



June 15, 2021

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in an Open Special Board of Directors meeting in the Kaweah Health Medical Center Acequia Wing Conference Room {305 W. Acequia Visalia, CA} on Wednesday June 16, 2021 beginning at 3:00PM.

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

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

KAWEAH DELTA HEALTH CARE DISTRICT
Garth Gipson, Secretary/Treasurer

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

Cindy Moccio
Board Clerk / Executive Assistant to CEO

DISTRIBUTION:
Governing Board
Legal Counsel
Executive Team
Chief of Staff
www.kaweahhealth.org



KAWEAH DELTA HEALTH CARE DISTRICT SPECIAL BOARD OF DIRECTORS MEETING

Kaweah Health Medical Center – Acequia Wing Conference Room
305 W. Acequia, Visalia, CA

Wednesday June 16, 2021

SPECIAL OPEN MEETING AGENDA {3:00PM}

- 1. CALL TO ORDER**
- 2. APPROVAL OF AGENDA**
- 3. PUBLIC PARTICIPATION** – Members of the public may comment on agenda items before action is taken and after it is discussed by the Board. Each speaker will be allowed five minutes. Members of the public wishing to address the Board concerning items not on the agenda and within the subject matter jurisdictions of the Board are requested to identify themselves at this time.
- 4. 2020/2021 ANNUAL OPERATING & CAPITAL BUDGET AND FINANCIALS** – Review of the annual operating & capital [budget](#) and strategies and the most current fiscal year [financial results](#).
Malinda Tupper –Vice President & Chief Financial Officer
- 5. EMERGENCY MEDICINE PRIVILEGES – Revised Core Privileges** - As reviewed and approved by the Medical Executive Committee on May 18, 2021
 - 5.1. [Kaweah Health Emergency Medicine privileges – initial criteria](#).
 - 5.2. [Privileges for Emergency Medicine providers](#) as updated and approved to align with the revisions to the Emergency Medicine privilege form effective through ending dates as noted on the attached chart.
- 6. REPORTS**
 - 6.1. Chief Executive Officer Report -Report relative to current events and issues.
Gary Herbst, Chief Executive Officer
 - 6.2. Board President - Report relative to current events and issues.
David Francis, Board President

ADJOURN

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

*Mike Olmos – Zone I
Board Member*

*Lynn Havard Mirviss – Zone II
Vice President*

*Garth Gipson – Zone III
Secretary/Treasurer*

*David Francis – Zone IV
President*

*Ambar Rodriguez – Zone V
Board Member*

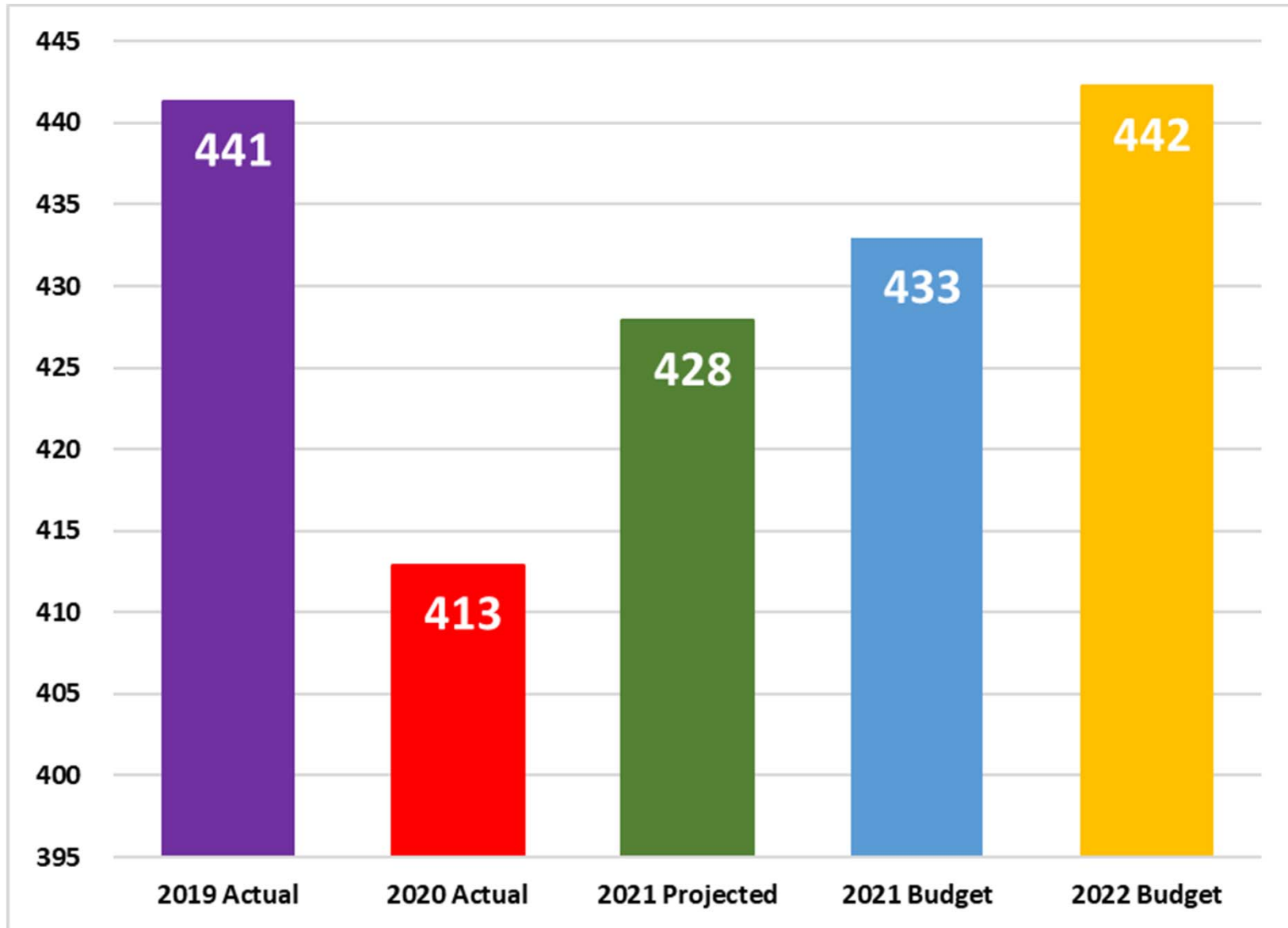
2021-2022 Annual Budget Review June 16, 2021

2021-2022 Annual Budget Review

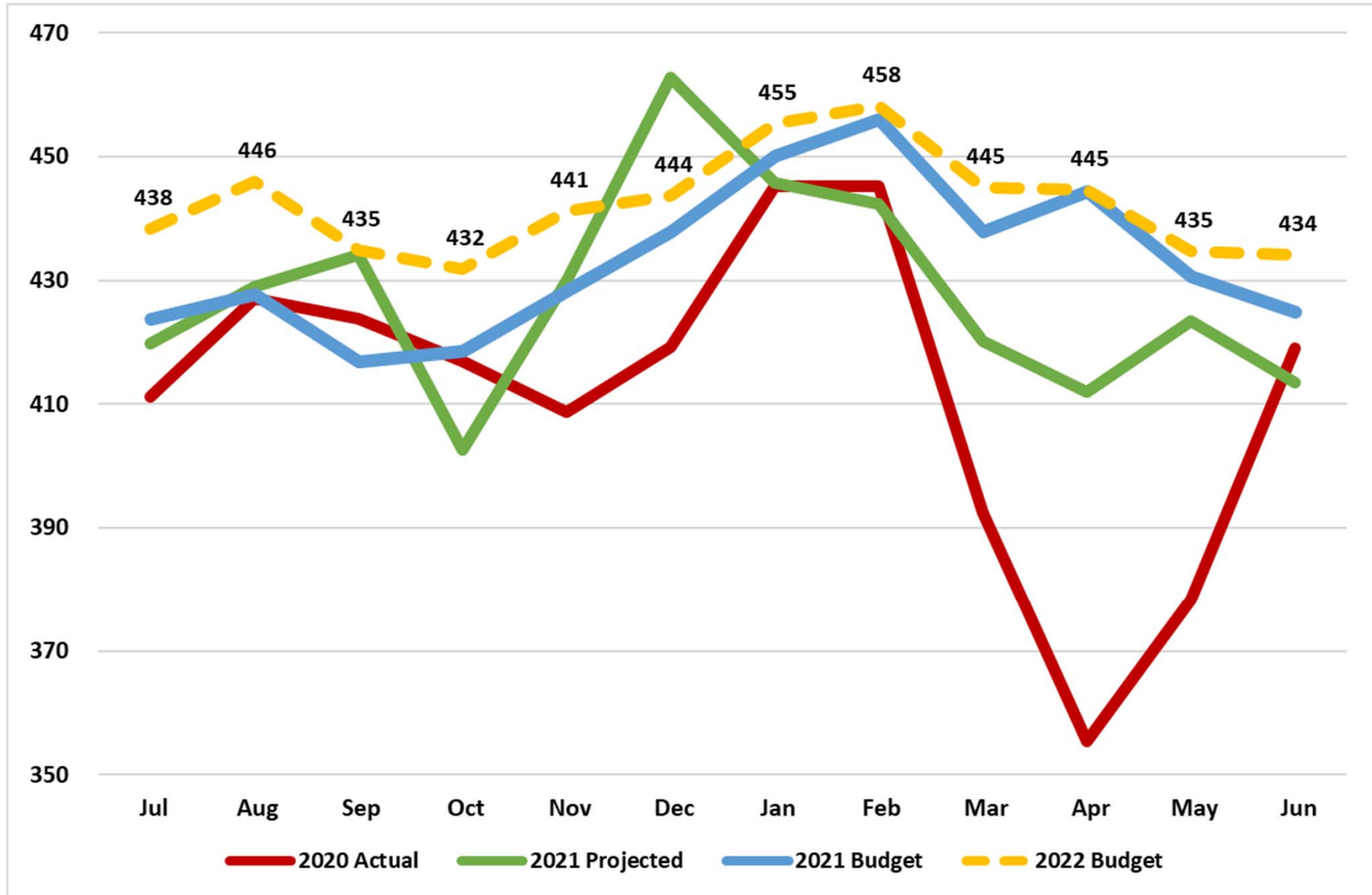
- Budget Assumptions - Volume
- FY 22 Budgeted Income Statement Comparison
- FY 22 Budgeted Income Statement per Adj. Patient Day
- Explanations Behind Significant Variances
 - Comparison to FY21 Projected Actual
 - Comparison to FY21 Budget
 - Employee Benefits
 - Humana Medicare Advantage Detail
- Budget Options to Close the Gap
- Budgeted Capital Purchases

Note: Projected FY21 Actual is based on 11 months of actual (July 2020-May 2021) with one projected month of June.

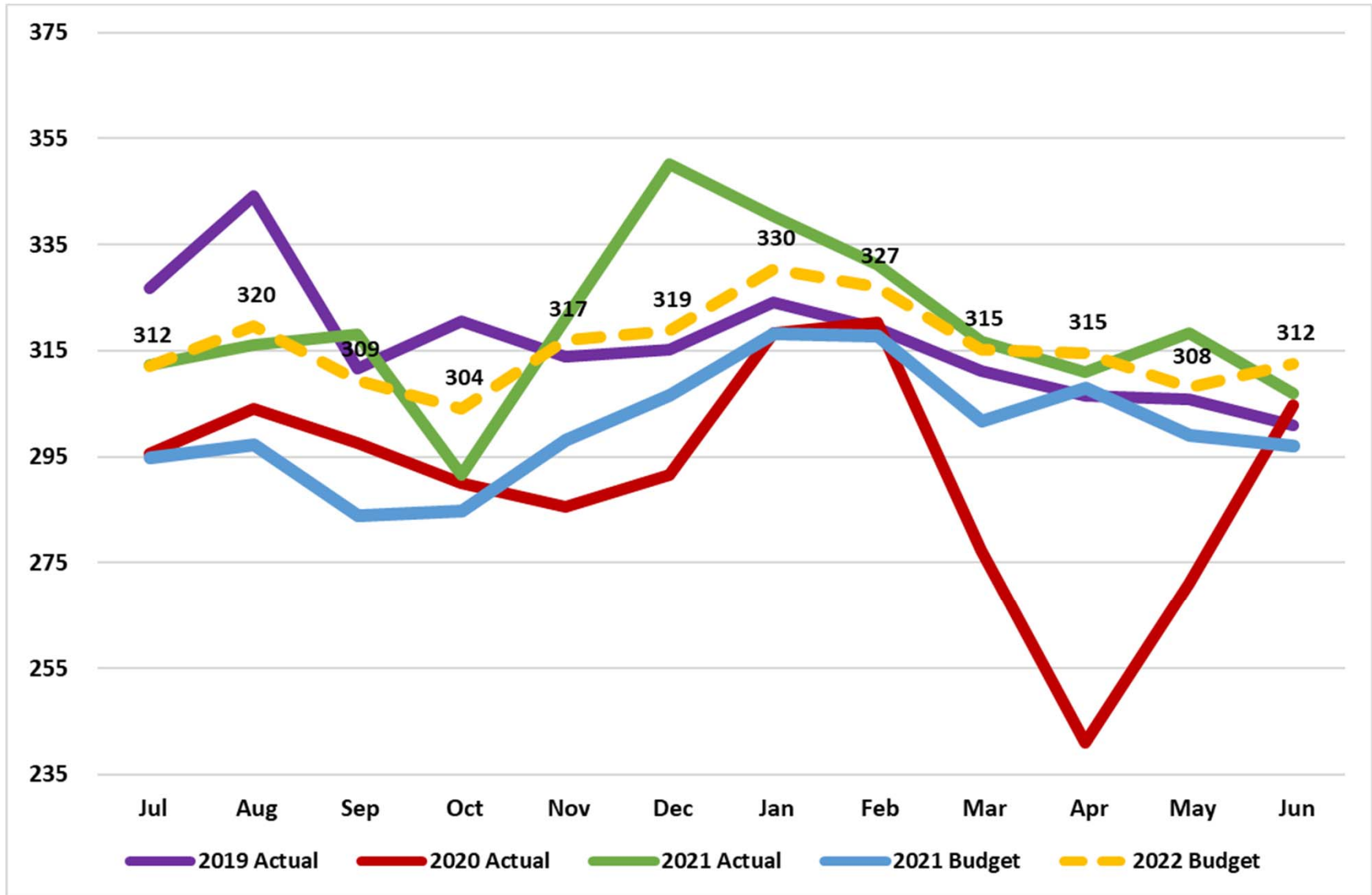
Budget FY22: Average Daily Census



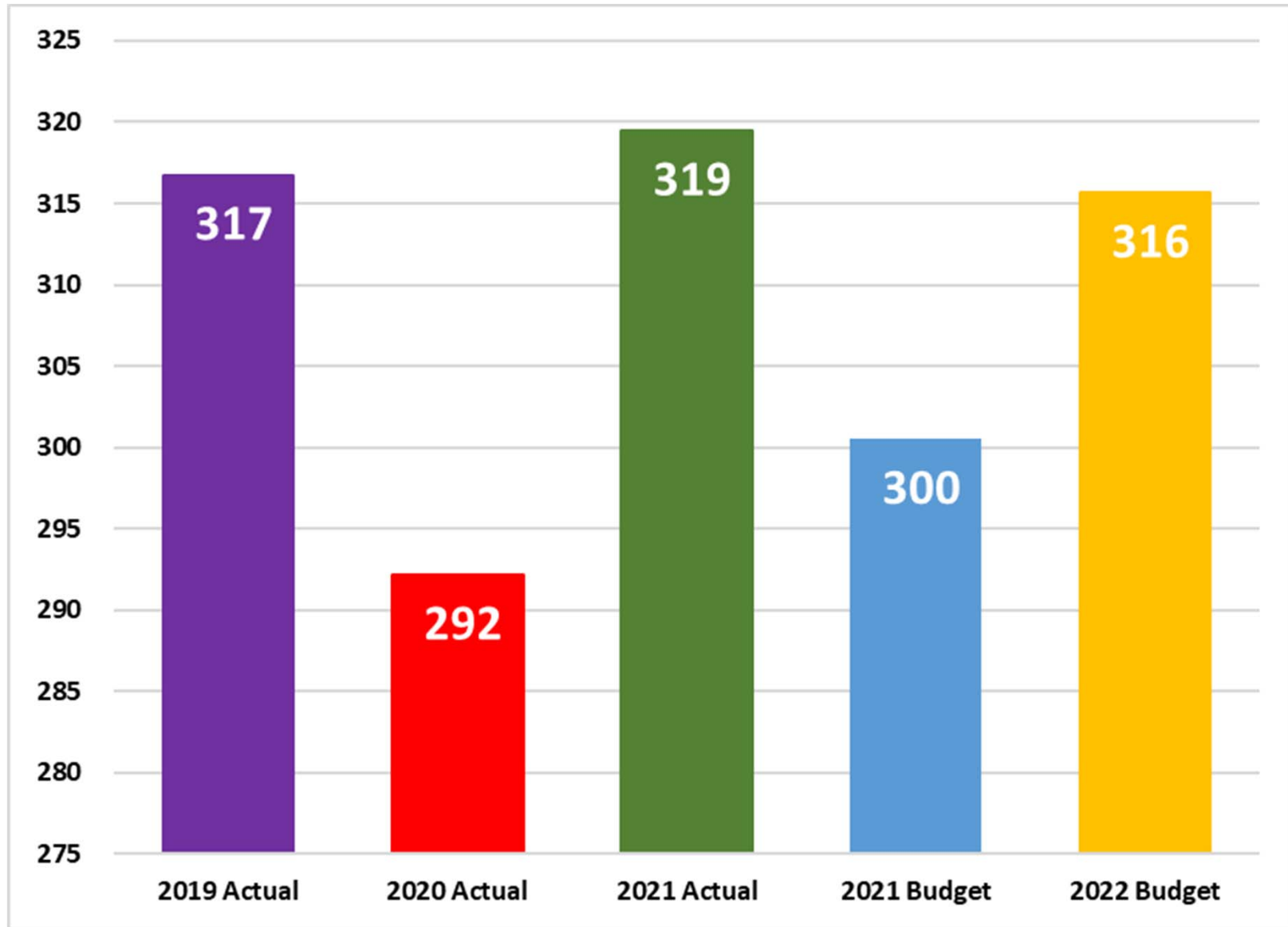
Budget FY22: Average Daily Census



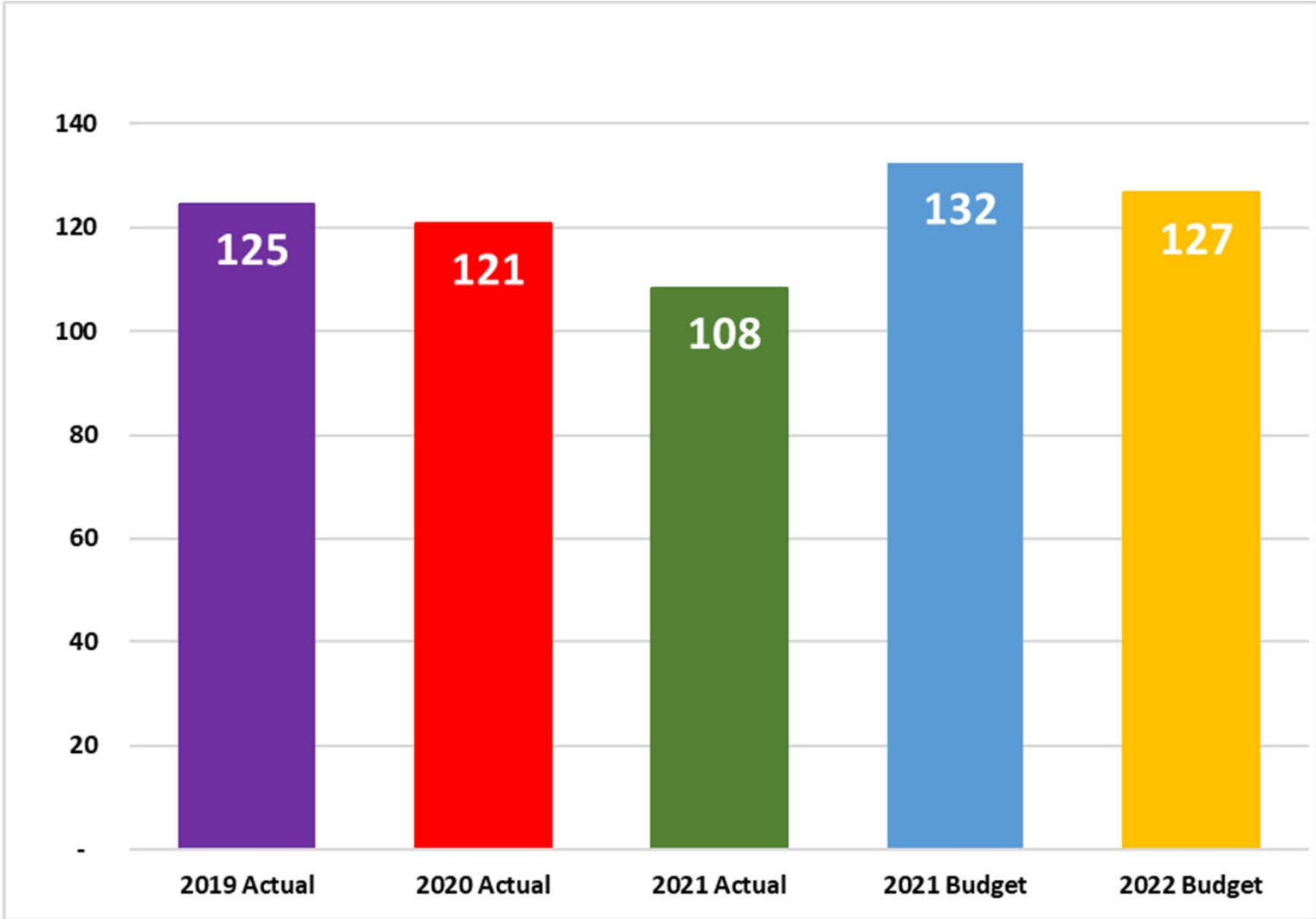
Average Daily Census – Downtown Campus



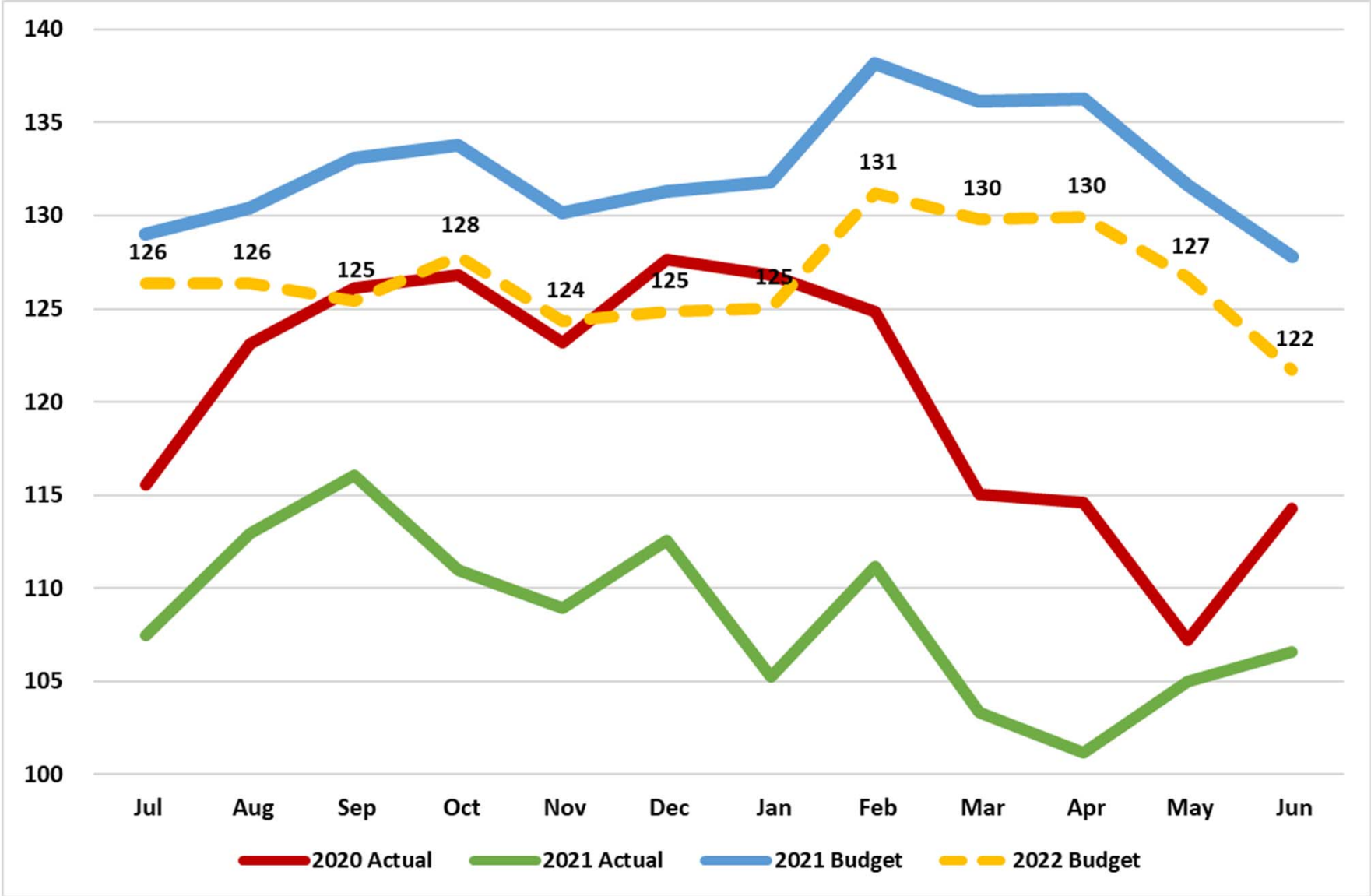
Average Daily Census – Downtown Campus



Average Daily Census – NonDowntown Campus



Average Daily Census – NonDowntown Campus



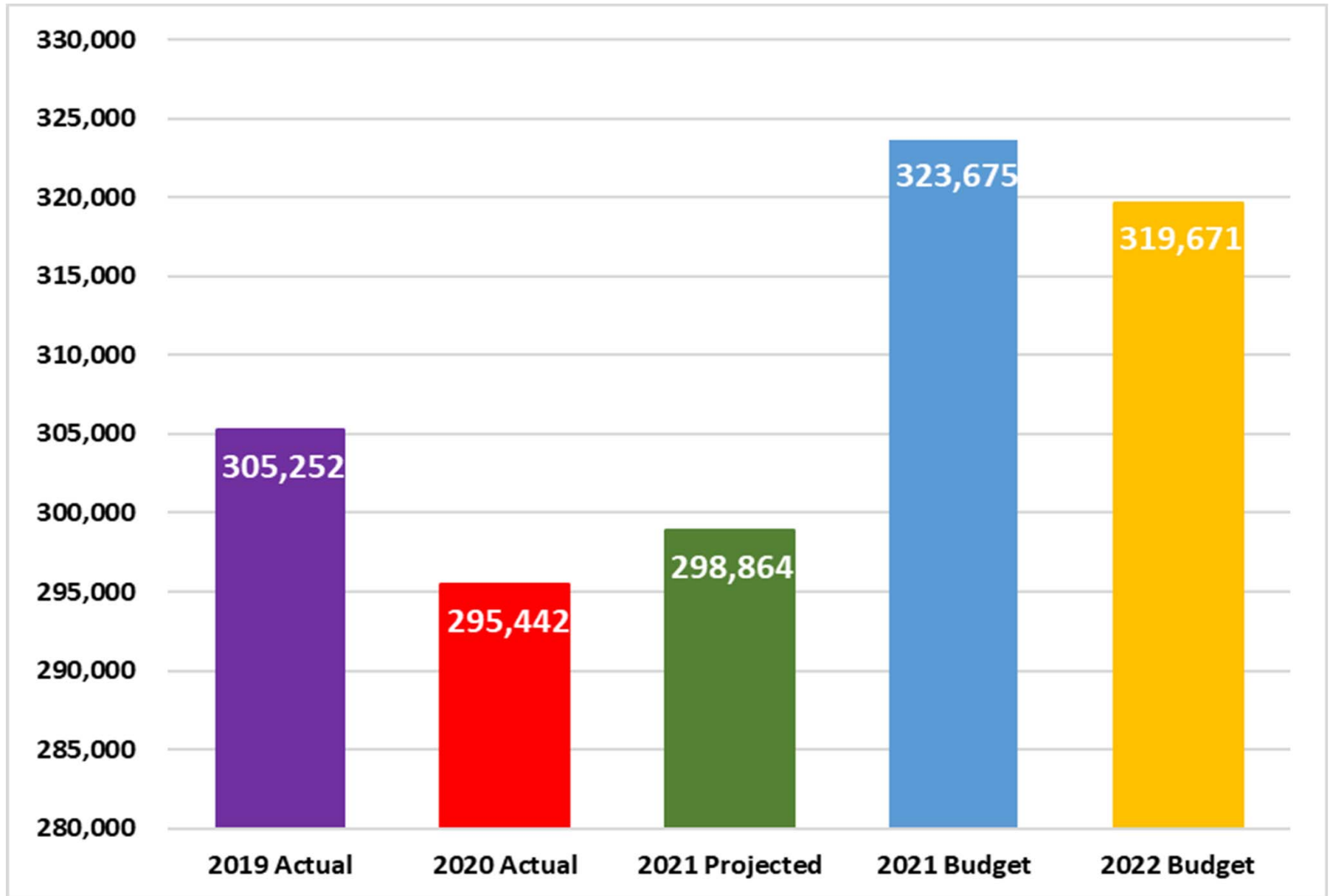
Budget FY22: Inpatient Statistics

	FY 19 Actual	FY 21 Projected Jul-May (11 mos)	FY 21 Budget	FY 22 Budget	Change Budget FY22- Budget FY21	% Change from FY21 Budget	% Change from FY19 Actual	% Occupancy	# Beds
Downtown Campus excluding Mom/Baby	98,353	101,655	92,864	99,107	6,243	6.7%	0.8%	76%	365
Downtown Campus Mom/Baby*	17,253	14,944	16,816	16,098	(718)	(4.3%)	(6.7%)	43%	96
Acute Psych	17,184	14,271	17,092	17,092	0	0.0%	(0.5%)	62%	63
Acute Rehab	6,756	5,410	6,624	6,733	109	1.6%	(0.3%)	33%	45
Sub Acute	11,311	10,726	11,289	11,245	(44)	(0.4%)	(0.6%)	92%	32
Skilled Nursing - South	5,409	4,846	6,031	6,031	0	0.0%	11.5%	60%	22
Skilled Nursing - West Short Stay	4,816	4,319	7,300	5,110	(2,190)	(30.0%)	6.1%	74%	16
Inpatient Days	161,082	156,171	158,016	161,416	3,400	2.2%	0.2%	67%	639

