



July 20, 2020

**NOTICE**

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Board of Directors meeting at 9:00AM on Wednesday July 22, 2020 in the Kaweah Delta – Support Services Building Emerald Room (1st Floor) 520 West Mineral King Avenue or via GoTo meeting: <https://global.gotomeeting.com/join/273777805> or Dial In: 312-757-3121 - Access Code: 273-777-805. Due to the maximum capacity (10) allowed in this room per CDC social distancing guidelines, members of the public are requested to attend via GoTo meeting.

The Board of Directors of the Kaweah Delta Health Care District will meet in a closed Board of Directors meeting at 9:01AM on Wednesday July 22, 2020 in the Support Services Building Emerald Room (1<sup>st</sup> Floor) 520 West Mineral King Avenue pursuant to Government Code 54956.8.

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Board of Directors meeting at 9:20AM on Wednesday July 22, 2020 in the Kaweah Delta – Support Services Building Emerald Room (1st Floor) 520 West Mineral King Avenue or via GoTo meeting: <https://global.gotomeeting.com/join/273777805> or Dial In: 312-757-3121 - Access Code: 273-777-805. Due to the maximum capacity (10) allowed in this room per CDC social distancing guidelines, members of the public are requested to attend via GoTo 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 Delta Medical Center, Mineral King Wing entry corridor between the Mineral King lobby and the Emergency Department waiting room.

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

KAWEAH DELTA HEALTH CARE DISTRICT  
David Francis, Secretary/Treasurer

Cindy Moccio - Board Clerk / Executive Assistant to CEO

DISTRIBUTION:  
Governing Board  
Legal Counsel  
Executive Team

Chief of Staff  
[www.kaweahdelta.org](http://www.kaweahdelta.org)



**KAWEAH DELTA HEALTH CARE DISTRICT  
SPECIAL BOARD OF DIRECTORS MEETING**

Kaweah Delta Medical Center / Support Services Building  
520 West Mineral King – Emerald Room (1<sup>st</sup> floor)

*Due to the maximum capacity (10) allowed in this room per CDC social distancing guidelines - members of the public are requested to attend via GoTo meeting*

Join from your computer, tablet or smartphone  
<https://global.gotomeeting.com/join/273777805>  
or Dial In: 312-757-3121 / Access Code: 273-777-805

**Wednesday July 22, 2020**

**SPECIAL OPEN MEETING AGENDA {9:00AM}**

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 Board discussion. Each speaker will be allowed five minutes. Members of the public wishing to address the Board concerning items not on the agenda and within the subject matter jurisdictions of the Board are requested to identify themselves at this time.
4. **APPROVAL OF THE CLOSED AGENDA – 9:01AM**
  - 4.1. **Conference with Real Property Negotiator {Government Code 54956.8}**: Property: APN’s 119-85-012, 199-85-013, 119-85-014. Negotiating party: Kaweah Delta Health Care District: Marc Mertz and Sequoia Gateway, LLC – price and terms – *Marc Mertz, Vice President – Chief Strategy Officer*

5. **ADJOURN**

**CLOSED MEETING AGENDA {9:01AM}**

1. **CALL TO ORDER**
2. **CONFERENCE WITH REAL PROPERTY NEGOTIATOR** {Government Code 54956.8} - Property: APN’s 119-85-012, 199-85-013, 119-85-014. Negotiating party: Kaweah Delta Health Care District: Marc Mertz and Sequoia Gateway, LLC – price and terms.  
  
*Marc Mertz, Vice President – Chief Strategy Officer*

**ADJOURN**

## OPEN MEETING AGENDA {9:20AM}

*Due to the maximum capacity (10) allowed in this room per CDC social distancing guidelines - members of the public are requested to attend via GoTo meeting*

**Join from your computer, tablet or smartphone**

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4. **2020/2021 ANNUAL OPERATING AND CAPITAL BUDGET** – Review of the annual operating and capital budget.  
*Malinda Tupper –Vice President & Chief Financial Officer*
5. **FINANCIALS** – Review of the most current fiscal year financial results.  
*Malinda Tupper, Vice President & Chief Financial Officer*
6. **REPORTS**
  - 6.1. Chief Executive Officer Report -Report relative to current events and issues.  
*Gary Herbst, Chief Executive Officer*
  - 6.2. Board President - Report relative to current events and issues.  
*Nevin House, 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.*

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

 Kaweah Delta Medical Center

# CFO Financial Report

July 22, 2020



**Kaweah Delta**  
HEALTH CARE DISTRICT

13/135

# Agenda

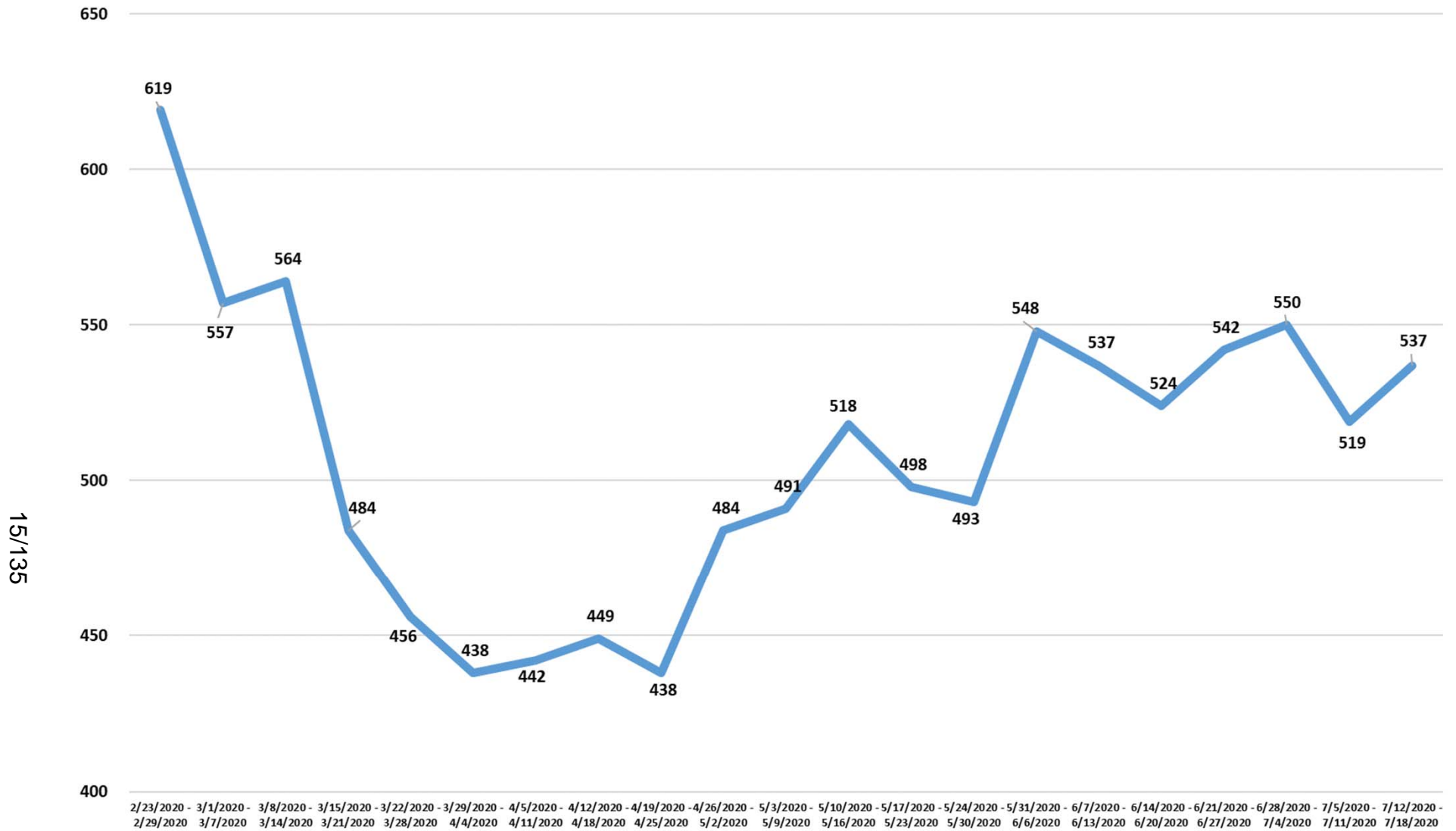
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## **FY 21 Budget Discussion and Projections**

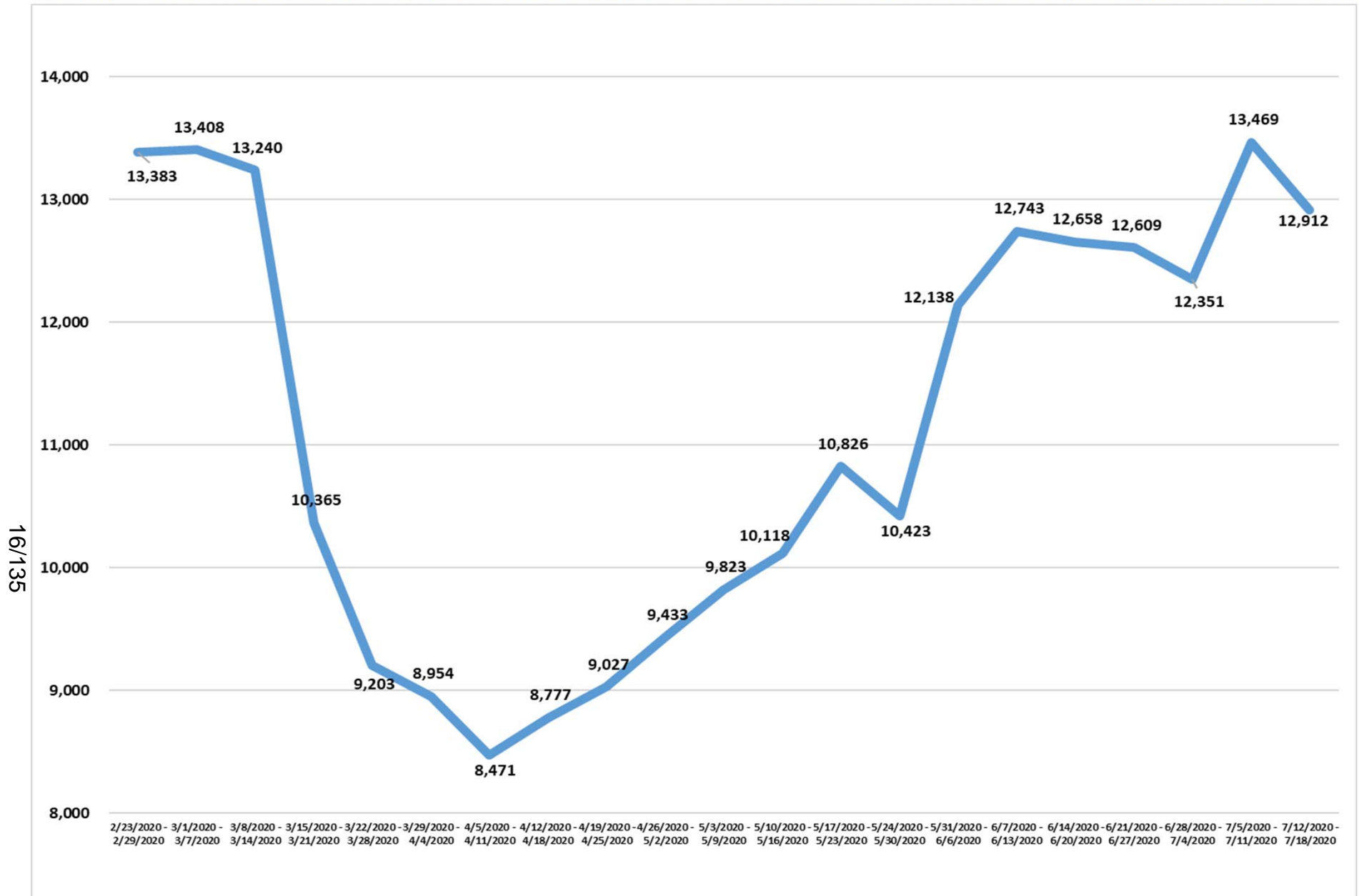
- Projected July 20 volume and budget comparison
- COVID impact on inpatient revenue and LOS
- COVID financial impact on inpatient surgeries
- COVID funding update
- COVID expense update

## **Financial Review & Budget Variance Analysis – June 2020 & FY20**

# Inpatient Weekly Encounters



# Outpatient Weekly Encounters (excluding Home Health, Hospice, Home Infusions)



# Projected Volume for July 2020

	July 2019	Projected July 2020	FY 21 Budget	Change	% Change
Average Daily Census	411	418	424	(6)	(1%)
Outpatient Registrations / Day	1,257	1446	1,360	86	6%
KDMF	33,037	26,414	36,387	(9,973)	(27%)
Emergency Visits / Day	243	219	243	(24)	(10%)
Surgery Minutes	1,029	1,063	1,200	(137)	(11%)
Cath Lab Minutes	369	320	391	(71)	(18%)
Cardiac Surgery Cases	48	30	50	(20)	(40%)
Deliveries	438	319	401	(82)	(20%)
Rural Health Clinic Visits	8,084	10,000	8,781	1,219	14%
Radiology-KDIC	1,058	1,063	1,058	5	0%
Breast Center-KDIC	1,880	1,559	1,917	(358)	(19%)
MRI-KDIC	381	295	390	(96)	(24%)
Ultrasound-KDIC	745	647	868	(221)	(26%)
CT Scan-KDIC	419	363	431	(68)	(16%)



# Financial Analysis - COVID-19 Inpatient

## January-June 2020 Discharged COVID-19 Inpatients

Payer Group	Patient Volume	% of Total Visits	ALOS (3,025 Patient Days)	GMLOS	Est. Net Revenue	Direct Cost	Contribution Margin	Net income
Medicare	146	54%	11.6	5.3	\$2,729,786	\$3,311,074	(\$581,287)	(\$2,189,835)
Commercial/Other	41	15%	8.7	5.5	\$878,722	\$676,696	\$202,027	\$178,275
Medi-Cal Managed Care	39	14%	11.3	5.9	\$1,099,231	\$1,074,533	\$24,698	(\$259,840)
Medicare Managed Care	24	9%	9.2	6.2	\$504,906	\$546,191	(\$41,284)	(\$233,407)
Medi-Cal	15	6%	18.5	5.7	\$279,599	\$507,693	(\$228,094)	(\$601,893)
Cash Pay	4	1%	6.0	4.8	\$329	\$34,262	(\$33,933)	(\$78,208)
Work Comp	2	1%	7.0	8.8	\$52,105	\$40,513	\$11,592	\$9,835
<b>Grand Total</b>	<b>271</b>	<b>100%</b>	<b>11.2</b>	<b>5.5</b>	<b>\$5,544,678</b>	<b>\$6,190,962</b>	<b>(\$646,283)</b>	<b>(\$3,175,074)</b>

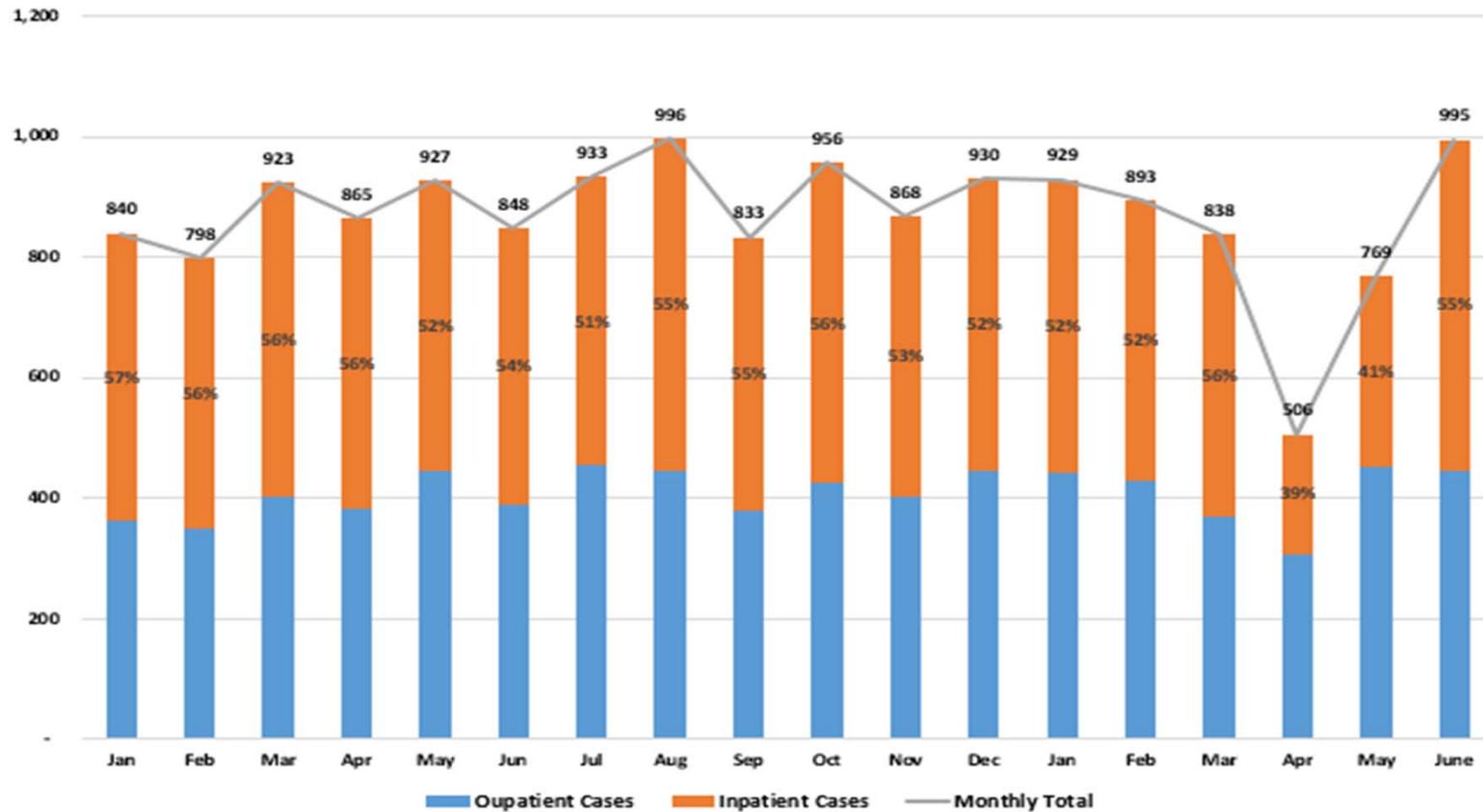
Typical Contribution Margin on 271 Inpatient Visits \$738,475

Difference (\$1,384,758)

Source: Service Line Report Cost Accounting System and includes a 3% increase in direct based on additional labor costs/PPE/Pharmacy.

# Impact - Inpatient Surgeries

## Surgery (IP & OP) - Cases



19/135

Average: Inpatient Surgical Contribution Margin a month = \$2.2M

Low Month: April 2020's Inpt. Contribution Margin = approx. \$900K

\$1.3M / month difference = \$15.6M a year

# COVID-19 Financial Activity

## Stimulus Funds Received

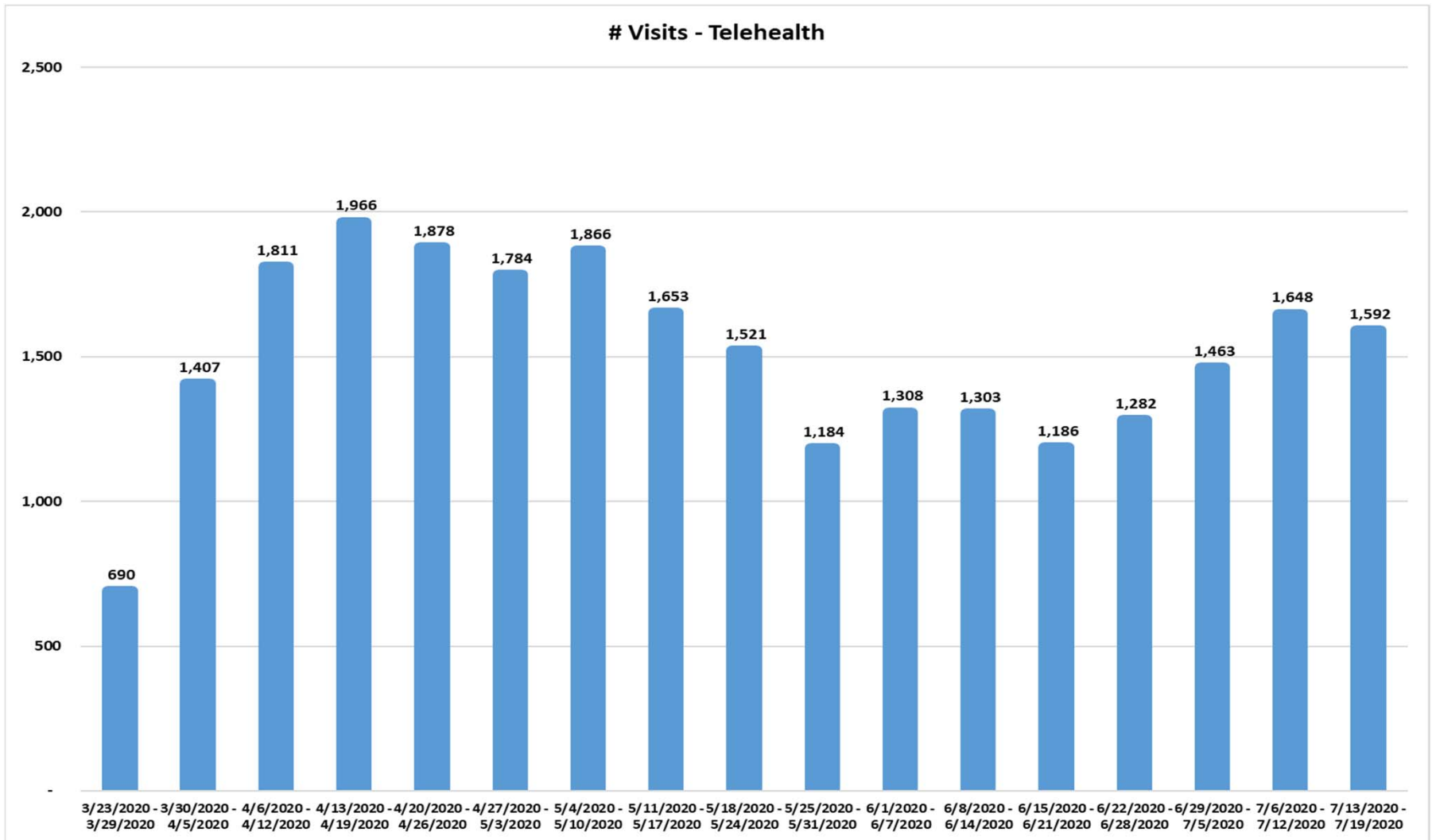
Red indicates change since last reviewed

Stimulus Funds – Kaweah Delta	\$11,420,930	Received 4/11/20
Stimulus Funds – KDMF	\$684,104	Received 4/11/20
Stimulus Funds – KD 2 <sup>nd</sup> payment	\$1,225,939	Received 4/24/20
Stimulus Funds – KDMF 2 <sup>nd</sup> payment	\$198,091	Received 5/26/20
California Hospital Association	\$28,014	Received 6/3 and 6/9/20
Stimulus Funds -Testing at Rural Health Clinics	\$197,846	Received 5/20/20
Stimulus Funds - Skilled Nursing Facility	\$225,000	Received 5/22/20
Stimulus Funds – Rural Providers	<b>\$413,013</b>	<b>Received 6/25/20</b>
<b>Impact to Net Revenue</b>	<b>\$14,392,937</b>	

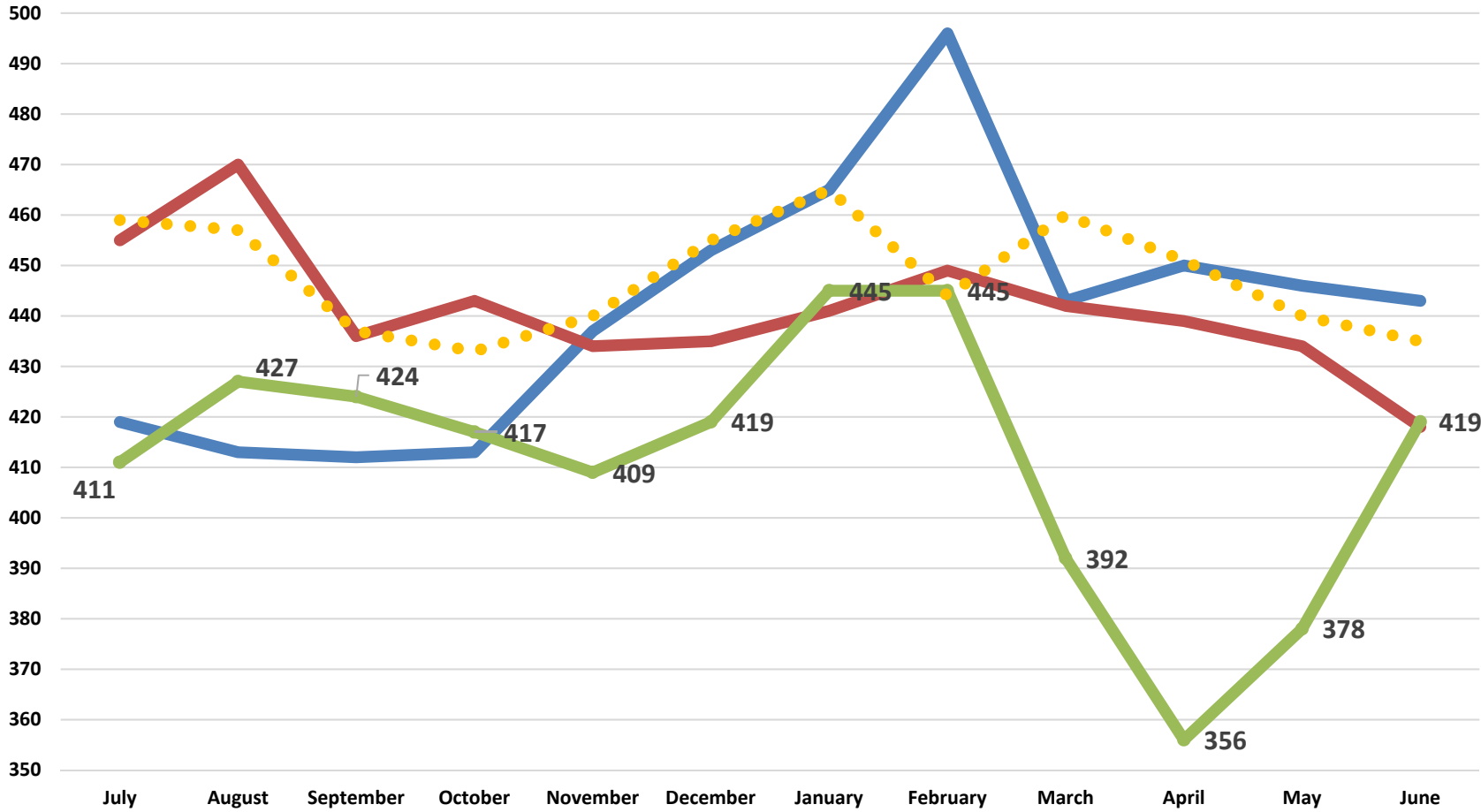
# COVID-19: Costs and Billing

**Tracking Costs:** \$862K in COVID labor and expenses were identified in June 2020, \$5.3M YTD

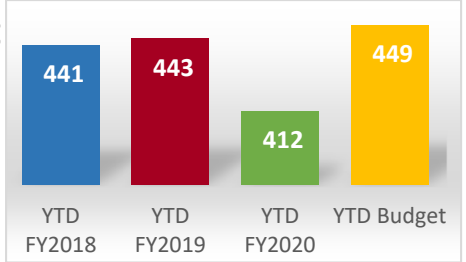
**Volume New Services:** Telehealth including KDMF



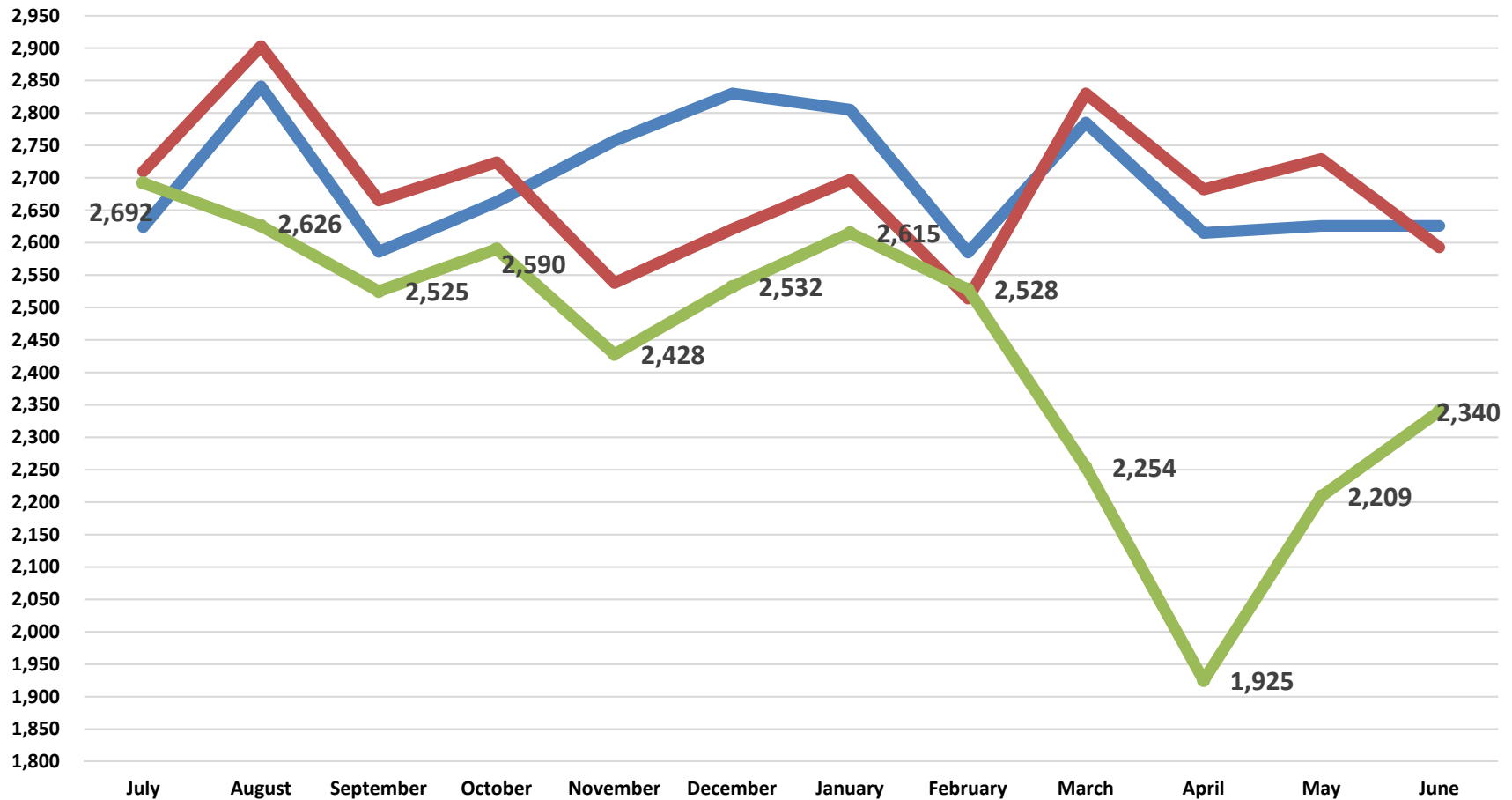
# Average Daily Census



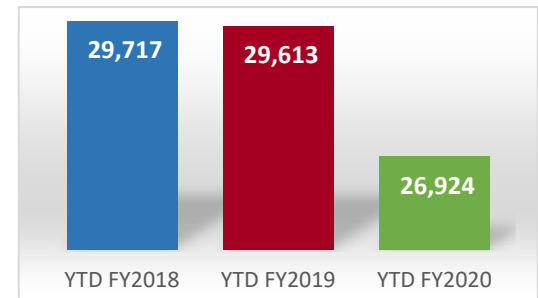
—●— FY2018   
 —●— FY2019   
 —●— FY2020   
 ●●● Budget



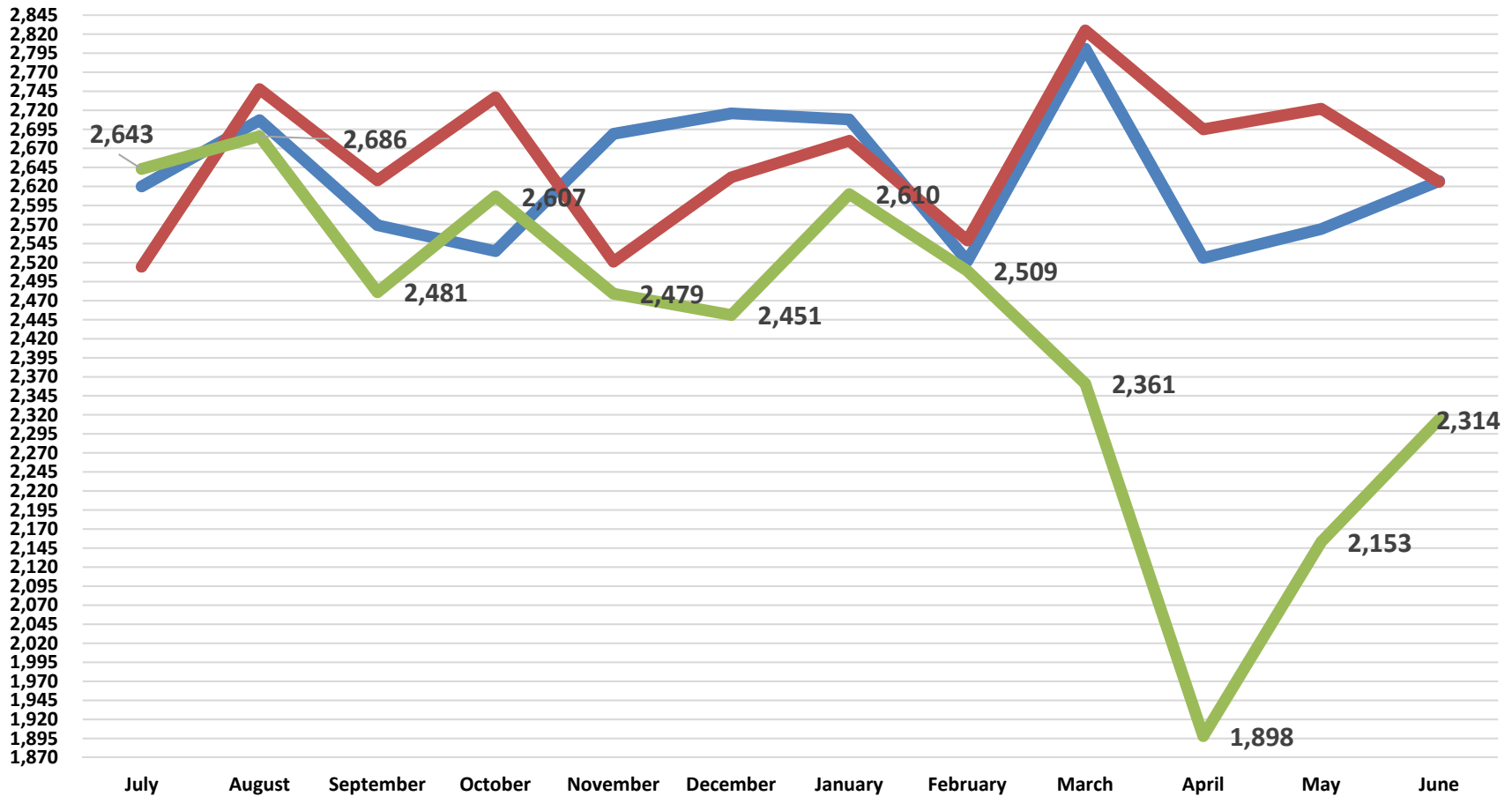
# Admissions



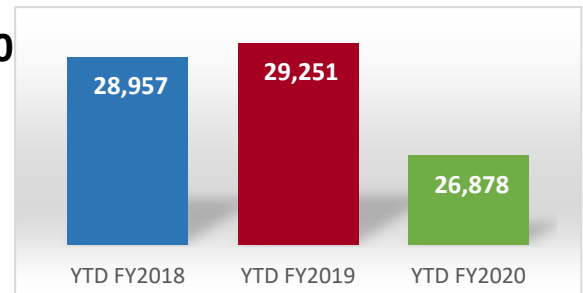
— FY2018 — FY2019 — FY2020



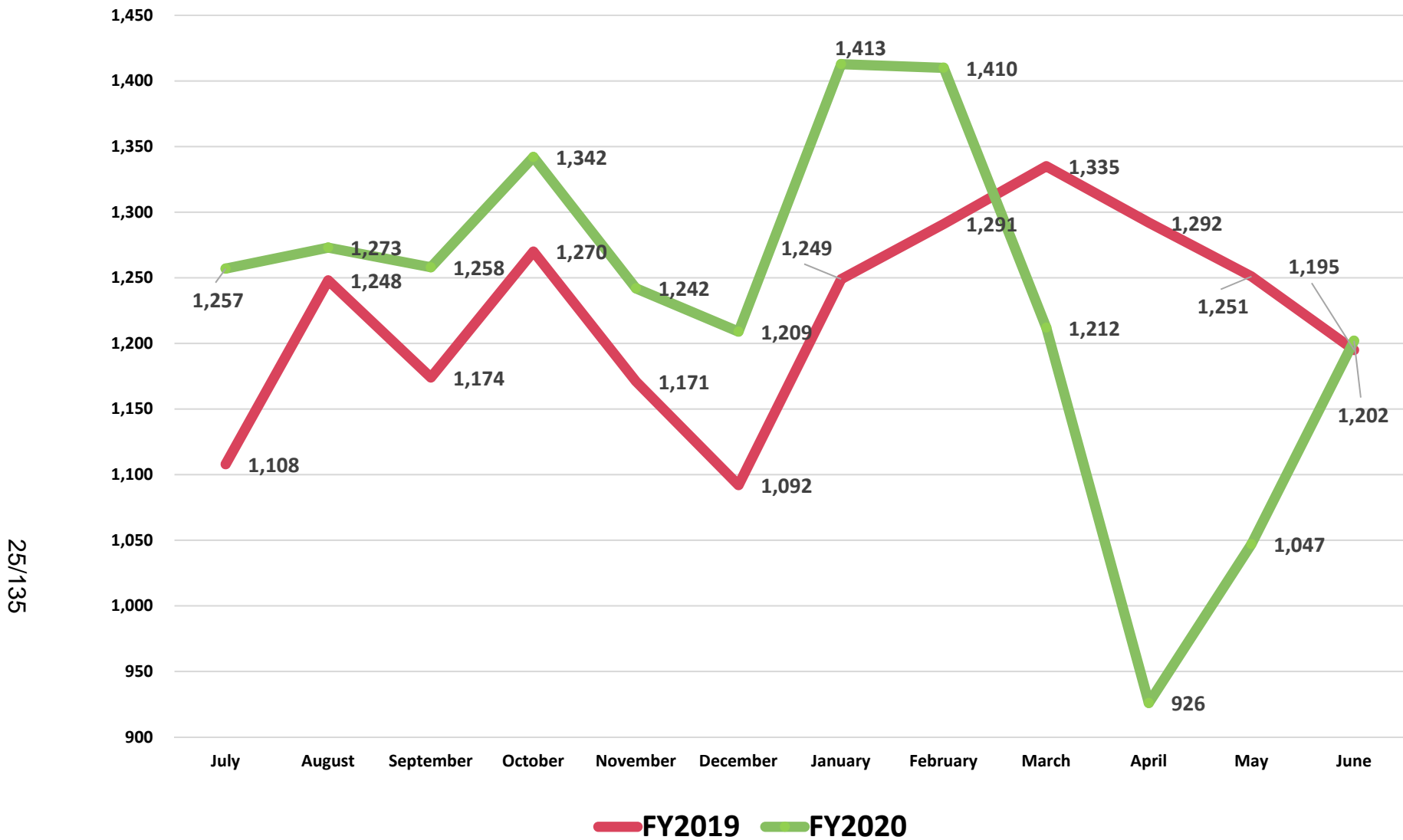
# Discharges



— FY2018 — FY2019 — FY2020

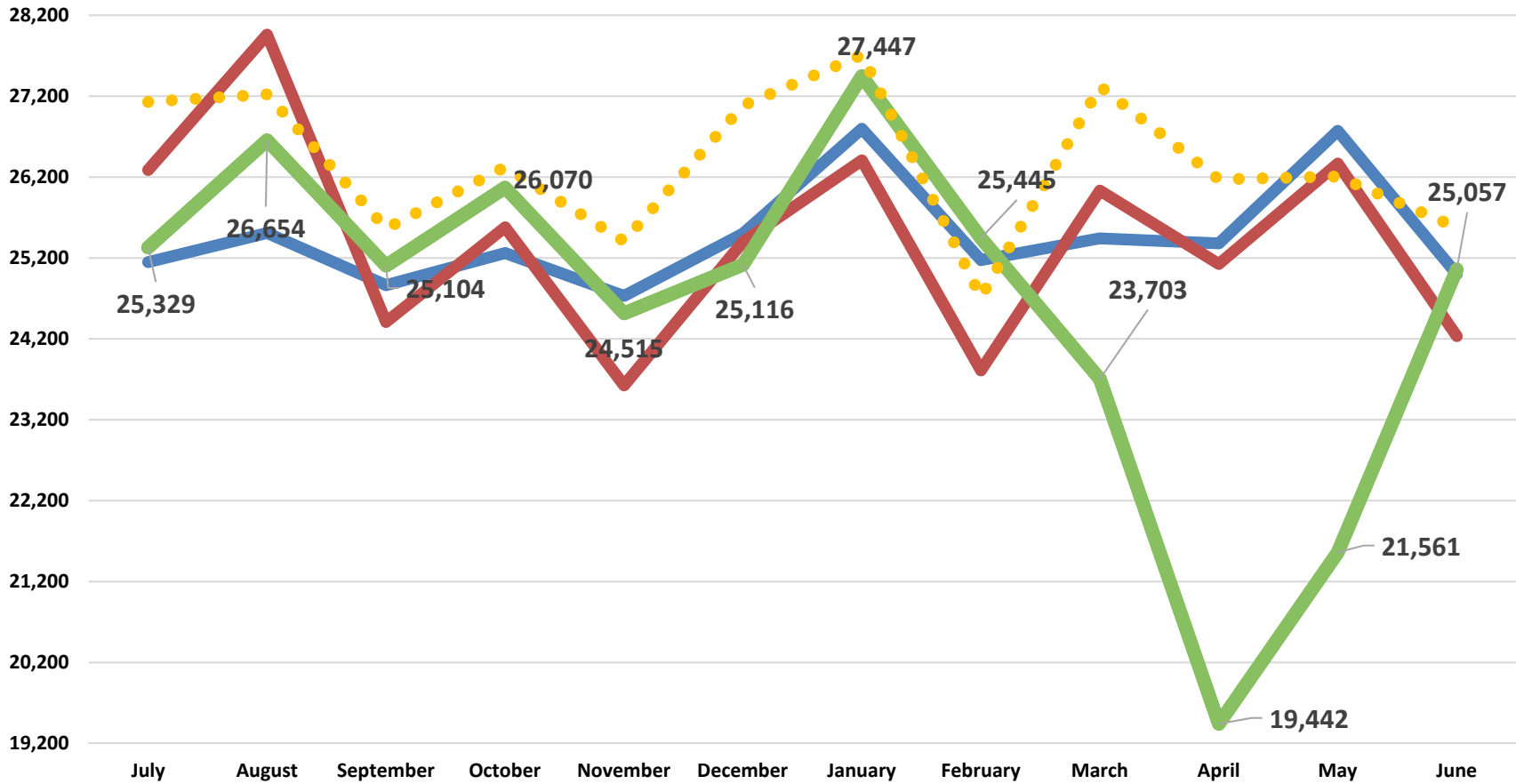


# Outpatient Registrations per Day

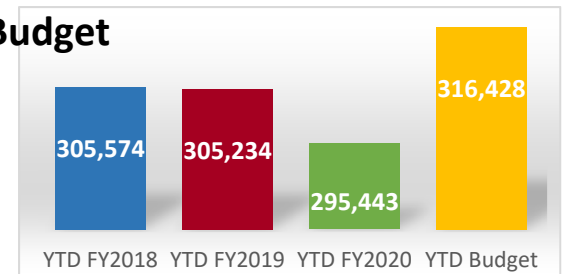




# Adjusted Patient Days



— FY2018   
 — FY2019   
 — FY2020   
 ●●● Budget



## Statistical Results – Fiscal Year Comparison (June)

Actual Results			Budget	Budget Variance	
June 2019	June 2020	% Change	June 2020	Change	% Change

<b>Average Daily Census</b>	<b>418</b>	<b>419</b>	<b>0.2%</b>	<b>435</b>	<b>(16)</b>	<b>(3.6%)</b>
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**KDHCD Patient Days:**

Medical Center	7,988	8,185	2.5%	7,937	248	3.1%
Acute I/P Psych	1,418	1,400	(1.3%)	1,430	(30)	(2.1%)
Sub-Acute	933	867	(7.1%)	930	(63)	(6.8%)
Rehab	558	391	(29.9%)	651	(260)	(39.9%)
TCS-Ortho	453	293	(35.3%)	397	(104)	(26.2%)
TCS	157	477	203.8%	525	(48)	(9.1%)
NICU	501	455	(9.2%)	560	(105)	(18.8%)
Nursery	539	503	(6.7%)	610	(107)	(17.5%)

<b>Total KDHCD Patient Days</b>	<b>12,547</b>	<b>12,571</b>	<b>0.2%</b>	<b>13,040</b>	<b>(469)</b>	<b>(3.6%)</b>
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<b>Total Outpatient Volume</b>	<b>35,850</b>	<b>36,060</b>	<b>0.6%</b>	<b>38,037</b>	<b>(1,977)</b>	<b>(5.2%)</b>
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# Statistical Results – Fiscal Year Comparison (Jul-Jun)

Actual Results			Budget	Budget Variance	
FYTD 2019	FYTD 2020	% Change	FYTD 2020	Change	% Change

**Average Daily Census**                                      **441**                                      **412**                                      **(6.7%)**                                      **448**                                      **(36)**                                      **(8.1%)**

**KDHCD Patient Days:**

Medical Center	103,523	95,705	(7.6%)	104,735	(9,030)	(8.6%)
Acute I/P Psych	17,184	16,997	(1.1%)	17,369	(372)	(2.1%)
Sub-Acute	11,311	10,844	(4.1%)	11,289	(445)	(3.9%)
Rehab	6,756	5,914	(12.5%)	7,200	(1,286)	(17.9%)
TCS-Ortho	4,816	4,721	(2.0%)	4,760	(39)	(0.8%)
TCS	5,409	5,597	3.5%	6,205	(608)	(9.8%)
NICU	5,343	4,860	(9.0%)	5,449	(589)	(10.8%)
Nursery	6,740	6,072	(9.9%)	7,013	(941)	(13.4%)

**Total KDHCD Patient Days**                                      **161,082**                                      **150,710**                                      **(6.4%)**                                      **164,020**                                      **(13,310)**                                      **(8.1%)**

**Total Outpatient Volume**                                      **447,542**                                      **451,073**                                      **0.8%**                                      **474,842**                                      **(23,769)**                                      **(5.0%)**

# Other Statistical Results – Fiscal Year Comparison (June)

	Actual Results				Budget	Budget Variance	
	Jun 2019	Jun 2020	Change	% Change	Jun 2020	Change	% Change
<b>Adjusted Patient Days</b>	<b>24,234</b>	<b>25,057</b>	<b>823</b>	<b>3.4%</b>	<b>25,551</b>	<b>(494)</b>	<b>(2.0%)</b>
<b>Outpatient Visits</b>	<b>35,850</b>	<b>36,060</b>	<b>210</b>	<b>0.6%</b>	<b>38,037</b>	<b>(1,977)</b>	<b>(5.5%)</b>
Home Health Visits	2,264	2,988	724	32.0%	2,691	297	9.9%
GME Clinic visits	1,060	1,273	213	20.1%	1,200	73	5.7%
Surgery Minutes-General & Robotic (I/P & O/P)	983	1,172	189	19.2%	887	285	24.3%
Home Infusion Days	10,669	12,177	1,508	14.1%	11,421	756	6.2%
Radiation Oncology Treatments (I/P & O/P)	2,217	2,425	208	9.4%	2,035	390	16.1%
O/P Rehab Units	17,595	19,000	1,405	8.0%	20,201	(1,201)	(6.3%)
Hospice Days	3,529	3,742	213	6.0%	3,292	450	12.0%
Endoscopy Procedures (I/P & O/P)	527	533	6	1.1%	461	72	13.5%
Radiology/CT/US/MRI Proc (I/P & O/P)	14,493	14,338	(155)	(1.1%)	15,345	(1,007)	(7.0%)
OB Deliveries	376	366	(10)	(2.7%)	430	(64)	(17.5%)
Physical & Other Therapy Units	17,260	16,541	(719)	(4.2%)	18,041	(1,500)	(9.1%)
Cath Lab Minutes (IP & OP)	347	329	(18)	(5.2%)	394	(65)	(19.8%)
ED Total Registered	7,119	5,958	(1,161)	(16.3%)	7,137	(1,179)	(19.8%)
Urgent Care - Court	3,310	2,756	(554)	(16.7%)	3,335	(579)	(21.0%)
Dialysis Treatments	1,979	1,647	(332)	(16.8%)	1,825	(178)	(10.8%)
KDMF RVU	34,093	26,990	(7,103)	(20.8%)	32,366	(5,376)	(19.9%)
Urgent Care - Demaree	1,578	1,063	(515)	(32.6%)	1,444	(381)	(35.8%)

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

	Actual Results				Budget	Budget Variance	
	FY 2019	FY 2020	Change	% Change	FY 2020	Change	% Change
<b>Adjusted Patient Days</b>	<b>305,294</b>	<b>295,371</b>	<b>(9,923)</b>	<b>(3.3%)</b>	<b>316,397</b>	<b>(21,026)</b>	<b>(6.6%)</b>
<b>Outpatient Visits</b>	<b>447,542</b>	<b>451,073</b>	<b>3,531</b>	<b>0.8%</b>	<b>474,842</b>	<b>(23,769)</b>	<b>(5.0%)</b>
Urgent Care - Demaree	19,202	23,547	4,345	22.6%	24,000	(453)	(1.9%)
Home Health Visits	28,794	33,110	4,316	15.0%	31,600	1,510	4.8%
Endoscopy Procedures (I/P & O/P)	5,776	6,568	792	13.7%	5,547	1,021	18.4%
Hospice Days	39,947	42,821	2,874	7.2%	40,260	2,561	6.4%
Radiation Oncology Treatments (I/P & O/P)	25,031	26,727	1,696	6.8%	24,420	2,307	9.4%
Home Infusion Days	129,293	137,821	8,528	6.6%	132,889	4,932	3.7%
GME Clinic visits	11,930	12,461	531	4.5%	14,600	(2,139)	(14.7%)
KDMF RVU	367,681	377,471	9,790	2.7%	367,206	10,265	2.8%
Surgery Minutes-General & Robotic (I/P & O/P)	12,150	12,203	53	0.4%	13,822	(1,619)	(11.7%)
Physical & Other Therapy Units	213,759	210,234	(3,525)	(1.6%)	217,558	(7,324)	(3.4%)
Cath Lab Minutes (IP & OP)	4,406	4,270	(136)	(3.1%)	4,723	(453)	(9.6%)
Radiology/CT/US/MRI Proc (I/P & O/P)	178,852	173,070	(5,782)	(3.2%)	184,104	(11,034)	(6.0%)
ED Total Registered	84,834	80,321	(4,513)	(5.3%)	91,000	(10,679)	(11.7%)
OB Deliveries	4,764	4,477	(287)	(6.0%)	5,100	(623)	(12.2%)
O/P Rehab Units	235,352	220,759	(14,593)	(6.2%)	246,109	(25,350)	(10.3%)
Dialysis Treatments	23,367	21,785	(1,582)	(6.8%)	21,900	(115)	(0.5%)
Urgent Care - Court	49,071	40,232	(8,839)	(18.0%)	49,674	(9,442)	(19.0%)

## June Financial Comparison (000's)

	Actual Results		Budget	Budget Variance	
	June 2019	June 2020	June 2020	Change	% Change
<b>Operating Revenue</b>					
Net Patient Service Revenue	<b>\$47,183</b>	<b>\$38,166</b>	<b>\$48,405</b>	<b>(\$10,239)</b>	<b>(21.2%)</b>
Other Operating Revenue	24,376	24,832	14,115	10,717	75.9%
<b>Total Operating Revenue</b>	<b>71,558</b>	<b>62,998</b>	<b>62,520</b>	<b>478</b>	<b>0.8%</b>
<b>Operating Expenses</b>					
Employment Expense	29,357	28,601	31,005	<b>(2,404)</b>	<b>(7.8%)</b>
Other Operating Expense	29,635	37,031	31,603	5,428	17.2%
<b>Total Operating Expenses</b>	<b>58,992</b>	<b>65,632</b>	<b>62,609</b>	<b>3,023</b>	<b>4.8%</b>
<b>Operating Margin</b>	<b>\$12,566</b>	<b>(\$2,634)</b>	<b>(\$88)</b>	<b>(\$2,545)</b>	<b>2878%</b>
Non Operating Revenue (Loss)	3,562	4,356	652	3,704	568%
Stimulus Funds	0	4,004	0	4,004	100%
<b>Excess Margin</b>	<b>\$16,128</b>	<b>5,726</b>	<b>\$564</b>	<b>\$5,162</b>	<b>916%</b>
<b>Operating Margin %</b>	<b>17.6%</b>	<b>(4.2%)</b>	<b>(0.1%)</b>		
<b>Excess Margin %</b>	<b>21.5%</b>	<b>8.5%</b>	<b>0.9%</b>		

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

	Actual Results		FYTD Budget	FYTD Budget Variance	
	FYTD 2019	FYTD 2020	FYTD 2020	Change	% Change
<b>Operating Revenue</b>					
Net Patient Service Revenue	\$561,911	\$560,666	\$609,205	(\$48,539)	(8.0%)
Other Operating Revenue	191,023	180,729	163,660	17,069	10.4%
<b>Total Operating Revenue</b>	<b>752,933</b>	<b>741,395</b>	<b>772,865</b>	<b>(31,470)</b>	<b>(4.1%)</b>
<b>Operating Expenses</b>					
Employment Expense	376,115	392,377	380,999	11,378	3.0%
Other Operating Expense	361,247	380,817	374,415	6,402	1.7%
<b>Total Operating Expenses</b>	<b>737,363</b>	<b>773,194</b>	<b>755,414</b>	<b>17,780</b>	<b>2.4%</b>
<b>Operating Margin</b>	<b>\$15,570</b>	<b>(\$31,799)</b>	<b>\$17,451</b>	<b>(\$49,250)</b>	<b>(282%)</b>
Non Operating Revenue (Loss)	12,337	16,920	7,916	9,004	114%
Stimulus Funds	0	14,153	0	14,153	100%
<b>Excess Margin</b>	<b>\$27,907</b>	<b>(\$726)</b>	<b>\$25,367</b>	<b>(\$26,093)</b>	<b>(103%)</b>
<b>Operating Margin %</b>	<b>2.1%</b>	<b>(4.3%)</b>	<b>2.3%</b>		
<b>Excess Margin %</b>	<b>3.6%</b>	<b>(0.1%)</b>	<b>3.2%</b>		

# June Financial Comparison (000's)

	Actual Results			Budget	Budget Variance		Explanation
	June 2019	June 2020	% Change	June 2020	Change	% Change	
<b>Operating Revenue</b>							
Net Patient Service Revenue	47,183	38,166	(19.1%)	48,405	(\$10,239)	(21.2%)	See highlights slide
Supplemental Gov't Programs	9,530	10,965	15.1%	4,319	6,646	154%	See highlights slide
Prime Program	5,480	6,396	16.7%	905	5,491	607%	See highlights slide
Premium Revenue	4,620	3,993	(13.6%)	4,428	(436)	(9.8%)	
Management Services Revenue	2,364	2,954	25.0%	2,693	260	9.7%	
Other Revenue	2,382	525	(78.0%)	1,769	(1,245)	(70.3%)	See highlights slide
Other Operating Revenue	24,376	24,832	1.9%	14,115	10,717	75.9%	
<b>Total Operating Revenue</b>	<b>71,558</b>	<b>62,998</b>	<b>(12.0%)</b>	<b>62,520</b>	<b>478</b>	<b>0.8%</b>	
<b>Operating Expenses</b>							
Salaries & Wages	24,004	25,548	6.4%	24,745	803	3.2%	See highlights slide
Contract Labor	948	426	(55.1%)	290	136	46.8%	
Employee Benefits	4,405	2,627	(40.4%)	5,971	(3,343)	(56.0%)	See highlights slide
<b>Total Employment Expenses</b>	<b>29,357</b>	<b>28,601</b>	<b>(2.6%)</b>	<b>31,005</b>	<b>(2,404)</b>	<b>(7.8%)</b>	
Medical & Other Supplies	6,865	13,887	102.3%	8,756	5,131	58.6%	See highlights slide
Physician Fees	7,655	7,286	(4.8%)	7,801	(515)	(6.6%)	
Purchased Services	4,603	4,345	(5.6%)	3,282	1,063	32.4%	See highlights slide
Repairs & Maintenance	1,915	2,457	28.3%	2,203	253	11.5%	
Utilities	456	474	4.1%	492	(17)	(3.5%)	
Rents & Leases	587	478	(18.6%)	531	(53)	(10.1%)	
Depreciation & Amortization	2,863	2,889	0.9%	3,626	(737)	(20.3%)	
Interest Expense	437	779	78.1%	524	256	48.8%	
Other Expense	1,506	1,712	13.7%	1,738	(26)	(1.5%)	
Management Services Expense	2,747	2,723	(0.9%)	2,651	72	2.7%	
<b>Total Other Expenses</b>	<b>29,635</b>	<b>37,031</b>	<b>25.0%</b>	<b>31,603</b>	<b>5,428</b>	<b>17.2%</b>	
<b>Total Operating Expenses</b>	<b>58,992</b>	<b>65,632</b>	<b>11.3%</b>	<b>62,609</b>	<b>3,023</b>	<b>4.8%</b>	
<b>Operating Margin</b>	<b>\$12,566</b>	<b>(\$2,634)</b>	<b>(121.0%)</b>	<b>(\$88)</b>	<b>(\$2,545)</b>	<b>(2878%)</b>	
<b>Non Operating Income</b>							
Non Operating Revenue (Loss)	3,562	4,356	22.3%	652	3,704	568%	See highlights side
Stimulus Funds	0	4,004	100%	0	4,004	100%	See highlights slide
<b>Excess Margin</b>	<b>\$16,128</b>	<b>\$5,726</b>	<b>(64.5%)</b>	<b>\$564</b>	<b>\$5,162</b>	<b>916%</b>	
<b>Operating Margin %</b>	<b>17.6%</b>	<b>(4.2%)</b>		<b>(0.1%)</b>			
<b>Excess Margin %</b>	<b>21.5%</b>	<b>8.5%</b>		<b>0.9%</b>			



