



May 16, 2022

## NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in the City of Visalia City Council Chambers {707 W. Acequia, Visalia, CA} on Tuesday May 17, 2022 beginning at 3:30PM in a special open meeting.

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

The disclosable public records related to agendas can be obtained by contacting the Board Clerk at Kaweah Health 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@kawahhealth.org](mailto:cmoccio@kawahhealth.org), or on the Kaweah Delta Health Care District web page <http://www.kawahhealth.org>.

KAWEAH DELTA HEALTH CARE DISTRICT  
Mike Olmos, Secretary/Treasurer

A handwritten signature in black ink that reads "Cindy Moccio". The signature is written in a cursive, flowing style.

Cindy Moccio  
Board Clerk / Executive Assistant to CEO

DISTRIBUTION:  
Governing Board  
Legal Counsel  
Executive Team  
Chief of Staff  
[www.kawahhealth.org](http://www.kawahhealth.org)

# KAWEAH DELTA HEALTH CARE DISTRICT SPECIAL BOARD OF DIRECTORS MEETING

Location: City of Visalia – City Council Chambers  
707 W. Acequia, Visalia, CA

**Tuesday May 17, 2022**

## **OPEN MEETING AGENDA {3:30PM}**

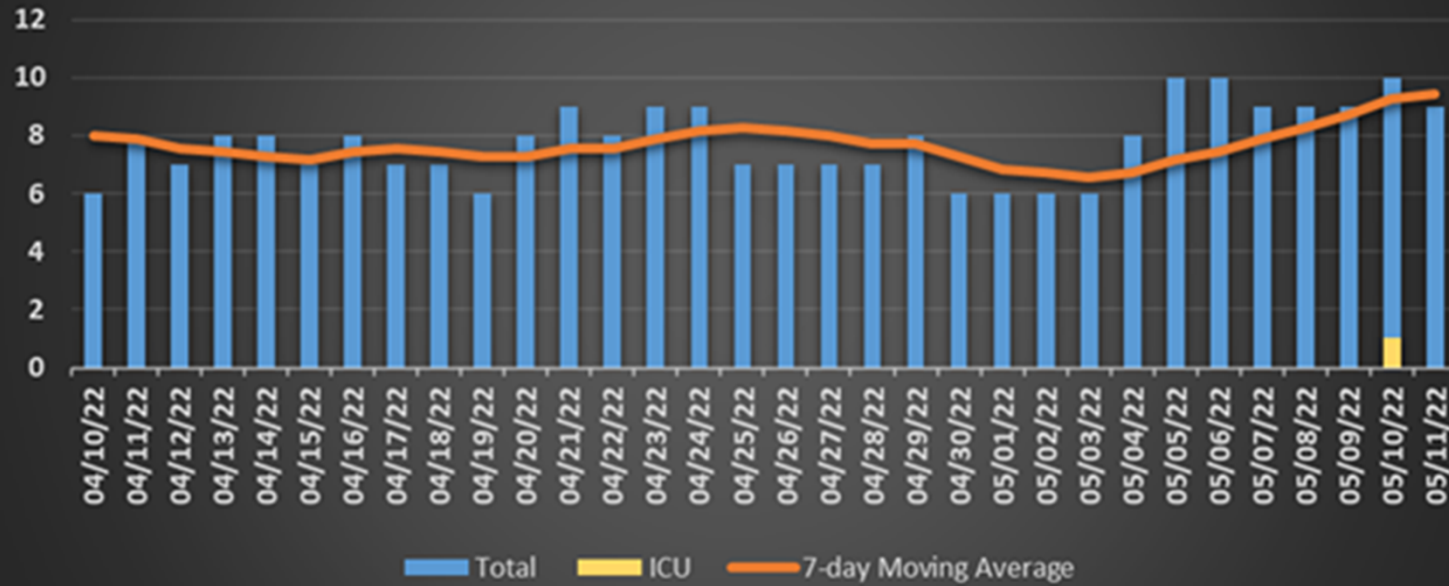
- 1. CALL TO ORDER**
- 2. APPROVAL OF AGENDA**
- 3. PUBLIC PARTICIPATION** – Members of the public may comment on agenda items before action is taken and after it is discussed by the Board. Each speaker will be allowed five minutes. Members of the public wishing to address the Board concerning items not on the agenda and within the jurisdictions of the Board are requested to identify themselves at this time. For those who are unable to attend the beginning of the Board meeting during the public participation segment but would like to address the Board, please contact the Board Clerk (Cindy Moccio 559-624-2330) or [cmoccio@kaweahhealth.org](mailto:cmoccio@kaweahhealth.org) to make arrangements to address the Board.
- 4. ANNUAL OPERATING & CAPITAL BUDGET AND FINANCIALS** – Review and discussion relative to the annual operating and capital budget strategies and the most current fiscal year financial results.  
*Malinda Tupper – Chief Financial Officer*
- 5. MENTAL HEALTH SERVICES GRANT** – Review and discussion relative to a State grant available for adult mental health services.  
*Marc Mertz – Chief Strategy Officer*
- 6. REPORTS**
  - 6.1. Chief Executive Officer Report** - Report relative to current events and issues.  
*Gary Herbst, Chief Executive Officer*
  - 6.2. Board Vice President** - Report relative to current events and issues.  
*Lynn Havard Mirviss, Board Vice President*
- 7. 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.*

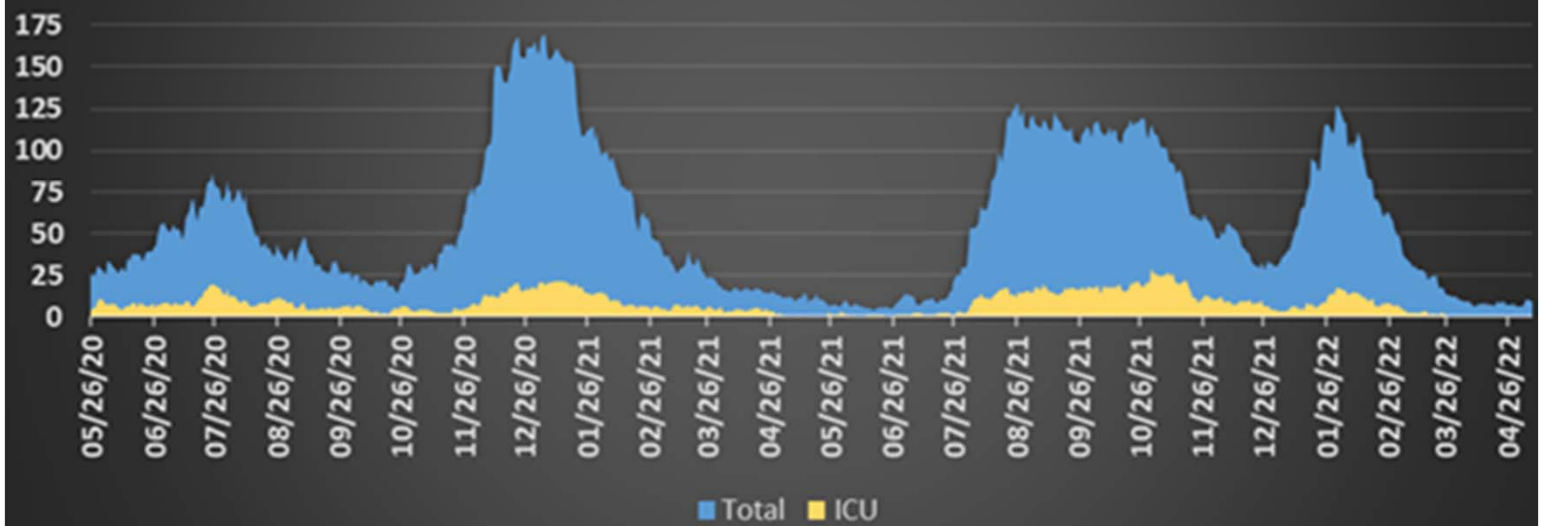
# CFO Financial Report

## May 17, 2022

## Kaweah Health COVID+ Inpatients



## Kaweah Health COVID+ Inpatients (entire pandemic)



# COVID IMPACT (000's)

March 2020 - Apr 2022

## Operating Revenue

Net Patient Service Revenue	\$1,277,729
Supplemental Gov't Programs	137,928
Prime Program	27,974
Premium Revenue	133,662
Management Services Revenue	75,412
Other Revenue	50,705
Other Operating Revenue	425,680
<b>Total Operating Revenue</b>	<b>1,703,322</b>

## Operating Expenses

Salaries & Wages	720,943
Contract Labor	38,851
Employee Benefits	123,830
<b>Total Employment Expenses</b>	<b>883,625</b>

Medical & Other Supplies	281,971
Physician Fees	218,015
Purchased Services	41,133
Repairs & Maintenance	58,369
Utilities	16,631
Rents & Leases	13,379
Depreciation & Amortization	68,728
Interest Expense	14,904
Other Expense	44,928
Humana Cap Plan Expenses	76,225
Management Services Expense	74,969

**Total Other Expenses** **909,250**

Total Operating Expenses **1,792,875**

**Operating Margin** **(\$89,553)**

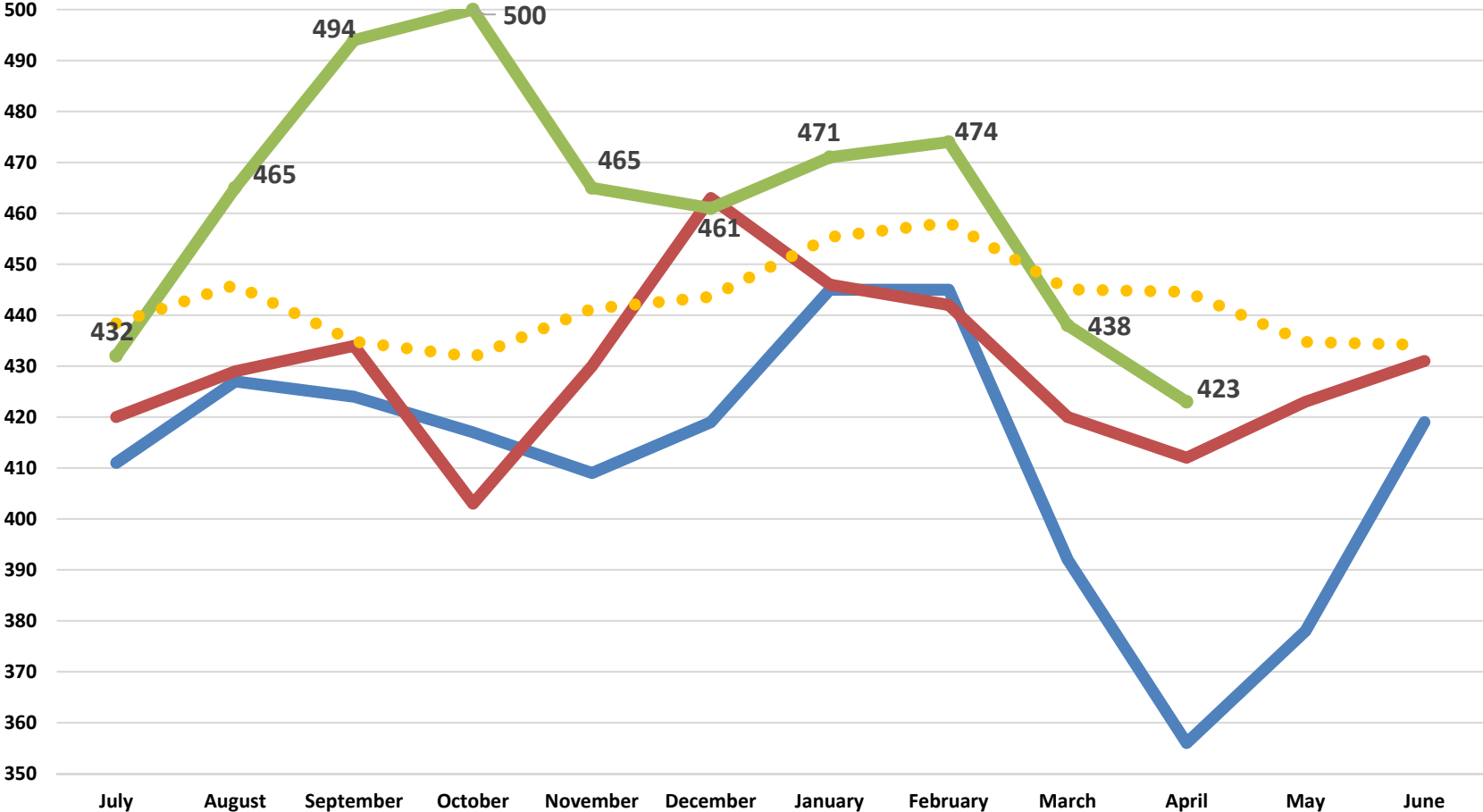
Stimulus Funds \$63,982

**Operating Margin after Stimulus** **(\$25,571)**

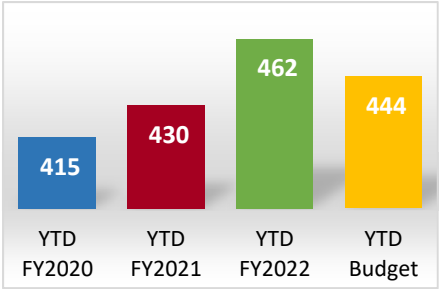
Nonoperating Revenue (Loss) 9,940

**Excess Margin** **(\$15,632)**

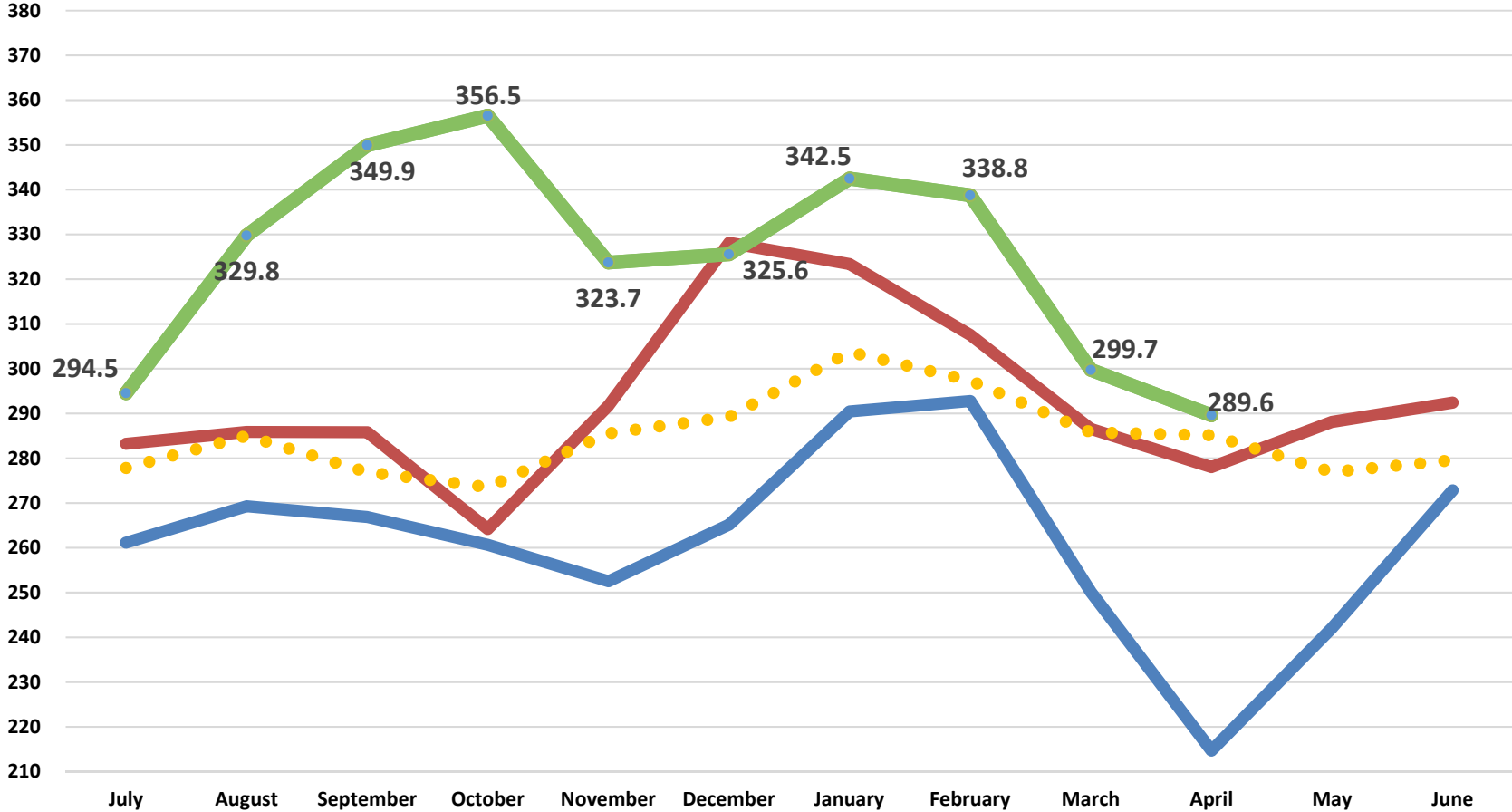
# Average Daily Census



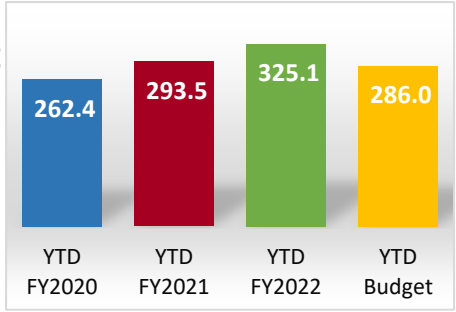
— FY2020   
 — FY2021   
 — FY2022   
 ●●● Budget



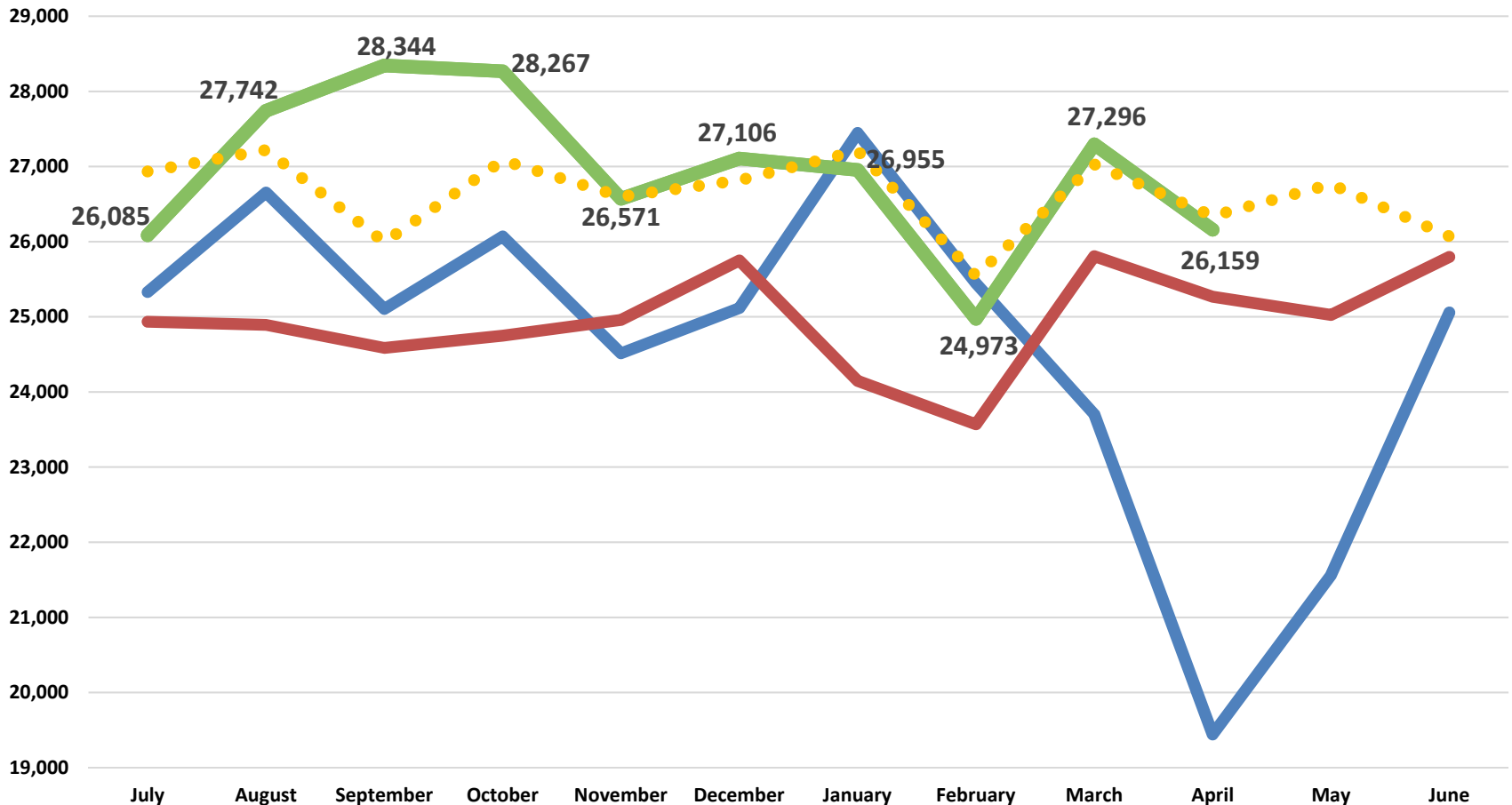
# Medical Center – Avg. Patients Per Day



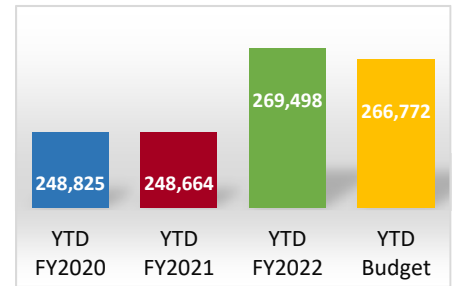
—●— **FY2020**   
 —●— **FY2021**   
 —●— **FY2022**   
 ●●● **Budget**



# Adjusted Patient Days

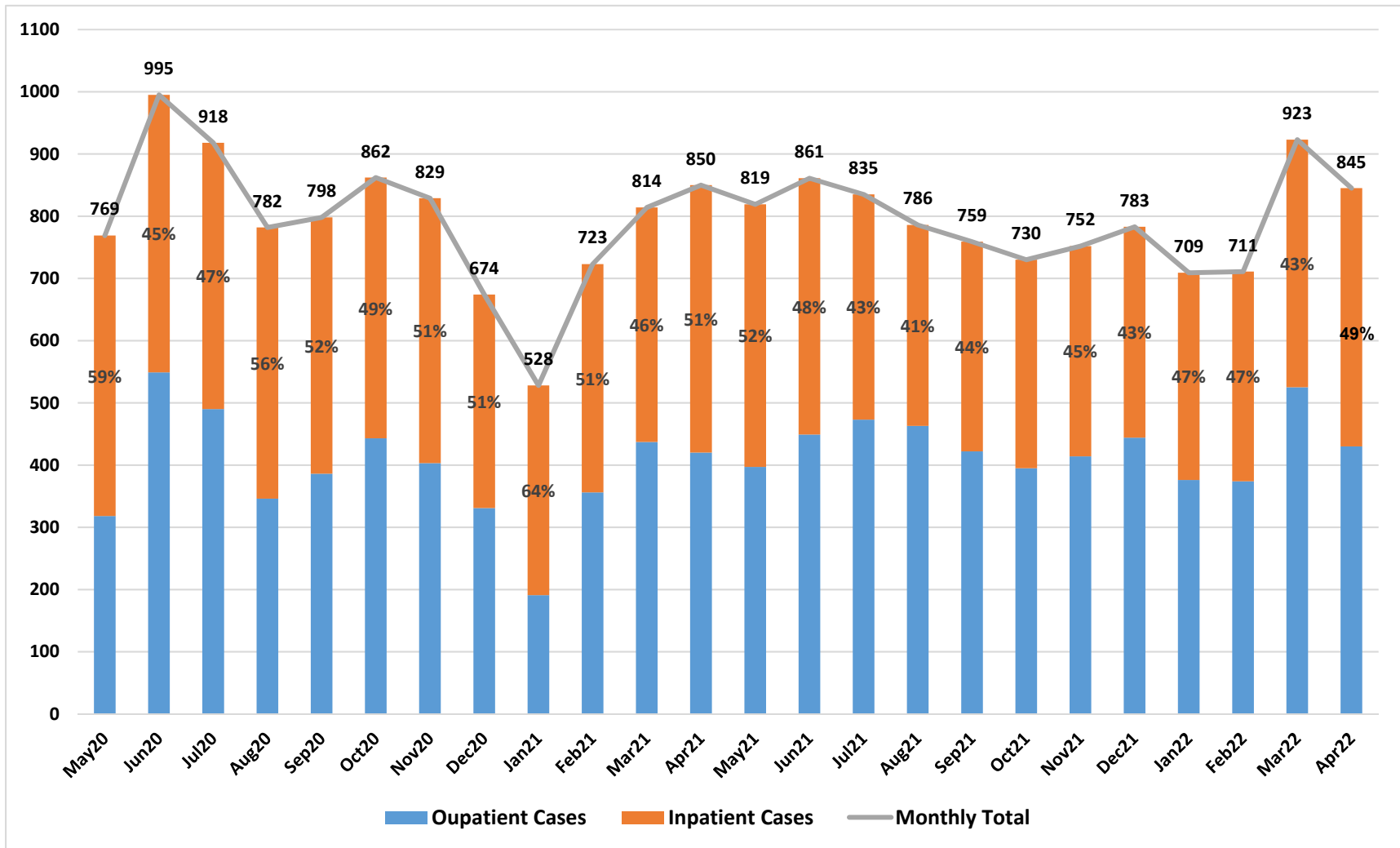


— **FY2020**   
 — **FY2021**   
 — **FY2022**   
 ●●● **Budget**

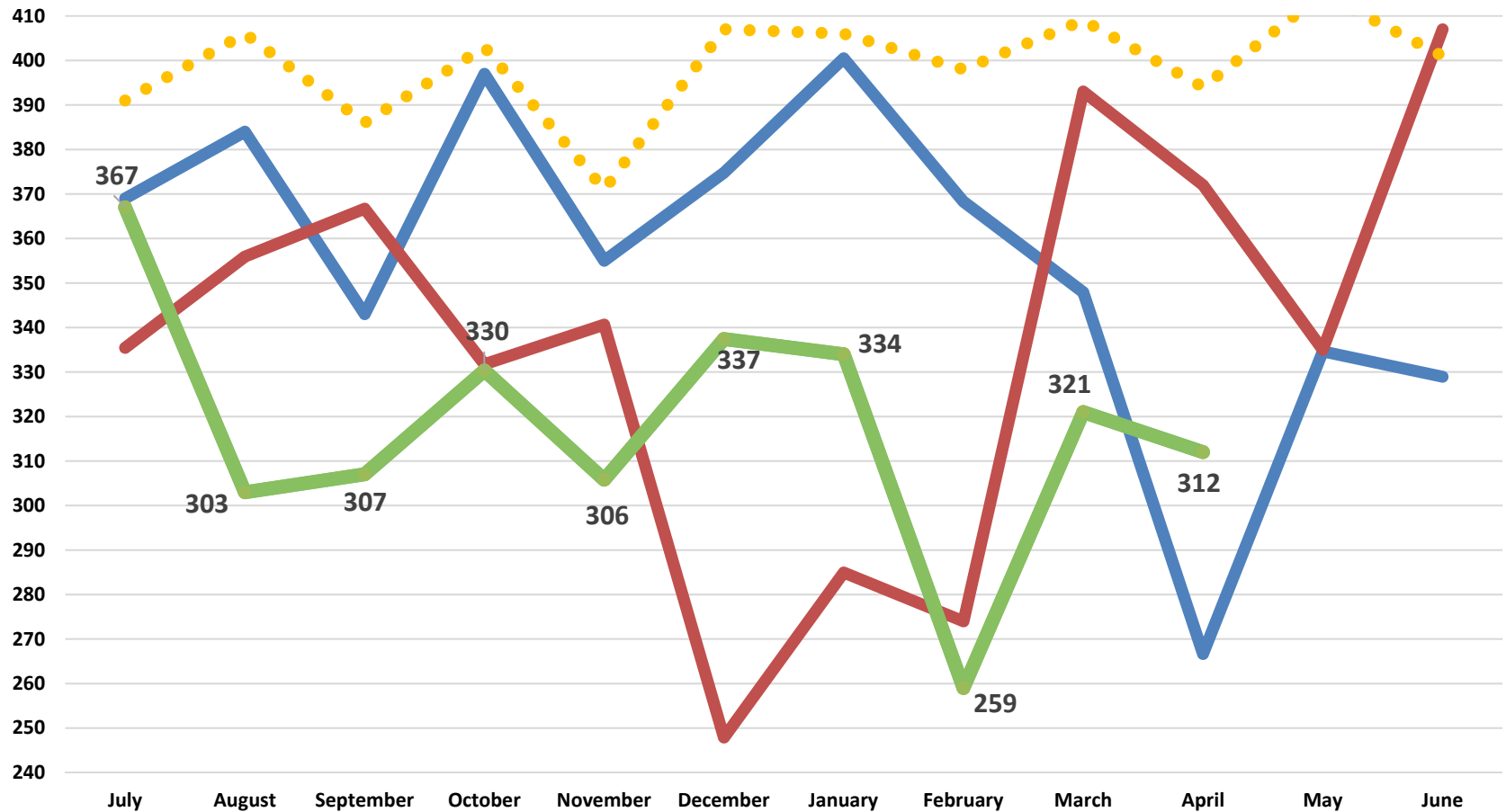




# Surgery Cases



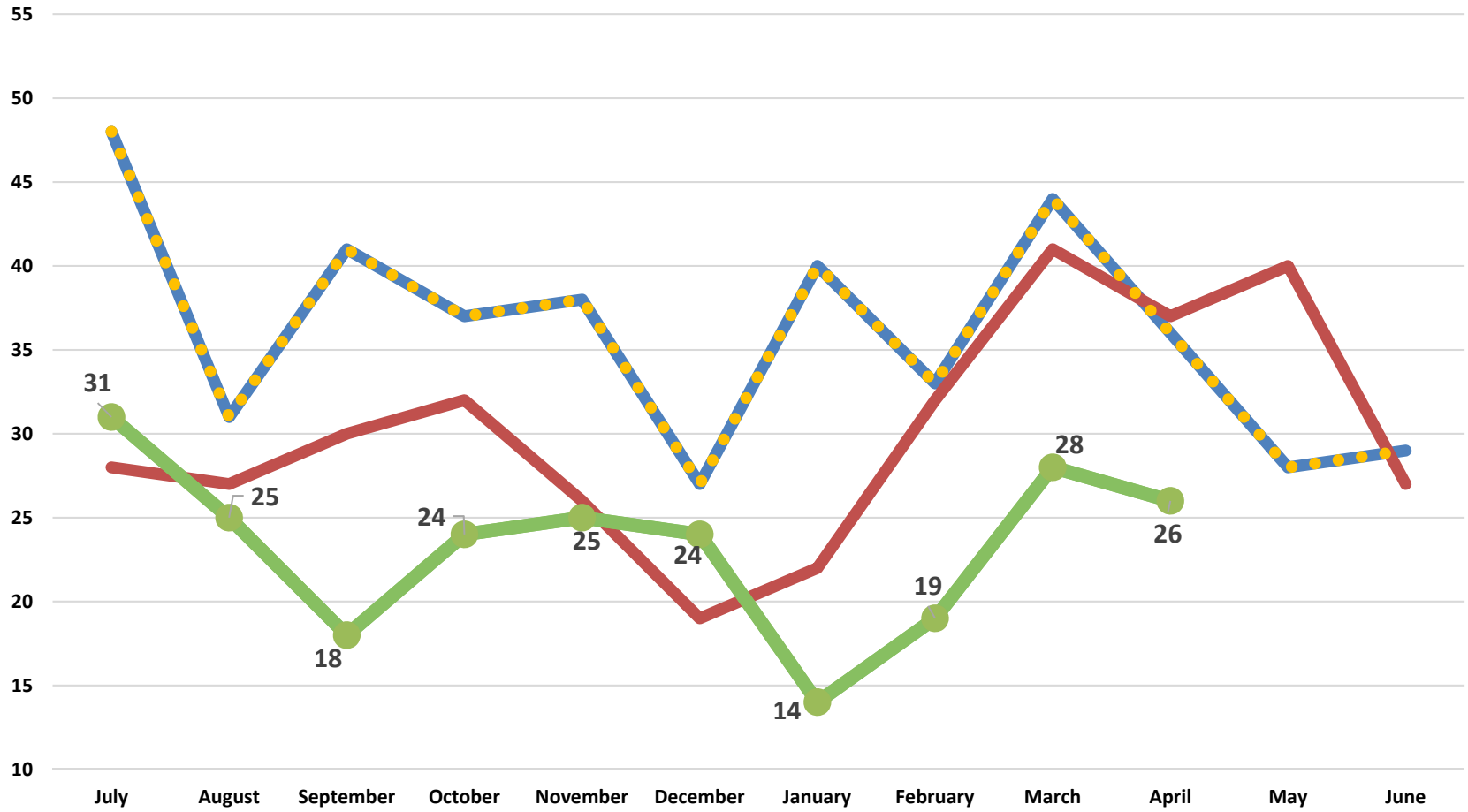
# Cath Lab (IP & OP) – 100 Min Units



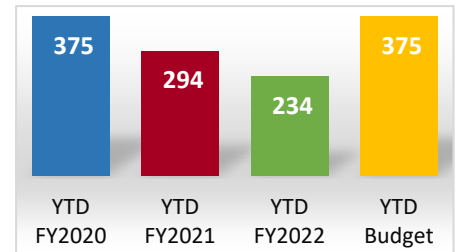
— **FY2020**   
 — **FY2021**   
 — **FY2022**   
 ●●● **Budget**

3,606	3,302	3,177	3,971
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

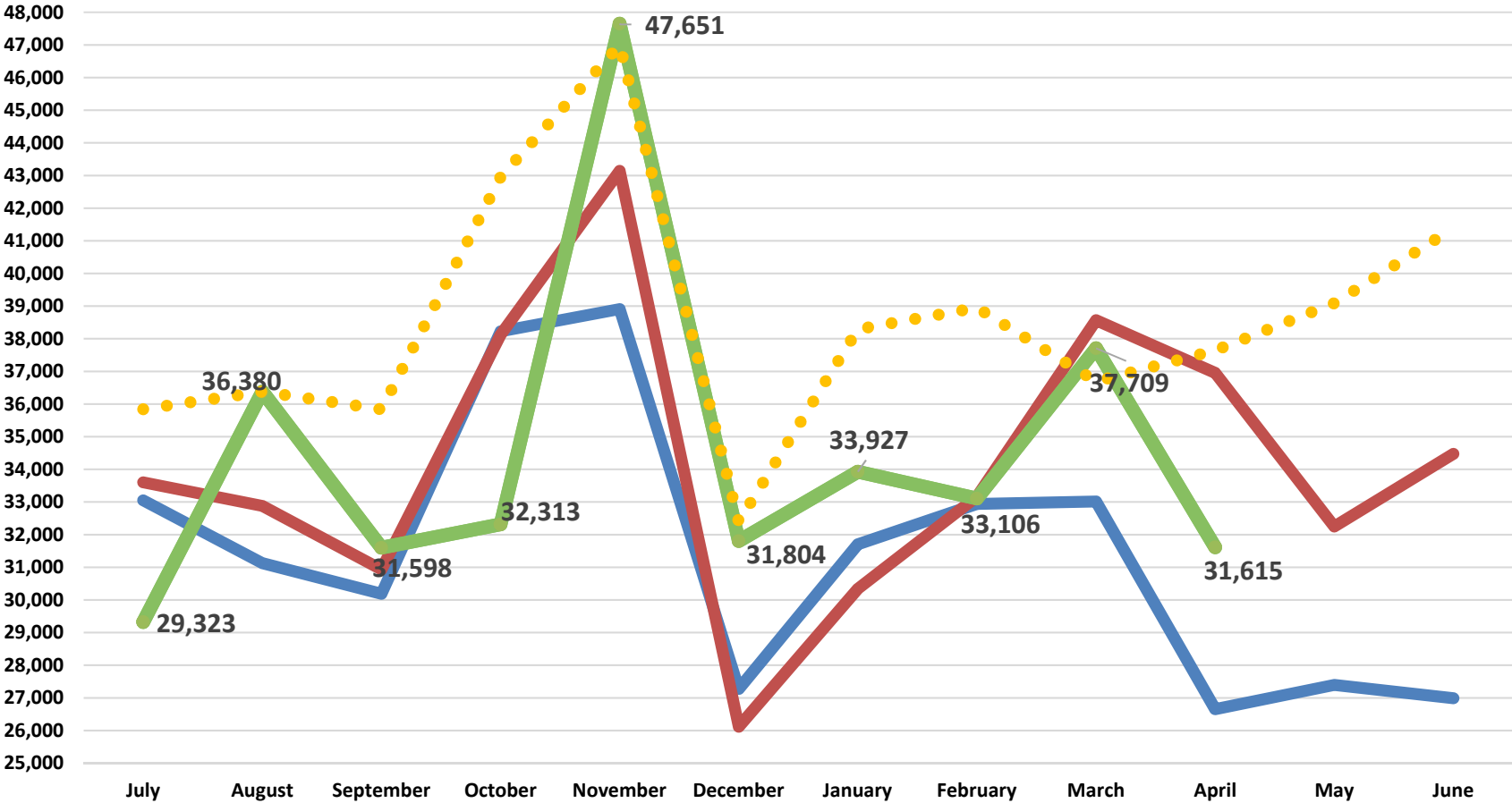
# Cardiac Surgery – Cases



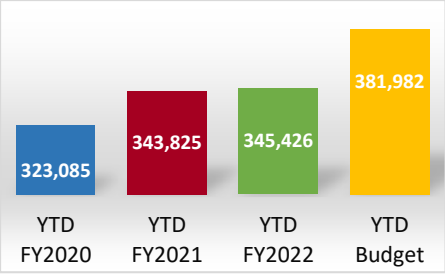
—●— FY2020   
 —●— FY2021   
 —●— FY2022   
 ●●● Budget



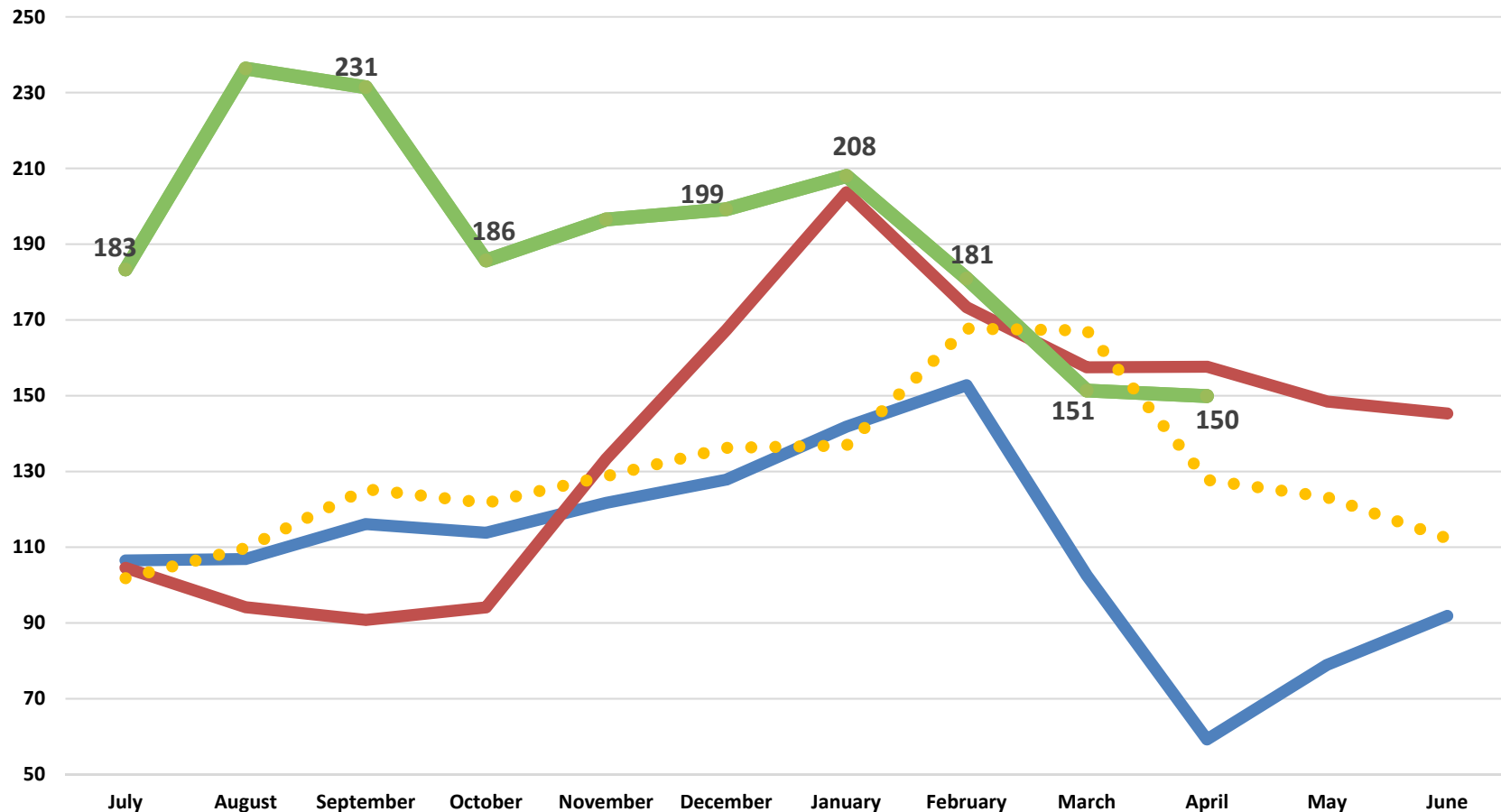
# KHMG RVU's



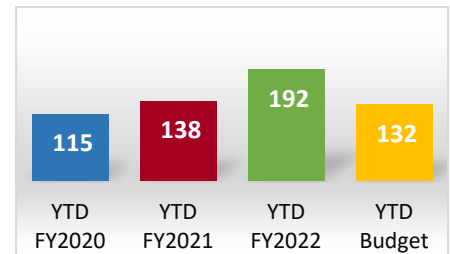
—●— FY2020   
 —●— FY2021   
 —●— FY2022   
 ●●● Budget



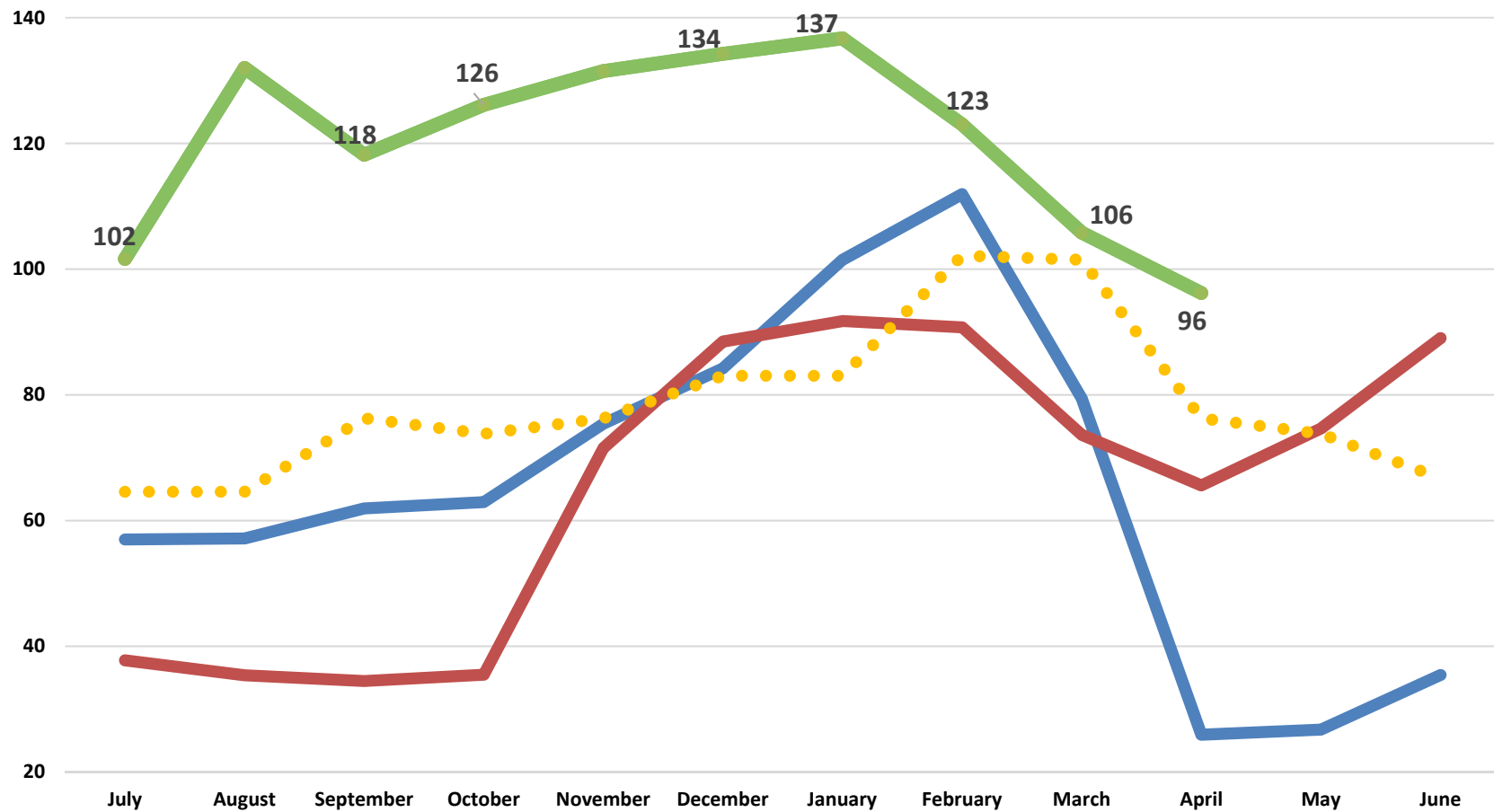
# Urgent Care – Court Average Visits Per Day



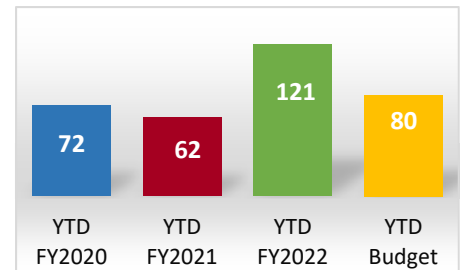
—●— **FY2020**   
 —●— **FY2021**   
 —●— **FY2022**   
 ●●● **Budget**



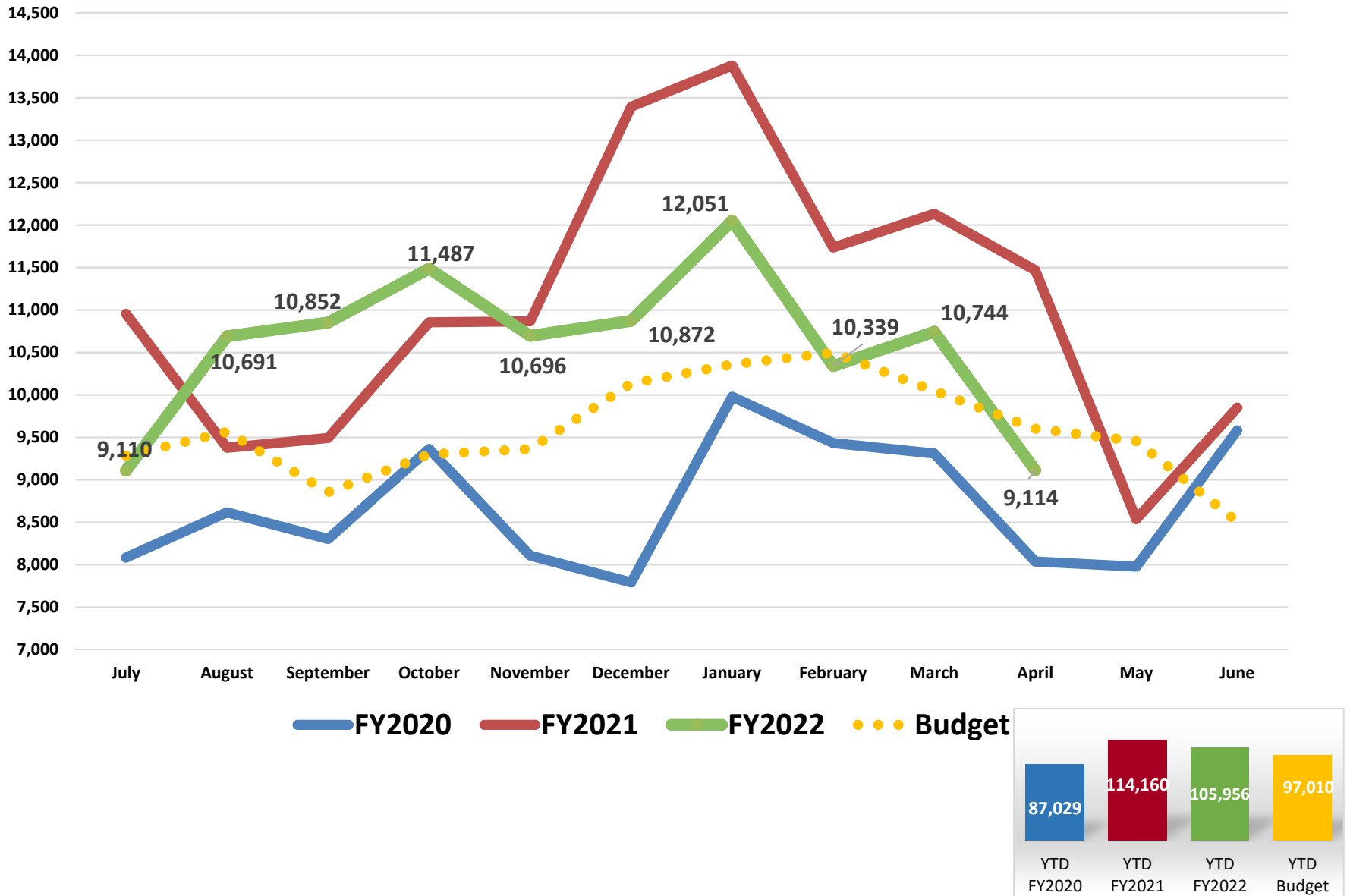
# Urgent Care – Demaree Average Visits Per Day



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



# Rural Health Clinic Registrations



## Statistical Results – Fiscal Year Comparison (April)

	Actual Results			Budget	Budget Variance	
	Apr 2021	Apr 2022	% Change	Apr 2022	Change	% Change
<b>Average Daily Census</b>	<b>412</b>	<b>423</b>	<b>2.7%</b>	<b>445</b>	<b>(21)</b>	<b>(4.8%)</b>
<b>KDHCD Patient Days:</b>						
Medical Center	8,341	8,688	4.2%	8,554	134	1.6%
Acute I/P Psych	984	1,227	24.7%	1,413	(186)	(13.2%)
Sub-Acute	809	764	(5.6%)	927	(163)	(17.6%)
Rehab	540	474	(12.2%)	562	(88)	(15.7%)
TCS-Ortho	298	354	18.8%	450	(96)	(21.3%)
TCS	403	467	15.9%	547	(80)	(14.6%)
NICU	476	303	(36.3%)	379	(76)	(20.1%)
Nursery	510	421	(17.5%)	505	(84)	(16.6%)
<b>Total KDHCD Patient Days</b>	<b>12,361</b>	<b>12,698</b>	<b>2.7%</b>	<b>13,337</b>	<b>(639)</b>	<b>(4.8%)</b>
<b>Total Outpatient Volume</b>	<b>43,950</b>	<b>42,600</b>	<b>(3.1%)</b>	<b>46,119</b>	<b>(3,519)</b>	<b>(7.6%)</b>



## Statistical Results – Fiscal Year Comparison (Jul-Apr)

	Actual Results			Budget	Budget Variance	
	FYTD 2021	FYTD 2022	% Change	FYTD 2022	Change	% Change
<b>Average Daily Census</b>	<b>431</b>	<b>462</b>	<b>7.4%</b>	<b>444</b>	<b>19</b>	<b>4.2%</b>
<b>KDHCD Patient Days:</b>						
Medical Center	89,194	98,791	10.8%	86,925	11,866	13.7%
Acute I/P Psych	12,120	11,787	(2.7%)	14,266	(2,479)	(17.4%)
Sub-Acute	9,008	8,293	(7.9%)	9,361	(1,068)	(11.4%)
Rehab	4,372	4,839	10.7%	5,645	(806)	(14.3%)
TCS-Ortho	3,593	3,462	(3.6%)	4,169	(707)	(17.0%)
TCS	4,027	4,053	0.6%	5,192	(1,139)	(21.9%)
NICU	3,883	4,363	12.4%	3,889	474	12.2%
Nursery	4,685	4,991	6.5%	5,467	(476)	(8.7%)
<b>Total KDHCD Patient Days</b>	<b>130,882</b>	<b>140,579</b>	<b>7.4%</b>	<b>134,914</b>	<b>5,665</b>	<b>4.2%</b>
<b>Total Outpatient Volume</b>	<b>432,834</b>	<b>468,435</b>	<b>8.2%</b>	<b>467,343</b>	<b>1,092</b>	<b>0.2%</b>

# Other Statistical Results – Fiscal Year Comparison (Apr)

	Actual Results				Budget	Budget Variance	
	Apr 2021	Apr 2022	Change	% Change	Apr 2022	Change	% Change
<b>Adjusted Patient Days</b>	<b>25,268</b>	<b>26,159</b>	<b>890</b>	<b>3.5%</b>	<b>26,334</b>	<b>(175)</b>	<b>(0.7%)</b>
<b>Outpatient Visits</b>	<b>43,950</b>	<b>42,600</b>	<b>(1,350)</b>	<b>(3.1%)</b>	<b>46,119</b>	<b>(3,519)</b>	<b>(7.6%)</b>
Urgent Care - Demaree	1,968	2,886	918	46.6%	2,288	598	26.1%
Endoscopy Procedures (I/P & O/P)	538	582	44	8.2%	571	11	1.9%
ED Visit	6,267	6,720	453	7.2%	6,735	(15)	(0.2%)
Dialysis Treatments	1,588	1,661	73	4.6%	1,811	(150)	(8.3%)
Surgery Minutes (I/P & O/P)	1,062	1,077	15	1.4%	1,369	(292)	(21.3%)
Hospice Days	4,092	4,114	22	0.5%	4,185	(71)	(1.7%)
Radiology/CT/US/MRI Proc (I/P & O/P)	16,092	16,177	85	0.5%	16,234	(57)	(0.4%)
Infusion Center	378	375	(3)	(0.8%)	417	(42)	(10.1%)
Urgent Care - Court	4,730	4,497	(233)	(4.9%)	3,833	664	17.3%
Physical & Other Therapy Units	18,141	17,132	(1,009)	(5.6%)	18,414	(1,282)	(7.0%)
Home Health Visits	2,891	2,729	(162)	(5.6%)	2,865	(136)	(4.7%)
O/P Rehab Units	19,866	18,739	(1,127)	(5.7%)	20,350	(1,611)	(7.9%)
Radiation Oncology Treatments (I/P & O/P)	2,513	2,279	(234)	(9.3%)	2,436	(157)	(6.4%)
KHMG RVU	36,955	31,615	(5,340)	(14.5%)	37,644	(6,029)	(16.0%)
GME Clinic visits	1,283	1,084	(199)	(15.5%)	1,115	(31)	(2.8%)
Cath Lab Minutes (IP & OP)	372	312	(60)	(16.1%)	394	(82)	(20.8%)
OB Deliveries	396	330	(66)	(16.7%)	365	(35)	(9.6%)
RHC Registrations	11,468	9,114	(2,354)	(20.5%)	9,602	(488)	(5.1%)