* Includes Nursery 32 beds

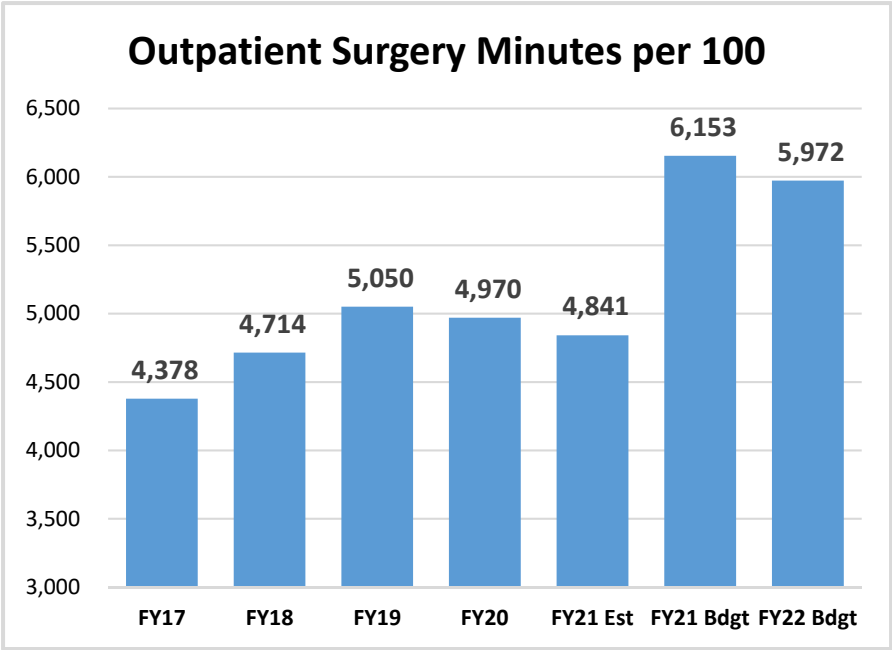
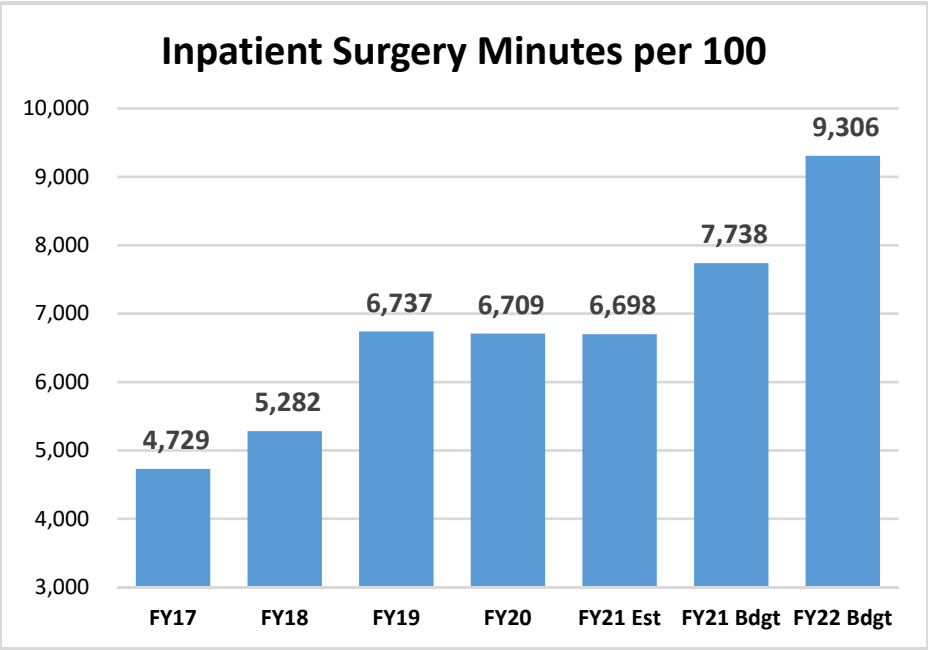
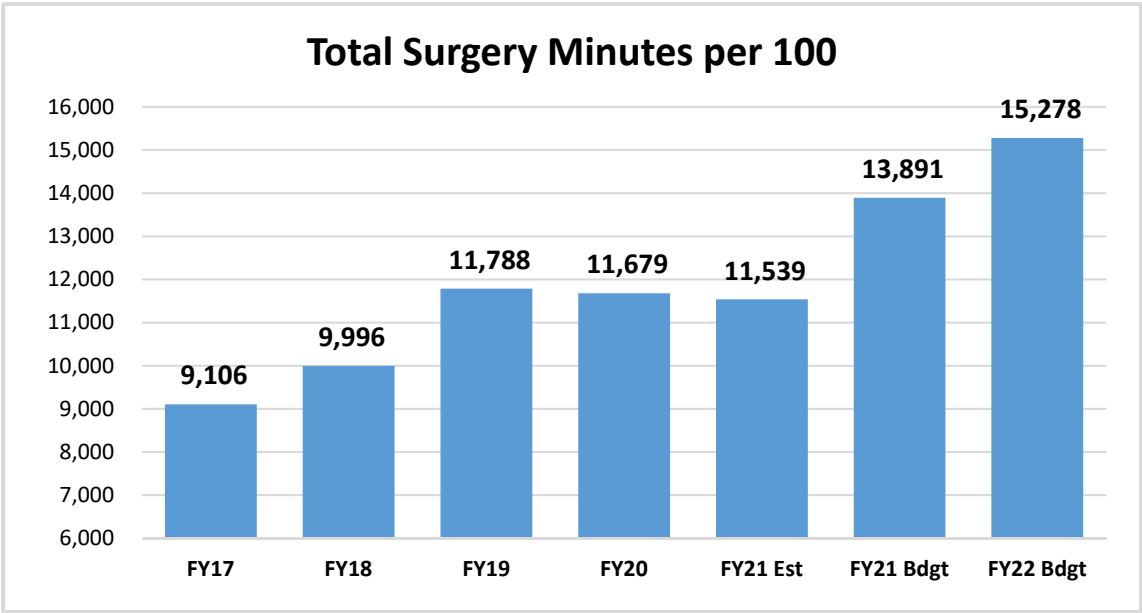
** Occupancy % includes Observation

Adjusted Patient Days

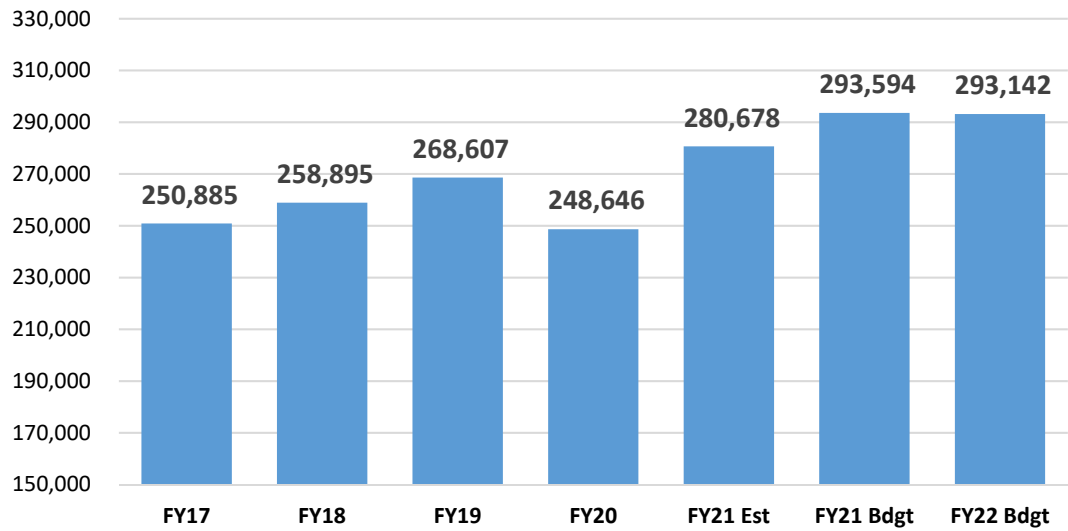


Budget FY22: Other Volume Statistics

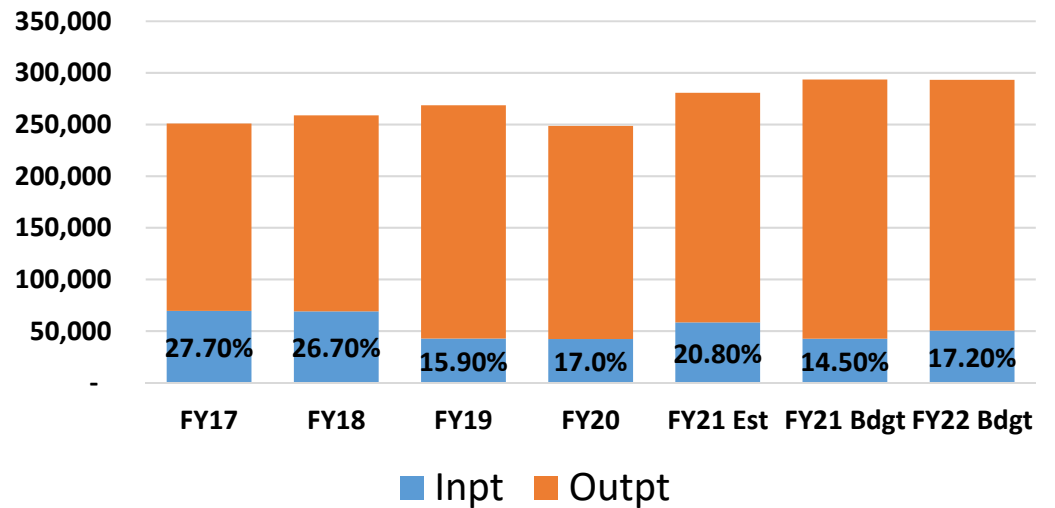
	FY 19 Actual	FY 21 Projected Jul-May (11 mos)	FY 21 Budget	FY 22 Budget	Change Budget FY22-Budget FY21	% Change from FY21 Budget	% Change from FY19 Actual
Inpatient Days	161,082	156,171	158,016	161,416	3,400	2.2%	0.2%
Emergency Department Visits	84,834	74,402	91,112	83,950	(7,162)	(7.9%)	(1.0%)
Surgery Minutes	11,788	11,539	13,891	15,278	1,387	10.0%	29.6%
Cath Lab Minutes	4,403	4,395	4,786	4,786	0	0.0%	8.7%
Deliveries	4,764	4,352	4,723	4,603	(120)	(2.5%)	(3.4%)
Rural Health Clinic Visits	97,806	131,446	108,893	114,973	6,080	5.6%	17.6%
Rural Health Clinic-Tulare Visits	0	741	5,700	14,175	8,475	148.7%	0
Urgent Care - Court	49,071	50,589	47,323	47,323	0	0.0%	(3.6%)
Urgent Care - Demaree	19,202	22,562	28,600	28,600	0	0.0%	48.9%
SWHC Family Medicine GME	11,930	13,434	16,171	14,240	(1,931)	(11.9%)	19.4%
Sequoia Cardiology Clinic	11,101	18,964	15,450	19,698	4,248	27.5%	77.4%
Neuroscience Center	4,125	4,342	4,960	4,684	(276)	(5.6%)	13.6%
Outpatient Rehabilitation Units	9,664	15,808	14,134	15,027	893	6.3%	55.5%
Physical & Other Therapy Units	274,912	260,204	277,195	269,361	(7,834)	(2.8%)	(2.0%)
Home Health Visits	28,794	35,311	32,636	34,765	2,129	6.5%	20.7%
Hospice	39,947	50,524	46,166	50,975	4,809	10.4%	27.6%
Radiation Oncology	25,031	25,662	26,489	28,504	2,015	7.6%	13.9%
Radiology Xray	117,573	145,259	147,937	146,922	(1,015)	(0.7%)	25.0%
Radiology CT	49,111	48,315	50,906	50,709	(197)	(0.4%)	3.3%
Radiology MRI	9,199	9,233	9,969	9,981	12	0.1%	8.5%
Radiology US	26,756	25,000	29,141	26,156	(2,985)	(10.2%)	(2.2%)



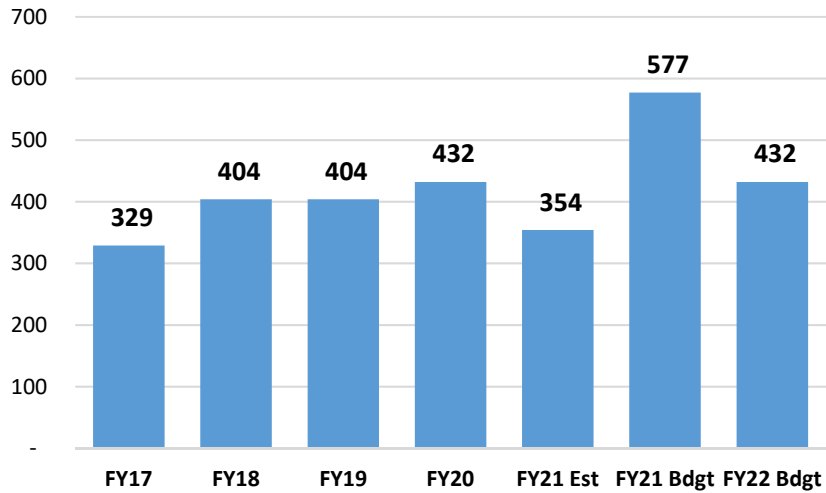
All Modalities Radiology Procedures



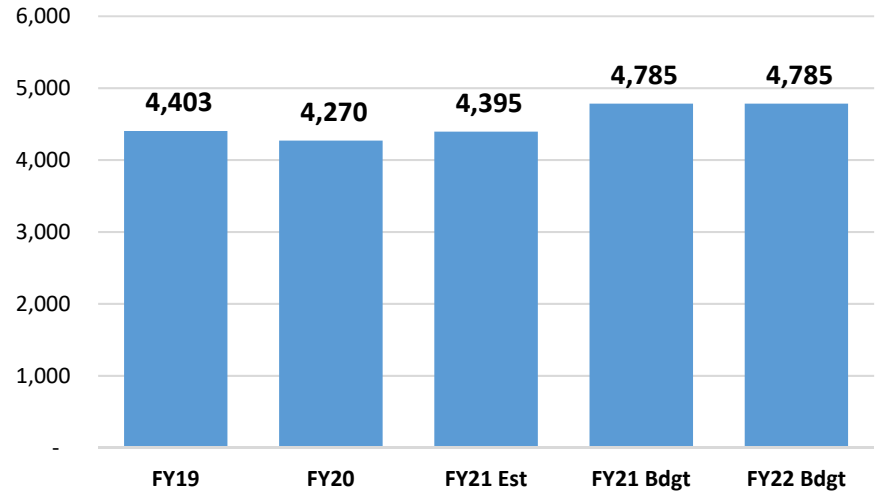
Radiology All Modalities - Inpatient and Outpatient Procedures



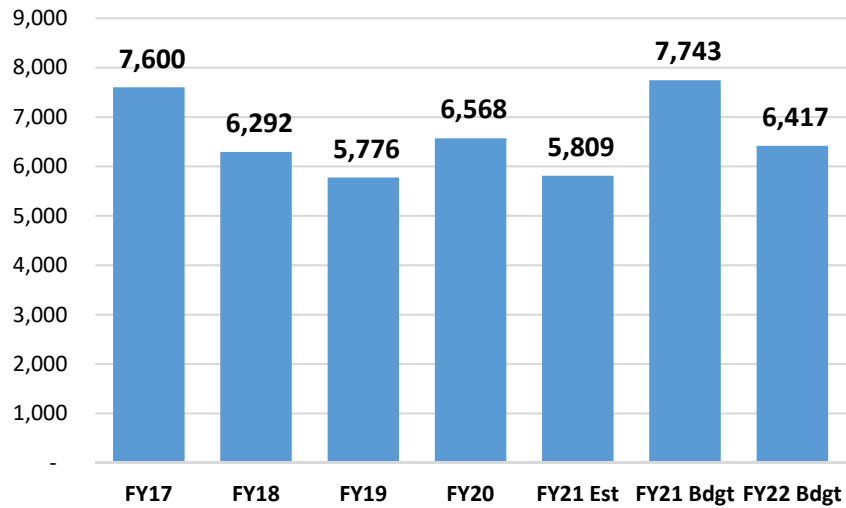
Cardiac Surgeries



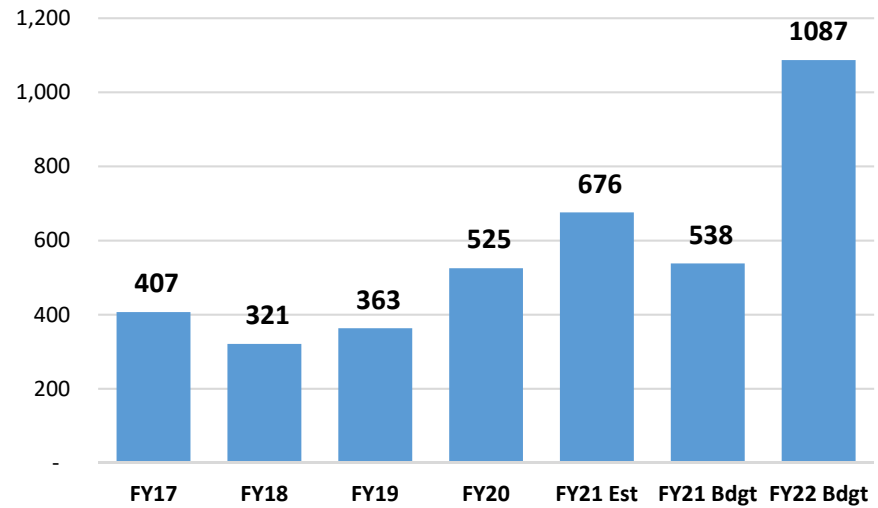
Cath Lab Minutes per 100



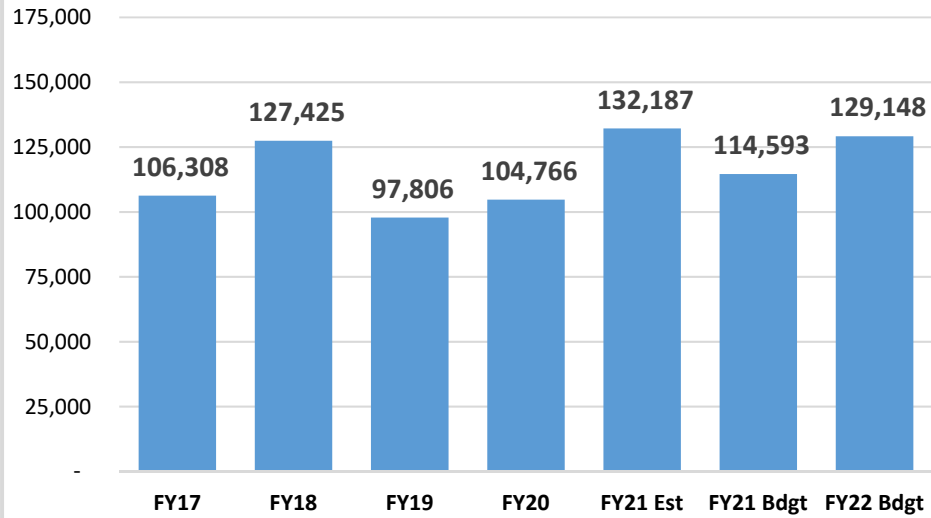
Endoscopy Procedure Hours



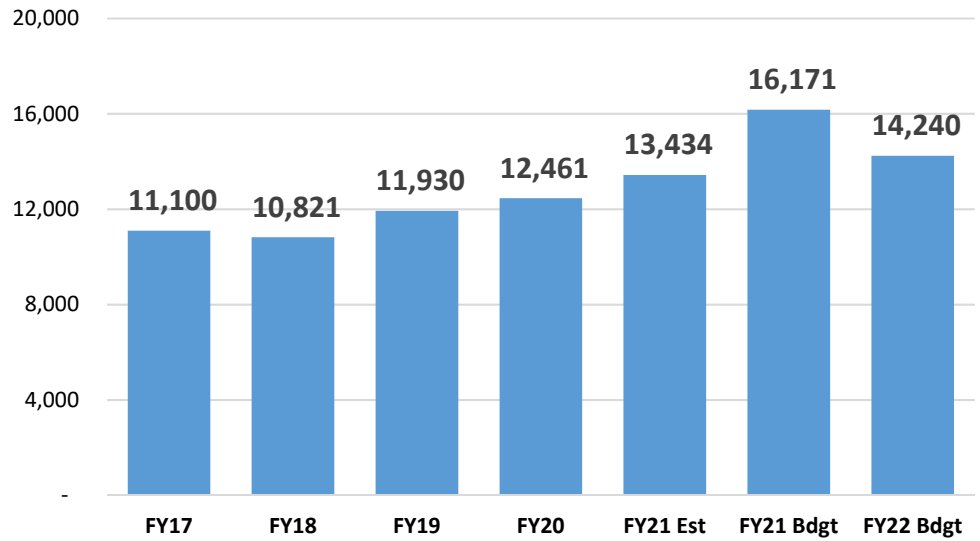
Robotic Surgery Minutes per 100

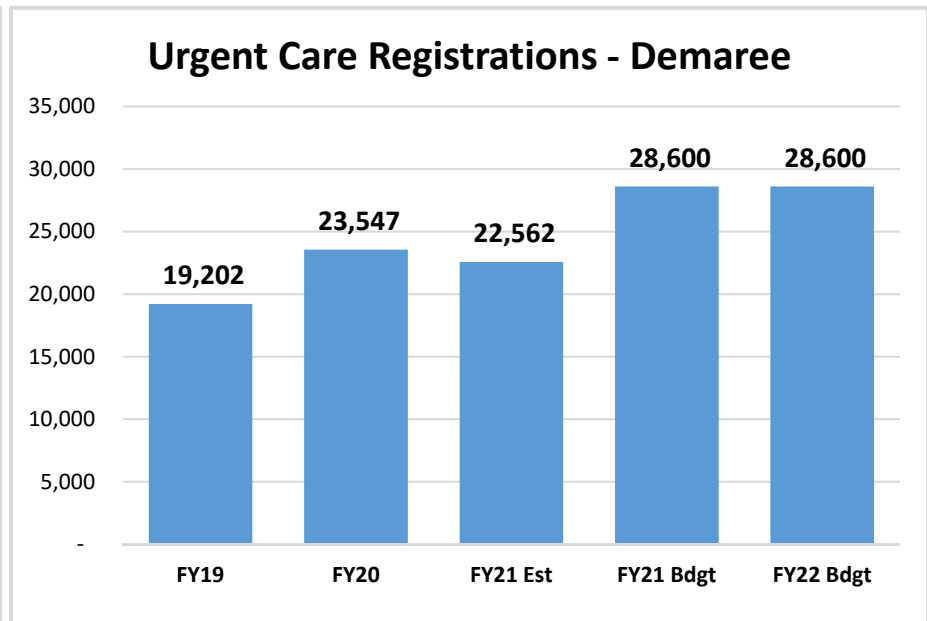
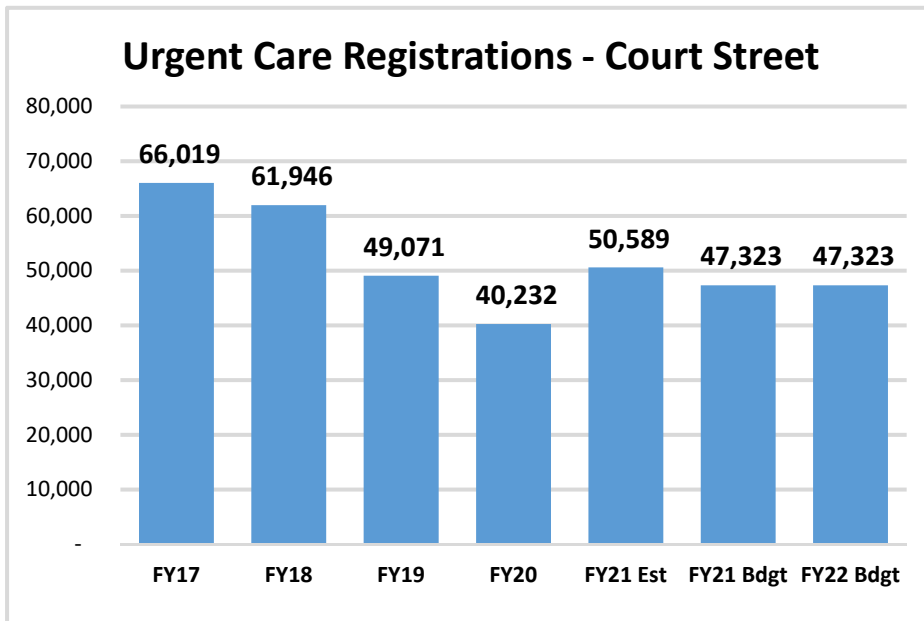
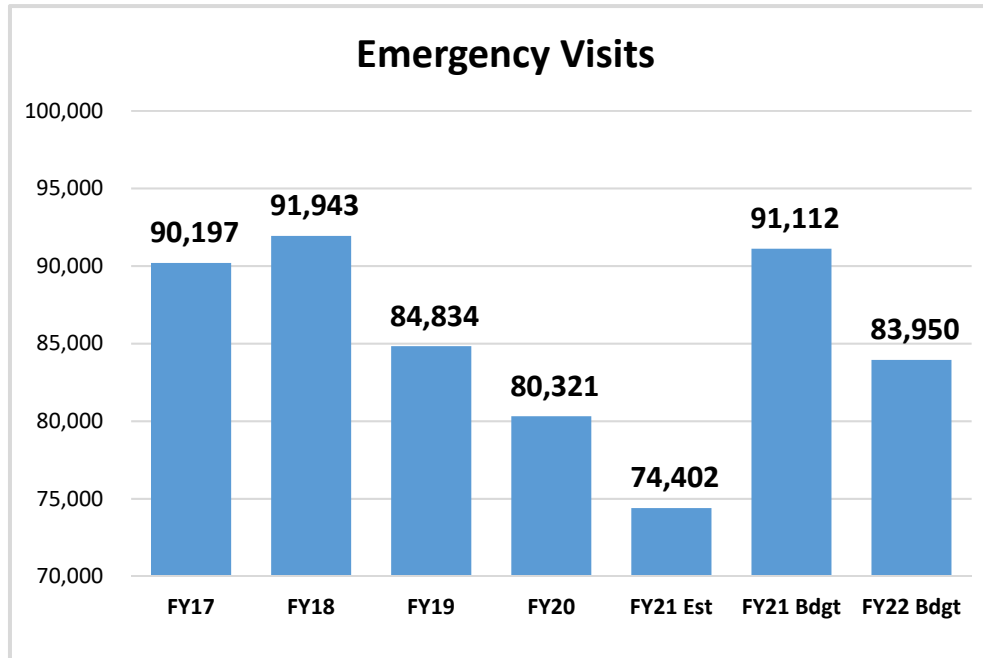


