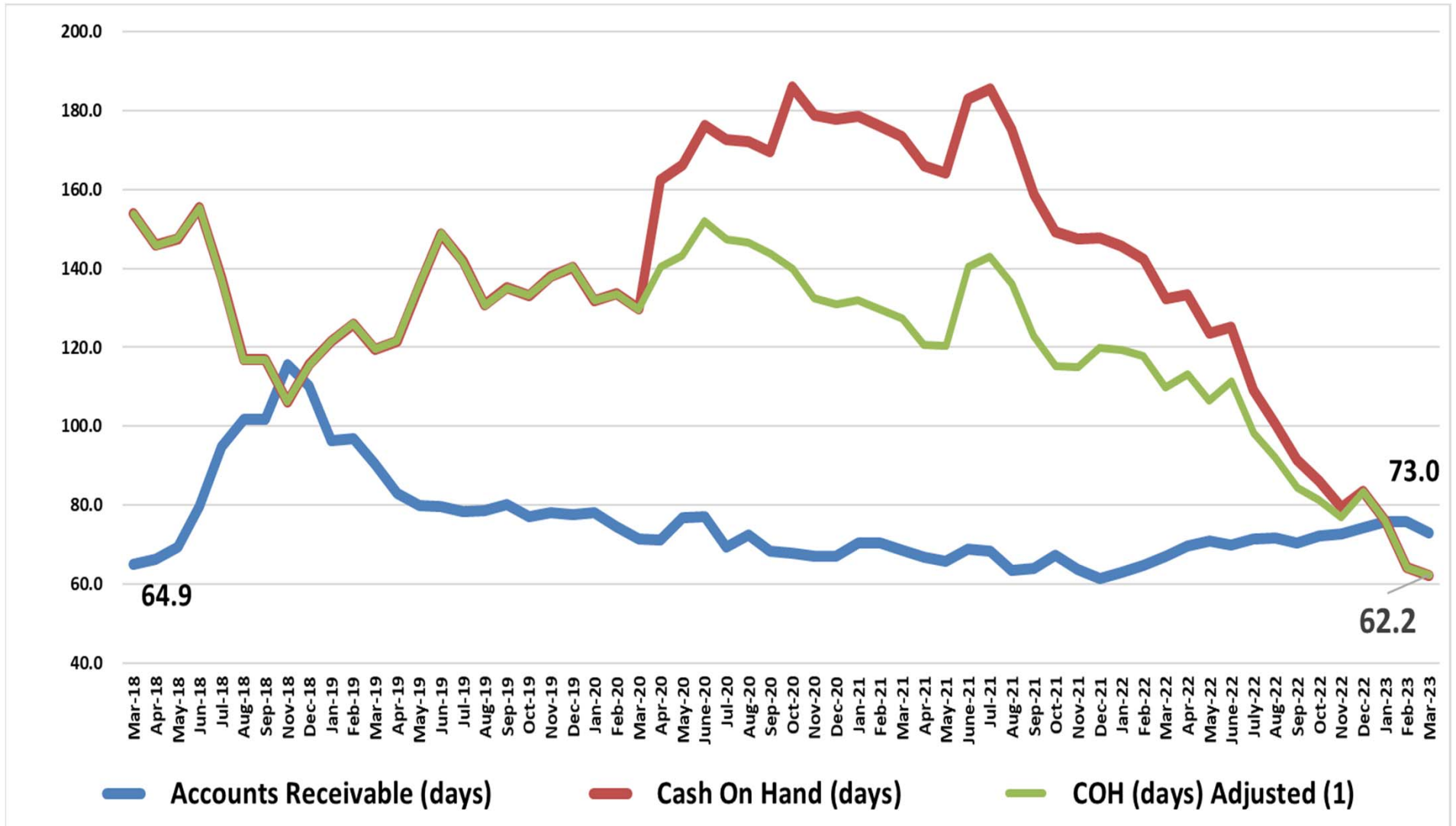
Opportunity Cost of Reducing LOS to National Average - \$82M FY22



Observation Days



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

MARCH 31, 2023

	Current	Prior	June 30,	2021 Moody's		
	Month	Month	2022	Median Benchmark		
	Value	Value	Audited Value	Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	3.8	3.8	2.0	1.4	1.7	1.6
Accounts Receivable (days)	73.0	75.7	69.4	48.3	48.3	47.5
Cash On Hand (days)	62.2	64.1	117.3	341.3	268.4	206.5
Cushion Ratio (x)	8.2	8.5	17.4	52.4	31.5	19.9
Average Payment Period (days)	38.1	35.9	61.8	97.6	86.4	94.0
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	70.2%	72.4%	128.3%	323.4%	220.4%	170.1%
Debt-To-Capitalization	33.0%	33.4%	31.3%	20.6%	29.1%	36.3%
Debt-to-Cash Flow (x)	(49.5)	(12.6)	7.2	2.1	2.6	3.3
Debt Service Coverage	(0.2)	(1.0)	1.4	9.6	6.0	4.5
Maximum Annual Debt Service Coverage (x)	(0.2)	(0.9)	1.4	8.2	5.5	3.9
Age Of Plant (years)	12.8	12.7	12.3	10.8	12.4	13.5
PROFITABILITY RATIOS						
Operating Margin	(6.1%)	(7.6%)	(4.3%)	4.1%	3.1%	2.2%
Excess Margin	(5.5%)	(7.1%)	(2.9%)	8.1%	6.7%	4.8%
Operating Cash Flow Margin	(.8%)	(2.2%)	1.0%	9.6%	8.8%	7.5%
Return on Assets	(5.7%)	(7.3%)	(2.8%)	5.8%	4.9%	3.9%

KAWEAH DELTA HEALTH CARE DISTRICT
CONSOLIDATED INCOME STATEMENT (000's)
FISCAL YEAR 2022 & 2023

Fiscal Year	Operating Revenue			Operating Expenses					Operating Expenses Total	Operating Income	Non-Operating Income	Net Income	Operating Margin %	Excess Margin
	Net Patient Revenue	Other Operating Revenue	Operating Revenue Total	Personnel Expense	Physician Fees	Supplies Expense	Other Operating Expense							
2022														
Jul-21	51,502	15,035	66,537	32,678	7,922	9,596	15,217	65,413	1,124	582	1,706	1.7%	2.5%	
Aug-21	49,714	16,024	65,737	33,434	8,527	13,004	15,414	70,379	(4,642)	990	(3,651)	(7.1%)	(5.5%)	
Sep-21	57,879	15,513	73,391	38,332	7,736	11,942	17,438	75,448	(2,056)	(388)	(2,445)	(2.8%)	(3.3%)	
Oct-21	55,674	15,592	71,266	36,627	9,674	11,714	17,386	75,402	(4,136)	732	(3,403)	(5.8%)	(4.7%)	
Nov-21	54,846	22,162	77,008	33,634	10,261	10,623	15,629	70,146	6,862	7,129	13,991	8.9%	16.6%	
Dec-21	51,115	21,796	72,911	37,366	9,479	10,687	15,532	73,064	(153)	2,057	1,904	(0.2%)	2.5%	
Jan-22	56,862	17,469	74,331	38,931	9,210	10,913	15,143	74,197	134	568	702	0.2%	0.9%	
Feb-22	47,933	17,525	65,458	36,102	8,812	10,406	15,848	71,168	(5,710)	787	(4,924)	(8.7%)	(7.4%)	
Mar-22	52,555	16,609	69,164	37,920	9,045	11,180	18,266	76,412	(7,247)	(470)	(7,717)	(10.5%)	(11.2%)	
Apr-22	49,729	23,436	73,165	40,828	8,829	10,685	17,410	77,752	(4,588)	(568)	(5,156)	(6.3%)	(7.1%)	
May-22	56,673	18,552	75,225	40,040	9,329	11,914	17,162	78,445	(3,220)	(436)	(3,656)	(4.3%)	(4.9%)	
Jun-22	51,040	23,102	74,142	50,244	9,413	8,179	19,349	87,186	(13,044)	126	(12,918)	(17.6%)	(17.4%)	
2022 FY Total	\$ 635,520	\$ 222,815	\$ 858,335	\$ 456,137	\$ 108,238	\$ 130,842	\$ 199,795	\$ 895,011	\$ (36,676)	\$ 11,108	\$ (25,568)	(4.3%)	(2.9%)	
2023														
Jul-22	52,368	18,113	70,480	41,319	8,892	9,593	18,601	78,406	(7,926)	552	(7,374)	(11.2%)	(10.4%)	
Aug-22	54,965	17,672	72,637	42,122	9,585	11,666	17,888	81,261	(8,623)	326	(8,297)	(11.9%)	(11.4%)	
Sep-22	48,168	17,304	65,472	39,158	8,814	11,642	17,869	77,483	(12,010)	(3,901)	(15,911)	(18.3%)	(25.8%)	
Oct-22	54,432	17,291	71,723	40,625	9,859	11,523	15,522	77,529	(5,807)	452	(5,355)	(8.1%)	(7.4%)	
Nov-22	56,706	17,741	74,447	36,477	9,645	11,358	17,171	74,650	(203)	150	(53)	(0.3%)	(0.1%)	
Dec-22	53,217	18,452	71,670	38,105	8,276	10,632	17,203	74,216	(2,546)	2,901	355	(3.6%)	0.5%	
Jan-23	51,048	19,753	70,801	36,862	8,564	10,396	17,296	73,118	(2,317)	1,540	(777)	(3.3%)	(1.1%)	
Feb-23	49,325	19,257	68,582	35,624	8,596	10,376	17,510	72,106	(3,524)	834	(2,690)	(5.1%)	(3.9%)	
Mar-23	55,391	25,545	80,937	36,907	9,737	11,548	18,919	77,111	3,826	538	4,364	4.7%	5.4%	
2023 FY Total	\$ 475,622	\$ 171,129	\$ 646,750	\$ 347,200	\$ 81,967	\$ 98,734	\$ 157,980	\$ 685,880	\$ (39,130)	\$ 3,393	\$ (35,738)	(6.1%)	(5.5%)	
FYTD Budget	504,784	167,147	671,931	342,576	82,306	94,924	159,908	679,714	(7,783)	3,261	(4,523)	(1.2%)	(0.7%)	
Variance	\$ (29,162)	\$ 3,981	\$ (25,181)	\$ 4,624	\$ (339)	\$ 3,810	\$ (1,928)	\$ 6,166	\$ (31,347)	\$ 132	\$ (31,215)			
Current Month Analysis														
Mar-23	\$ 55,391	\$ 25,545	\$ 80,937	\$ 36,907	\$ 9,737	\$ 11,548	\$ 18,919	\$ 77,111	\$ 3,826	\$ 538	\$ 4,364	4.7%	5.4%	
Budget	57,680	19,030	76,710	38,702	9,451	10,824	17,807	76,784	(73)	371	298	(0.1%)	0.4%	
Variance	\$ (2,289)	\$ 6,515	\$ 4,226	\$ (1,795)	\$ 286	\$ 724	\$ 1,112	\$ 328	\$ 3,899	\$ 167	\$ 4,066			

KAWEAH DELTA HEALTH CARE DISTRICT

FISCAL YEAR 2022 & 2023

Fiscal Year	Patient Days	ADC	Adjusted Patient Days	I/P Revenue %	DFR & Bad Debt %	Net Patient Revenue/ Adjusted Patient Day	Personnel Expense/ Adjusted Patient Day	Physician Fees/ Adjusted Patient Day	Supply Expense/ Adjusted Patient Day	Total		Physician Fees/ Net Patient Revenue	Supply Expense/ Net Patient Revenue	Total Operating Expense/ Net Patient Revenue
										Operating Expense/ Adjusted Patient Day	Personnel Expense/ Net Patient Revenue			
2022														
Jul-21	13,388	432	26,085	51.3%	76.2%	1,974	1,253	304	368	2,508	63.4%	15.4%	18.6%	127.0%
Aug-21	14,421	465	27,742	52.0%	77.3%	1,792	1,205	307	469	2,537	67.3%	17.2%	26.2%	141.6%
Sep-21	14,836	495	28,344	52.3%	75.0%	2,042	1,352	273	421	2,662	66.2%	13.4%	20.6%	130.4%
Oct-21	15,518	501	28,267	54.9%	75.8%	1,970	1,296	342	414	2,667	65.8%	17.4%	21.0%	135.4%
Nov-21	13,969	466	26,571	52.6%	74.8%	2,064	1,266	386	400	2,640	61.3%	18.7%	19.4%	127.9%
Dec-21	14,305	461	27,106	52.8%	76.4%	1,886	1,378	350	394	2,695	73.1%	18.5%	20.9%	142.9%
Jan-22	14,611	471	26,955	54.2%	74.3%	2,109	1,444	342	405	2,753	68.5%	16.2%	19.2%	130.5%
Feb-22	13,263	474	24,973	53.1%	75.8%	1,919	1,446	353	417	2,850	75.3%	18.4%	21.7%	148.5%
Mar-22	13,570	438	27,296	49.7%	76.7%	1,925	1,389	331	410	2,799	72.2%	17.2%	21.3%	145.4%
Apr-22	12,698	423	26,159	48.5%	77.0%	1,901	1,561	338	408	2,972	82.1%	17.8%	21.5%	156.4%
May-22	13,858	447	28,283	49.0%	74.6%	2,004	1,416	330	421	2,774	70.7%	16.5%	21.0%	138.4%
Jun-22	13,603	453	27,788	49.0%	77.5%	1,837	1,808	339	294	3,137	98.4%	18.4%	16.0%	170.8%
2022 FY Total	168,040	460	325,602	51.6%	75.9%	1,952	1,401	332	402	2,749	71.8%	17.0%	20.6%	140.8%
2023														
Jul-22	13,910	449	27,688	50.2%	75.6%	1,891	1,492	321	346	2,832	78.9%	17.0%	18.3%	149.7%
Aug-22	13,865	447	29,148	47.6%	76.4%	1,886	1,445	329	400	2,788	76.6%	17.4%	21.2%	147.8%
Sep-22	12,768	426	27,367	46.7%	77.4%	1,760	1,431	322	425	2,831	81.3%	18.3%	24.2%	160.9%
Oct-22	13,119	423	27,421	47.8%	75.7%	1,985	1,482	360	420	2,827	74.6%	18.1%	21.2%	142.4%
Nov-22	12,904	430	26,955	47.9%	74.6%	2,104	1,353	358	421	2,769	64.3%	17.0%	20.0%	131.6%
Dec-22	13,587	438	27,686	49.1%	76.2%	1,922	1,376	299	384	2,681	71.6%	15.6%	20.0%	139.5%
Jan-23	13,396	432	27,042	49.5%	77.5%	1,888	1,363	317	384	2,704	72.2%	16.8%	20.4%	143.2%
Feb-23	11,916	426	24,665	48.3%	76.3%	2,000	1,444	349	421	2,923	72.2%	17.4%	21.0%	146.2%
Mar-23	12,905	416	27,485	47.0%	76.1%	2,015	1,343	354	420	2,806	66.6%	17.6%	20.8%	139.2%
2023 FY Total	118,370	432	245,476	48.2%	76.2%	1,938	1,414	334	402	2,794	73.0%	17.2%	20.8%	144.2%
FYTD Budget	132,690	484	253,954	52.2%	75.2%	1,988	1,349	324	374	2,769	67.9%	16.3%	18.8%	134.7%
Variance	(14,320)	(52)	(8,478)	(4.0%)	1.0%	(50)	65	10	28	25	5.1%	0.9%	2.0%	9.6%
Current Month Analysis														
Mar-23	12,905	416	27,485	47.0%	76.1%	2,015	1,343	354	420	2,806	66.6%	17.6%	20.8%	139.2%
Budget	14,978	483	28,833	51.9%	75.0%	2,001	1,342	328	375	2,794	67.1%	16.4%	18.8%	133.1%
Variance	(2,073)	(67)	(1,348)	(5.0%)	1.2%	15	1	26	45	12	(0.5%)	1.2%	2.1%	6.1%

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

	Mar-23	Feb-23	Change	% Change	Jun-22 (Audited)
ASSETS AND DEFERRED OUTFLOWS					
CURRENT ASSETS					
Cash and cash equivalents	\$ 631	\$ 431	\$ 201	46.57%	\$ 21,693
Current Portion of Board designated and trusted assets	41,381	21,174	20,207	95.43%	14,121
Accounts receivable:					
Net patient accounts	142,727	143,581	(854)	-0.59%	135,946
Other receivables	42,950	49,045	(6,095)	-12.43%	27,575
	185,677	192,626	(6,949)	-3.61%	163,521
Inventories	13,620	13,546	73	0.54%	14,025
Medicare and Medi-Cal settlements	88,665	86,057	2,608	3.03%	58,593
Prepaid expenses	14,567	13,792	774	5.61%	13,050
Total current assets	344,542	327,627	16,915	5.16%	285,004
NON-CURRENT CASH AND INVESTMENTS - less current portion					
Board designated cash and assets	140,972	145,810	(4,838)	-3.32%	266,148
Revenue bond assets held in trust	0	0	(0)	-19.20%	8
Assets in self-insurance trust fund	995	962	33	3.39%	1,040
Total non-current cash and investments	141,967	146,773	(4,806)	-3.27%	267,197
INTANGIBLE RIGHT TO USE LEASE, net of accumulated amortization	11,418	11,509	(90)	-0.79%	14,376
CAPITAL ASSETS					
Land	17,542	17,542	-	0.00%	17,542
Buildings and improvements	427,746	427,096	650	0.15%	425,542
Equipment	332,886	331,941	944	0.28%	325,209
Construction in progress	23,382	21,238	2,145	10.10%	15,620
	801,556	797,817	3,739	0.47%	783,912
Less accumulated depreciation	483,024	480,408	2,616	0.54%	459,744
	318,532	317,409	1,123	0.35%	324,168
Property under capital leases - less accumulated amortization	(1,353)	(461)	(892)	193.58%	0
Total capital assets	317,179	316,948	231	0.07%	324,168
OTHER ASSETS					
Property not used in operations	1,546	1,550	(4)	-0.27%	1,584
Health-related investments	3,963	3,939	24	0.61%	4,620
Other	13,397	13,398	(1)	-0.01%	12,511
Total other assets	18,905	18,887	18	0.10%	18,715
Total assets	834,012	821,743	12,268	1.49%	909,460
DEFERRED OUTFLOWS	34,074	34,111	(37)	-0.11%	34,410
Total assets and deferred outflows	\$ 868,085	\$ 855,855	\$ 12,231	1.43%	\$ 943,870

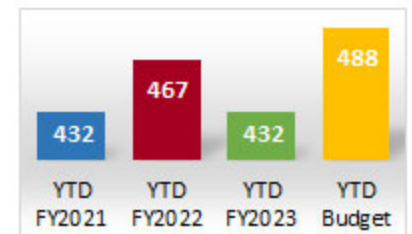
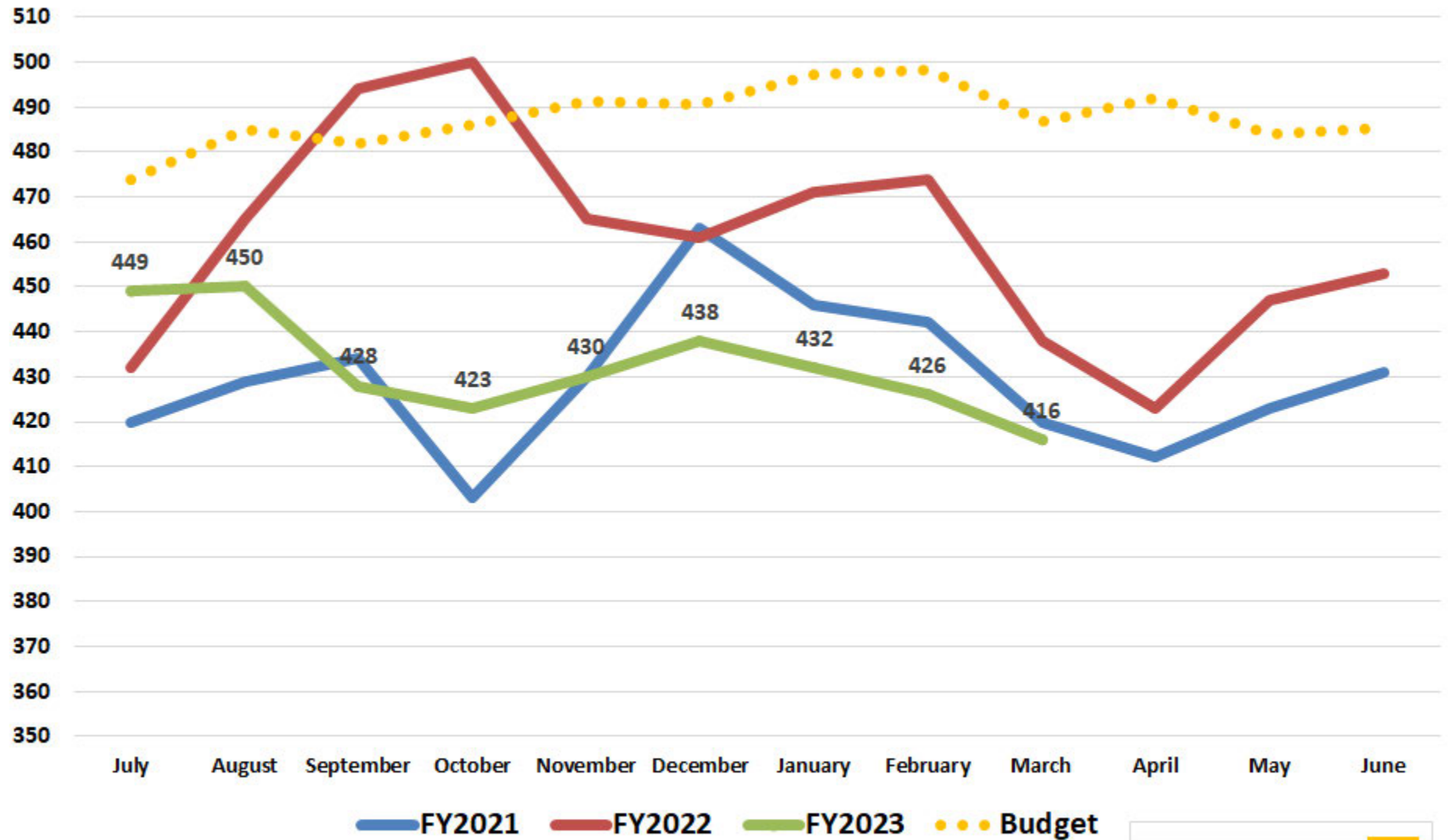
KAWEAH DELTA HEALTH CARE DISTRICT
CONSOLIDATED STATEMENTS OF NET POSITION (000's)

	Mar-23	Feb-23	Change	% Change	Jun-22
					(Audited)
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable and accrued expenses	\$ 28,514	\$ 26,272	\$ 2,242	8.53%	\$ 62,542
Accrued payroll and related liabilities	53,056	49,995	3,061	6.12%	70,913
Long-term debt, current portion	9,846	9,846	-	0.00%	11,759
Total current liabilities	91,416	86,113	5,303	6.16%	145,214
LEASE LIABILITY, net of current portion	12,538	12,537	1	0.01%	14,677
LONG-TERM DEBT, less current portion					
Bonds payable	239,558	239,564	(7)	(0.00%)	239,618
Capital leases	-	-	-	#DIV/0!	0
Notes payable	17,745	17,745	-	0.00%	7,895
Total long-term debt	257,302	257,309	(7)	(0.00%)	247,512
NET PENSION LIABILITY	44,973	43,540	1,433	3.29%	39,789
OTHER LONG-TERM LIABILITIES	30,468	30,192	276	0.92%	30,968
Total liabilities	436,698	429,691	7,007	1.63%	478,161
NET ASSETS					
Invested in capital assets, net of related debt	53,257	53,052	205	0.39%	68,426
Restricted	35,208	38,320	(3,111)	(8.12%)	31,905
Unrestricted	342,922	334,792	8,131	2.43%	365,378
Total net position	431,388	426,164	5,224	1.23%	465,709
Total liabilities and net position	\$ 868,085	\$ 855,855	\$ 12,231	1.43%	\$ 943,870

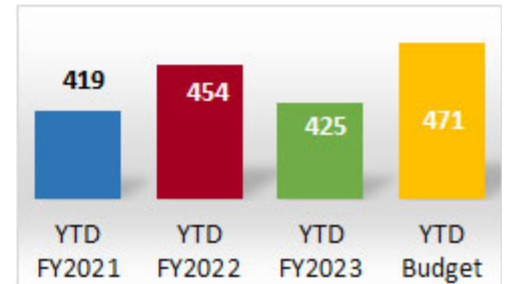
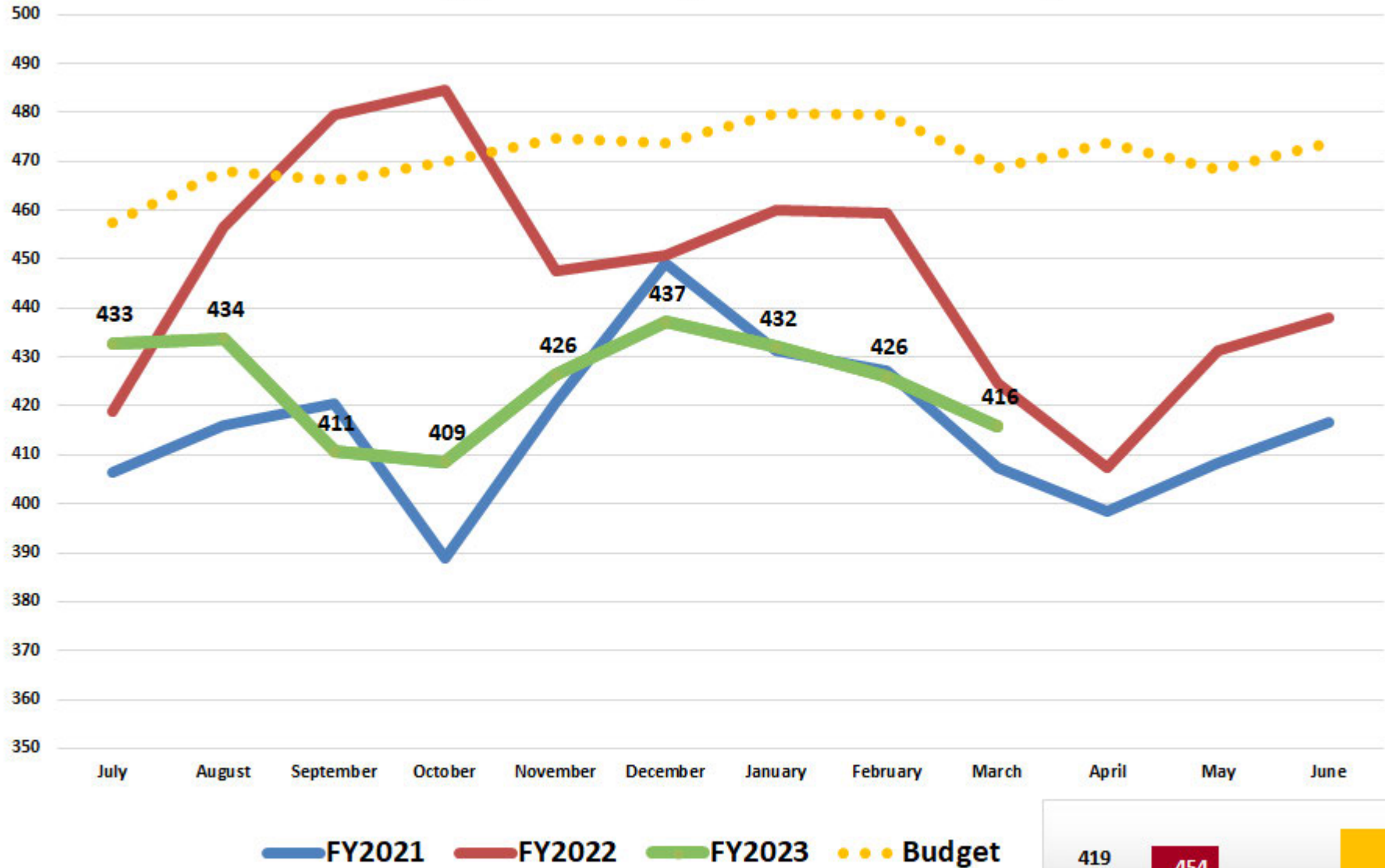
Statistical Report

March 2023

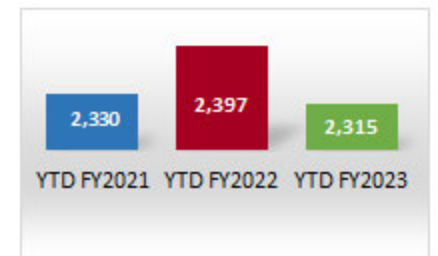
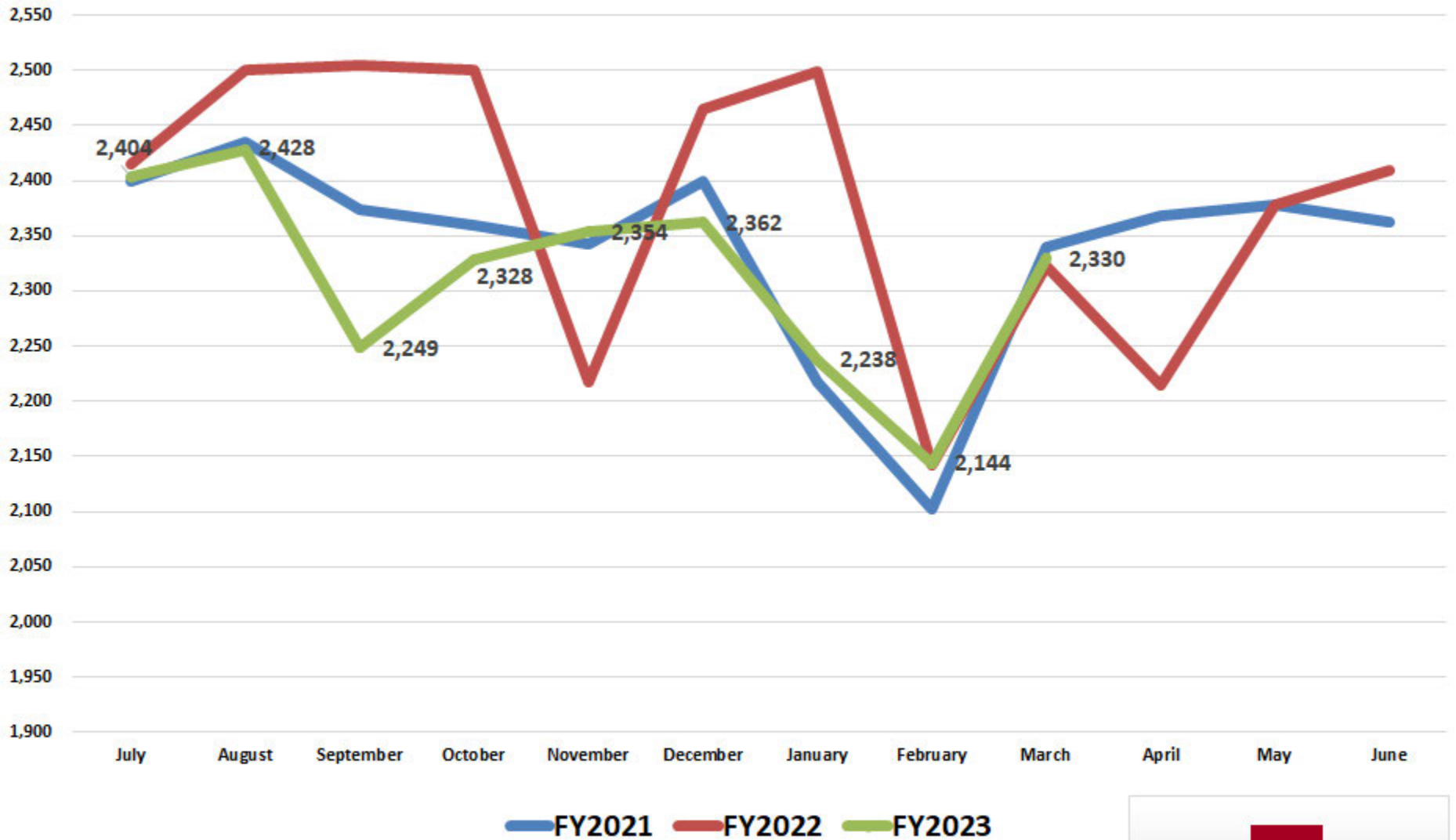
Average Daily Census



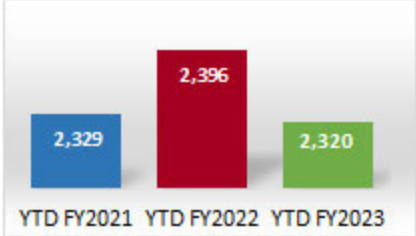
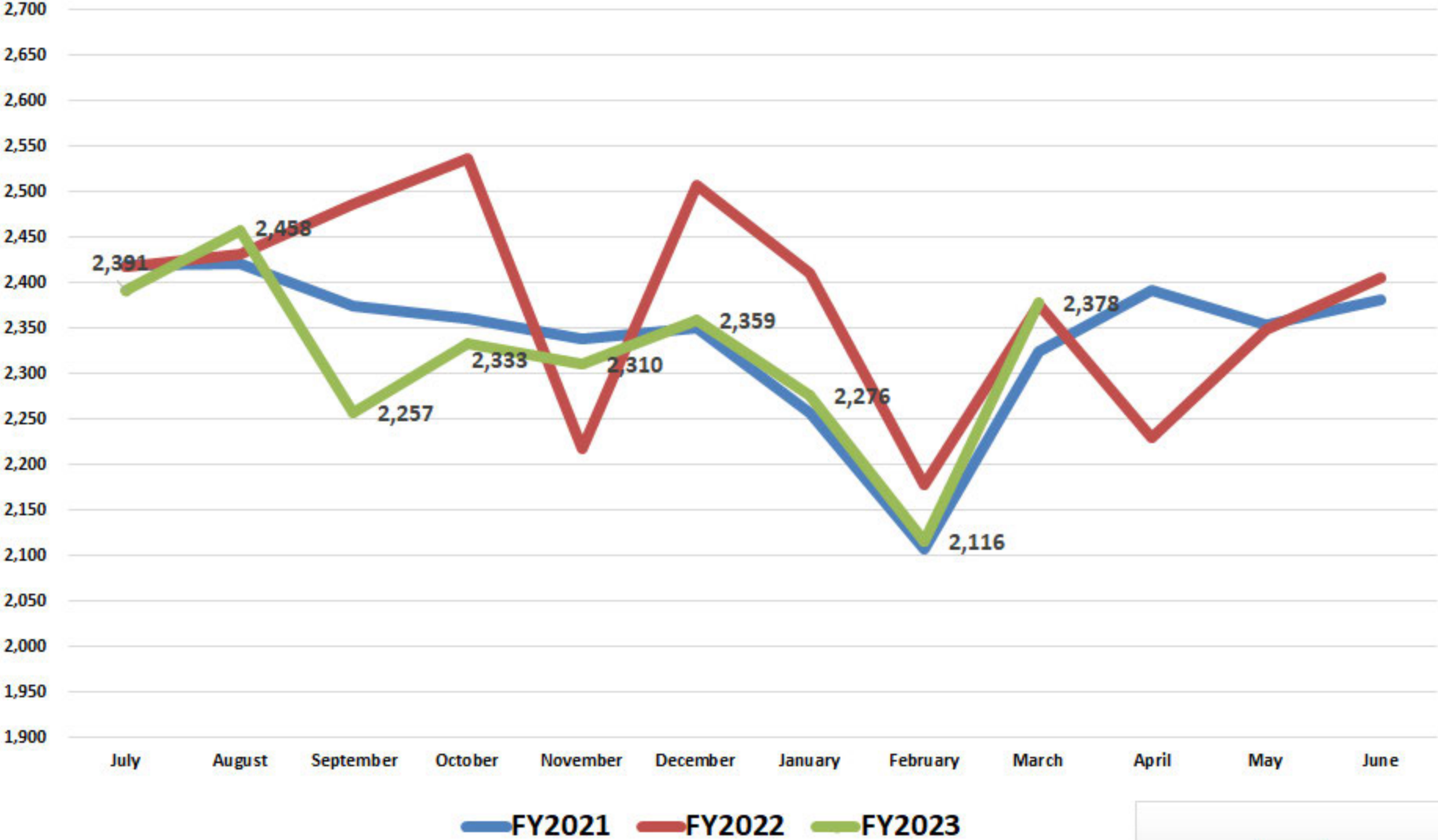
Average Daily Census w/o TCS



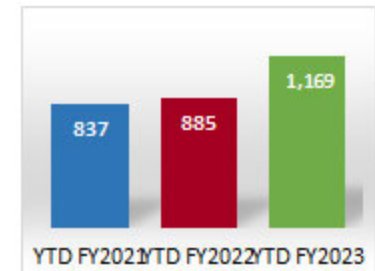
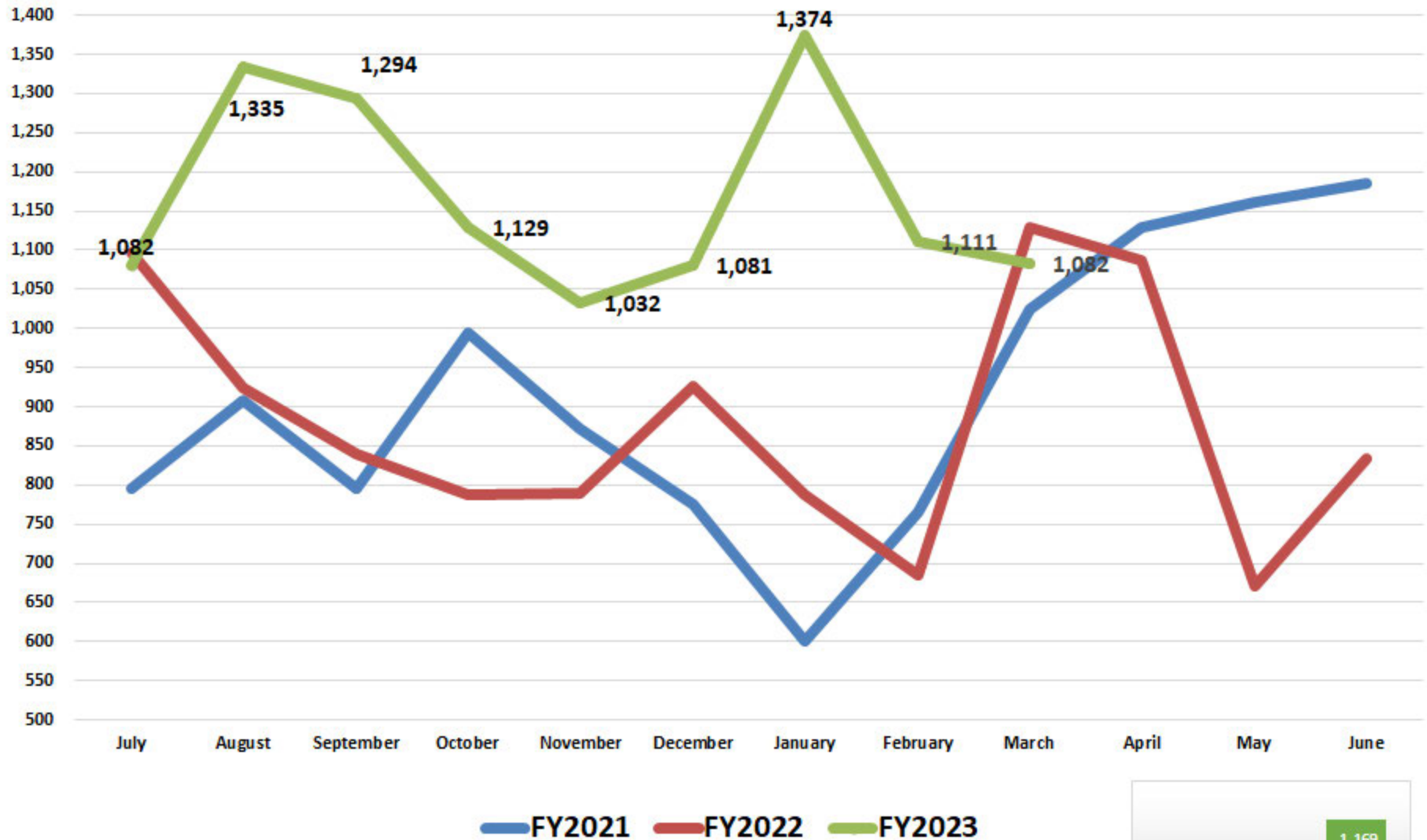
Admissions



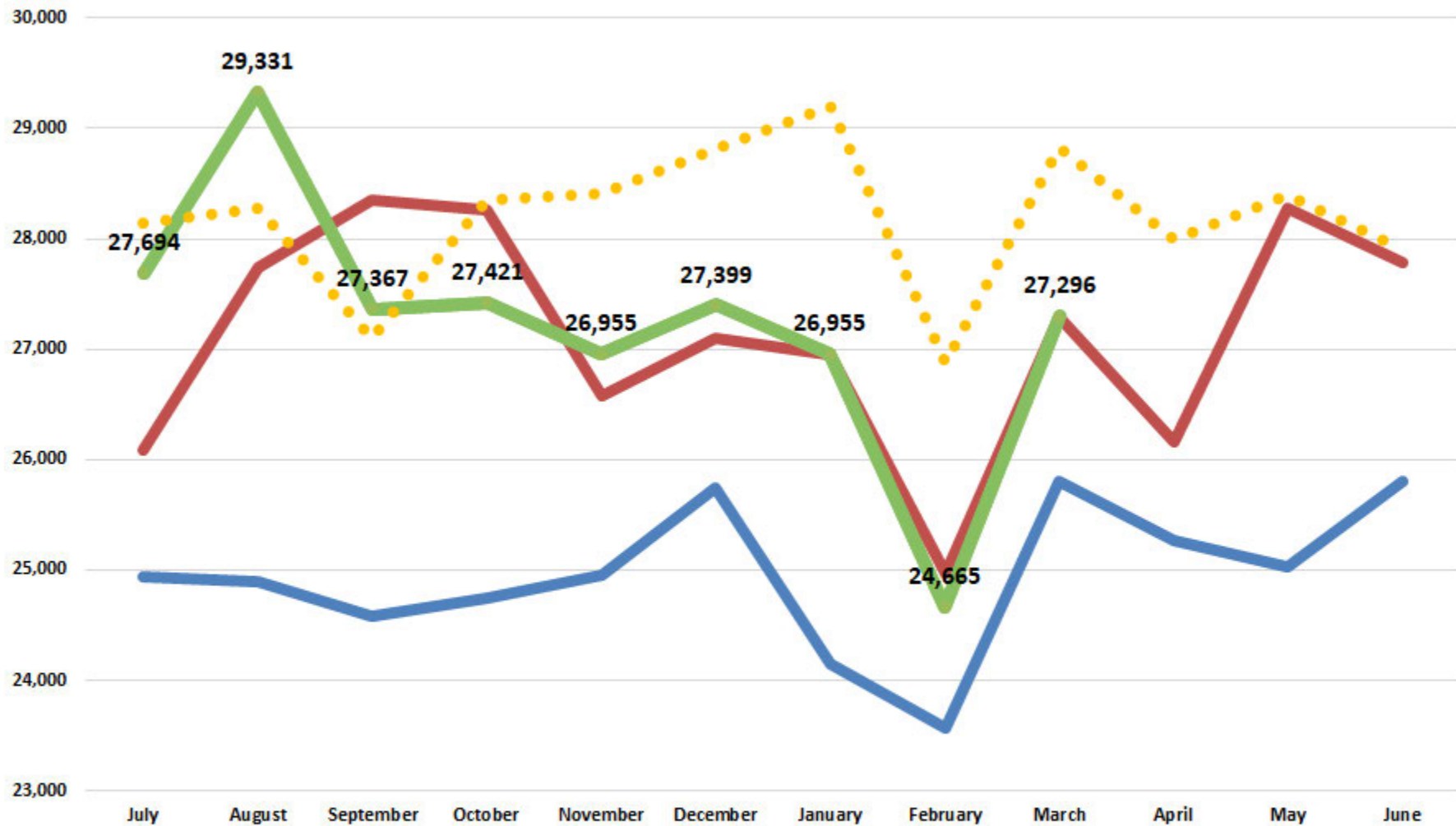
Discharges



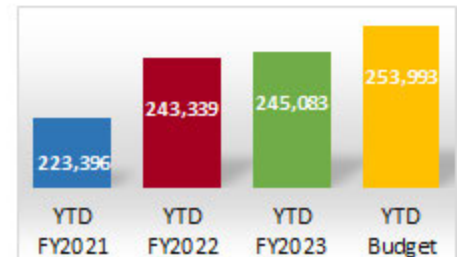
Observation Days



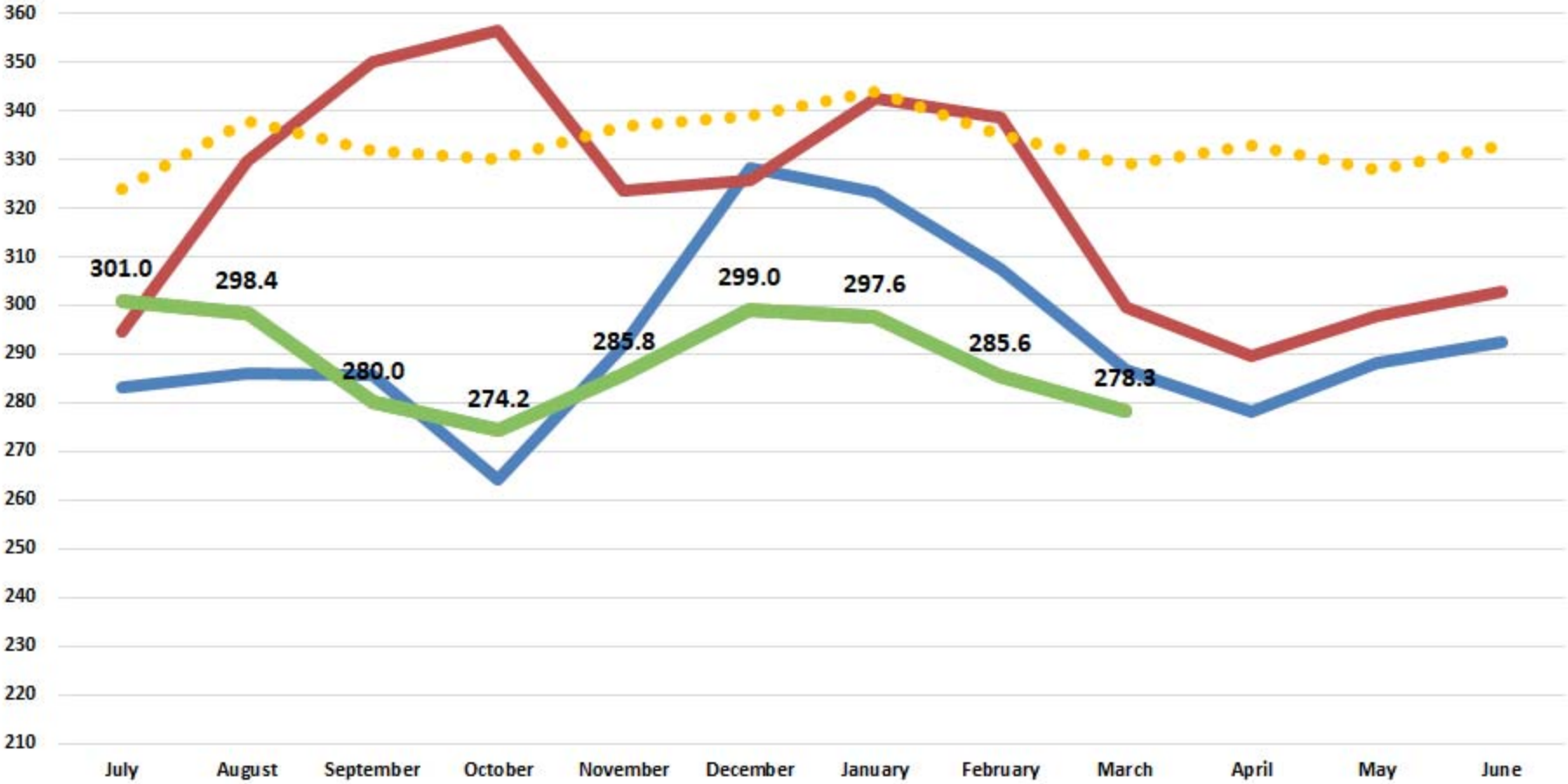
Adjusted Patient Days



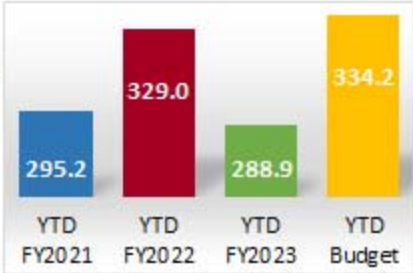
— FY2021
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 ●● Budget