# YTD Financial Comparison (000's)

	Actual Results FYTD Jul-Jun			Budget FYTD	Budget Variance FYTD		Explanation
	FYTD2019	FYTD2020	% Change	FYTD2020	Change	% Change	
<b>Operating Revenue</b>							
Net Patient Service Revenue	561,911	560,666	(0.2%)	609,205	(\$48,539)	(8.0%)	See highlights slide
Supplemental Gov't Programs	76,471	62,478	(18.3%)	51,830	10,648	20.5%	See highlights slide
Prime Program	17,717	15,683	(11.5%)	10,862	4,821	44.4%	See highlights slide
Premium Revenue	40,871	48,985	19.9%	47,558	1,427	3.0%	
Management Services Revenue	31,751	32,805	3.3%	32,321	484	1.5%	
Other Revenue	24,212	20,778	(14.2%)	21,089	(311)	(1.5%)	
Other Operating Revenue	191,023	180,729	(5.4%)	163,660	17,069	10.4%	
<b>Total Operating Revenue</b>	<b>752,933</b>	<b>741,395</b>	<b>(1.5%)</b>	<b>772,865</b>	<b>(31,470)</b>	<b>(4.1%)</b>	
<b>Operating Expenses</b>							
Salaries & Wages	287,902	307,934	7.0%	304,523	3,411	1.1%	See highlights slide
Contract Labor	14,997	9,767	(34.9%)	3,781	5,986	158.3%	See highlights slide
Employee Benefits	73,216	74,676	2.0%	72,695	1,981	2.7%	See highlights slide
<b>Total Employment Expenses</b>	<b>376,115</b>	<b>392,377</b>	<b>4.3%</b>	<b>380,999</b>	<b>11,378</b>	<b>3.0%</b>	
Medical & Other Supplies	112,866	120,063	6.4%	111,307	8,756	7.9%	See highlights slide
Physician Fees	85,521	91,395	6.9%	94,805	(3,410)	(3.6%)	See highlights slide
Purchased Services	40,302	42,877	6.4%	37,090	5,787	15.6%	See highlights slide
Repairs & Maintenance	25,878	25,401	(1.8%)	26,498	(1,097)	(4.1%)	
Utilities	5,642	5,890	4.4%	5,981	(91)	(1.5%)	
Rents & Leases	6,119	6,368	4.1%	6,373	(5)	(0.1%)	
Depreciation & Amortization	30,851	30,496	(1.1%)	33,122	(2,626)	(7.9%)	
Interest Expense	5,453	5,886	7.9%	6,285	(399)	(6.4%)	
Other Expense	17,257	20,088	16.4%	21,147	(1,059)	(5.0%)	
Management Services Expense	31,359	32,353	3.2%	31,807	546	1.7%	
<b>Total Other Expenses</b>	<b>361,247</b>	<b>380,817</b>	<b>5.4%</b>	<b>374,415</b>	<b>6,402</b>	<b>1.7%</b>	
<b>Total Operating Expenses</b>	<b>737,363</b>	<b>773,194</b>	<b>4.9%</b>	<b>755,414</b>	<b>17,780</b>	<b>2.4%</b>	
<b>Operating Margin</b>	<b>\$15,570</b>	<b>(\$31,799)</b>	<b>(304%)</b>	<b>\$17,451</b>	<b>(\$49,250)</b>	<b>(282%)</b>	
Non Operating Income							
Non Operating Revenue (Loss)	12,337	16,920	37.1%	7,916	9,004	114%	See highlights slide
Stimulus Funds	0	14,153	100%	0	14,153	100%	See Highlights slide
<b>Excess Margin</b>	<b>\$27,907</b>	<b>(\$726)</b>	<b>(103%)</b>	<b>\$25,367</b>	<b>(\$26,093)</b>	<b>(103%)</b>	
<b>Operating Margin %</b>	<b>2.1%</b>	<b>(4.3%)</b>		<b>2.3%</b>			
<b>Excess Margin %</b>	<b>3.6%</b>	<b>(0.1%)</b>		<b>3.2%</b>			

# Kaweah Delta Medical Foundation

## Fiscal Year Financial Comparison (000's)

	Actual Results FYTD June			Budget FYTD	Budget Variance FYTD	
	Jul – June 2019	Jul - June 2020	% Change	Jul – June 2020	Change	% Change
<b>Operating Revenue</b>						
Net Patient Service Revenue	44,110	42,475	(3.7%)	47,271	(\$4,796)	(10.1%)
Other Operating Revenue	773	1,210	56.4%	630	580	92.0%
<b>Total Operating Revenue</b>	<b>44,883</b>	<b>43,684</b>	<b>(2.7%)</b>	<b>47,901</b>	<b>(4,217)</b>	<b>(8.8%)</b>
<b>Operating Expenses</b>						
Salaries & Wages	11,474	11,419	(0.5%)	12,097	(678)	(5.6%)
Contract Labor	143	54	(62.5%)	0	54	0.0%
Employee Benefits	2,898	2,773	(4.3%)	2,881	(109)	(3.8%)
<b>Total Employment Expenses</b>	<b>14,514</b>	<b>14,245</b>	<b>(1.9%)</b>	<b>14,978</b>	<b>(733)</b>	<b>(4.9%)</b>
Medical & Other Supplies	6,369	6,010	(5.6%)	6,372	(361)	(5.7%)
Physician Fees	22,361	24,508	9.6%	25,638	(1,130)	(4.4%)
Purchased Services	1,336	1,128	(15.5%)	945	184	19.4%
Repairs & Maintenance	1,868	2,225	19.1%	2,291	(66)	(2.9%)
Utilities	406	387	(4.7%)	419	(32)	(7.7%)
Rents & Leases	2,701	2,790	3.3%	2,869	(79)	(2.8%)
Depreciation & Amortization	1,270	1,008	(20.6%)	1,056	(48)	(4.6%)
Interest Expense	22	12	(45.9%)	24	(12)	(49.9%)
Other Expense	1,737	1,576	(9.3%)	1,815	(239)	(13.2%)
<b>Total Other Expenses</b>	<b>38,070</b>	<b>39,644</b>	<b>4.1%</b>	<b>41,428</b>	<b>(1,784)</b>	<b>(4.3%)</b>
<b>Total Operating Expenses</b>	<b>52,584</b>	<b>53,889</b>	<b>2.5%</b>	<b>56,406</b>	<b>(2,518)</b>	<b>(4.5%)</b>
<b>Excess Margin</b>	<b>(\$7,701)</b>	<b>(\$10,204)</b>	<b>(32.5%)</b>	<b>(\$8,505)</b>	<b>(\$1,699)</b>	<b>(20.0%)</b>
<b>Excess Margin %</b>	<b>(17.2%)</b>	<b>(23.4%)</b>		<b>(17.8%)</b>		

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# Month of June - Budget Variances

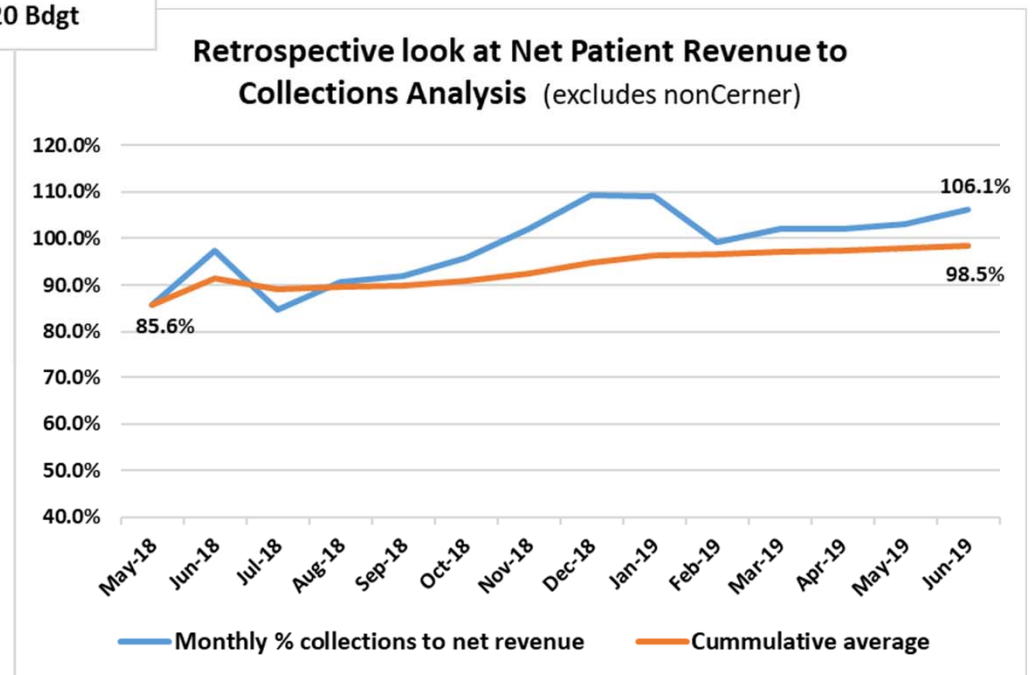
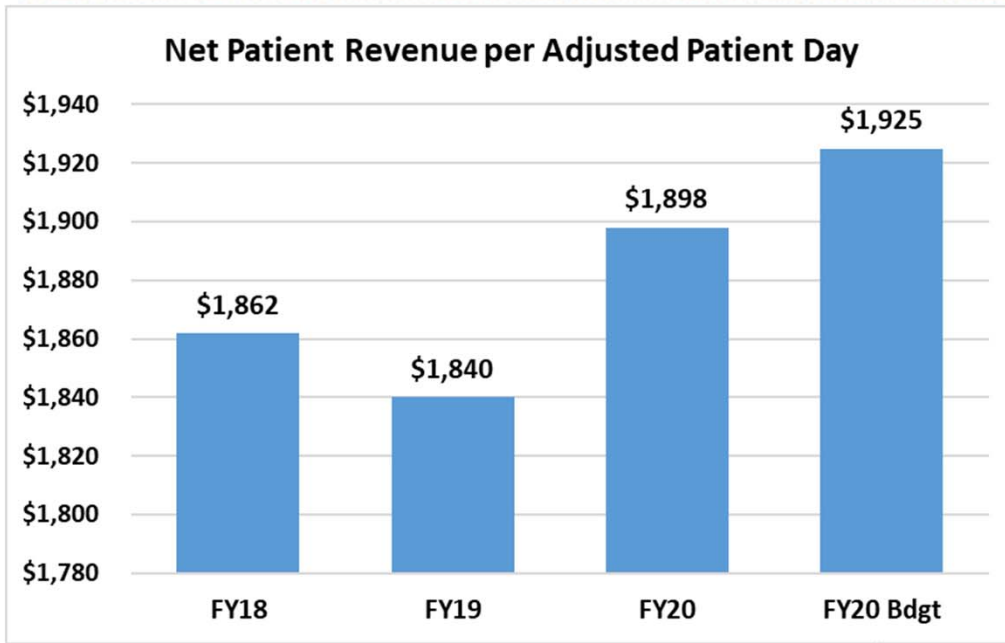
- **Net Patient Revenues:** Net patient revenue was \$10.2M lower than June's budget expectation partly because overall patient activity, measured by adjusted patient days, was 1.9% less than expected for the month. Some of the variance resulted from a decrease in the amount expected to be collected per patient day due to the type of patient activity experienced and associated longer length of stays. (see slide)
- **Supplemental Funds:** The \$6.6M increase in supplemental funds in June was due to the \$1.3M impact of multiple adjustments to our initial estimates of supplemental funds for FY20. Also, \$5.3M was recognized in June for prior fiscal years as more than expected funding was received than originally estimated for those years as well.
- **PRIME Program:** The recognition of \$4.8 million in high performance funding awarded for the prior fiscal year, as well as an increase in the expected % of metrics achieved for the current fiscal year, resulted in the \$5.5M increase from budget.
- **Other Revenues:** Lower revenue from areas impacted by COVID including The Life Style Center and the cafeteria as well as an allocation of start up losses from the new Shannon Ranch joint venture contributed to the \$1.2M unfavorable variance in June.
- **Salaries:** We experienced an unfavorable budget variance of \$803K in June although productivity (worked hours per adjusted patient day) did improve greatly from April and May. Several initiatives were launched in March and April to help provide additional timely data, accountability, transparency, and additional messaging about flexing the staff with the volume.
- **Employee Benefits:** The \$3.3M favorable variance in June resulted primarily from the decision to eliminate the 401k match for calendar year 2020, which impacted six months of the fiscal year – all recognized in June. The reduction in the 401k match was somewhat offset by an increase in defined benefit pension cost due to the decline in the equity market during fiscal year 2020.
- **Medical and Other Supplies:** Medical and other supplies was impacted by several items in the month of June causing a \$5.1M unfavorable budget variance. Annual inventory counts taken in June resulted in an increase to supply expense of \$1.7M. \$1.5M of minor equipment expense was recognized in June upon the completion of the fifth and six floors of the Acequia Wing. The laboratory experienced an increase in supplies and \$220K of COVID disaster supplies were purchased during the month. (see slide)
- **Purchased Services:** Cerner purchase services for HIM and IT from prior months paid in June, as well as costs specific to COVID contributed to a \$1.1M overage in June.
- **Non-operating Revenues:** The quarterly adjustment of Kaweah's and the KD Hospital Foundation's investment portfolios resulted in a positive budget variance of \$3.7M in June.
- **Stimulus Funds:** \$4.0M was recognized from the COVID-19 Stimulus Funds that were received in April, May and June. These funds were spread equally over the three-month period.

# FY20 YTD Budget Variances

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- **Net Patient Revenues:** With lower than budgeted inpatient volumes experienced from the beginning of the fiscal year, coupled with the impact of COVID-19, net patient revenue was \$48.5M lower than the fiscal year budget expectations but higher than the prior two years. (see slide)
- **Supplemental Funds:** The \$10.6M increase in supplemental funds for the year was due to the impact of multiple adjustments to our initial estimates of supplemental funds for FY20, primarily increases in HQAF and Medi-Cal disproportionate share funds.
- **PRIME Program:** The recognition of \$4.8 million unbudgeted high performance funding awarded for the prior fiscal year resulted in this positive variance.
- **Salaries and contract labor:** Combined, these areas exceeded fiscal year budget expectations by \$9.4M. We budgeted an improvement in overall productivity (worked hours per adjusted patient day) but productivity actually declined and was greatly impacted by COVID-19 in the last four months of the fiscal year. The utilization of contract labor also contributed to the budget variance.
- **Employee Benefits:** The \$2.0M unfavorable variance for the year resulted from higher than expected utilization of employee self-insured health benefits and an increase in the paid time off liability. This was offset by a reduction in employee retirement expense as described in the June variance explanations.
- **Medical and Other Supplies:** The factors that contributed to the \$5.1M variance in June were also primary factors resulting in the annual budget variance of \$8.8M. In addition to the items recognized in June, COVID-19 supply expenditures of \$850k were recognized for the year, and laboratory supplies exceeded budget by \$822K . (see slide)
- **Physician Fees:** The \$2.4M favorable annual budget variance was due to the decline in patient volumes as well as improved collections.
- **Purchased Services:** Third party purchased medical services exceeded budget by \$2.5M resulting from the increase in Medicare managed care capitated covered lives. This variance as well as an overage in coding purchased service of \$1.4M, and increased collection fees of \$1.2M resulted in the \$5.8M unfavorable variance.
- **Non-operating Revenues:** The \$9.0M positive budget variance was primarily due to the fair market value adjustment of Kaweah's investment portfolio of \$4.9M for the year and a gain on the sale of land not used in operations of \$ 3.8M.
- **Stimulus Funds:** \$14.2M was recognized from the COVID-19 Stimulus Funds that were received in April, May and June.

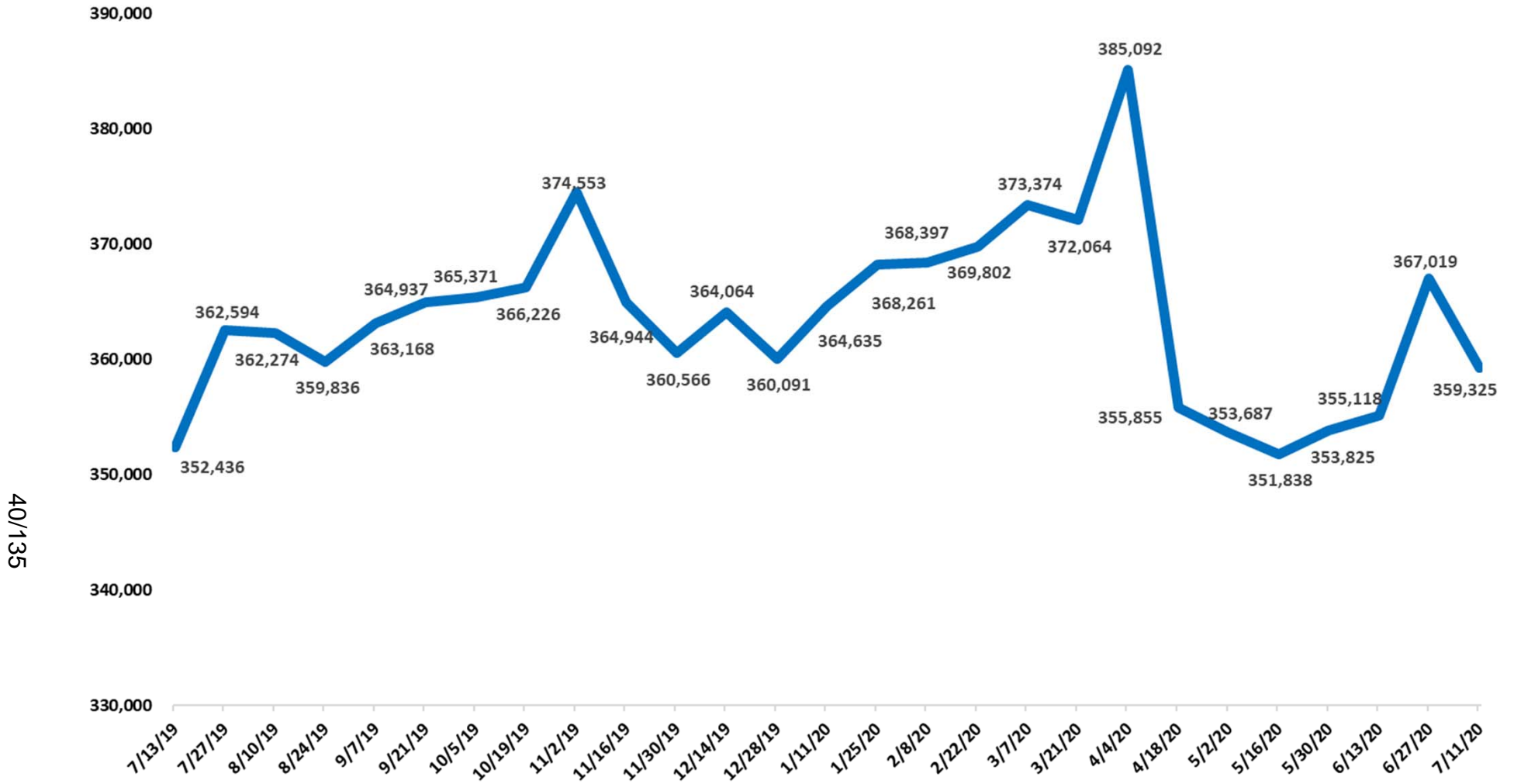
# Net Patient Revenue



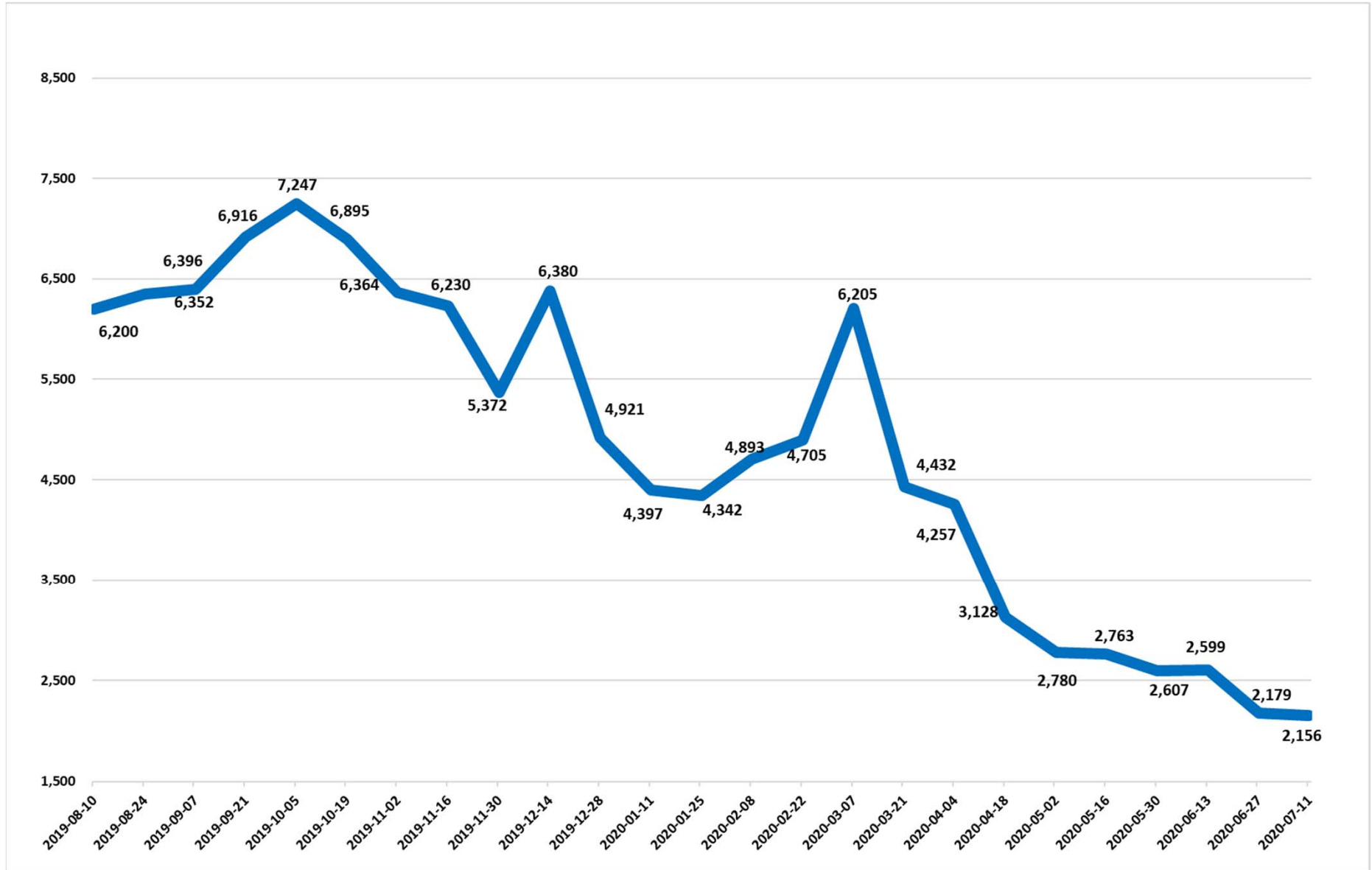
# FY20 Supplies: Budget Variances

	FY 2020	Budget FY20	Variance	Explanations
Other Minor Equipment	\$5,918,635	\$3,897,303	\$2,021,332	Items expensed when placed in service: 5-6th floors
Surgical / Med Supp - Surgery	\$6,123,377	\$4,499,938	\$1,776,679	Higher volume of higher acuity surgeries
Budget Adjustments-Efficiencies	\$0	(\$1,229,487)	\$1,229,487	Budgeted Efficiency FY20
Prosthesis-CV-Rhythm Mgmt & TAVR	\$5,806,686	\$4,521,999	\$1,504,937	Volume - 14% increase CV minutes
Surgical / Med Supp - Disaster Recovery	\$856,690	\$0	\$856,690	Disaster Recovery expenses not budgeted
Surgical / Med Supp - Clinical Laboratory	\$5,642,897	\$4,821,228	\$821,669	Increase in volume
Cleaning Supplies	\$1,958,917	\$1,499,006	\$459,911	COVID-19 impact
			<u>\$8,670,705</u>	

# Payroll Hours

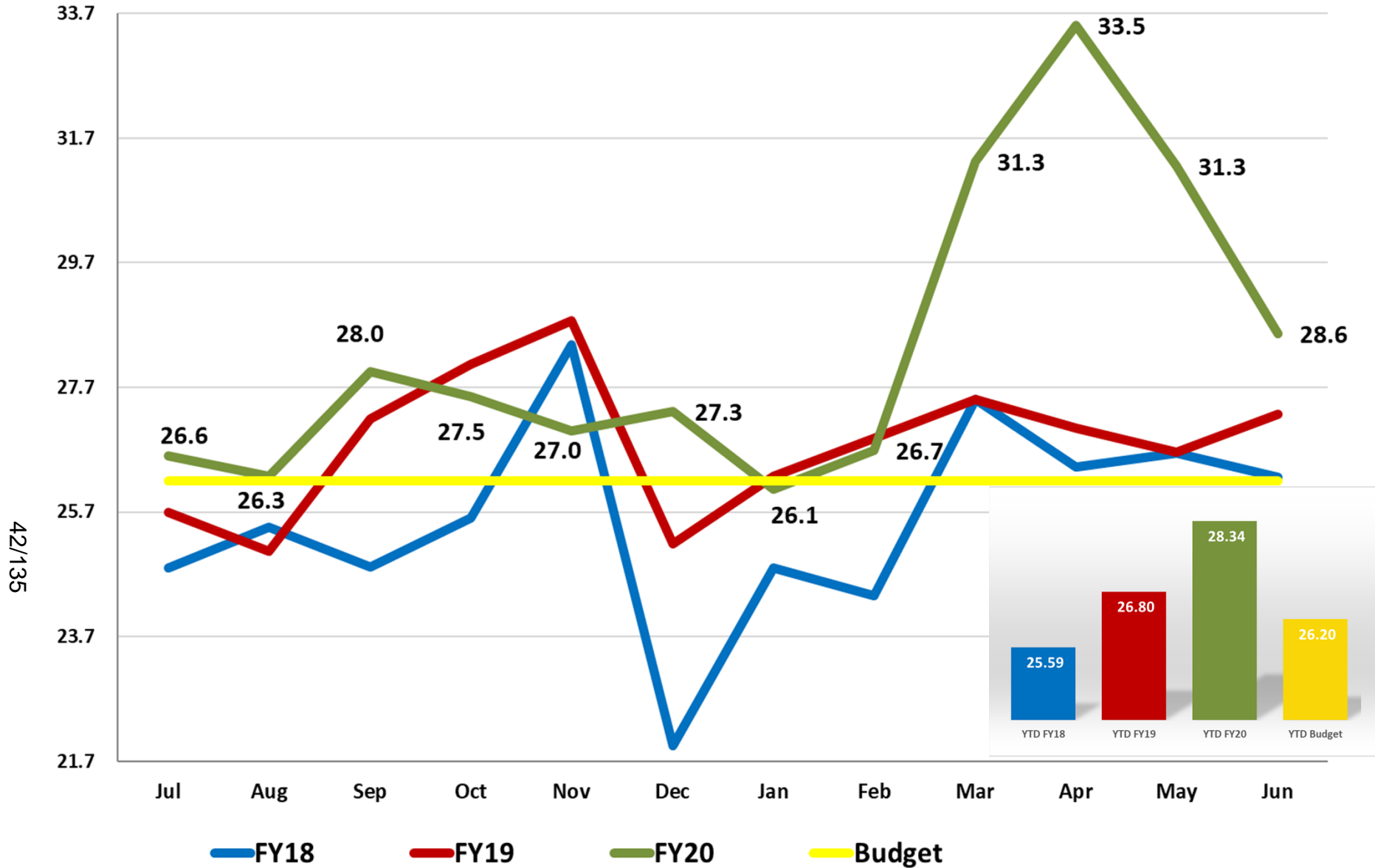


# Contract Labor Hours



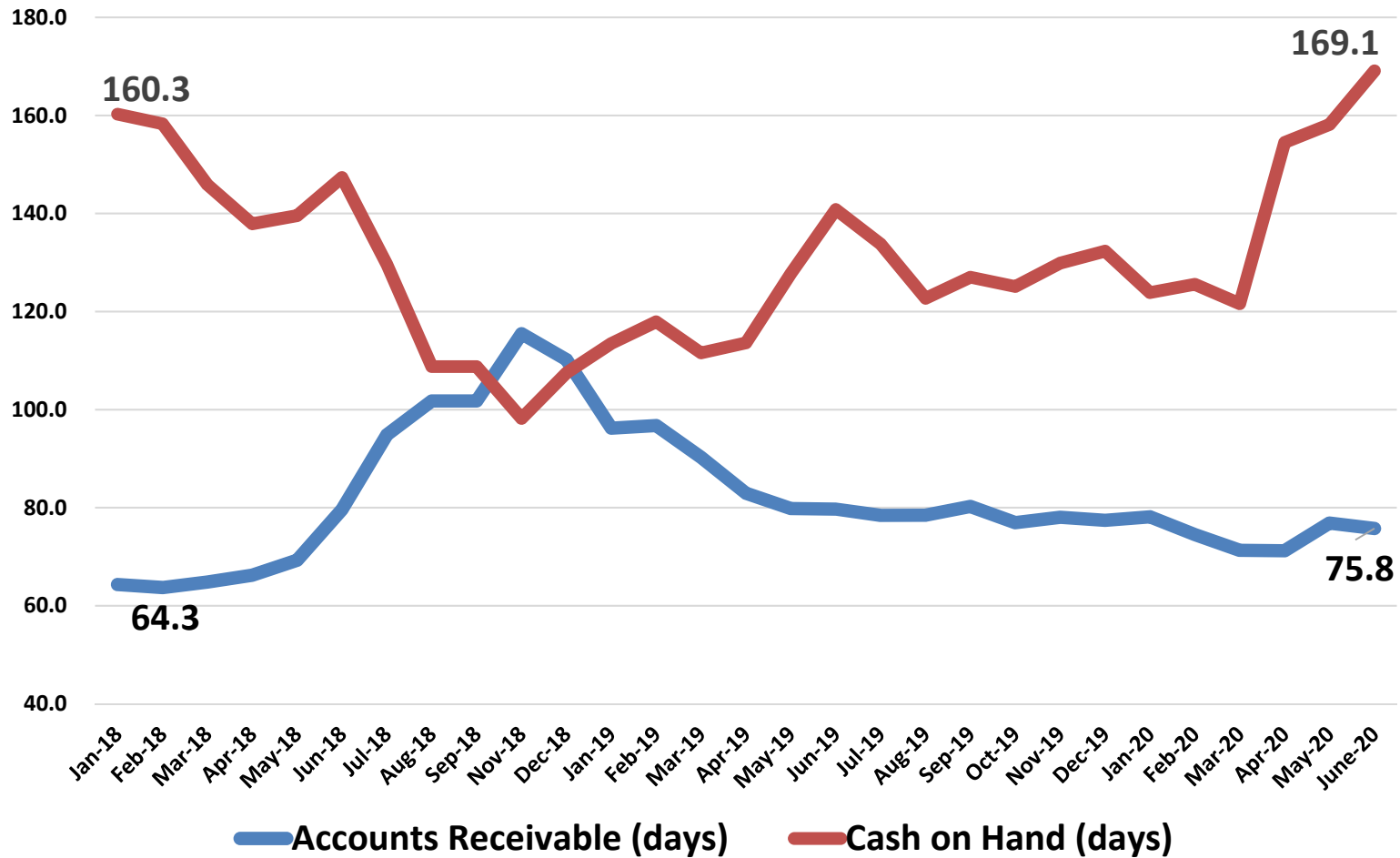


# Productivity: Worked Hours/Adjusted Patient Days

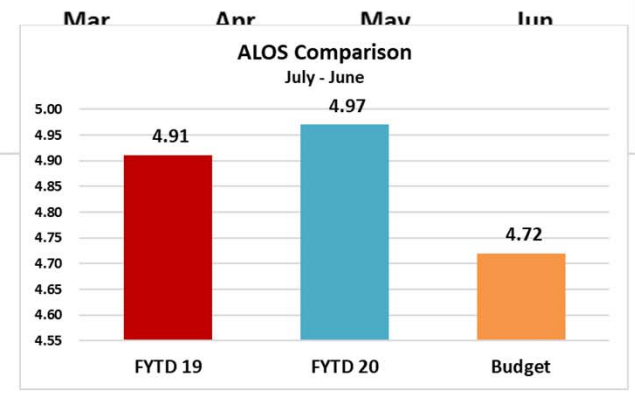
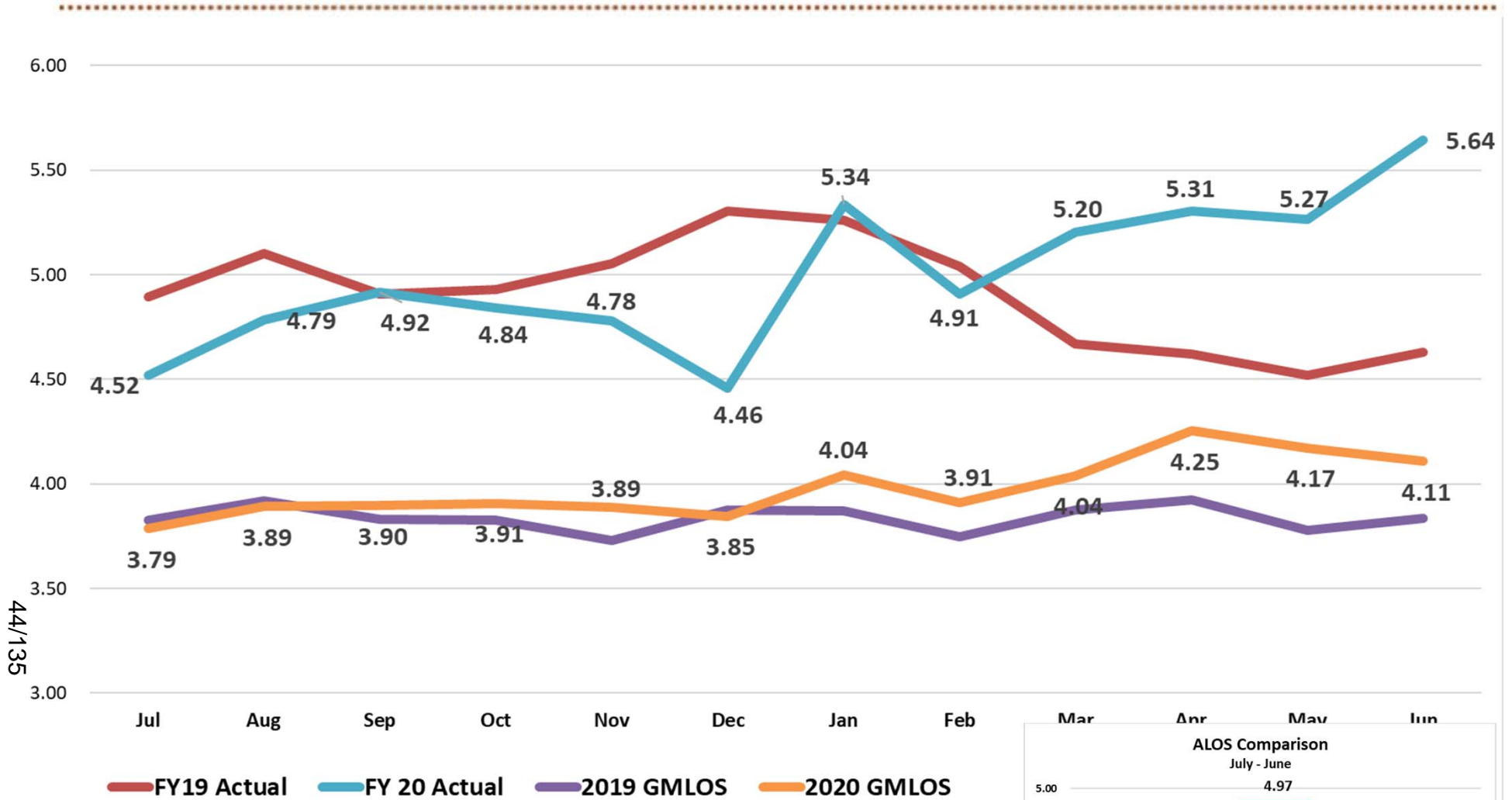


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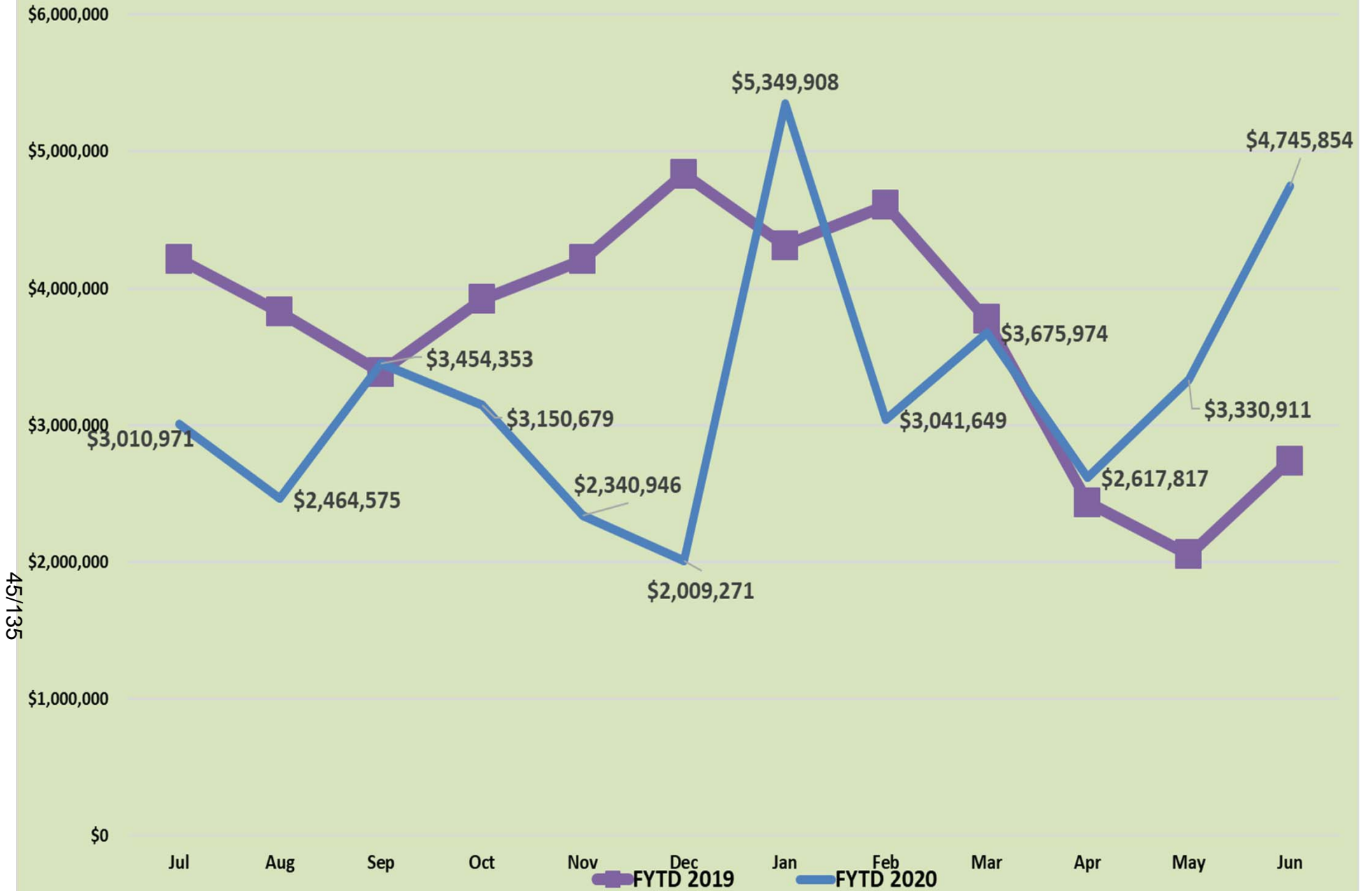
# Trended Liquidity Ratios

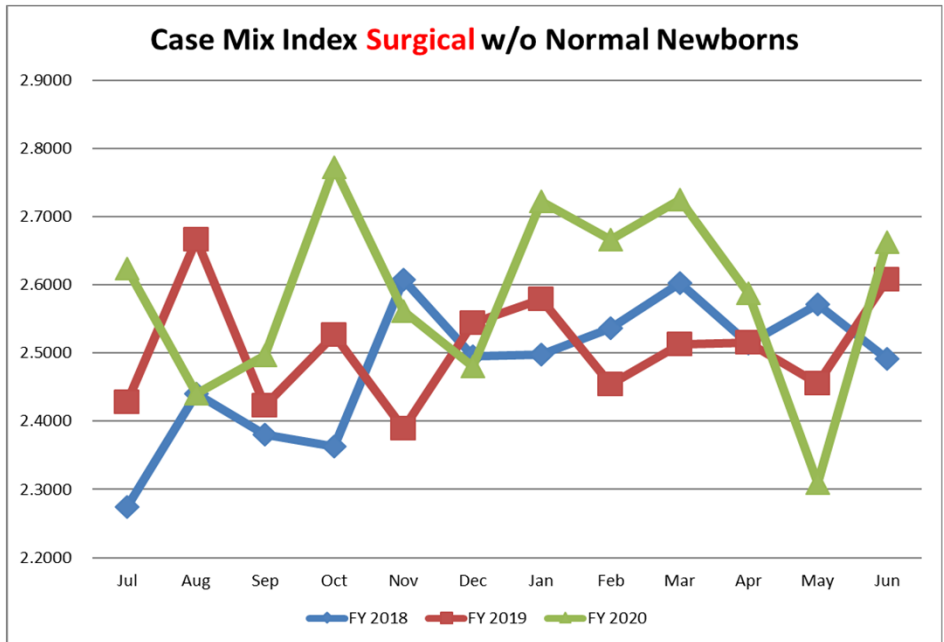
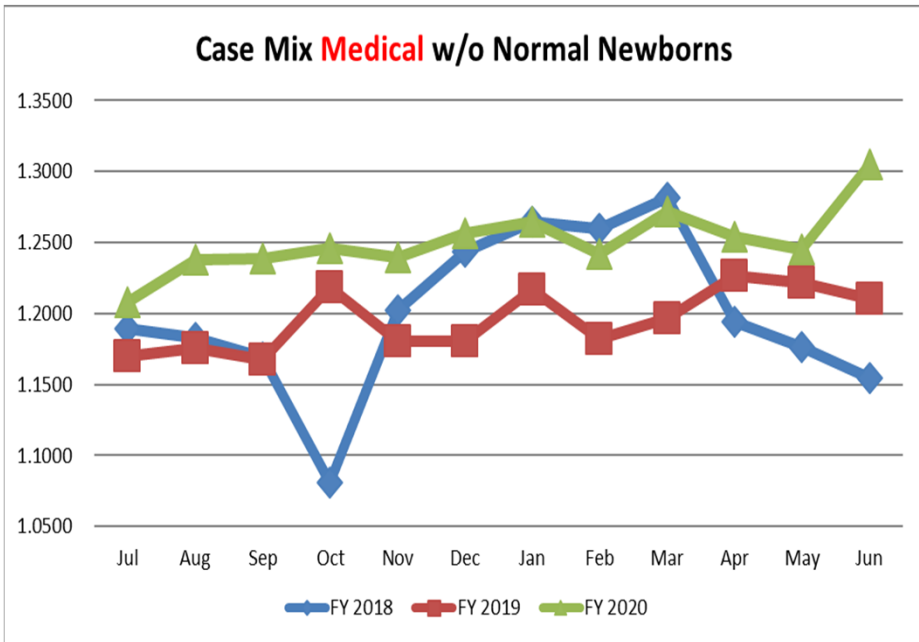
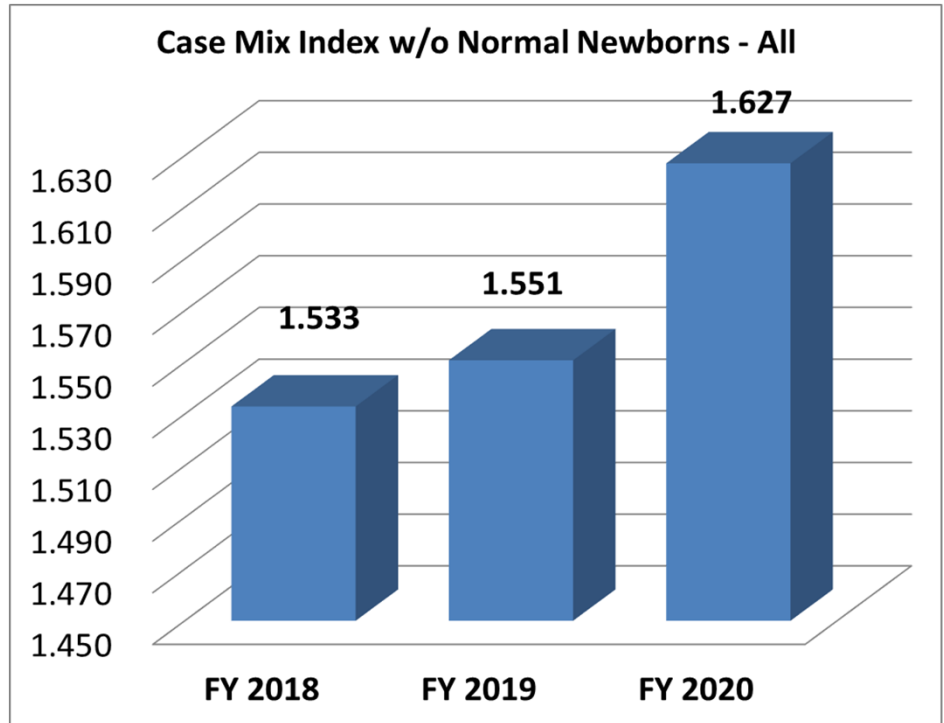
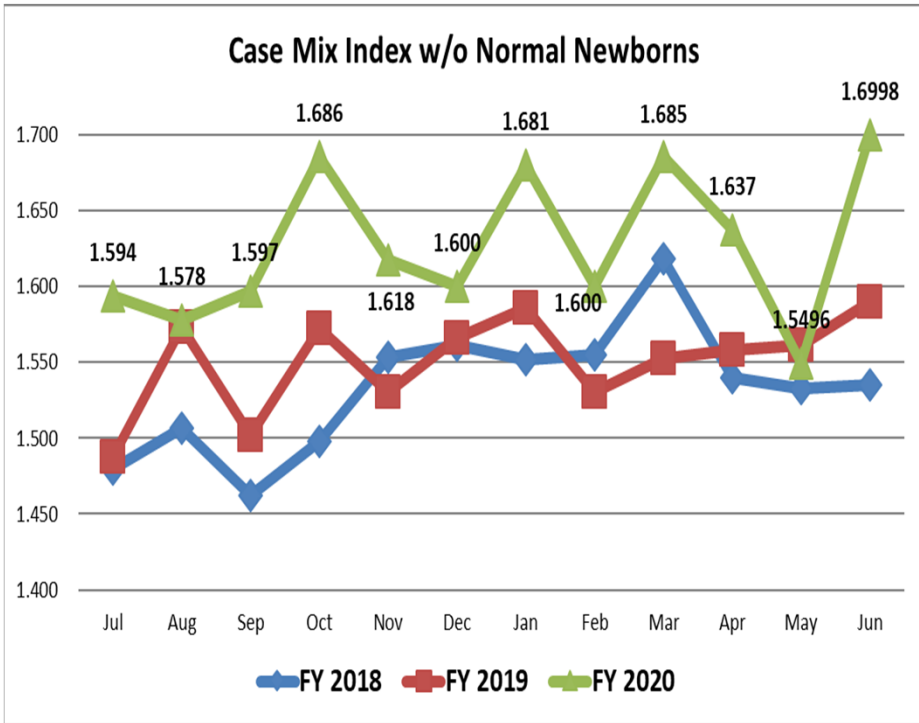


# Average Length of Stay versus National Average (GMLOS)



# Opportunity Cost for Reducing LOS to National Average (GMLOS)





**KAWEAH DELTA HEALTH CARE DISTRICT**  
**CONSOLIDATED INCOME STATEMENT (000's)**  
**FISCAL YEAR 2019 & 2020**

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 Expense						
<b>2019</b>													
Jul-18	49,124	11,390	60,514	30,147	6,300	9,585	12,701	58,733	1,781	434	2,215	2.9%	3.6%
Aug-18	52,124	11,439	63,563	31,602	7,668	10,624	12,980	62,874	689	482	1,171	1.1%	1.8%
Sep-18	46,634	11,659	58,293	29,835	6,524	8,862	13,361	58,582	(289)	912	624	(0.5%)	1.1%
Oct-18	48,769	11,644	60,413	32,849	7,145	9,867	13,066	62,927	(2,514)	345	(2,169)	(4.2%)	(3.6%)
Nov-18	43,870	18,365	62,235	31,066	7,310	10,195	13,900	62,470	(235)	449	214	(0.4%)	0.3%
Dec-18	43,717	14,732	58,449	31,115	7,023	10,329	12,736	61,202	(2,754)	614	(2,140)	(4.7%)	(3.6%)
Jan-19	44,312	18,178	62,489	34,290	6,624	8,909	13,104	62,927	(438)	460	22	(0.7%)	0.0%
Feb-19	45,261	15,334	60,595	30,249	6,989	9,473	13,280	59,991	604	565	1,169	1.0%	1.9%
Mar-19	48,012	18,073	66,085	32,229	6,775	9,219	13,606	61,830	4,255	3,325	7,580	6.4%	10.9%
Apr-19	45,828	17,318	63,146	31,272	7,105	9,209	15,748	63,334	(188)	604	416	(0.3%)	0.7%
May-19	47,078	18,515	65,594	32,104	8,403	9,728	13,265	63,501	2,093	585	2,678	3.2%	4.0%
Jun-19	47,183	24,376	71,558	29,357	7,655	6,865	15,114	58,992	12,566	3,562	16,128	17.6%	21.5%
<b>2019 FY Total</b>	<b>\$ 561,911</b>	<b>\$ 191,023</b>	<b>\$ 752,933</b>	<b>\$ 376,115</b>	<b>\$ 85,521</b>	<b>\$ 112,866</b>	<b>\$ 162,861</b>	<b>\$ 737,363</b>	<b>\$ 15,570</b>	<b>\$ 12,337</b>	<b>\$ 27,907</b>	<b>2.1%</b>	<b>3.6%</b>
<b>2020</b>													
Jul-19	51,799	13,802	65,601	32,948	7,266	8,683	13,597	62,494	3,107	744	3,852	4.7%	5.8%
Aug-19	50,243	13,937	64,181	33,307	7,284	9,986	14,583	65,160	(980)	662	(318)	(1.5%)	(0.5%)
Sep-19	48,185	13,994	62,179	31,582	7,486	8,571	14,182	61,822	356	4,429	4,785	0.6%	7.2%
Oct-19	52,165	13,896	66,061	33,546	8,287	10,551	14,477	66,862	(801)	774	(27)	(1.2%)	(0.0%)
Nov-19	49,354	12,823	62,177	31,690	6,974	9,635	13,616	61,916	261	699	960	0.4%	1.5%
Dec-19	51,458	13,542	65,001	32,939	7,113	10,521	13,476	64,049	951	726	1,678	1.5%	2.6%
Jan-20	52,382	15,305	67,687	34,899	7,653	11,127	14,469	68,148	(461)	682	221	(0.7%)	0.3%
Feb-20	46,813	15,966	62,778	32,707	8,702	10,347	13,539	65,295	(2,516)	733	(1,783)	(4.0%)	(2.8%)
Mar-20	48,523	13,650	62,173	35,596	8,202	10,216	13,716	67,729	(5,555)	4,465	(1,091)	(8.9%)	(1.8%)
Apr-20	35,582	14,227	49,809	32,263	7,950	8,115	13,768	62,097	(12,288)	4,461	(7,827)	(24.7%)	(15.7%)
May-20	35,995	14,754	50,750	32,299	7,191	8,423	14,078	61,991	(11,241)	4,339	(6,902)	(22.2%)	(13.6%)
Jun-20	38,166	24,832	62,998	28,601	7,286	13,887	15,858	65,632	(2,634)	8,360	5,726	(4.2%)	9.1%
<b>2020 FY Total</b>	<b>\$ 560,666</b>	<b>\$ 180,729</b>	<b>\$ 741,395</b>	<b>\$ 392,377</b>	<b>\$ 91,395</b>	<b>\$ 120,063</b>	<b>\$ 169,359</b>	<b>\$ 773,194</b>	<b>\$ (31,799)</b>	<b>\$ 31,073</b>	<b>\$ (726)</b>	<b>(4.3%)</b>	<b>(0.1%)</b>
<b>FYTD Budget</b>	<b>609,205</b>	<b>163,660</b>	<b>772,865</b>	<b>380,999</b>	<b>94,805</b>	<b>111,307</b>	<b>168,303</b>	<b>755,414</b>	<b>17,451</b>	<b>7,916</b>	<b>25,367</b>	<b>2.3%</b>	<b>3.2%</b>
<b>Variance</b>	<b>\$ (48,539)</b>	<b>\$ 17,069</b>	<b>\$ (31,470)</b>	<b>\$ 11,378</b>	<b>\$ (3,410)</b>	<b>\$ 8,756</b>	<b>\$ 1,056</b>	<b>\$ 17,780</b>	<b>\$ (49,250)</b>	<b>\$ 23,157</b>	<b>\$ (26,093)</b>		
<b>Current Month Analysis</b>													
Jun-20	\$ 38,166	\$ 24,832	\$ 62,998	\$ 28,601	\$ 7,286	\$ 13,887	\$ 15,858	\$ 65,632	\$ (2,634)	\$ 8,360	\$ 5,726	(4.2%)	8.0%
<b>Budget</b>	<b>48,405</b>	<b>14,115</b>	<b>62,520</b>	<b>31,005</b>	<b>7,801</b>	<b>8,756</b>	<b>15,046</b>	<b>62,609</b>	<b>(88)</b>	<b>652</b>	<b>564</b>	<b>(0.1%)</b>	<b>0.9%</b>
<b>Variance</b>	<b>\$ (10,239)</b>	<b>\$ 10,717</b>	<b>\$ 478</b>	<b>\$ (2,404)</b>	<b>\$ (515)</b>	<b>\$ 5,131</b>	<b>\$ 811</b>	<b>\$ 3,023</b>	<b>\$ (2,545)</b>	<b>\$ 7,708</b>	<b>5,162</b>		

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# KAWEAH DELTA HEALTH CARE DISTRICT

