



December 16, 2022

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Finance, Property, Services and Acquisition Committee meeting at 10:00AM on Wednesday December 21, 2022 in the Kaweah Health Support Services Building, 520 West Mineral King Avenue, Copper Room (2nd Floor), Visalia, CA.

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

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

KAWEAH DELTA HEALTH CARE DISTRICT
Mike Olmos, Secretary/Treasurer

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

Cindy Moccio
Board Clerk, Executive Assistant to CEO

DISTRIBUTION:
Governing Board
Legal Counsel
Executive Team
Chief of Staff
<http://www.kaweahhealth.org>



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

Wednesday December 21, 2022

Kaweah Health Medical Center – Support Services Building
520 W. Mineral King Avenue – 2nd floor Copper Room Conference Room

ATTENDING: Directors: David Francis & Mike Olmos; Gary Herbst, Chief Executive Officer; Malinda Tupper, Chief Financial Officer; Marc Mertz, Chief Strategy Officer; Ben Cripps, Chief Compliance and Risk Officer; Kevin Morrison, Director of Facilities Planning; Jennifer Stockton, Director of Finance, Deborah Volosin, Director of Community Engagement; Theresa Croushore, Director of Behavioral Health; Kim Ferguson, Director of Reimbursement; Cindy Moccio, Recording closer

1. OPEN MEETING – 10:00AM

2. CALL TO ORDER – *David Francis, Board President*

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

4. [BEHAVIORAL HEALTH CONTINUUM INFRASTRUCTURE PROGRAM \(BHCP\) GRANT FOR BEHAVIORAL HEALTH](#) – Review and discussion of State grant opportunity.

Marc Mertz, Chief Strategy Officer; Theresa Croushore, Director of Behavioral Health ; and Jennifer Stockton, Director of Finance

5. [FINANCIALS](#) – Review of Budget Initiatives and Financials.

5.1. BUDGET INITIATIVES – CONTRACTS/UNDERPAYMENTS – Review and discussion relative to the budget initiative – contracts/underpayments.

Ben Cripps, Chief Compliance and Risk Officer

5.2. BUDGET INITIATIVES – PROVIDER RELATED – Review and discussion relative to the budget initiative – provider related.

Kim Ferguson, Director of Reimbursement

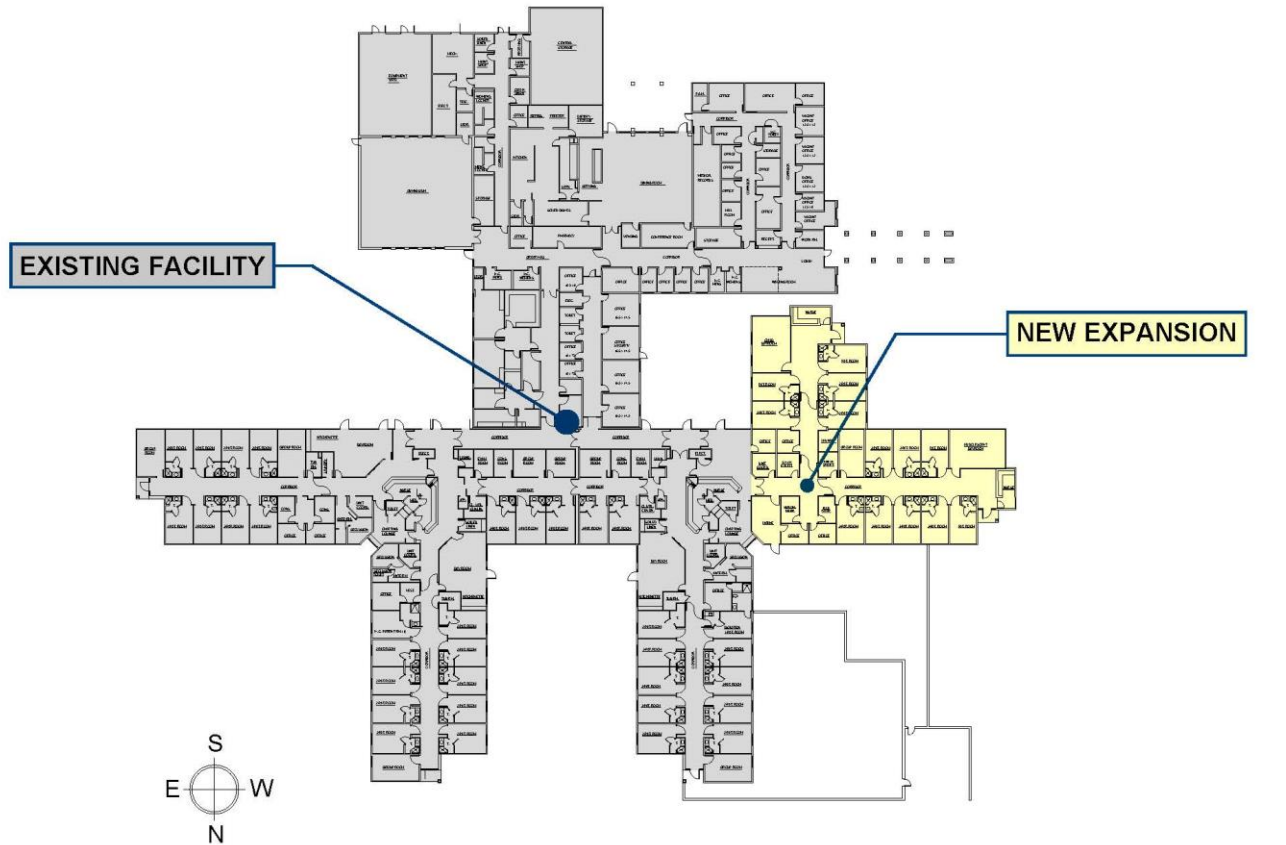
5.3. FINANCIALS – Review of the most current fiscal year financial results and budget.

Malinda Tupper – Chief Financial Officer

6. ADJOURN – *David Francis, Board President*

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

Child & Adolescent Addition to Mental Health Hospital



KAWEAH HEALTH BEHAVIORAL HEALTH EXPANSION

1100 WEST AKERS, VISALIA, CA 93291

Total Building Area = 48,861 sf - Site Area = 416,295 sf / 9.56 acres

CONCEPTUAL PLAN

Grant awarded by California Dept. of Health Care Services' Behavioral Health Continuum Infrastructure Program (BHCIP) Round 4

- **DHCS awarded Kaweah Health \$8,780,558 on December 8, 2022**
- **\$480 million was awarded to 54 projects in 16 counties**
- **The funds will allow us to build a new wing, on the Mental Health Hospital at the Akers Campus.**
- **It will be 8,600 SF and hold 22 beds for children and adolescents needing in-patient care**
- **We estimate the facility will be ready to open in 2025**



MICHELLE BAASS
DIRECTOR

State of California—Health and Human Services Agency
Department of Health Care Services



GAVIN NEWSOM
GOVERNOR

December 2022

RE: BEHAVIORAL HEALTH CONTINUUM INFRASTRUCTURE PROGRAM (BHCIP)
ROUND 4: CHILDREN AND YOUTH – CONDITIONAL AWARD

Thank you for the submission of your BHCIP Round 4: Children and Youth application for grant funding to the Department of Health Care Services (DHCS). DHCS received a total of 149 applications requesting nearly \$1.45 billion in funding, which far exceeded the total amount of funding available for the BHCIP Round 4: Children and Youth grant. DHCS is pleased to announce that Kaweah Delta Health Care District has been conditionally selected to receive \$8,780,558 in BHCIP funding for the Child/Adolescent Addition to Mental Health Hospital.

A mandatory informational webinar to discuss next steps will be held on December 14, 2022, from 10:30 to 11:30 a.m. Pacific Time. Topics will include developing the statement of work and beginning the contracting process. Please register [here](#). The project lead and all development team members are encouraged to attend. A link to the recording will be sent to all awardees after the webinar.

KAWEAH HEALTH
BEHAVIORAL HEALTH EXPANSION



Operation Back in Black Updates

- Kim Ferguson
- Ben Cripps

Month Ending November 2022



[kawahhealth.org](https://www.kawahhealth.org)



Kawah Health[™]
MORE THAN MEDICINE. LIFE.

Health Plan Contracting

GOAL: Increase Revenue \$12 Million

**OPERATION
BACK IN
BLACK**

Revenue Update

\$10.9 million secured

\$1.5 million projected by June 2023

Top 7 contracts - Update

- 3 completed
- 3 pending (near completion tentative effective dates in February 2024)
- 1 pending termination

Additional Contracting Activity

- 3 Hospital contracts completed
- 1 Hospital contract pending
- 5 Ancillary contracts pending
- 2 New hospital contracts completed
- 5 Physician/Professional contracts completed
- 4 Mental Health contracts completed
- 3 Contracts pending termination

Cost Savings

- 2 KD Employee health plan direct agreement (both for February effective dates)
- Both Medi-Cal contract terms will reduce denials and nursing time for case management and set to be finalized in February 2023.

Underpayments



GOAL: Underpayment Collections of \$3.5 Million

Update: Collections \$2.6 million (as of Dec 15th) with \$5.4 million appealed in FY23

- Additional \$1.5 million in payor projects (not included above)
- Discovered denial trends and partnered with external departments to develop process improvement
 - Infusion Center authorization process and claim denial process
- Completed implant invoice audit plan and partnered with external departments to make process more time efficient for several departments
- Developed monthly monitoring of current denial or underpayment trends to address with each health plan more frequently/timely



Other Projects

**OPERATION
BACK IN
BLACK**

– Service Line Audit

- ex: Review billing of lab and x-ray at urgent care, opportunities for additional revenue
- **completed, working on implementation plan.**

– Chargemaster Changes

- Update areas where charges have dropped below contracted rates - **completed**

– Trauma Program Updates

- Trauma criteria changed in 2022, currently updating contracts, billing and coding to adhere to new guidelines which will drive additional reimbursement. -**completed**

– Transportation Initiative

- Reduce the cost of ambulance fees to Kaweah – **partially completed**

– Long Stay Committee

- Providing support to committee on laws, regulations and payor obligations to reduce barriers to discharge. - **ongoing**

– Case Management Denials

- Specific to procedural/placement denials and health plan delays (not medical necessity), working with our Attorneys to develop letter templates to appeal these types of denials. **Team is working through these denials currently and are starting to see claims pay**

Physician Compensation / Arrangements

Goal: Reduce Costs \$1 Million

**OPERATION
BACK IN
BLACK**

- Physician Staffing Models
- Contract Negotiations
- Medical Director Compensation
- Graduate Medical Education Compensation
- Other Opportunities

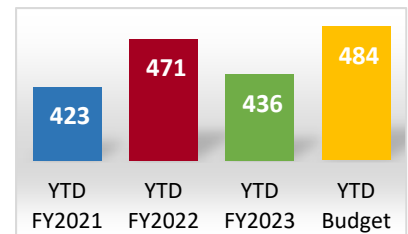
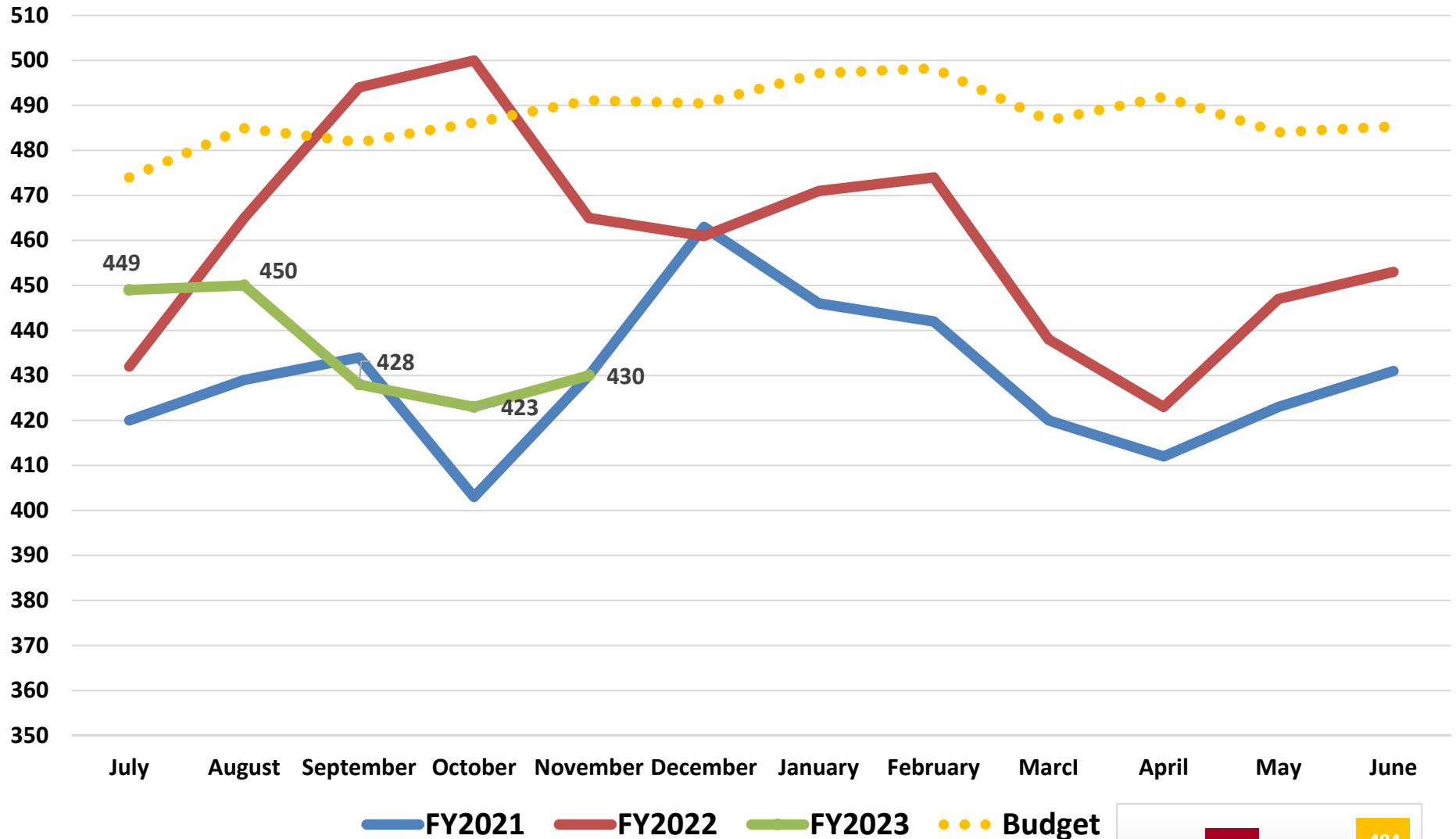
Current Annualized Savings Identified and Implemented:
\$1,775,000 (Savings to be Realized in FY23: \$1,150,000)