Rural Health Clinics Registrations

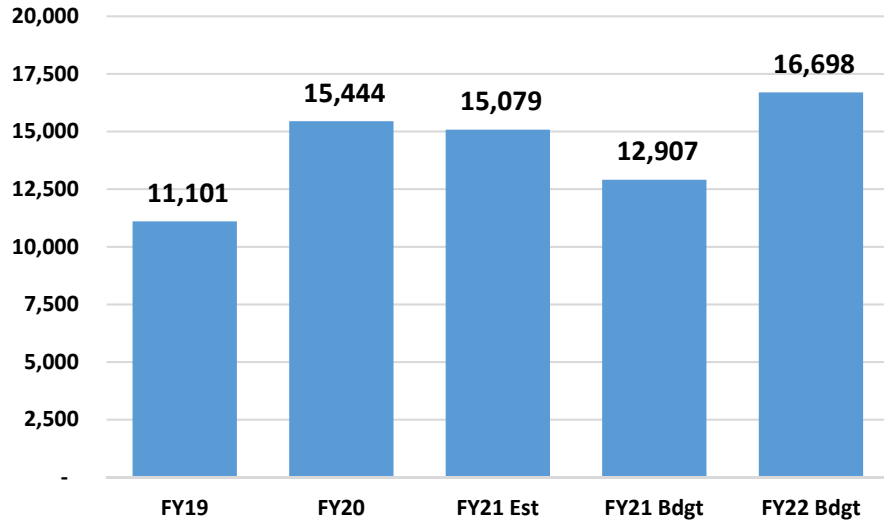


Family Medical Center Registrations

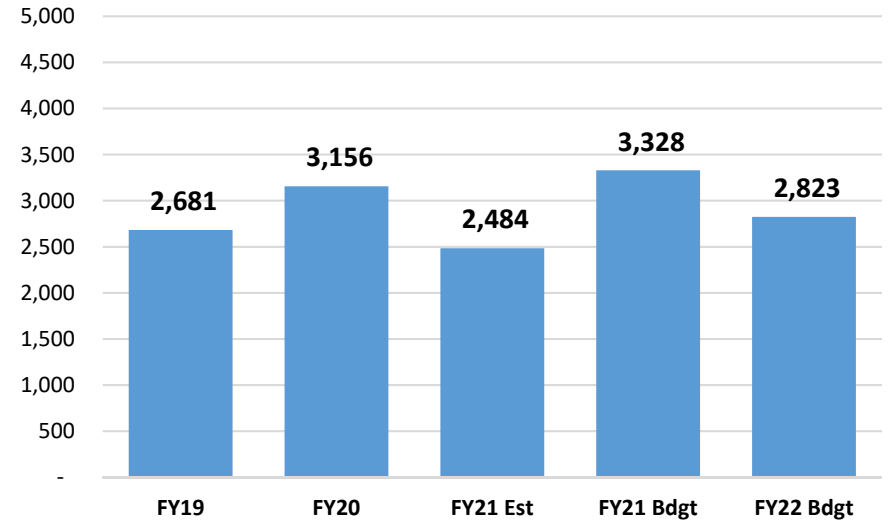




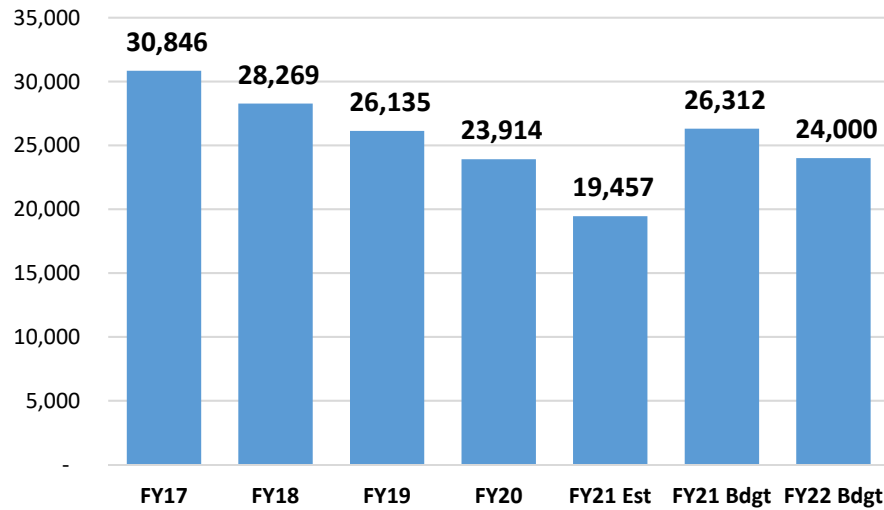
Cardiology Clinic Registrations



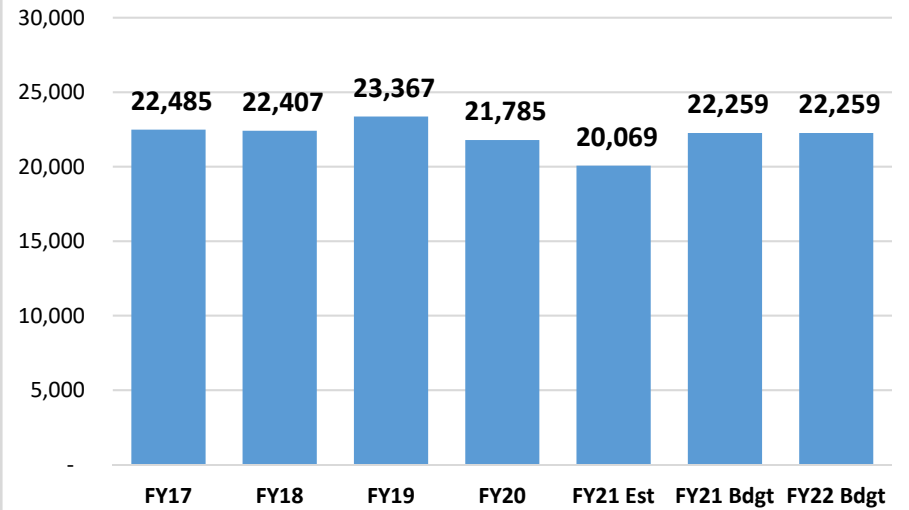
Neuroscience Center Registrations



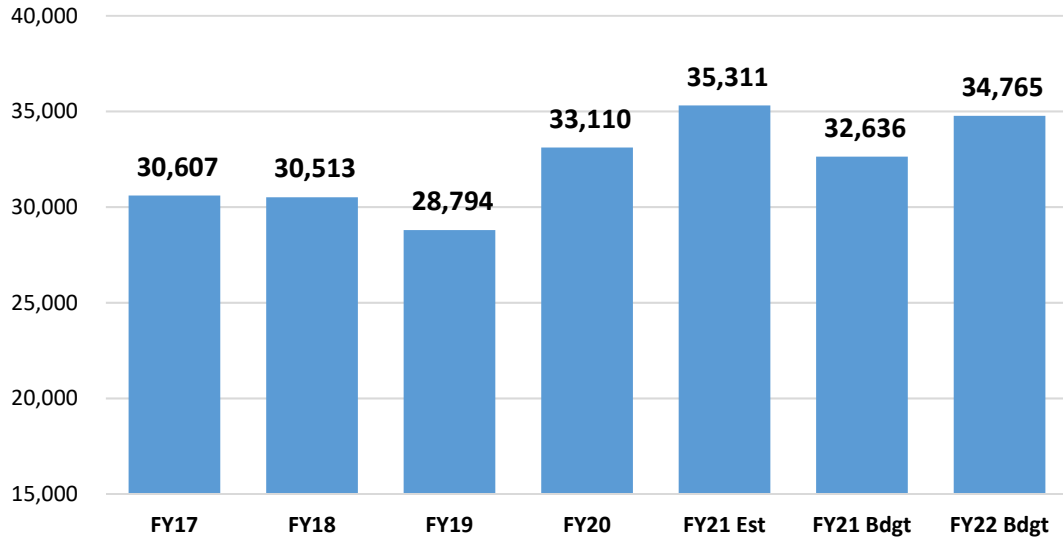
Wound Care Visits



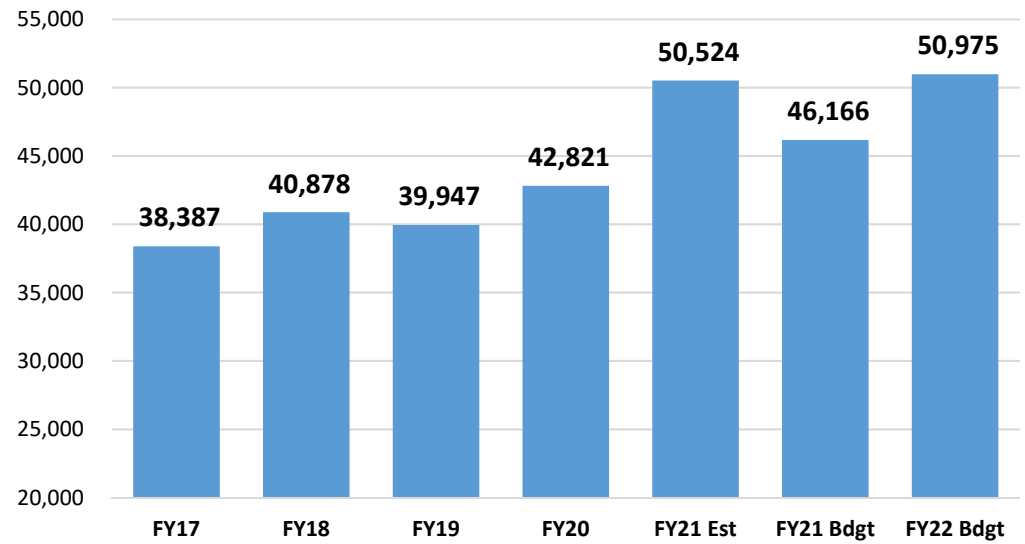
Outpatient Dialysis Treatments



Home Health Outpatient Visits



Hospice Outpatient Days



Budgeted FY21 Income Statement: Financial Comparison to FY21 (000's)

	For Comparison to Budget FY22			FY 22 Budget	Variance Budget FY22 - Actual Projected FY21	
	FY 19 Actual	FY 21 Projected Jul-May (11 mos)	FY 21 Budget			
Operating Revenue						
Net Patient Service Revenue	\$561,911	\$600,043	\$608,722	\$634,619	\$34,576	5.8%
Supplemental Gov't Programs	76,471	54,226	49,334	53,106	(1,120)	(2.1%)
Prime Program	17,717	10,662	5,147	8,000	(2,662)	(25.0%)
Premium Revenue	40,871	55,541	51,312	66,017	10,476	18.9%
Management Services Revenue	31,751	33,685	32,398	36,263	2,578	7.7%
Other Revenue	24,245	22,135	24,960	24,560	2,425	11.0%
Other Operating Revenue	191,056	176,249	163,151	187,946	11,697	6.6%
Total Operating Revenue	752,967	776,292	771,873	822,565	46,273	6.0%
Operating Expenses						
Salaries & Wages	287,902	324,792	319,079	340,114	15,322	4.7%
Contract Labor	14,997	8,866	6,733	6,273	(2,593)	(29.2%)
Employee Benefits	73,216	55,724	66,763	54,350	(1,374)	(2.5%)
Total Employment Expenses	376,115	389,382	392,575	400,737	11,355	2.9%
Medical & Other Supplies	112,866	129,225	122,797	131,387	2,162	1.7%
Physician Fees	85,521	96,237	89,801	98,665	2,428	2.5%
Purchased Services	21,151	17,916	17,552	16,865	(1,051)	(5.9%)
Repairs & Maintenance	25,878	26,106	27,492	28,668	2,562	9.8%
Utilities	5,642	6,946	6,434	7,309	363	5.2%
Rents & Leases	6,119	6,177	6,576	6,219	42	0.7%
Depreciation & Amortization	30,851	30,644	32,173	33,553	2,909	9.5%
Interest Expense	5,453	6,659	6,861	7,234	575	8.6%
Other Expense	17,260	20,076	13,538	22,630	2,554	12.7%
Humana Cap Plan Expenses	19,151	35,521	24,089	36,254	733	2.1%
Management Services Expense	31,359	33,696	31,985	35,822	2,126	6.3%
Total Other Expenses	361,250	409,203	379,298	424,606	15,403	3.8%
Total Operating Expenses	737,366	798,585	771,873	825,343	26,758	3.4%
Operating Margin	15,601	(22,293)	0	(2,778)	19,515	
Stimulus Funds	0	31,938	0	595	(31,343)	
Operating Margin after Stimulus	15,601	\$9,645	0	(2,183)	(11,828)	
Nonoperating Revenue (Loss)	12,306	6,422	5,793	4,568	(1,854)	
Excess Margin	\$27,907	\$16,067	\$5,793	\$2,385	(\$13,682)	

Budgeted FY21 Income Statement: Financial Comparison to Budget FY21 (000's)

	For Comparison to Budget FY22				Variance Budget FY22 - Budget FY21	
	FY 19 Actual	FY 21 Projected Jul-May (11 mos)	FY 21 Budget	FY 22 Budget		
Operating Revenue						
Net Patient Service Revenue	\$561,911	\$600,043	\$608,722	\$634,619	\$25,897	4.3%
Supplemental Gov't Programs	76,471	54,226	49,334	53,106	3,772	7.6%
Prime Program	17,717	10,662	5,147	8,000	2,853	55.4%
Premium Revenue	40,871	55,541	51,312	66,017	14,705	28.7%
Management Services Revenue	31,751	33,685	32,398	36,263	3,865	11.9%
Other Revenue	24,245	22,135	24,960	24,560	(400)	(1.6%)
Other Operating Revenue	191,056	176,249	163,151	187,946	24,795	15.2%
Total Operating Revenue	752,967	776,292	771,873	822,565	50,692	6.6%
Operating Expenses						
Salaries & Wages	287,902	324,792	319,079	340,114	21,035	6.6%
Contract Labor	14,997	8,866	6,733	6,273	(460)	(6.8%)
Employee Benefits	73,216	55,724	66,763	54,350	(12,413)	(18.6%)
Total Employment Expenses	376,115	389,382	392,575	400,737	8,162	2.1%
Medical & Other Supplies	112,866	129,225	122,797	131,387	8,590	7.0%
Physician Fees	85,521	96,237	89,801	98,665	8,864	9.9%
Purchased Services	21,151	17,916	17,552	16,865	(687)	(3.9%)
Repairs & Maintenance	25,878	26,106	27,492	28,668	1,176	4.3%
Utilities	5,642	6,946	6,434	7,309	875	13.6%
Rents & Leases	6,119	6,177	6,576	6,219	(357)	(5.4%)
Depreciation & Amortization	30,851	30,644	32,173	33,553	1,380	4.3%
Interest Expense	5,453	6,659	6,861	7,234	373	5.4%
Other Expense	17,260	20,076	13,538	22,630	9,092	67.2%
Humana Cap Plan Expenses	19,151	35,521	24,089	36,254	12,165	50.5%
Management Services Expense	31,359	33,696	31,985	35,822	3,837	12.0%
Total Other Expenses	361,250	409,203	379,298	424,606	45,308	11.9%
Total Operating Expenses	737,366	798,585	771,873	825,343	53,470	6.9%
Operating Margin	15,601	(22,293)	0	(2,778)	(2,778)	
Stimulus Funds	0	31,938	0	595	595	
Operating Margin after Stimulus	15,601	\$9,645	0	(2,183)	(2,183)	
Nonoperating Revenue (Loss)	12,306	6,422	5,793	4,568	1,225	
Excess Margin	\$27,907	\$16,067	\$5,793	\$2,385	\$3,408	

Comparison per Adjusted Patient Day to FY21 (in 000's)

					PER APD			
	FY 21 Projected (Jul-May 21)	FY 22 Budget	Variance	% Change	FY 21 Projected (Jul-May 21)	FY 22 Budget	Variance	% Change
Operating Revenue								
Net Patient Service Revenue	\$600,043	\$634,619	\$34,576	5.8%	\$2,008	\$1,985	(\$23)	(1.1%)
Supplemental Gov't Programs	54,226	53,106	(1,120)	(2.1%)	181	166	(\$15)	(9.2%)
Prime Program	10,662	8,000	(2,662)	(25.%)	36	25	(\$11)	(42.6%)
Premium Revenue	55,541	66,017	10,476	18.9%	186	207	\$21	10.0%
Management Services Revenue	33,685	36,263	2,578	7.7%	113	113	\$1	0.6%
Other Revenue	22,135	24,560	2,425	11.0%	74	77	\$3	3.6%
Other Operating Revenue	176,249	187,946	11,697	6.6%	590	588	(\$2)	(0.3%)
Total Operating Revenue	776,292	822,565	46,273	6.0%	2,597	2,573	(\$24)	(0.9%)
Operating Expenses								
Salaries & Wages	324,792	340,114	15,322	4.7%	1,087	1,064	(\$23)	(2.1%)
Contract Labor	8,866	6,273	(2,593)	(29.2%)	30	20	(\$10)	(51.2%)
Employee Benefits	55,724	54,350	(1,374)	(2.5%)	186	170	(\$16)	(9.7%)
Total Employment Expenses	389,382	400,737	11,355	2.9%	1,303	1,254	(\$49)	(3.9%)
Medical & Other Supplies	129,225	131,387	2,162	1.7%	432	411	(\$21)	(5.2%)
Physician Fees	96,237	98,665	2,428	2.5%	322	309	(\$13)	(4.3%)
Purchased Services	17,916	16,865	(1,051)	(5.9%)	60	53	(\$7)	(13.6%)
Repairs & Maintenance	26,106	28,668	2,562	9.8%	87	90	\$2	2.6%
Utilities	6,946	7,309	363	5.2%	23	23	(\$0)	(1.6%)
Rents & Leases	6,177	6,219	42	0.7%	21	19	(\$1)	(6.2%)
Depreciation & Amortization	30,644	33,553	2,909	9.5%	103	105	\$2	2.3%
Interest Expense	6,659	7,234	575	8.6%	22	23	\$0	1.5%
Other Expense	20,076	22,630	2,554	12.7%	67	71	\$4	5.1%
Humana Cap Plan Expenses	35,521	36,254	733	2.1%	119	113	(\$5)	(4.8%)
Management Services Expense	33,696	35,822	2,126	6.3%	113	112	(\$1)	(0.6%)
Total Other Expenses	409,203	424,606	15,403	3.8%	1,369	1,328	(\$41)	(3.1%)
Total Operating Expenses	798,585	825,343	26,758	3.4%	2,672	2,582	(\$90)	(3.5%)
Operating Margin	(22,293)	(2,778)	19,515		(75)	(9)	66	
Stimulus Funds	31,938	595	(31,343)		107	2	(105)	
Nonoperating Revenue (Loss)	6,422	4,568	(1,854)		21	14	(7)	
Excess Margin	\$16,067	\$2,385	(\$13,682)		\$54	\$7	(\$46)	

Comparison per Adjusted Patient Day to Budget FY21 (in 000's)

					PER APD			
	FY 21 Budget	FY 22 Budget	Variance	% Change	FY 21 Budget	FY 22 Budget	Variance	% Change
Operating Revenue								
Net Patient Service Revenue	\$608,722	\$634,619	\$25,897	4.3%	\$1,881	\$1,985	\$105	5.6%
Supplemental Gov't Programs	49,334	53,106	3,772	7.6%	152	166	14	9.0%
Prime Program	5,147	8,000	2,853	55.4%	24	25	1	4.8%
Premium Revenue	51,312	66,017	14,705	28.7%	159	207	48	30.3%
Management Services Revenue	32,398	36,263	3,865	11.9%	100	113	13	13.3%
Other Revenue	24,960	24,560	(400)	(1.6%)	69	77	8	11.1%
Other Operating Revenue	163,151	187,946	24,795	15.2%	504	588	84	16.6%
Total Operating Revenue	771,873	822,565	50,692	6.6%	2,385	2,573	188	7.9%
Operating Expenses								
Salaries & Wages	319,079	340,114	21,035	6.6%	981	1,065	84	8.5%
Contract Labor	6,733	6,273	(460)	(6.8%)	21	20	(1)	(5.7%)
Employee Benefits	66,763	54,350	(12,413)	(18.6%)	211	170	(41)	(19.5%)
Total Employment Expenses	392,575	400,737	8,162	2.1%	1,213	1,254	\$41	3.4%
Medical & Other Supplies	122,797	131,387	8,590	7.0%	379	411	32	8.3%
Physician Fees	89,801	98,665	8,864	9.9%	277	309	33	11.2%
Purchased Services	17,552	16,865	(687)	(3.9%)	54	53	(2)	(2.7%)
Repairs & Maintenance	27,492	28,668	1,176	4.3%	85	90	5	5.6%
Utilities	6,434	7,309	875	13.6%	20	23	3	15.0%
Rents & Leases	6,576	6,219	(357)	(5.4%)	20	19	(1)	(4.2%)
Depreciation & Amortization	32,173	33,553	1,380	4.3%	99	105	3	5.6%
Interest Expense	6,861	7,234	373	5.4%	21	23	1	6.8%
Other Expense	13,538	22,630	9,092	67.2%	42	71	29	69.3%
Humana Cap Plan Expenses	24,089	36,254	12,165	50.5%	74	113	39	52.4%
Management Services Expense	31,985	35,822	3,837	12.0%	99	112	13	13.4%
Total Other Expenses	379,298	424,606	45,308	11.9%	1,172	1,328	156	13.3%
Total Operating Expenses	771,873	825,343	53,470	6.9%	2,385	2,582	197	8.3%
Operating Margin	0	(2,778)	(2,778)		0	(9)	(9)	
Stimulus Funds	0	595	595		0	2	2	
Nonoperating Revenue (Loss)	5,793	4,568	1,225		18	14	(4)	
Excess Margin	\$5,793	\$2,385	\$3,408		\$18	\$7	(\$10)	

Variations Analysis: Budget FY22 to Projected FY21

Budgeted FY21 Income Statement: Financial Comparison (000's)

	For Comparison to Budget FY22					
	FY 19 Actual	FY 21 Projected Jul-May (11 mos)	FY 21 Budget	FY 22 Budget	Variance Budget FY22 - Actual Projected FY21	
Operating Revenue						
Net Patient Service Revenue	\$561,911	\$600,043	\$608,722	\$634,619	\$34,576	5.8%
Supplemental Gov't Programs	76,471	54,226	49,334	53,106	(1,120)	(2.1%)
Prime Program	17,717	10,662	5,147	8,000	(2,662)	(25.0%)
Premium Revenue	40,871	55,541	51,312	66,017	10,476	18.9%
Management Services Revenue	31,751	33,685	32,398	36,263	2,578	7.7%
Other Revenue	24,245	22,135	24,960	24,560	2,425	11.0%
Other Operating Revenue	191,056	176,249	163,151	187,946	11,697	6.6%
Total Operating Revenue	752,967	776,292	771,873	822,565	46,273	6.0%
Operating Expenses						
Salaries & Wages	287,902	324,792	319,079	340,114	15,322	4.7%
Contract Labor	14,997	8,866	6,733	6,273	(2,593)	(29.2%)
Employee Benefits	73,216	55,724	66,763	54,350	(1,374)	(2.5%)
Total Employment Expenses	376,115	389,382	392,575	400,737	11,355	2.9%
Medical & Other Supplies	112,866	129,225	122,797	131,387	2,162	1.7%
Physician Fees	85,521	96,237	89,801	98,665	2,428	2.5%
Purchased Services	21,151	17,916	17,552	16,865	(1,051)	(5.9%)
Repairs & Maintenance	25,878	26,106	27,492	28,668	2,562	9.8%
Utilities	5,642	6,946	6,434	7,309	363	5.2%
Rents & Leases	6,119	6,177	6,576	6,219	42	0.7%
Depreciation & Amortization	30,851	30,644	32,173	33,553	2,909	9.5%
Interest Expense	5,453	6,659	6,861	7,234	575	8.6%
Other Expense	17,260	20,076	13,538	22,630	2,554	12.7%
Humana Cap Plan Expenses	19,151	35,521	24,089	36,254	733	2.1%
Management Services Expense	31,359	33,696	31,985	35,822	2,126	6.3%
Total Other Expenses	361,250	409,203	379,298	424,606	15,403	3.8%
Total Operating Expenses	737,366	798,585	771,873	825,343	26,758	3.4%
Operating Margin	15,601	(22,293)	0	(2,778)	19,515	
Stimulus Funds	0	31,938	0	595	(31,343)	
Operating Margin after Stimulus	15,601	\$9,645	0	(2,183)	(11,828)	
Nonoperating Revenue (Loss)	12,306	6,422	5,793	4,568	(1,854)	
Excess Margin	\$27,907	\$16,067	\$5,793	\$2,385	(\$13,682)	

Reimbursement – Net Patient Revenue (000's)