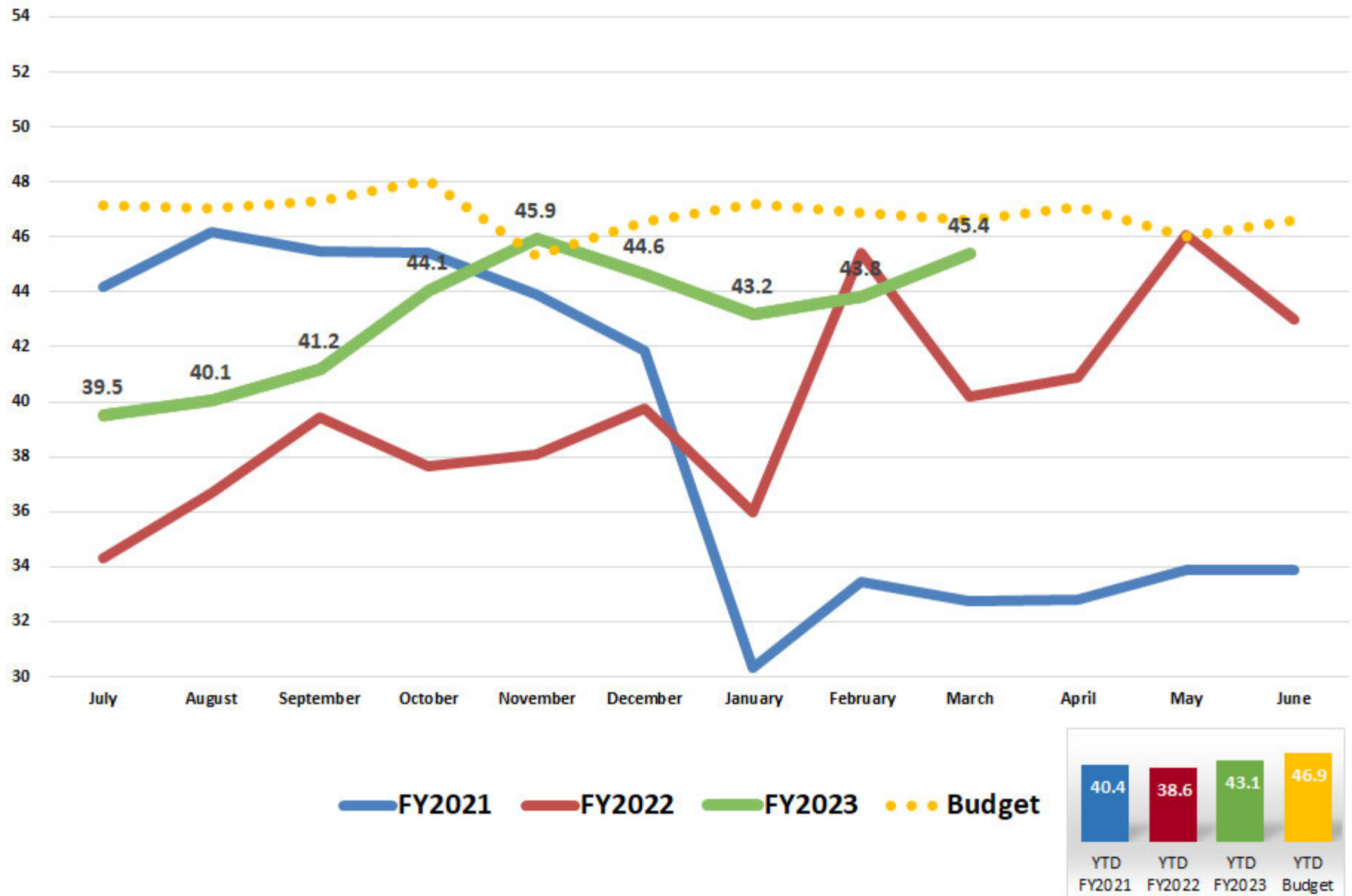
Medical Center (Avg Patients Per Day)



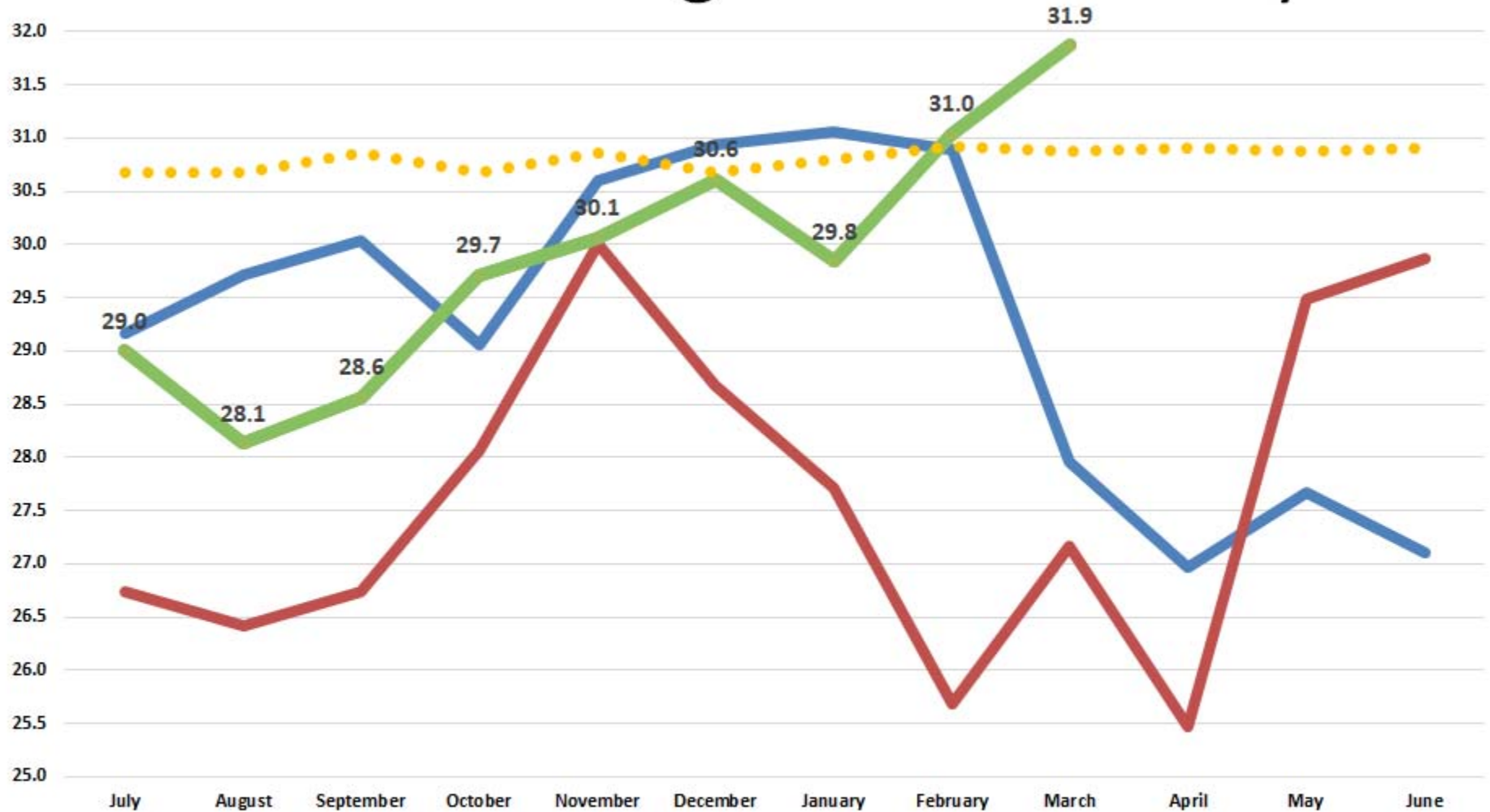
— FY2021
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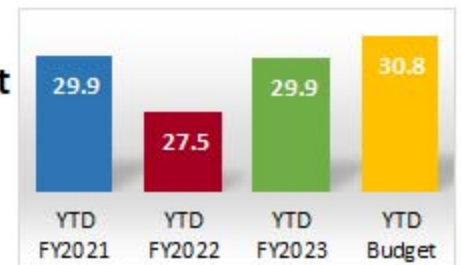
Acute I/P Psych (Avg Patients Per Day)



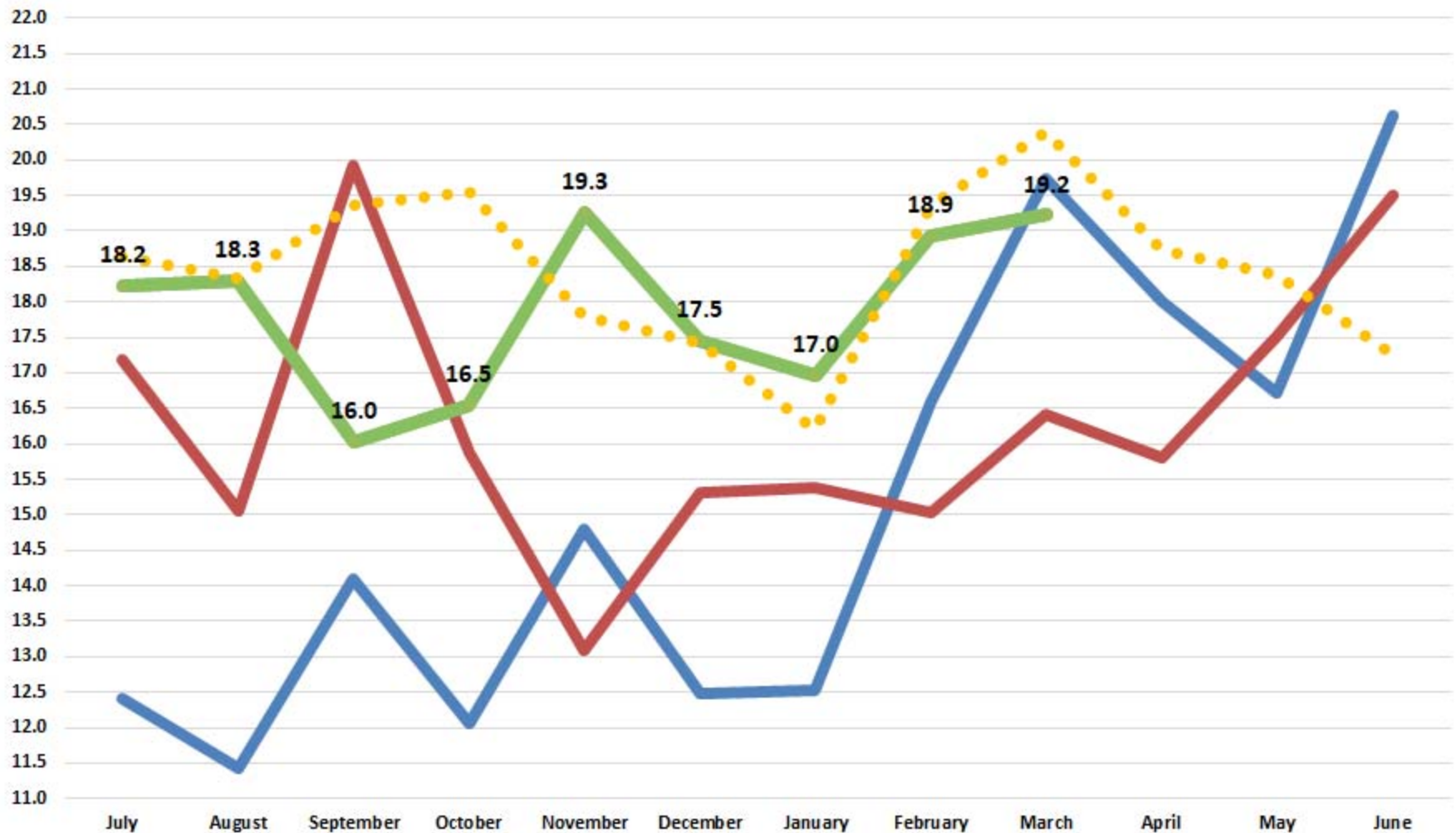
Sub-Acute - Avg Patients Per Day



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



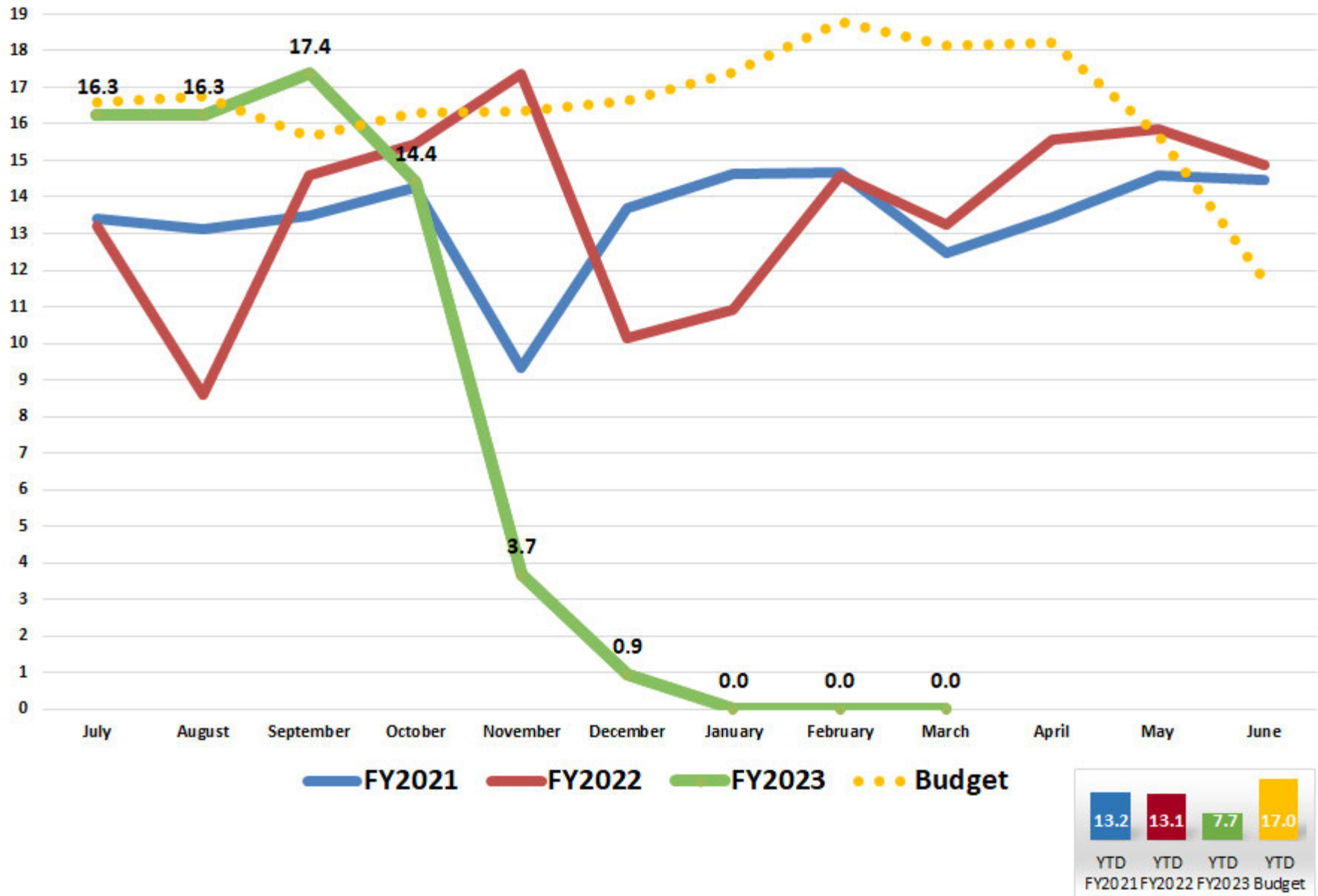
Rehabilitation Hospital - Avg Patients Per Day



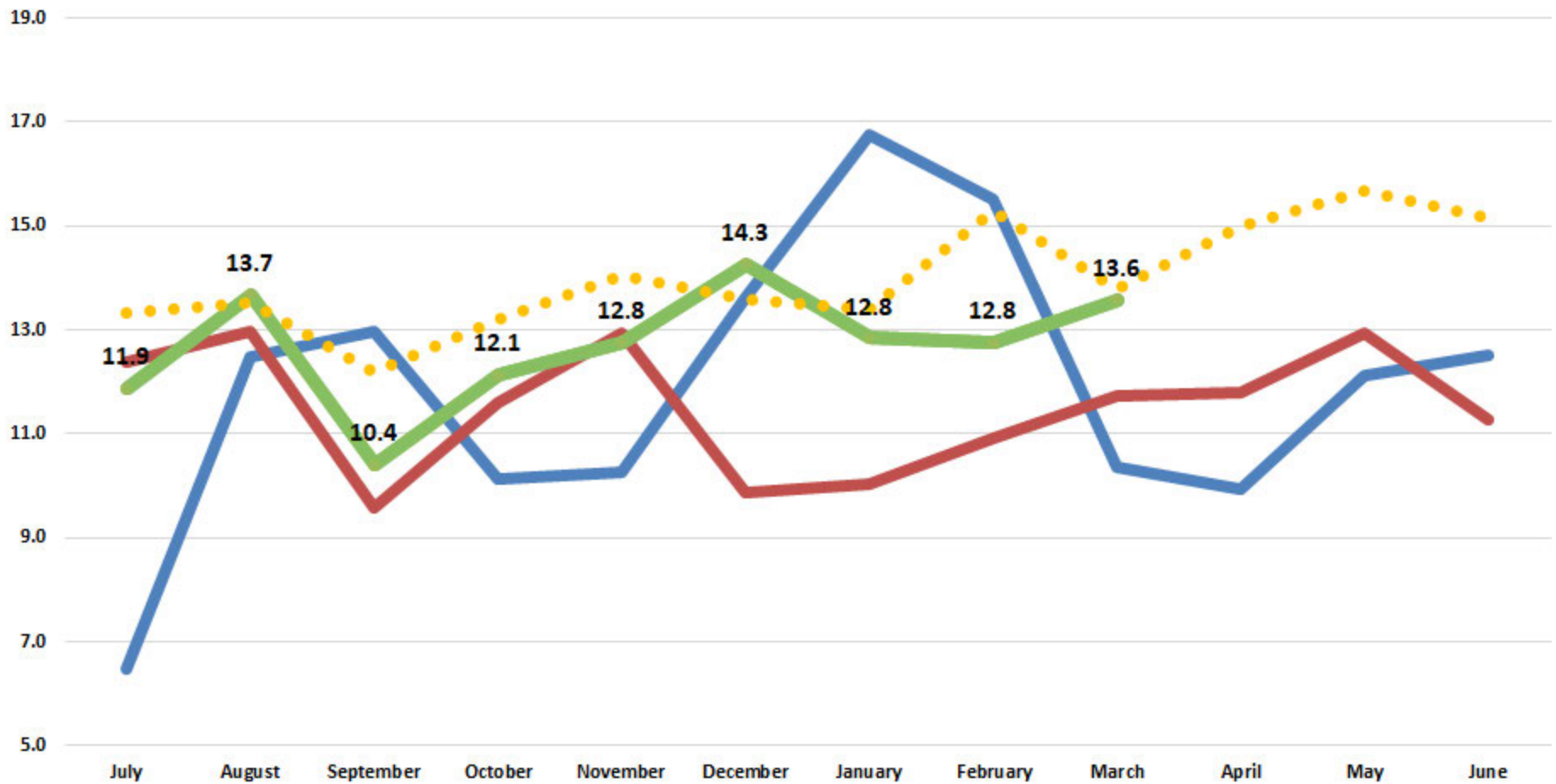
— FY2021
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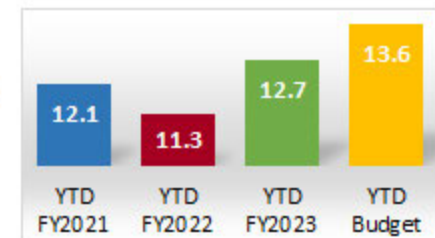
Transitional Care Services (TCS) - Avg Patients Per



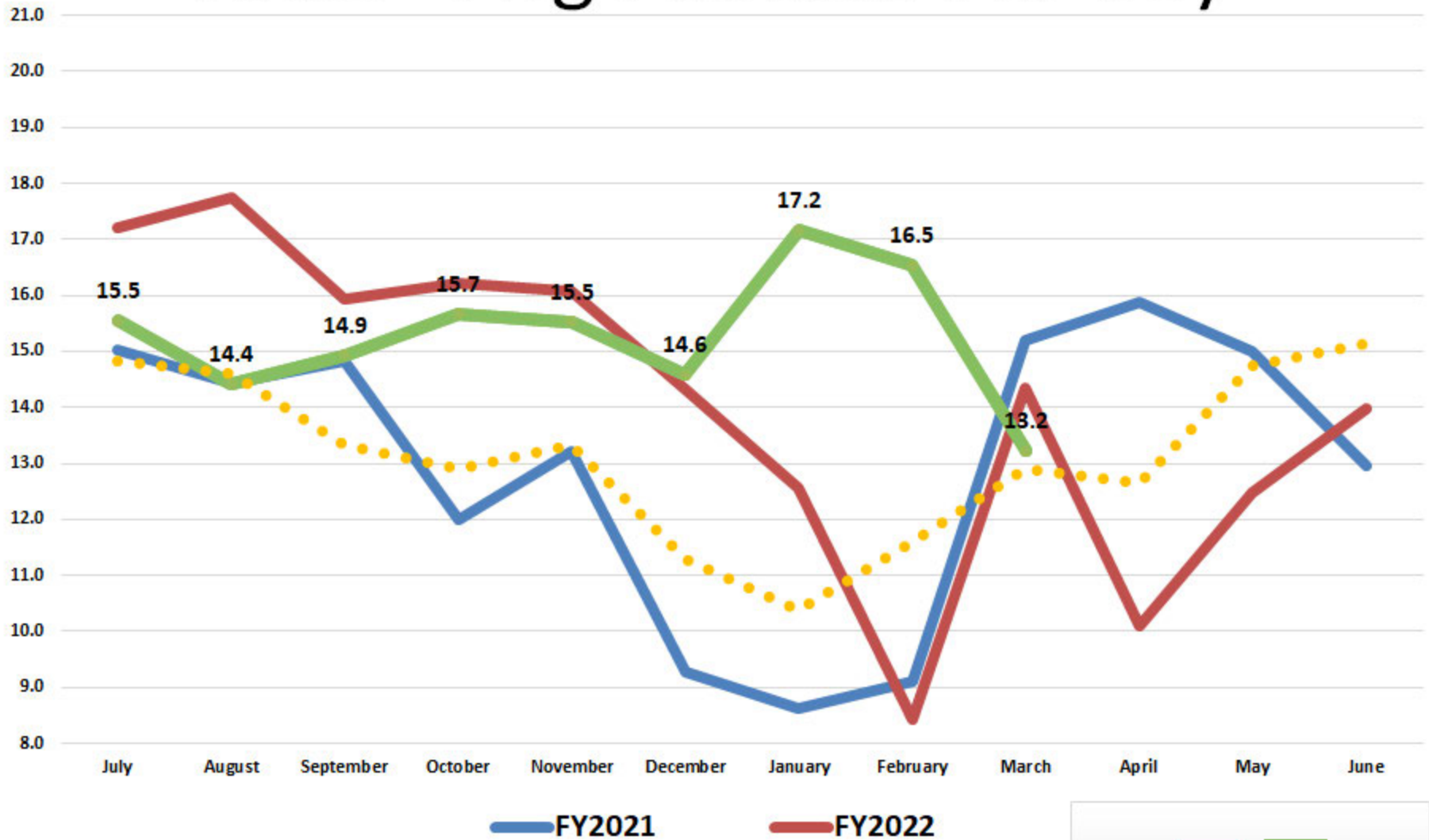
TCS Ortho - Avg Patients Per Day



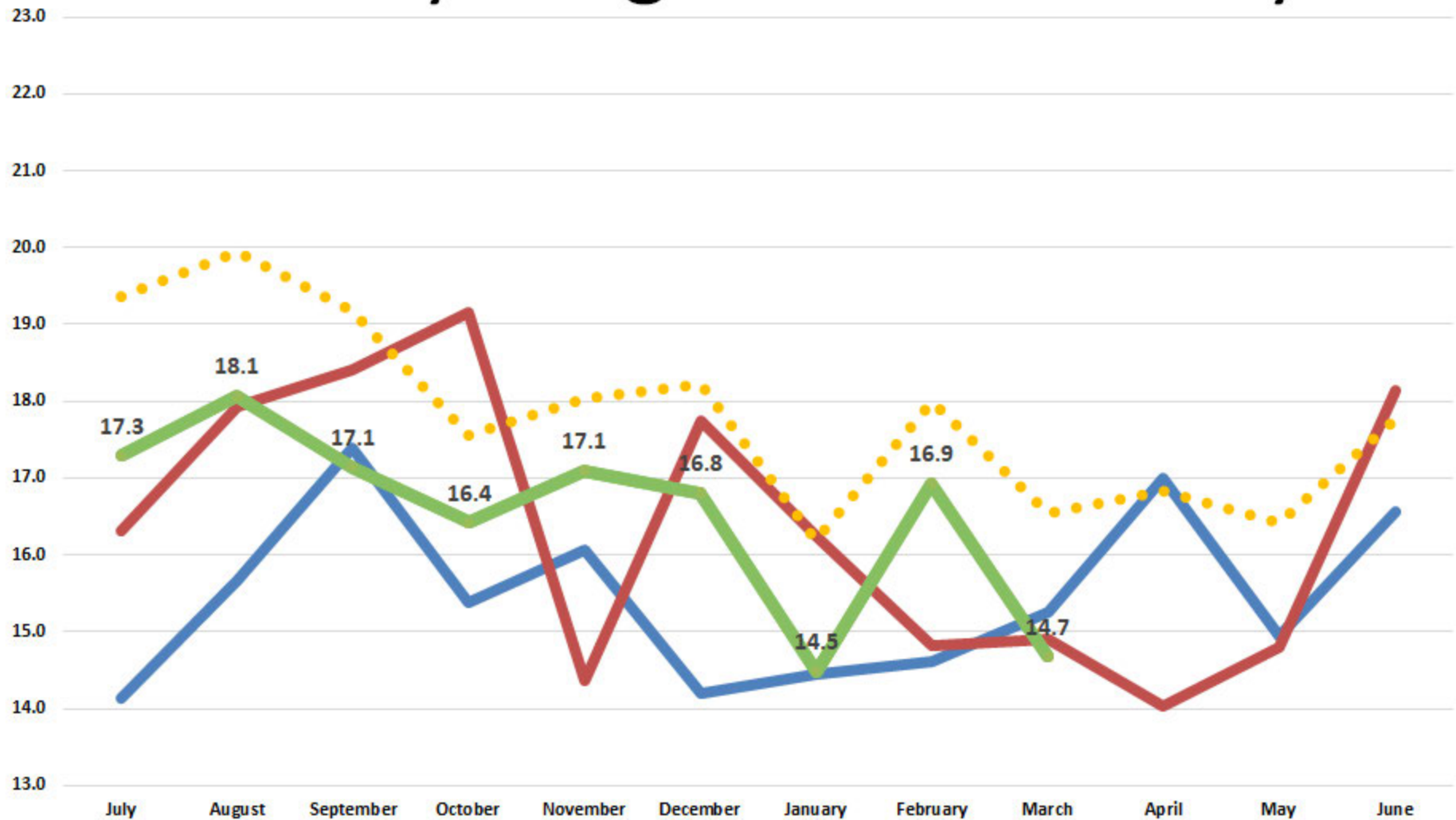
— FY2021
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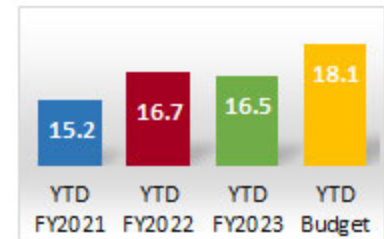
NICU - Avg Patients Per Day



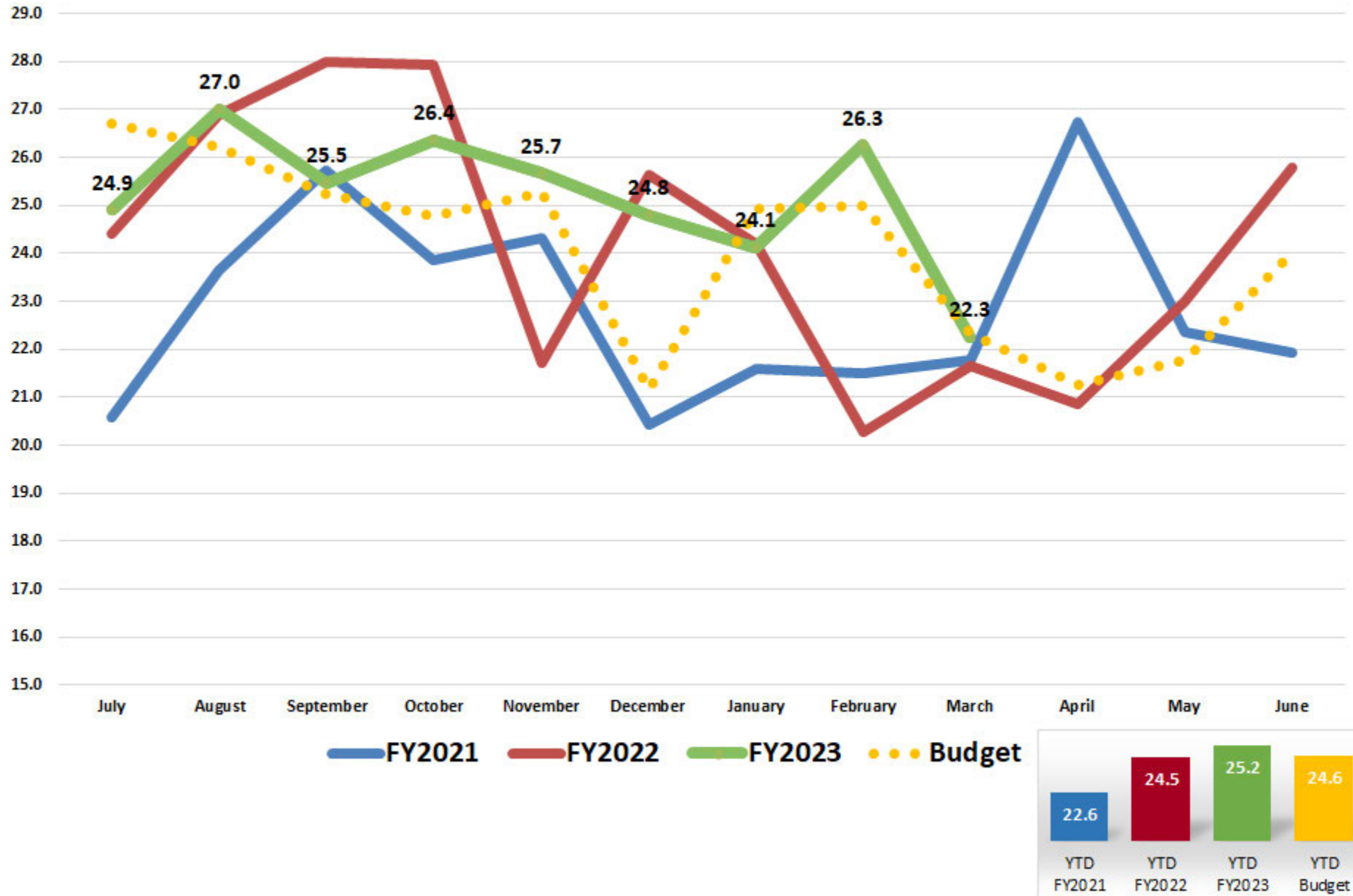
Nursery - Avg Patients Per Day



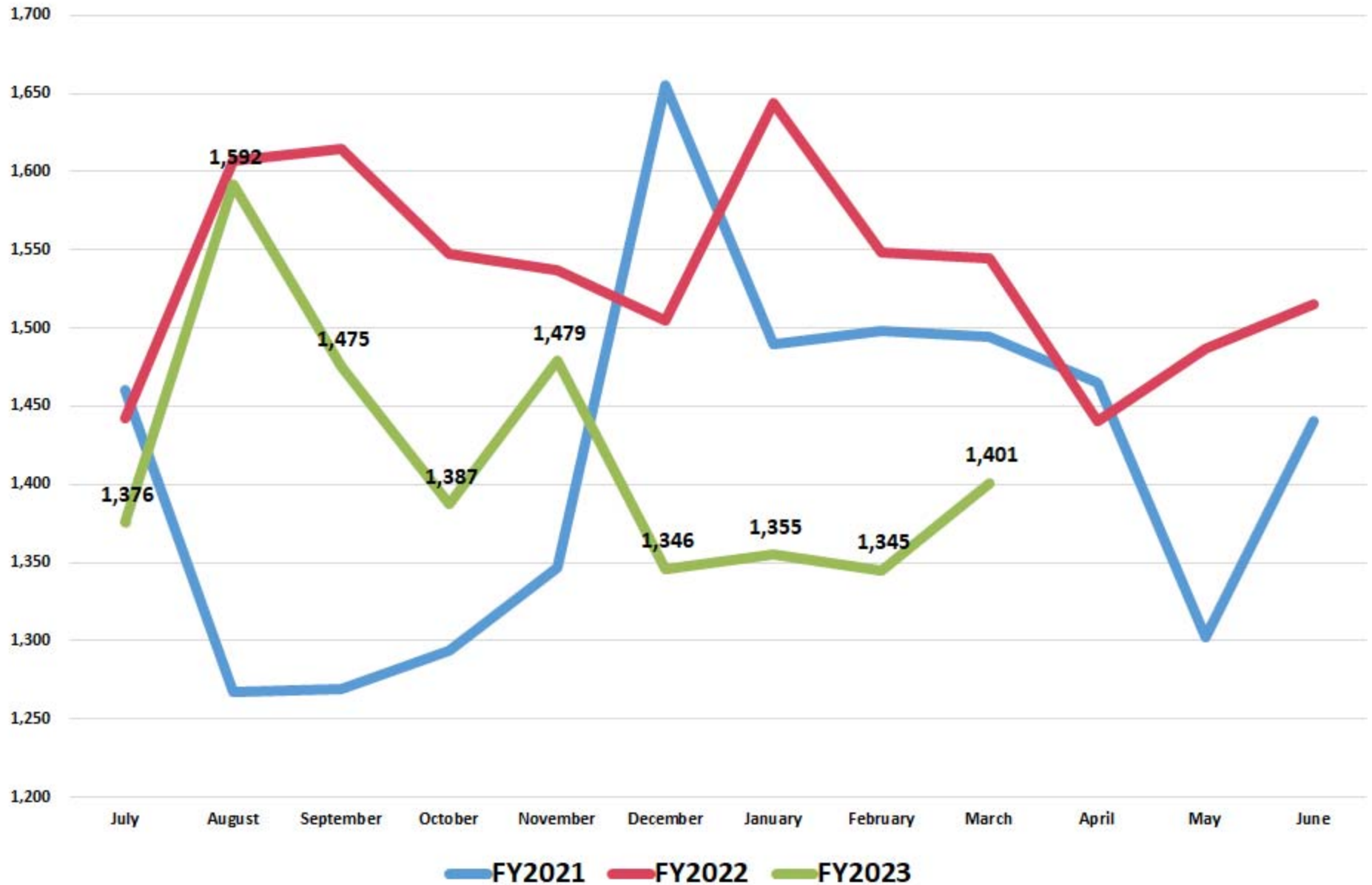
— FY2021
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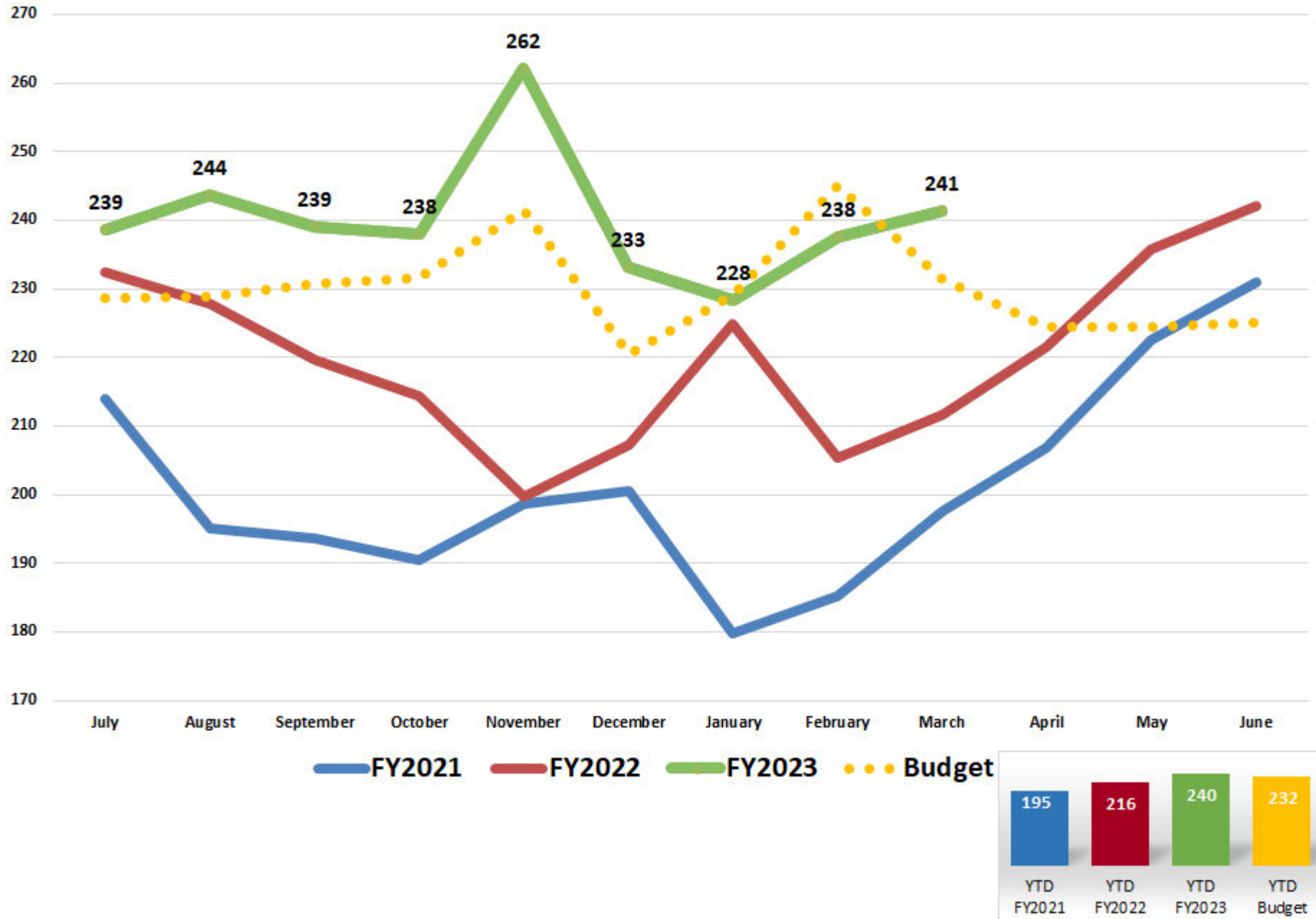
Obstetrics - Avg Patients Per Day



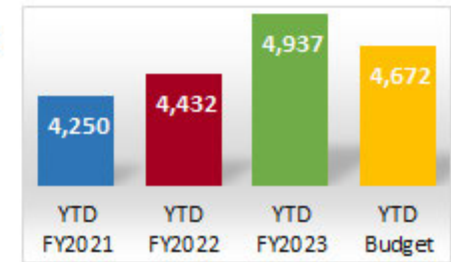
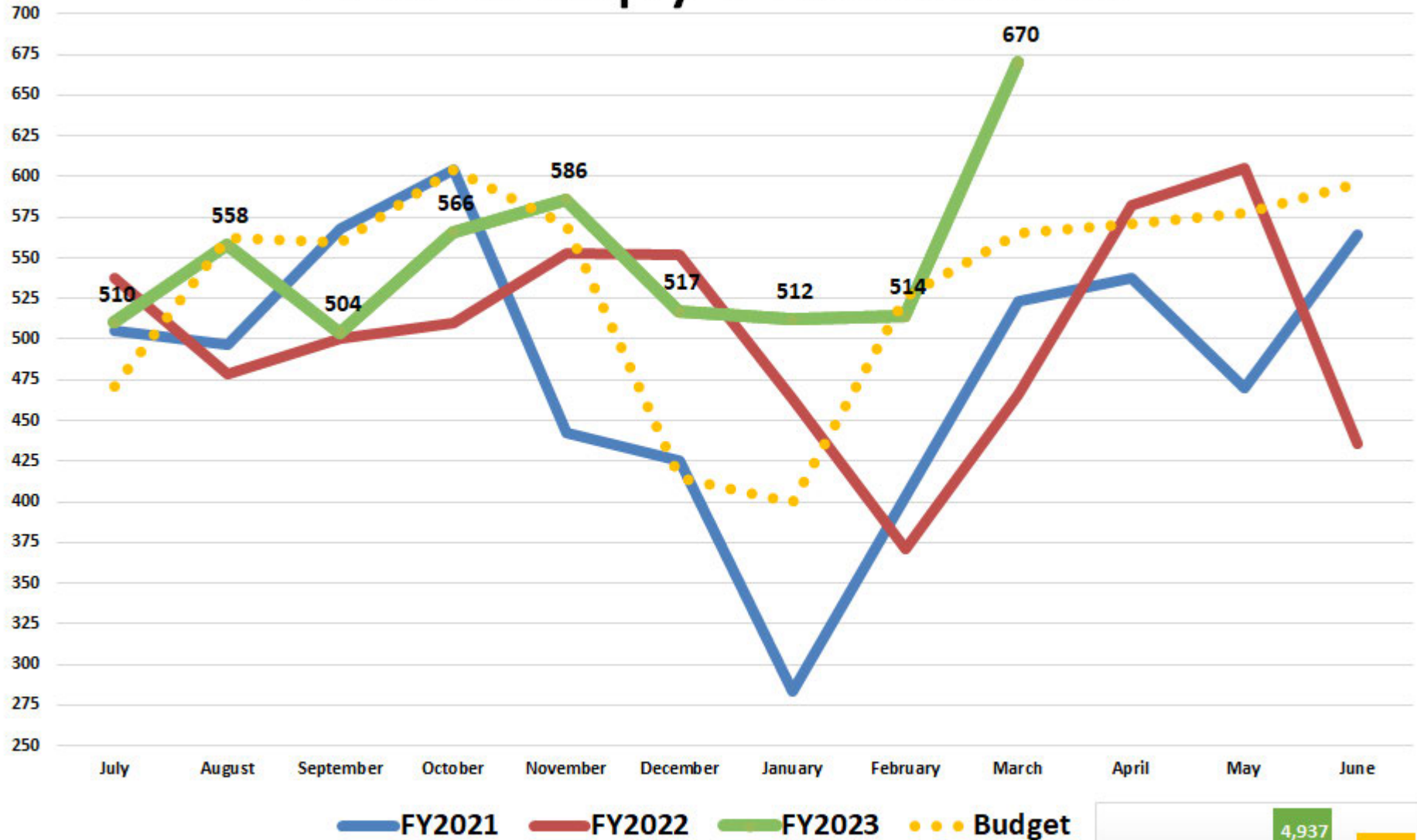
Outpatient Registrations Per Day



