



October 18, 2019

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Finance, Property, Services, and Acquisition Committee meeting at 2:30PM on Thursday October 24, 2019 in the Kaweah Delta Medical Center – Acequia Wing - Executive Office Conference Room {400 W. Mineral King, Visalia}.

The Board of Directors of the Kaweah Delta Health Care District will meet in a closed Finance, Property, Services & Acquisition Committee meeting immediately following the 2:30PM open meeting on Thursday October 24, 2019 in the Kaweah Delta Medical Center – Acequia Wing - Executive Office Conference Room {400 W. Mineral King, Visalia} pursuant to Health and Safety Code 32106.

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

KAWEAH DELTA HEALTH CARE DISTRICT
Nevin House, Secretary/Treasurer

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

Cindy Moccio
Board Clerk, Executive Assistant to CEO

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

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

Thursday October 24, 2019

Kaweah Delta Medical Center / 400 West Mineral King
Executive Office Conference Room (1st floor Acequia Wing)

ATTENDING: Directors: Lynn Havard Mirviss (chair) & David Francis; Gary Herbst, CEO; Thomas Rayner, SVP & COO; Malinda Tupper, VP & CFO; Dianne Cox, VP of Human Resources; Jennifer Stockton, Director of Finance; Deborah Volosin, Director of Community Engagement, Cindy Moccio, Recording

OPEN MEETING – 2:30PM

CALL TO ORDER – *Lynn Havard Mirviss*

PUBLIC / MEDICAL STAFF PARTICIPATION – Members of the public wishing to address the Committee concerning items not on the agenda and within the subject matter jurisdiction of the Committee may step forward and are requested to identify themselves at this time. Members of the public or the medical staff may comment on agenda items after the item has been discussed by the Committee but before a Committee recommendation is decided. In either case, each speaker will be allowed five minutes.

1. **FINANCIALS** – Review of the most current fiscal year financial results.

Malinda Tupper, VP & Chief Financial Officer

2. **PRELIMINARY RESOLUTION FOR THE REFINANCING OF THE 2012 REVENUE BONDS** - Review of preliminary resolution 2051 authorizing the President of the Board, the District's Chief Executive Officer, its Chief Financial Officer, and/or its Director of Finance to take any and all necessary action needed to prepare for the possible Revenue Refunding Bonds, subject to the Board's approval of a final authorizing resolution in December 2019.

Malinda Tupper, Chief Financial Officer and Jennifer Stockton, Director of Finance

3. **INVESTMENT REPORT** – Semi-annual review of the Kaweah Delta investment report.

Jennifer Stockton, Director of Finance

4. **Approval of Closed Property, Services, and Acquisition Agenda: Closed Agenda – Executive Office Conference Room 1st floor Acequia Wing – immediately following the 2:30PM open meeting.**

4.1. **Report involving trade secrets {Health and Safety Code 32106}** – Discussion will concern a proposed new services/programs – estimated date of disclosure is January 2020 – *Gary Herbst, Chief Executive Officer and Thomas Rayner, SVP & COO*

ADJOURN – *Lynn Havard Mirviss*

CLOSED MEETING

Call to order – *Lynn Havard Mirviss*

1. **Report involving trade secrets {Health and Safety Code 32106}** – Discussion will concern a proposed new services/programs – estimated date of disclosure is January 2020 – *Gary Herbst, Chief Executive Officer and Thomas Rayner, SVP & COO*

ADJOURN – *Lynn Havard Mirviss*

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.

Thursday October 24, 2019 – Finance, Property, Services & Acquisition Committee

Page 2 of 2

*Herb Hawkins – Zone I *
Board Member*

*Lynn Havard Mirviss – Zone II *
President*

*John Hipskind, MD – Zone III *
Vice President*

*David Francis – Zone IV *
Board Member*

*Nevin House – Zone V
Secretary/Treasurer*

MISSION: Health is our Passion. Excellence is our Focus. Compassion is our Promise.

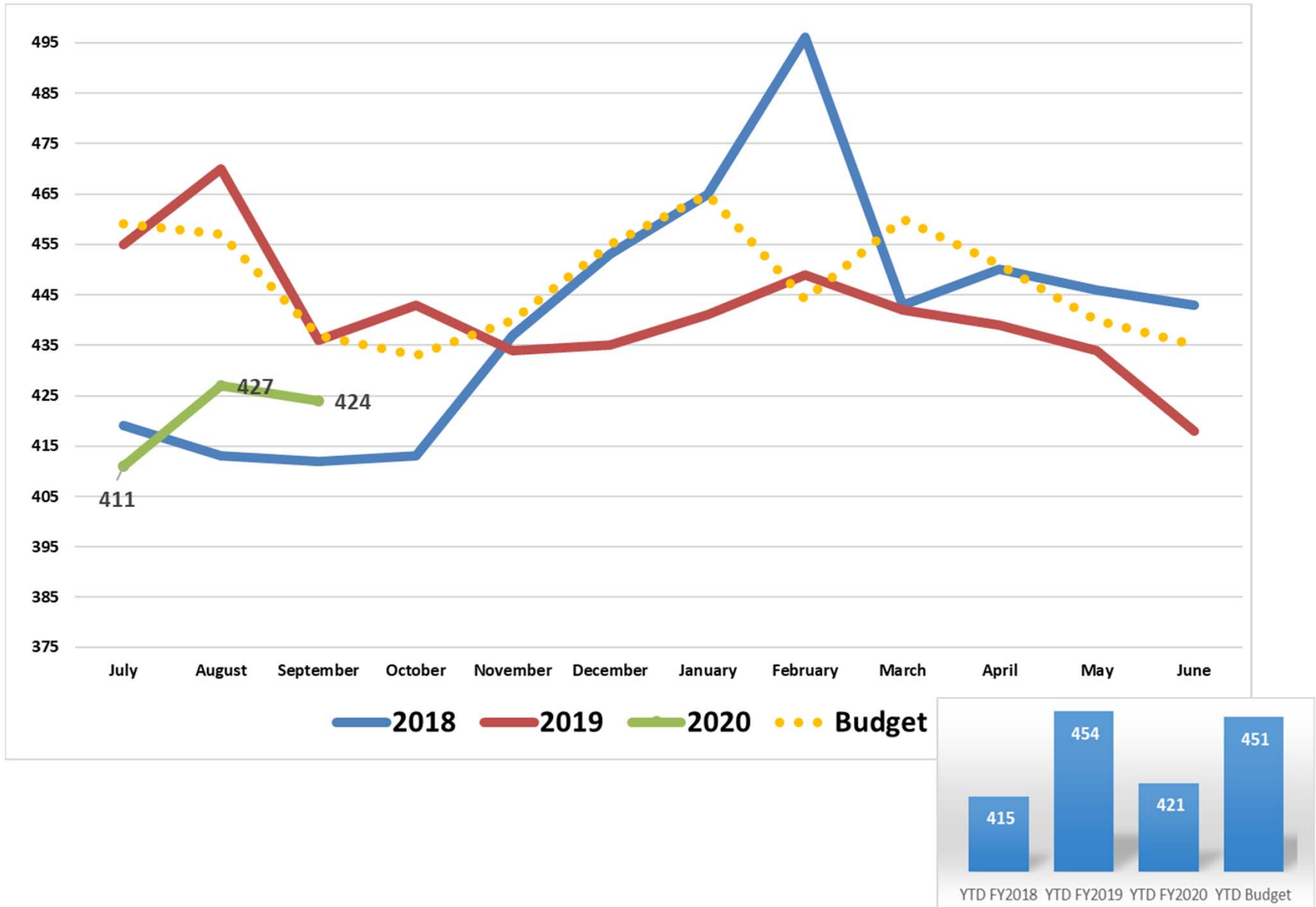
M O R E T H A N M E D I C I N E . L I F E .

CFO Financial Report

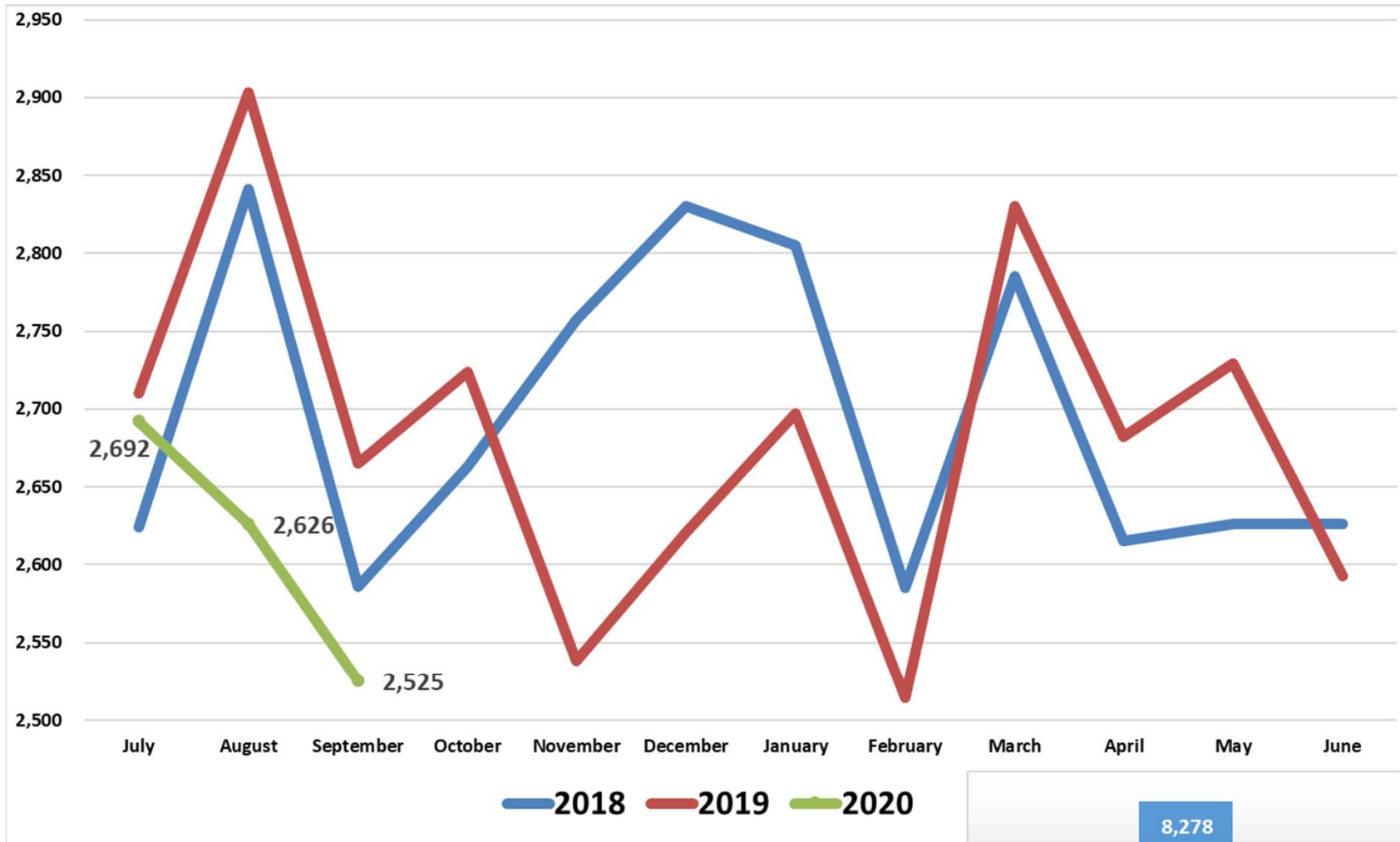
October 28, 2019



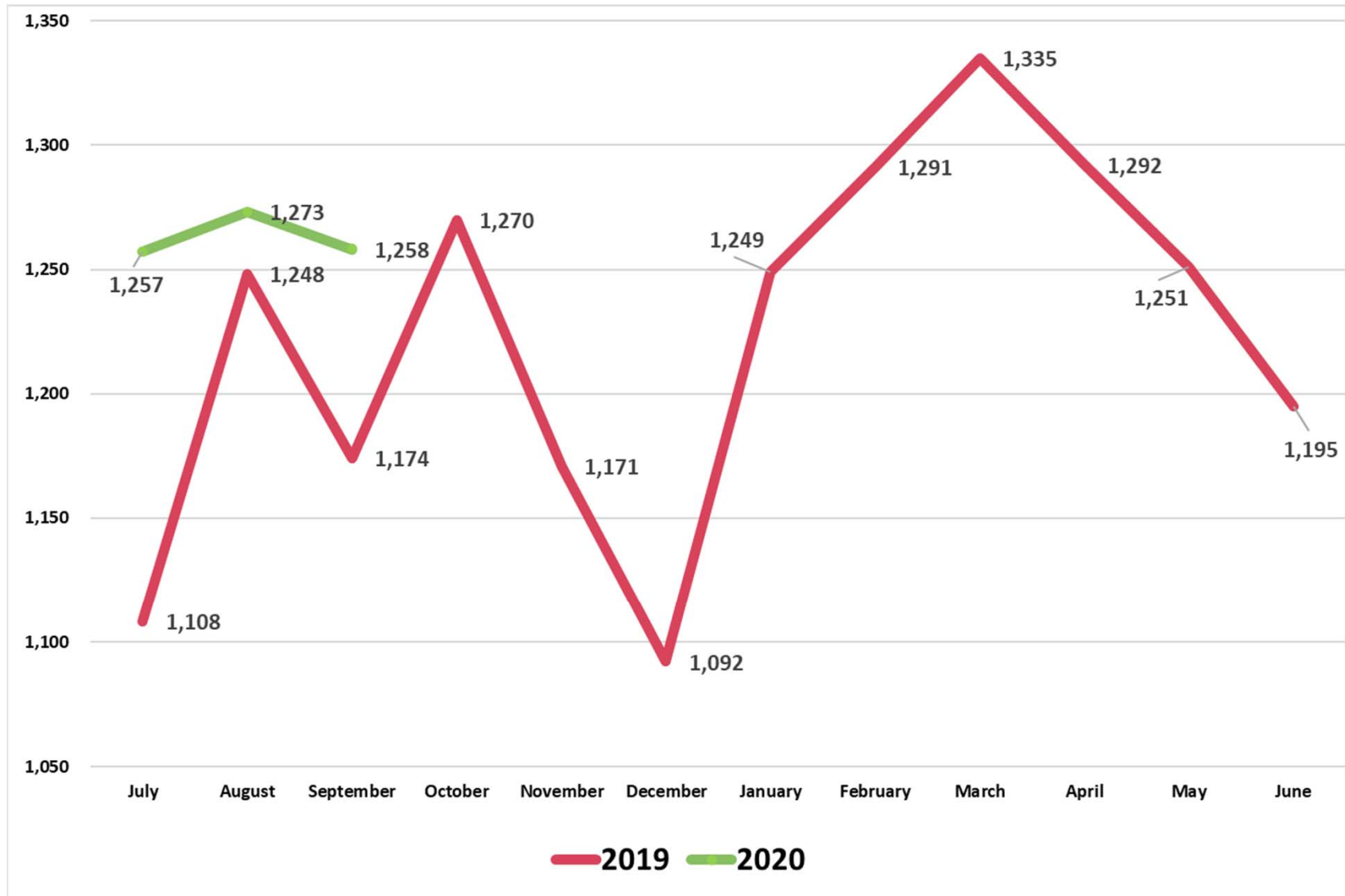
Average Daily Census



Admissions



Outpatient Registrations per Day



Statistical Results – Fiscal Year Comparison (September)

	Actual Results			Budget	Budget Variance	
	Sep 2018	Sep 2019	% Change	Sep 2019	Change	% Change
Average Daily Census	435	424	(2.6%)	437	(14)	(3.1%)
KDHCD Patient Days:						
Medical Center	8,327	8,006	(3.9%)	8,234	(228)	(2.8%)
Acute I/P Psych	1,427	1,403	(1.7%)	1,430	(27)	(1.9%)
Sub-Acute	919	879	(4.4%)	930	(51)	(5.5%)
Rehab	585	525	(10.3%)	637	(112)	(17.6%)
TCS-Ortho	362	447	23.5%	396	51	12.9%
TCS	407	529	30.0%	505	24	4.8%
NICU	390	400	2.6%	417	(17)	(4.1%)
Nursery	635	523	(17.6%)	568	(45)	(7.9%)
Total KDHCD Patient Days	13,052	12,712	(2.6%)	13,117	(405)	(3.1%)
Total Outpatient Volume	35,220	37,740	7.2%	37,368	372	1.0%

Statistical Results – Fiscal Year Comparison (Jul-Sep)

	Actual Results			Budget	Budget Variance	
	FYTD 2019	FYTD 2020	% Change	FYTD 2020	Change	% Change
Average Daily Census	453	421	(7.2%)	451	(31)	(6.8%)
KDHCD Patient Days:						
Medical Center	26,703	24,449	(8.4%)	26,479	(2,030)	(7.7%)
Acute I/P Psych	4,375	4,307	(1.6%)	4,386	(79)	(1.8%)
Sub-Acute	2,847	2,734	(4.0%)	2,840	(106)	(3.7%)
Rehab	1,847	1,521	(17.7%)	1,851	(330)	(17.8%)
TCS-Ortho	1,069	1,308	22.4%	1,201	107	8.9%
TCS	1,429	1,311	(8.3%)	1,555	(244)	(15.7%)
NICU	1,616	1,384	(14.4%)	1,367	17	1.2%
Nursery	1,831	1,682	(8.1%)	1,840	(158)	(8.6%)
Total KDHCD Patient Days	41,717	38,696	(7.2%)	41,519	(2,823)	(6.8%)
Total Outpatient Volume	108,256	116,170	7.3%	114,860	1,310	1.1%

Other Statistical Results – Fiscal Year Comparison (September)

	Actual Results				Budget	Budget Variance	
	Sep 2018	Sep 2019	Change	% Change	Sep 2019	Change	% Change
Adjusted Patient Days	24,371	25,104	733	3.0%	25,545	(441)	(1.8%)
Outpatient Visits	35,220	37,740	2,520	7.2%	37,368	372	1.0%
Urgent Care - Demaree	1,274	1,858	584	45.8%	1,563	295	15.9%
Endoscopy Procedures (I/P & O/P)	503	689	186	37.0%	503	186	27.0%
GME Clinic visits	834	1,023	189	22.7%	1,200	(177)	(17.3%)
Cath Lab Minutes (IP & OP)	324	370	46	14.2%	394	(24)	(6.5%)
Surgery Minutes (I/P & O/P)	874	964	90	10.3%	1,068	(104)	(10.8%)
Home Health Visits	2,460	2,675	215	8.7%	2,691	(16)	(0.6%)
Hospice Days	3,120	3,311	191	6.1%	3,198	113	3.4%
Radiology/CT/US/MRI Proc (I/P & O/P)	14,153	14,957	804	5.7%	15,341	(384)	(2.6%)
O/P Rehab Units	17,975	18,716	741	4.1%	19,797	(1,081)	(5.8%)
Physical & Other Therapy Units	17,082	17,666	584	3.4%	18,041	(375)	(2.1%)
Radiation Oncology Treatments (I/P & O/P)	1,661	1,656	(5)	(0.3%)	2,035	(379)	(22.9%)
ED Visit	7,206	7,100	(106)	(1.5%)	7,375	(275)	(3.9%)
Dialysis Treatments	1,899	1,864	(35)	(1.8%)	1,791	73	3.9%
KDMF RVU	30,775	30,187	(588)	(1.9%)	34,099	(3,912)	(13.0%)
Home Infusion Days	11,712	10,400	(1,312)	(11.2%)	10,382	18	0.2%
OB Deliveries	433	378	(55)	(12.7%)	424	(46)	(12.2%)
Urgent Care - Court	4,215	3,484	(731)	(17.3%)	3,928	(444)	(12.7%)

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

	Actual Results				Budget	Budget Variance	
	FY 2019	FY 2020	Change	% Change	FY 2020	Change	% Change
Adjusted Patient Days	78,673	77,085	(1,587)	(2.0%)	79,915	(2,830)	(3.5%)
Outpatient Visits	108,256	116,170	7,914	7.3%	114,860	1,310	1.1%
Urgent Care - Demaree	1,962	5,199	3,237	165.0%	4,539	660	14.5%
Endoscopy Procedures (I/P & O/P)	1,452	1,746	294	20.2%	1,452	294	20.2%
KDMF RVU	82,482	94,361	11,879	14.4%	94,605	(244)	(0.3%)
Radiation Oncology Treatments (I/P & O/P)	5,681	6,326	645	11.4%	6,105	221	3.6%
Home Health Visits	7,923	8,682	759	9.6%	7,591	1,091	14.4%
Surgery Minutes (I/P & O/P)	2,895	3,114	219	7.6%	3,506	(392)	(11.2%)
GME Clinic visits	2,975	3,127	152	5.1%	3,680	(553)	(15.0%)
Hospice Days	9,744	10,231	487	5.0%	9,987	244	2.4%
Radiology/CT/US/MRI Proc (I/P & O/P)	44,381	46,124	1,743	3.9%	46,025	99	0.2%
Cath Lab Minutes (IP & OP)	1,082	1,123	41	3.8%	1,177	(54)	(4.6%)
Dialysis Treatments	5,740	5,845	105	1.8%	5,414	431	8.0%
Physical & Other Therapy Units	53,618	54,076	458	0.9%	55,652	(1,576)	(2.8%)
O/P Rehab Units	58,607	59,107	500	0.9%	62,256	(3,149)	(5.1%)
ED Visit	22,314	22,493	179	0.8%	22,286	207	0.9%
Home Infusion Days	34,199	32,264	(1,935)	(5.7%)	33,222	(958)	(2.9%)
OB Deliveries	1,302	1,219	(83)	(6.4%)	1,272	(53)	(4.2%)
Urgent Care - Court	12,768	10,100	(2,668)	(20.9%)	11,521	(1,421)	(12.3%)

September Financial Comparison (000's)

	Actual Results			Budget	Budget Variance		Explanation
	Sep 2018	Sep 2019	% Change	Sep 2019	Change	% Change	
Operating Revenue							
Net Patient Service Revenue	\$46,634	\$48,185	3.3%	\$50,455	(\$2,270)	(4.5%)	
Supplemental Gov't Programs	3,470	4,185	20.6%	4,319	(134)	(3.1%)	
Prime Program	997	1,747	75.2%	905	841	93.0%	See Highlights Slide
Premium Revenue	3,296	3,732	13.2%	3,498	234	6.7%	
Management Services Revenue	2,301	2,643	14.8%	2,598	45	1.7%	
Other Revenue	1,595	1,688	5.8%	1,717	(29)	(1.7%)	
Other Operating Revenue	11,659	13,994	20.0%	13,037	957	7.3%	
Total Operating Revenue	58,293	62,179	6.7%	63,492	(1,313)	(2.1%)	
Operating Expenses							
Salaries & Wages	23,129	24,793	7.2%	24,812	(19)	(0.1%)	
Contract Labor	1,170	988	(15.6%)	294	694	236.0%	
Employee Benefits	5,535	5,801	4.8%	5,971	(170)	(2.8%)	
Total Employment Expenses	29,835	31,582	5.9%	31,077	505	1.6%	
Medical & Other Supplies	8,862	8,571	(3.3%)	9,082	(511)	(5.6%)	
Physician Fees	6,524	7,486	14.7%	8,052	(566)	(7.0%)	See Highlights Slide
Purchased Services	2,861	4,042	41.3%	2,791	1,251	44.8%	See Highlights Slide
Repairs & Maintenance	2,153	1,981	(8.0%)	2,231	(250)	(11.2%)	
Utilities	565	588	4.2%	492	97	19.7%	
Rents & Leases	595	536	(9.9%)	531	5	0.9%	
Depreciation & Amortization	2,548	2,488	(2.4%)	2,445	43	1.7%	
Interest Expense	440	441	0.1%	524	(83)	(15.8%)	
Other Expense	1,679	1,593	5.3%	1,713	(121)	(7.0%)	
Management Services Expense	2,520	2,514	(0.2%)	2,557	(43)	(1.7%)	
Total Operating Expenses	58,582	61,822	5.5%	61,495	327	0.5%	
Operating Margin	(\$289)	\$357	223.7%	\$1,997	(\$1,640)	(82.1%)	
Nonoperating Revenue (Loss)	912	4,428	385.4%	652	3,776	579.6%	See Highlights Slide
Excess Margin	\$624	\$4,785	667.4%	\$2,649	\$2,136	80.6%	

Operating Margin %	(0.5%)	0.6%		3.1%
Excess Margin %	1.1%	7.2%		4.1%

YTD Financial Comparison (000's)

	Actual Results FYTD Jul-Sep			Budget FYTD	Budget Variance FYTD	
	FYTD2019	FYTD2020	% Change	FYTD2020	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$147,882	\$150,227	1.6%	\$151,703	(\$1,476)	(1.0%)
Supplemental Gov't Programs	10,411	12,824	23.2%	12,958	(134)	(1.0%)
Prime Program	2,991	3,557	18.9%	2,715	841	31.0%
Premium Revenue	9,143	11,658	27.5%	10,494	1,164	11.1%
Management Services Revenue	7,324	8,145	11.2%	7,914	231	2.9%
Other Revenue	4,650	5,551	19.4%	5,281	270	5.1%
Other Operating Revenue	34,520	41,734	20.9%	39,362	2,372	6.0%
Total Operating Revenue	182,401	191,961	5.2%	191,065	896	0.5%
Operating Expenses						
Salaries & Wages	70,935	75,255	6.1%	76,286	(1,031)	(1.4%)
Contract Labor	3,565	3,099	(13.1%)	931	2,168	232.8%
Employee Benefits	17,084	19,483	14.0%	18,321	1,163	6.3%
Total Employment Expenses	91,584	97,837	6.8%	95,538	2,299	2.4%
Medical & Other Supplies	29,071	27,241	(6.3%)	27,764	(524)	(1.9%)
Physician Fees	20,492	22,037	7.5%	23,795	(1,758)	(7.4%)
Purchased Services	8,474	11,543	36.2%	8,574	2,970	34.6%
Repairs & Maintenance	6,393	6,066	(5.1%)	6,715	(649)	(9.7%)
Utilities	1,693	1,676	(1.0%)	1,508	168	11.2%
Rents & Leases	1,649	1,589	(3.6%)	1,593	(4)	(0.3%)
Depreciation & Amortization	7,443	7,522	1.1%	7,336	186	2.5%
Interest Expense	1,324	1,330	0.4%	1,571	(241)	(15.3%)
Other Expense	4,934	4,719	(4.4%)	5,254	(535)	(10.2%)
Management Services Expense	7,130	7,916	11.0%	7,788	128	1.6%
Total Operating Expenses	180,189	189,476	5.2%	187,435	2,041	1.1%
Operating Margin	\$2,213	\$2,485	12.3%	\$3,630	(\$1,145)	(31.5%)
Nonoperating Revenue (Loss)	1,797	5,834	224.7%	1,991	3,843	193.0%
Excess Margin	\$4,010	\$8,319	107.5%	\$5,621	\$2,698	48.0%

Operating Margin %	1.2%	1.3%	1.9%
Excess Margin %	2.2%	4.2%	2.9%

Kaweah Delta Medical Foundation

Fiscal Year Financial Comparison (000's)

	Actual Results FYTD September			Budget FYTD	Budget Variance FYTD	
	FYTD 2019	FYTD 2020	% Change	FYTD 2019	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$9,688	\$10,738	10.8%	\$11,309	(\$570)	(5.0%)
Other Operating Revenue	100	47	(52.4%)	159	(111)	(70.1%)
Total Operating Revenue	9,787	10,786	10.2%	11,467	(682)	(5.9%)
Operating Expenses						
Salaries & Wages	2,739	2,889	5.5%	3,049	(161)	(5.3%)
Contract Labor	25	36	45.2%	0	36	0.0%
Employee Benefits	641	755	17.7%	726	29	3.9%
Total Employment Expenses	3,404	3,679	8.1%	3,775	(96)	(2.6%)
Medical & Other Supplies	1,522	1,541	1.3%	1,489	52	3.5%
Physician Fees	5,145	5,851	13.7%	6,487	(636)	(9.8%)
Purchased Services	251	328	30.9%	162	166	102.1%
Repairs & Maintenance	423	486	14.8%	656	(170)	(25.9%)
Utilities	132	132	0.3%	106	27	25.2%
Rents & Leases	691	665	(3.7%)	717	(52)	(7.2%)
Depreciation & Amortization	294	316	7.8%	264	52	19.9%
Interest Expense	7	4	(48.5%)	6	(2)	(40.4%)
Other Expense	464	332	(28.4%)	460	(127)	(27.7%)
Total Operating Expenses	12,332	13,335	8.1%	14,122	(788)	(5.6%)
Excess Margin	(\$2,544)	(\$2,549)	(0.2%)	(\$2,655)	\$106	4.0%
Excess Margin %	(26.0%)	(23.6%)		(23.2%)		

Highlights – Budget Variances

September

1. Other Income, Prime: Increase due to Prime True Up FY19 \$841K
2. Operating Expenses, Purchased Services: Increase over budget due to
 - a. Humana Third Party Payments \$1M
 - b. Outside coders - Cerner backlog \$83K
 - c. Internal consultants - Cerner \$117K
3. Operating Expenses, Physician Fees: Decrease due to
 - a. KDMF lower RVUs \$270K
 - b. Volume decreases, higher professional collections and contract changes
4. KDMF Operating Revenue: Increase due to
 - a. Impact of billing system corrections for July and August \$340K
5. Non-Operating Income:
 - a. Quarterly Market Value Adjustment on Investments \$424K
 - b. Increase due to Gain on Sale of Land (Lovers Lane) \$3.6M
6. Cash and Days Cash on Hand: In September, \$8.2M was received from a Supplemental Prime Payment. The related IGT was sent to the state in August. In addition, \$3.6M was received due to sale of land resulting in an increase in cash and days cash on hand.

Financials without Nonrecurring Items (000's)

	Actual Results	Budget
	FYTD 2020 (Q1)	FYTD 2020 (Q1)
Operating Margin	\$2,485	\$3,630
Excess Margin	\$8,319	\$5,621

Operating Margin %	1.3%	1.9%
Excess Margin %	4.2%	2.9%

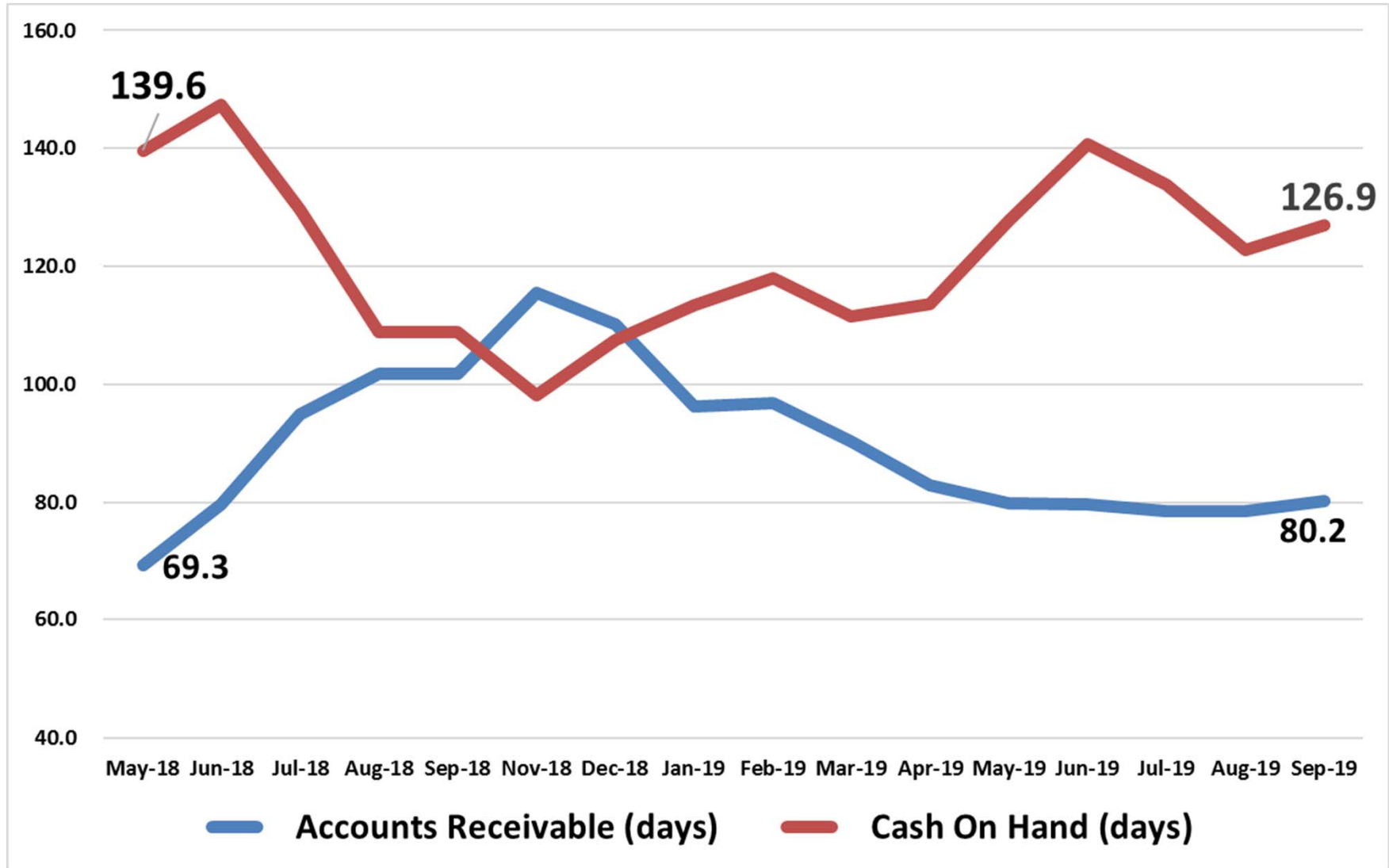
Nonrecurring Items:

Gain on Sale of Land	(\$3,574)	Non-op
Prime true up	(\$841)	
Humana True up	(\$366)	
Dose Quantity Rebill Collections	(\$400)	
Total Nonrecurring	(\$5,181)	

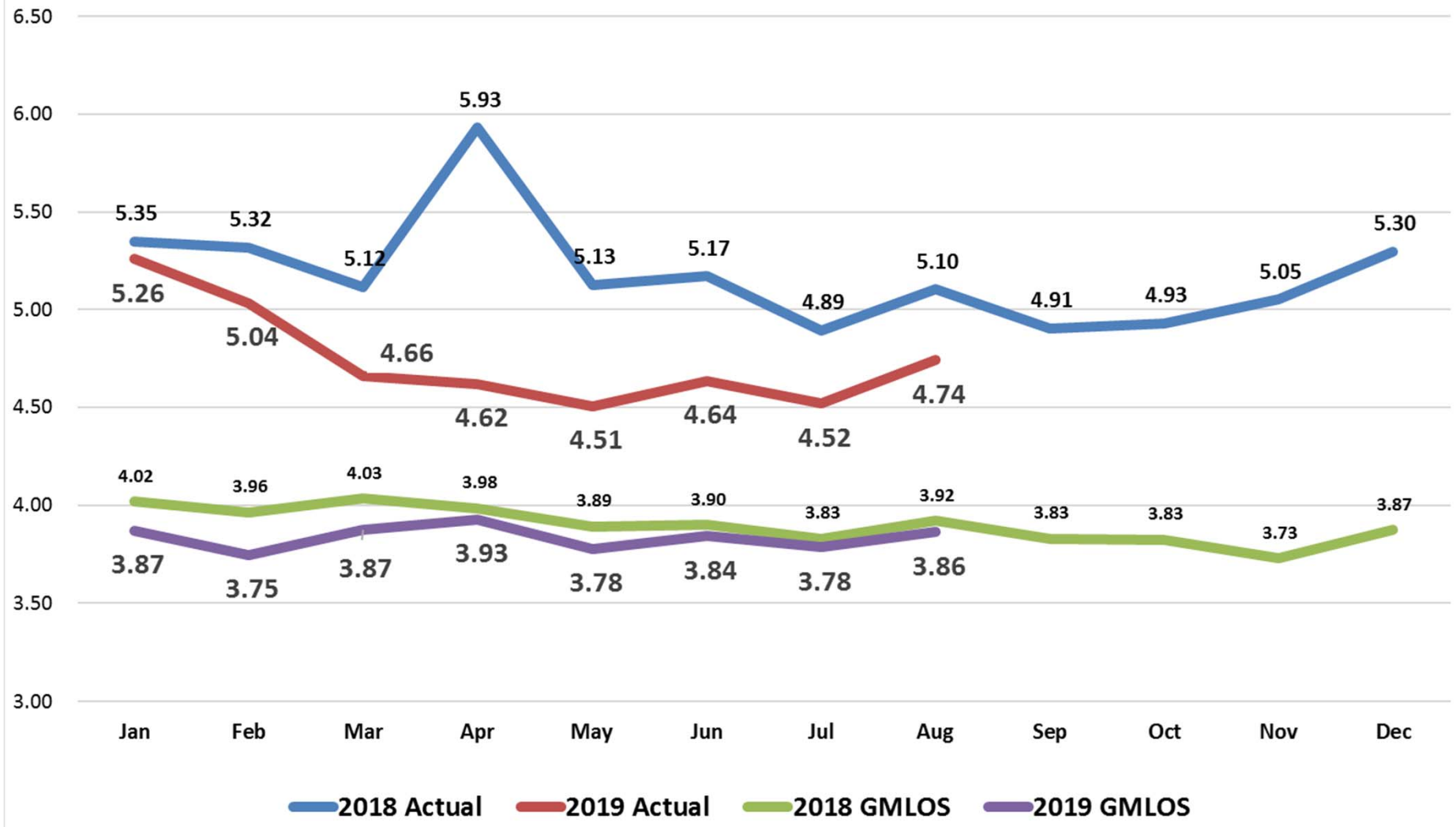
Operating Margin without Nonrecurring Items	\$878	\$3,630
Excess Margin without Nonrecurring Items	\$3,138	\$5,621