## FISCAL YEAR 2019 & 2020

Fiscal Year	Patient Days	ADC	Adjusted Patient		DFR & Bad	Net Patient Revenue/ Ajusted Patient Day	Personnel Expense/ Ajusted Patient Day	Physician Fees/ Ajusted Patient Day	Supply Expense/ Ajusted Patient Day	Total Operating Expense/ Ajusted Patient Day	Personnel Expense/ Net Patient Revenue	Physician Fees/ Net Patient Revenue	Supply Expense/ Net Patient Revenue	Total Operating Expense/ Net Patient Revenue
			Days	Revenue %										
<b>2019</b>														
Jul-18	14,096	455	26,287	53.6%	72.4%	1,869	1,147	240	365	2,234	61.4%	12.8%	19.5%	119.6%
Aug-18	14,569	470	28,016	52.0%	76.0%	1,861	1,128	274	379	2,244	60.6%	14.7%	20.4%	120.6%
Sep-18	13,052	435	24,371	53.6%	73.5%	1,914	1,224	268	364	2,404	64.0%	14.0%	19.0%	125.6%
Oct-18	13,744	443	25,579	53.7%	73.5%	1,907	1,284	279	386	2,460	67.4%	14.7%	20.2%	129.0%
Nov-18	13,013	434	23,625	55.1%	74.9%	1,857	1,315	309	432	2,644	70.8%	16.7%	23.2%	142.4%
Dec-18	13,497	435	25,399	53.1%	76.2%	1,721	1,225	277	407	2,410	71.2%	16.1%	23.6%	140.0%
Jan-19	13,671	441	26,407	51.8%	76.9%	1,678	1,299	251	337	2,383	77.4%	14.9%	20.1%	142.0%
Feb-19	12,584	449	23,811	52.8%	75.9%	1,901	1,270	294	398	2,519	66.8%	15.4%	20.9%	132.5%
Mar-19	13,707	442	26,032	52.7%	76.9%	1,844	1,238	260	354	2,375	67.1%	14.1%	19.2%	128.8%
Apr-19	13,162	439	25,125	52.4%	76.9%	1,824	1,245	283	367	2,521	68.2%	15.5%	20.1%	138.2%
May-19	13,440	434	26,367	51.0%	75.3%	1,785	1,218	319	369	2,408	68.2%	17.8%	20.7%	134.9%
Jun-19	12,547	418	24,234	51.8%	75.6%	1,947	1,211	316	283	2,434	62.2%	16.2%	14.6%	125.0%
<b>2019 FY Total</b>	<b>161,082</b>	<b>441</b>	<b>305,353</b>	<b>52.8%</b>	<b>75.4%</b>	<b>1,840</b>	<b>1,232</b>	<b>280</b>	<b>370</b>	<b>2,415</b>	<b>66.9%</b>	<b>15.2%</b>	<b>20.1%</b>	<b>131.2%</b>
<b>2020</b>														
Jul-19	12,744	411	25,329	50.3%	73.8%	2,045	1,301	287	343	2,467	63.6%	14.0%	16.8%	120.6%
Aug-19	13,240	427	26,654	49.7%	74.8%	1,885	1,250	273	375	2,445	66.3%	14.5%	19.9%	129.7%
Sep-19	12,712	424	25,104	50.6%	74.1%	1,919	1,258	298	341	2,463	65.5%	15.5%	17.8%	128.3%
Oct-19	12,924	417	26,070	49.6%	74.6%	2,001	1,287	318	405	2,565	64.3%	15.9%	20.2%	128.2%
Nov-19	12,260	409	24,515	50.0%	74.4%	2,013	1,293	285	393	2,526	64.2%	14.1%	19.5%	125.5%
Dec-19	12,993	419	25,116	51.7%	73.8%	2,049	1,311	283	419	2,550	64.0%	13.8%	20.4%	124.5%
Jan-20	13,799	445	27,447	50.3%	75.3%	1,908	1,271	279	405	2,483	66.6%	14.6%	21.2%	130.1%
Feb-20	12,909	445	25,445	50.7%	76.9%	1,840	1,285	342	407	2,566	69.9%	18.6%	22.1%	139.5%
Mar-20	12,164	392	23,703	51.3%	74.1%	2,047	1,502	346	431	2,857	73.4%	16.9%	21.1%	139.6%
Apr-20	10,665	356	19,442	54.9%	76.1%	1,830	1,659	409	417	3,194	90.7%	22.3%	22.8%	174.5%
May-20	11,729	378	21,561	54.4%	79.5%	1,669	1,498	334	391	2,875	89.7%	20.0%	23.4%	172.2%
Jun-20	12,571	419	25,057	50.2%	80.4%	1,523	1,141	291	554	2,619	74.9%	19.1%	36.4%	172.0%
<b>2020 FY Total</b>	<b>150,710</b>	<b>412</b>	<b>295,371</b>	<b>51.0%</b>	<b>75.6%</b>	<b>1,898</b>	<b>1,328</b>	<b>309</b>	<b>406</b>	<b>2,618</b>	<b>70.0%</b>	<b>16.3%</b>	<b>21.4%</b>	<b>137.9%</b>
<b>FYTD Budget</b>	<b>164,020</b>	<b>448</b>	<b>316,397</b>	<b>51.8%</b>	<b>74.3%</b>	<b>1,925</b>	<b>1,204</b>	<b>300</b>	<b>352</b>	<b>2,558</b>	<b>62.5%</b>	<b>15.6%</b>	<b>18.3%</b>	<b>124.0%</b>
<b>Variance</b>	<b>(13,310)</b>	<b>(36)</b>	<b>(21,026)</b>	<b>(0.8%)</b>	<b>1.3%</b>	<b>(27)</b>	<b>124</b>	<b>10</b>	<b>55</b>	<b>60</b>	<b>7.4%</b>	<b>0.7%</b>	<b>3.1%</b>	<b>13.9%</b>
<b>Current Month Analysis</b>														
<b>Jun-20</b>	<b>12,571</b>	<b>419</b>	<b>25,057</b>	<b>50.2%</b>	<b>80.4%</b>	<b>1,523</b>	<b>1,141</b>	<b>291</b>	<b>554</b>	<b>2,619</b>	<b>74.9%</b>	<b>19.1%</b>	<b>36.4%</b>	<b>172.0%</b>
<b>Budget</b>	<b>13,040</b>	<b>435</b>	<b>25,551</b>	<b>51.0%</b>	<b>74.1%</b>	<b>1,894</b>	<b>1,213</b>	<b>305</b>	<b>343</b>	<b>2,499</b>	<b>64.1%</b>	<b>16.1%</b>	<b>18.1%</b>	<b>129.3%</b>
<b>Variance</b>	<b>(469)</b>	<b>(16)</b>	<b>(494)</b>	<b>(0.9%)</b>	<b>6.3%</b>	<b>(371)</b>	<b>(72)</b>	<b>(15)</b>	<b>212</b>	<b>121</b>	<b>10.9%</b>	<b>3.0%</b>	<b>18.3%</b>	<b>42.6%</b>

**KAWEAH DELTA HEALTH CARE DISTRICT0**

**RATIO ANALYSIS REPORT**

**JUNE 30, 2020**

	Current Month Value	Prior Month Value	June 30, 2019 Audited Value	2018 Moody's Median Benchmark		
				Aa	A	Baa
<b>LIQUIDITY RATIOS</b>						
Current Ratio (x)	1.4	1.6	2.2	1.6	<b>1.9</b>	2.1
Accounts Receivable (days)	75.8	76.9	79.8	47.6	<b>45.9</b>	44.4
Cash On Hand (days)	169.1	158.1	140.8	257.6	<b>215.1</b>	158.0
Cushion Ratio (x)	21.3	19.9	18.5	36.2	<b>22.5</b>	14.4
Average Payment Period (days)	75.7	73.0	51.0	73.1	<b>59.2</b>	59.2
<b>CAPITAL STRUCTURE RATIOS</b>						
Cash-to-Debt	147.2%	133.9%	120.5%	228.8%	<b>167.7%</b>	119.7%
Debt-To-Capitalization	32.3%	33.4%	31.5%	26.9%	<b>32.2%</b>	40.4%
Debt-to-Cash Flow (x)	6.9	8.8	3.6	2.3	<b>2.9</b>	3.8
Debt Service Coverage	2.1	1.7	4.0	6.6	<b>5.2</b>	3.3
Maximum Annual Debt Service Coverage (x)	2.0	1.6	4.0	6.6	<b>4.7</b>	3.2
Age Of Plant (years)	13.0	13.1	12.1	10.3	<b>11.8</b>	12.1
<b>PROFITABILITY RATIOS</b>						
Operating Margin	(4.2%)	(4.2%)	2.0%	3.2%	<b>2.2%</b>	0.7%
Excess Margin	(0.1%)	(0.9%)	3.6%	7.0%	<b>5.0%</b>	2.6%
Operating Cash Flow Margin	0.7%	0.6%	6.8%	9.1%	<b>8.5%</b>	6.8%
Return on Assets	(0.1%)	(0.7%)	3.0%	5.0%	<b>3.9%</b>	2.6%

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

	Jun-20	May-20	Change	% Change	Jun-19 (Audited)
<b>ASSETS AND DEFERRED OUTFLOWS</b>					
<b>CURRENT ASSETS</b>					
Cash and cash equivalents	\$ 14,362	\$ 13,472	\$ 890	6.61%	\$ 4,220
Current Portion of Board designated and trusted assets	14,074	21,235	(7,161)	-33.72%	12,577
Accounts receivable:					
Net patient accounts	118,660	121,356	(2,696)	-2.22%	146,605
Other receivables	14,233	11,212	3,021	26.94%	13,907
	132,893	132,568	325	0.24%	160,512
Inventories	8,479	10,073	(1,594)	-15.82%	10,479
Medicare and Medi-Cal settlements	41,172	46,021	(4,849)	-10.54%	30,759
Prepaid expenses	10,317	10,223	94	0.92%	11,510
Total current assets	221,297	233,592	(12,296)	-5.26%	230,057
<b>NON-CURRENT CASH AND INVESTMENTS -</b>					
less current portion					
Board designated cash and assets	338,786	315,357	23,429	7.43%	278,883
Revenue bond assets held in trust	35,826	39,626	(3,800)	-9.59%	33,569
Assets in self-insurance trust fund	3,727	4,297	(569)	-13.25%	4,209
Total non-current cash and investments	378,340	359,280	19,060	5.31%	316,662
<b>CAPITAL ASSETS</b>					
Land	17,542	17,542	-	0.00%	16,137
Buildings and improvements	377,880	360,867	17,013	4.71%	356,887
Equipment	282,868	279,992	2,876	1.03%	275,513
Construction in progress	39,756	58,788	(19,032)	-32.37%	42,299
	718,046	717,189	857	0.12%	690,836
Less accumulated depreciation	383,489	380,708	2,781	0.73%	357,681
	334,557	336,481	(1,924)	-0.57%	333,155
Property under capital leases - less accumulated amortization	4,389	4,468	(79)	-1.77%	3,204
Total capital assets	338,946	340,949	(2,003)	-0.59%	336,359
<b>OTHER ASSETS</b>					
Property not used in operations	1,686	1,690	(4)	-0.25%	3,724
Health-related investments	6,888	7,742	(853)	-11.02%	7,537
Other	10,727	11,396	(670)	-5.88%	9,706
Total other assets	19,301	20,828	(1,527)	-7.33%	20,967
Total assets	957,884	954,649	3,235	0.34%	904,045
<b>DEFERRED OUTFLOWS</b>					
	(2,726)	(2,718)	(8)	0.28%	(2,340)
<b>Total assets and deferred outflows</b>	<b>\$ 955,158</b>	<b>\$ 951,931</b>	<b>\$ 3,227</b>	<b>0.34%</b>	<b>\$ 901,705</b>

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**KAWEAH DELTA HEALTH CARE DISTRICT**

**CONSOLIDATED STATEMENTS OF NET POSITION (000's)**

	Jun-20	May-20	Change	% Change	Jun-19
					<b>(Audited)</b>
<b>LIABILITIES AND NET ASSETS</b>					
<b>CURRENT LIABILITIES</b>					
Accounts payable and accrued expenses	\$ 80,537	\$ 76,558	\$ 3,979	5.20%	\$ 35,319
Accrued payroll and related liabilities	62,524	62,578	(54)	-0.09%	59,163
Long-term debt, current portion	10,647	8,631	2,016	23.36%	9,360
Total current liabilities	153,708	147,767	5,941	4.02%	103,842
<b>LONG-TERM DEBT, less current portion</b>					
Bonds payable	262,436	270,430	(7,994)	-2.96%	258,553
Capital leases	220	139	81	58.20%	174
Total long-term debt	262,656	270,569	(7,913)	-2.92%	258,727
<b>NET PENSION LIABILITY</b>	28,804	26,469	2,335	8.82%	31,249
<b>OTHER LONG-TERM LIABILITIES</b>	30,626	33,498	(2,872)	-8.57%	28,647
Total liabilities	475,794	478,303	(2,509)	-0.52%	422,465
<b>NET ASSETS</b>					
Invested in capital assets, net of related debt	104,690	104,599	92	0.09%	105,427
Restricted	30,420	37,763	(7,343)	-19.45%	30,090
Unrestricted	344,254	331,265	12,988	3.92%	343,722
Total net position	479,364	473,627	5,737	1.21%	479,239
Total liabilities and net position	<b>\$ 955,158</b>	<b>\$ 951,931</b>	<b>\$ 3,227</b>	<b>0.34%</b>	<b>\$ 901,704</b>

**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
June 30, 2020**

<b>Board designated funds</b>	<b>Maturity Date</b>	<b>Yield</b>	<b>Investment Type</b>	<b>G/L Account</b>	<b>Amount</b>	<b>Total</b>
LAIF		1.22	Various		71,190,651	
CAMP		0.57	CAMP		72,337,619	
PFM	31846V203	0.01	Money market		139,939	
Wells Cap	31846V203	0.01	Money market		56,815	
Torrey Pines Bank	5-Sep-21	1.11	CD	Torrey Pines Bank	3,008,326	
PFM	{ 16-Oct-20	3.39	CD	Sumito MTSU	805,000	
PFM	{ 16-Nov-20	2.27	CD	Swedbank	1,800,000	
PFM	{ 1-Apr-21	2.80	Municipal	California ST	530,000	
Wells Cap	{ 1-Apr-21	2.63	Municipal	California ST High	1,250,000	
Wells Cap	{ 1-Apr-21	3.54	Municipal	Sacramento Ca Public	1,200,000	
PFM	{ 2-Apr-21	2.83	CD	Credit Agricole CD	825,000	
Wells Cap	{ 13-Apr-21	2.95	MTN-C	Toyota Motor	350,000	
Wells Cap	{ 13-Apr-21	2.95	MTN-C	Toyota Motor	600,000	
PFM	{ 15-Apr-21	2.50	MTN-C	Bank of NY	900,000	
Wells Cap	{ 19-Apr-21	2.63	MTN-C	Bank of America	435,000	
Wells Cap	{ 19-Apr-21	2.63	MTN-C	Bank of America	600,000	
PFM	{ 21-Apr-21	2.50	MTN-C	Morgan Stanley	450,000	
PFM	{ 21-Apr-21	2.50	MTN-C	Morgan Stanley	450,000	
Wells Cap	{ 21-Apr-21	2.50	MTN-C	Morgan Stanley	750,000	
Wells Cap	{ 29-Apr-21	2.15	MTN-C	PNC Bank	525,000	
Wells Cap	{ 29-Apr-21	2.15	MTN-C	PNC Bank	400,000	
PFM	{ 5-May-21	2.25	MTN-C	American Express	450,000	
PFM	{ 10-May-21	2.05	MTN-C	BB T Corp	450,000	
Wells Cap	{ 17-May-21	2.65	MTN-C	Caterpillar Finl Mtn	700,000	
PFM	{ 19-May-21	1.95	MTN-C	State Street Corp	245,000	
Wells Cap	{ 21-May-21	3.25	MTN-C	Charles Schwab Corp	1,300,000	
PFM	{ 24-May-21	4.13	MTN-C	US Bancorp	900,000	
Wells Cap	{ 14-Jun-21	2.25	MTN-C	Fifth Third Bank	800,000	
Wells Cap	{ 1-Jul-21	2.39	Municipal	San Francisco	935,000	
PFM	{ 23-Jul-21	2.75	Supra-National Age Intl Bk		1,800,000	
Wells Cap	{ 1-Aug-21	1.94	Municipal	San Diego Ca Community	500,000	
PFM	{ 16-Aug-21	1.76	ABS	Hyundai Auto	24,803	
PFM	{ 15-Sep-21	1.90	MTN-C	Oracle Corp	900,000	
PFM	{ 20-Sep-21	1.85	MTN-C	Cisco Systems Inc	800,000	
Wells Cap	{ 25-Sep-21	2.99	ABS	FHLMC	1,286,527	
PFM	{ 6-Oct-21	1.70	MTN-C	Pepsico Inc	1,320,000	
PFM	{ 15-Oct-21	1.82	ABS	John Deere	41,066	
PFM	{ 15-Nov-21	2.00	ABS	Toyota Auto Recv	81,361	
PFM	{ 15-Dec-21	1.75	ABS	Ally Auto	82,333	
PFM	{ 31-Dec-21	2.13	U.S. Govt Agency	US Treasury Bill	3,500,000	
Wells Cap	{ 24-Jan-22	4.50	MTN-C	JP Morgan	1,300,000	
Wells Cap	{ 25-Jan-22	2.79	ABS	FHLMC	1,472,888	
Wells Cap	{ 7-Feb-22	2.60	MTN-C	Bank of NY	1,000,000	
PFM	{ 14-Feb-22	1.80	CD	Societe Generale CD	865,000	
Wells Cap	{ 19-Feb-22	3.17	MTN-C	Citibank	500,000	
PFM	{ 8-Mar-22	3.30	MTN-C	PNC Funding Corp	494,000	
PFM	{ 1-Apr-22	2.75	MTN-C	BB T Corp	450,000	
Wells Cap	{ 1-Apr-22	1.70	Municipal	Bay Area Ca	1,000,000	
Wells Cap	{ 5-Apr-22	1.88	U.S. Govt Agency	FNMA	920,000	
Wells Cap	{ 15-Apr-22	2.25	U.S. Govt Agency	US Treasury Bill	745,000	
PFM	{ 25-Apr-22	2.75	MTN-C	Citigroup	1,000,000	
Wells Cap	{ 25-Apr-22	2.40	MTN-C	National Rural	950,000	
Wells Cap	{ 26-Apr-22	3.00	MTN-C	Goldman Sachs	440,000	

**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
June 30, 2020**

Wells Cap	€	15-May-22	3.28	Municipal	Univ Of CA	400,000
PFM	€	15-May-22	1.75	U.S. Govt Agency	US Treasury Bill	2,300,000
PFM	€	16-May-22	2.35	MTN-C	United Parcel	450,000
PFM	€	17-May-22	3.50	MTN-C	Bank of America	300,000
Wells Cap	€	18-May-22	2.30	MTN-C	Costco Wholesale	1,000,000
Wells Cap	€	23-May-22	2.65	MTN-C	US Bank NA	1,300,000
Wells Cap	€	25-May-22	2.20	MTN-C	Coca Cola Co	500,000
PFM	€	1-Jun-22	3.38	MTN-C	Blackrock Inc.	395,000
Wells Cap	€	1-Jun-22	1.75	Municipal	Riverside Ca	350,000
Wells Cap	€	14-Jun-22	1.88	U.S. Govt Agency	FFCB	2,600,000
Wells Cap	€	30-Jun-22	1.75	U.S. Govt Agency	US Treasury Bill	630,000
PFM	€	15-Jul-22	1.75	U.S. Govt Agency	US Treasury Bill	2,100,000
Wells Cap	€	15-Jul-22	1.75	U.S. Govt Agency	US Treasury Bill	900,000
Wells Cap	€	1-Aug-22	1.93	Municipal	Ohlone Ca Cmnty	800,000
Wells Cap	€	1-Aug-22	2.30	Municipal	Poway Ca Unif Sch	565,000
Wells Cap	€	15-Aug-22	1.50	U.S. Govt Agency	US Treasury Bill	580,000
PFM	€	25-Aug-22	2.31	ABS	FHLMC	390,000
PFM	€	26-Aug-22	1.85	CD	Nordea Bk Abb Ny CD	860,000
PFM	€	26-Aug-22	1.86	CD	Skandin Ens CD	845,000
PFM	€	31-Aug-22	1.88	U.S. Govt Agency	US Treasury Bill	1,280,000
Wells Cap	€	31-Aug-22	1.75	U.S. Govt Agency	US Treasury Bill	590,000
PFM	€	8-Sep-22	2.15	MTN-C	Toyota Motor	450,000
Wells Cap	€	9-Sep-22	2.00	U.S. Govt Agency	FHLB	300,000
Wells Cap	€	11-Sep-22	1.92	ABS	BMW Vehicle Owner	1,120,000
Wells Cap	€	11-Sep-22	1.70	MTN-C	Apple, Inc	600,000
Wells Cap	€	26-Sep-22	2.00	MTN-C	Paccar Financial Mtn	375,000
PFM	€	30-Sep-22	1.88	U.S. Govt Agency	US Treasury Bill	750,000
Wells Cap	€	5-Oct-22	2.00	U.S. Govt Agency	FNMA	950,000
Wells Cap	€	27-Oct-22	2.70	MTN-C	Citigroup	750,000
Wells Cap	€	31-Oct-22	2.00	U.S. Govt Agency	US Treasury Bill	3,150,000
Wells Cap	€	1-Nov-22	1.71	Municipal	Oregon ST	1,000,000
PFM	€	15-Nov-22	1.63	U.S. Govt Agency	US Treasury Bill	1,000,000
Wells Cap	€	15-Nov-22	1.63	U.S. Govt Agency	US Treasury Bill	700,000
Wells Cap	€	21-Nov-22	1.99	ABS	Volkswagon Auto	710,000
Wells Cap	€	30-Nov-22	2.00	U.S. Govt Agency	US Treasury Bill	2,770,000
PFM	€	2-Dec-22	2.04	CD	Dnb Bank Asa Ny CD	630,000
PFM	€	15-Dec-22	3.02	ABS	Toyota Auto	915,000
Wells Cap	€	15-Dec-22	1.84	ABS	Mercedes Benz Auto	750,000
PFM	€	15-Dec-22	2.70	MTN-C	Intel Corp	415,000
PFM	€	27-Dec-22	2.28	U.S. Govt Agency	FNMA	516,744
PFM	€	31-Dec-22	2.13	U.S. Govt Agency	US Treasury Bill	1,180,000
PFM	€	17-Jan-23	3.03	ABS	Mercedes Benz Auto	466,091
PFM	€	31-Jan-23	1.75	U.S. Govt Agency	US Treasury Bill	1,200,000
Wells Cap	€	31-Jan-23	2.38	U.S. Govt Agency	US Treasury Bill	350,000
Wells Cap	€	28-Feb-23	2.63	U.S. Govt Agency	US Treasury Bill	2,100,000
Wells Cap	€	15-Mar-23	3.18	ABS	Toyota Auto	1,400,000
PFM	€	15-Mar-23	2.25	MTN-C	3M Company	540,000
PFM	€	15-Mar-23	2.75	MTN-C	Berkshire Hathaway	370,000
Wells Cap	€	20-Mar-23	2.83	ABS	Honda Auto	1,135,000
Wells Cap	€	1-Apr-23	1.85	Municipal	San Diego County	1,275,000
Wells Cap	€	15-Apr-23	1.27	Municipal	San Diego Ca	1,300,000
Wells Cap	€	15-Apr-23	0.25	U.S. Govt Agency	US Treasury Bill	1,000,000
Wells Cap	€	20-Apr-23	3.38	ABS	Verizon Owner Trust	600,000
PFM	€	20-Apr-23	0.38	U.S. Govt Agency	FHLMC	1,770,000
PFM	€	24-Apr-23	2.88	MTN-C	Bank of America	640,000
PFM	€	1-May-23	0.75	MTN-C	Pepsico Inc	200,000
PFM	€	11-May-23	0.75	MTN-C	Apple, Inc	135,000
PFM	€	11-May-23	1.14	MTN-C	Chevron Corp	250,000
Wells Cap	€	11-May-23	0.75	MTN-C	Apple, Inc	800,000
PFM	€	15-May-23	1.75	U.S. Govt Agency	US Treasury Bill	630,000
PFM	€	15-May-23	1.75	U.S. Govt Agency	US Treasury Bill	1,100,000
PFM	€	15-May-23	1.75	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	€	16-May-23	3.02	ABS	GM Financial	366,073
PFM	€	18-May-23	2.70	MTN-C	JP Morgan	1,000,000
Wells Cap	€	22-May-23	0.25	U.S. Govt Agency	FNMA	700,000
PFM	€	24-May-23	0.50	Supra-National Age	Inter Amer Bk	915,000
PFM	€	3-Jun-23	0.40	MTN-C	Amazon Com Inc	350,000
PFM	€	3-Jun-23	0.80	MTN-C	Amazon Com Inc	445,000
PFM	€	8-Jun-23	0.80	MTN-C	Paccar Financial Mtn	140,000
PFM	€	26-Jun-23	3.40	MTN-C	Walmart Inc.	800,000
Wells Cap	€	1-Jul-23	1.89	Municipal	San Francisco	1,070,000
PFM	€	5-Jul-23	0.70	MTN-C	John Deere Mtn	295,000
Wells Cap	€	15-Jul-23	0.65	MTN-C	Intuit Inc	800,000

**KAWEAH DELTA HEALTH CARE DISTRICT  
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Wells Cap	4	17-Jul-23	2.91	ABS	John Deere	400,000
PFM	4	24-Jul-23	2.91	MTN-C	Goldman Sachs	900,000
PFM	4	25-Jul-23	3.20	ABS	FHLMC	190,034
PFM	4	1-Aug-23	2.00	Municipal	Chaffey Ca	265,000
PFM	4	1-Aug-23	2.00	Municipal	San Diego Ca Community	165,000
PFM	4	1-Aug-23	1.97	Municipal	Tamalpais Ca Union	370,000
Wells Cap	4	1-Aug-23	1.30	Municipal	Desert Sands Ca	315,000
Wells Cap	4	31-Aug-23	2.75	U.S. Govt Agency	US Treasury Bill	1,240,000
PFM	4	1-Sep-23	2.13	Municipal	San Jose Ca Ref	765,000
PFM	4	20-Sep-23	3.45	MTN-C	Toyota Motor	550,000
PFM	4	30-Sep-23	1.38	U.S. Govt Agency	US Treasury Bill	1,150,000
PFM	4	10-Oct-23	3.63	MTN-C	American Honda Mtn	395,000
PFM	4	31-Oct-23	1.63	U.S. Govt Agency	US Treasury Bill	2,750,000
Wells Cap	4	31-Oct-23	3.00	U.S. Govt Agency	US Treasury Bill	550,000
PFM	4	15-Nov-23	2.51	ABS	Capital One Prime	480,000
Wells Cap	4	15-Nov-23	2.51	ABS	Capital One Prime	900,000
Wells Cap	4	30-Nov-23	2.13	U.S. Govt Agency	US Treasury Bill	835,000
Wells Cap	4	30-Nov-23	2.13	U.S. Govt Agency	US Treasury Bill	700,000
Wells Cap	4	15-Dec-23	2.99	ABS	American Express	1,410,000
Wells Cap	4	20-Dec-23	2.33	ABS	Verizon Owner Trust	600,000
PFM	4	31-Dec-23	2.25	U.S. Govt Agency	US Treasury Bill	2,195,000
Wells Cap	4	1-Jan-24	2.12	Municipal	New York ST	585,000
PFM	4	23-Jan-24	3.50	MTN-C	PNC Financial	395,000
Wells Cap	4	31-Jan-24	2.50	U.S. Govt Agency	US Treasury Bill	3,575,000
PFM	4	5-Feb-24	2.50	U.S. Govt Agency	FNMA	1,110,000
PFM	4	6-Feb-24	2.88	MTN-C	Microsoft Corp	410,000
PFM	4	13-Feb-24	2.50	U.S. Govt Agency	FHLB	1,220,000
PFM	4	29-Feb-24	2.38	U.S. Govt Agency	US Treasury Bill	2,110,000
Wells Cap	4	29-Feb-24	2.38	U.S. Govt Agency	US Treasury Bill	2,825,000
PFM	4	7-Mar-24	2.90	MTN-C	Merck Co Inc.	405,000
PFM	4	7-Mar-24	3.25	MTN-C	Unilever Capital	200,000
Wells Cap	4	15-Mar-24	1.94	ABS	Mercedes Benz Auto	810,000
PFM	4	15-Mar-24	2.95	MTN-C	Pfizer Inc.	465,000
PFM	4	25-Mar-24	3.35	U.S. Govt Agency	FNMA	445,887
PFM	4	1-Apr-24	3.38	MTN-C	Mastercard Inc.	395,000
PFM	4	15-Apr-24	3.70	MTN-C	Comcast Corp	395,000
PFM	4	30-Apr-24	2.00	U.S. Govt Agency	US Treasury Bill	1,285,000
Wells Cap	4	30-Apr-24	2.25	U.S. Govt Agency	US Treasury Bill	500,000
PFM	4	15-May-24	2.50	U.S. Govt Agency	US Treasury Bill	425,000
PFM	4	15-May-24	2.50	U.S. Govt Agency	US Treasury Bill	950,000
Wells Cap	4	31-May-24	2.00	U.S. Govt Agency	US Treasury Bill	4,350,000
Wells Cap	4	31-May-24	2.00	U.S. Govt Agency	US Treasury Bill	500,000
Wells Cap	4	30-Jun-24	1.75	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	4	1-Jul-24	1.96	Municipal	Arizona ST	675,000
PFM	4	1-Jul-24	2.00	Municipal	Connecticut ST	150,000
Wells Cap	4	1-Jul-24	5.00	Municipal	Los Angeles Calif Ca	1,500,000
PFM	4	15-Jul-24	0.00	MTN-C	Nissan Auto	170,000
PFM	4	30-Jul-24	2.40	MTN-C	US Bancorp	415,000
Wells Cap	4	31-Jul-24	1.75	U.S. Govt Agency	US Treasury Bill	1,850,000
PFM	4	1-Aug-24	2.05	Municipal	San Diego Ca Community	80,000
PFM	4	1-Aug-24	2.02	Municipal	Tamalpais Ca Union	305,000
PFM	4	15-Aug-24	1.72	ABS	Capital One Multi	1,600,000
PFM	4	15-Aug-24	2.30	MTN-C	Honeywell	330,000
PFM	4	15-Aug-24	2.15	MTN-C	Paccar Financial Mtn	210,000
Wells Cap	4	16-Aug-24	2.02	MTN-C	Exxon Mobil	1,320,000
PFM	4	30-Aug-24	1.75	MTN-C	Walt Disney Co	780,000
PFM	4	6-Sep-24	1.75	MTN-C	Coca Cola Co	425,000
PFM	4	15-Oct-24	1.89	MTN-C	Discover Card	615,000
PFM	4	24-Oct-24	2.10	MTN-C	Bank of NY	150,000
PFM	4	31-Oct-24	1.50	U.S. Govt Agency	US Treasury Bill	1,500,000
Wells Cap	4	31-Oct-24	1.50	U.S. Govt Agency	US Treasury Bill	650,000
PFM	4	8-Nov-24	2.15	MTN-C	Caterpillar Finl Mtn	850,000
Wells Cap	4	8-Nov-24	2.15	MTN-C	Caterpillar Finl Mtn	600,000
Wells Cap	4	15-Nov-24	1.60	ABS	Capital One Prime	1,000,000
PFM	4	30-Nov-24	1.50	U.S. Govt Agency	US Treasury Bill	1,000,000
Wells Cap	4	30-Nov-24	1.50	U.S. Govt Agency	US Treasury Bill	700,000
Wells Cap	4	6-Dec-24	2.15	MTN-C	Branch Banking Trust	1,300,000
Wells Cap	4	31-Dec-24	1.75	U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	4	7-Jan-25	1.63	U.S. Govt Agency	FNMA	1,510,000
Wells Cap	4	9-Jan-25	2.05	ABS	John Deere	500,000
PFM	4	12-Feb-25	1.50	U.S. Govt Agency	FHLMC	1,000,000
PFM	4	13-Feb-25	1.80	MTN-C	Toyota Motor	420,000

**KAWEAH DELTA HEALTH CARE DISTRICT  
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PFM	:	1-Mar-25	5.00	Municipal	California ST	185,000	
PFM	:	25-Mar-25	2.95	MTN-C	Coca Cola Co	200,000	
PFM	:	14-Apr-25	0.50	U.S. Govt Agency	FHLB	1,340,000	
PFM	:	22-Apr-25	0.63	U.S. Govt Agency	FNMA	1,530,000	
PFM	:	11-May-25	1.13	MTN-C	Apple, Inc	655,000	
PFM	:	1-Jun-25	1.35	MTN-C	Honeywell	180,000	
PFM	:	17-Jun-25	0.50	U.S. Govt Agency	FNMA	1,800,000	
Wells Cap	:	17-Jun-25	0.50	U.S. Govt Agency	FNMA	2,000,000	
							\$ 321,141,158

		<b>Maturity Date</b>	<b>Yield</b>	<b>Investment Type</b>	<b>G/L Account</b>	<b>Amount</b>	<b>Total</b>
<b><u>Self-insurance trust</u></b>							
Wells Cap				Money market	110900	1,312,186	
Wells Cap				Fixed income - L/T	152300	3,504,516	4,816,702
<b><u>2012 revenue bonds</u></b>							
US Bank				Principal/Interest payment fund	142112	572,058	572,058
<b><u>2015A revenue bonds</u></b>							
US Bank				Principal/Interest payment fund	142115	159,022	159,022
<b><u>2015B revenue bonds</u></b>							
US Bank				Principal/Interest payment fund	142116	348,120	
US Bank				Project Fund	152442	25,082,366	25,430,486
<b><u>2017A/B revenue bonds</u></b>							
US Bank				Principal/Interest payment fund	142117	229,855	229,855
<b><u>2017C revenue bonds</u></b>							
US Bank				Principal/Interest payment fund	142118	226,373	226,373
<b><u>2020 revenue bonds</u></b>							
Signature Bank				Project Fund	152446	10,936,105	10,936,105
<b><u>2014 general obligation bonds</u></b>							
LAIF				Interest Payment fund	152440	3,465,535	3,465,535
<b><u>Operations</u></b>							
Wells Fargo Bank	(Checking)		0.16	Checking	100000	(1,657,291)	
Wells Fargo Bank	(Savings)		0.16	Checking	100500	8,116,143	6,458,851
<b><u>Payroll</u></b>							
Wells Fargo Bank	(Checking)		0.16	Checking	100100	(46,759)	
Wells Fargo Bank	(Checking)		0.16	Checking	100201	98,936	
Wells Fargo Bank				Checking	100205	2,253	
Bancorp	(Checking)			Checking	100202	57,471	111,902
							6,570,753
<b>Total investments</b>						<b>\$</b>	<b>373,548,047</b>

**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
June 30, 2020**

**Kaweah Delta Medical Foundation**

Wells Fargo Bank	Checking	100050		<b>\$ 6,555,170</b>
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**Sequoia Regional Cancer Center**

Wells Fargo Bank	(Medical) Checking	100535	\$ 560,701	
Wells Fargo Bank	(Radiation) Checking	100530	-	
				<b>\$ 560,701</b>

**Kaweah Delta Hospital Foundation**

VCB Checking	Investments	100501	\$ 614,175	
Various	S/T Investments	142200	5,169,248	
Various	L/T Investments	142300	10,812,538	
Various	Unrealized G/L	142400	1,171,234	
				<b>\$ 17,767,196</b>

**Summary of board designated funds:**

Plant fund:

Uncommitted plant funds	\$ 265,393,976	142100	
Committed for capital	20,222,188	142100	
		<u>285,616,164</u>	
GO Bond reserve - L/T	2,055,720	142100	
401k Matching	9,013,978	142100	
Cost report settlement - current	2,135,384	142104	
Cost report settlement - L/T	<u>1,312,727</u>	142100	
		3,448,111	
Development fund/Memorial fund	104,184	112300	
Workers compensation - current	5,625,000	112900	
Workers compensation - L/T	<u>15,278,000</u>	113900	
		20,903,000	
		<b>\$ 321,141,158</b>	

	<u>Total Investments</u>	<u>%</u>	<u>Trust Accounts</u>	<u>Surplus Funds</u>	<u>%</u>
<b><u>Investment summary by institution:</u></b>					
Bancorp	\$ 57,471	0.0%		57,471	0.0%
CAMP	72,337,619	19.4%		72,337,619	22.1%
Local Agency Investment Fund (LAIF)	71,190,651	19.1%		71,190,651	21.7%
Local Agency Investment Fund (LAIF) - GOB Tax Rev	3,465,535	0.9%	3,465,535	-	0.0%
Wells Cap	94,267,932	25.2%	4,816,702	89,451,229	27.3%
PFM	85,153,332	22.8%		85,153,332	26.0%
Torrey Pines Bank	3,008,326	0.8%		3,008,326	0.9%
Wells Fargo Bank	6,513,282	1.7%		6,513,282	2.0%
Signature Bank	10,936,105	2.9%	10,936,105		0.0%
US Bank	26,617,795	7.1%	26,617,795		0.0%
<hr/>					
<b>Total investments</b>	<b>\$ 373,548,047</b>	<b>100.0%</b>	<b>\$ 45,836,136</b>	<b>\$ 327,711,911</b>	<b>100.0%</b>

**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
June 30, 2020**

<u>Investment summary of surplus funds by type:</u>		<u>Investment Limitations</u>
Negotiable and other certificates of deposit	\$ 9,638,326	\$ 98,314,000 (30%)
Checking accounts	6,570,753	
Local Agency Investment Fund (LAIF)	71,190,651	65,000,000
CAMP	72,337,619	
Medium-term notes (corporate) (MTN-C)	45,889,000	98,314,000 (30%)
U.S. government agency	82,907,631	
Municipal securities	17,535,000	
Money market accounts	196,754	65,542,000 (20%)
Asset Backed Securities	18,731,176	65,542,000 (20%)
Supra-National Agency	2,715,000	98,314,000 (30%)
	<u>\$ 327,711,911</u>	

**Return on investment:**

<b>Current month</b>	<u><b>1.69%</b></u>
<b>Year-to-date</b>	<u><b>2.26%</b></u>
<b>Prospective</b>	<u><b>1.54%</b></u>
<b>LAIF (year-to-date)</b>	<u><b>1.94%</b></u>
<b>Budget</b>	<u><b>2.28%</b></u>

**Fair market value disclosure for the quarter ended June 30, 2020 (District only):**

	<u>Quarter-to-date</u>	<u>Year-to-date</u>
Difference between fair value of investments and amortized cost (balance sheet effect)	N/A	\$ 6,853,661
Change in unrealized gain (loss) on investments (income statement effect)	\$ (1,556,443)	\$ (4,873,126)

**Investment summary of CDs:**

Credit Agricole CD	\$ 825,000
Dnb Bank Asa Ny CD	630,000
Nordea Bk Abb Ny CD	860,000
Societe Generale CD	865,000
Skandin Ens CD	845,000
Sumito Mtsu	805,000
Swedbank	1,800,000
Torrey Pines Bank	3,008,326
	<u>\$ 9,638,326</u>



**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
June 30, 2020**

**Investment summary of asset backed securities:**

Ally Auto	\$ 82,333
American Express	1,410,000
BMW Vehicle Owner	1,120,000
Capital One Multi	1,600,000
Capital One Prime	2,380,000
FHLMC	3,339,448
GM Financial	366,073
Honda Auto	1,135,000
Hyundai Auto	24,803
John Deere	941,066
Mercedes Benz Auto	2,026,091
Toyota Auto	2,315,000
Toyota Auto Recvs	81,361
Verizon Owner Trust	1,200,000
Volkswagon Auto	710,000
	<u>\$ 18,731,176</u>

**Investment summary of medium-term notes (corporate):**

3M Company	\$ 540,000.00
American Express	450,000
American Honda Mtn	395,000
Amazon Com Inc	795,000
Apple, Inc	2,190,000
Bank of America	1,975,000
Bank of NY	2,050,000
BB T Corp	900,000
Berkshire Hathaway	370,000
Blackrock Inc.	395,000
Branch Banking Trust	1,300,000
Caterpillar Finl Mtn	2,150,000
Charles Schwab Corp	1,300,000
Chevron Corp	250,000
Cisco Systems Inc	800,000
Citibank	500,000
Citigroup	1,750,000
Coca Cola Co	1,125,000
Comcast Corp	395,000
Costco Wholesale	1,000,000
Discover Card	615,000
Exxon Mobil	1,320,000
Fifth Third Bank	800,000
Goldman Sachs	1,340,000
Honeywell	510,000
Intuit Inc	800,000
Intel Corp	415,000
John Deere Mtn	295,000
JP Morgan	2,300,000
Mastercard Inc.	395,000
Merck Co Inc.	405,000
Microsoft Corp	410,000
Morgan Stanley	1,650,000
National Rural	950,000
Nissan Auto	170,000
Oracle Corp	900,000
Paccar Financial Mtn	725,000
Pepsico Inc	1,520,000
Pfizer Inc.	465,000
PNC Bank	925,000
PNC Financial	395,000
PNC Funding Corp	494,000
State Street Corp	245,000
Toyota Motor	2,370,000
Unilever Capital	200,000
United Parcel	450,000
US Bancorp	1,315,000
US Bank NA	1,300,000
Walmart Inc.	800,000
Walt Disney Co	786,000
	<u>\$ 45,889,000</u>

**KAWEAH DELTA HEALTH CARE DISTRICT**  
**SUMMARY OF FUNDS**  
**June 30, 2020**

**Investment summary of U.S. government agency:**

Federal National Mortgage Association (FNMA)	\$ 11,482,631
Federal Home Loan Bank (FHLB)	2,860,000
Federal Farmers Credit Bank (FFCB)	2,600,000
Federal Home Loan Mortgage Corp (FHLMC)	2,770,000
US Treasury Bill	63,195,000
	<u>\$ 82,907,631</u>

**Investment summary of municipal securities:**

Arizona ST	675,000
Bay Area Ca	\$ 1,000,000.00
California ST	715,000
California ST High	1,250,000
Chaffey Ca	265,000
Connecticut ST	150,000
Desert Sands Ca	315,000
Los Angeles Calif Ca	1,500,000
New York ST	585,000
Ohlone Ca Cmnty	800,000
Oregon ST	1,000,000
Poway Ca Unif Sch	565,000
Riverside Ca	350,000
Sacramento Ca Public	1,200,000
San Diego Ca Community	745,000
San Diego Ca	1,300,000
San Diego County	1,275,000
San Francisco	2,005,000
San Jose Ca Ref	765,000
Tamalpais Ca Union	675,000
Univ Of CA	400,000
	<u>\$ 17,535,000</u>

**Investment summary of Supra-National Agency:**

Intl Bk	\$ 1,800,000
Inter Amer Bk	915,000
	<u>\$ 2,715,000</u>

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

# Statistical Report

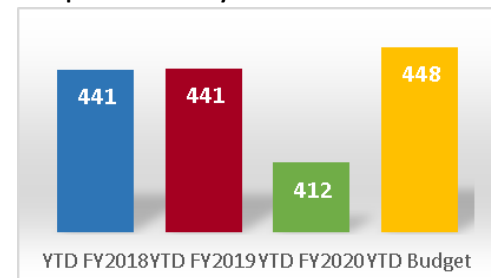
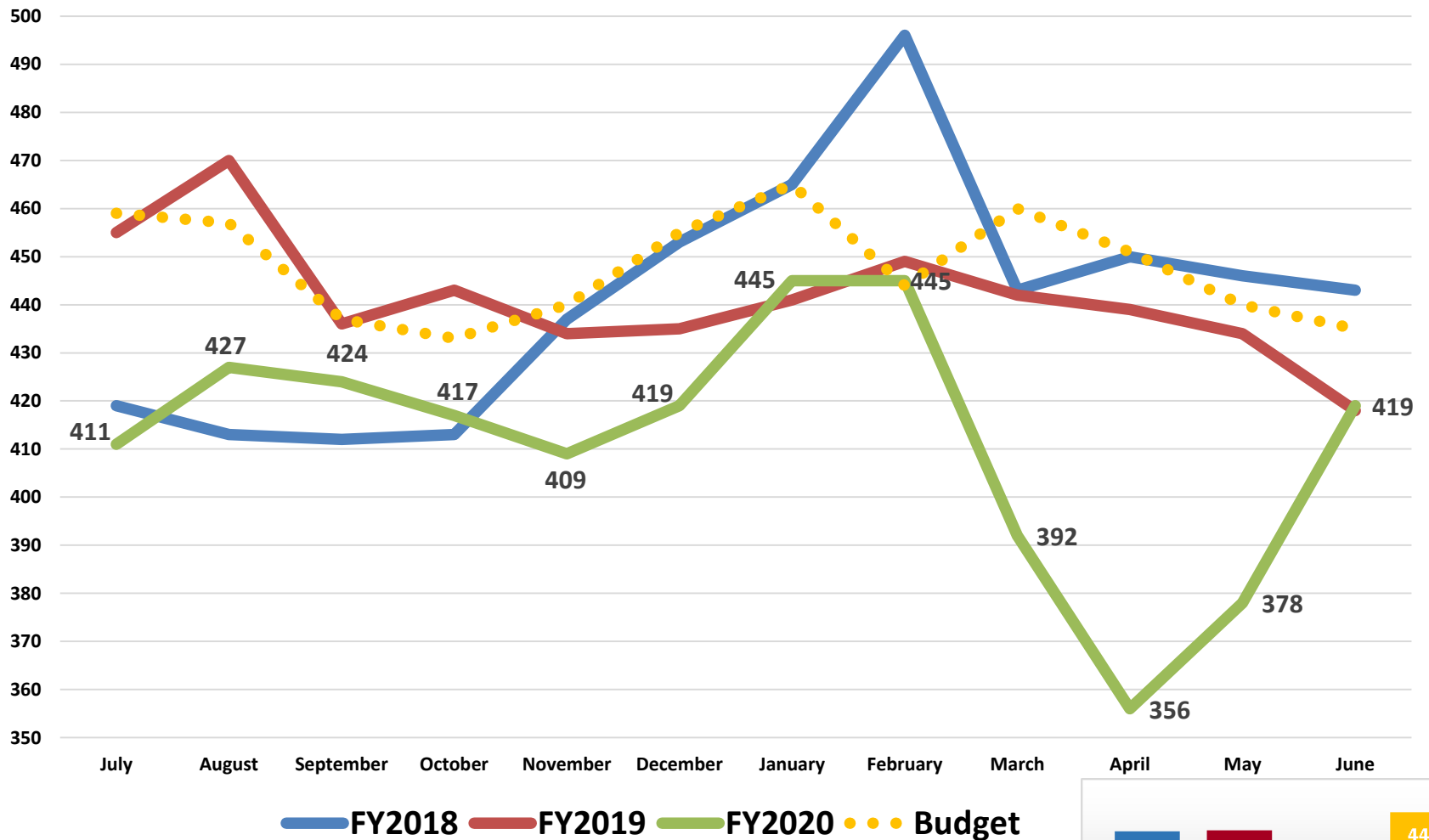
July 22, 2020

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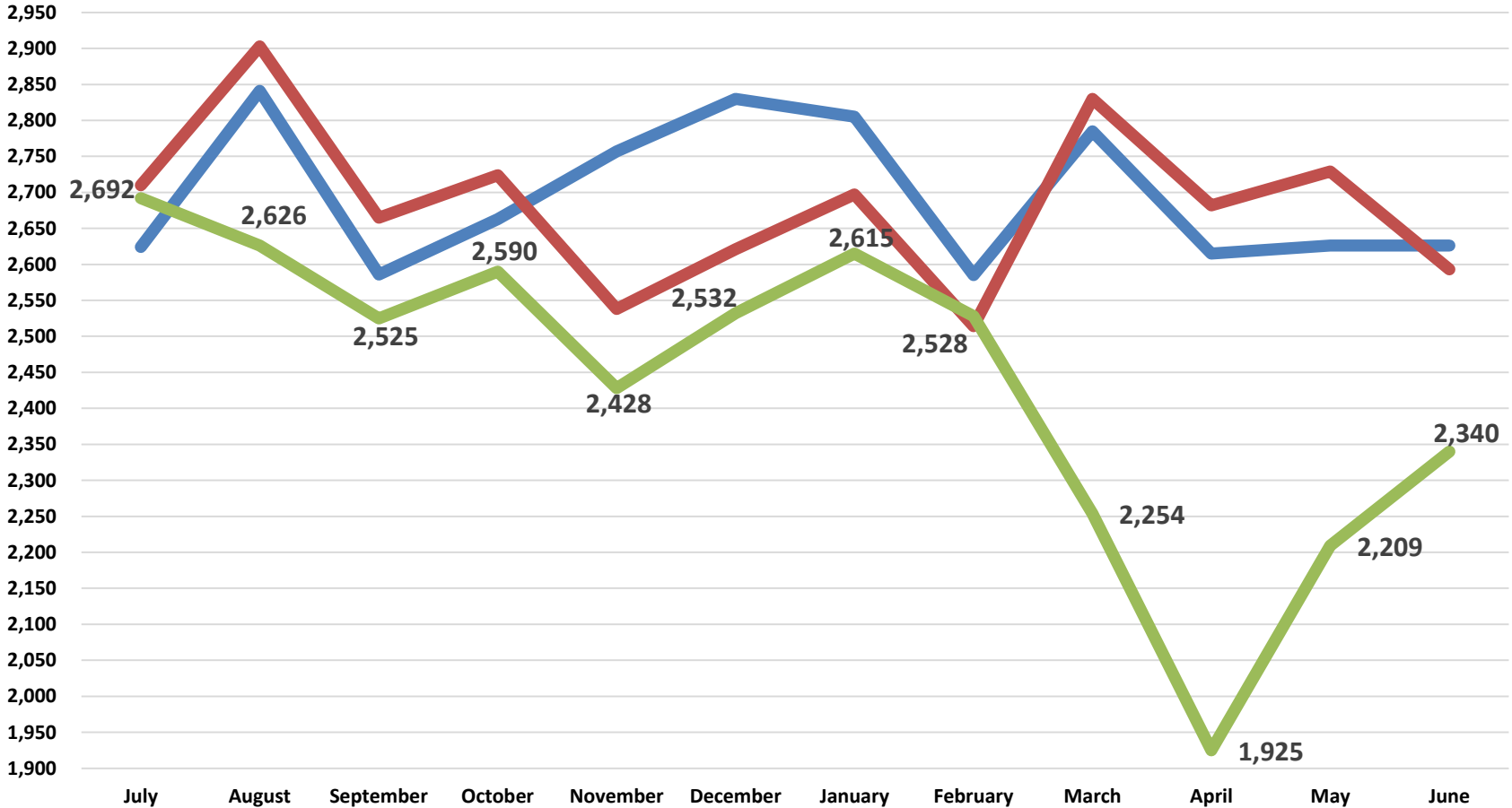


**Kaweah Delta**  
HEALTH CARE DISTRICT

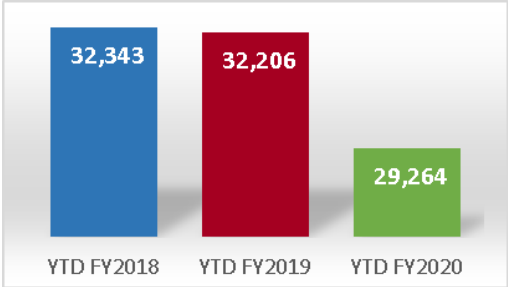
# Average Daily Census



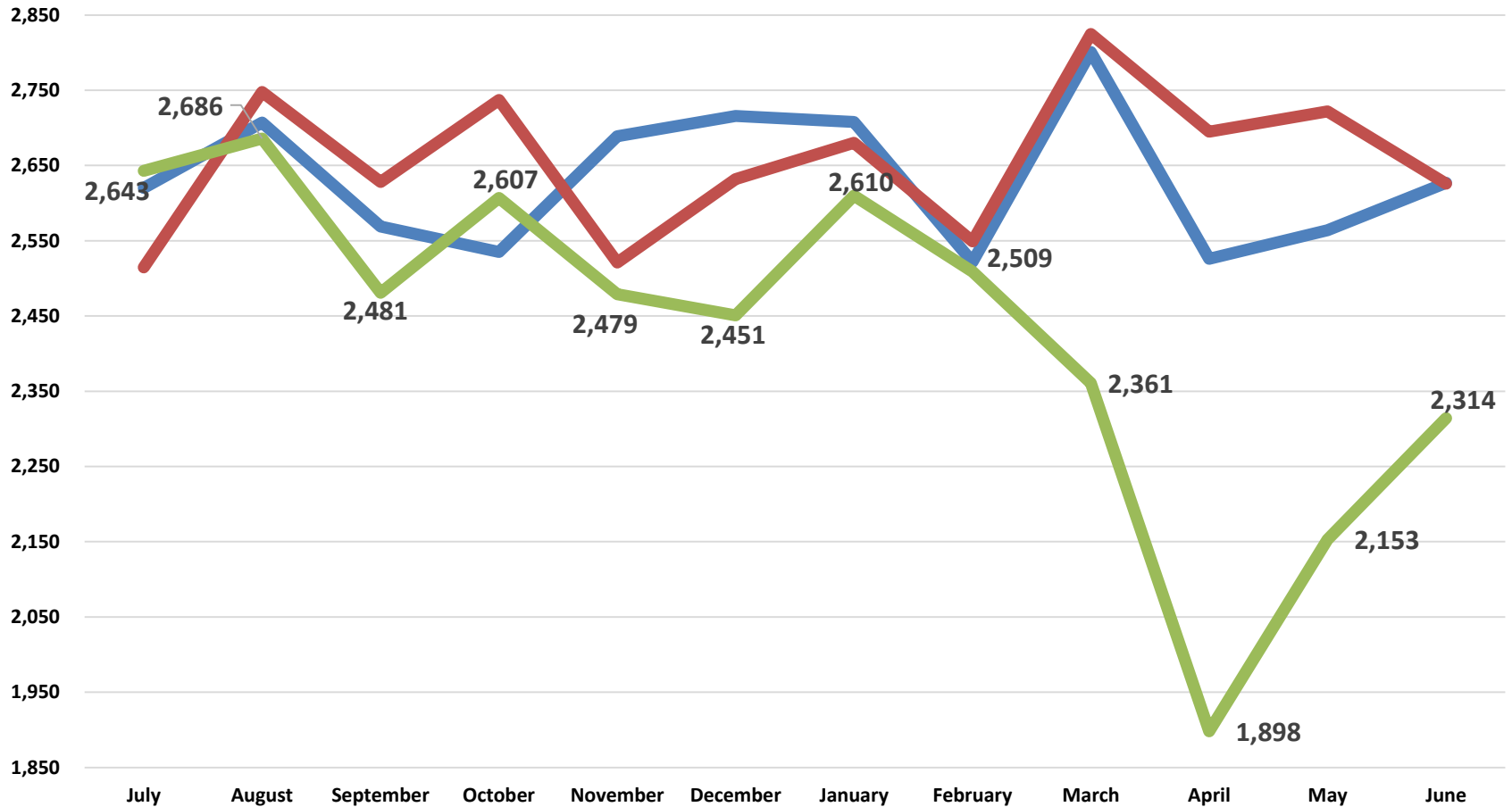
# Admissions



— FY2018 — FY2019 — FY2020

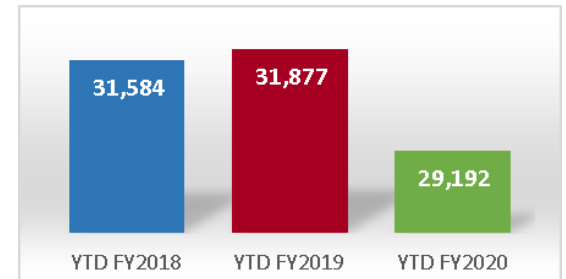


# Discharges

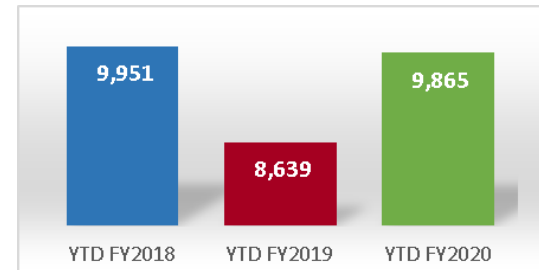
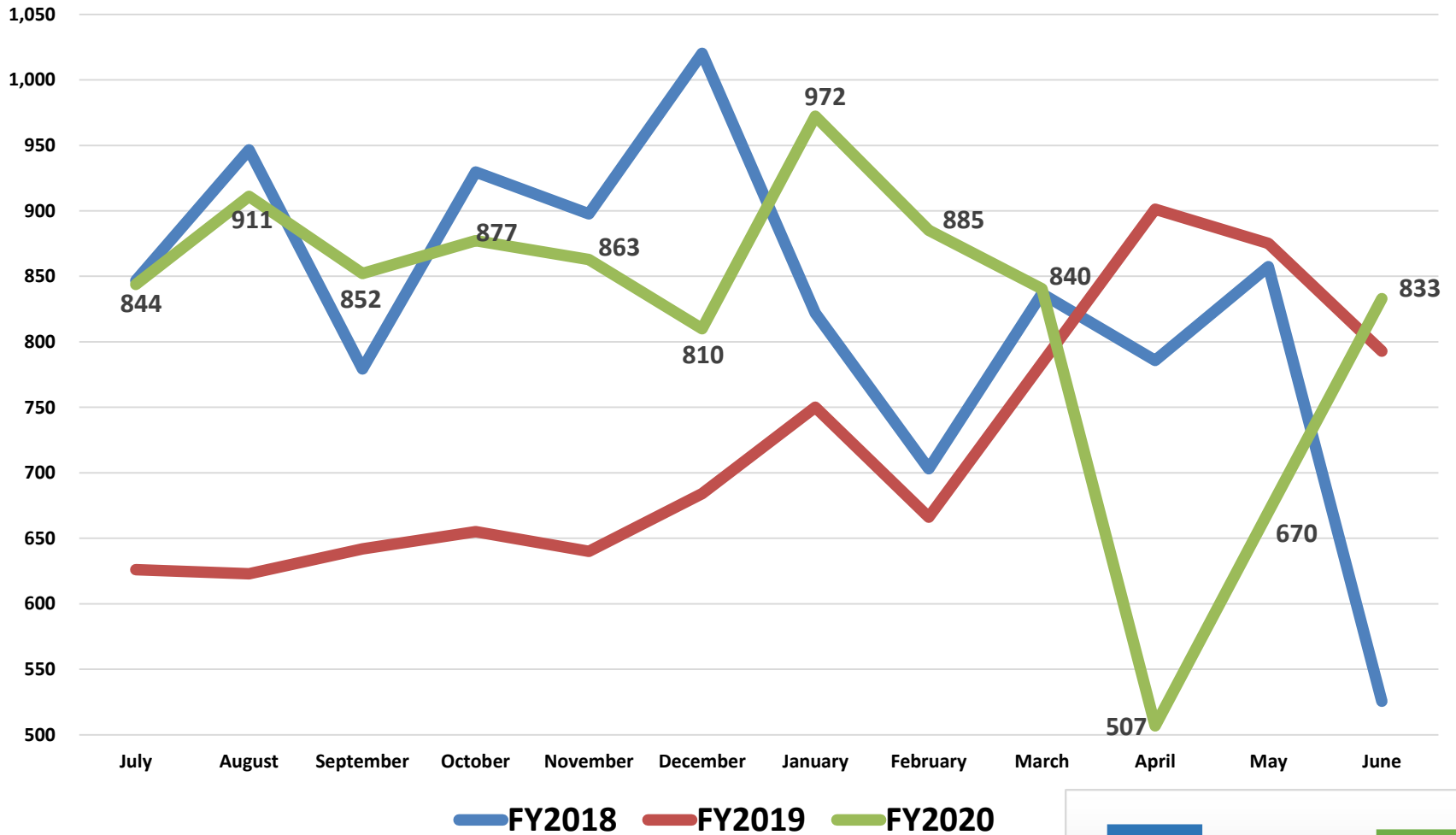