Additional Potential Opportunities: \$1,000,000 - \$2,000,000

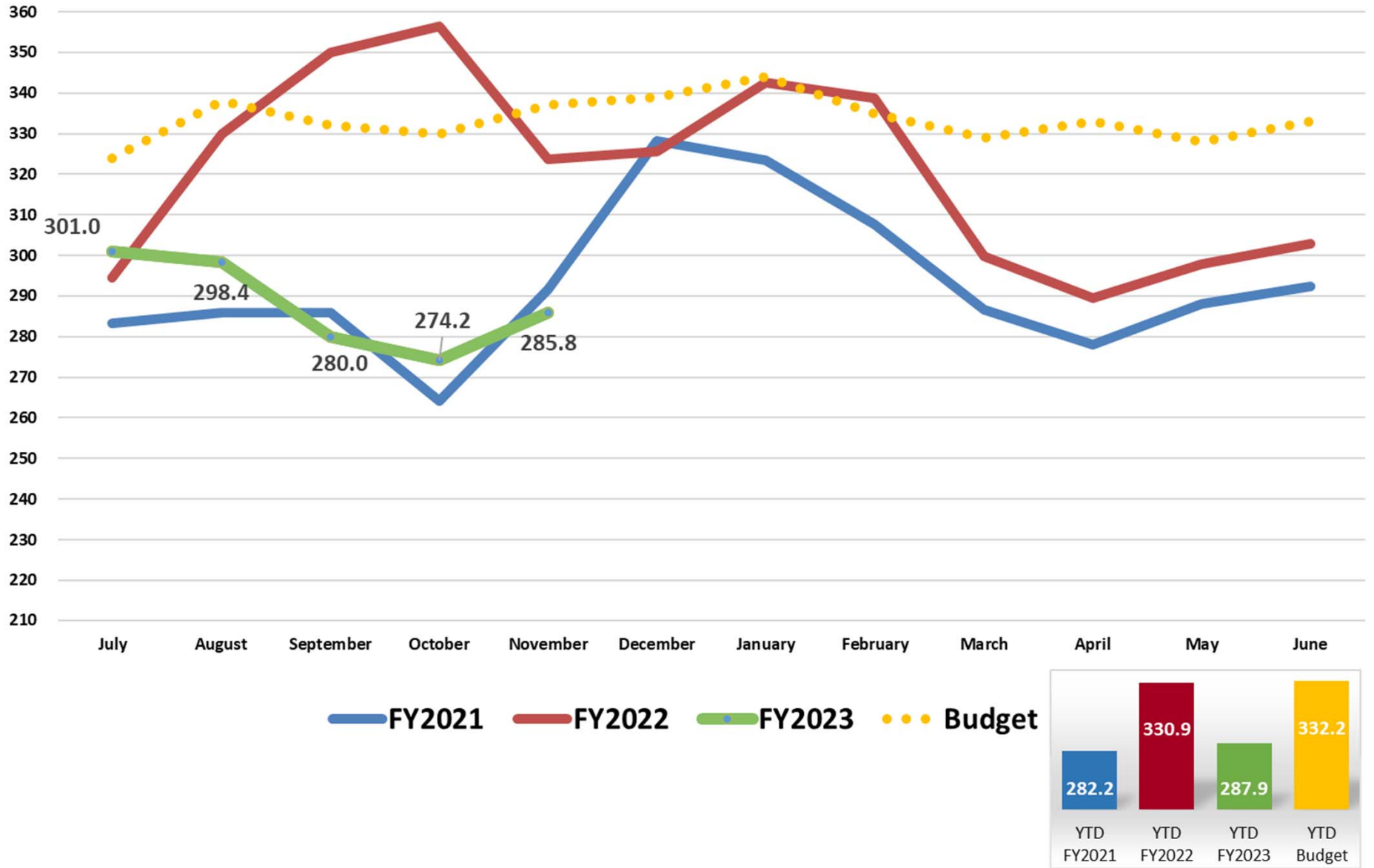
CFO Financial Report

Month Ending November 2022

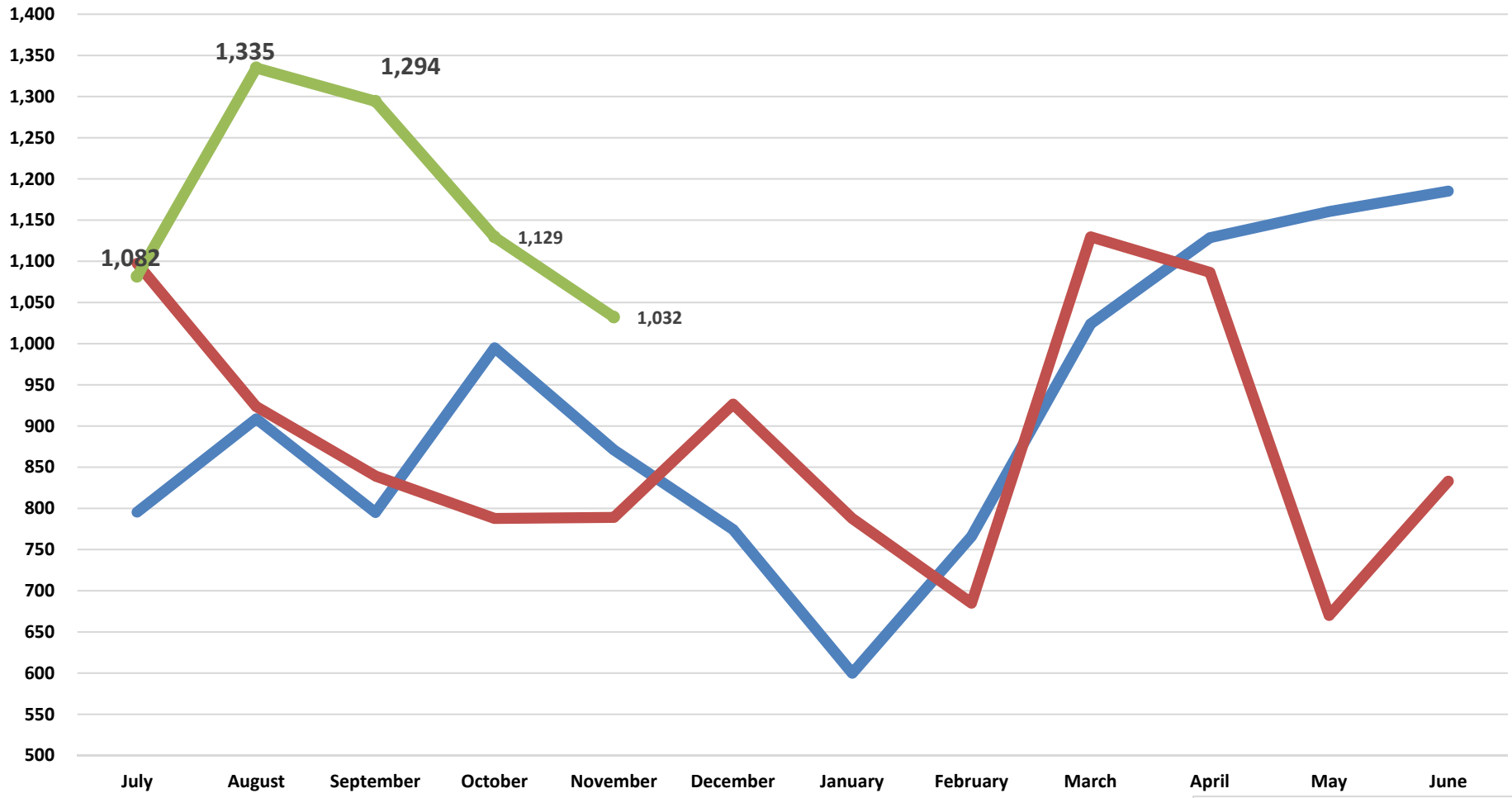
Average Daily Census



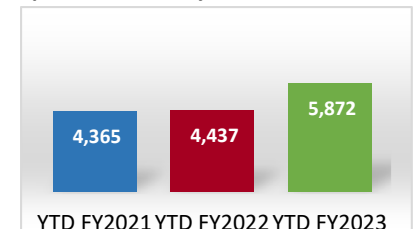
Medical Center (Avg Patients Per Day)



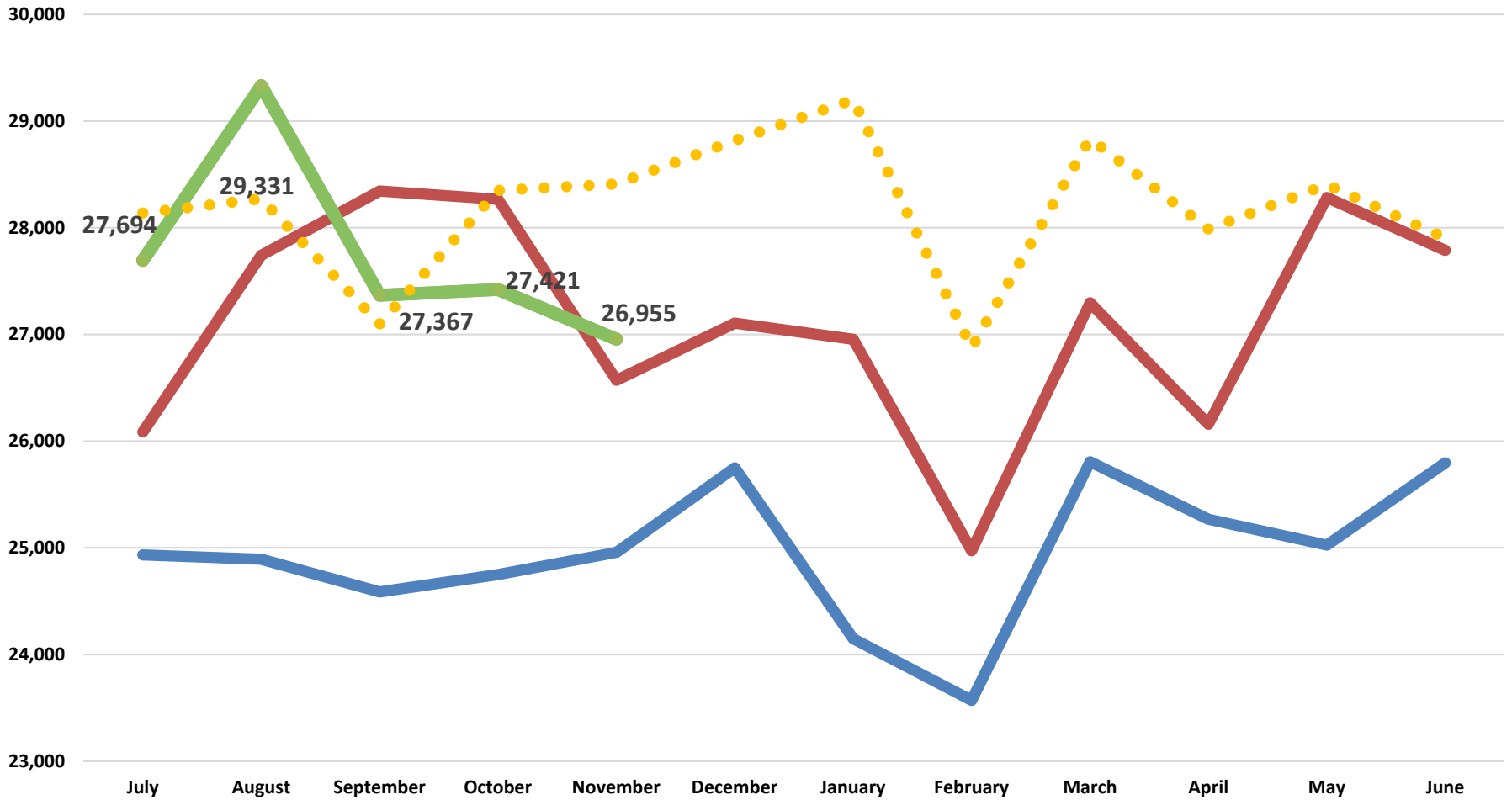
Observation Days



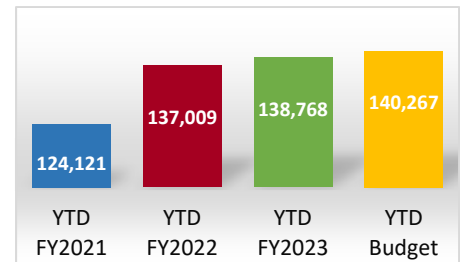
— FY2021 — FY2022 — FY2023



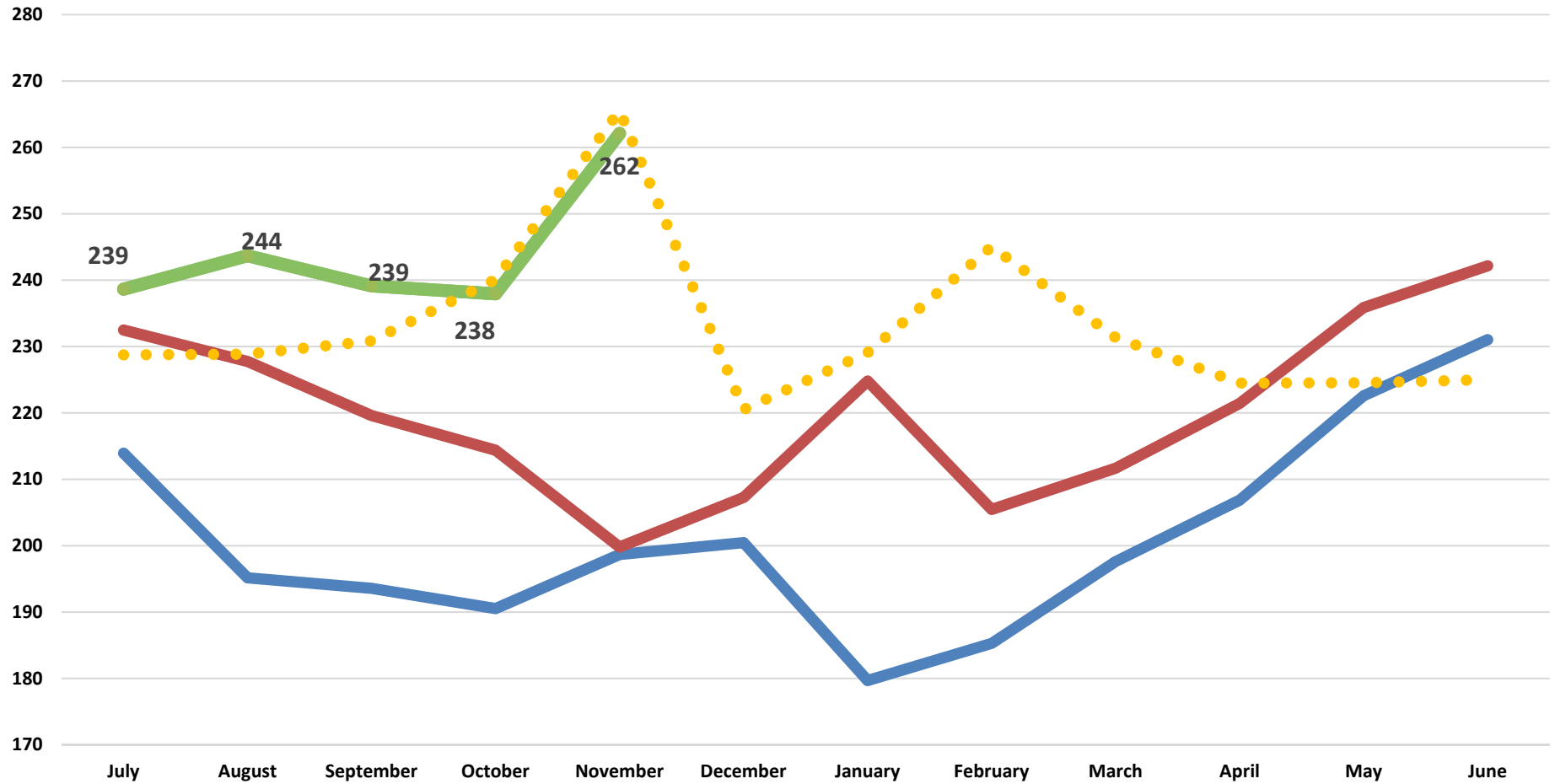
Adjusted Patient Days



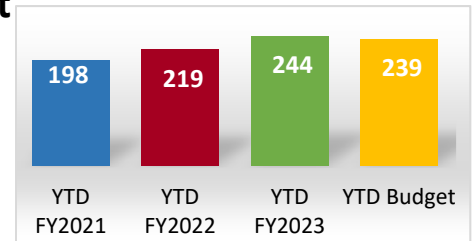
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