# Other Statistical Results – Fiscal Year Comparison (Jul-Apr)

	Actual Results				Budget	Budget Variance	
	FY 2021	FY 2022	Change	% Change	FY 2022	Change	% Change
<b>Adjusted Patient Days</b>	<b>249,235</b>	<b>269,563</b>	<b>20,328</b>	<b>8.2%</b>	<b>266,716</b>	<b>2,847</b>	<b>1.1%</b>
<b>Outpatient Visits</b>	<b>432,834</b>	<b>468,435</b>	<b>35,601</b>	<b>8.2%</b>	<b>467,343</b>	<b>1,092</b>	<b>0.2%</b>
Urgent Care - Demaree	18,927	36,654	17,727	93.7%	24,310	12,344	50.8%
Urgent Care - Court	41,773	58,485	16,712	40.0%	40,134	18,351	45.7%
Infusion Center	3,264	3,990	726	22.2%	4,061	(71)	(1.7%)
ED Visit	60,122	66,767	6,645	11.1%	70,239	(3,472)	(4.9%)
Radiology/CT/US/MRI Proc (I/P & O/P)	150,531	163,460	12,929	8.6%	153,489	9,971	6.5%
OB Deliveries	3,611	3,789	178	4.9%	3,812	(23)	(0.6%)
Endoscopy Procedures (I/P & O/P)	4,788	5,014	226	4.7%	5,243	(229)	(4.4%)
O/P Rehab Units	191,121	193,962	2,841	1.5%	194,823	(861)	(0.4%)
Physical & Other Therapy Units	173,695	174,937	1,242	0.7%	188,336	(13,399)	(7.1%)
KHMG RVU	343,825	345,427	1,602	0.5%	381,982	(36,555)	(9.6%)
Hospice Days	42,451	42,592	141	0.3%	40,887	1,705	4.2%
Surgery Minutes (I/P & O/P)	10,020	9,943	(77)	(0.8%)	13,579	(3,636)	(26.8%)
GME Clinic visits	11,313	11,040	(273)	(2.4%)	12,048	(1,008)	(8.4%)
Dialysis Treatments	16,438	15,654	(784)	(4.8%)	18,490	(2,836)	(15.3%)
Cath Lab Minutes (IP & OP)	3,302	3,117	(185)	(5.6%)	3,971	(854)	(21.5%)
Home Health Visits	29,700	27,772	(1,928)	(6.5%)	28,918	(1,146)	(4.0%)
Radiation Oncology Treatments (I/P & O/P)	21,365	19,966	(1,399)	(6.5%)	23,641	(3,675)	(15.5%)
RHC Registrations	114,160	105,956	(8,204)	(7.2%)	97,010	8,946	9.2%

# Trended Financial Comparison (000's)

Kaweah Delta Health Care District

Trended Income Statement (000's)

	Adjusted Patient Days												
	25,268	25,026	25,797	26,085	27,742	28,344	28,267	26,571	27,106	26,955	24,973	27,296	26,159
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22
<b>Operating Revenue</b>													
Net Patient Service Revenue	\$52,593	\$50,531	\$43,233	\$51,502	\$49,714	\$57,879	\$55,674	\$54,846	\$51,115	\$56,862	\$47,933	\$52,555	\$49,729
Supplemental Gov't Programs	4,990	4,990	6,845	4,286	4,286	4,286	4,383	11,778	10,297	4,383	5,579	5,192	6,983
Prime Program	4,872	715	721	667	667	667	667	667	667	3,285	667	667	667
Premium Revenue	4,710	5,036	6,584	4,902	5,425	5,163	5,156	5,054	5,173	5,272	6,574	5,772	9,112
Management Services Revenue	3,301	2,877	3,251	3,172	3,298	3,523	3,137	2,690	2,921	2,536	2,910	2,988	2,885
Other Revenue	1,810	2,074	2,188	2,009	2,348	1,873	2,250	1,974	2,300	1,993	1,796	1,990	3,789
Other Operating Revenue	19,684	15,692	19,589	15,036	16,024	15,513	15,592	22,162	21,358	17,469	17,526	16,609	23,436
<b>Total Operating Revenue</b>	<b>72,277</b>	<b>66,223</b>	<b>62,822</b>	<b>66,537</b>	<b>65,737</b>	<b>73,391</b>	<b>71,266</b>	<b>77,008</b>	<b>72,473</b>	<b>74,331</b>	<b>65,459</b>	<b>69,164</b>	<b>73,165</b>
<b>Operating Expenses</b>													
Salaries & Wages	26,741	27,786	26,249	27,474	28,198	31,872	30,538	28,408	29,967	29,407	27,297	30,503	28,987
Contract Labor	1,694	1,169	2,080	1,116	1,358	1,721	1,872	1,745	3,238	4,958	3,882	1,299	5,784
Employee Benefits	8,650	5,087	(7,812)	4,087	3,878	4,728	4,217	3,481	4,161	4,566	4,923	6,119	6,057
<b>Total Employment Expenses</b>	<b>37,084</b>	<b>34,042</b>	<b>20,517</b>	<b>32,678</b>	<b>33,434</b>	<b>38,321</b>	<b>36,627</b>	<b>33,634</b>	<b>37,366</b>	<b>38,931</b>	<b>36,102</b>	<b>37,920</b>	<b>40,828</b>
Medical & Other Supplies	11,011	10,170	11,772	9,596	13,004	11,942	11,714	10,623	10,687	10,913	10,406	11,180	10,685
Physician Fees	8,320	7,754	8,207	7,922	8,527	7,736	9,674	10,261	9,479	9,210	8,812	9,045	8,829
Purchased Services	1,520	1,383	2,697	1,100	1,368	1,680	1,683	1,565	1,745	1,261	1,511	1,304	1,914
Repairs & Maintenance	2,544	2,282	2,319	2,074	2,425	2,425	2,702	2,330	2,331	2,324	2,588	2,251	2,204
Utilities	630	729	1,175	688	740	696	860	760	654	753	736	723	753
Rents & Leases	535	489	504	475	519	487	474	522	505	528	525	515	519
Depreciation & Amortization	2,413	2,923	3,924	2,635	2,632	2,636	2,634	2,636	2,631	2,614	2,634	2,583	2,649
Interest Expense	555	555	666	555	646	499	501	500	498	655	671	671	671
Other Expense	1,840	1,537	2,053	1,450	1,466	1,641	1,563	1,557	1,804	2,110	1,731	2,019	1,907
Humana Cap Plan Expenses	3,771	3,780	3,018	3,472	2,503	3,642	3,982	3,130	2,902	2,327	2,617	5,196	3,413
Management Services Expense	3,088	2,892	3,521	2,768	3,115	3,734	2,988	2,628	2,462	2,570	2,835	3,003	3,380
<b>Total Other Expenses</b>	<b>36,227</b>	<b>34,493</b>	<b>39,856</b>	<b>32,735</b>	<b>36,945</b>	<b>37,116</b>	<b>38,774</b>	<b>36,512</b>	<b>35,698</b>	<b>35,266</b>	<b>35,066</b>	<b>38,491</b>	<b>36,924</b>
<b>Total Operating Expenses</b>	<b>73,310</b>	<b>68,535</b>	<b>60,373</b>	<b>65,413</b>	<b>70,379</b>	<b>75,437</b>	<b>75,402</b>	<b>70,146</b>	<b>73,064</b>	<b>74,197</b>	<b>71,168</b>	<b>76,412</b>	<b>77,752</b>
<b>Operating Margin</b>	<b>(\$1,033)</b>	<b>(\$2,312)</b>	<b>\$2,449</b>	<b>\$1,124</b>	<b>(\$4,642)</b>	<b>(\$2,046)</b>	<b>(\$4,136)</b>	<b>\$6,862</b>	<b>(\$591)</b>	<b>\$134</b>	<b>(\$5,709)</b>	<b>(\$7,247)</b>	<b>(\$4,588)</b>
Stimulus Funds	\$920	\$1,076	\$525	\$0	\$438	\$0	\$137	\$6,542	\$0	\$93	\$9,345	\$0	\$0
<b>Operating Margin after Stimulus</b>	<b>(\$113)</b>	<b>(\$1,236)</b>	<b>\$2,974</b>	<b>\$1,124</b>	<b>(\$4,204)</b>	<b>(\$2,046)</b>	<b>(\$3,999)</b>	<b>\$13,404</b>	<b>(\$591)</b>	<b>\$134</b>	<b>(\$5,616)</b>	<b>\$2,098</b>	<b>(\$4,588)</b>
Nonoperating Revenue (Loss)	1,725	753	248	582	552	(388)	595	587	2,495	568	693	(9,815)	(568)
<b>Excess Margin</b>	<b>\$1,612</b>	<b>(\$483)</b>	<b>\$3,222</b>	<b>\$1,706</b>	<b>(\$3,651)</b>	<b>(\$2,434)</b>	<b>(\$3,404)</b>	<b>\$13,991</b>	<b>\$1,904</b>	<b>\$702</b>	<b>(\$4,924)</b>	<b>(\$7,718)</b>	<b>(\$5,156)</b>

## April Financial Comparison (000's)

	Actual Results		Budget	Budget Variance	
	Apr 2021	Apr 2022	Apr 2022	Change	% Change
<b>Operating Revenue</b>					
Net Patient Service Revenue	\$52,593	\$49,729	\$52,665	(\$2,932)	(5.6%)
Other Operating Revenue	19,684	23,436	15,974	7,462	46.7%
<b>Total Operating Revenue</b>	<b>72,277</b>	<b>73,165</b>	<b>68,639</b>	<b>4,526</b>	<b>6.6%</b>
<b>Operating Expenses</b>					
Employment Expense	37,084	40,828	32,673	8,156	25.0%
Other Operating Expense	36,227	36,924	34,920	2,004	5.7%
<b>Total Operating Expenses</b>	<b>73,310</b>	<b>77,752</b>	<b>67,593</b>	<b>10,159</b>	<b>15.0%</b>
<b>Operating Margin</b>	<b>(\$1,033)</b>	<b>(\$4,588)</b>	<b>\$1,046</b>	<b>(\$5,634)</b>	
Stimulus Funds	920	0	98	(98)	
<b>Operating Margin after Stimulus</b>	<b>(\$113)</b>	<b>(\$4,588)</b>	<b>\$1,144</b>	<b>(\$5,732)</b>	
Non Operating Revenue (Loss)	1,725	(568)	389	(956)	
<b>Excess Margin</b>	<b>\$1,612</b>	<b>(\$5,156)</b>	<b>\$1,532</b>	<b>(\$6,688)</b>	

Operating Margin %	(1.4%)	(6.3%)	1.5%
OM after Stimulus%	(0.2%)	(6.3%)	1.7%
Excess Margin %	2.2%	(7.1%)	2.2%
Operating Cash Flow Margin %	2.7%	(1.7%)	6.7%

## YTD (July-Apr) Financial Comparison (000's)

	Actual Results FYTD Jul-Apr		Budget FYTD	Budget Variance	
	FYTD2021	FYTD2022	FYTD2022	Change	% Change
<b>Operating Revenue</b>					
Net Patient Service Revenue	<b>\$500,611</b>	<b>\$527,808</b>	<b>\$529,281</b>	<b>(\$1,473)</b>	<b>(0.3%)</b>
Other Operating Revenue	145,038	181,161	155,795	25,366	16.3%
<b>Total Operating Revenue</b>	<b>645,649</b>	<b>708,968</b>	<b>685,076</b>	<b>23,893</b>	<b>3.5%</b>
<b>Operating Expenses</b>					
Employment Expense	334,323	365,853	325,282	40,571	12.5%
Other Operating Expense	340,667	363,528	348,344	15,184	4.4%
<b>Total Operating Expenses</b>	<b>674,990</b>	<b>729,381</b>	<b>673,626</b>	<b>55,755</b>	<b>8.3%</b>
<b>Operating Margin</b>	<b>(\$29,341)</b>	<b>(\$20,412)</b>	<b>\$11,450</b>	<b>(\$31,862)</b>	
Stimulus Funds	30,860	16,117	995	15,122	
<b>Operating Margin after Stimulus</b>	<b>\$1,519</b>	<b>(\$4,295)</b>	<b>\$12,445</b>	<b>(\$16,740)</b>	
Nonoperating Revenue (Loss)	6,458	(4,697)	4,770	(9,467)	
<b>Excess Margin</b>	<b>\$7,977</b>	<b>(\$8,993)</b>	<b>\$17,214</b>	<b>(\$26,207)</b>	

<b>Operating Margin %</b>	<b>(4.5%)</b>	<b>(2.9%)</b>	<b>1.7%</b>
<b>OM after Stimulus%</b>	<b>0.2%</b>	<b>(0.6%)</b>	<b>1.8%</b>
<b>Excess Margin %</b>	<b>1.2%</b>	<b>(1.2%)</b>	<b>2.5%</b>
<b>Operating Cash Flow Margin %</b>	<b>0.2%</b>	<b>1.7%</b>	<b>6.6%</b>

## April Financial Comparison (000's)

	Actual Results			Budget	Budget Variance	
	Apr 2021	Apr 2022	% Change	Apr 2022	Change	% Change
<b>Operating Revenue</b>						
Net Patient Service Revenue	\$52,593	\$49,729	(5.4%)	\$52,665	(\$2,936)	(5.6%)
Supplemental Gov't Programs	4,990	6,983	39.9%	4,426	2,558	57.8%
Prime Program	4,872	667	(86.3%)	658	9	1.4%
Premium Revenue	4,710	9,112	93.4%	5,890	3,223	54.7%
Management Services Revenue	3,301	2,885	(12.6%)	2,983	(98)	(3.3%)
Other Revenue	1,810	3,789	109.3%	2,019	1,770	87.7%
Other Operating Revenue	19,684	23,436	19.1%	15,974	7,462	46.7%
<b>Total Operating Revenue</b>	<b>72,277</b>	<b>73,165</b>	<b>1.2%</b>	<b>68,639</b>	<b>4,526</b>	<b>6.6%</b>
<b>Operating Expenses</b>						
Salaries & Wages	26,741	28,987	8.4%	27,662	1,325	4.8%
Contract Labor	1,694	5,784	241.5%	516	5,268	1021.0%
Employee Benefits	8,650	6,057	(30.0%)	4,494	1,563	34.8%
<b>Total Employment Expenses</b>	<b>37,084</b>	<b>40,828</b>	<b>10.1%</b>	<b>32,673</b>	<b>8,156</b>	<b>25.0%</b>
Medical & Other Supplies	11,011	10,685	(3.0%)	10,330	355	3.4%
Physician Fees	8,320	8,829	6.1%	8,312	518	6.2%
Purchased Services	1,520	1,914	25.9%	1,304	610	46.8%
Repairs & Maintenance	2,544	2,204	(13.4%)	2,370	(166)	(7.0%)
Utilities	630	753	19.5%	510	242	47.5%
Rents & Leases	535	519	(3.0%)	524	(6)	(1.1%)
Depreciation & Amortization	2,413	2,649	9.8%	2,987	(337)	(11.3%)
Interest Expense	555	671	21.0%	595	76	12.9%
Other Expense	1,840	1,907	3.6%	1,871	36	2.0%
Humana Cap Plan Expenses	3,771	3,413	(9.5%)	3,167	246	7.8%
Management Services Expense	3,088	3,380	9.5%	2,951	429	14.5%
<b>Total Other Expenses</b>	<b>36,227</b>	<b>36,924</b>	<b>1.9%</b>	<b>34,920</b>	<b>2,004</b>	<b>5.7%</b>
<b>Total Operating Expenses</b>	<b>73,310</b>	<b>77,752</b>	<b>6.1%</b>	<b>67,593</b>	<b>10,159</b>	<b>15.0%</b>
<b>Operating Margin</b>	<b>(\$1,033)</b>	<b>(\$4,588)</b>	<b>344%</b>	<b>\$1,046</b>	<b>(\$5,634)</b>	<b>(539%)</b>
Stimulus Funds	920	0	(100%)	98	(98)	(100%)
<b>Operating Margin after Stimulus</b>	<b>(\$113)</b>	<b>(\$4,588)</b>	<b>3953%</b>	<b>\$1,144</b>	<b>(\$5,732)</b>	<b>(501%)</b>
Nonoperating Revenue (Loss)	1,725	(568)	(133%)	389	(956)	(246%)
<b>Excess Margin</b>	<b>\$1,612</b>	<b>(\$5,156)</b>	<b>(420%)</b>	<b>\$1,532</b>	<b>(\$6,688)</b>	<b>(437%)</b>

Operating Margin %	(1.4%)	(6.3%)		1.5%
OM after Stimulus%	(0.2%)	(6.3%)		1.7%
Excess Margin %	2.2%	(7.1%)		2.2%
Operating Cash Flow Margin %	2.7%	(1.7%)		6.7%

## YTD Financial Comparison (000's)

	Actual Results FYTD Jul-Apr			Budget FYTD	Budget Variance	FYTD
	FYTD2021	FYTD2022	% Change	FYTD2022	Change	% Change
<b>Operating Revenue</b>						
Net Patient Service Revenue	\$500,611	\$527,808	5.4%	\$529,281	(\$1,473)	(0.3%)
Supplemental Gov't Programs	44,247	61,455	38.9%	44,255	17,200	38.9%
Prime Program	9,231	9,285	0.6%	6,663	2,622	39.4%
Premium Revenue	45,469	57,604	26.7%	54,196	3,408	6.3%
Management Services Revenue	28,039	30,060	7.2%	30,225	(165)	(0.5%)
Other Revenue	18,052	22,758	26.1%	20,456	2,302	11.3%
Other Operating Revenue	145,038	181,161	24.9%	155,795	25,366	16.3%
<b>Total Operating Revenue</b>	<b>645,649</b>	<b>708,968</b>	<b>9.8%</b>	<b>685,076</b>	<b>23,893</b>	<b>3.5%</b>
<b>Operating Expenses</b>						
Salaries & Wages	270,116	292,663	8.3%	275,085	17,578	6.4%
Contract Labor	6,528	26,973	313.2%	5,165	21,807	422.2%
Employee Benefits	57,679	46,217	(19.9%)	45,031	1,186	2.6%
<b>Total Employment Expenses</b>	<b>334,323</b>	<b>365,853</b>	<b>9.4%</b>	<b>325,282</b>	<b>40,571</b>	<b>12.5%</b>
Medical & Other Supplies	109,212	110,749	1.4%	104,687	6,062	5.8%
Physician Fees	80,729	89,496	10.9%	83,155	6,341	7.6%
Purchased Services	18,921	15,130	(20.0%)	13,212	1,918	14.5%
Repairs & Maintenance	21,543	23,654	9.8%	23,924	(270)	(1.1%)
Utilities	5,489	7,364	34.2%	6,091	1,273	20.9%
Rents & Leases	5,199	5,069	(2.5%)	5,171	(102)	(2.0%)
Depreciation & Amortization	24,799	26,284	6.0%	27,472	(1,188)	(4.3%)
Interest Expense	5,550	5,867	5.7%	6,025	(158)	(2.6%)
Other Expense	17,002	17,250	1.5%	18,813	(1,563)	(8.3%)
Humana Cap Plan Expenses	24,189	33,185	37.2%	29,894	3,291	11.0%
Management Services Expense	28,034	29,481	5.2%	29,899	(419)	(1.4%)
<b>Total Other Expenses</b>	<b>340,667</b>	<b>363,528</b>	<b>6.7%</b>	<b>348,344</b>	<b>15,184</b>	<b>4.4%</b>
<b>Total Operating Expenses</b>	<b>674,990</b>	<b>729,381</b>	<b>8.1%</b>	<b>673,626</b>	<b>55,755</b>	<b>8.3%</b>
<b>Operating Margin</b>	<b>(\$29,341)</b>	<b>(\$20,412)</b>	<b>30.4%</b>	<b>\$11,450</b>	<b>(\$31,862)</b>	<b>(278%)</b>
Stimulus Funds	30,860	16,117	(47.8%)	995	15,122	1520%
<b>Operating Margin after Stimulus</b>	<b>\$1,519</b>	<b>(\$4,295)</b>	<b>383%</b>	<b>\$12,445</b>	<b>(\$16,740)</b>	<b>(134%)</b>
Nonoperating Revenue (Loss)	6,458	(4,697)	(173%)	4,770	(9,467)	(199%)
<b>Excess Margin</b>	<b>\$7,977</b>	<b>(\$8,993)</b>	<b>(213%)</b>	<b>\$17,214</b>	<b>(\$26,207)</b>	<b>(152%)</b>

Operating Margin %	(4.5%)	(2.9%)		1.7%
OM after Stimulus%	0.2%	(0.6%)		1.8%
Excess Margin %	1.2%	(1.2%)		2.5%
Operating Cash Flow Margin %	0.2%	1.7%		6.6%



# Kaweah Health Medical Group

## Fiscal Year Financial Comparison (000's)

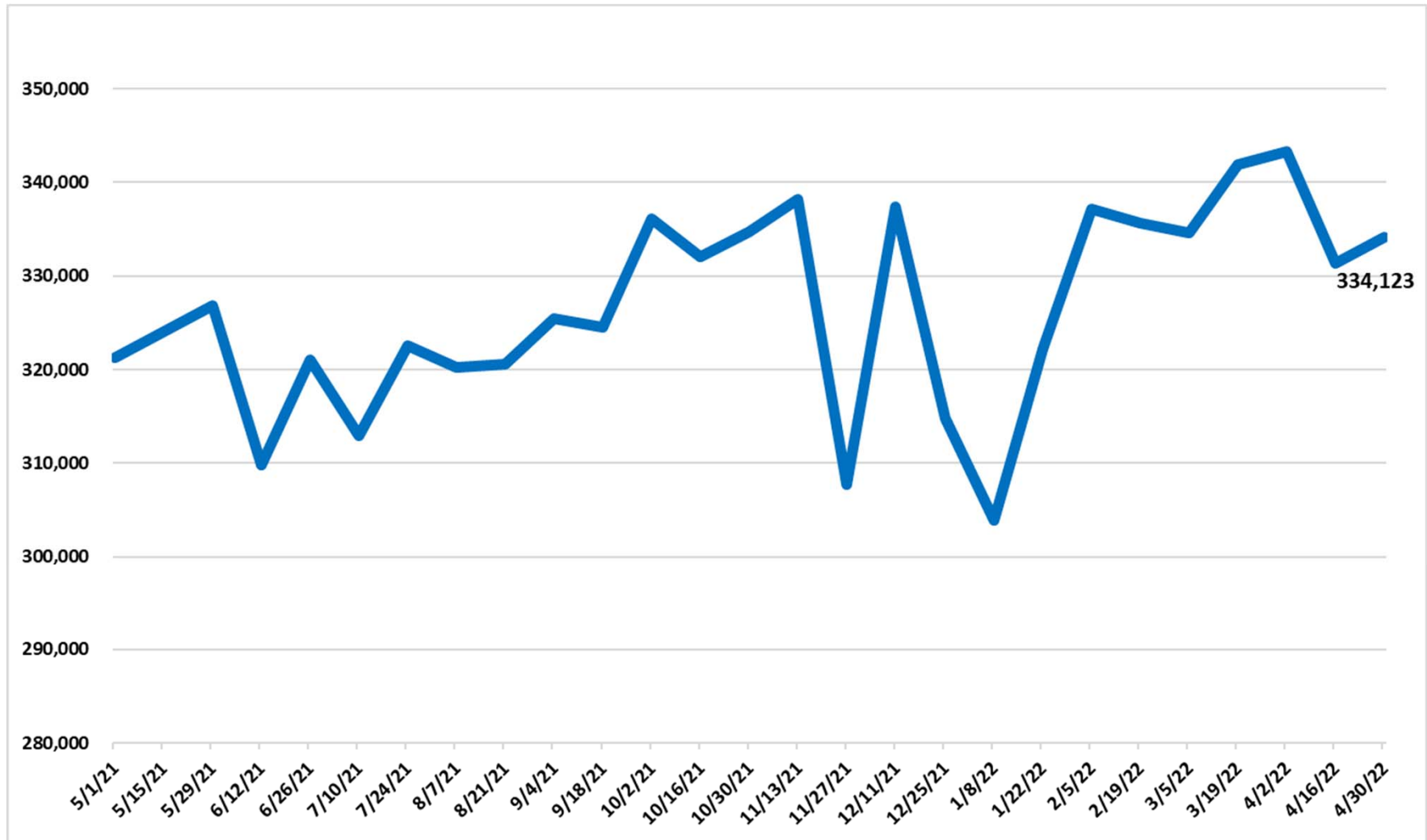
	Actual Results FYTD July – Apr			Budget FYTD	Budget Variance FYTD	
	Apr 2021	Apr 2022	% Change	Apr 2022	Change	% Change
<b>Operating Revenue</b>						
Net Patient Service Revenue	\$39,474	\$40,072	1.5%	\$44,101	(\$4,030)	(9.1%)
Other Operating Revenue	1,126	1,393	23.8%	700	693	98.9%
<b>Total Operating Revenue</b>	<b>40,600</b>	<b>41,465</b>	<b>2.1%</b>	<b>44,802</b>	<b>(3,337)</b>	<b>(7.4%)</b>
<b>Operating Expenses</b>						
Salaries & Wages	9,498	9,880	4.0%	10,346	(466)	(4.5%)
Contract Labor	0	0	0.0%	0	0	0.0%
Employee Benefits	1,891	1,596	(15.6%)	1,688	(91)	(5.4%)
<b>Total Employment Expenses</b>	<b>11,390</b>	<b>11,477</b>	<b>0.8%</b>	<b>12,034</b>	<b>(557)</b>	<b>(4.6%)</b>
Medical & Other Supplies	5,437	5,309	(2.3%)	5,725	(416)	(7.3%)
Physician Fees	22,240	24,431	9.9%	25,083	(652)	(2.6%)
Purchased Services	717	833	16.2%	705	128	18.1%
Repairs & Maintenance	2,005	1,865	(7.0%)	2,281	(415)	(18.2%)
Utilities	364	372	2.1%	402	(31)	(7.7%)
Rents & Leases	2,331	2,106	(9.6%)	2,164	(58)	(2.7%)
Depreciation & Amortization	793	642	(19.1%)	917	(275)	(30.0%)
Interest Expense	3	1	(73.8%)	1	(0)	(13.2%)
Other Expense	1,079	1,096	1.6%	1,403	(307)	(21.9%)
<b>Total Other Expenses</b>	<b>34,967</b>	<b>36,655</b>	<b>4.8%</b>	<b>38,681</b>	<b>(2,026)</b>	<b>(5.2%)</b>
<b>Total Operating Expenses</b>	<b>46,357</b>	<b>48,132</b>	<b>3.8%</b>	<b>50,715</b>	<b>(2,583)</b>	<b>(5.1%)</b>
Stimulus Funds	0	194	0.0%	0	194	0.0%
<b>Excess Margin</b>	<b>(\$5,757)</b>	<b>(\$6,473)</b>	<b>(12.4%)</b>	<b>(\$5,913)</b>	<b>(\$560)</b>	<b>(9.5%)</b>
<b>Excess Margin %</b>	<b>(14.2%)</b>	<b>(15.6%)</b>		<b>(13.2%)</b>		

# Month of April - Budget Variances

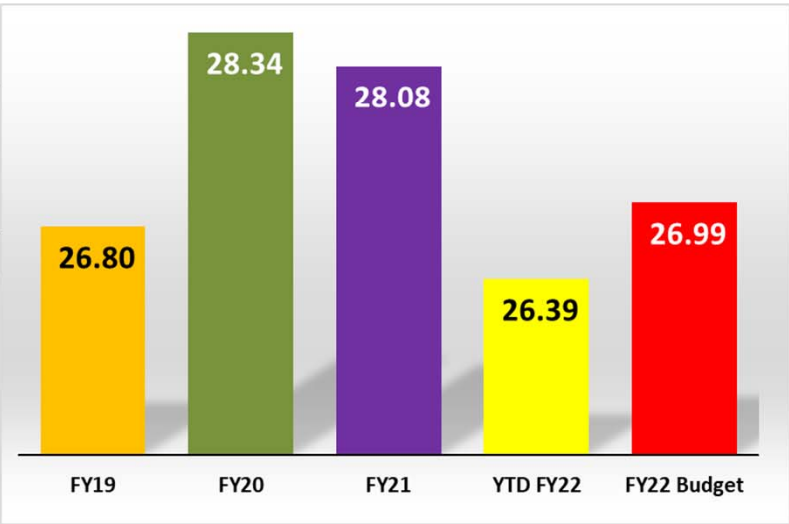
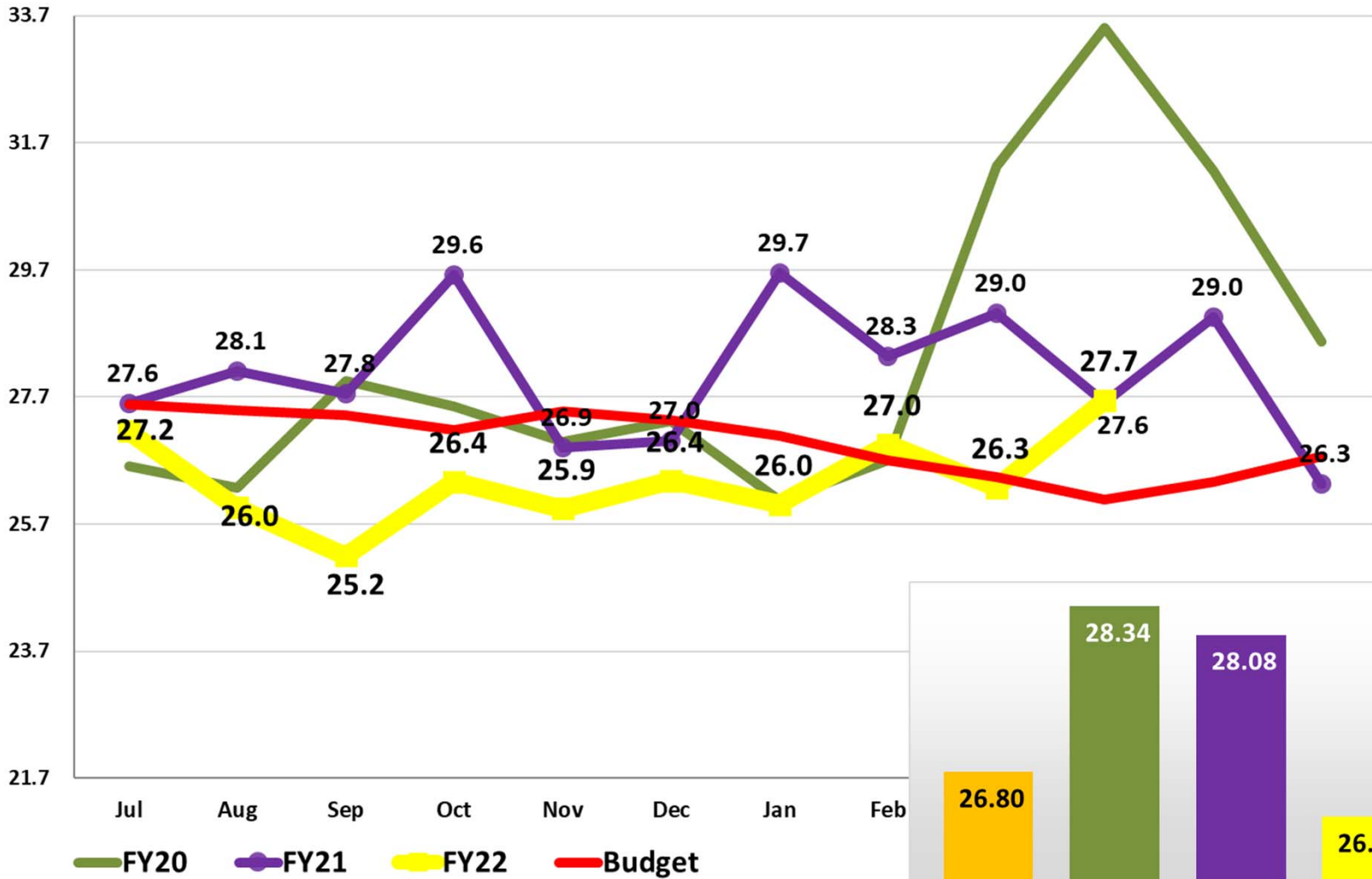
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- **Net Patient Revenues:** Net patient revenue fell short of budget by \$2.9M (5.6%) primarily due to less revenue recognized on an adjusted patient day basis. This was mainly due to less inpatient cases overall, and less surgeries and cardiac catheterization procedures than expected in April.
- **Supplemental Program Revenue:** In April we recognized \$2.6M of additional revenue related to the FY21 fee-for-service IGT program.
- **Premium Revenue:** Exceeded budget in April as we recorded a \$2.9M increase in premium revenue due to the 2021 annual settlement and Mid-year settlement for 2022 as well as a \$400k reinsurance payment.
- **Salaries and Contract Labor:** We experienced an unfavorable budget variance of \$6.6M in April. The unfavorable variance is primarily due to the amount of contract labor utilized during the month (\$5.3M) and shift bonuses (\$1.4M) paid in April.
- **Employee Benefits:** Benefits expense exceeded budget by \$1.6M primarily due to the increased cost of employee health insurance claims as well as the timing of the 401k match accrual (three pay periods in April).

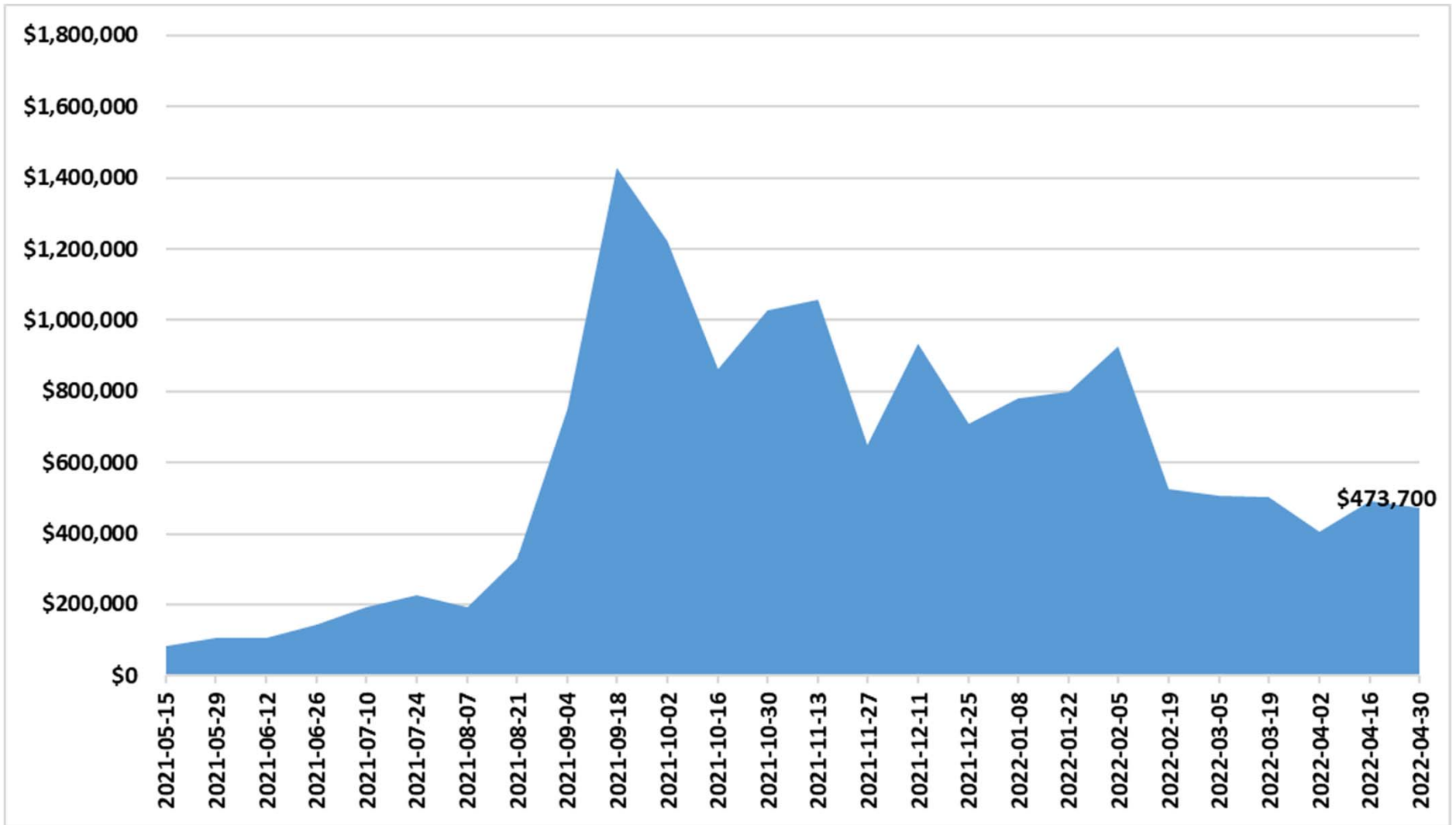
# Productive Hours



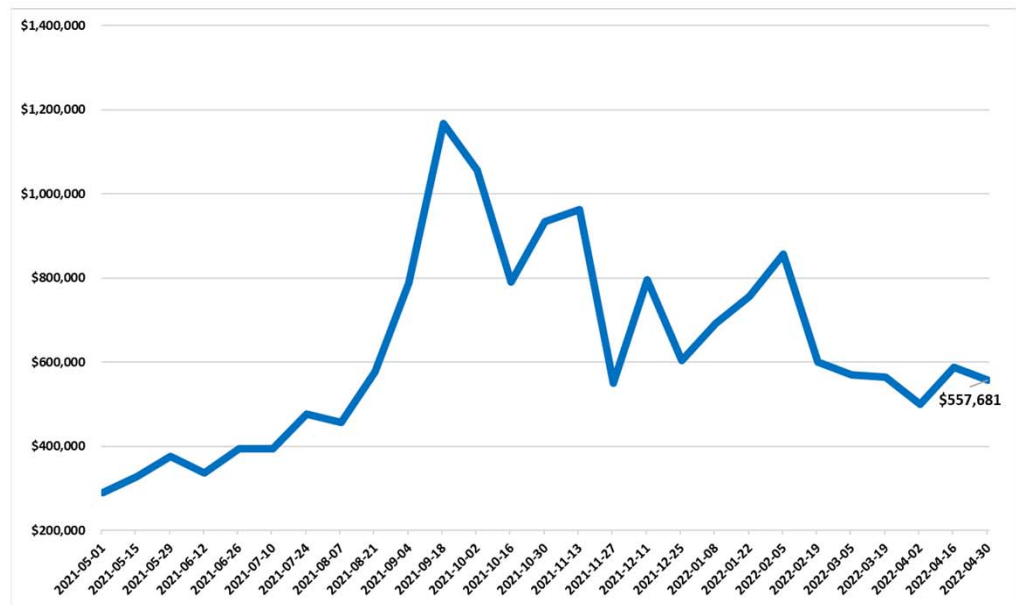
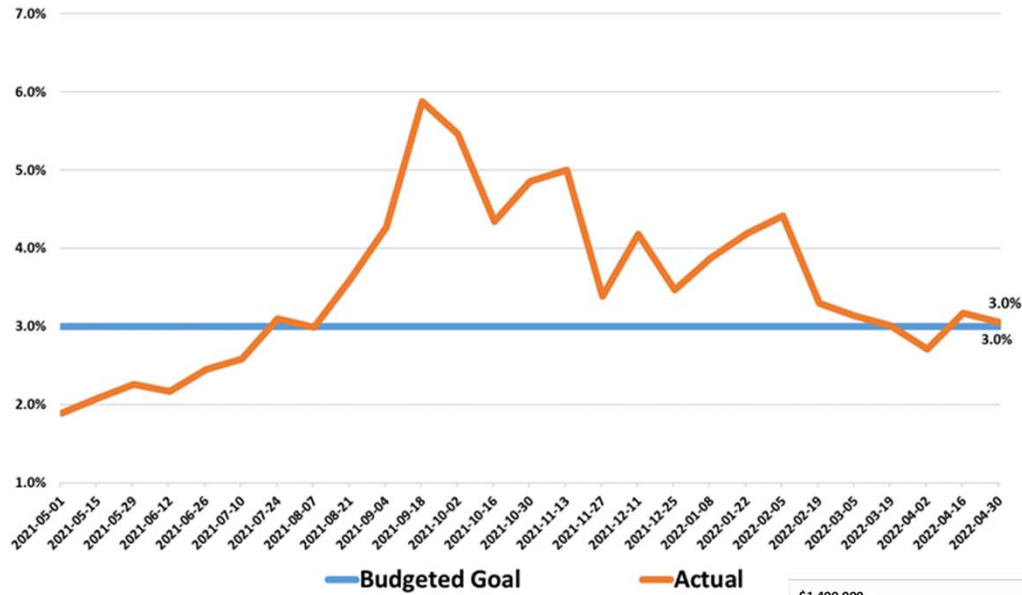
# Productivity: Worked Hours/Adjusted Patient Days



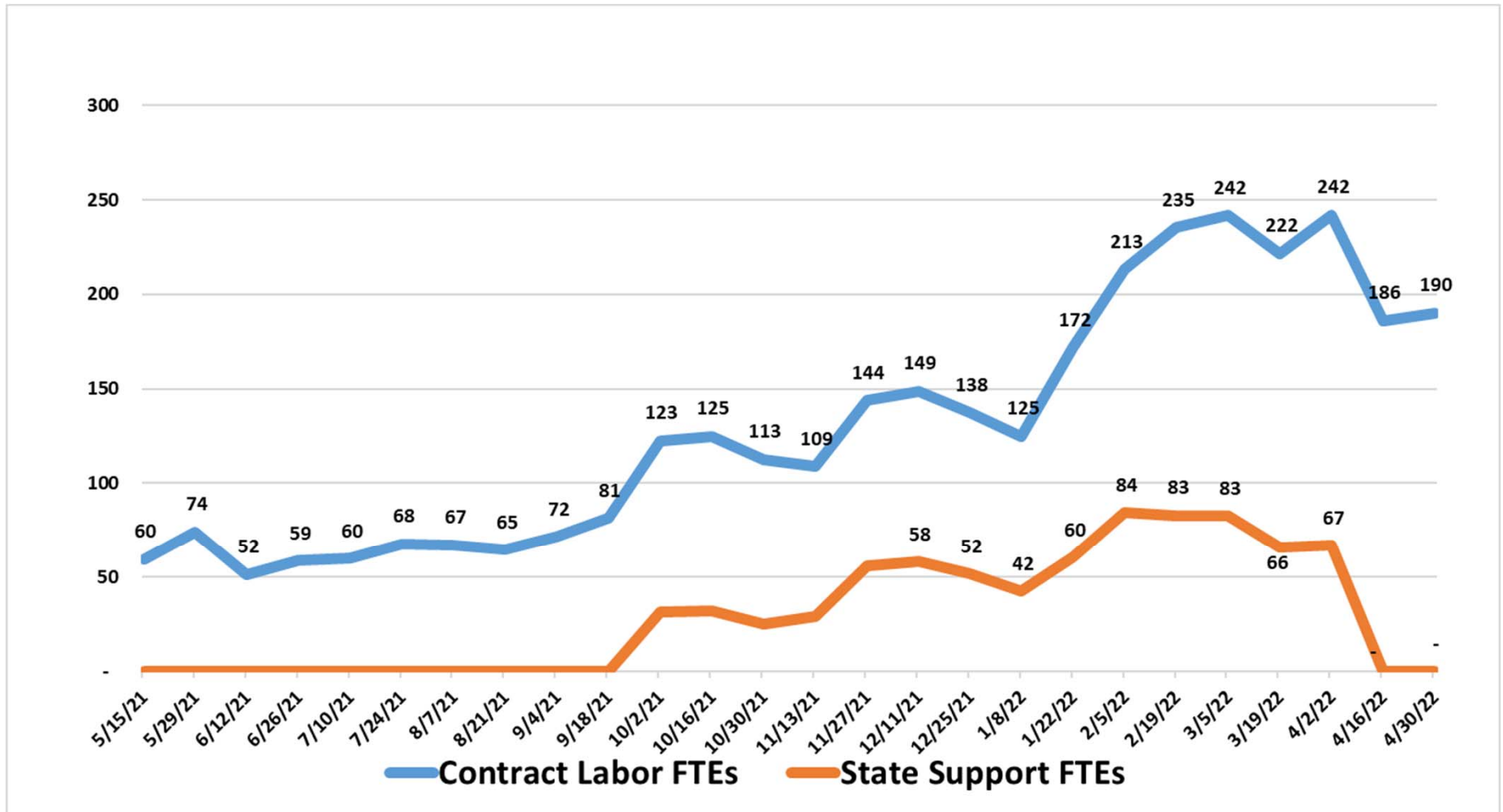
# Shift Bonus



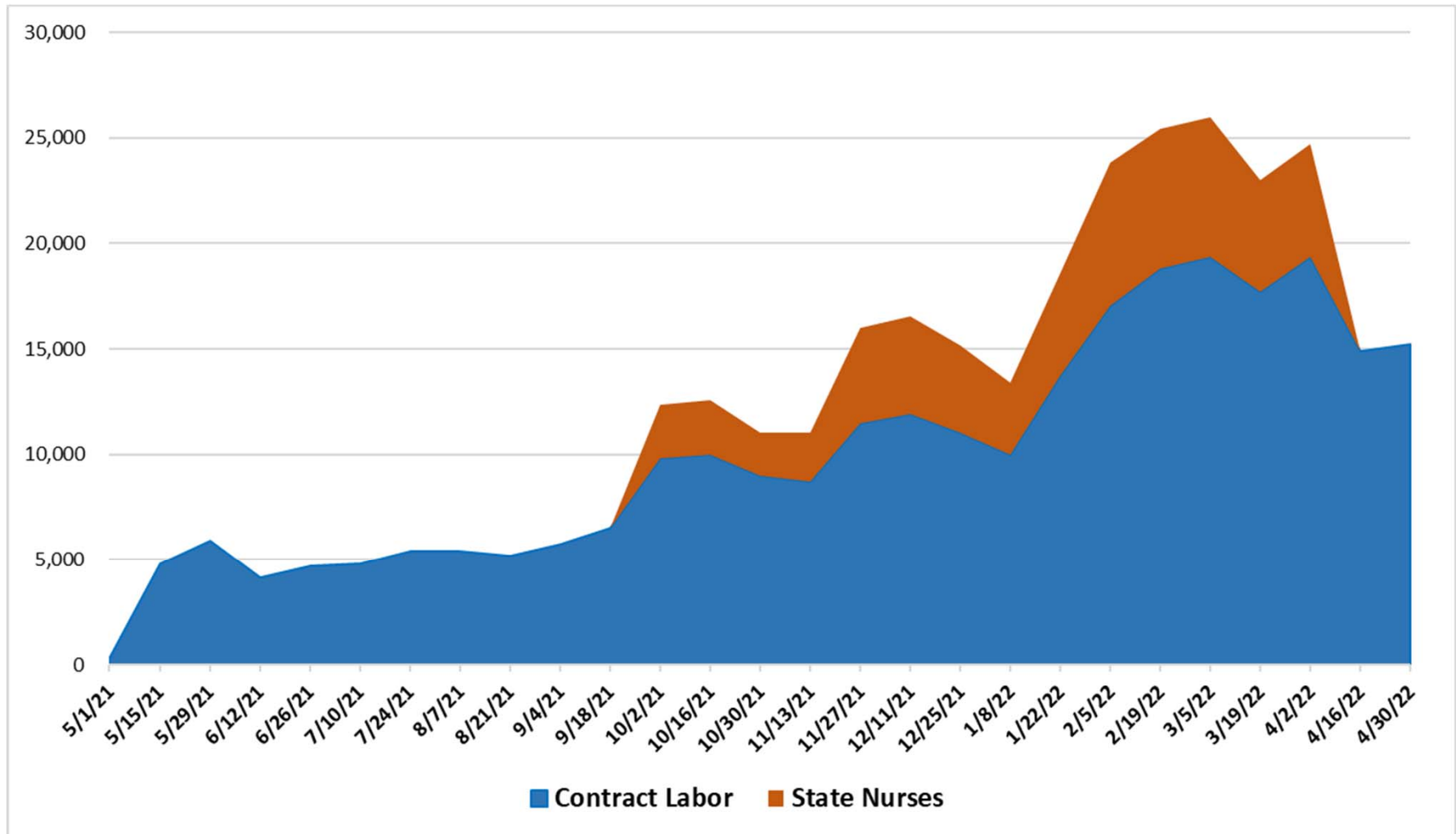
# Overtime as a % of Productive Hours and \$



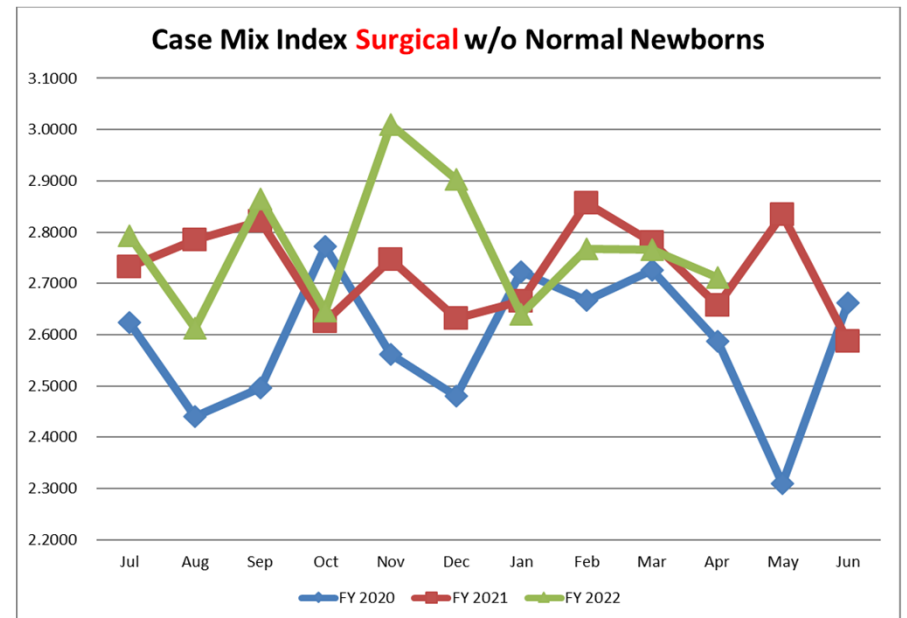
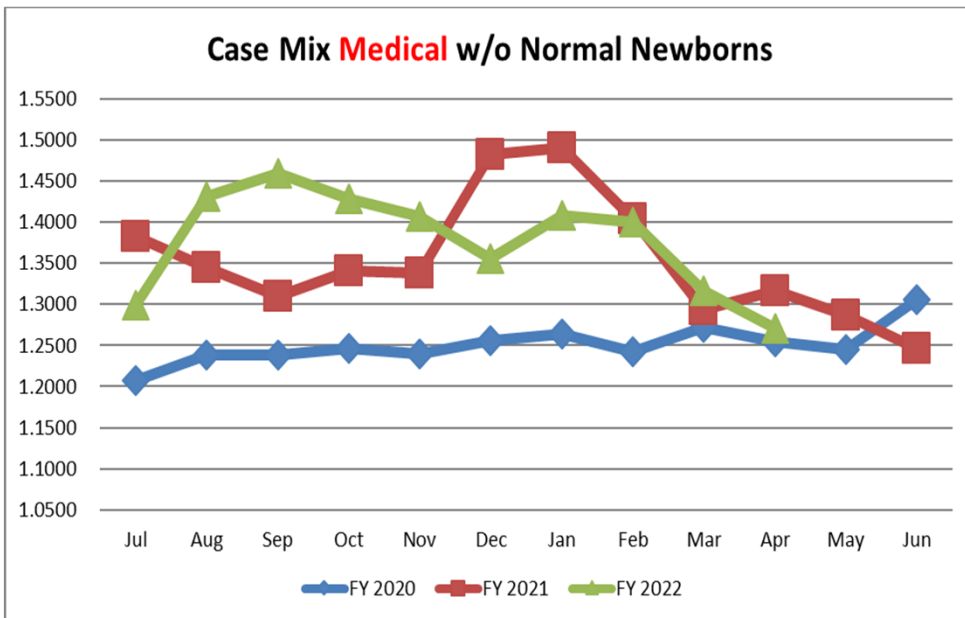
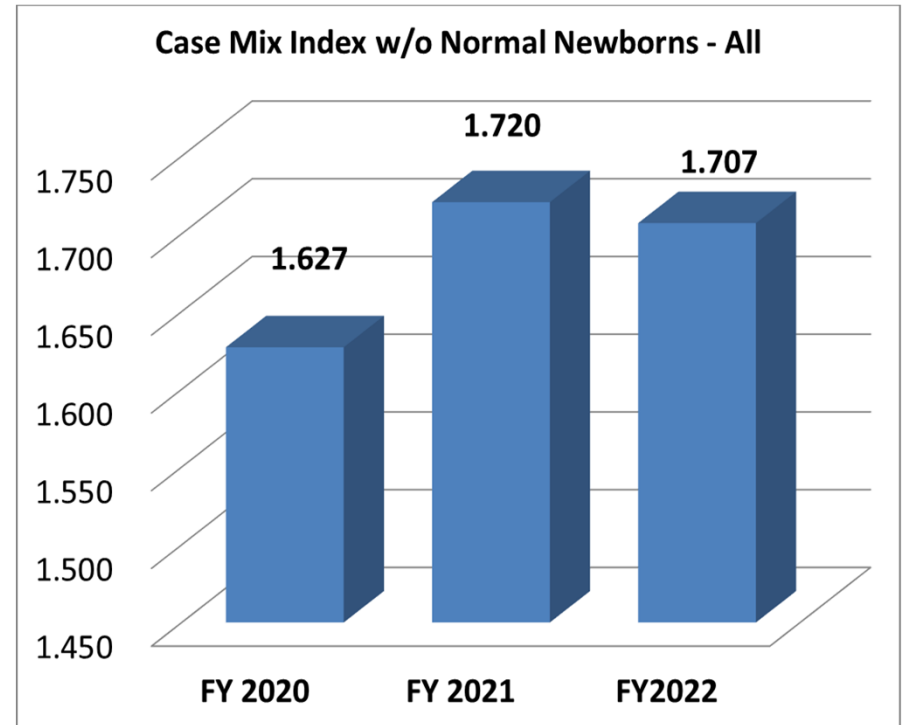
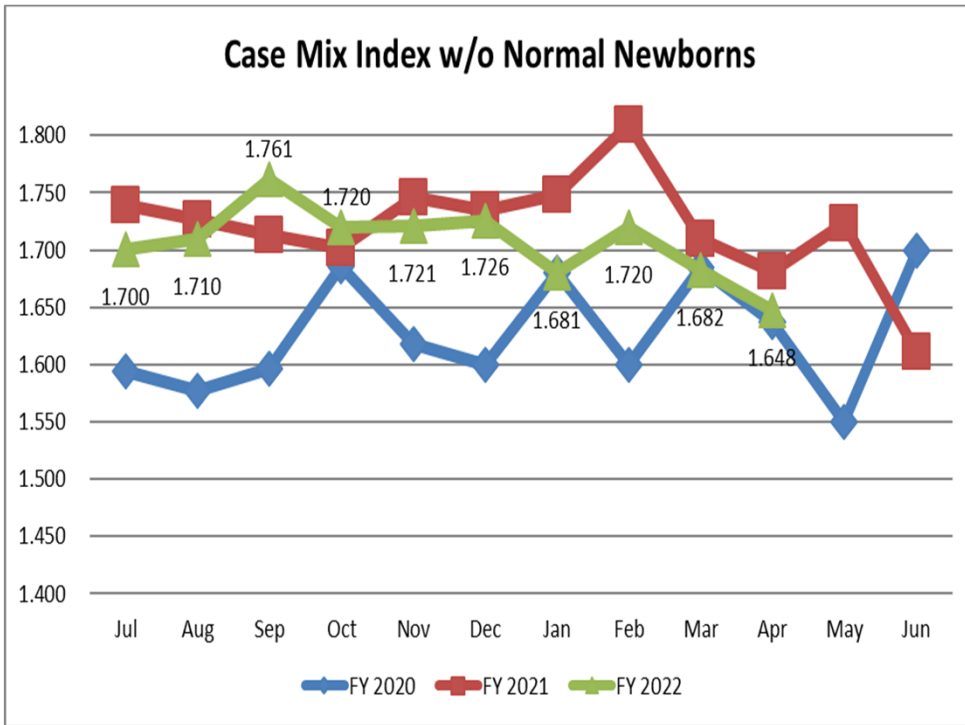
# Contract Labor Full Time Equivalents (FTEs)