— **FY2018**
— **FY2019**
— **FY2020**

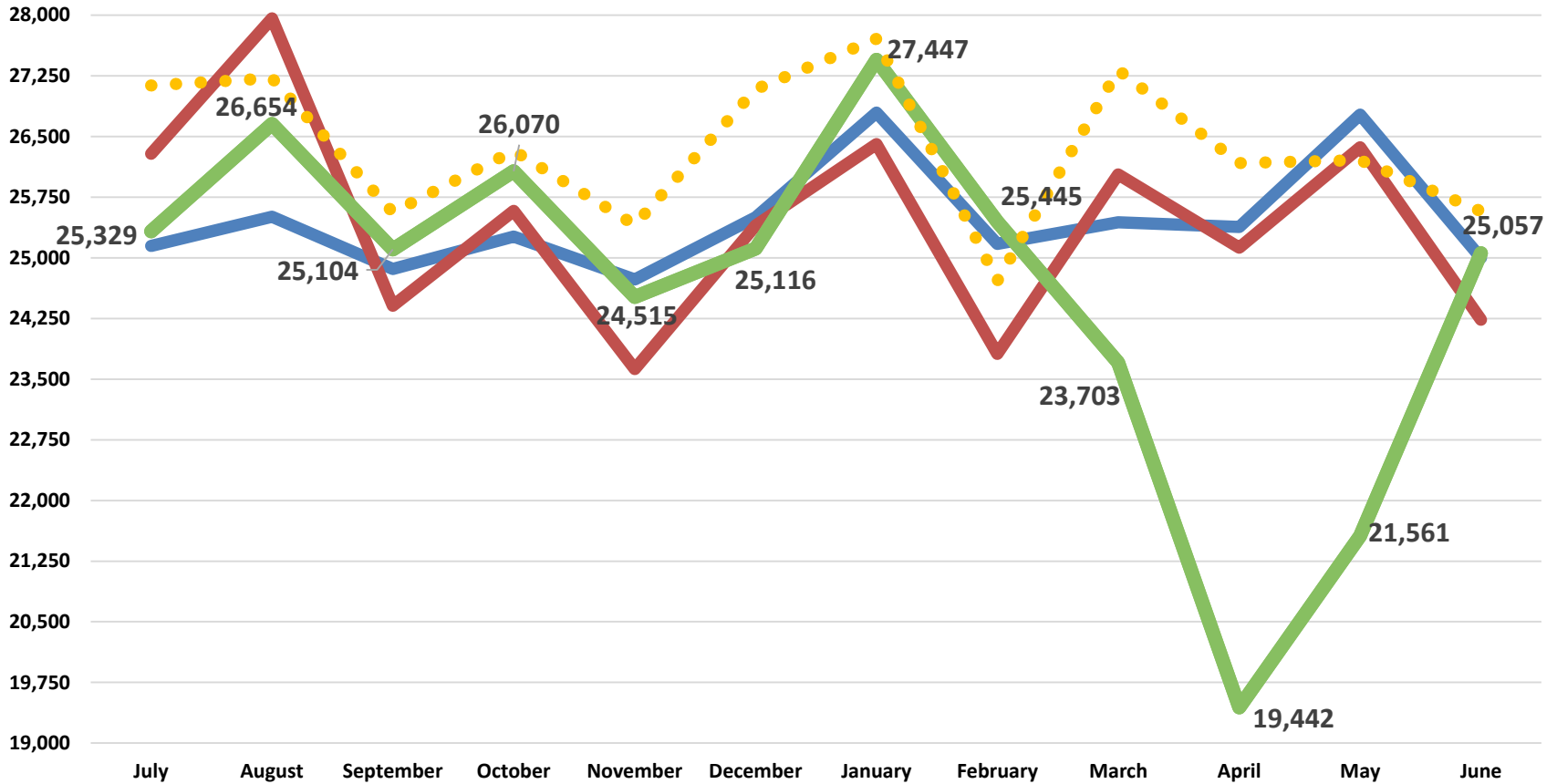
63/135



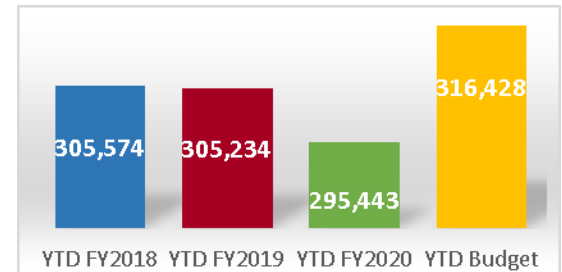
# Observation Days



# Adjusted Patient Days

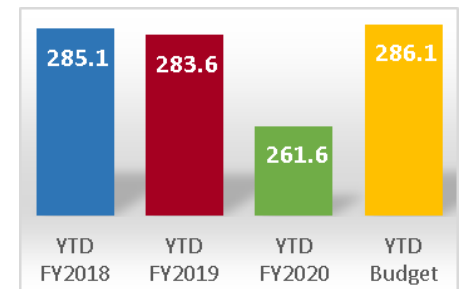
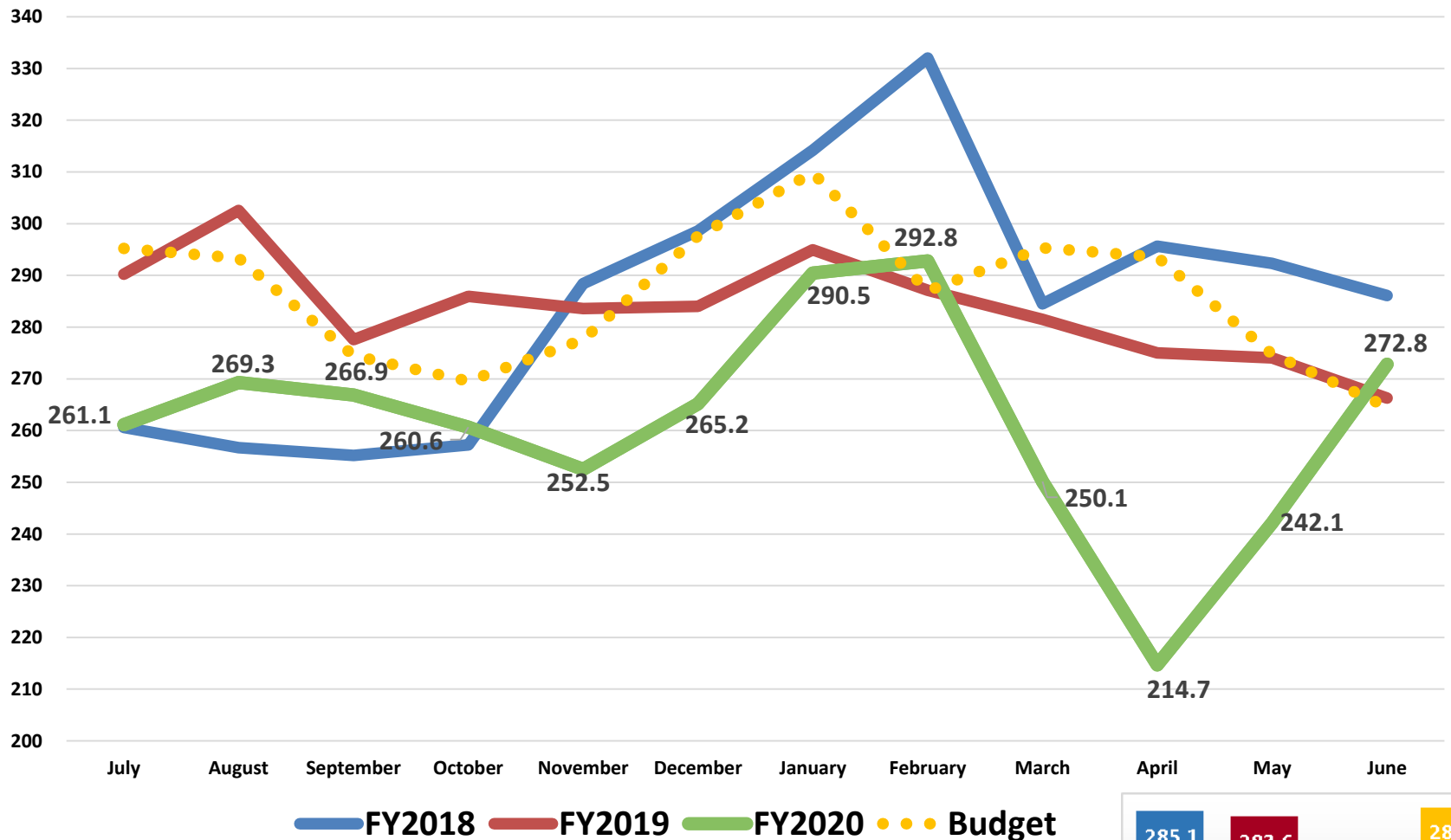


— **FY2018**  
 — **FY2019**  
 — **FY2020**  
 ●●● **Budget**

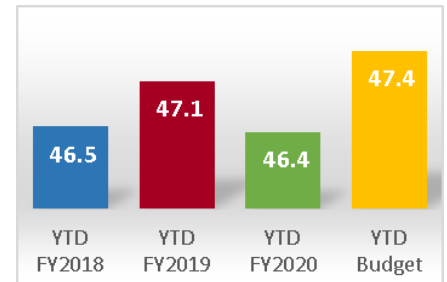
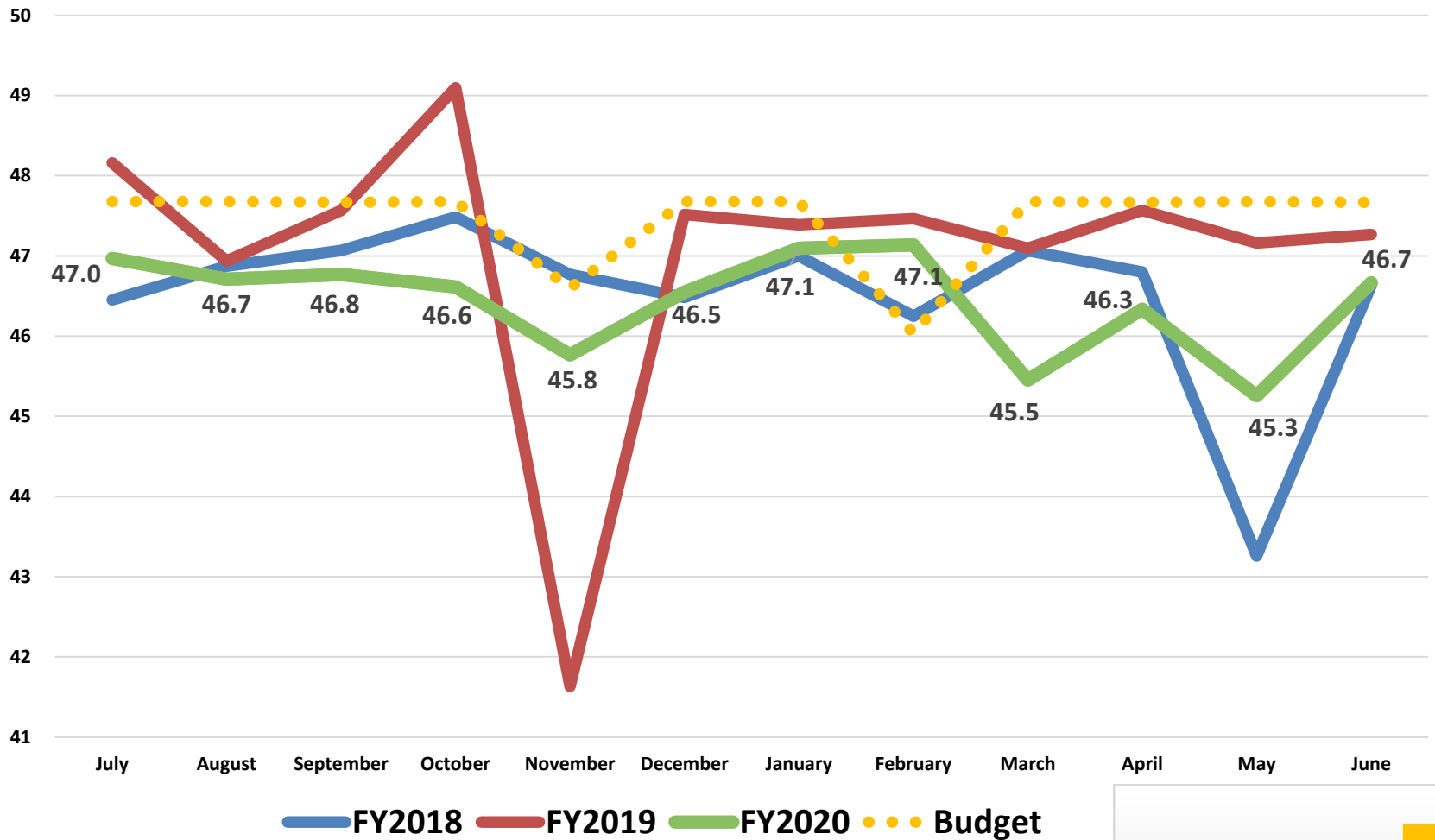




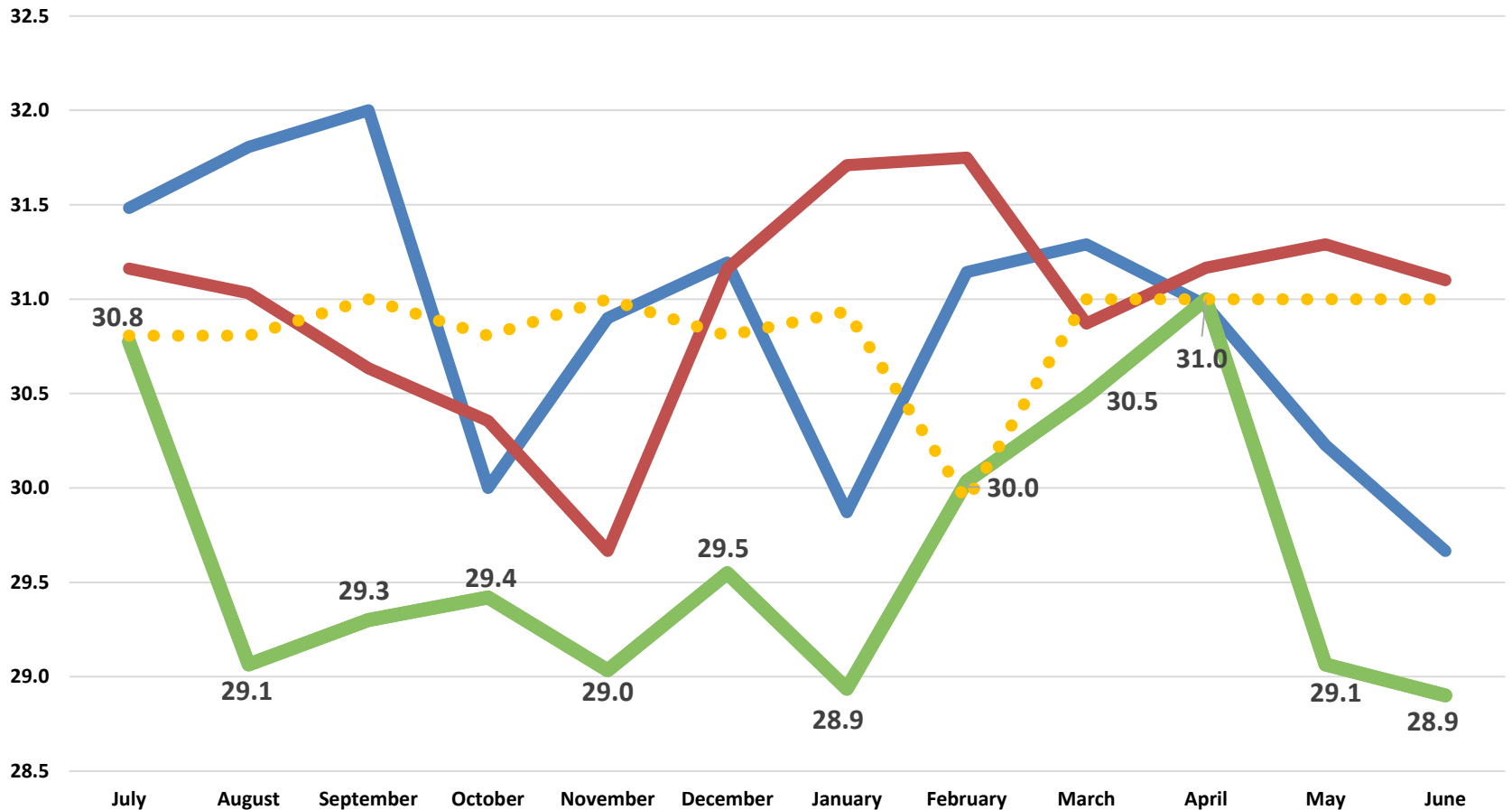
# Medical Center – Avg. Patients Per Day



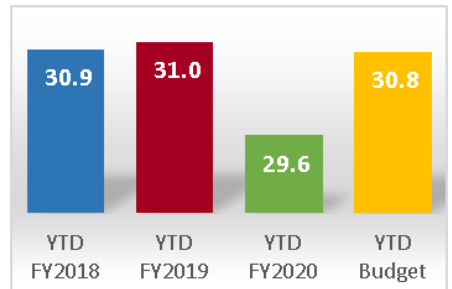
# Acute I/P Psych - Avg. Patients Per Day



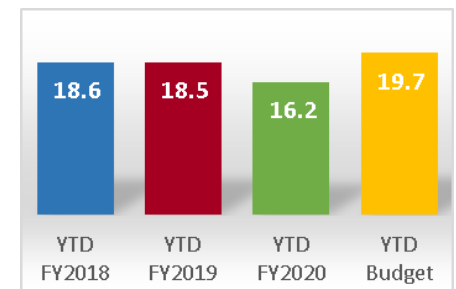
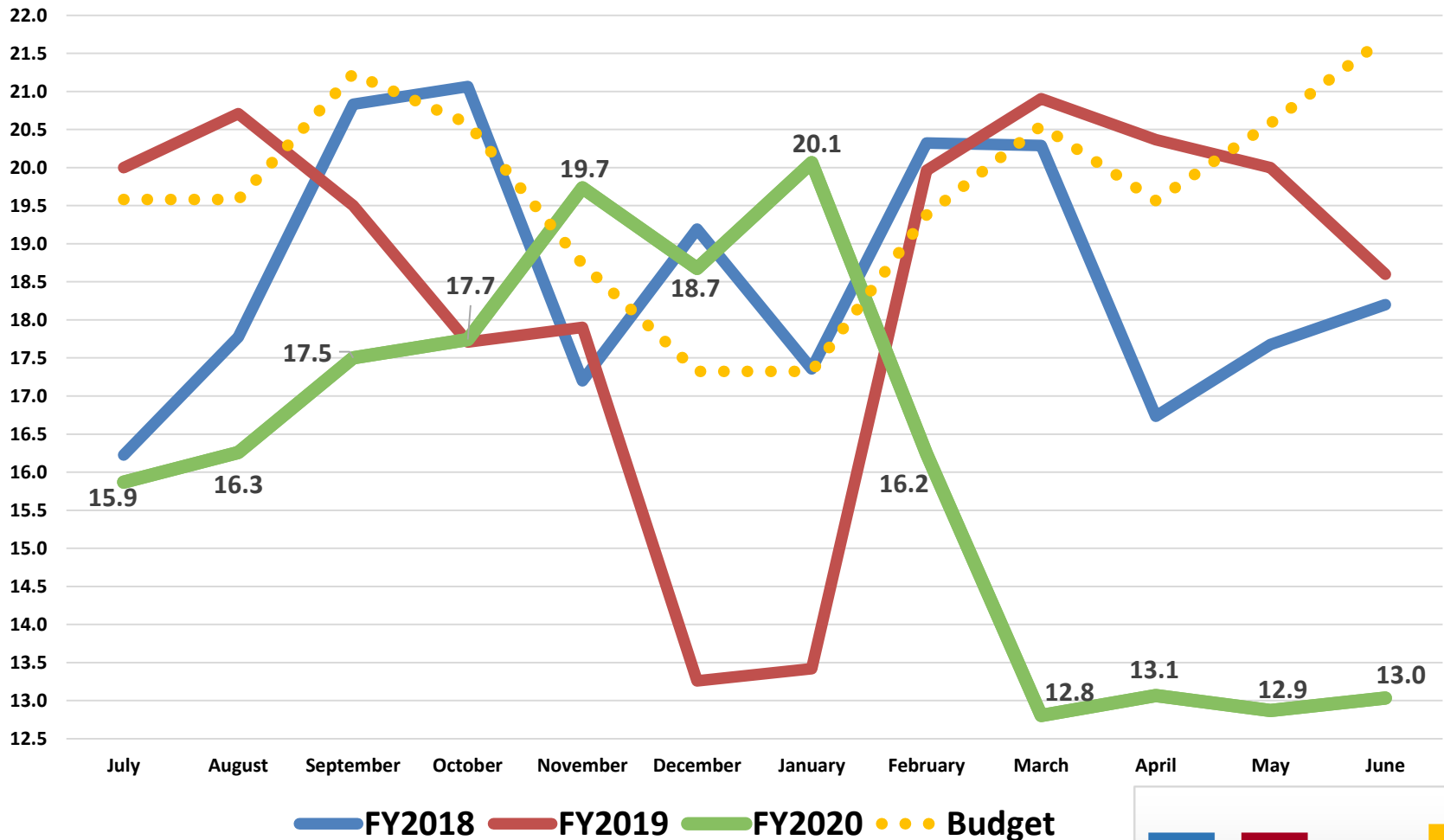
# Sub-Acute - Avg. Patients Per Day



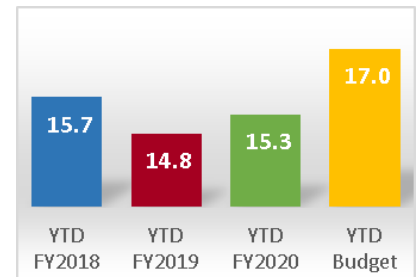
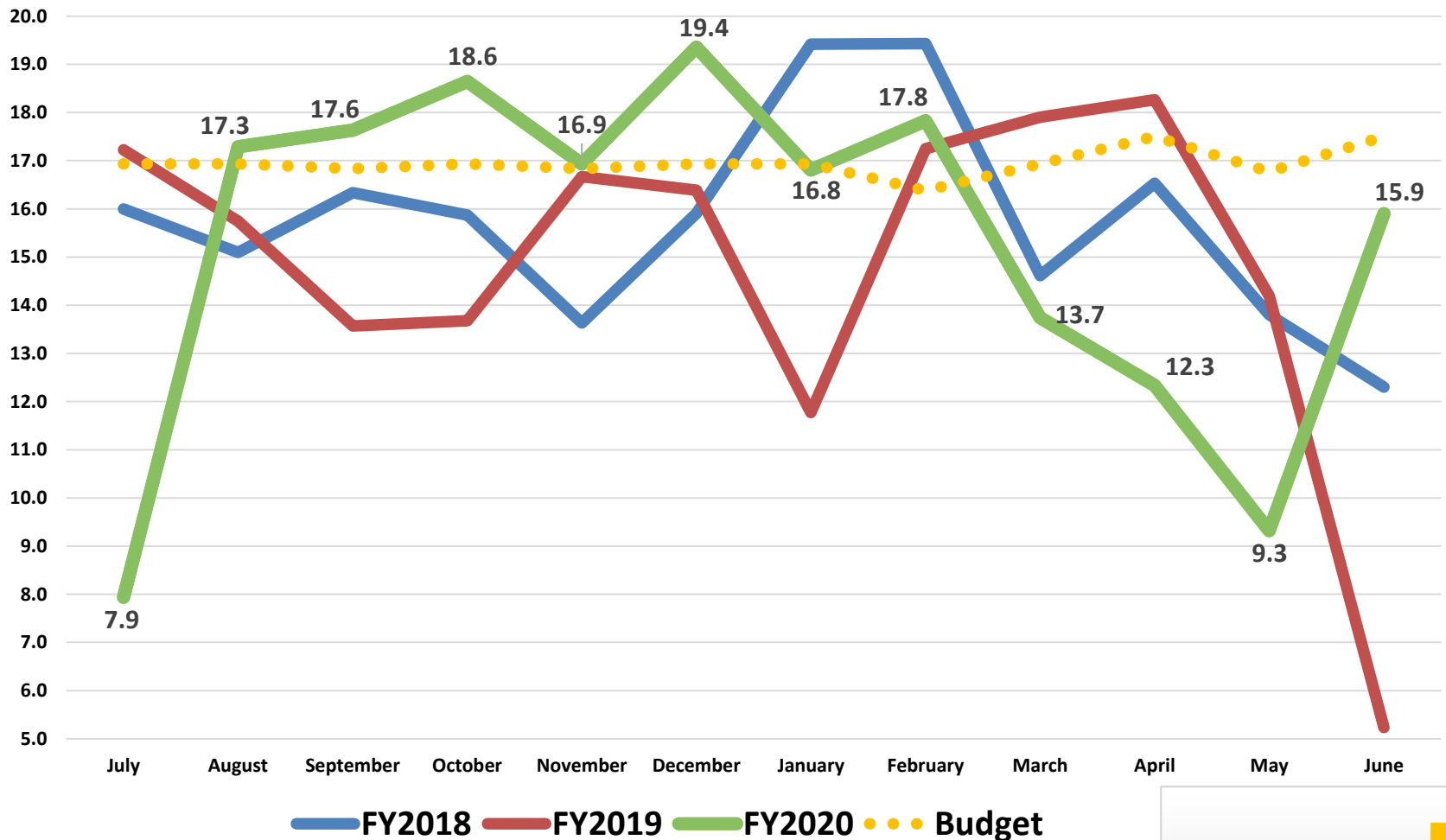
— **FY2018**
— **FY2019**
— **FY2020**
●●● **Budget**



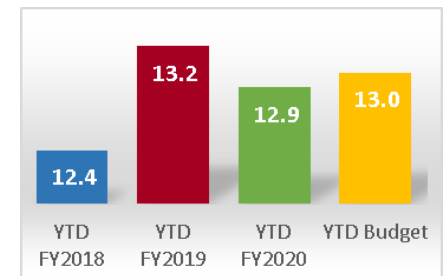
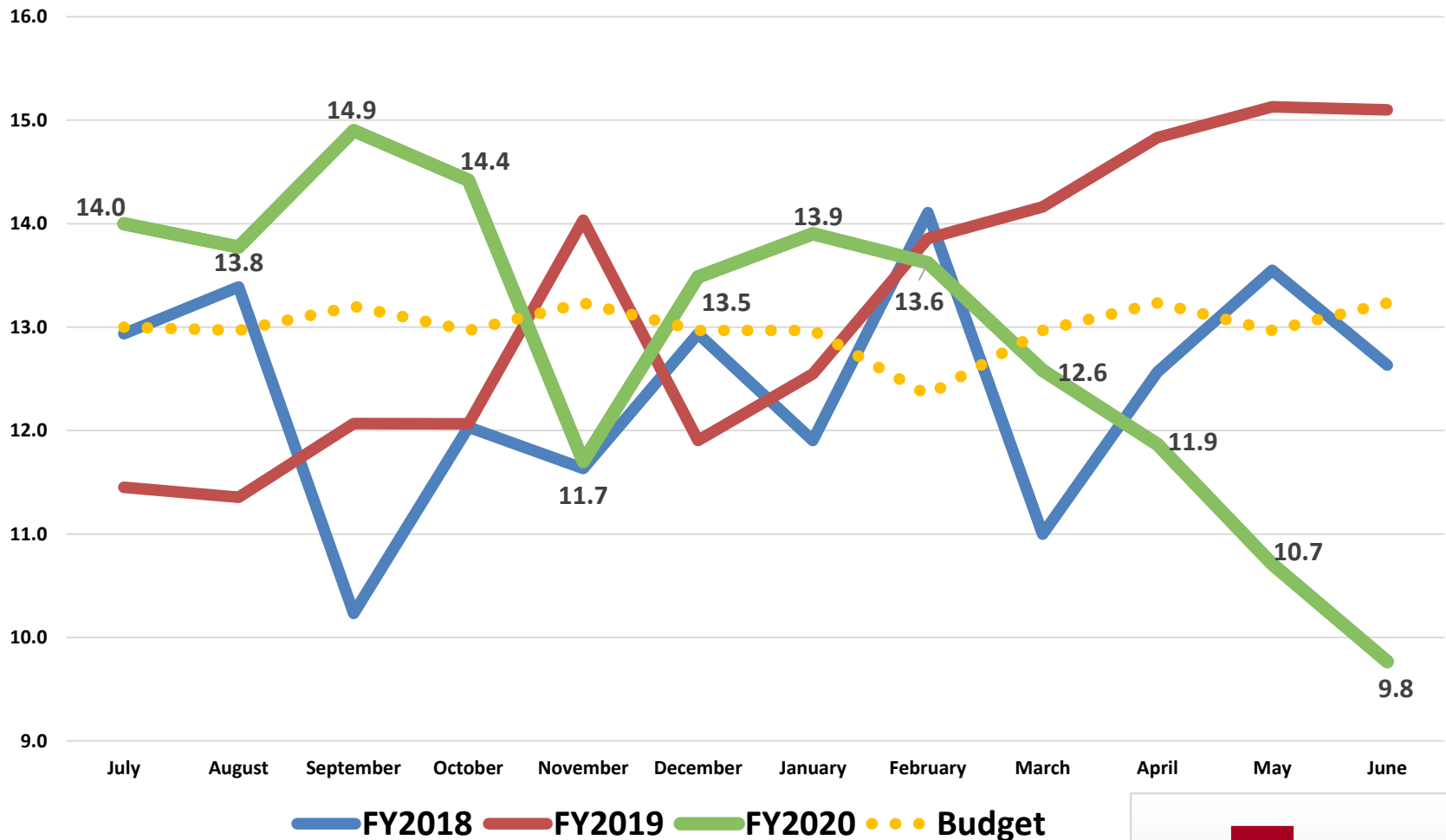
# Rehabilitation Hospital - Avg. Patients Per Day



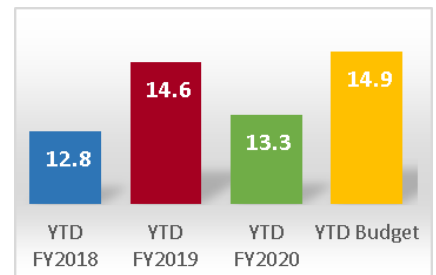
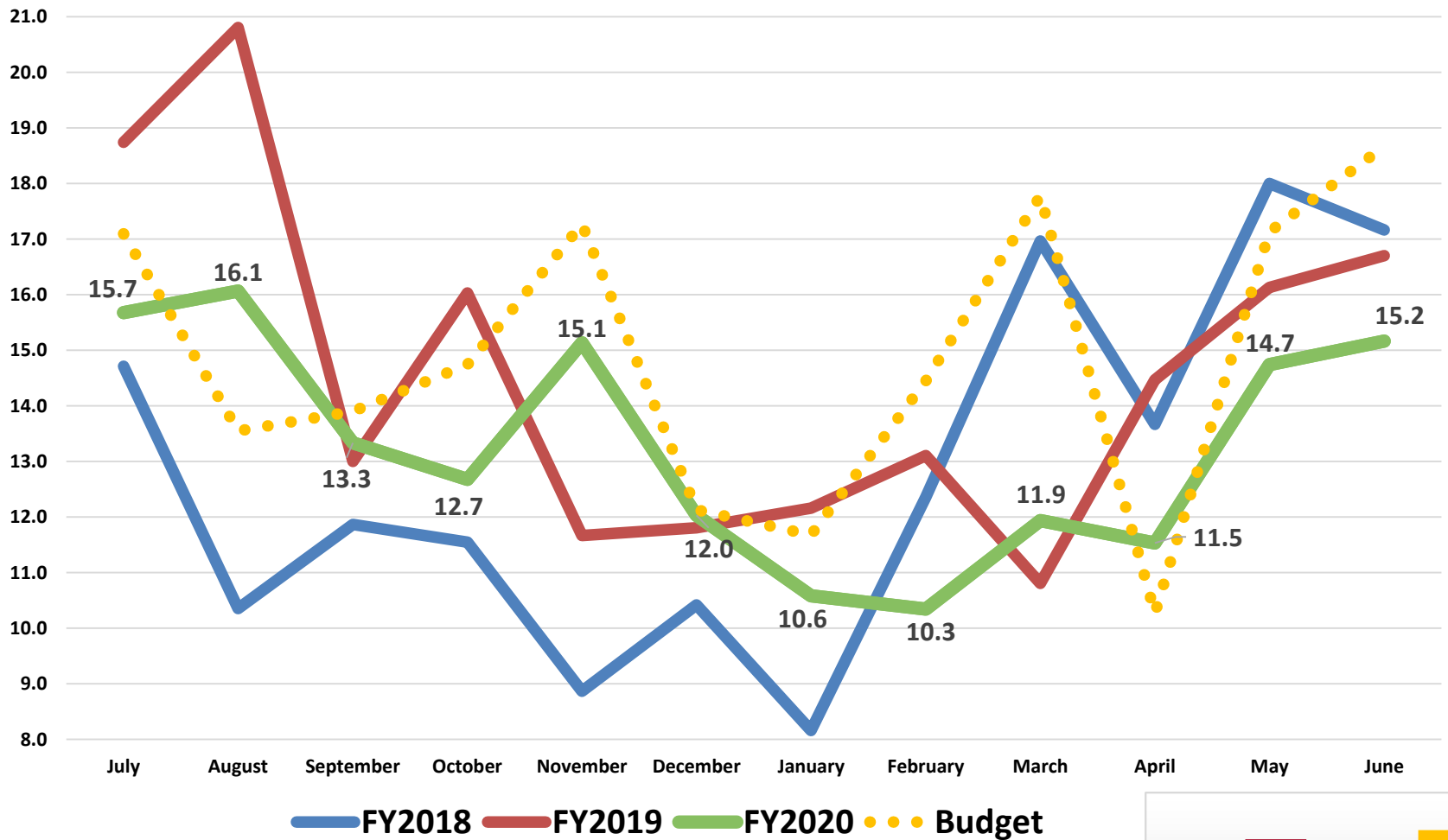
# Transitional Care Services (TCS) - Avg. Patients Per Day



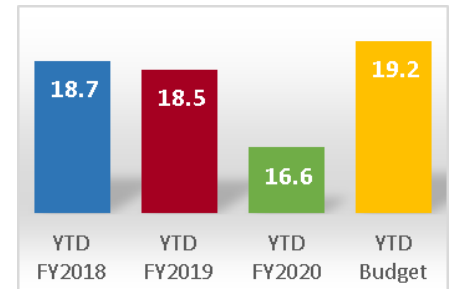
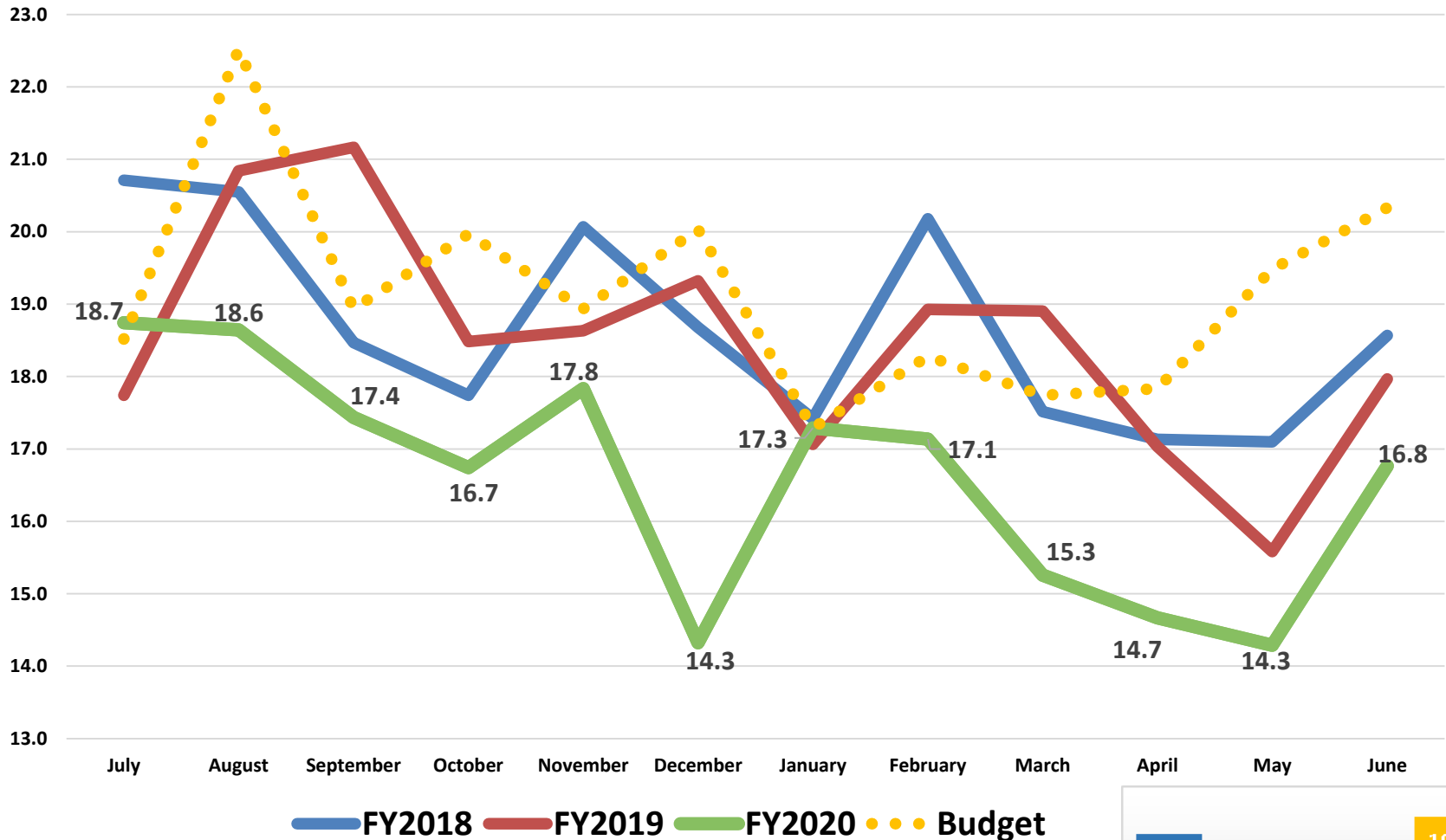
# TCS Ortho - Avg. Patients Per Day



# NICU - Avg. Patients Per Day

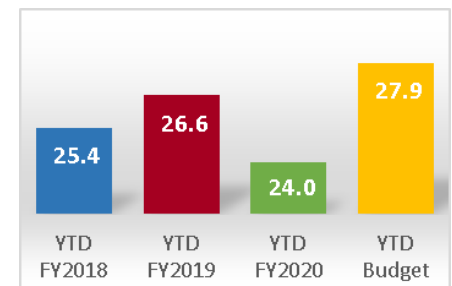
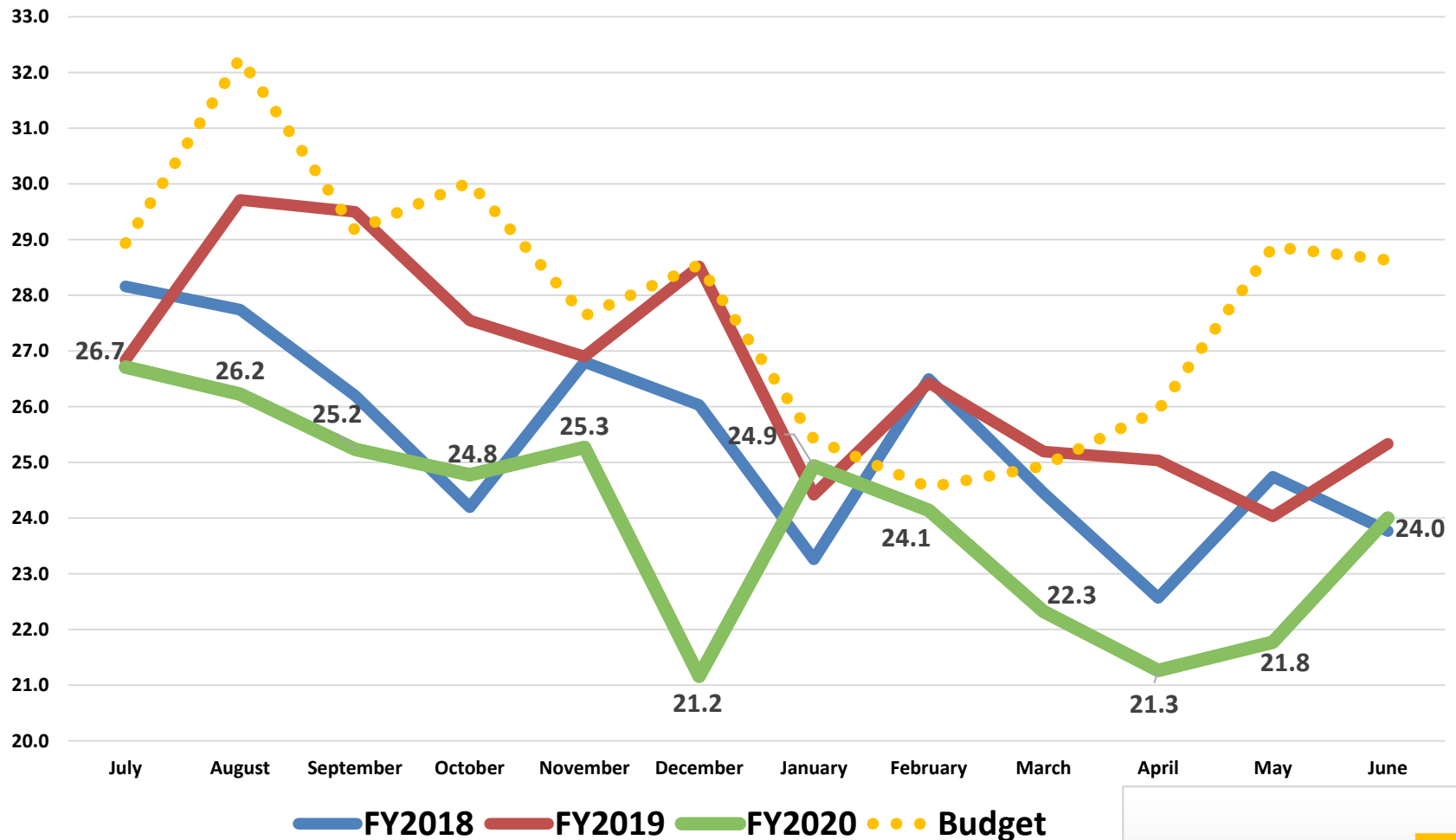


# Nursery - Avg. Patients Per Day

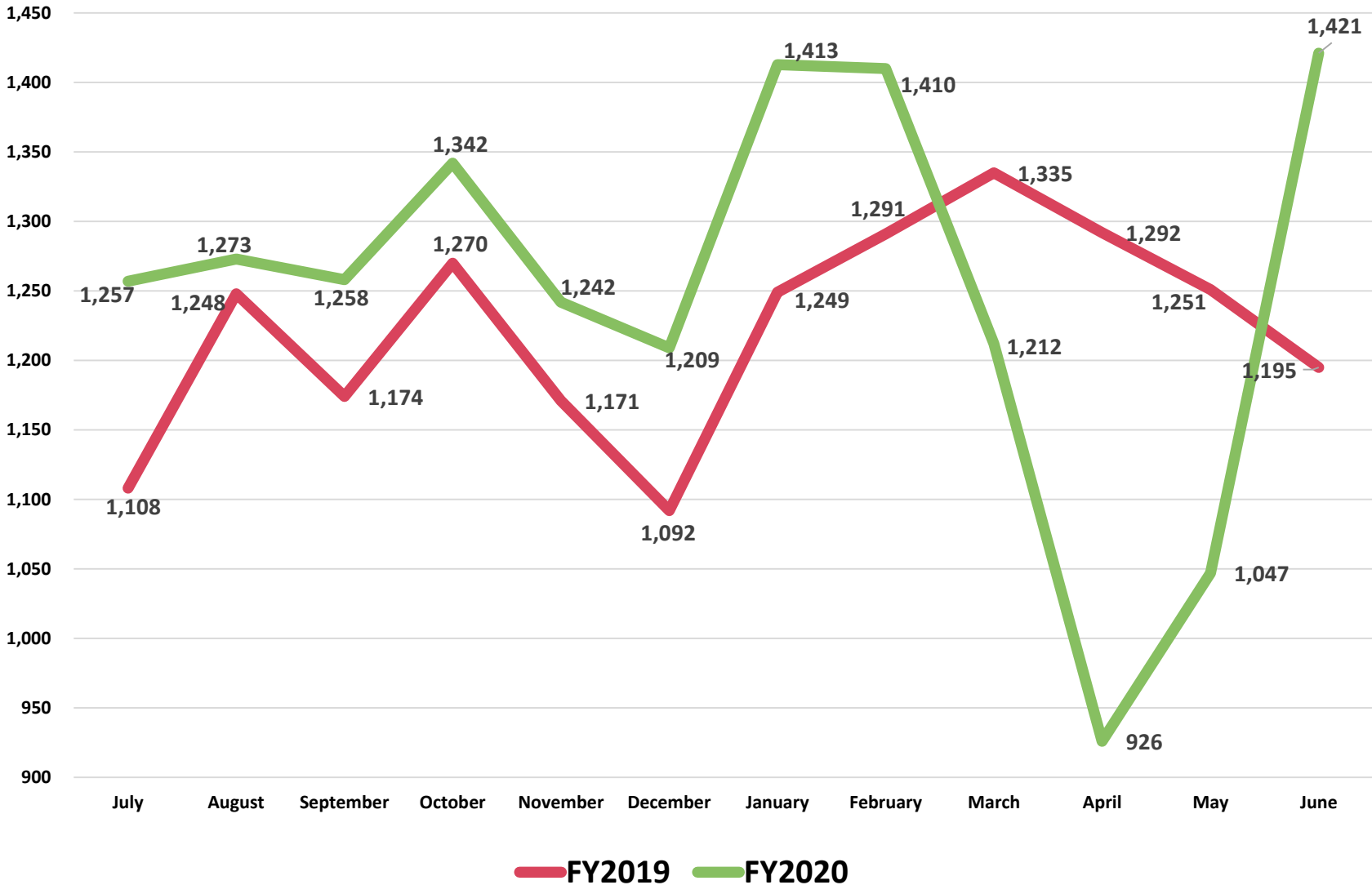




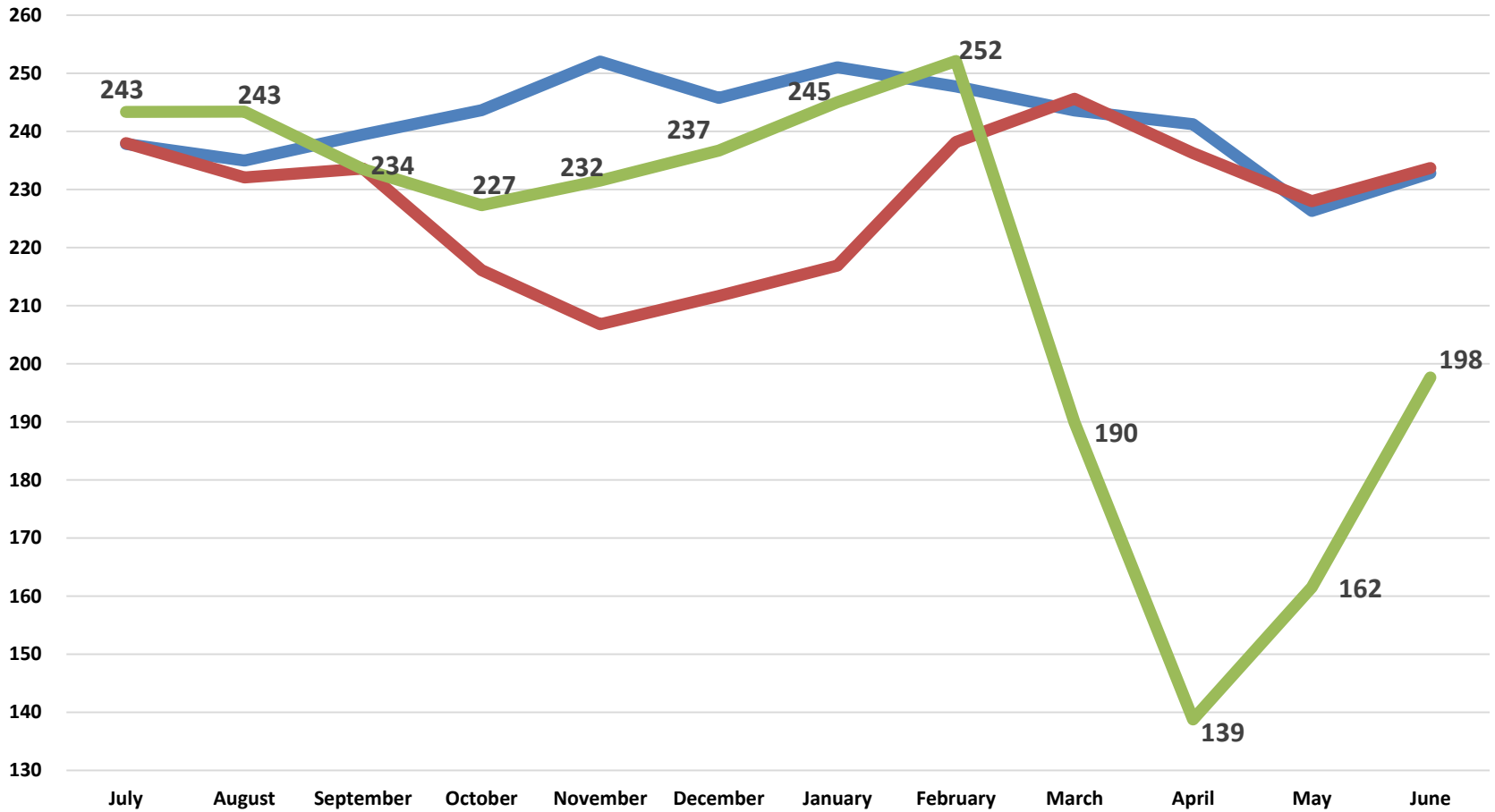
# Obstetrics - Avg. Patients Per Day



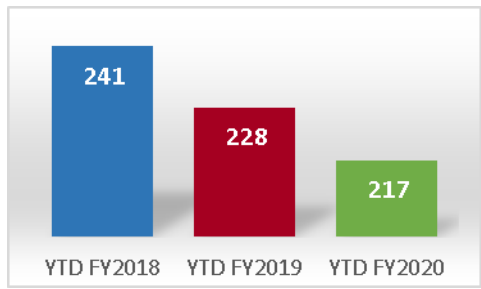
# Outpatient Registrations per Day



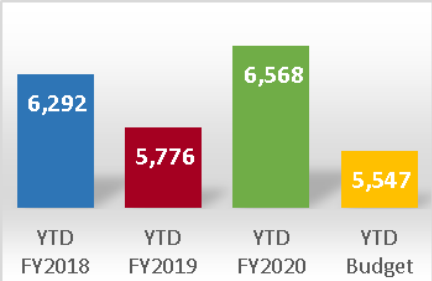
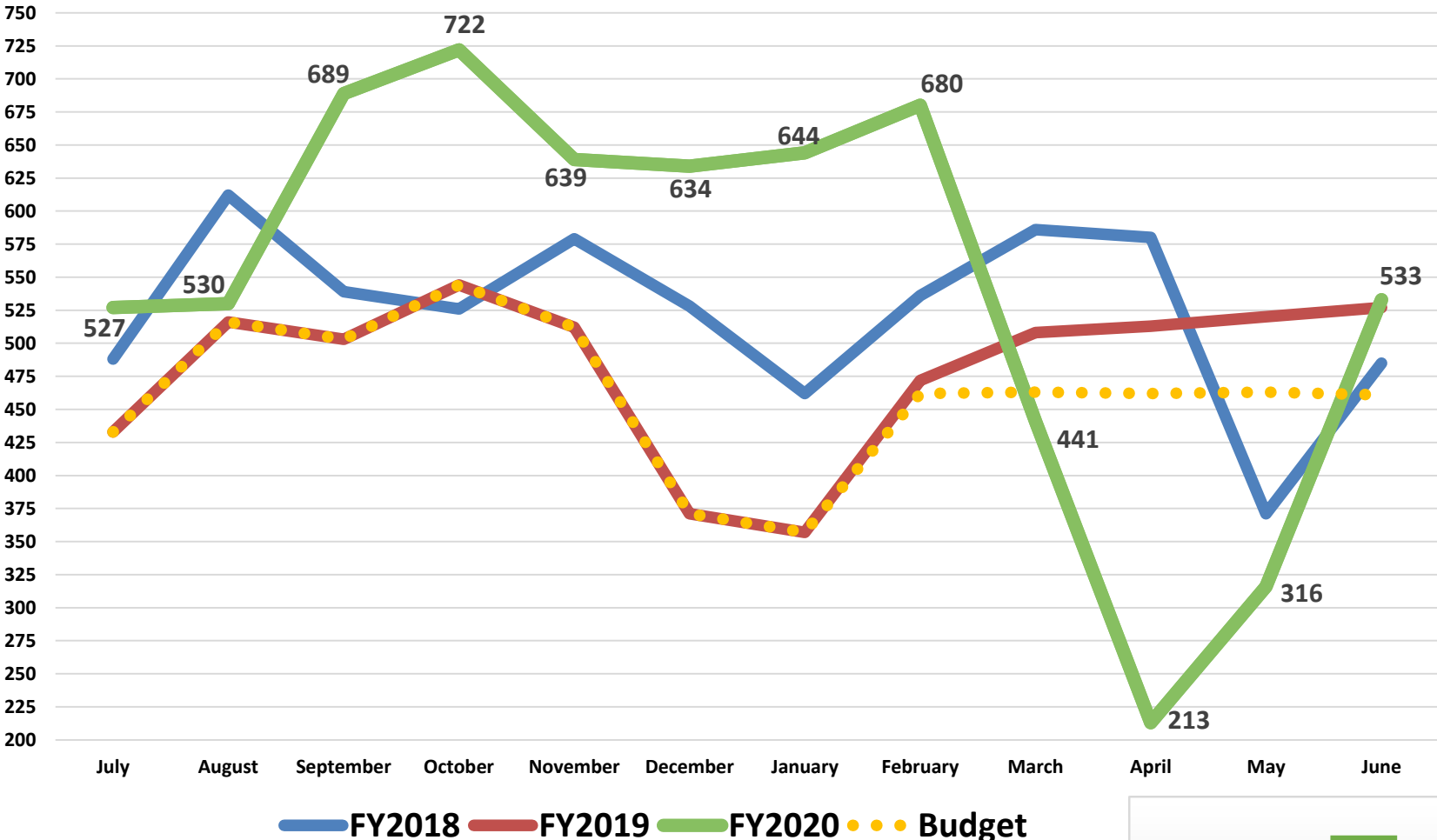
# Emergency Dept – Avg Treated Per Day