	FY 19 Actual	FY 21 Projected Jul-May (11 mos)	FY 21 Budget	FY 22 Budget	Variance Budget 22- Actual 21	% Change
Net Patient Service Revenue (000's)	\$561,911	\$600,043	\$608,722	\$634,619	\$34,576	5.8%
Volume increase over COVID year					31,641	
Commercial Insurance Rate Increase					4,893	
Medi-Cal Managed Care					1,393	
Medicare Acute Inpatient Increase					1,202	
Medicare Acute Outpatient					634	
Other Medicare					297	
Remove COVID incentive (sequestration, 20% increase, etc)					(5,484)	
					\$34,576	

Budgeted FY21 Income Statement: Financial Comparison (000's)

	For Comparison to Budget FY22					
	FY 19 Actual	FY 21 Projected Jul-May (11 mos)	FY 21 Budget	FY 22 Budget	Variance Budget FY22 - Actual Projected FY21	
Operating Revenue						
Net Patient Service Revenue	\$561,911	\$600,043	\$608,722	\$634,619	\$34,576	5.8%
Supplemental Gov't Programs	76,471	54,226	49,334	53,106	(1,120)	(2.1%)
Prime Program	17,717	10,662	5,147	8,000	(2,662)	(25.0%)
Premium Revenue	40,871	55,541	51,312	66,017	10,476	18.9%
Management Services Revenue	31,751	33,685	32,398	36,263	2,578	7.7%
Other Revenue	24,245	22,135	24,960	24,560	2,425	11.0%
Other Operating Revenue	191,056	176,249	163,151	187,946	11,697	6.6%
Total Operating Revenue	752,967	776,292	771,873	822,565	46,273	6.0%
Operating Expenses						
Salaries & Wages	287,902	324,792	319,079	340,114	15,322	4.7%
Contract Labor	14,997	8,866	6,733	6,273	(2,593)	(29.2%)
Employee Benefits	73,216	55,724	66,763	54,350	(1,374)	(2.5%)
Total Employment Expenses	376,115	389,382	392,575	400,737	11,355	2.9%
Medical & Other Supplies	112,866	129,225	122,797	131,387	2,162	1.7%
Physician Fees	85,521	96,237	89,801	98,665	2,428	2.5%
Purchased Services	21,151	17,916	17,552	16,865	(1,051)	(5.9%)
Repairs & Maintenance	25,878	26,106	27,492	28,668	2,562	9.8%
Utilities	5,642	6,946	6,434	7,309	363	5.2%
Rents & Leases	6,119	6,177	6,576	6,219	42	0.7%
Depreciation & Amortization	30,851	30,644	32,173	33,553	2,909	9.5%
Interest Expense	5,453	6,659	6,861	7,234	575	8.6%
Other Expense	17,260	20,076	13,538	22,630	2,554	12.7%
Humana Cap Plan Expenses	19,151	35,521	24,089	36,254	733	2.1%
Management Services Expense	31,359	33,696	31,985	35,822	2,126	6.3%
Total Other Expenses	361,250	409,203	379,298	424,606	15,403	3.8%
Total Operating Expenses	737,366	798,585	771,873	825,343	26,758	3.4%
Operating Margin	15,601	(22,293)	0	(2,778)	19,515	
Stimulus Funds	0	31,938	0	595	(31,343)	
Operating Margin after Stimulus	15,601	\$9,645	0	(2,183)	(11,828)	
Nonoperating Revenue (Loss)	12,306	6,422	5,793	4,568	(1,854)	
Excess Margin	\$27,907	\$16,067	\$5,793	\$2,385	(\$13,682)	

Other Operating Revenue (000's)

	FY 19 Actual	FY 21 Projected Jul- May (11 mos)	FY 21 Budget	FY 22 Budget	Variance Budget 22- Actual 21	% Change
Other Operating Revenue (000's)	\$191,056	\$176,249	\$163,151	\$187,946	\$11,697	6.6%
Humana Premium Revenue increase in lives, base reimbursement and RAF score					10,476	
Management Services increase SRCC MO					2,578	
LifeStyle volume decrease in FY21 due to COVID					2,406	
Care Transformation Revenue - BHI/Health Homes					979	
NonPatient food sales decrease in FY21 due to COVID					378	
Other					(300)	
Retail pharmacy revenue - COVID in FY21					(1,038)	
Supplemental MediCal funds - true up PY in FY21					(1,120)	
PRIME/QIP - supplemental in FY21					(2,662)	
					\$11,697	

Budgeted FY21 Income Statement: Financial Comparison (000's)

	For Comparison to Budget FY22					
	FY 19 Actual	FY 21 Projected Jul-May (11 mos)	FY 21 Budget	FY 22 Budget		
Operating Revenue						
Net Patient Service Revenue	\$561,911	\$600,043	\$608,722	\$634,619	\$34,576	5.8%
Supplemental Gov't Programs	76,471	54,226	49,334	53,106	(1,120)	(2.1%)
Prime Program	17,717	10,662	5,147	8,000	(2,662)	(25.0%)
Premium Revenue	40,871	55,541	51,312	66,017	10,476	18.9%
Management Services Revenue	31,751	33,685	32,398	36,263	2,578	7.7%
Other Revenue	24,245	22,135	24,960	24,560	2,425	11.0%
Other Operating Revenue	191,056	176,249	163,151	187,946	11,697	6.6%
Total Operating Revenue	752,967	776,292	771,873	822,565	46,273	6.0%
Operating Expenses						
Salaries & Wages	287,902	324,792	319,079	340,114	15,322	4.7%
Contract Labor	14,997	8,866	6,733	6,273	(2,593)	(29.2%)
Employee Benefits	73,216	55,724	66,763	54,350	(1,374)	(2.5%)
Total Employment Expenses	376,115	389,382	392,575	400,737	11,355	2.9%
Medical & Other Supplies	112,866	129,225	122,797	131,387	2,162	1.7%
Physician Fees	85,521	96,237	89,801	98,665	2,428	2.5%
Purchased Services	21,151	17,916	17,552	16,865	(1,051)	(5.9%)
Repairs & Maintenance	25,878	26,106	27,492	28,668	2,562	9.8%
Utilities	5,642	6,946	6,434	7,309	363	5.2%
Rents & Leases	6,119	6,177	6,576	6,219	42	0.7%
Depreciation & Amortization	30,851	30,644	32,173	33,553	2,909	9.5%
Interest Expense	5,453	6,659	6,861	7,234	575	8.6%
Other Expense	17,260	20,076	13,538	22,630	2,554	12.7%
Humana Cap Plan Expenses	19,151	35,521	24,089	36,254	733	2.1%
Management Services Expense	31,359	33,696	31,985	35,822	2,126	6.3%
Total Other Expenses	361,250	409,203	379,298	424,606	15,403	3.8%
Total Operating Expenses	737,366	798,585	771,873	825,343	26,758	3.4%
Operating Margin	15,601	(22,293)	0	(2,778)	19,515	
Stimulus Funds	0	31,938	0	595	(31,343)	
Operating Margin after Stimulus	15,601	\$9,645	0	(2,183)	(11,828)	
Nonoperating Revenue (Loss)	12,306	6,422	5,793	4,568	(1,854)	
Excess Margin	\$27,907	\$16,067	\$5,793	\$2,385	(\$13,682)	

Wages & Contract Labor Expenses (000s)

	FY 19 Actual	FY 21 Projected Jul- May (11 mos)	FY 21 Budget	FY 22 Budget	Variance Budget 22- Actual 21	% Change
Wages & Contract Labor Expense (000's)	\$302,899	\$333,658	\$325,812	\$346,387	\$12,729	3.8%
Patient Volume					6,641	
FY22 pay for performance					4,629	
Matrix Adjustments - HUCs, SNI/SNA					1,876	
New Positions					1,840	
FY22 Market Adjustments					1,400	
FY22 Minimum Wage Adjustments					1,400	
At Risk					1,200	
Increase in Education/Orientation					617	
Decrease in Overtime and Call Back					(1,223)	
Decrease in Contract Labor					(1,297)	
Remove COVID labor - -Nonexempt					(4,355)	
					\$12,729	

Employee Benefit Expenses (000s)

	FY 19 Actual	FY 21 Projected Jul- May (11 mos)	FY 21 Budget	FY 22 Budget	Variance Budget 22- Actual 21	% Change
Employee Benefit Expense (000's)	\$72,126	\$55,724	\$66,763	\$54,350	(\$1,374)	(2.5%)
401K 1/2 rate in calendar year 2021 and full match in Calendar year 2022					4,295	
Increase in workers' compensation cost - FY21 decrease due to prior years liability decreases and discount rate					2,655	
Increase in FICA - wages increase					1,000	
Other					(61)	
Decrease Unemployment Insurance- impact of COVID in FY21					(553)	
Decrease in employee health cost					(3,180)	
Employee retirement plans (Pension) higher than expected investment returns					(5,530)	
					(\$1,374)	

Employee Benefit Expenses (000s)

Employee Benefits (000's)	Actual				Budget		Explanation on Change between Budget FY22 and Proj.FY 21
	FY 2018	FY2019	FY2020	Proj. FY2021	FY 2021	FY 2022	
Medical, Dental and vision	\$27,648	\$30,168	\$30,368	\$30,680	\$28,896	\$27,500	Plan Changes
Social Security	\$19,925	\$20,944	\$22,526	\$23,325	\$22,924	\$24,400	Increase in employees
Employee retirement plans	\$19,062	\$15,608	\$12,915	(\$4,858)	\$6,816	(\$6,092)	Adj to Actuarial results: Higher than expected investment returns
Workers' compensation	\$1,957	\$3,791	\$4,746	\$4,080	\$6,130	\$6,726	Adj to actuarial valuation. FY21 came in lower than budgeted
State Unemployment Insurance	\$334	\$382	\$368	\$1,091	\$826	\$542	COVID impact in FY20 and FY21, recovery in FY22 offset by increase in FTEs
Tuition/Scholarships/Other	\$684	\$819	\$947	\$1,072	\$847	\$1,031	
Life Insurance	\$193	\$414	\$310	\$333	\$324	\$323	
Total	\$69,804	\$72,126	\$72,181	\$55,724	\$66,763	\$54,430	

Budgeted FY21 Income Statement: Financial Comparison (000's)

	For Comparison to Budget FY22					
	FY 19 Actual	FY 21 Projected Jul-May (11 mos)	FY 21 Budget	FY 22 Budget	Variance Budget FY22 - Actual Projected FY21	
Operating Revenue						
Net Patient Service Revenue	\$561,911	\$600,043	\$608,722	\$634,619	\$34,576	5.8%
Supplemental Gov't Programs	76,471	54,226	49,334	53,106	(1,120)	(2.1%)
Prime Program	17,717	10,662	5,147	8,000	(2,662)	(25.0%)
Premium Revenue	40,871	55,541	51,312	66,017	10,476	18.9%
Management Services Revenue	31,751	33,685	32,398	36,263	2,578	7.7%
Other Revenue	24,245	22,135	24,960	24,560	2,425	11.0%
Other Operating Revenue	191,056	176,249	163,151	187,946	11,697	6.6%
Total Operating Revenue	752,967	776,292	771,873	822,565	46,273	6.0%
Operating Expenses						
Salaries & Wages	287,902	324,792	319,079	340,114	15,322	4.7%
Contract Labor	14,997	8,866	6,733	6,273	(2,593)	(29.2%)
Employee Benefits	73,216	55,724	66,763	54,350	(1,374)	(2.5%)
Total Employment Expenses	376,115	389,382	392,575	400,737	11,355	2.9%
Medical & Other Supplies	112,866	129,225	122,797	131,387	2,162	1.7%
Physician Fees	85,521	96,237	89,801	98,665	2,428	2.5%
Purchased Services	21,151	17,916	17,552	16,865	(1,051)	(5.9%)
Repairs & Maintenance	25,878	26,106	27,492	28,668	2,562	9.8%
Utilities	5,642	6,946	6,434	7,309	363	5.2%
Rents & Leases	6,119	6,177	6,576	6,219	42	0.7%
Depreciation & Amortization	30,851	30,644	32,173	33,553	2,909	9.5%
Interest Expense	5,453	6,659	6,861	7,234	575	8.6%
Other Expense	17,260	20,076	13,538	22,630	2,554	12.7%
Humana Cap Plan Expenses	19,151	35,521	24,089	36,254	733	2.1%
Management Services Expense	31,359	33,696	31,985	35,822	2,126	6.3%
Total Other Expenses	361,250	409,203	379,298	424,606	15,403	3.8%
Total Operating Expenses	737,366	798,585	771,873	825,343	26,758	3.4%
Operating Margin	15,601	(22,293)	0	(2,778)	19,515	
Stimulus Funds	0	31,938	0	595	(31,343)	
Operating Margin after Stimulus	15,601	\$9,645	0	(2,183)	(11,828)	
Nonoperating Revenue (Loss)	12,306	6,422	5,793	4,568	(1,854)	
Excess Margin	\$27,907	\$16,067	\$5,793	\$2,385	(\$13,682)	

Other Operating Expense (000s)

	FY 19 Actual	FY 21 Projected Jul- May (11 mos)	FY 21 Budget	FY 22 Budget	Variance Budget 22- Actual 21	% Change
Other Operating Expense (000's)	\$361,250	\$409,203	\$379,298	\$424,606	\$15,403	3.8%
Patient Volume increase - non Prosthesis					6,120	
Prosthesis supplies increase volume					4,193	
Depreciation Increase					2,909	
Repairs and maintenance - IT service contracts					2,562	
Physician Fee Increase					2,428	
Recruiting					2,410	
Professional liability - FY21 prior years impact					2,145	
Management services expenses					2,126	
Education and Travel					827	
Humana MA Cost of Third Party Claims					733	
Interest Expense Increase - no capitalization					575	
Utilities Increase					363	
Other					(70)	
Other purchased services decrease - COVID related in FY21					(1,051)	
Legal fees					(1,967)	
Medical surgical supplies decrease - COVID supplies in FY21					(8,900)	
					\$15,403	

Humana Medicare Advantage (000s)

Humana Medicare Advantage	FY 19 Actual	FY 21 Projected Jul- May (11 mos)	FY 21 Budget	FY 22 Budget	Variance Budget 22- Actual 21	% Change
Humana Premium Revenue increase in lives (\$2.77M) along with improvements in rates due to 7.2% increase in base rates and RAF score totaling (2.73M)	\$40,871	\$55,541	\$51,312	\$66,017	\$10,476	18.9%
3rd Party Claims (Expense) - Growth in membership 9.3% and reduction in acuity post COVID	\$19,151	\$35,521	\$24,089	\$36,254	\$733	2.1%

Budget FY22 Options

Budget FY22: Options	Current Budget	Option 1	Option 2	Option 3
Operating Margin %	(0.3%)	0.0%	1.0%	1.8%
Current Budgeted Operating Loss 6/15/21	(\$2,183,002)	(\$2,183,002)	(\$2,183,001)	(\$2,183,000)
Desired Operating Margin	(\$2,183,002)	\$0	\$8,225,650	\$14,806,170
<i>Difference to Gap</i>	\$0	(\$2,183,002)	(\$10,408,651)	(\$16,989,170)
Strategic Planning - Length of Stay		\$1,183,002	\$9,608,651	\$10,500,000
Strategic Plan - Reduce purchased services		\$1,000,000	\$800,000	\$1,000,000
Staffing/Rate Reductions				\$5,489,170
Increase Vacancy Factor*				
Other				
Total Amount to close GAP	\$0	\$2,183,002	\$10,408,651	\$16,989,170

* Vacancy Factor currently is at 75 FTEs

Increase by 10 to 85FTEs = \$666,377

Increase by 20 to 95FTEs = \$1,419,914

Increase by 25 to 100 = \$1,790,203

FY22 Capital Budget - Preliminary 6/15/21

Total Capital Requests	\$36,970,857
Total Rejected/Deferred	(\$14,045,683)
In Review	\$22,925,174

Breakdown of Items in Review

<i>Maintenance</i>	\$4,918,000
<i>Facilities</i>	\$2,695,100
<i>Information Services (ISS)</i>	\$3,594,166
<i>Trubeam Linear Accelerator</i>	\$3,195,000
<i>3rd CT</i>	\$2,400,800
<i>Director Requests</i>	\$6,122,108
<i>In Review</i>	\$22,925,174

Funding Sources

Capital FY22	\$14,806,000
Unspent Capital from prior years	\$1,265,923
Donations	\$1,405,000
Available Bond Funds - prior issues	
Total Funds	\$17,476,923

Remaining to Cut	\$5,448,251
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General Contingency Capital	\$340,000
	\$340,000

FY 2022 Capital Budget	\$17,816,923
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Variance Analysis: Budget FY22 to Budget FY21

Reimbursement – Net Patient Revenue (000's)

	FY 19 Actual	FY 21 Projected Jul- May (11 mos)	FY 21 Budget	FY 22 Budget	Variance Budget 22- Budget 21	% Change
Net Patient Service Revenue (000's)	\$561,911	\$600,043	\$608,722	\$634,619	\$25,897	4.3%
Volume Impact					17,478	
Commercial Insurance Rate Increase					4,893	
Medi-Cal Managed Care					1,393	
Medicare Acute Inpatient Increase					1,202	
Medicare Acute Outpatient					634	
Other Medicare					297	
					\$25,897	

Other Operating Revenue (000's)

	FY 19 Actual	FY 21 Projected Jul-May (11 mos)	FY 21 Budget	FY 22 Budget	Variance Budget 22-Budget 21	% Change
Other Operating Revenue (000's)	\$191,056	\$176,249	\$163,151	\$187,946	\$24,795	15.2%
Humana Premium Revenue increase in lives, base reimbursement and RAF score					14,705	
Management Services increase SRCC MO					3,865	
Several miscellaneous changes truing up supplemental					3,772	
Prime Program - higher than anticipated					2,853	
Care Transformation Revenue - BHI/Health Homes					2,600	
LifeStyle volume decrease due to COVID					(403)	
NonPatient food sales due to COVID					(416)	
Other					(2,181)	
					\$24,795	

Wages & Contract Labor Expenses (000s)

	FY 19 Actual	FY 21 Projected Jul- May (11 mos)	FY 21 Budget	FY 22 Budget	Variance Budget 22- Budget 21	% Change
Wages & Contract Labor Expense (000's)	\$302,899	\$333,658	\$325,812	\$346,387	\$20,575	6.3%
FY22 pay for performance					4,629	
New Positions added in FY2021 \$3.2M plus FY22 Pharm - \$1.2M, ED-\$124K, ISS-\$46K					4,600	
Patient Volume					4,547	
Matrix Adjustments - HUCs, SNI/SNA					1,876	
FY22 Market Adjustments					1,400	
FY22 Minimum Wage Adjustments					1,400	
Increase in Education/Orientation					1,360	
At Risk					1,200	
Increase in Contract Labor					460	
Other					(266)	
Decrease in Overtime and Call Back					(631)	
					\$20,575	

Employee Benefit Expenses (000s)

	FY 19 Actual	FY 21 Projected Jul- May (11 mos)	FY 21 Budget	FY 22 Budget	Variance Budget 22- Budget 21	% Change
Employee Benefit Expense (000's)	\$73,216	\$55,724	\$66,763	\$54,350	(\$12,413)	(18.6%)
401K 1/2 rate in calendar year 2021 and full match in Calendar year 2022					\$4,634	
Other					\$495	
Employee retirement plans (Pension) higher than expected investment returns					(17,542)	
					(\$12,413)	

Other Operating Expense (000s)

Other Operating Expense (000's)	FY 19 Actual	FY 21 Projected Jul- May (11 mos)	FY 21 Budget	FY 22 Budget	Variance Budget 22- Budget 21	% Change
	\$361,250	\$409,203	\$379,298	\$424,606	\$45,308	11.95%
Humana MA Cost of Third Party Claims					12,165	
Physician Fee Increase					7,362	
FY21 efficiency assumptions					7,142	
Pharmaceuticals increase - sold to patients and infusion center					4,846	
Management services expenses					3,837	
Surgical supplies increase volume					3,019	
KHMG physician fees increase WRVU					2,228	
Recruiting					1,452	
Depreciation Increase					1,380	
Utilities Increase					875	
Other					511	
Interest Expense Increase					373	
Education and Travel					118	
					\$45,308	

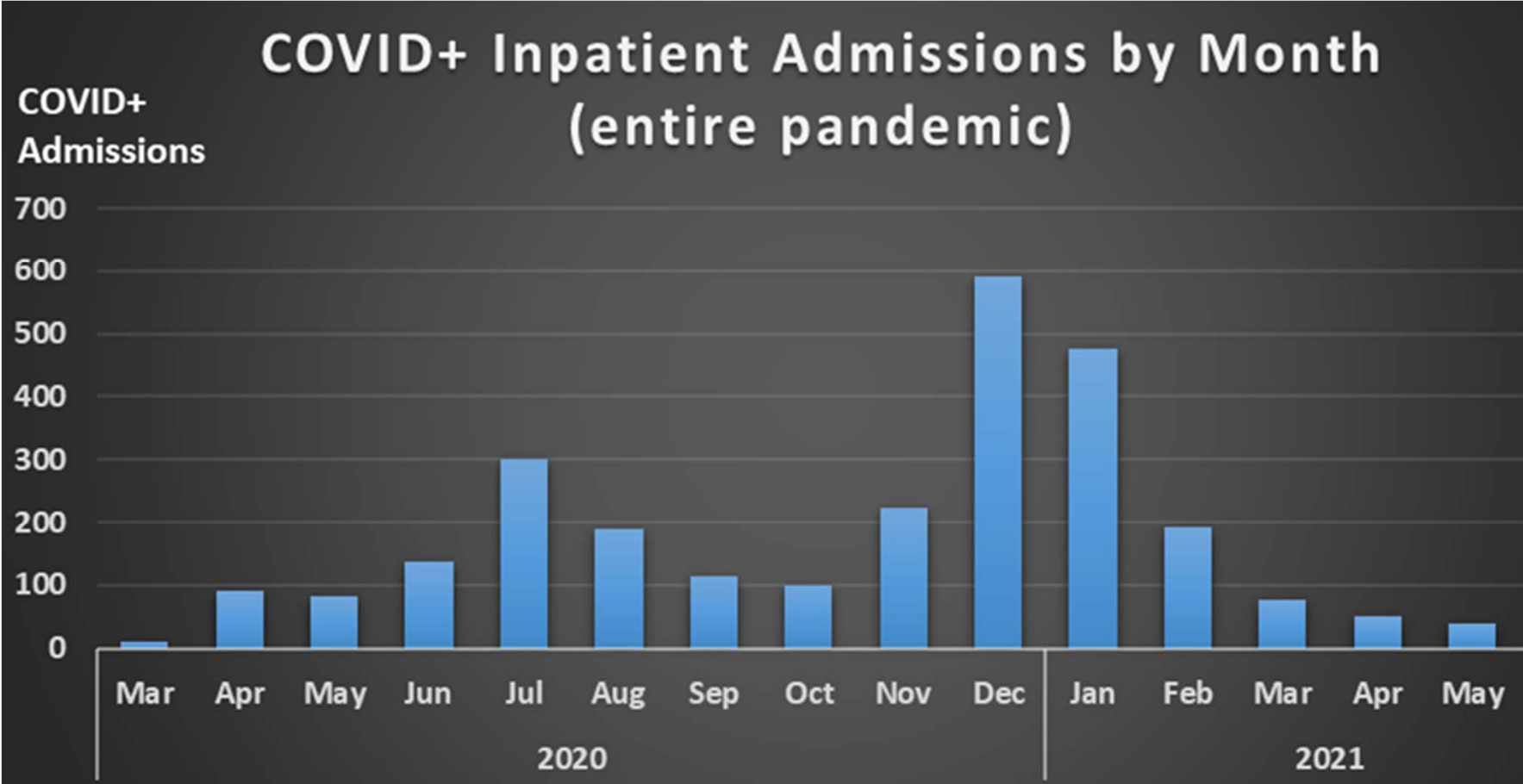
Humana Medicare Advantage (000s)

Humana Medicare Advantage	FY 19 Actual	FY 21 Projected Jul- May (11 mos)	FY 21 Budget	FY 22 Budget	Variance Budget 22- Budget 21	% Change
Humana Premium Revenue increase in lives (\$2.77M) along with improvements in rates due to 7.2% increase in base rates and RAF score totaling (2.73M)	\$40,871	\$55,541	\$51,312	\$66,017	\$14,705	28.7%
3rd Party Claims (Expense) - Growth in membership 9.3% and reduction in acuity post COVID	\$19,151	\$35,521	\$24,089	\$36,254	\$12,165	50.5%

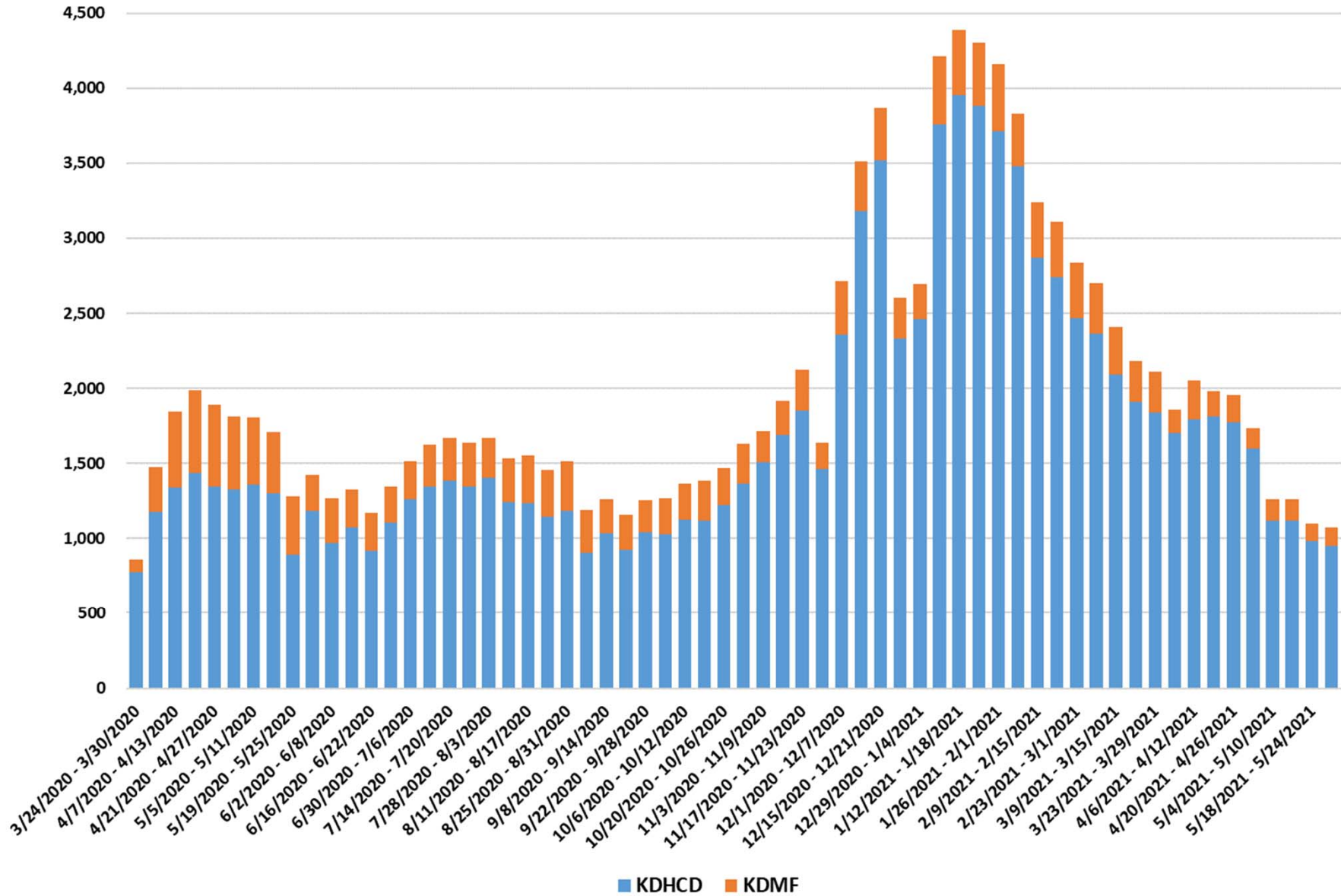
CFO Financial Report

June 15, 2021

Current COVID Inpatients



Telehealth Visits



May Overview

- **Volume:** Overall inpatient days fell short of budget by 1.8%. The census at the downtown campus was 8.4% above budget but was offset by our other inpatient areas such as the Mental Health Hospital, Rehabilitation Hospital and Skilled Nursing. Overall outpatient volume, as measured by patient registrations, fell short of budget by 1.1%.
- **Revenue:** Net patient revenue fell short of budget by \$682K (1.3%) due to inpatient and outpatient volumes. Other revenue was higher than budget by \$1.7M mainly due to additional supplemental funding, which exceeded our expectations.
- **Expenses:** The main items contributing to the \$3.0M unfavorable budget variance:
 - We recognized an additional \$596K in contract labor than budgeted. Also, additional shift bonuses and supplemental sick leave of \$275K that was not budgeted.
 - Increased utilization of capitated third party providers of \$1.7M due to increase in higher acuity patients and the impact on the timing of service due to COVID.
 - Higher than budgeted physician fees by \$239K because of the agreements that were not finalized and in process when the FY21 budget was made.