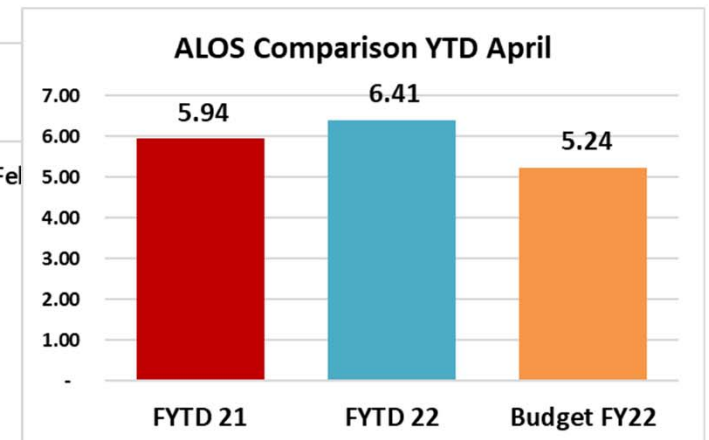
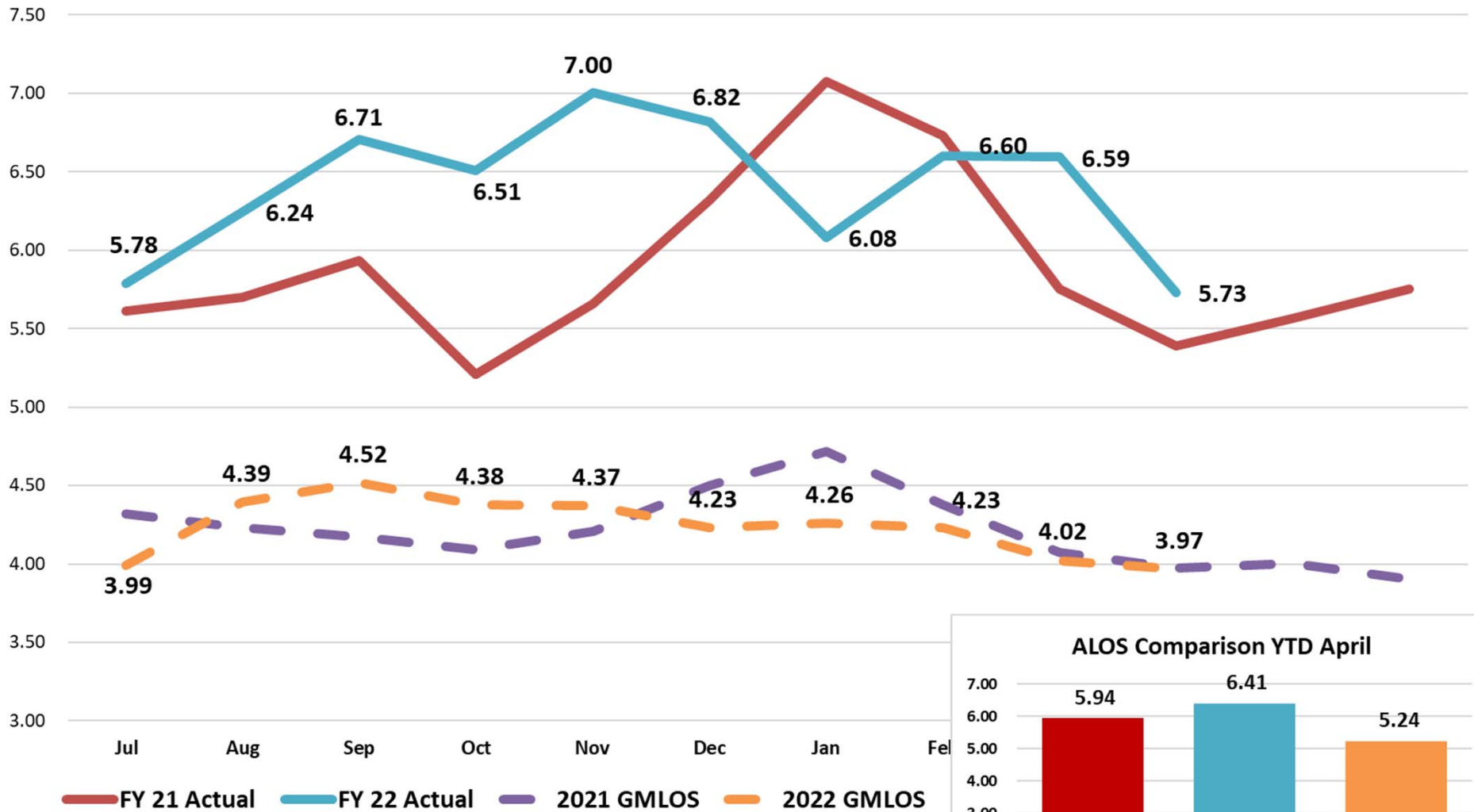
# Contract Labor Hours







# Average Length of Stay versus National Average (GMLOS)



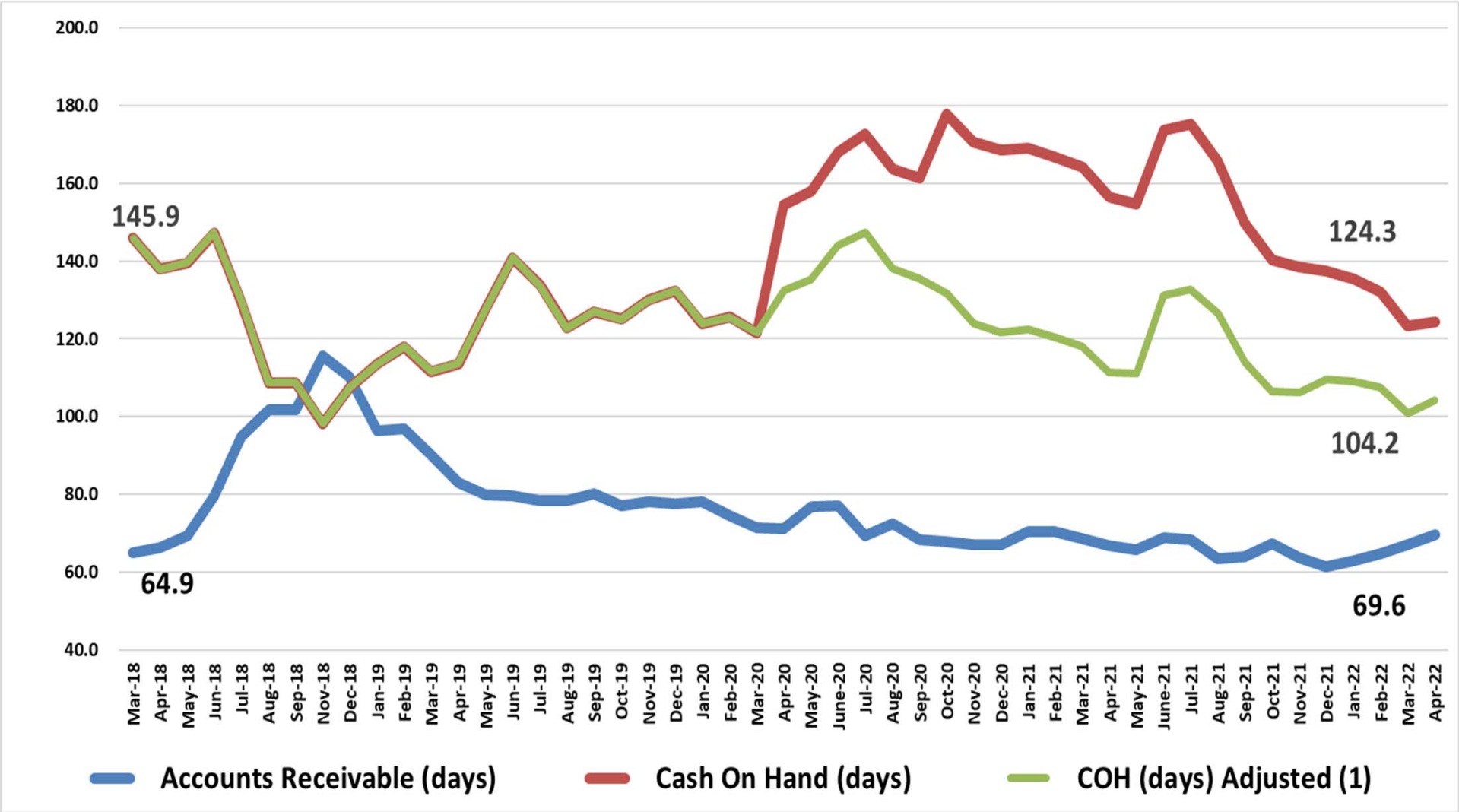
## Average Length of Stay versus National Average (GMLOS)

	Including COVID Patients			Excluding COVID Patients			Gap Diff	%
	ALOS	GMLOS	GAP	ALOS	GMLOS	GAP		
Mar-20	5.20	4.04	1.16	5.17	4.03	1.14	0.02	2%
Apr-20	5.30	4.25	1.05	5.20	4.17	1.03	0.02	1%
May-20	5.25	4.16	1.09	4.74	4.06	0.68	0.40	37%
Jun-20	5.61	4.11	1.50	4.98	3.95	1.03	0.47	31%
Jul-20	5.61	4.32	1.29	5.01	4.05	0.96	0.33	25%
Aug-20	5.70	4.23	1.47	5.00	3.95	1.05	0.42	28%
Sep-20	5.93	4.17	1.76	5.33	4.00	1.33	0.43	24%
Oct-20	5.20	4.09	1.11	4.98	3.98	1.00	0.11	10%
Nov-20	5.66	4.21	1.45	5.40	4.07	1.33	0.12	8%
Dec-20	6.32	4.50	1.82	5.16	3.97	1.19	0.63	34%
Jan-21	7.07	4.72	2.35	5.61	4.15	1.46	0.90	38%
Feb-21	6.73	4.37	2.36	5.64	4.01	1.63	0.73	31%
Mar-21	5.75	4.07	1.68	5.04	3.92	1.12	0.56	33%
Apr-21	5.39	3.98	1.41	5.21	3.89	1.32	0.09	7%
May-21	5.56	4.00	1.56	5.33	3.92	1.41	0.15	10%
Jun-21	5.75	3.90	1.85	5.67	3.88	1.79	0.06	3%
Jul-21	5.78	3.99	1.79	5.68	3.94	1.74	0.05	3%
Aug-21	6.24	4.39	1.85	5.95	4.05	1.90	(0.05)	-3%
Sep-21	6.71	4.52	2.19	5.88	4.08	1.80	0.39	18%
Oct-21	6.51	4.38	2.13	5.33	4.00	1.33	0.80	38%
Nov-21	7.00	4.37	2.63	5.75	3.95	1.80	0.83	32%
Dec-21	6.82	4.23	2.59	6.12	3.98	2.14	0.45	17%
Jan-22	6.08	4.26	1.82	5.96	3.97	1.99	(0.17)	-9%
Feb-22	6.60	4.23	2.37	5.86	3.82	2.04	0.33	14%
Mar-22	6.59	4.02	2.57	5.66	3.89	1.77	0.80	31%
Apr-22	5.73	3.97	1.76	5.61	3.95	1.66	0.10	6%
<b>Average</b>	<b>6.00</b>	<b>4.21</b>	<b>1.79</b>	<b>5.43</b>	<b>3.99</b>	<b>1.45</b>	<b>0.34</b>	<b>19%</b>

# Opportunity Cost of Reducing LOS to National Average - \$62.7M FY21



# Trended Liquidity Ratios



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

# KAWEAH DELTA HEALTH CARE DISTRICT

## RATIO ANALYSIS REPORT

APRIL 30, 2022

	Current Month Value	Prior Month Value	June 30, 2021 Audited Value	2020 Moody's Median Benchmark		
				Aa	A	Baa
<b>LIQUIDITY RATIOS</b>						
Current Ratio (x)	1.7	1.7	1.2	1.5	<b>1.7</b>	1.8
Accounts Receivable (days)	69.6	67.0	67.0	47.2	<b>46.3</b>	45.9
Cash On Hand (days)	124.3	123.4	173.3	334.8	<b>261.4</b>	207.2
Cushion Ratio (x)	18.2	17.9	22.9	45.9	<b>28.8</b>	19
Average Payment Period (days)	68.9	67.2	93.2	100.5	<b>89.4</b>	95.2
<b>CAPITAL STRUCTURE RATIOS</b>						
Cash-to-Debt	129.0%	126.9%	164.4%	285.0%	<b>200.8%</b>	149.7%
Debt-To-Capitalization	31.8%	31.5%	31.2%	24.8%	<b>31.7%</b>	40.1%
Debt-to-Cash Flow (x)	8.6	7.1	4.6	2.4	<b>3</b>	3.9
Debt Service Coverage	1.5	1.9	2.9	7.5	<b>5.2</b>	3.7
Maximum Annual Debt Service Coverage (x)	1.5	1.9	2.9	6.6	<b>4.4</b>	3
Age Of Plant (years)	14.4	14.3	13.5	10.6	<b>11.8</b>	12.9
<b>PROFITABILITY RATIOS</b>						
Operating Margin	(2.9%)	(2.5%)	(3.5%)	2.2%	<b>1.4%</b>	0.6%
Excess Margin	(1.2%)	(.6%)	1.5%	6.3%	<b>4.8%</b>	3.0%
Operating Cash Flow Margin	1.7%	2.0%	1.4%	7.4%	<b>7.6%</b>	6.2%
Return on Assets	(1.2%)	(.6%)	1.3%	4.4%	<b>3.8%</b>	2.8%

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

Fiscal Year	Operating Revenue			Operating Expenses				Operating Expenses Total	Operating Income	Non-Operating Income	Net Income	Operating Margin %	Excess Margin
	Net Patient Revenue	Other Operating Revenue	Operating Revenue Total	Personnel Expense	Physician Fees	Supplies Expense	Other Operating Expense						
<b>2021</b>													
Jul-20	47,402	13,608	61,009	32,213	7,807	10,036	13,502	63,559	(2,550)	4,542	1,993	(4.2%)	3.0%
Aug-20	48,393	13,339	61,732	32,203	8,699	10,720	14,744	66,366	(4,634)	4,444	(191)	(7.5%)	(0.3%)
Sep-20	48,769	13,548	62,317	32,837	6,871	11,619	14,643	65,971	(3,654)	3,138	(515)	(5.9%)	(0.8%)
Oct-20	51,454	13,083	64,537	33,385	7,746	10,713	15,033	66,876	(2,339)	5,177	2,837	(3.6%)	4.1%
Nov-20	50,994	12,719	63,713	31,225	8,079	10,999	14,837	65,140	(1,427)	2,807	1,380	(2.2%)	2.1%
Dec-20	50,409	13,317	63,726	34,298	8,024	11,492	15,152	68,965	(5,240)	1,963	(3,276)	(8.2%)	(5.0%)
Jan-21	49,949	14,115	64,064	34,008	8,421	12,014	15,101	69,544	(5,480)	6,363	883	(8.6%)	1.3%
Feb-21	44,505	14,519	59,024	31,565	8,484	9,685	13,829	63,562	(4,538)	3,973	(565)	(7.7%)	(0.9%)
Mar-21	56,144	17,106	73,250	35,505	8,278	10,923	16,990	71,696	1,554	2,267	3,821	2.1%	5.1%
Apr-21	52,593	19,684	72,277	37,084	8,320	11,011	16,895	73,310	(1,033)	2,645	1,612	(1.4%)	2.2%
May-21	50,531	15,692	66,223	34,042	7,754	10,170	16,569	68,535	(2,312)	1,829	(483)	(3.5%)	(0.7%)
Jun-21	45,033	20,967	66,000	21,557	8,207	12,067	20,023	61,854	4,146	773	4,919	6.3%	7.4%
<b>2021 FY Total</b>	<b>\$ 596,175</b>	<b>\$ 181,697</b>	<b>\$ 777,872</b>	<b>\$ 389,923</b>	<b>\$ 96,690</b>	<b>\$ 131,449</b>	<b>\$ 187,317</b>	<b>\$ 805,379</b>	<b>\$ (27,507)</b>	<b>\$ 39,921</b>	<b>\$ 12,414</b>	<b>(3.5%)</b>	<b>1.5%</b>
<b>2022</b>													
Jul-21	51,502	15,035	66,537	32,678	7,922	9,596	15,217	65,413	1,124	582	1,706	1.7%	2.5%
Aug-21	49,714	16,024	65,737	33,434	8,527	13,004	15,414	70,379	(4,642)	990	(3,651)	(7.1%)	(5.5%)
Sep-21	57,879	15,513	73,391	38,332	7,736	11,942	17,438	75,448	(2,056)	(388)	(2,445)	(2.8%)	(3.3%)
Oct-21	55,674	15,592	71,266	36,627	9,674	11,714	17,386	75,402	(4,136)	732	(3,403)	(5.8%)	(4.8%)
Nov-21	54,846	22,162	77,008	33,634	10,261	10,623	15,629	70,146	6,862	7,129	13,991	8.9%	18.2%
Dec-21	51,115	21,796	72,911	37,366	9,479	10,687	15,532	73,064	(153)	2,057	1,904	(0.2%)	2.6%
Jan-22	56,862	17,469	74,331	38,931	9,210	10,913	15,143	74,197	134	568	702	0.2%	0.9%
Feb-22	47,933	17,525	65,458	36,102	8,812	10,406	15,848	71,168	(5,710)	787	(4,924)	(8.7%)	(7.5%)
Mar-22	52,555	16,609	69,164	37,920	9,045	11,180	18,266	76,412	(7,247)	(470)	(7,717)	(10.5%)	(11.2%)
Apr-22	49,729	23,436	73,165	40,828	8,829	10,685	17,410	77,752	(4,588)	(568)	(5,156)	(6.3%)	(7.0%)
<b>2022 FY Total</b>	<b>\$ 527,808</b>	<b>\$ 181,161</b>	<b>\$ 708,968</b>	<b>\$ 365,853</b>	<b>\$ 89,496</b>	<b>\$ 110,749</b>	<b>\$ 163,283</b>	<b>\$ 729,381</b>	<b>\$ (20,412)</b>	<b>\$ 11,420</b>	<b>\$ (8,992)</b>	<b>(2.9%)</b>	<b>(1.2%)</b>
<b>FYTD Budget</b>	<b>529,281</b>	<b>156,790</b>	<b>686,071</b>	<b>325,282</b>	<b>83,155</b>	<b>104,687</b>	<b>160,502</b>	<b>673,626</b>	<b>12,445</b>	<b>4,770</b>	<b>17,214</b>	<b>1.8%</b>	<b>2.5%</b>
<b>Variance</b>	<b>\$ (1,473)</b>	<b>\$ 24,371</b>	<b>\$ 22,898</b>	<b>\$ 40,571</b>	<b>\$ 6,341</b>	<b>\$ 6,062</b>	<b>\$ 2,781</b>	<b>\$ 55,755</b>	<b>\$ (32,857)</b>	<b>\$ 6,650</b>	<b>\$ (26,207)</b>		
<b>Current Month Analysis</b>													
<b>Apr-22</b>	<b>\$ 49,729</b>	<b>\$ 23,436</b>	<b>\$ 73,165</b>	<b>\$ 40,828</b>	<b>\$ 8,829</b>	<b>\$ 10,685</b>	<b>\$ 17,410</b>	<b>\$ 77,752</b>	<b>\$ (4,588)</b>	<b>\$ (568)</b>	<b>\$ (5,156)</b>	<b>(6.3%)</b>	<b>(7.1%)</b>
<b>Budget</b>	<b>52,665</b>	<b>16,072</b>	<b>68,737</b>	<b>32,673</b>	<b>8,312</b>	<b>10,330</b>	<b>16,279</b>	<b>67,593</b>	<b>1,144</b>	<b>389</b>	<b>1,532</b>	<b>1.7%</b>	<b>2.2%</b>
<b>Variance</b>	<b>\$ (2,936)</b>	<b>\$ 7,364</b>	<b>\$ 4,428</b>	<b>\$ 8,156</b>	<b>\$ 518</b>	<b>\$ 355</b>	<b>\$ 1,131</b>	<b>\$ 10,159</b>	<b>\$ (5,732)</b>	<b>\$ (956)</b>	<b>(6,688)</b>		

# KAWEAH DELTA HEALTH CARE DISTRICT

## FISCAL YEAR 2021 & 2022

Fiscal Year	Patient Days	ADC	Adjusted		DFR & Bad Debt %	Net Patient	Personnel	Physician	Supply	Total	Personnel	Physician	Supply	Total
			Patient Days	I/P Revenue %		Revenue/ Ajusted Patient Day	Expense/ Ajusted Patient Day	Fees/ Ajusted Patient Day	Expense/ Ajusted Patient Day	Expense/ Ajusted Patient Day	Expense/ Net Patient Revenue	Fees/ Net Patient Revenue	Expense/ Net Patient Revenue	Expense/ Net Patient Revenue
<b>2021</b>														
Jul-20	13,016	420	24,934	52.2%	76.8%	1,901	1,292	313	403	2,549	68.0%	16.5%	21.2%	134.1%
Aug-20	13,296	429	24,893	53.4%	75.7%	1,944	1,294	349	431	2,666	66.5%	18.0%	22.2%	137.1%
Sep-20	13,024	434	24,587	53.0%	75.6%	1,984	1,336	279	473	2,683	67.3%	14.1%	23.8%	135.3%
Oct-20	12,478	403	24,749	50.4%	74.2%	2,079	1,349	313	433	2,702	64.9%	15.1%	20.8%	130.0%
Nov-20	12,898	430	24,958	51.7%	74.0%	2,043	1,251	324	441	2,610	61.2%	15.8%	21.6%	127.7%
Dec-20	14,389	464	25,827	55.7%	75.2%	1,952	1,328	311	445	2,670	68.0%	15.9%	22.8%	136.8%
Jan-21	14,002	452	24,471	57.2%	75.5%	2,041	1,390	344	491	2,842	68.1%	16.9%	24.1%	139.2%
Feb-21	12,388	442	23,578	52.5%	77.3%	1,888	1,339	360	411	2,696	70.9%	19.1%	21.8%	142.8%
Mar-21	13,030	420	25,820	50.5%	74.9%	2,174	1,375	321	423	2,777	63.2%	14.7%	19.5%	127.7%
Apr-21	12,361	412	25,268	48.9%	75.8%	2,081	1,468	329	436	2,901	70.5%	15.8%	20.9%	139.4%
May-21	13,115	423	25,026	52.4%	76.4%	2,019	1,360	310	406	2,739	67.4%	15.3%	20.1%	135.6%
Jun-21	12,916	431	25,797	50.1%	79.6%	1,746	836	318	468	2,398	47.9%	18.2%	26.8%	137.4%
<b>2021 FY Total</b>	<b>156,913</b>	<b>430</b>	<b>300,105</b>	<b>52.3%</b>	<b>75.9%</b>	<b>1,987</b>	<b>1,299</b>	<b>322</b>	<b>438</b>	<b>2,684</b>	<b>65.4%</b>	<b>16.2%</b>	<b>22.0%</b>	<b>135.1%</b>
<b>2022</b>														
Jul-21	13,388	432	26,085	51.3%	76.2%	1,974	1,253	304	368	2,508	63.4%	15.4%	18.6%	127.0%
Aug-21	14,421	465	27,742	52.0%	77.3%	1,792	1,205	307	469	2,537	67.3%	17.2%	26.2%	141.6%
Sep-21	14,836	495	28,344	52.3%	75.0%	2,042	1,352	273	421	2,662	66.2%	13.4%	20.6%	130.4%
Oct-21	15,518	501	28,267	54.9%	75.8%	1,970	1,296	342	414	2,667	65.8%	17.4%	21.0%	135.4%
Nov-21	13,969	466	26,571	52.6%	74.8%	2,064	1,266	386	400	2,640	61.3%	18.7%	19.4%	127.9%
Dec-21	14,305	461	27,106	52.8%	76.4%	1,886	1,378	350	394	2,695	73.1%	18.5%	20.9%	142.9%
Jan-22	14,611	471	26,955	54.2%	74.3%	2,109	1,444	342	405	2,753	68.5%	16.2%	19.2%	130.5%
Feb-22	13,263	474	24,973	53.1%	75.8%	1,919	1,446	353	417	2,850	75.3%	18.4%	21.7%	148.5%
Mar-22	13,570	438	27,296	49.7%	76.7%	1,925	1,389	331	410	2,799	72.2%	17.2%	21.3%	145.4%
Apr-22	12,698	423	26,159	48.5%	77.0%	1,901	1,561	338	408	2,972	82.1%	17.8%	21.5%	156.4%
<b>2022 FY Total</b>	<b>140,579</b>	<b>462</b>	<b>269,563</b>	<b>52.2%</b>	<b>75.9%</b>	<b>1,958</b>	<b>1,357</b>	<b>332</b>	<b>411</b>	<b>2,706</b>	<b>69.3%</b>	<b>17.0%</b>	<b>21.0%</b>	<b>138.2%</b>
<b>FYTD Budget</b>	<b>134,914</b>	<b>444</b>	<b>266,716</b>	<b>50.6%</b>	<b>75.6%</b>	<b>1,984</b>	<b>1,220</b>	<b>312</b>	<b>393</b>	<b>2,499</b>	<b>61.5%</b>	<b>15.7%</b>	<b>19.8%</b>	<b>127.3%</b>
<b>Variance</b>	<b>5,665</b>	<b>19</b>	<b>2,847</b>	<b>1.6%</b>	<b>0.3%</b>	<b>(26)</b>	<b>138</b>	<b>20</b>	<b>18</b>	<b>207</b>	<b>7.9%</b>	<b>1.2%</b>	<b>1.2%</b>	<b>10.9%</b>
<b>Current Month Analysis</b>														
<b>Apr-22</b>	<b>12,698</b>	<b>423</b>	<b>26,159</b>	<b>48.5%</b>	<b>77.0%</b>	<b>1,901</b>	<b>1,561</b>	<b>338</b>	<b>408</b>	<b>2,972</b>	<b>82.1%</b>	<b>17.8%</b>	<b>21.5%</b>	<b>156.4%</b>
<b>Budget</b>	<b>13,337</b>	<b>445</b>	<b>26,334</b>	<b>50.6%</b>	<b>75.6%</b>	<b>2,000</b>	<b>1,241</b>	<b>316</b>	<b>392</b>	<b>2,584</b>	<b>62.0%</b>	<b>15.8%</b>	<b>19.6%</b>	<b>128.3%</b>
<b>Variance</b>	<b>(639)</b>	<b>(21)</b>	<b>(175)</b>	<b>(2.1%)</b>	<b>1.4%</b>	<b>(99)</b>	<b>320</b>	<b>22</b>	<b>16</b>	<b>388</b>	<b>20.1%</b>	<b>2.0%</b>	<b>1.9%</b>	<b>28.0%</b>



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

	Apr-22	Mar-22	Change	% Change	Jun-21 (Audited)
<b>ASSETS AND DEFERRED OUTFLOWS</b>					
<b>CURRENT ASSETS</b>					
Cash and cash equivalents	\$ 13,840	\$ 16,298	\$ (2,458)	-15.08%	\$ 30,081
Current Portion of Board designated and trusted assets	23,208	21,637	1,570	7.26%	13,695
Accounts receivable:					
Net patient accounts	131,453	128,358	3,095	2.41%	121,553
Other receivables	22,280	15,376	6,904	44.90%	16,048
	153,733	143,735	9,998	6.96%	137,601
Inventories	11,841	12,203	(362)	-2.97%	10,800
Medicare and Medi-Cal settlements	50,243	60,031	(9,788)	-16.30%	37,339
Prepaid expenses	12,953	11,300	1,654	14.63%	12,210
Total current assets	265,818	265,203	615	0.23%	241,726
<b>NON-CURRENT CASH AND INVESTMENTS -</b>					
less current portion					
Board designated cash and assets	294,768	279,403	15,365	5.50%	349,933
Revenue bond assets held in trust	14,120	22,316	(8,196)	-36.73%	22,271
Assets in self-insurance trust fund	1,944	1,941	3	0.17%	2,073
Total non-current cash and investments	310,832	303,659	7,173	2.36%	374,277
<b>CAPITAL ASSETS</b>					
Land	17,542	17,542	-	0.00%	17,542
Buildings and improvements	386,079	385,255	824	0.21%	384,399
Equipment	321,066	320,802	264	0.08%	316,636
Construction in progress	58,248	58,162	87	0.15%	53,113
	782,936	781,761	1,175	0.15%	771,690
Less accumulated depreciation	452,781	450,206	2,576	0.57%	427,307
	330,154	331,555	(1,401)	-0.42%	344,383
Property under capital leases -					
less accumulated amortization	(238)	(180)	(58)	32.03%	376
Total capital assets	329,917	331,376	(1,459)	-0.44%	344,759
<b>OTHER ASSETS</b>					
Property not used in operations	1,593	1,597	(4)	-0.27%	1,635
Health-related investments	5,053	5,110	(56)	-1.10%	5,216
Other	12,828	12,592	236	1.87%	11,569
Total other assets	19,473	19,298	175	0.91%	18,419
Total assets	926,040	919,536	6,504	0.71%	979,182
<b>DEFERRED OUTFLOWS</b>					
	(36,142)	(36,112)	(30)	0.08%	(35,831)
Total assets and deferred outflows	<b>\$ 889,898</b>	<b>\$ 883,424</b>	<b>\$ 6,474</b>	<b>0.73%</b>	<b>\$ 943,351</b>

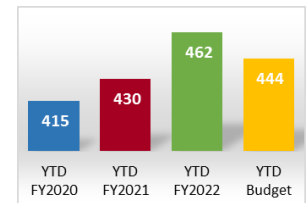
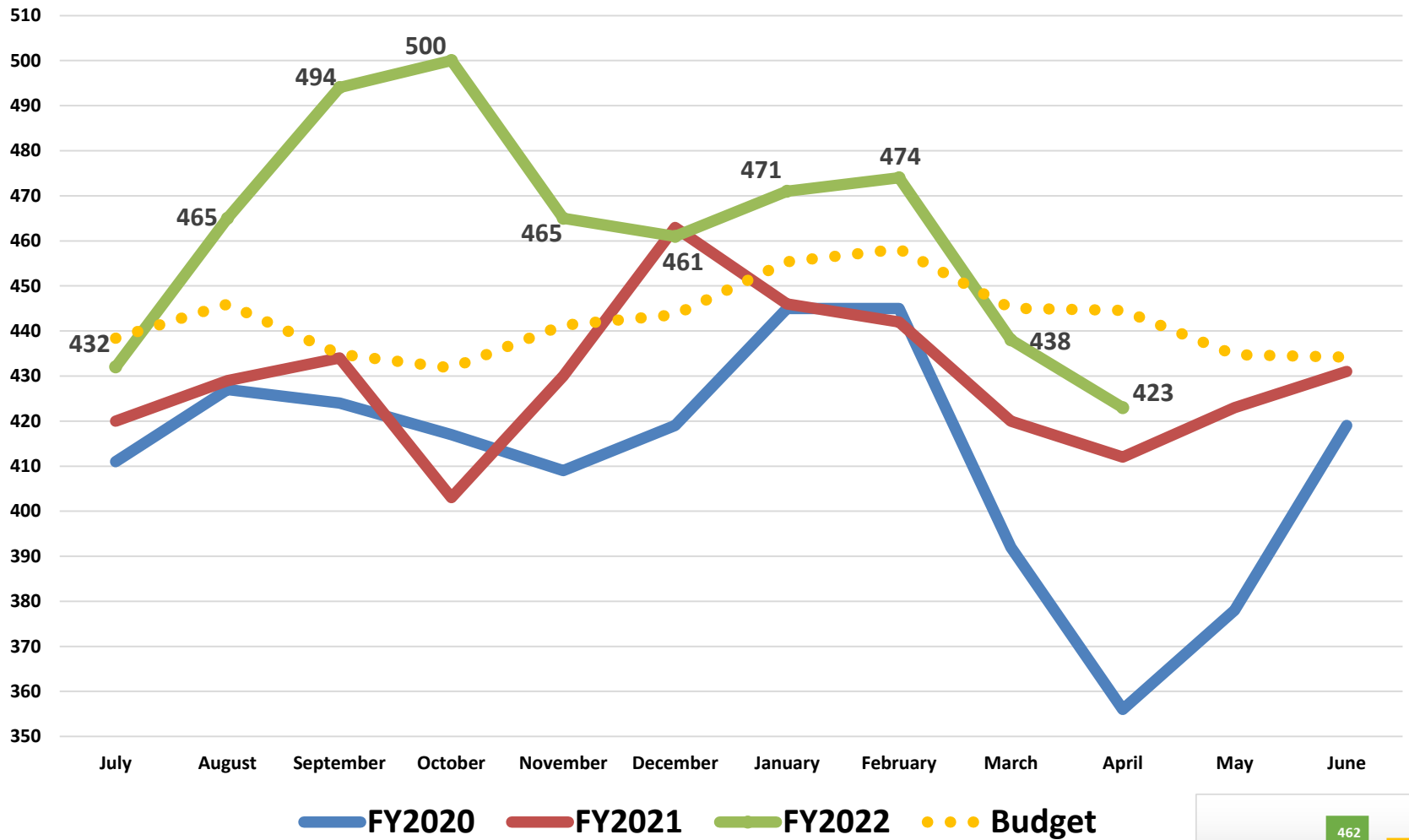
**KAWEAH DELTA HEALTH CARE DISTRICT**  
**CONSOLIDATED STATEMENTS OF NET POSITION (000's)**

	Apr-22	Mar-22	Change	% Change	Jun-21 (Audited)
<b>LIABILITIES AND NET ASSETS</b>					
<b>CURRENT LIABILITIES</b>					
Accounts payable and accrued expenses	\$ 79,060	\$ 76,825	\$ 2,235	2.91%	\$ 114,900
Accrued payroll and related liabilities	69,076	65,903	3,173	4.81%	71,537
Long-term debt, current portion	11,216	11,216	-	0.00%	11,128
Total current liabilities	159,351	153,943	5,408	3.51%	197,565
<b>LONG-TERM DEBT, less current portion</b>					
Bonds payable	248,191	248,248	(57)	-0.02%	250,675
Capital leases	98	98	-	0.00%	123
Notes payable	7,816	-	7,816	#DIV/0!	-
Total long-term debt	256,105	248,346	7,759	3.12%	250,797
<b>NET PENSION LIABILITY</b>	(42,681)	(40,640)	(2,041)	5.02%	(22,273)
<b>OTHER LONG-TERM LIABILITIES</b>	35,026	34,584	442	1.28%	30,894
Total liabilities	407,801	396,233	11,568	2.92%	456,983
<b>NET ASSETS</b>					
Invested in capital assets, net of related debt	87,110	96,734	(9,624)	-9.95%	107,949
Restricted	41,729	40,098	1,631	4.07%	31,668
Unrestricted	353,258	350,360	2,898	0.83%	346,751
Total net position	482,097	487,191	(5,095)	-1.05%	486,368
Total liabilities and net position	\$ 889,898	\$ 883,424	\$ 6,474	0.73%	\$ 943,351

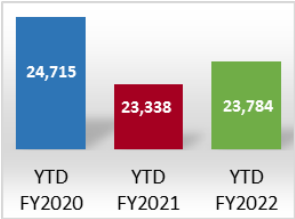
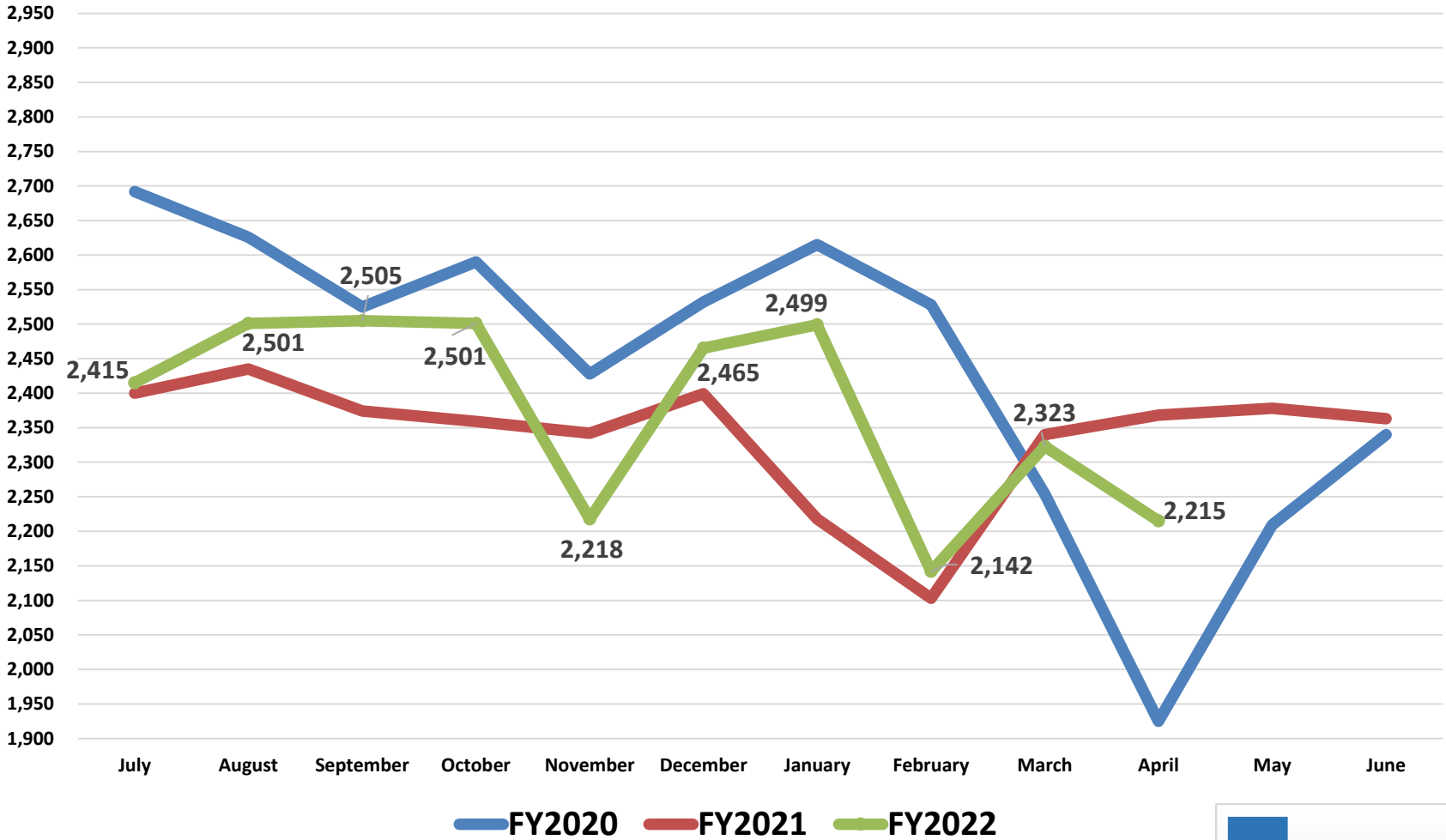
# Statistical Report

## May 2022

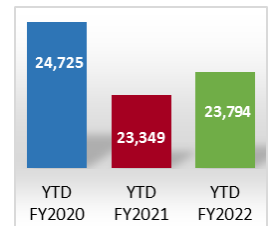
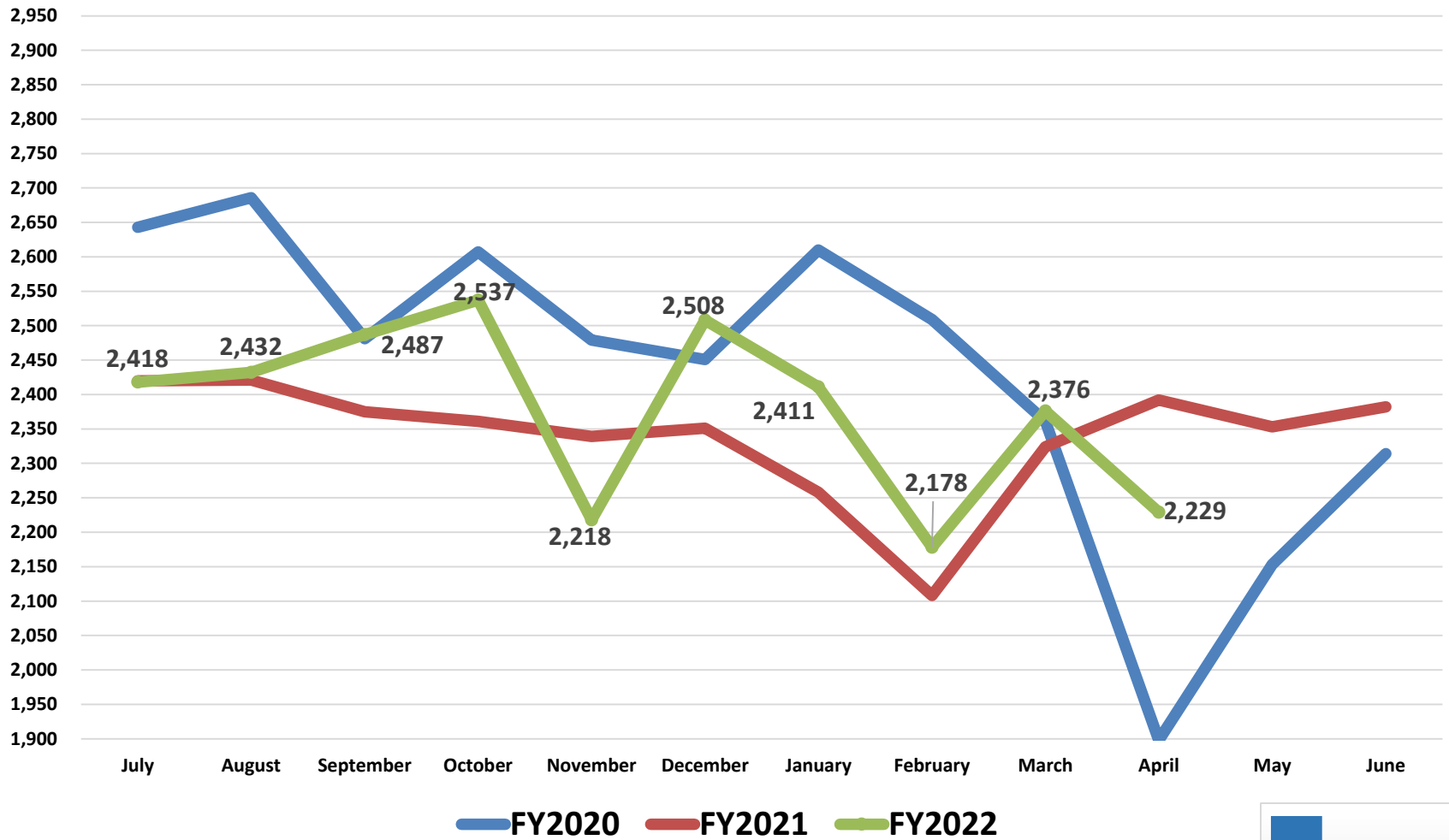
# Average Daily Census



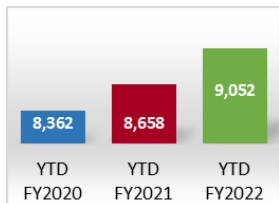
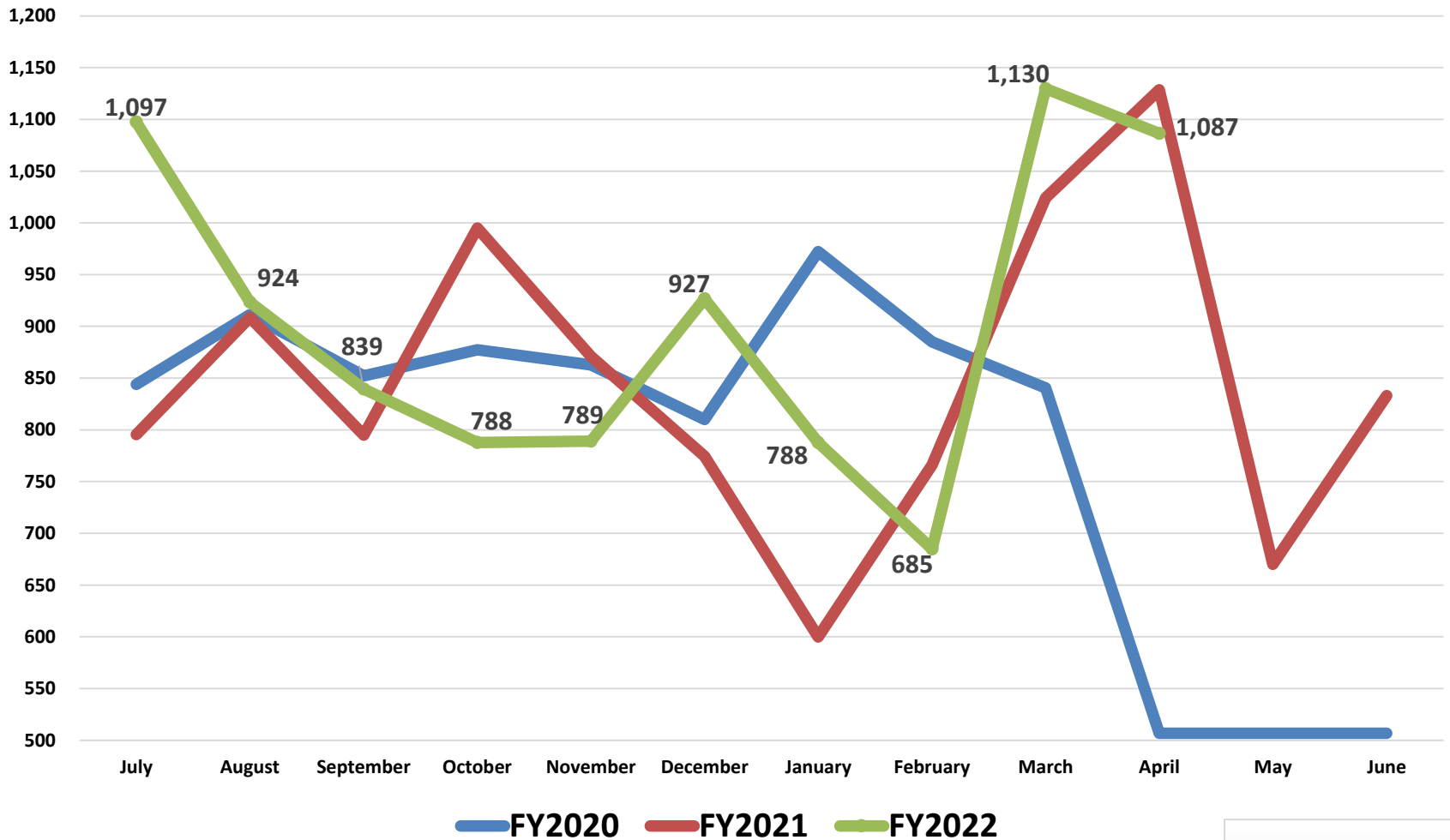
# Admissions



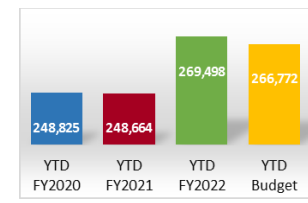
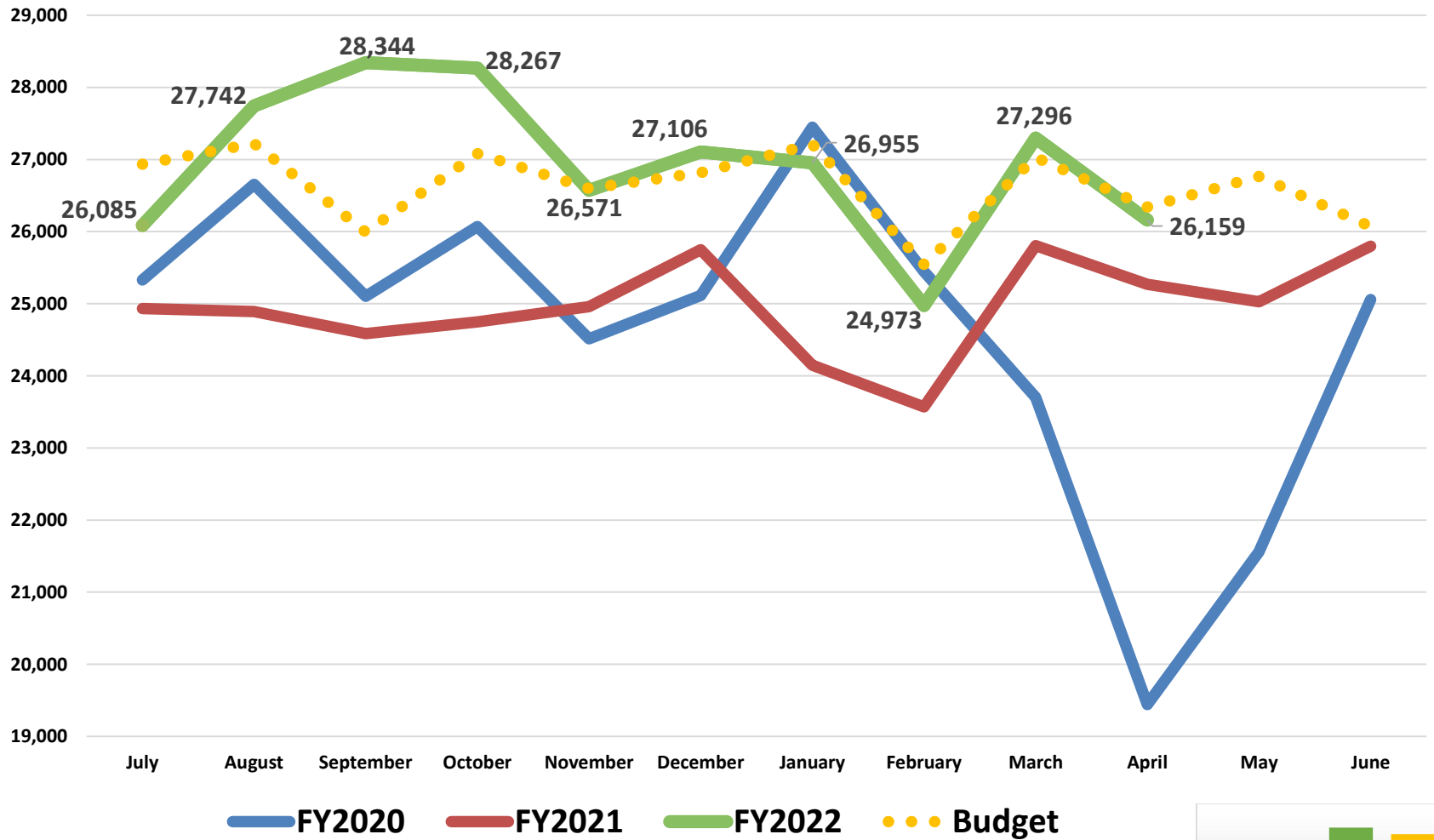
# Discharges



# Observation Days

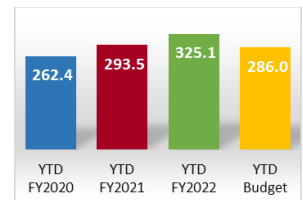
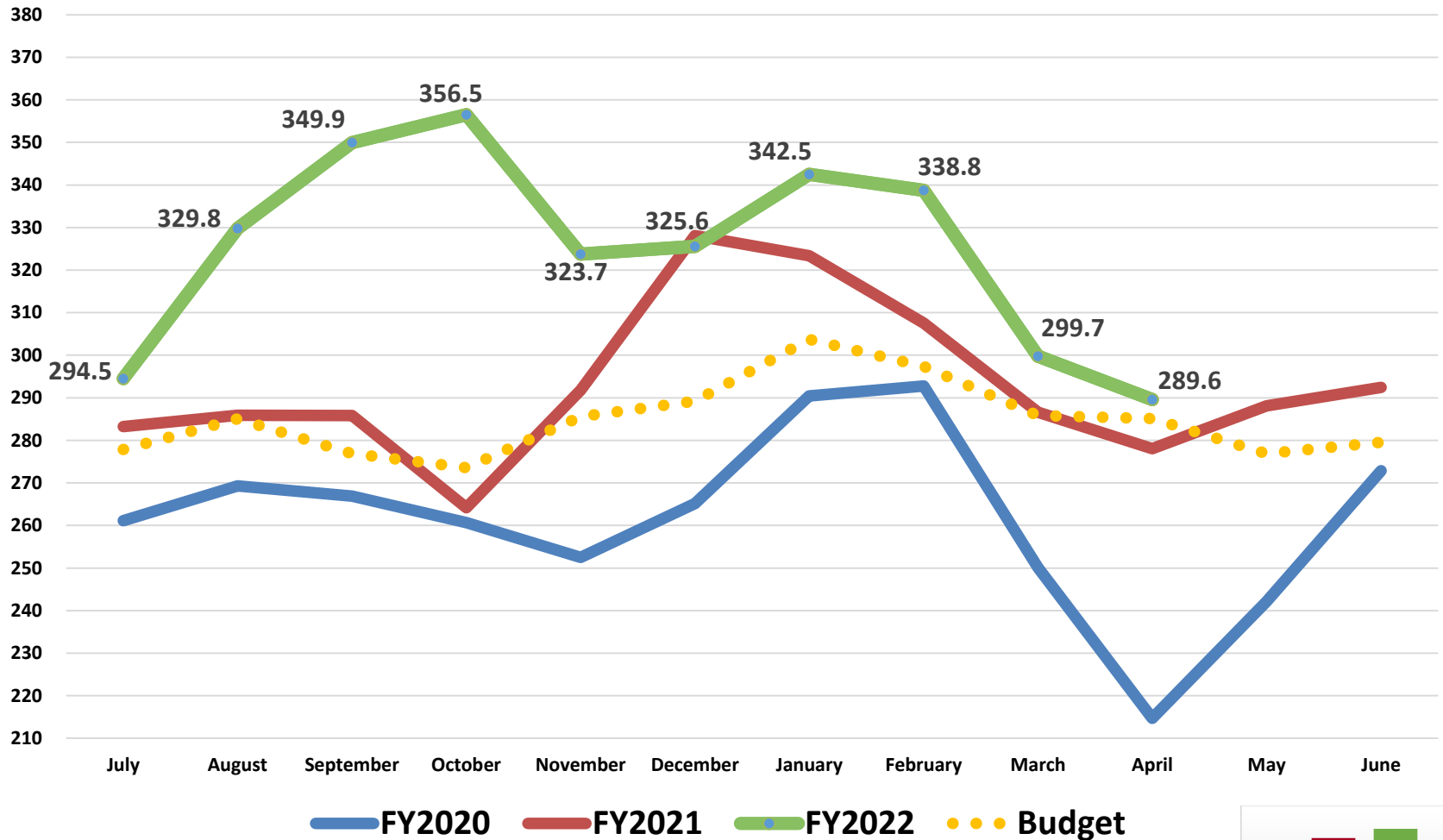


# Adjusted Patient Days

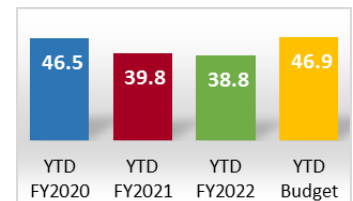
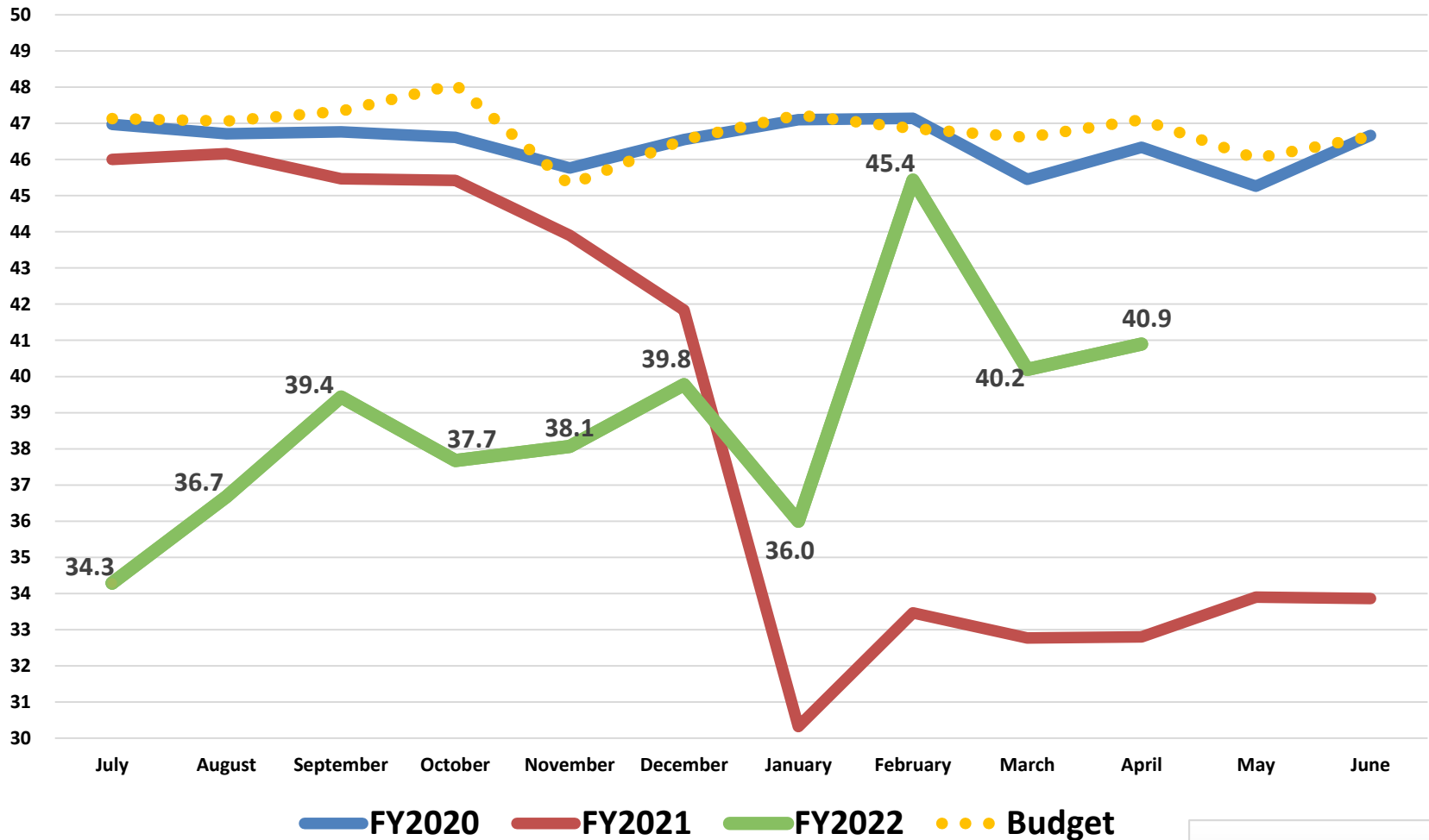