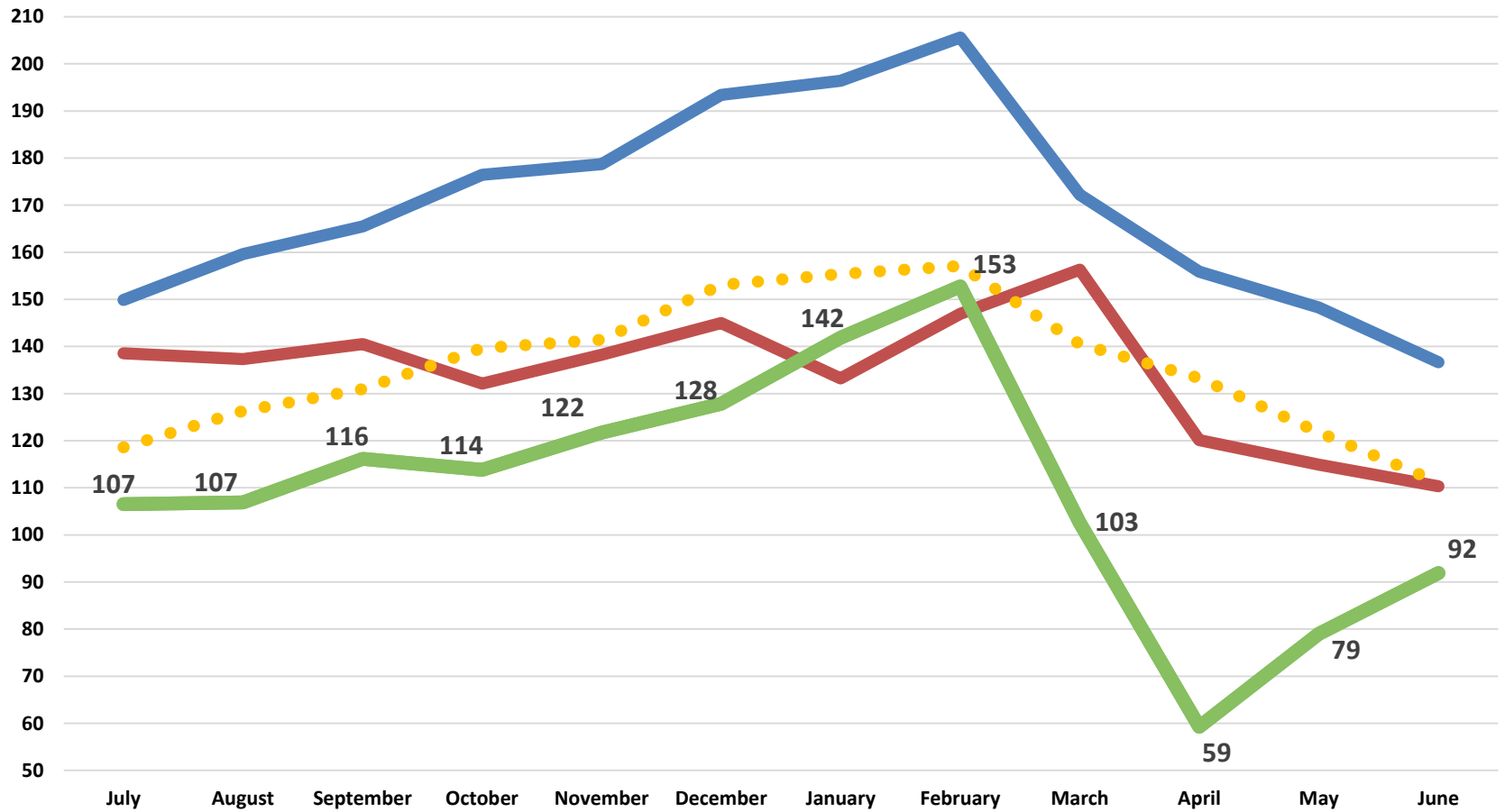
— FY2018 — FY2019 — FY2020



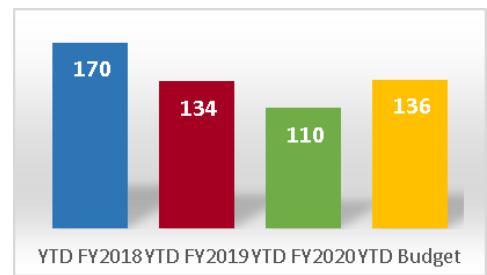
# Endoscopy Procedures



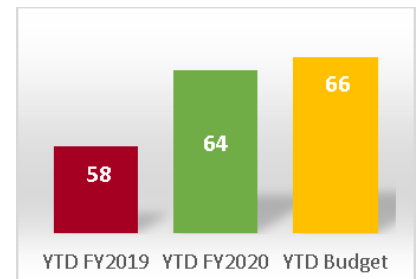
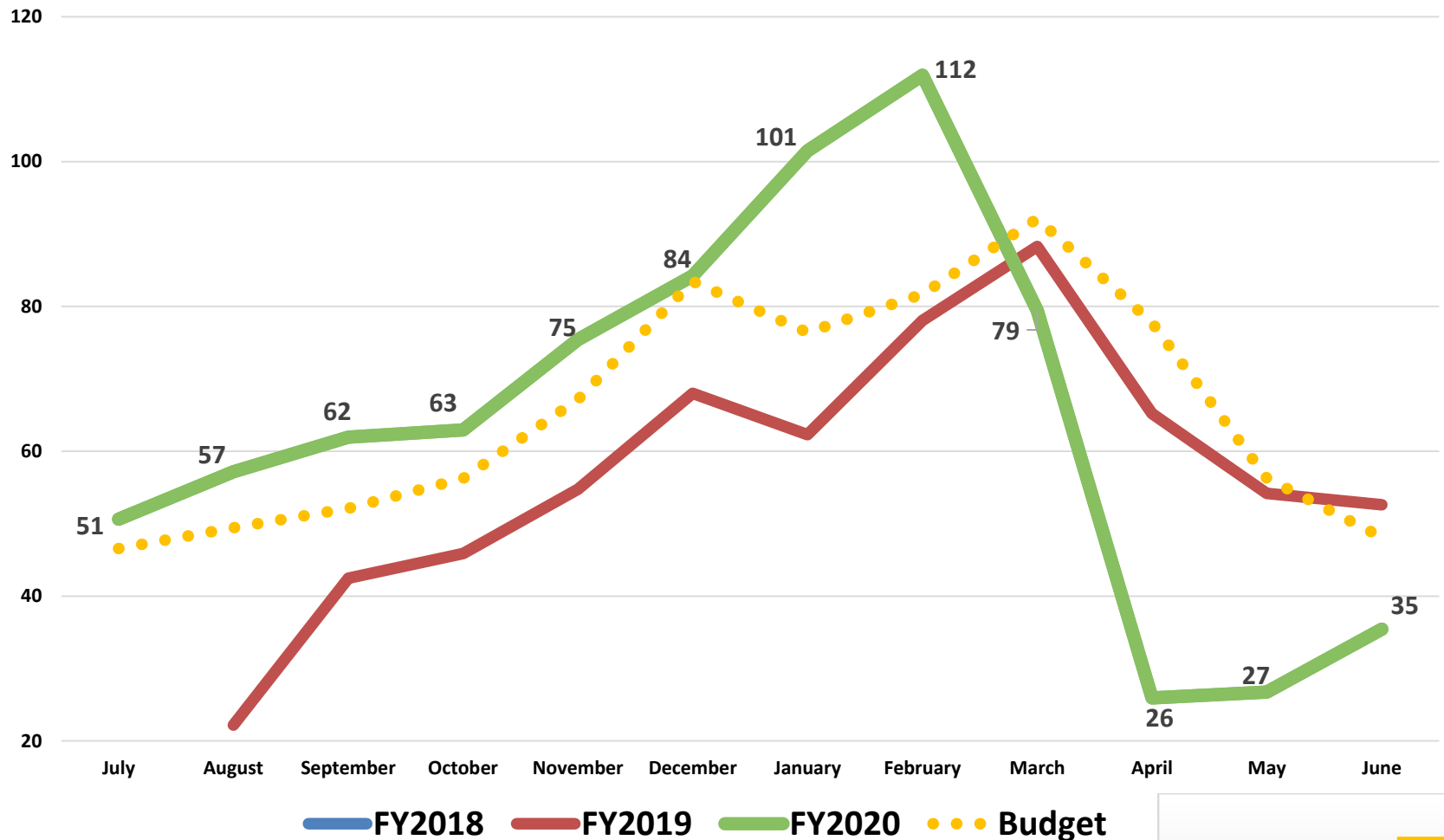
# Urgent Care – Court Average Visits Per Day



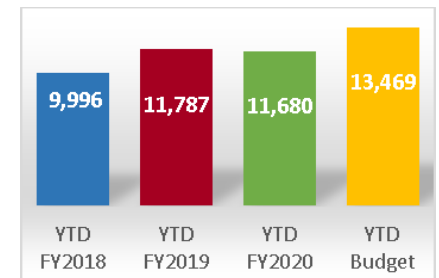
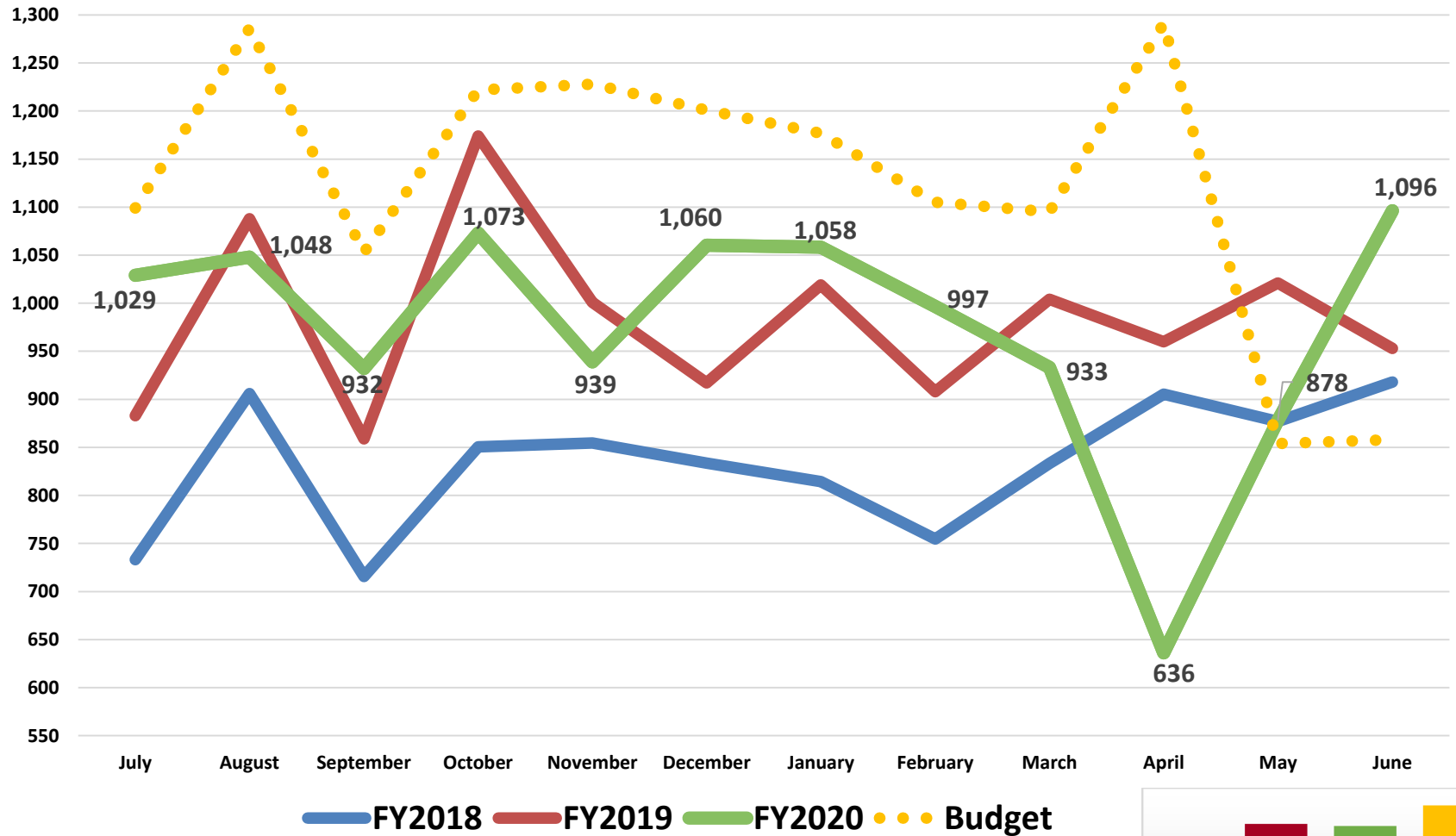
— **FY2018**
— **FY2019**
— **FY2020**
●●● **Budget**



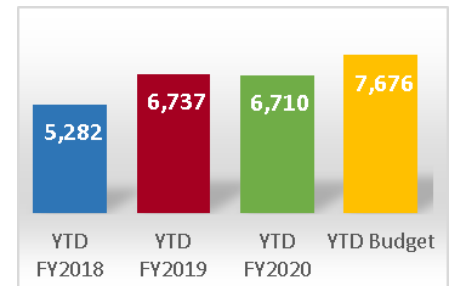
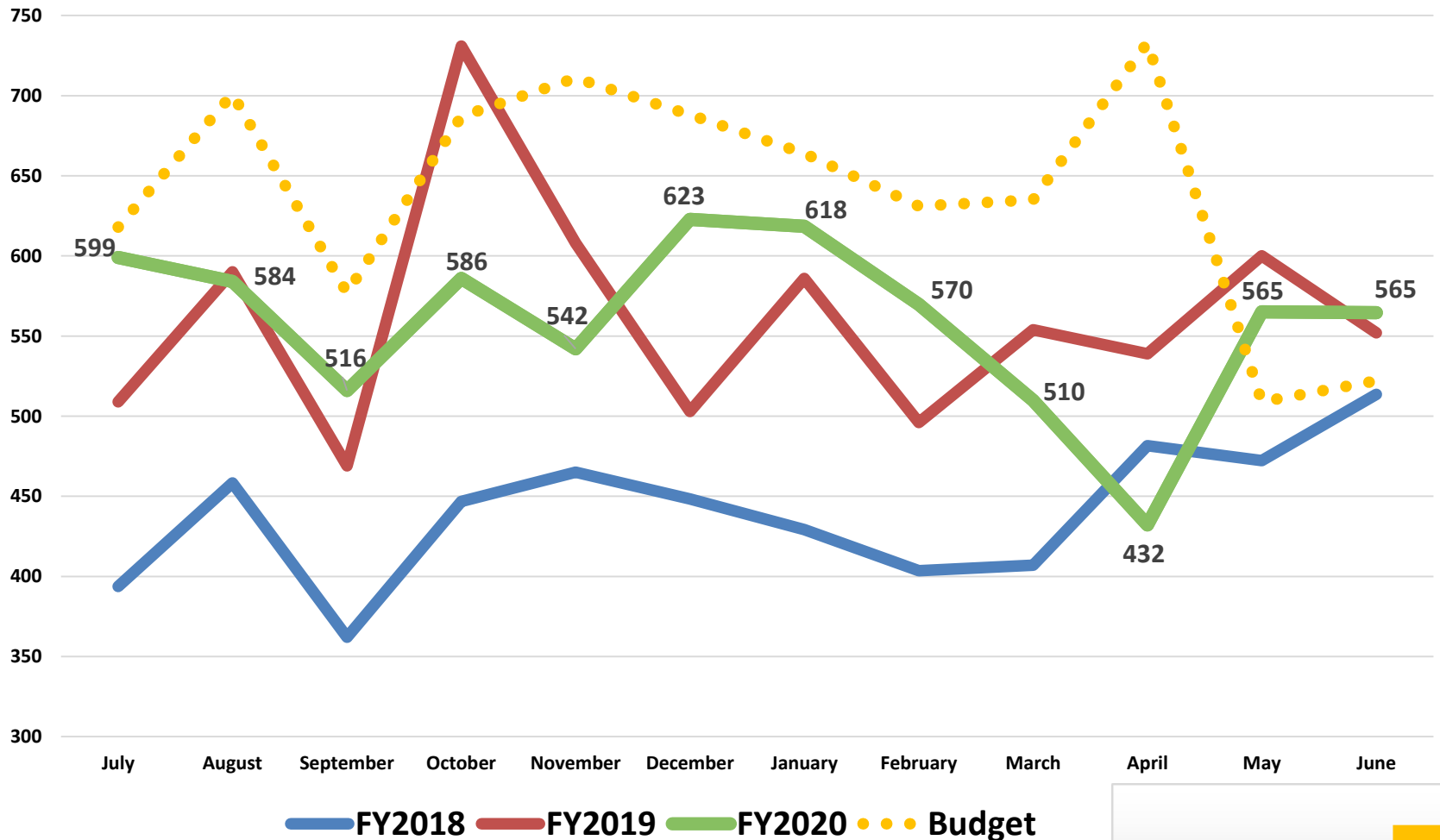
# Urgent Care – Demaree Average Visits Per Day



# Surgery (IP & OP) – 100 Min Units

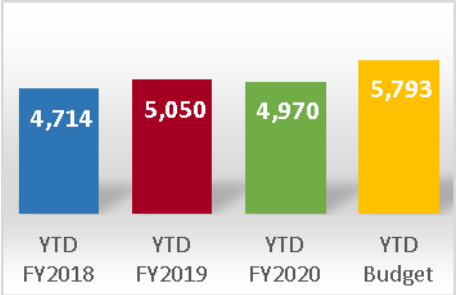
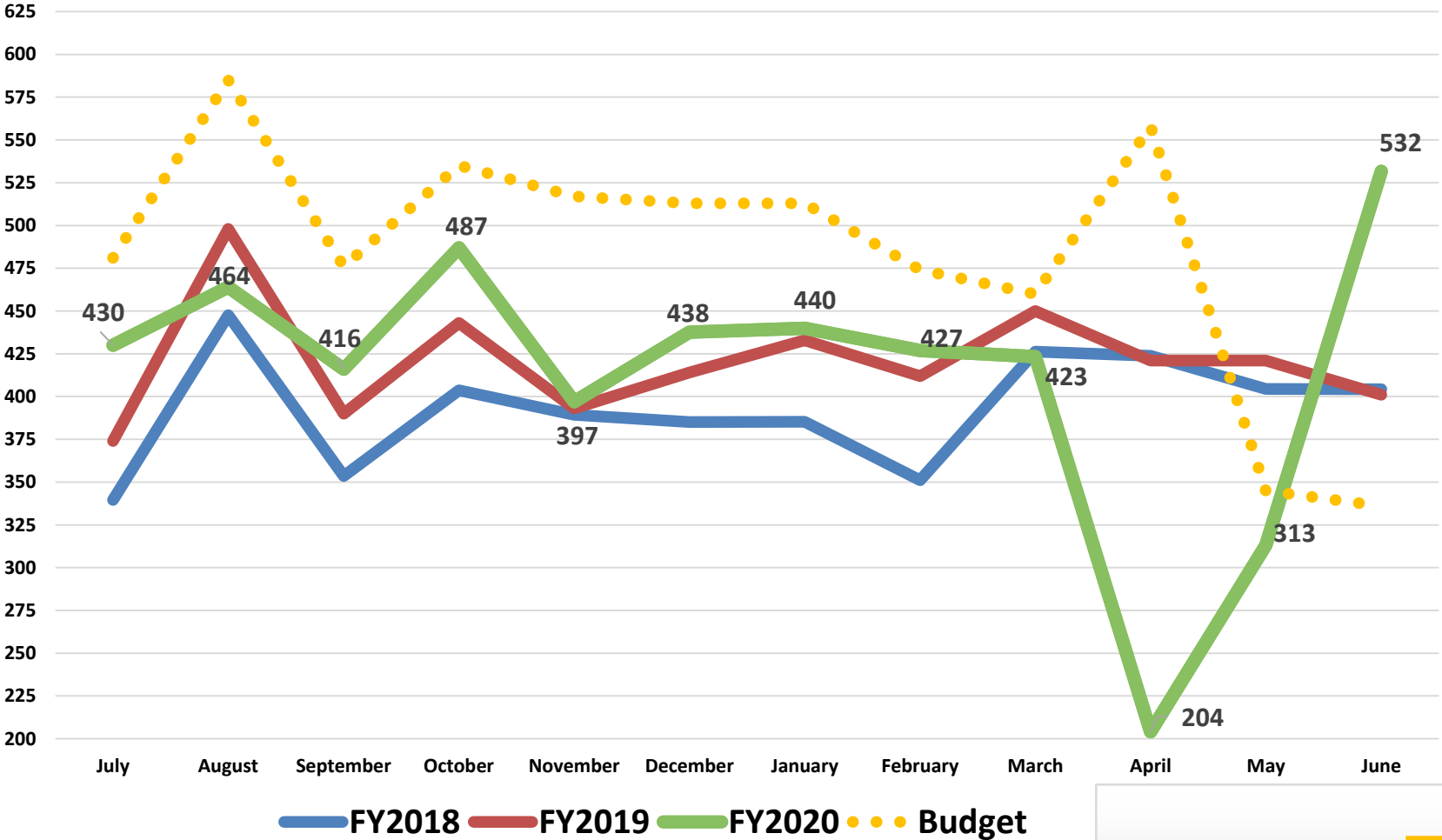


# Surgery (IP Only) – 100 Min Units

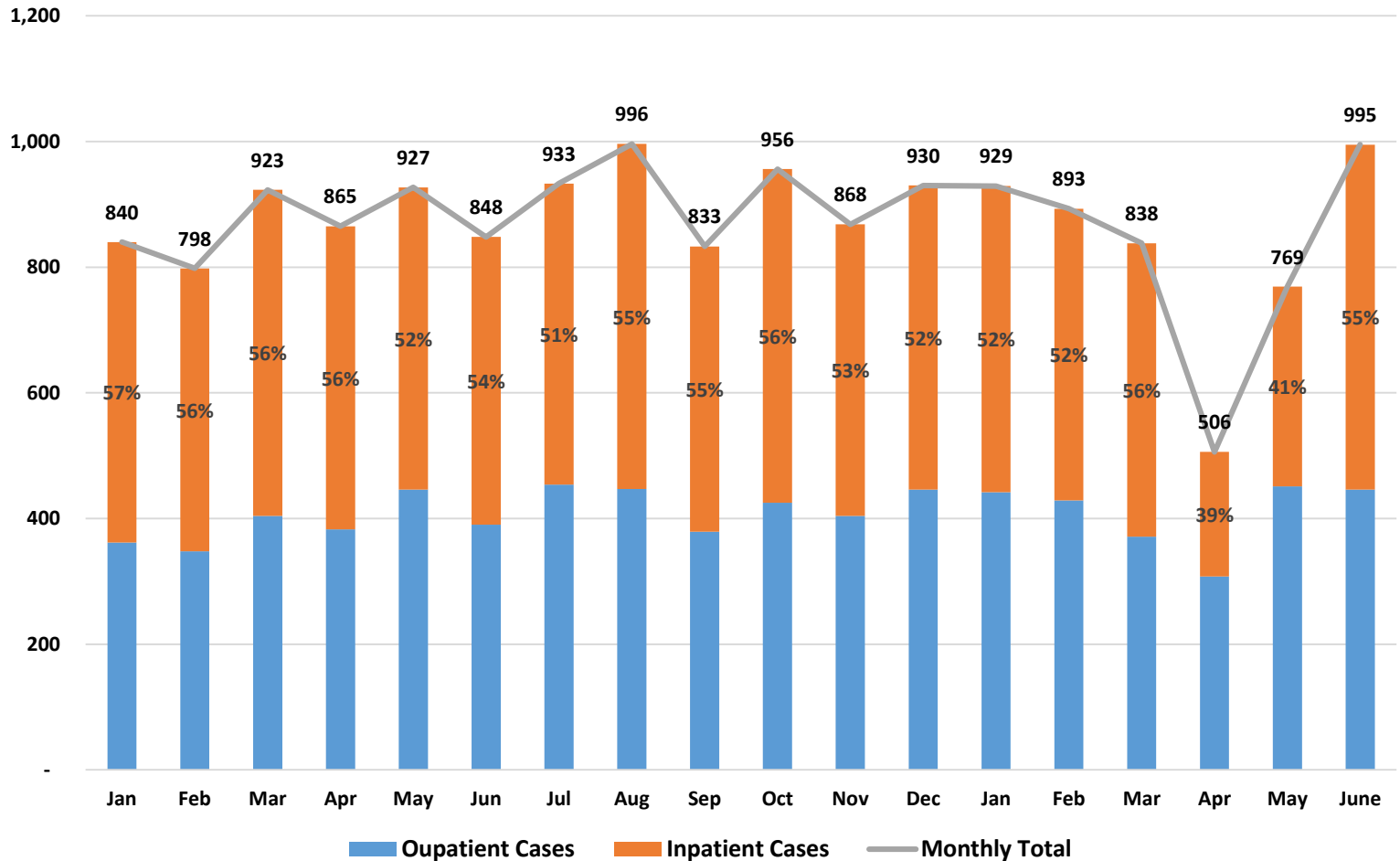




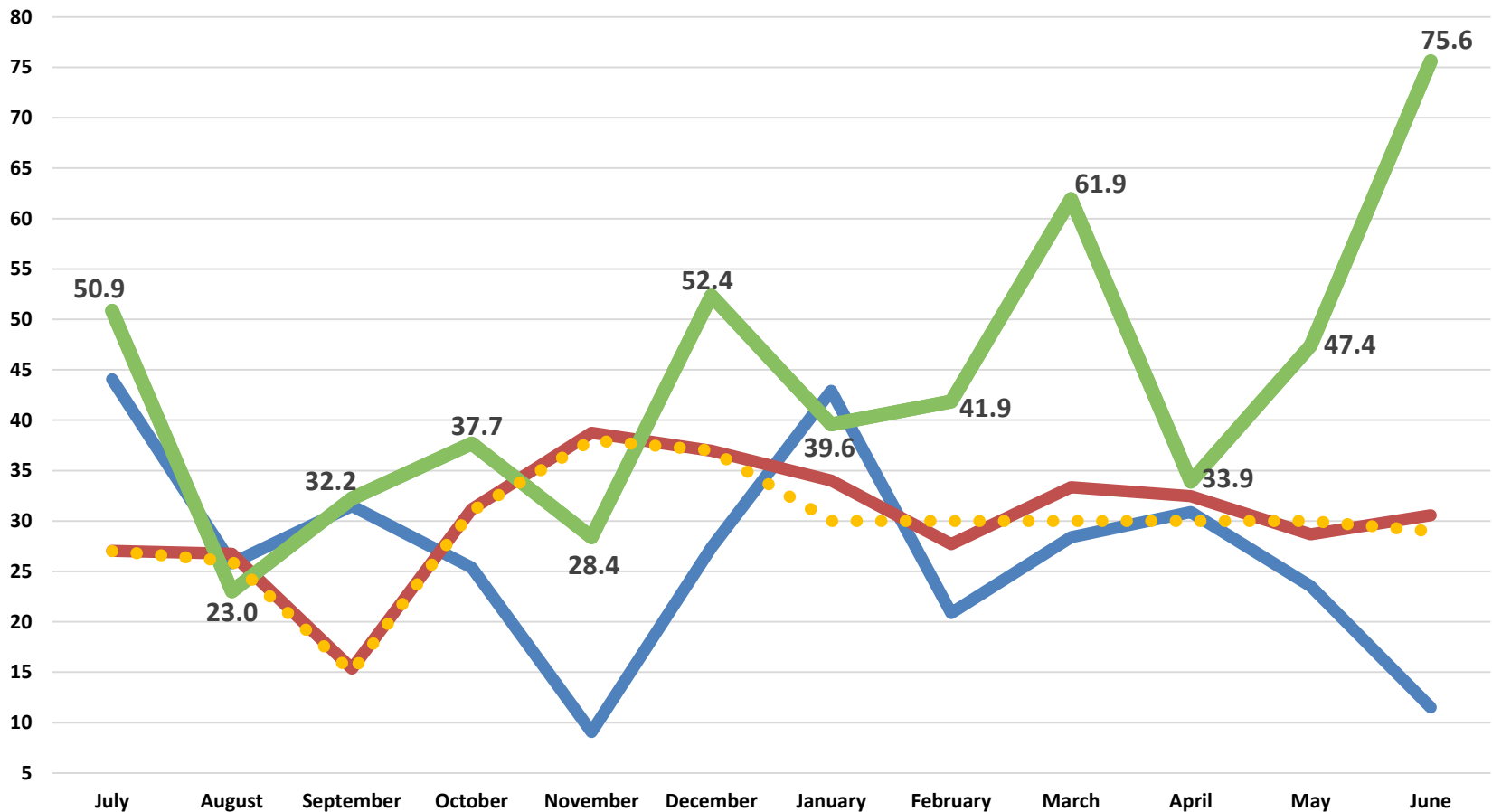
# Surgery (OP Only) – 100 Min Units



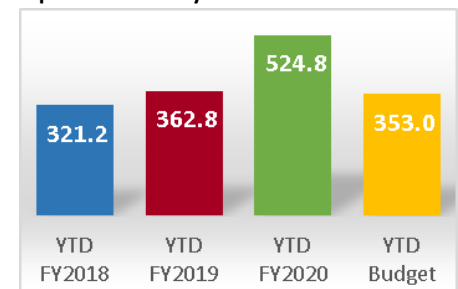
# Surgery (IP & OP) - Cases



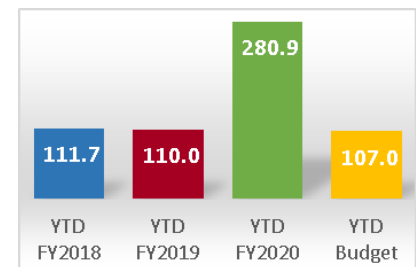
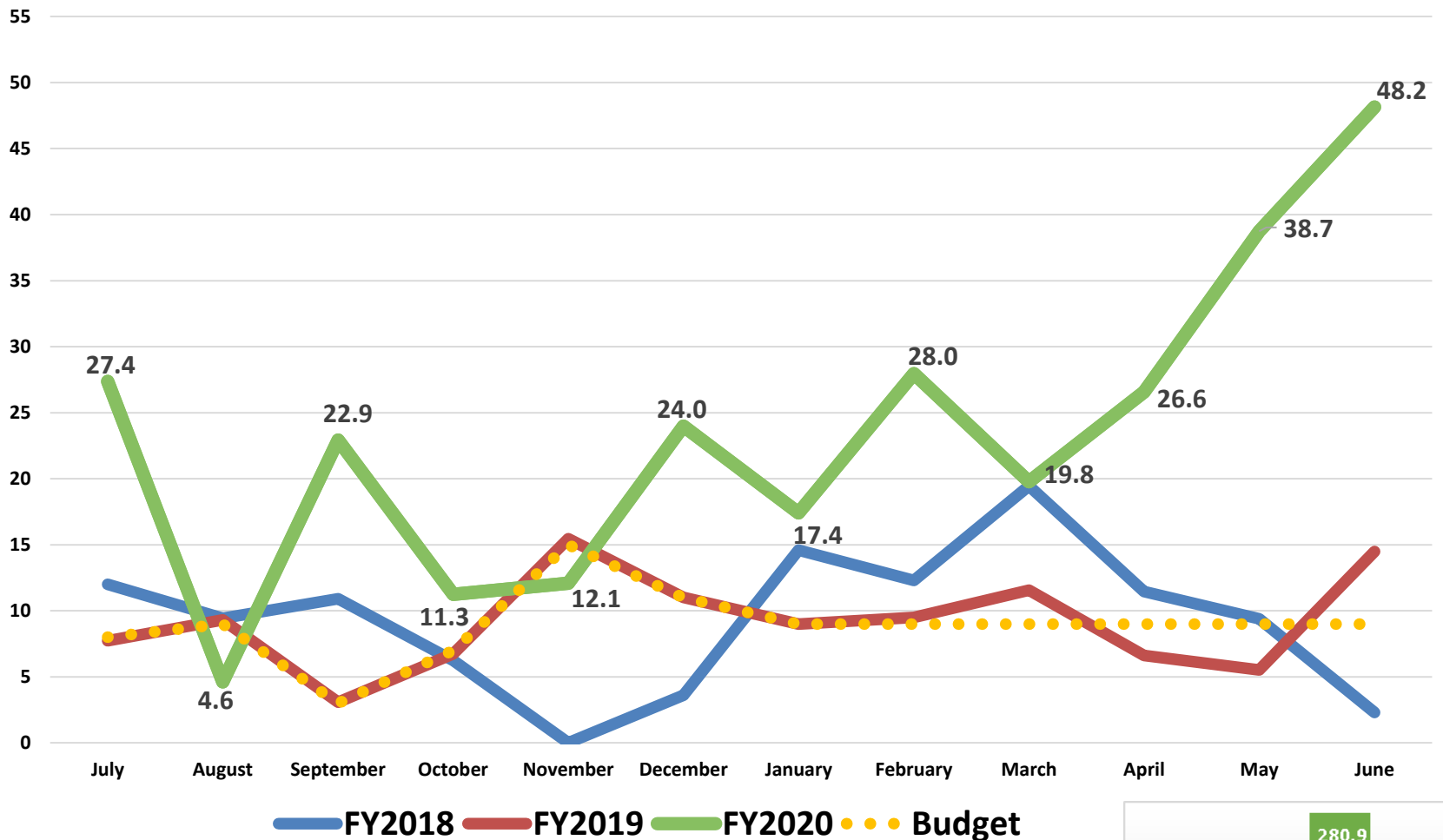
# Robotic Surgery (IP & OP) – 100 Min Units



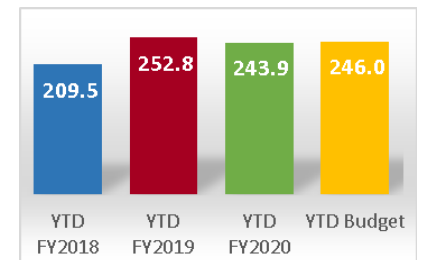
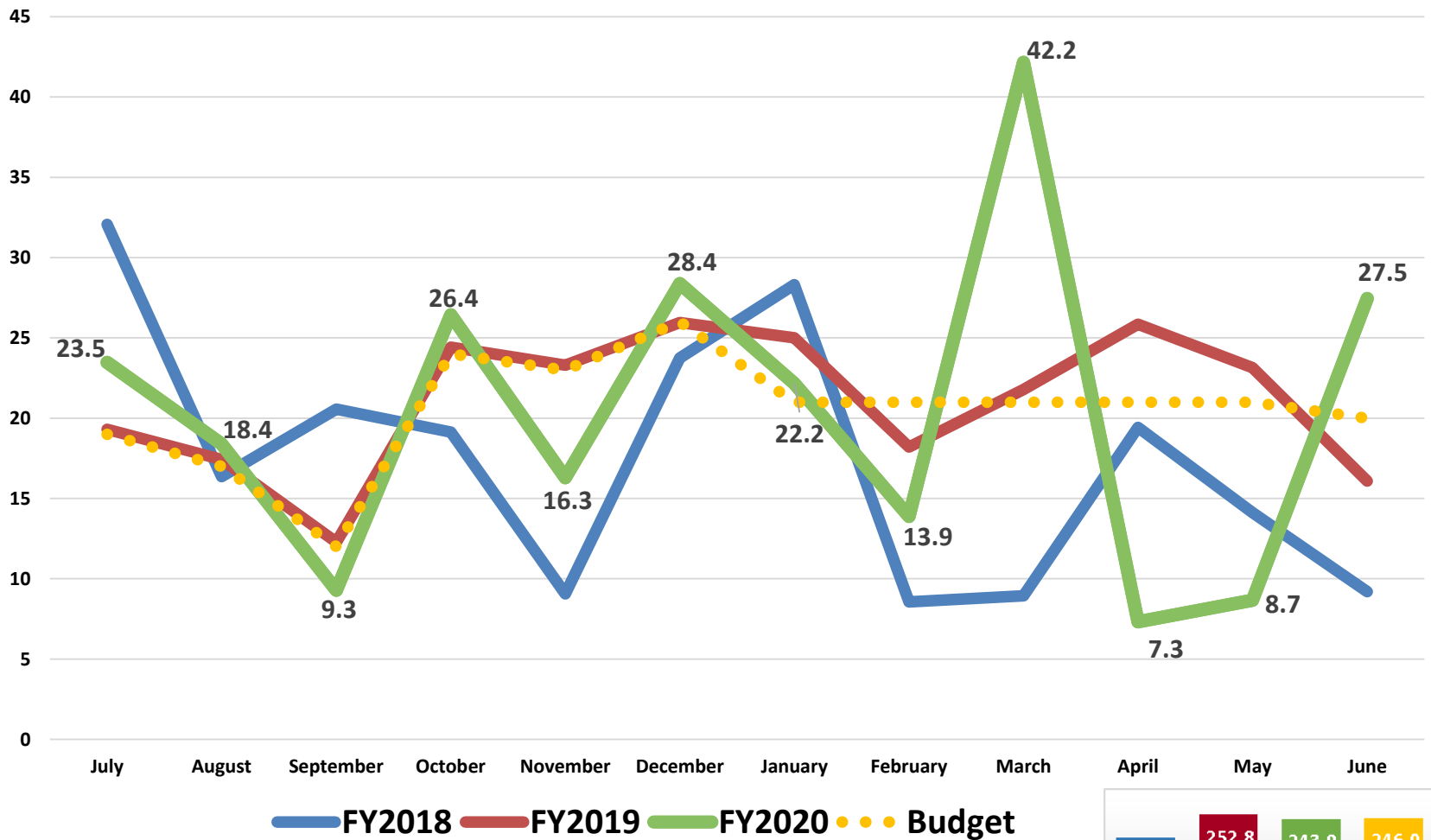
— FY2018 
 — FY2019 
 — FY2020 
 ●●●● Budget



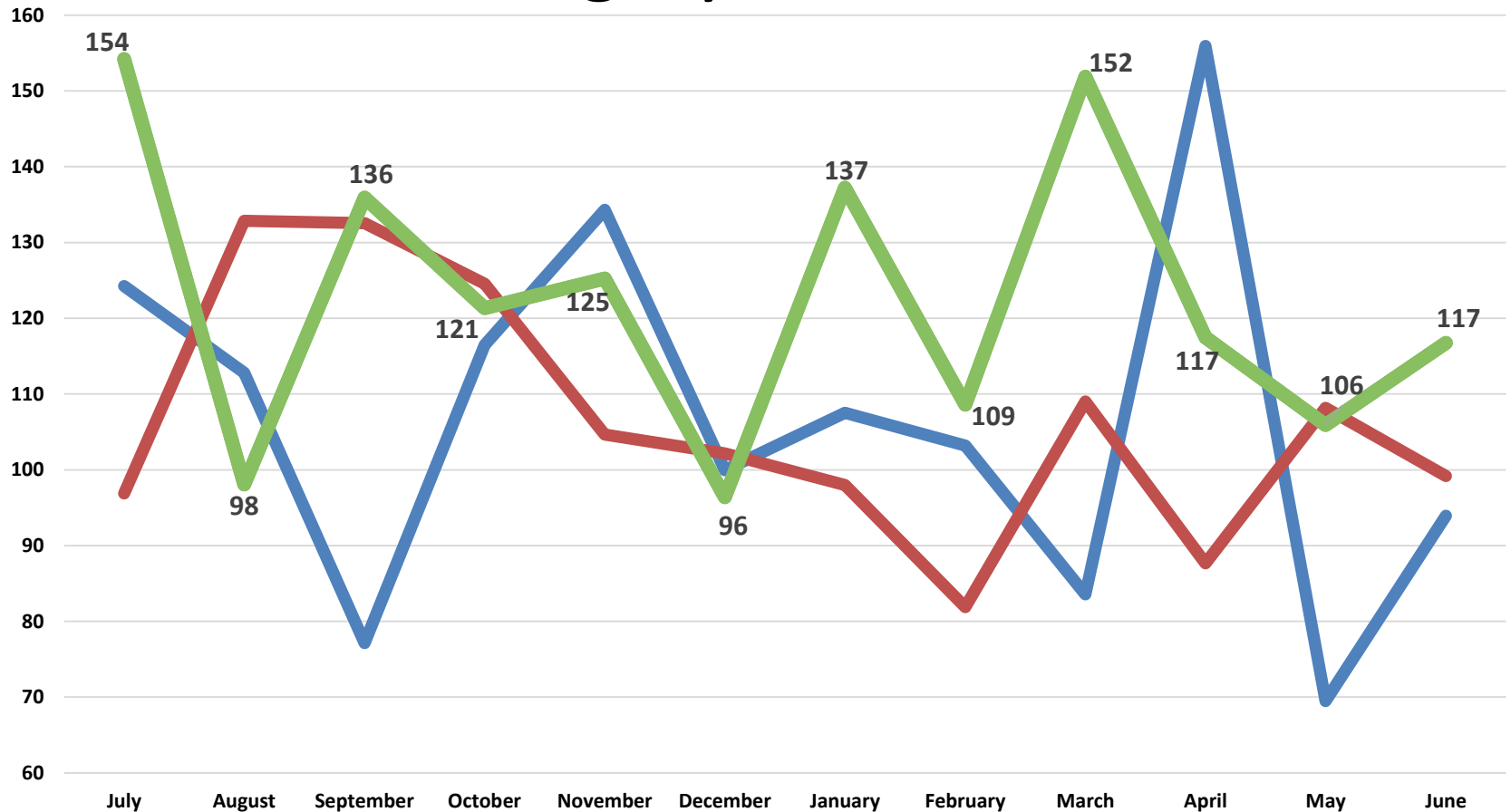
# Robotic Surgery (IP Only) – 100 Min Units



# Robotic Surgery (OP Only) – 100 Min Units

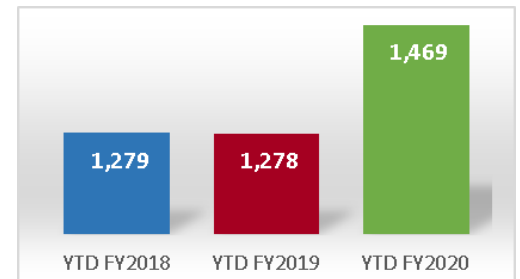


# Cardiac Surgery – 100 Min Units



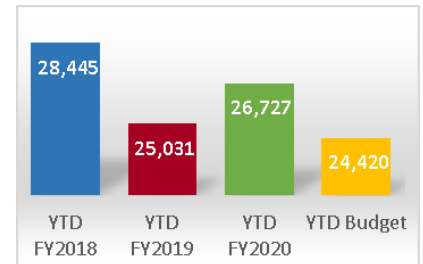
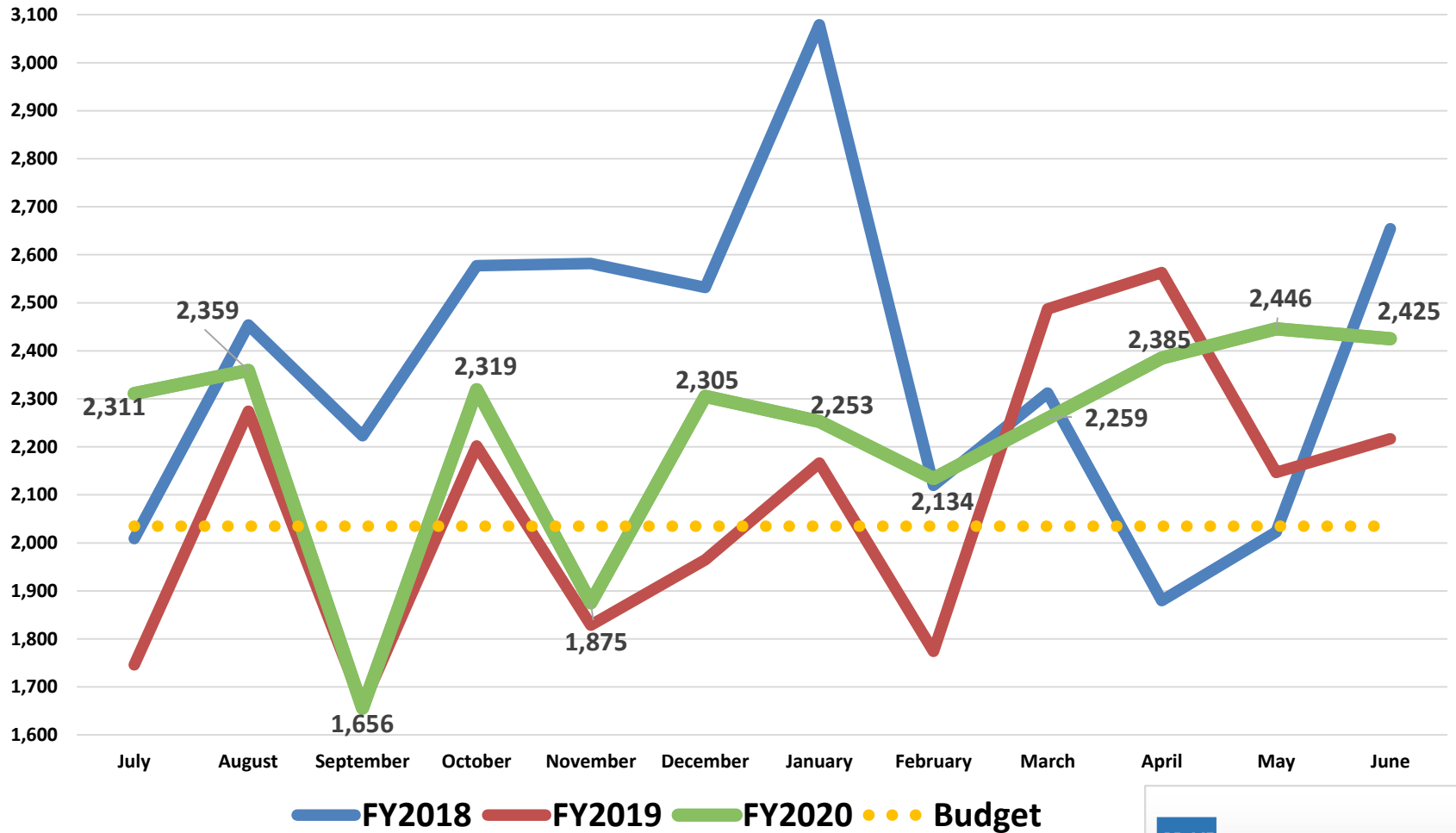
— FY2018 — FY2019 — FY2020

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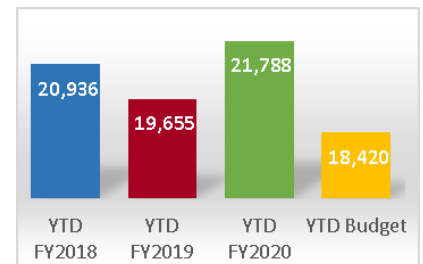
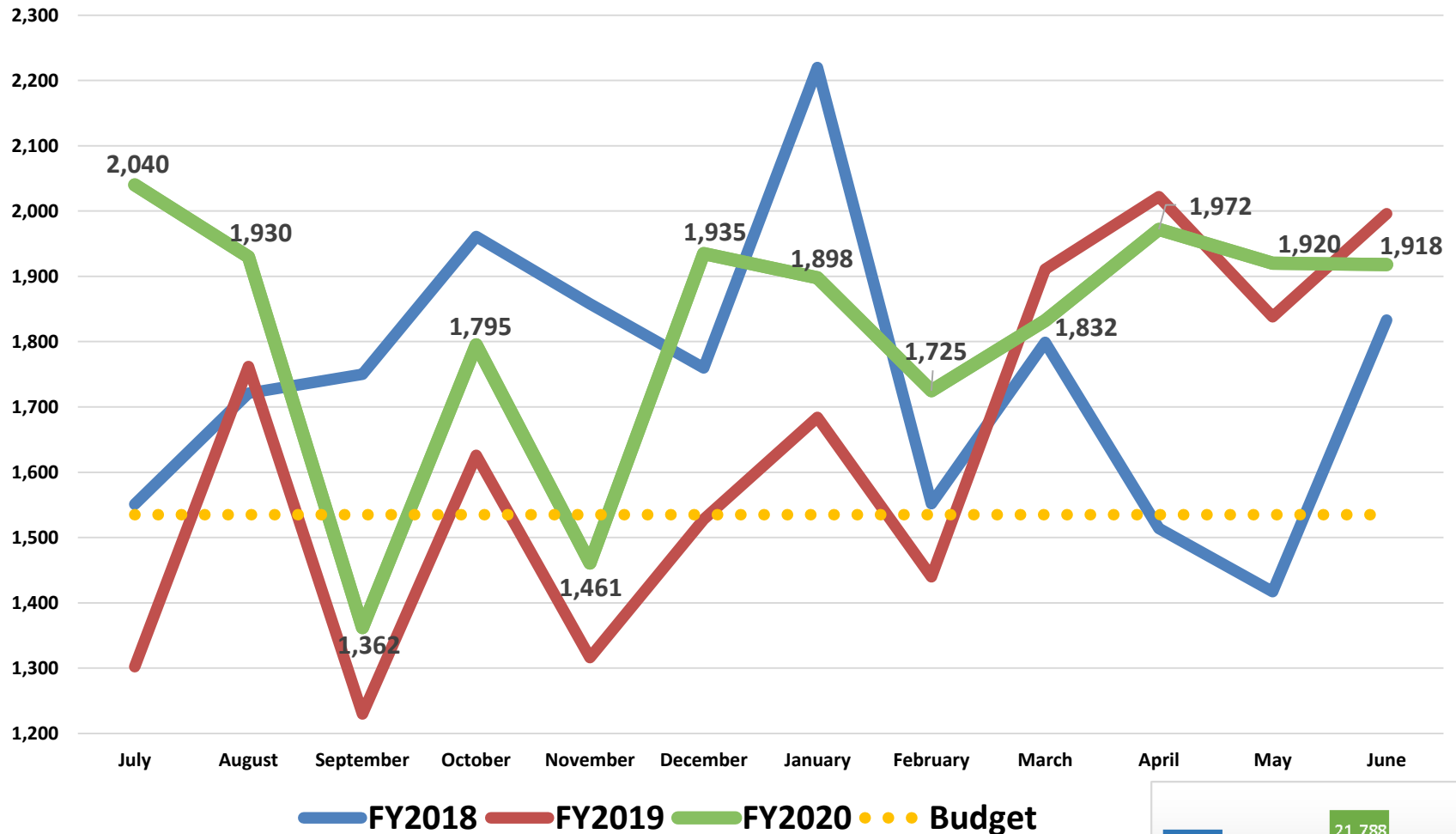


# Radiation Oncology Treatments

## Hanford and Visalia

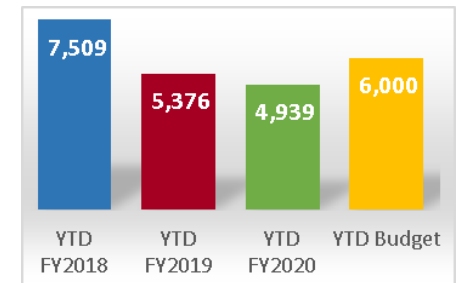
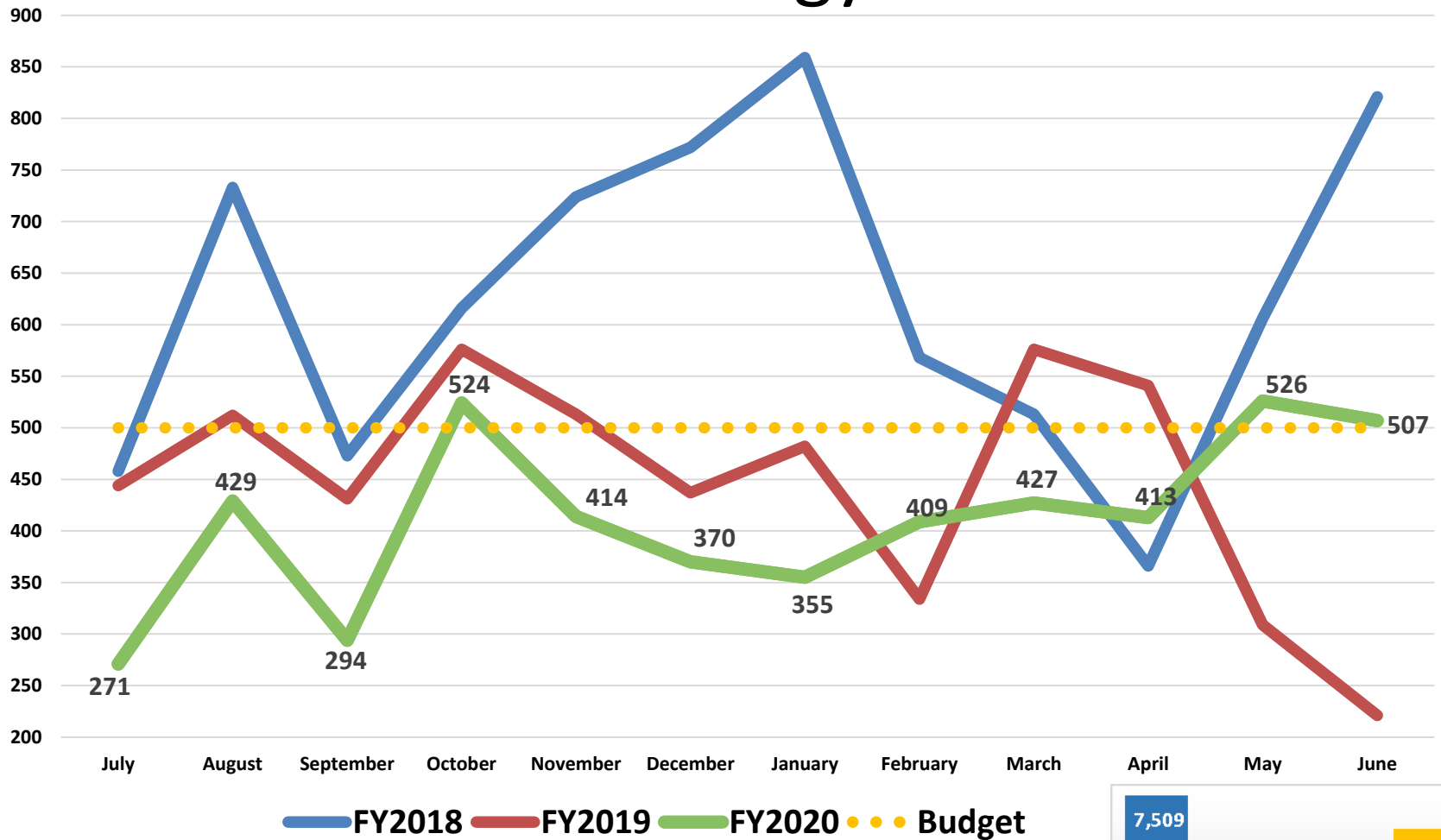


# Radiation Oncology - Visalia

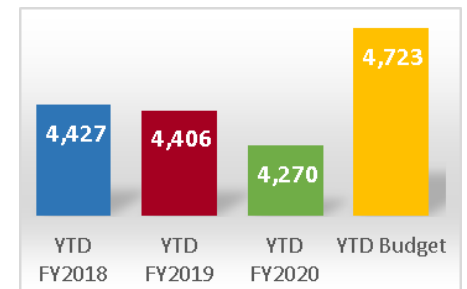
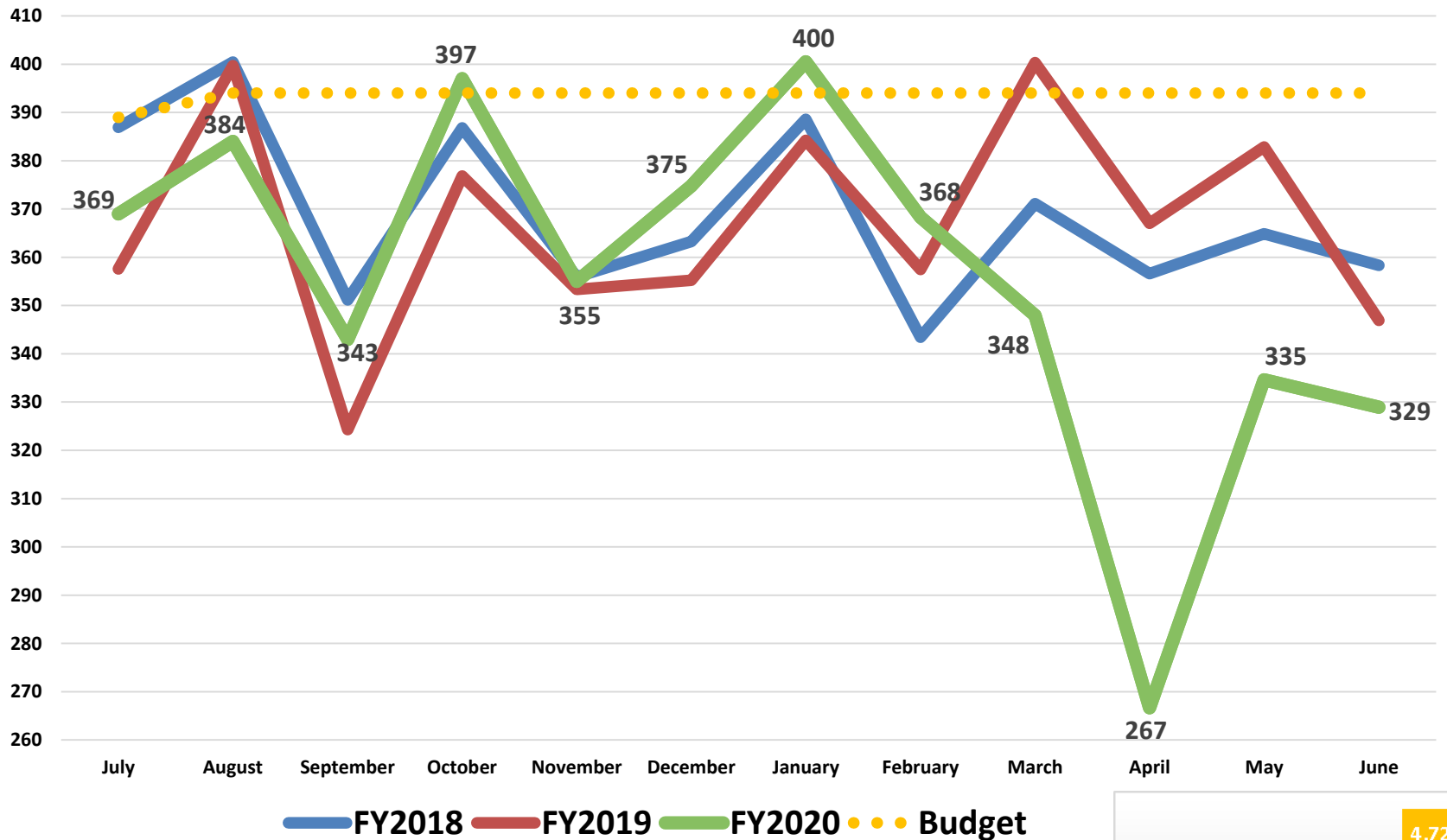