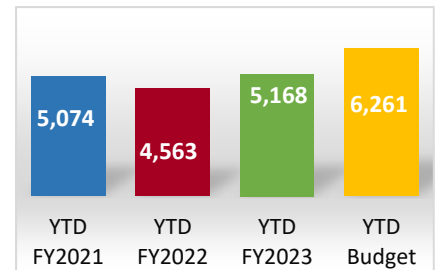
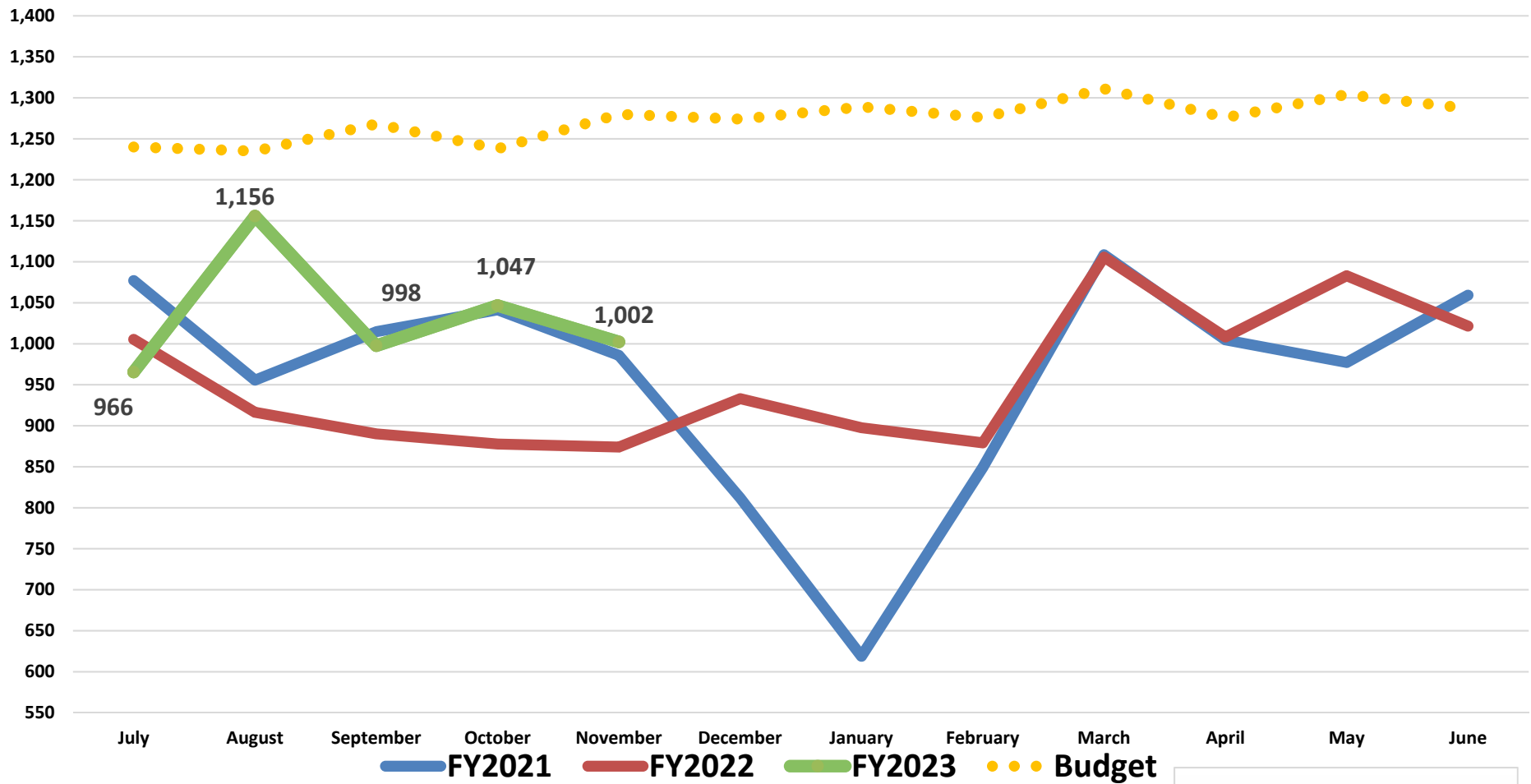
Emergency Dept – Avg Treated Per Day



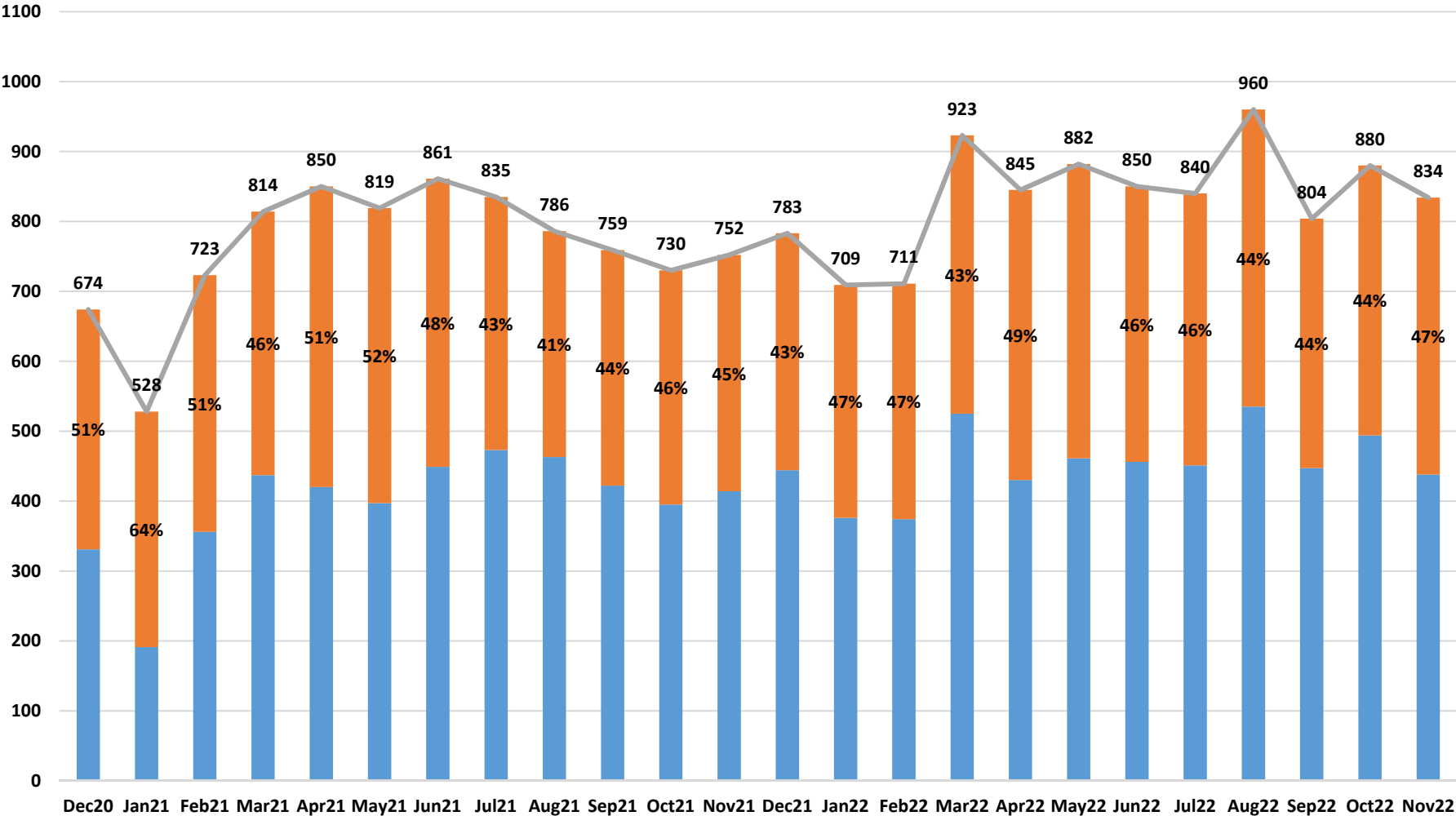
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



Surgery (IP & OP) – 100 Min Units



Surgery Cases



■ Oupatient Cases
 ■ Inpatient Cases
 — Monthly Total

Statistical Results – Fiscal Year Comparison (Nov)

	Actual Results			Budget	Budget Variance	
	Nov 2021	Nov 2022	% Change	Nov 2022	Change	% Change
Average Daily Census	466	430	(7.6%)	488	(57)	(11.8%)
KDHCD Patient Days:						
Medical Center	9,712	8,574	(11.7%)	9,736	(1,162)	(11.9%)
Acute I/P Psych	1,142	1,378	20.7%	1,530	(152)	(9.9%)
Sub-Acute	900	902	0.2%	926	(24)	(2.6%)
Rehab	393	578	47.1%	534	44	8.2%
TCS-Ortho	388	383	(1.3%)	421	(38)	(9.0%)
TCS	521	110	(78.9%)	490	(380)	(77.6%)
NICU	482	466	(3.3%)	450	16	3.6%
Nursery	431	513	19.0%	541	(28)	(5.2%)
Total KDHCD Patient Days	13,969	12,904	(7.6%)	14,628	(1,724)	(11.8%)
Total Outpatient Volume	46,110	44,370	(3.8%)	46,593	(2,223)	(4.8%)

Statistical Results – Fiscal Year Comparison (Jul-Nov)

	Actual Results			Budget	Budget Variance	
	FYTD 2022	FYTD 2023	% Change	FYTD 2023	Change	% Change
Average Daily Census	471	435	(7.7%)	480	(45)	(9.4%)
KDHCD Patient Days:						
Medical Center	50,616	44,054	(13.0%)	48,593	(4,539)	(9.3%)
Acute I/P Psych	5,693	6,447	13.2%	7,832	(1,385)	(17.7%)
Sub-Acute	4,220	4,451	5.5%	4,342	109	2.5%
Rehab	2,483	2,704	8.9%	2,867	(163)	(5.7%)
TCS-Ortho	1,821	1,863	2.3%	2,028	(165)	(8.1%)
TCS	2,114	2,086	(1.3%)	2,500	(414)	(16.6%)
NICU	2,546	2,329	(8.5%)	2,430	(101)	(4.2%)
Nursery	2,639	2,632	(0.3%)	2,878	(246)	(8.5%)
Total KDHCD Patient Days	72,132	66,566	(7.7%)	73,470	(6,904)	(9.4%)
Total Outpatient Volume	237,036	223,625	(5.7%)	237,626	(14,001)	(5.9%)

Other Statistical Results – Fiscal Year Comparison (Nov)

	Actual Results				Budget	Budget Variance	
	Nov 2021	Nov 2022	Change	% Change	Nov 2022	Change	% Change
Adjusted Patient Days	26,571	26,955	384	1.4%	28,409	(1,454)	(5.1%)
Outpatient Visits	46,110	44,370	(1,740)	(3.8%)	46,593	(2,223)	(4.8%)
ED Total Registered	6,049	7,966	1,917	31.7%	7,242	724	10.0%
Surgery Minutes-General & Robotic (I/P & O/P)	926	1,077	151	16.3%	1,151	(74)	(6.4%)
OB Deliveries	345	392	47	13.6%	379	13	3.4%
Endoscopy Procedures (I/P & O/P)	553	586	33	6.0%	654	(68)	(10.4%)
GME Clinic visits	979	1,037	58	5.9%	1,080	(43)	(4.0%)
Home Health Visits	2,795	2,908	113	4.0%	2,950	(42)	(1.4%)
Cath Lab Minutes (IP & OP)	306	316	10	3.3%	371	(55)	(14.8%)
Physical & Other Therapy Units	16,378	16,830	452	2.8%	18,574	(1,744)	(9.4%)
Radiology/CT/US/MRI Proc (I/P & O/P)	16,192	16,471	279	1.7%	15,807	664	4.2%
O/P Rehab Units	18,737	18,704	(33)	(0.2%)	18,465	239	1.3%
Dialysis Treatments	1,501	1,464	(37)	(2.5%)	1,541	(77)	(5.0%)
RHC Registrations	10,696	10,272	(424)	(4.0%)	10,310	(38)	(0.4%)
Radiation Oncology Treatments (I/P & O/P)	1,980	1,813	(167)	(8.4%)	2,163	(350)	(16.2%)
KHMG RVU	47,651	39,252	(8,399)	(17.6%)	42,207	(2,955)	(7.0%)
Urgent Care - Court	5,896	4,789	(1,107)	(18.8%)	4,013	776	19.3%
Hospice Days	4,210	3,386	(824)	(19.6%)	4,116	(730)	(17.7%)
Infusion Center	362	289	(73)	(20.2%)	457	(168)	(36.8%)
Urgent Care - Demaree	3,945	3,082	(863)	(21.9%)	2,700	382	14.1%

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

	Actual Results				Budget	Budget Variance	
	FY 2022	FY 2023	Change	% Change	FY 2023	Change	% Change
Adjusted Patient Days	137,014	138,600	1,586	1.2%	140,227	(1,627)	(1.2%)
Outpatient Visits	237,036	223,625	(13,411)	(5.7%)	237,626	(14,001)	(5.9%)
Surgery Minutes-General & Robotic (I/P & O/P)	4,827	5,501	674	14.0%	5,668	(167)	(2.9%)
ED Total Registered	33,995	37,857	3,862	11.4%	35,533	2,324	6.5%
Endoscopy Procedures (I/P & O/P)	2,580	2,724	144	5.6%	3,148	(424)	(13.5%)
Home Health Visits	14,044	14,698	654	4.7%	14,968	(270)	(1.8%)
OB Deliveries	2,006	2,020	14	0.7%	2,002	18	0.9%
Physical & Other Therapy Units	88,672	88,162	(510)	(0.6%)	94,689	(6,527)	(6.9%)
Radiology/CT/US/MRI Proc (I/P & O/P)	83,692	82,667	(1,025)	(1.2%)	81,599	1,068	1.3%
Cath Lab Minutes (IP & OP)	1,613	1,555	(58)	(3.6%)	1,956	(401)	(20.5%)
Dialysis Treatments	7,759	7,474	(285)	(3.7%)	7,705	(231)	(3.0%)
O/P Rehab Units	98,712	93,772	(4,940)	(5.0%)	97,736	(3,964)	(4.1%)
Radiation Oncology Treatments (I/P & O/P)	10,032	9,451	(581)	(5.8%)	11,470	(2,019)	(17.6%)
KHMG RVU	177,265	166,450	(10,815)	(6.1%)	182,347	(15,897)	(8.7%)
RHC Registrations	52,836	48,693	(4,143)	(7.8%)	52,530	(3,837)	(7.3%)
GME Clinic visits	5,763	5,111	(652)	(11.3%)	6,100	(989)	(16.2%)
Hospice Days	21,133	18,470	(2,663)	(12.6%)	21,215	(2,745)	(12.9%)
Urgent Care - Demaree	18,643	14,851	(3,792)	(20.3%)	12,276	2,575	21.0%
Infusion Center	2,071	1,605	(466)	(22.5%)	2,217	(612)	(27.6%)
Urgent Care - Court	31,606	22,938	(8,668)	(27.4%)	18,745	4,193	22.4%

Nov Financial Comparison (000's)

	Actual Results		Budget	Budget Variance	
	Nov 2021	Nov 2022	Nov 2022	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$54,846	\$56,706	\$56,255	\$451	0.8%
Other Operating Revenue	22,162	17,741	18,030	(289)	(1.6%)
Total Operating Revenue	77,008	74,447	74,285	162	0.2%
Operating Expenses					
Employment Expense	33,634	36,477	37,775	(1,298)	(3.4%)
Other Operating Expense	36,512	38,173	37,588	585	1.6%
Total Operating Expenses	70,146	74,650	75,363	(713)	(0.9%)
Operating Margin	\$6,862	(\$203)	(\$1,078)	\$875	
Stimulus Funds	6,542	0	247	(247)	
Operating Margin after Stimulus	\$13,404	(\$203)	(\$831)	\$628	
Non Operating Revenue (Loss)	587	150	355	(205)	
Excess Margin	\$13,991	(\$53)	(\$476)	\$423	

Operating Margin %	8.9%	(0.3%)	(1.5%)
OM after Stimulus%	17.4%	(0.3%)	(1.1%)
Excess Margin %	16.6%	(0.1%)	(0.6%)
Operating Cash Flow Margin %	13.0%	4.2%	3.2%

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

	Actual Results FYTD Jul-Nov		Budget FYTD	Budget Variance	FYTD
	FYTD2022	FYTD2023	FYTD2023	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$269,614	\$266,639	\$283,290	(\$16,651)	(5.9%)
Other Operating Revenue	84,324	88,121	91,316	(3,196)	(3.5%)
Total Operating Revenue	353,938	354,760	374,607	(19,847)	(5.3%)
Operating Expenses					
Employment Expense	174,705	199,702	190,761	8,941	4.7%
Other Operating Expense	182,082	189,628	188,259	1,369	0.7%
Total Operating Expenses	356,787	389,329	379,019	10,310	2.7%
Operating Margin	(\$2,849)	(\$34,569)	(\$4,413)	(\$30,157)	
Stimulus Funds	7,117	97	1,258	(1,161)	
Operating Margin after Stimulus	\$4,268	(\$34,472)	(\$3,155)	(\$31,318)	
Nonoperating Revenue (Loss)	1,929	(2,518)	1,824	(4,342)	
Excess Margin	\$6,197	(\$36,990)	(\$1,331)	(\$35,659)	

Operating Margin %	(0.8%)	(9.7%)	(1.2%)
OM after Stimulus%	1.2%	(9.7%)	(0.8%)
Excess Margin %	1.7%	(10.5%)	(0.4%)
Operating Cash Flow Margin %	3.7%	(5.1%)	3.4%

November Financial Comparison (000's)

	Actual Results			Budget	Budget Variance	
	Nov 2021	Nov 2022	% Change	Nov 2022	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$54,846	\$56,706	3.4%	\$56,255	\$451	0.8%
Supplemental Gov't Programs	11,778	5,494	(53.4%)	5,088	406	8.0%
Prime/QIP Program	667	743	11.4%	732	10	1.4%
Premium Revenue	5,054	5,784	14.5%	6,459	(675)	(10.4%)
Management Services Revenue	2,690	3,559	32.3%	3,366	193	5.7%
Other Revenue	1,974	2,161	9.5%	2,385	(224)	(9.4%)
Other Operating Revenue	22,162	17,741	(19.9%)	18,030	(289)	(1.6%)
Total Operating Revenue	77,008	74,447	(3.3%)	74,285	162	0.2%
Operating Expenses						
Salaries & Wages	28,408	26,929	(5.2%)	29,367	(2,438)	(8.3%)
Contract Labor	1,745	4,393	151.8%	2,406	1,987	82.6%
Employee Benefits	3,481	5,155	48.1%	6,002	(847)	(14.1%)
Total Employment Expenses	33,634	36,477	8.5%	37,775	(1,298)	(3.4%)
Medical & Other Supplies	10,623	11,358	6.9%	10,673	685	6.4%
Physician Fees	10,261	9,645	(6.0%)	9,389	255	2.7%
Purchased Services	1,565	1,328	(15.1%)	1,631	(303)	(18.6%)
Repairs & Maintenance	2,330	2,460	5.6%	2,548	(88)	(3.5%)
Utilities	760	881	15.8%	658	223	33.9%
Rents & Leases	522	566	8.4%	607	(41)	(6.7%)
Depreciation & Amortization	2,636	2,693	2.2%	2,834	(140)	(4.9%)
Interest Expense	500	658	31.7%	591	67	11.3%
Other Expense	1,557	1,759	13.0%	2,090	(331)	(15.8%)
Humana Cap Plan Expense	3,130	3,454	10.3%	3,242	212	6.5%
Management Services Expense	2,628	3,371	28.3%	3,325	46	1.4%
Total Other Expenses	36,512	38,173	4.5%	37,588	585	1.6%
Total Operating Expenses	70,146	74,650	6.4%	75,363	(713)	(0.9%)
Operating Margin	\$6,862	(\$203)	(103.0%)	(\$1,078)	\$875	(81.1%)
Stimulus Funds	6,542	0	0.0%	247	(247)	
Operating Margin after Stimulus	\$13,404	(\$203)	(101.5%)	(\$831)	\$628	
Nonoperating Income						
Nonoperating Revenue (Loss)	587	150	(74.5%)	355	(205)	
Excess Margin	\$13,991	(\$53)	(100.4%)	(\$476)	\$423	

Operating Margin %	8.9%	(0.3%)		(1.5%)
OM after Stimulus%	17.4%	(0.3%)		(1.1%)

YTD Financial Comparison (000's)

	Actual Results FYTD Jul-Nov			Budget FYTD	Budget Variance	FYTD
	FYTD2022	FYTD2023	% Change	FYTD2023	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$269,614	\$266,639	(1.1%)	\$283,290	(\$16,651)	(5.9%)
Supplemental Gov't Programs	29,021	25,931	(10.6%)	25,948	(18)	(0.1%)
Prime/QIP Program	3,333	3,713	11.4%	3,735	(22)	(0.6%)
Premium Revenue	25,699	29,527	14.9%	32,296	(2,769)	(8.6%)
Management Services Revenue	15,819	16,334	3.3%	17,165	(831)	(4.8%)
Other Revenue	10,451	12,616	20.7%	12,172	444	3.6%
Other Operating Revenue	84,324	88,121	4.5%	91,316	(3,196)	(3.5%)
Total Operating Revenue	353,938	354,760	0.2%	374,607	(19,847)	(5.3%)
Operating Expenses						
Salaries & Wages	146,502	143,469	(2.1%)	148,389	(4,920)	(3.3%)
Contract Labor	7,812	30,389	289.0%	11,873	18,517	156.0%
Employee Benefits	20,391	25,844	26.7%	30,499	(4,656)	(15.3%)
Total Employment Expenses	174,705	199,702	14.3%	190,761	8,941	4.7%
Medical & Other Supplies	56,878	55,782	(1.9%)	53,493	2,290	4.3%
Physician Fees	44,121	46,794	6.1%	45,805	990	2.2%
Purchased Services	7,395	8,290	12.1%	8,280	10	0.1%
Repairs & Maintenance	11,956	12,241	2.4%	12,776	(535)	(4.2%)
Utilities	3,745	4,598	22.8%	4,051	547	13.5%
Rents & Leases	2,477	2,705	9.2%	2,891	(186)	(6.4%)
Depreciation & Amortization	13,173	13,291	0.9%	14,168	(877)	(6.2%)
Interest Expense	2,700	3,014	11.6%	3,014	(0)	(0.0%)
Other Expense	7,678	8,738	13.8%	10,661	(1,923)	(18.0%)
Humana Cap Plan Expense	16,729	18,145	8.5%	16,161	1,984	12.3%
Management Services Expense	15,231	16,029	5.2%	16,959	(930)	(5.5%)
Total Other Expenses	182,082	189,628	4.1%	188,259	1,369	0.7%
Total Operating Expenses	356,787	389,329	9.1%	379,019	10,310	2.7%
Operating Margin	(\$2,849)	(\$34,569)	(1113.3%)	(\$4,413)	(\$30,157)	
Stimulus Funds	7,117	97	(98.6%)	1,258	(1,161)	
Operating Margin after Stimulus	\$4,268	(\$34,472)	(907.7%)	(\$3,155)	(\$31,318)	
Nonoperating Income						
Nonoperating Revenue (Loss)	1,929	(2,518)	(230.5%)	1,824	(4,342)	
Excess Margin	\$6,197	(\$36,990)	(696.9%)	(\$1,331)	(\$35,659)	
Operating Margin %	(0.8%)	(9.7%)		(1.2%)		
OM after Stimulus%	1.2%	(9.7%)		(0.8%)		

Kaweah Health Medical Group

Fiscal Year Financial Comparison (000's)

	Actual Results FYTD July – Nov			Budget FYTD	Budget Variance	FYTD
	Nov 2021	Nov 2022	% Change	Nov 2022	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$20,371	\$20,415	0.2%	\$22,508	(\$2,092)	(9.3%)
Other Revenue	371	301	(18.8%)	496	(195)	(39.3%)
Other Operating Revenue	371	301	(18.8%)	496	(195)	(39.3%)
Total Operating Revenue	20,742	20,716	(0.1%)	23,003	(2,287)	(9.9%)
Operating Expenses						
Salaries & Wages	4,760	5,041	5.9%	5,589	(547)	(9.8%)
Employee Benefits	706	971	37.4%	1,146	(175)	(15.3%)
Total Employment Expenses	5,467	6,012	10.0%	6,734	(722)	(10.7%)
Medical & Other Supplies	2,892	3,227	11.6%	3,061	166	5.4%
Physician Fees	12,248	11,868	(3.1%)	12,833	(965)	(7.5%)
Purchased Services	400	386	(3.7%)	455	(70)	(15.3%)
Repairs & Maintenance	897	1,036	15.5%	1,163	(127)	(11.0%)
Utilities	220	276	25.4%	271	6	2.1%
Rents & Leases	1,042	1,067	2.4%	1,108	(41)	(3.7%)
Depreciation & Amortization	330	283	(14.3%)	322	(39)	(12.2%)
Interest Expense	1	0	(100.0%)	0	0	0.0%
Other Expense	558	512	(8.2%)	763	(251)	(32.9%)
Total Other Expenses	18,587	18,655	0.4%	19,977	(1,322)	(6.6%)
Total Operating Expenses	24,054	24,667	2.6%	26,711	(2,045)	(7.7%)
Stimulus Funds	0	0	0.0%	0	0	0.0%
Excess Margin	(\$3,312)	(\$3,950)	(19.3%)	(\$3,708)	(\$242)	(6.5%)
Excess Margin %	(16.0%)	(19.1%)		(16.1%)		

Recognition of Additional Revenue - 340B Infusion Drugs

Recently CMS (Centers for Medicare and Medicaid Services – Federal Agency) reversed the 30% cuts made to certain 340B drug reimbursements. This change covers from 2018 and forward. We are in the process rebilling these claims. The current estimate is an additional \$5.7M for 2018 - September 2022. They are now paying our claims correctly and we estimate this represents \$1.2M for the remaining 8 months of FY23.

We have recognized \$5.7M for the prior catch up in November’s financials. We can expect to receive an additional \$1.2M for the remainder of FY23.

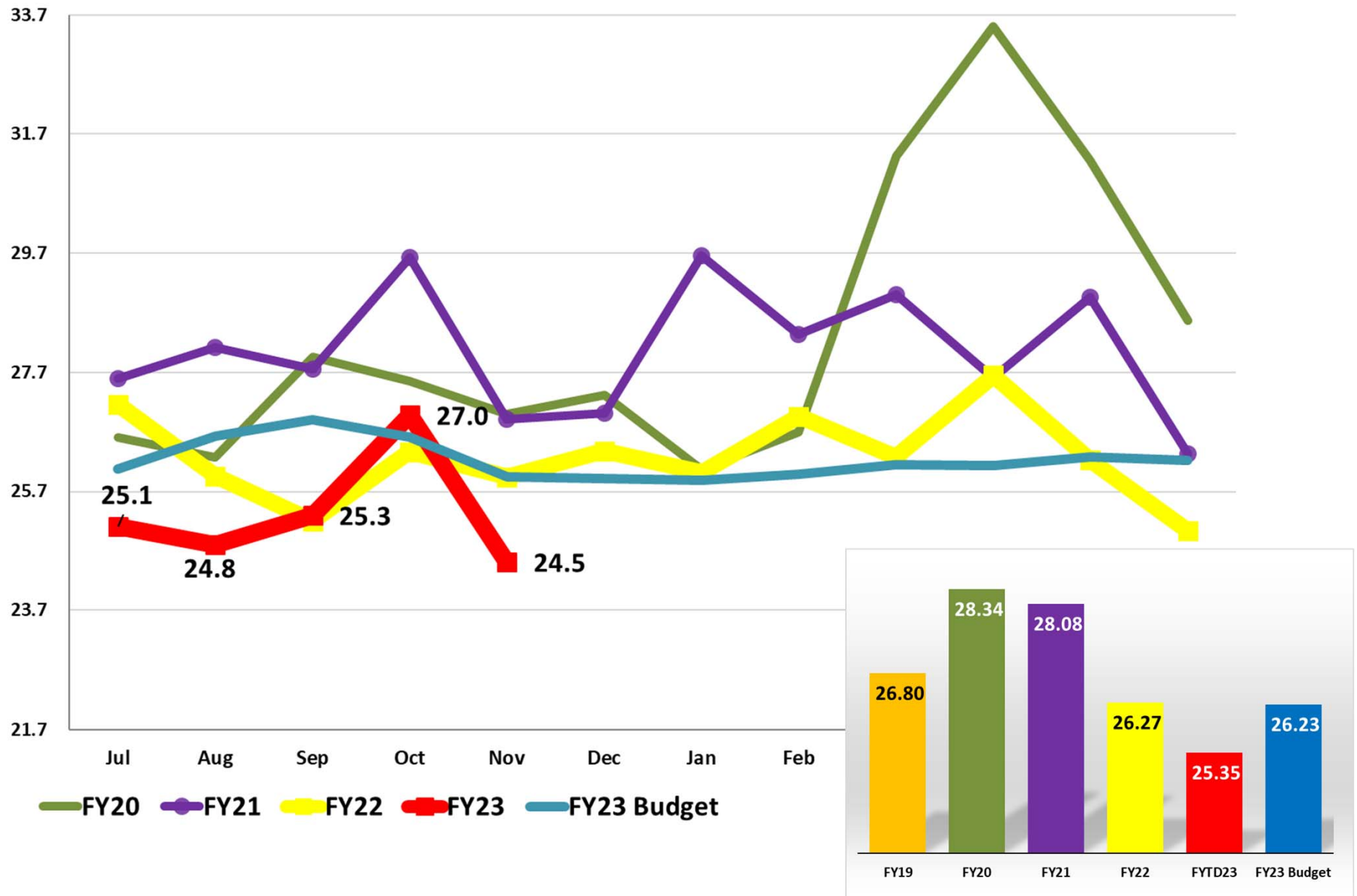
	2018	2019	2020	2021	2022	Total
Estimated Additional Reimbursement from Prior Claims (2018-Sept. 2022)	\$463,256	\$1,129,498	\$1,304,944	\$1,305,463	\$1,563,348	\$5,766,509
Projected Reimbursement FY23 (October 22-June 23)					\$1,172,511	\$1,172,511