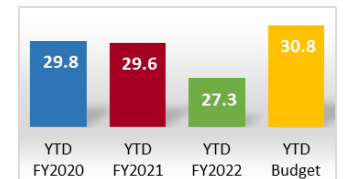
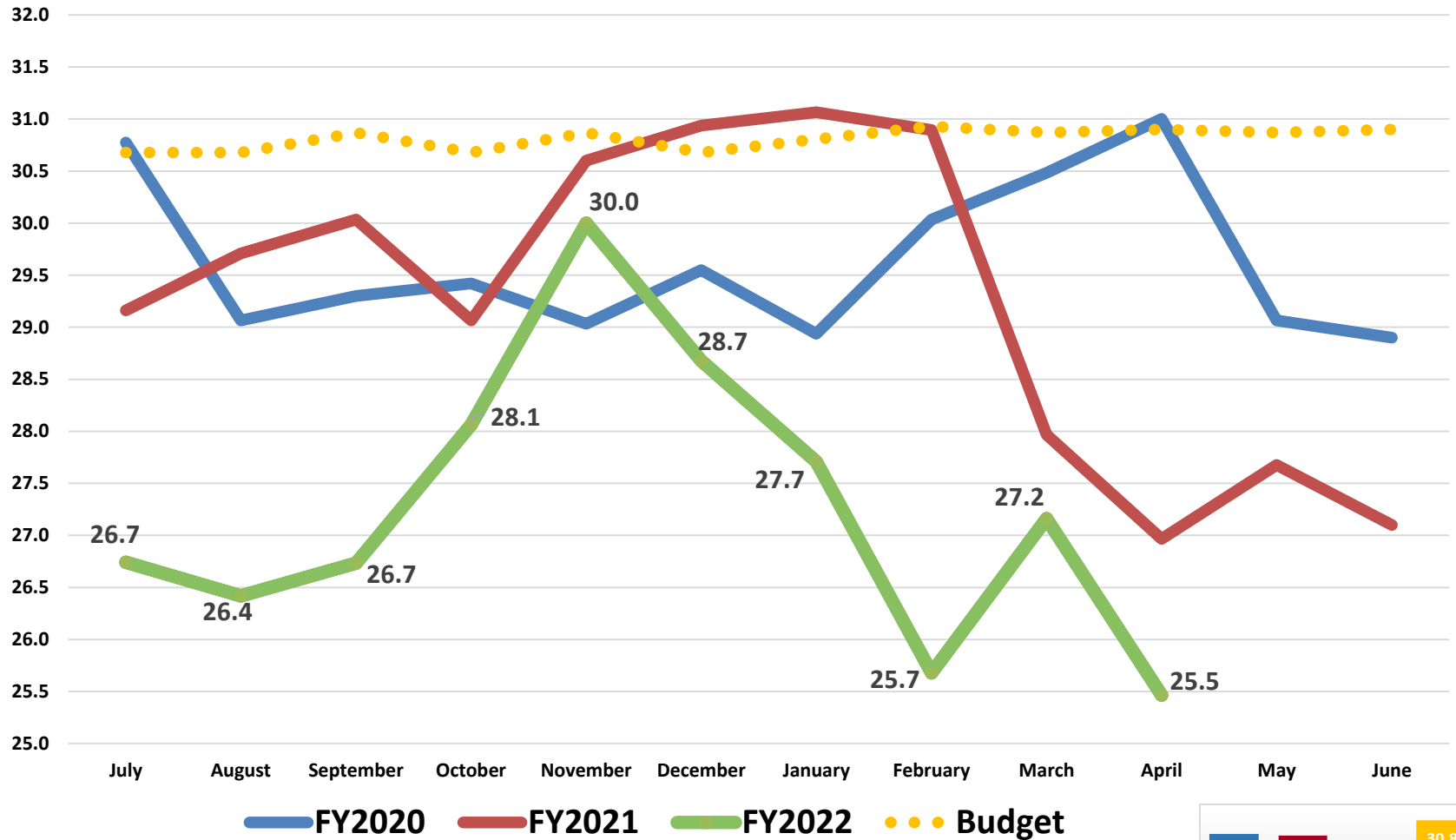
# Medical Center – Avg. Patients Per Day



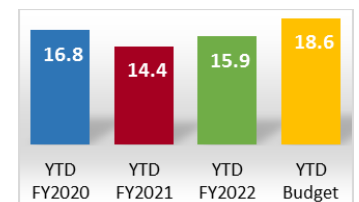
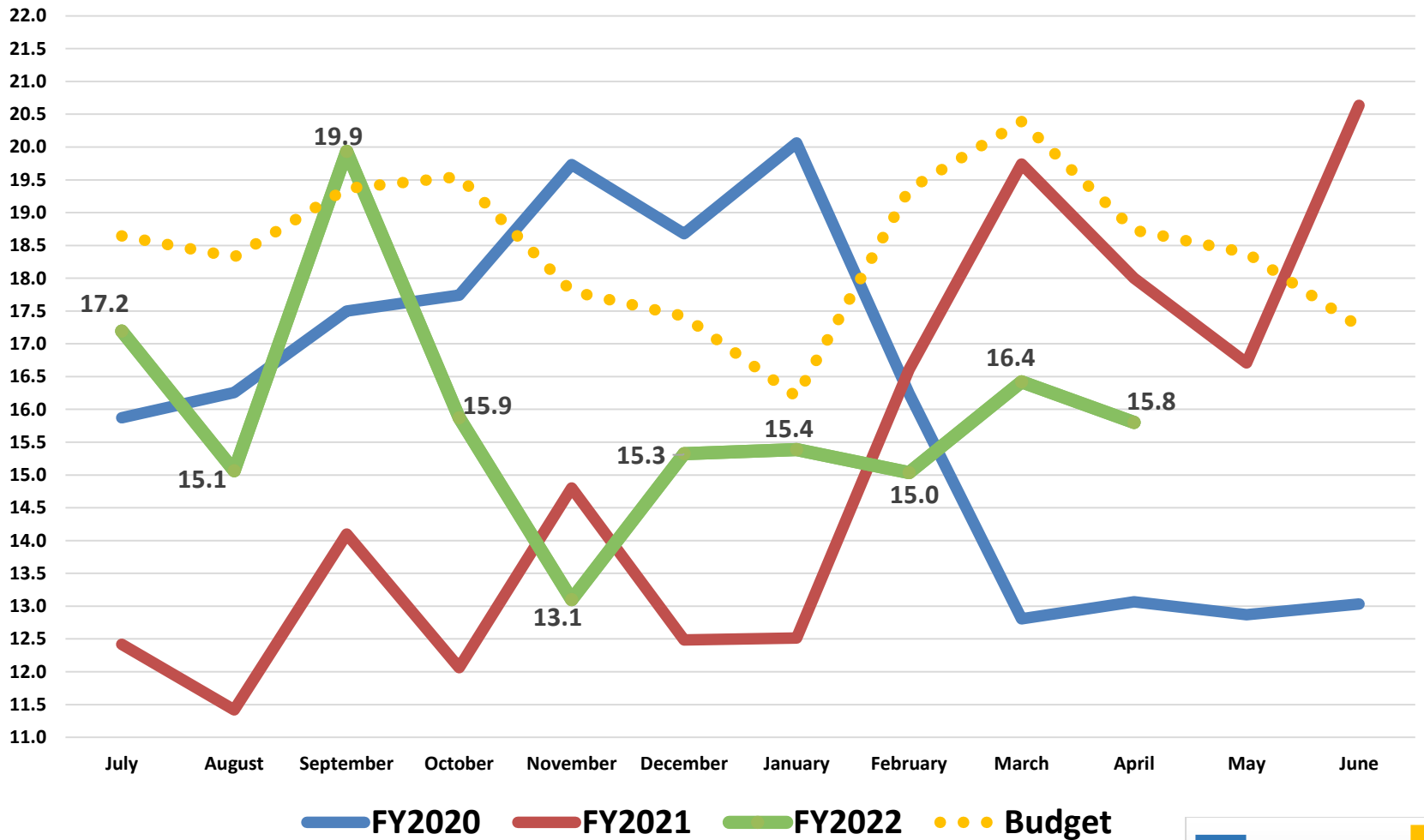
# Acute I/P Psych - Avg. Patients Per Day



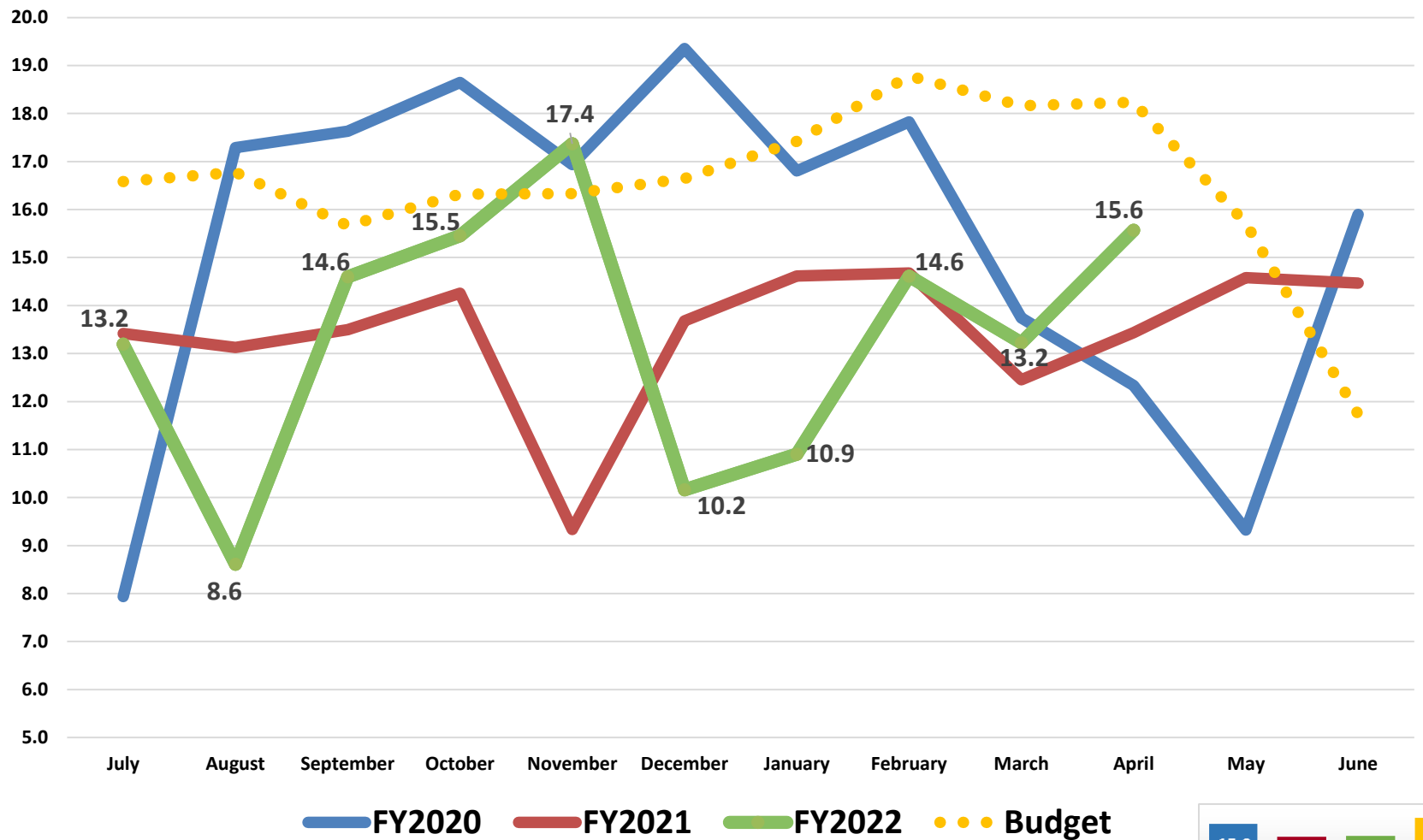
# Sub-Acute - Avg. Patients Per Day



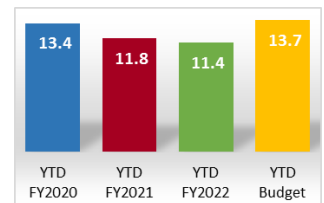
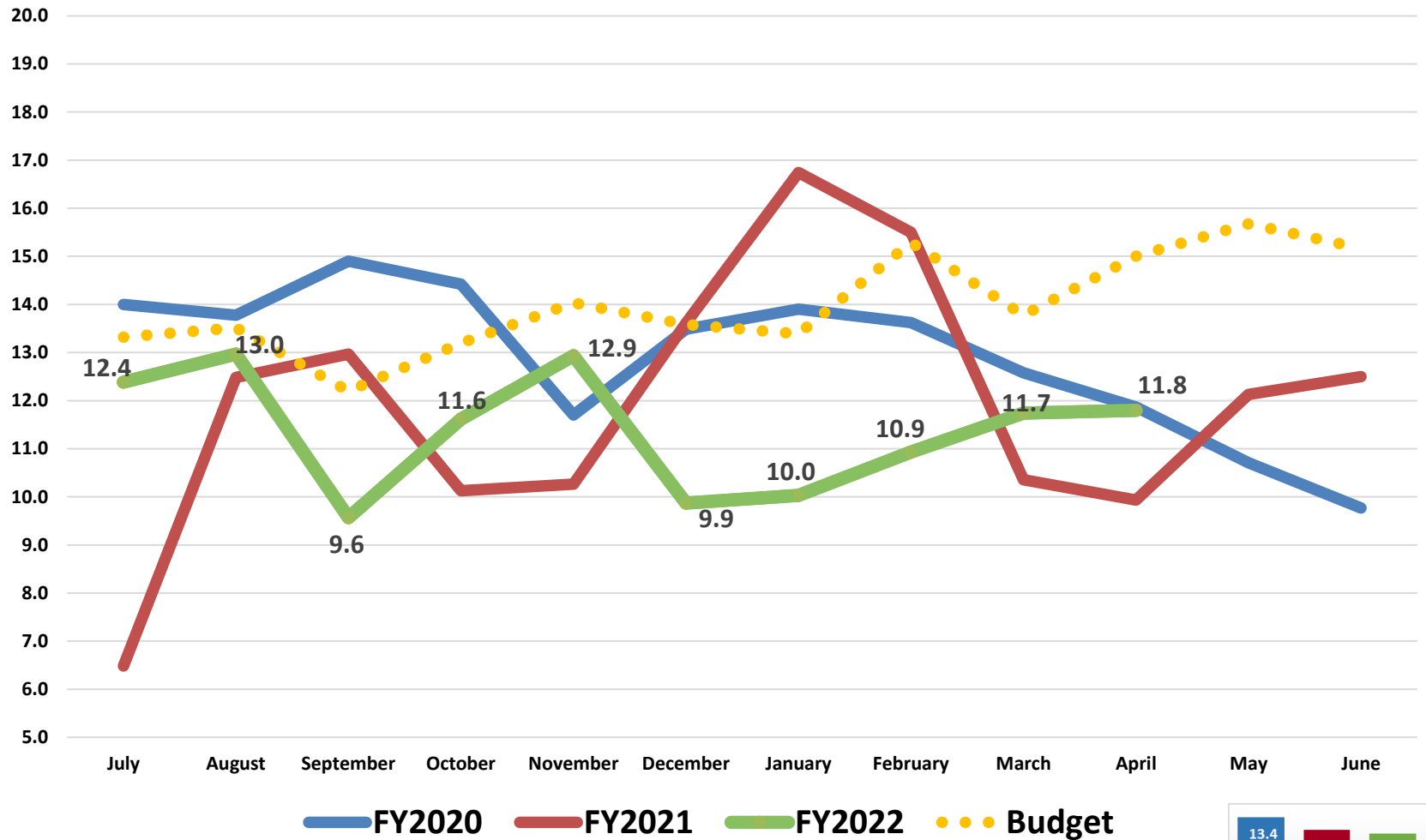
# Rehabilitation Hospital - Avg. Patients Per Day



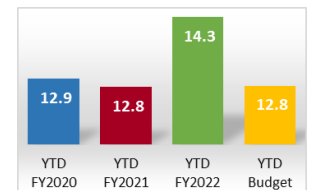
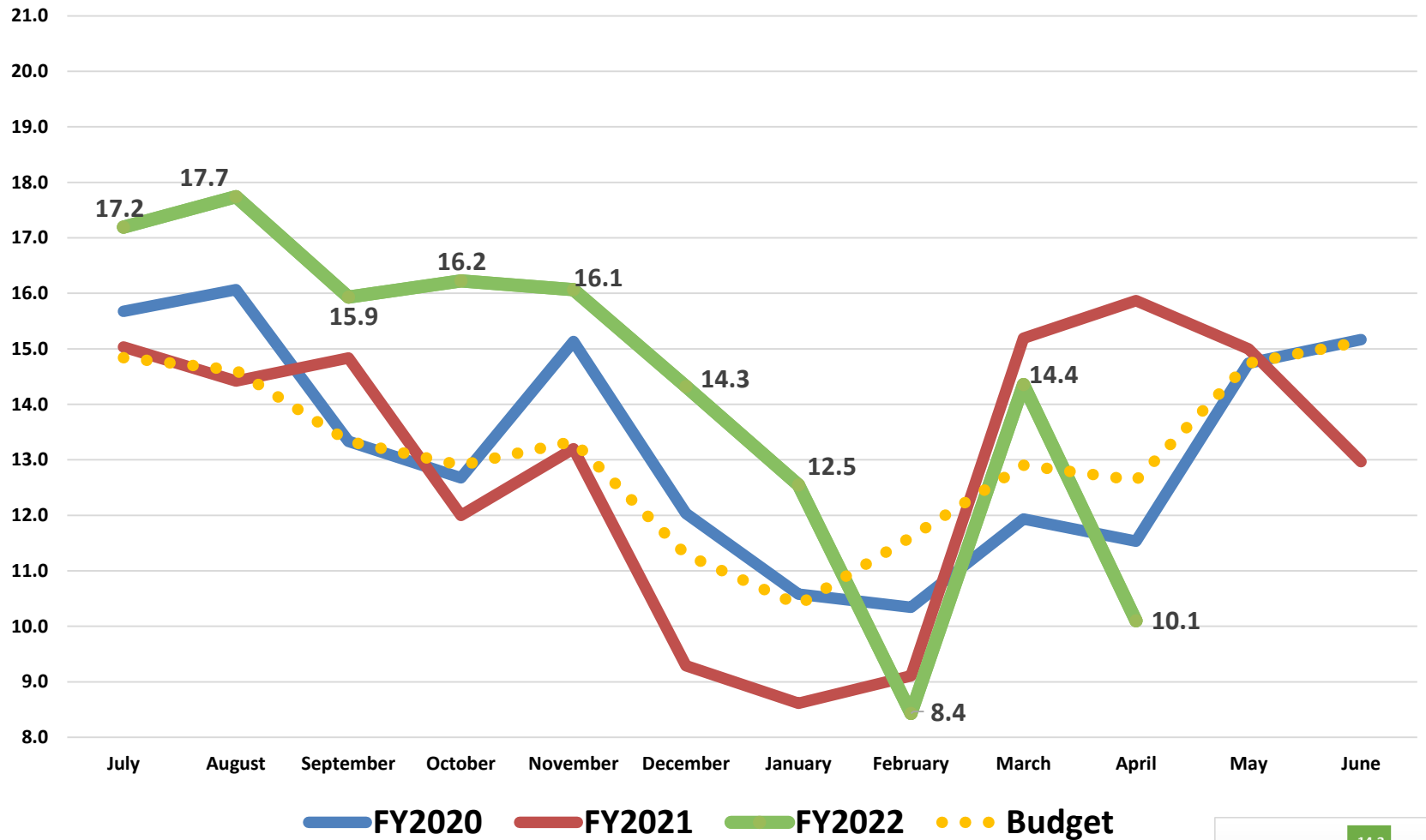
# Transitional Care Services (TCS) - Avg. Patients Per Day



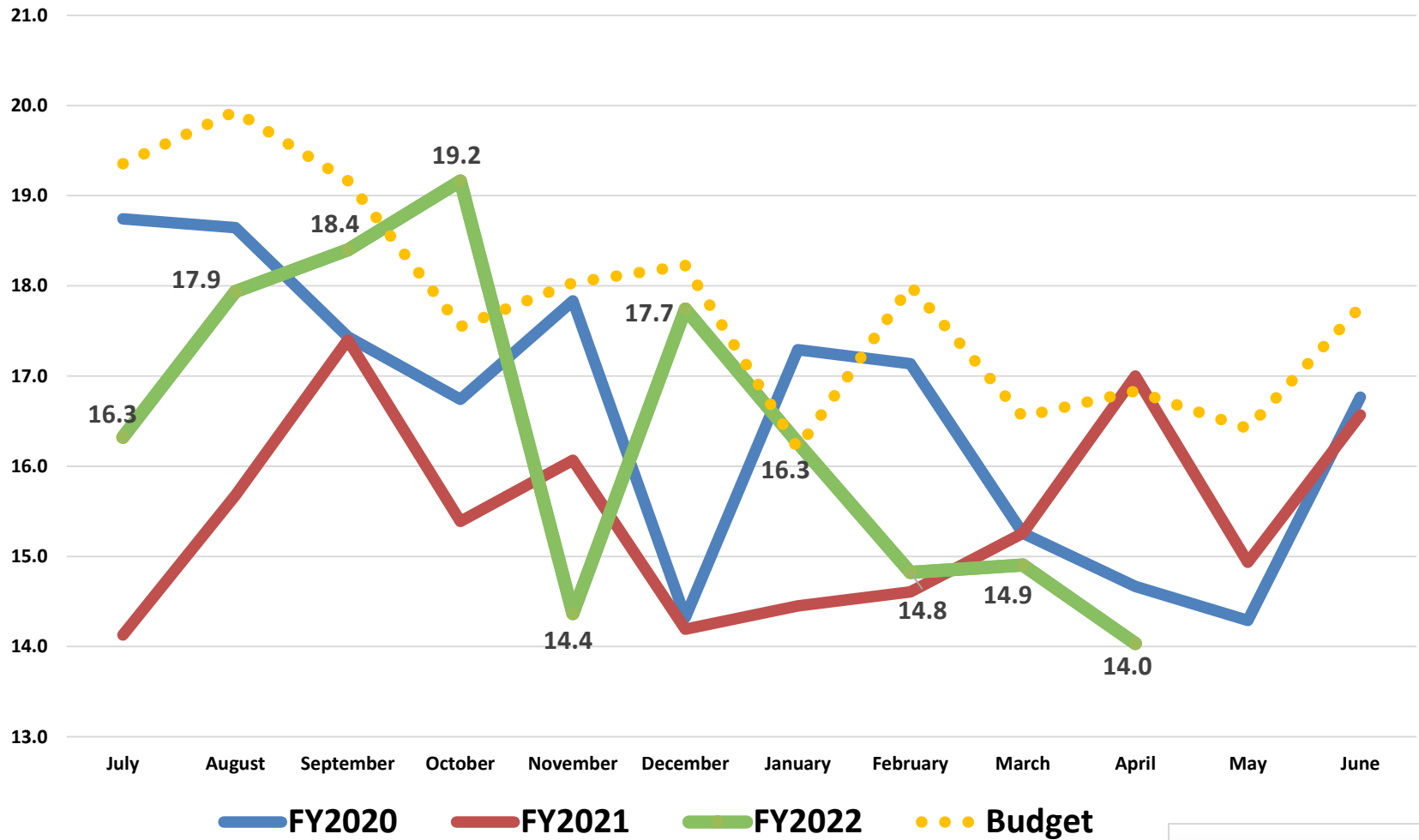
# TCS Ortho - Avg. Patients Per Day



# NICU - Avg. Patients Per Day



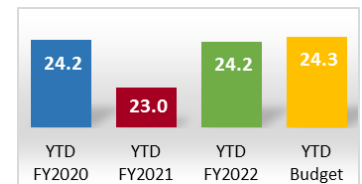
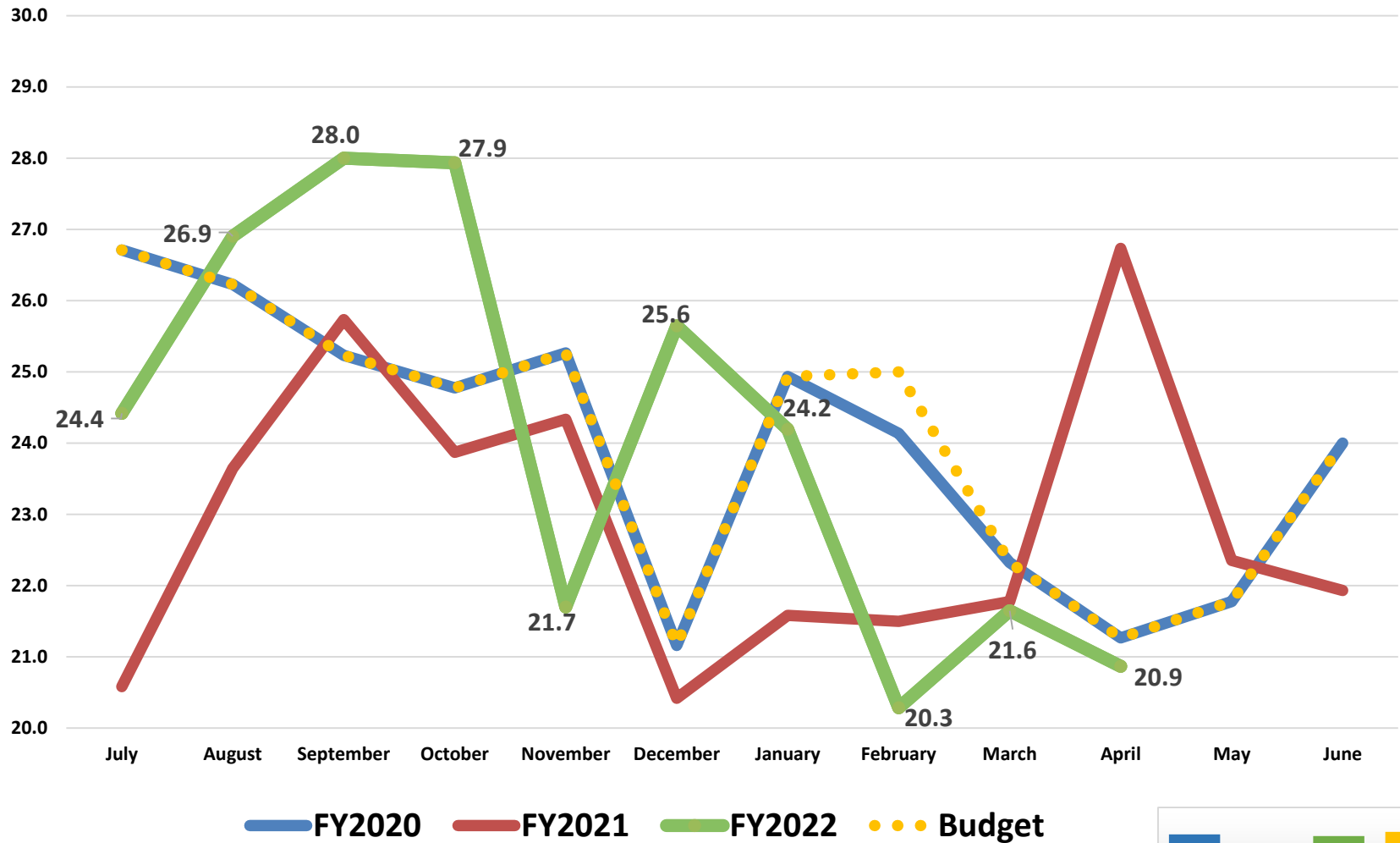
# Nursery - Avg. Patients Per Day



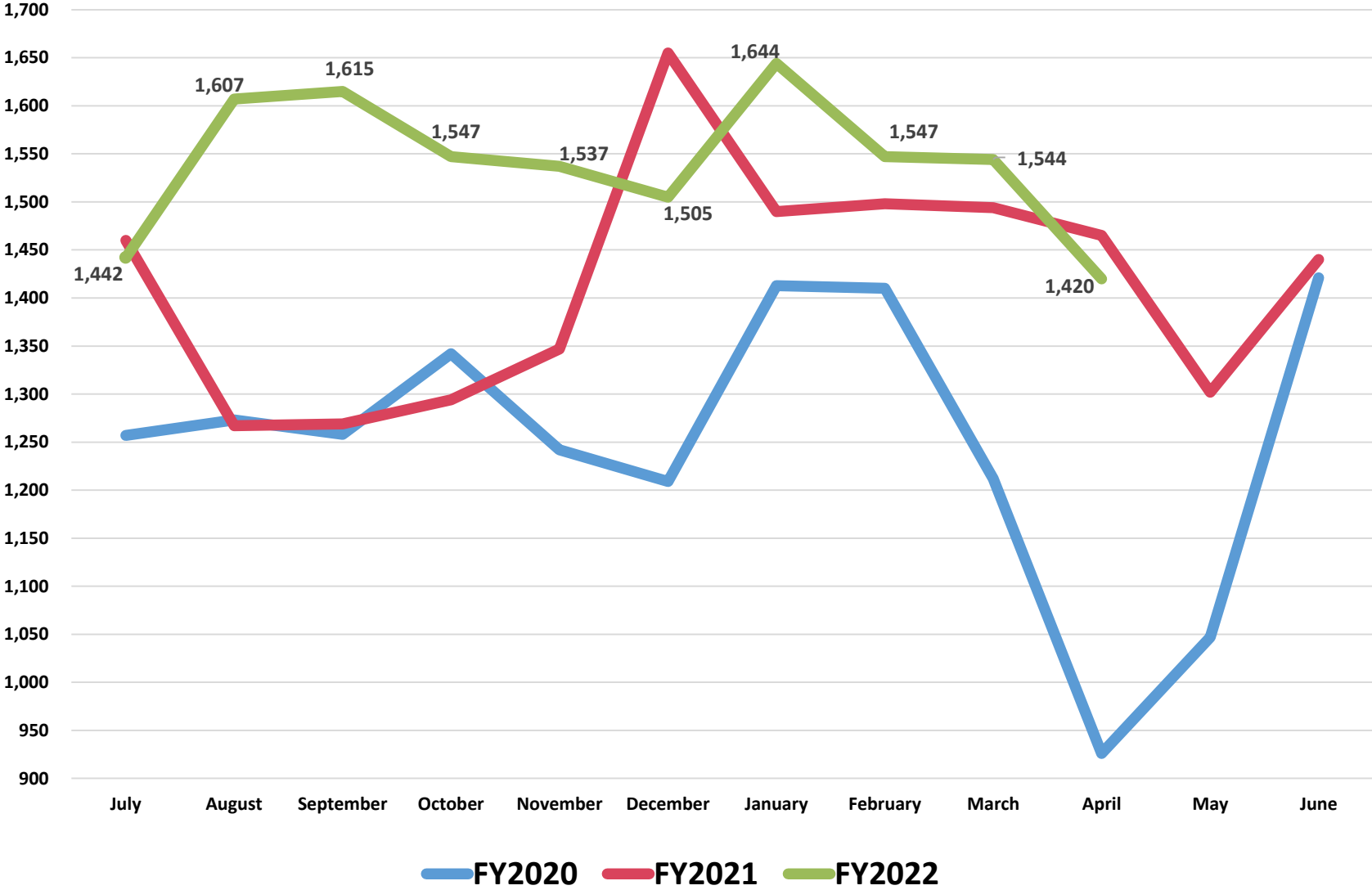
16.8	15.4	16.4	18.0
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget



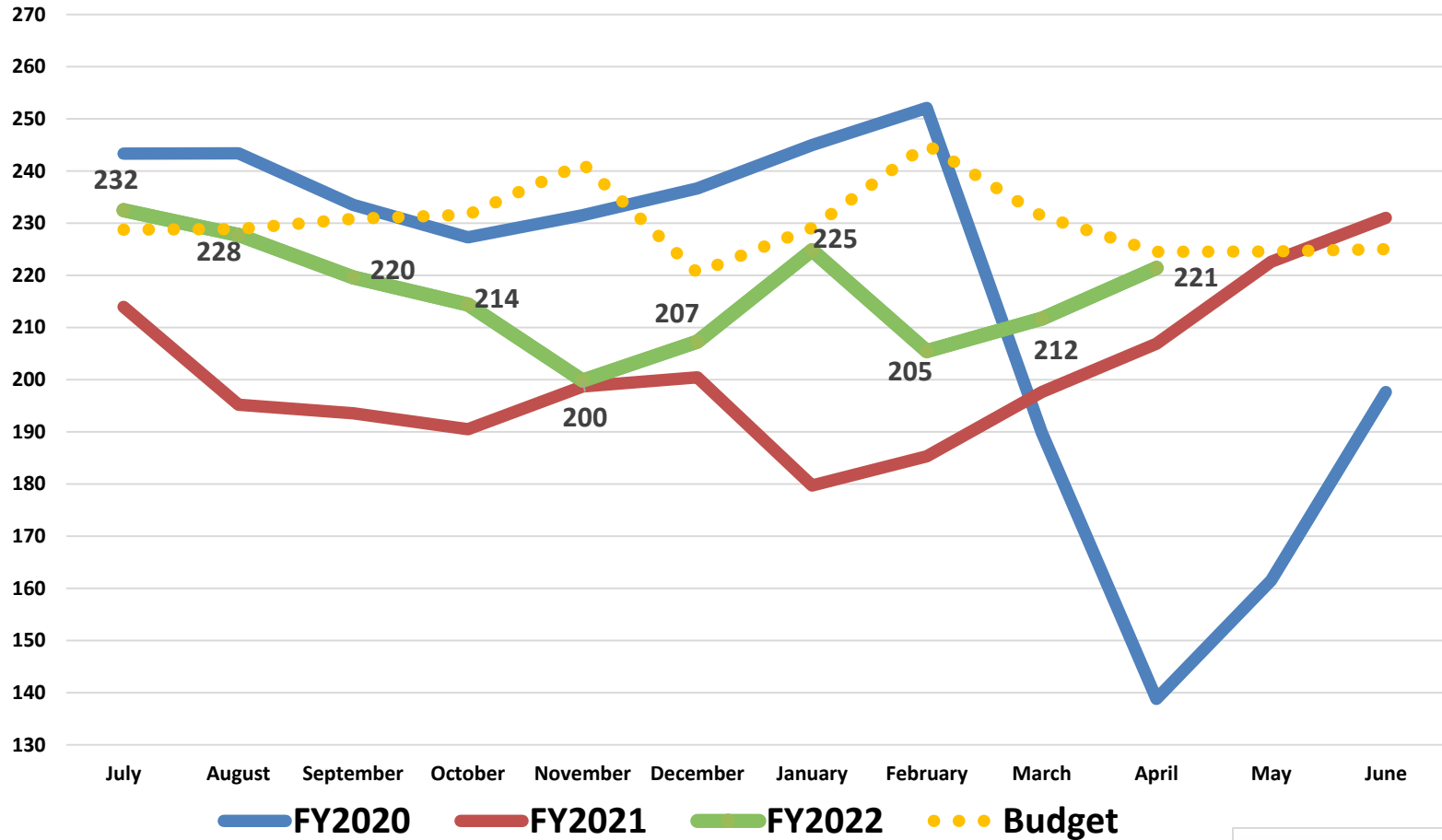
# Obstetrics - Avg. Patients Per Day



# Outpatient Registrations per Day

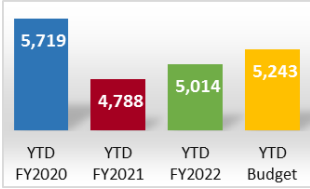
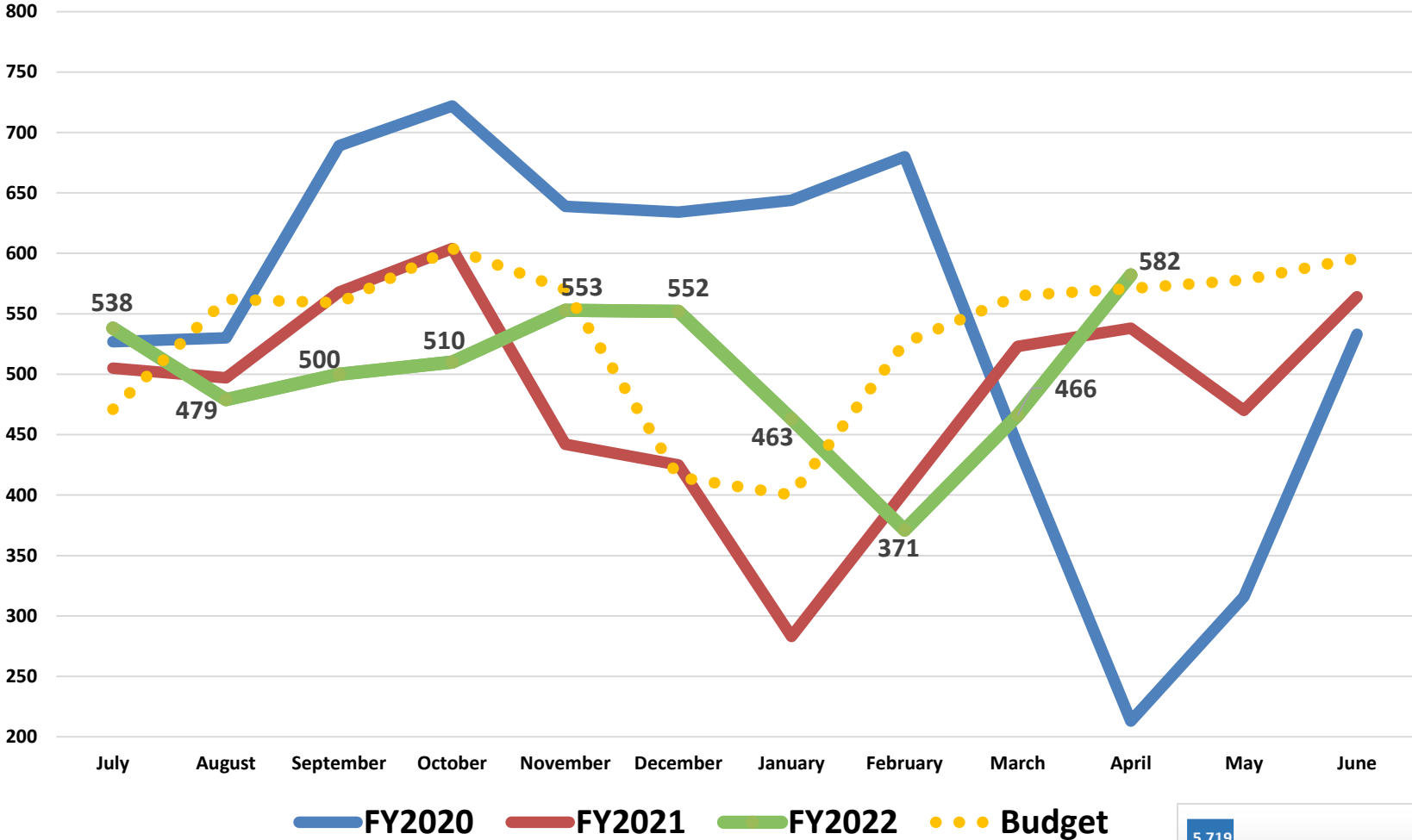


# Emergency Dept – Avg Treated Per Day

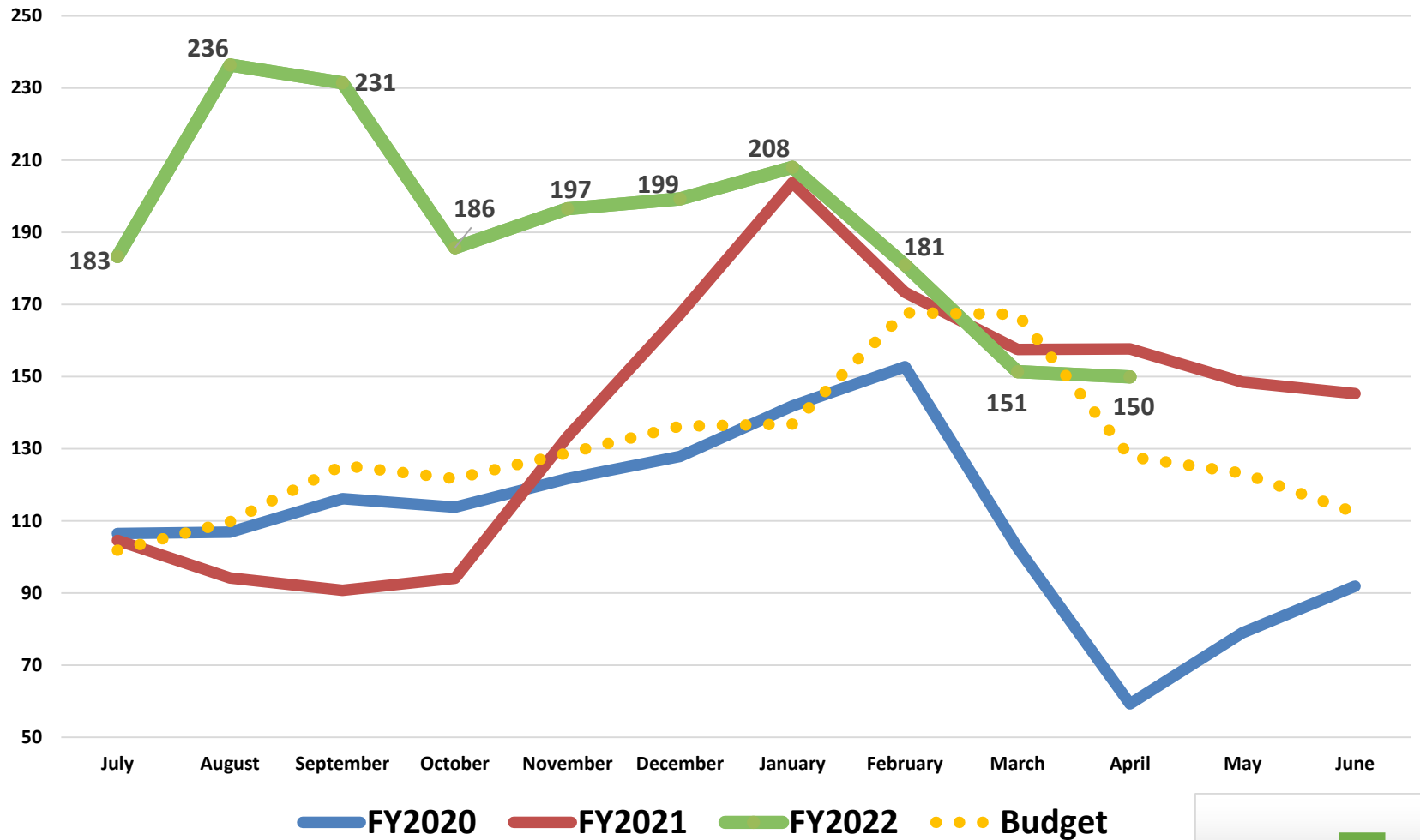


224	196	216	231
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

# Endoscopy Procedures

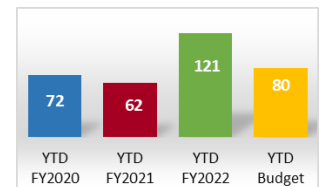
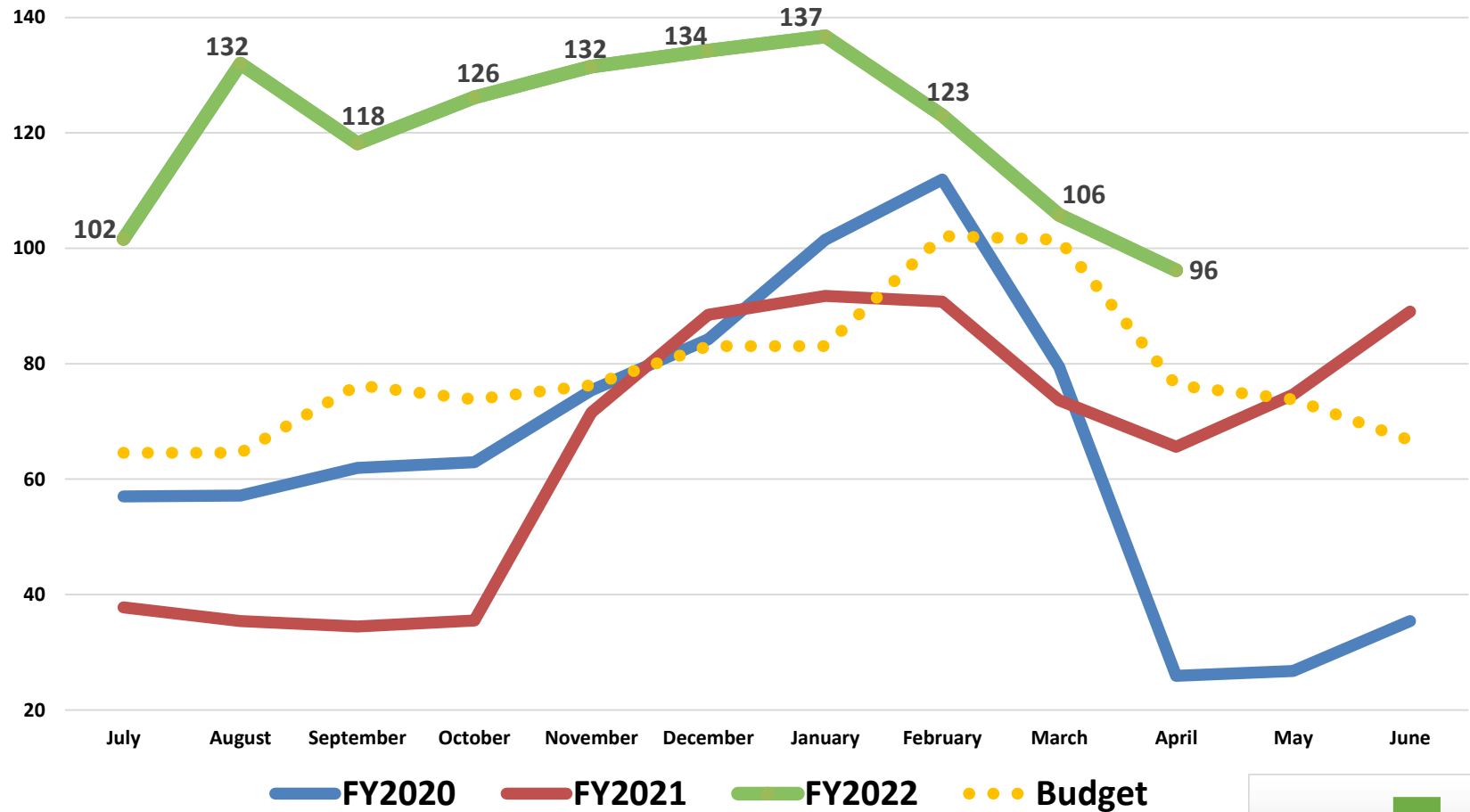


# Urgent Care – Court Average Visits Per Day

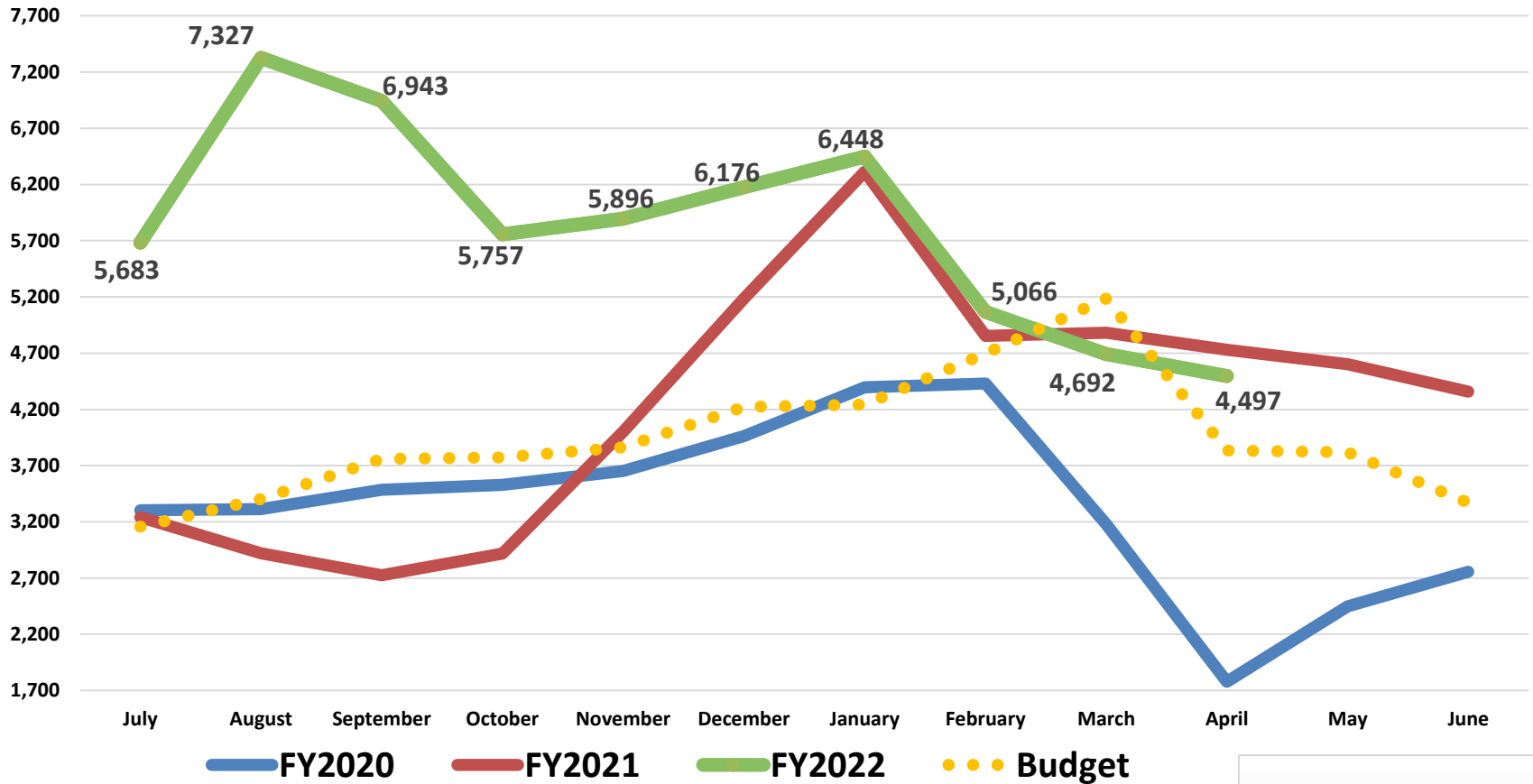


115	138	192	132
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

# Urgent Care – Demaree Average Visits Per Day

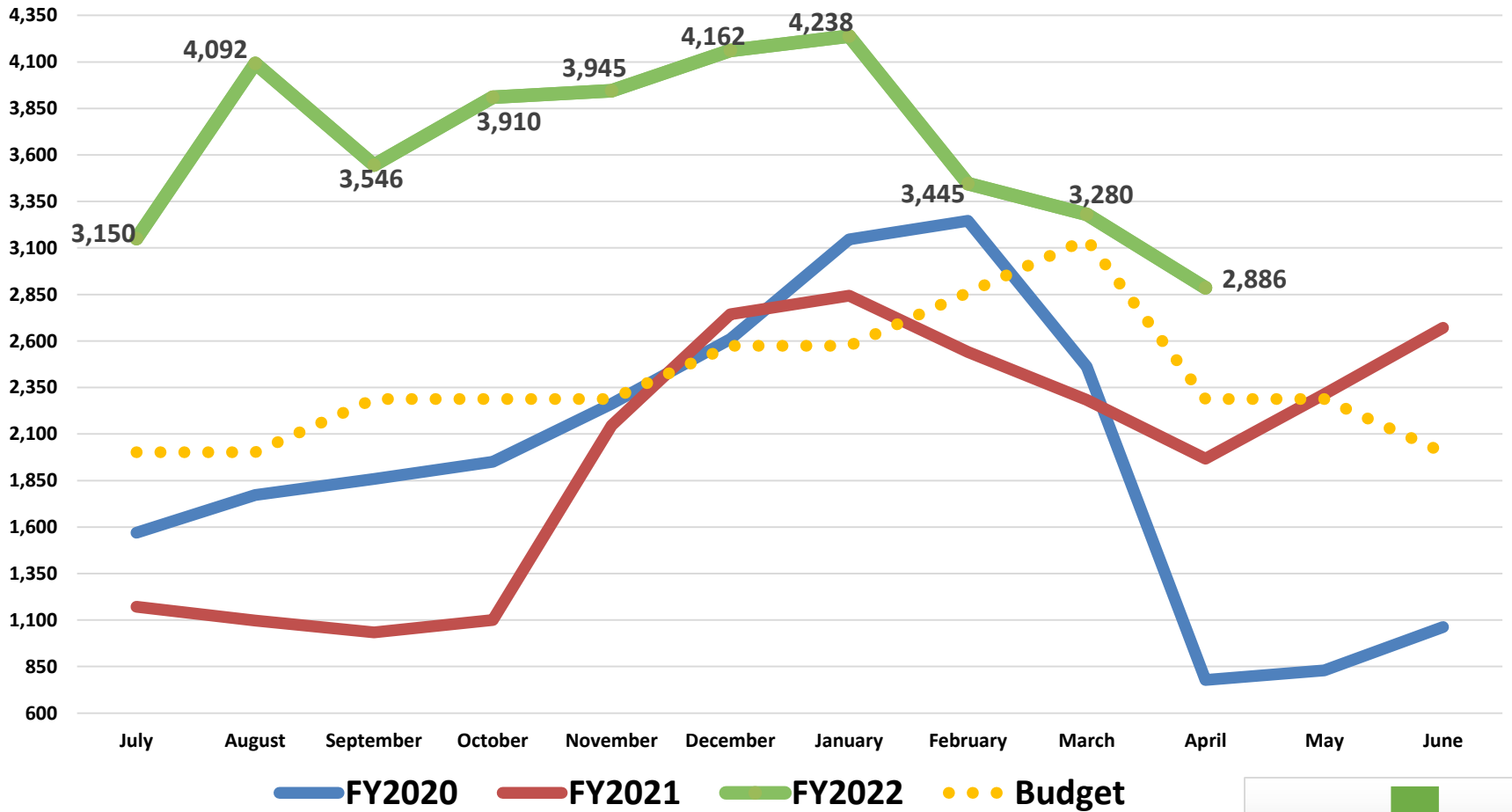


# Urgent Care – Court Total Visits



35,028	41,773	58,485	40,134
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

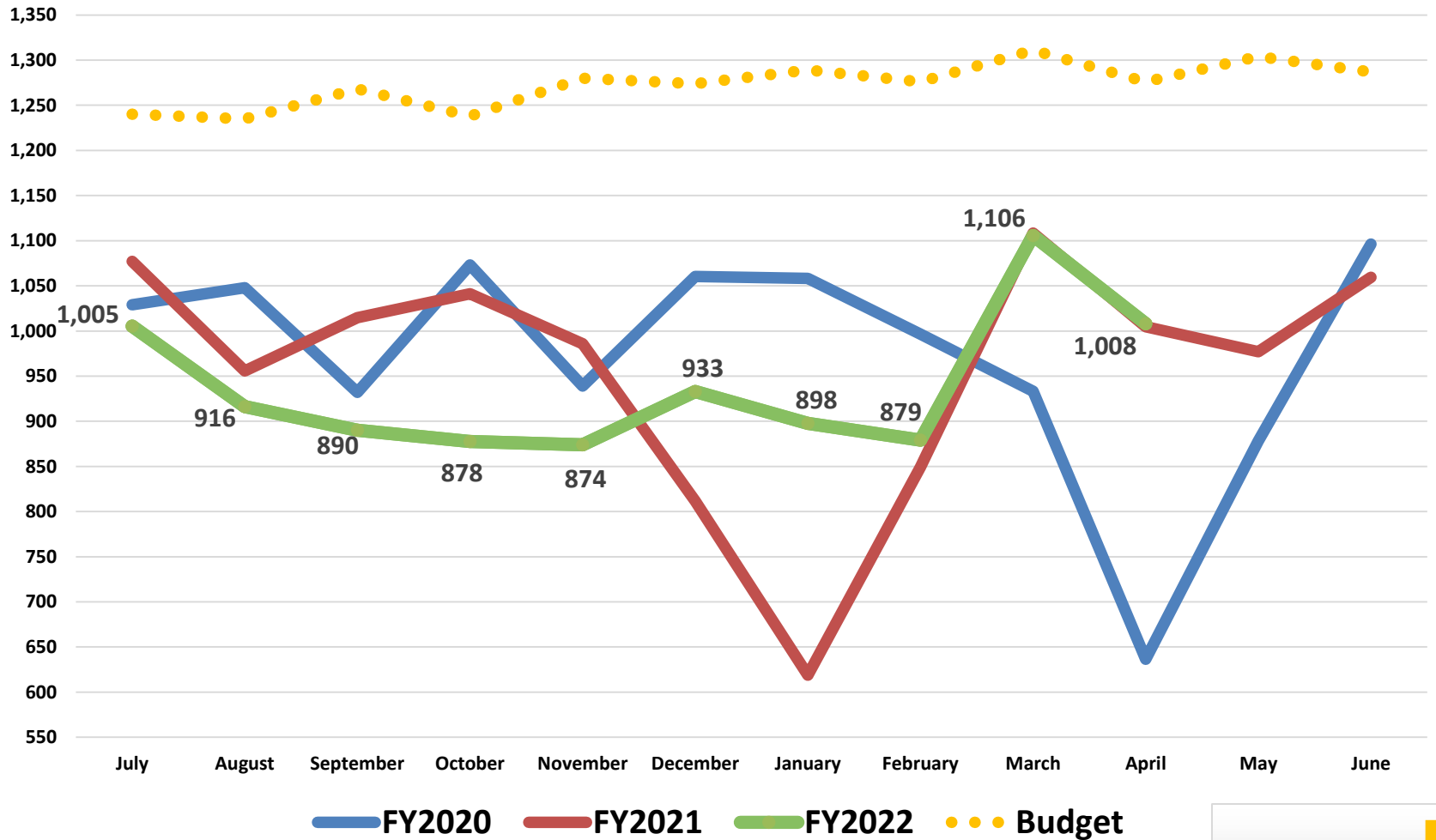
# Urgent Care – Demaree Total Visits



21,655	18,927	36,654	24,310
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

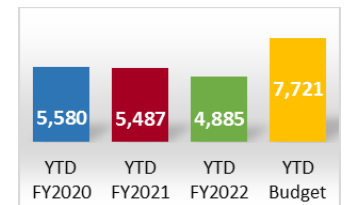
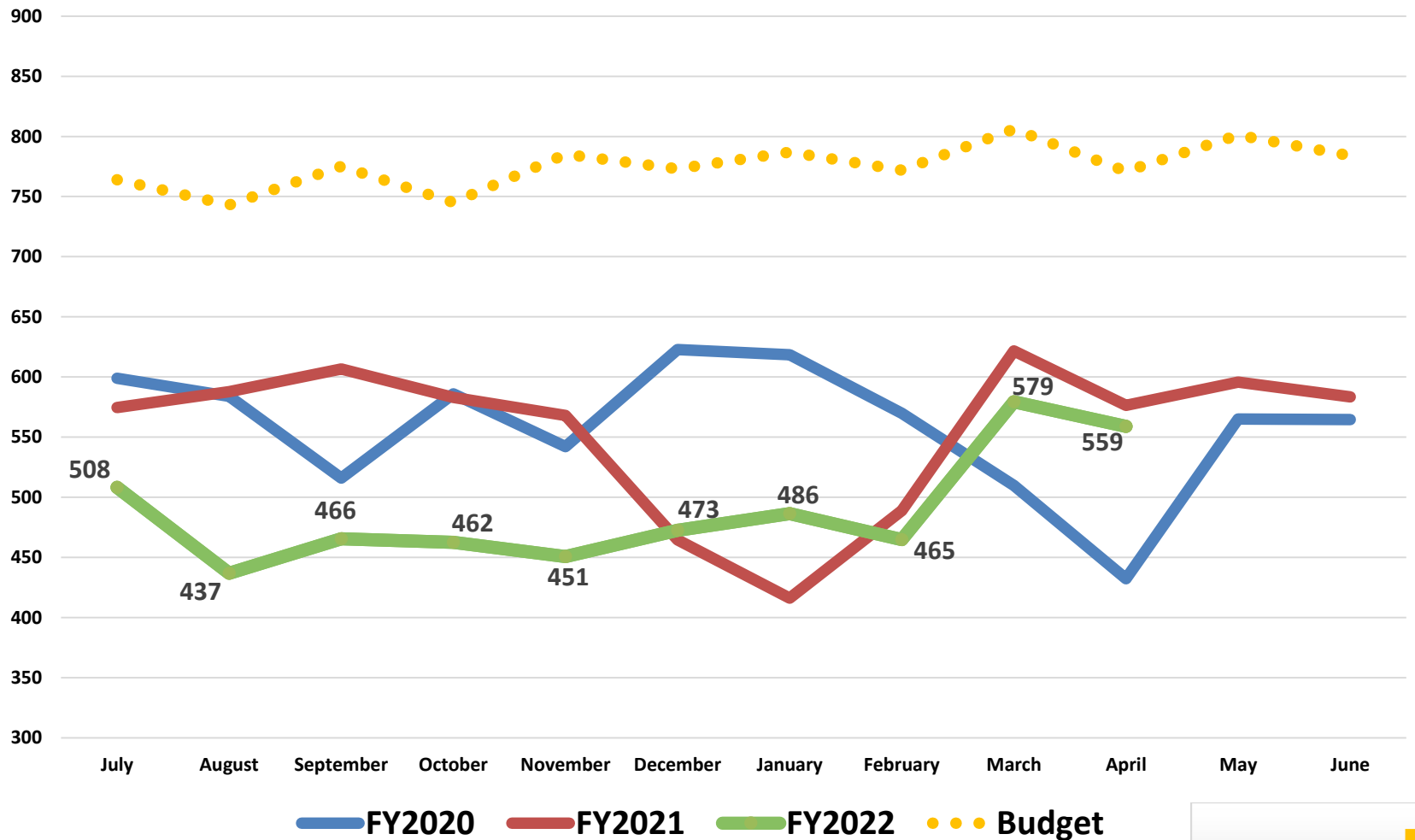


# Surgery (IP & OP) – 100 Min Units

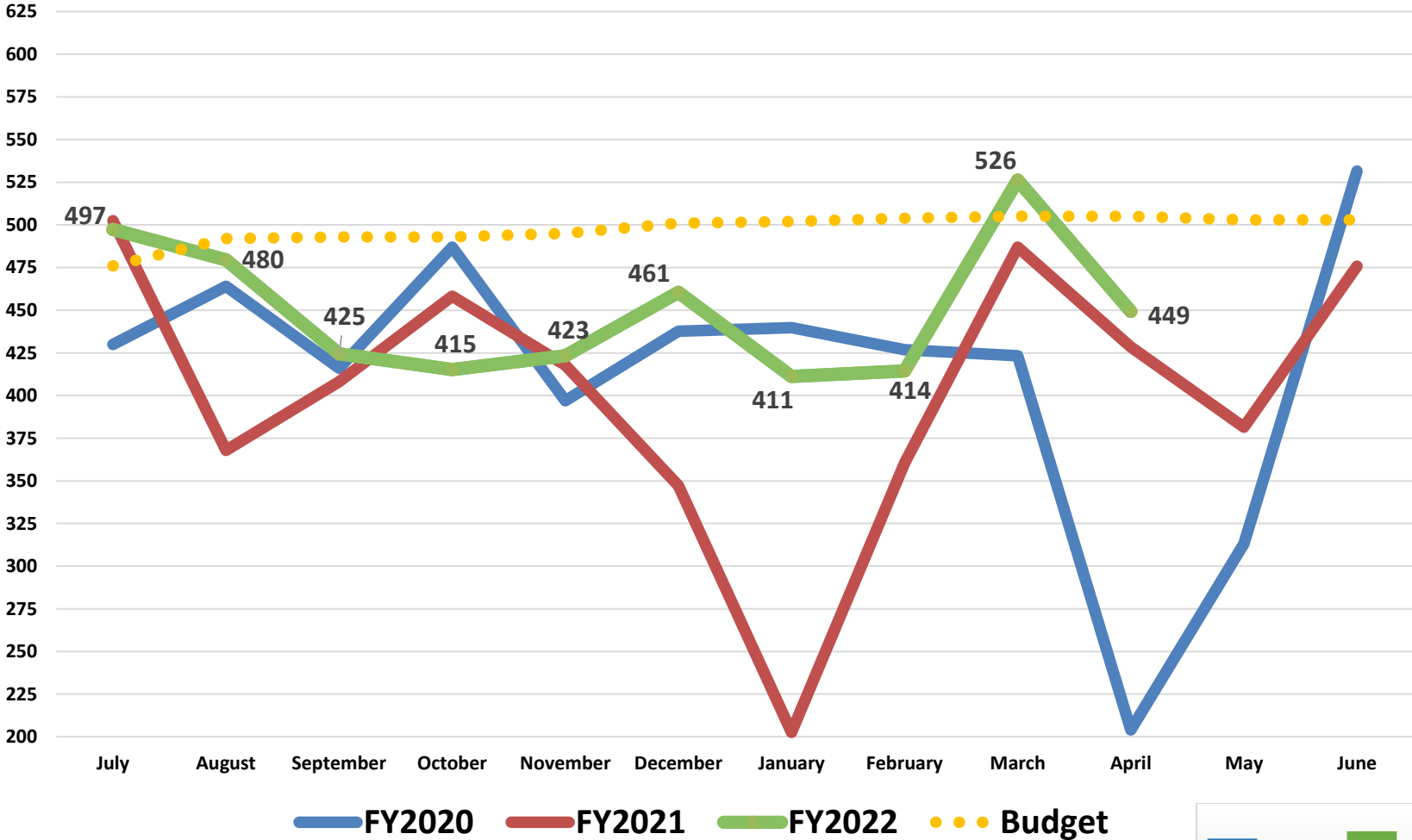


9,706	9,467	9,387	12,687
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

# Surgery (IP Only) – 100 Min Units

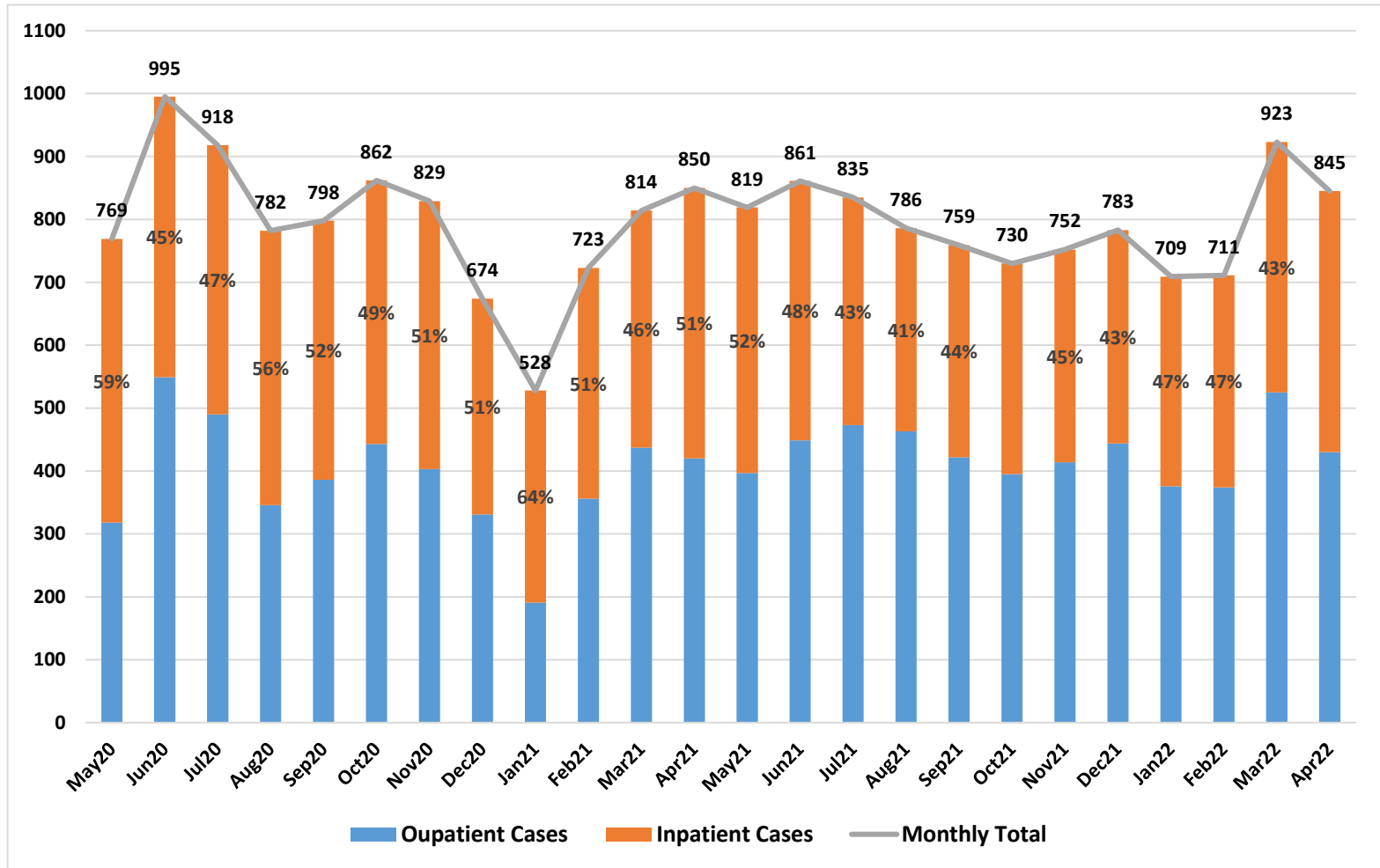


# Surgery (OP Only) – 100 Min Units

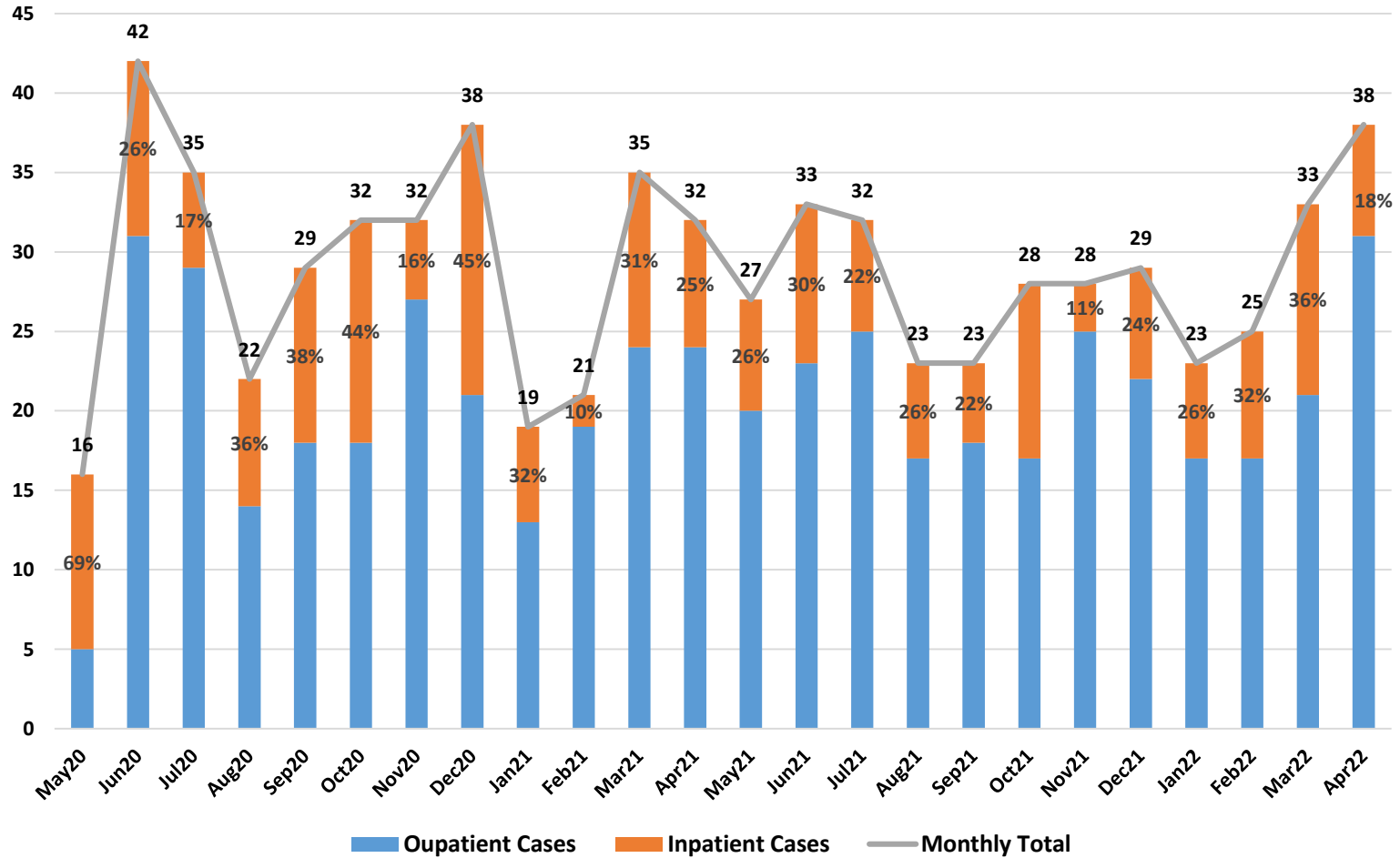


4,126	3,980	4,502	4,966
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

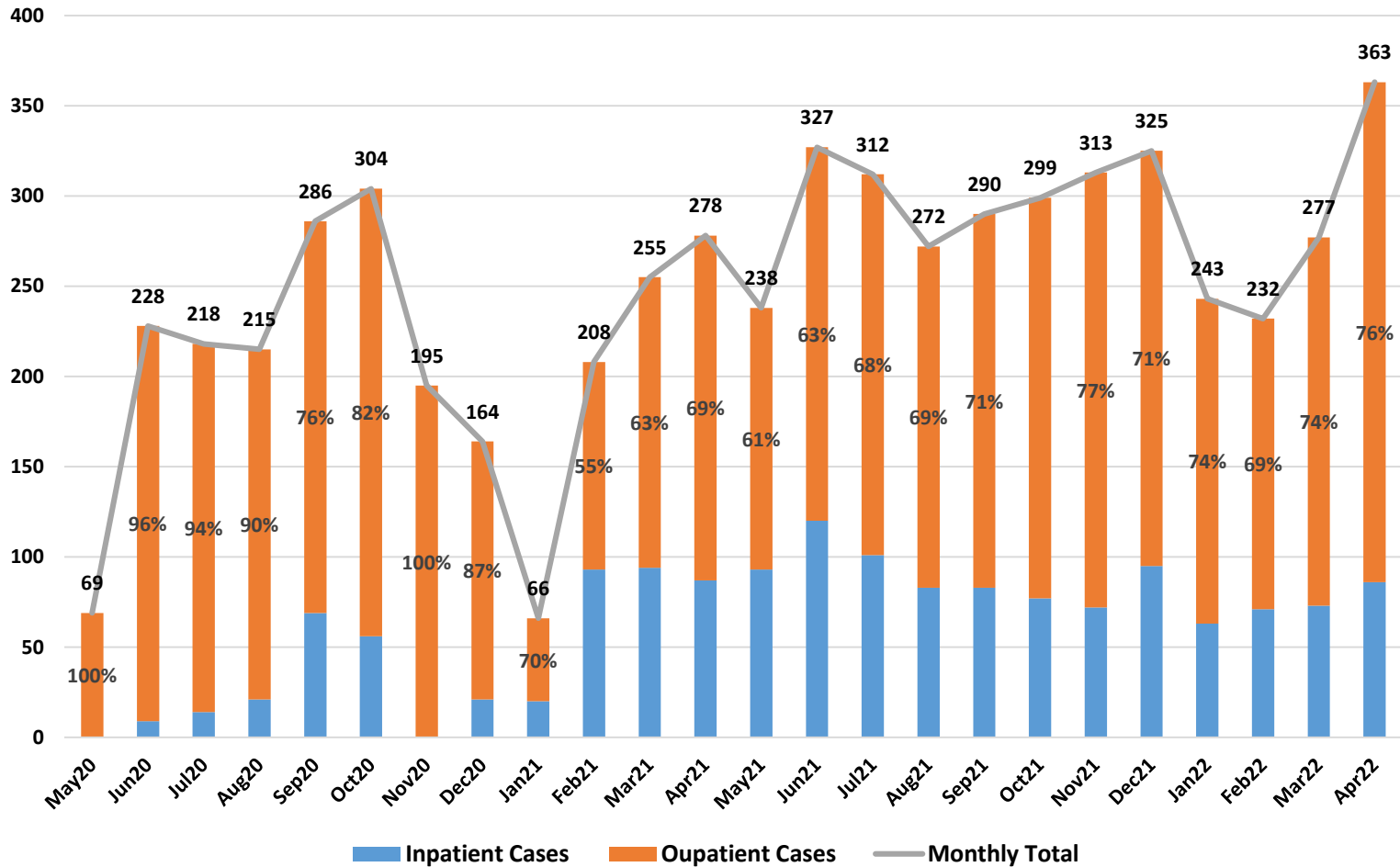
# Surgery Cases



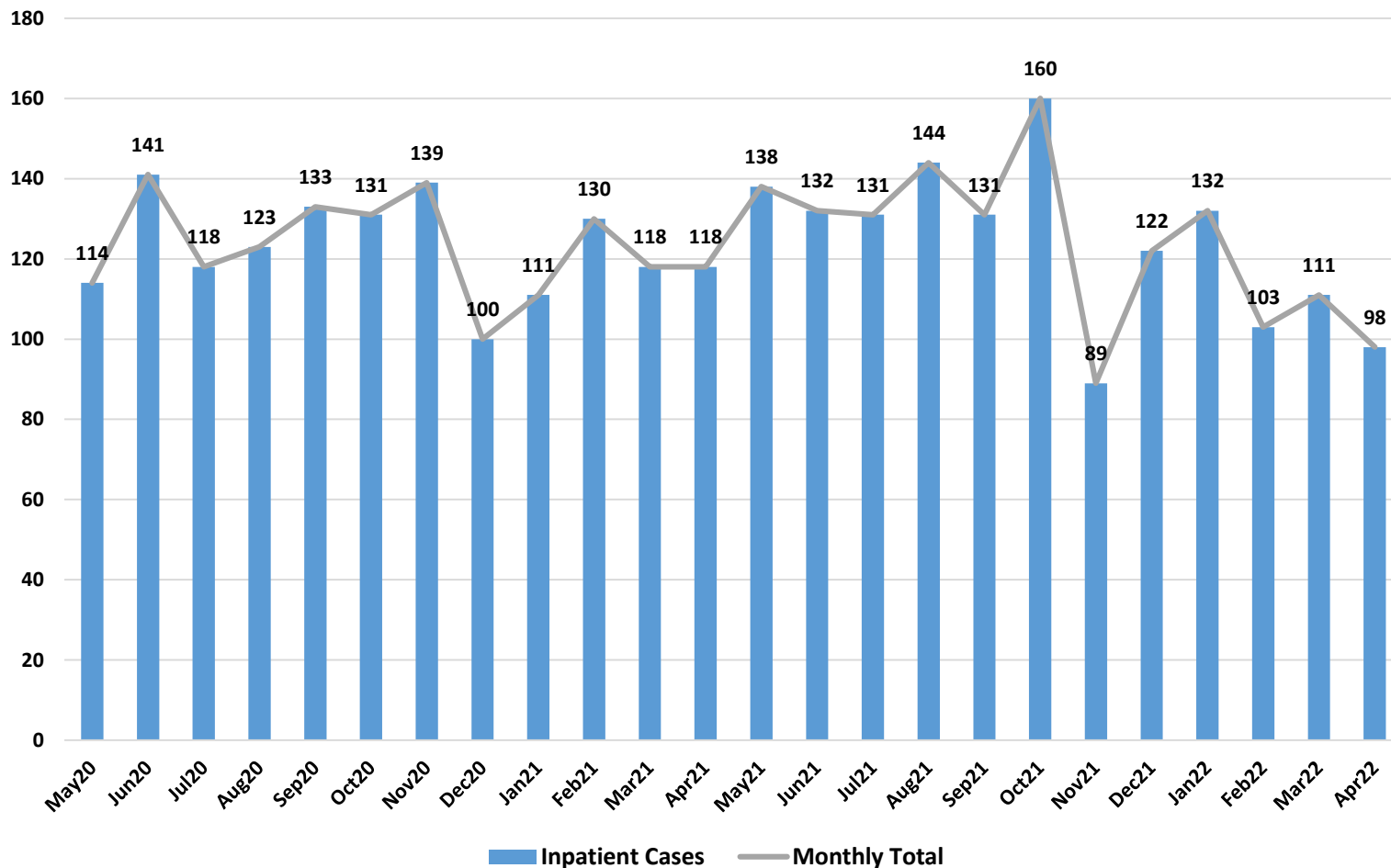
# Robotic Cases



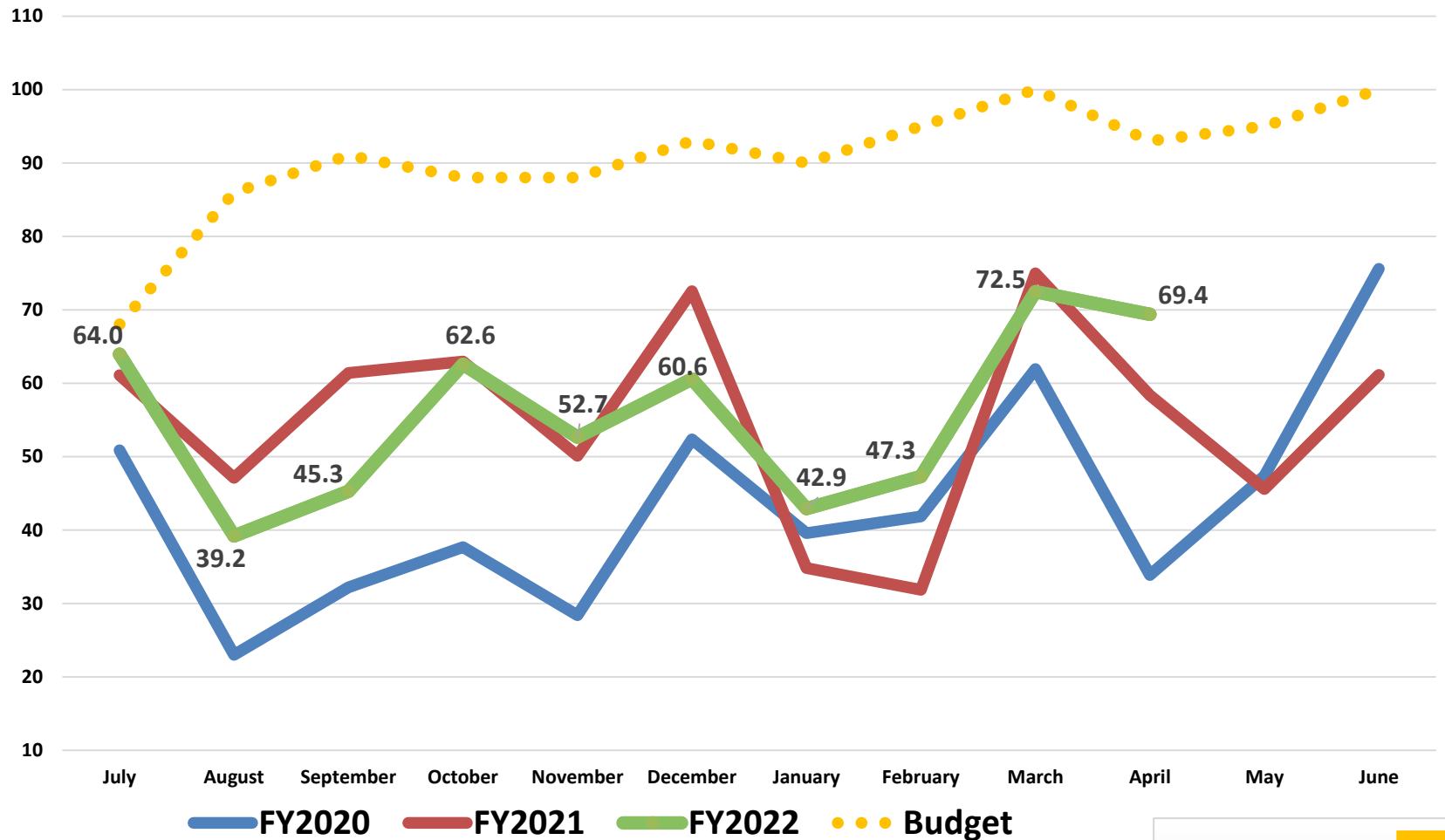
# Endo Cases (Endo Suites)



# OB Cases



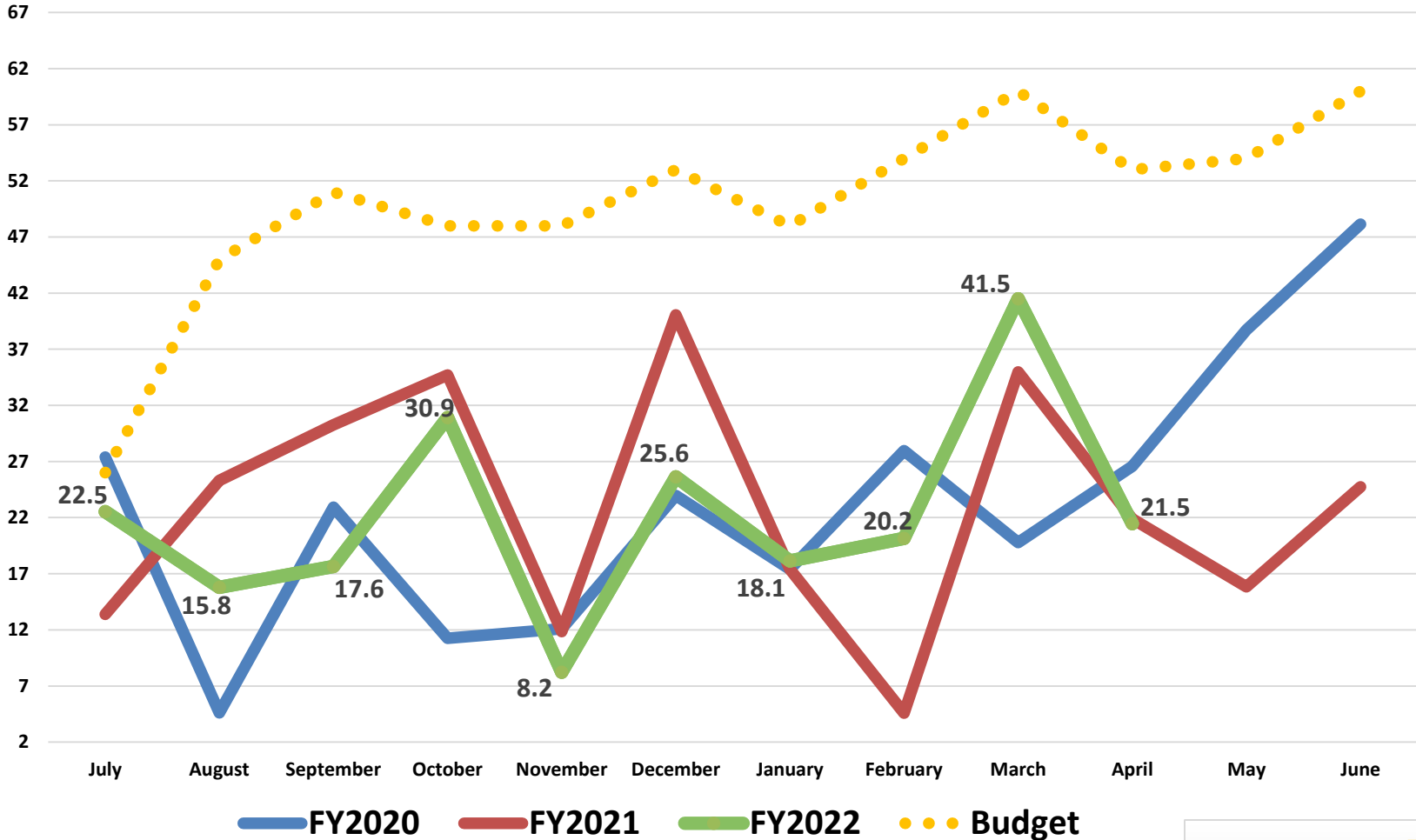
# Robotic Surgery (IP & OP) – 100 Min Units



401.8	555.3	556.4	892.0
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

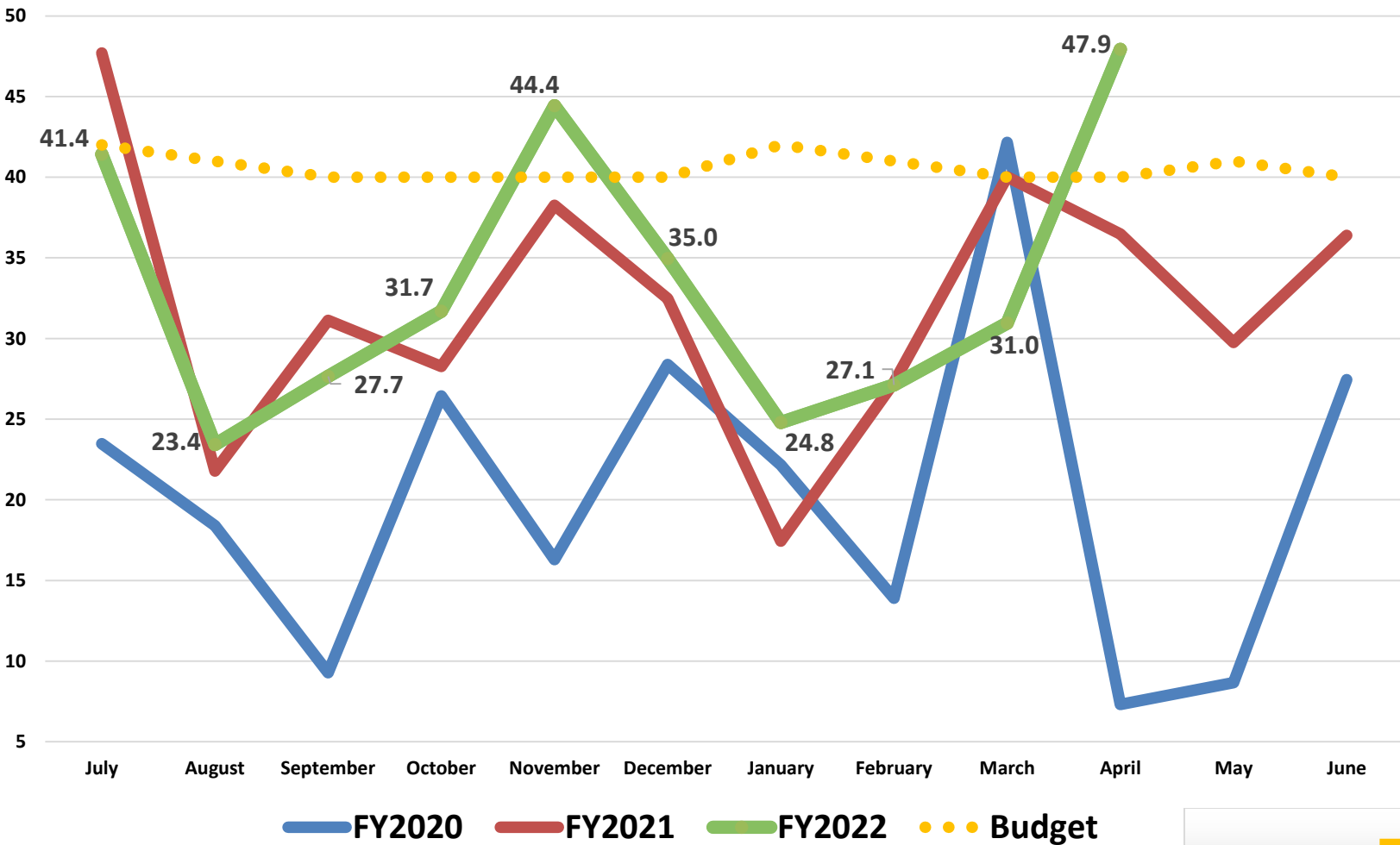


# Robotic Surgery (IP Only) – 100 Min Units



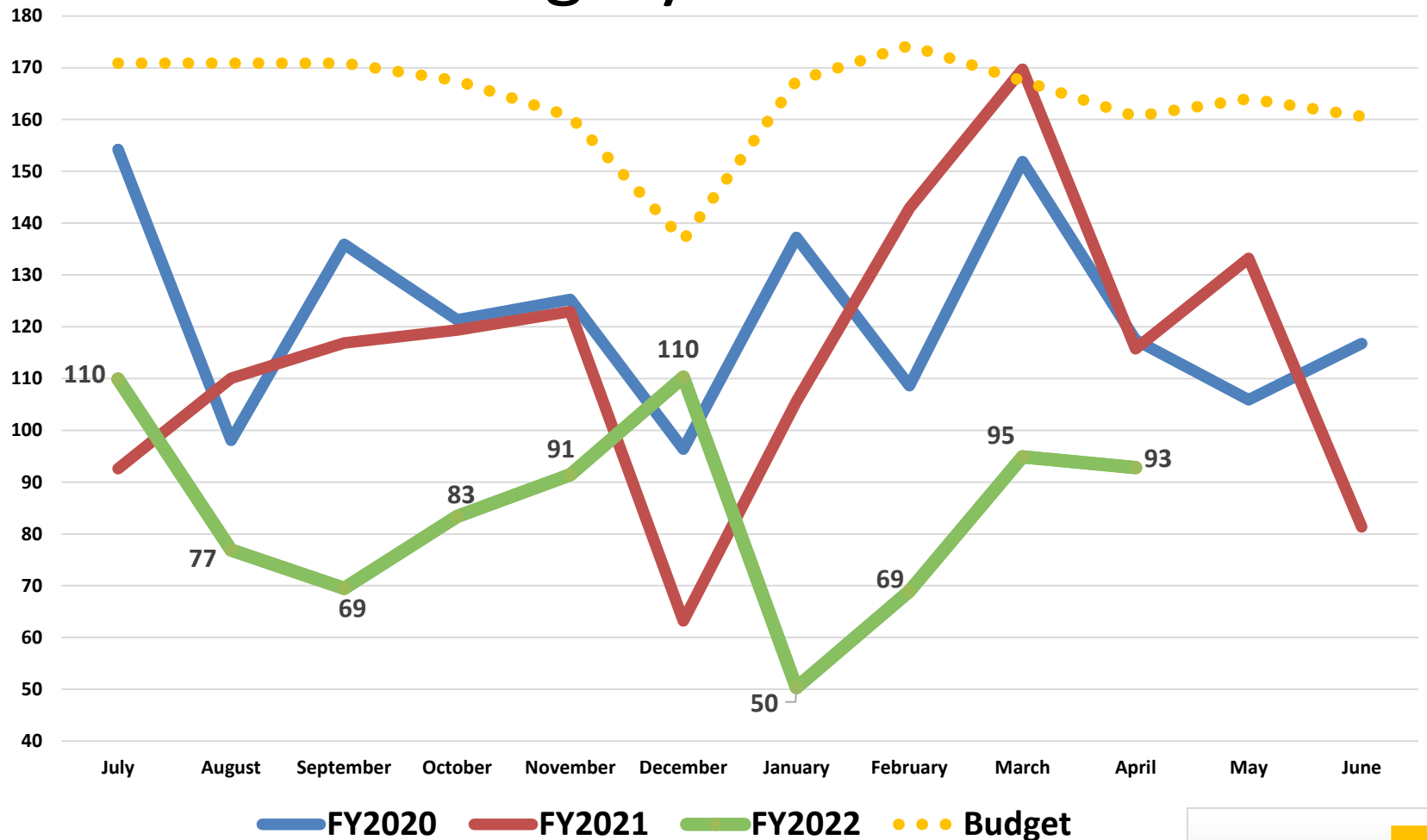
194.0	234.4	222.0	486.0
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

# Robotic Surgery (OP Only) – 100 Min Units



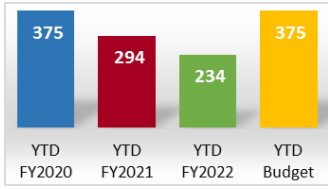
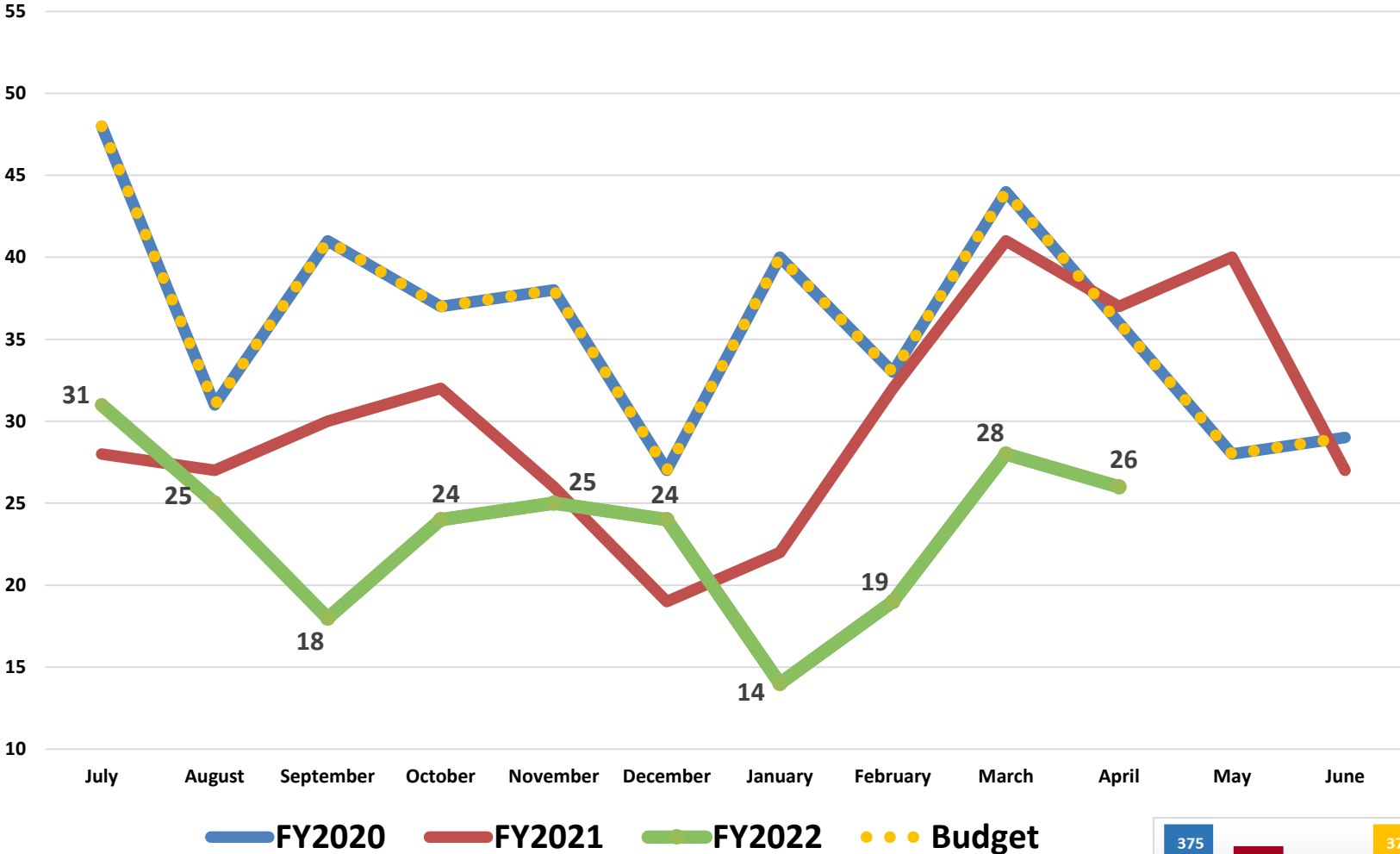
207.8	320.8	334.4	406.0
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

# Cardiac Surgery – 100 Min Units



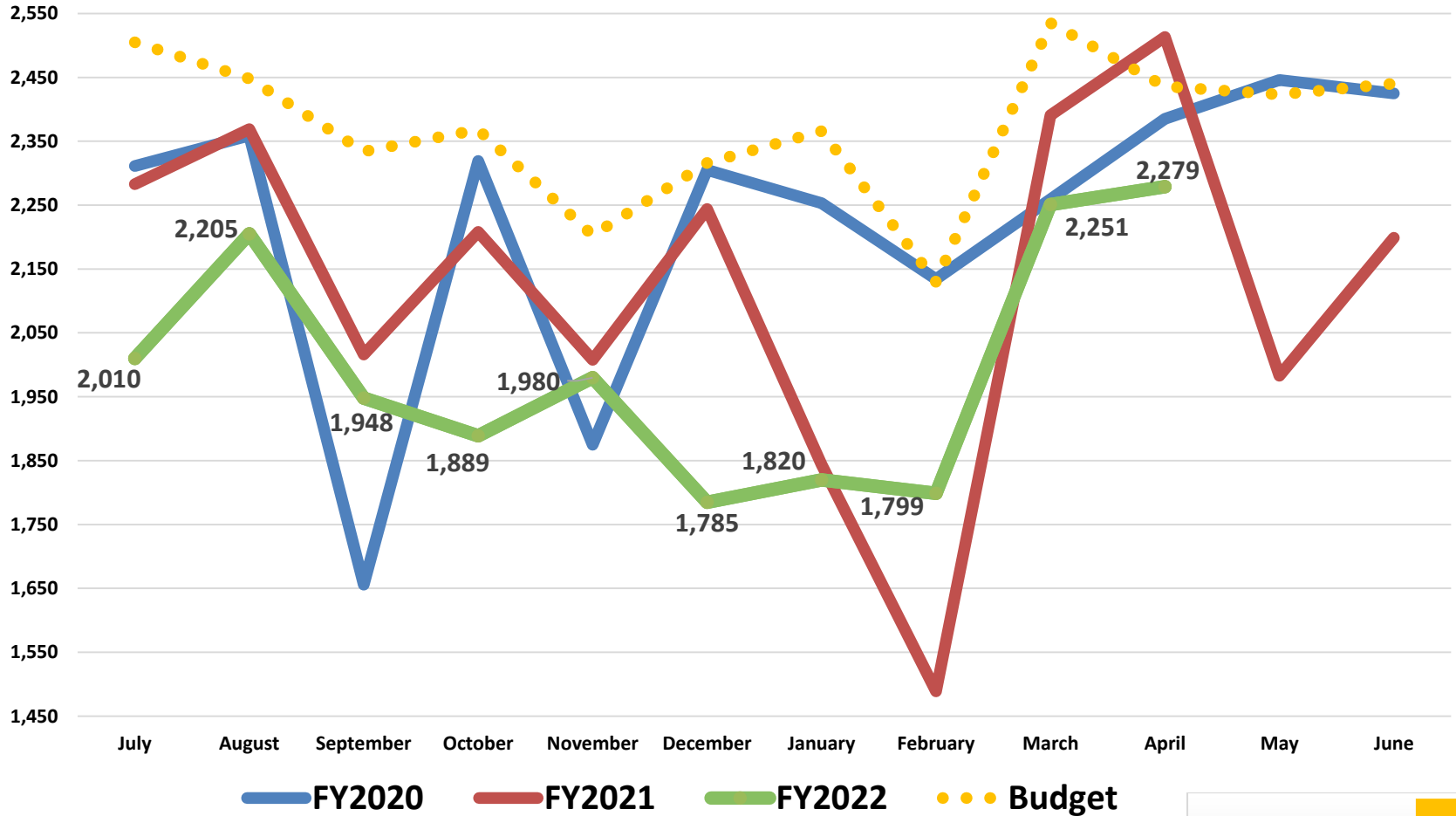
1,246	1,159	848	1,647
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

# Cardiac Surgery – Cases



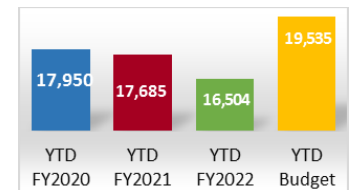
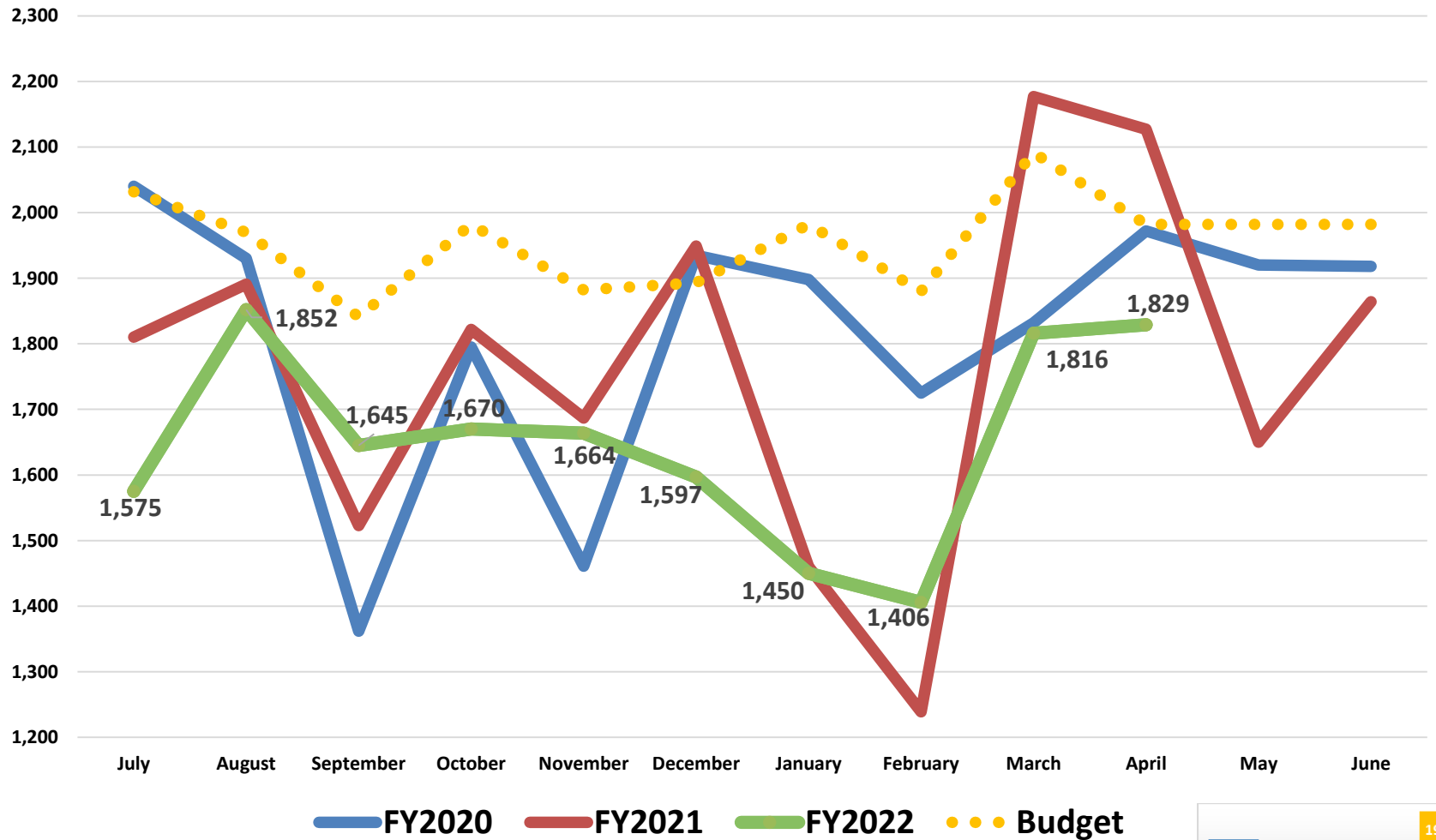
# Radiation Oncology Treatments

## Hanford and Visalia

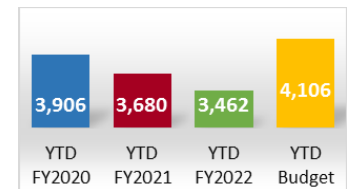
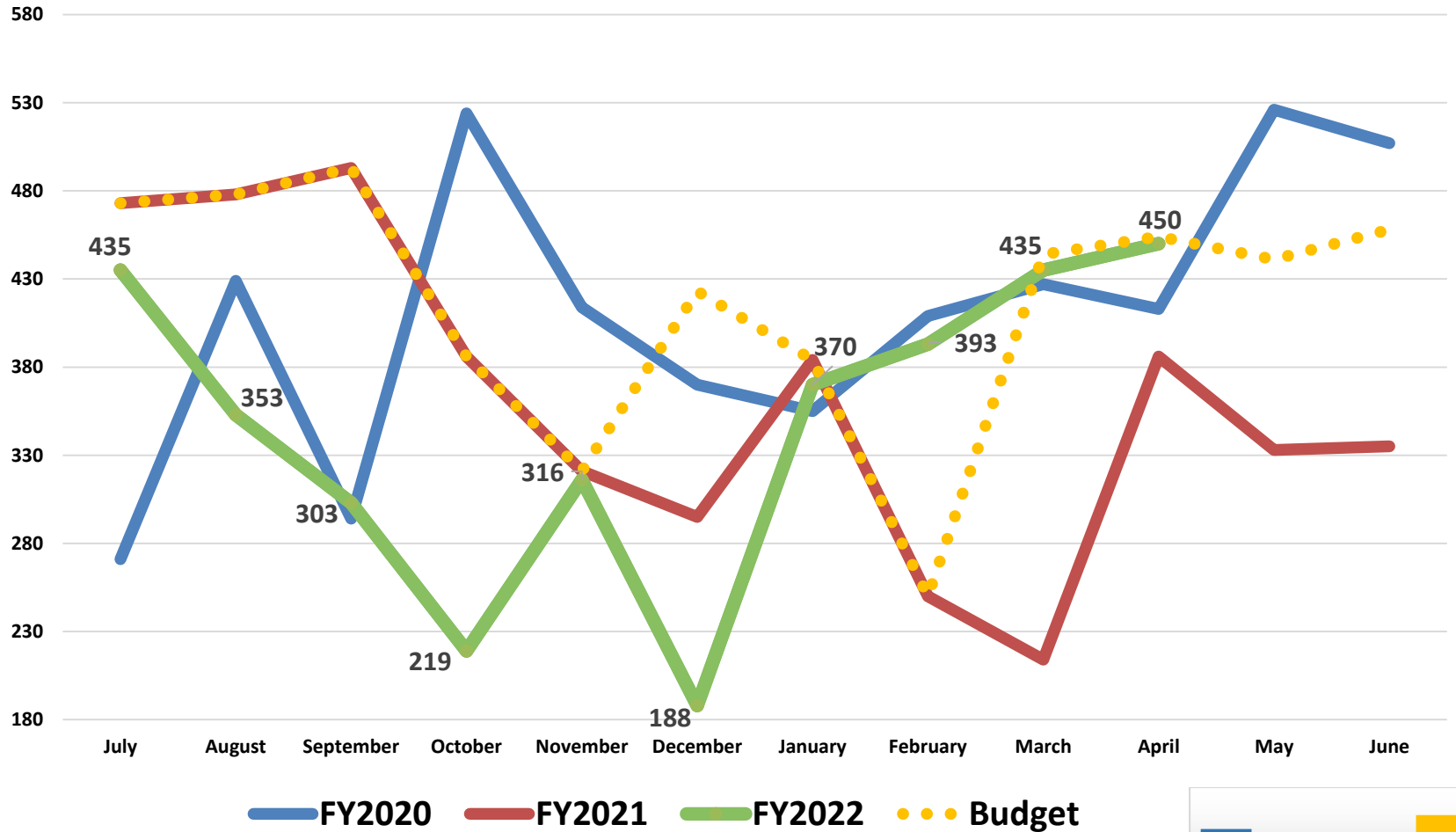


21,856	21,365	19,966	23,641
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