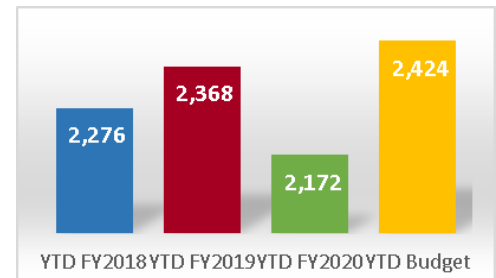
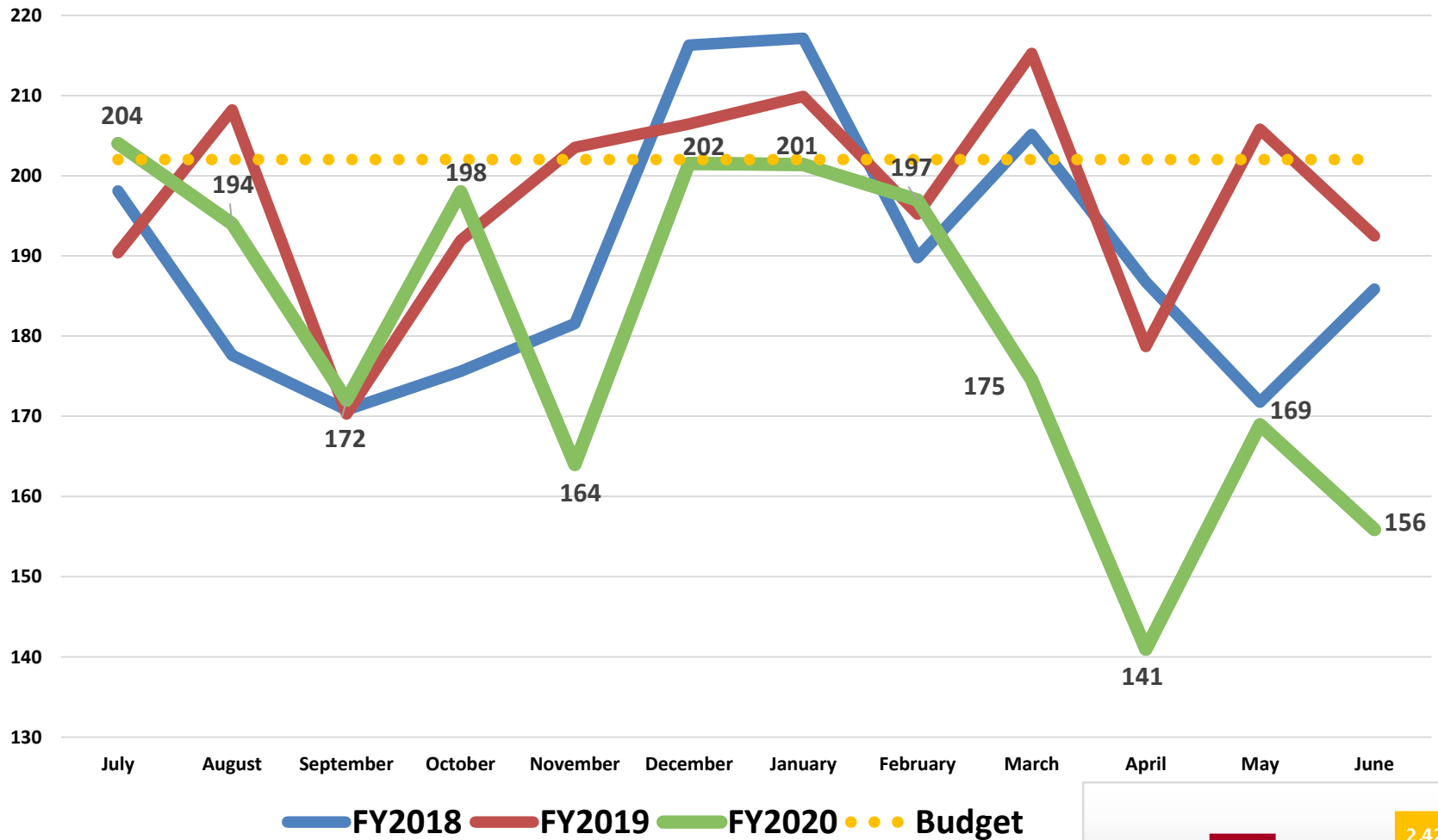
# Radiation Oncology - Hanford



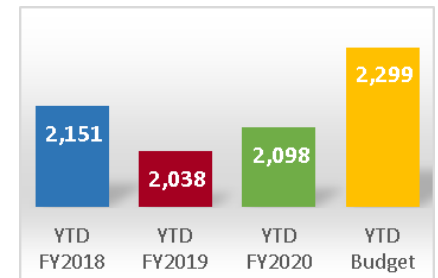
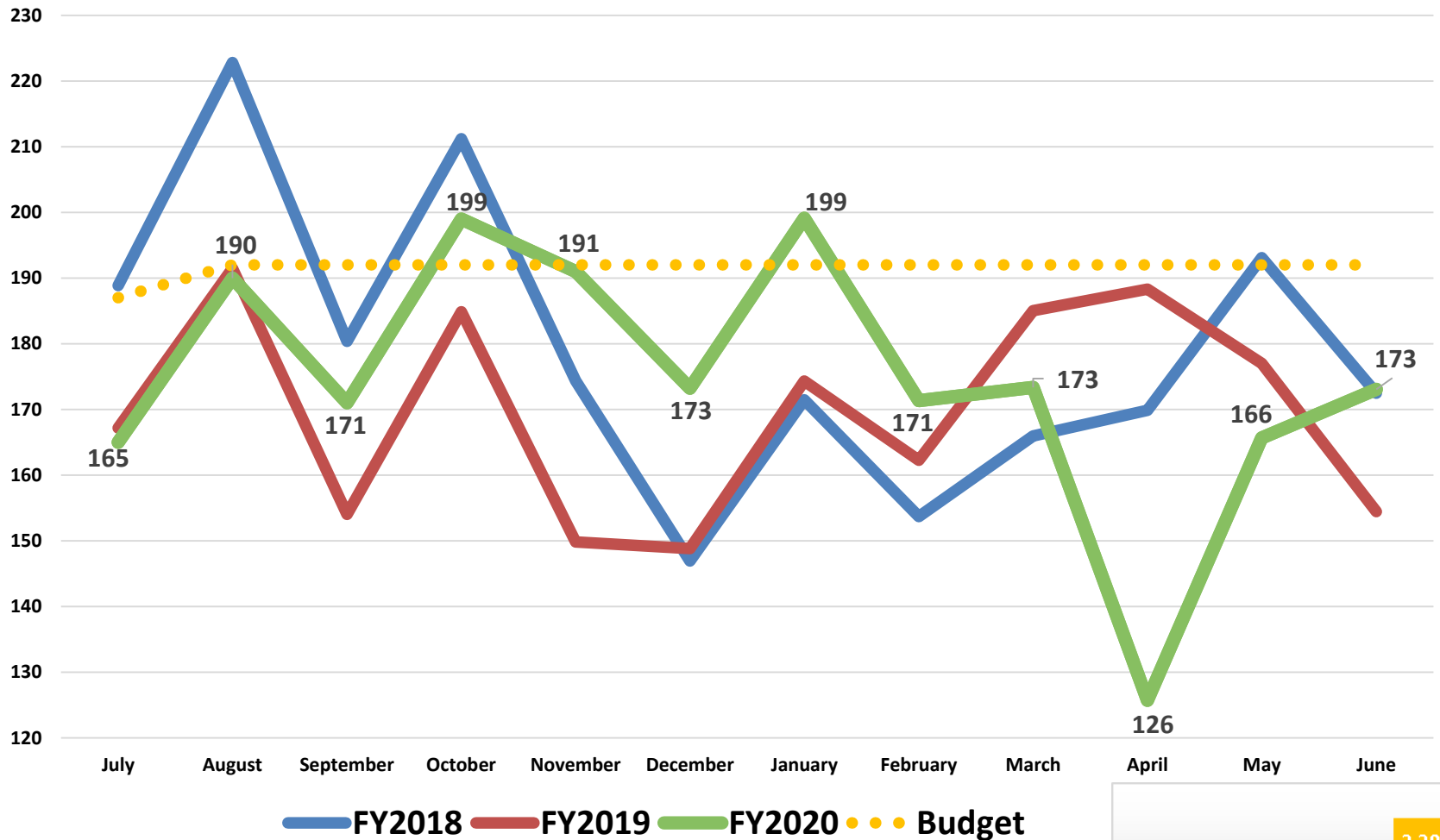
# Cath Lab (IP & OP) – 100 Min Units



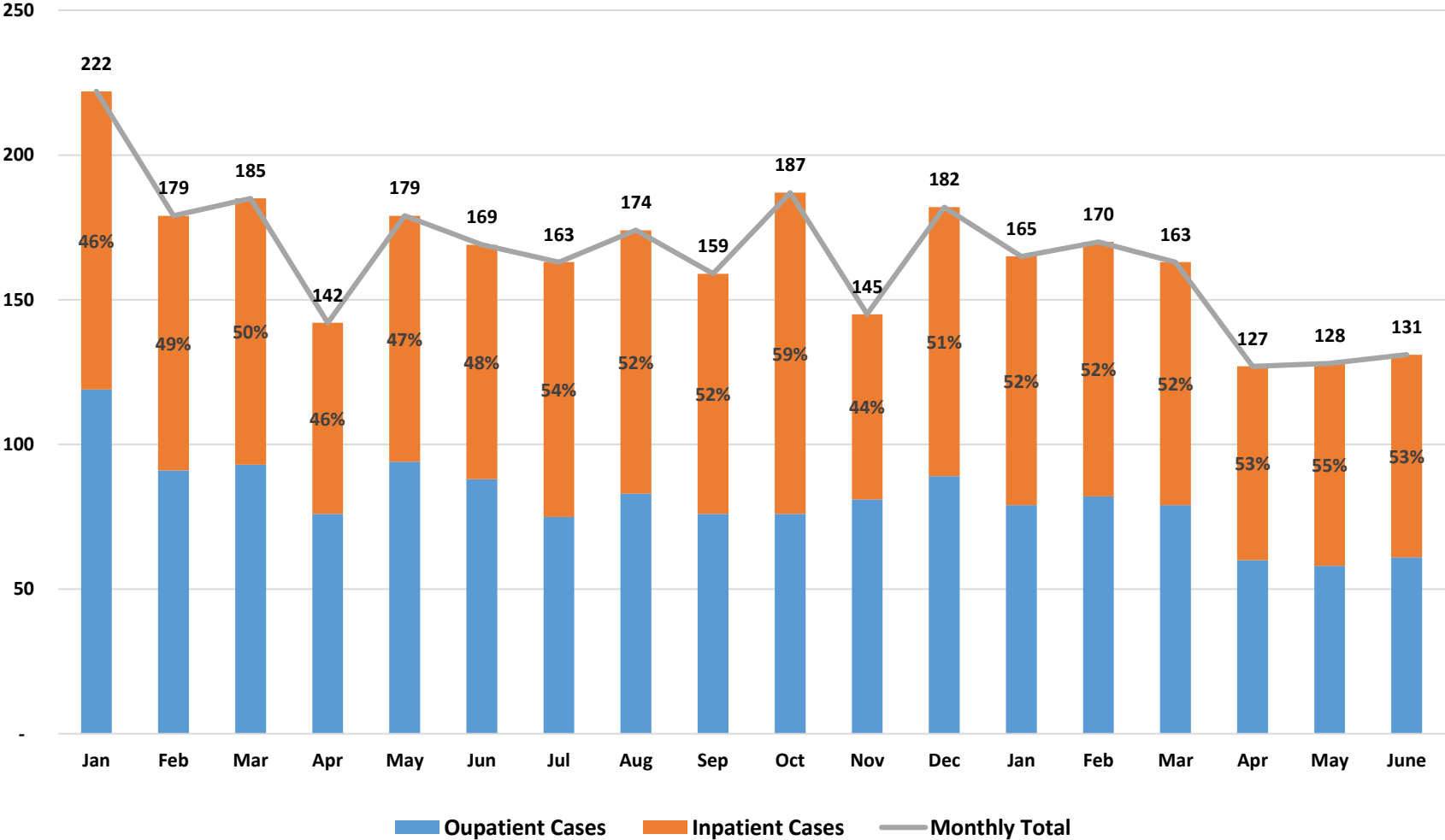
# Cath Lab (IP Only) – 100 Min Units



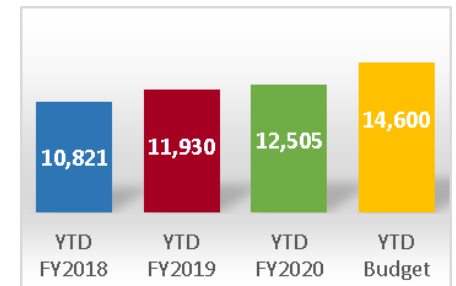
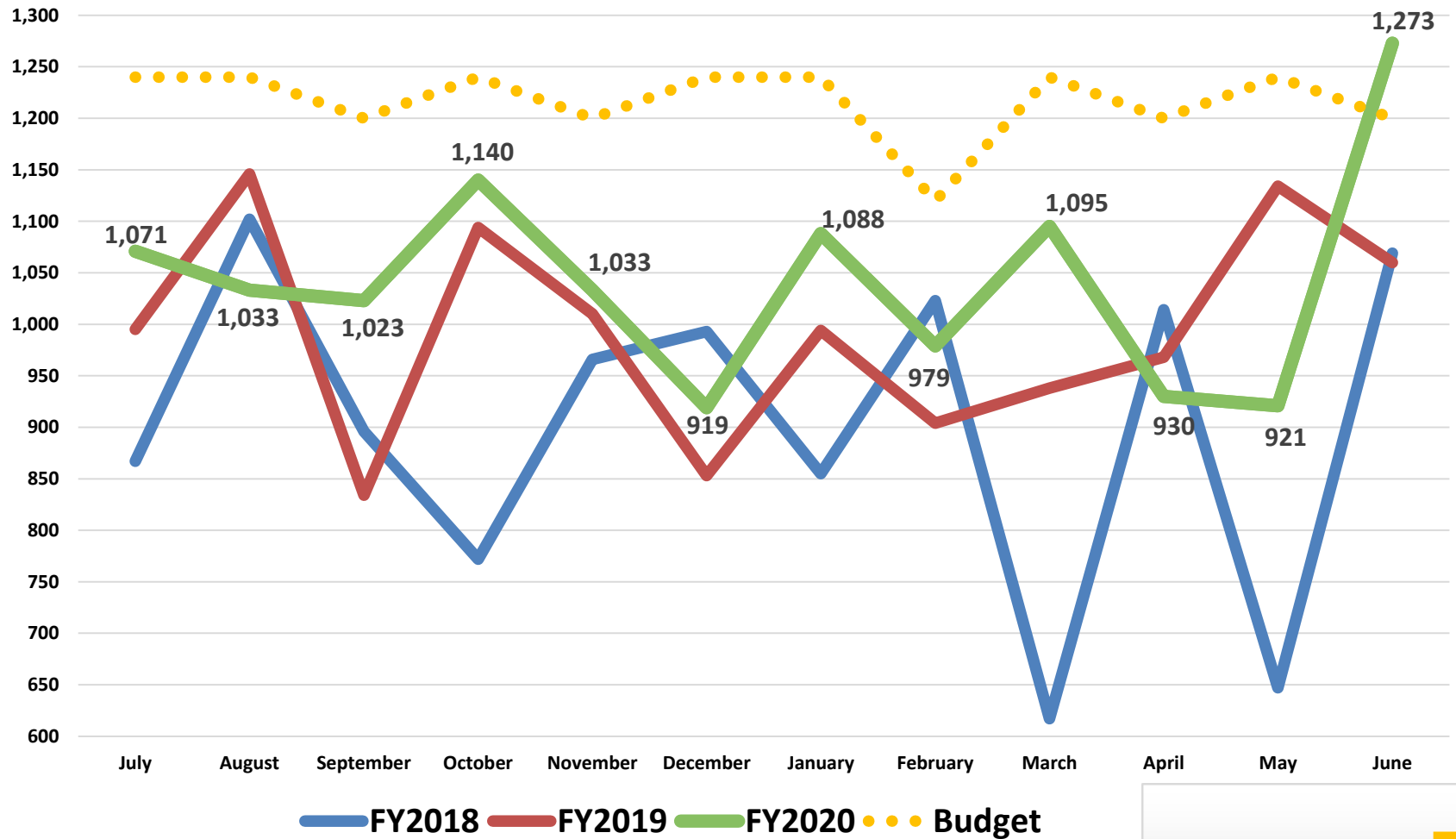
# Cath Lab (OP Only) – 100 Min Units



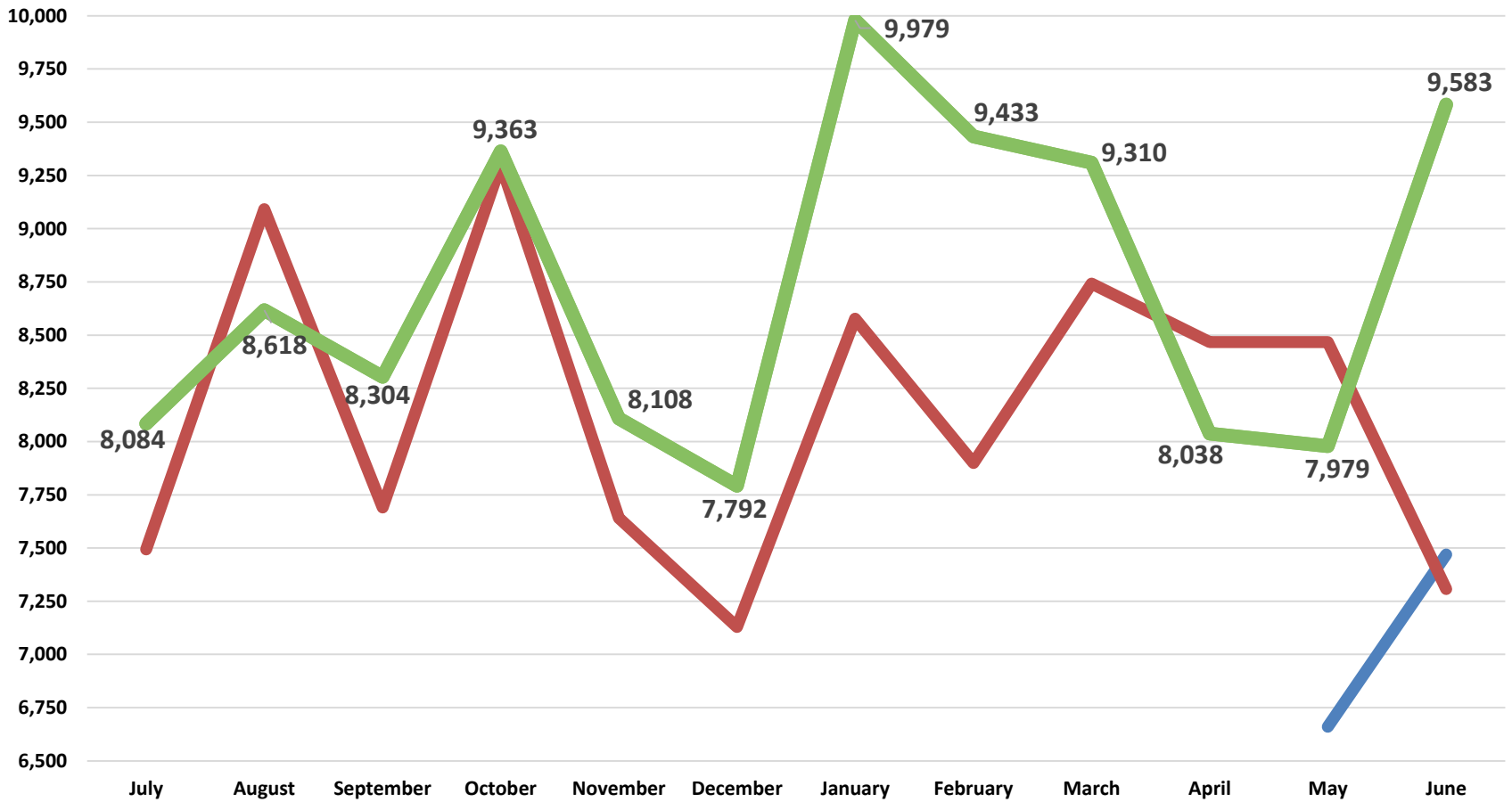
# Cath Lab (IP & OP) - Patients



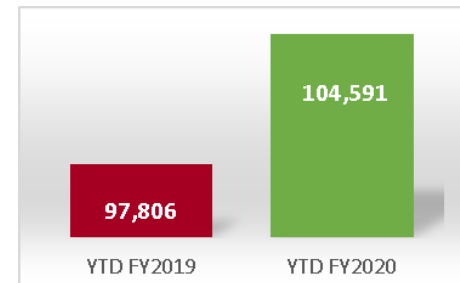
# GME Family Medicine Clinic Visits



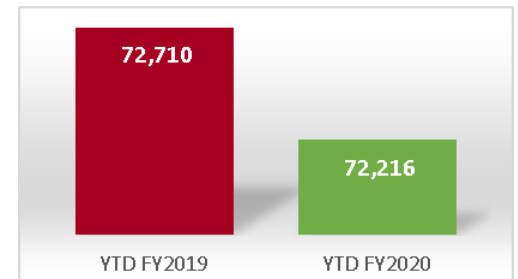
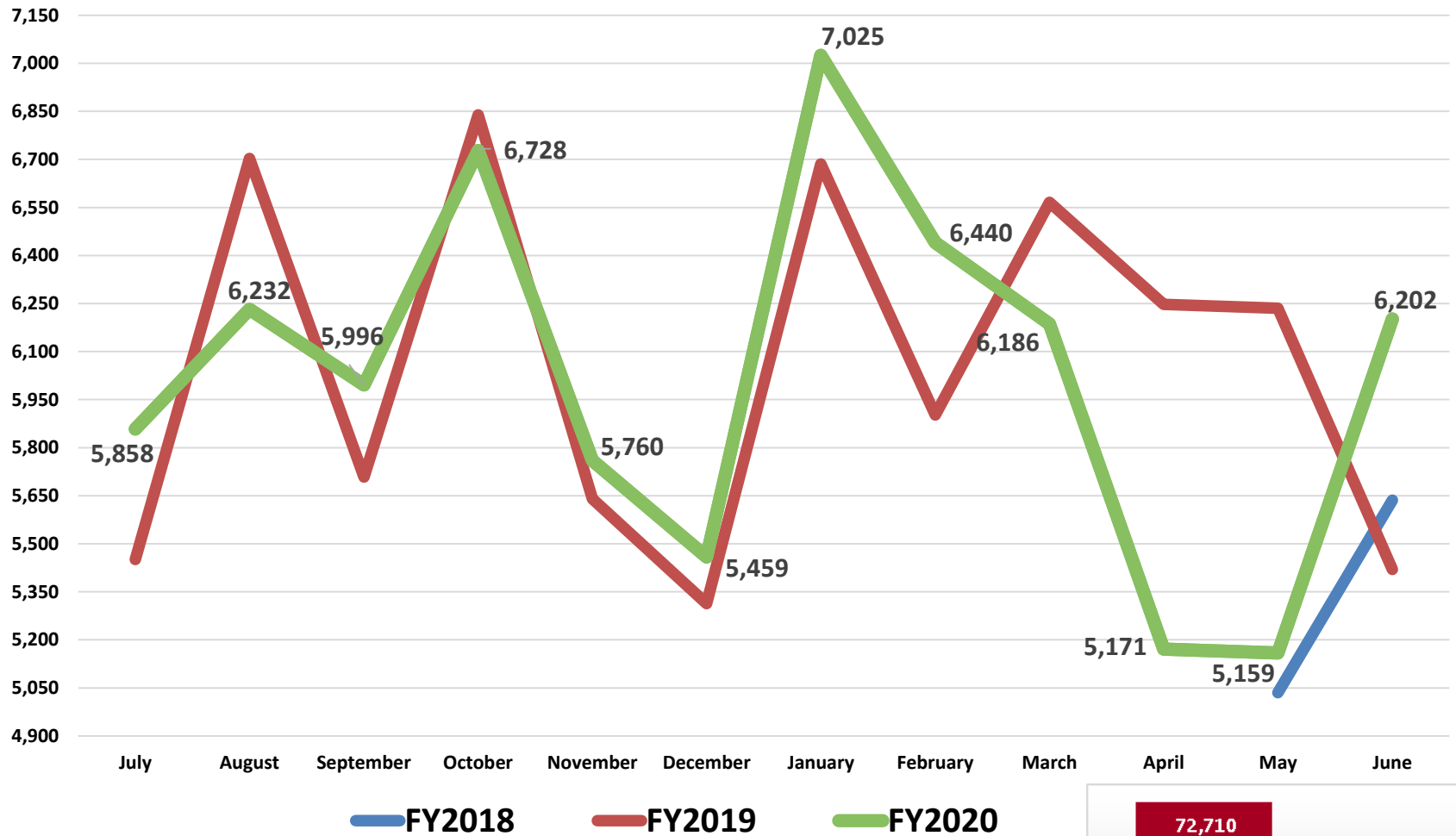
# Rural Health Clinic Registrations



— **FY2018**
— **FY2019**
— **FY2020**

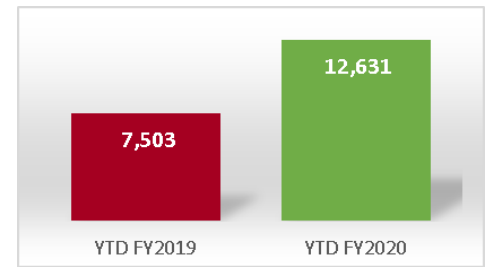
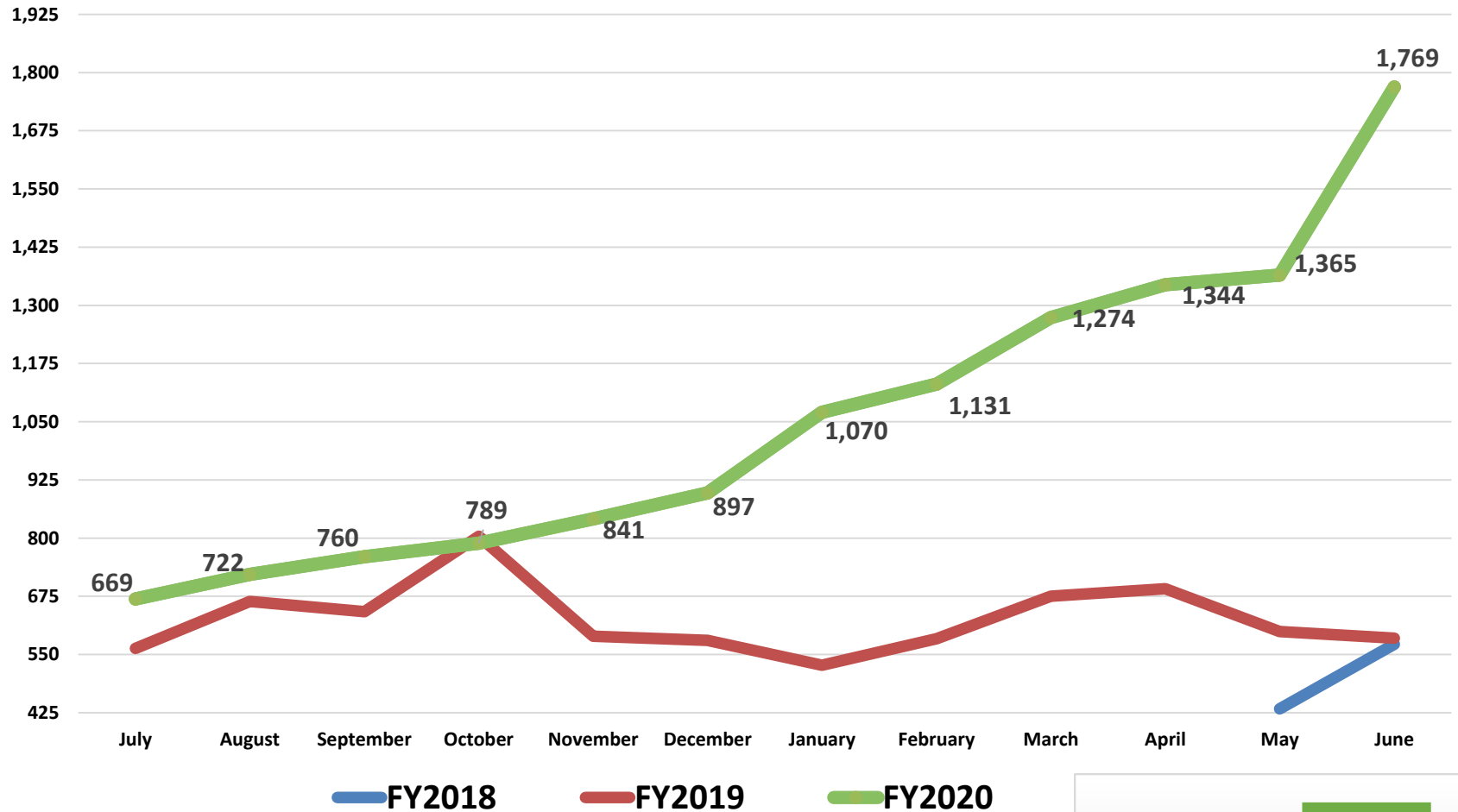


# Exeter RHC - Registrations

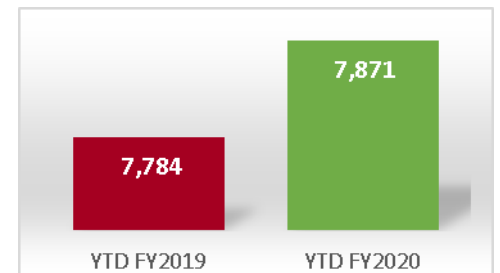
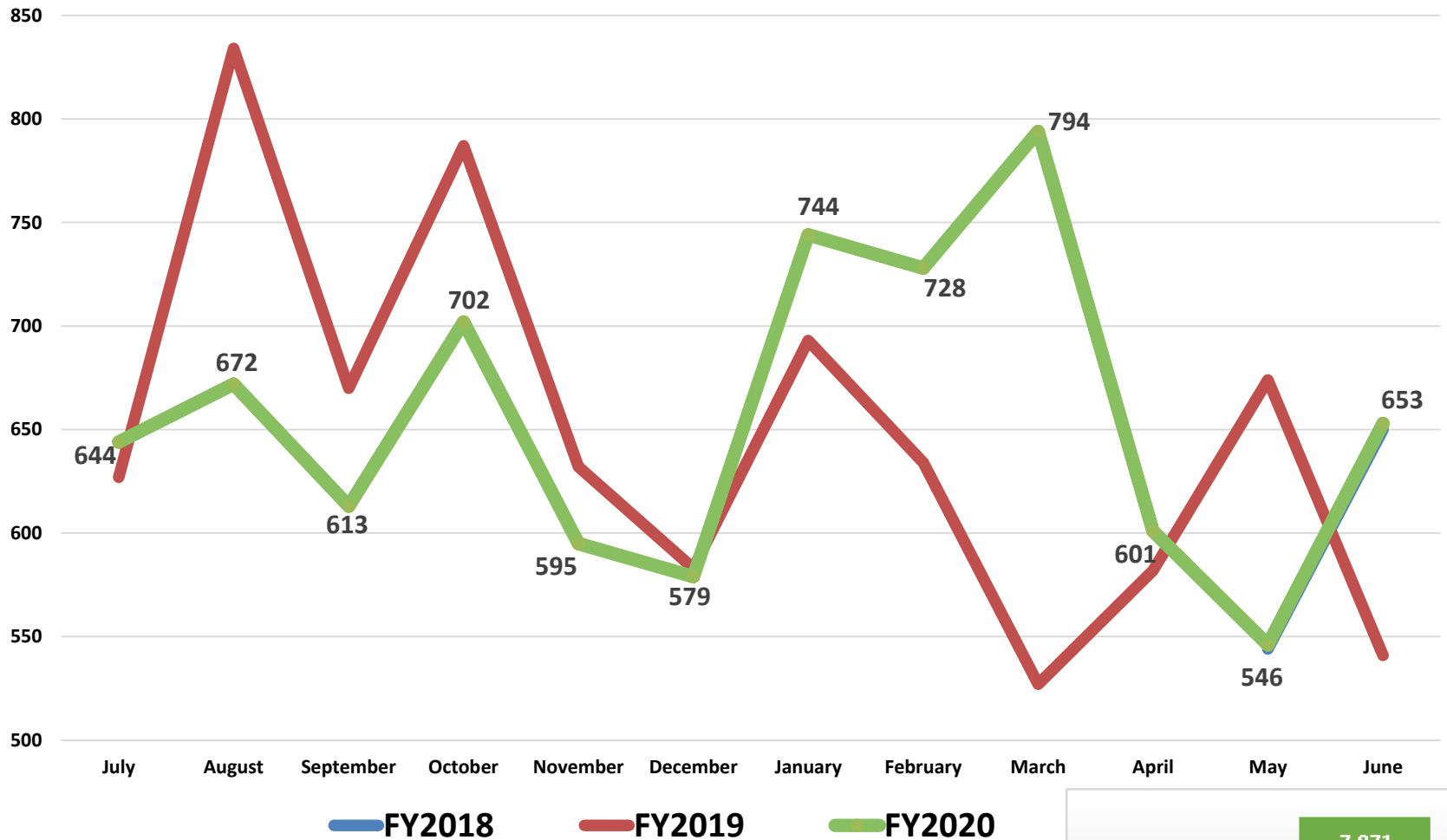




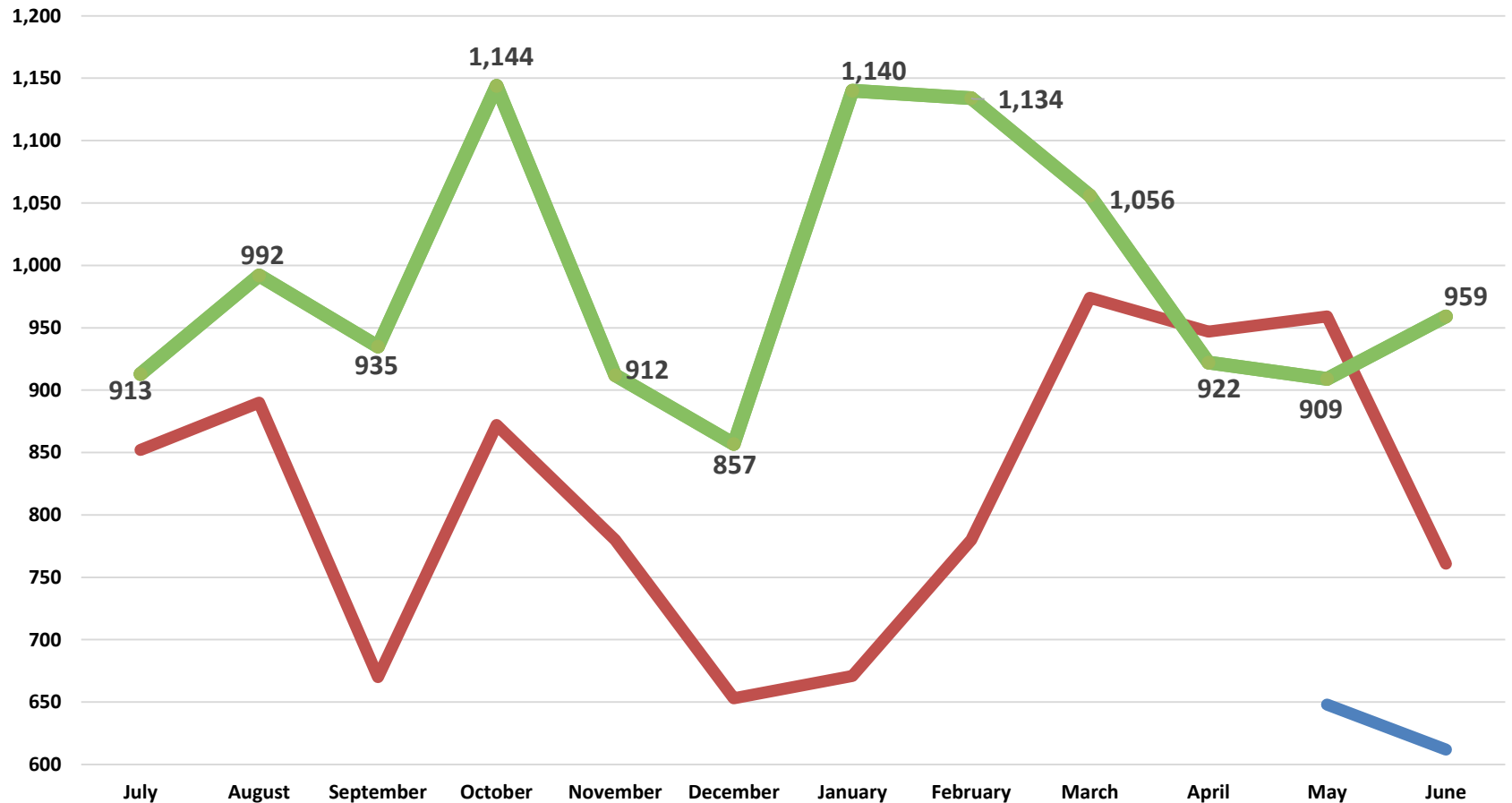
# Lindsay RHC - Registrations



# Woodlake RHC - Registrations



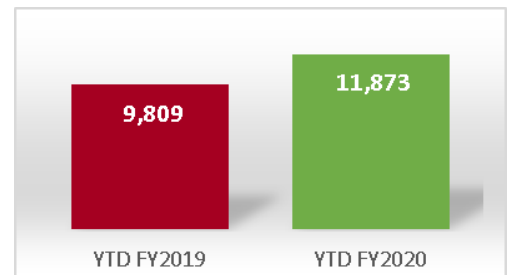
# Dinuba RHC - Registrations



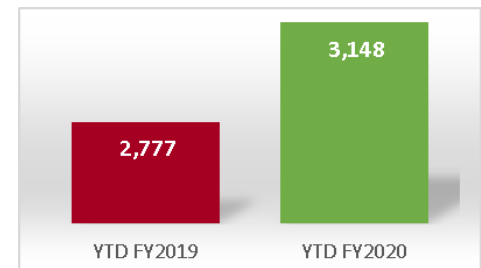
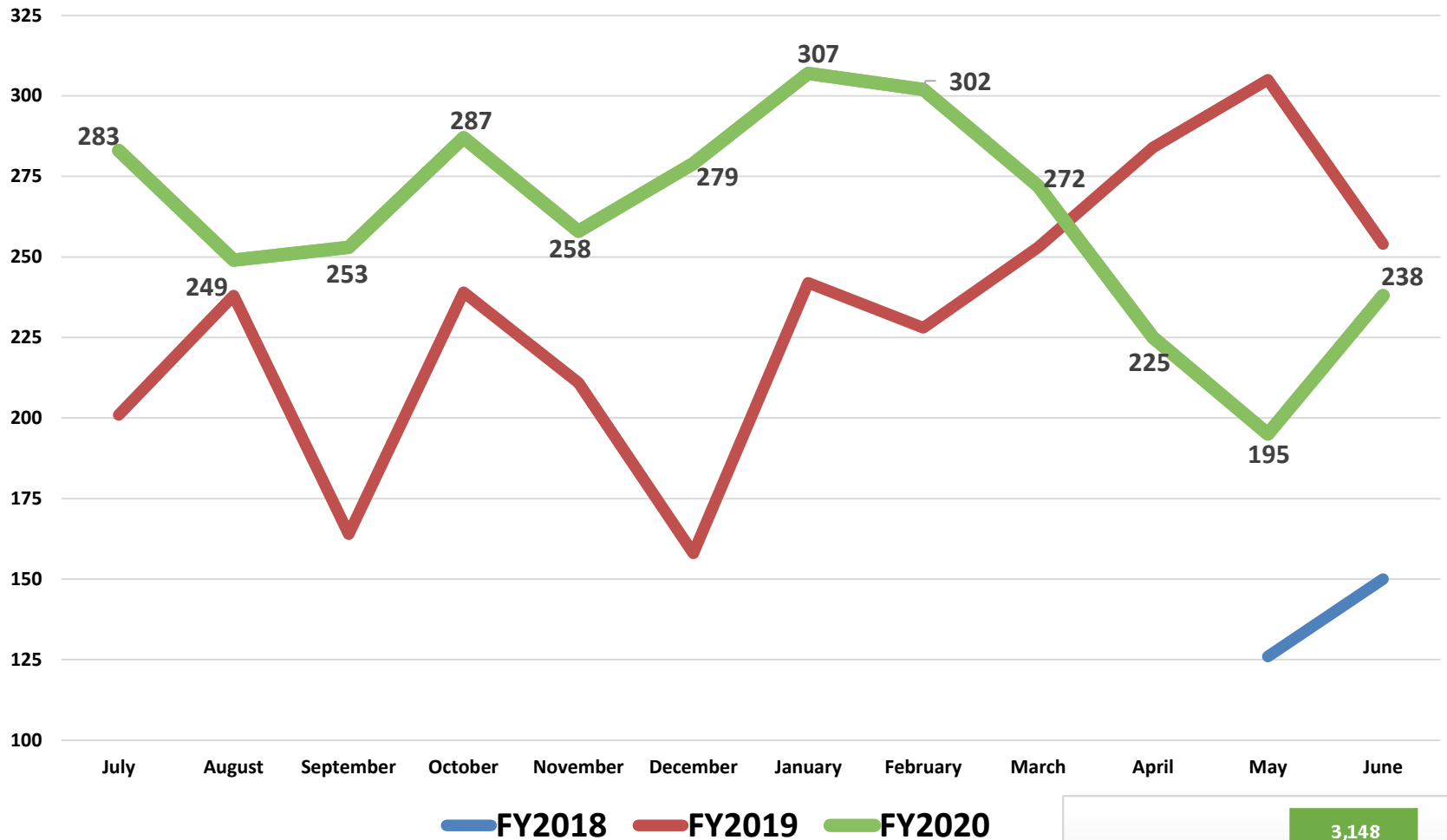
FY2018

FY2019

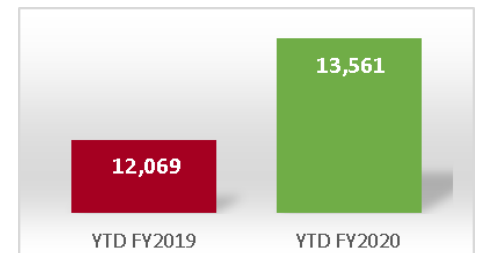
FY2020



# Neurosurgery Clinic - Registrations



# Neurosurgery Clinic - wRVU's

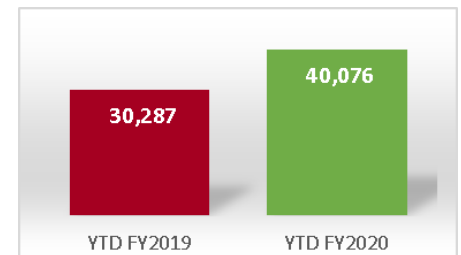
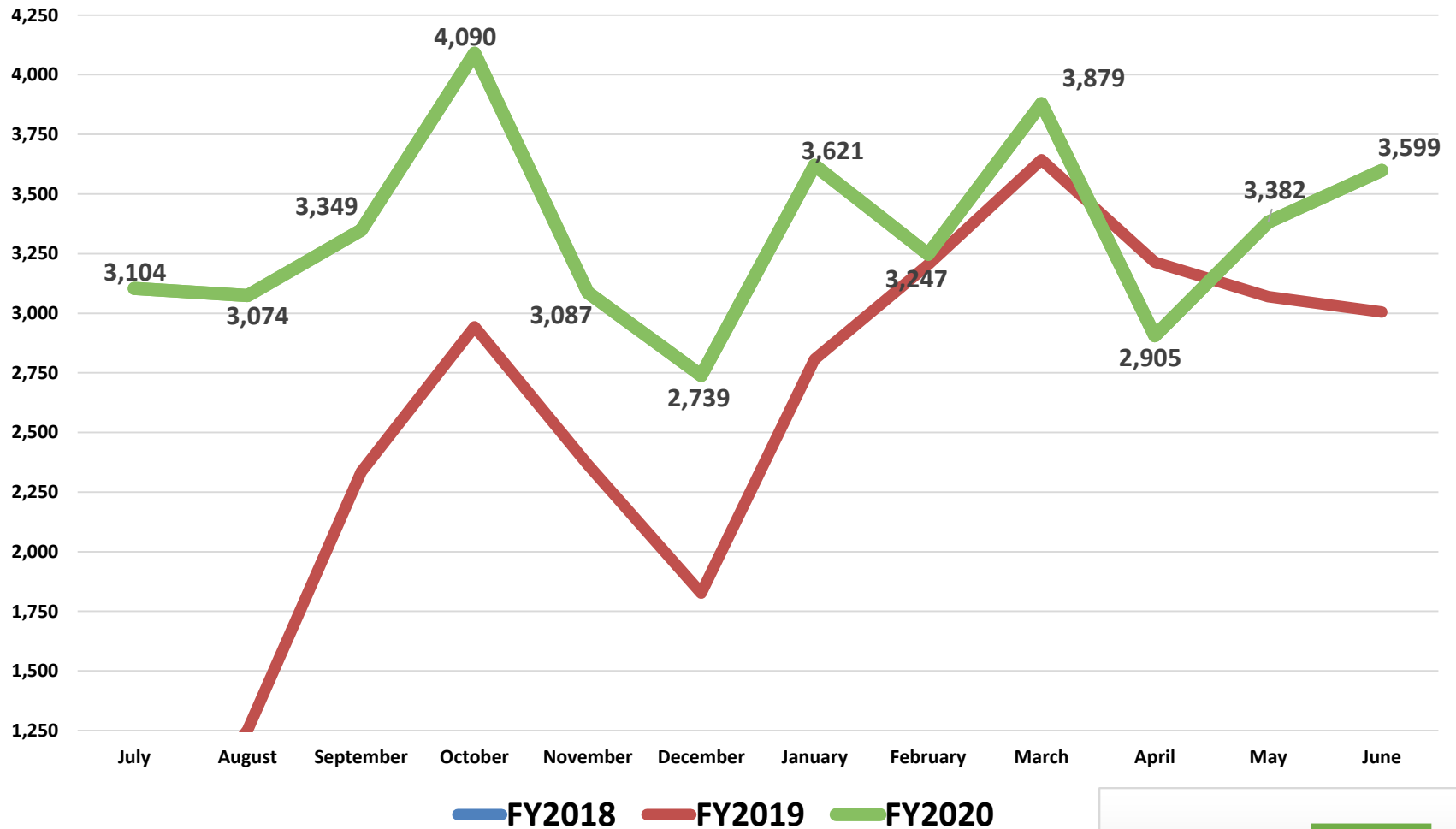


# Sequoia Cardiology - Registrations

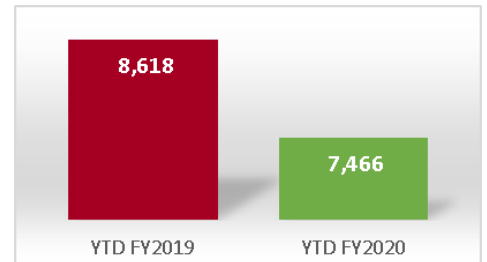
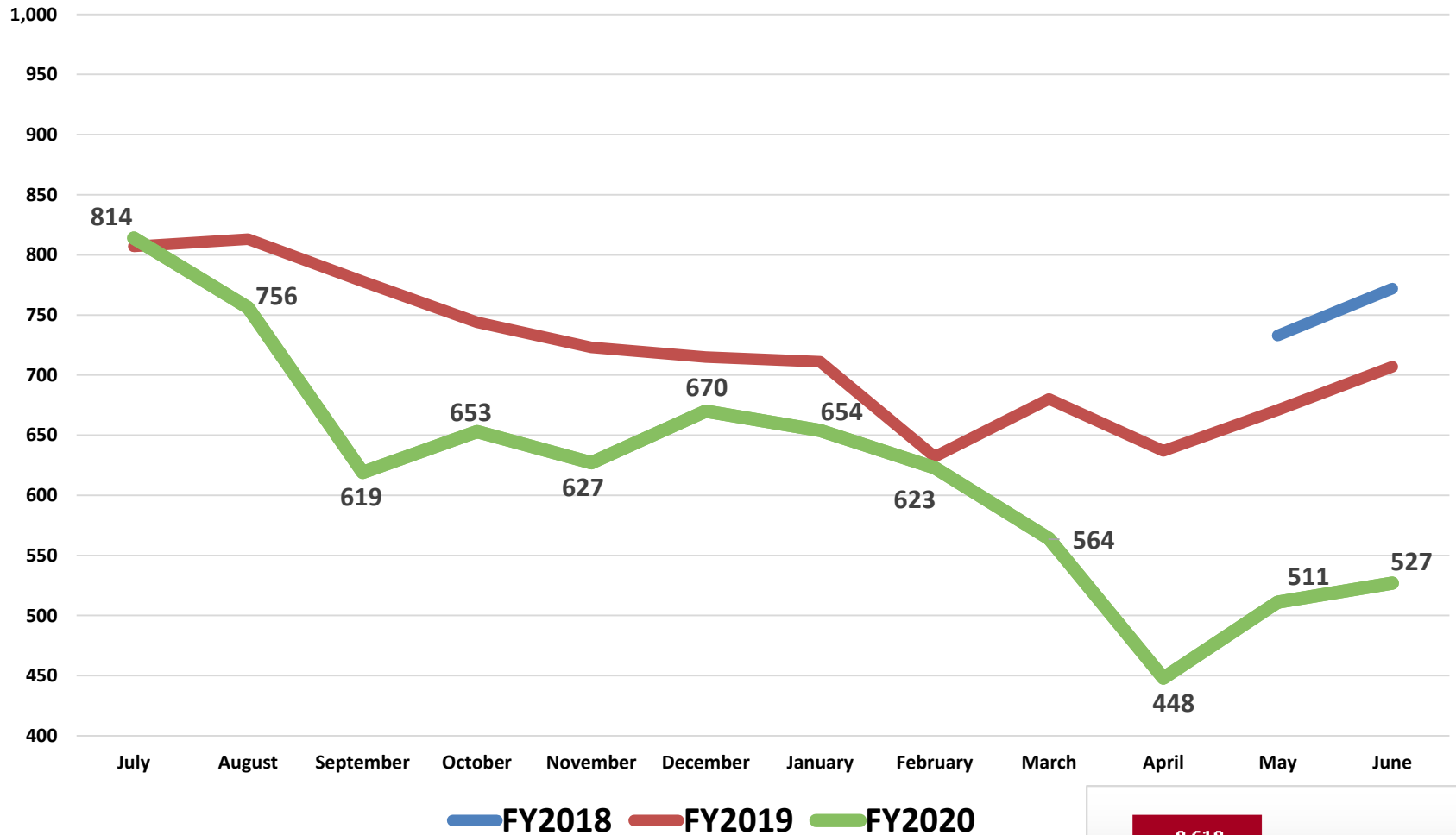


15,266  
YTD FY2020

# Sequoia Cardiology – wRVU's

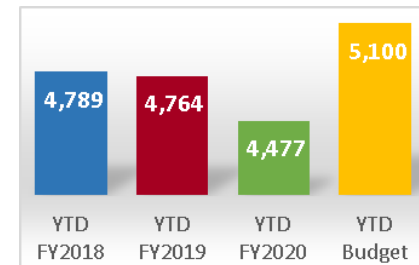
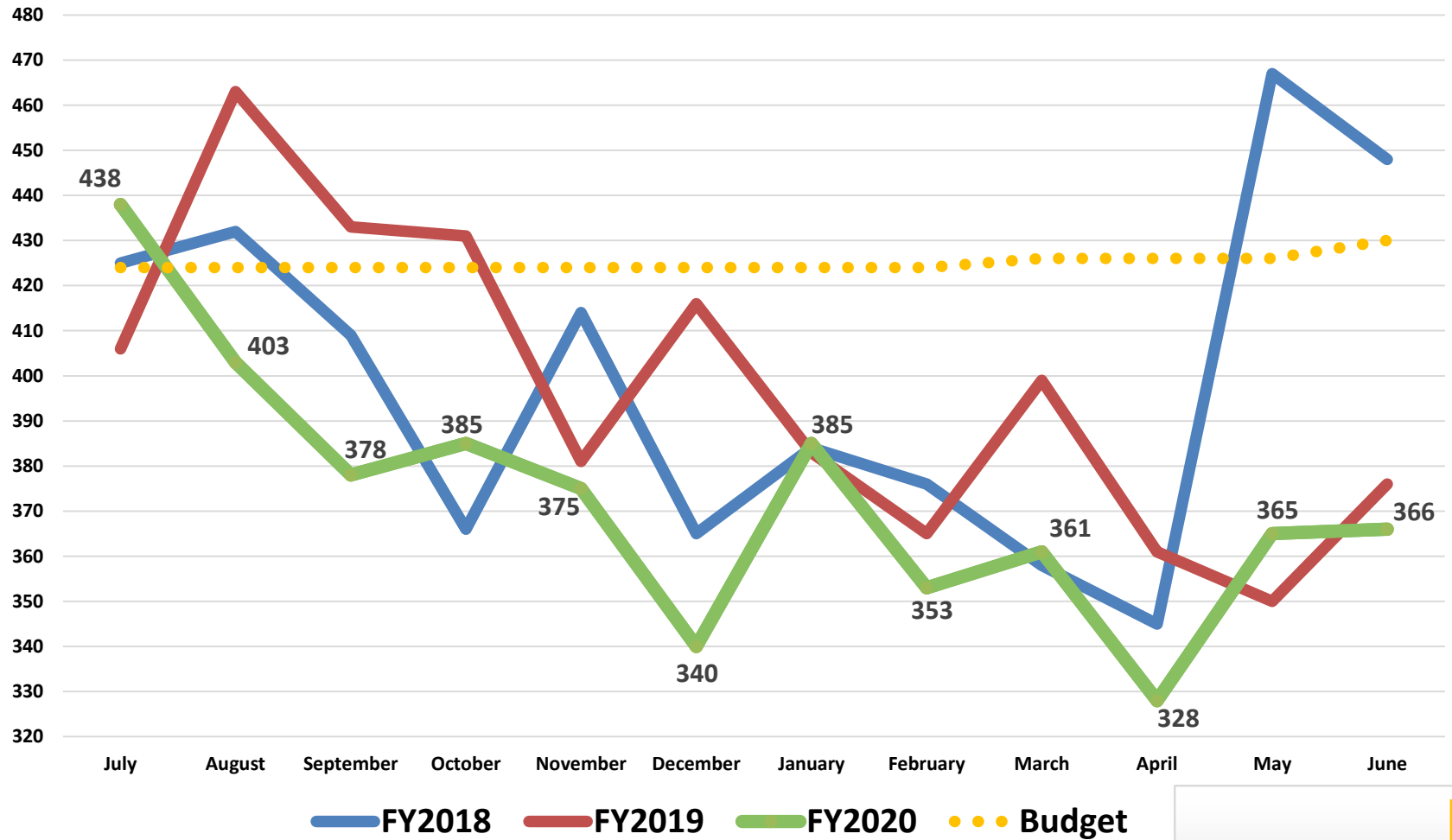


# Labor Triage Registrations

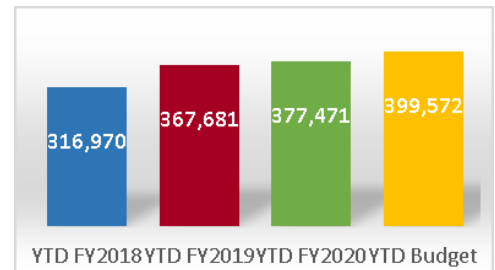
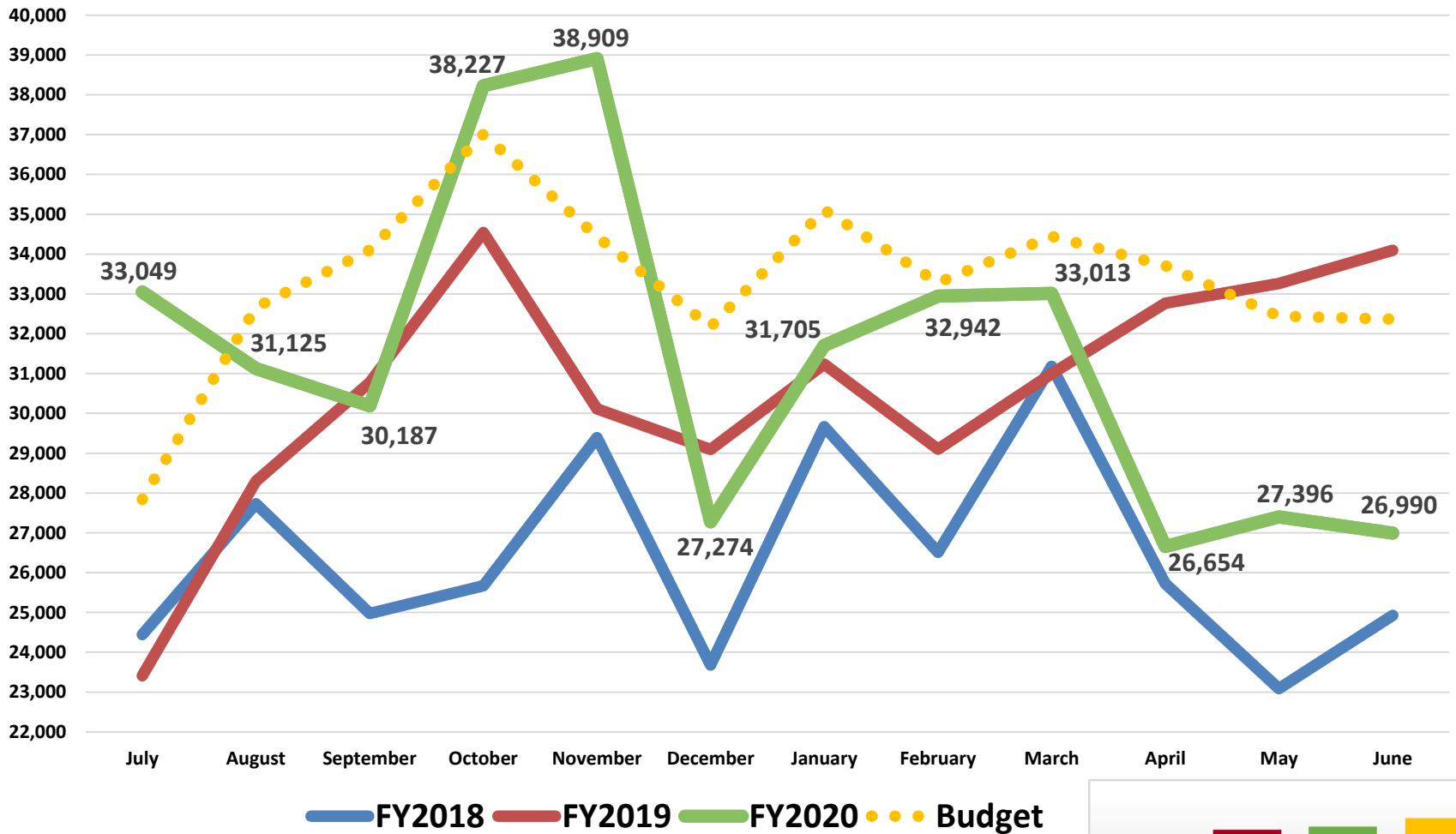




