

April 16, 2021

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in the Kaweah Delta Medical Center Executive Office Conference Room {305 W. Acequia Visalia, CA} on Wednesday April 21, 2021 beginning at 3:30PM. Due to the maximum capacity allowed in this room per CDC social distancing guidelines, members of the public are requested to attend the meeting via GoTo meeting - <https://www.gotomeet.me/CindyMoccio/special-board-meeting---budgetfinance> or Dial In: 669-224-3412 / Access Code: 471-700-549.

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

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

KAWEAH DELTA HEALTH CARE DISTRICT
Garth Gipson, Secretary/Treasurer



Cindy Moccio
Board Clerk / Executive Assistant to CEO

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



KAWEAH DELTA HEALTH CARE DISTRICT SPECIAL BOARD OF DIRECTORS MEETING

Kaweah Delta Medical Center - Executive Office Conference Room
305 W. Acequia, Visalia, CA

Join from your computer, tablet or smartphone
<https://www.gotomeet.me/CindyMoccio/special-board-meeting--budgetfinance>
or Dial In: 669-224-3412 / Access Code: 471-700-549

Wednesday April 21, 2021

SPECIAL OPEN MEETING AGENDA {3:30PM}

- 1. CALL TO ORDER**
- 2. APPROVAL OF AGENDA**
- 3. PUBLIC PARTICIPATION** – Members of the public may comment on agenda items before action is taken and after it is discussed by the Board. Each speaker will be allowed five minutes. Members of the public wishing to address the Board concerning items not on the agenda and within the subject matter jurisdictions of the Board are requested to identify themselves at this time.
- 4. [2020/2021 ANNUAL OPERATING & CAPITAL BUDGET AND FINANCIALS](#)** – Review of the annual operating & capital budget and strategies and the most current fiscal year financial results.
Malinda Tupper –Vice President & Chief Financial Officer
- 5. REPORTS**
 - 5.1. Chief Executive Officer Report -Report relative to current events and issues.
Gary Herbst, Chief Executive Officer
 - 5.2. Board President - Report relative to current events and issues.
David Francis, Board President

ADJOURN

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

*Mike Olmos – Zone I
Board Member*

*Lynn Havard Mirviss – Zone II
Vice President*

*Garth Gipson – Zone III
Secretary/Treasurer*

*David Francis – Zone IV
President*

*Ambar Rodriguez – Zone V
Board Member*

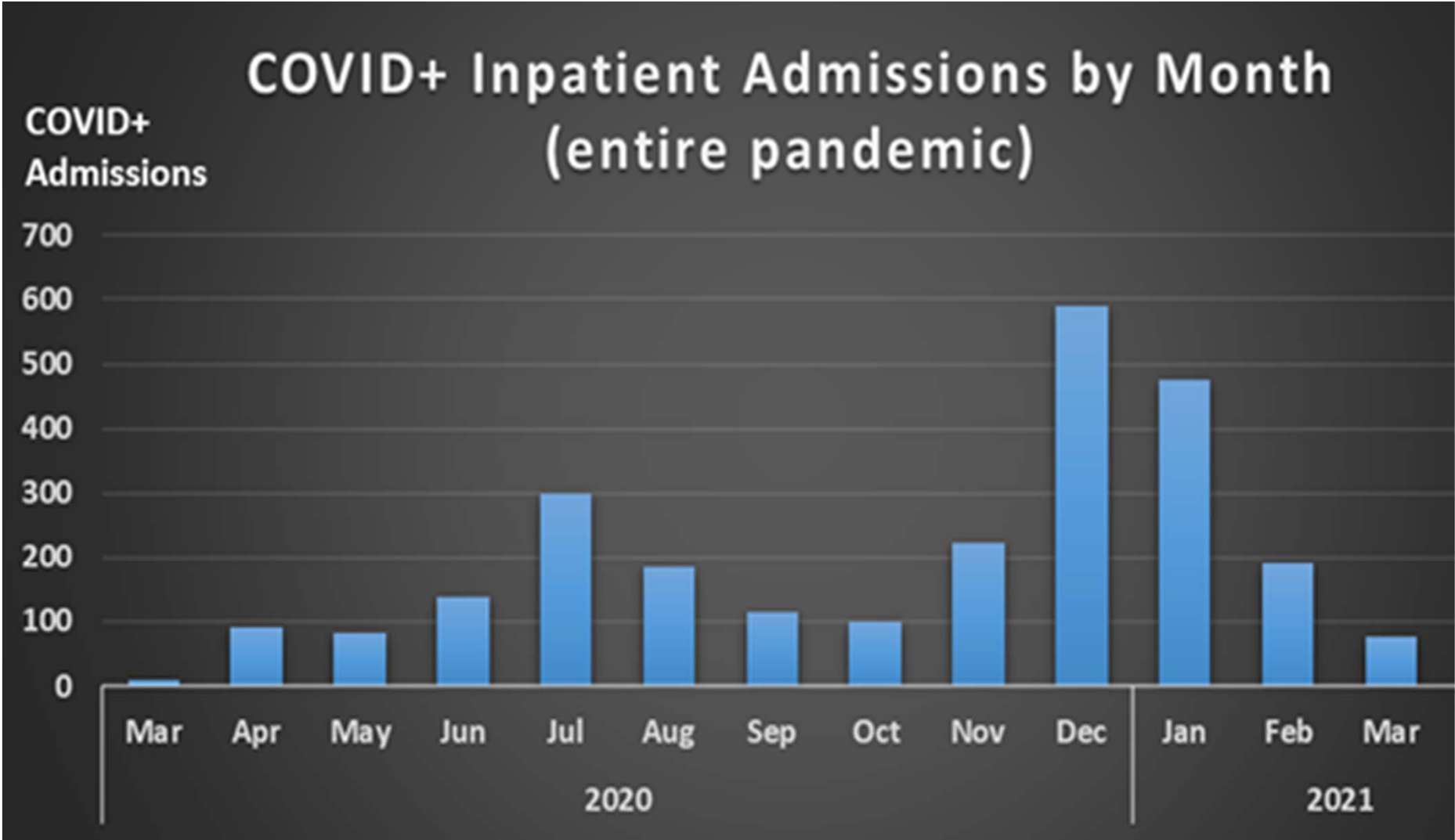
M O R E T H A N M E D I C I N E . L I F E .

CFO Financial Report

April 20, 2021



Current COVID Inpatients



March Overview

- **Volume:** Overall inpatient days fell short of budget by 4.1%. The census at the downtown campus exceeded budget by 5.9% but was offset by our other inpatient areas such as Rehabilitation Hospital, Behavioral Hospital and Skilled Nursing. Overall outpatient volume, as measured by patient registrations, exceeded budget by 15.6%. This variance occurred primarily due to the high volume in Rural Health Clinics, Lab and Home Health. Surgeries, Cath lab procedures, therapies and all areas of radiology procedures increased in March 2021 compared to prior months.
- **Revenue:** Due to the mix of inpatient charges and volumes mentioned above, we experienced a \$3.7M, or 7.1%, positive variance in net patient revenue.
- **Expenses:** Three main items contributing to the \$6.0M unfavorable budget variance:
 - COVID unbudgeted expenses of \$465K which included - Payroll \$151K, Supplies \$201K and Other \$112K. YTD COVID related expenses were \$13.7M.
 - Increased utilization of capitated third party providers of \$1.0M due to increase in higher acuity patients and the impact on the timing of service due to COVID.
 - Shift bonus of \$403K paid in March in order to provide labor coverage, an increase in labor hours due to increased volumes, and \$314K overage in contract labor utilization.

COVID-19 Financial Activity

Stimulus Funds Received

Red indicates changes since last reviewed

Stimulus Funds – Kaweah Delta	\$11,420,930	Received 4/11/20
Stimulus Funds – KDMF	\$684,104	Received 4/11/20
Stimulus Funds – KD 2 nd payment	\$1,225,939	Received 4/24/20
Stimulus Funds – KDMF 2 nd payment	\$198,091	Received 5/26/20
California Hospital Association - PPE	\$28,014	Received 6/3 and 6/9/20
Stimulus Funds – 4 Physician Groups	\$332,017	Received April 2020
Stimulus Funds -Testing at RHC	\$197,846	Received 5/20/20
Stimulus Funds - Skilled Nursing Facility	\$225,000	Received 5/22/20
Stimulus Funds – Rural Providers	\$413,013	Received 6/25/20
Stimulus Funds – Due to servicing Rural Areas	\$813,751	Received 7/21/20
Stimulus Funds – High Impact Areas	\$10,900,000	Received 7/29/20
California Hospital Association – PPE II	\$150,243	Received 8/25/20
Stimulus Funds – Skilled Nursing Facility	\$111,500	Received 8/27/20
Stimulus Funds – Skilled Nursing Facility (Incentive Pmt)	\$184,388	Received 5 out of 5 payments
Stimulus Funds – KD 3 rd wave of federal payments	\$11,120,347	Received 1/27/21
Impact to Net Revenue	\$38,005,183	

COVID-19 Financial Activity - Reimbursement and In Kind Impact

Red indicates changes since last reviewed

20% increase in Medicare inpatient payments	\$ 1,350,000	Public health emergency extended through April 20, 2021
6.2% increase in FMAP - IGT matching	\$ 1,200,000	Extended through the 1 st quarter in which emergency ends
10% increase in Medi-Cal rates in SNF payments	\$ 997,000	Calendar year 2020
5% increase Blue Shield rates for certain procedures	\$ 12,000	4 Month Estimate
Uninsured COVID Patients – Medicare Rates	\$ 283,518	Payments to date – increased \$28.6K from prior month
Department of Defense	\$ 250,000	In kind clinical support staff
2% sequestration	\$ 2,100,000	Calendar year 2020 – extended through March 31, 2021
Unemployment benefit costs ½ covered	\$ 1,057,000	4 quarters – extended through Mar 14 th 2021
3 County agreements – Lab testing, PPE, Pharmaceuticals	\$ 3,865,543	\$4,578,800 max ,County will cover related costs as we begin to submit invoices - additional \$668K was received in March
COVID Payer Grants	\$ 3,065,000	October deposit
Repayment period of Medicare Advanced Payments extended - Initial funding \$46.6M (4/7/2020)	Balance must be repaid in full 29 months from the first payment.	Medicare payments will be reduced by 25% for the first 11 months and 50% during the next 6 months.
Additional payments received from Medicare Advanced Payments Program - \$40.2M (10/28/20) Total to date \$86.8M		10/28/20 We received \$40,173,945 additional funds to be repaid in 1 year
Social Security Tax Deferral – \$13.5M		Repayment of 50% due 12/31/21 and 50% 12/31/22
DSH cuts were delayed through FFY2023 - \$5,200,000 in FY2021		DSH cuts were delayed through FFY2023
Impact to Bottom Line	\$ 14,180,061	

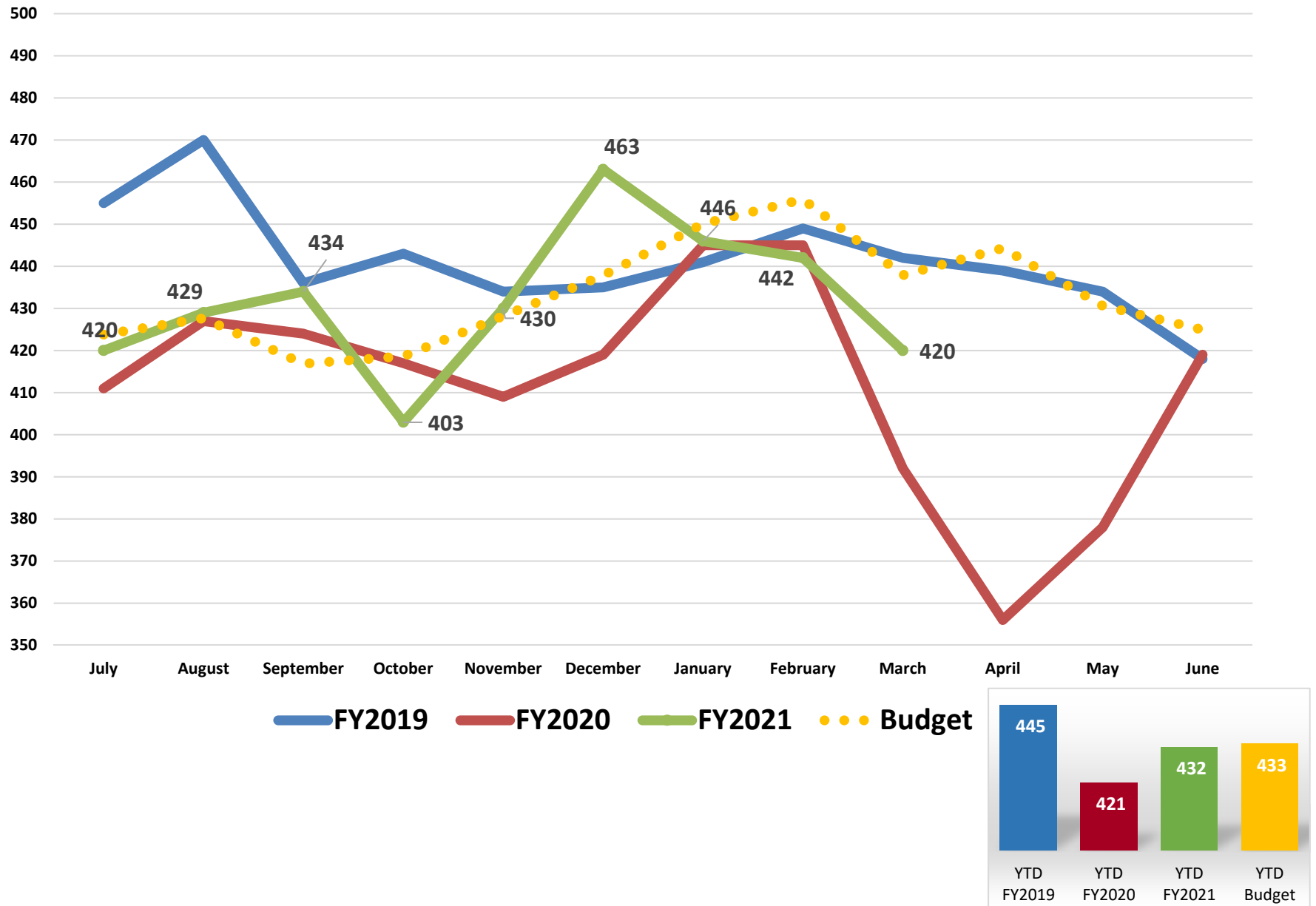
Financial Analysis - COVID-19 Inpatients

January 2020 - March 2021 Discharged COVID Inpatients									
Payer Group	Patient	% of Total	ALOS	GMLOS	Est. Net Revenue	Direct Cost	Contribution Margin	Net income	
Medicare	966	38%	10.1	5.6	\$21,536,002	\$19,980,732	\$1,555,270	(\$4,759,228)	
Medi-Cal Managed	503	20%	9.2	5.5	\$11,694,878	\$10,462,349	\$1,232,529	(\$2,004,738)	
Commercial/Other	457	18%	9.6	5.9	\$14,800,835	\$10,068,655	\$4,732,180	\$1,658,223	
Medicare Managed	321	13%	10.8	5.9	\$6,892,055	\$7,727,274	(\$835,219)	(\$3,132,601)	
Medi-Cal	219	9%	12.0	5.4	\$3,807,699	\$4,901,605	(\$1,093,907)	(\$2,636,247)	
Cash Pay	31	1%	5.6	4.8	\$8,777	\$373,406	(\$364,629)	(\$478,756)	
Work Comp	22	1%	10.0	6.6	\$416,410	\$587,719	(\$171,309)	(\$344,137)	
Grand Total	2,519	100%	10.0	5.6	\$59,156,657	\$54,101,741	\$5,054,915	(\$11,697,483)	
			Typical Contribution Margin on 2,519 Inpatient visits					\$6,864,275	
			LOS GAP	4.4		Difference	(\$1,809,360)		

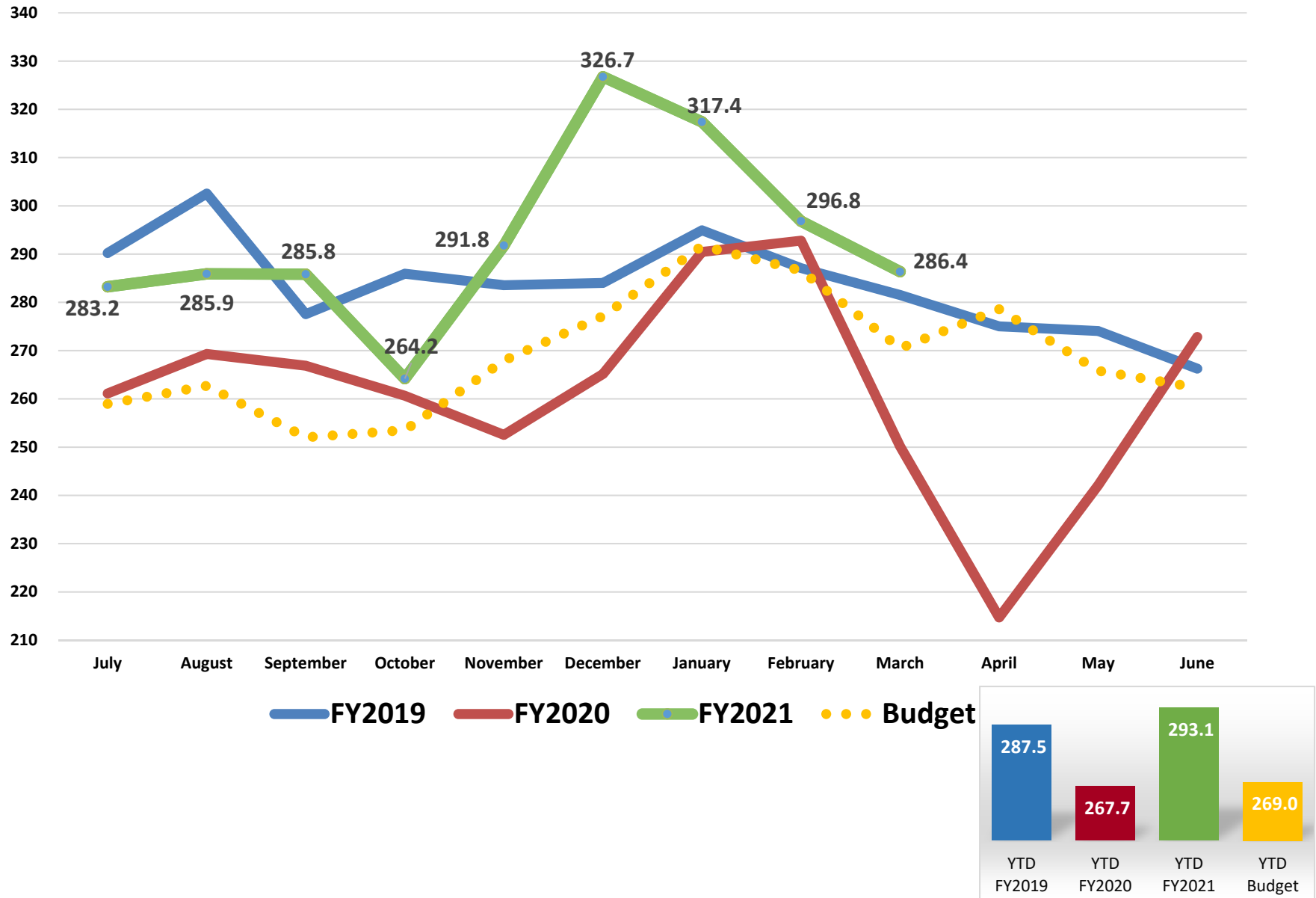
Financial Stability – 5 Imperatives

1. Tighten Discipline on Expenses: Strategic plan initiatives, budget variance accountability
2. Increase focus on Length of Stay – Capacity management: Relaunch and restructure initiatives
3. Improve the Management of our Workforce: Productivity ratios, Flexible schedules, Efficient workflows, Eliminating non-value added work
4. Reinvigorate Physicians and Staff: Increase communication, Remote work options, Demonstrate gratitude
5. Move towards a more consumer oriented access: Telehealth, Kaweah Connect

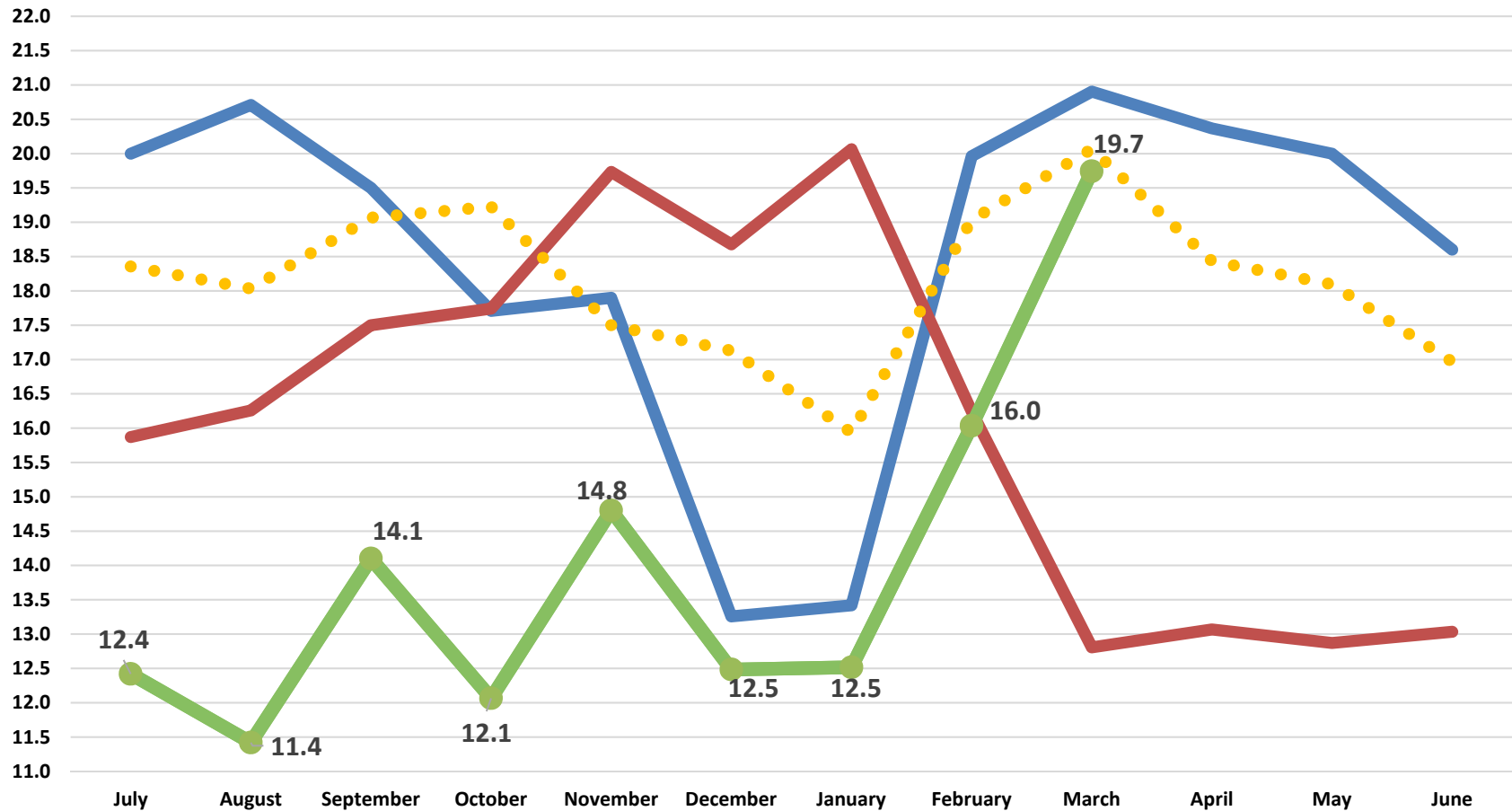
Average Daily Census



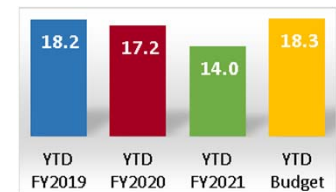
Medical Center – Average Daily Census



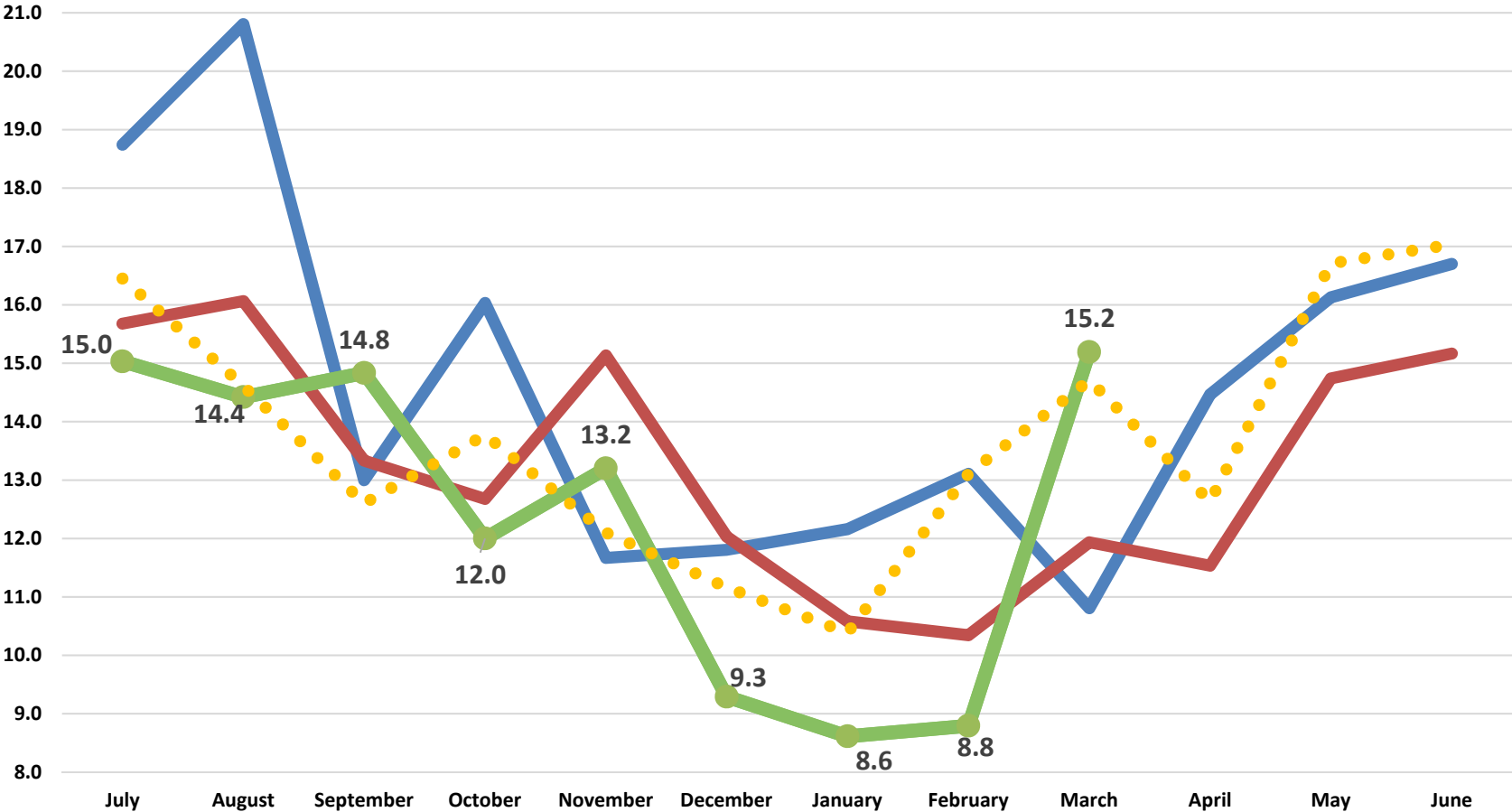
Rehabilitation Hospital - Avg. Patients Per Day



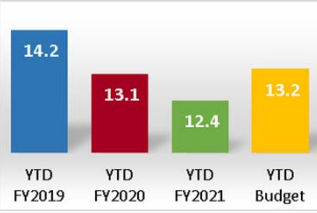
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



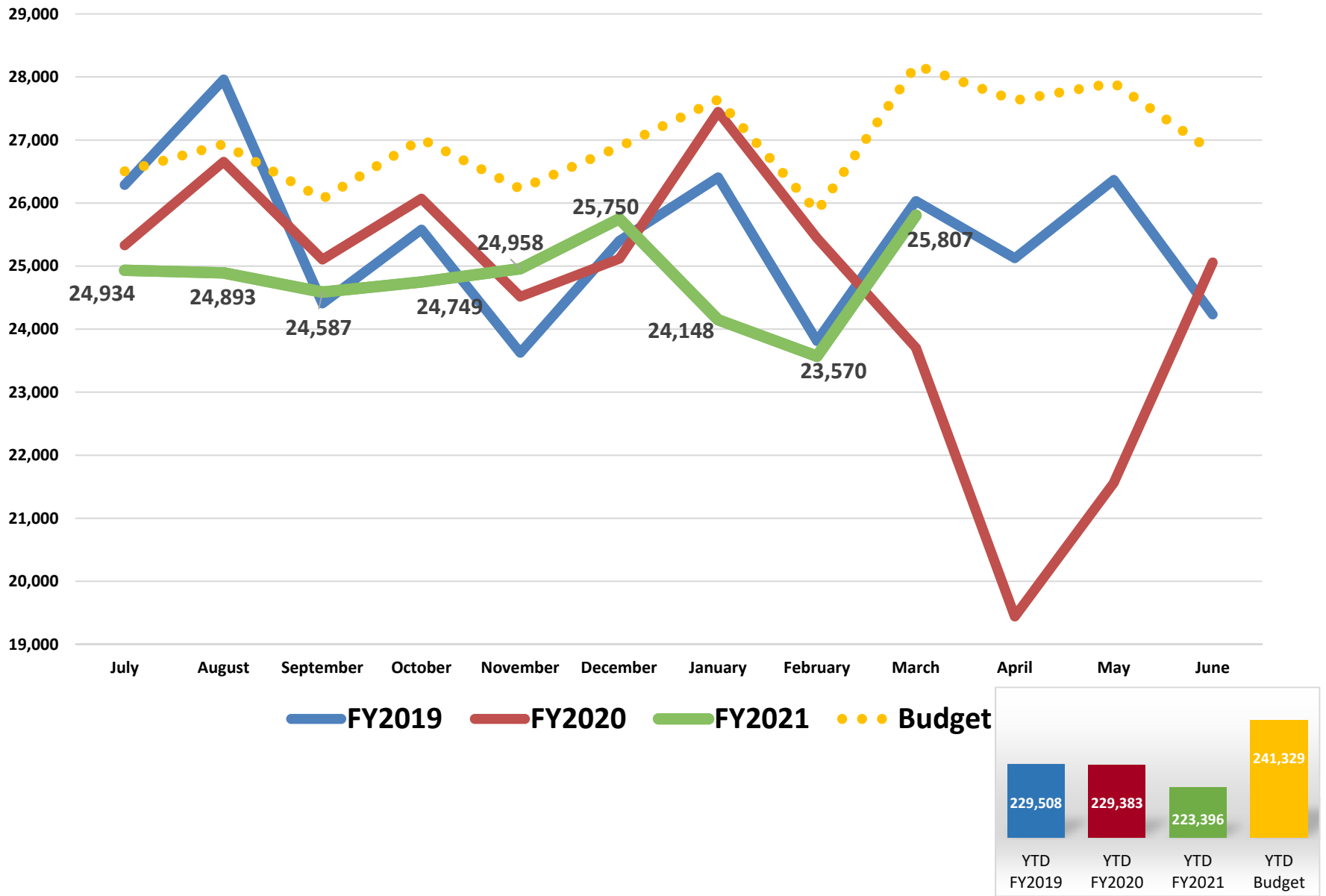
NICU - Avg. Patients Per Day



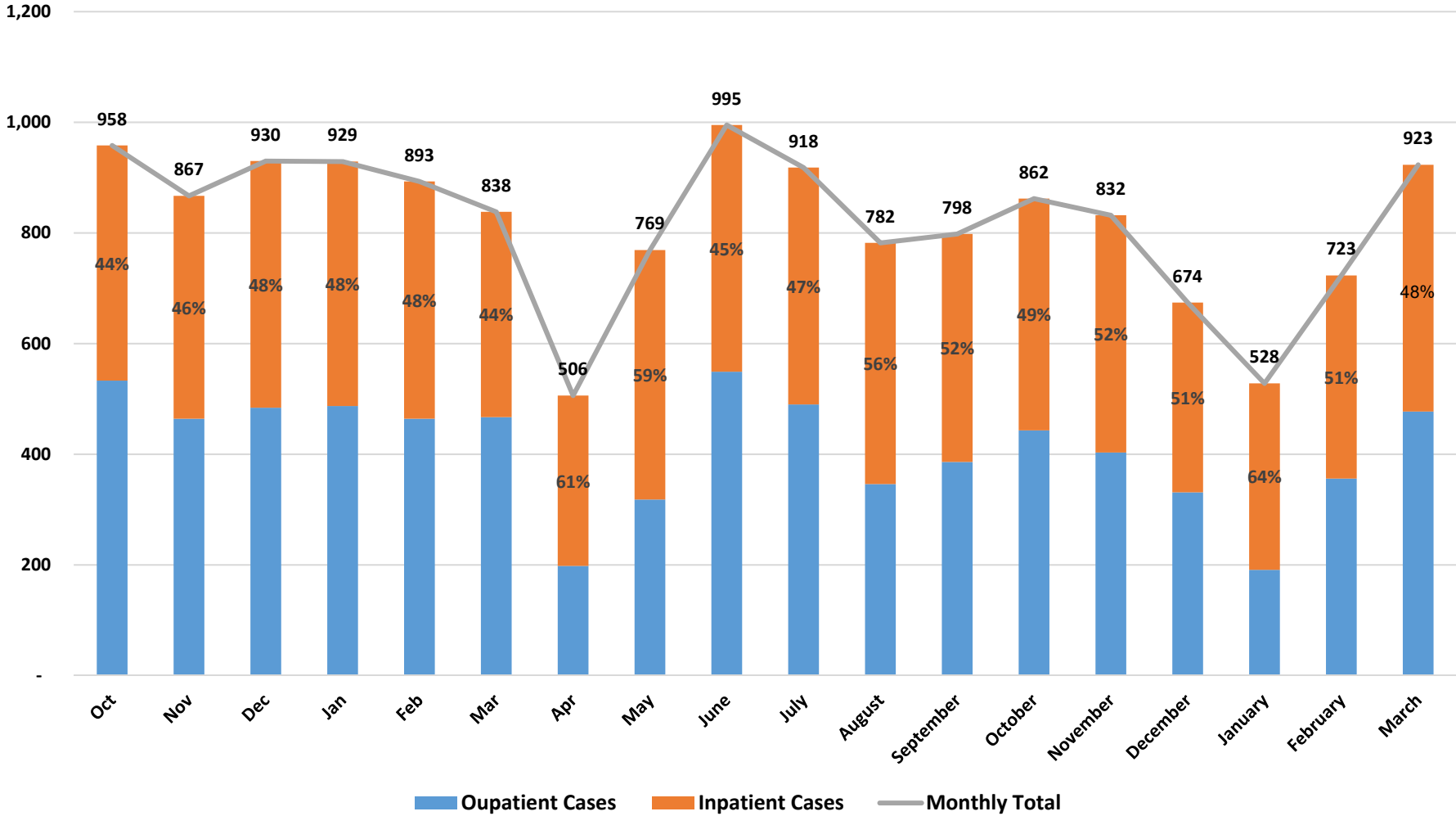
—●— FY2019
 —●— FY2020
 —●— FY2021
 ●●● Budget



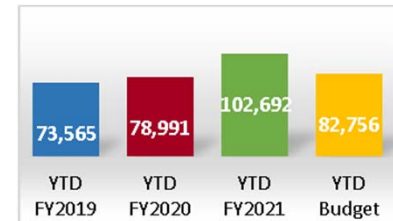
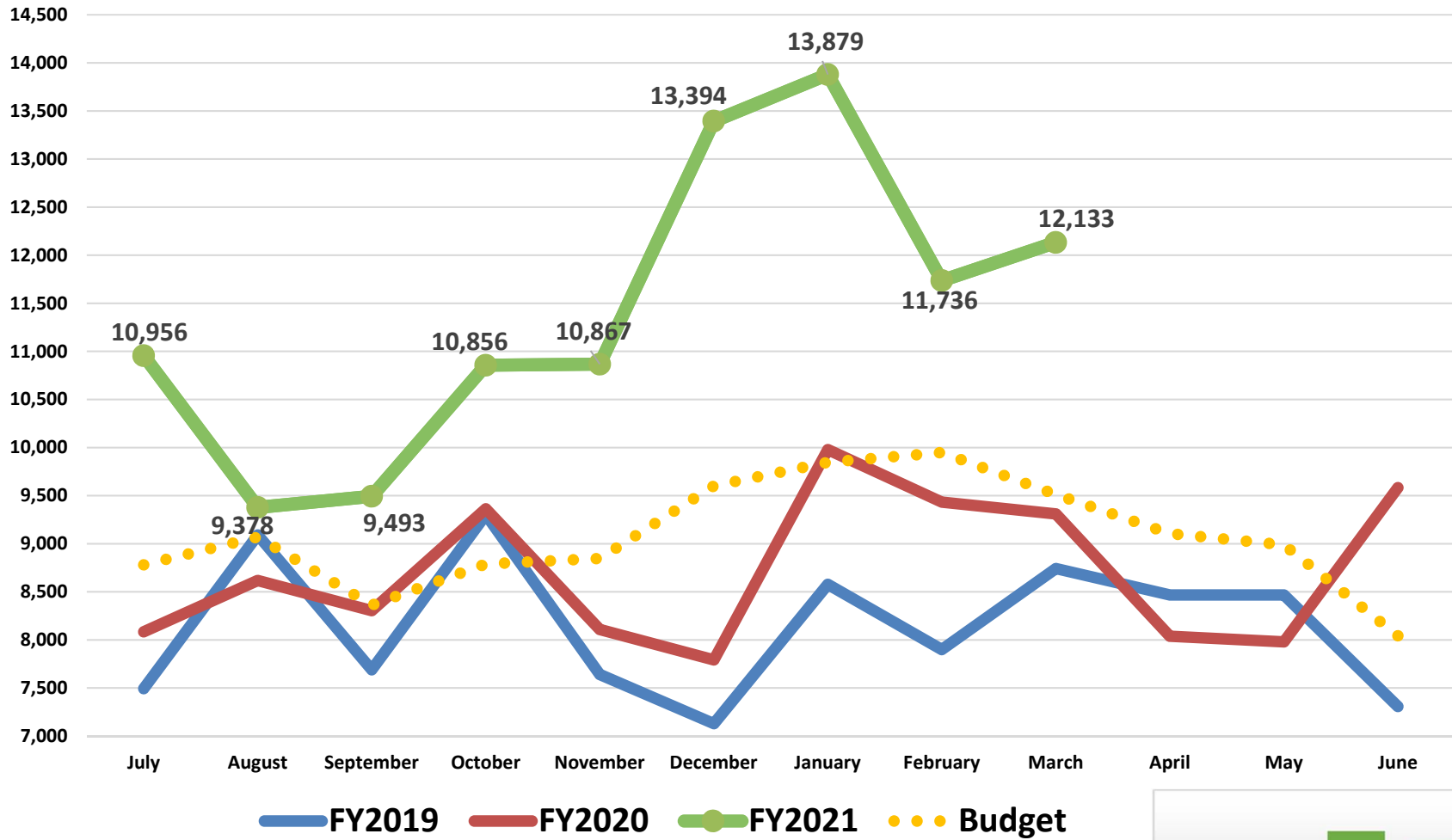
Adjusted Patient Days



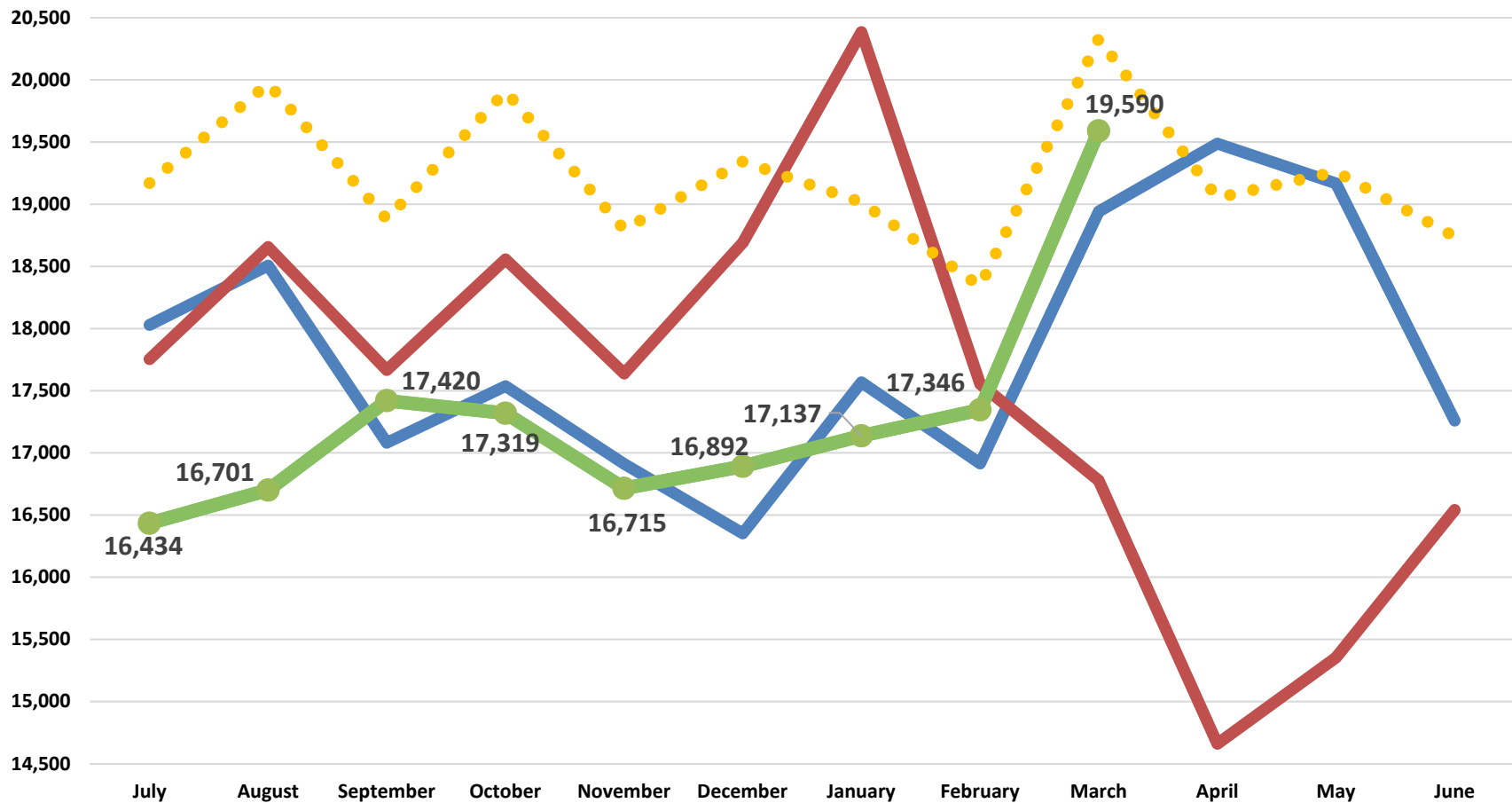
Surgery Volume



Rural Health Clinic Registrations



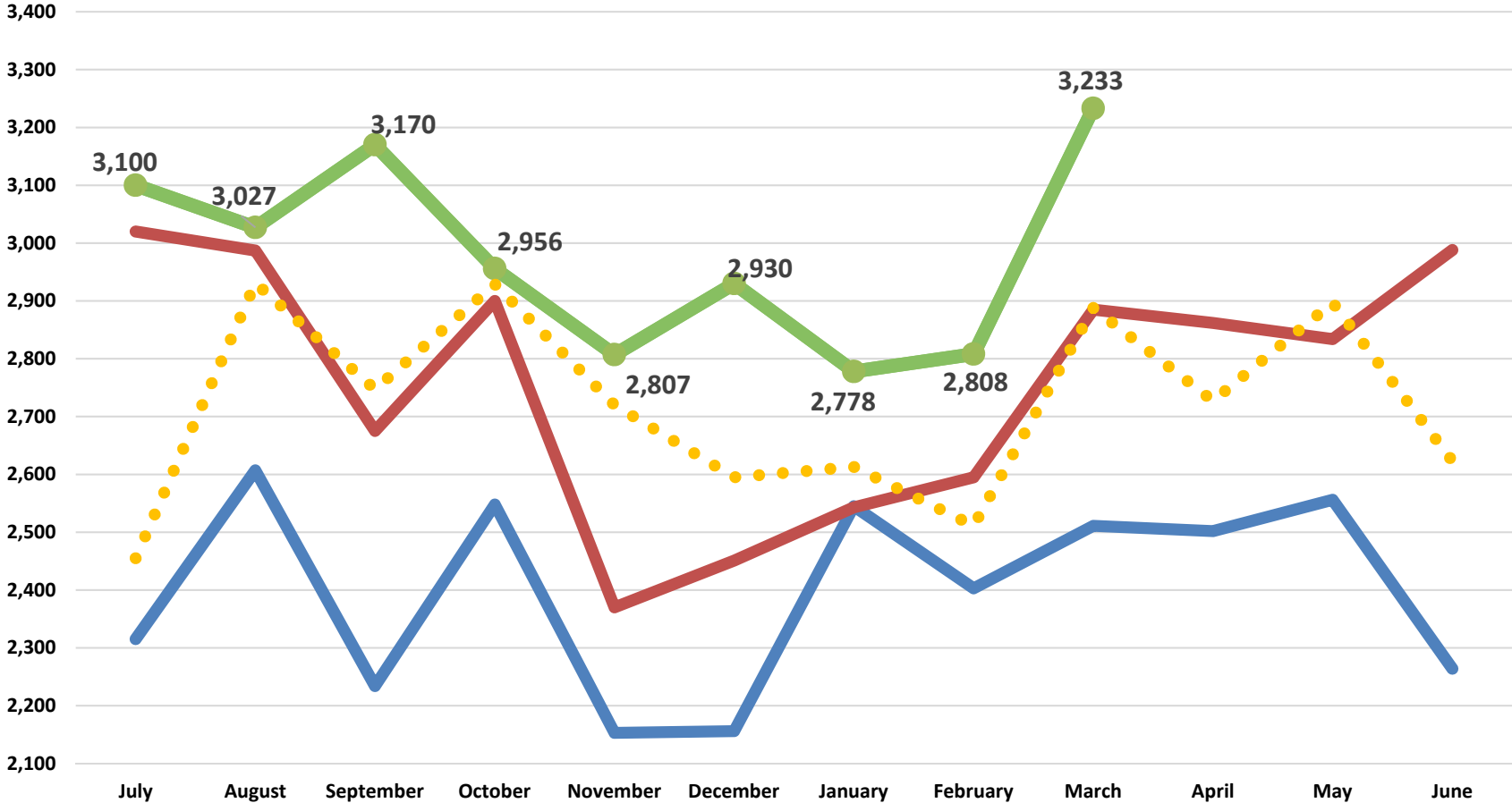
Physical & Other Therapy Units (I/P & O/P)



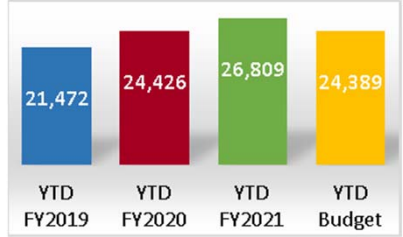
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



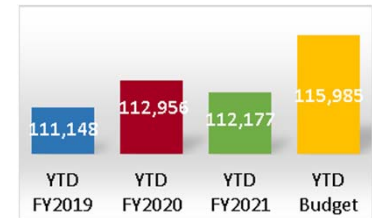
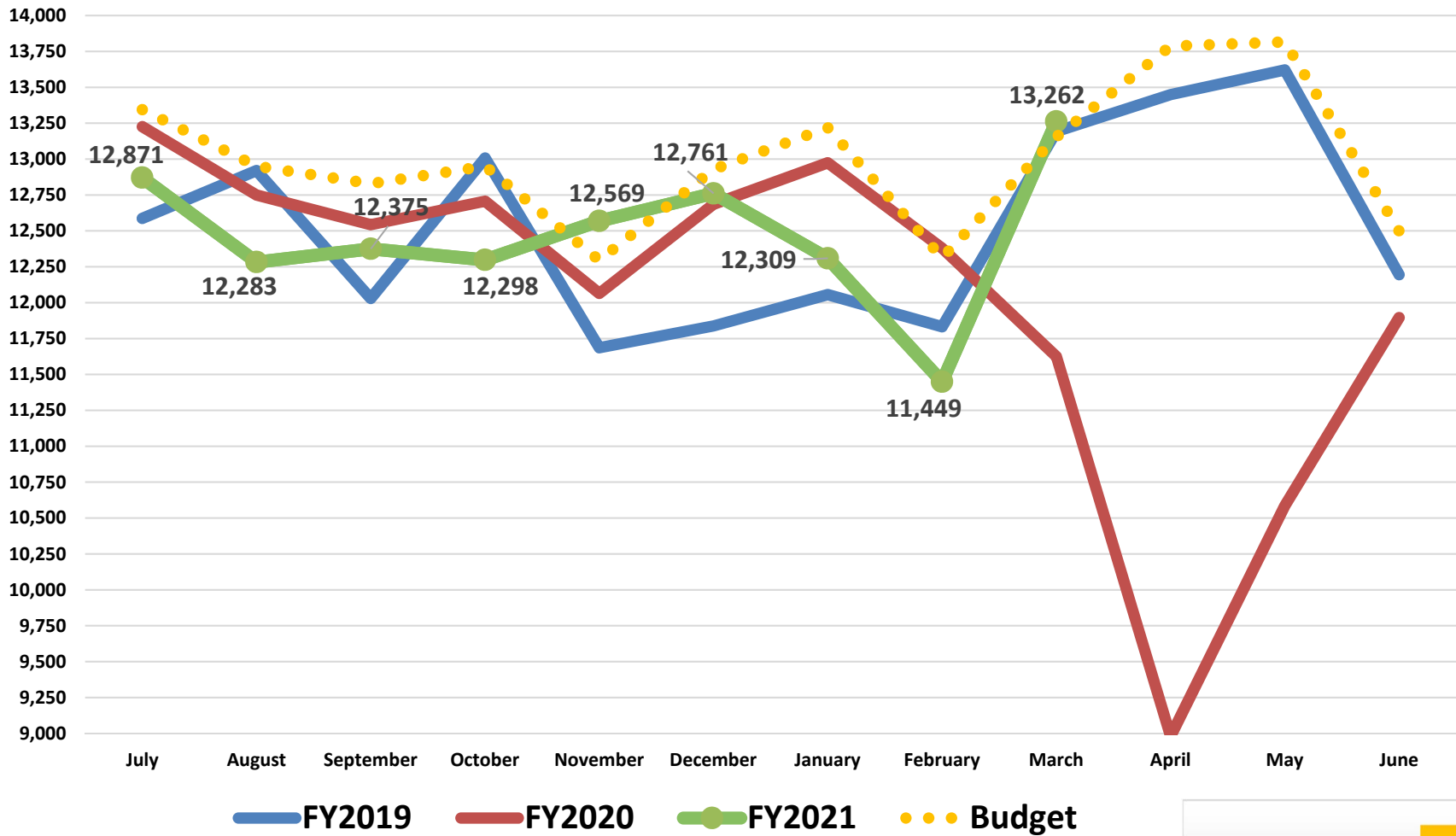
Home Health Visits



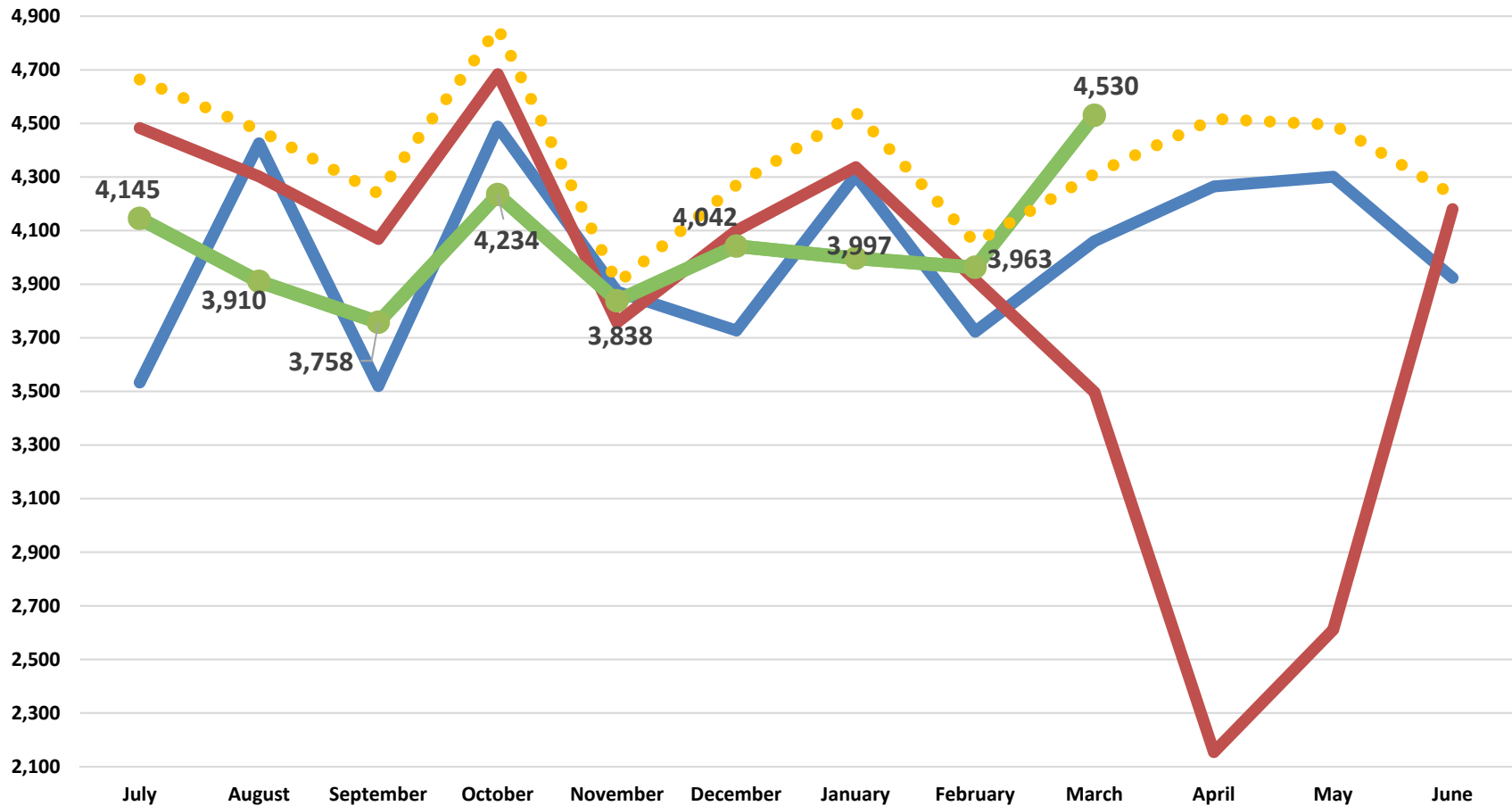
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



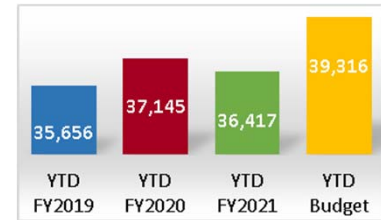
Radiology – Main Campus



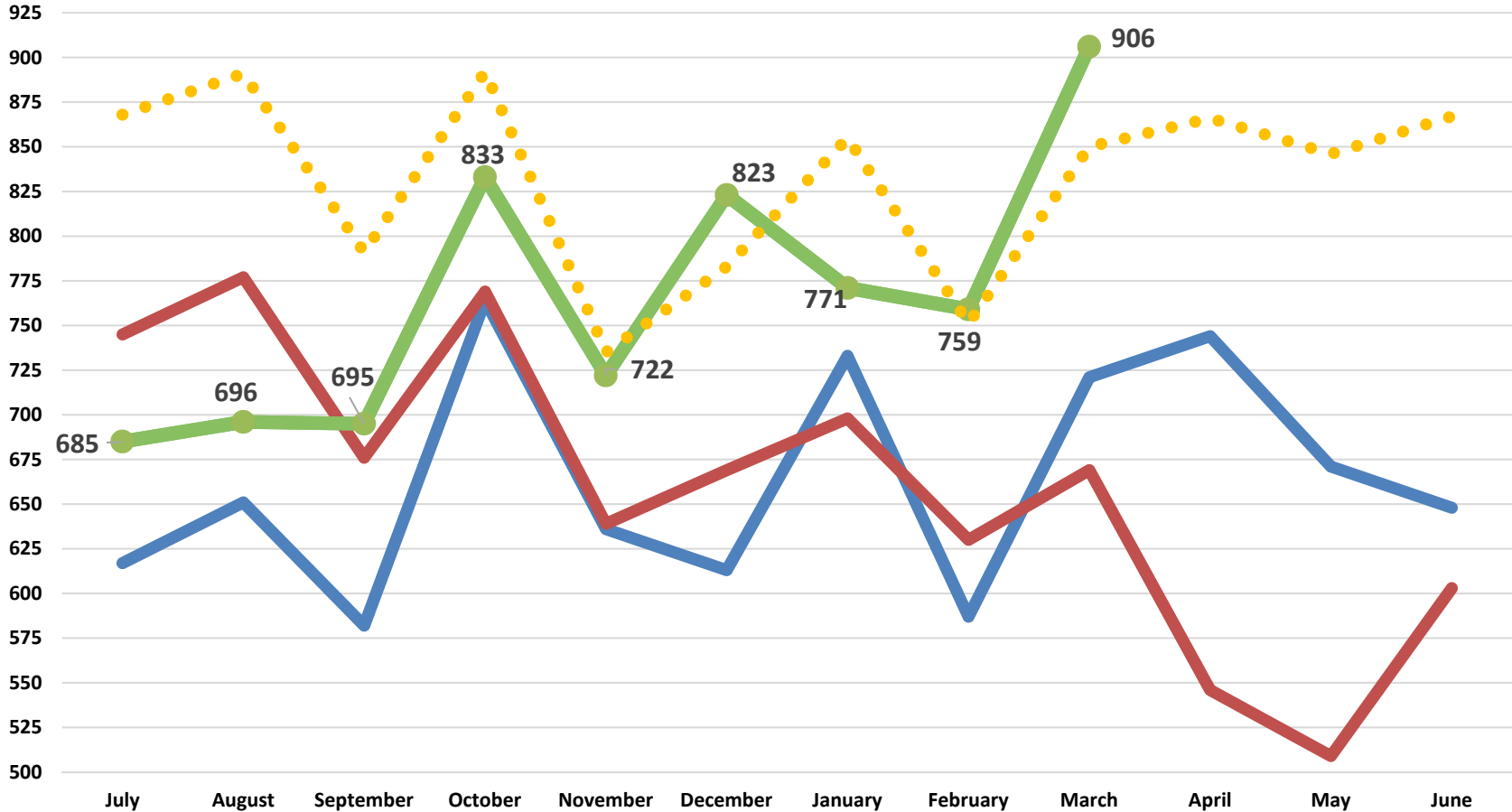
Radiology – West Campus Imaging



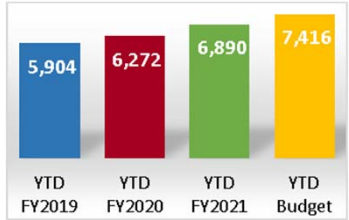
—●— FY2019
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 —●— FY2021
 ●●● Budget



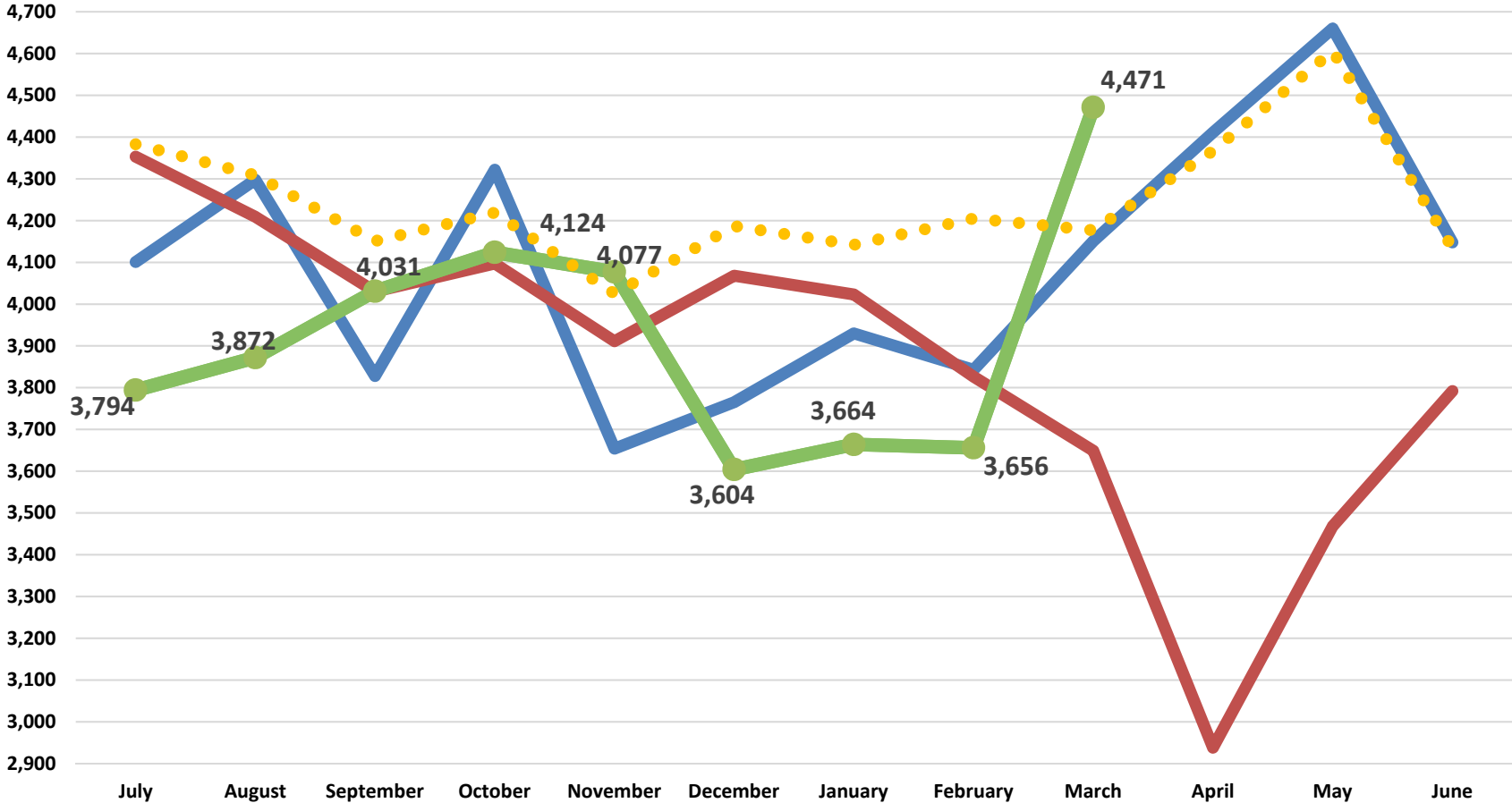
West Campus - Ultrasound



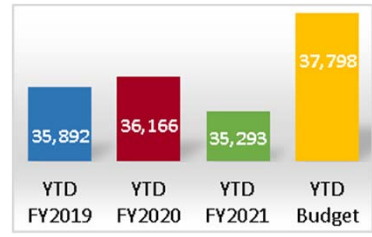
—●— FY2019
 —●— FY2020
 —●— FY2021
 ●●● Budget



