



July 14, 2023

## NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Finance, Property, Services and Acquisition Committee meeting at 10:00AM on Wednesday July 19, 2023 in the Kaweah Health Medical Center Executive Offices Conference Room – 305 W. Acequia Avenue – Acequia Wing, Visalia, CA.

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

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

KAWEAH DELTA HEALTH CARE DISTRICT  
Mike Olmos, Secretary/Treasurer

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

Cindy Moccio  
Board Clerk, Executive Assistant to CEO / CNO

**DISTRIBUTION:**

Governing Board

Legal Counsel

Executive Team

Chief of Staff

<http://www.kaweahhealth.org>



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

Kaweah Health Medical Center  
305 W. Acequia Avenue, Executive Office Conference Room (1<sup>st</sup> Floor)

**Wednesday July 19, 2023**

ATTENDING: Directors: David Francis & Mike Olmos; Gary Herbst, Chief Executive Officer; Malinda Tupper, Chief Financial Officer; Marc Mertz, Chief Strategy Officer; Jennifer Stockton, Director of Finance, Cindy Moccio, Recording

### **OPEN MEETING – 10:00AM**

- 1. CALL TO ORDER** – *David Francis, Board President*
- 2. PUBLIC PARTICIPATION** – Members of the public may comment on agenda items before action is taken and after it is discussed by the Board. Each speaker will be allowed five minutes. Members of the public wishing to address the Board concerning items not on the agenda and within the jurisdictions of the Board are requested to identify themselves at this time. For those who are unable to attend the beginning of the Board meeting during the public participation segment but would like to address the Board, please contact the Board Clerk (Cindy Moccio 559-624-2330) or [cmoccio@kaweahhealth.org](mailto:cmoccio@kaweahhealth.org) to make arrangements to address the Board.
- 3. FINANCIALS** – Review of the most current fiscal year financial results and budget and a progress review and projections relative to the Kaweah Health initiatives to decrease costs and improve cost efficiencies.  
  
*Malinda Tupper – Chief Financial Officer*
- 4. ADJOURN** – *David Francis, Board President*

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

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*Mike Olmos – Zone I  
Secretary/Treasurer*

*Lynn Havard Mirviss – Zone II  
Vice President*

*Garth Gipson – Zone III  
Board Member*

*David Francis – Zone IV  
President*

*Ambar Rodriguez – Zone V  
Board Member*

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

# CFO Financial Report

## Preliminary Year End Financials

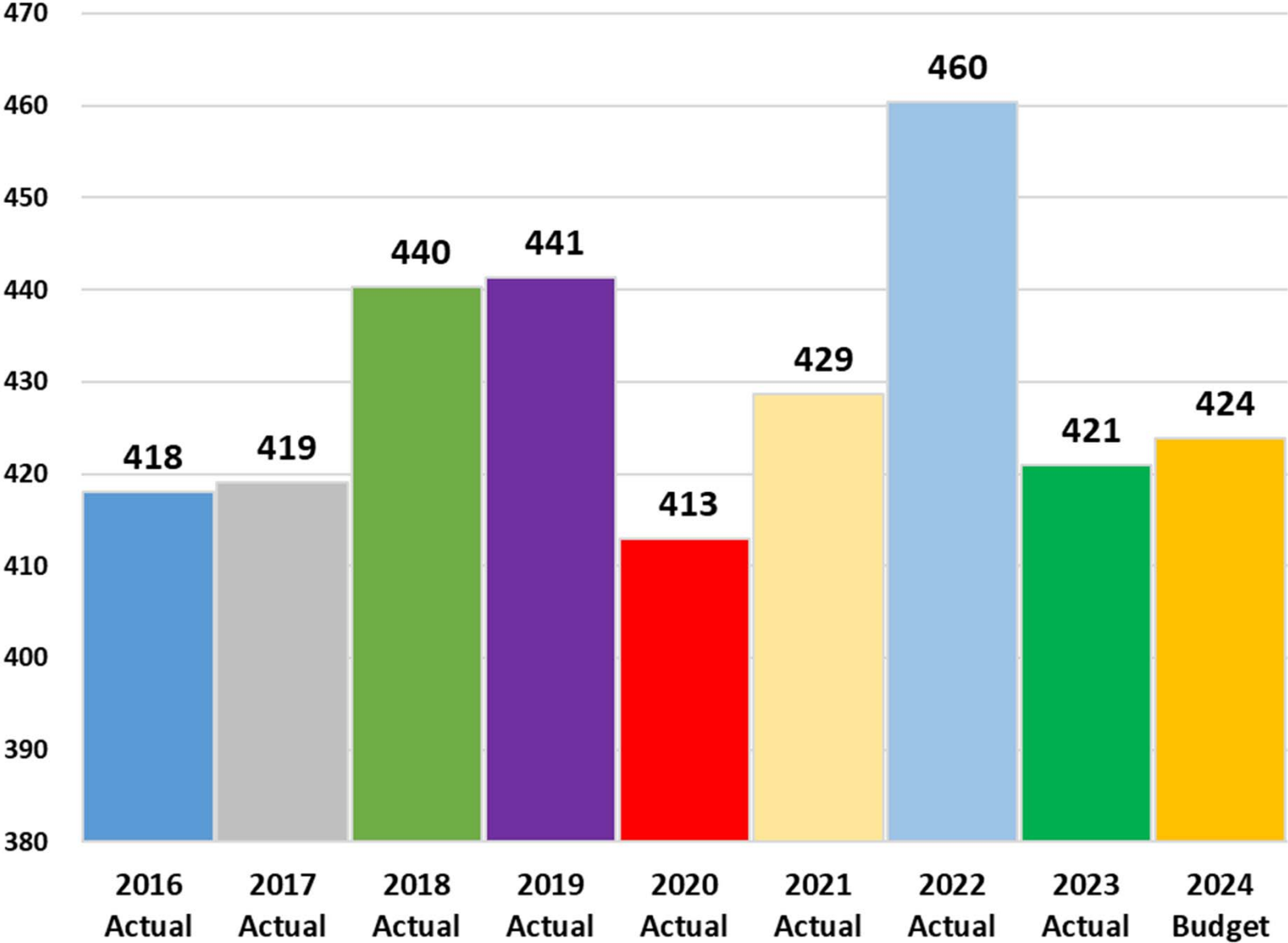
### Month Ending June 2023



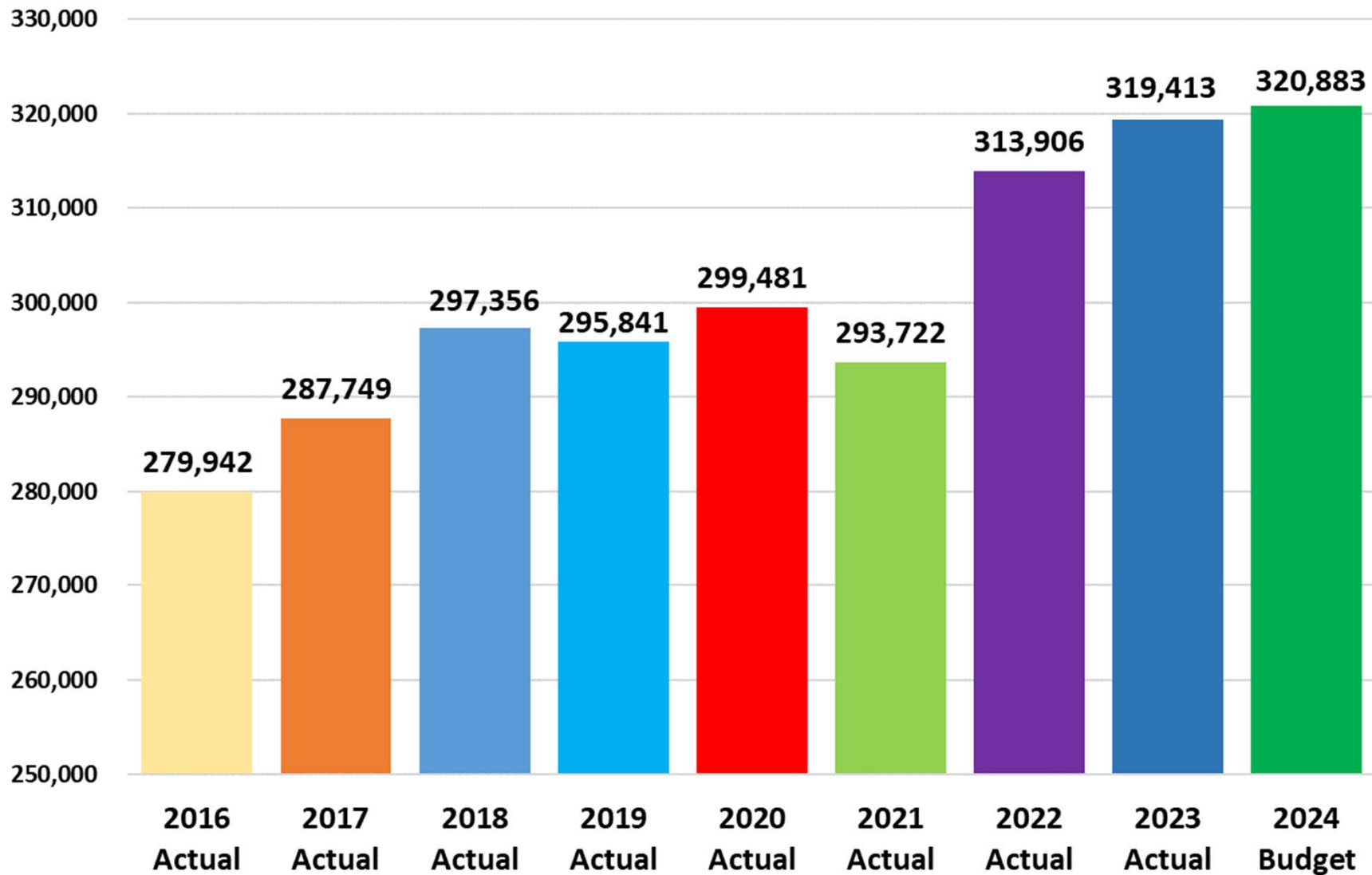
[kawahhealth.org](https://www.kawahhealth.org)



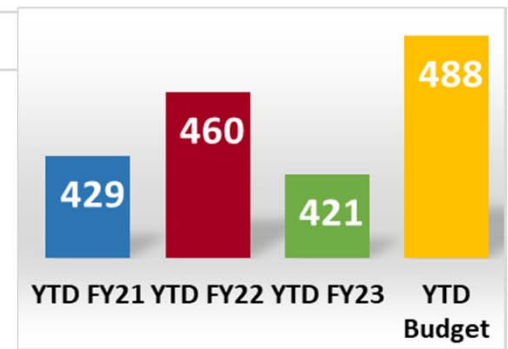
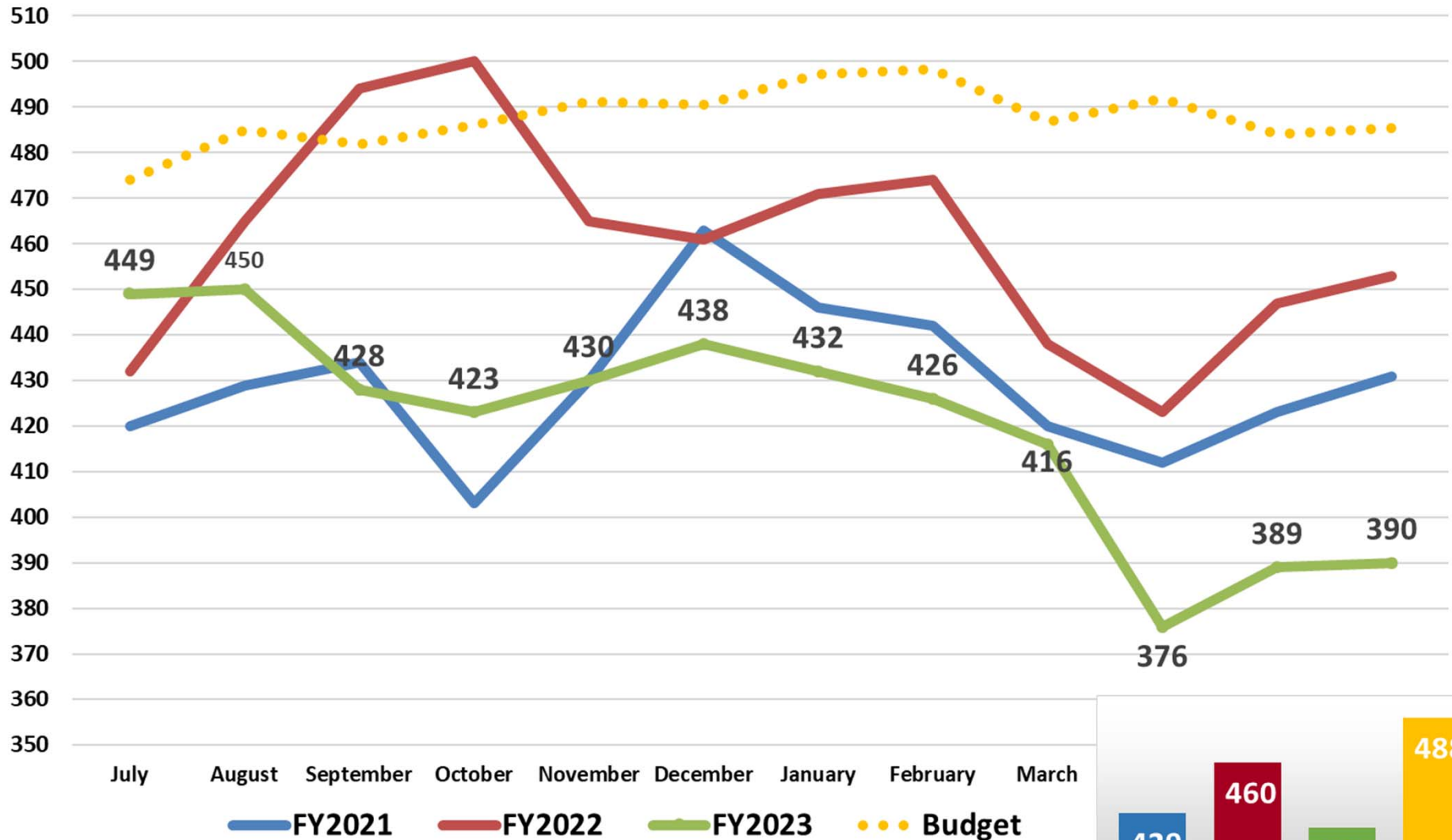
# Year over Year Average Daily Census



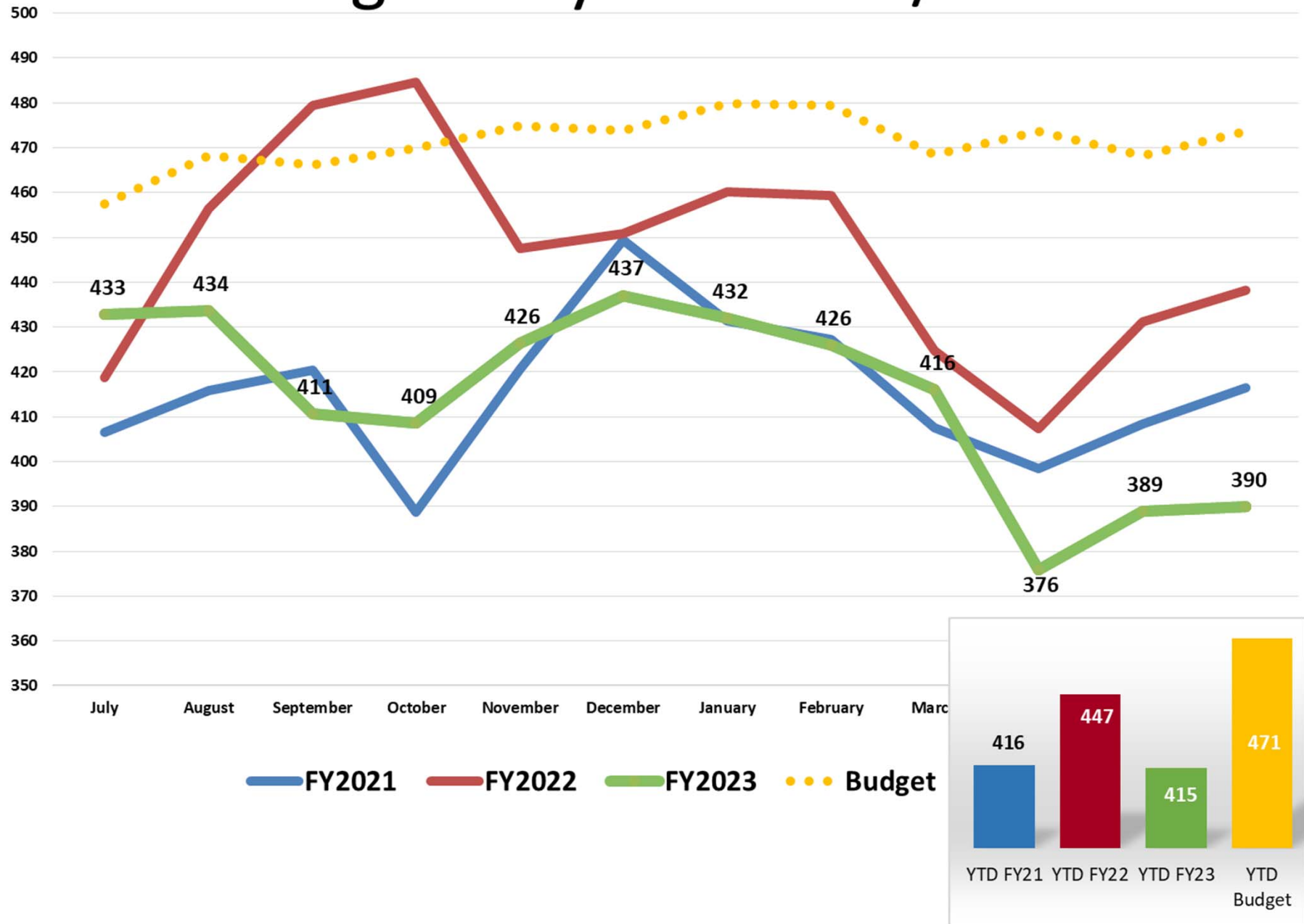
# Year over Year Adjusted Patient Days



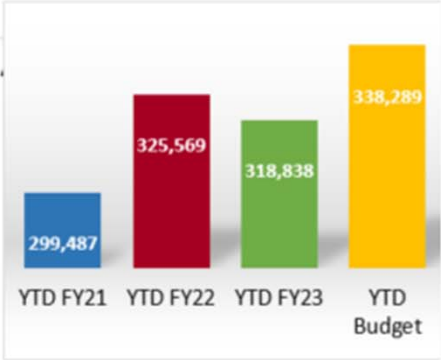
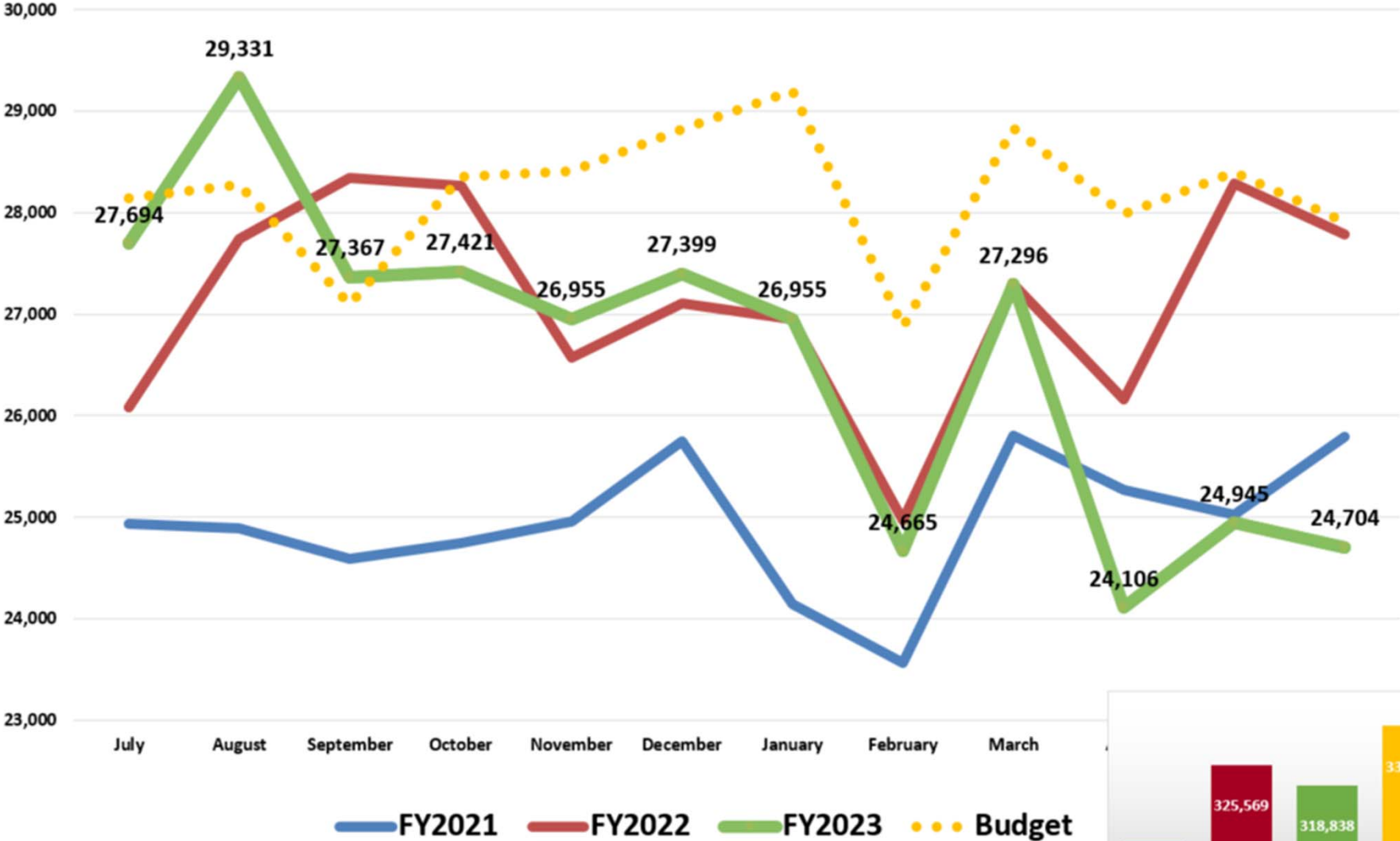
# Average Daily Census



# Average Daily Census w/o TCS

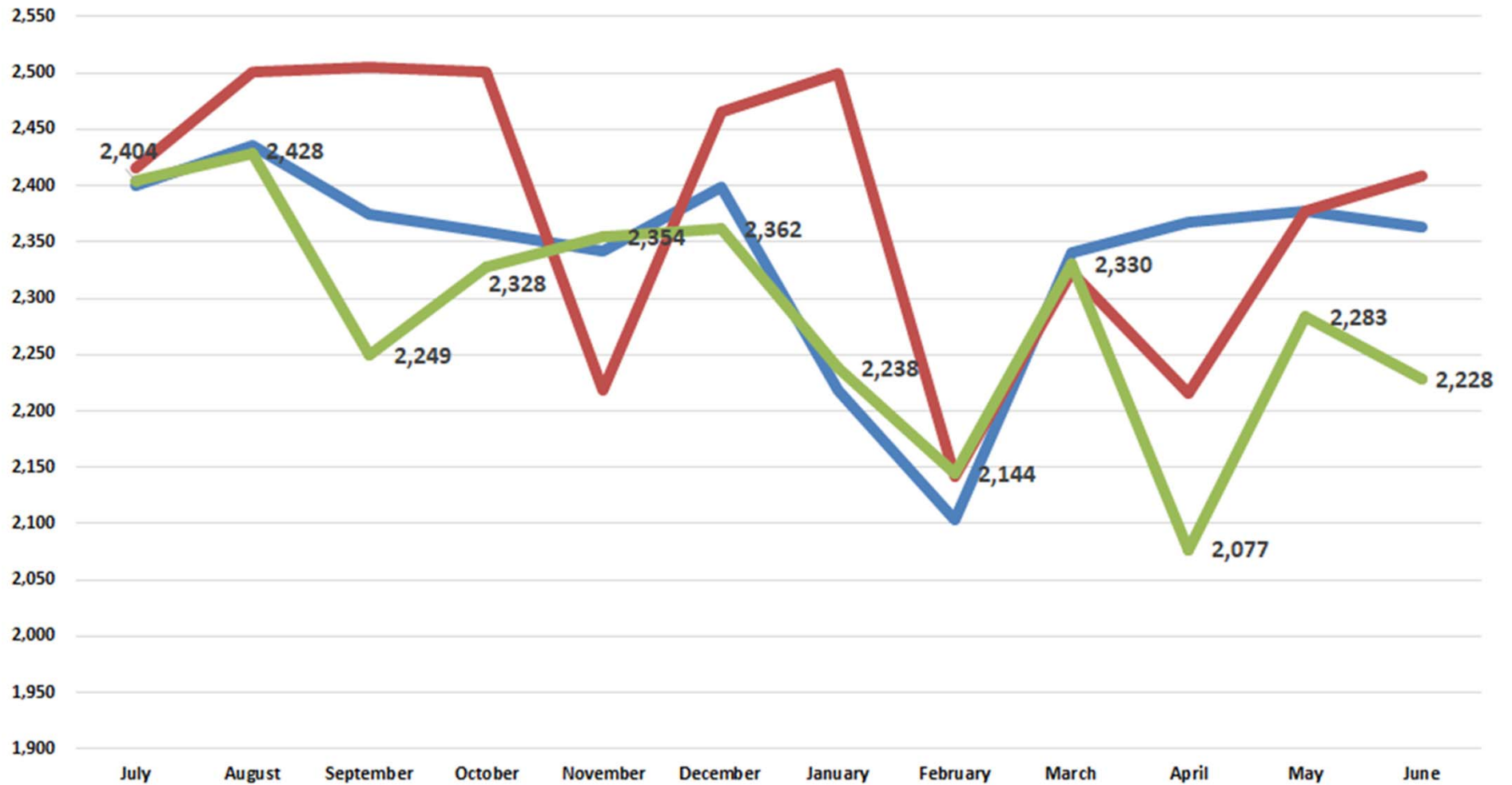


# Adjusted Patient Days

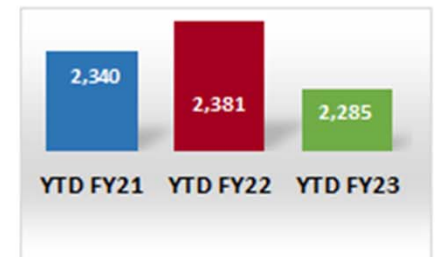




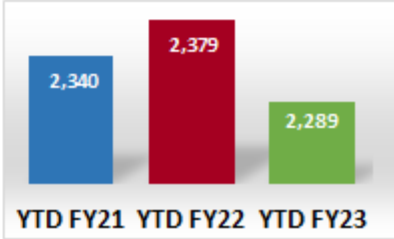
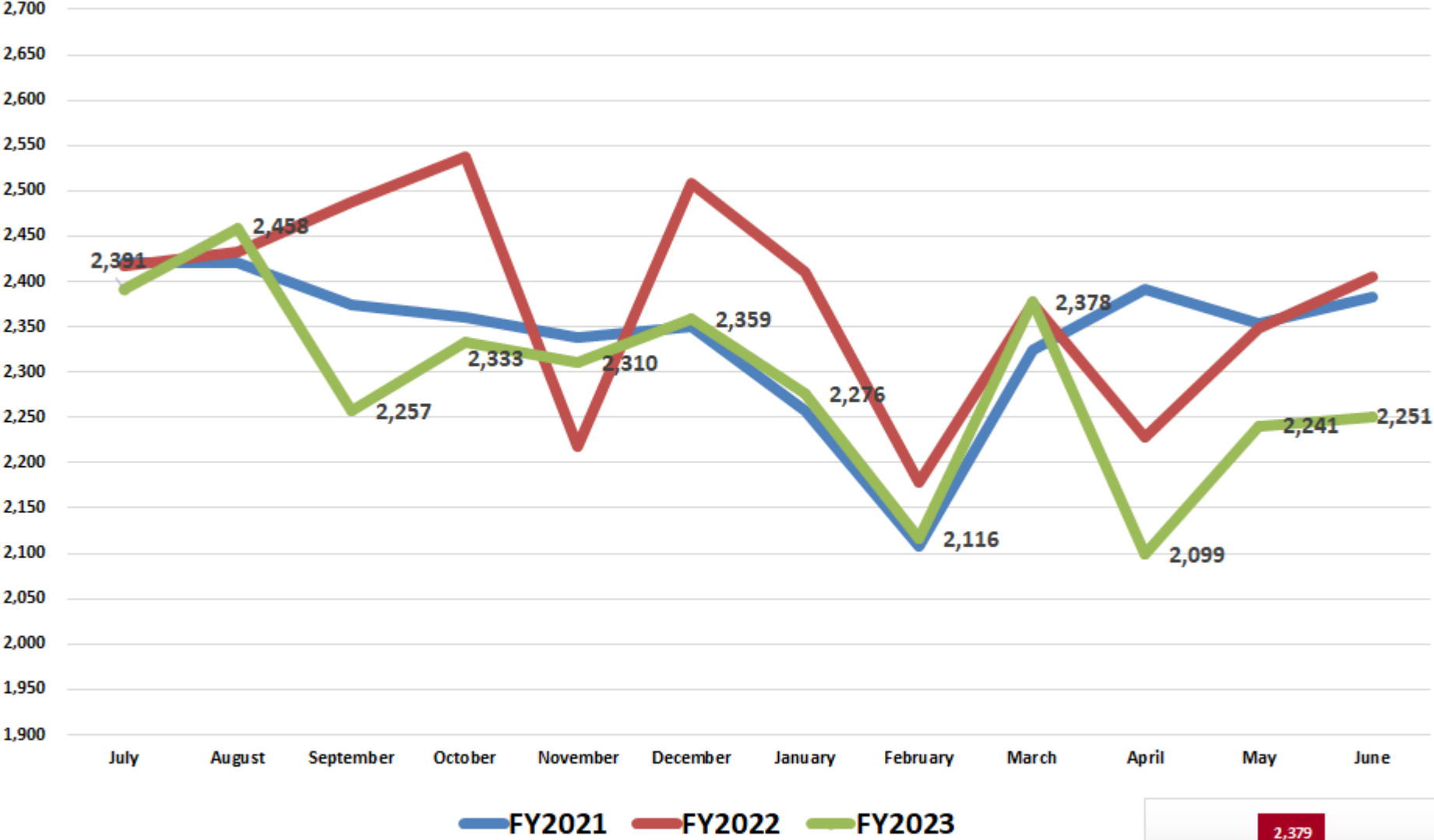
# Admissions



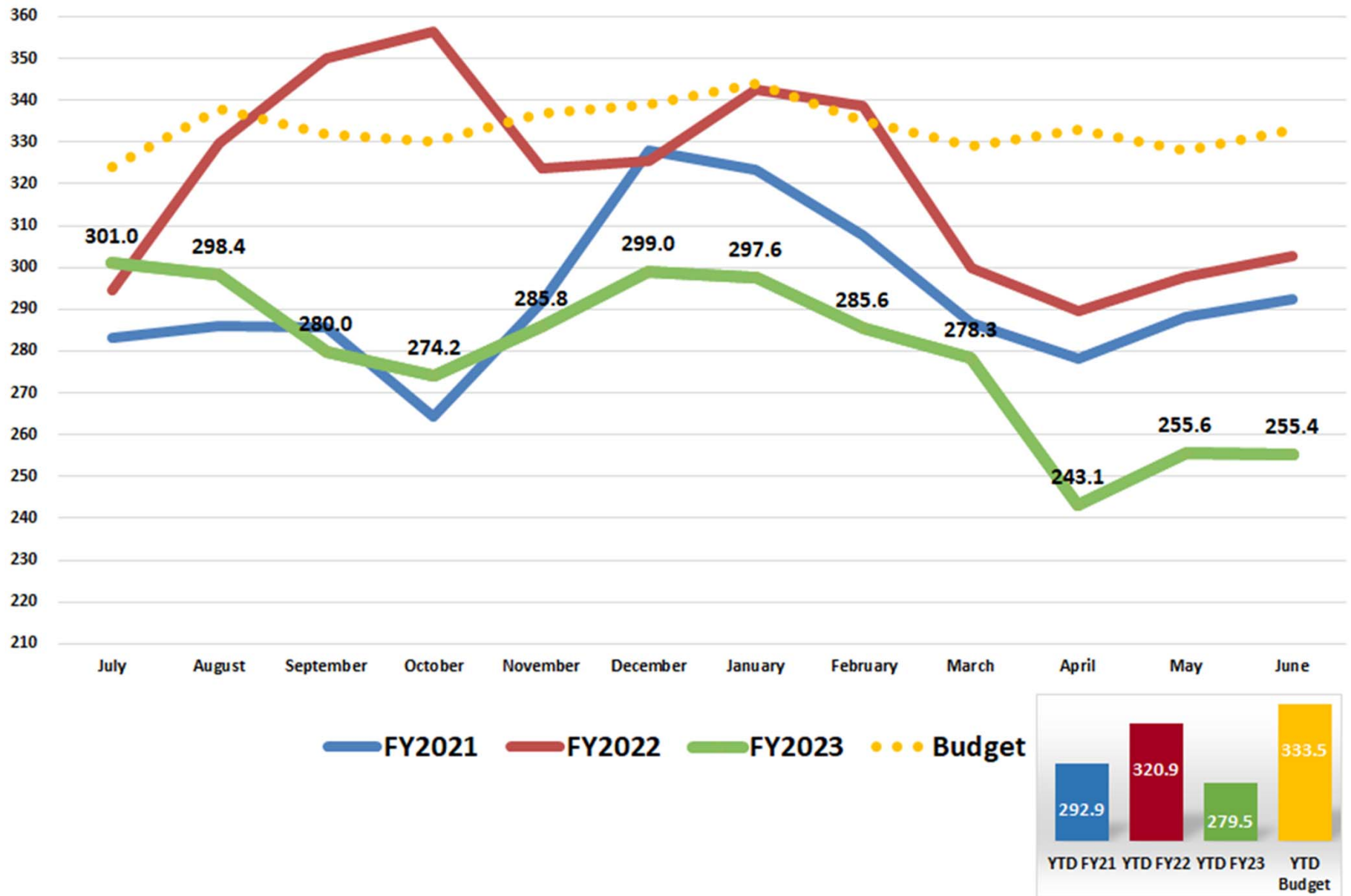
— FY2021   
 — FY2022   
 — FY2023



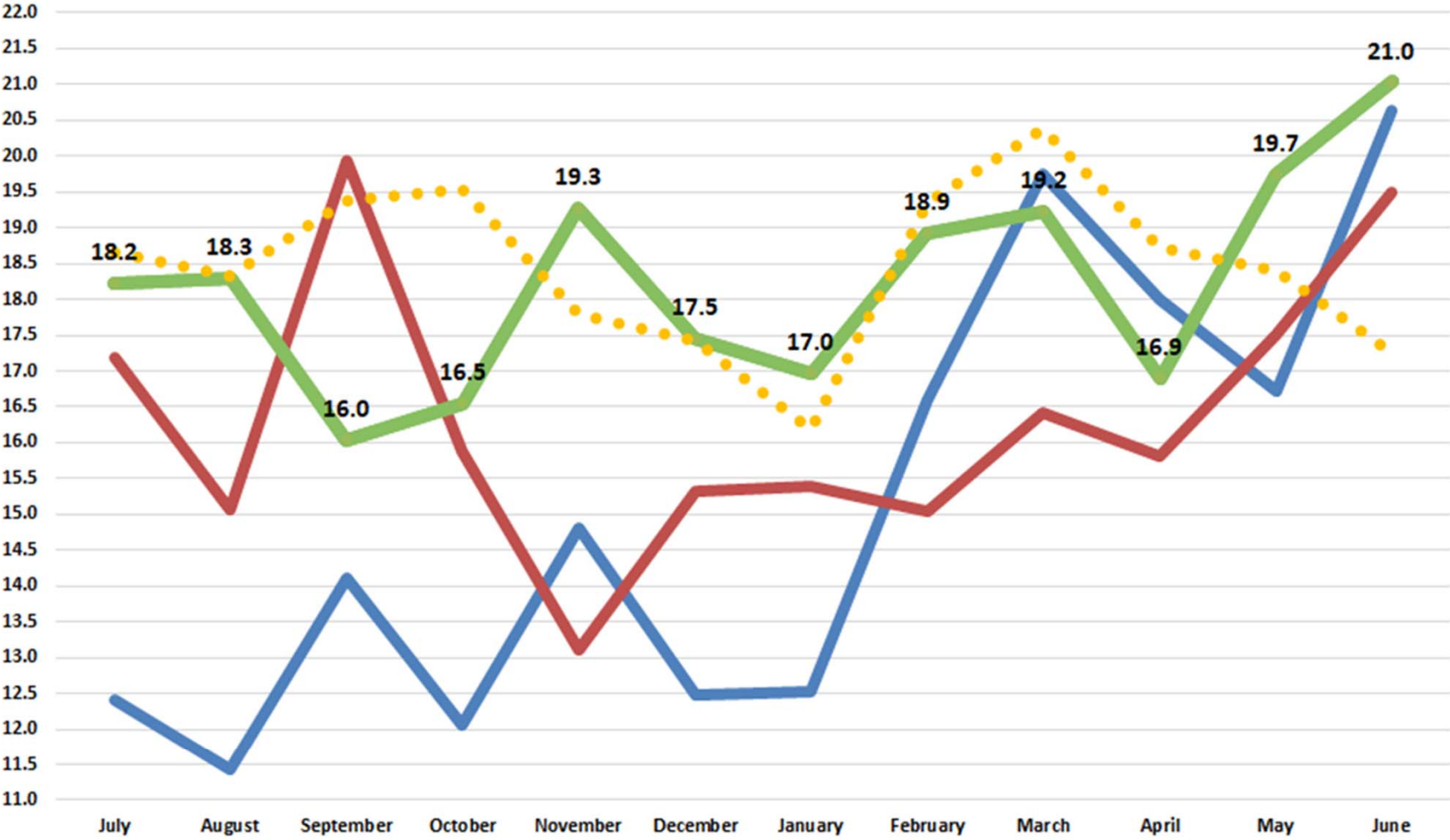
# Discharges



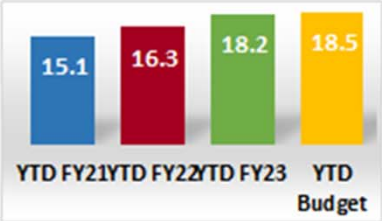
# Medical Center (Avg Patients Per Day)



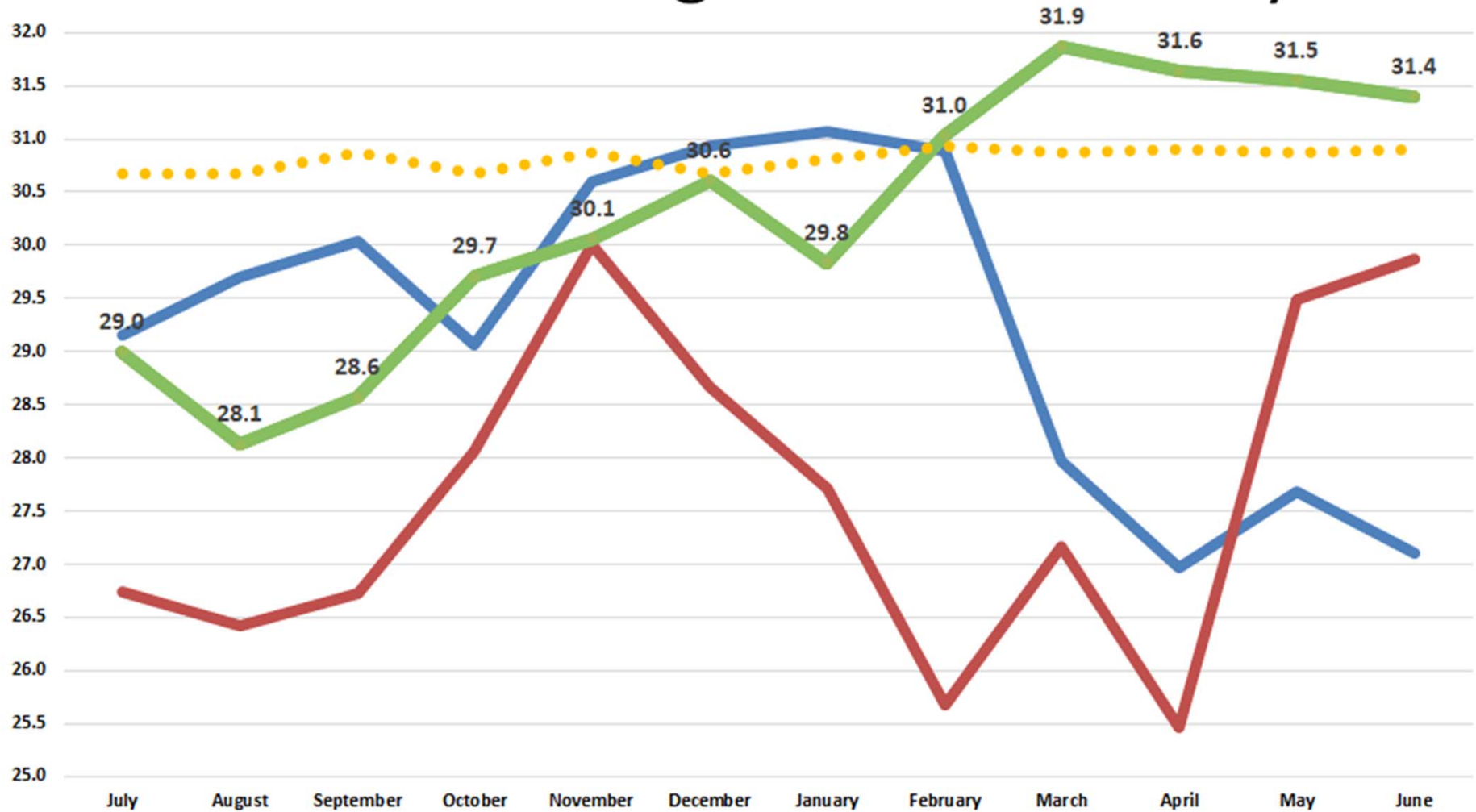
# Rehabilitation Hospital - Avg Patients Per Day



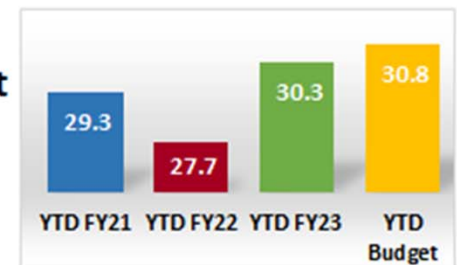
— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



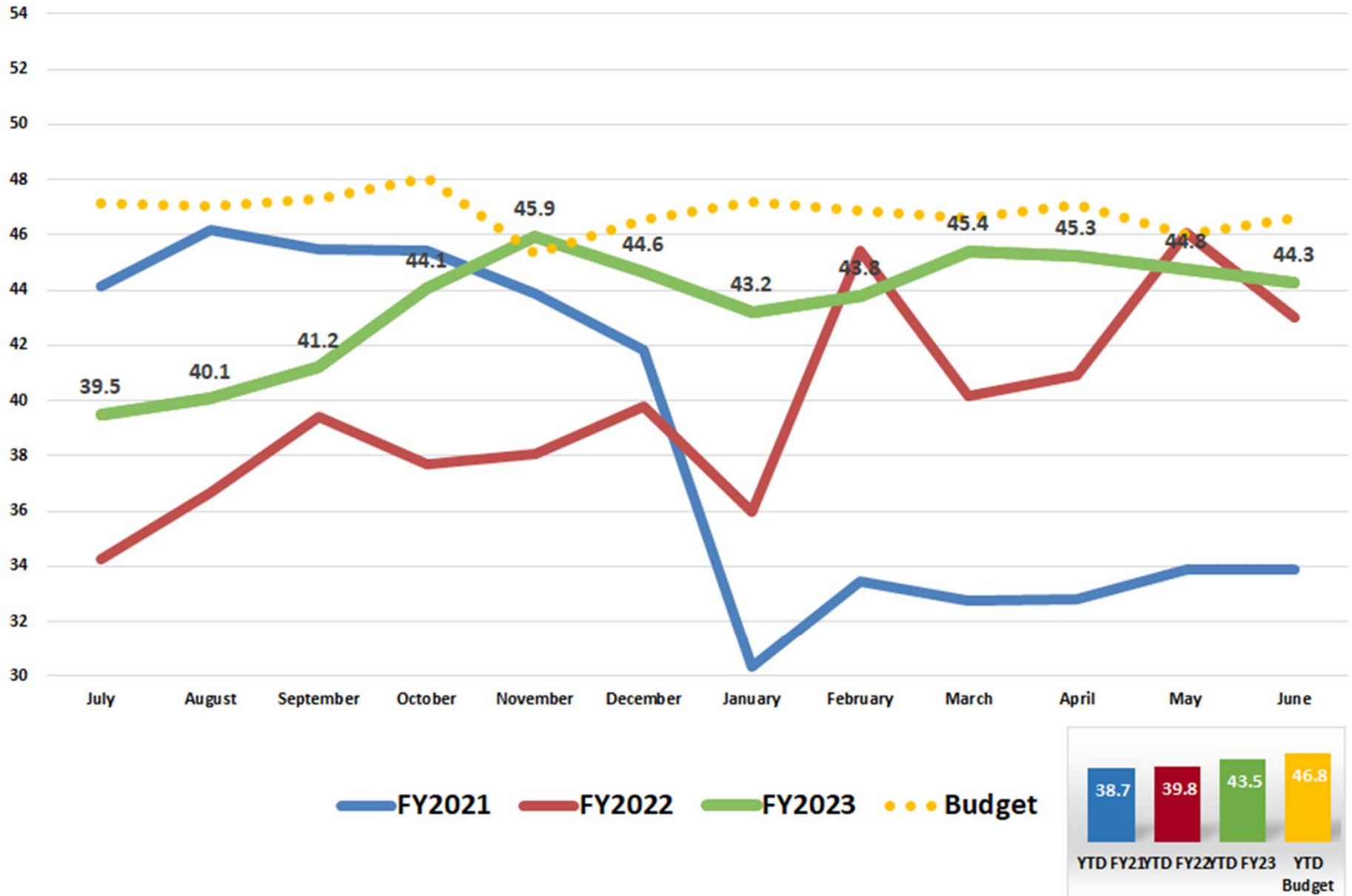
# Sub-Acute - Avg Patients Per Day



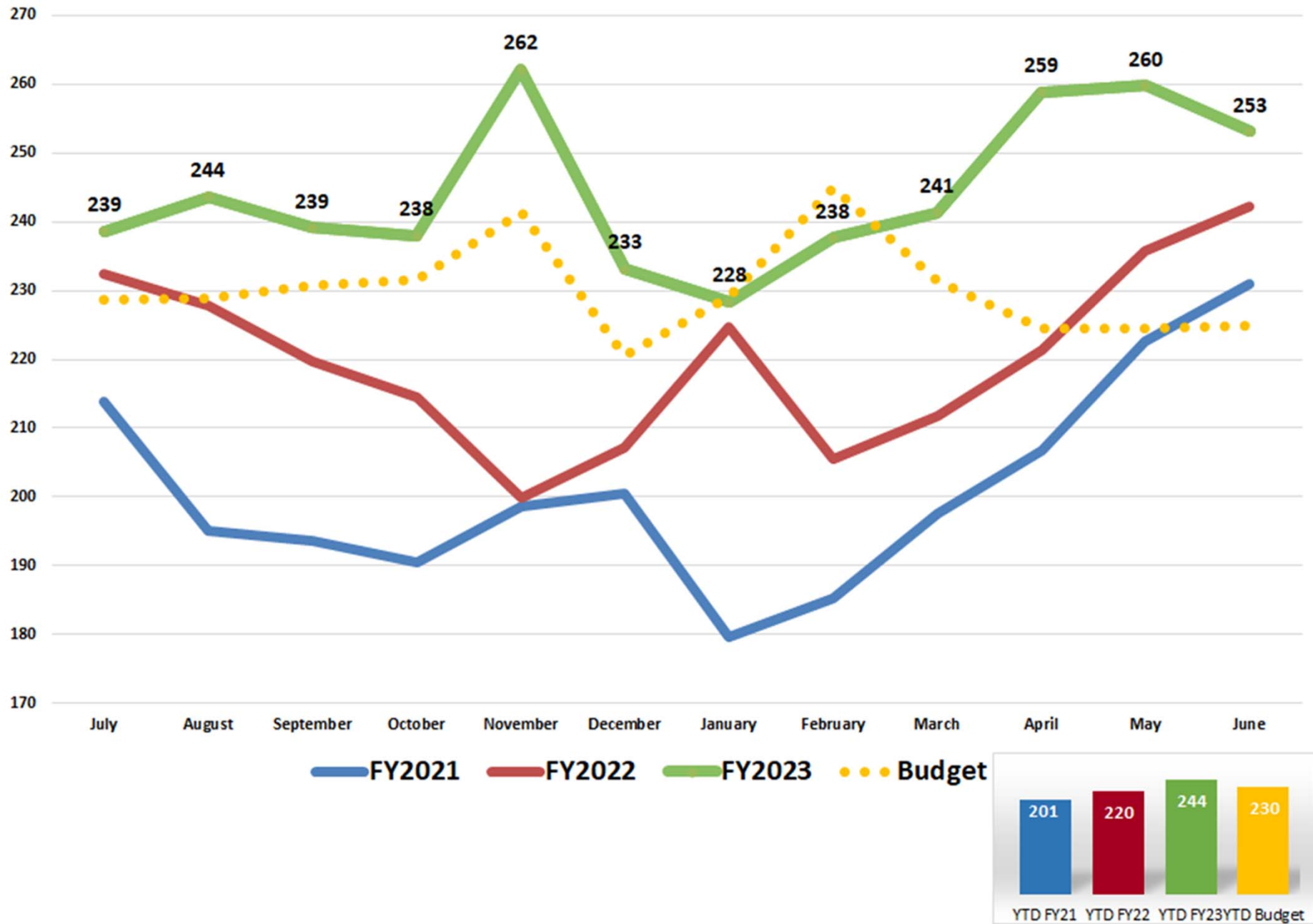
— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



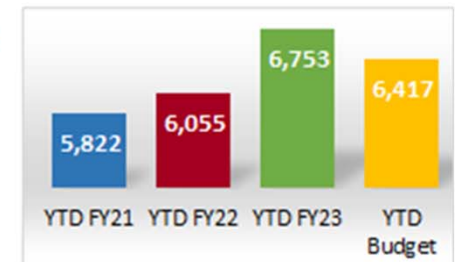
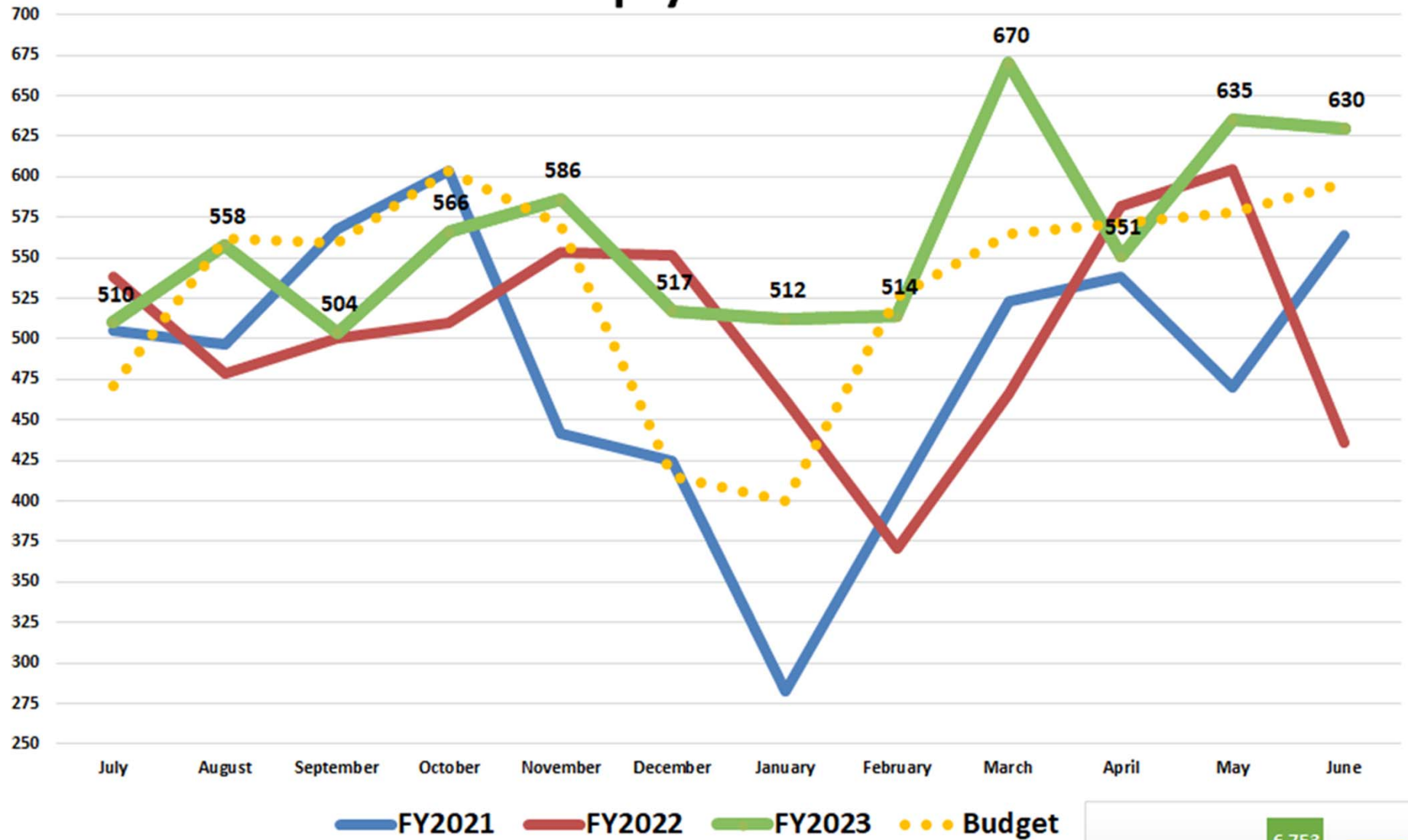
# Acute I/P Psych (Avg Patients Per Day)



# ED - Avg Treated Per Day

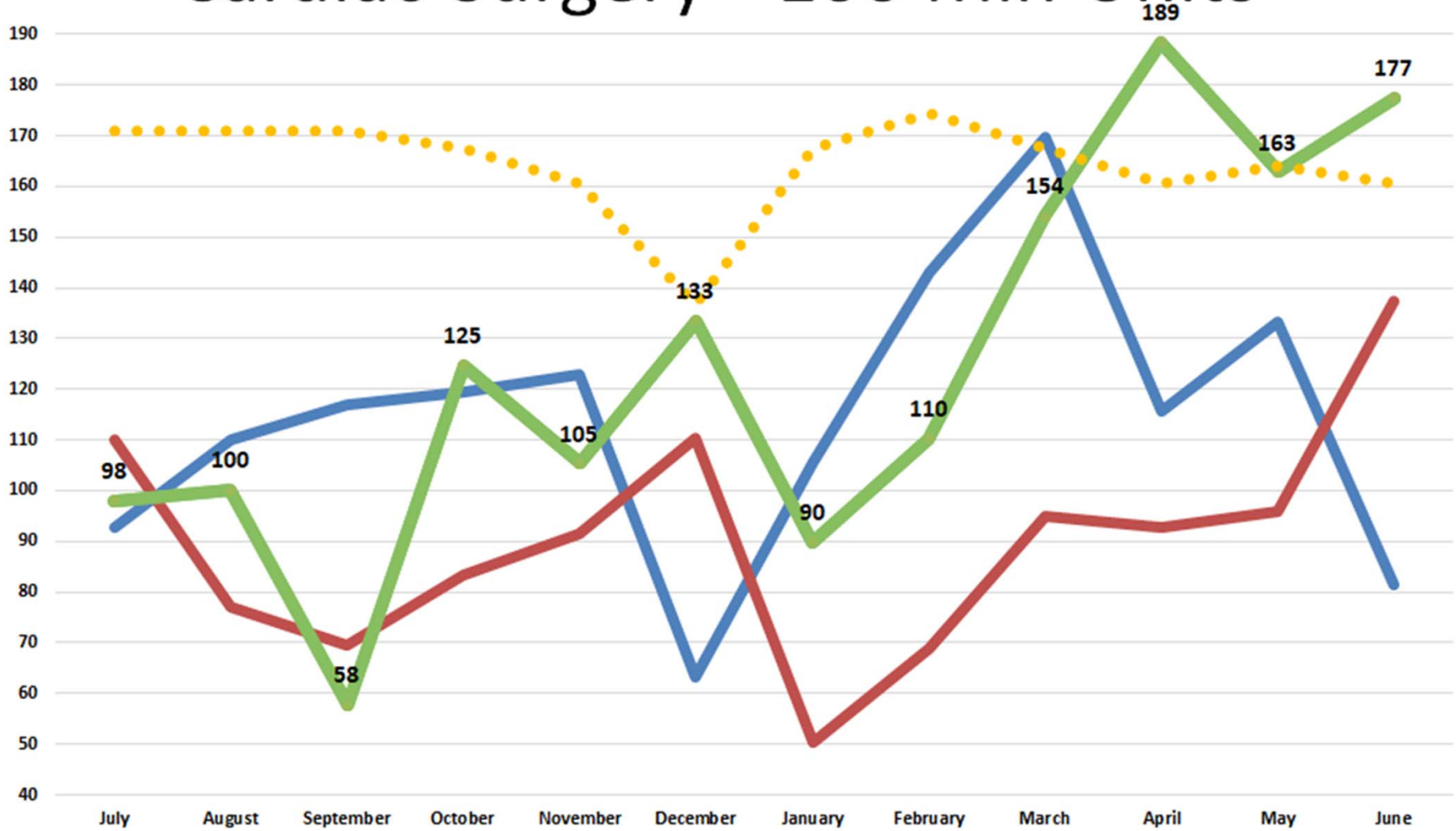


# Endoscopy Procedures

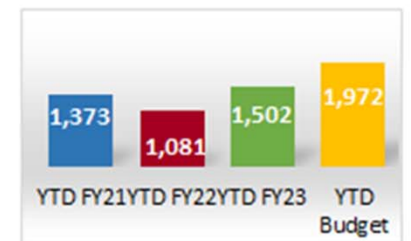




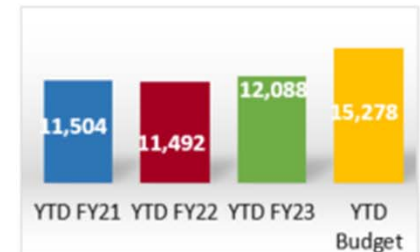
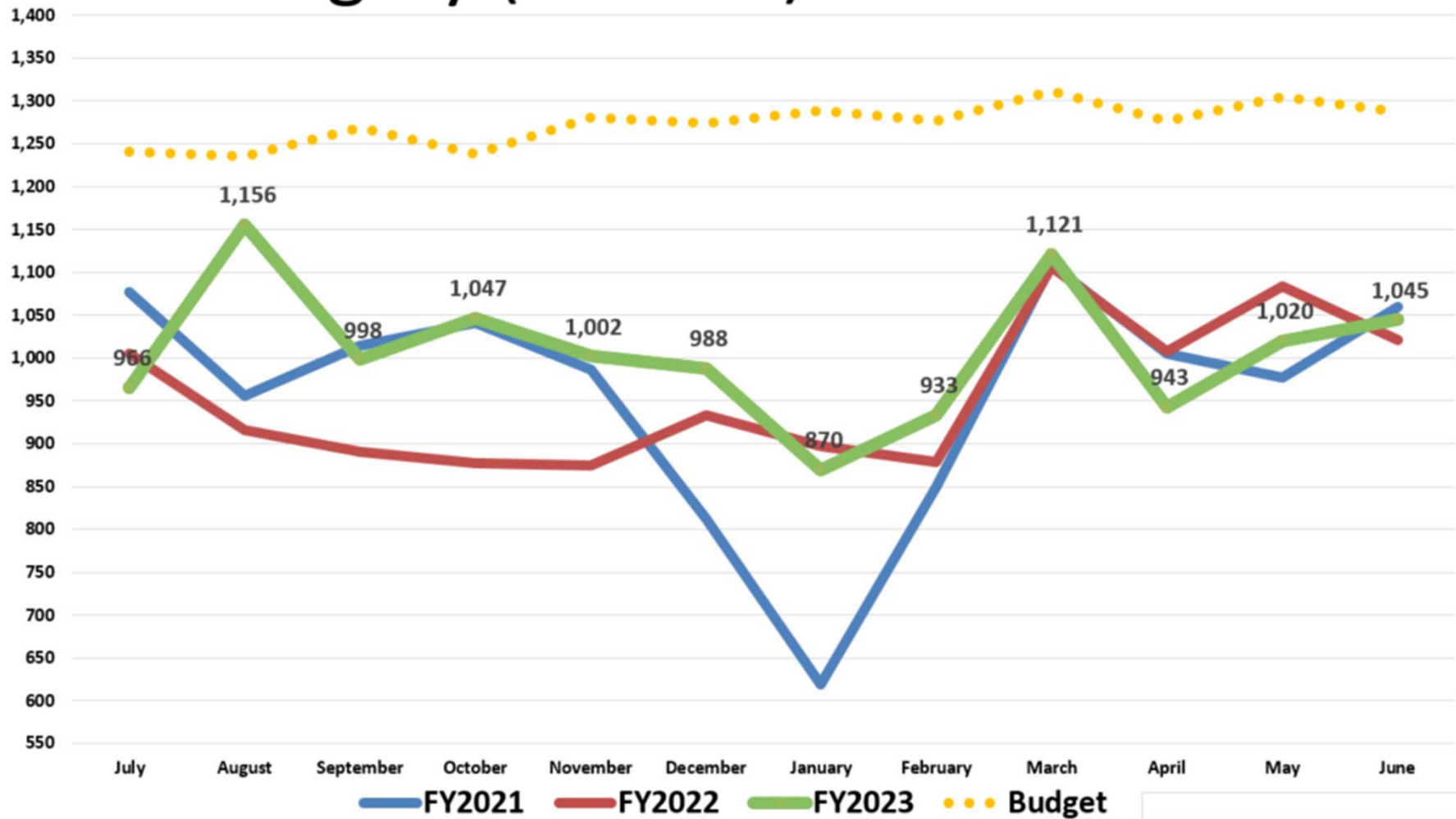
# Cardiac Surgery - 100 Min Units



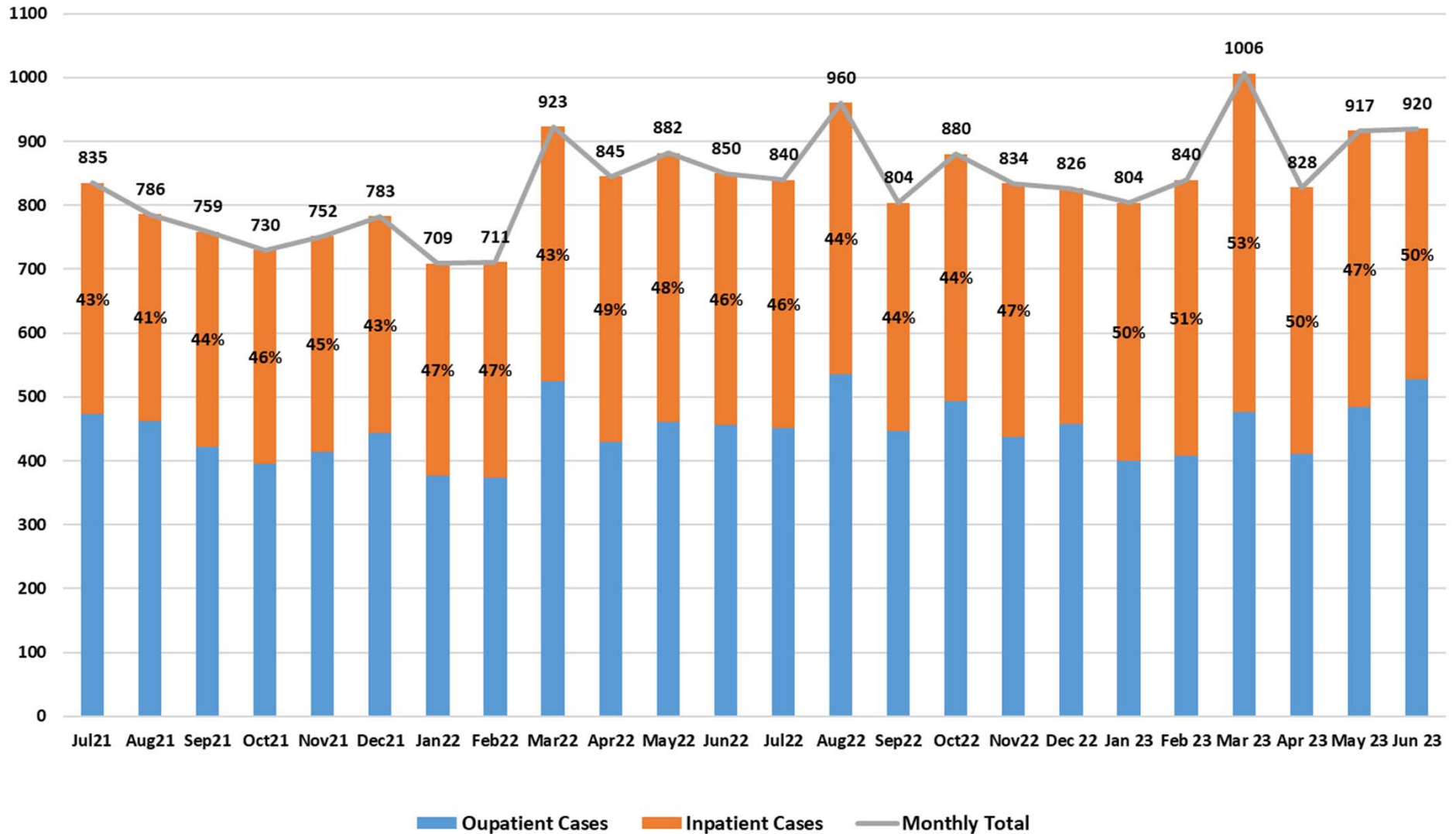
— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