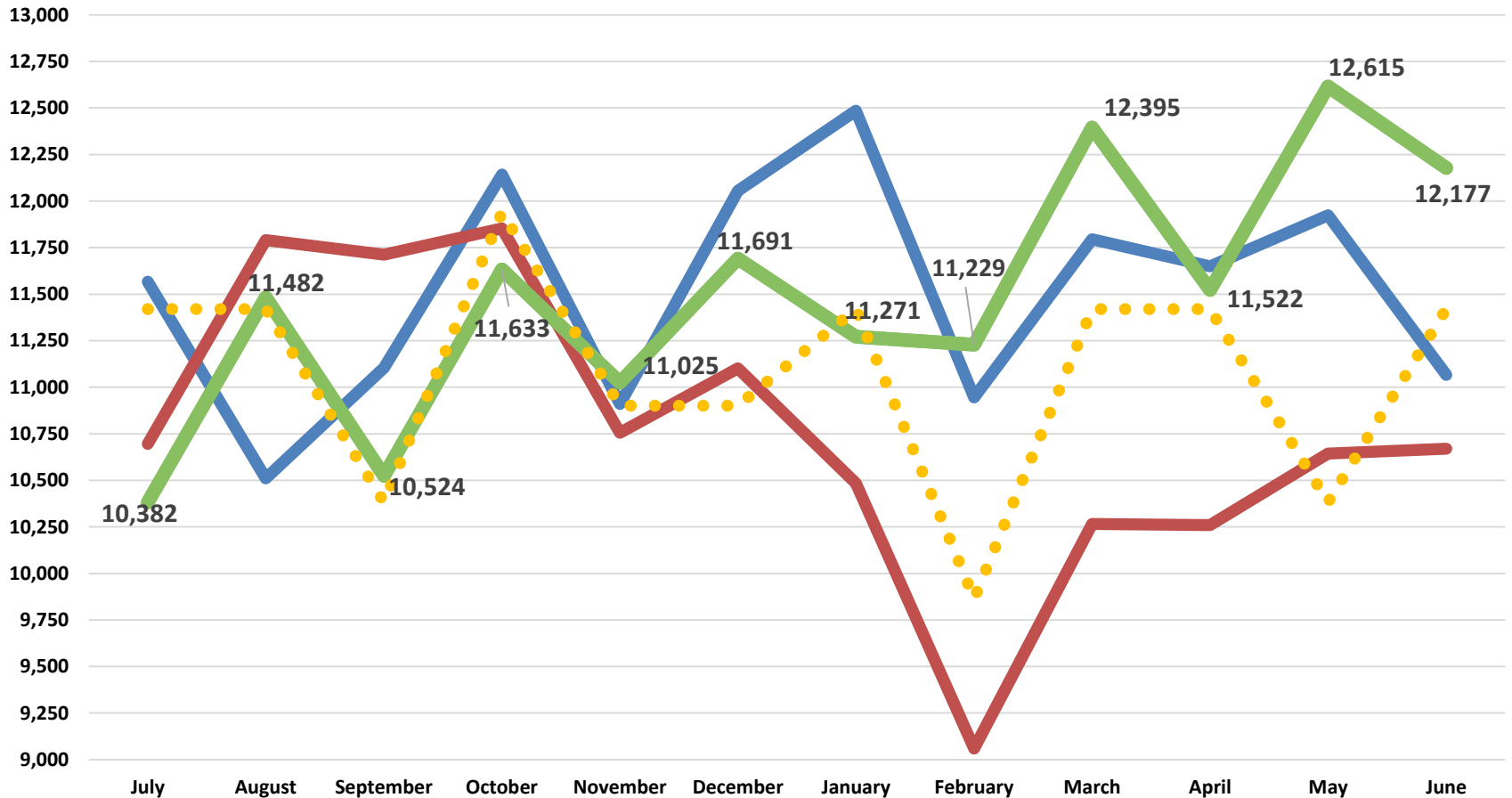
# Deliveries



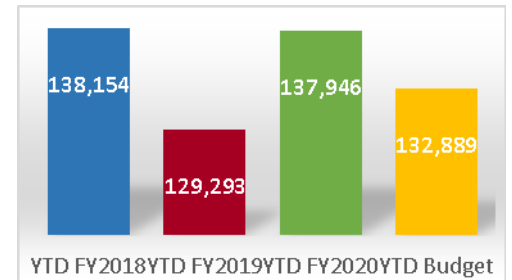
# KDMF RVU's



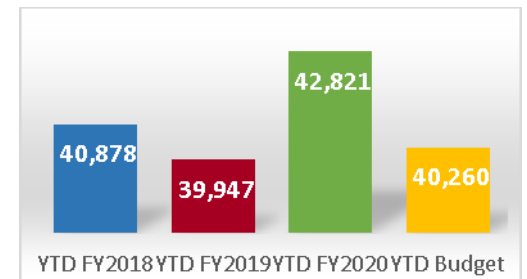
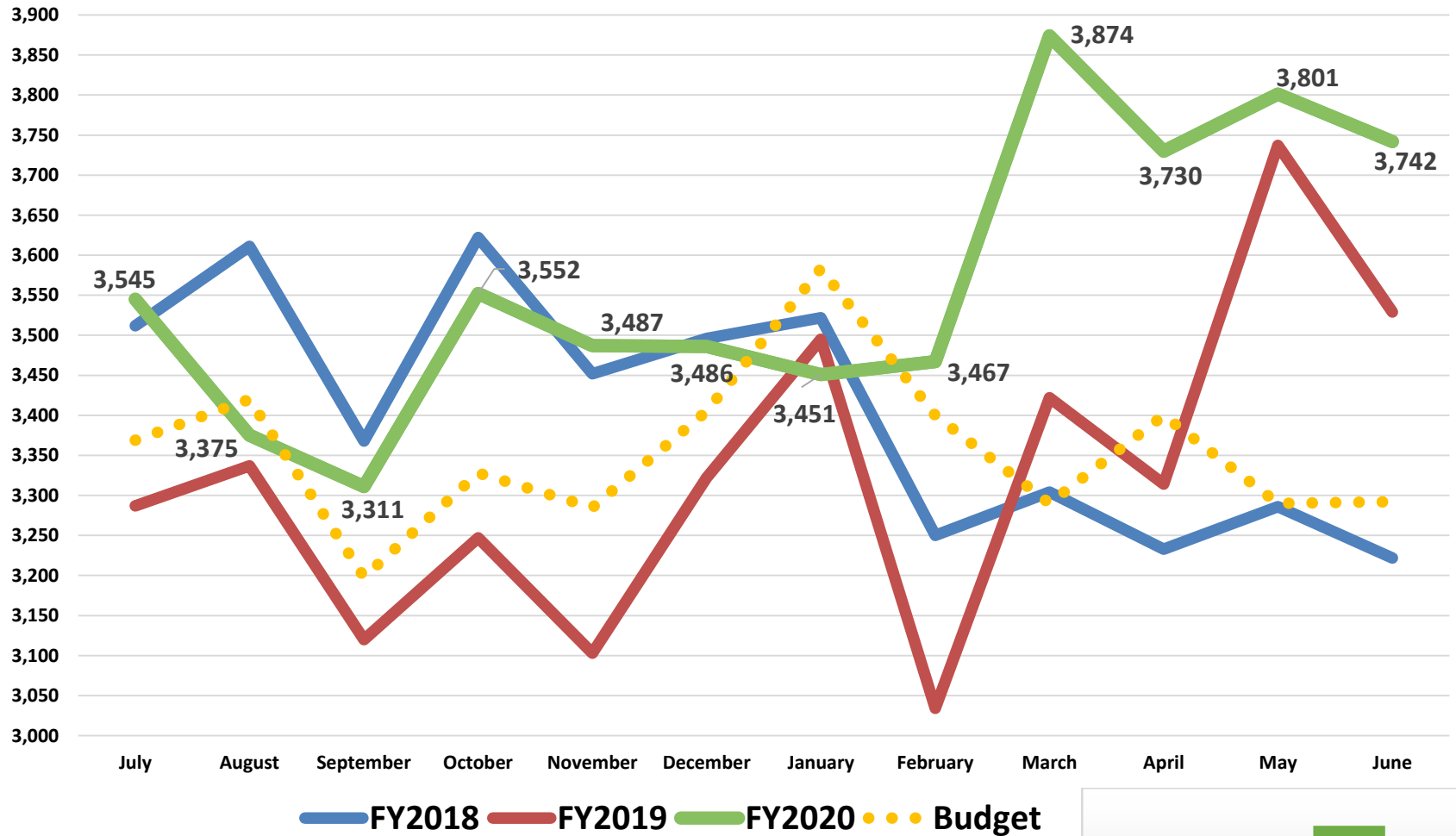
# Home Infusion Days



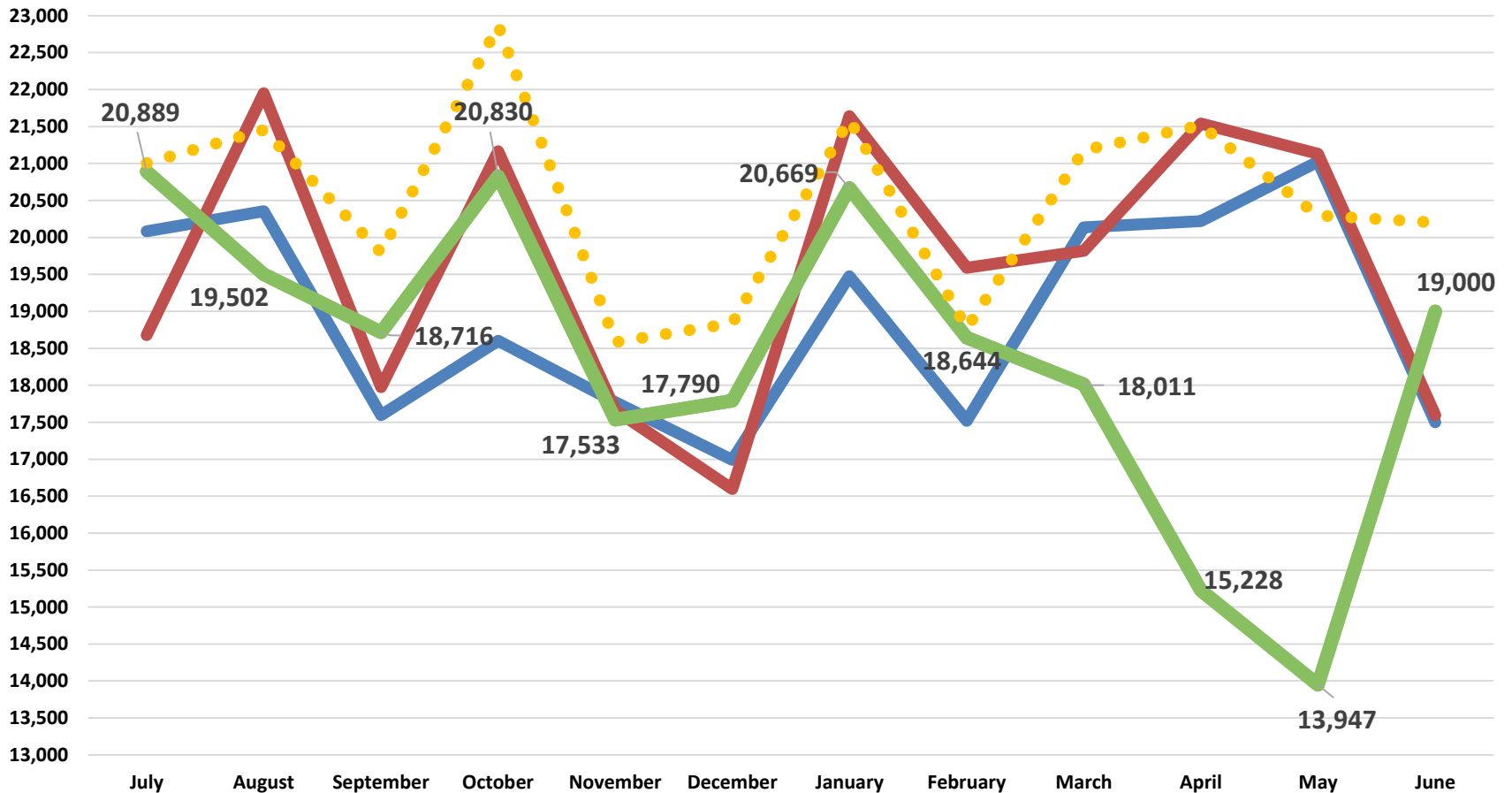
— **FY2018**
— **FY2019**
— **FY2020**
●●● **Budget**



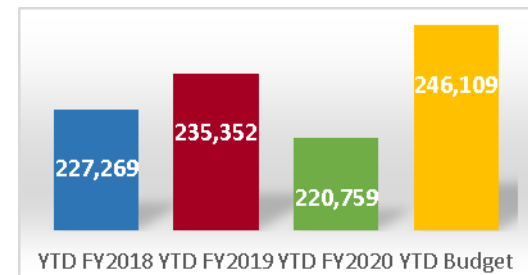
# Hospice Days



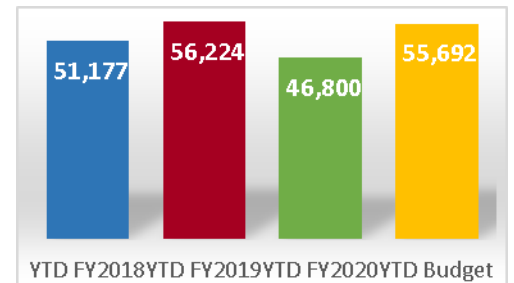
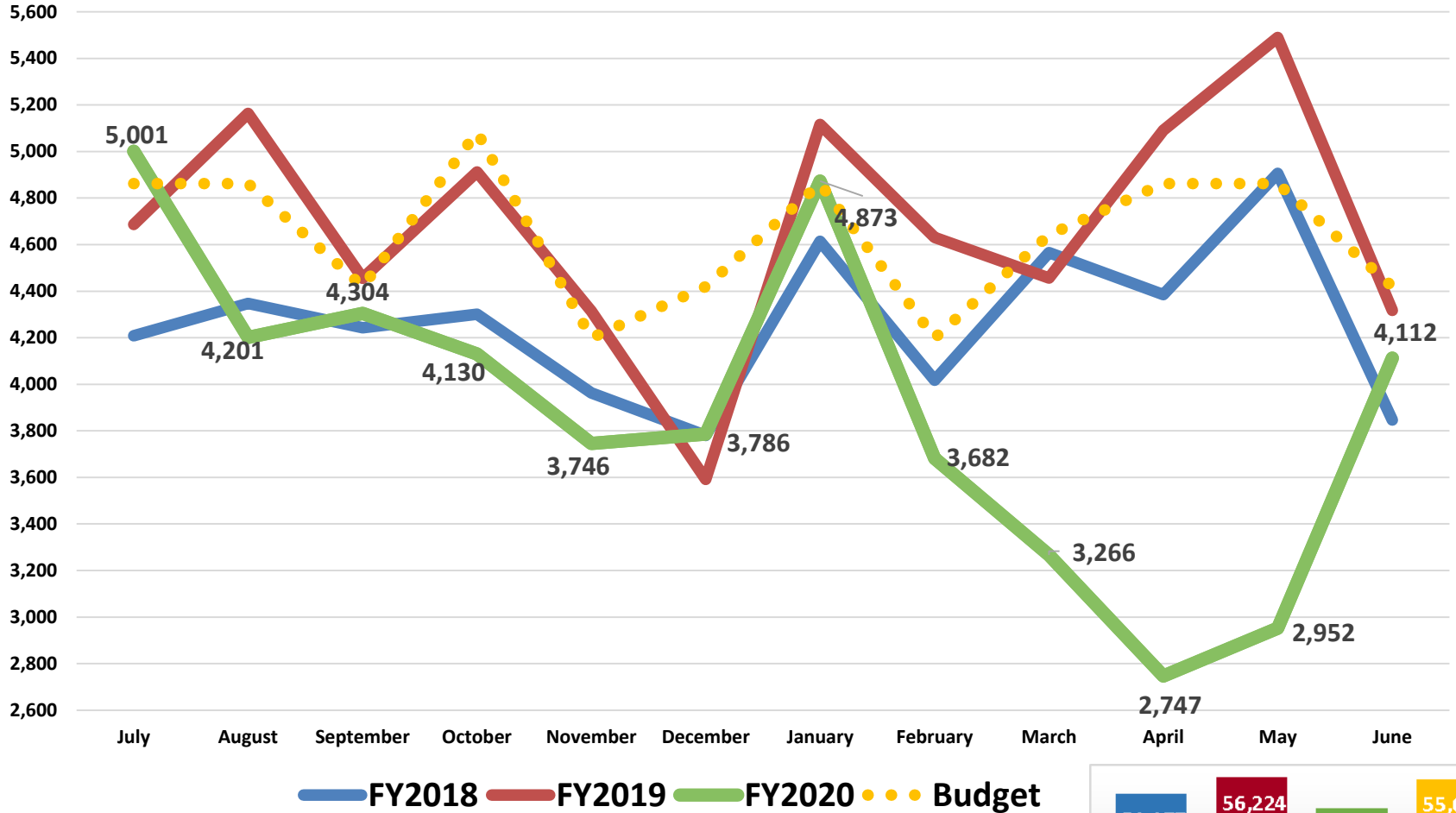
# All O/P Rehab Services Across District



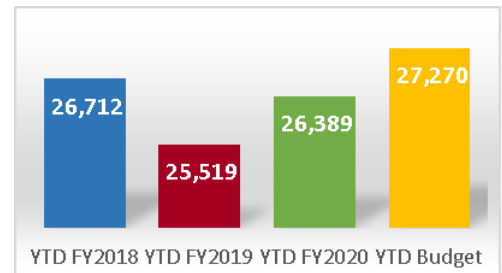
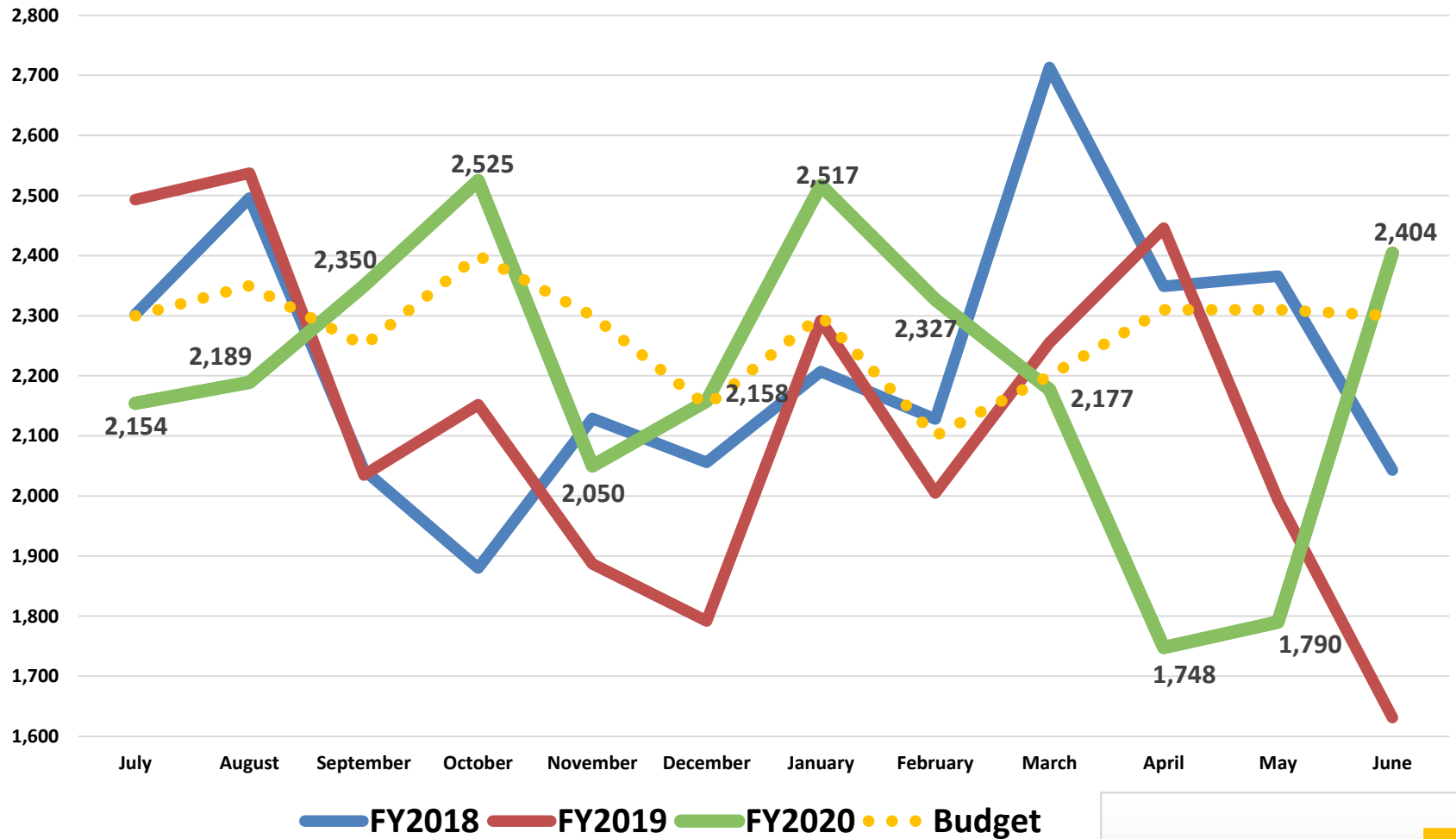
— FY2018 
 — FY2019 
 — FY2020 
 ●● Budget



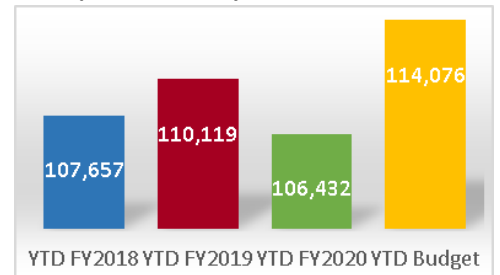
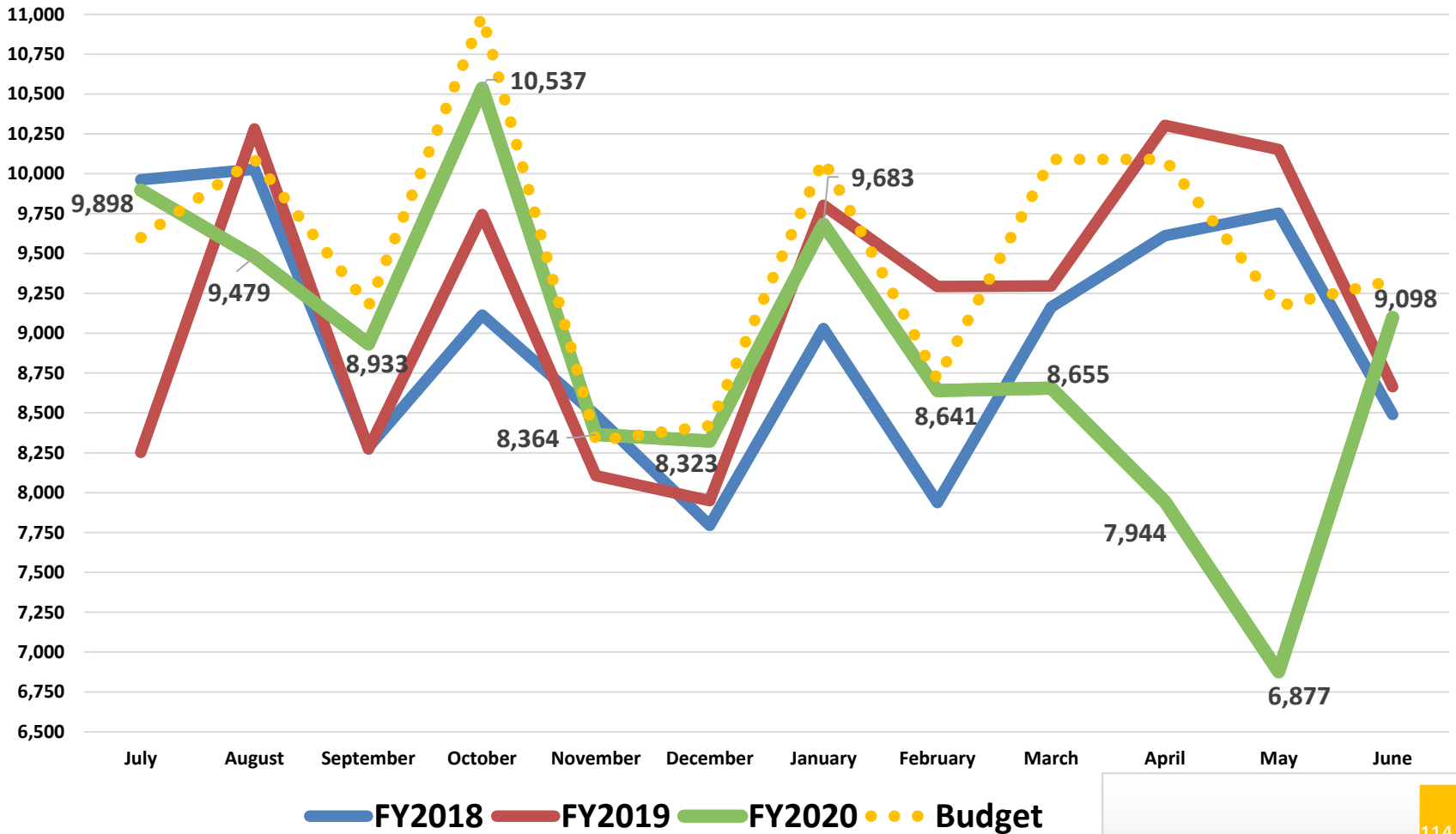
# O/P Rehab Services



# O/P Rehab - Exeter

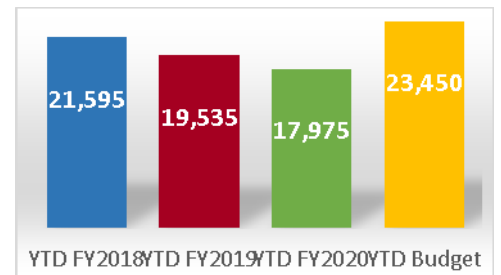
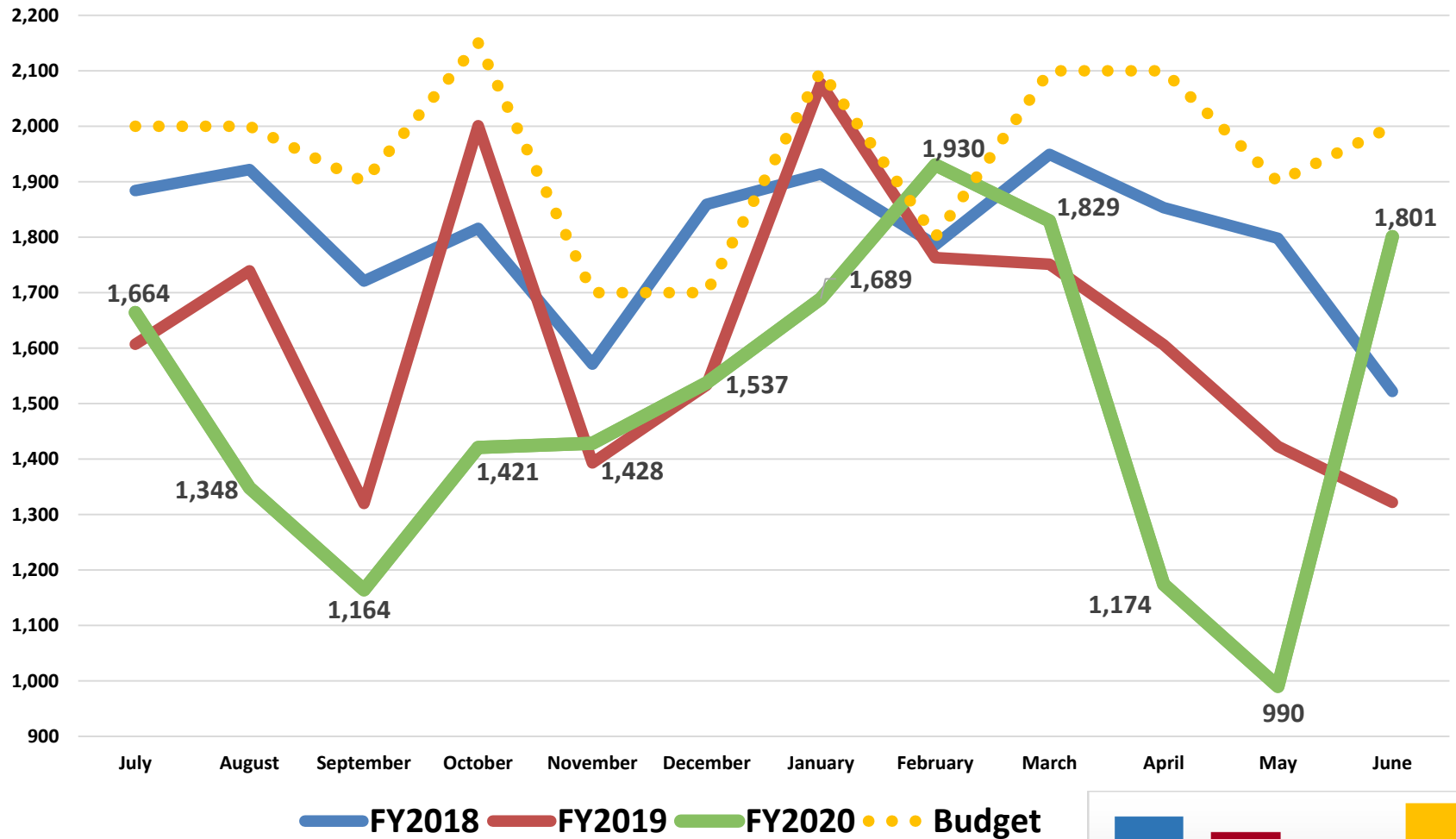


# O/P Rehab - Akers

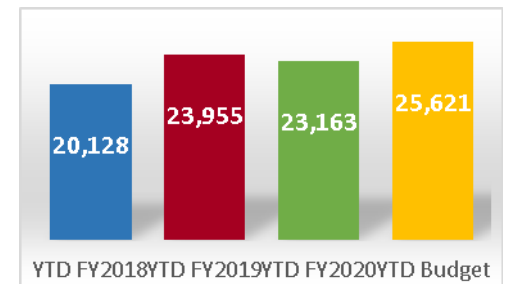
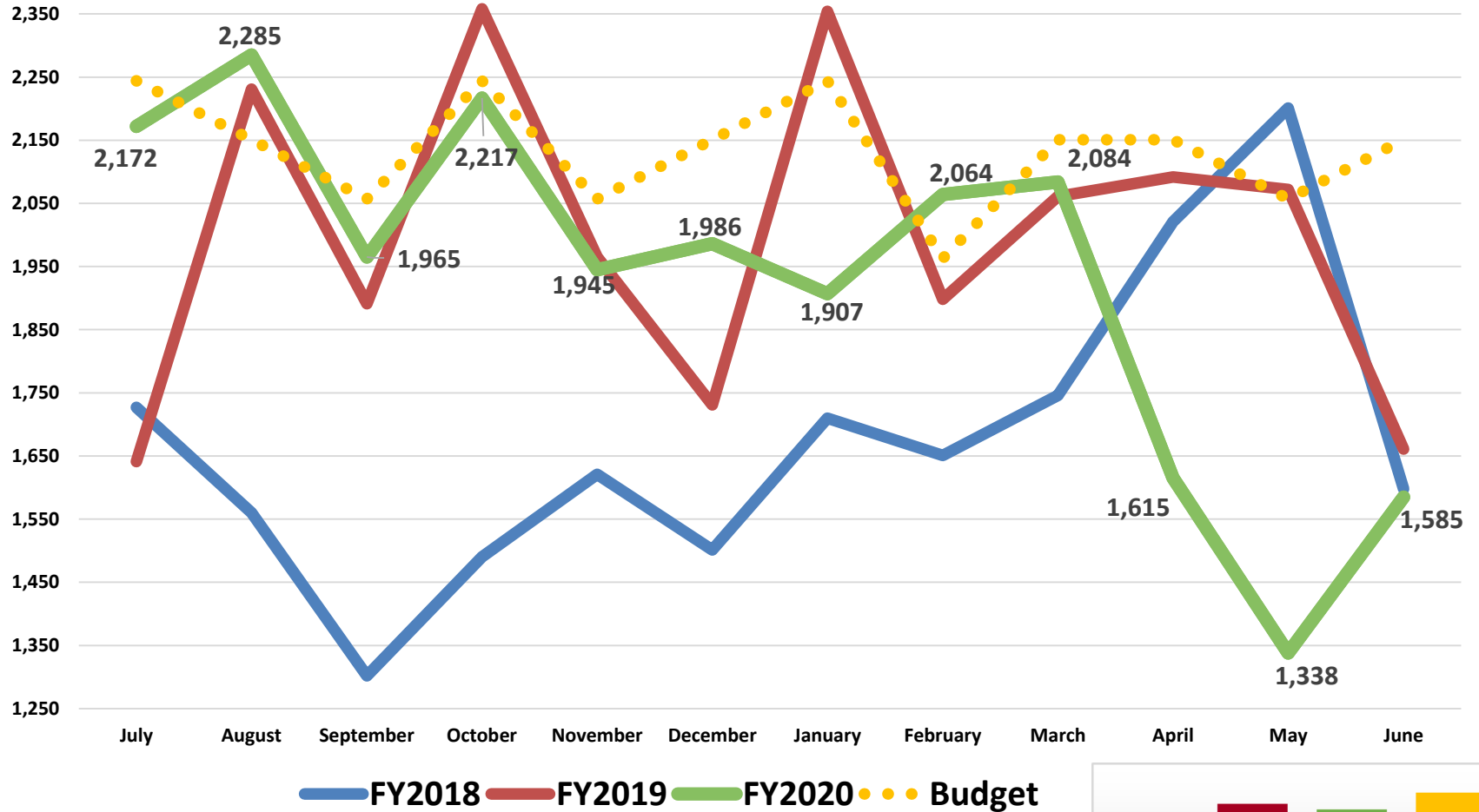




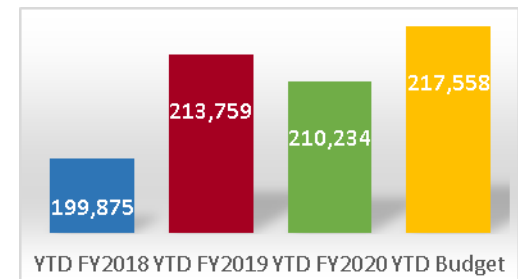
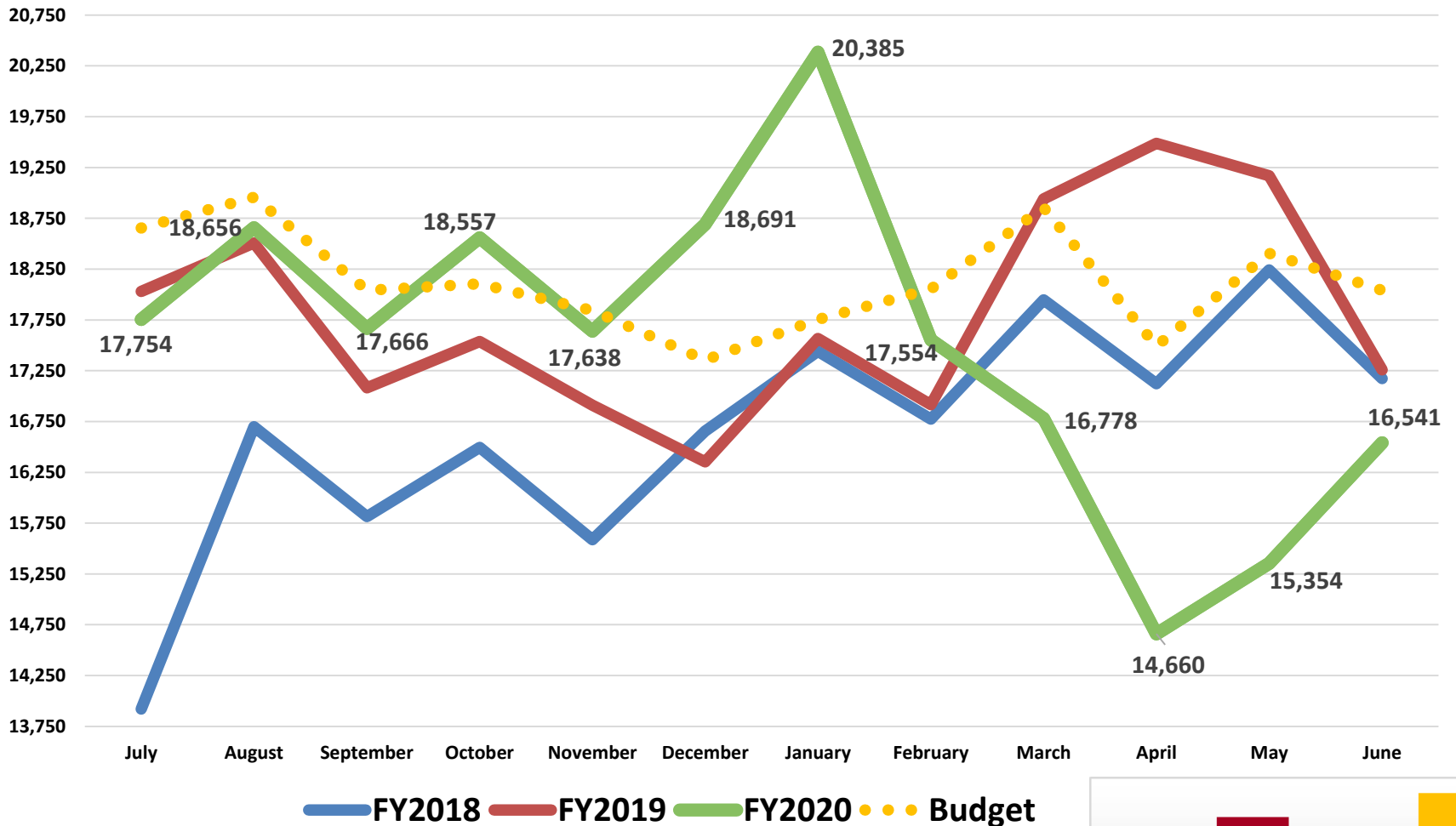
# O/P Rehab - LLOPT



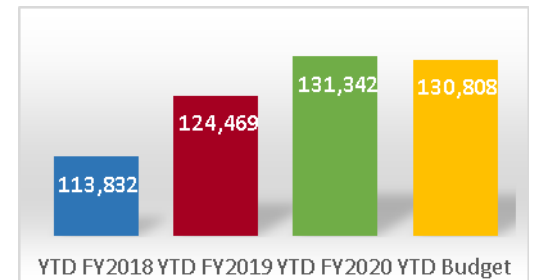
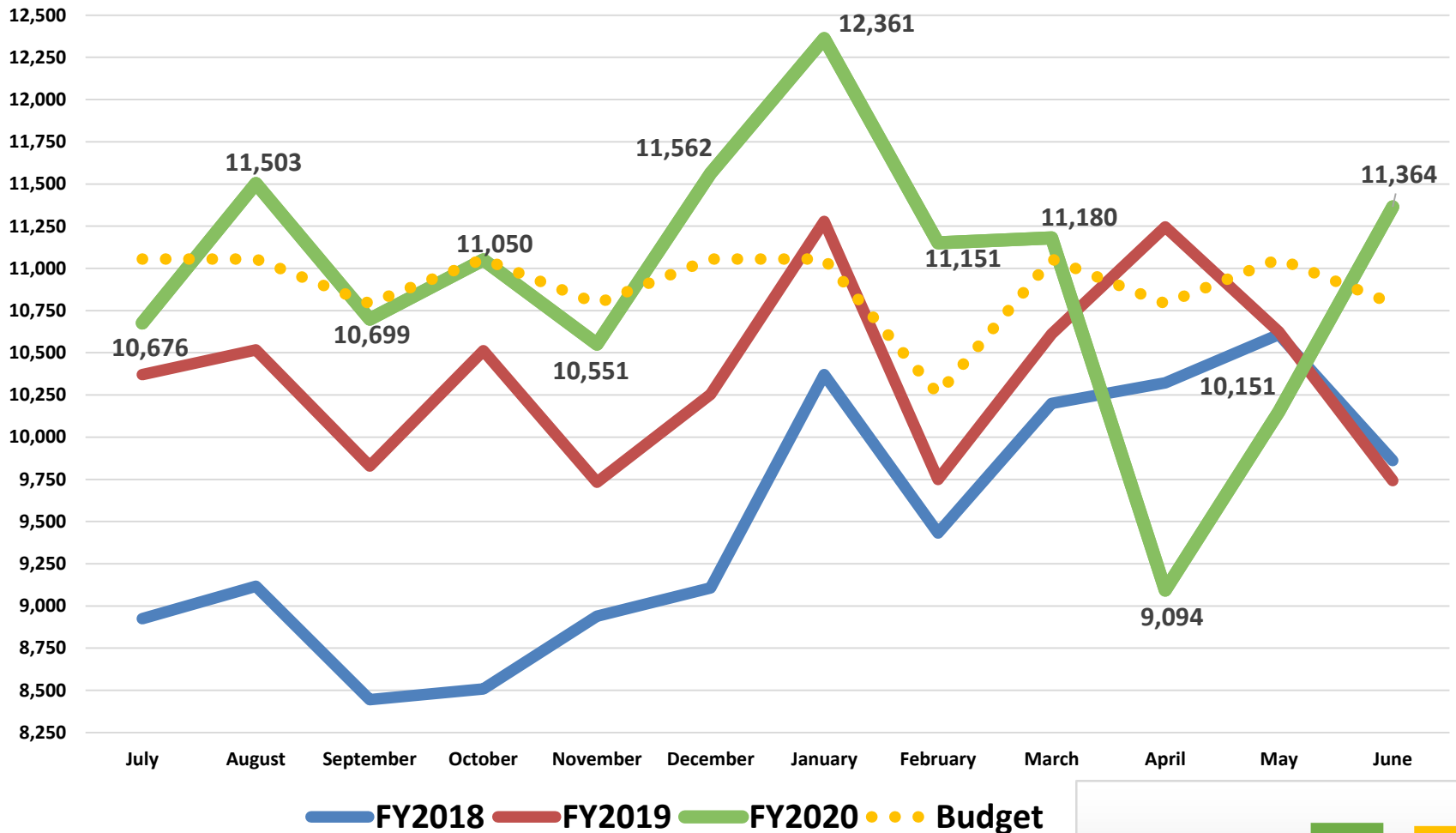
# O/P Rehab - Dinuba



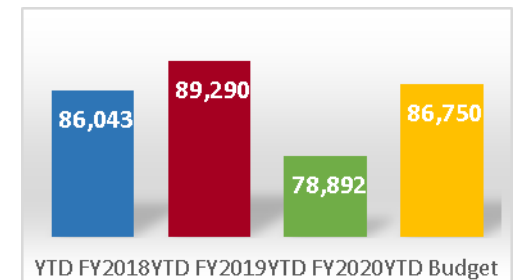
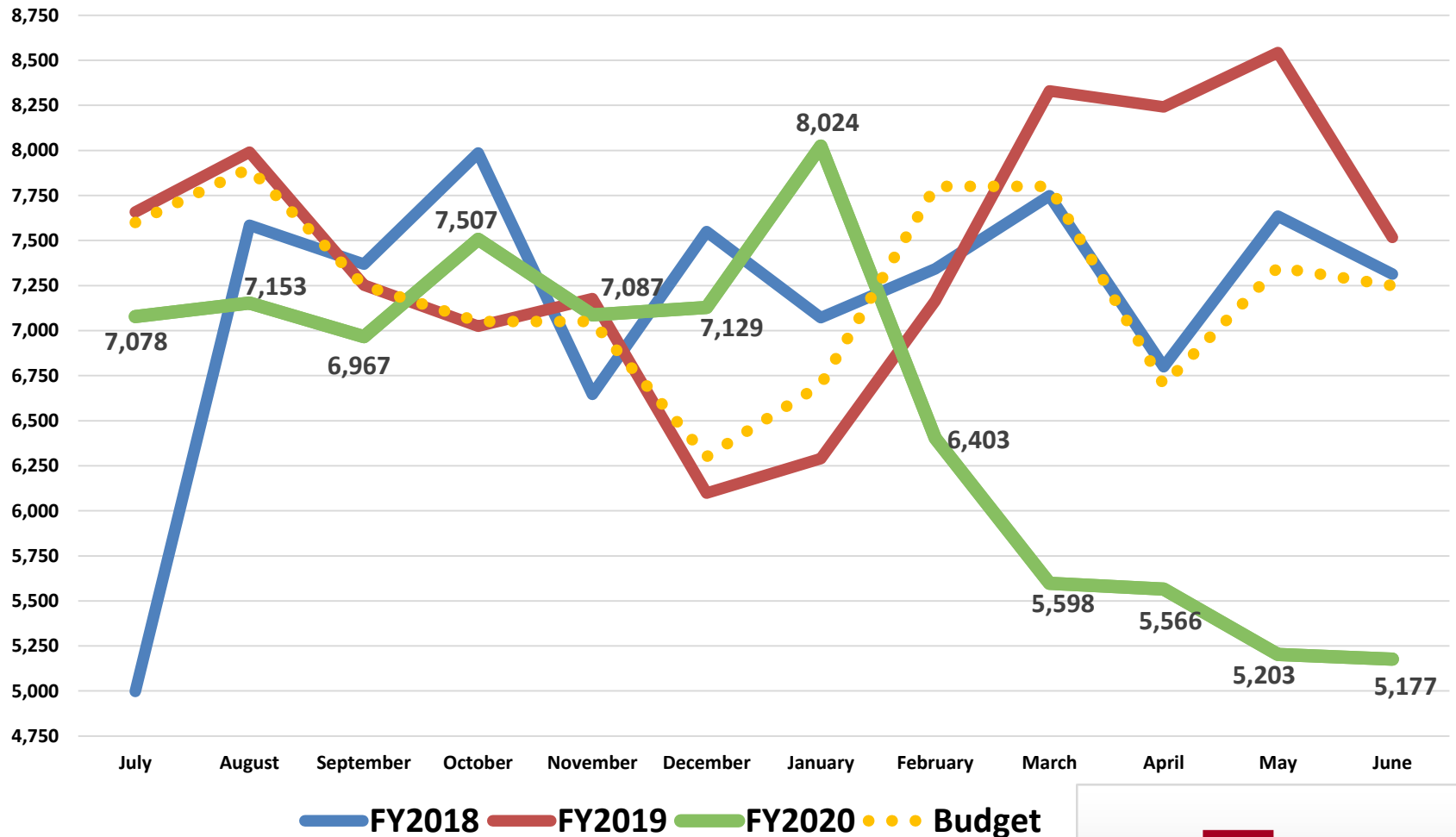
# Physical & Other Therapy Units (I/P & O/P)



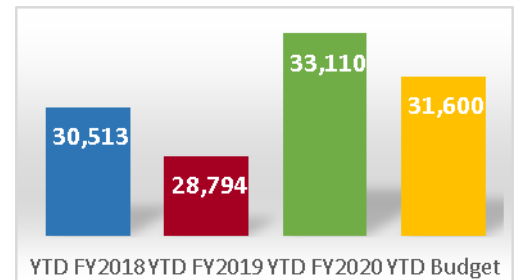
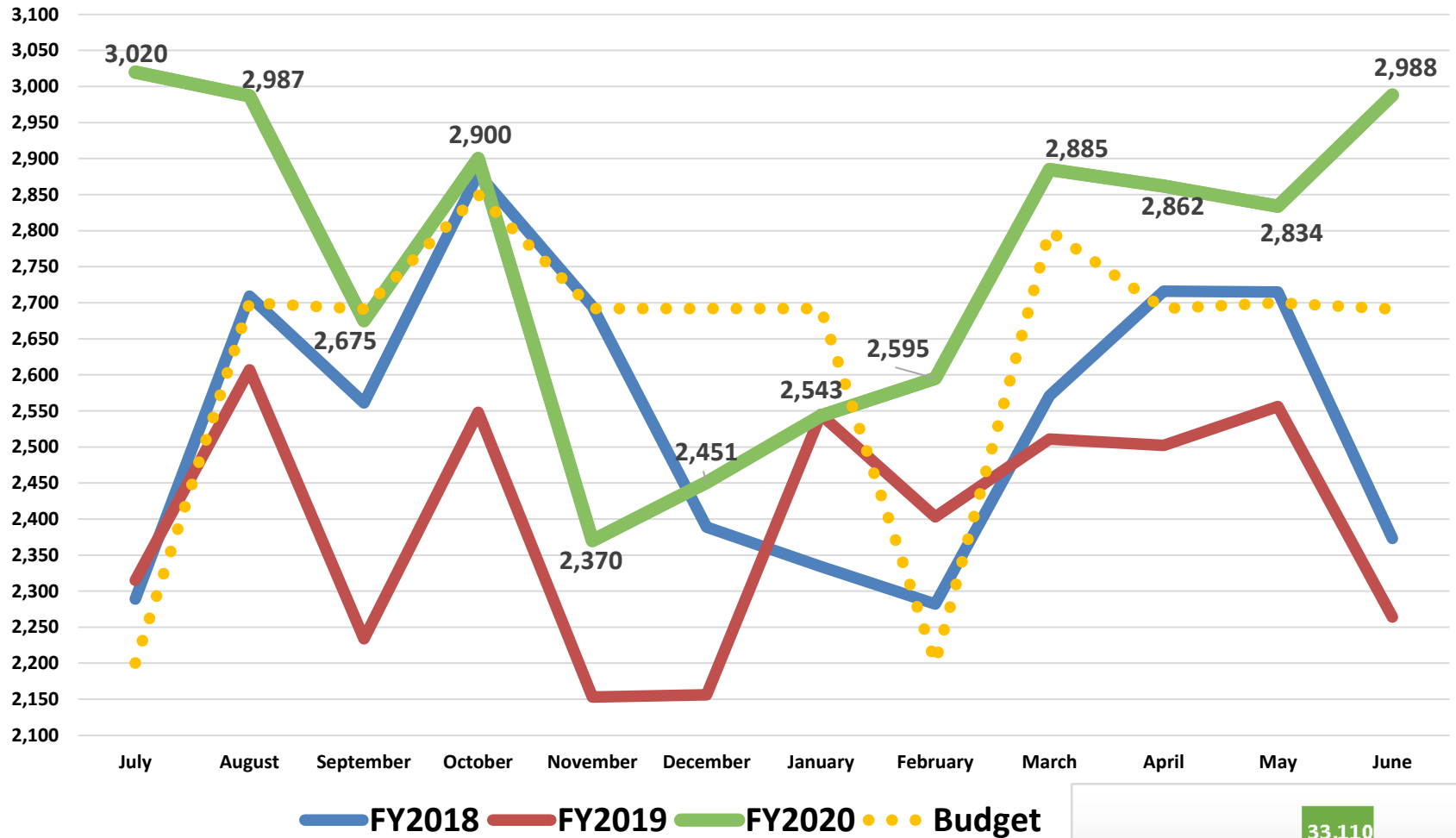
# Physical & Other Therapy Units (I/P & O/P)-Main Campus



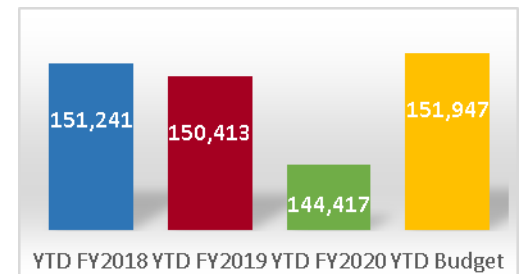
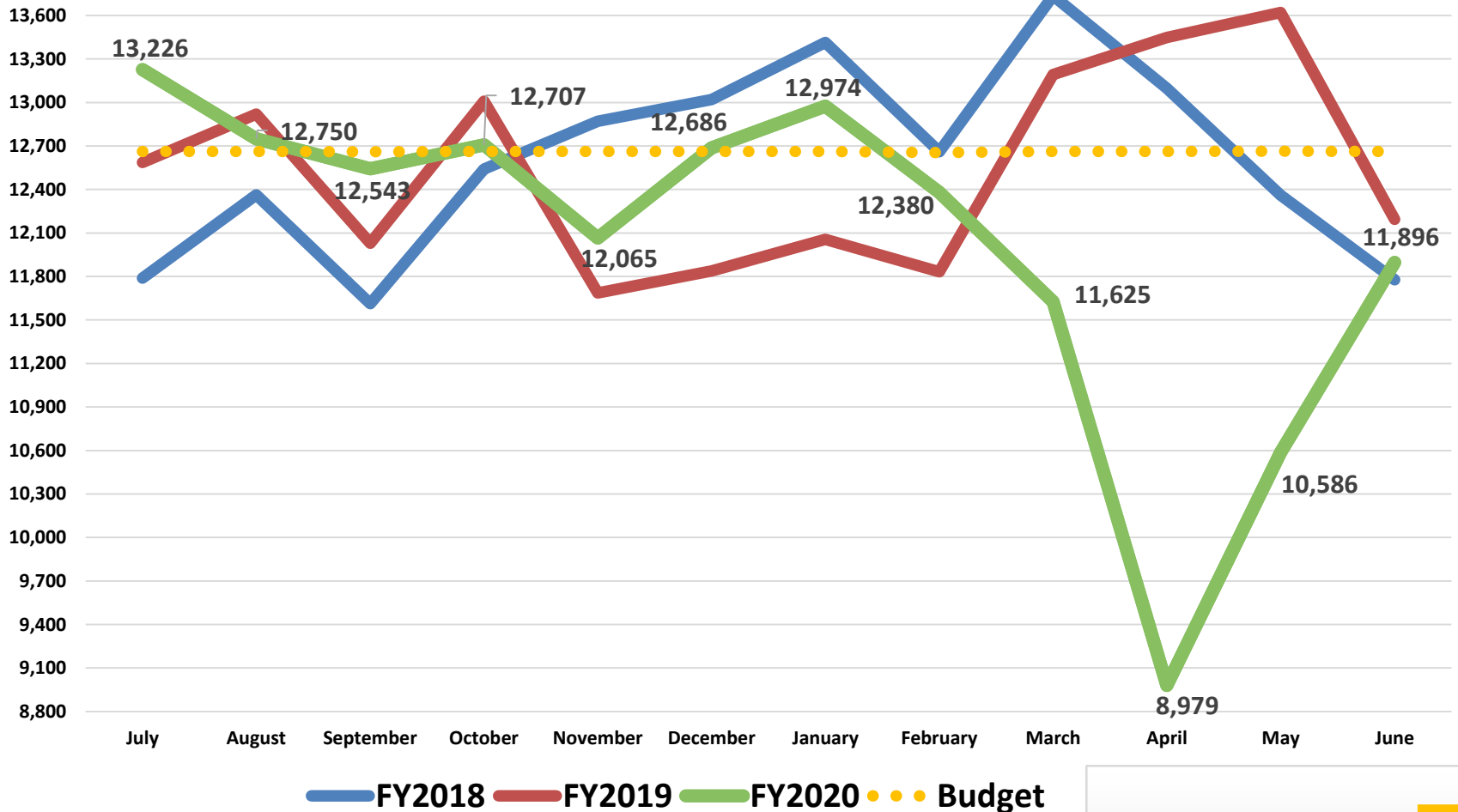
# Physical & Other Therapy Units (I/P & O/P)-KDRH & South Campus