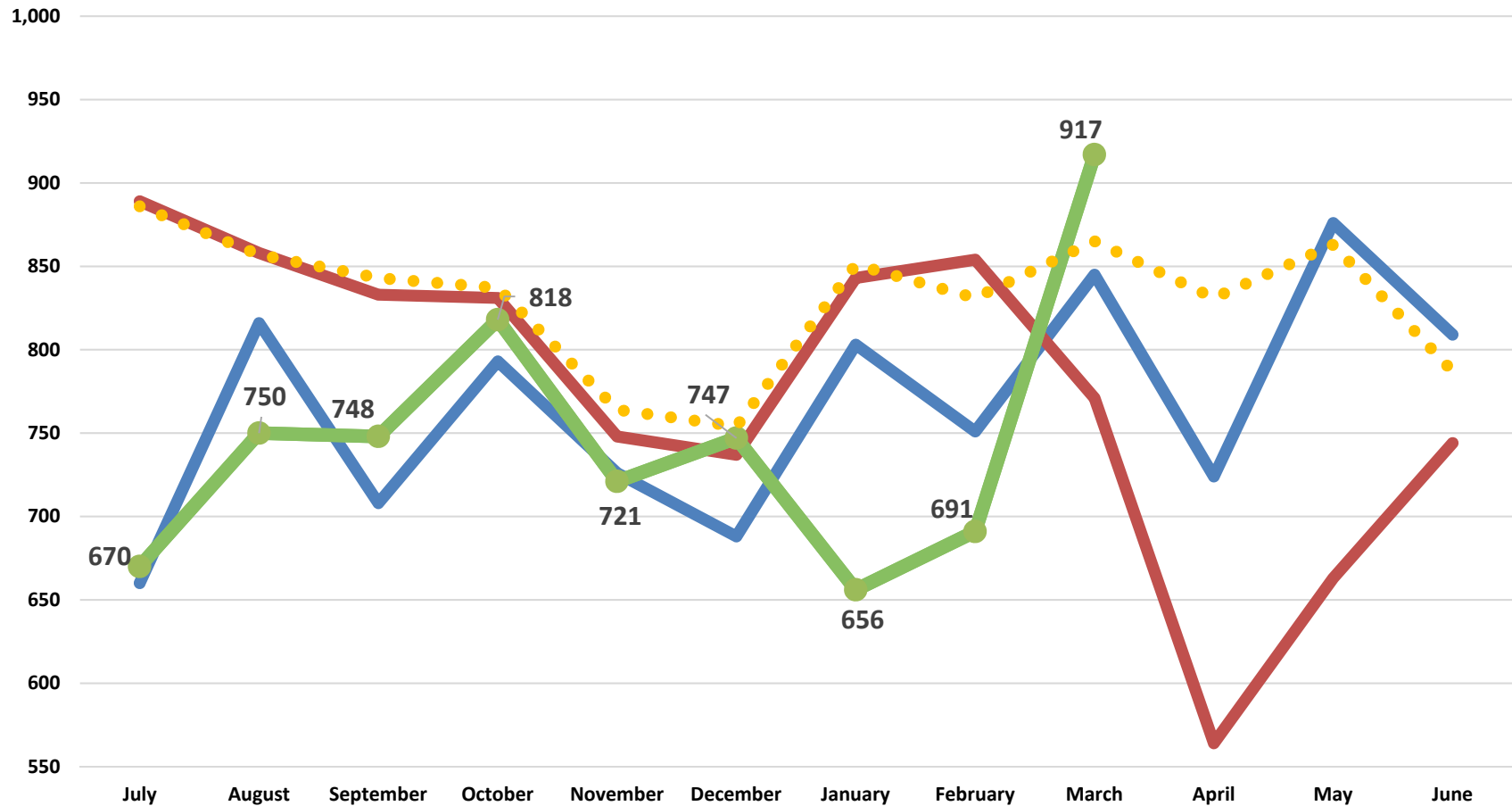
Radiology all areas – CT



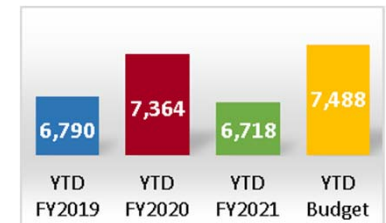
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



Radiology all areas – MRI



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



Statistical Results – Fiscal Year Comparison (March)

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

Average Daily Census **392** **420** **7.1%** **438** **(18)** **(4.1%)**

KDHCD Patient Days:

Medical Center	7,754	8,877	14.5%	8,385	492	5.9%
Acute I/P Psych	1,409	1,016	(27.9%)	1,445	(429)	(29.7%)
Sub-Acute	945	867	(8.3%)	961	(94)	(9.8%)
Rehab	397	612	54.2%	622	(10)	(1.6%)
TCS-Ortho	390	321	(17.7%)	630	(309)	(49.0%)
TCS	426	386	(9.4%)	563	(177)	(31.4%)
NICU	370	471	27.3%	456	15	3.3%
Nursery	473	473	0.0%	513	(40)	(7.8%)

Total KDHCD Patient Days **12,164** **13,023** **7.1%** **13,575** **(552)** **(4.1%)**

Total Outpatient Volume **37,572** **46,097** **22.7%** **39,864** **6,233** **15.6%**

Statistical Results – Fiscal Year Comparison (Jul-Mar)

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

Average Daily Census **421** **432** **2.6%** **433** **(1)** **(0.3%)**

KDHCD Patient Days:

Medical Center	73,574	80,614	9.6%	73,674	6,940	9.4%
Acute I/P Psych	12,804	11,136	(13.0%)	12,853	(1,717)	(13.4%)
Sub-Acute	8,146	8,199	0.7%	8,468	(269)	(3.2%)
Rehab	4,732	3,832	(19.0%)	5,001	(1,169)	(23.4%)
TCS-Ortho	3,740	3,295	(11.9%)	5,365	(2,070)	(38.6%)
TCS	4,461	3,624	(18.8%)	4,645	(1,021)	(22.0%)
NICU	3,602	3,407	(5.4%)	3,622	(215)	(5.9%)
Nursery	4,686	4,175	(10.9%)	4,962	(787)	(15.9%)

Total KDHCD Patient Days **115,745** **118,282** **2.2%** **118,590** **(308)** **(0.3%)**

Total Outpatient Volume **354,776** **388,667** **9.6%** **376,417** **12,250** **3.3%**

Other Statistical Results – Fiscal Year Comparison (Mar)

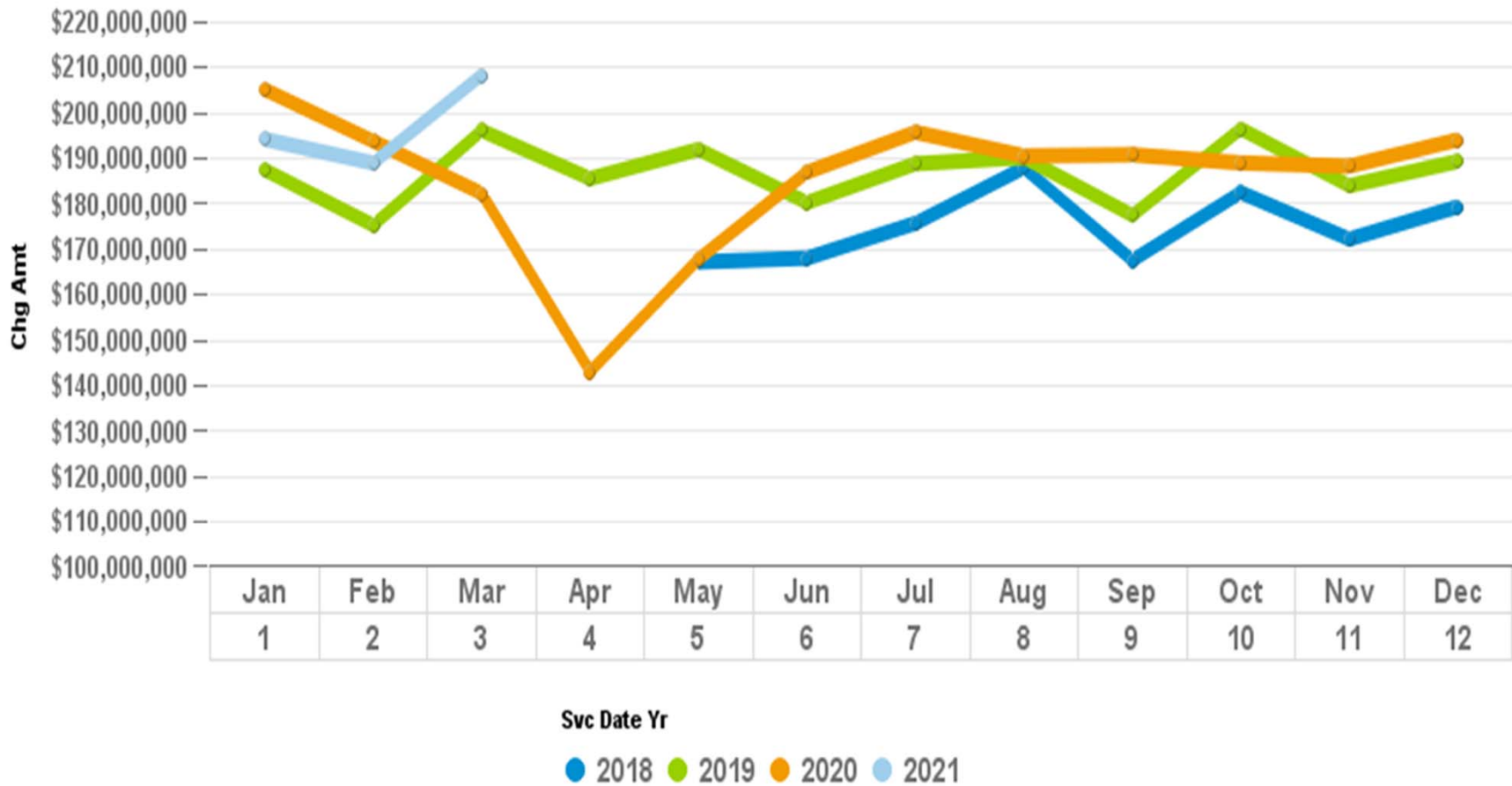
	Actual Results				Budget	Budget Variance	
	Mar 2020	Mar 2021	Change	% Change	Mar 2021	Change	% Change
Adjusted Patient Days	23,703	25,807	2,104	8.9%	25,870	(63)	(0.2%)
Outpatient Visits	37,572	46,097	8,525	22.7%	39,864	6,233	15.6%
Urgent Care - Court	3,179	4,883	1,704	53.6%	5,184	(301)	(5.8%)
KDMF RVU	33,013	43,925	10,912	33.1%	38,288	5,637	14.7%
RHC Registrations	9,310	12,133	2,823	30.3%	9,512	2,621	27.6%
O/P Rehab Units	18,011	21,989	3,978	22.1%	21,905	84	0.4%
Surgery Minutes –General & Robotic (I/P & O/P)	995	1,184	189	19.0%	1,232	(48)	(3.9%)
Endoscopy Procedures (I/P & O/P)	441	523	82	18.6%	679	(156)	(23.0%)
Physical & Other Therapy Units	16,778	19,590	2,812	16.8%	20,332	(742)	(3.6%)
Radiology/CT/US/MRI Proc (I/P & O/P)	14,025	16,141	2,116	15.1%	15,877	264	1.7%
Cath Lab Minutes (IP & OP)	348	393	45	12.9%	394	(1)	(0.3%)
Home Health Visits	2,885	3,233	348	12.1%	2,888	345	11.9%
Hospice Days	3,874	4,321	447	11.5%	4,131	190	4.6%
Radiation Oncology Treatments (I/P & O/P)	2,259	2,391	132	5.8%	2,247	144	6.4%
GME Clinic visits	1,095	1,158	63	5.8%	1,479	(321)	(21.7%)
ED Total Registered	5,955	6,162	207	3.5%	7,783	(1,621)	(20.8%)
OB Deliveries	361	353	(8)	(2.2%)	365	(12)	(3.3%)
Urgent Care - Demaree	2,462	2,283	(179)	(7.3%)	3,146	(863)	(27.4%)
Dialysis Treatments	1,823	1,571	(252)	(13.8%)	1,969	(398)	(20.2%)
Infusion Center	436	358	(78)	(17.9%)	530	(172)	(32.5%)

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

	Actual Results				Budget	Budget Variance	
	FY 2020	FY 2021	Change	% Change	FY 2021	Change	% Change
Adjusted Patient Days	229,364	223,422	(5,942)	(2.6%)	213,193	10,229	4.8%
Outpatient Visits	354,776	388,667	33,891	9.6%	376,417	12,250	3.3%
RHC Registrations	78,991	102,692	23,701	30.0%	82,756	19,936	24.1%
Hospice Days	31,548	38,359	6,811	21.6%	33,722	4,637	13.8%
Urgent Care - Court	33,250	37,043	3,793	11.4%	36,301	742	2.0%
Home Health Visits	24,426	26,809	2,383	9.8%	24,389	2,420	9.9%
KDMF RVU	296,431	319,109	22,678	7.7%	332,752	(13,643)	(4.1%)
GME Clinic visits	9,337	10,030	693	7.4%	11,475	(1,445)	(12.6%)
Radiology/CT/US/MRI Proc (I/P & O/P)	135,198	134,439	(759)	(0.6%)	139,686	(5,247)	(3.8%)
O/P Rehab Units	172,584	171,255	(1,329)	(0.8%)	179,435	(8,180)	(4.6%)
Radiation Oncology Treatments (I/P & O/P)	19,471	18,852	(619)	(3.2%)	19,813	(961)	(4.9%)
Physical & Other Therapy Units	163,679	155,554	(8,125)	(5.0%)	173,758	(18,204)	(10.5%)
Surgery Minutes –General & Robotic (I/P & O/P)	9,435	8,958	(477)	(5.1%)	11,046	(2,088)	(18.9%)
OB Deliveries	3,418	3,215	(203)	(5.9%)	3,537	(322)	(9.1%)
Dialysis Treatments	16,515	14,850	(1,665)	(10.1%)	16,679	(1,829)	(11.0%)
Cath Lab Minutes (IP & OP)	3,339	2,980	(359)	(10.8%)	3,541	(561)	(15.8%)
ED Total Registered	65,156	53,855	(11,301)	(17.3%)	68,925	(15,070)	(21.9%)
Urgent Care - Demaree	20,877	16,959	(3,918)	(18.8%)	22,022	(5,063)	(23.0%)
Endoscopy Procedures (I/P & O/P)	5,506	4,250	(1,256)	(22.8%)	5,657	(1,407)	(24.9%)
Infusion Center	4,098	2,886	(1,212)	(29.6%)	4,546	(1,660)	(36.5%)

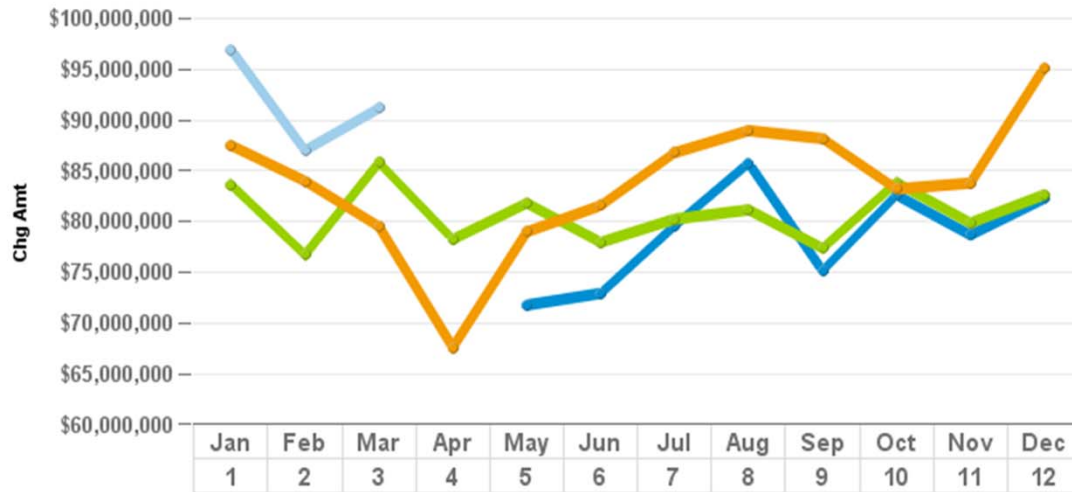
Gross Charges

Trended Charges



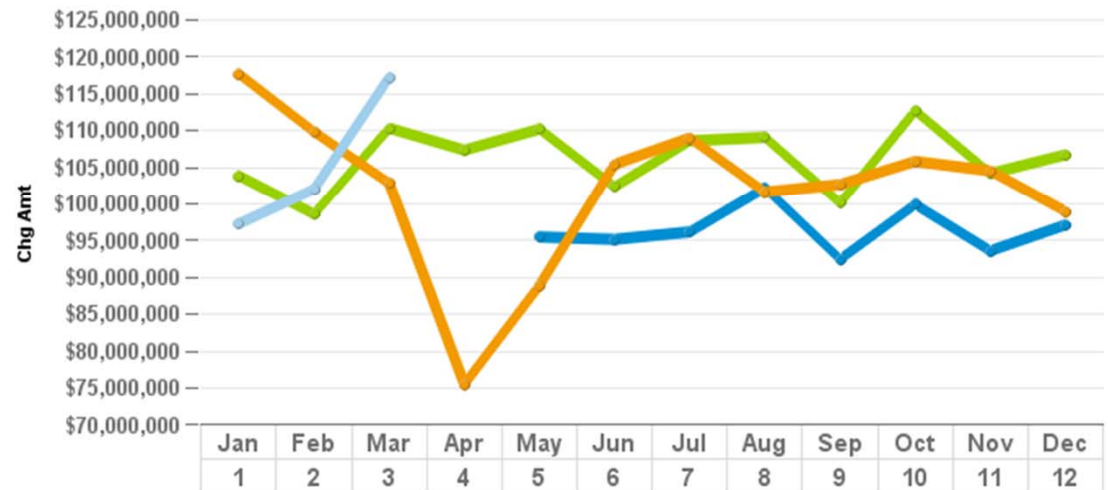
Inpatient and Outpatient Gross Charges

IP Charges



Svc Date Yr
 ● 2018 ● 2019 ● 2020 ● 2021

OP Charges



Svc Date Yr
 ● 2018 ● 2019 ● 2020 ● 2021

Trended Financial Comparison (000's)

	Adjusted Patient Days												
	23,703	19,442	21,561	25,057	24,934	24,893	24,587	24,749	24,958	25,750	24,148	23,570	25,807
	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Operating Revenue													
Net Patient Service Revenue	\$48,523	\$35,582	\$35,995	\$35,360	\$47,402	\$48,393	\$48,769	\$51,454	\$50,994	\$50,409	\$49,949	\$44,505	\$56,144
Supplemental Gov't Programs	3,839	5,577	5,572	5,406	3,979	3,979	3,979	3,980	3,979	3,979	4,822	5,279	5,279
Prime Program	905	103	103	6,908	429	429	429	429	429	429	713	358	715
Premium Revenue	4,218	4,297	4,542	5,911	4,239	4,561	4,351	4,408	4,271	4,318	4,690	5,027	4,894
Management Services Revenue	2,655	3,007	2,569	2,954	2,834	2,684	3,072	2,396	2,569	2,583	2,867	2,430	3,303
Other Revenue	1,686	1,590	1,968	826	2,127	1,686	1,716	1,871	1,471	2,008	1,022	1,425	2,915
Other Operating Revenue	13,303	14,574	14,754	22,005	13,608	13,339	13,548	13,083	12,719	13,317	14,115	14,519	17,106
Total Operating Revenue	61,826	50,156	50,750	57,365	61,009	61,732	62,317	64,537	63,713	63,726	64,064	59,024	73,250
Operating Expenses													
Salaries & Wages	27,448	25,081	25,402	26,208	26,540	26,671	26,449	27,583	25,984	28,026	28,111	25,134	28,879
Contract Labor	834	431	410	426	576	372	336	488	242	303	226	1,404	887
Employee Benefits	7,313	6,751	6,486	2,109	5,098	5,160	6,053	5,314	4,998	5,969	5,671	5,027	5,739
Total Employment Expenses	35,596	32,263	32,299	28,743	32,213	32,203	32,837	33,385	31,225	34,298	34,008	31,565	35,505
Medical & Other Supplies	10,216	8,115	8,423	13,315	10,036	10,720	11,619	10,713	10,999	11,492	12,014	9,685	10,923
Physician Fees	8,202	7,950	7,191	8,486	7,807	8,699	6,871	7,746	8,079	8,024	8,421	8,484	8,278
Purchased Services	1,681	409	1,587	3,093	1,239	1,518	988	1,685	1,592	1,628	1,935	1,507	1,538
Repairs & Maintenance	2,134	2,127	1,766	2,544	2,283	2,022	1,965	2,166	2,091	2,146	2,192	2,115	2,019
Utilities	483	331	477	586	506	606	646	644	491	439	537	467	523
Rents & Leases	572	552	511	483	503	516	517	529	543	504	546	519	487
Depreciation & Amortization	2,492	2,550	2,685	3,072	2,561	2,582	2,518	2,509	2,473	2,458	2,451	2,423	2,412
Interest Expense	500	494	493	779	555	555	557	556	555	555	555	555	555
Other Expense	1,796	1,570	1,676	2,046	1,478	1,347	1,266	1,747	1,863	1,610	1,808	1,280	2,762
Humana Cap Plan Expenses	1,347	2,879	2,145	1,912	1,562	3,040	3,137	2,750	2,677	2,935	2,217	2,707	3,164
Management Services Expense	2,711	2,856	2,739	2,732	2,815	2,559	3,050	2,447	2,553	2,876	2,860	2,256	3,531
Total Other Expenses	32,133	29,834	29,692	39,048	31,346	34,163	33,133	33,491	33,915	34,668	35,536	31,998	36,191
Total Operating Expenses	67,729	62,097	61,991	67,791	63,559	66,366	65,971	66,876	65,140	68,965	69,544	63,562	71,696
Operating Margin	(\$5,902)	(\$11,941)	(\$11,241)	(\$10,426)	(\$2,550)	(\$4,634)	(\$3,654)	(\$2,339)	(\$1,427)	(\$5,240)	(\$5,480)	(\$4,538)	\$1,554
Stimulus Funds	\$2,855	\$3,607	\$3,687	\$4,817	\$3,633	\$3,745	\$3,633	\$4,538	\$1,724	\$0	\$5,758	\$3,460	\$3,449
Operating Margin after Stimulus	(\$3,047)	(\$8,334)	(\$7,554)	(\$5,609)	\$1,083	(\$889)	(\$21)	\$2,199	\$297	(\$5,240)	\$278	(\$1,078)	\$5,003
Nonoperating Revenue (Loss)	1,957	507	652	4,412	909	699	(495)	638	1,083	1,963	605	513	(1,182)
Excess Margin	(\$1,091)	(\$7,827)	(\$6,902)	(\$1,197)	\$1,993	(\$191)	(\$515)	\$2,837	\$1,380	(\$3,276)	\$883	(\$565)	\$3,821

COVID IMPACT (000's)

March 2020 -
March 2021

Operating Revenue

Net Patient Service Revenue	\$603,479
Supplemental Gov't Programs	59,650
Prime Program	12,379
Premium Revenue	59,727
Management Services Revenue	35,923
Other Revenue	22,311
Other Operating Revenue	189,990
Total Operating Revenue	793,468

Operating Expenses

Salaries & Wages	347,516
Contract Labor	6,936
Employee Benefits	71,688
Total Employment Expenses	426,141

Medical & Other Supplies	138,269
Physician Fees	104,238
Purchased Services	20,401
Repairs & Maintenance	27,570
Utilities	6,735
Rents & Leases	6,782
Depreciation & Amortization	33,184
Interest Expense	7,262
Other Expense	22,250
Humana Cap Plan Expenses	32,472
Management Services Expense	35,985
Total Other Expenses	435,146
Total Operating Expenses	861,287

Operating Margin	(\$67,818)
Stimulus Funds	\$44,906
Operating Margin after Stimulus	(\$22,912)
Nonoperating Revenue (Loss)	12,260
Excess Margin	(\$10,652)

March Financial Comparison (000's)

	Actual Results		Budget	Budget Variance	
	Mar 2020	Mar 2021	Mar 2021	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$48,523	\$56,144	\$52,430	\$3,714	7.1%
Other Operating Revenue	13,303	17,106	13,944	3,162	22.7%
Total Operating Revenue	61,826	73,250	66,374	6,876	10.4%
Operating Expenses					
Employment Expense	35,596	35,505	33,616	1,889	5.6%
Other Operating Expense	32,133	36,191	32,040	4,151	13.0%
Total Operating Expenses	67,729	71,696	65,656	6,040	9.2%
Operating Margin	(\$5,902)	\$1,554	\$718	\$836	117%
Stimulus Funds	2,855	3,449	0	3,449	100%
Operating Margin after Stimulus	(\$3,047)	\$5,003	\$718	\$4,285	597%
Non Operating Revenue (Loss)	1,957	(1,182)	645	(1,827)	(283%)
Excess Margin	(\$1,091)	\$3,821	\$1,363	\$2,485	180%

Operating Margin %	(9.5%)	2.1%	1.1%
OM after Stimulus%	(4.9%)	6.8%	1.1%
Excess Margin %	(1.6%)	5.1%	2.0%
Operating Cash Flow Margin %	(4.7%)	6.2%	6.0%

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

	Actual Results		FYTD Budget	FYTD Budget Variance	
	FYTD 2020	FYTD 2021	FYTD 2021	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$450,922	\$448,018	\$458,093	(\$10,075)	(2.2%)
Other Operating Revenue	126,569	125,354	121,684	3,670	3.0%
Total Operating Revenue	577,491	573,372	579,777	(6,405)	(1.1%)
Operating Expenses					
Employment Expense	299,214	297,240	294,548	2,692	0.9%
Other Operating Expense	284,260	304,440	284,501	19,939	7.0%
Total Operating Expenses	583,474	601,680	579,048	22,631	3.9%
Operating Margin	(\$5,983)	(\$28,308)	\$729	(\$29,037)	(3984%)
Stimulus Funds	2,855	29,940	0	29,940	100%
Operating Margin after Stimulus	(\$3,128)	\$1,632	\$729	\$903	124%
Non Operating Revenue (Loss)	11,405	4,734	5,728	(994)	(17.4%)
Excess Margin	\$8,277	\$6,366	\$6,457	(\$91)	(1.4%)

Operating Margin %	(1.0%)	(4.9%)	0.1%
OM after Stimulus%	(0.5%)	0.3%	0.1%
Excess Margin %	1.4%	1.0%	1.1%
Operating Cash Flow Margin %	3.6%	(0.2%)	5.2%

March Financial Comparison (000's)

	Actual Results			Budget	Budget Variance		Explanation
	Mar 2020	Mar 2021	% Change	Mar 2021	Change	% Change	
Operating Revenue							
Net Patient Service Revenue	\$48,523	\$56,144	15.7%	\$52,430	\$3,714	7.1%	See highlights slide
Supplemental Gov't Programs	3,839	5,279	37.5%	4,111	1,168	28.4%	See highlights slide
Prime Program	905	715	(21.0%)	429	286	66.8%	
Premium Revenue	4,218	4,894	16.0%	4,538	356	7.8%	
Management Services Revenue	2,655	3,303	24.4%	2,739	564	20.6%	
Other Revenue	1,686	2,915	72.8%	2,127	787	37.0%	See highlights slide
Other Operating Revenue	13,303	17,106	28.6%	13,944	3,162	22.7%	
Total Operating Revenue	61,826	73,250	18.5%	66,374	6,876	10.4%	
Operating Expenses							
Salaries & Wages	27,448	28,879	5.2%	27,373	1,506	5.5%	See highlights slide
Contract Labor	834	887	6.3%	573	314	54.8%	See highlights slide
Employee Benefits	7,313	5,739	(21.5%)	5,670	69	1.2%	
Total Employment Expenses	35,596	35,505	(0.3%)	33,616	1,889	5.6%	
Medical & Other Supplies	10,216	10,923	6.9%	10,468	456	4.4%	
Physician Fees	8,202	8,278	0.9%	7,554	723	9.6%	See highlights slide
Purchased Services	1,681	1,538	(8.5%)	1,493	45	3.0%	
Repairs & Maintenance	2,134	2,019	(5.4%)	2,298	(279)	(12.2%)	
Utilities	483	523	8.5%	428	95	22.2%	
Rents & Leases	572	487	(14.8%)	539	(52)	(9.6%)	
Depreciation & Amortization	2,492	2,412	(3.2%)	2,704	(293)	(10.8%)	
Interest Expense	500	555	10.8%	572	(17)	(3.0%)	
Other Expense	1,796	2,762	53.8%	1,150	1,611	140.1%	See highlights slide
Humana Cap Plan Expenses	1,347	3,164	135%	2,130	1,034	48.5%	See highlights slide
Management Services Expense	2,711	3,531	30.3%	2,704	827	30.6%	
Total Other Expenses	32,133	36,191	12.6%	32,040	4,151	13.0%	
Total Operating Expenses	67,729	71,696	5.9%	65,656	6,040	9.2%	
Operating Margin	(\$5,902)	\$1,554	126%	\$718	\$836	116%	
Stimulus Funds	2,855	3,449	(20.8%)	0	3,449	100%	See highlights slide
Operating Margin after Stimulus	(\$3,047)	\$5,003	(264%)	\$718	\$4,285	597%	
Nonoperating Revenue (Loss)	1,957	(1,182)	(160%)	645	(1,827)	(283%)	See highlights slide
Excess Margin	(\$1,091)	\$3,821	(450%)	\$1,363	\$2,458	180%	

Operating Margin %	(9.5%)	2.1%		1.1%
OM after Stimulus%	(4.9%)	6.8%		1.1%
Excess Margin %	(1.6%)	5.1%		2.0%
Operating Cash Flow Margin %	(4.7%)	6.2%		6.0%

YTD Financial Comparison (000's)

	Actual Results FYTD Jul-Mar			Budget FYTD	Budget Variance	FYTD
	FYTD2020	FYTD2021	% Change	FYTD2021	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$450,922	\$448,018	(0.6%)	\$458,093	(\$10,075)	(2.2%)
Supplemental Gov't Programs	40,020	39,256	(1.9%)	37,001	2,255	6.1%
Prime Program	9,081	4,359	(52.0%)	3,860	499	12.9%
Premium Revenue	36,153	40,759	12.7%	37,699	3,060	8.1%
Management Services Revenue	24,275	24,738	1.9%	24,365	372	1.5%
Other Revenue	17,039	16,242	(4.7%)	18,759	(2,517)	(13.4%)
Other Operating Revenue	126,569	125,354	(1.0%)	121,684	3,670	3.0%
Total Operating Revenue	577,491	573,372	(0.7%)	579,777	(6,405)	(1.1%)
Operating Expenses						
Salaries & Wages	231,902	243,376	4.9%	239,360	4,015	1.7%
Contract Labor	8,500	4,835	(43.1%)	5,066	(231)	(4.6%)
Employee Benefits	58,812	49,029	(16.6%)	50,122	(1,092)	(2.2%)
Total Employment Expenses	299,214	297,240	(0.7%)	294,548	2,692	0.9%
Medical & Other Supplies	89,638	98,201	9.6%	92,506	5,695	6.2%
Physician Fees	68,968	72,409	5.0%	67,321	5,087	7.6%
Purchased Services	15,008	13,629	(9.2%)	13,172	457	3.5%
Repairs & Maintenance	19,051	18,999	(0.3%)	20,620	(1,622)	(7.9%)
Utilities	4,608	4,859	5.4%	4,897	(38)	(0.8%)
Rents & Leases	4,827	4,664	(3.4%)	4,909	(244)	(5.0%)
Depreciation & Amortization	22,372	22,386	0.1%	24,025	(1,639)	(6.8%)
Interest Expense	4,120	4,995	21.3%	5,146	(150)	(2.9%)
Other Expense	15,129	15,162	0.2%	10,152	5,009	49.3%
Humana Cap Plan Expenses	16,504	24,190	46.6%	17,698	6,492	36.7%
Management Services Expense	24,035	24,947	3.8%	24,055	892	3.7%
Total Other Expenses	284,260	304,440	7.1%	284,501	19,939	7.0%
Total Operating Expenses	583,474	601,680	3.1%	579,048	22,631	3.9%
Operating Margin	(\$5,983)	(\$28,308)	(917.8%)	\$729	(\$29,037)	(3985%)
Stimulus Funds	2,855	29,940	100.0%	0	29,940	100.0%
Operating Margin after Stimulus	(\$3,128)	\$1,632	158.7%	\$729	\$903	124.0%
Nonoperating Revenue (Loss)	11,405	4,734	(57.2%)	5,728	(994)	(17.4%)
Excess Margin	\$8,277	\$6,366	(23.1%)	\$6,457	(\$91)	(1.4%)
Operating Margin %	(1.0%)	(4.9%)		0.1%		
OM after Stimulus%	(0.5%)	0.3%		0.1%		
Excess Margin %	1.4%	1.0%		1.1%		
Operating Cash Flow Margin %	3.6%	(0.2%)		5.2%		

Kaweah Delta Medical Foundation

Fiscal Year Financial Comparison (000's)

	Actual Results FYTD Jul – Mar			Budget FYTD	Budget Variance FYTD	
	FYTD2020	FYTD2021	% Change	FYTD2021	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$33,519	\$35,329	5.4%	\$37,562	(\$2,233)	(5.9%)
Other Operating Revenue	674	184	(72.6%)	585	(401)	(68.5%)
Total Operating Revenue	34,192	35,514	3.9%	38,148	(2,634)	(6.9%)
Operating Expenses						
Salaries & Wages	8,730	8,509	(2.5%)	8,960	(451)	(5.0%)
Contract Labor	49	0	(100.0%)	7	(7)	0.0%
Employee Benefits	2,226	1,592	(28.5%)	1,871	(279)	(14.9%)
Total Employment Expenses	11,005	10,101	(8.2%)	10,837	(737)	(6.8%)
Medical & Other Supplies	4,614	4,928	6.8%	5,313	(386)	(7.3%)
Physician Fees	18,393	19,826	7.8%	21,170	(1,344)	(6.4%)
Purchased Services	860	643	(25.1%)	680	(36)	(5.3%)
Repairs & Maintenance	1,609	1,793	11.5%	2,032	(239)	(11.8%)
Utilities	290	332	14.6%	310	22	7.1%
Rents & Leases	2,077	2,102	1.2%	2,087	15	0.7%
Depreciation & Amortization	759	720	(5.1%)	750	(30)	(4.0%)
Interest Expense	9	3	(73.2%)	3	(0)	(15.2%)
Other Expense	1,264	965	(23.6%)	896	69	7.7%
Total Other Expenses	29,874	31,311	4.8%	33,242	(1,930)	(5.8%)
Total Operating Expenses	40,879	41,412	1.3%	44,079	(2,667)	(6.0%)
Excess Margin	(\$6,686)	(\$5,898)	11.8%	(\$5,931)	\$33	0.6%

Excess Margin %	(19.6%)	(16.6%)	(15.5%)
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Month of March - Budget Variances

- **Net Patient Revenues:** Net patient revenue exceeded the March budget expectation by \$3.7M as surgical and cardiac cath volumes increased, and we experienced a higher % of inpatient volume to total than budgeted.
- **Other Operating Revenues:** Other Revenue was \$3.2M higher than budget in total mainly due to the recognition of \$1.2M additional supplemental funds, and \$887K of Behavioral Health Incentive (BHI) grant funds earned.
- **Salaries and Contract Labor:** We experienced an unfavorable budget variance of \$1.8M in March. The unfavorable variance is primarily due to an increase in productive hours associated with increased volume, \$151K of salaries allocated to unbudgeted COVID related activities and additional premium dollars paid for contract labor, overtime and shift bonuses.
- **Other Expenses:** The largest unfavorable variance in this category (\$1.6M in total) was an \$829K increase in legal fees in the month of March.
- **Humana Cap Plan Expenses:** The \$1.0M unfavorable variance resulted from higher utilization of non-Kaweah medical care provided to members during the month of March.
- **Physician Fees:** Due to new unbudgeted contracts, this area continues to be over budget and experienced a \$723K unfavorable variance in March.
- **Stimulus Income:** The HHS Phase III general distribution of \$11.1M was received in January 2021, with half of that amount recognized in January, \$2.8M in February and the remainder recognized March. We also received \$668K of County funding in March.
- **Non-operating revenue (loss):** In March we recorded a quarterly net unrealized loss of \$2.0M related to the District's and the Hospital Foundation investment portfolios.

Humana Third Party Claims Analysis

Key Issues

- Overall increase in volume. Does equate to \$2.2M in add'l premium (7 months)
- Shifts from Gold members to higher cost DSNP members
- Shifts from Kaweah "Internal" Visits to Third Party Facilities
- Increased costs due to COVID Services
- Timing of Visits due to the COVID Pandemic

Prior Year Variance Breakout (Jul-Feb)

Volume Variance	\$3,719,430	Increase in the # of covered lives by 27%
Rate Variance	<u>\$4,197,570</u>	COVID impact and timing and patient mix
	\$7,917,000	

Humana Third Party Claims Analysis

Shift from Gold Members to higher cost DSNP - \$825K

	CY2019	CY2020	CY2021	% Change from CY 2019
DSNP	16%	20%	22%	38%
GOLD	84%	80%	78%	-7%
	100%	100%	100%	

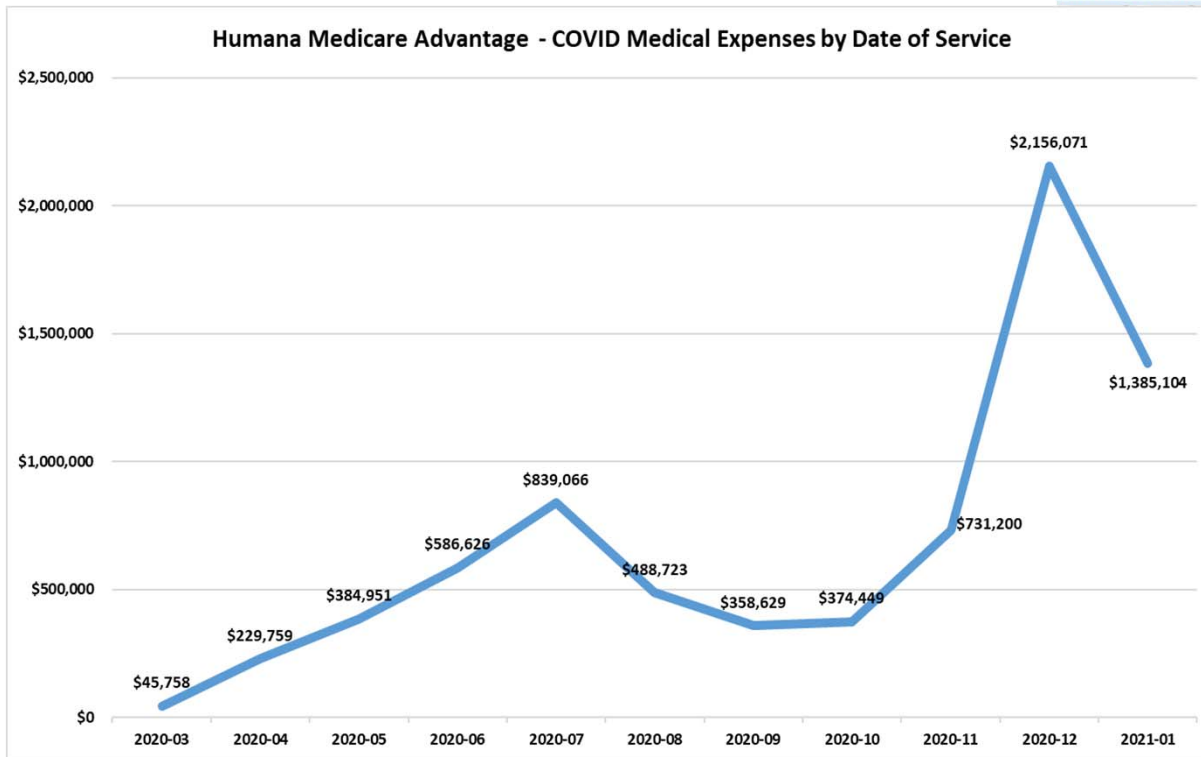
Shift from Kaweah "Internal" Claims to Third Party Facilities - \$4.4M

	7 months				
	Jul 18-Jun19 FY19	Jul 19-Jun 20 FY20	Jul 20-Feb 21 FYTD 21	Annualized FYTD 21	
Kaweah "Internal" Claims - paid date					
Gold	\$209	\$253	\$233		
DSNP	\$229	\$317	\$280		
Total	\$212	\$264	\$242	-8%	Change from prior year
Third party claims -paid date					
Gold	\$173	\$168	\$209		
DSNP	\$221	\$232	\$328		
Total	\$180	\$180	\$234	30%	Change from prior year

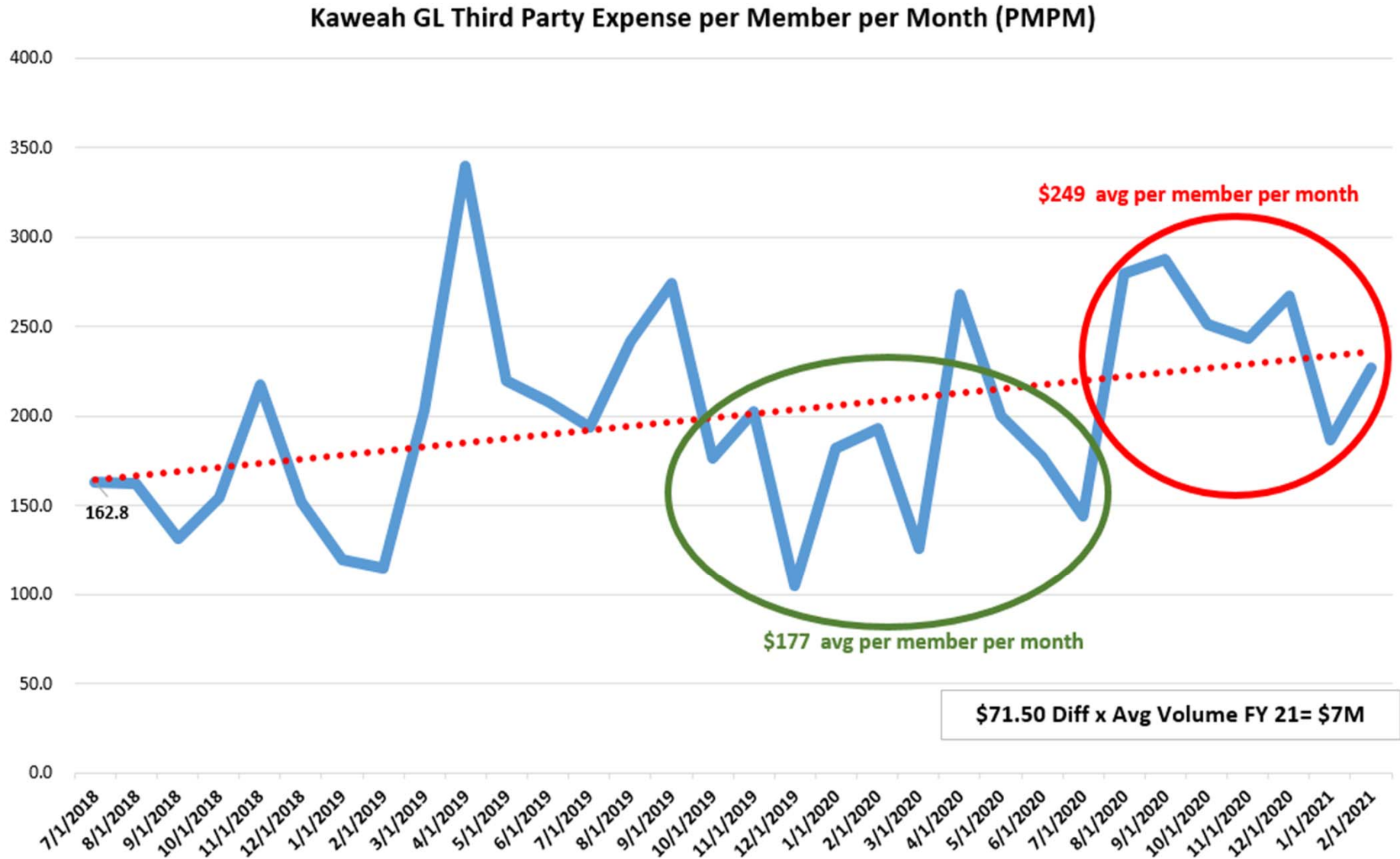
Humana Third Party Claims– Timing and COVID Impact

Humana COVID+ Patients in all Settings

	13 months Mar 20-Mar 21
Kaweah Delta	\$ 3,184,676
KAWEAH DELTA MEDICAL CENTER	\$ 3,022,004
KAWEAH DELTA HOME HEALTH	\$ 66,329
KAWEAH DELTA SNF	\$ 53,402
KAWEAH DELTA VISALIA DIALYSIS	\$ 21,900
KAWEAH DELTA REHABILITATION HOSPITAL	\$ 21,041
Third Party	\$ 4,519,817
ADVENTIST MEDICAL CENTER	\$ 1,621,634
SIERRA VIEW DISTRICT HOSPITAL	\$ 1,078,510
SKILLED NURSING/OTHER	\$ 1,819,673
	\$ 7,704,493



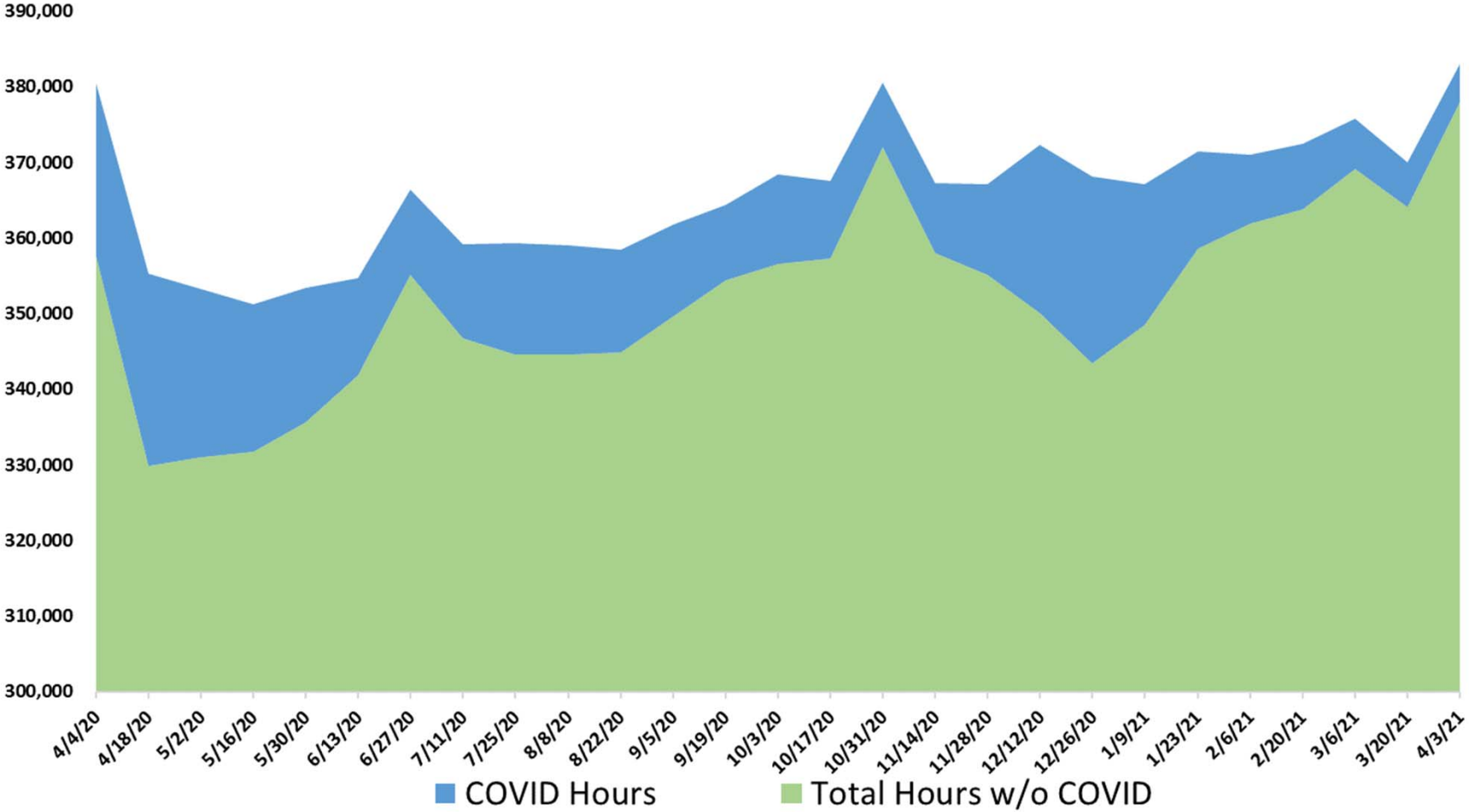
Humana Third Party Claims Analysis – Date Paid



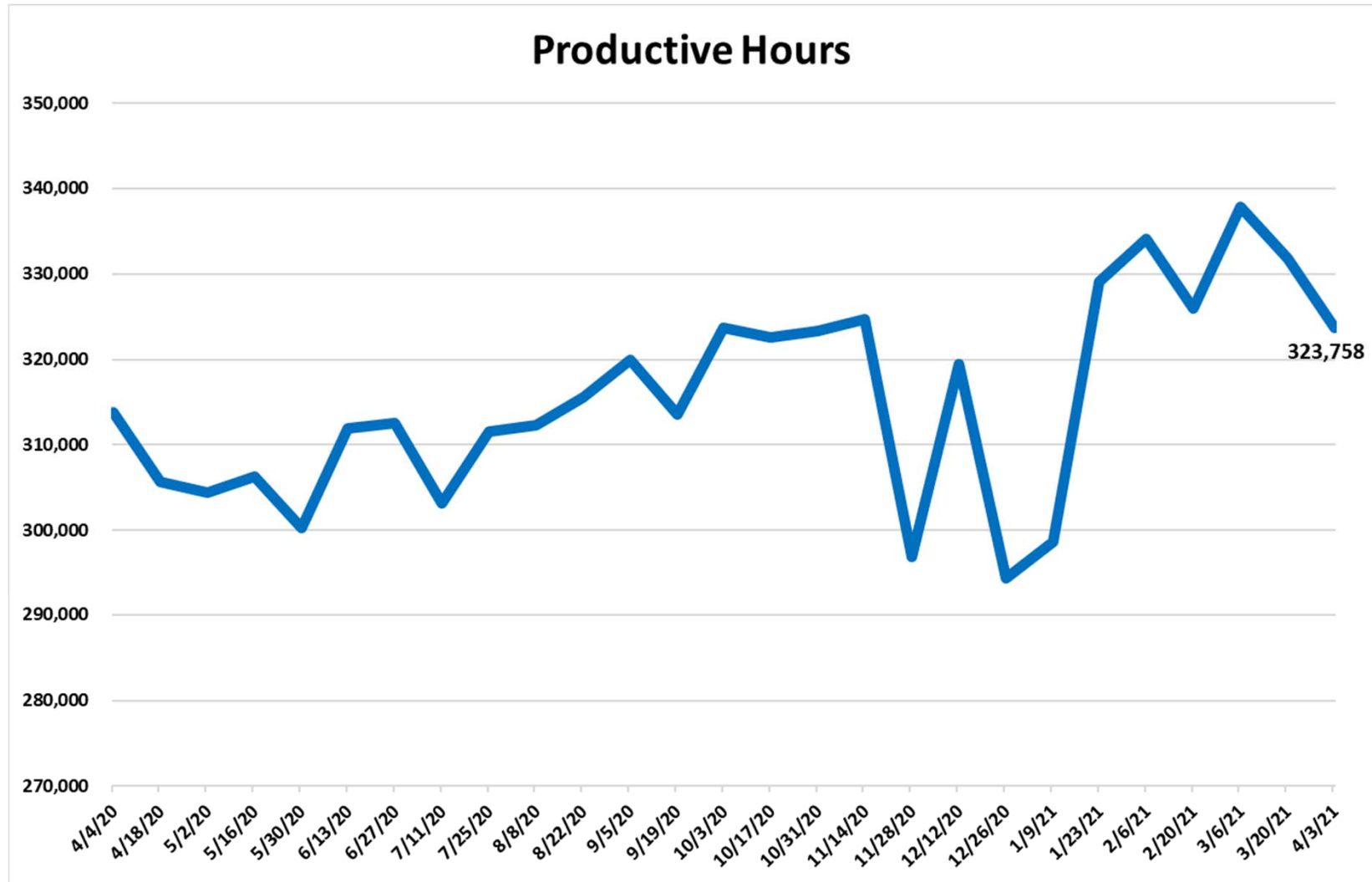
Humana Third Party Claims Analysis – FY 22 Budget

- FY2021 Budget
 - Actuals through April 2021
 - SHP projections for revenue and enrollment May & June 2021
- FY2022 Budget
 - Utilize SHP estimates for CY 2021 to outline July-December 2021 for both revenue and enrollment
 - Enrollment stable through December only small variances
 - Revenue will only increase with RAF changes and potential mid-year settlements
 - Project Jan-June 2022 enrollment utilizing past enrollment trends
 - Current PMPM for 3rd Party expenses with adjustments for enrollment trend and shift
 - Current enrollment trend for CY 2021 is increase of 10% from CY2020
 - Revenue estimated based on current PMPM payment with enrollment increases
 - 3rd Party Claim Expense budget Increase
 - Account for shift in enrollment in the outlining areas
 - Increase in DSNP membership trend
 - Account for increase in claims paid at other facilities based on current PMPM payment trend

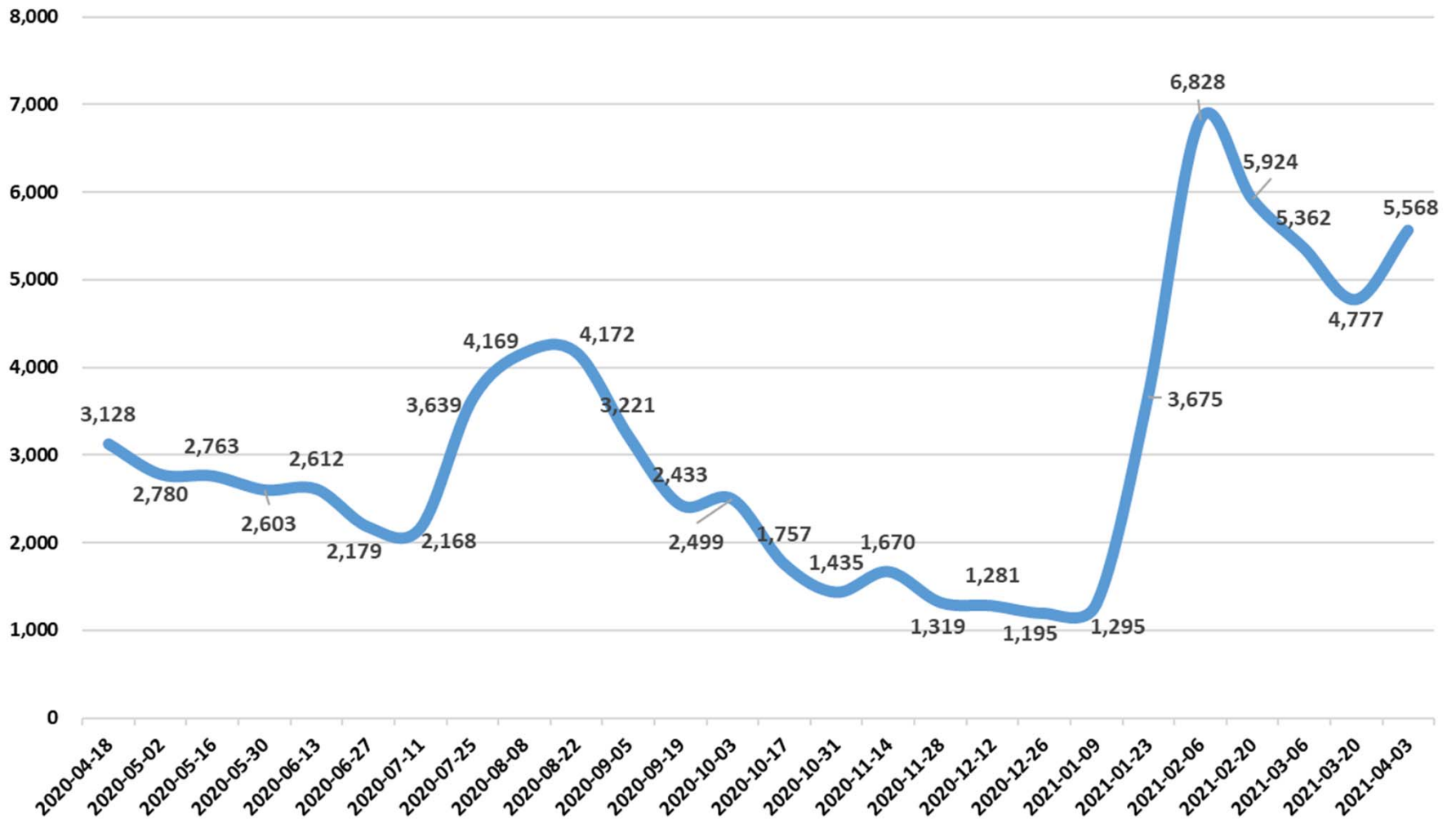
Total Payroll Hours (excludes PTO cash out hours)



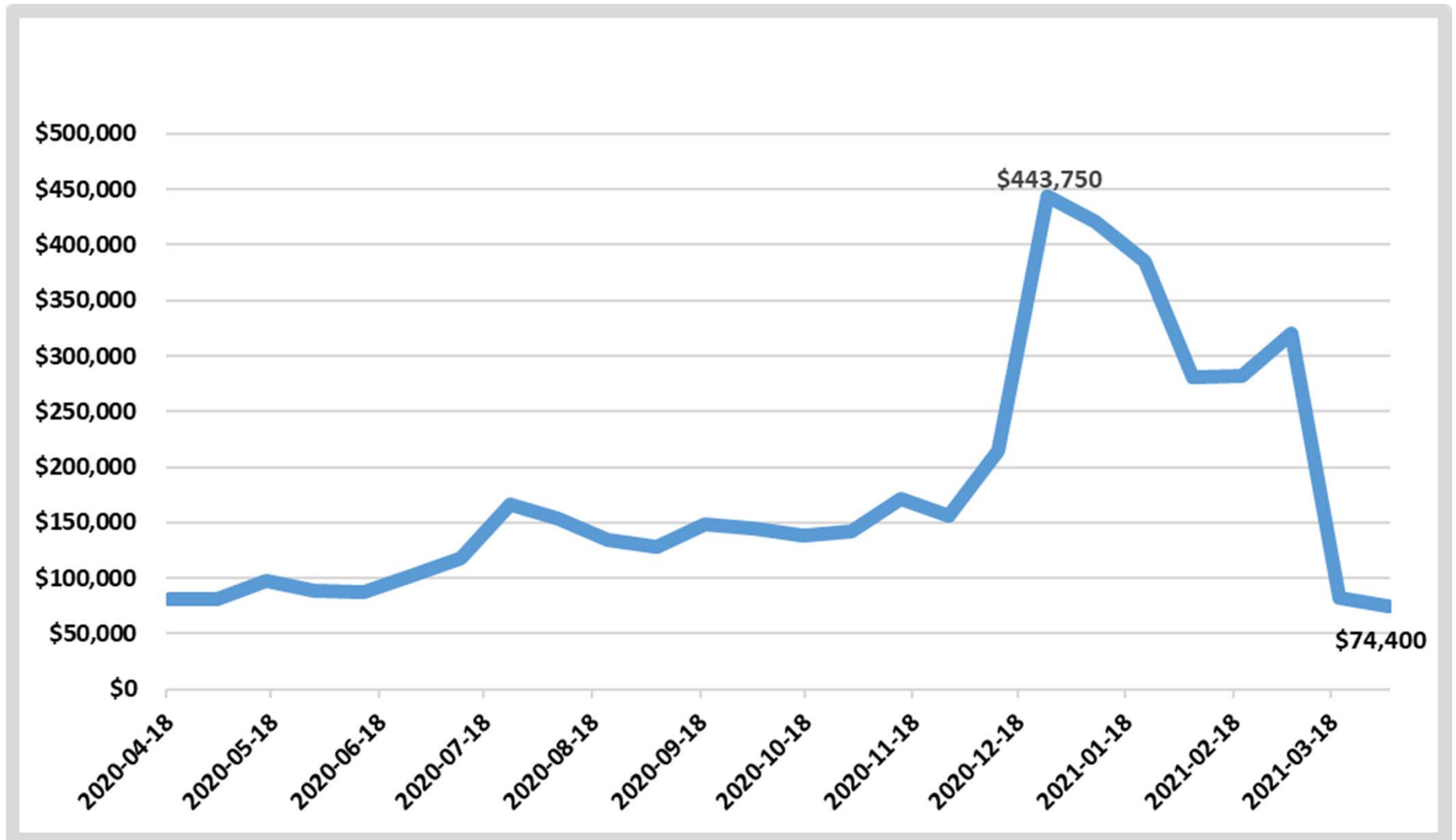
Productive Hours (excludes PTO cash out hours)