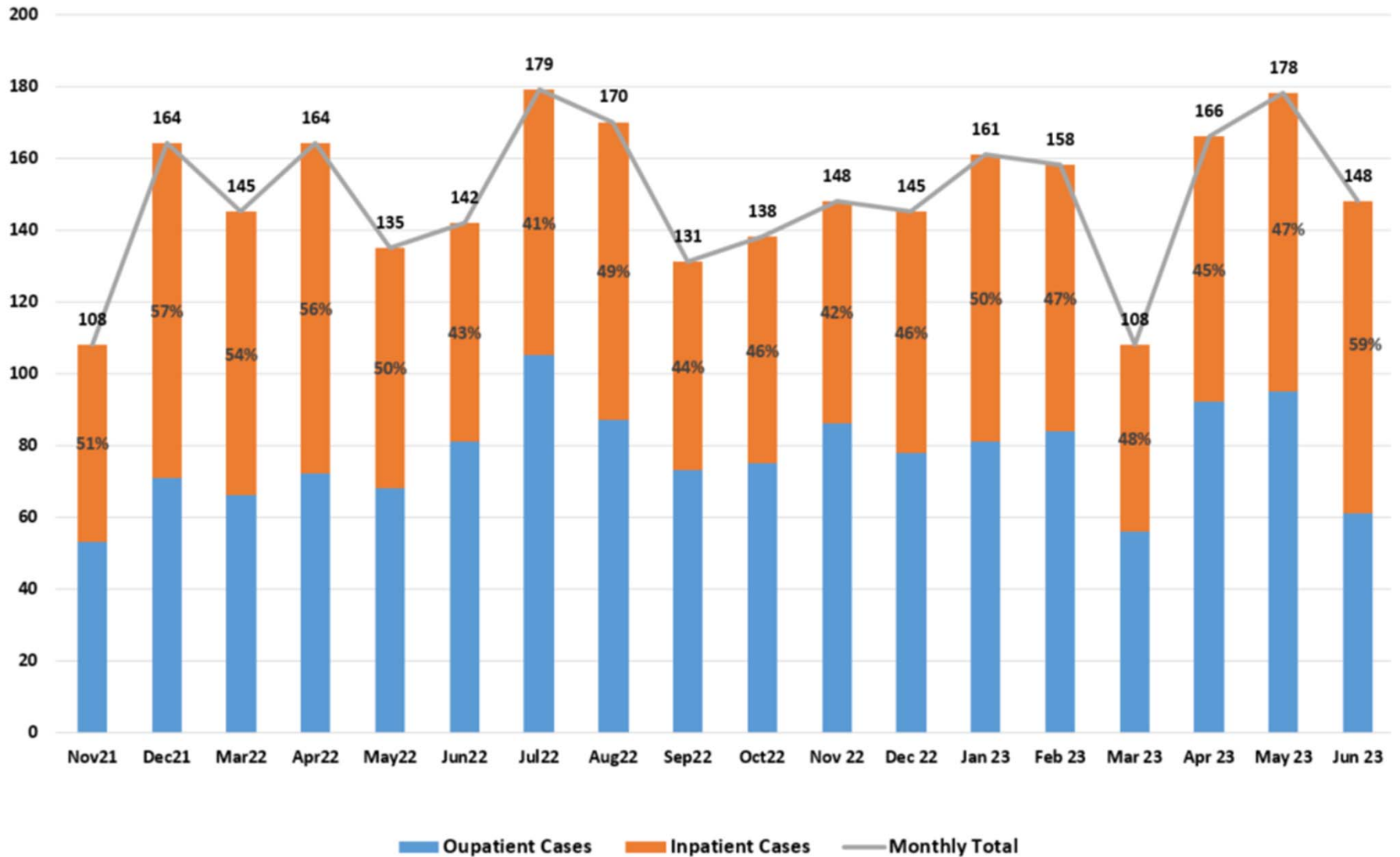
# Surgery (IP & OP) – 100 Min Units



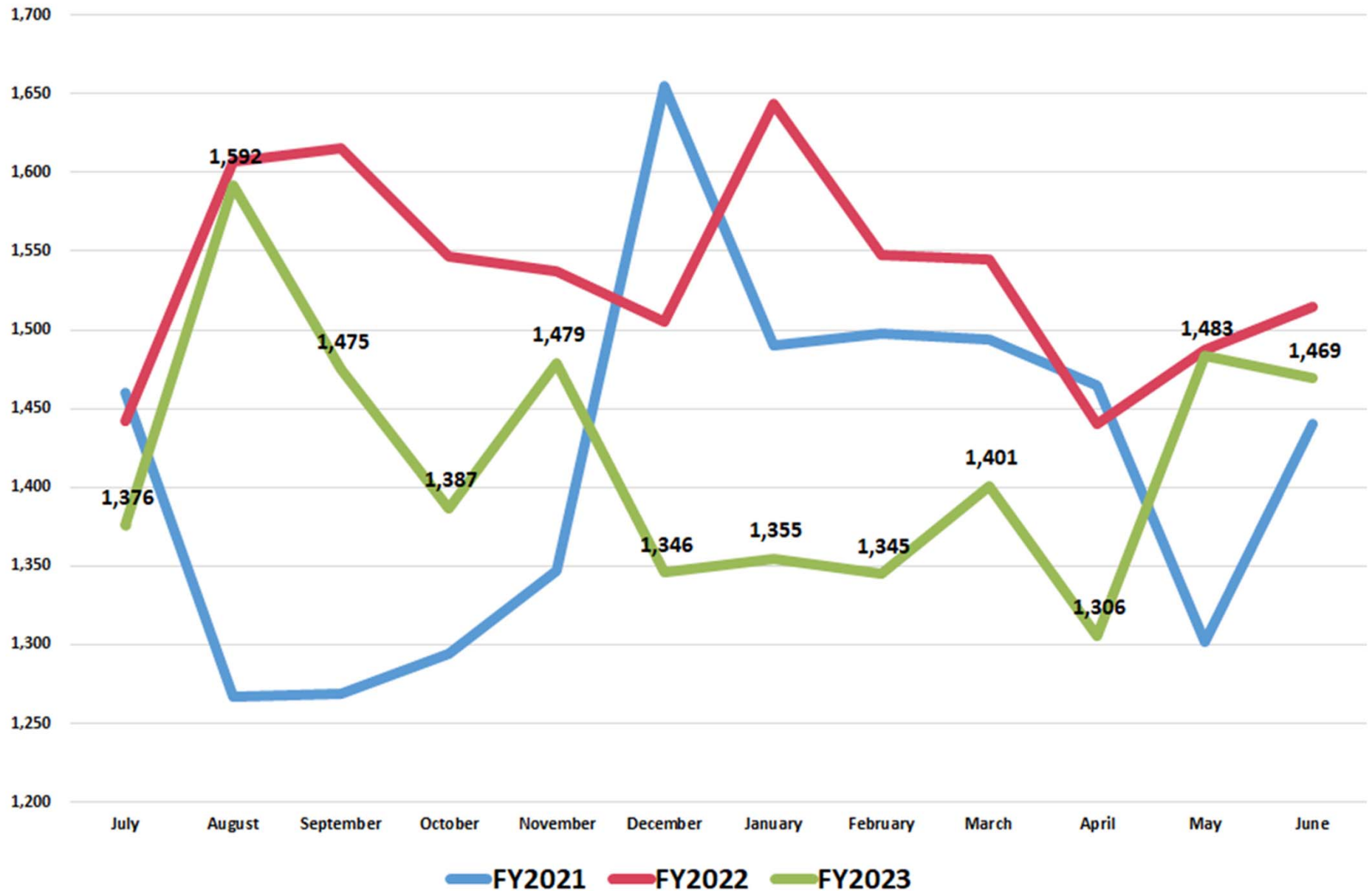
# Surgery Cases (IP & OP)



# Cath Lab Patients (IP & OP)



# Outpatient Registrations Per Day



## Statistical Results – Fiscal Year Comparison (June)

	Actual Results			Budget	Budget Variance	
	June 2022	June 2023	% Change	June 2023	Change	% Change
<b>Average Daily Census</b>	<b>453</b>	<b>390</b>	<b>(13.9%)</b>	<b>482</b>	<b>(91)</b>	<b>(19.0%)</b>
<b>KDHCD Patient Days:</b>						
Medical Center	9,085	7,662	(15.7%)	9,596	(1,934)	(20.2%)
Acute I/P Psych	1,290	1,328	2.9%	1,560	(232)	(14.9%)
Sub-Acute	896	942	5.1%	927	15	1.6%
Rehab	585	631	7.9%	518	113	21.8%
TCS-Ortho	338	370	9.5%	455	(85)	(18.7%)
TCS	446	0	(100.0%)	352	(352)	(100.0%)
NICU	419	294	(29.8%)	510	(216)	(42.4%)
Nursery	544	481	(11.6%)	533	(52)	(9.8%)
<b>Total KDHCD Patient Days</b>	<b>13,603</b>	<b>11,708</b>	<b>(13.9%)</b>	<b>14,451</b>	<b>(2,743)</b>	<b>(19.0%)</b>
<b>Total Outpatient Volume</b>	<b>45,450</b>	<b>44,070</b>	<b>(3.0%)</b>	<b>46,593</b>	<b>(2,523)</b>	<b>(5.4%)</b>

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

	Actual Results			Budget	Budget Variance	
	FYTD 2022	FYTD 2023	% Change	FYTD 2023	Change	% Change
<b>Average Daily Census</b>	<b>460</b>	<b>420</b>	<b>(8.7%)</b>	<b>484</b>	<b>(64)</b>	<b>(13.2%)</b>
<b>KDHCD Patient Days:</b>						
Medical Center	117,111	102,052	(12.9%)	117,240	(15,188)	(13.0%)
Acute I/P Psych	14,505	15,879	9.5%	18,680	(2,801)	(15.0%)
Sub-Acute	10,103	11,051	9.4%	10,882	169	1.6%
Rehab	5,967	6,647	11.4%	6,733	(86)	(1.3%)
TCS-Ortho	4,201	4,625	10.1%	5,110	(485)	(9.5%)
TCS	4,990	2,115	(57.6%)	6,031	(3,916)	(64.9%)
NICU	5,169	5,125	(0.9%)	5,500	(375)	(6.8%)
Nursery	5,994	5,908	(1.4%)	6,509	(601)	(9.2%)
<b>Total KDHCD Patient Days</b>	<b>168,040</b>	<b>153,402</b>	<b>(8.7%)</b>	<b>176,685</b>	<b>(23,283)</b>	<b>(13.2%)</b>
<b>Total Outpatient Volume</b>	<b>560,641</b>	<b>517,670</b>	<b>(7.7%)</b>	<b>566,885</b>	<b>(49,215)</b>	<b>(8.7%)</b>

# Other Statistical Results – Fiscal Year Comparison (June)

	Actual Results				Budget	Budget Variance	
	Jun 2022	Jun 2023	Change	% Change	Jun 2023	Change	% Change
<b>Adjusted Patient Days</b>	<b>27,788</b>	<b>24,803</b>	<b>(2,985)</b>	<b>(10.7%)</b>	<b>27,904</b>	<b>(3,101)</b>	<b>(11.1%)</b>
<b>Outpatient Visits</b>	<b>45,450</b>	<b>44,070</b>	<b>(1,380)</b>	<b>(3.0%)</b>	<b>46,593</b>	<b>(2,523)</b>	<b>(5.4%)</b>
Endoscopy Procedures (I/P & O/P)	436	630	194	44.5%	645	(15)	(2.3%)
Infusion Center	300	418	118	39.3%	365	53	14.5%
O/P Rehab Units	18,223	20,055	1,832	10.1%	19,970	85	0.4%
Home Health Visits	2,645	2,830	185	7.0%	3,000	(170)	(5.7%)
RHC Registrations	8,793	9,268	475	5.4%	8,506	762	9.0%
ED Total Registered	7,362	7,709	347	4.7%	6,750	959	14.2%
Radiology/CT/US/MRI Proc (I/P & O/P)	16,617	17,384	767	4.6%	15,712	1,672	10.6%
Surgery Minutes –General & Robotic (I/P & O/P)	1,091	1,115	24	2.2%	1,156	(41)	(3.5%)
Physical & Other Therapy Units	18,365	18,700	335	1.8%	18,573	127	0.7%
Hospice Days	3,710	3,767	57	1.5%	4,283	(516)	(12.0%)
Radiation Oncology Treatments (I/P & O/P)	1,948	1,856	(92)	(4.7%)	2,365	(509)	(21.5%)
Cath Lab Minutes (IP & OP)	339	322	(17)	(5.0%)	401	(79)	(19.7%)
OB Deliveries	390	353	(37)	(9.5%)	395	(42)	(10.6%)
Dialysis Treatments	1,460	1,274	(186)	(12.7%)	1,541	(267)	(17.3%)
Urgent Care - Demaree	3,097	1,972	(1,125)	(36.3%)	2,000	(28)	(1.4%)
Urgent Care - Court	4,856	3,023	(1,833)	(37.7%)	3,520	(497)	(14.1%)
KHMG RVU	36,476	0	(36,476)	(100.0%)	41,385	(41,385)	(100.0%)
GME Clinic visits	1,065	0	(1,065)	(100.0%)	1,300	(1,300)	(100.0%)



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

	Actual Results				Budget	Budget Variance	
	FY 2022	FY 2023	Change	% Change	FY 2023	Change	% Change
<b>Adjusted Patient Days</b>	<b>325,602</b>	<b>319,413</b>	<b>(6,189)</b>	<b>(1.9%)</b>	<b>338,246</b>	<b>(18,833)</b>	<b>(5.6%)</b>
<b>Outpatient Visits</b>	<b>560,641</b>	<b>517,670</b>	<b>(42,971)</b>	<b>(7.7%)</b>	<b>566,885</b>	<b>(49,215)</b>	<b>(8.7%)</b>
Endoscopy Procedures (I/P & O/P)	6,055	6,753	698	11.5%	7,298	(545)	(7.5%)
ED Total Registered	81,540	90,287	8,747	10.7%	83,950	6,337	7.5%
Home Health Visits	33,371	36,586	3,215	9.6%	36,160	426	1.2%
Surgery Minutes-General & Robotic (I/P & O/P)	12,165	12,856	691	5.7%	13,750	(894)	(6.5%)
Radiology/CT/US/MRI Proc (I/P & O/P)	197,024	200,232	3,208	1.6%	195,226	5,006	2.6%
Physical & Other Therapy Units	211,480	214,692	3,212	1.5%	225,895	(11,203)	(5.0%)
OB Deliveries	4,527	4,548	21	0.5%	4,700	(152)	(3.2%)
Cath Lab Minutes (IP & OP)	3,845	3,793	(52)	(1.4%)	4,787	(994)	(20.8%)
O/P Rehab Units	231,694	228,498	(3,196)	(1.4%)	236,181	(7,683)	(3.3%)
Dialysis Treatments	18,665	17,639	(1,026)	(5.5%)	18,492	(853)	(4.6%)
RHC Registrations	124,114	117,101	(7,013)	(5.7%)	114,973	2,128	1.9%
Radiation Oncology Treatments (I/P & O/P)	24,042	22,537	(1,505)	(6.3%)	28,244	(5,707)	(20.2%)
Infusion Center	4,605	4,173	(432)	(9.4%)	4,841	(668)	(13.8%)
Hospice Days	50,259	43,805	(6,454)	(12.8%)	51,180	(7,375)	(14.4%)
KHMG RVU	418,116	325,251	(92,865)	(22.2%)	462,456	(137,205)	(29.7%)
Urgent Care - Demaree	43,251	31,572	(11,679)	(27.0%)	29,230	2,342	8.0%
Urgent Care - Court	68,778	46,868	(21,910)	(31.9%)	47,678	(810)	(1.7%)
GME Clinic visits	13,221	8,147	(5,074)	(38.4%)	14,467	(6,320)	(43.7%)

# Preliminary Out of Period / Year End Adjustments (\$17.9M)

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Annually in June, we have entries based on year end reports such as actuarial reports, supplemental state reports, market reports and state programs. This year most of these were negative to our bottom line. Listed below are the primary “out of month” entries totaling (\$17.9M) that significantly impacted the month of June’s financials.

## Revenue Related – (\$9.8M)

- (\$3M): Preliminary adjustments were made on the patient accounts receivable reserve account. This area is still under additional review for year end close.
- (\$1.4M): In May and June, new information was received regarding our supplemental programs and QIP program. Unfortunately, the overall combined impact was negative. QIP decreased (\$4.7M) which was offset by increases to our FY22 DSH \$2.2M, Hospital Quality Assurance Fee Program \$913K, and Directed Hospital Payment Program \$225K.
- (\$5.3M): An accounting error in the accounts receivable balance in our Home Health Service line that had been accumulating over the last 5 years, was identified and corrected.

## Expense / Non-Operating Income Related – (\$8.1M)

- (\$2.5M): A \$2.5M 401K match was approved in June 2023. This match was not accrued during FY23 so 100% of the impact was recognized in June in employee benefits.
- (\$3.6M): At the end of every quarter and year, we use a variety of independent actuarial and fair market value reports to ensure that our year end balances are correct. These reports impacted our pension liability (\$2.6M), medical malpractice liability (\$1.9M), Workman’s compensation liability \$205K, and interest income from market impacts on our investments (\$1.3M)
- (\$2M): Year end amortization adjustments were made, primarily to insurance related prepaid balances and Cerner adjustments (\$1.2M). In addition, we recorded additional contract labor costs (\$621K) due to old invoices from the State from September 2021 through March 2022.

## June's Financial Comparison (000's) with/without out of period adjustments: **\$17.9M**

*Preliminary*

	June 2022 Includes KHMG	June 2023	Out of Period Adjustments	June 2023 without out of period adj.
<b>Operating Revenue</b>				
Net Patient Service Revenue	\$51,040	\$37,922	\$8,381	\$46,304
Supplemental Gov't Programs	9,365	8,745	(3,290)	5,455
Prime/QIP Program	3,282	(3,952)	4,694	743
Premium Revenue	5,943	7,936		7,936
Management Services Revenue	3,188	3,136		3,136
Other Revenue	1,727	3,609		3,609
Other Operating Revenue	23,505	19,474	1,405	20,879
<b>Total Operating Revenue</b>	<b>74,545</b>	<b>57,396</b>	<b>9,786</b>	<b>67,182</b>
<b>Operating Expenses</b>				
Salaries & Wages	28,536	26,186		26,186
Contract Labor	6,650	2,717	(621)	2,096
Employee Benefits	15,058	10,544	(5,583)	4,961
<b>Total Employment Expenses</b>	<b>50,244</b>	<b>39,448</b>	<b>(6,204)</b>	<b>33,243</b>
Medical & Other Supplies	8,179	9,644		9,644
Physician Fees	9,413	7,112		7,112
Purchased Services	2,122	1,820		1,820
Repairs & Maintenance	2,369	2,348	(194)	2,154
Utilities	1,012	731		731
Rents & Leases	(3,966)	159		159
Depreciation & Amortization	8,538	3,029		3,029
Interest Expense	953	587		587
Other Expense	2,686	4,541	(3,067)	1,474
Humana Cap Plan Expense	2,407	2,811		2,811
Management Services Expense	3,227	3,592		3,592
<b>Total Other Expenses</b>	<b>36,942</b>	<b>36,375</b>	<b>(3,261)</b>	<b>33,113</b>
<b>Total Operating Expenses</b>	<b>87,186</b>	<b>75,822</b>	<b>(9,466)</b>	<b>66,357</b>
<b>Operating Margin</b>	<b>(\$12,641)</b>	<b>(\$18,426)</b>	<b>\$19,252</b>	<b>\$826</b>
Stimulus Funds	2,625			
<b>Operating Margin after Stimulus</b>	<b>(\$10,016)</b>	<b>(\$18,426)</b>	<b>\$19,252</b>	<b>\$826</b>
Nonoperating Revenue (Loss)	(2,902)	1,894	(1,331)	563
<b>Excess Margin</b>	<b>(\$12,919)</b>	<b>(\$16,533)</b>	<b>\$17,921</b>	<b>\$1,388</b>

# June Financial Comparison (000's)

Preliminary

	Actual Results			Budget	Budget Variance	
	June 2022	June 2023	% Change	June 2023	Change	% Change
<b>Operating Revenue</b>						
Net Patient Service Revenue	\$51,040	\$37,922	(25.7%)	\$55,281	(\$17,358)	(31.4%)
Supplemental Gov't Programs	9,365	8,745	(6.6%)	5,088	3,657	71.9%
Prime/QIP Program	3,282	(3,952)	(220.4%)	732	(4,684)	(639.6%)
Premium Revenue	5,943	7,936	33.5%	6,813	1,122	16.5%
Management Services Revenue	3,188	3,136	(1.6%)	3,366	(230)	(6.8%)
Other Revenue	1,727	3,609	109.0%	2,389	1,220	51.1%
Other Operating Revenue	23,505	19,474	(17.1%)	18,389	1,085	5.9%
<b>Total Operating Revenue</b>	<b>74,545</b>	<b>57,396</b>	<b>(23.0%)</b>	<b>73,669</b>	<b>(16,273)</b>	<b>(22.1%)</b>
<b>Operating Expenses</b>						
Salaries & Wages	28,536	26,186	(8.2%)	29,185	(2,999)	(10.3%)
Contract Labor	6,650	2,717	(59.1%)	2,343	374	16.0%
Employee Benefits	15,058	10,544	(30.0%)	5,988	4,556	76.1%
<b>Total Employment Expenses</b>	<b>50,244</b>	<b>39,448</b>	<b>(21.5%)</b>	<b>37,516</b>	<b>1,932</b>	<b>5.1%</b>
Medical & Other Supplies	8,179	9,644	17.9%	10,702	(1,058)	(9.9%)
Physician Fees	9,413	7,112	(24.4%)	9,316	(2,204)	(23.7%)
Purchased Services	2,122	1,820	(14.2%)	1,625	195	12.0%
Repairs & Maintenance	2,369	2,348	(0.9%)	2,548	(200)	(7.8%)
Utilities	1,012	731	(27.8%)	797	(66)	(8.2%)
Rents & Leases	(3,966)	159	(104.0%)	696	(537)	(77.2%)
Depreciation & Amortization	8,538	3,029	(64.5%)	2,834	195	6.9%
Interest Expense	953	587	(38.4%)	591	(4)	(0.7%)
Other Expense	2,686	4,541	69.1%	2,088	2,453	117.4%
Humana Cap Plan Expense	2,407	2,811	16.8%	3,432	(621)	(18.1%)
Management Services Expense	3,227	3,592	11.3%	3,325	267	8.0%
<b>Total Other Expenses</b>	<b>36,942</b>	<b>36,375</b>	<b>(1.5%)</b>	<b>37,954</b>	<b>(1,579)</b>	<b>(4.2%)</b>
<b>Total Operating Expenses</b>	<b>87,186</b>	<b>75,822</b>	<b>(13.0%)</b>	<b>75,470</b>	<b>353</b>	<b>0.5%</b>
<b>Operating Margin</b>	<b>(\$12,641)</b>	<b>(\$18,426)</b>		<b>(\$1,801)</b>	<b>(\$16,626)</b>	
Stimulus Funds	2,625	0		247	(247)	
<b>Operating Margin after Stimulus</b>	<b>(\$10,016)</b>	<b>(\$18,426)</b>		<b>(\$1,554)</b>	<b>(\$16,873)</b>	
Nonoperating Revenue (Loss)	(2,902)	1,894		384	1,510	
<b>Excess Margin</b>	<b>(\$12,919)</b>	<b>(\$16,533)</b>		<b>(\$1,170)</b>	<b>(\$15,363)</b>	

# YTD Financial Comparison (000's)

Preliminary

	Actual Results FYTD Jul-Jun			Budget FYTD	Budget Variance	FYTD
	FYTD2022	FYTD2023	% Change	FYTD2023	Change	% Change
<b>Operating Revenue</b>						
Net Patient Service Revenue	\$635,520	\$613,297	(3.5%)	\$671,551	(\$58,254)	(8.7%)
Supplemental Gov't Programs	75,203	71,959	(4.3%)	61,903	10,057	16.2%
Prime/QIP Program	15,850	8,300	(47.6%)	8,911	(611)	(6.9%)
Premium Revenue	69,495	80,625	16.0%	79,636	989	1.2%
Management Services Revenue	36,060	38,652	7.2%	40,949	(2,297)	(5.6%)
Other Revenue	26,172	34,598	32.2%	29,044	5,554	19.1%
Other Operating Revenue	222,780	234,134	5.1%	220,442	13,692	6.2%
<b>Total Operating Revenue</b>	<b>858,300</b>	<b>847,432</b>	<b>(1.3%)</b>	<b>891,993</b>	<b>(44,562)</b>	<b>(5.0%)</b>
<b>Operating Expenses</b>						
Salaries & Wages	350,198	337,091	(3.7%)	354,621	(17,530)	(4.9%)
Contract Labor	41,435	49,160	18.6%	28,647	20,513	71.6%
Employee Benefits	64,505	74,533	15.5%	72,811	1,722	2.4%
<b>Total Employment Expenses</b>	<b>456,137</b>	<b>460,784</b>	<b>1.0%</b>	<b>456,079</b>	<b>4,705</b>	<b>1.0%</b>
Medical & Other Supplies	130,842	129,761	(0.8%)	126,656	3,105	2.5%
Physician Fees	108,238	105,007	(3.0%)	110,105	(5,098)	(4.6%)
Purchased Services	19,289	18,646	(3.3%)	19,770	(1,124)	(5.7%)
Repairs & Maintenance	28,402	29,065	2.3%	30,636	(1,571)	(5.1%)
Utilities	9,170	10,124	10.4%	8,695	1,429	16.4%
Rents & Leases	1,688	1,818	7.7%	7,187	(5,369)	(74.7%)
Depreciation & Amortization	37,433	36,447	(2.6%)	34,003	2,444	7.2%
Interest Expense	7,645	7,390	(3.3%)	7,190	199	2.8%
Other Expense	22,748	26,721	17.5%	25,436	1,286	5.1%
Humana Cap Plan Expense	38,442	43,180	12.3%	39,994	3,186	8.0%
Management Services Expense	34,977	39,037	11.6%	40,457	(1,420)	(3.5%)
<b>Total Other Expenses</b>	<b>438,874</b>	<b>447,194</b>	<b>1.9%</b>	<b>450,127</b>	<b>(2,933)</b>	<b>(0.7%)</b>
<b>Total Operating Expenses</b>	<b>130,842</b>	<b>129,761</b>	<b>(0.8%)</b>	<b>126,656</b>	<b>3,105</b>	<b>2.5%</b>
<b>Operating Margin</b>	<b>(\$36,711)</b>	<b>(\$60,547)</b>		<b>(\$14,213)</b>	<b>(\$46,333)</b>	
Stimulus Funds	19,180	609		3,000	(2,391)	
<b>Operating Margin after Stimulus</b>	<b>(\$17,531)</b>	<b>(\$59,938)</b>		<b>(\$11,213)</b>	<b>(\$48,724)</b>	
Nonoperating Income						
Nonoperating Revenue (Loss)	(8,037)	10,851		4,371	6,480	
<b>Excess Margin</b>	<b>(\$25,568)</b>	<b>(\$49,087)</b>		<b>(\$6,842)</b>	<b>(\$42,245)</b>	

# Year over Year Financial Comparison (000's)

*Preliminary*

	Actual FY23 - Actual FY22 <b>without KHMG</b>			
	FY 2022	FY 2023	Change	% Change
<b>Operating Revenue</b>				
Net Patient Service Revenue	\$586,343	\$573,818	(\$12,526)	(2.1%)
Supplemental Gov't Programs	75,203	71,959	(3,244)	(4.3%)
Prime/QIP Program	15,850	8,300	(7,550)	(47.6%)
Premium Revenue	69,495	80,625	11,130	16.0%
Management Services Revenue	36,060	38,652	2,592	7.2%
Other Revenue	24,348	33,161	8,812	36.2%
Other Operating Revenue	220,956	232,696	11,741	5.3%
<b>Total Operating Revenue</b>	<b>807,299</b>	<b>806,514</b>	<b>(785)</b>	<b>(0.1%)</b>
<b>Operating Expenses</b>				
Salaries & Wages	338,237	327,180	(11,057)	(3.3%)
Contract Labor	41,435	49,160	7,725	18.6%
Employee Benefits	62,183	72,531	10,348	16.6%
<b>Total Employment Expenses</b>	<b>441,855</b>	<b>448,871</b>	<b>7,016</b>	<b>1.6%</b>
Medical & Other Supplies	124,317	123,935	(383)	(0.3%)
Physician Fees	78,612	80,986	2,375	3.0%
Purchased Services	18,267	17,804	(463)	(2.5%)
Repairs & Maintenance	26,127	27,253	1,126	4.3%
Utilities	8,717	9,615	898	10.3%
Rents & Leases	1,452	1,540	88	6.1%
Depreciation & Amortization	34,286	34,090	(196)	(0.6%)
Interest Expense	7,609	7,367	(241)	(3.2%)
Other Expense	21,437	25,747	4,309	20.1%
Humana Cap Plan Expense	33,184	43,180	9,996	30.1%
Management Services Expense	34,977	39,037	4,060	11.6%
<b>Total Other Expenses</b>	<b>388,984</b>	<b>410,553</b>	<b>21,569</b>	<b>5.5%</b>
<b>Total Operating Expenses</b>	<b>830,839</b>	<b>859,424</b>	<b>28,585</b>	<b>3.4%</b>
<b>Operating Margin</b>	<b>(\$23,540)</b>	<b>(\$52,910)</b>	<b>(\$29,370)</b>	
Stimulus Funds	19,180	609	(18,571)	
<b>Operating Margin after Stimulus</b>	<b>(\$4,360)</b>	<b>(\$52,301)</b>	<b>(\$47,941)</b>	
Nonoperating Revenue (Loss)	(8,037)	6,269	14,306	
<b>Excess Margin</b>	<b>(\$12,397)</b>	<b>(\$46,032)</b>	<b>(\$33,635)</b>	

## Trended Financial Comparison (000's)

*Preliminary*

	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	YTD
<b>Operating Revenue</b>													
Net Patient Service Revenue	\$52,368	\$54,965	\$48,168	\$54,432	\$56,706	\$53,217	\$51,048	\$49,325	\$55,391	\$48,785	\$50,968	\$37,266	\$612,641
Supplemental Gov't Programs	5,042	5,042	4,943	5,410	5,494	5,060	6,065	6,064	7,967	6,065	6,063	8,745	\$71,959
Prime Program	743	743	743	743	743	743	743	743	3,935	1,633	743	(3,952)	\$8,300
Premium Revenue	5,901	5,927	5,972	5,943	5,784	6,780	6,336	7,251	6,985	8,685	7,125	7,936	\$80,625
Management Services Revenue	2,932	3,797	3,313	2,733	3,559	3,277	3,294	2,897	3,149	3,280	3,284	3,136	\$38,651
Other Revenue	3,495	2,160	2,334	2,462	2,161	2,594	3,315	2,302	3,509	2,683	3,971	3,609	\$34,595
Other Operating Revenue	18,113	17,668	17,304	17,291	17,741	18,452	19,753	19,257	25,545	22,346	21,186	19,474	\$234,131
<b>Total Operating Revenue</b>	<b>70,480</b>	<b>72,633</b>	<b>65,472</b>	<b>71,723</b>	<b>74,447</b>	<b>71,670</b>	<b>70,801</b>	<b>68,582</b>	<b>80,937</b>	<b>71,131</b>	<b>72,154</b>	<b>57,396</b>	<b>\$847,427</b>
<b>Operating Expenses</b>													
Salaries & Wages	29,176	29,435	28,455	29,473	26,929	28,727	28,050	26,583	29,016	27,572	27,487	26,186	\$337,091
Contract Labor	5,864	7,124	7,067	5,941	4,393	3,550	2,199	2,967	2,467	2,853	2,017	2,717	\$49,160
Employee Benefits	6,279	5,563	3,636	5,212	5,155	5,828	6,612	6,074	5,423	6,379	7,829	10,535	\$74,524
<b>Total Employment Expenses</b>	<b>41,319</b>	<b>42,122</b>	<b>39,158</b>	<b>40,625</b>	<b>36,477</b>	<b>38,105</b>	<b>36,862</b>	<b>35,624</b>	<b>36,907</b>	<b>36,804</b>	<b>37,332</b>	<b>39,438</b>	<b>\$460,774</b>
Medical & Other Supplies	9,593	11,666	11,642	11,523	11,358	10,632	10,396	10,376	11,548	9,779	11,604	9,644	\$129,761
Physician Fees	8,892	9,585	8,814	9,859	9,645	8,276	8,564	8,596	9,737	9,101	6,827	7,112	\$105,006
Purchased Services	2,937	1,120	1,556	1,349	1,328	1,576	1,540	1,184	1,445	1,380	1,411	1,820	\$18,646
Repairs & Maintenance	2,237	2,486	2,516	2,542	2,460	2,365	2,230	2,302	2,614	2,813	2,153	2,348	\$29,066
Utilities	715	999	1,061	942	881	806	841	703	878	711	857	731	\$10,124
Rents & Leases	510	157	153	169	183	170	228	22	165	133	152	159	\$2,201
Depreciation & Amortization	2,657	3,028	3,017	3,029	3,071	3,057	3,172	3,848	3,180	3,186	1,796	3,029	\$36,069
Interest Expense	589	595	594	595	664	706	610	620	609	609	607	587	\$7,384
Other Expense	1,631	1,986	1,825	1,510	1,759	1,834	1,945	1,980	1,945	1,873	3,865	4,541	\$26,694
Humana Cap Plan Expenses	4,404	3,831	3,777	2,680	3,454	3,372	3,674	3,596	4,798	3,190	3,593	2,811	\$43,179
Management Services Expense	2,921	3,660	3,370	2,707	3,371	3,317	3,058	3,257	3,284	3,150	3,350	3,592	\$39,037
<b>Total Other Expenses</b>	<b>37,087</b>	<b>39,112</b>	<b>38,324</b>	<b>36,904</b>	<b>38,173</b>	<b>36,110</b>	<b>36,256</b>	<b>36,483</b>	<b>40,204</b>	<b>35,925</b>	<b>36,215</b>	<b>36,375</b>	<b>\$447,168</b>
<b>Total Operating Expenses</b>	<b>78,406</b>	<b>81,234</b>	<b>77,483</b>	<b>77,529</b>	<b>74,650</b>	<b>74,216</b>	<b>73,118</b>	<b>72,106</b>	<b>77,111</b>	<b>72,728</b>	<b>73,547</b>	<b>75,822</b>	<b>\$907,951</b>
<b>Operating Margin</b>	<b>(\$7,926)</b>	<b>(\$8,600)</b>	<b>(\$12,010)</b>	<b>(\$5,807)</b>	<b>(\$203)</b>	<b>(\$2,546)</b>	<b>(\$2,317)</b>	<b>(\$3,524)</b>	<b>\$3,826</b>	<b>(\$1,597)</b>	<b>(\$1,393)</b>	<b>(\$18,426)</b>	<b>(\$60,524)</b>
Stimulus Funds	\$97	\$0	\$0	\$0	\$0	\$0	\$190	\$0	\$0	\$0	\$322	\$0	\$609
<b>Operating Margin after Stimulus</b>	<b>(\$7,829)</b>	<b>(\$8,600)</b>	<b>(\$12,010)</b>	<b>(\$5,807)</b>	<b>(\$203)</b>	<b>(\$2,546)</b>	<b>(\$2,127)</b>	<b>(\$3,524)</b>	<b>\$3,826</b>	<b>(\$1,597)</b>	<b>(\$1,071)</b>	<b>(\$18,426)</b>	<b>(\$59,915)</b>
Nonoperating Revenue (Loss)	455	303	(3,901)	452	150	2,901	1,350	834	538	515	5,336	1,894	\$10,828
<b>Excess Margin</b>	<b>(\$7,374)</b>	<b>(\$8,297)</b>	<b>(\$15,911)</b>	<b>(\$5,355)</b>	<b>(\$53)</b>	<b>\$355</b>	<b>(\$777)</b>	<b>(\$2,690)</b>	<b>\$4,364</b>	<b>(\$1,082)</b>	<b>\$4,265</b>	<b>(\$16,533)</b>	<b>(\$49,087)</b>

# Kaweah Health Medical Group

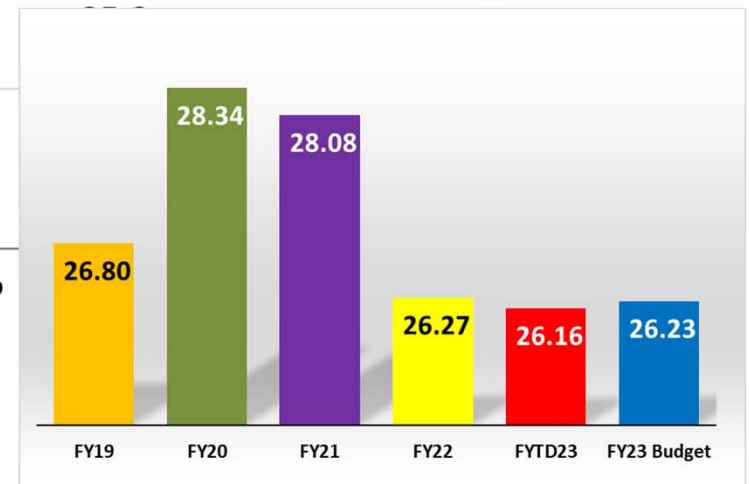
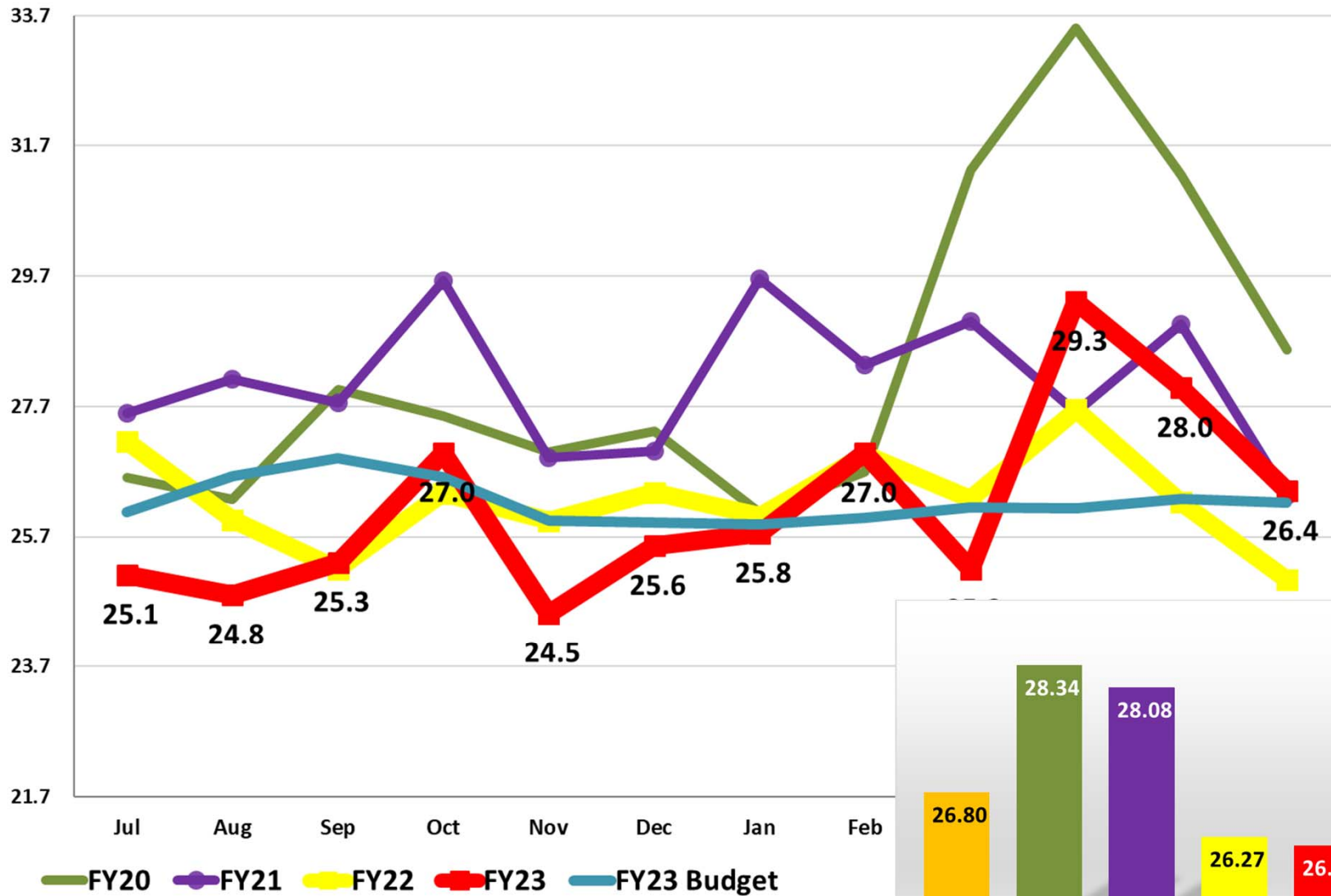
## Fiscal Year Financial Comparison (000's)

*Preliminary*

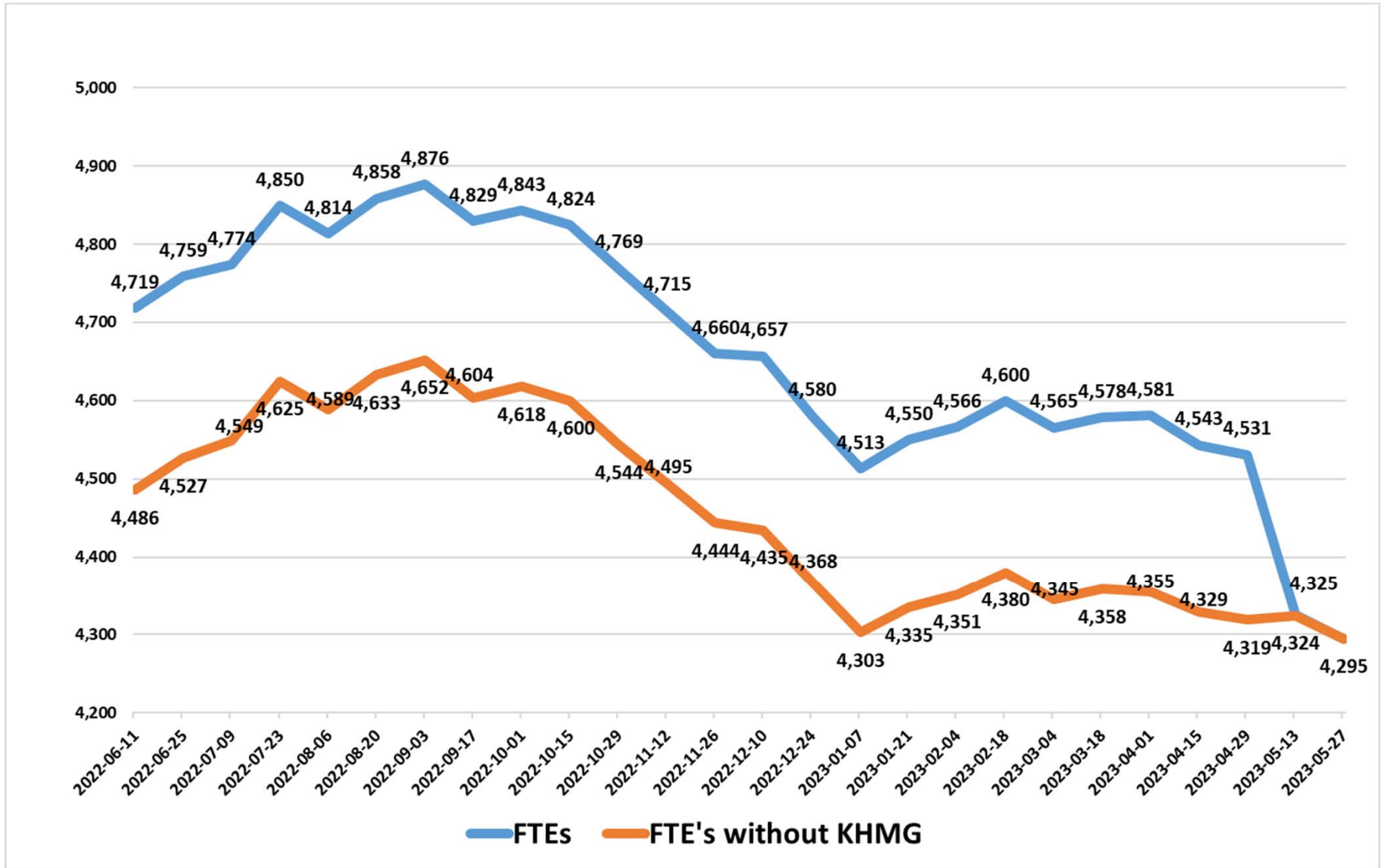
	Actual Results FYTD July - June			Budget FYTD	Budget Variance	FYTD
	June 2022	June 2023	% Change	June 2023	Change	% Change
<b>Operating Revenue</b>						
Net Patient Service Revenue	\$49,177	\$39,480	(19.7%)	\$52,950	(\$13,470)	(25.4%)
Other Revenue	1,824	1,438	(21.2%)	1,183	255	21.5%
Other Operating Revenue	1,824	1,438	(21.2%)	1,183	255	21.5%
<b>Total Operating Revenue</b>	<b>51,001</b>	<b>40,917</b>	<b>(19.8%)</b>	<b>54,133</b>	<b>(13,215)</b>	<b>(24.4%)</b>
<b>Operating Expenses</b>						
Salaries & Wages	11,960	9,911	(17.1%)	13,227	(3,316)	(25.1%)
Employee Benefits	2,322	2,002	(13.8%)	2,714	(712)	(26.2%)
<b>Total Employment Expenses</b>	<b>14,282</b>	<b>11,913</b>	<b>(16.6%)</b>	<b>15,941</b>	<b>(4,028)</b>	<b>(25.3%)</b>
Medical & Other Supplies	6,525	5,826	(10.7%)	7,139	(1,312)	(18.4%)
Physician Fees	29,626	24,020	(18.9%)	30,989	(6,969)	(22.5%)
Purchased Services	1,022	842	(17.6%)	1,104	(261)	(23.7%)
Repairs & Maintenance	2,276	1,812	(20.4%)	2,791	(978)	(35.1%)
Utilities	453	509	12.4%	516	(7)	(1.4%)
Rents & Leases	236	278	17.5%	2,660	(2,383)	(89.6%)
Depreciation & Amortization	3,147	2,357	(25.1%)	772	1,584	205.1%
Interest Expense	37	22	(39.1%)	0	22	0.0%
Other Expense	1,311	975	(25.6%)	1,821	(846)	(46.5%)
<b>Total Other Expenses</b>	<b>44,632</b>	<b>36,641</b>	<b>(17.9%)</b>	<b>47,791</b>	<b>(11,150)</b>	<b>(23.3%)</b>
<b>Total Operating Expenses</b>	<b>58,914</b>	<b>48,554</b>	<b>(17.6%)</b>	<b>63,732</b>	<b>(15,178)</b>	<b>(23.8%)</b>
Stimulus Funds	0	0	0.0%	0	0	0.0%
<b>Operating Margin after Stimulus</b>	<b>(\$7,913)</b>	<b>(\$7,637)</b>	<b>(3.5%)</b>	<b>(\$9,599)</b>	<b>\$1,963</b>	<b>(20.4%)</b>
Nonoperating Income						
Nonoperating Revenue (Loss)	0	4,582	0.0%	0	4,582	0.0%
<b>Excess Margin</b>	<b>(\$7,913)</b>	<b>(\$3,055)</b>	<b>(61.4%)</b>	<b>(\$9,599)</b>	<b>\$6,544</b>	<b>(68.2%)</b>
<b>Excess Margin %</b>	<b>(15.5%)</b>	<b>(7.5%)</b>		<b>(17.7%)</b>		



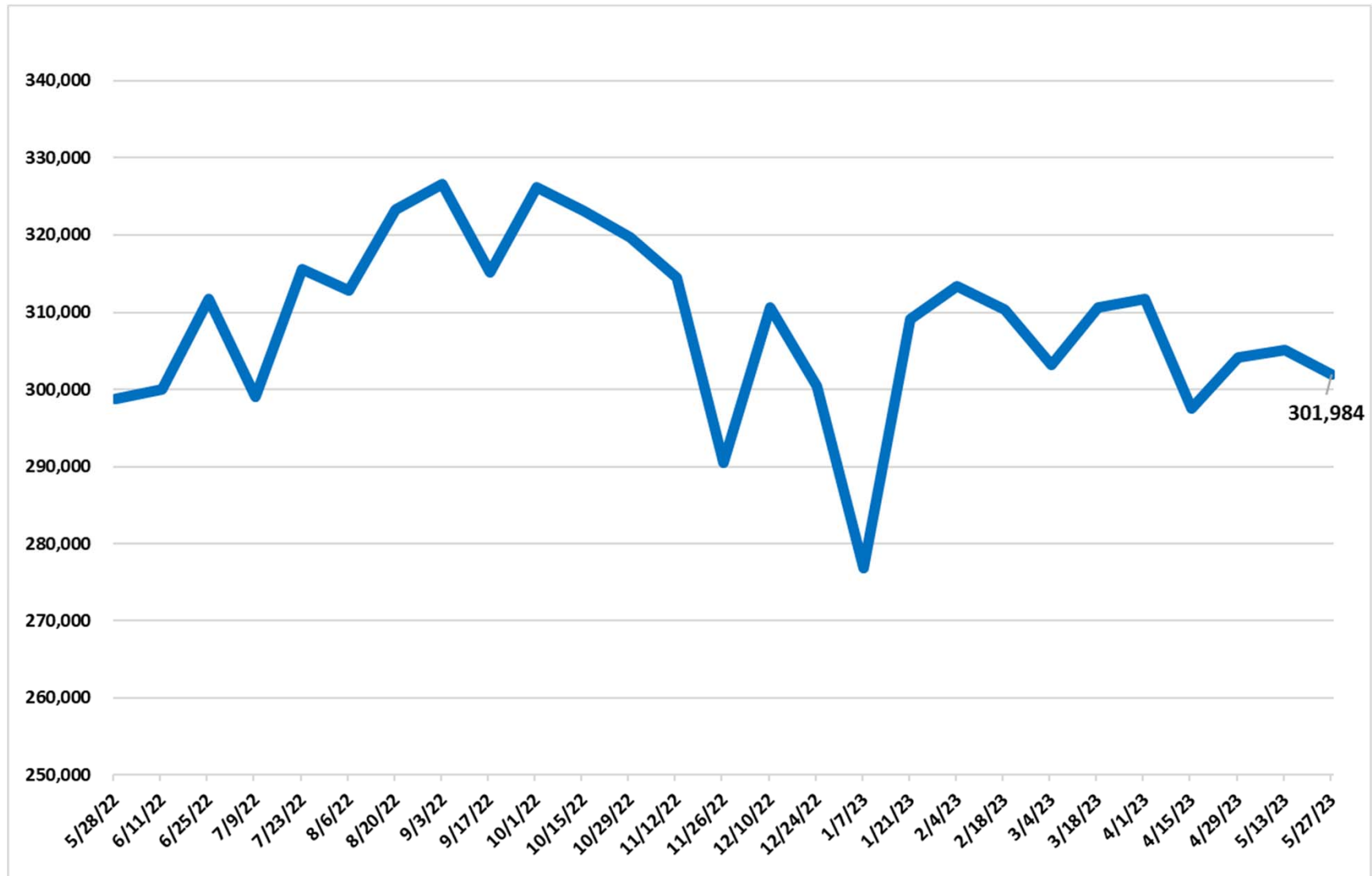
# Productivity: Worked Hours/Adjusted Patient Days



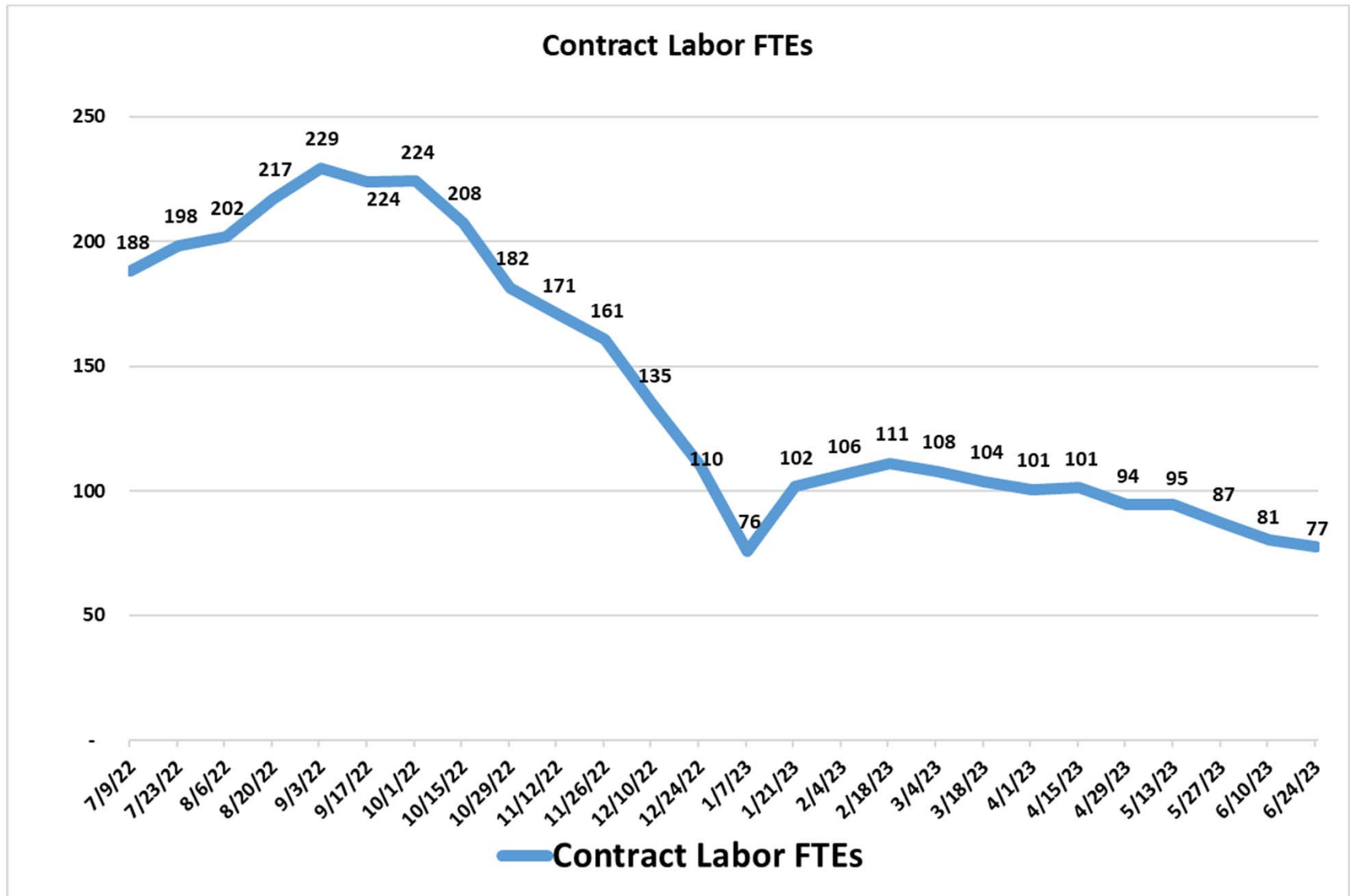
# Trended FTEs: Productive & Nonproductive Hours



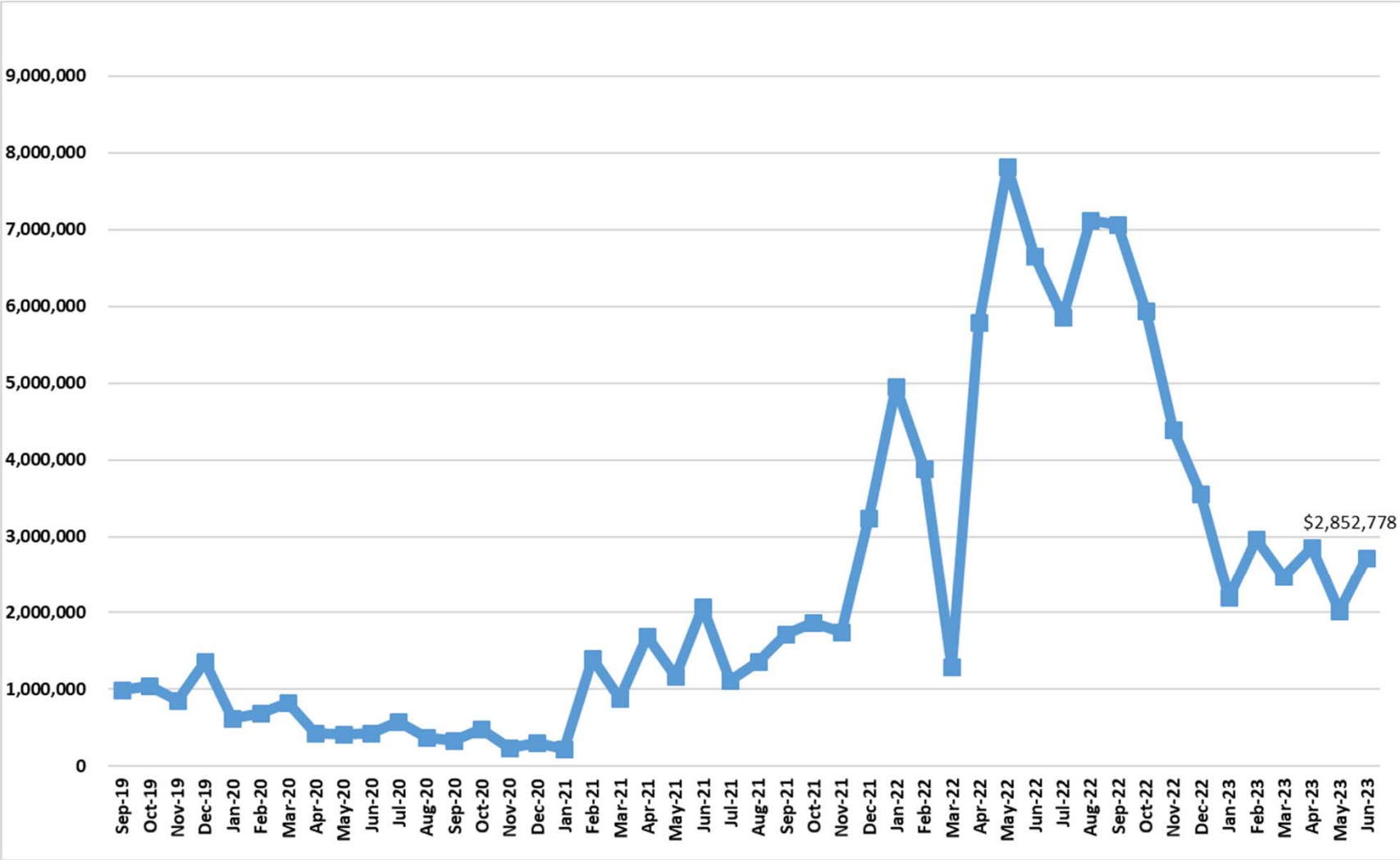
# Productive Hours without KHMG



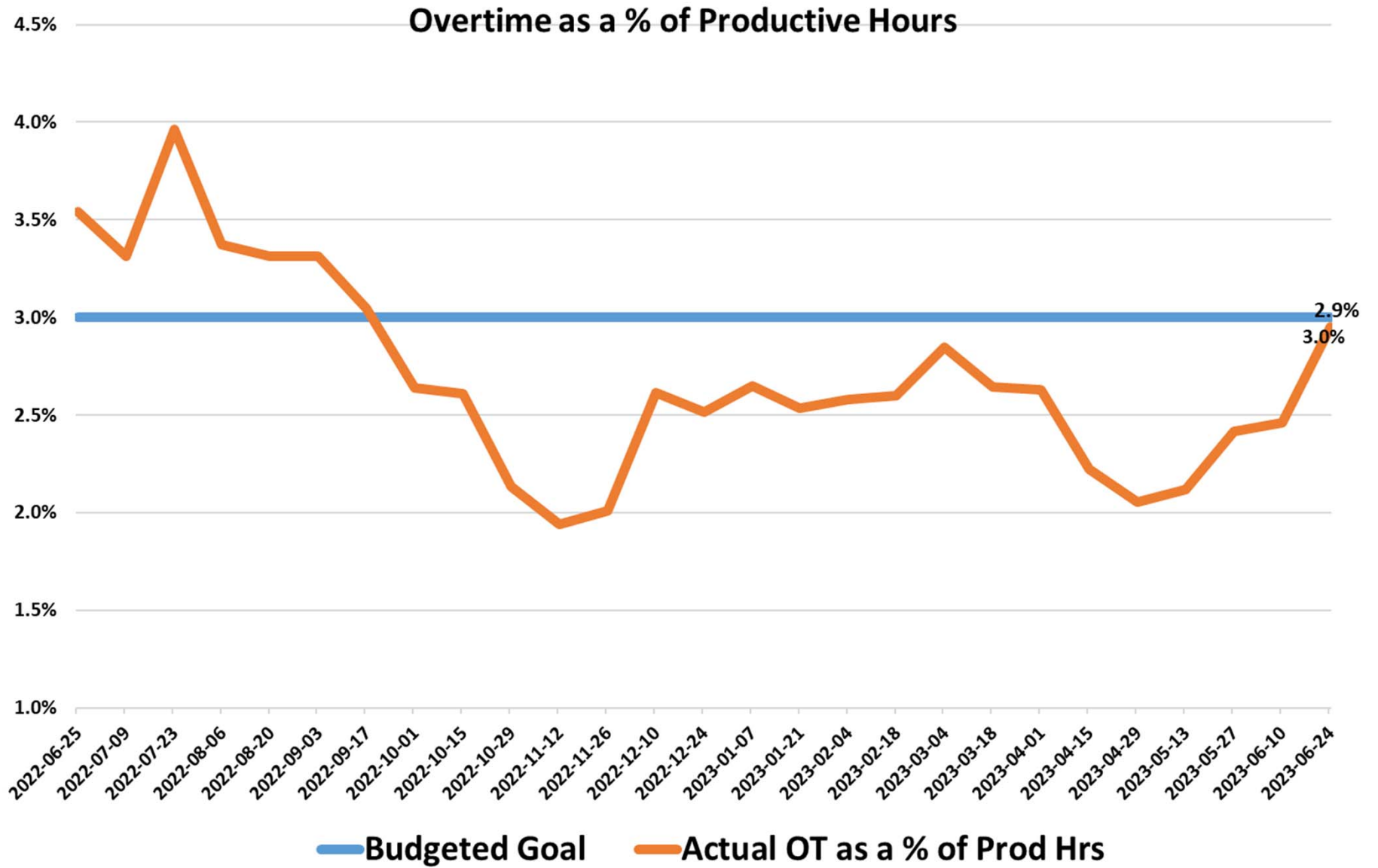
# Contract Labor Full Time Equivalents (FTEs)



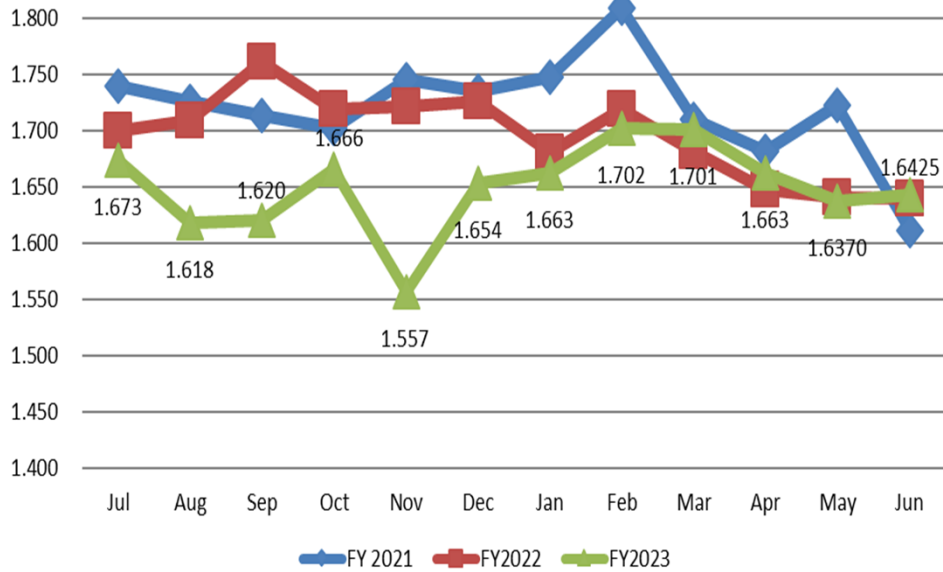
# Contract Labor Expense



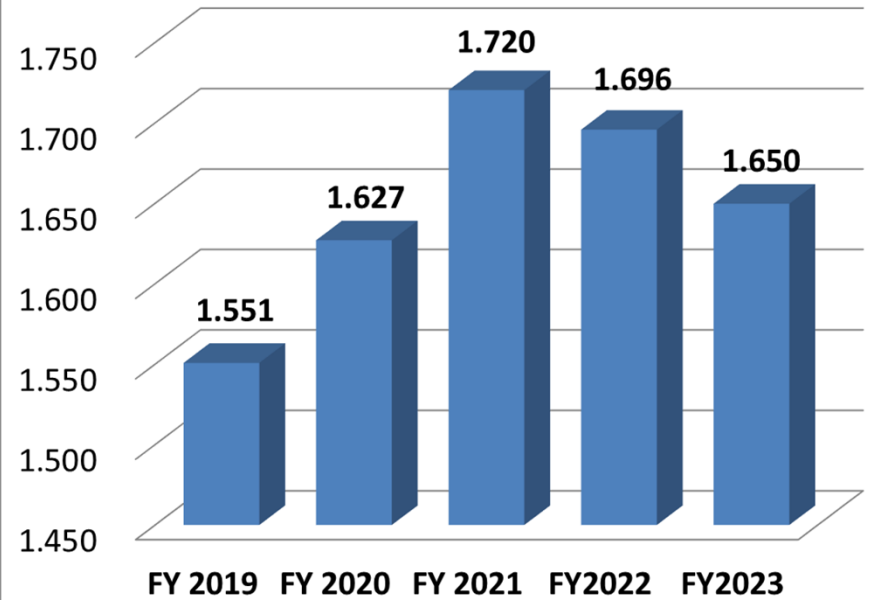
# Overtime as a % of Productive Hours and \$



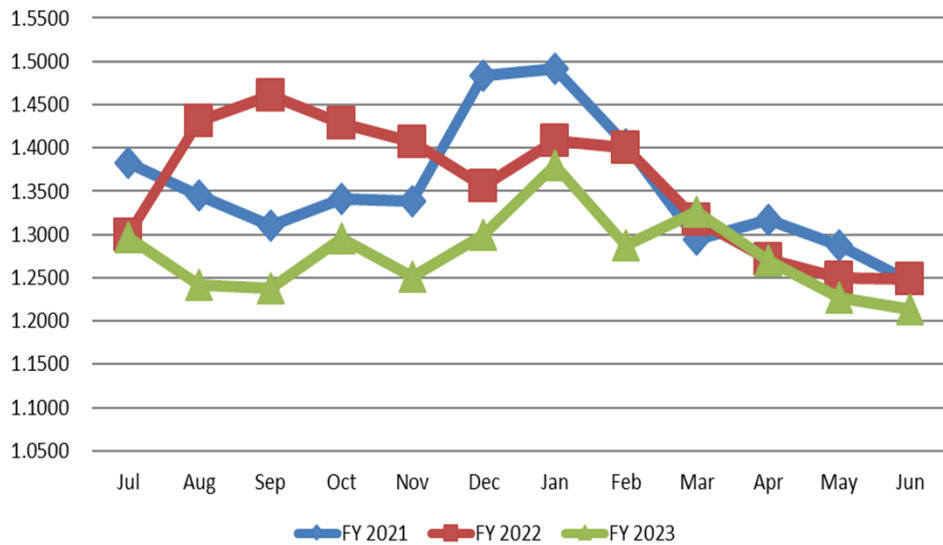
**Case Mix Index w/o Normal Newborns**



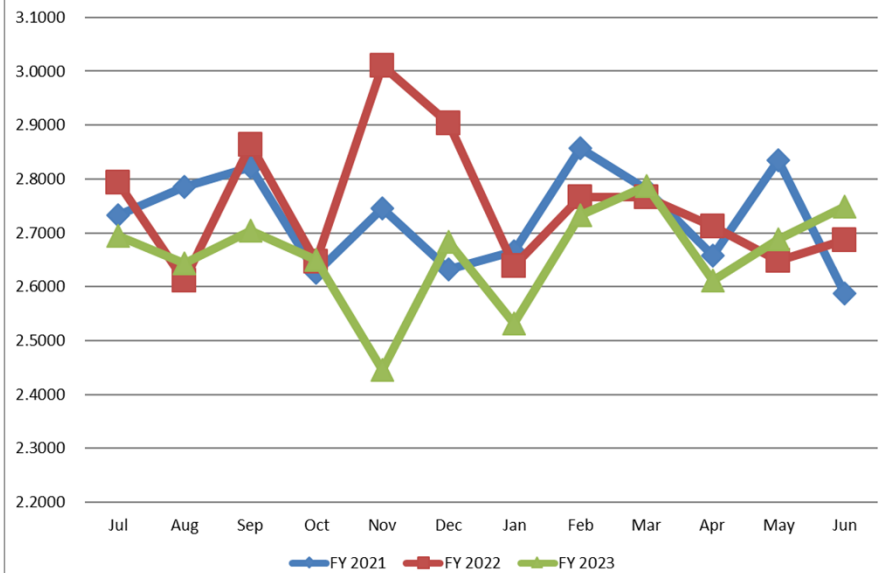
**Case Mix Index w/o Normal Newborns - All**