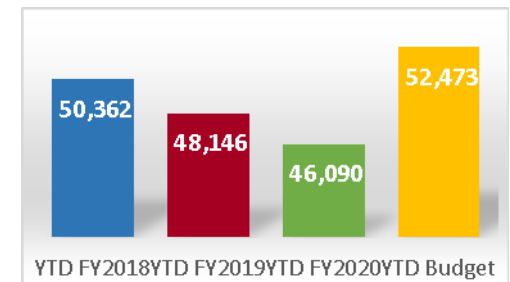
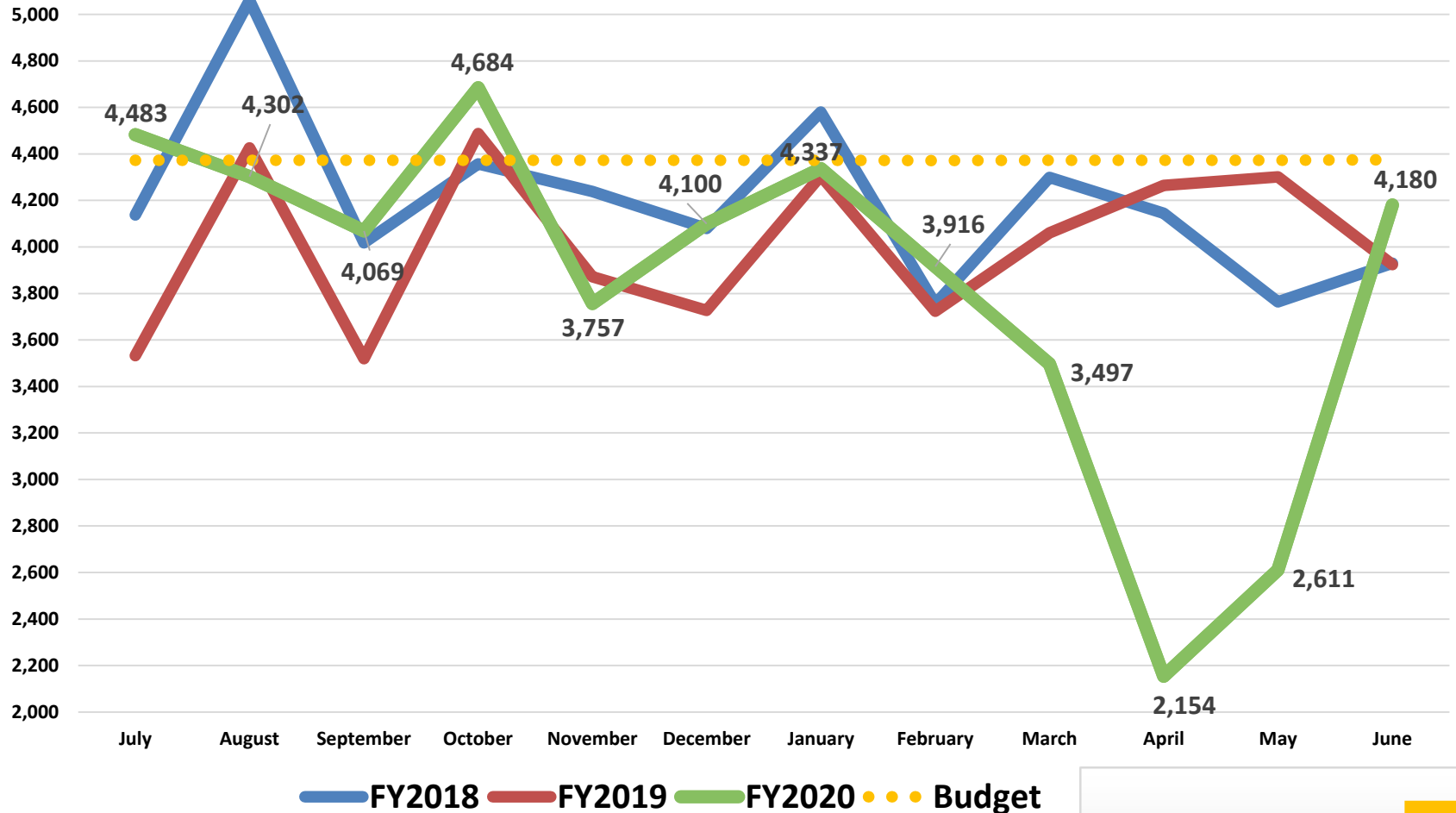
# Home Health Visits



# Radiology – Main Campus

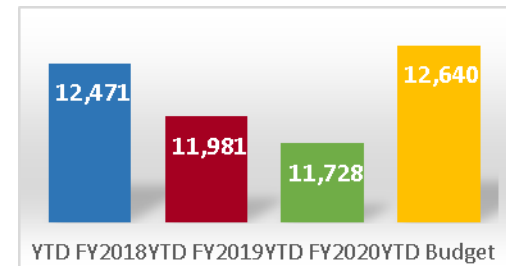
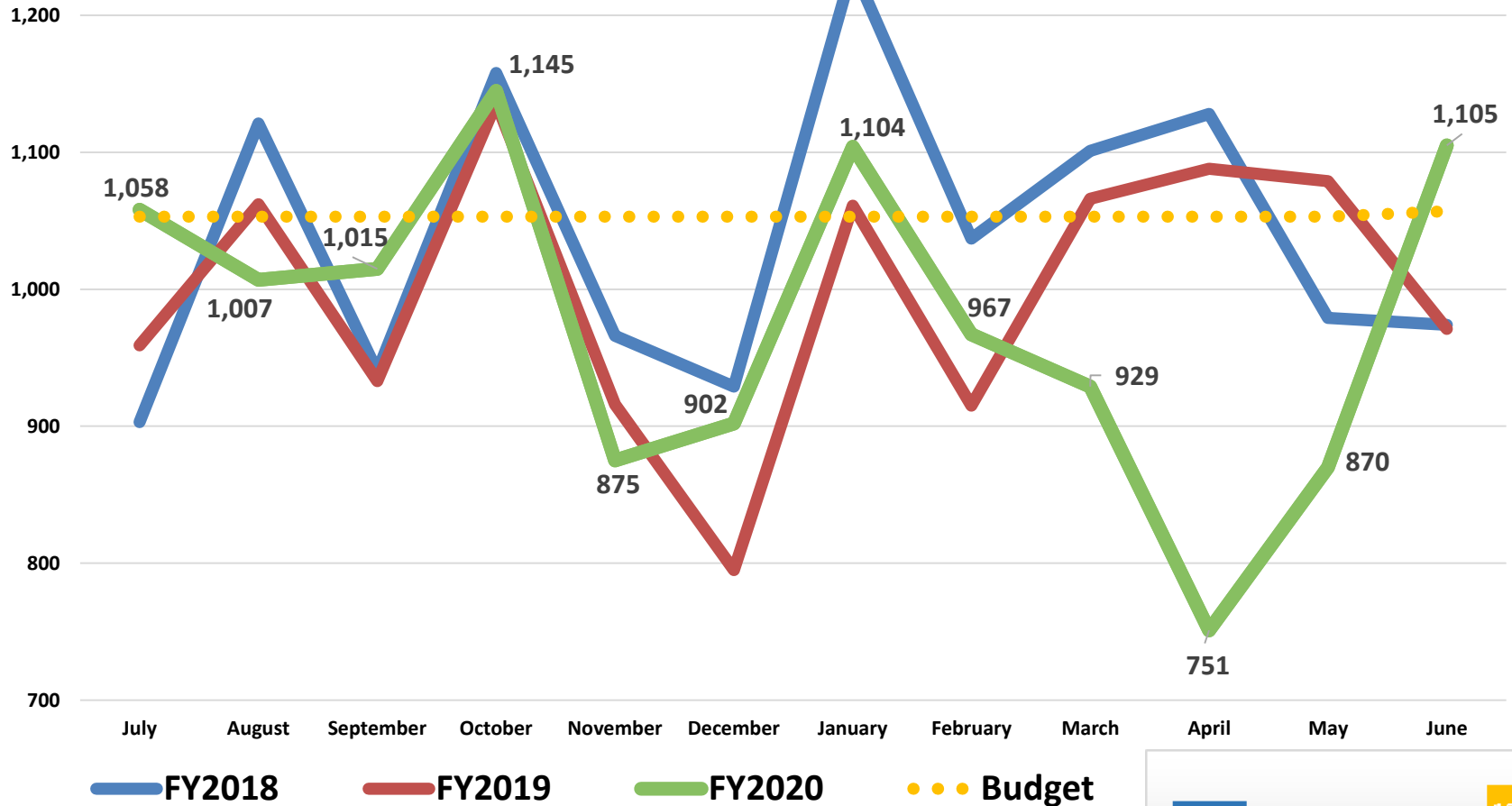


# Radiology – West Campus Imaging

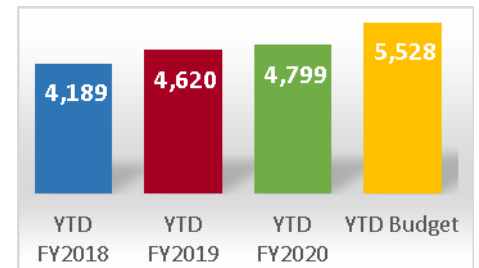
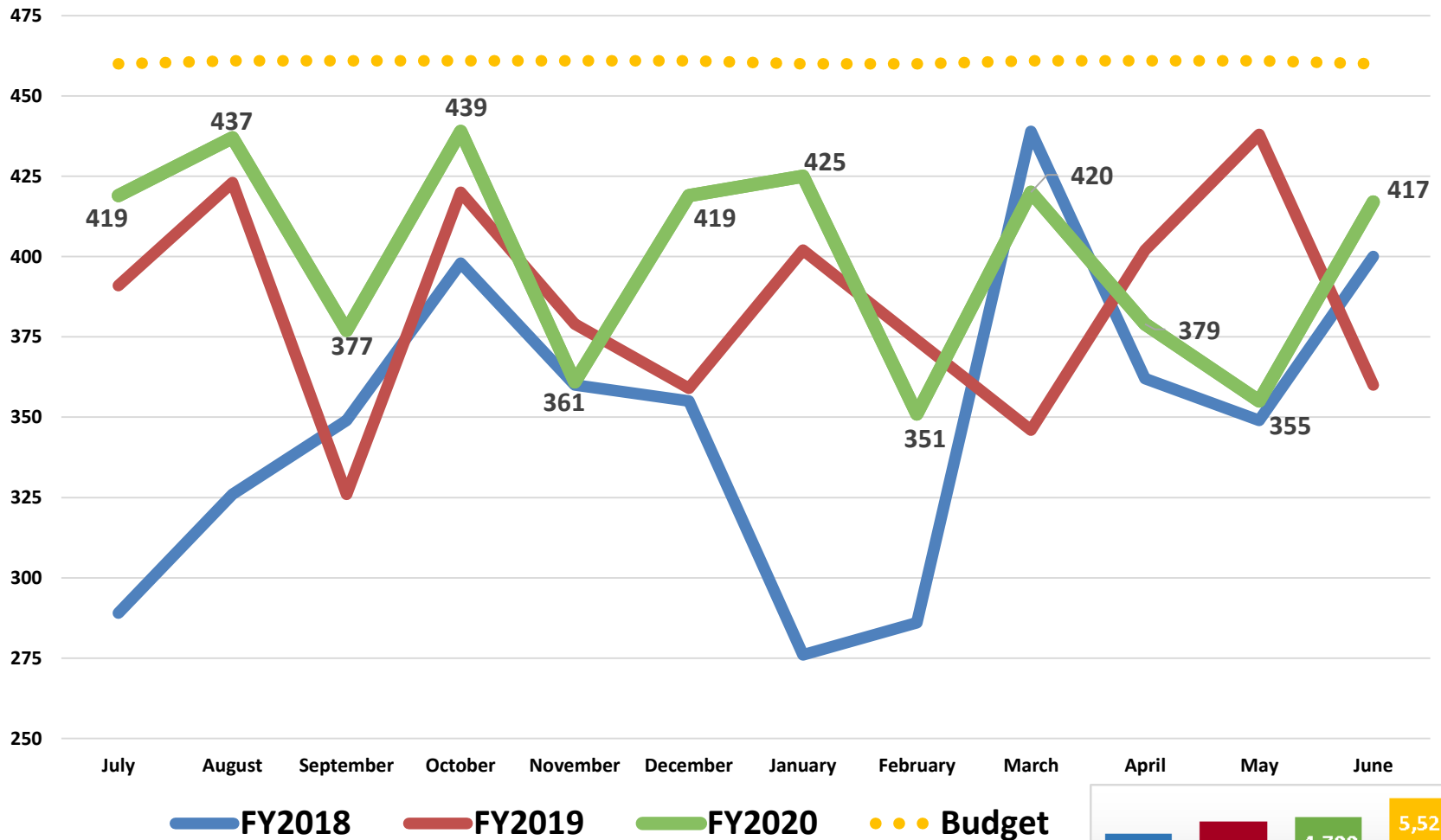




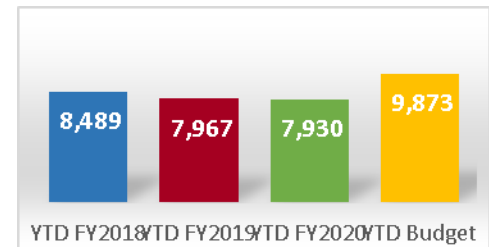
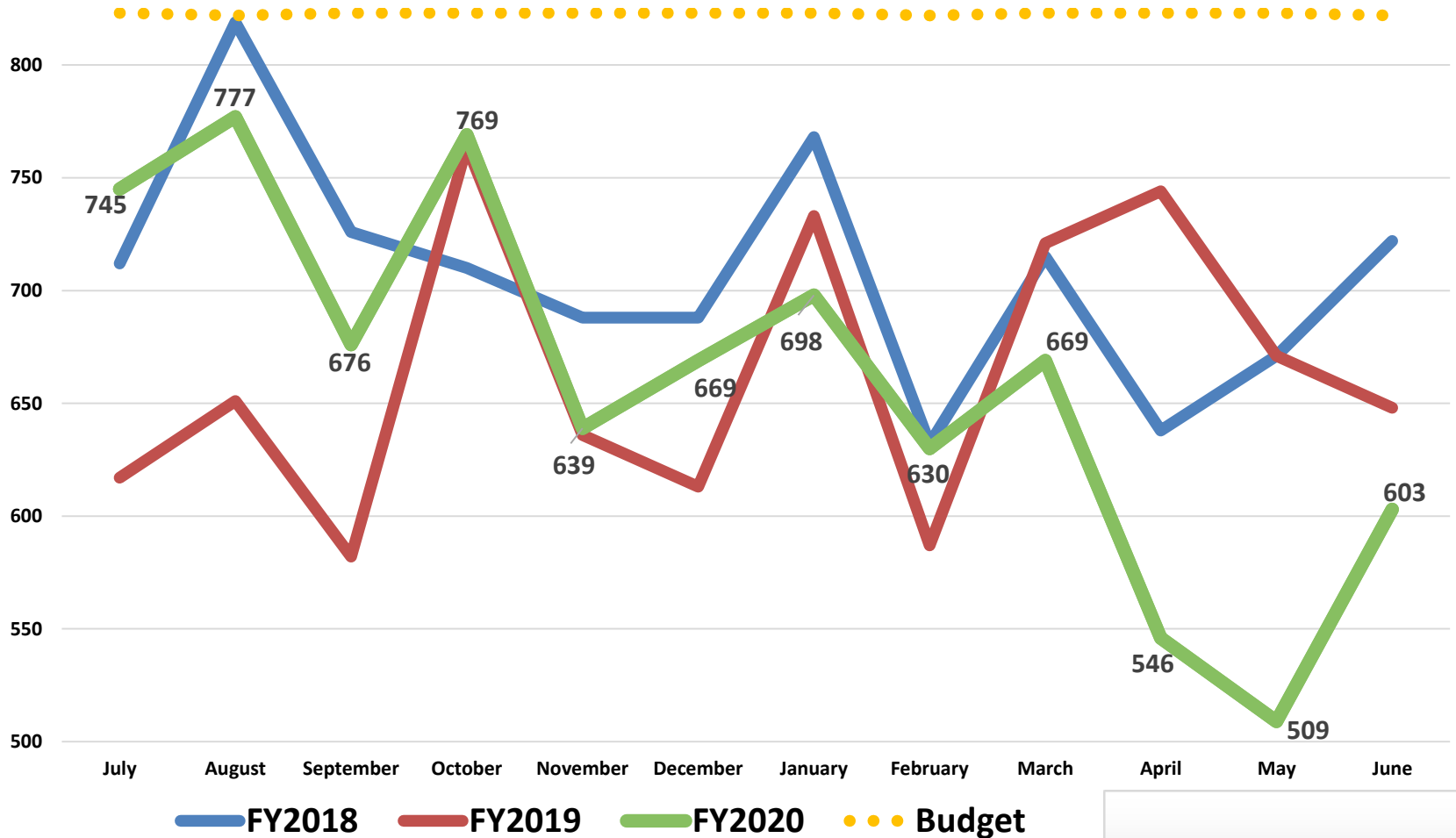
# West Campus – Diagnostic Radiology



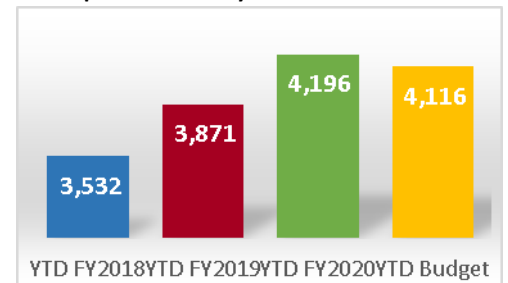
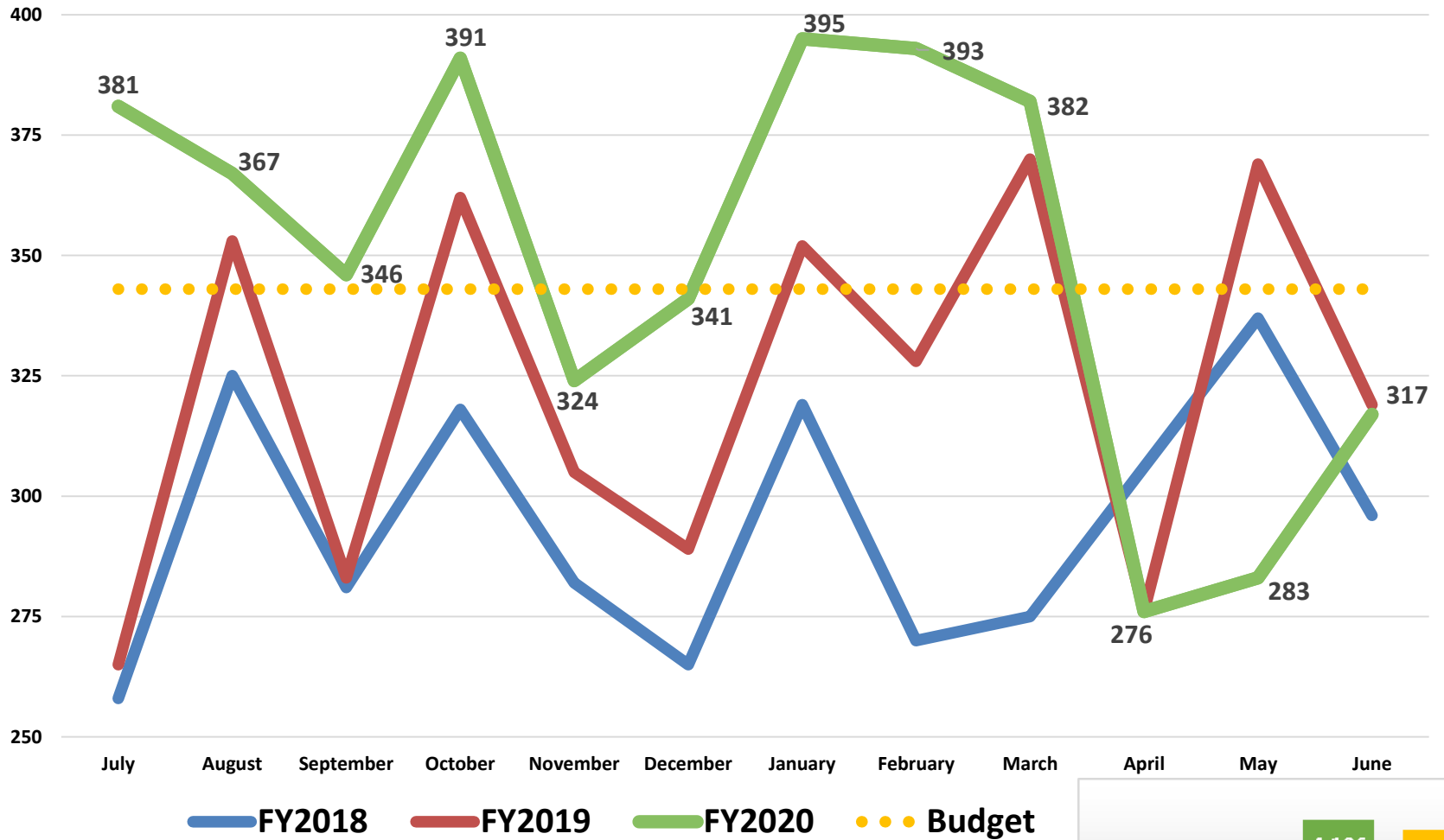
# West Campus – CT Scan



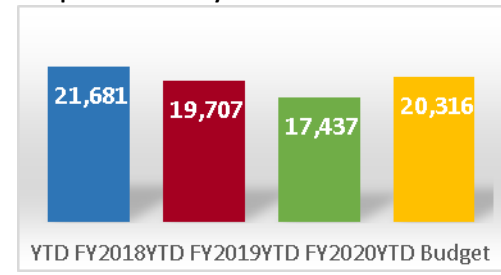
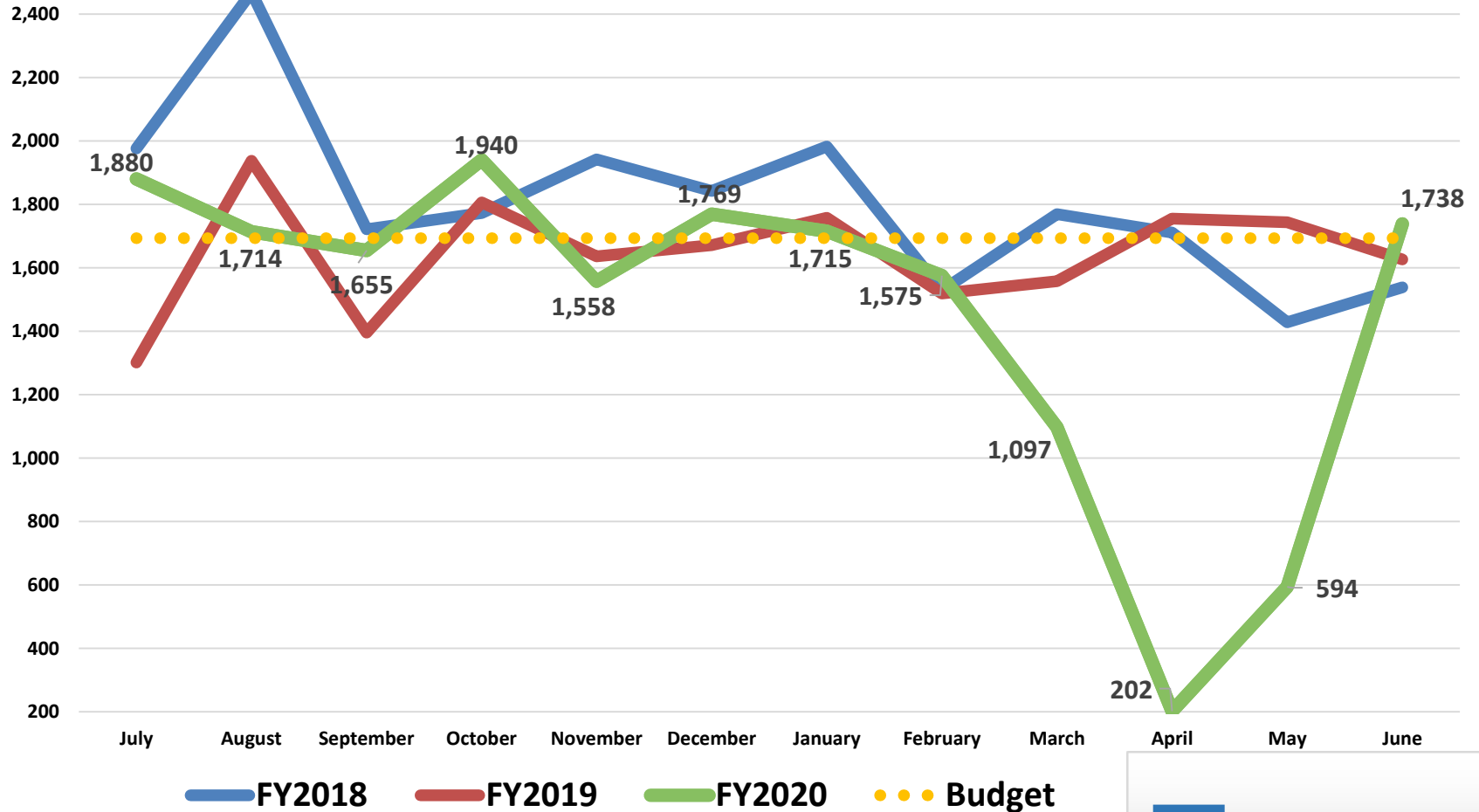
# West Campus - Ultrasound



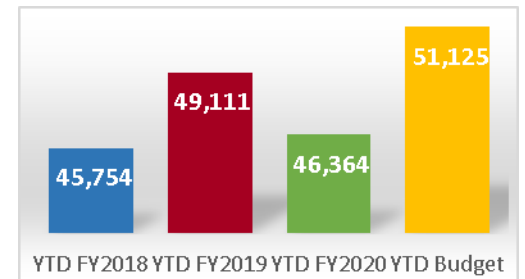
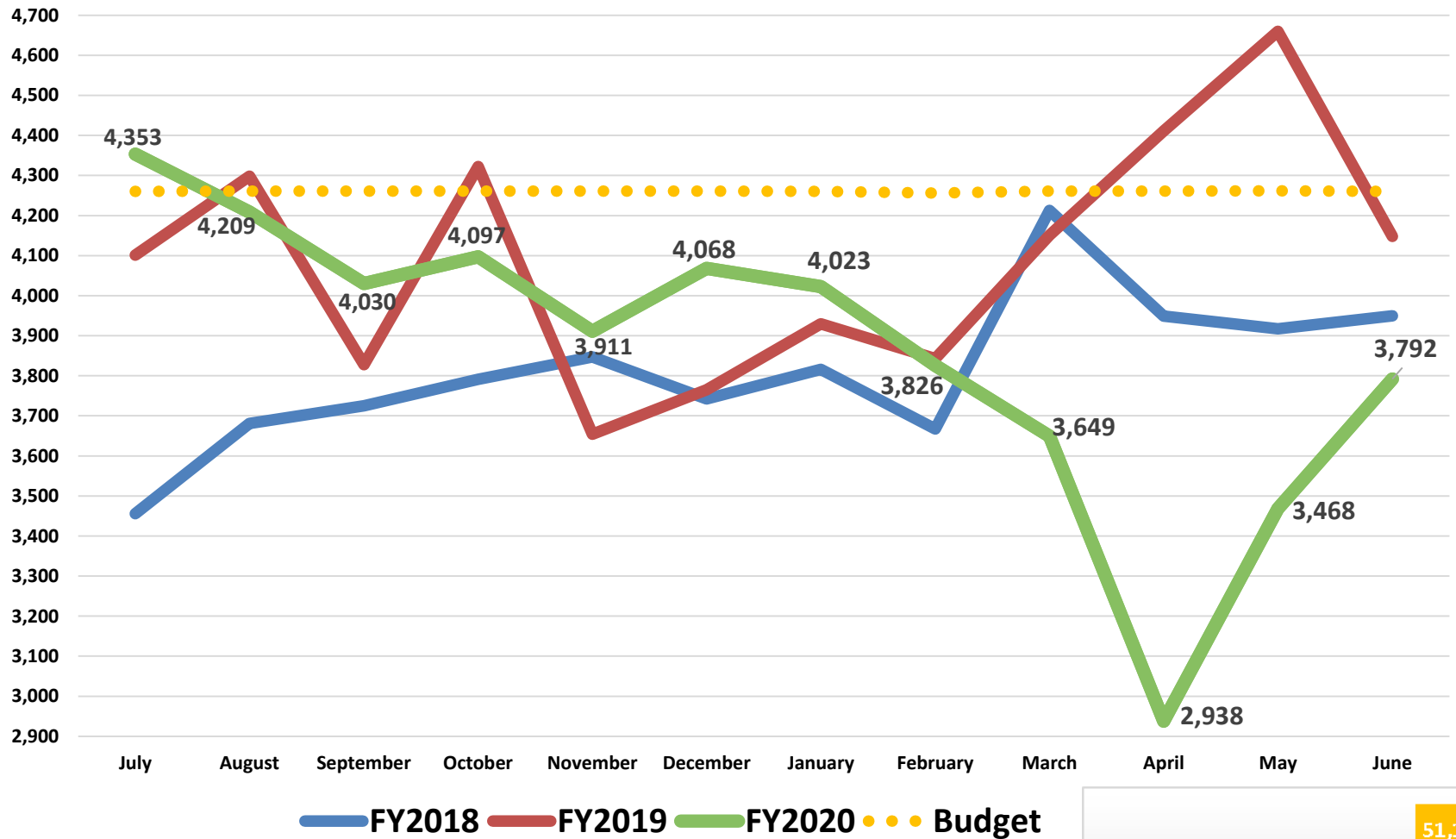
# West Campus - MRI



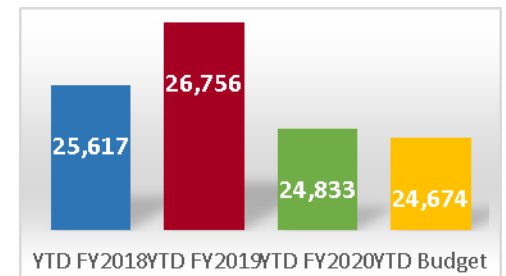
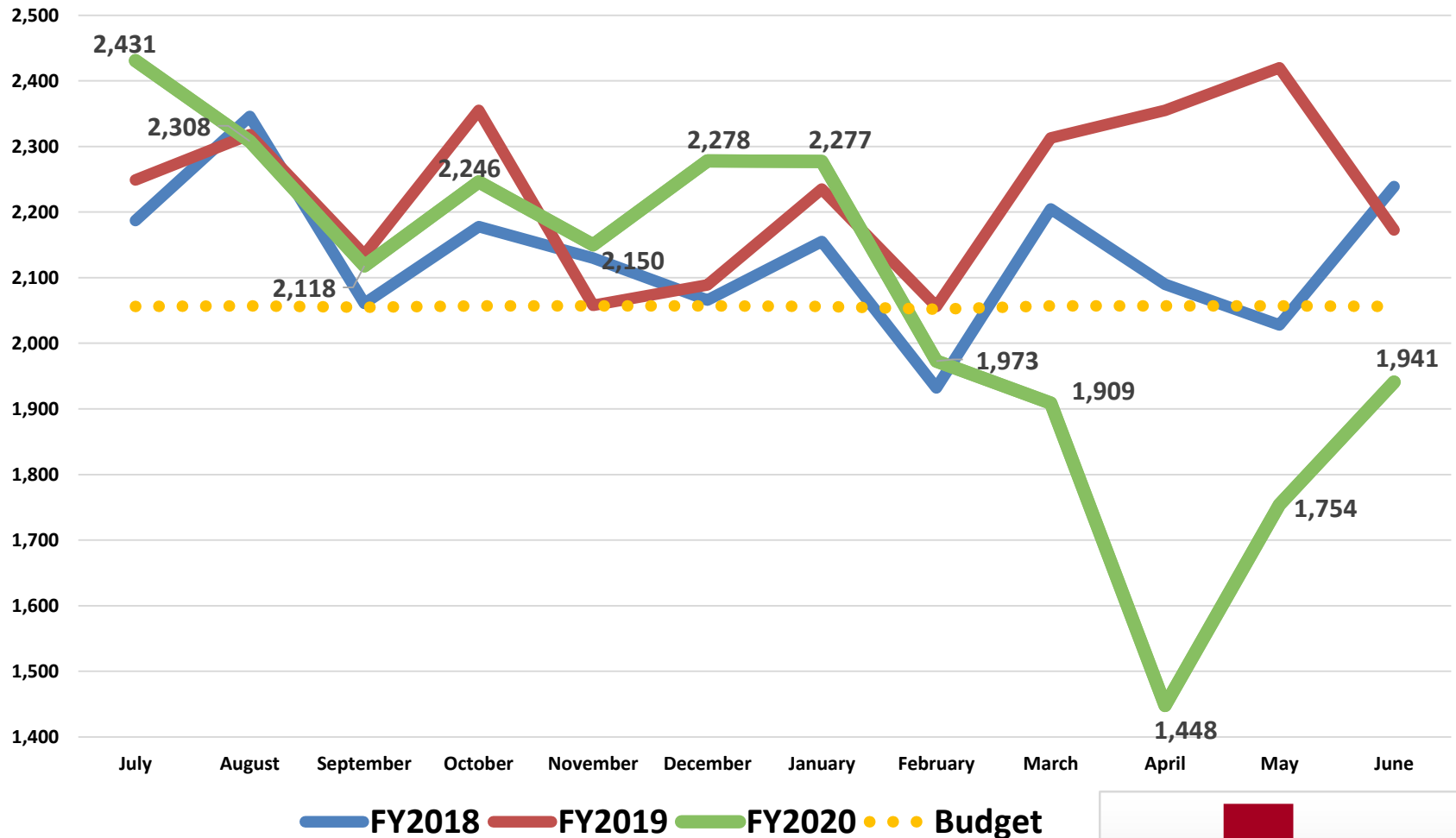
# West Campus – Breast Center



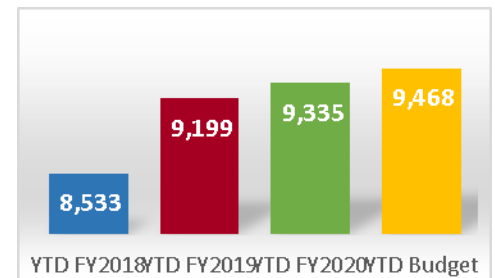
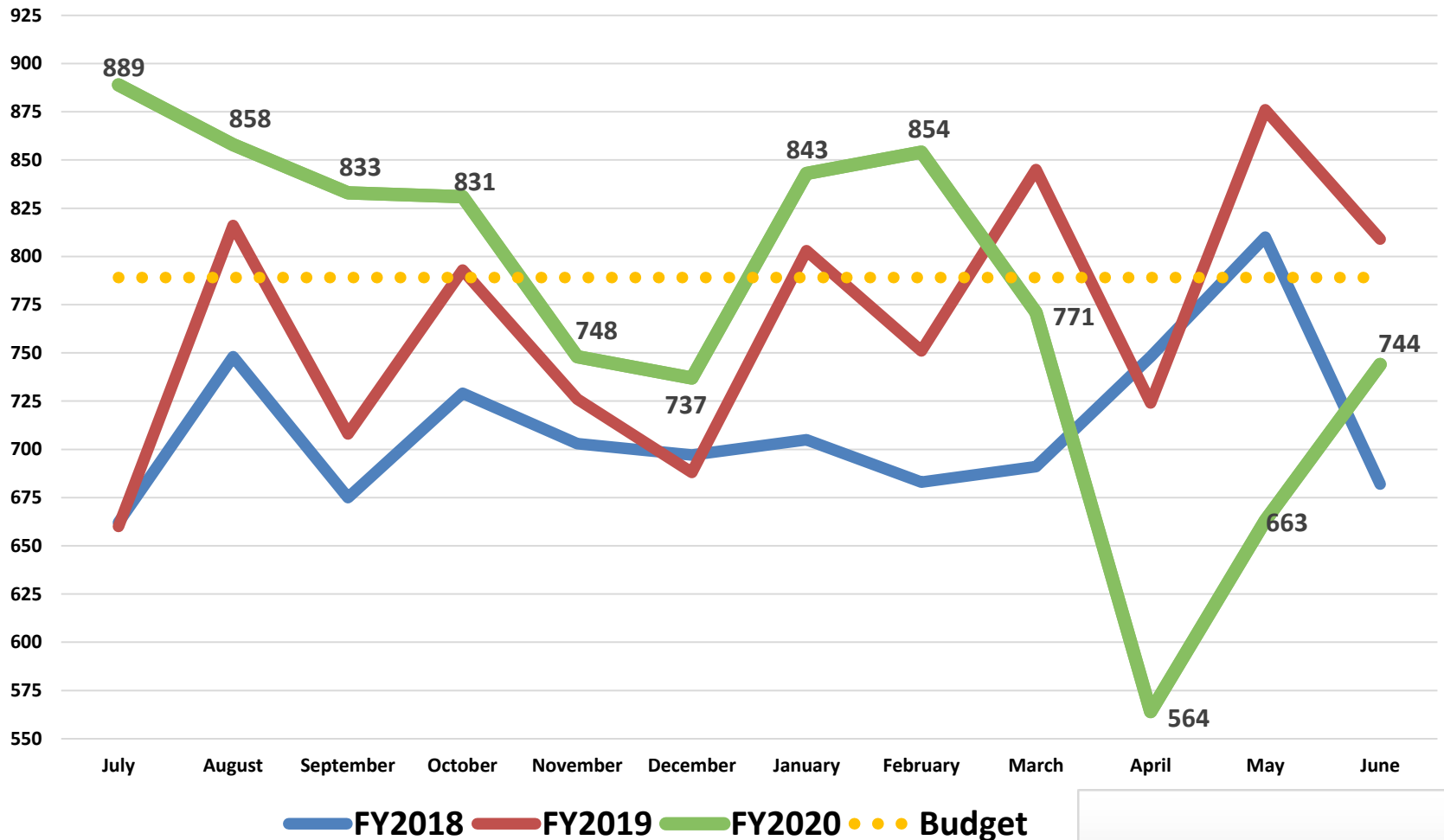
# Radiology all areas – CT



# Radiology all areas – Ultrasound

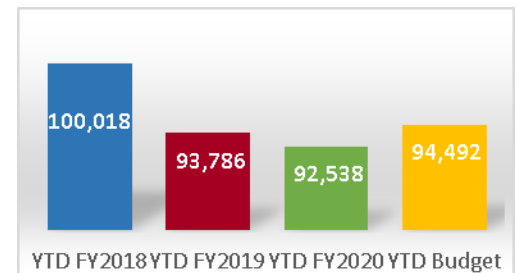
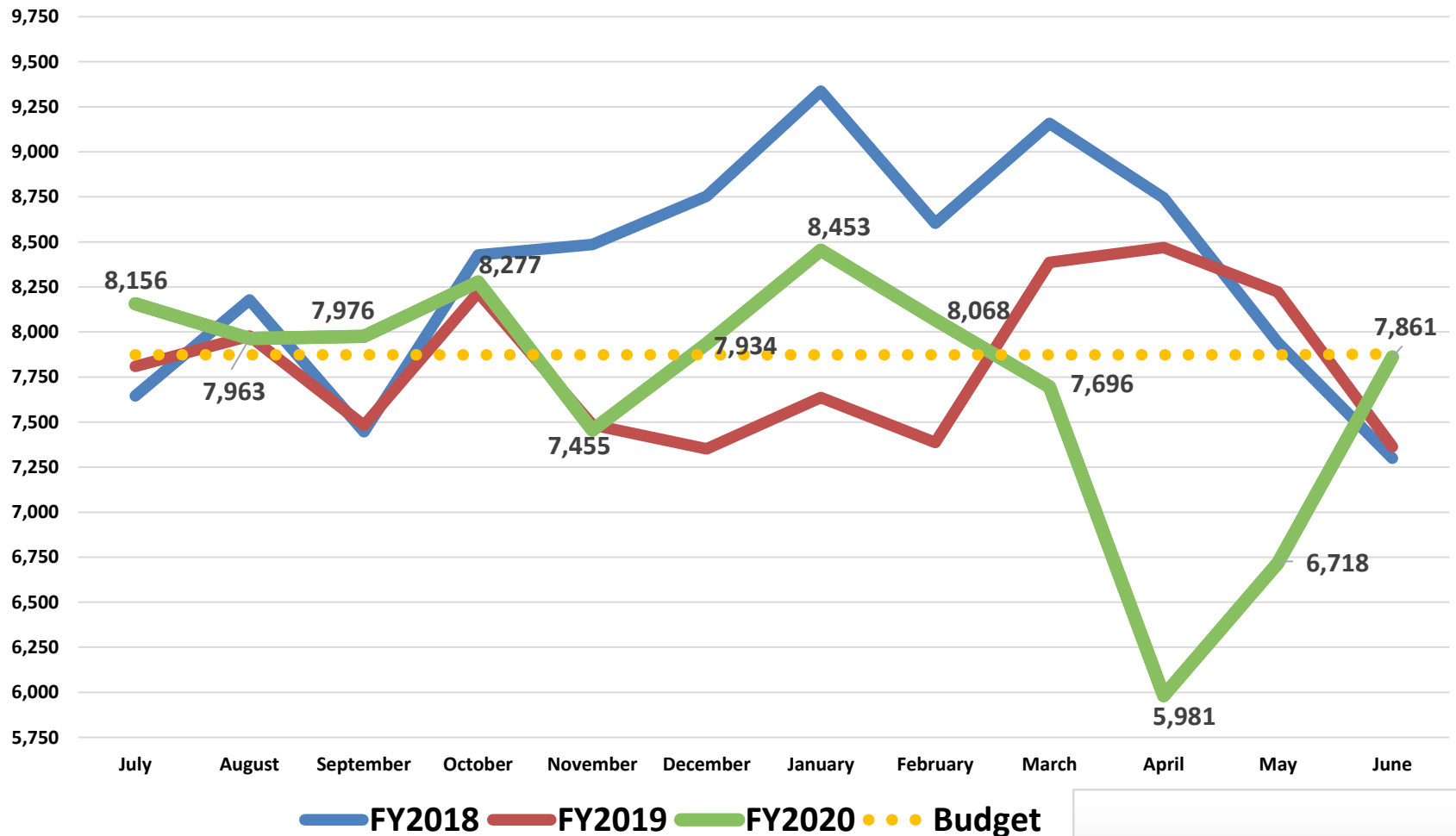


# Radiology all areas – MRI

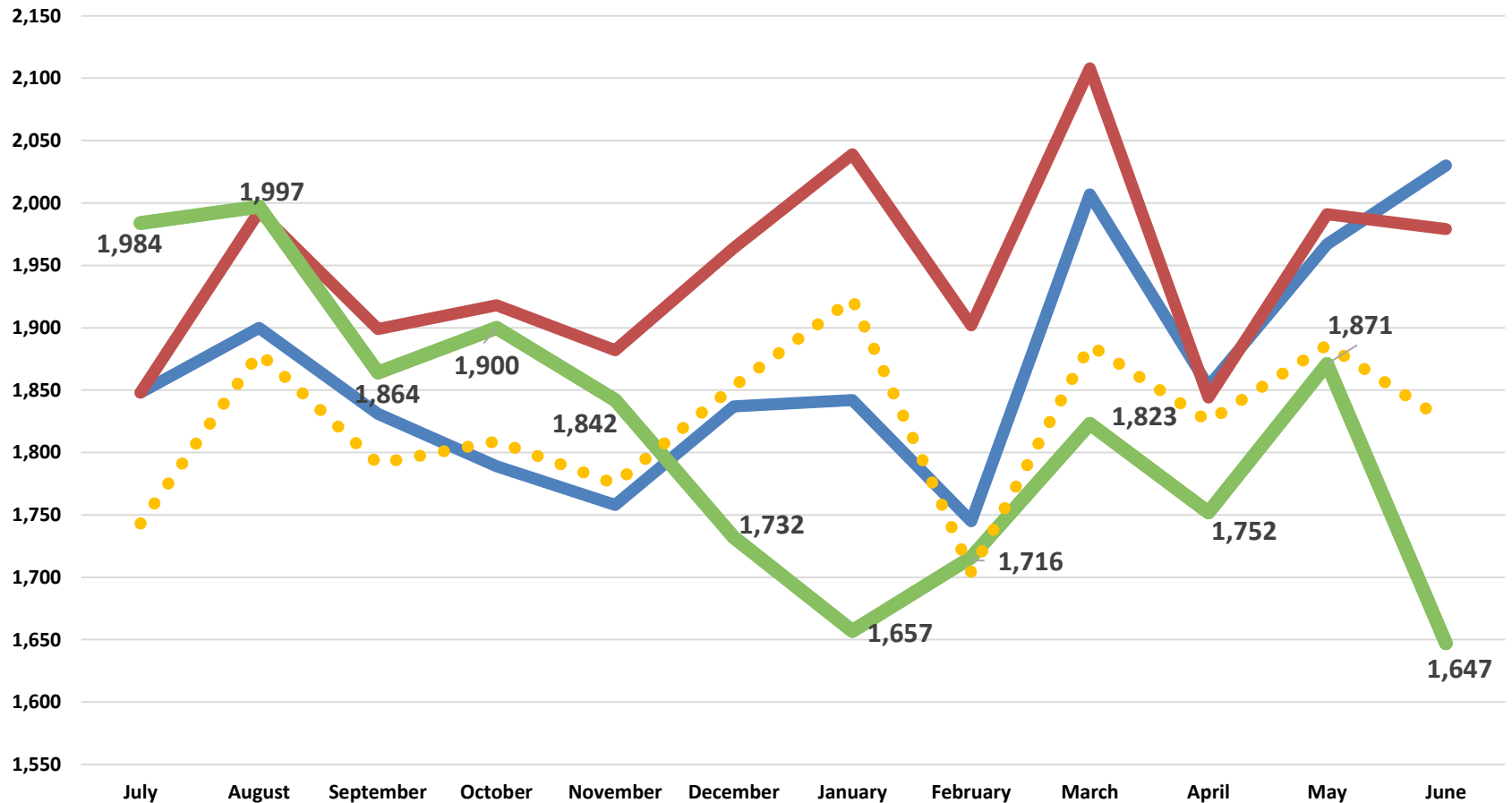




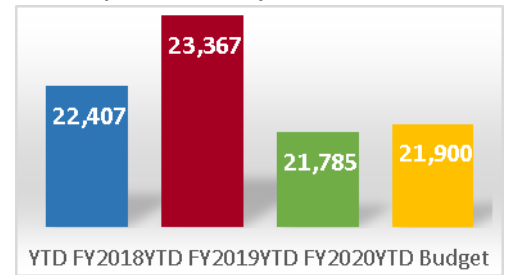
# Radiology Modality – Diagnostic Radiology



# Chronic Dialysis - Visalia

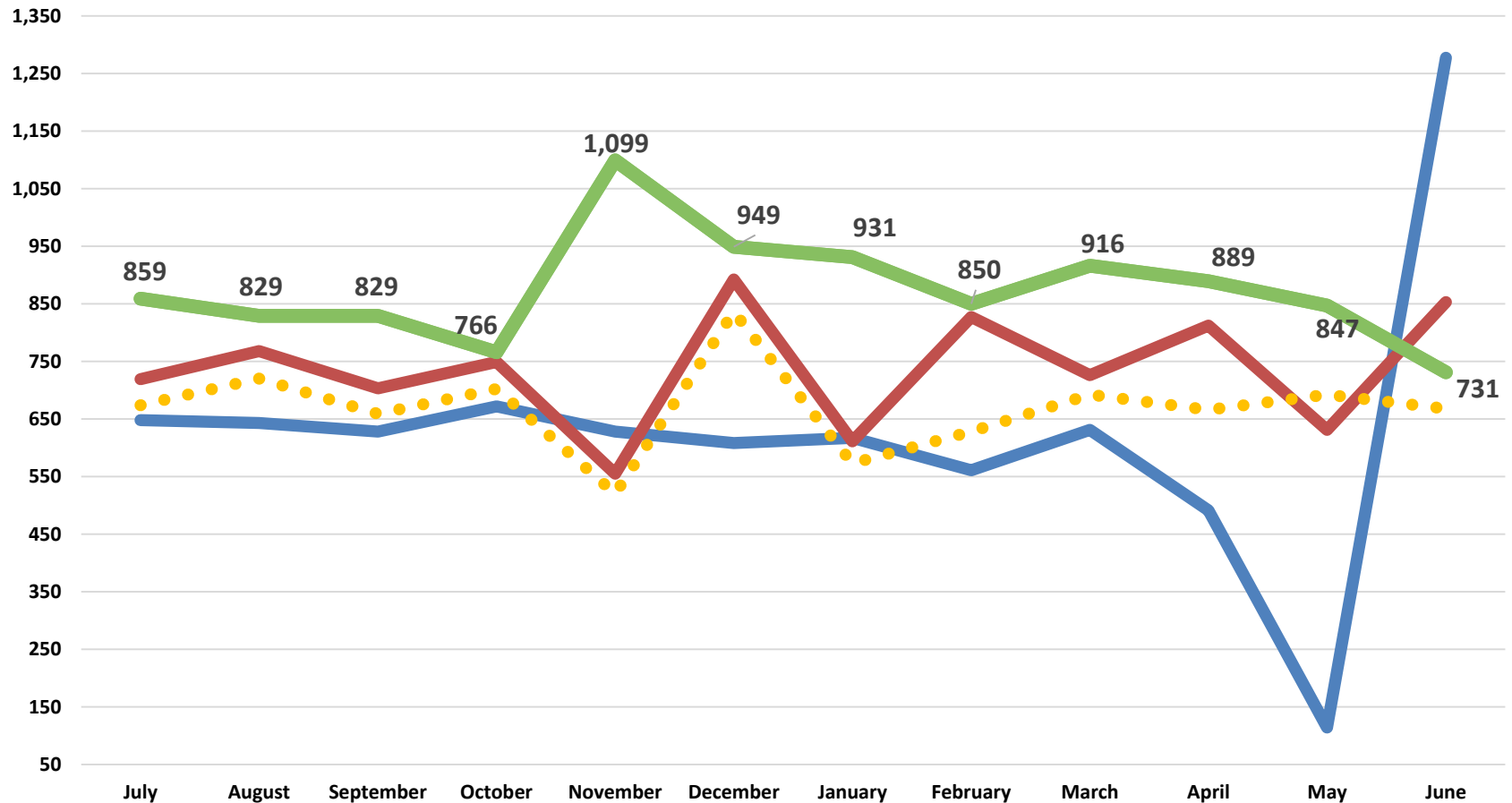


— FY2018 
 — FY2019 
 — FY2020 
 ●●● Budget

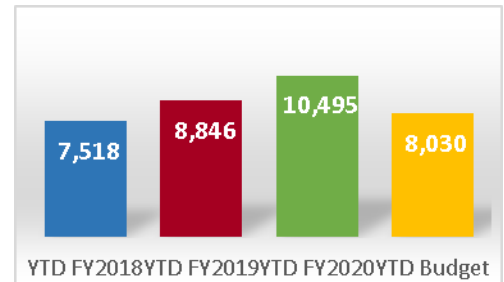


# CAPD/CCPD – Maintenance Sessions

(Continuous peritoneal dialysis)

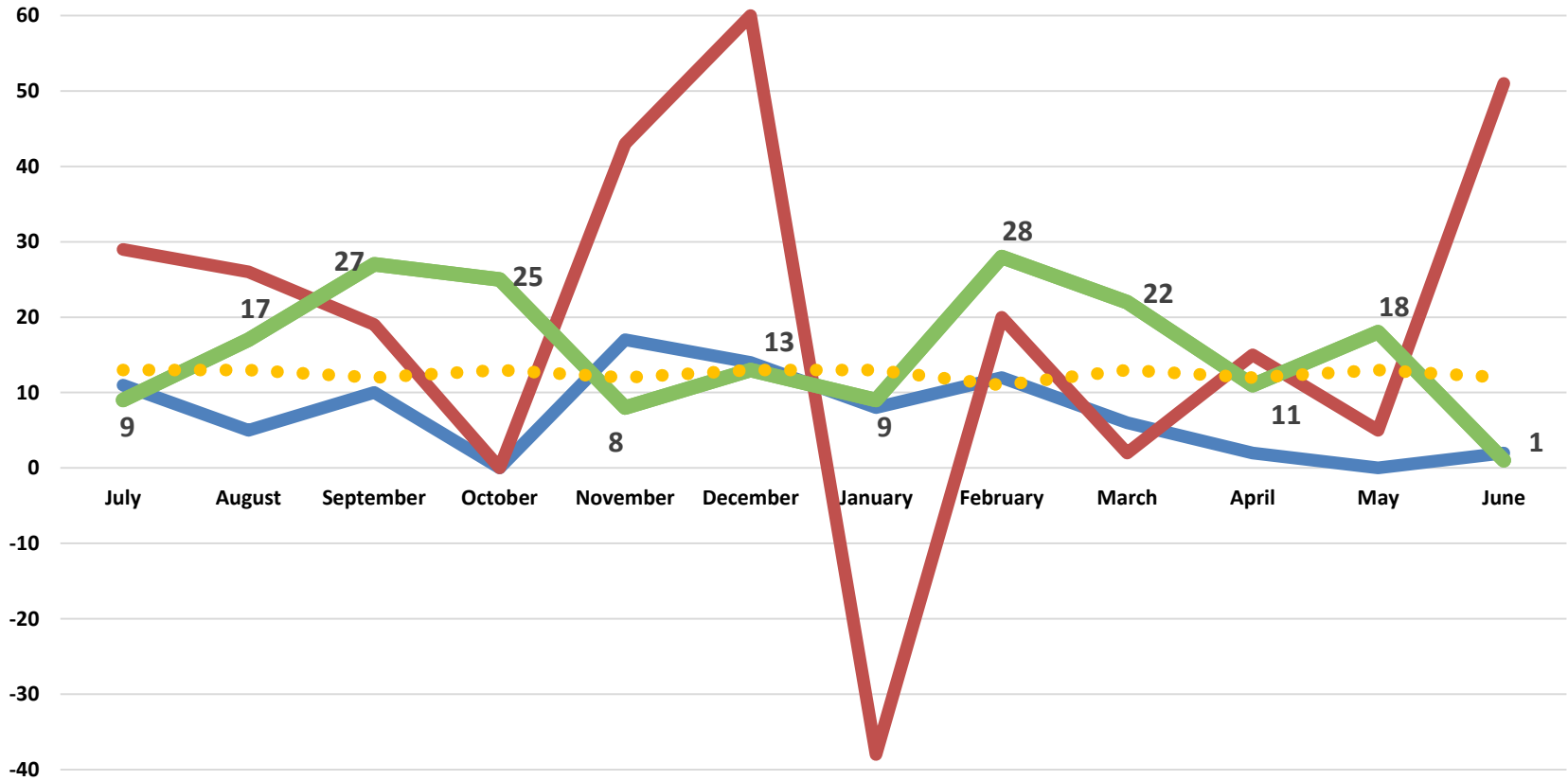


— FY2018 
 — FY2019 
 — FY2020 
 ●● Budget

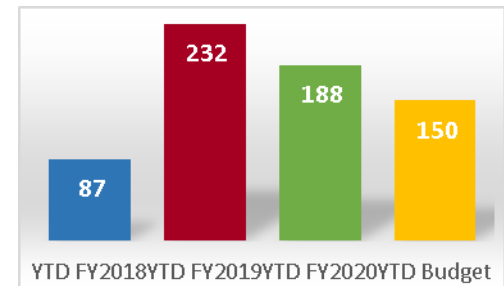


# CAPD/CCPD – Training Sessions

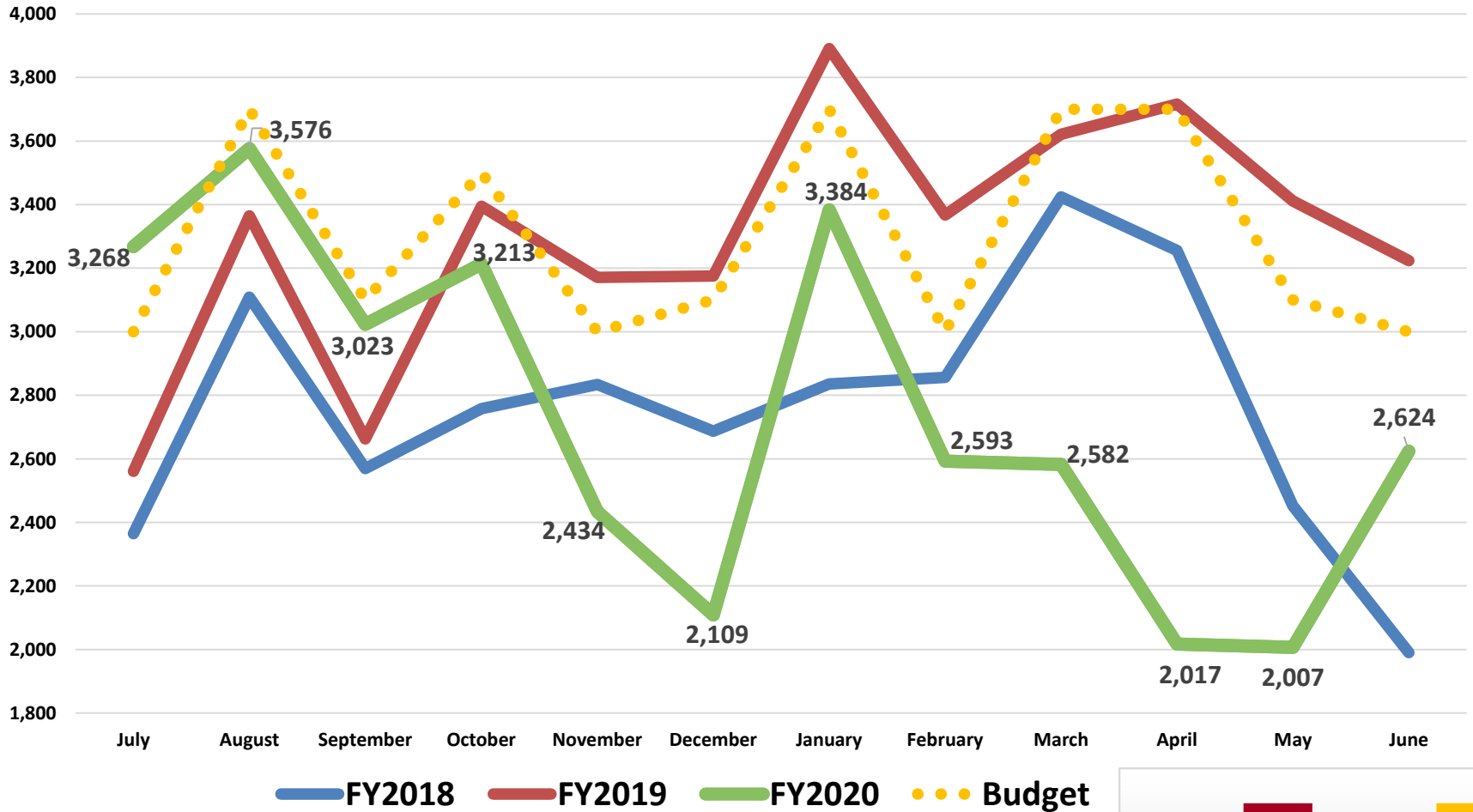
(Continuous peritoneal dialysis)



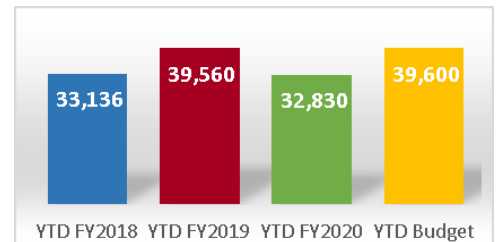
— FY2018 
 — FY2019 
 — FY2020 
 ●●● Budget



# Therapy - Cypress Hand Center



— FY2018   
 — FY2019   
 — FY2020   
 ●●● Budget



# Infusion Center