Contract Labor Hours

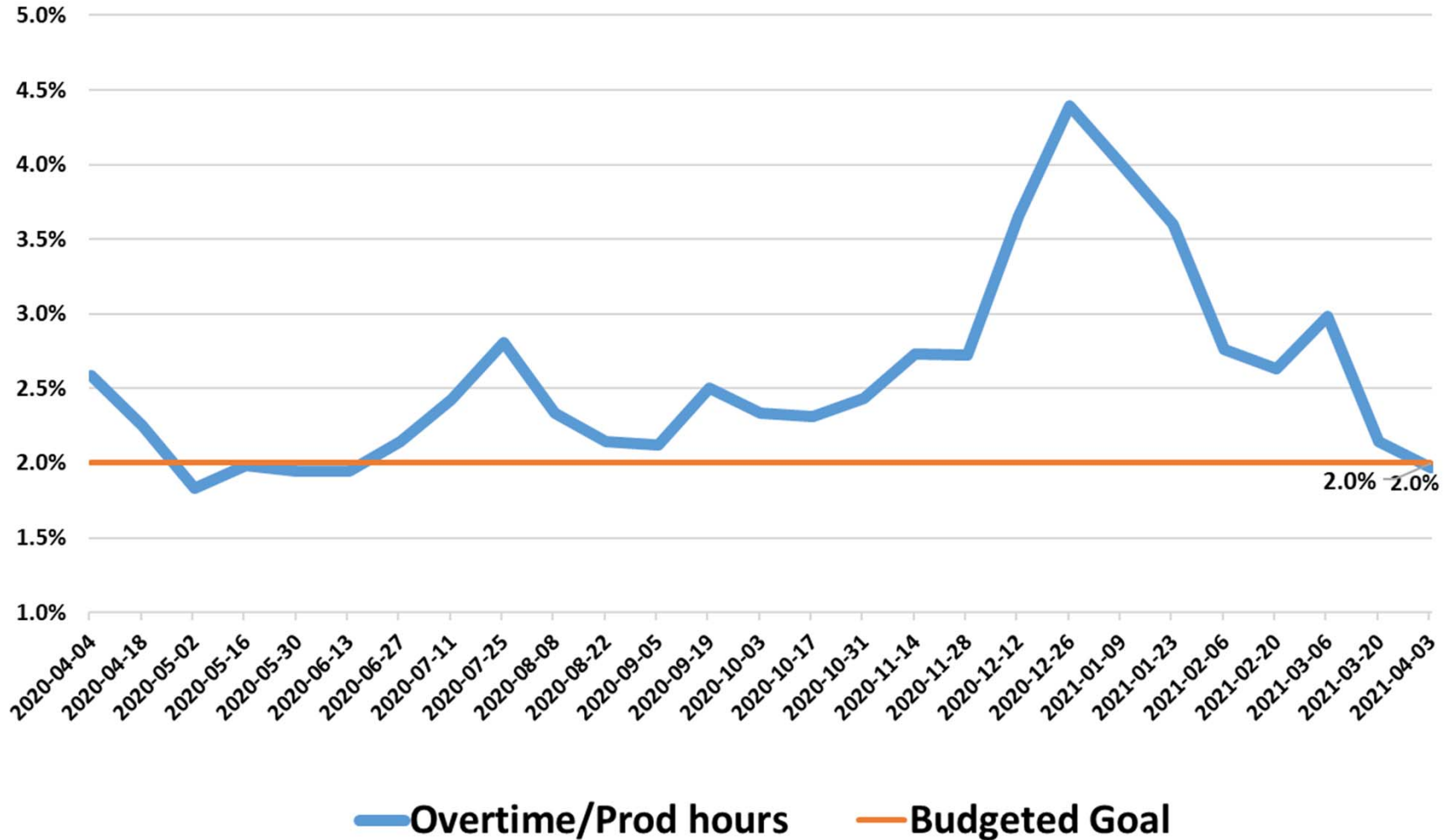


Shift Bonus Expenses

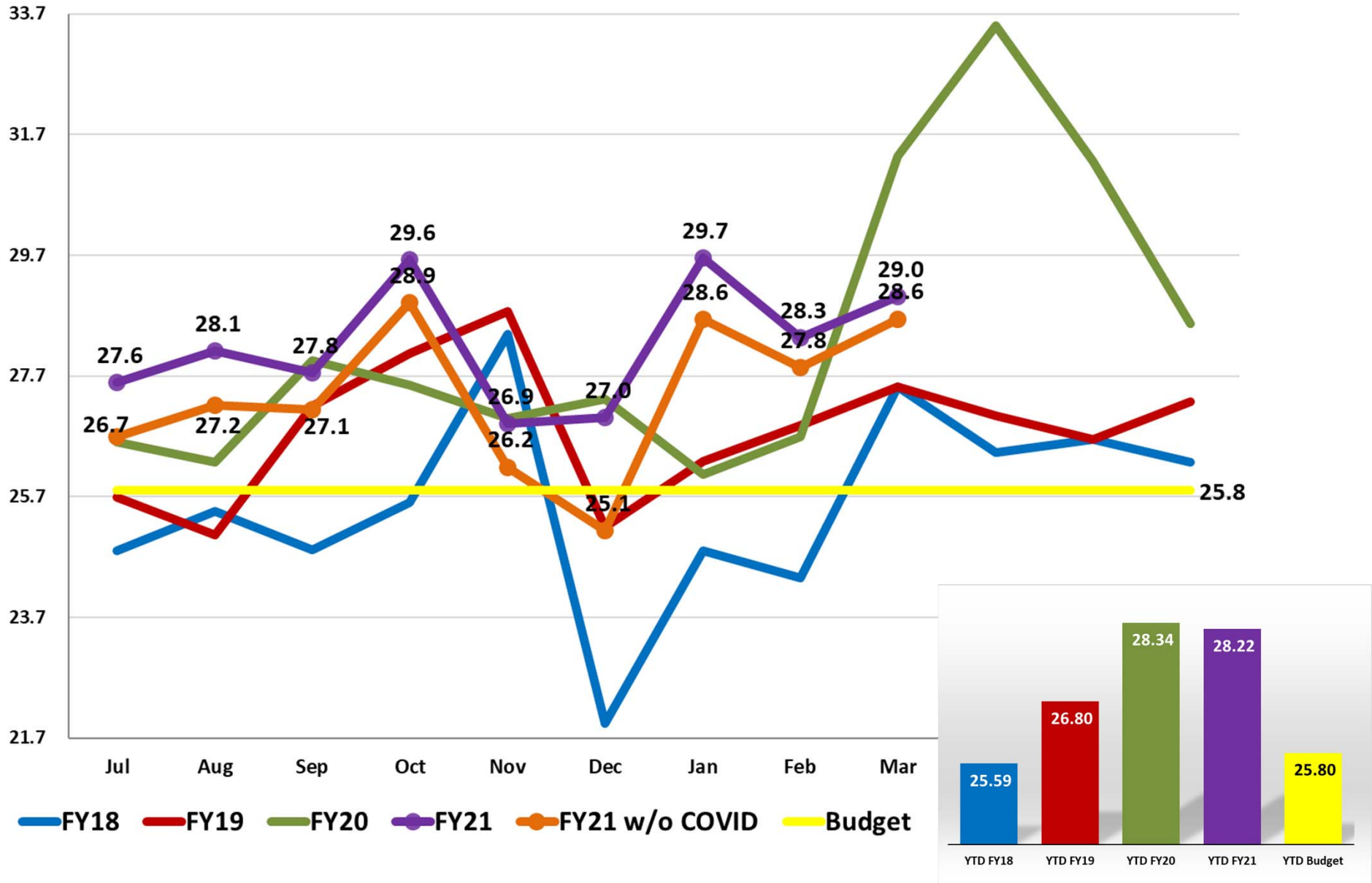


Overtime

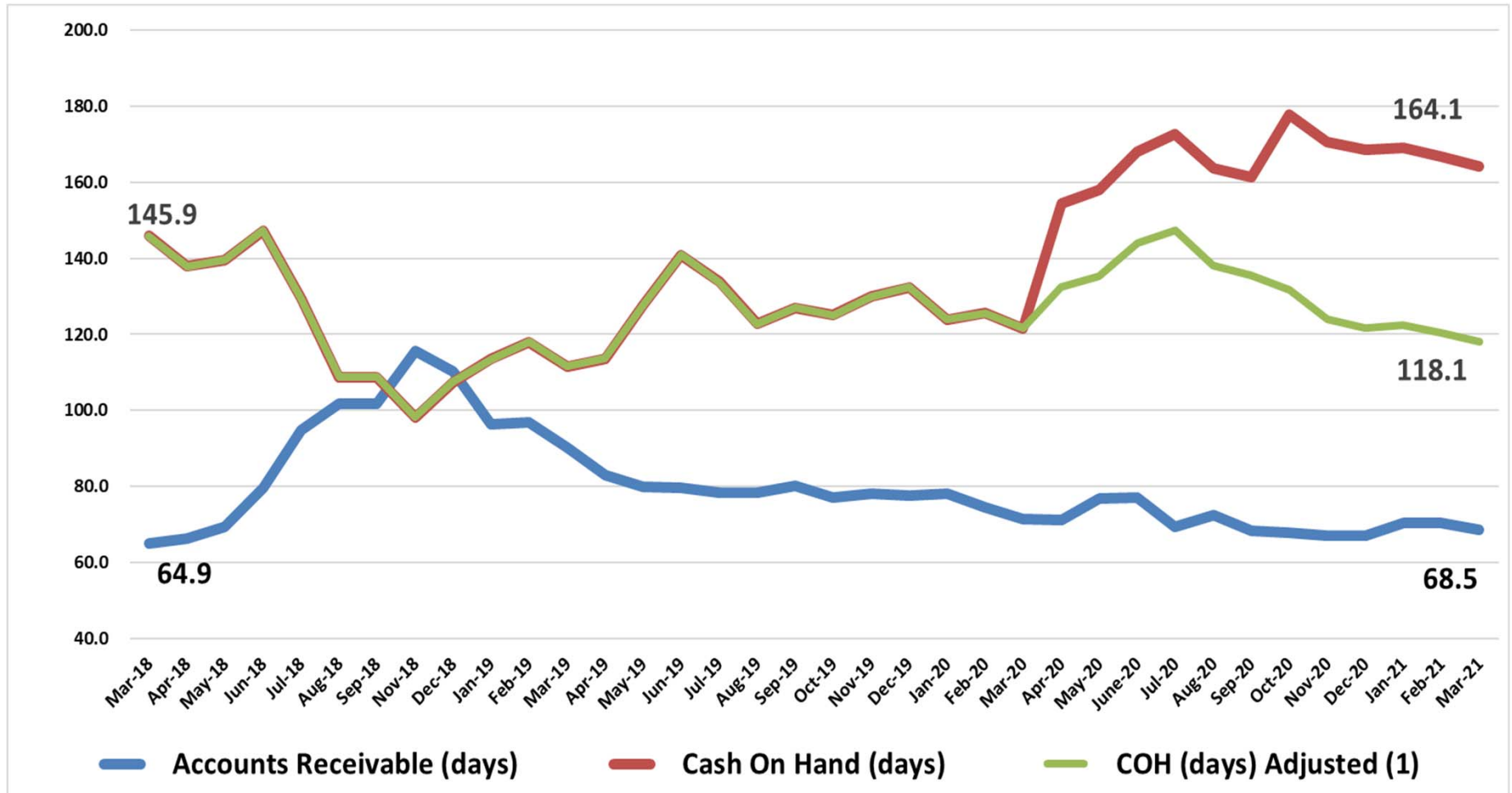
Overtime as a % of Productive Hours



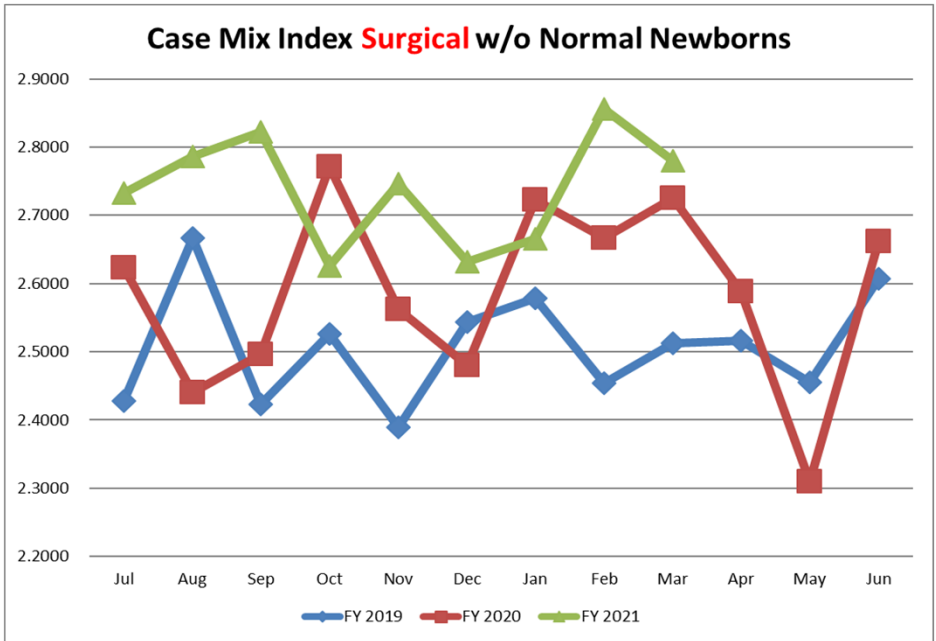
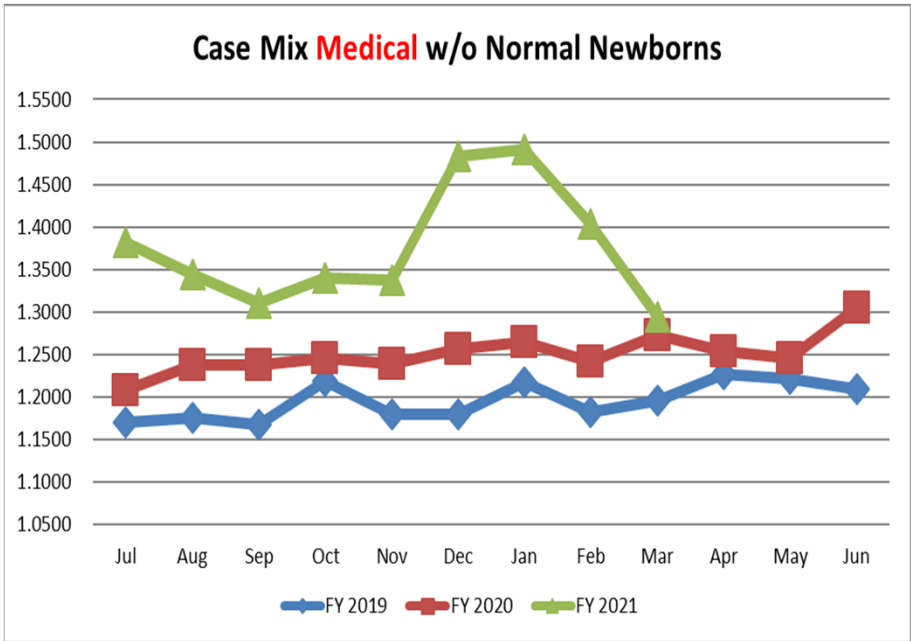
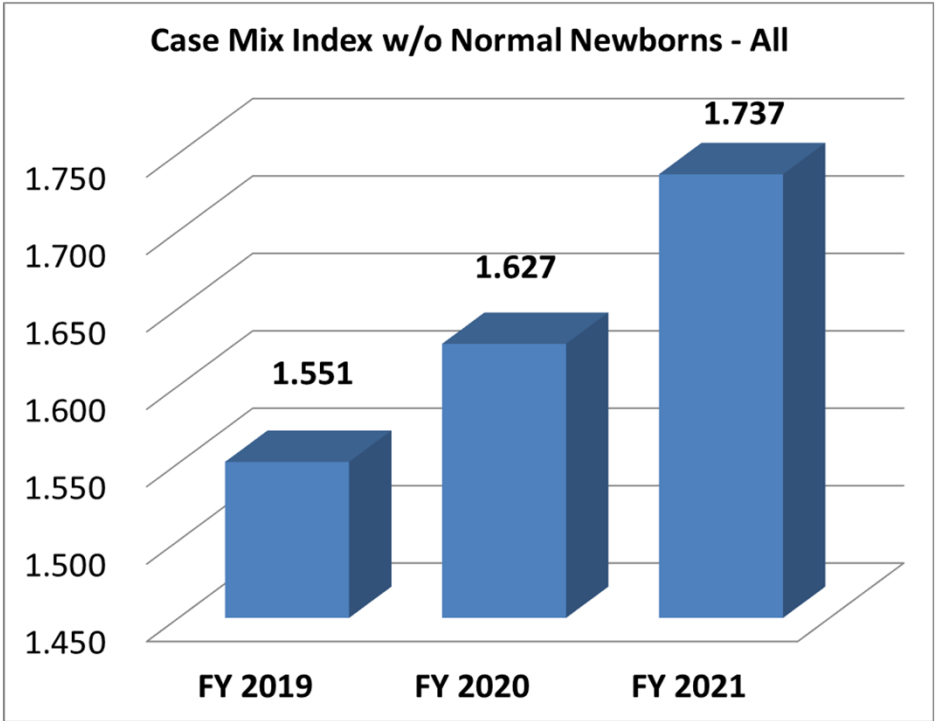
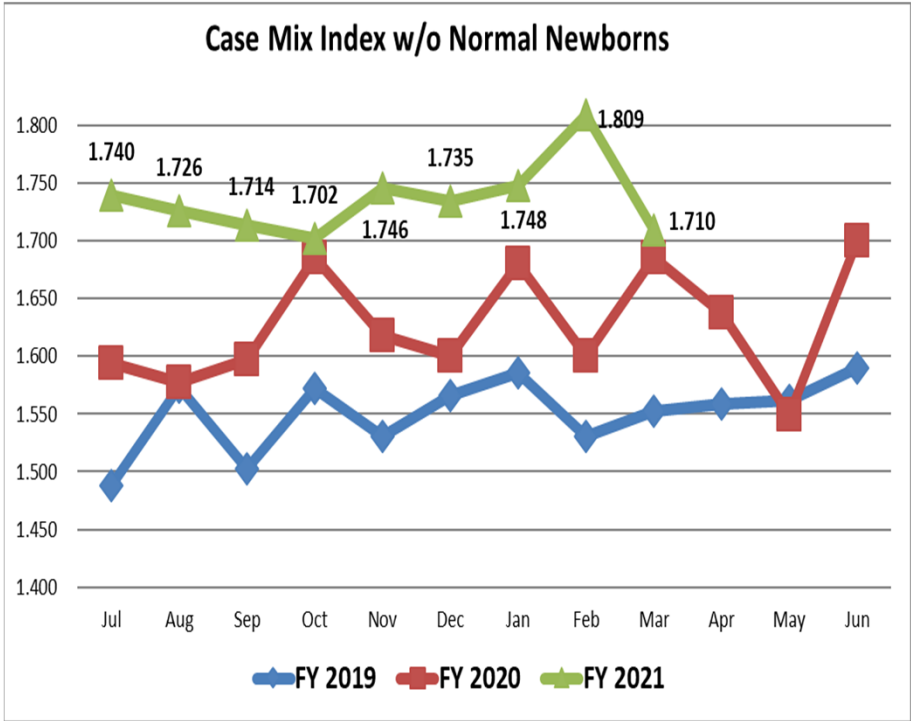
Productivity: Worked Hours/Adjusted Patient Days



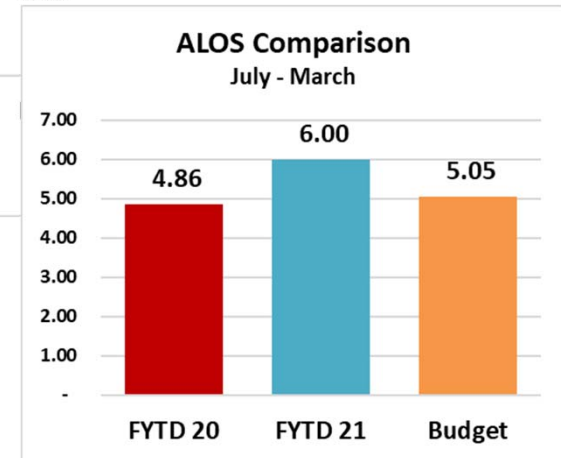
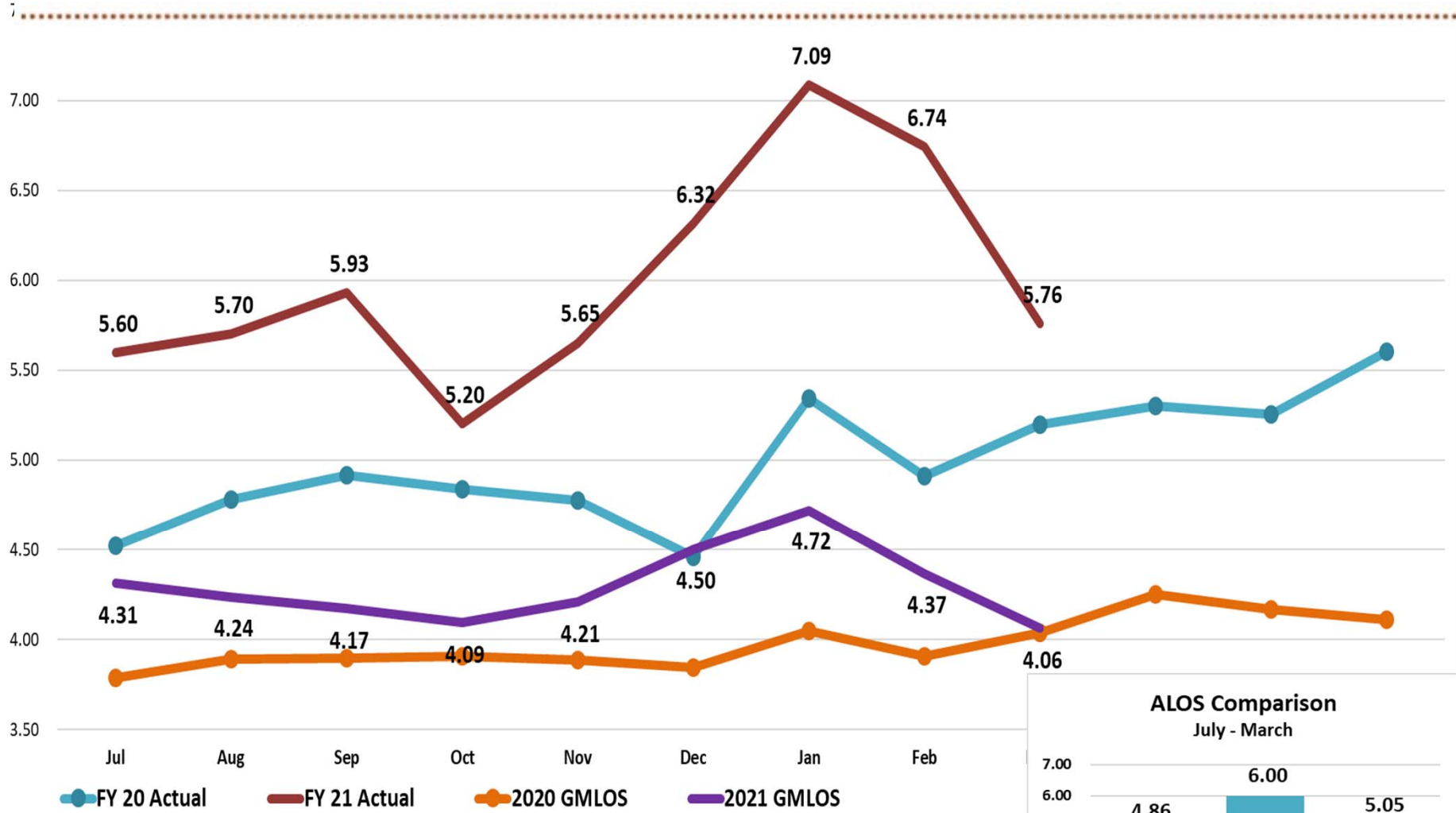
Trended Liquidity Ratios



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

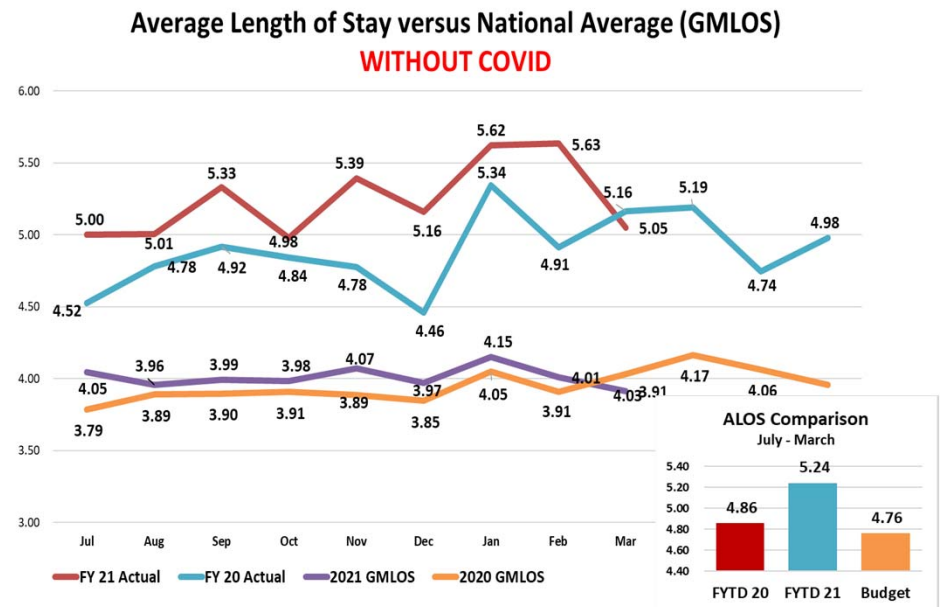
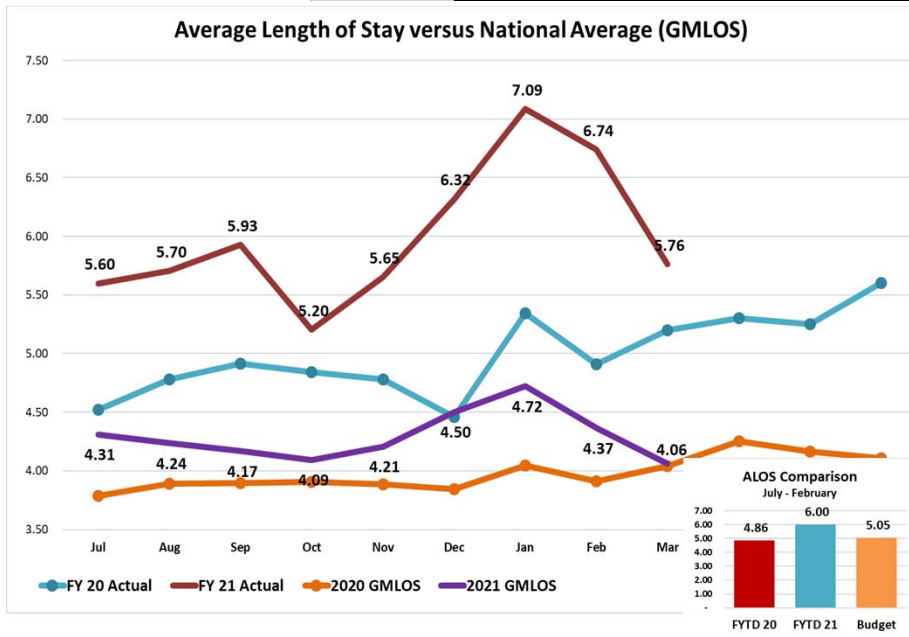


Average Length of Stay versus National Average (GMLOS)



Average Length of Stay versus National Average (GMLOS)

	Including COVID Patients			Excluding COVID Patients			Gap Diff	%
	ALOS	GMLOS	GAP	ALOS	GMLOS	GAP		
Mar-20	5.20	4.04	1.16	5.16	4.03	1.13	0.03	2%
Apr-20	5.30	4.25	1.05	5.19	4.17	1.03	0.02	2%
May-20	5.25	4.16	1.09	4.74	4.07	0.68	0.41	38%
Jun-20	5.60	4.11	1.49	4.98	3.96	1.02	0.47	31%
Jul-20	5.60	4.31	1.29	5.00	4.05	0.96	0.33	26%
Aug-20	5.70	4.24	1.47	5.01	3.96	1.05	0.42	28%
Sep-20	5.93	4.17	1.76	5.33	3.99	1.34	0.42	24%
Oct-20	5.20	4.09	1.11	4.98	3.98	0.99	0.11	10%
Nov-20	5.65	4.21	1.45	5.39	4.07	1.32	0.12	9%
Dec-20	6.32	4.50	1.82	5.16	3.97	1.19	0.63	34%
Jan-21	7.09	4.72	2.37	5.62	4.15	1.47	0.90	38%
Feb-21	6.74	4.37	2.38	5.63	4.01	1.62	0.75	32%
Mar-21	5.76	4.06	1.70	5.05	3.91	1.13	0.56	33%
Average	5.80	4.25	1.55	5.17	4.02	1.15	0.40	26%



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



KAWEAH DELTA HEALTH CARE DISTRICT

CONSOLIDATED INCOME STATEMENT (000's)

FISCAL YEAR 2020 & 2021

Fiscal Year	Operating Revenue			Operating Expenses					Operating Expenses Total	Operating Income	Non-Operating Income	Operating Net Income	Operating Margin %	Excess Margin
	Net Patient Revenue	Other Operating Revenue	Operating Revenue Total	Personnel Expense	Physician Fees	Supplies Expense	Other Operating Expense							
2020														
Jul-19	51,799	13,802	65,601	32,948	7,266	8,683	13,597	62,494	3,107	744	3,852	4.7%	5.8%	
Aug-19	50,243	13,937	64,181	33,307	7,284	9,986	14,583	65,160	(980)	662	(318)	(1.5%)	(0.5%)	
Sep-19	48,185	13,994	62,179	31,582	7,486	8,571	14,182	61,822	356	4,429	4,785	0.6%	7.2%	
Oct-19	52,165	13,896	66,061	33,546	8,287	10,551	14,477	66,862	(801)	774	(27)	(1.2%)	(0.0%)	
Nov-19	49,354	12,823	62,177	31,690	6,974	9,635	13,616	61,916	261	699	960	0.4%	1.5%	
Dec-19	51,458	13,542	65,001	32,939	7,113	10,521	13,476	64,049	951	726	1,678	1.5%	2.6%	
Jan-20	52,382	15,305	67,687	34,899	7,653	11,127	14,469	68,148	(461)	682	221	(0.7%)	0.3%	
Feb-20	46,813	15,966	62,778	32,707	8,702	10,347	13,539	65,295	(2,516)	733	(1,783)	(4.0%)	(2.8%)	
Mar-20	48,523	13,650	62,173	35,596	8,202	10,216	13,716	67,729	(5,555)	4,465	(1,091)	(8.9%)	(1.6%)	
Apr-20	35,582	14,227	49,809	32,263	7,950	8,115	13,768	62,097	(12,288)	4,461	(7,827)	(24.7%)	(14.4%)	
May-20	35,995	14,754	50,750	32,299	7,191	8,423	14,078	61,991	(11,241)	4,339	(6,902)	(22.2%)	(12.5%)	
Jun-20	35,360	22,005	57,365	28,744	8,486	13,315	17,247	67,791	(10,427)	9,229	(1,198)	(18.2%)	(1.8%)	
2020 FY Total	\$ 557,860	\$ 177,901	\$ 735,761	\$ 392,520	\$ 92,595	\$ 119,490	\$ 170,748	\$ 775,353	\$ (39,592)	\$ 31,941	\$ (7,651)	(5.4%)	(1.0%)	
2021														
Jul-20	47,402	13,608	61,009	32,213	7,807	10,036	13,502	63,559	(2,550)	4,542	1,993	(4.2%)	3.0%	
Aug-20	48,393	13,339	61,732	32,203	8,699	10,720	14,744	66,366	(4,634)	4,444	(191)	(7.5%)	(0.3%)	
Sep-20	48,769	13,548	62,317	32,837	6,871	11,619	14,643	65,971	(3,654)	3,138	(515)	(5.9%)	(0.8%)	
Oct-20	51,454	13,083	64,537	33,385	7,746	10,713	15,033	66,876	(2,339)	5,177	2,837	(3.6%)	4.4%	
Nov-20	50,994	12,719	63,713	31,225	8,079	10,999	14,837	65,140	(1,427)	2,807	1,380	(2.2%)	2.2%	
Dec-20	50,409	13,317	63,726	34,298	8,024	11,492	15,152	68,965	(5,240)	1,963	(3,276)	(8.2%)	(5.1%)	
Jan-21	49,949	14,115	64,064	34,008	8,421	12,014	15,101	69,544	(5,480)	6,363	883	(8.6%)	1.4%	
Feb-21	44,505	14,519	59,024	31,565	8,484	9,685	13,829	63,562	(4,538)	3,973	(565)	(7.7%)	(1.0%)	
Mar-21	56,144	17,106	73,250	35,505	8,278	10,923	16,990	71,696	1,554	2,267	3,821	2.1%	5.2%	
2021 FY Total	\$ 448,018	\$ 125,354	\$ 573,372	\$ 297,240	\$ 72,409	\$ 98,201	\$ 133,830	\$ 601,680	\$ (28,308)	\$ 34,674	\$ 6,366	(4.9%)	1.0%	
FYTD Budget	458,093	121,684	579,777	294,548	67,321	92,506	124,674	579,048	729	5,728	6,457	0.1%	1.1%	
Variance	\$ (10,075)	\$ 3,670	\$ (6,405)	\$ 2,692	\$ 5,087	\$ 5,695	\$ 9,157	\$ 22,631	\$ (29,037)	\$ 28,946	\$ (91)			
Current Month Analysis														
Mar-21	\$ 56,144	\$ 17,106	\$ 73,250	\$ 35,505	\$ 8,278	\$ 10,923	\$ 16,990	\$ 71,696	\$ 1,554	\$ 2,267	\$ 3,821	2.1%	5.1%	
Budget	52,430	13,944	66,374	33,616	7,554	10,468	14,019	65,656	718	645	1,363	1.1%	2.0%	
Variance	\$ 3,714	\$ 3,162	\$ 6,876	\$ 1,889	\$ 723	\$ 456	\$ 2,972	\$ 6,040	\$ 836	\$ 1,622	\$ 2,458			

KAWEAH DELTA HEALTH CARE DISTRICT

FISCAL YEAR 2020 & 2021

Fiscal Year	Patient Days	ADC	Adjusted Patient Days	I/P Revenue %	DFR & Bad Debt %	Net Patient	Personnel	Physician	Supply	Total	Personnel	Physician	Supply	Total
						Revenue/ Adjusted Patient Day	Expense/ Adjusted Patient Day	Fees/ Adjusted Patient Day	Expense/ Adjusted Patient Day	Operating Expense/ Adjusted Patient Day	Expense/ Net Patient Revenue	Fees/ Net Patient Revenue	Expense/ Net Patient Revenue	Operating Expense/ Net Patient Revenue
2020														
Jul-19	12,744	411	25,329	50.3%	73.8%	2,045	1,301	287	343	2,467	63.6%	14.0%	16.8%	120.6%
Aug-19	13,240	427	26,654	49.7%	74.8%	1,885	1,250	273	375	2,445	66.3%	14.5%	19.9%	129.7%
Sep-19	12,712	424	25,104	50.6%	74.1%	1,919	1,258	298	341	2,463	65.5%	15.5%	17.8%	128.3%
Oct-19	12,924	417	26,070	49.6%	74.6%	2,001	1,287	318	405	2,565	64.3%	15.9%	20.2%	128.2%
Nov-19	12,260	409	24,515	50.0%	74.4%	2,013	1,293	285	393	2,526	64.2%	14.1%	19.5%	125.5%
Dec-19	12,993	419	25,116	51.7%	73.8%	2,049	1,311	283	419	2,550	64.0%	13.8%	20.4%	124.5%
Jan-20	13,799	445	27,447	50.3%	75.3%	1,908	1,271	279	405	2,483	66.6%	14.6%	21.2%	130.1%
Feb-20	12,909	445	25,445	50.7%	76.9%	1,840	1,285	342	407	2,566	69.9%	18.6%	22.1%	139.5%
Mar-20	12,164	392	23,703	51.3%	74.1%	2,047	1,502	346	431	2,857	73.4%	16.9%	21.1%	139.6%
Apr-20	10,665	356	19,442	54.9%	76.1%	1,830	1,659	409	417	3,194	90.7%	22.3%	22.8%	174.5%
May-20	11,729	378	21,561	54.4%	79.5%	1,669	1,498	334	391	2,875	89.7%	20.0%	23.4%	172.2%
Jun-20	12,571	419	25,057	50.2%	81.9%	1,411	1,147	339	531	2,706	81.3%	24.0%	37.7%	191.7%
2020 FY Total	150,710	412	295,371	51.0%	75.7%	1,889	1,329	313	405	2,625	70.4%	16.6%	21.4%	139.0%
2021														
Jul-20	13,016	420	24,934	52.2%	76.8%	1,901	1,292	313	403	2,549	68.0%	16.5%	21.2%	134.1%
Aug-20	13,296	429	24,893	53.4%	75.7%	1,944	1,294	349	431	2,666	66.5%	18.0%	22.2%	137.1%
Sep-20	13,024	434	24,587	53.0%	75.6%	1,984	1,336	279	473	2,683	67.3%	14.1%	23.8%	135.3%
Oct-20	12,478	403	24,749	50.4%	74.2%	2,079	1,349	313	433	2,702	64.9%	15.1%	20.8%	130.0%
Nov-20	12,898	430	24,958	51.7%	74.0%	2,043	1,251	324	441	2,610	61.2%	15.8%	21.6%	127.7%
Dec-20	14,346	463	25,750	55.7%	75.2%	1,958	1,332	312	446	2,678	68.0%	15.9%	22.8%	136.8%
Jan-21	13,817	446	24,148	57.2%	75.5%	2,068	1,408	349	498	2,880	68.1%	16.9%	24.1%	139.2%
Feb-21	12,384	442	23,570	52.5%	77.3%	1,888	1,339	360	411	2,697	70.9%	19.1%	21.8%	142.8%
Mar-21	13,023	420	25,807	50.5%	74.9%	2,176	1,376	321	423	2,778	63.2%	14.7%	19.5%	127.7%
2021 FY Total	118,282	432	223,422	52.9%	75.5%	2,005	1,330	324	440	2,693	66.3%	16.2%	21.9%	134.3%
FYTD Budget	118,590	433	241,371	49.1%	75.6%	1,898	1,220	279	383	2,592	64.3%	14.7%	20.2%	126.4%
Variance	(308)	(1)	(17,949)	3.8%	(0.1%)	107	110	45	56	101	2.0%	1.5%	1.7%	7.9%
Current Month Analysis														
Mar-21	13,023	420	25,807	50.5%	74.9%	2,176	1,376	321	423	2,778	63.2%	14.7%	19.5%	127.7%
Budget	13,575	438	28,191	48.2%	75.6%	1,860	1,192	268	371	2,544	64.1%	14.4%	20.0%	125.2%
Variance	(552)	(18)	(2,384)	2.3%	(0.7%)	316	183	53	52	234	(0.9%)	0.3%	(0.5%)	2.5%

KAWEAH DELTA HEALTH CARE DISTRICT

RATIO ANALYSIS REPORT

MARCH 31, 2021

	Current Month Value	Prior Month Value	June 30, 2020 Audited Value	2018 Moody's Median Benchmark		
				Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	1.3	1.2	1.4	1.6	1.9	2.1
Accounts Receivable (days)	68.5	70.3	79.7	47.6	45.9	44.4
Cash On Hand (days)	164.1	166.7	167.5	257.6	215.1	158.0
Cushion Ratio (x)	21.6	21.8	21.2	36.2	22.5	14.4
Average Payment Period (days)	89.6	92.2	76.7	73.1	59.2	59.2
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	149.2%	150.4%	146.2%	228.8%	167.7%	119.7%
Debt-To-Capitalization	32.7%	32.8%	32.6%	26.9%	32.2%	40.4%
Debt-to-Cash Flow (x)	5.4	6.0	8.5	2.3	2.9	3.8
Debt Service Coverage	2.6	2.3	1.7	6.6	5.2	3.3
Maximum Annual Debt Service Coverage (x)	2.6	2.3	1.6	6.6	4.7	3.2
Age Of Plant (years)	14.0	13.9	12.9	10.3	11.8	12.1
PROFITABILITY RATIOS						
Operating Margin	(4.9%)	(6.0%)	(5.4%)	3.2%	2.2%	0.7%
Excess Margin	1.0%	0.5%	(1.0%)	7.0%	5.0%	2.6%
Operating Cash Flow Margin	(.2%)	(1.1%)	(.4%)	9.1%	8.5%	6.8%
Return on Assets	0.9%	0.4%	(.8%)	5.0%	3.9%	2.6%

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

	Mar-21	Feb-21	Change	% Change	Jun-20
					(Audited)
ASSETS AND DEFERRED OUTFLOWS					
CURRENT ASSETS					
Cash and cash equivalents	\$ 7,830	\$ 6,971	\$ 859	12.32%	\$ 11,766
Current Portion of Board designated and trusted assets	21,372	19,973	1,398	7.00%	13,954
Accounts receivable:					
Net patient accounts	126,331	124,153	2,179	1.75%	118,451
Other receivables	10,132	7,752	2,379	30.69%	16,669
	136,463	131,905	4,558	3.46%	135,119
Inventories	9,217	9,024	192	2.13%	8,479
Medicare and Medi-Cal settlements	60,136	57,597	2,539	4.41%	36,726
Prepaid expenses	12,187	11,175	1,012	9.06%	10,317
Total current assets	247,204	236,646	10,558	4.46%	216,362
NON-CURRENT CASH AND INVESTMENTS -					
less current portion					
Board designated cash and assets	350,938	354,757	(3,819)	-1.08%	338,785
Revenue bond assets held in trust	22,253	30,471	(8,218)	-26.97%	36,092
Assets in self-insurance trust fund	2,557	2,601	(44)	-1.68%	3,727
Total non-current cash and investments	375,748	387,828	(12,080)	-3.11%	378,604
CAPITAL ASSETS					
Land	17,542	17,542	-	0.00%	17,542
Buildings and improvements	378,464	378,415	49	0.01%	378,313
Equipment	299,284	299,818	(534)	-0.18%	299,378
Construction in progress	68,675	65,450	3,224	4.93%	38,837
	763,965	761,226	2,739	0.36%	734,071
Less accumulated depreciation	417,637	415,305	2,333	0.56%	396,060
	346,328	345,921	407	0.12%	338,011
Property under capital leases -					
less accumulated amortization	680	(170)	850	-500.54%	389
Total capital assets	347,008	345,752	1,256	0.36%	338,401
OTHER ASSETS					
Property not used in operations	1,648	1,652	(4)	-0.26%	1,686
Health-related investments	6,411	6,475	(64)	-1.00%	6,888
Other	11,705	11,646	59	0.51%	10,759
Total other assets	19,764	19,773	(9)	-0.05%	19,334
Total assets	989,724	989,999	(275)	-0.03%	952,700
DEFERRED OUTFLOWS					
	8,990	9,025	(35)	-0.39%	9,354
Total assets and deferred outflows	\$ 998,714	\$ 999,024	\$ (310)	-0.03%	\$ 962,054

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

	Mar-21	Feb-21	Change	% Change	Jun-20 (Audited)
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable and accrued expenses	\$ 116,737	\$ 120,210	\$ (3,473)	(2.89%)	\$ 81,897
Accrued payroll and related liabilities	61,997	62,561	(563)	(0.90%)	63,411
Long-term debt, current portion	10,731	10,731	-	0.00%	10,647
Total current liabilities	189,466	193,502	(4,036)	(2.09%)	155,955
LONG-TERM DEBT, less current portion					
Bonds payable	260,094	260,151	(57)	(0.02%)	262,436
Capital leases	157	163	(6)	(3.52%)	220
Total long-term debt	260,251	260,313	(63)	(0.02%)	262,656
NET PENSION LIABILITY	35,206	35,781	(575)	(1.61%)	40,378
OTHER LONG-TERM LIABILITIES	34,231	33,749	482	1.43%	30,626
Total liabilities	519,153	523,345	(4,192)	(0.80%)	489,615
NET ASSETS					
Invested in capital assets, net of related debt	101,200	108,129	(6,929)	(6.41%)	104,433
Restricted	38,947	37,660	1,286	3.42%	30,567
Unrestricted	339,414	329,889	9,525	2.89%	337,439
Total net position	479,561	475,679	3,882	0.82%	472,439
Total liabilities and net position	\$ 998,714	\$ 999,024	\$ (310)	(0.03%)	\$ 962,054

**KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
March 31, 2021**

<u>Board designated funds</u>	<u>CUSIP</u>	<u>Maturity Date</u>	<u>Yield</u>	<u>Investment Type</u>	<u>G/L Account</u>	<u>Amount</u>	<u>Total</u>
LAIF			0.36	Various		80,929,450	
CAMP			0.12	CAMP		73,931,595	
PFM	31846V203		0.01	Money market		387,853	
Wells Cap	31846V203		0.01	Money market		89,855	
Torrey Pines Bank		5-Sep-21	1.11	CD	Torrey Pines Bank	3,033,167	
PFM	605581M27	24-Jul-20	0.57	Municipal	Mississippi ST	300,000	
PFM	38141GX58	12-Feb-21	0.86	MTN-C	Goldman Sachs	205,000	
Wells Cap	3137BFDQ1	25-Sep-21	2.99	ABS	FHLMC	1,229,437	
PFM	912828G87	31-Dec-21	2.13	U.S. Govt Agency	US Treasury Bill	920,000	
Wells Cap	3137APP61	25-Jan-22	2.79	ABS	FHLMC	1,335,205	
Wells Cap	06406RAA5	7-Feb-22	2.60	MTN-C	Bank of NY	1,000,000	
PFM	83369XDL9	14-Feb-22	1.80	CD	Societe Generale CD	865,000	
PFM	693476BN2	8-Mar-22	3.30	MTN-C	PNC Funding Corp	494,000	
PFM	05531FAX1	1-Apr-22	2.75	MTN-C	BB T Corp	450,000	
Wells Cap	072024WW8	1-Apr-22	1.70	Municipal	Bay Area Ca	1,000,000	
PFM	172967LG4	25-Apr-22	2.75	MTN-C	Citigroup	1,000,000	
Wells Cap	637432NM3	25-Apr-22	2.40	MTN-C	National Rural	950,000	
PFM	912828SV3	15-May-22	1.75	U.S. Govt Agency	US Treasury Bill	2,300,000	
Wells Cap	91412HDJ9	15-May-22	3.28	Municipal	Univ Of CA	400,000	
PFM	911312BC9	16-May-22	2.35	MTN-C	United Parcel	450,000	
PFM	06051GHH5	17-May-22	3.50	MTN-C	Bank of America	300,000	
Wells Cap	22160KAK1	18-May-22	2.30	MTN-C	Costco Wholesale	1,000,000	
Wells Cap	90331HPC1	23-May-22	2.65	MTN-C	US Bank NA	1,300,000	
PFM	09247XAJ0	1-Jun-22	3.38	MTN-C	Blackrock Inc.	395,000	
Wells Cap	769036BJ2	1-Jun-22	1.75	Municipal	Riverside Ca	350,000	
Wells Cap	3133EKR00	14-Jun-22	1.88	U.S. Govt Agency	FFCB	1,225,000	
PFM	86565CKU2	8-Jul-22	0.70	CD	Sumito MTSU	445,000	
PFM	9128287C8	15-Jul-22	1.75	U.S. Govt Agency	US Treasury Bill	2,100,000	
Wells Cap	677765GT0	1-Aug-22	1.93	Municipal	Ohlone Ca Cmnty	800,000	
Wells Cap	738850SV9	1-Aug-22	2.30	Municipal	Poway Ca Unif Sch	565,000	
PFM	3137AWQH1	25-Aug-22	2.31	ABS	FHLMC	390,000	
PFM	65558TLL7	26-Aug-22	1.85	CD	Nordea Bk Abb Ny CD	860,000	
PFM	83050PDR7	26-Aug-22	1.86	CD	Skandin Ens CD	845,000	
PFM	912828L24	31-Aug-22	1.88	U.S. Govt Agency	US Treasury Bill	680,000	
Wells Cap	9128282S8	31-Aug-22	1.75	U.S. Govt Agency	US Treasury Bill	590,000	
PFM	89236TEC5	8-Sep-22	2.15	MTN-C	Toyota Motor	450,000	
Wells Cap	313380GJ0	9-Sep-22	2.00	U.S. Govt Agency	FHLB	300,000	
Wells Cap	037833DI1	11-Sep-22	1.70	MTN-C	Apple, Inc	600,000	
Wells Cap	69371RQ33	26-Sep-22	2.00	MTN-C	Paccar Financial Mtn	375,000	
PFM	9128282W9	30-Sep-22	1.88	U.S. Govt Agency	US Treasury Bill	750,000	
PFM	91282CAN1	30-Sep-22	0.13	U.S. Govt Agency	US Treasury Bill	675,000	
Wells Cap	91282CAN1	30-Sep-22	0.13	U.S. Govt Agency	US Treasury Bill	100,000	
Wells Cap	3135G0T78	5-Oct-22	2.00	U.S. Govt Agency	FNMA	950,000	
Wells Cap	172967LQ2	27-Oct-22	2.70	MTN-C	Citigroup	750,000	
PFM	91282CAR2	31-Oct-22	1.25	U.S. Govt Agency	US Treasury Bill	1,800,000	
Wells Cap	9128283C2	31-Oct-22	2.00	U.S. Govt Agency	US Treasury Bill	3,150,000	
Wells Cap	68609TNA2	1-Nov-22	1.71	Municipal	Oregon ST	1,000,000	
PFM	912828TY6	15-Nov-22	1.63	U.S. Govt Agency	US Treasury Bill	1,000,000	
Wells Cap	912828TY6	15-Nov-22	1.63	U.S. Govt Agency	US Treasury Bill	700,000	
Wells Cap	912828M80	30-Nov-22	2.00	U.S. Govt Agency	US Treasury Bill	2,770,000	
PFM	23341VZT1	2-Dec-22	2.04	CD	Dnb Bank Asa Ny CD	630,000	
PFM	89231AAD3	15-Dec-22	3.02	ABS	Toyota Auto	485,184	
PFM	458140AM2	15-Dec-22	2.70	MTN-C	Intel Corp	415,000	
Wells Cap	58770FAC6	15-Dec-22	1.84	ABS	Mercedes Benz Auto	750,000	
PFM	3136AEGQ4	27-Dec-22	2.28	U.S. Govt Agency	FNMA	474,349	
PFM	912828N30	31-Dec-22	2.13	U.S. Govt Agency	US Treasury Bill	1,180,000	
Wells Cap	24422EVM8	17-Jan-23	0.25	MTN-C	John Deere Mtn	725,000	
Wells Cap	38141GXP4	27-Jan-23	0.48	MTN-C	Goldman Sachs Group	860,000	
PFM	912828P38	31-Jan-23	1.75	U.S. Govt Agency	US Treasury Bill	1,200,000	
Wells Cap	9128283U2	31-Jan-23	2.38	U.S. Govt Agency	US Treasury Bill	350,000	
Wells Cap	9128284A5	28-Feb-23	2.63	U.S. Govt Agency	US Treasury Bill	2,100,000	
PFM	22552G3C2	17-Mar-23	0.59	CD	Credit Suisse Ag CD	665,000	
Wells Cap	797400LA4	1-Apr-23	1.85	Municipal	San Diego County	1,275,000	
Wells Cap	79727LBQ1	15-Apr-23	1.27	Municipal	San Diego Ca	1,300,000	
PFM	3137EAEQ8	20-Apr-23	0.38	U.S. Govt Agency	FHLMC	1,770,000	
Wells Cap	92348XAC9	20-Apr-23	3.38	ABS	Verizon Owner Trust	600,000	
PFM	06051GGK9	24-Apr-23	2.88	MTN-C	Bank of America	640,000	
PFM	037833DV9	11-May-23	0.75	MTN-C	Apple, Inc	135,000	
PFM	166764BV1	11-May-23	1.14	MTN-C	Chevron Corp	250,000	
Wells Cap	037833DV9	11-May-23	0.75	MTN-C	Apple, Inc	800,000	
PFM	912828VB3	15-May-23	1.75	U.S. Govt Agency	US Treasury Bill	630,000	
PFM	912828VB3	15-May-23	1.75	U.S. Govt Agency	US Treasury Bill	1,100,000	
PFM	912828VB3	15-May-23	1.75	U.S. Govt Agency	US Treasury Bill	1,000,000	
PFM	912828ZP8	15-May-23	0.13	U.S. Govt Agency	US Treasury Bill	200,000	
Wells Cap	857477AL7	15-May-23	3.10	MTN-C	State Street Corp	359,000	
Wells Cap	06406RAC1	16-May-23	2.66	MTN-C	Bank of Ny Mtn	300,000	
PFM	46625HRL6	18-May-23	2.70	MTN-C	JP Morgan	1,000,000	
Wells Cap	3135G04Q3	22-May-23	0.25	U.S. Govt Agency	FNMA	700,000	
PFM	4581X0DM7	24-May-23	0.50	Supra-National Age	Inter Amer Bk	915,000	
PFM	023135BP0	3-Jun-23	0.40	MTN-C	Amazon Com Inc	350,000	
PFM	023135BQ8	3-Jun-23	0.80	MTN-C	Amazon Com Inc	445,000	
PFM	69371RQ82	8-Jun-23	0.80	MTN-C	Paccar Financial Mtn	140,000	
PFM	931142EK5	26-Jun-23	3.40	MTN-C	Walmart Inc.	800,000	

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PFM	73358W4V3	1-Jul-23	1.09	Municipal	Port Auth NY	245,000
Wells Cap	797669ZH4	1-Jul-23	1.89	Municipal	San Francisco	1,070,000
PFM	24422EVH9	5-Jul-23	0.70	MTN-C	John Deere Mtn	295,000
PFM	3135G05G4	10-Jul-23	0.25	U.S. Govt Agency	FNMA	1,710,000
Wells Cap	46124HAA4	15-Jul-23	0.65	MTN-C	Intuit Inc	800,000
PFM	38141GWM2	24-Jul-23	2.91	MTN-C	Goldman Sachs	900,000
PFM	3137FKK39	25-Jul-23	3.20	ABS	FHLMC	51,837
PFM	157411TJ8	1-Aug-23	2.00	Municipal	Chaffey Ca	265,000
PFM	797272QN4	1-Aug-23	2.00	Municipal	San Diego Ca Community	165,000
PFM	874857KJ3	1-Aug-23	1.97	Municipal	Tamalpais Ca Union	370,000
Wells Cap	14575TDX7	1-Aug-23	0.98	Municipal	Carson Ca Redev Ag	300,000
Wells Cap	250433TX7	1-Aug-23	1.30	Municipal	Desert Sands Ca	315,000
Wells Cap	697511FA6	1-Aug-23	0.58	Municipal	Palomar Ca	700,000
Wells Cap	916544ES4	1-Aug-23	0.68	Municipal	Upper Santa Clara	1,100,000
Wells Cap	166756AJG5	11-Aug-23	0.43	MTN-C	Chevron USA Inc	1,300,000
PFM	326569AC9	21-Aug-23	0.74	ABS	GM Fin Auto Lease	215,000
Wells Cap	9128284X5	31-Aug-23	2.75	U.S. Govt Agency	US Treasury Bill	1,240,000
PFM	798135H51	1-Sep-23	2.13	Municipal	San Jose Ca Ref	765,000
Wells Cap	3137EAEW5	8-Sep-23	0.25	U.S. Govt Agency	FHLMC	500,000
PFM	89236TFN0	20-Sep-23	3.45	MTN-C	Toyota Motor	550,000
PFM	912828T26	30-Sep-23	1.38	U.S. Govt Agency	US Treasury Bill	905,000
PFM	02665WCQ2	10-Oct-23	3.63	MTN-C	American Honda Mtn	395,000
PFM	654880ead3	16-Oct-23	0.00	ABS	Nissann Auto Lease	245,000
PFM	912828T91	31-Oct-23	1.63	U.S. Govt Agency	US Treasury Bill	1,050,000
Wells Cap	9128285K2	31-Oct-23	3.00	U.S. Govt Agency	US Treasury Bill	550,000
PFM	110122DT2	13-Nov-23	0.54	MTN-C	Bristol Myers Squibb	280,000
PFM	14042WAC4	15-Nov-23	2.51	ABS	Capital One Prime	404,790
PFM	459058JM6	24-Nov-23	0.25	Supra-National Age	Inter Amer Bk	1,265,000
PFM	3137BTU25	25-Nov-23	3.06	U.S. Govt Agency	FHLMC	415,000
Wells Cap	912828U57	30-Nov-23	2.13	U.S. Govt Agency	US Treasury Bill	145,000
Wells Cap	912828U57	30-Nov-23	2.13	U.S. Govt Agency	US Treasury Bill	700,000
PFM	3137EAF2	4-Dec-23	0.25	U.S. Govt Agency	FHLMC	1,465,000
Wells Cap	92349GAA9	20-Dec-23	2.33	ABS	Verizon Owner Trust	600,000
PFM	912828V23	31-Dec-23	2.25	U.S. Govt Agency	US Treasury Bill	2,195,000
Wells Cap	650009R88	1-Jan-24	2.12	Municipal	New York ST	585,000
PFM	912828CE0	15-Jan-24	0.13	U.S. Govt Agency	US Treasury Bill	370,000
PFM	912828CE0	15-Jan-24	0.13	U.S. Govt Agency	US Treasury Bill	540,000
PFM	693475AV7	23-Jan-24	3.50	MTN-C	PNC Financial	395,000
PFM	05591RAC8	25-Jan-24	0.40	ABS	BMW Auto Leasing LLC	215,000
PFM	6174468W2	25-Jan-24	0.53	MTN-C	Morgan Stanley	335,000
Wells Cap	9128285Z9	31-Jan-24	2.50	U.S. Govt Agency	US Treasury Bill	3,575,000
Wells Cap	69371RR24	2-Feb-24	0.35	MTN-C	Paccar Financial Mtn	1,000,000
PFM	3135G0V34	5-Feb-24	2.50	U.S. Govt Agency	FNMA	1,110,000
PFM	594918BX1	6-Feb-24	2.88	MTN-C	Microsoft Corp	410,000
PFM	3130AFW94	13-Feb-24	2.50	U.S. Govt Agency	FHLB	1,220,000
PFM	9128286G0	29-Feb-24	2.38	U.S. Govt Agency	US Treasury Bill	2,110,000
Wells Cap	9128288G0	29-Feb-24	2.38	U.S. Govt Agency	US Treasury Bill	2,825,000
PFM	58933YAU9	7-Mar-24	2.90	MTN-C	Merck Co Inc.	405,000
PFM	904764BG1	7-Mar-24	3.25	MTN-C	Unilever Capital	200,000
PFM	717081ES8	15-Mar-24	2.95	MTN-C	Pfizer Inc.	465,000
Wells Cap	58769TAD7	15-Mar-24	1.94	ABS	Mercedes Benz Auto	810,000
PFM	46647PBZ8	16-Mar-24	0.70	MTN-C	JP Morgan	215,000
PFM	808513BN4	18-Mar-24	0.75	MTN-C	Schwab Charles	90,000
Wells Cap	808513BN4	18-Mar-24	0.75	MTN-C	Schwab Charles	1,625,000
Wells Cap	92343VGF5	22-Mar-24	0.75	MTN-C	Verizon	730,000
PFM	3136AJB54	25-Mar-24	3.35	U.S. Govt Agency	FNMA	408,465
PFM	57636QAB0	1-Apr-24	3.38	MTN-C	Mastercard Inc.	395,000
PFM	20030NCR0	15-Apr-24	3.70	MTN-C	Comcast Corp	395,000
PFM	912828X70	30-Apr-24	2.00	U.S. Govt Agency	US Treasury Bill	1,285,000
Wells Cap	9128286R6	30-Apr-24	2.25	U.S. Govt Agency	US Treasury Bill	500,000
Wells Cap	97705MUJ2	1-May-24	0.36	Municipal	Wisconsin ST	1,320,000
Wells Cap	977100HH2	1-May-24	0.43	Municipal	Wisconsin ST	500,000
PFM	912828WJ5	15-May-24	2.50	U.S. Govt Agency	US Treasury Bill	425,000
PFM	912828WJ5	15-May-24	2.50	U.S. Govt Agency	US Treasury Bill	950,000
Wells Cap	91412HKY8	15-May-24	0.58	Municipal	University Ca	1,000,000
Wells Cap	912828XT2	31-May-24	2.00	U.S. Govt Agency	US Treasury Bill	4,350,000
Wells Cap	912828XT2	31-May-24	2.00	U.S. Govt Agency	US Treasury Bill	500,000
Wells Cap	684100AC4	1-Jun-24	0.59	Municipal	Orange Ca	500,000
Wells Cap	546486BU4	15-Jun-24	0.52	Municipal	Louisiana ST	500,000
Wells Cap	9128286Z8	30-Jun-24	1.75	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	040654XU4	1-Jul-24	1.96	Municipal	Arizona ST	675,000
PFM	20772KJW0	1-Jul-24	2.00	Municipal	Connecticut ST	150,000
PFM	977123X60	1-Jul-24	0.62	Municipal	Wisconsin ST	470,000
Wells Cap	544647BF6	1-Jul-24	5.00	Municipal	Los Angeles Calif Ca	1,500,000
PFM	65479CAD0	15-Jul-24	0.00	MTN-C	Nissan Auto	170,000
PFM	91159HHX1	30-Jul-24	2.40	MTN-C	US Bancorp	415,000
Wells Cap	912828Y87	31-Jul-24	1.75	U.S. Govt Agency	US Treasury Bill	1,850,000
PFM	574193TQ1	1-Aug-24	0.51	Municipal	Maryland ST	355,000
PFM	797272QP9	1-Aug-24	2.05	Municipal	San Diego Ca Community	80,000
PFM	798306WN2	1-Aug-24	0.70	Municipal	San Juan Ca	195,000
PFM	874857KK0	1-Aug-24	2.02	Municipal	Tamalpais Ca Union	305,000
PFM	14041NFU0	15-Aug-24	1.72	ABS	Capital One Multi	1,600,000
PFM	438516BW5	15-Aug-24	2.30	MTN-C	Honeywell	330,000
PFM	69371RQ25	15-Aug-24	2.15	MTN-C	Paccar Financial Mtn	210,000
Wells Cap	30231GBC5	16-Aug-24	2.02	MTN-C	Exxon Mobil	1,320,000