Operating Margin %	0.5%	1.9%
Excess Margin %	1.7%	2.9%

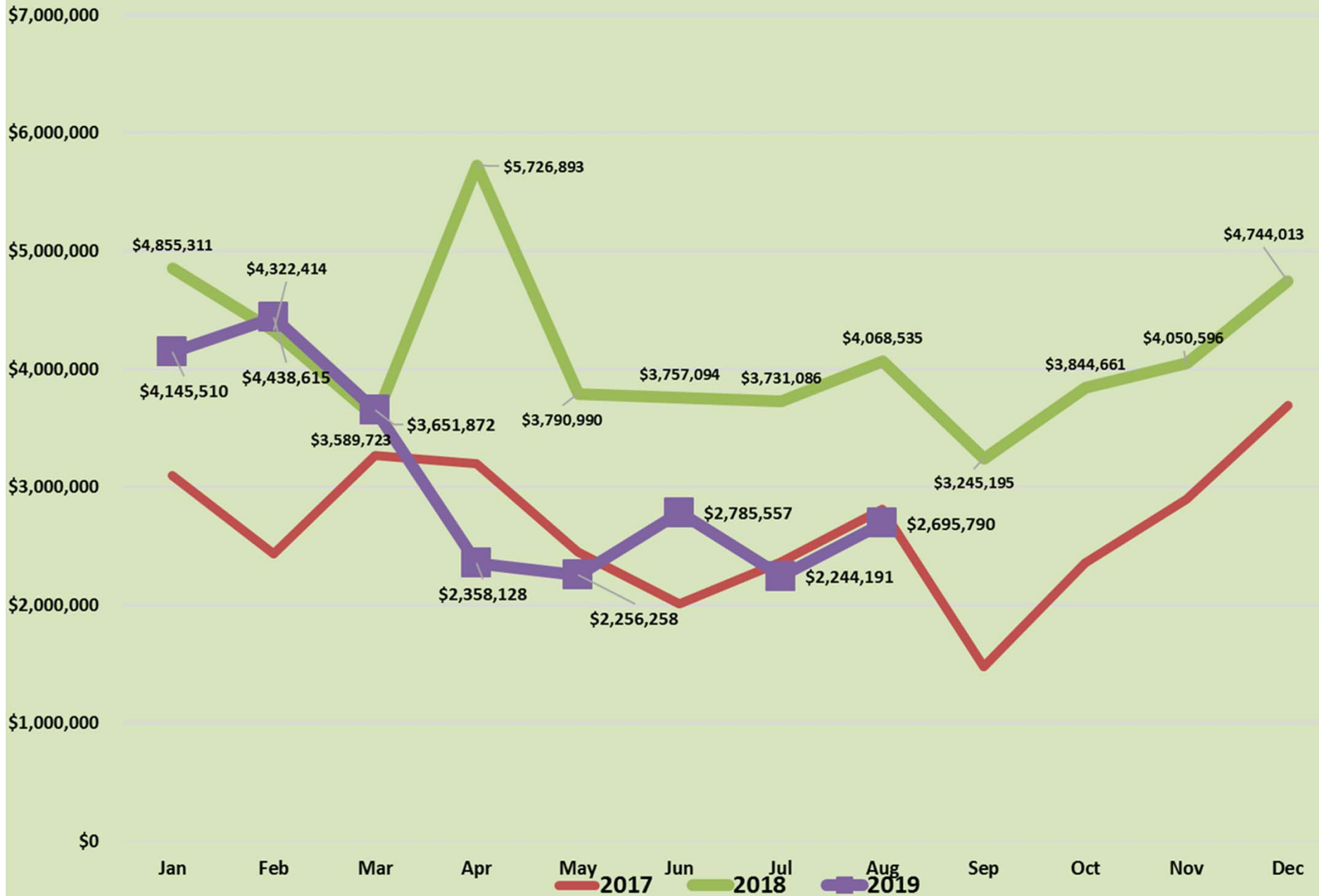
Trended Liquidity Ratios

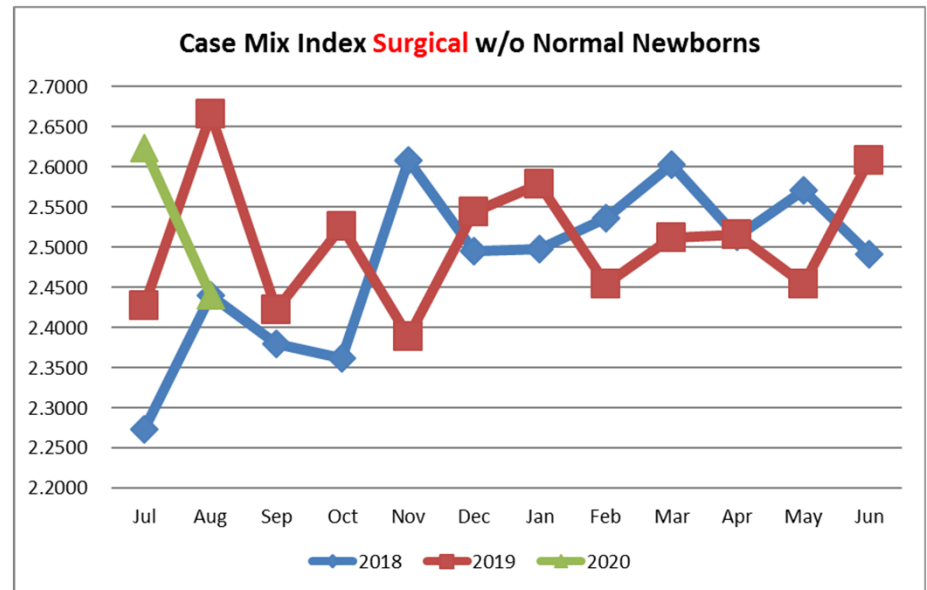
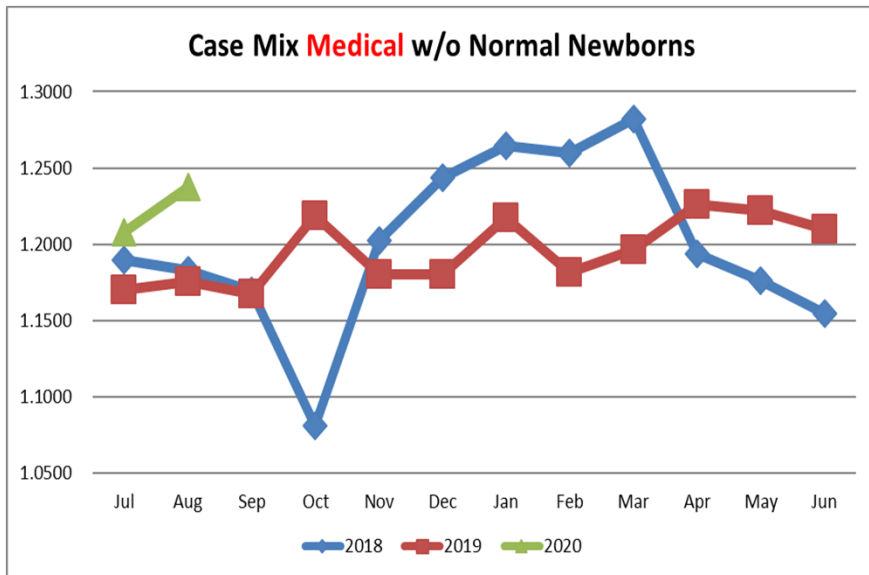
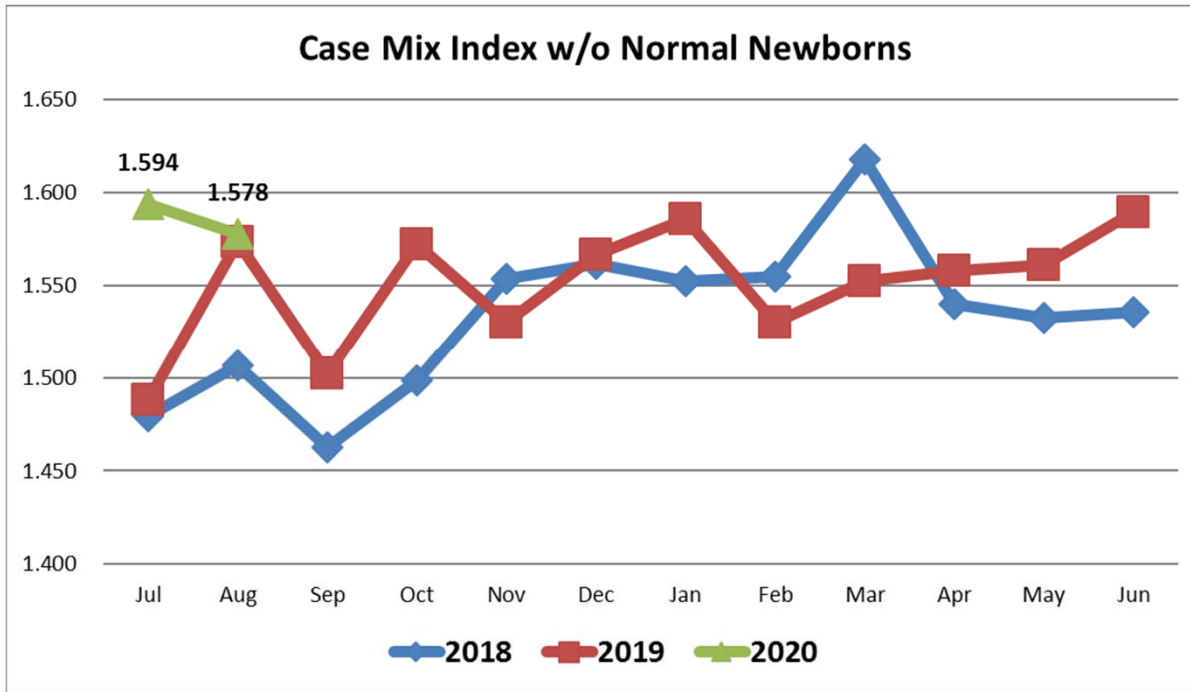


Average Length of Stay versus National Average (GMLOS)



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 Margin %	Excess Margin
	Net Patient Revenue	Other Operating Revenue	Operating Revenue Total	Personnel Expense	Physician Fees	Supplies Expense	Other Operating Expense	Operating Expenses Total	Operating Income	Non-Operating Income	Net Income		
2019													
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	11,471	63,594	31,602	7,668	10,624	12,980	62,874	721	451	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	11,646	60,414	32,849	7,145	9,867	13,066	62,927	(2,513)	343	(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	(2,753)	613	(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	13,608	61,832	4,253	3,328	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%
2019 FY Total	\$ 561,911	\$ 191,056	\$ 752,967	\$ 376,115	\$ 85,521	\$ 112,866	\$ 162,863	\$ 737,365	\$ 15,602	\$ 12,306	\$ 27,907	2.1%	3.6%
2020													
Jul-19	51,799	13,802	65,601	32,948	7,266	8,683	13,597	62,494	3,107	744	3,852	4.7%	5.8%
Aug-19	50,243	13,938	64,181	33,307	7,284	9,986	14,583	65,160	(979)	662	(318)	(1.5%)	(0.5%)
Sep-19	48,185	13,994	62,179	31,582	7,486	8,571	14,182	61,822	357	4,428	4,785	0.6%	7.2%
2020 FY Total	\$ 150,227	\$ 41,734	\$ 191,961	\$ 97,837	\$ 22,037	\$ 27,241	\$ 42,362	\$ 189,476	\$ 2,485	\$ 5,834	\$ 8,319	1.3%	4.2%
FYTD Budget	151,703	39,362	191,065	95,538	23,795	27,764	40,338	187,435	3,630	1,991	5,621	1.9%	2.9%
Variance	\$ (1,476)	\$ 2,372	\$ 896	\$ 2,299	\$ (1,758)	\$ (524)	\$ 2,023	\$ 2,041	\$ (1,145)	\$ 3,843	\$ 2,698		
Current Month Analysis													
Sep-19	\$ 48,185	\$ 13,994	\$ 62,179	\$ 31,582	\$ 7,486	\$ 8,571	\$ 14,182	\$ 61,822	\$ 357	\$ 4,428	\$ 4,785	0.6%	7.2%
Budget	50,455	13,037	63,492	31,077	8,052	9,082	13,284	61,495	1,997	652	2,649	3.1%	4.1%
Variance	\$ (2,270)	\$ 957	\$ (1,313)	\$ 505	\$ (566)	\$ (511)	\$ 898	\$ 327	\$ (1,640)	\$ 3,776	\$ 2,136		

CAWEAH DELTA HEALTH CARE DISTRICT

ISCAL YEAR 2019 & 2020

Fiscal Year	Patient Days	ADC	Adjusted		DFR & Bad Debt %	Net Patient Revenue/ Adjusted Patient Day	Personnel Expense/ Adjusted Patient Day	Physician Fees/ Adjusted Patient Day	Supply Expense/ Adjusted Patient Day	Total Operating Expense/ Adjusted Patient Day	Personnel Expense/ Net Patient Revenue	Physician Fees/ Net Patient Revenue	Supply Expense/ Net Patient Revenue	Total Operating Expense/ Net Patient Revenue
			Patient Days	I/P Revenue %										
2019														
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%
2019 FY Total	161,082	441	305,353	52.8%	75.4%	1,840	1,232	280	370	2,415	66.9%	15.2%	20.1%	131.2%
2020														
Jul-19	12,744	411	25,329	50.3%	73.8%	2,045	1,301	287	343	2,467	63.6%	14.0%	16.8%	120.6%
Aug-19	13,240	427	26,654	49.7%	74.8%	1,885	1,250	273	375	2,446	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	2,470	65.5%	15.5%	17.8%	128.7%
2020 FY Total	38,696	421	77,085	50.2%	74.2%	1,949	1,269	286	353	2,461	65.1%	14.7%	18.1%	126.3%
YTD Budget	41,519	451	79,915	52.0%	74.4%	1,898	1,195	298	347	2,432	63.0%	15.7%	18.3%	123.6%
Variance	(2,823)	(31)	(2,829)	(1.8%)	(0.2%)	51	74	(12)	6	29	2.1%	(1.0%)	(0.2%)	2.7%
Current Month Analysis														
Sept-19	12,712	424	25,104	50.6%	74.1%	1,919	1,258	298	341	2,470	65.5%	15.5%	17.8%	128.7%
Budget	13,117	437	25,545	51.3%	74.4%	1,975	1,217	315	356	2,450	61.6%	16.0%	18.0%	121.9%
Variance	(405)	(14)	(441)	(0.7%)	(0.2%)	(56)	42	(17)	(14)	20	4.0%	(0.4%)	(0.2%)	6.8%

KAWEAH DELTA HEALTH CARE DISTRICT
RATIO ANALYSIS REPORT
SEPTEMBER 30, 2019

	Current Month Value	Prior Month Value	June 30, 2019 Unaudited Value	2017 Moody's Median Benchmark		
				Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	2.8	2.9	2.2	1.7	1.9	2.1
Accounts Receivable (days)	80.2	78.5	79.7	48.4	48.4	46.5
Cash On Hand (days) – <i>see highlights slide</i>	126.9	122.7	140.8	264.6	226.5	156.5
Cushion Ratio (x)	17.2	16.6	18.5	36.6	23.9	13.8
Average Payment Period (days)	43.2	39.7	51.0	75.0	59.6	59.6
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	111.4%	107.5%	120.5%	217.6%	169.6%	111.7%
Debt-To-Capitalization	31.3%	31.5%	31.5%	26.0%	32.9%	39.3%
Debt-to-Cash Flow (x)	3.4	4.1	3.6	2.2	3.0	4.5
Debt Service Coverage	4.3	3.5	4.0	7.1	5.4	3.0
Maximum Annual Debt Service Coverage (x)	4.3	3.5	4.0	6.4	4.7	2.8
Age Of Plant (years)	12.7	12.7	12.1	10.1	11.6	12.1
PROFITABILITY RATIOS						
Operating Margin	1.2%	1.6%	2.0%	3.5%	2.3%	(.4%)
Excess Margin	4.2%	2.7%	3.6%	6.6%	5.2%	1.9%
Operating Cash Flow Margin	5.8%	6.2%	6.8%	9.2%	8.6%	6.0%
Return on Assets	3.7%	2.4%	3.0%	5.3%	4.0%	1.7%

**KAWEAH DELTA HEALTH CARE DISTRICT
CONSOLIDATED STATEMENTS OF NET POSITION**

	Sep-19	Aug-19	Change	% Change	Jun-19 (Unaudited)
ASSETS AND DEFERRED OUTFLOWS					
CURRENT ASSETS					
Cash and cash equivalents	\$ 9,536	\$ 3,490	\$ 6,046	173.22%	\$ 4,220
CP of Board designated and trustee assets	14,403	13,267	1,136	8.56%	12,577
Accounts receivable:					
Net patient accounts	142,210	142,750	(540)	-0.38%	146,605
Other receivables	14,973	19,773	(4,800)	-24.27%	13,907
	157,183	162,523	(5,340)	-3.29%	160,512
Inventories	10,854	10,624	230	2.16%	10,479
Medicare and Medi-Cal settlements	44,521	39,567	4,954	12.52%	30,759
Prepaid expenses	12,428	11,271	1,157	10.26%	11,510
Total current assets	248,925	240,743	8,183	3.40%	230,057
NON-CURRENT CASH AND INVESTMENTS -					
less current portion					
Board designated cash and assets	252,600	250,053	2,547	1.02%	278,883
Revenue bond assets held in trust	33,570	32,077	1,493	4.65%	33,569
Assets in self-insurance trust fund	4,233	4,228	5	0.13%	4,209
Total non-current cash and investments	290,403	286,358	4,045	1.41%	316,662
CAPITAL ASSETS					
Land	16,137	16,137	-	0.00%	16,137
Buildings and improvements	358,410	356,975	1,435	0.40%	356,887
Equipment	275,184	275,050	134	0.05%	275,513
Construction in progress	49,727	47,740	1,987	4.16%	42,299
	699,458	695,903	3,556	0.51%	690,836
Less accumulated depreciation	364,363	361,994	2,369	0.65%	357,681
	335,095	333,909	1,187	0.36%	333,155
Property under capital leases -					
less accumulated amortization	2,977	3,053	(76)	-2.48%	3,204
Total capital assets	338,072	336,961	1,111	0.33%	336,359
OTHER ASSETS					
Property not used in operations	1,887	3,712	(1,825)	-49.16%	3,724
Health-related investments	7,487	7,494	(7)	-0.09%	7,537
Other	9,980	9,988	(7)	-0.07%	9,706
Total other assets	19,354	21,193	(1,839)	-8.68%	20,967
Total assets	896,755	885,255	11,500	1.30%	904,045
DEFERRED OUTFLOWS					
Total assets and deferred outflows	(2,454)	(2,416)	(38)	1.57%	(2,340)
	\$ 894,300	\$ 882,838	\$ 11,462	1.30%	\$ 901,704

**KAWEAH DELTA HEALTH CARE DISTRICT
CONSOLIDATED STATEMENTS OF NET POSITION**

	Sep-19	Aug-19	Change	% Change	Jun-19 (Unaudited)
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable and accrued expenses	\$ 33,979	\$ 26,430	\$ 7,549	28.56%	\$ 35,319
Accrued payroll and related liabilities	46,762	47,436	(674)	-1.42%	59,163
Long-term debt, current portion	8,908	9,099	(191)	-2.10%	9,360
Total current liabilities	89,648	82,964	6,684	8.06%	103,842
LONG-TERM DEBT, less current portion					
Bonds payable	256,731	256,788	(57)	-0.02%	258,553
Capital leases	110	132	(22)	-16.34%	174
Total long-term debt	256,841	256,920	(79)	-0.03%	258,727
NET PENSION LIABILITY	29,945	30,380	(435)	-1.43%	31,249
OTHER LONG-TERM LIABILITIES	30,005	29,696	309	1.04%	28,647
Total liabilities	406,440	399,960	6,480	1.62%	422,465
NET ASSETS					
Invested in capital assets, net of related debt	109,378	106,539	2,840	2.67%	105,427
Restricted	32,743	31,245	1,498	4.79%	30,090
Unrestricted	345,738	345,094	644	0.19%	343,722
Total net position	487,860	482,878	4,982	1.03%	479,239
Total liabilities and net position	\$ 894,300	\$ 882,838	\$ 11,462	1.30%	\$ 901,704

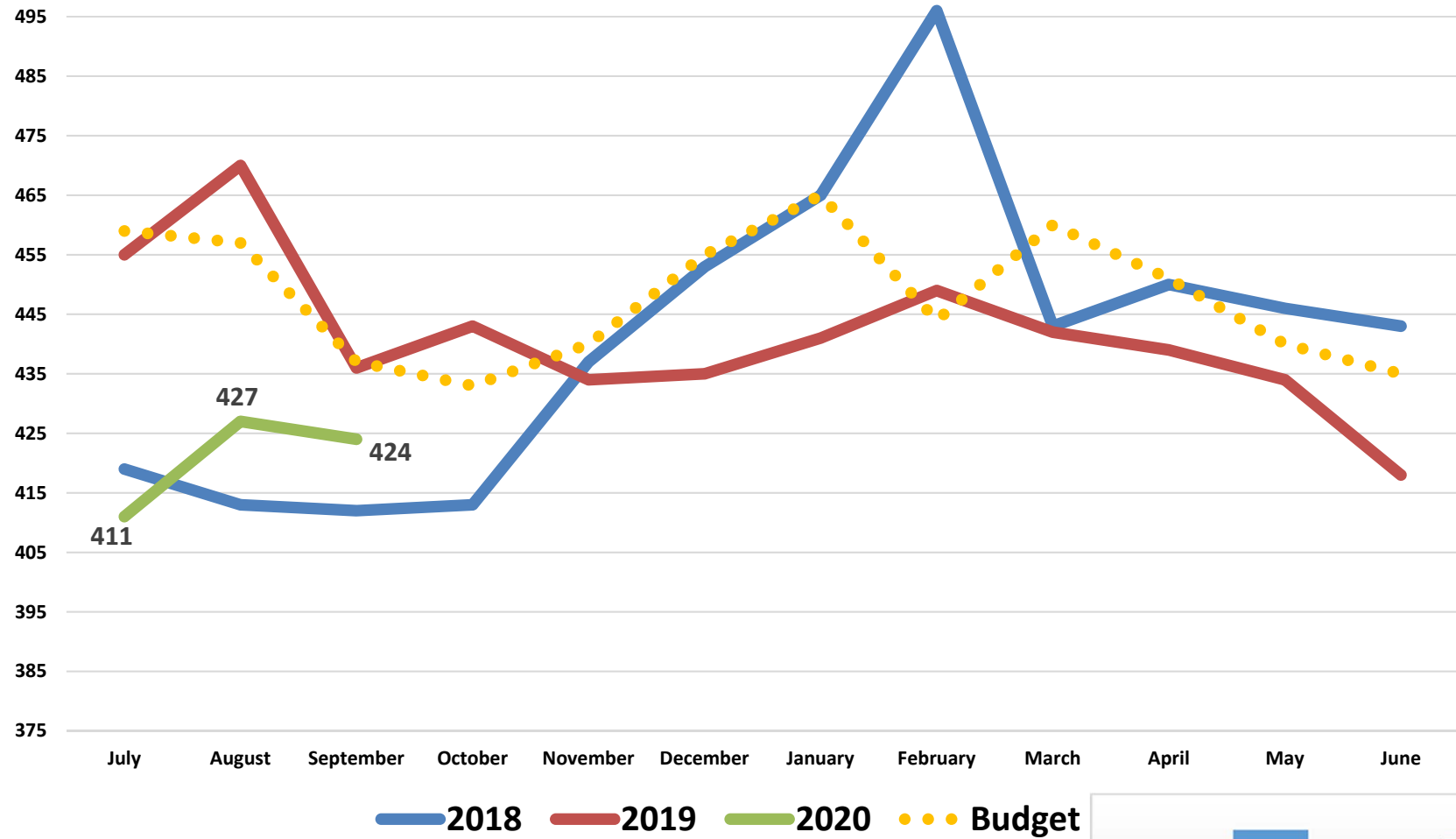
M O R E T H A N M E D I C I N E . L I F E .

Statistical Report

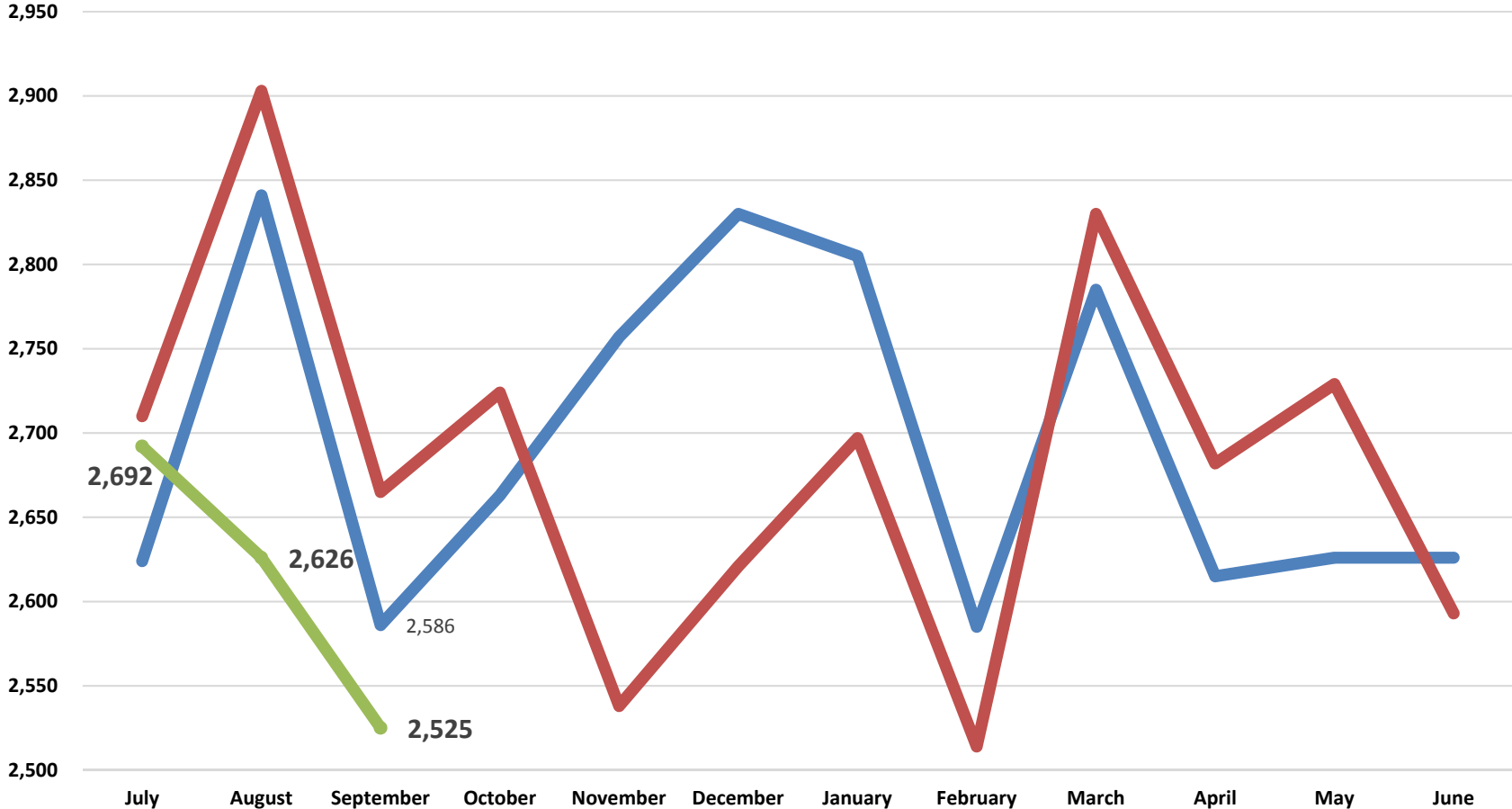
October 28, 2019



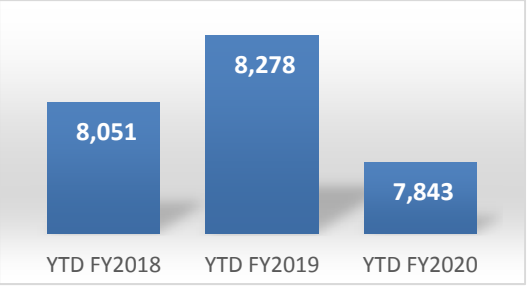
Average Daily Census



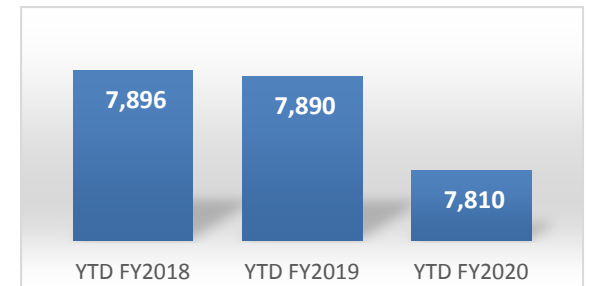
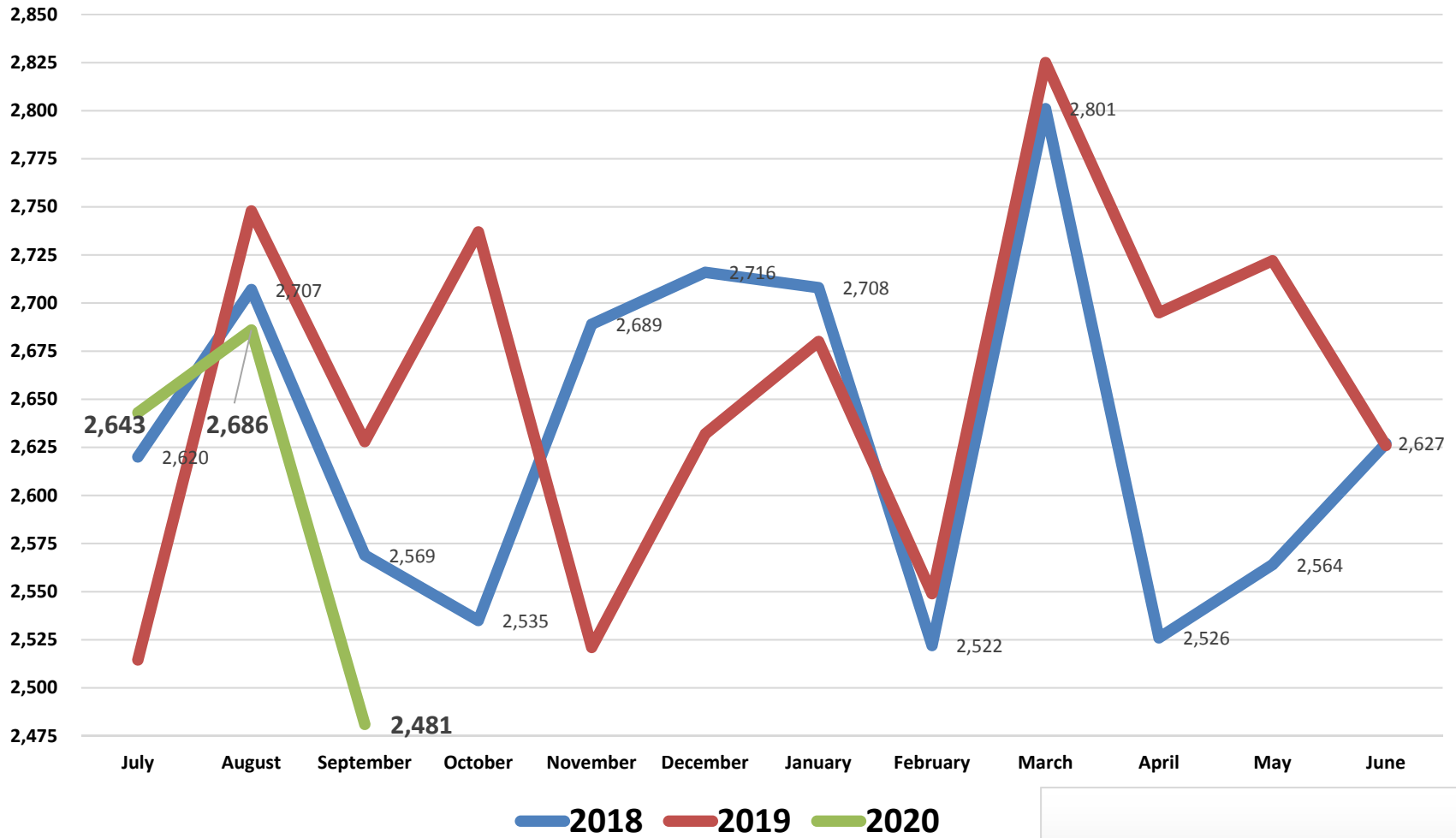
Admissions