COVID-19 Financial Activity

Stimulus Funds Received

Red indicates changes since last reviewed

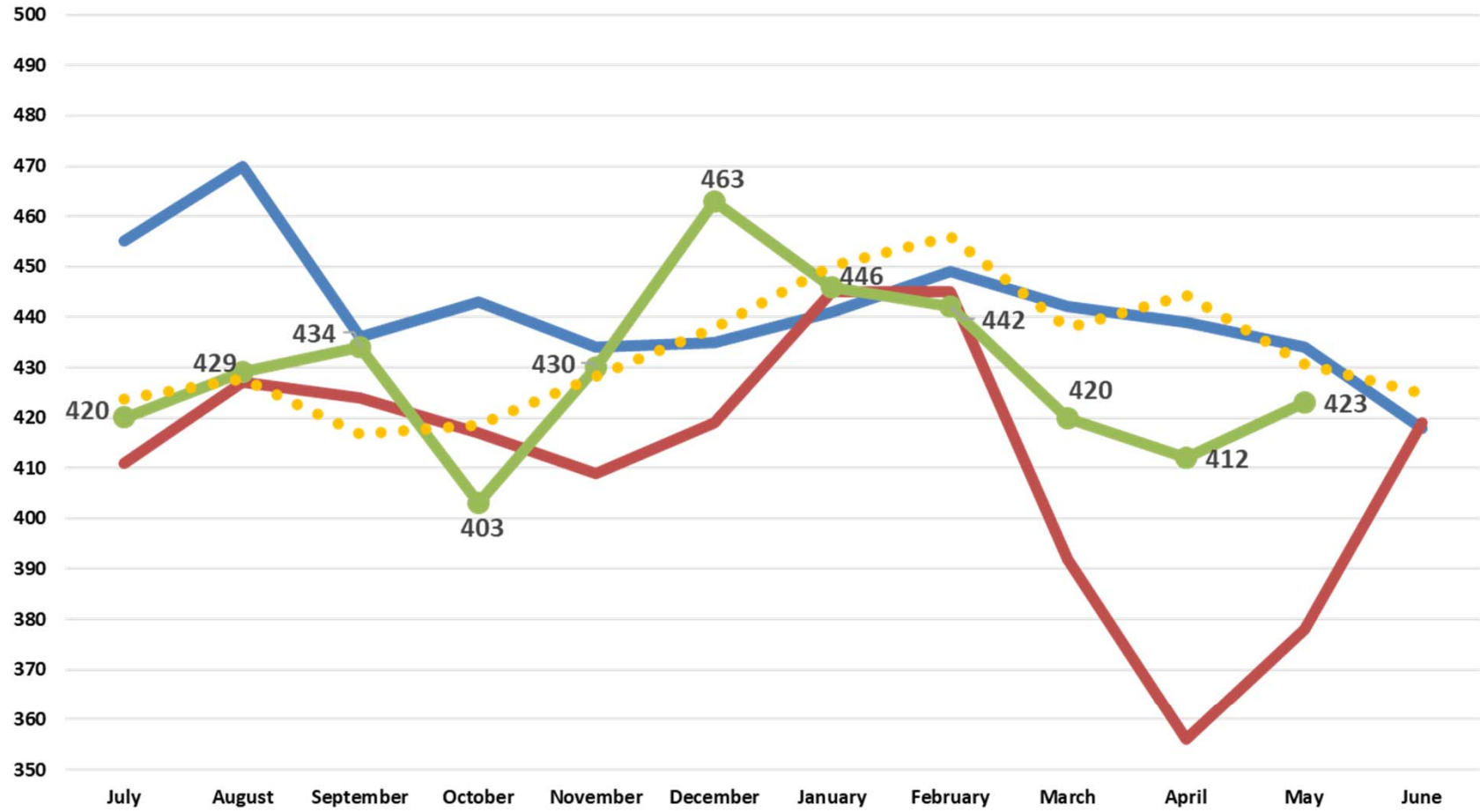
Stimulus Funds – Kaweah Delta	\$11,420,930	Received 4/11/20
Stimulus Funds – KDMF	\$684,104	Received 4/11/20
Stimulus Funds – KD 2 nd payment	\$1,225,939	Received 4/24/20
Stimulus Funds – KDMF 2 nd payment	\$198,091	Received 5/26/20
California Hospital Association - PPE	\$28,014	Received 6/3 and 6/9/20
Stimulus Funds – 4 Physician Groups	\$332,017	Received April 2020
Stimulus Funds -Testing at RHC	\$197,846	Received 5/20/20
Stimulus Funds - Skilled Nursing Facility	\$225,000	Received 5/22/20
Stimulus Funds – Rural Providers	\$413,013	Received 6/25/20
Stimulus Funds – Due to servicing Rural Areas	\$813,751	Received 7/21/20
Stimulus Funds – High Impact Areas	\$10,900,000	Received 7/29/20
California Hospital Association – PPE II	\$150,243	Received 8/25/20
Stimulus Funds – Skilled Nursing Facility	\$111,500	Received 8/27/20
Stimulus Funds – Skilled Nursing Facility	\$184,388	Received 5 out of 5 payments
Stimulus Funds – KD 3 rd wave of federal payments	\$11,120,347	Received 1/27/21
Stimulus Funds – KDMF 3 rd wave of federal payments	\$920,477	Received 4/16/21
Impact to Net Revenue	\$38,593,643	

COVID-19 Financial Activity - Reimbursement and In Kind Impact

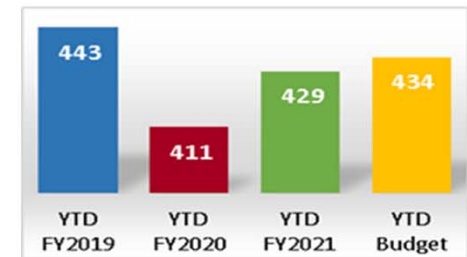
Red indicates changes since last reviewed

20% increase in Medicare inpatient payments	\$ 1,350,000	Public health emergency extended through April 20, 2021
6.2% increase in FMAP - IGT matching	\$ 1,200,000	Extended through the 1 st quarter in which emergency ends
10% increase in Medi-Cal rates in SNF payments	\$ 997,000	Calendar year 2020
5% increase Blue Shield rates for certain procedures	\$ 12,000	4 Month Estimate
Uninsured COVID Patients – Medicare Rates	\$ 1,025,102	Payments to date - \$385K add'l since last month
Department of Defense	\$ 250,000	In kind clinical support staff
2% sequestration	\$ 2,100,000	Calendar year 2020 – extended through March 31, 2021
Unemployment benefit costs ½ covered	\$ 1,057,000	4 quarters – extended through Mar 14 th 2021
5 County agreements – Lab testing, PPE, Pharmaceuticals, vaccination	\$ 5,383,573	\$8,578,800 max , the County will cover related costs as we submit invoices - recorded \$838,030 in May
COVID Payer Grants	\$ 3,065,000	October deposit
Repayment period of Medicare Advanced Payments extended - Initial funding \$46.6M (4/7/2020)	Balance must be repaid in full 29 months from the first payment.	Medicare payments will be reduced by 25% for the first 11 months and 50% during the next 6 months.
Additional payments received from Medicare Advanced Payments Program - \$40.2M (10/28/20) Total to date \$86.8M	(3,605,375) recouped in April and May	10/28/20 We received \$40,173,945 additional funds to be repaid in 1 year
Social Security Tax Deferral – \$13.5M		Repayment of 50% due 12/31/21 and 50% 12/31/22
DSH cuts were delayed through FFY2023 - \$5,200,000 in FY2021		DSH cuts were delayed through FFY2023
Impact to Bottom Line	\$ 16,439,675	

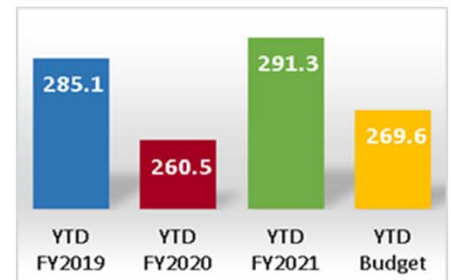
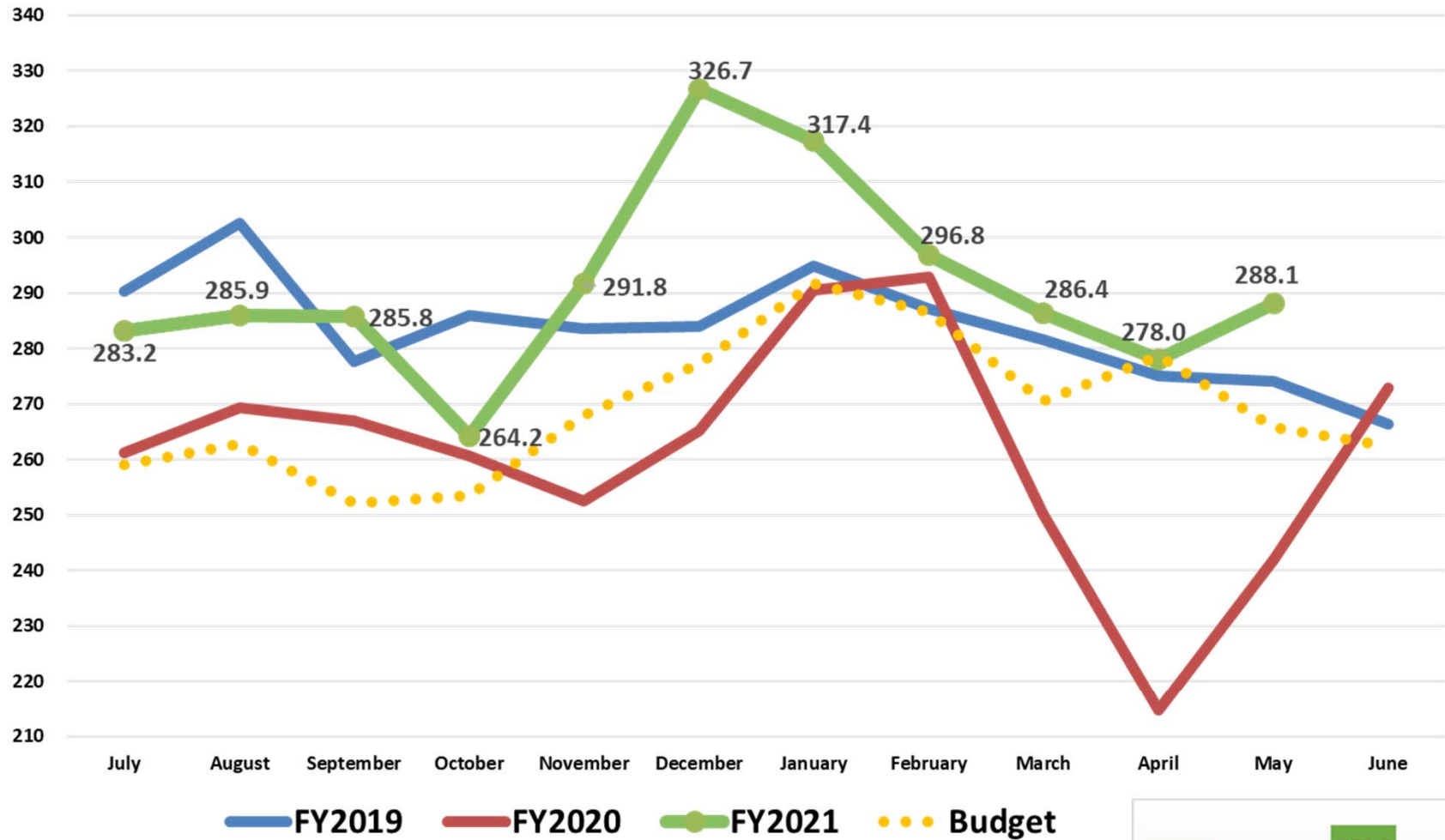
Average Daily Census



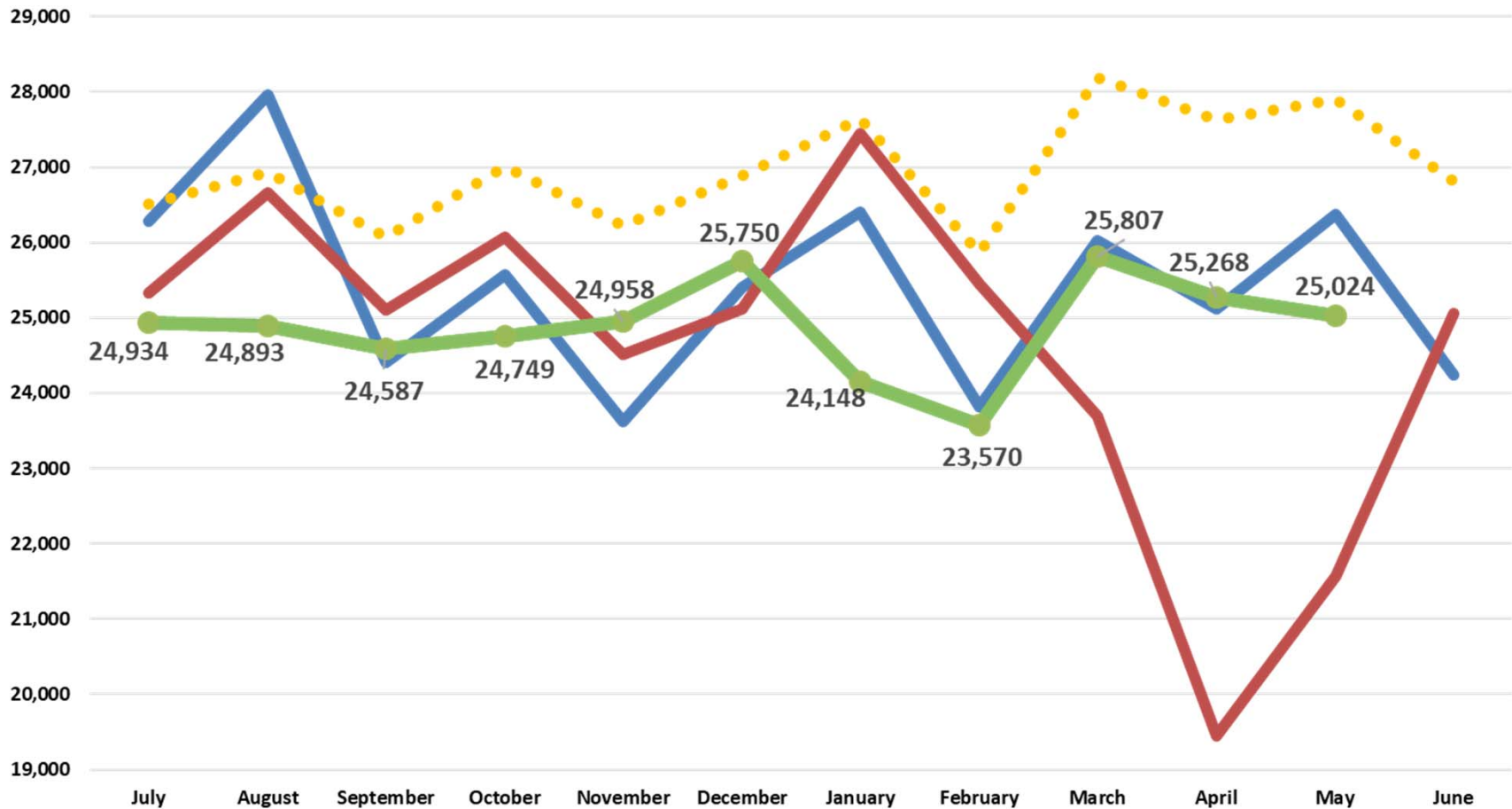
—●— FY2019
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 —●— FY2021
 ●●● Budget



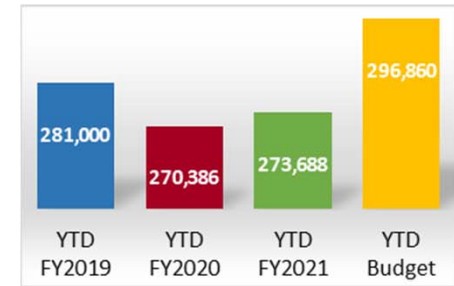
Medical Center – Average Daily Census



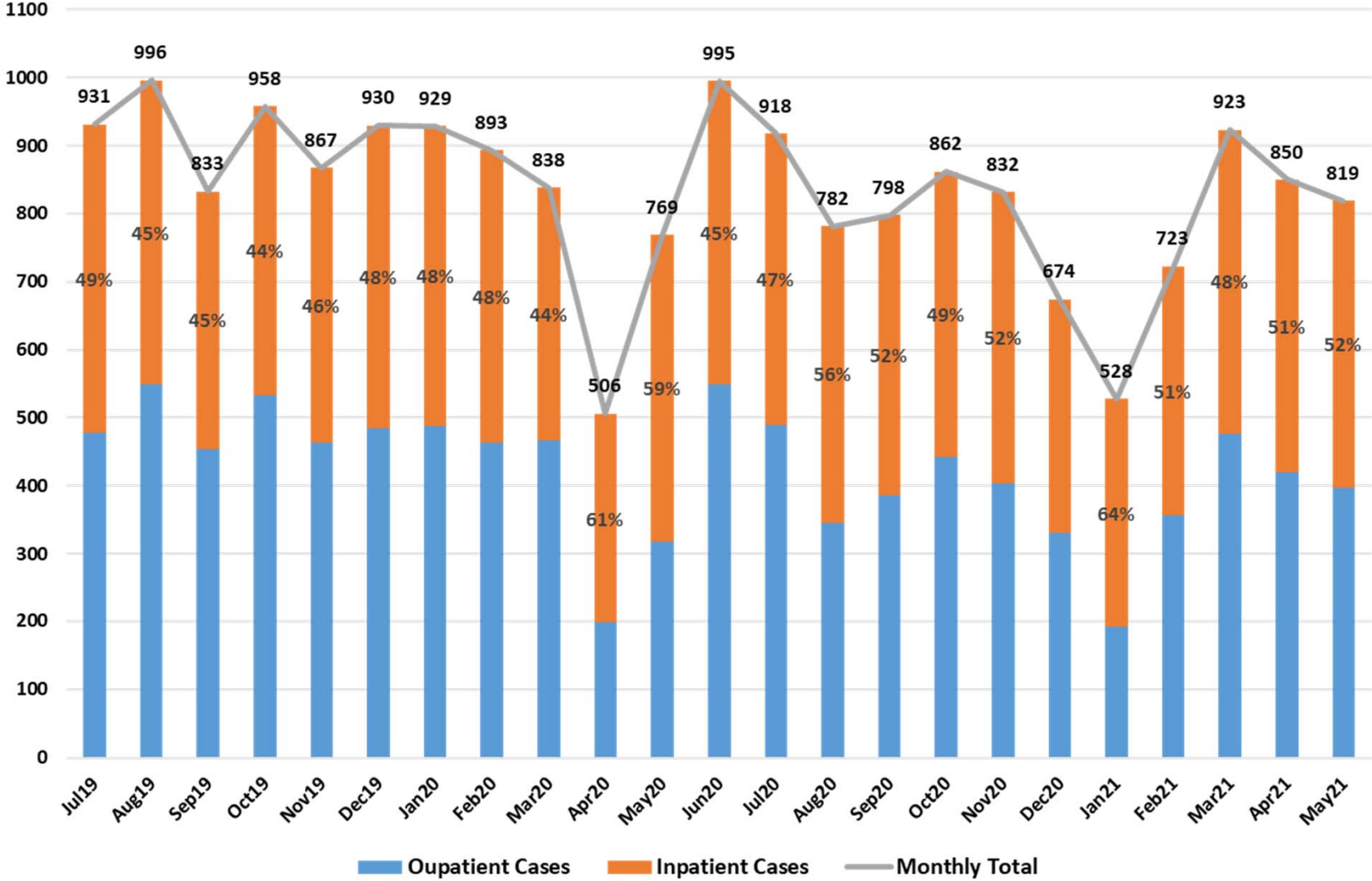
Adjusted Patient Days



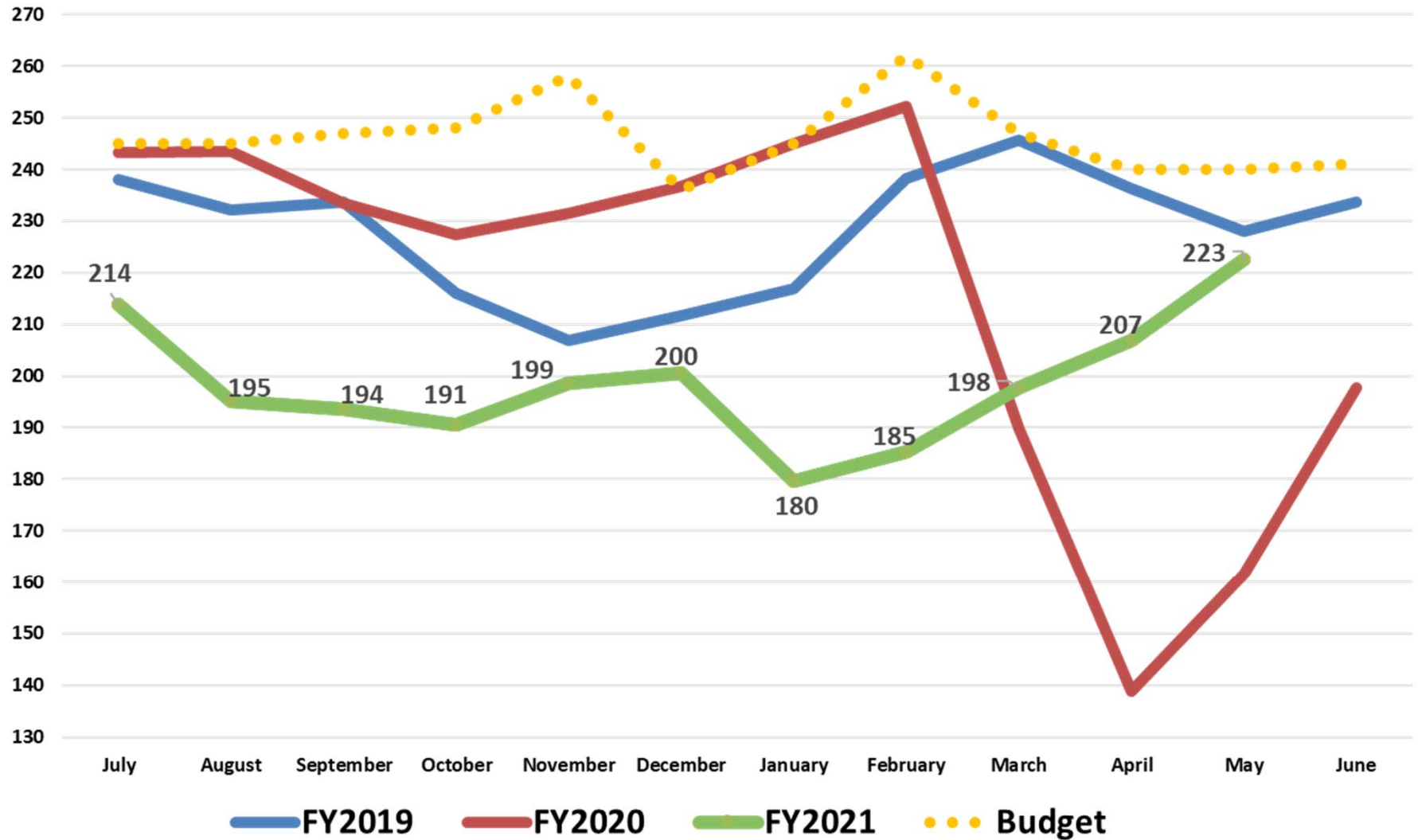
—●— FY2019
 —●— FY2020
 —●— FY2021
 ●●● Budget



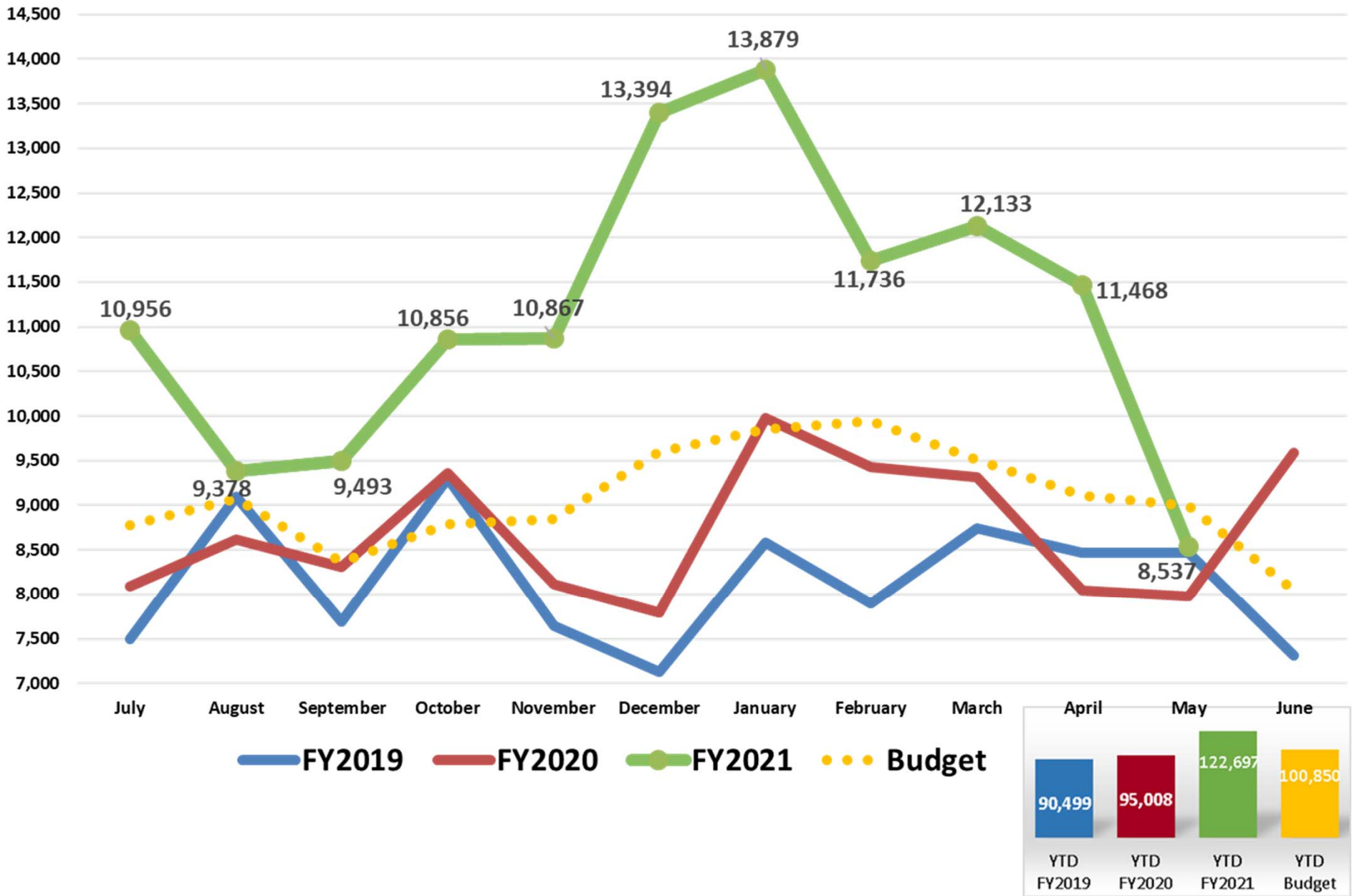
Surgery Volume



Emergency Department – Avg Treated Per Day



Rural Health Clinic Registrations



Statistical Results – Fiscal Year Comparison (May)