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PFM	254687FK7	30-Aug-24	1.75	MTN-C	Walt Disney Co	780,000
PFM	191216CL2	6-Sep-24	1.75	MTN-C	Coca Cola Co	425,000
PFM	89237VAB5	15-Oct-24	0.70	ABS	Toyota Auto Recvcs	320,000
PFM	254683CM5	15-Oct-24	1.89	MTN-C	Discover Card	615,000
PFM	43813KAC6	18-Oct-24	0.37	ABS	Honda Auto	375,000
PFM	06406RAL1	24-Oct-24	2.10	MTN-C	Bank of NY	150,000
PFM	09661RAD3	25-Oct-24	0.00	ABS	BMW Vehicle Owner	185,000
PFM	172967MT5	30-Oct-24	0.78	MTN-C	Citigroup Inc	445,000
PFM	912828YM6	31-Oct-24	1.50	U.S. Govt Agency	US Treasury Bill	1,500,000
Wells Cap	912828YM6	31-Oct-24	1.50	U.S. Govt Agency	US Treasury Bill	650,000
PFM	14913Q3B3	8-Nov-24	2.15	MTN-C	Caterpillar Finl Mtn	850,000
Wells Cap	14913Q3B3	8-Nov-24	2.15	MTN-C	Caterpillar Finl Mtn	600,000
Wells Cap	14043MAC5	15-Nov-24	1.60	ABS	Capital One Prime	1,000,000
PFM	912828YV6	30-Nov-24	1.50	U.S. Govt Agency	US Treasury Bill	1,000,000
Wells Cap	912828YV6	30-Nov-24	1.50	U.S. Govt Agency	US Treasury Bill	700,000
Wells Cap	46647PAY2	5-Dec-24	4.02	MTN-C	JP Morgan	1,050,000
Wells Cap	07330NAT2	6-Dec-24	2.15	MTN-C	Branch Banking Trust	1,300,000
PFM	44933FAC0	15-Dec-24	0.00	ABS	Hyundai Auto	290,000
Wells Cap	912828YY0	31-Dec-24	1.75	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	3135G0X24	7-Jan-25	1.63	U.S. Govt Agency	FNMA	1,510,000
Wells Cap	24422EVC0	9-Jan-25	2.05	MTN-C	John Deere Mtn	500,000
PFM	3137FUZN7	25-Jan-25	0.53	U.S. Govt Agency	FHLMC	377,087
PFM	3137EAEPO	12-Feb-25	1.50	U.S. Govt Agency	FHLMC	1,000,000
PFM	89236TGT6	13-Feb-25	1.80	MTN-C	Toyota Motor	420,000
PFM	66989HAP3	14-Feb-25	1.75	MTN-C	Novartis Capital	425,000
PFM	92290BAA9	20-Feb-25	0.00	MTN-C	Verizon Owner	455,000
PFM	539830BE8	1-Mar-25	2.90	MTN-C	Lockheed Martin	205,000
PFM	13063DUY2	1-Mar-25	5.00	Municipal	California ST	185,000
PFM	141315FAD9	15-Mar-25	0.00	ABS	Carmax Auto Owner	280,000
Wells Cap	072024XB3	1-Apr-25	0.88	Municipal	Bay Area Toll	250,000
PFM	369550BK3	1-Apr-25	3.25	MTN-C	General Dynamics	395,000
PFM	3130AJHU6	14-Apr-25	0.50	U.S. Govt Agency	FHLB	1,340,000
PFM	3135G03U5	22-Apr-25	0.63	U.S. Govt Agency	FNMA	1,530,000
Wells Cap	797412DM2	1-May-25	0.74	Municipal	San Diego County	300,000
PFM	037833DT4	11-May-25	1.13	MTN-C	Apple, Inc	655,000
PFM	91412HFM0	15-May-25	0.93	Municipal	University Calf Ca	185,000
Wells Cap	89240BAC2	15-May-25	0.00	ABS	Toyota Auto Recvcs	1,000,000
PFM	291011BG8	1-Jun-25	3.15	MTN-C	Emerson Electric Co	265,000
PFM	438516CB0	1-Jun-25	1.35	MTN-C	Honeywell	180,000
PFM	3135G04Z3	17-Jun-25	0.50	U.S. Govt Agency	FNMA	1,800,000
Wells Cap	3135G04Z3	17-Jun-25	0.50	U.S. Govt Agency	FNMA	2,000,000
PFM	931142ED1	26-Jun-25	3.55	MTN-C	Walmart Inc.	195,000
Wells Cap	912828ZW3	30-Jun-25	0.25	U.S. Govt Agency	US Treasury Bill	350,000
PFM	241271AD6	1-Jul-25	1.26	Municipal	Florida ST	600,000
PFM	977123X78	1-Jul-25	0.77	Municipal	Wisconsin ST	440,000
PFM	3137EAEU9	21-Jul-25	0.38	U.S. Govt Agency	FHLMC	520,000
Wells Cap	3137EAEU9	21-Jul-25	0.38	U.S. Govt Agency	FHLMC	1,500,000
PFM	54438CYK2	1-Aug-25	0.77	Municipal	Los Angeles Ca	335,000
PFM	798306WP7	1-Aug-25	0.85	Municipal	San Juan Ca	190,000
PFM	14316HAC6	15-Aug-25	0.78	ABS	Carmax Auto Owner	215,000
PFM	110122DC9	15-Aug-25	3.88	MTN-C	Bristol Myers Squibb	102,000
Wells Cap	3135G05X7	25-Aug-25	0.38	U.S. Govt Agency	FNMA	1,500,000
Wells Cap	91282CAJ0	31-Aug-25	0.25	U.S. Govt Agency	US Treasury Bill	250,000
Wells Cap	3130AK5E2	4-Sep-25	0.38	U.S. Govt Agency	FHLB	525,000
Wells Cap	47788UAC6	15-Sep-25	0.36	ABS	John Deere Owner	685,000
PFM	002824BM1	15-Sep-25	3.88	MTN-C	Abbott Laboratories	195,000
PFM	3137EAEX3	23-Sep-25	0.00	U.S. Govt Agency	FHLMC	835,000
Wells Cap	3137EAEX3	23-Sep-25	0.00	U.S. Govt Agency	FHLMC	750,000
Wells Cap	06051GJG5	25-Sep-25	0.98	MTN-C	Bk of America	1,300,000
Wells Cap	742718FL8	29-Oct-25	0.55	MTN-C	Procter Gamble Co	1,300,000
Wells Cap	91282CAT8	31-Oct-25	0.25	U.S. Govt Agency	US Treasury Bill	770,000
Wells Cap	91282CAZ4	30-Nov-25	0.38	U.S. Govt Agency	US Treasury Bill	1,200,000
Wells Cap	91282CAZ4	30-Nov-25	0.38	U.S. Govt Agency	US Treasury Bill	1,350,000
PFM	14316NAC3	15-Dec-25	0.00	ABS	Carmax Auto Owner	140,000
PFM	912828P46	15-Feb-26	1.63	U.S. Govt Agency	US Treasury Bill	1,000,000

\$ 334,123,274

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	Maturity Date	Yield	Investment Type	G/L Account	Amount	Total
<u>Self-insurance trust</u>						
Wells Cap			Money market	110900	1,312,186	
Wells Cap			Fixed income - L/T	152300	<u>2,428,440</u>	3,740,626
<u>2012 revenue bonds</u>						
US Bank			Principal/Interest payment fund	142112	<u>3,257,645</u>	3,257,645
<u>2015A revenue bonds</u>						
US Bank			Principal/Interest payment fund	142115	<u>1,351,885</u>	1,351,885
<u>2015B revenue bonds</u>						
US Bank			Principal/Interest payment fund	142116	1,380,216	
US Bank			Project Fund	152442	<u>11,641,087</u>	13,021,302
<u>2017A/B revenue bonds</u>						
US Bank			Principal/Interest payment fund	142117	<u>1,744,104</u>	1,744,104
<u>2017C revenue bonds</u>						
US Bank			Principal/Interest payment fund	142118	<u>1,452,664</u>	1,452,664
<u>2020 revenue bonds</u>						
Signature Bank			Project Fund	152446	<u>10,609,504</u>	10,609,504
<u>2014 general obligation bonds</u>						
LAIF			Interest Payment fund	152440	<u>2,289,953</u>	2,289,953
<u>Operations</u>						
Wells Fargo Bank	(Checking)	0.16	Checking	100000	(1,448,253)	
Wells Fargo Bank	(Savings)	0.16	Checking	100500	<u>5,637,078</u>	4,188,825
<u>Payroll</u>						
Wells Fargo Bank	(Checking)	0.16	Checking	100100	(96,498)	
Wells Fargo Bank	(Checking)	0.16	Checking	100201	149,401	
Wells Fargo Bank	(Checking)	0.16	Checking	100200	1,889	
Wells Fargo Bank			Checking	100205	1,408	
Bancorp	(Checking)		Checking	100202	<u>176,958</u>	233,158
						4,421,983
Total investments						<u>\$ 376,012,940</u>

**KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
March 31, 2021**

Kaweah Delta Medical Foundation

Wells Fargo Bank	Checking	100050	\$	<u>2,311,950</u>
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Sequoia Regional Cancer Center

Wells Fargo Bank (Medical)	Checking	100535	\$ 588,442	
Wells Fargo Bank (Radiation)	Checking	100530	-	
			<u>\$</u>	<u>588,442</u>

Kaweah Delta Hospital Foundation

VCB Checking	Investments	100501	\$ 478,678	
Various	S/T Investments	142200	5,710,587	
Various	L/T Investments	142300	11,279,224	
Various	Unrealized G/L	142400	<u>2,117,276</u>	
			<u>\$</u>	<u>19,585,765</u>

Summary of board designated funds:

Plant fund:

Uncommitted plant funds	\$ 282,329,920	142100		
Committed for capital	<u>24,701,353</u>	142100		
				307,031,273
GO Bond reserve - L/T	1,902,030	142100		
401k Matching	734,675	142100		
Cost report settlement - current	2,135,384	142104		
Cost report settlement - L/T	<u>1,312,727</u>	142100		
				3,448,111
Development fund/Memorial fund	104,184	112300		
Workers compensation - current	5,625,000	112900		
Workers compensation - L/T	<u>15,278,000</u>	113900		
				20,903,000
				<u>\$ 334,123,274</u>

	<u>Total Investments</u>	%	<u>Trust Accounts</u>	<u>Surplus Funds</u>	%
<u>Investment summary by institution:</u>					
Bancorp	\$ 176,958			176,958	0.1%
CAMP	73,931,595	19.7%		73,931,595	21.8%
Local Agency Investment Fund (LAIF)	80,929,450	21.5%		80,929,450	23.9%
Local Agency Investment Fund (LAIF) - GOB Tax Rev	2,289,953	0.6%	2,289,953	-	0.0%
Wells Cap	93,529,123	24.9%	3,740,626	89,788,497	26.5%
PFM	86,440,564	23.0%		86,440,564	25.5%
Torrey Pines Bank	3,033,167	0.8%		3,033,167	0.9%
Wells Fargo Bank	4,245,024	1.1%		4,245,024	1.3%
Signature Bank	10,609,504	2.8%	10,609,504		0.0%
US Bank	20,827,601	5.5%	20,827,601		0.0%
<hr/>					
Total investments	<u>\$ 376,012,940</u>	100.0%	<u>\$ 37,467,684</u>	<u>\$ 338,545,256</u>	100.0%

**KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
March 31, 2021**

Investment summary of surplus funds by type:

		<u>Investment Limitations</u>
Negotiable and other certificates of deposit	\$ 7,343,167	\$ 101,564,000 (30%)
Checking accounts	4,421,983	
Local Agency Investment Fund (LAIF)	80,929,450	65,000,000
CAMP	73,931,595	
Medium-term notes (corporate) (MTN-C)	43,370,000	101,564,000 (30%)
U.S. government agency	89,564,900	
Municipal securities	22,905,000	
Money market accounts	477,708	67,709,000 (20%)
Asset Backed Securities	13,421,453	67,709,000 (20%)
Supra-National Agency	2,180,000	101,564,000 (30%)
	<u>\$ 338,545,256</u>	

Return on investment:

Current month	<u>0.73%</u>
Year-to-date	<u>1.52%</u>
Prospective	<u>0.98%</u>
LAIF (year-to-date)	<u>0.59%</u>
Budget	<u>1.65%</u>

Fair market value disclosure for the quarter ended March 31, 2021 (District only):

	<u>Quarter-to-date</u>	<u>Year-to-date</u>
Difference between fair value of investments and amortized cost (balance sheet effect)	N/A	\$ 3,960,286
Change in unrealized gain (loss) on investments (income statement effect)	\$ 1,684,633	\$ 2,893,375

Investment summary of CDs:

Credit Suisse Ag CD	\$ 665,000
Dnb Bank Asa Ny CD	630,000
Nordea Bk Abb Ny CD	860,000
Skandin Ens CD	845,000
Societe Generale CD	865,000
Sumito Mtsu	445,000
Torrey Pines Bank	3,033,167
	<u>\$ 7,343,167</u>

**KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
March 31, 2021**

Investment summary of asset backed securities:

BMW Vehicle Owner	\$ 185,000
Capital One Multi	1,600,000
Capital One Prime	1,404,790
Carmax Auto Owner	635,000
FHLMC	3,006,479
Gm Fin Auto Lease	215,000
Honda Auto	375,000
Hyundai Auto	290,000
John Deere Owner	685,000
BMW Auto Leasing LLC	215,000
Mercedes Benz Auto	1,560,000
Nissann Auto Lease	245,000
Toyota Auto	485,184
Toyota Auto Recvs	1,320,000
Verizon Owner Trust	1,200,000
	<u>\$ 13,421,453</u>

Investment summary of medium-term notes (corporate):

Abbott Laboratories	\$ 195,000
Amazon Com Inc	795,000
American Honda Mtn	395,000
Apple, Inc	2,190,000
Bank of America	940,000
Bank of NY	1,150,000
Bank of NY Mtn	300,000
BB T Corp	450,000
Bk of America	1,300,000
Blackrock Inc.	395,000
Branch Banking Trust	1,300,000
Bristol Myers Squibb	382,000
Caterpillar Finl Mtn	1,450,000
Chevron Corp	250,000
Chevron USA Inc	1,300,000
Citigroup	1,750,000
Citigroup Inc	445,000
Coca Cola Co	425,000
Comcast Corp	395,000
Costco Wholesale	1,000,000
Discover Card	615,000
Emerson Electric Co	265,000
Exxon Mobil	1,320,000
General Dynamics	395,000
Goldman Sachs	1,105,000
Goldman Sachs Group	860,000
Honeywell	510,000
Intel Corp	415,000
Intuit Inc	800,000
John Deere Mtn	1,520,000
JP Morgan	2,265,000
Lockheed Martin	205,000
Mastercard Inc.	395,000
Merck Co Inc.	405,000
Microsoft Corp	410,000
Morgan Stanley	335,000
National Rural	950,000
Nissan Auto	170,000
Novartis Capital	425,000
Paccar Financial Mtn	1,725,000
Pfizer Inc.	465,000
PNC Financial	395,000
PNC Funding Corp	494,000
Procter Gamble Co	1,300,000
Schwab Charles	1,715,000
State Street Corp	359,000
Toyota Motor	1,420,000
Unilever Capital	200,000
United Parcel	450,000
US Bancorp	415,000
US Bank NA	1,300,000
Verizon	730,000
Verizon Owner	455,000
Walmart Inc.	995,000
Walt Disney Co	780,000
	<u>\$ 43,370,000</u>

**KAWEAH DELTA HEALTH CARE DISTRICT
SUMMARY OF FUNDS
March 31, 2021**

Investment summary of U.S. government agency:

Federal National Mortgage Association (FNMA)	\$ 13,692,814
Federal Home Loan Bank (FHLB)	3,385,000
Federal Farmers Credit Bank (FFCB)	1,225,000
Federal Home Loan Mortgage Corp (FHLMC)	9,132,087
US Treasury Bill	62,130,000
	<u>\$ 89,564,900</u>

Investment summary of municipal securities:

Arizona ST	\$ 675,000
Bay Area Ca	1,000,000
Bay Area Toll	250,000
California ST	185,000
Carson Ca Redev Ag	300,000
Chaffey Ca	265,000
Connecticut ST	150,000
Desert Sands Ca	315,000
Florida ST	600,000
Los Angeles Ca	335,000
Los Angeles Calif Ca	1,500,000
Louisiana ST	500,000
Maryland ST	355,000
Mississippi ST	300,000
New York ST	585,000
Ohlone Ca Cmnty	800,000
Orange Ca	500,000
Oregon ST	1,000,000
Palomar Ca	700,000
Port Auth NY	245,000
Poway Ca Unif Sch	565,000
Riverside Ca	350,000
San Diego Ca	1,300,000
San Diego Ca Community	245,000
San Diego County	1,575,000
San Francisco	1,070,000
San Jose Ca Ref	765,000
San Juan Ca	385,000
Tamalpais Ca Union	675,000
Univ Of CA	400,000
University Ca	1,000,000
University Calif Ca	185,000
Upper Santa Clara	1,100,000
Wisconsin ST	2,730,000
	<u>\$ 22,905,000</u>

Investment summary of Supra-National Agency:

Inter Amer Bk	\$ 2,180,000
	<u>\$ 2,180,000</u>

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

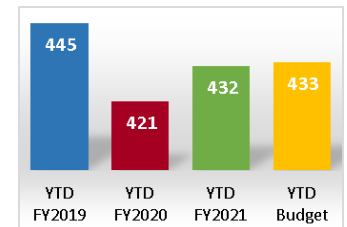
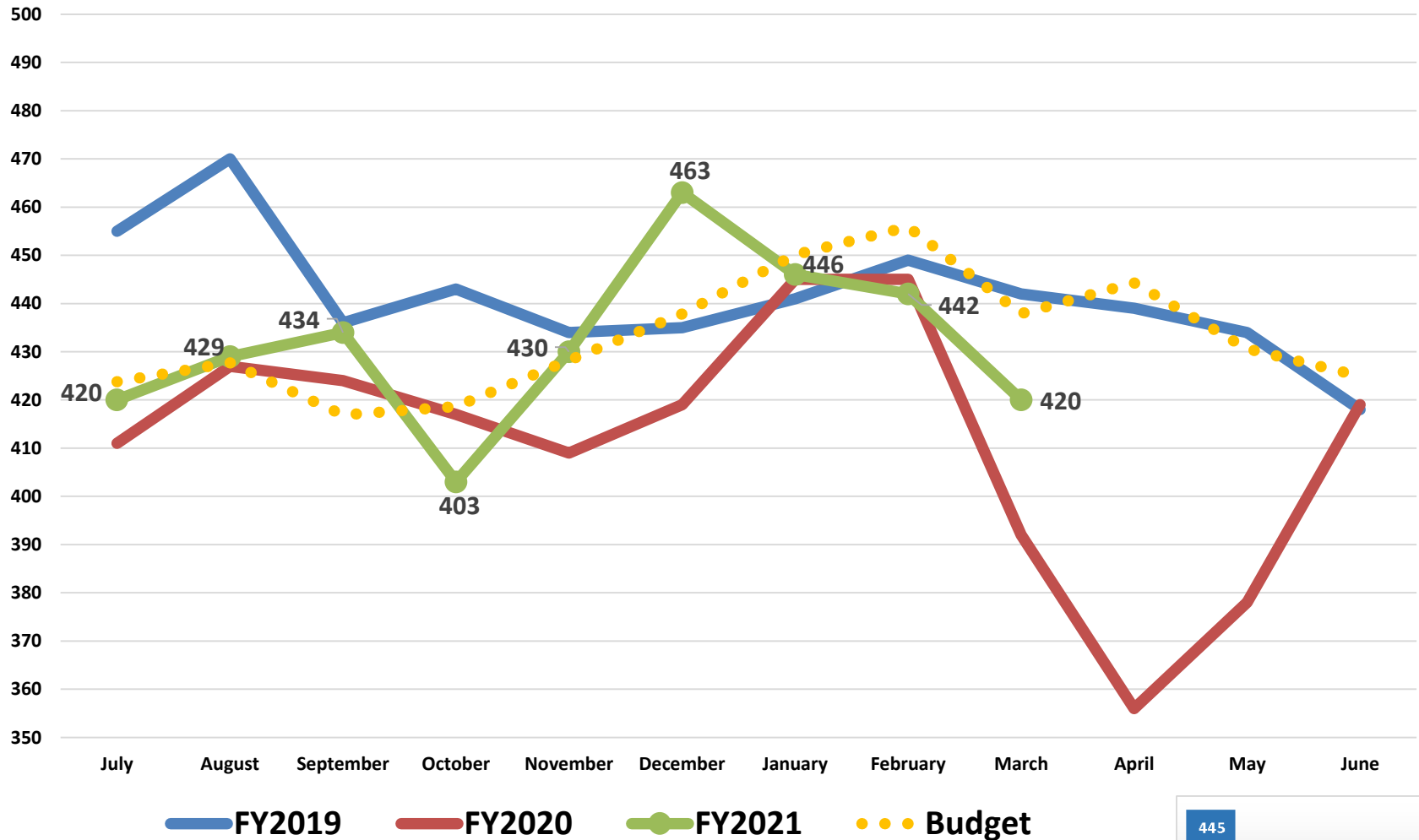
Statistical Report

April 26, 2021

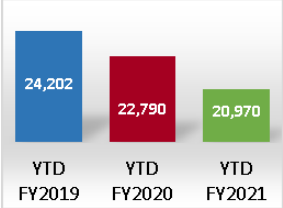
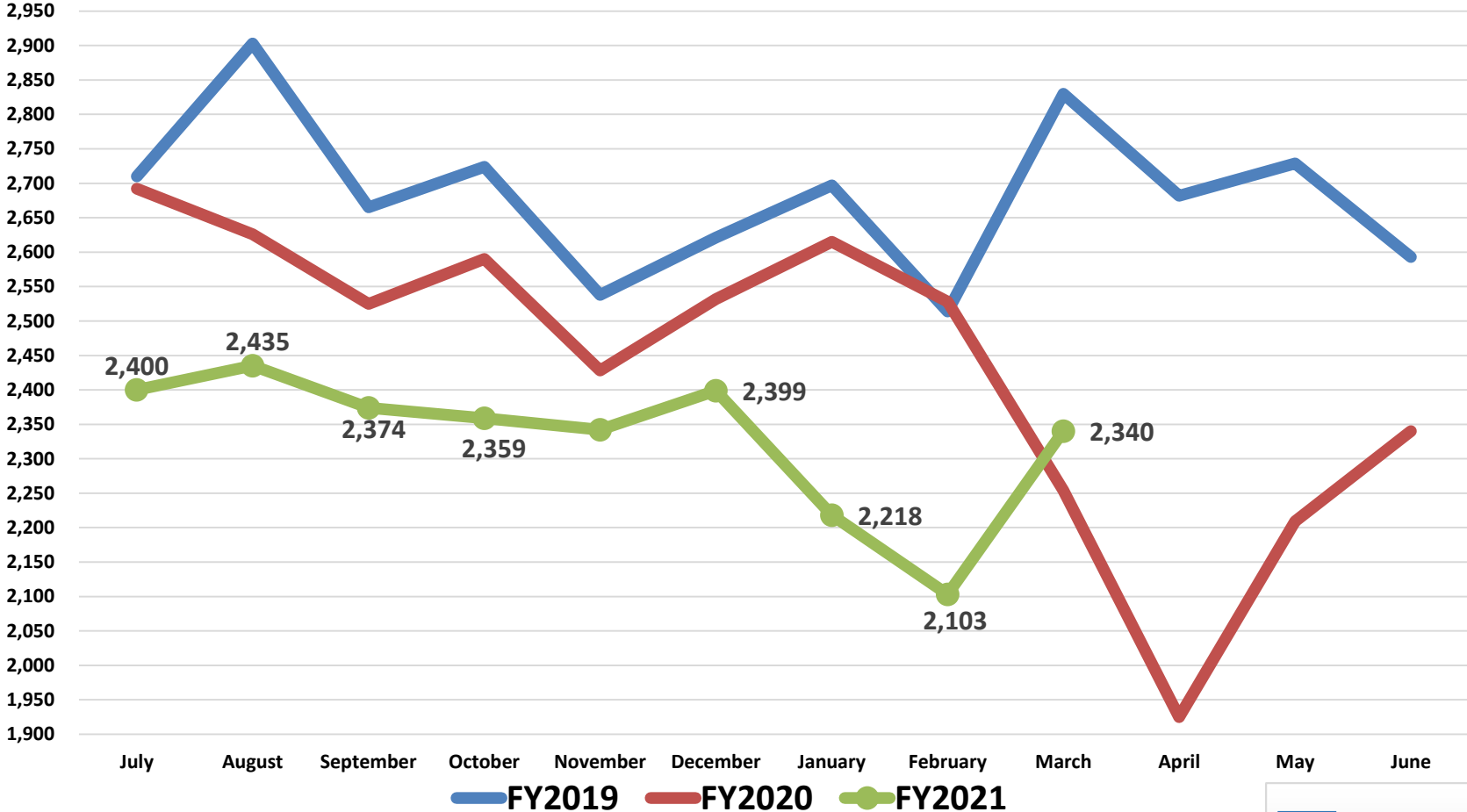


Kaweah Delta
HEALTH CARE DISTRICT

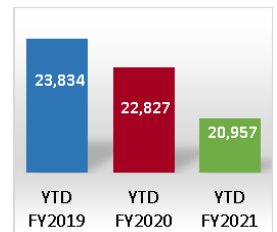
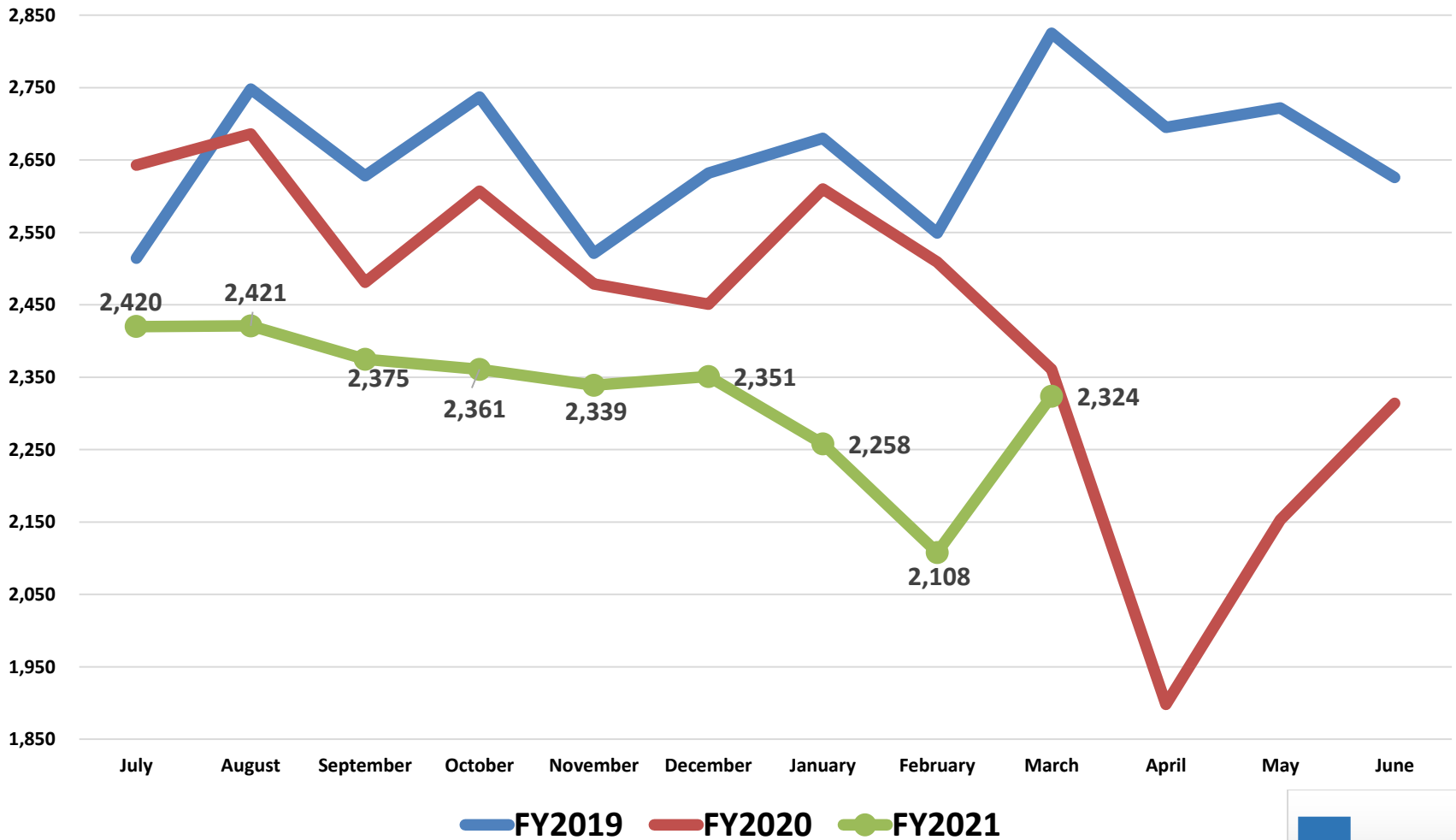
Average Daily Census



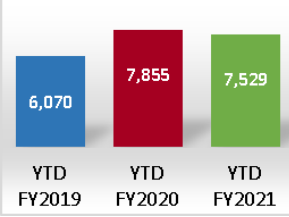
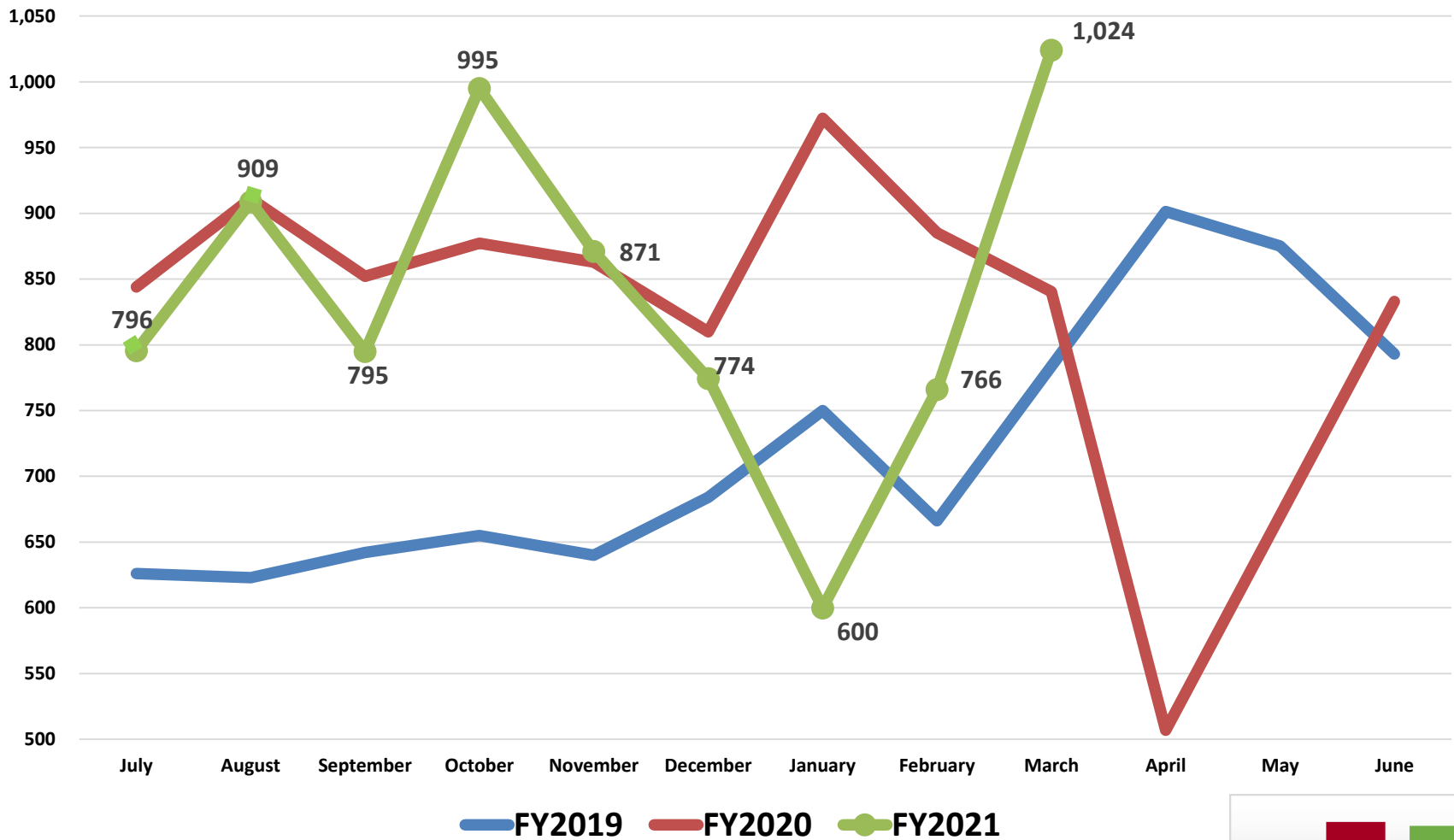
Admissions



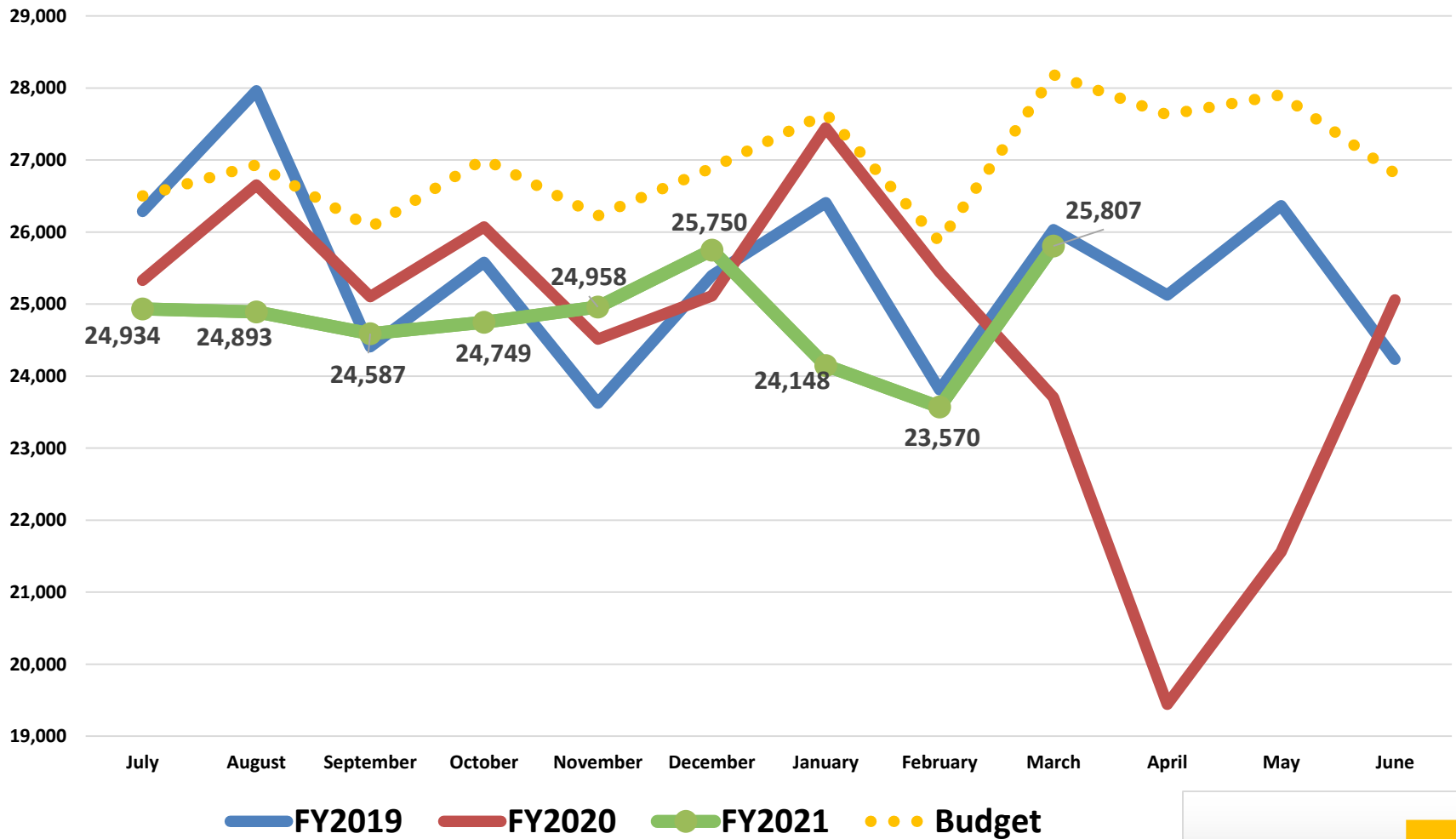
Discharges



Observation Days

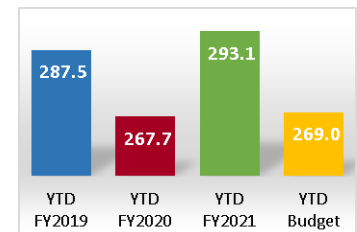
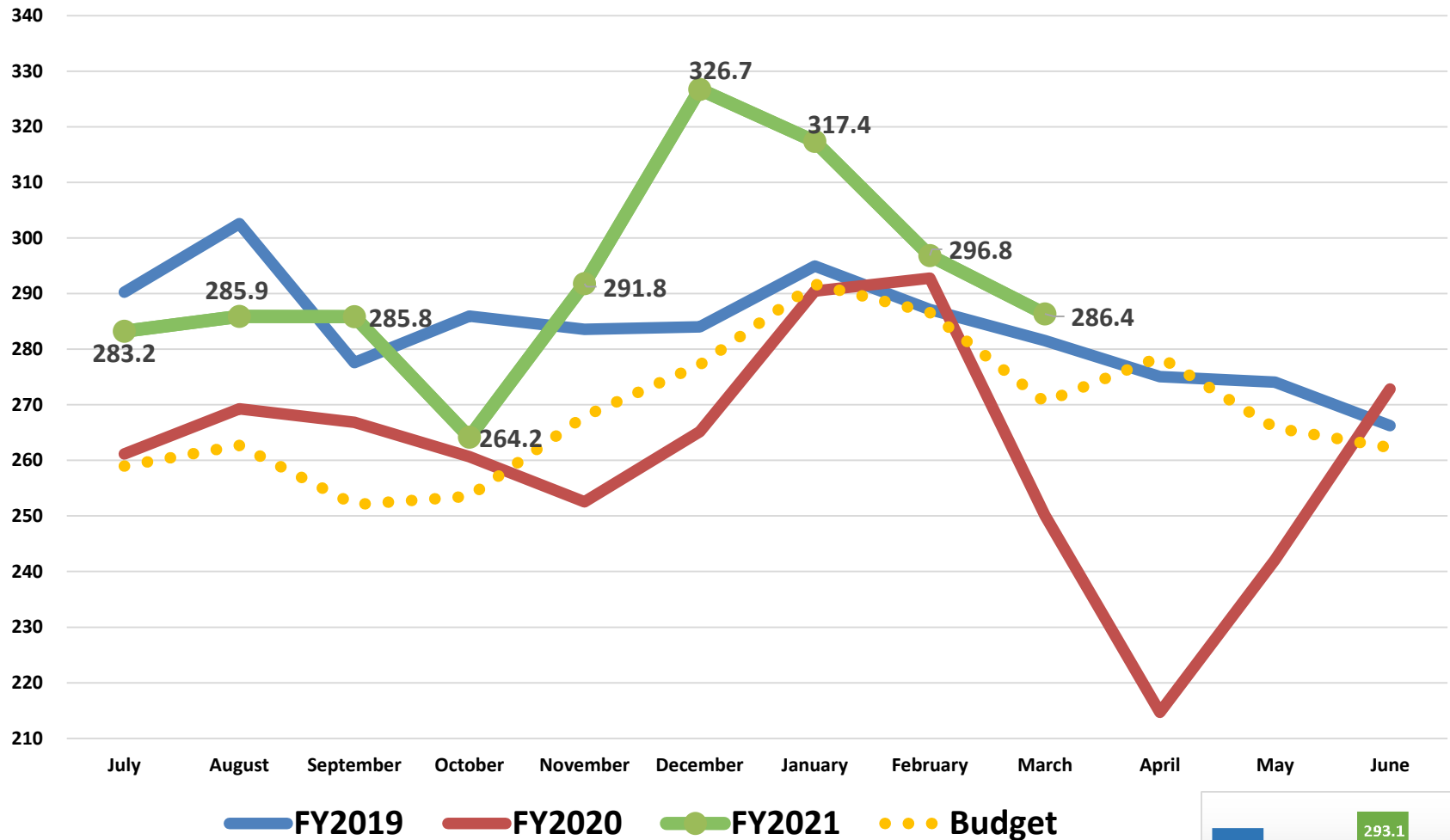


Adjusted Patient Days

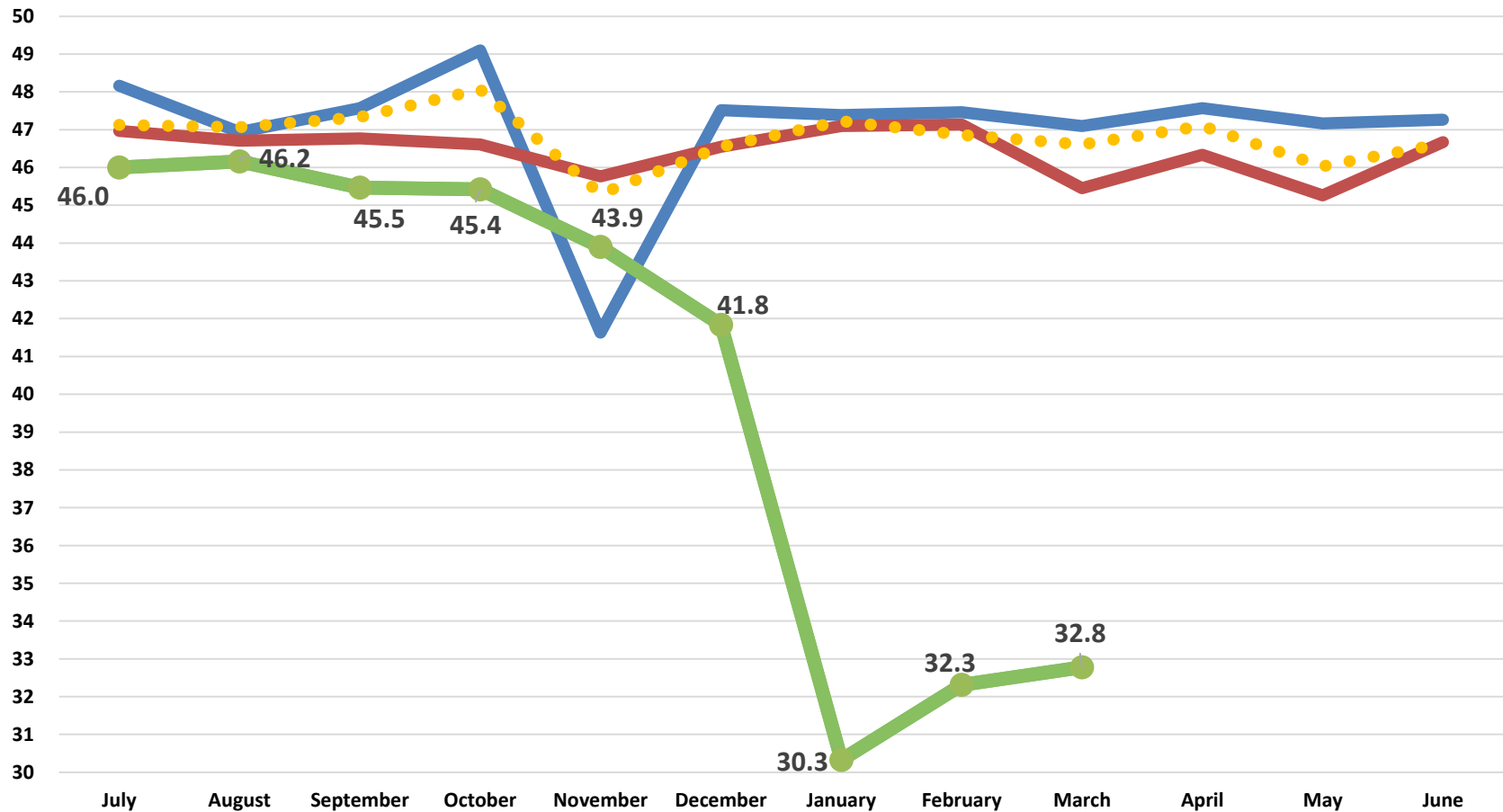


229,508	229,383	223,396	241,329
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Medical Center – Avg. Patients Per Day



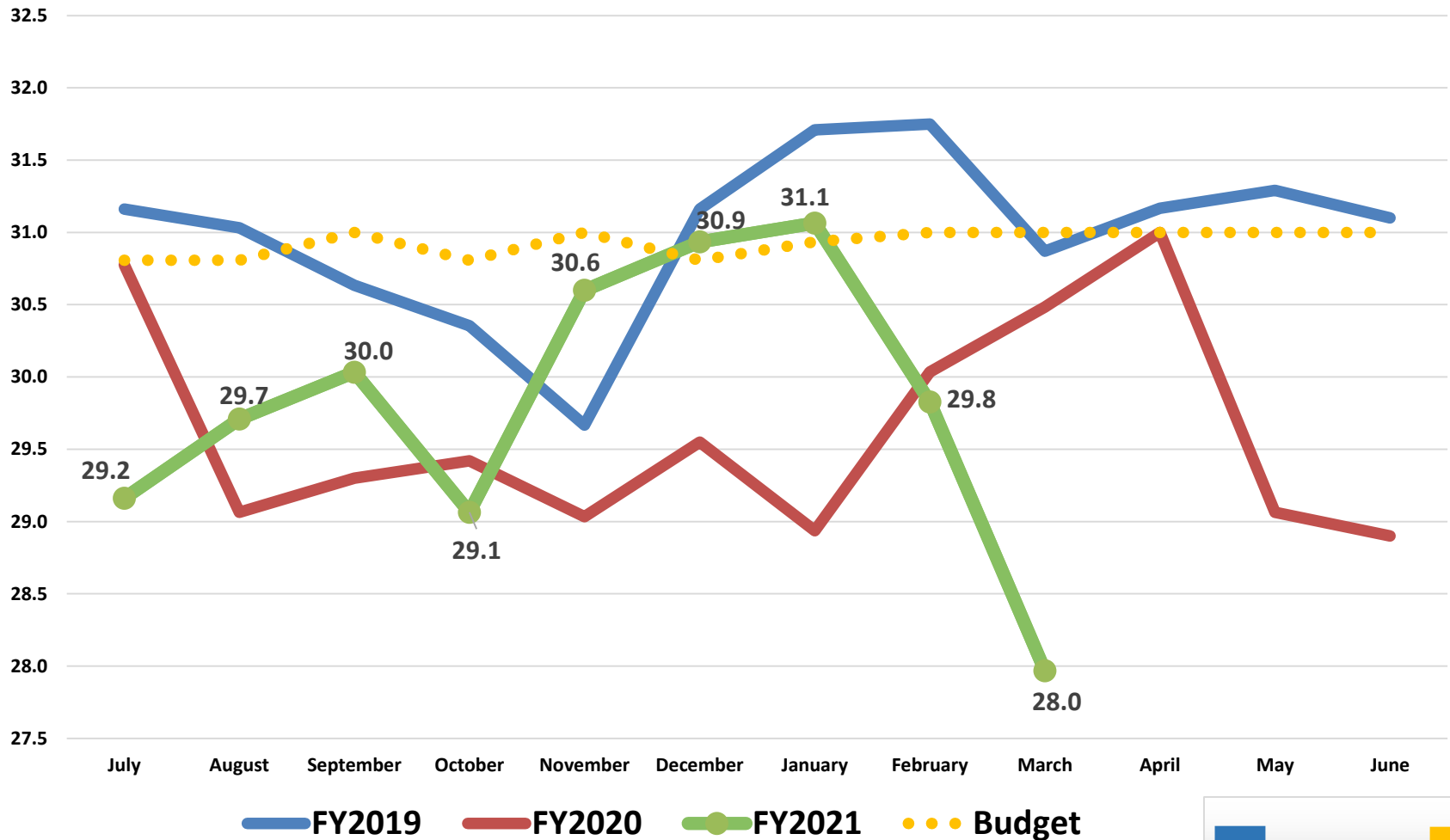
Acute I/P Psych - Avg. Patients Per Day



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

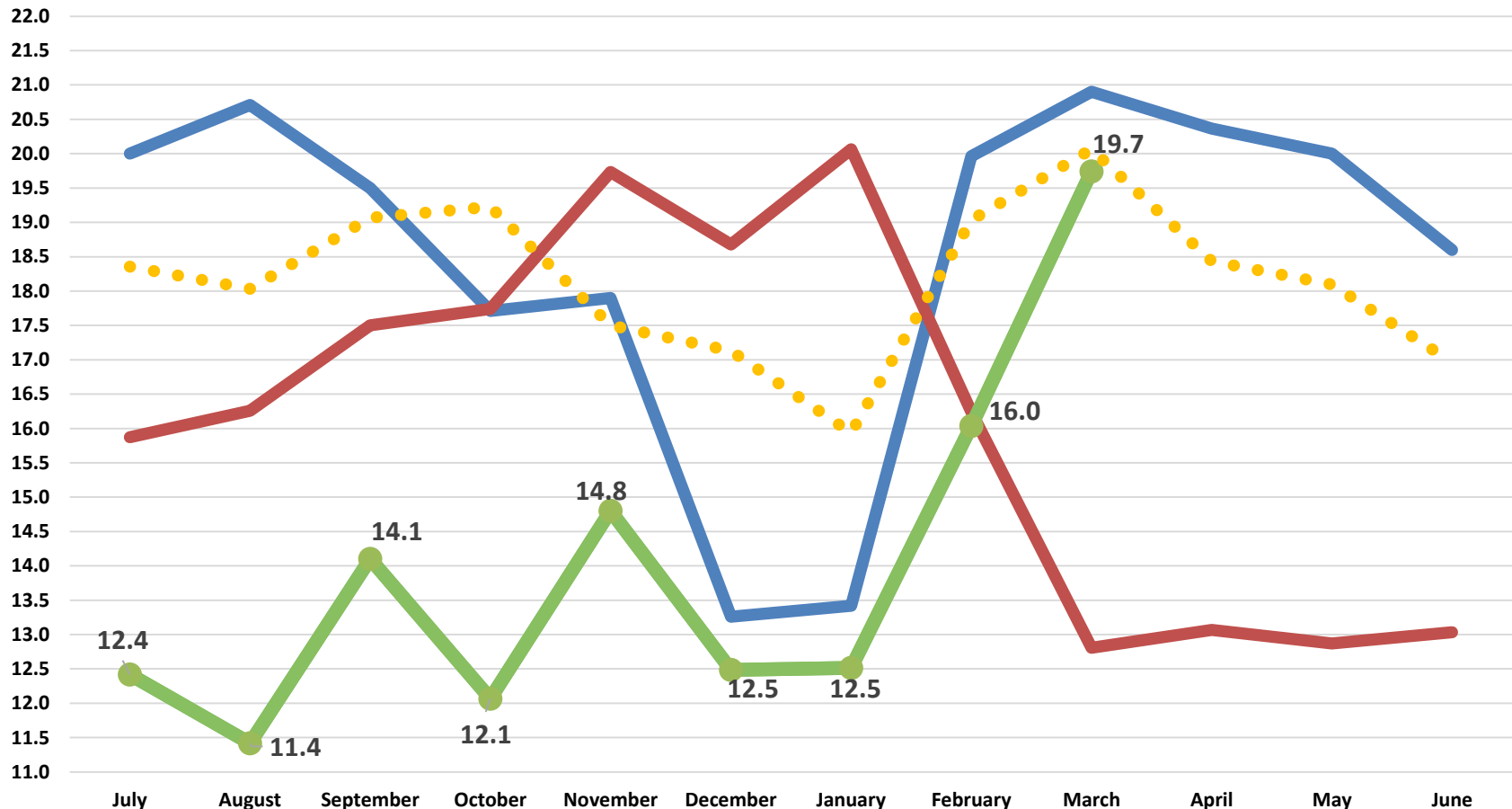
47.0	46.6	40.5	46.9
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Sub-Acute - Avg. Patients Per Day

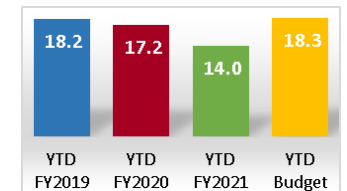


30.9	29.6	29.8	30.9
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

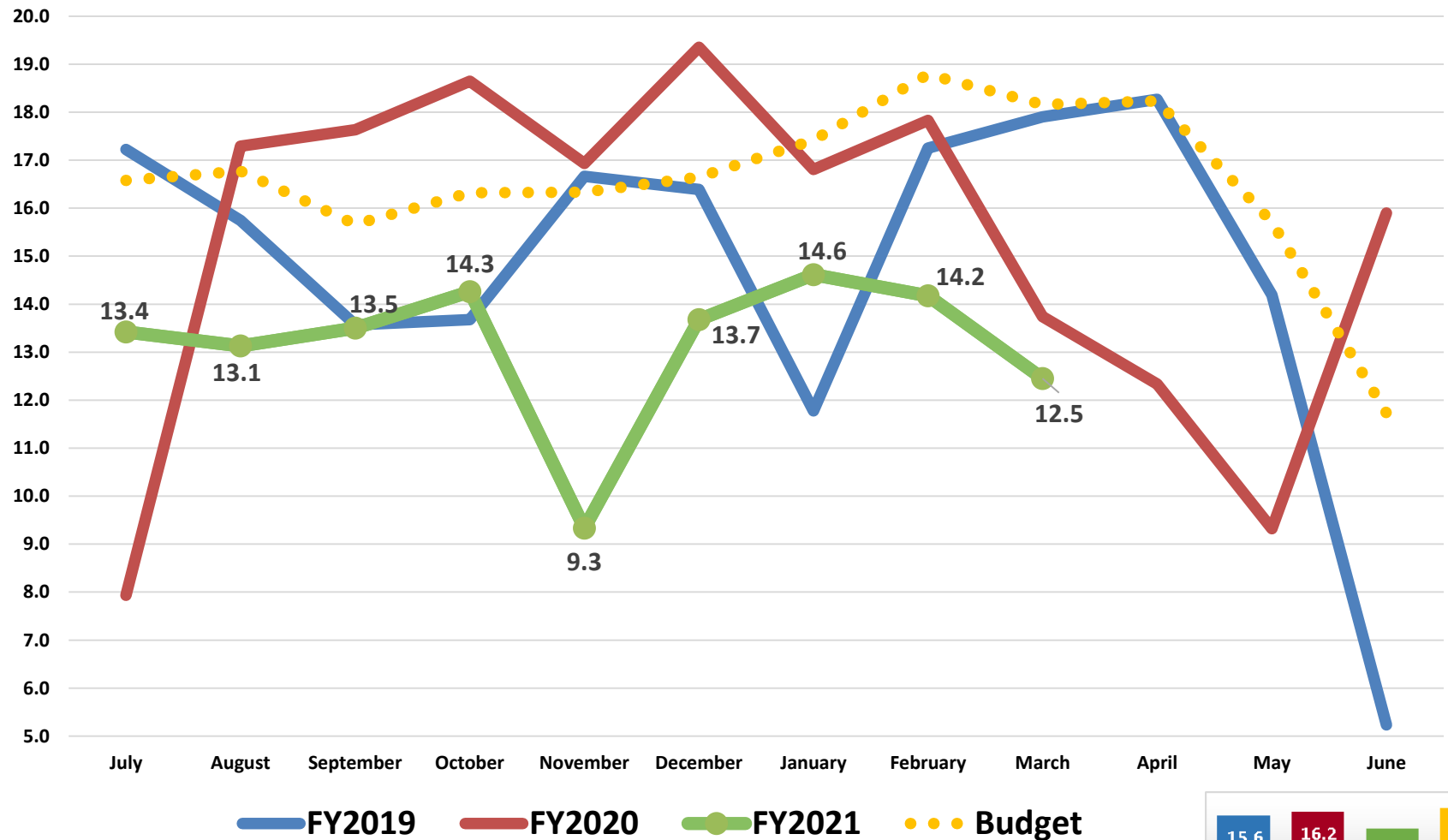
Rehabilitation Hospital - Avg. Patients Per Day



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

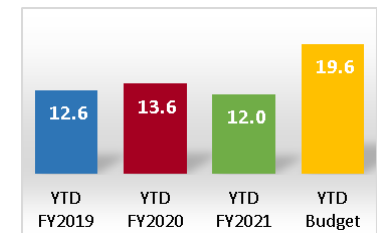
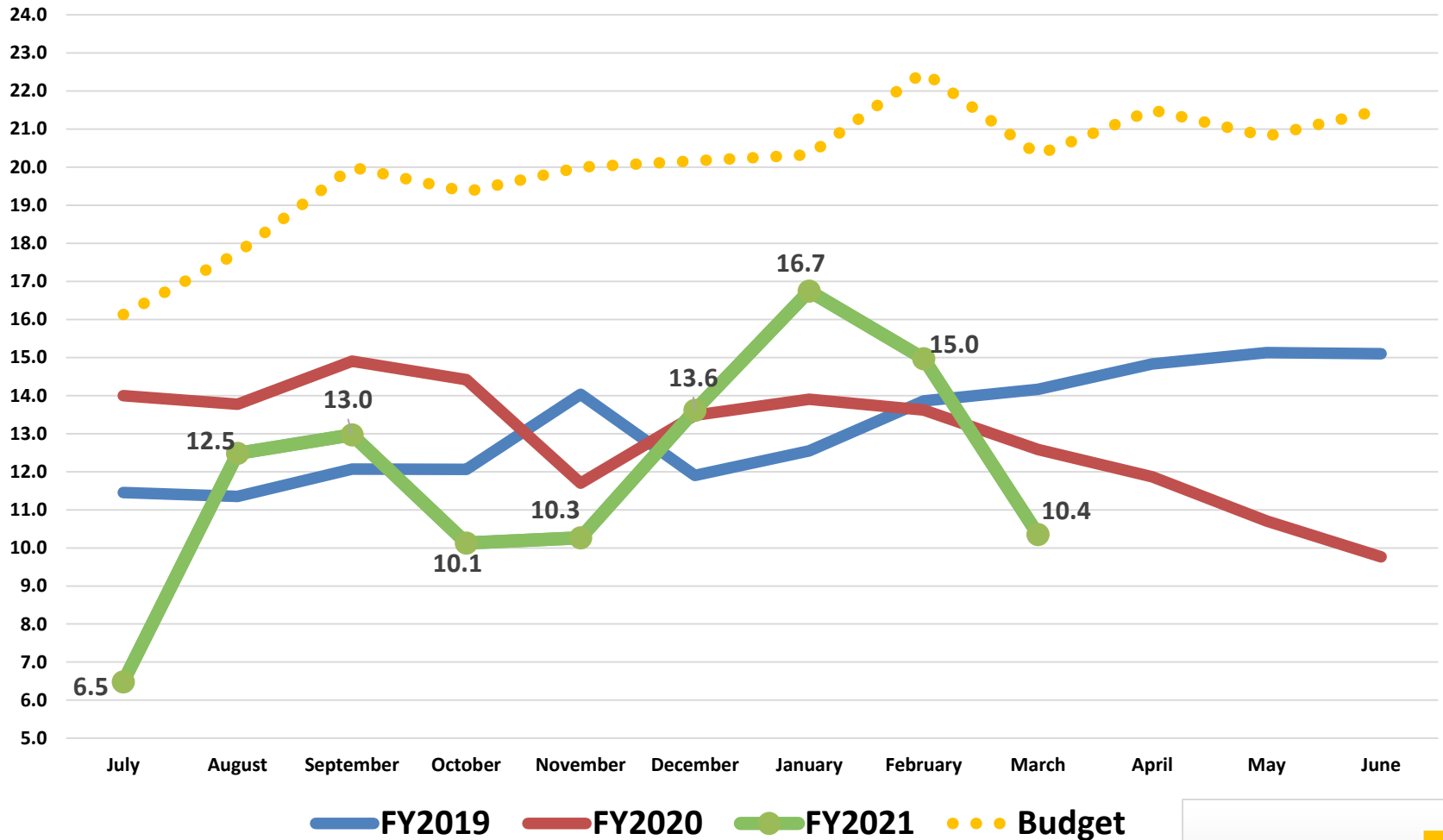


Transitional Care Services (TCS) - Avg. Patients Per Day

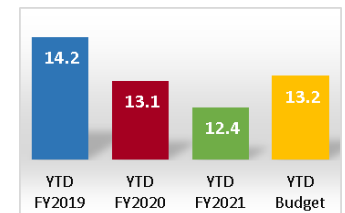
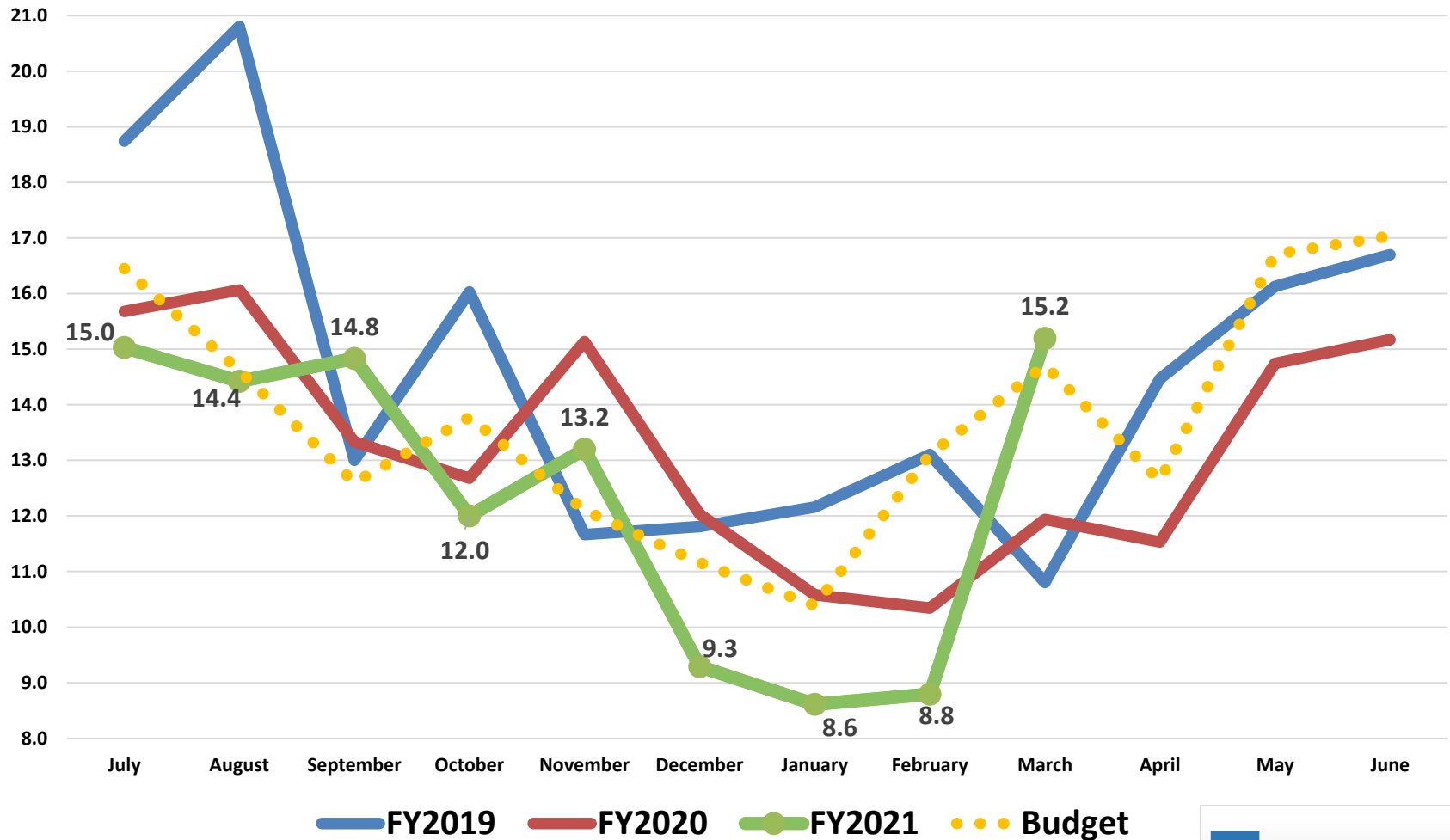