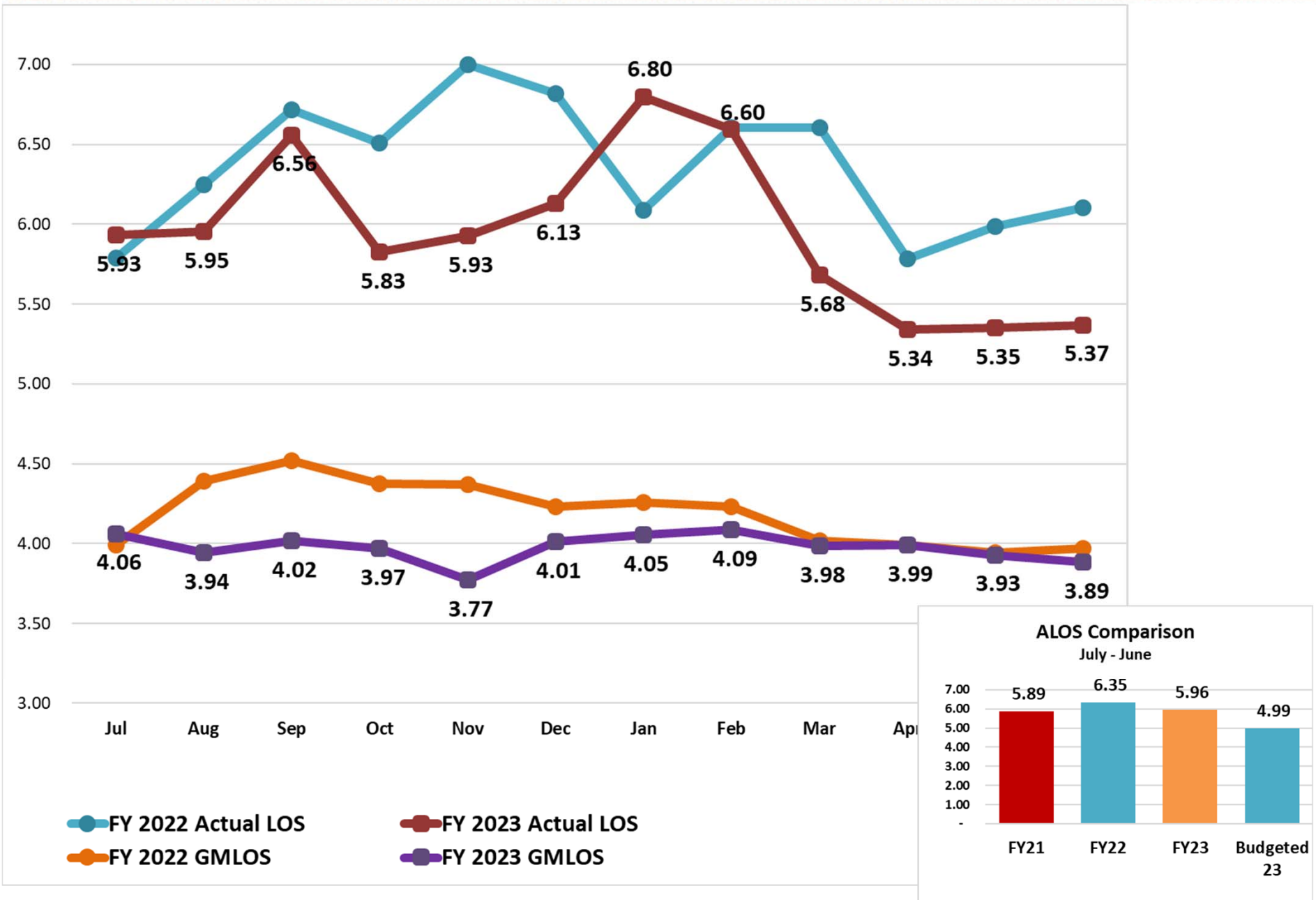
**Case Mix Medical w/o Normal Newborns**



**Case Mix Index Surgical w/o Normal Newborns**



# Average Length of Stay versus National Average (GMLOS)



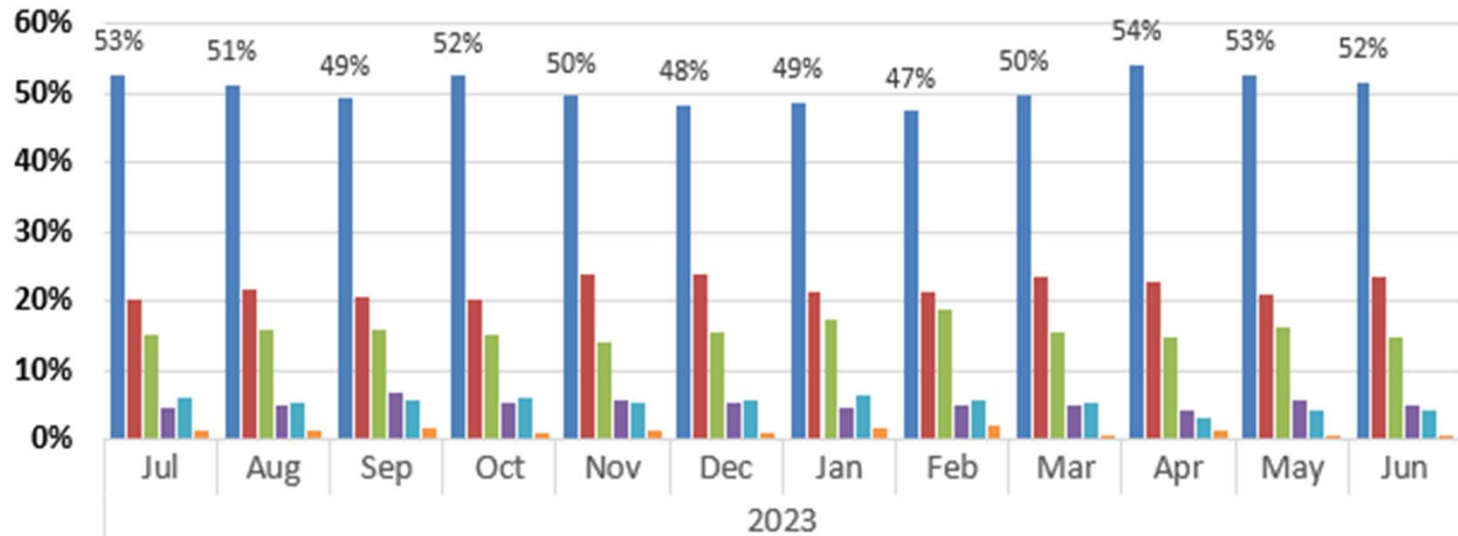


## Average Length of Stay versus National Average (GMLOS)

	ALOS	GMLOS	GAP		ALOS	GMLOS	GAP
<b>Apr-21</b>	5.40	3.98	1.42		5.22	3.89	1.33
<b>May-21</b>	5.57	4.00	1.57		5.34	3.92	1.42
<b>Jun-21</b>	5.76	3.90	1.86		5.68	3.88	1.80
<b>Jul-21</b>	5.79	3.99	1.80		5.69	3.94	1.75
<b>Aug-21</b>	6.25	4.39	1.86		5.95	4.05	1.90
<b>Sep-21</b>	6.72	4.52	2.20		5.89	4.08	1.81
<b>Oct-21</b>	6.51	4.38	2.13		5.34	4.00	1.34
<b>Nov-21</b>	7.00	4.37	2.63		5.75	3.95	1.80
<b>Dec-21</b>	6.82	4.23	2.59		6.12	3.98	2.14
<b>Jan-22</b>	6.09	4.26	1.83		5.96	3.96	2.00
<b>Feb-22</b>	6.61	4.23	2.38		5.86	3.83	2.03
<b>Mar-22</b>	6.61	4.02	2.59		5.68	3.89	1.79
<b>Apr-22</b>	5.78	3.99	1.79		5.66	3.98	1.68
<b>May-22</b>	5.99	3.94	2.05		5.63	3.89	1.74
<b>Jun-22</b>	6.11	3.97	2.14		5.62	3.88	1.74
<b>Jul-22</b>	5.93	4.06	1.87		5.66	3.90	1.76
<b>Aug-22</b>	5.95	3.94	2.01		5.62	3.82	1.80
<b>Sep-22</b>	6.56	4.02	2.54		6.31	3.94	2.37
<b>Oct-22</b>	5.83	3.97	1.86		5.62	3.91	1.71
<b>Nov-22</b>	5.93	3.77	2.16		5.86	3.74	2.12
<b>Dec-22</b>	6.13	4.01	2.12		5.68	3.92	1.76
<b>Jan-23</b>	6.80	4.05	2.75		6.28	3.94	2.34
<b>Feb-23</b>	6.60	4.09	2.51		6.39	4.04	2.35
<b>Mar-23</b>	5.68	3.98	1.70		5.55	3.93	1.62
<b>Apr-23</b>	5.34	3.99	1.35		5.06	3.94	1.12
<b>May-23</b>	5.35	3.93	1.42		5.13	3.90	1.23
<b>Jun-23</b>	5.37	3.89	1.48		5.31	3.85	1.46
<b>Average</b>	<b>6.00</b>	<b>4.13</b>	<b>1.87</b>		<b>5.53</b>	<b>3.96</b>	<b>1.57</b>

# Average Length of Stay Distribution

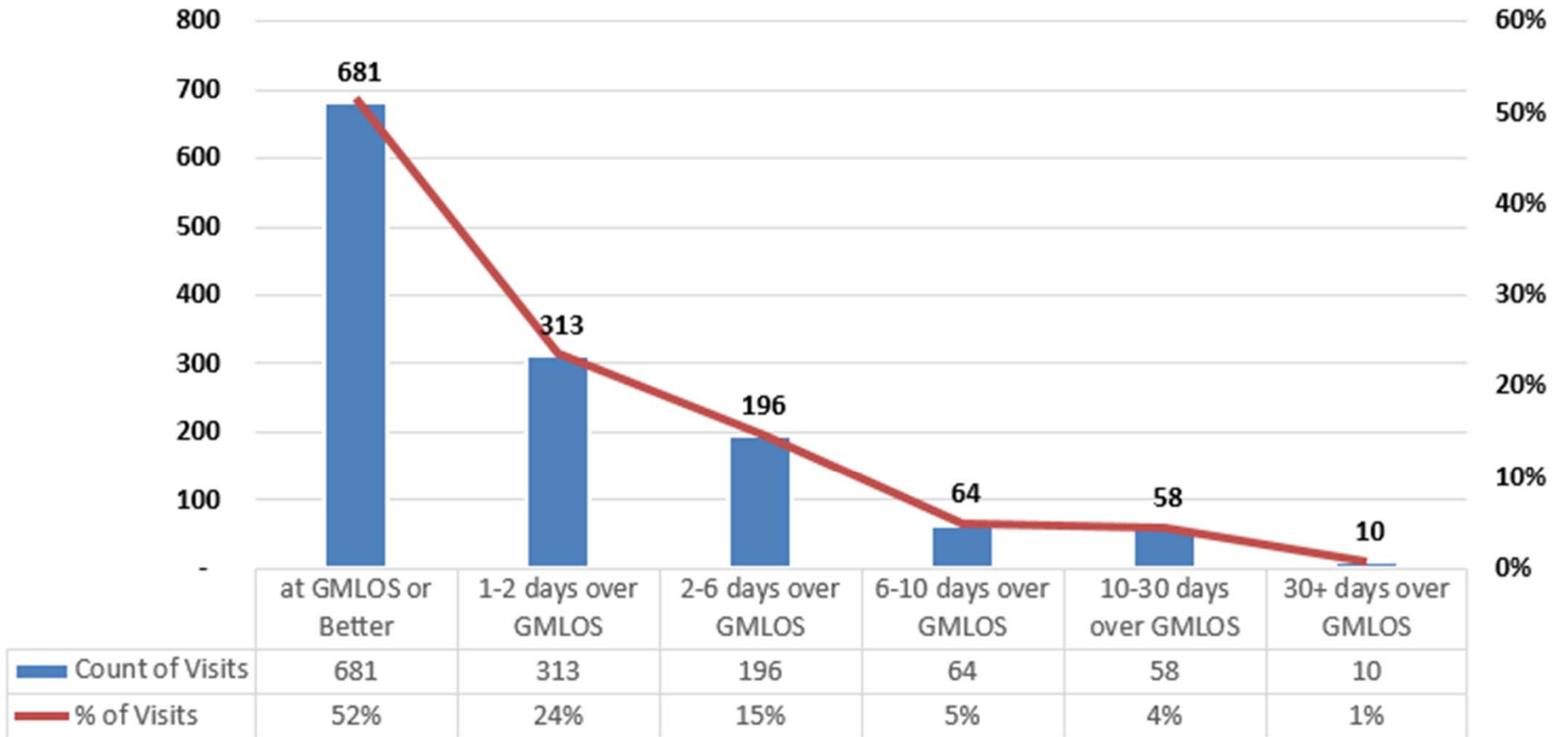
## FY23 Overall LOS Distribution



	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
at GMLOS or Better	53%	51%	49%	52%	50%	48%	49%	47%	50%	54%	53%	52%
1-2 days over GMLOS	20%	22%	21%	20%	24%	24%	21%	21%	24%	23%	21%	24%
2-6 days over GMLOS	15%	16%	16%	15%	14%	16%	17%	19%	16%	15%	16%	15%
6-10 days over GMLOS	5%	5%	7%	5%	6%	5%	5%	5%	5%	4%	6%	5%
10-30 days over GMLOS	6%	5%	6%	6%	5%	6%	7%	6%	5%	3%	4%	4%
30+ days over GMLOS	1%	1%	2%	1%	1%	1%	2%	2%	0%	1%	1%	1%

# Average Length of Stay April Distribution

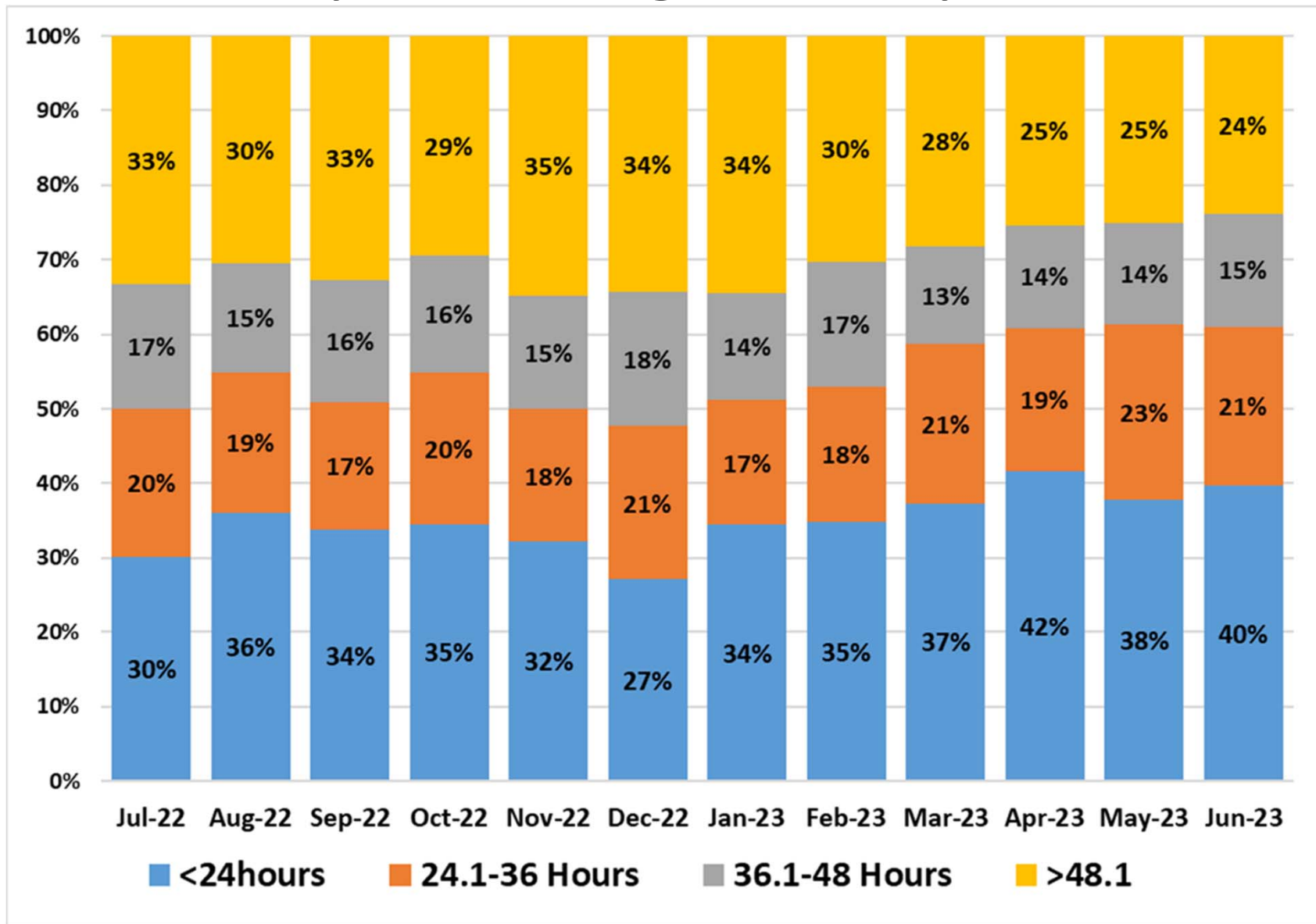
## Jun FY 2023 Overall LOS Distribution



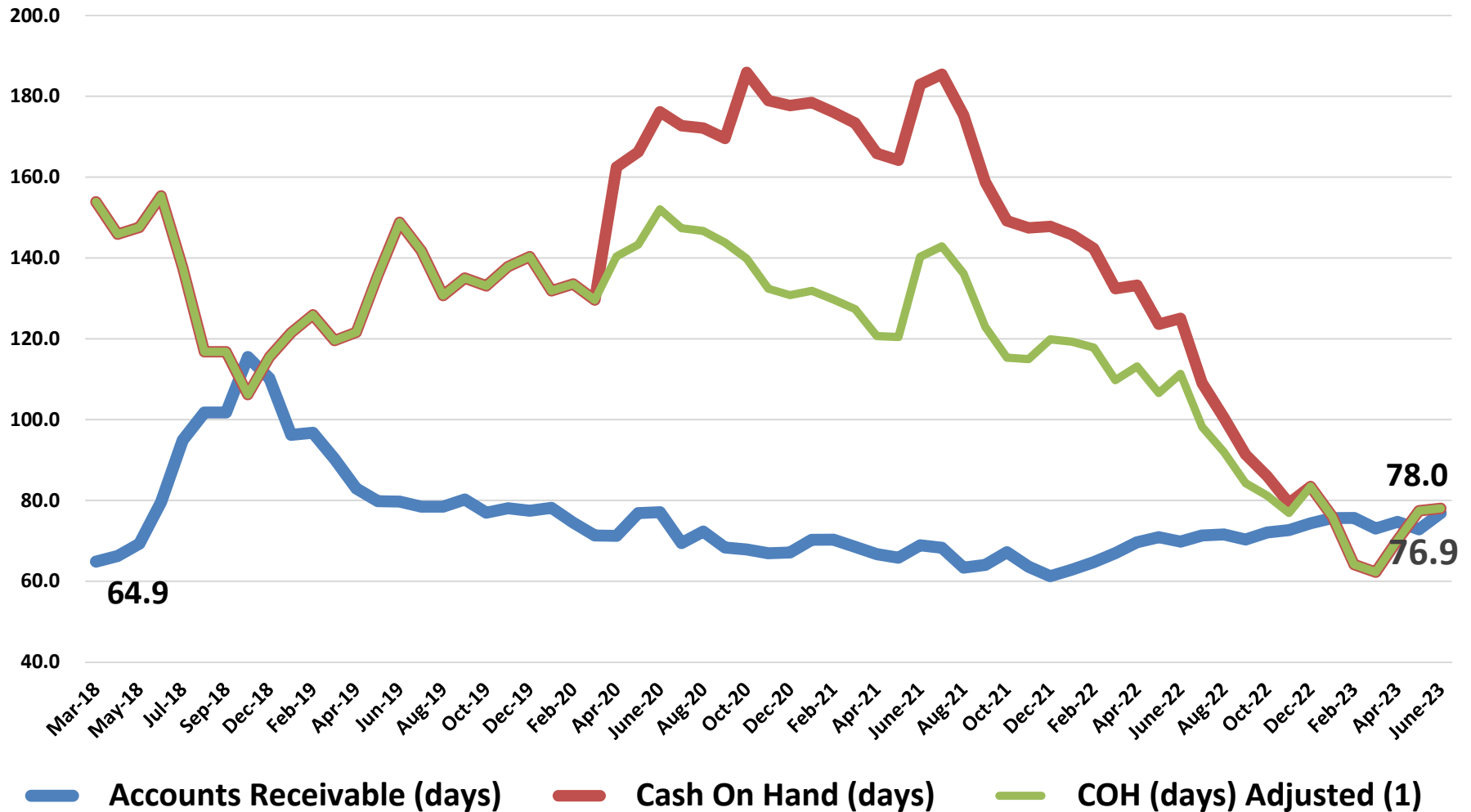
# Opportunity Cost of Reducing LOS to National Average - \$82M FY22



# Monthly Discharges of Observation Patients by their Length of Stay



# Trended Liquidity Ratios



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

**KAWEAH DELTA HEALTH CARE DISTRICT**

**RATIO ANALYSIS REPORT**

**June 30, 2023**

	June 30,			2021 Moody's		
	Current	Prior	2022	Median Benchmark		
	Month	Month	Audited	Aa	A	Baa
	Value	Value	Value			
<b>LIQUIDITY RATIOS</b>						
Current Ratio (x)	3.3	3.5	2.0	1.4	<b>1.7</b>	1.6
Accounts Receivable (days)	76.9	72.9	69.4	48.3	<b>48.3</b>	47.5
Cash On Hand (days)	78.0	77.4	117.3	341.3	<b>268.4</b>	206.5
Cushion Ratio (x)	10.3	10.2	17.4	52.4	<b>31.5</b>	19.9
Average Payment Period (days)	38.2	41.0	61.8	97.6	<b>86.4</b>	94.0
<b>CAPITAL STRUCTURE RATIOS</b>						
Cash-to-Debt	91.8%	86.9%	128.3%	323.4%	<b>220.4%</b>	170.1%
Debt-To-Capitalization	32.4%	32.9%	31.3%	20.6%	<b>29.1%</b>	36.3%
Debt-to-Cash Flow (x)	(27.9)	33.5	7.2	2.1	<b>2.6</b>	3.3
Debt Service Coverage	(0.4)	0.4	1.4	9.6	<b>6.0</b>	4.5
Maximum Annual Debt Service Coverage (x)	(0.4)	0.3	1.4	8.2	<b>5.5</b>	3.9
Age Of Plant (years)	13.3	13.3	12.3	10.8	<b>12.4</b>	13.5
<b>PROFITABILITY RATIOS</b>						
Operating Margin	(7.1%)	(5.3%)	(4.3%)	4.1%	<b>3.1%</b>	2.2%
Excess Margin	(5.7%)	(4.1%)	(2.9%)	8.1%	<b>6.7%</b>	4.8%
Operating Cash Flow Margin	(2.0%)	(.2%)	1.0%	9.6%	<b>8.8%</b>	7.5%
Return on Assets	(6.0%)	(4.2%)	(2.8%)	5.8%	<b>4.9%</b>	3.9%

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

Fiscal Year	Operating Revenue			Operating Expenses				Operating Expenses Total	Operating Income	Non-Operating Income	Net Income	Operating Margin %	Excess Margin
	Net Patient Revenue	Other Operating Revenue	Operating Revenue Total	Personnel Expense	Physician Fees	Supplies Expense	Other Operating Expense						
<b>2022</b>													
Jul-21	51,502	15,035	66,537	32,678	7,922	9,596	15,217	65,413	1,124	582	1,706	1.7%	2.5%
Aug-21	49,714	16,024	65,737	33,434	8,527	13,004	15,414	70,379	(4,642)	990	(3,651)	(7.1%)	(5.5%)
Sep-21	57,879	15,513	73,391	38,332	7,736	11,942	17,438	75,448	(2,056)	(388)	(2,445)	(2.8%)	(3.3%)
Oct-21	55,674	15,592	71,266	36,627	9,674	11,714	17,386	75,402	(4,136)	732	(3,403)	(5.8%)	(4.7%)
Nov-21	54,846	22,162	77,008	33,634	10,261	10,623	15,629	70,146	6,862	7,129	13,991	8.9%	16.6%
Dec-21	51,115	21,796	72,911	37,366	9,479	10,687	15,532	73,064	(153)	2,057	1,904	(0.2%)	2.5%
Jan-22	56,862	17,469	74,331	38,931	9,210	10,913	15,143	74,197	134	568	702	0.2%	0.9%
Feb-22	47,933	17,525	65,458	36,102	8,812	10,406	15,848	71,168	(5,710)	787	(4,924)	(8.7%)	(7.4%)
Mar-22	52,555	16,609	69,164	37,920	9,045	11,180	18,266	76,412	(7,247)	(470)	(7,717)	(10.5%)	(11.2%)
Apr-22	49,729	23,436	73,165	40,828	8,829	10,685	17,410	77,752	(4,588)	(568)	(5,156)	(6.3%)	(7.1%)
May-22	56,673	18,552	75,225	40,040	9,329	11,914	17,162	78,445	(3,220)	(436)	(3,656)	(4.3%)	(4.9%)
Jun-22	51,040	23,102	74,142	50,244	9,413	8,179	19,349	87,186	(13,044)	126	(12,918)	(17.6%)	(17.4%)
<b>2022 FY Total</b>	<b>\$ 635,520</b>	<b>\$ 222,815</b>	<b>\$ 858,335</b>	<b>\$ 456,137</b>	<b>\$ 108,238</b>	<b>\$ 130,842</b>	<b>\$ 199,795</b>	<b>\$ 895,011</b>	<b>\$ (36,676)</b>	<b>\$ 11,108</b>	<b>\$ (25,568)</b>	<b>(4.3%)</b>	<b>(2.9%)</b>
<b>2023</b>													
Jul-22	52,368	18,113	70,480	41,319	8,892	9,593	18,601	78,406	(7,926)	552	(7,374)	(11.2%)	(10.4%)
Aug-22	54,965	17,672	72,637	42,122	9,585	11,666	17,888	81,261	(8,623)	326	(8,297)	(11.9%)	(11.4%)
Sep-22	48,168	17,304	65,472	39,158	8,814	11,642	17,869	77,483	(12,010)	(3,901)	(15,911)	(18.3%)	(25.8%)
Oct-22	54,432	17,291	71,723	40,625	9,859	11,523	15,522	77,529	(5,807)	452	(5,355)	(8.1%)	(7.4%)
Nov-22	56,706	17,741	74,447	36,477	9,645	11,358	17,171	74,650	(203)	150	(53)	(0.3%)	(0.1%)
Dec-22	53,217	18,452	71,670	38,105	8,276	10,632	17,203	74,216	(2,546)	2,901	355	(3.6%)	0.5%
Jan-23	51,048	19,753	70,801	36,862	8,564	10,396	17,296	73,118	(2,317)	1,540	(777)	(3.3%)	(1.1%)
Feb-23	49,325	19,257	68,582	35,624	8,596	10,376	17,510	72,106	(3,524)	834	(2,690)	(5.1%)	(3.9%)
Mar-23	55,391	25,545	80,937	36,907	9,737	11,548	18,919	77,111	3,826	538	4,364	4.7%	5.4%
Apr-23	48,785	22,346	71,131	36,804	9,101	9,779	17,045	72,728	(1,597)	515	(1,081)	(2.2%)	(1.5%)
May-23	50,968	21,508	72,476	37,332	6,827	11,604	17,784	73,547	(1,071)	5,336	4,265	(1.5%)	5.5%
Jun-23	37,922	19,474	57,396	39,448	7,112	9,644	19,618	75,822	(18,426)	1,894	(16,533)	(32.1%)	(27.9%)
<b>2023 FY Total</b>	<b>\$ 613,297</b>	<b>\$ 234,456</b>	<b>\$ 847,754</b>	<b>\$ 460,784</b>	<b>\$ 105,007</b>	<b>\$ 129,761</b>	<b>\$ 212,427</b>	<b>\$ 907,978</b>	<b>\$ (60,225)</b>	<b>\$ 11,138</b>	<b>\$ (49,087)</b>	<b>(7.1%)</b>	<b>(5.7%)</b>
<b>FYTD Budget</b>	<b>671,551</b>	<b>223,442</b>	<b>894,993</b>	<b>456,079</b>	<b>110,105</b>	<b>126,656</b>	<b>213,367</b>	<b>906,207</b>	<b>(11,213)</b>	<b>4,371</b>	<b>(6,842)</b>	<b>(1.3%)</b>	<b>(0.8%)</b>
<b>Variance</b>	<b>\$ (58,254)</b>	<b>\$ 11,014</b>	<b>\$ (47,240)</b>	<b>\$ 4,705</b>	<b>\$ (5,098)</b>	<b>\$ 3,105</b>	<b>\$ (940)</b>	<b>\$ 1,772</b>	<b>\$ (49,011)</b>	<b>\$ 6,767</b>	<b>\$ (42,245)</b>		
<b>Current Month Analysis</b>													
<b>Jun-23</b>	<b>\$ 37,922</b>	<b>\$ 19,474</b>	<b>\$ 57,396</b>	<b>\$ 39,448</b>	<b>\$ 7,112</b>	<b>\$ 9,644</b>	<b>\$ 19,618</b>	<b>\$ 75,822</b>	<b>\$ (18,426)</b>	<b>\$ 1,894</b>	<b>\$ (16,533)</b>	<b>(32.1%)</b>	<b>(27.9%)</b>
<b>Budget</b>	<b>55,281</b>	<b>18,636</b>	<b>73,916</b>	<b>37,516</b>	<b>9,316</b>	<b>10,702</b>	<b>17,935</b>	<b>75,470</b>	<b>(1,554)</b>	<b>384</b>	<b>(1,170)</b>	<b>(2.1%)</b>	<b>(1.6%)</b>
<b>Variance</b>	<b>\$ (17,358)</b>	<b>\$ 838</b>	<b>\$ (16,520)</b>	<b>\$ 1,932</b>	<b>\$ (2,204)</b>	<b>\$ (1,058)</b>	<b>\$ 1,683</b>	<b>\$ 353</b>	<b>\$ (16,873)</b>	<b>\$ 1,510</b>	<b>(15,363)</b>		



# KAWEAH DELTA HEALTH CARE DISTRICT

## FISCAL YEAR 2022 & 2023

Fiscal Year	Patient Days	ADC	Adjusted	I/P Revenue %	DFR &	Net Patient	Personnel	Physician	Supply	Total	Personnel Expense/ Net Patient Revenue	Physician Fees/ Net Patient Revenue	Supply	Total
			Patient Days		Bad Debt %	Revenue/ Ajusted Patient Day	Expense/ Ajusted Patient Day	Fees/ Ajusted Patient Day	Expense/ Ajusted Patient Day	Operating Expense/ Ajusted Patient Day			Expense/ Net Patient Revenue	Operating Expense/ Net Patient Revenue
<b>2022</b>														
Jul-21	13,388	432	26,085	51.3%	76.2%	1,974	1,253	304	368	2,508	63.4%	15.4%	18.6%	127.0%
Aug-21	14,421	465	27,742	52.0%	77.3%	1,792	1,205	307	469	2,537	67.3%	17.2%	26.2%	141.6%
Sep-21	14,836	495	28,344	52.3%	75.0%	2,042	1,352	273	421	2,662	66.2%	13.4%	20.6%	130.4%
Oct-21	15,518	501	28,267	54.9%	75.8%	1,970	1,296	342	414	2,667	65.8%	17.4%	21.0%	135.4%
Nov-21	13,969	466	26,571	52.6%	74.8%	2,064	1,266	386	400	2,640	61.3%	18.7%	19.4%	127.9%
Dec-21	14,305	461	27,106	52.8%	76.4%	1,886	1,378	350	394	2,695	73.1%	18.5%	20.9%	142.9%
Jan-22	14,611	471	26,955	54.2%	74.3%	2,109	1,444	342	405	2,753	68.5%	16.2%	19.2%	130.5%
Feb-22	13,263	474	24,973	53.1%	75.8%	1,919	1,446	353	417	2,850	75.3%	18.4%	21.7%	148.5%
Mar-22	13,570	438	27,296	49.7%	76.7%	1,925	1,389	331	410	2,799	72.2%	17.2%	21.3%	145.4%
Apr-22	12,698	423	26,159	48.5%	77.0%	1,901	1,561	338	408	2,972	82.1%	17.8%	21.5%	156.4%
May-22	13,858	447	28,283	49.0%	74.6%	2,004	1,416	330	421	2,774	70.7%	16.5%	21.0%	138.4%
Jun-22	13,603	453	27,788	49.0%	77.5%	1,837	1,808	339	294	3,137	98.4%	18.4%	16.0%	170.8%
<b>2022 FY Total</b>	<b>168,040</b>	<b>460</b>	<b>325,602</b>	<b>51.6%</b>	<b>75.9%</b>	<b>1,952</b>	<b>1,401</b>	<b>332</b>	<b>402</b>	<b>2,749</b>	<b>71.8%</b>	<b>17.0%</b>	<b>20.6%</b>	<b>140.8%</b>
<b>2023</b>														
Jul-22	13,910	449	27,688	50.2%	75.6%	1,891	1,492	321	346	2,832	78.9%	17.0%	18.3%	149.7%
Aug-22	13,865	447	29,148	47.6%	76.4%	1,886	1,445	329	400	2,788	76.6%	17.4%	21.2%	147.8%
Sep-22	12,768	426	27,367	46.7%	77.4%	1,760	1,431	322	425	2,831	81.3%	18.3%	24.2%	160.9%
Oct-22	13,119	423	27,421	47.8%	75.7%	1,985	1,482	360	420	2,827	74.6%	18.1%	21.2%	142.4%
Nov-22	12,904	430	26,955	47.9%	74.6%	2,104	1,353	358	421	2,769	64.3%	17.0%	20.0%	131.6%
Dec-22	13,587	438	27,686	49.1%	76.2%	1,922	1,376	299	384	2,681	71.6%	15.6%	20.0%	139.5%
Jan-23	13,396	432	27,042	49.5%	77.5%	1,888	1,363	317	384	2,704	72.2%	16.8%	20.4%	143.2%
Feb-23	11,916	426	24,665	48.3%	76.3%	2,000	1,444	349	421	2,923	72.2%	17.4%	21.0%	146.2%
Mar-23	12,905	416	27,485	47.0%	76.1%	2,015	1,343	354	420	2,806	66.6%	17.6%	20.8%	139.2%
Apr-23	11,268	376	24,106	46.7%	77.7%	2,024	1,527	378	406	3,017	75.4%	18.7%	20.0%	149.1%
May-23	12,056	389	24,945	48.3%	77.7%	2,043	1,497	274	465	2,948	73.2%	13.4%	22.8%	144.3%
Jun-23	11,708	390	24,803	47.2%	82.4%	1,529	1,590	287	389	3,057	104.0%	18.8%	25.4%	199.9%
<b>2023 FY Total</b>	<b>153,402</b>	<b>420</b>	<b>319,413</b>	<b>48.0%</b>	<b>77.0%</b>	<b>1,920</b>	<b>1,443</b>	<b>329</b>	<b>406</b>	<b>2,843</b>	<b>75.1%</b>	<b>17.1%</b>	<b>21.2%</b>	<b>148.0%</b>
<b>FYTD Budget</b>	<b>176,685</b>	<b>484</b>	<b>338,246</b>	<b>52.2%</b>	<b>75.2%</b>	<b>1,985</b>	<b>1,348</b>	<b>326</b>	<b>374</b>	<b>2,837</b>	<b>67.9%</b>	<b>16.4%</b>	<b>18.9%</b>	<b>134.9%</b>
<b>Variance</b>	<b>(23,283)</b>	<b>(64)</b>	<b>(18,833)</b>	<b>(4.2%)</b>	<b>1.8%</b>	<b>(65)</b>	<b>94</b>	<b>3</b>	<b>32</b>	<b>6</b>	<b>7.2%</b>	<b>0.7%</b>	<b>2.3%</b>	<b>13.1%</b>
<b>Current Month Analysis</b>														
<b>Jun-23</b>	<b>11,708</b>	<b>390</b>	<b>24,803</b>	<b>47.2%</b>	<b>82.4%</b>	<b>1,529</b>	<b>1,590</b>	<b>287</b>	<b>389</b>	<b>3,057</b>	<b>104.0%</b>	<b>18.8%</b>	<b>25.4%</b>	<b>199.9%</b>
<b>Budget</b>	<b>14,451</b>	<b>482</b>	<b>27,904</b>	<b>51.8%</b>	<b>75.1%</b>	<b>1,981</b>	<b>1,344</b>	<b>334</b>	<b>384</b>	<b>3,043</b>	<b>67.9%</b>	<b>16.9%</b>	<b>19.4%</b>	<b>136.5%</b>
<b>Variance</b>	<b>(2,743)</b>	<b>(91)</b>	<b>(3,101)</b>	<b>(4.6%)</b>	<b>7.3%</b>	<b>(452)</b>	<b>246</b>	<b>(47)</b>	<b>5</b>	<b>14</b>	<b>36.2%</b>	<b>1.9%</b>	<b>6.1%</b>	<b>63.4%</b>

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

	Jun-23	May-23	Change	% Change	Jun-22 (Audited)
<b>ASSETS AND DEFERRED OUTFLOWS</b>					
<b>CURRENT ASSETS</b>					
Cash and cash equivalents	\$ 3,628	\$ 10,983	\$ (7,355)	-66.97%	\$ 21,693
Current Portion of Board designated and trusted assets	33,784	43,903	(10,119)	-23.05%	14,121
Accounts receivable:					
Net patient accounts	133,932	138,779	(4,847)	-3.49%	135,946
Other receivables	31,196	41,119	(9,923)	-24.13%	27,575
	165,128	179,898	(14,770)	-8.21%	163,521
Inventories	13,581	13,209	371	2.81%	14,025
Medicare and Medi-Cal settlements	72,122	77,755	(5,633)	-7.24%	58,593
Prepaid expenses	10,327	11,328	(1,001)	-8.84%	13,050
Total current assets	298,570	337,076	(38,506)	-11.42%	285,004
<b>NON-CURRENT CASH AND INVESTMENTS -</b>					
less current portion					
Board designated cash and assets	174,916	165,893	9,023	5.44%	266,148
Revenue bond assets held in trust	(0)	0	(0)	-195.54%	8
Assets in self-insurance trust fund	956	969	(14)	-1.40%	1,040
Total non-current cash and investments	175,872	166,862	9,009	5.40%	267,197
<b>INTANGIBLE RIGHT TO USE LEASE,</b>	11,249	6,875	4,374	63.62%	14,376
net of accumulated amortization					
<b>CAPITAL ASSETS</b>					
Land	17,542	17,542	-	0.00%	17,542
Buildings and improvements	427,105	426,963	142	0.03%	425,542
Equipment	328,663	327,539	1,124	0.34%	325,209
Construction in progress	25,413	25,886	(473)	-1.83%	15,620
	798,723	797,930	793	0.10%	783,912
Less accumulated depreciation	485,406	482,649	2,756	0.57%	459,744
	313,318	315,281	(1,963)	-0.62%	324,168
Property under capital leases -					
less accumulated amortization	(691)	(634)	(58)	9.09%	0
Total capital assets	312,627	314,647	(2,021)	-0.64%	324,168
<b>OTHER ASSETS</b>					
Property not used in operations	1,533	1,537	(4)	-0.28%	1,584
Health-related investments	2,841	3,928	(1,087)	-27.68%	4,620
Other	13,350	13,509	(159)	-1.18%	12,511
Total other assets	17,724	18,974	(1,250)	-6.59%	18,715
Total assets	816,041	844,435	(28,394)	-3.36%	909,460
<b>DEFERRED OUTFLOWS</b>	33,835	33,868	(33)	-0.10%	34,410
Total assets and deferred outflows	\$ 849,876	\$ 878,303	\$ (28,427)	-3.24%	\$ 943,870

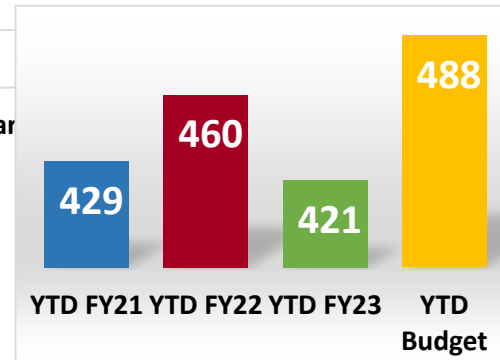
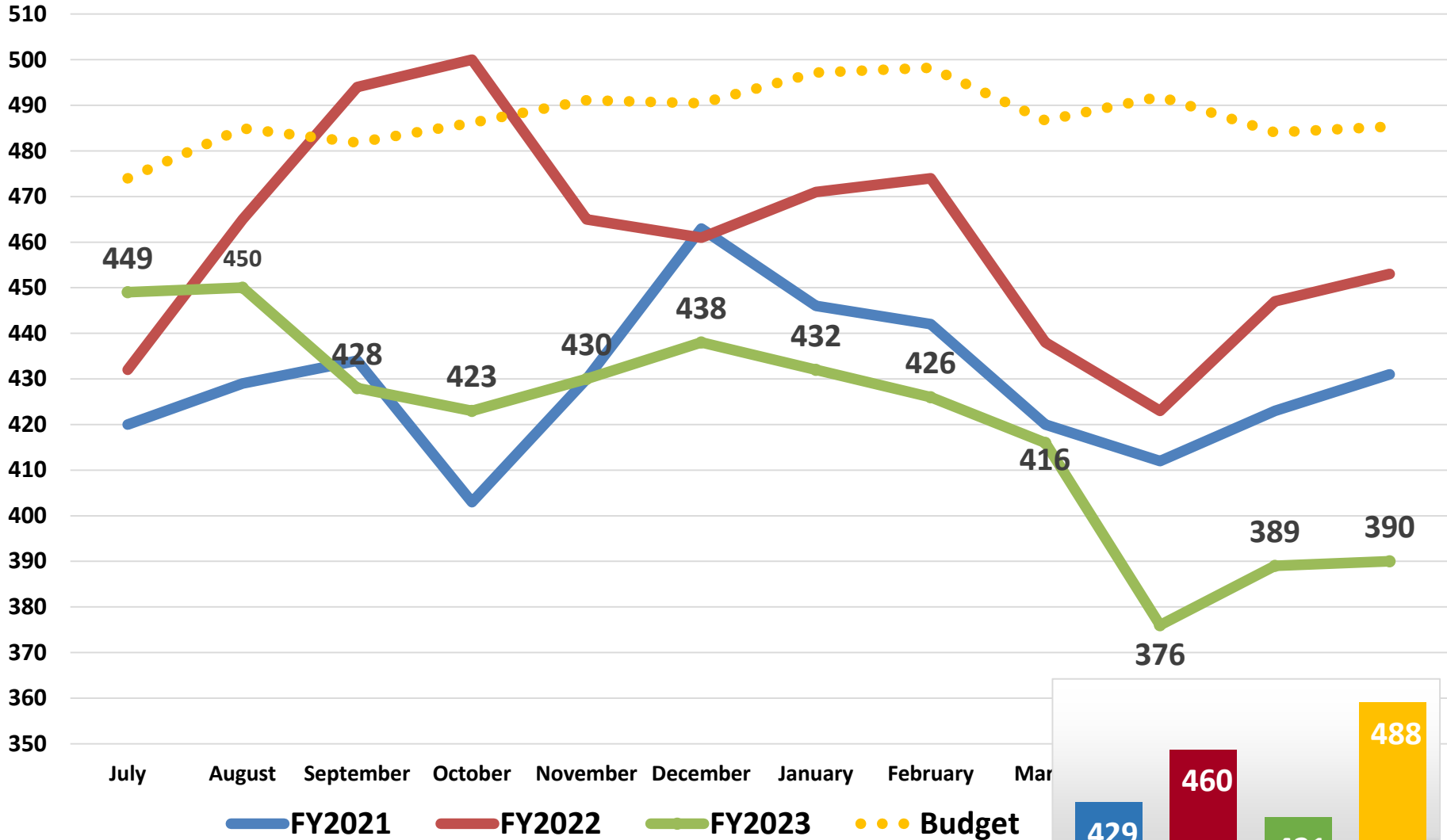
**KAWEAH DELTA HEALTH CARE DISTRICT**  
**CONSOLIDATED STATEMENTS OF NET POSITION (000's)**

	Jun-23	May-23	Change	% Change	Jun-22 (Audited)
<b>LIABILITIES AND NET ASSETS</b>					
<b>CURRENT LIABILITIES</b>					
Accounts payable and accrued expenses	\$ 30,063	\$ 31,922	\$ (1,860)	-5.83%	\$ 62,542
Accrued payroll and related liabilities	51,024	56,183	(5,159)	-9.18%	70,913
Long-term debt, current portion	10,105	9,595	510	5.32%	11,759
Total current liabilities	91,192	97,700	(6,508)	-6.66%	145,214
<b>LEASE LIABILITY, net of current portion</b>	11,355	7,011	4,344	61.95%	14,677
<b>LONG-TERM DEBT, less current portion</b>					
Bonds payable	229,432	239,544	(10,112)	-4.22%	239,618
Capital leases	-	-	-	#DIV/0!	0
Notes payable	17,745	17,745	-	0.00%	7,895
Total long-term debt	247,177	257,289	(10,112)	-3.93%	247,512
<b>NET PENSION LIABILITY</b>	51,352	48,880	2,473	5.06%	39,789
<b>OTHER LONG-TERM LIABILITIES</b>	30,575	32,739	(2,165)	-6.61%	30,968
Total liabilities	431,651	443,619	(11,968)	-2.70%	463,484
<b>NET ASSETS</b>					
Invested in capital assets, net of related debt	58,471	50,924	7,548	14.82%	68,426
Restricted	31,148	37,285	(6,137)	-16.46%	31,905
Unrestricted	328,606	346,475	(17,869)	-5.16%	365,378
Total net position	418,225	434,684	(16,459)	-3.79%	465,709
Total liabilities and net position	\$ 849,876	\$ 878,303	\$ (28,427)	-3.24%	\$ 943,870

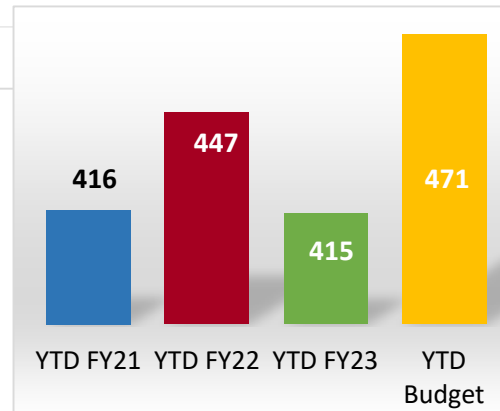
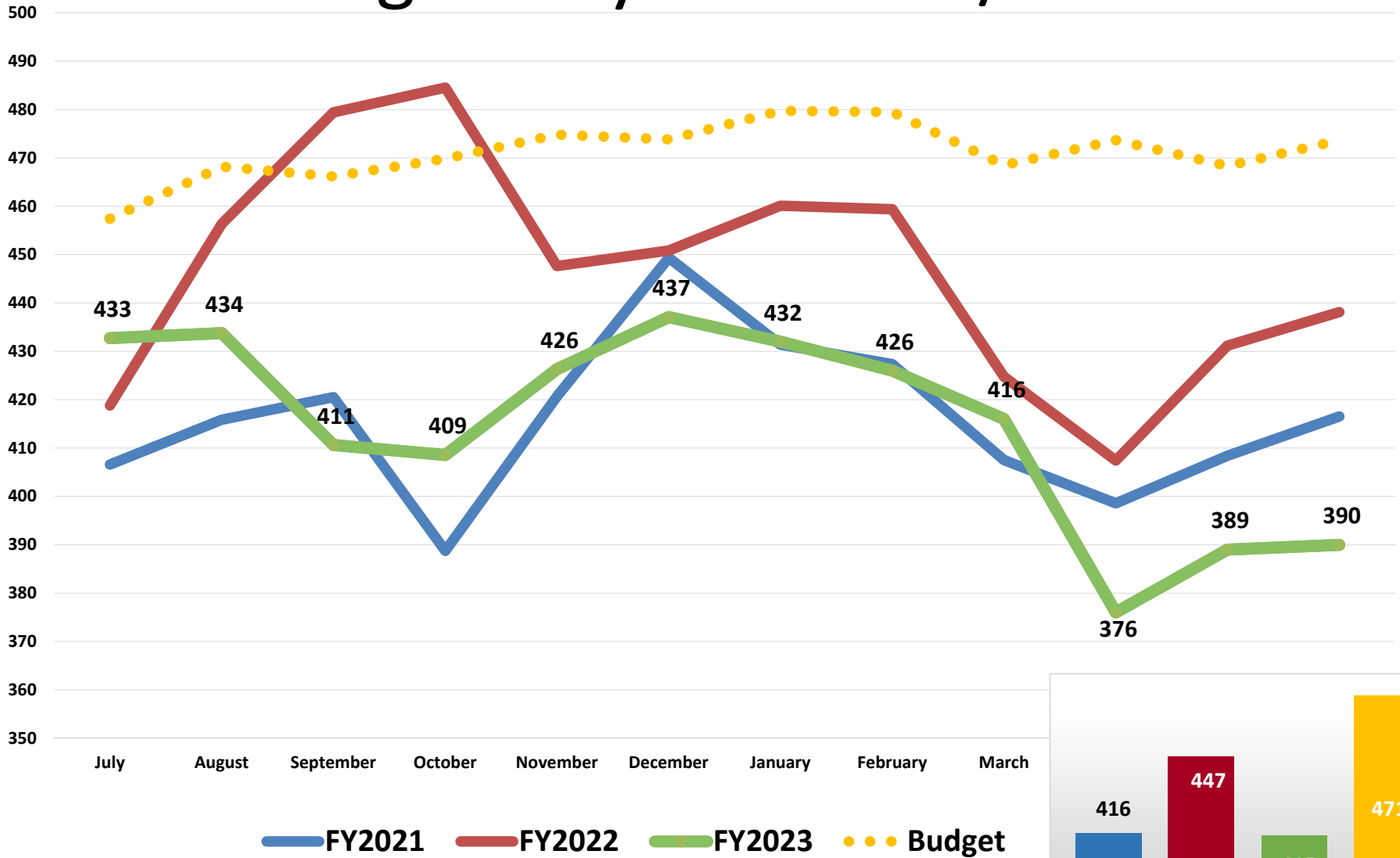
# Statistical Report

## June 2023

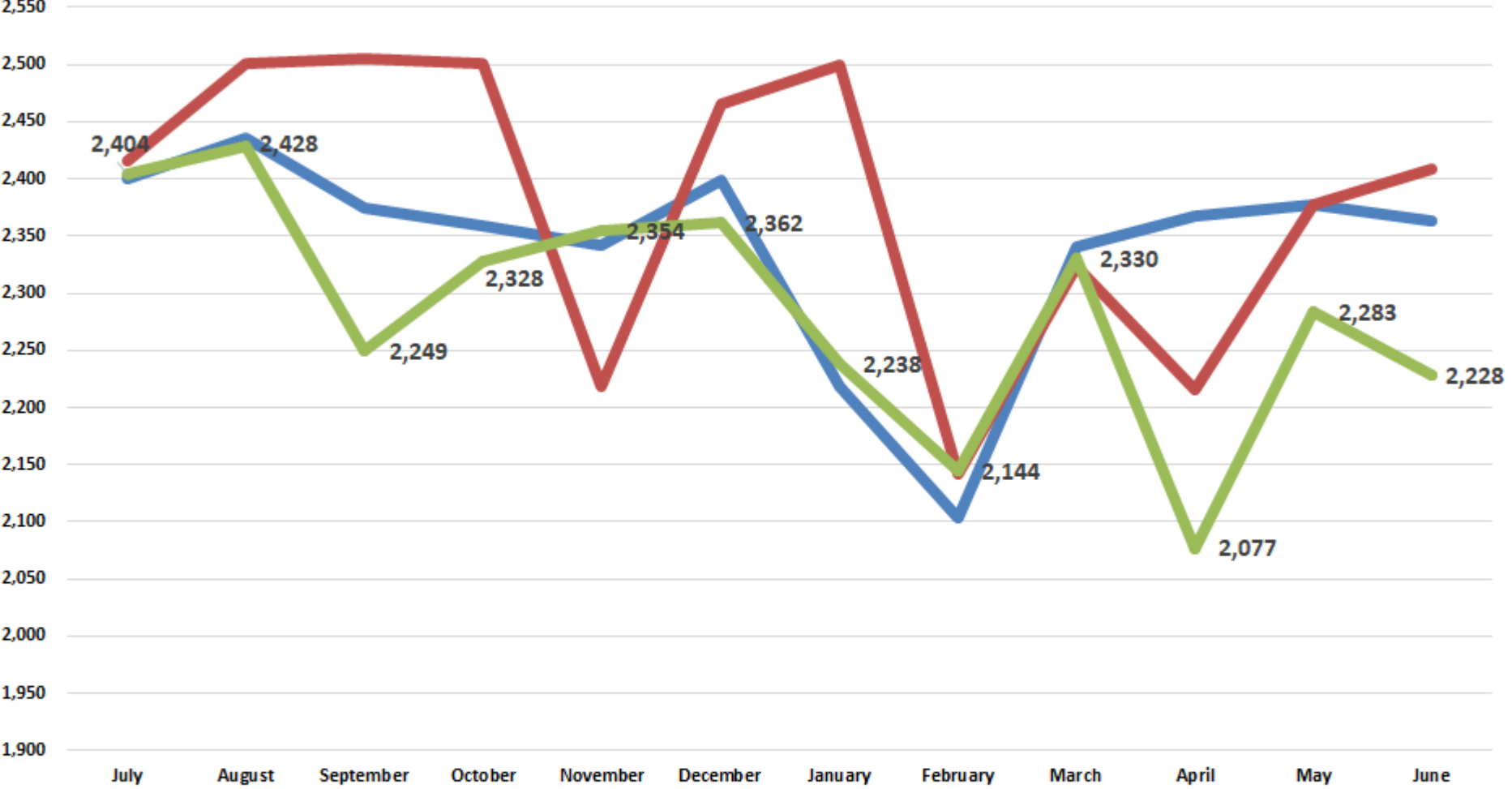
# Average Daily Census



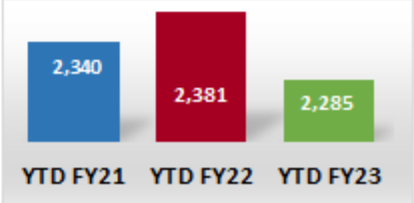
# Average Daily Census w/o TCS



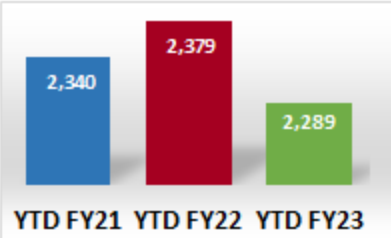
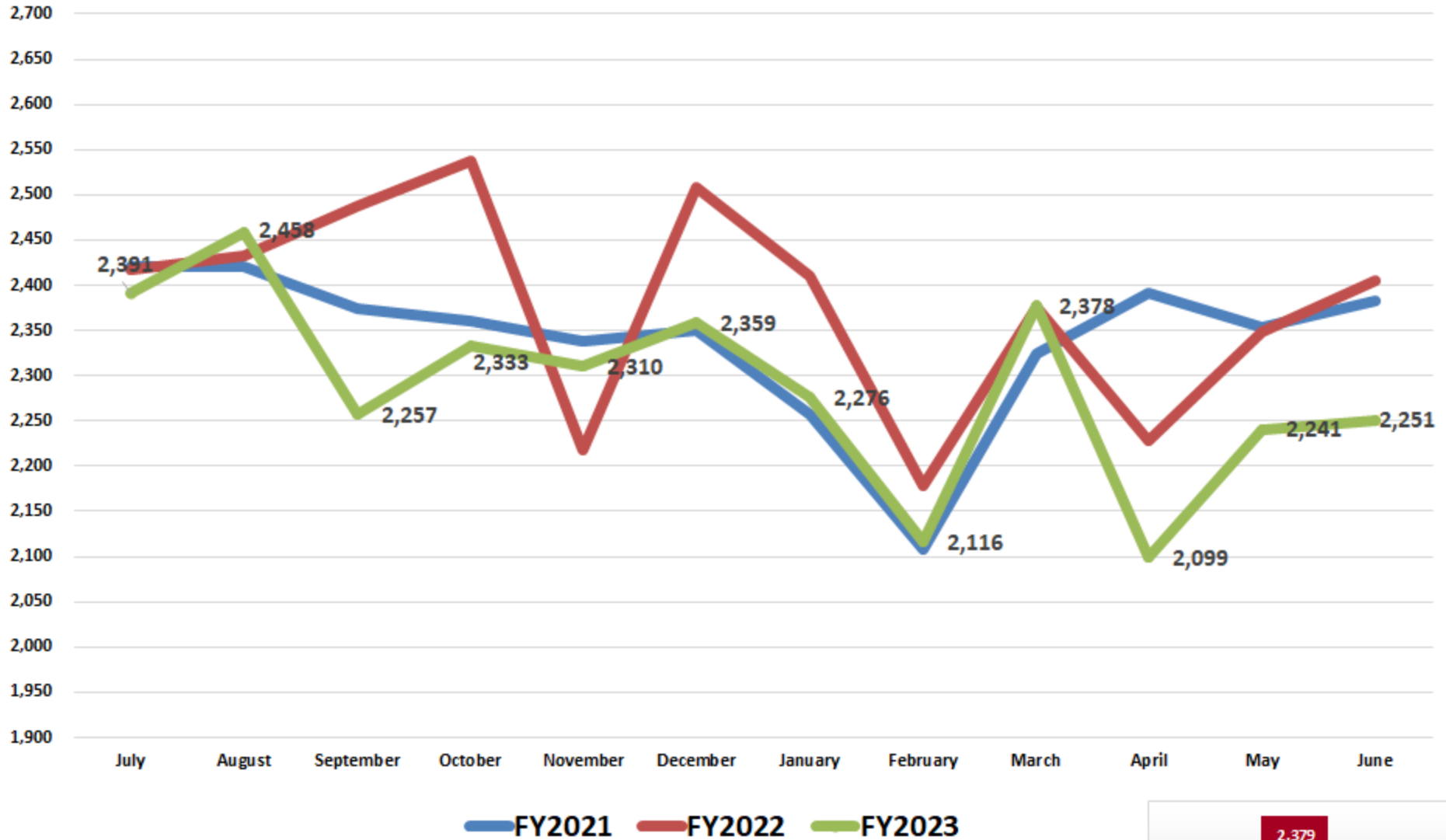
# Admissions



— **FY2021**  
 — **FY2022**  
 — **FY2023**

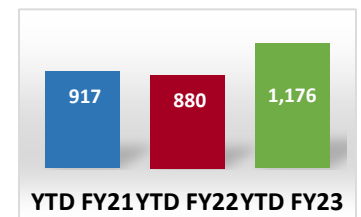
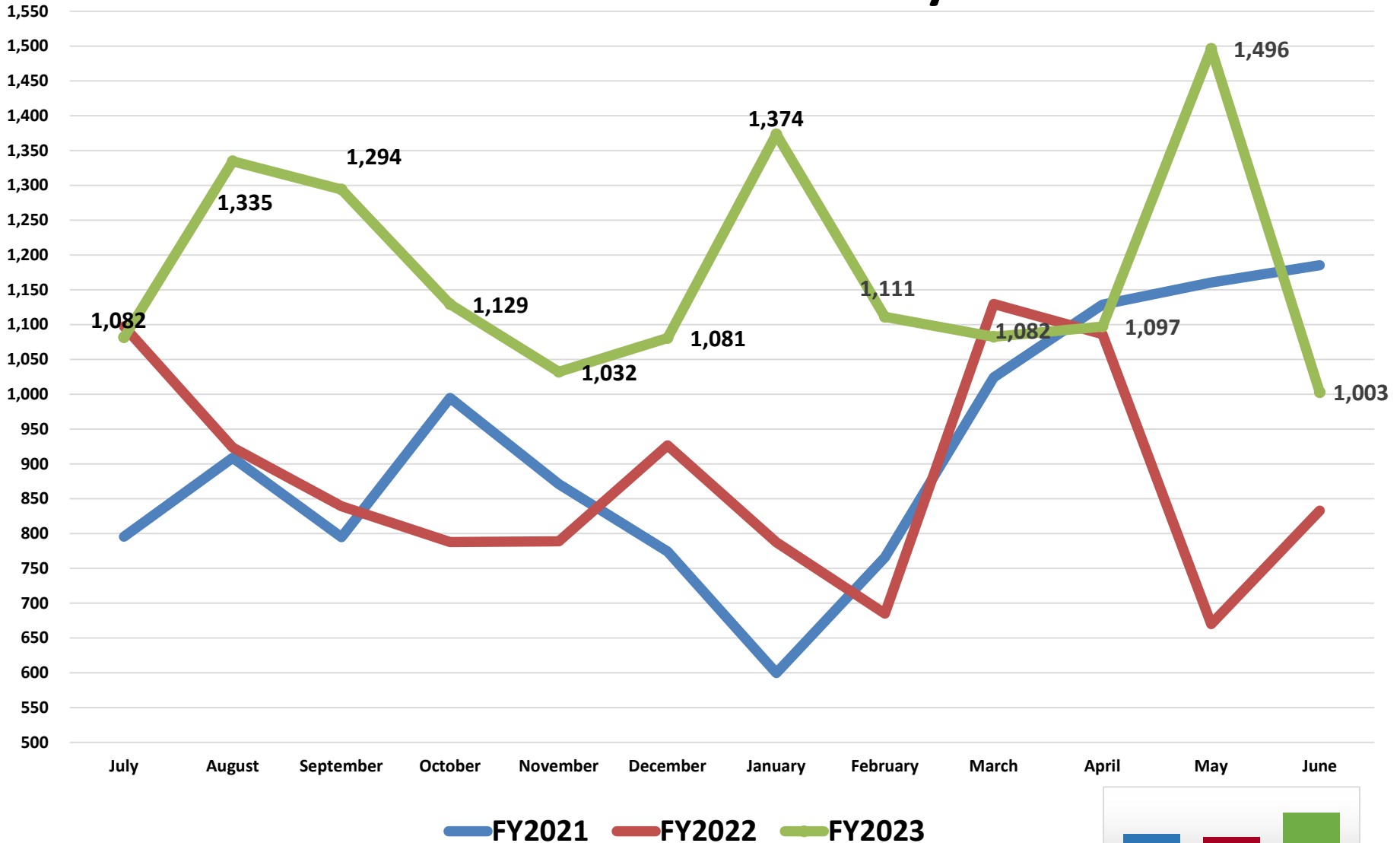


# Discharges

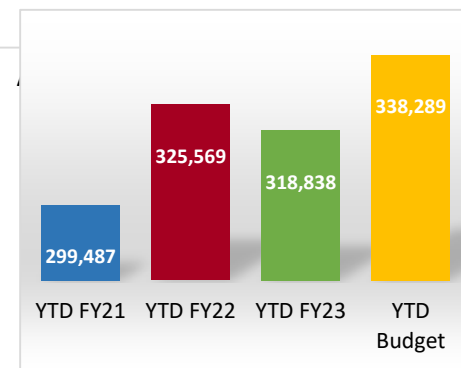
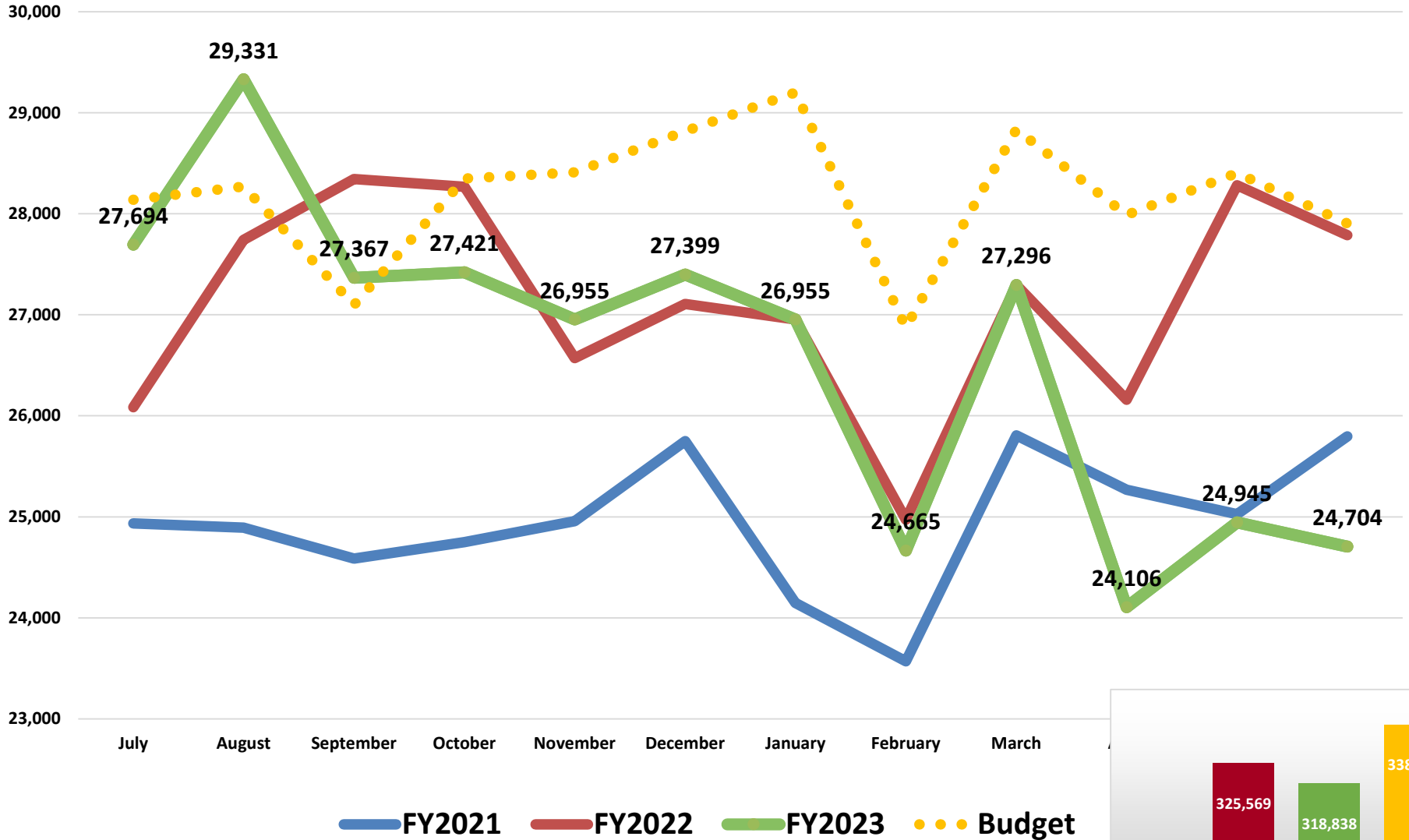