Actual Results			Budget	Budget Variance	
May 2020	May 2021	% Change	May 2021	Change	% Change

Average Daily Census	378	423	11.8%	431	(8)	(1.8%)
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KDHCD Patient Days:

Medical Center	7,505	8,932	19.0%	8,241	691	8.4%
Acute I/P Psych	1,403	1,051	(25.1%)	1,427	(376)	(26.3%)
Sub-Acute	901	858	(4.8%)	961	(103)	(10.7%)
Rehab	399	518	29.8%	561	(43)	(7.7%)
TCS-Ortho	332	376	13.3%	645	(269)	(41.7%)
TCS	289	452	56.4%	487	(35)	(7.2%)
NICU	457	465	1.8%	518	(53)	(10.2%)
Nursery	443	463	4.5%	509	(46)	(9.0%)

Total KDHCD Patient Days	11,729	13,115	11.8%	13,349	(234)	(1.8%)
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Total Outpatient Volume	32,457	40,207	23.9%	40,647	(440)	(1.1%)
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Statistical Results – Fiscal Year Comparison (Jul-May)

	Actual Results			Budget	Budget Variance	
	FYTD 2020	FYTD 2021	% Change	FYTD 2021	Change	% Change
Average Daily Census	411	429	4.4%	434	(5)	(1.0%)
KDHCD Patient Days:						
Medical Center	87,520	97,887	11.8%	90,272	7,615	8.4%
Acute I/P Psych	15,597	13,171	(15.6%)	15,693	(2,522)	(16.1%)
Sub-Acute	9,977	9,866	(1.1%)	10,359	(493)	(4.8%)
Rehab	5,523	4,890	(11.5%)	6,115	(1,225)	(20.0%)
TCS-Ortho	4,428	3,969	(10.4%)	6,655	(2,686)	(40.4%)
TCS	5,120	4,479	(12.5%)	5,679	(1,200)	(21.1%)
NICU	4,405	4,348	(1.3%)	4,519	(171)	(3.8%)
Nursery	5,569	5,148	(7.6%)	5,976	(828)	(13.9%)
Total KDHCD Patient Days	138,139	143,758	4.1%	145,268	(1,510)	(1.0%)
Total Outpatient Volume	415,013	473,041	14.0%	439,252	33,789	7.7%

Other Statistical Results – Fiscal Year Comparison (May)

	Actual Results				Budget	Budget Variance	
	May 2020	May 2021	Change	% Change	May 2021	Change	% Change
Adjusted Patient Days	21,561	25,026	3,464	16.1%	27,910	(2,884)	(10.3%)
Outpatient Visits	32,457	40,207	7,750	23.9%	40,647	(440)	(1.1%)
Urgent Care - Demaree	829	2,314	1,485	179.1%	2,288	26	1.1%
Urgent Care - Court	2,448	4,603	2,155	88.0%	3,819	784	20.5%
Endoscopy Procedures (I/P & O/P)	316	470	154	48.7%	732	(262)	(35.8%)
ED Total Registered	5,033	7,019	1,986	39.5%	7,552	(533)	(7.1%)
O/P Rehab Units	13,947	18,668	4,721	33.8%	20,079	(1,411)	(7.0%)
Radiology/CT/US/MRI Proc (I/P & O/P)	12,603	15,836	3,233	25.7%	16,533	(697)	(4.2%)
GME Clinic visits	921	1,141	220	23.9%	1,581	(440)	(27.8%)
Infusion Center	324	397	73	22.5%	518	(121)	(23.4%)
KDMF RVU	27,396	32,249	4,853	17.7%	36,541	(4,292)	(11.7%)
Physical & Other Therapy Units	15,354	17,899	2,545	16.6%	19,261	(1,362)	(7.1%)
Hospice Days	3,801	4,273	472	12.4%	4,274	(1)	(0.0%)
Surgery Minutes – General & Robotic (I/P & O/P)	926	1,023	97	10.5%	1,219	(196)	(16.1%)
RHC Registrations	7,979	8,537	558	7.0%	8,988	(451)	(5.0%)
Home Health Visits	2,834	2,861	27	1.0%	2,897	(36)	(1.2%)
Cath Lab Minutes (IP & OP)	335	335	0	0.0%	394	(59)	(15.0%)
OB Deliveries	365	351	(14)	(3.8%)	406	(55)	(13.5%)
Dialysis Treatments	1,871	1,700	(171)	(9.1%)	1,868	(168)	(9.0%)
Radiation Oncology Treatments (I/P & O/P)	2,446	1,983	(463)	(18.9%)	2,182	(199)	(9.1%)

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

	Actual Results				Budget	Budget Variance	
	FY 2020	FY 2021	Change	% Change	FY 2021	Change	% Change
Adjusted Patient Days	270,315	273,807	3,492	1.3%	296,878	(23,071)	(7.8%)
Outpatient Visits	415,013	473,041	58,028	14.0%	439,252	33,789	7.7%
RHC Registrations	95,008	122,697	27,689	29.1%	100,850	21,847	21.7%
Urgent Care - Court	37,476	46,376	8,900	23.7%	43,953	2,423	5.5%
Hospice Days	39,079	46,724	7,645	19.6%	42,052	4,672	11.1%
GME Clinic visits	11,188	12,454	1,266	11.3%	14,586	(2,132)	(14.6%)
Home Health Visits	30,122	32,561	2,439	8.1%	30,013	2,548	8.5%
KDMF RVU	350,481	376,074	25,593	7.3%	405,594	(29,520)	(7.3%)
Radiology/CT/US/MRI Proc (I/P & O/P)	158,732	166,367	7,635	4.8%	172,733	(6,366)	(3.7%)
O/P Rehab Units	201,759	209,789	8,030	4.0%	220,908	(11,119)	(5.0%)
Surgery Minutes – General & Robotic (I/P & O/P)	11,031	11,043	12	0.1%	13,414	(2,371)	(17.7%)
Physical & Other Therapy Units	193,693	191,594	(2,099)	(1.1%)	212,070	(20,476)	(9.7%)
OB Deliveries	4,111	3,962	(149)	(3.6%)	4,318	(356)	(8.2%)
Radiation Oncology Treatments (I/P & O/P)	24,302	23,348	(954)	(3.9%)	24,181	(833)	(3.4%)
Urgent Care - Demaree	22,484	21,241	(1,243)	(5.5%)	26,598	(5,357)	(20.1%)
Cath Lab Minutes (IP & OP)	3,941	3,687	(254)	(6.4%)	4,329	(642)	(14.8%)
ED Total Registered	74,363	67,141	(7,222)	(9.7%)	83,785	(16,644)	(19.9%)
Dialysis Treatments	20,138	18,138	(2,000)	(9.9%)	20,358	(2,220)	(10.9%)
Endoscopy Procedures (I/P & O/P)	6,035	5,258	(777)	(12.9%)	7,041	(1,783)	(25.3%)
Infusion Center	4,808	3,661	(1,147)	(23.9%)	5,586	(1,925)	(34.5%)

Trended Financial Comparison (000's)

	Adjusted Patient Days												
	21,561	25,057	24,934	24,893	24,587	24,749	24,958	25,750	24,148	23,570	25,807	25,268	25,026
	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Operating Revenue													
Net Patient Service Revenue	\$35,995	\$35,360	\$47,402	\$48,393	\$48,769	\$51,454	\$50,994	\$50,409	\$49,949	\$44,505	\$56,144	\$52,593	\$50,531
Supplemental Gov't Programs	5,572	5,406	3,979	3,979	3,979	3,980	3,979	3,979	4,822	5,279	5,279	4,990	4,990
Prime Program	103	6,908	429	429	429	429	429	429	713	358	715	4,872	715
Premium Revenue	4,542	5,911	4,239	4,561	4,351	4,408	4,271	4,318	4,690	5,027	4,894	4,710	5,036
Management Services Revenue	2,569	2,954	2,834	2,684	3,072	2,396	2,569	2,583	2,867	2,430	3,303	3,301	2,877
Other Revenue	1,968	826	2,127	1,686	1,716	1,871	1,471	2,008	1,022	1,425	2,915	1,810	2,074
Other Operating Revenue	14,754	22,005	13,608	13,339	13,548	13,083	12,719	13,317	14,115	14,519	17,106	19,684	15,692
Total Operating Revenue	50,750	57,365	61,009	61,732	62,317	64,537	63,713	63,726	64,064	59,024	73,250	72,277	66,223
Operating Expenses													
Salaries & Wages	25,402	26,208	26,540	26,671	26,449	27,583	25,984	28,026	28,111	25,134	28,879	26,741	27,786
Contract Labor	410	426	576	372	336	488	242	303	226	1,404	887	1,694	1,169
Employee Benefits	6,486	2,109	5,098	5,160	6,053	5,314	4,998	5,969	5,671	5,027	5,739	8,650	5,087
Total Employment Expenses	32,299	28,743	32,213	32,203	32,837	33,385	31,225	34,298	34,008	31,565	35,505	37,084	34,042
Medical & Other Supplies	8,423	13,315	10,036	10,720	11,619	10,713	10,999	11,492	12,014	9,685	10,923	11,011	10,170
Physician Fees	7,191	8,486	7,807	8,699	6,871	7,746	8,079	8,024	8,421	8,484	8,278	8,320	7,754
Purchased Services	1,587	3,093	1,239	1,518	988	1,685	1,592	1,628	1,935	1,507	1,538	1,520	1,383
Repairs & Maintenance	1,766	2,544	2,283	2,022	1,965	2,166	2,091	2,146	2,192	2,115	2,019	2,544	2,282
Utilities	477	586	506	606	646	644	491	439	537	467	523	630	729
Rents & Leases	511	483	503	516	517	529	543	504	546	519	487	535	489
Depreciation & Amortization	2,685	3,072	2,561	2,582	2,518	2,509	2,473	2,458	2,451	2,423	2,412	2,413	2,923
Interest Expense	493	779	555	555	557	556	555	555	555	555	555	555	555
Other Expense	1,676	2,046	1,478	1,347	1,266	1,747	1,863	1,610	1,808	1,280	2,762	1,840	1,537
Humana Cap Plan Expenses	2,145	1,912	1,562	3,040	3,137	2,750	2,677	2,935	2,217	2,707	3,164	3,771	3,780
Management Services Expense	2,739	2,732	2,815	2,559	3,050	2,447	2,553	2,876	2,860	2,256	3,531	3,088	2,892
Total Other Expenses	29,692	39,048	31,346	34,163	33,133	33,491	33,915	34,668	35,536	31,998	36,191	36,227	34,493
Total Operating Expenses	61,991	67,791	63,559	66,366	65,971	66,876	65,140	68,965	69,544	63,562	71,696	73,310	68,535
Operating Margin	(\$11,241)	(\$10,426)	(\$2,550)	(\$4,634)	(\$3,654)	(\$2,339)	(\$1,427)	(\$5,240)	(\$5,480)	(\$4,538)	\$1,554	(\$1,033)	(\$2,312)
Stimulus Funds	\$3,687	\$4,817	\$3,633	\$3,745	\$3,633	\$4,538	\$1,724	\$0	\$5,758	\$3,460	\$3,449	\$920	\$1,076
Operating Margin after Stimulus	(\$7,554)	(\$5,609)	\$1,083	(\$889)	(\$21)	\$2,199	\$297	(\$5,240)	\$278	(\$1,078)	\$5,003	(\$113)	(\$1,236)
Nonoperating Revenue (Loss)	652	4,412	909	699	(495)	638	1,083	1,963	605	513	(1,182)	1,725	753
Excess Margin	(\$6,902)	(\$1,197)	\$1,993	(\$191)	(\$515)	\$2,837	\$1,380	(\$3,276)	\$883	(\$565)	\$3,821	\$1,612	(\$483)

COVID IMPACT (000's)

March 2020 - May
2021

Operating Revenue

Net Patient Service Revenue	\$706,603
Supplemental Gov't Programs	69,630
Prime Program	17,966
Premium Revenue	69,474
Management Services Revenue	42,101
Other Revenue	26,195
Other Operating Revenue	225,366
Total Operating Revenue	931,969

Operating Expenses

Salaries & Wages	402,043
Contract Labor	9,799
Employee Benefits	85,425
Total Employment Expenses	497,266

Medical & Other Supplies	159,450
Physician Fees	120,312
Purchased Services	23,304
Repairs & Maintenance	32,396
Utilities	8,093
Rents & Leases	7,806
Depreciation & Amortization	38,520
Interest Expense	8,371
Other Expense	25,627
Humana Cap Plan Expenses	40,023
Management Services Expense	41,965

Total Other Expenses **505,866**

Total Operating Expenses **1,003,132**

Operating Margin **(\$71,163)**

Stimulus Funds \$46,902

Operating Margin after Stimulus **(\$24,261)**

Nonoperating Revenue (Loss) 14,391

Excess Margin **(\$9,870)**

May Financial Comparison (000's)

	Actual Results		Budget	Budget Variance	
	May 2020	May 2021	May 2021	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$35,995	\$50,531	\$51,213	(\$682)	(1.3%)
Other Operating Revenue	14,745	15,692	13,994	1,698	12.1%
Total Operating Revenue	51,235	66,223	65,207	1,016	1.6%
Operating Expenses					
Employment Expense	32,299	34,042	33,400	642	1.9%
Other Operating Expense	29,692	34,493	32,102	2,391	7.4%
Total Operating Expenses	61,991	68,535	65,502	3,033	4.6%
Operating Margin	(\$11,241)	(\$2,312)	(\$295)	(\$2,017)	(683%)
Stimulus Funds	3,687	1,076	0	1,076	100%
Operating Margin after Stimulus	(\$7,554)	(\$1,236)	(\$295)	(\$941)	(319%)
Non Operating Revenue (Loss)	652	753	645	108	16.7%
Excess Margin	(\$6,902)	(\$483)	\$350	(\$833)	(238%)

Operating Margin %	(22.2%)	(3.5%)	(0.5%)
OM after Stimulus%	(14.9%)	(1.9%)	(0.5%)
Excess Margin %	(12.5%)	(0.7%)	0.5%
Operating Cash Flow Margin %	(15.9%)	1.8%	4.6%

YTD (Jul-May) Financial Comparison (000's)

	Actual Results		FYTD Budget	FYTD Budget Variance	
	FYTD 2020	FYTD 2021	FYTD 2021	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$522,500	\$551,142	\$559,757	(\$8,615)	(1.5%)
Other Operating Revenue	155,897	160,730	149,445	11,284	7.6%
Total Operating Revenue	678,397	711,872	709,203	2,669	0.4%
Operating Expenses					
Employment Expense	363,776	368,365	360,533	7,832	2.2%
Other Operating Expense	343,786	375,160	347,987	27,172	7.8%
Total Operating Expenses	707,562	743,525	708,521	35,004	4.9%
Operating Margin	(\$29,165)	(\$31,653)	\$682	(\$32,335)	(4742%)
Stimulus Funds	10,149	31,936	0	31,936	100%
Operating Margin after Stimulus	(\$19,016)	\$283	\$682	(\$399)	(58.5%)
Non Operating Revenue (Loss)	12,564	7,212	7,003	209	3.0%
Excess Margin	(\$6,452)	\$7,495	\$7,685	(\$190)	(2.5%)

Operating Margin %	(4.3%)	(4.4%)	0.1%
OM after Stimulus%	(2.8%)	0.0%	0.1%
Excess Margin %	(0.9%)	1.0%	1.1%
Operating Cash Flow Margin %	1.5%	0.3%	5.1%

May Financial Comparison (000's)

	Actual Results			Budget	Budget Variance		Explanation
	May 2020	May 2021	% Change	May 2021	Change	% Change	
Operating Revenue							
Net Patient Service Revenue	\$35,995	\$50,531	40.4%	\$51,213	(\$682)	(1.3%)	See highlights slide
Supplemental Gov't Programs	5,572	4,990	(10.5%)	4,111	879	21.4%	
Prime Program	103	715	594.6%	429	286	66.8%	
Premium Revenue	4,542	5,036	10.9%	4,538	498	11.0%	
Management Services Revenue	2,569	2,877	12.0%	2,777	99	3.6%	
Other Revenue	1,968	2,074	5.4%	2,139	(65)	(3.0%)	
Other Operating Revenue	14,754	15,692	6.4%	13,994	1,698	12.1%	See highlights slide
Total Operating Revenue	50,750	66,223	30.5%	65,207	1,016	1.6%	
Operating Expenses							
Salaries & Wages	25,402	27,786	9.4%	27,161	626	2.3%	See highlights slide
Contract Labor	410	1,169	185.1%	573	596	103.9%	See highlights slide
Employee Benefits	6,486	5,087	(21.6%)	5,666	(579)	(10.2%)	See highlights slide
Total Employment Expenses	32,299	34,042	5.4%	33,400	642	1.9%	
Medical & Other Supplies	8,423	10,170	20.7%	10,451	(281)	(2.7%)	
Physician Fees	7,191	7,754	7.8%	7,515	239	3.2%	See highlights slide
Purchased Services	1,587	1,383	(12.8%)	1,493	(110)	(7.4%)	
Repairs & Maintenance	1,766	2,282	29.2%	2,298	(16)	(0.7%)	
Utilities	477	729	52.8%	496	232	46.8%	
Rents & Leases	511	489	(4.3%)	539	(50)	(9.3%)	
Depreciation & Amortization	2,685	2,923	8.9%	2,716	206	7.6%	
Interest Expense	493	555	12.5%	572	(17)	(3.0%)	
Other Expense	1,676	1,537	(8.3%)	1,150	387	33.6%	See highlights slide
Humana Cap Plan Expenses	2,145	3,780	76.2%	2,130	1,650	77.5%	See highlights slide
Management Services Expense	2,739	2,892	5.6%	2,742	150	5.5%	
Total Other Expenses	29,692	34,493	16.2%	32,102	2,391	7.4%	
Total Operating Expenses	61,991	68,535	10.6%	65,502	3,033	4.6%	
Operating Margin	(\$11,241)	(\$2,312)	79.4%	(\$295)	(\$2,017)	(683%)	
Stimulus Funds	3,687	1,076	70.8%	0	1,076		See highlights slide
Operating Margin after Stimulus	(\$7,554)	(\$1,236)	83.6%	(\$295)	(\$941)	(319%)	
Nonoperating Revenue (Loss)	652	753	15.5%	645	108	16.7%	
Excess Margin	(\$6,902)	(\$483)	93.0%	\$350	(\$833)	(238%)	

Operating Margin %	(22.2%)	(3.5%)		(0.5%)
OM after Stimulus%	(14.9%)	(1.9%)		(0.5%)
Excess Margin %	(12.5%)	(0.7%)		0.5%
Operating Cash Flow Margin %	(15.9%)	1.8%		4.6%

YTD Financial Comparison (000's)

	Actual Results FYTD Jul-May			Budget FYTD	Budget Variance	FYTD
	FYTD2020	FYTD2021	% Change	FYTD2021	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$522,500	\$551,142	5.5%	\$559,757	(\$8,615)	(1.5%)
Supplemental Gov't Programs	51,169	49,236	(3.8%)	45,223	4,013	8.9%
Prime Program	9,287	9,947	7.1%	4,718	5,229	110.8%
Premium Revenue	44,992	50,505	12.3%	46,774	3,731	8.0%
Management Services Revenue	29,851	30,916	3.6%	29,764	1,151	3.9%
Other Revenue	20,596	20,126	(2.3%)	22,966	(2,840)	(12.4%)
Other Operating Revenue	155,897	160,730	3.1%	149,445	11,284	7.6%
Total Operating Revenue	678,397	711,872	4.9%	709,203	2,669	0.4%
Operating Expenses						
Salaries & Wages	282,386	297,902	5.5%	293,058	4,845	1.7%
Contract Labor	9,341	7,697	(17.6%)	6,200	1,497	24.1%
Employee Benefits	72,049	62,766	(12.9%)	61,275	1,490	2.4%
Total Employment Expenses	363,776	368,365	1.3%	360,533	7,832	2.2%
Medical & Other Supplies	106,176	119,382	12.4%	113,010	6,372	5.6%
Physician Fees	84,109	88,483	5.2%	82,323	6,160	7.5%
Purchased Services	17,003	16,534	(2.8%)	16,109	424	2.6%
Repairs & Maintenance	22,944	23,825	3.8%	25,205	(1,381)	(5.5%)
Utilities	5,416	6,217	14.8%	5,846	371	6.3%
Rents & Leases	5,890	5,688	(3.4%)	5,994	(306)	(5.1%)
Depreciation & Amortization	27,607	27,721	0.4%	29,451	(1,730)	(5.9%)
Interest Expense	5,106	6,105	19.5%	6,289	(185)	(2.9%)
Other Expense	18,376	18,539	0.9%	12,416	6,123	49.3%
Humana Cap Plan Expenses	21,529	31,740	47.4%	21,959	9,781	44.5%
Management Services Expense	29,630	30,926	4.4%	29,385	1,541	5.2%
Total Other Expenses	343,786	375,160	9.1%	347,987	27,172	7.8%
Total Operating Expenses	707,562	743,525	5.1%	708,521	35,004	4.9%
Operating Margin	(\$29,165)	(\$31,653)	(8.5%)	\$682	(\$32,335)	(4742%)
Stimulus Funds	10,149	31,936	215%	0	31,936	100%
Operating Margin after Stimulus	(\$19,016)	\$283	102%	\$682	(\$399)	(58.5%)
Nonoperating Revenue (Loss)	12,564	7,212	(42.6%)	7,003	209	3.0%
Excess Margin	(\$6,452)	\$7,495	216%	\$7,685	(\$190)	(2.5%)
Operating Margin %	(4.3%)	(4.4%)		0.1%		
OM after Stimulus%	(2.8%)	0.0%		0.1%		
Excess Margin %	(0.9%)	1.0%		1.1%		
Operating Cash Flow Margin %	0.5%	0.3%		5.1%		

Kaweah Health Medical Group

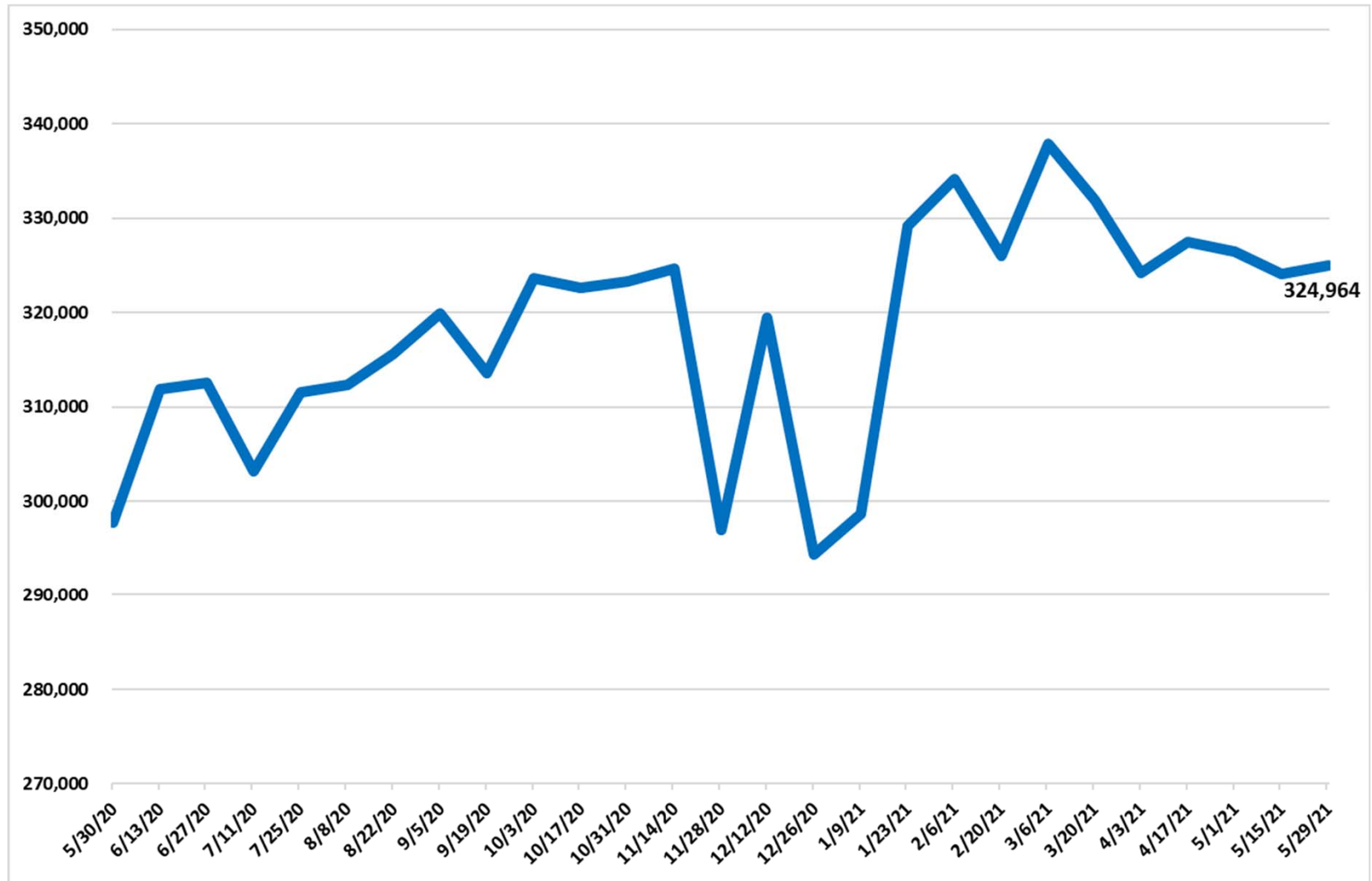
Fiscal Year Financial Comparison (000's)