15.6	16.2	13.2	17.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

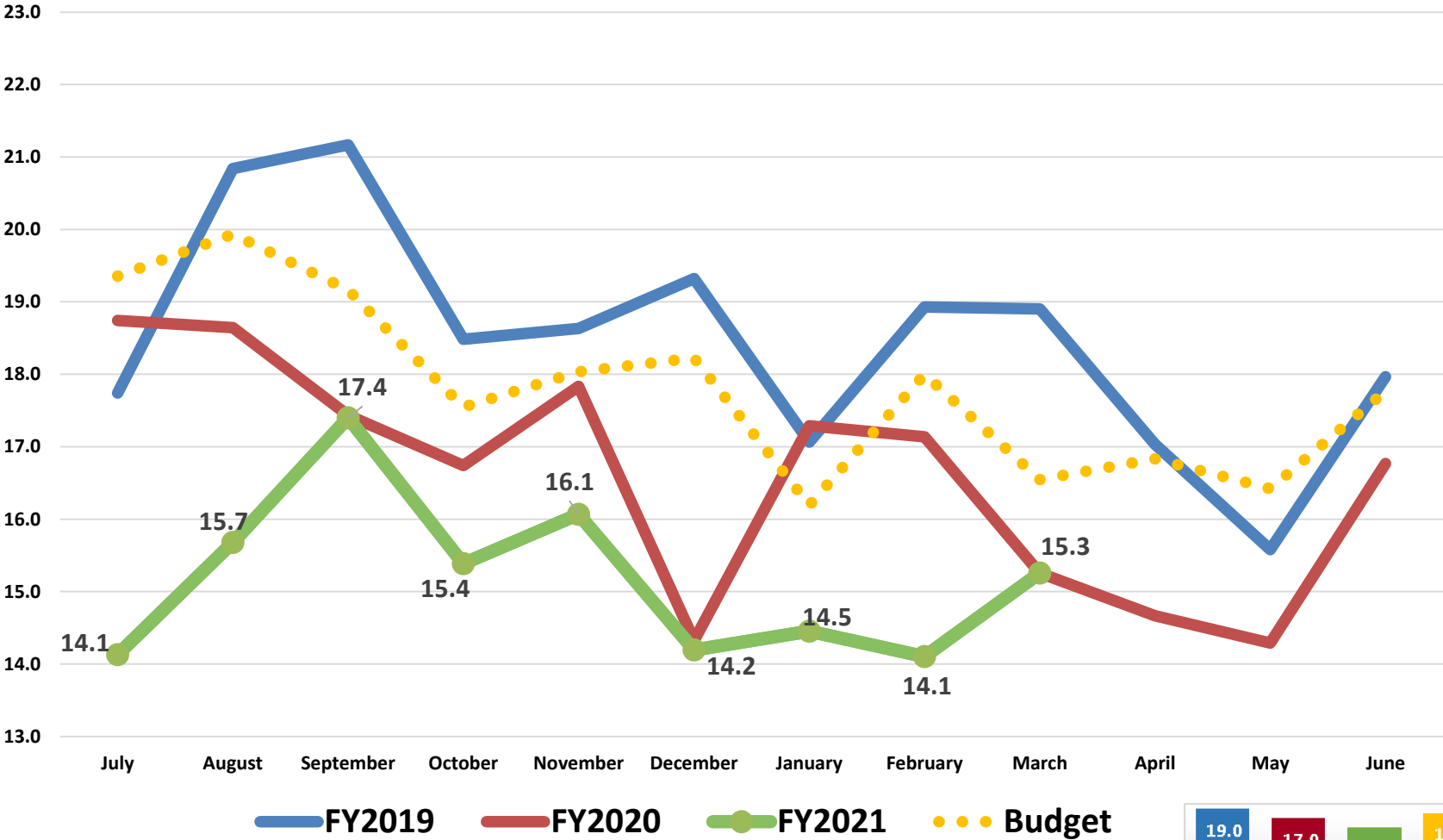
TCS Ortho - Avg. Patients Per Day



NICU - Avg. Patients Per Day

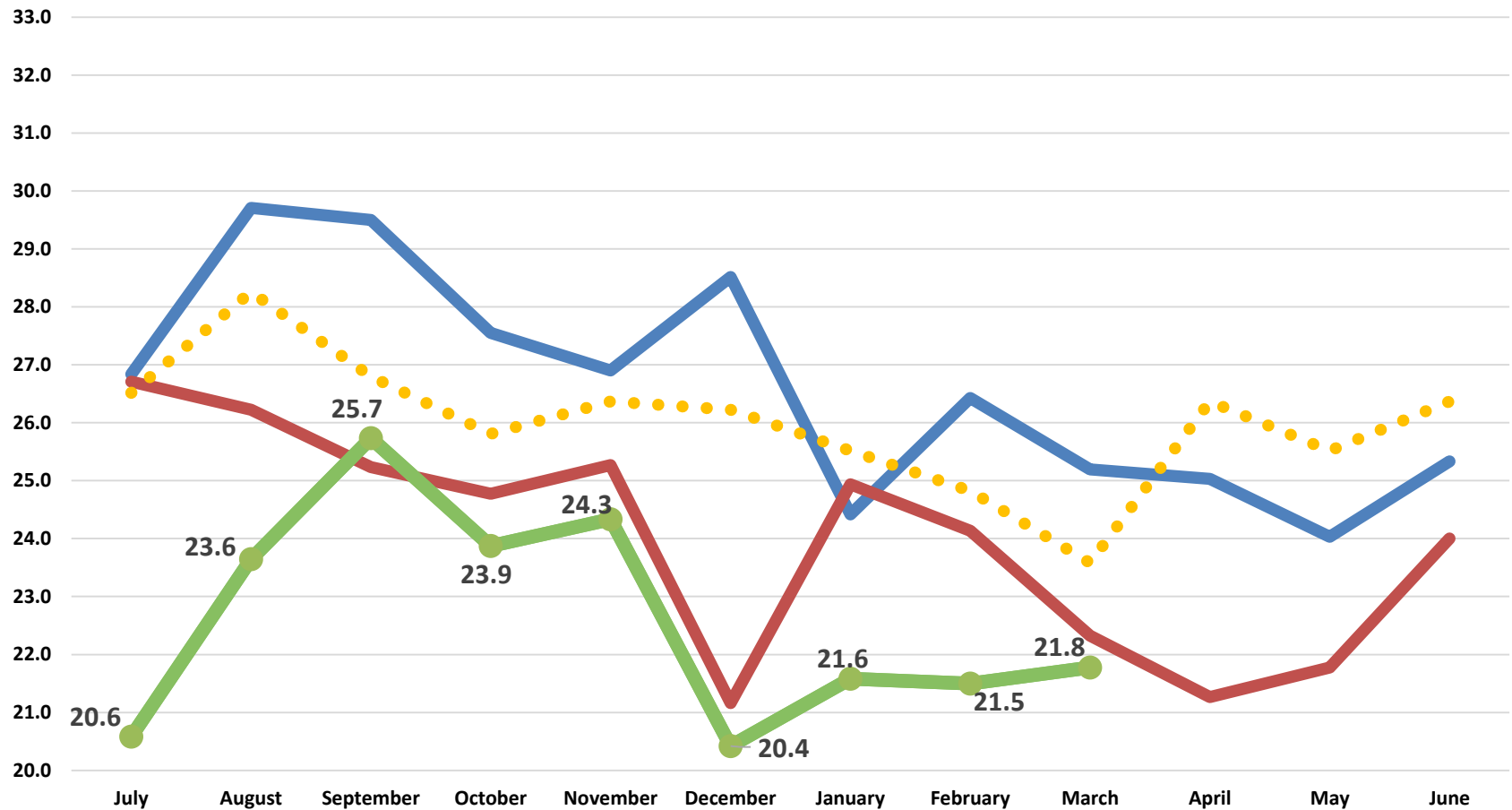


Nursery - Avg. Patients Per Day

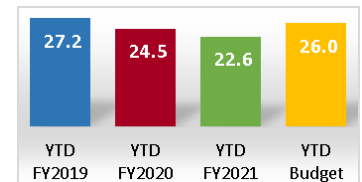


19.0	17.0	15.2	18.1
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

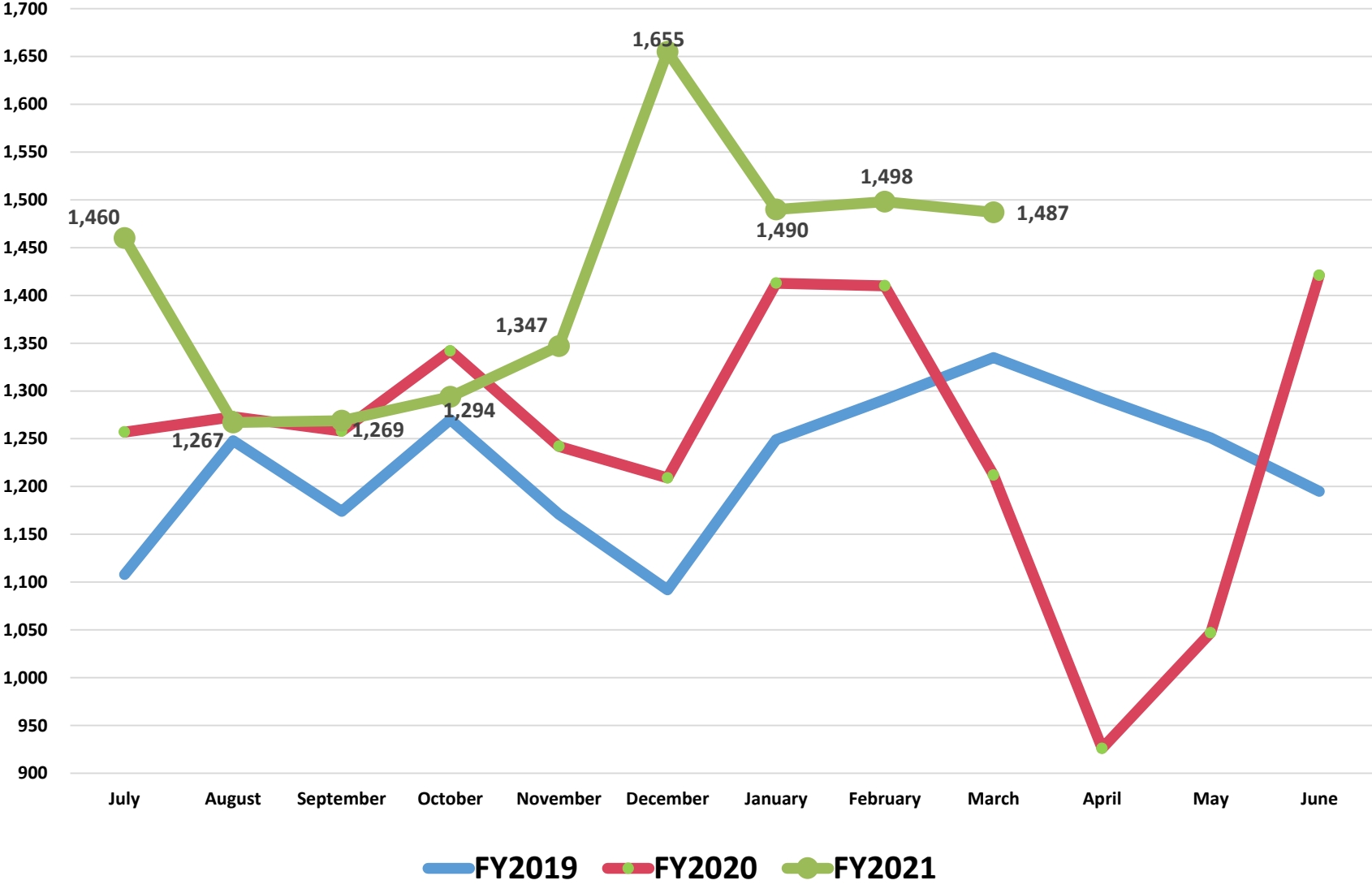
Obstetrics - Avg. Patients Per Day



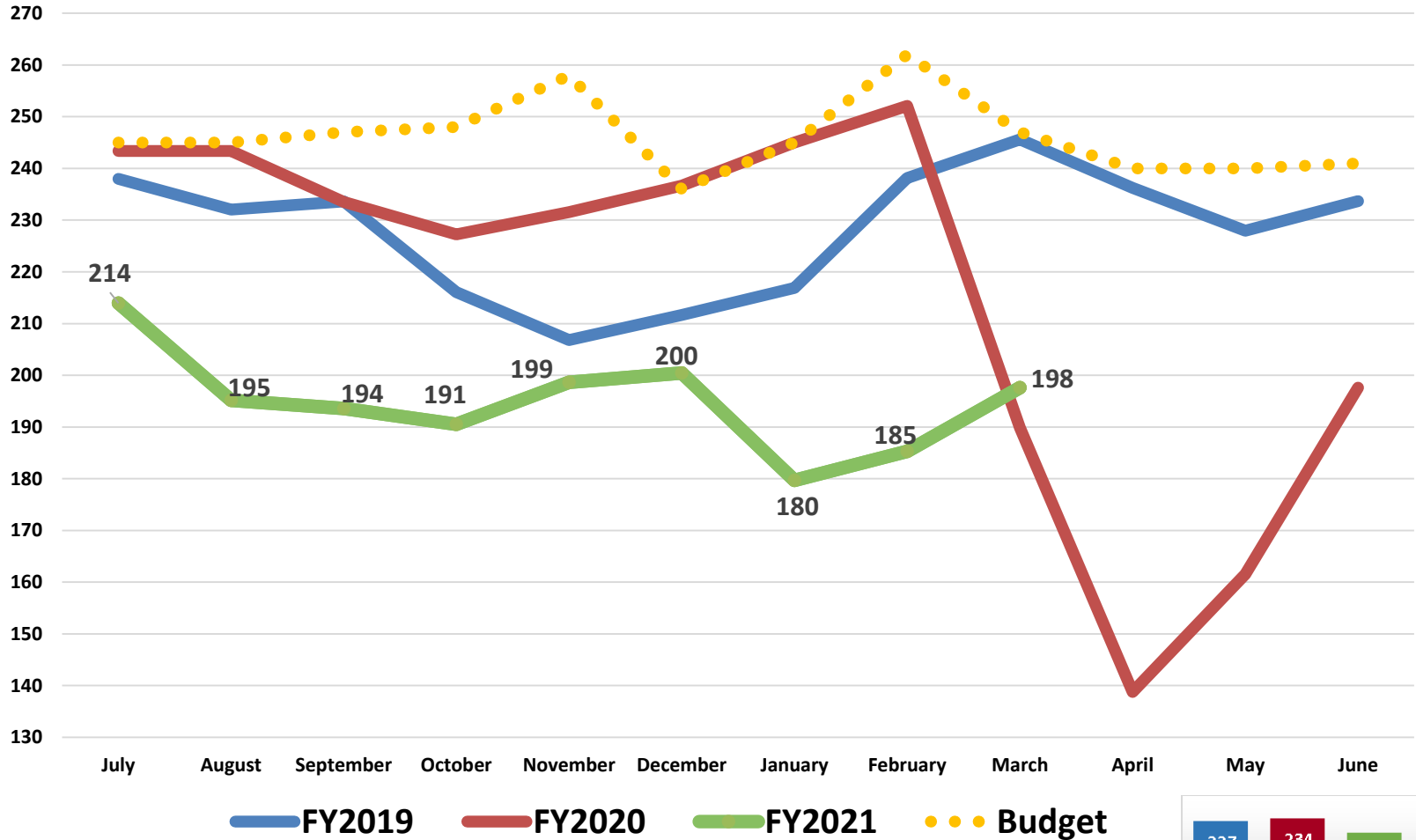
—●— FY2019
 —●— FY2020
 —●— FY2021
 ●●● Budget



Outpatient Registrations per Day

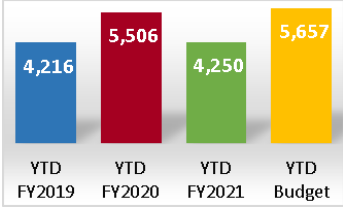
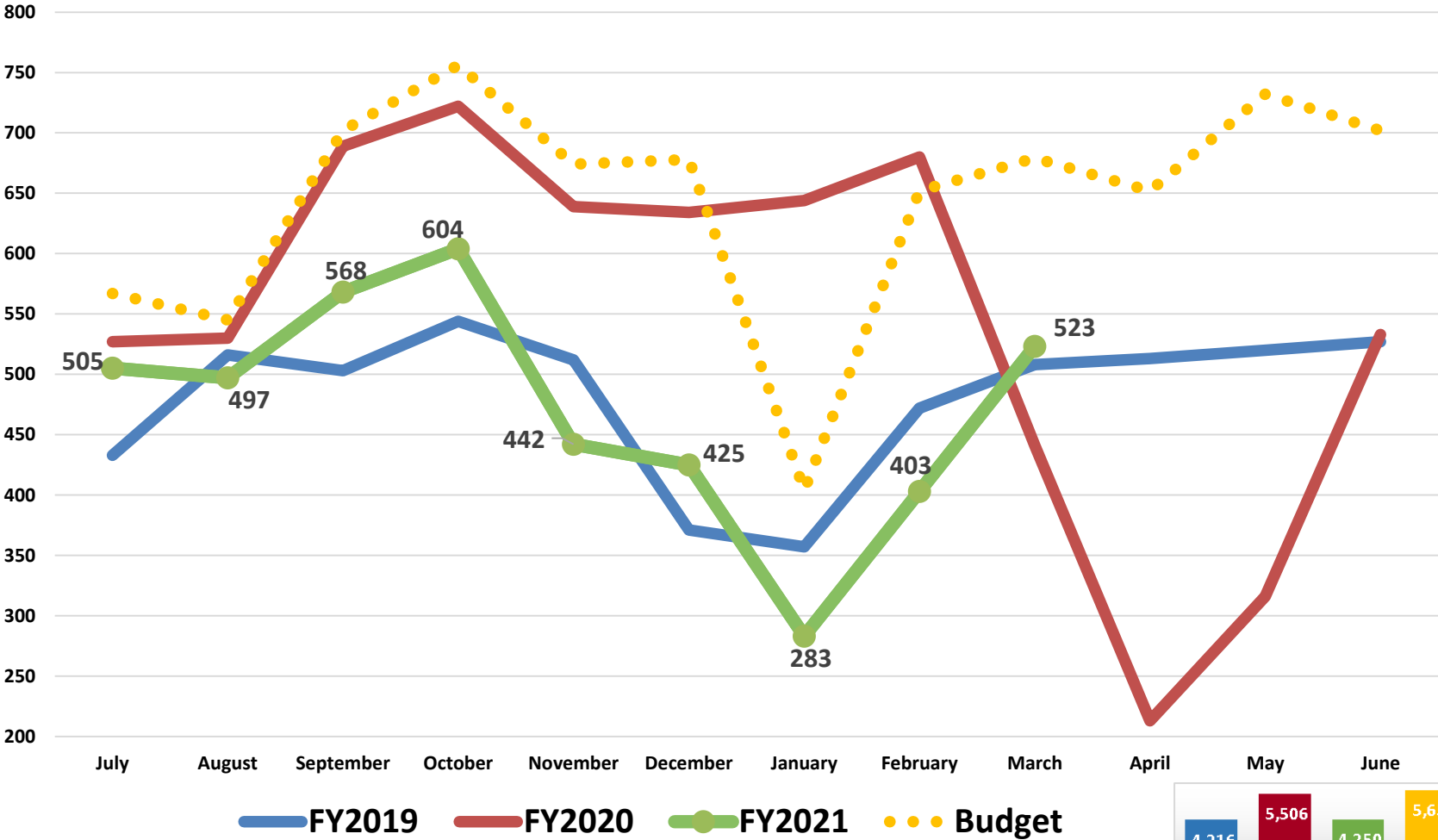


Emergency Dept – Avg Treated Per Day

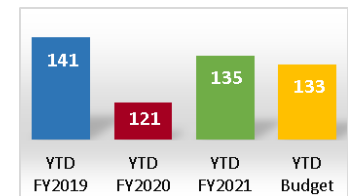
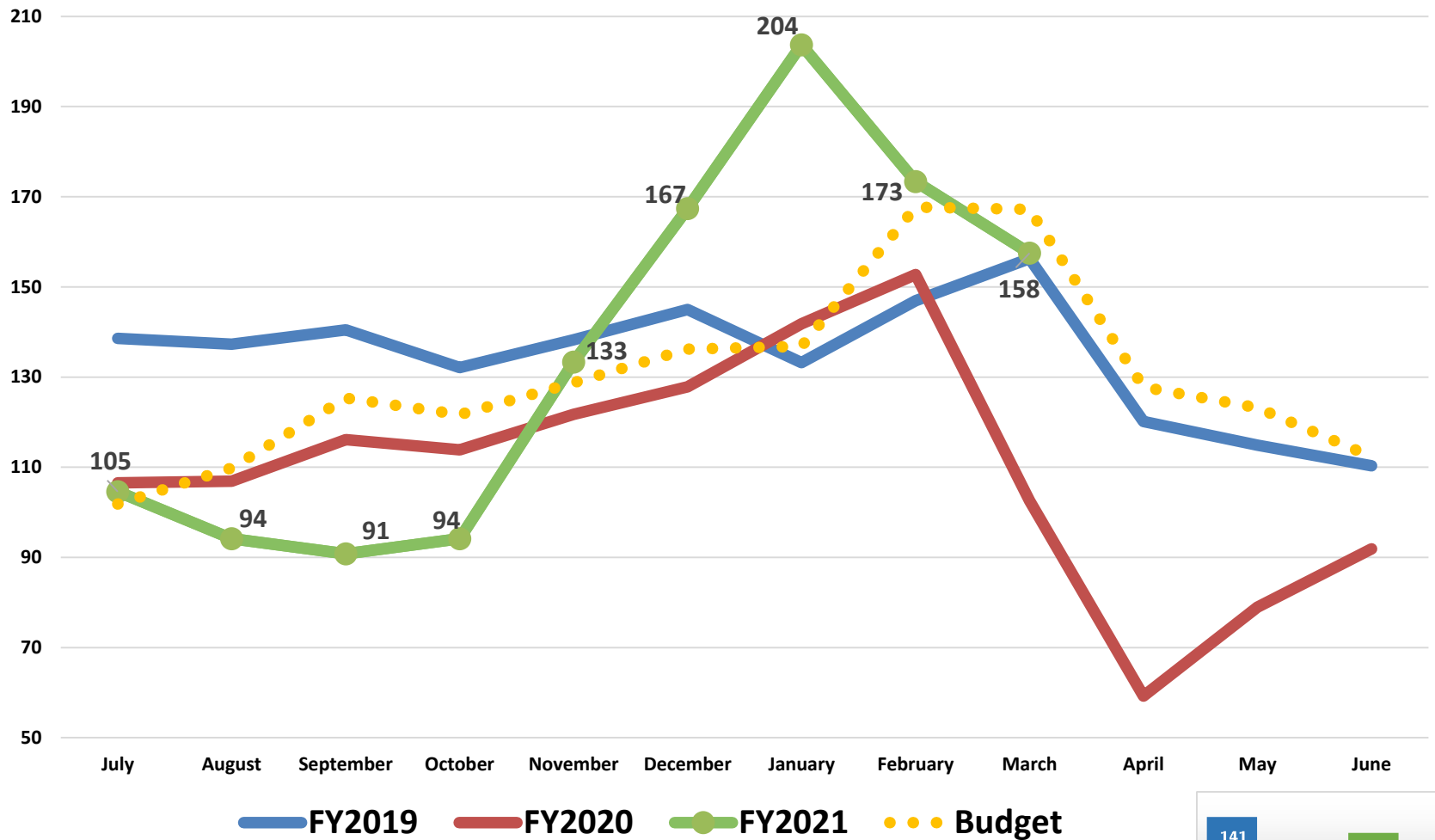


227	234	195	248
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

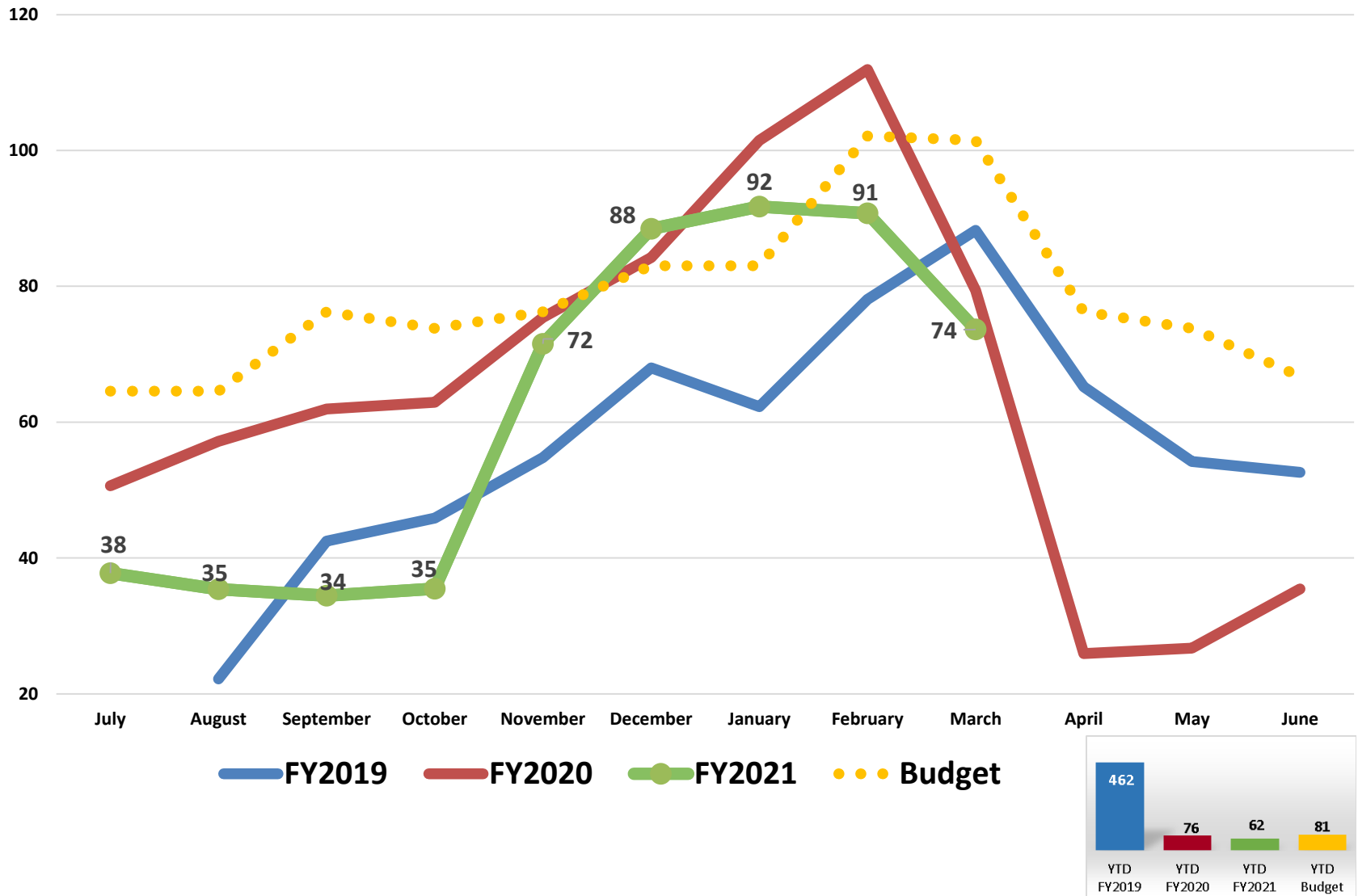
Endoscopy Procedures



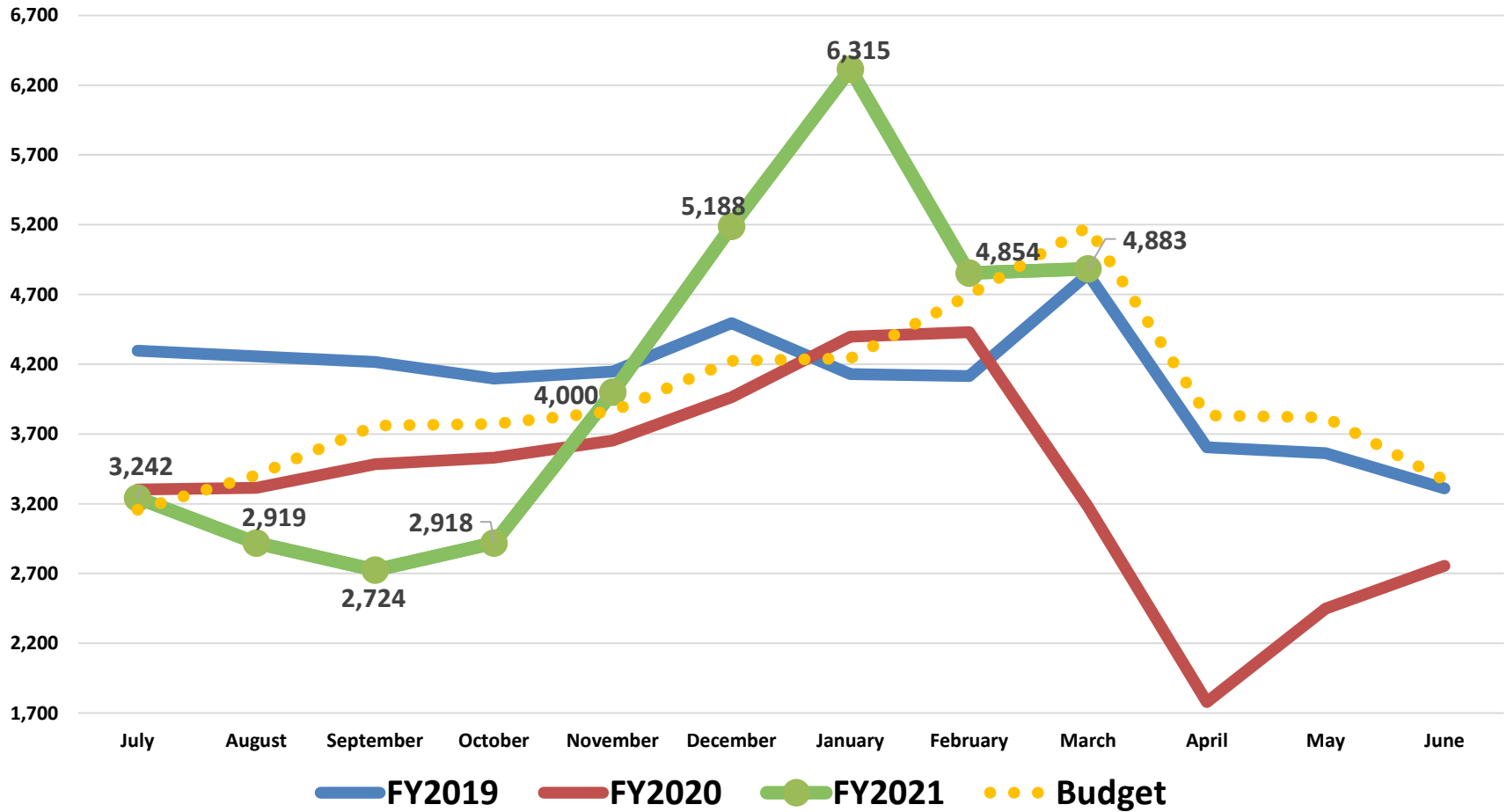
Urgent Care – Court Average Visits Per Day



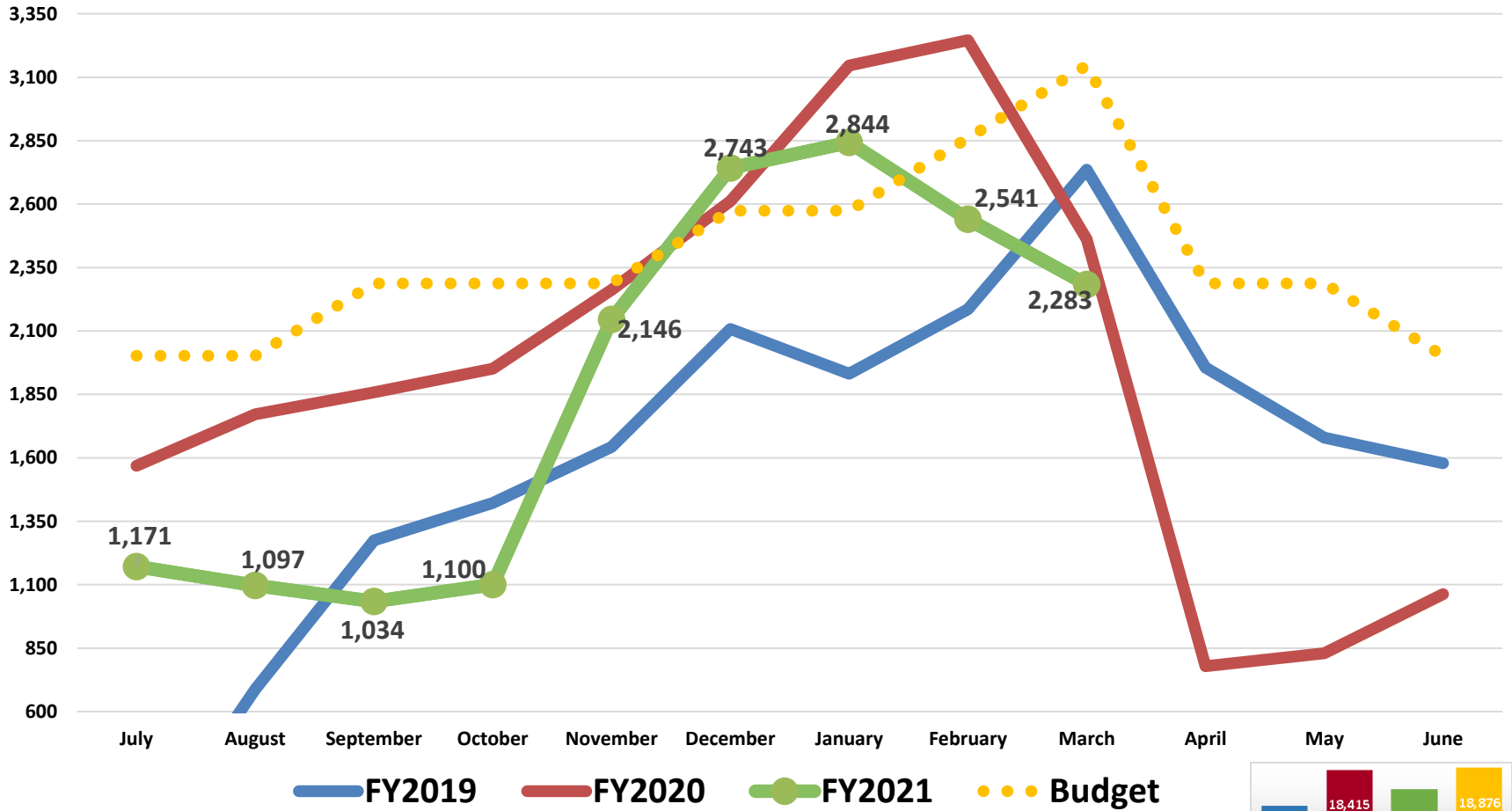
Urgent Care – Demaree Average Visits Per Day



Urgent Care – Court Total Visits

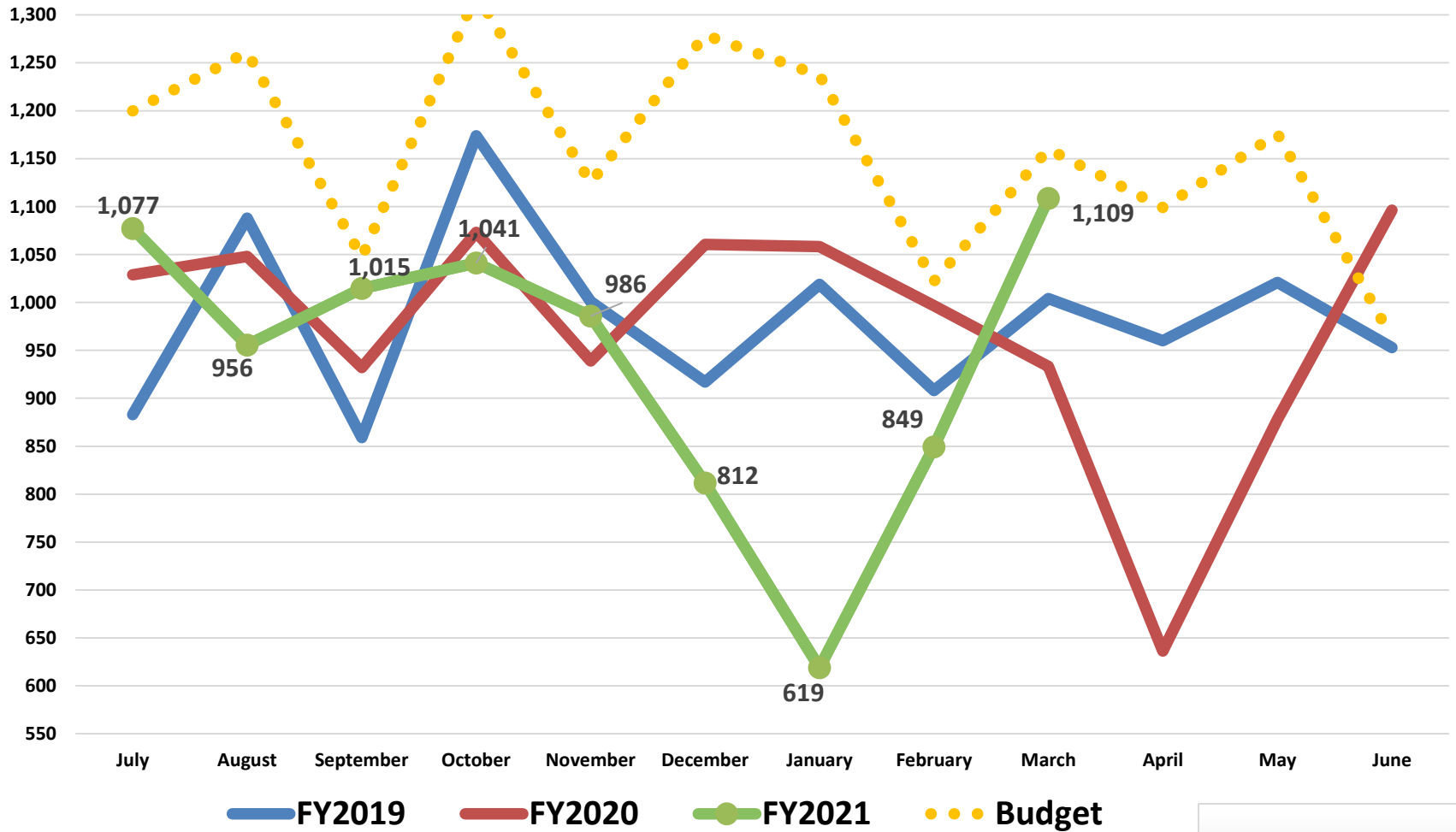


Urgent Care – Demaree Total Visits



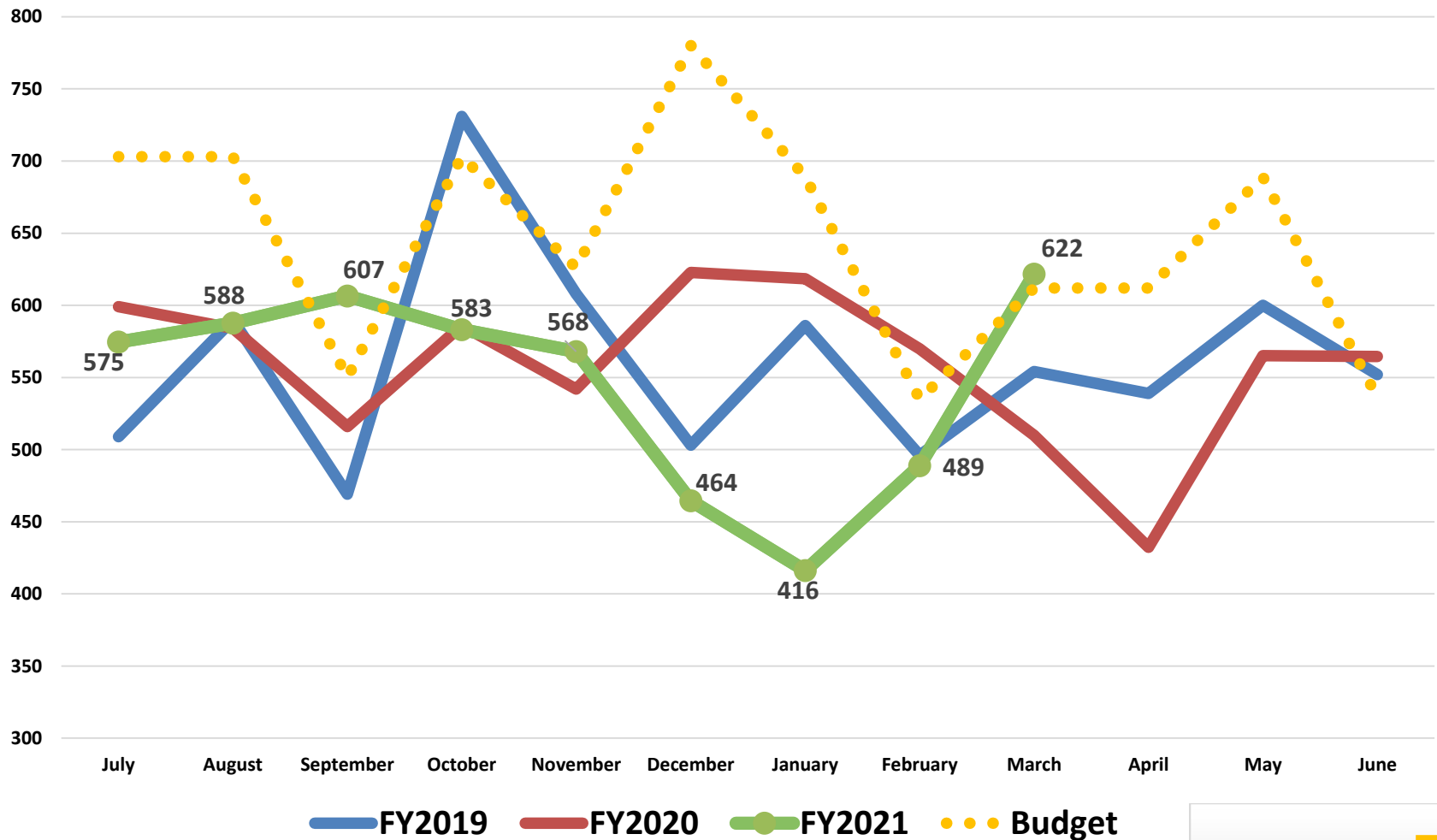
11,252	13,415	14,676	18,876
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Surgery (IP & OP) – 100 Min Units



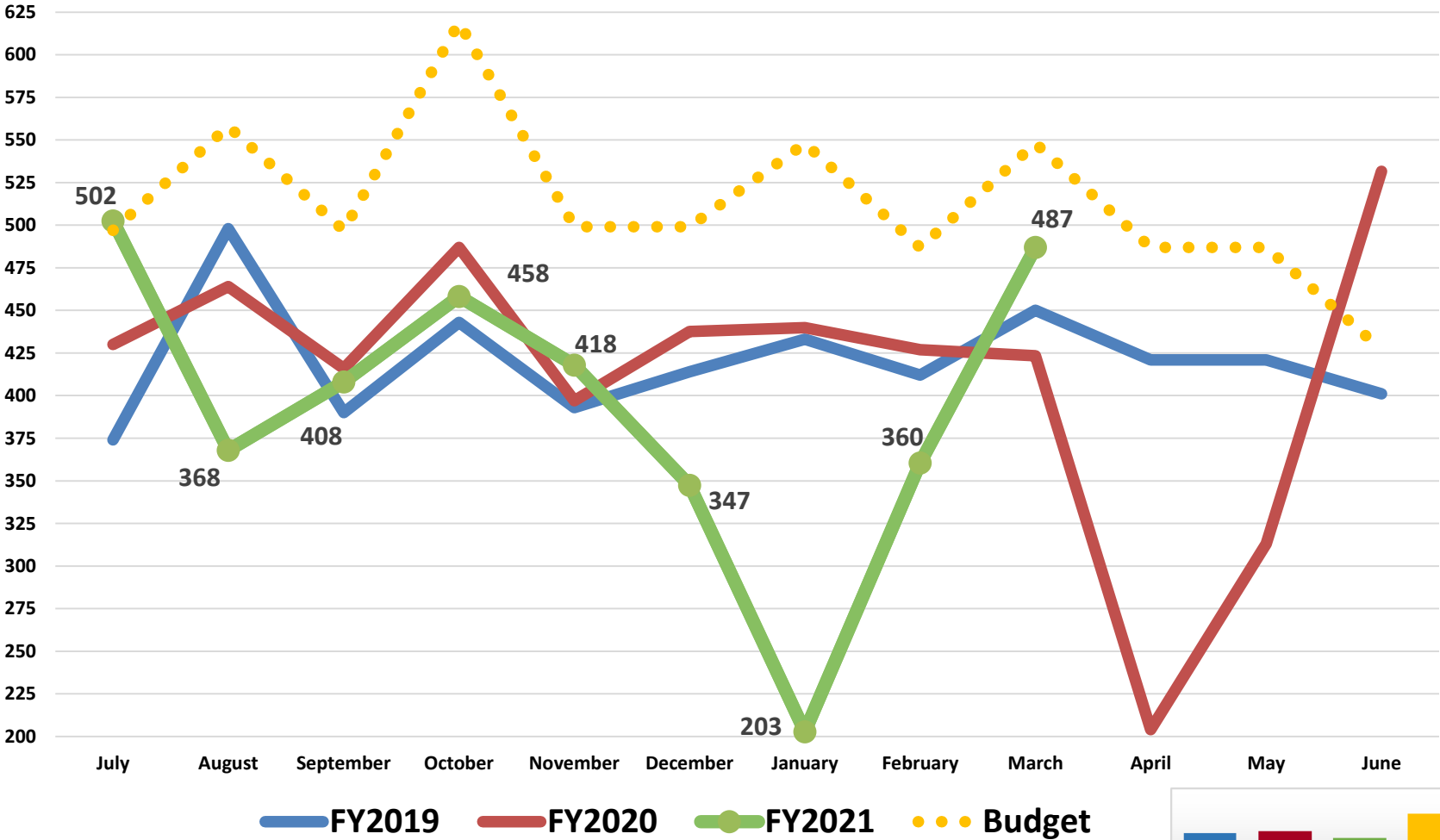
8,853	9,070	8,463	10,653
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Surgery (IP Only) – 100 Min Units



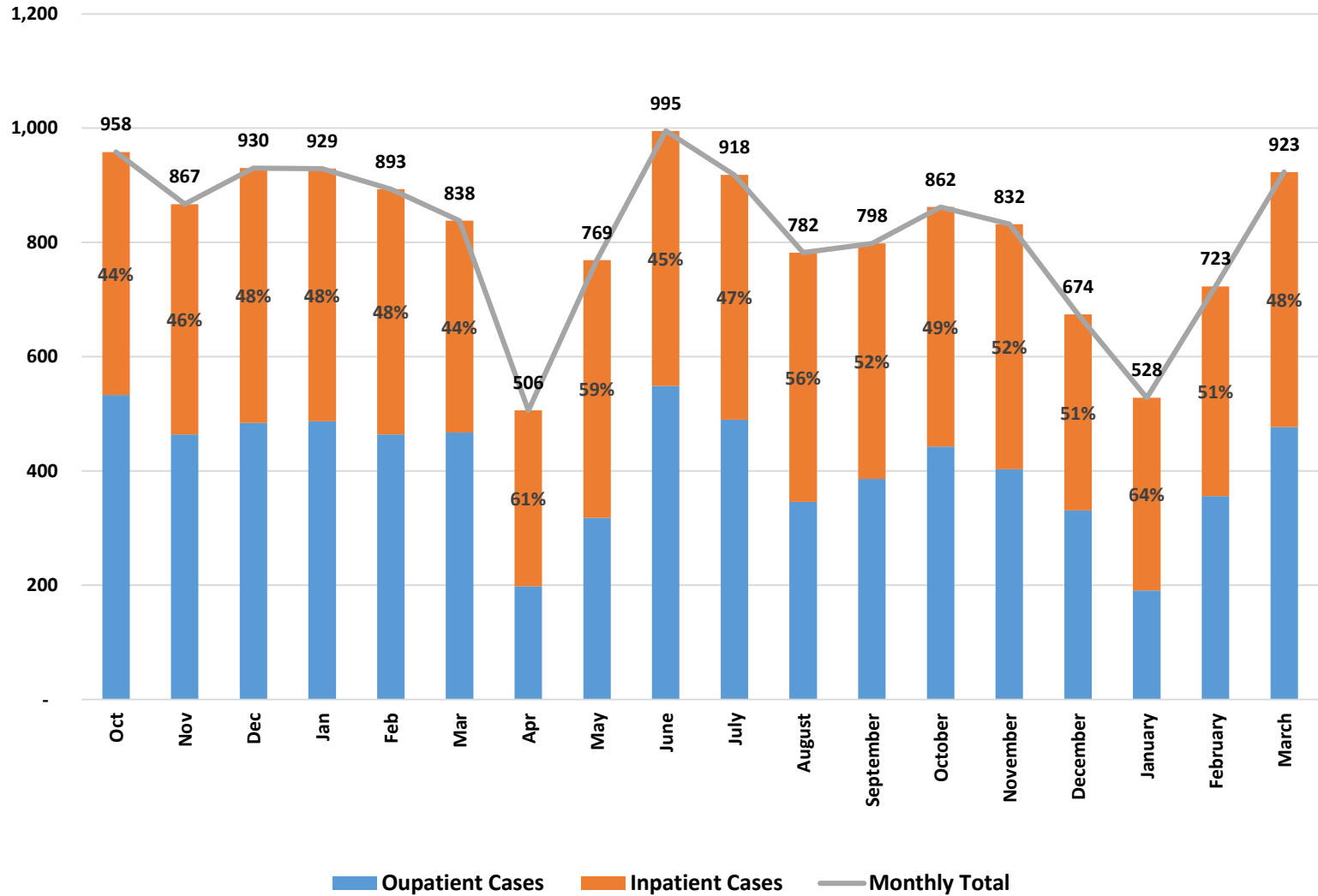
5,046	5,148	4,911	5,901
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Surgery (OP Only) – 100 Min Units

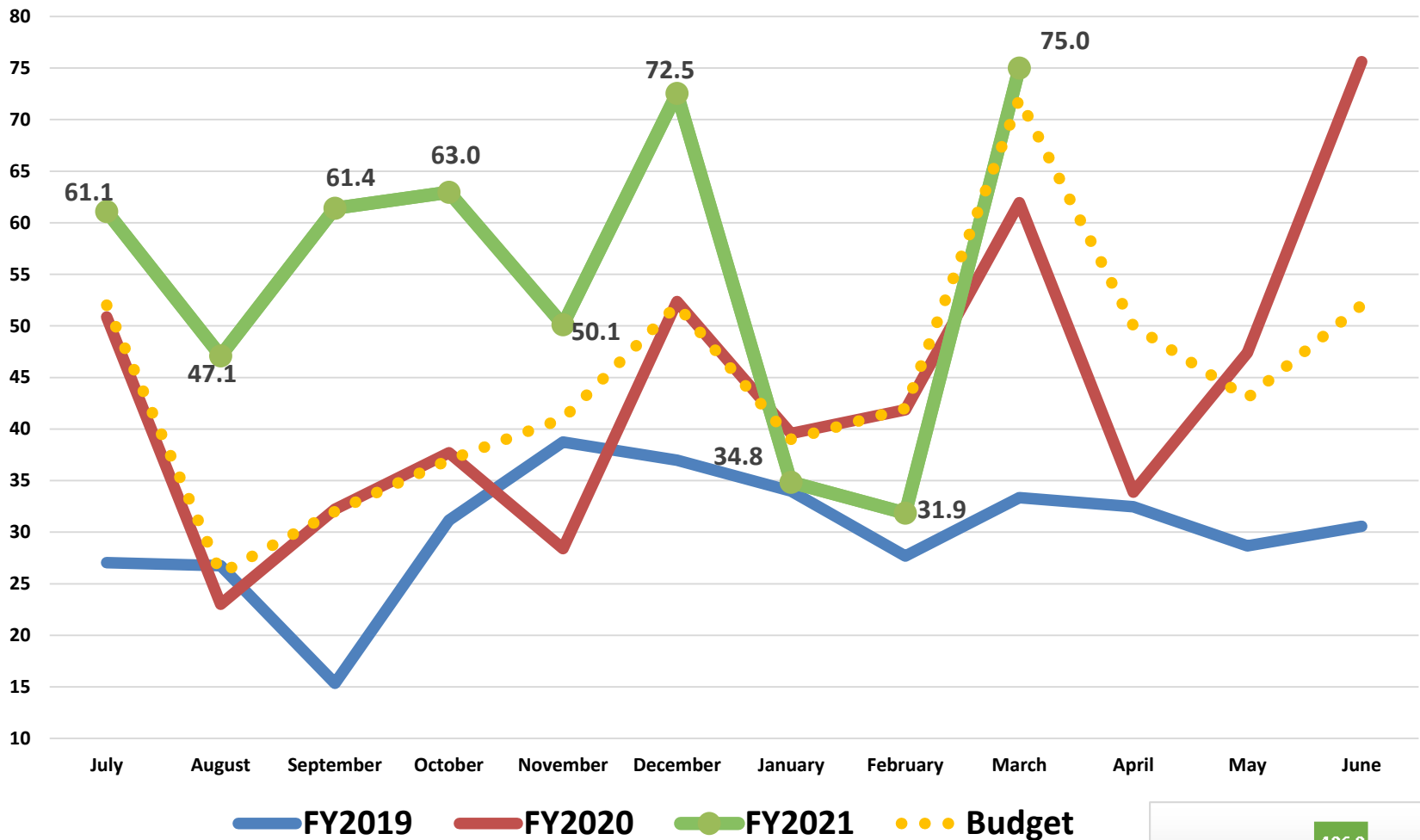


3,807	3,922	3,552	4,752
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Surgery (IP & OP) - Cases

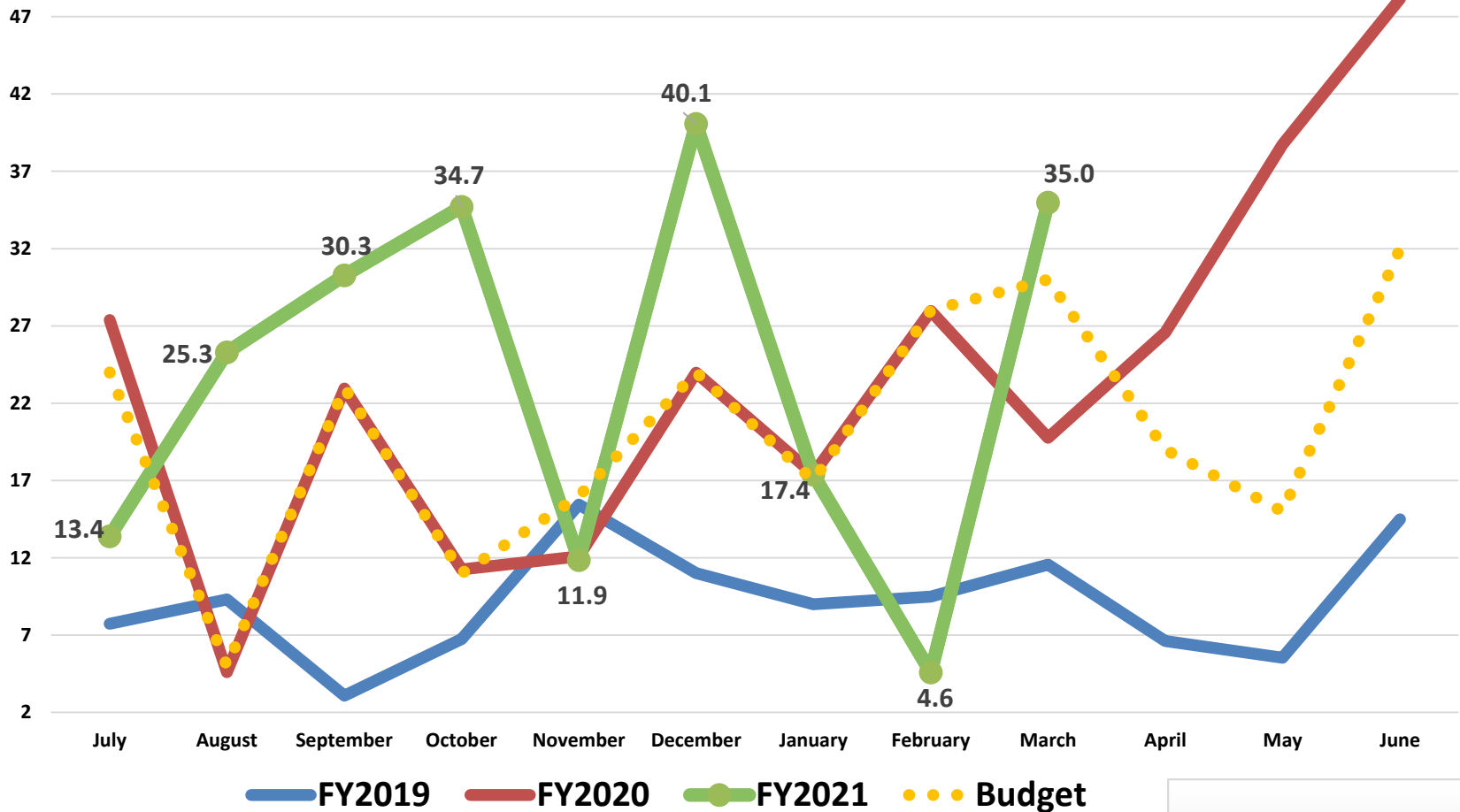


Robotic Surgery (IP & OP) – 100 Min Units



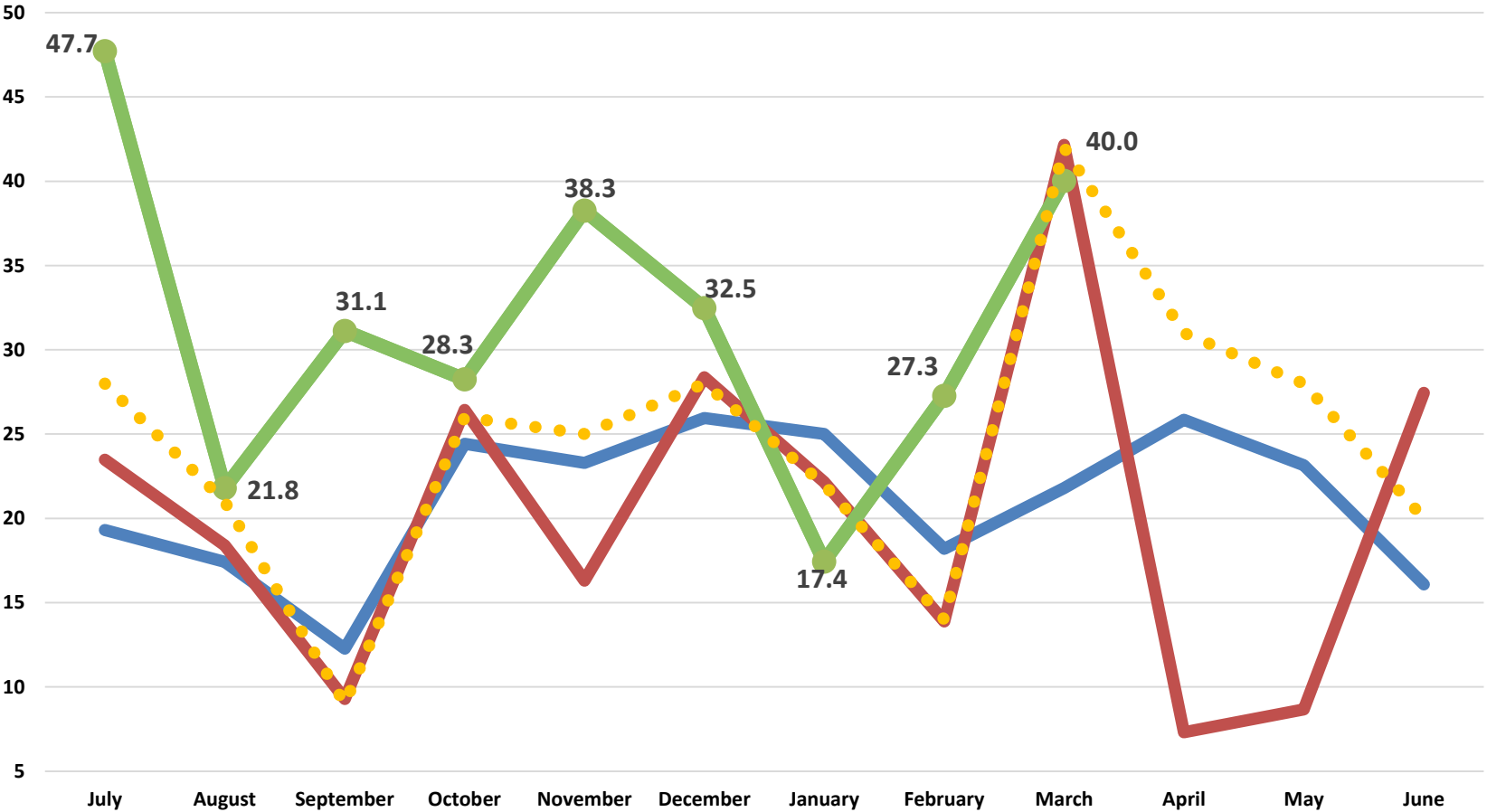
271.1	367.9	496.9	393.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Robotic Surgery (IP Only) – 100 Min Units