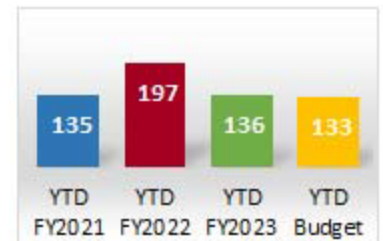
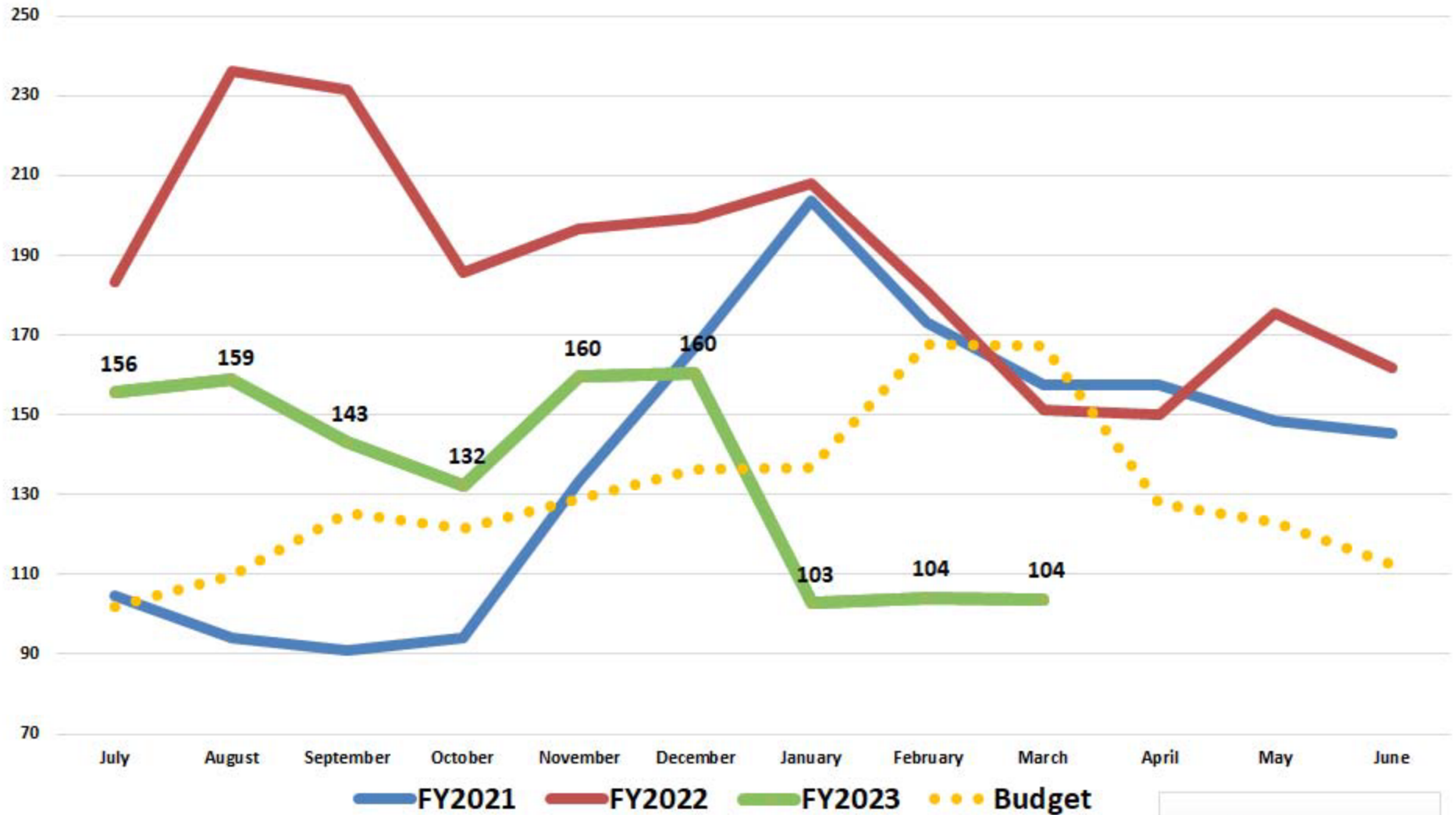
ED - Avg Treated Per Day



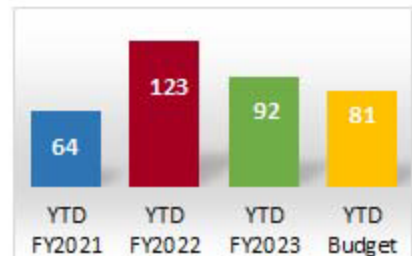
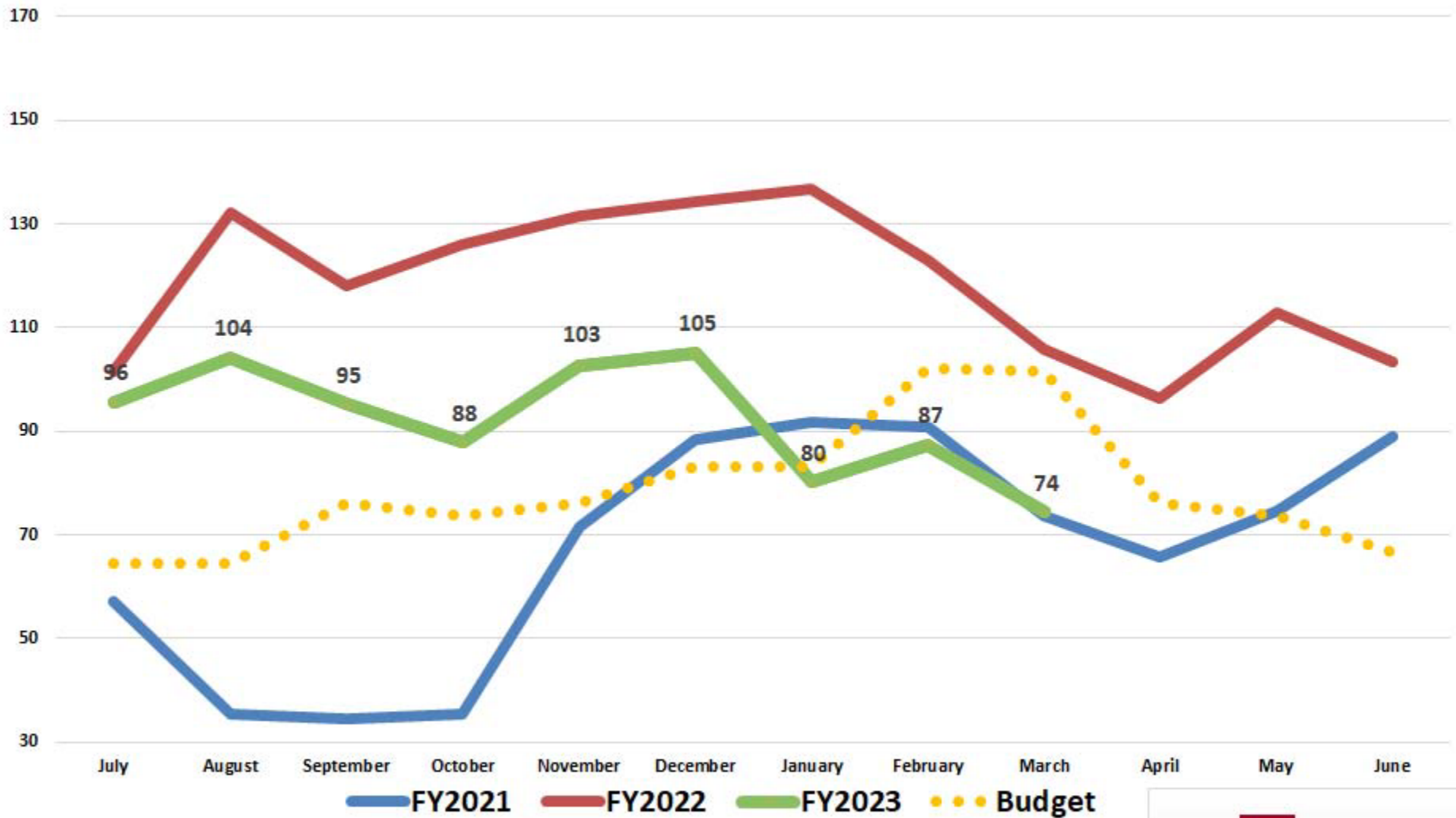
Endoscopy Procedures



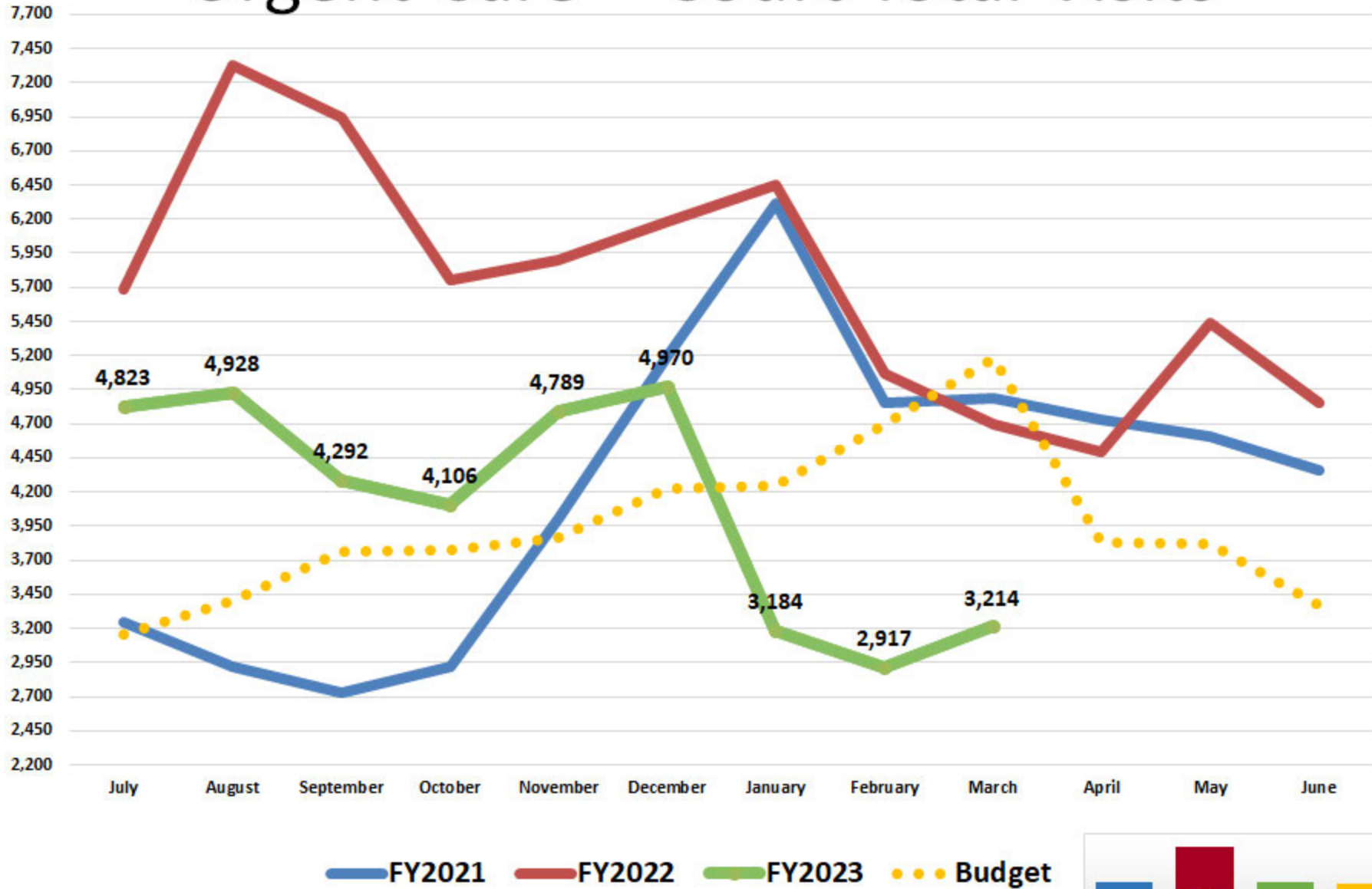
Urgent Care – Court Avg Visits Per Day



Urgent Care – Demaree Avg Visits Per Day

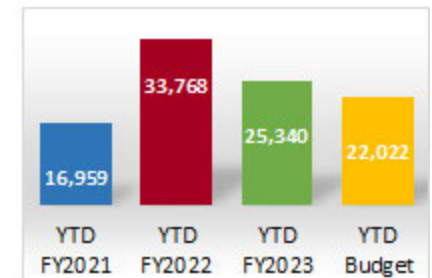
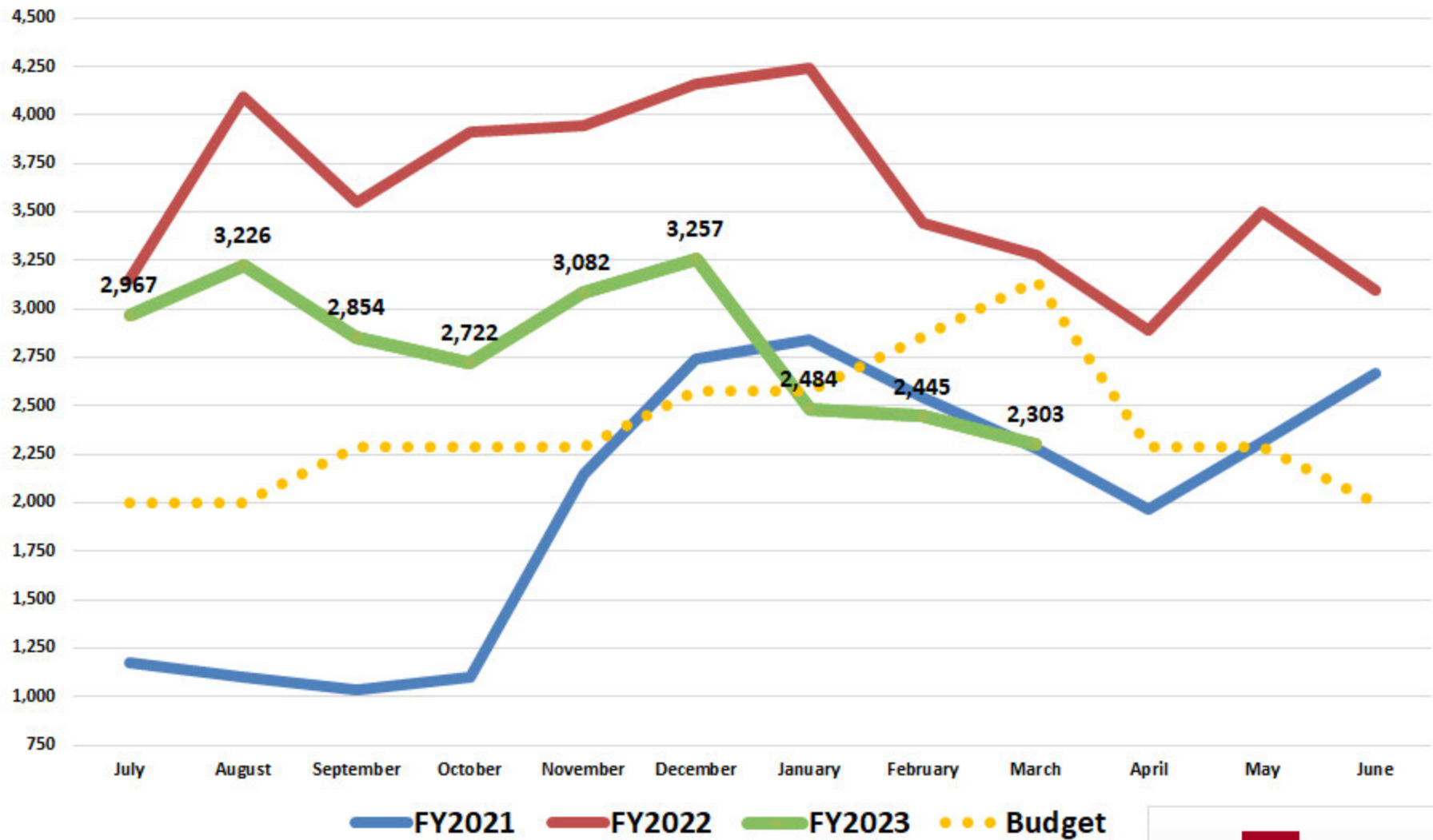


Urgent Care – Court Total Visits

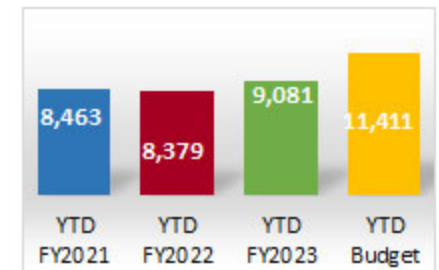
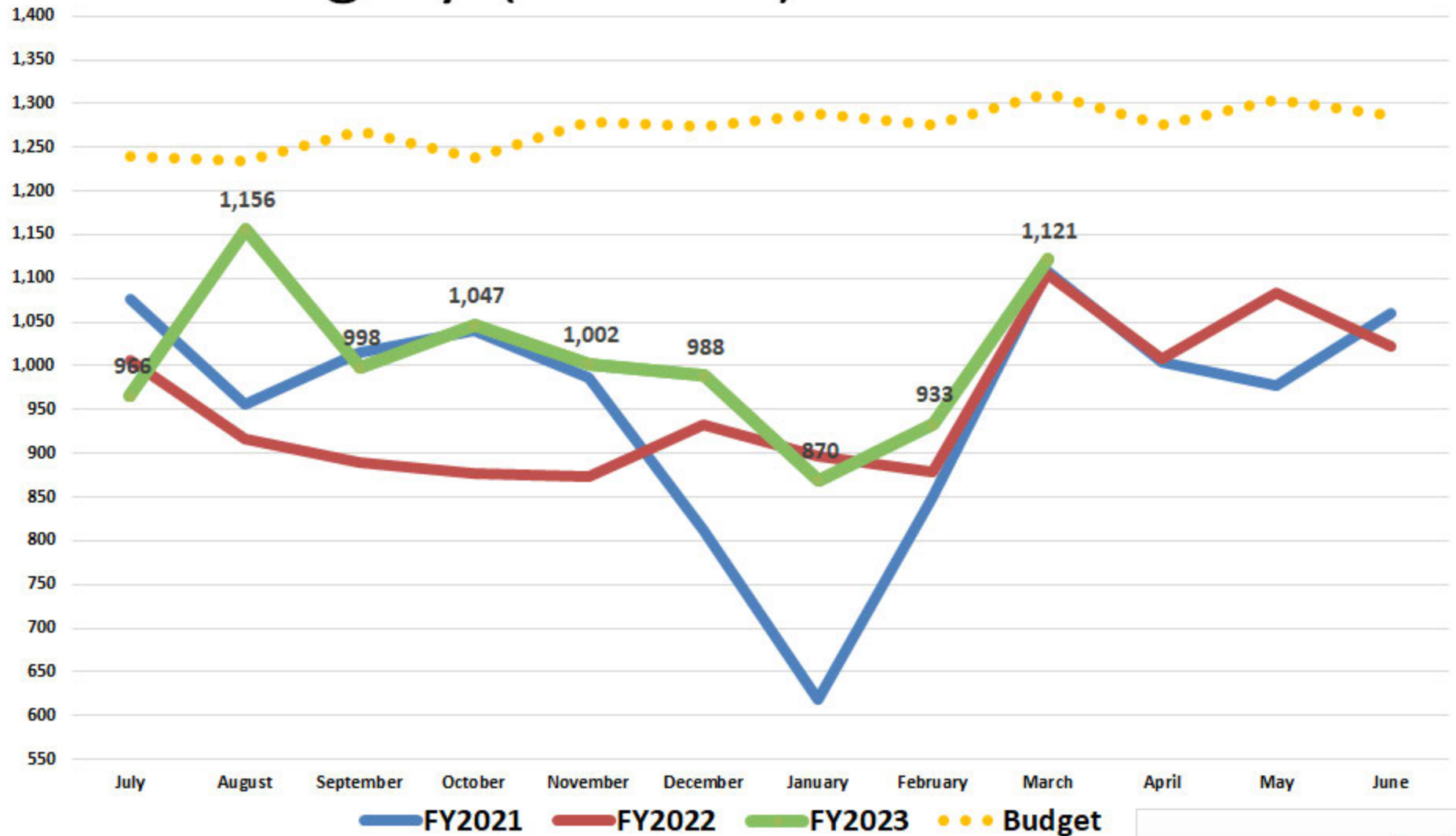


37,043	53,988	37,223	36,301
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

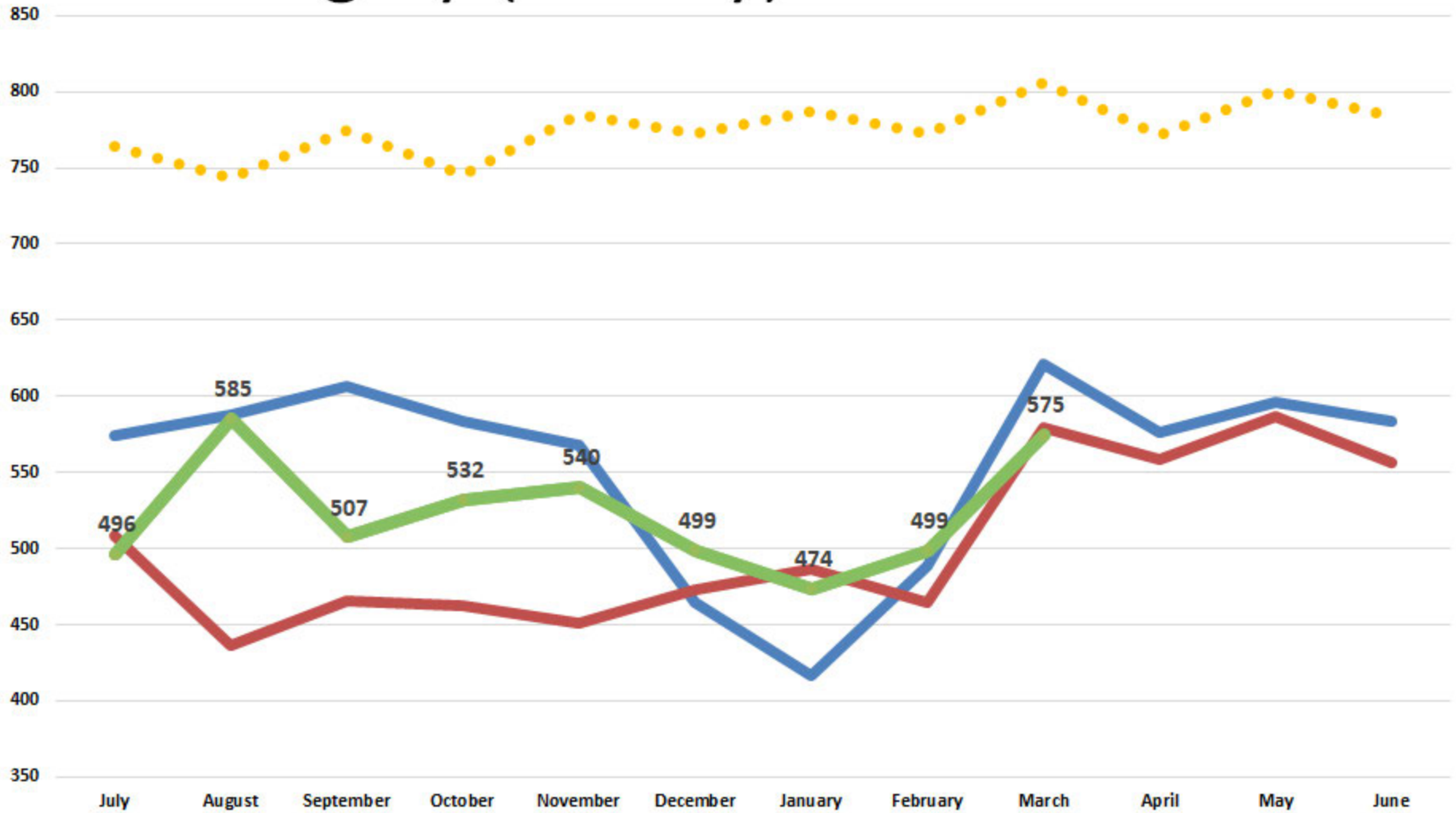
Urgent Care – Demaree Total Visits



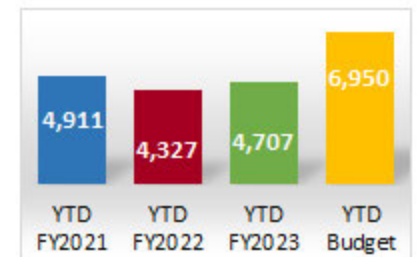
Surgery (IP & OP) – 100 Min Units



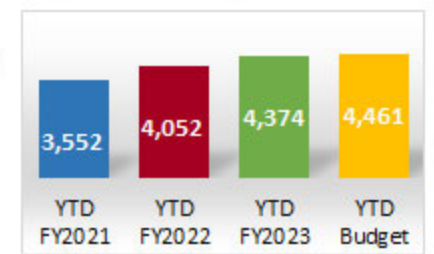
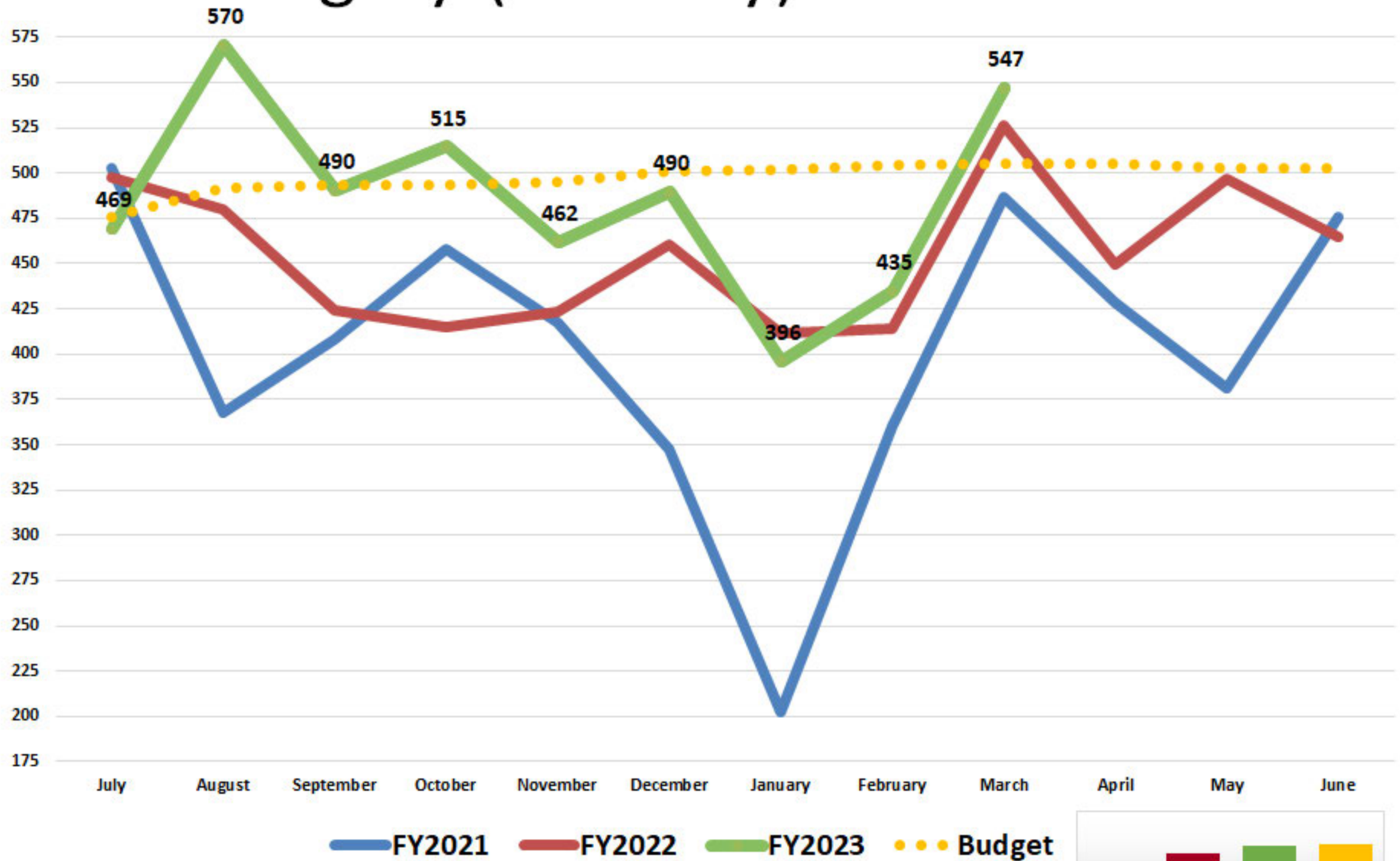
Surgery (IP Only) - 100 Min Unit



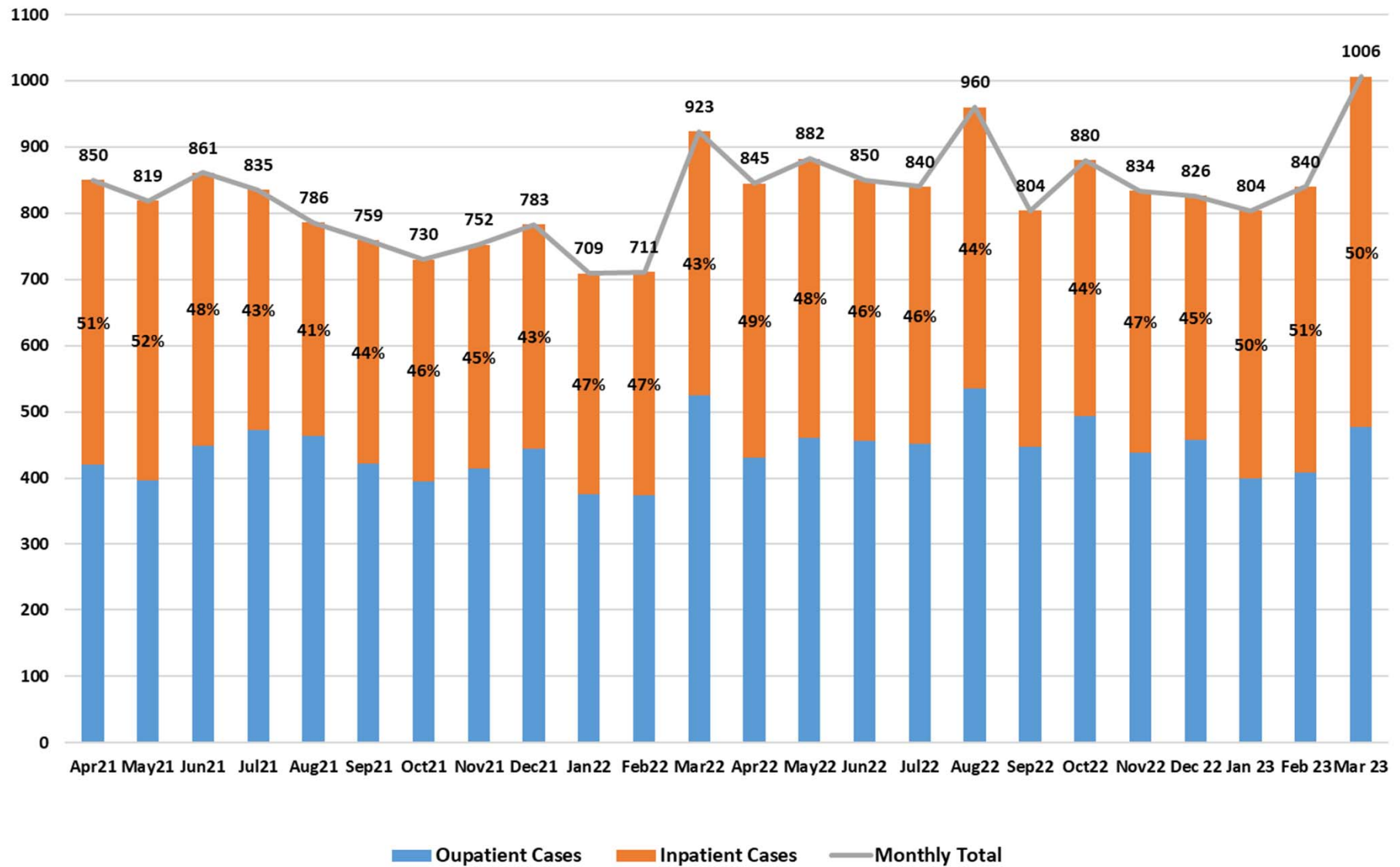
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



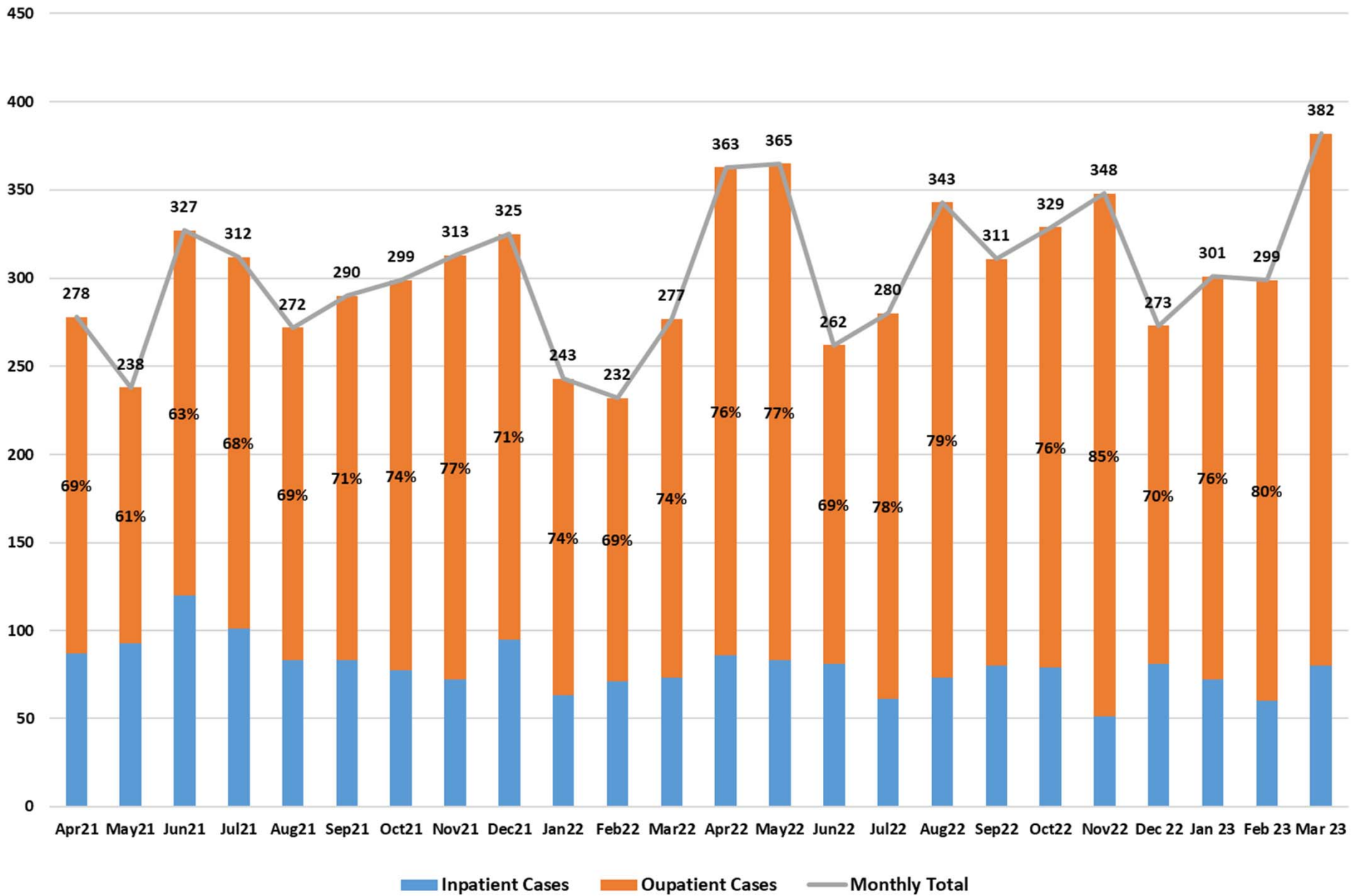
Surgery (OP Only) - 100 Min Units



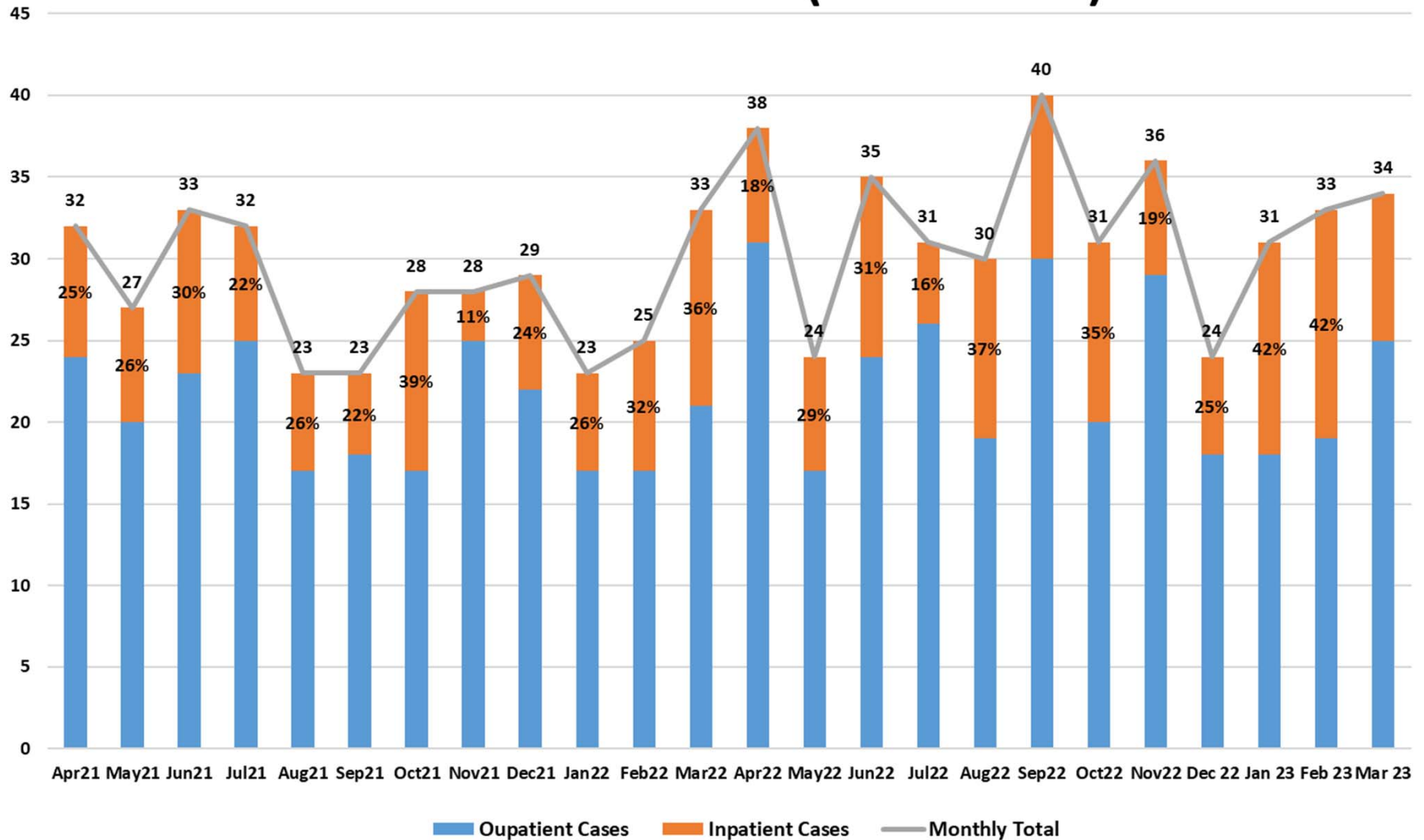
Surgery Cases (IP & OP)



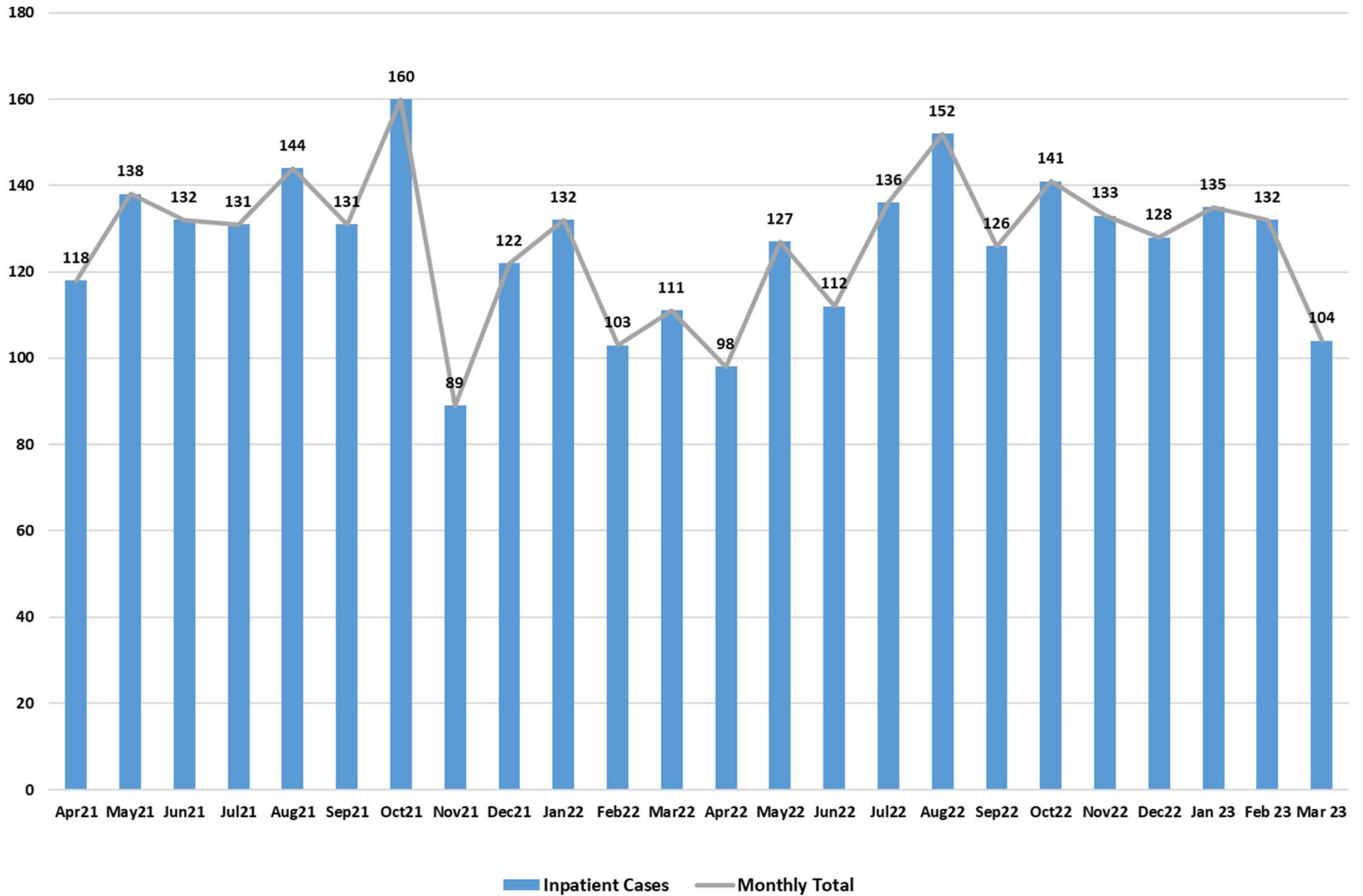
Endo Cases (Endo Suites)



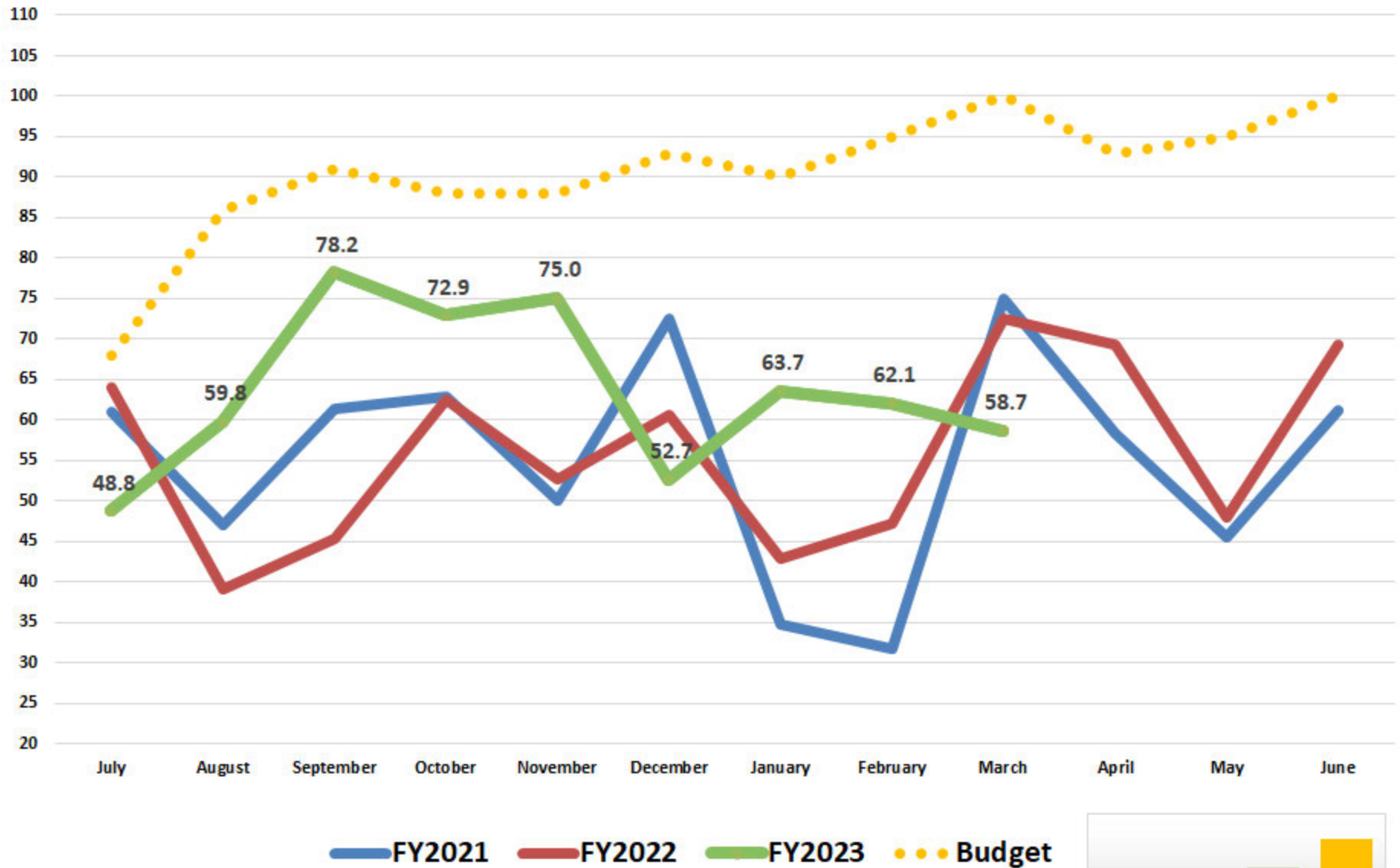
Robotic Cases (IP & OP)