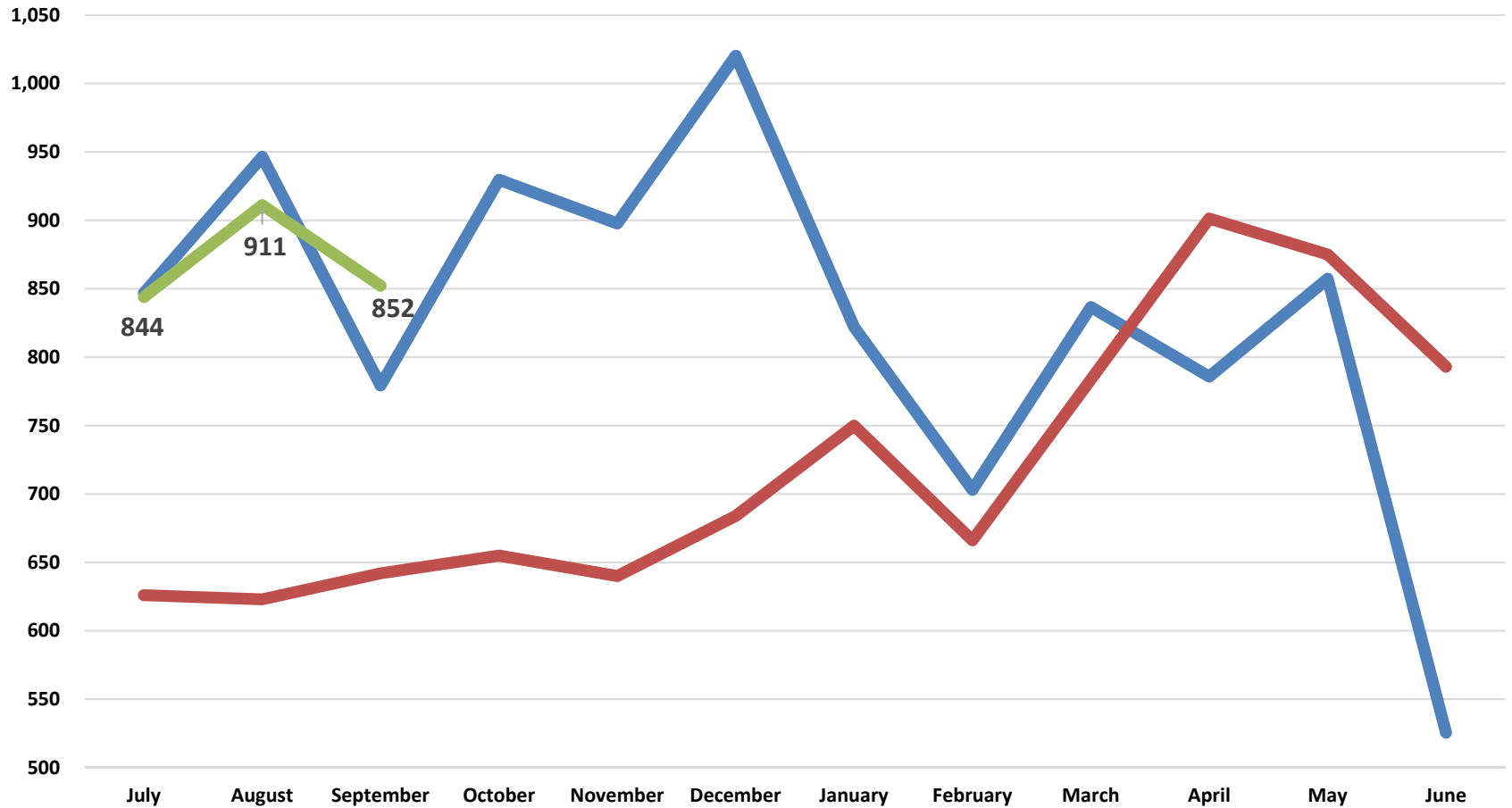
— 2018 — 2019 — 2020



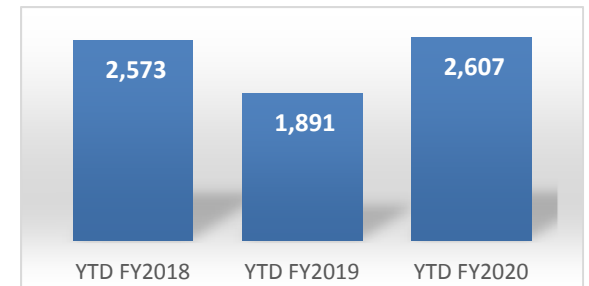
Discharges



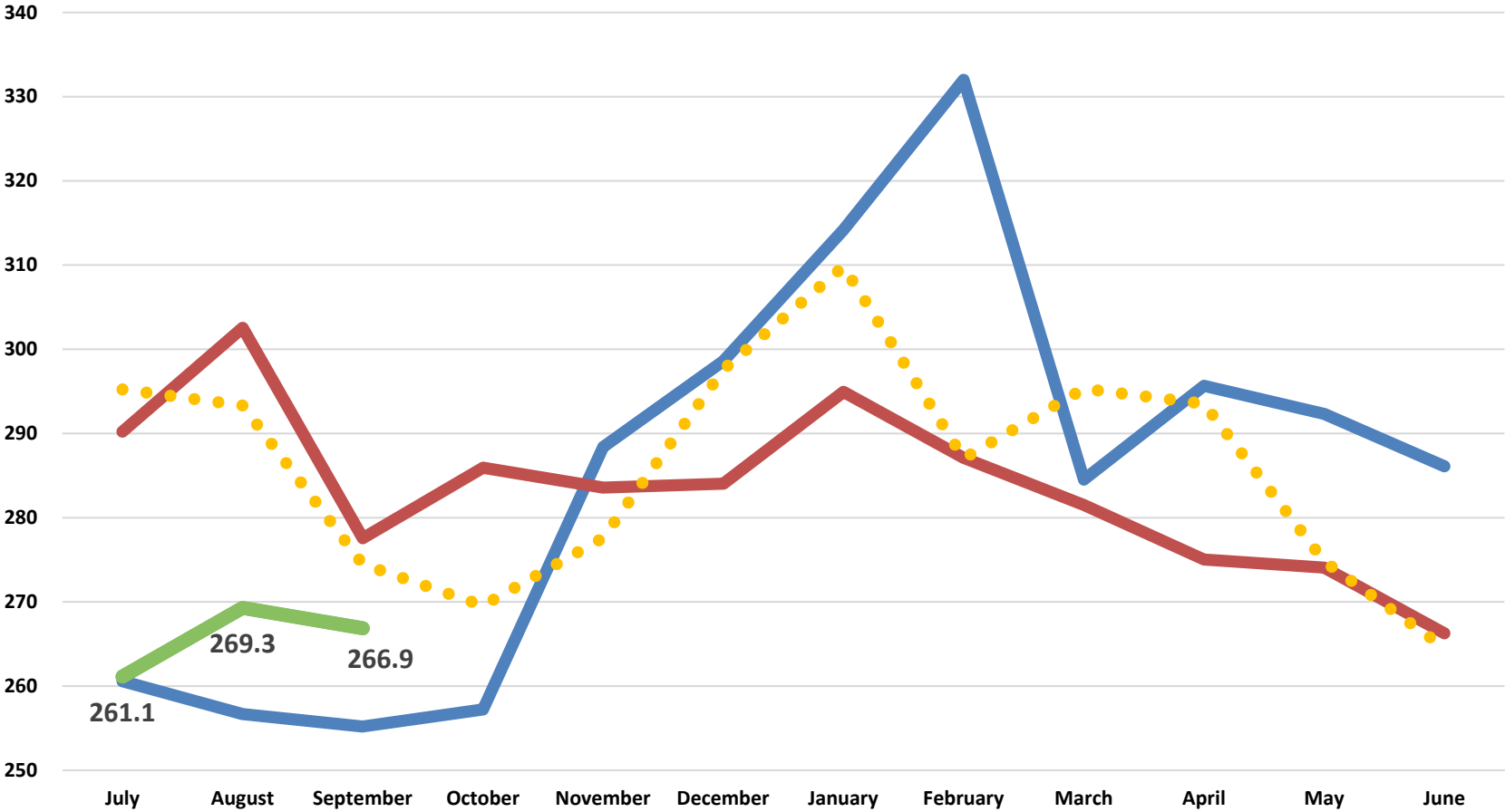
Observation Days



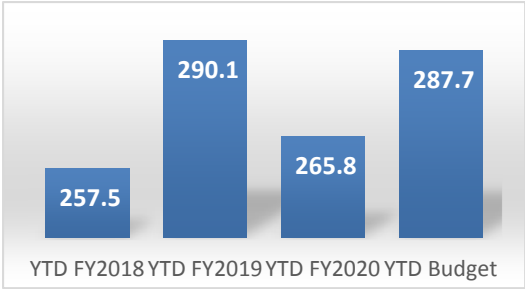
— 2018 — 2019 — 2020



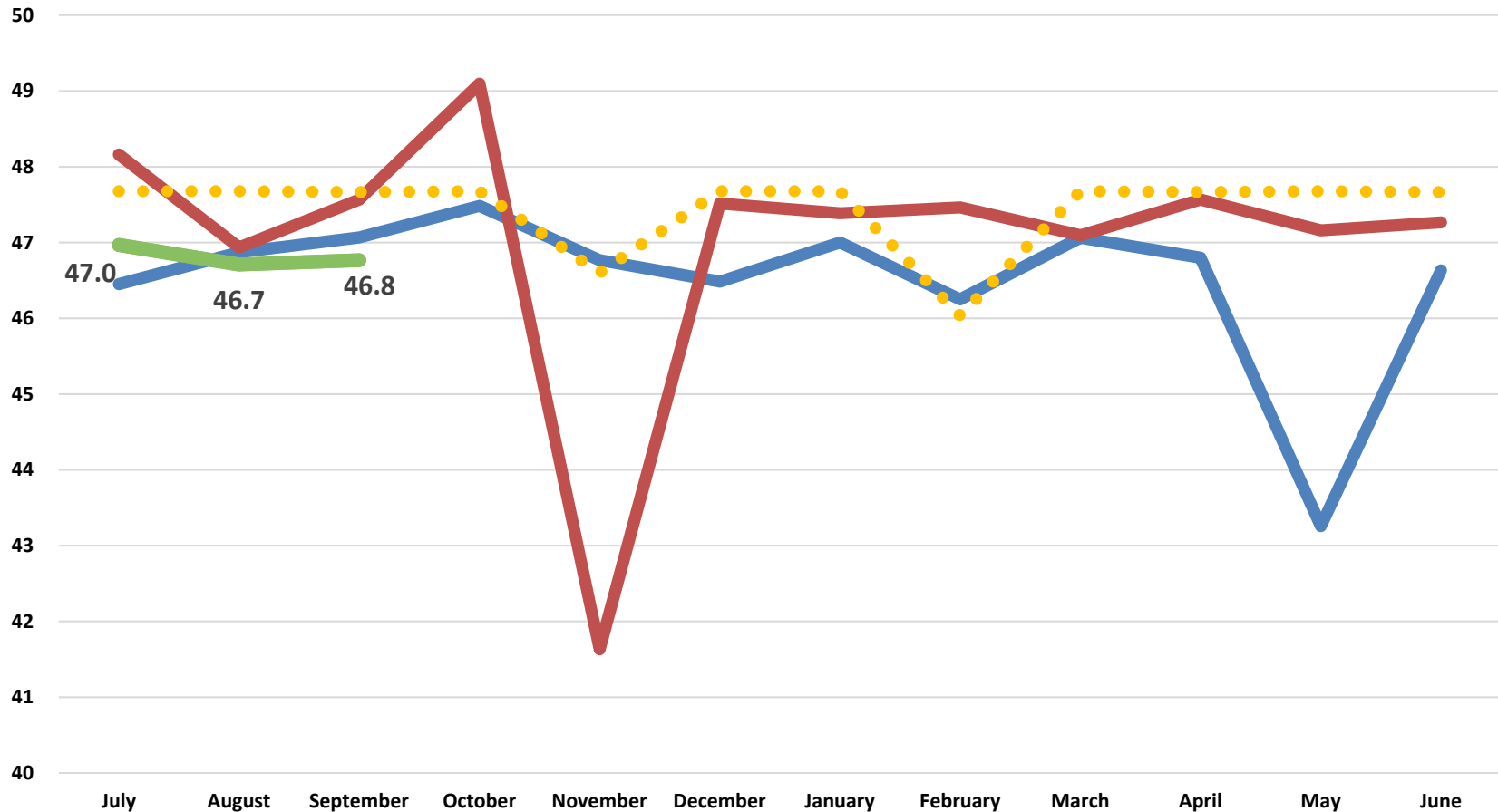
Medical Center – Avg. Patients Per Day



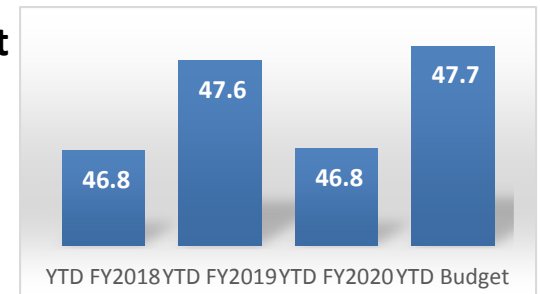
— 2018 — 2019 — 2020 ••• Budget



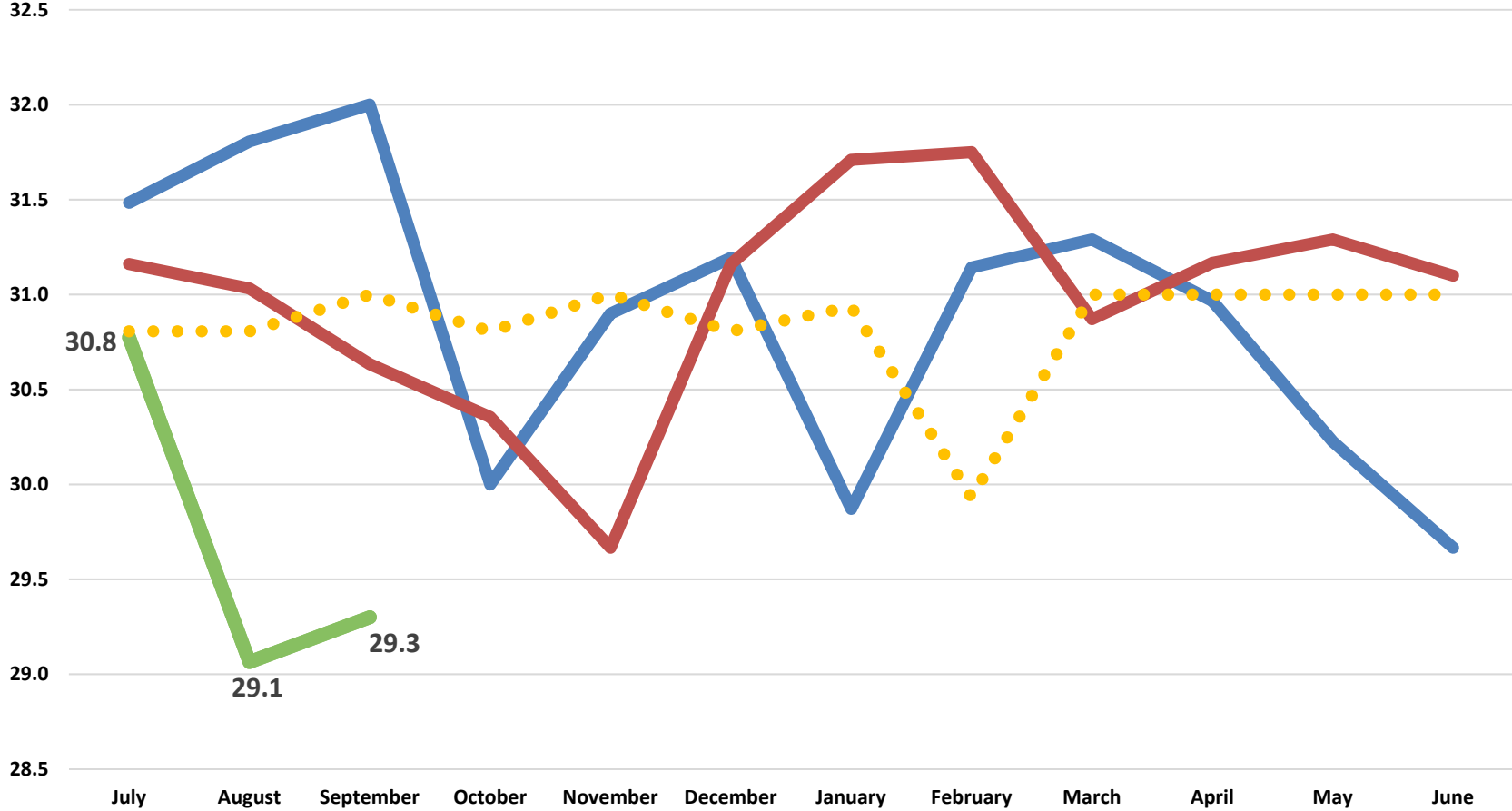
Acute I/P Psych - Avg. Patients Per Day



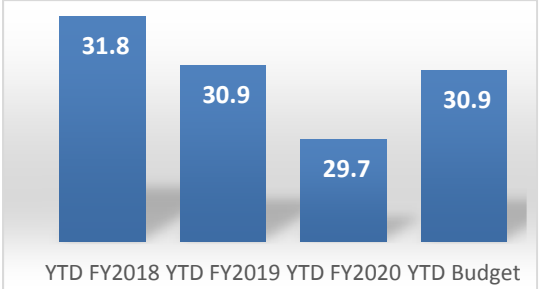
— 2018 — 2019 — 2020 ••• Budget



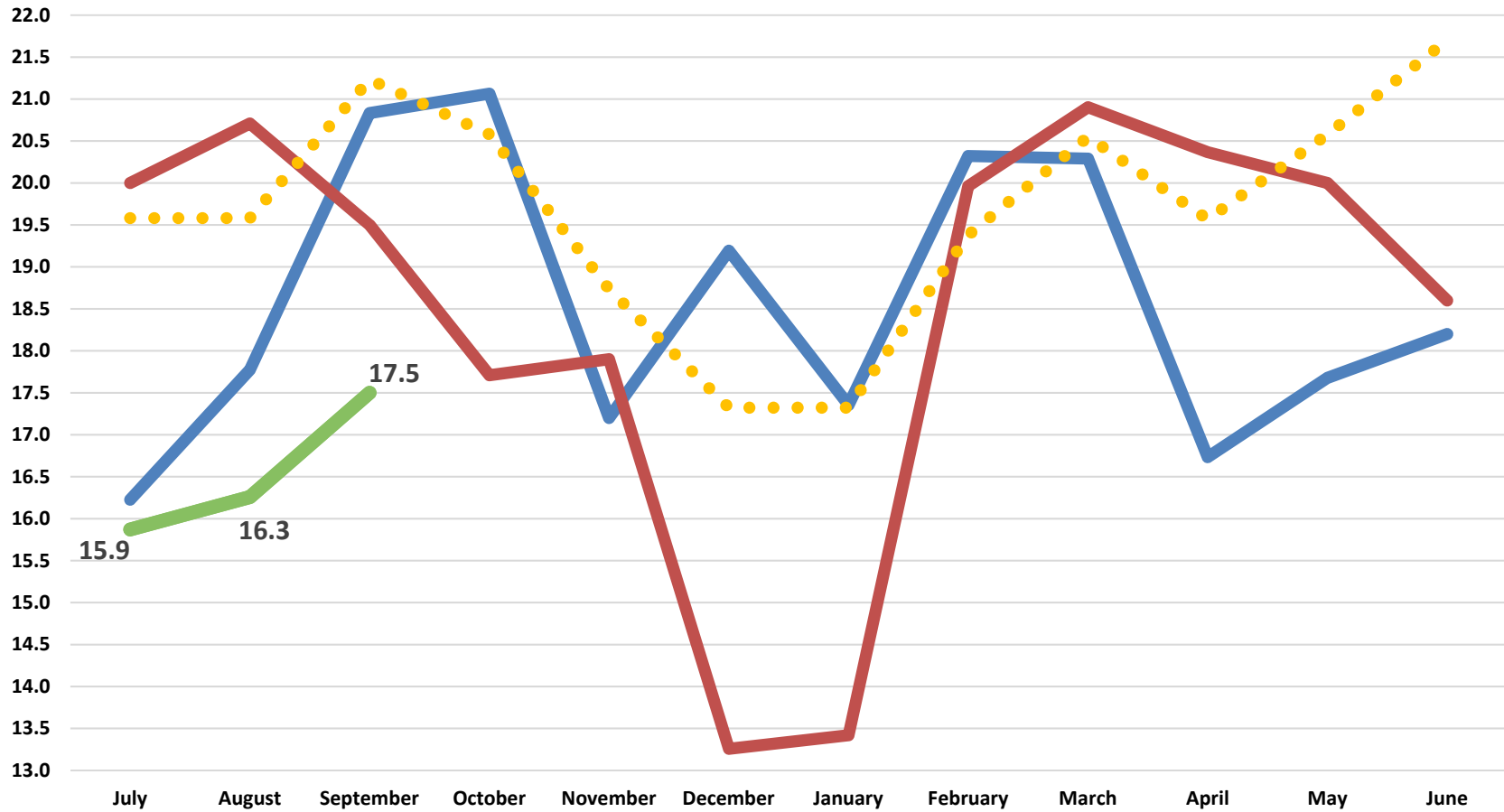
Sub-Acute - Avg. Patients Per Day



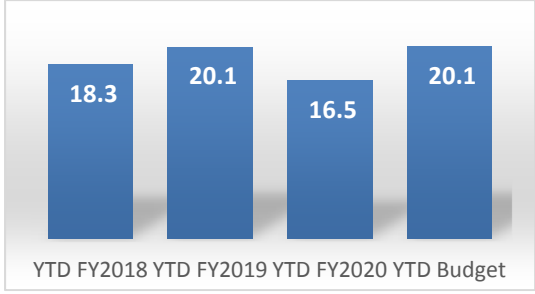
—●— 2018
 —●— 2019
 —●— 2020
 ●●● Budget



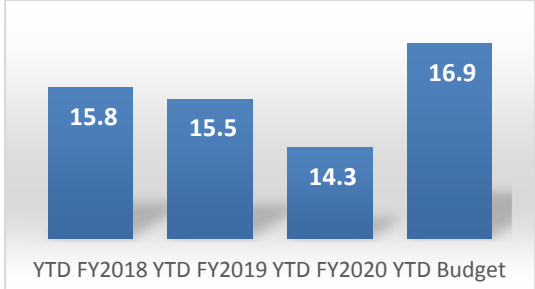
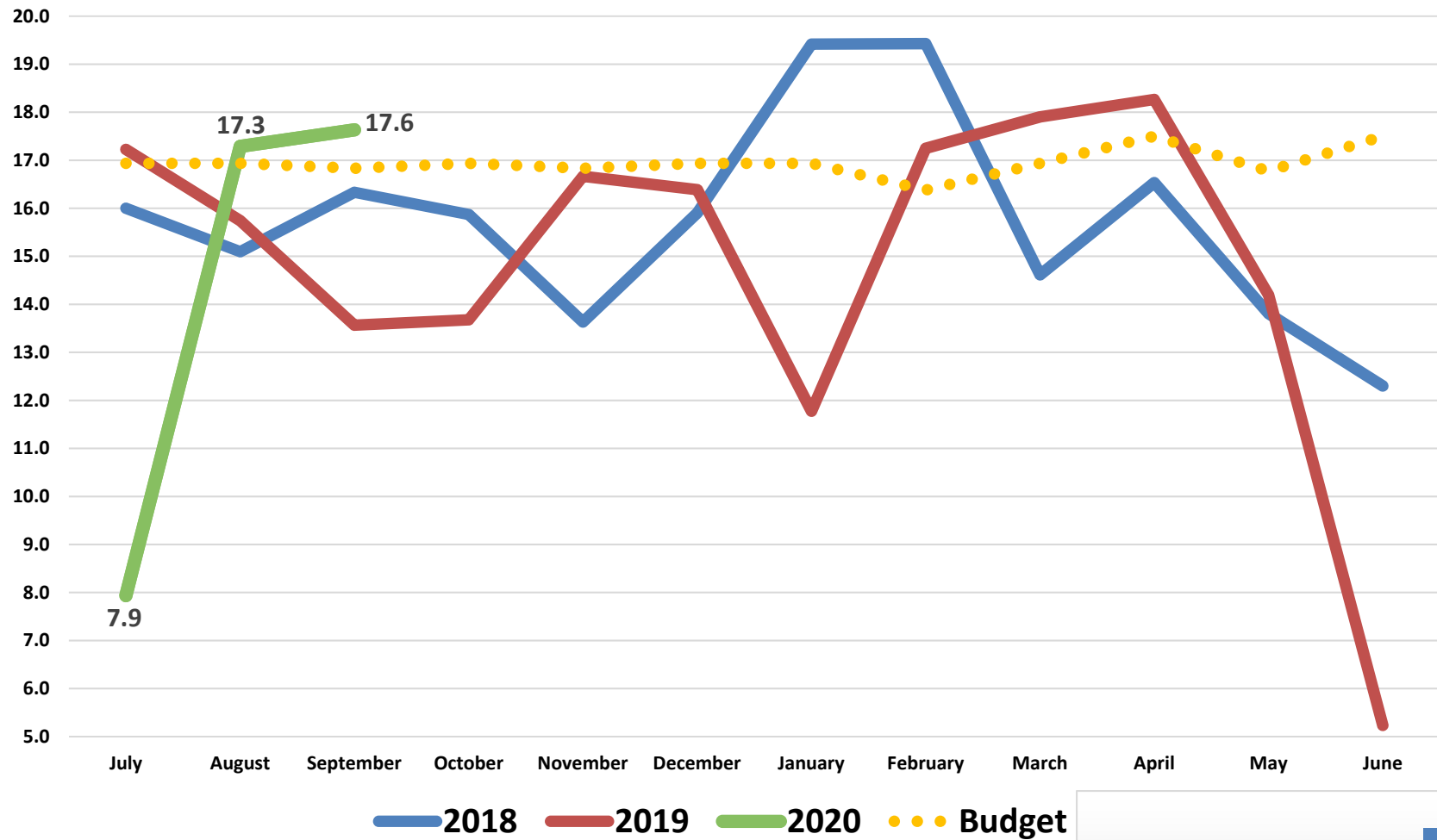
Rehabilitation Hospital - Avg. Patients Per Day



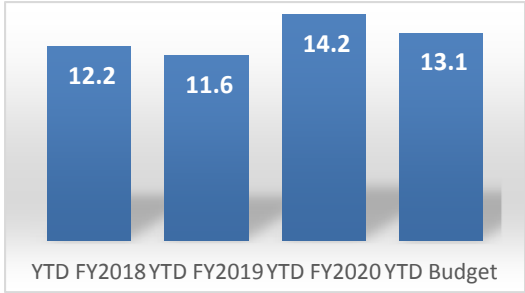
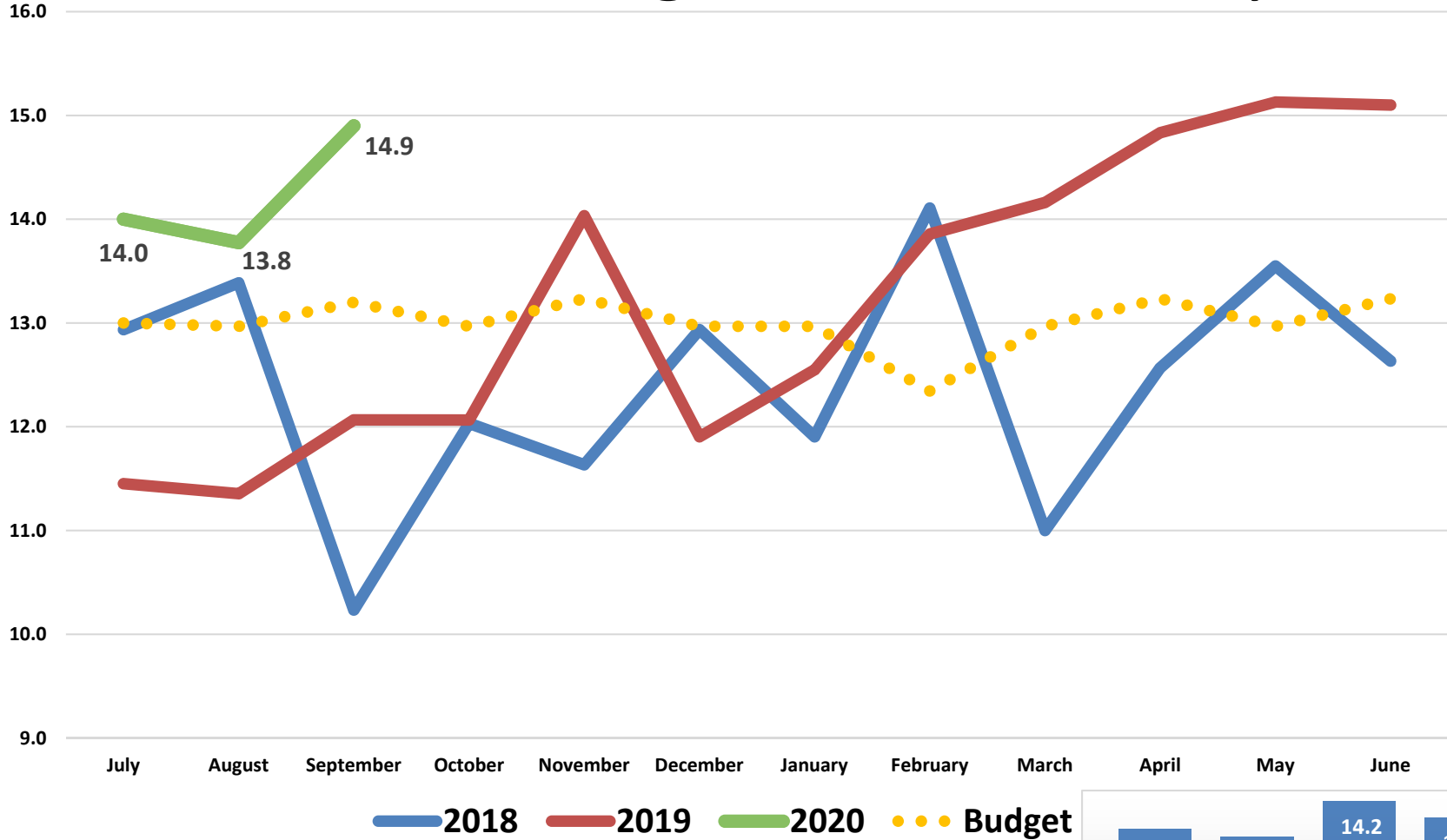
— 2018
 — 2019
 — 2020
 ●●● Budget



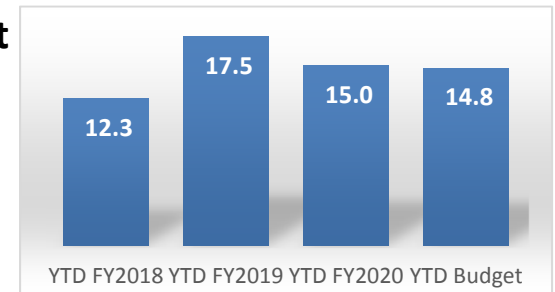
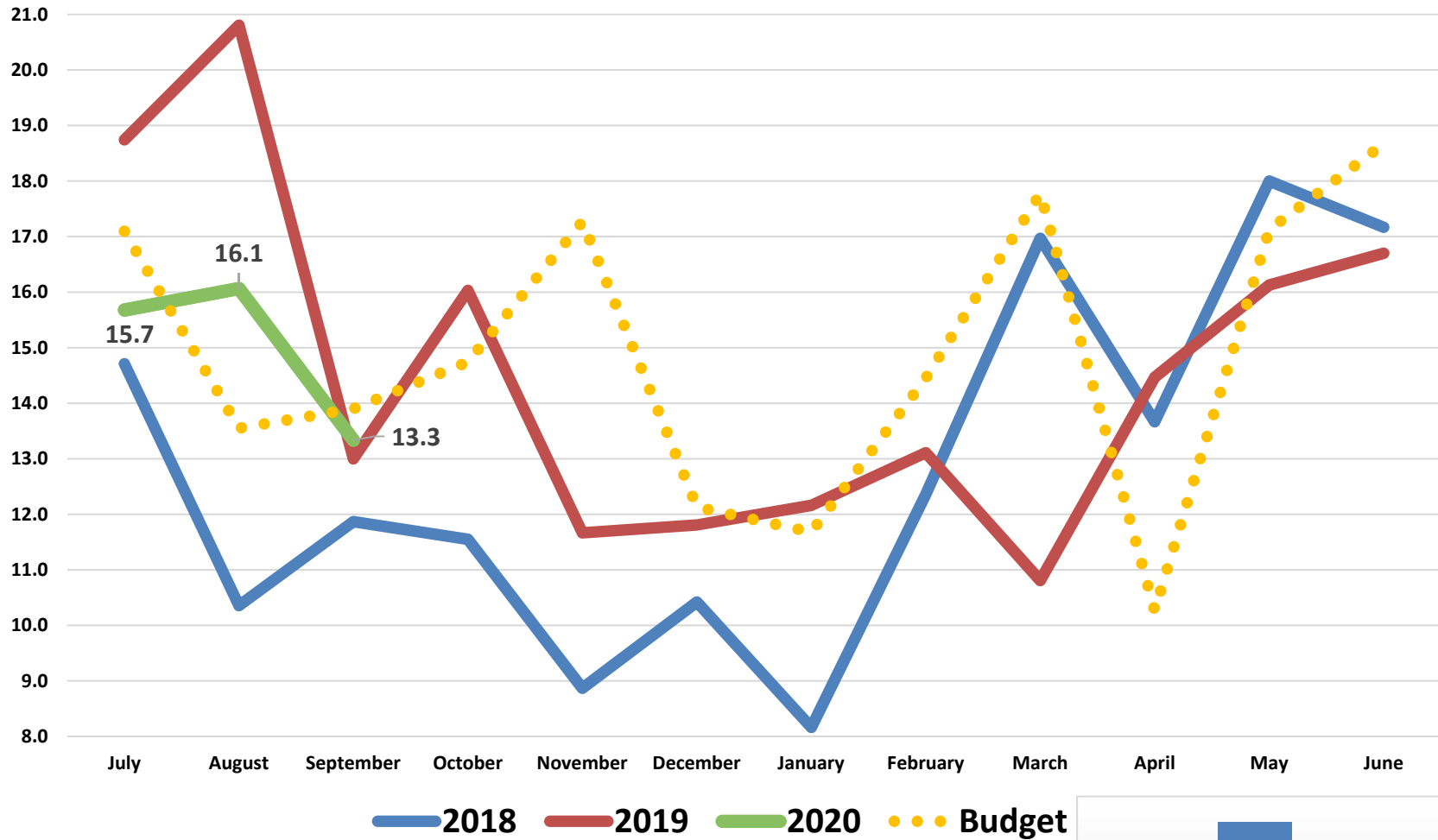
Transitional Care Services (TCS) - Avg. Patients Per Day



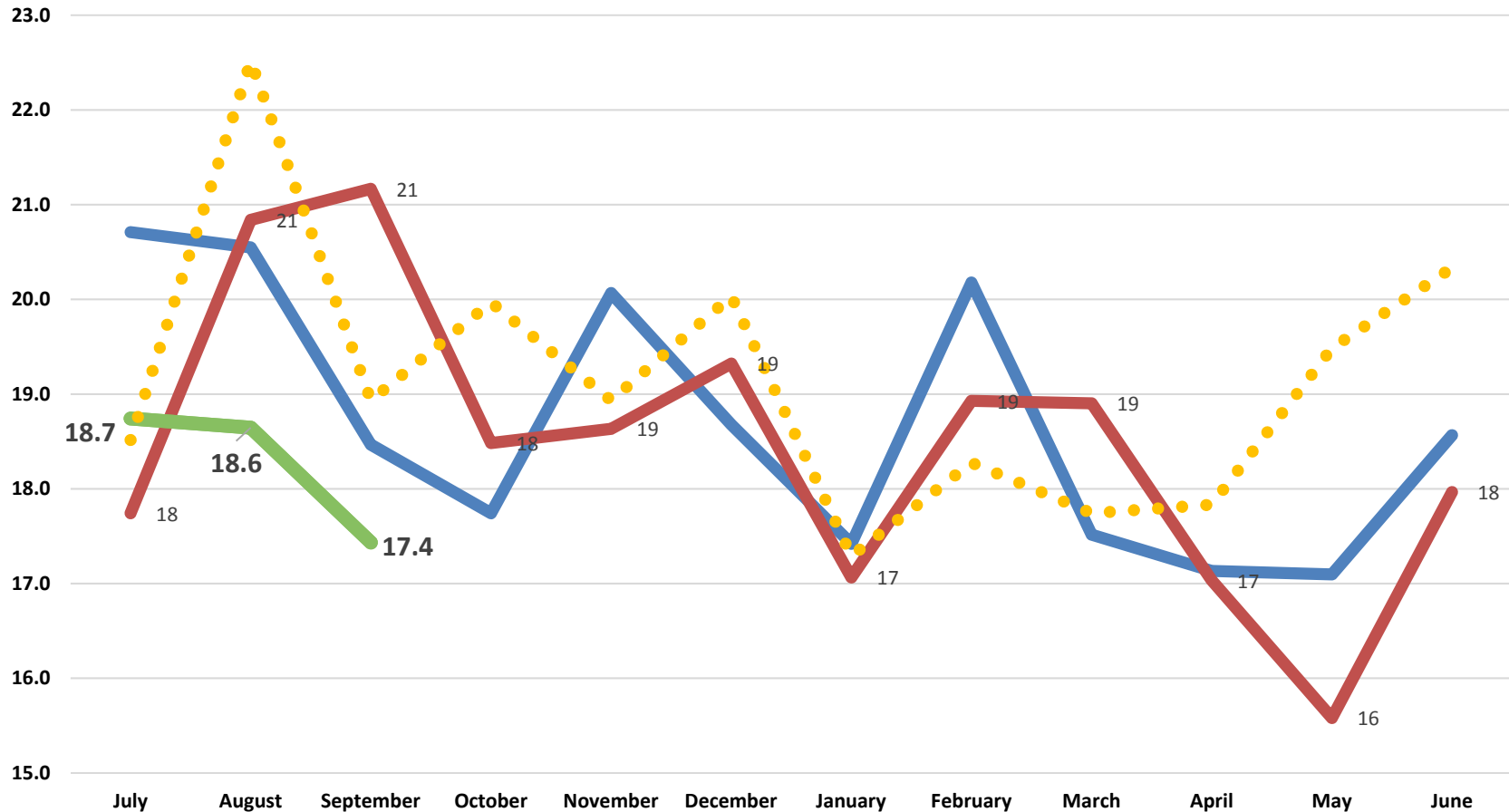
TCS Ortho - Avg. Patients Per Day



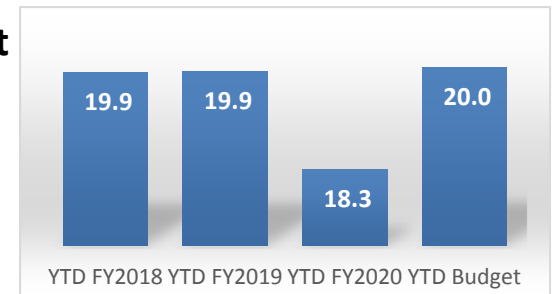
NICU - Avg. Patients Per Day



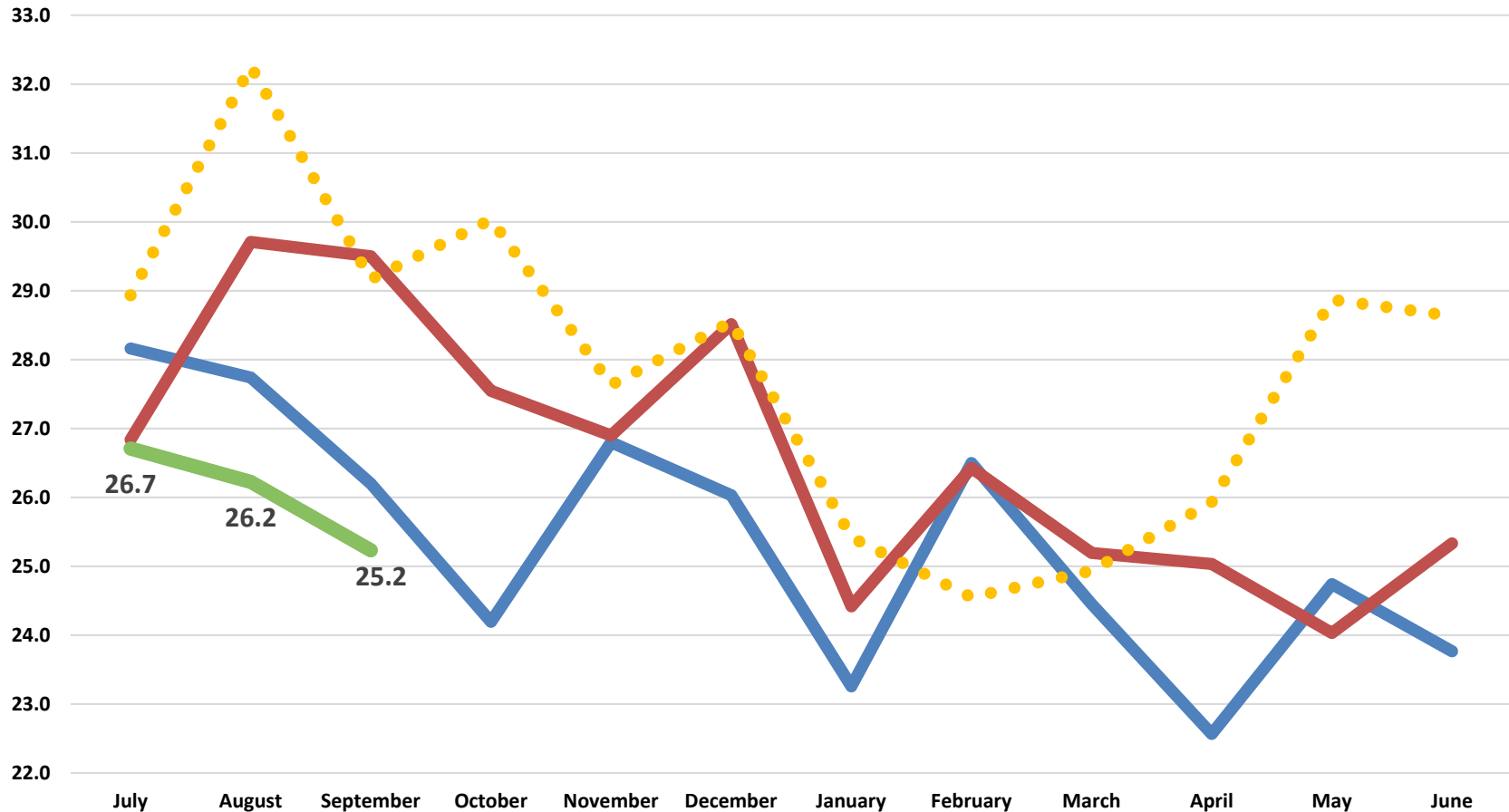
Nursery - Avg. Patients Per Day



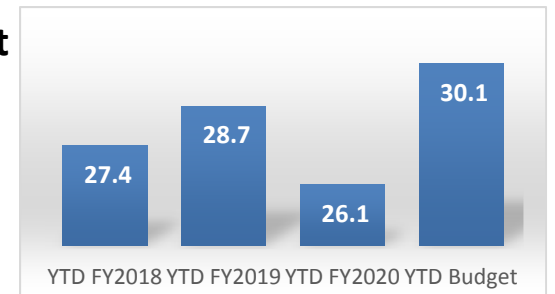
— 2018
 — 2019
 — 2020
 ●●● Budget



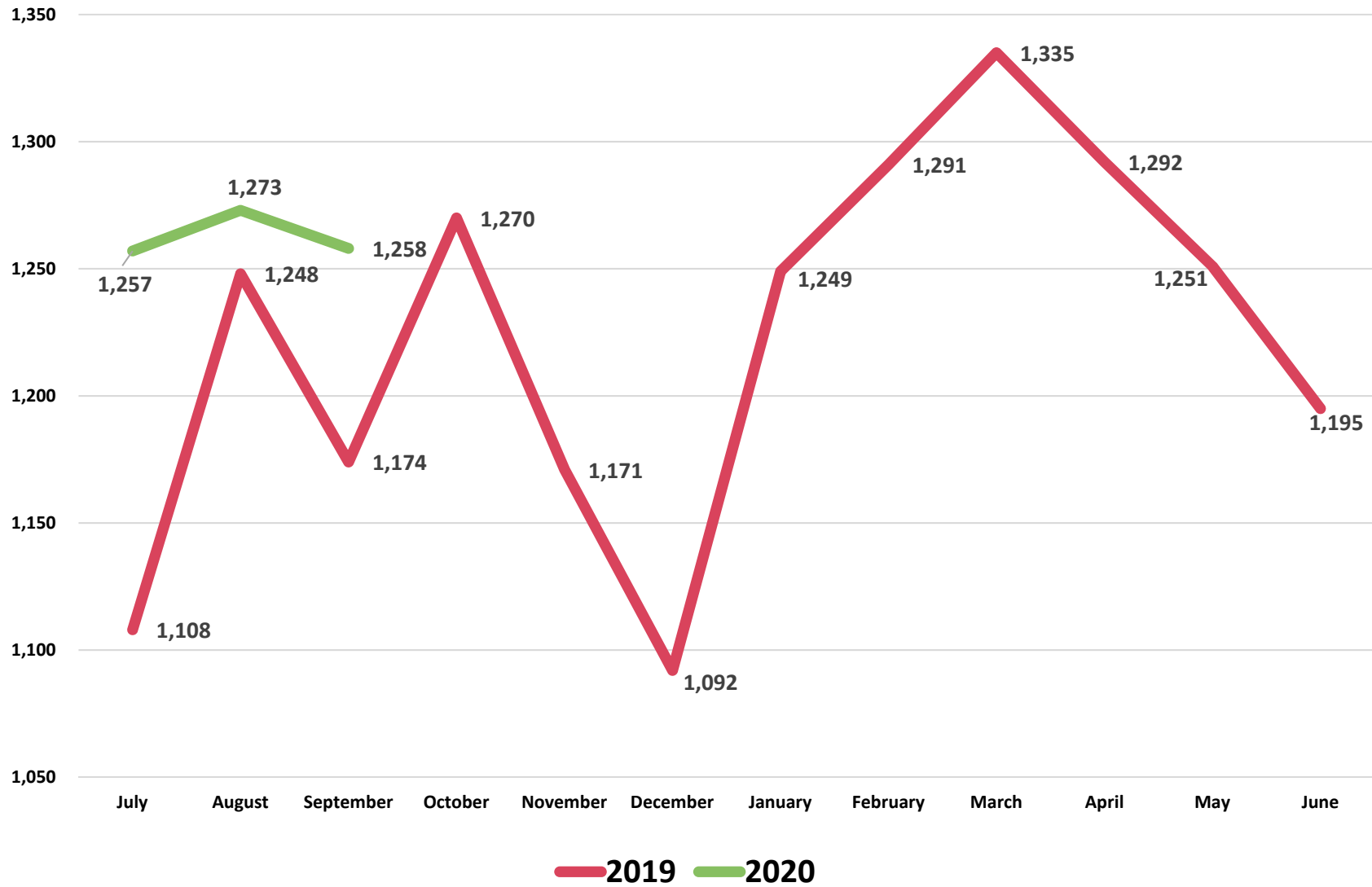
Obstetrics - Avg. Patients Per Day



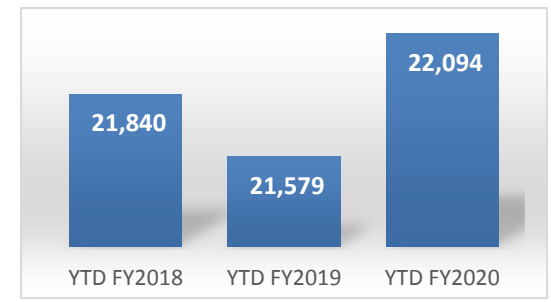
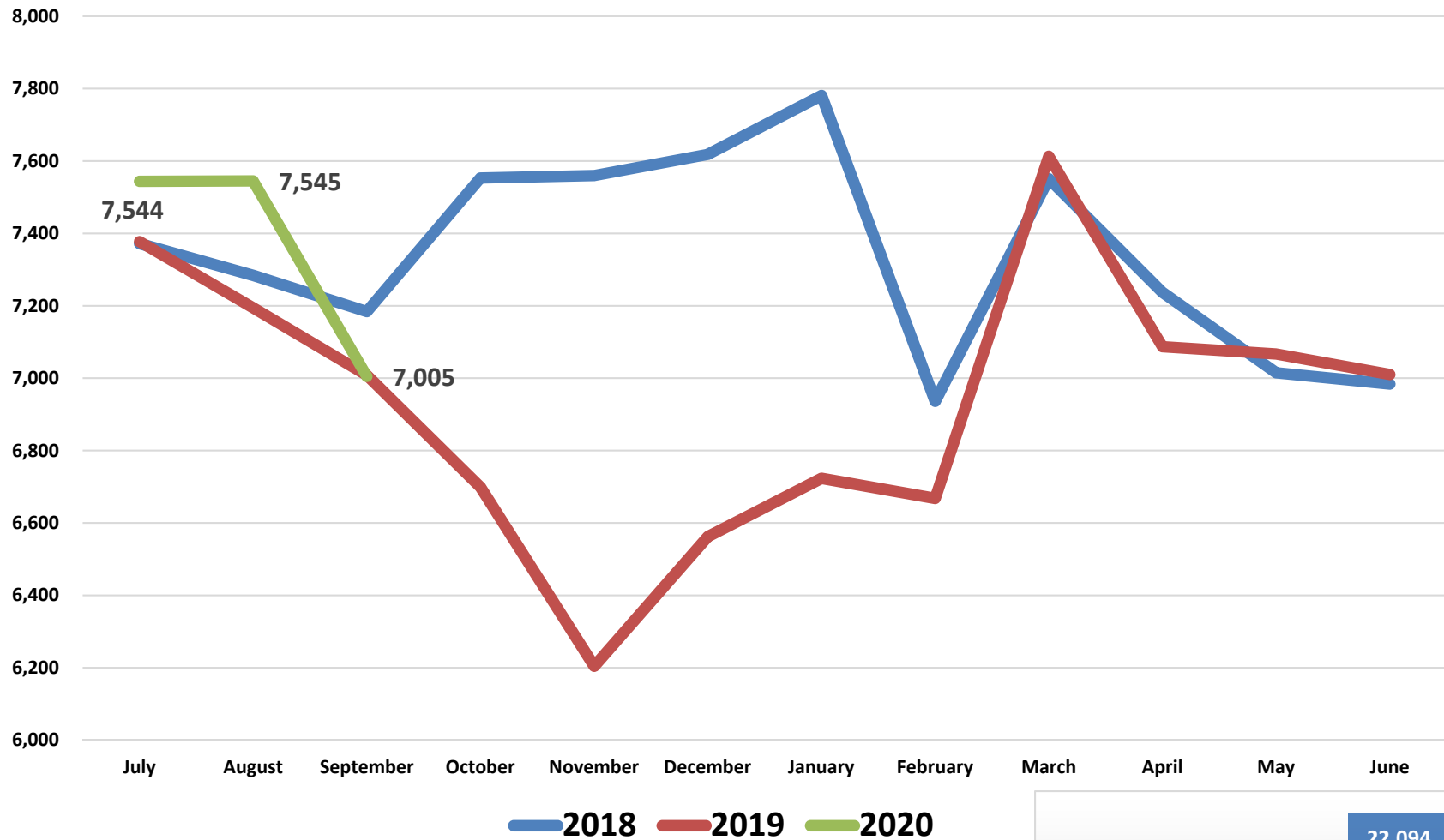
— 2018 — 2019 — 2020 ●●● Budget