83.4	167.4	212.5	178.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

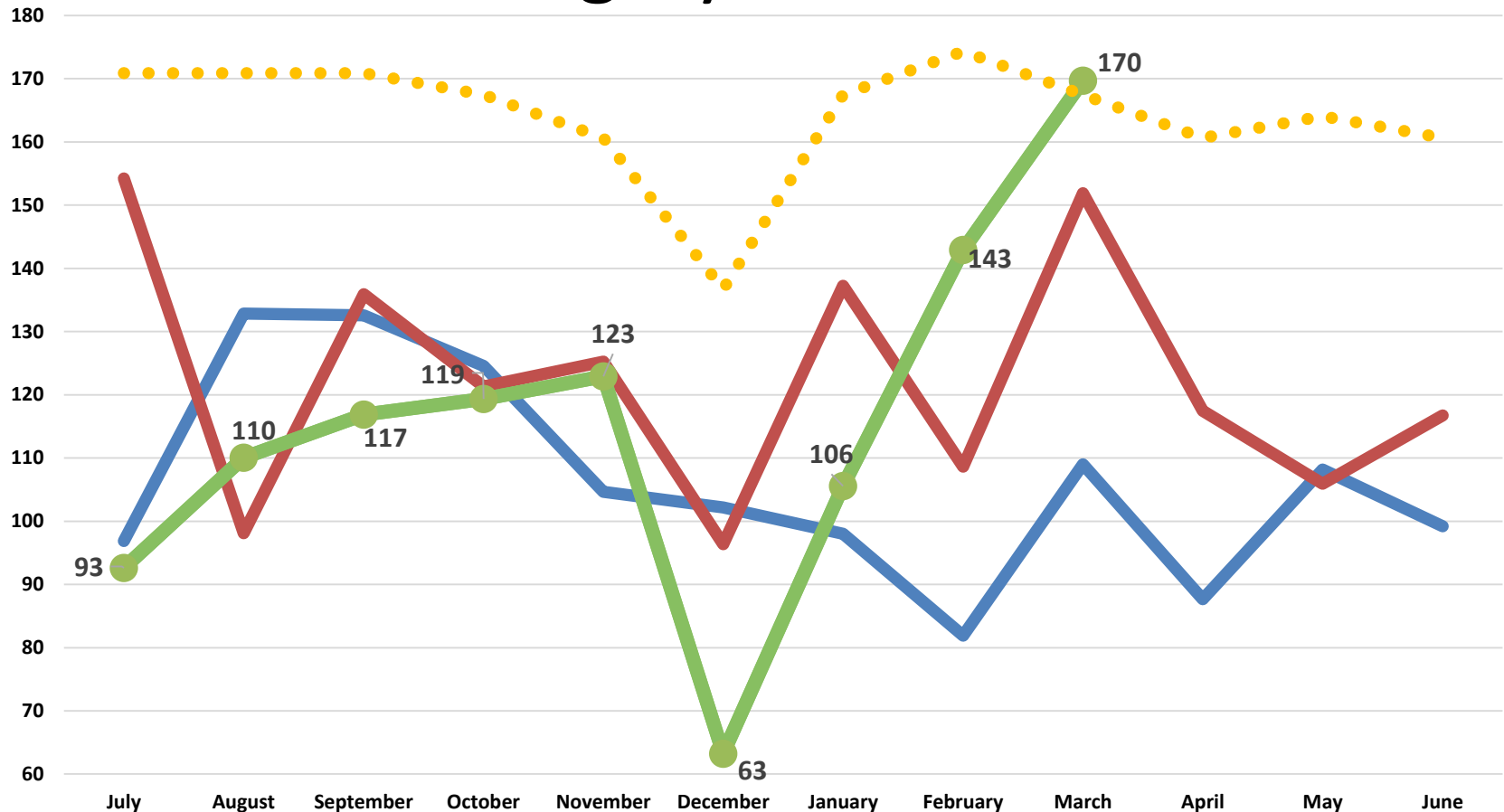
Robotic Surgery (OP Only) – 100 Min Units



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

187.7	200.5	284.4	215.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

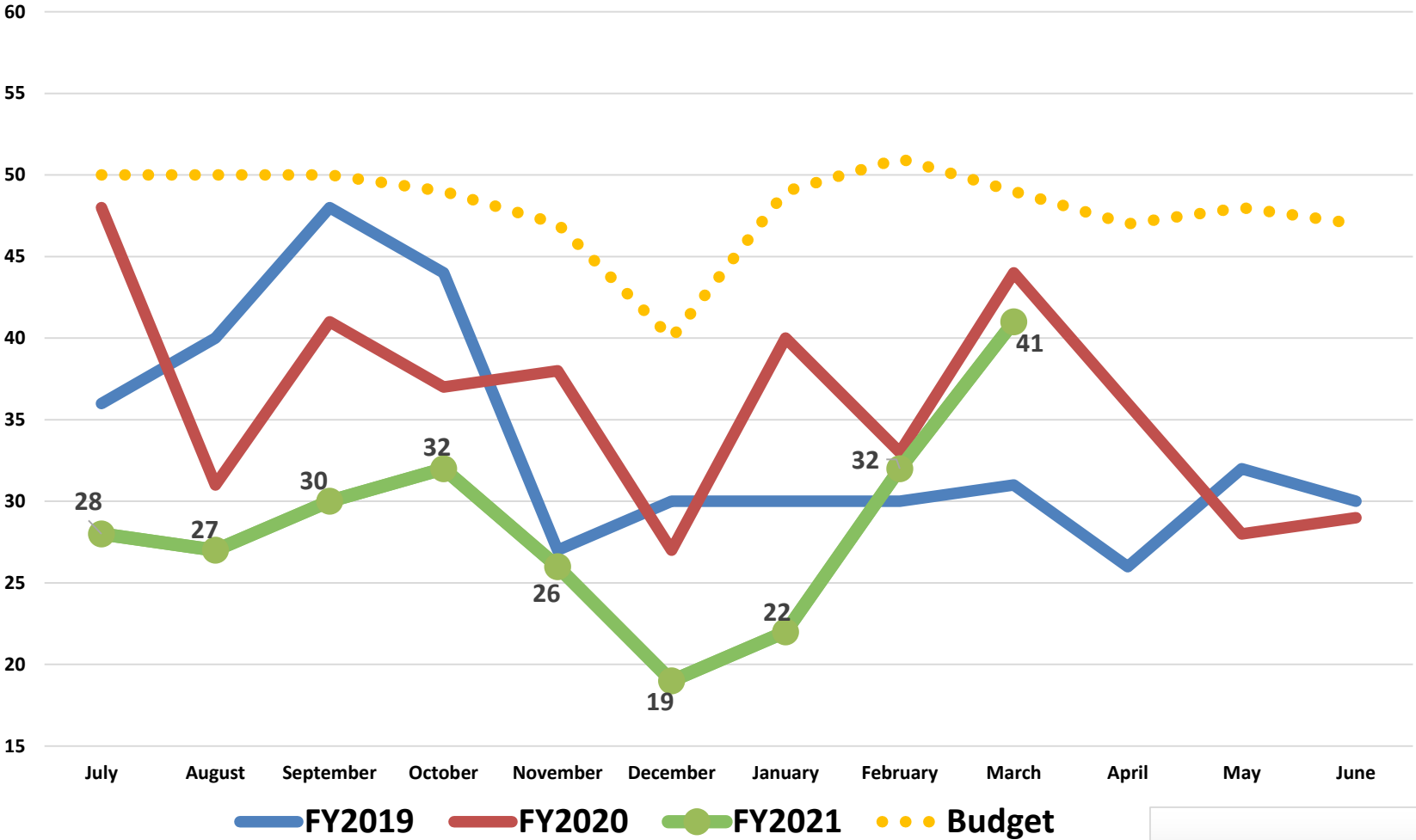
Cardiac Surgery – 100 Min Units



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

983	1,129	1,043	1,487
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

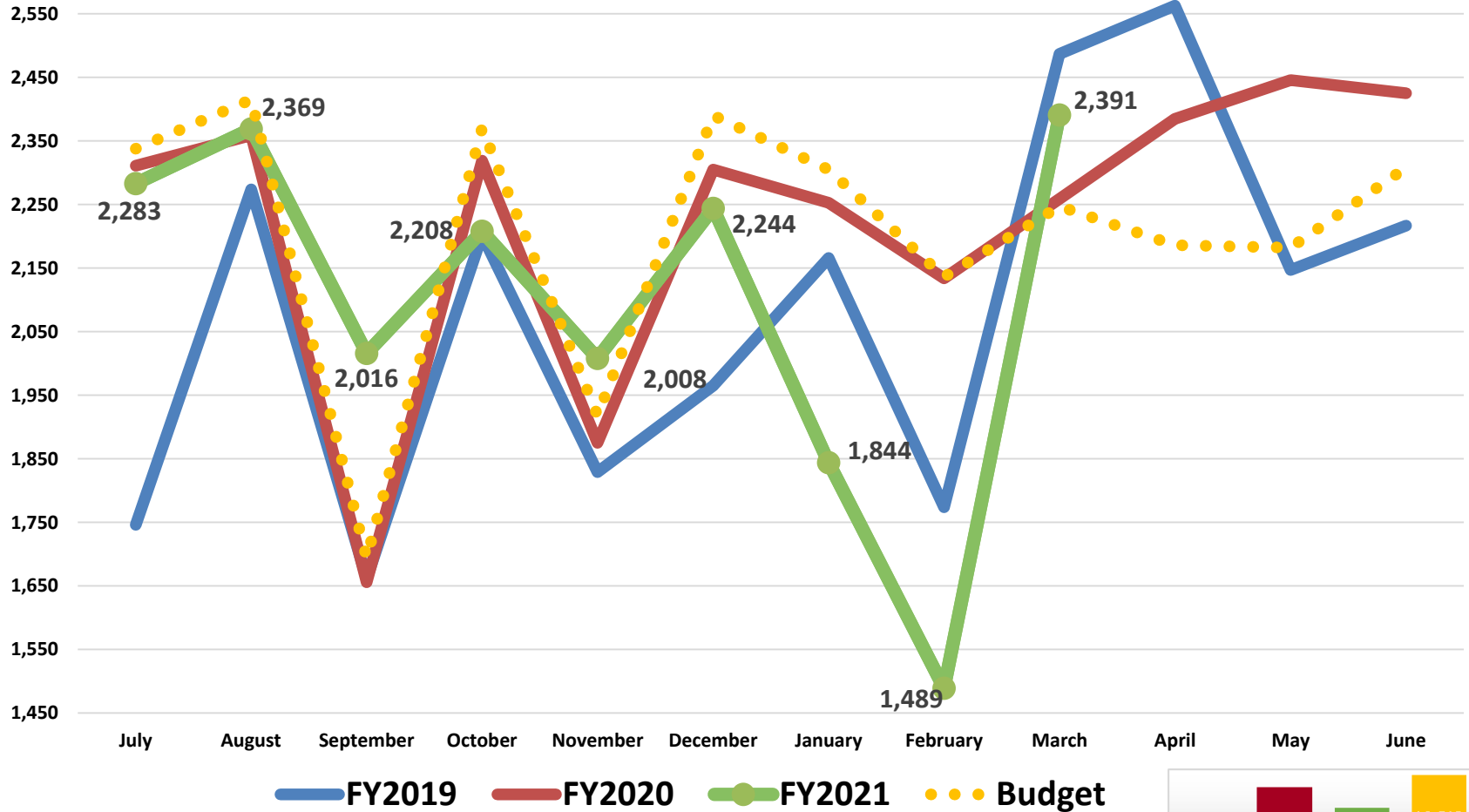
Cardiac Surgery – Cases



285	295	216	386
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

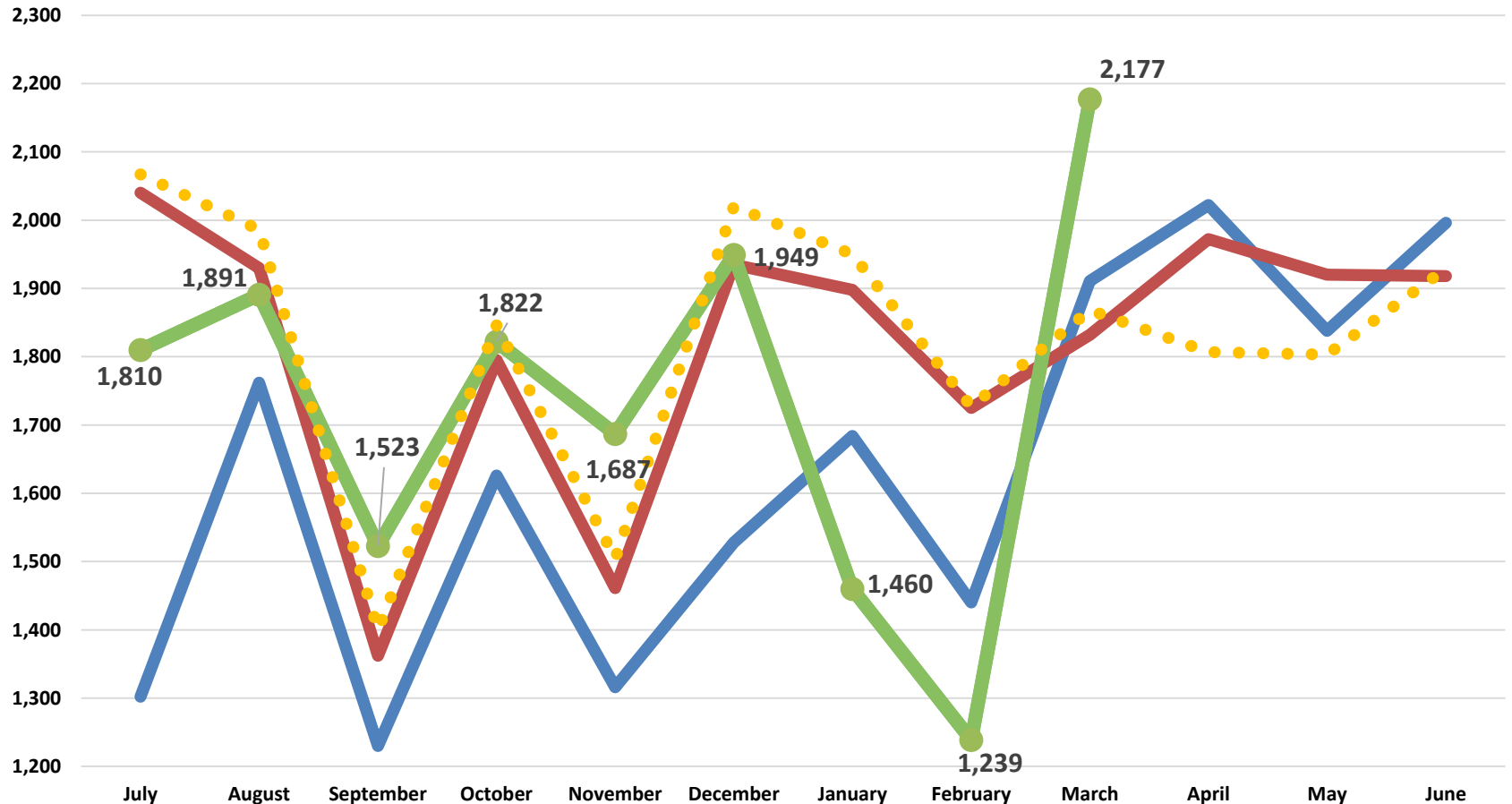
Radiation Oncology Treatments

Hanford and Visalia

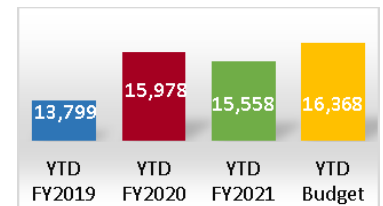


18,104	19,471	18,852	19,813
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

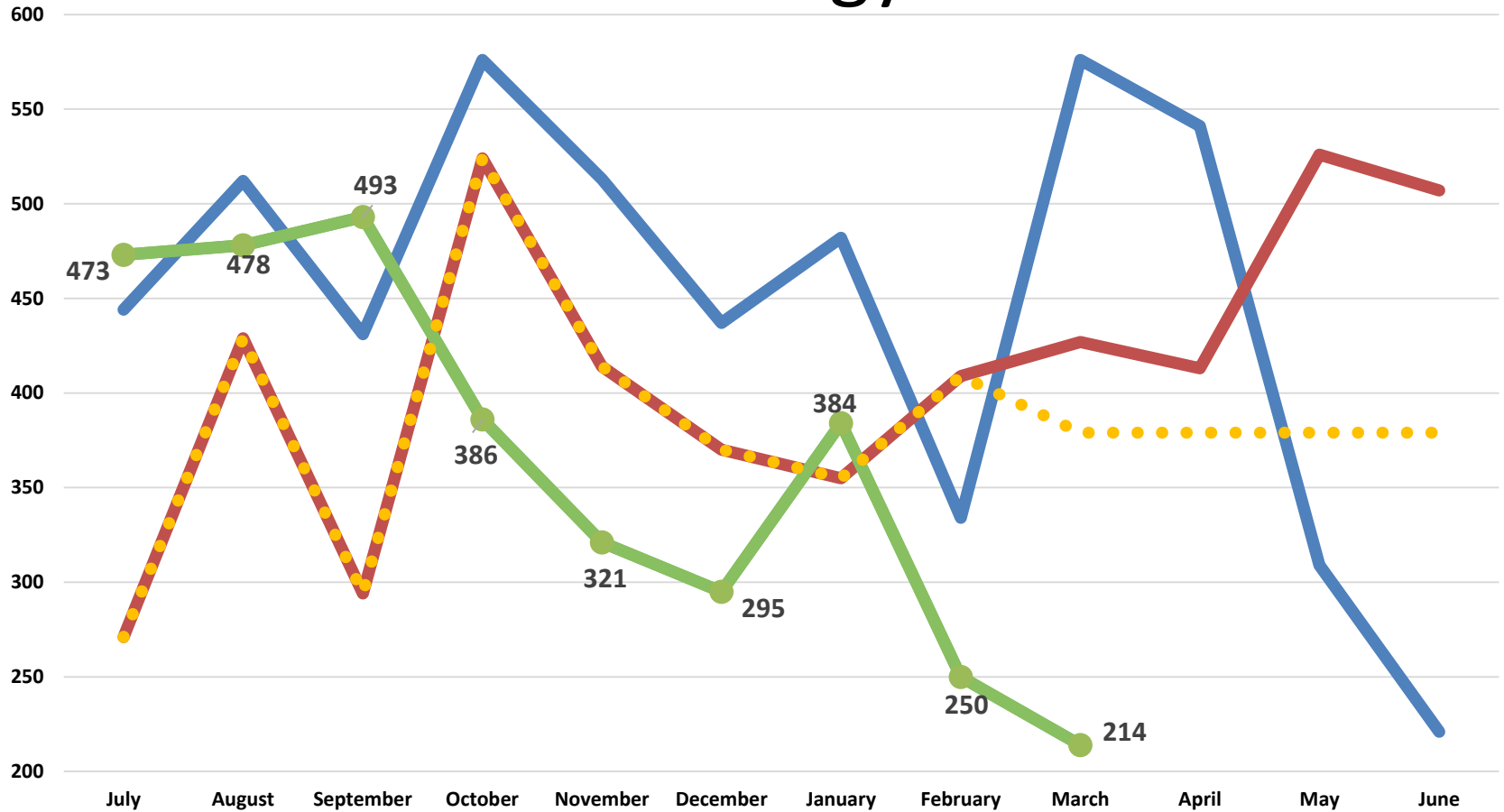
Radiation Oncology - Visalia



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



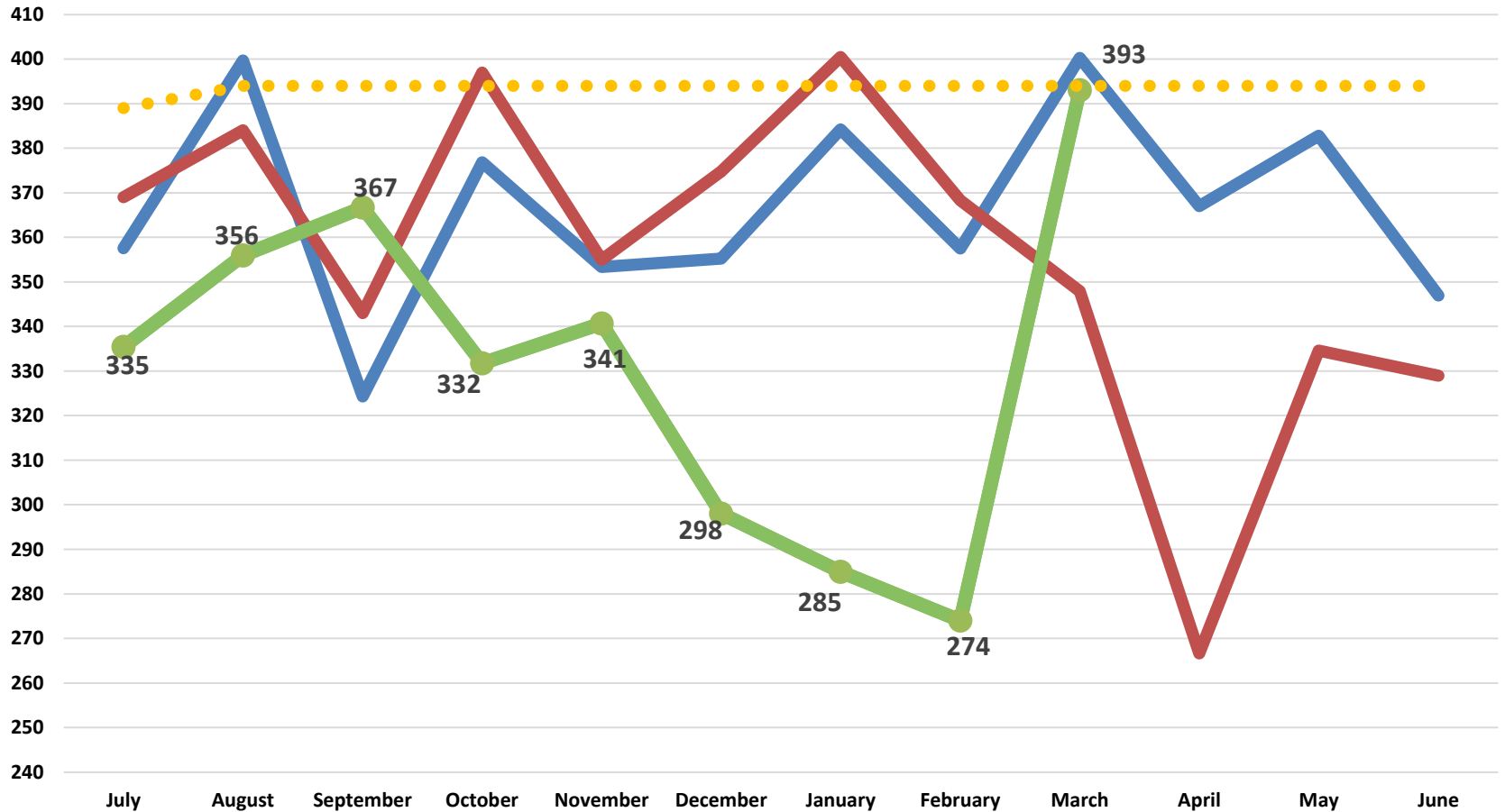
Radiation Oncology - Hanford



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

4,305	3,493	3,294	3,445
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

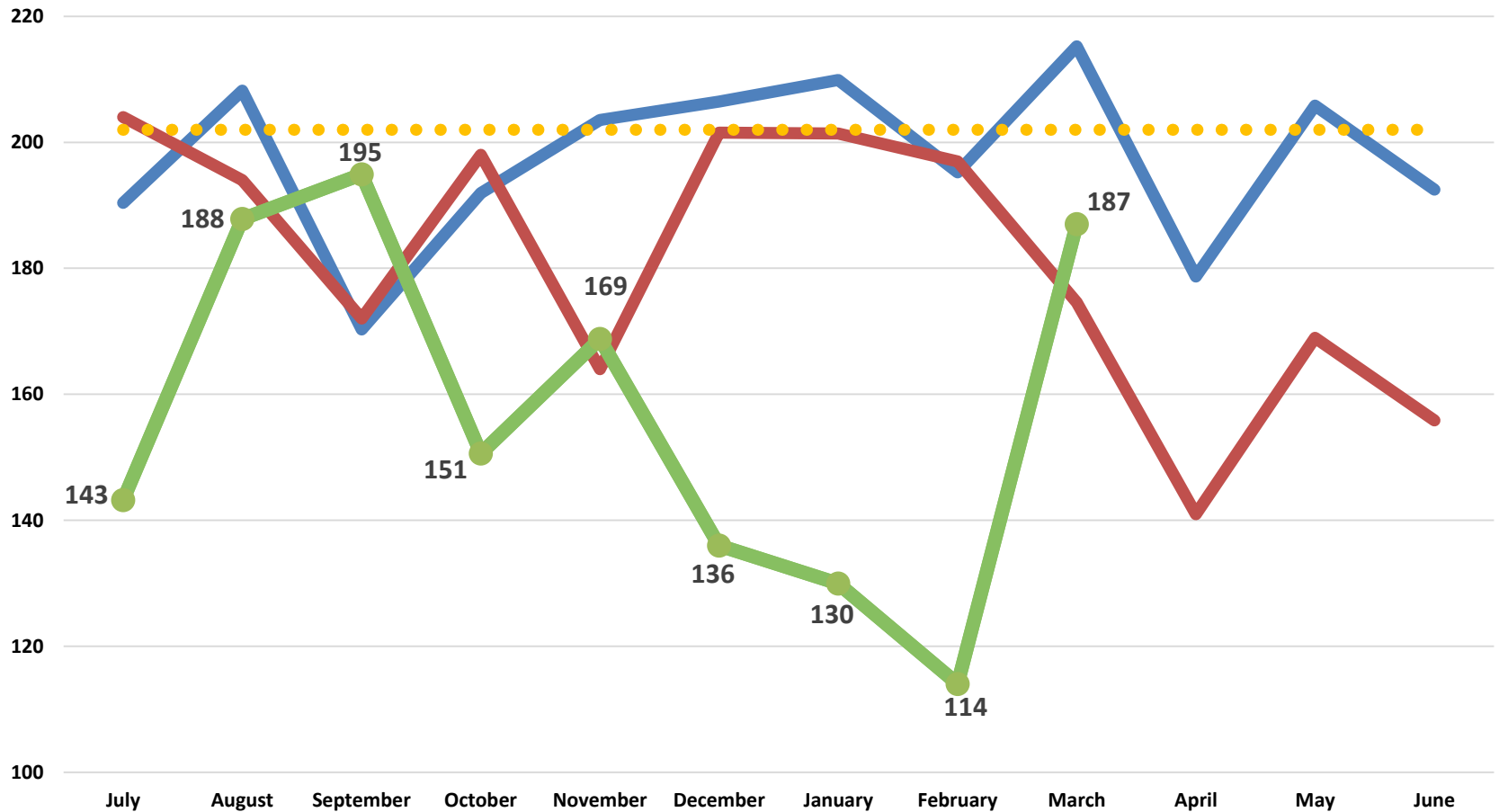
Cath Lab (IP & OP) – 100 Min Units



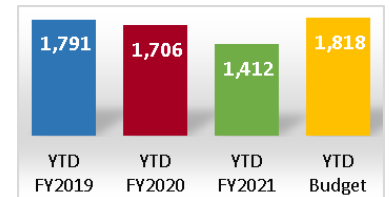
—●— FY2019
 —●— FY2020
 —●— FY2021
 ●●● Budget

3,309	3,339	2,980	3,541
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

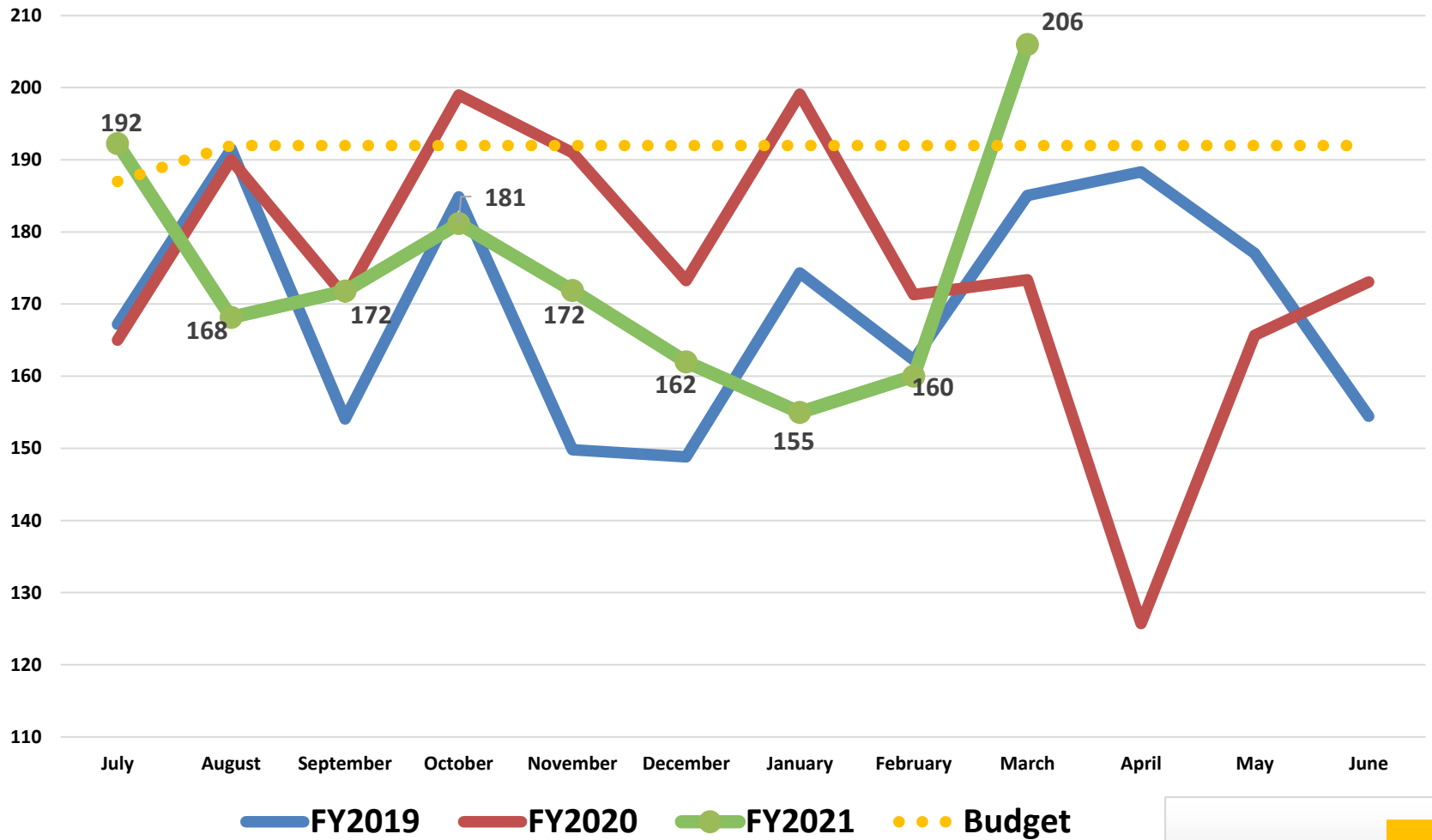
Cath Lab (IP Only) – 100 Min Units



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

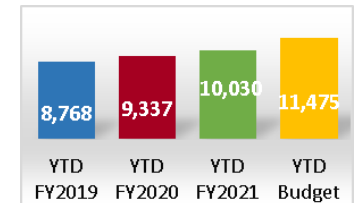
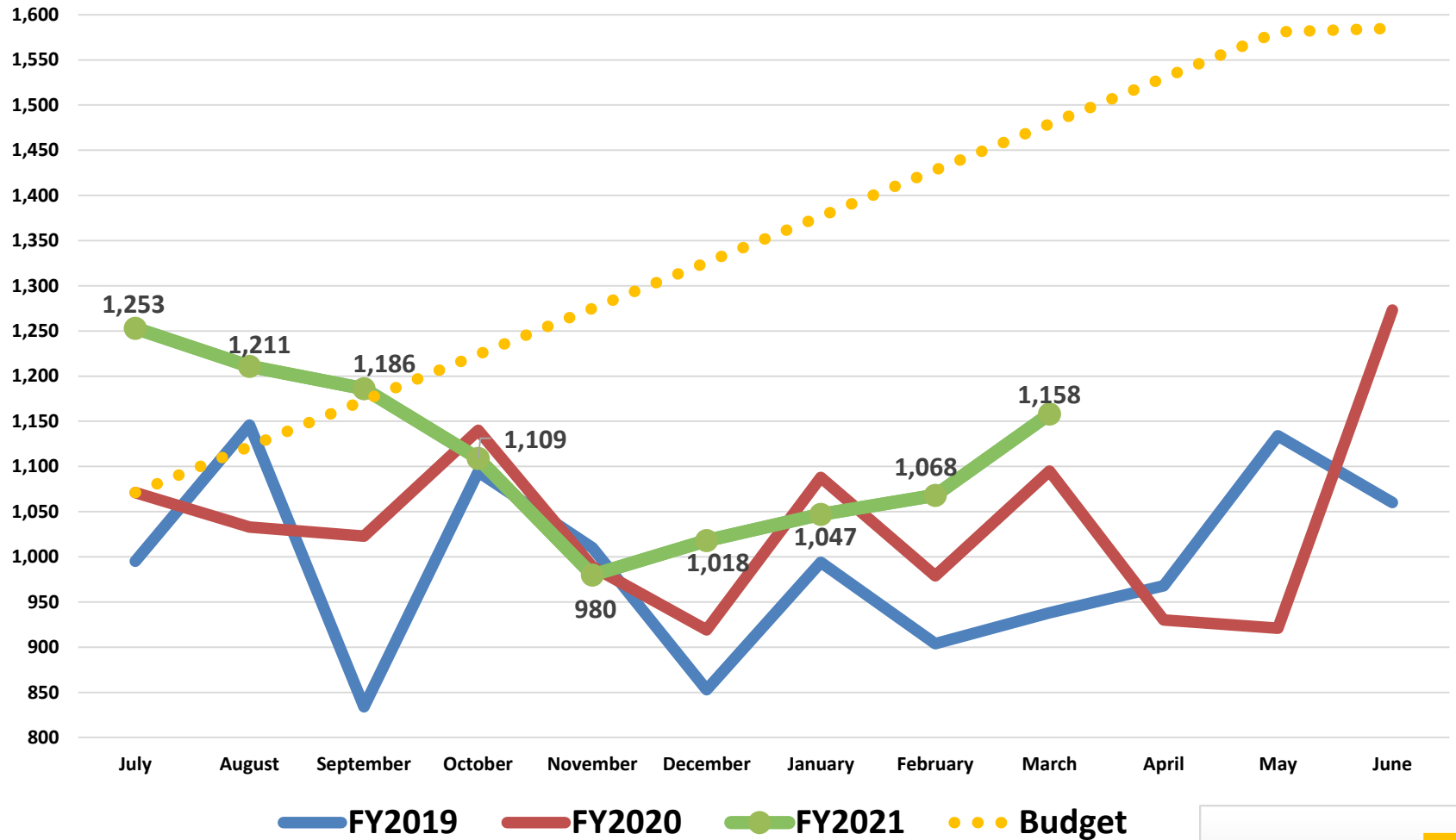


Cath Lab (OP Only) – 100 Min Units

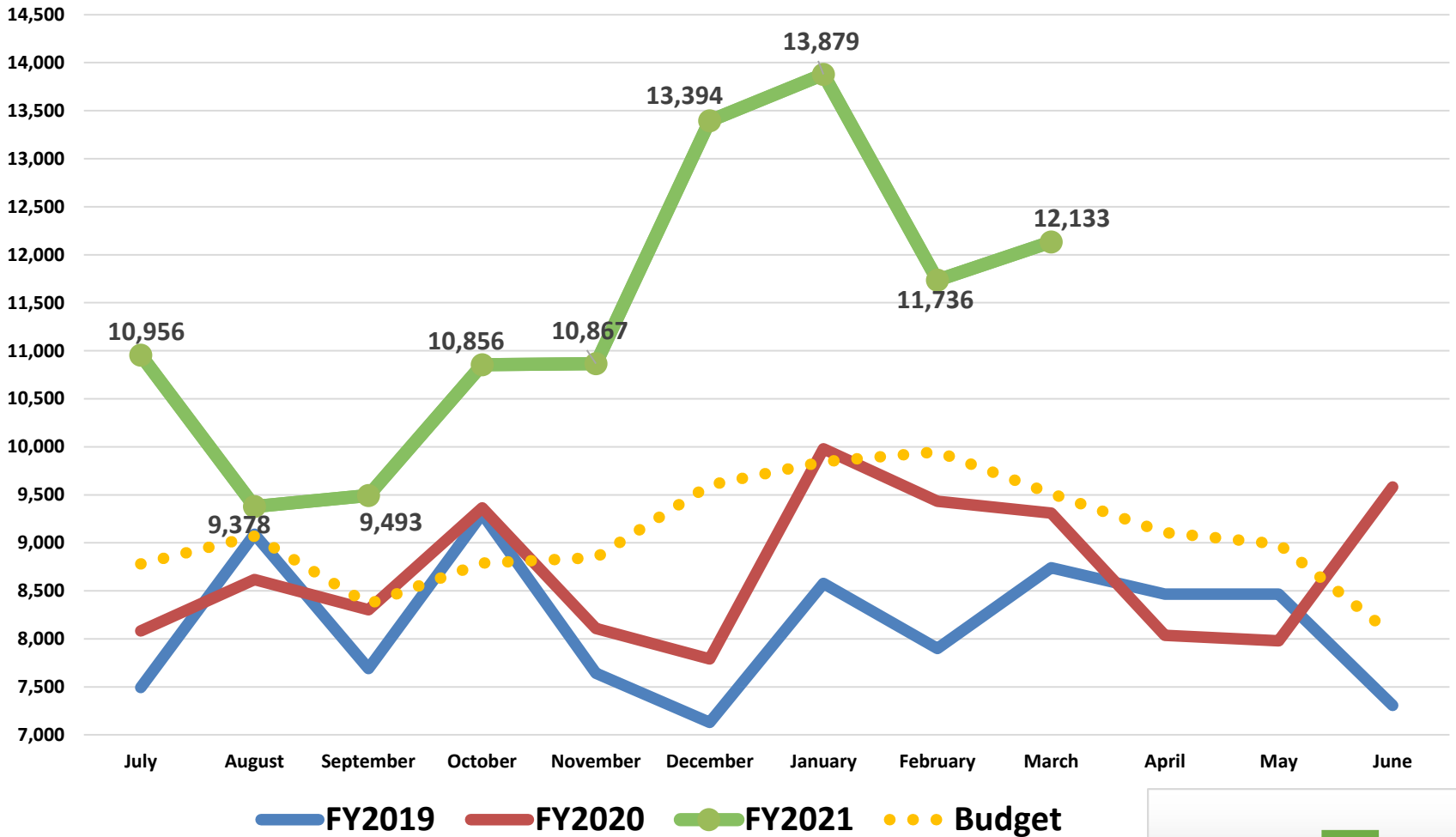


1,518	1,633	1,568	1,723
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

GME Family Medicine Clinic Visits

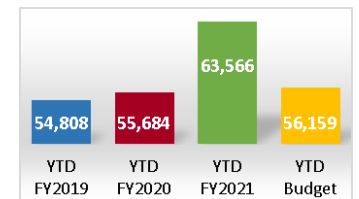
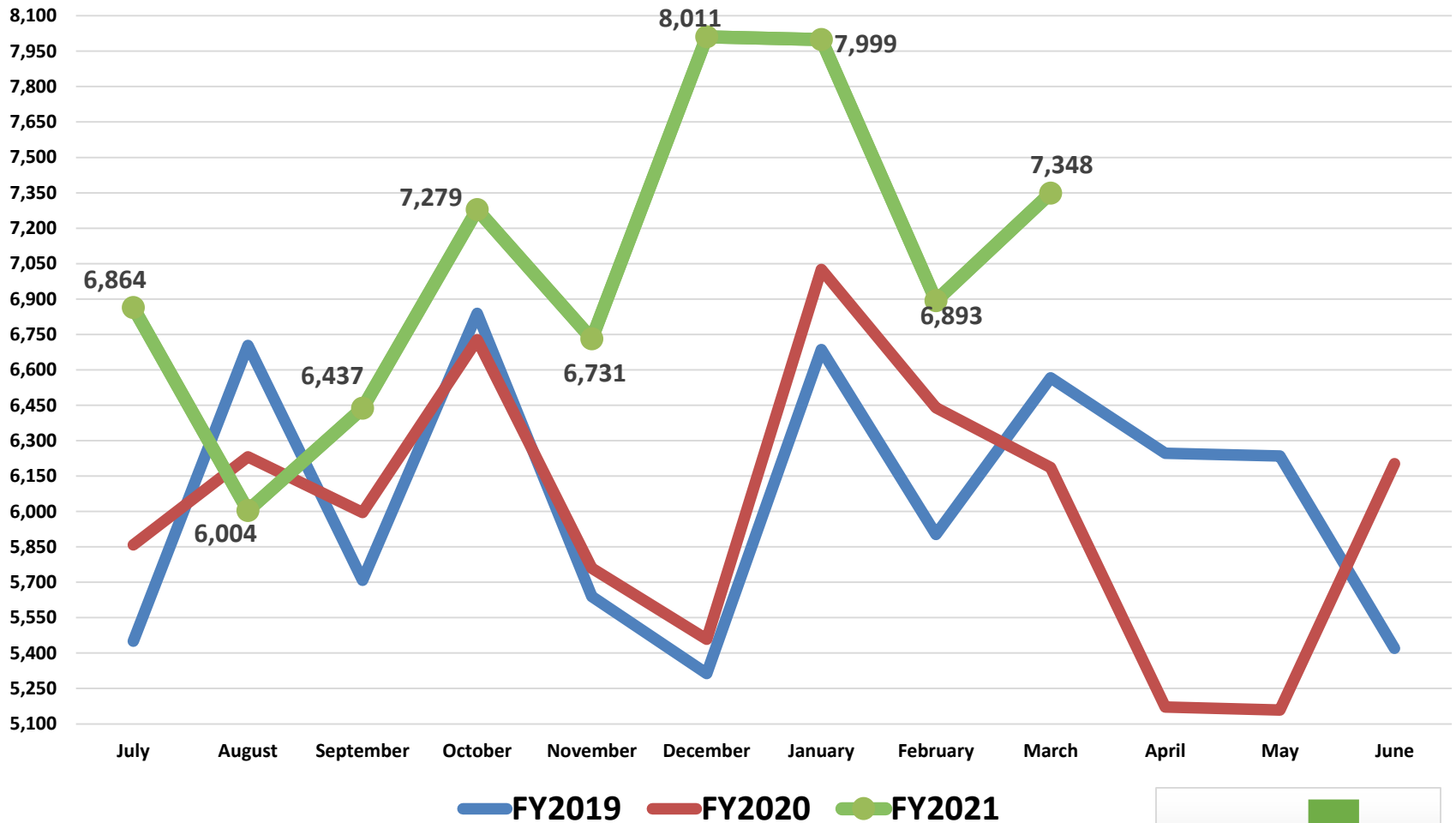


Rural Health Clinic Registrations

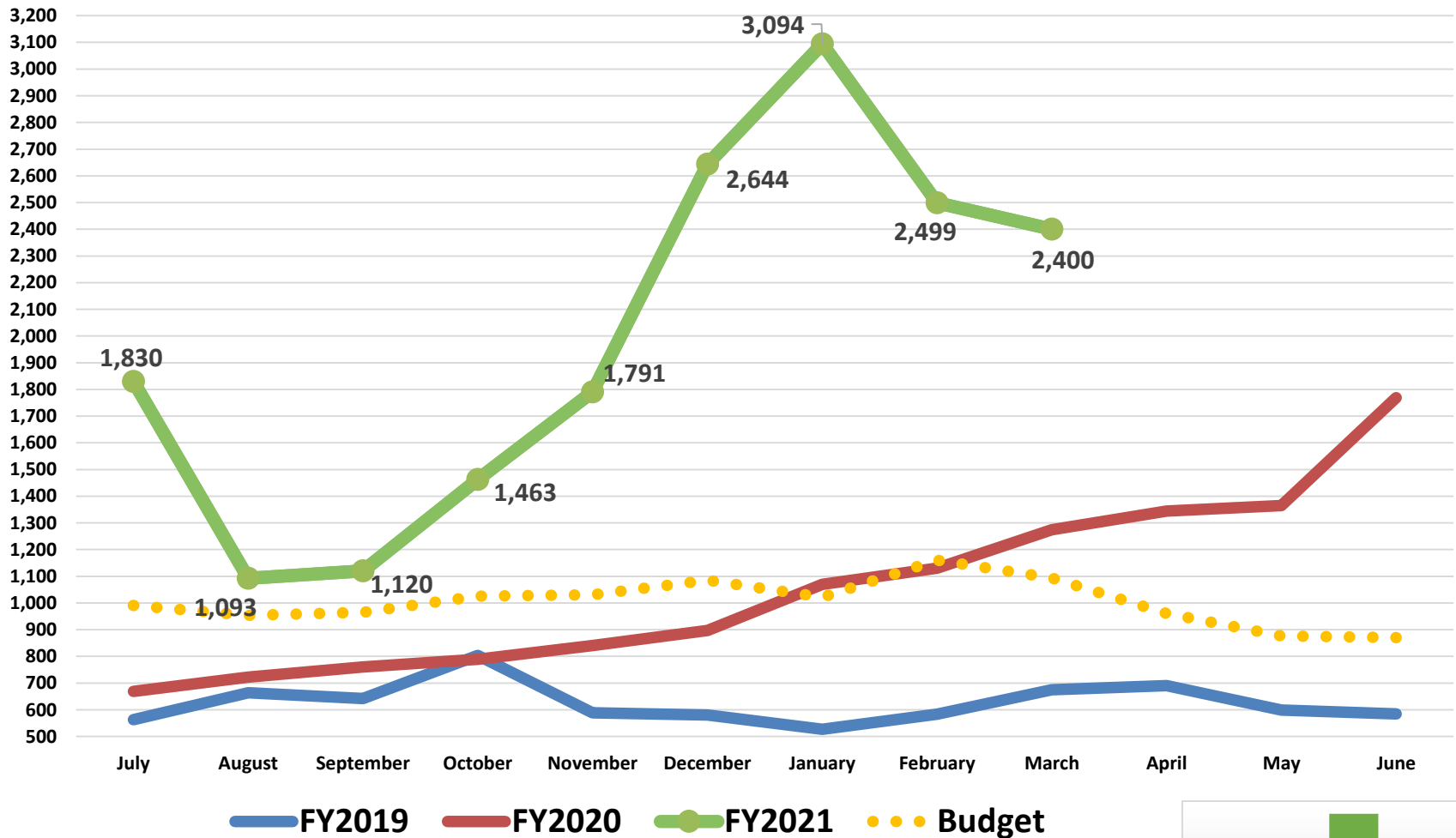


73,565	78,991	102,692	82,756
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Exeter RHC - Registrations

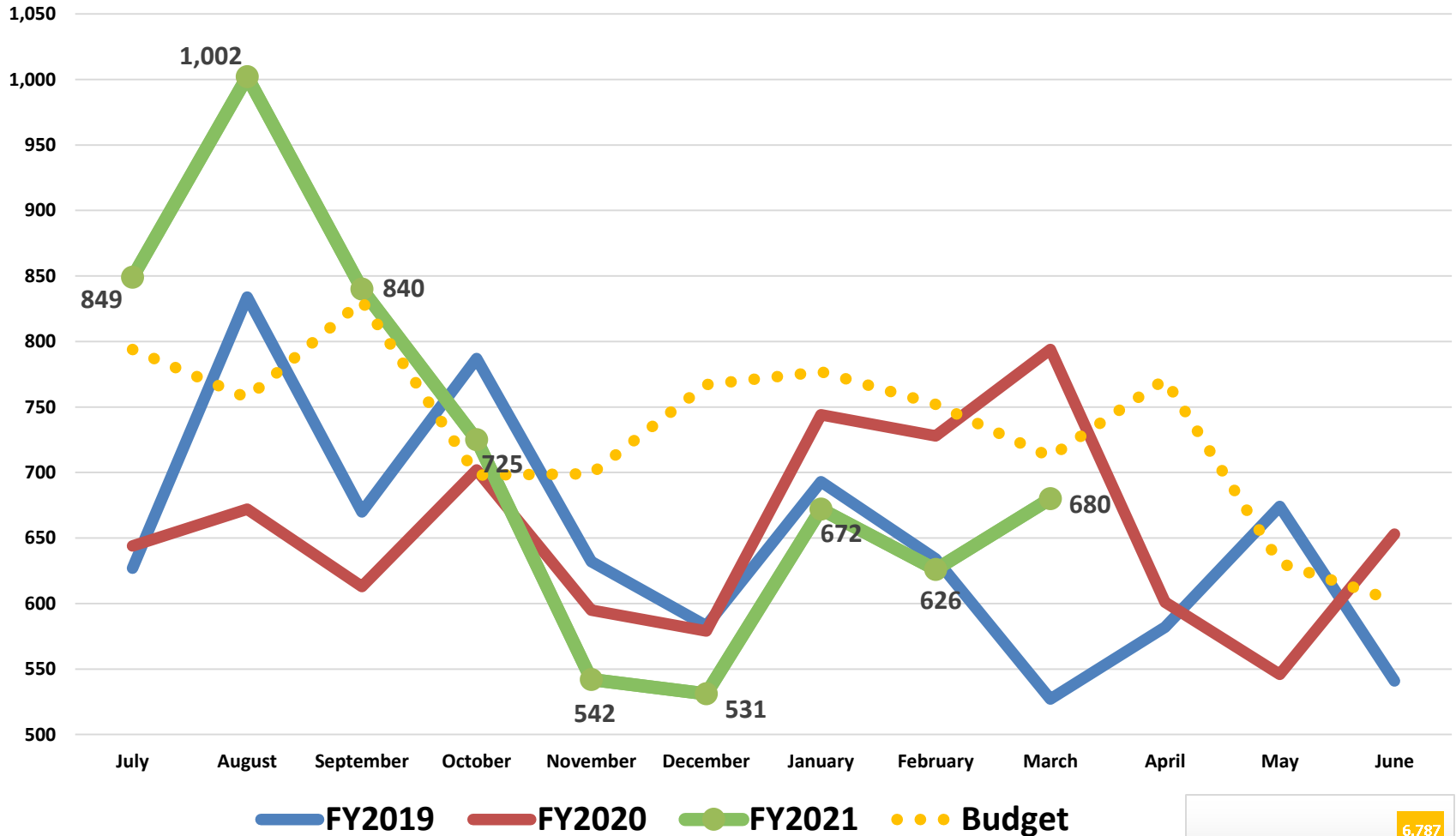


Lindsay RHC - Registrations



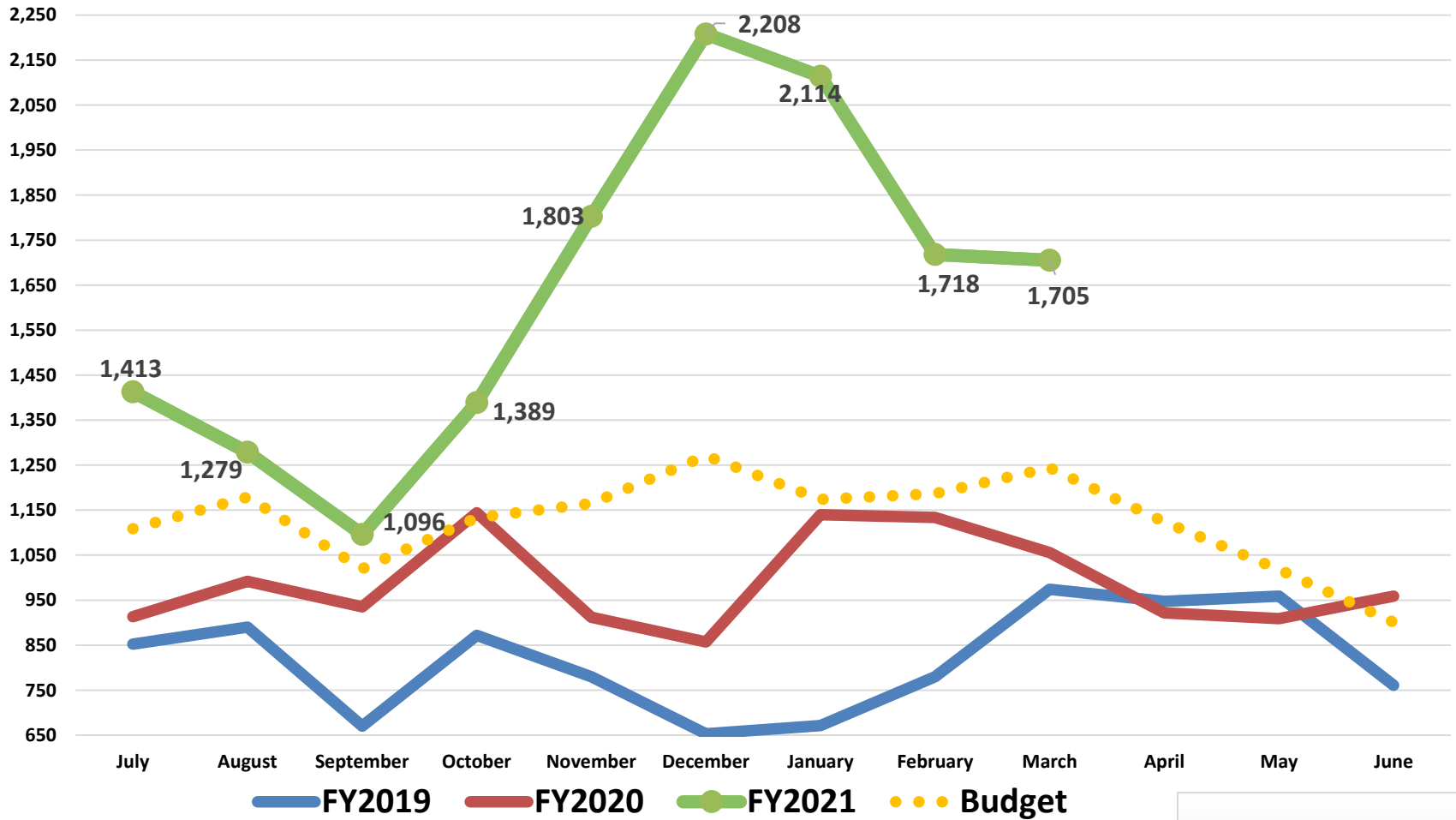
5,628	8,153	17,934	9,328
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Woodlake RHC - Registrations



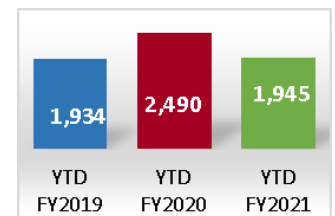
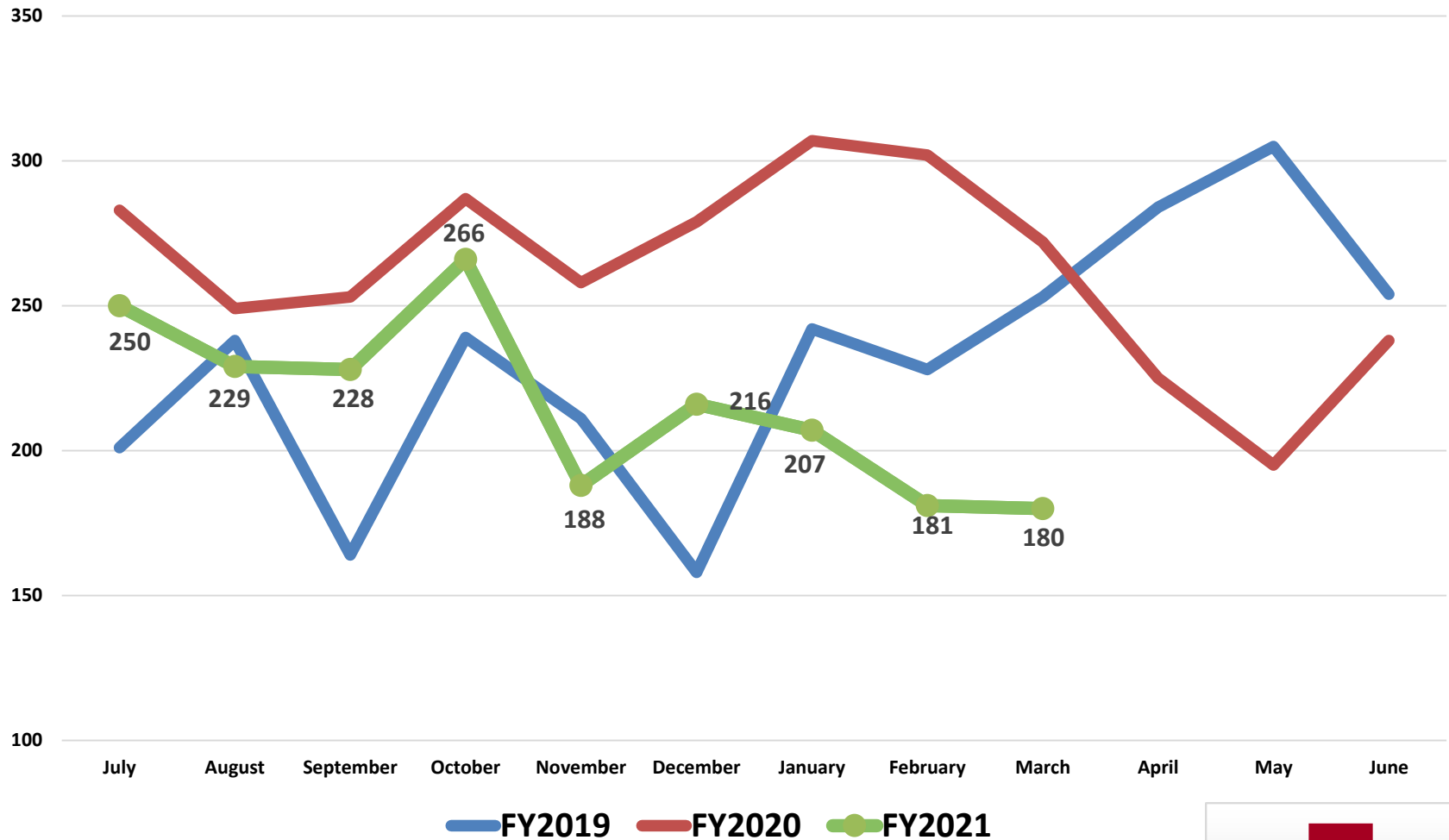
5,987	6,071	6,467	6,787
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Dinuba RHC - Registrations

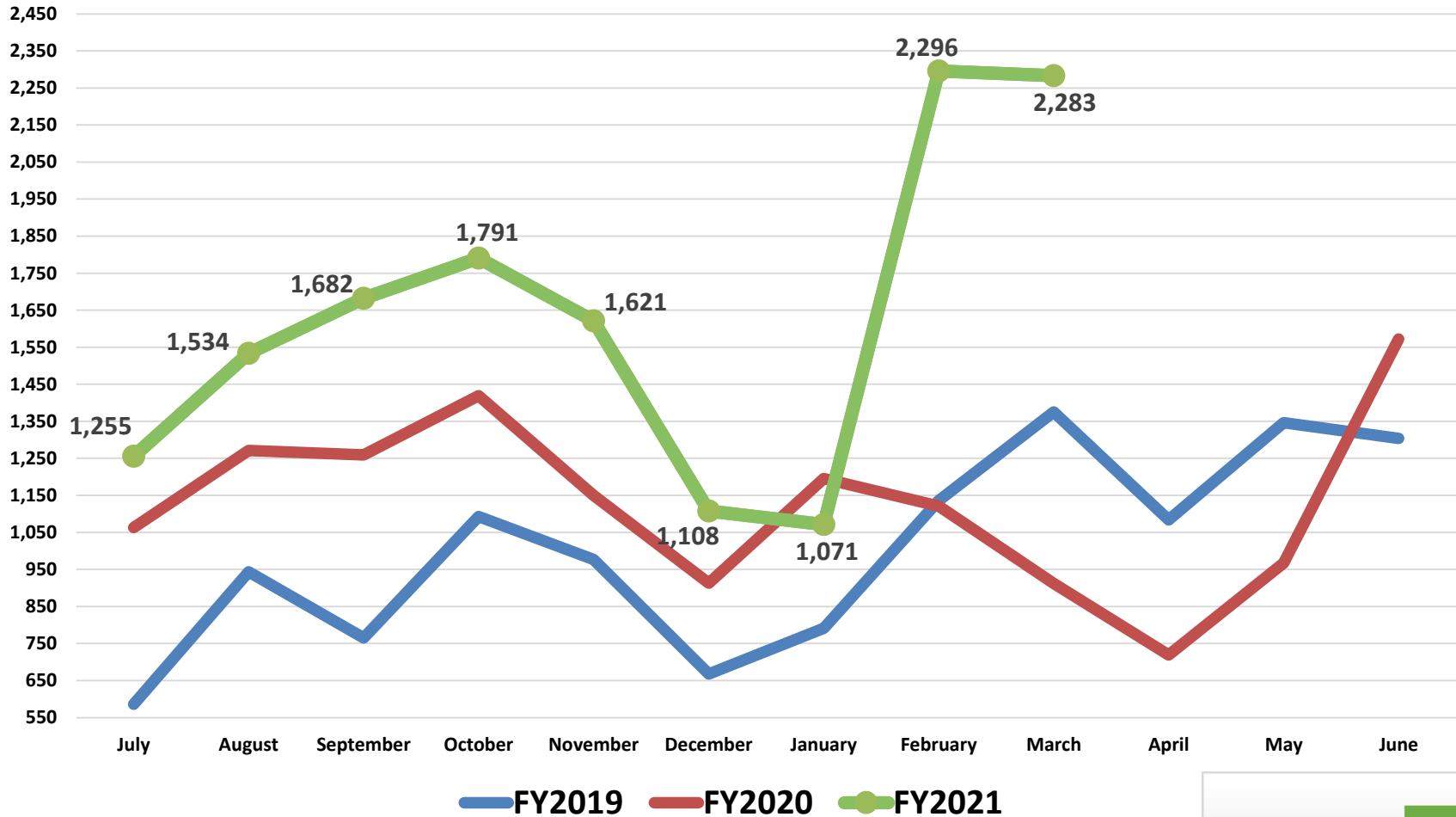


7,142	9,083	14,725	10,482
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Neurosurgery Clinic - Registrations