OB Cases

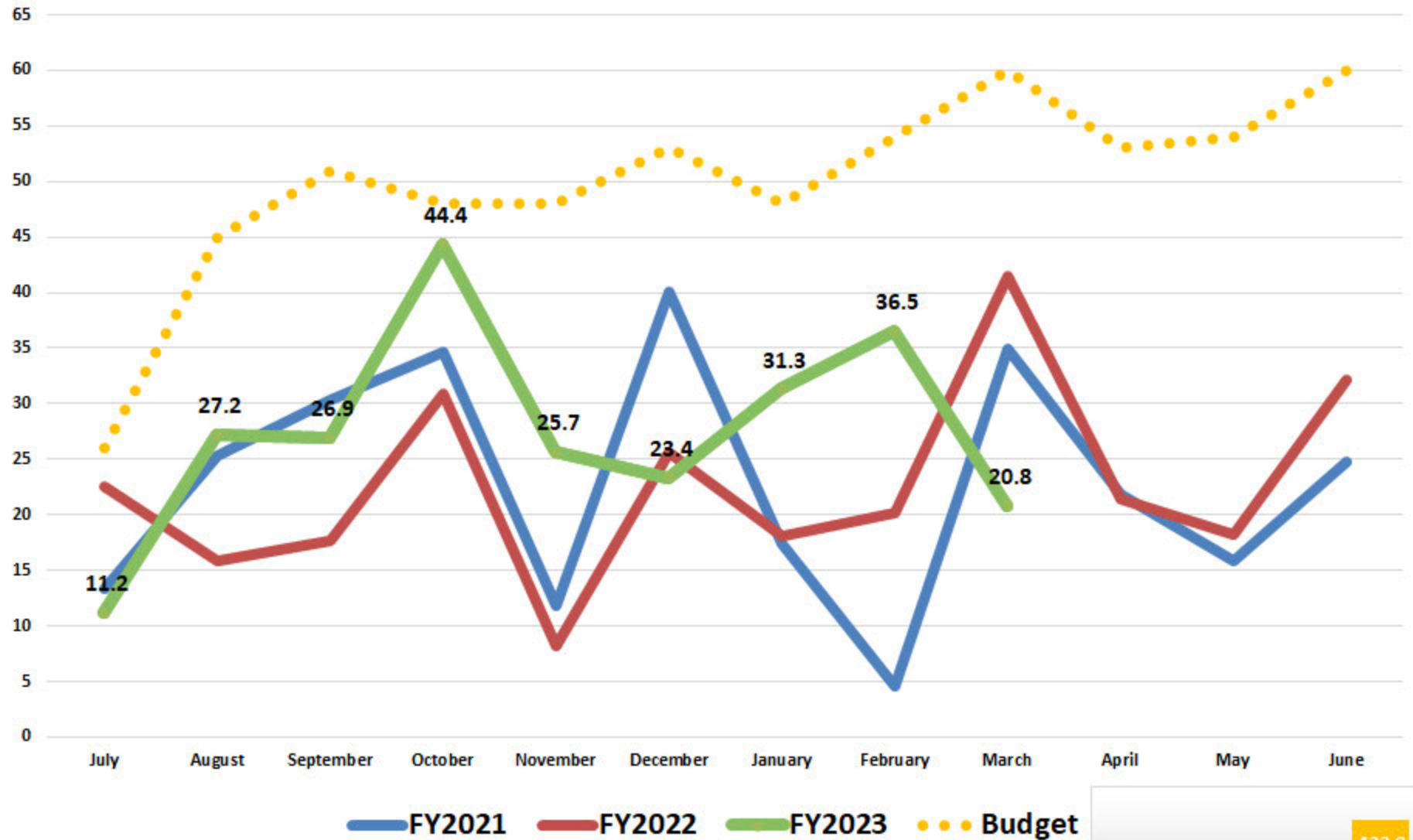


Robotic Surgery (IP & OP) - 100 Min Units



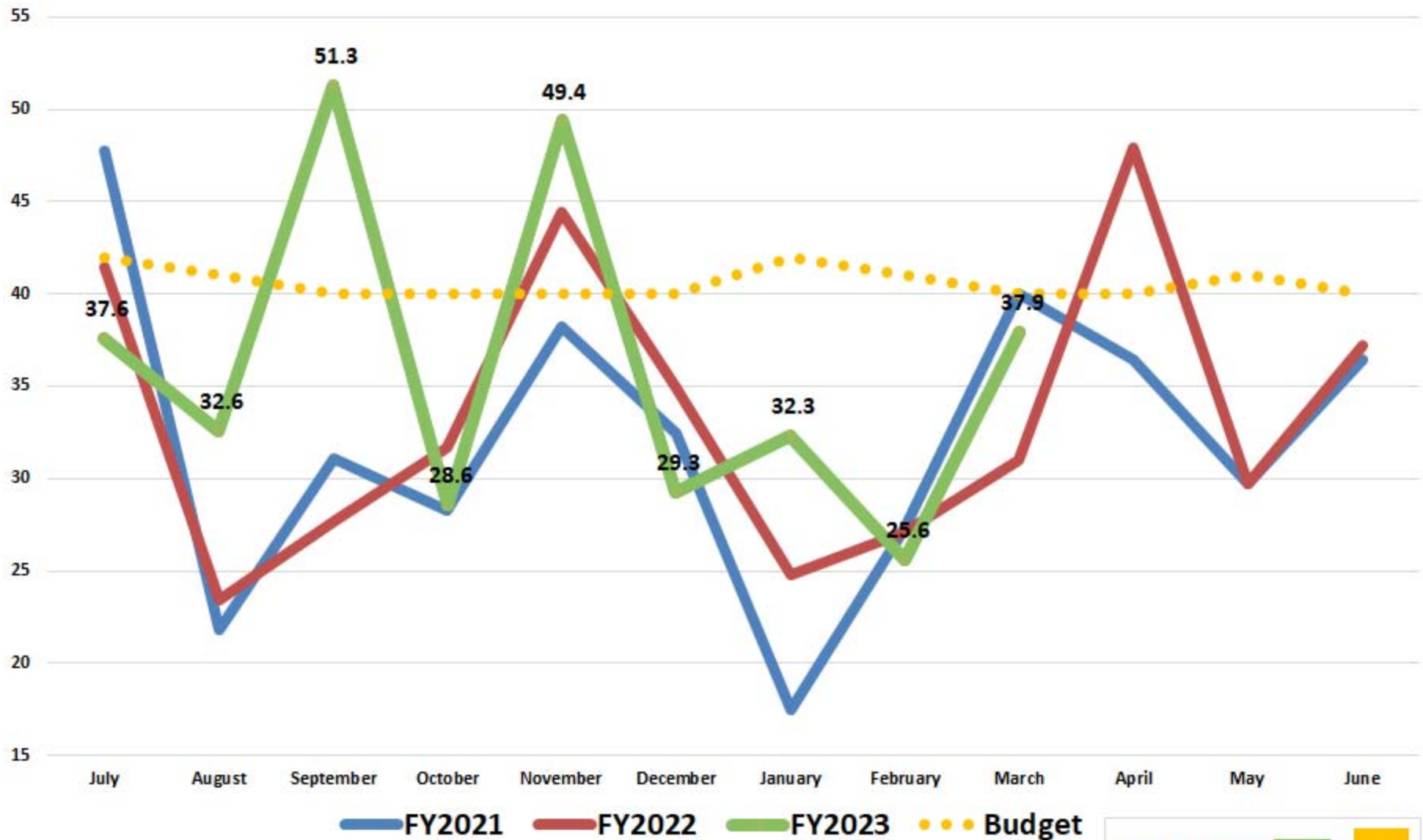
496.9	487.0	571.9	799.0
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

Robotic Surgery Minutes (IP Only)



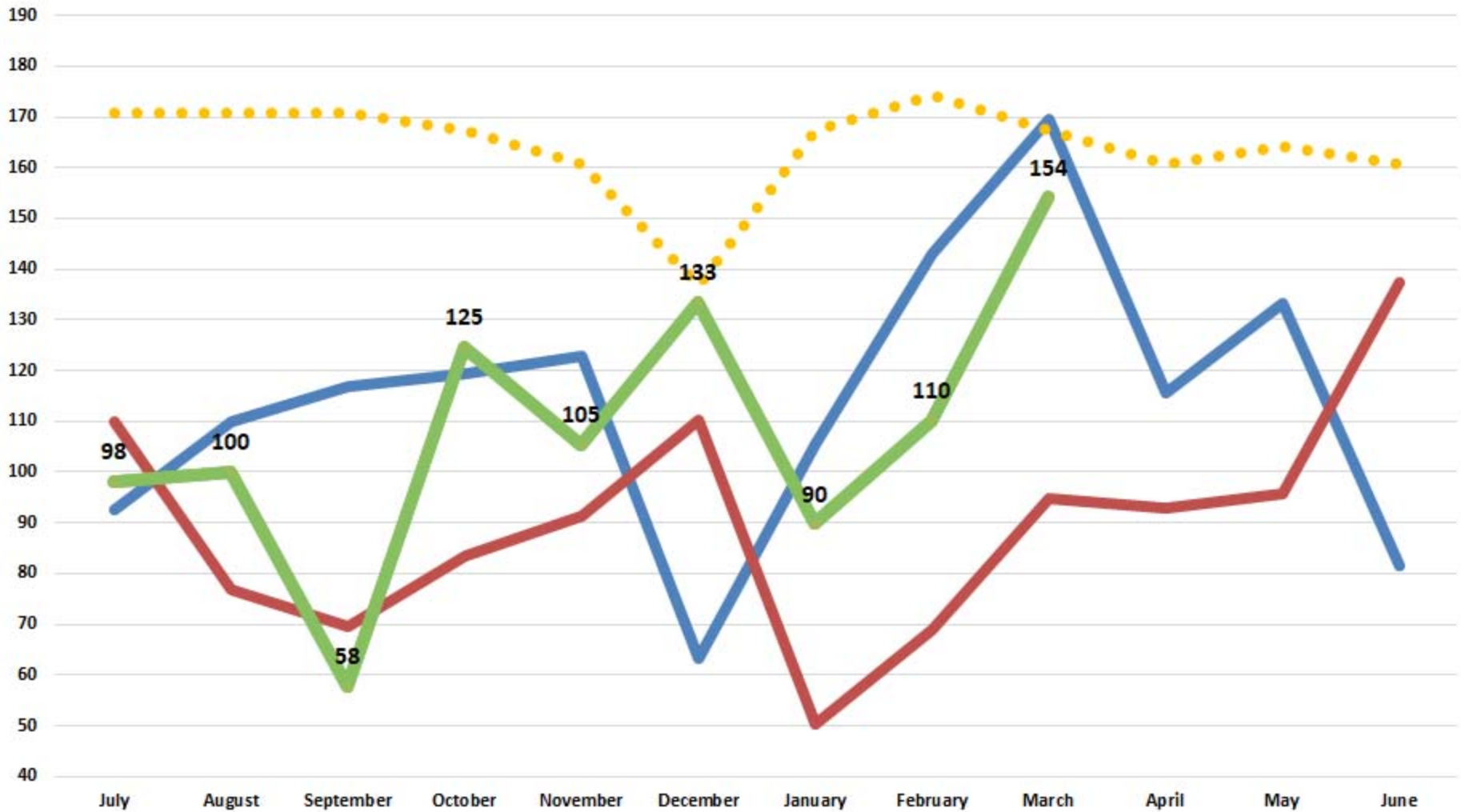
212.5	200.5	247.3	433.0
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

Robotic Surgery Minutes (OP Only)



284.4	286.5	324.6	366.0
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

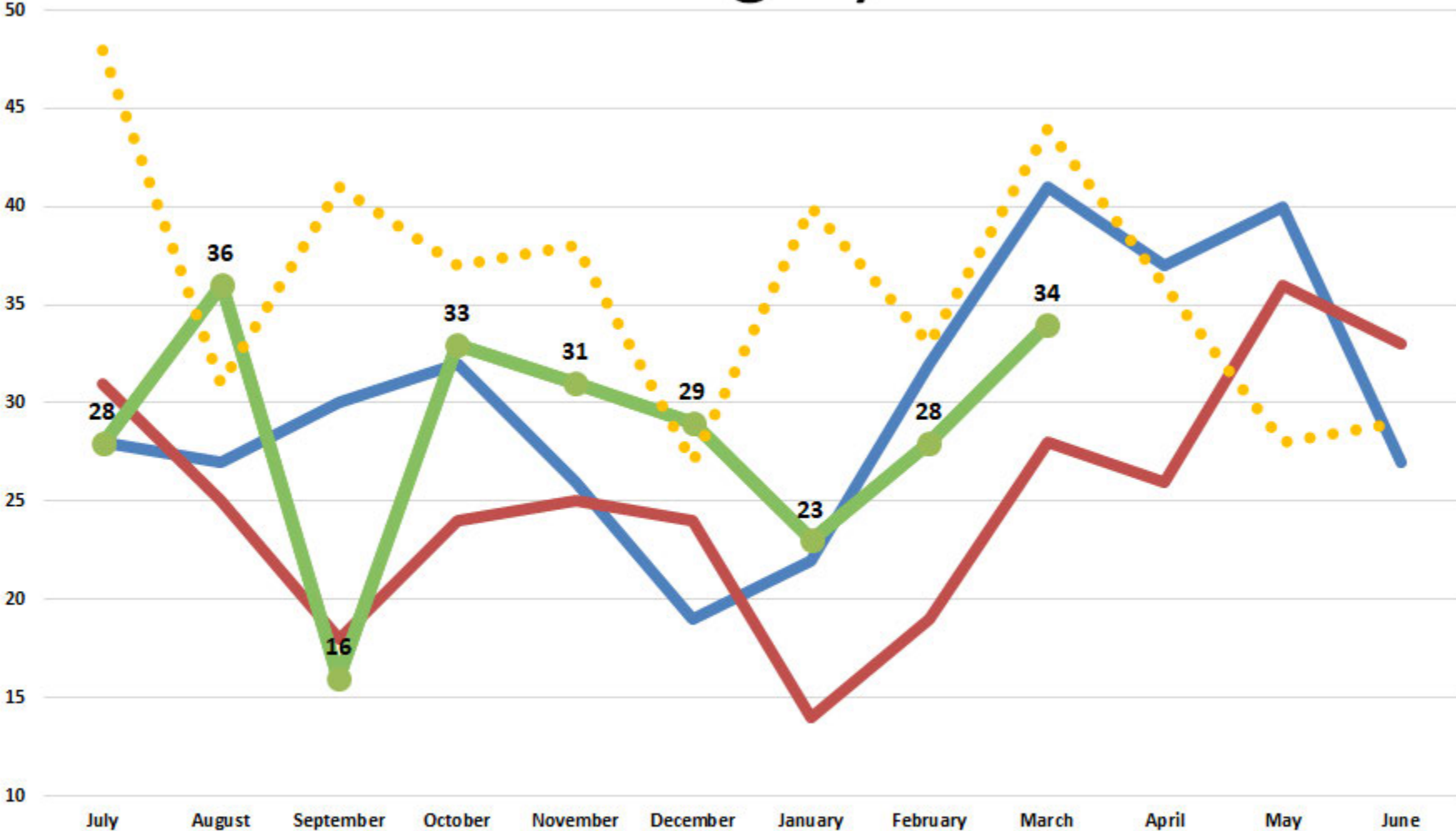
Cardiac Surgery - 100 Min Units



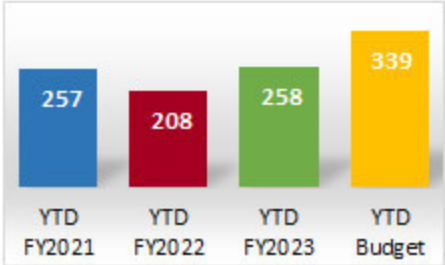
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



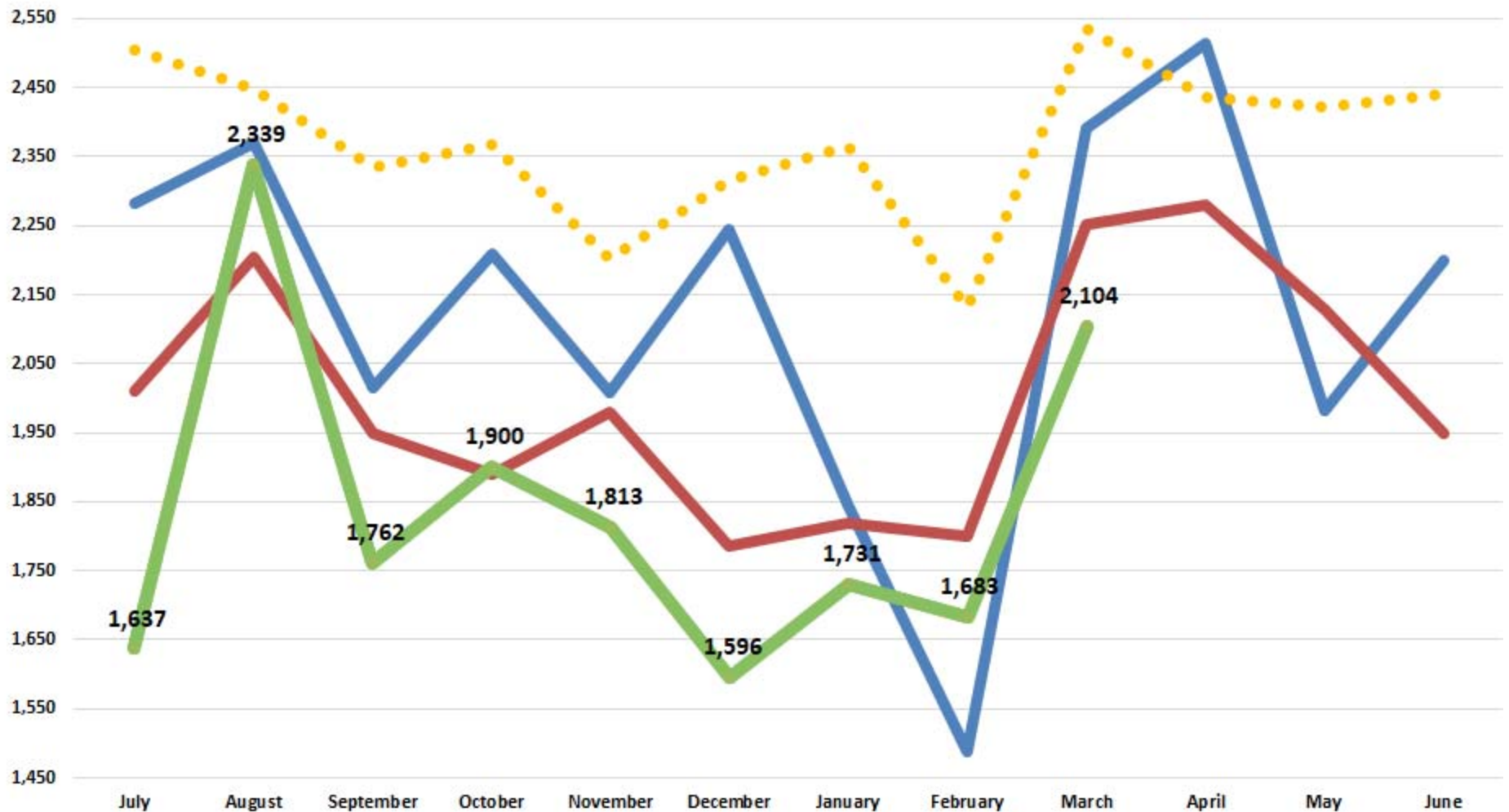
Cardiac Surgery Cases



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



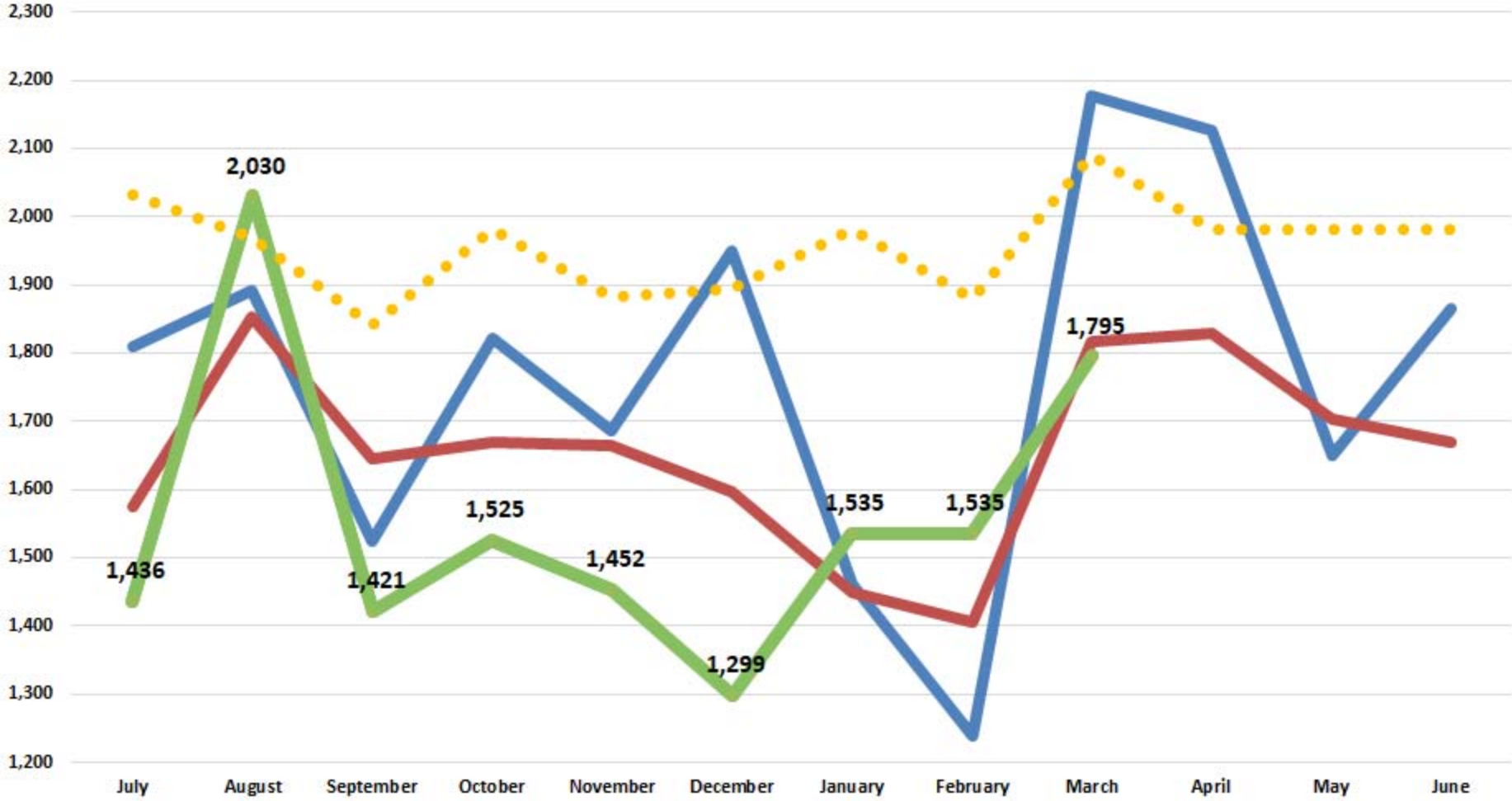
Rad Onc Treatments (Vis. & Hanf.)



— FY2021
 — FY2022
 — FY2023
 ••• Budget

18,852	17,687	16,565	21,205
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

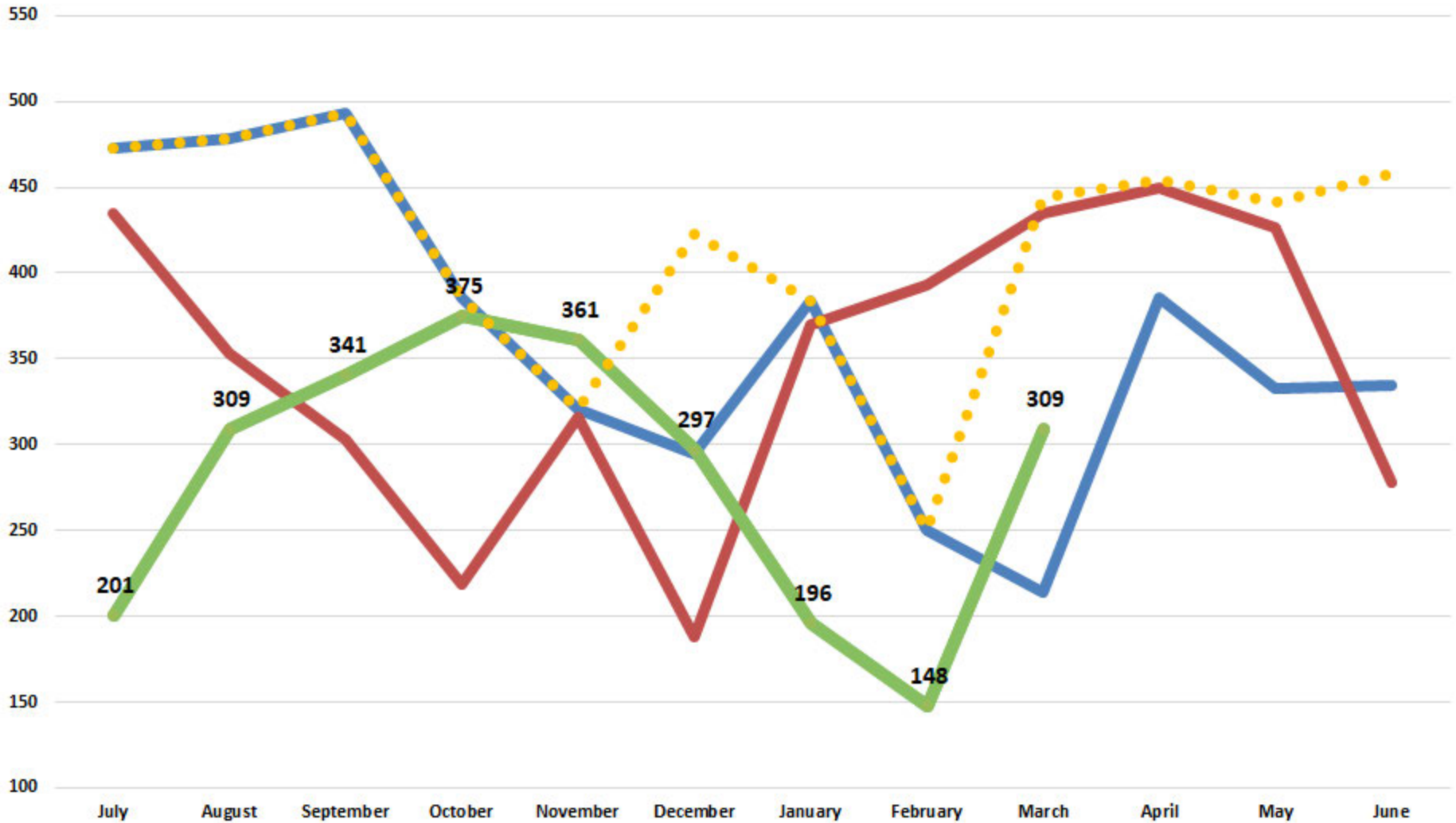
Rad Onc Visalia



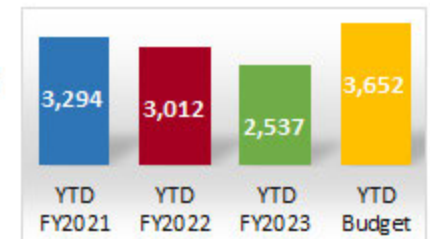
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



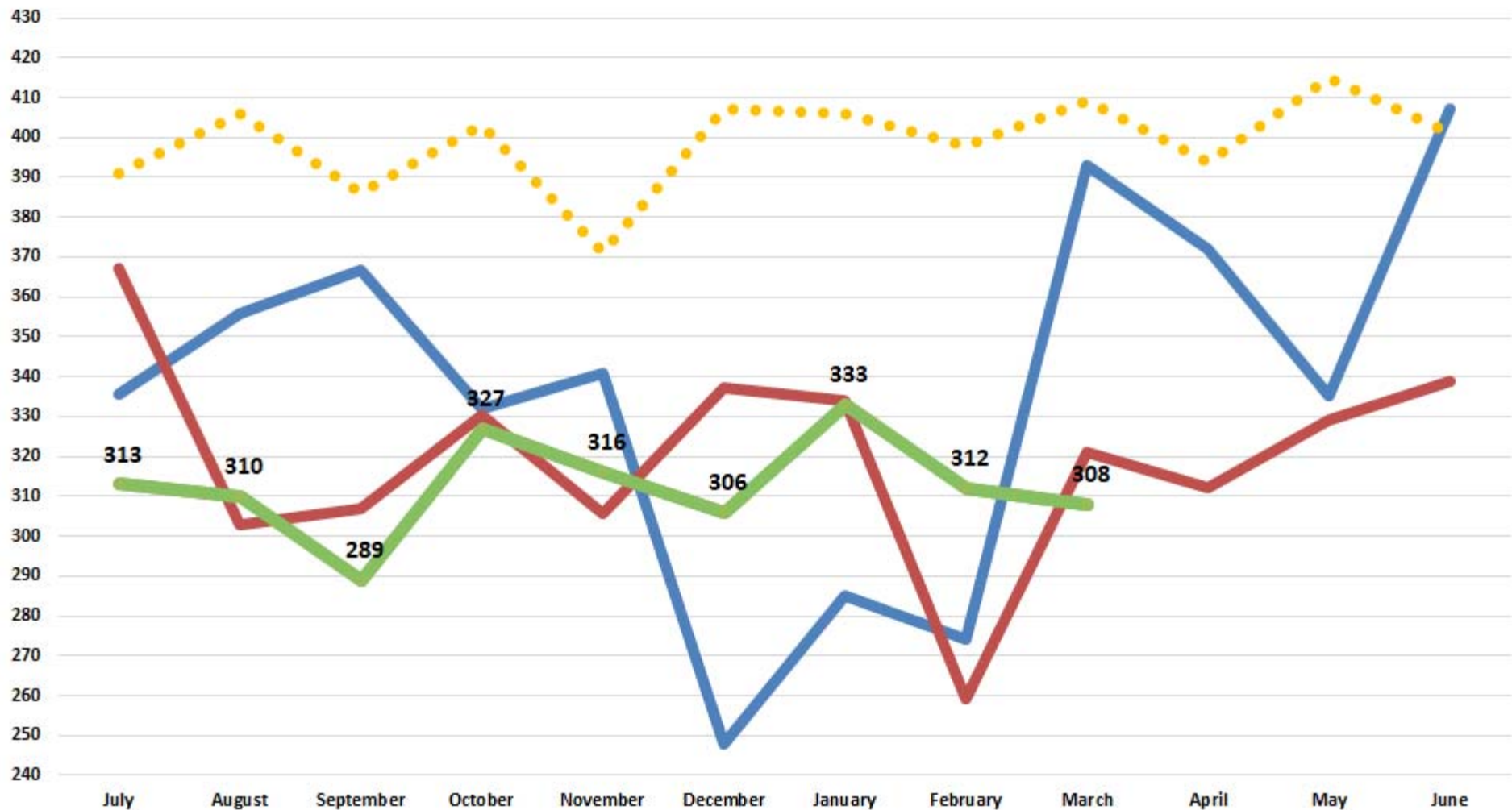
Rad Onc Hanford



— FY2021
 — FY2022
 — FY2023
 ••• Budget



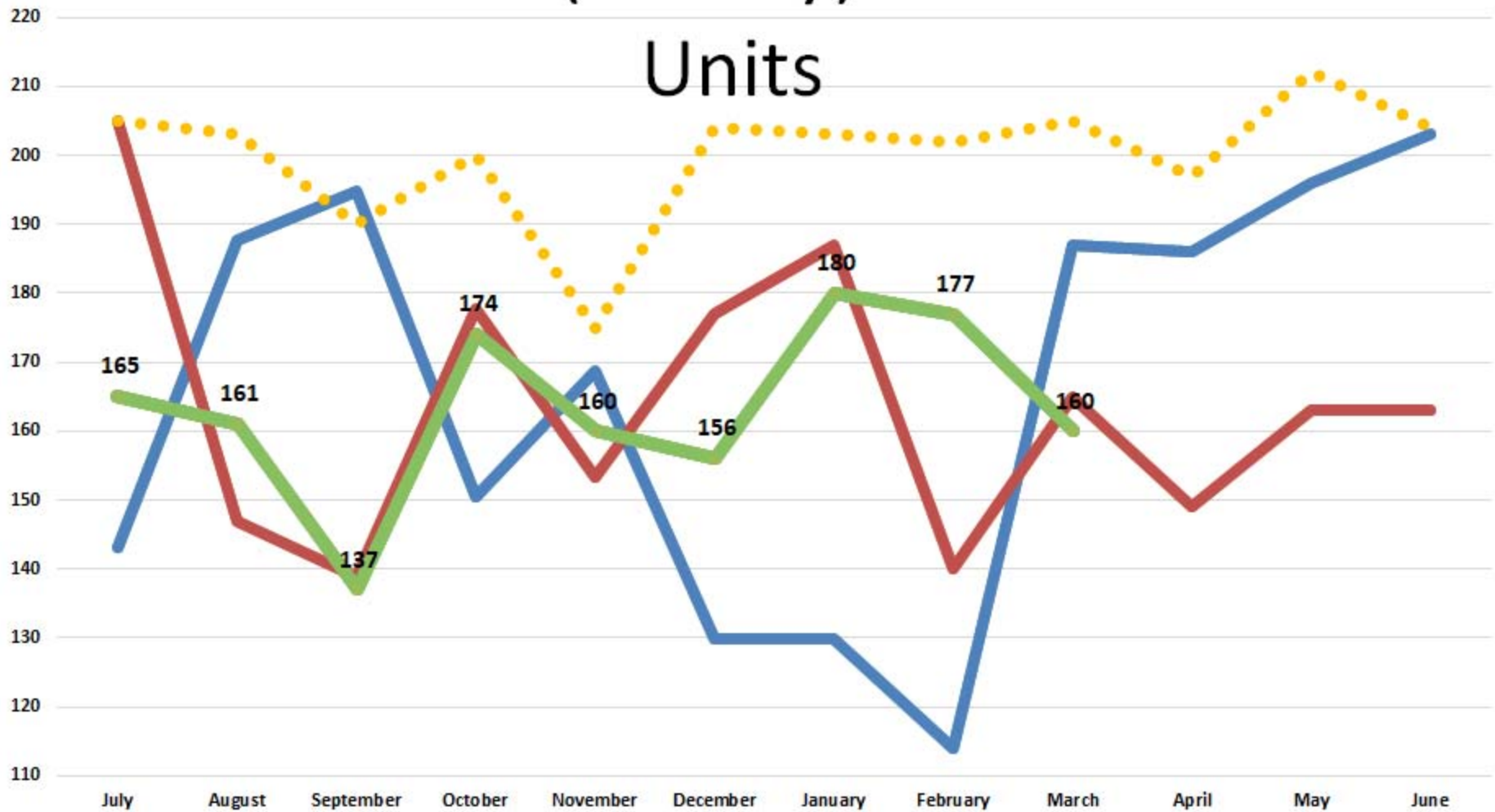
Cath Lab (IP & OP) – 100 Min Units



— FY2021
 — FY2022
 — FY2023
 ••• Budget



Cath Lab (IP Only) – 100 Min Units

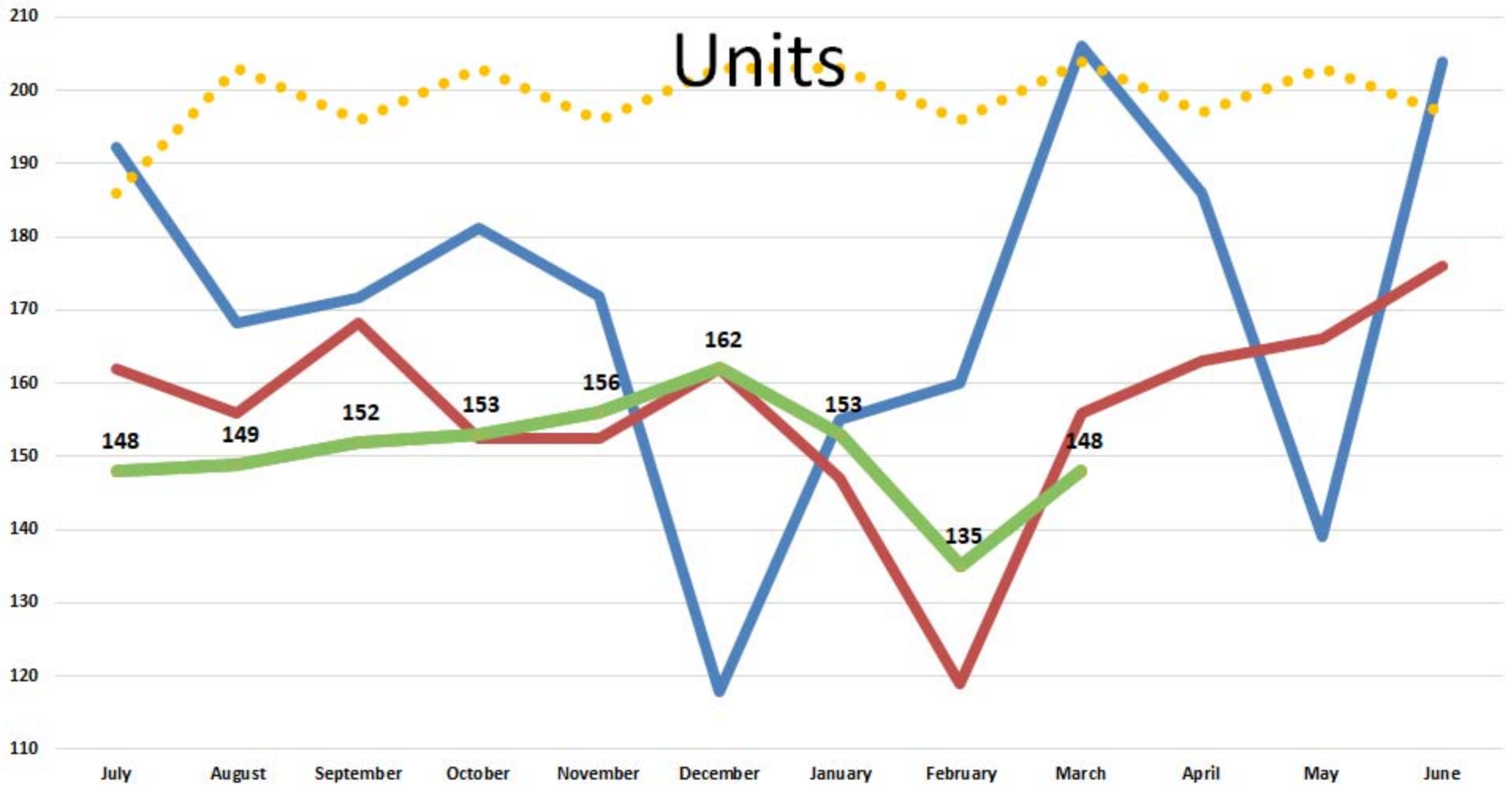


— FY2021
 — FY2022
 — FY2023
 ●●● Budget



Cath Lab (OP Only) – 100 Min

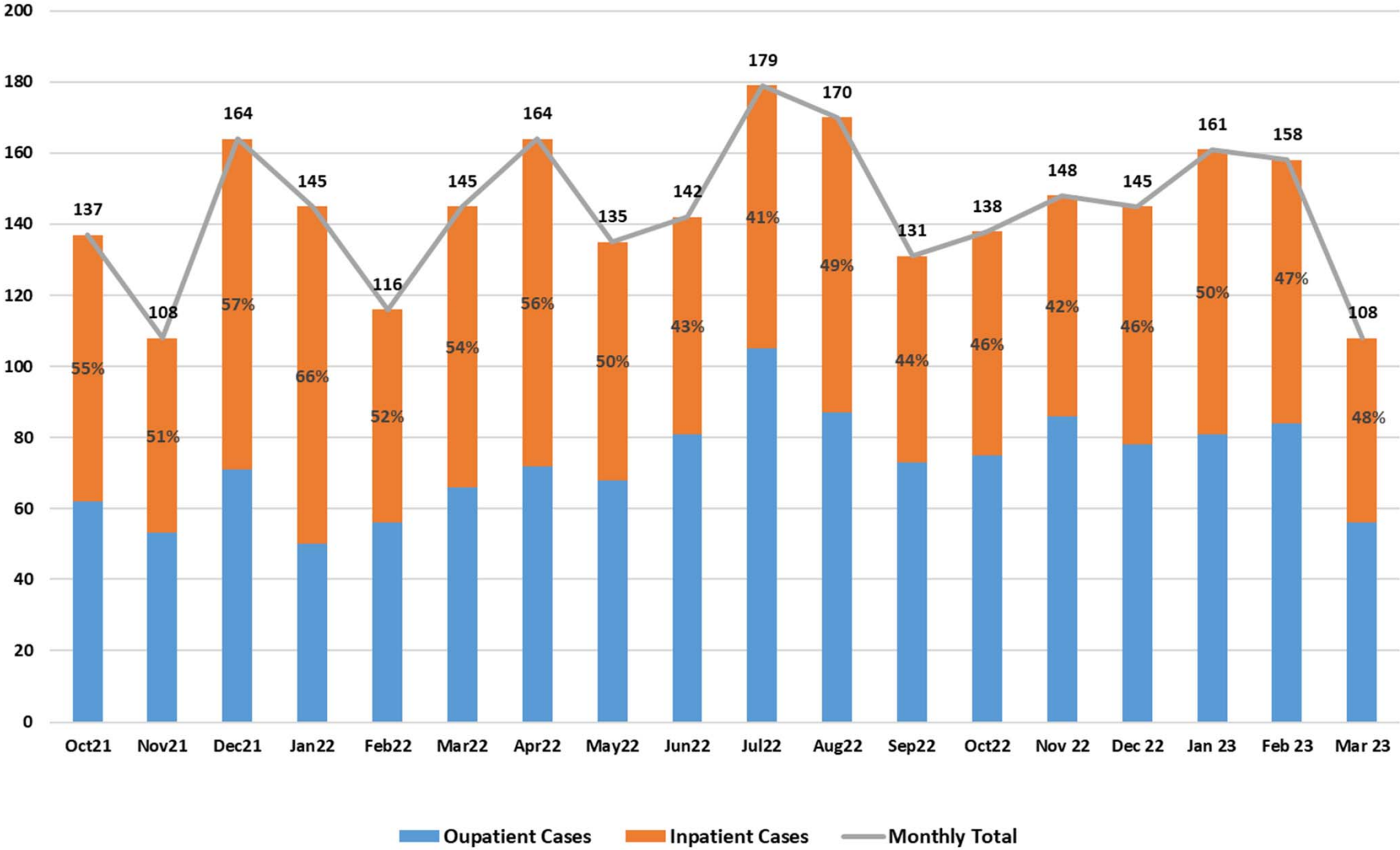
Units



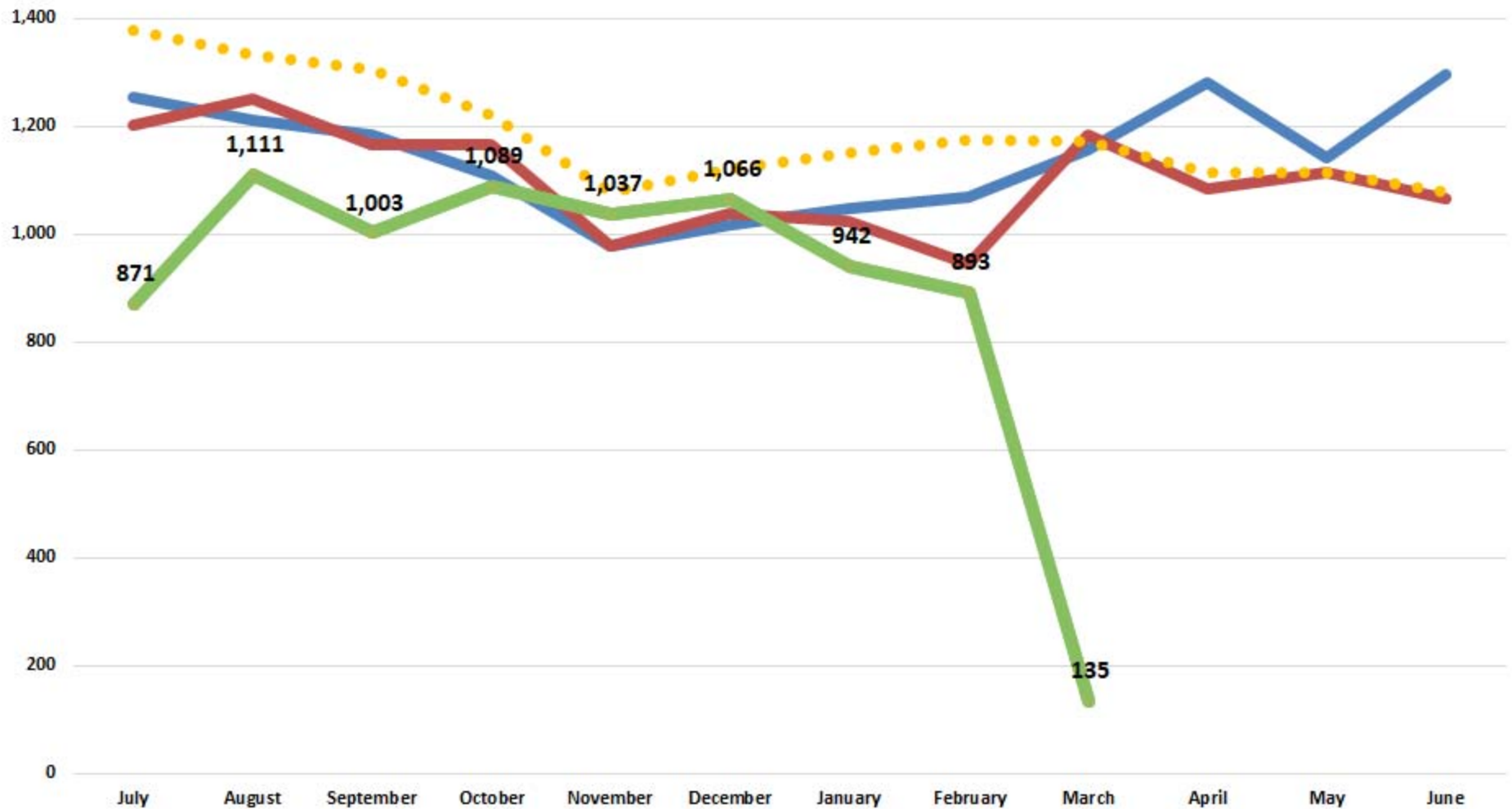
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



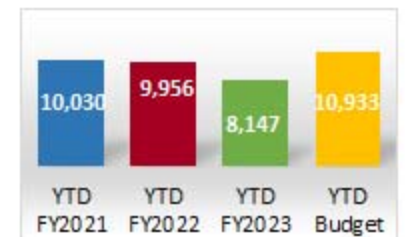
Cath Lab Patients (HP & OP)