Estimated Impact FY23 \$6,939,019

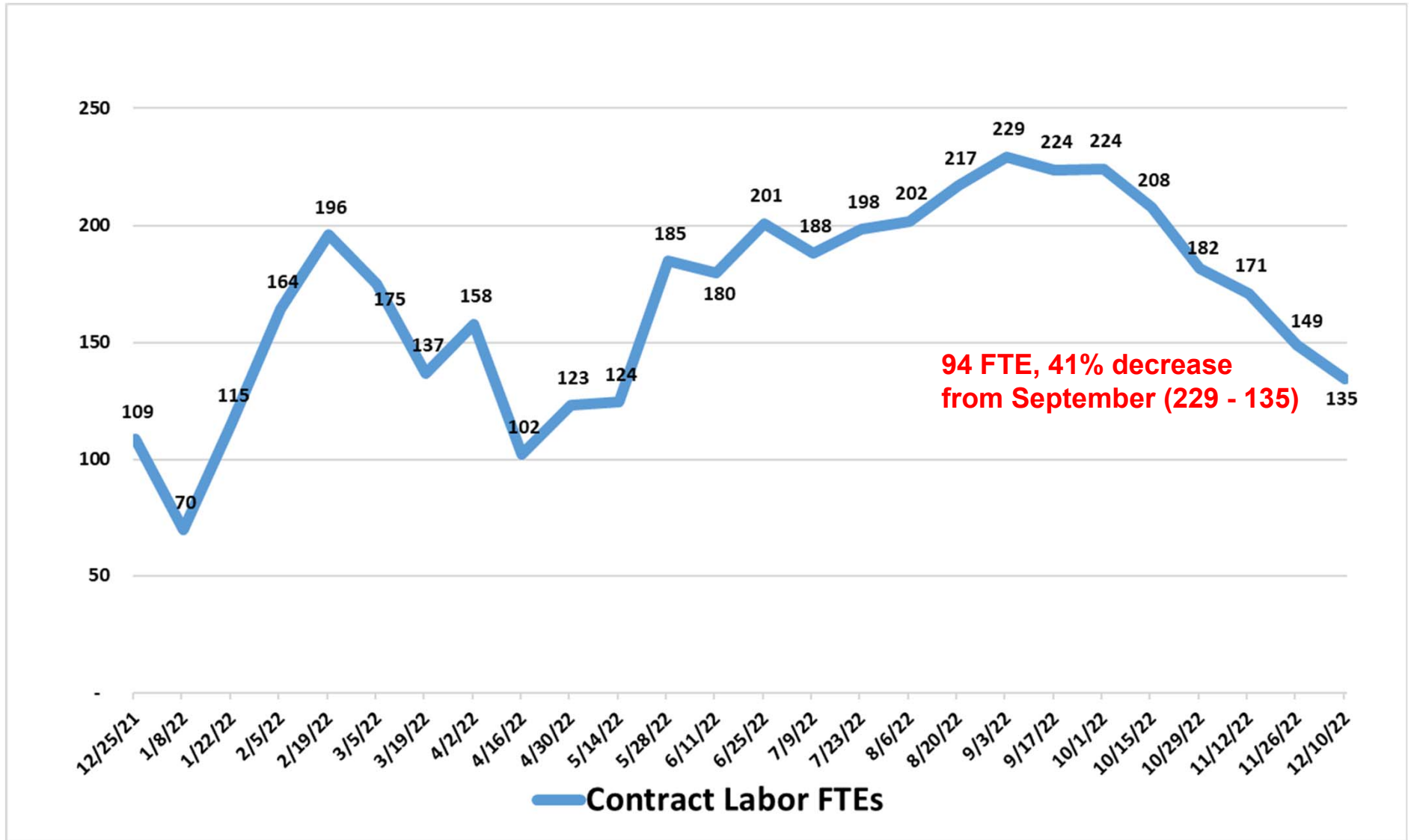
Month of November - Budget Variances

- **Closure of the Transitional Care Service Unit on Court Street.** Beginning in November, we stopped accepting patients at our TCS South location. This ramp down represents approximately \$180K less in net patient revenue and \$272K less in direct costs, which is a \$92K positive net bottom line impact.
- **Net Patient Revenues:** Net patient revenue was over budget by \$451K in November. The increase was due to the recognition of \$5.7M of additional 340B revenue for 2018-September 2022 dates of service. Without this revenue, November's revenue would be \$5.2M under budget primarily due to the lower than anticipated inpatient volume.
- **Salaries and Contract Labor:** The \$1.3M, 3.4% favorable variance is primarily due to the lower than anticipated inpatient volume. The productivity ratios are still favorable in terms of worked hours per volume.
- **Medical and Other Supplies:** In November, there was \$587K related to COVID supplies and a \$300K reduction budgeted for length of stay that has not yet materialized.

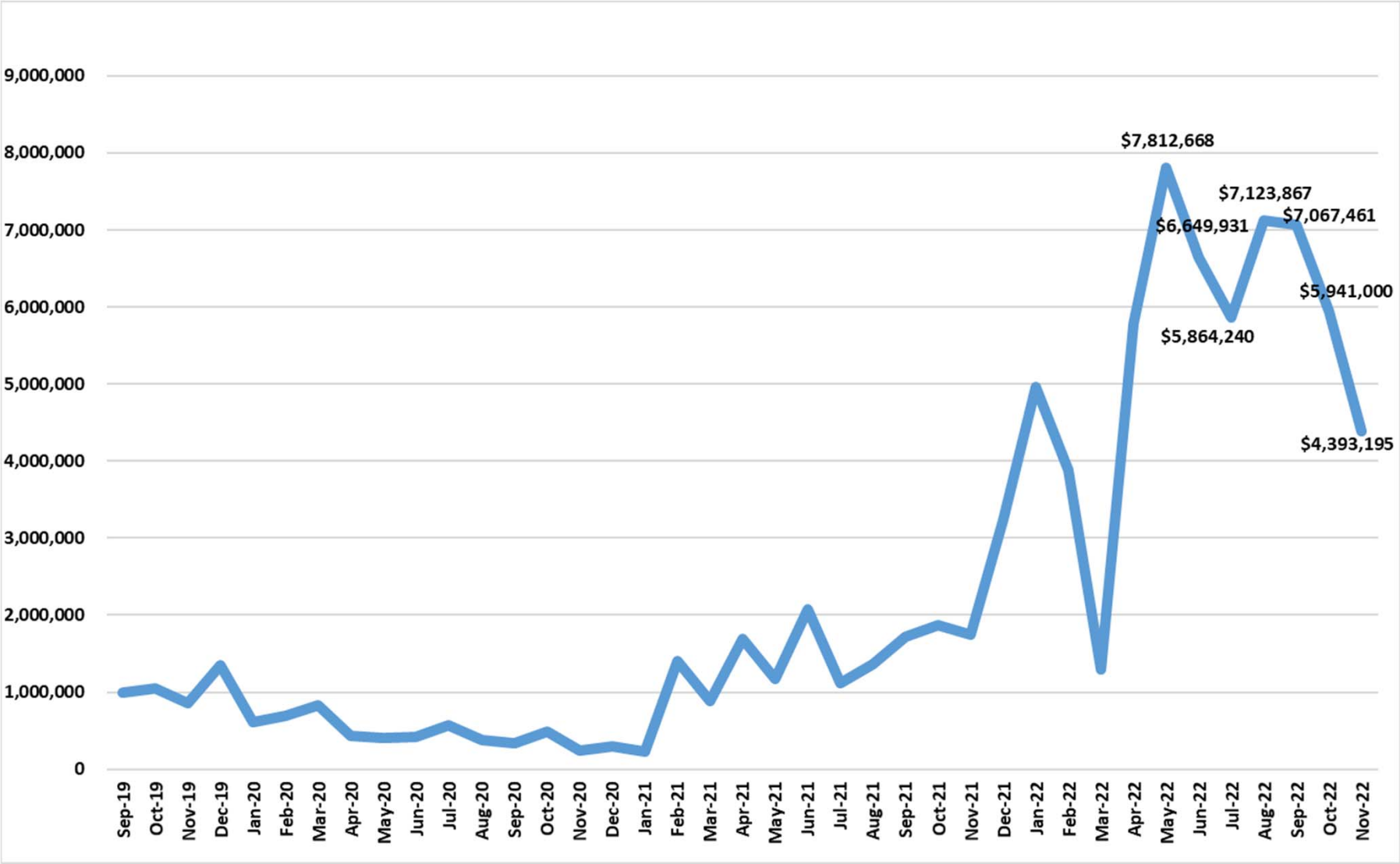
Productivity: Worked Hours/Adjusted Patient Days



Contract Labor Full Time Equivalents (FTEs)



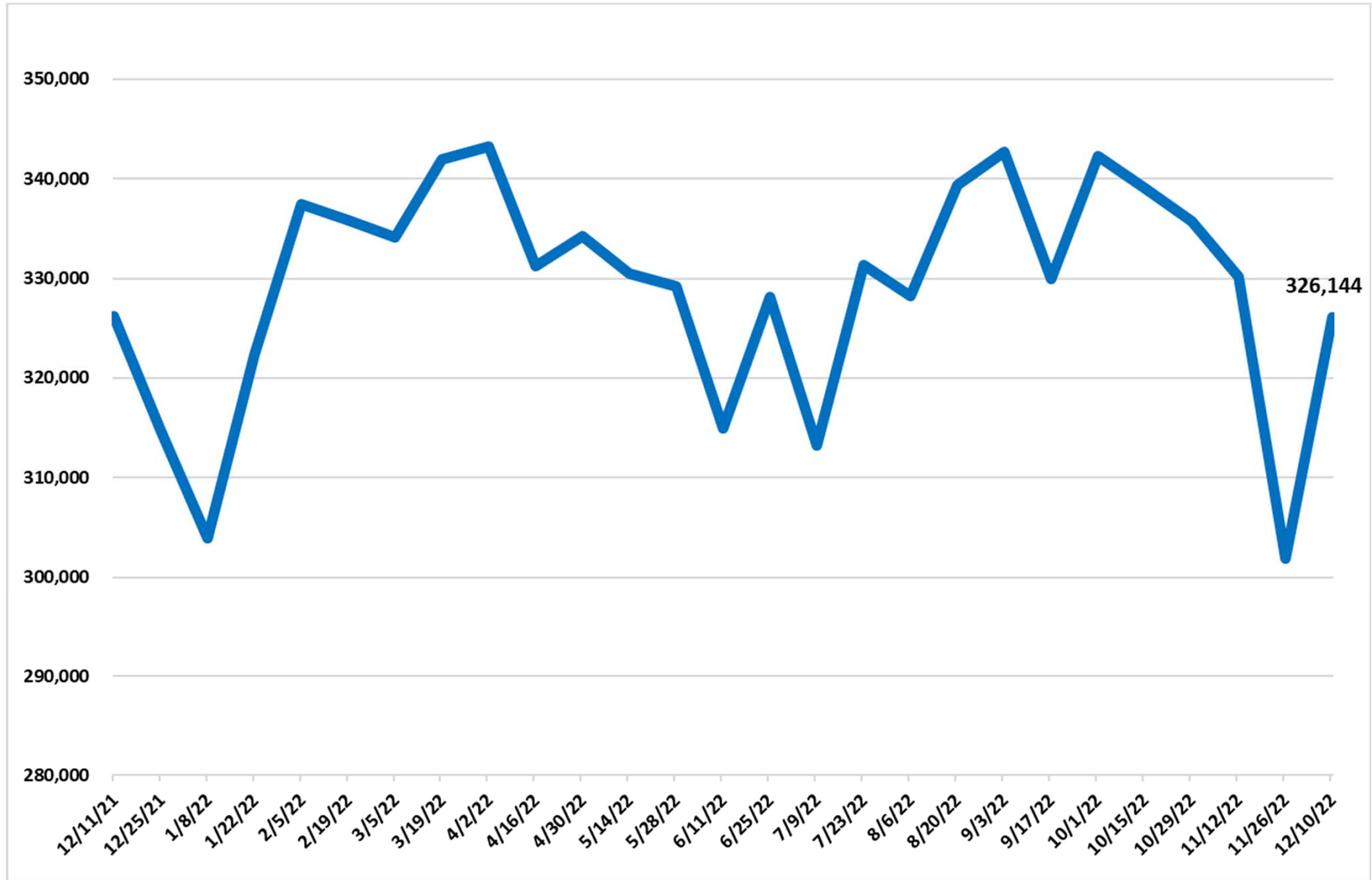
Contract Labor Expense



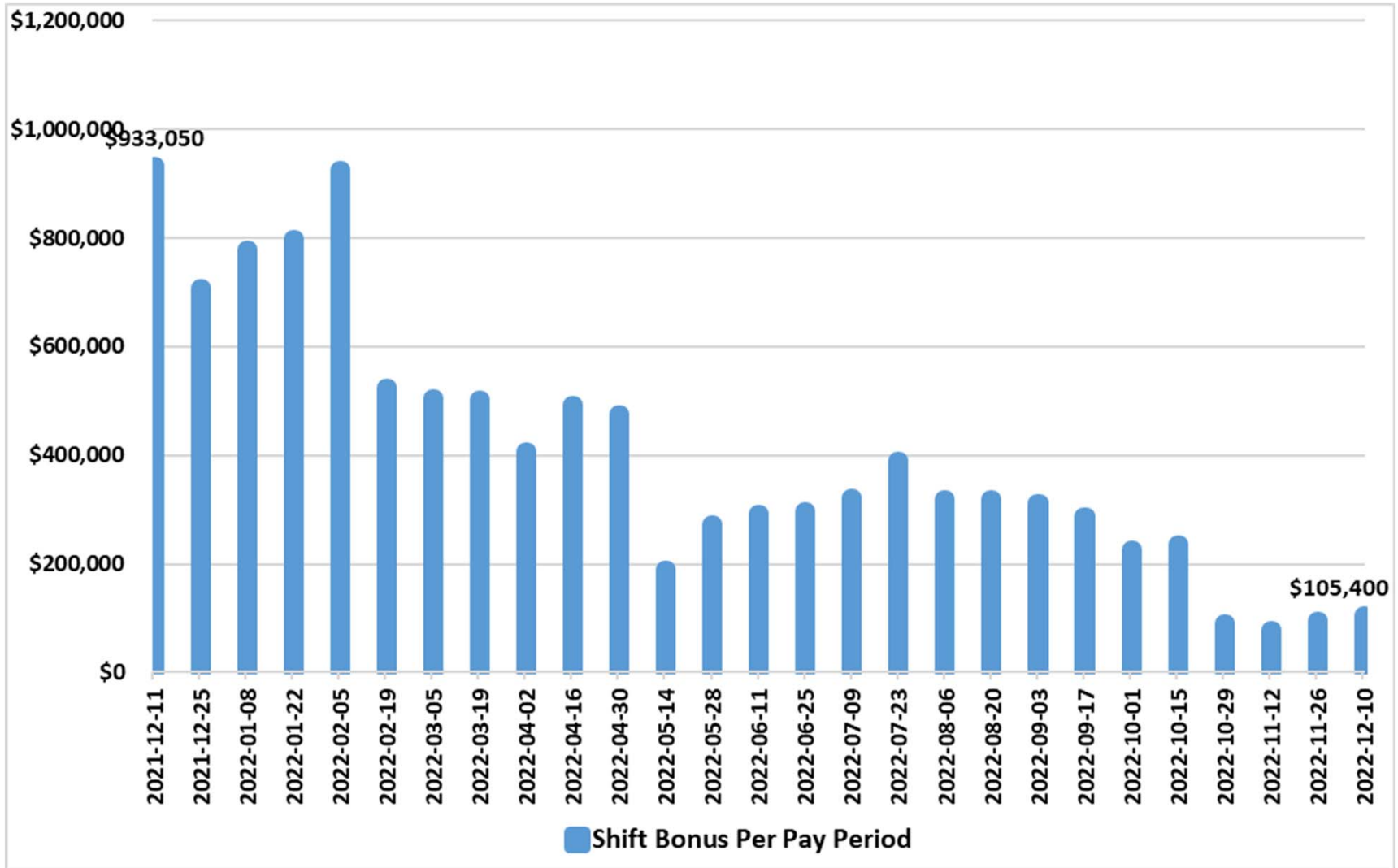
Trended Financial Comparison (000's)

	<i>Adjusted Patient Days</i>	28,267	26,571	27,106	26,955	24,973	27,296	26,159	28,283	27,788	27,688	29,148	27,367	27,421	26,955
	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	
Operating Revenue															
Net Patient Service Revenue	\$55,674	\$54,846	\$51,115	\$56,862	\$47,933	\$52,555	\$49,729	\$56,673	\$51,040	\$52,368	\$54,965	\$48,168	\$54,432	\$56,706	
Supplemental Gov't Programs	4,383	11,778	10,297	4,383	5,579	5,192	6,983	4,383	9,365	5,042	5,042	4,943	5,410	5,494	
Prime Program	667	667	667	3,285	667	667	667	3,282	3,282	743	743	743	743	743	
Premium Revenue	5,156	5,054	5,173	5,272	6,574	5,772	9,112	5,948	5,943	5,901	5,927	5,972	5,943	5,784	
Management Services Revenue	3,137	2,690	2,921	2,536	2,910	2,988	2,885	2,813	3,188	2,932	3,797	3,313	2,733	3,559	
Other Revenue	2,250	1,974	2,300	1,993	1,796	1,990	3,789	2,126	1,727	3,495	2,164	2,334	2,462	2,161	
Other Operating Revenue	15,592	22,162	21,358	17,469	17,526	16,609	23,436	18,552	23,505	18,113	17,672	17,304	17,291	17,741	
Total Operating Revenue	71,266	77,008	72,473	74,331	65,459	69,164	73,165	75,225	74,545	70,480	72,637	65,472	71,723	74,447	
Operating Expenses															
Salaries & Wages	30,538	28,408	29,967	29,407	27,297	30,503	28,987	28,998	28,536	29,176	29,435	28,455	29,473	26,929	
Contract Labor	1,872	1,745	3,238	4,958	3,882	1,299	5,784	7,813	6,650	5,864	7,124	7,067	5,941	4,393	
Employee Benefits	4,217	3,481	4,161	4,566	4,923	6,119	6,057	3,229	15,058	6,279	5,563	3,636	5,212	5,155	
Total Employment Expenses	36,627	33,634	37,366	38,931	36,102	37,920	40,828	40,040	50,244	41,319	42,122	39,158	40,625	36,477	
Medical & Other Supplies	11,714	10,623	10,687	10,913	10,406	11,180	10,685	11,914	8,179	9,593	11,666	11,642	11,523	11,358	
Physician Fees	9,674	10,261	9,479	9,210	8,812	9,045	8,829	9,329	9,413	8,892	9,585	8,814	9,859	9,645	
Purchased Services	1,683	1,565	1,745	1,261	1,511	1,304	1,914	2,038	2,122	2,937	1,120	1,556	1,349	1,328	
Repairs & Maintenance	2,702	2,330	2,331	2,324	2,588	2,251	2,204	2,380	2,369	2,237	2,486	2,516	2,542	2,460	
Utilities	860	760	654	753	736	723	753	794	1,012	715	999	1,061	942	881	
Rents & Leases	474	522	505	528	525	515	519	585	(3,966)	510	540	537	552	566	
Depreciation & Amortization	2,634	2,636	2,631	2,614	2,634	2,583	2,649	2,610	8,538	2,657	2,650	2,640	2,651	2,693	
Interest Expense	501	500	498	655	671	671	671	826	953	589	589	589	590	658	
Other Expense	1,563	1,557	1,804	2,110	1,731	2,019	1,907	2,812	2,686	1,631	2,013	1,825	1,510	1,813	
Humana Cap Plan Expenses	3,982	3,130	2,902	2,327	2,617	5,196	3,413	2,850	2,407	4,404	3,831	3,777	2,680	3,454	
Management Services Expense	2,988	2,628	2,462	2,570	2,835	3,003	3,380	2,268	3,227	2,921	3,660	3,370	2,707	3,371	
Total Other Expenses	38,774	36,512	35,698	35,266	35,066	38,491	36,924	38,405	36,942	37,087	39,139	38,324	36,904	38,173	
Total Operating Expenses	75,402	70,146	73,064	74,197	71,168	76,412	77,752	78,445	87,186	78,406	81,261	77,483	77,529	74,650	
Operating Margin	(\$4,136)	\$6,862	(\$591)	\$134	(\$5,709)	(\$7,247)	(\$4,588)	(\$3,220)	(\$12,642)	(\$7,926)	(\$8,623)	(\$12,010)	(\$5,807)	(\$203)	
Stimulus Funds	\$137	\$6,542	\$0	\$0	\$93	\$9,345	\$0	\$0	\$2,625	\$97	\$0	\$0	\$0	\$0	
Operating Margin after Stimulus	(\$3,999)	\$13,404	(\$591)	\$134	(\$5,616)	\$2,098	(\$4,588)	(\$3,220)	(\$10,017)	(\$7,829)	(\$8,623)	(\$12,010)	(\$5,807)	(\$203)	
Nonoperating Revenue (Loss)	595	587	2,495	568	693	(9,815)	(568)	(436)	(2,901)	455	326	(3,901)	452	150	
Excess Margin	(\$3,404)	\$13,991	\$1,904	\$702	(\$4,924)	(\$7,718)	(\$5,156)	(\$3,656)	(\$12,918)	(\$7,374)	(\$8,297)	(\$15,911)	(\$5,355)	(\$53)	

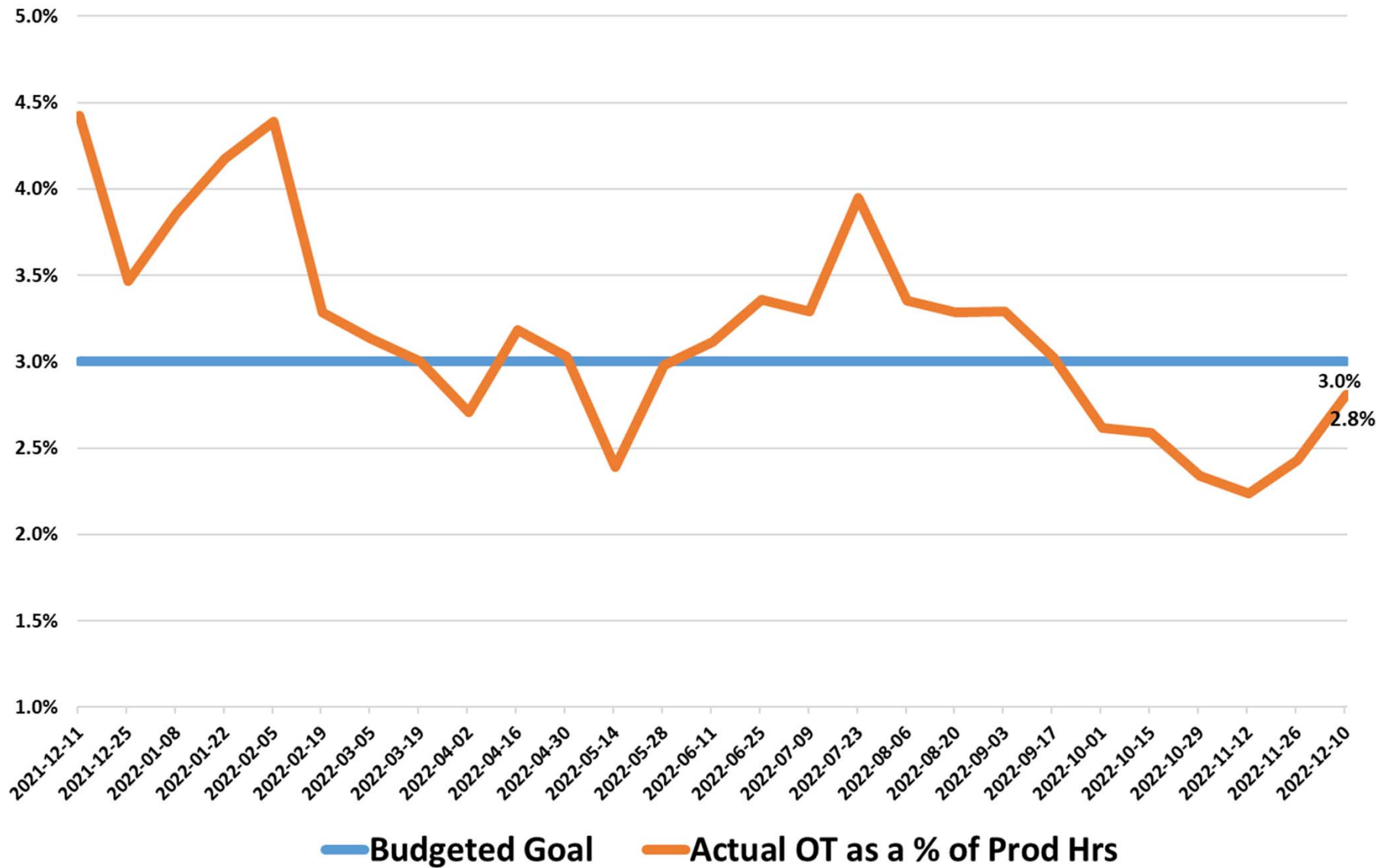
Productive Hours



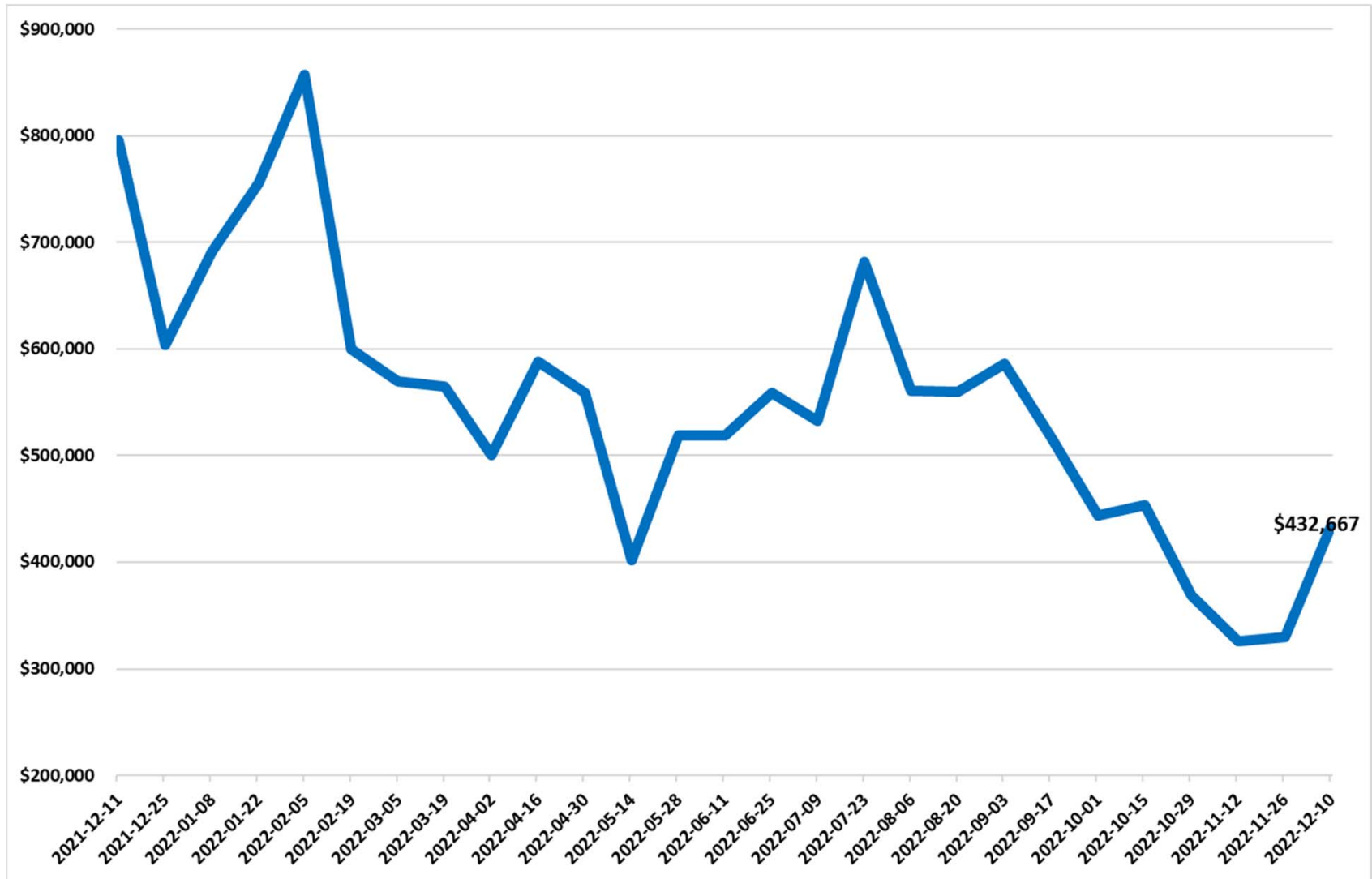
Shift Bonus



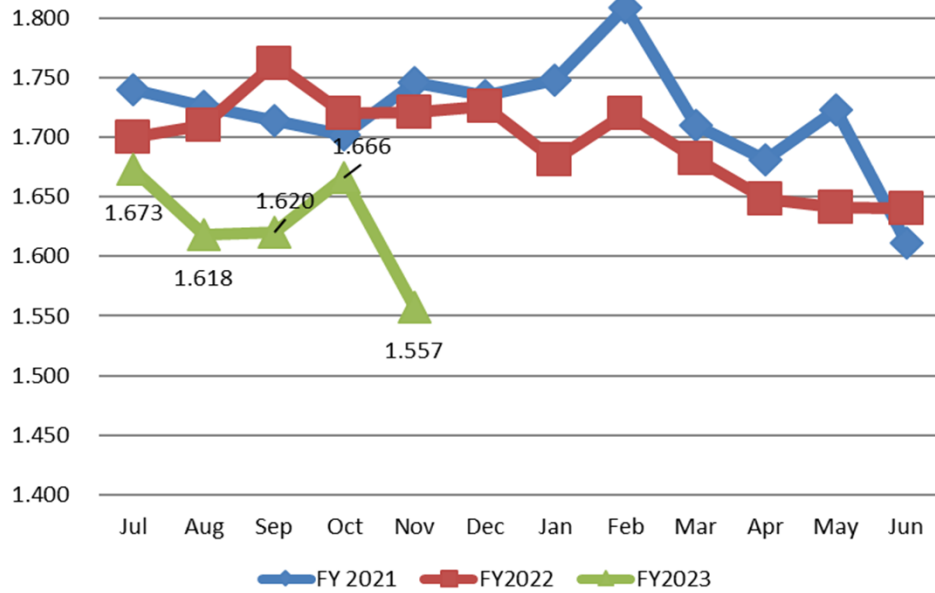
Overtime as a % of Productive Hours and \$