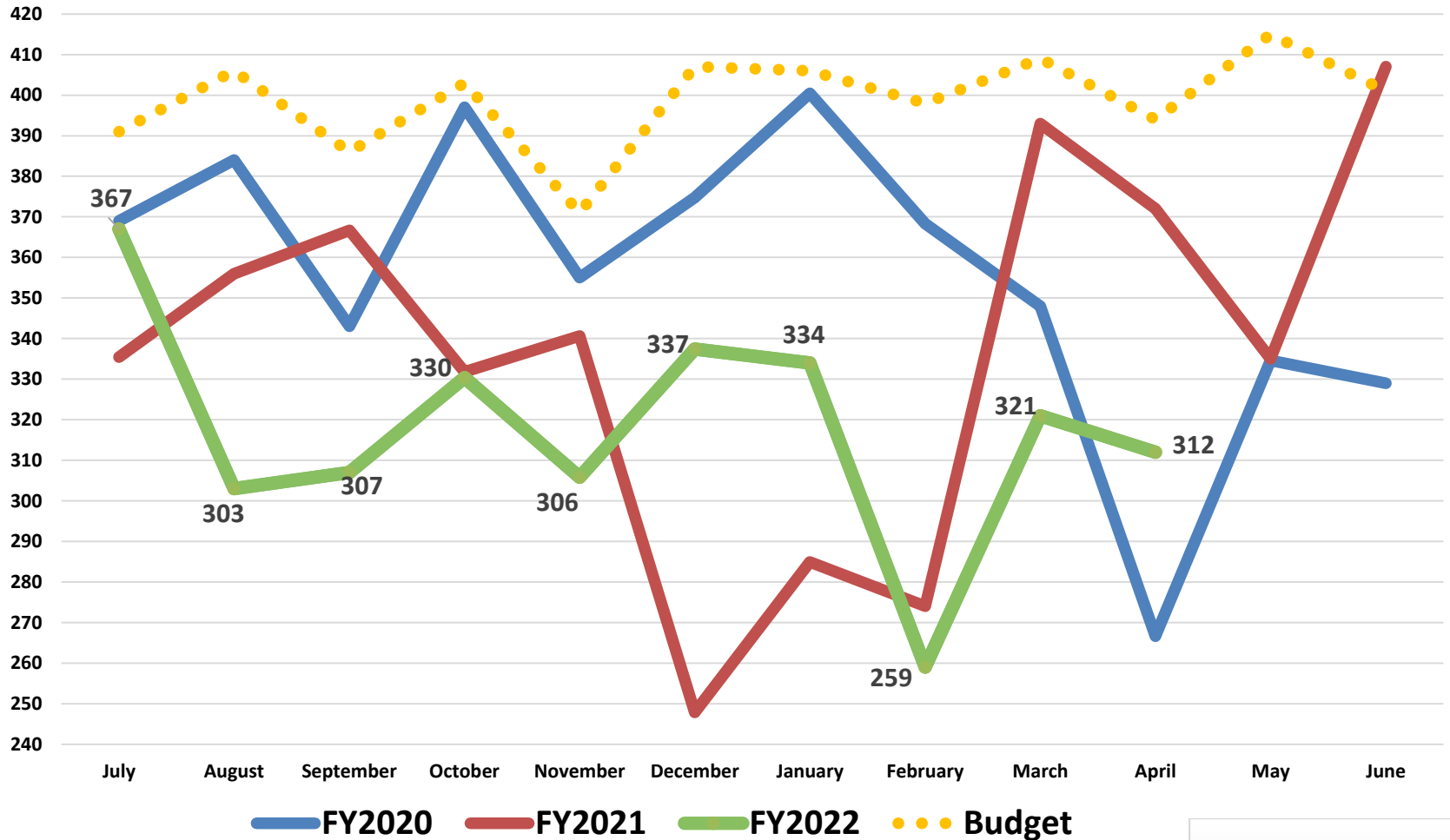
# Radiation Oncology - Visalia



# Radiation Oncology - Hanford



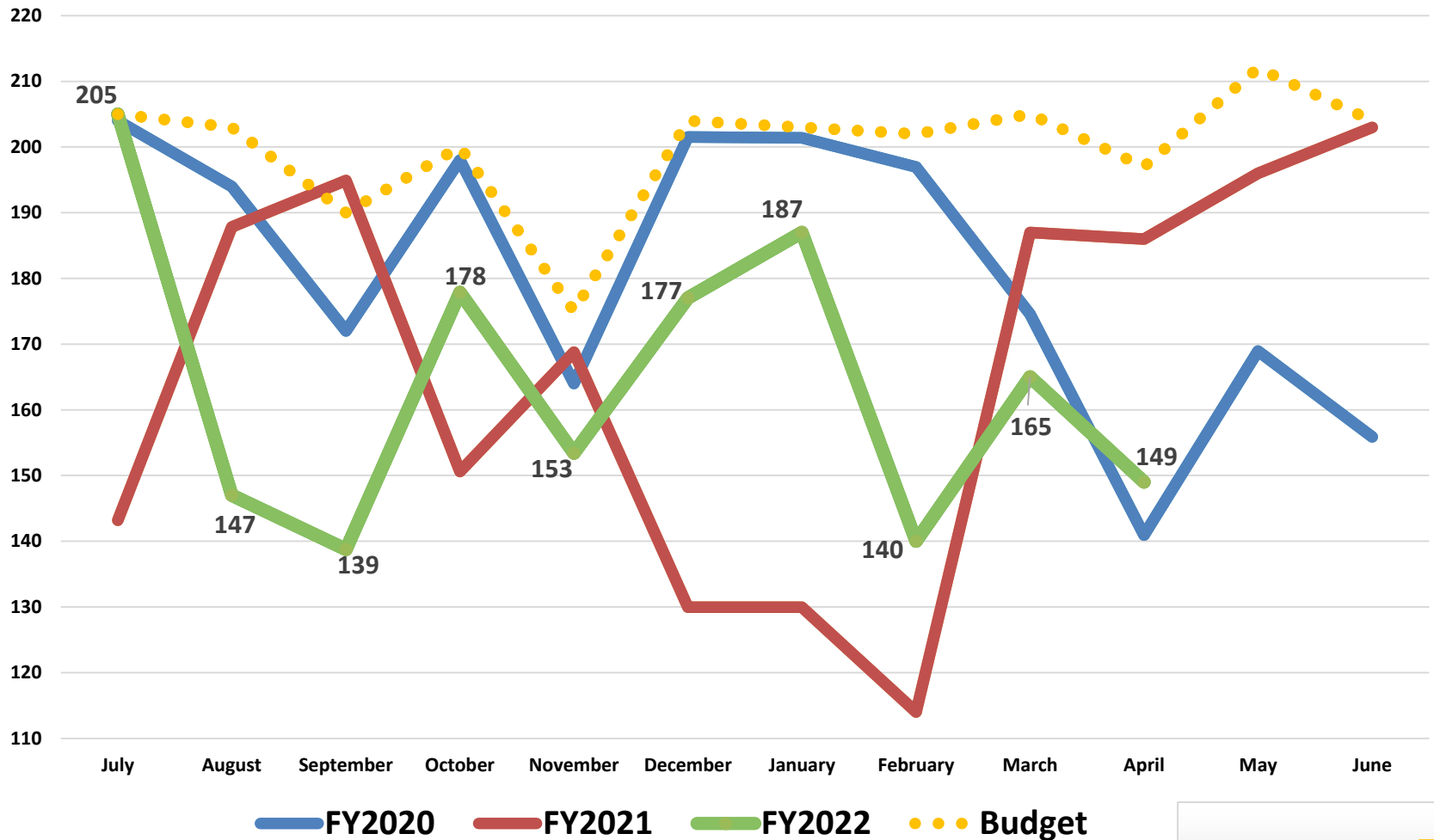
# Cath Lab (IP & OP) – 100 Min Units



3,606	3,302	3,177	3,971
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

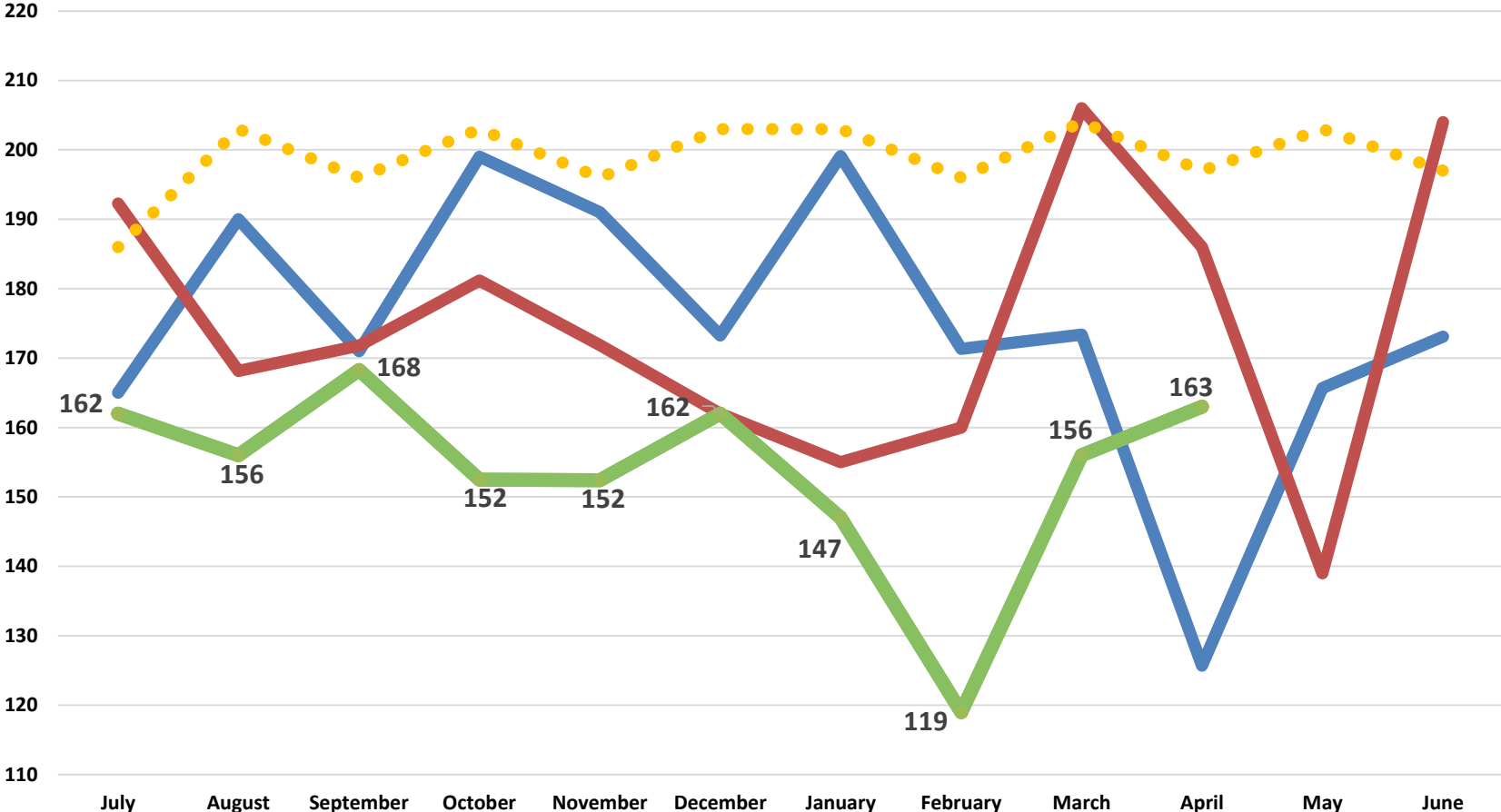


# Cath Lab (IP Only) – 100 Min Units



1,847	1,592	1,640	1,984
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

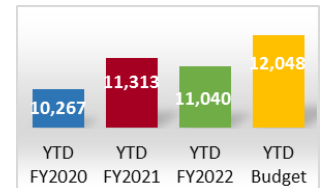
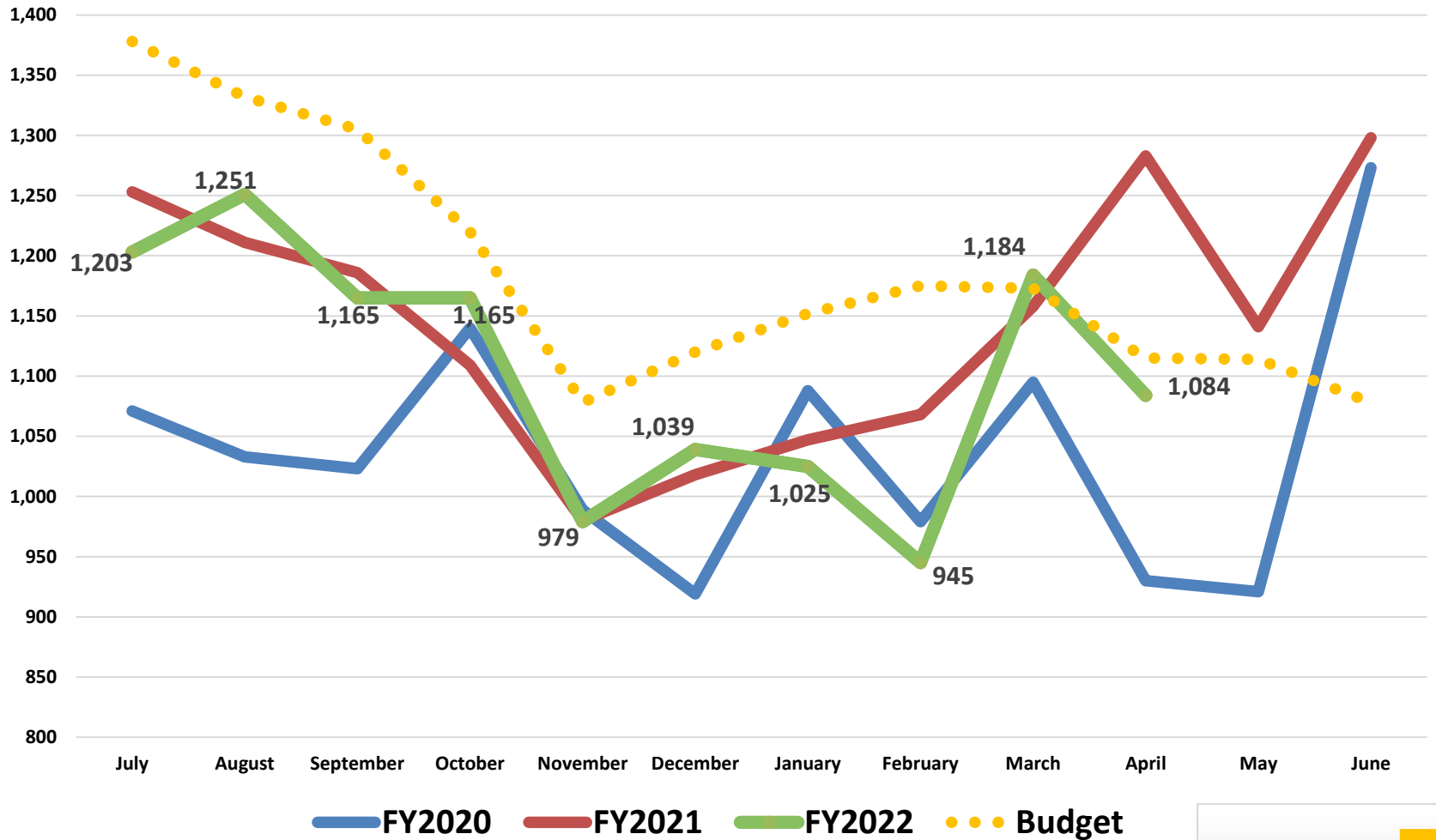
# Cath Lab (OP Only) – 100 Min Units



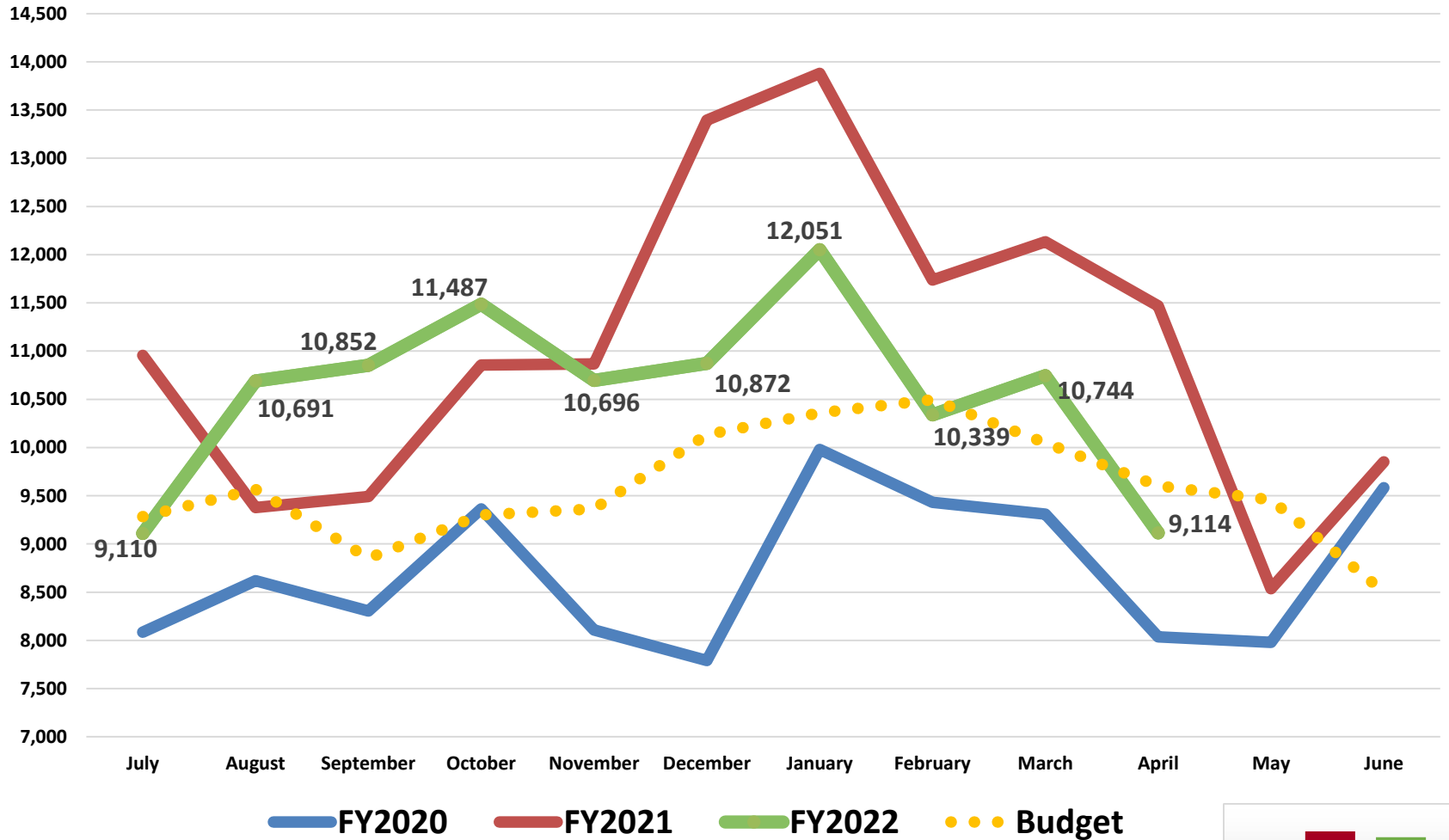
—●— **FY2020**   
 —●— **FY2021**   
 —●— **FY2022**   
 ●●● **Budget**

1,759	1,754	1,538	1,987
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

# GME Family Medicine Clinic Visits

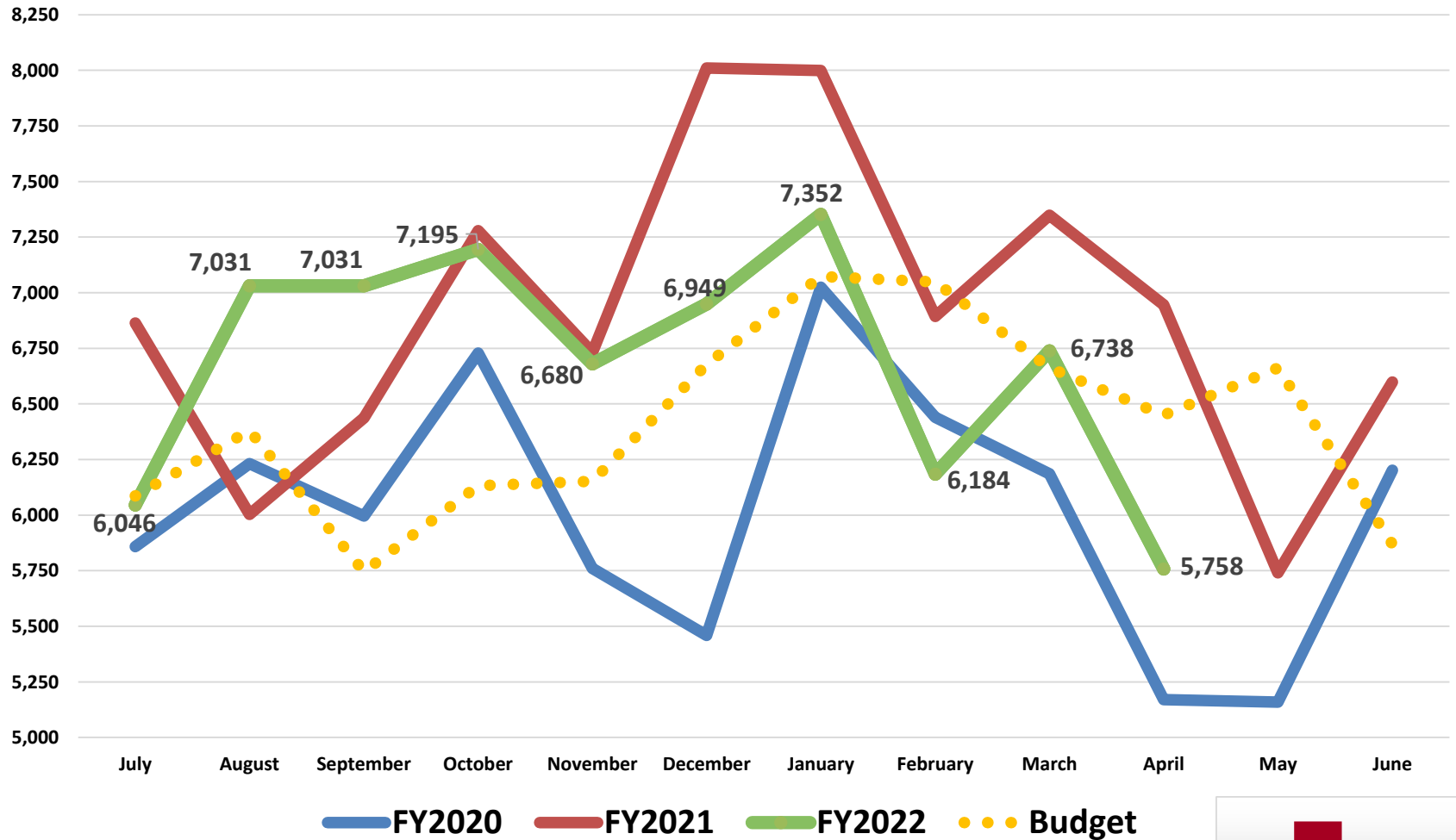


# Rural Health Clinic Registrations



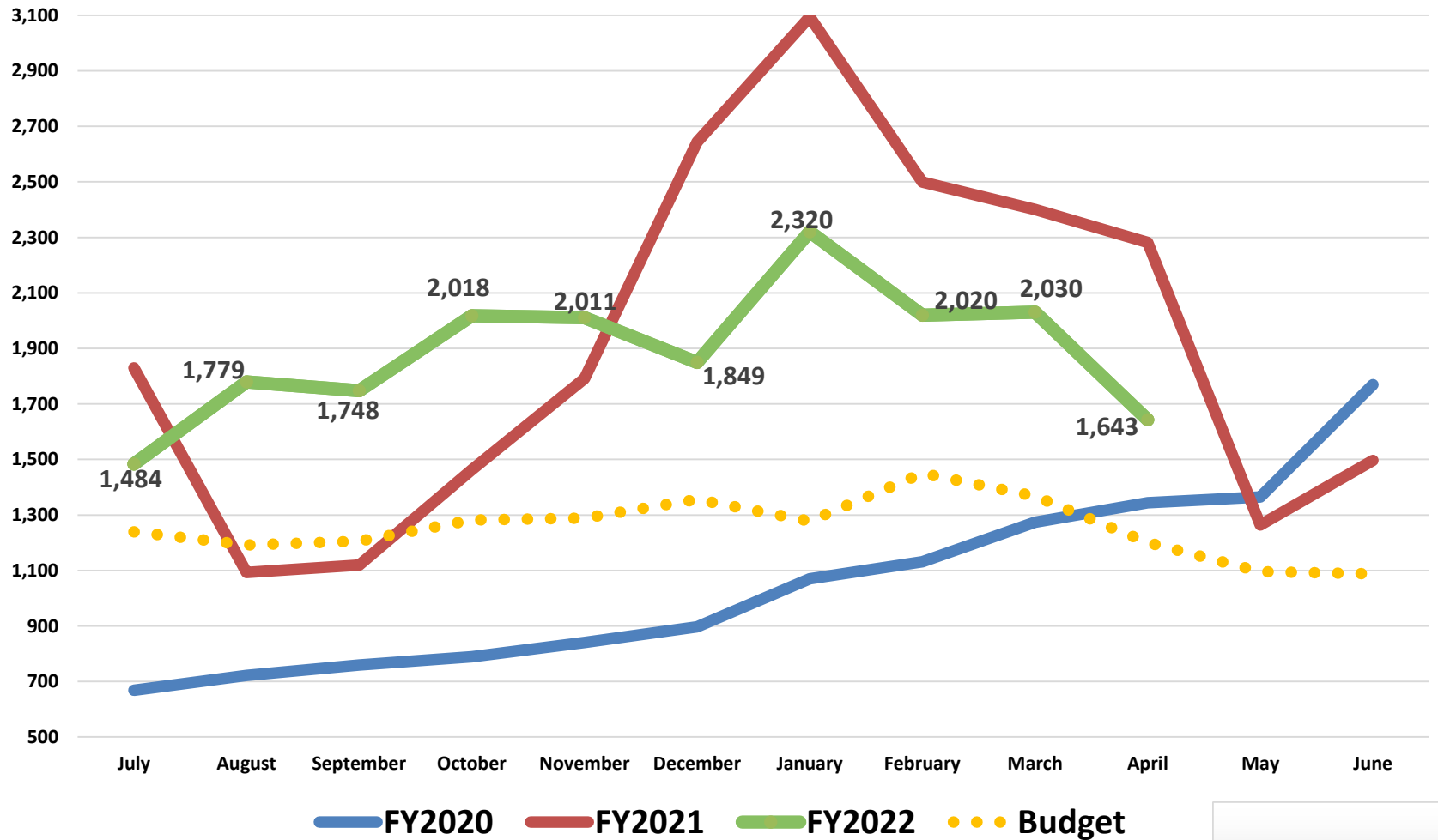
87,029	114,160	105,956	97,010
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

# Exeter RHC - Registrations



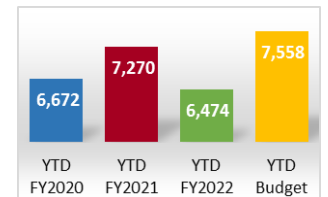
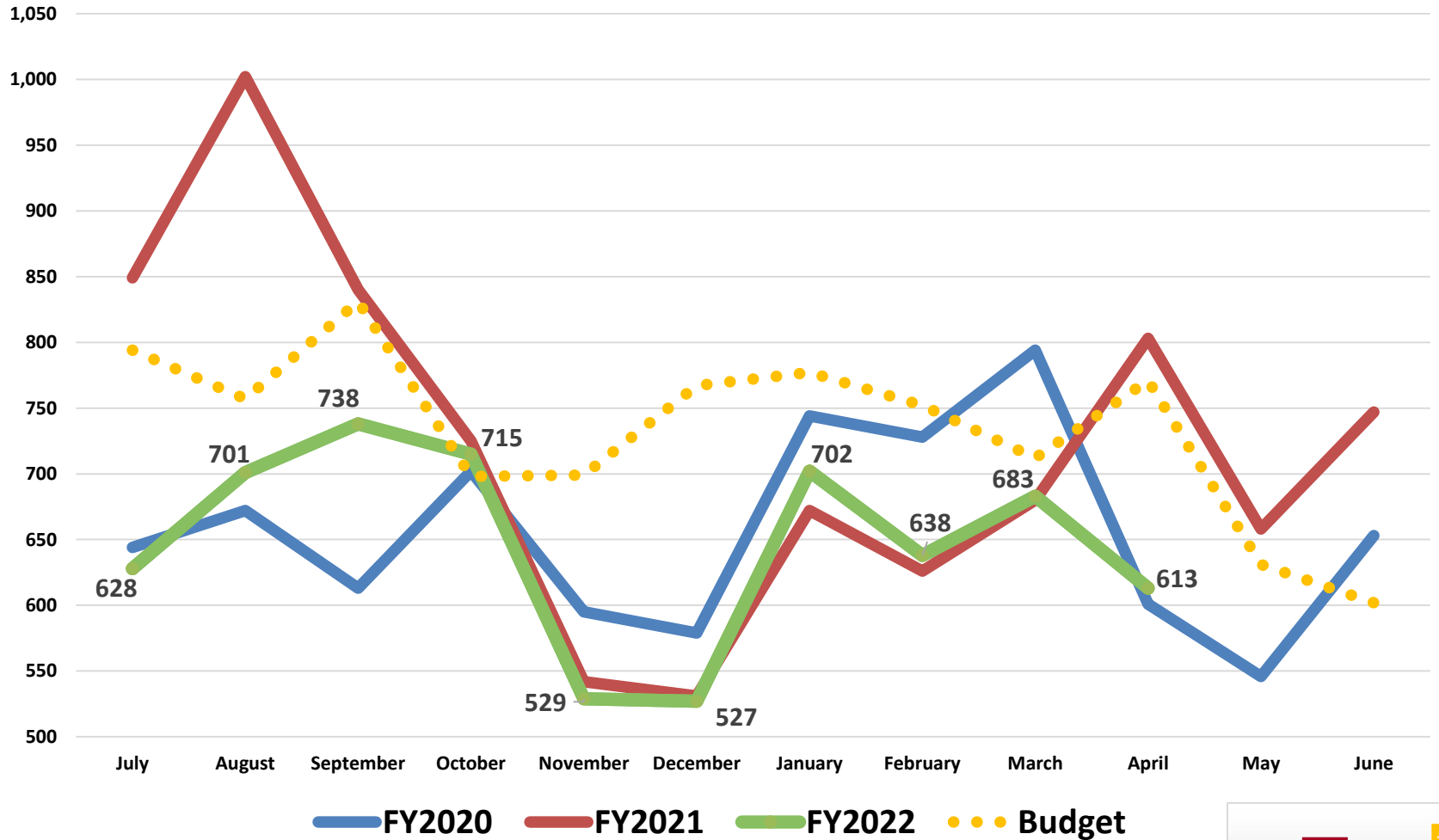
60,855	70,512	66,964	64,409
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

# Lindsay RHC - Registrations

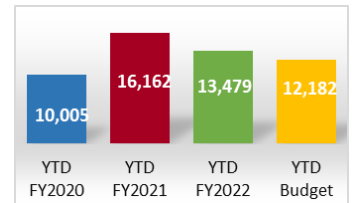
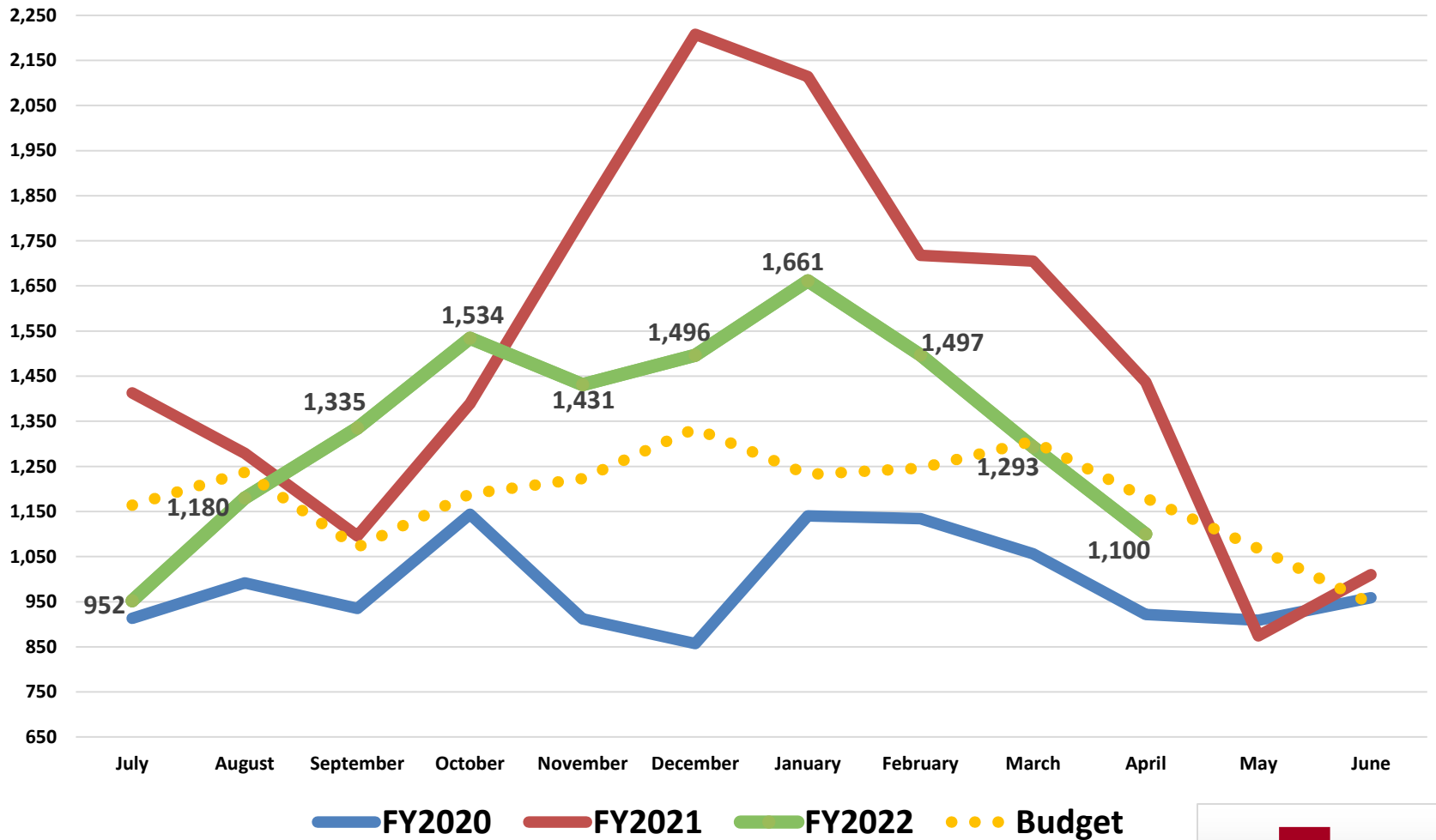


9,497	20,216	18,902	12,861
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

# Woodlake RHC - Registrations

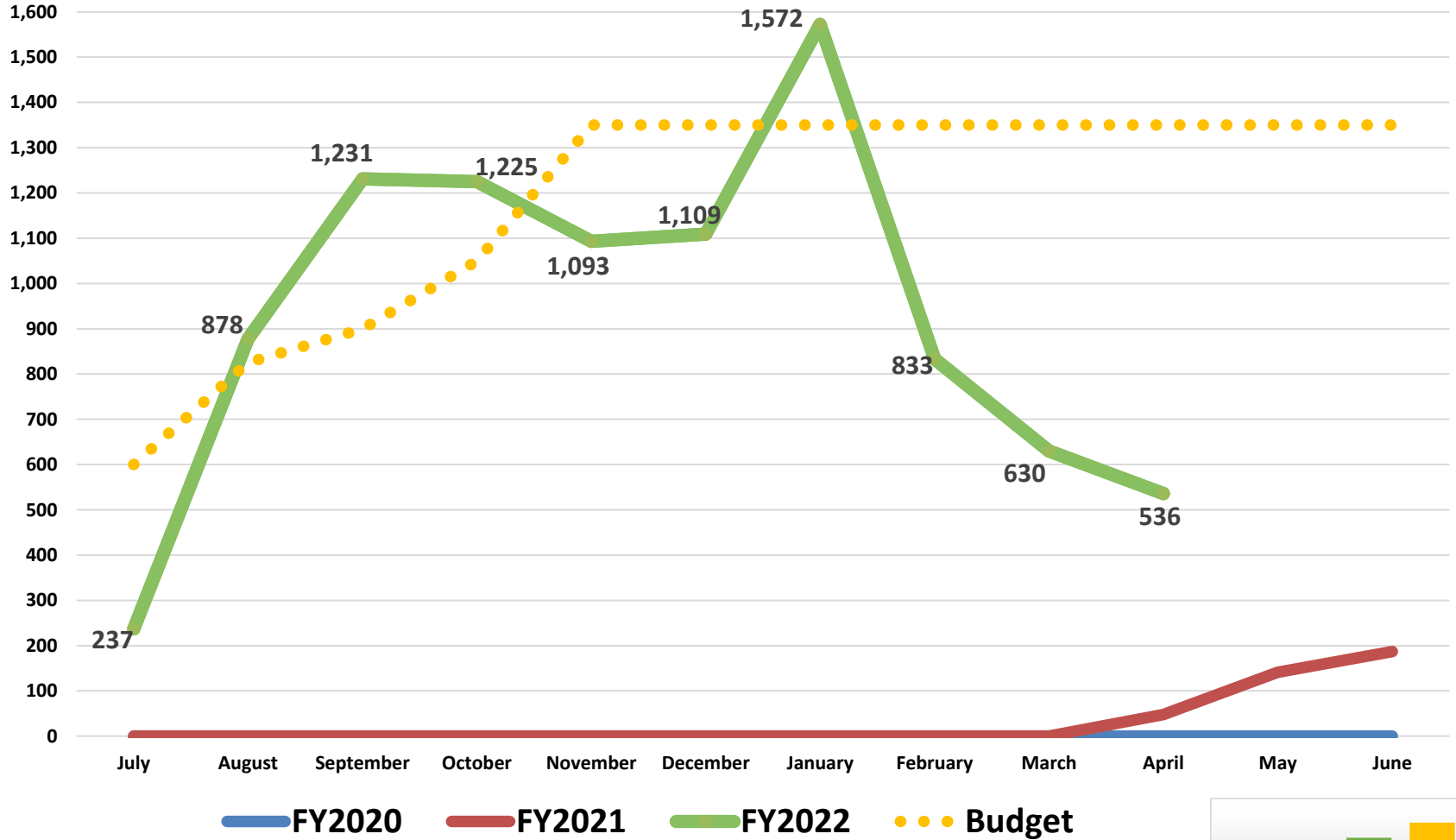


# Dinuba RHC - Registrations



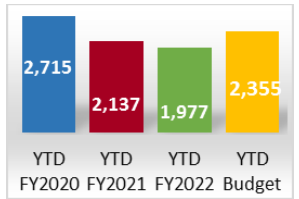
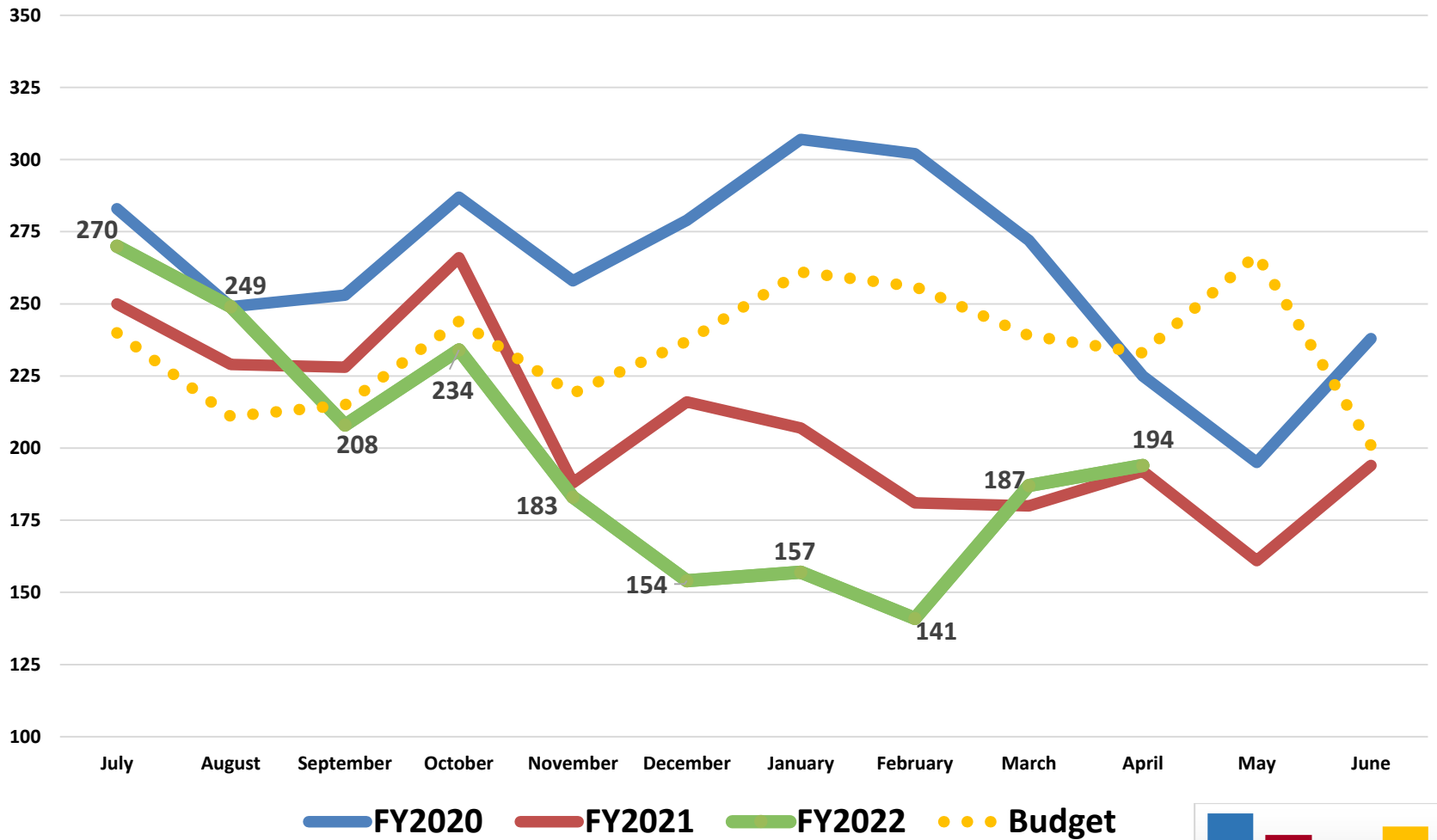


# Tulare RHC - Registrations

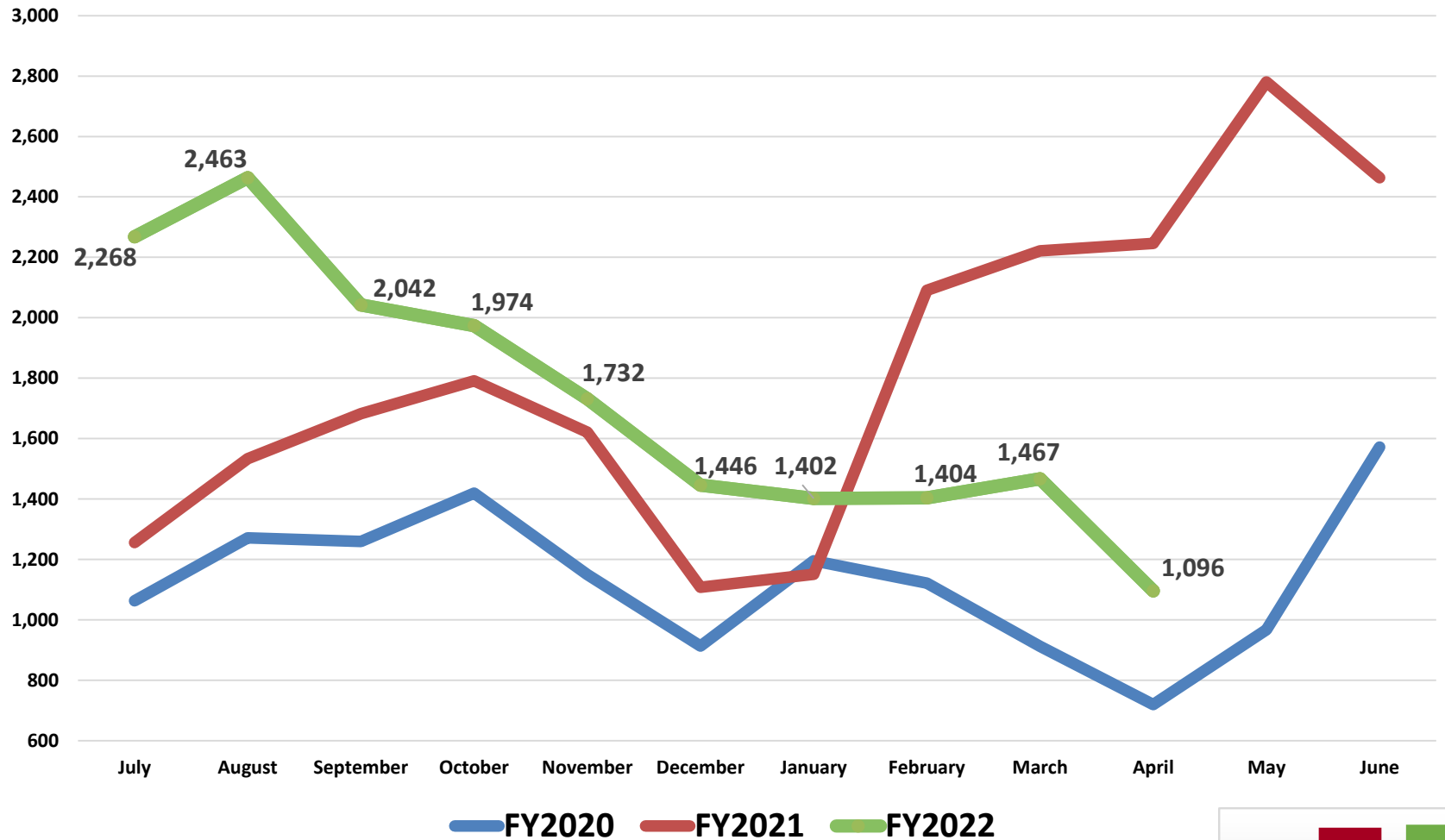


YTD	YTD	YTD	YTD
FY2020	FY2021	FY2022	Budget
-	48	9,344	11,475

# Neurosurgery Clinic - Registrations

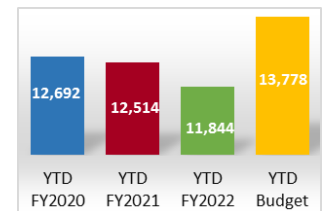
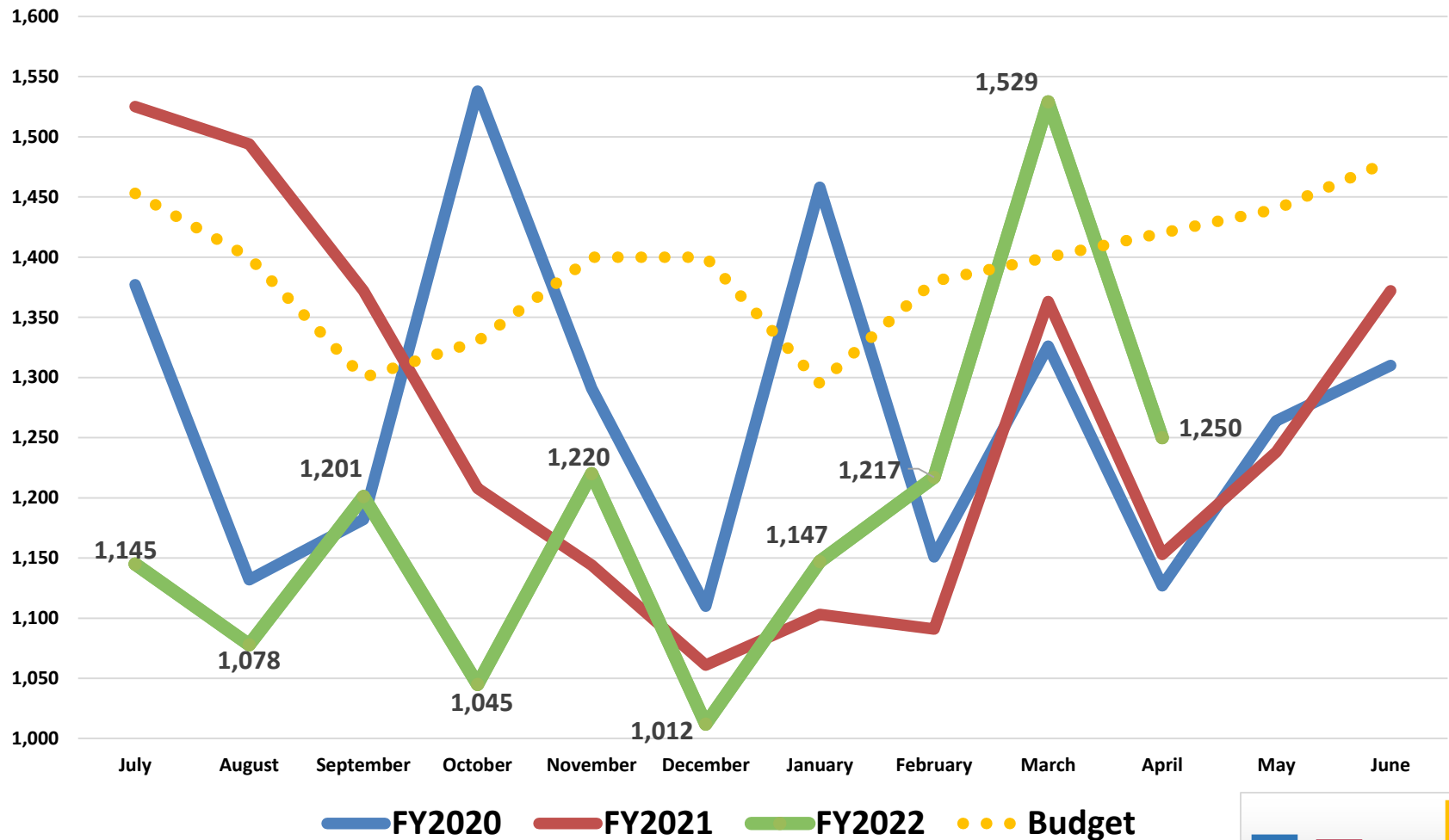


# Neurosurgery Clinic - wRVU's

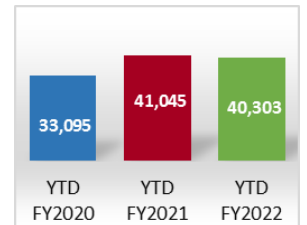
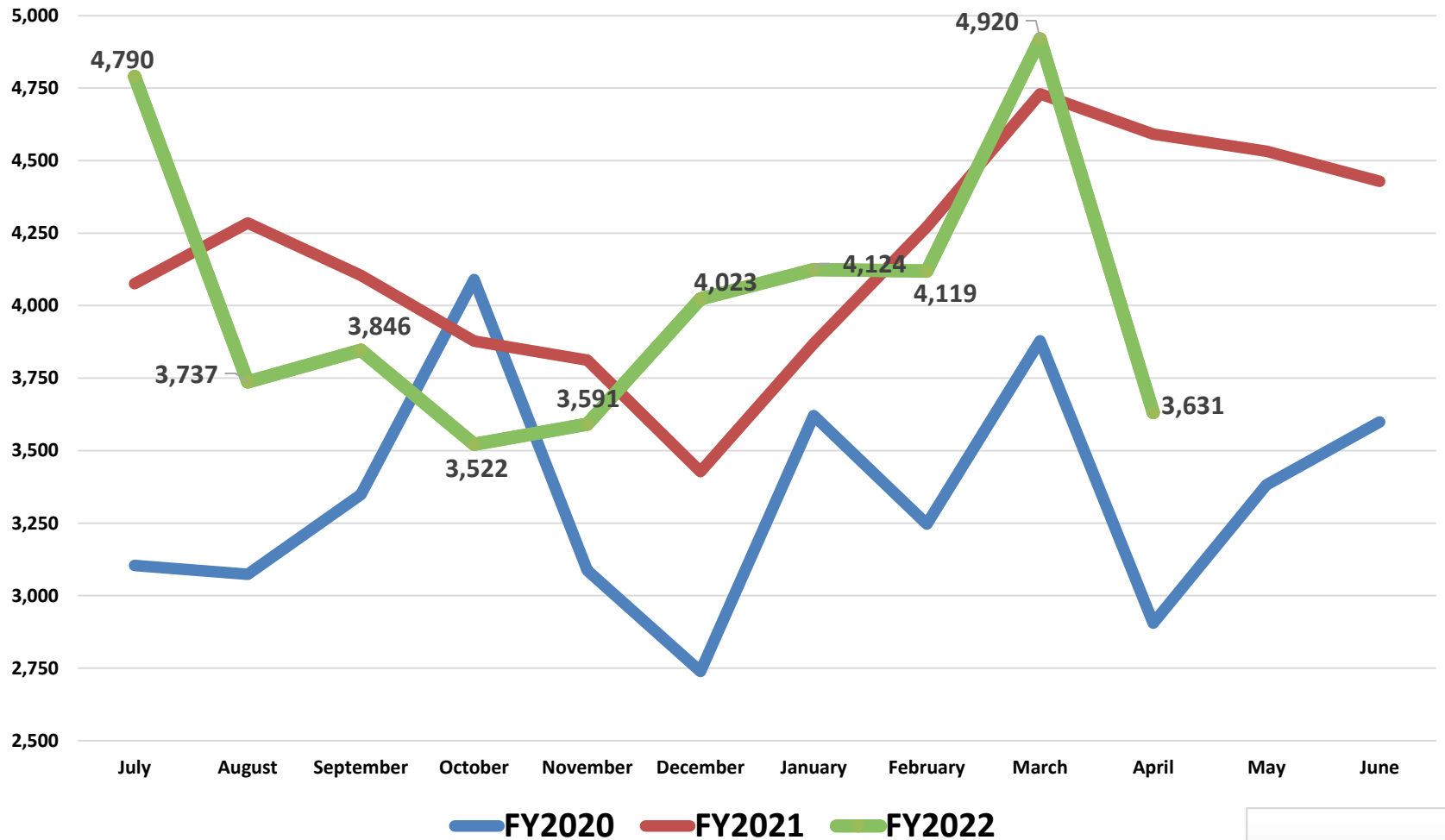


11,022	16,700	17,294
YTD FY2020	YTD FY2021	YTD FY2022

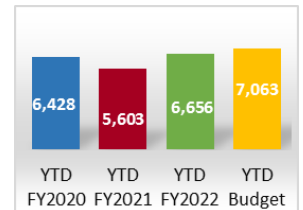
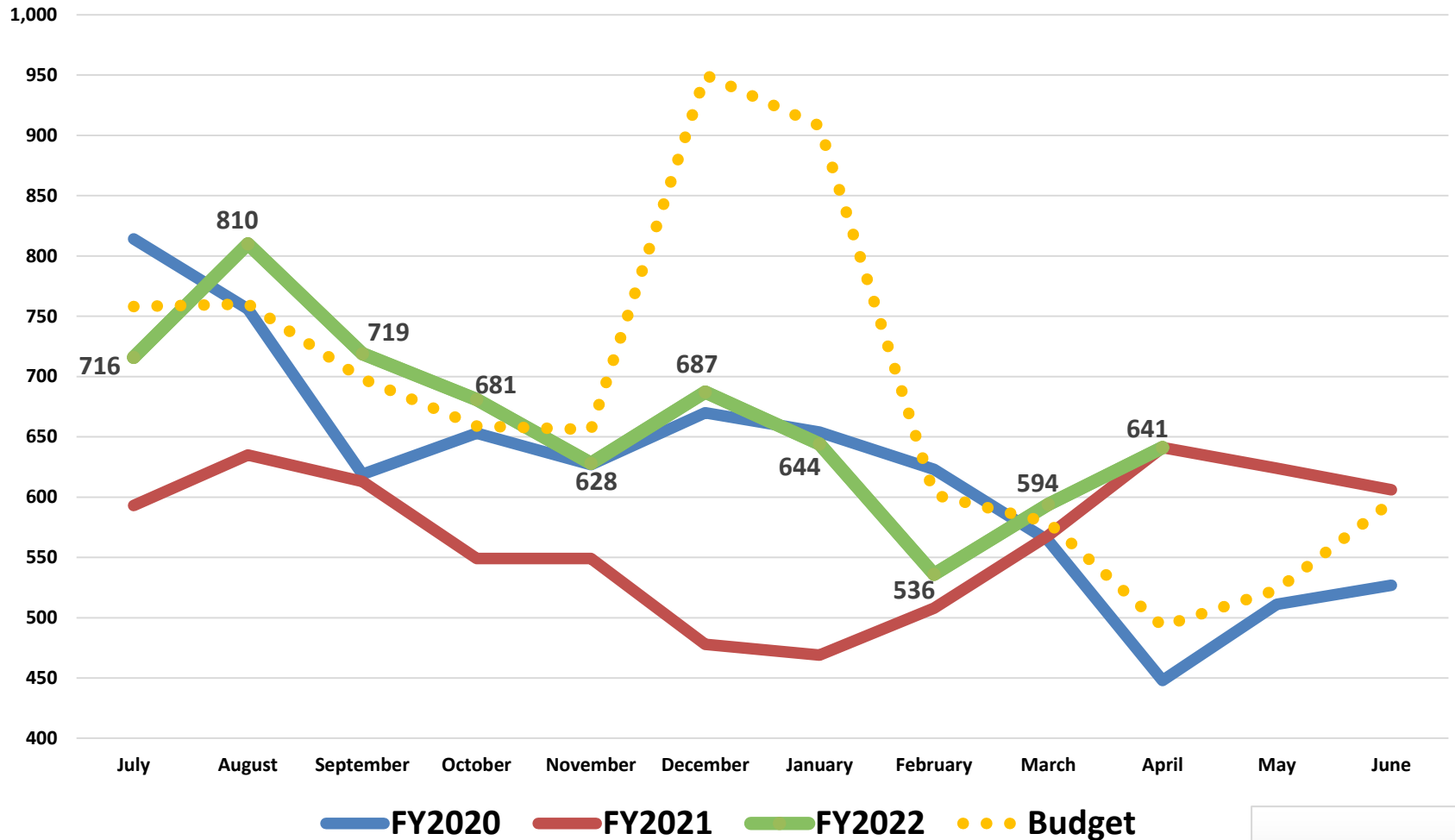
# Sequoia Cardiology - Registrations