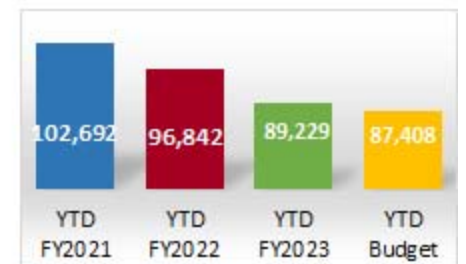
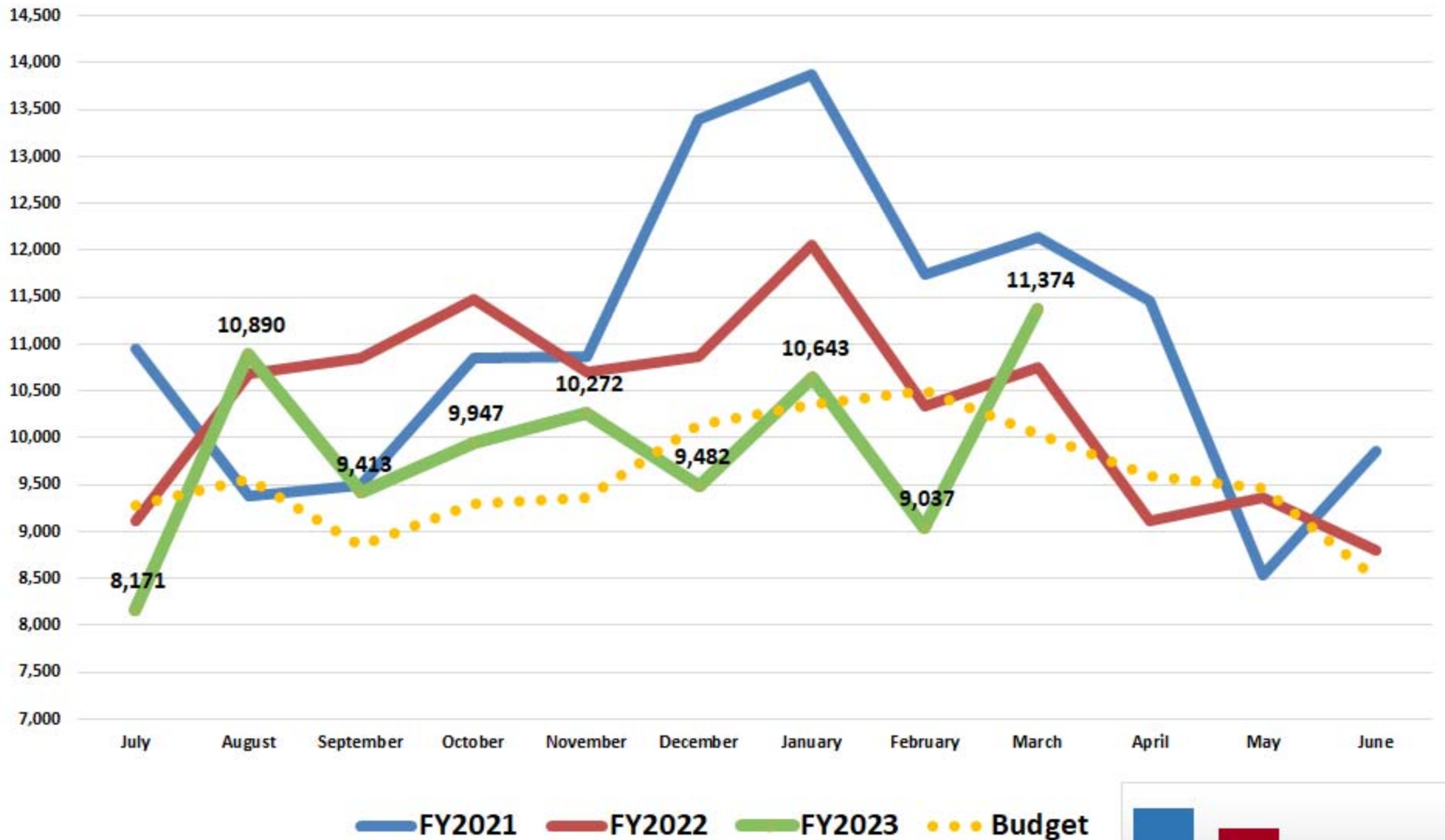
GME Family Medicine Clinic Visits



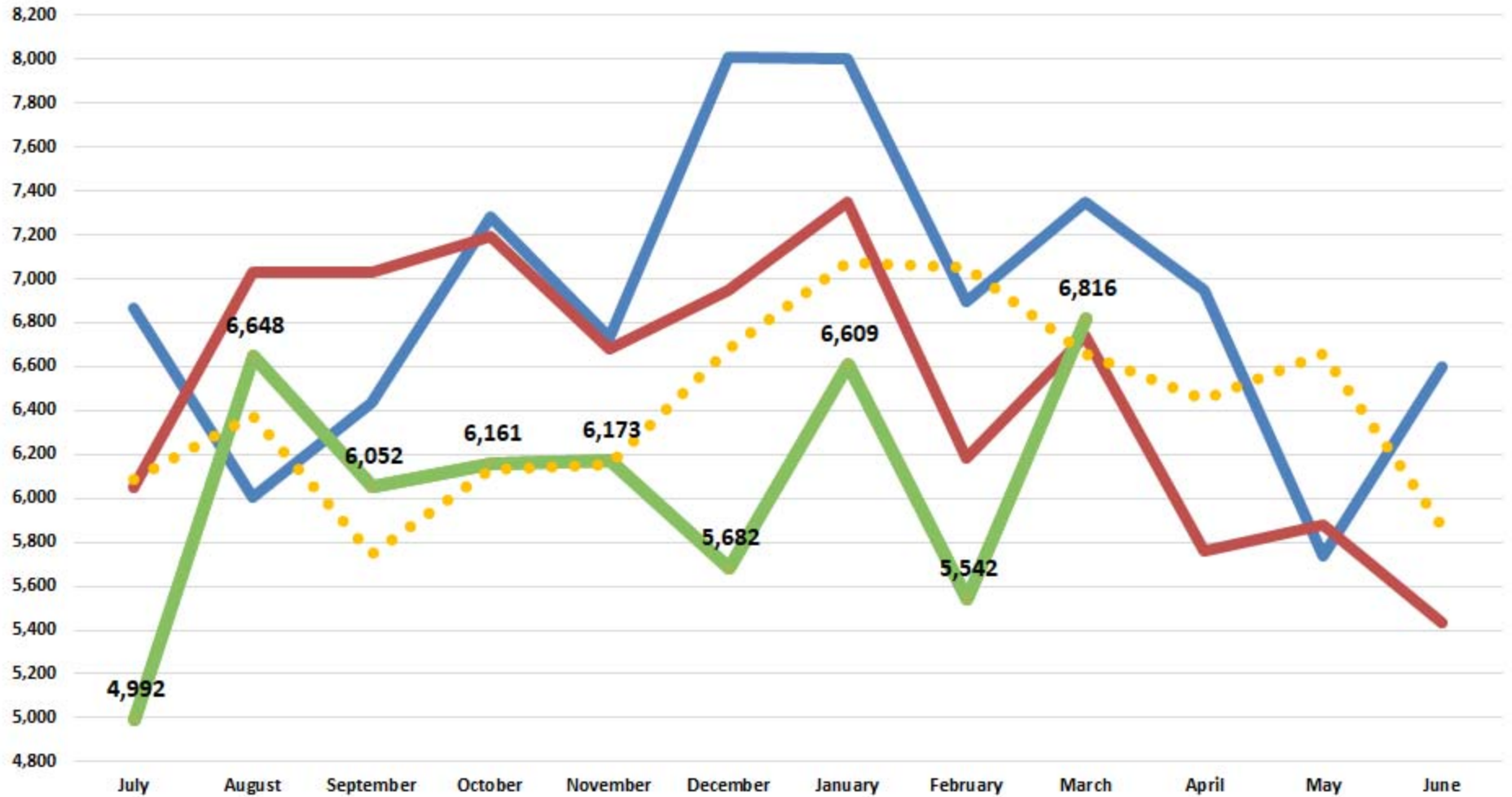
— FY2021
 — FY2022
 — FY2023
 ••• Budget



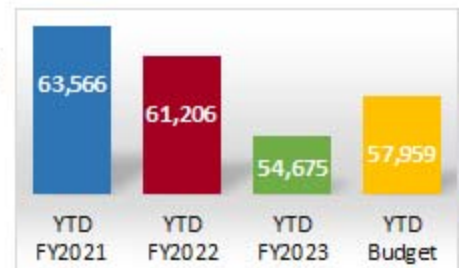
Rural Health Clinics Registrations



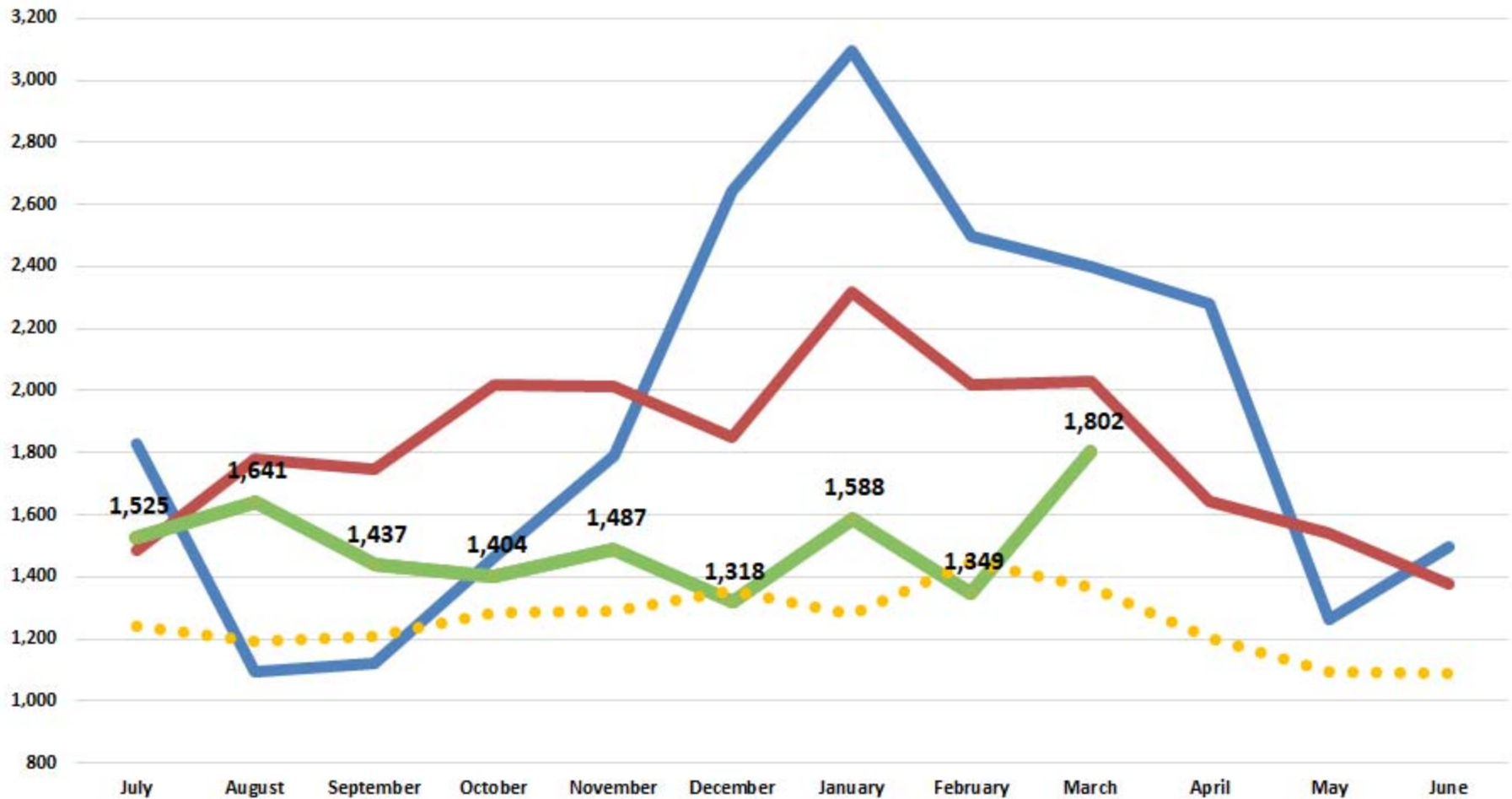
RHC Exeter - Registrations



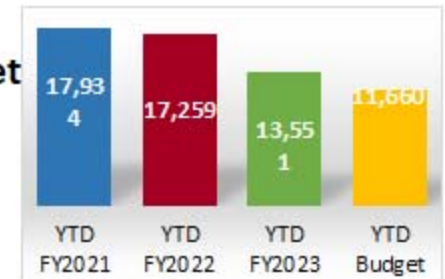
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



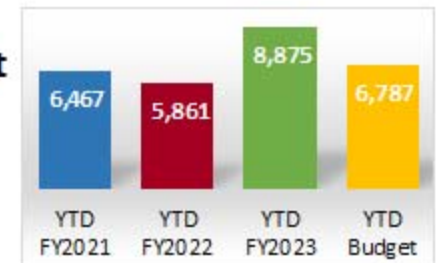
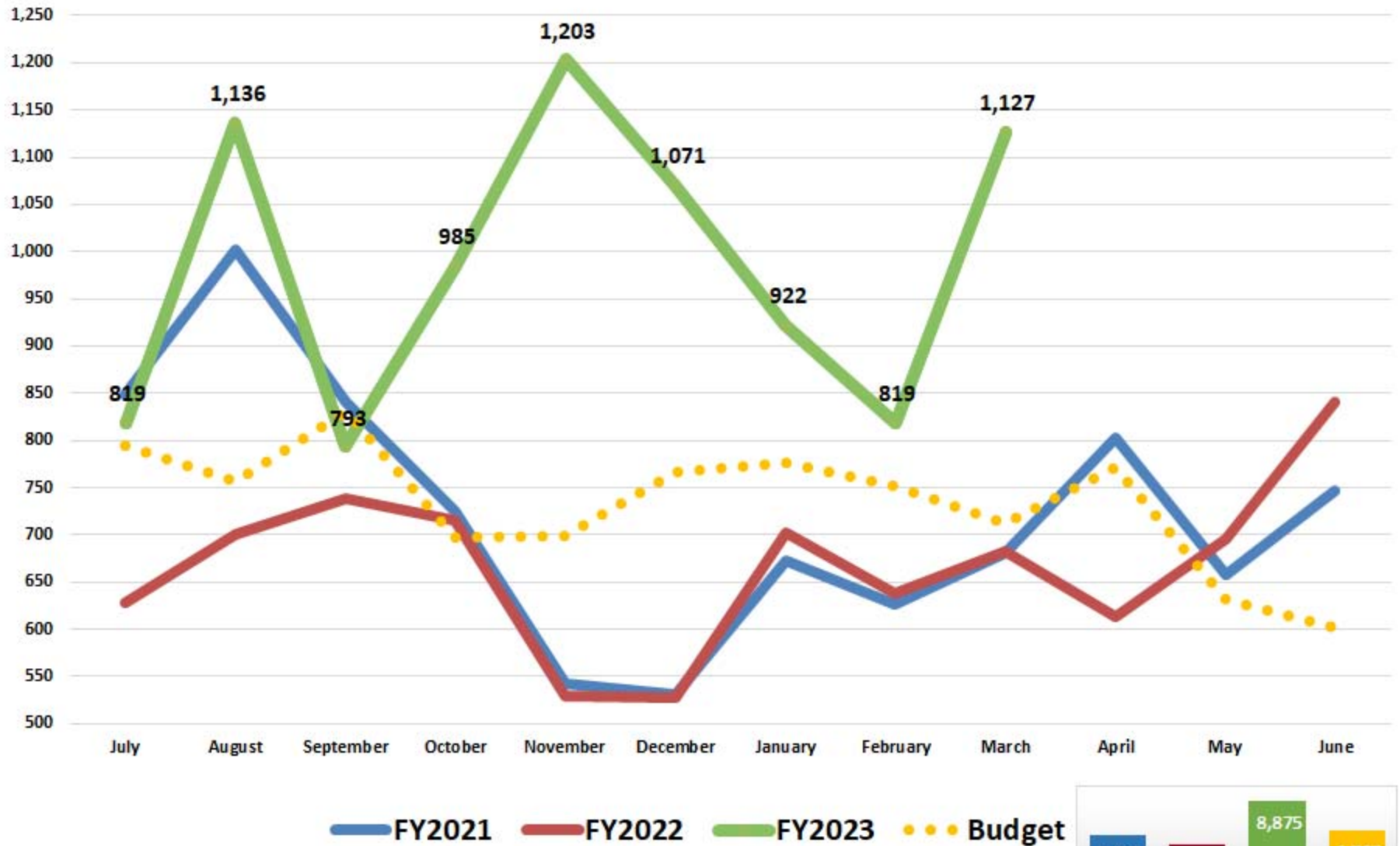
RHC Lindsay - Registrations



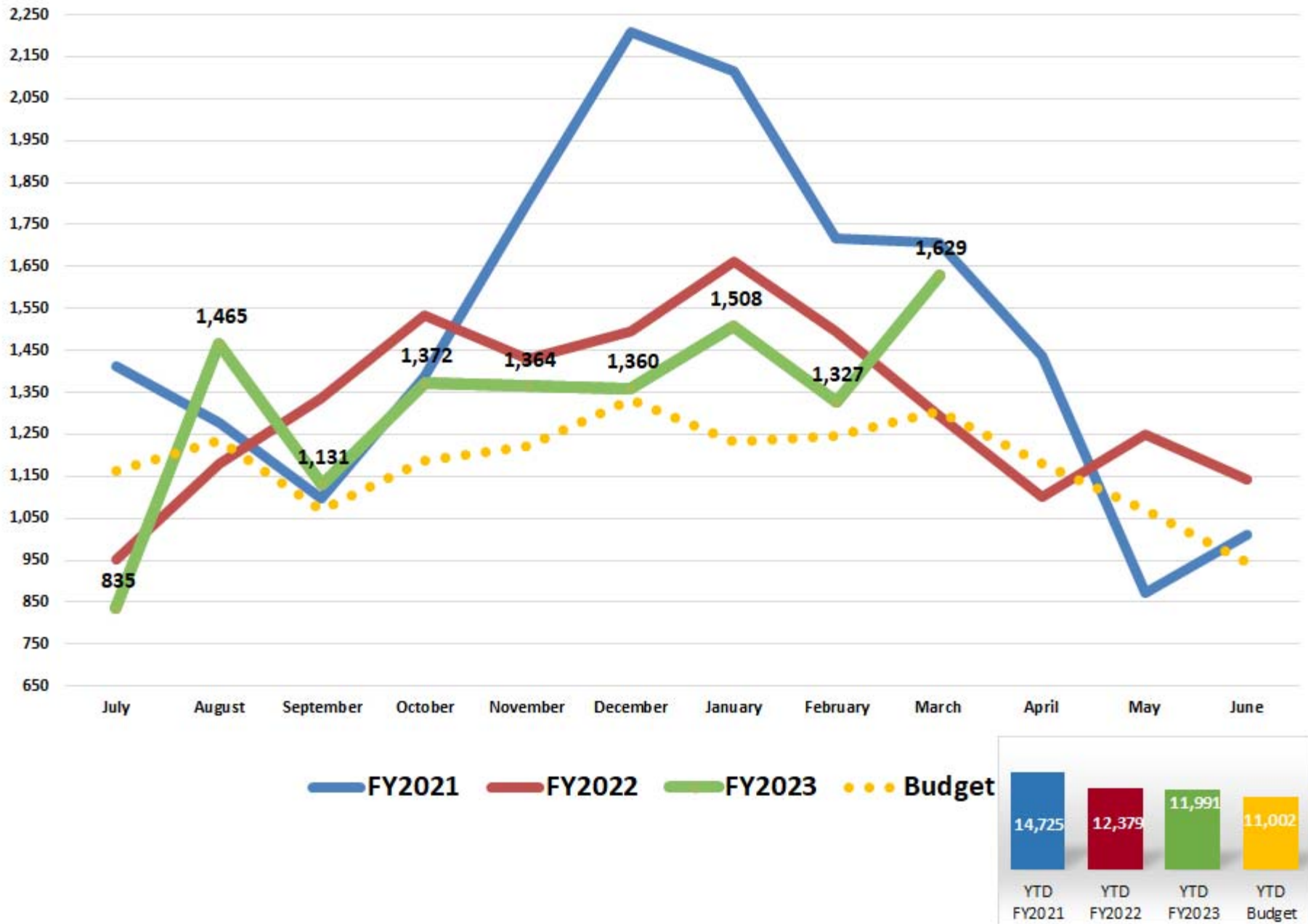
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



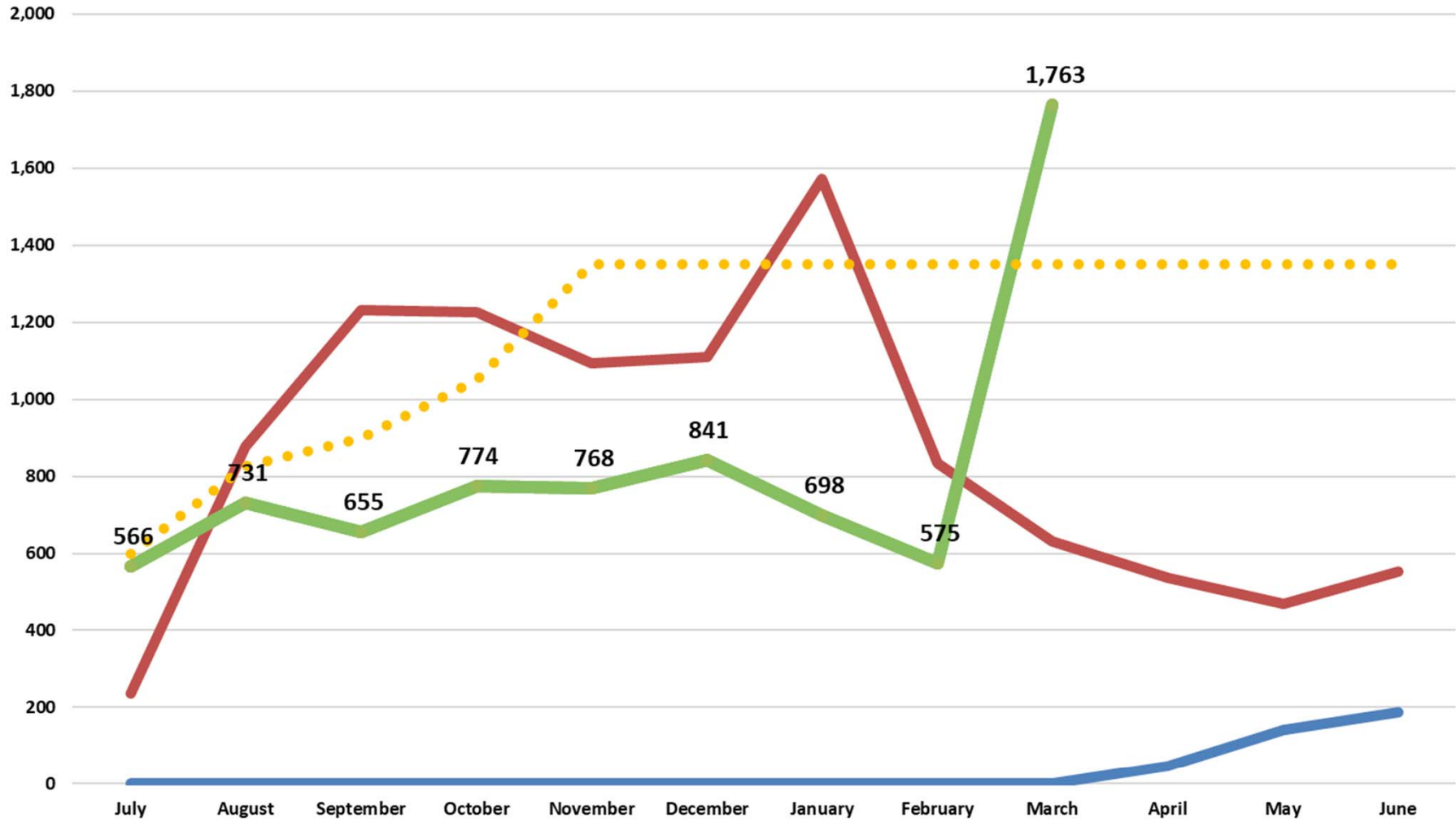
RHC Woodlake - Registrations



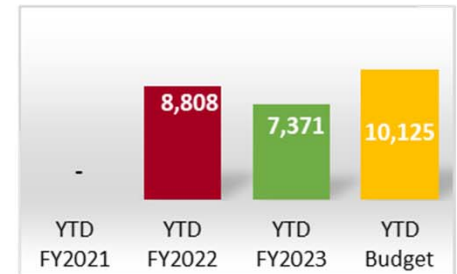
RHC Dinuba - Registrations



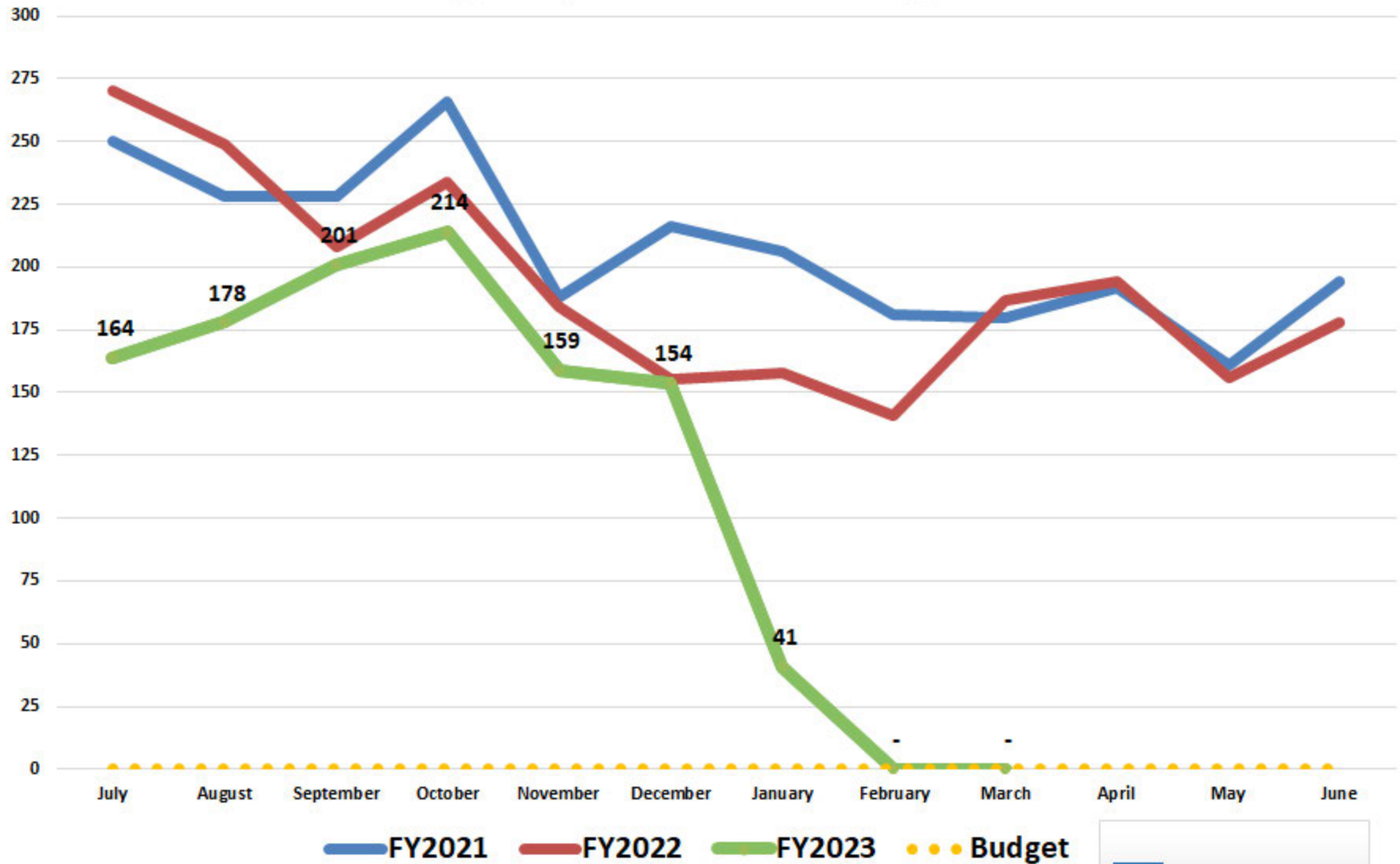
RHC Tulare - Registrations



— FY2021
 — FY2022
 — FY2023
 ●●● Budget

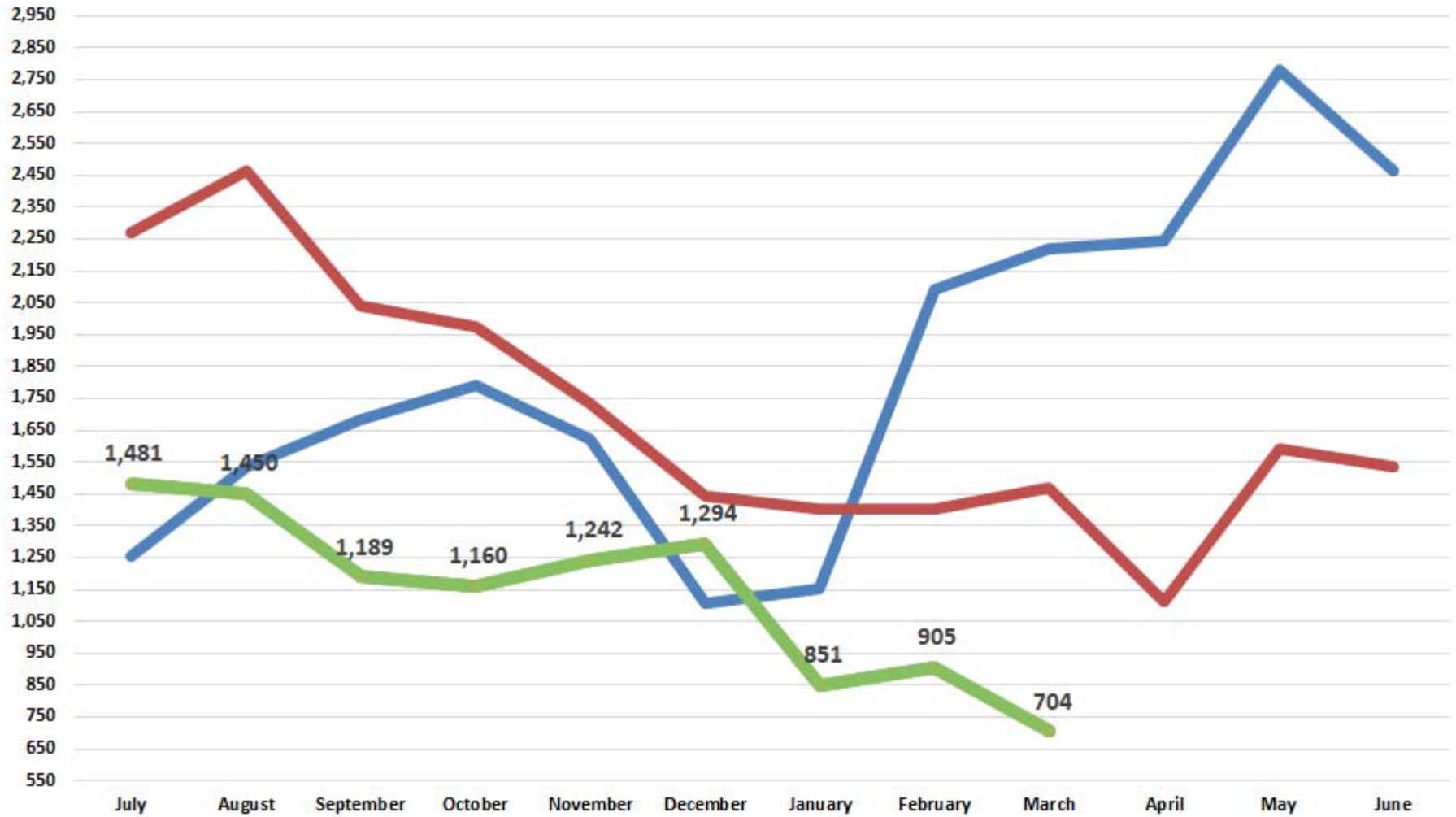


Neurosurgery Clinic Registrations

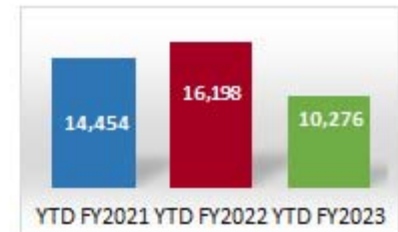


1,943	1,786	1,111	
YTD	YTD	YTD	YTD
FY2021	FY2022	FY2023	Budget

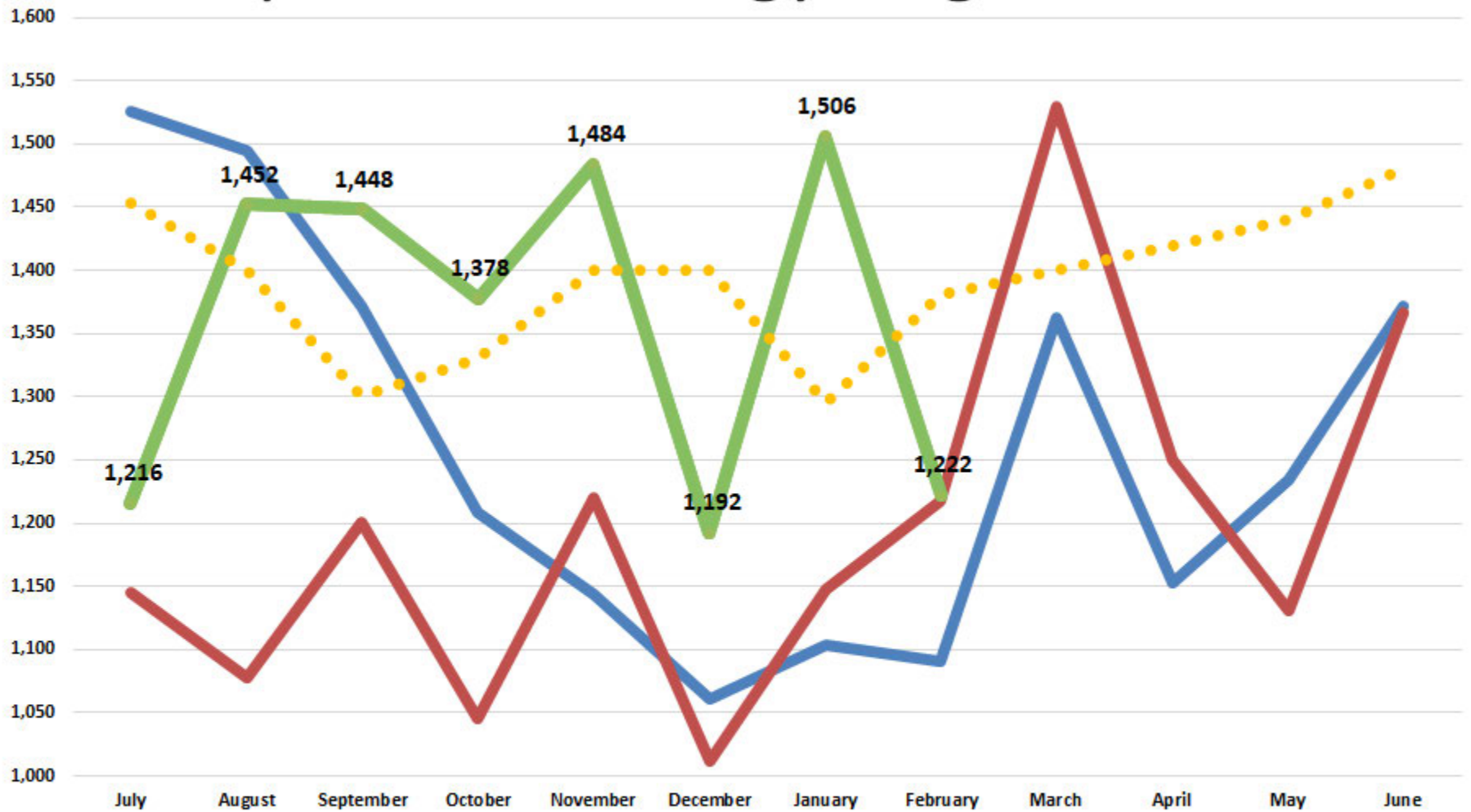
Neurosurgery Clinic - wRVU's



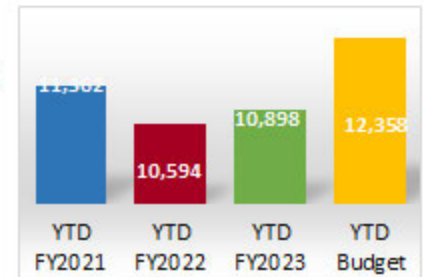
— FY2021 — FY2022 — FY2023



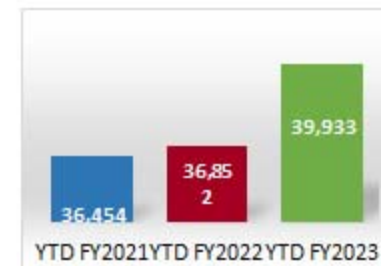
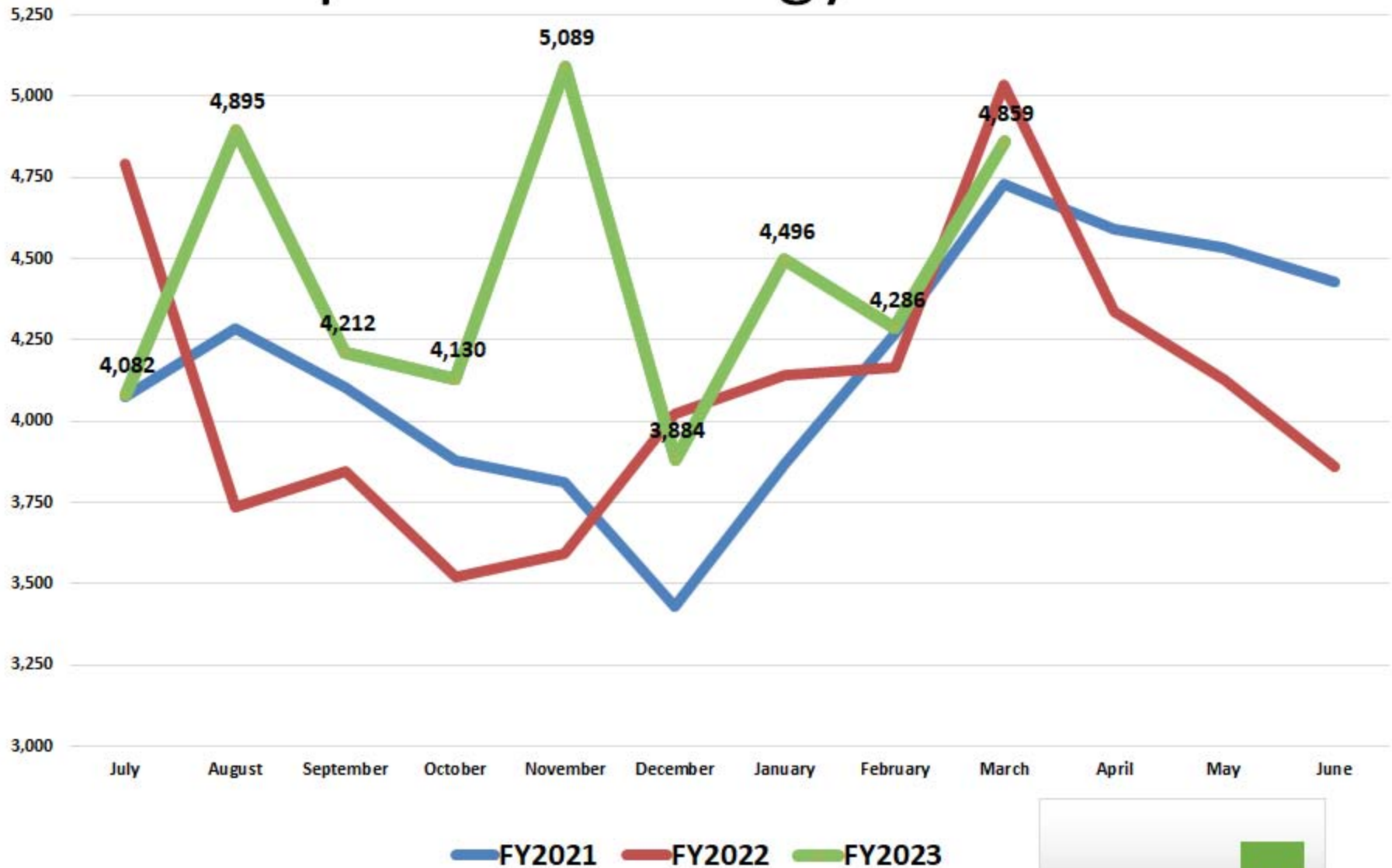
Sequoia Cardiology Registrations



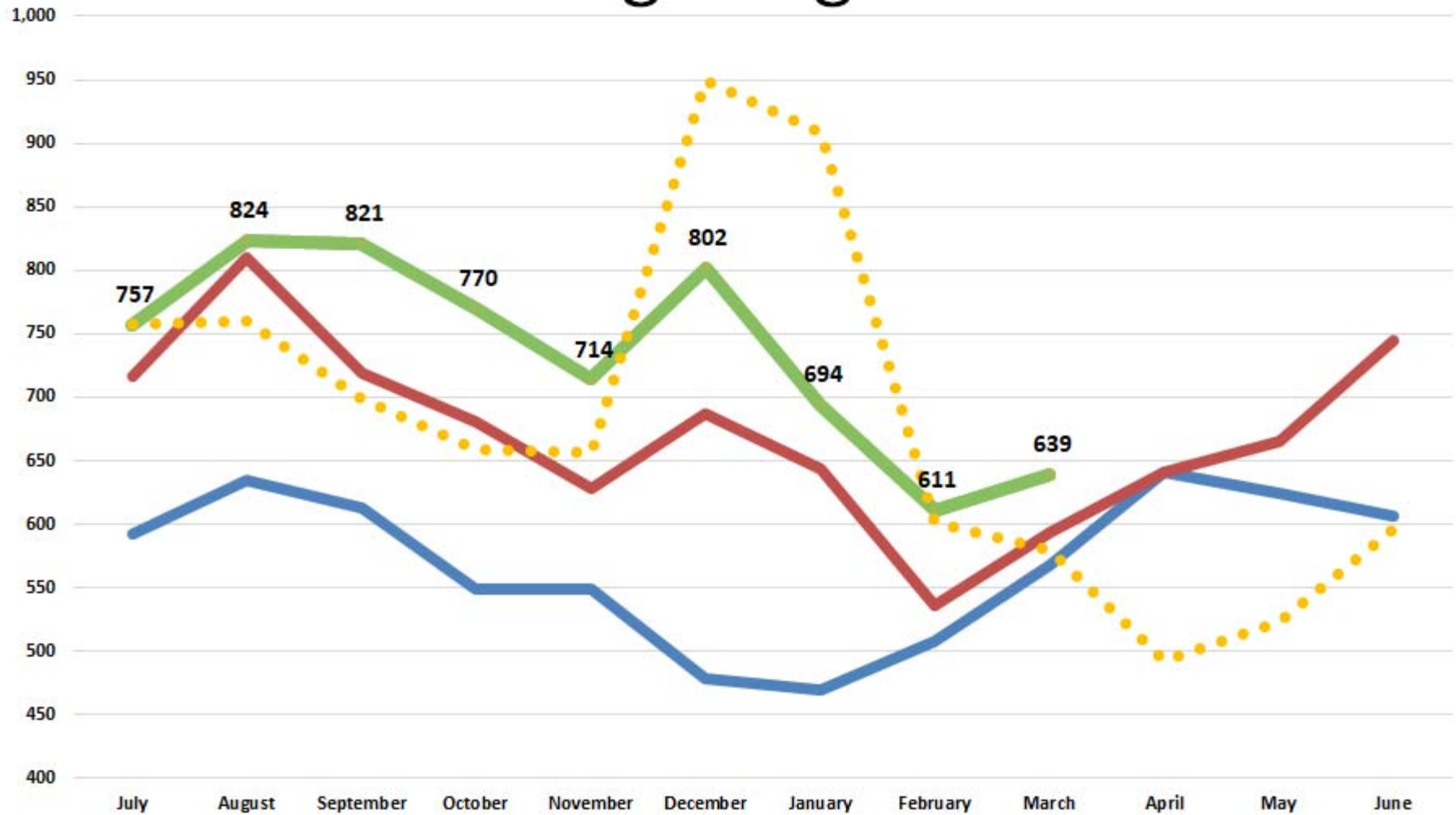
— FY2021
 — FY2022
 — FY2023
 ••• Budget



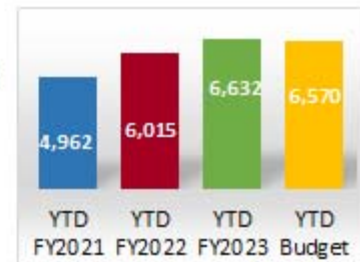
Sequoia Cardiology - wRVU's



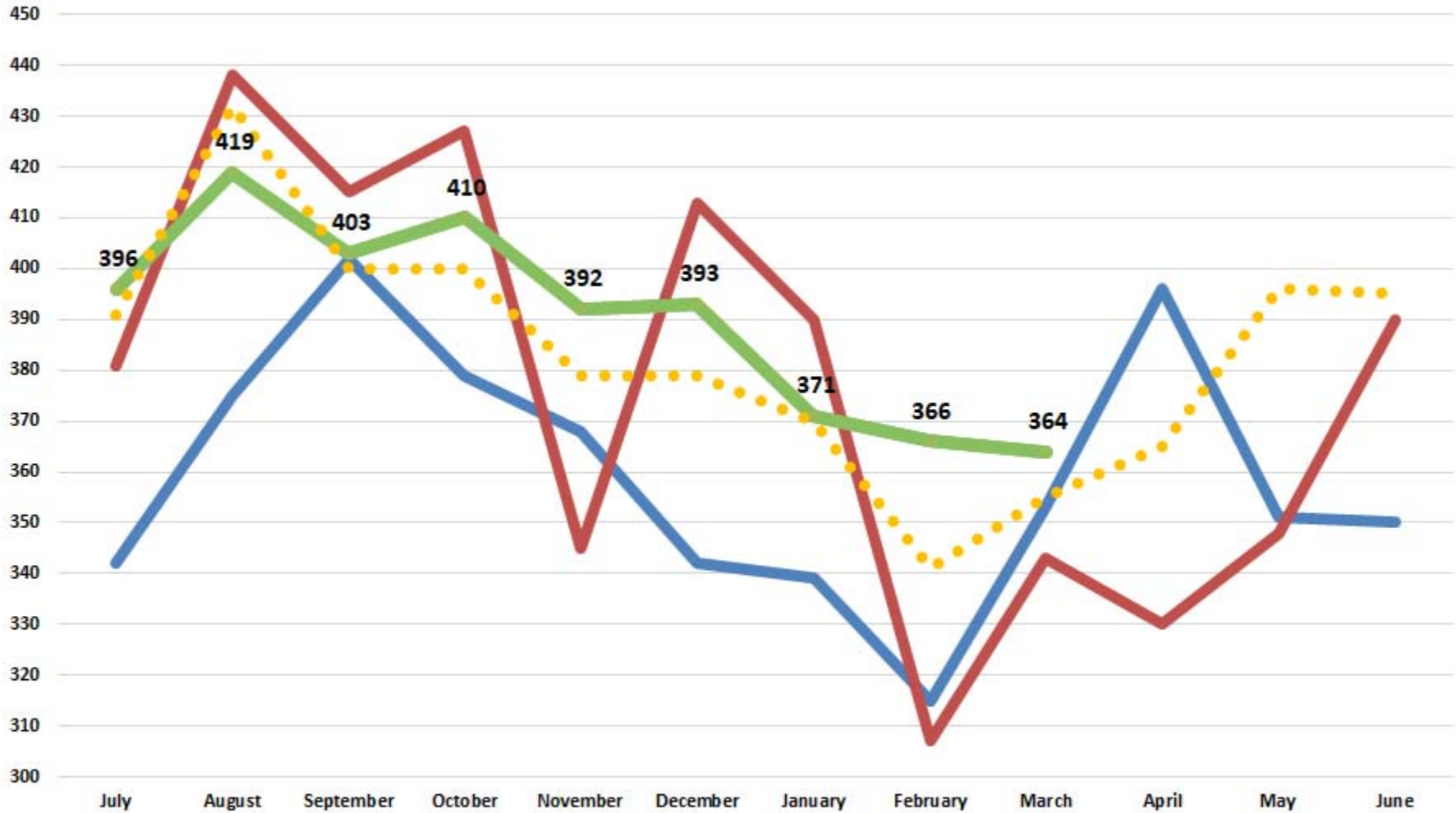
Labor Triage Registrations



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



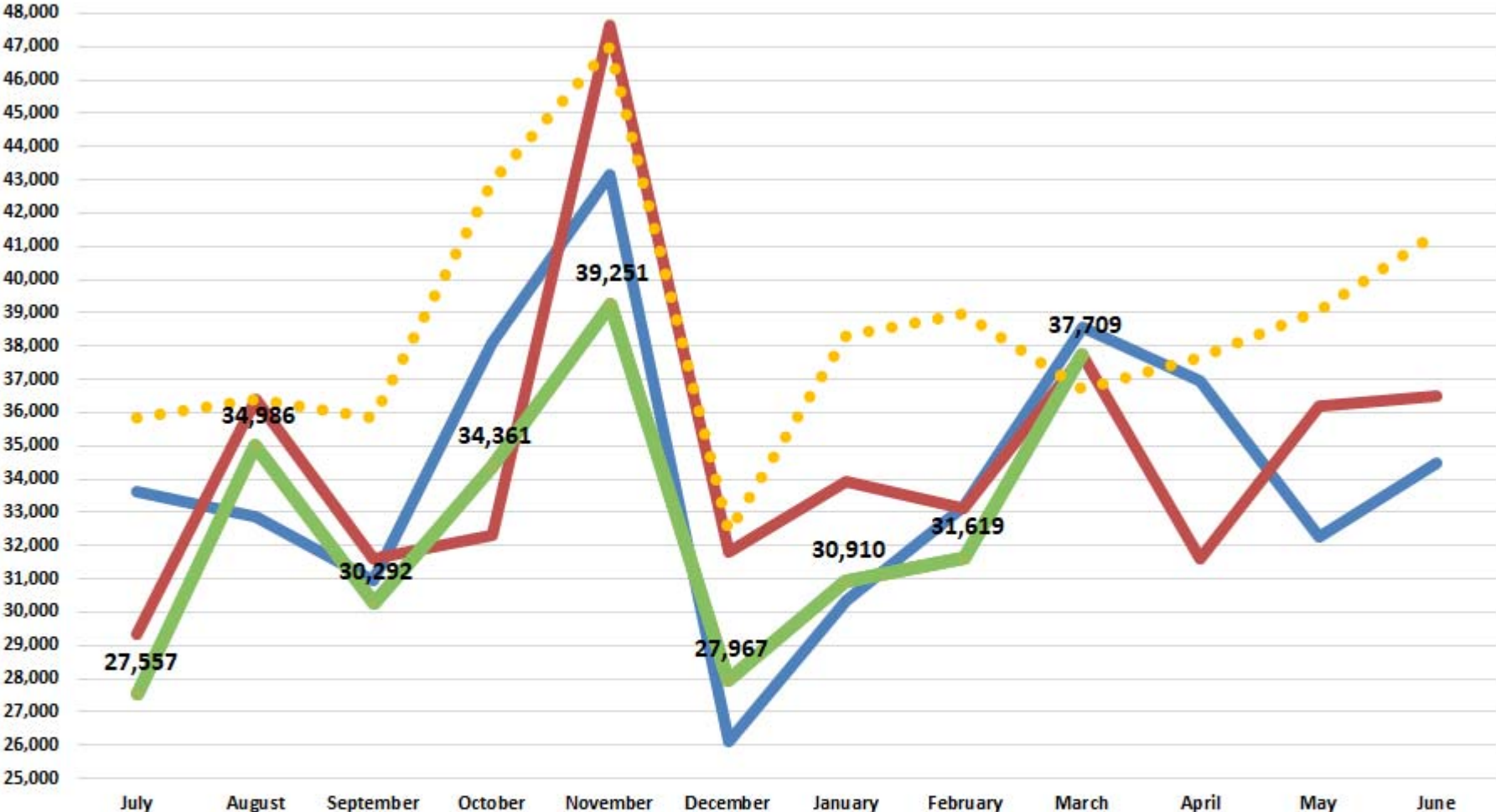
Deliveries



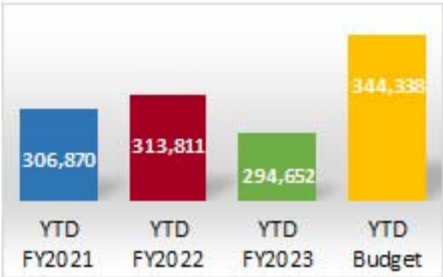
— FY2021
 — FY2022
 — FY2023
 ••• Budget

3,215	3,459	3,514	3,447
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

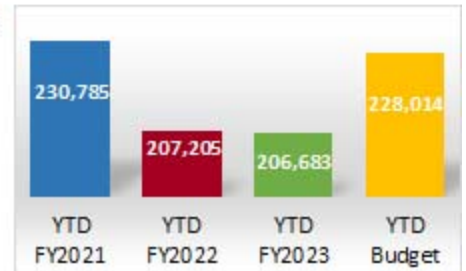
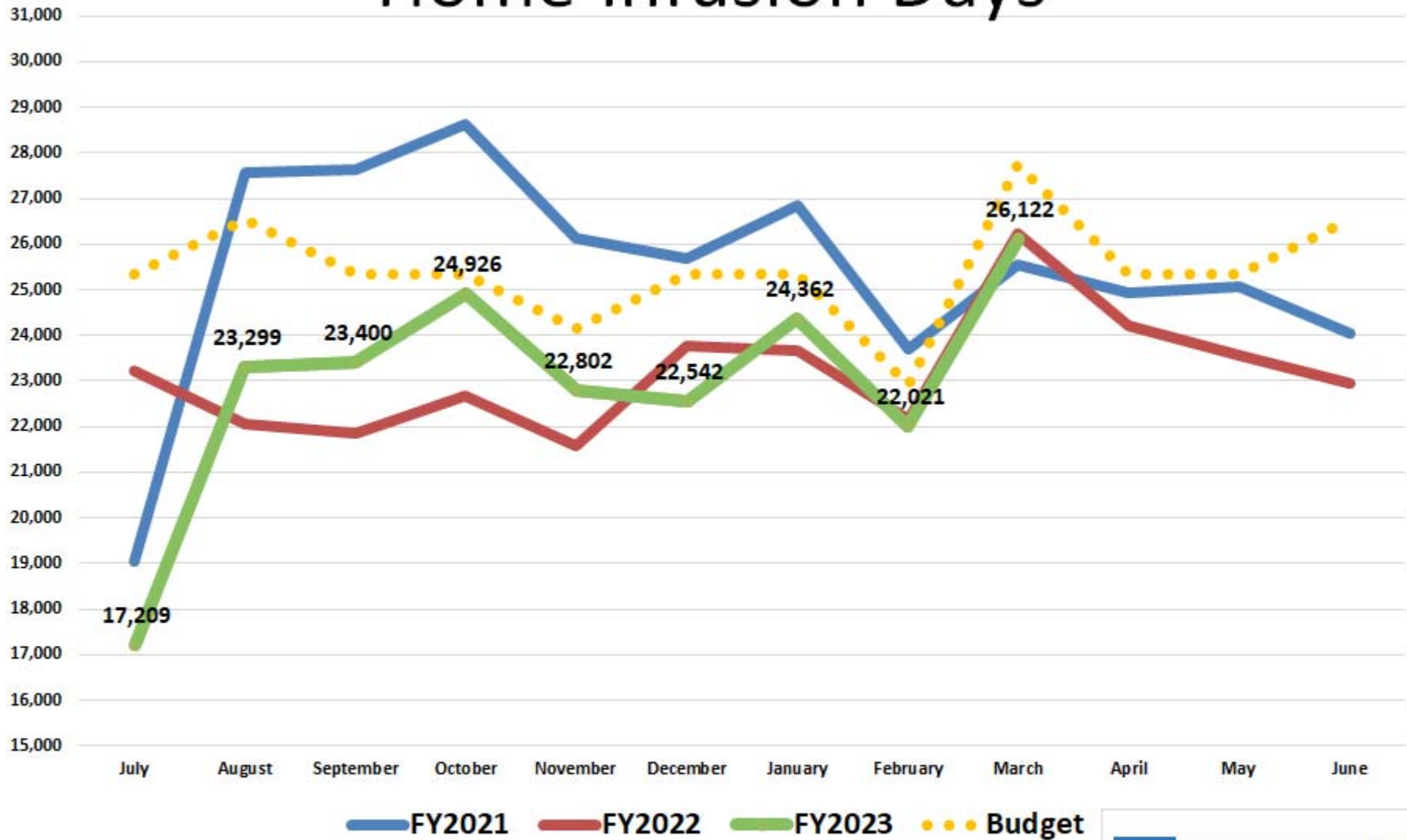
KHMG RVU's



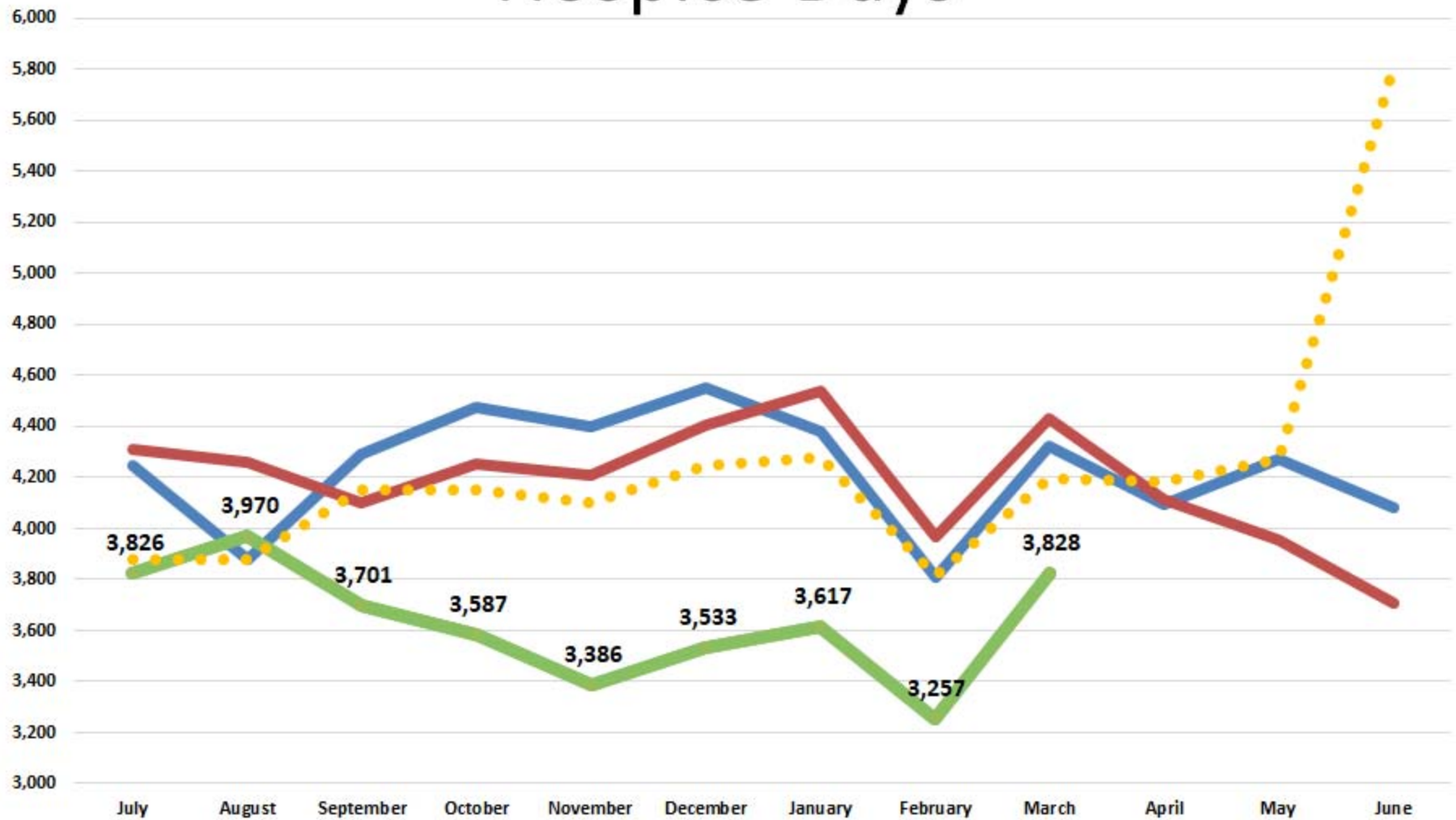
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



Home Infusion Days



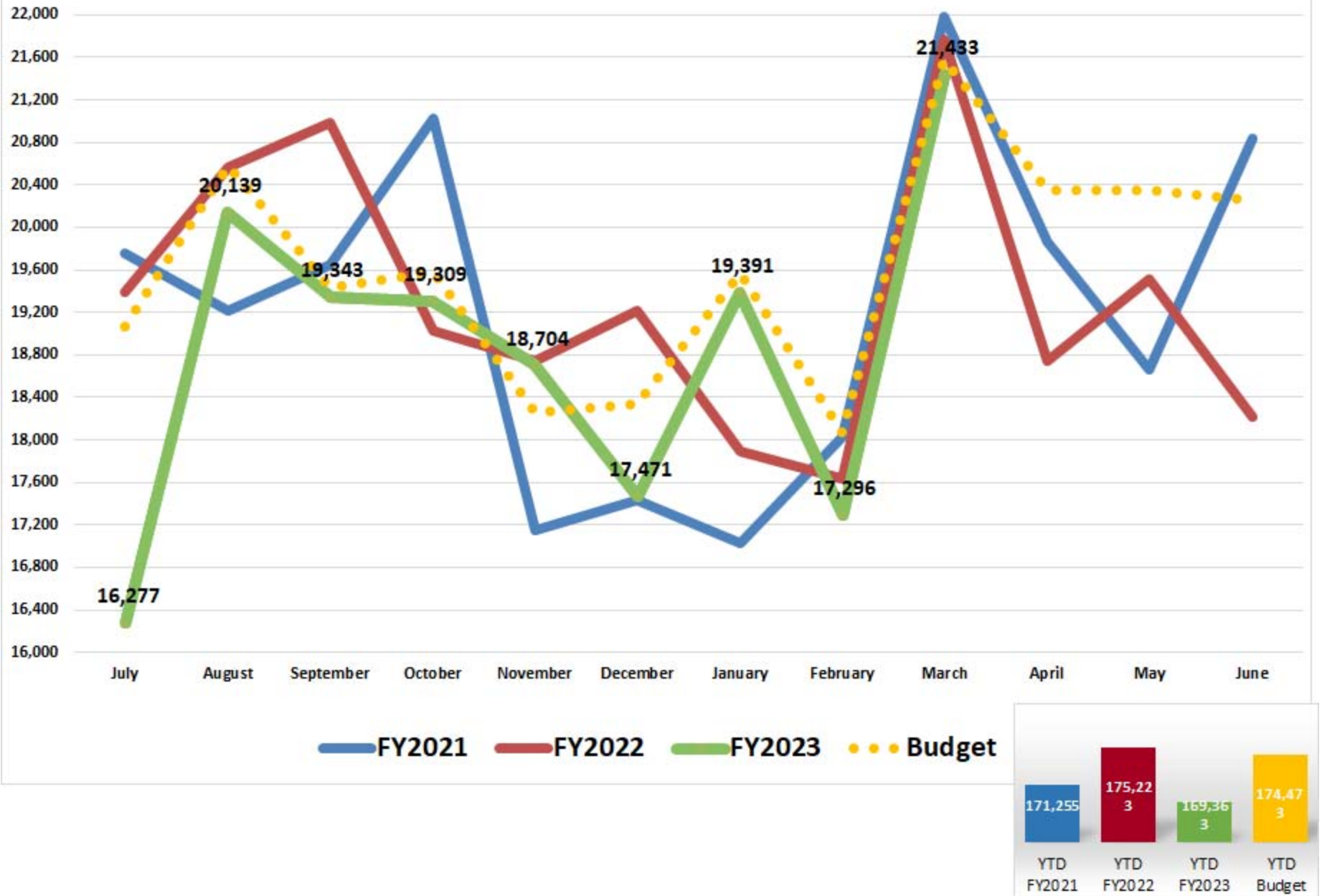
Hospice Days



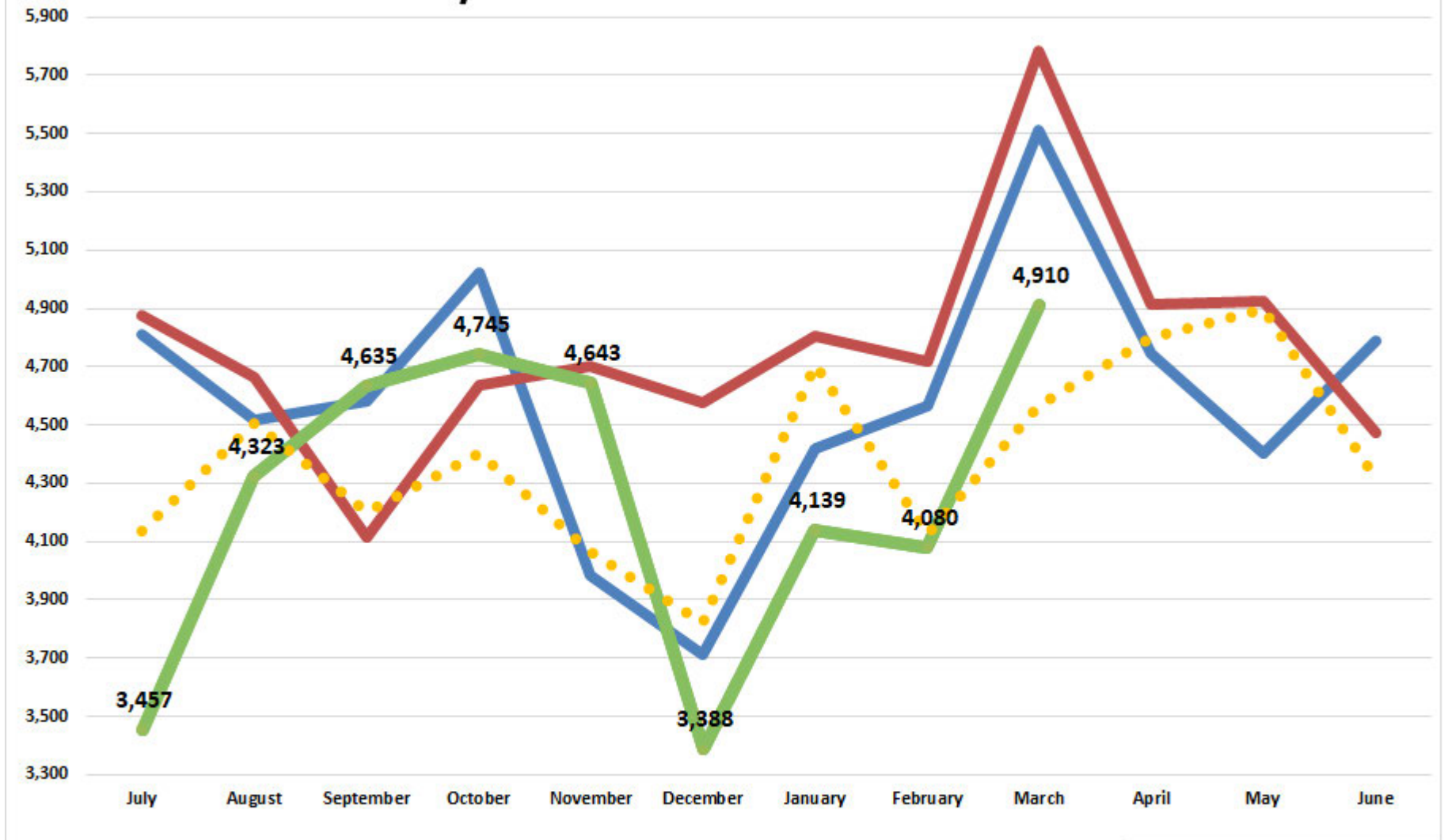
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



All O/P Rehab Svcs Across District



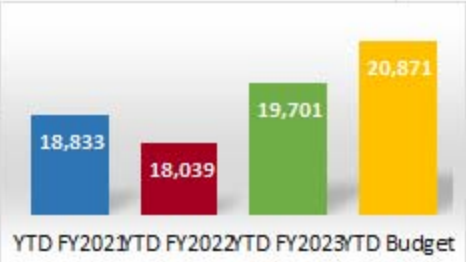
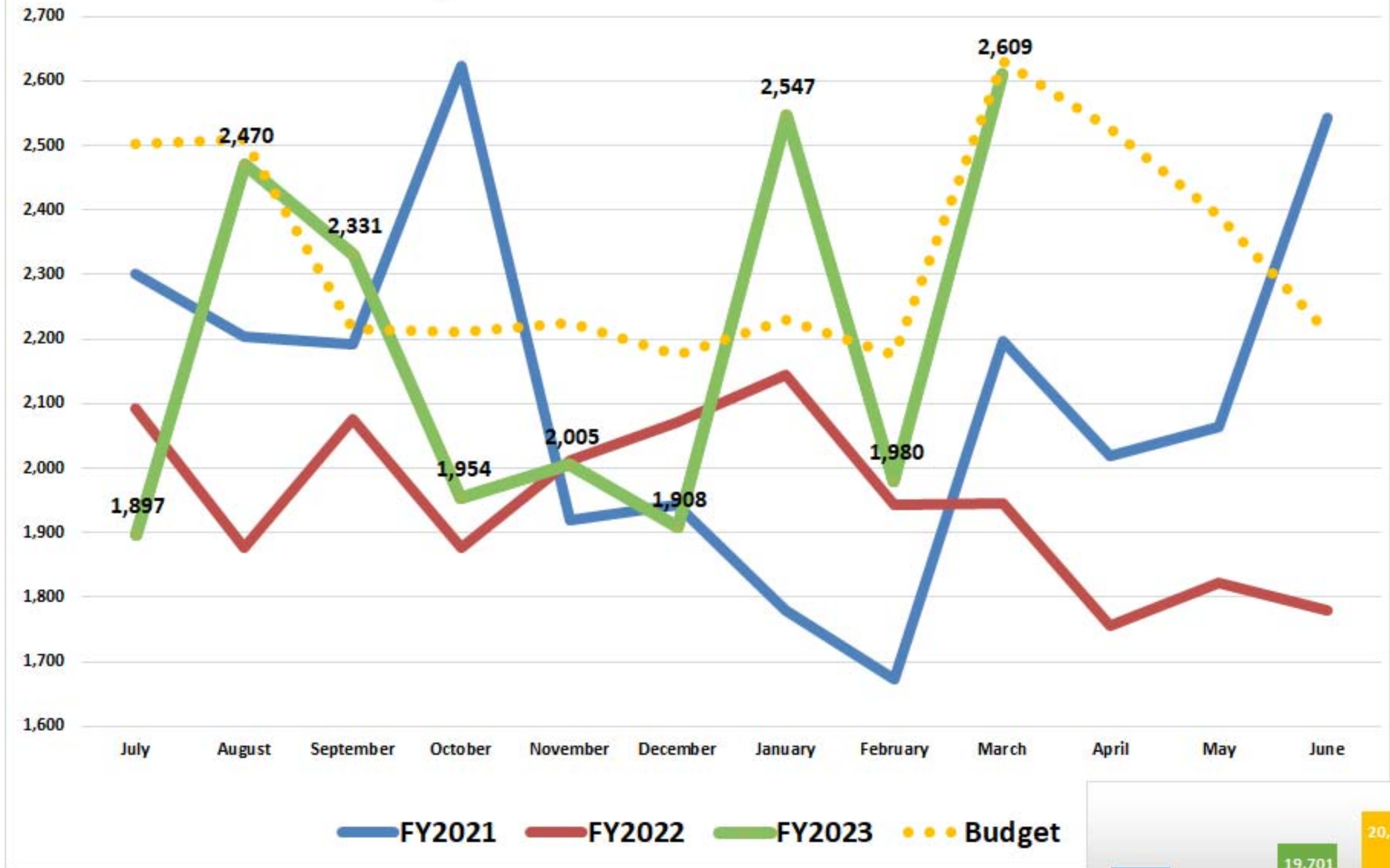
O/P Rehab Services



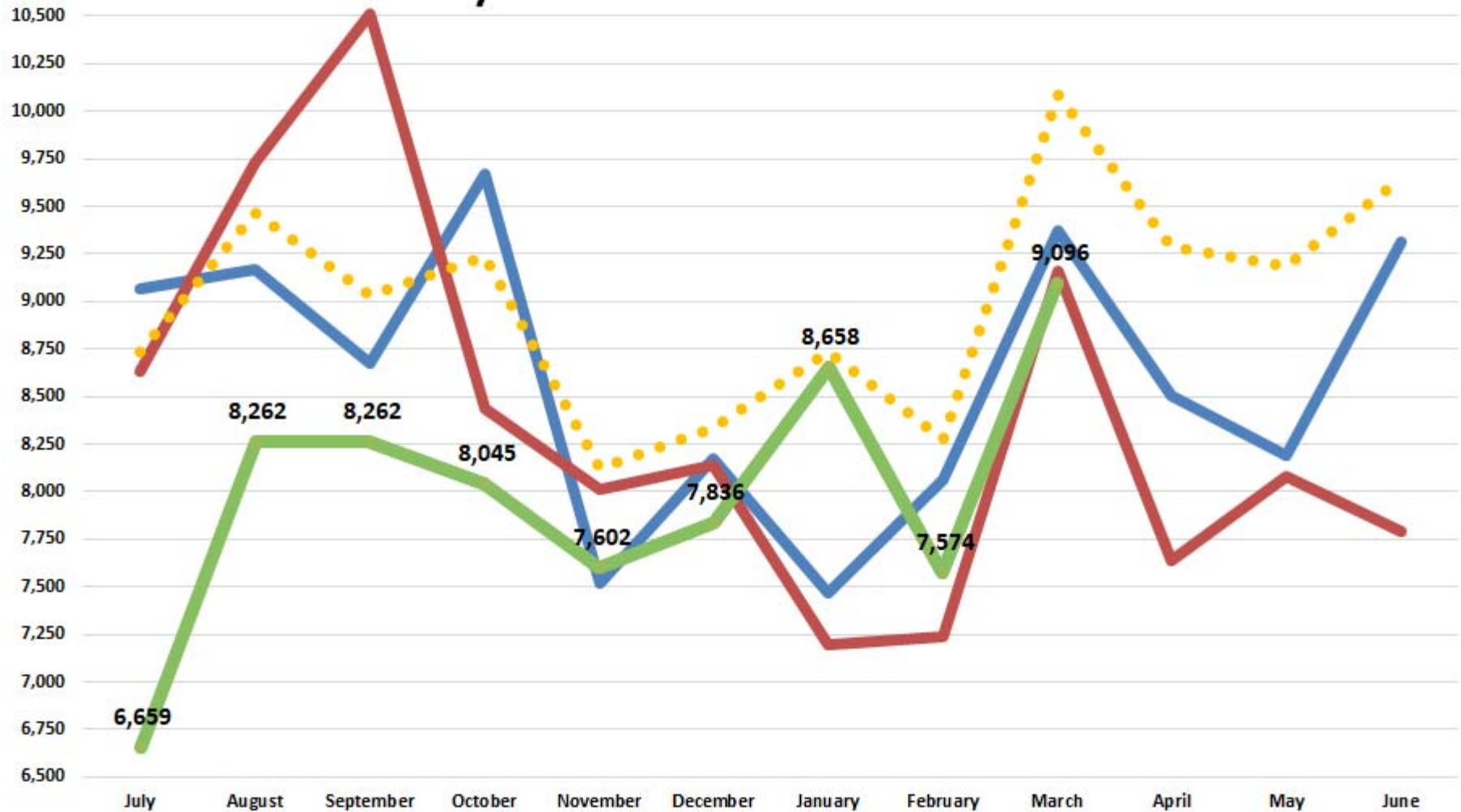
— FY2021
 — FY2022
 — FY2023
 ●●● Budget

41,122	42,877	38,320	38,533
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

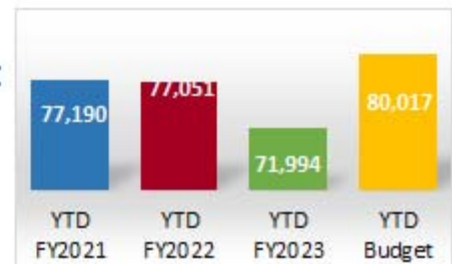
O/P Rehab - Exeter



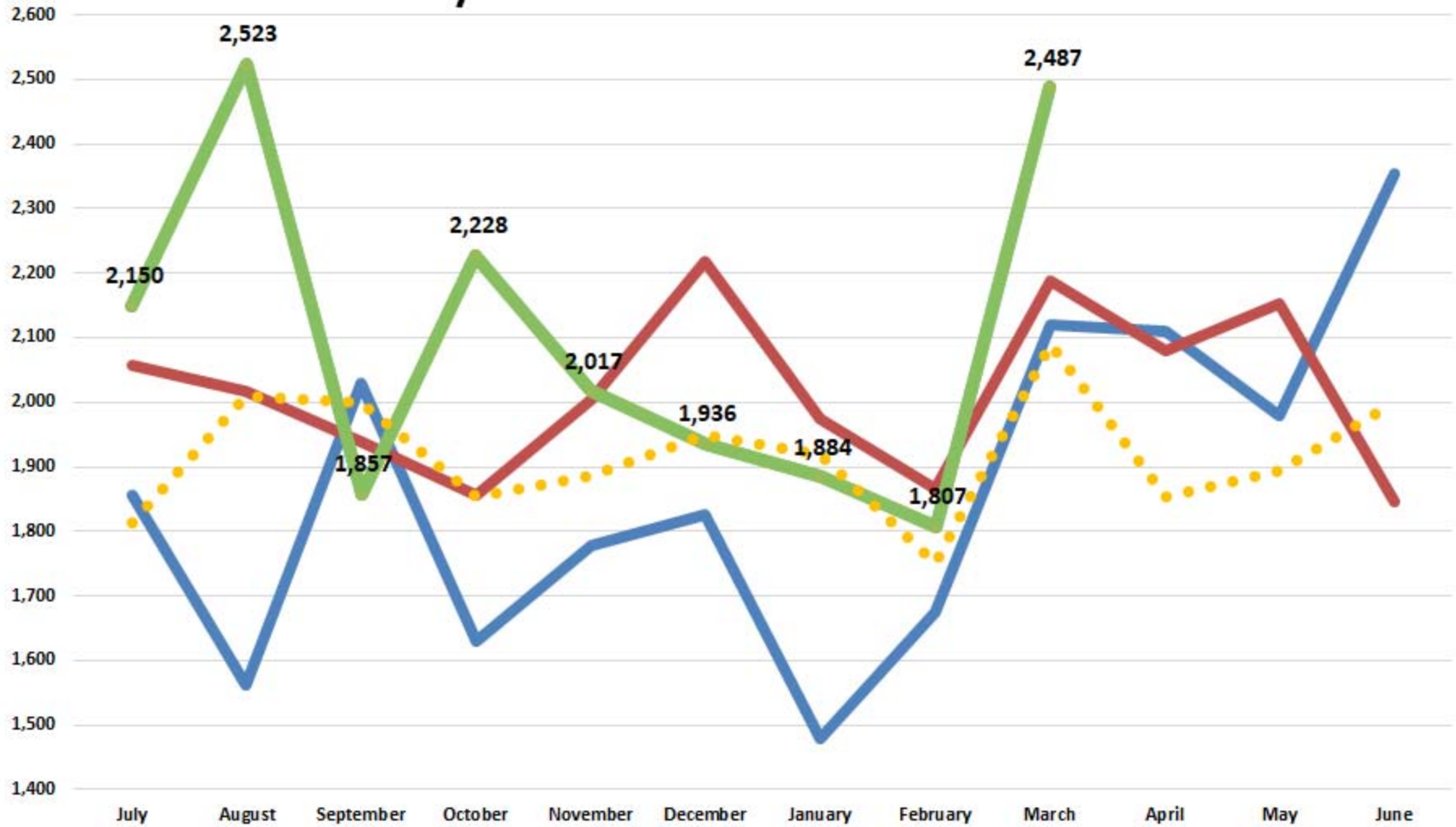
O/P Rehab - Akers



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



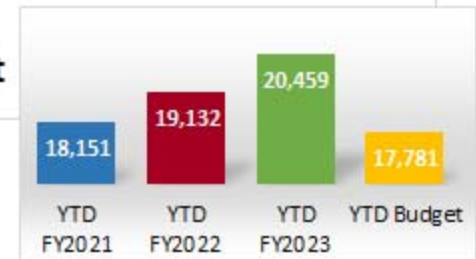
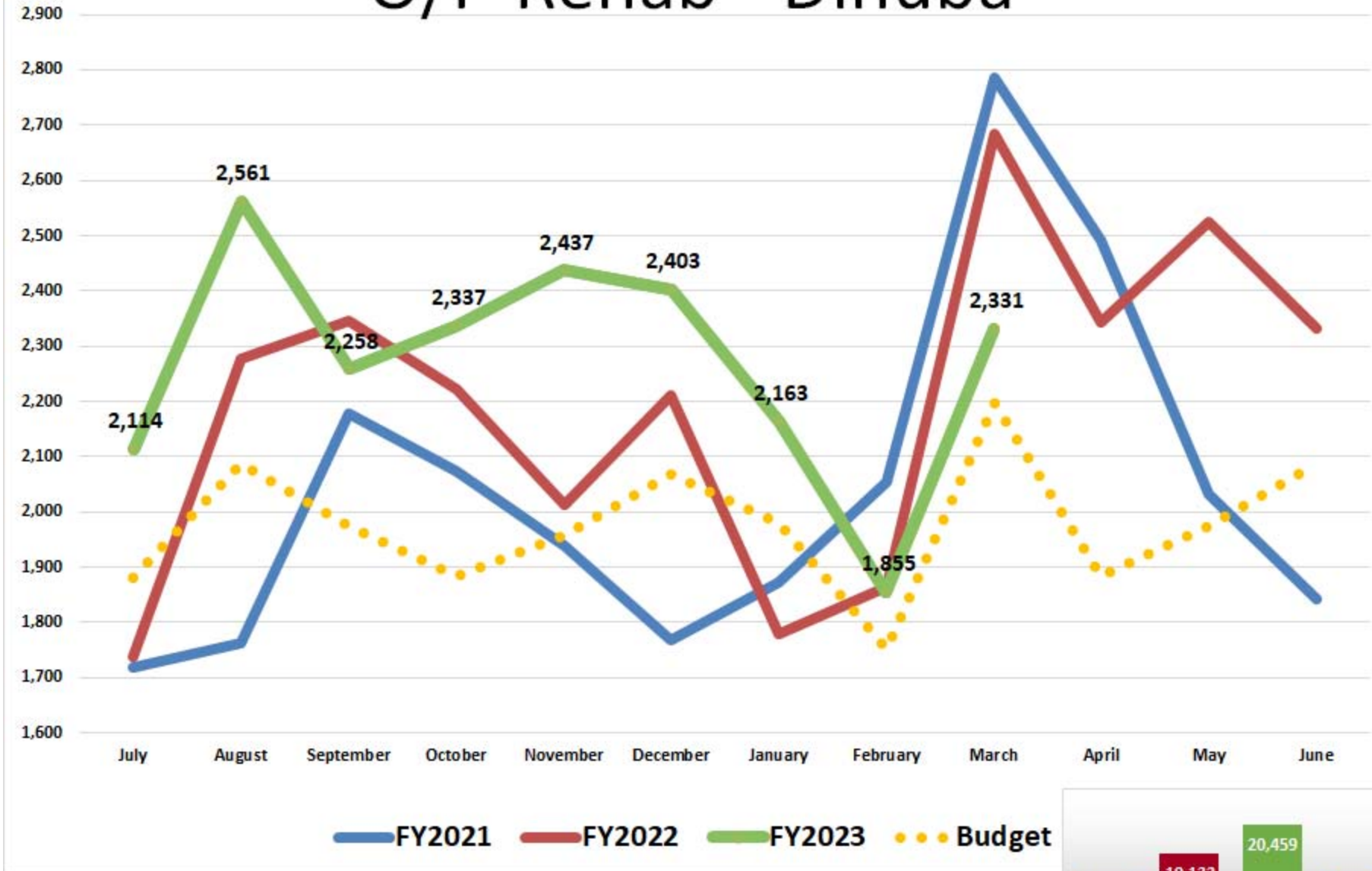
O/P Rehab - LLOPT



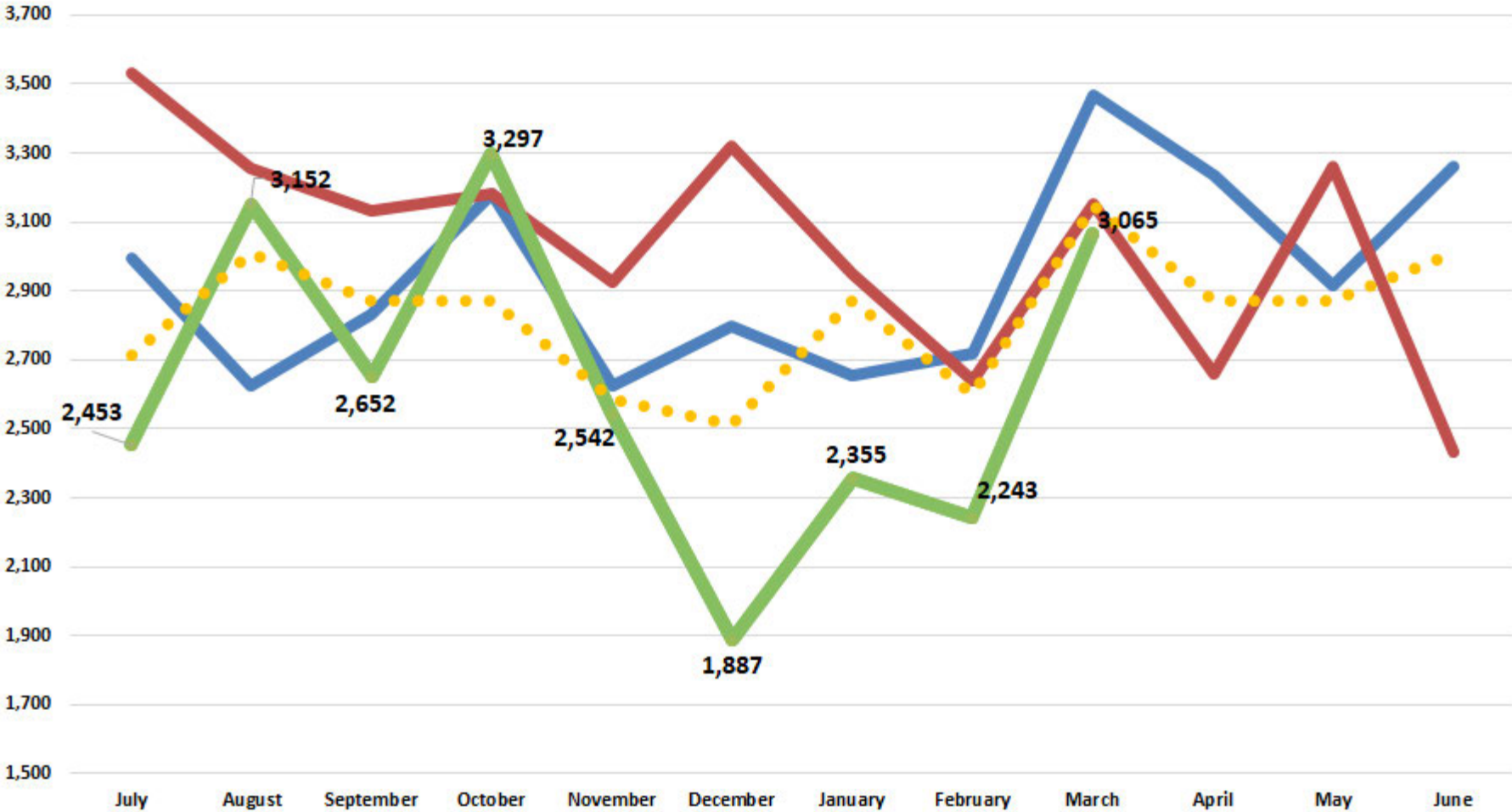
— FY2021
 — FY2022
 — FY2023
 ••• Budget

15,959	18,124	18,889	17,271
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

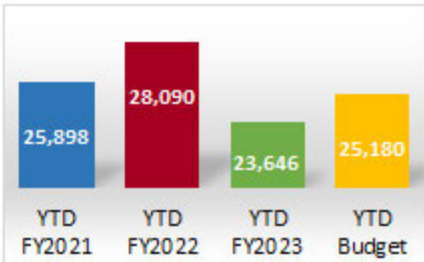
O/P Rehab - Dinuba



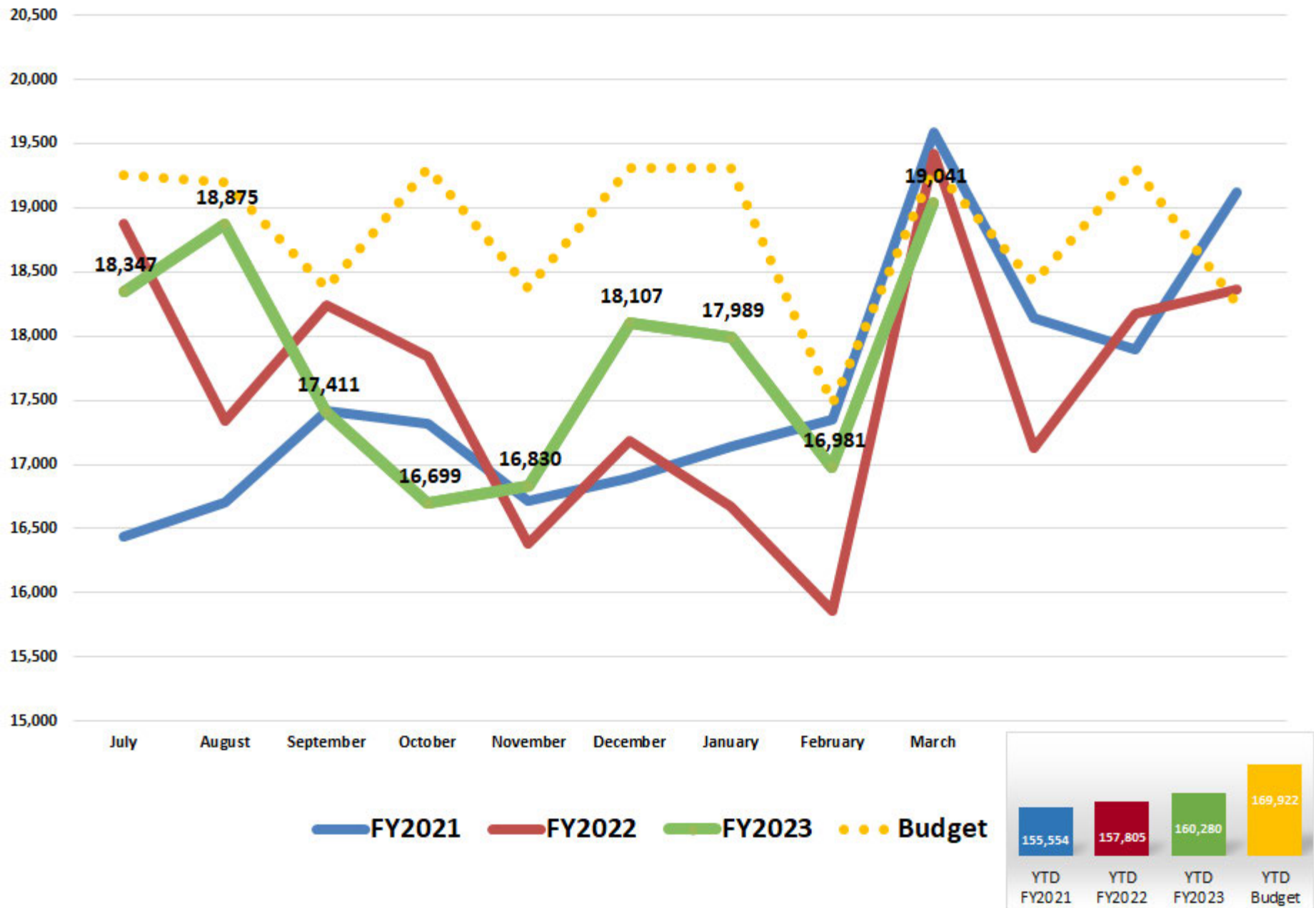
Therapy - Cypress Hand Center



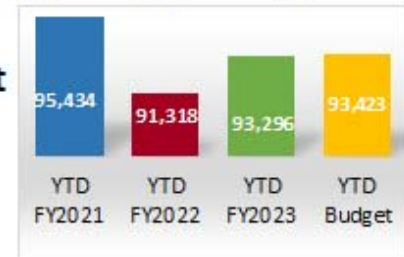
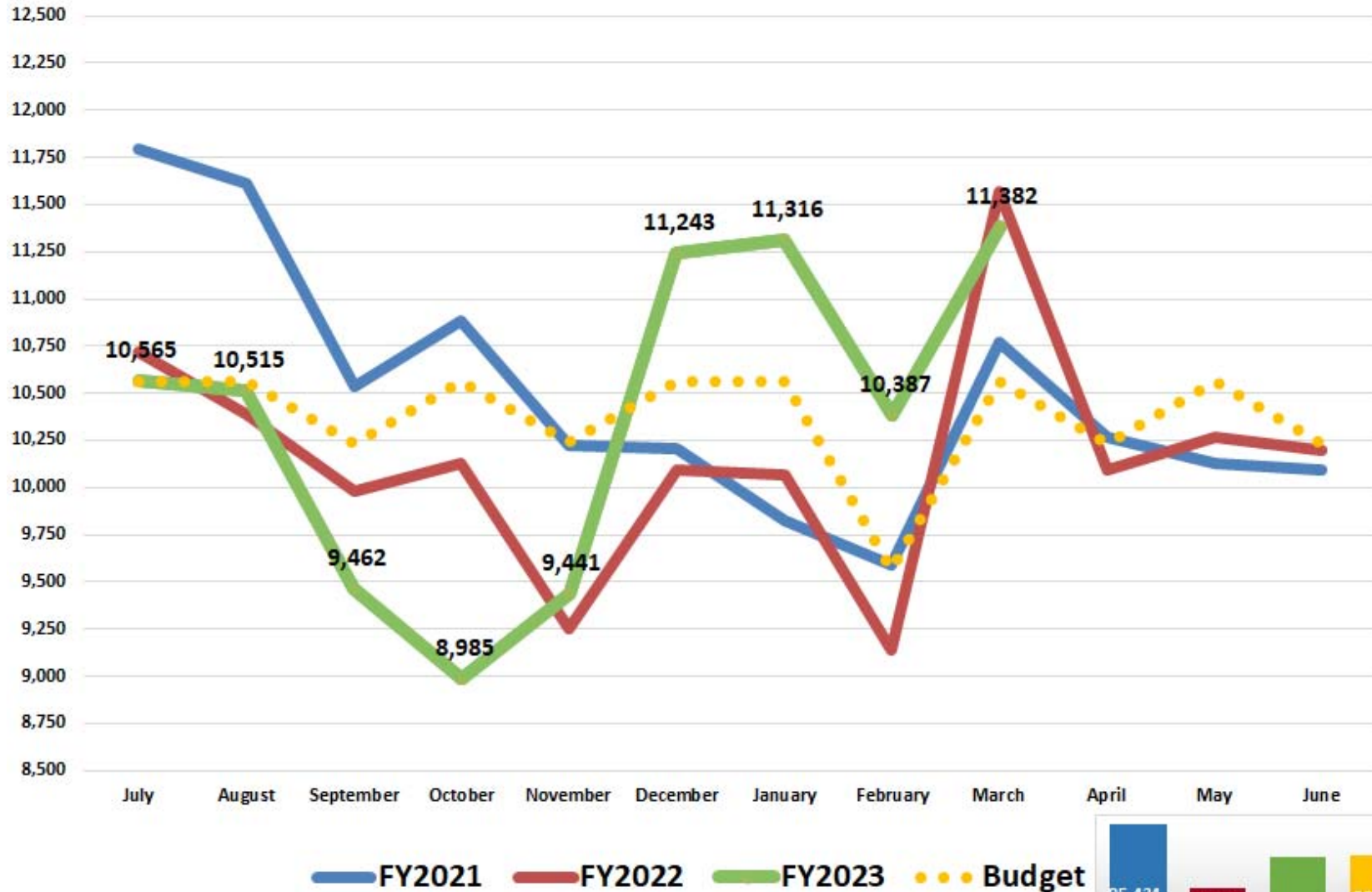
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