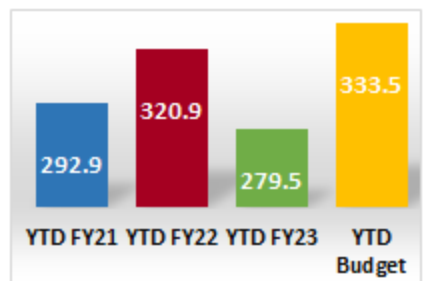
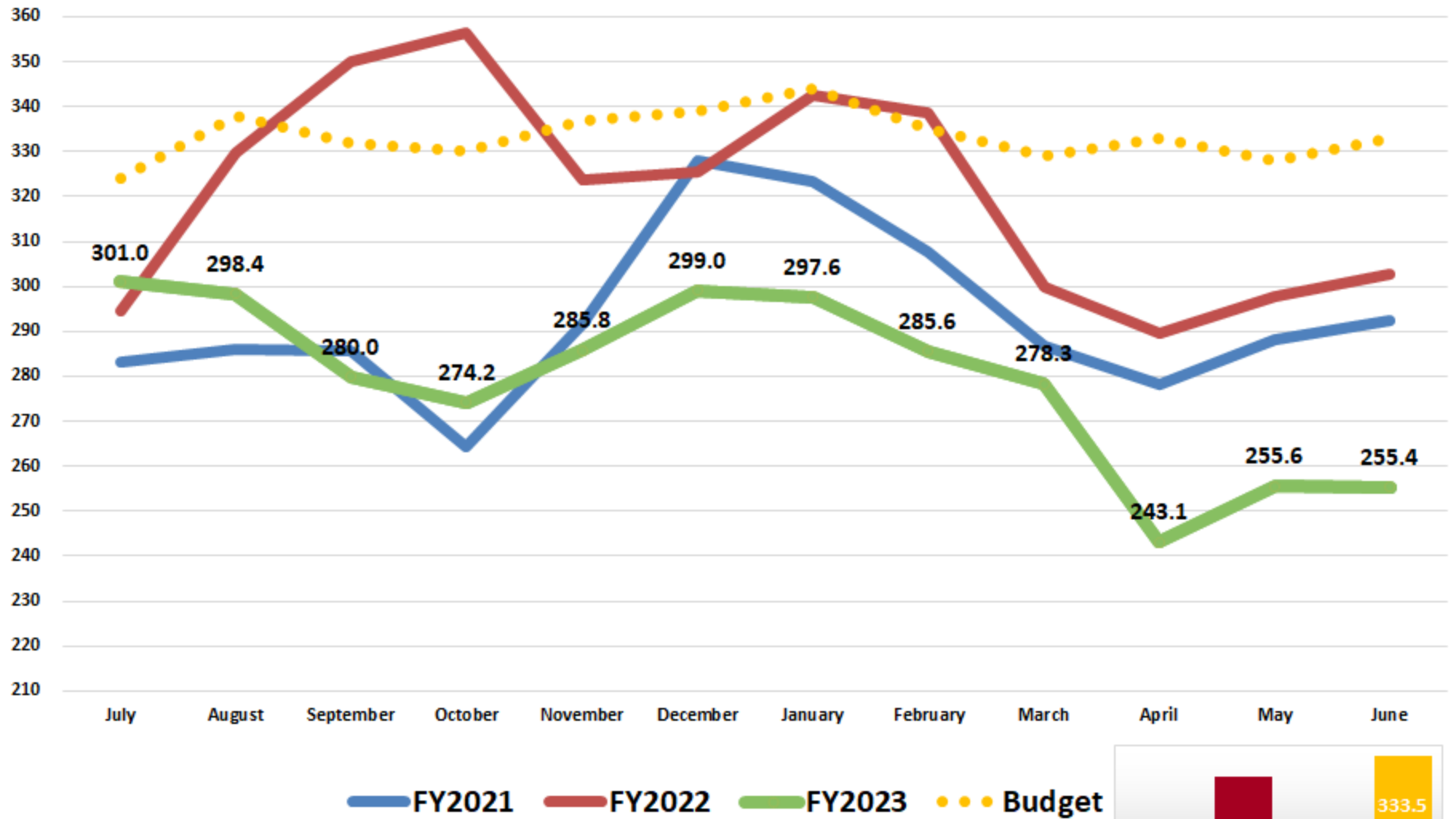
# Observation Days



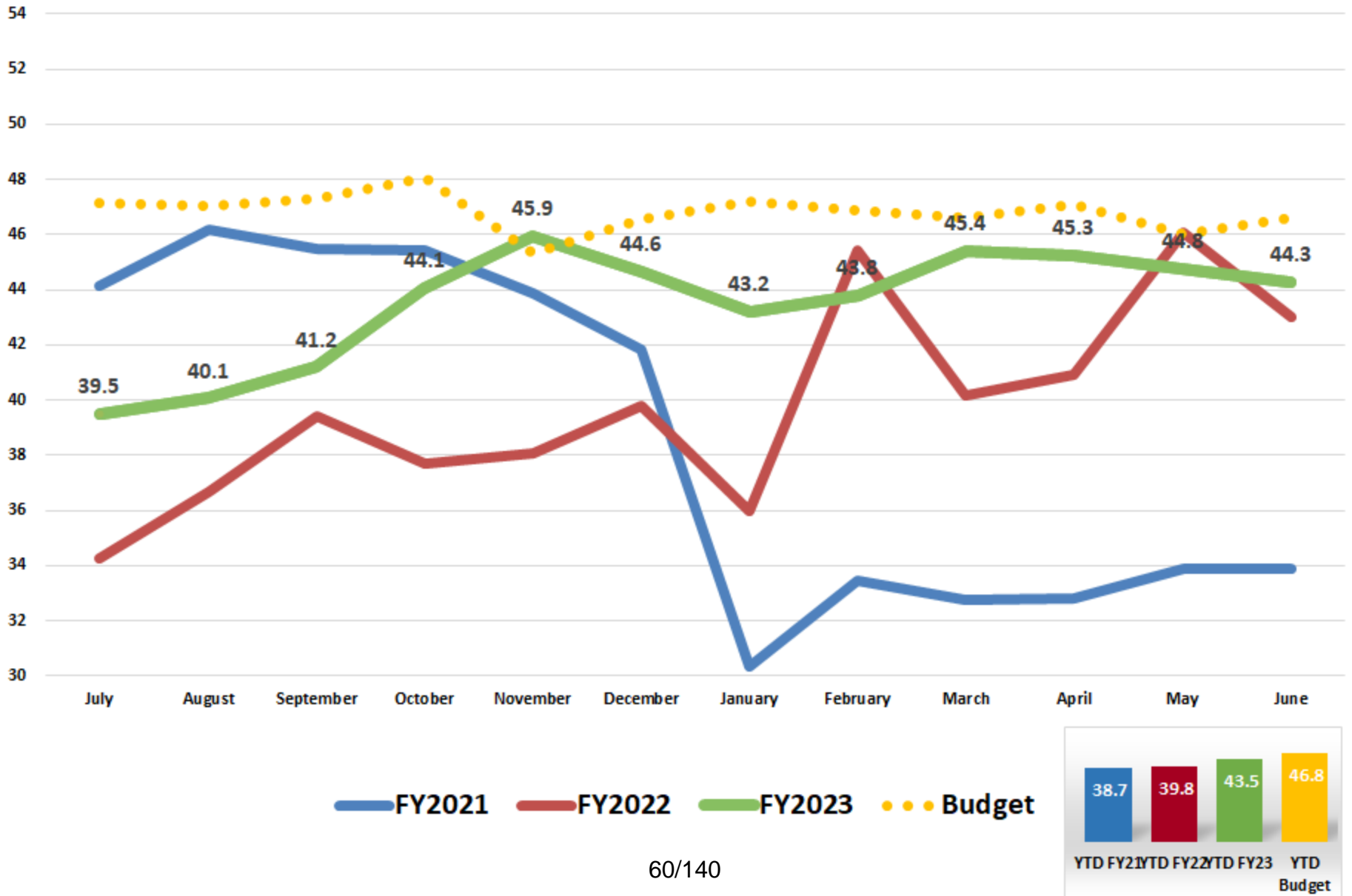
# Adjusted Patient Days



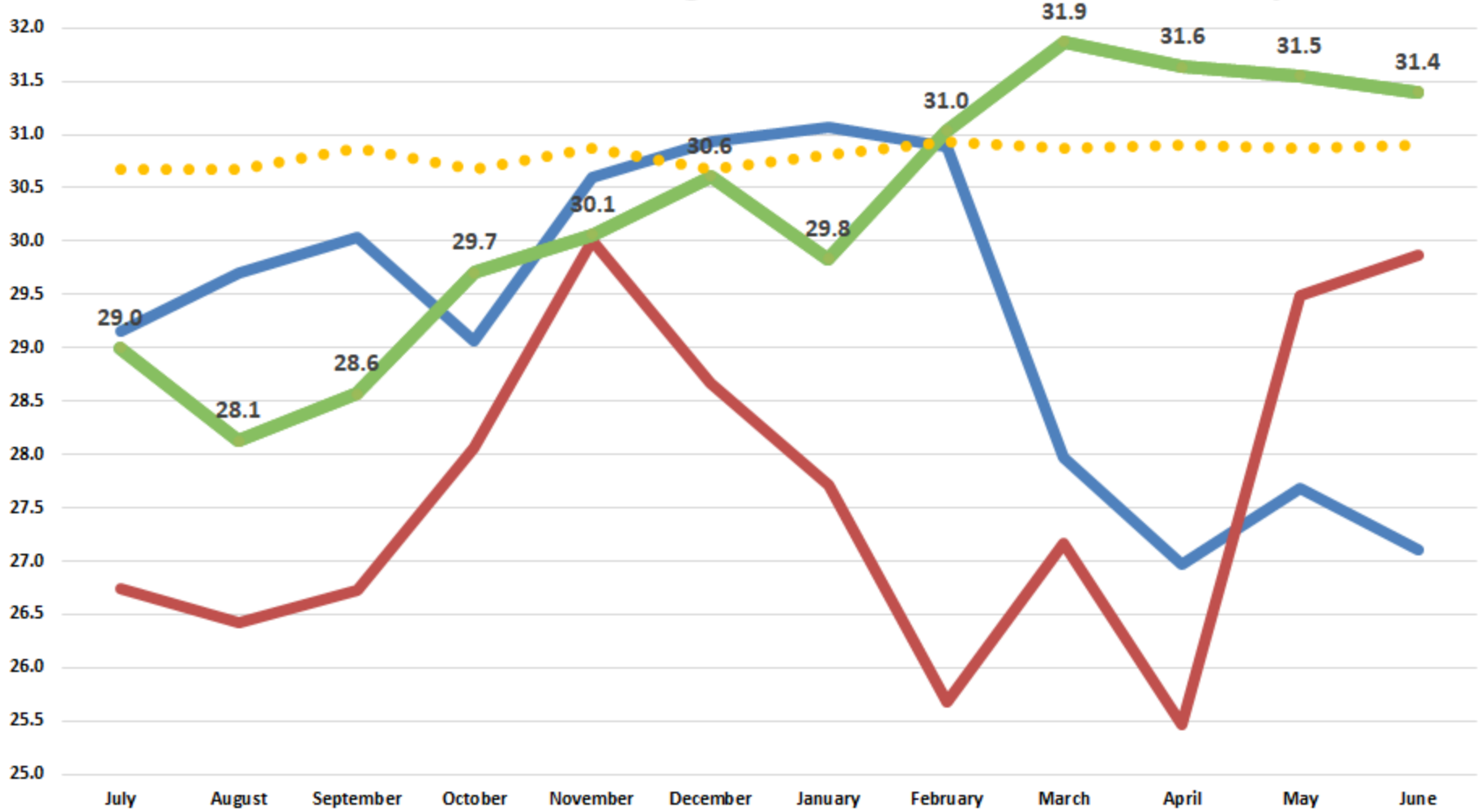
# Medical Center (Avg Patients Per Day)



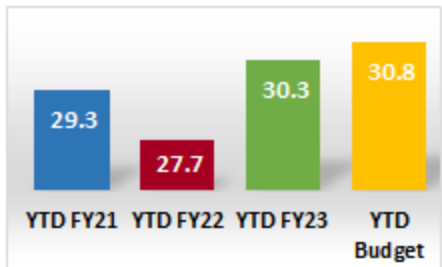
# Acute I/P Psych (Avg Patients Per Day)



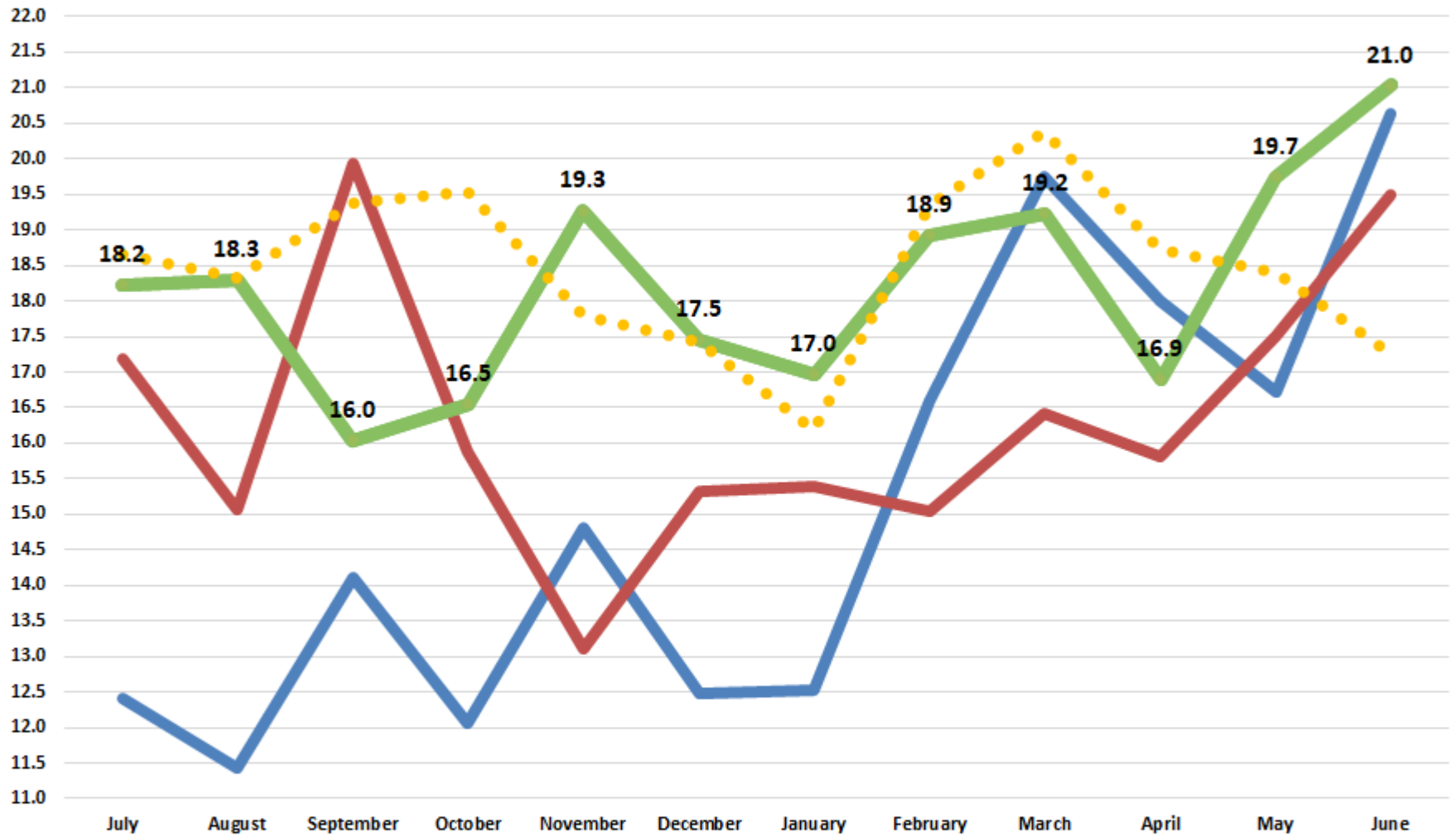
# Sub-Acute - Avg Patients Per Day



FY2021 FY2022 FY2023 Budget



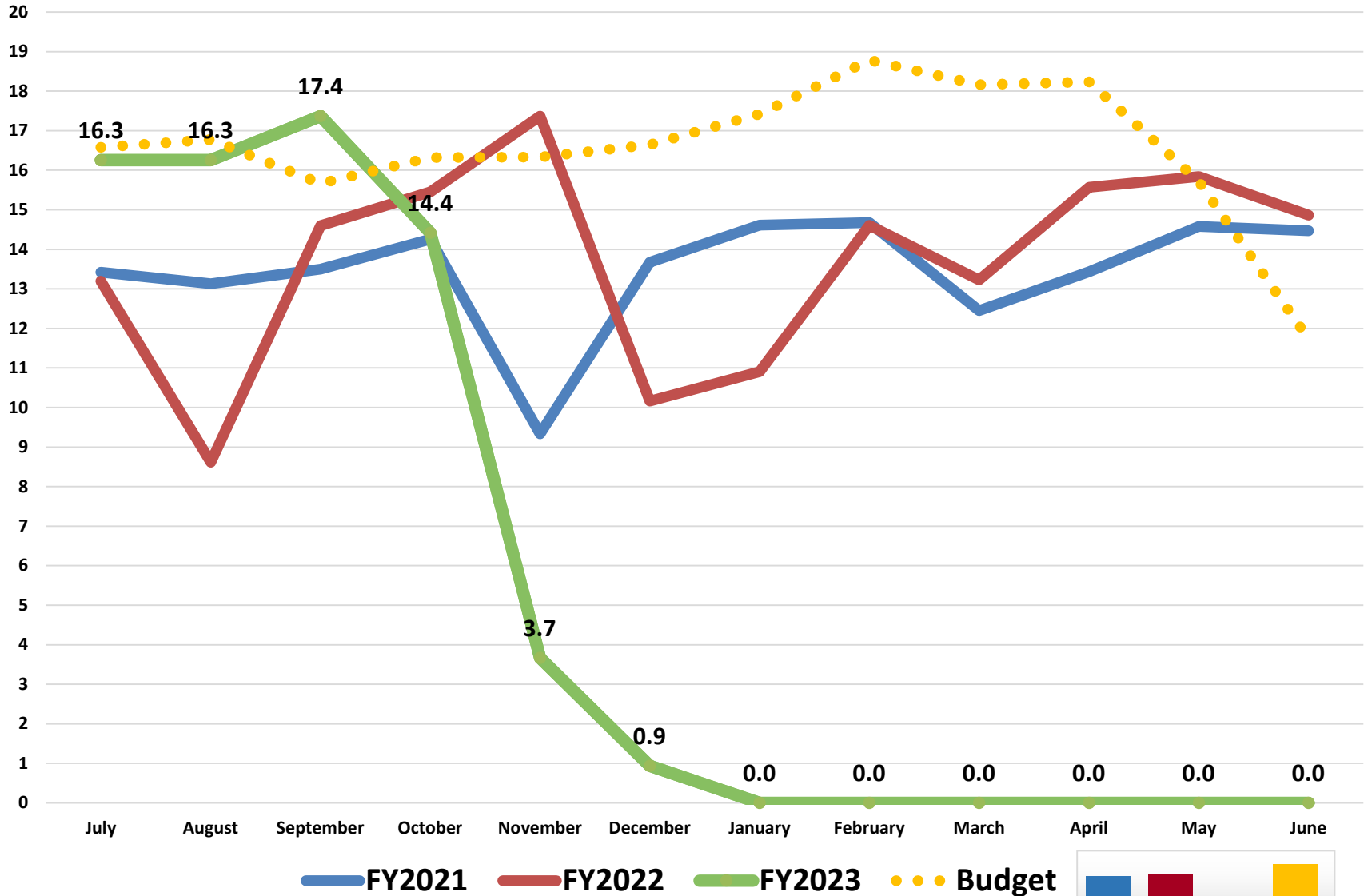
# Rehabilitation Hospital - Avg Patients Per Day



— FY2021   
 — FY2022   
 — FY2023   
 ••• Budget

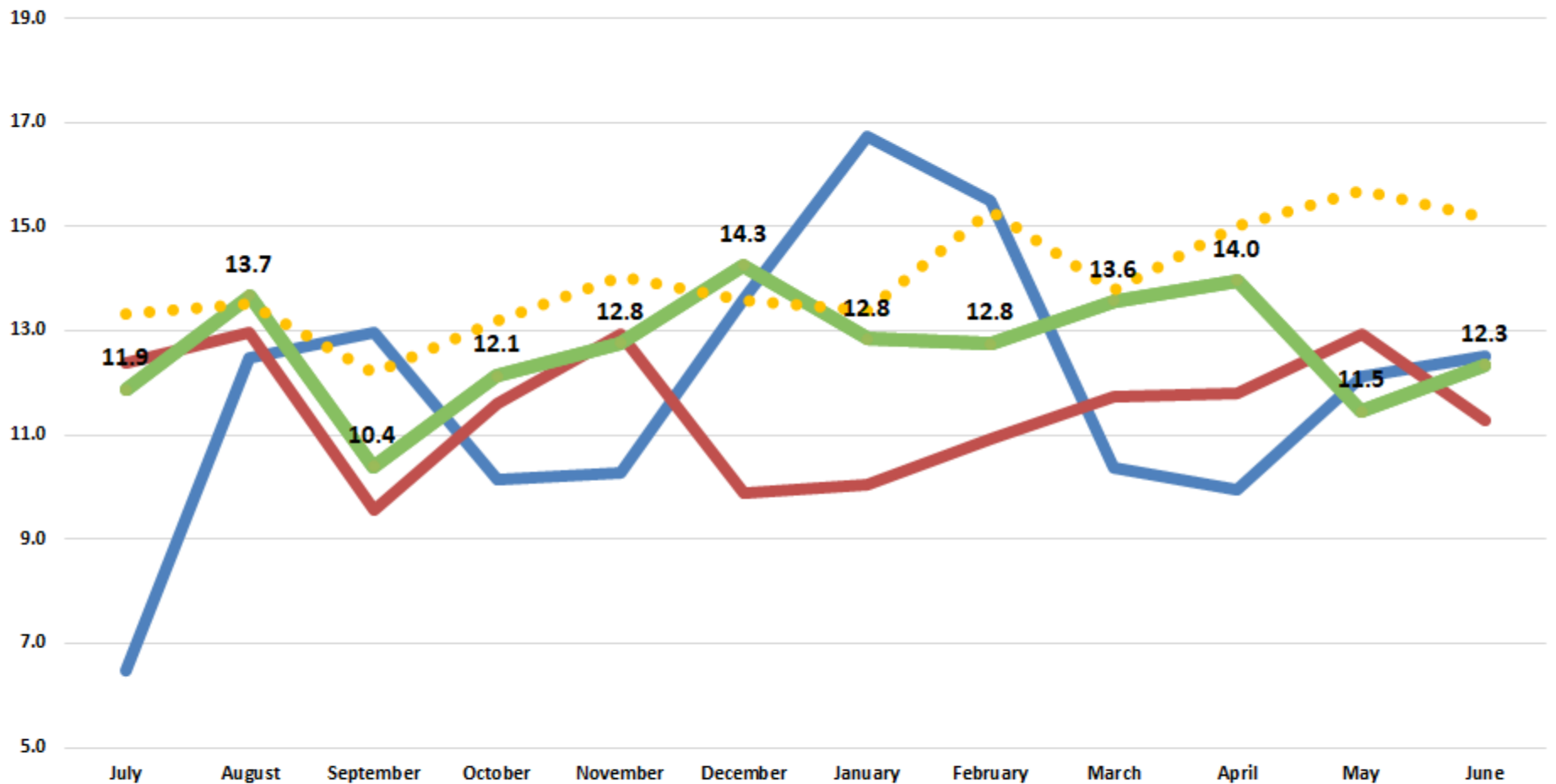


# Transitional Care Services (TCS) - Avg Patients Per Day



13.5	13.7	5.7	16.5
YTD FY21	YTD FY22	YTD FY23	YTD Budget

# TCS Ortho - Avg Patients Per Day

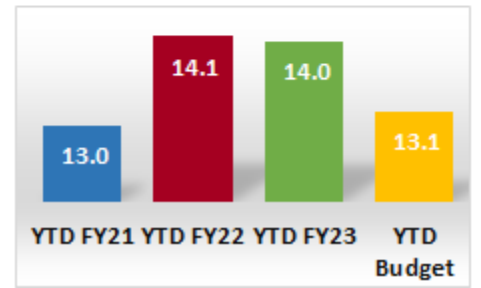
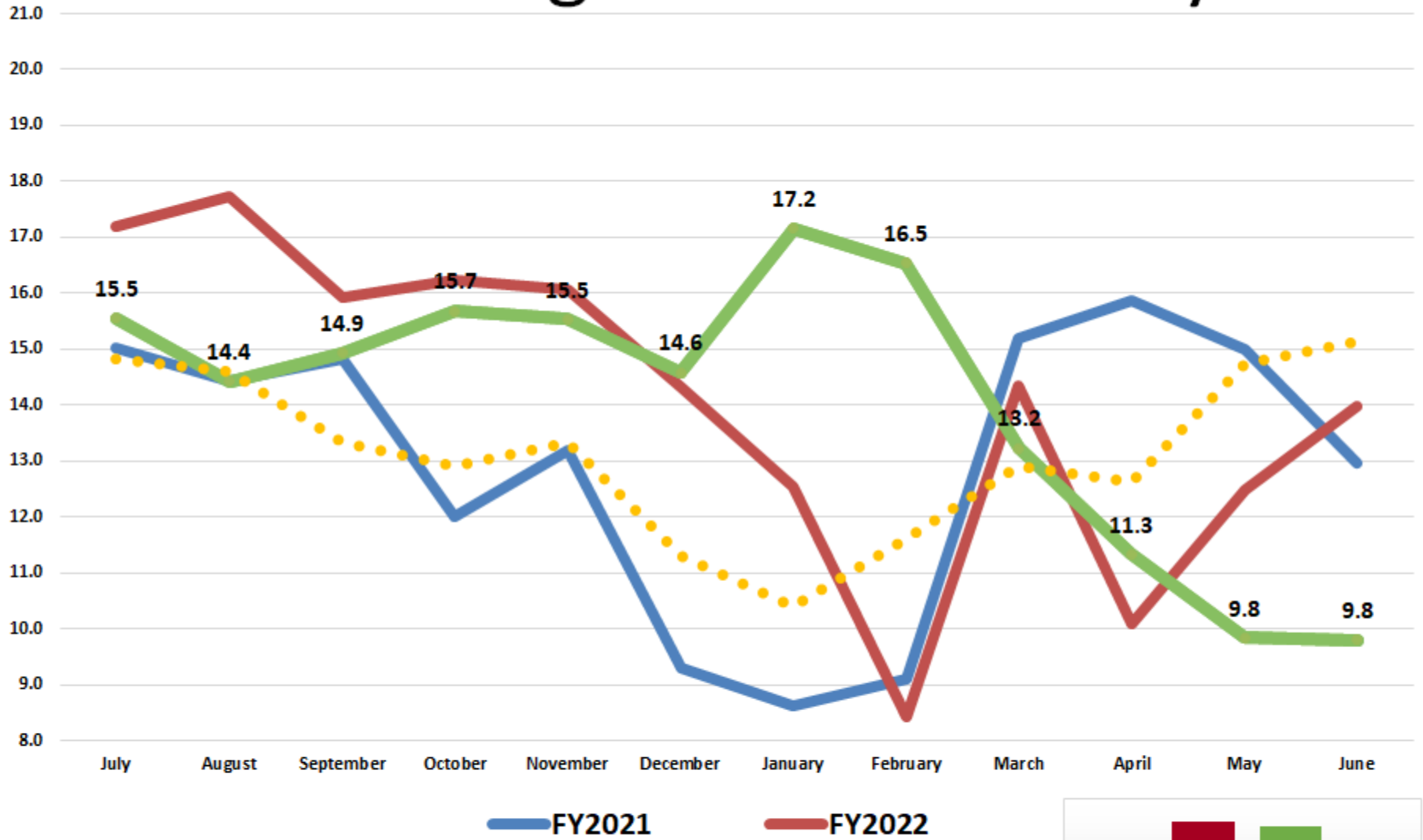


— FY2021 
 — FY2022 
 — FY2023 
 ●●● Budget

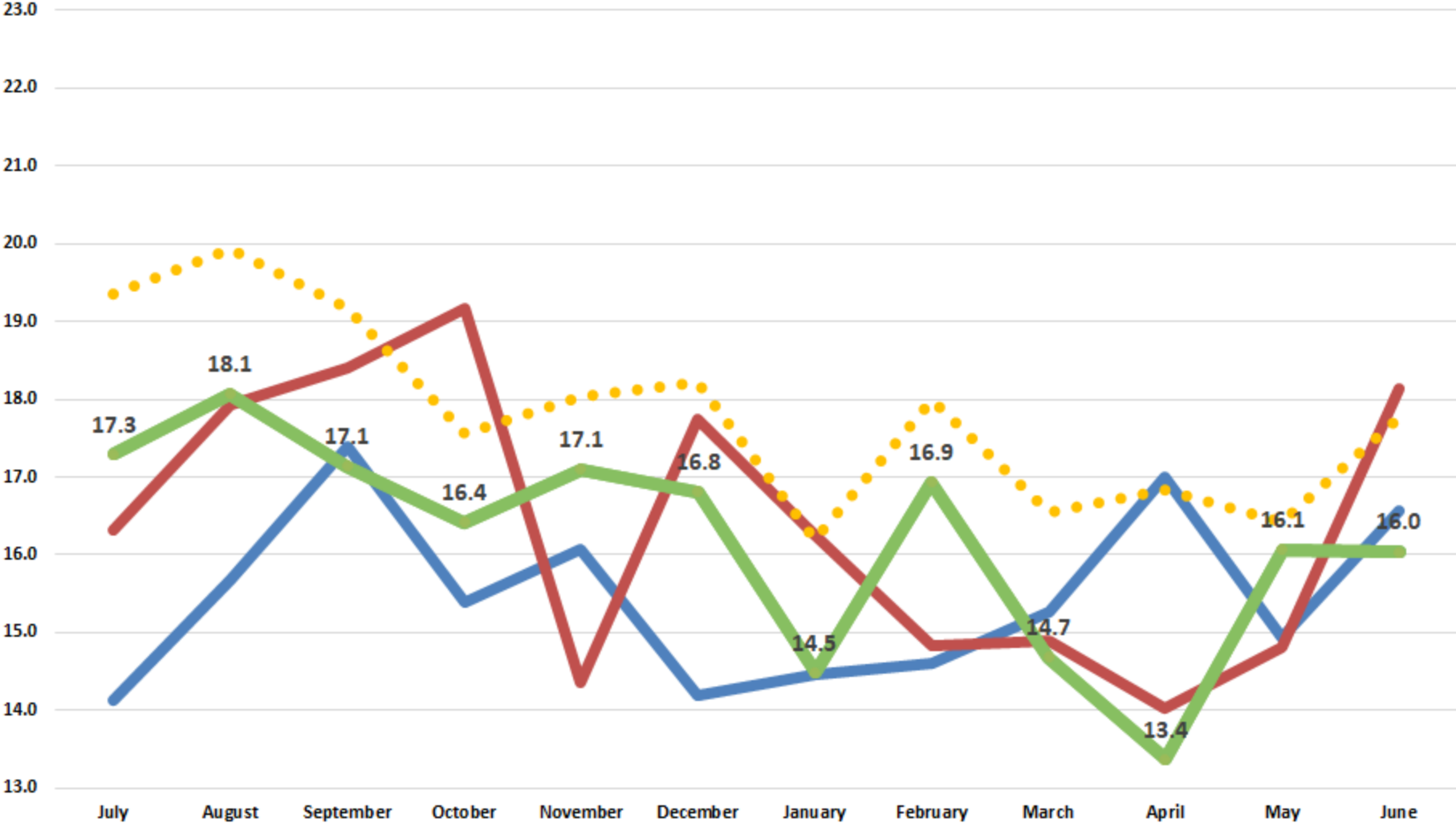




# NICU - Avg Patients Per Day



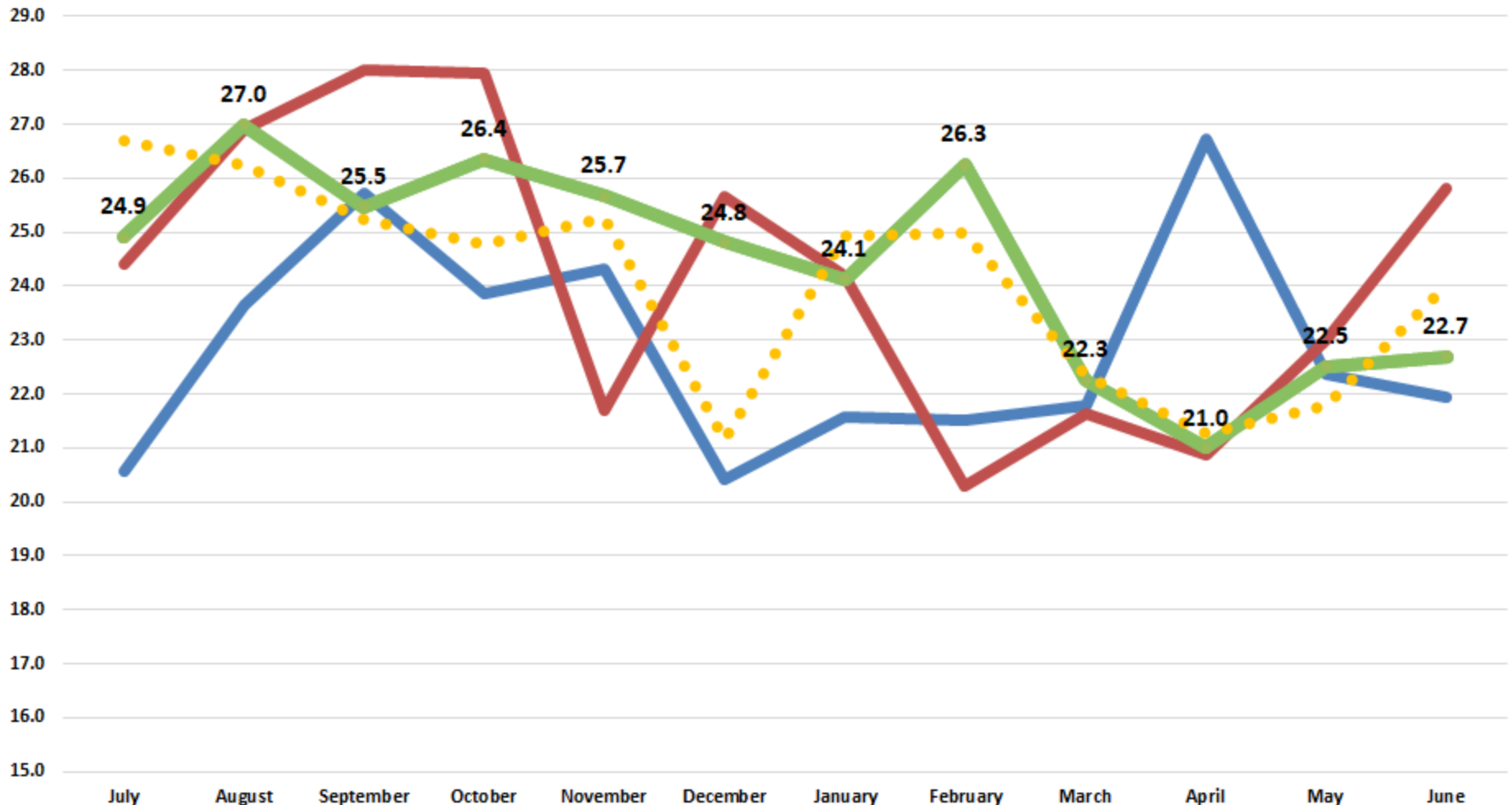
# Nursery - Avg Patients Per Day



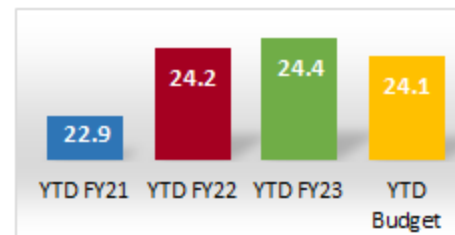
— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



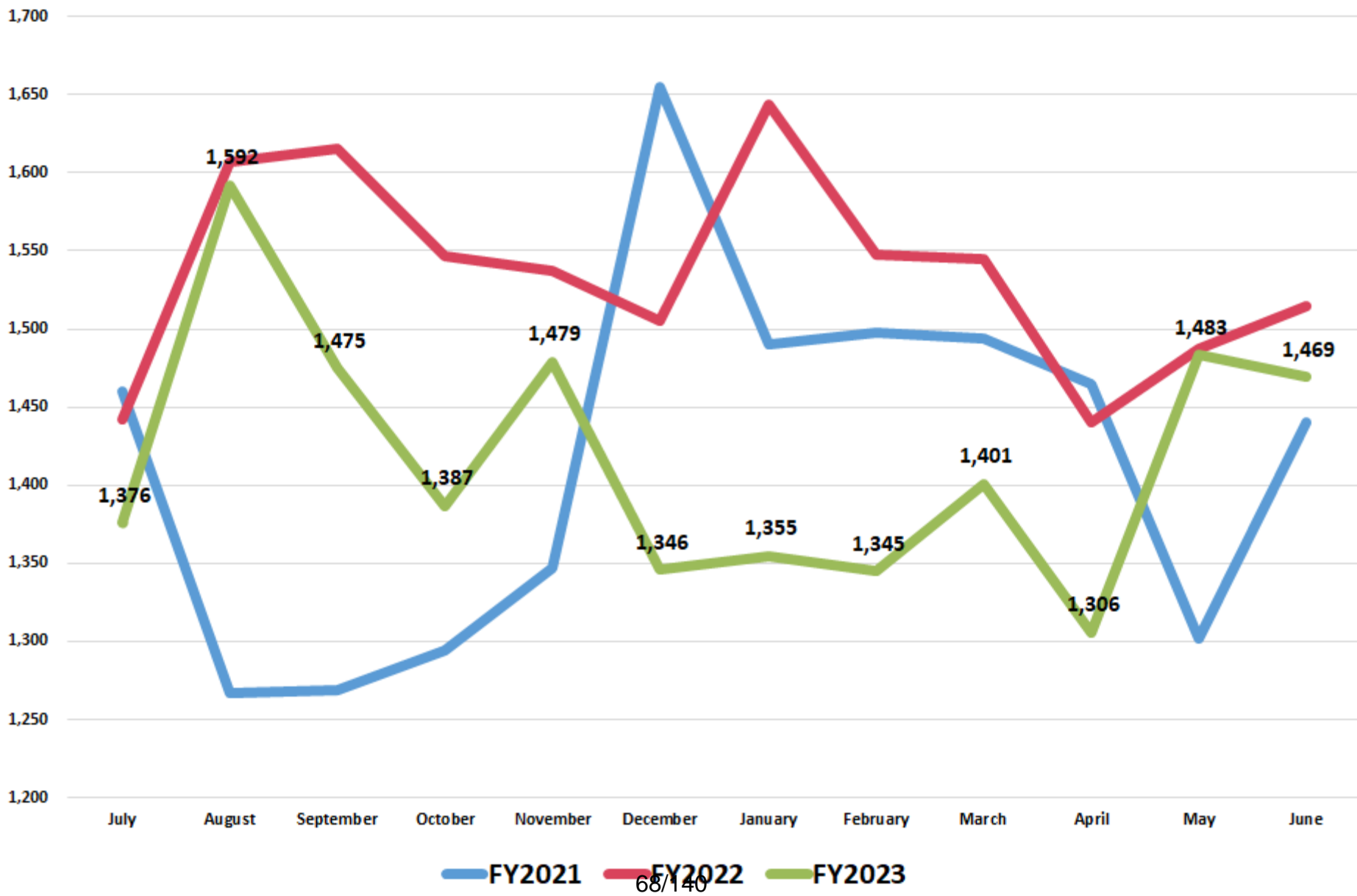
# Obstetrics - Avg Patients Per Day



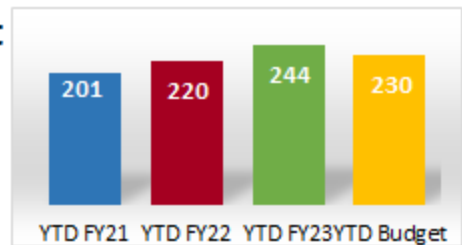
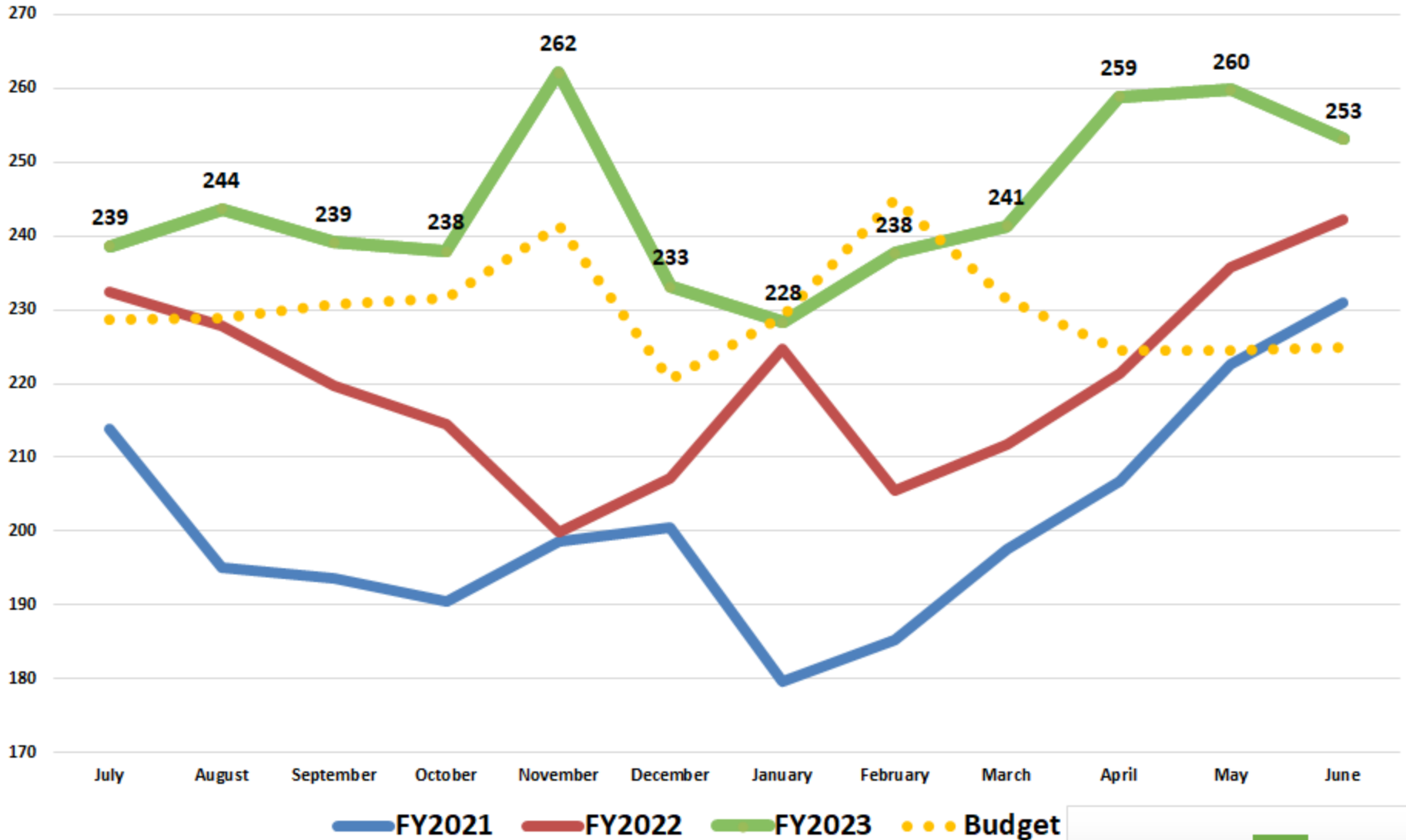
— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



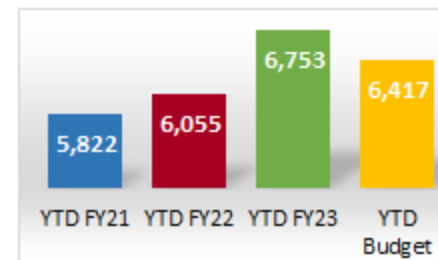
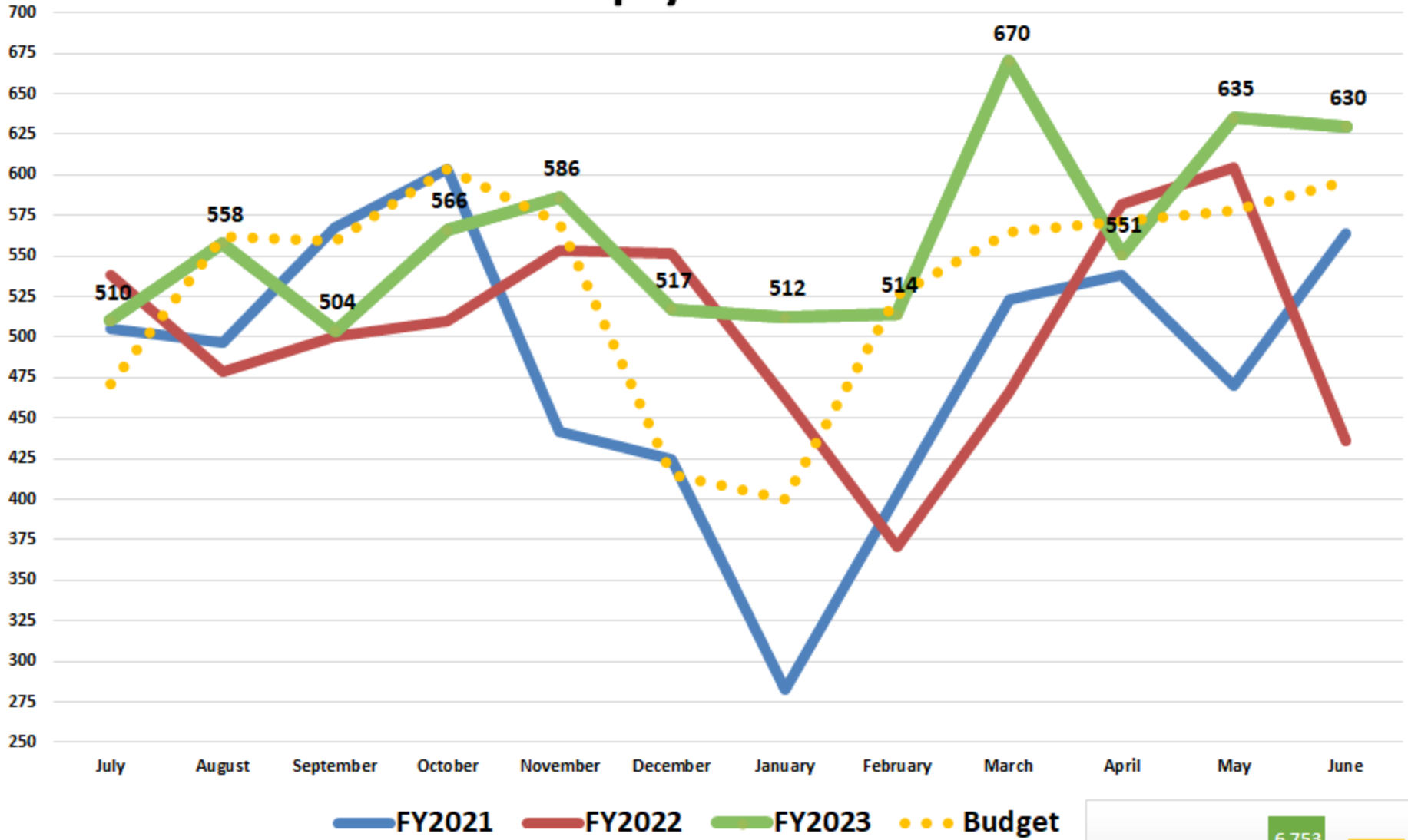
# Outpatient Registrations Per Day



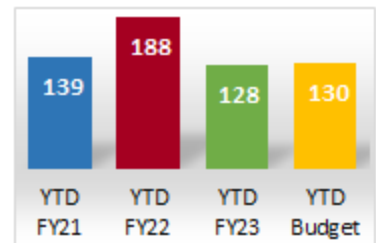
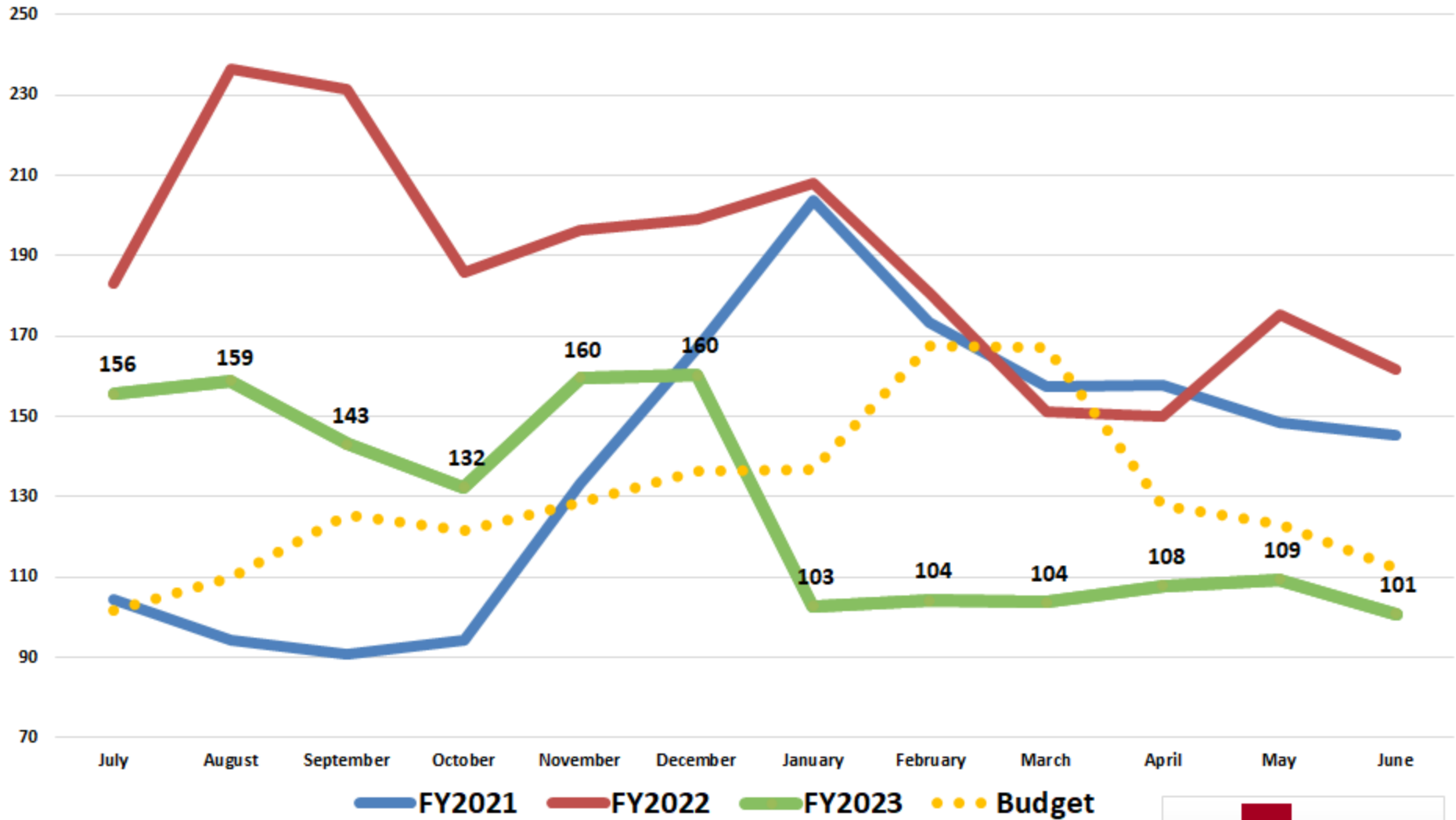
# ED - Avg Treated Per Day



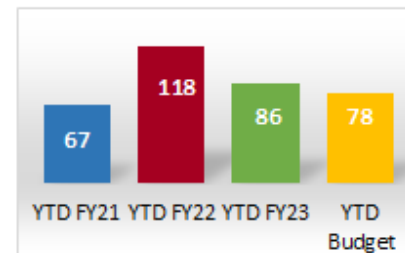
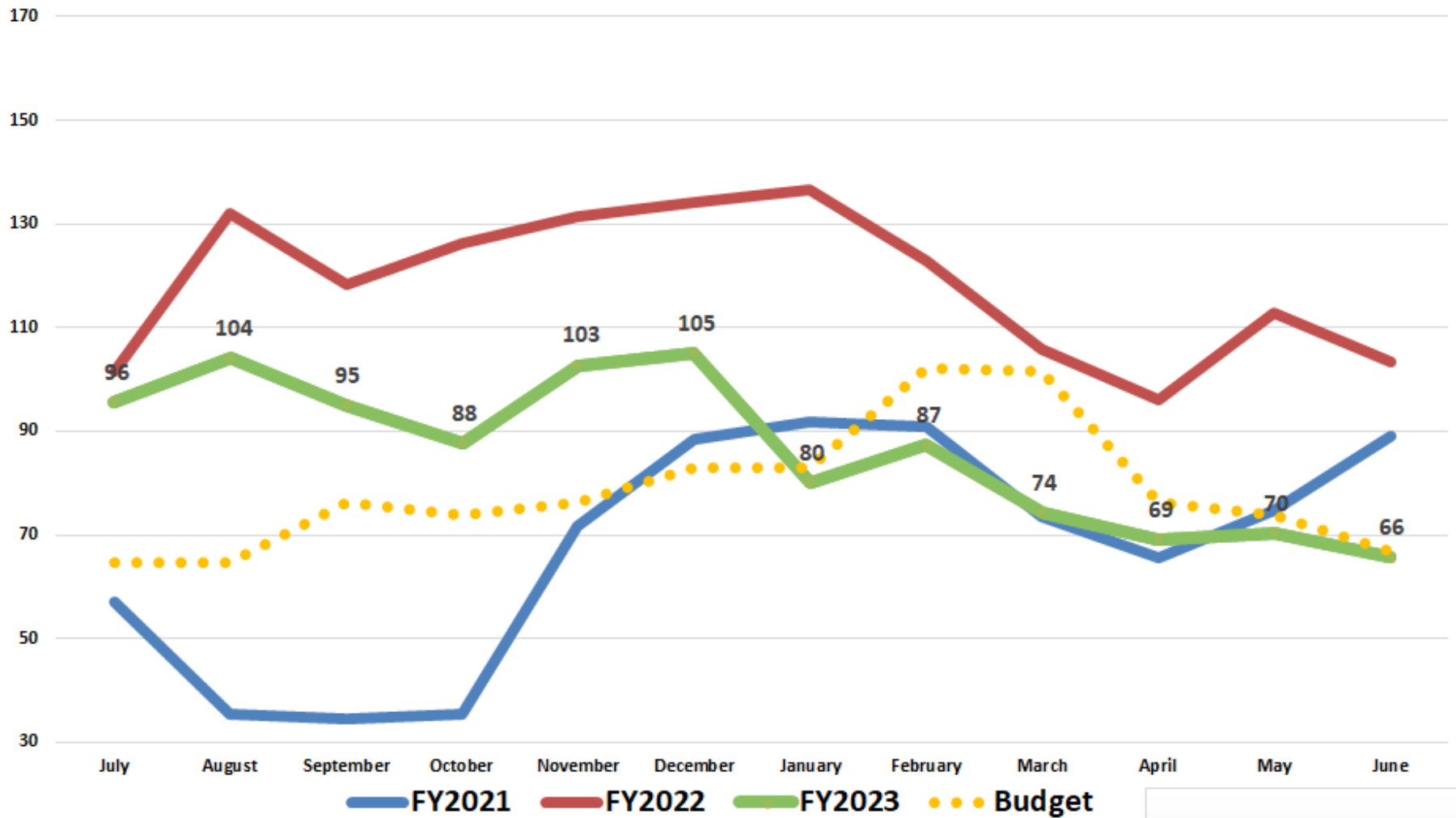
# Endoscopy Procedures



# Urgent Care – Court Avg Visits Per Day

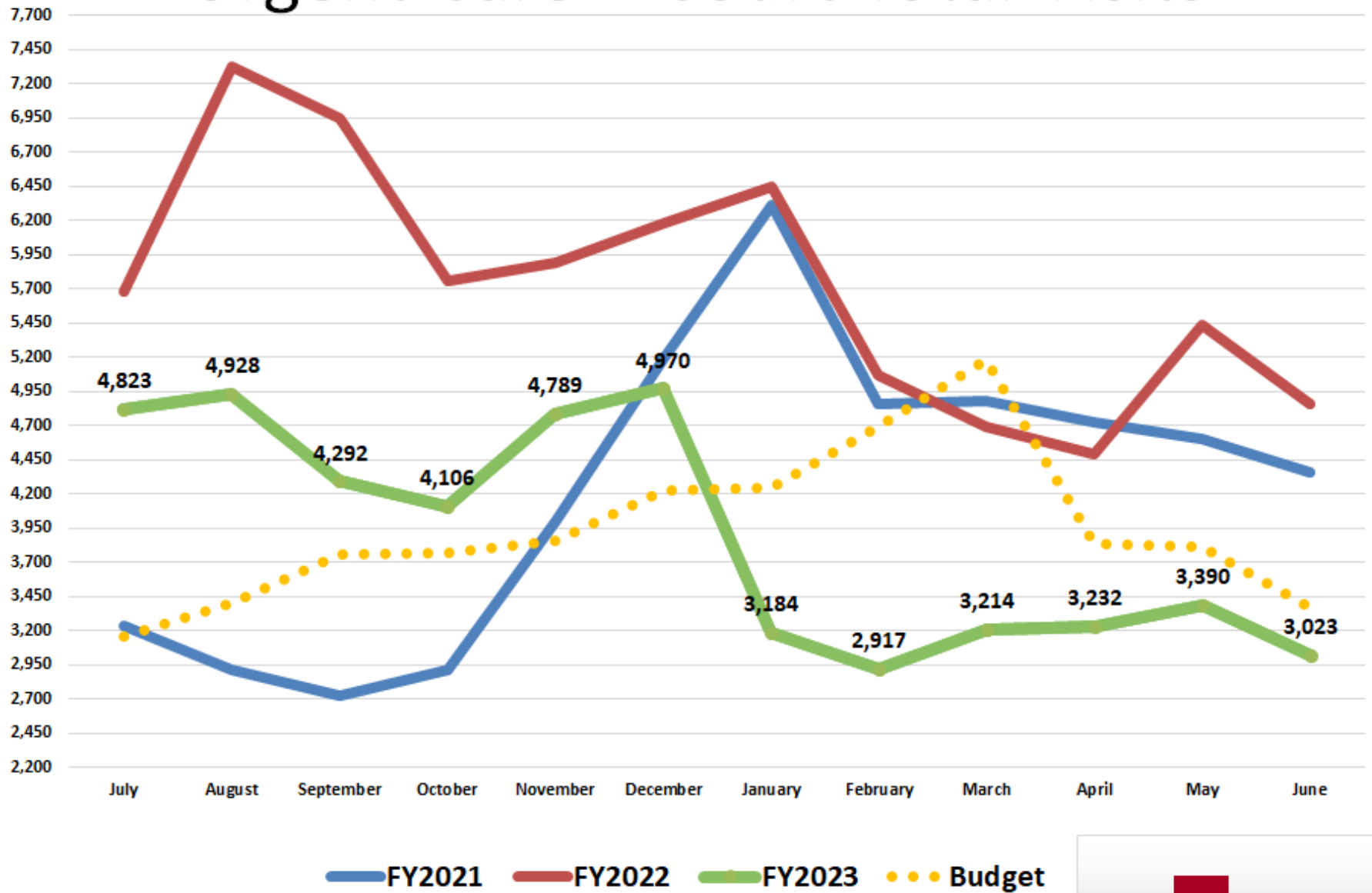


# Urgent Care – Demaree Avg Visits Per Day



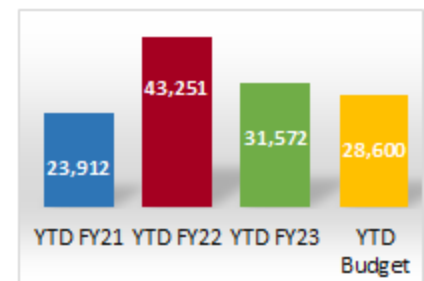
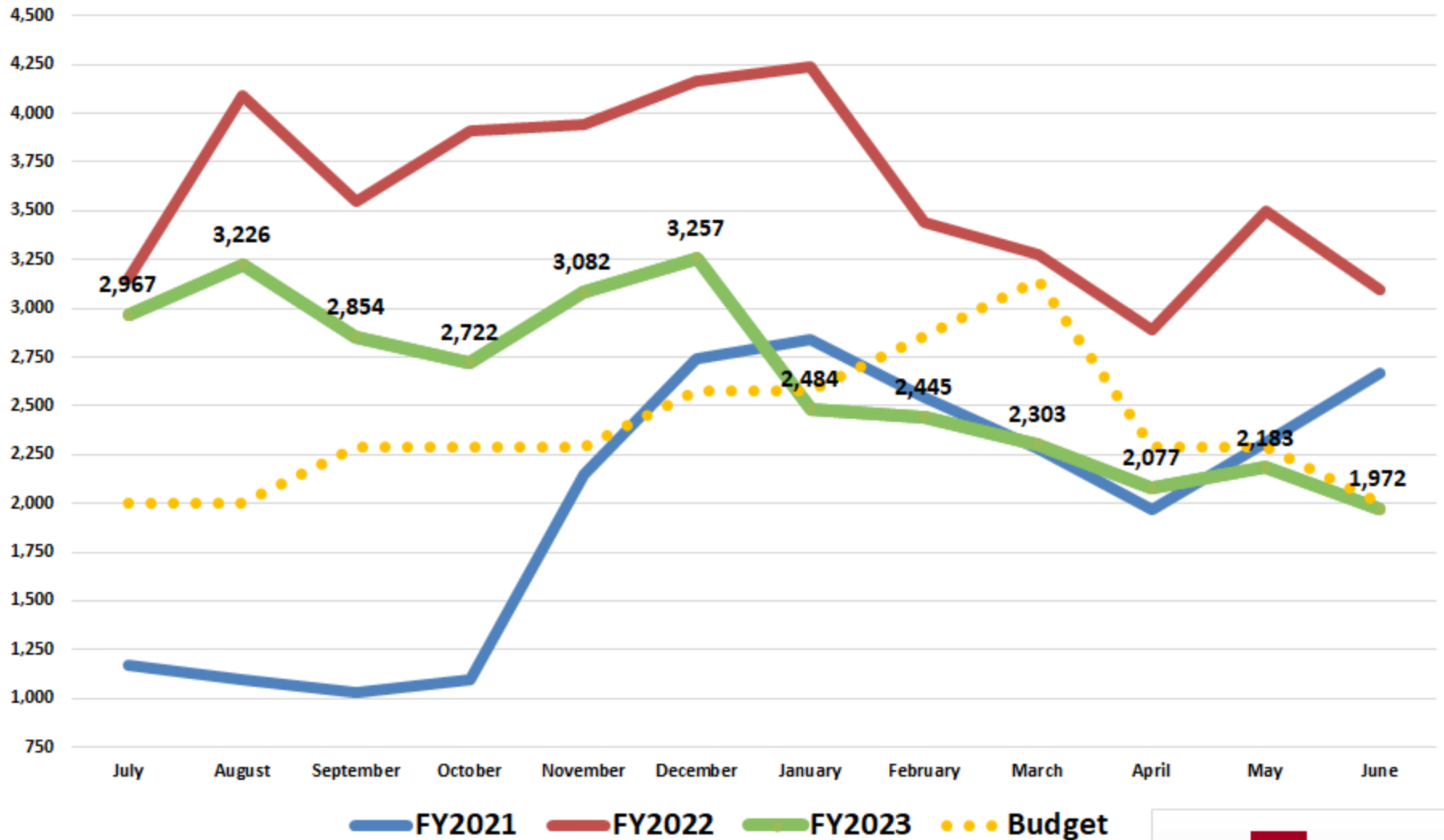