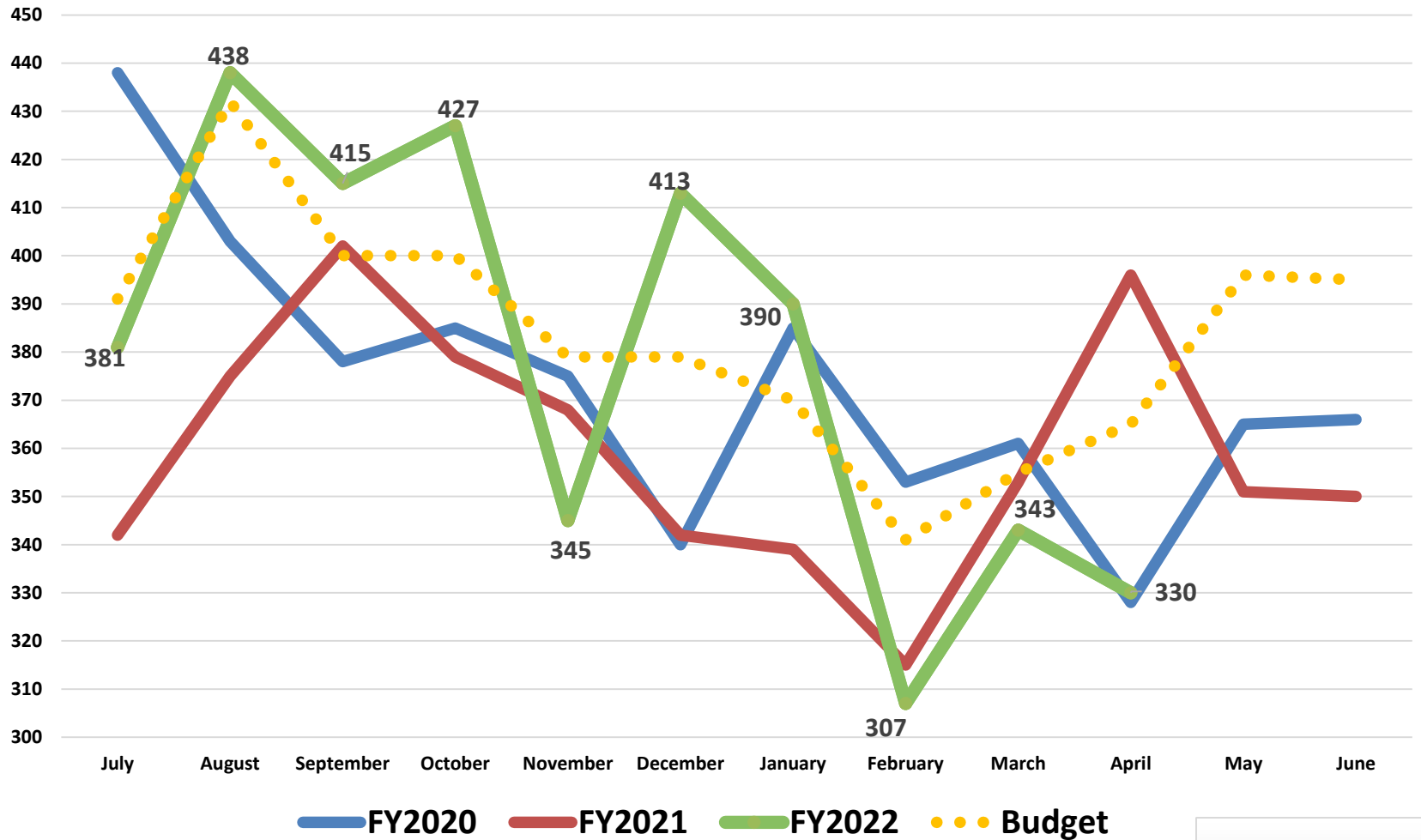
# Sequoia Cardiology – wRVU's



# Labor Triage Registrations

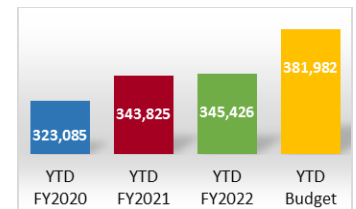
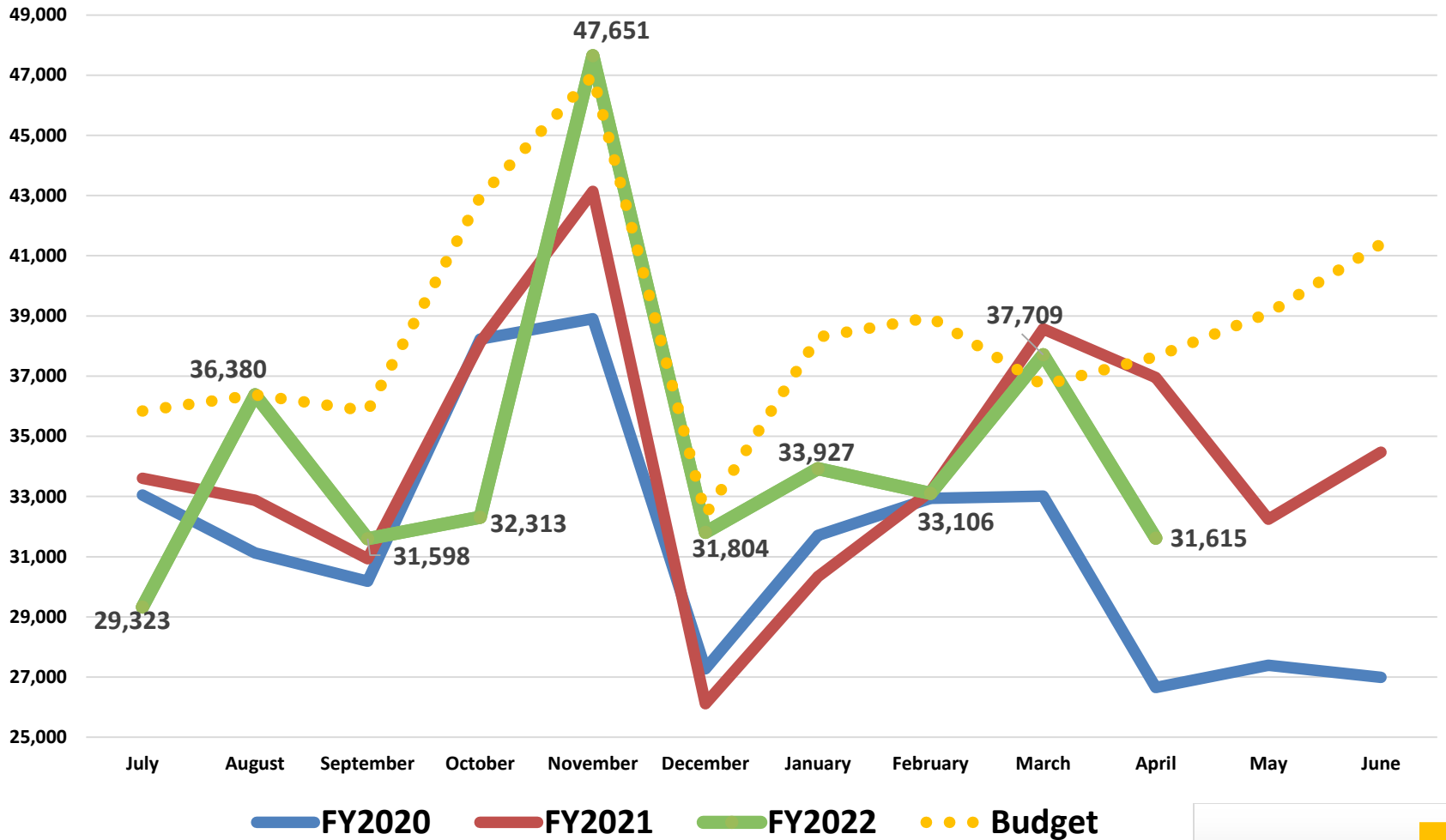


# Deliveries



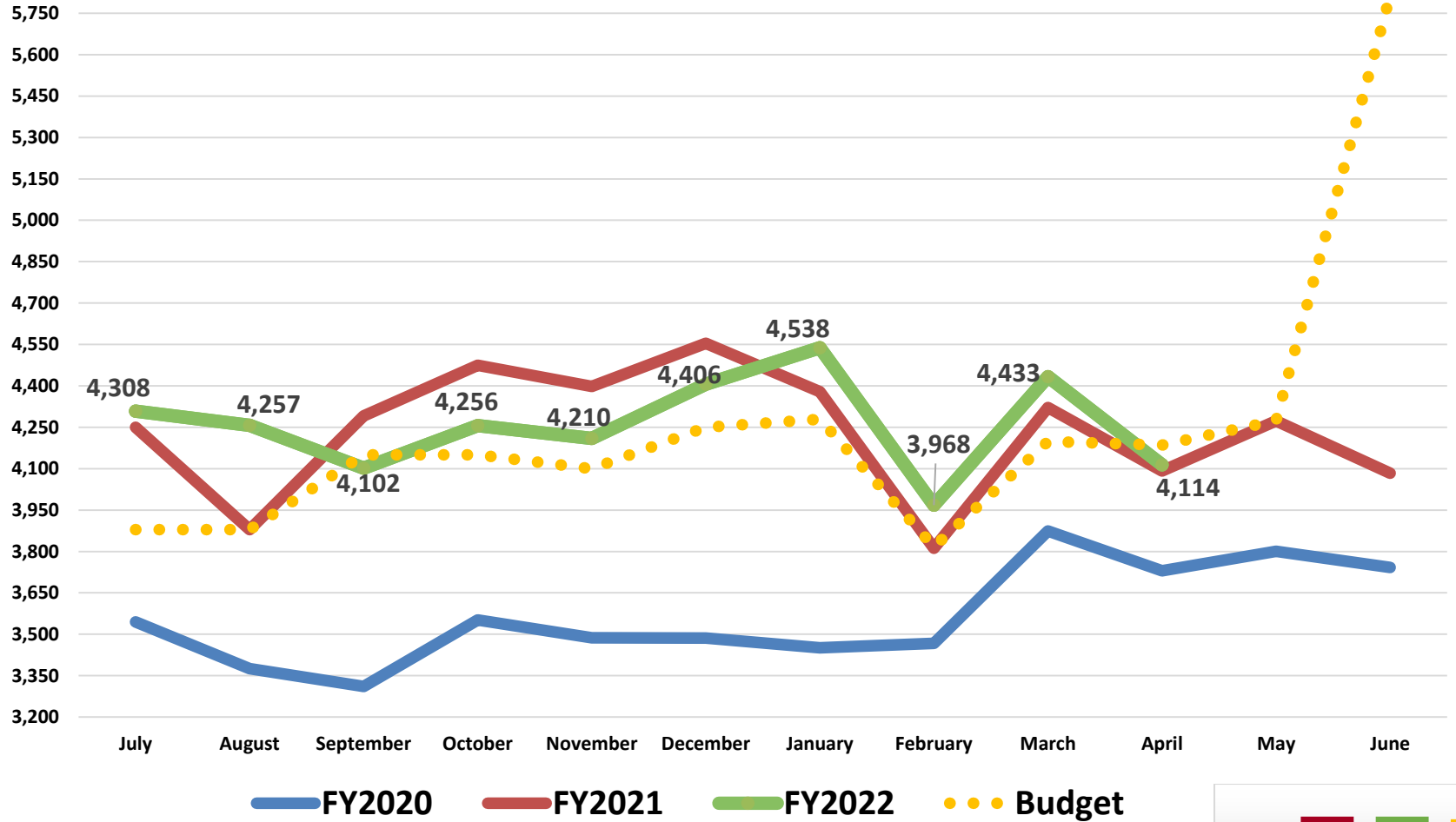
3,746	3,611	3,789	3,812
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

# KHMG RVU's



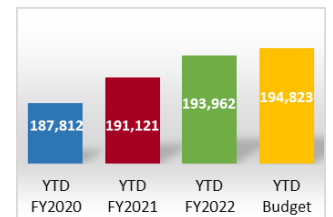
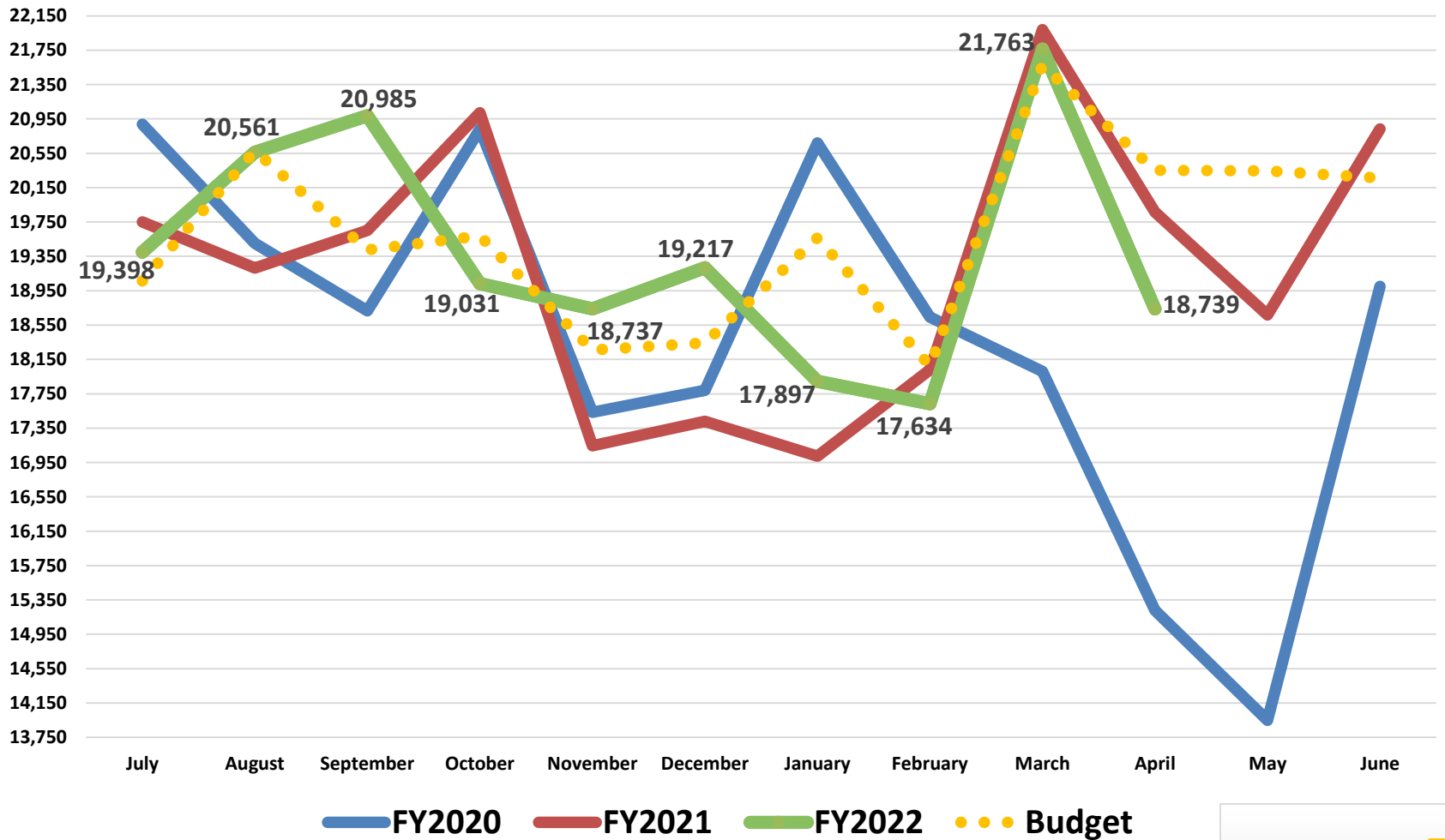


# Hospice Days

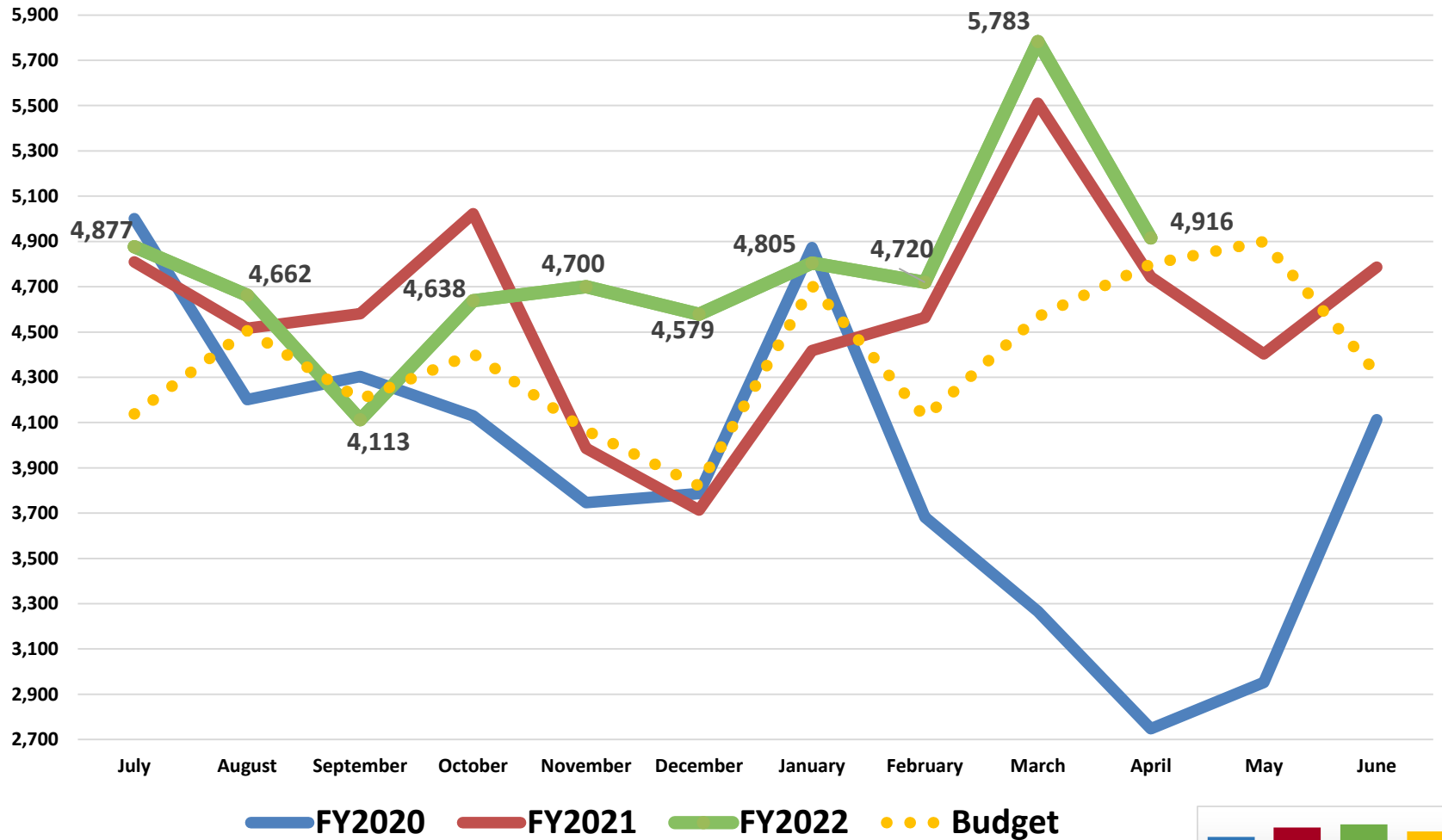


35,278	42,451	42,592	40,887
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

# All O/P Rehab Services Across District

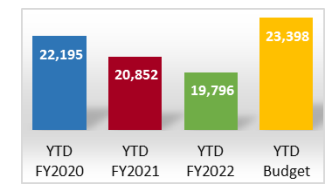
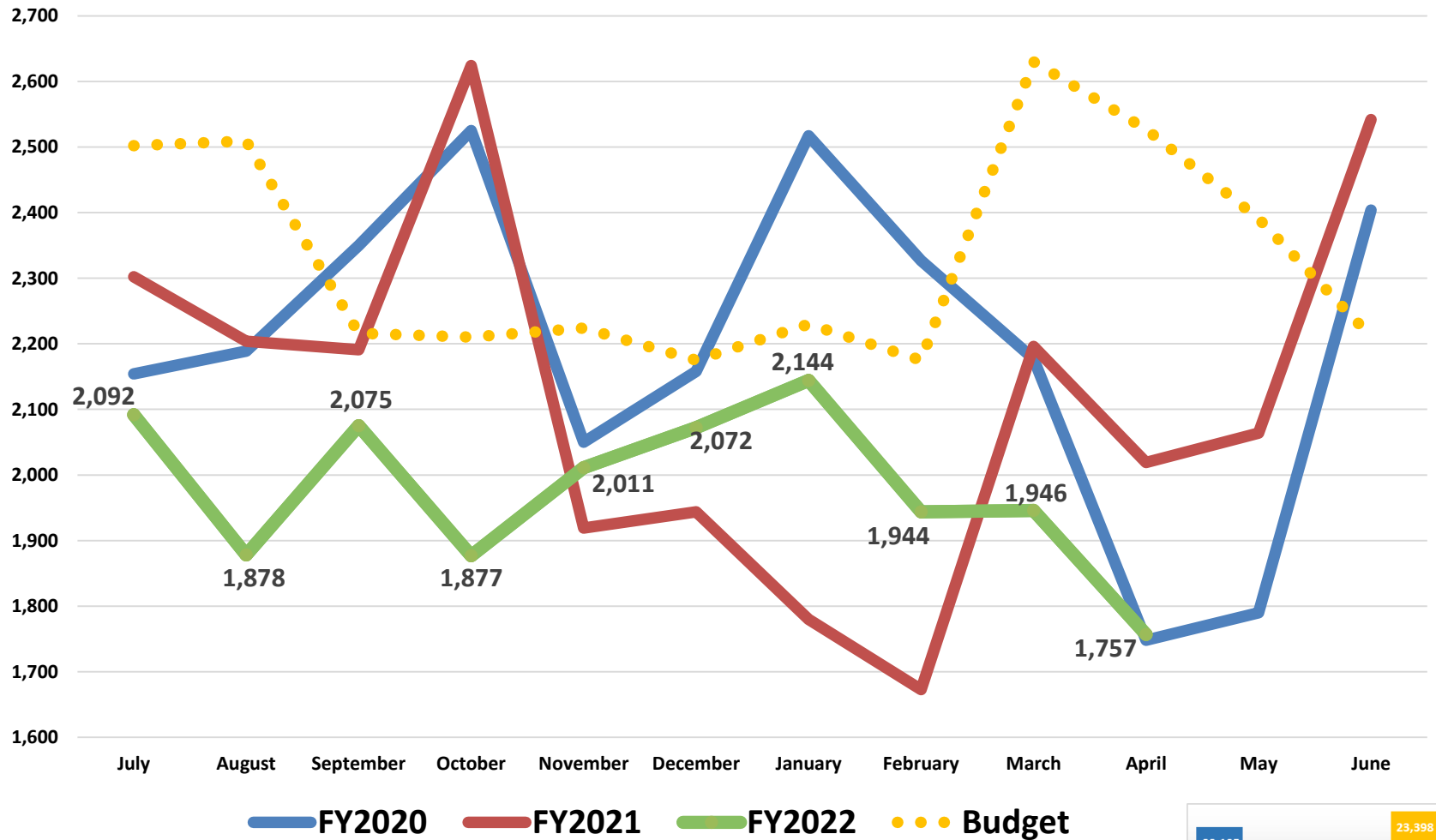


# O/P Rehab Services

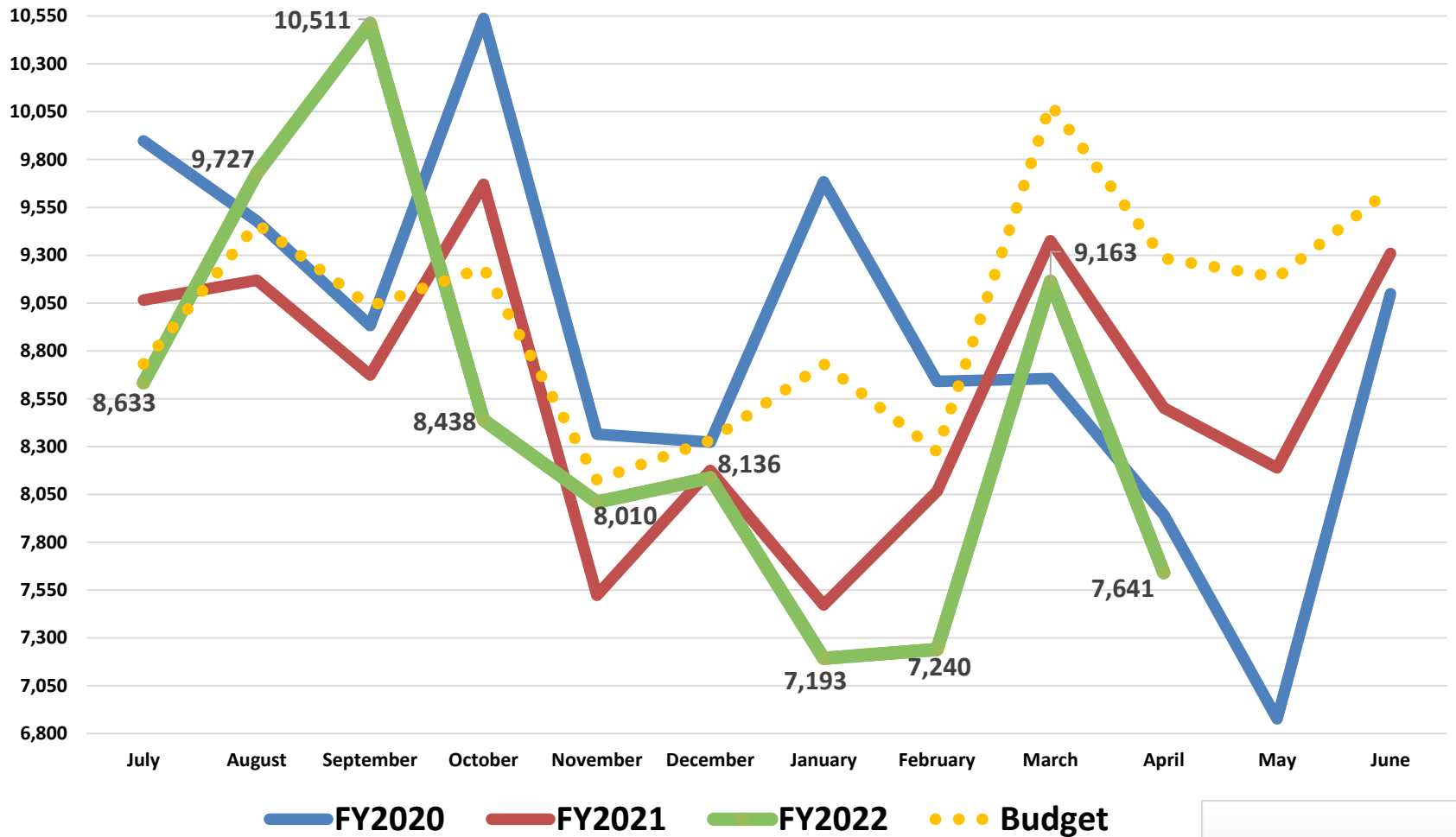


39,736	45,865	47,793	43,333
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

# O/P Rehab - Exeter

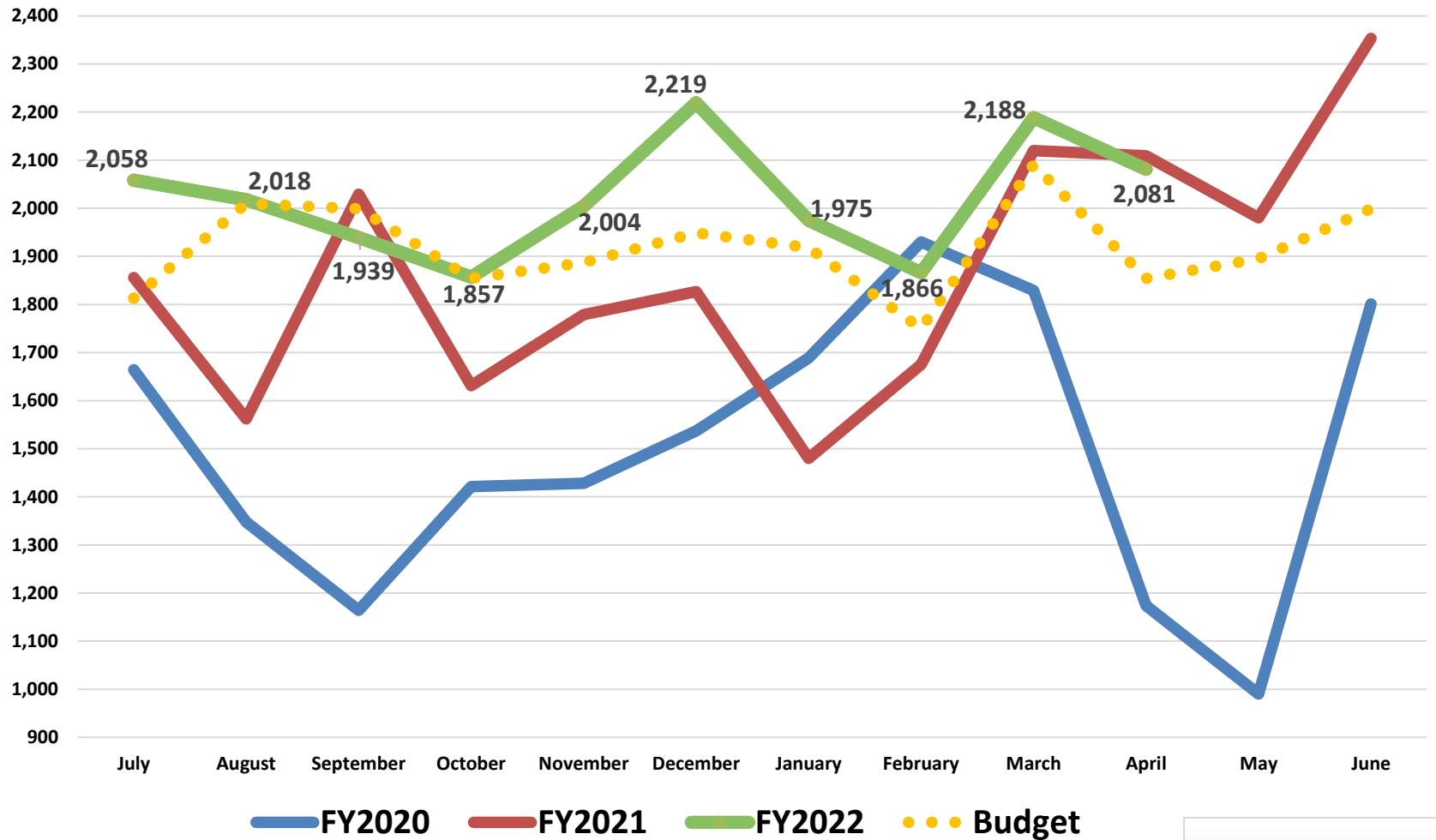


# O/P Rehab - Akers



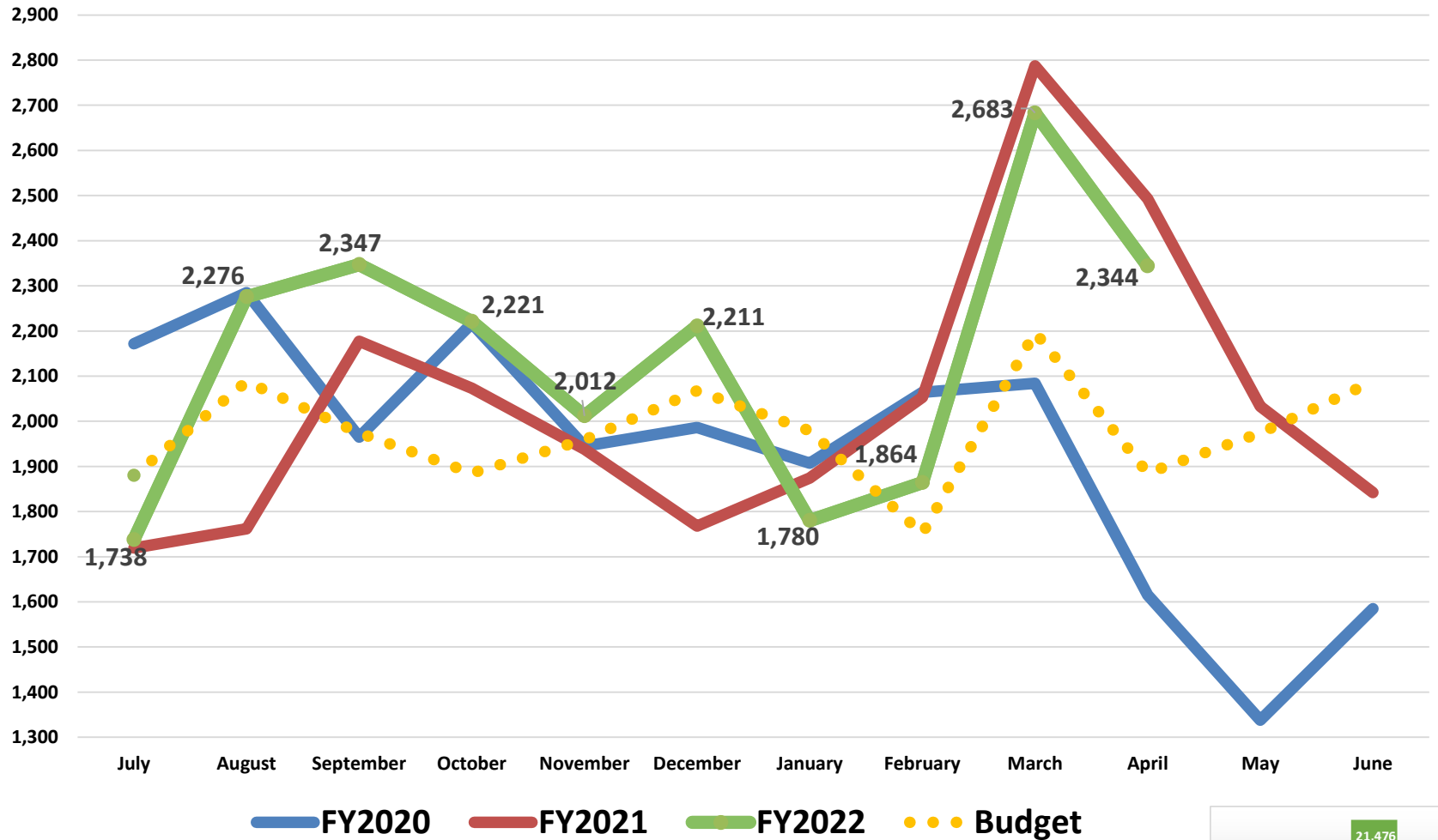
90,457	85,692	84,692	89,301
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

# O/P Rehab - LLOPT



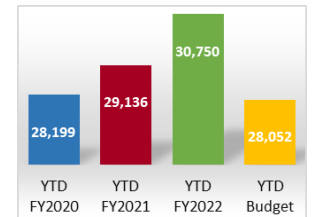
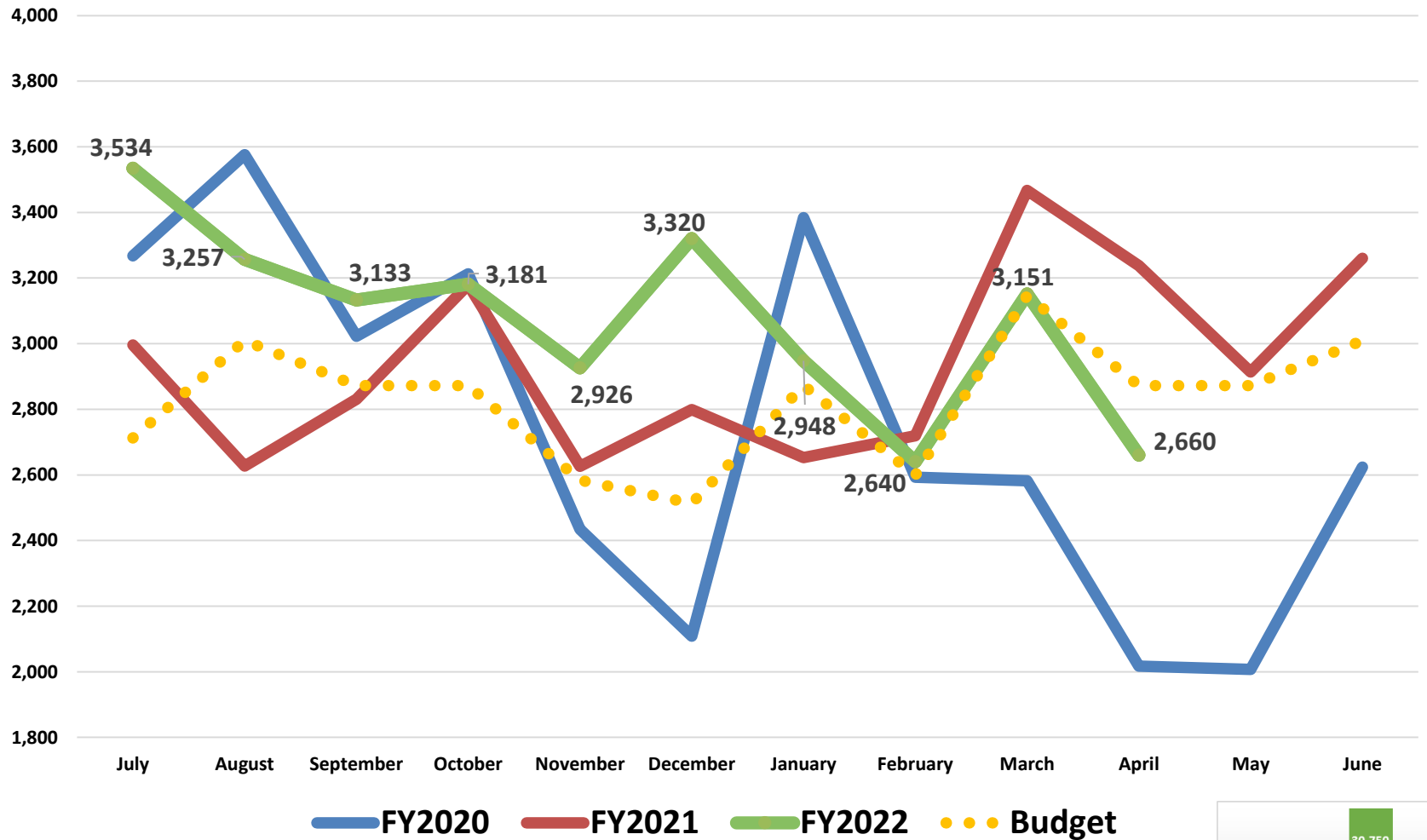
15,184	18,068	20,205	19,125
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

# O/P Rehab - Dinuba



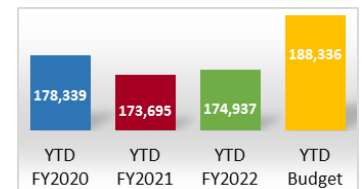
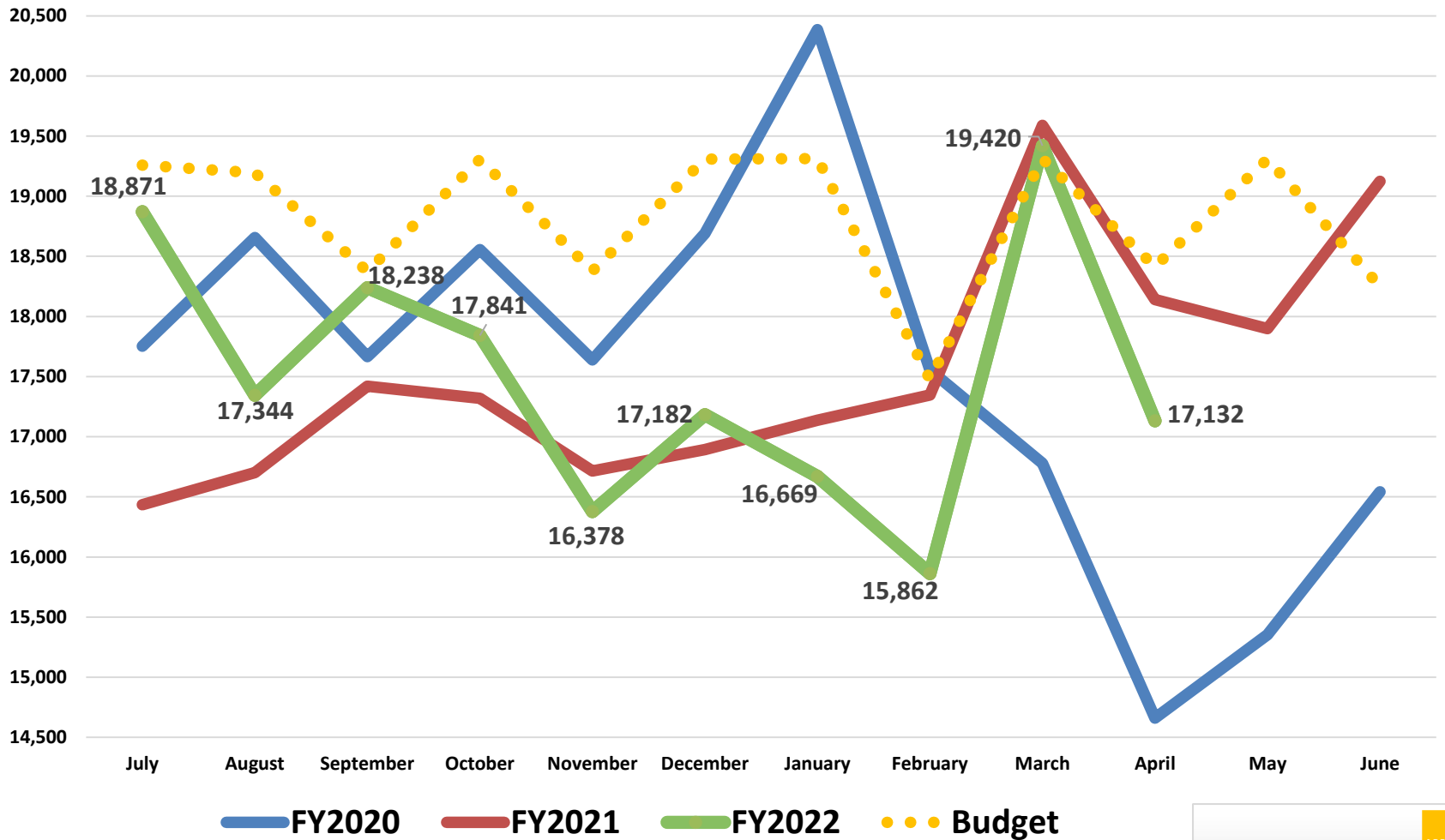
20,240	20,644	21,476	19,666
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

# Therapy - Cypress Hand Center

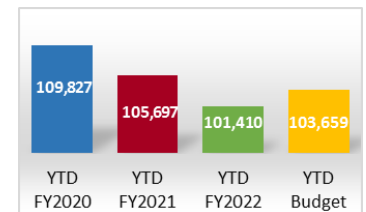
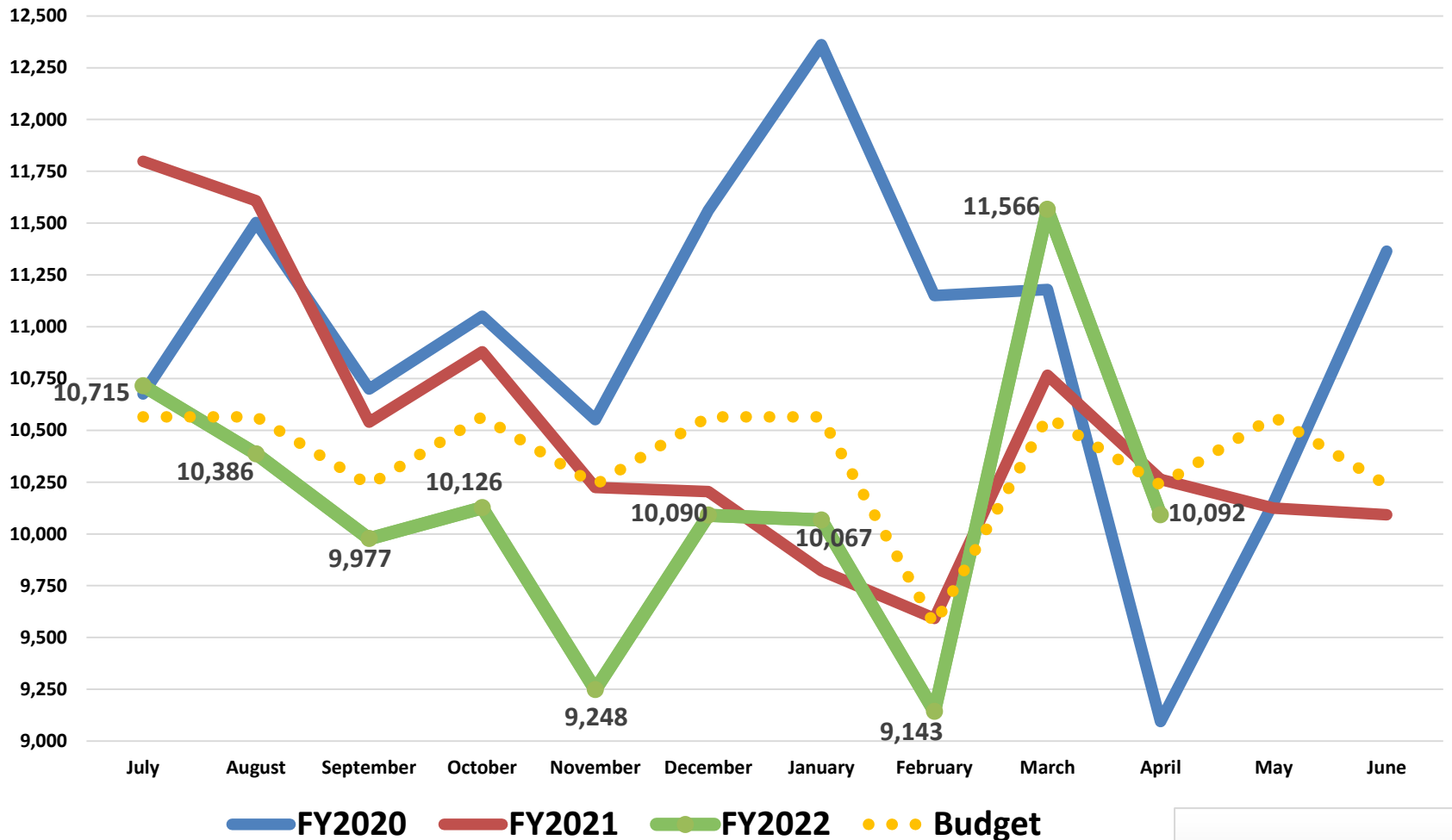




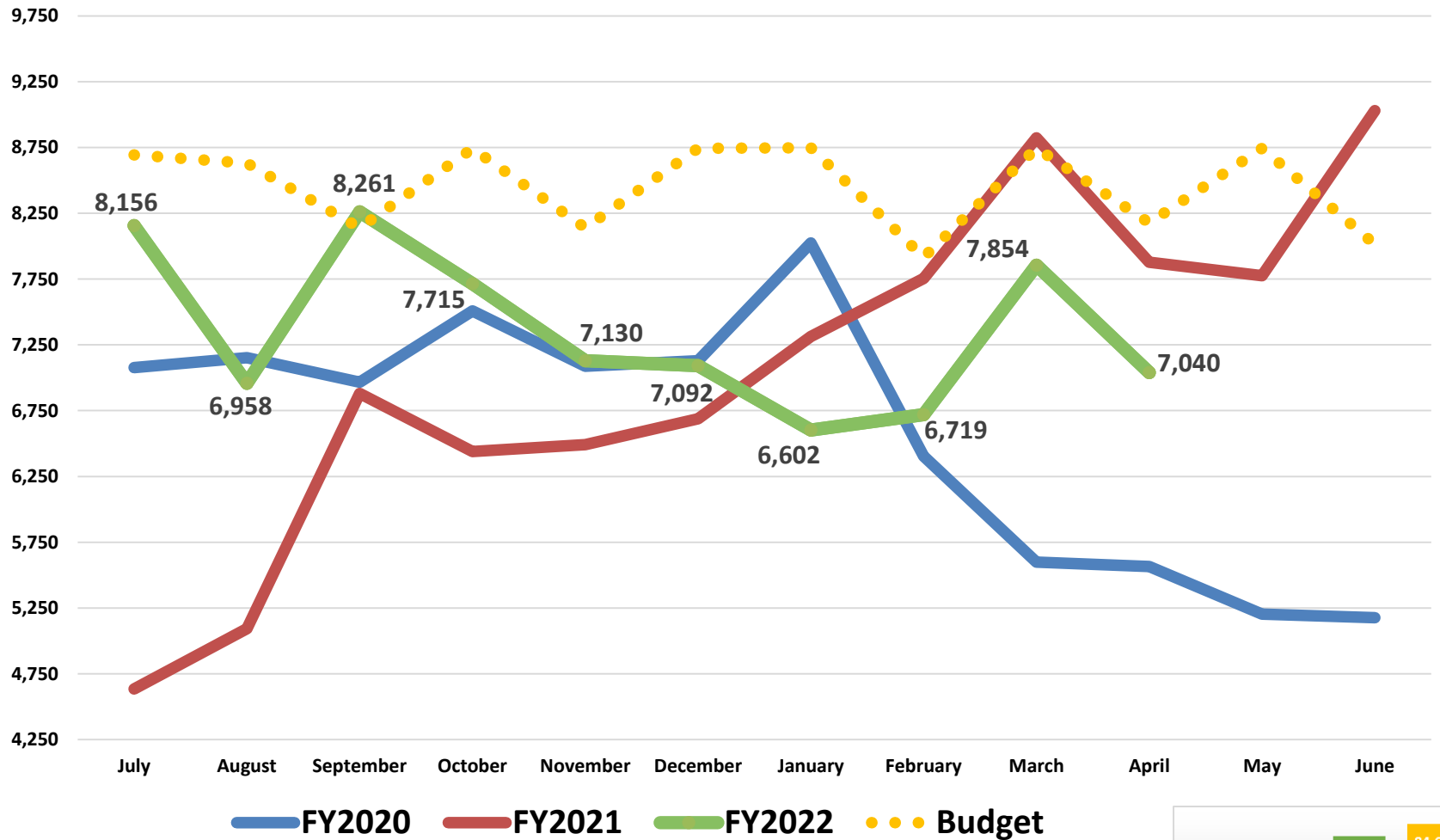
# Physical & Other Therapy Units (I/P & O/P)



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

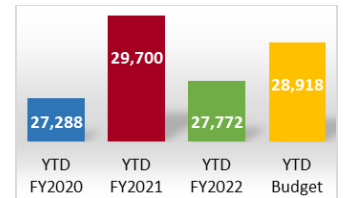
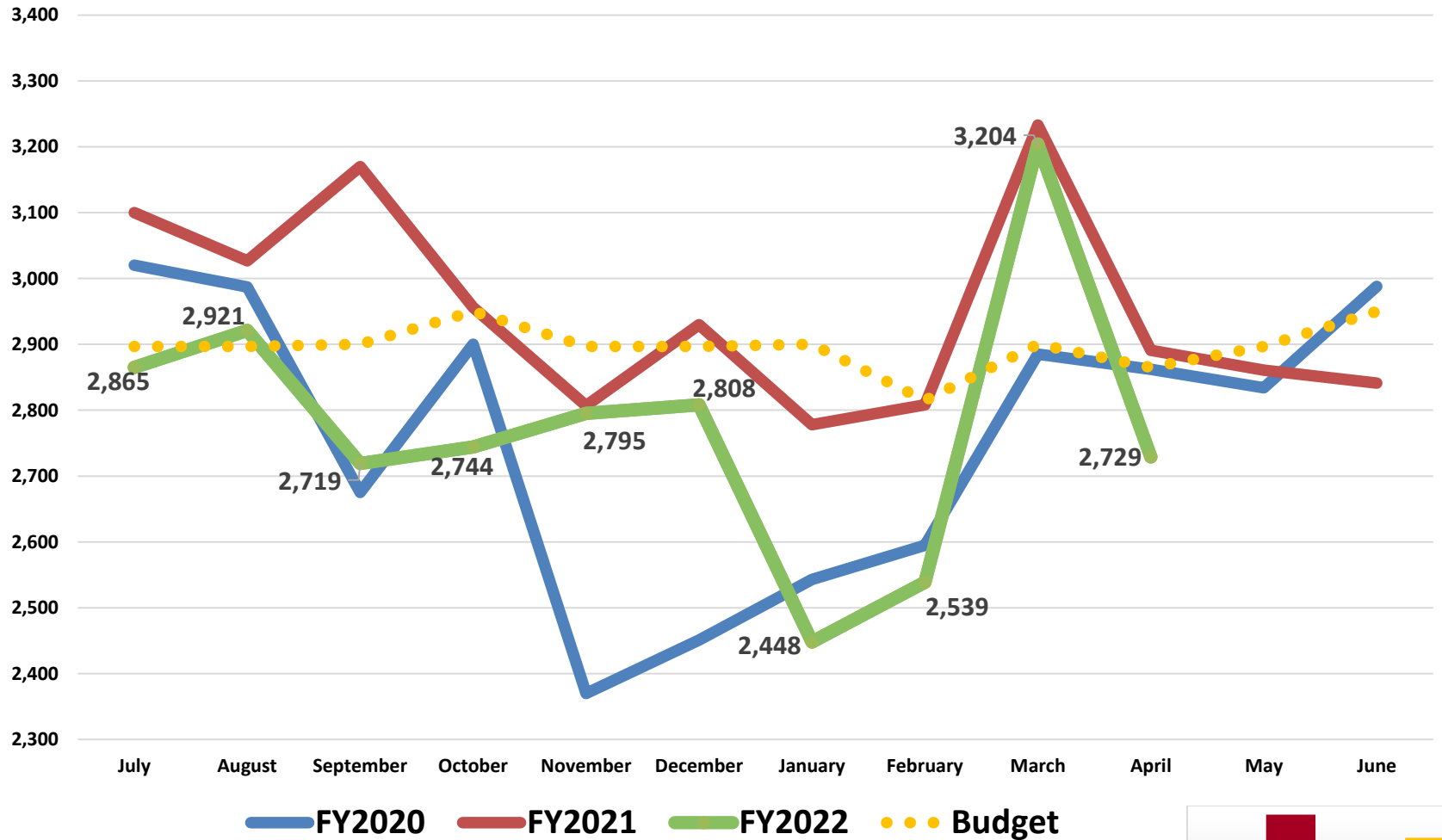


# Physical & Other Therapy Units (I/P & O/P)-KDRH & South Campus

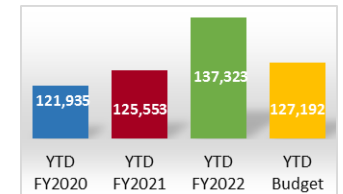
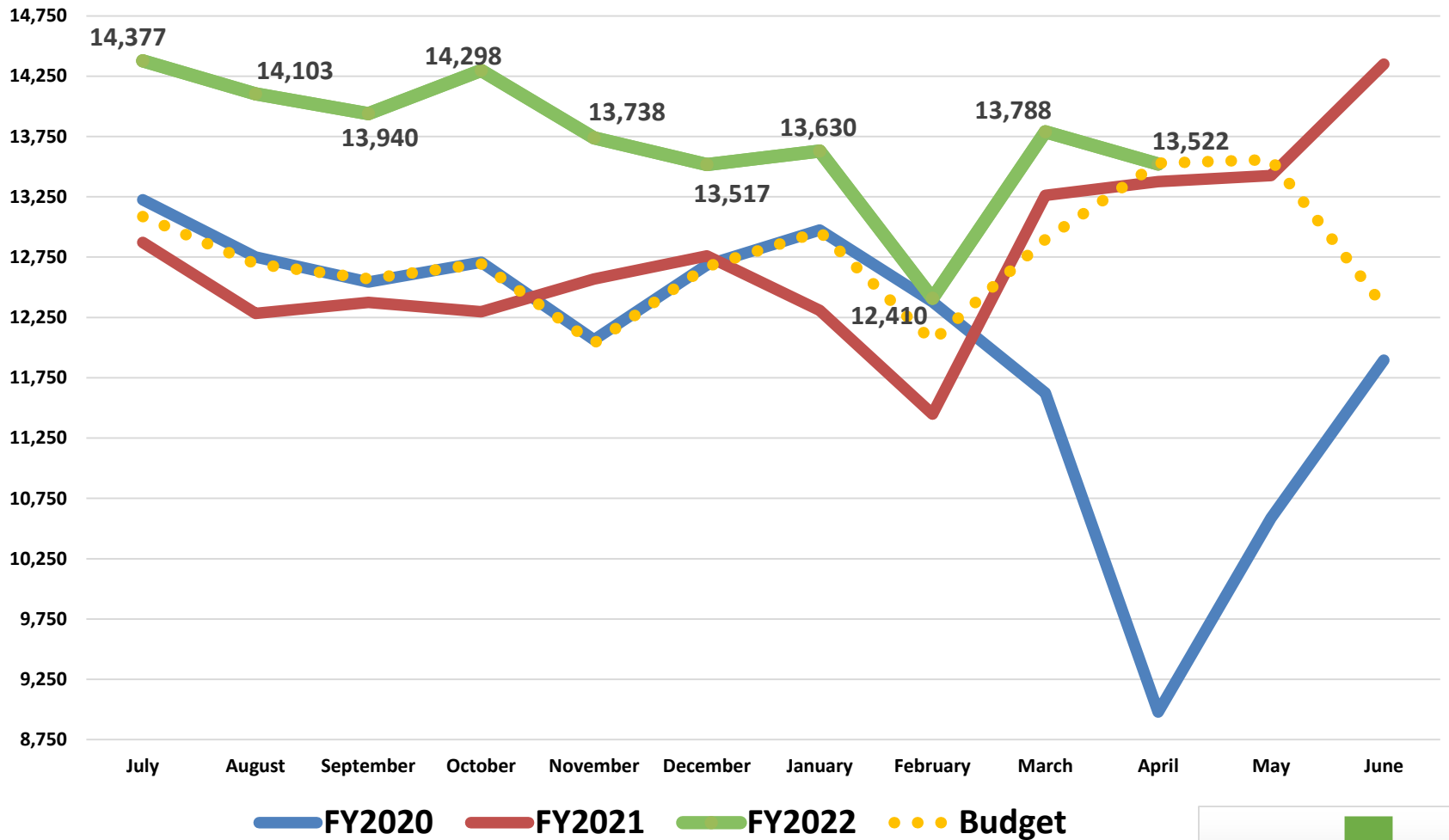