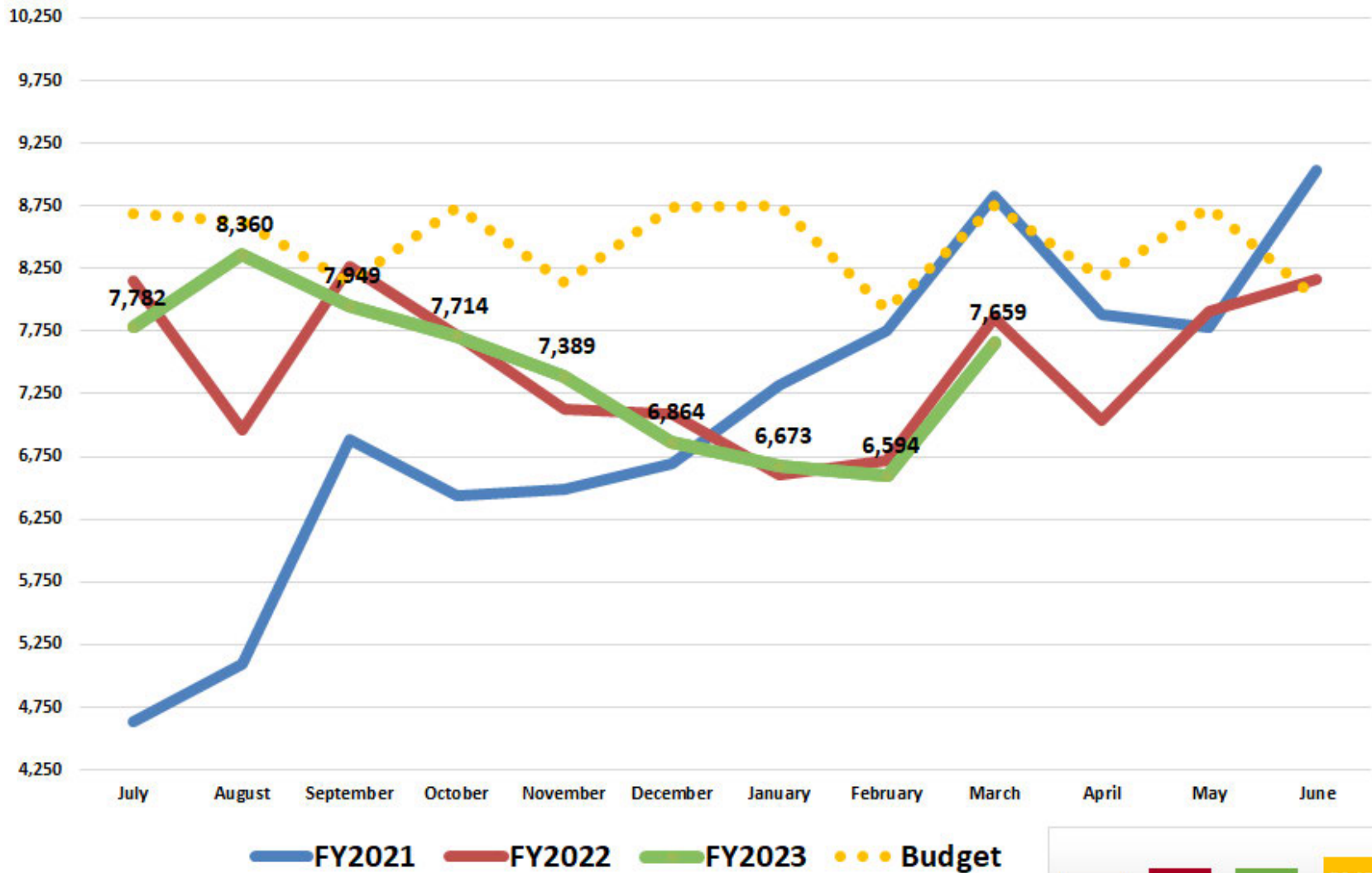
Physical & Other Therapy Units (I/P & O/P)



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

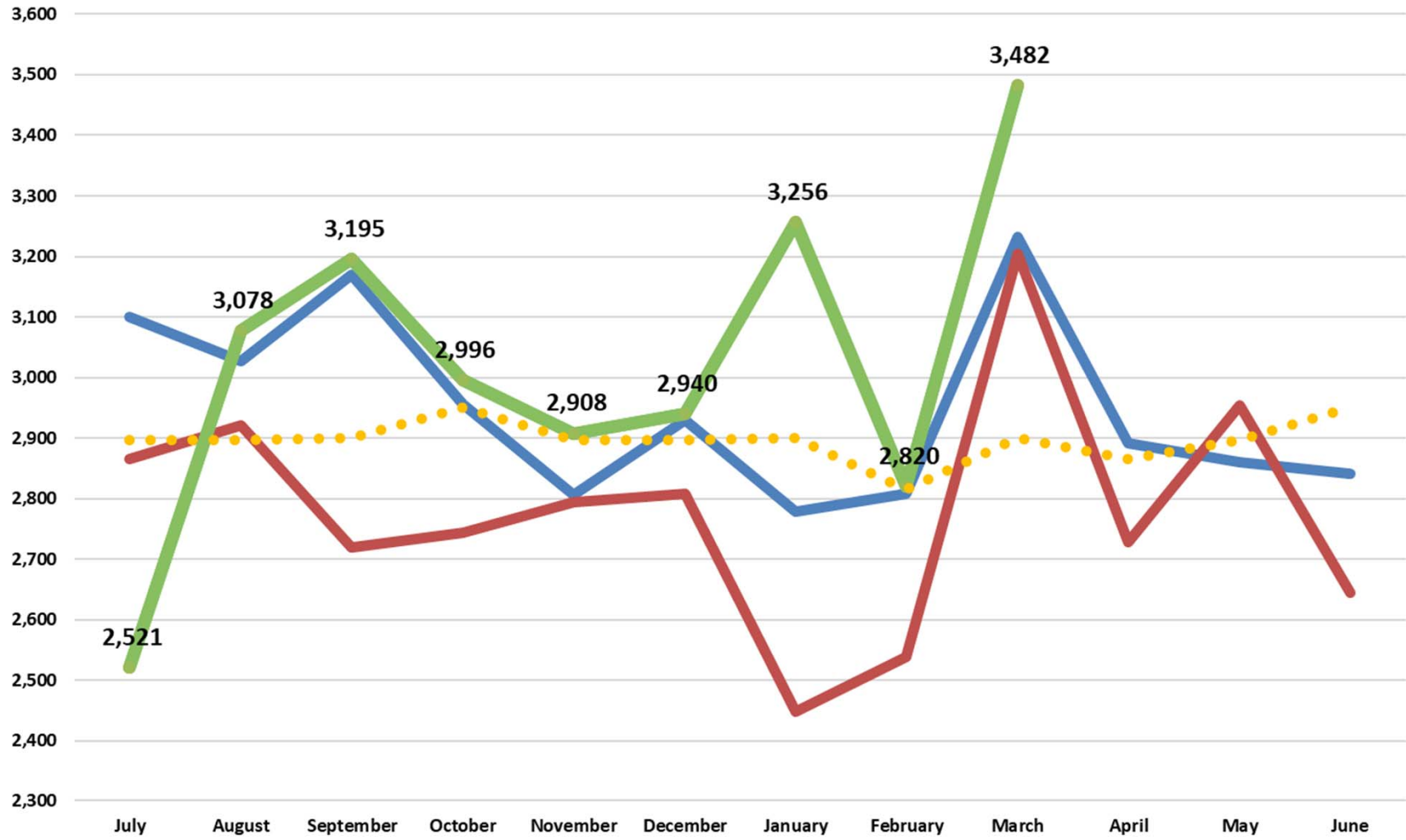


Physical & Other Therapy Units (I/P & O/P)- KDRH & South Campus

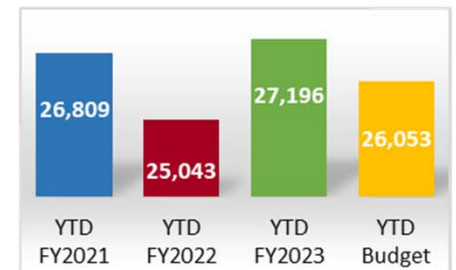


60,120	66,487	66,984	76,499
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

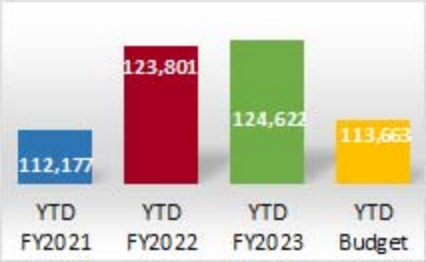
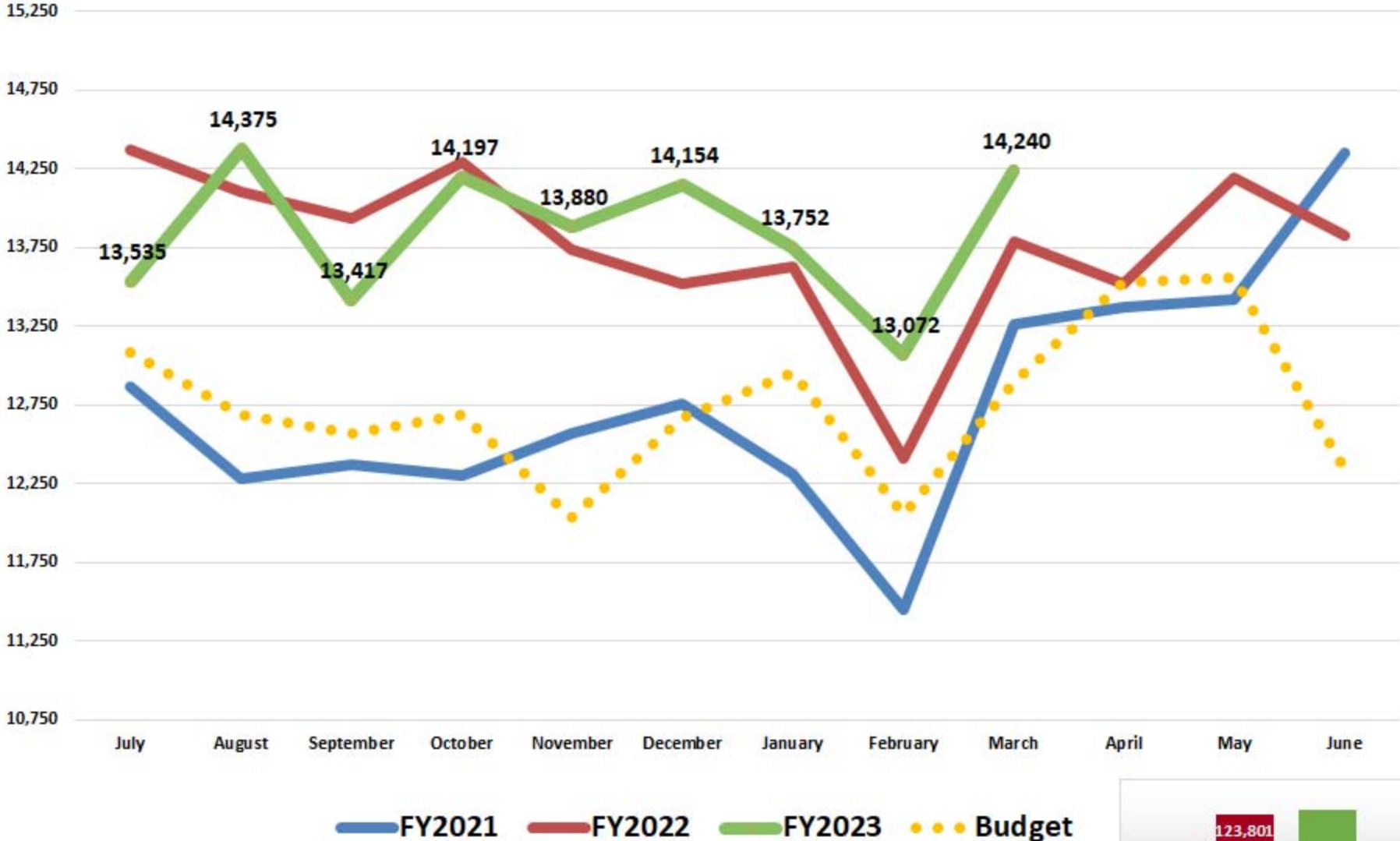
Home Health Visits



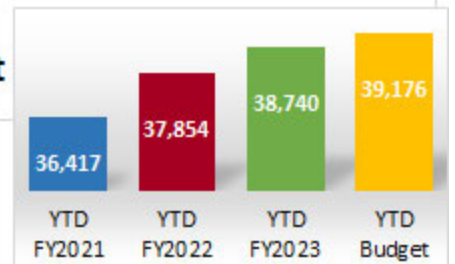
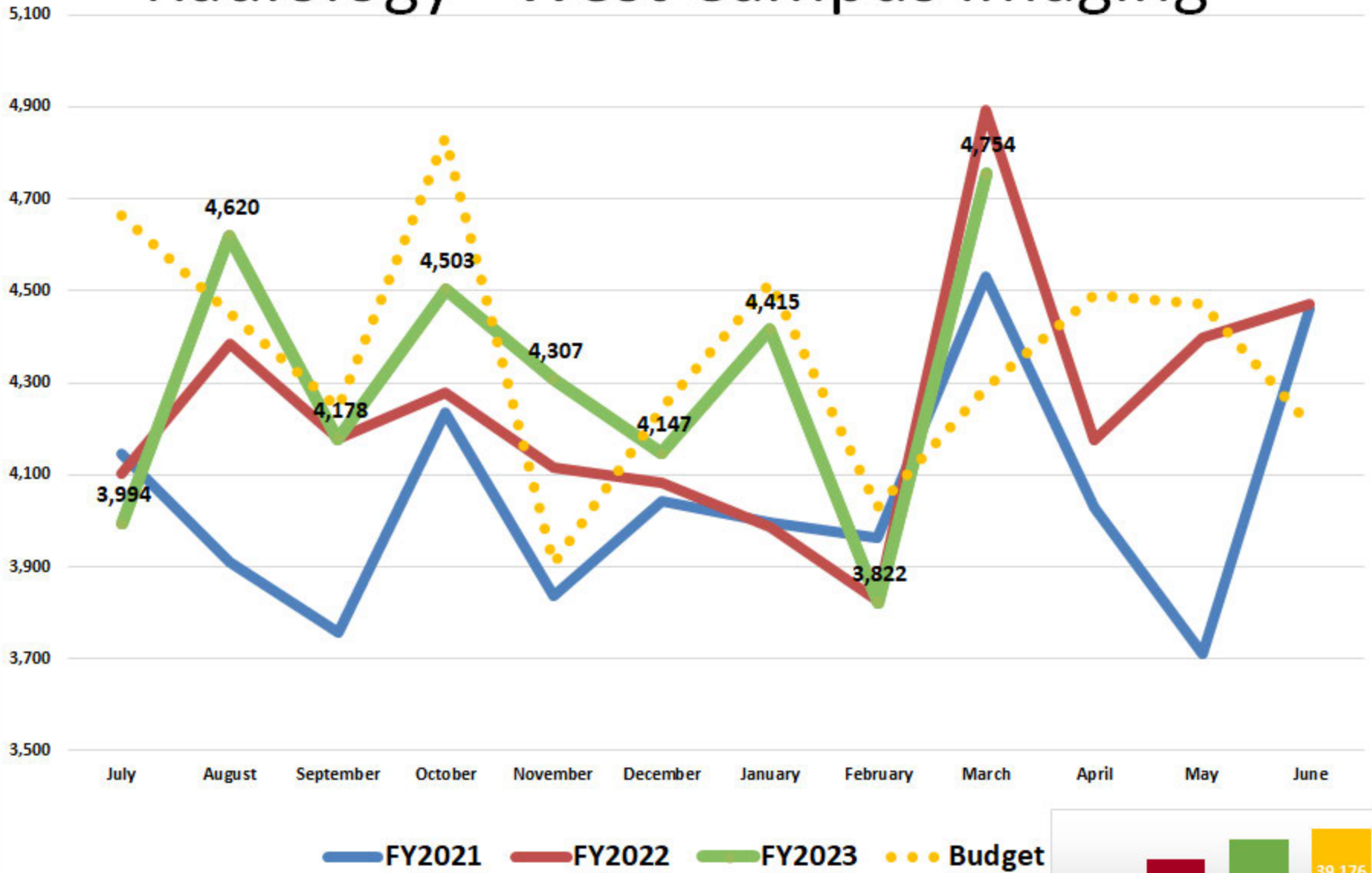
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



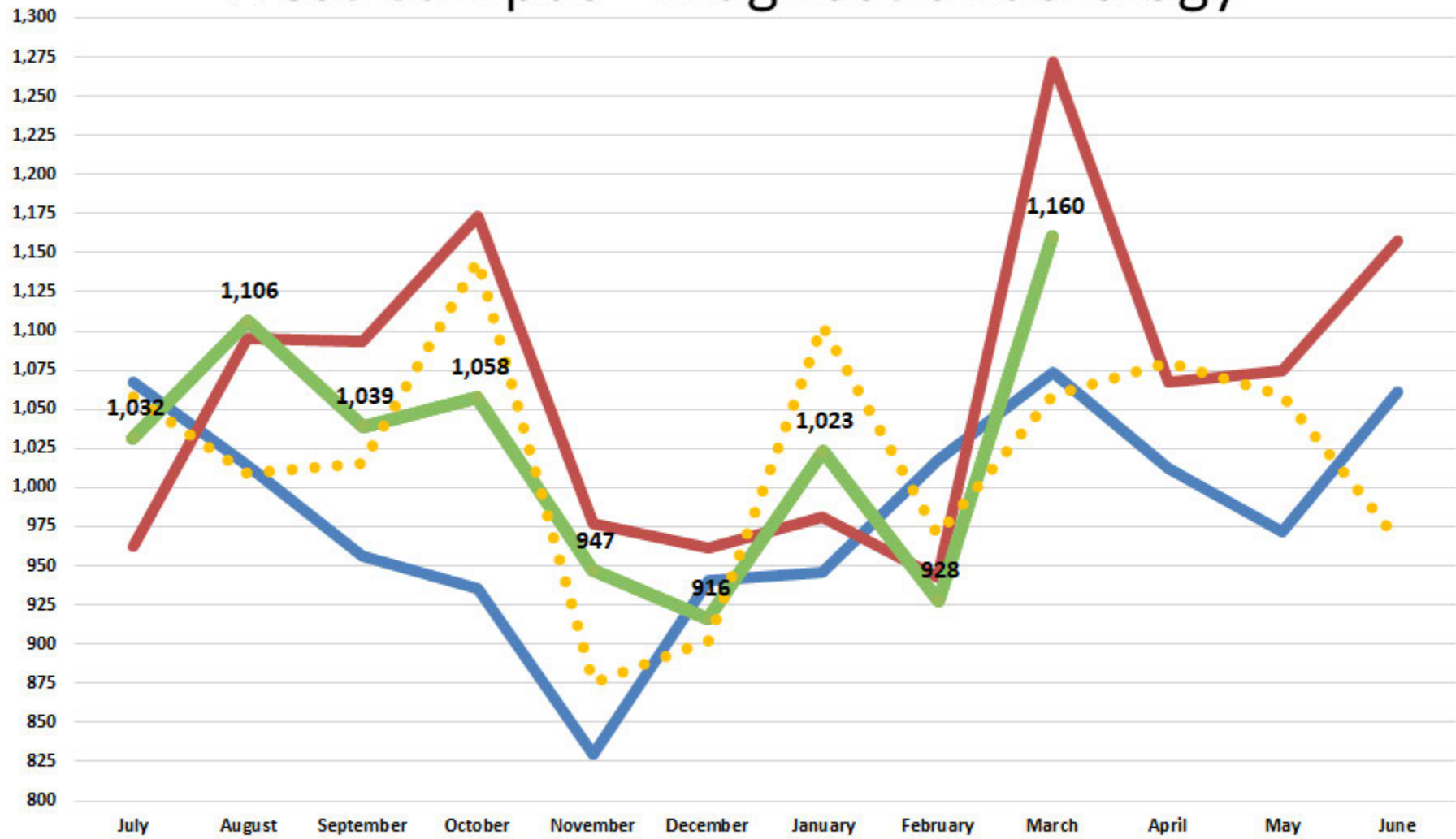
Radiology – Main Campus



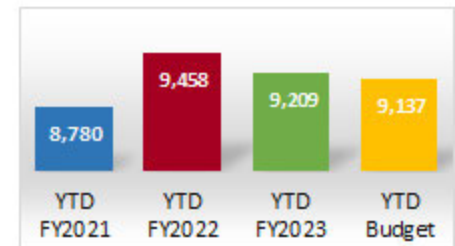
Radiology - West Campus Imaging



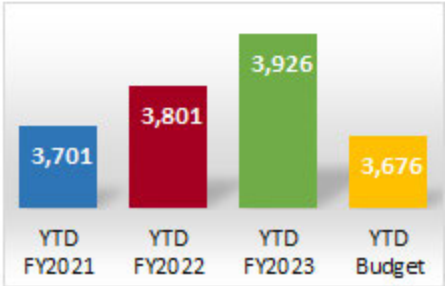
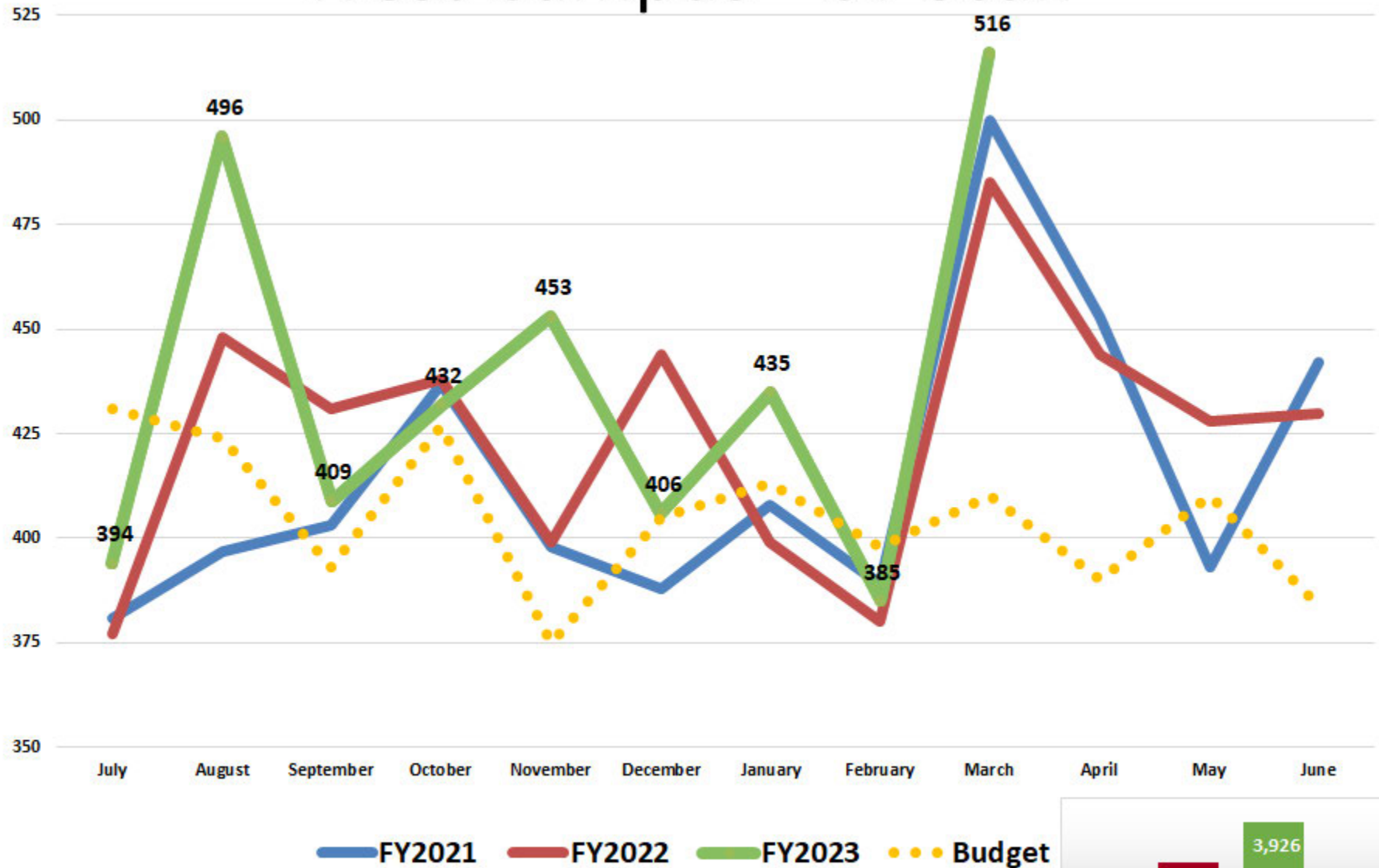
West Campus - Diagnostic Radiology



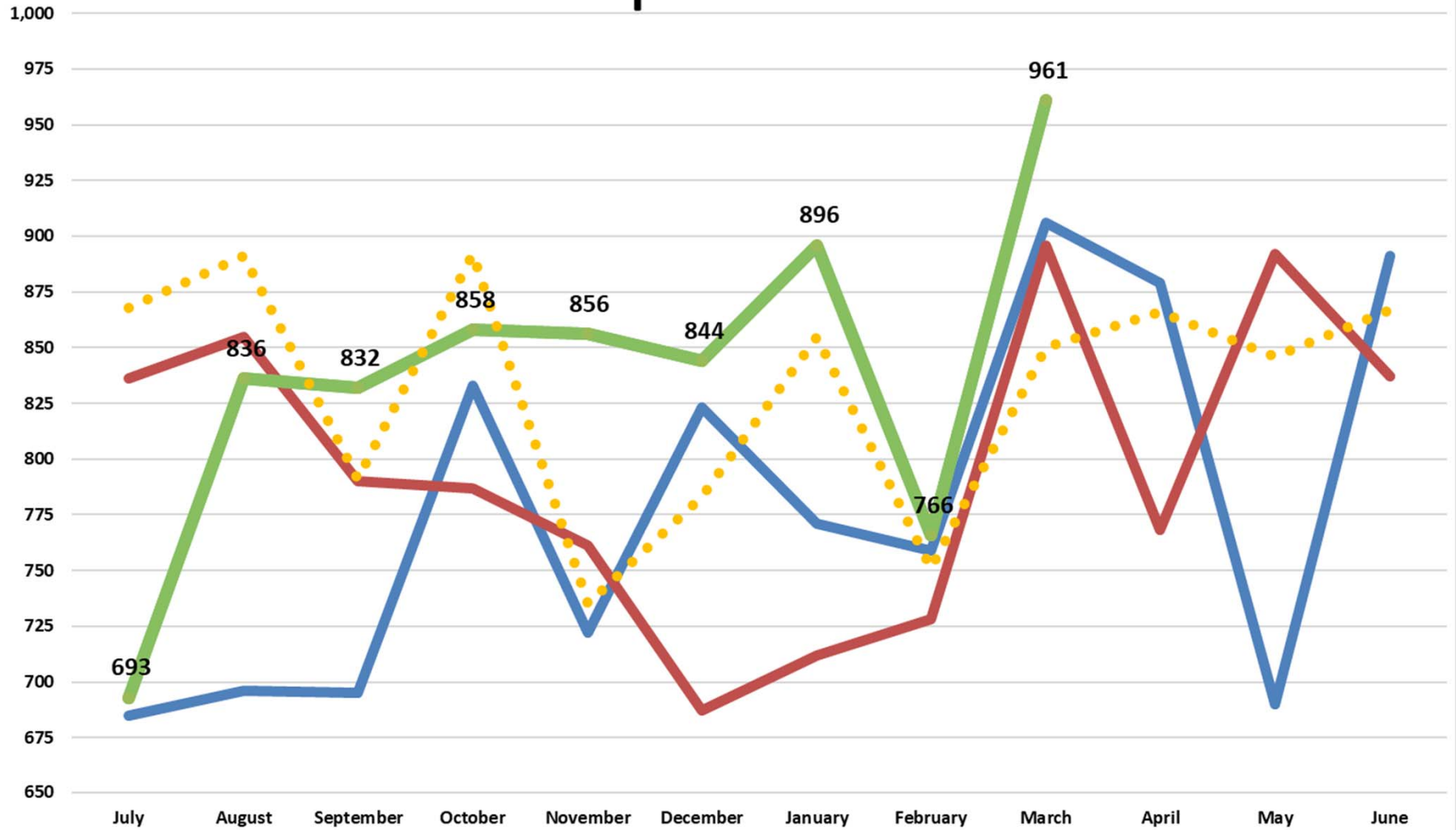
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



West Campus - CT Scan



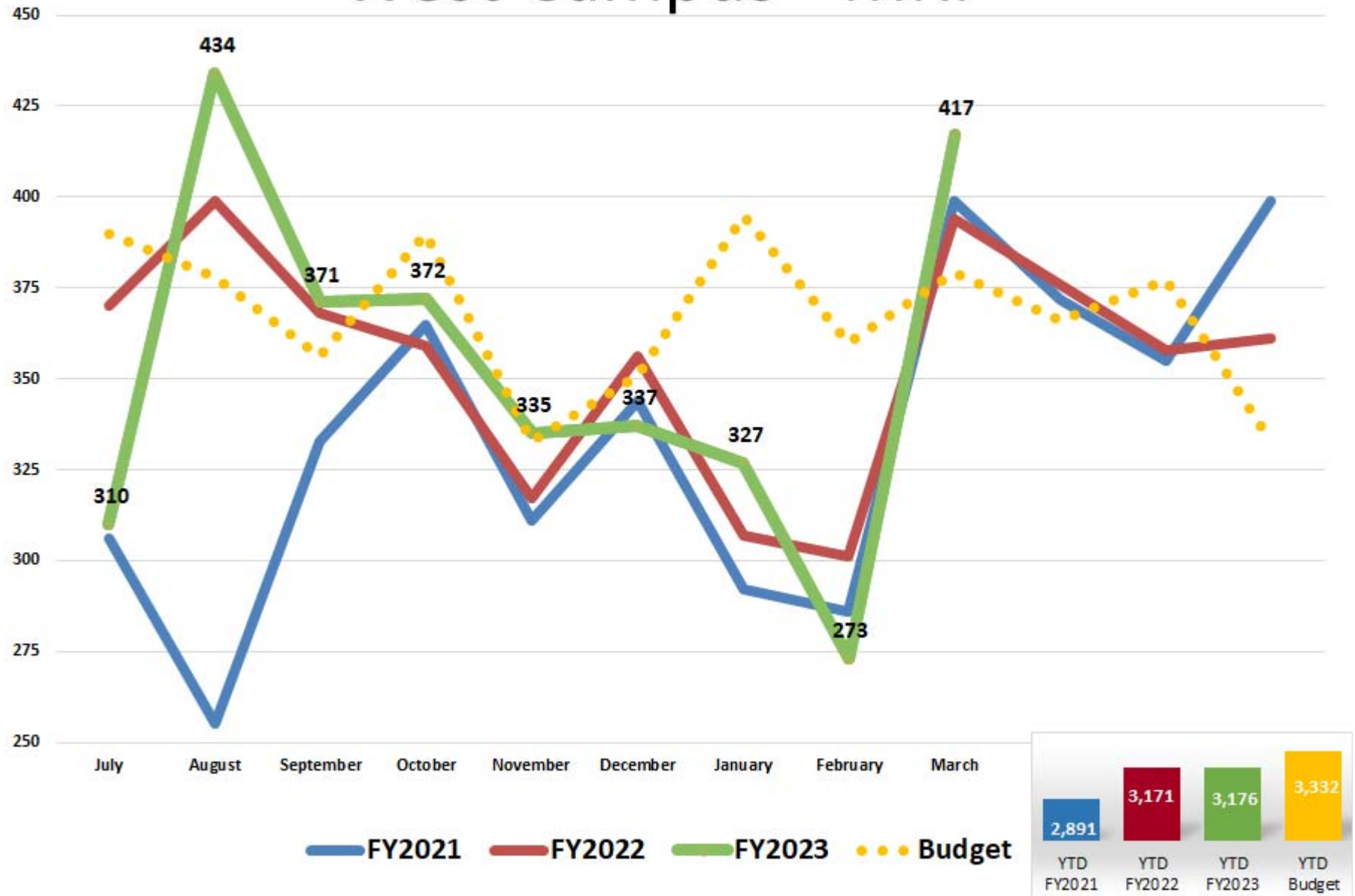
West Campus - Ultrasound



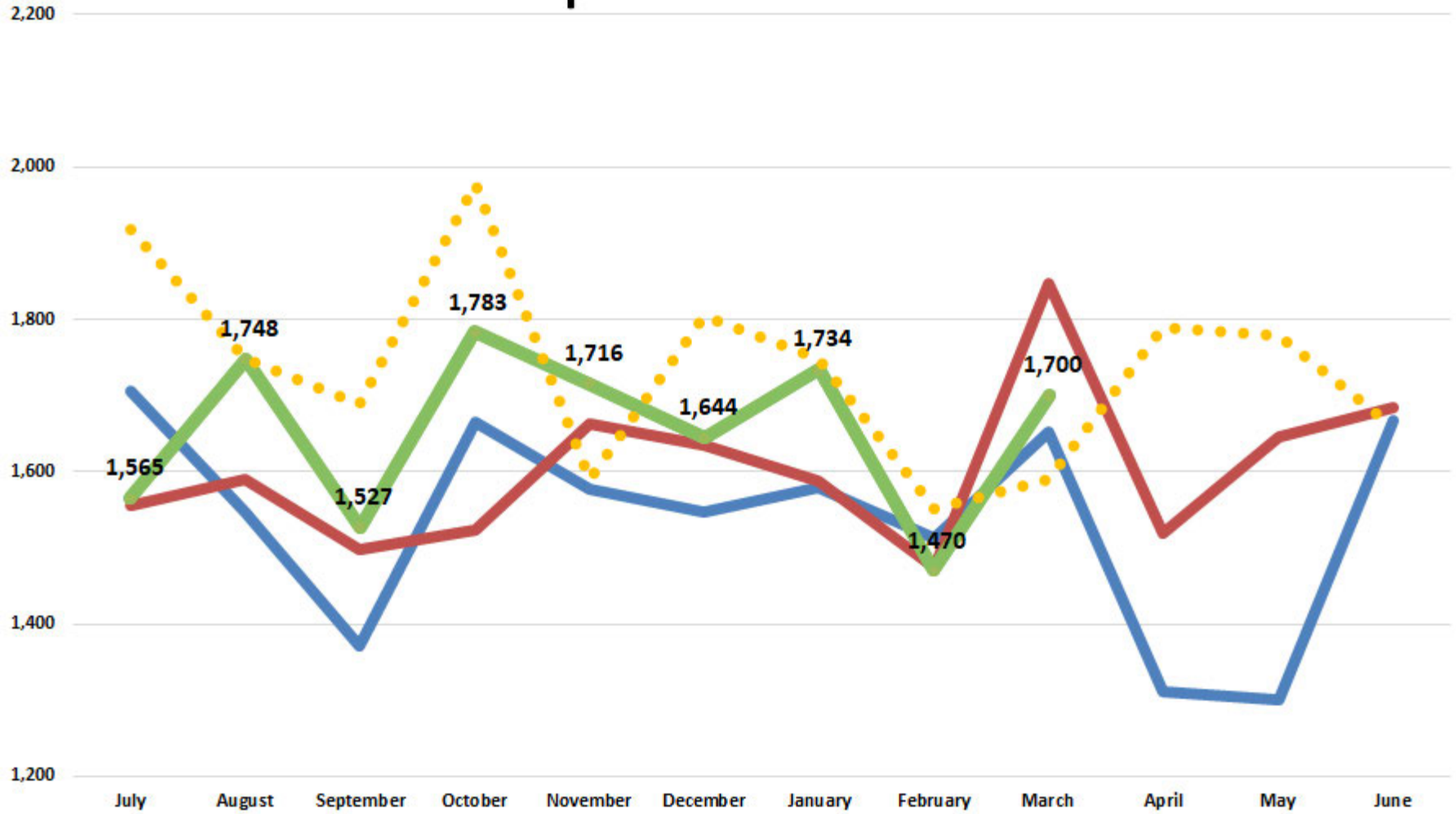
— FY2021
 — FY2022
 — FY2023
 ••• Budget

6,890	7,052	7,542	7,416
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

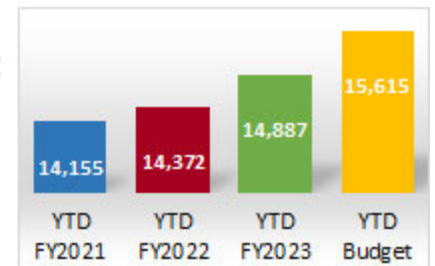
West Campus - MRI



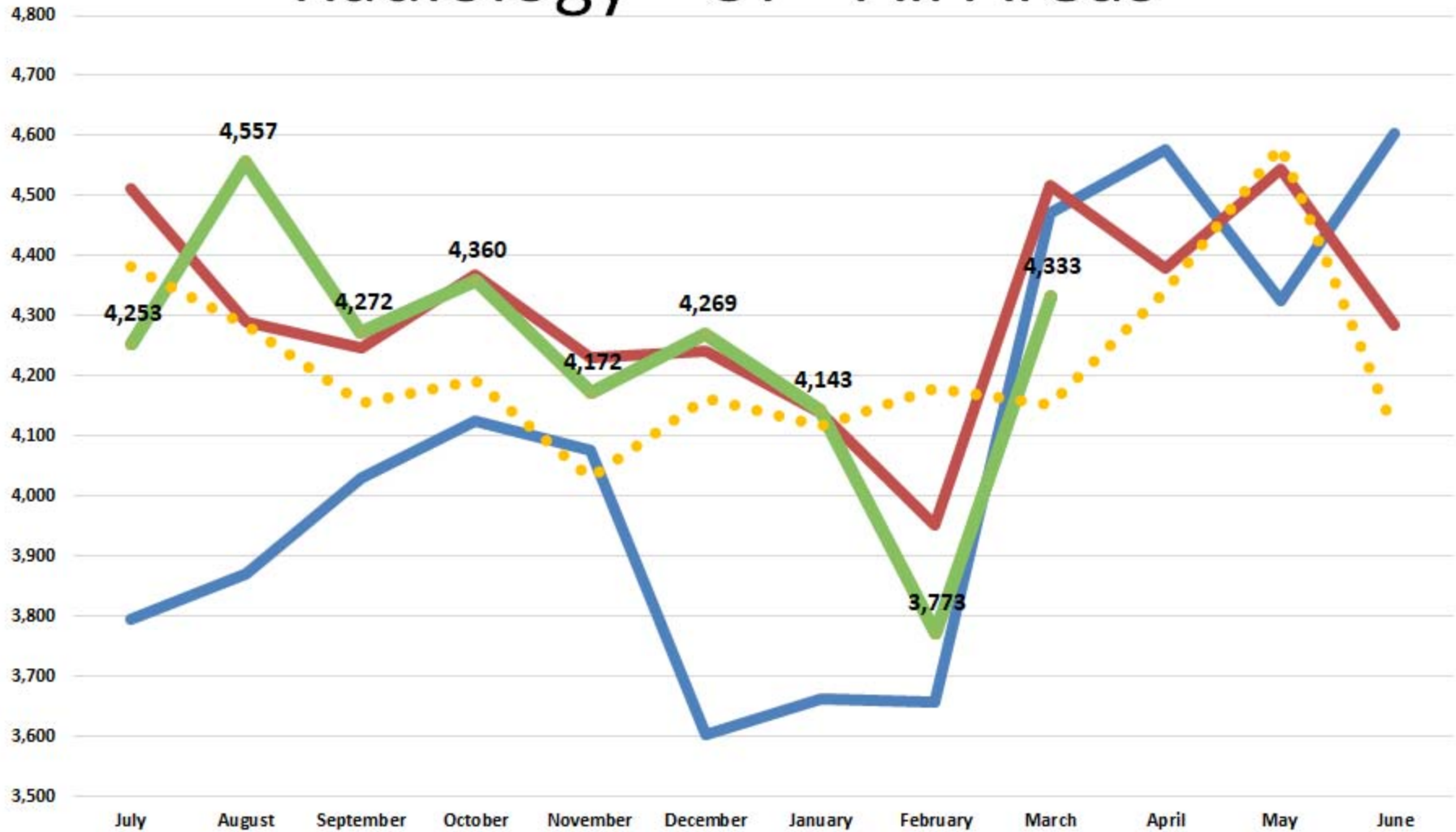
West Campus - Breast Center



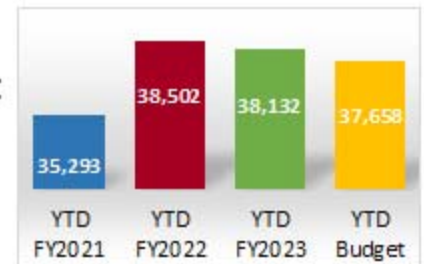
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