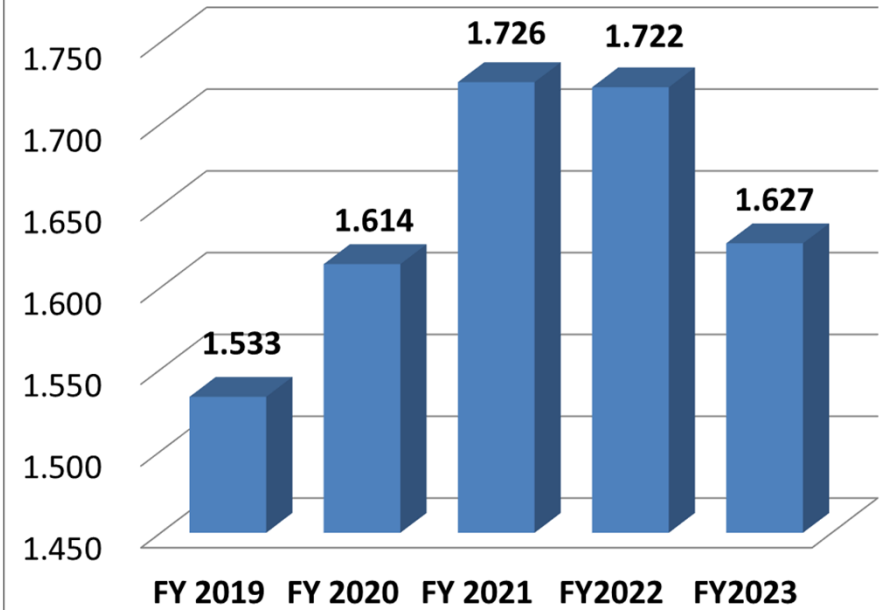
Overtime Biweekly Expense



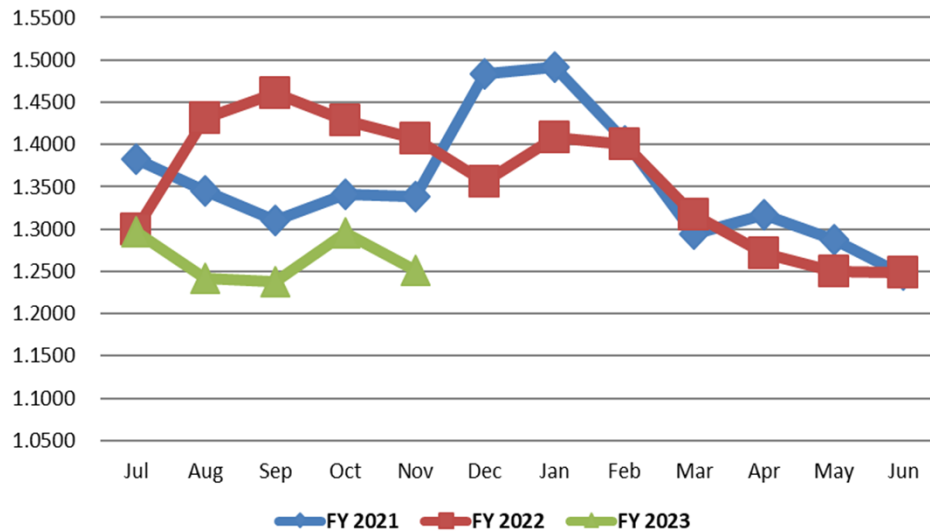
Case Mix Index w/o Normal Newborns



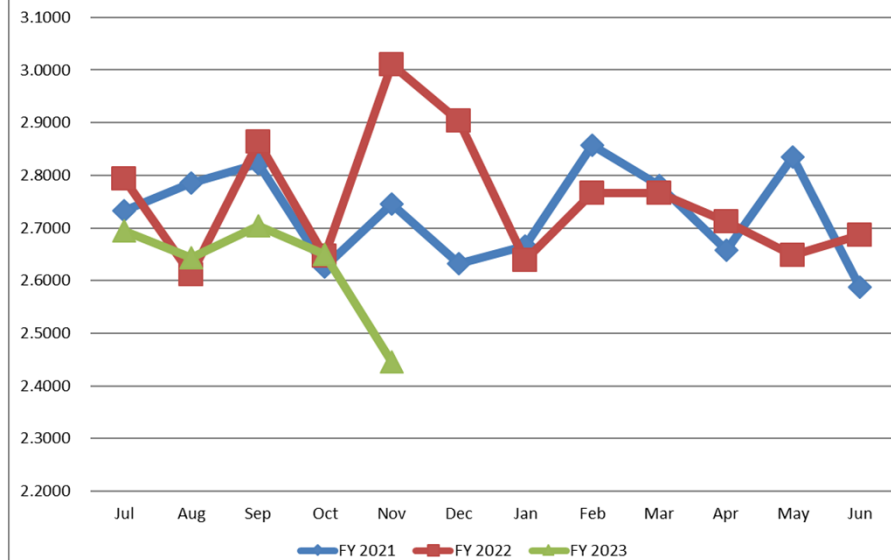
Case Mix Index w/o Normal Newborns - All



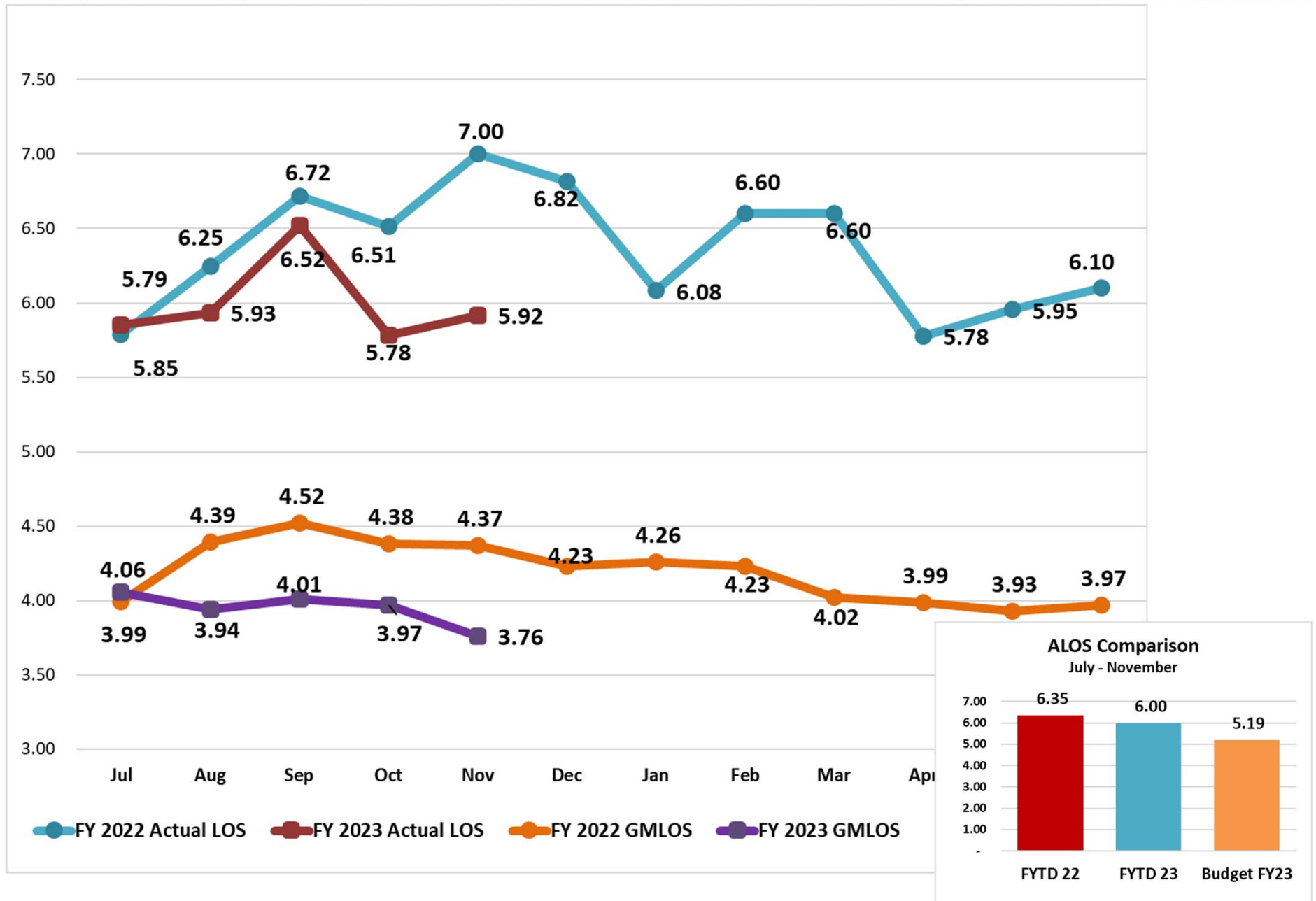
Case Mix Medical w/o Normal Newborns



Case Mix Index Surgical w/o Normal Newborns



Average Length of Stay versus National Average (GMLOS)



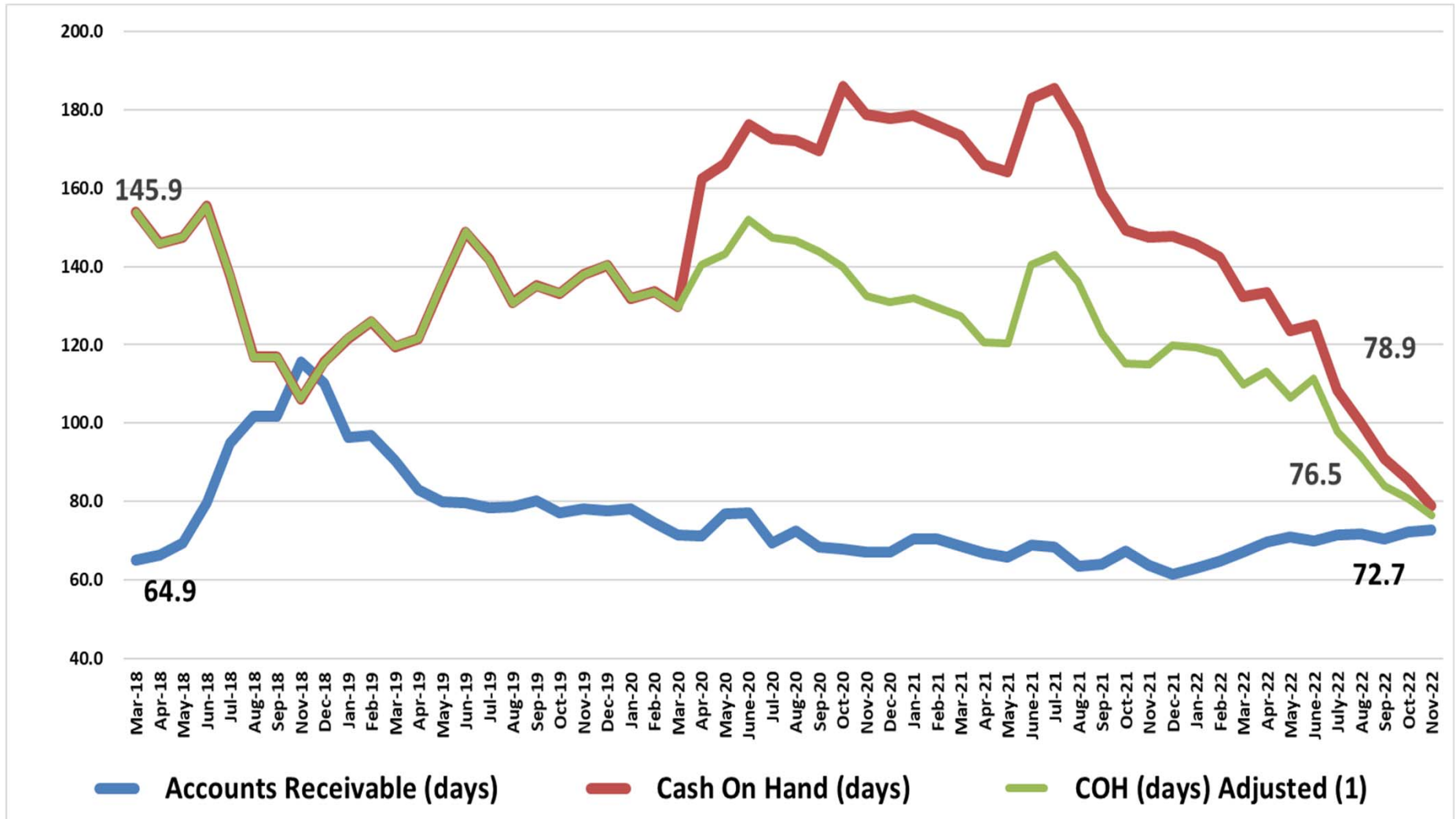
Average Length of Stay versus National Average (GMLOS)

	Including COVID Patients			Excluding COVID Patients			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	5.21	4.09	1.12	4.98	3.98	1.00	0.12	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	5.76	4.07	1.69	5.04	3.92	1.12	0.57	34%
Apr-21	5.40	3.98	1.42	5.22	3.89	1.33	0.09	7%
May-21	5.57	4.00	1.57	5.34	3.92	1.42	0.15	10%
Jun-21	5.76	3.90	1.86	5.68	3.88	1.80	0.06	3%
Jul-21	5.79	3.99	1.80	5.69	3.94	1.75	0.05	3%
Aug-21	6.25	4.39	1.86	5.95	4.05	1.90	(0.04)	-2%
Sep-21	6.72	4.52	2.20	5.89	4.08	1.81	0.39	18%
Oct-21	6.51	4.38	2.13	5.34	4.00	1.34	0.79	37%
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	3.96	2.00	(0.18)	-10%
Feb-22	6.60	4.23	2.37	5.86	3.82	2.04	0.33	14%
Mar-22	6.60	4.02	2.58	5.67	3.89	1.78	0.80	31%
Apr-22	5.78	3.99	1.79	5.66	3.97	1.69	0.10	6%
May-22	5.95	3.93	2.02	5.59	3.87	1.72	0.30	15%
Jun-22	6.10	3.97	2.13	5.61	3.88	1.73	0.40	19%
Jul-22	5.85	4.06	1.79	5.64	3.89	1.75	0.04	2%
Aug-22	5.93	3.94	1.99	5.59	3.82	1.77	0.22	11%
Sep-22	6.52	4.01	2.51	6.27	3.93	2.34	0.17	7%
Oct-22	5.77	3.96	1.81	5.56	3.89	1.67	0.14	8%
Nov-22	5.92	3.76	2.16	5.85	3.73	2.12	0.04	2%
Average	6.01	4.16	1.85	5.50	3.96	1.54	0.31	17%