	Actual Results FYTD July - May			Budget FYTD	Budget Variance FYTD	
	May 2020	May 2021	% Change	May 2021	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$39,493	\$43,084	9.1%	\$45,874	(\$2,790)	(6.1%)
Other Revenue	848	291	(65.7%)	715	(424)	(59.3%)
Other Operating Revenue	848	291	(65.7%)	715	(424)	(59.3%)
Total Operating Revenue	40,341	43,375	7.5%	46,589	(3,214)	(6.9%)
Operating Expenses						
Salaries & Wages	10,526	10,546	0.2%	10,944	(398)	(3.6%)
Contract Labor	51	0	(100.0%)	8	(8)	0.0%
Employee Benefits	2,654	2,075	(21.8%)	2,285	(210)	(9.2%)
Total Employment Expenses	13,231	12,622	(4.6%)	13,237	(615)	(4.6%)
Medical & Other Supplies	5,513	5,906	7.1%	6,498	(592)	(9.1%)
Physician Fees	22,504	24,398	8.4%	25,829	(1,431)	(5.5%)
Purchased Services	1,040	792	(23.9%)	826	(34)	(4.2%)
Repairs & Maintenance	1,982	2,171	9.5%	2,483	(313)	(12.6%)
Utilities	342	396	15.8%	366	31	8.4%
Rents & Leases	2,555	2,548	(0.3%)	2,546	3	0.1%
Depreciation & Amortization	922	868	(5.9%)	907	(39)	(4.3%)
Interest Expense	11	3	(72.3%)	4	(1)	(19.2%)
Other Expense	1,483	1,206	(18.7%)	1,096	110	10.1%
Total Other Expenses	36,352	38,288	5.3%	40,554	(2,266)	(5.6%)
Total Operating Expenses	49,583	50,909	2.7%	53,791	(2,882)	(5.4%)
Stimulus Funds	0	1,158	100.0%	0	1,158	100.0%
Excess Margin	(\$9,242)	(\$6,376)	31.0%	(\$7,202)	\$826	11.5%
Excess Margin %	(22.9%)	(14.7%)		(15.5%)		

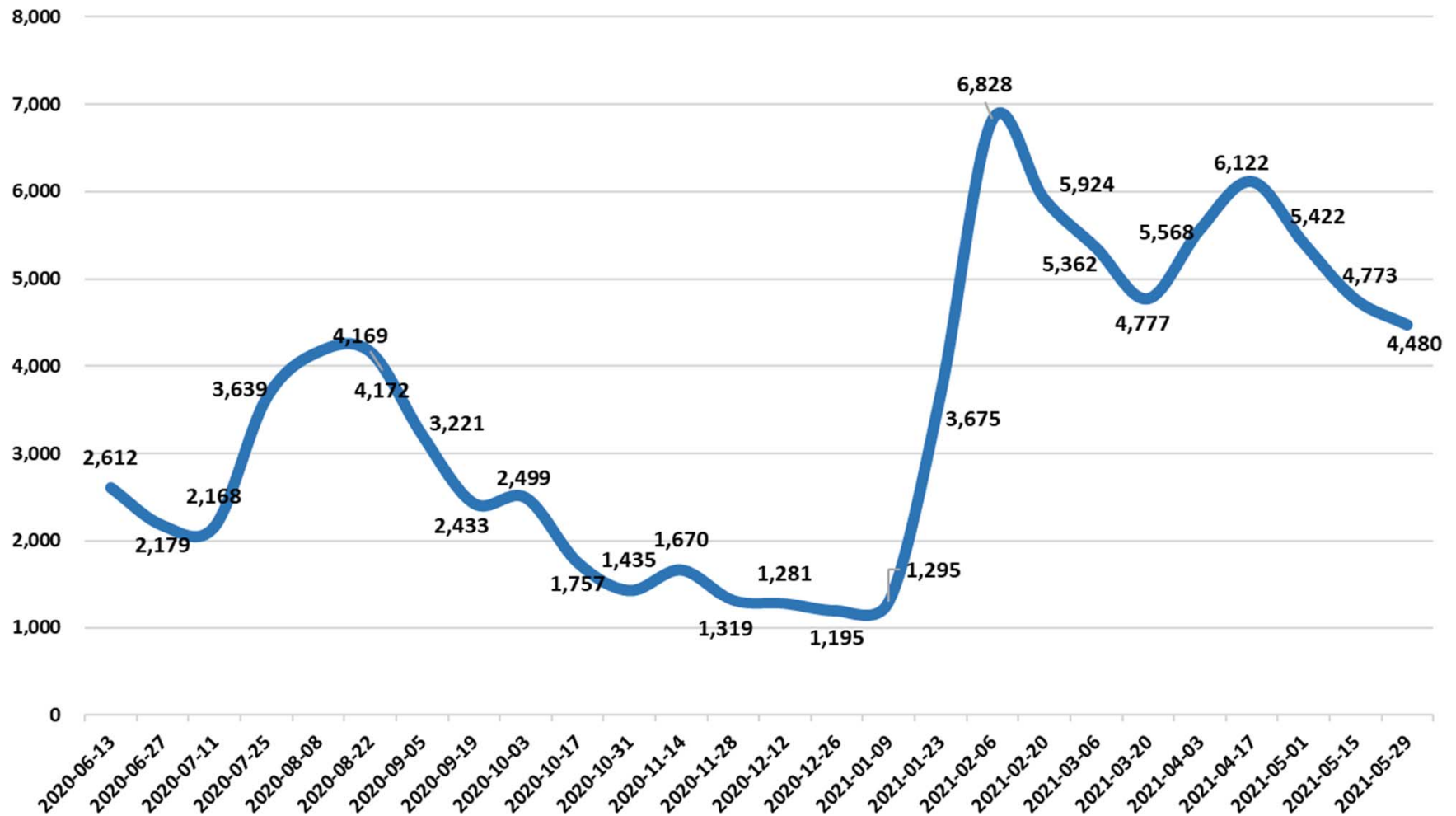
Month of May - Budget Variances

- **Net Patient Revenues:** Net patient revenue fell short of budget expectations by \$682K primarily due to the lower than anticipated inpatient and outpatient volumes.
- **Other Operating Revenues:** Other Revenue was \$1.7M higher than budget in total as we recognized \$879K in additional supplemental IGT funds to true up several programs, and premium revenue increases (\$498K) as covered lives increase.
- **Salaries and Contract Labor:** We experienced an unfavorable budget variance of \$1.2M in May. The unfavorable variance is primarily due to the rate associated with contract labor hours, shift bonuses and COVID supplemental pay.
- **Employee Benefits:** In May we recorded one half (\$800K) of the actuarially determined reduction to our workers compensation liability due to favorable claims experience.
- **Physician Fees:** Due to new unbudgeted contracts, this area continues to be over budget and experienced a \$239K unfavorable variance in May.
- **Other Expenses:** Exceeded budget by \$387K due to budgeted length of stay cost efficiencies not realized in May.
- **Humana Cap Plan Expenses:** The \$1.65M unfavorable variance resulted from higher utilization of non-Kaweah medical care provided to members during the month of May.
- **Stimulus Income:** In May we recognized revenue associated with the Tulare County reimbursement contracts for COVID testing and vaccination administration.

Productive Hours (excludes PTO cash out hours)

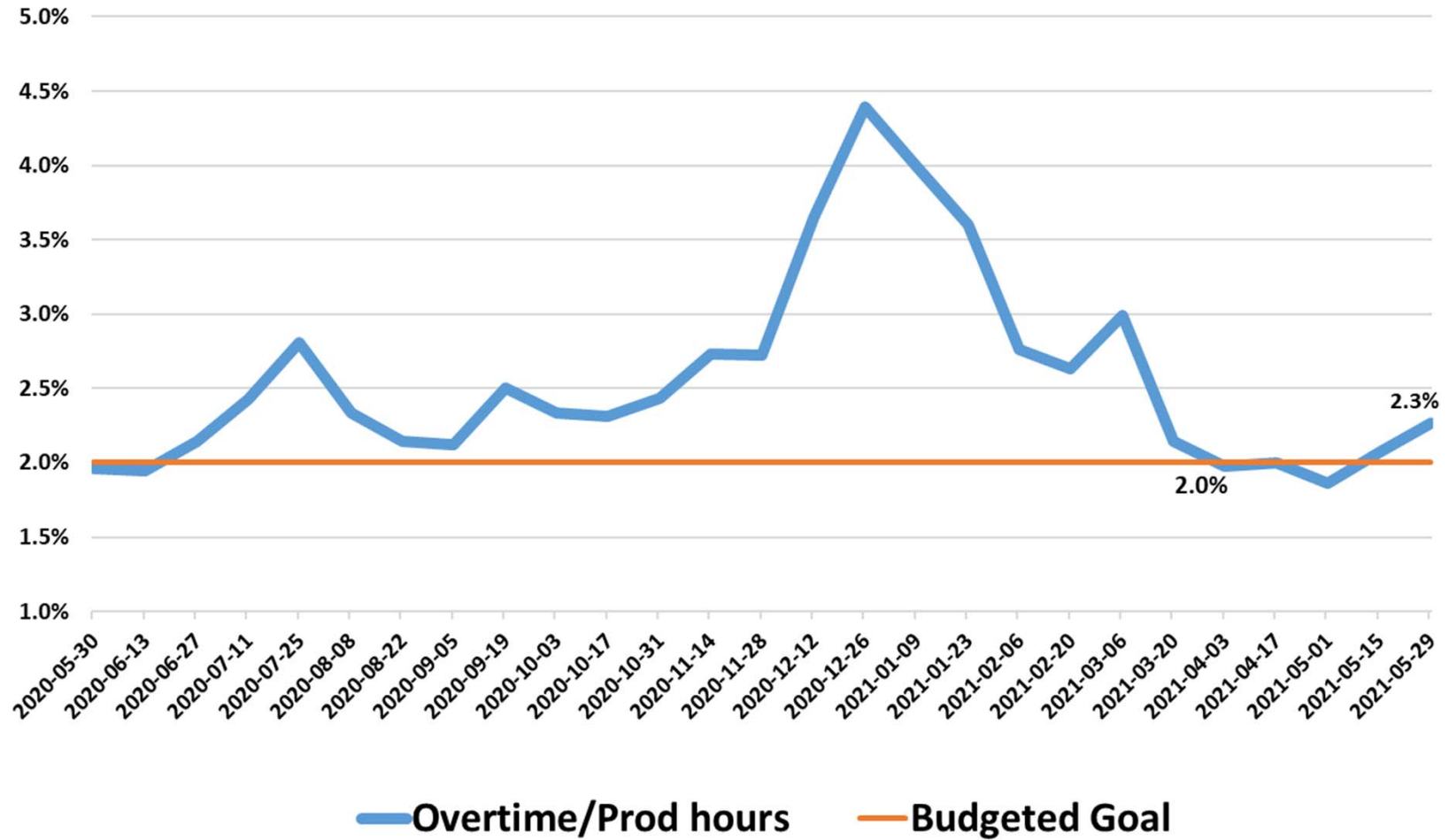


Contract Labor Hours

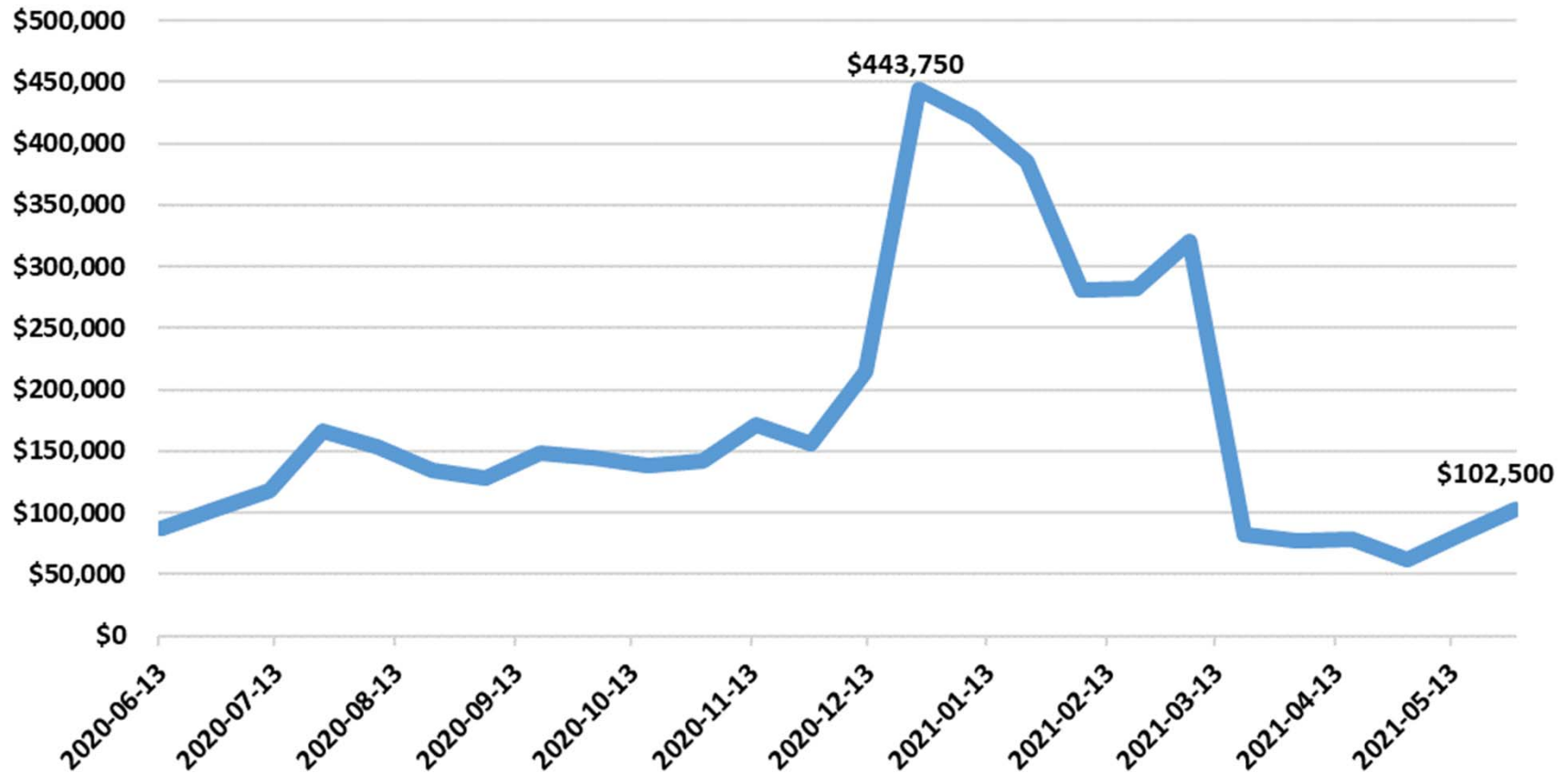


Overtime

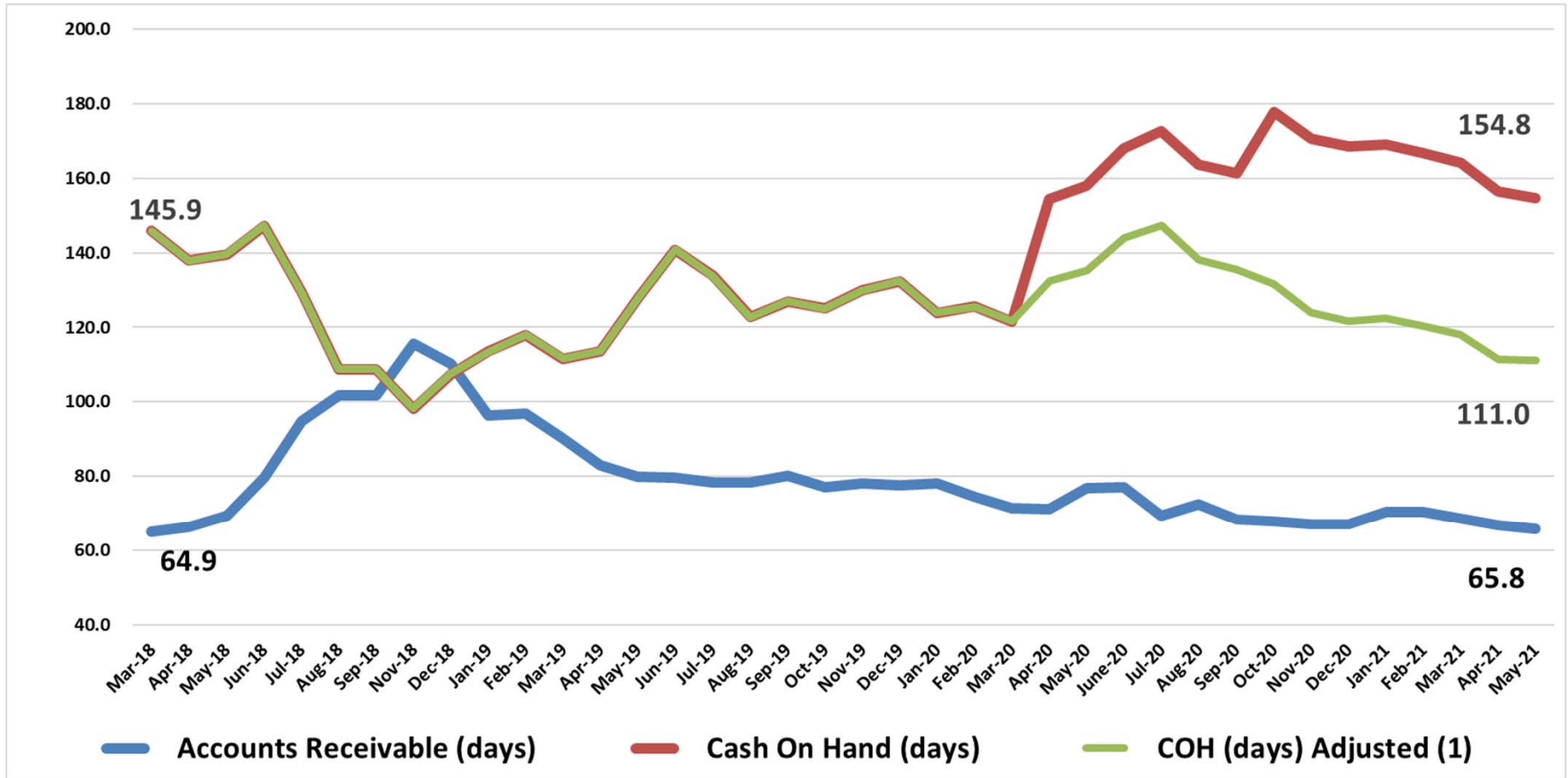
Overtime as a % of Productive Hours



Shift Bonus Per Pay Period

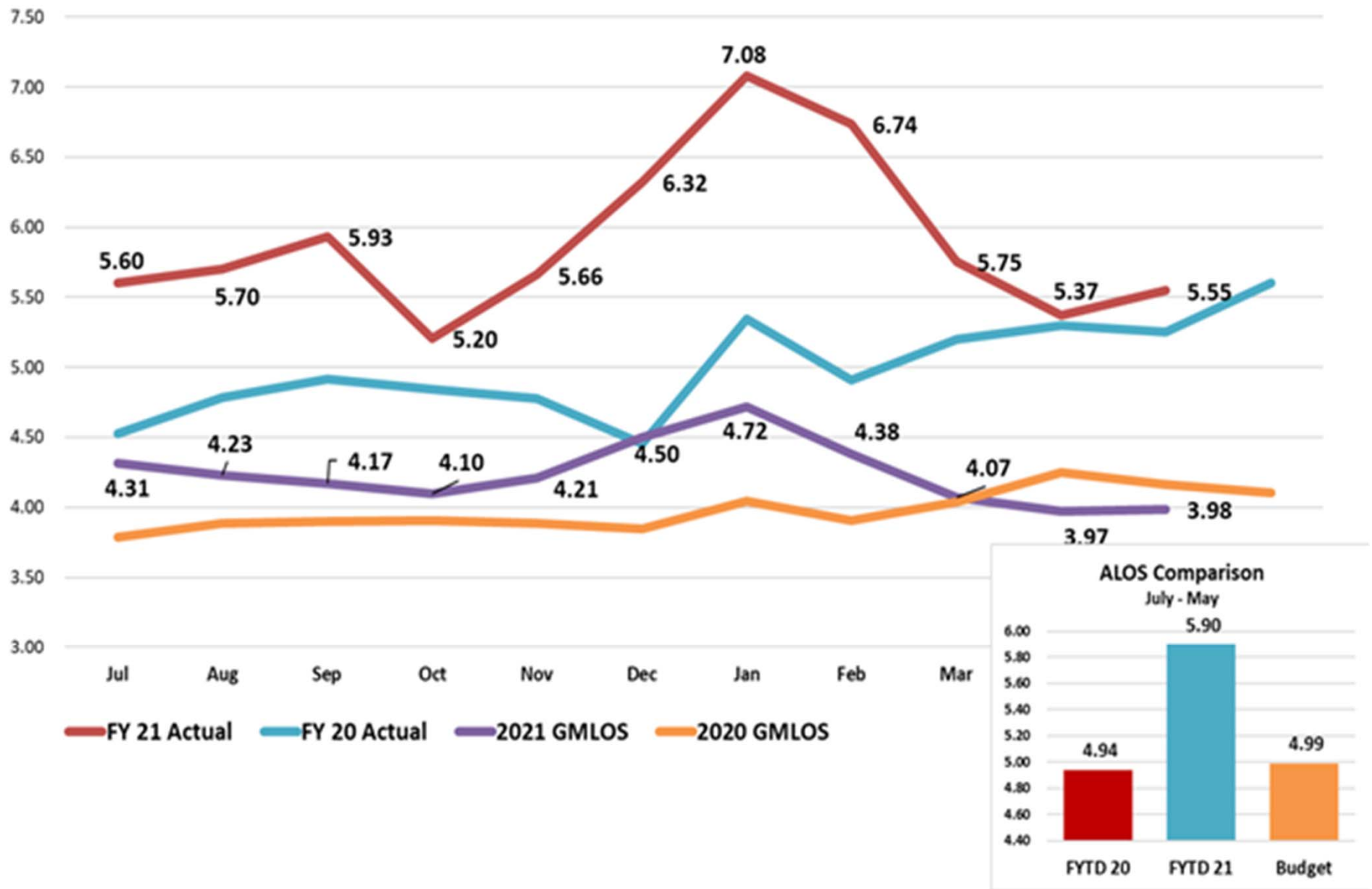


Trended Liquidity Ratios



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

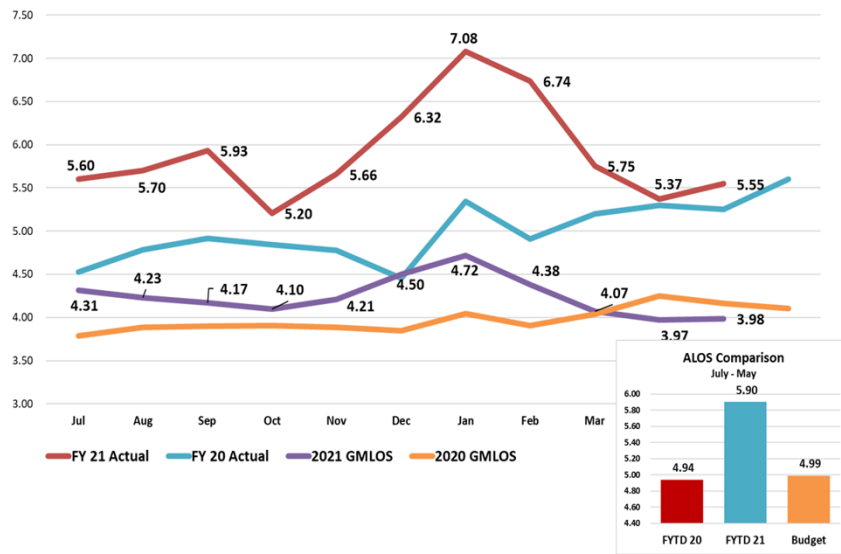
Average Length of Stay versus National Average (GMLOS)



Average Length of Stay versus National Average (GMLOS)

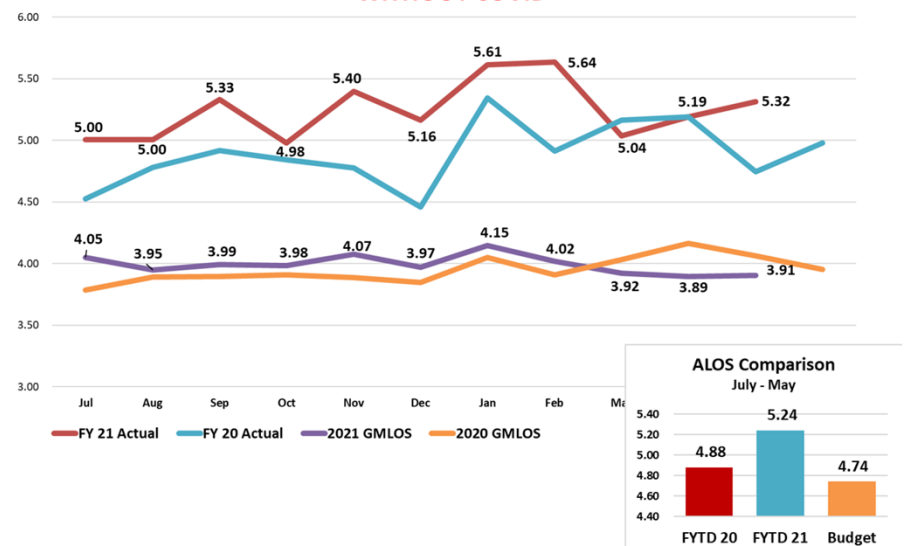
	Including COVID Patients			Excluding COVID Patients			Gap Diff	%
	ALOS	GMLOS	GAP	ALOS	GMLOS	GAP		
Mar-20	5.20	4.04	1.16	5.16	4.03	1.13	0.03	2%
Apr-20	5.30	4.25	1.05	5.19	4.17	1.03	0.02	2%
May-20	5.25	4.16	1.09	4.74	4.07	0.68	0.41	38%
Jun-20	5.60	4.11	1.49	4.98	3.96	1.02	0.47	31%
Jul-20	5.60	4.31	1.29	5.00	4.05	0.96	0.33	26%
Aug-20	5.70	4.23	1.47	5.00	3.95	1.05	0.42	28%
Sep-20	5.93	4.17	1.76	5.33	3.99	1.34	0.42	24%
Oct-20	5.20	4.10	1.11	4.98	3.98	1.00	0.11	10%
Nov-20	5.66	4.21	1.45	5.40	4.07	1.33	0.12	9%
Dec-20	6.32	4.50	1.82	5.16	3.97	1.19	0.63	34%
Jan-21	7.08	4.72	2.36	5.61	4.15	1.47	0.89	38%
Feb-21	6.74	4.38	2.36	5.64	4.02	1.62	0.74	31%
Mar-21	5.75	4.07	1.68	5.04	3.92	1.11	0.57	34%
Apr-21	5.37	3.97	1.40	5.19	3.89	1.30	0.10	7%
May-21	5.55	3.98	1.56	5.32	3.91	1.41	0.15	10%
Average	5.75	4.21	1.54	5.18	4.01	1.18	0.36	23%

Average Length of Stay versus National Average (GMLOS)

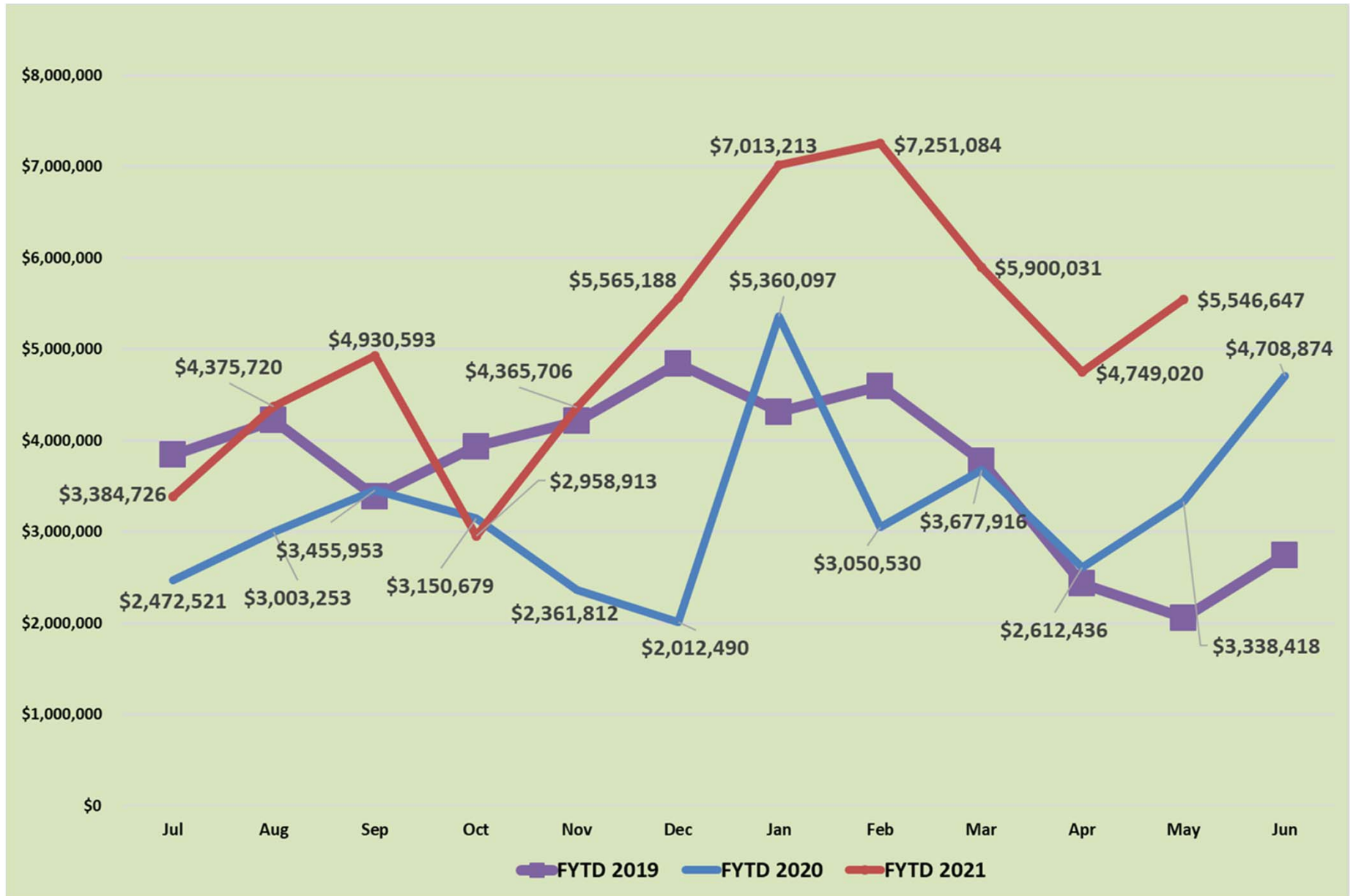


Average Length of Stay versus National Average (GMLOS)

WITHOUT COVID



Opportunity Cost of Reducing LOS to National Average - \$39.2M FY20



KAWEAH DELTA HEALTH CARE DISTRICT
CONSOLIDATED INCOME STATEMENT (000's)
FISCAL YEAR 2020 & 2021

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						
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	13,937	64,181	33,307	7,284	9,986	14,583	65,160	(980)	662	(318)	(1.5%)	(0.5%)
Sep-19	48,185	13,994	62,179	31,582	7,486	8,571	14,182	61,822	356	4,429	4,785	0.6%	7.2%
Oct-19	52,165	13,896	66,061	33,546	8,287	10,551	14,477	66,862	(801)	774	(27)	(1.2%)	(0.0%)
Nov-19	49,354	12,823	62,177	31,690	6,974	9,635	13,616	61,916	261	699	960	0.4%	1.5%
Dec-19	51,458	13,542	65,001	32,939	7,113	10,521	13,476	64,049	951	726	1,678	1.5%	2.6%
Jan-20	52,382	15,305	67,687	34,899	7,653	11,127	14,469	68,148	(461)	682	221	(0.7%)	0.3%
Feb-20	46,813	15,966	62,778	32,707	8,702	10,347	13,539	65,295	(2,516)	733	(1,783)	(4.0%)	(2.8%)
Mar-20	48,523	13,650	62,173	35,596	8,202	10,216	13,716	67,729	(5,555)	4,465	(1,091)	(8.9%)	(1.6%)
Apr-20	35,582	14,227	49,809	32,263	7,950	8,115	13,768	62,097	(12,288)	4,461	(7,827)	(24.7%)	(14.4%)
May-20	35,995	14,754	50,750	32,299	7,191	8,423	14,078	61,991	(11,241)	4,339	(6,902)	(22.2%)	(12.5%)
Jun-20	35,360	22,005	57,365	28,744	8,486	13,315	17,247	67,791	(10,427)	9,229	(1,198)	(18.2%)	(1.8%)
2020 FY Total	\$ 557,860	\$ 177,901	\$ 735,761	\$ 392,520	\$ 92,595	\$ 119,490	\$ 170,748	\$ 775,353	\$ (39,592)	\$ 31,941	\$ (7,651)	(5.4%)	(1.0%)
2021													
Jul-20	47,402	13,608	61,009	32,213	7,807	10,036	13,502	63,559	(2,550)	4,542	1,993	(4.2%)	3.0%
Aug-20	48,393	13,339	61,732	32,203	8,699	10,720	14,744	66,366	(4,634)	4,444	(191)	(7.5%)	(0.3%)
Sep-20	48,769	13,548	62,317	32,837	6,871	11,619	14,643	65,971	(3,654)	3,138	(515)	(5.9%)	(0.8%)
Oct-20	51,454	13,083	64,537	33,385	7,746	10,713	15,033	66,876	(2,339)	5,177	2,837	(3.6%)	4.4%
Nov-20	50,994	12,719	63,713	31,225	8,079	10,999	14,837	65,140	(1,427)	2,807	1,380	(2.2%)	2.2%
Dec-20	50,409	13,317	63,726	34,298	8,024	11,492	15,152	68,965	(5,240)	1,963	(3,276)	(8.2%)	(5.1%)
Jan-21	49,949	14,115	64,064	34,008	8,421	12,014	15,101	69,544	(5,480)	6,363	883	(8.6%)	1.4%
Feb-21	44,505	14,519	59,024	31,565	8,484	9,685	13,829	63,562	(4,538)	3,973	(565)	(7.7%)	(1.0%)
Mar-21	56,144	17,106	73,250	35,505	8,278	10,923	16,990	71,696	1,554	2,267	3,821	2.1%	5.2%
Apr-21	52,593	19,684	72,277	37,084	8,320	11,011	16,895	73,310	(1,033)	2,645	1,612	(1.4%)	2.2%
May-21	50,531	15,692	66,223	34,042	7,754	10,170	16,569	68,535	(2,312)	1,829	(483)	(3.5%)	(0.7%)
2021 FY Total	\$ 551,142	\$ 160,730	\$ 711,872	\$ 368,365	\$ 88,483	\$ 119,382	\$ 167,295	\$ 743,525	\$ (31,653)	\$ 39,148	\$ 7,495	(4.4%)	1.0%
FYTD Budget	559,757	149,445	709,203	360,533	82,323	113,010	152,655	708,521	682	7,003	7,685	0.1%	1.1%
Variance	\$ (8,615)	\$ 11,284	\$ 2,669	\$ 7,832	\$ 6,160	\$ 6,372	\$ 14,640	\$ 35,004	\$ (32,335)	\$ 32,145	\$ (190)		
Current Month Analysis													
May-21	\$ 50,531	\$ 15,692	\$ 66,223	\$ 34,042	\$ 7,754	\$ 10,170	\$ 16,569	\$ 68,535	\$ (2,312)	\$ 1,829	\$ (483)	(3.5%)	(0.7%)
Budget	51,213	13,994	65,207	33,400	7,515	10,451	14,137	65,502	(295)	645	350	(0.5%)	0.5%
Variance	\$ (682)	\$ 1,698	\$ 1,016	\$ 642	\$ 239	\$ (281)	\$ 2,432	\$ 3,033	\$ (2,017)	\$ 1,184	(833)		

KAWEAH DELTA HEALTH CARE DISTRICT

FISCAL YEAR 2020 & 2021

Fiscal Year	Patient Days	ADC	Adjusted	I/P Revenue %	DFR & Bad Debt %	Net Patient Revenue/ Ajusted Patient Day	Personnel Expense/ Ajusted Patient Day	Physician Fees/ Ajusted Patient Day	Supply Expense/ Ajusted Patient Day	Total Operating Expense/ Ajusted Patient Day	Personnel Expense/ Net Patient Revenue	Physician Fees/ Net Patient Revenue	Supply Expense/ Net Patient Revenue	Total Operating Expense/ Net Patient Revenue
			Patient Days		Debt %	Revenue %	Debt %	Revenue %	Expense %	Revenue %	Expense %	Revenue %	Expense %	Revenue %
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	2,445	66.3%	14.5%	19.9%	129.7%
Sep-19	12,712	424	25,104	50.6%	74.1%	1,919	1,258	298	341	2,463	65.5%	15.5%	17.8%	128.3%
Oct-19	12,924	417	26,070	49.6%	74.6%	2,001	1,287	318	405	2,565	64.3%	15.9%	20.2%	128.2%
Nov-19	12,260	409	24,515	50.0%	74.4%	2,013	1,293	285	393	2,526	64.2%	14.1%	19.5%	125.5%
Dec-19	12,993	419	25,116	51.7%	73.8%	2,049	1,311	283	419	2,550	64.0%	13.8%	20.4%	124.5%
Jan-20	13,799	445	27,447	50.3%	75.3%	1,908	1,271	279	405	2,483	66.6%	14.6%	21.2%	130.1%
Feb-20	12,909	445	25,445	50.7%	76.9%	1,840	1,285	342	407	2,566	69.9%	18.6%	22.1%	139.5%
Mar-20	12,164	392	23,703	51.3%	74.1%	2,047	1,502	346	431	2,857	73.4%	16.9%	21.1%	139.6%
Apr-20	10,665	356	19,442	54.9%	76.1%	1,830	1,659	409	417	3,194	90.7%	22.3%	22.8%	174.5%
May-20	11,729	378	21,561	54.4%	79.5%	1,669	1,498	334	391	2,875	89.7%	20.0%	23.4%	172.2%
Jun-20	12,571	419	25,057	50.2%	81.9%	1,411	1,147	339	531	2,706	81.3%	24.0%	37.7%	191.7%
2020 FY Total	150,710	412	295,371	51.0%	75.7%	1,889	1,329	313	405	2,625	70.4%	16.6%	21.4%	139.0%
2021														
Jul-20	13,016	420	24,934	52.2%	76.8%	1,901	1,292	313	403	2,549	68.0%	16.5%	21.2%	134.1%
Aug-20	13,296	429	24,893	53.4%	75.7%	1,944	1,294	349	431	2,666	66.5%	18.0%	22.2%	137.1%
Sep-20	13,024	434	24,587	53.0%	75.6%	1,984	1,336	279	473	2,683	67.3%	14.1%	23.8%	135.3%
Oct-20	12,478	403	24,749	50.4%	74.2%	2,079	1,349	313	433	2,702	64.9%	15.1%	20.8%	130.0%
Nov-20	12,898	430	24,958	51.7%	74.0%	2,043	1,251	324	441	2,610	61.2%	15.8%	21.6%	127.7%
Dec-20	14,346	463	25,750	55.7%	75.2%	1,958	1,332	312	446	2,678	68.0%	15.9%	22.8%	136.8%
Jan-21	13,817	446	24,148	57.2%	75.5%	2,068	1,408	349	498	2,880	68.1%	16.9%	24.1%	139.2%
Feb-21	12,384	442	23,570	52.5%	77.3%	1,888	1,339	360	411	2,697	70.9%	19.1%	21.8%	142.8%
Mar-21	13,023	420	25,807	50.5%	74.9%	2,176	1,376	321	423	2,778	63.2%	14.7%	19.5%	127.7%
Apr-21	12,361	412	25,268	48.9%	75.8%	2,081	1,468	329	436	2,901	70.5%	15.8%	20.9%	139.4%
May-21	13,115	423	25,026	52.4%	76.4%	2,019	1,360	310	406	2,739	67.4%	15.3%	20.1%	135.6%
2021 FY Total	143,758	429	273,807	52.5%	75.6%	2,013	1,345	323	436	2,716	66.8%	16.1%	21.7%	134.9%
FYTD Budget	145,268	434	296,878	48.9%	75.6%	1,885	1,214	277	381	2,588	64.4%	14.7%	20.2%	126.6%
Variance	(1,510)	(5)	(23,071)	3.6%	0.0%	127	131	46	55	128	2.4%	1.3%	1.5%	8.3%
Current Month Analysis														
May-21	13,115	423	25,026	52.4%	76.4%	2,019	1,360	310	406	2,739	67.4%	15.3%	20.1%	135.6%
Budget	13,349	431	27,910	47.8%	75.6%	1,835	1,197	269	374	2,617	65.2%	14.7%	20.4%	127.9%
Variance	(234)	(8)	(2,884)	4.6%	0.8%	184	164	41	32	121	2.2%	0.7%	(0.3%)	7.7%

KAWEAH DELTA HEALTH CARE DISTRICT

RATIO ANALYSIS REPORT

May 31, 2021

	Current Month Value	Prior Month Value	June 30, 2020 Audited Value	2019 Moody's Median Benchmark		
				Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	1.4	1.4	1.4	1.5	1.8	1.9
Accounts Receivable (days)	65.8	66.7	79.7	48.2	46.2	46.6
Cash On Hand (days)	154.8	156.5	167.5	276.1	215.1	162.5
Cushion Ratio (x)	20.7	20.9	21.2	37.8	23.5	14.6
Average Payment Period (days)	89.9	88.6	76.7	74.6	60.5	61.1
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	142.3%	144.0%	146.2%	244.9%	176.8%	121.2%
Debt-To-Capitalization	32.7%	32.7%	32.6%	24.4%	30.9%	38.4%
Debt-to-Cash Flow (x)	5.3	5.2	8.5	2.1	2.7	4.0
Debt Service Coverage	2.6	2.6	1.7	8.2	5.5	3.4
Maximum Annual Debt Service Coverage (x)	2.6	2.6	1.6	7.1	4.7	3.1
Age Of Plant (years)	14.0	14.1	12.9	10.6	12.0	12.2
PROFITABILITY RATIOS						
Operating Margin	(4.4%)	(4.5%)	(5.4%)	4.4%	2.7%	0.5%
Excess Margin	1.0%	1.2%	(1.0%)	7.6%	5.2%	2.6%
Operating Cash Flow Margin	0.3%	0.2%	(.4%)	10.0%	8.7%	6.3%
Return on Assets	0.8%	1.0%	(.8%)	5.3%	4.4%	2.6%

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

	May-21	Apr-21	Change	% Change	Jun-20
					(Audited)
ASSETS AND DEFERRED OUTFLOWS					
CURRENT ASSETS					
Cash and cash equivalents	\$ 15,851	\$ 4,789	\$ 11,062	231.00%	\$ 11,766
Current Portion of Board designated and trusted assets	25,096	22,770	2,326	10.21%	13,954
Accounts receivable:					
Net patient accounts	124,898	126,523	(1,626)	-1.29%	118,451
Other receivables	26,065	29,258	(3,193)	-10.91%	16,669
	150,962	155,782	(4,819)	-3.09%	135,119
Inventories	8,454	9,264	(810)	-8.74%	8,479
Medicare and Medi-Cal settlements	61,704	53,176	8,528	16.04%	36,726
Prepaid expenses	10,613	12,114	(1,501)	-12.39%	10,317
Total current assets	272,681	257,895	14,786	5.73%	216,362
NON-CURRENT CASH AND INVESTMENTS -					
less current portion					
Board designated cash and assets	327,171	333,982	(6,811)	-2.04%	338,785
Revenue bond assets held in trust	22,271	30,471	(8,199)	-26.91%	36,092
Assets in self-insurance trust fund	2,468	2,562	(94)	-3.67%	3,727
Total non-current cash and investments	351,910	367,015	(15,105)	-4.12%	378,604
CAPITAL ASSETS					
Land	17,542	17,542	-	0.00%	17,542
Buildings and improvements	378,640	378,591	49	0.01%	378,313
Equipment	300,072	299,284	788	0.26%	299,378
Construction in progress	73,664	70,866	2,798	3.95%	38,837
	769,919	766,284	3,635	0.47%	734,071
Less accumulated depreciation	422,815	419,971	2,844	0.68%	396,060
	347,104	346,312	792	0.23%	338,011
Property under capital leases - less accumulated amortization	696	617	79	12.87%	389
Total capital assets	347,800	346,929	871	0.25%	338,401
OTHER ASSETS					
Property not used in operations	1,639	1,644	(4)	-0.26%	1,686
Health-related investments	5,348	5,910	(563)	-9.52%	6,888
Other	11,808	11,798	10	0.09%	10,759
Total other assets	18,795	19,352	(557)	-2.88%	19,334
Total assets	991,187	991,191	(5)	0.00%	952,700
DEFERRED OUTFLOWS	8,921	8,956	(35)	-0.39%	9,354
Total assets and deferred outflows	\$ 1,000,107	\$ 1,000,147	\$ (39)	0.00%	\$ 962,054

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

	May-21	Apr-21	Change	% Change	Jun-20 (Audited)
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable and accrued expenses	\$ 112,683	\$ 114,702	\$ (2,019)	-1.76%	\$ 81,897
Accrued payroll and related liabilities	68,702	64,152	4,550	7.09%	63,411
Long-term debt, current portion	10,710	10,731	(21)	-0.20%	10,647
Total current liabilities	192,094	189,585	2,510	1.32%	155,955
LONG-TERM DEBT, less current portion					
Bonds payable	259,980	260,037	(57)	-0.02%	262,436
Capital leases	166	151	15	10.16%	220
Total long-term debt	260,146	260,188	(42)	-0.02%	262,656
NET PENSION LIABILITY	34,057	34,632	(575)	-1.66%	40,378
OTHER LONG-TERM LIABILITIES	32,768	34,525	(1,757)	-5.09%	30,626
Total liabilities	519,065	518,929	136	0.03%	489,615
NET ASSETS					
Invested in capital assets, net of related debt	102,076	101,161	915	0.90%	104,433
Restricted	42,343	40,991	1,353	3.30%	30,567
Unrestricted	336,623	339,066	(2,444)	-0.72%	337,439
Total net position	481,042	481,218	(176)	-0.04%	472,439
Total liabilities and net position	\$ 1,000,107	\$ 1,000,147	\$ (39)	0.00%	\$ 962,054

Privileges in Emergency Medicine

 Name: _____
 Please Print

EMERGENCY MEDICINE PRIVILEGES - INITIAL CRITERIA

Education: M.D. or D.O. and successful completion of an ACGME or AOA accredited residency/fellowship in emergency medicine **AND** Current certification or active participation in the examination process leading to certification in Emergency Medicine by the ABEM or AOBEM, with certification obtained within 5 years of completion of residency. (Physicians on staff prior to 2015, not fulfilling the Emergency Board Certification requirement, are grandfathered in under their specialty Board Certification.)

Certifications: ACLS, ATLS, and PALS or APLS. **Required ONLY for physicians not Board Certified or not actively participating in the examination process leading to certification by the ABEM or AOBEM in Emergency Medicine.**

Current Initial Clinical Criteria: A minimum of 1 year of continuous, full time experience in an emergency department, to include completion of the final year of residency training.

FPPE Requirement: Concurrent and/or retrospective review of the first 5 cases.

Renewal Criteria: Minimum of 600 hours in an Emergency Department required in the past two years

CORE PRIVILEGES

Request	Procedure	Approve
<input type="checkbox"/>	<p>Core Privileges include:</p> <ul style="list-style-type: none"> • Assess, work up and perform differential diagnosis by means of H&P, medical decision making, laboratory and/or other studies (may include telehealth), ECG's and diagnostic imaging; • Provide services necessary to ameliorate minor illnesses or injuries; AND stabilizing treatment to patients who present with major illnesses or injuries and determine whether more definitive services are necessary. • Administration of Moderate/Deep Procedural Sedation including but not limited to the following agents: Propofol, Ketamine & Etomidate; • May perform any necessary procedures to stabilize and diagnose patient including but not limited to: <ul style="list-style-type: none"> ○ Airway management, including intubation ○ Arterial puncture and cannulation ○ Cardiopulmonary resuscitation ○ Cardioversion and defibrillation ○ Central venous and pulmonary artery catheter insertion ○ Lumbar puncture ○ Needle and tube thoracostomy ○ Paracentesis ○ Thoracentesis ○ Tracheostomy/cricothyroidotomy, emergency ○ Delivery of Newborn ○ Please reference EMS clinical privilege white paper for complete list of procedures that are approved for the Emergency Physician <p><i>Privileges do not include admitting privileges, long-term care of patients on an inpatient basis, or the performance of scheduled elective procedures.</i></p>	<input type="checkbox"/>

ADDITIONAL PRIVILEGES

Request	Procedure	Initial Criteria	Renewal	FPPE	Approve
<input type="checkbox"/>	Emergency Ultrasound, Core applications: Aorta, Trans Thoracic Echocardiography, EFAST, DVT, Pregnancy, Biliary, Urinary tract, Soft Tissue/Musculoskeletal, Bowel, Ocular and procedural guidance	1) Board Certified in Emergency Medicine OR board eligible and actively pursuing Certification 2) Completion of an ACGME/ AOA approved residency training program that included training specific to point of care ultrasound within the past 2 years; OR 3) Completion of a practice based program that meets ACEP recommendations for ultrasound interpretation. If training was completed more than 2 years ago for (#2 or #3), documentation required for a minimum of 25 point of care ultrasound exams in the past 2 years or a total of 150 ultrasounds if seeking global ultrasound privileges.	Maintain EM Board Certification	2 reviewed exams per each application Not required for Accredited ACGME EM residency within last 2 years.	<input type="checkbox"/>
<input type="checkbox"/>	Emergency Ultrasound, Advanced applications: (Check request) <input type="checkbox"/> Scrotal US for torsion/flow/mass <input type="checkbox"/> Adnexal US for mass/flow/torsion <input type="checkbox"/> Transcranial	1) Board Certified in Emergency Medicine OR 2) Completion of an ACGME/AOA approved residency training program that included training specific to point of care ultrasound or an EM Ultrasound Fellowship; OR 3) Completion of a practice based program that meets ACEP recommendations for ultrasound interpretation. AND documentation of 25 successful procedures for each application requested.	5 procedures per application in 2 years	2 Reviewed exams per each application	<input type="checkbox"/>

<input type="checkbox"/>	Trans Esophageal Echocardiography (TEE): Limited to use during CPR or in intubated patients when TTE does not provide adequate views	1) Completion of an ACGME or AOA approved residency training program that included training specific to TEE; OR 2) Credentialed in TTE and; 3) Completion of 2 or more hours of TEE specific CME, didactics, or web based resources AND 10 TEE exams A maximum of 5 out of the 10 may be simulation	25 procedures in the past 2 years of which up to 15 may be done in SimLab.	2 direct and or over reads, at the discretion of the proctor.	<input type="checkbox"/>
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Acknowledgment of Practitioner:

I have requested only those privileges for which by education, training, current experience and demonstrated performance I am qualified to perform and for which I wish to exercise and I understand that

- (a) In exercising any clinical privileges granted, I am constrained by any Hospital and Medical Staff policies and rules applicable generally and any applicable to the particular situation.
- (b) I may participate in the Kaweah Health Street Medicine Program, as determined by Hospital policy and Volunteer Services guidelines. As a volunteer of the program, Medical Mal Practice Insurance coverage is my responsibility
- (c) **Emergency Privileges** – In case of an emergency, any member of the medical staff, to the degree permitted by his/her license and regardless of department, staff status, or privileges, shall be permitted to do everything reasonably possible to save the life of a patient from serious harm.

Name: _____
Print

Signature: _____
Applicant *Date*

Signature: _____
Department of Emergency Medicine Chair *Date*

PRIVILEGES HAVE BEEN UPDATED AND APPROVED TO ALIGN WITH THE REVISIONS TO THE EMERGENCY MEDICINE PRIVILEGE FORM EFFECTIVE THROUGH ENDING DATES AS NOTED:

Name	Department	Specialty	Category	Dates (From/To)	Additional Comments
Alexeeva, Madeleine A., D.O.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 5/31/22	Board Certified: Emergency Medicine State License & NPDB Queried: 6/11/21
Carstens, Steven J., D.O.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 12/31/22	Board Certified: Emergency Medicine State License & NPDB Queried: 6/11/21
Castillo, Reuben A., M.D.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 5/31/23	Board Certified: Emergency Medicine State License & NPDB Queried: 6/11/21
DeNolf, Renee L., D.O.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 5/31/22	Board Certified: Emergency Medicine State License & NPDB Queried: 6/11/21
Guzman, Omar, M.D.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 6/30/21	Board Certified: Emergency Medicine State License & NPDB Queried: 6/11/21
Henschel, Matthew R., D.O.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 4/30/22	Board Eligible: Emergency Medicine State License & NPDB Queried: 6/11/21
Herman, Linda L., M.D.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 6/30/22	Board Certified: Emergency Medicine State License & NPDB Queried: 6/11/21
Hipskind, John E., M.D.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 12/31/22	Board Certified: Emergency Medicine State License & NPDB Queried: 6/11/21
Jacobson, Jerry I., M.D.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 10/31/22	Board Certified: Emergency Medicine State License & NPDB Queried: 6/11/21
James, Sidney L., D.O.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 9/30/21	Board Certified: Emergency Medicine State License & NPDB Queried: 6/11/21
Kahwaji, Chadi I., M.D.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 4/30/22	Board Certified: Emergency Medicine State License & NPDB Queried: 6/11/21
Liu, Jing C., M.D.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 5/31/22	Board Certified: Emergency Medicine State License & NPDB Queried: 6/11/21
Lucero, Anthony D., M.D.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 5/31/22	Board Certified: Emergency Medicine State License & NPDB Queried: 6/11/21
Oldroyd, Sean H., D.O.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 5/31/22	Board Certified: Emergency Medicine State License & NPDB Queried: 6/11/21
Pho, William, M.D.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 6/30/22	Board Eligible: Emergency Medicine State License & NPDB Queried: 6/11/21
Schaefer, Christopher L., D.O.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 5/31/23	Board Eligible: Emergency Medicine State License & NPDB Queried: 6/11/21
Seng, Sakona, D.O.	Emergency Medicine	Emergency Medicine	Active	6/16/21 - 6/28/21	Board Certified: Emergency Medicine State License & NPDB Queried: 6/11/21
Sokol, Kimberly A., M.D.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 3/31/22	Board Certified: Emergency Medicine State License & NPDB Queried: 6/11/21
Solis, Michael T., M.D.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 11/30/21	Board Certified: Emergency Medicine State License & NPDB Queried: 6/11/21
Stanley, Michael D., D.O.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 5/31/22	Board Certified: Emergency Medicine State License & NPDB Queried: 6/11/21

Sukhija, Kunal B., M.D.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 4/30/23	Board Certified: Emergency Medicine State License & NPDB Queried: 6/11/21
Tu, Khoa M., M.D.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 1/31/22	Board Certified: Emergency Medicine State License & NPDB Queried: 6/11/21
Van Dyk, Dries M., D.O.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 4/30/23	Board Certified: Emergency Medicine State License & NPDB Queried: 6/11/21
Wattenbarger, Sara L., D.O.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 5/31/22	Board Certified: Emergency Medicine State License & NPDB Queried: 6/11/21
Winston, Lori D., M.D.	Emergency Medicine	Emergency Medicine	Active	6/16/21 – 6/30/21	Board Certified: Emergency Medicine State License & NPDB Queried: 6/11/21