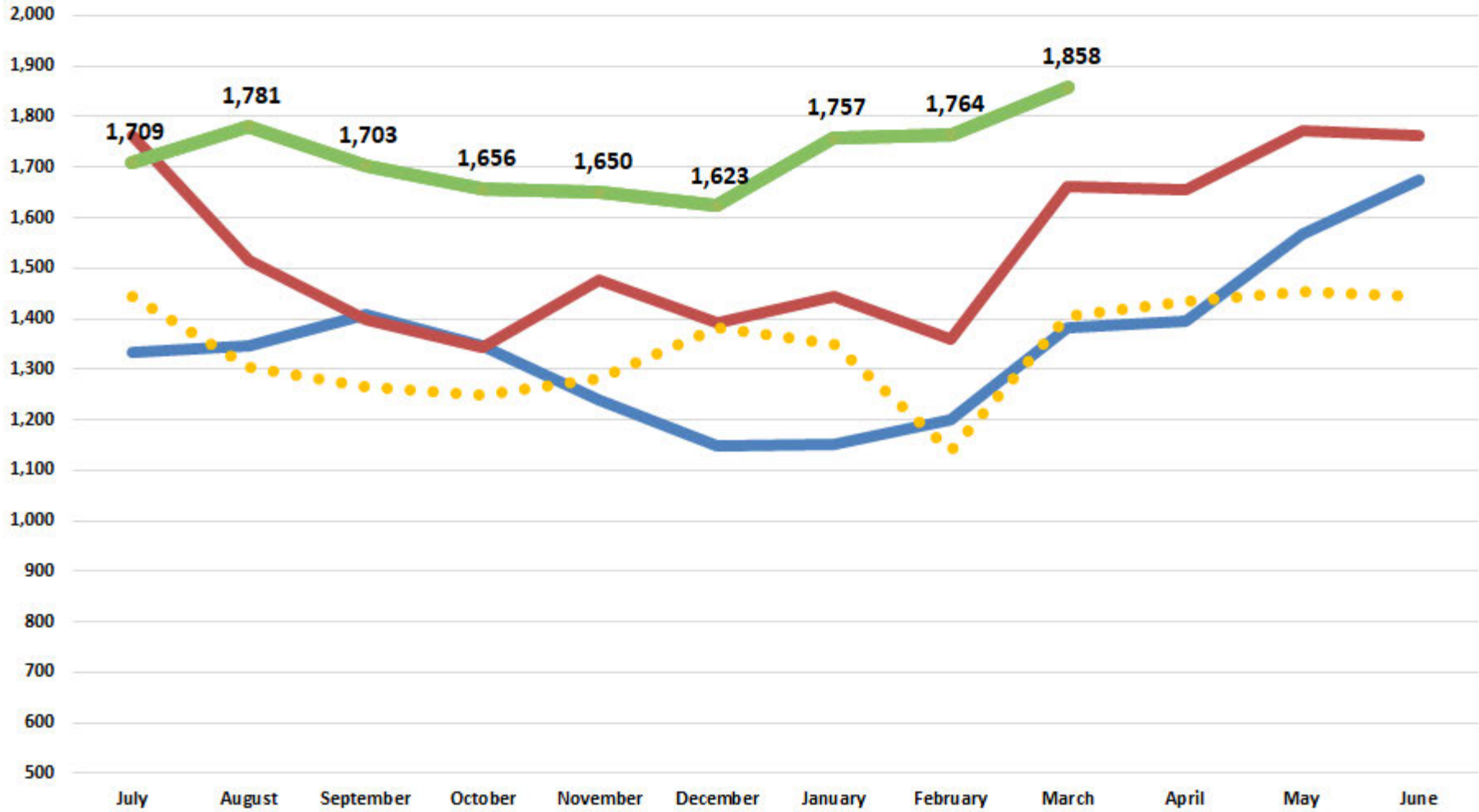
Radiology - CT - All Areas



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



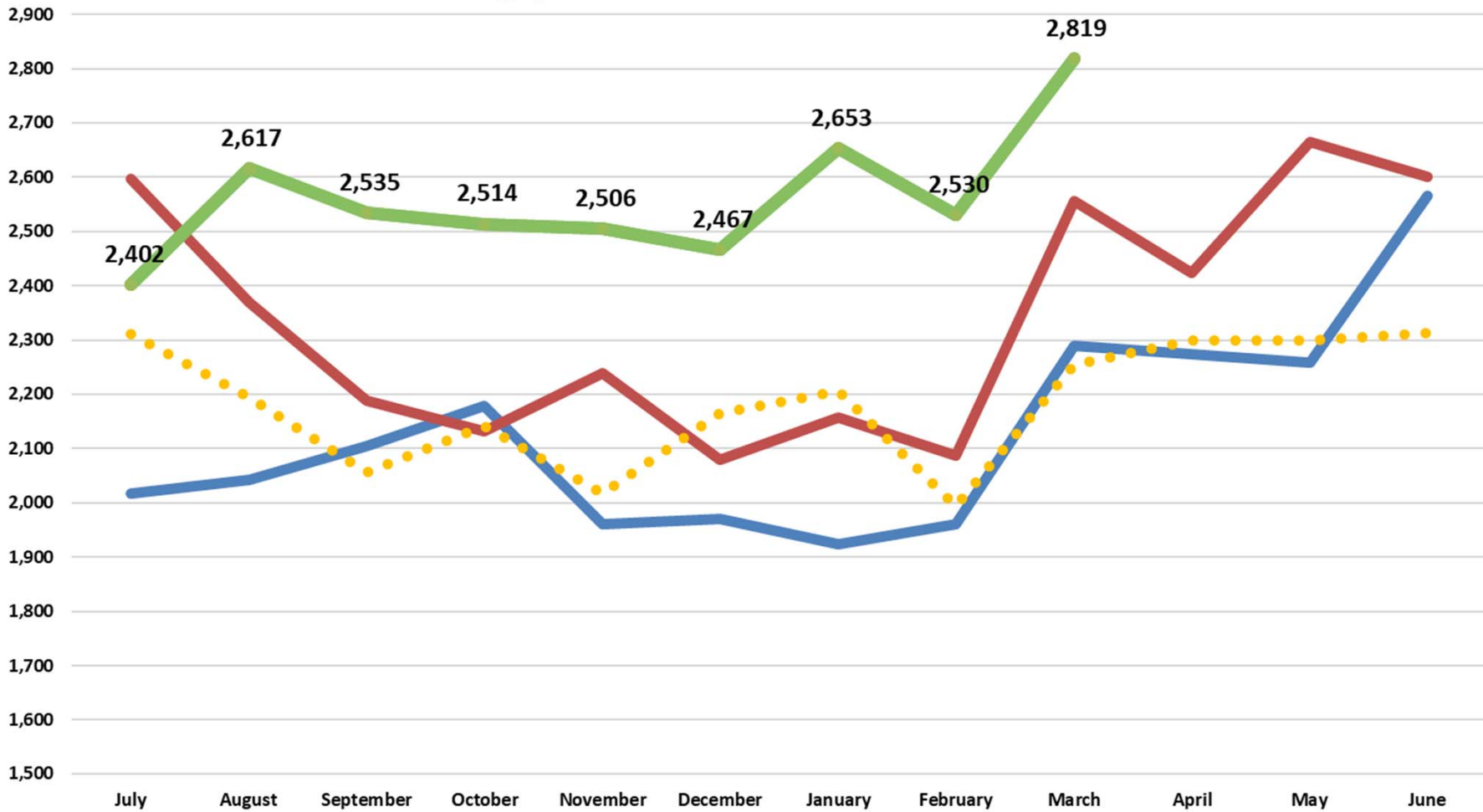
Radiology - Ultrasound - Main Campus



— FY2021
 — FY2022
 — FY2023
 ●●● Budget

11,555	13,352	15,501	11,819
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

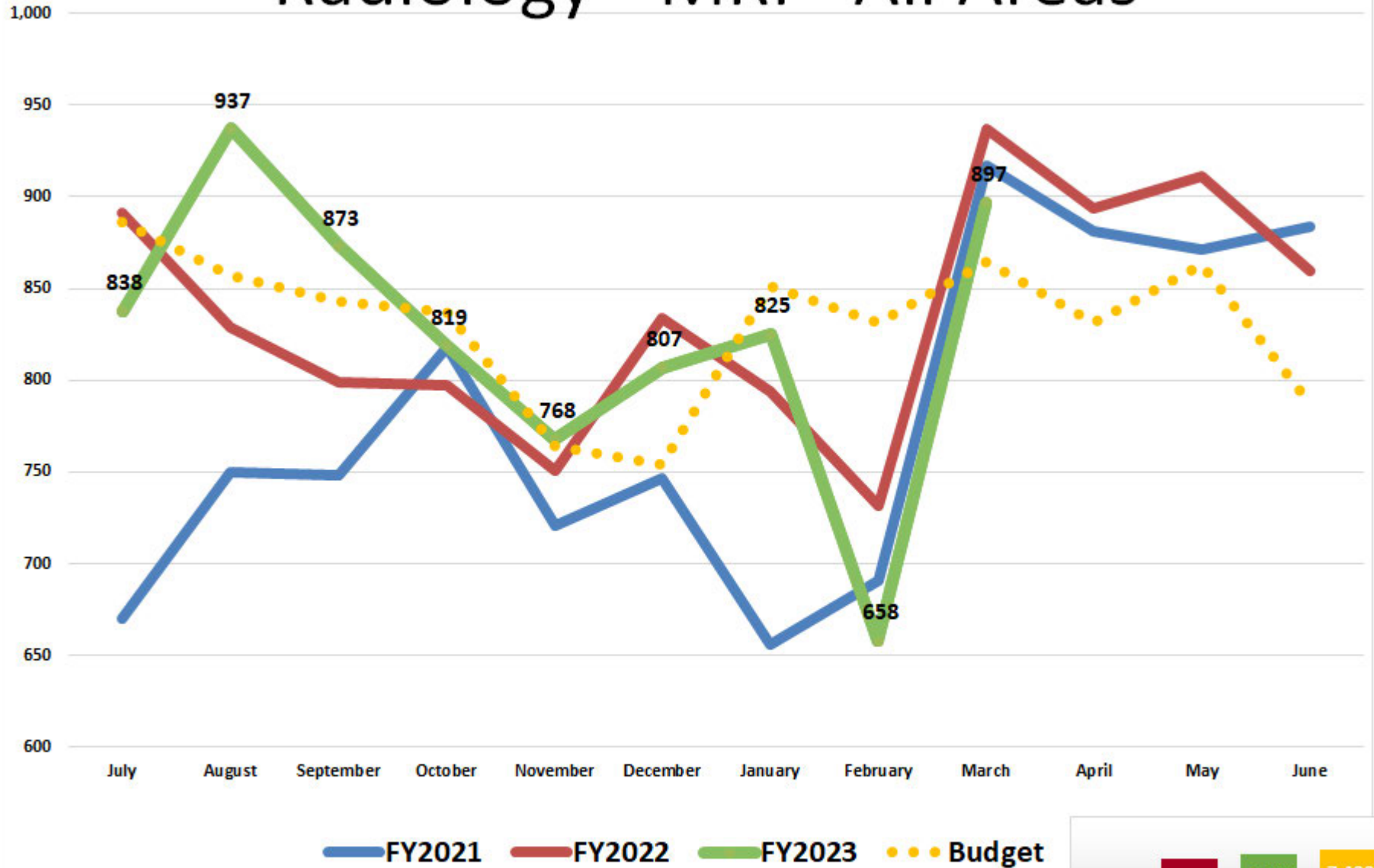
Radiology - Ultrasound - All Areas



— FY2021
 — FY2022
 — FY2023
 ●●● Budget

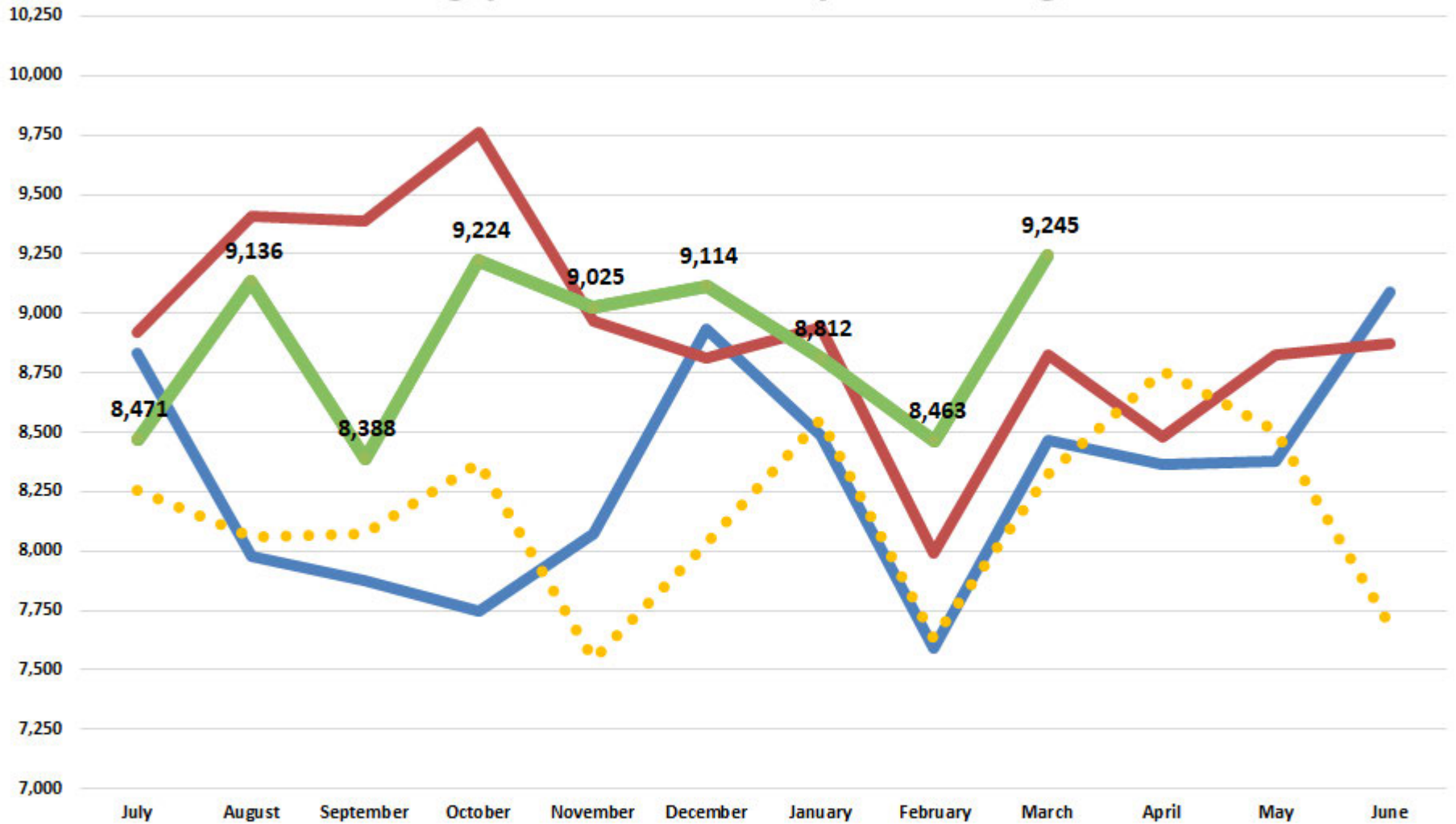


Radiology - MRI - All Areas



6,718	7,364	7,422	7,488
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

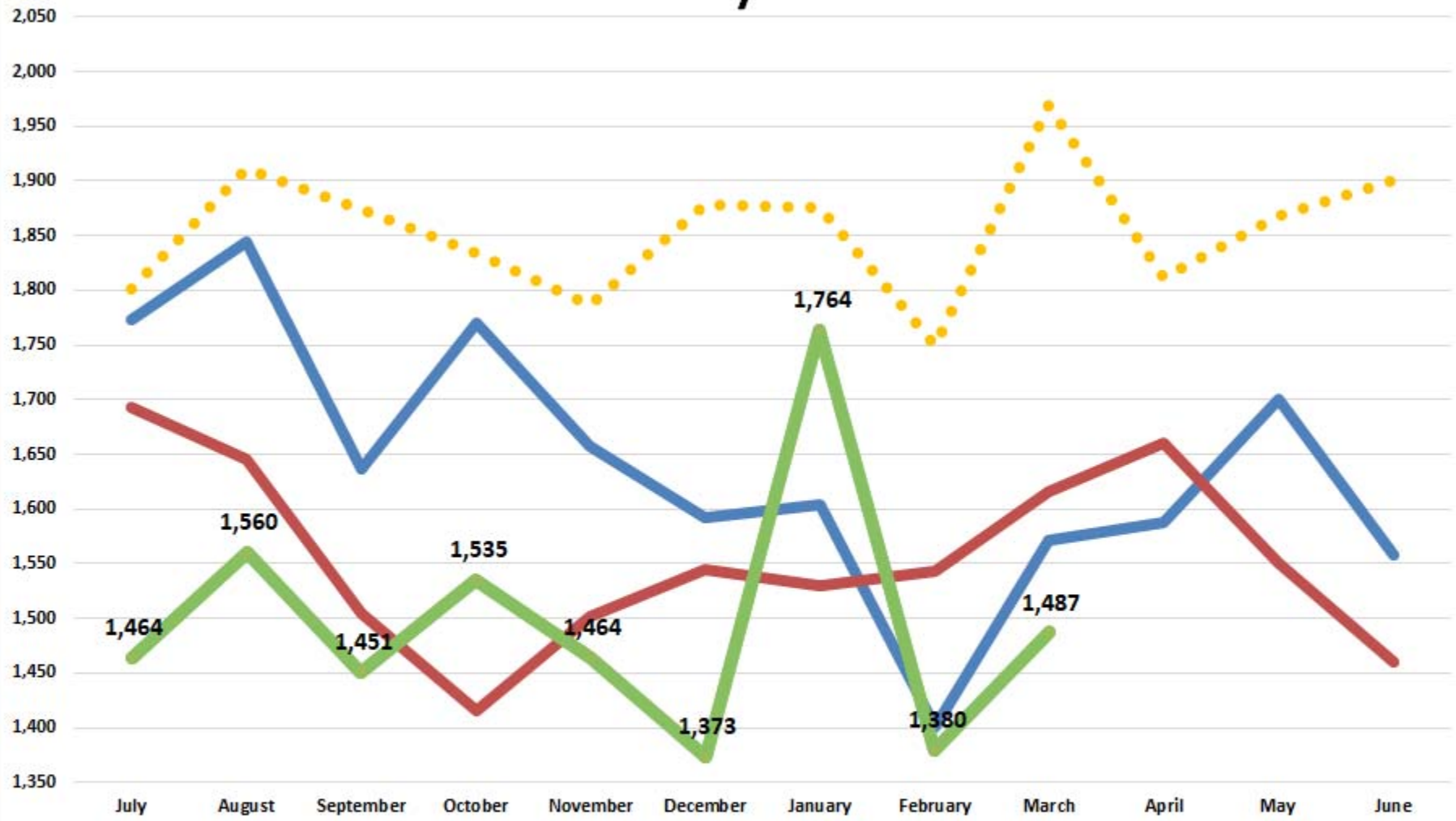
Radiology Modality - Diagnostic



— FY2021
 — FY2022
 — FY2023
 ●● Budget

73,983	81,013	79,878	72,843
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

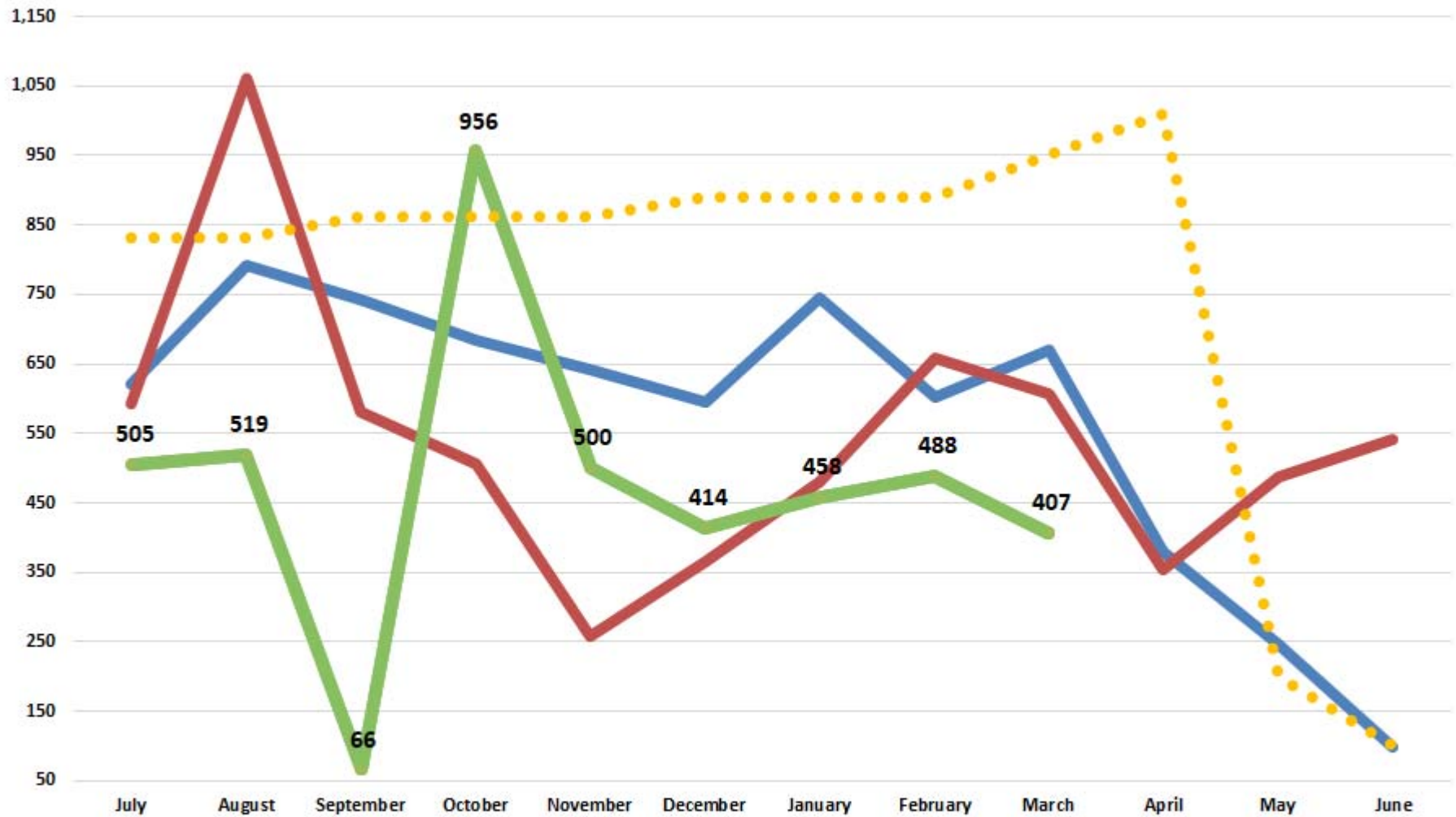
Chronic Dialysis - Visalia



— FY2021
 — FY2022
 — FY2023
 ••• Budget

14,850	13,993	13,478	16,679
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

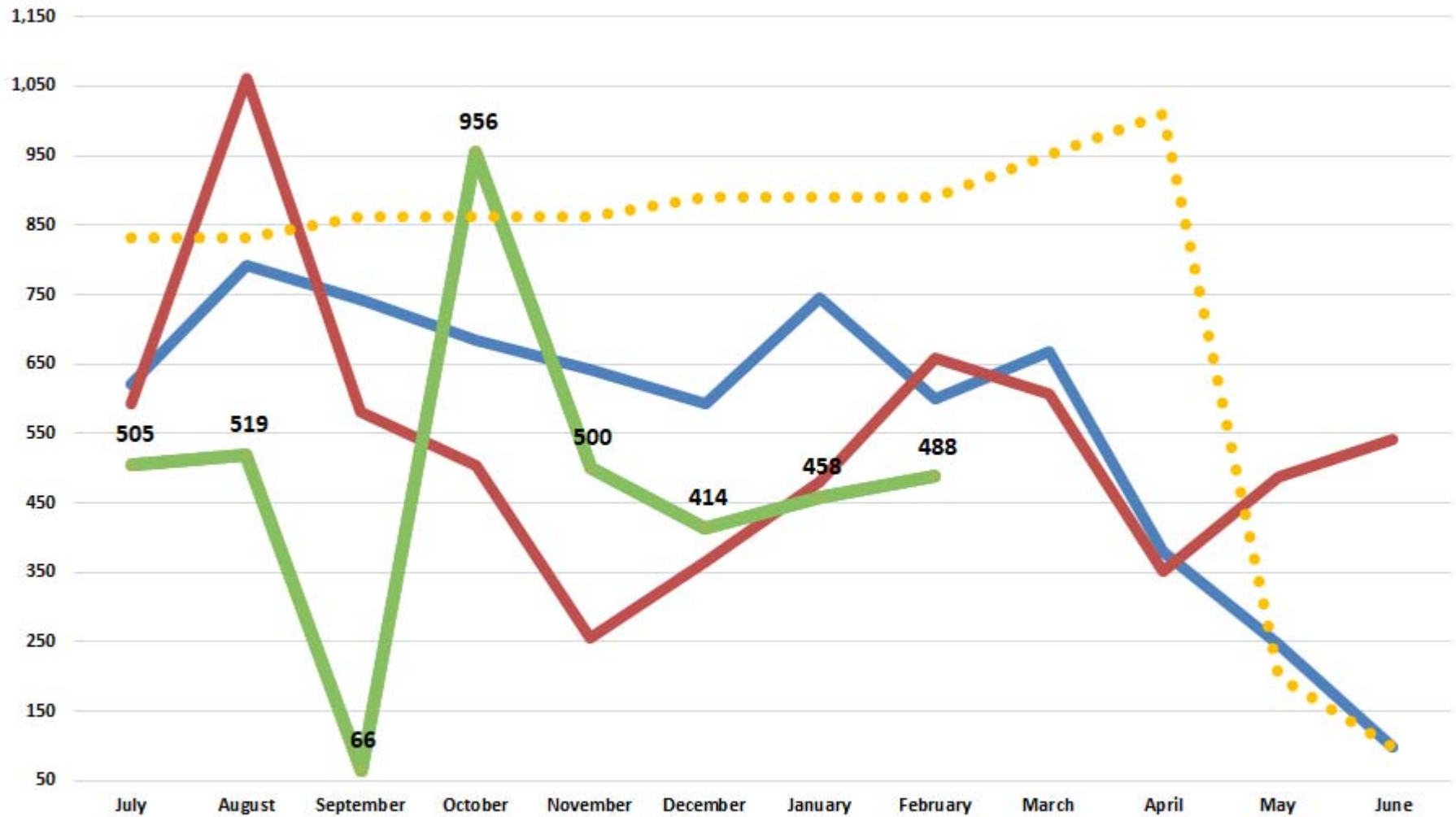
CAPD/CCPD - Maintenance Sessions



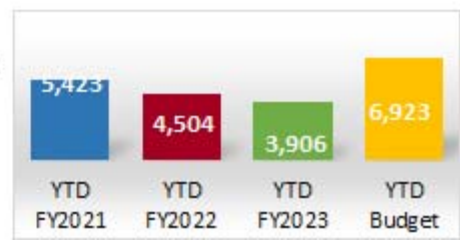
— FY2021
 — FY2022
 — FY2023
 ●●● Budget

6,092	5,110	4,313	7,874
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

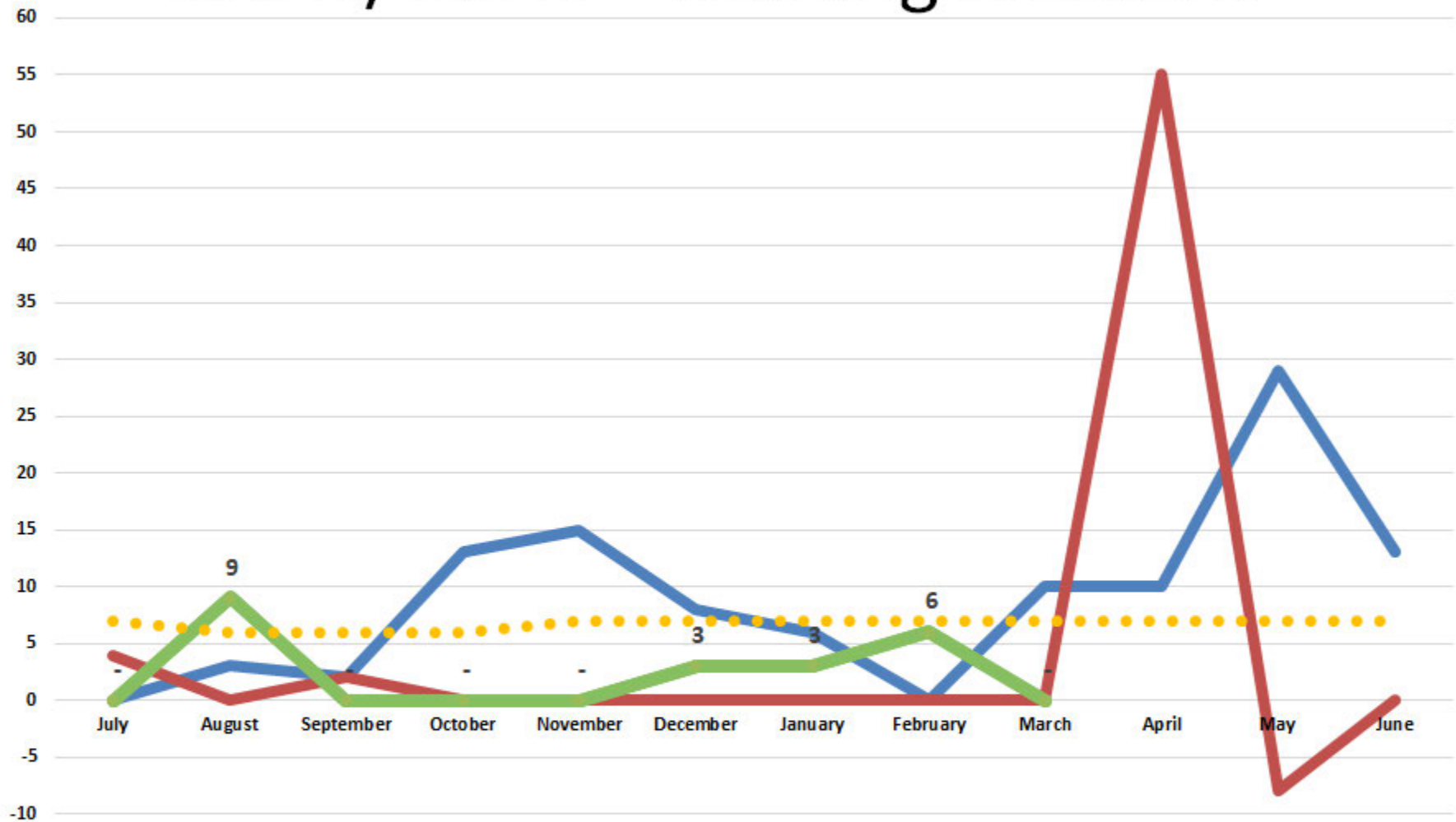
CAPD/CCPD - Maintenance Sessions



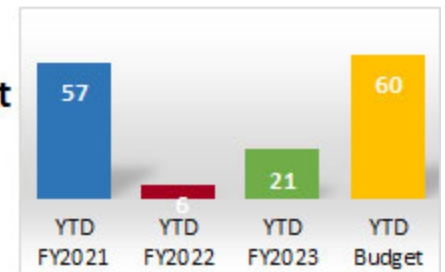
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



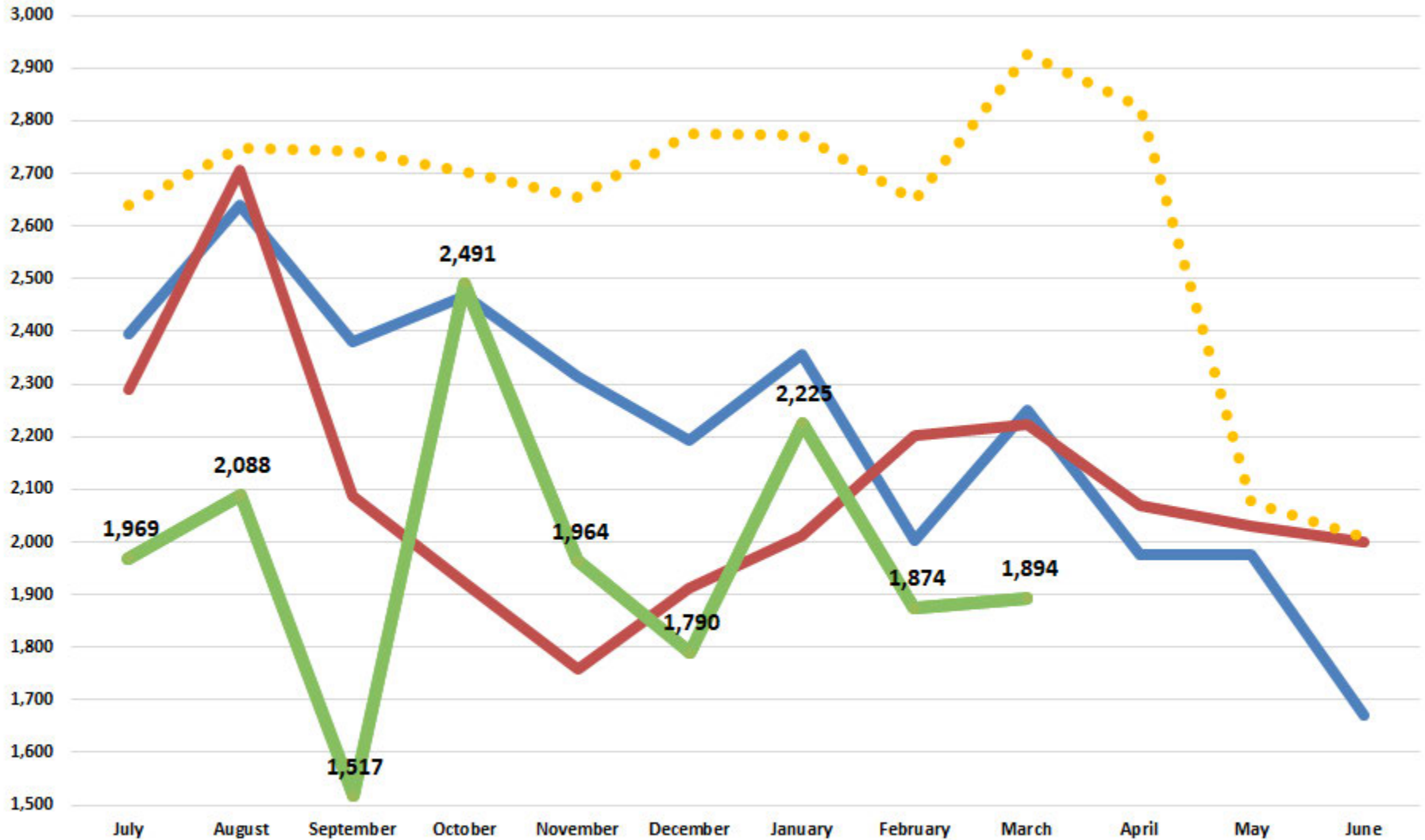
CAPD/CCPD - Training Sessions



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



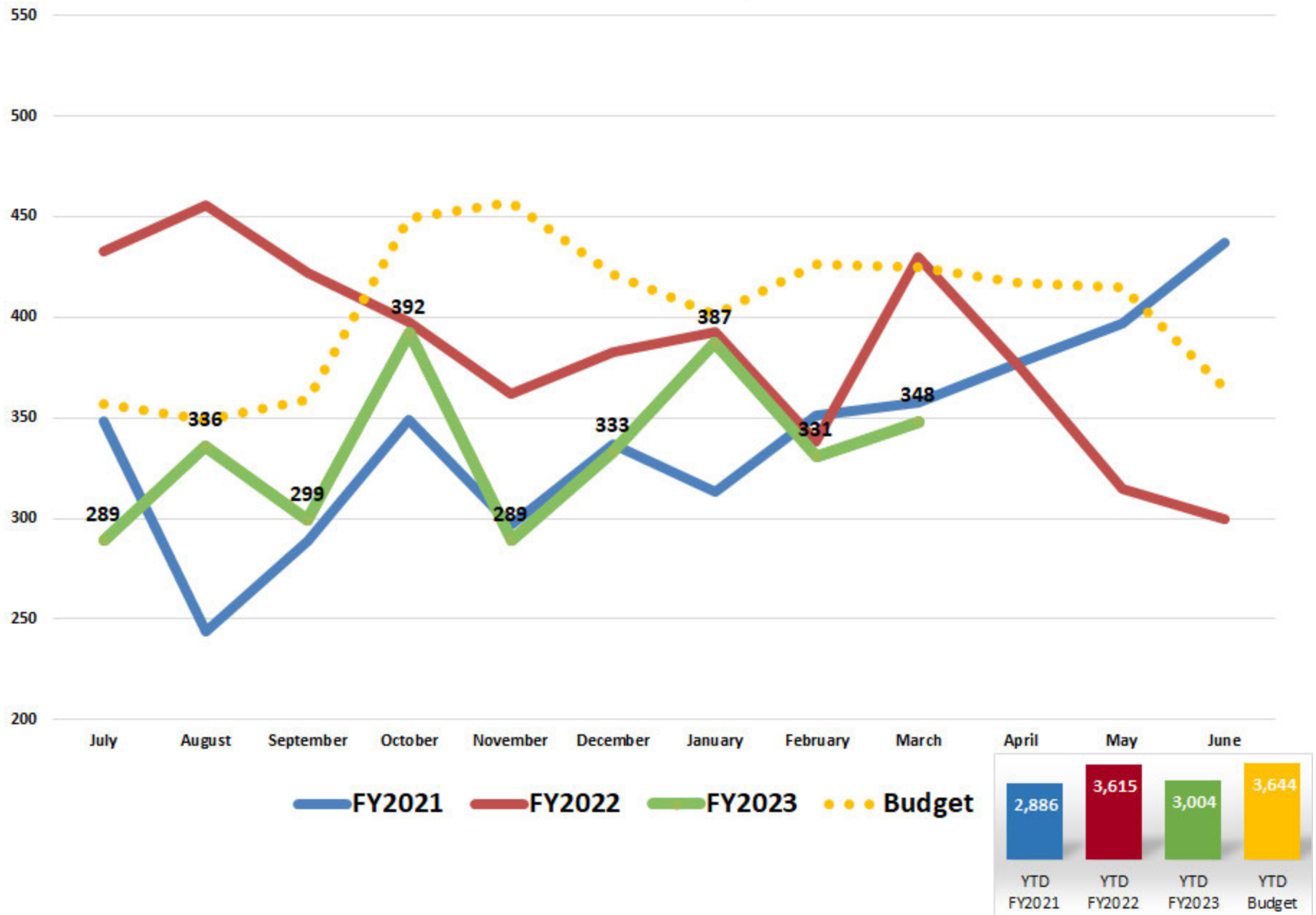
All CAPD & CCPD



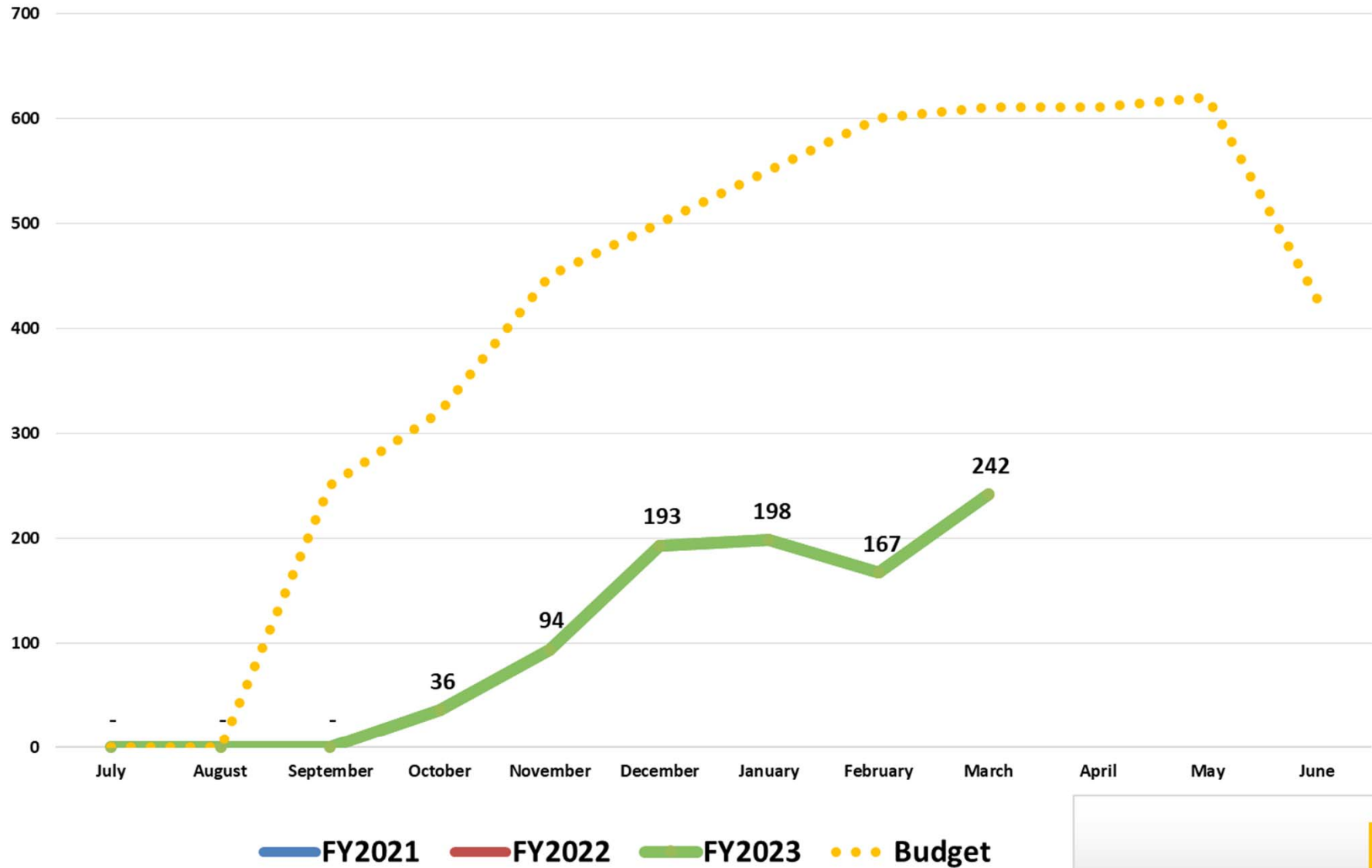
— FY2021
 — FY2022
 — FY2023
 ●●● Budget

20,999	19,109	17,812	24,613
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

Infusion Center - Outpatient Visits

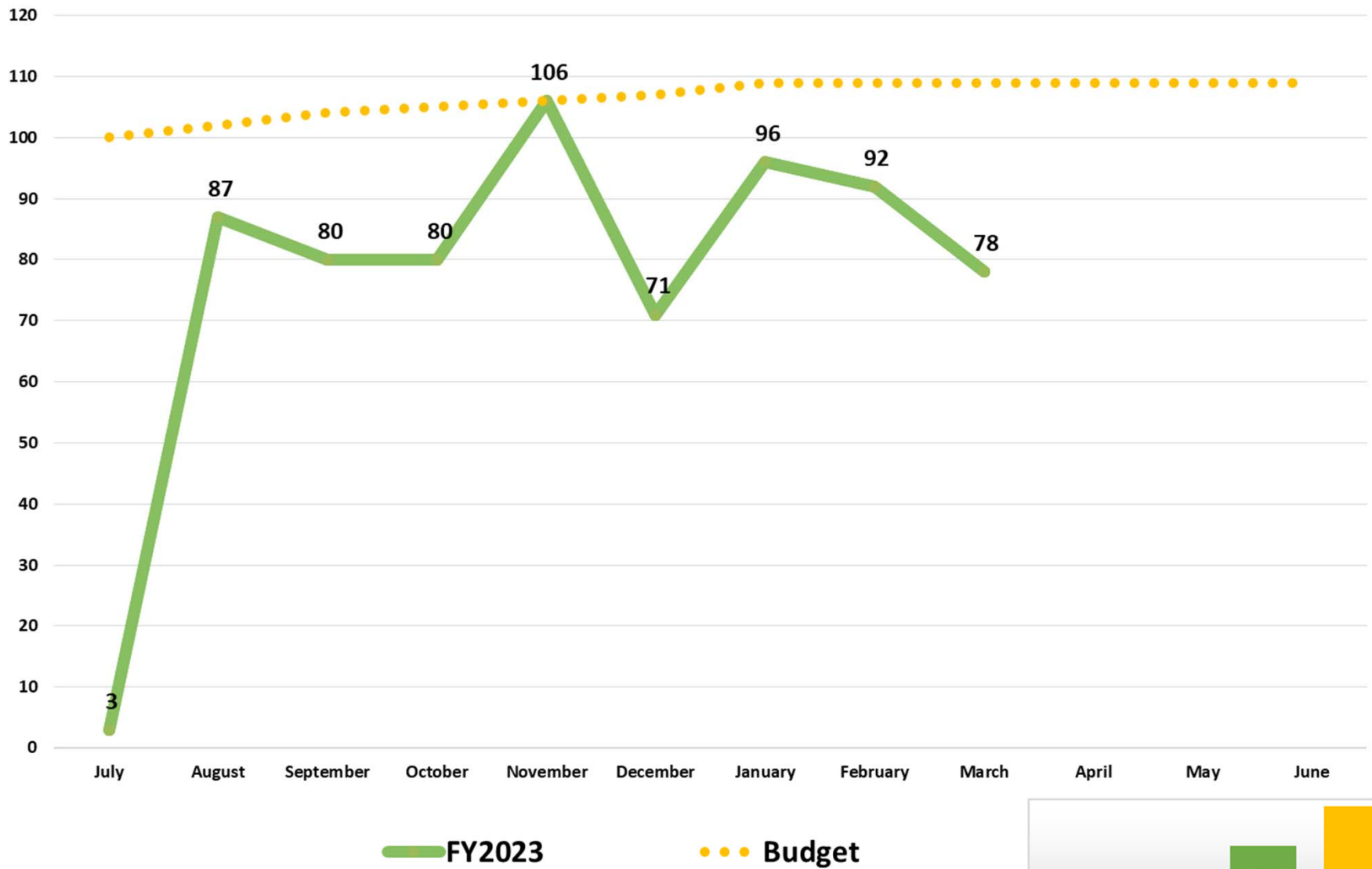


Urology Clinic Visits



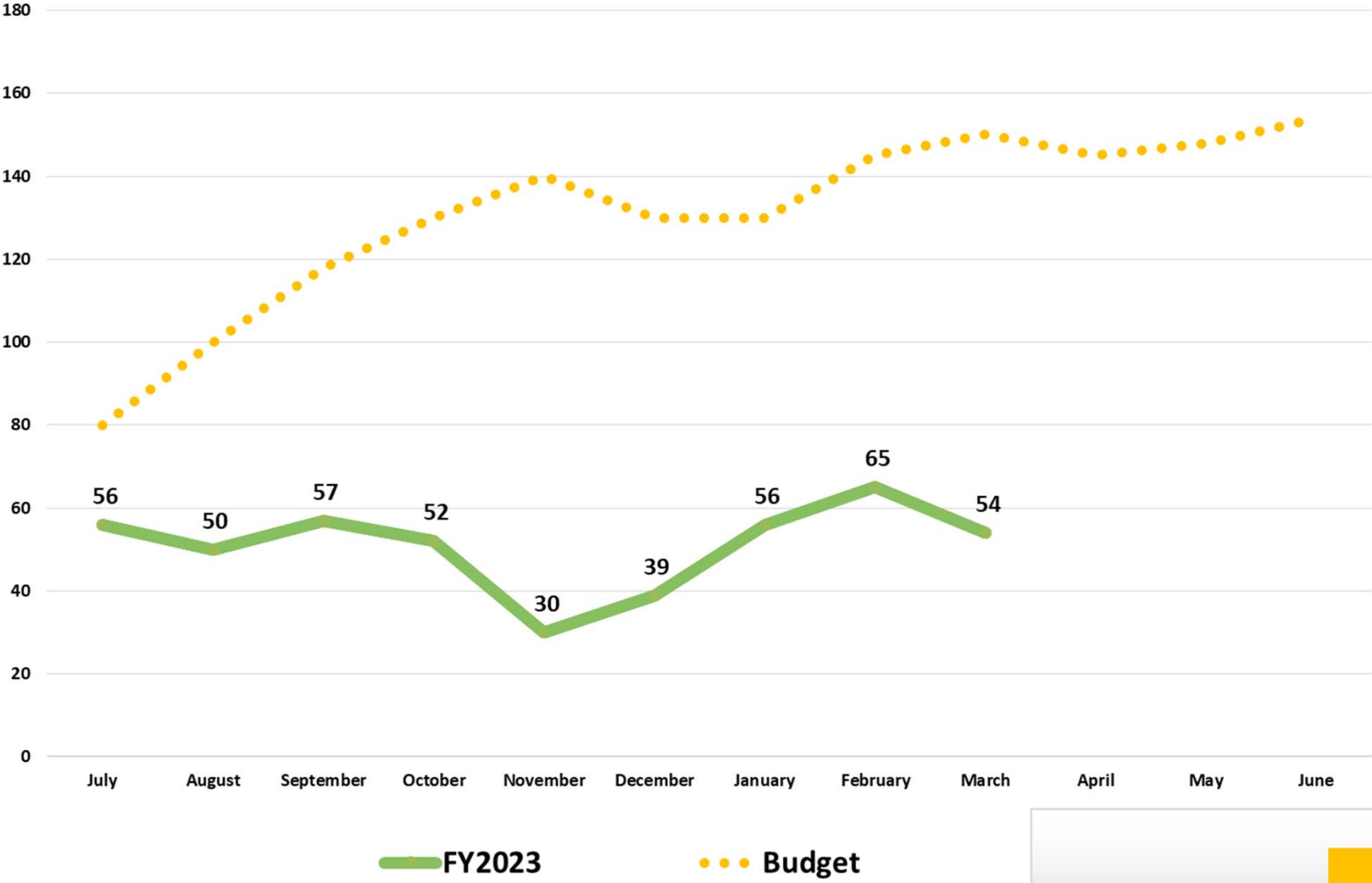
-		930	3,280
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

Open Arms House - Patient Days



-		693	951
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

Cardiothoracic Surgery Clinic - Visits



		459	1,123
YTD	YTD	YTD	YTD
FY2021	FY2022	FY2023	Budget