68,512	67,998	73,527	84,677
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

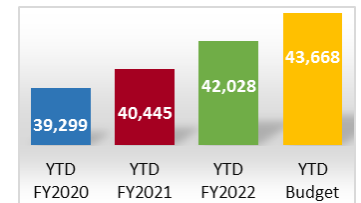
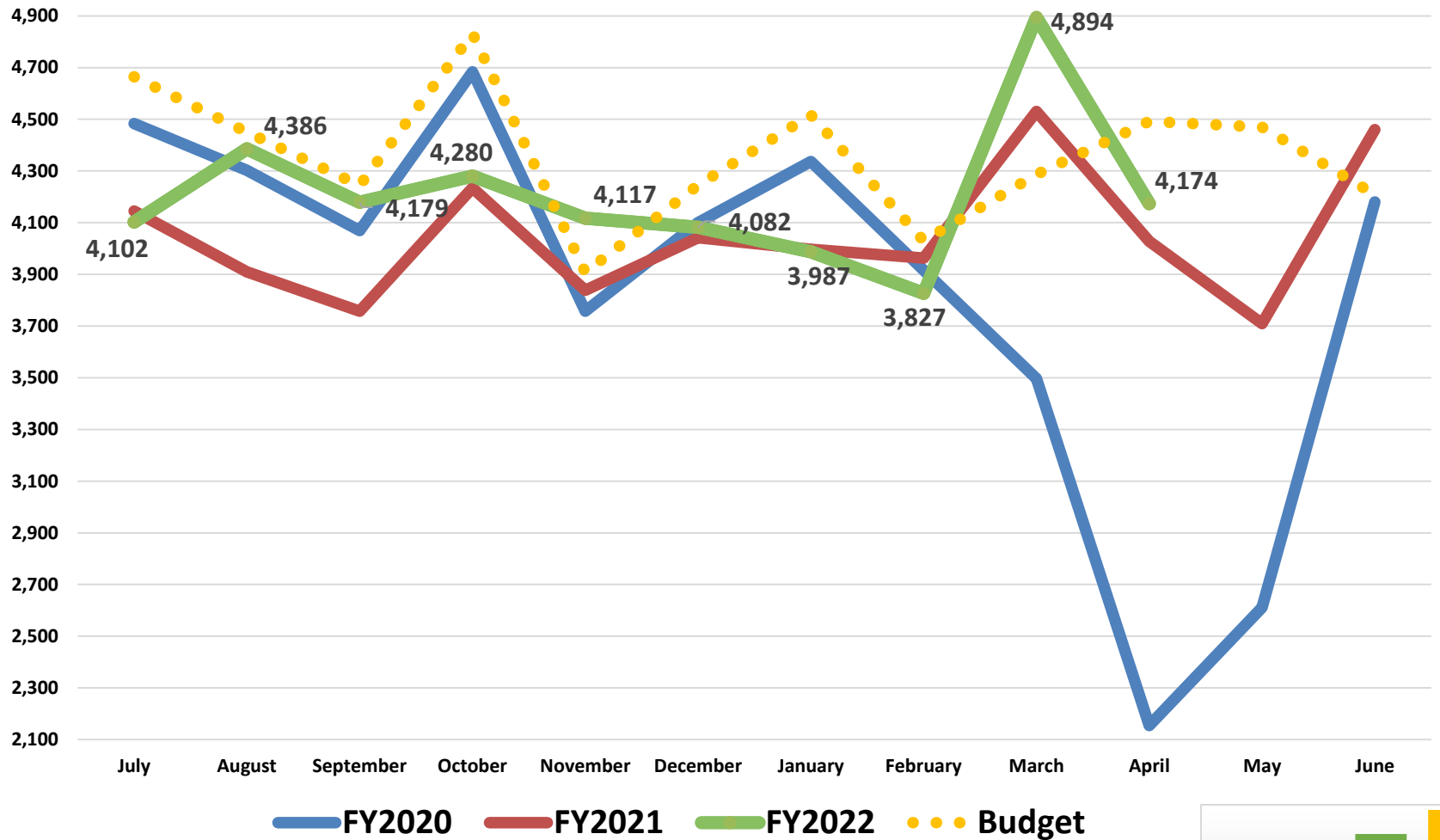
# Home Health Visits



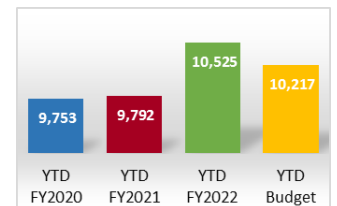
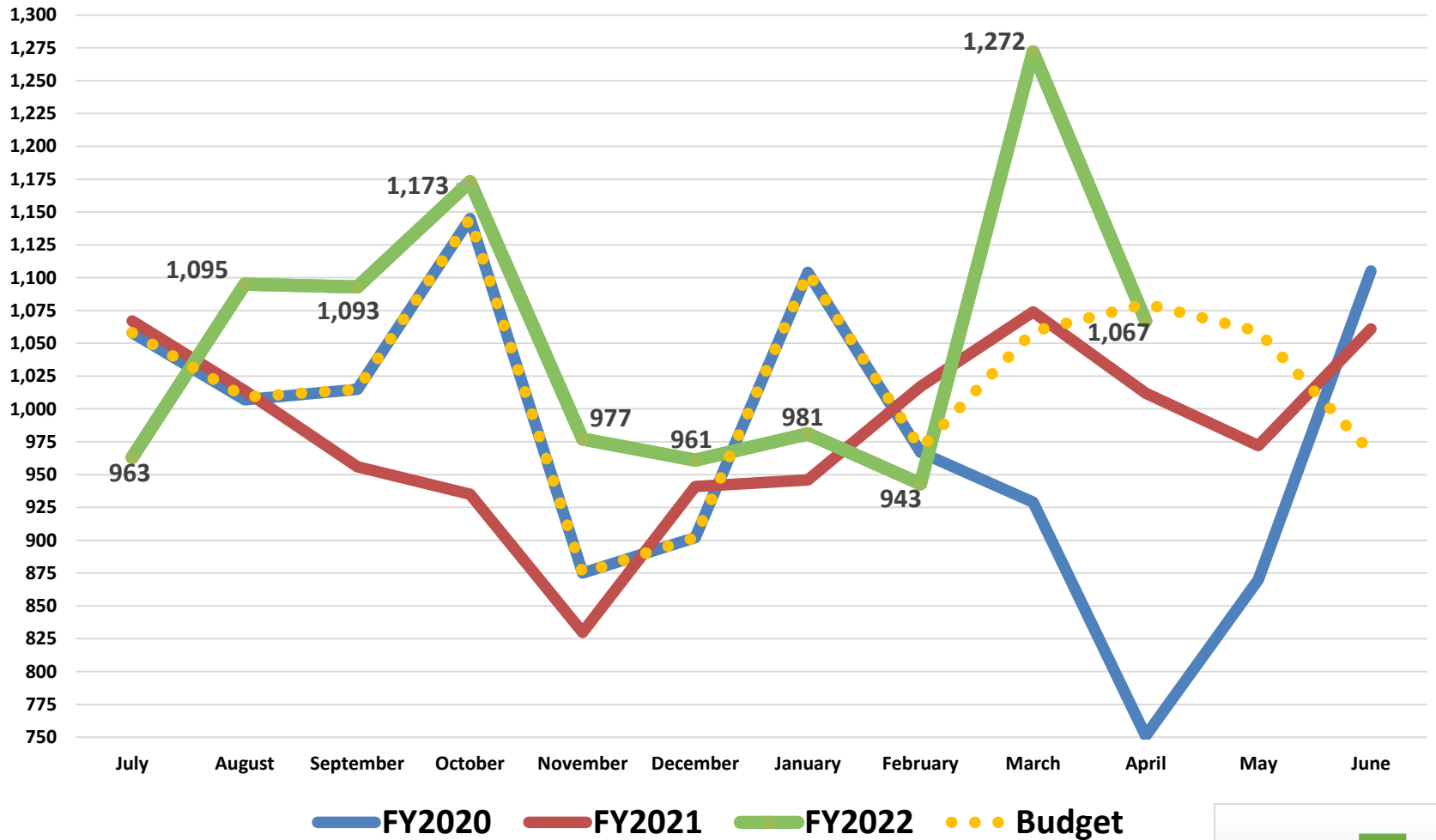
# Radiology – Main Campus



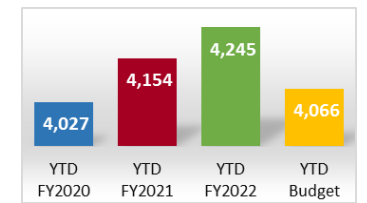
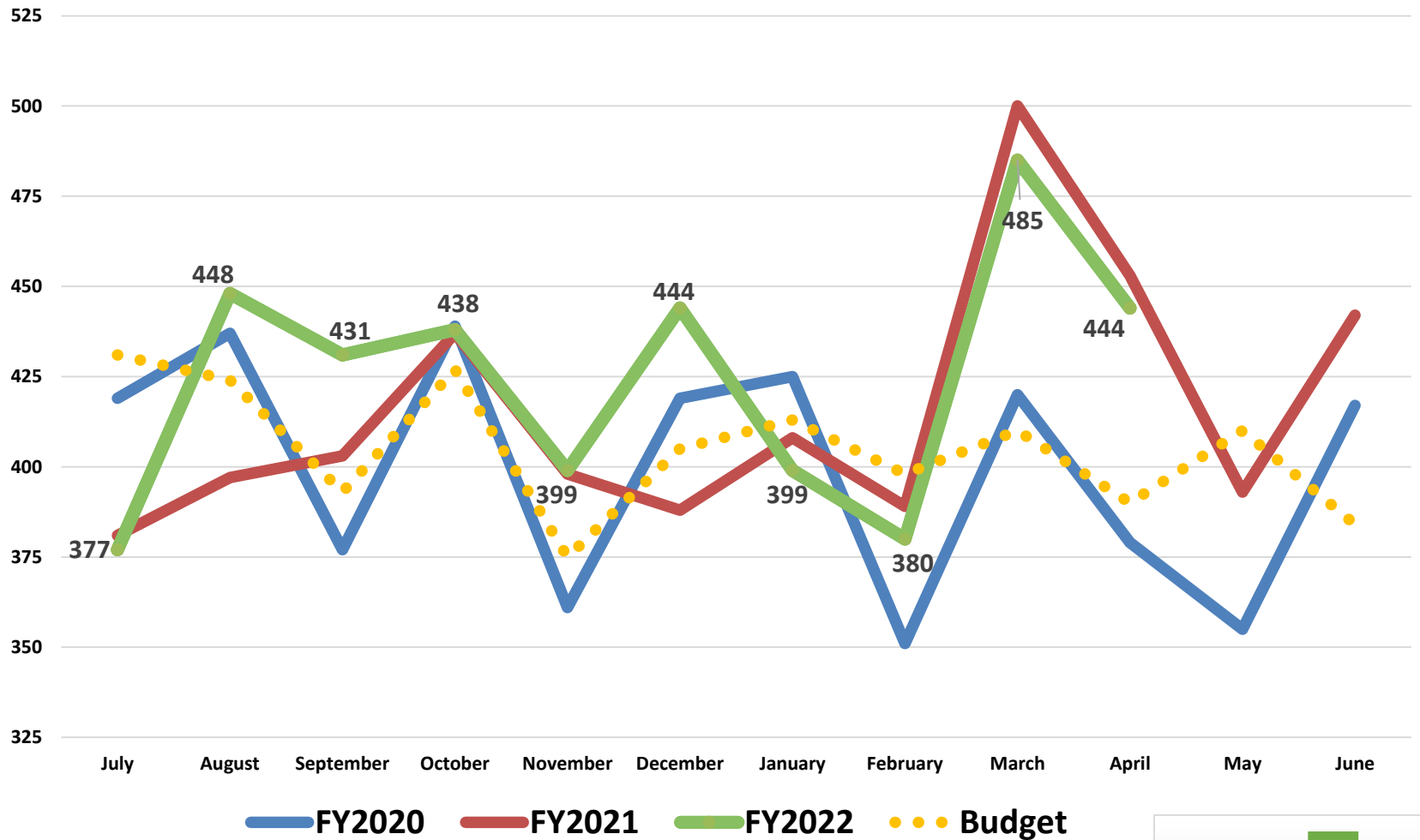
# Radiology – West Campus Imaging



# West Campus – Diagnostic Radiology

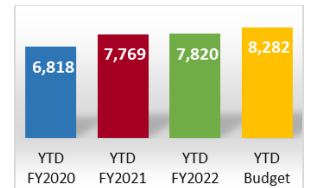
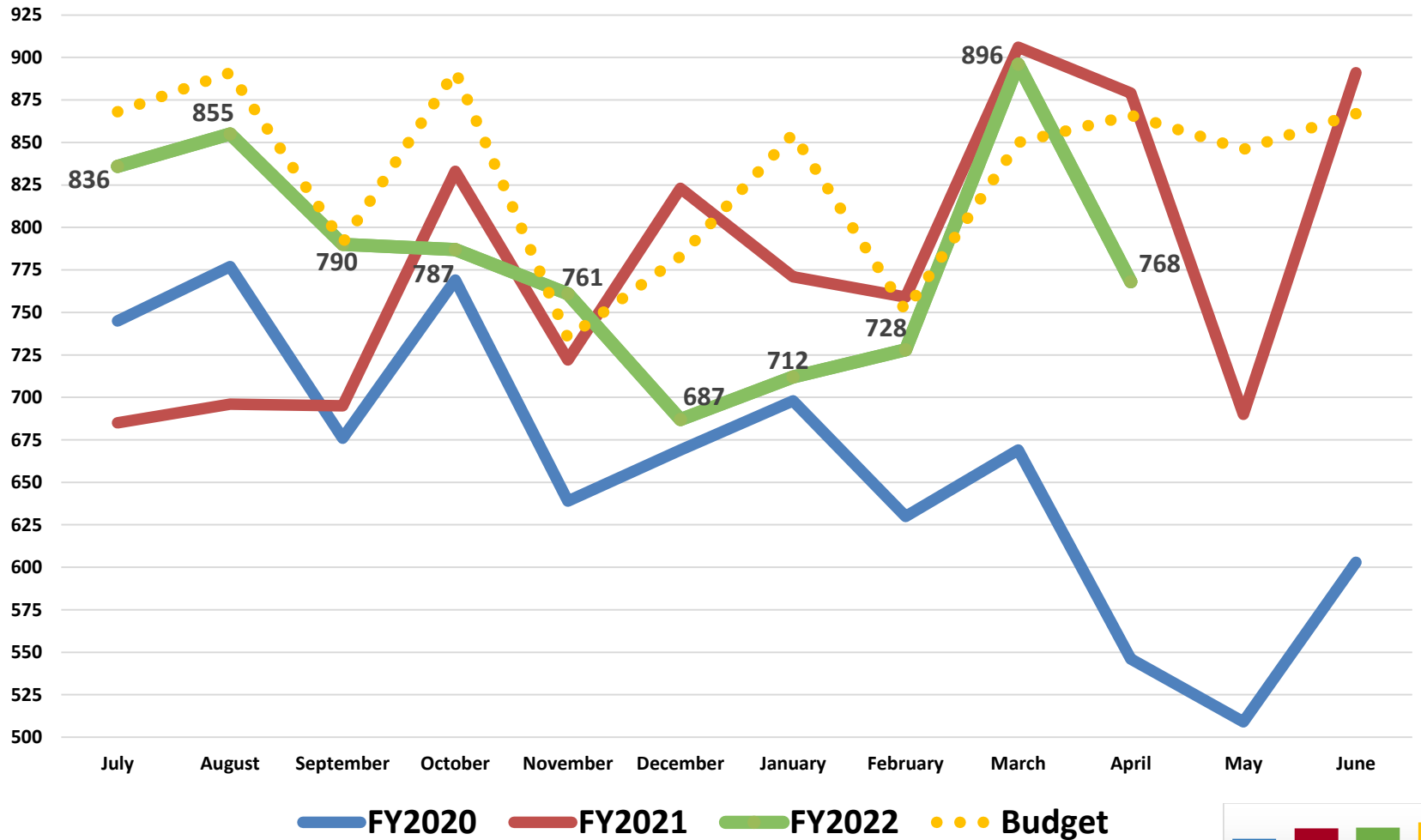


# West Campus – CT Scan

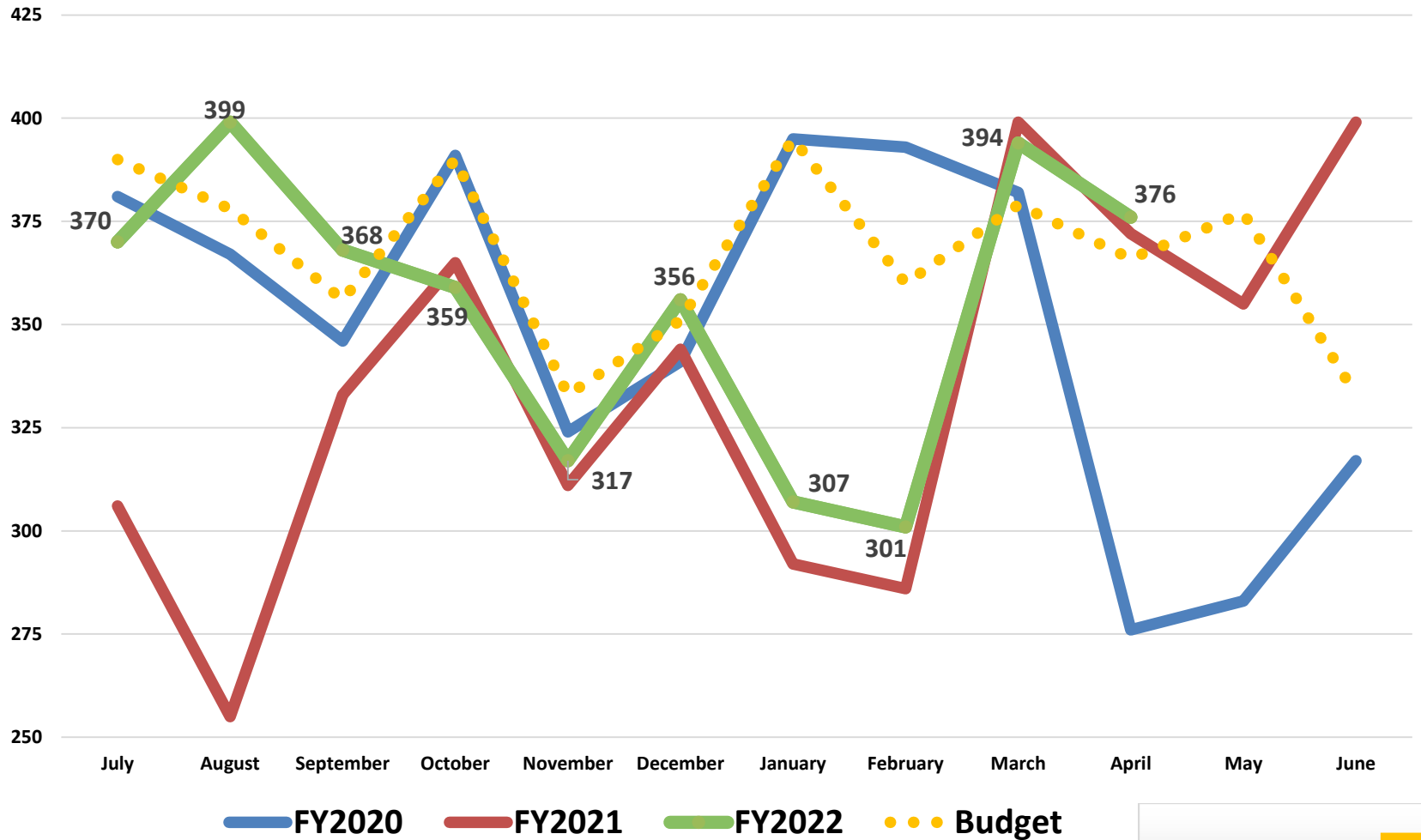




# West Campus - Ultrasound

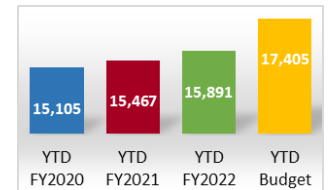
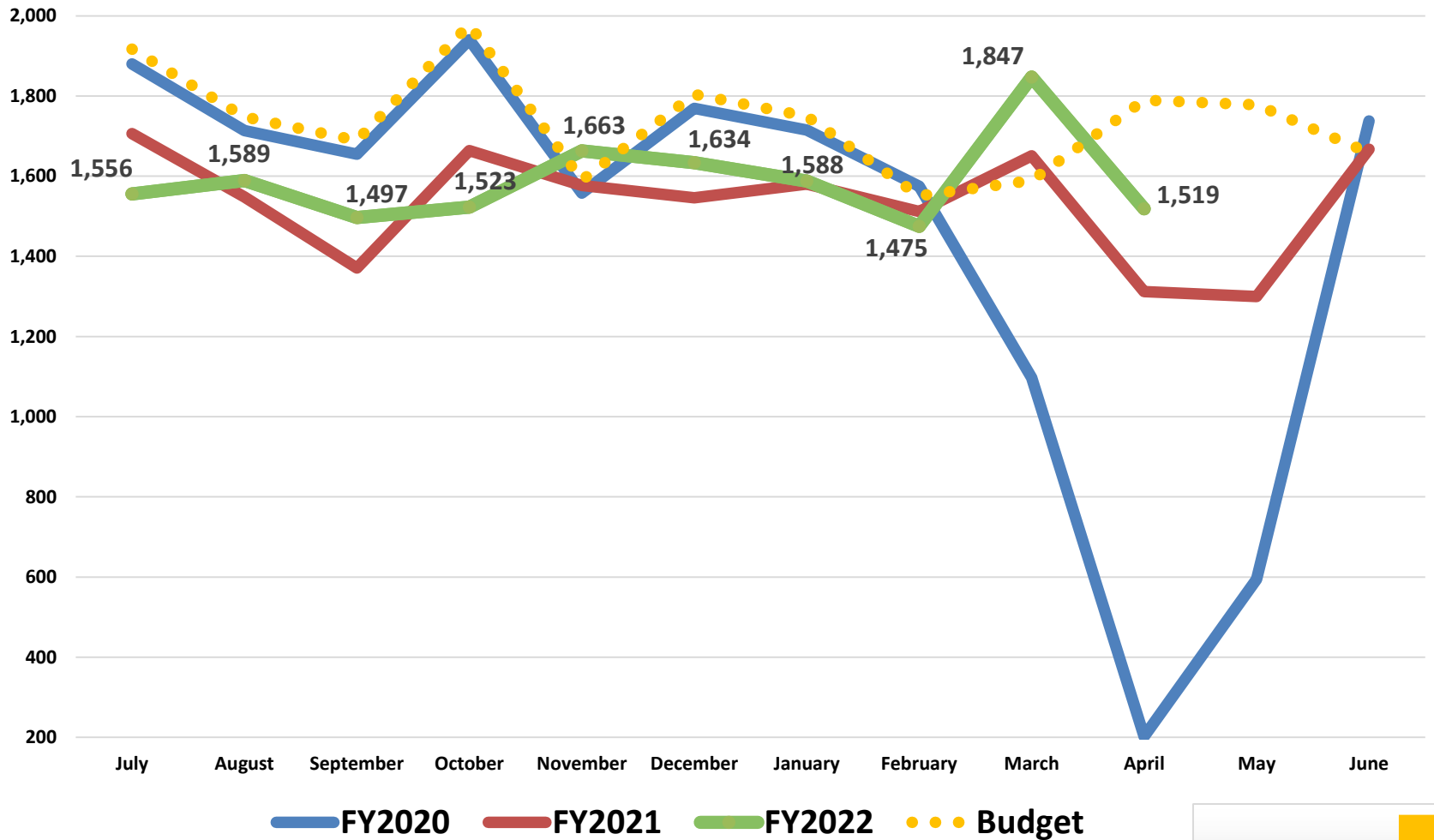


# West Campus - MRI

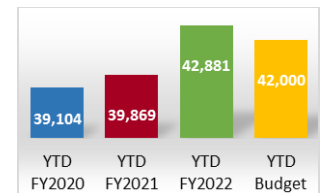
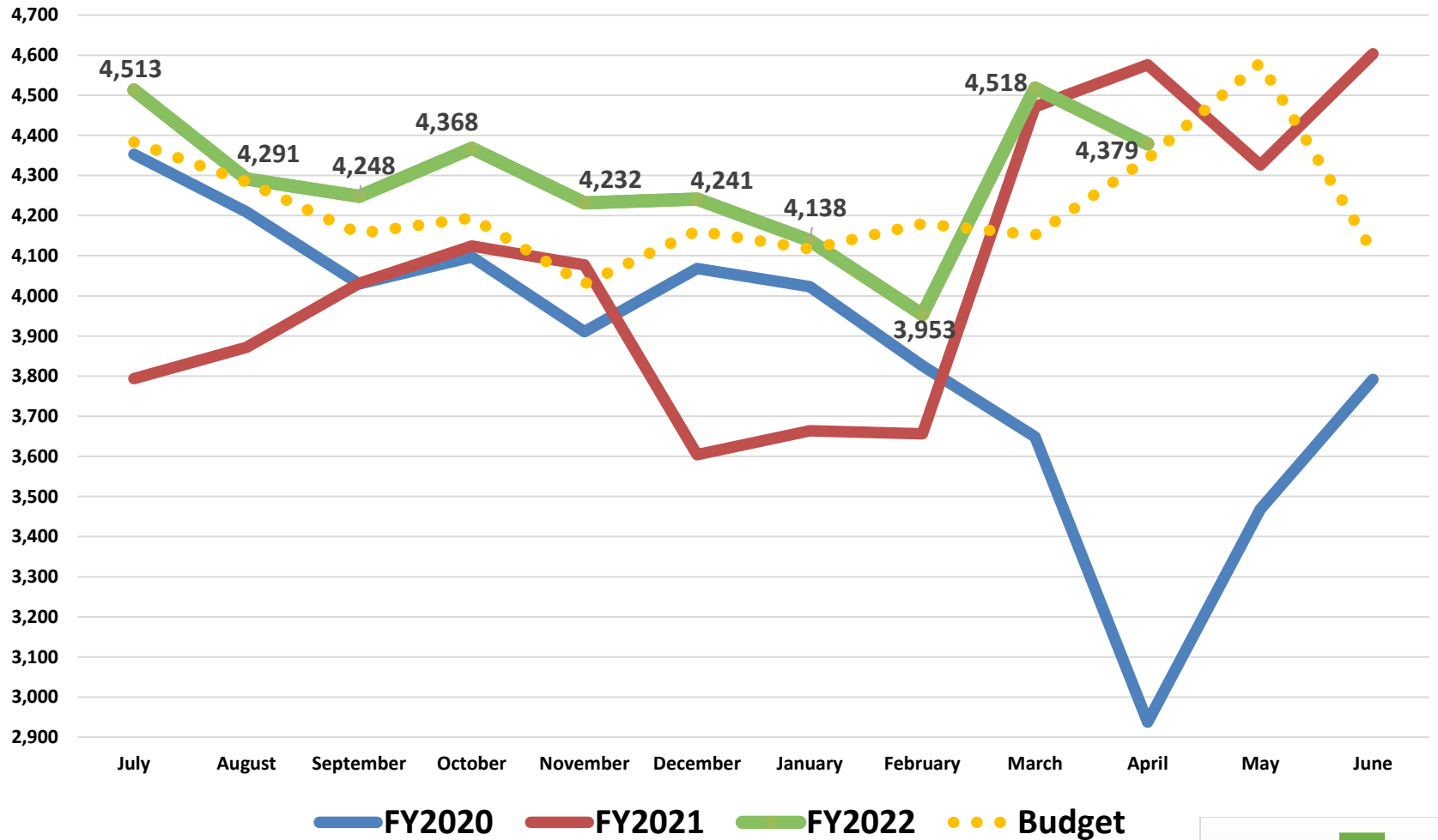


3,596	3,263	3,547	3,698
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

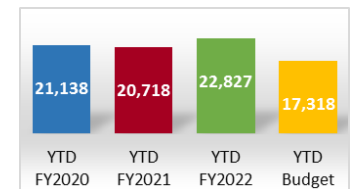
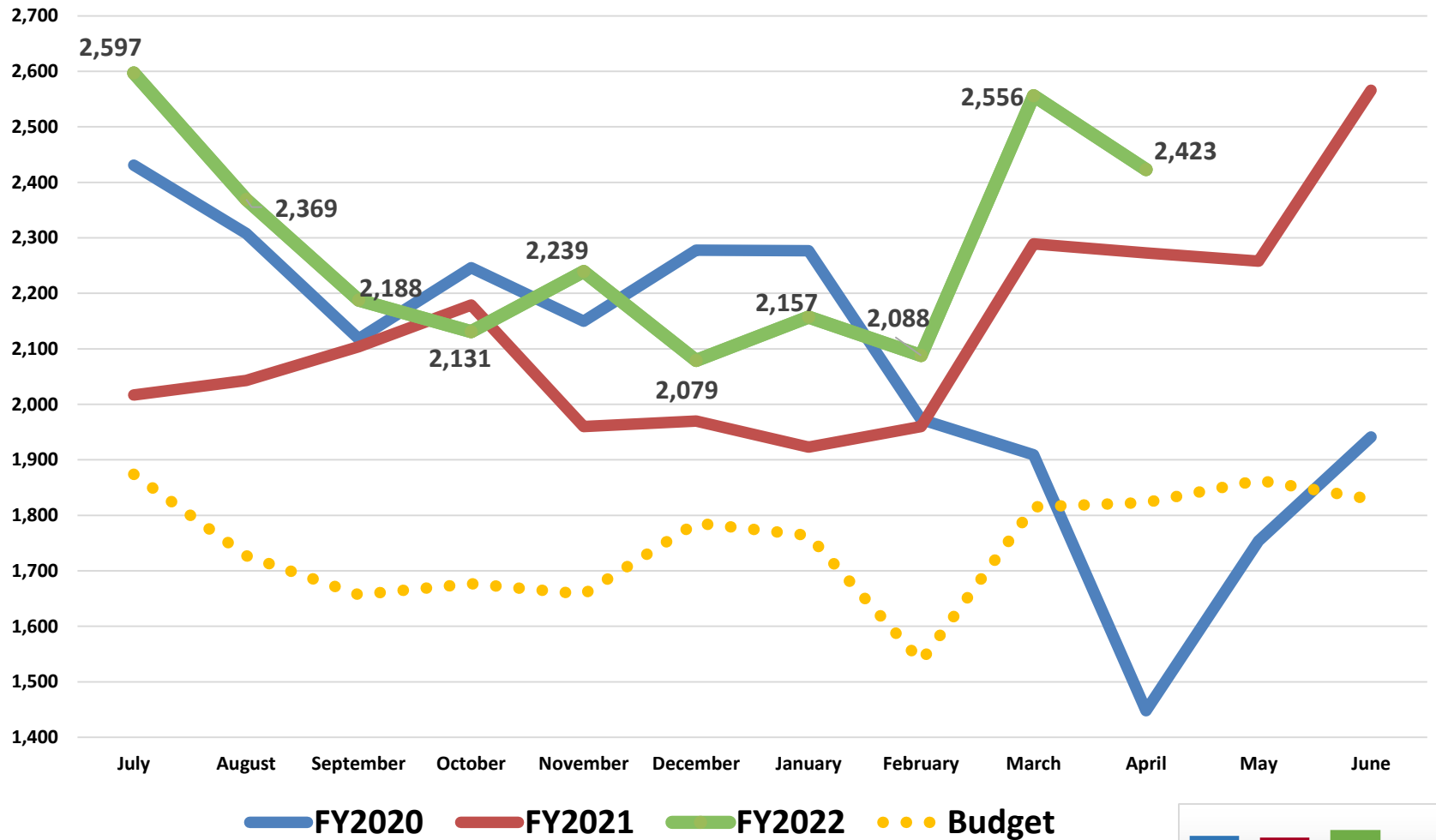
# West Campus – Breast Center



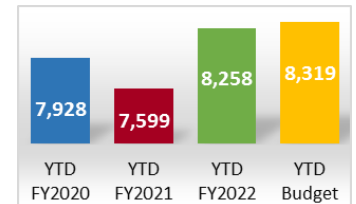
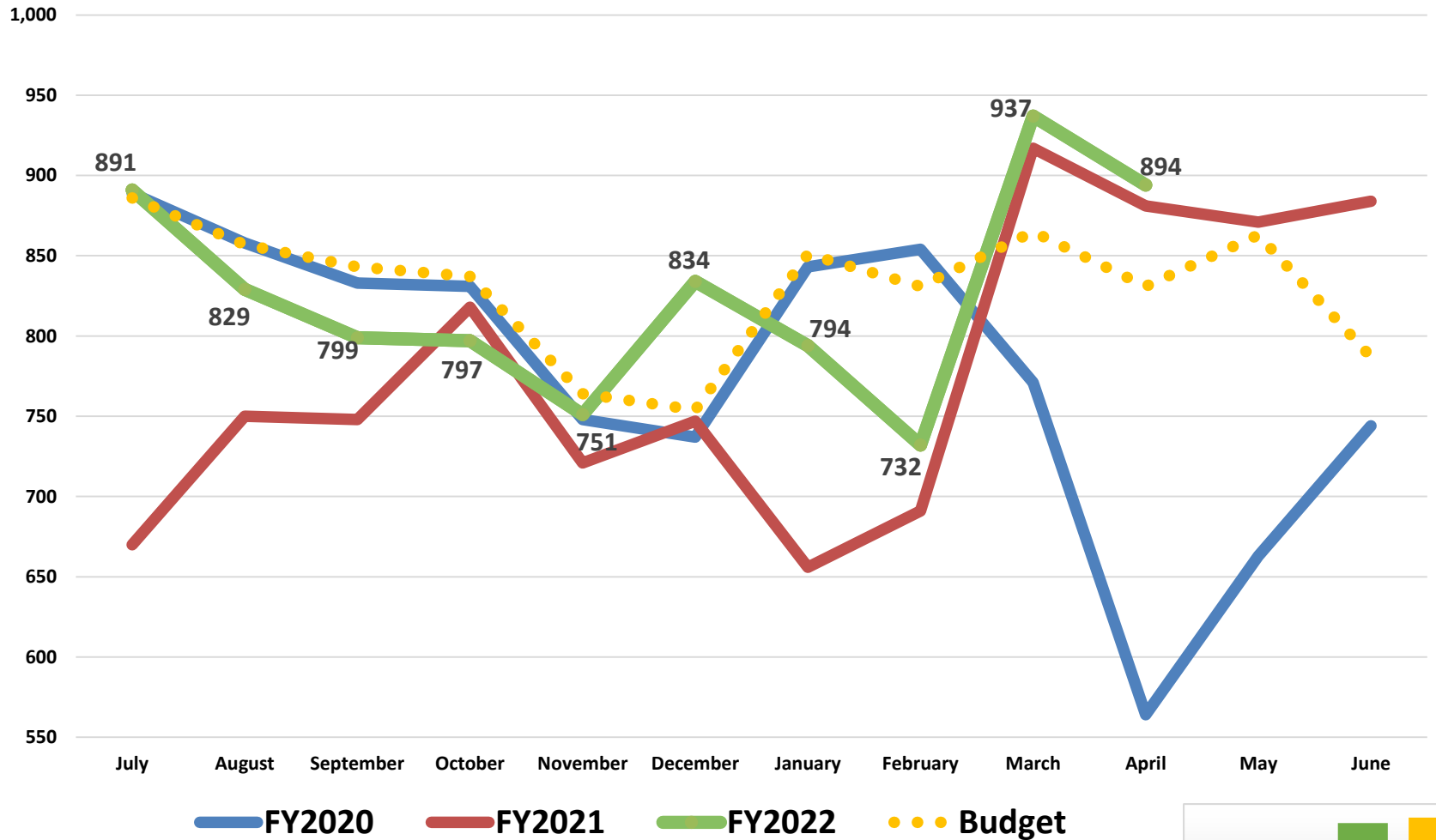
# Radiology all areas – CT



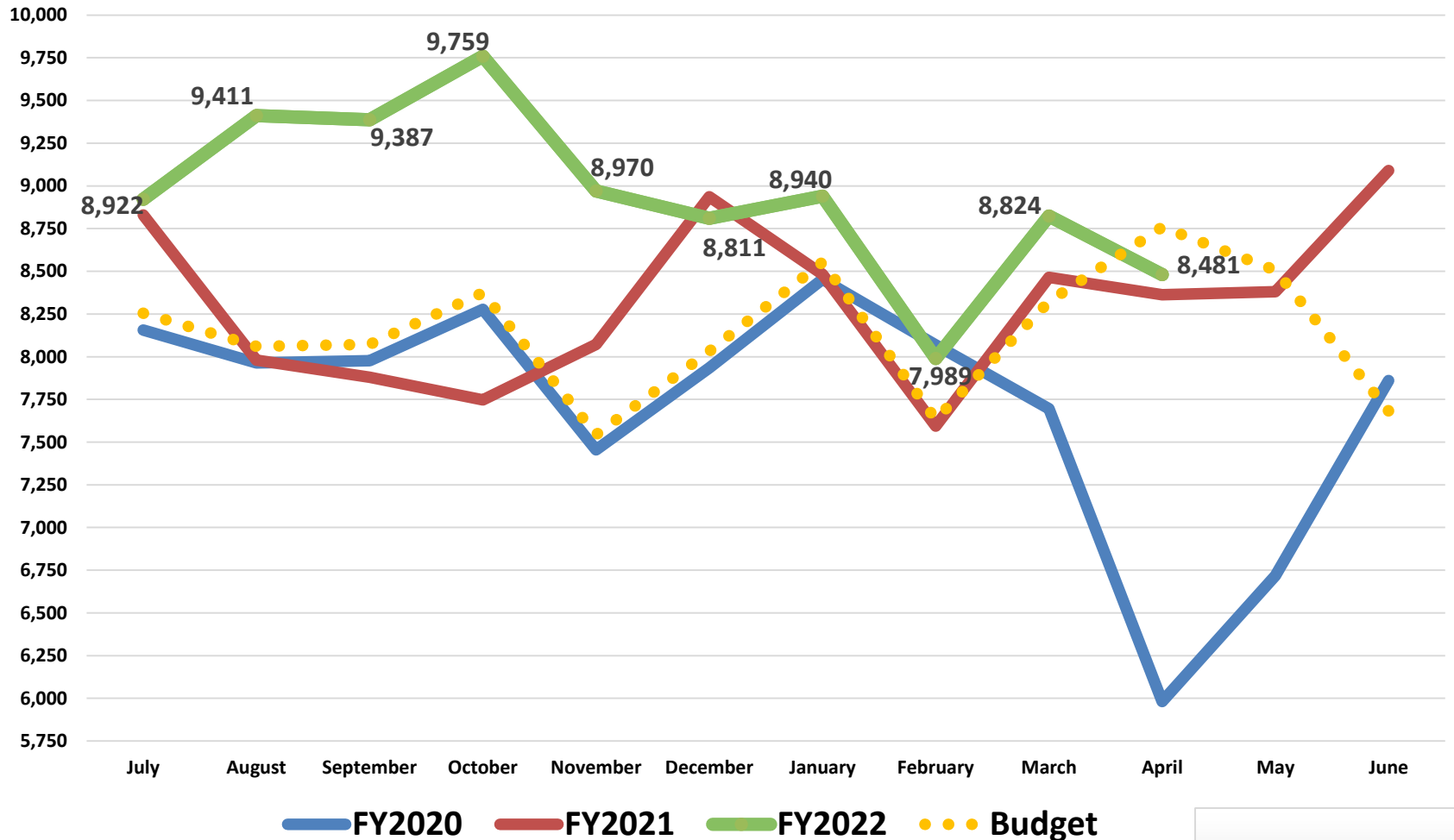
# Radiology all areas – Ultrasound



# Radiology all areas – MRI

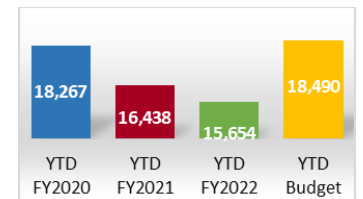
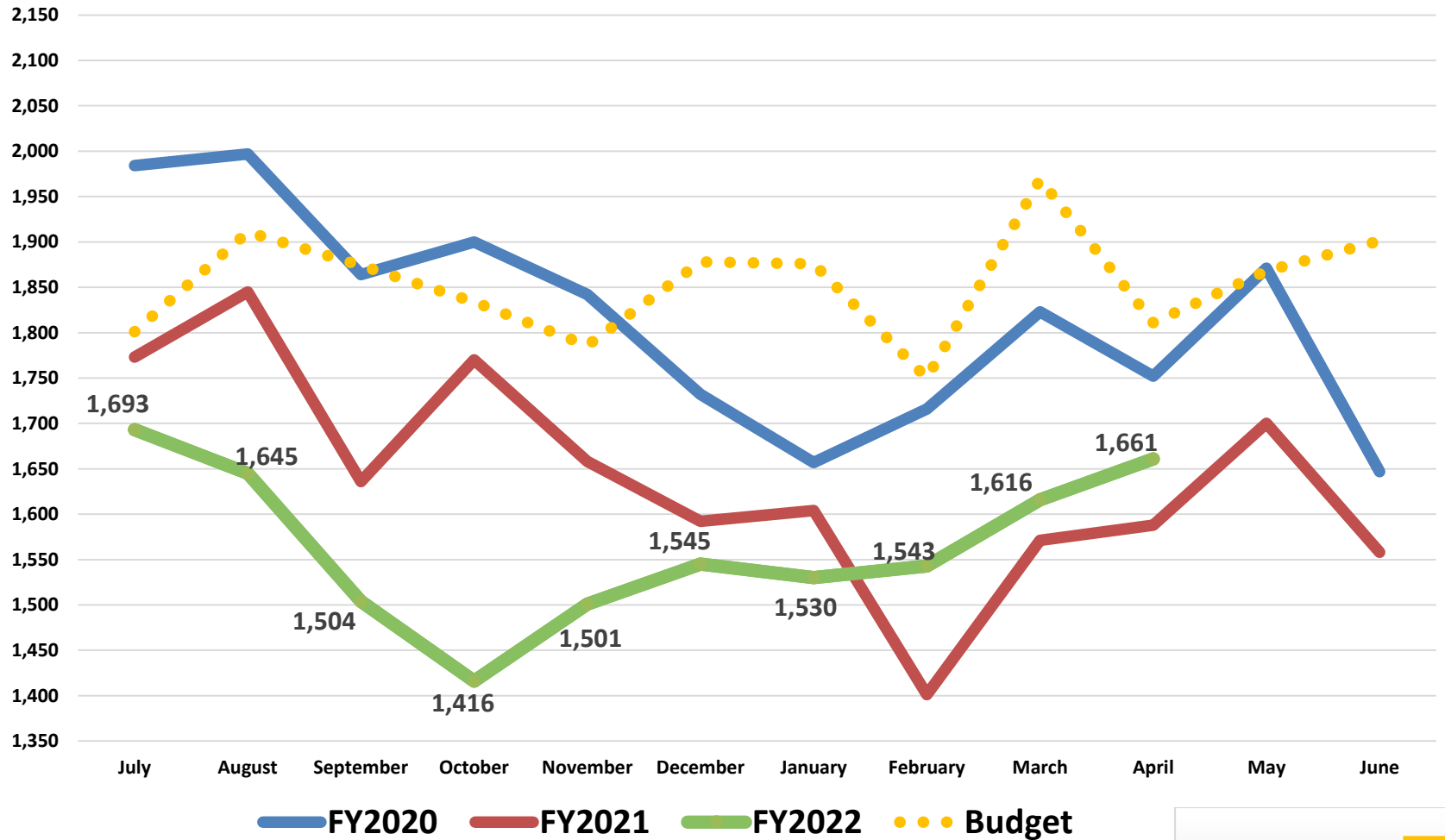


# Radiology Modality – Diagnostic Radiology



77,959	82,345	89,494	81,602
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

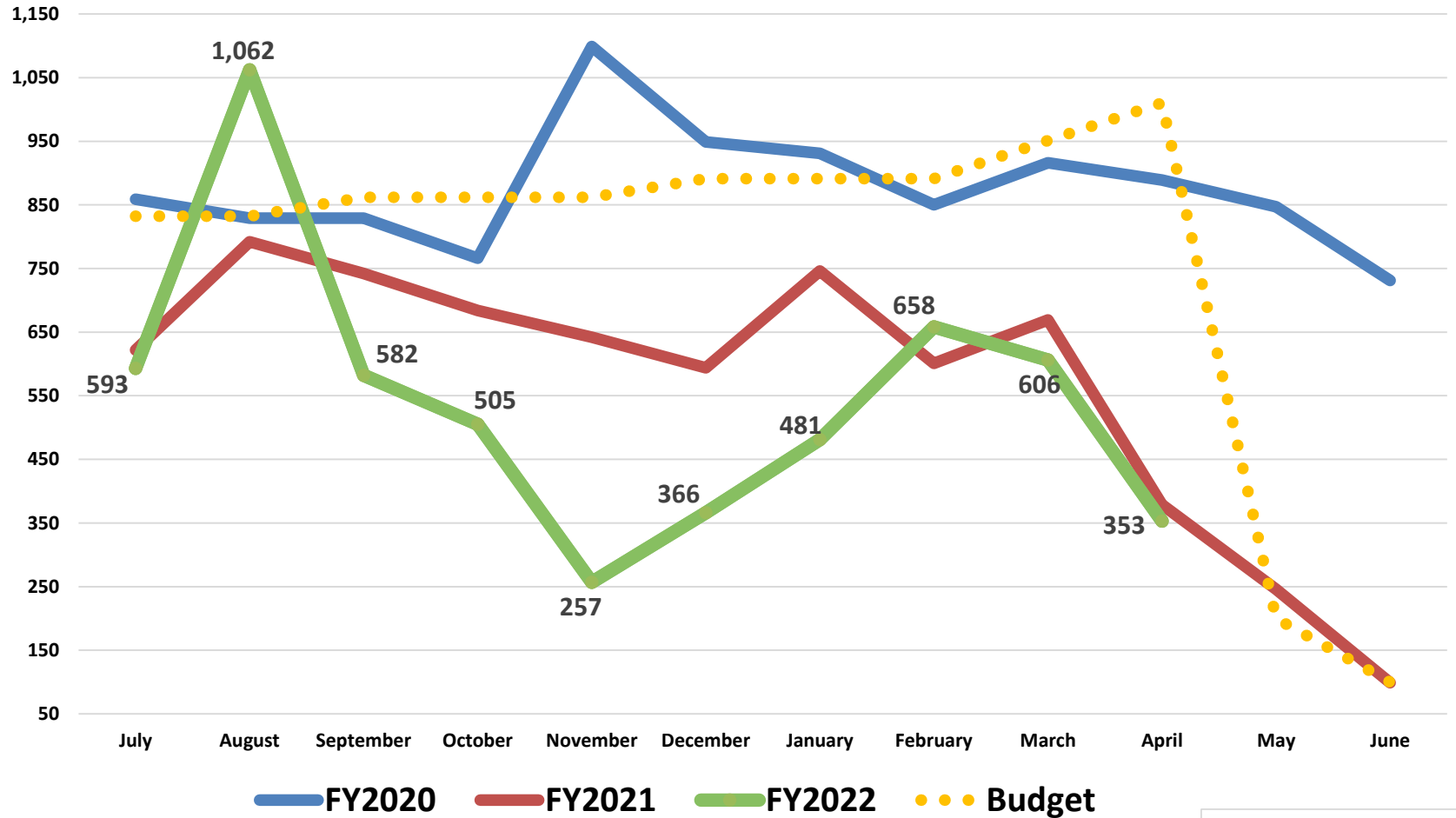
# Chronic Dialysis - Visalia





# CAPD/CCPD – Maintenance Sessions

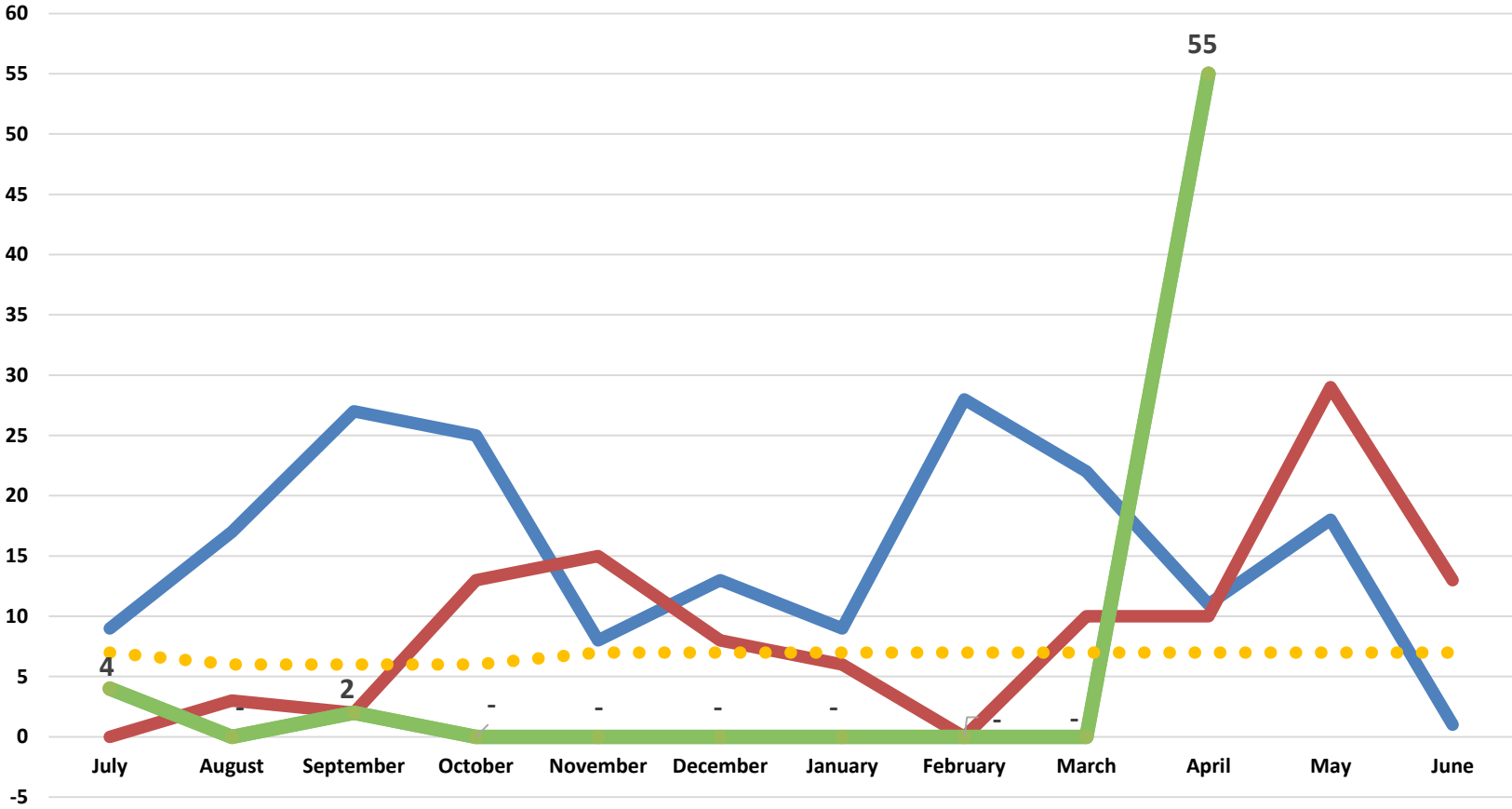
(Continuous peritoneal dialysis)



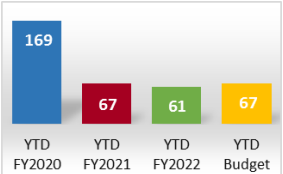
8,917	6,471	5,463	8,884
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget

# CAPD/CCPD – Training Sessions

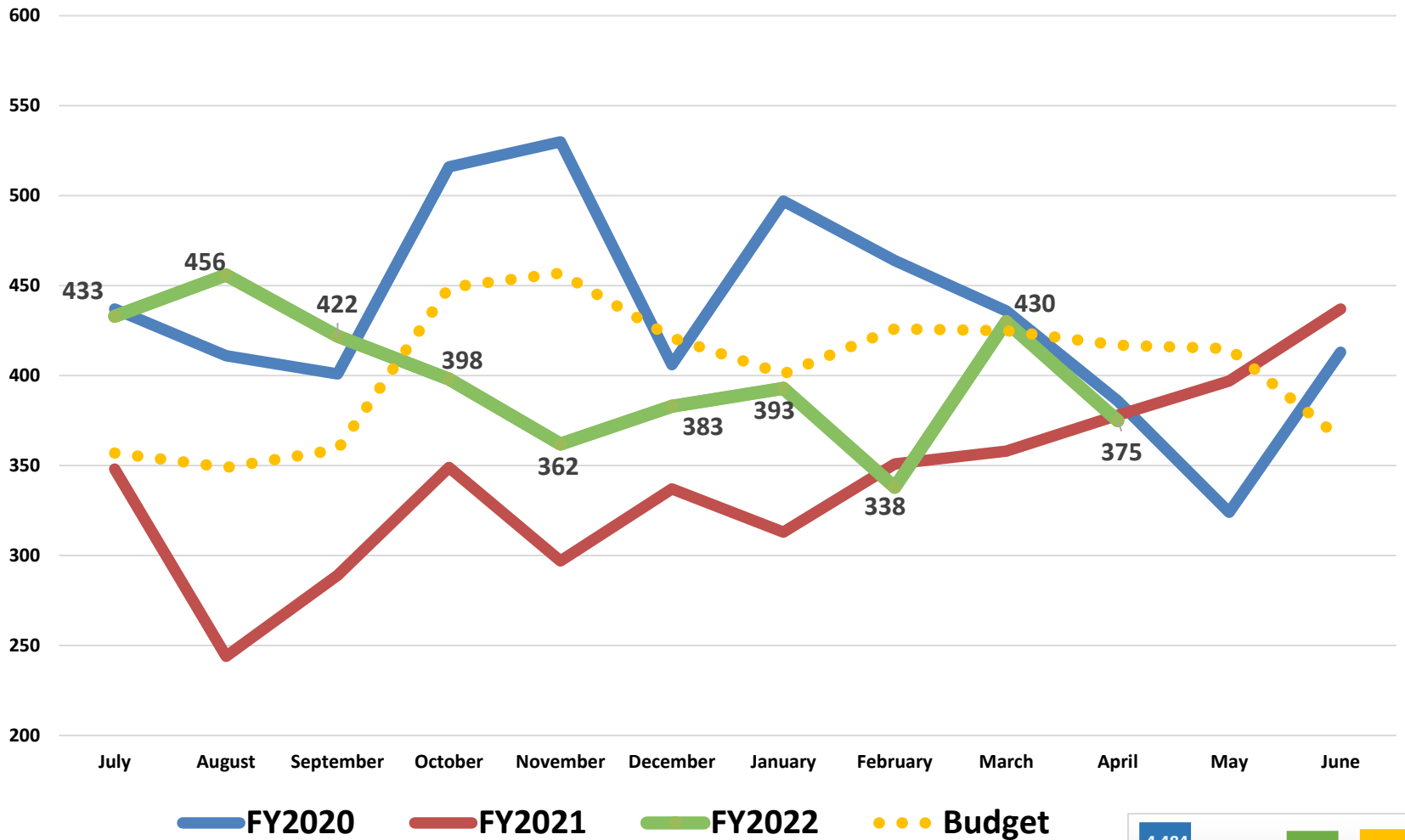
(Continuous peritoneal dialysis)



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



# Infusion Center – Outpatient Visits



4,484	3,264	3,990	4,061
YTD FY2020	YTD FY2021	YTD FY2022	YTD Budget