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



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

NOVEMBER 30, 2022

	Current Month Value	Prior Month Value	June 30, 2022 Audited Value	2021 Moody's Median Benchmark		
				Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	2.8	2.4	2.0	1.4	1.7	1.6
Accounts Receivable (days)	72.7	72.1	69.4	48.3	48.3	47.5
Cash On Hand (days)	78.9	85.6	117.3	341.3	268.4	206.5
Cushion Ratio (x)	11.0	12.0	17.4	52.4	31.5	19.9
Average Payment Period (days)	45.9	49.4	61.8	97.6	86.4	94.0
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	91.2%	99.4%	128.3%	323.4%	220.4%	170.1%
Debt-To-Capitalization	33.1%	33.0%	31.3%	20.6%	29.1%	36.3%
Debt-to-Cash Flow (x)	(4.1)	(2.9)	7.2	2.1	2.6	3.3
Debt Service Coverage	(2.9)	(4.2)	1.4	9.6	6.0	4.5
Maximum Annual Debt Service Coverage (x)	(2.9)	(4.2)	1.4	8.2	5.5	3.9
Age Of Plant (years)	14.9	15.0	12.3	10.8	12.4	13.5
PROFITABILITY RATIOS						
Operating Margin	(9.7%)	(12.3%)	(4.3%)	4.1%	3.1%	2.2%
Excess Margin	(10.5%)	(13.3%)	(2.9%)	8.1%	6.7%	4.8%
Operating Cash Flow Margin	(5.1%)	(7.6%)	1.0%	9.6%	8.8%	7.5%
Return on Assets	(10.5%)	(12.9%)	(2.8%)	5.8%	4.9%	3.9%

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

Fiscal Year	Operating Revenue			Operating Expenses				Operating Expenses Total	Operating Income	Non-Operating Income	Net Income	Operating Margin %	Excess Margin
	Net Patient Revenue	Other Operating Revenue	Operating Revenue Total	Personnel Expense	Physician Fees	Supplies Expense	Other Operating Expense						
2022													
Jul-21	51,502	15,035	66,537	32,678	7,922	9,596	15,217	65,413	1,124	582	1,706	1.7%	2.5%
Aug-21	49,714	16,024	65,737	33,434	8,527	13,004	15,414	70,379	(4,642)	990	(3,651)	(7.1%)	(5.5%)
Sep-21	57,879	15,513	73,391	38,332	7,736	11,942	17,438	75,448	(2,056)	(388)	(2,445)	(2.8%)	(3.3%)
Oct-21	55,674	15,592	71,266	36,627	9,674	11,714	17,386	75,402	(4,136)	732	(3,403)	(5.8%)	(4.7%)
Nov-21	54,846	22,162	77,008	33,634	10,261	10,623	15,629	70,146	6,862	7,129	13,991	8.9%	16.6%
Dec-21	51,115	21,796	72,911	37,366	9,479	10,687	15,532	73,064	(153)	2,057	1,904	(0.2%)	2.5%
Jan-22	56,862	17,469	74,331	38,931	9,210	10,913	15,143	74,197	134	568	702	0.2%	0.9%
Feb-22	47,933	17,525	65,458	36,102	8,812	10,406	15,848	71,168	(5,710)	787	(4,924)	(8.7%)	(7.4%)
Mar-22	52,555	16,609	69,164	37,920	9,045	11,180	18,266	76,412	(7,247)	(470)	(7,717)	(10.5%)	(11.2%)
Apr-22	49,729	23,436	73,165	40,828	8,829	10,685	17,410	77,752	(4,588)	(568)	(5,156)	(6.3%)	(7.1%)
May-22	56,673	18,552	75,225	40,040	9,329	11,914	17,162	78,445	(3,220)	(436)	(3,656)	(4.3%)	(4.9%)
Jun-22	51,040	23,102	74,142	50,244	9,413	8,179	19,349	87,186	(13,044)	126	(12,918)	(17.6%)	(17.4%)
2022 FY Total	\$ 635,520	\$ 222,815	\$ 858,335	\$ 456,137	\$ 108,238	\$ 130,842	\$ 199,795	\$ 895,011	\$ (36,676)	\$ 11,108	\$ (25,568)	(4.3%)	(2.9%)
2023													
Jul-22	52,368	18,113	70,480	41,319	8,892	9,593	18,601	78,406	(7,926)	552	(7,374)	(11.2%)	(10.4%)
Aug-22	54,965	17,672	72,637	42,122	9,585	11,666	17,888	81,261	(8,623)	326	(8,297)	(11.9%)	(11.4%)
Sep-22	48,168	17,304	65,472	39,158	8,814	11,642	17,869	77,483	(12,010)	(3,901)	(15,911)	(18.3%)	(25.8%)
Oct-22	54,432	17,291	71,723	40,625	9,859	11,523	15,522	77,529	(5,807)	452	(5,355)	(8.1%)	(7.4%)
Nov-22	56,706	17,741	74,447	36,477	9,645	11,358	17,171	74,650	(203)	150	(53)	(0.3%)	(0.1%)
2023 FY Total	\$ 266,639	\$ 88,121	\$ 354,760	\$ 199,702	\$ 46,794	\$ 55,782	\$ 87,052	\$ 389,329	\$ (34,569)	\$ (2,421)	\$ (36,990)	(9.7%)	(10.5%)
FYTD Budget	283,290	92,574	375,865	190,761	45,805	53,493	88,962	379,019	(3,155)	1,824	(1,331)	(0.8%)	(0.4%)
Variance	\$ (16,651)	\$ (4,454)	\$ (21,105)	\$ 8,941	\$ 990	\$ 2,290	\$ (1,910)	\$ 10,310	\$ (31,415)	\$ (4,245)	\$ (35,659)		
Current Month Analysis													
Nov-22	\$ 56,706	\$ 17,741	\$ 74,447	\$ 36,477	\$ 9,645	\$ 11,358	\$ 17,171	\$ 74,650	\$ (203)	\$ 150	\$ (53)	(0.3%)	(0.1%)
Budget	56,255	18,277	74,532	37,775	9,389	10,673	17,526	75,363	(831)	355	(476)	(1.1%)	(0.6%)
Variance	\$ 451	\$ (536)	\$ (85)	\$ (1,298)	\$ 255	\$ 685	\$ (355)	\$ (713)	\$ 628	\$ (205)	\$ 423		

KAWEAH DELTA HEALTH CARE DISTRICT

FISCAL YEAR 2022 & 2023

Fiscal Year	Patient Days	ADC	Adjusted		DFR & Bad Debt %	Net Patient Revenue/ Ajusted Patient Day	Personnel Expense/ Ajusted Patient Day	Physician Fees/ Ajusted Patient Day	Supply Expense/ Ajusted Patient Day	Total		Physician Expense/ Net Patient Revenue	Supply Expense/ Net Patient Revenue	Total Operating Expense/ Net Patient Revenue
			Patient Days	I/P Revenue %						Operating Expense/ Ajusted Patient Day	Personnel Expense/ Net Patient Revenue			
2022														
Jul-21	13,388	432	26,085	51.3%	76.2%	1,974	1,253	304	368	2,508	63.4%	15.4%	18.6%	127.0%
Aug-21	14,421	465	27,742	52.0%	77.3%	1,792	1,205	307	469	2,537	67.3%	17.2%	26.2%	141.6%
Sep-21	14,836	495	28,344	52.3%	75.0%	2,042	1,352	273	421	2,662	66.2%	13.4%	20.6%	130.4%
Oct-21	15,518	501	28,267	54.9%	75.8%	1,970	1,296	342	414	2,667	65.8%	17.4%	21.0%	135.4%
Nov-21	13,969	466	26,571	52.6%	74.8%	2,064	1,266	386	400	2,640	61.3%	18.7%	19.4%	127.9%
Dec-21	14,305	461	27,106	52.8%	76.4%	1,886	1,378	350	394	2,695	73.1%	18.5%	20.9%	142.9%
Jan-22	14,611	471	26,955	54.2%	74.3%	2,109	1,444	342	405	2,753	68.5%	16.2%	19.2%	130.5%
Feb-22	13,263	474	24,973	53.1%	75.8%	1,919	1,446	353	417	2,850	75.3%	18.4%	21.7%	148.5%
Mar-22	13,570	438	27,296	49.7%	76.7%	1,925	1,389	331	410	2,799	72.2%	17.2%	21.3%	145.4%
Apr-22	12,698	423	26,159	48.5%	77.0%	1,901	1,561	338	408	2,972	82.1%	17.8%	21.5%	156.4%
May-22	13,858	447	28,283	49.0%	74.6%	2,004	1,416	330	421	2,774	70.7%	16.5%	21.0%	138.4%
Jun-22	13,603	453	27,788	49.0%	77.5%	1,837	1,808	339	294	3,137	98.4%	18.4%	16.0%	170.8%
2022 FY Total	168,040	460	325,602	51.6%	75.9%	1,952	1,401	332	402	2,749	71.8%	17.0%	20.6%	140.8%
2023														
Jul-22	13,910	449	27,688	50.2%	75.6%	1,891	1,492	321	346	2,832	78.9%	17.0%	18.3%	149.7%
Aug-22	13,865	447	29,148	47.6%	76.4%	1,886	1,445	329	400	2,788	76.6%	17.4%	21.2%	147.8%
Sep-22	12,768	426	27,367	46.7%	77.4%	1,760	1,431	322	425	2,831	81.3%	18.3%	24.2%	160.9%
Oct-22	13,119	423	27,421	47.8%	75.7%	1,985	1,482	360	420	2,827	74.6%	18.1%	21.2%	142.4%
Nov-22	12,904	430	26,955	47.9%	74.6%	2,104	1,353	358	421	2,769	64.3%	17.0%	20.0%	131.6%
2023 FY Total	66,566	435	138,600	48.0%	75.9%	1,924	1,441	338	402	2,809	74.9%	17.5%	20.9%	146.0%
FYTD Budget	73,470	480	140,227	52.4%	75.1%	2,020	1,360	327	381	2,735	67.3%	16.2%	18.9%	133.8%
Variance	(6,904)	(45)	(1,627)	(4.4%)	0.8%	(96)	80	11	21	74	7.6%	1.4%	2.0%	12.2%
Current Month Analysis														
Nov-22	12,904	430	26,955	47.9%	74.6%	2,104	1,353	358	421	2,769	64.3%	17.0%	20.0%	131.6%
Budget	14,628	488	28,409	51.5%	74.9%	1,980	1,330	330	376	2,796	67.1%	16.7%	19.0%	134.0%
Variance	(1,724)	(57)	(1,454)	(3.6%)	(0.3%)	124	24	27	46	(26)	(2.8%)	0.3%	1.1%	(2.3%)

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

	Nov-22	Oct-22	Change	% Change	Jun-22 (Audited)
ASSETS AND DEFERRED OUTFLOWS					
CURRENT ASSETS					
Cash and cash equivalents	\$ 15,003	\$ 6,085	\$ 8,918	146.5%	\$ 21,693
Current Portion of Board designated and trusted assets	19,442	18,002	1,440	8.0%	14,121
Accounts receivable:					
Net patient accounts	147,108	144,079	3,029	2.1%	135,946
Other receivables	31,669	32,169	(500)	(1.6%)	27,575
	178,778	176,248	2,529	1.4%	163,521
Inventories	13,921	13,929	(8)	(0.1%)	14,025
Medicare and Medi-Cal settlements	74,216	69,498	4,719	6.8%	58,593
Prepaid expenses	15,076	14,195	881	6.2%	13,050
Total current assets	316,436	297,957	18,479	6.2%	285,004
NON-CURRENT CASH AND INVESTMENTS -					
less current portion					
Board designated cash and assets	171,183	197,715	(26,532)	(13.4%)	266,148
Revenue bond assets held in trust	1	2	(1)	(31.2%)	8
Assets in self-insurance trust fund	944	941	3	0.3%	1,040
Total non-current cash and investments	172,128	198,658	(26,529)	(13.4%)	267,197
INTANGIBLE RIGHT TO USE LEASE,	14,376	14,376	-	0.00%	\$ 14,376
net of accumulated amortization					
CAPITAL ASSETS					
Land	17,542	17,542	-	0.0%	17,542
Buildings and improvements	425,932	425,565	367	0.1%	425,542
Equipment	325,195	325,157	38	0.0%	325,209
Construction in progress	24,308	23,094	1,214	5.3%	15,620
	792,977	791,358	1,619	0.2%	783,912
Less accumulated depreciation	472,575	469,955	2,620	0.6%	459,744
	320,402	321,403	(1,001)	(0.3%)	324,168
Property under capital leases -					
less accumulated amortization	(288)	(230)	(58)	25.0%	0
Total capital assets	320,114	321,173	(1,059)	(0.3%)	324,168
OTHER ASSETS					
Property not used in operations	1,563	1,567	(4)	(0.3%)	1,584
Health-related investments	3,906	4,174	(268)	(6.4%)	4,620
Other	13,195	12,891	304	2.4%	12,511
Total other assets	18,664	18,631	32	0.2%	18,715
Total assets	841,719	850,796	(9,077)	(1.1%)	909,459
DEFERRED OUTFLOWS					
	34,223	34,261	(37)	(0.1%)	34,410
Total assets and deferred outflows	\$ 875,942	\$ 885,057	\$ (9,114)	(1.0%)	\$943,870

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

	Nov-22	Oct-22	Change	% Change	Jun-22 (Audited)
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable and accrued expenses	\$ 38,639	\$ 47,917	\$ (9,278)	(19.4%)	\$ 62,542
Accrued payroll and related liabilities	64,261	64,455	(194)	(0.3%)	70,913
Long-term debt, current portion	9,846	9,846	-	0.0%	11,759
Total current liabilities	112,746	122,218	(9,473)	(7.8%)	145,214
LEASE LIABILITY, net of current portion	\$ 14,677	\$ 14,677	\$ 0	0.00%	\$ 14,677
LONG-TERM DEBT, less current portion					
Bonds payable	239,584	239,591	(7)	(0.0%)	239,618
Capital leases	(13)	(13)	-	0.0%	0
Notes payable	7,895	7,895	-	0.0%	7,895
Total long-term debt	247,466	247,473	(7)	(0.0%)	247,512
NET PENSION LIABILITY	39,239	39,349	(110)	(0.3%)	39,789
OTHER LONG-TERM LIABILITIES	32,875	32,355	520	1.6%	30,968
Total liabilities	432,326	441,395	(9,069)	(2.1%)	463,484
NET ASSETS					
Invested in capital assets, net of related debt	66,148	67,233	(1,085)	(1.6%)	68,426
Restricted	35,569	34,207	1,362	4.0%	31,905
Unrestricted	327,224	327,545	(322)	(0.1%)	365,378
Total net position	428,940	428,985	(45)	(0.0%)	465,709
Total liabilities and net position	\$ 875,942	\$ 885,057	\$ (9,114)	(1.0%)	\$943,870