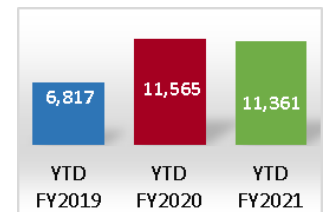
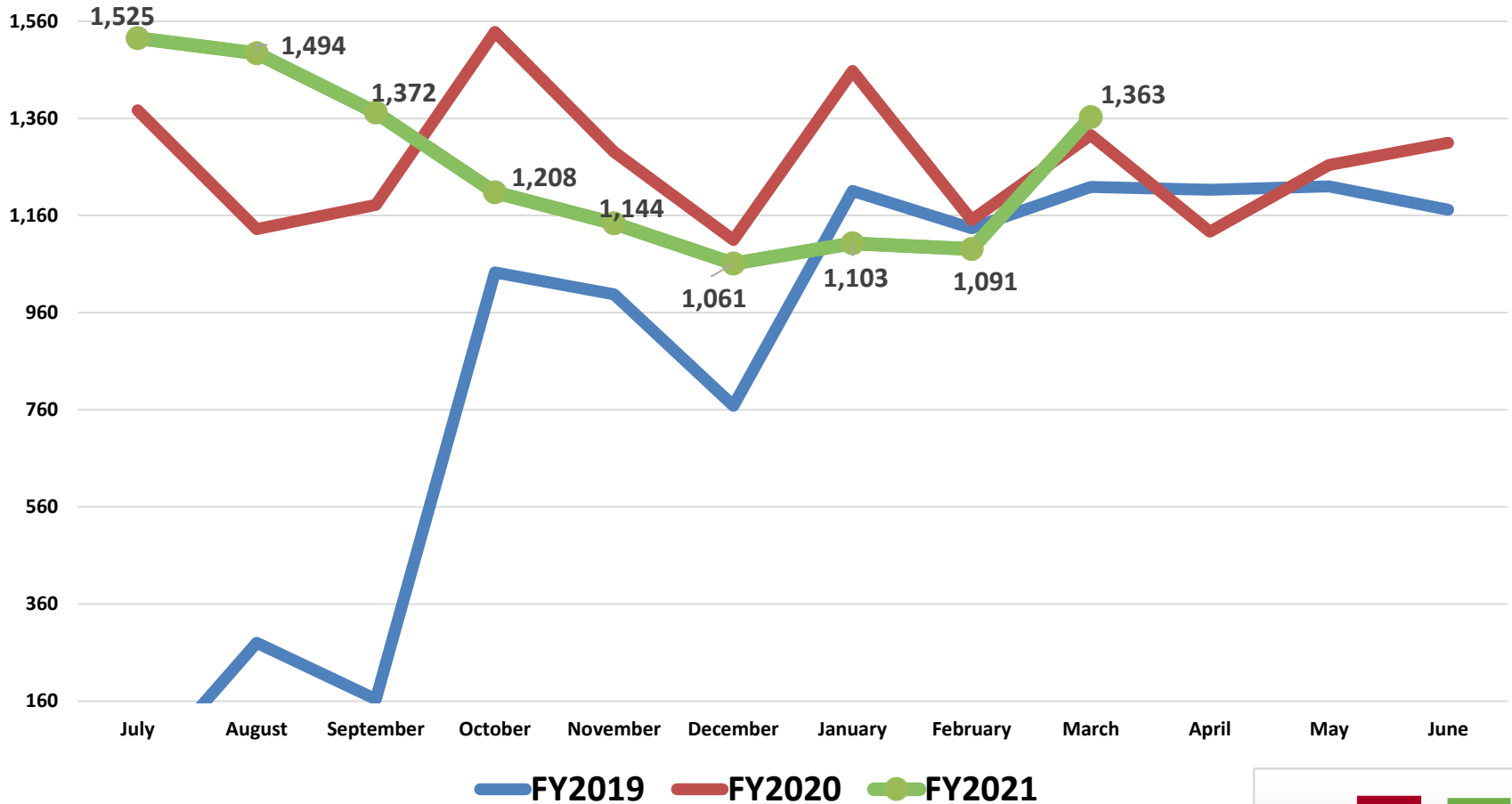


Neurosurgery Clinic - wRVU's

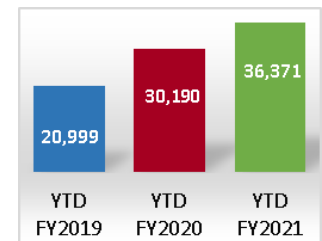
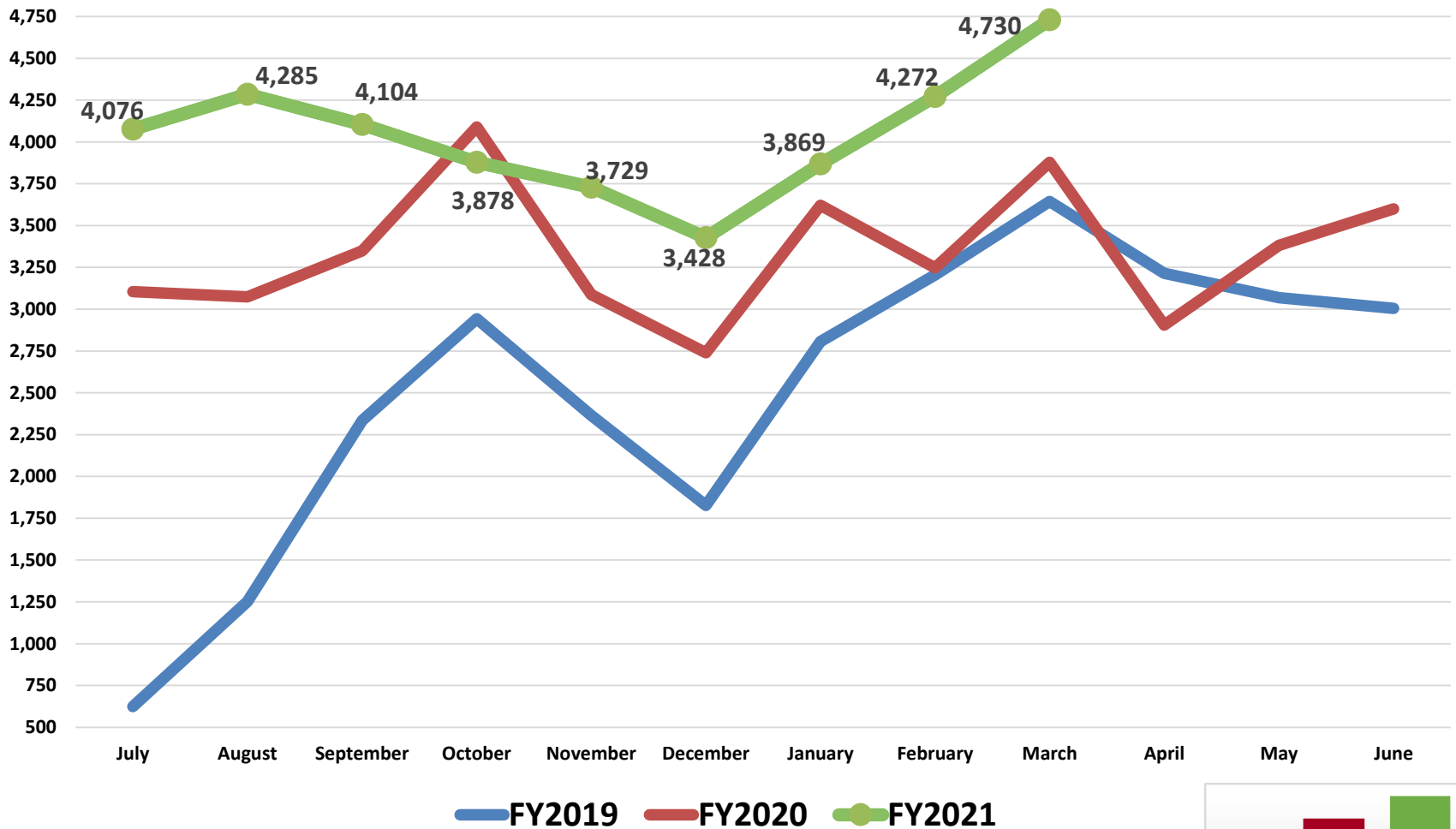


8,335	10,303	14,641
YTD FY2019	YTD FY2020	YTD FY2021

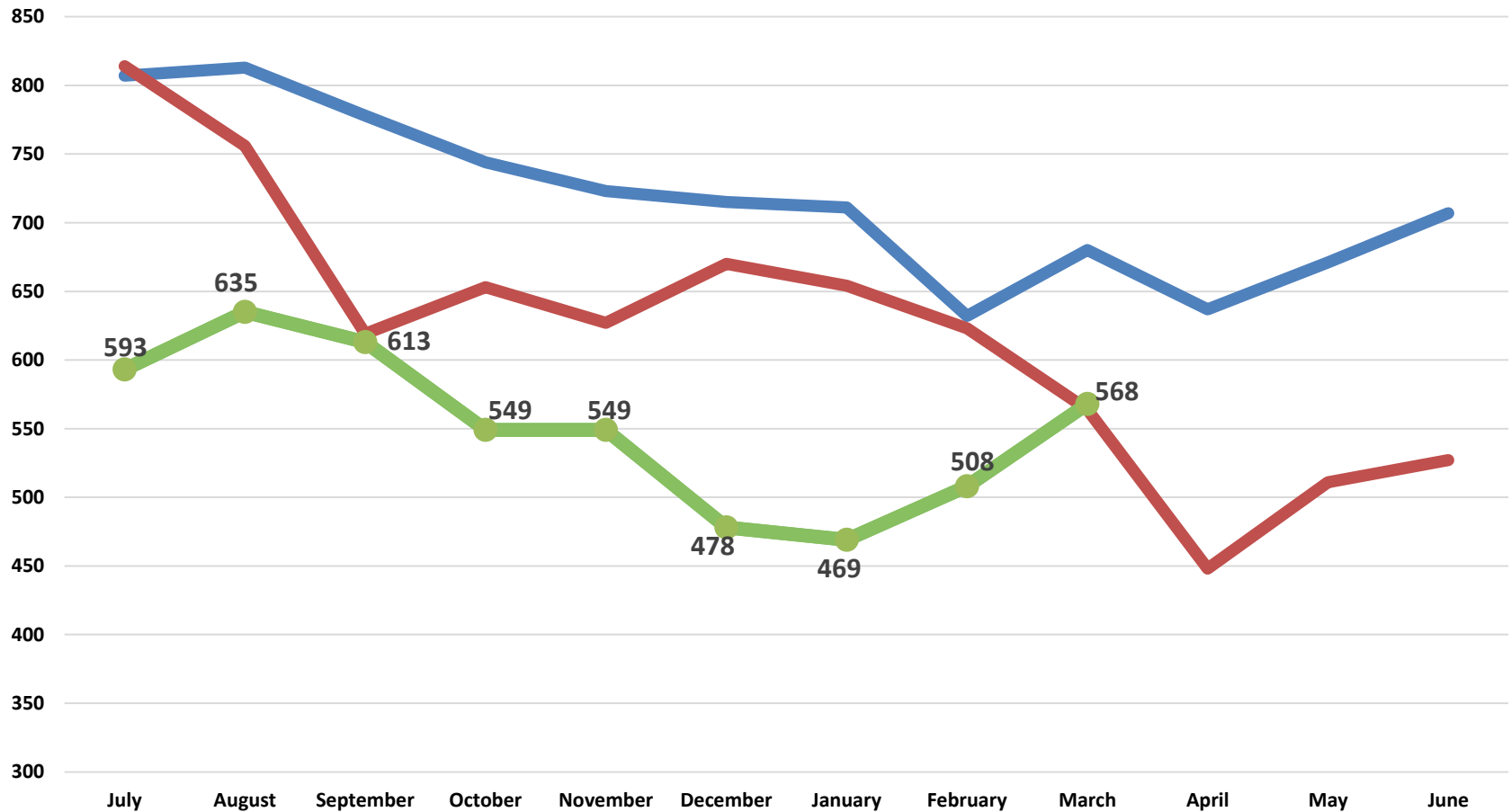
Sequoia Cardiology - Registrations



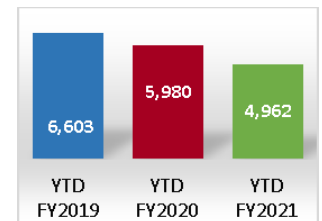
Sequoia Cardiology – wRVU's



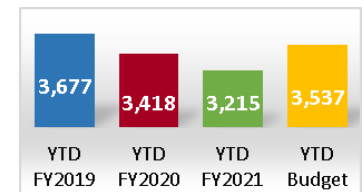
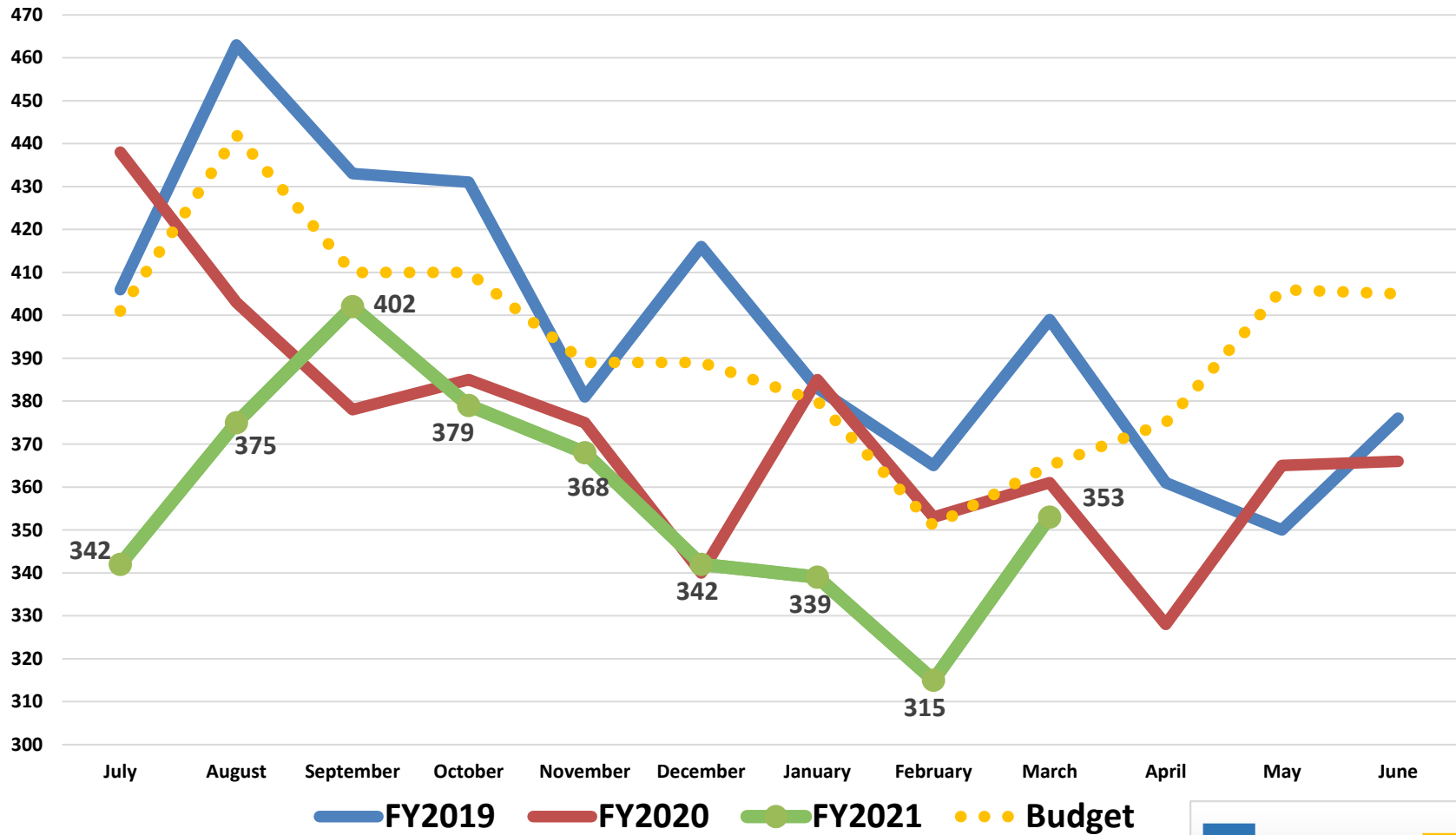
Labor Triage Registrations



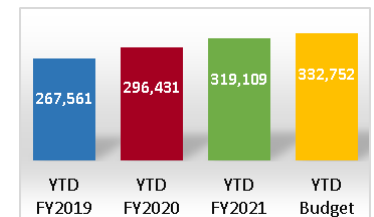
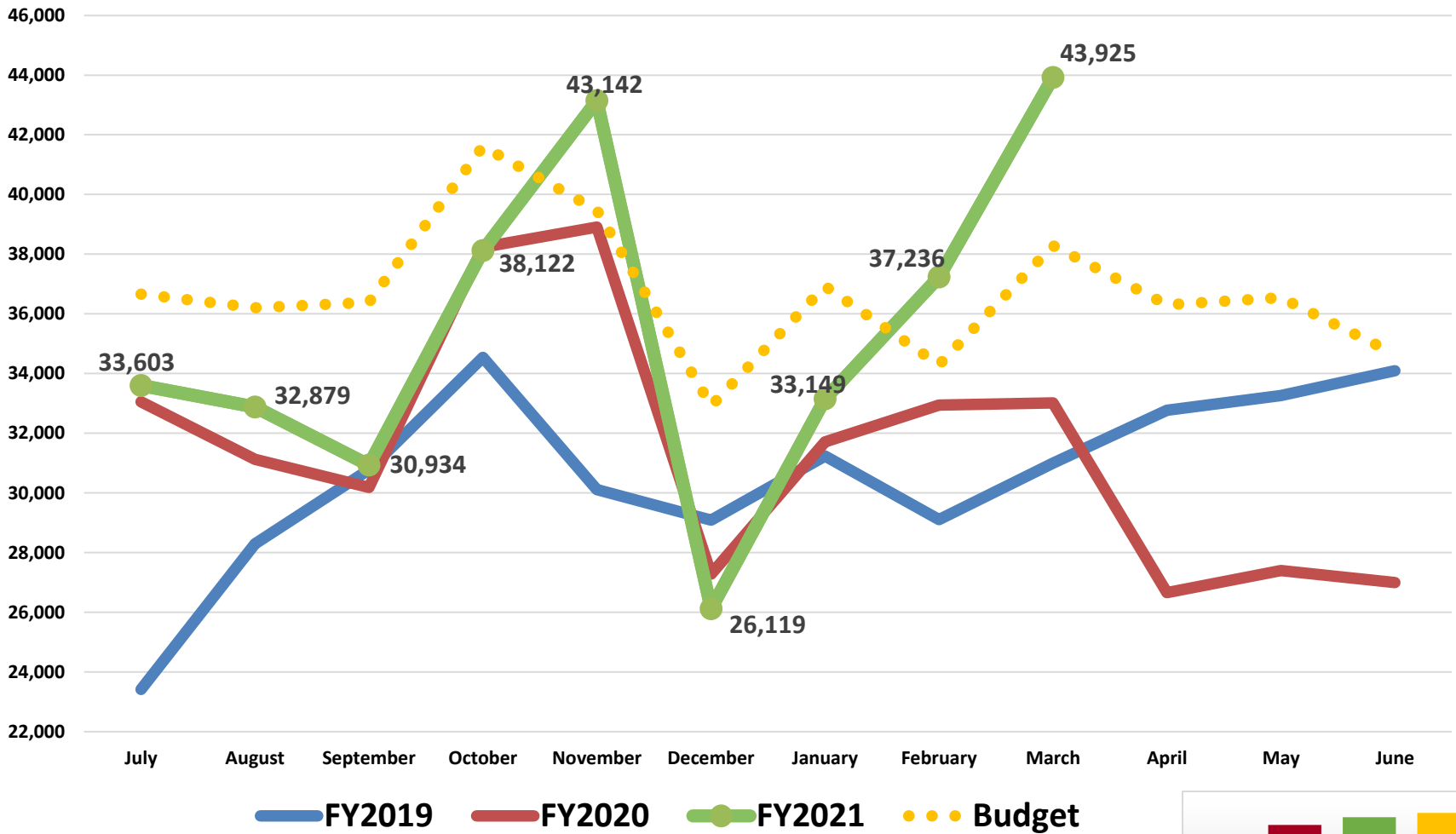
— FY2019 — FY2020 — FY2021



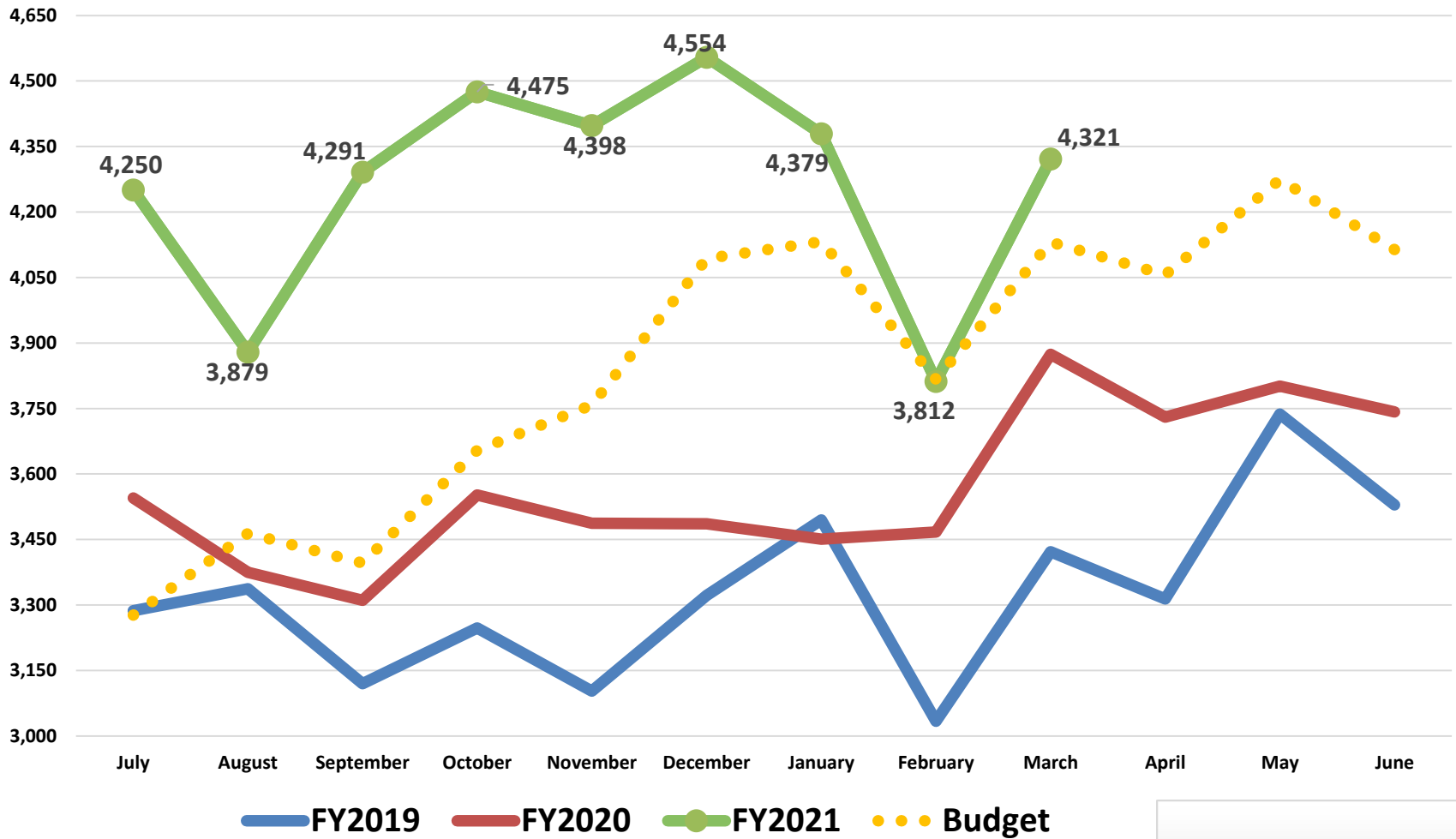
Deliveries



KDMF RVU's

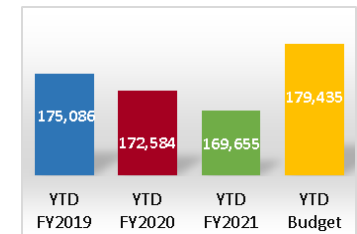
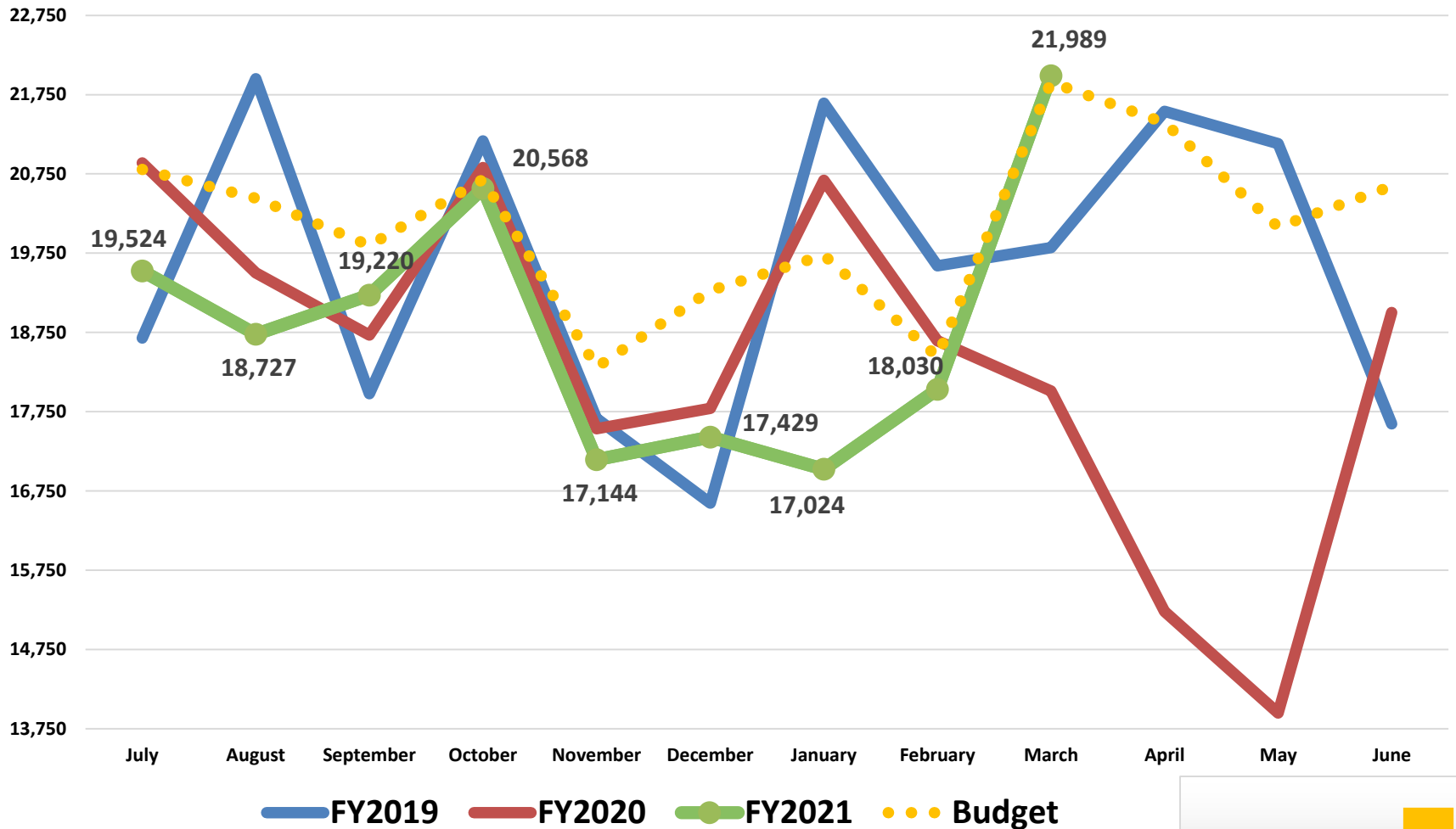


Hospice Days

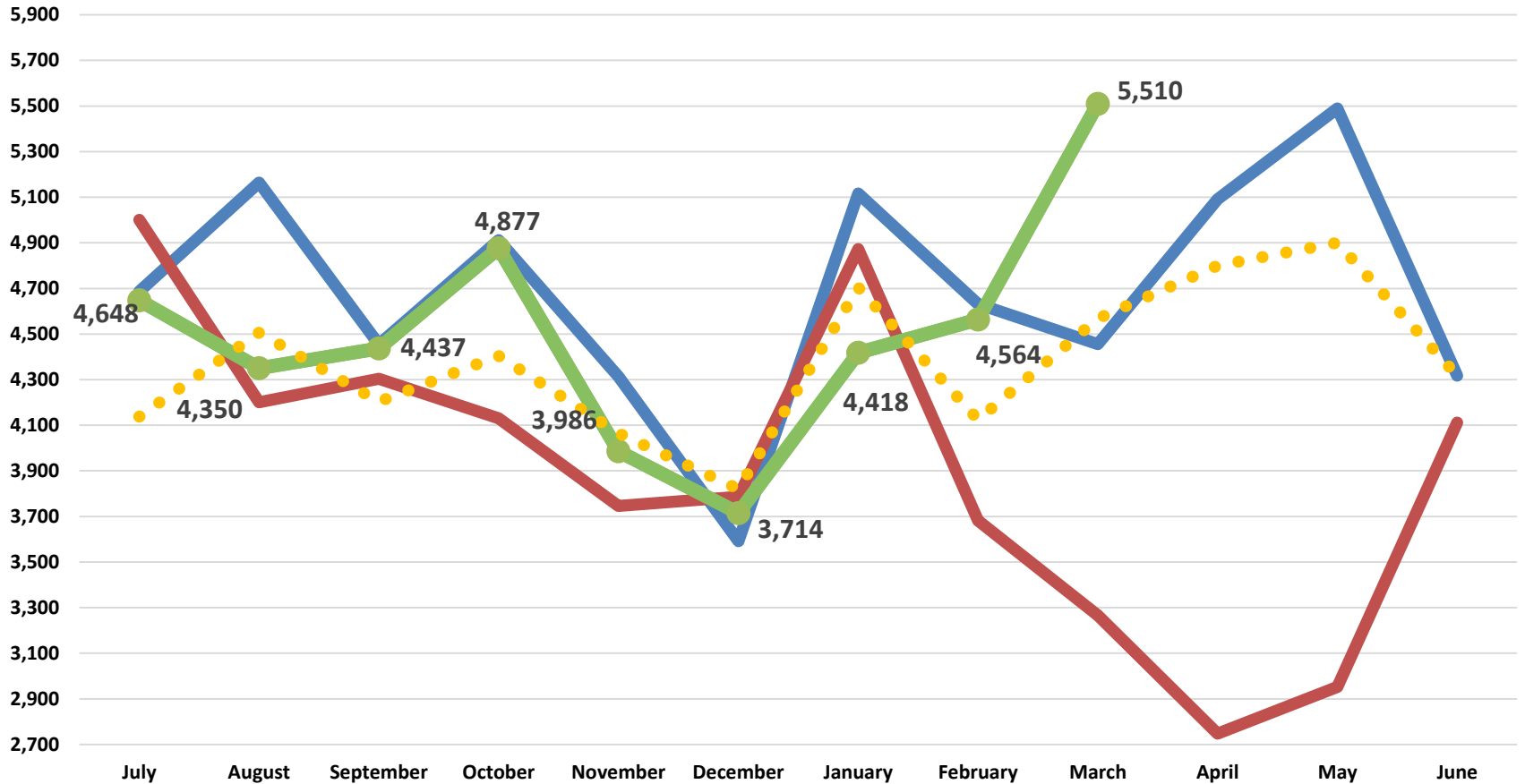


29,367	31,548	38,359	33,722
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

All O/P Rehab Services Across District

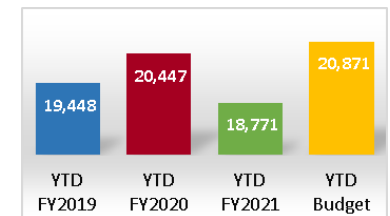
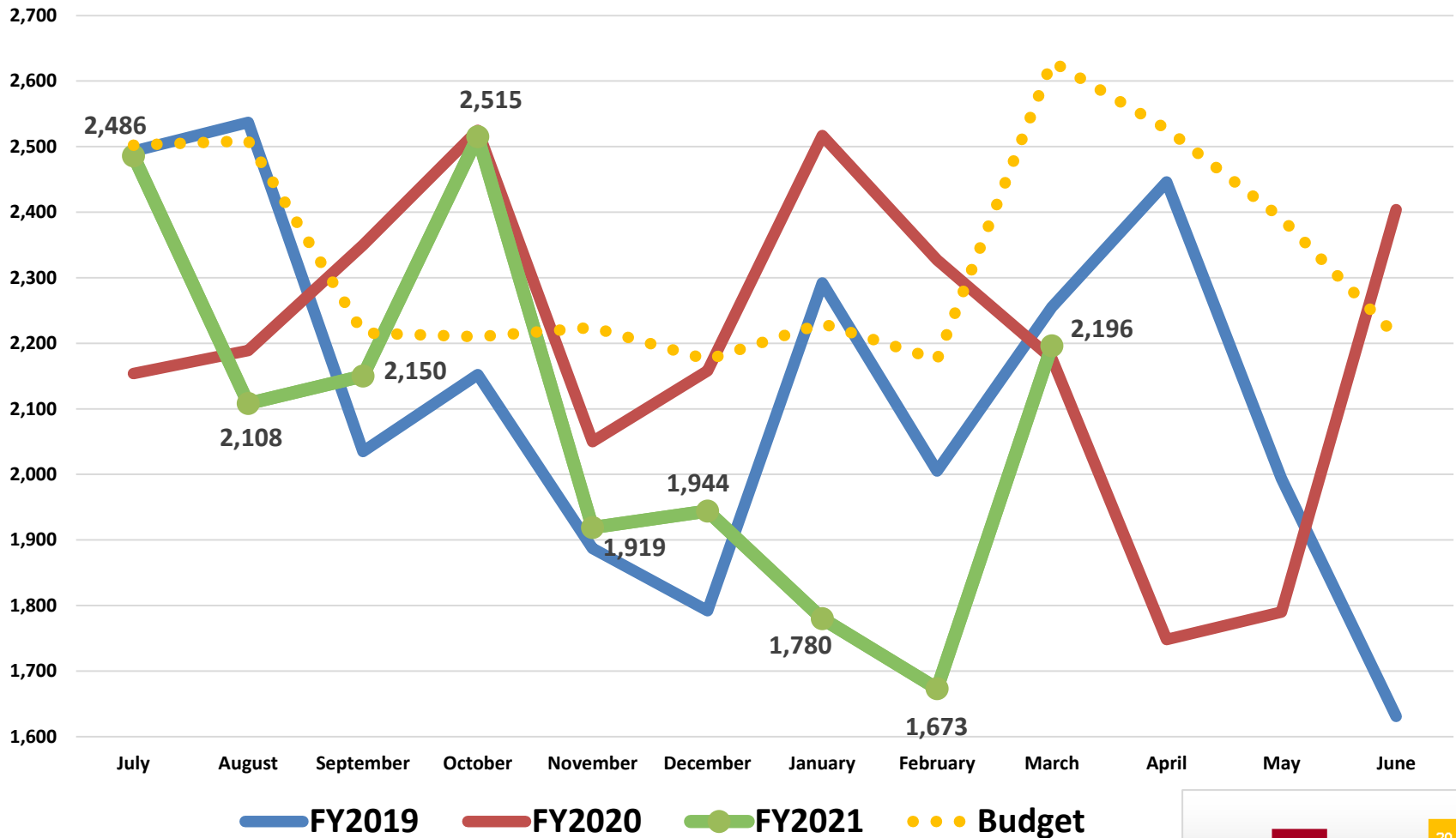


O/P Rehab Services

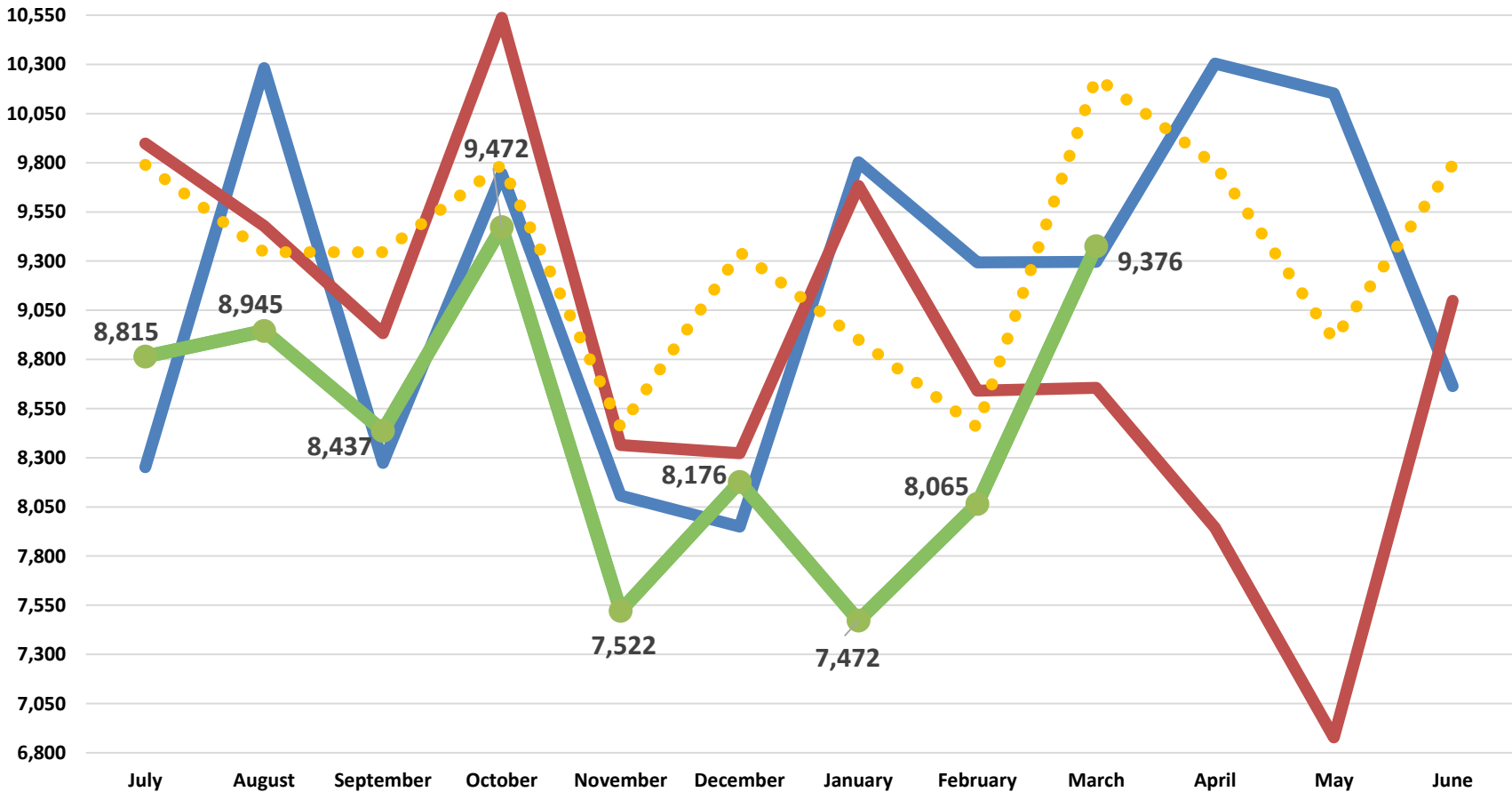


41,326	36,989	40,504	38,533
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

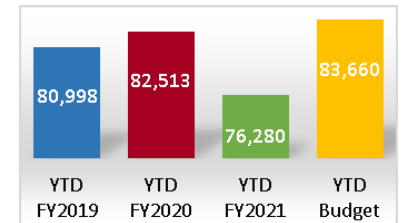
O/P Rehab - Exeter



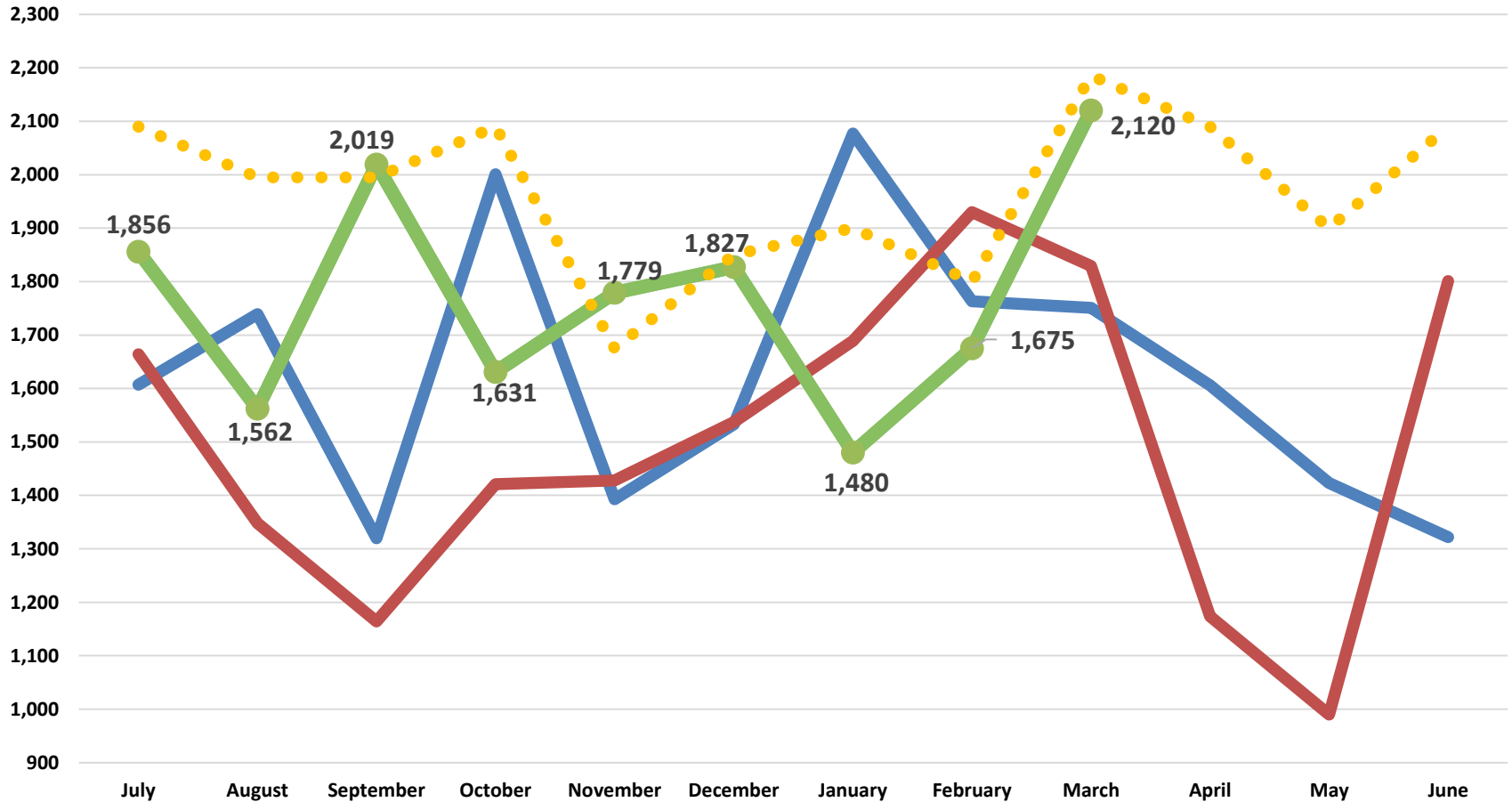
O/P Rehab - Akers



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



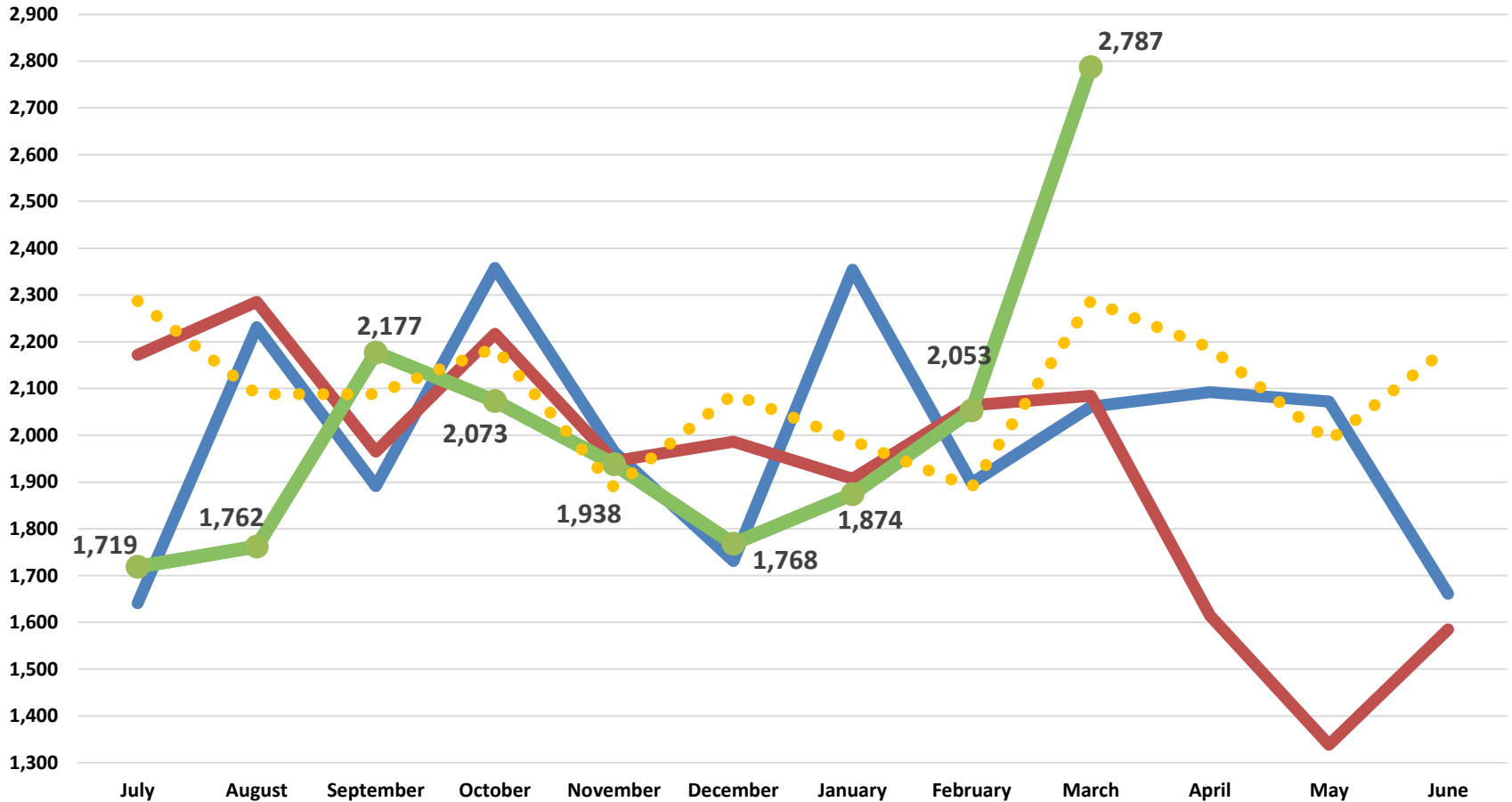
O/P Rehab - LLOPT



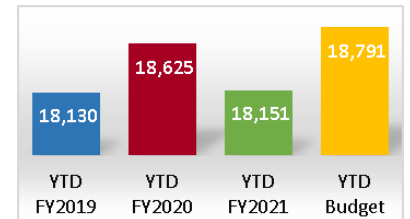
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

15,184	14,010	15,949	17,580
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

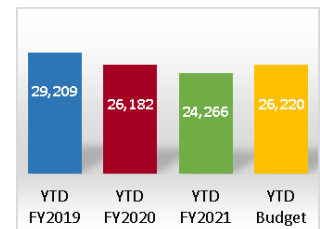
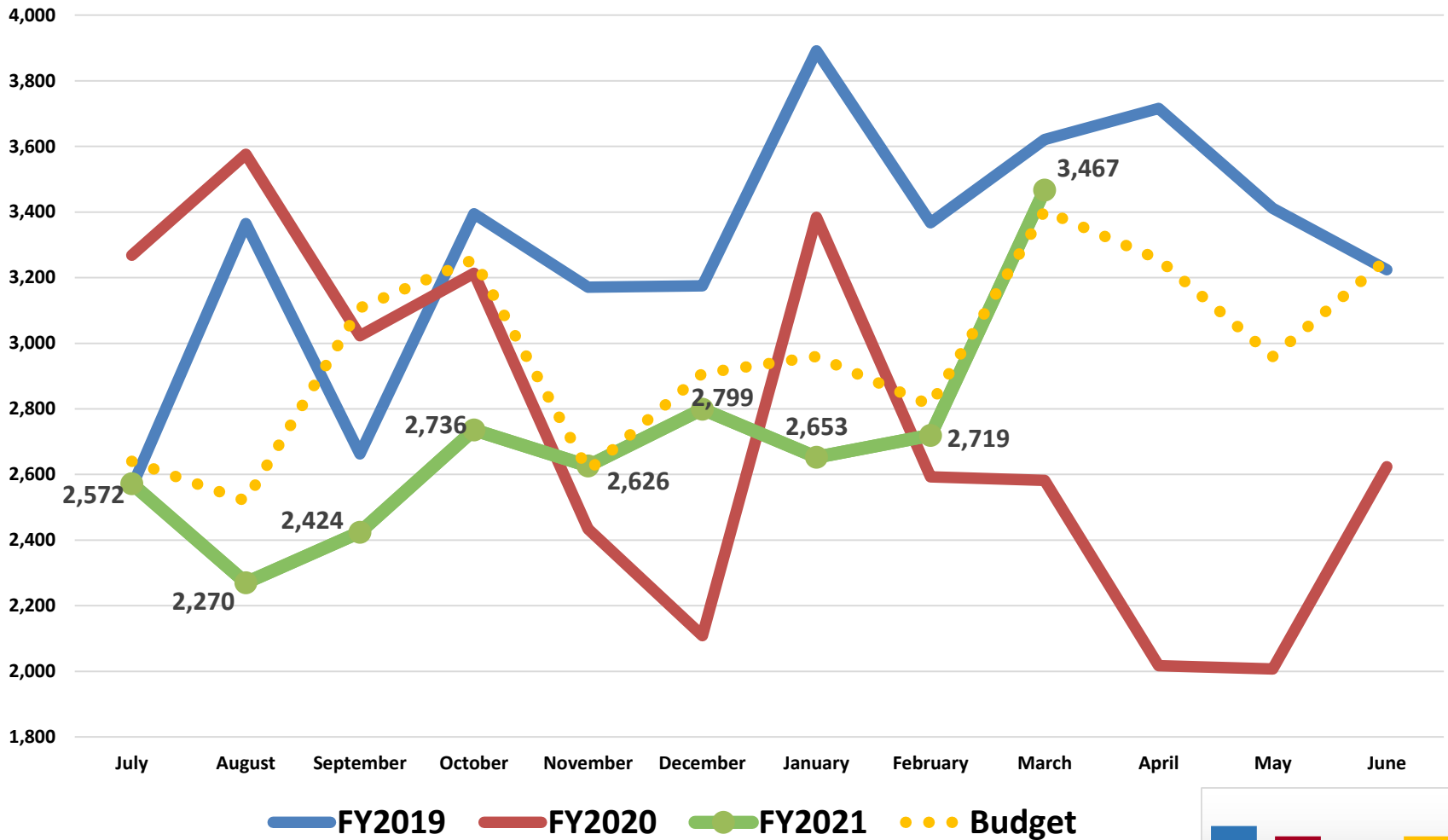
O/P Rehab - Dinuba



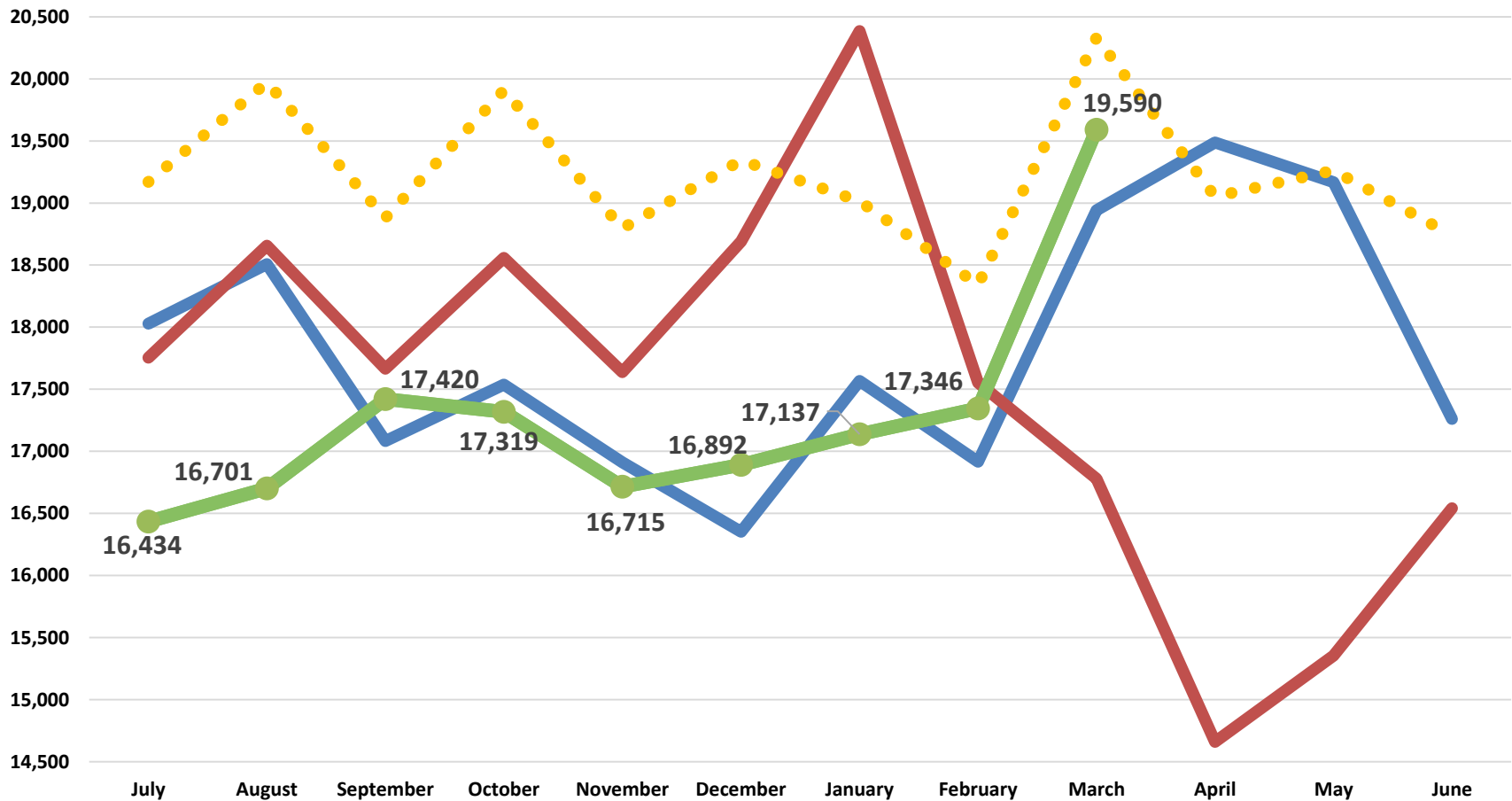
—●— FY2019
 —●— FY2020
 —●— FY2021
 ●●● Budget



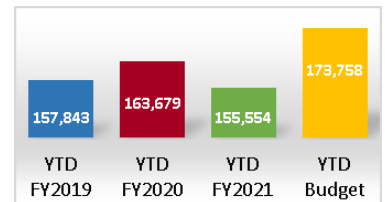
Therapy - Cypress Hand Center



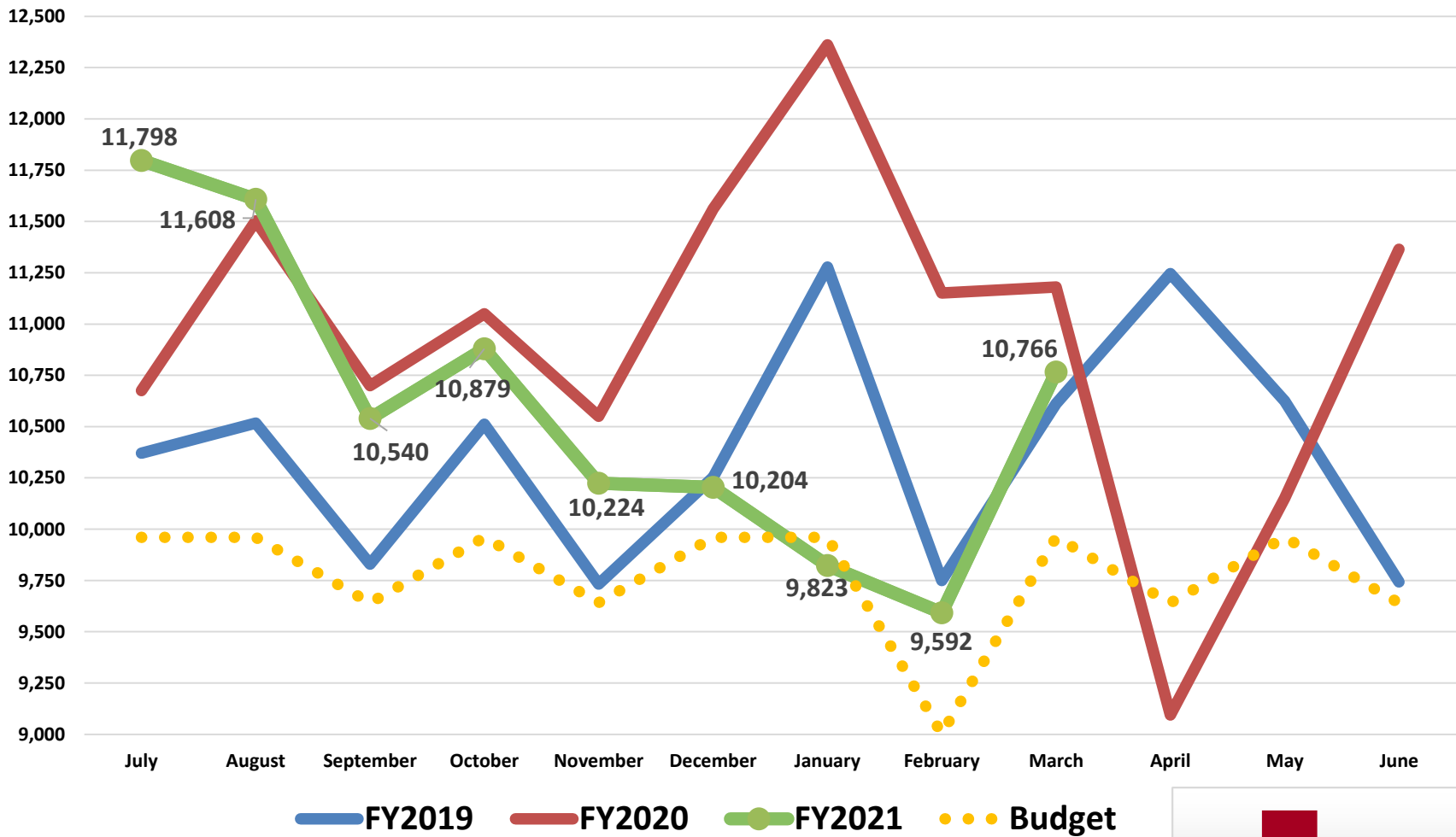
Physical & Other Therapy Units (I/P & O/P)



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

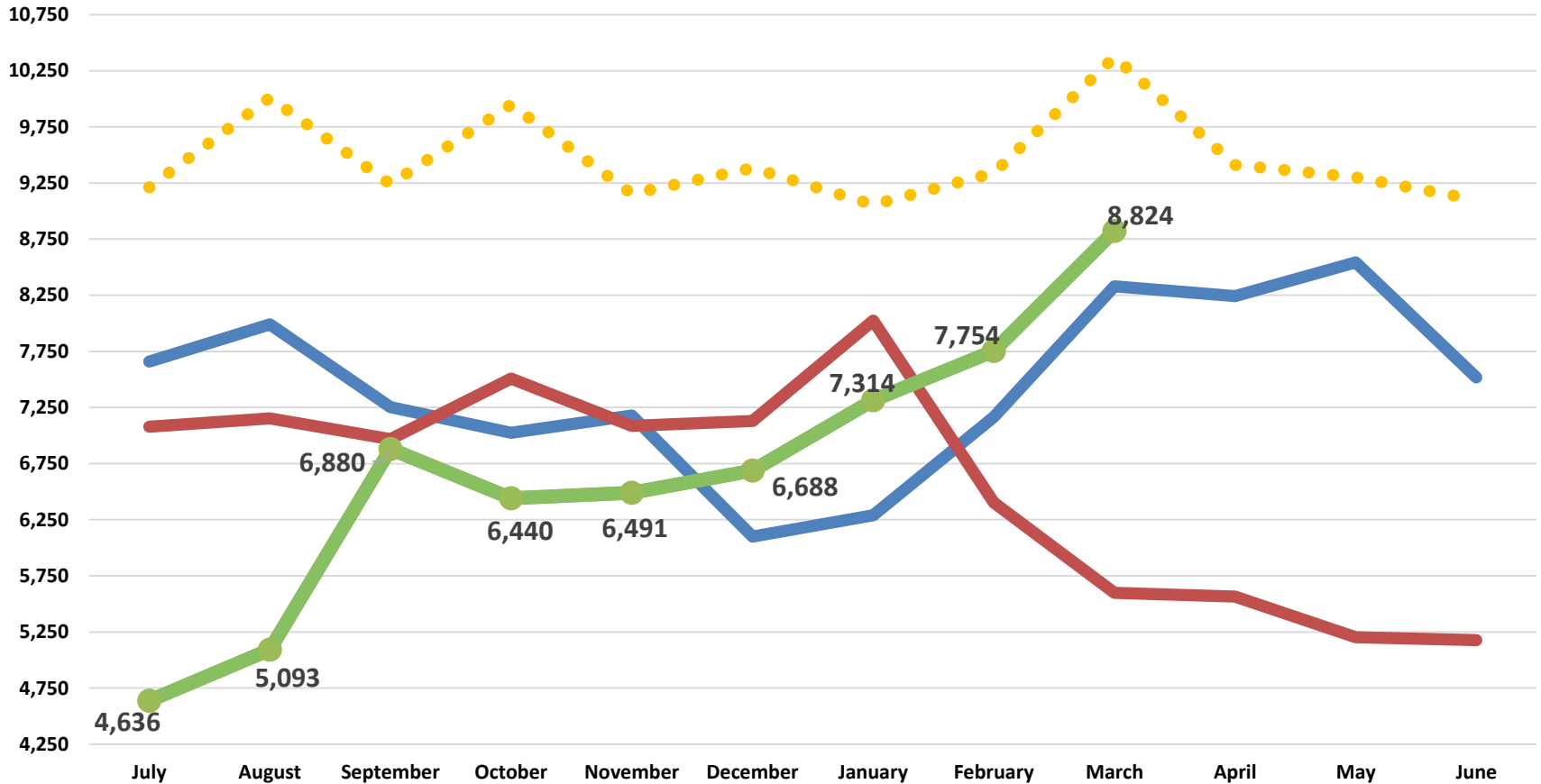


Physical & Other Therapy Units (I/P & O/P)-Main Campus

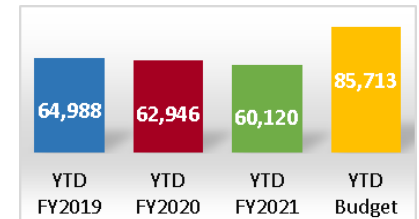


92,855	100,733	95,434	88,045
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