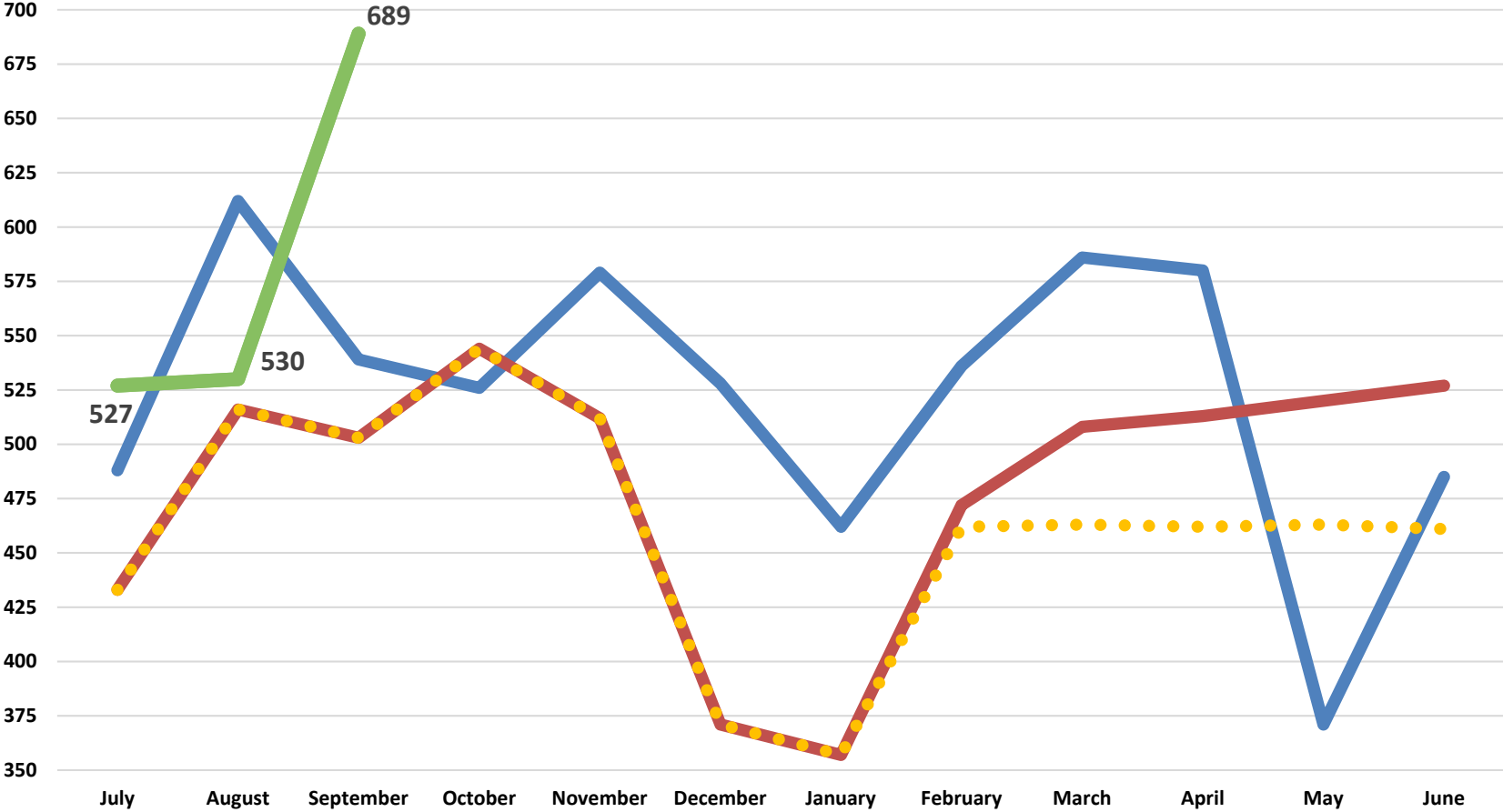
Outpatient Registrations per Day



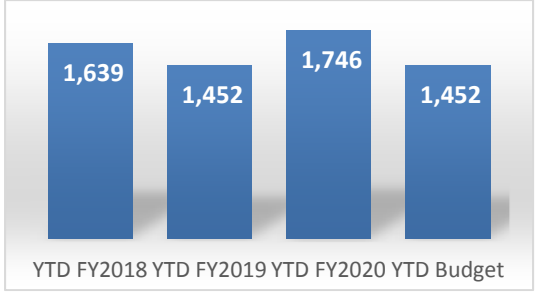
Emergency Department – Total Treated



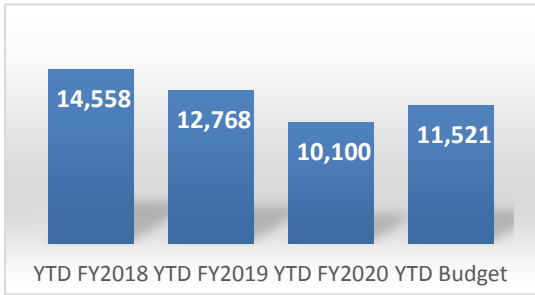
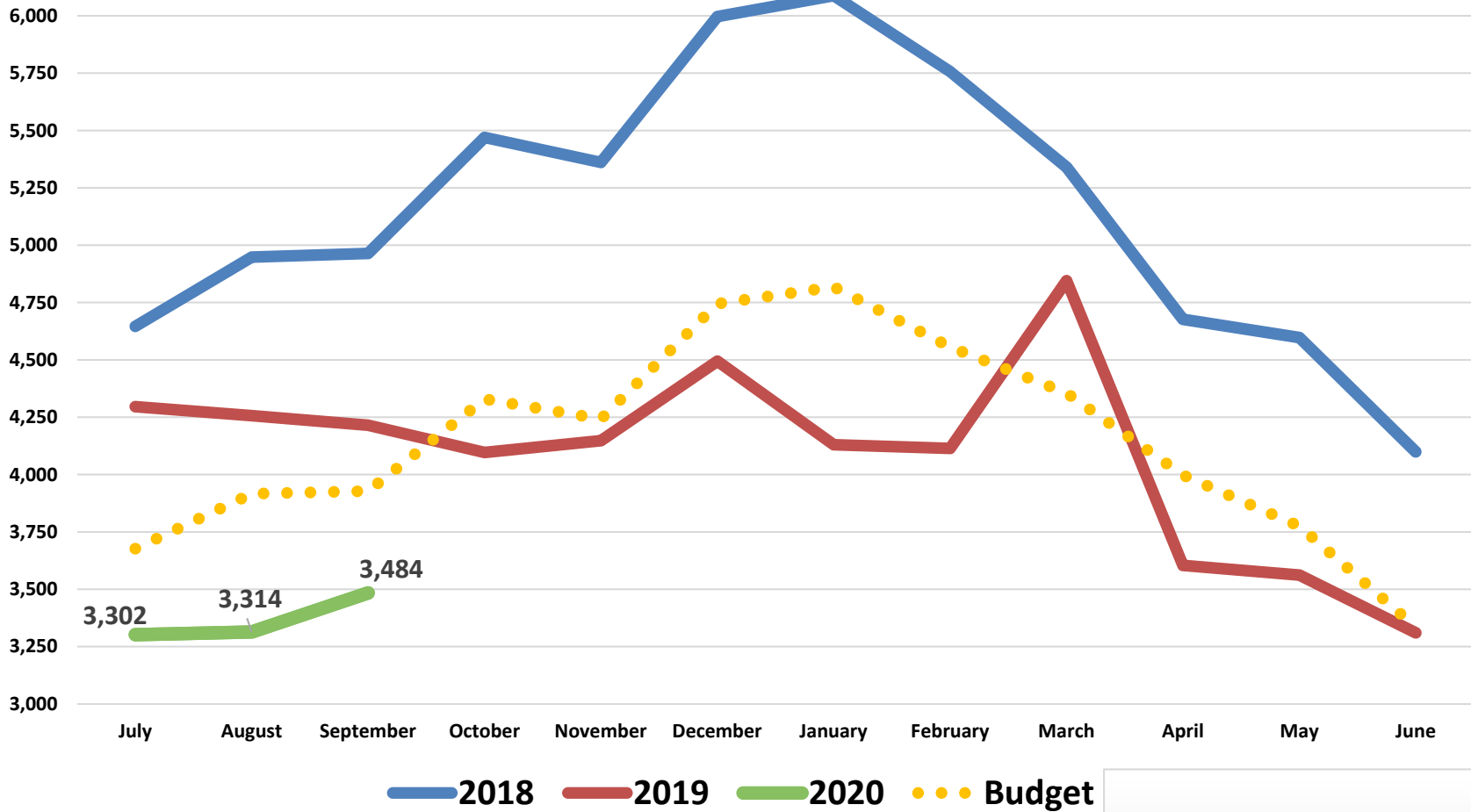
Endoscopy Procedures



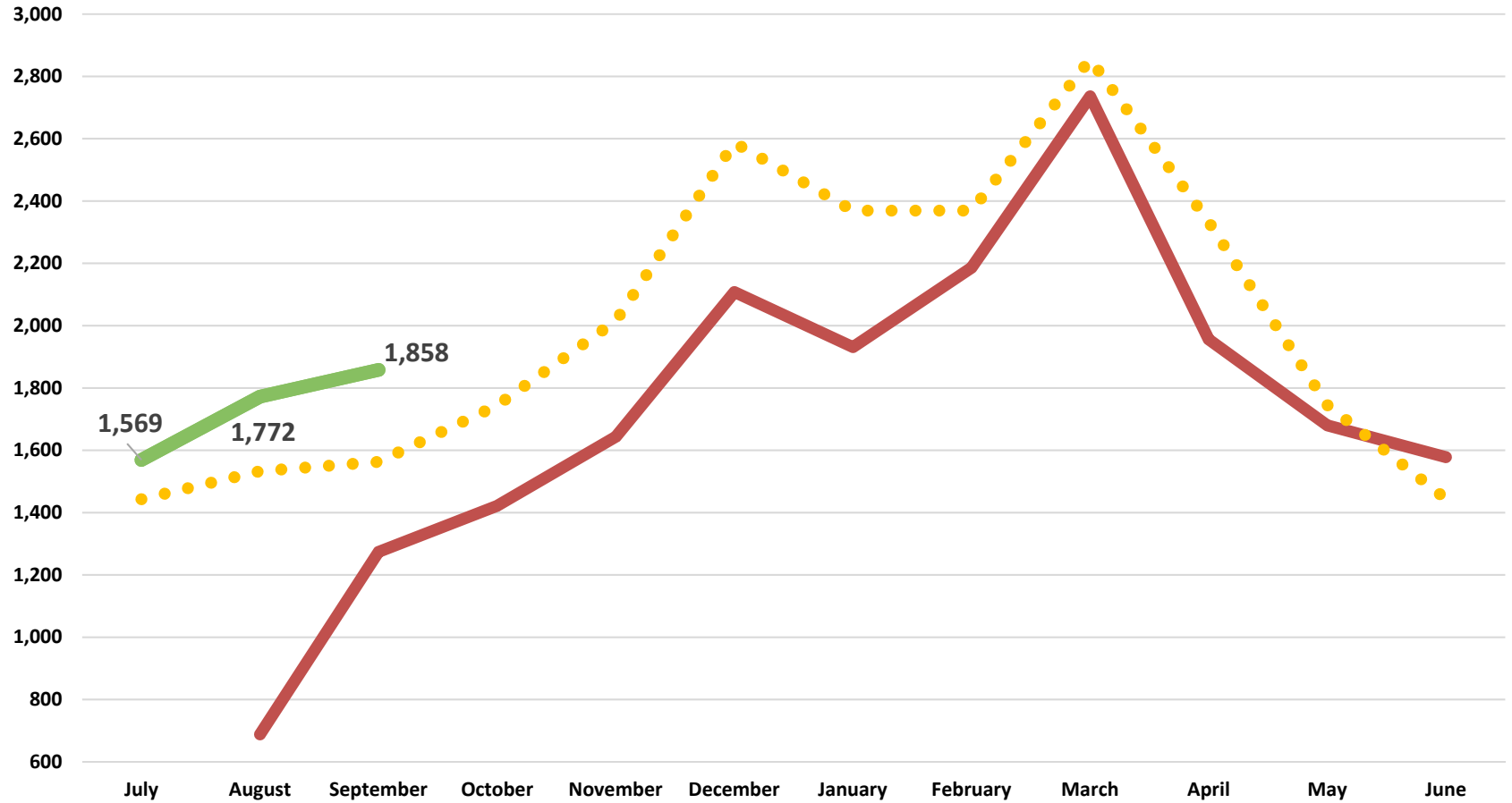
— 2018
 — 2019
 — 2020
 ●●● Budget



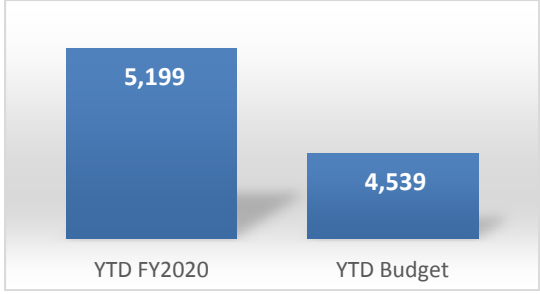
Urgent Care – Court Visits



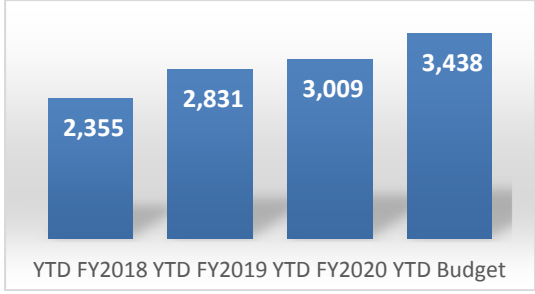
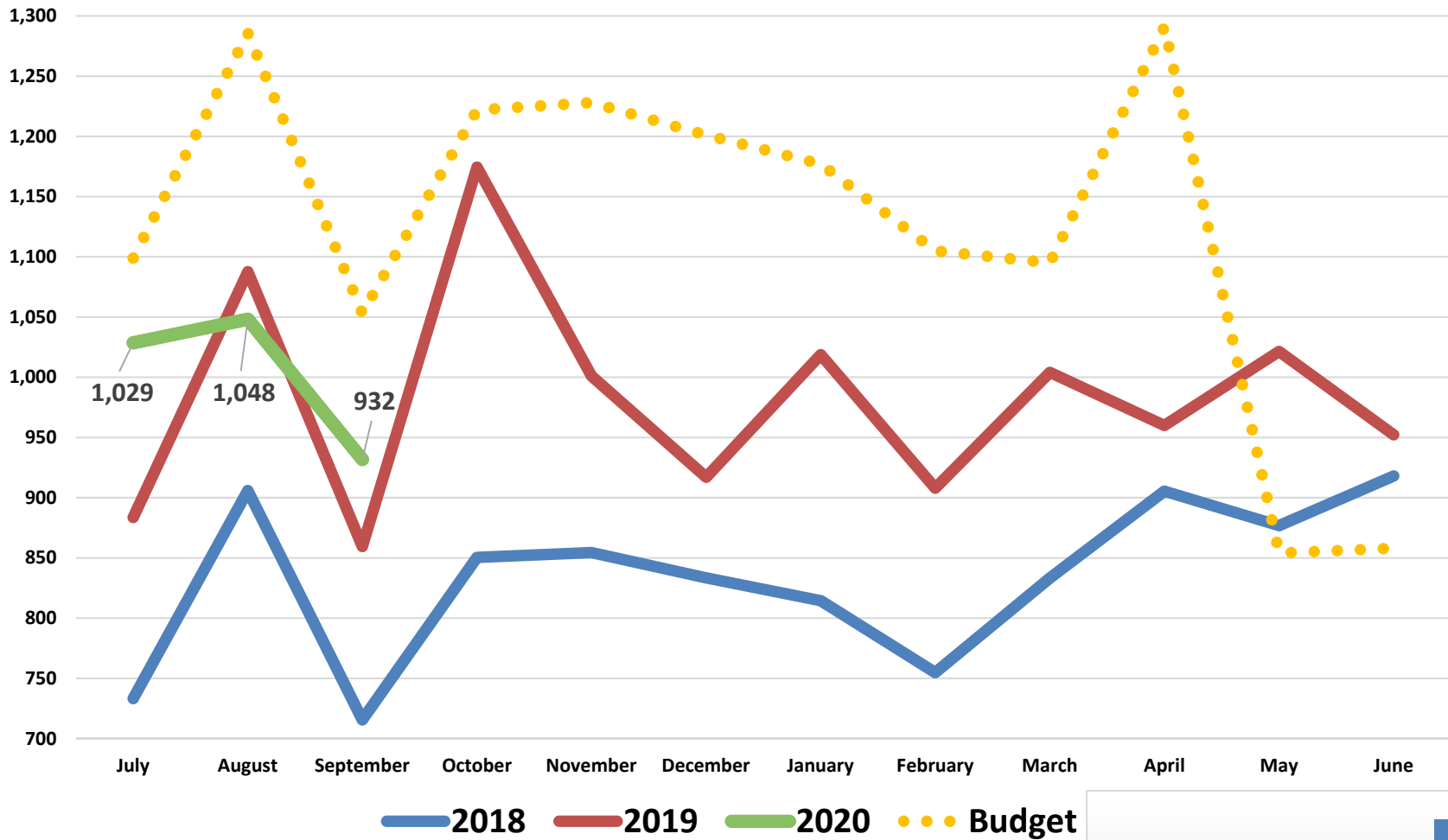
Urgent Care – Demaree Visits



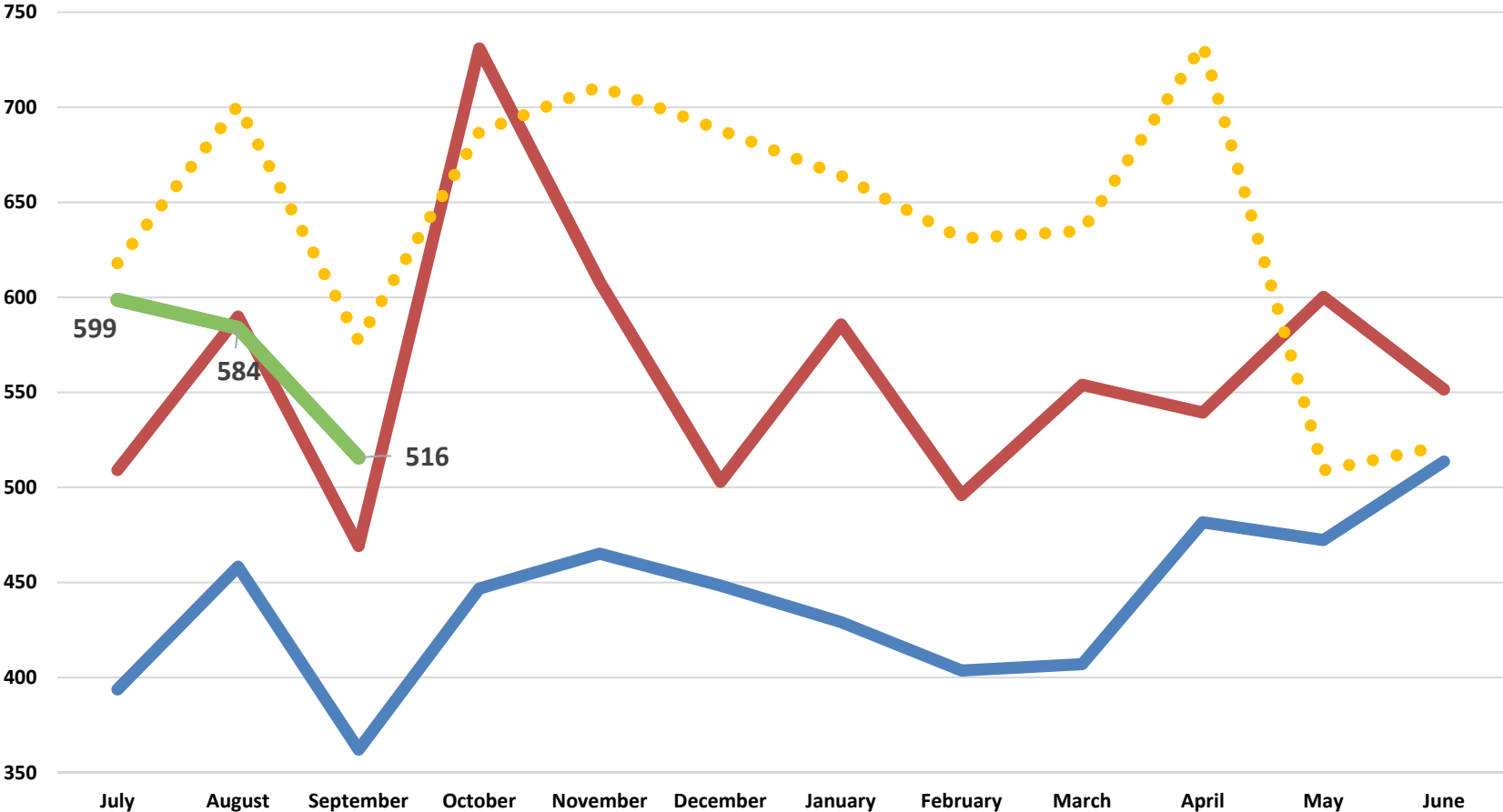
— 2018
 — 2019
 — 2020
 ●●● Budget



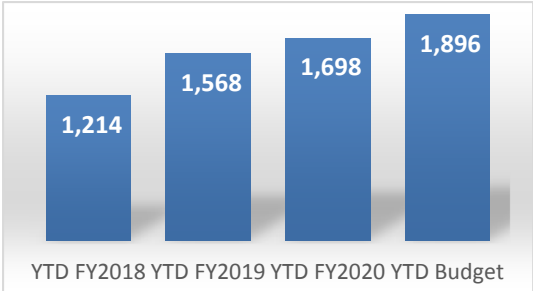
Surgery (IP & OP) – 100 Min Units



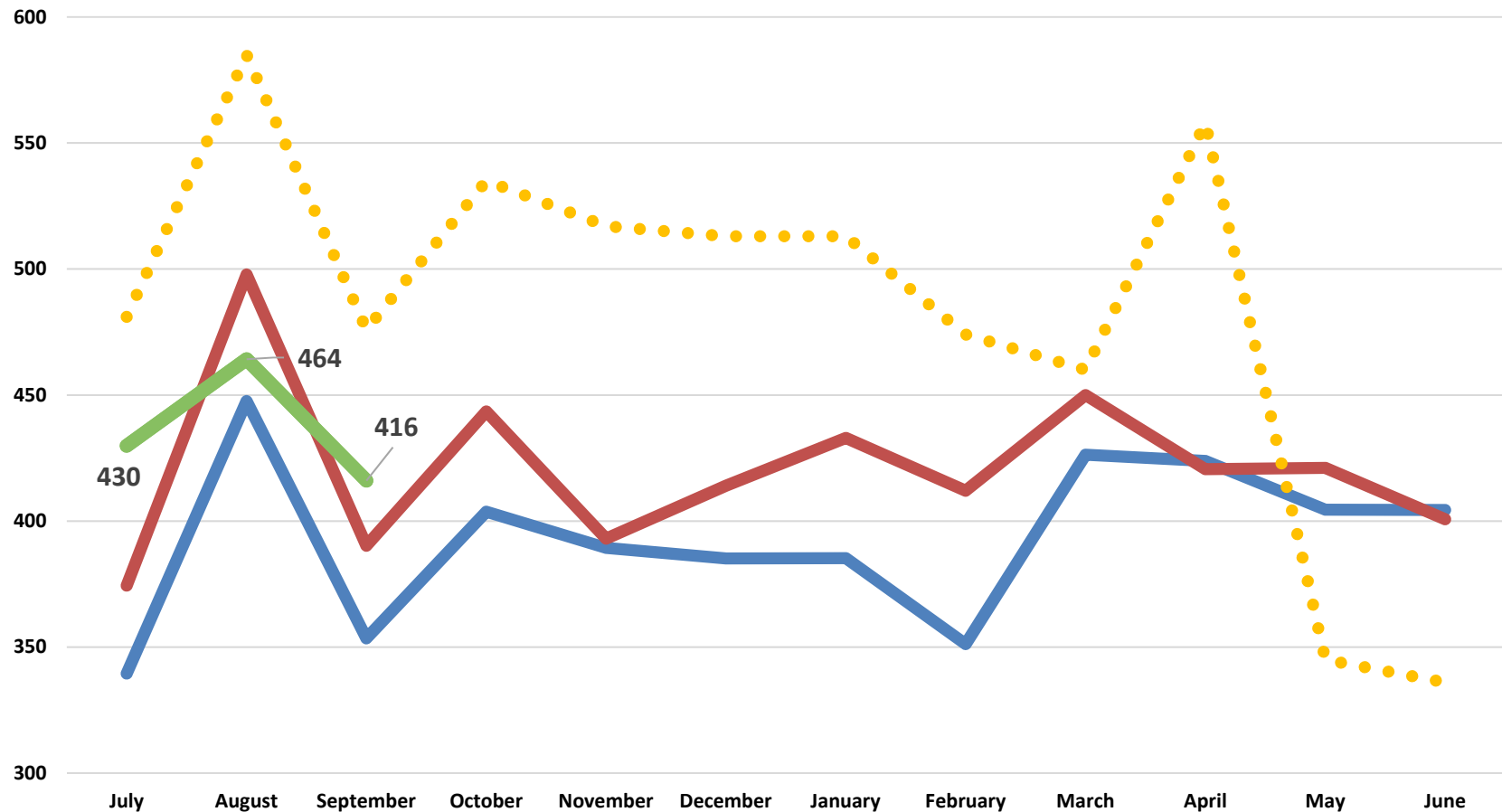
Surgery (IP Only) – 100 Min Units



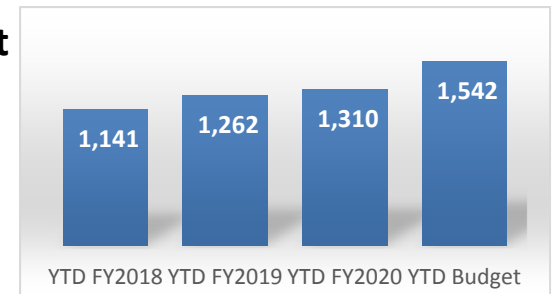
— 2018 — 2019 — 2020 ●●● Budget



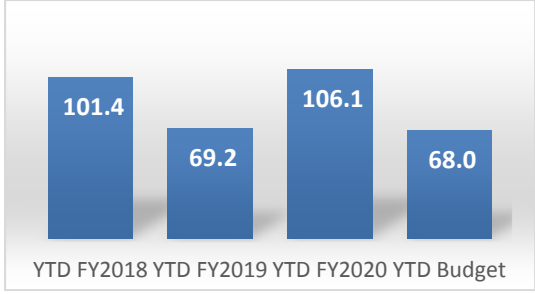
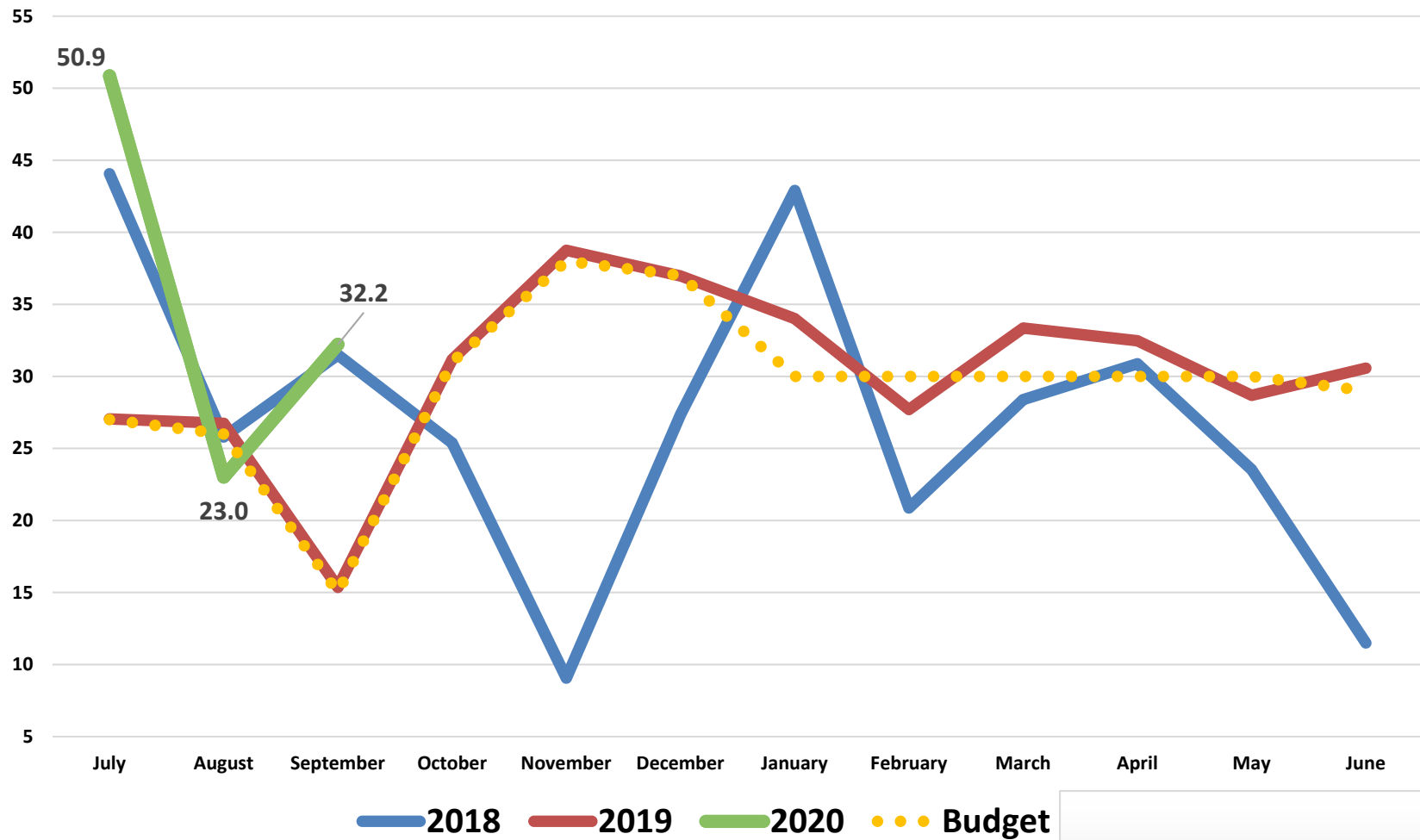
Surgery (OP Only) – 100 Min Units



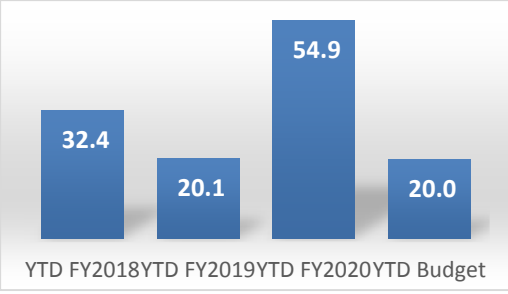
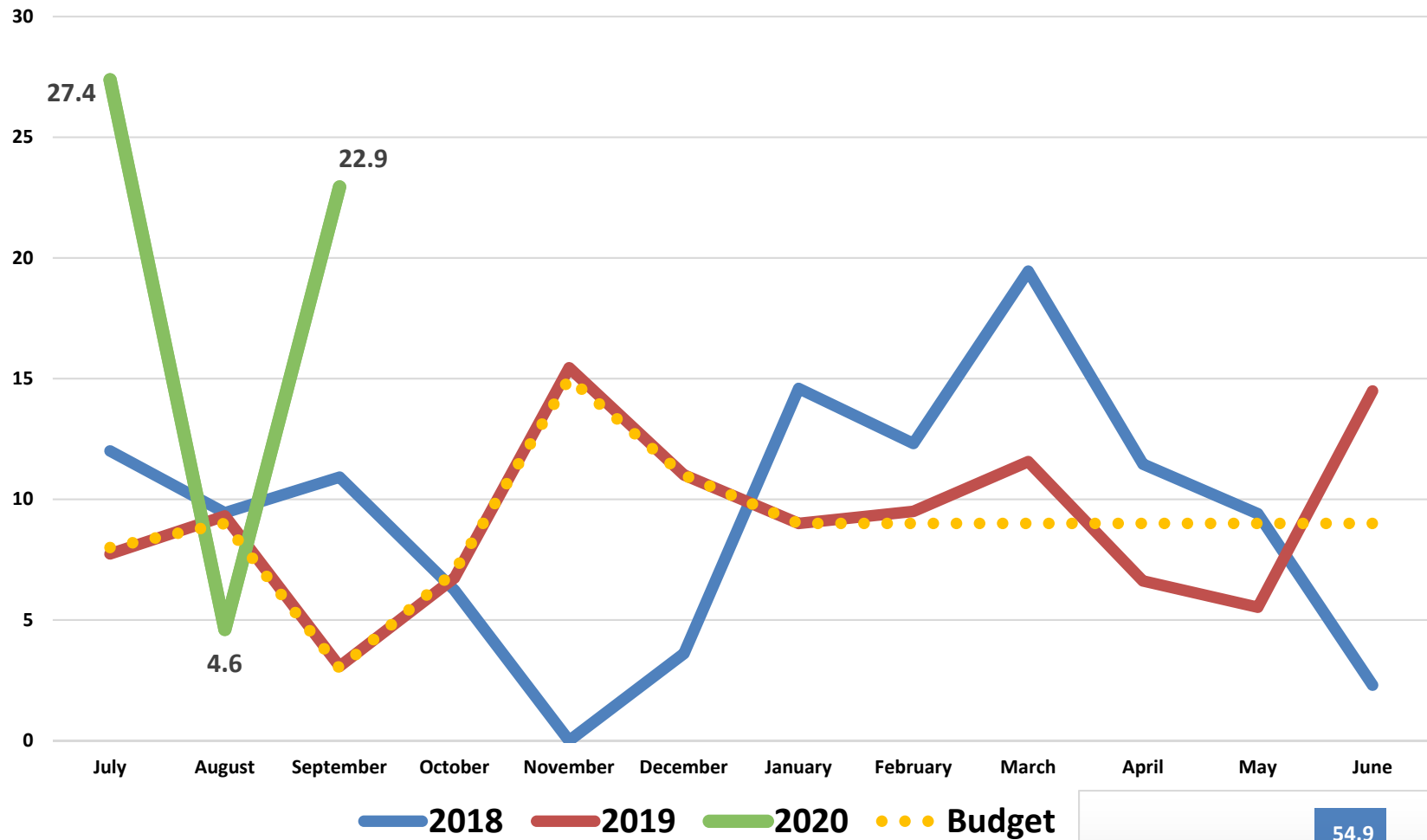
— 2018 — 2019 — 2020 ●●● Budget



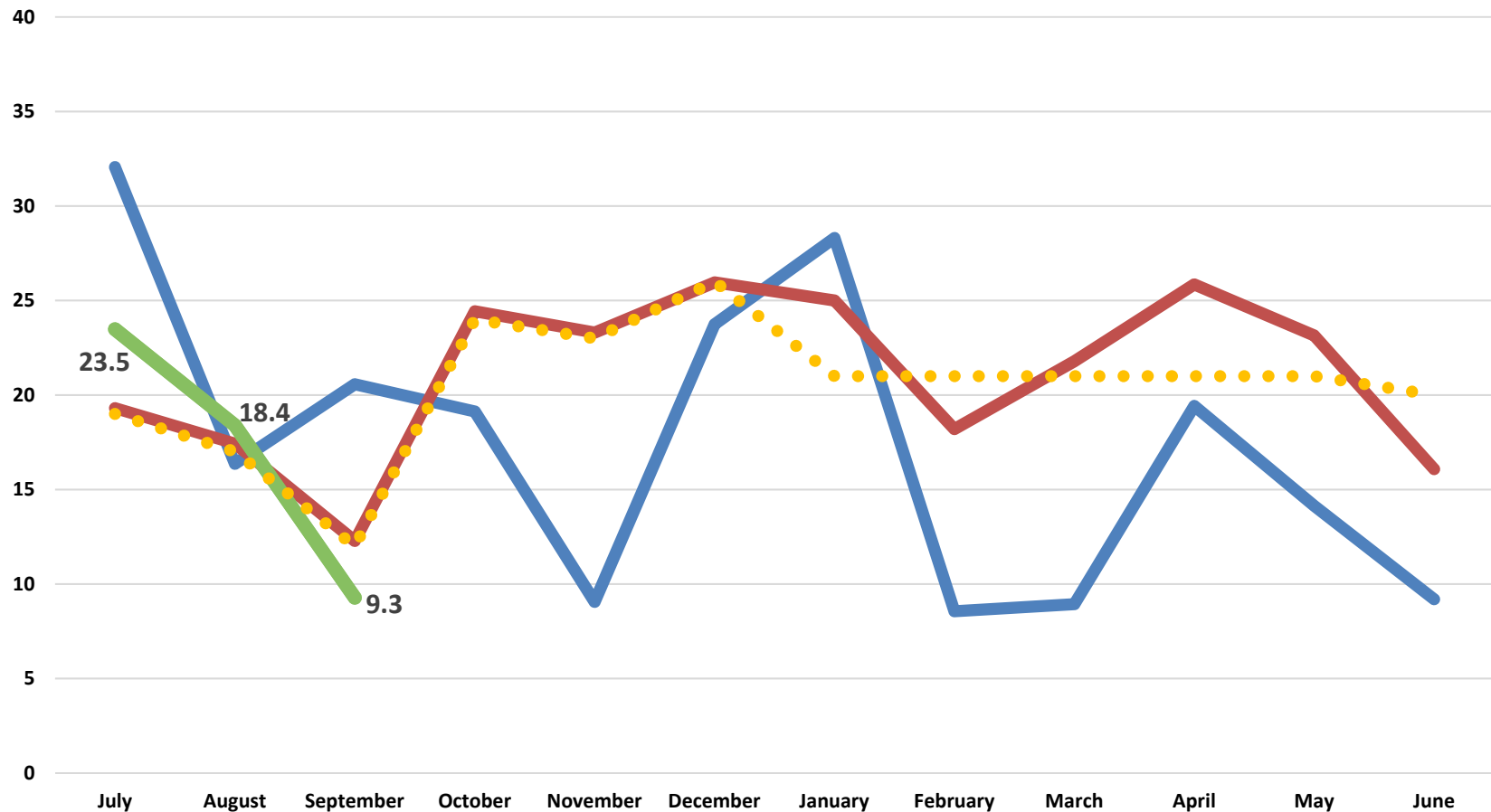
Robotic Surgery (IP & OP) – 100 Min Units



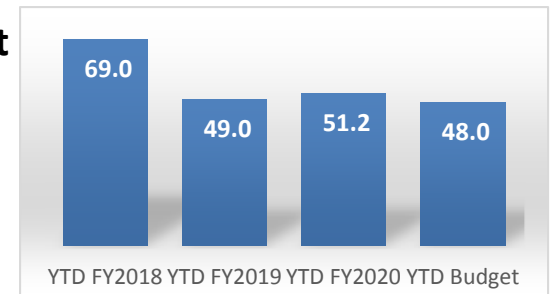
Robotic Surgery (IP Only) – 100 Min Units



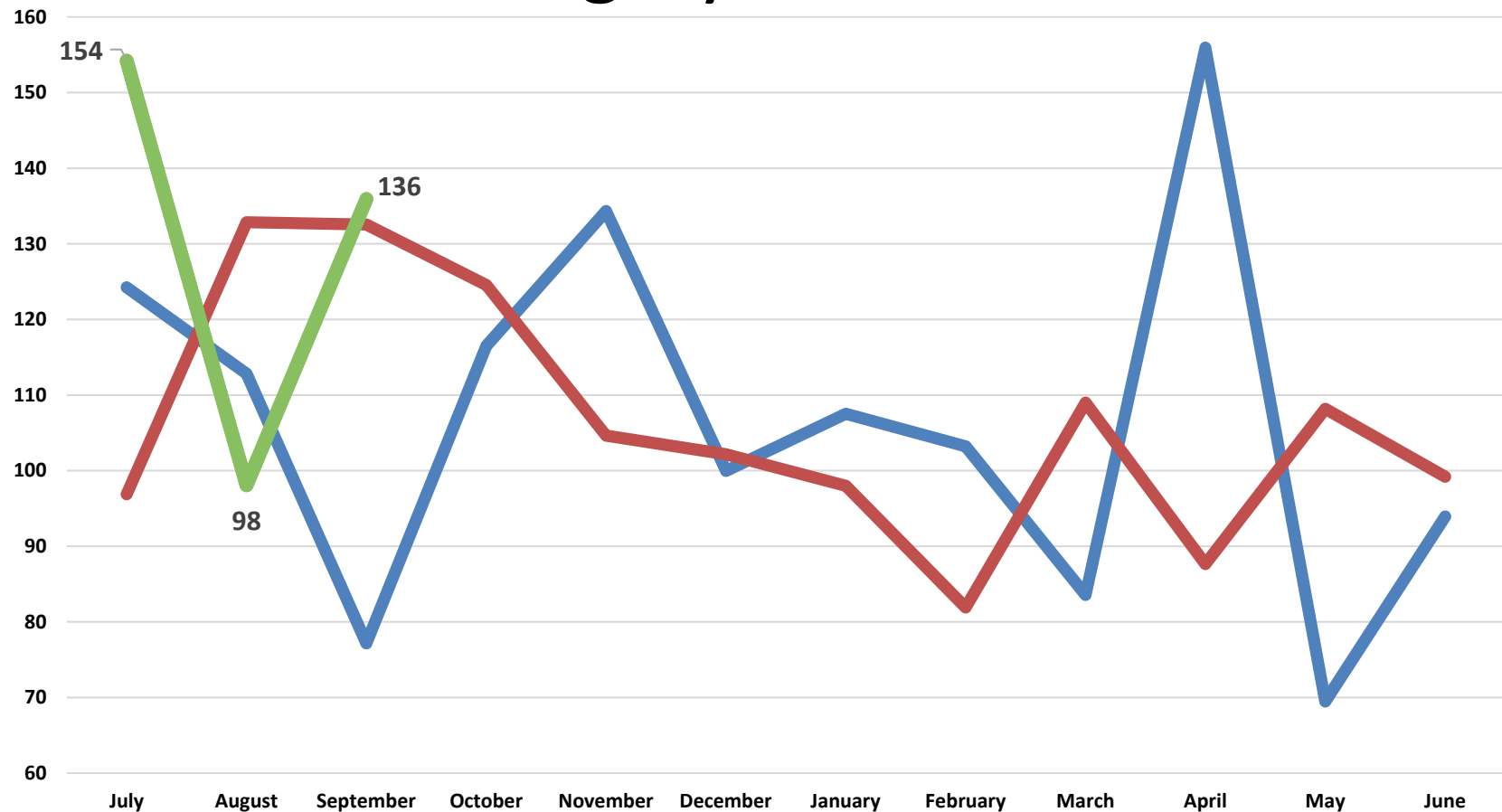
Robotic Surgery (OP Only) – 100 Min Units



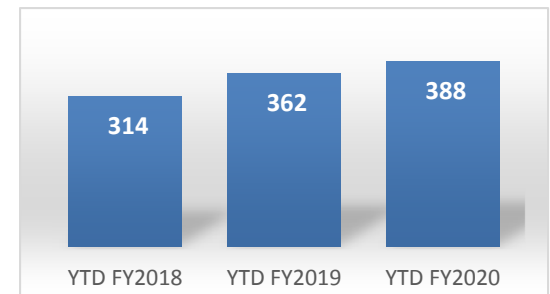
— 2018
 — 2019
 — 2020
 ●●● Budget



Cardiac Surgery – 100 Min Units

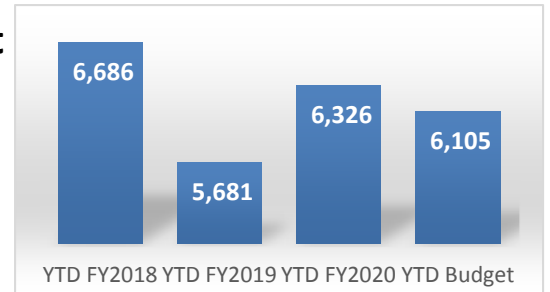
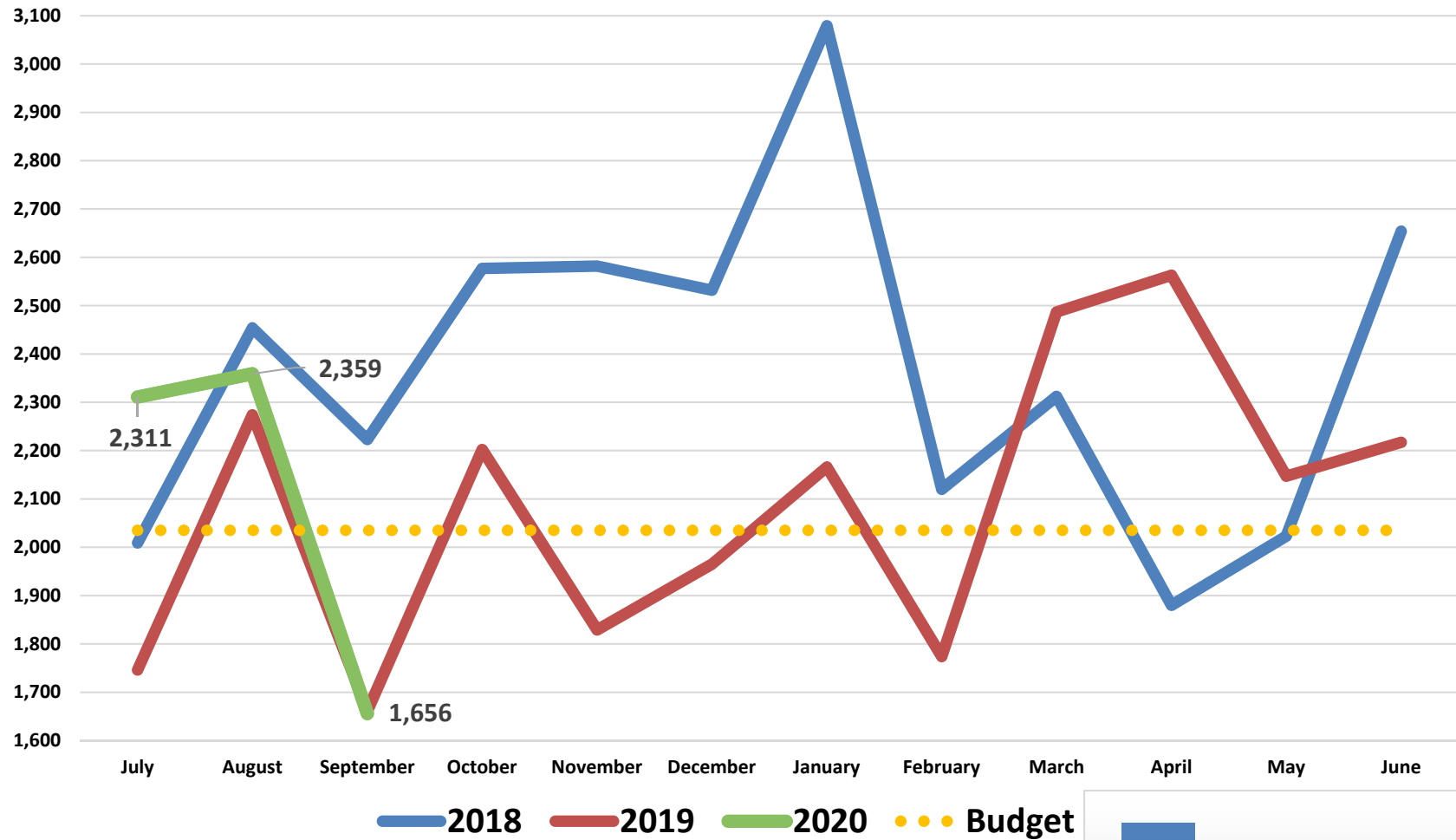


— 2018 — 2019 — 2020

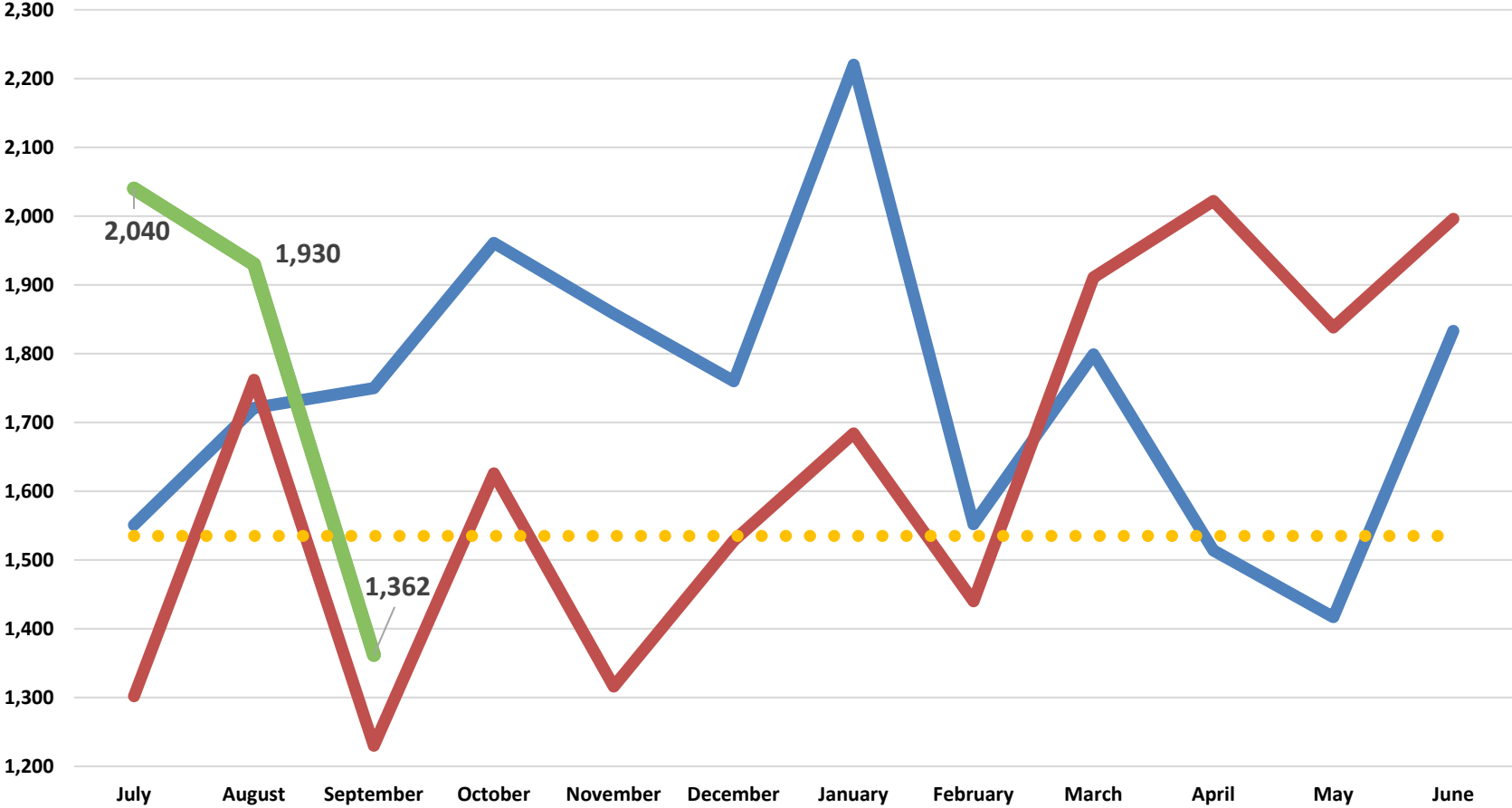


Radiation Oncology Treatments

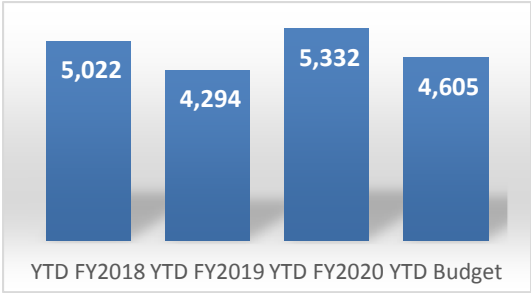
Hanford and Visalia



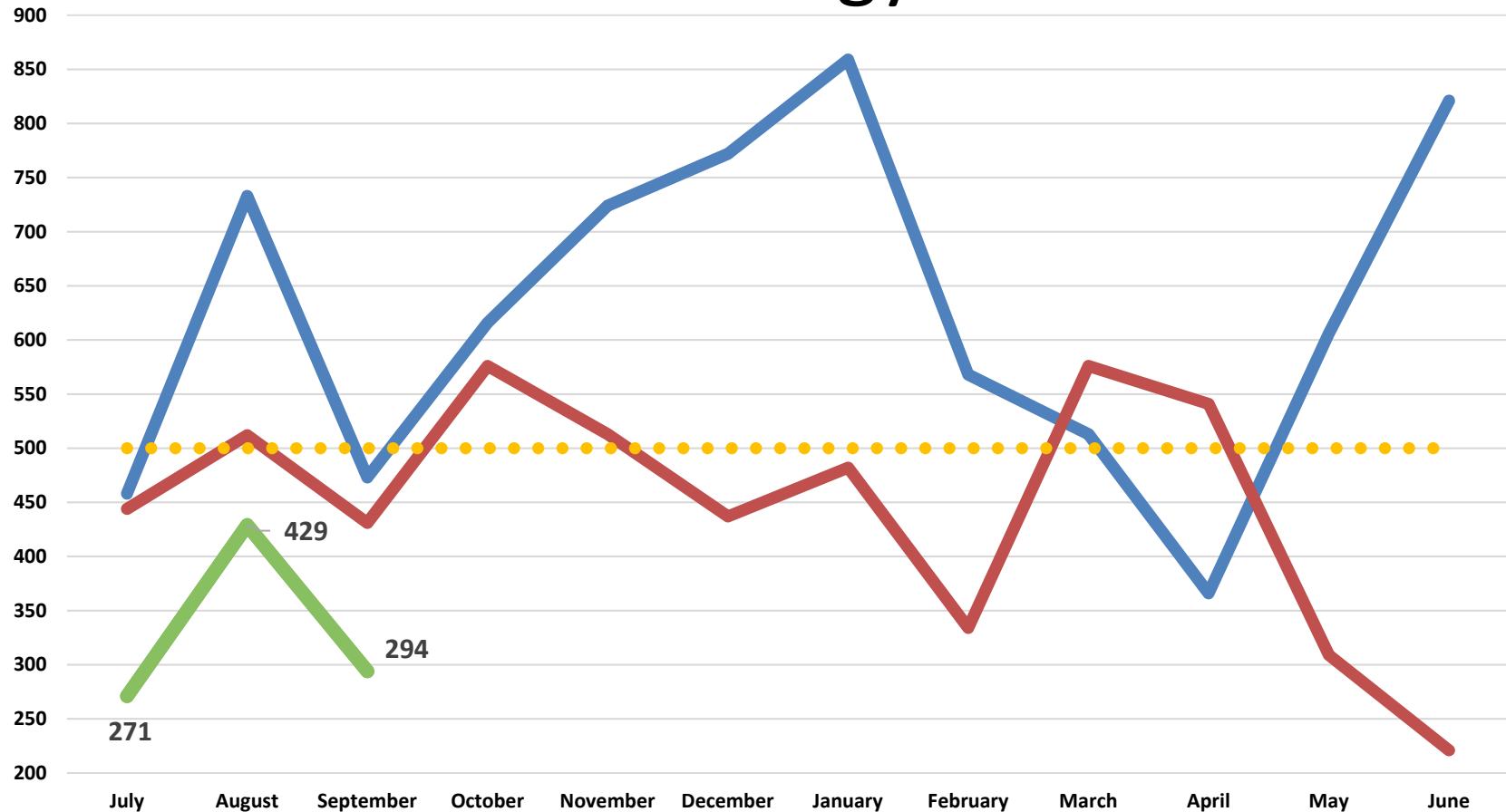
Radiation Oncology - Visalia



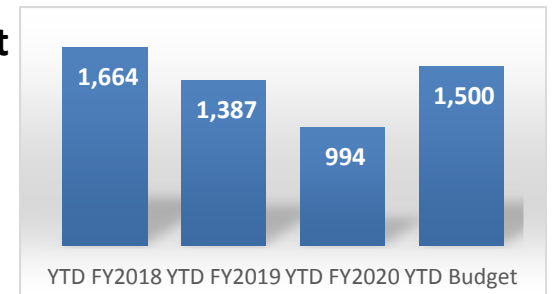
— 2018
 — 2019
 — 2020
 ●●● Budget



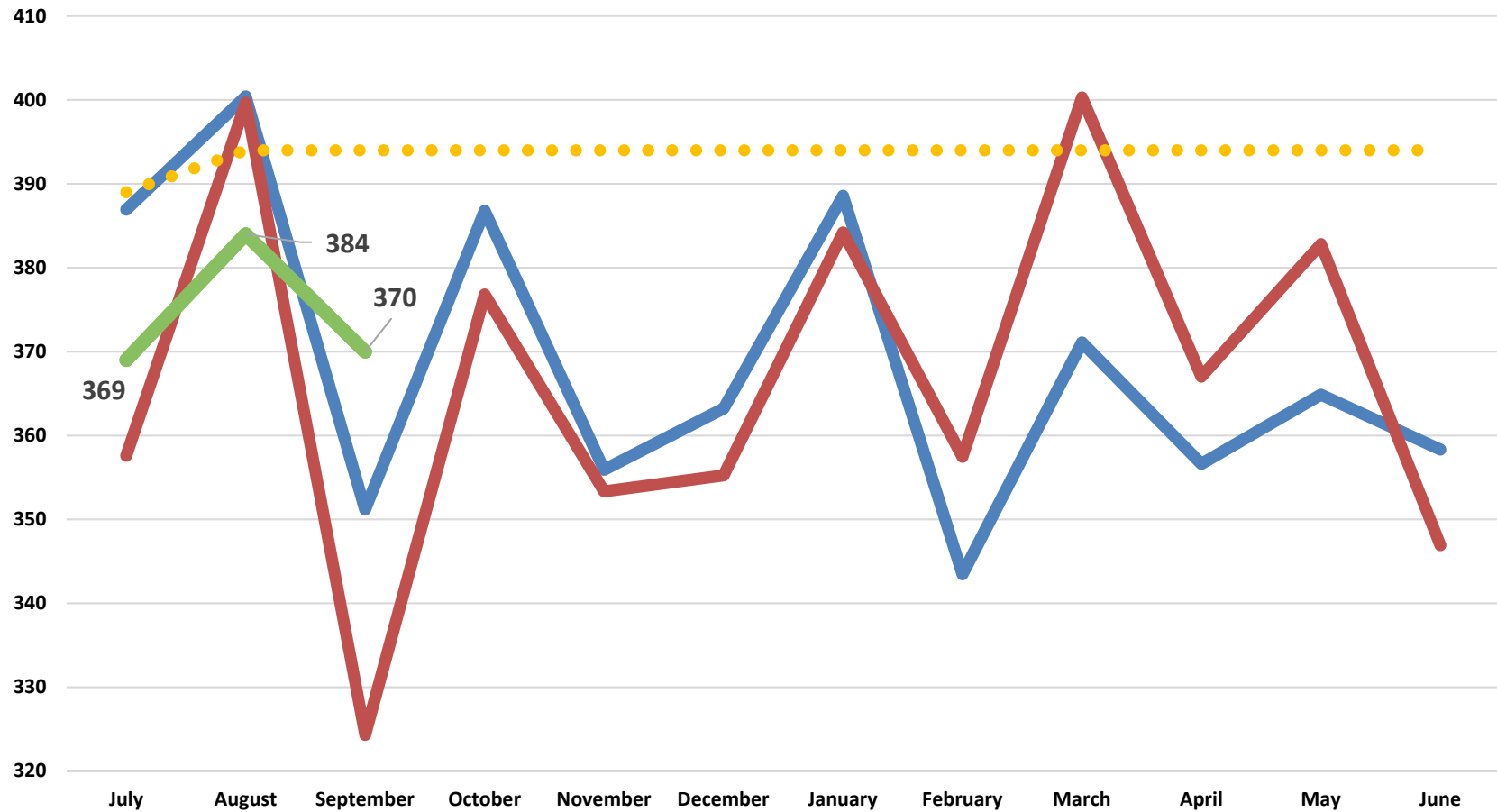
Radiation Oncology - Hanford



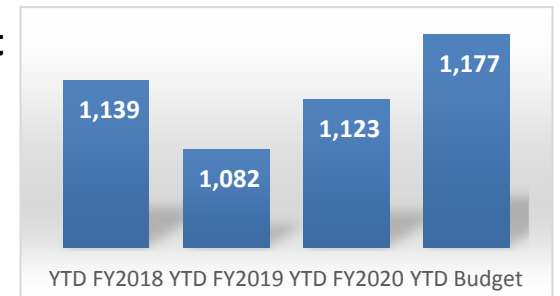
— 2018 — 2019 — 2020 ●●● Budget



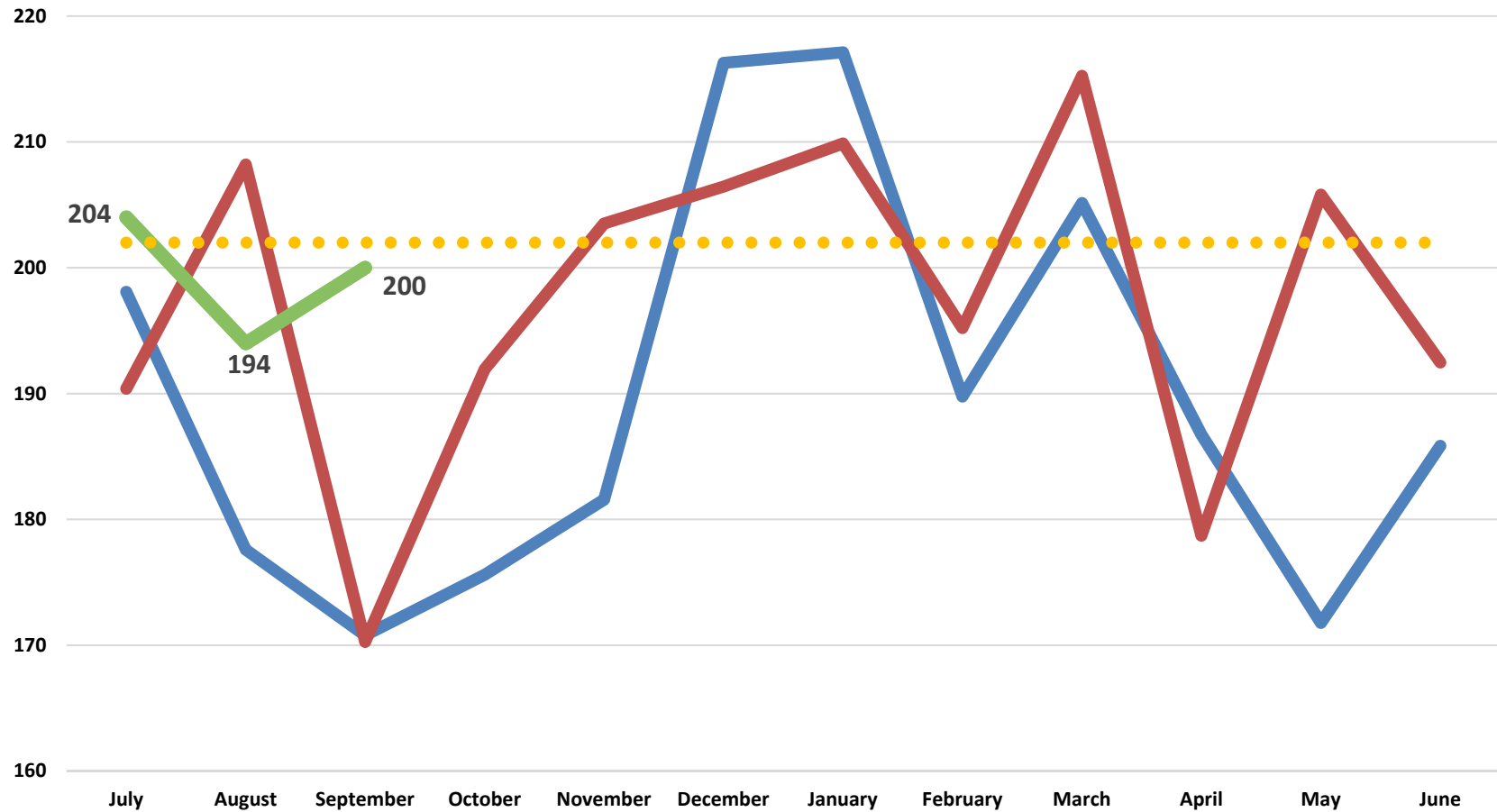
Cath Lab (IP & OP) – 100 Min Units



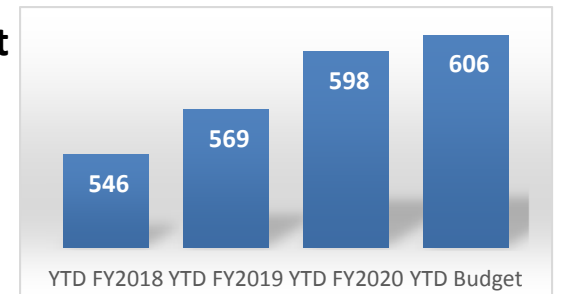
— 2018 — 2019 — 2020 ●●● Budget



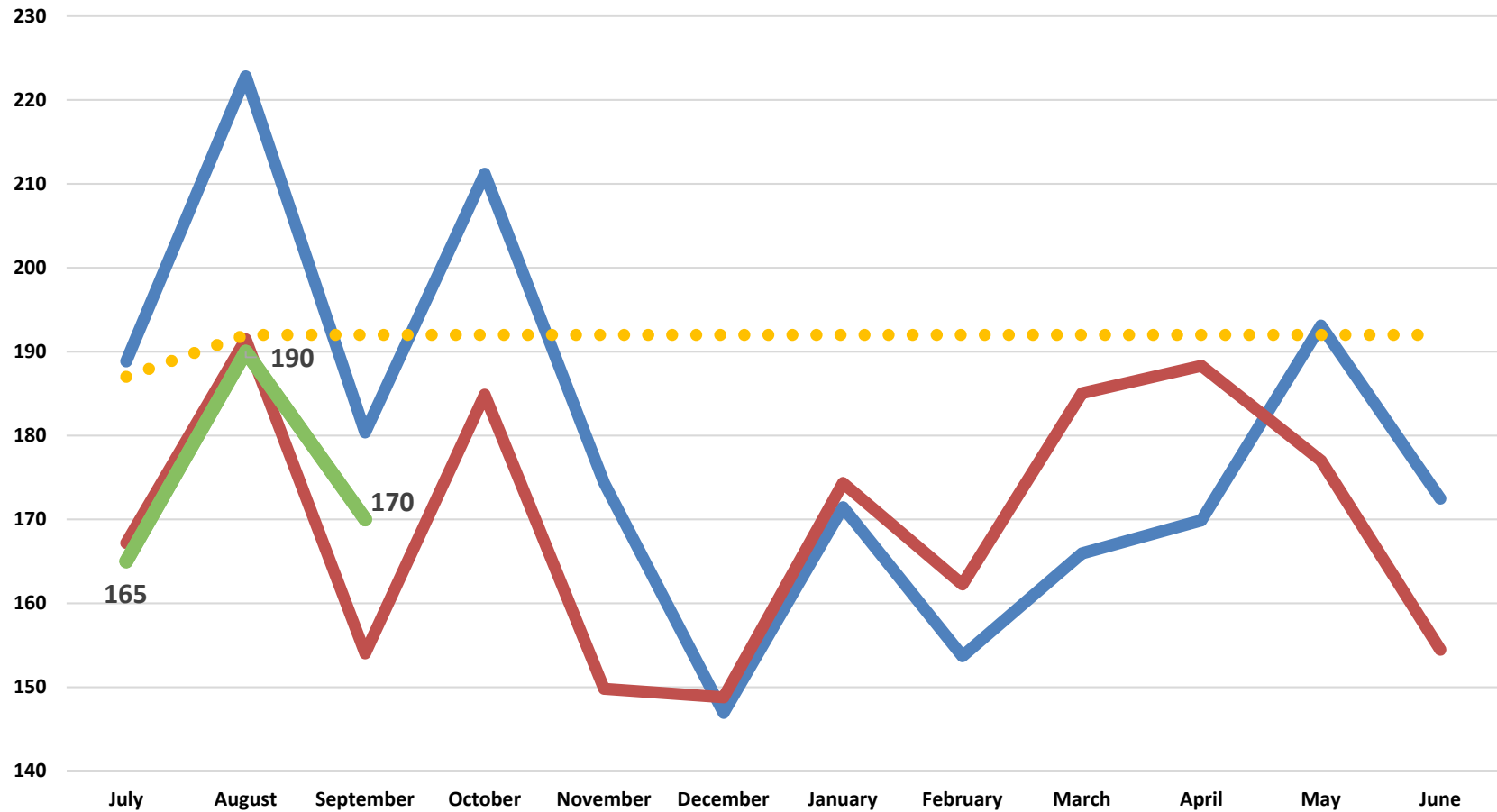
Cath Lab (IP Only) – 100 Min Units



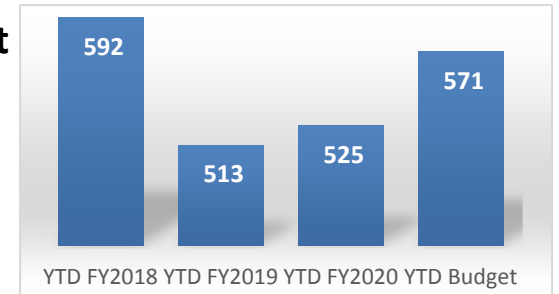
— 2018
 — 2019
 — 2020
 ●●● Budget



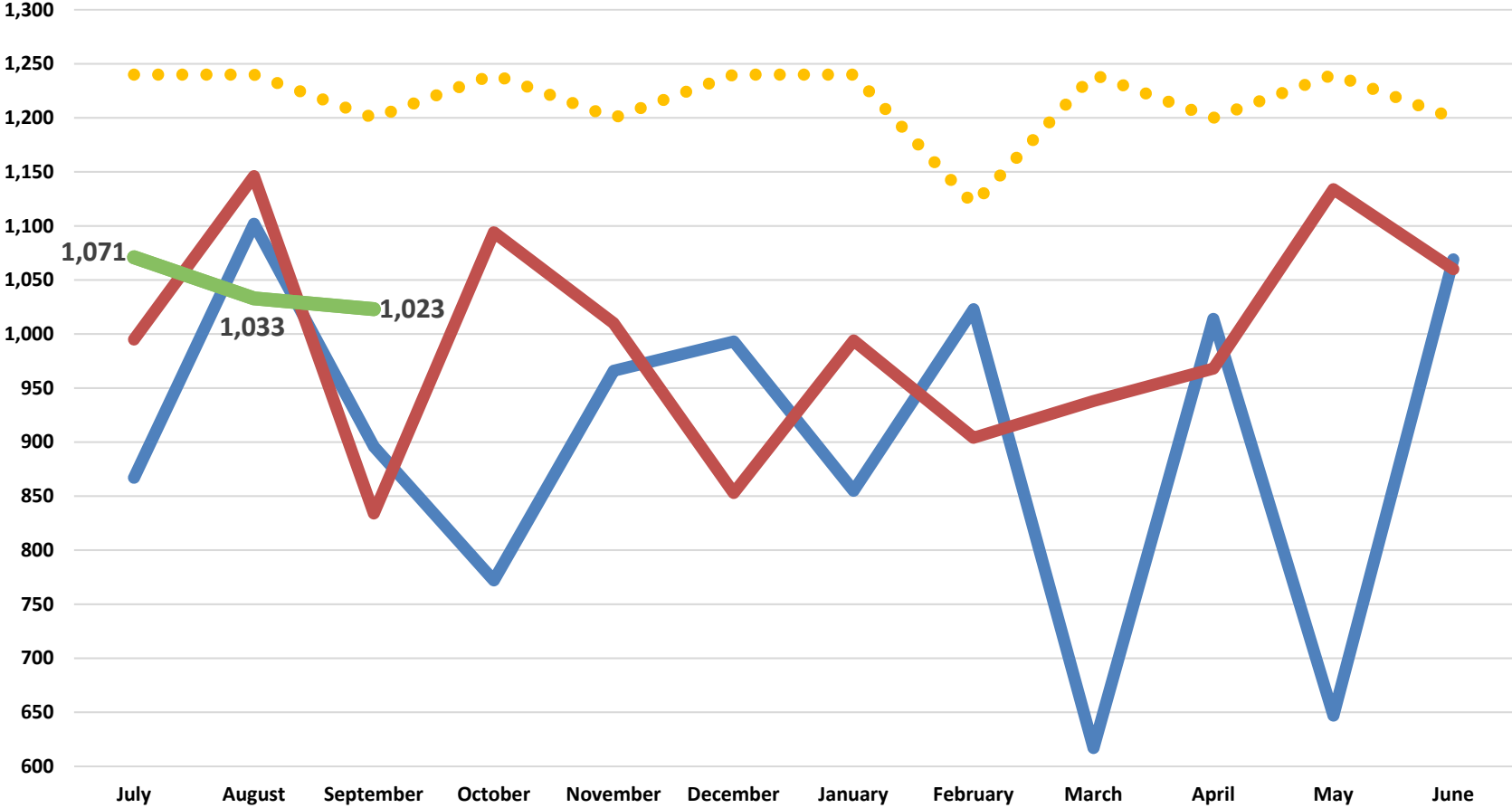
Cath Lab (OP Only) – 100 Min Units



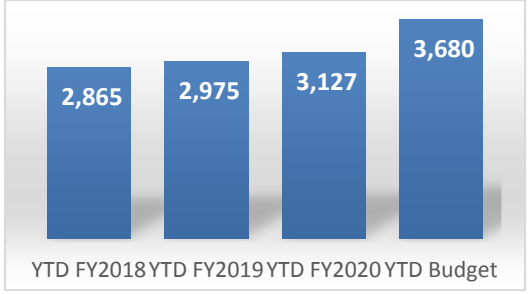
— 2018 — 2019 — 2020 ●●● Budget



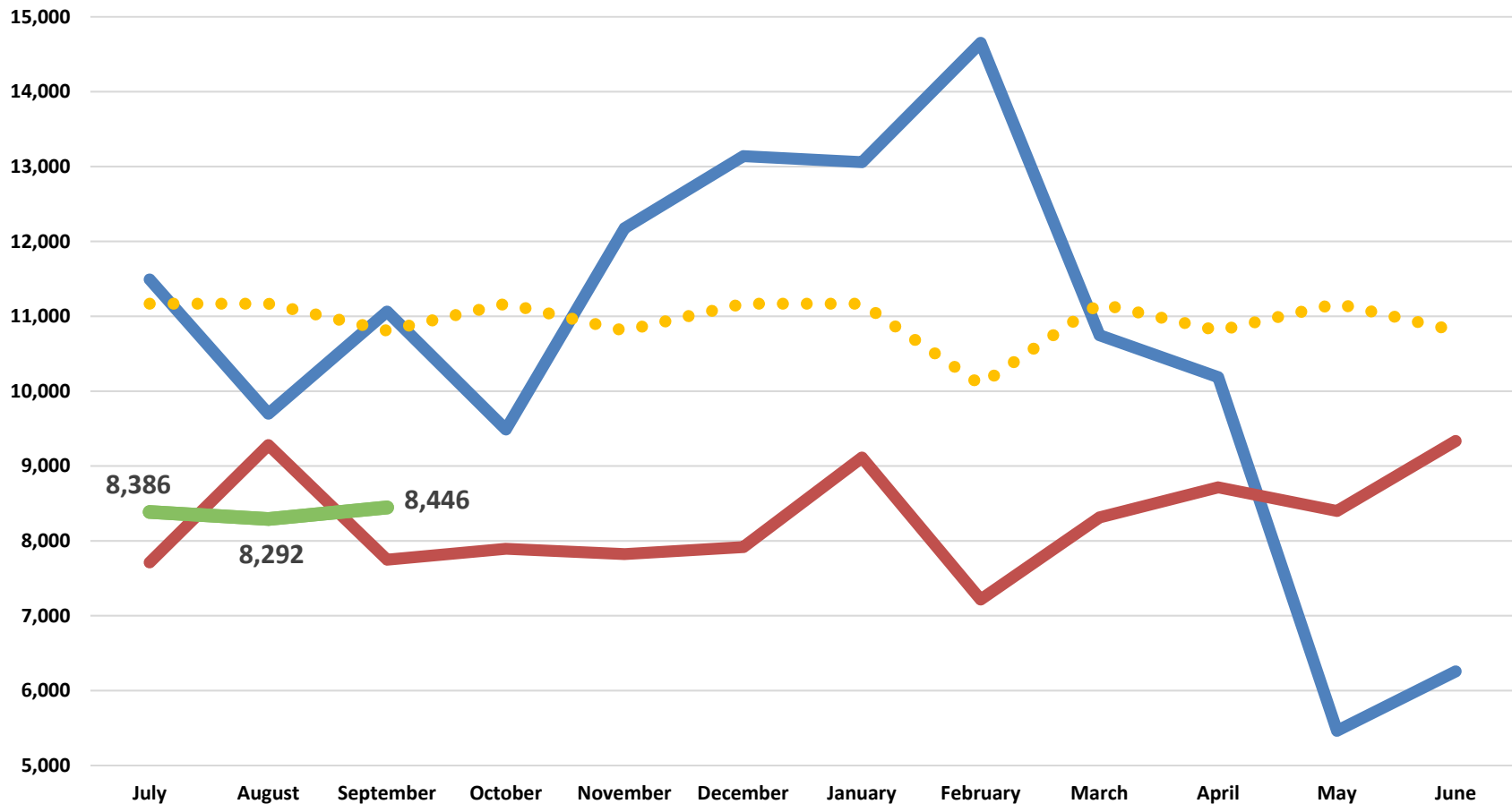
GME Family Medicine Clinic Visits



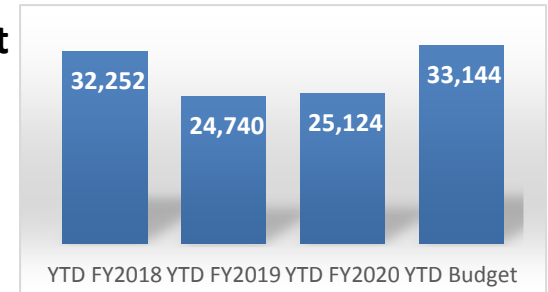
— 2018
 — 2019
 — 2020
 ●●● Budget



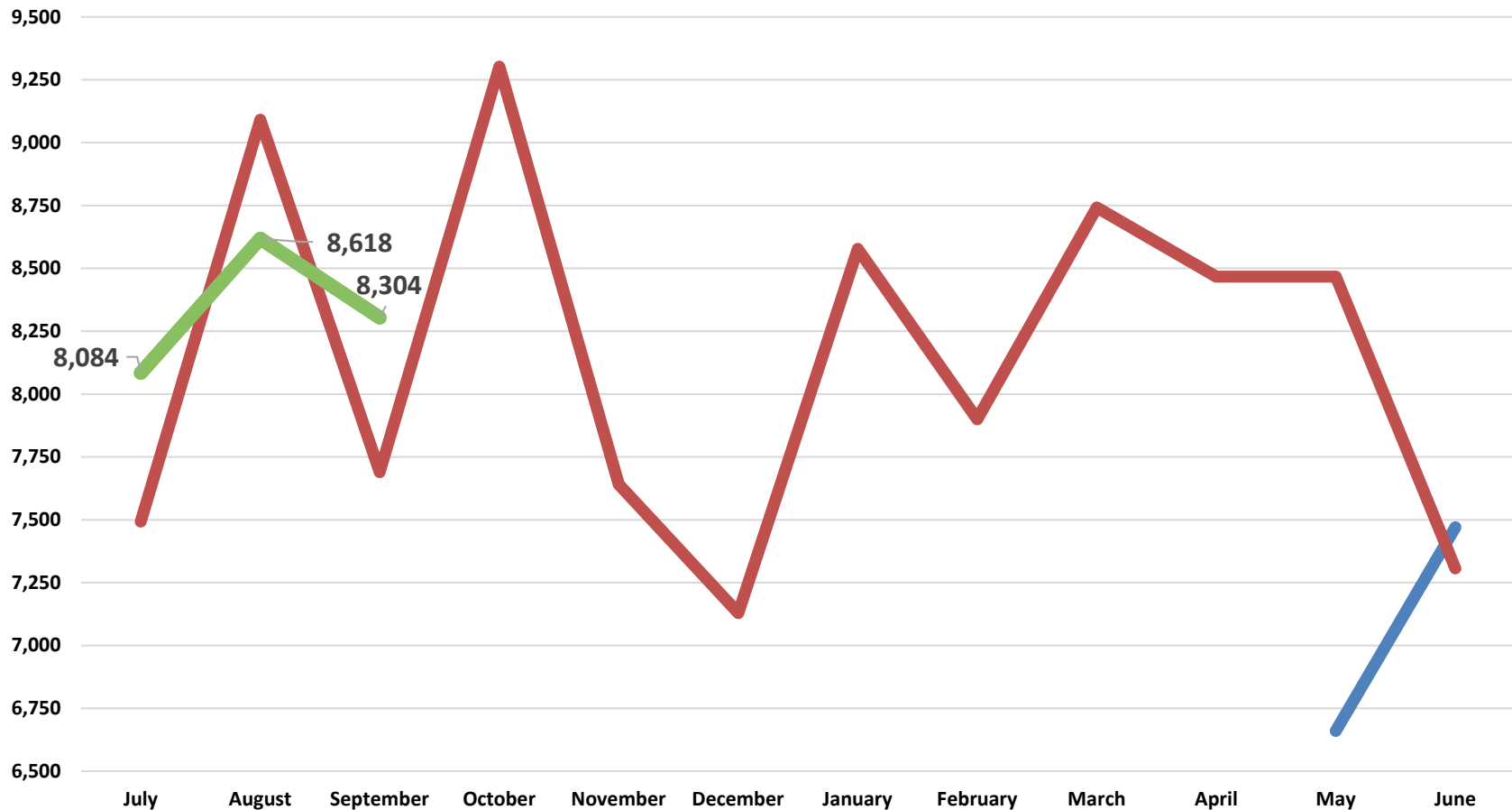
Rural Health Clinic Procedures



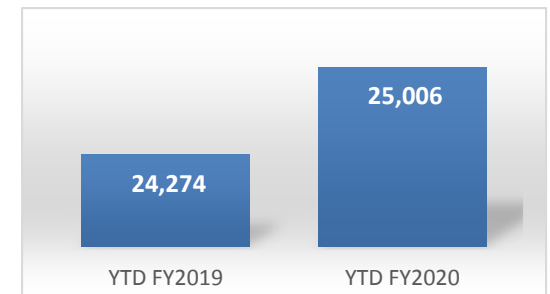
— 2018
 — 2019
 — 2020
 ●●● Budget



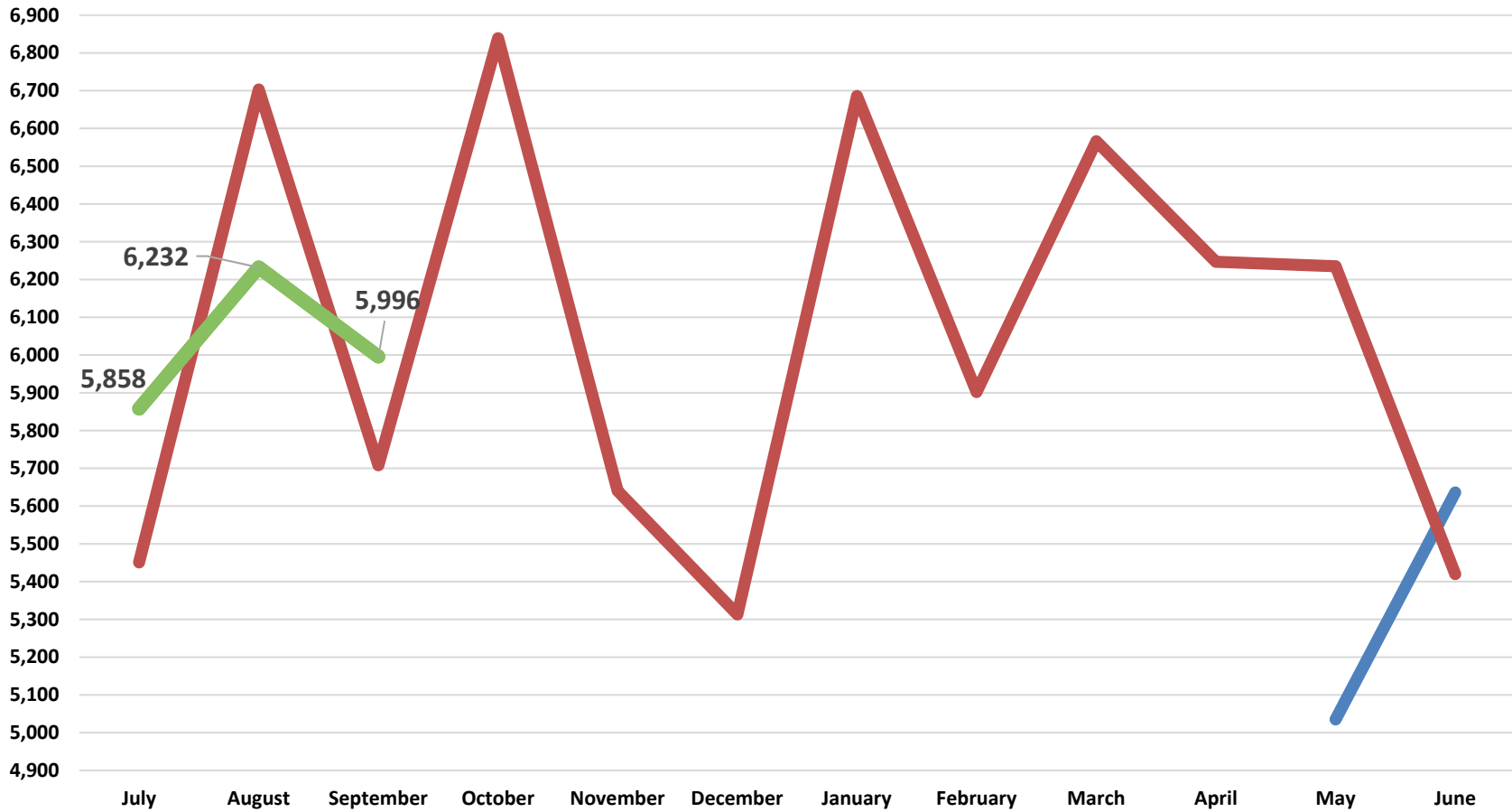
Rural Health Clinic Registrations



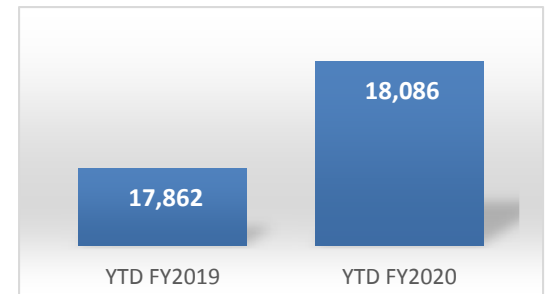
— 2018 — 2019 — 2020



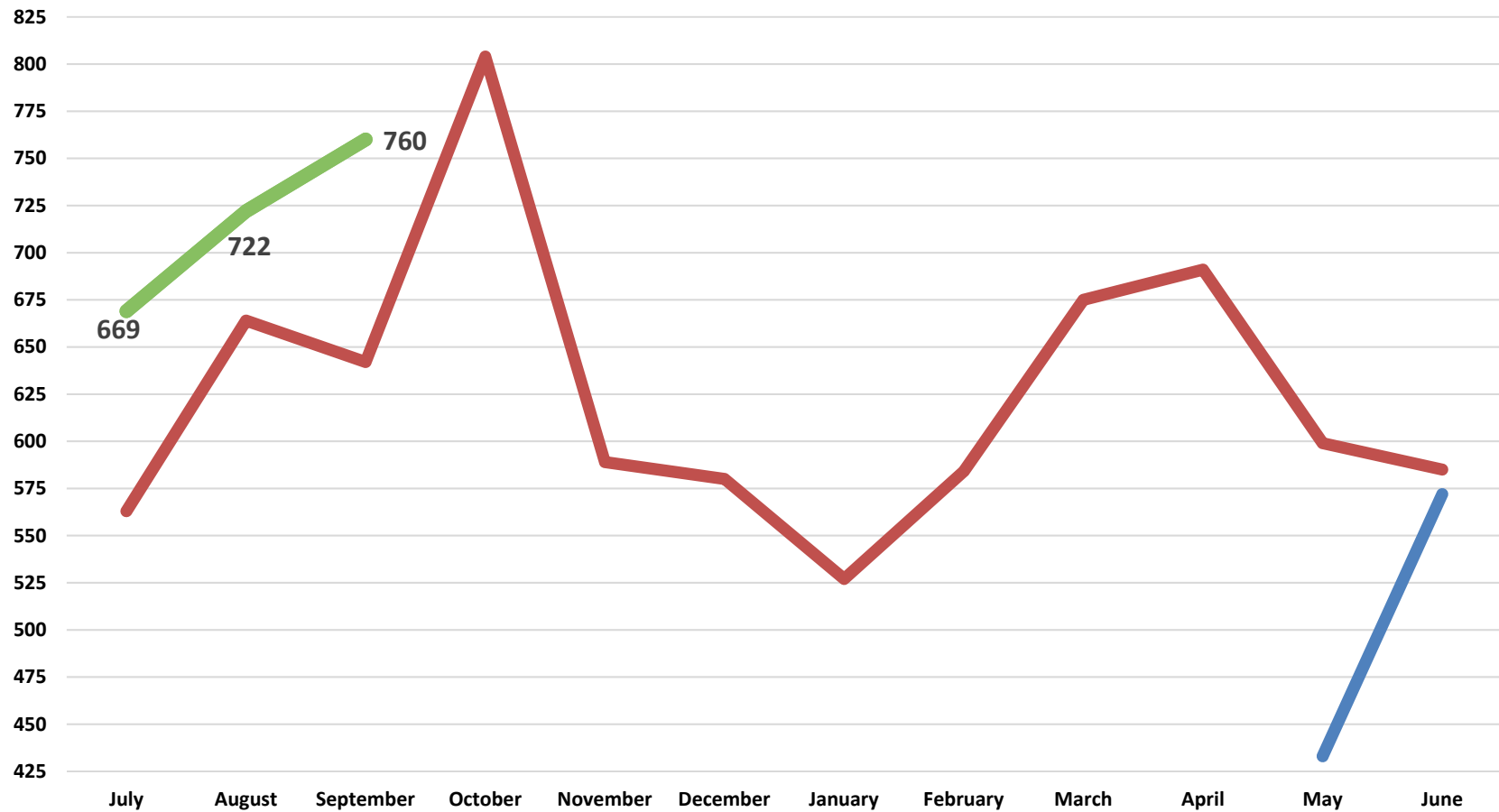
Exeter RHC - Registrations



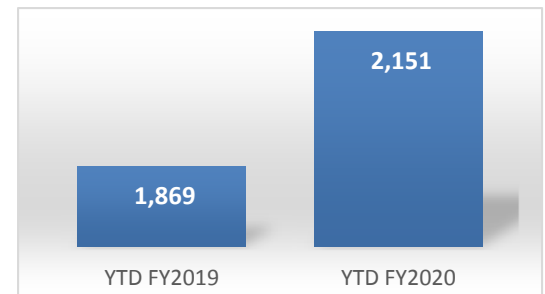
— 2018 — 2019 — 2020



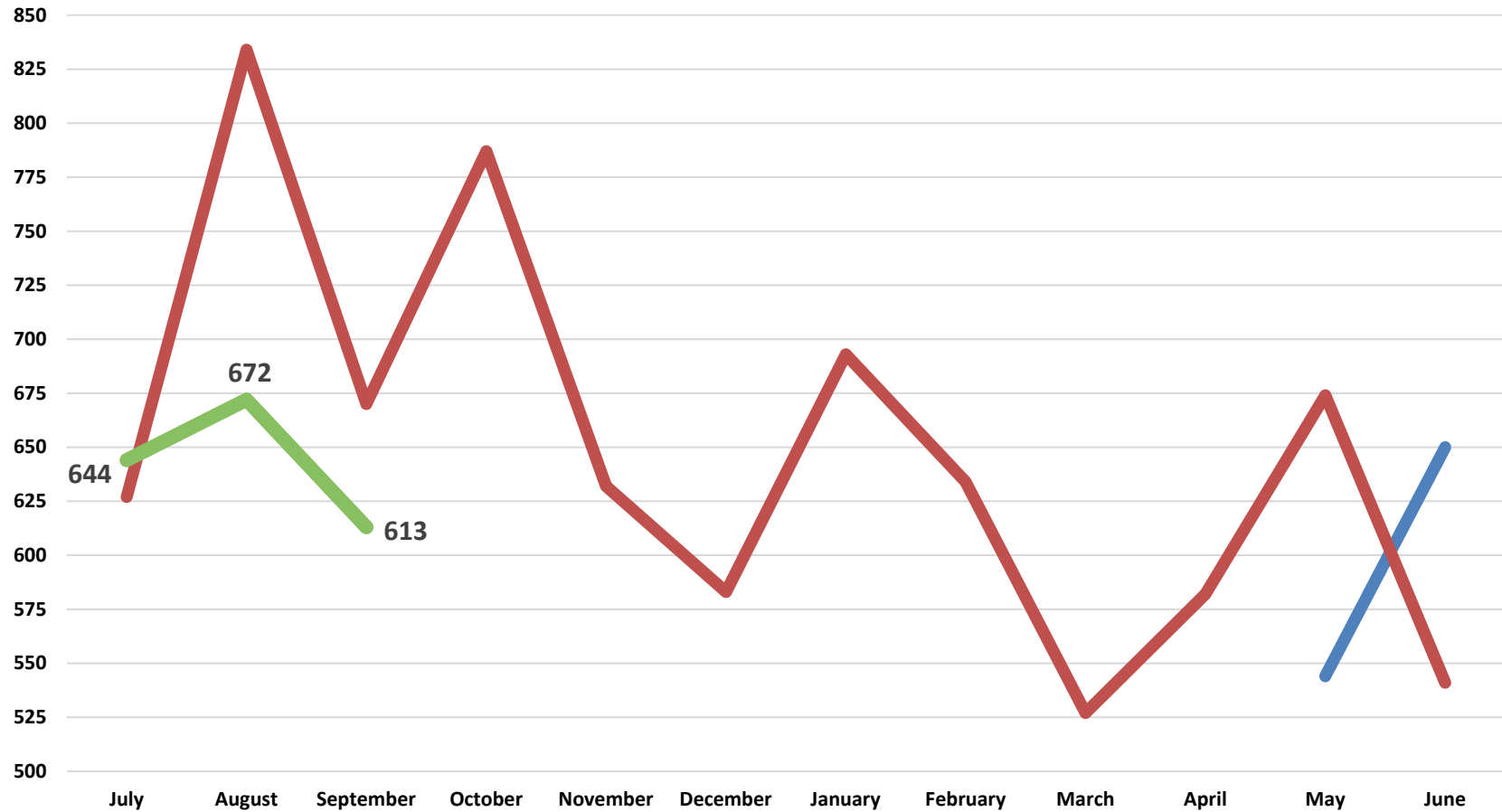
Lindsay RHC - Registrations



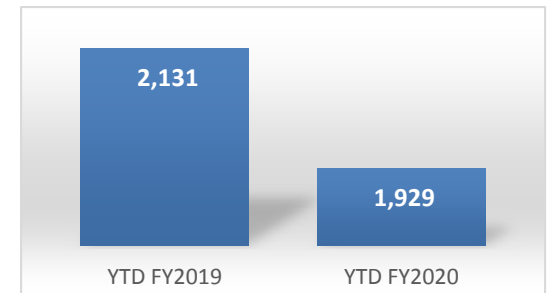
— 2018 — 2019 — 2020



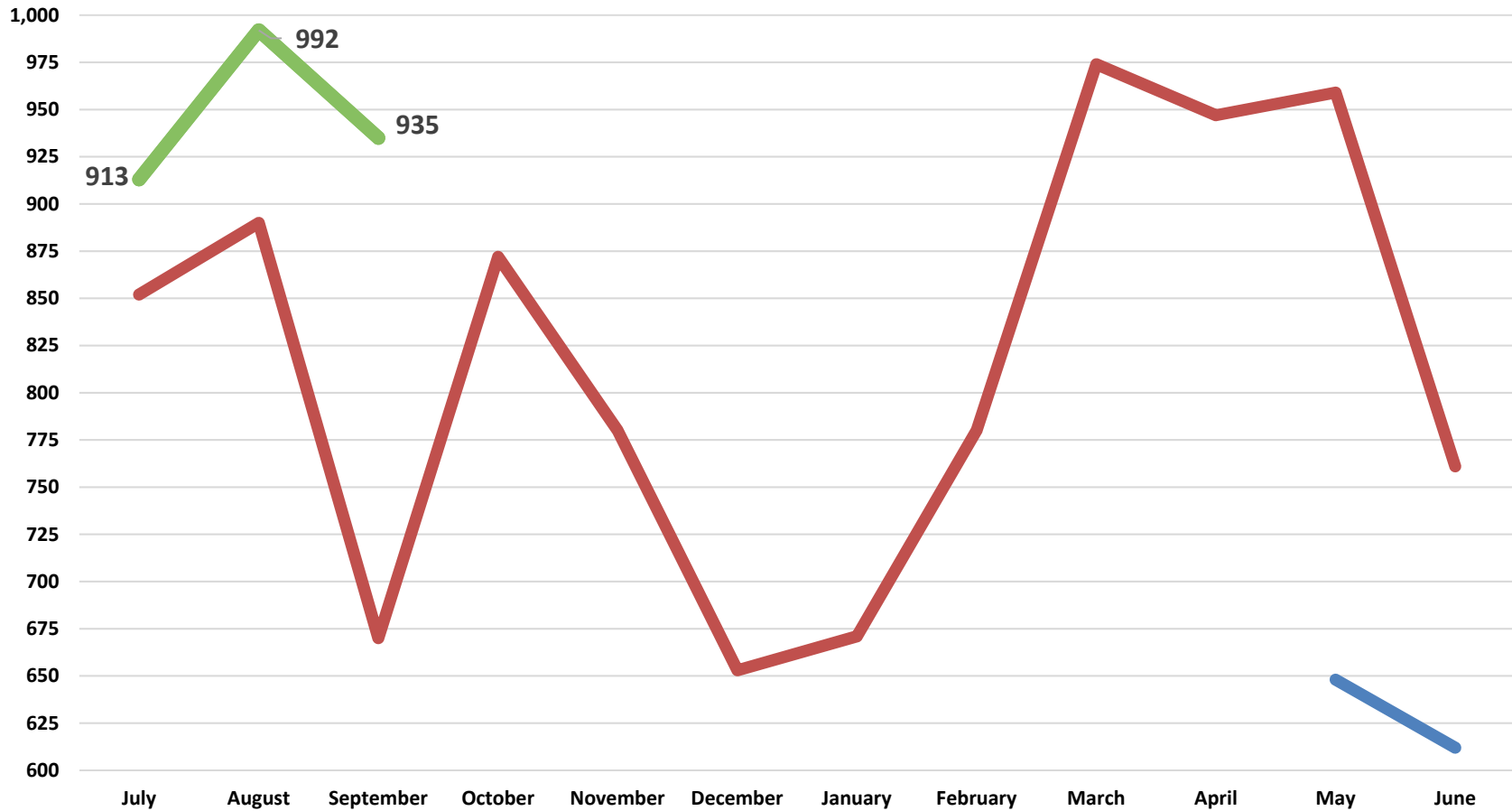
Woodlake RHC - Registrations



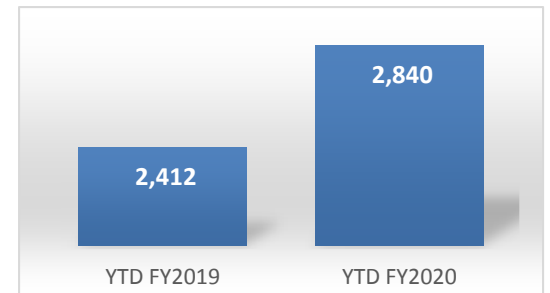
— 2018 — 2019 — 2020



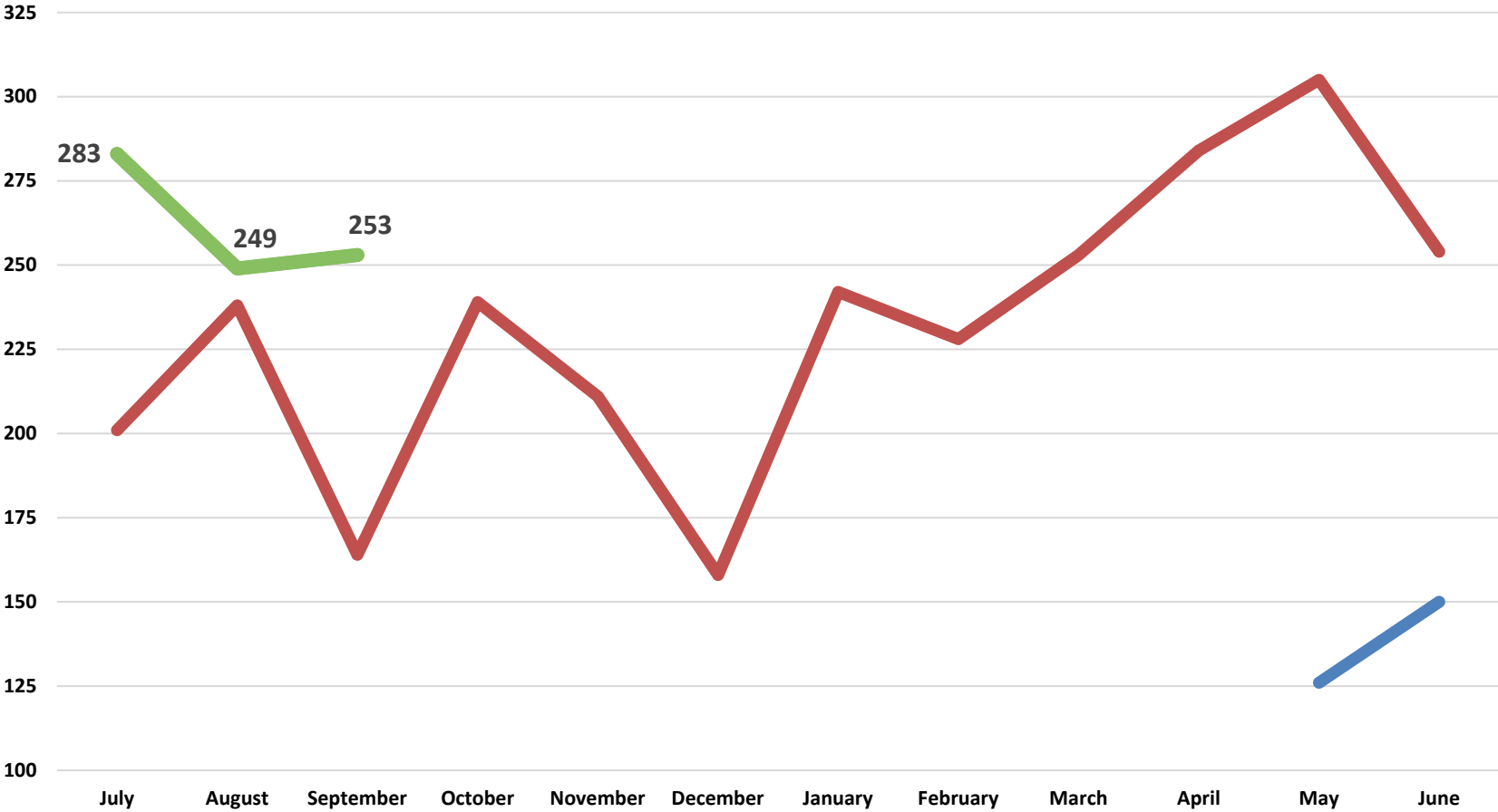
Dinuba RHC - Registrations



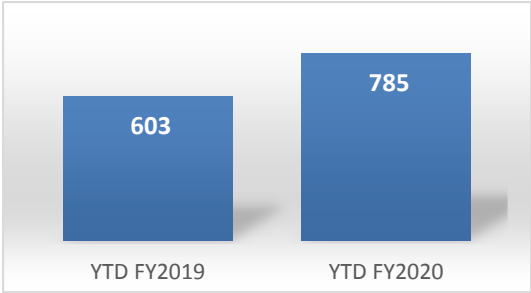
— 2018 — 2019 — 2020



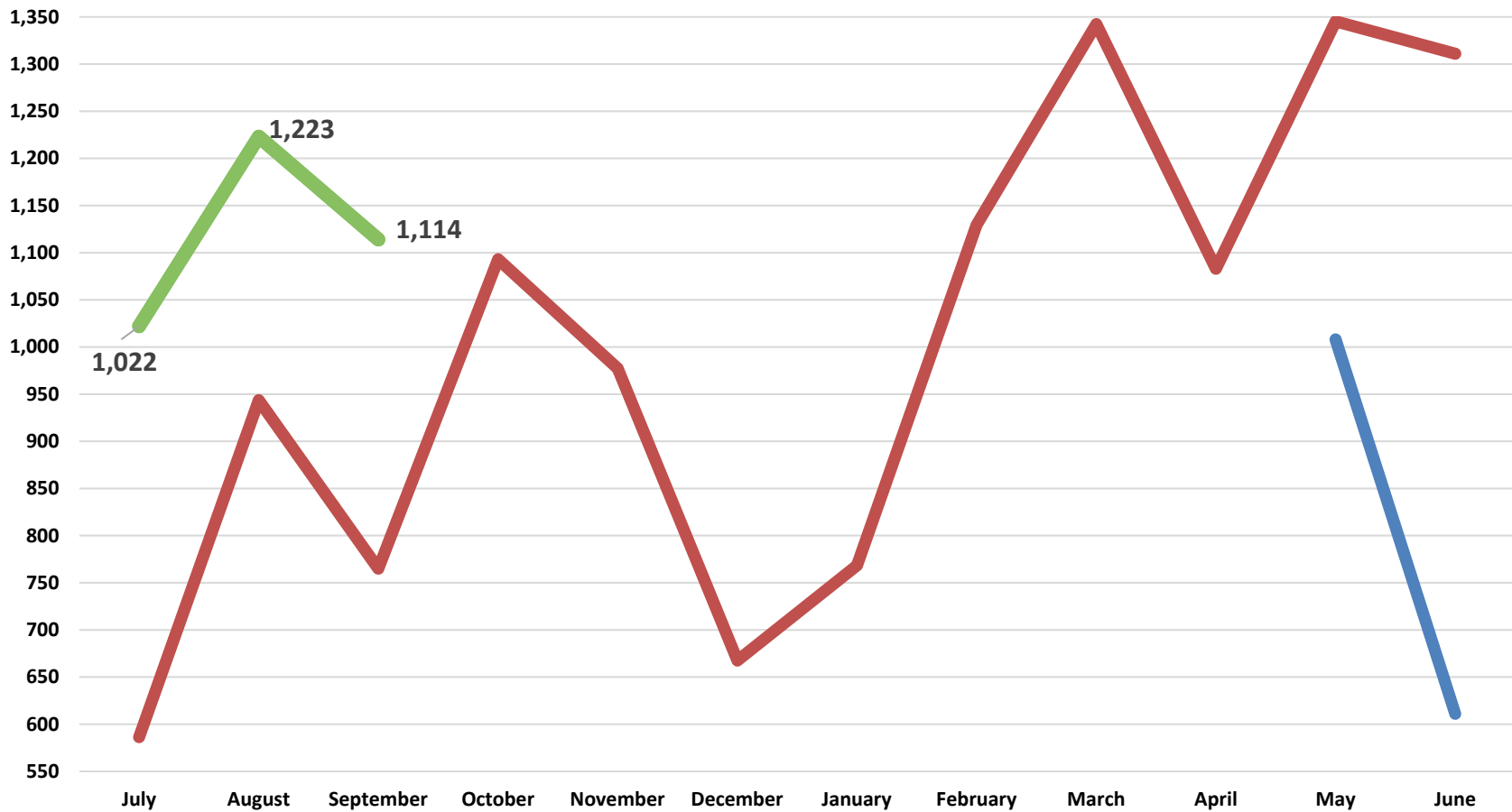
Neurosurgery Clinic - Registrations



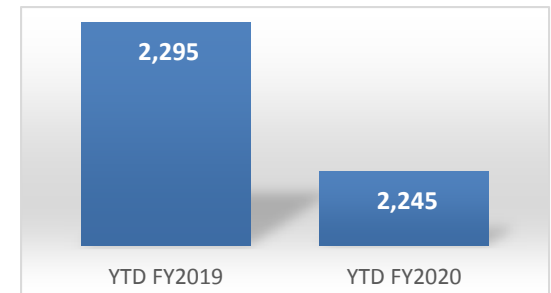
— 2018 — 2019 — 2020



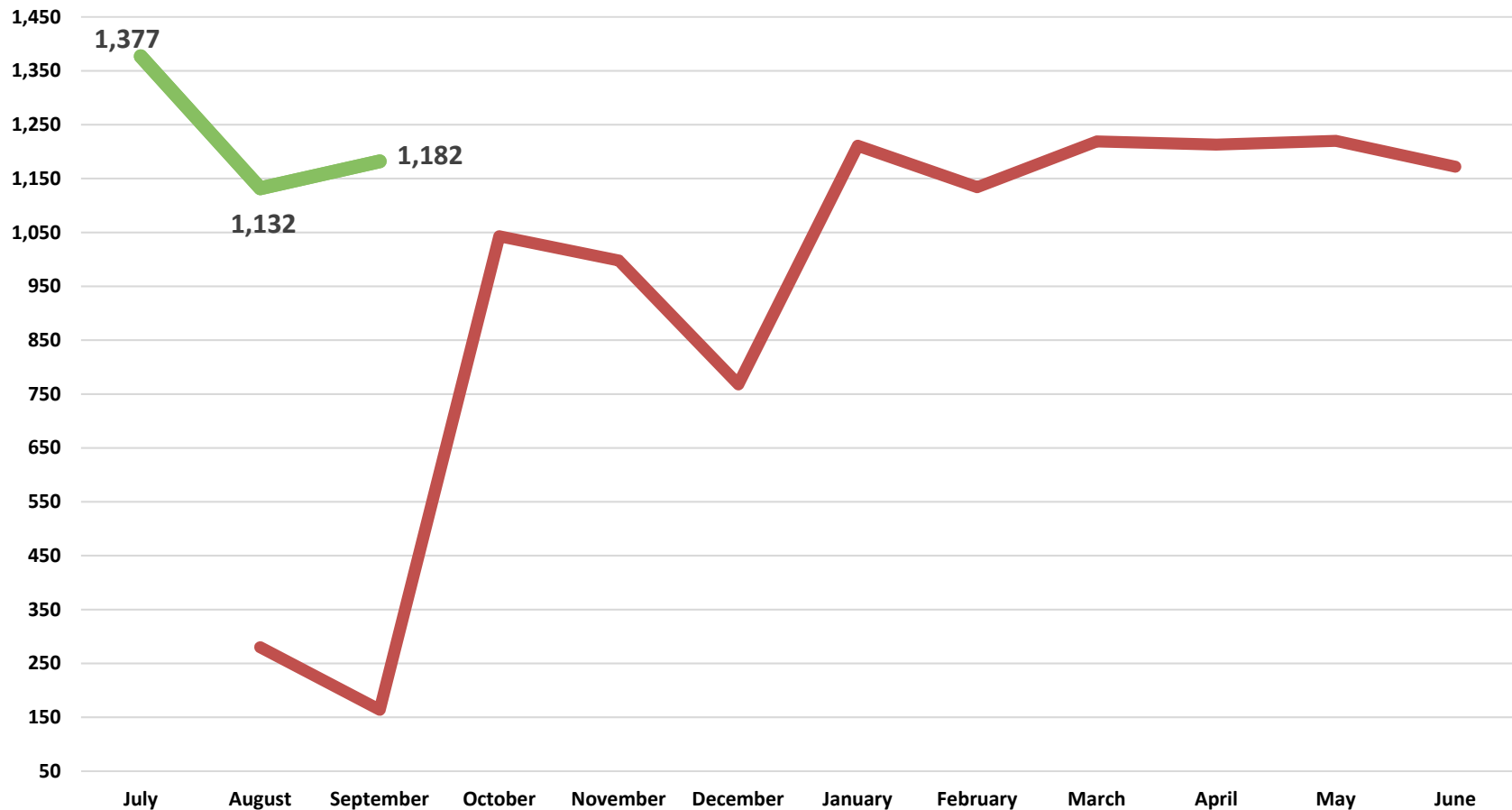
Neurosurgery Clinic - wRVU's



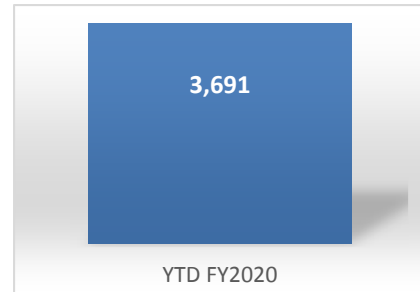
— 2018 — 2019 — 2020



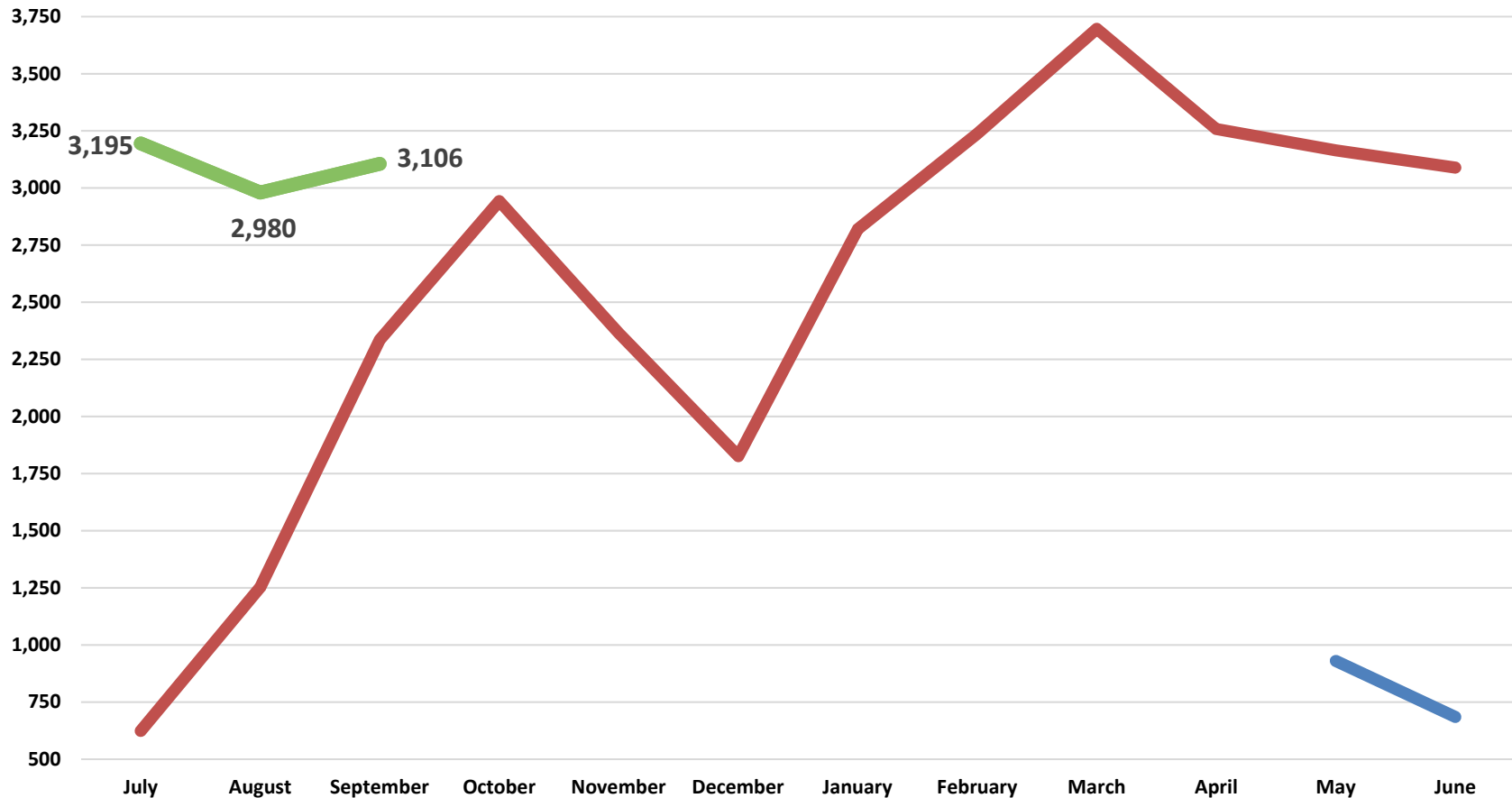
Sequoia Cardiology - Registrations



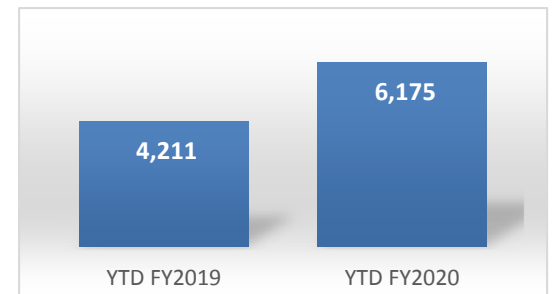
— 2019 — 2020



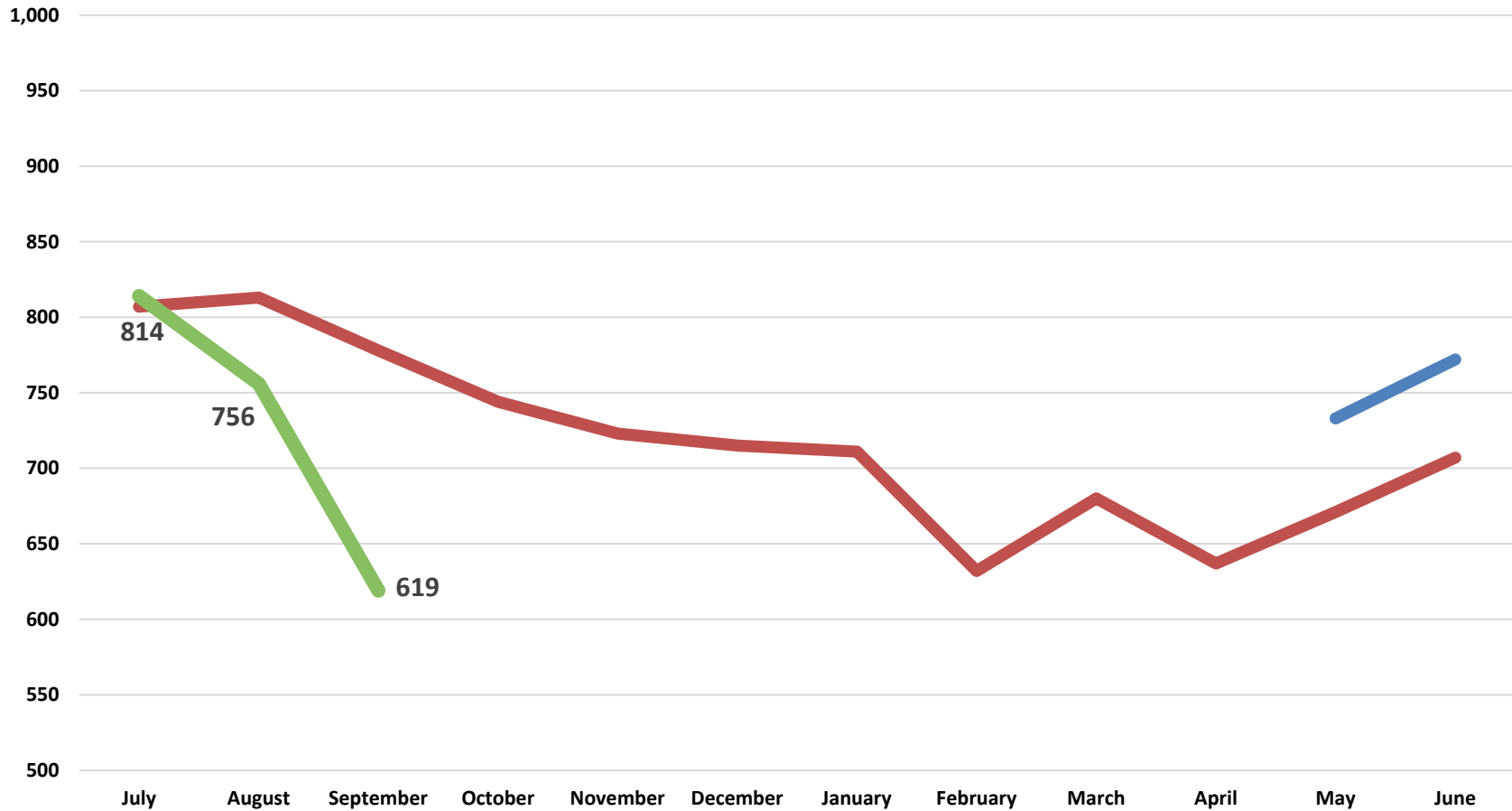
Sequoia Cardiology – wRVU's



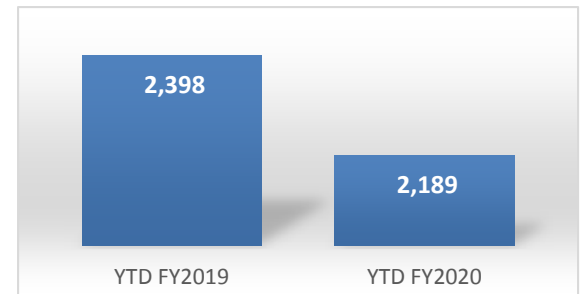
— 2018 — 2019 — 2020



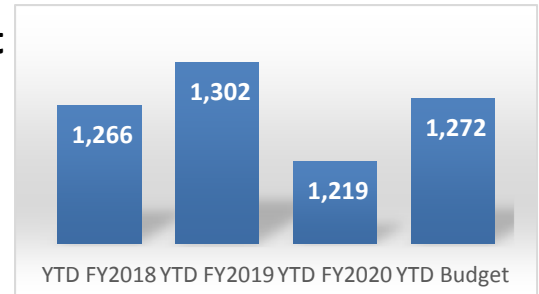
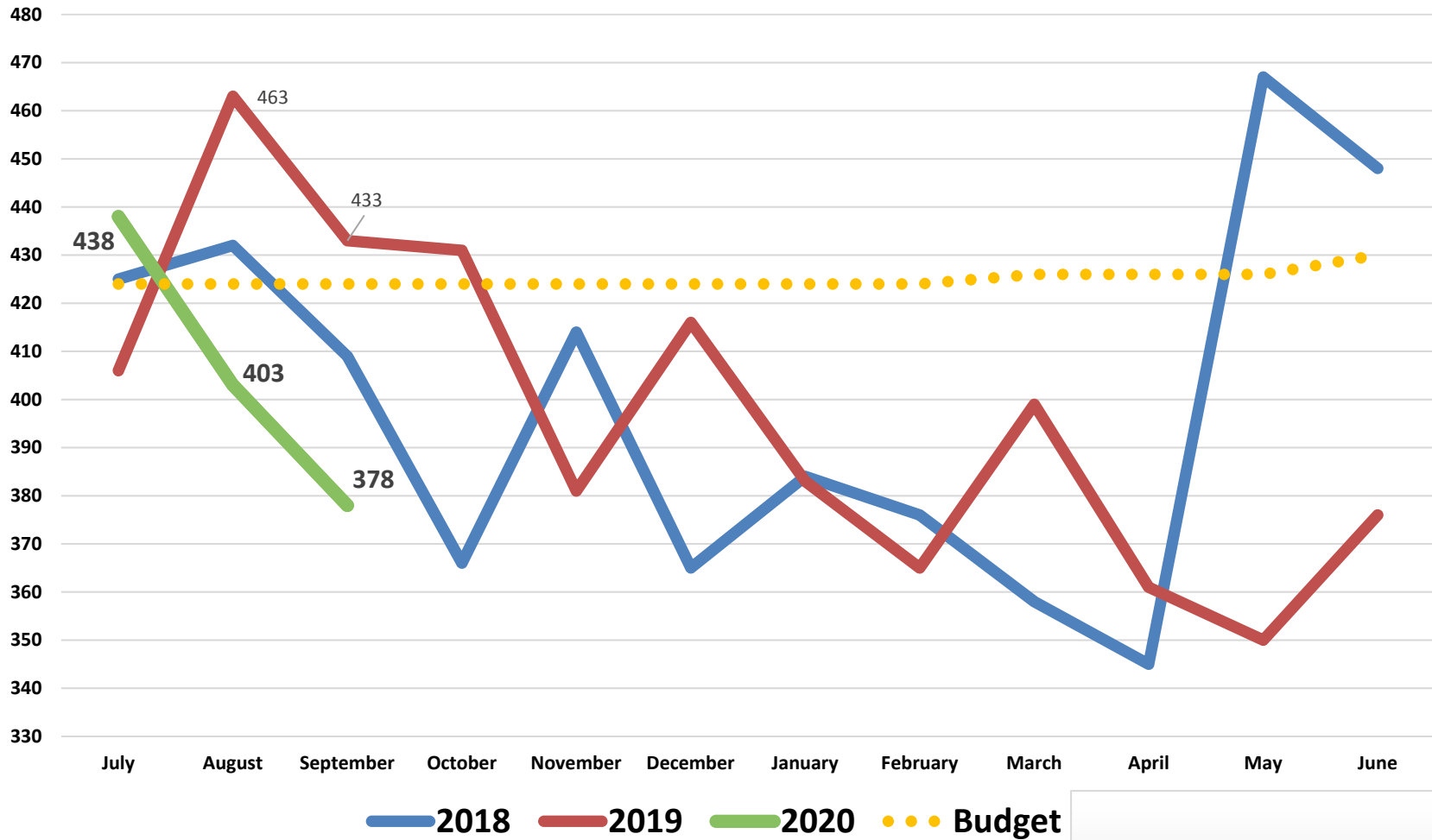
Labor Triage Registrations



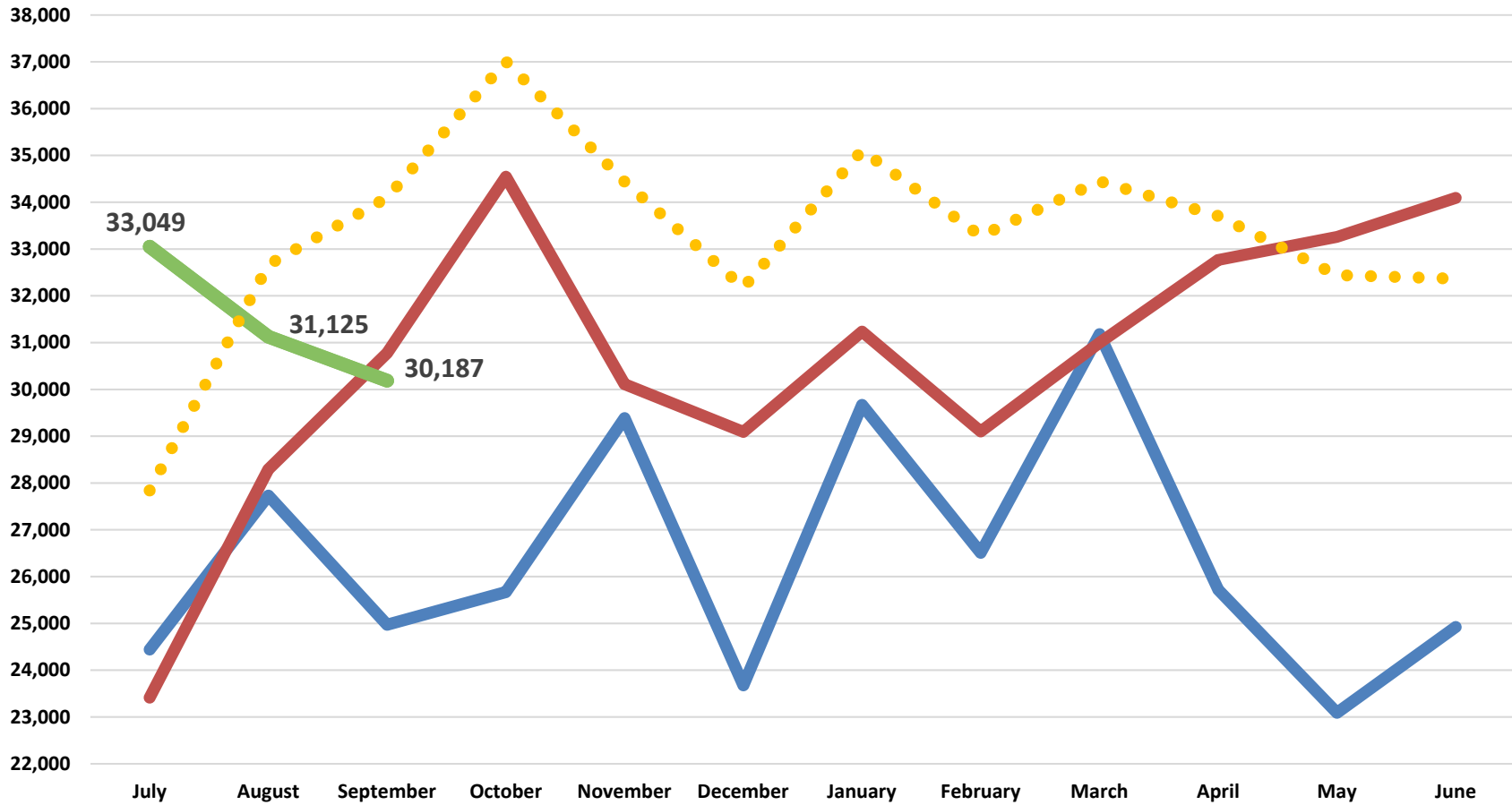
— 2018 — 2019 — 2020



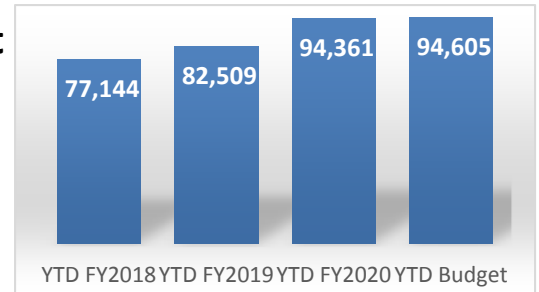
Deliveries



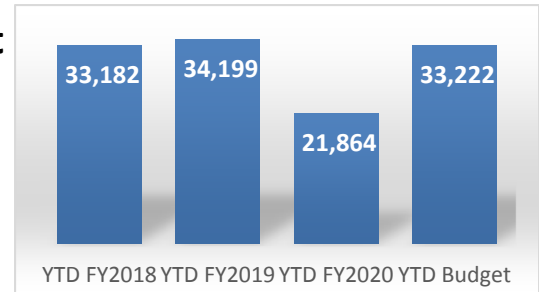
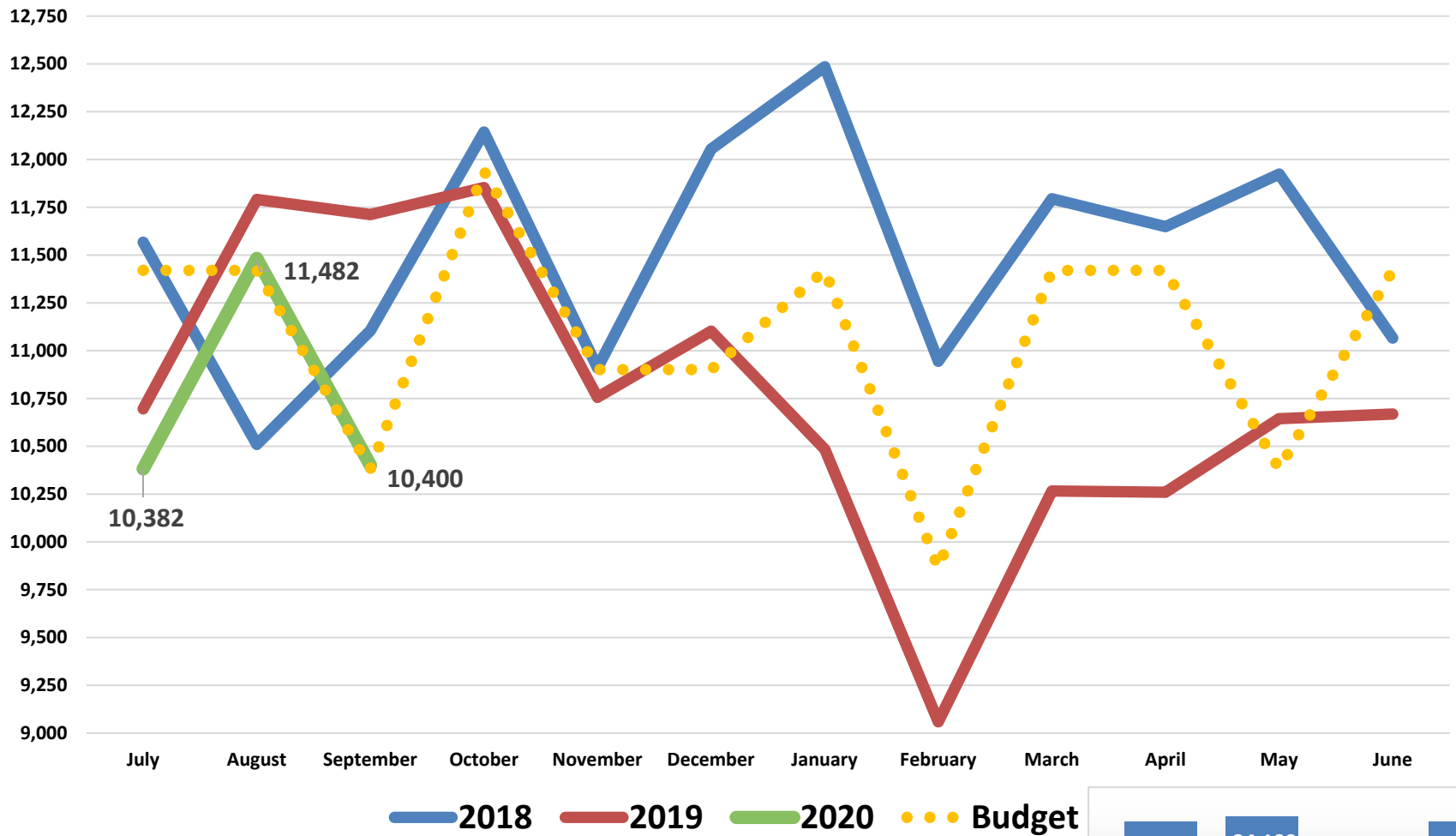
KDMF RVU's



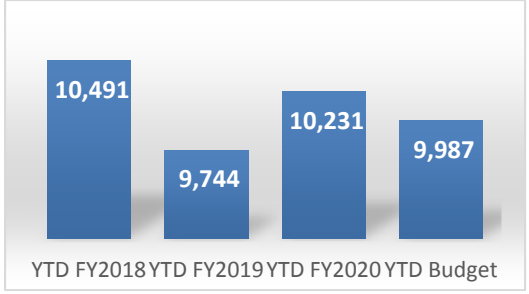
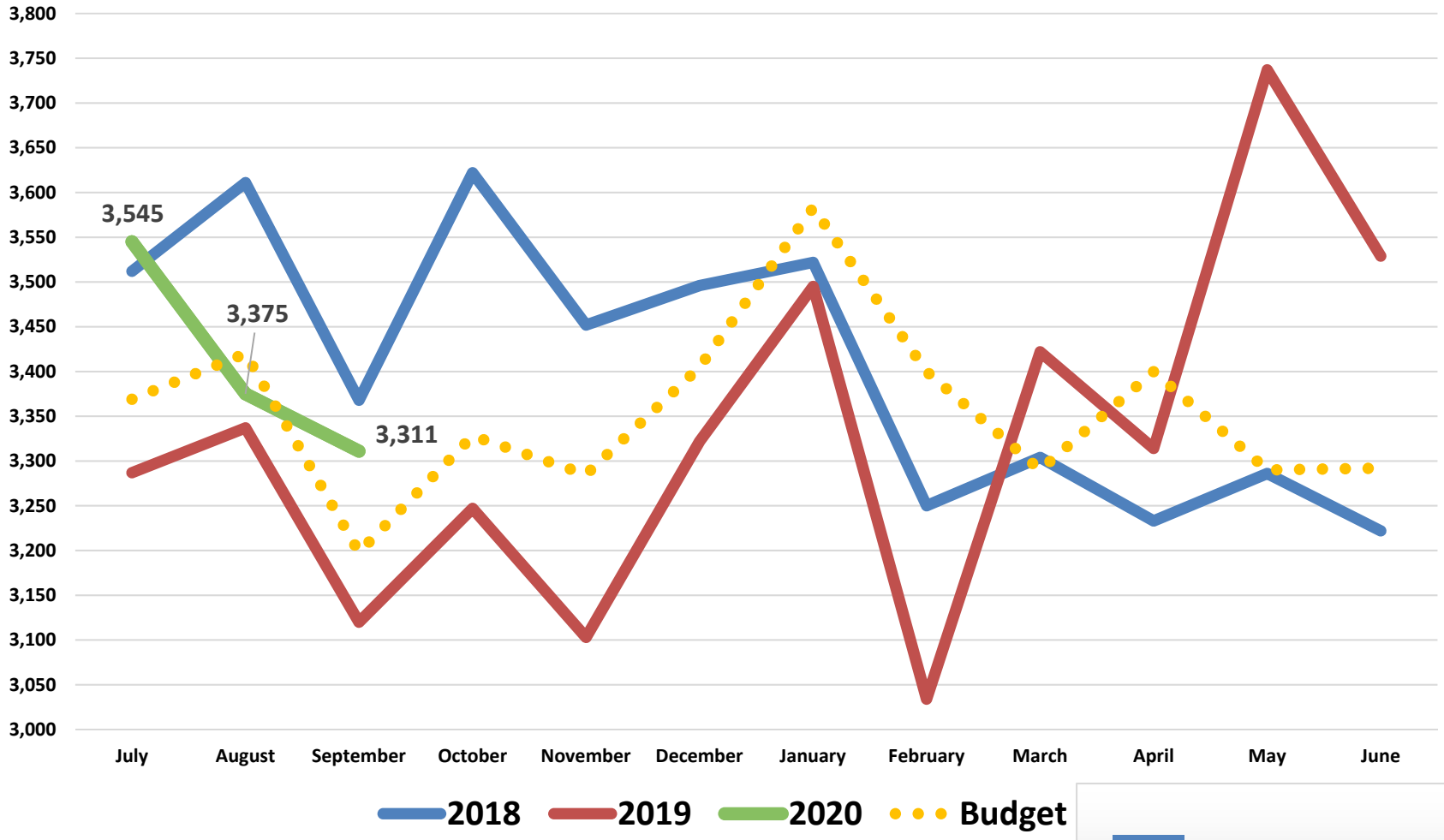
— 2018
 — 2019
 — 2020
 ●●● Budget



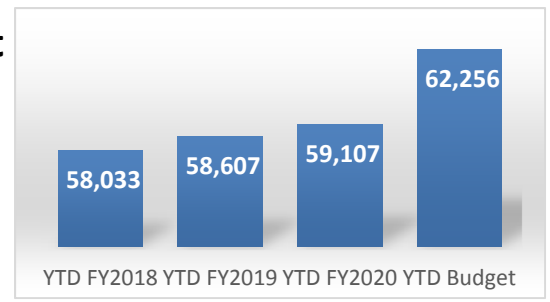
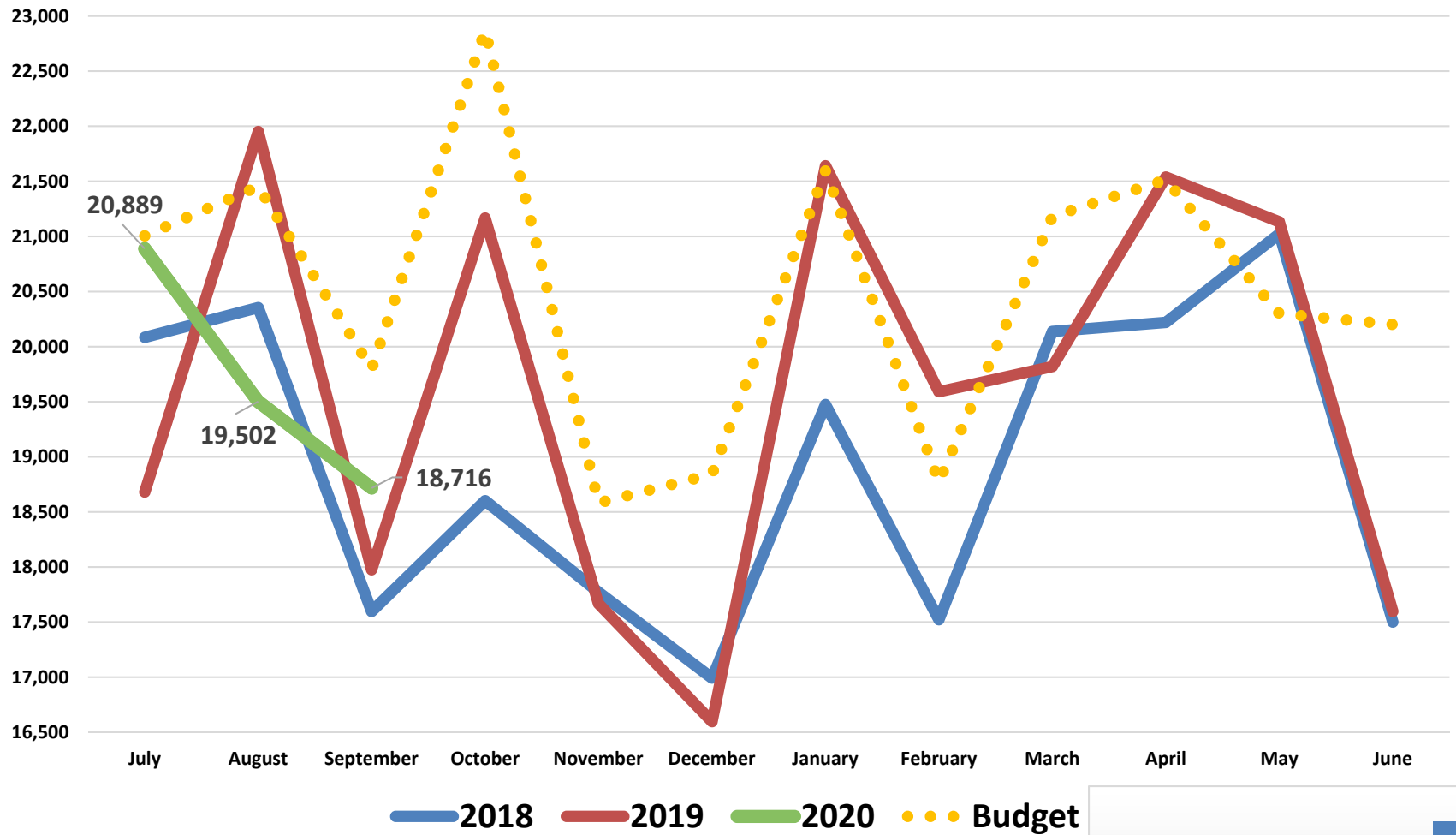
Home Infusion Days



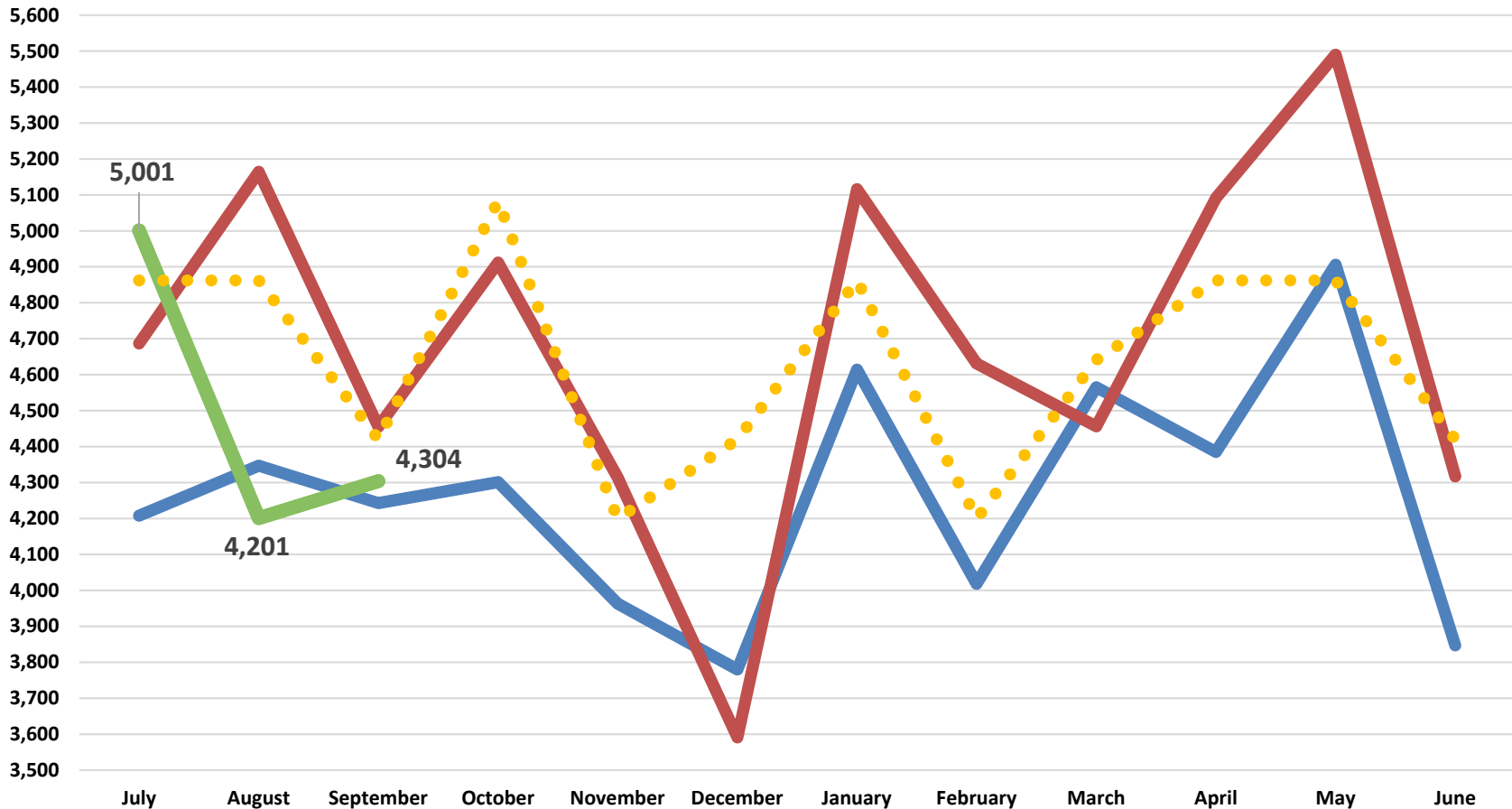
Hospice Days



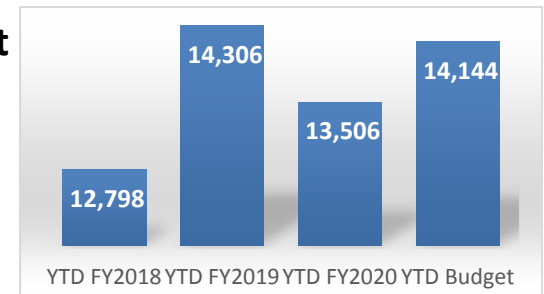
All O/P Rehab Services Across District



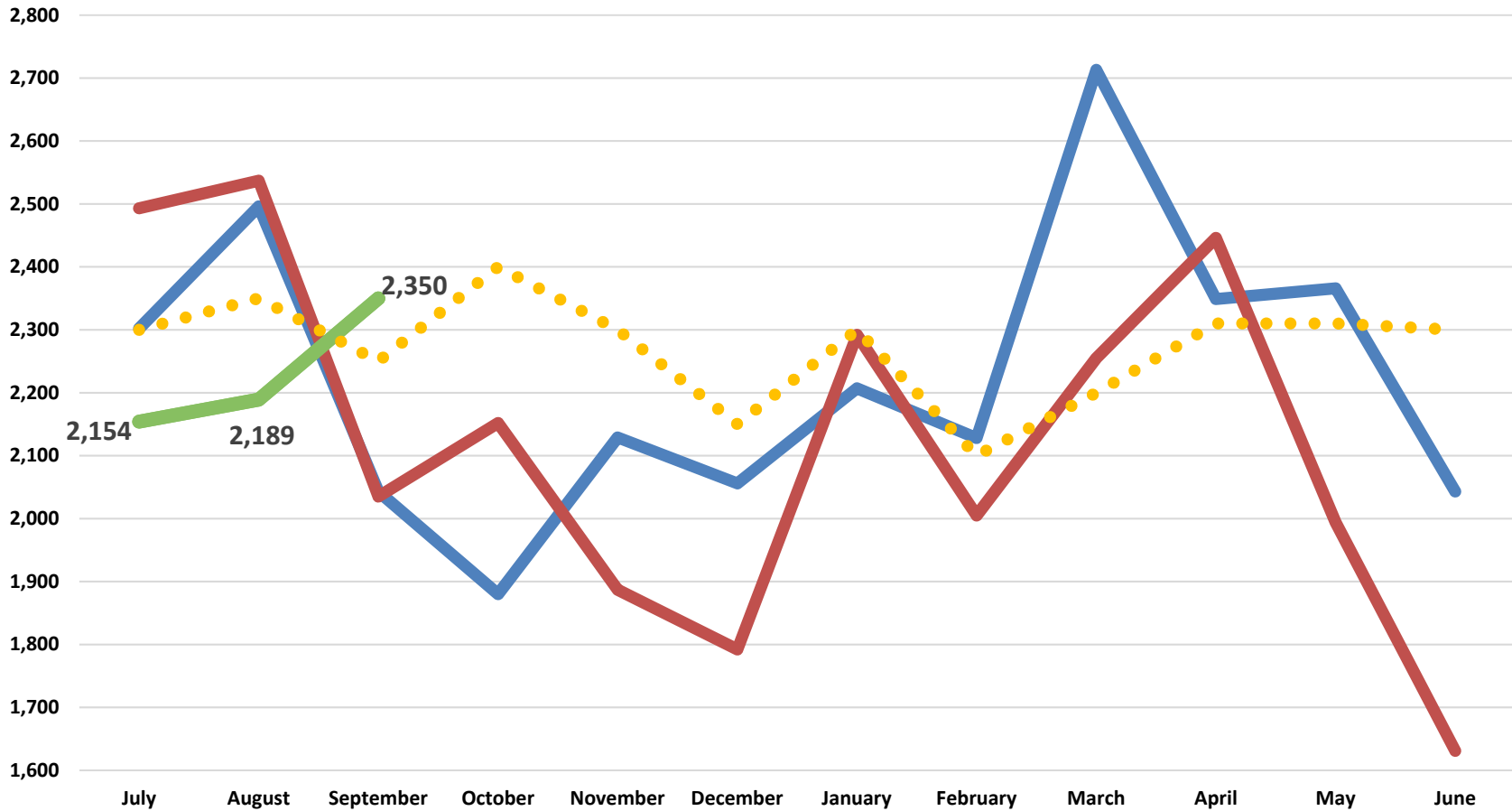
O/P Rehab Services



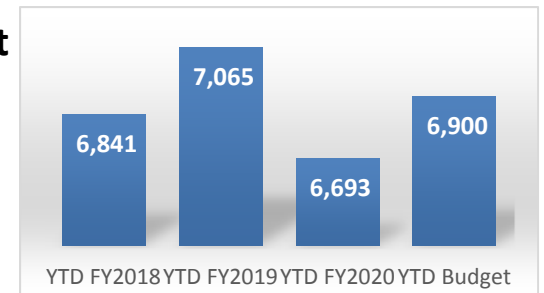
— 2018 — 2019 — 2020 ●●● Budget



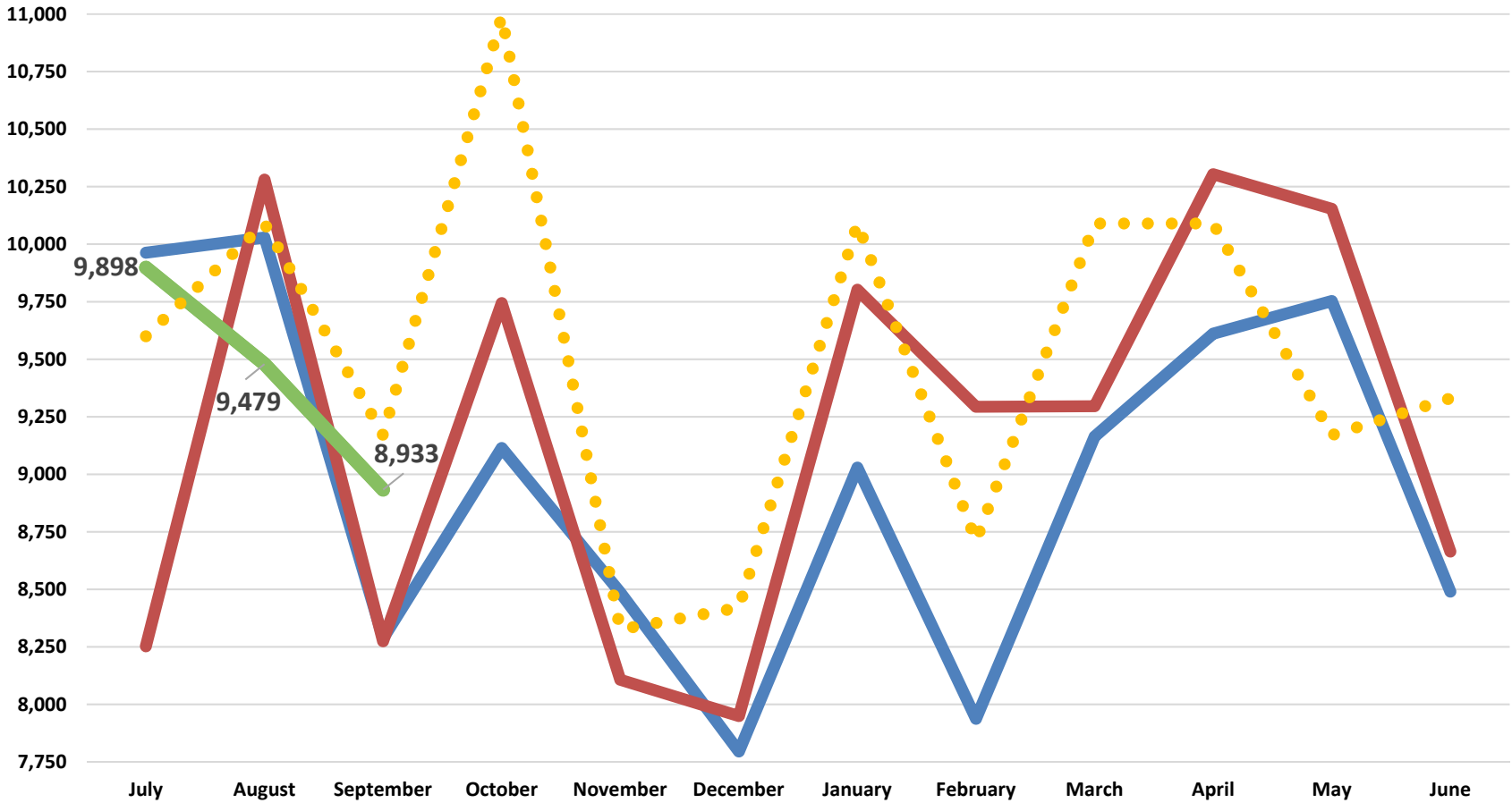
O/P Rehab - Exeter



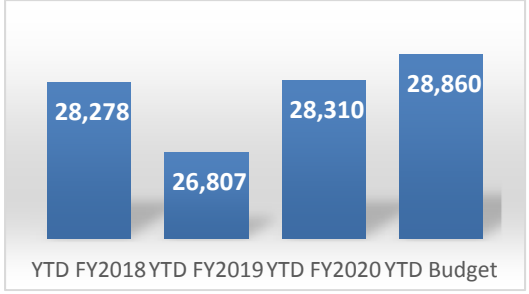
— 2018 — 2019 — 2020 ●●● Budget



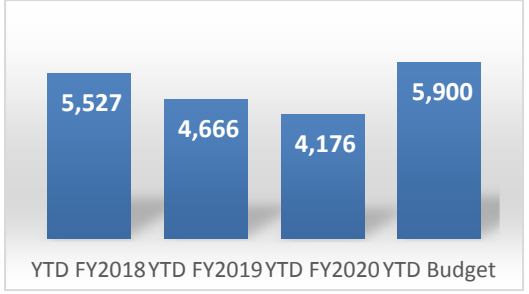
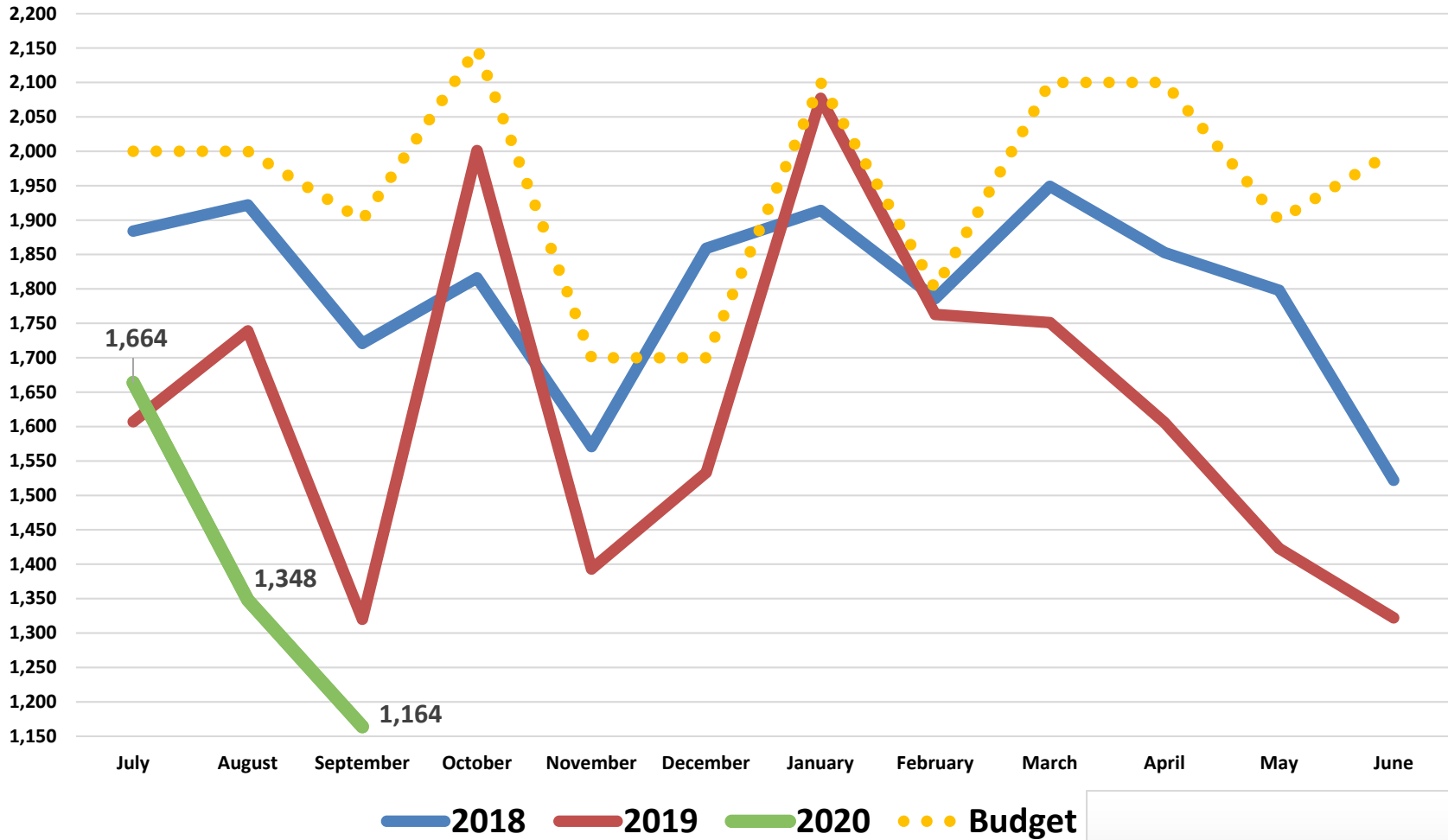
O/P Rehab - Akers



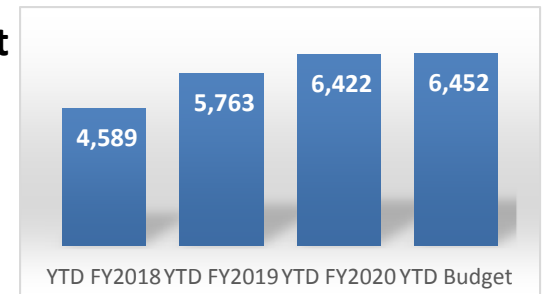
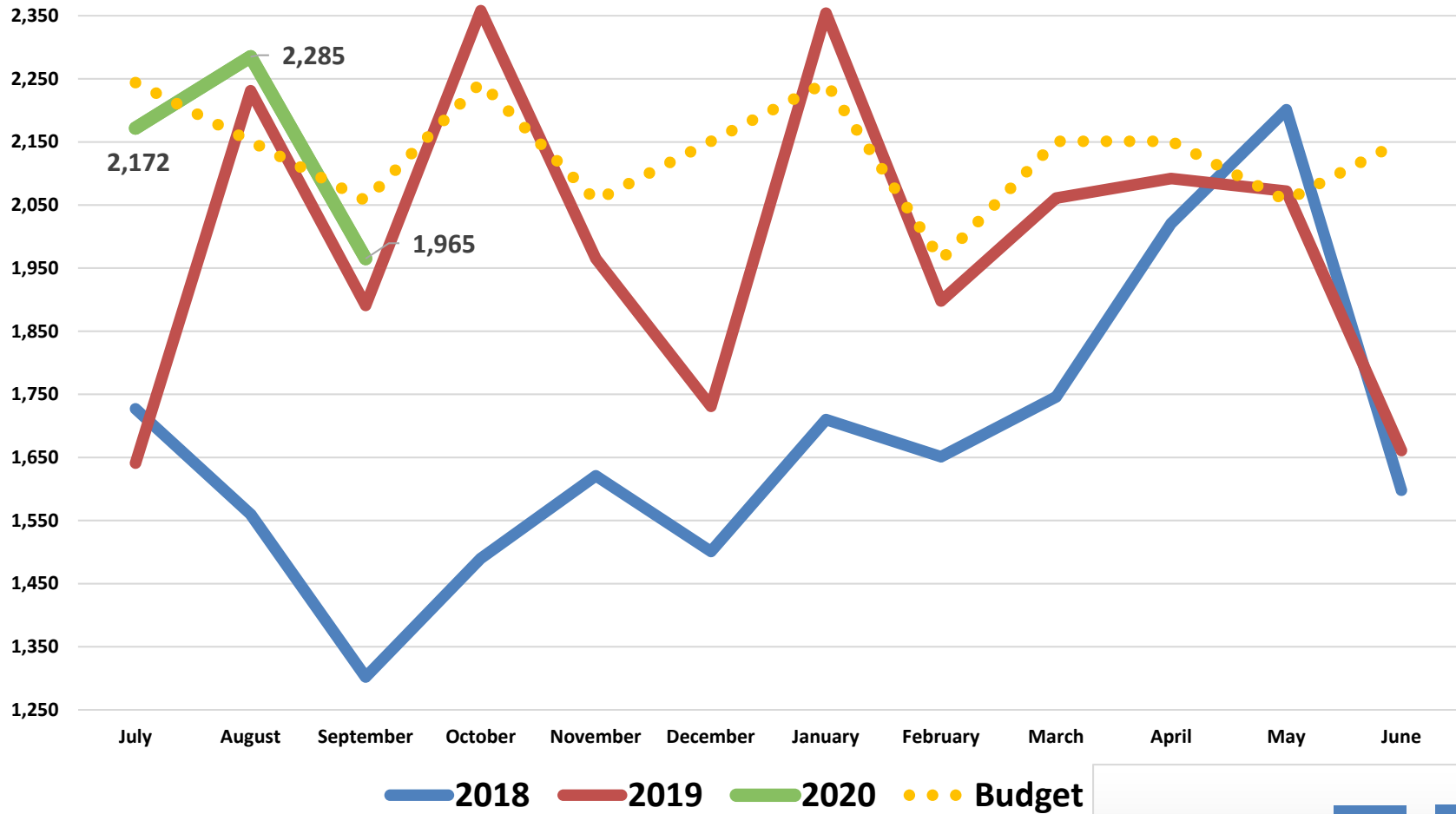
— 2018 — 2019 — 2020 ●●● Budget



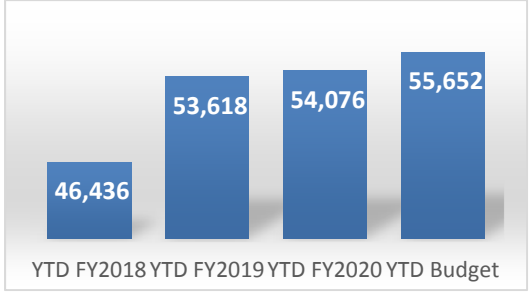
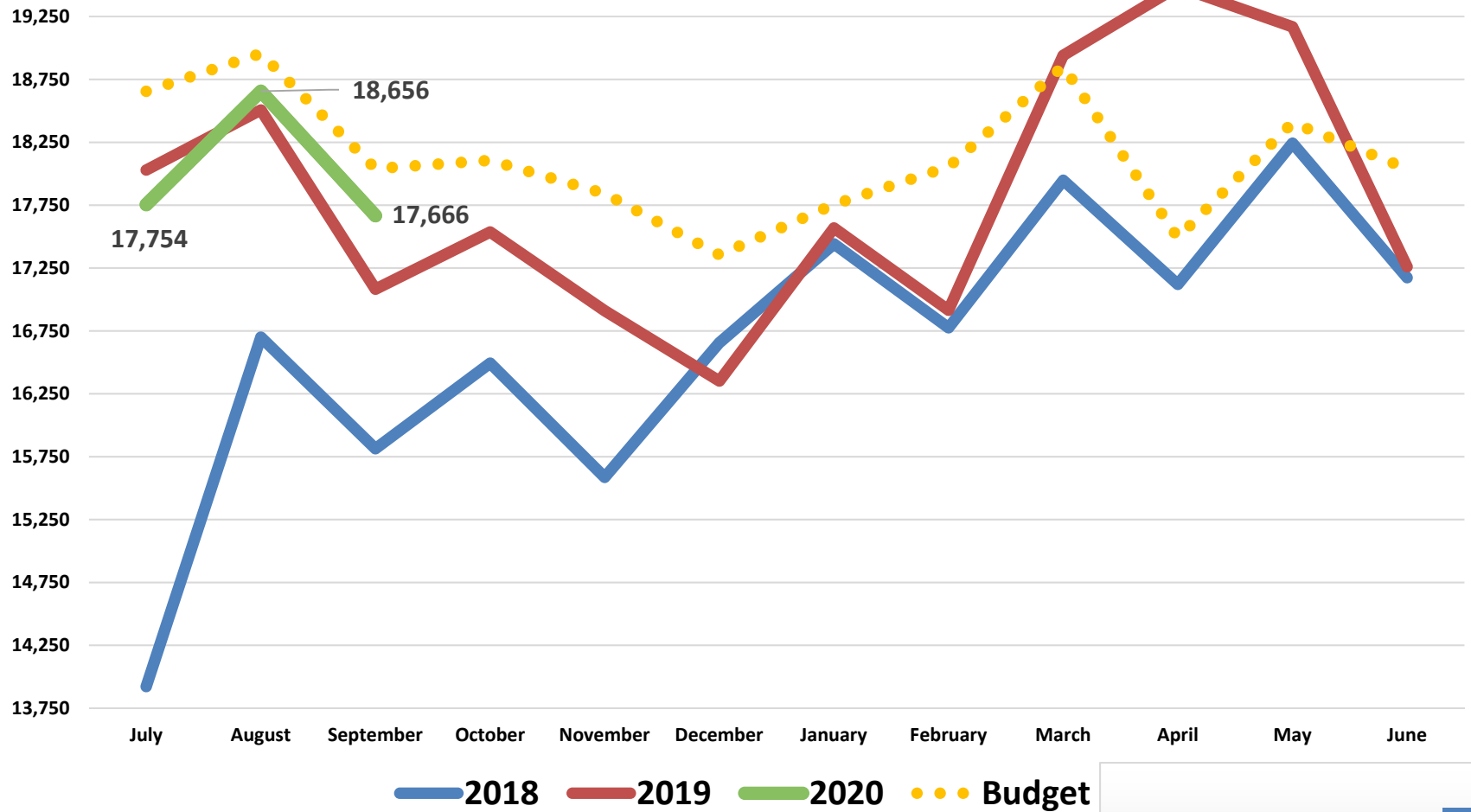
O/P Rehab - LLOPT



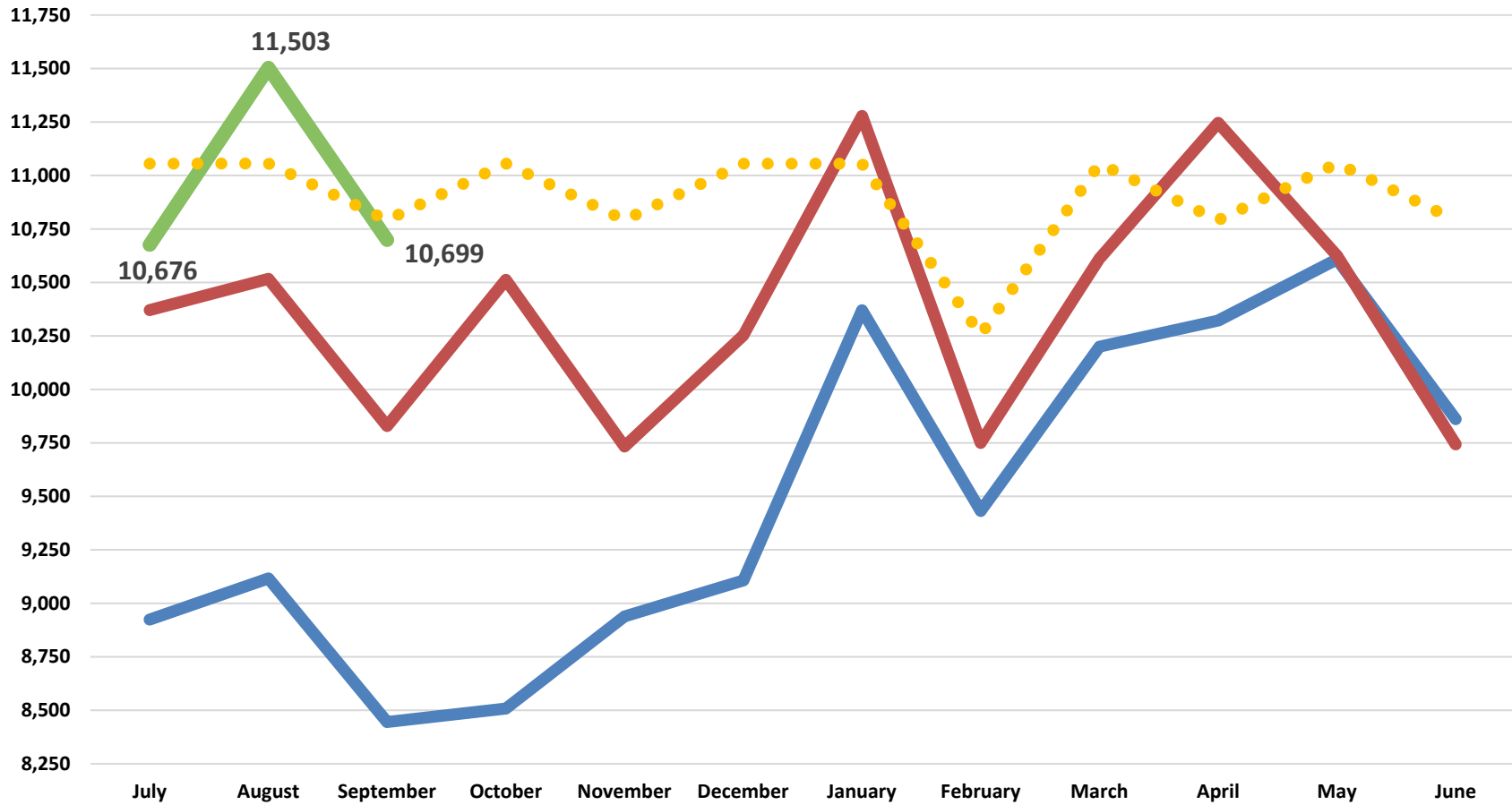
O/P Rehab - Dinuba



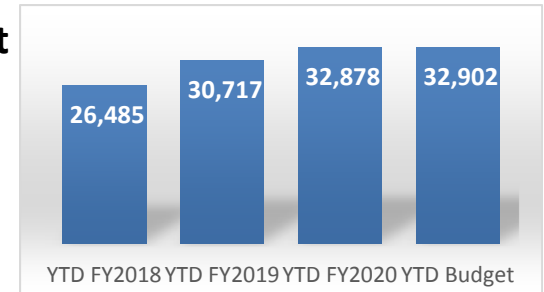
Physical & Other Therapy Units (I/P & O/P)



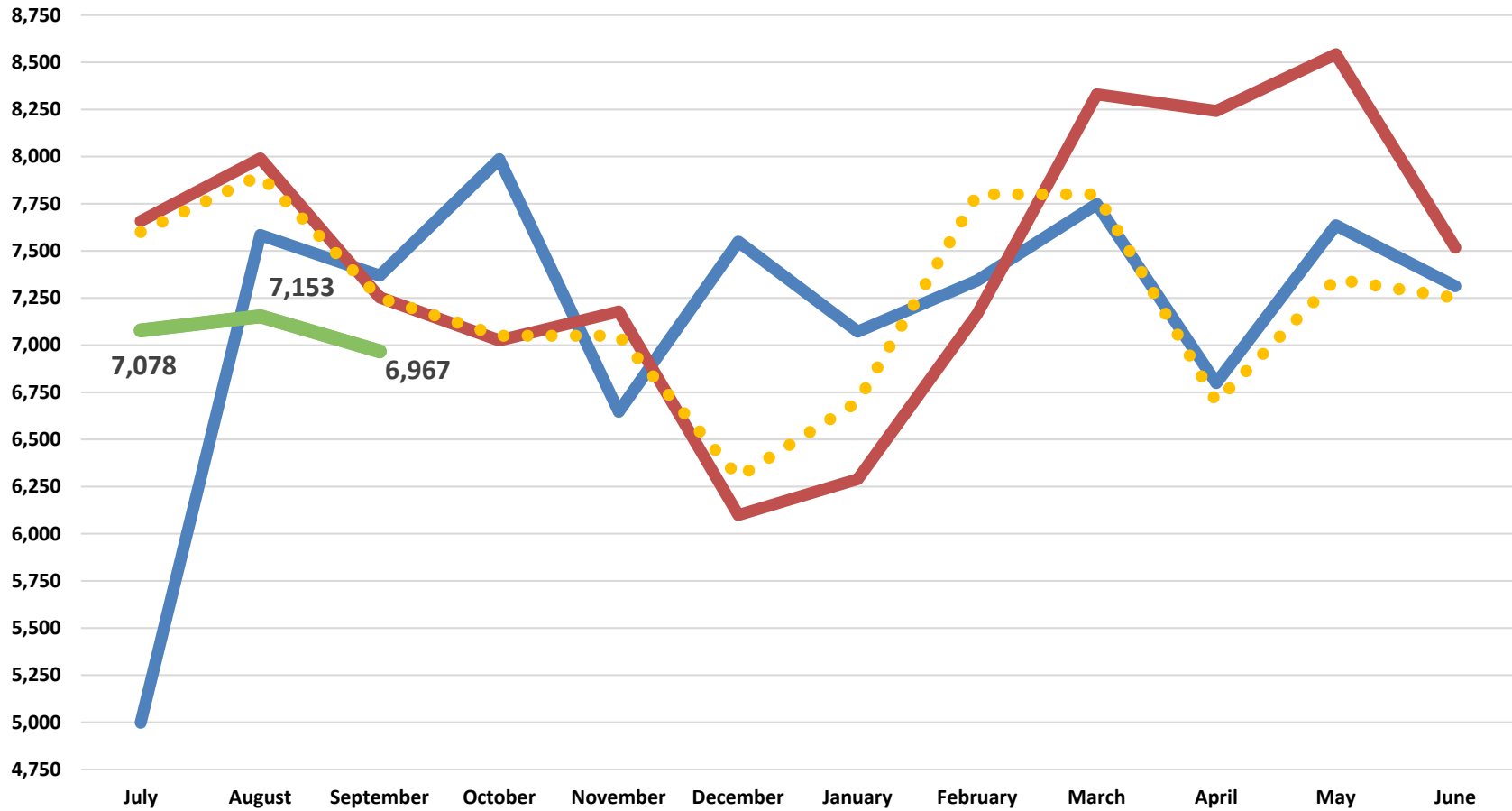
Physical & Other Therapy Units (I/P & O/P)-Main Campus



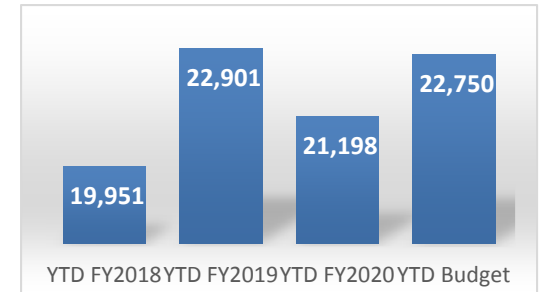
— 2018 — 2019 — 2020 ●●● Budget



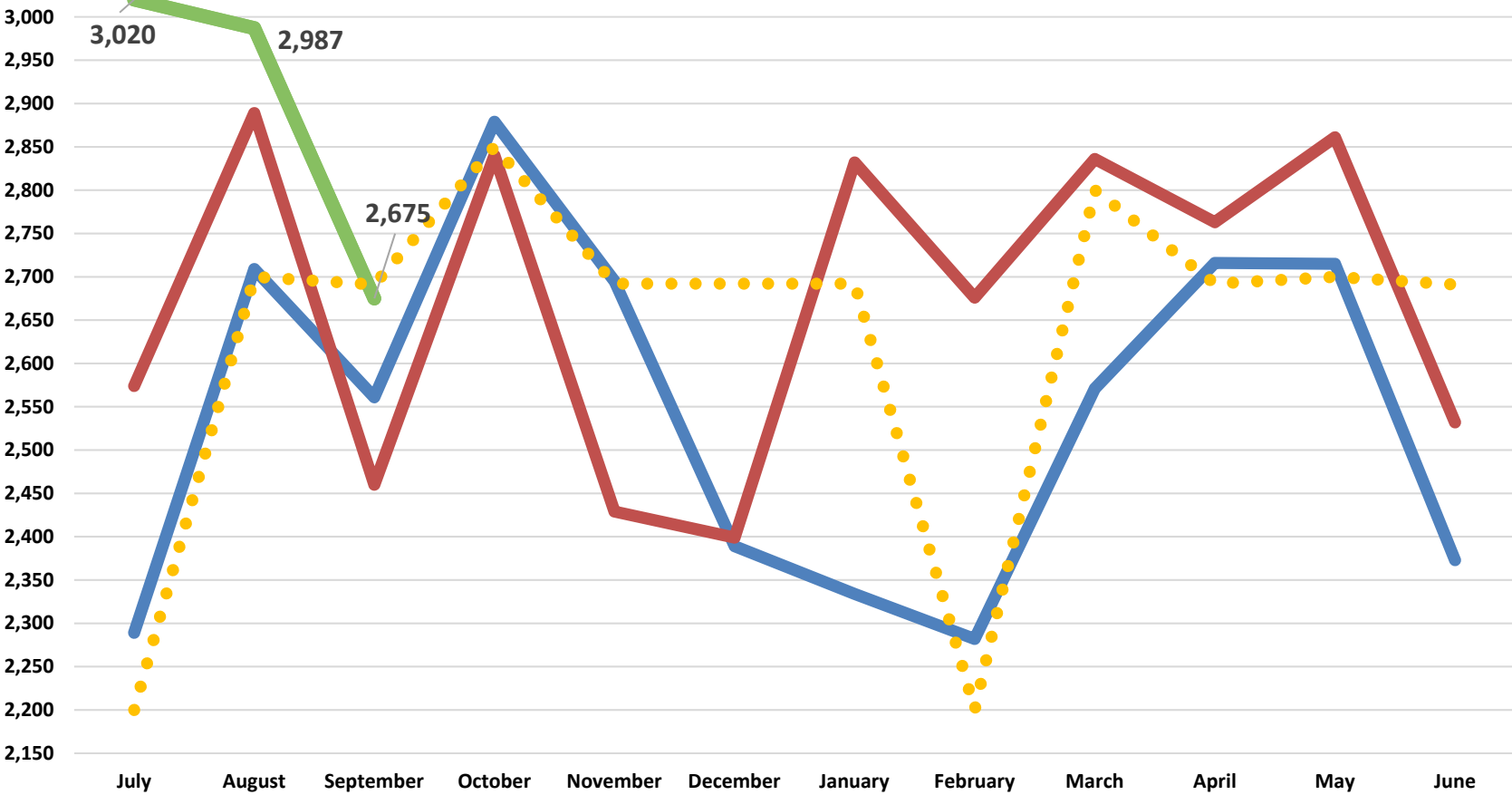
Physical & Other Therapy Units (I/P & O/P)-KDRH & South Campus



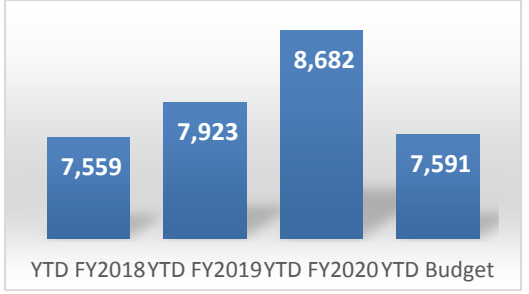
— 2018 — 2019 — 2020 ●●● Budget



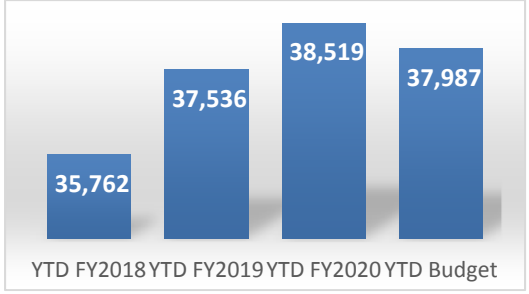
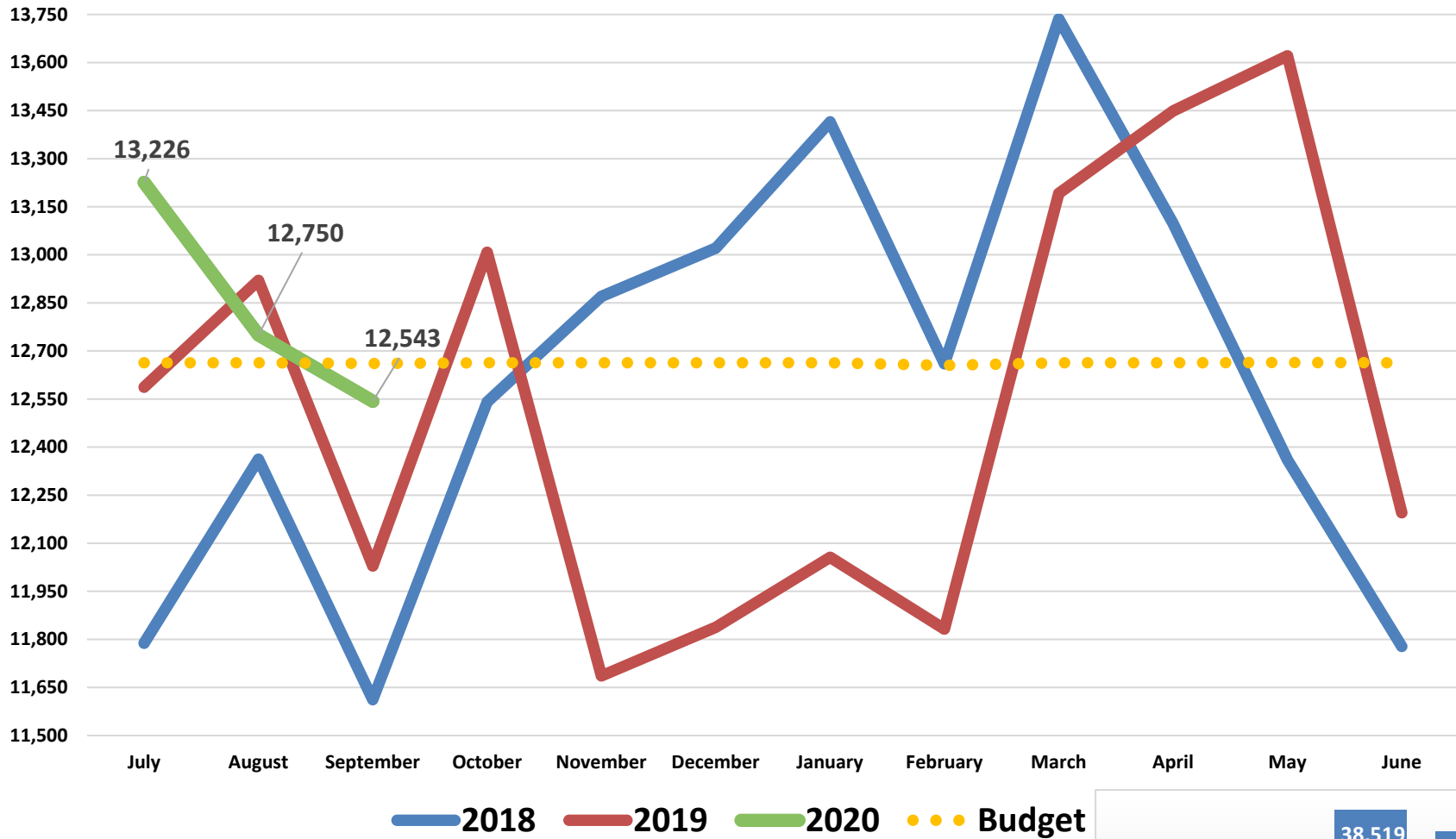
Home Health Visits



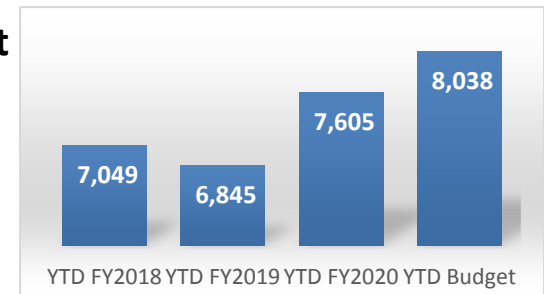
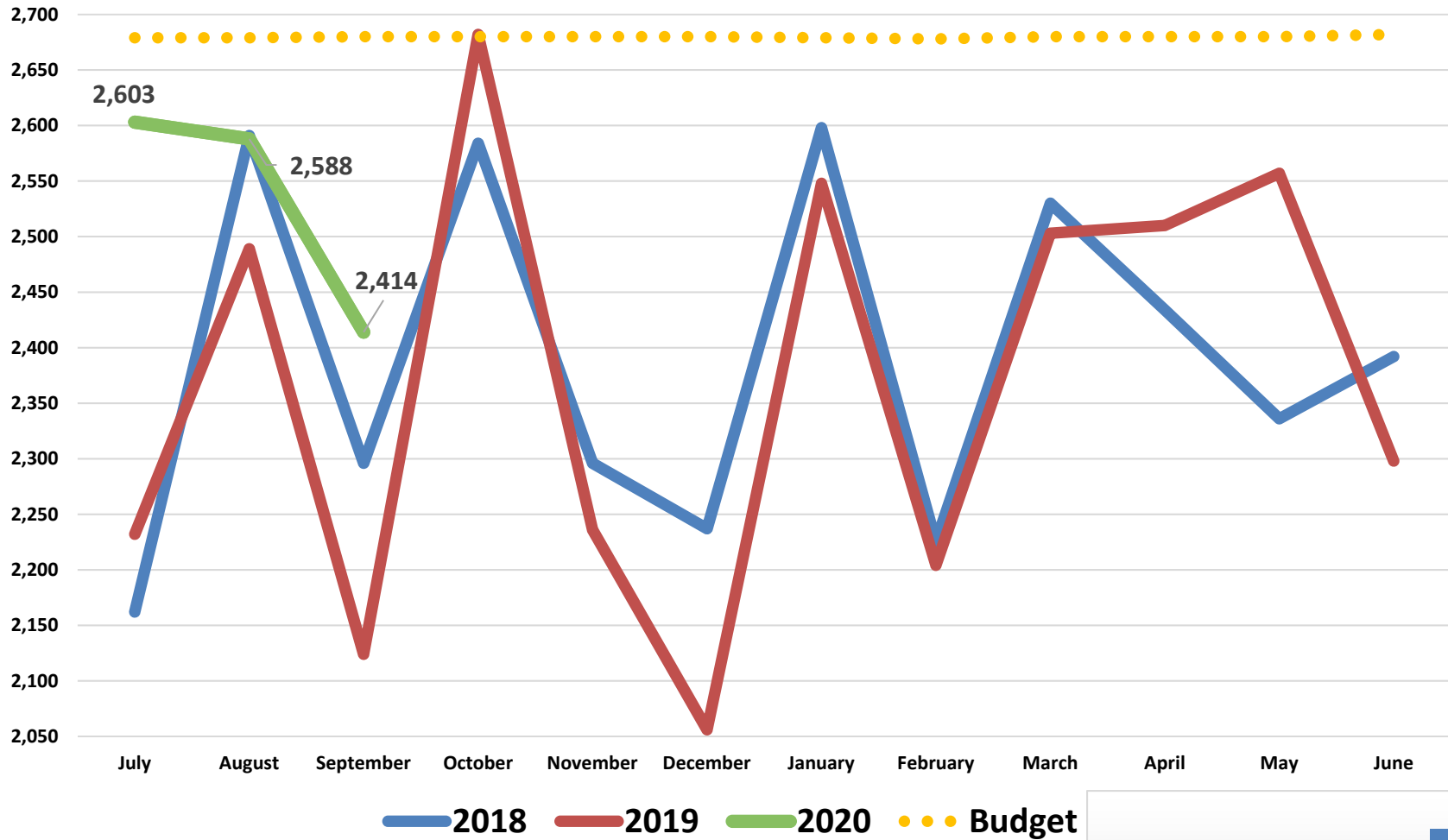
— 2018 — 2019 — 2020 ●●● Budget



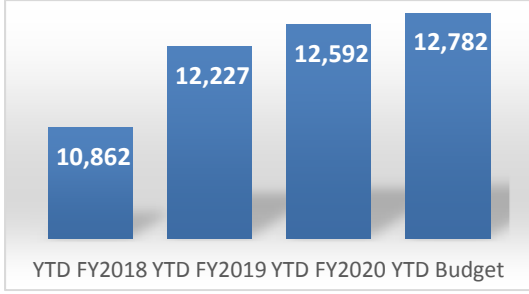
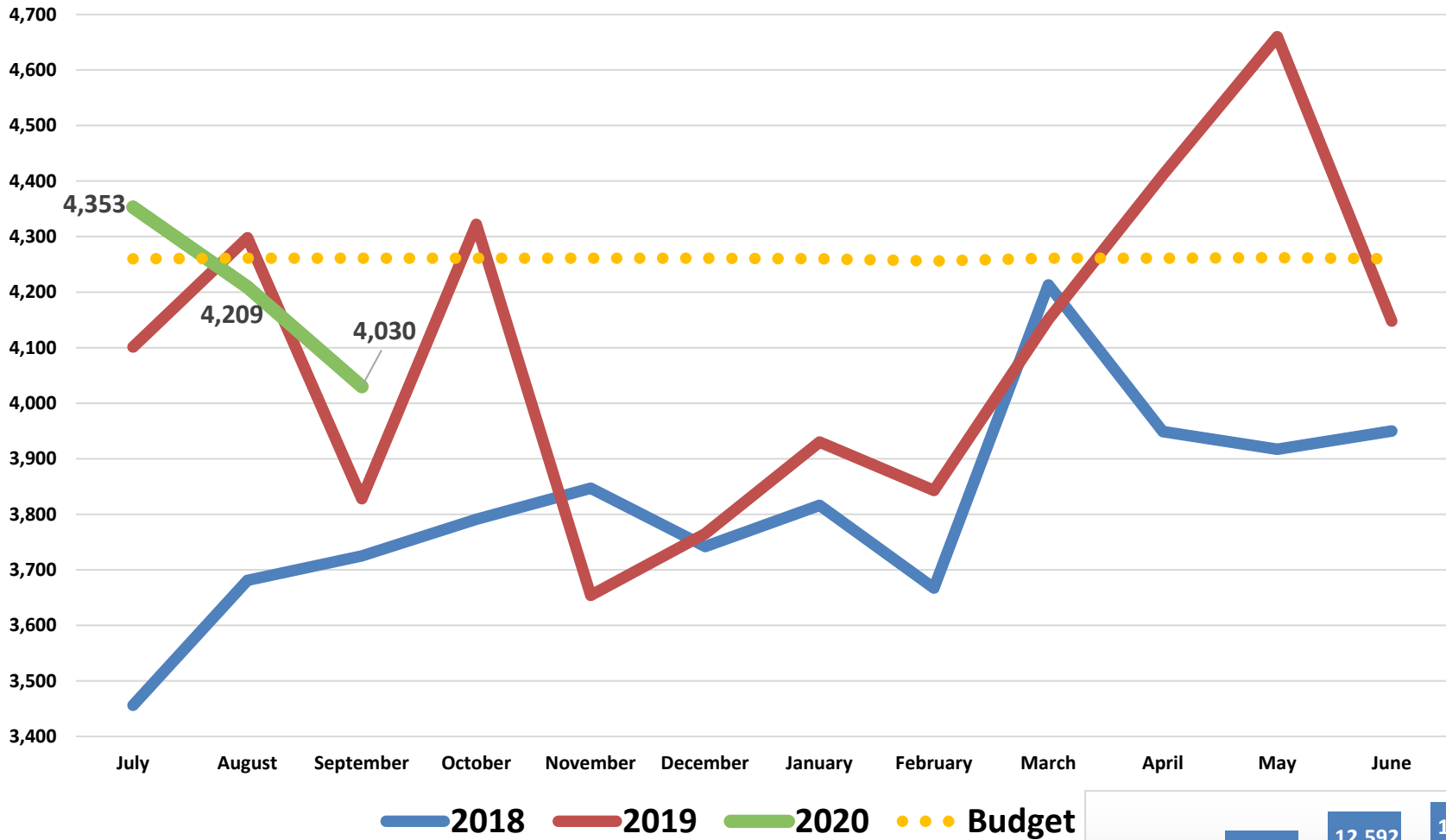
Radiology – Main Campus



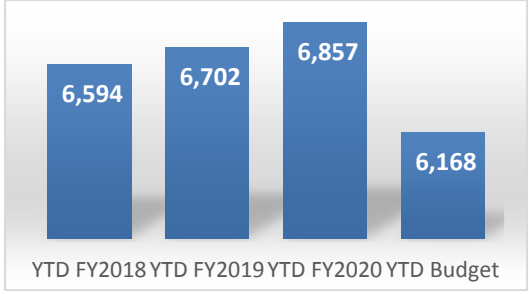
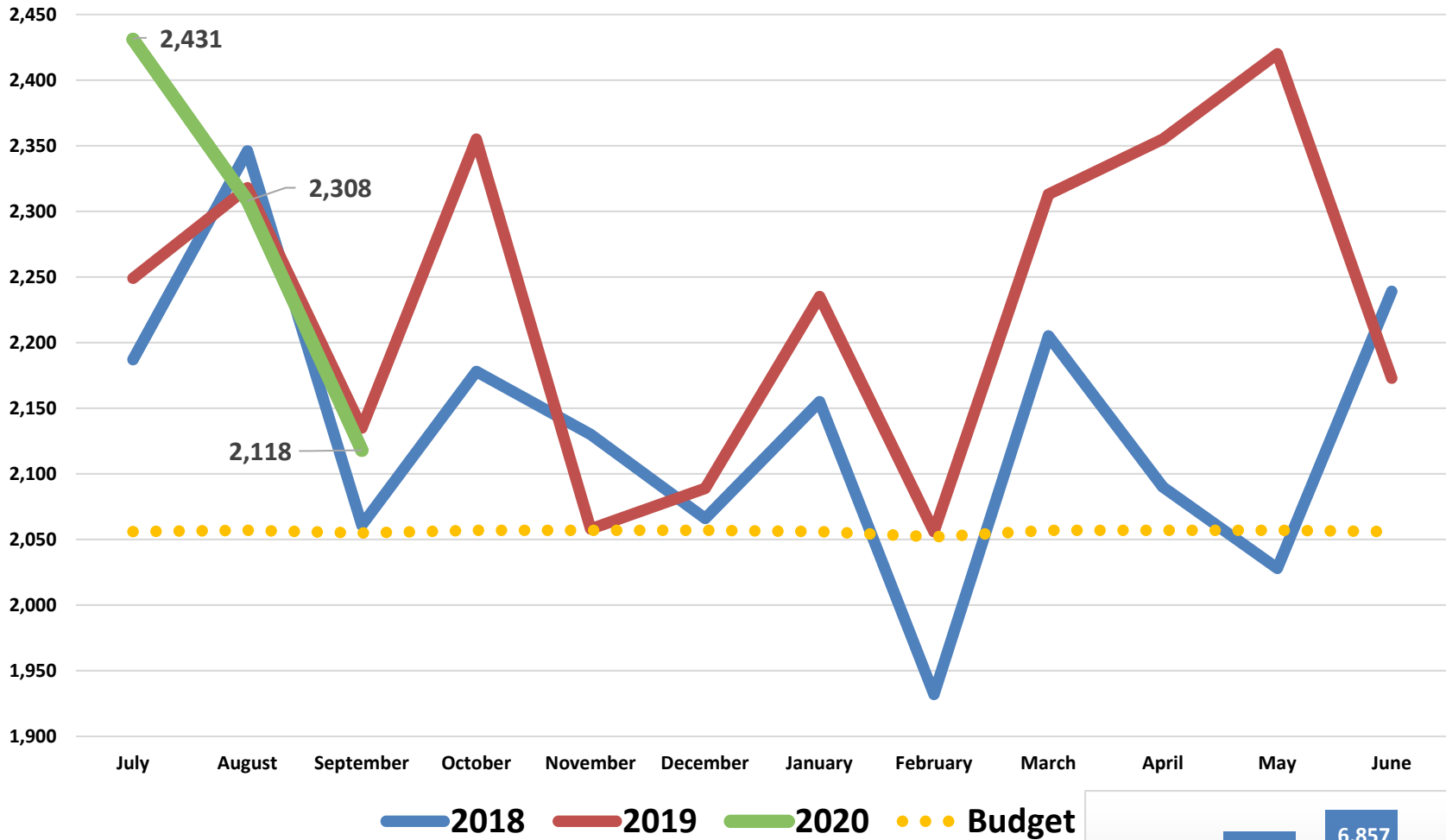
Radiology – South Campus Imaging



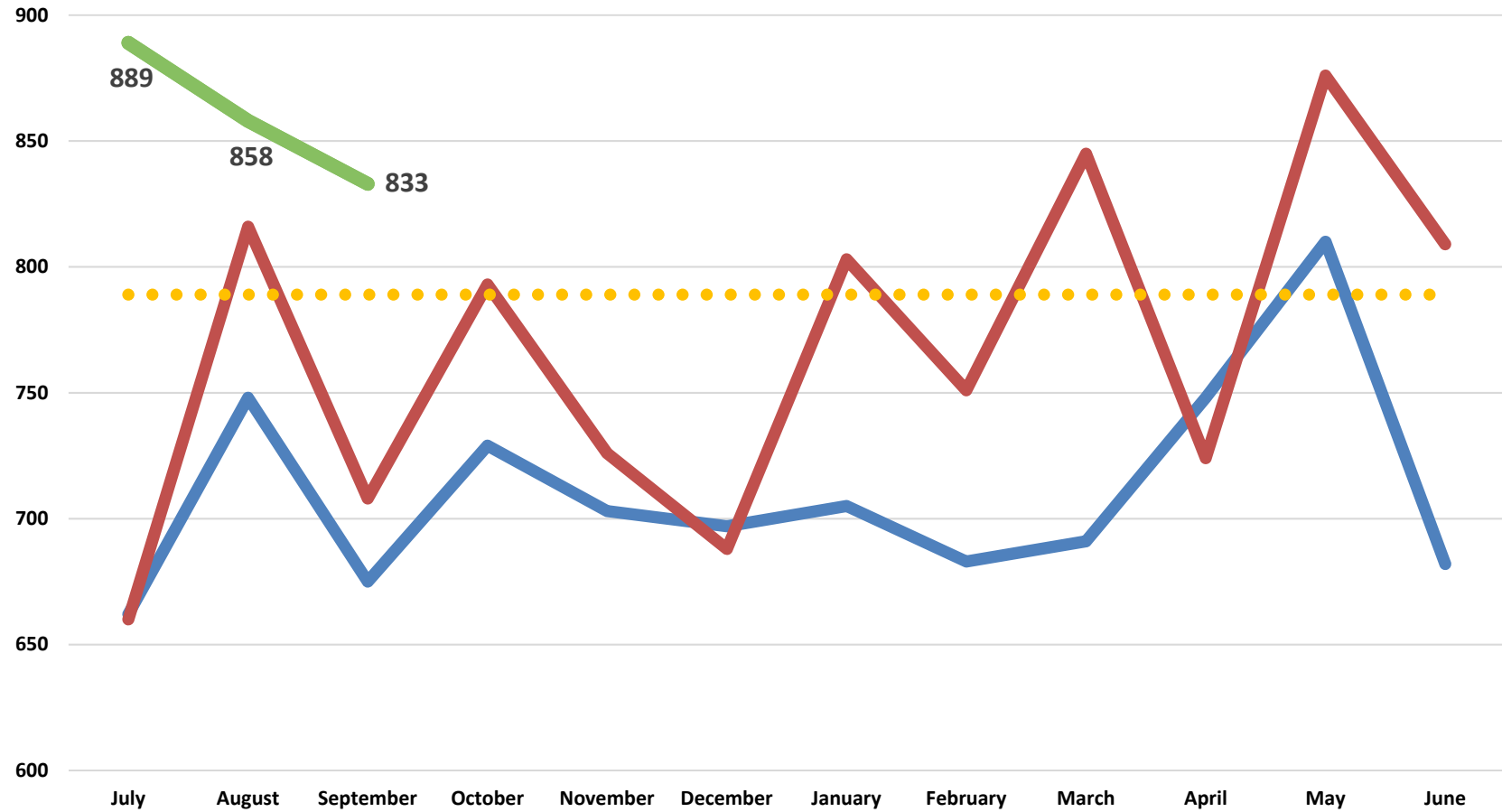
Radiology – CT



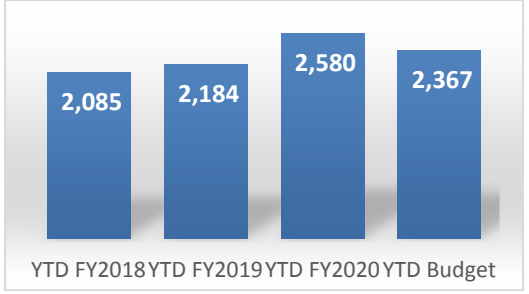
Radiology – Ultrasound



Radiology – MRI



— 2018
 — 2019
 — 2020
 ●●● Budget



Radiology Modality – Diagnostic Radiology