# Urgent Care – Court Total Visits

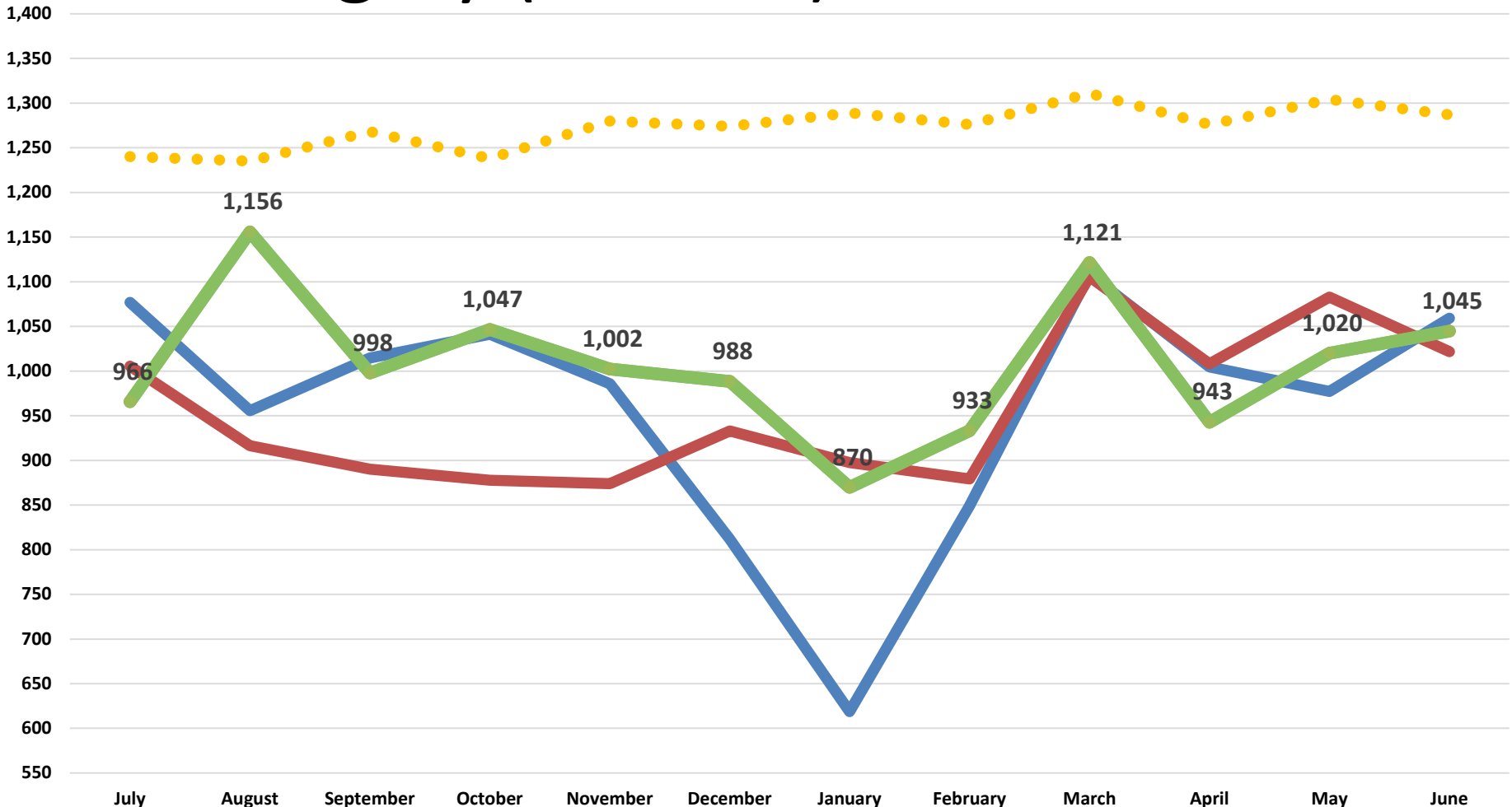


50,735	68,778	46,868	47,323
YTD FY21	YTD FY22	YTD FY23	YTD Budget

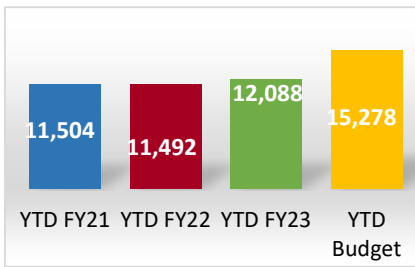
# Urgent Care – Demaree Total Visits



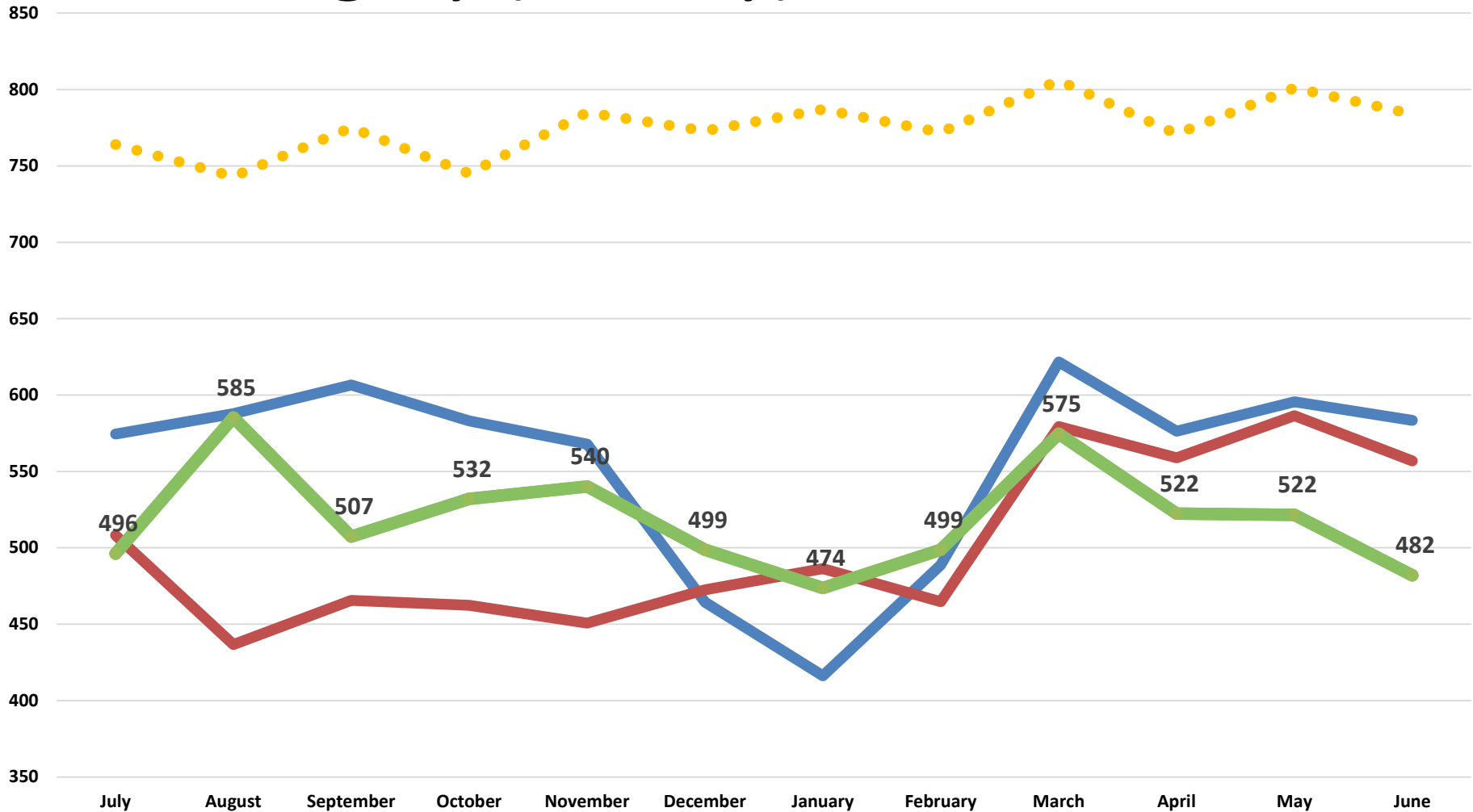
# Surgery (IP & OP) – 100 Min Units



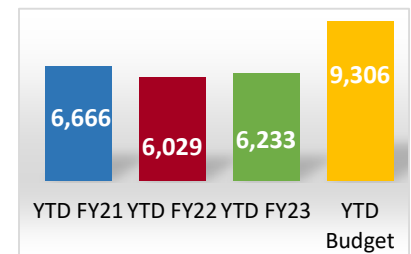
— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



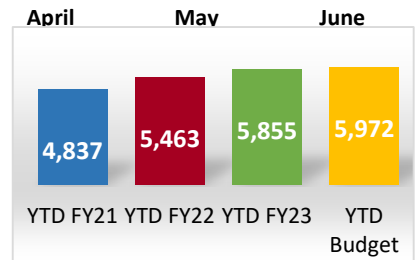
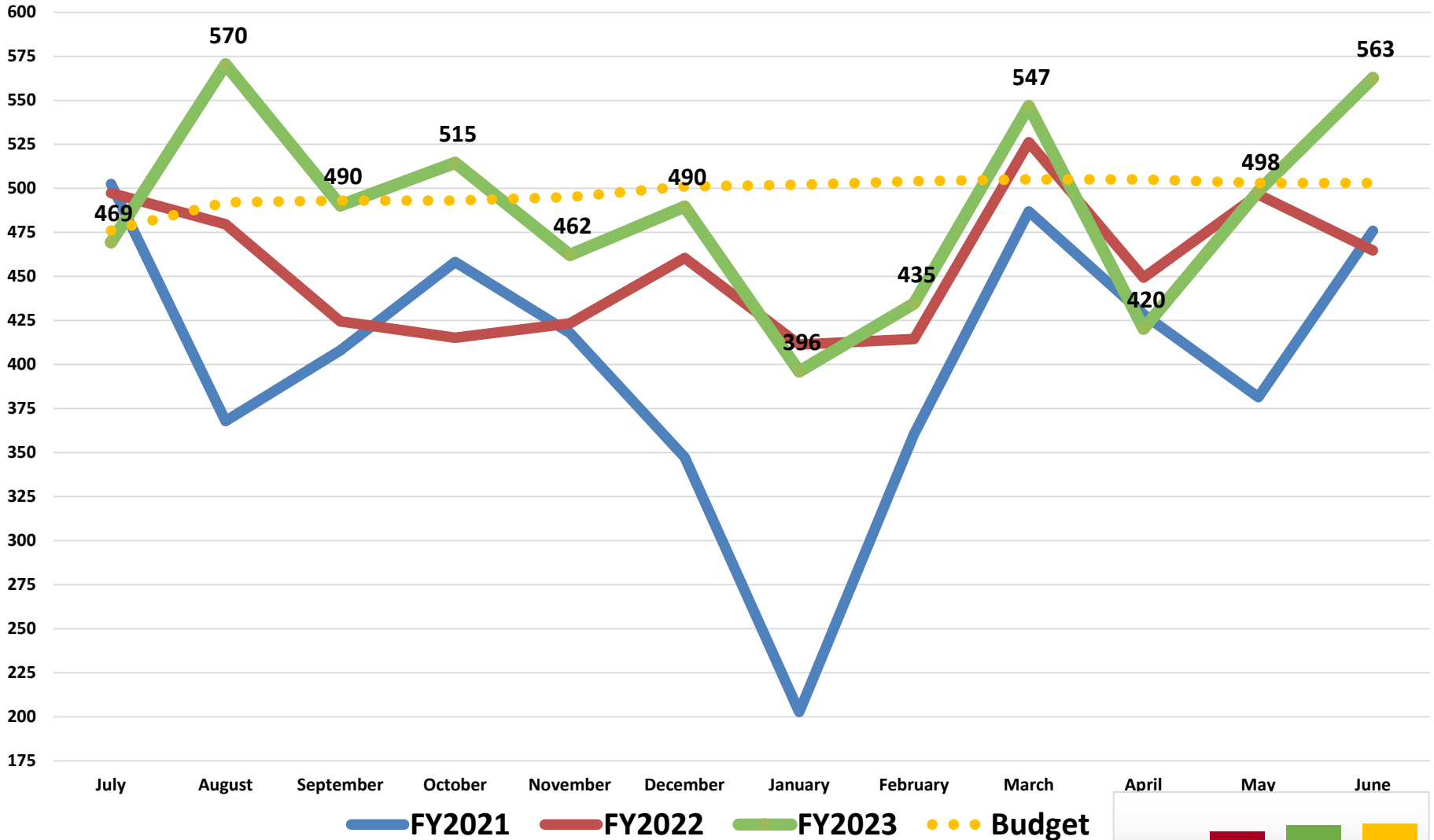
# Surgery (IP Only) - 100 Min Unit



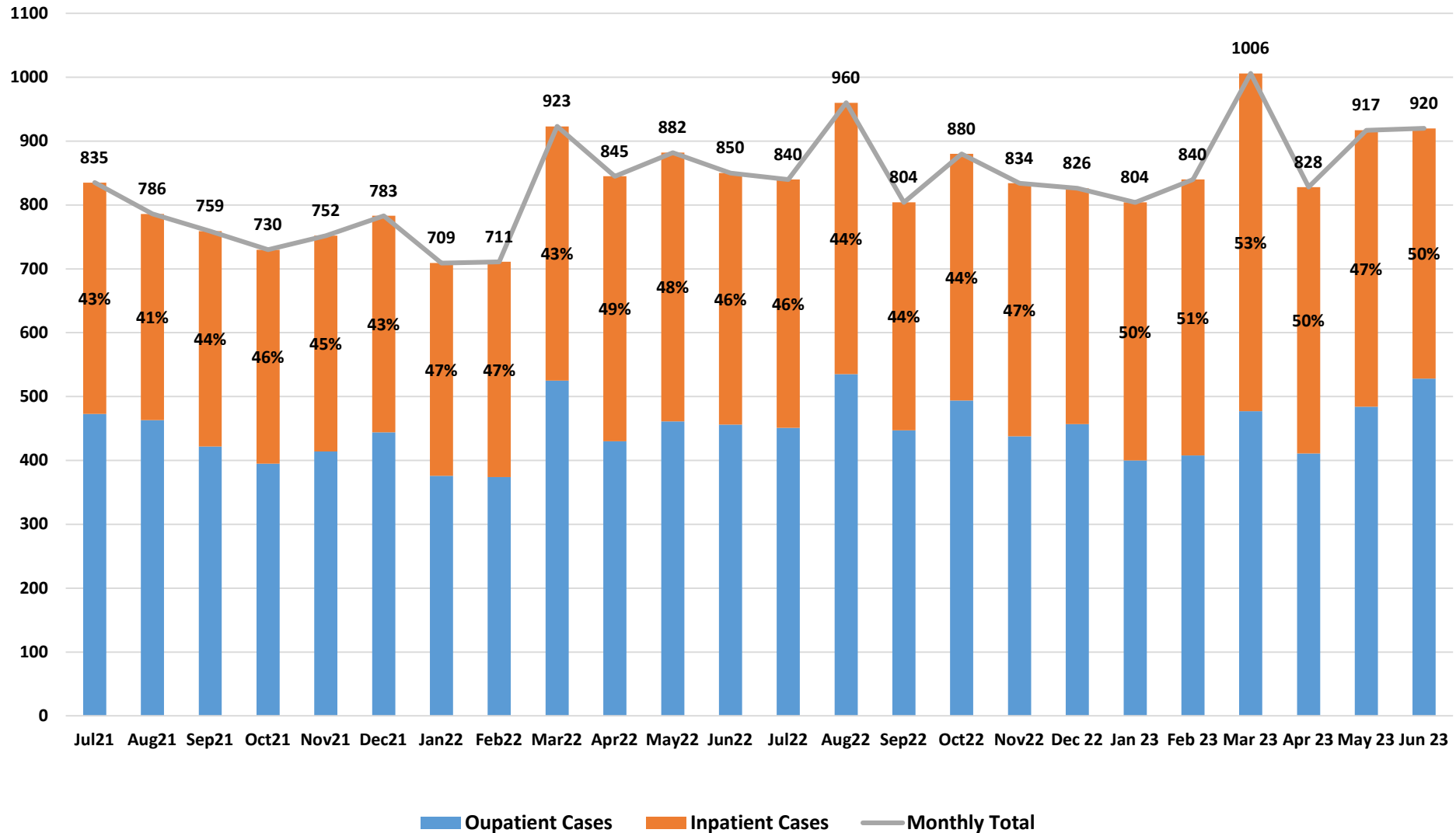
— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



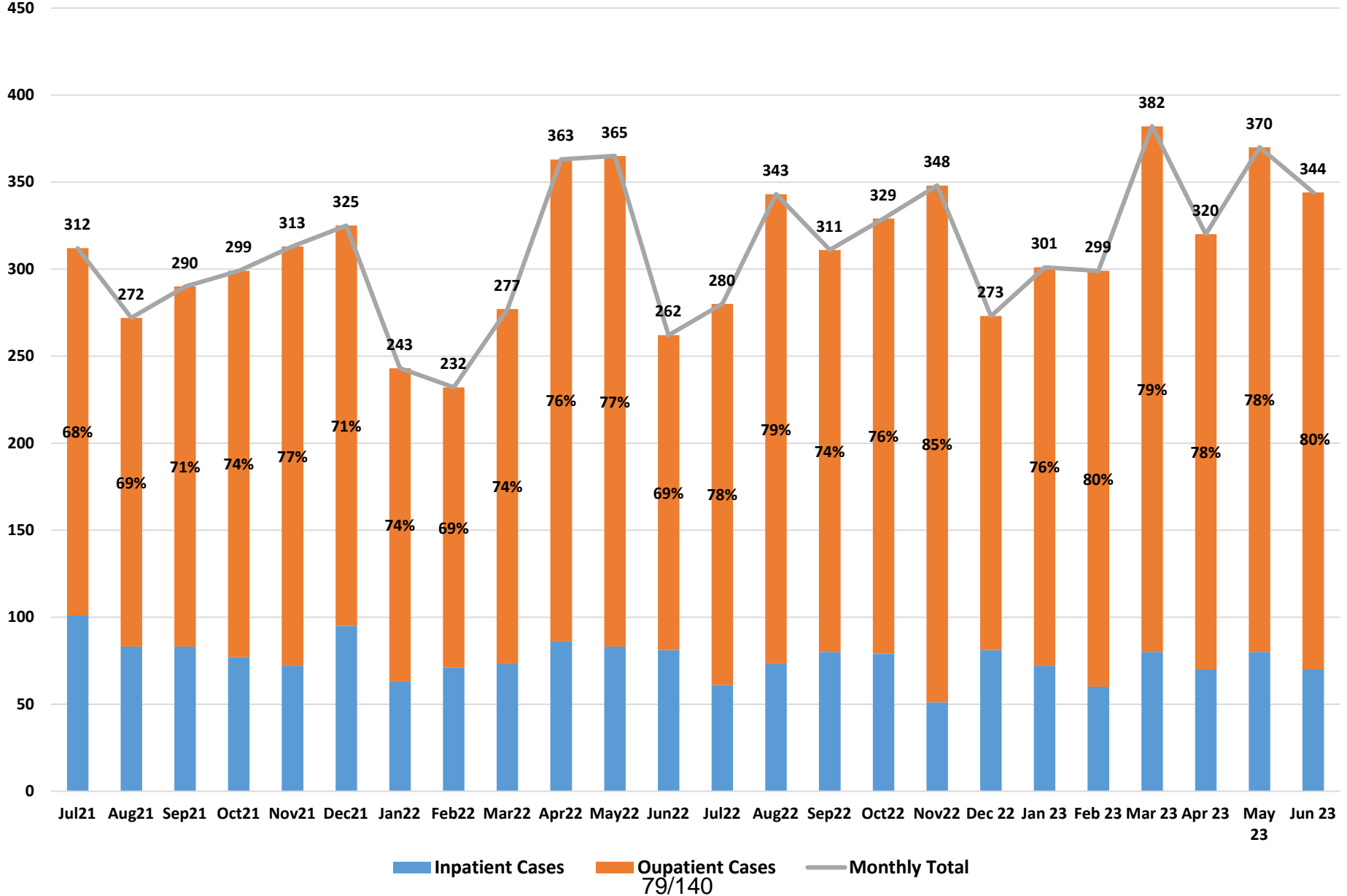
# Surgery (OP Only) - 100 Min Units



# Surgery Cases (IP & OP)

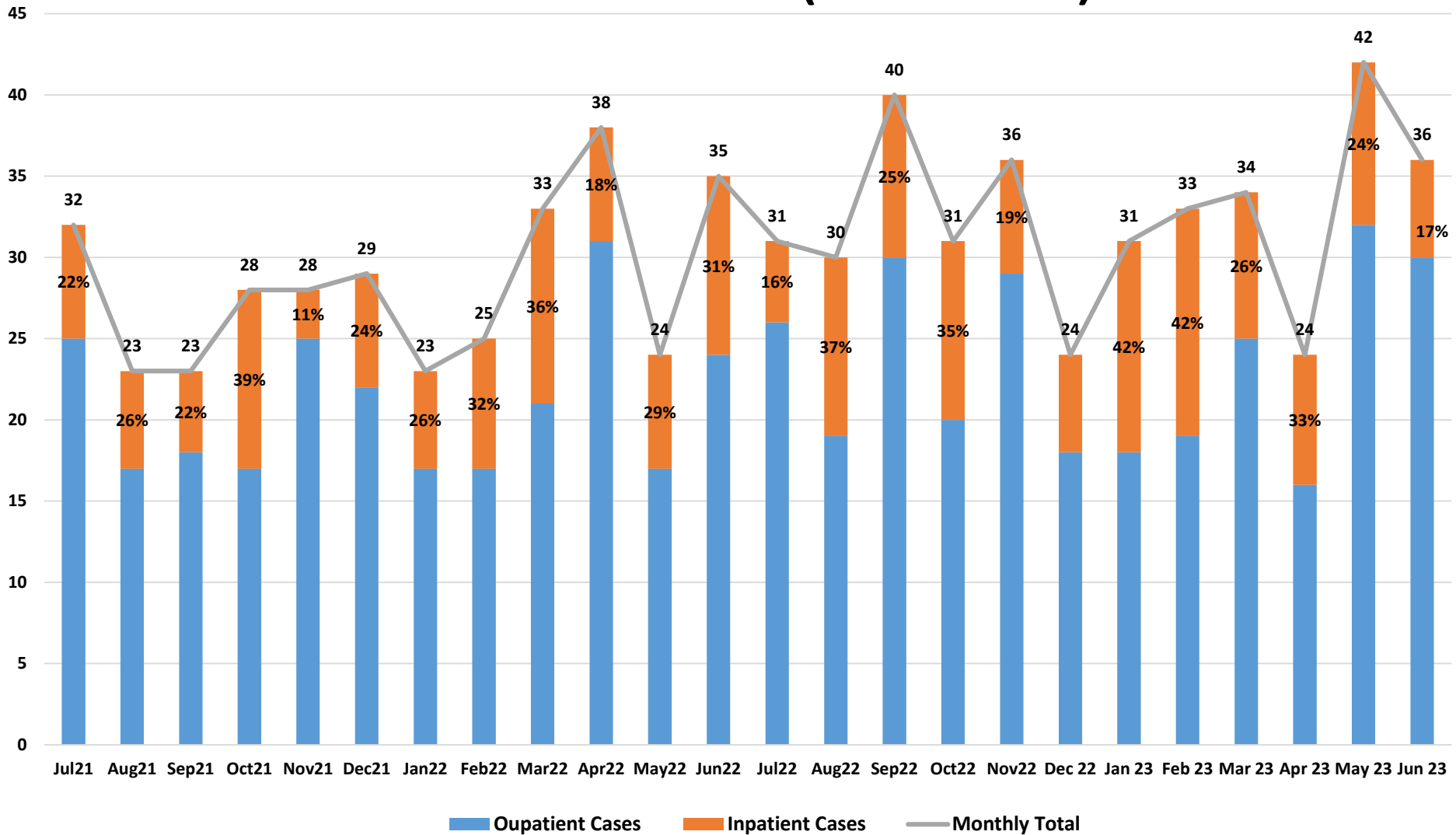


# Endo Cases (Endo Suites)



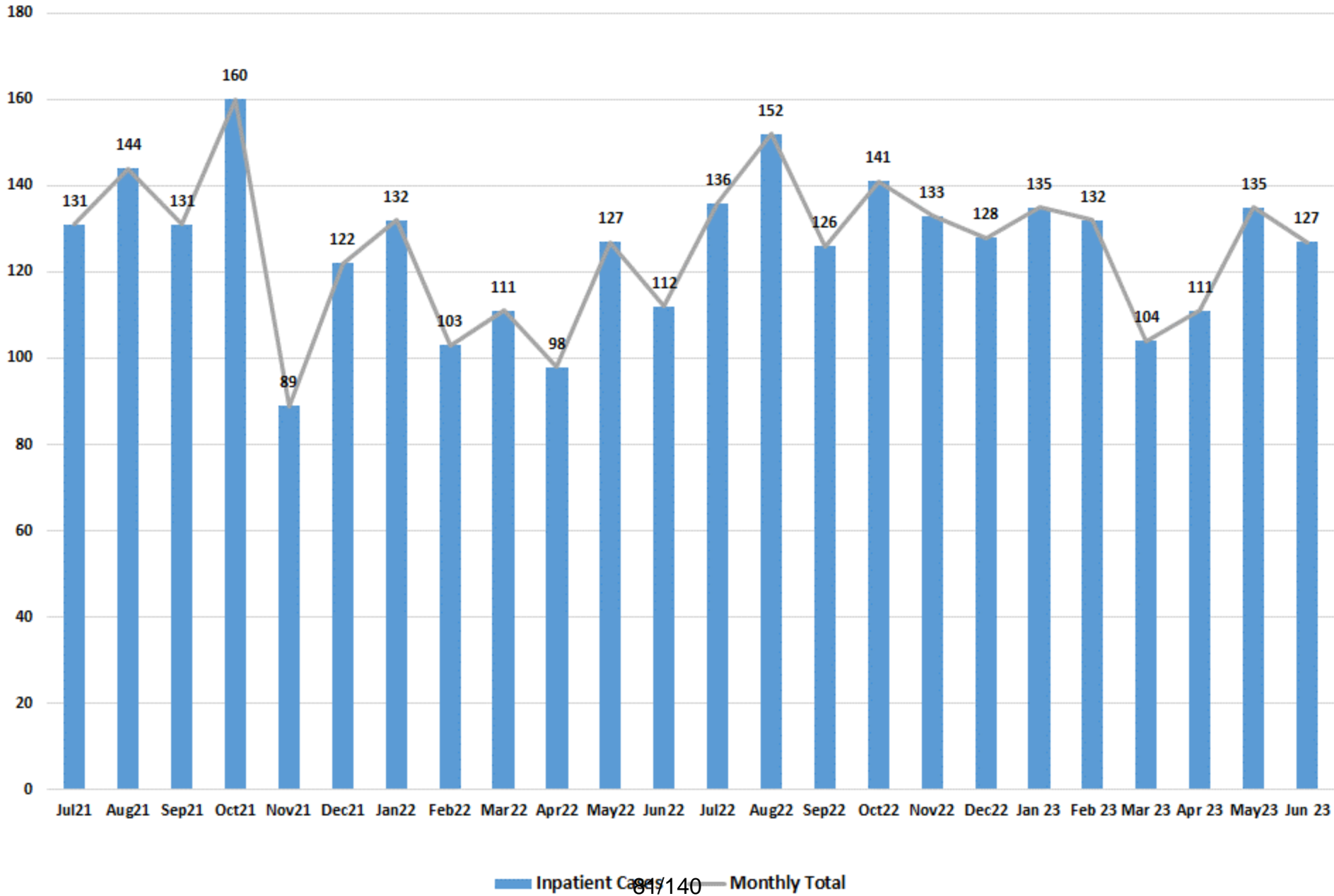
79/140

# Robotic Cases (IP & OP)

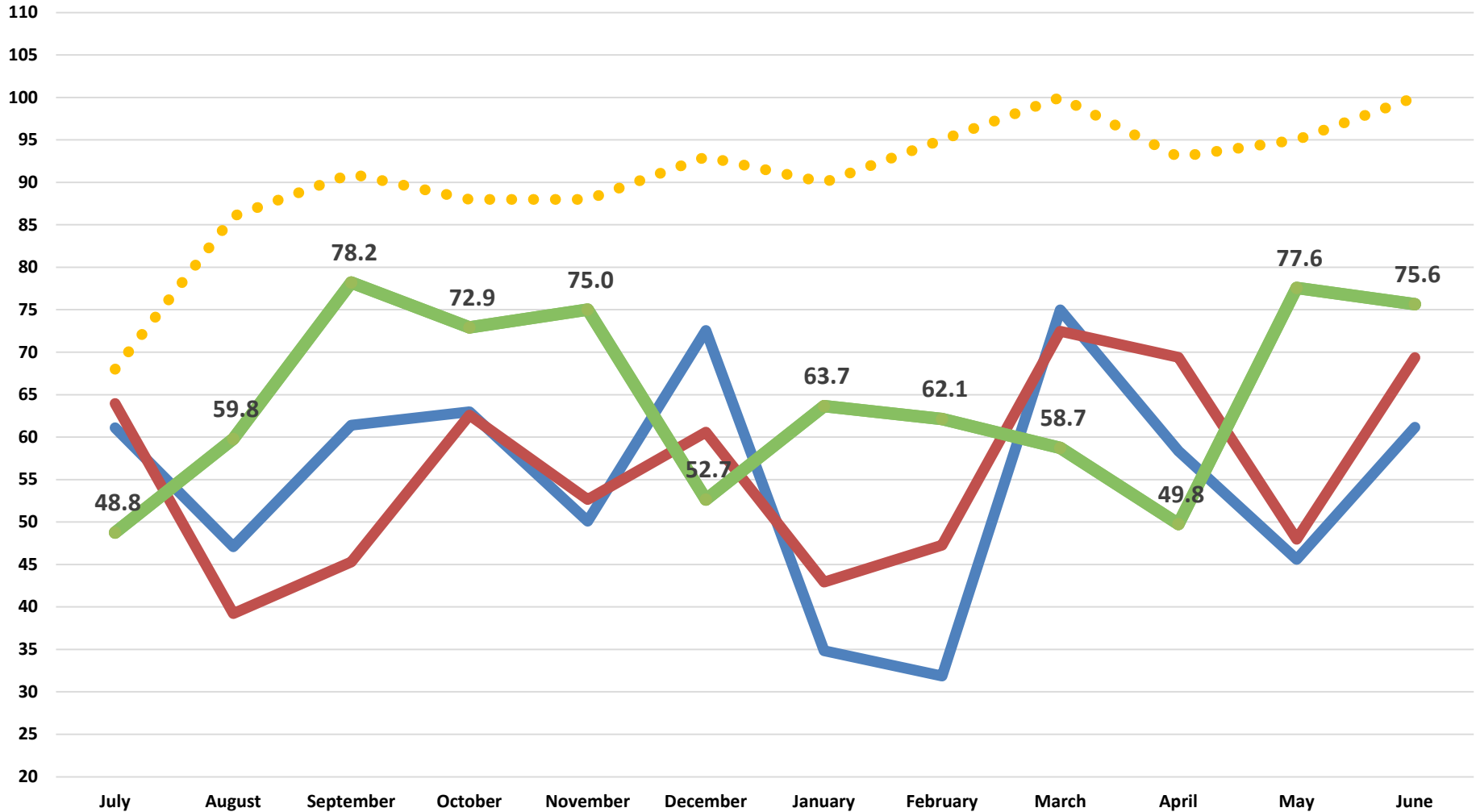




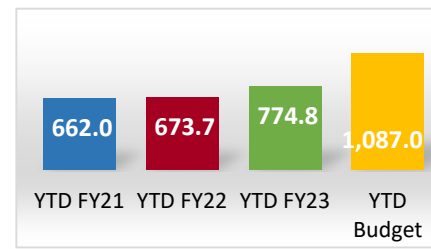
# OB Cases



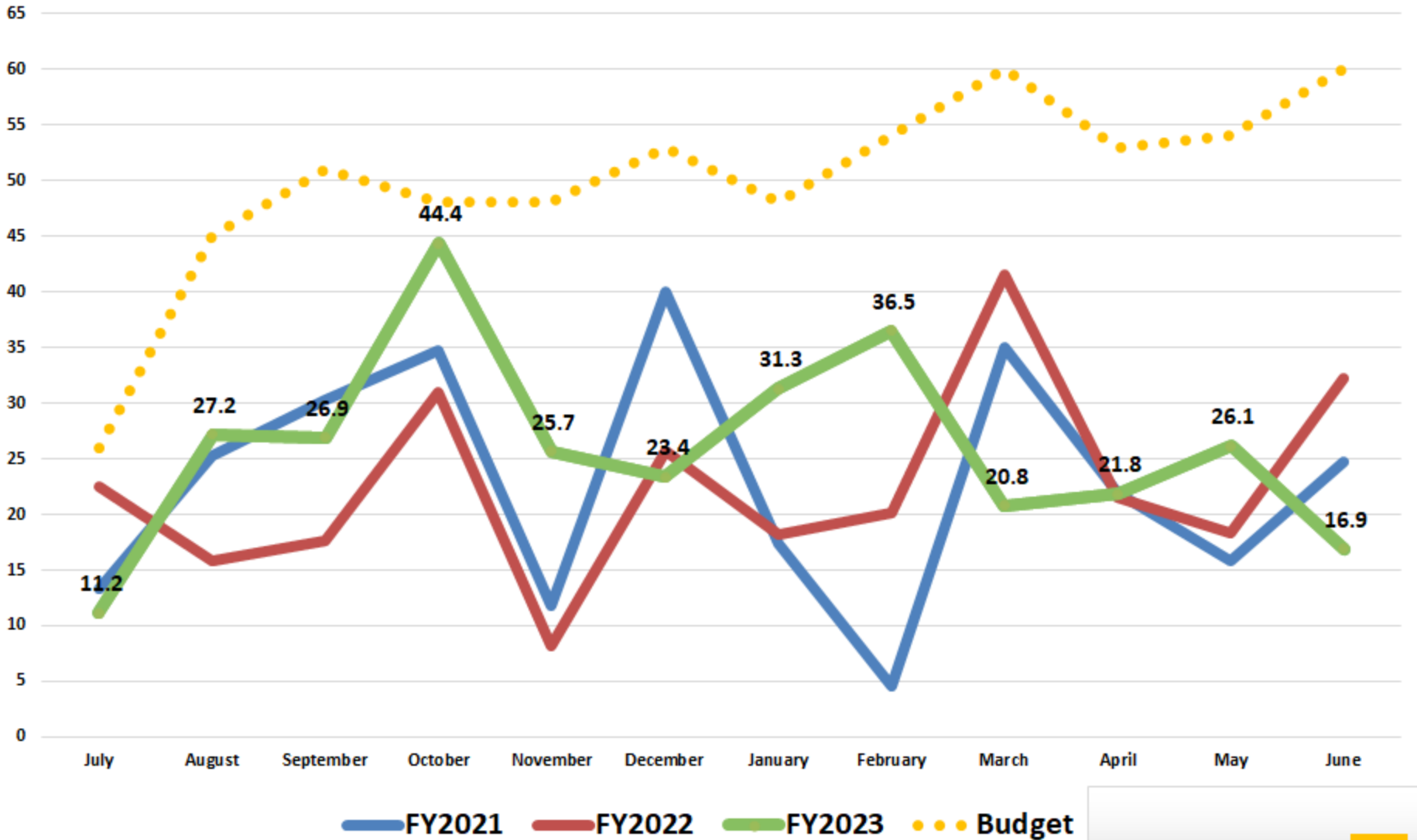
# Robotic Surgery (IP & OP) - 100 Min Units



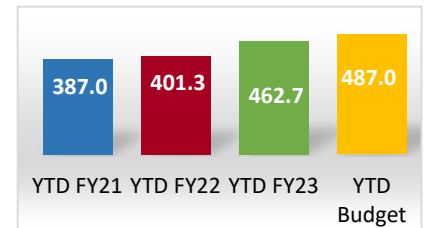
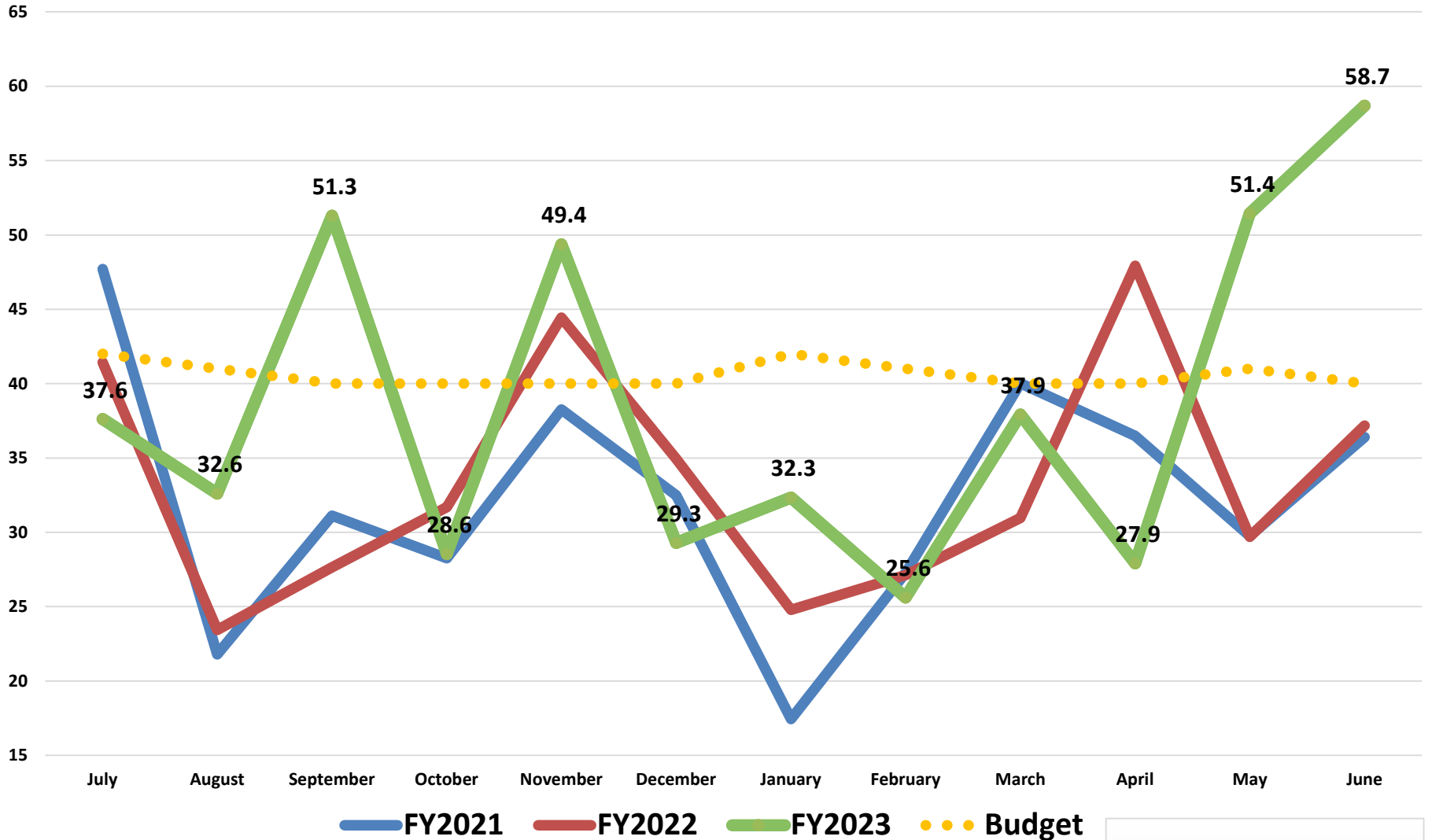
— FY2021   
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 — FY2023   
 ●●● Budget



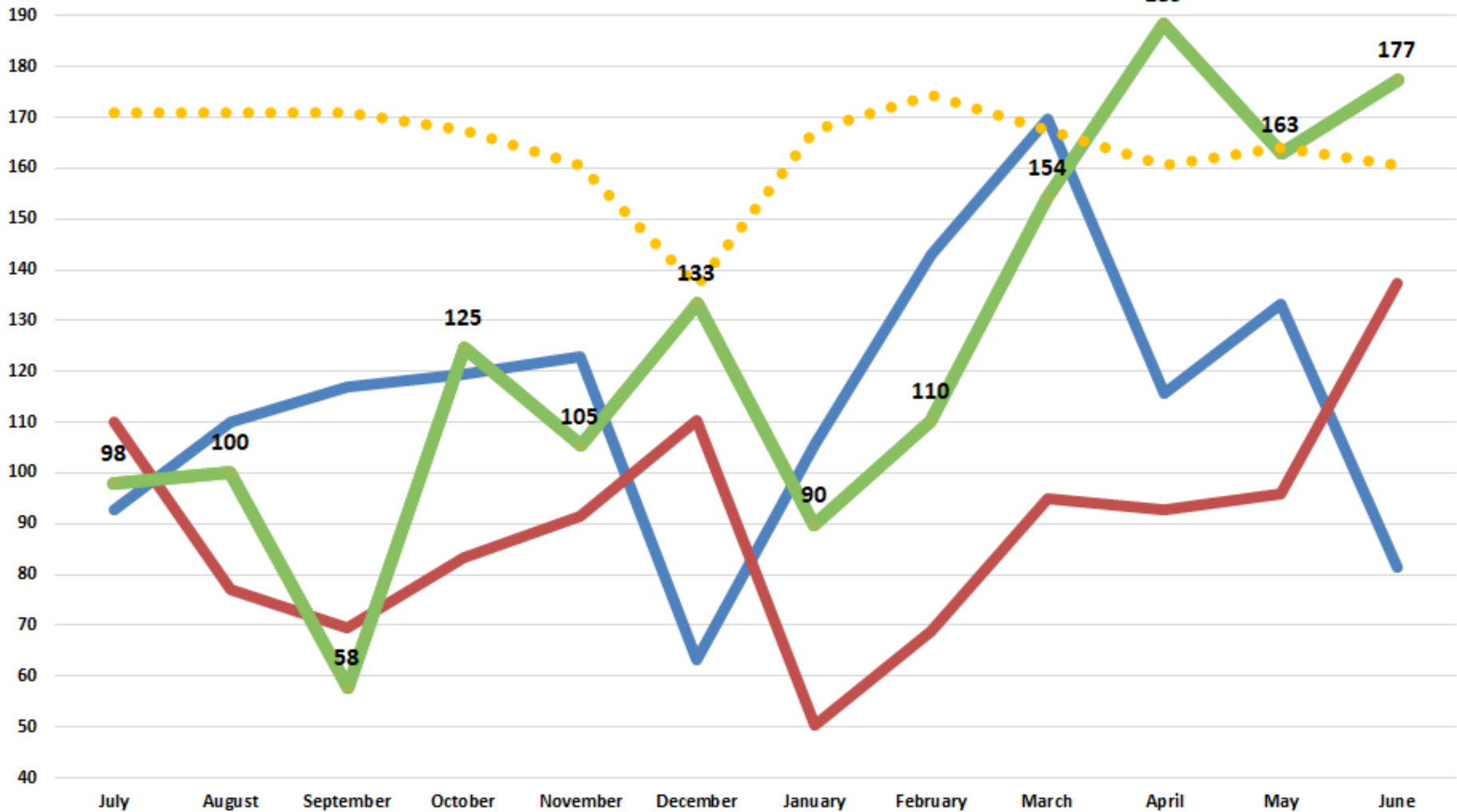
# Robotic Surgery Minutes (IP Only)



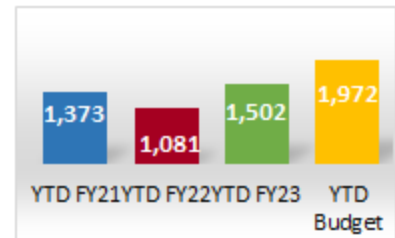
# Robotic Surgery Minutes (OP Only)



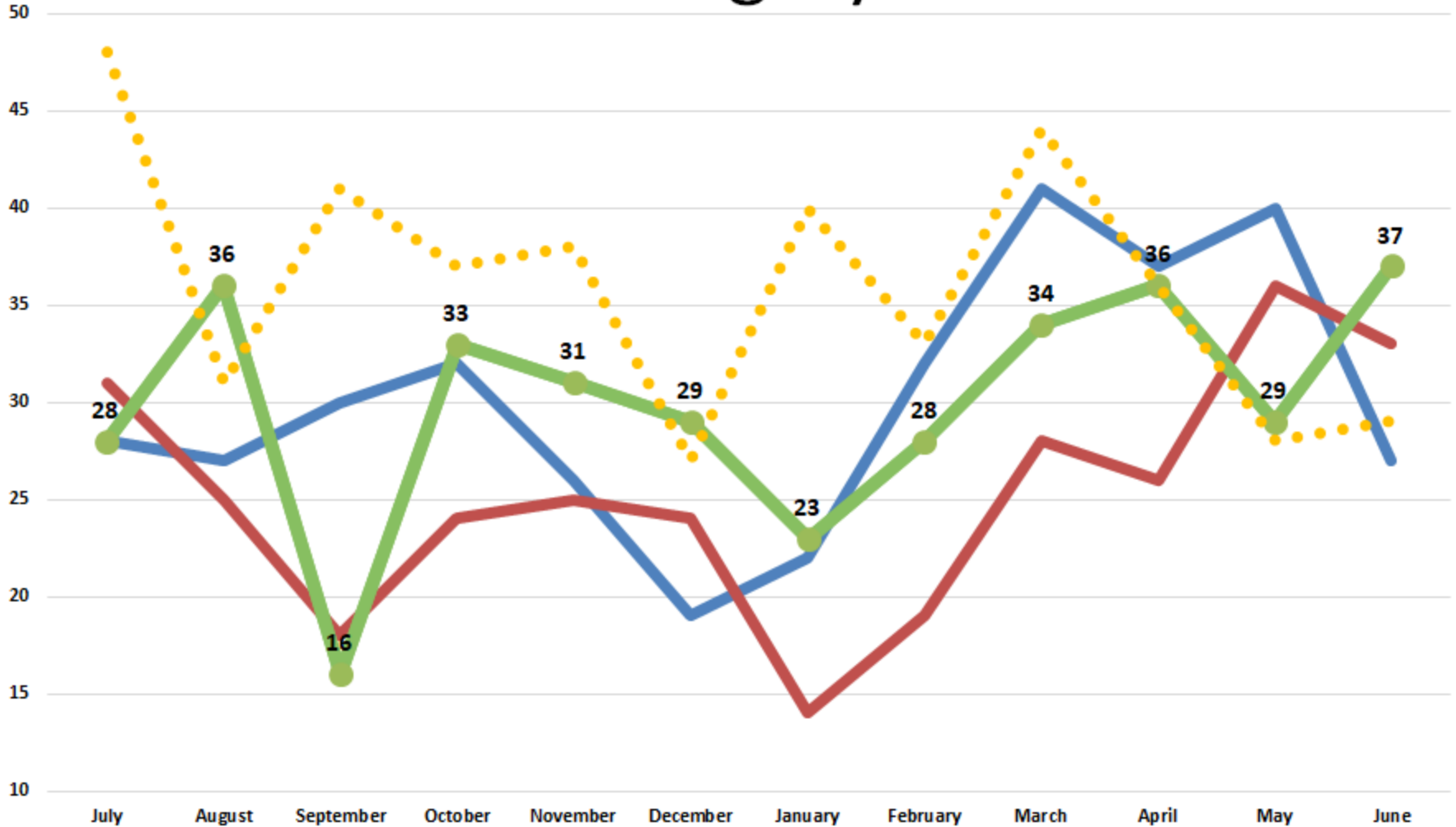
# Cardiac Surgery - 100 Min Units



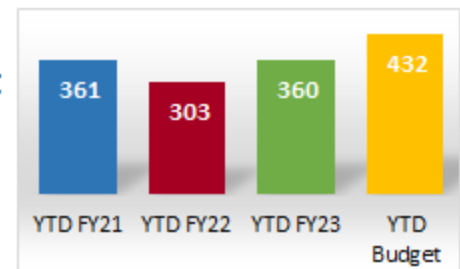
— FY2021   
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 — FY2023   
 ●●● Budget



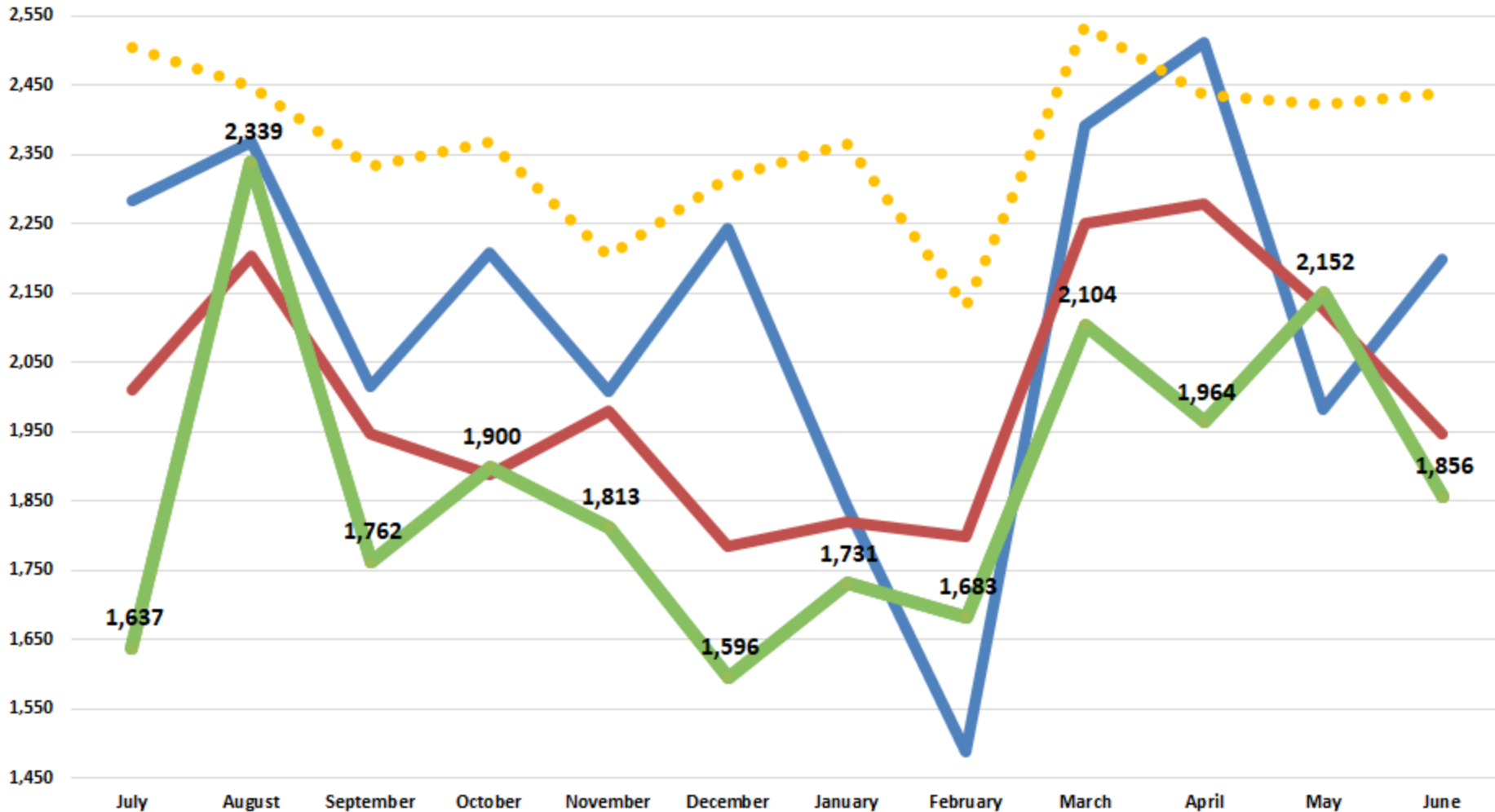
# Cardiac Surgery Cases



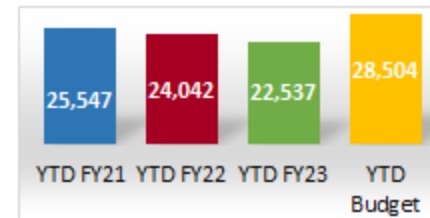
—●— FY2021   
 —●— FY2022   
 —●— FY2023   
 ●●● Budget



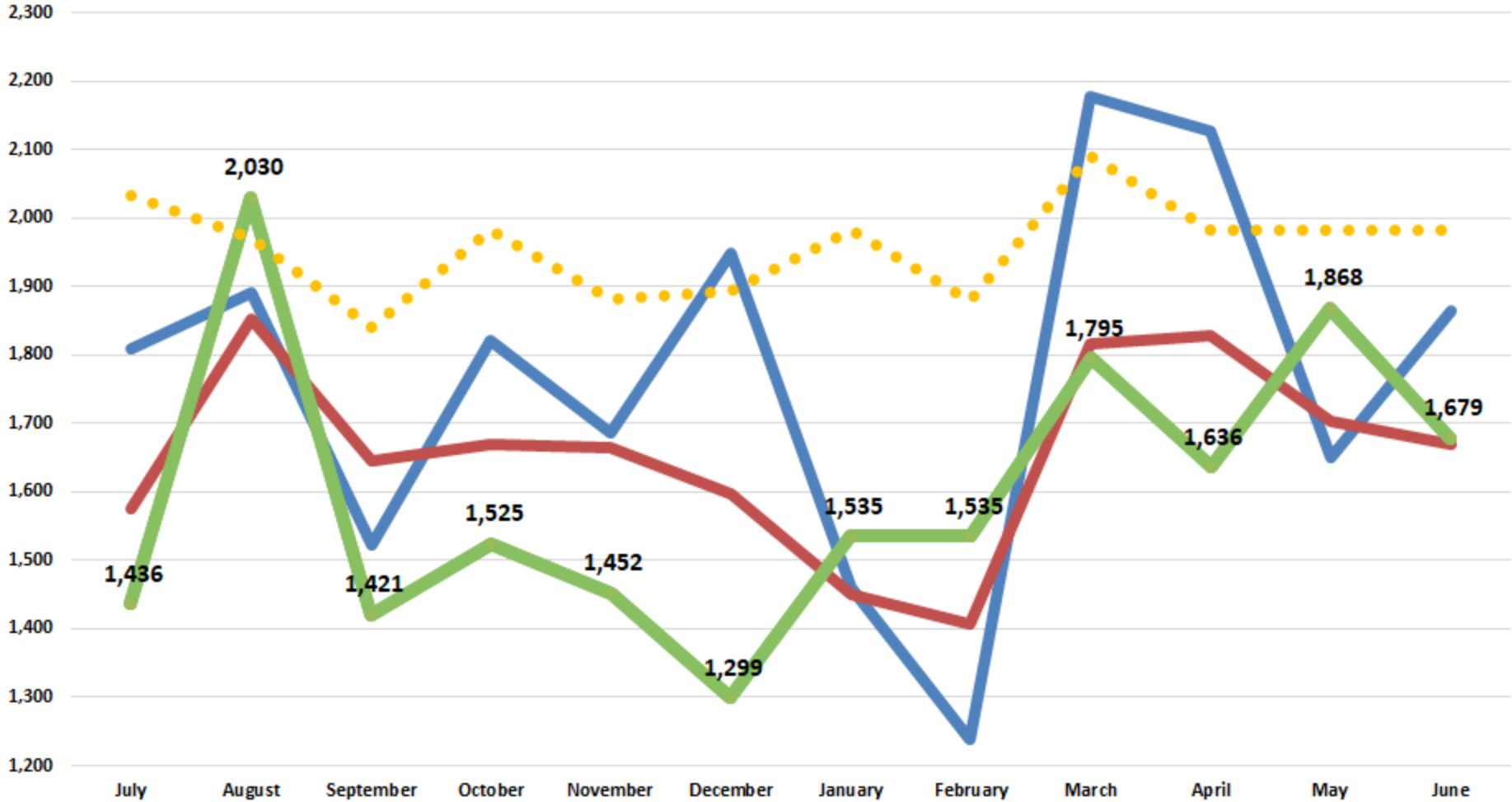
# Rad Onc Treatments (Vis. & Hanf.)



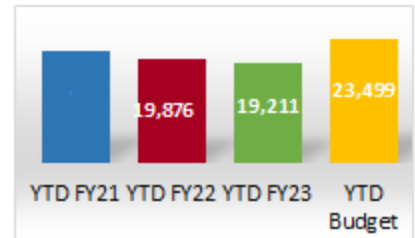
— FY2021   
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 — FY2023   
 ●●● Budget



# Rad Onc Visalia

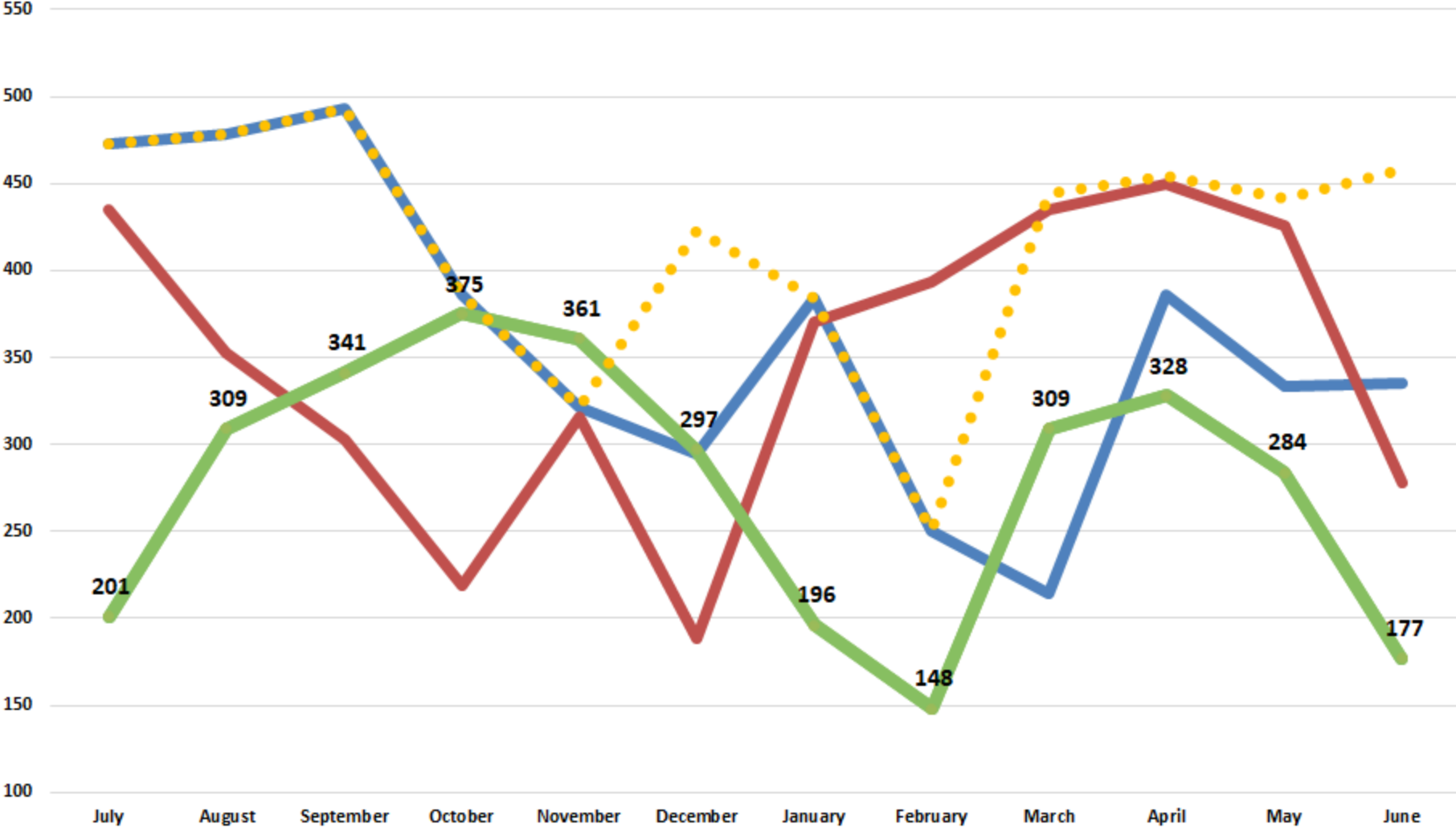


— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget

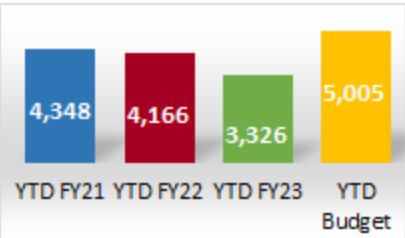




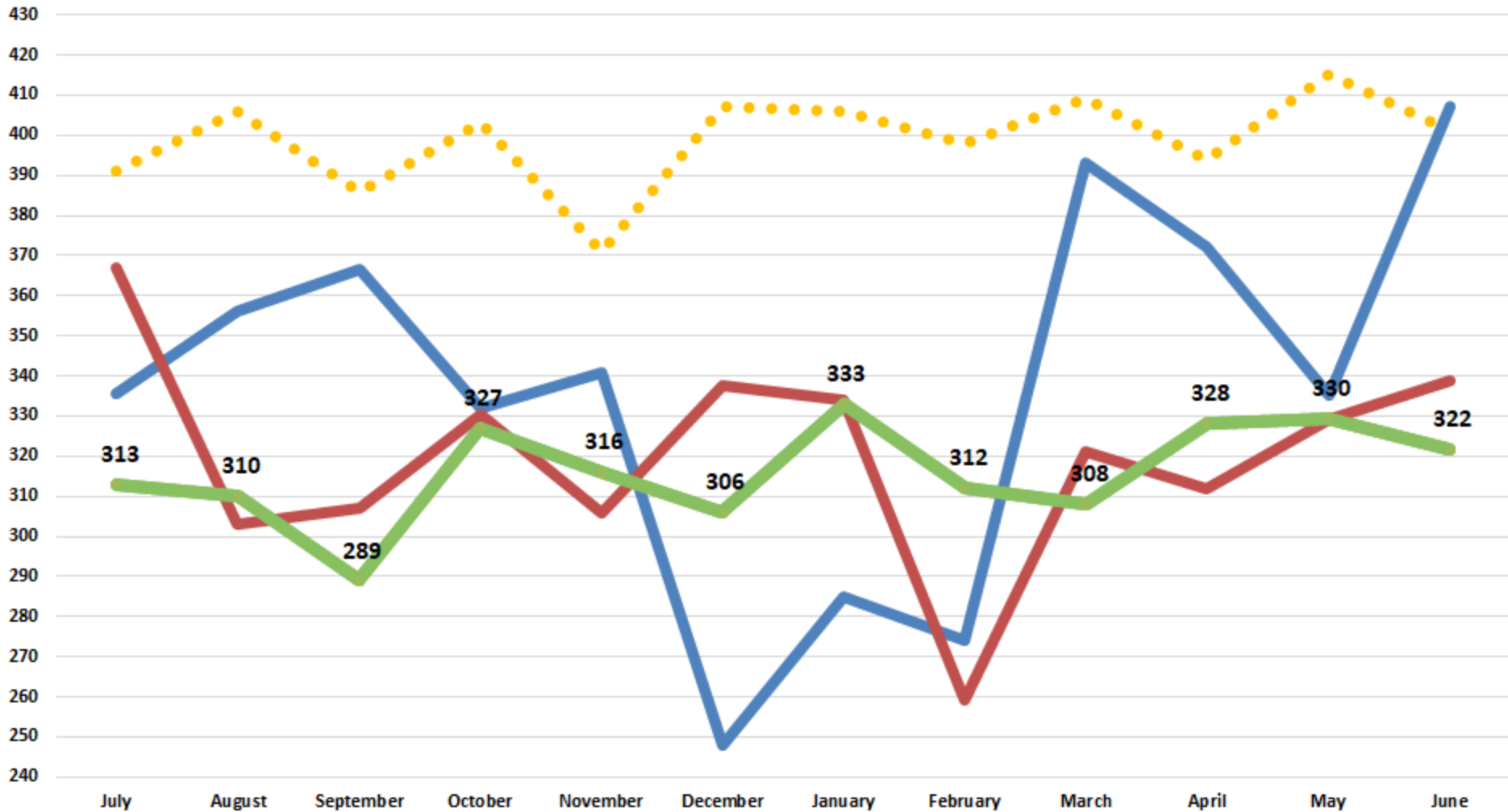
# Rad Onc Hanford



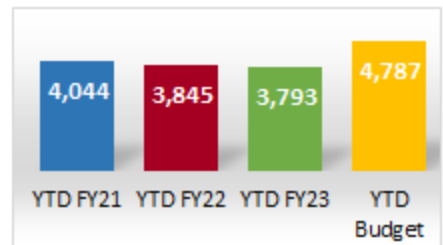
— **FY2021**   
 — **FY2022**   
 — **FY2023**   
 ●●● **Budget**



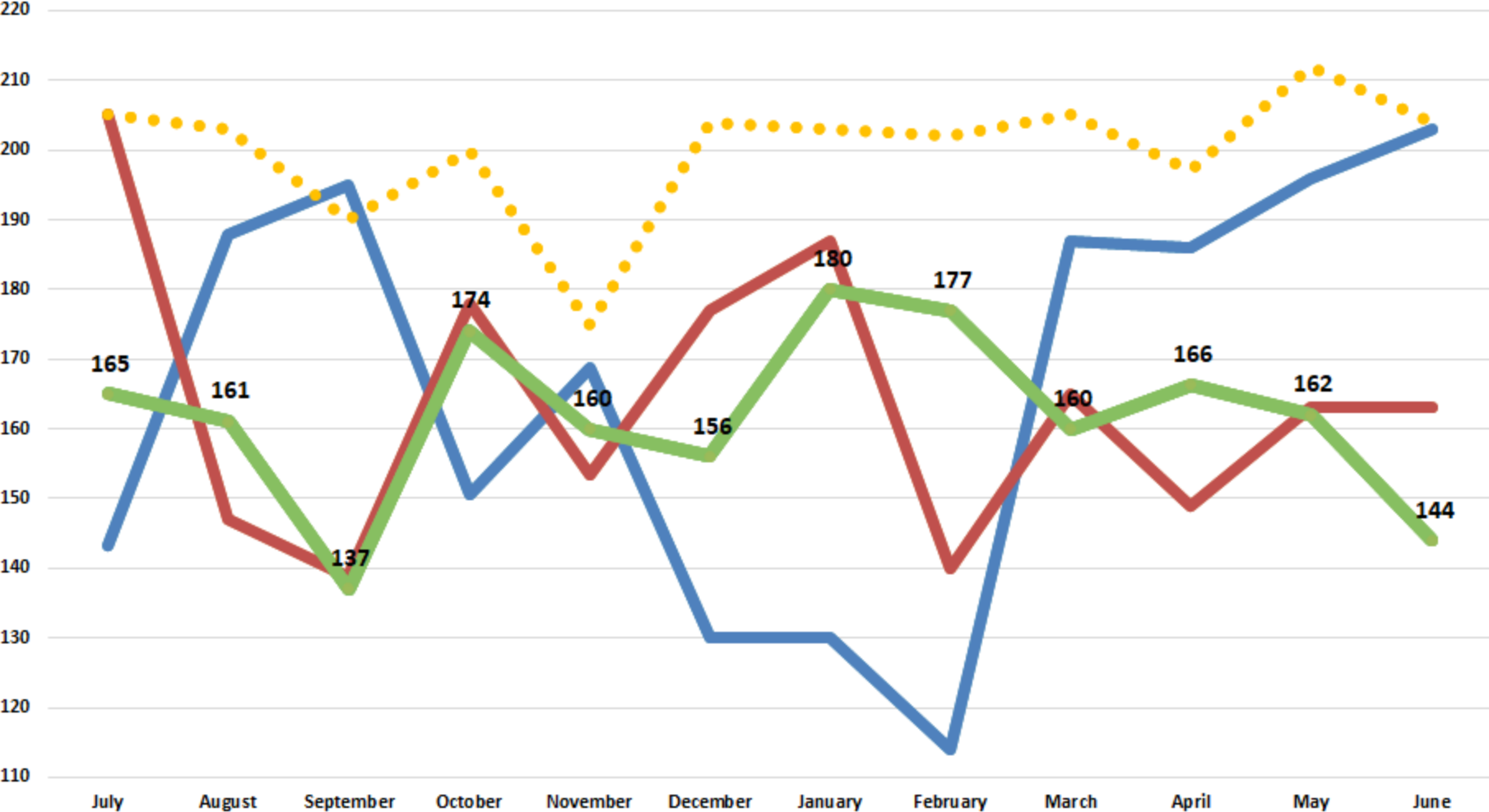
# Cath Lab (IP & OP) – 100 Min Units



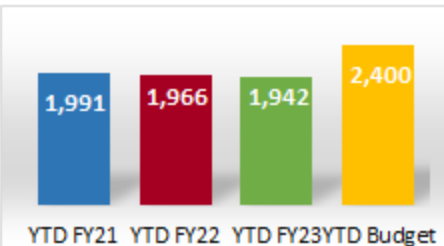
— FY2021   
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 — FY2023   
 ●●● Budget



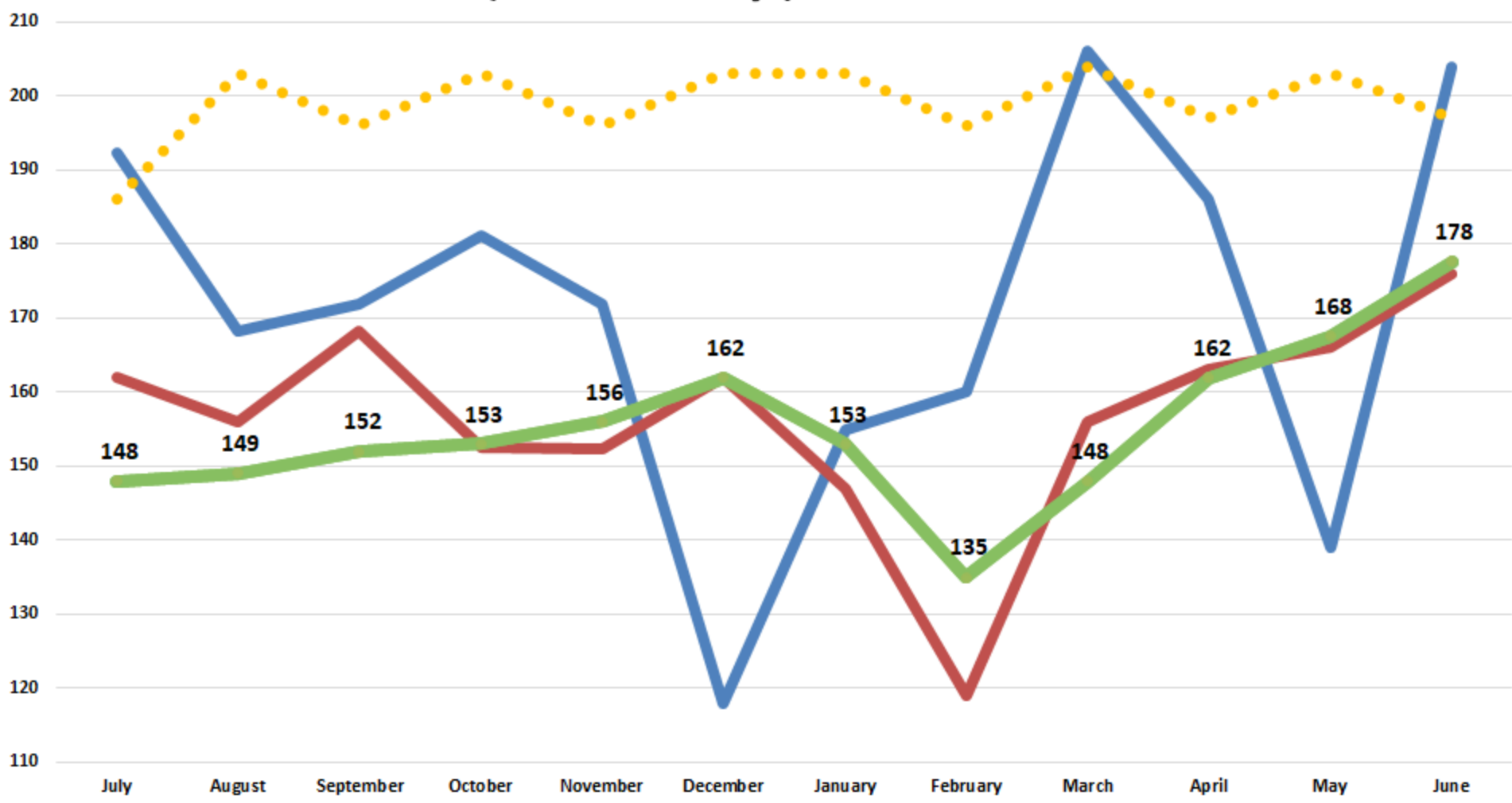
# Cath Lab (IP Only) – 100 Min Units



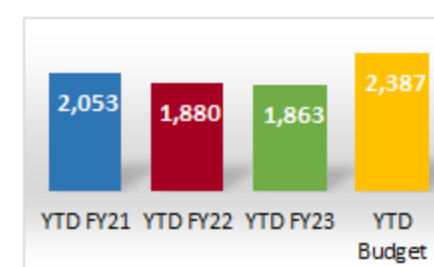
— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



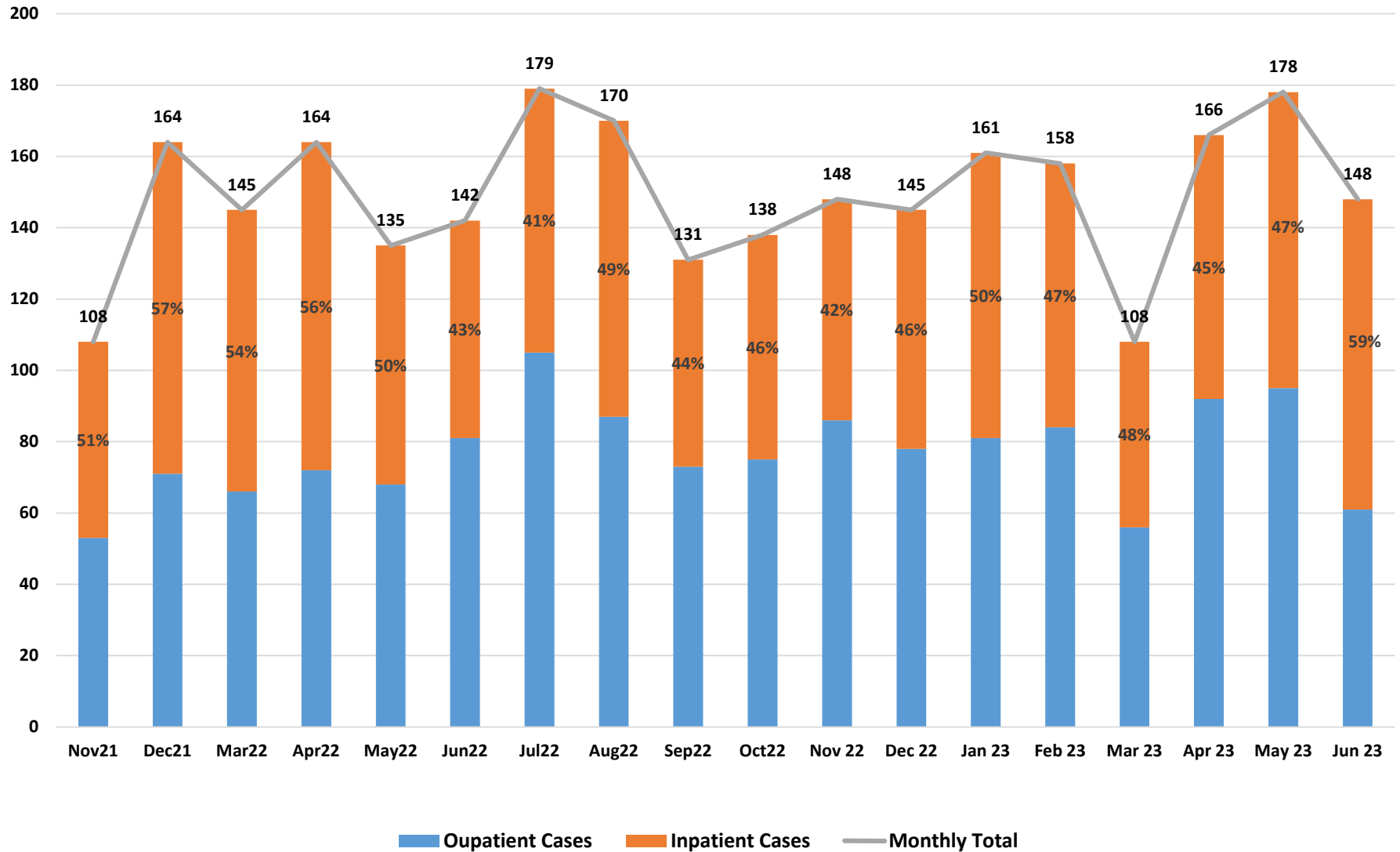
# Cath Lab (OP Only) – 100 Min Units



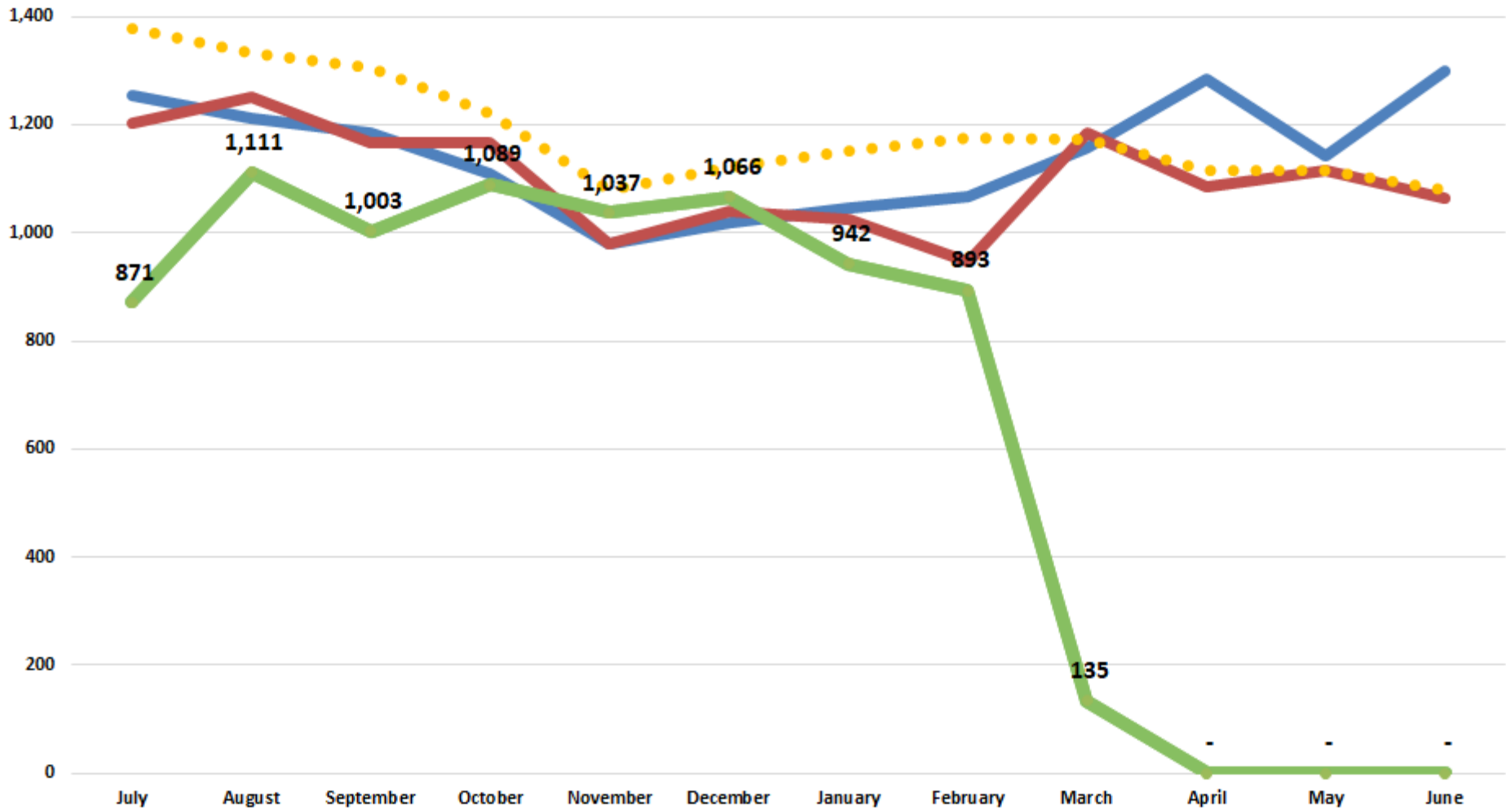
— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



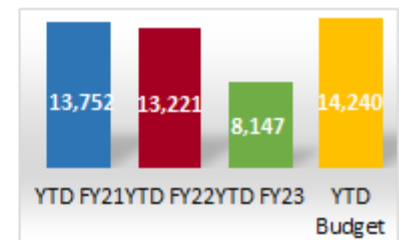
# Cath Lab Patients (IP & OP)



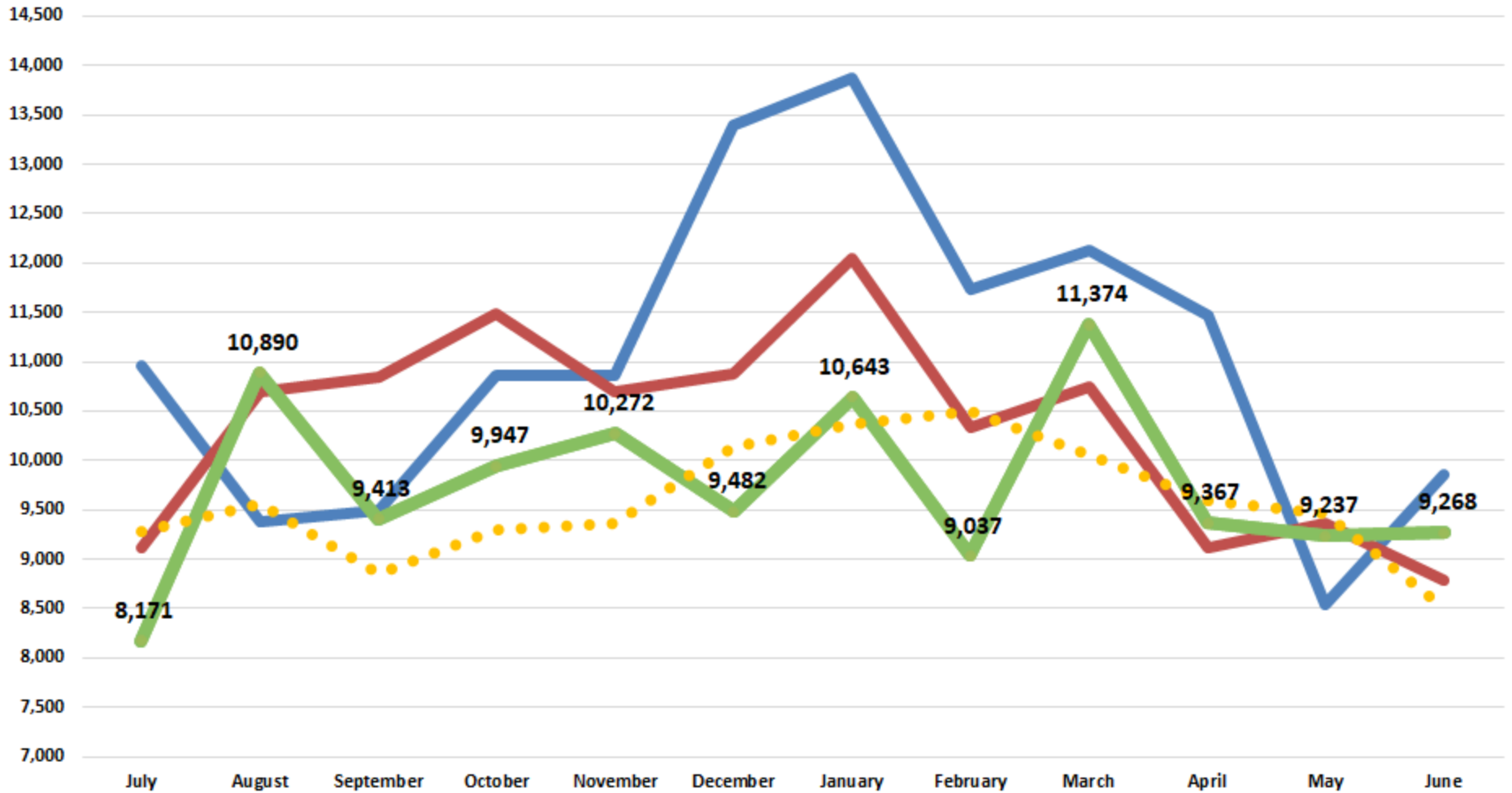
# GME Family Medicine Clinic Visits



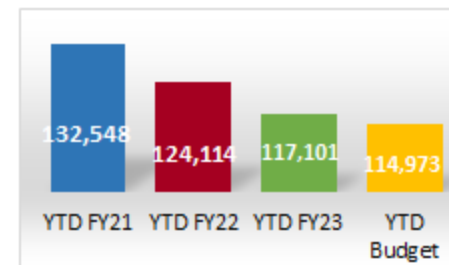
— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



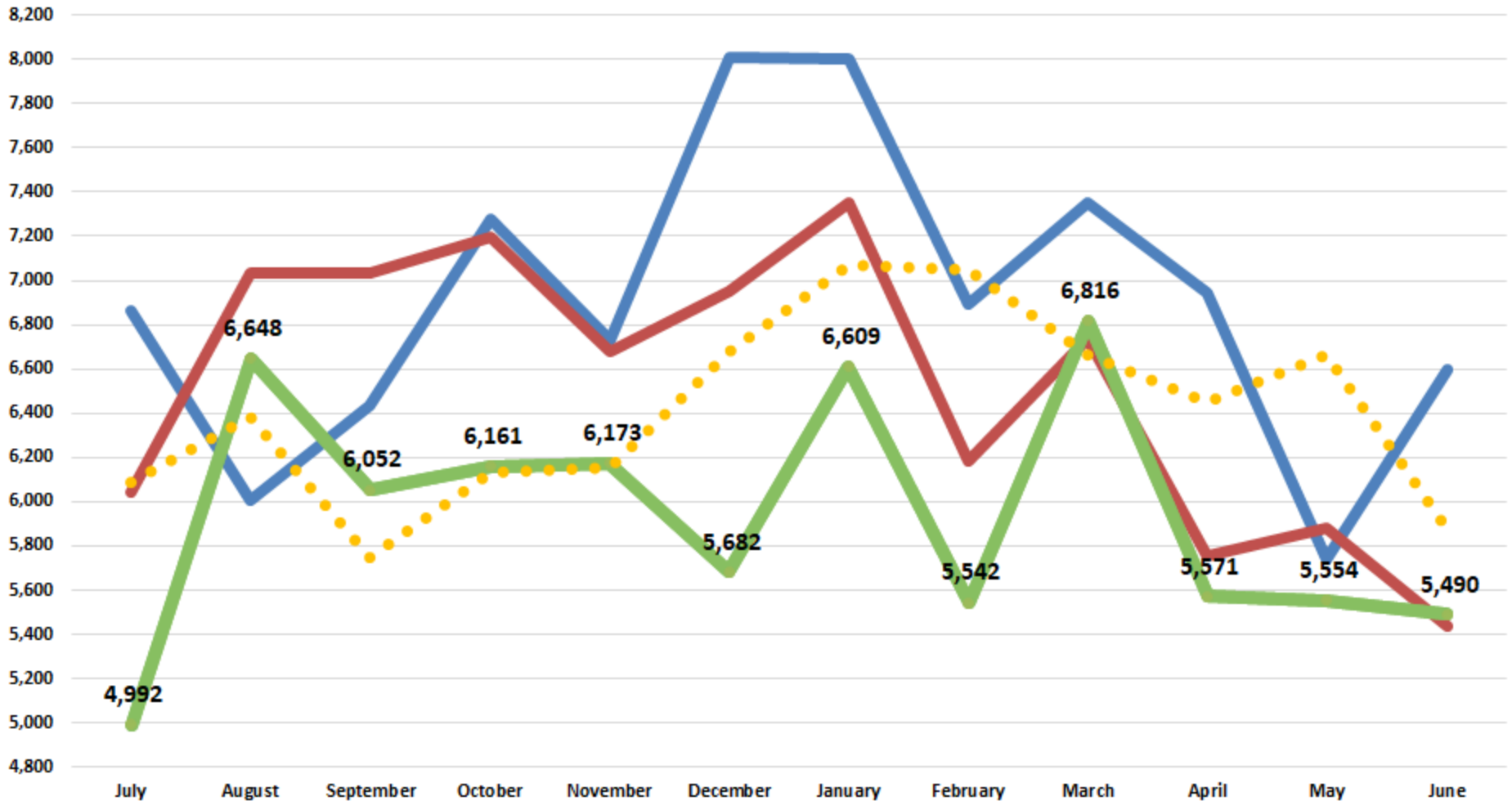
# Rural Health Clinics Registrations



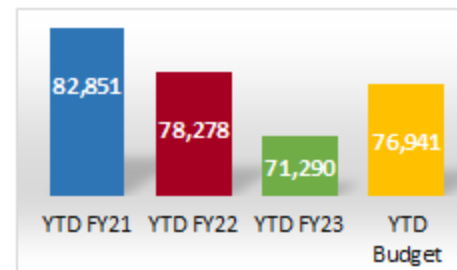
— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



# RHC Exeter - Registrations

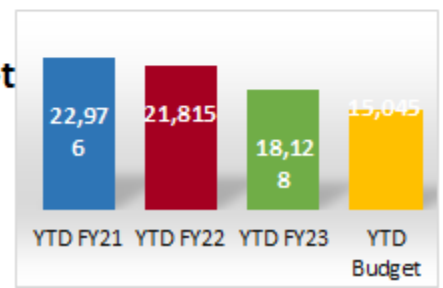
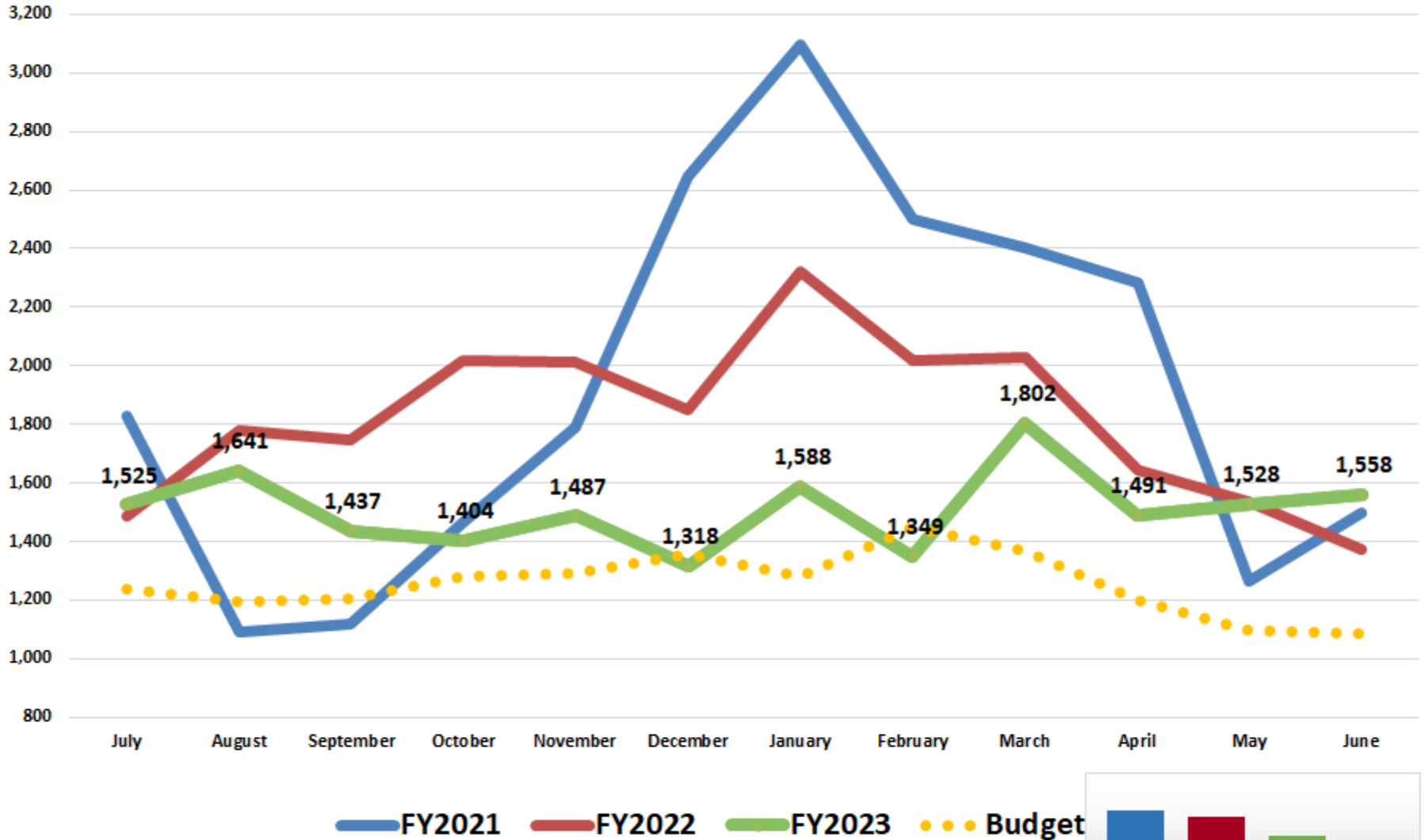


— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget

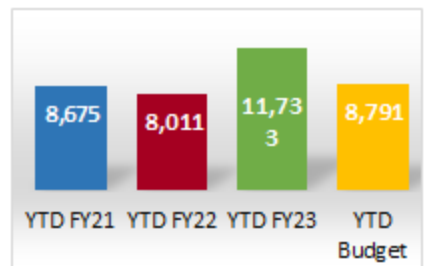
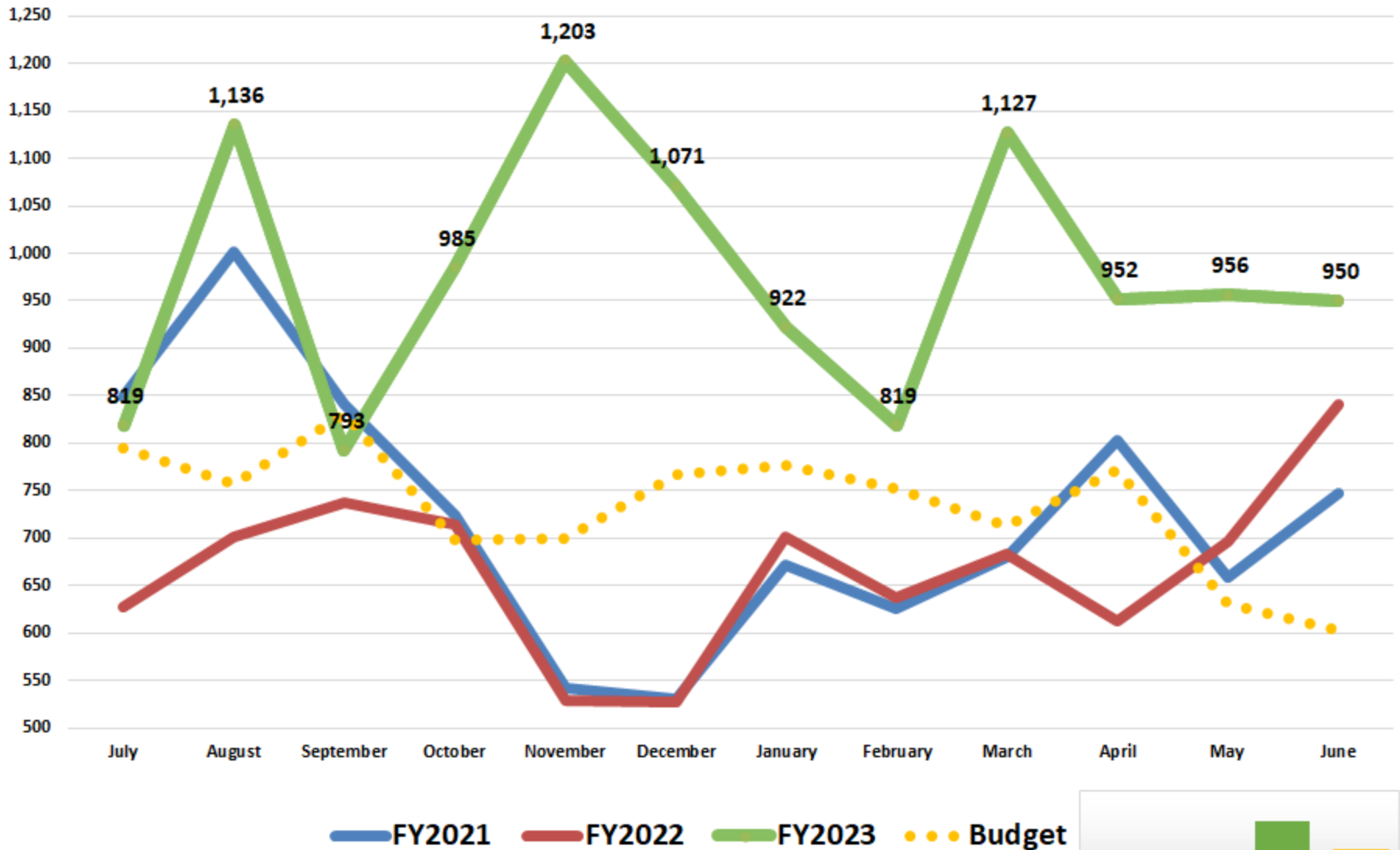




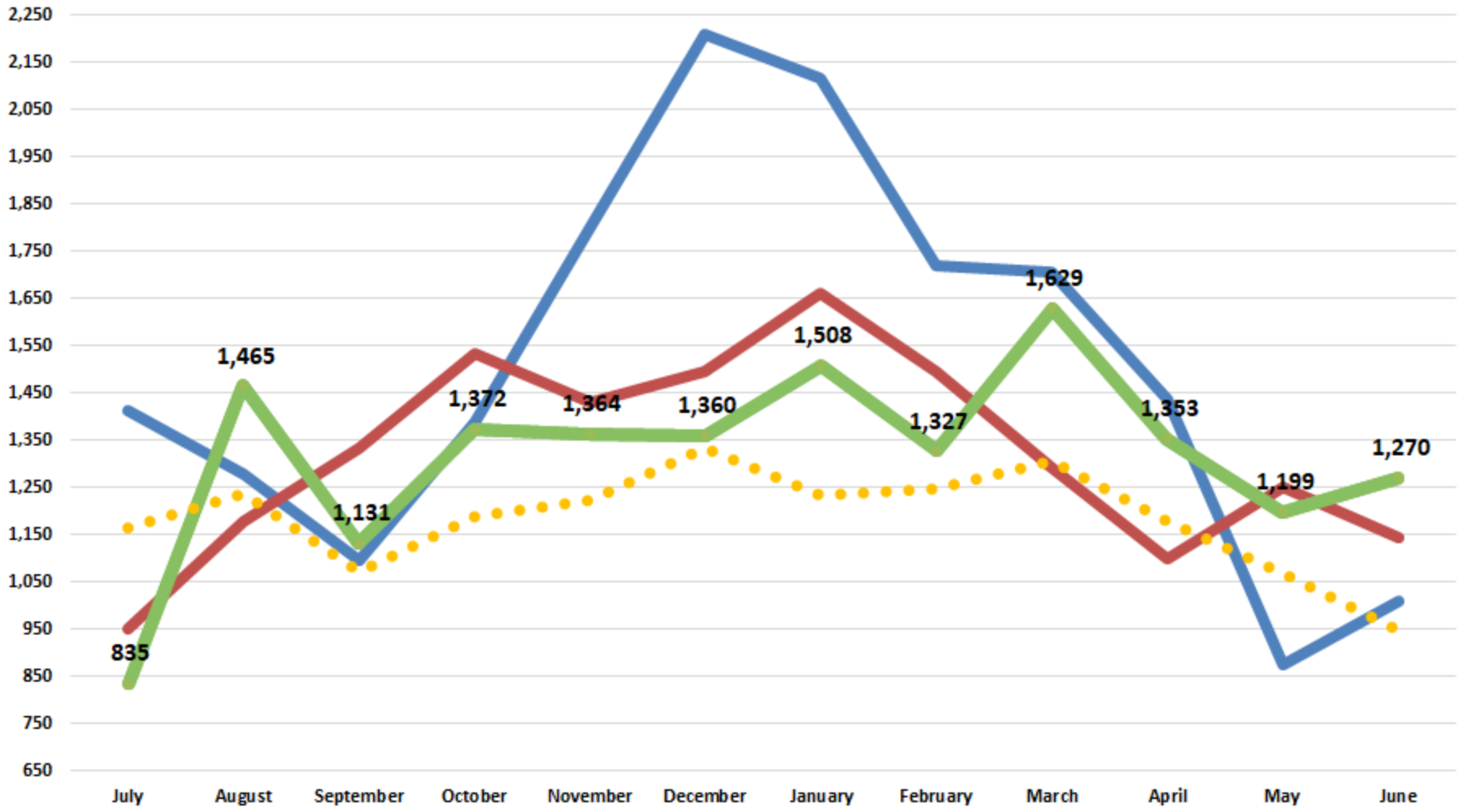
# RHC Lindsay - Registrations



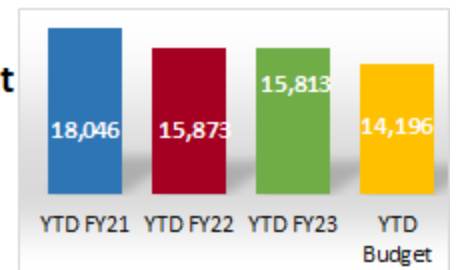
# RHC Woodlake - Registrations



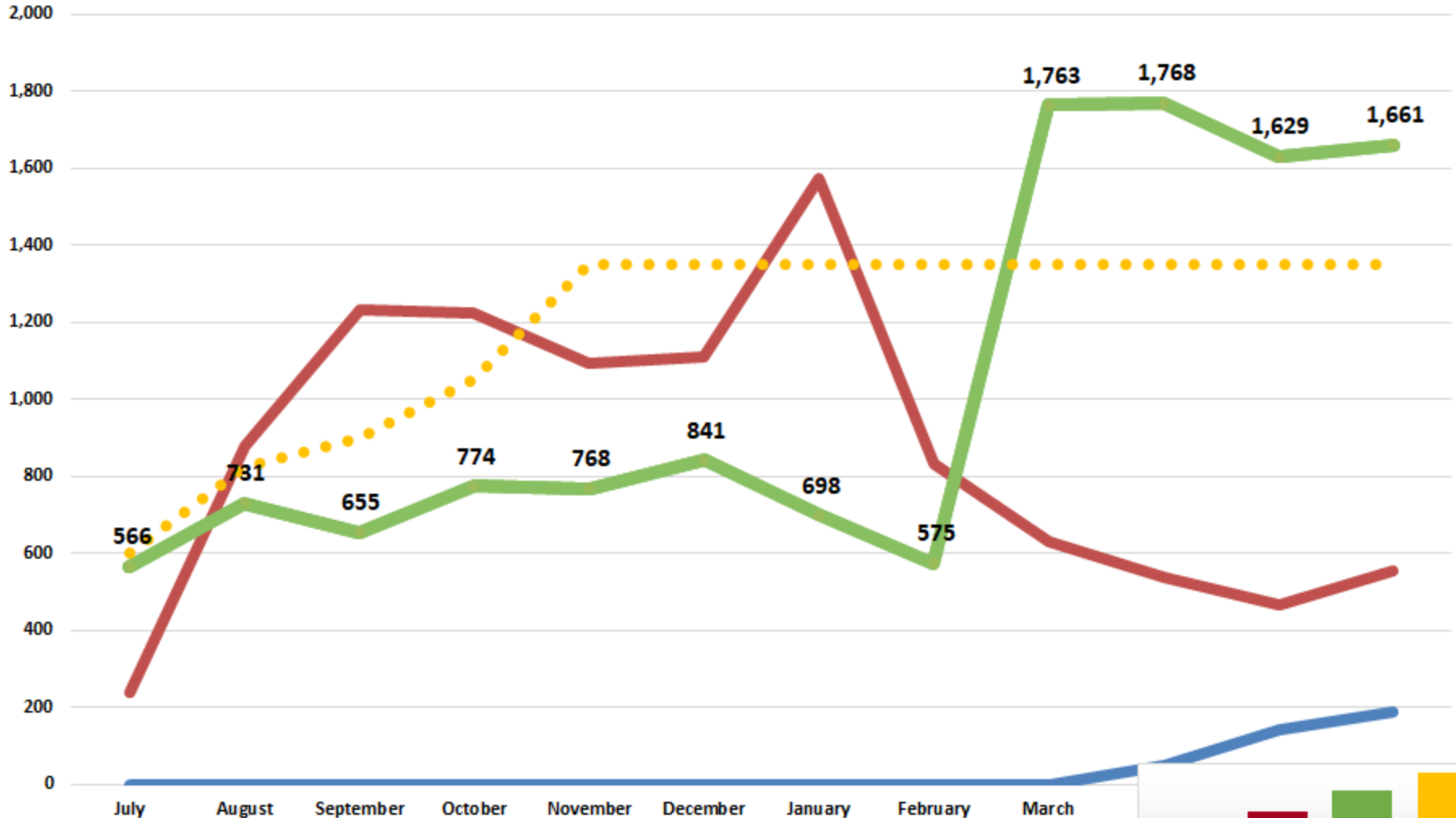
# RHC Dinuba - Registrations



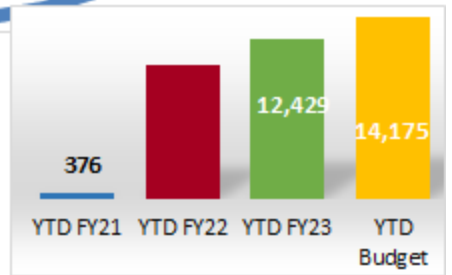
— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



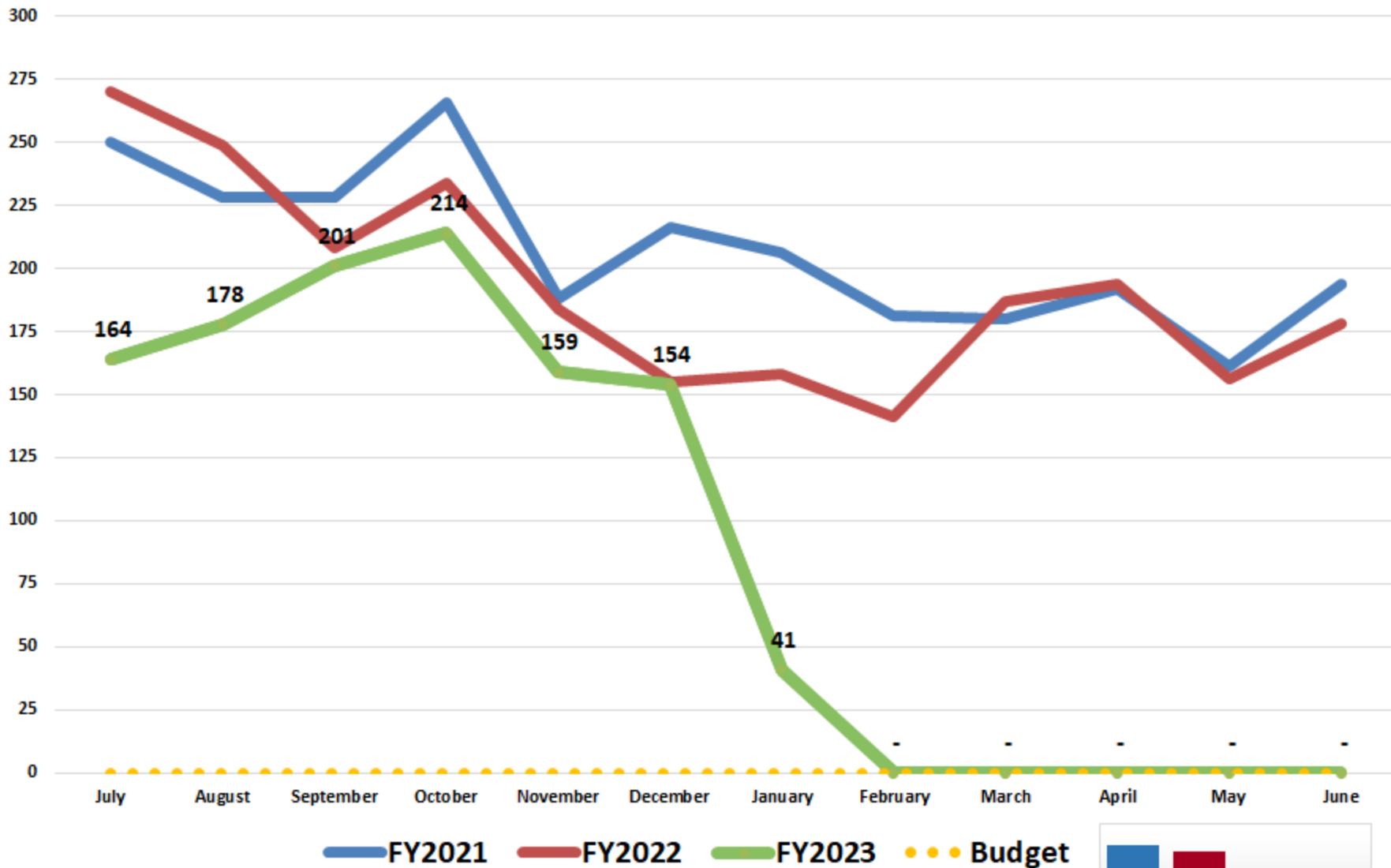
# RHC Tulare - Registrations



— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget

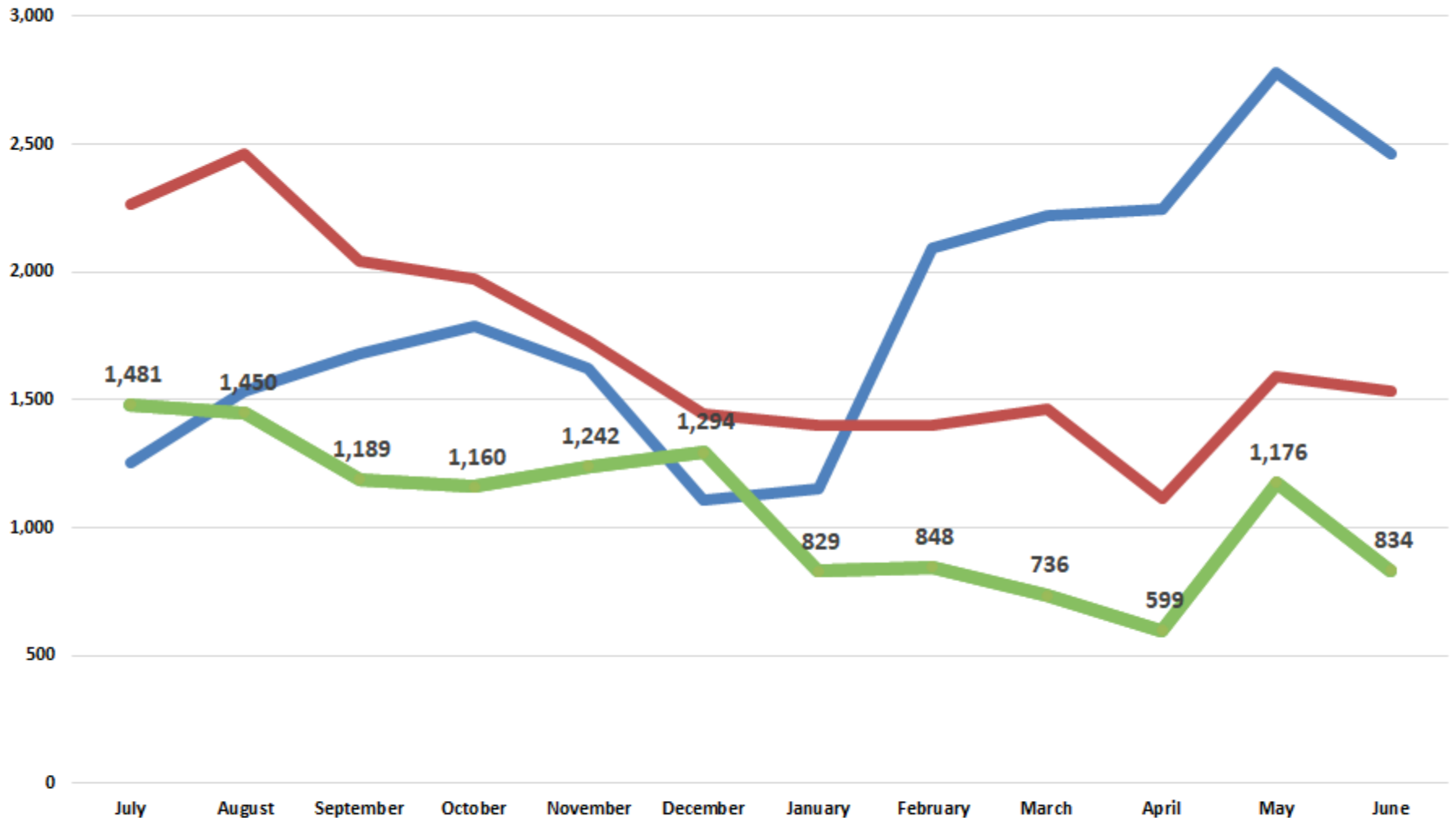


# Neurosurgery Clinic Registrations

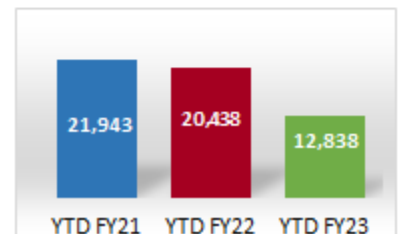


2,490	2,314	1,111	
YTD FY21	YTD FY22	YTD FY23	YTD Budget

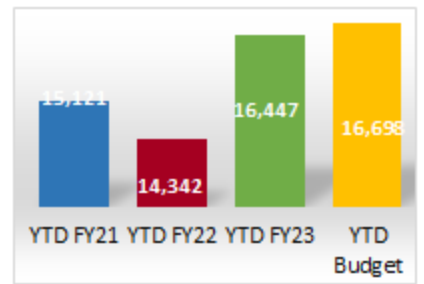
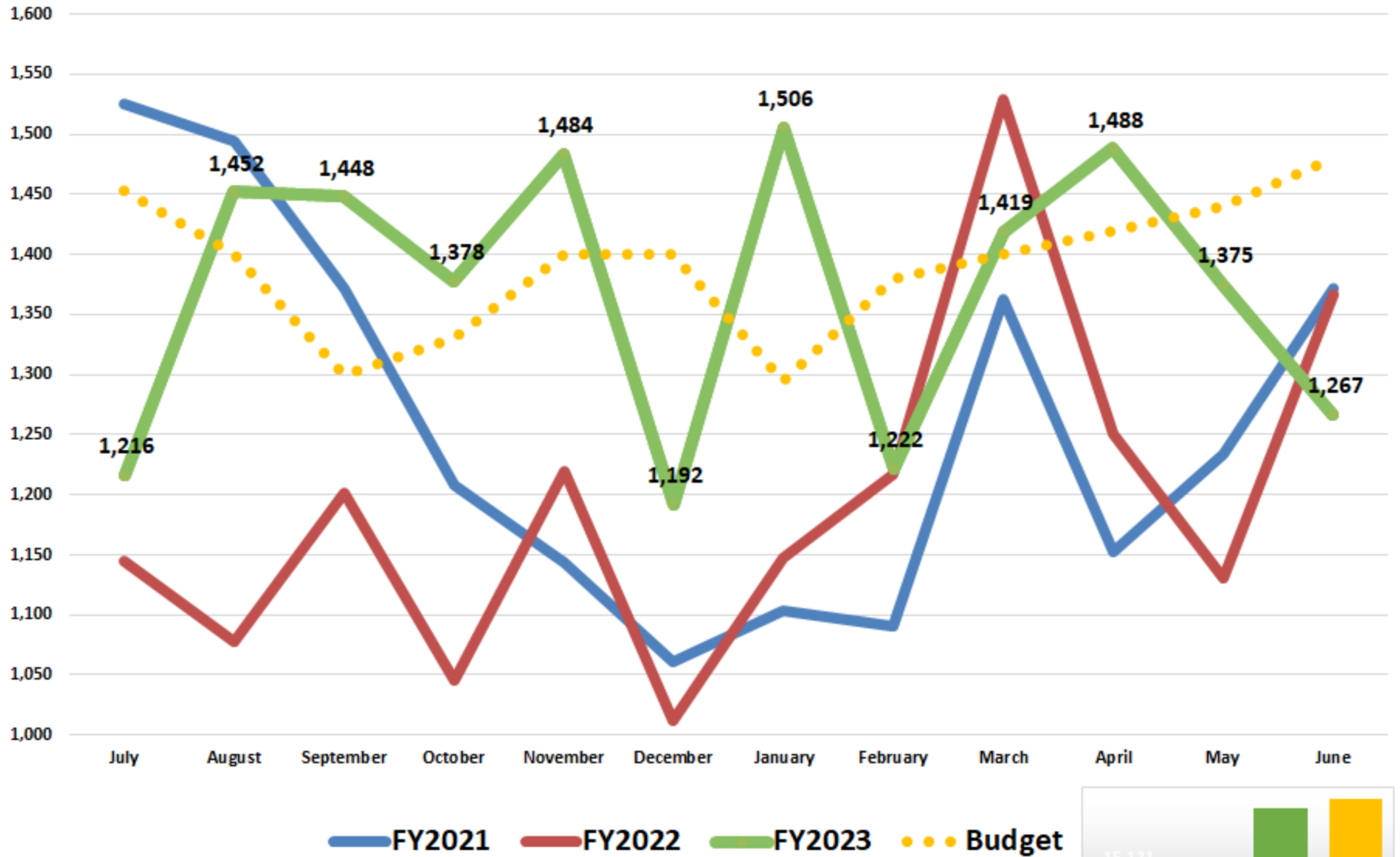
# Neurosurgery Clinic - wRVU's



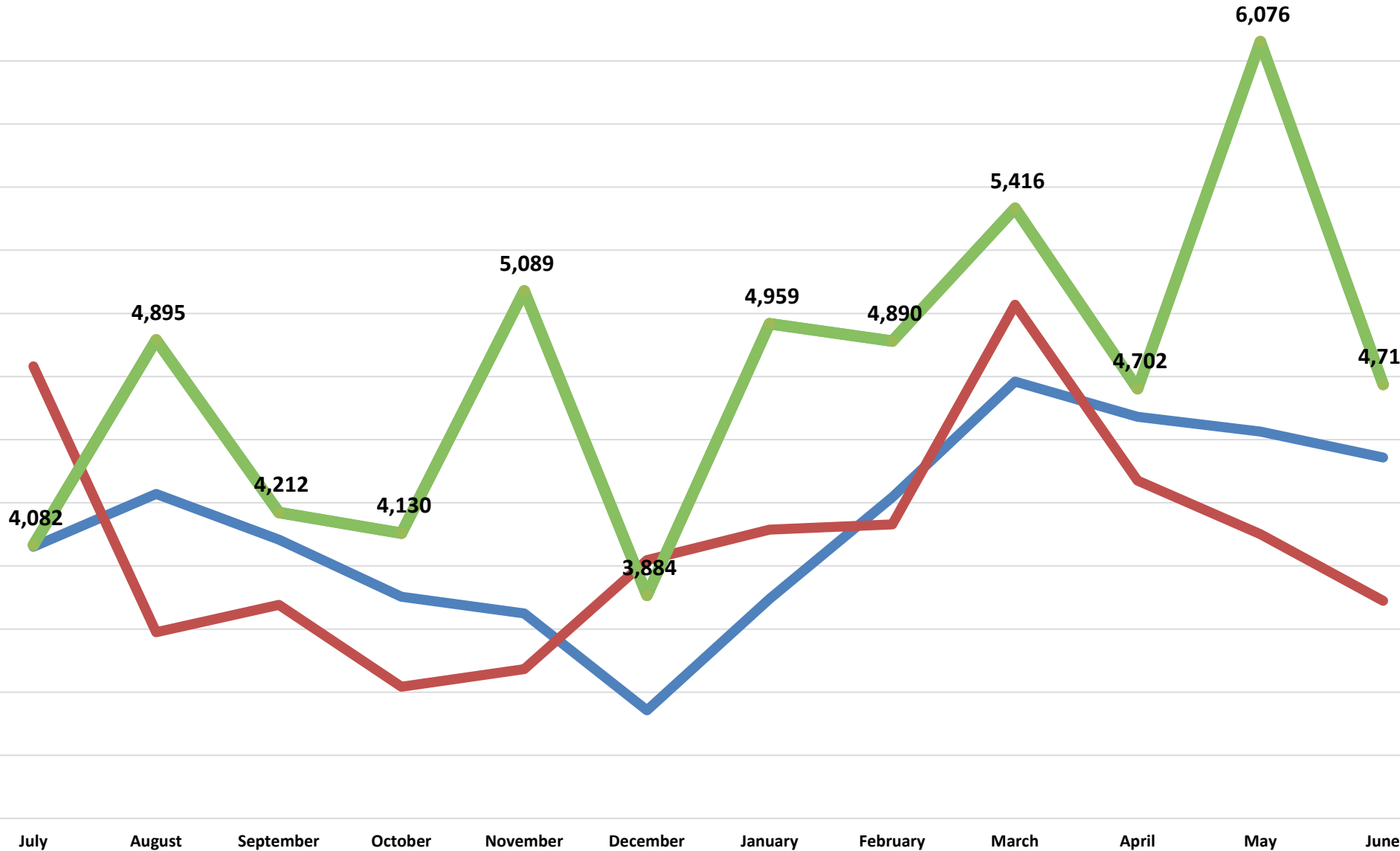
FY2021 FY2022 FY2023



# Sequoia Cardiology Registrations

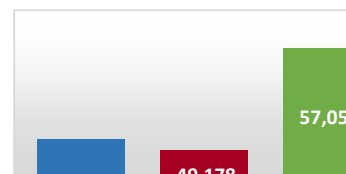


# Sequoia Cardiology - wRVU's



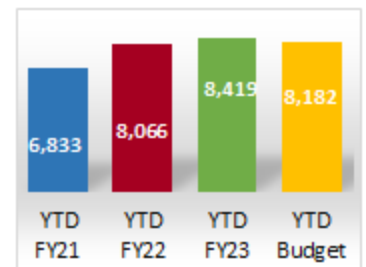
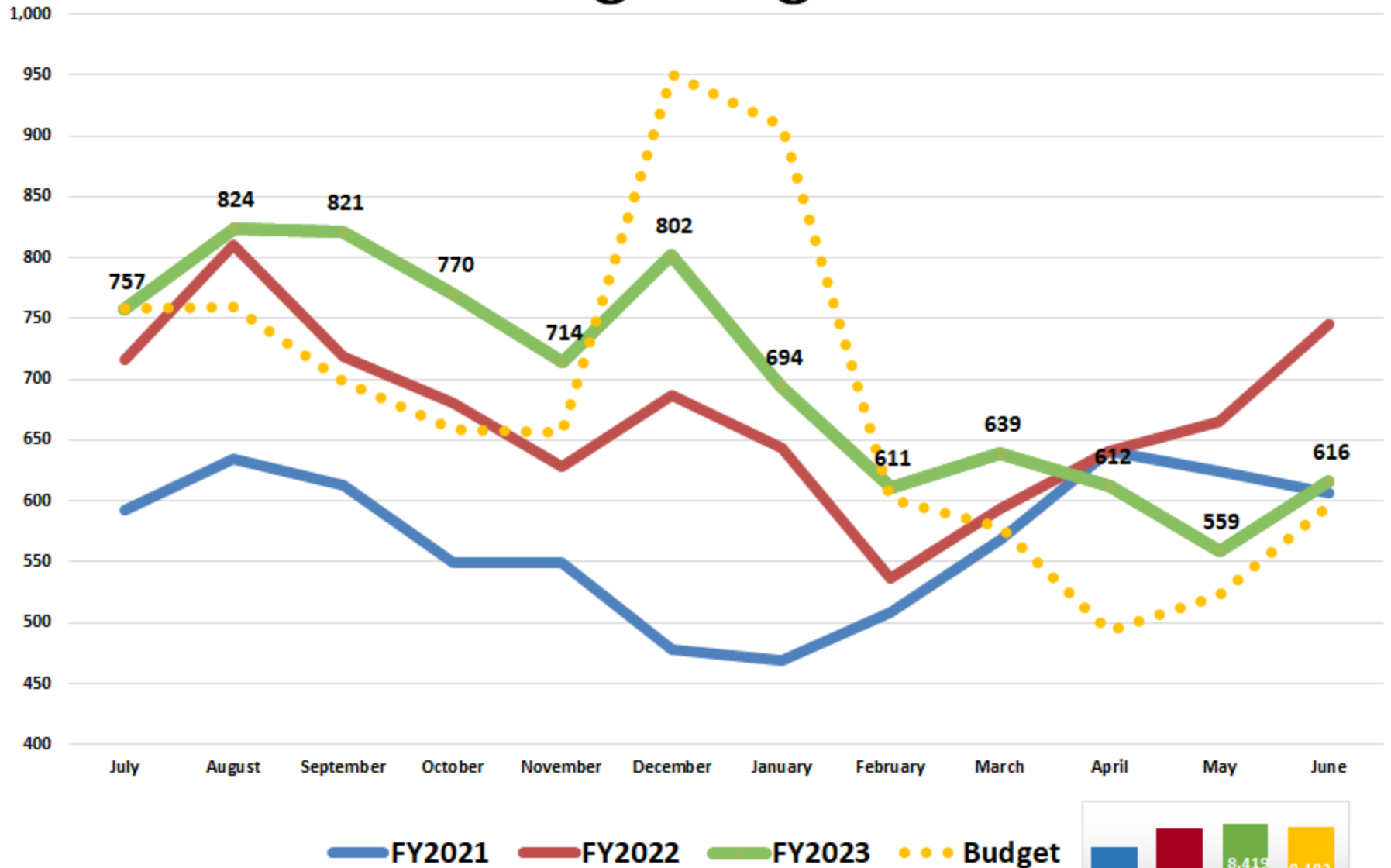
— **FY2021**
— **FY2022**
— **FY2023**

104/140

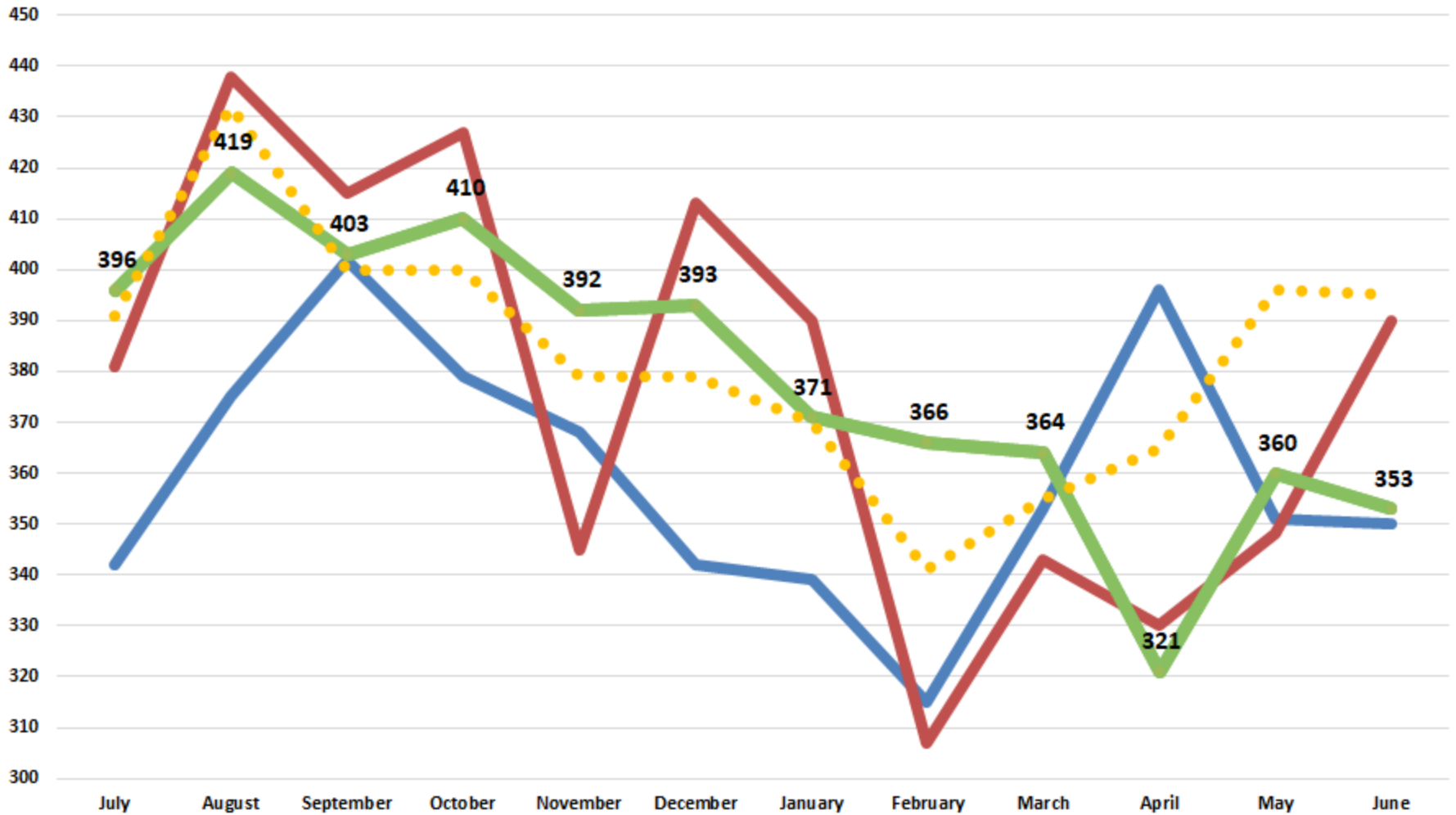




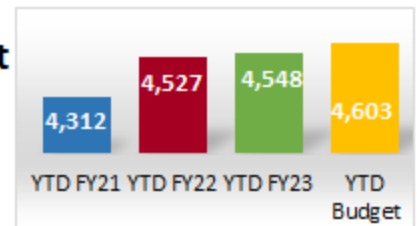
# Labor Triage Registrations



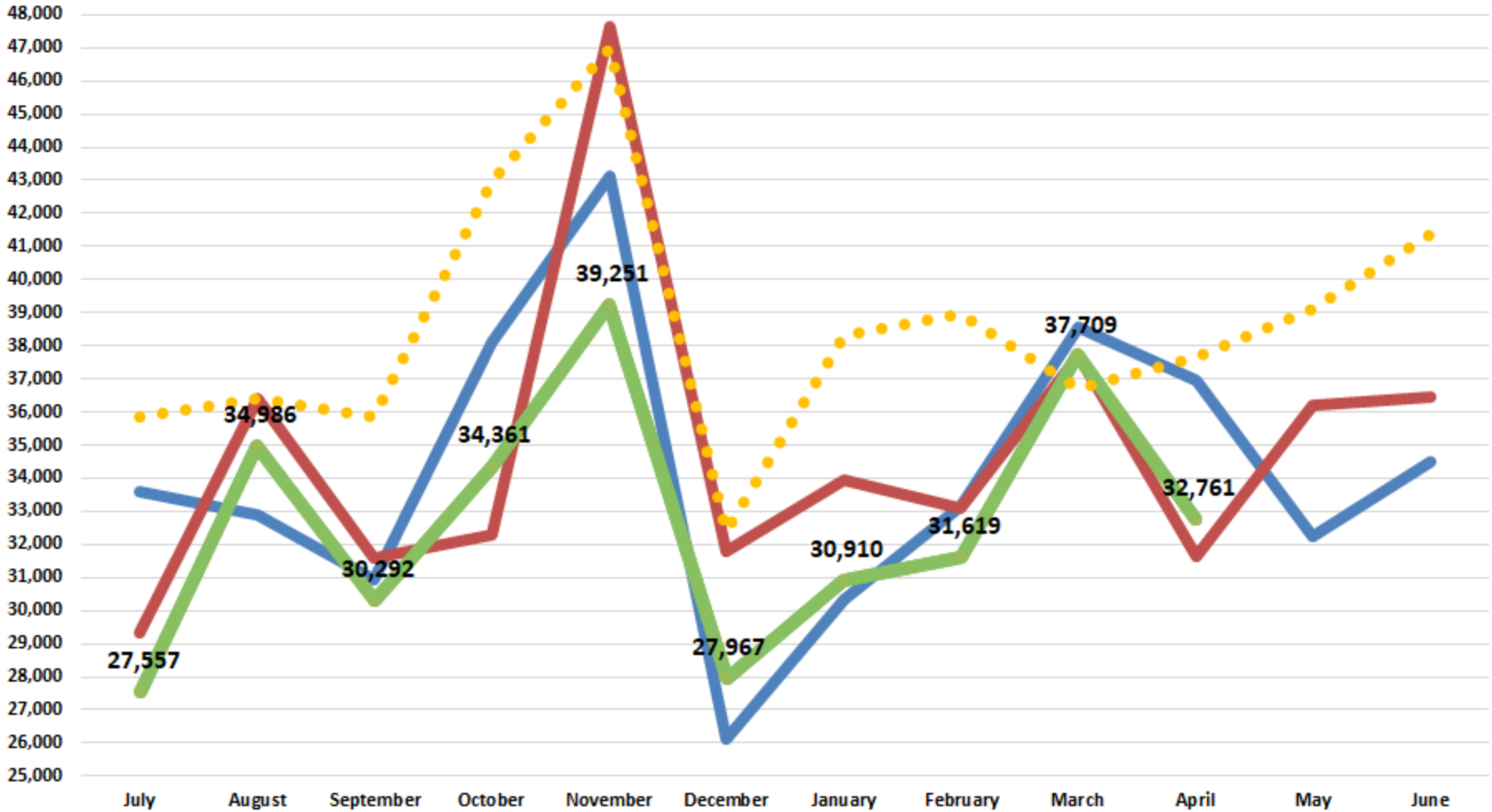
# Deliveries



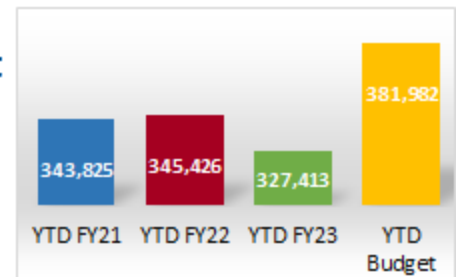
— FY2021   
 — FY2022   
 — FY2023   
 ••• Budget



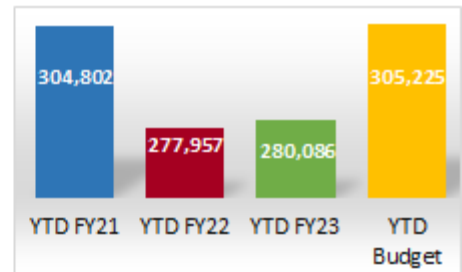
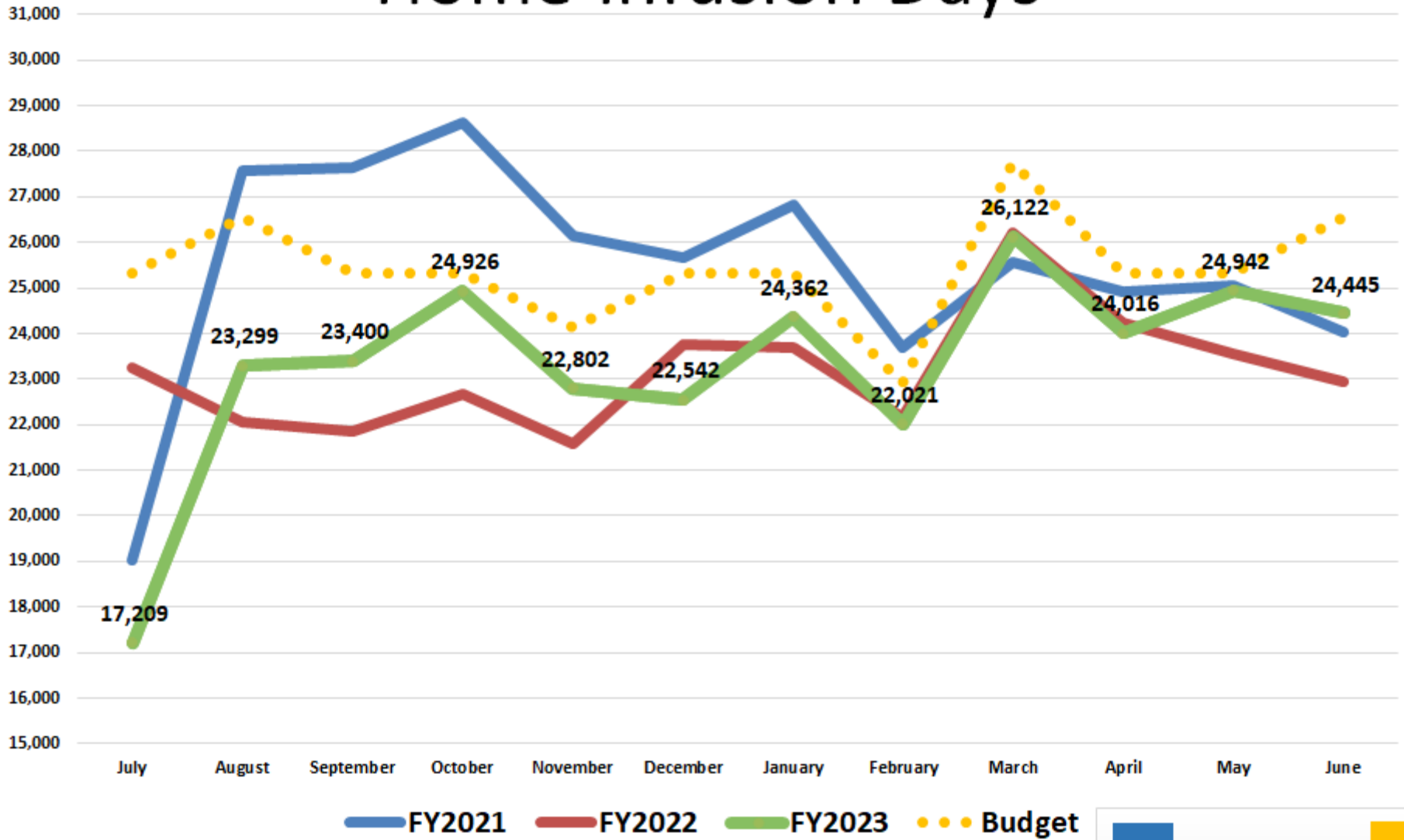
# KHMG RVU's



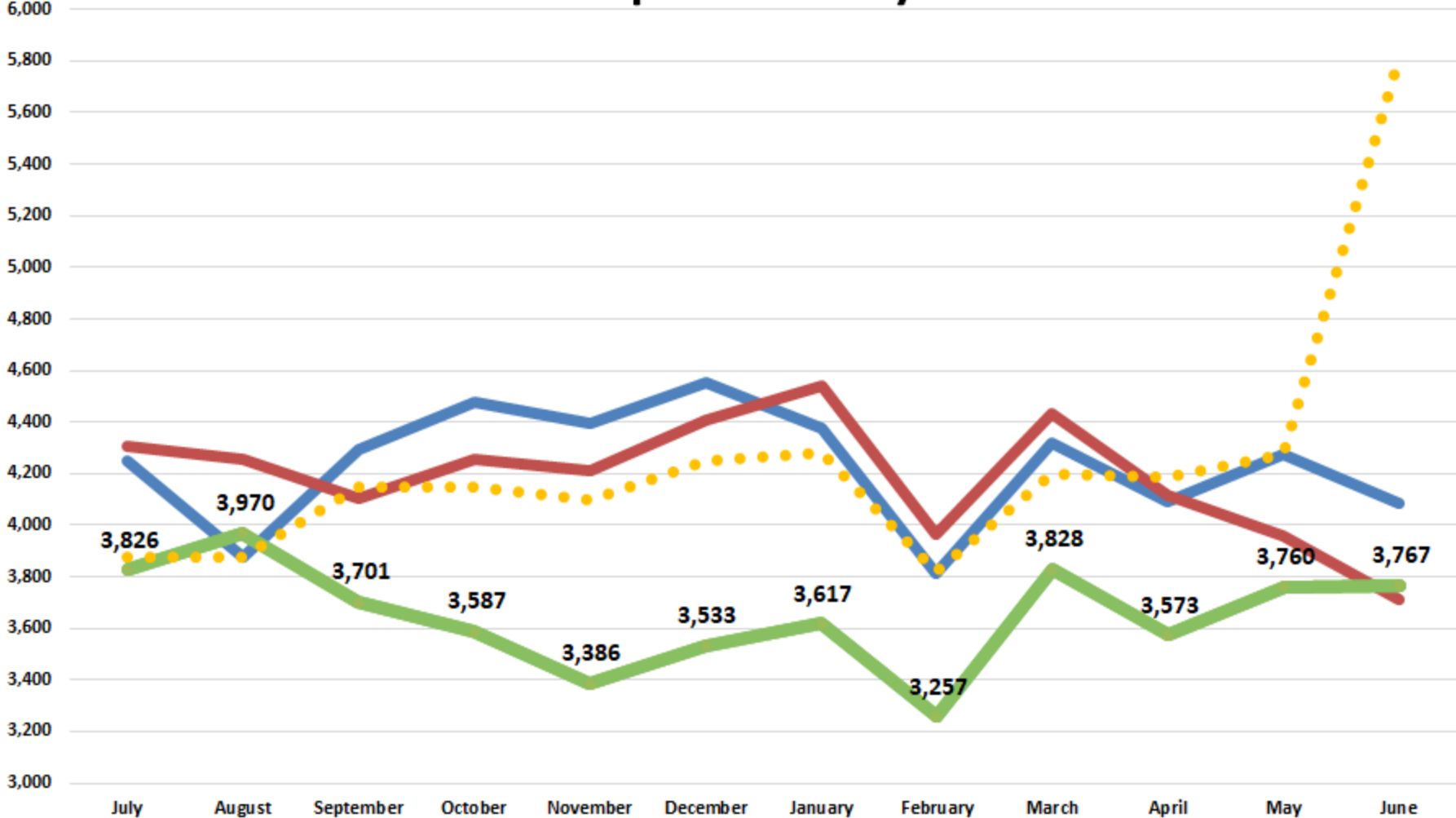
— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



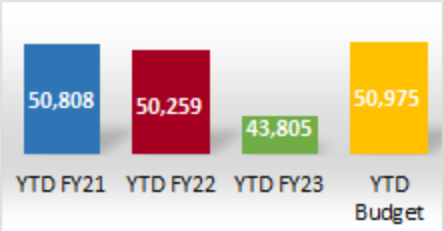
# Home Infusion Days



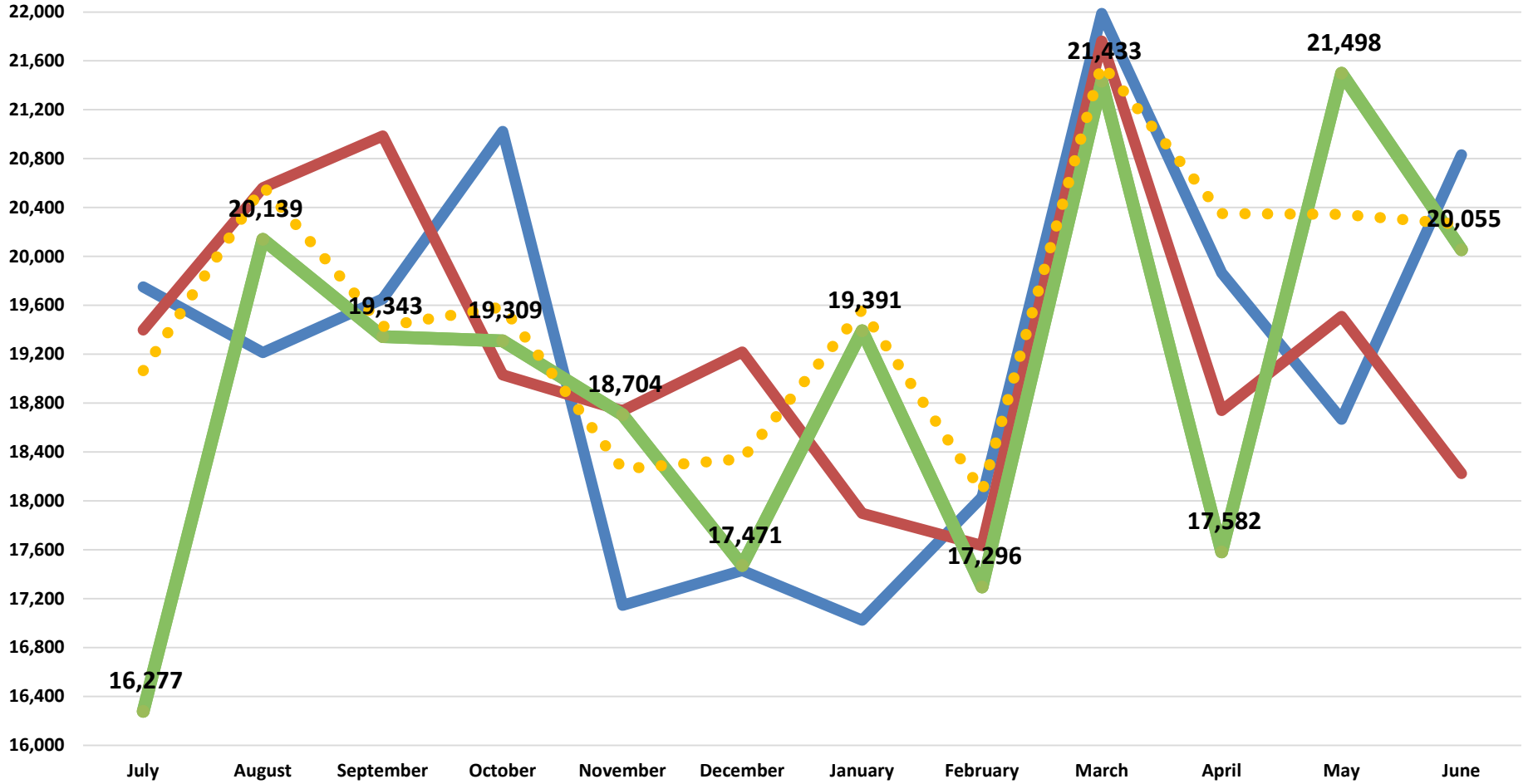
# Hospice Days



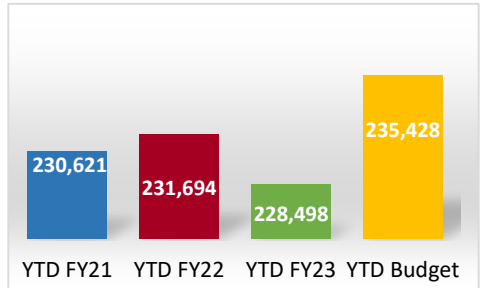
— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



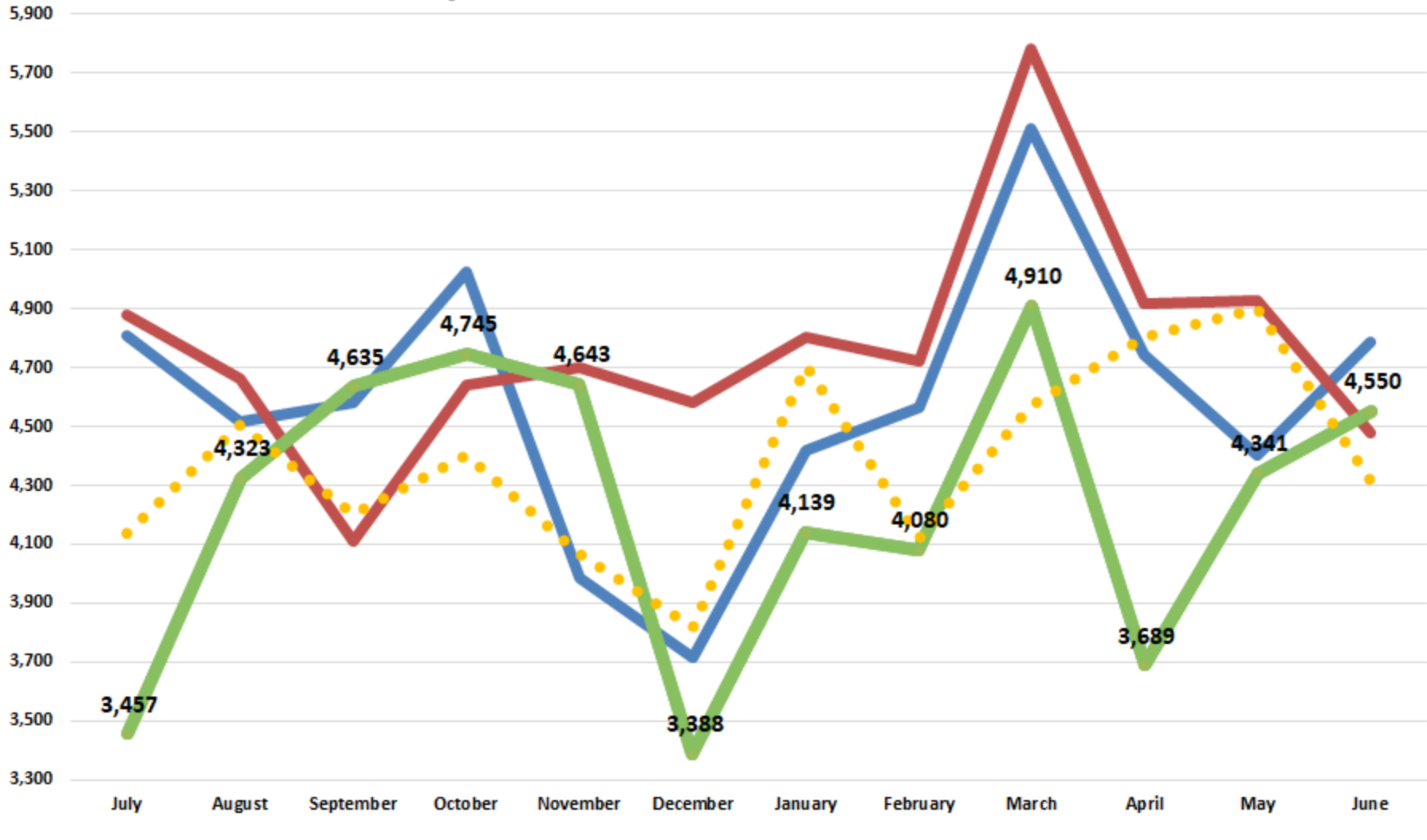
# All O/P Rehab Svcs Across District



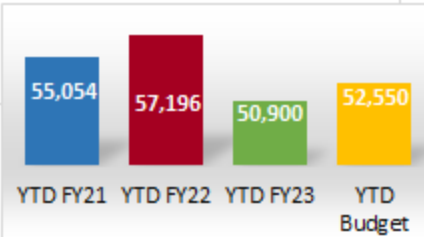
— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



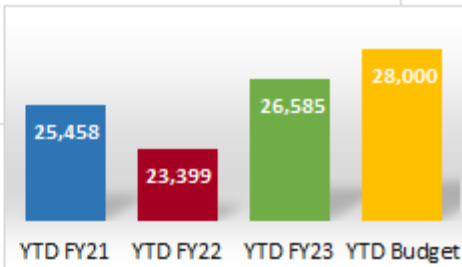
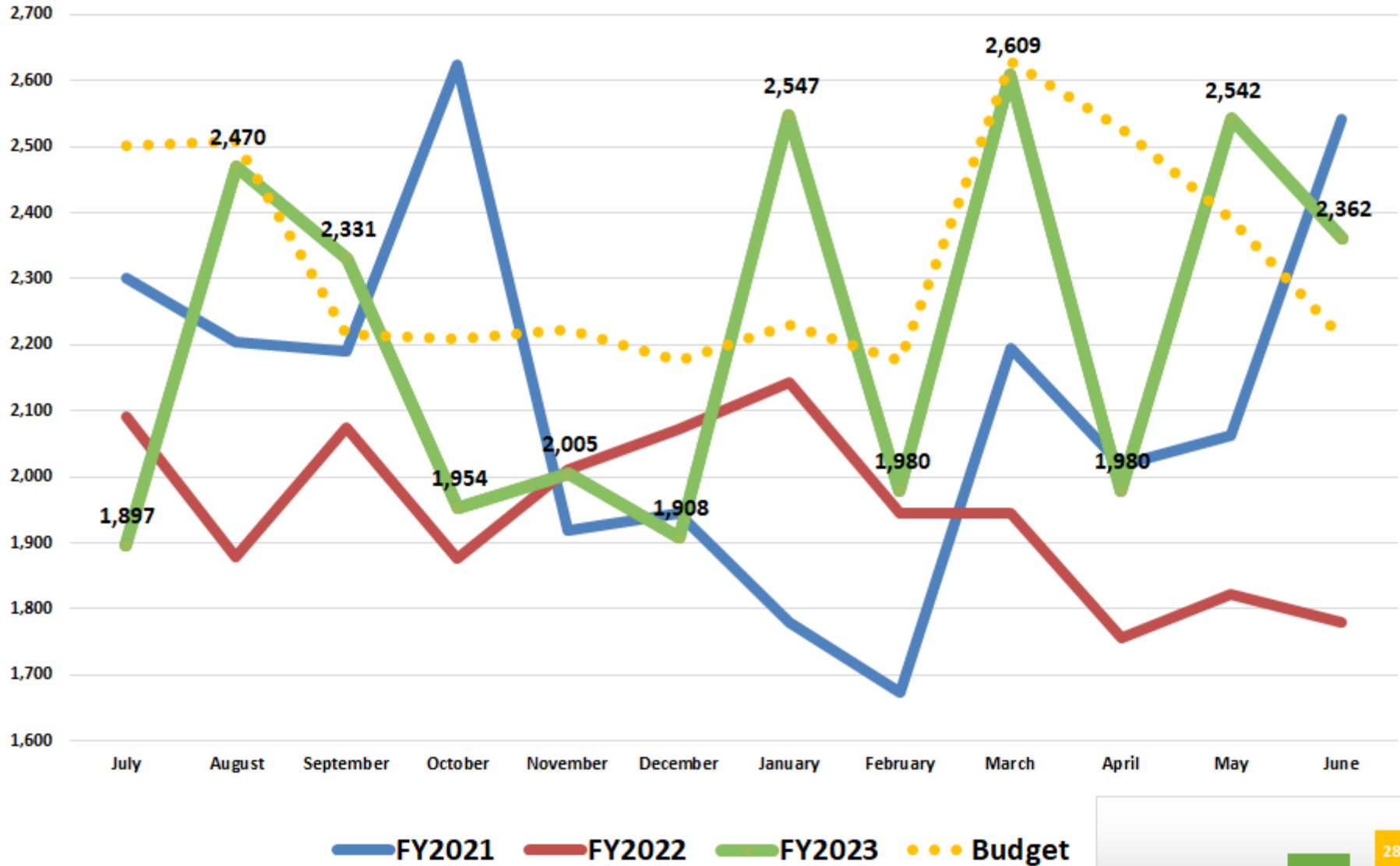
# O/P Rehab Services



— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget

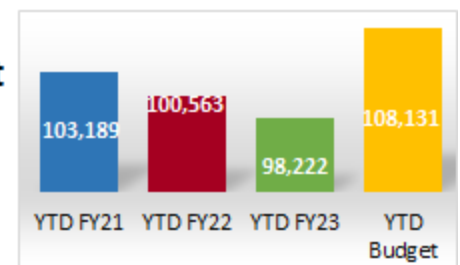
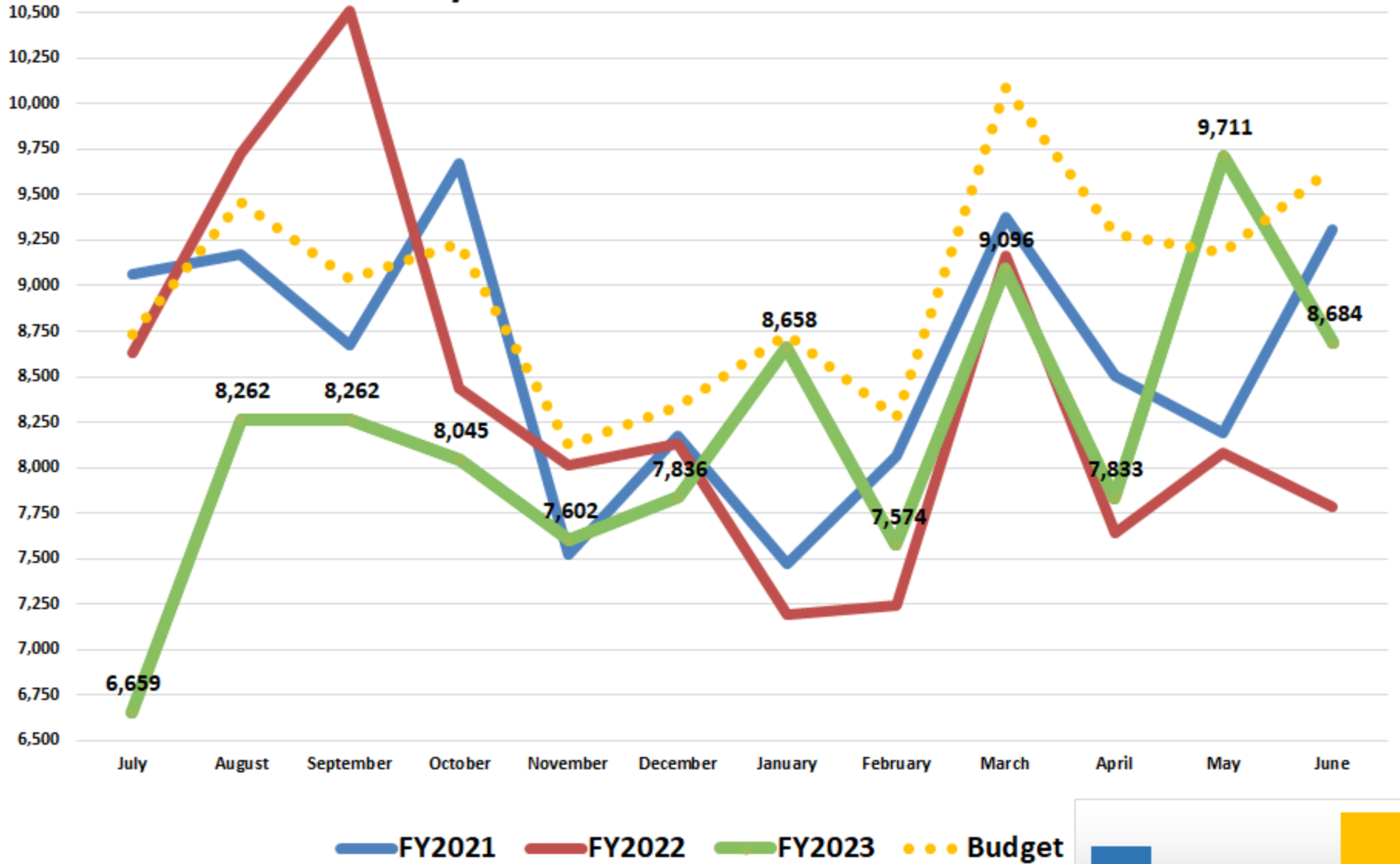


# O/P Rehab - Exeter

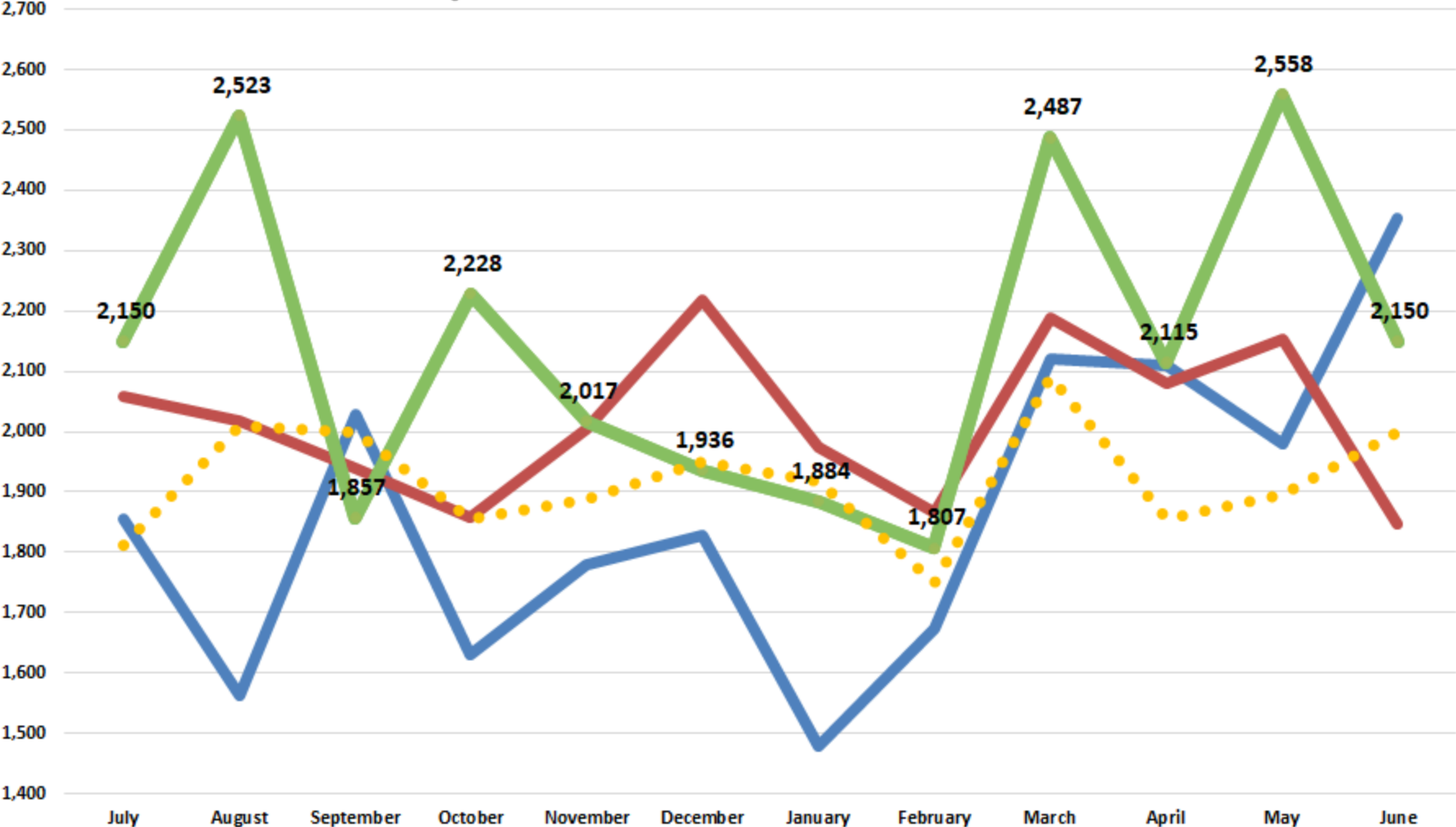




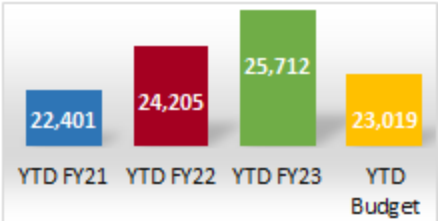
# O/P Rehab - Akers



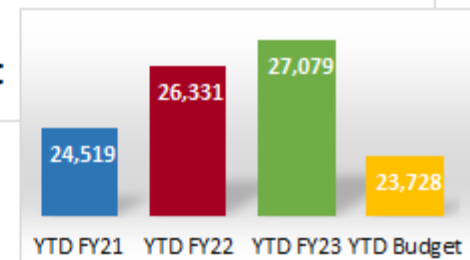
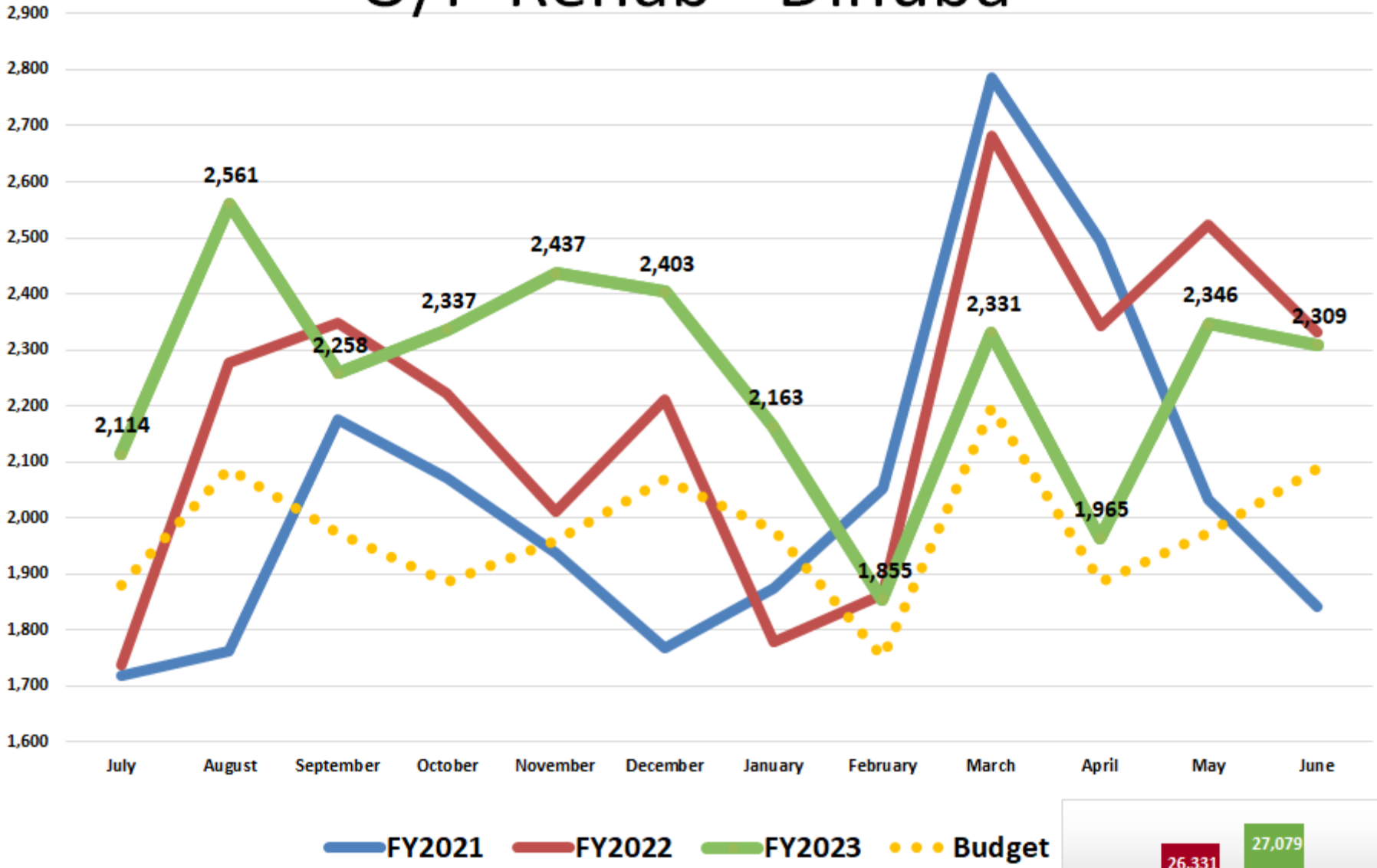
# O/P Rehab - LLOPT



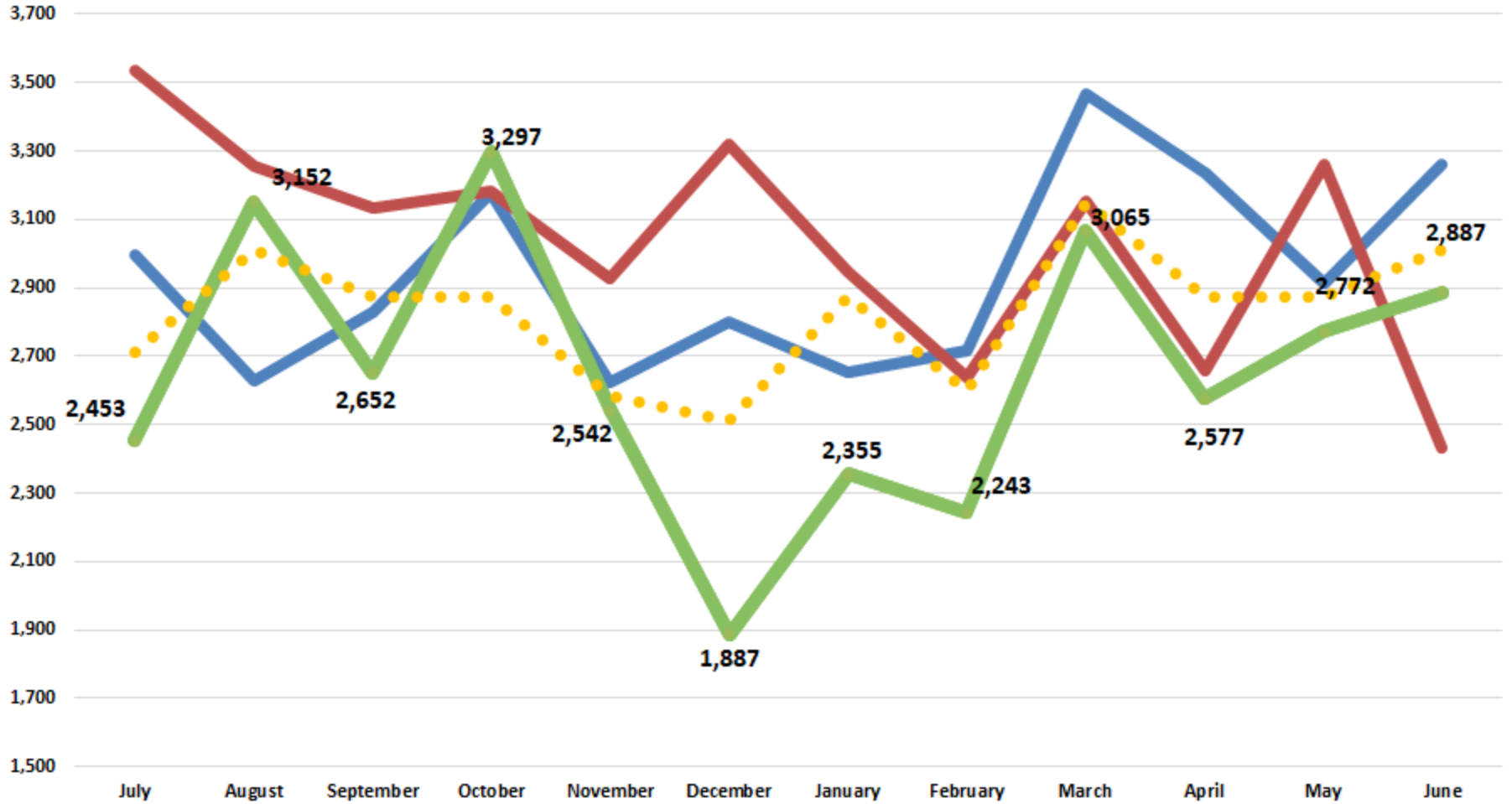
— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



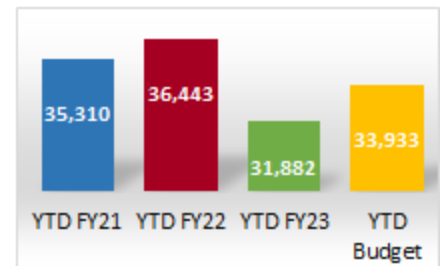
# O/P Rehab - Dinuba



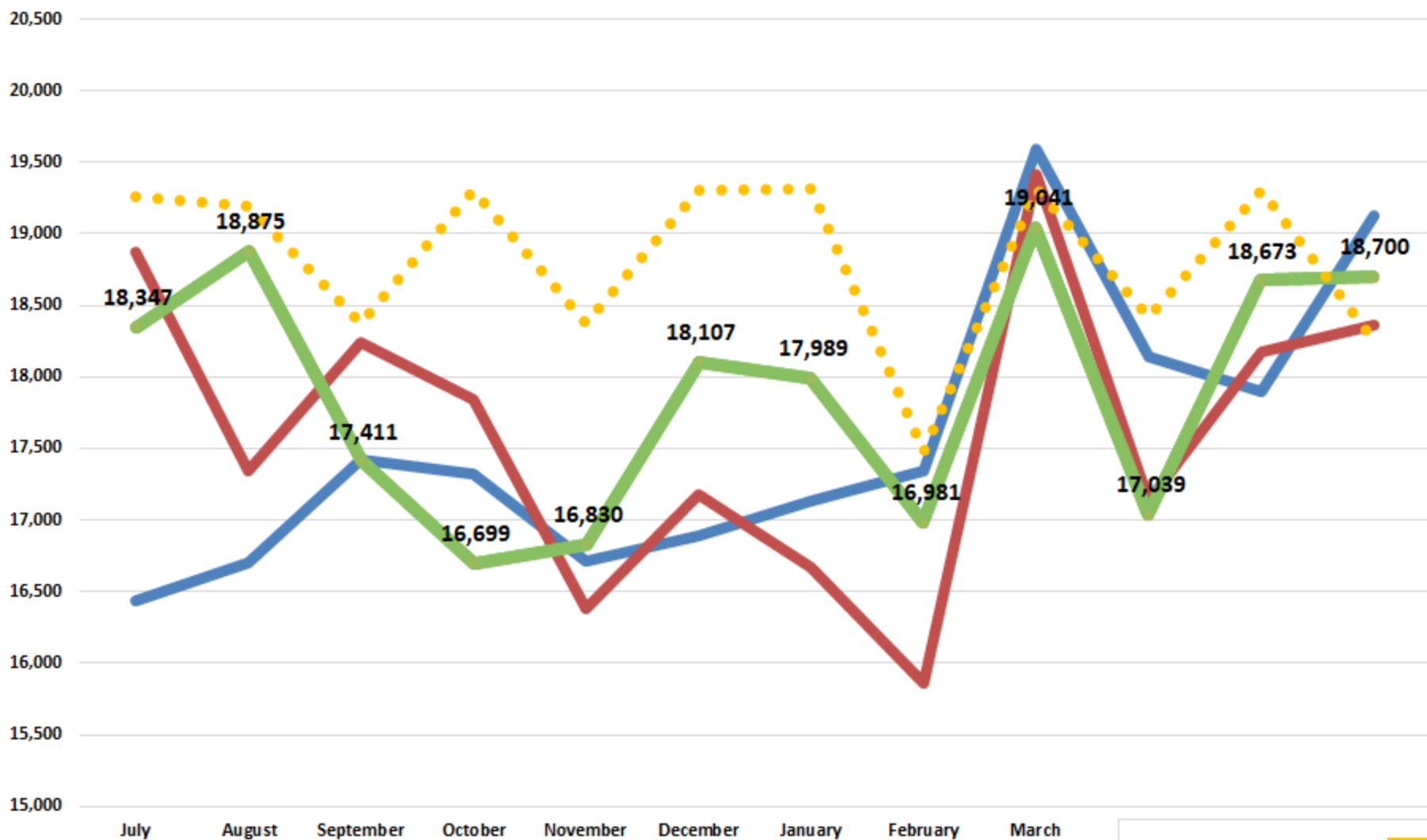
# Therapy - Cypress Hand Center



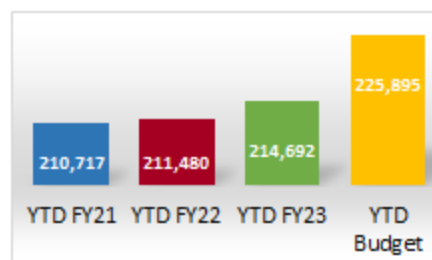
— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



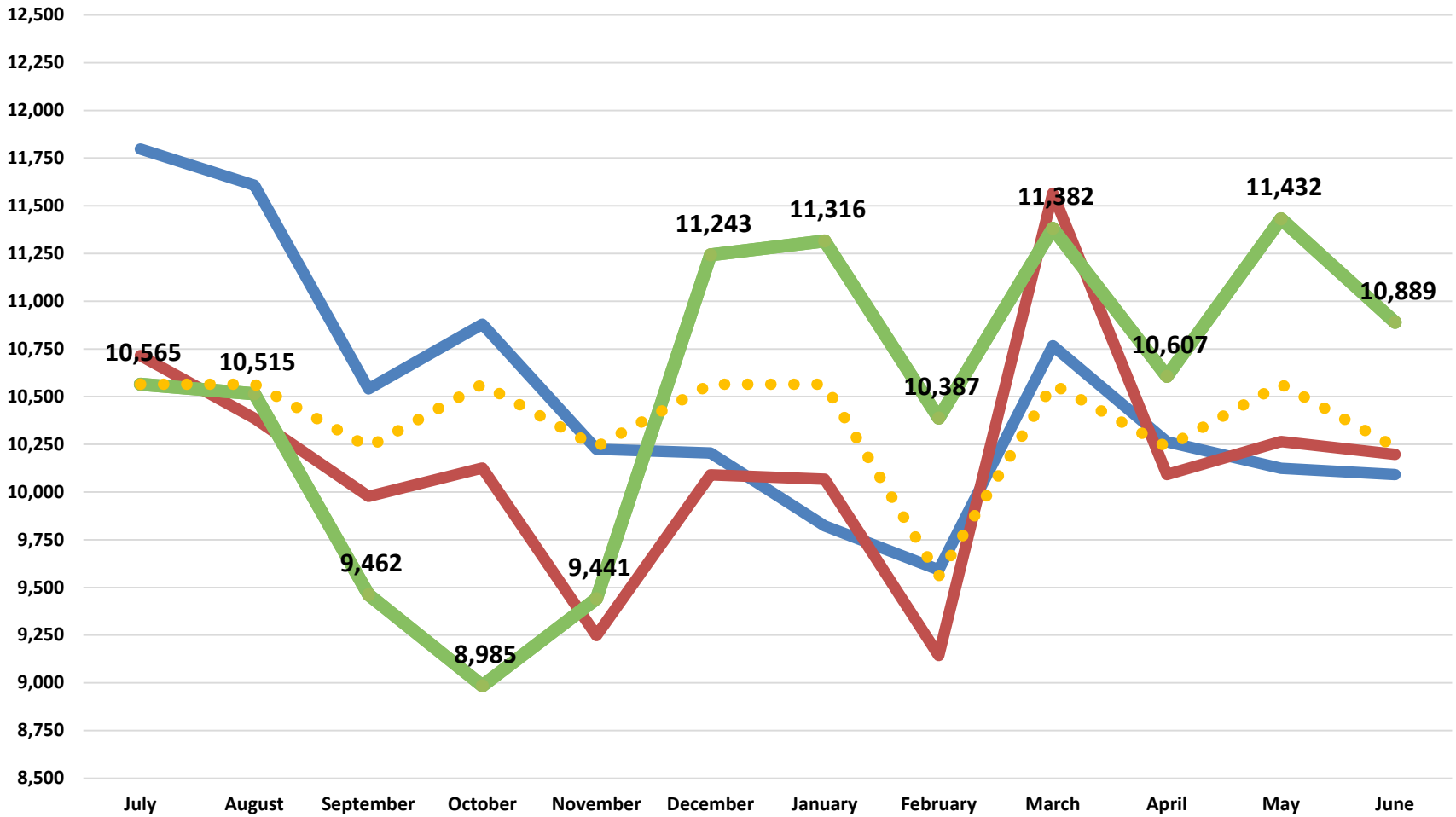
# Physical & Other Therapy Units (I/P & O/P)



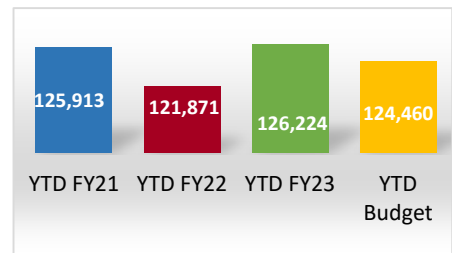
— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



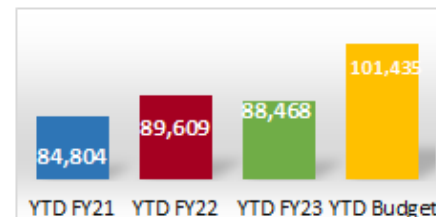
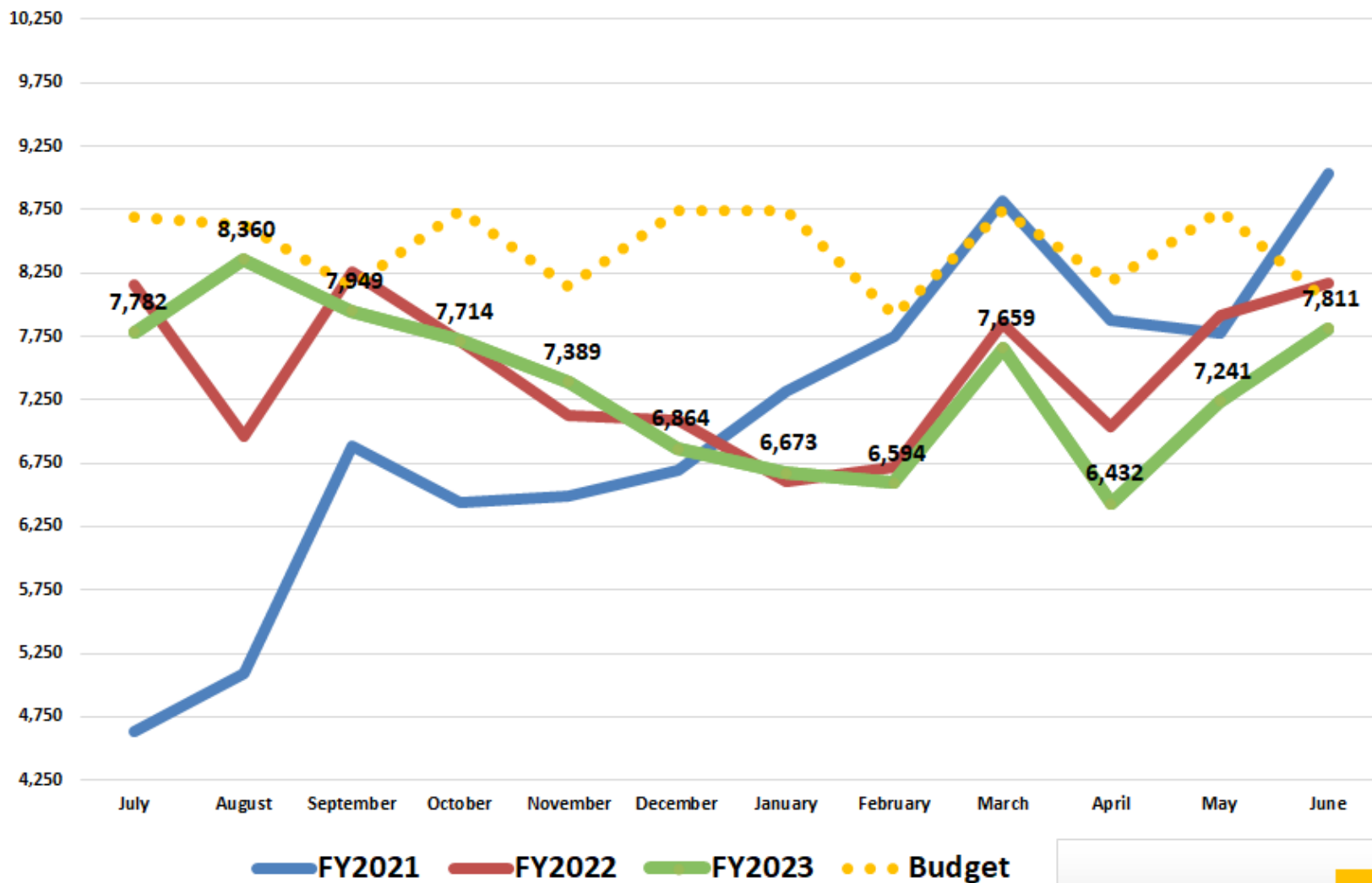
# Physical & Other Therapy Units (I/P & O/P)-Main Campus



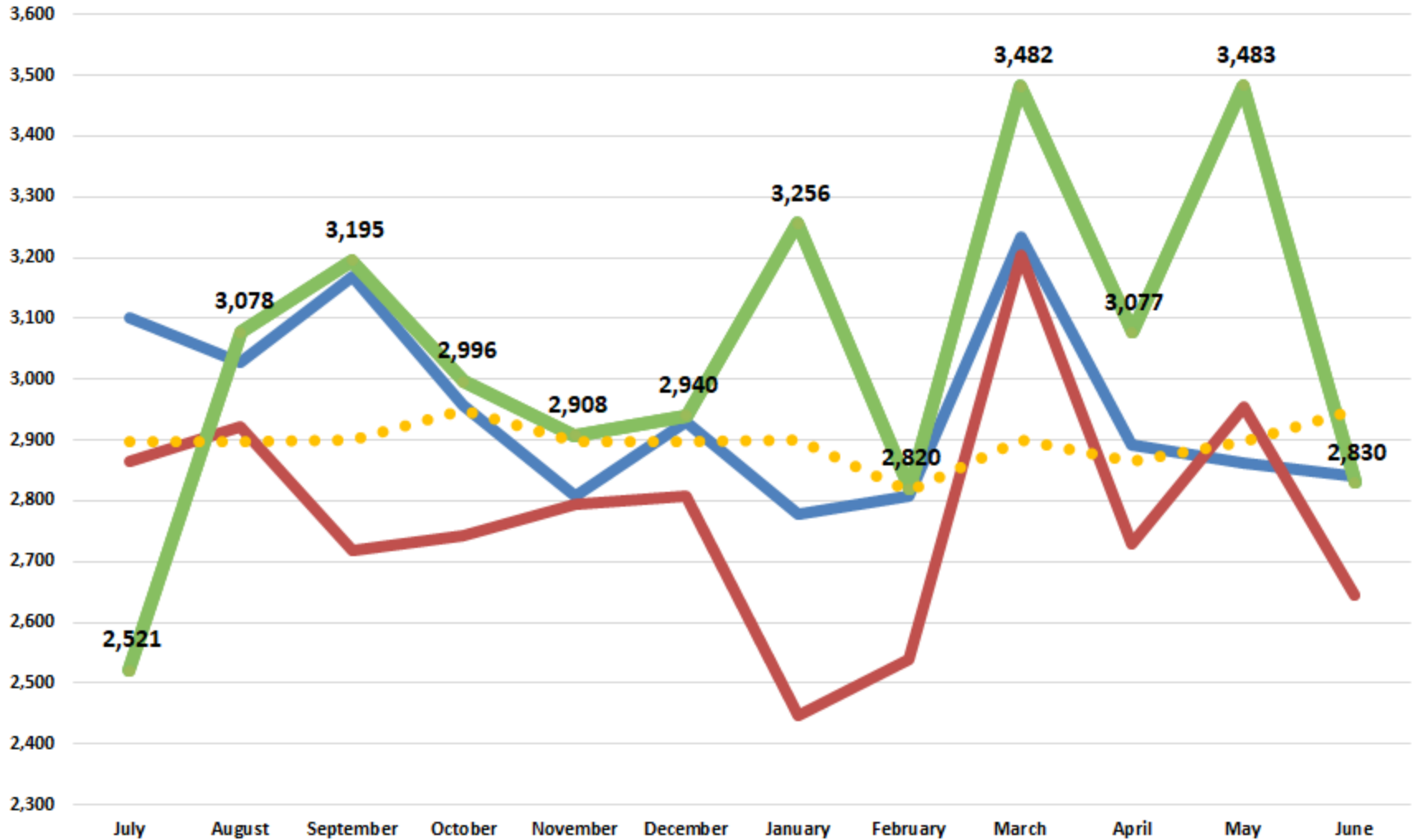
— **FY2021**   
 — **FY2022**   
 — **FY2023**   
 ●●● **Budget**



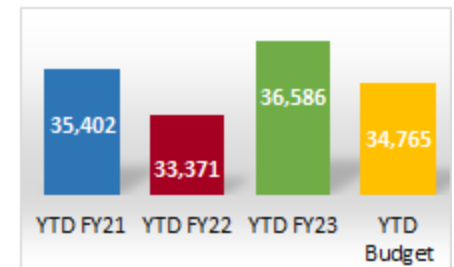
# Physical & Other Therapy Units (I/P & O/P)- KDRH & South Campus



# Home Health Visits

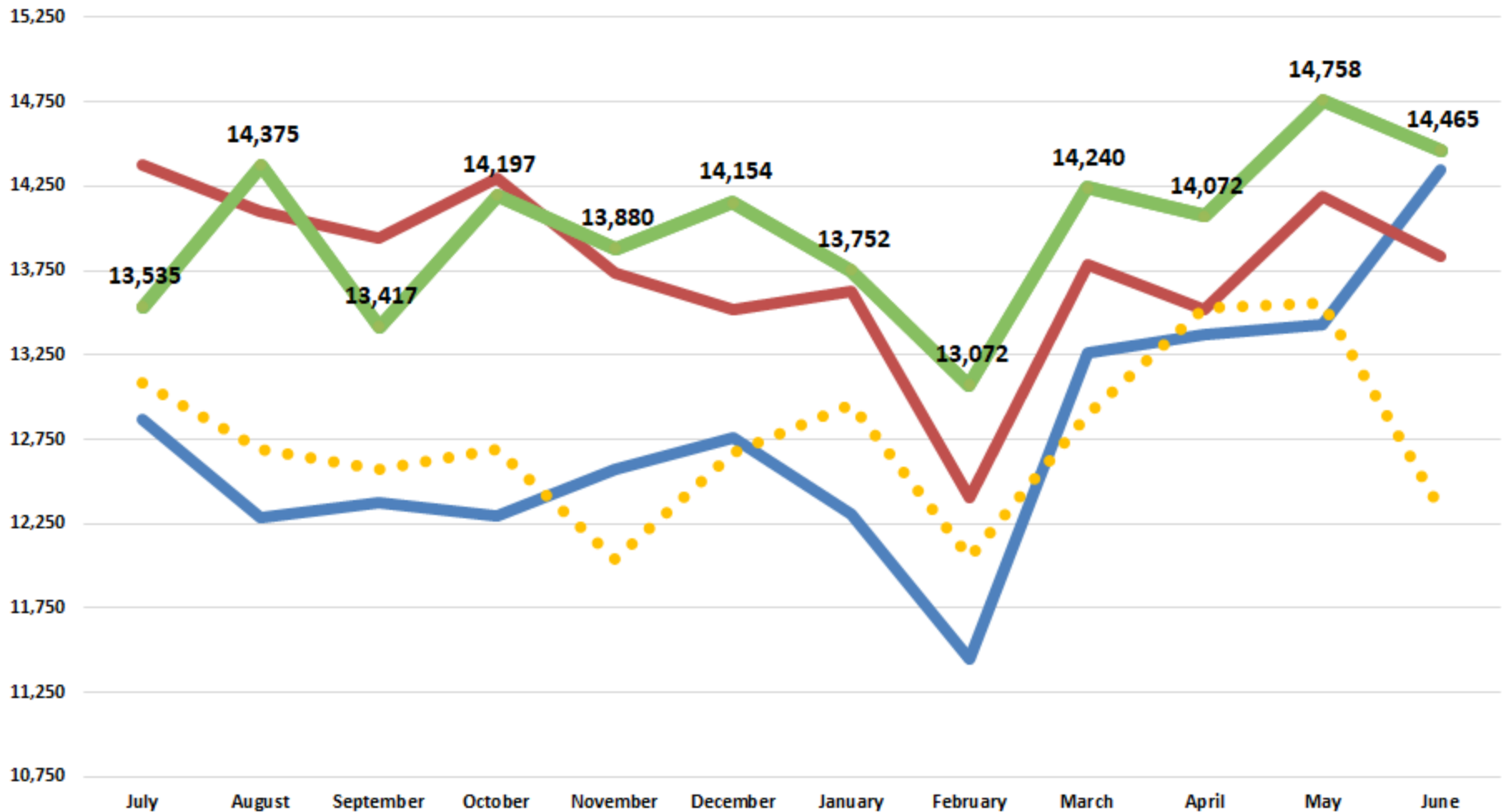


— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget

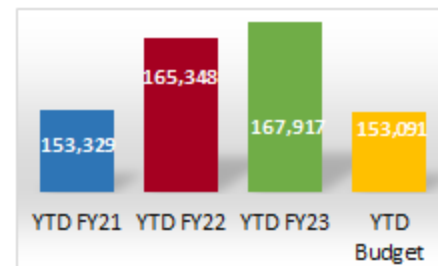




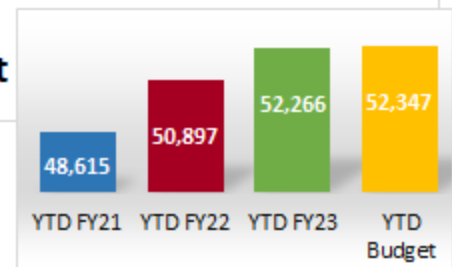
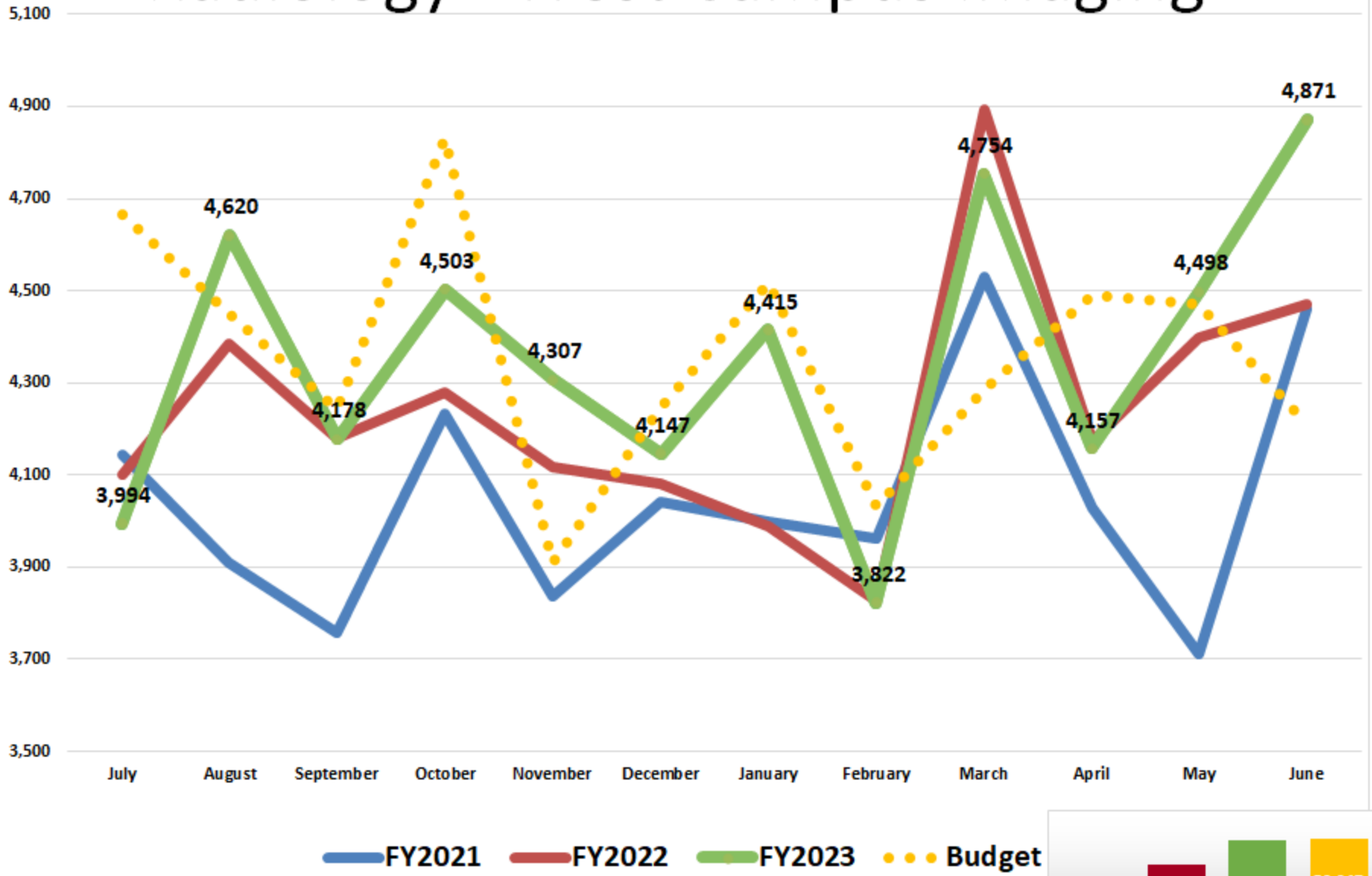
# Radiology – Main Campus



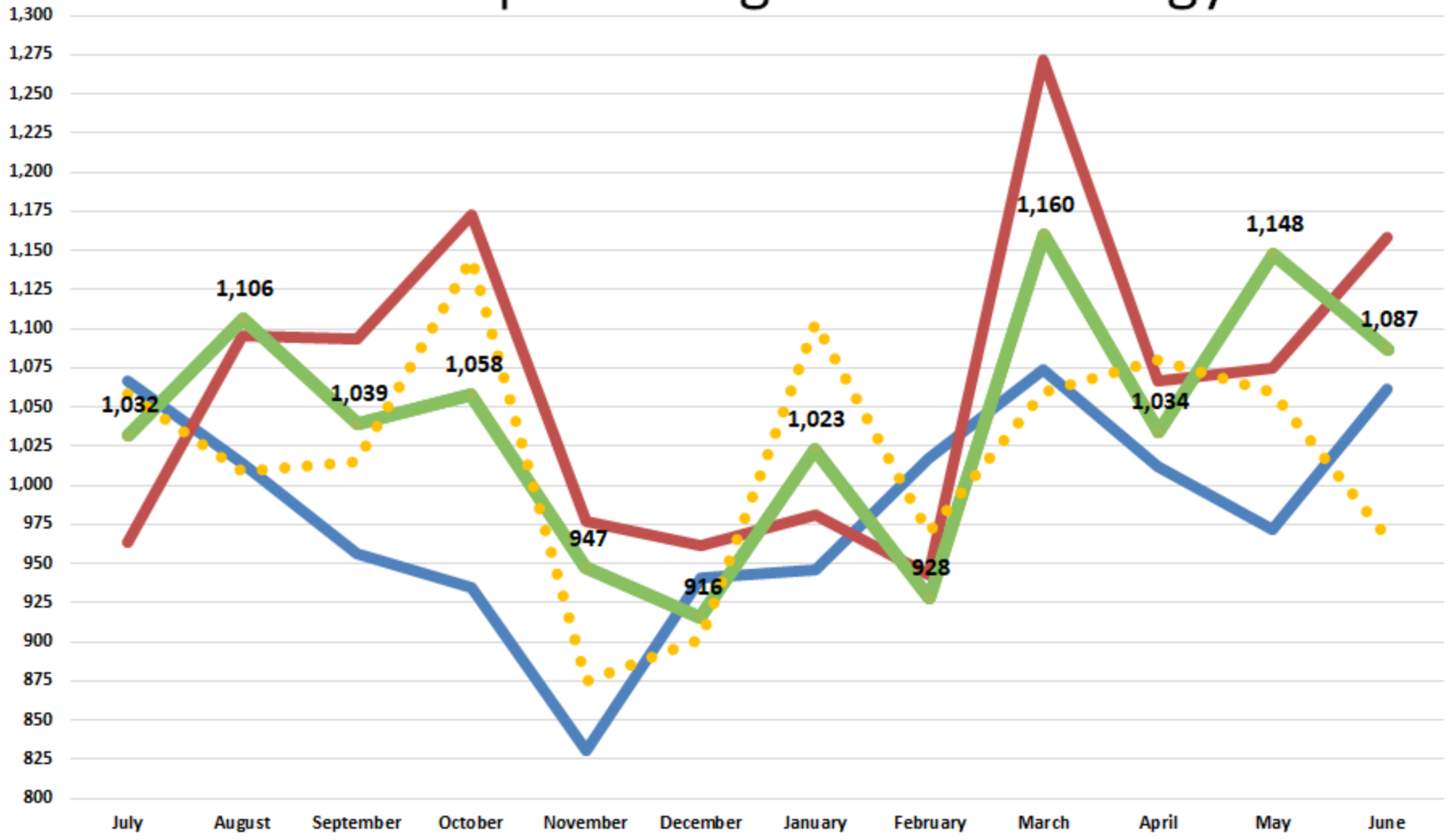
— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



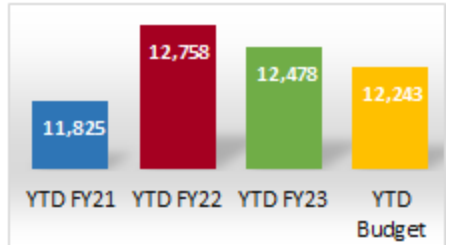
# Radiology - West Campus Imaging



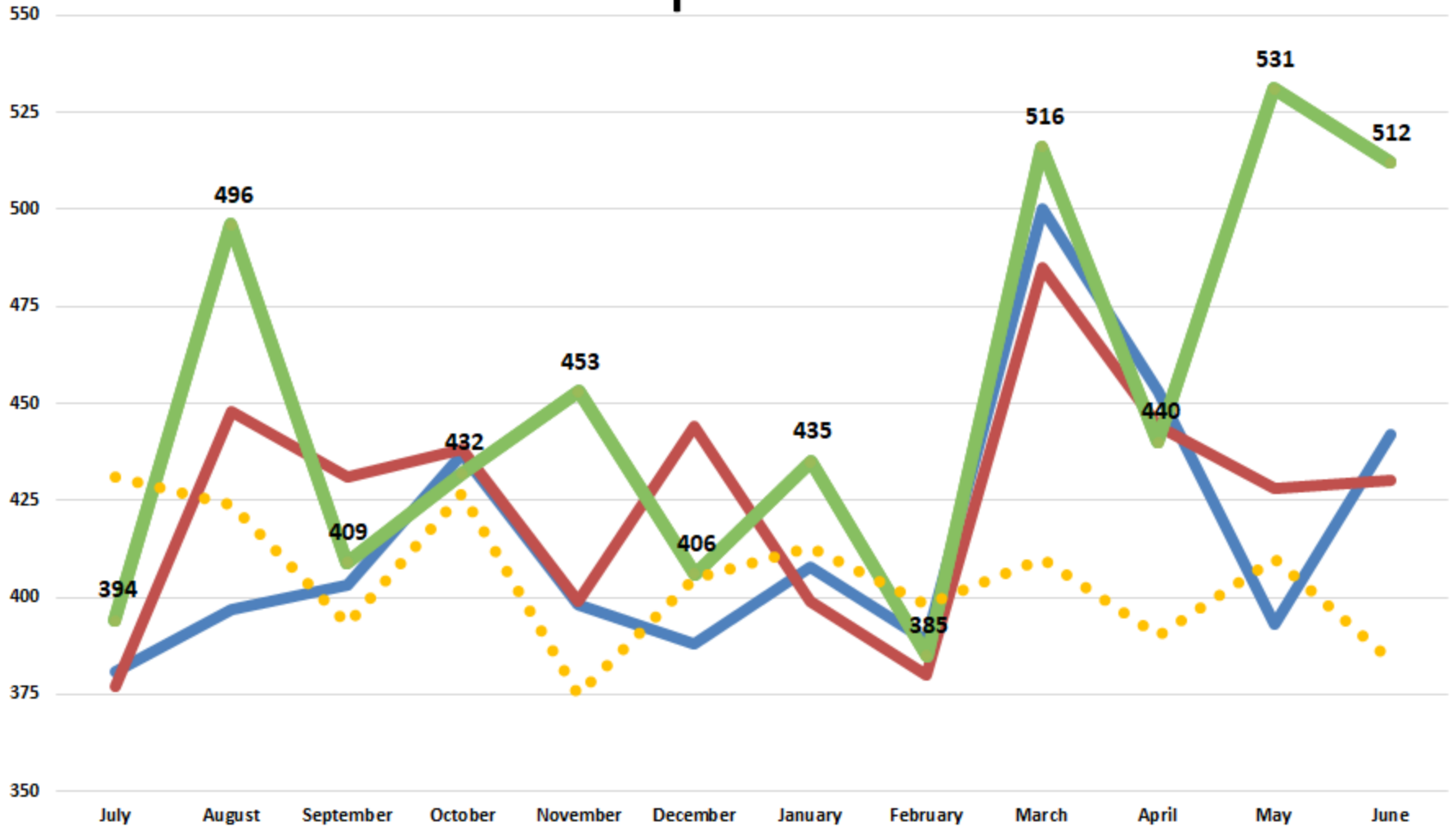
# West Campus - Diagnostic Radiology



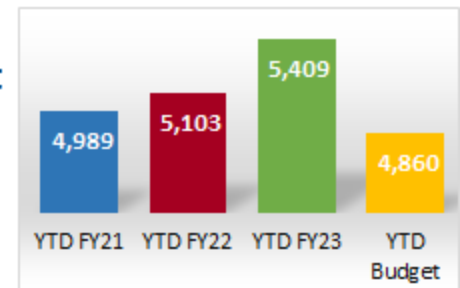
— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



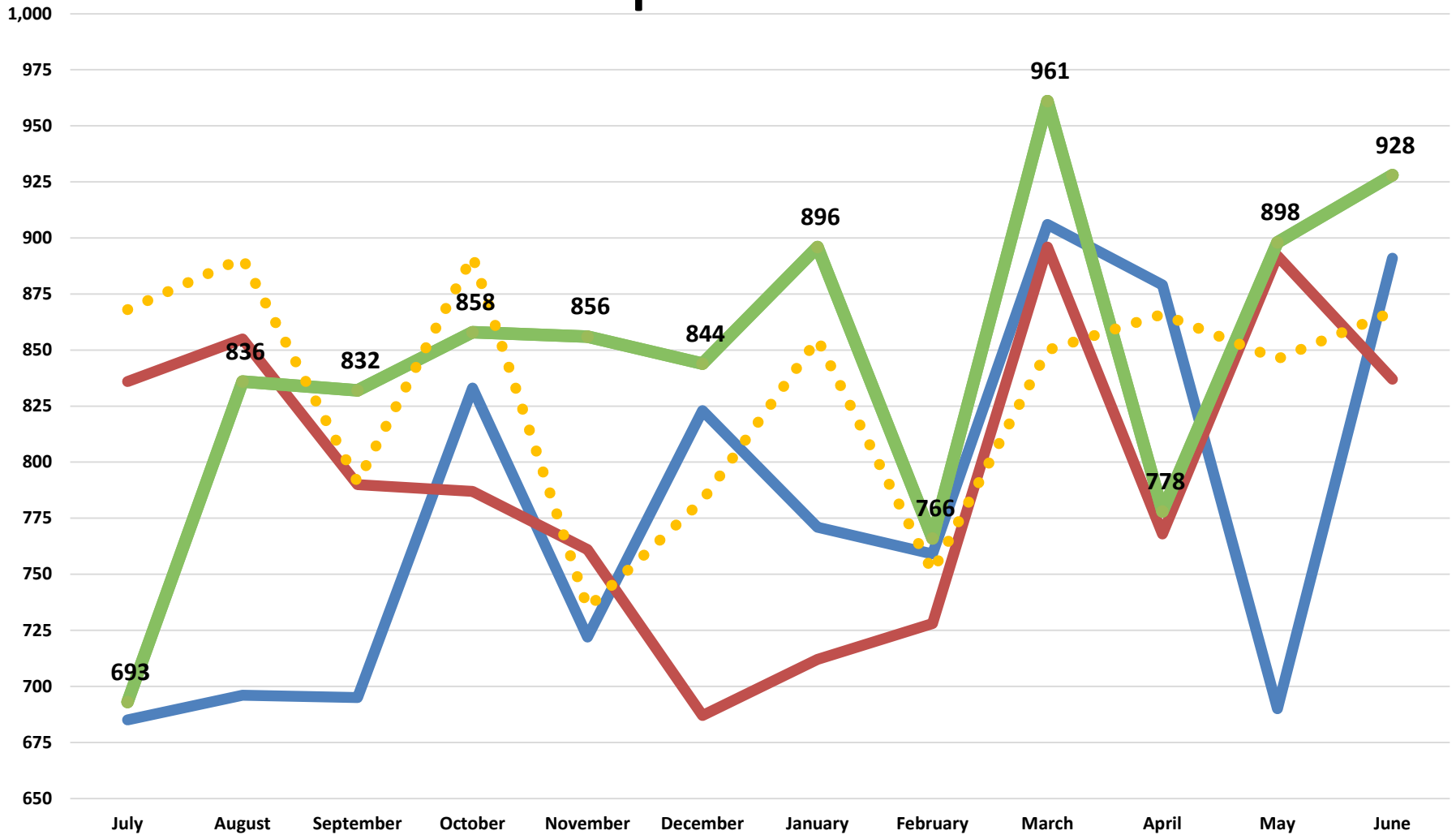
# West Campus - CT Scan



— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



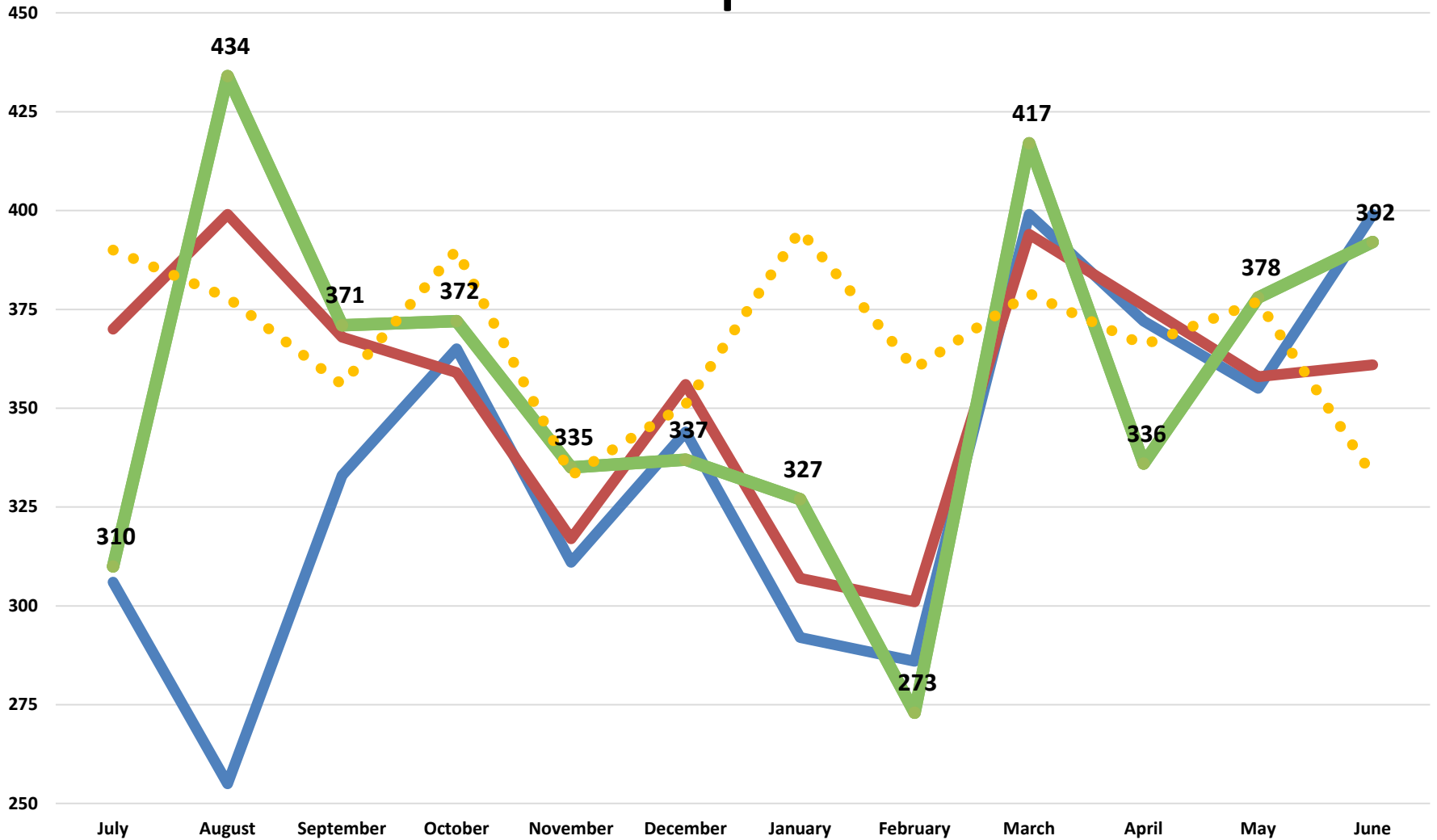
# West Campus - Ultrasound



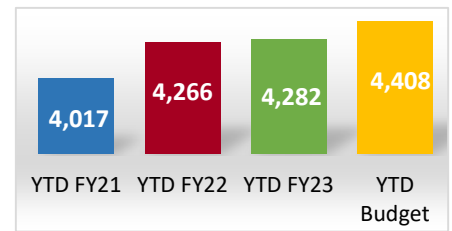
— **FY2021**   
 — **FY2022**   
 — **FY2023**   
 ●● **Budget**

9,350	9,549	10,146	9,995
YTD FY21	YTD FY22	YTD FY23	YTD Budget

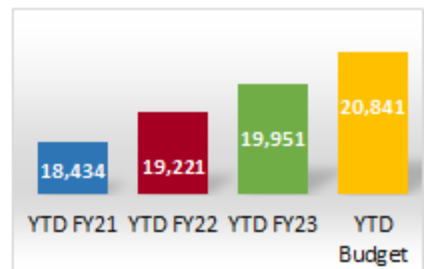
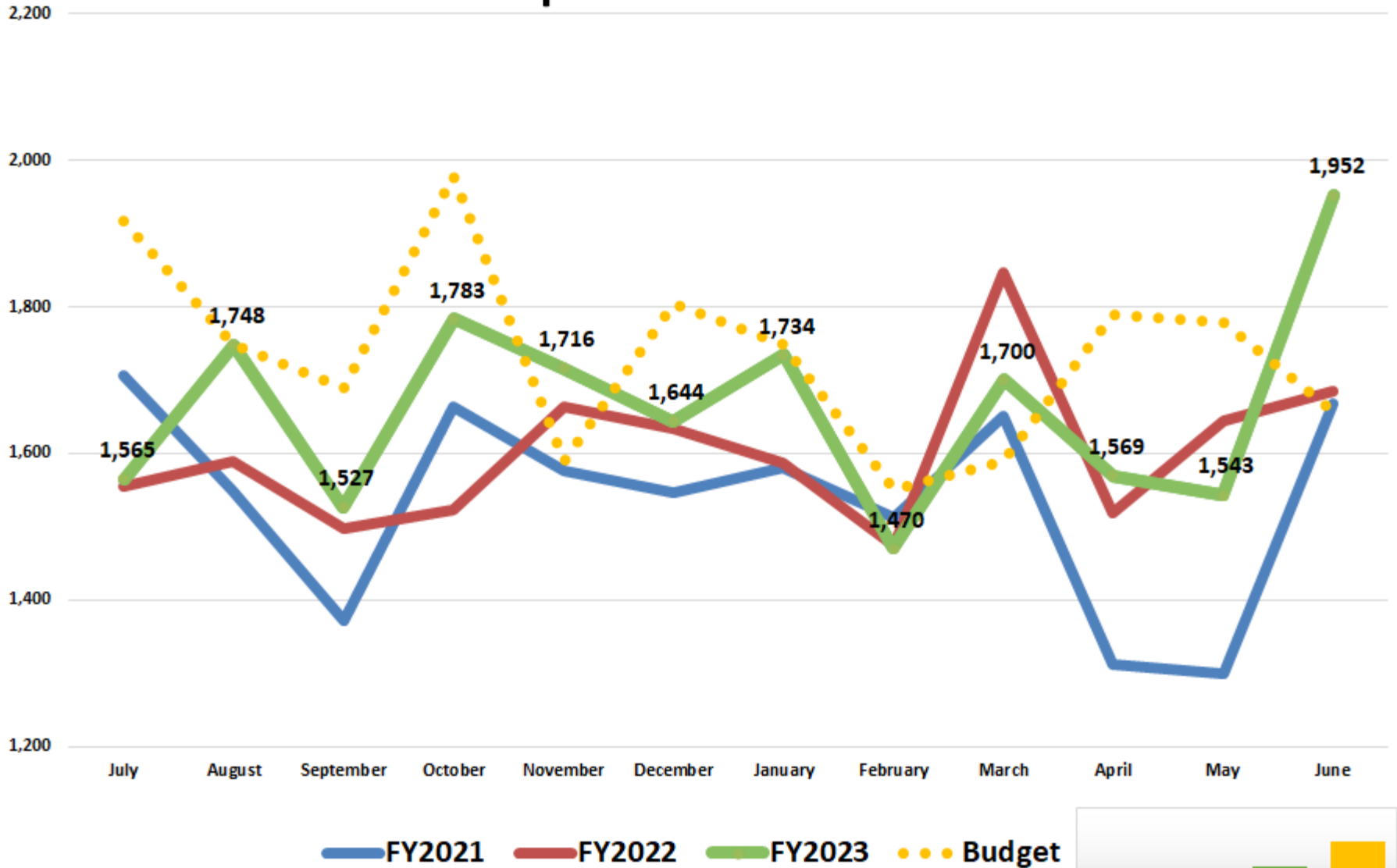
# West Campus - MRI



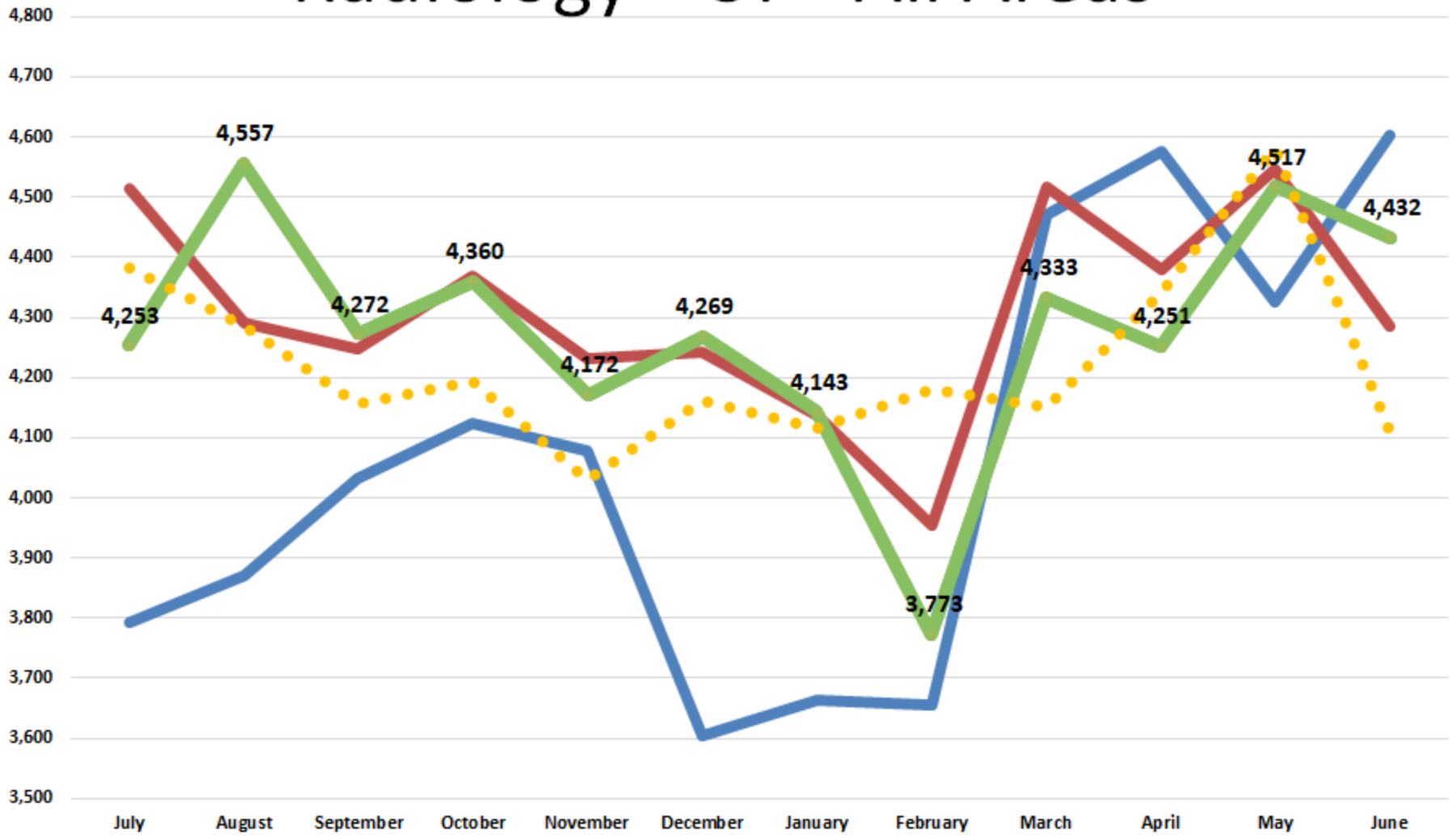
— **FY2021**  
 — **FY2022**  
 — **FY2023**  
 ●●● **Budget**



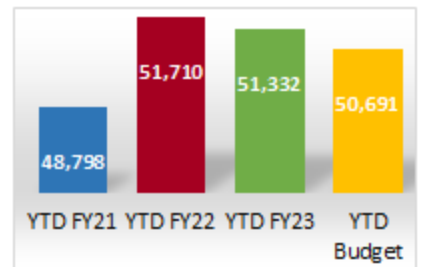
# West Campus - Breast Center



# Radiology - CT - All Areas

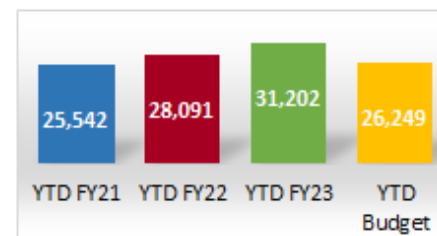
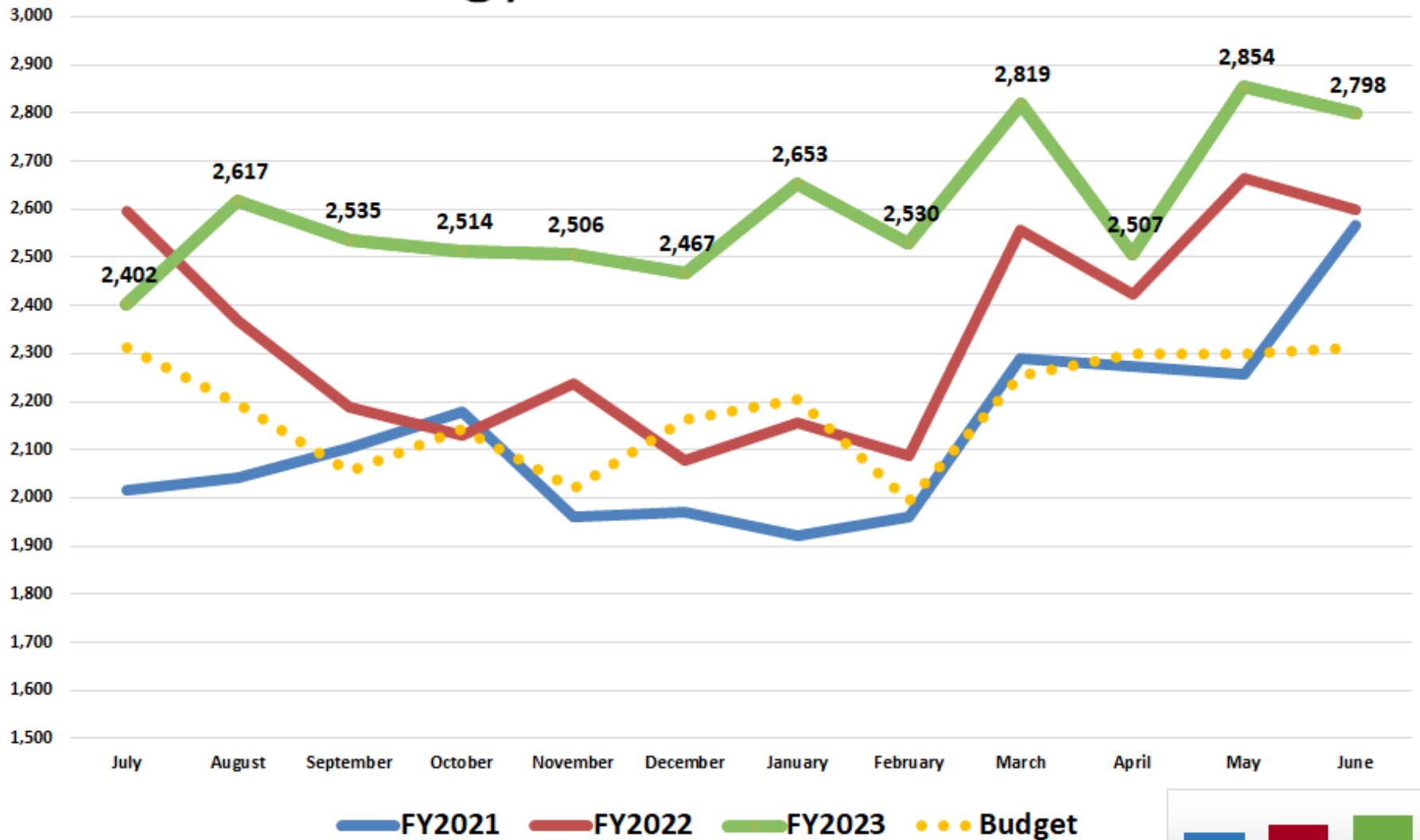


— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget

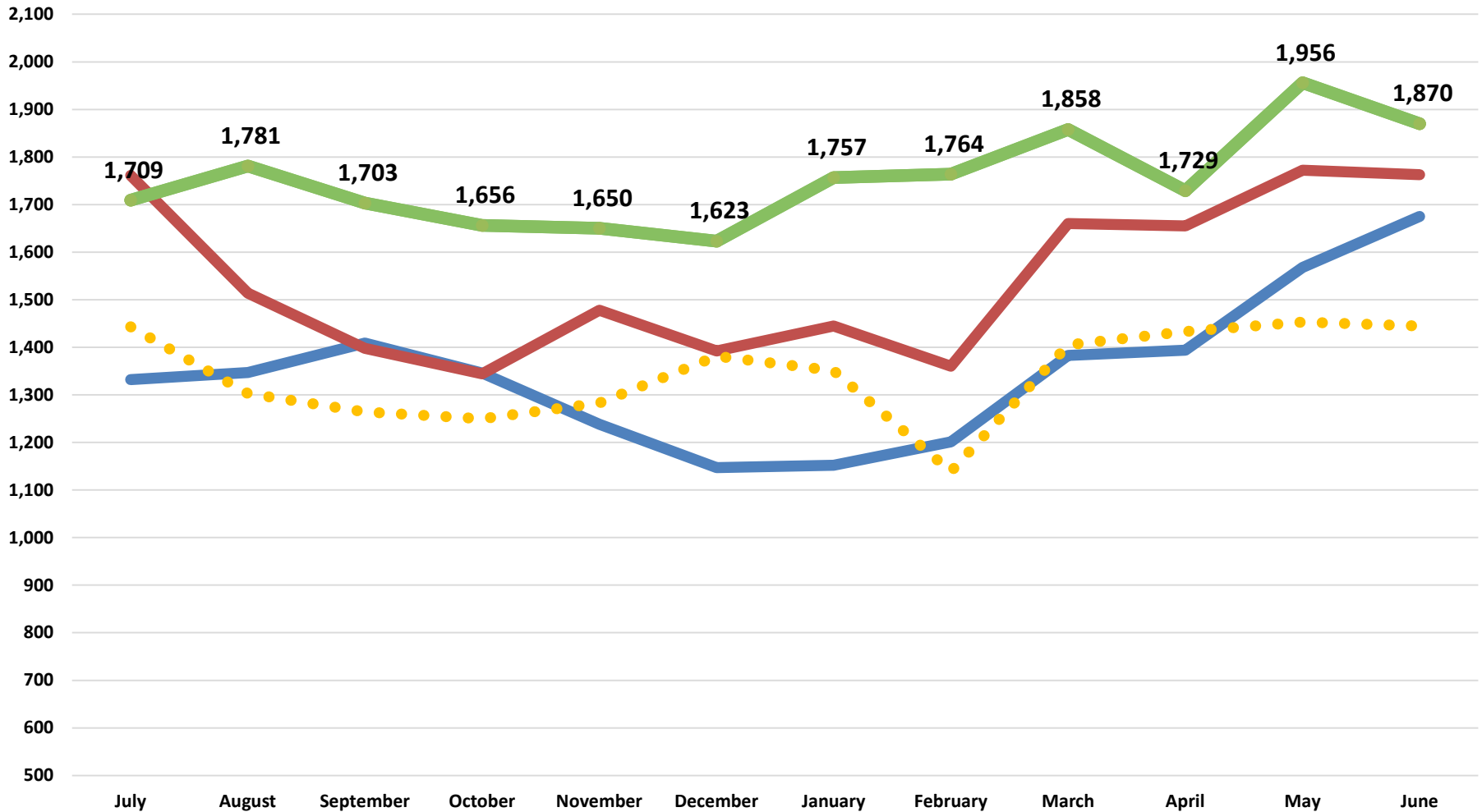




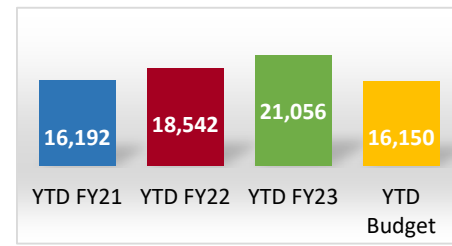
# Radiology - Ultrasound - All Areas



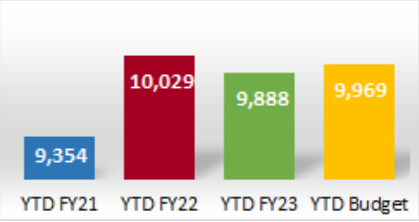
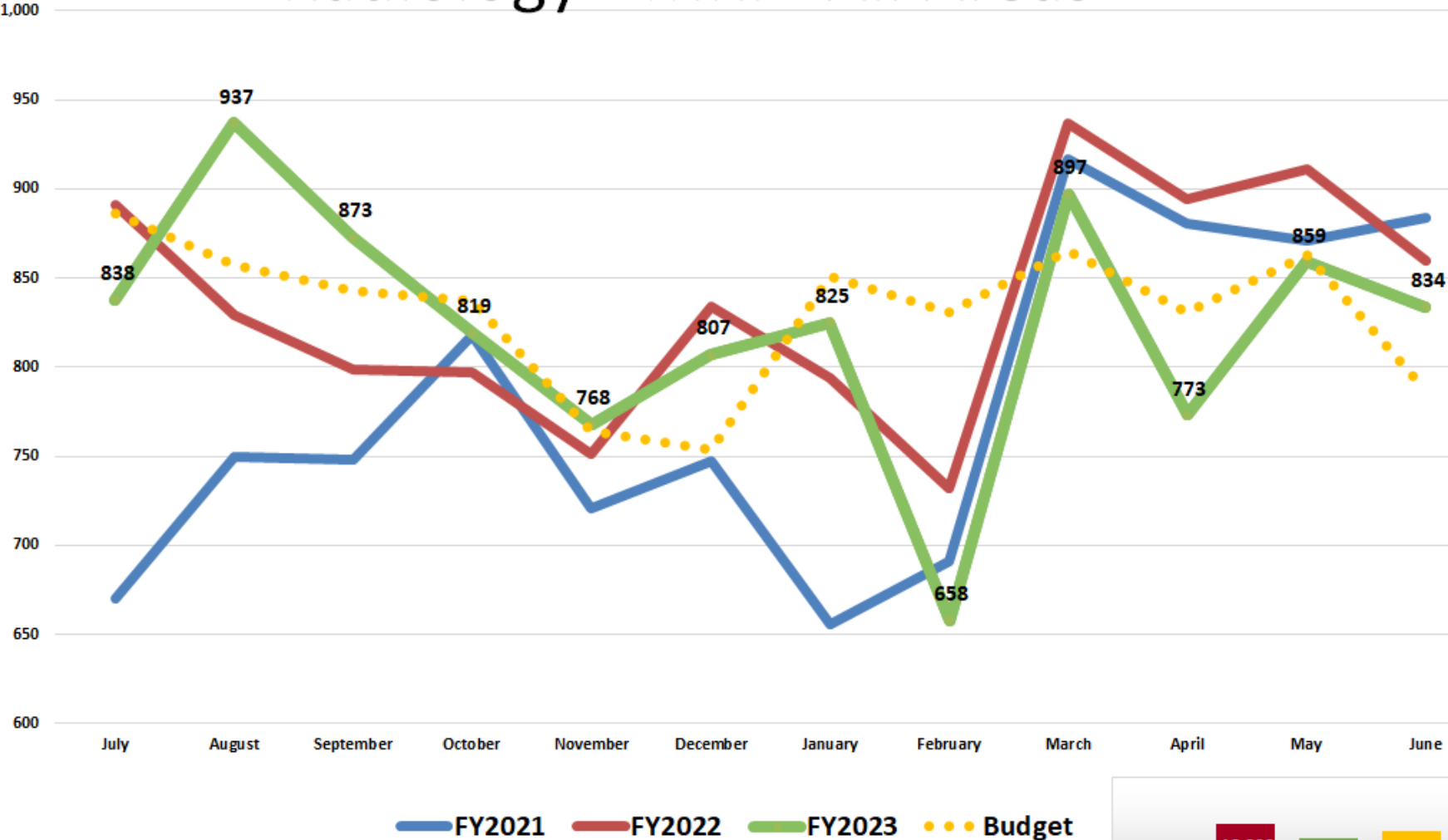
# Radiology - Ultrasound - Main Campus



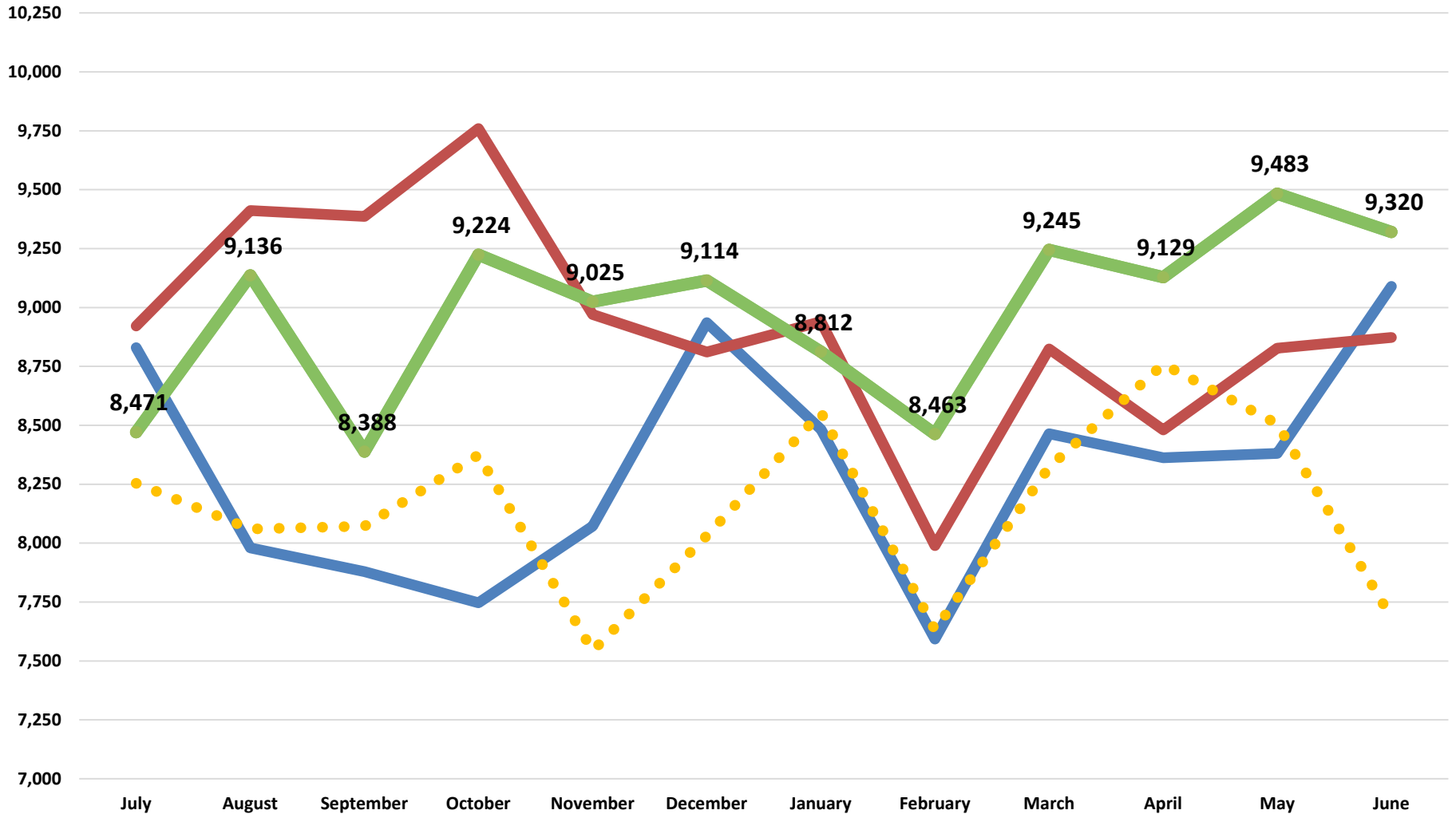
— **FY2021**   
 — **FY2022**   
 — **FY2023**   
 ●●● **Budget**



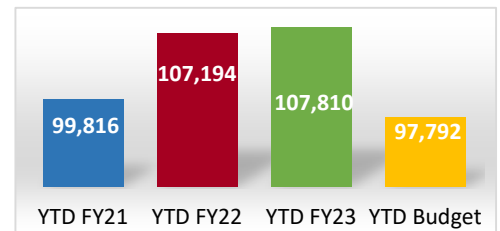
# Radiology - MRI - All Areas



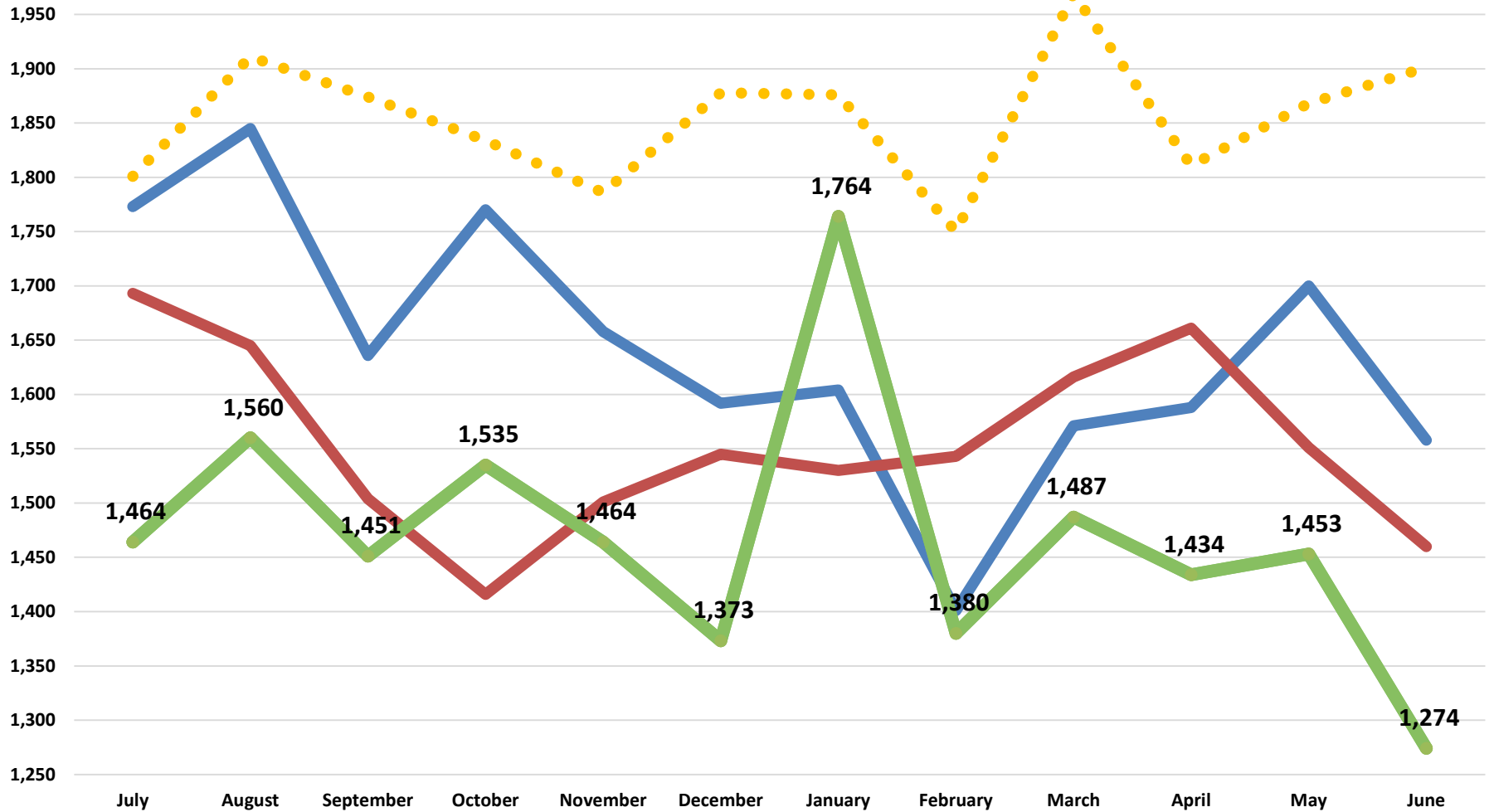
# Radiology Modality - Diagnostic



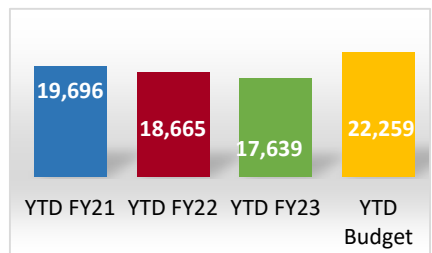
— **FY2021**  
 — **FY2022**  
 — **FY2023**  
 ●●● **Budget**



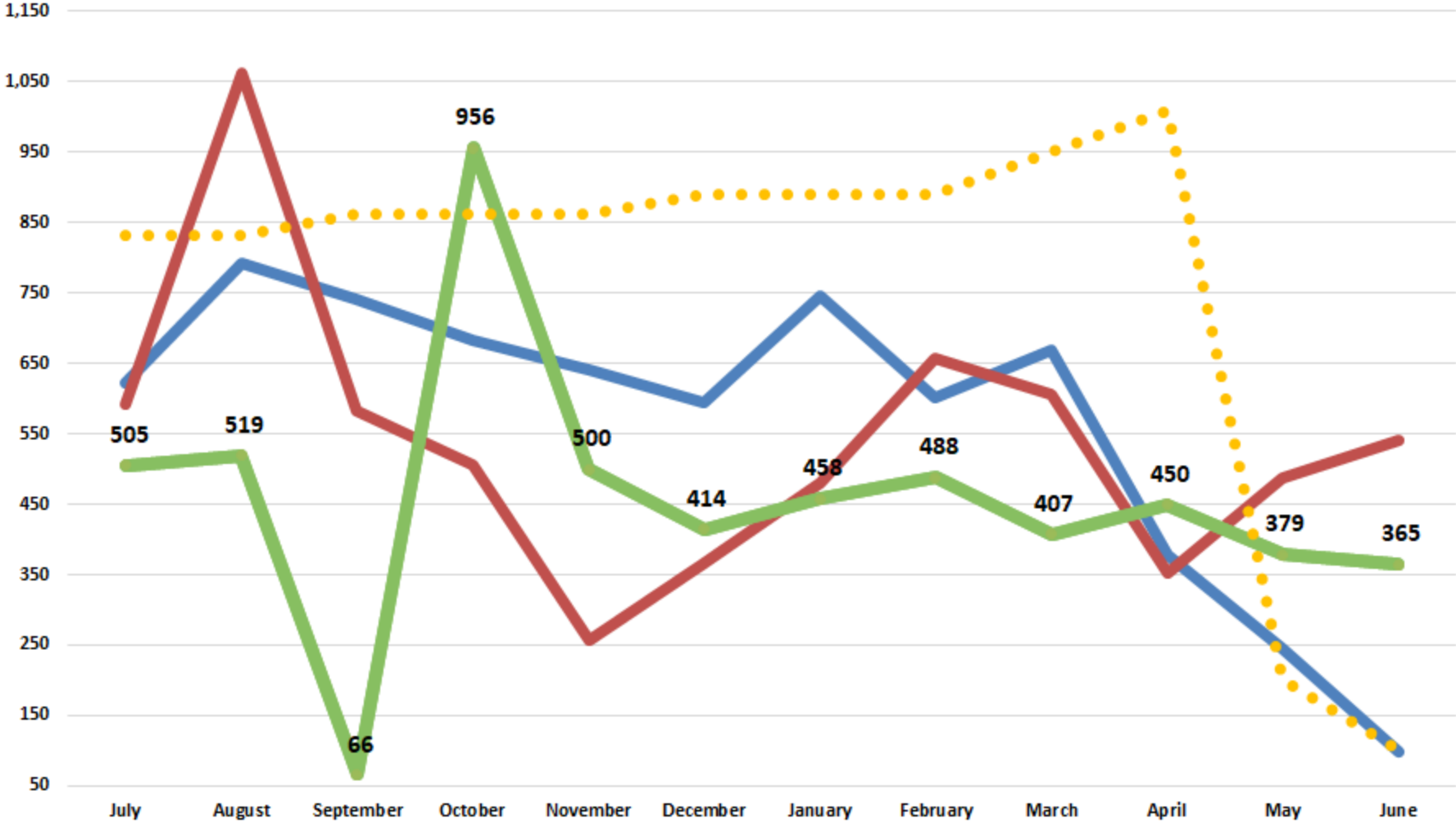
# Chronic Dialysis - Visalia



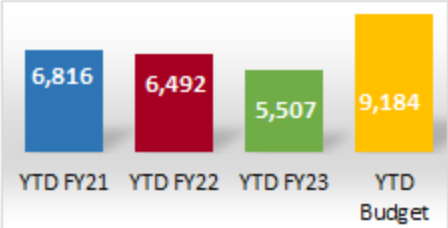
— **FY2021**   
 — **FY2022**   
 — **FY2023**   
 ●●● **Budget**



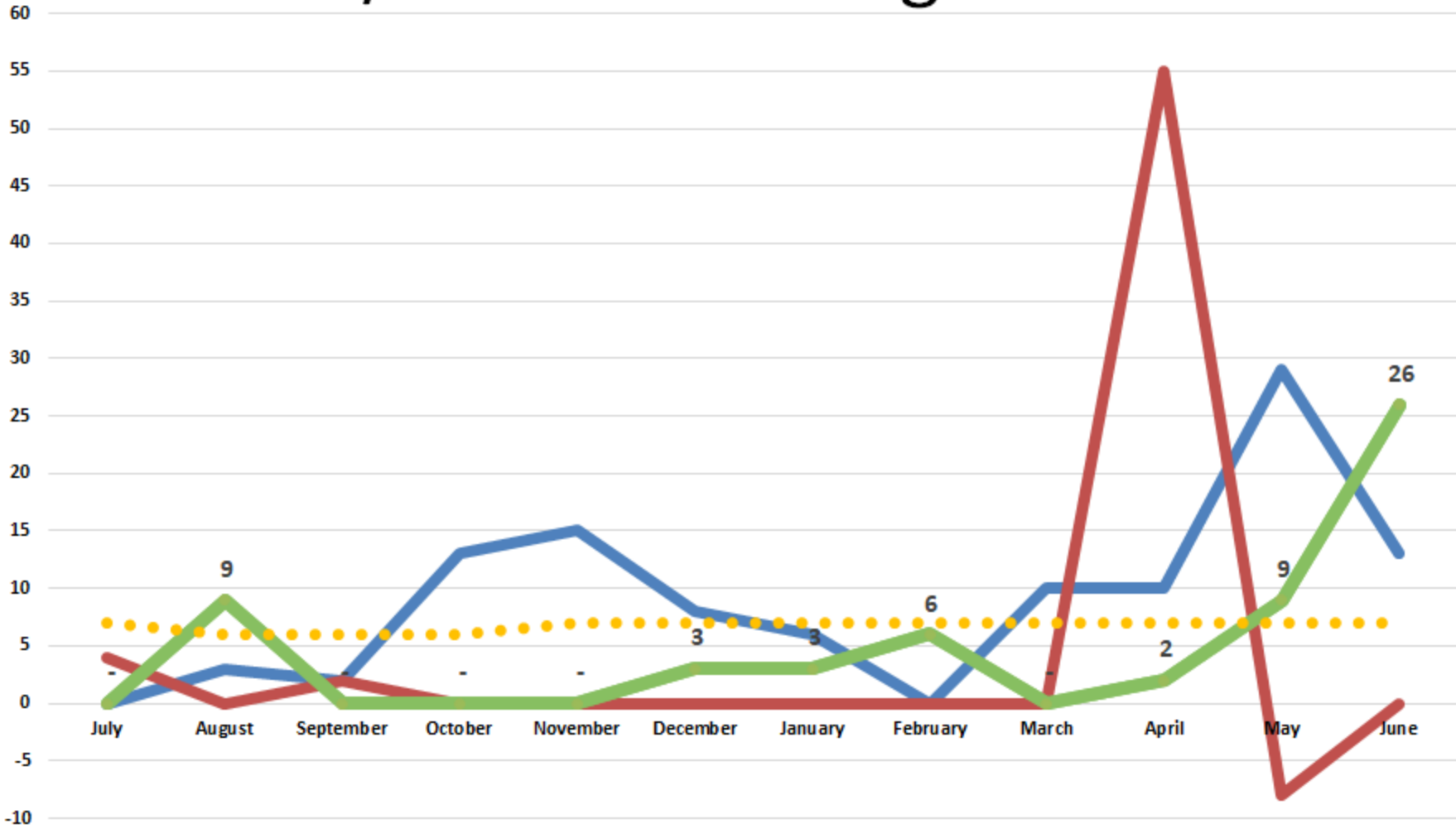
# CAPD/CCPD - Maintenance Sessions



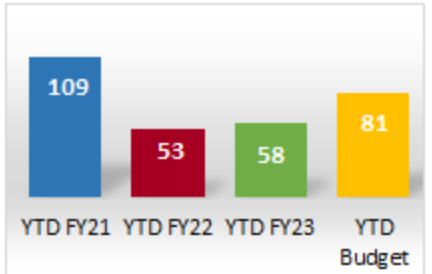
— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



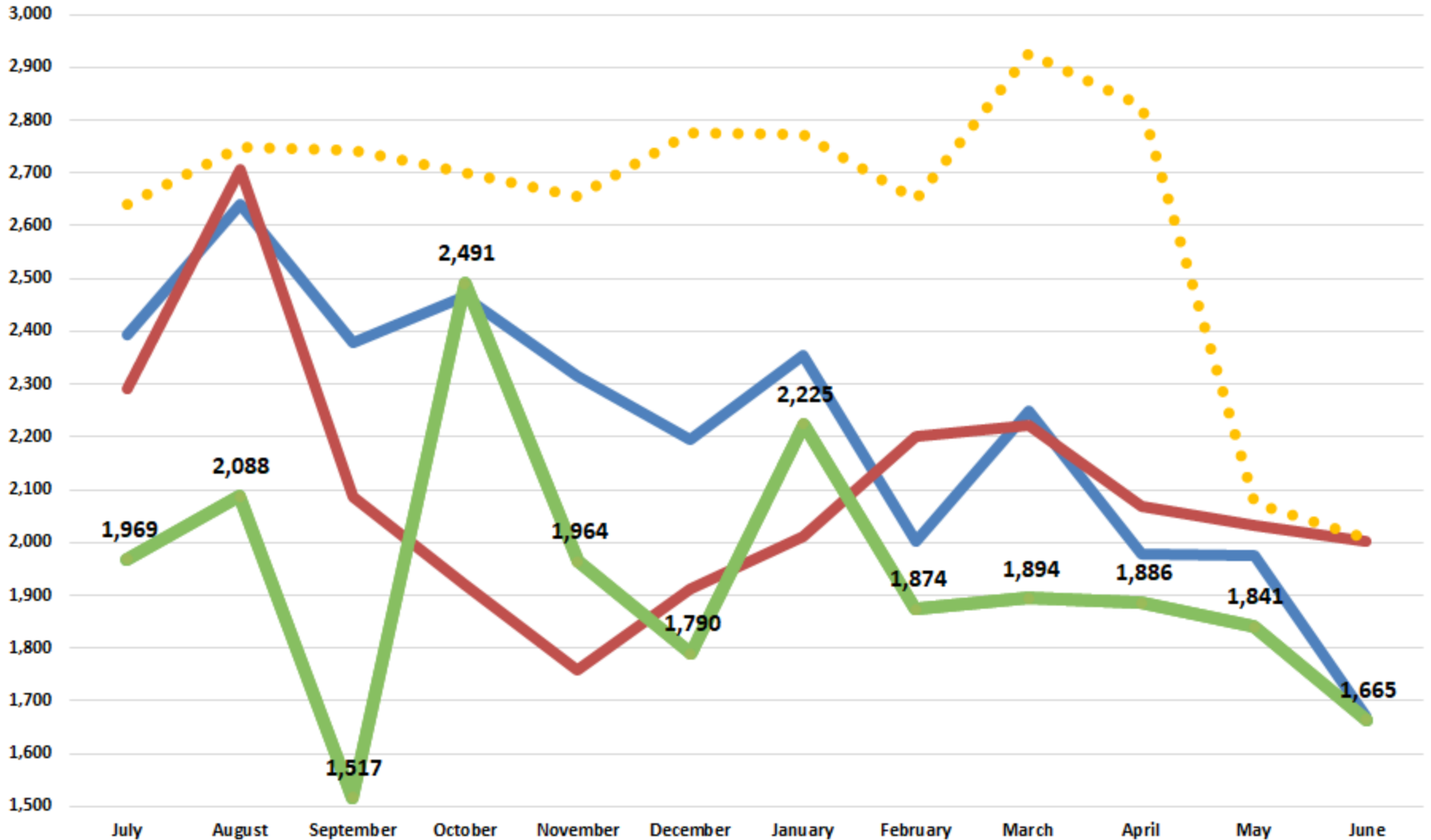
# CAPD/CCPD - Training Sessions



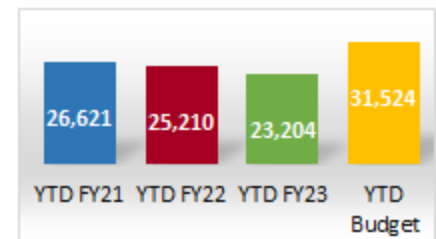
— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget



# All CAPD & CCPD

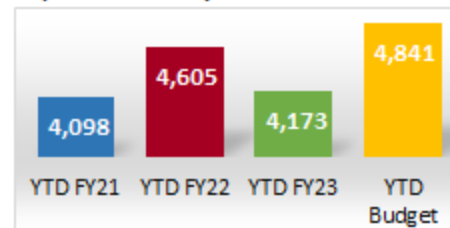
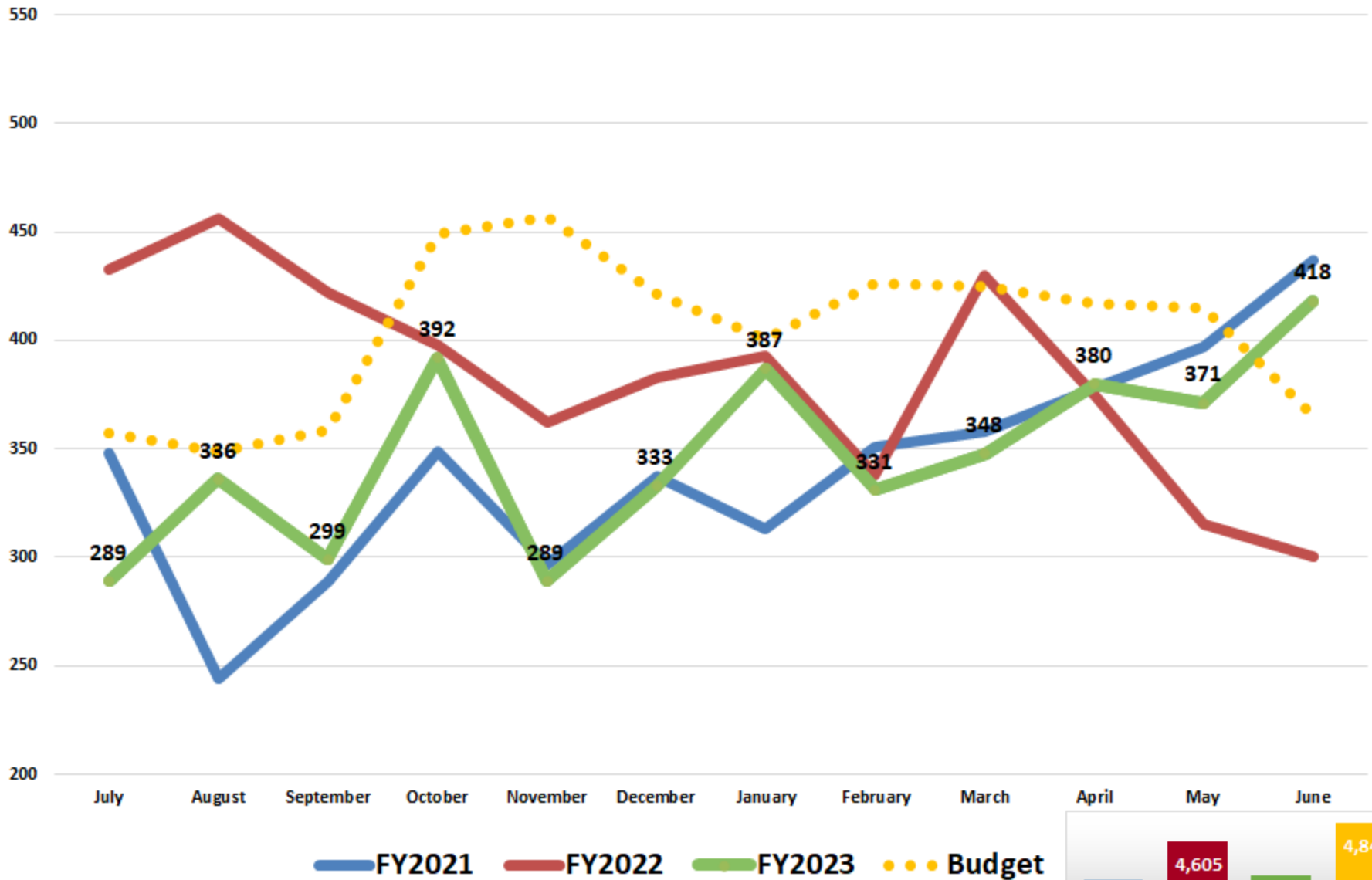


— FY2021   
 — FY2022   
 — FY2023   
 ●●● Budget

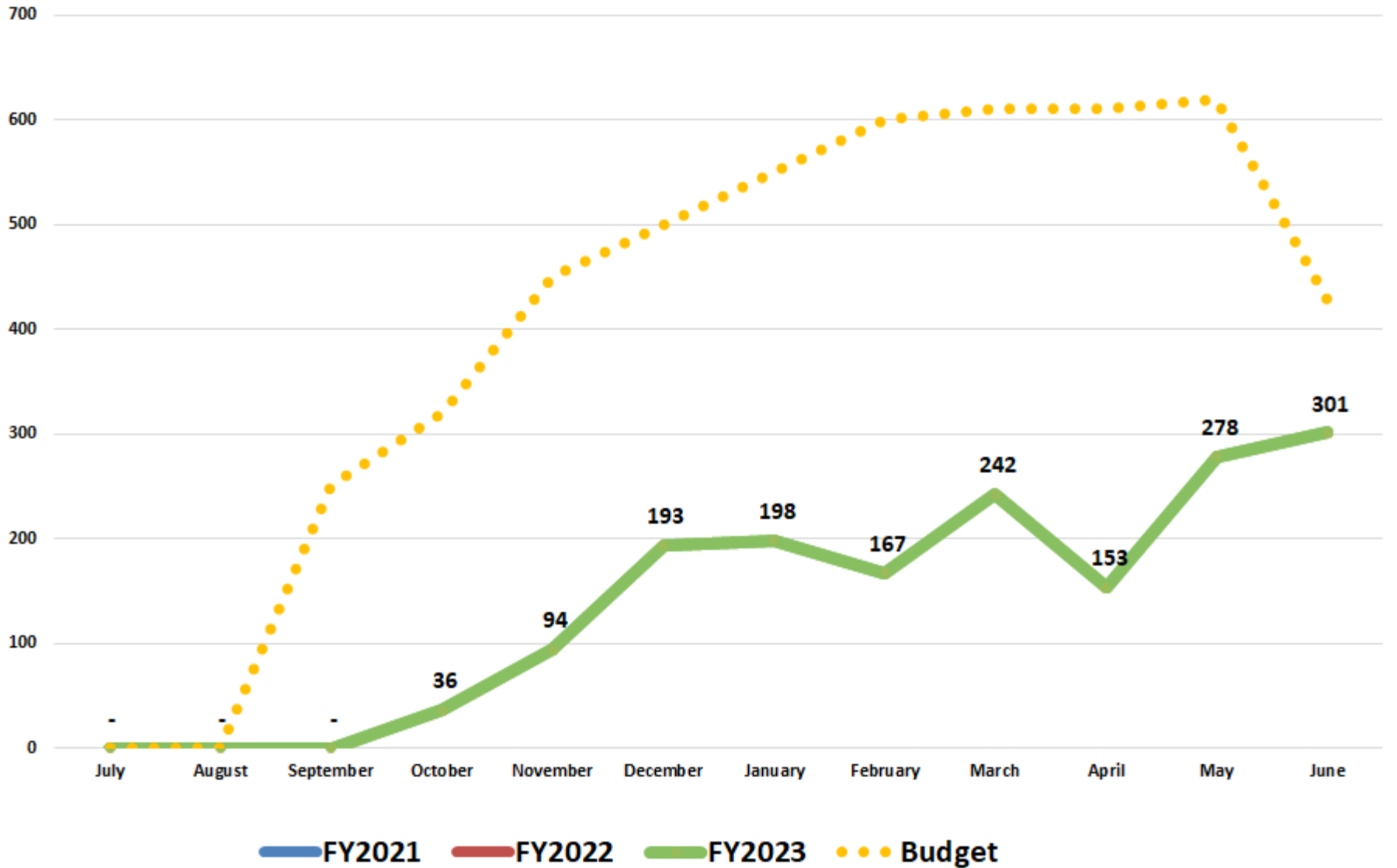




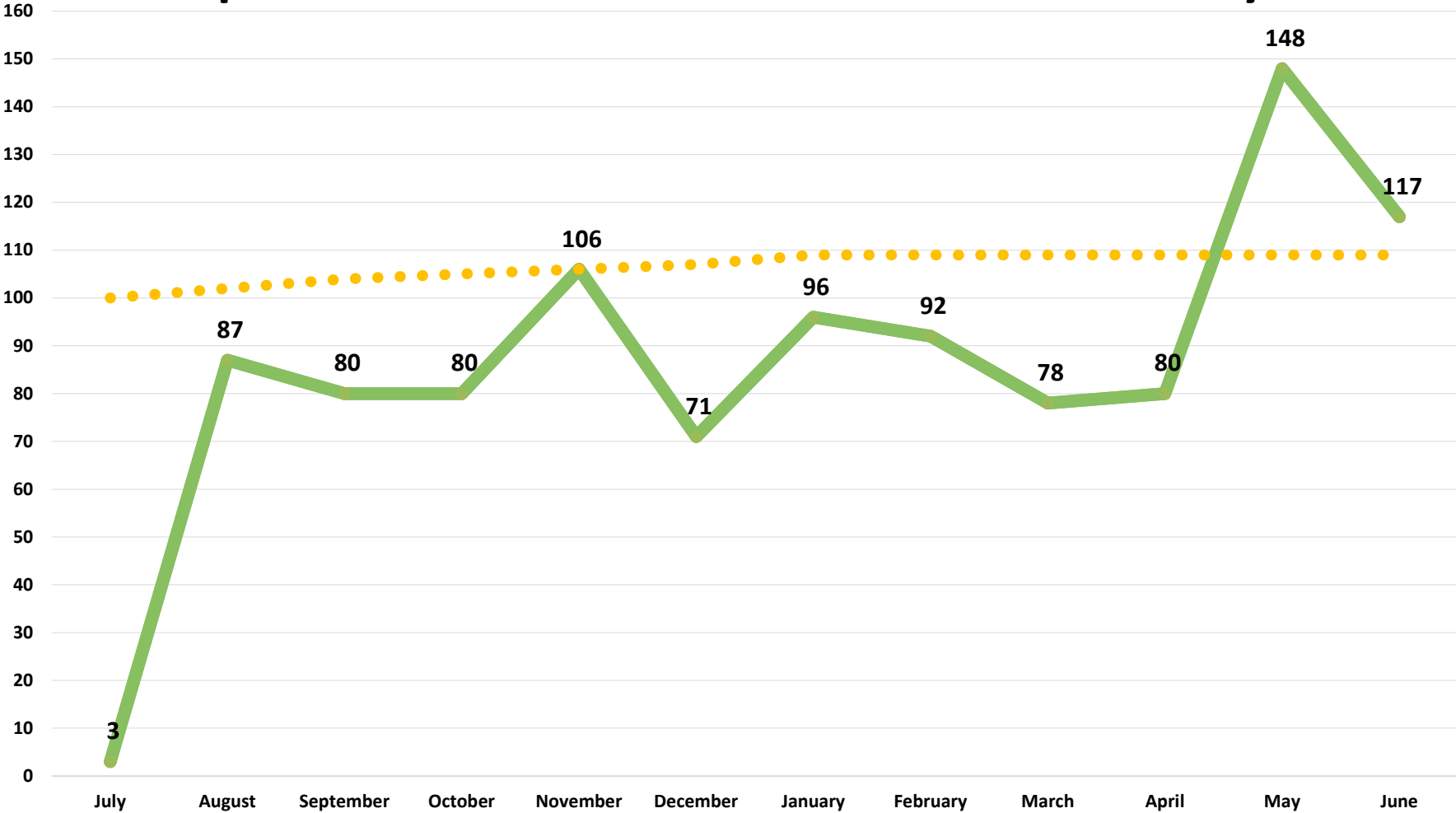
# Infusion Center - Outpatient Visits



# Urology Clinic Visits



# Open Arms House - Patient Days

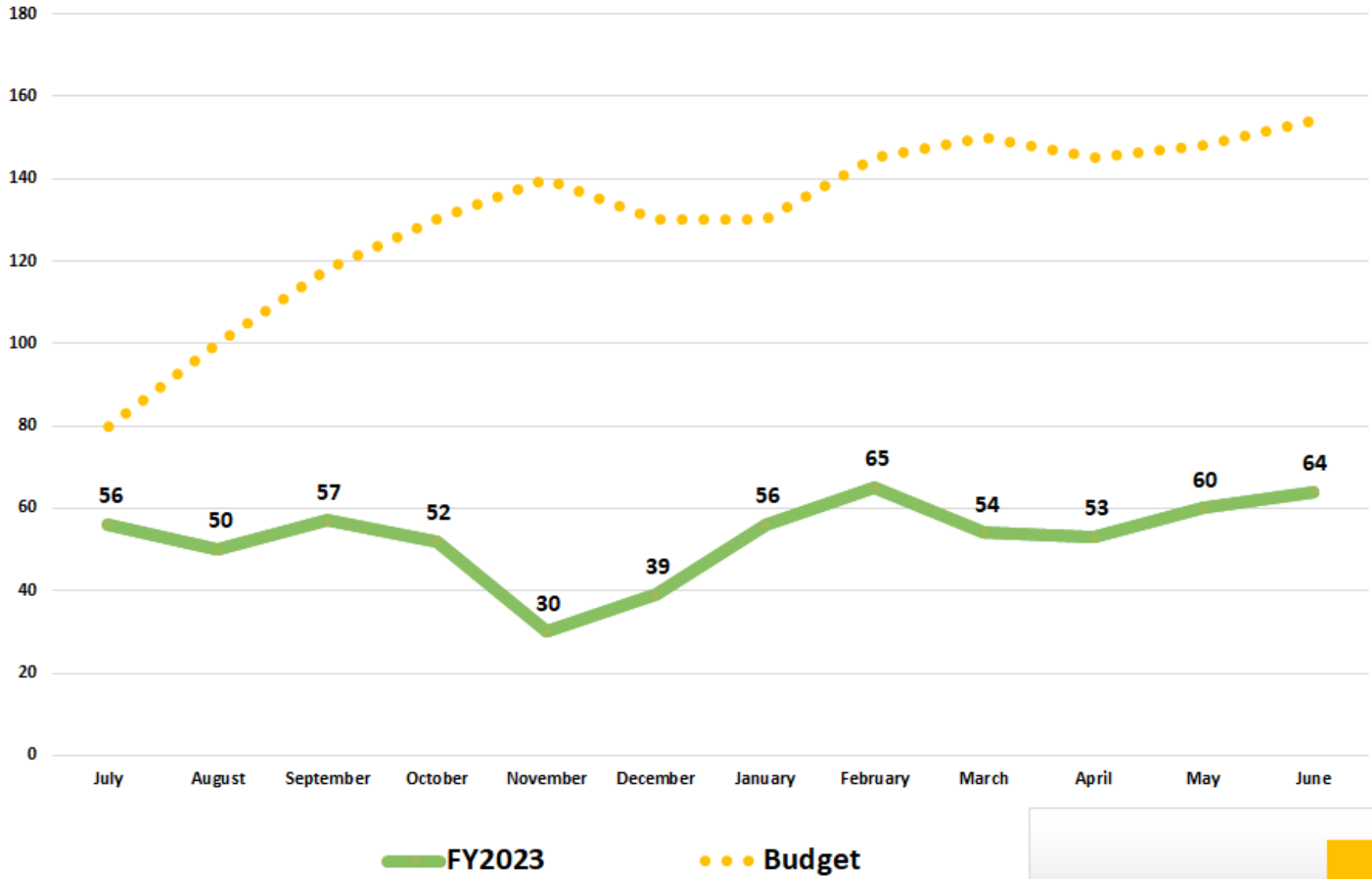


**FY2023**      **Budget**

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-	1,038	1,278
YTD FY21	YTD FY22	YTD FY23
		YTD Budget

# Cardiothoracic Surgery Clinic - Visits



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