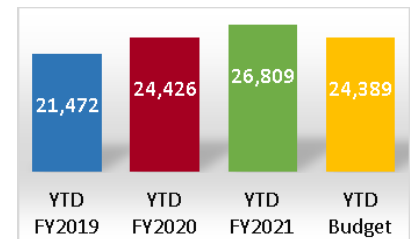
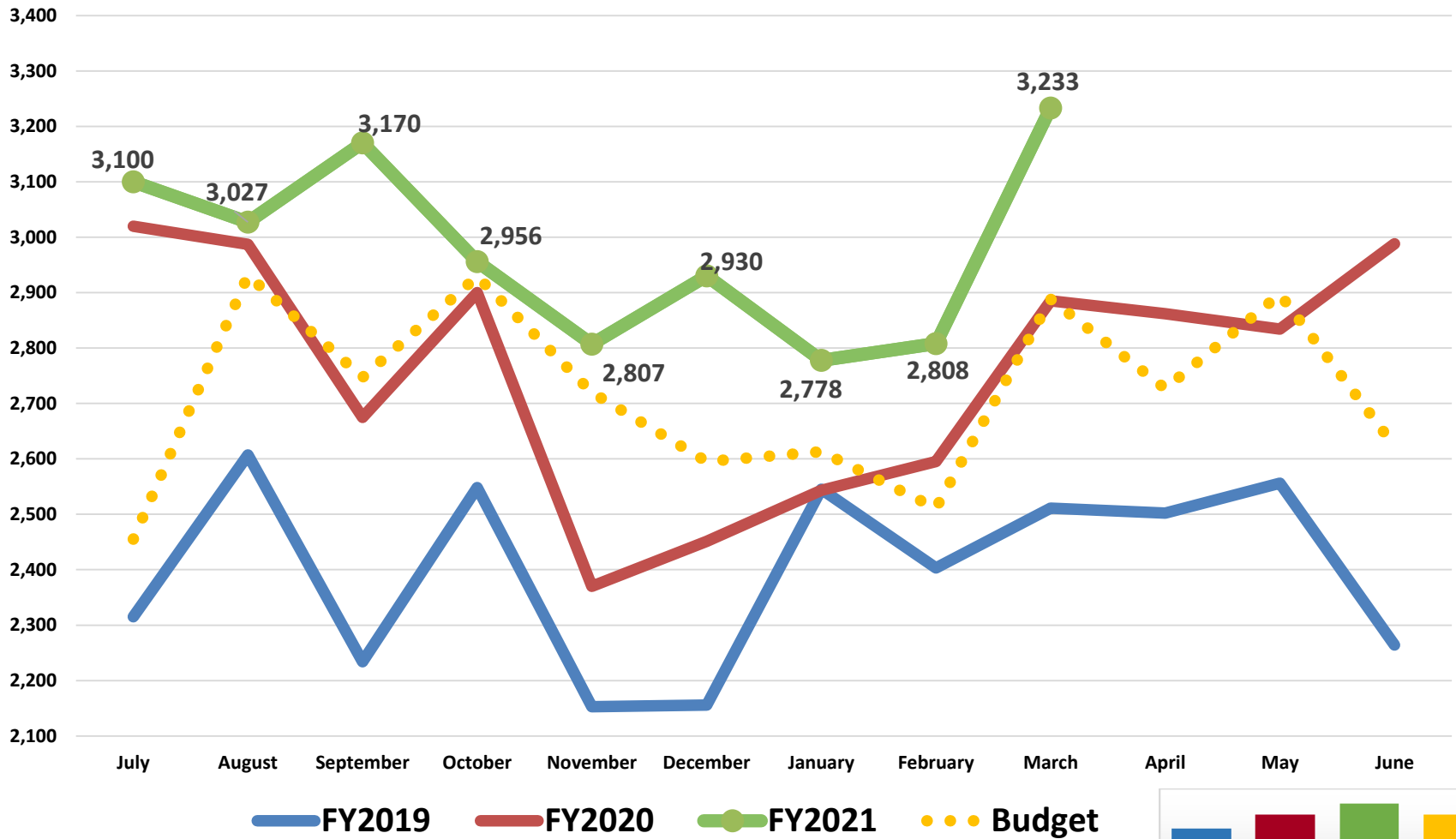
Physical & Other Therapy Units (I/P & O/P)-KDRH & South Campus



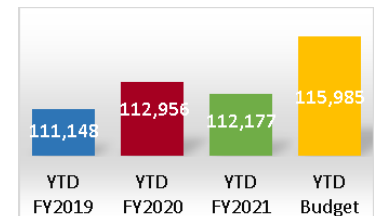
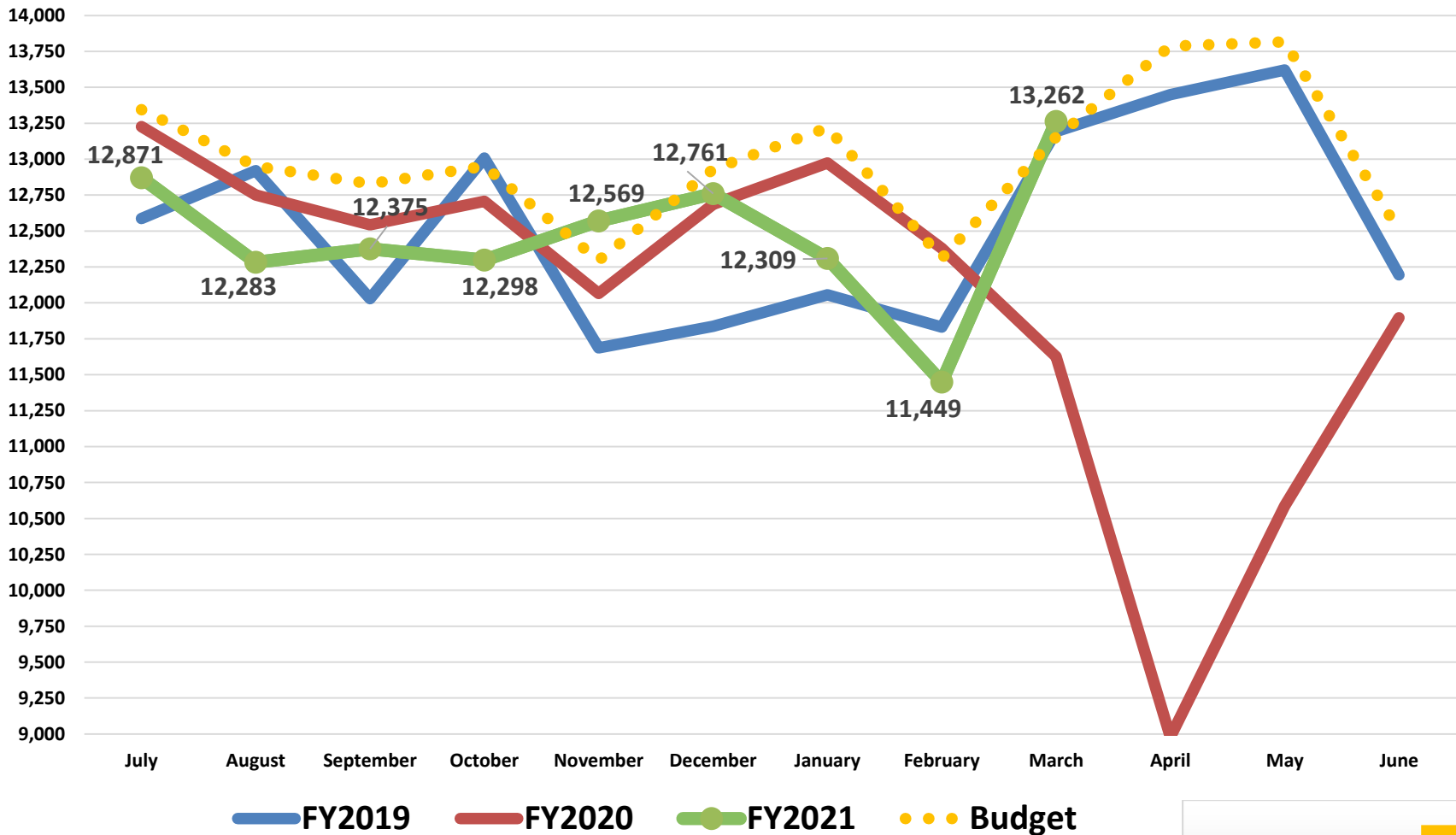
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



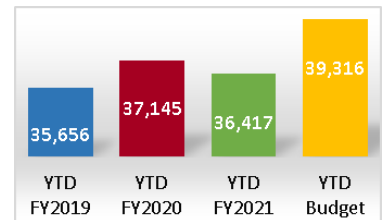
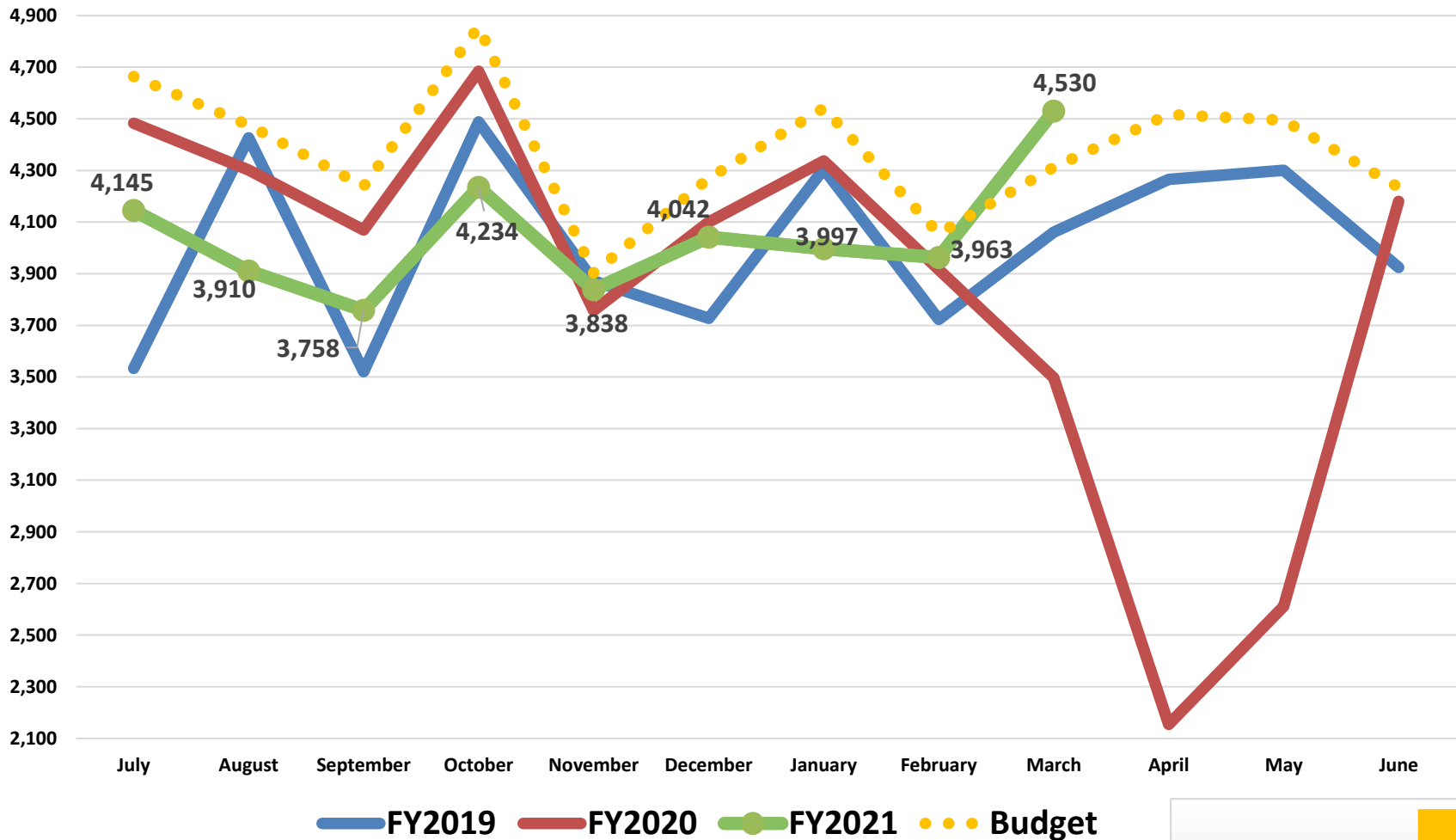
Home Health Visits



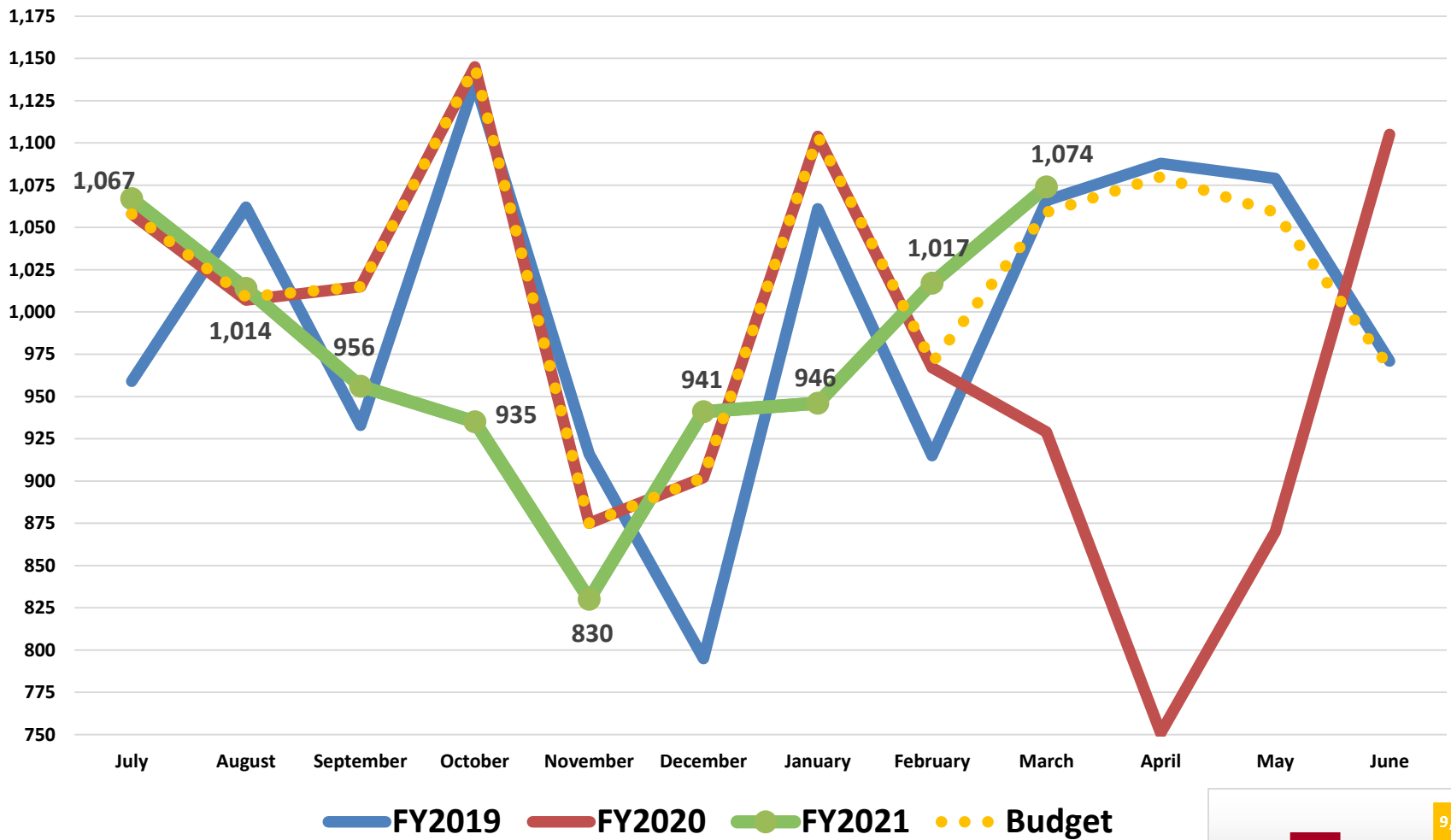
Radiology – Main Campus



Radiology – West Campus Imaging

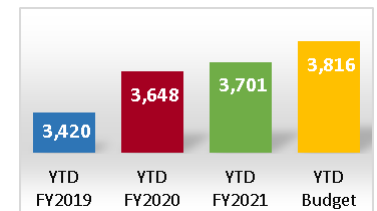
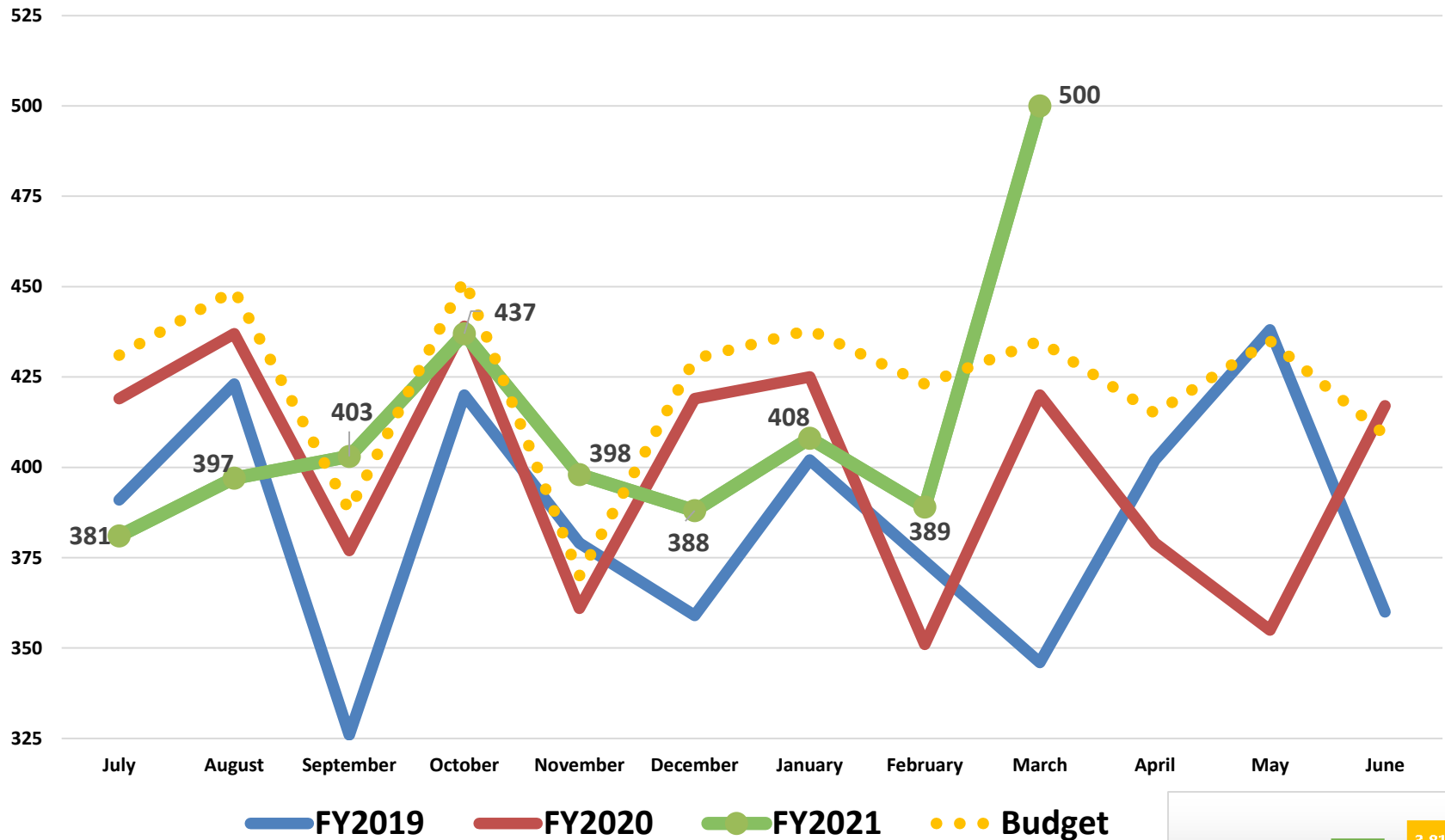


West Campus – Diagnostic Radiology

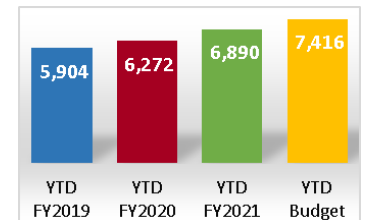
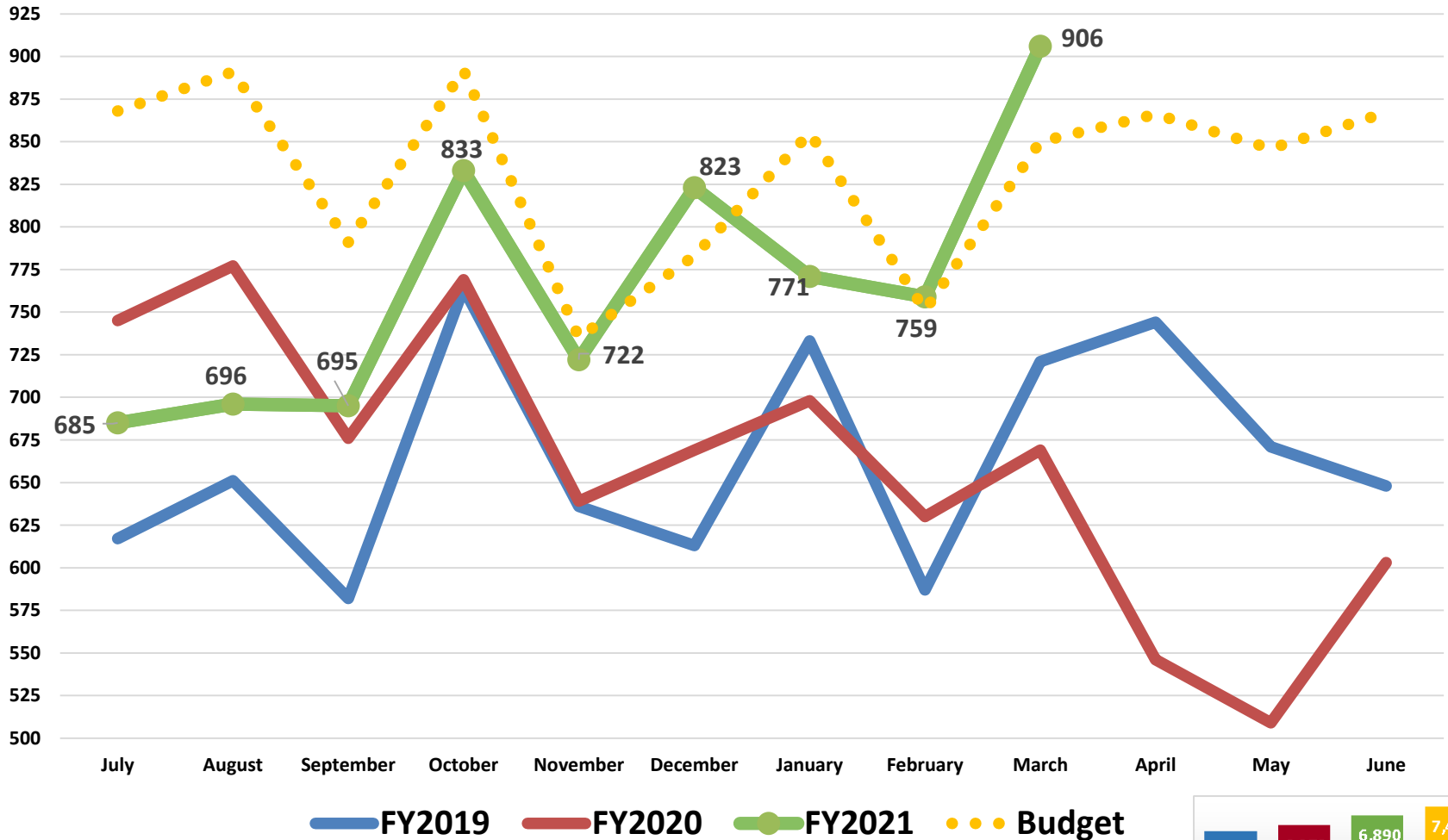


8,843	9,002	8,780	9,137
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

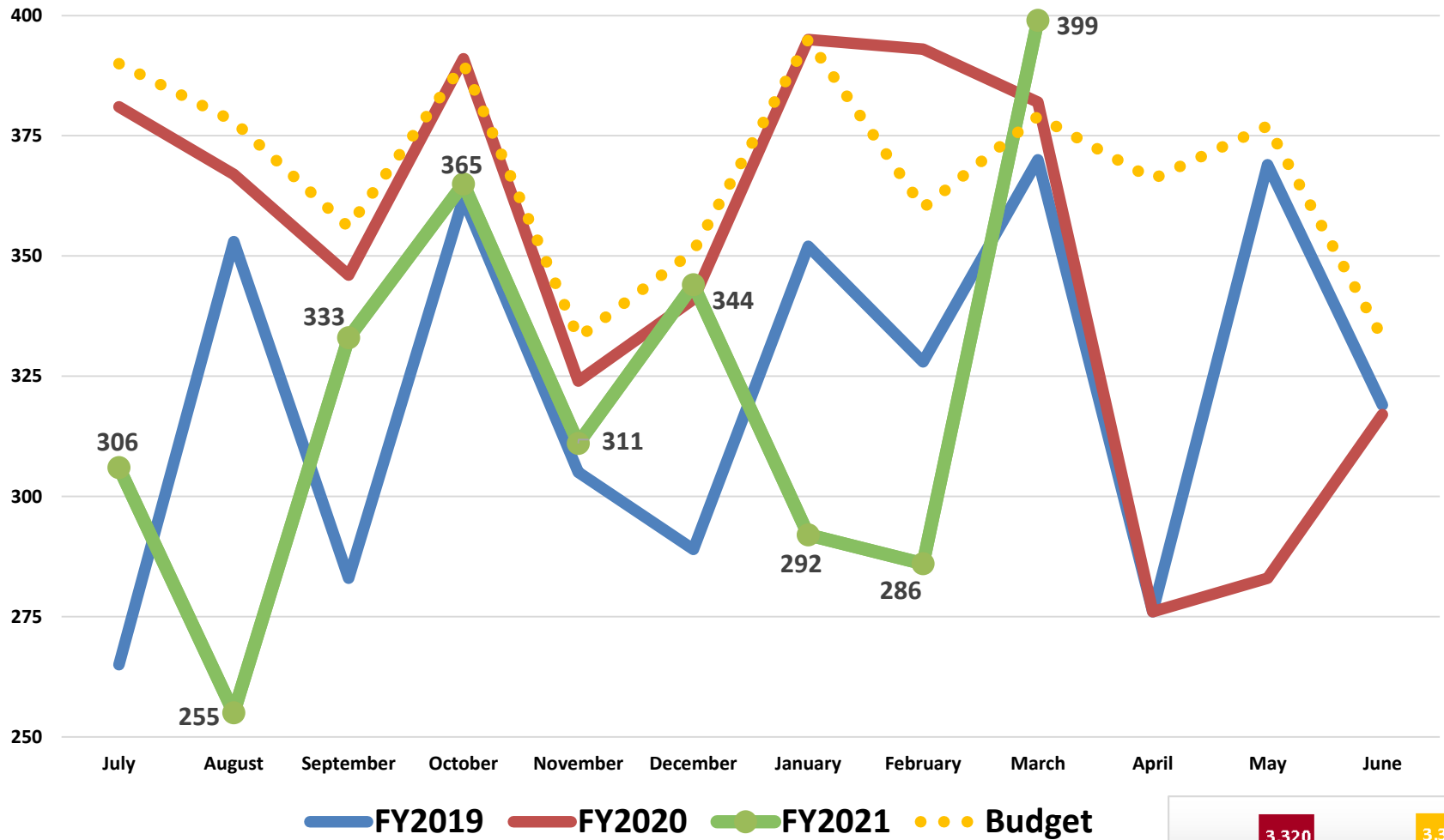
West Campus – CT Scan



West Campus - Ultrasound

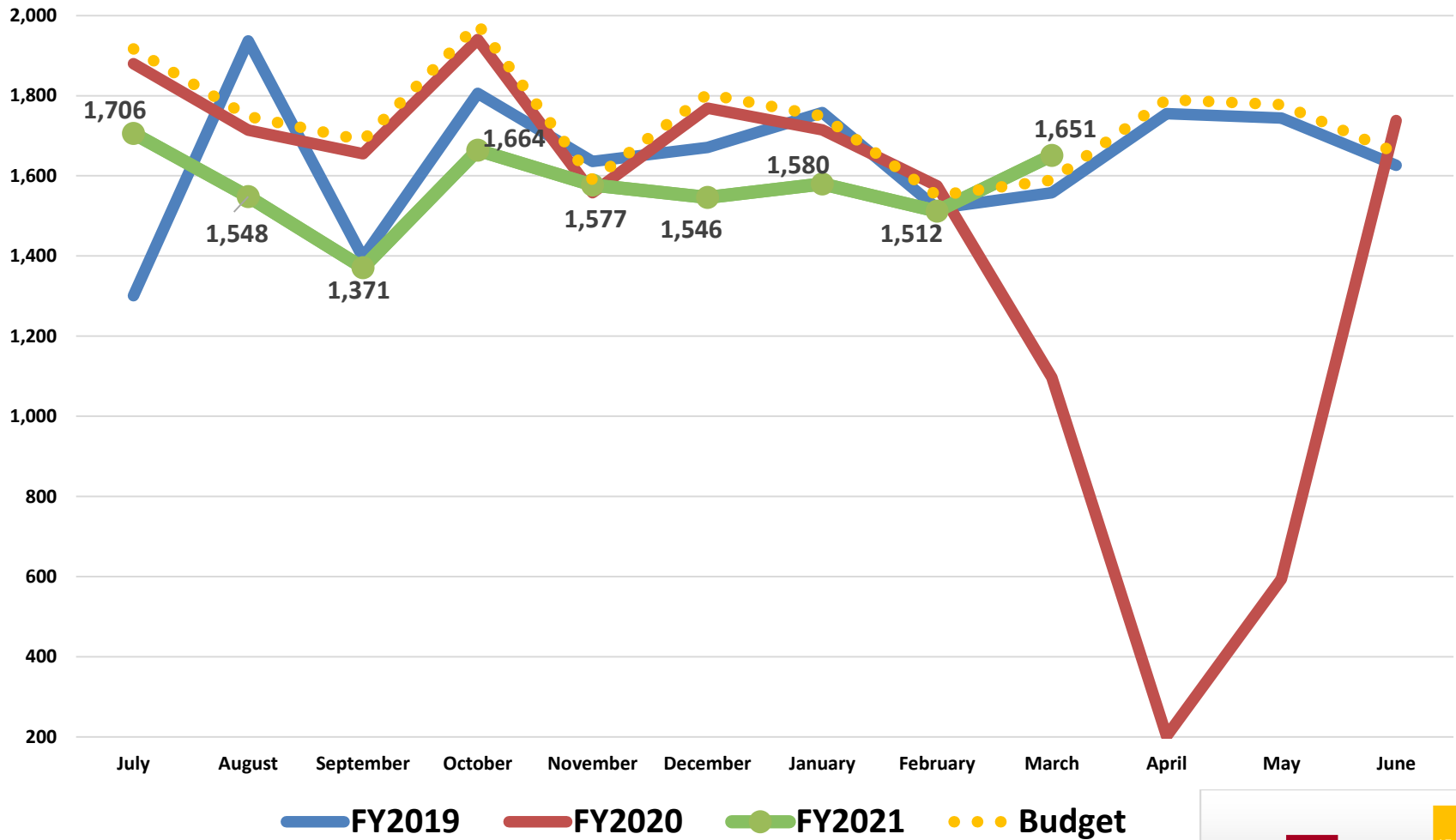


West Campus - MRI



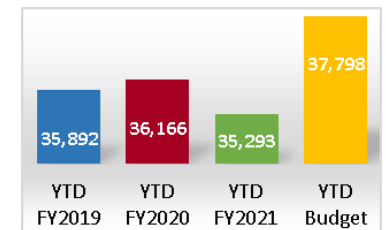
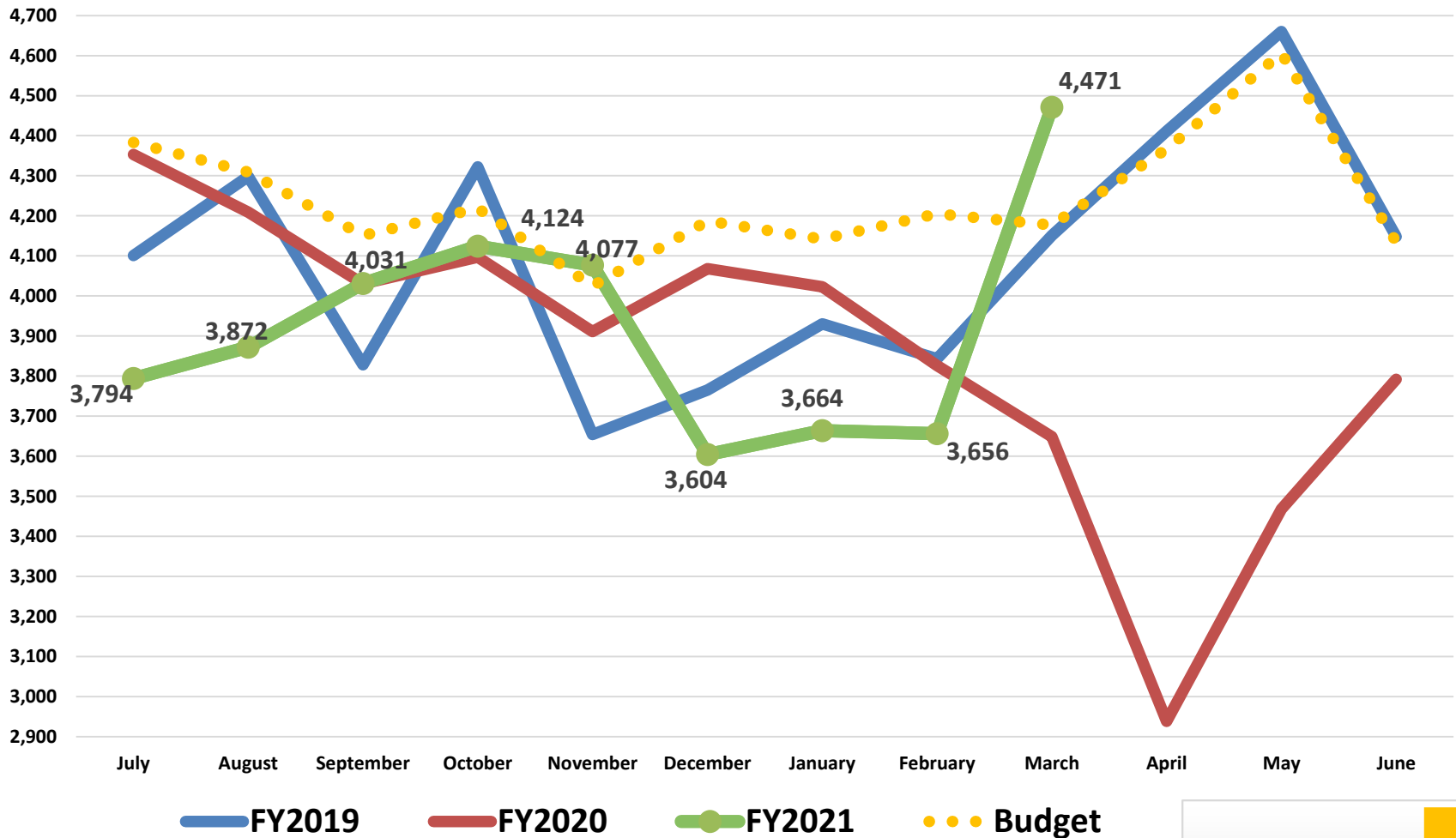
2,907	3,320	2,891	3,332
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

West Campus – Breast Center

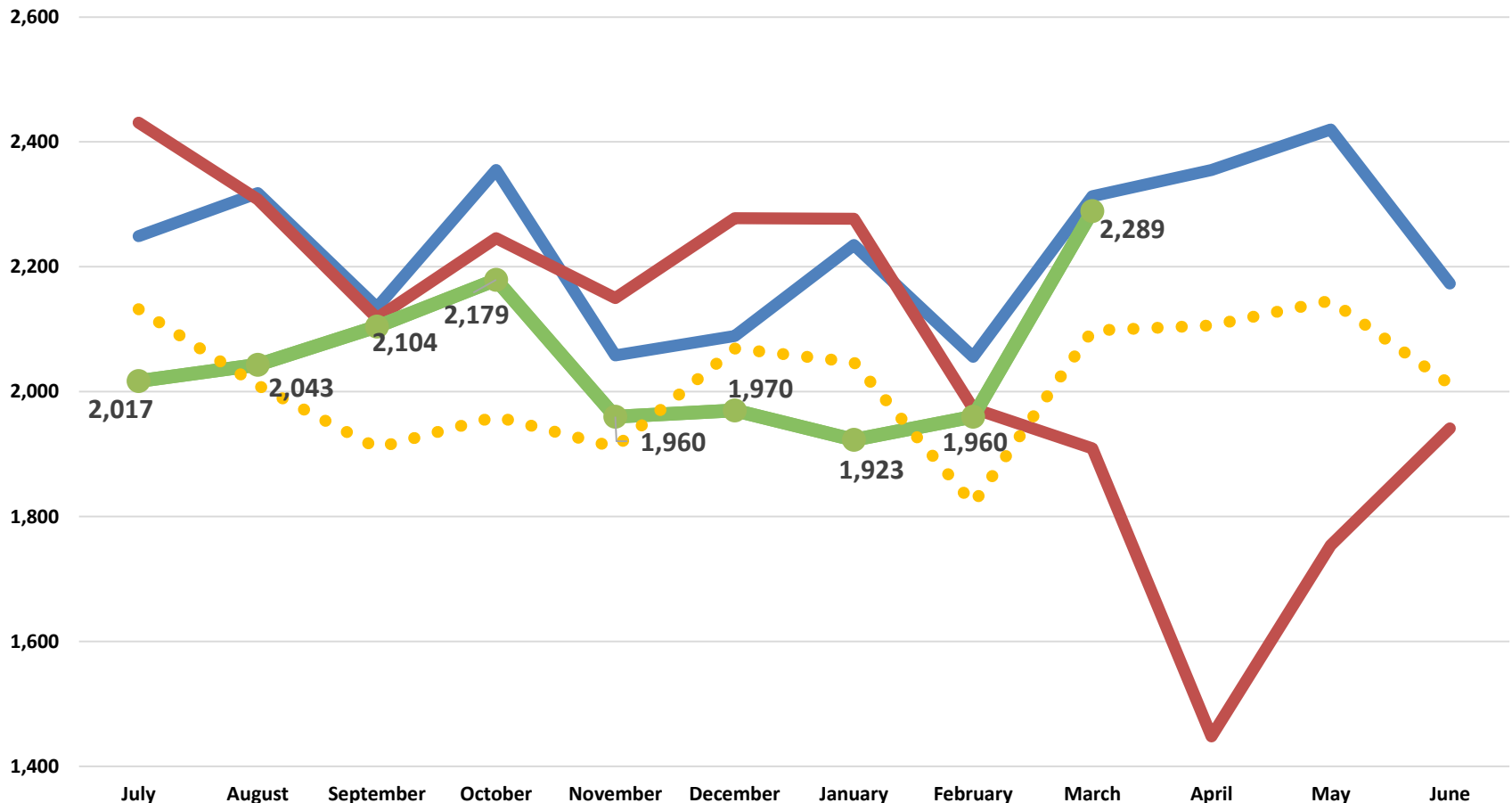


14,582	14,903	14,155	15,615
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Radiology all areas – CT



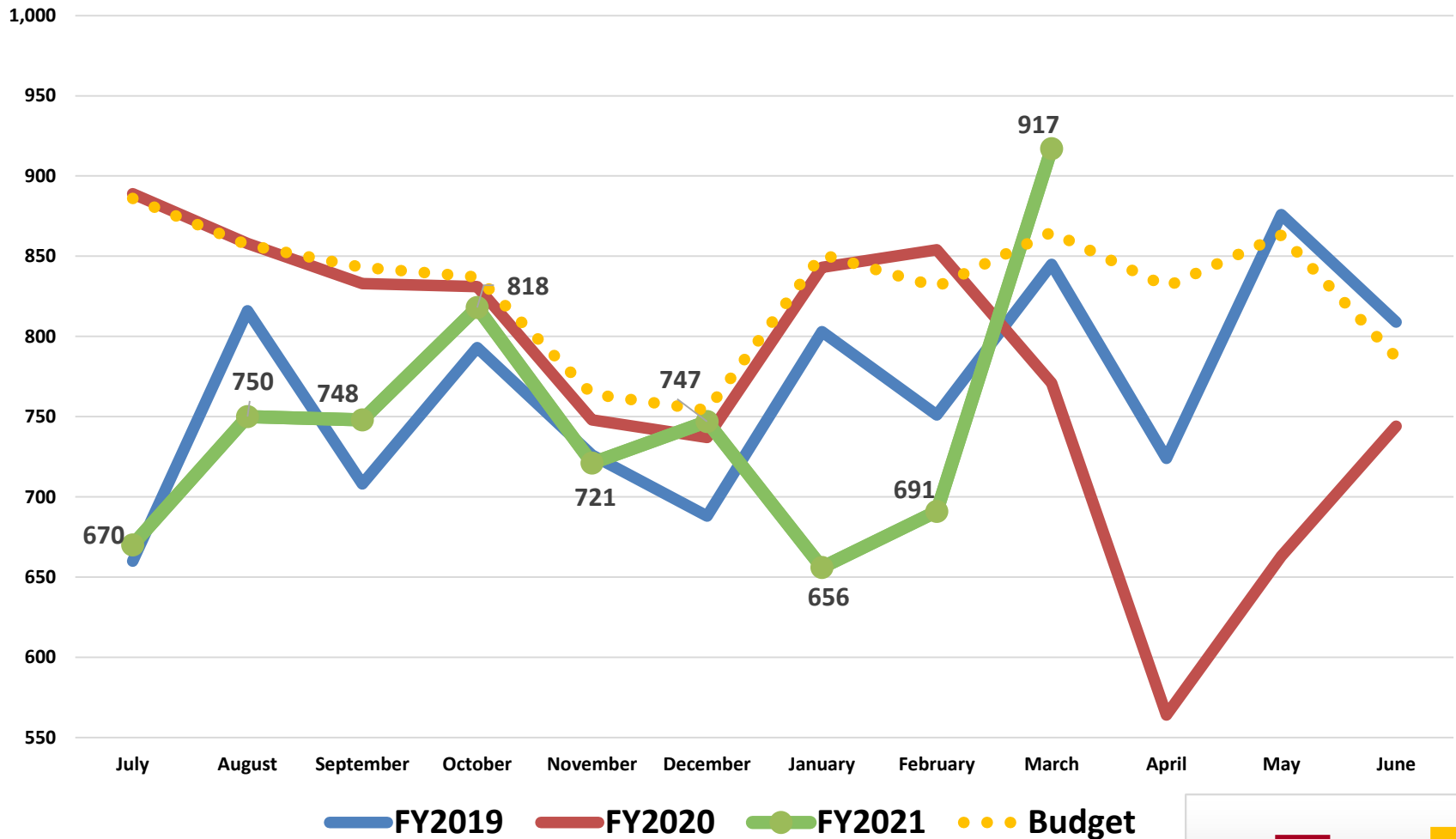
Radiology all areas – Ultrasound



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

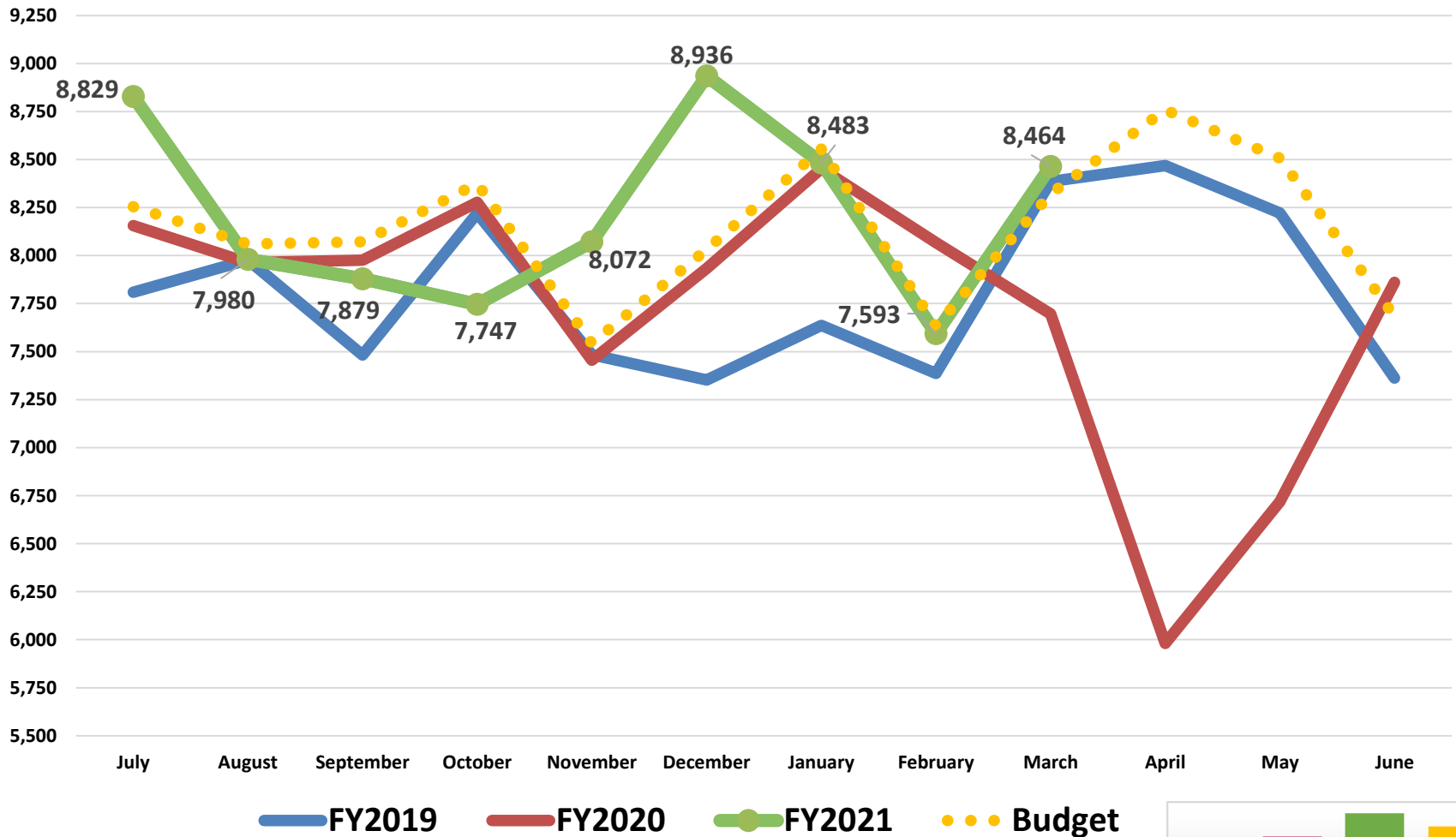
19,308	19,690	18,445	17,957
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Radiology all areas – MRI



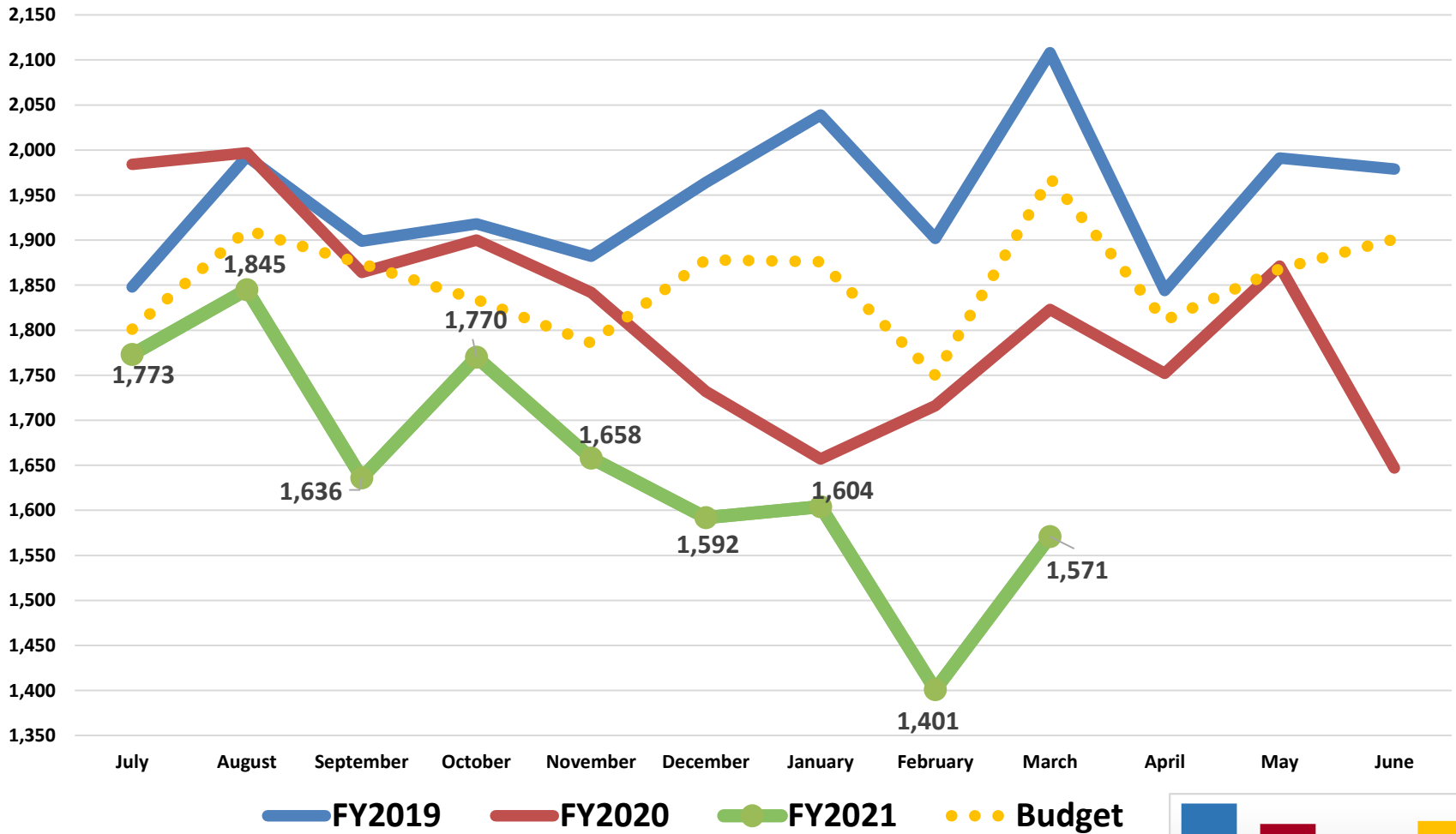
6,790	7,364	6,718	7,488
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Radiology Modality – Diagnostic Radiology



69,732	71,978	73,983	72,843
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

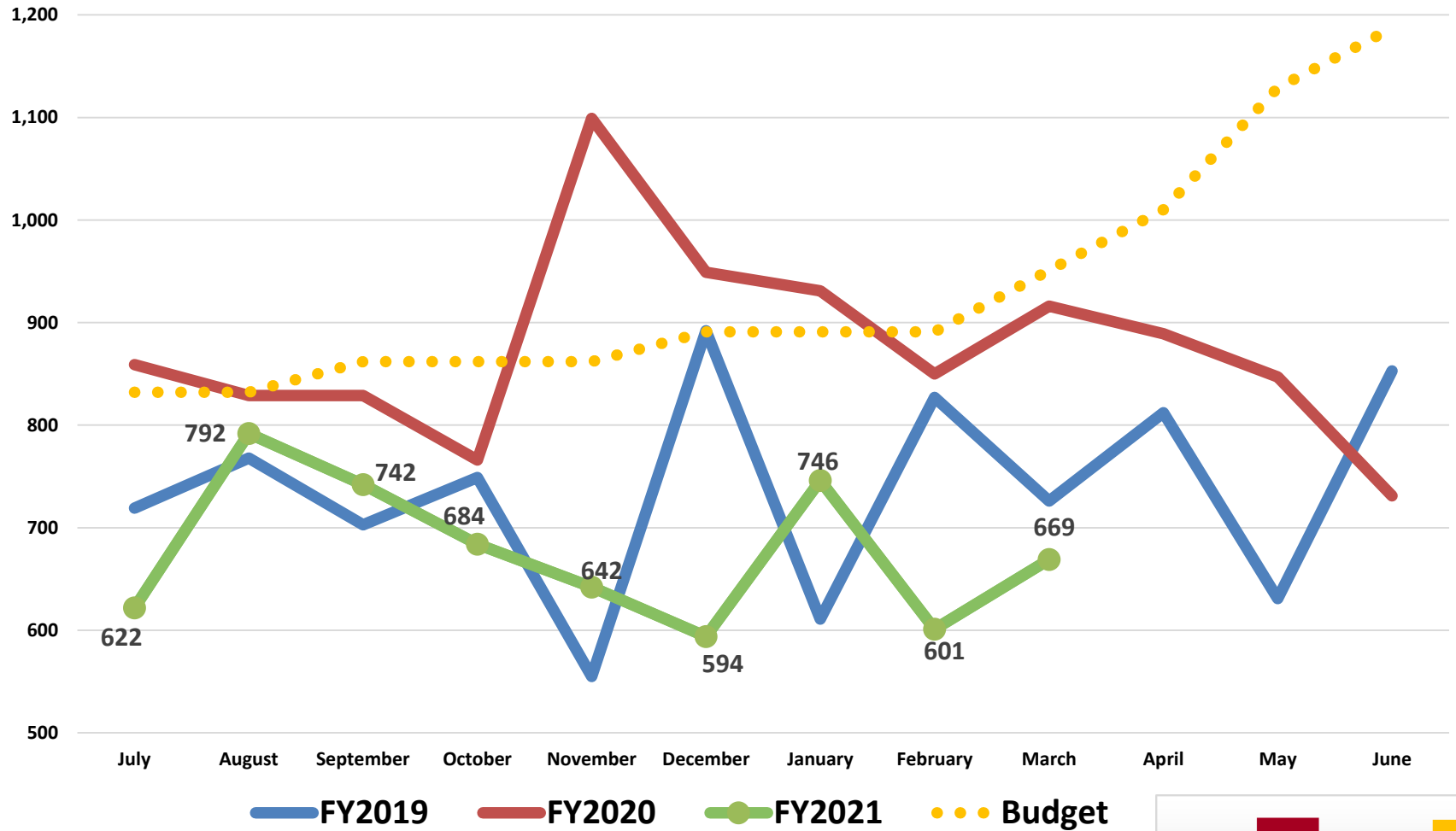
Chronic Dialysis - Visalia



17,553	16,515	14,850	16,679
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

CAPD/CCPD – Maintenance Sessions

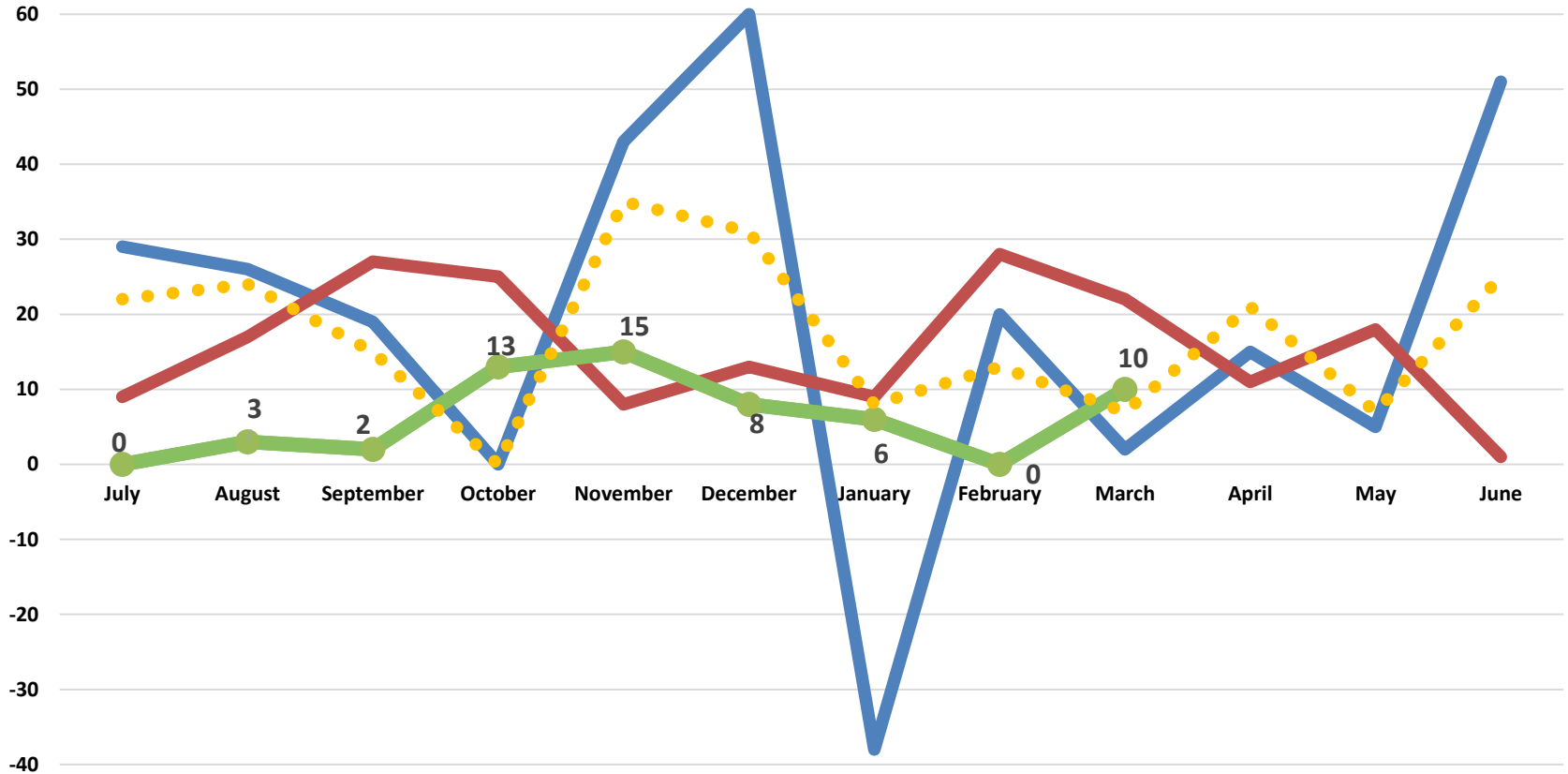
(Continuous peritoneal dialysis)



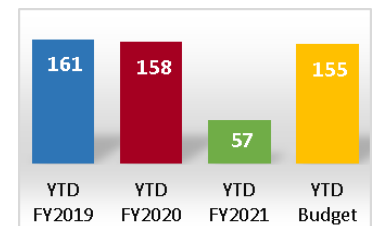
6,550	8,028	6,092	7,874
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

CAPD/CCPD – Training Sessions

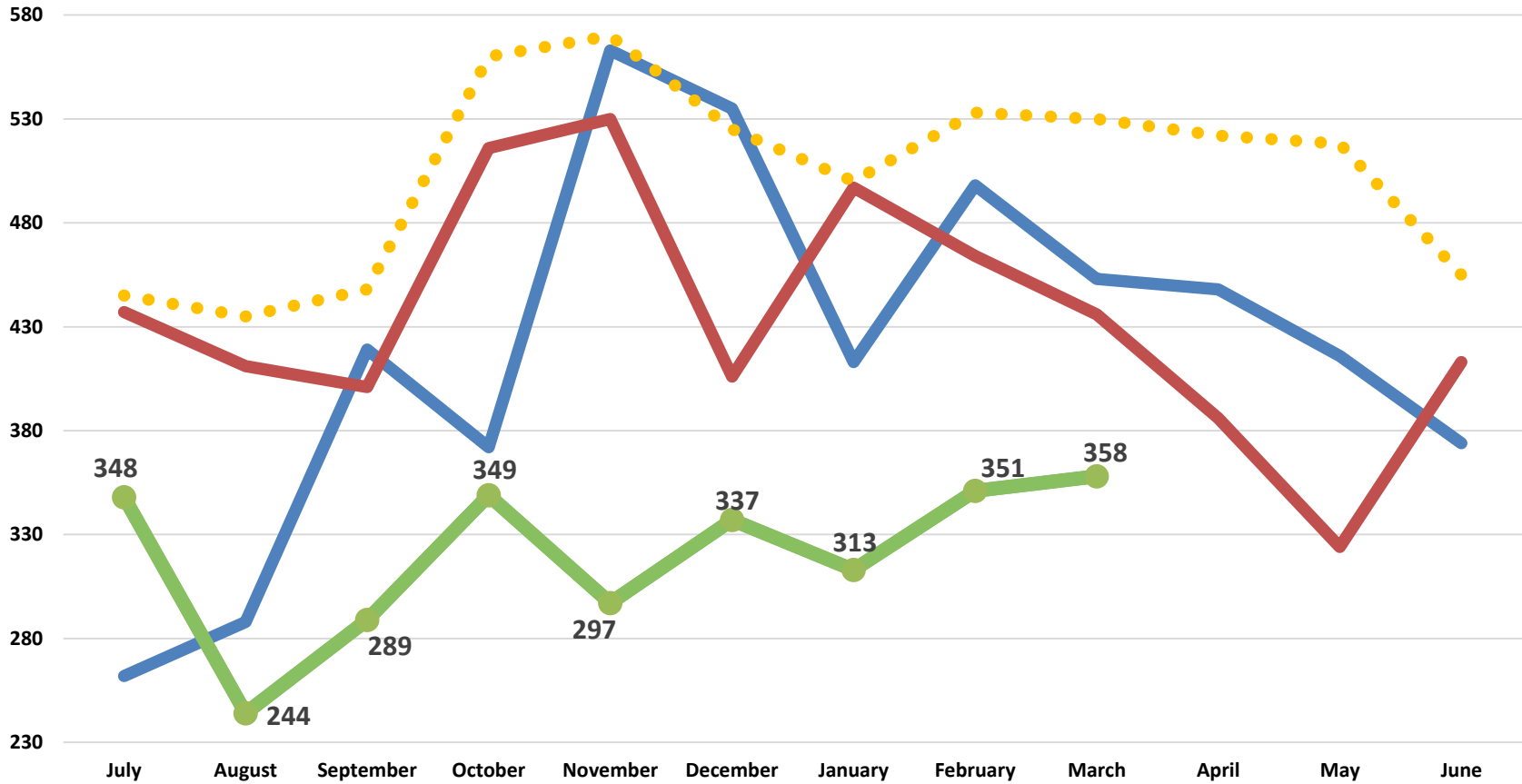
(Continuous peritoneal dialysis)



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



Infusion Center – Outpatient Visits



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

3,803	4,098	2,886	4,546
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget