

August 14, 2020

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in a Special Open Board of Directors at 9:00AM in the Kaweah Delta – Support Services Building Copper Room (2nd Floor – Accessed off Mineral King Avenue) 520 West Mineral King Avenue or via. **Due to the maximum capacity allowed in this room per CDC social distancing guidelines {8}, members of the public are requested to attend the open sessions of the Board meeting via GoTo meeting** - <https://www.gotomeet.me/CindyMoccio/special-board-meeting---budgetfinance> or you can also dial in 669-224-3412 Access Code: 471700549. In order to adhere to social distancing guidelines, please attend the meeting via GoTo or phone when at all possible.

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

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

KAWEAH DELTA HEALTH CARE DISTRICT
David Francis, Secretary/Treasurer



Cindy Moccio - Board Clerk / Executive Assistant to CEO

DISTRIBUTION:
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Legal Counsel
Executive Team
Chief of Staff
www.kaweahdelta.org



KAWEAH DELTA HEALTH CARE DISTRICT SPECIAL BOARD OF DIRECTORS MEETING

Kaweah Delta Medical Center / Support Services Building
520 West Mineral King – Copper Room (2nd floor)

Due to the maximum capacity (8) allowed in this room per CDC social distancing guidelines - members of the public are requested to attend via GoTo meeting

Join from your computer, tablet or smartphone

<https://www.gotomeet.me/CindyMoccio/special-board-meeting---budgetfinance>

or Dial In: 669-224-3412 / Access Code: 471-700-549

Tuesday August 18, 2020

OPEN MEETING AGENDA {9:00AM}

1. **CALL TO ORDER**
2. **APPROVAL OF AGENDA**
3. **PUBLIC PARTICIPATION** – Members of the public may comment on agenda items before action is taken and after 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 and Capital Budget** – Review of the annual operating and capital budget.
Malinda Tupper –Vice President & Chief Financial Officer
5. **FINANCIALS** – Review of the most current fiscal year financial results.
Malinda Tupper, Vice President & Chief Financial Officer
5. **REPORTS**
 - 5.1. Chief Executive Officer Report -Report relative to current events and issues.
Gary Herbst, Chief Executive Officer
 - 5.2. Board President - Report relative to current events and issues.
Nevin House, Board President
6. **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.

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

CFO Financial Report

August 18, 2020



Kaweah Delta
HEALTH CARE DISTRICT

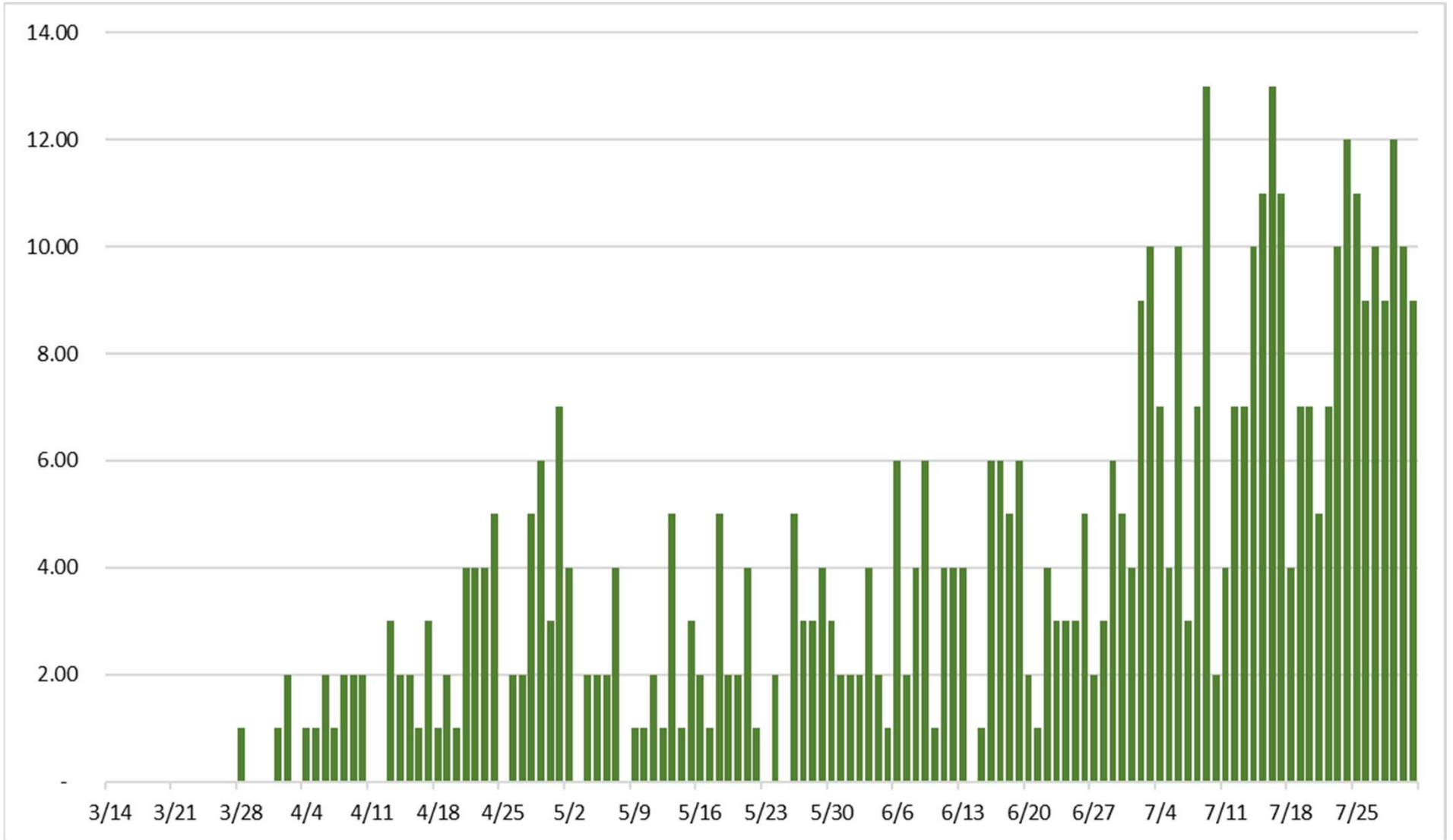
General Overview

1. Our inpatient volume for the downtown campus exceeded last year and budget for July 2020. Our inpatient areas that are not at the downtown campus were under budget and prior year. A focused effort to help with this issue is to allocate suitable patients out of the downtown campus to our Rehab and SNF facilities to allow us to better meet our needs for more beds for COVID and surgical patients.
2. At the downtown campus we experienced a higher mix of medical type patients versus surgical. Generally the contribution margin for surgical inpatients is higher than medical inpatients. This shift is primarily due to the influx of COVID patients and the slow down in inpatient elective surgeries. Our ability to increase the surgical inpatient volume is dependent on the COVID volume, available PPE, and our ability to use our beds efficiently with adequate staff. In addition, increasing and maximizing our surgical operating room time continues to be a high priority for our future growth.
3. To help increase the availability of staffing, we have several initiatives in place. Increasing the use of student nurses and nonclinical nurses at the bedside, continued focused recruitment, continued retention pay program, Dept. of Defense staffing, and reprioritization of our nursing managers duties are some strategies that are in place. In addition, we have established a day school for our employee's school age children at the Lifestyle center to help support our employee's schedules.
4. In July, we experienced an increase in the acuity of our patients as measured by our case mix index. This would typically reflect higher reimbursement and operating margin. However, our COVID inpatients are lowering our contribution margin even though they have a higher acuity. This is primarily due to longer lengths of stay and increased costs of PPE, staff and pharmaceuticals. We continue to reach out to the County and State to help offset these losses with good success.
5. Many outpatient areas such as our RHC and Family Medicine Clinic have increased significantly in volume, even over prior year. However, other areas like our Therapy Clinics are still below our normal range. To help support continued growth and our community need, we are in the process of expanding our ability to service more patients at our RHC through 4 onsite units – Sea Trains. These units are retrofitted to provide health assessments, specimen collection, and timely lab results.
6. Our operating expenses in July had favorable budget results for both salaries and other operating expenses. Salaries and contract labor were under budget and also less than prior year. The vast majority of our departments were under budget and prior year.

Below are the top 7 areas by Dept. groupings that exceeded budget in total operating expenses.

	July Actual 2020	July Actual 2021	Fixed Budget 2021	Fixed Variance 2021	Flexed Variance 2021
COVID Dept	0	1,384,402	0	1,384,402	
Budgeted Efficiency	0	0	(864,082)	864,082	
Nursing Downtown Campus	9,954,445	9,886,144	9,334,705	551,439	377,924
Pharmacy	2,808,085	3,564,007	3,303,437	260,570	
Physician Related Groups	1,465,210	1,680,068	1,448,346	231,722	
Respiratory	667,272	810,066	645,305	164,761	126,722
Infusion Center	495,299	660,707	511,151	149,556	

COVID-19 Inpatient Discharges



Financial Analysis - COVID-19 Inpatients

January - July 2020 Discharged COVID Inpatients

Payer Group	Patient Volume	% of Total Visits	ALOS	GMLOS	Est. Net Revenue	Direct Cost	Contribution Margin	Net income
Medicare	211	43%	10.7	5.4	\$4,658,398	\$4,503,010	\$155,388	(\$1,472,783)
Medi-Cal Managed Care	90	18%	7.9	5.4	\$1,367,206	\$1,597,934	(\$230,728)	(\$795,791)
Commercial/Other	89	18%	9.4	5.7	\$2,053,564	\$1,860,138	\$193,427	(\$471,957)
Medicare Managed Care	52	10%	11.5	5.9	\$1,207,500	\$1,461,345	(\$253,844)	(\$705,105)
Medi-Cal	38	8%	10.7	5.3	\$605,369	\$810,253	(\$204,883)	(\$467,274)
Cash Pay	11	2%	4.6	4.7	\$3,415	\$124,538	(\$121,122)	(\$172,239)
Work Comp	5	1%	4.0	6.1	\$38,721	\$56,033	(\$17,312)	(\$42,154)
Grand Total	496	100%	9.9	5.5	\$9,934,174	\$10,413,250	(\$479,076)	(\$4,127,303)

Typical Contribution margin on 496 inpatient visits	\$1,351,600
LOS GAP 4.4	Difference (\$1,830,676)

Source: Service Line Report Cost Accounting System, includes 3% increase in direct based on add'l labor costs/PPE/Pharm

Notable Changes from Prior Month's Analysis

1. Volume of discharged COVID inpatients increased 83% from 271 to 496
2. Shifts in payer mix% from Medicare to other payers. (54% of all cases to 43%)
3. The gap between the average length of stay and expected decreased from 5.7 to 4.4 days
4. Contribution margin per discharge (Revenue less direct costs) improved primarily due to the Medicare patients and reduced length of stay. Overall went from losing approximately (\$2,385) per visit to (\$966) per visit

COVID-19 Financial Activity

Stimulus Funds Received

Red indicates changes since last reviewed

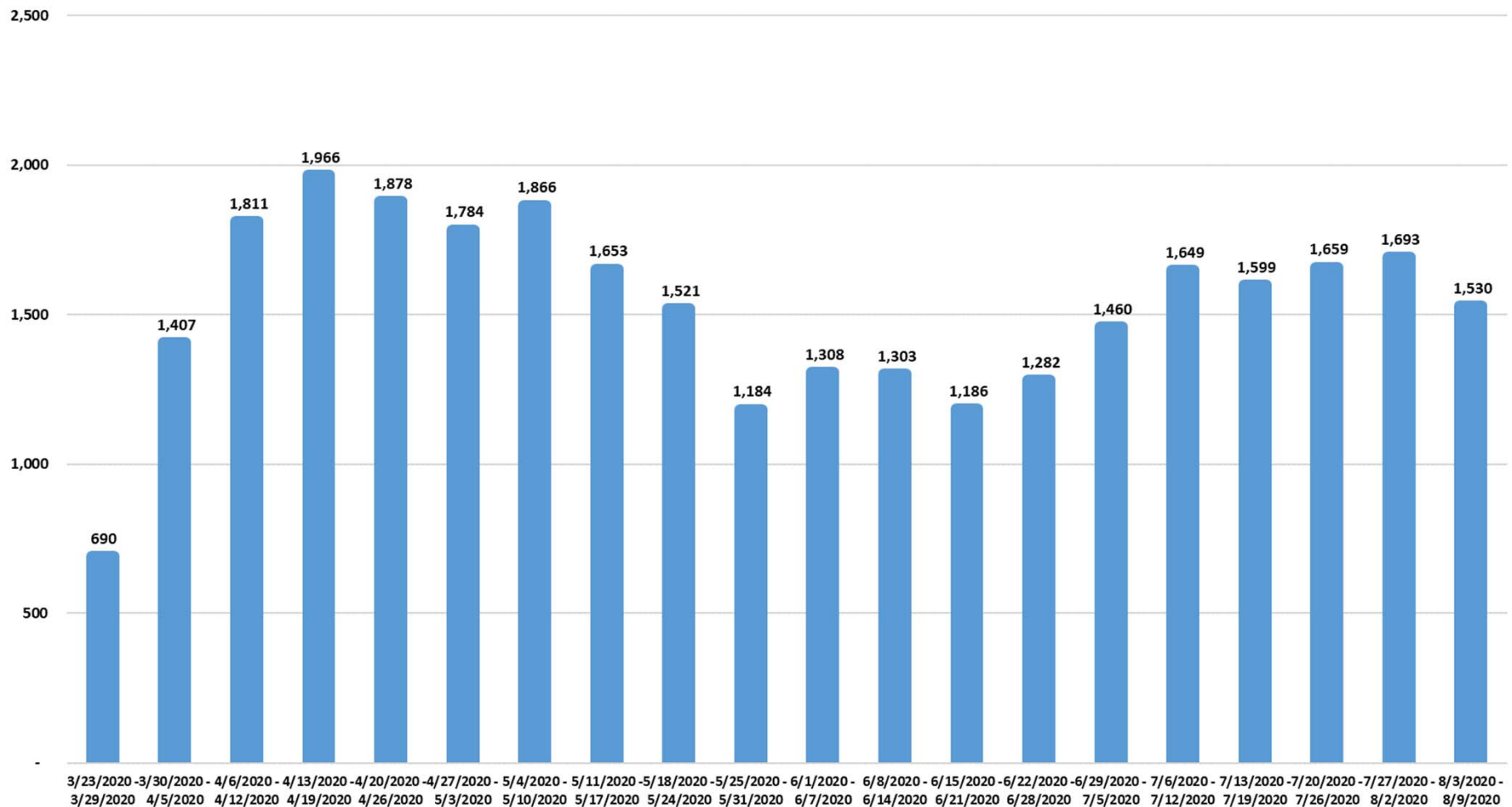
Stimulus Funds – Kaweah Delta	\$11,420,930	Received 4/11/20
Stimulus Funds – KDMF	\$684,104	Received 4/11/20
Stimulus Funds – KD 2 nd payment	\$1,225,939	Received 4/24/20
Stimulus Funds – KDMF 2 nd payment	\$198,091	Received 5/26/20
California Hospital Association - PPE	\$28,014	Received 6/3 and 6/9/20
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	Anticipated August
Impact to Net Revenue	\$26,256,931	

COVID-19: Costs and Billing

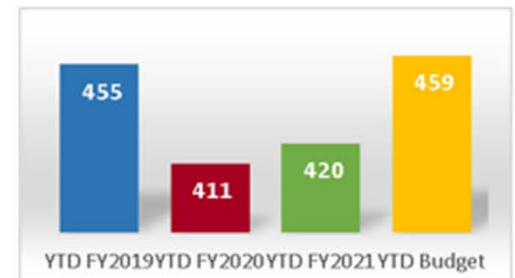
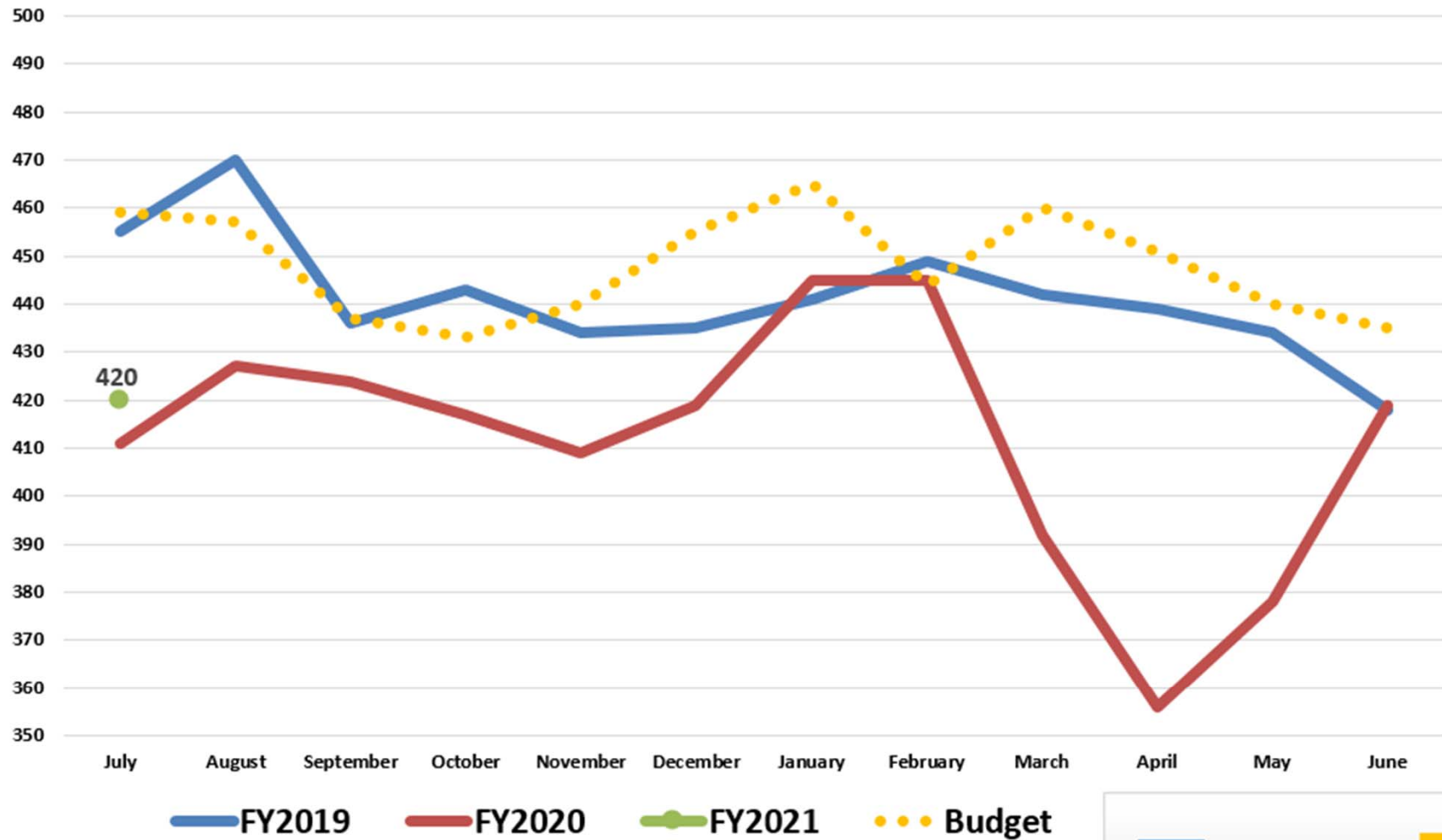
Tracking Costs: \$1.3M in COVID labor and expenses were identified in July

Volume New Services: Telehealth including KDMF

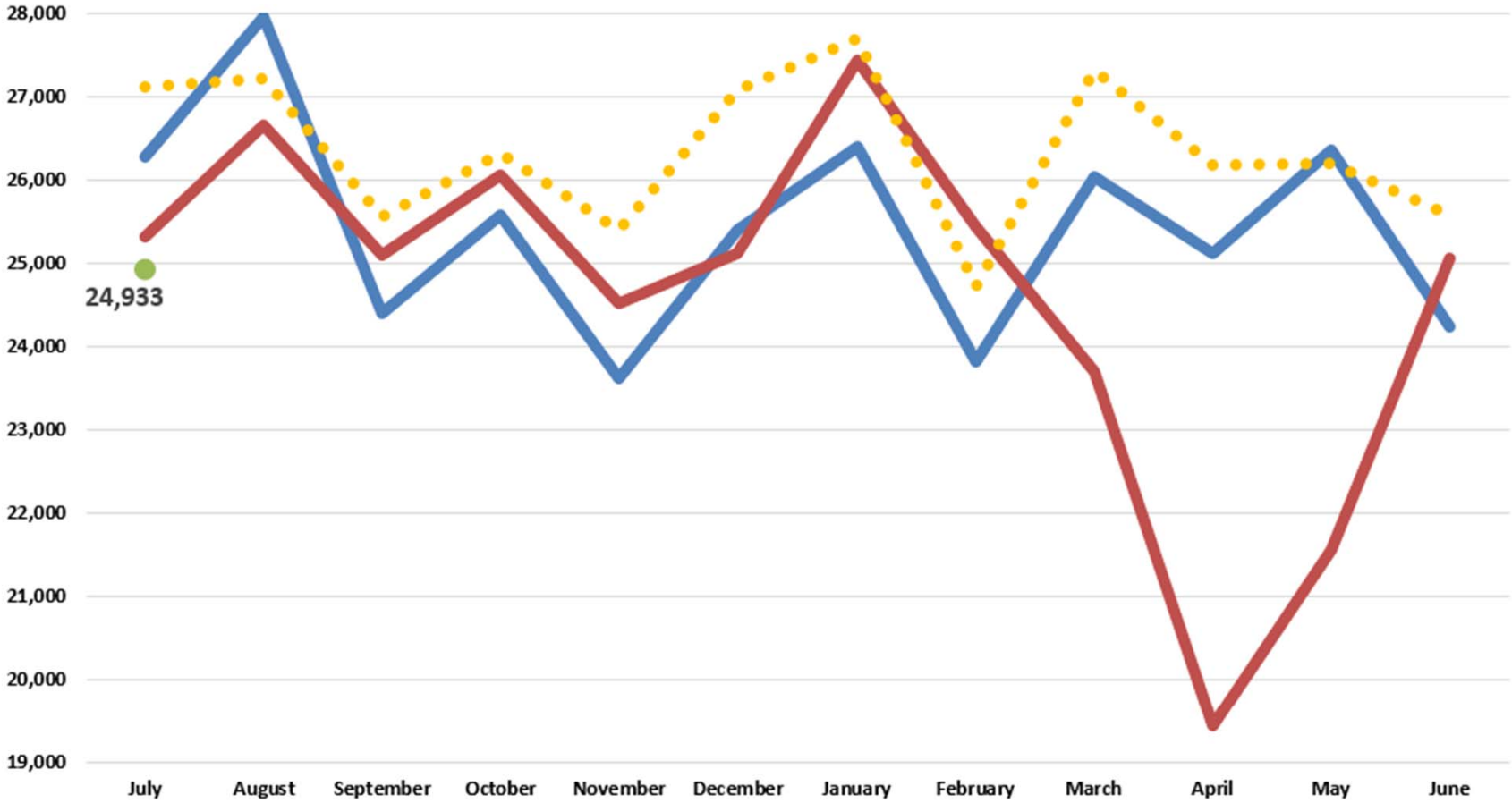
Visits - Telehealth



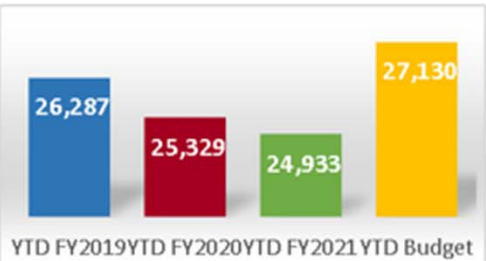
Average Daily Census



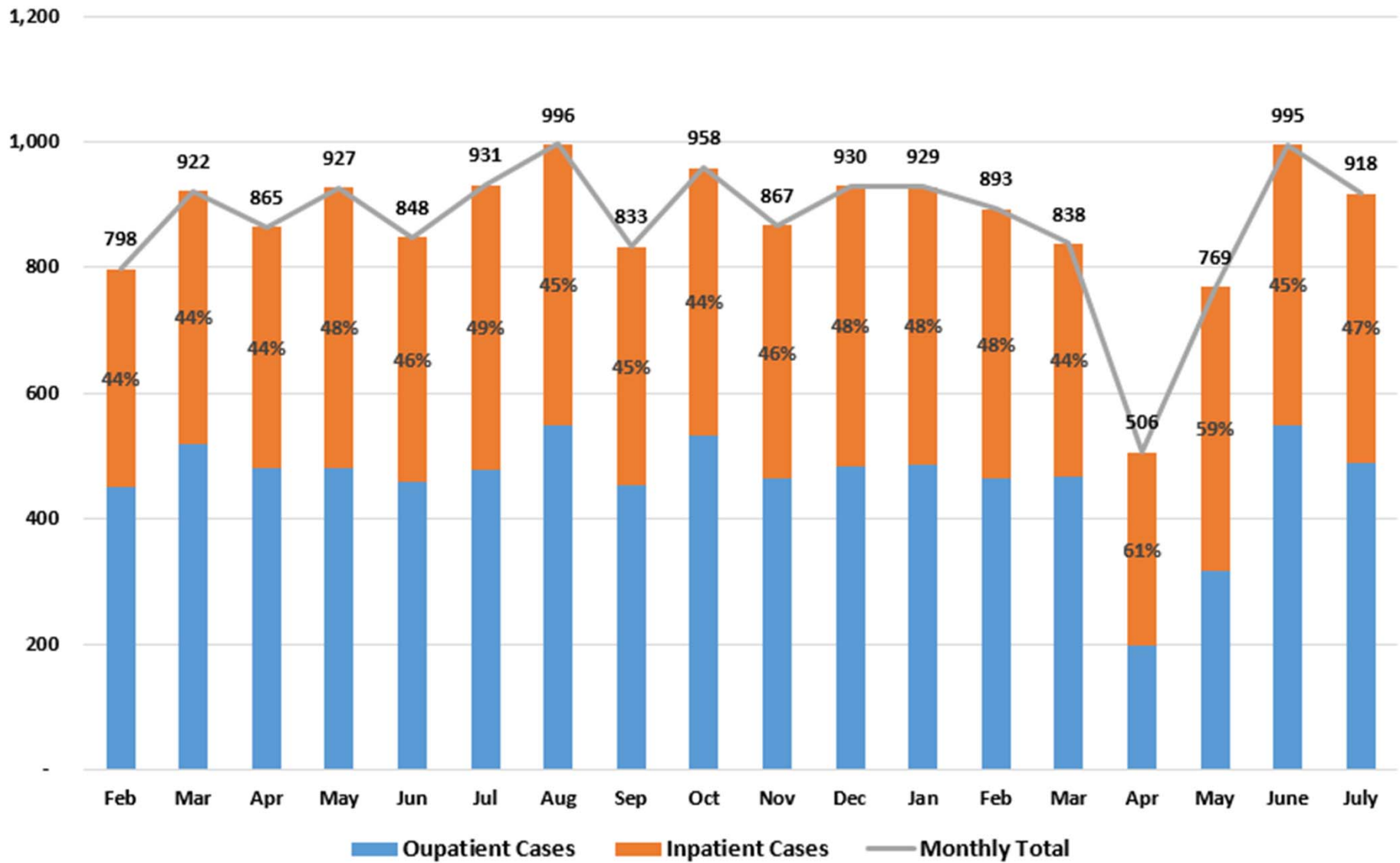
Adjusted Patient Days



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

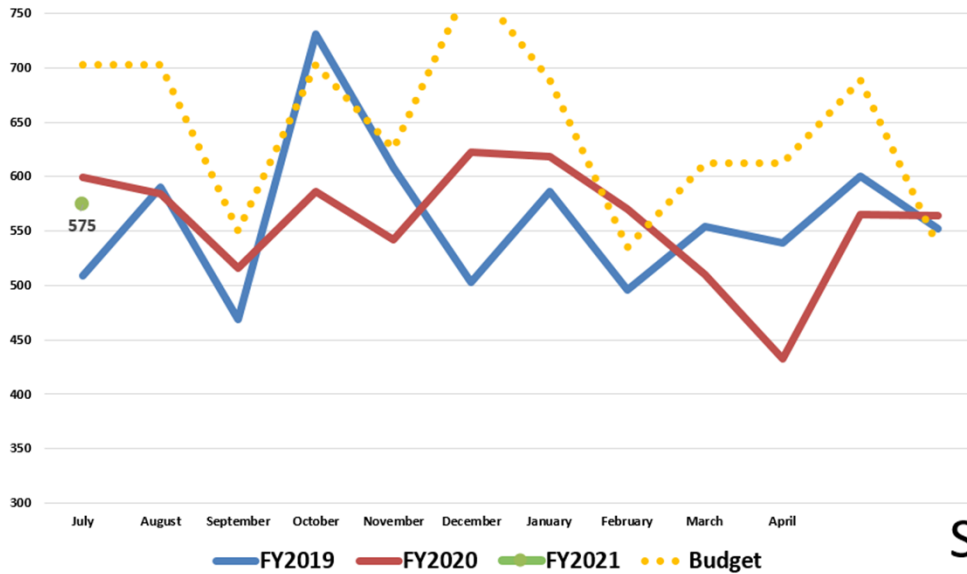


Impact - Inpatient/Outpatient Surgeries

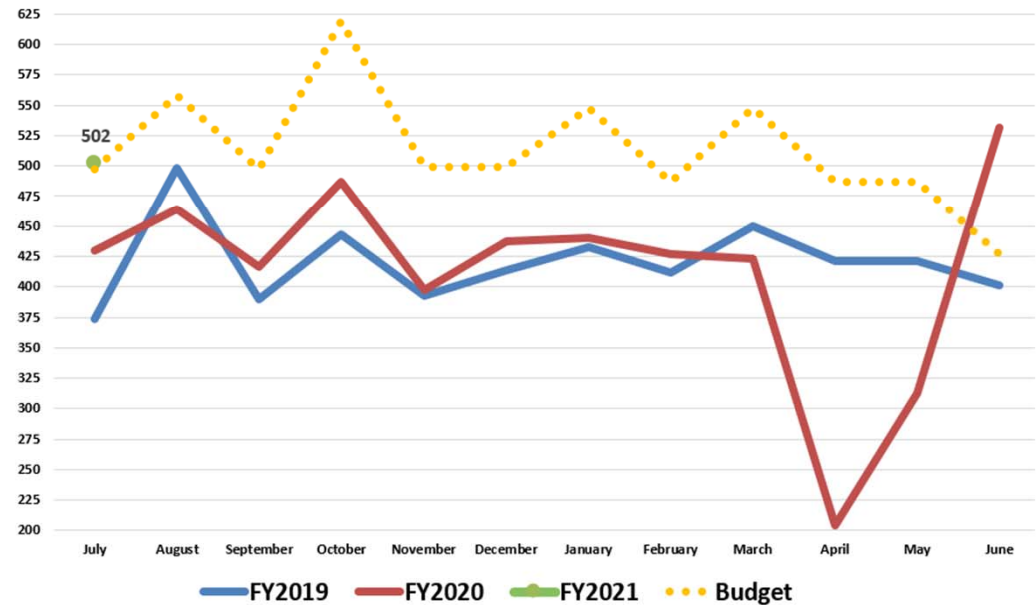


Budget Comparison: Inpt/Outpt Surgeries

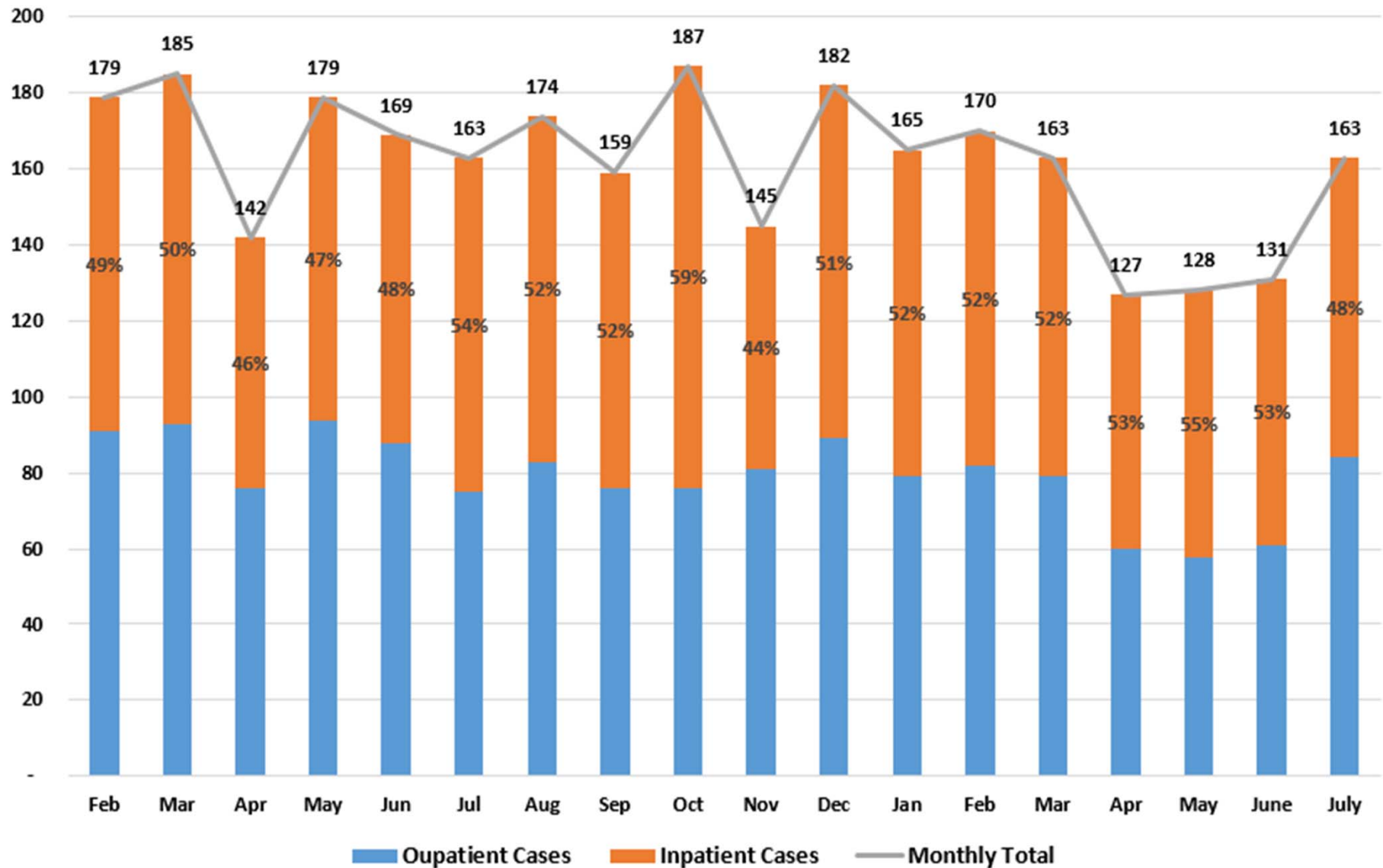
Surgery (IP Only) – 100 Min Units



Surgery (OP Only) – 100 Min Units

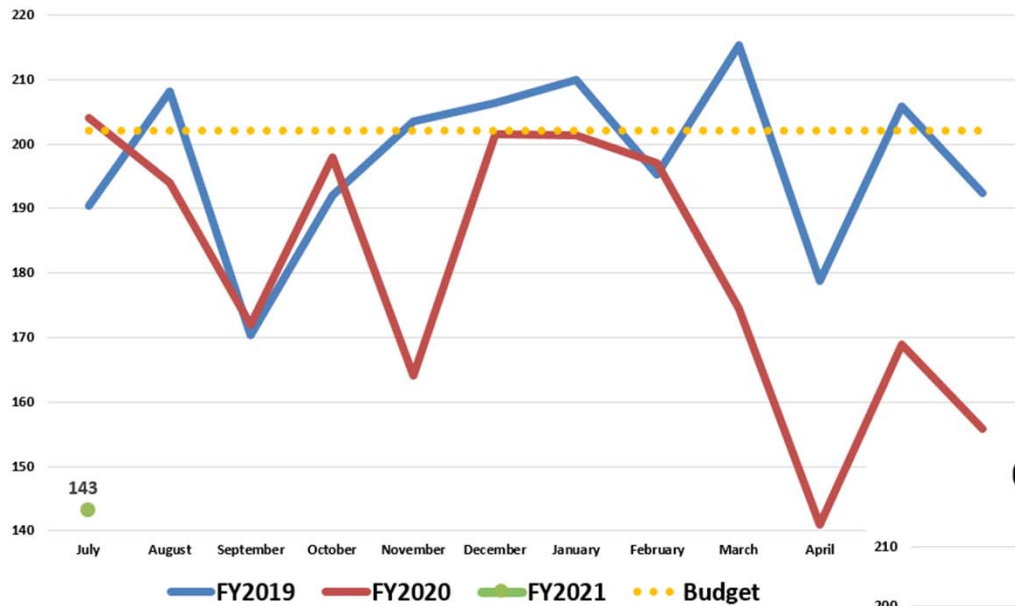


Impact - Inpt & Outpt Cath Lab Procedures

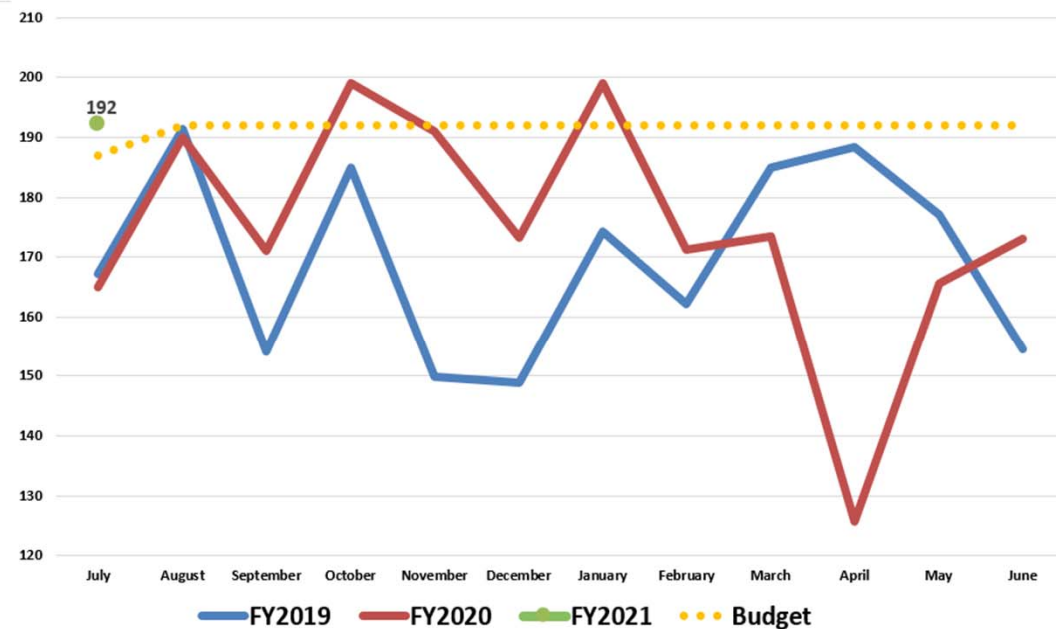


Budget Comparison: Inpt/Outpt Cath Lab

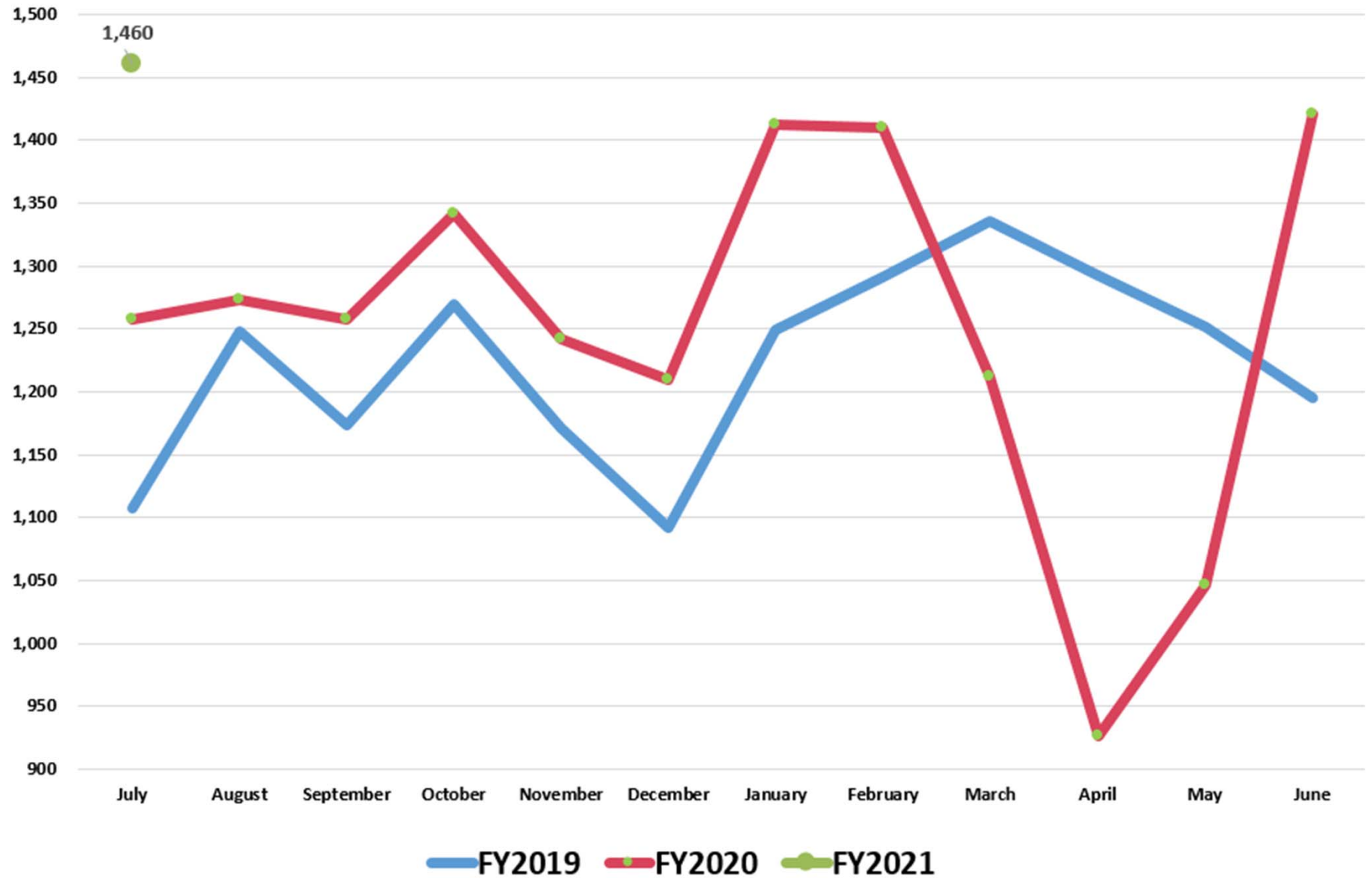
Cath Lab (IP Only) – 100 Min Units



Cath Lab (OP Only) – 100 Min Units

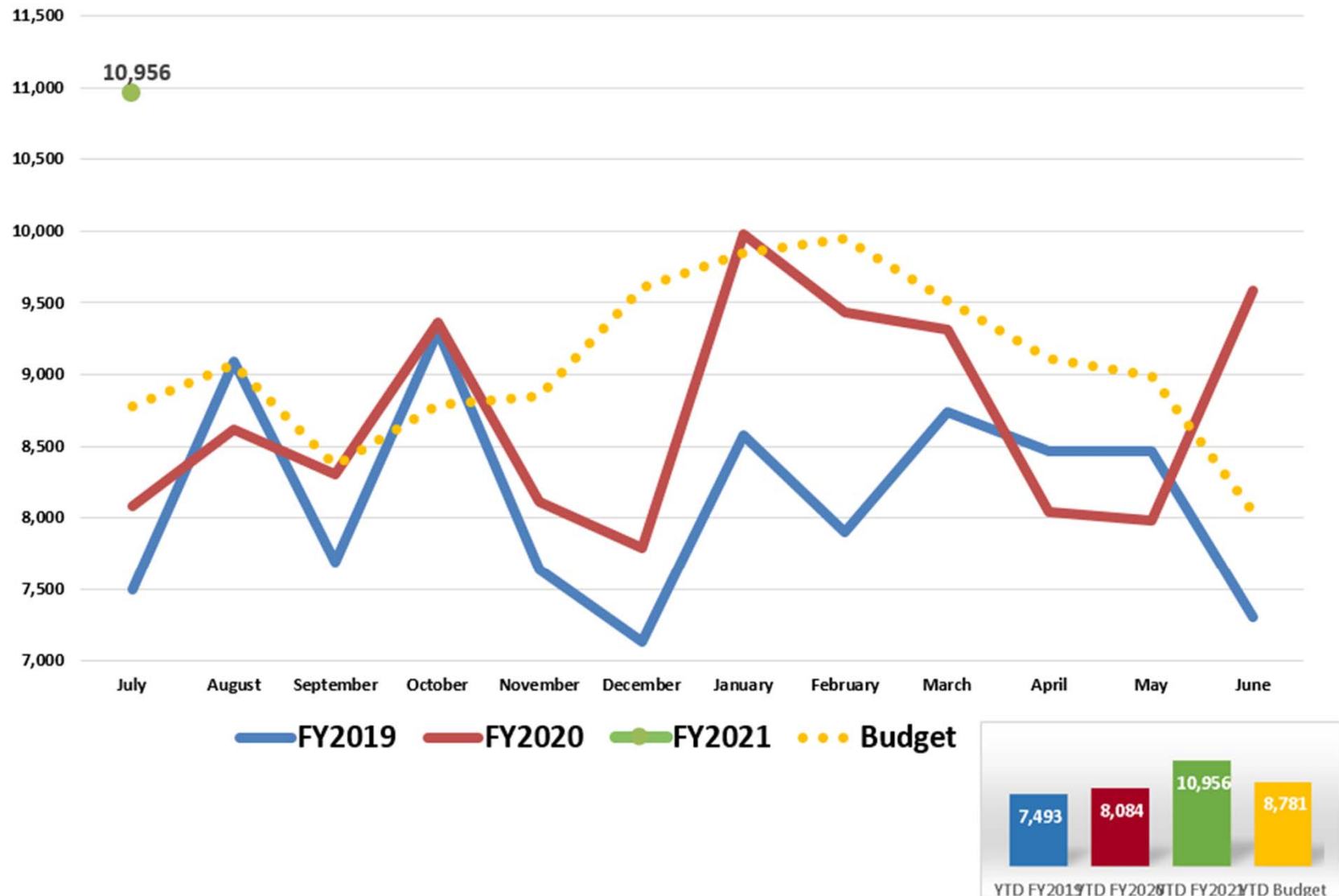


Outpatient Registrations per Day (excludes nonCerner services)



Budget Comparison: Rural Health Clinics

Rural Health Clinic Registrations



Other Statistical Results – Fiscal Year Comparison (July)

	Actual Results				Budget	Budget Variance	
	Jul 2019	Jul 2020	Change	% Change	Jul 2020	Change	% Change
Adjusted Patient Days	25,329	24,933	(395)	(1.6%)	26,508	(1,575)	(5.9%)
Outpatient Visits	38,967	45,260	6,293	16.1%	41,344	3,916	9.5%
Hospice Days	3,545	4,250	705	19.9%	3,277	973	29.7%
GME Clinic visits	1,071	1,253	182	17.0%	1,071	182	17.0%
Surgery Minutes – General & Robotic (I/P & O/P)	1,079	1,138	59	5.5%	1,252	(114)	(9.1%)
Home Health Visits	3,020	3,100	80	2.6%	2,455	645	26.3%
KDMF RVU	33,049	33,603	554	1.7%	34,960	(1,357)	(3.9%)
Radiation Oncology Treatments (I/P & O/P)	2,311	2,283	(28)	(1.2%)	2,338	(55)	(2.4%)
Urgent Care - Court	3,302	3,242	(60)	(1.8%)	3,157	85	2.7%
Radiology/CT/US/MRI Proc (I/P & O/P)	15,829	15,310	(519)	(3.3%)	16,092	(782)	(4.9%)
Endoscopy Procedures (I/P & O/P)	527	505	(22)	(4.2%)	567	(62)	(10.9%)
O/P Rehab Units	20,889	19,524	(1,365)	(6.5%)	20,807	(1,283)	(6.2%)
Physical & Other Therapy Units	17,754	16,434	(1,320)	(7.4%)	19,170	(2,736)	(14.3%)
Cath Lab Minutes (IP & OP)	369	335	(34)	(9.2%)	391	(56)	(14.3%)
Dialysis Treatments	1,984	1,773	(211)	(10.6%)	1,801	(28)	(1.6%)
ED Total Registered	7,695	6,669	(1,026)	(13.3%)	7,695	(1,026)	(13.3%)
OB Deliveries	438	342	(96)	(21.9%)	401	(59)	(14.7%)
Urgent Care - Demaree	1,569	1,171	(398)	(25.4%)	2,002	(831)	(41.5%)
Home Infusion Days	10,382	5,466	(4,916)	(47.4%)	13,960	(8,494)	(60.8%)

Trended Financial Comparison (000's)

Adjusted Patient Days 25,329 26,654 25,104 26,070 24,515 25,116 27,447 25,445 23,703 19,442 21,561 25,057 24,934

	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20
Operating Revenue													
Net Patient Service Revenue	\$51,799	\$50,243	\$48,185	\$52,165	\$49,354	\$51,458	\$52,382	\$46,813	\$48,523	\$35,582	\$35,995	\$36,554	\$47,402
Supplemental Gov't Programs	4,319	4,319	4,185	4,185	4,185	4,185	5,367	5,435	3,839	5,577	5,572	8,770	3,979
Prime Program	905	905	1,747	905	905	999	905	905	905	103	103	6,908	429
Premium Revenue	4,113	3,813	3,732	3,649	3,941	3,748	4,145	4,794	4,218	4,297	4,542	4,811	4,239
Management Services Revenue	2,889	2,613	2,643	3,014	2,410	2,621	2,848	2,581	2,655	3,007	2,569	2,954	2,834
Other Revenue	1,576	2,287	1,687	2,142	1,381	1,989	2,039	2,251	1,686	1,590	1,968	826	2,127
Other Operating Revenue	13,802	13,937	13,994	13,896	12,823	13,542	15,305	15,966	13,303	14,574	14,754	24,269	13,608
Total Operating Revenue	65,601	64,181	62,179	66,061	62,177	65,001	67,687	62,778	61,826	50,156	50,750	60,823	61,009
Operating Expenses													
Salaries & Wages	25,161	25,301	24,793	25,747	25,460	25,726	27,060	25,206	27,448	25,081	25,402	26,208	26,540
Contract Labor	1,069	1,042	988	1,044	858	1,357	617	690	834	431	410	426	576
Employee Benefits	6,718	6,964	5,801	6,755	5,372	5,856	7,222	6,811	7,313	6,751	6,486	2,399	5,098
Total Employment Expenses	32,948	33,307	31,582	33,546	31,690	32,939	34,899	32,707	35,596	32,263	32,299	29,033	32,213
Medical & Other Supplies	8,683	9,986	8,571	10,551	9,635	10,521	11,127	10,347	10,216	8,115	8,423	13,315	10,036
Physician Fees	7,266	7,284	7,486	8,287	6,974	7,113	7,653	8,702	8,202	7,950	7,191	7,462	7,807
Purchased Services	3,424	4,077	4,042	3,467	3,596	2,848	3,602	3,428	3,028	3,288	3,732	5,005	2,801
Repairs & Maintenance	2,051	2,035	1,981	2,399	2,164	2,107	2,396	1,785	2,134	2,127	1,766	2,544	2,283
Utilities	541	547	588	603	342	593	439	472	483	331	477	586	506
Rents & Leases	571	482	536	464	560	512	568	562	572	552	511	483	503
Depreciation & Amortization	2,518	2,517	2,488	2,488	2,459	2,451	2,472	2,487	2,492	2,550	2,685	3,072	2,561
Interest Expense	436	453	441	440	440	439	468	501	500	494	493	779	555
Other Expense	1,397	1,729	1,593	1,609	1,701	1,823	1,822	1,660	1,796	1,570	1,676	2,046	1,478
Management Services Expense	2,660	2,742	2,514	3,006	2,352	2,703	2,702	2,644	2,711	2,856	2,739	2,732	2,815
Total Other Expenses	29,546	31,853	30,240	33,315	30,226	31,110	33,249	32,587	32,133	29,834	29,692	38,023	31,346
Total Operating Expenses	62,494	65,160	61,822	66,862	61,916	64,049	68,148	65,295	67,729	62,097	61,991	67,056	63,559
Operating Margin	\$3,107	(\$980)	\$356	(\$801)	\$261	\$951	(\$461)	(\$2,516)	(\$5,902)	(\$11,941)	(\$11,241)	(\$6,233)	(\$2,550)
Excess Margin	\$3,852	(\$318)	\$4,785	(\$27)	\$960	\$1,678	\$221	(\$1,783)	(\$1,091)	(\$7,827)	(\$6,902)	\$2,842	\$1,993

July Financial Comparison (000's)

	Actual Results		Budget	Budget Variance	
	July 2019	July 2020	July 2020	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$51,799	\$47,402	\$50,389	(\$2,987)	(5.9%)
Other Operating Revenue	13,802	13,608	13,353	255	1.9%
Total Operating Revenue	65,601	61,009	63,741	(2,732)	(4.3%)
Operating Expenses					
Employment Expense	32,948	32,213	32,883	(670)	(2.0%)
Other Operating Expense	29,546	31,346	31,399	(53)	(0.2%)
Total Operating Expenses	62,494	63,559	64,282	(723)	(1.1%)
Operating Margin	\$3,107	(\$2,550)	(\$540)	(\$2,009)	372%
Non Operating Revenue (Loss)	744	909	645	264	41%
Stimulus Funds	0	3,633	0	3,633	100%
Excess Margin	\$3,852	1,993	\$105	\$1,888	1801%

Operating Margin %	4.7%	(4.2%)	(0.8%)
Excess Margin %	5.8%	3.2%	0.2%
Operating Cash Flow Margin %	9.2%	0.9%	4.2%

July Financial Comparison (000's)

	Actual Results			Budget	Budget Variance		Explanation
	July 2019	July 2020	% Change	July 2020	Change	% Change	
Operating Revenue							
Net Patient Service Revenue	\$51,799	\$47,402	(8.6%)	\$50,389	(\$2,987)	(5.9%)	See highlights slide
Supplemental Gov't Programs	4,319	3,979	(7.9%)	4,111	(132)	(3.2%)	
Prime Program	905	429	(52.6%)	429	0	0.0%	
Premium Revenue	4,113	4,239	3.1%	4,014	225	5.6%	
Management Services Revenue	2,889	2,834	(1.9%)	2,696	137	5.1%	
Other Revenue	1,576	2,127	34.9%	2,102	25	1.2%	
Other Operating Revenue	13,802	13,608	(1.4%)	13,353	255	1.9%	
Total Operating Revenue	65,601	61,009	(7.0%)	63,741	(2,732)	(4.3%)	
Operating Expenses							
Salaries & Wages	25,161	26,540	5.5%	26,650	(111)	(0.4%)	See highlights slide
Contract Labor	1,069	576	(46.1%)	563	13	2.4%	
Employee Benefits	6,718	5,098	(24.1%)	5,670	(573)	(10.1%)	See highlights slide
Total Employment Expenses	32,948	32,213	(2.2%)	32,883	(670)	(2.0%)	
Medical & Other Supplies	8,683	10,036	15.6%	10,209	(172)	(1.7%)	
Physician Fees	7,266	7,807	7.4%	7,440	367	4.9%	See highlights slide
Purchased Services	1,616	1,239	(23.3%)	1,488	(249)	(16.8%)	See highlights slide
Repairs & Maintenance	2,051	2,283	11.3%	2,297	(15)	(0.6%)	
Utilities	541	506	(6.5%)	530	(25)	(4.6%)	
Rents & Leases	571	503	(11.9%)	545	(42)	(7.7%)	
Depreciation & Amortization	2,518	2,561	1.7%	2,622	(61)	(2.3%)	
Interest Expense	436	555	27.2%	572	(17)	(3.0%)	
Other Expense	1,397	1,478	5.8%	1,149	330	28.7%	See highlights slide
Humana Cap Plan Expenses	1,808	1,562	(13.6%)	1,885	(323)	(17.1%)	See highlights slide
Management Services Expense	2,660	2,815	5.8%	2,662	154	5.8%	
Total Other Expenses	29,546	31,346	6.1%	31,399	(53)	(0.2%)	
Total Operating Expenses	62,494	63,559	1.7%	64,282	(723)	(1.1%)	
Operating Margin	\$3,107	(\$2,550)	(182%)	(\$540)	(\$2,009)	372%	
Non Operating Income							
Non Operating Revenue (Loss)	744	909	22.2%	645	264	41.0%	
Stimulus Funds	0	3,633	100.0%	0	3,633	100.0%	See highlights slide
Excess Margin	\$3,852	\$1,993	(48.3%)	\$105	\$1,888	1801%	

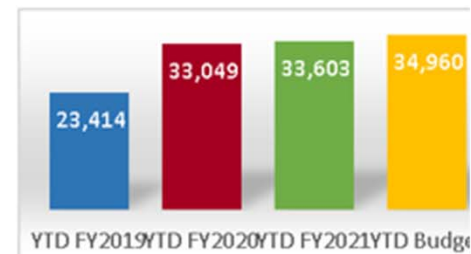
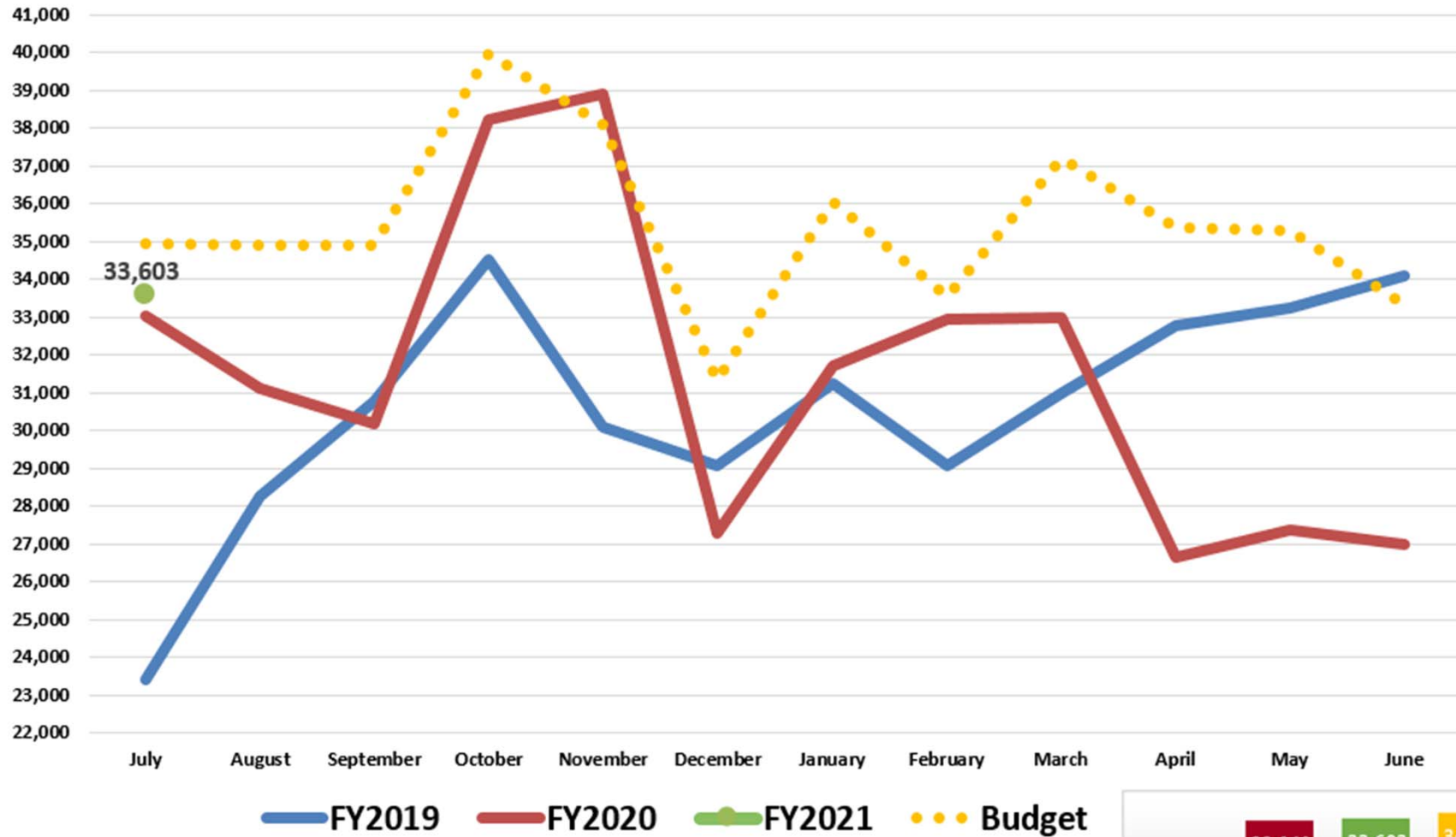
Operating Margin %	4.7%	(4.2%)	(0.8%)
Excess Margin %	5.8%	3.0%	0.2%
Operating Cash Flow Margin %	9.2%	0.9%	4.2%

Kaweah Delta Medical Foundation

Fiscal Year Financial Comparison (000's)

	Actual Results FYTD July			Budget FYTD	Budget Variance FYTD	
	FYTD2020	FYTD2021	% Change	FYTD2021	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$3,554	\$3,883	9.2%	\$4,195	(\$313)	(7.5%)
Other Operating Revenue	20	44	114.8%	66	(22)	(33.8%)
Total Operating Revenue	3,574	3,926	9.8%	4,262	(335)	(7.9%)
Operating Expenses						
Salaries & Wages	973	935	(3.9%)	1,016	(82)	(8.0%)
Contract Labor	17	0	(100.0%)	1	(1)	0.0%
Employee Benefits	281	169	(39.9%)	212	(43)	(20.3%)
Total Employment Expenses	1,271	1,104	(13.1%)	1,229	(126)	(10.2%)
Medical & Other Supplies	438	459	4.7%	600	(142)	(23.6%)
Physician Fees	2,005	2,299	14.7%	2,351	(52)	(2.2%)
Purchased Services	139	44	(68.4%)	78	(34)	(44.0%)
Repairs & Maintenance	167	199	19.5%	226	(27)	(11.9%)
Utilities	42	35	(16.3%)	34	1	3.0%
Rents & Leases	223	228	2.3%	233	(5)	(2.0%)
Depreciation & Amortization	105	88	(16.3%)	86	2	2.6%
Interest Expense	1	0	(72.0%)	0	0	17.6%
Other Expense	95	78	(17.6%)	101	(23)	(23.0%)
Total Other Expenses	3,215	3,431	6.7%	3,710	(279)	(7.5%)
Total Operating Expenses	4,486	4,535	1.1%	4,939	(405)	(8.2%)
Excess Margin	(\$911)	(\$608)	33.3%	(\$678)	\$70	10.3%
Excess Margin %	(25.5%)	(15.5%)		(15.9%)		

KDMF Volume – RVU's



Month of July - Budget Variances

- **Net Patient Revenues:** Net patient revenue was \$3.0M lower than July's budget expectation due to lower-than-projected adjusted patient days in July. This includes inpatient days and equivalent outpatient days which were 0.9% and 10.9% below expectations, respectively.
- **Salaries:** We experienced a favorable budget variance of \$111K in July although productivity (worked hours per adjusted patient day) was lower than expected. Salaries allocated to COVID related activities totaled \$877K in July. We continue to maintain the initiatives launched in the last quarter of fiscal year 2020 which help provide additional timely data, accountability, transparency, and additional messaging about flexing the staff with the volume.
- **Employee Benefits:** The \$573K favorable variance in July primarily resulted from lower utilization of the self-insured employee health insurance plan. This decrease is likely impacted by COVID, where we have a reduction in elective procedures and a general hesitation to seek clinical services, if not an emergency.
- **Physician Fees:** Due to the timing of recognition of planned organizational savings and contract changes in this area, physician fees were \$367K higher than expected in the month of July.
- **Purchased Services:** As some services planned and budgeted for fiscal year 2021 have not yet occurred, purchases services was \$249K below budget in July.
- **Other Expenses:** The budgeted FY21 improved efficiency savings of \$600K (month of July) related to length of stay and other programs is budgeted in this line item. The length of stay goal was not met in July.
- **Humana Capitated Plan Expenses:** As the utilization of third party services for participants of the capitated Medicare Managed Care Plan has decreased, the related expenditure was \$323K below budget expectation in July.
- **Stimulus Funds:** \$3.6M of the total \$10.9M high-impact stimulus funding received was recognized in July. The \$10.9M is being spread out over the first quarter of FY21.

- **KDMF:** Overall KDMF outperformed budget by \$69.7K. Net Revenue was \$313K below budget due to lower volume due to COVID and summer vacations, which was offset by slightly higher reimbursement. While volume was lower than budget, it did exceed July 2019's volume. The negative variance in revenue was offset by a \$279K positive variance in expenses. The \$82K positive variance in salaries was attributed to the use of a new productivity tool which helps focus management on staff. In addition, supplies and physician fees were under budget primarily due to the lower volumes.

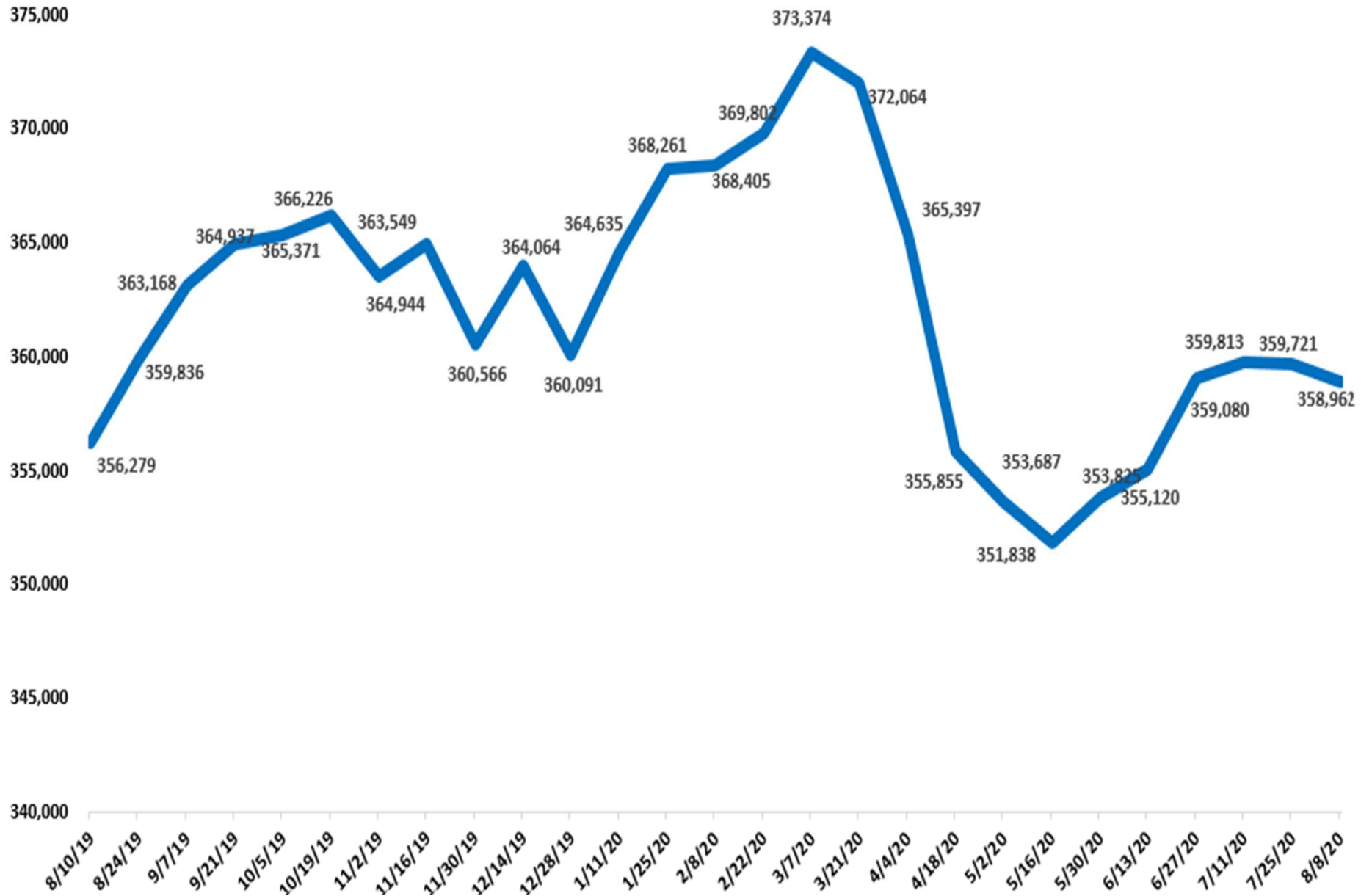
FY20 Financial Comparison (000's)

	Actual Results			Explanation
	Initial FYTD 2020	Adjustment	Revised FYTD 2020	
Operating Revenue				
Total Operating Revenue	741,395	(\$2,175)	739,220	Adjust contractual allowance – items identified in July, PRIME 6.2% match, Humana rate adjustment. See next slide: AB113: Medi-Cal FFS IGT payback
Operating Expenses				
Employment Expense	392,377	432	392,809	Compensation accruals
Other Operating Expense	380,817	992	381,809	Expenditures paid in July
Total Operating Expenses	773,194	1,424	774,618	
Operating Margin	(\$31,799)	(\$3,599)	(\$35,398)	
Non Operating Revenue (Loss)	16,920	(98)	16,822	Foundation investment income
Stimulus Funds	14,153	813	14,966	Stimulus funds received in July
Excess Margin	(\$726)	(\$2,884)	(\$3,610)	
Operating Margin %	(4.3%)		(4.8%)	
Excess Margin %	(0.1%)		0.2%	
Operating Cash Flow Margin %	0.7%		(0.5%)	

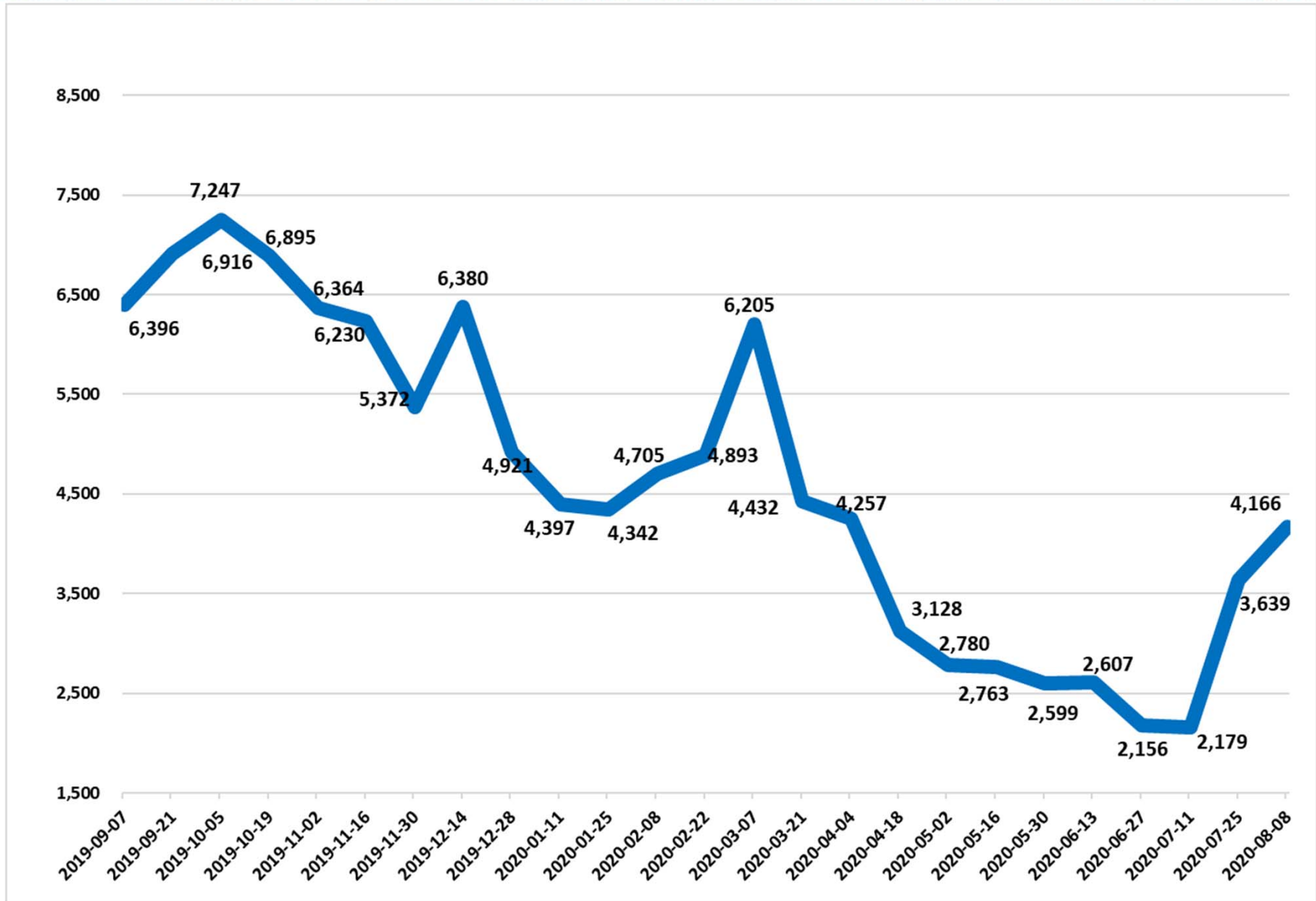
Supplemental Funds Impact FY20 – AB113

- History: The Nondesignated Public Hospital Intergovernmental Transfer (NDPH IGT) Program (aka AB 113) was enacted in 2011 to provide district hospitals with a mechanism to maximize federal funding for treating Medi-Cal fee-for-service inpatients. The NDPH IGT program allows the state to draw down federal funds for the difference between what Medicare would have paid and what Medi-Cal actually paid to treat Medi-Cal inpatients. Hospitals fund an IGT to assist the state in drawing down the federal match. The program, like many other supplemental programs, makes initial interim payments based on estimated modeling and then a reconciliation is done between DHCS and CMS as actual payment data is made available.
- CMS recently finalized the model for FY 18/19 and review of actual payment data resulted in a significant reduction in the amount of available federal funds. The reason for the reduction was the result of aggressive trending in a prior model that had Medi-Cal revenue growing at a much higher rate than actuality. The District Hospital Leadership Forum (DHLF) is currently working with DHCS to structure a manageable timeline for repayment given all of the fiscal challenges many districts in the state currently face. DHCS also had not paid out all funds due to hospitals for FY18/19 and thus the amount of repayment will be netted against payments not yet made. **The financial impact of this recoupment is \$5.3 million for KDHCD.** KDHCD received \$8.6 million from the initial interim payment.

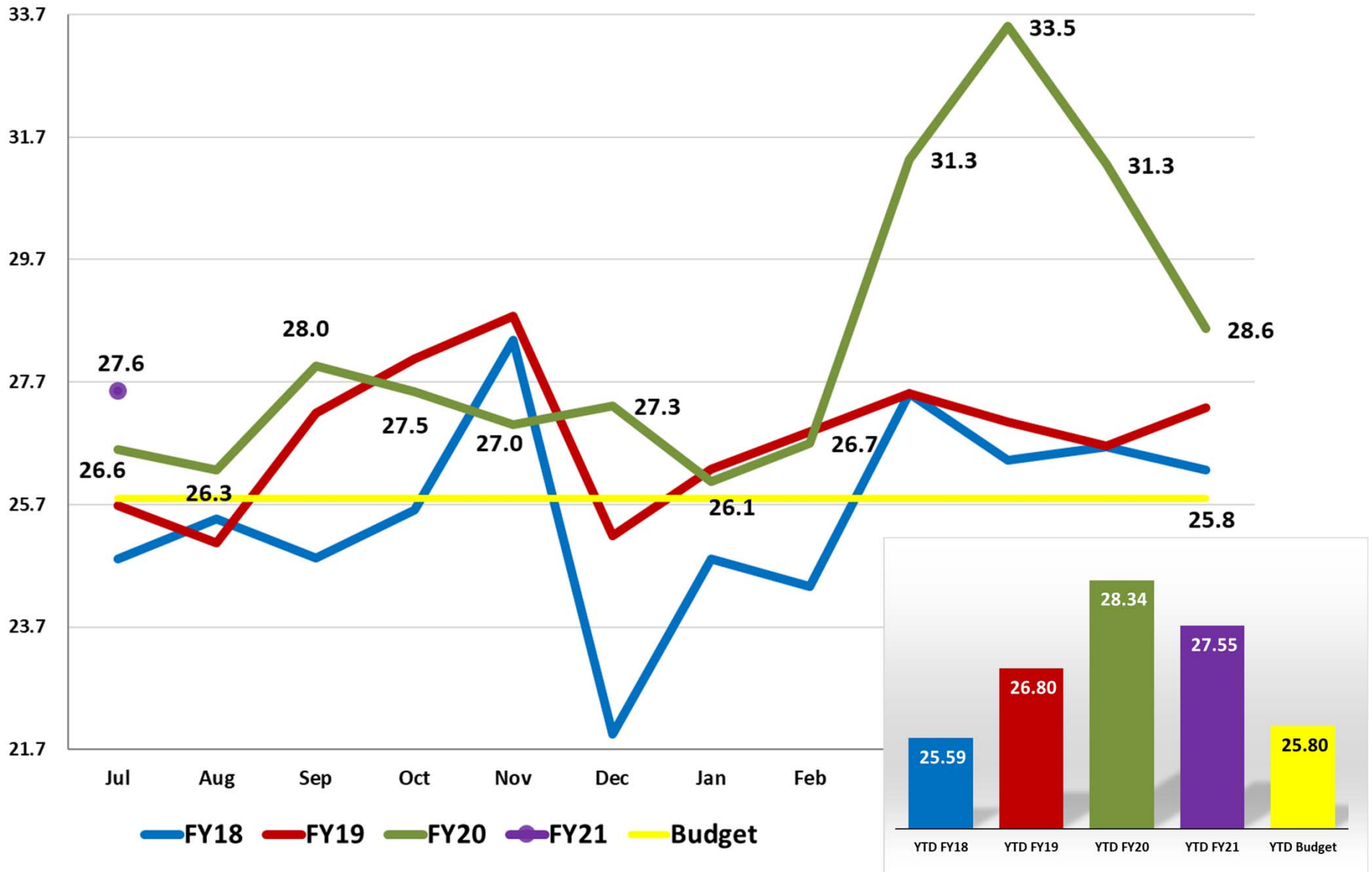
Payroll Hours (excludes PTO cash out hours)



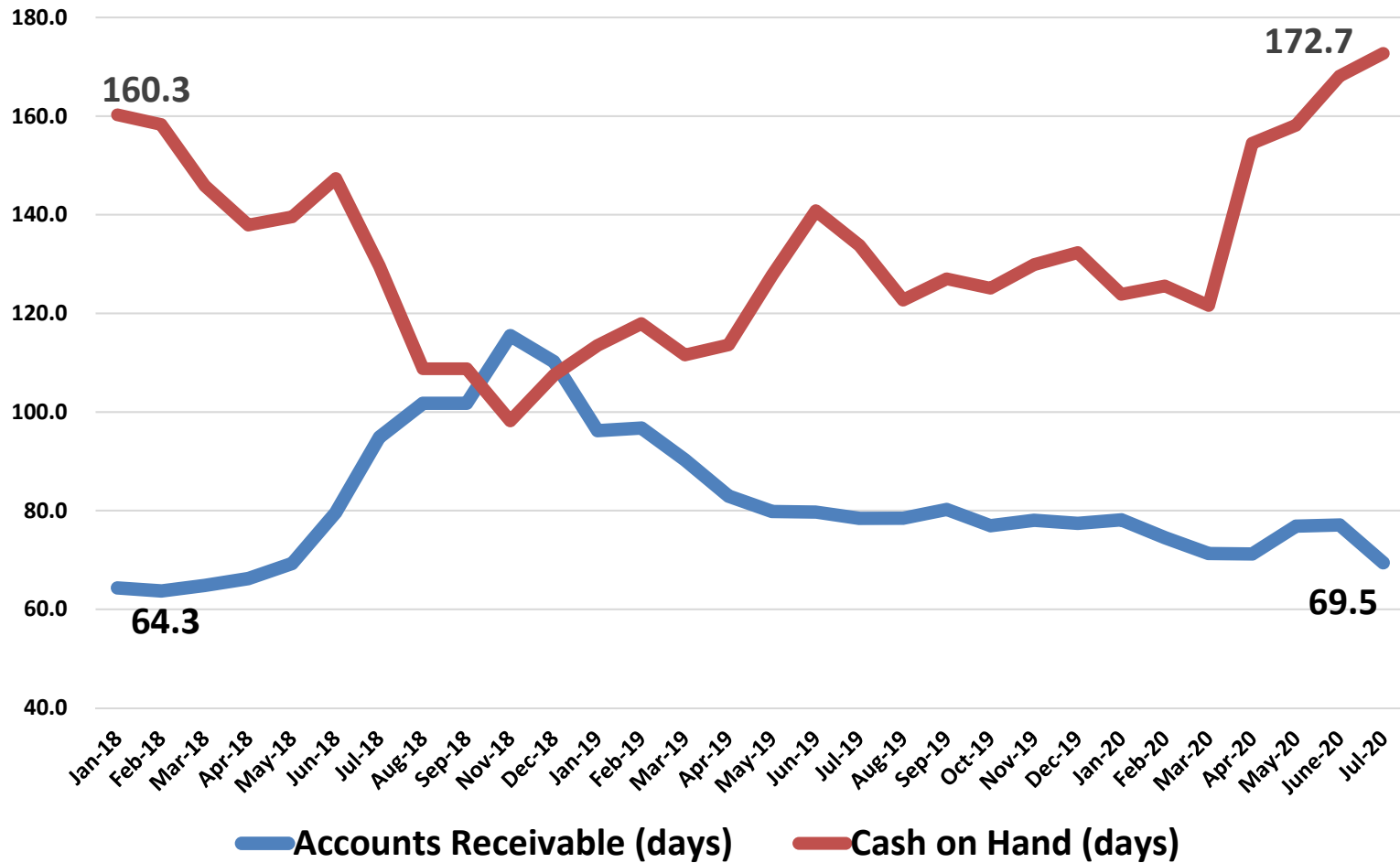
Contract Labor Hours

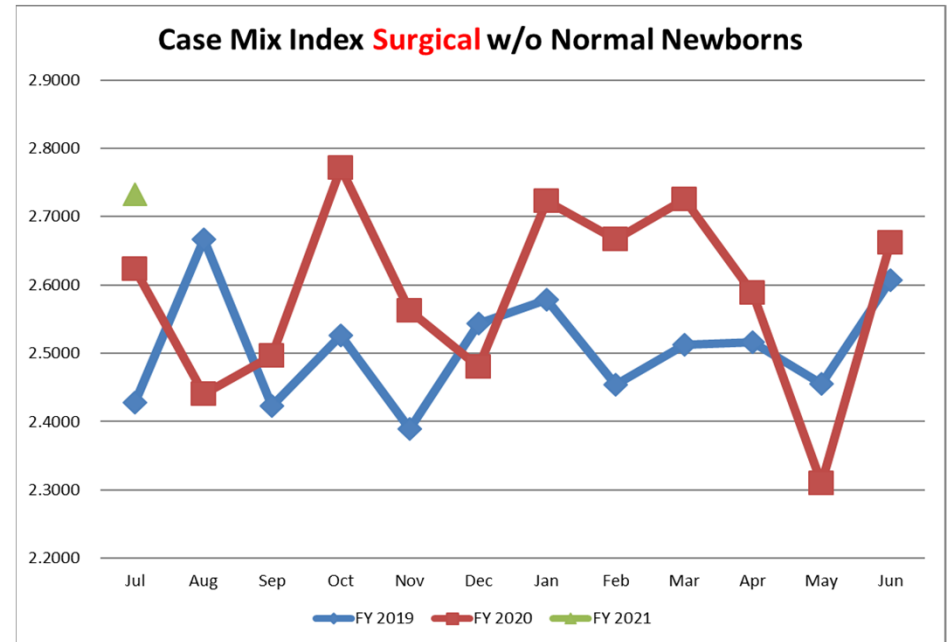
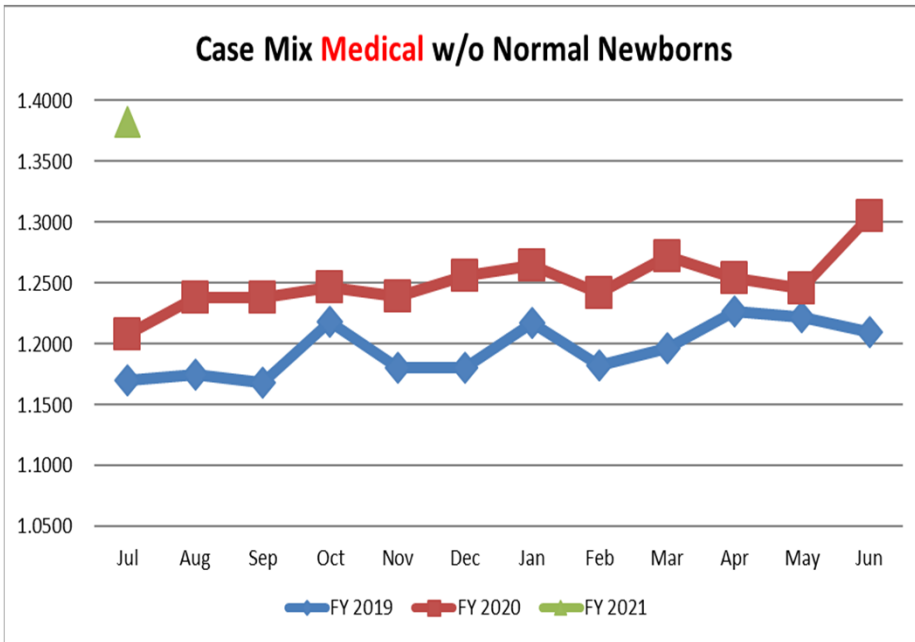
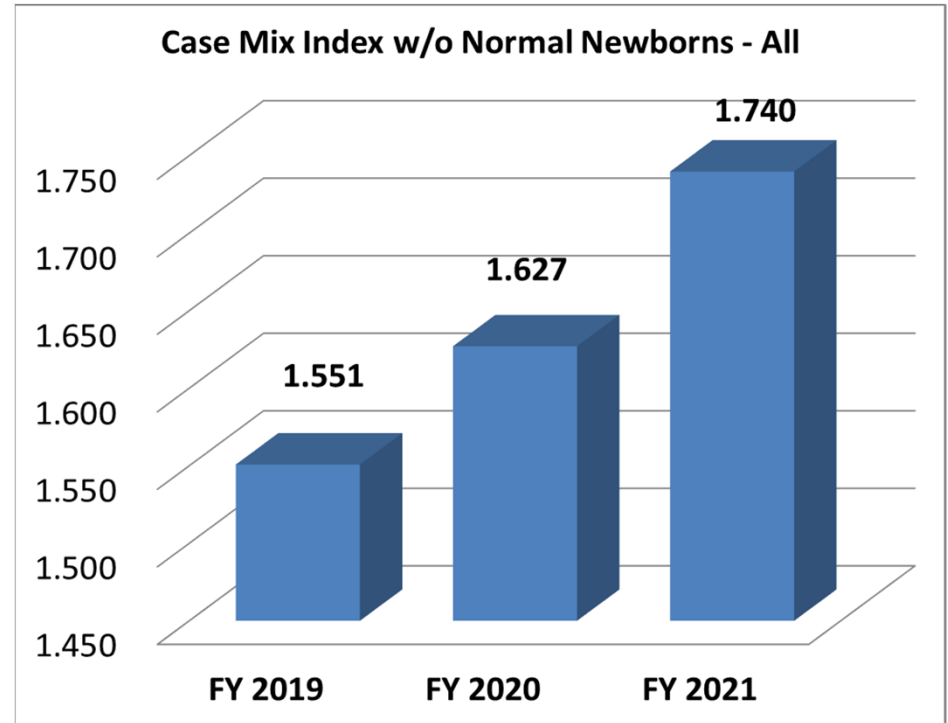
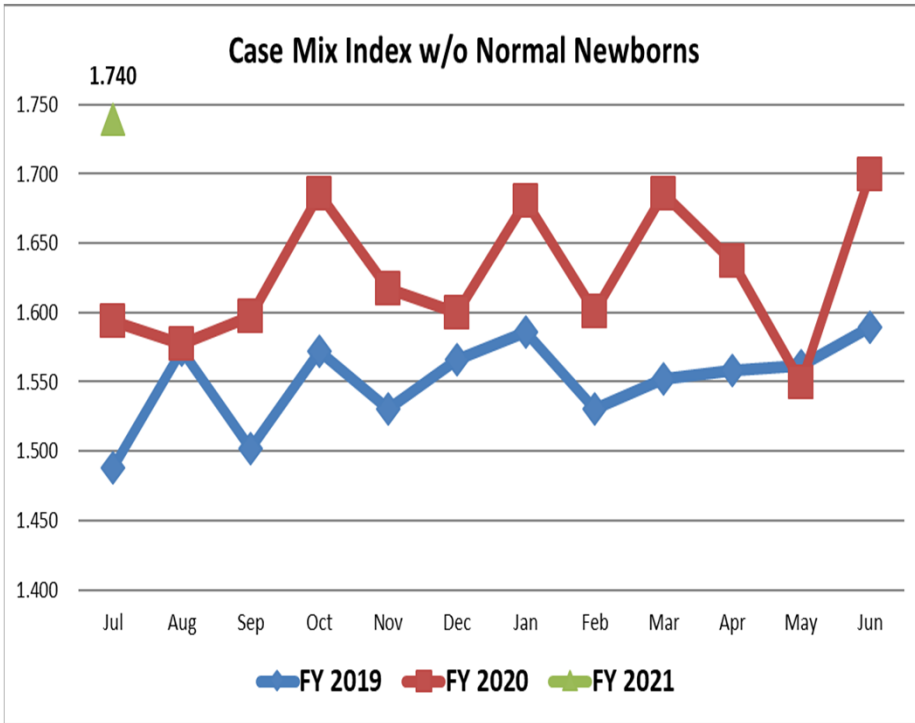


Productivity: Worked Hours/Adjusted Patient Days

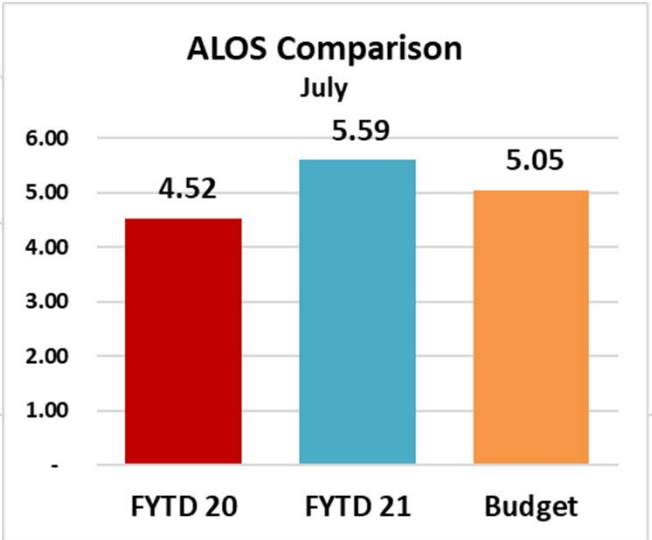
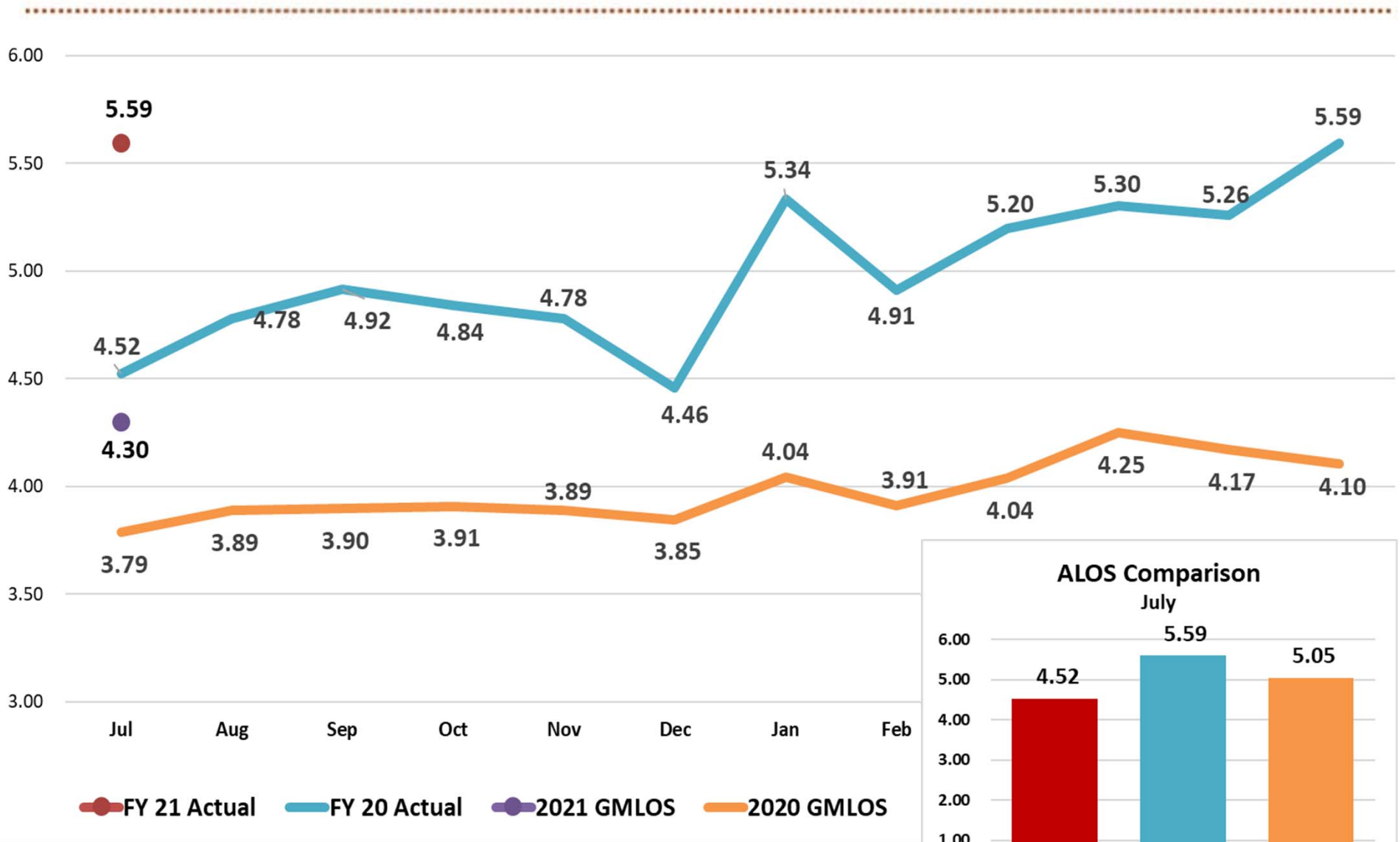


Trended Liquidity Ratios

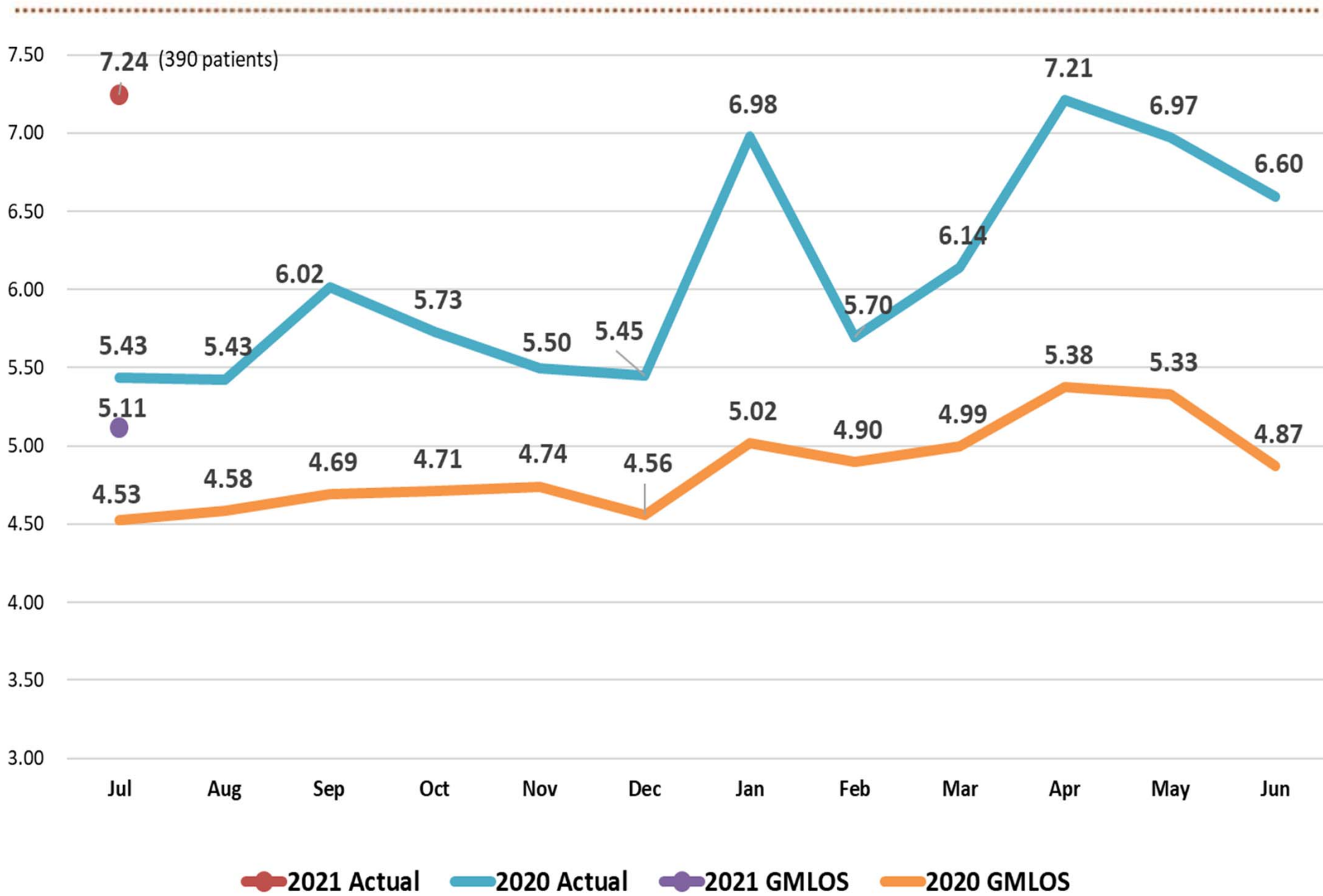




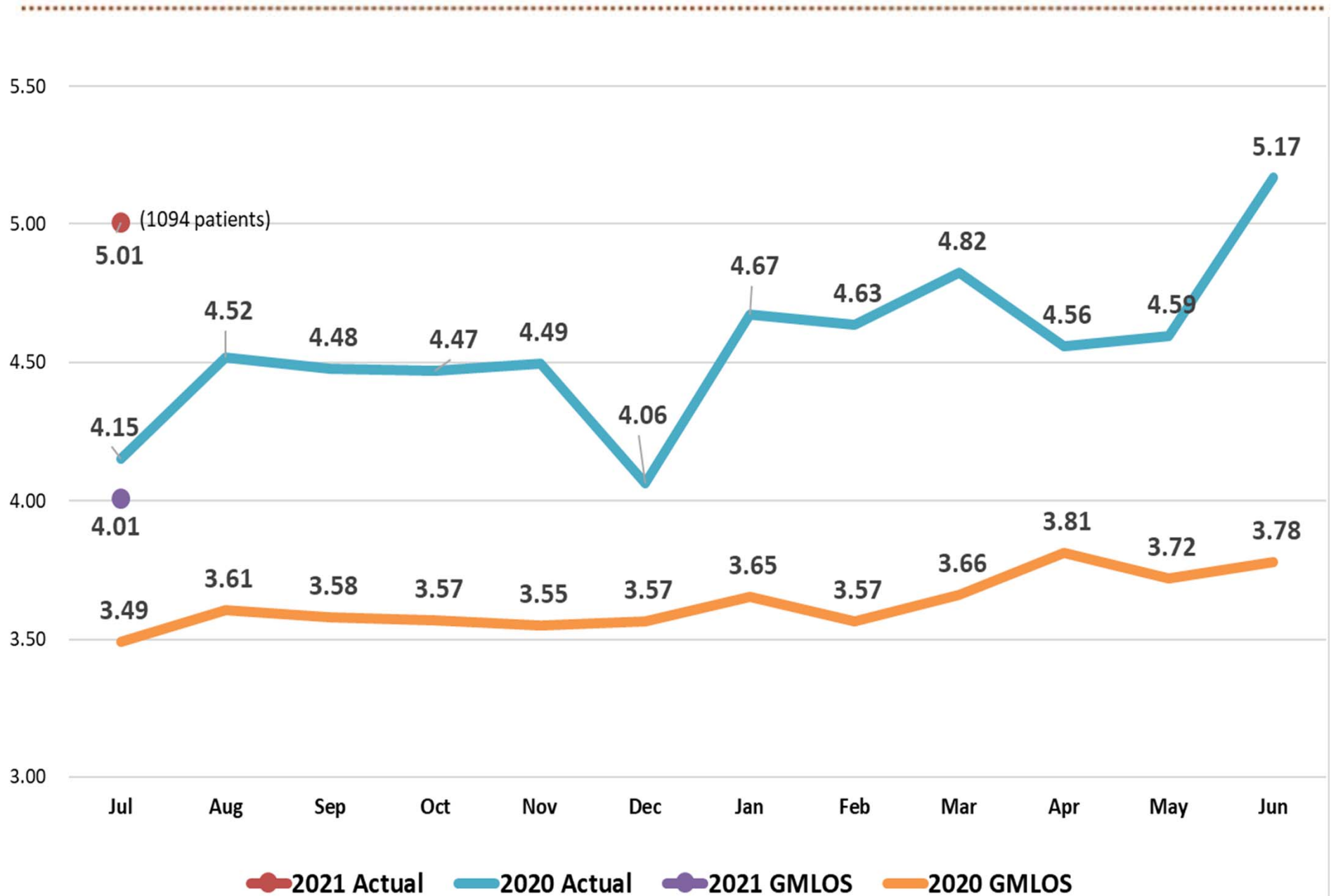
Average Length of Stay versus National Average (GMLOS)



Surgical Inpatient Average Length of Stay



Medical Inpatient Average Length of Stay



Opportunity Cost of Reducing LOS to National Average - \$39.1M FY20



KAWEAH DELTA HEALTH CARE DISTRICT

CONSOLIDATED INCOME STATEMENT (000's)

FISCAL YEAR 2020 & 2021

Fiscal Year	Operating Revenue			Operating Expenses							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	Operating Expenses Total							
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	36,554	24,269	60,823	29,033	7,462	13,315	17,247	67,056	(6,233)	9,075	2,842	(10.2%)	4.1%		
2020 FY Total	\$ 559,054	\$ 180,166	\$ 739,220	\$ 392,809	\$ 91,571	\$ 119,490	\$ 170,748	\$ 774,618	\$ (35,398)	\$ 31,788	\$ (3,610)	(4.8%)	(0.5%)		
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%		
2021 FY Total	\$ 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%		
FYTD Budget	50,389	13,353	63,741	32,883	7,440	10,209	13,750	64,282	(540)	645	105	(0.8%)	0.2%		
Variance	\$ (2,987)	\$ 255	\$ (2,732)	\$ (670)	\$ 367	\$ (172)	\$ (248)	\$ (723)	\$ (2,009)	\$ 3,897	\$ 1,888				
Current Month Analysis															
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%		
Budget	50,389	13,353	63,741	32,883	7,440	10,209	13,750	64,282	(540)	645	105	(0.8%)	0.2%		
Variance	\$ (2,987)	\$ 255	\$ (2,732)	\$ (670)	\$ 367	\$ (172)	\$ (248)	\$ (723)	\$ (2,009)	\$ 3,897	\$ 1,888				

KAWEAH DELTA HEALTH CARE DISTRICT

FISCAL YEAR 2020 & 2021

Fiscal Year	Patient Days	ADC	Adjusted Patient		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
			Days	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%	81.2%	1,459	1,159	298	531	2,676	79.4%	20.4%	36.4%	183.4%
2020 FY Total	150,710	412	295,371	51.0%	75.7%	1,893	1,330	310	405	2,623	70.3%	16.4%	21.4%	138.6%
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%
2021 FY Total	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%
FYTD Budget	13,137	424	26,508	49.6%	75.5%	1,901	1,241	281	385	2,578	65.3%	14.8%	20.3%	127.6%
Variance	(121)	(4)	(1,574)	2.6%	1.3%	0	51	32	17	(29)	2.7%	1.7%	0.9%	6.5%
Current Month Analysis														
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%
Budget	13,137	424	26,508	49.6%	75.5%	1,901	1,241	281	385	2,578	65.3%	14.8%	20.3%	127.6%
Variance	(121)	(4)	(1,574)	2.6%	1.3%	0	51	32	17	(29)	2.7%	1.7%	0.9%	6.5%

KAWEAH DELTA HEALTH CARE DISTRICT

RATIO ANALYSIS REPORT

JULY 31, 2020

	Current Month Value	Prior Month Value	June 30, 2020 Unaudited Value	2018 Moody's Median Benchmark		
				Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	1.5	1.4	1.4	1.6	1.9	2.1
Accounts Receivable (days)	69.5	77.1	77.1	47.6	45.9	44.4
Cash On Hand (days)	172.7	168.1	168.1	257.6	215.1	158.0
Cushion Ratio (x)	21.1	21.3	21.3	36.2	22.5	14.4
Average Payment Period (days)	74.2	76.2	76.2	73.1	59.2	59.2
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	146.0%	146.6%	146.6%	228.8%	167.7%	119.7%
Debt-To-Capitalization	32.3%	32.4%	32.4%	26.9%	32.2%	40.4%
Debt-to-Cash Flow (x)	3.9	7.4	7.4	2.3	2.9	3.8
Debt Service Coverage	3.5	2.0	2.0	6.6	5.2	3.3
Maximum Annual Debt Service Coverage (x)	3.5	1.9	1.9	6.6	4.7	3.2
Age Of Plant (years)	13.3	12.9	12.9	10.3	11.8	12.1
PROFITABILITY RATIOS						
Operating Margin	(4.2%)	(4.7%)	(4.7%)	3.2%	2.2%	0.7%
Excess Margin	3.0%	(.5%)	(.5%)	7.0%	5.0%	2.6%
Operating Cash Flow Margin	0.9%	0.2%	0.2%	9.1%	8.5%	6.8%
Return on Assets	2.6%	(.4%)	(.4%)	5.0%	3.9%	2.6%

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

	Jul-20	Jun-20	Change	% Change	Jun-20 (Unaudited)
ASSETS AND DEFERRED OUTFLOWS					
CURRENT ASSETS					
Cash and cash equivalents	\$ 13,569	\$ 12,960	\$ 609	4.7%	\$ 12,960
Current Portion of Board designated and trusted assets	15,468	14,074	1,395	9.9%	14,074
Accounts receivable:					
Net patient accounts	113,545	118,451	(4,906)	(4.1%)	118,451
Other receivables	15,130	15,569	(438)	(2.8%)	15,569
	128,676	134,019	(5,344)	(4.0%)	134,019
Inventories	8,594	8,479	115	1.4%	8,479
Medicare and Medi-Cal settlements	37,642	40,091	(2,450)	(6.1%)	40,091
Prepaid expenses	9,886	10,317	(431)	(4.2%)	10,317
Total current assets	213,834	219,940	(6,106)	(2.8%)	219,940
NON-CURRENT CASH AND INVESTMENTS - less current portion					
Board designated cash and assets	335,888	338,689	(2,801)	(0.8%)	338,689
Revenue bond assets held in trust	35,830	35,826	4	0.0%	35,826
Assets in self-insurance trust fund	3,735	3,727	8	0.2%	3,727
Total non-current cash and investments	375,453	378,242	(2,789)	(0.7%)	378,242
CAPITAL ASSETS					
Land	17,542	17,542	-	0.0%	17,542
Buildings and improvements	377,910	377,910	-	0.0%	377,910
Equipment	283,795	283,393	402	0.1%	283,393
Construction in progress	42,938	39,190	3,748	9.6%	39,190
	722,185	718,035	4,150	0.6%	718,035
Less accumulated depreciation	386,131	383,671	2,460	0.6%	383,671
	336,054	334,364	1,690	0.5%	334,364
Property under capital leases - less accumulated amortization	4,312	4,389	(77)	(1.8%)	4,389
Total capital assets	340,367	338,753	1,613	0.5%	338,753
OTHER ASSETS					
Property not used in operations	1,682	1,686	(4)	(0.3%)	1,686
Health-related investments	7,040	6,888	151	2.2%	6,888
Other	10,724	10,727	(3)	(0.0%)	10,727
Total other assets	19,445	19,301	144	0.7%	19,301
Total assets	949,099	956,236	(7,138)	(0.7%)	956,236
DEFERRED OUTFLOWS					
	(2,761)	(2,726)	(35)	1.3%	(2,726)
Total assets and deferred outflows	\$ 946,338	\$ 953,510	\$ (7,173)	-0.75%	\$ 953,510

KAWEAH DELTA HEALTH CARE DISTRICT

CONSOLIDATED STATEMENTS OF NET POSITION (000's)

	Jul-20	Jun-20	Change	% Change	Jun-20
					(Unaudited)
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable and accrued expenses	76,674	81,113	(4,438)	(5.5%)	81,113
Accrued payroll and related liabilities	58,729	63,184	(4,456)	(7.1%)	63,184
Long-term debt, current portion	10,647	10,647	-	0.0%	10,647
Total current liabilities	146,050	154,944	(8,894)	(5.7%)	154,944
LONG-TERM DEBT, less current portion					
Bonds payable	262,379	262,436	(57)	(0.0%)	262,436
Capital leases	214	220	(6)	(2.5%)	220
Total long-term debt	262,594	262,656	(63)	(0.0%)	262,656
NET PENSION LIABILITY	28,229	28,804	(575)	(2.0%)	28,804
OTHER LONG-TERM LIABILITIES	30,992	30,626	366	1.2%	30,626
Total liabilities	467,865	477,030	(9,165)		477,030
NET ASSETS					
Invested in capital assets, net of related debt	106,147	104,497	1,650	1.6%	104,497
Restricted	31,719	30,322	1,396	4.6%	30,322
Unrestricted	340,608	341,661	(1,053)	(0.3%)	341,661
Total net position	478,473	476,480	1,993	0.4%	476,480
Total liabilities and net position	\$ 946,338	\$ 953,510	\$ (7,173)	-0.75%	\$ 953,510

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

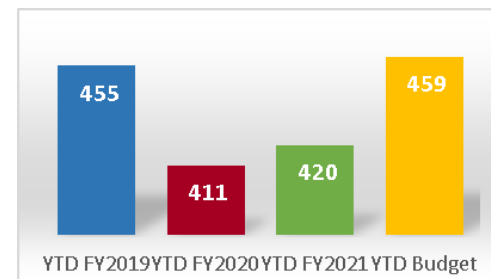
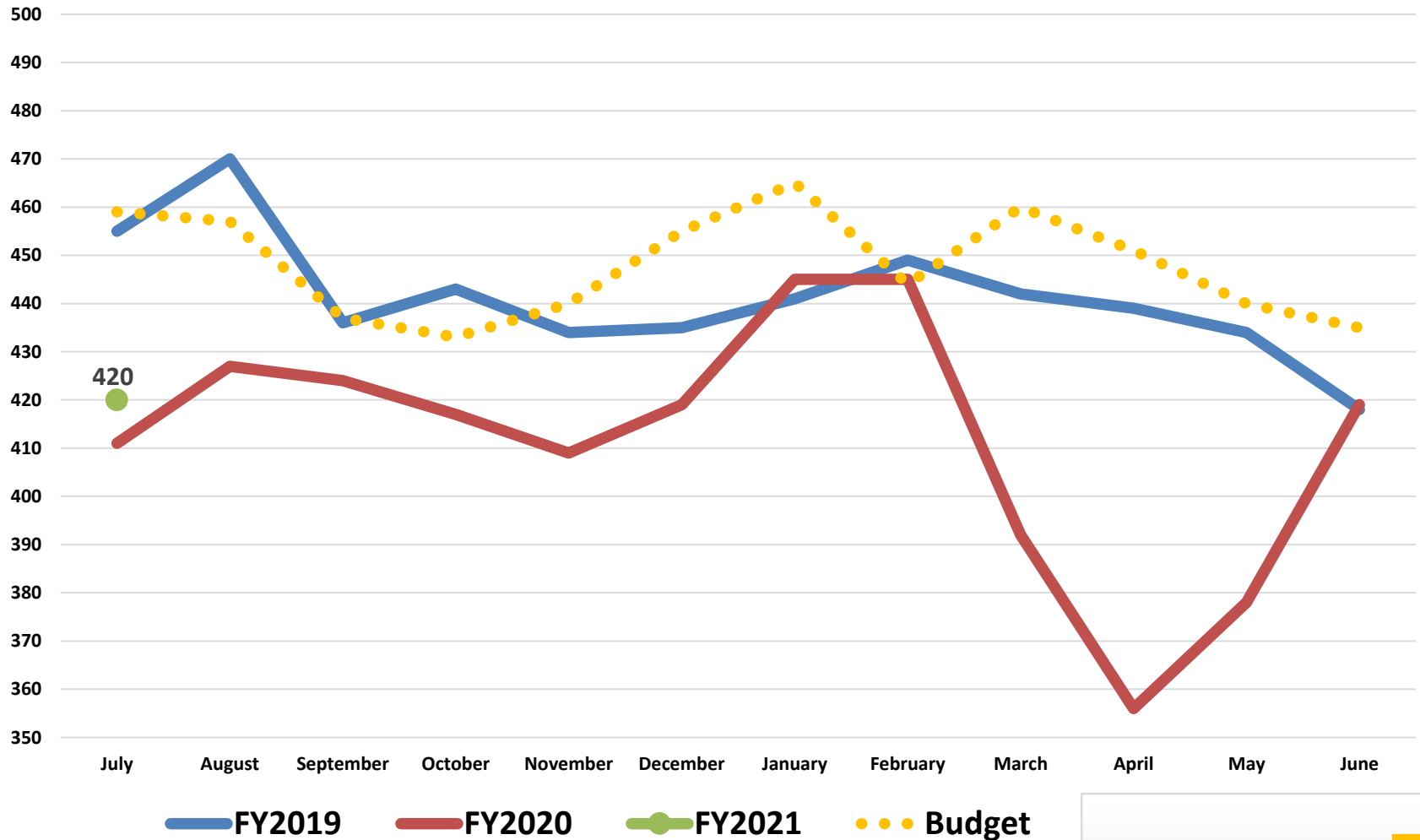
 Kaweah Delta Medical Center

Statistical Report

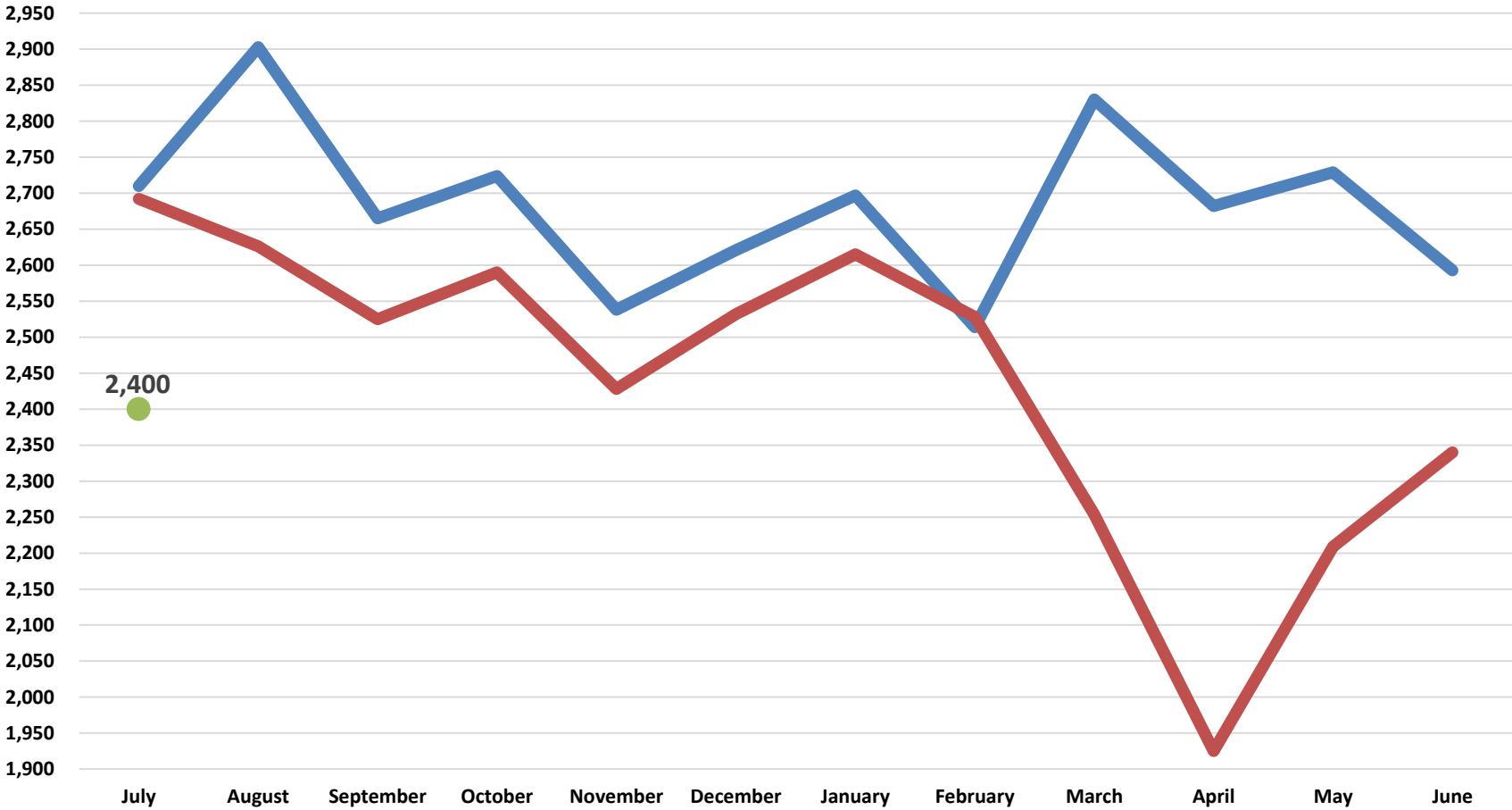
August 24, 2020



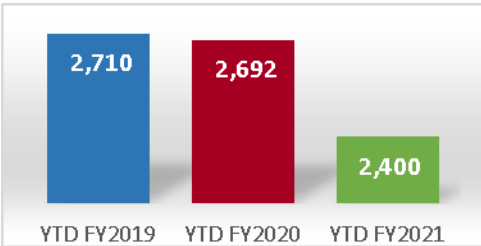
Average Daily Census



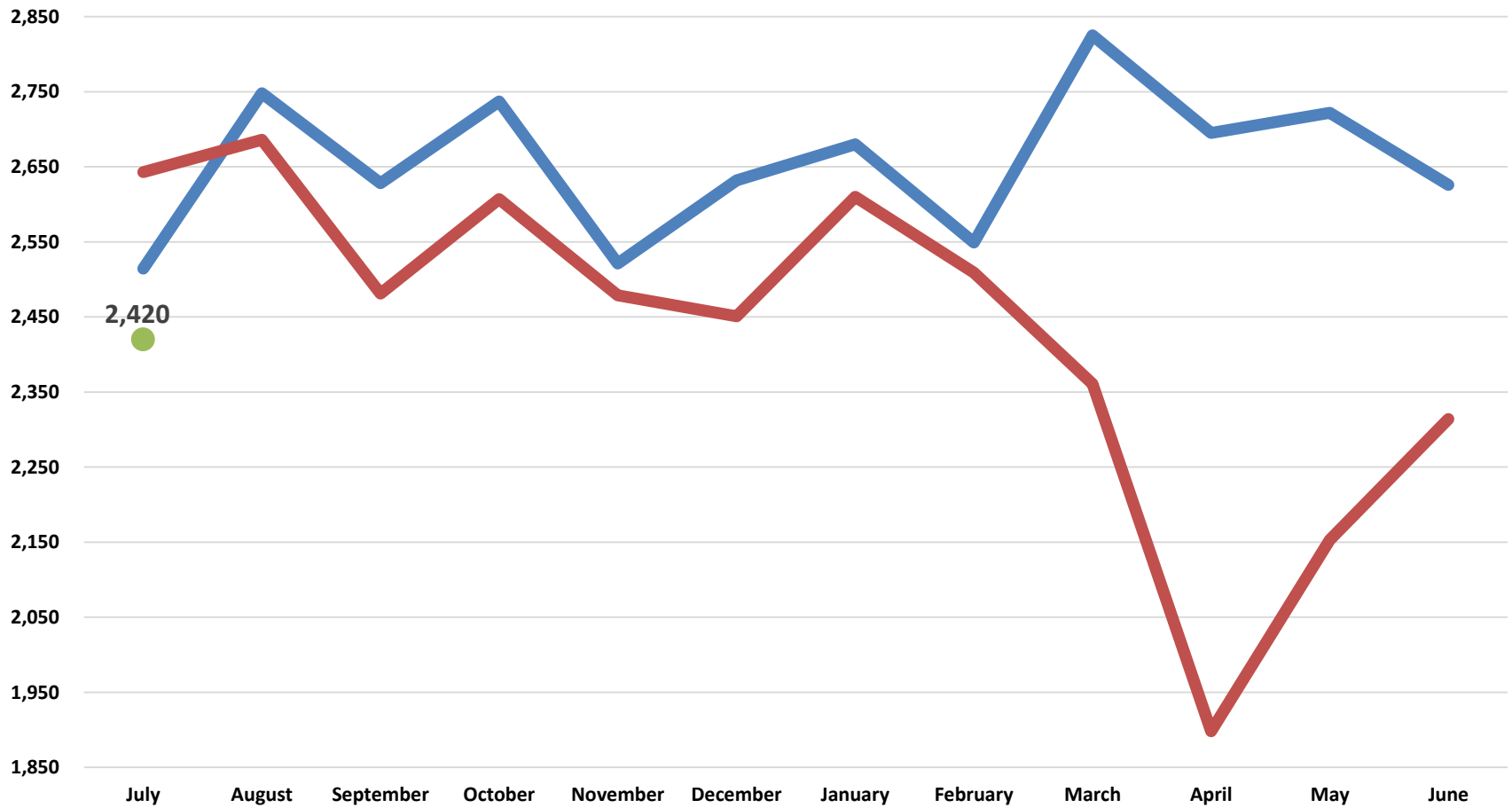
Admissions



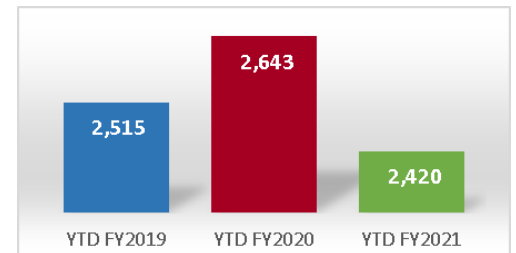
— FY2019 — FY2020 ● FY2021



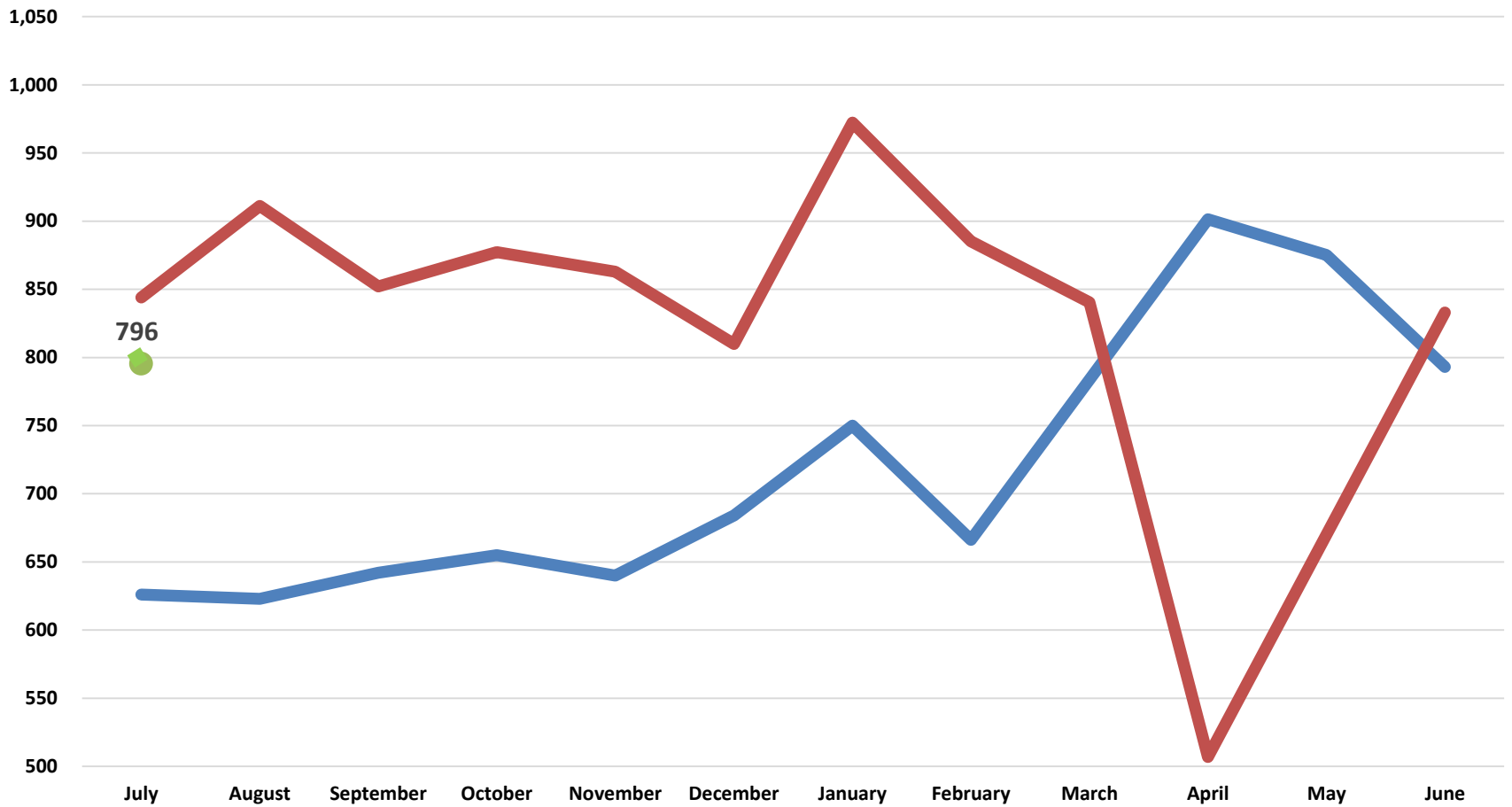
Discharges



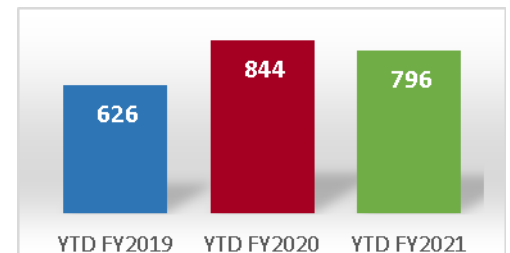
FY2019 FY2020 FY2021



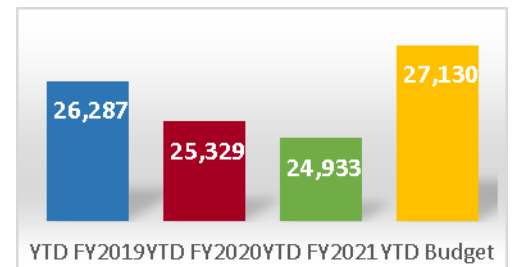
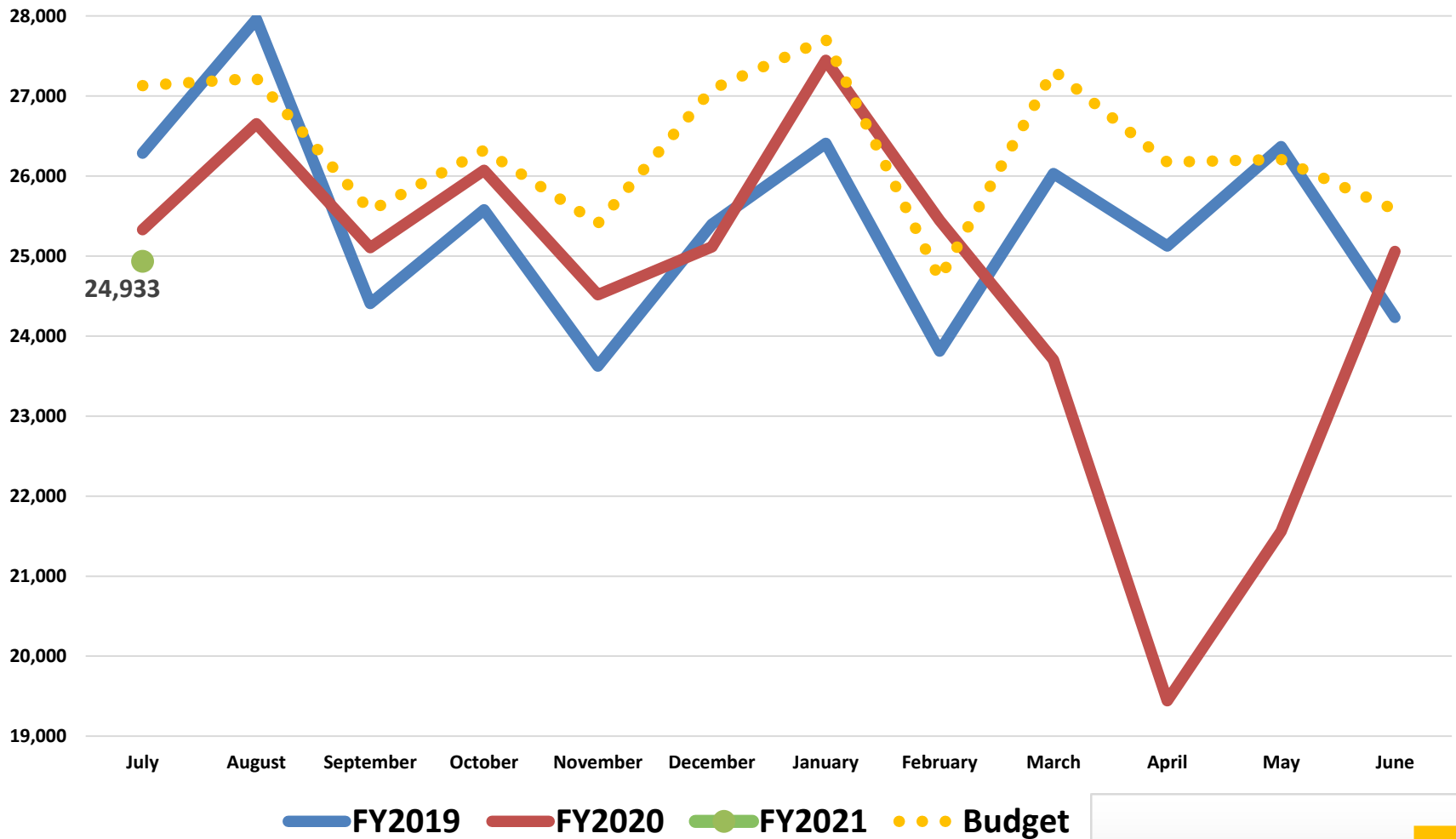
Observation Days



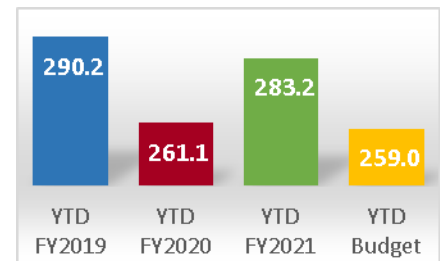
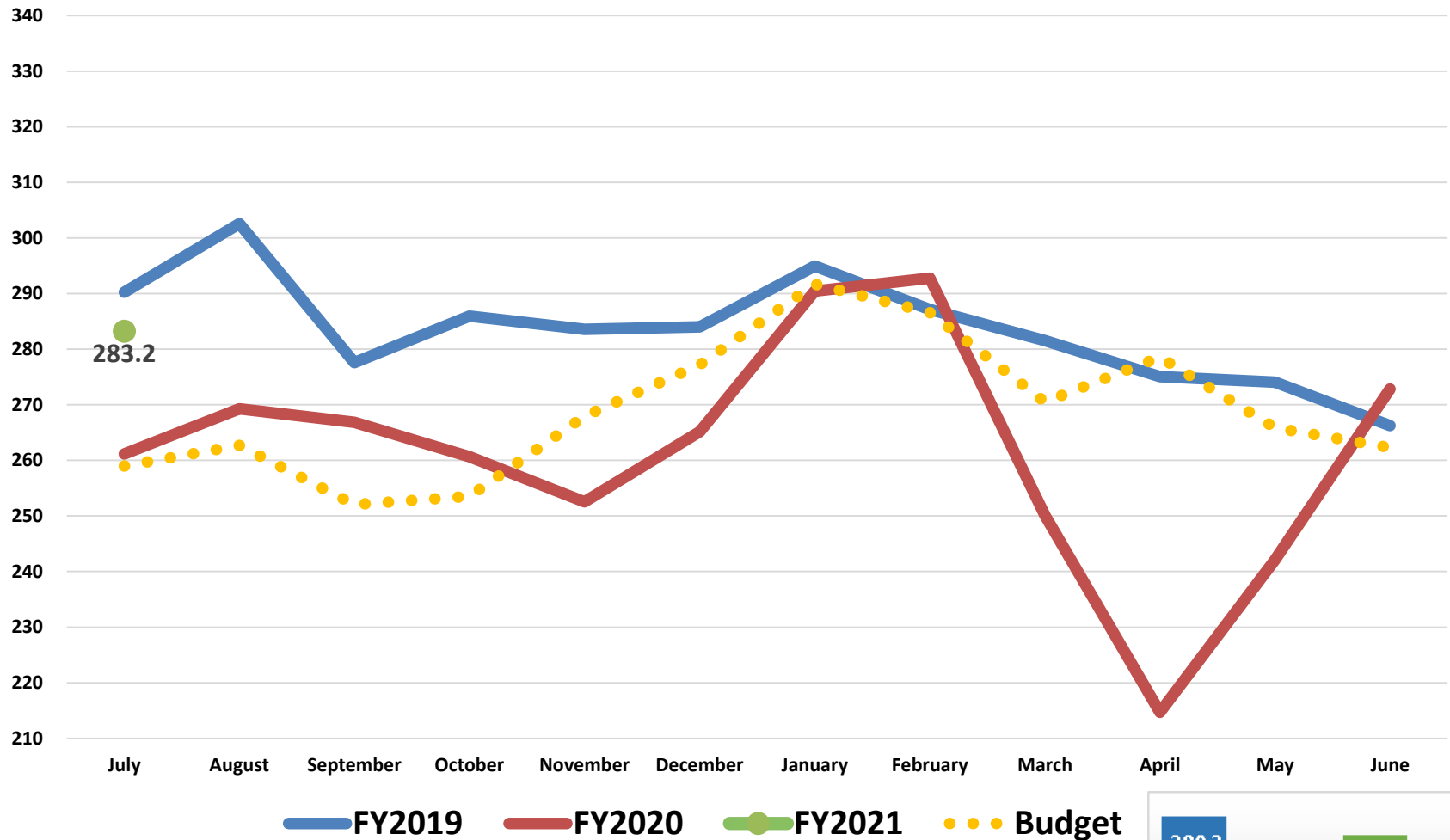
— FY2019 — FY2020 ● FY2021



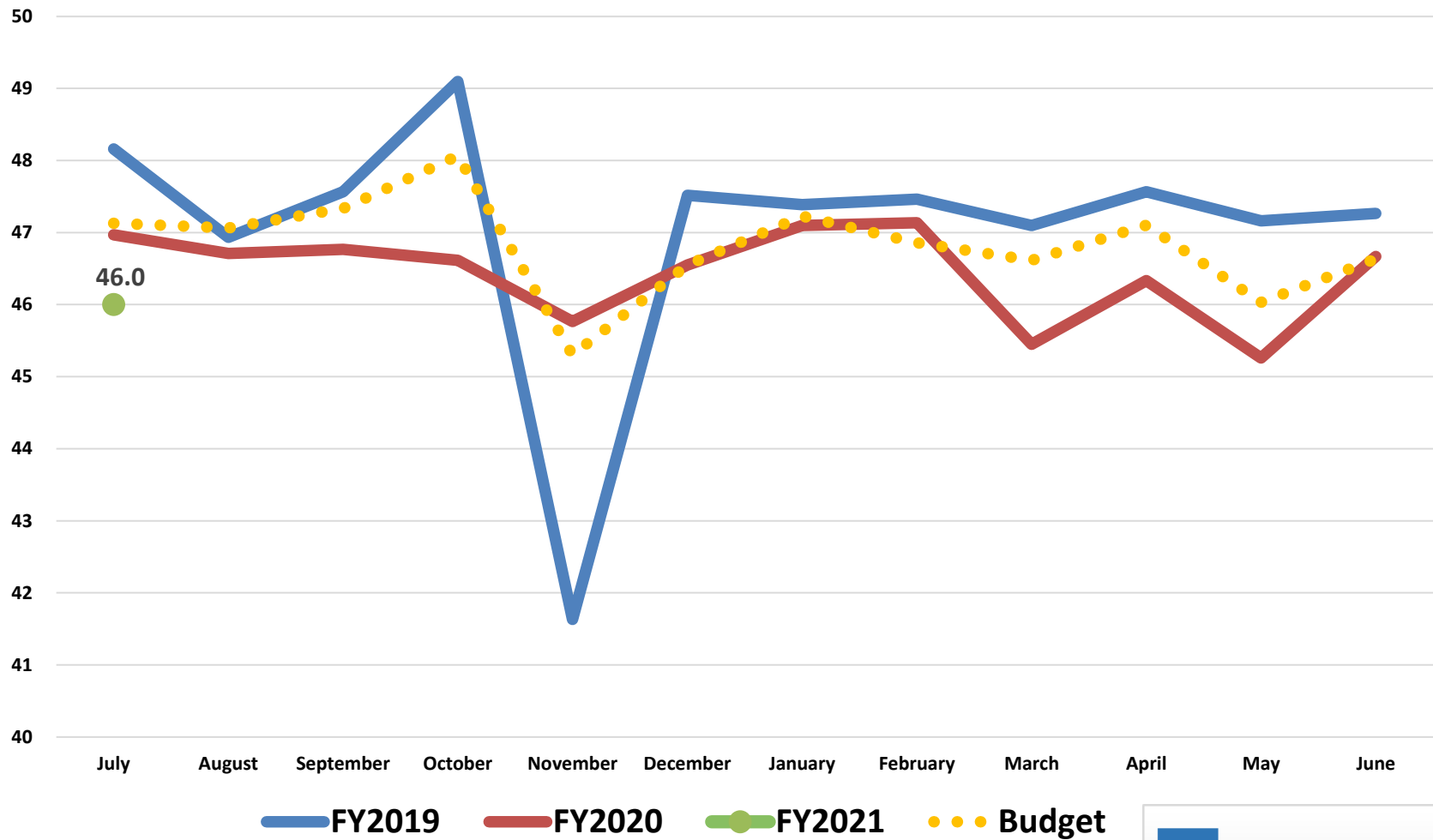
Adjusted Patient Days



Medical Center – Avg. Patients Per Day

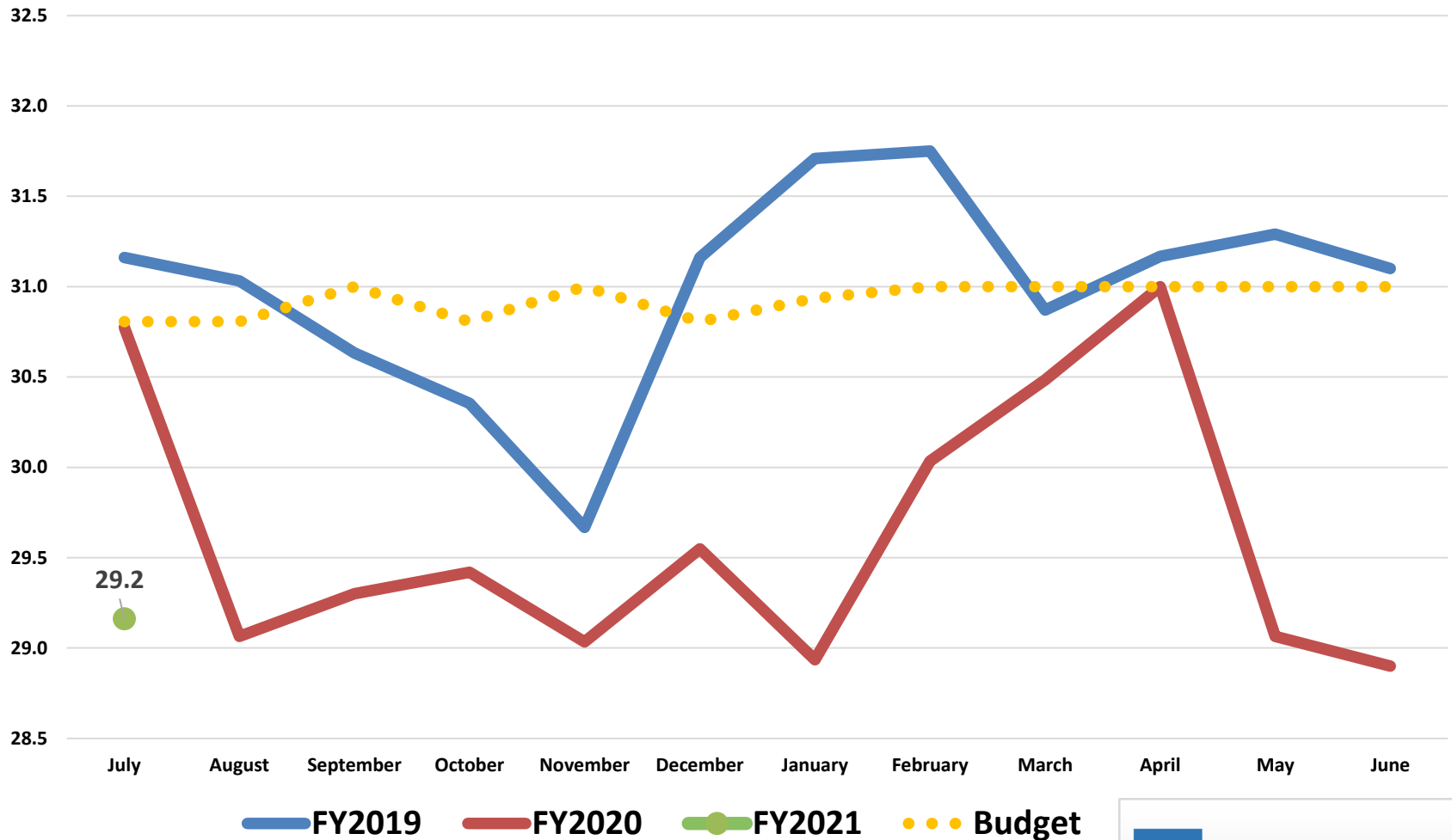


Acute I/P Psych - Avg. Patients Per Day



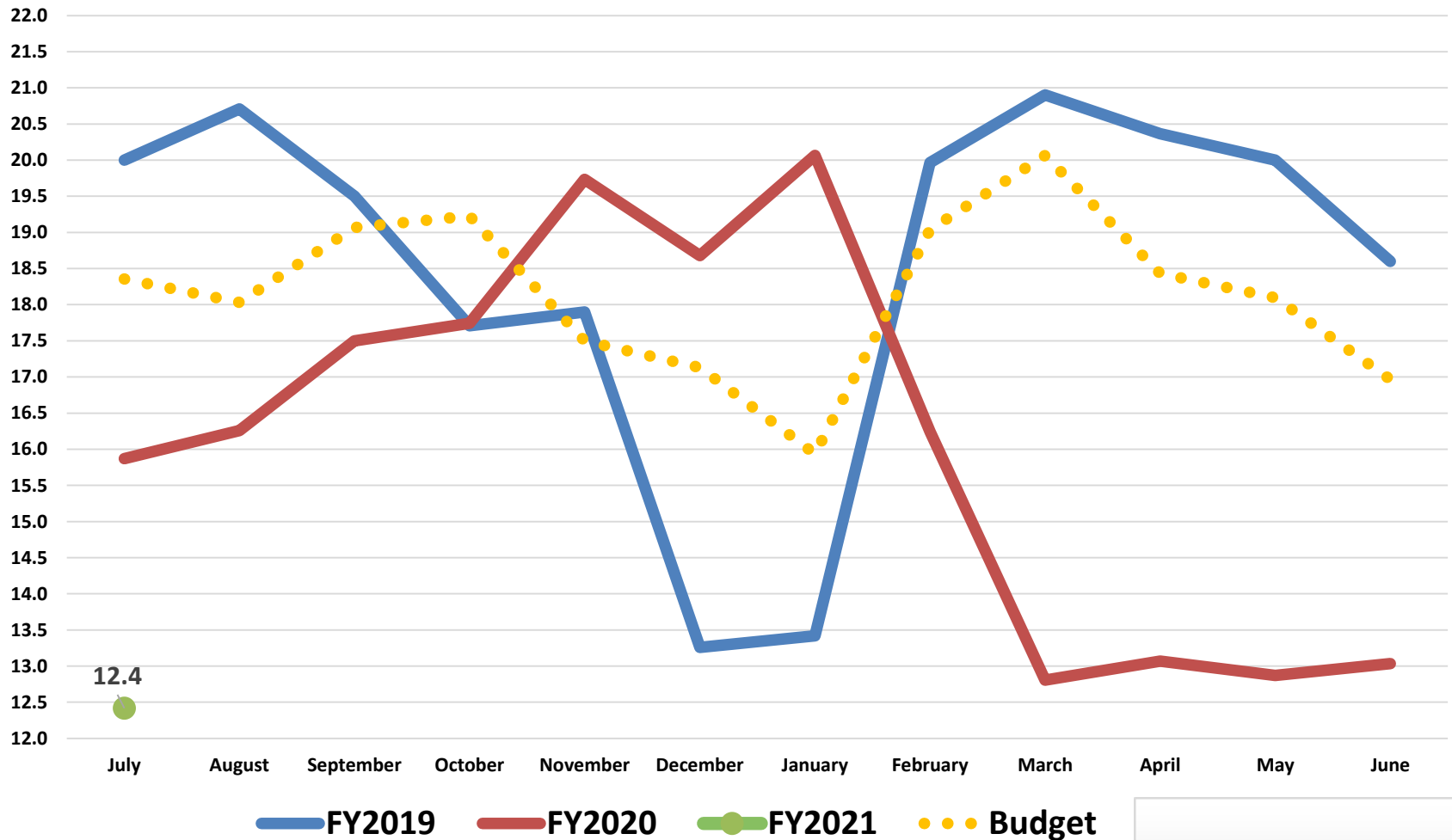
48.2	47.0	46.0	47.1
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Sub-Acute - Avg. Patients Per Day



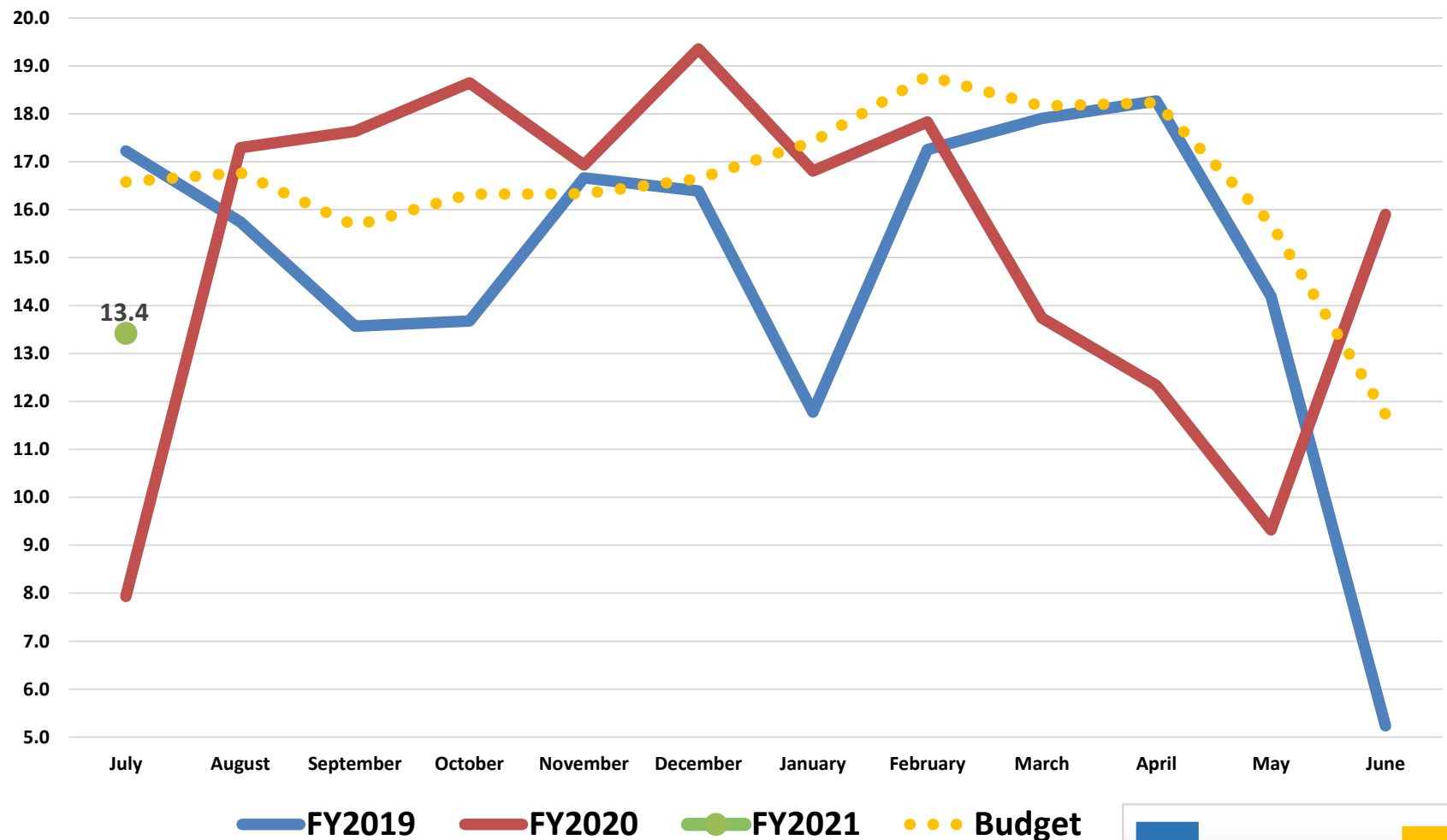
31.2	30.8	29.2	30.8
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Rehabilitation Hospital - Avg. Patients Per Day



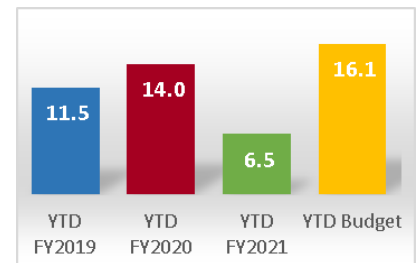
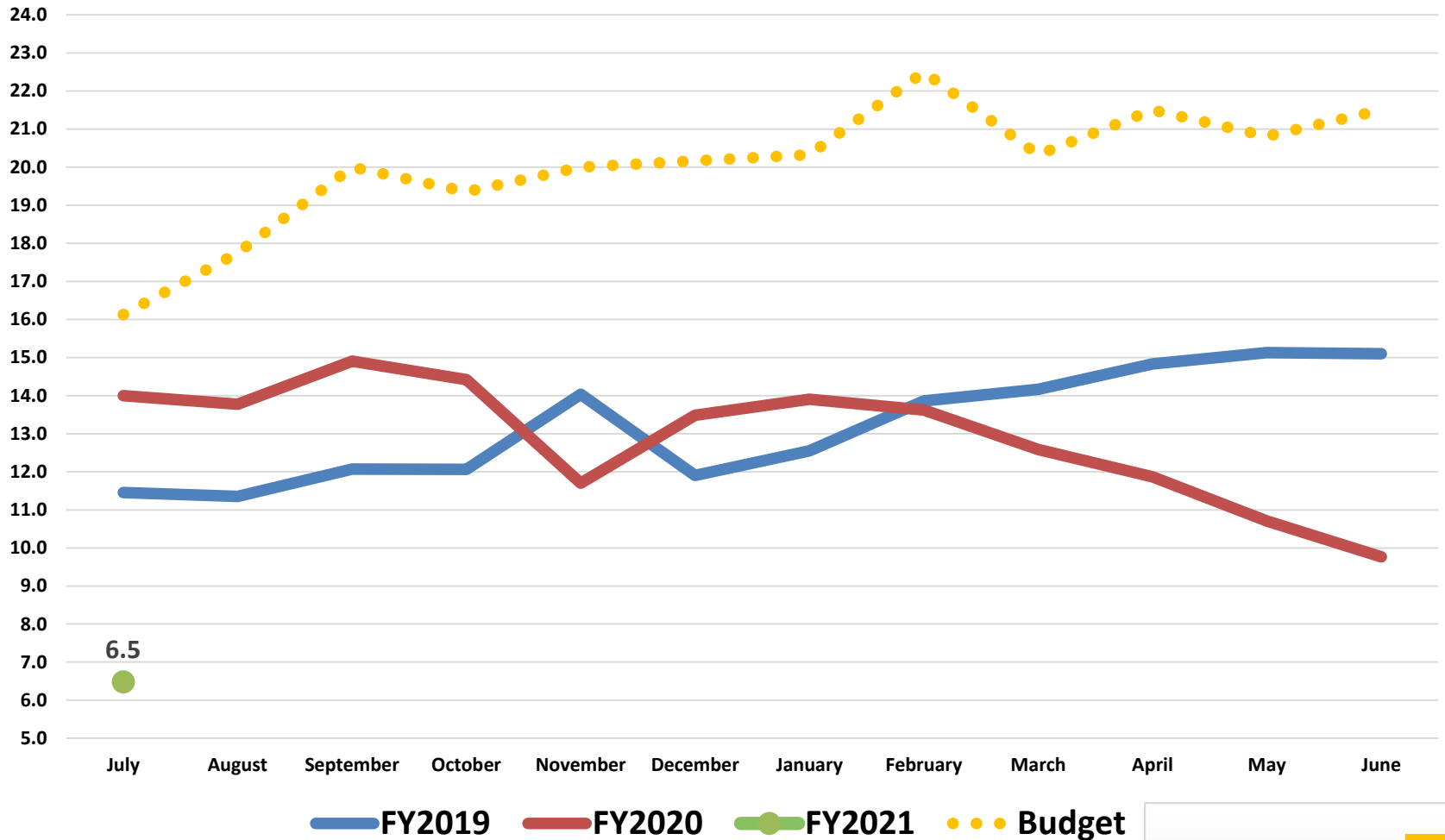
20.0	15.9	12.4	18.4
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

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

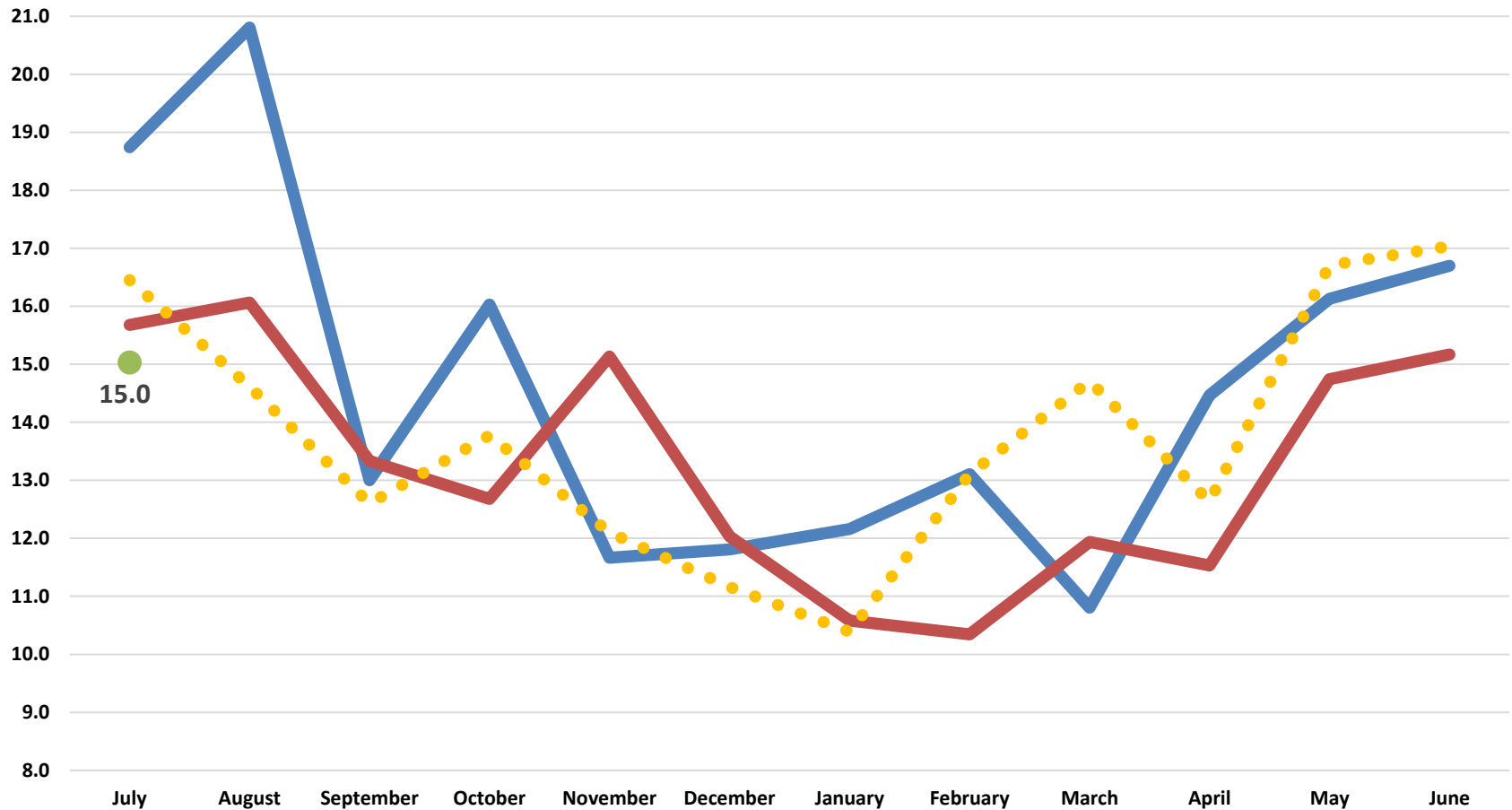


17.2	7.9	13.4	16.6
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

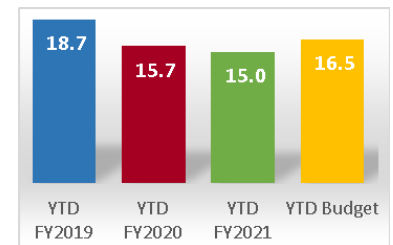
TCS Ortho - Avg. Patients Per Day



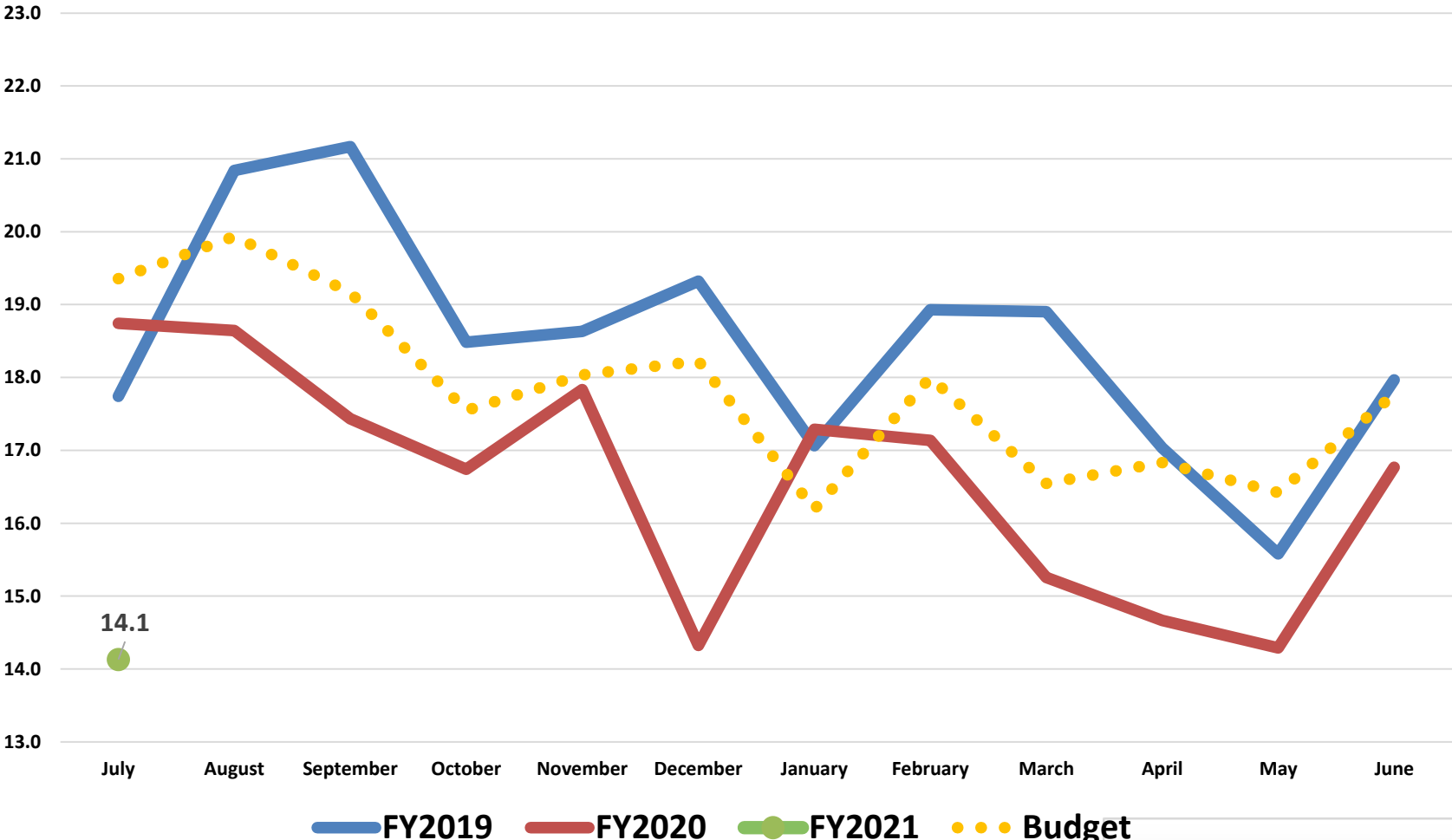
NICU - Avg. Patients Per Day



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

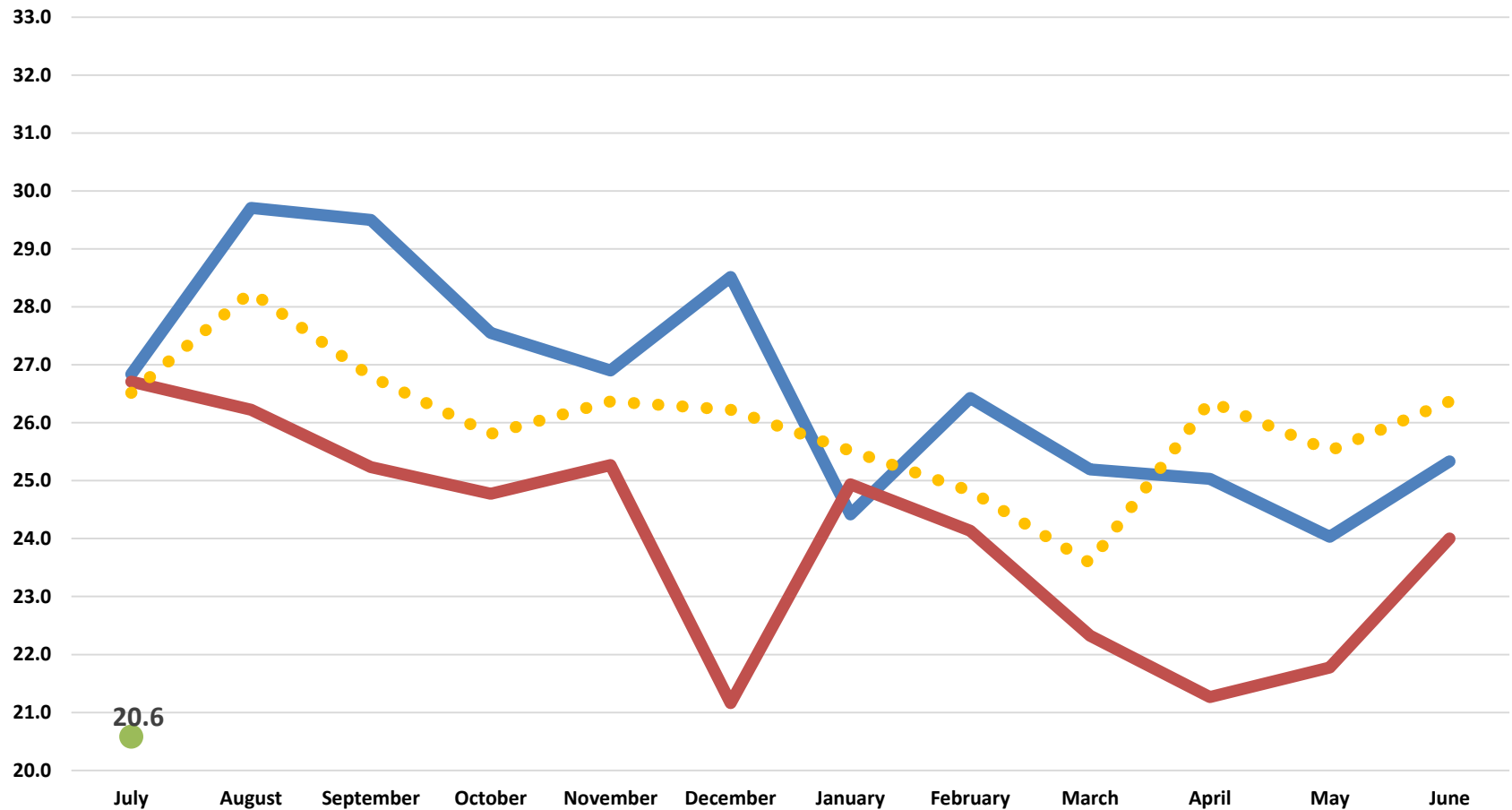


Nursery - Avg. Patients Per Day

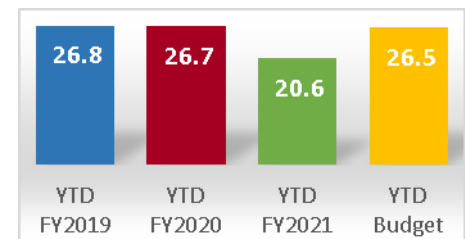


17.7	18.7	14.1	19.4
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

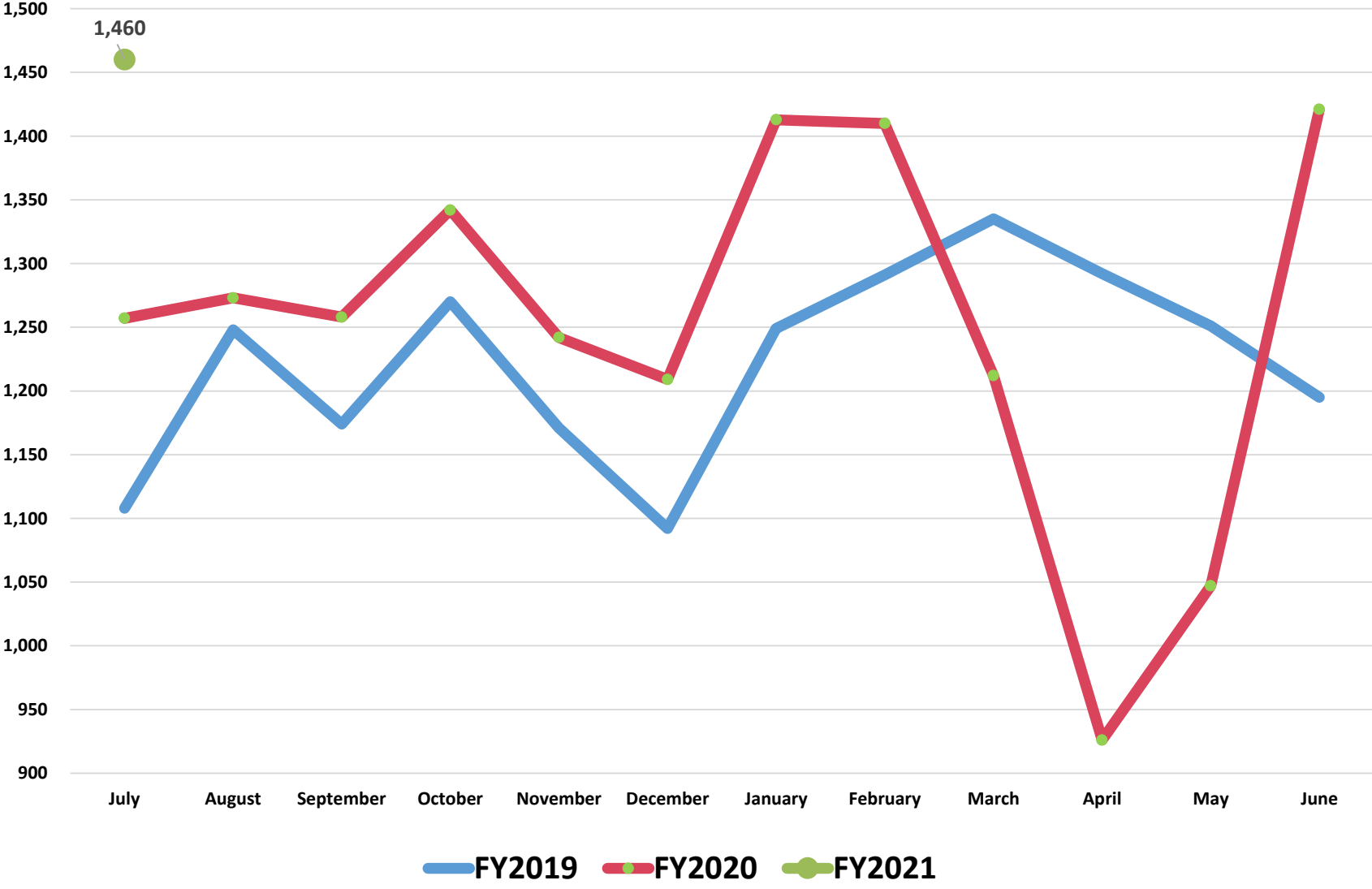
Obstetrics - Avg. Patients Per Day



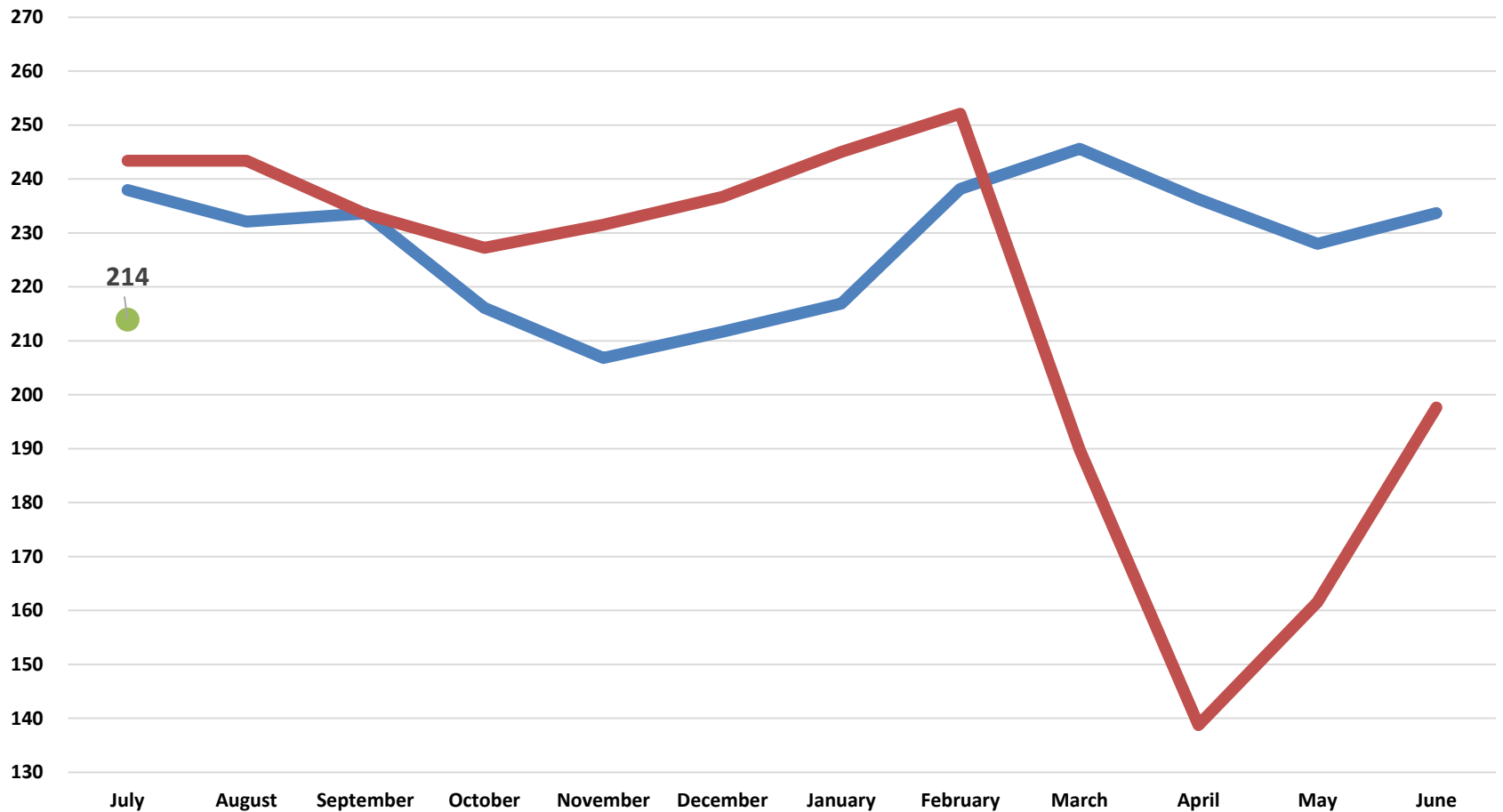
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



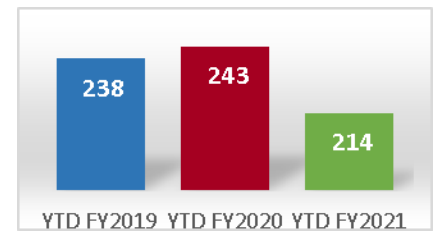
Outpatient Registrations per Day



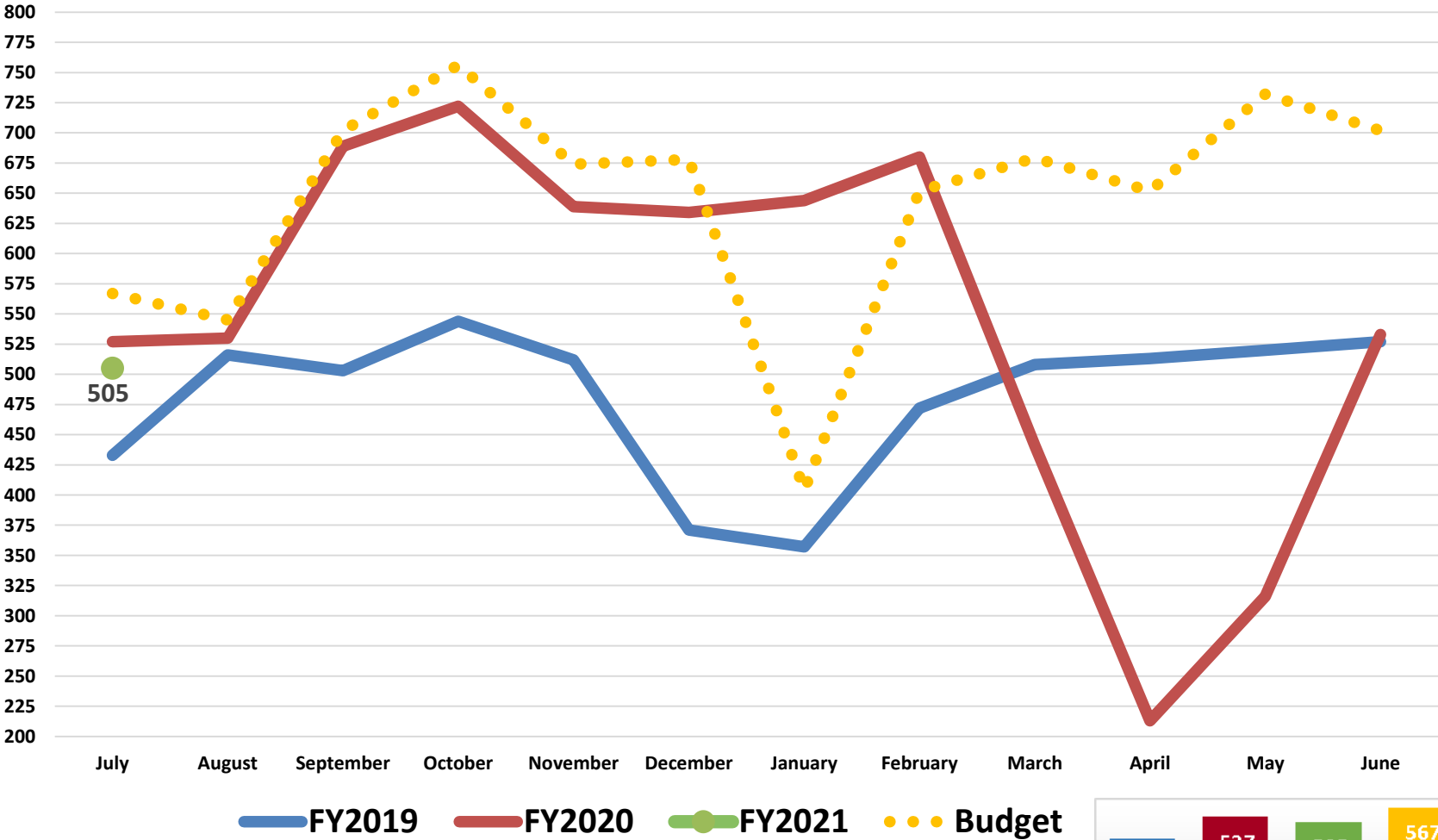
Emergency Dept – Avg Treated Per Day



— **FY2019**
 — **FY2020**
 —● **FY2021**

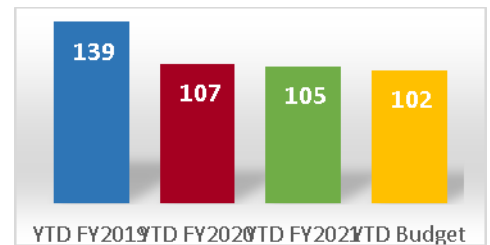
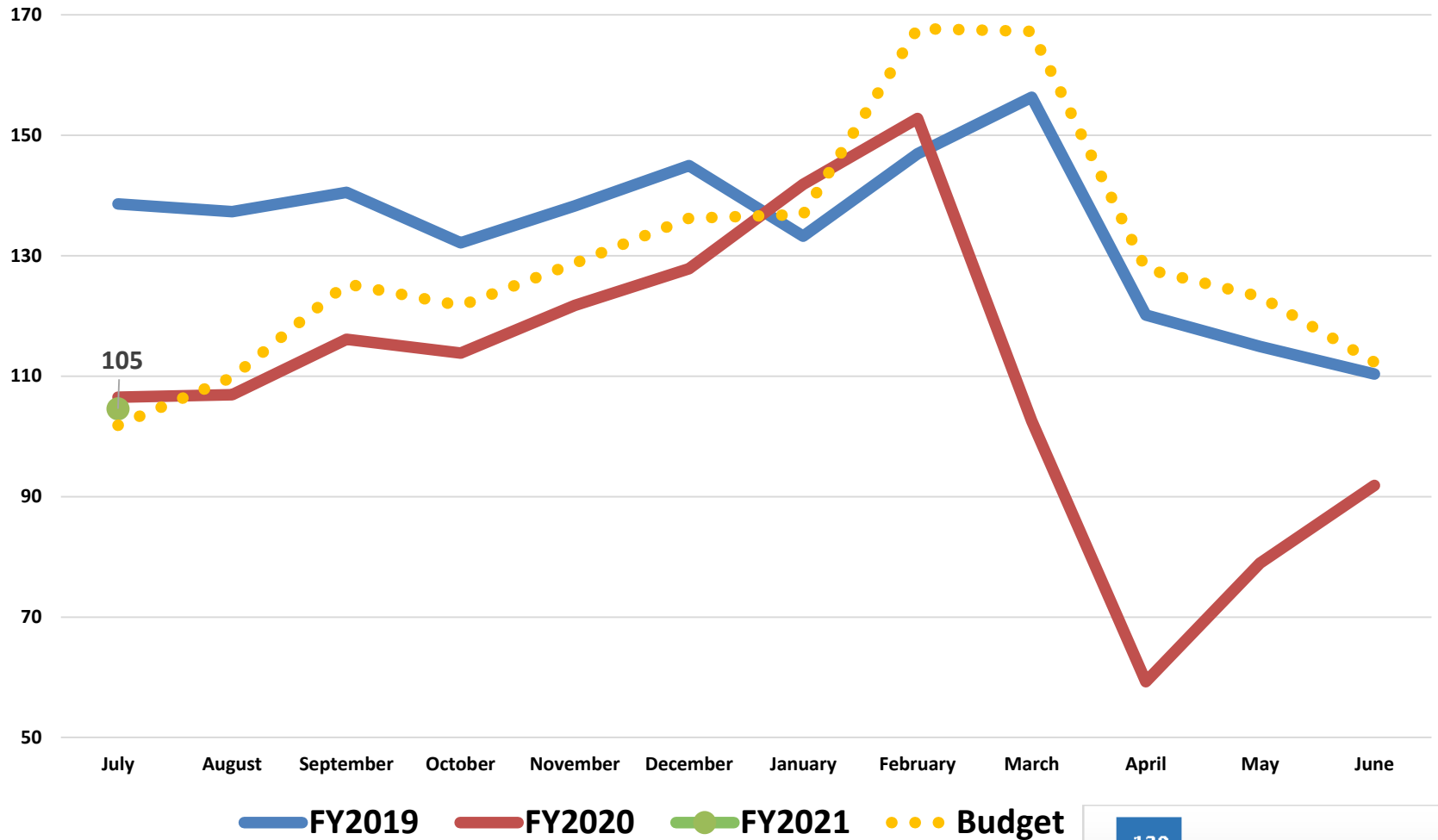


Endoscopy Procedures

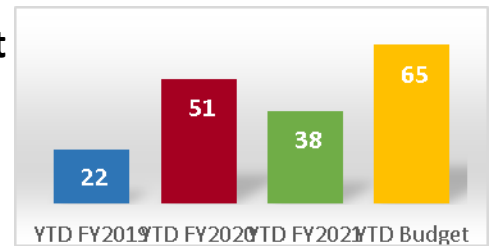
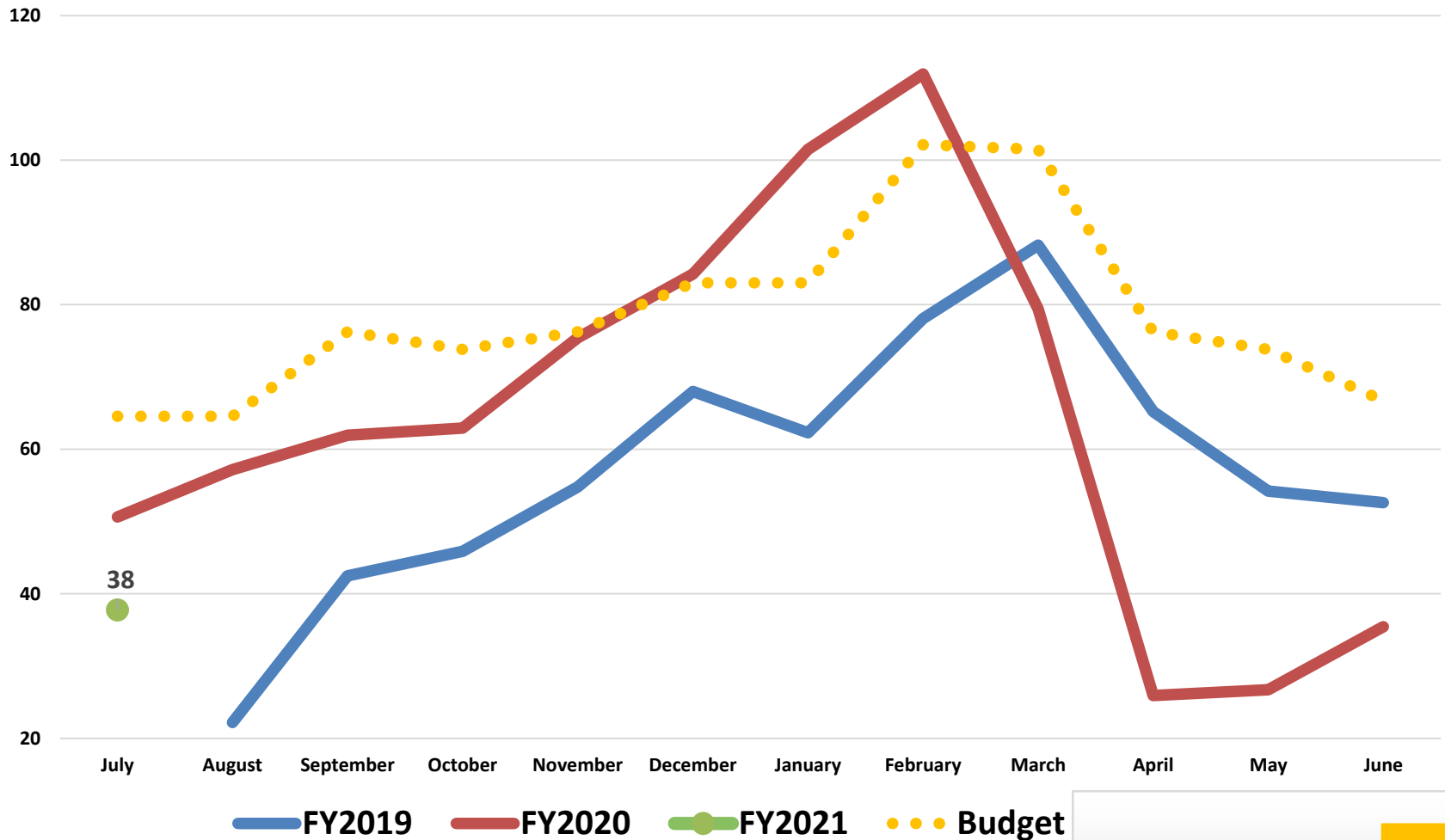


433	527	505	567
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

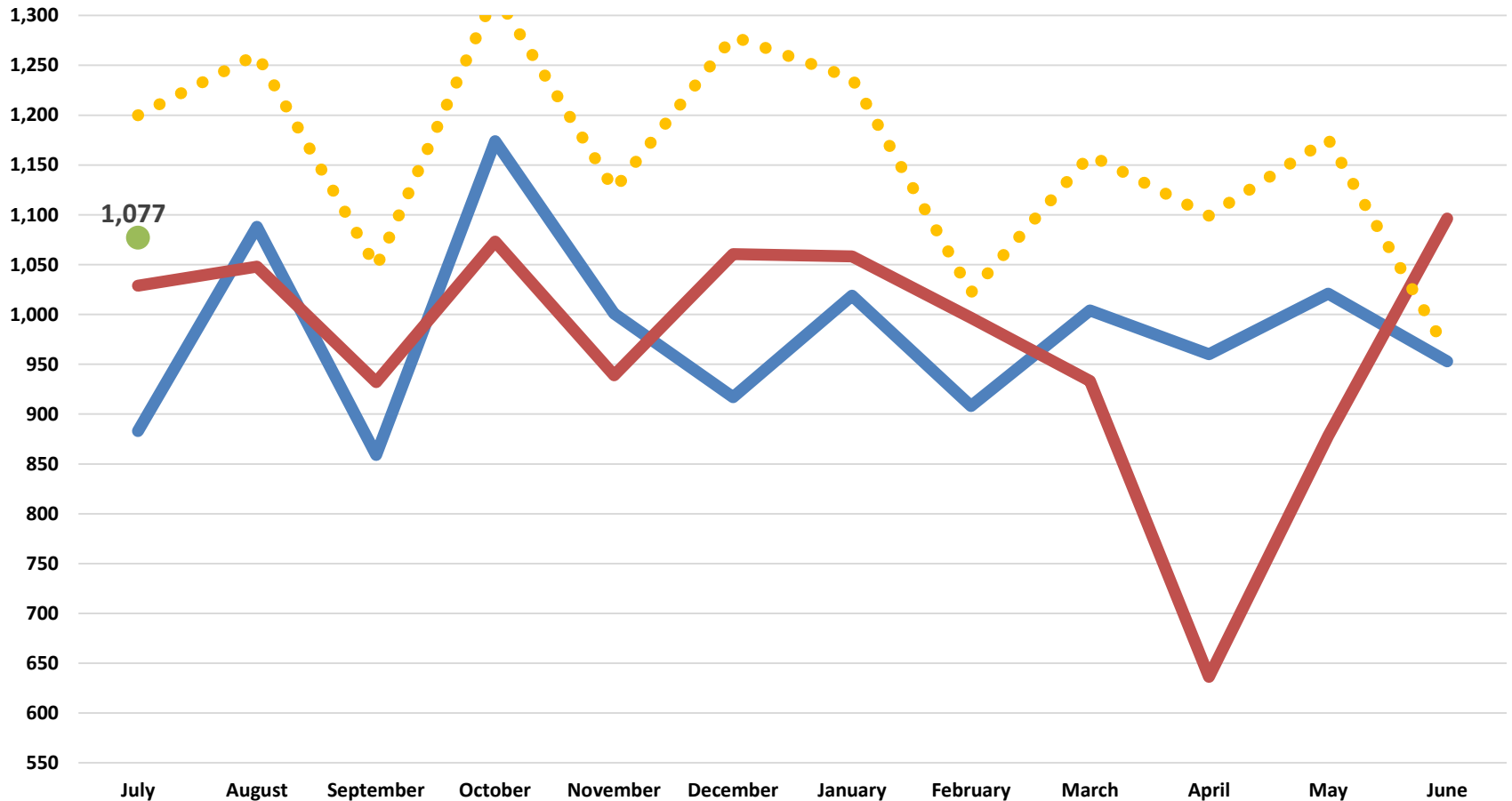
Urgent Care – Court Average Visits Per Day



Urgent Care – Demaree Average Visits Per Day



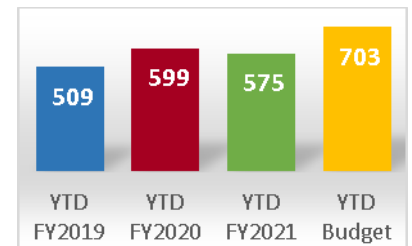
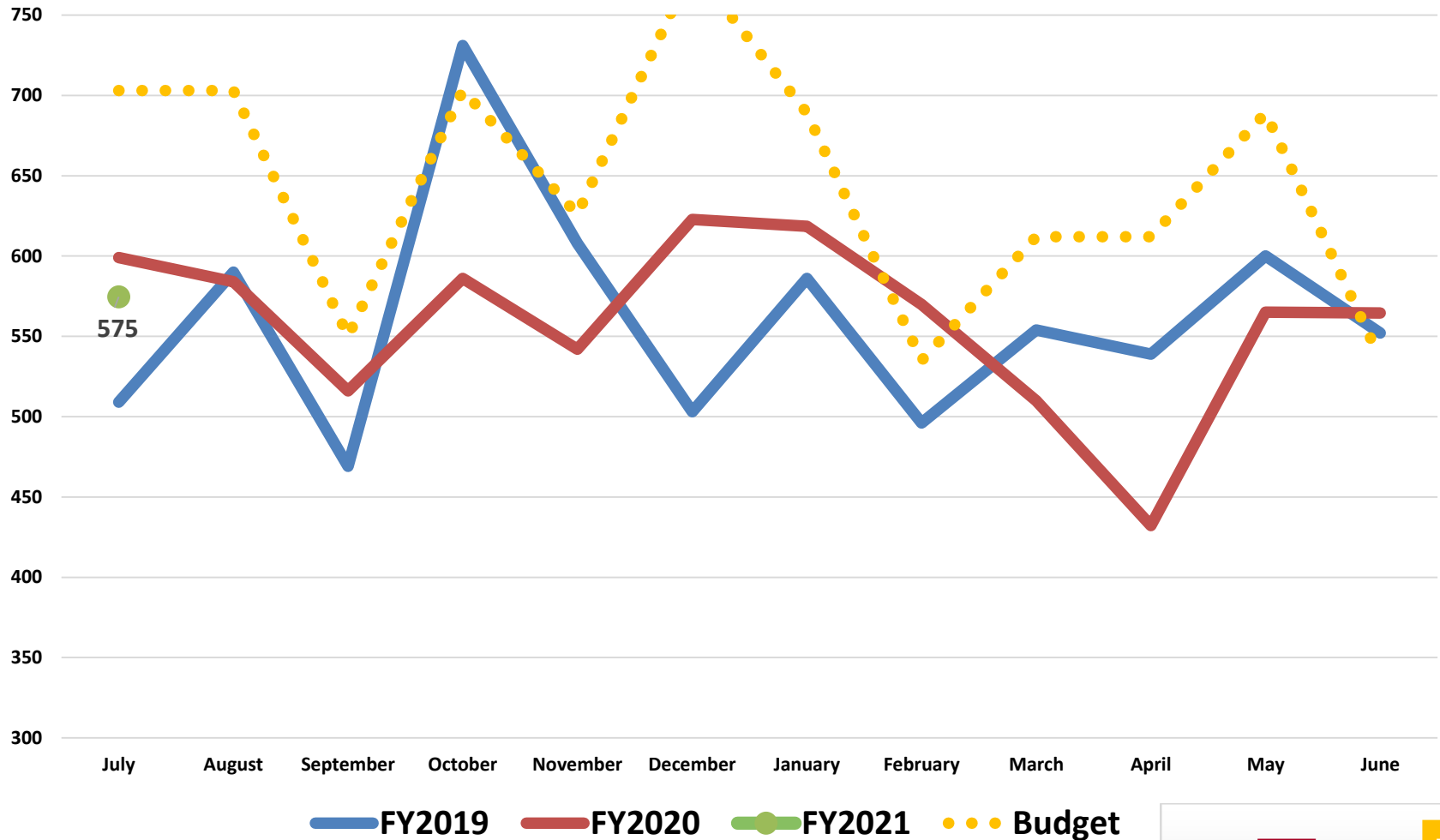
Surgery (IP & OP) – 100 Min Units



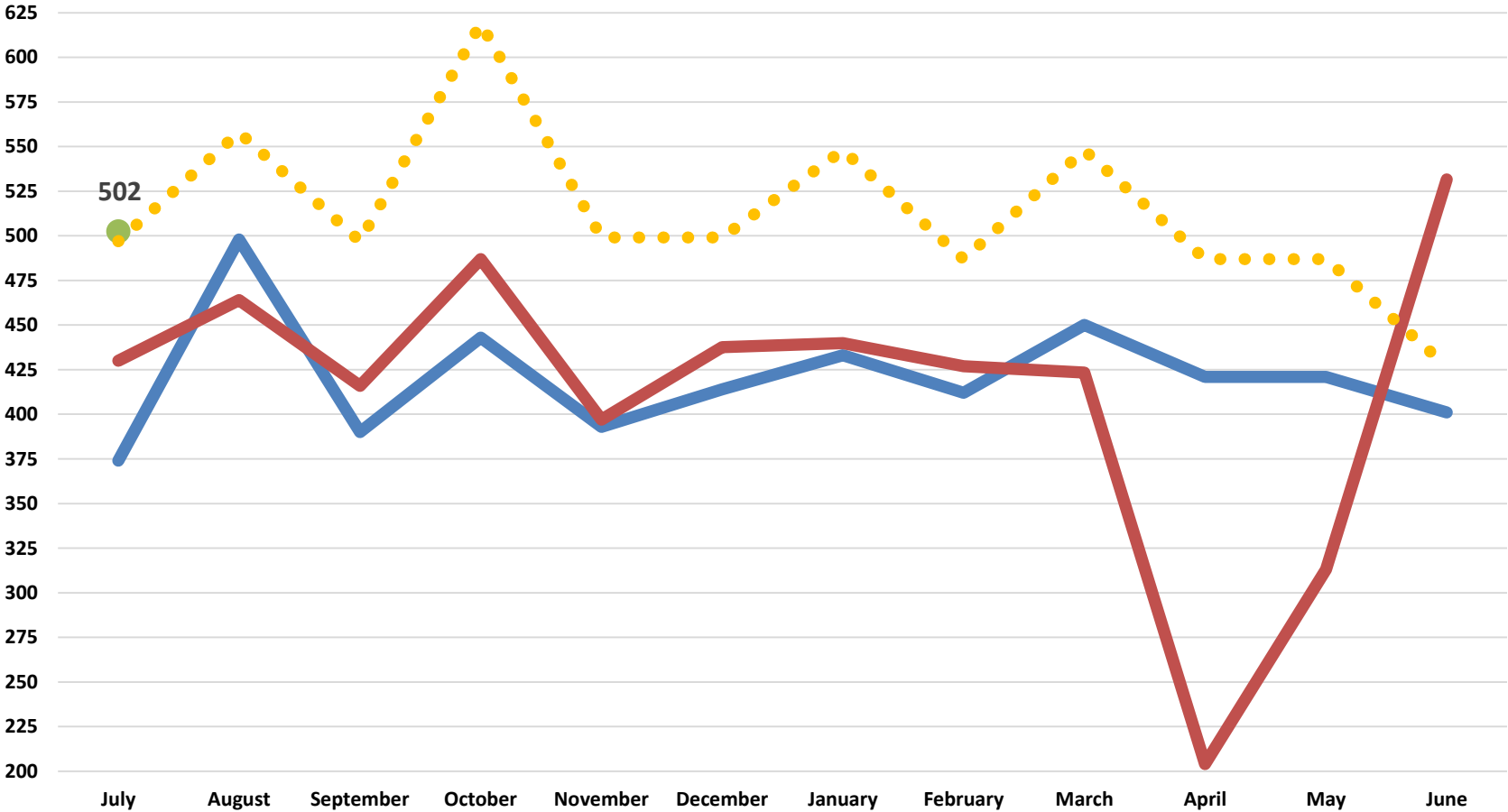
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

883	1,029	1,077	1,200
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Surgery (IP Only) – 100 Min Units



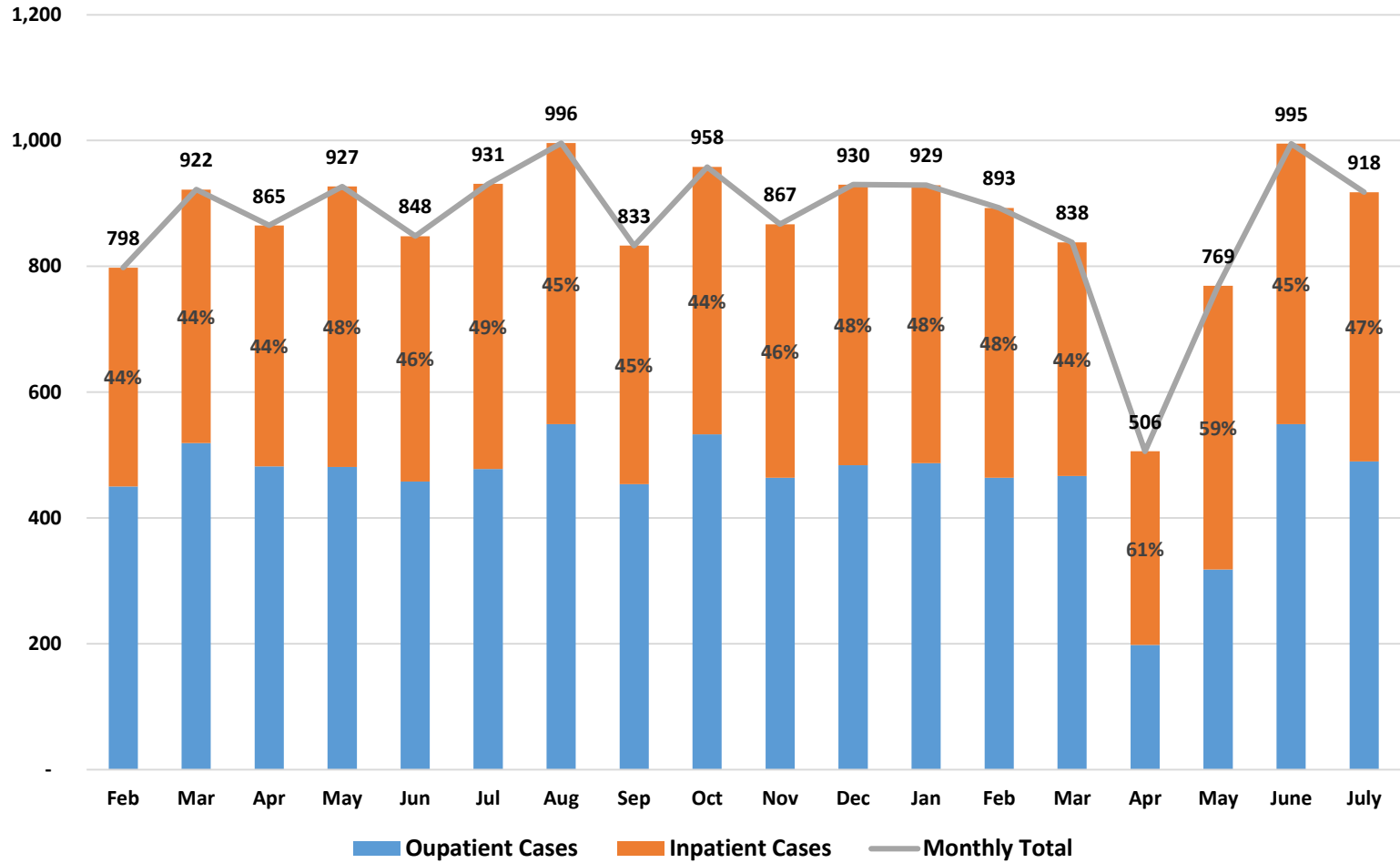
Surgery (OP Only) – 100 Min Units



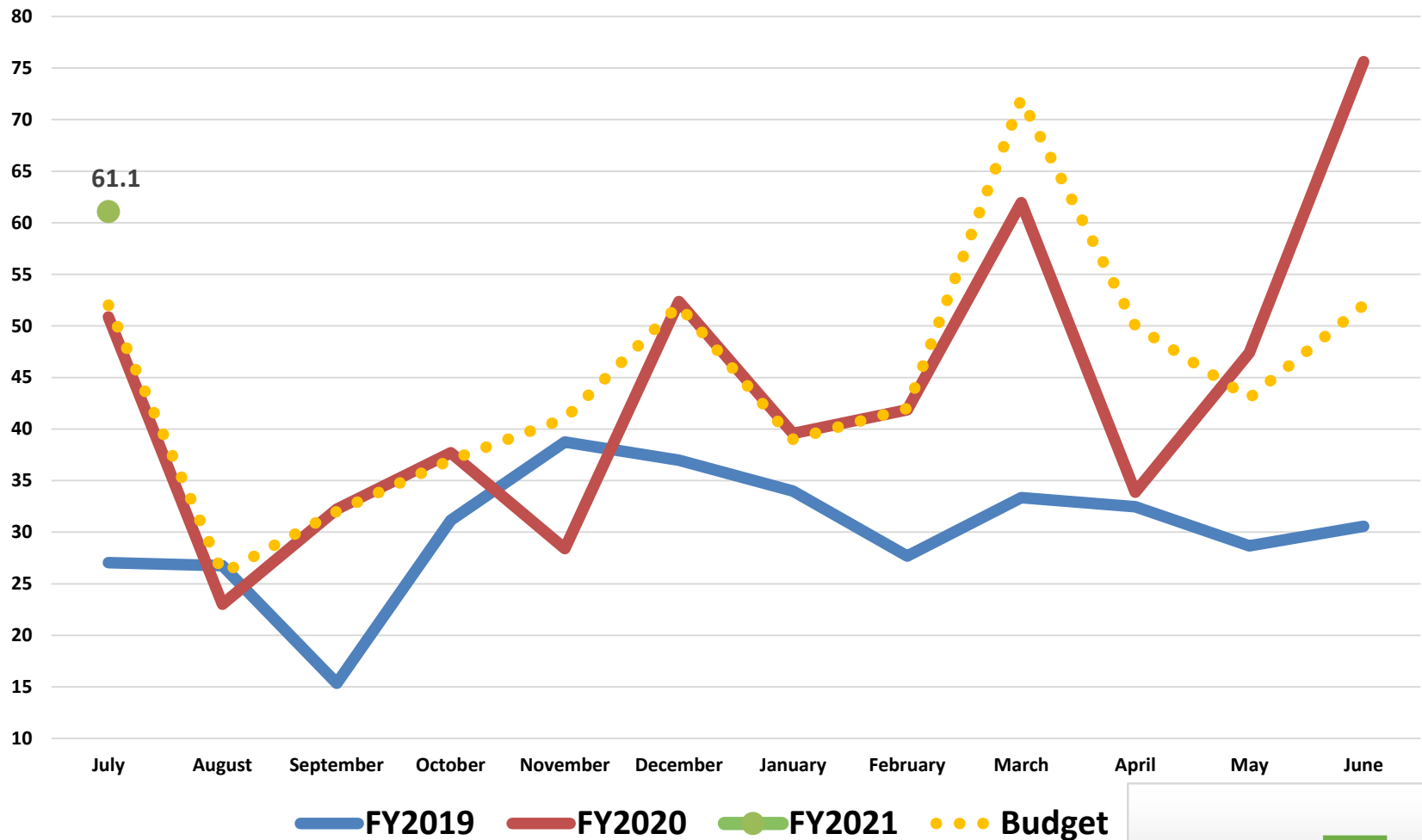
—●— FY2019
 —●— FY2020
 —●— FY2021
 ●●● Budget

374	430	502	497
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Surgery (IP & OP) - Cases

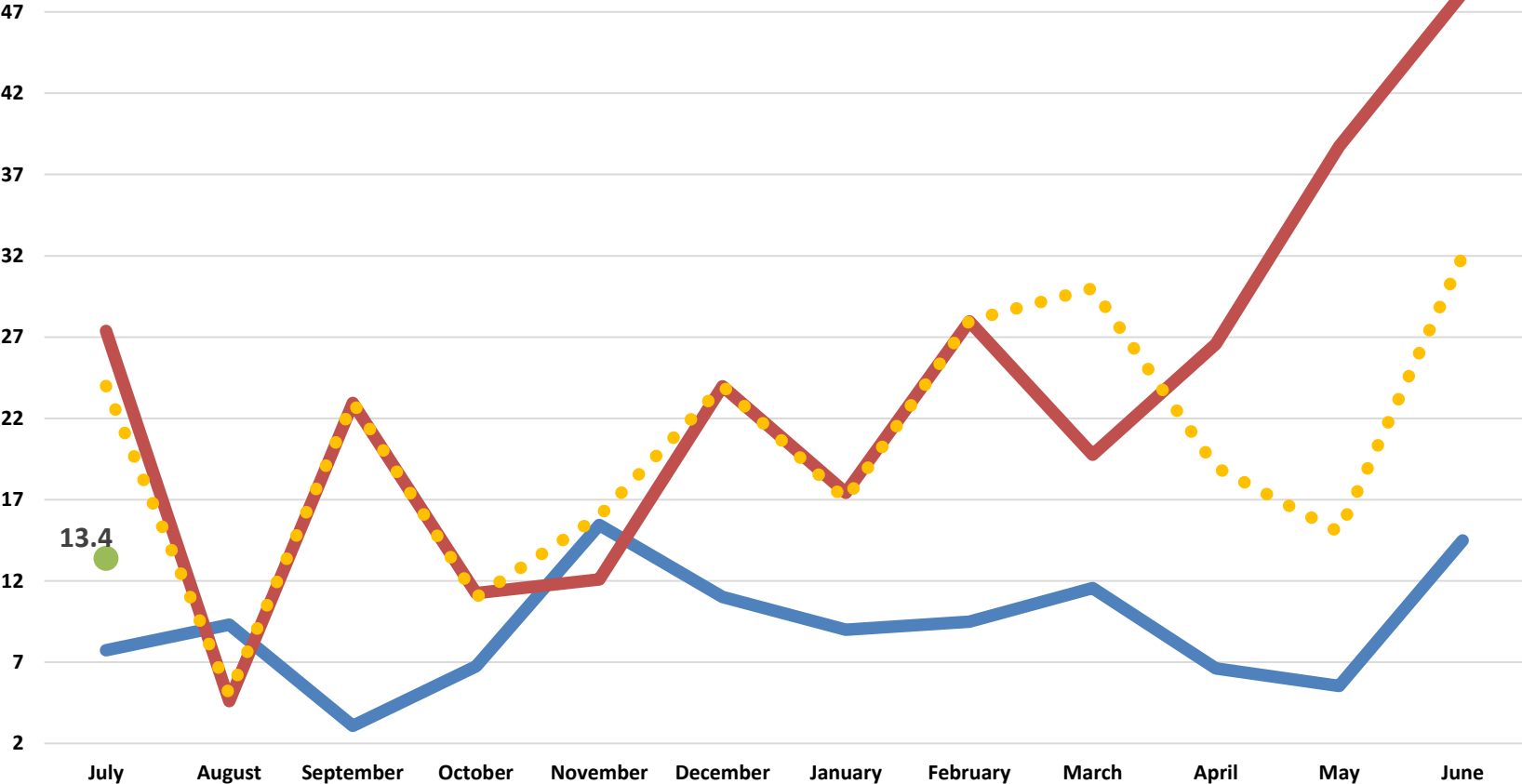


Robotic Surgery (IP & OP) – 100 Min Units



27.1	50.9	61.1	52.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

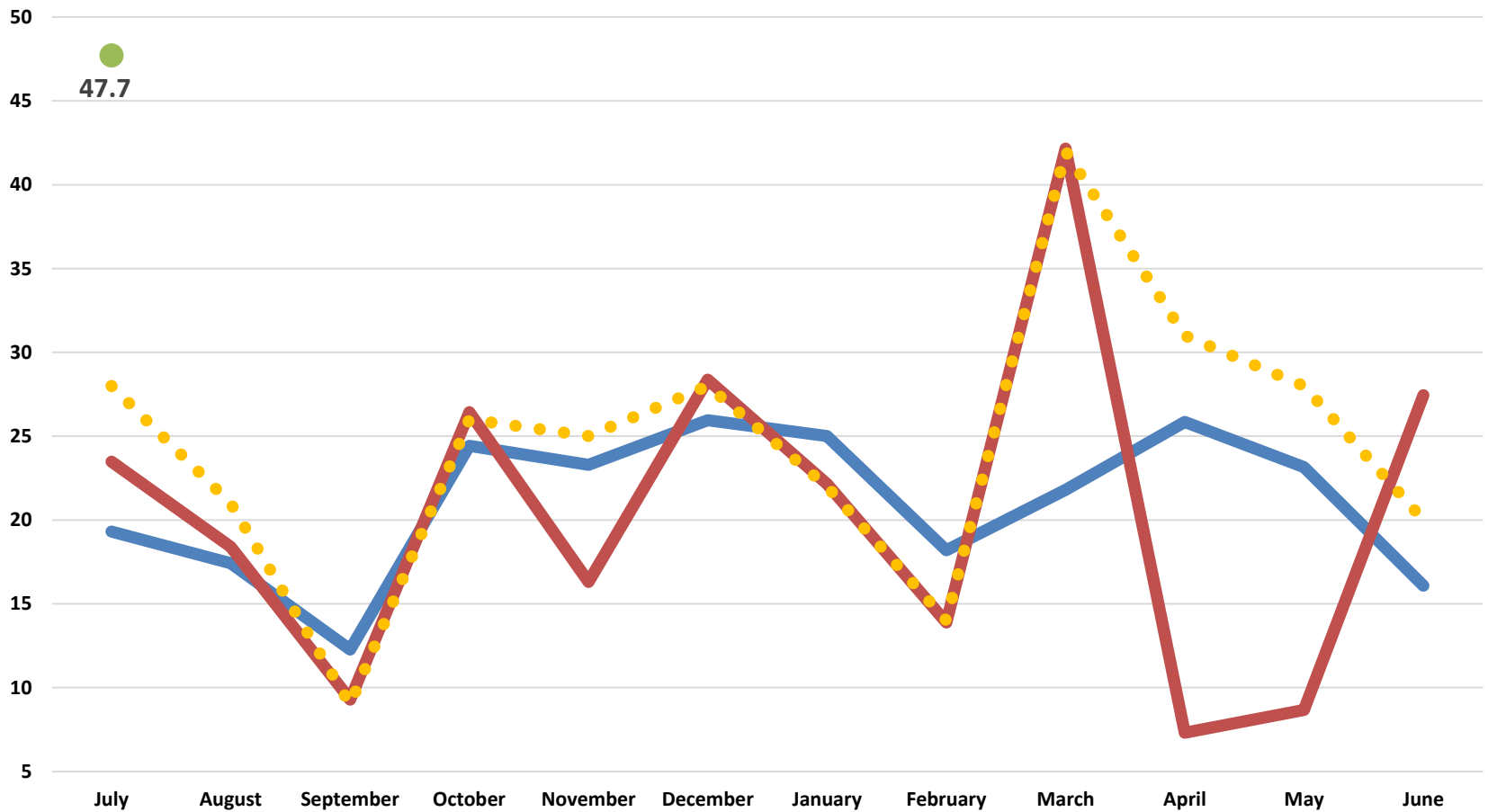
Robotic Surgery (IP Only) – 100 Min Units



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

7.7	27.4	13.4	24.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

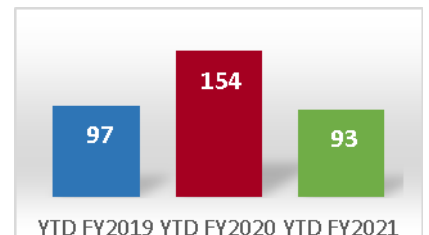
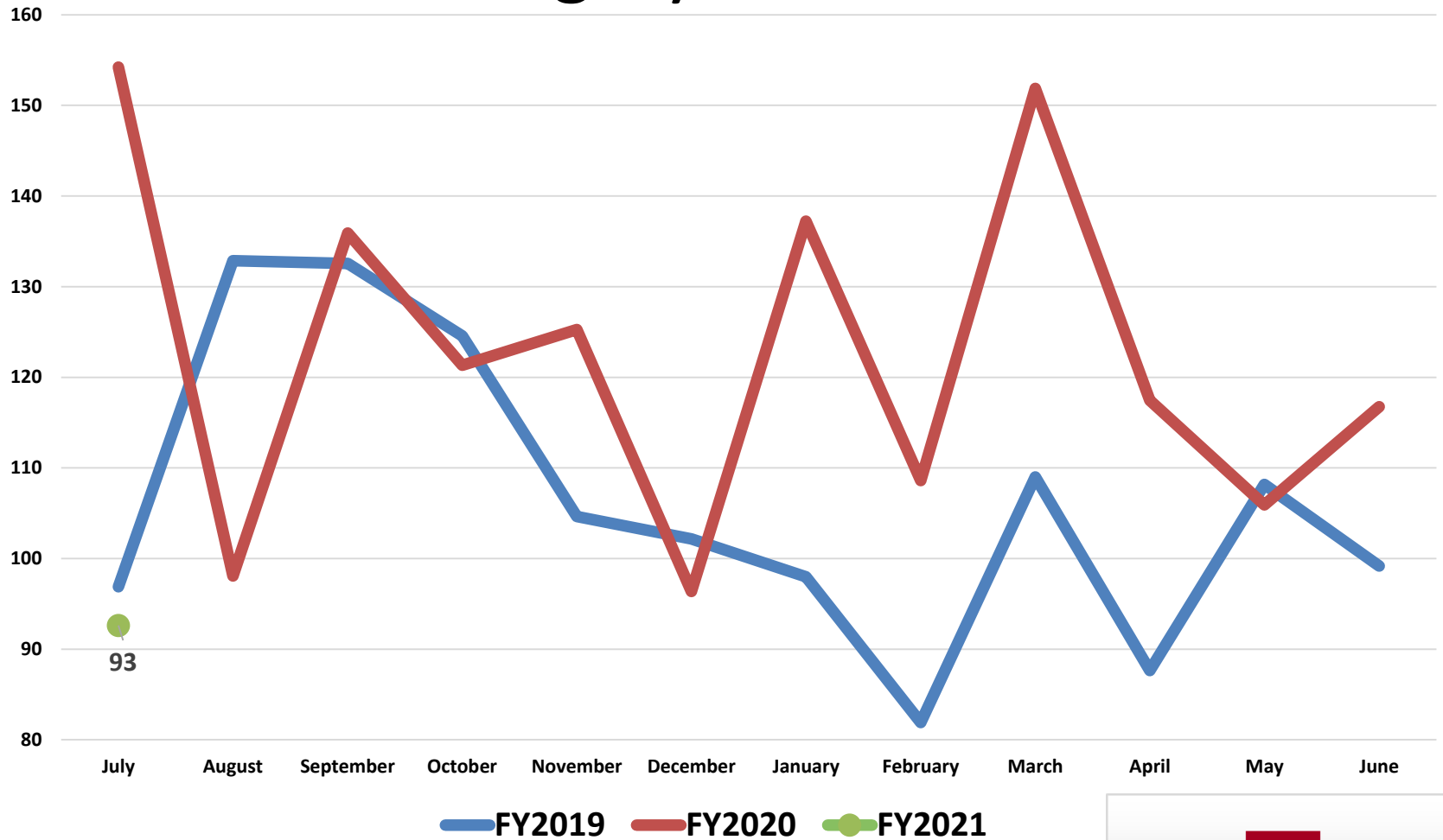
Robotic Surgery (OP Only) – 100 Min Units



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

19.3	23.5	47.7	28.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Cardiac Surgery – 100 Min Units



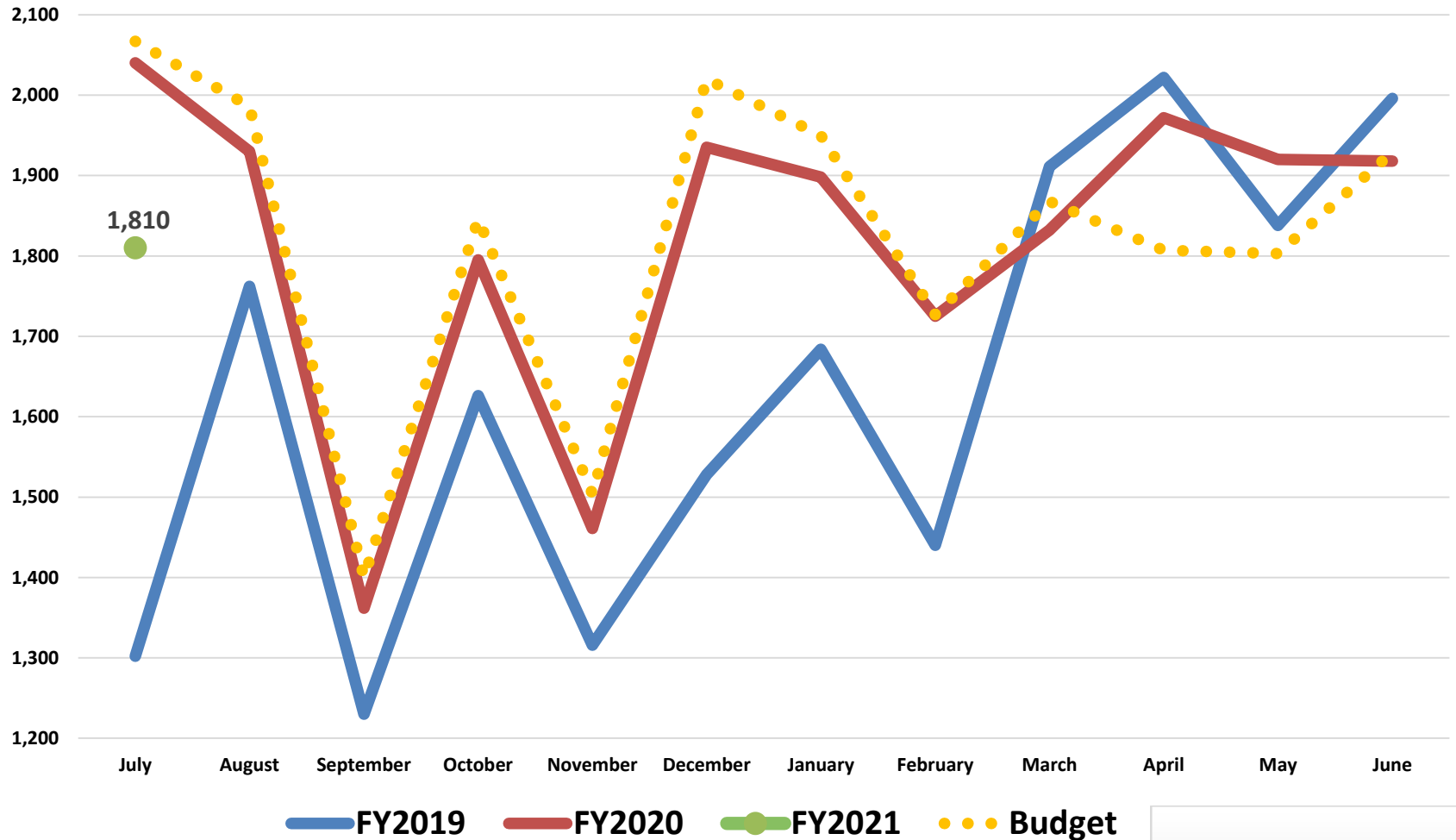
Radiation Oncology Treatments

Hanford and Visalia



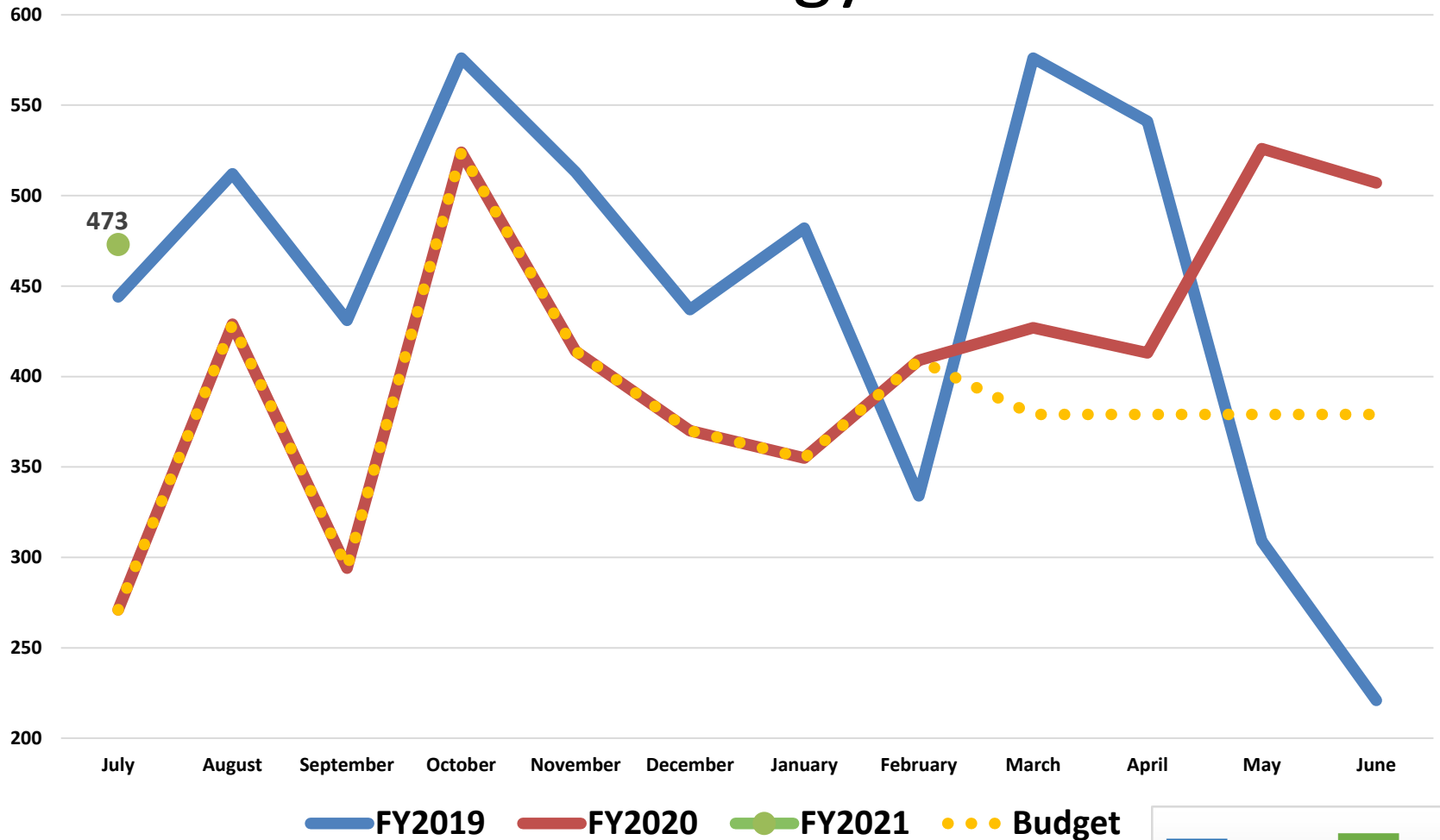
1,746	2,311	2,283	2,338
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Radiation Oncology - Visalia



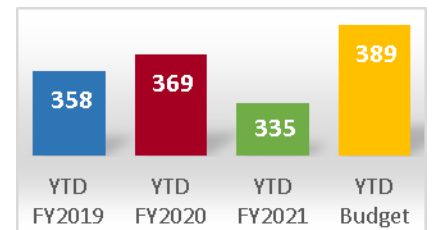
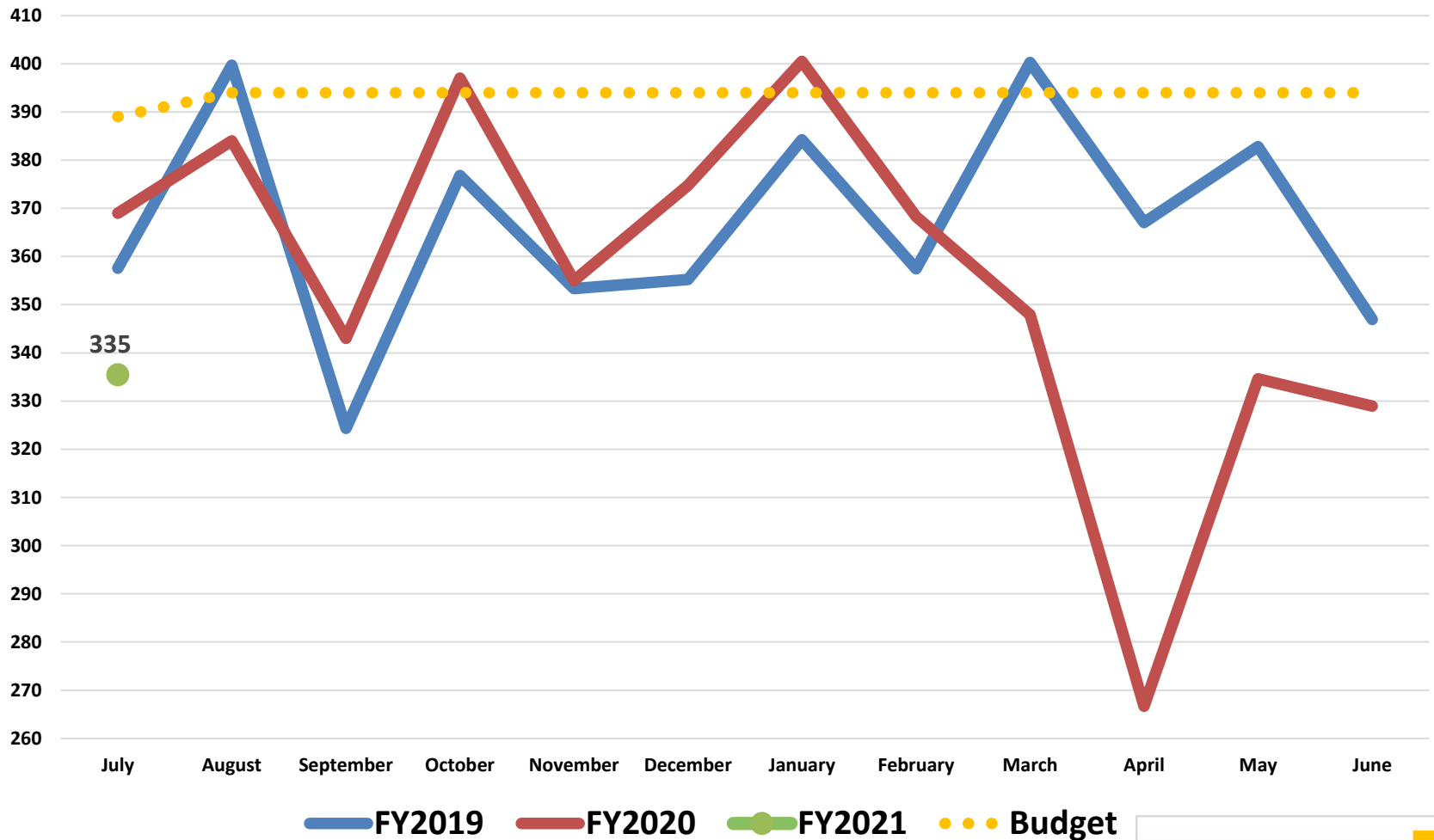
1,302	2,040	1,810	2,067
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Radiation Oncology - Hanford

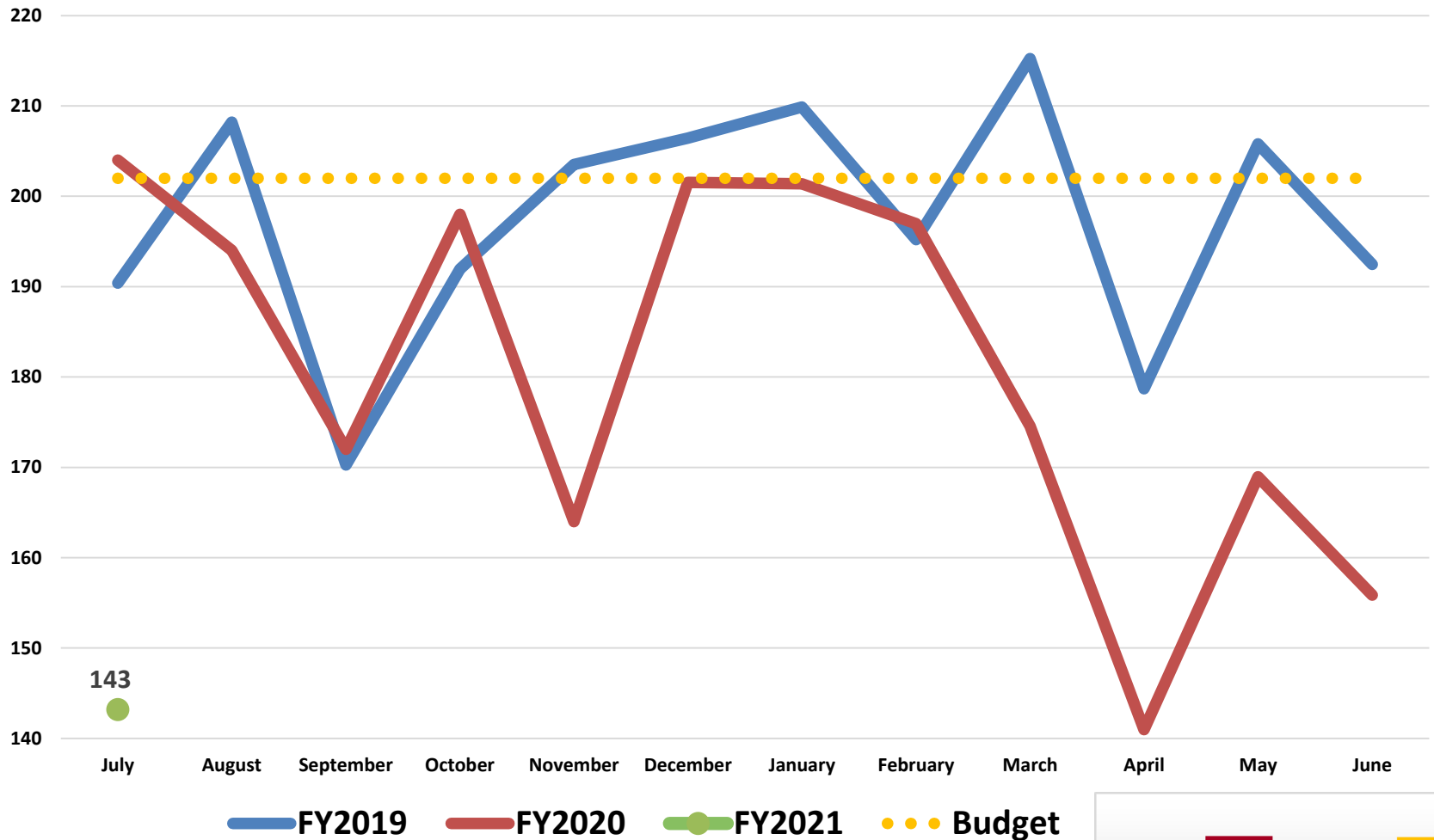


444	271	473	271
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Cath Lab (IP & OP) – 100 Min Units

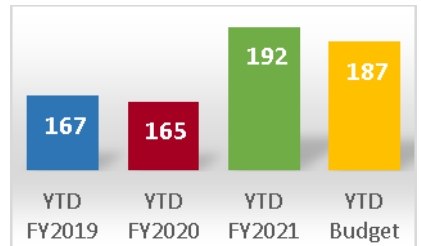
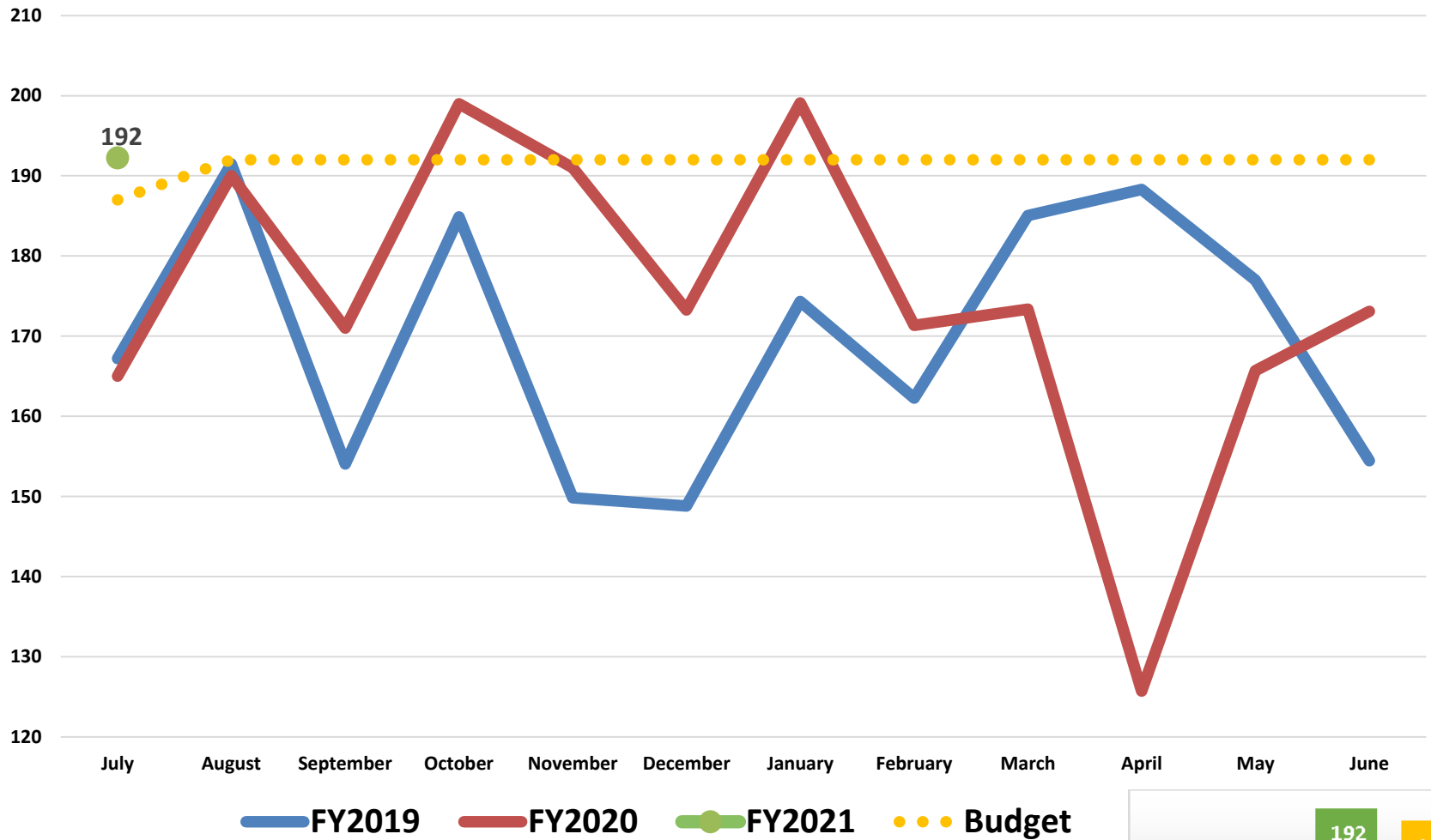


Cath Lab (IP Only) – 100 Min Units

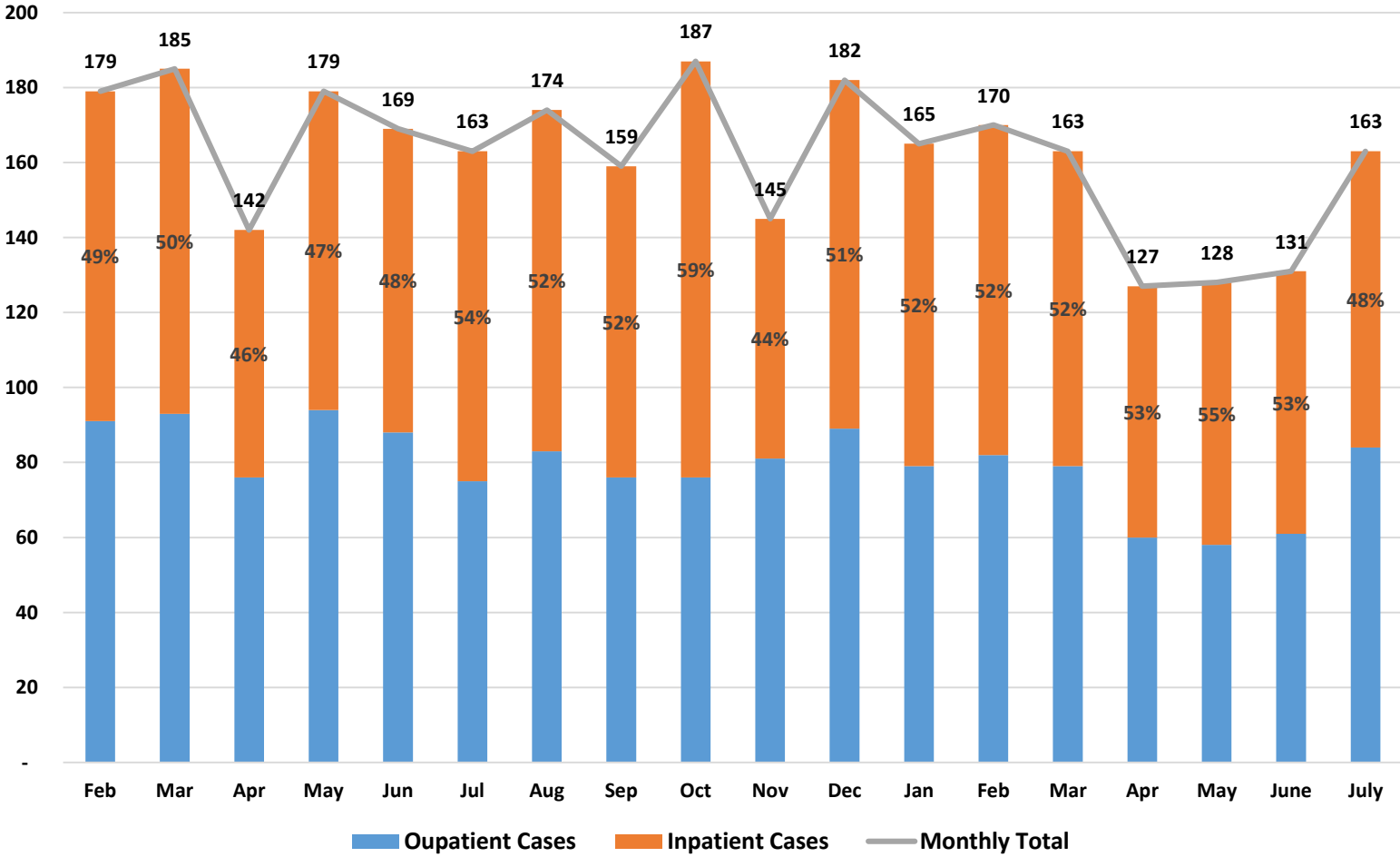


190	204	143	202
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

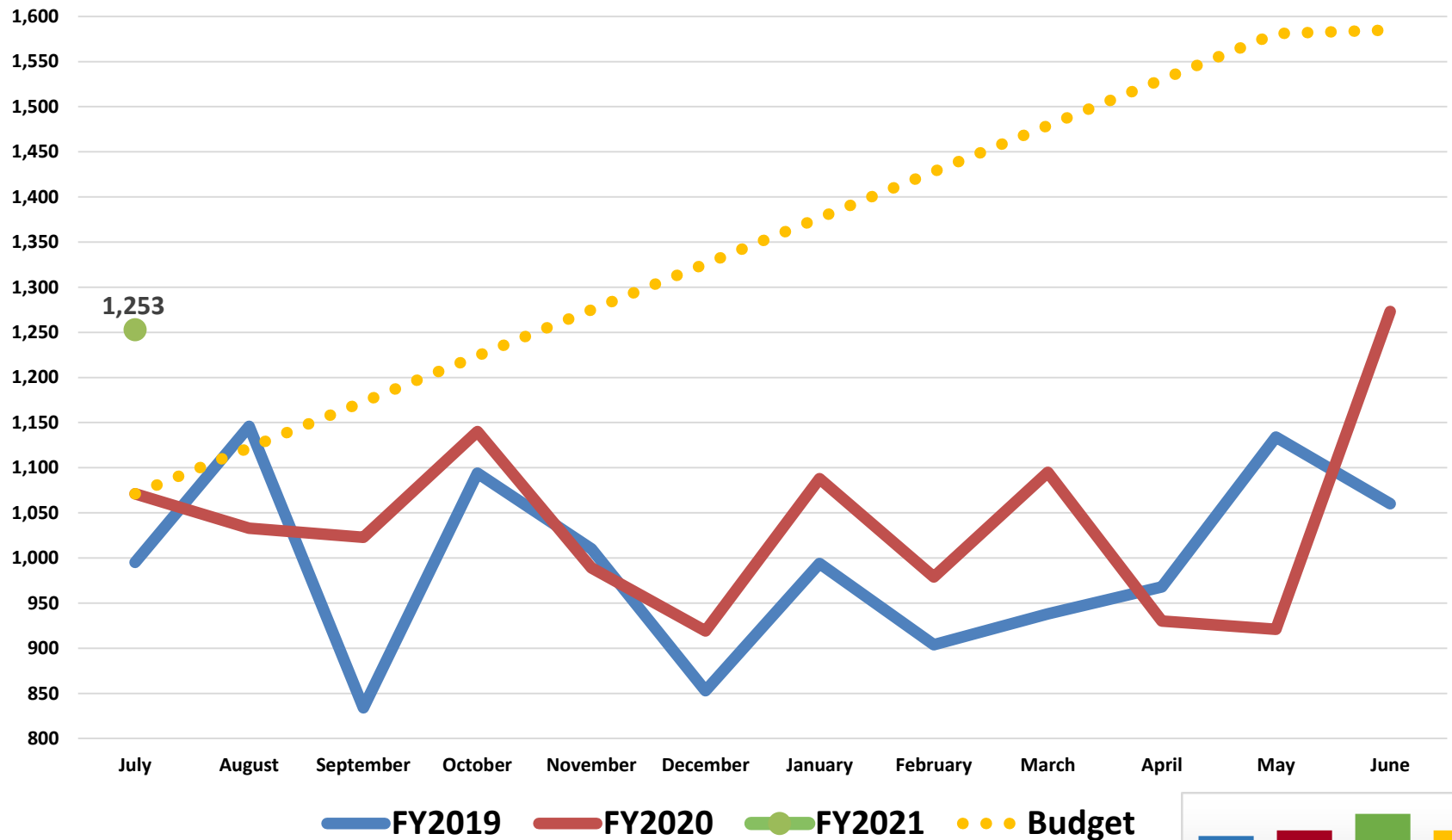
Cath Lab (OP Only) – 100 Min Units



Cath Lab (IP & OP) - Patients

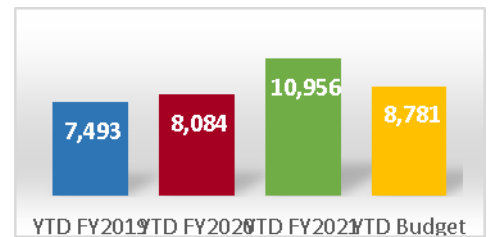
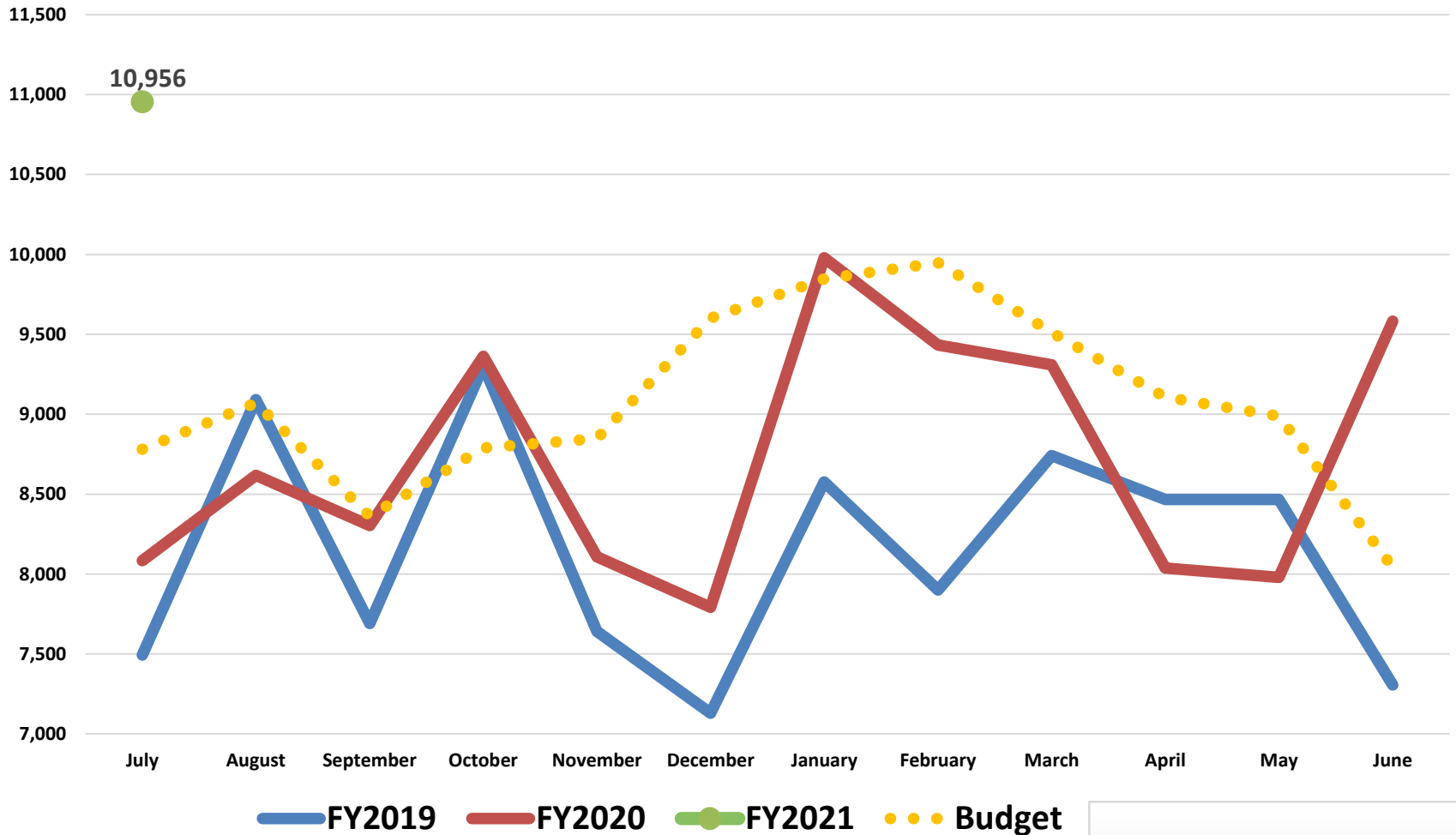


GME Family Medicine Clinic Visits

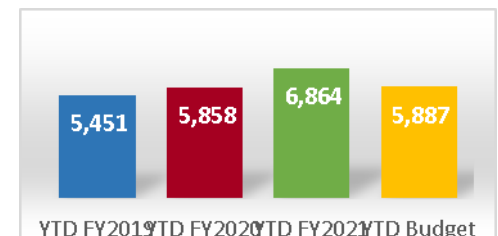
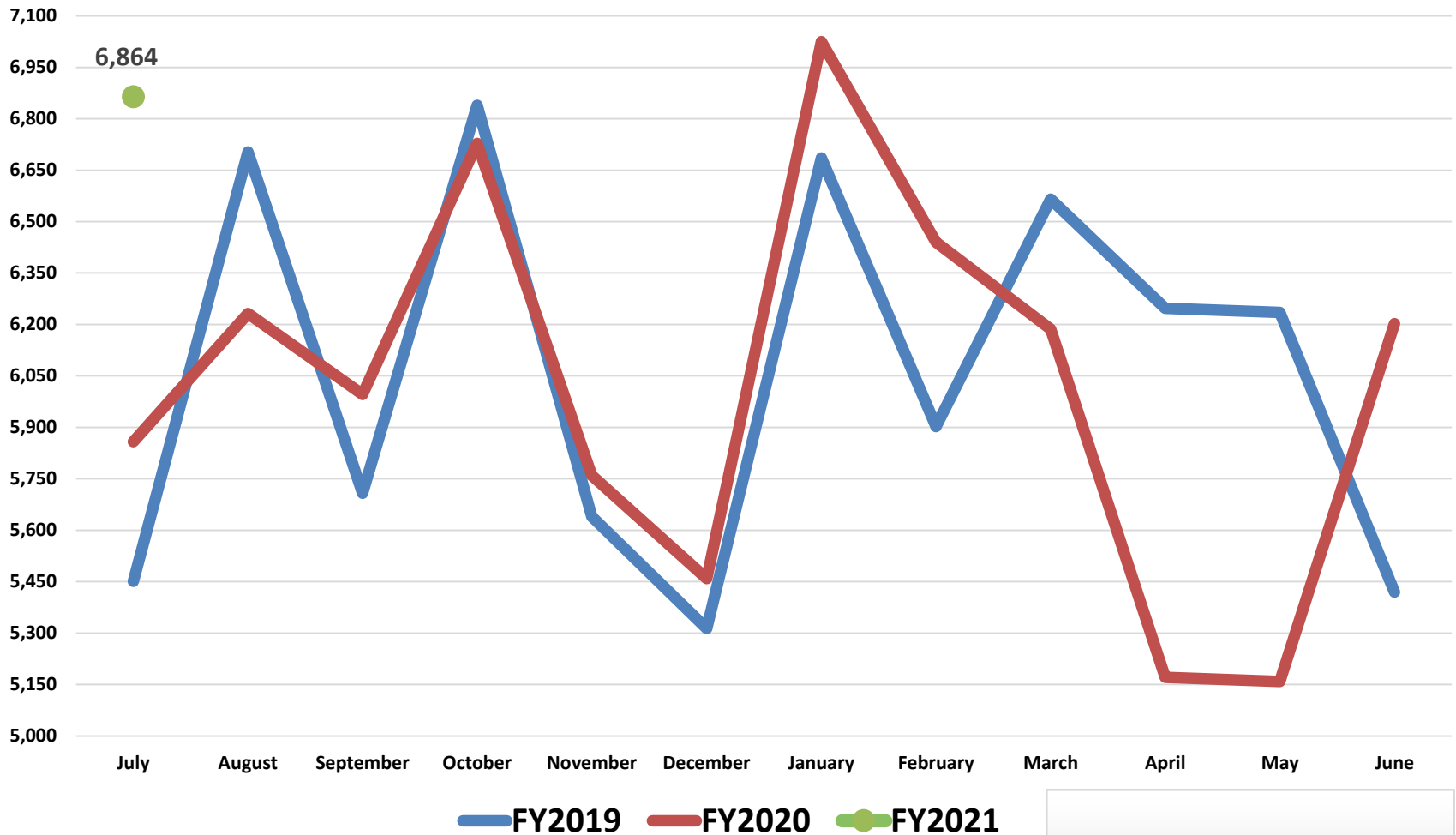


995	1,071	1,253	1,071
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

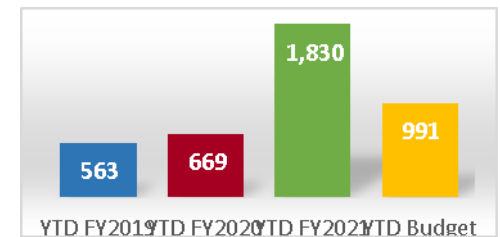
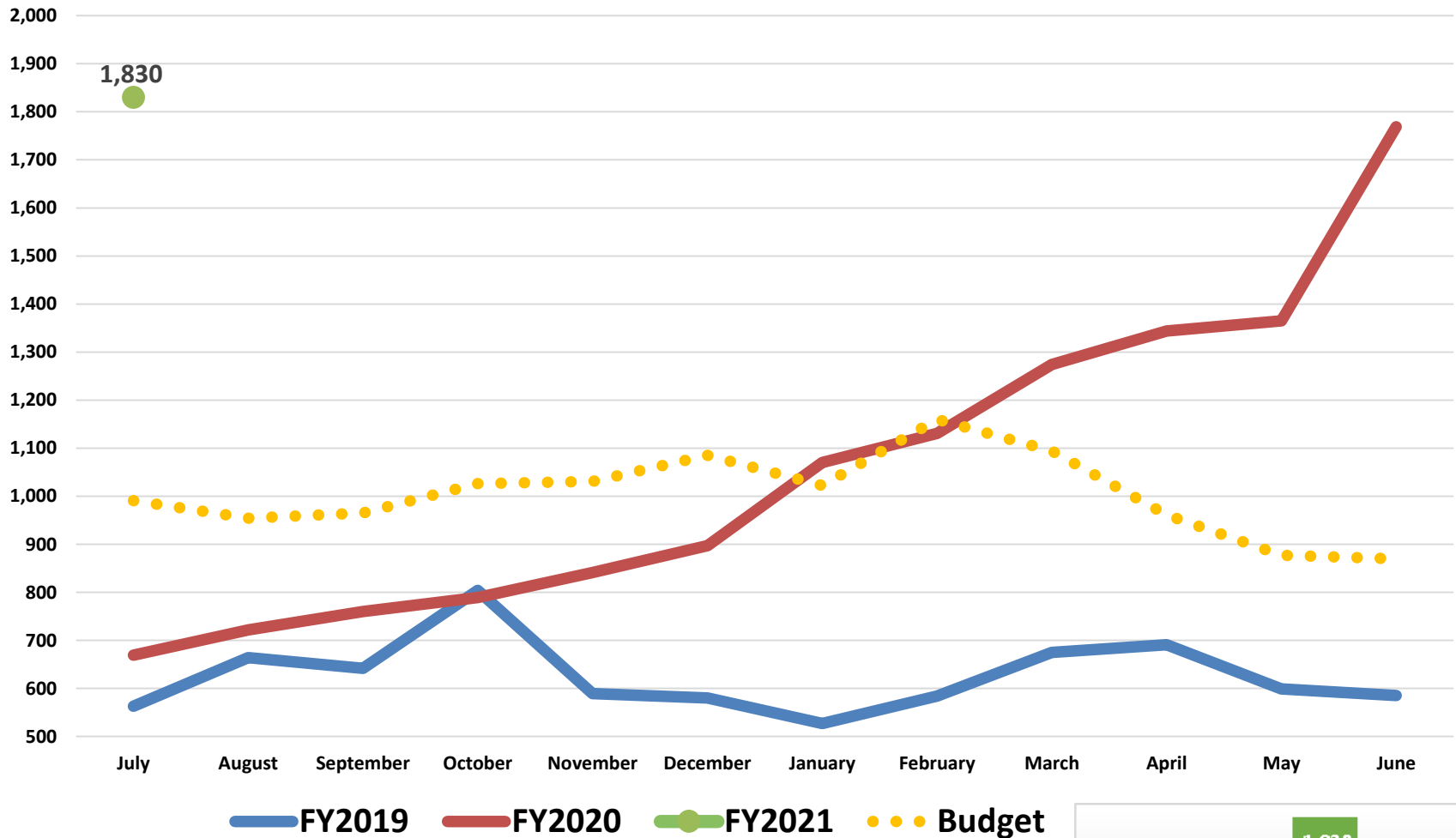
Rural Health Clinic Registrations



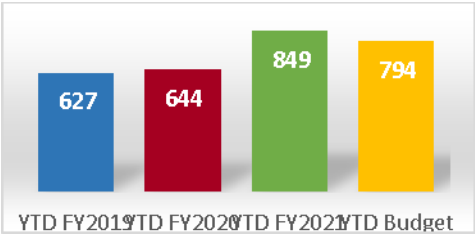
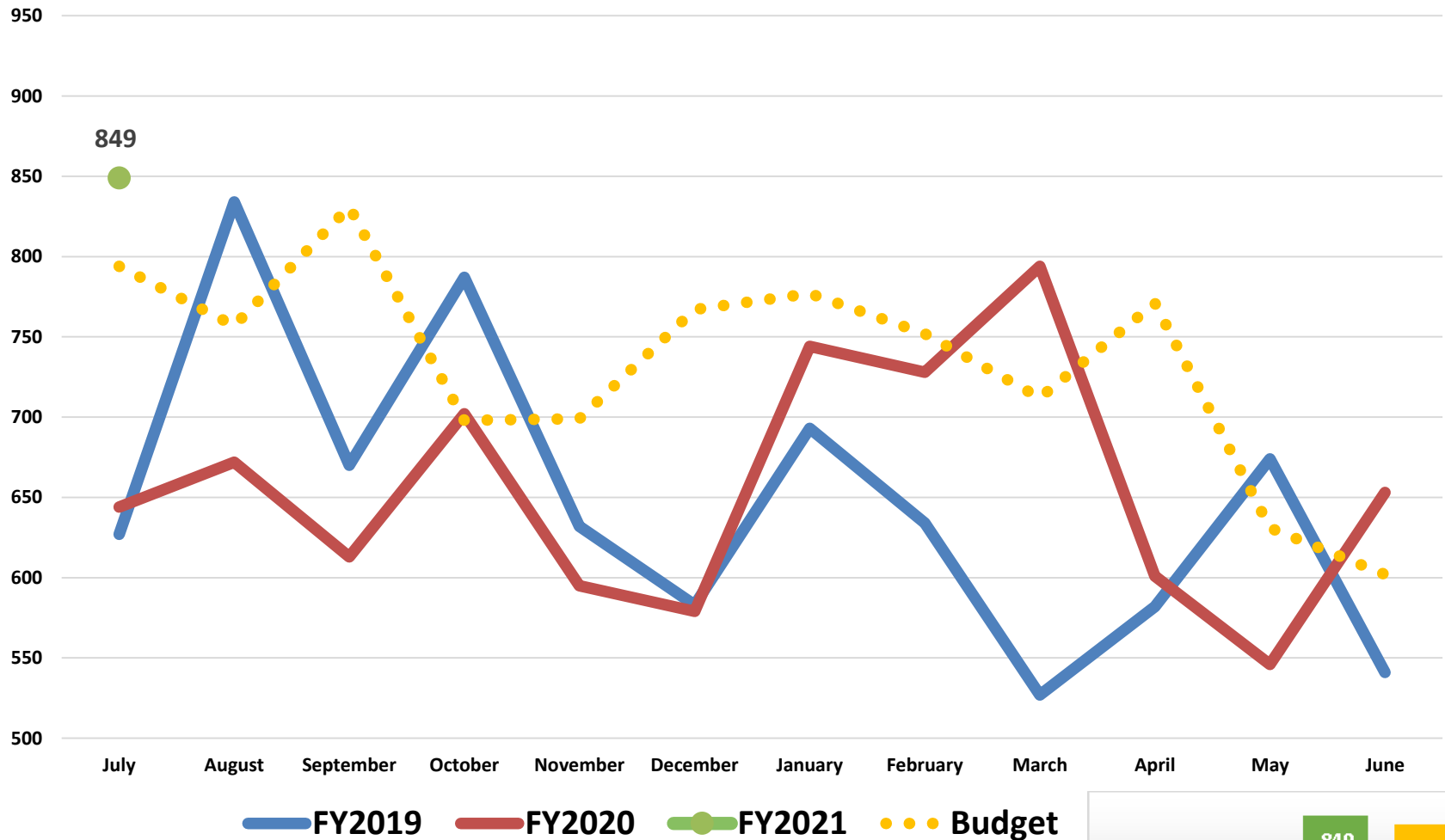
Exeter RHC - Registrations



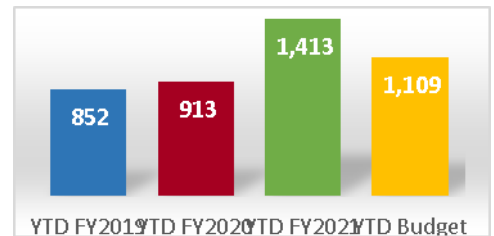
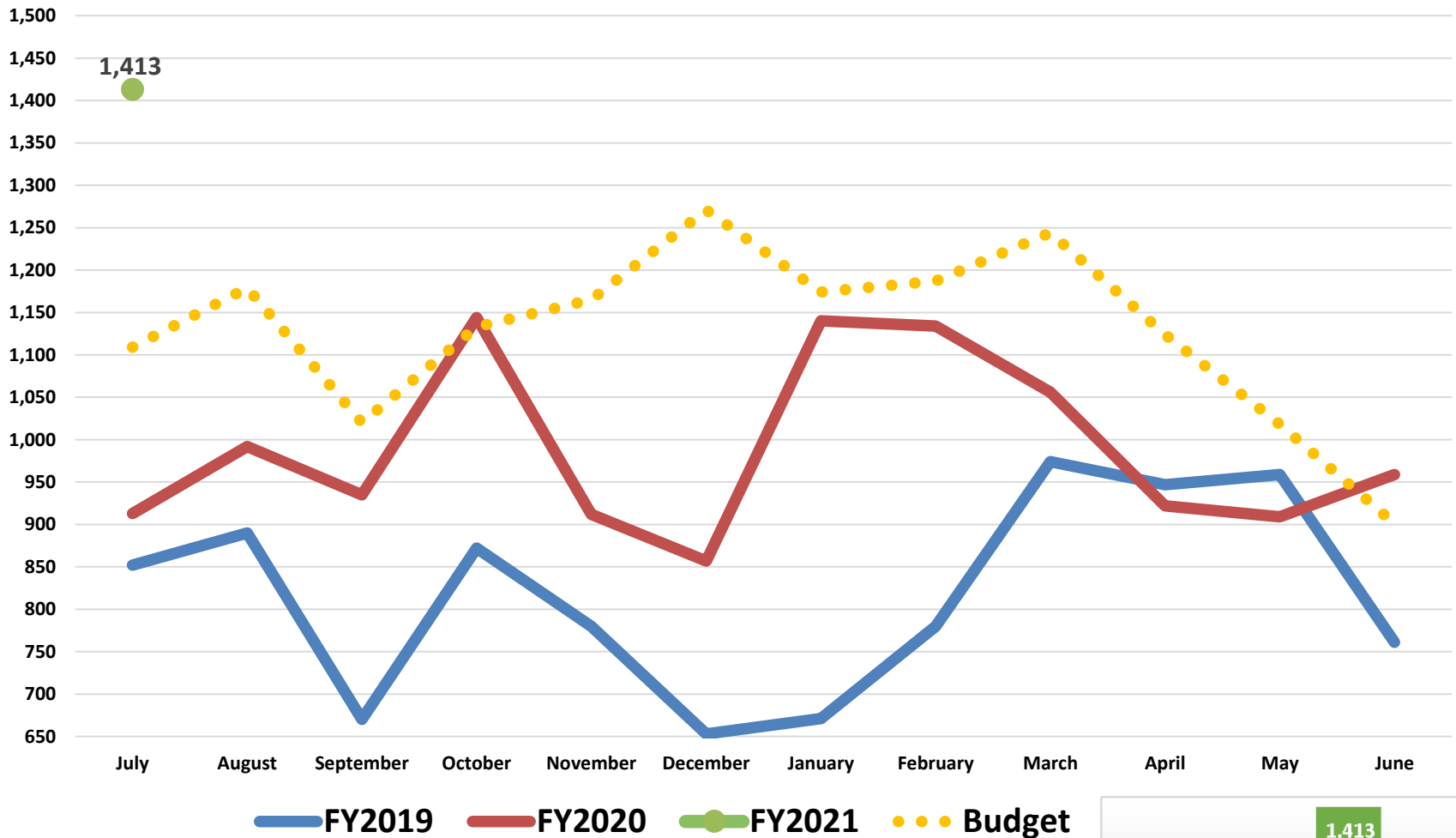
Lindsay RHC - Registrations



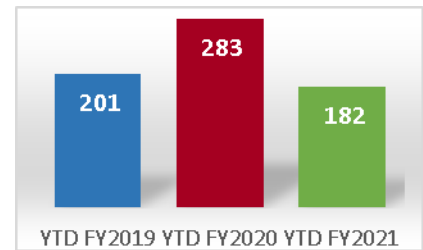
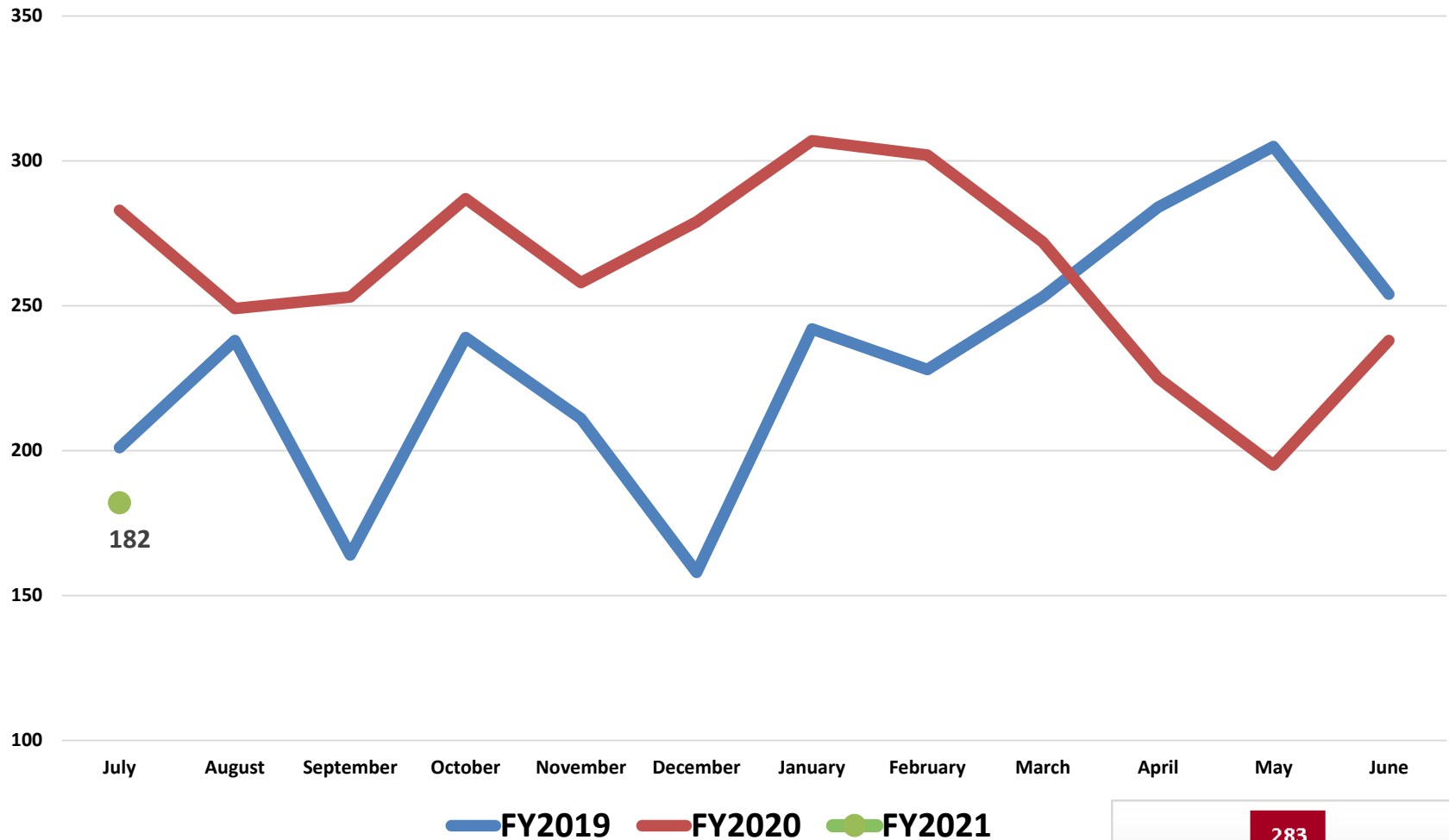
Woodlake RHC - Registrations



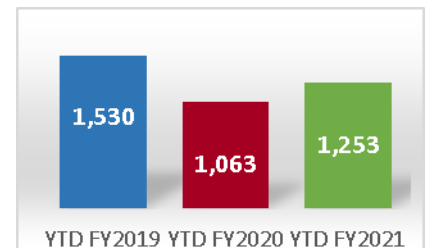
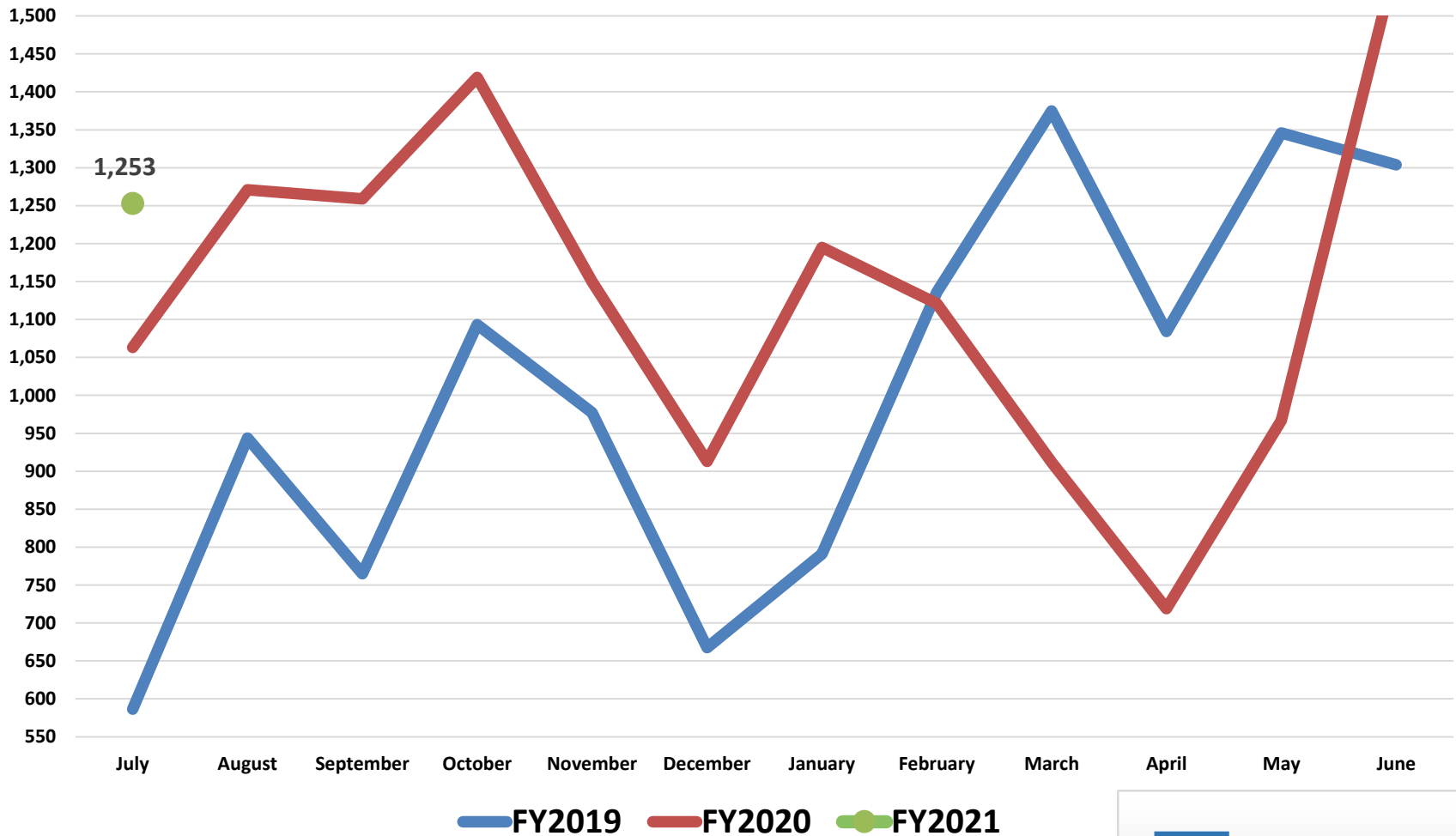
Dinuba RHC - Registrations



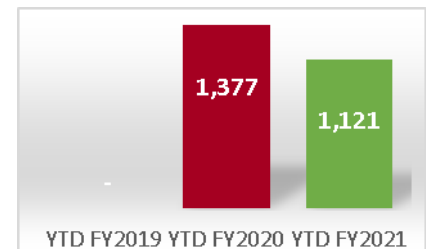
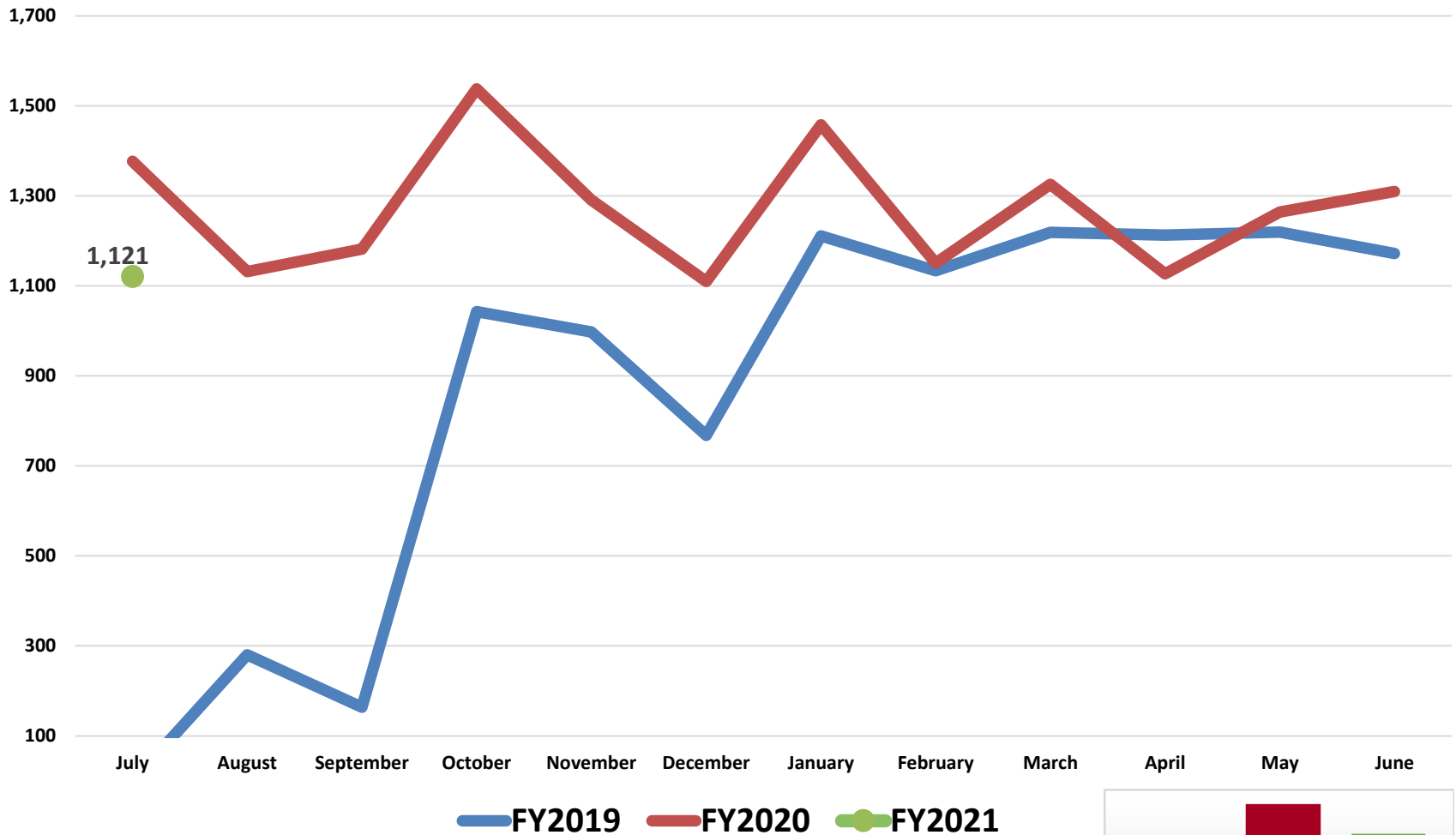
Neurosurgery Clinic - Registrations



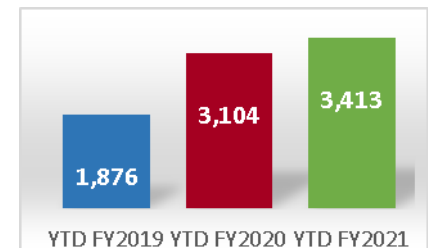
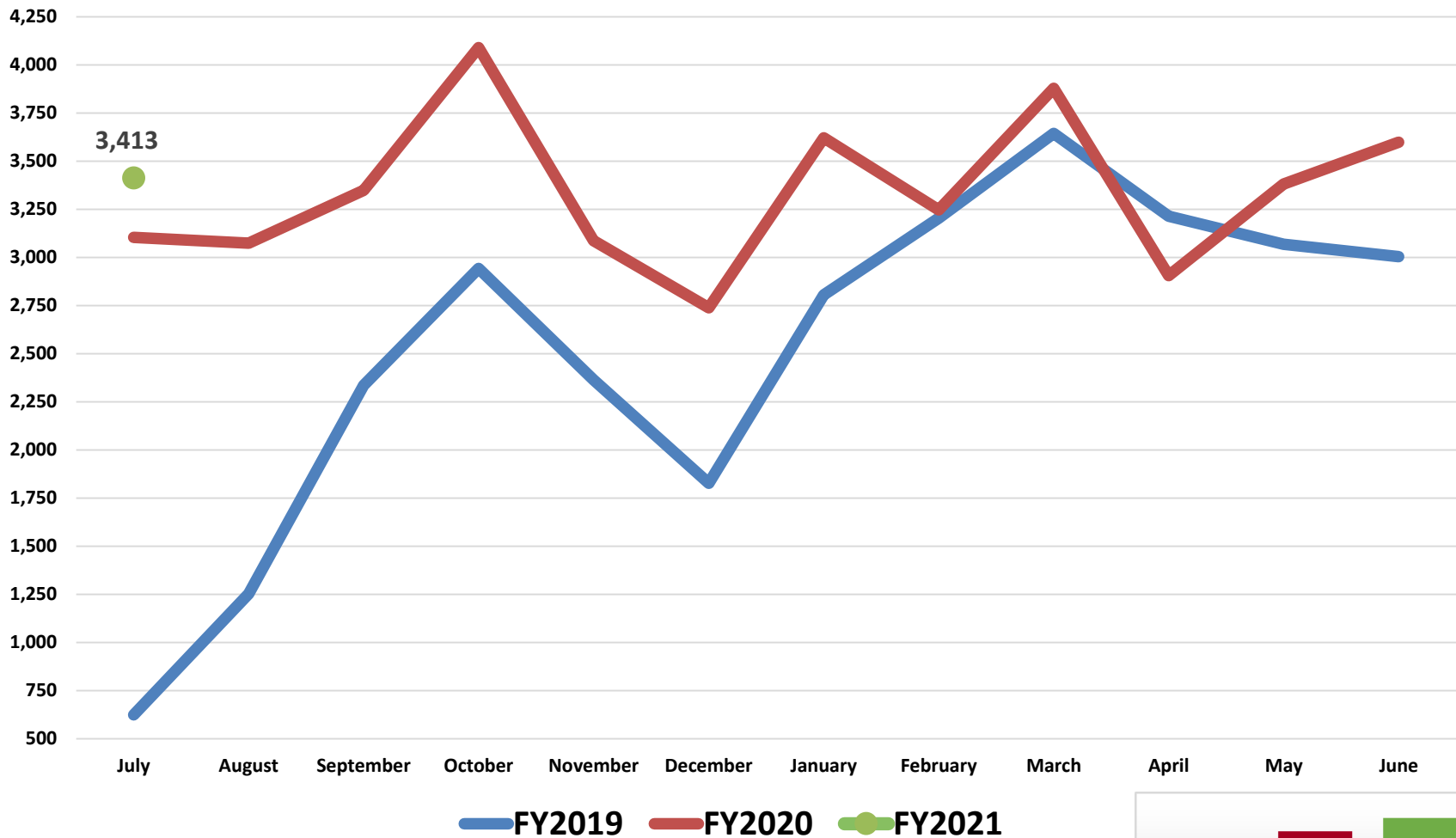
Neurosurgery Clinic - wRVU's



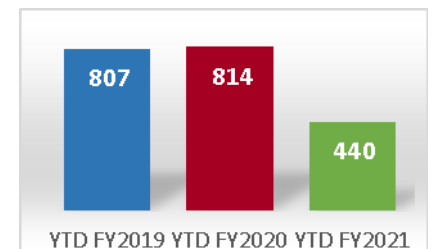
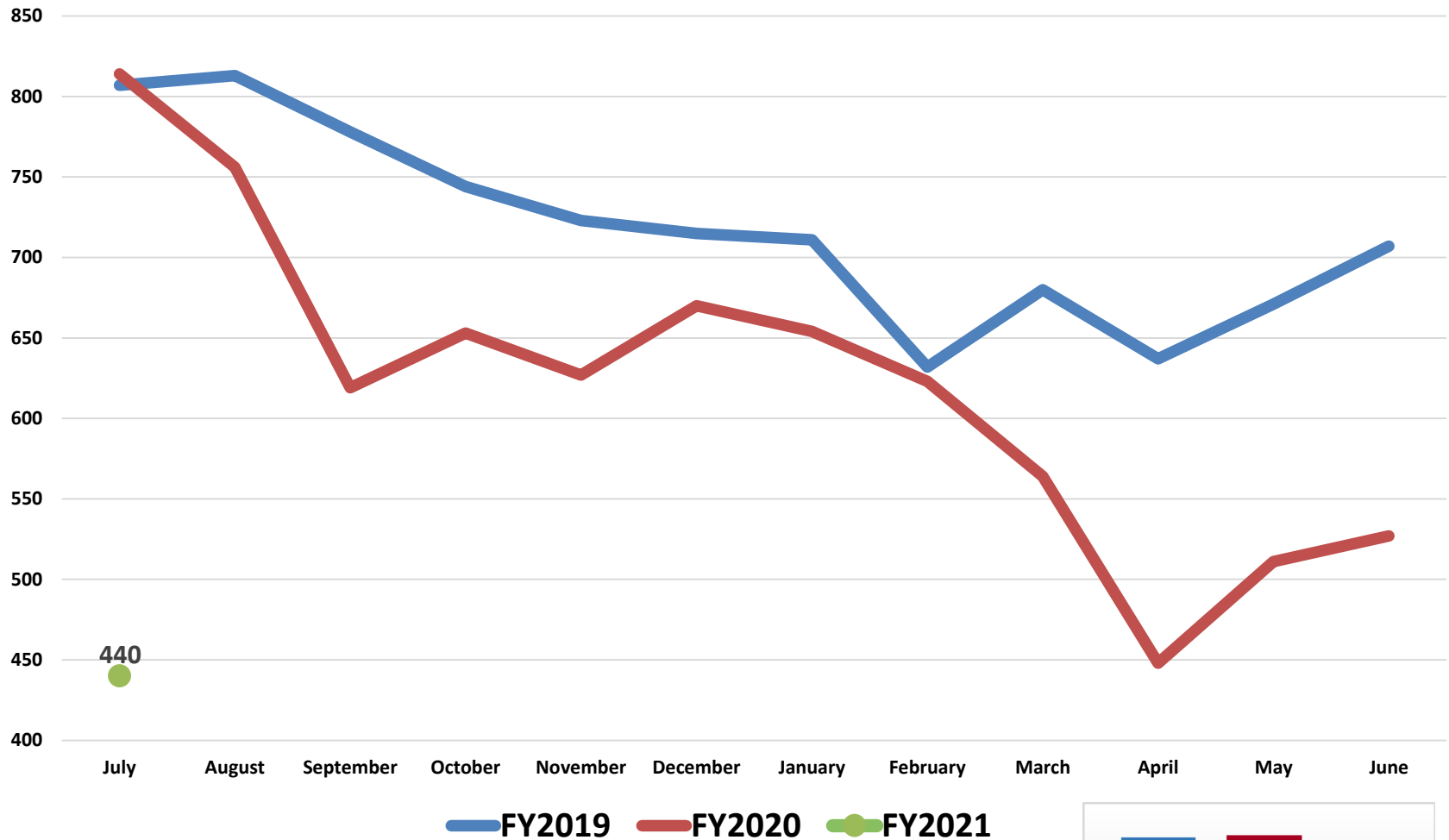
Sequoia Cardiology - Registrations



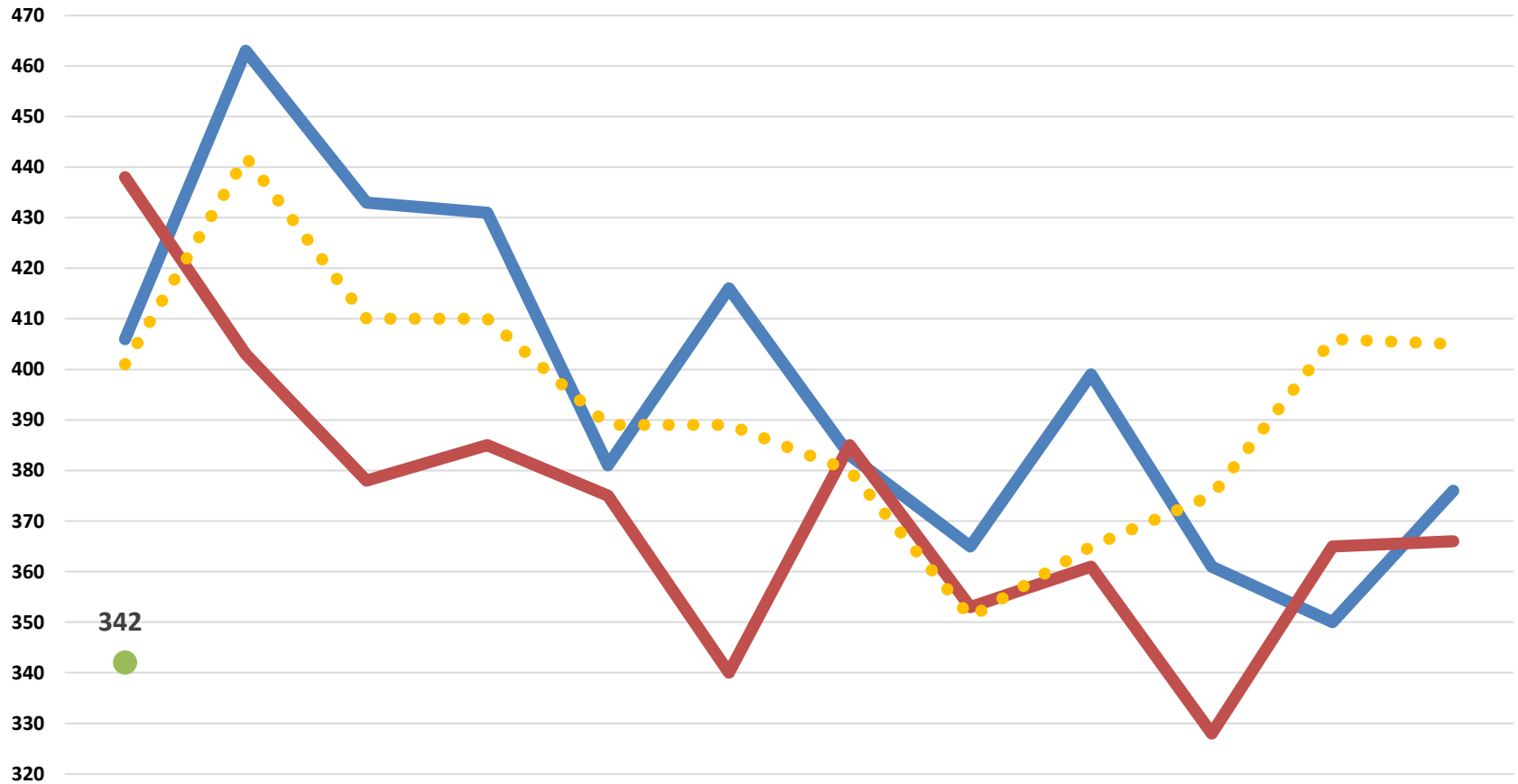
Sequoia Cardiology – wRVU's



Labor Triage Registrations



Deliveries

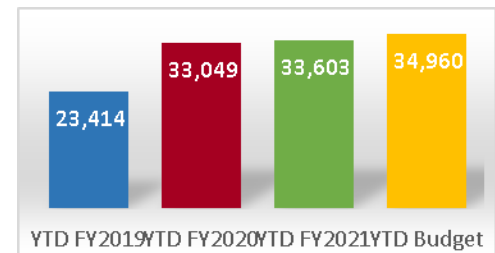
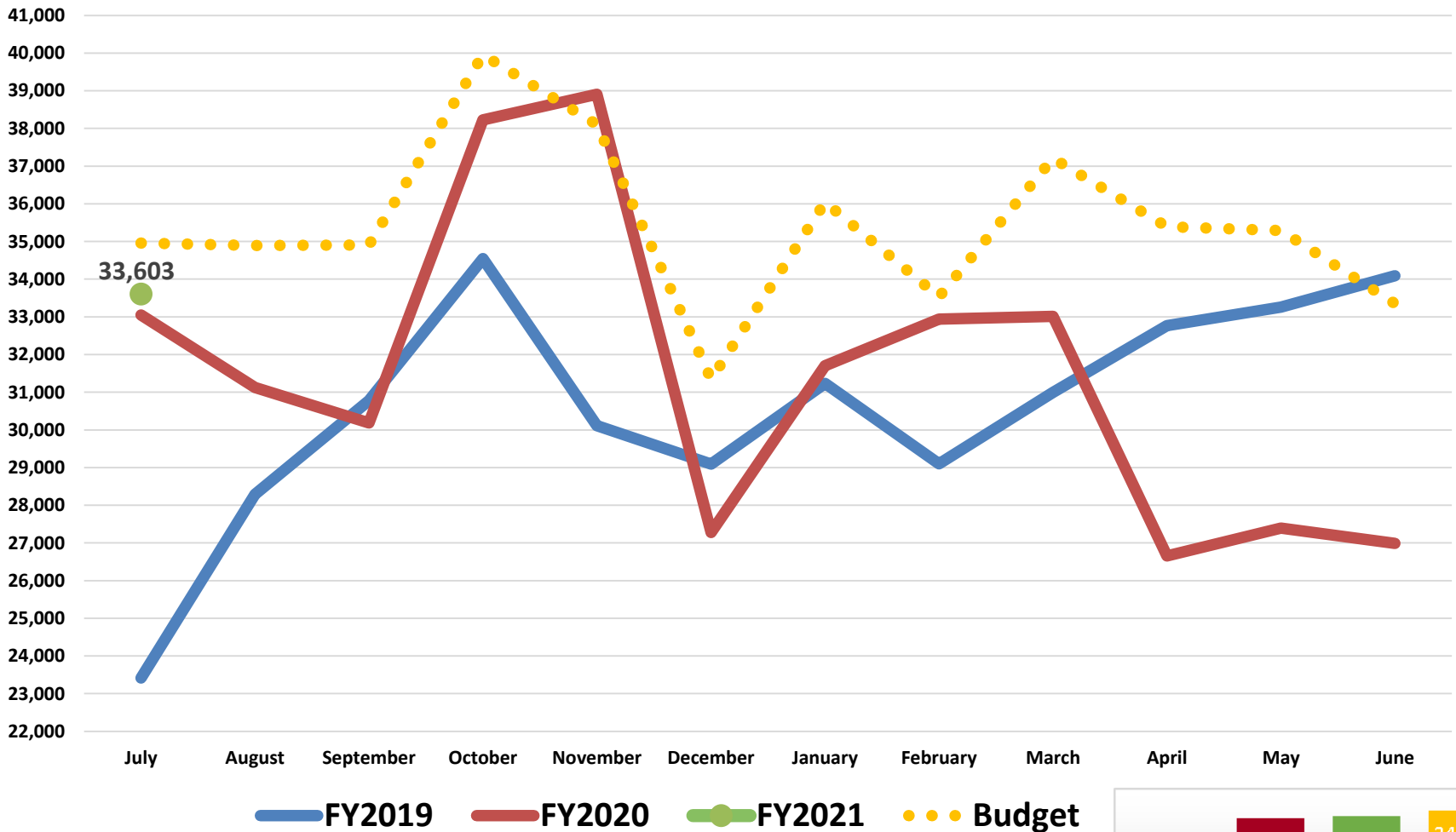


July August September October November December January February March April May June

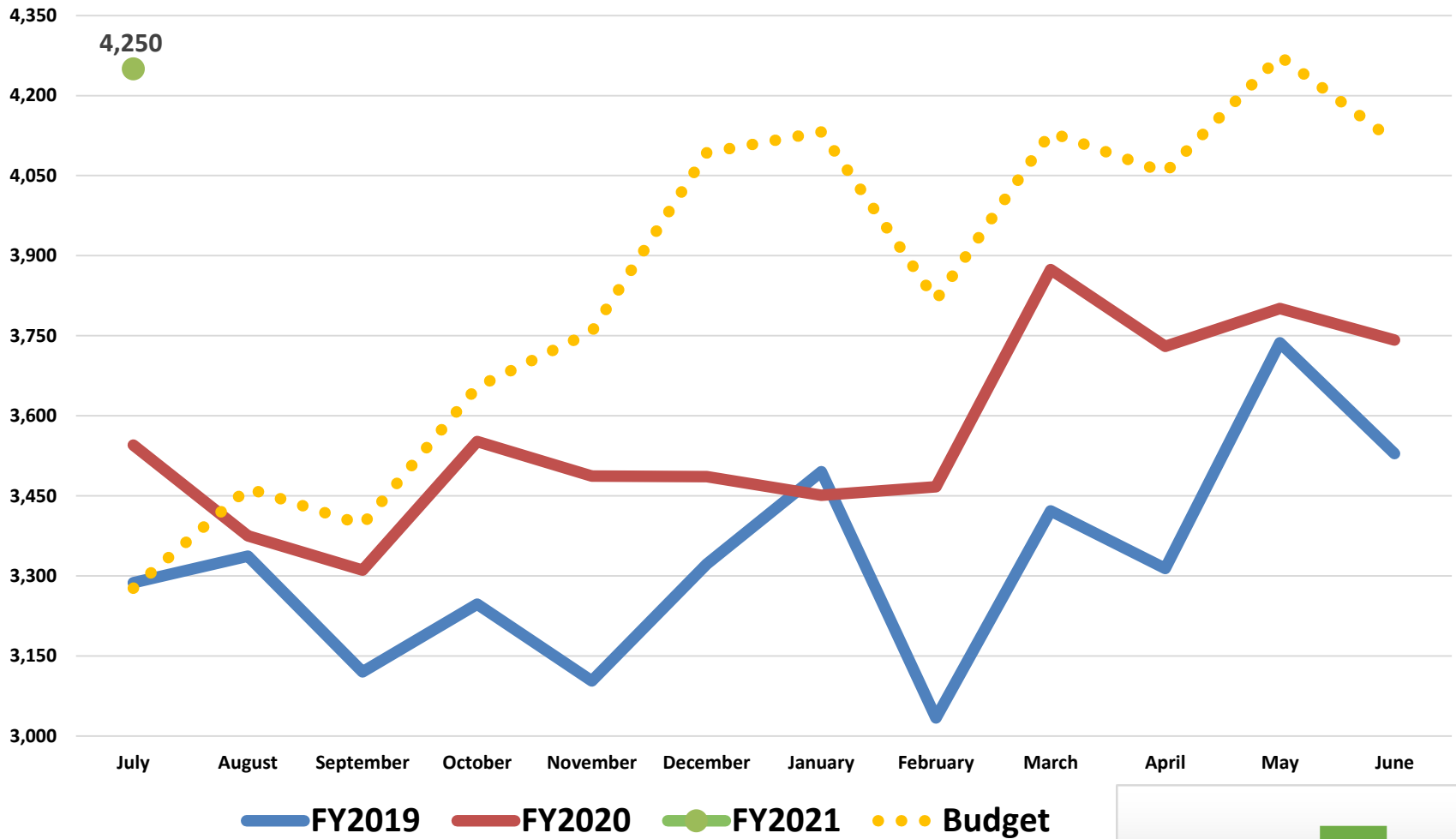
FY2019 **FY2020** **FY2021** **Budget**

406	438	342	401
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

KDMF RVU's

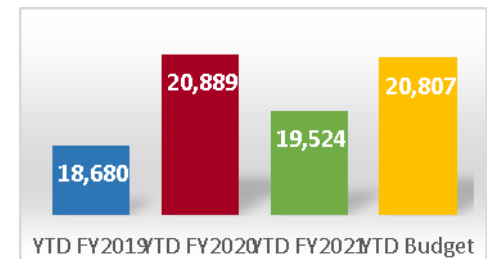
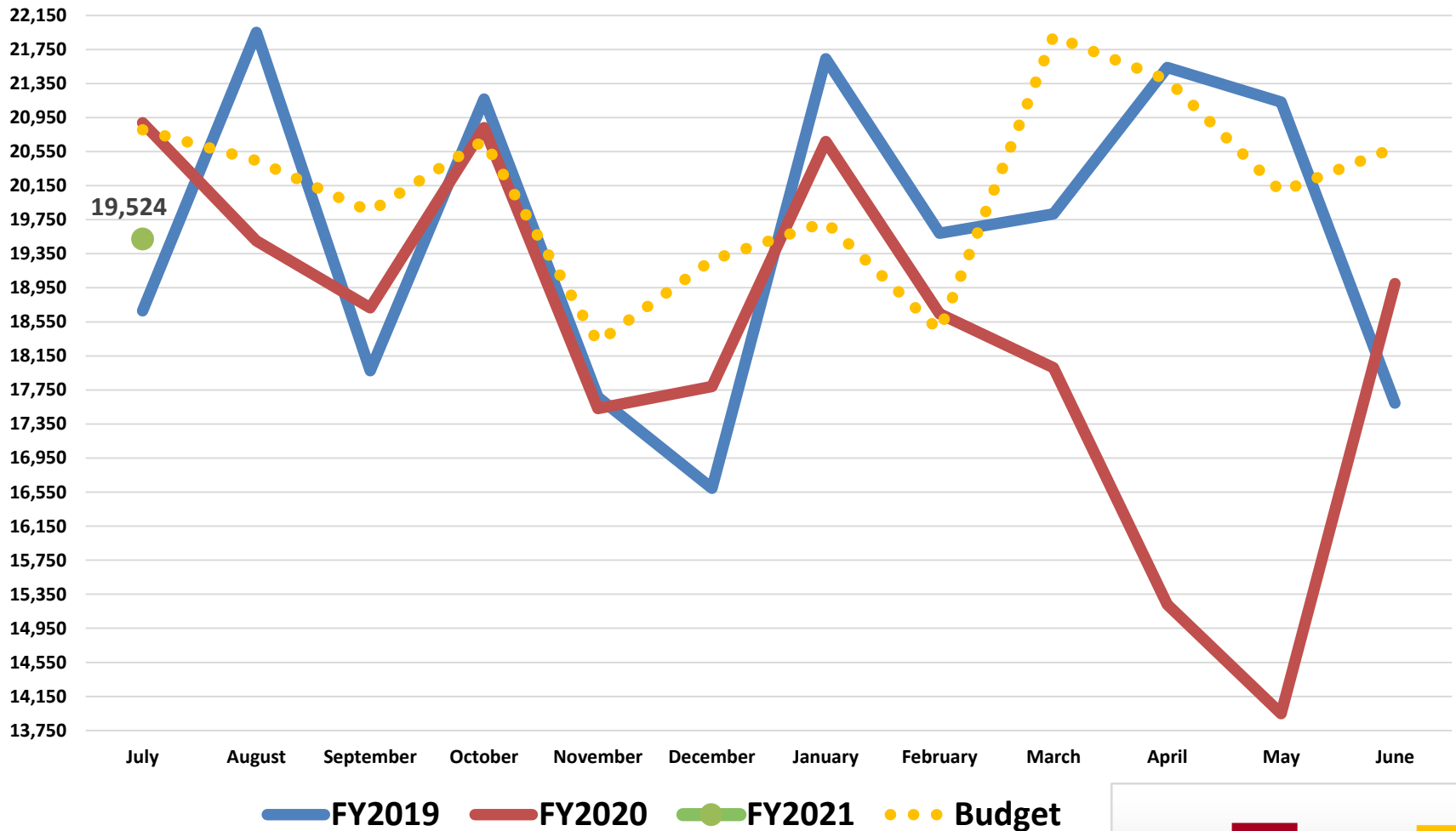


Hospice Days

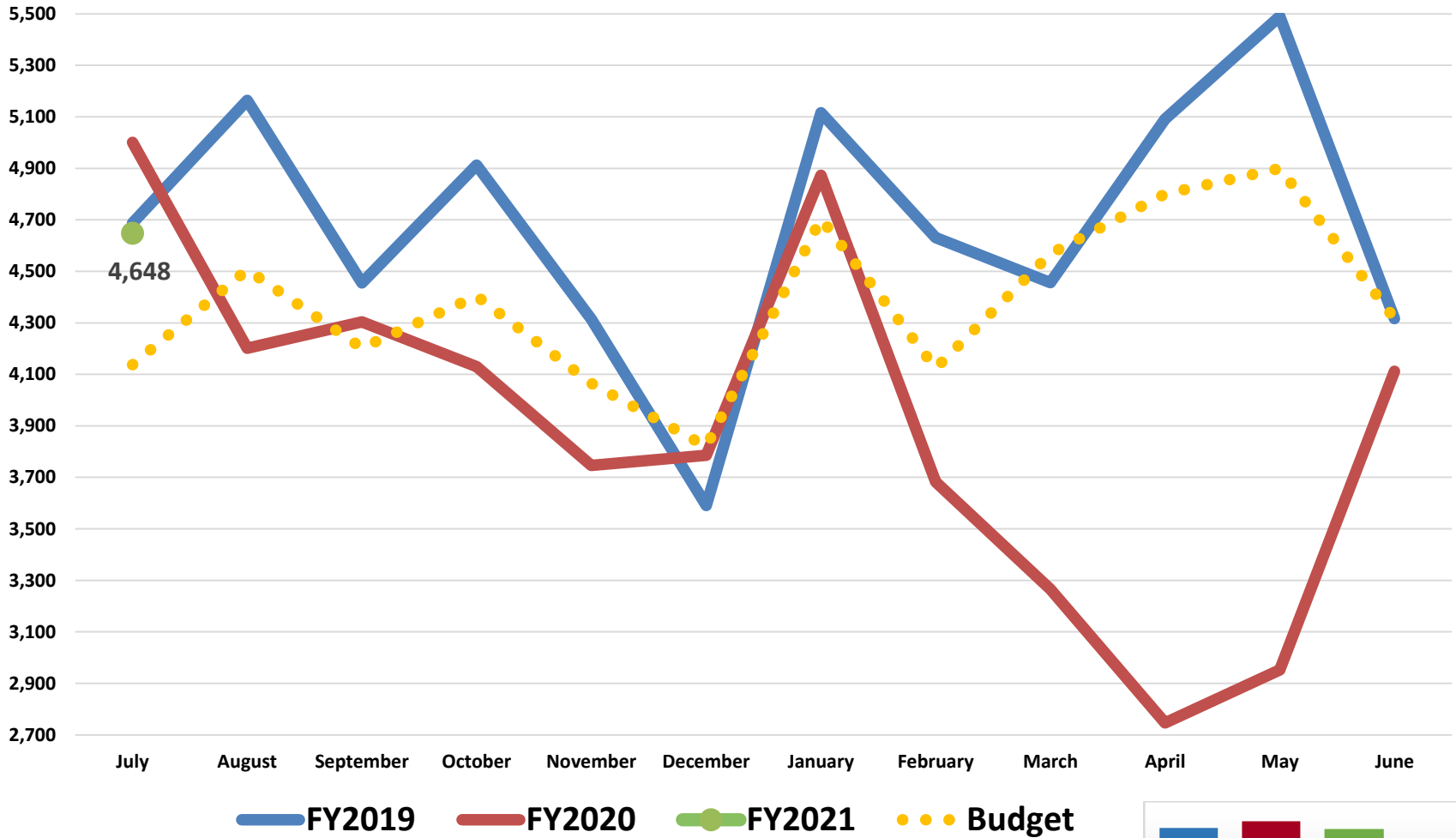


3,287	3,545	4,250	3,277
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

All O/P Rehab Services Across District

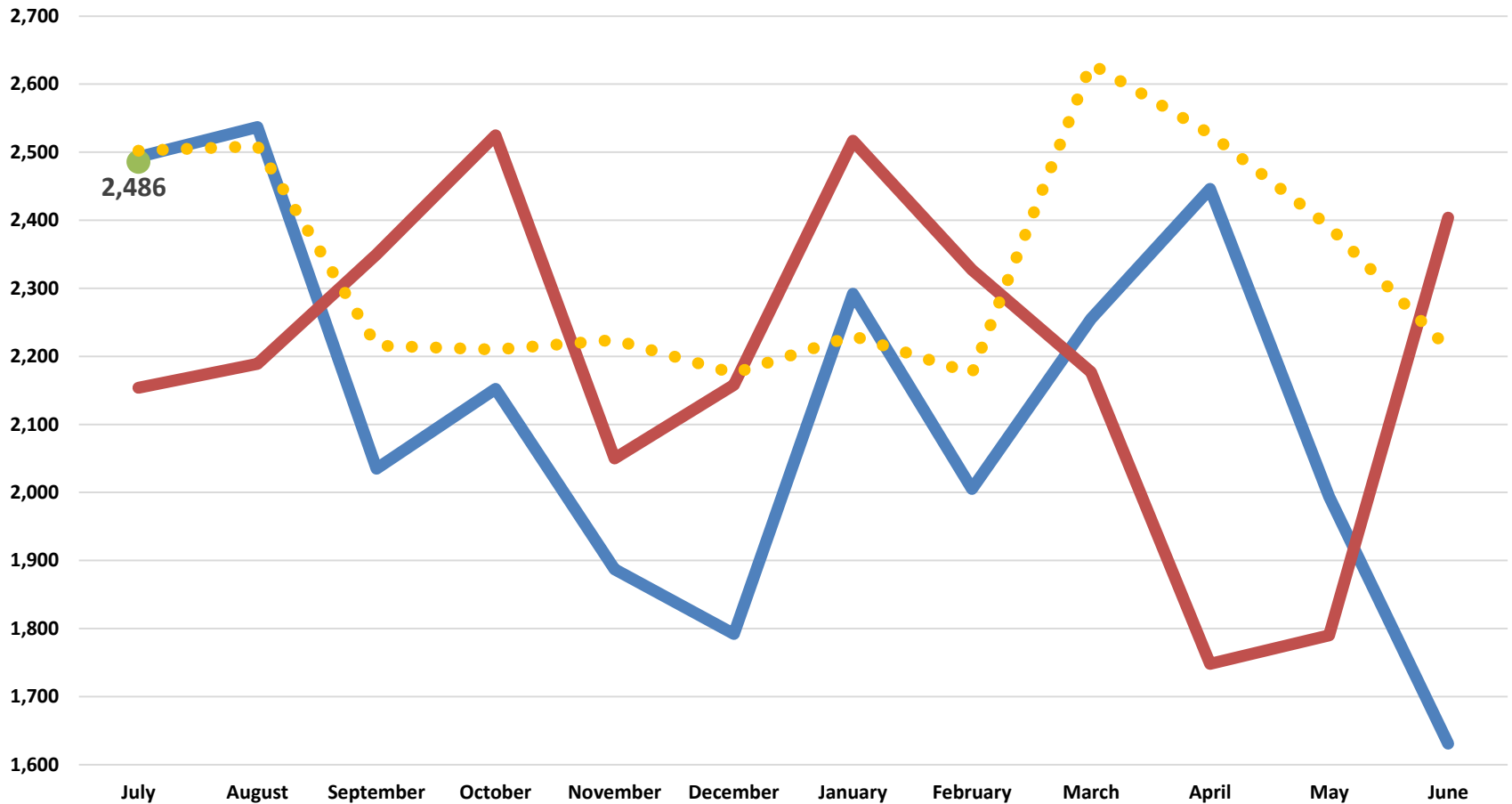


O/P Rehab Services

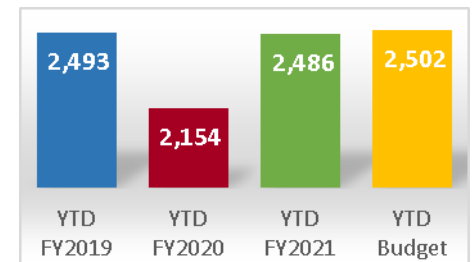


4,687	5,001	4,648	4,138
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

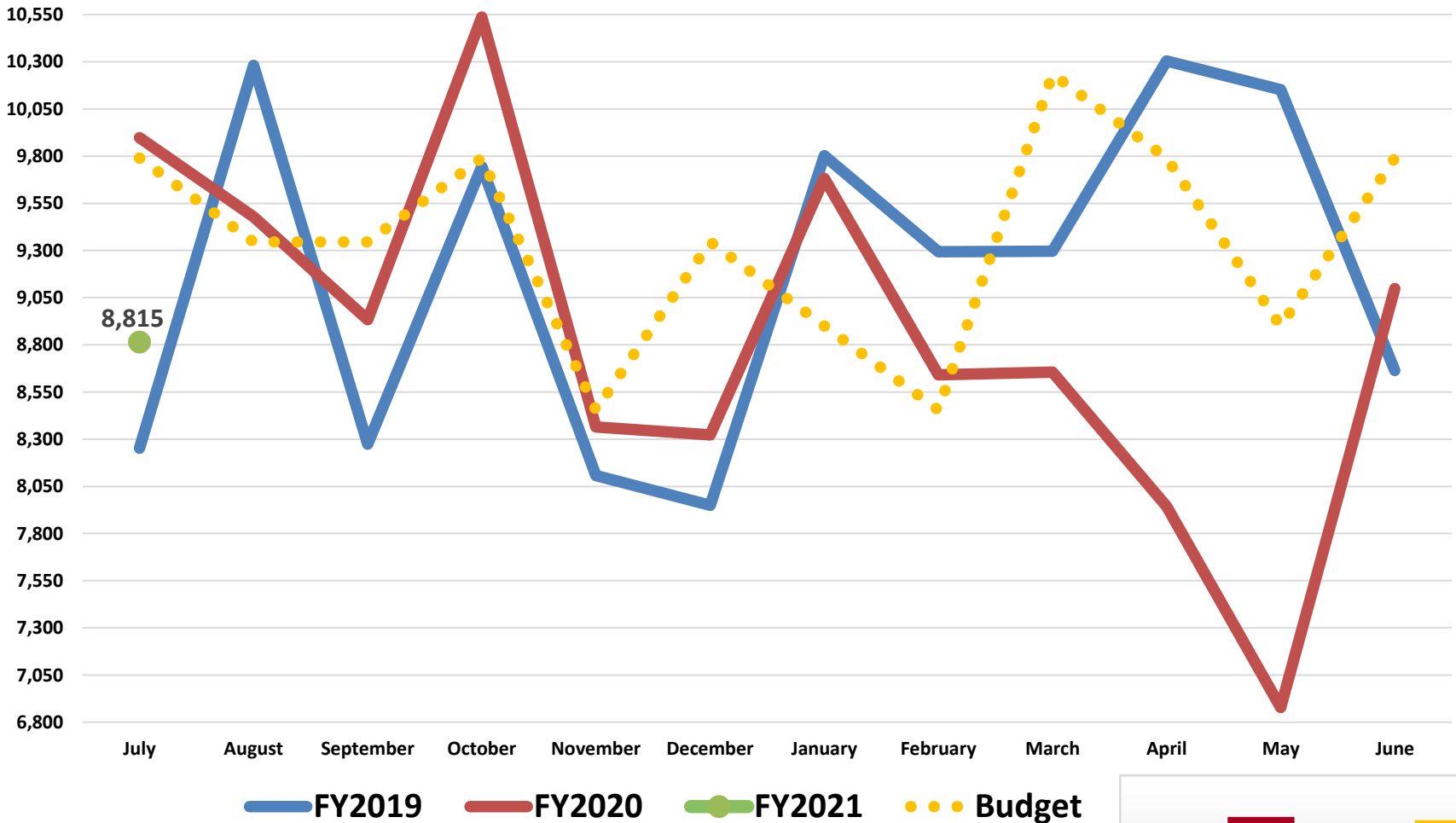
O/P Rehab - Exeter



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

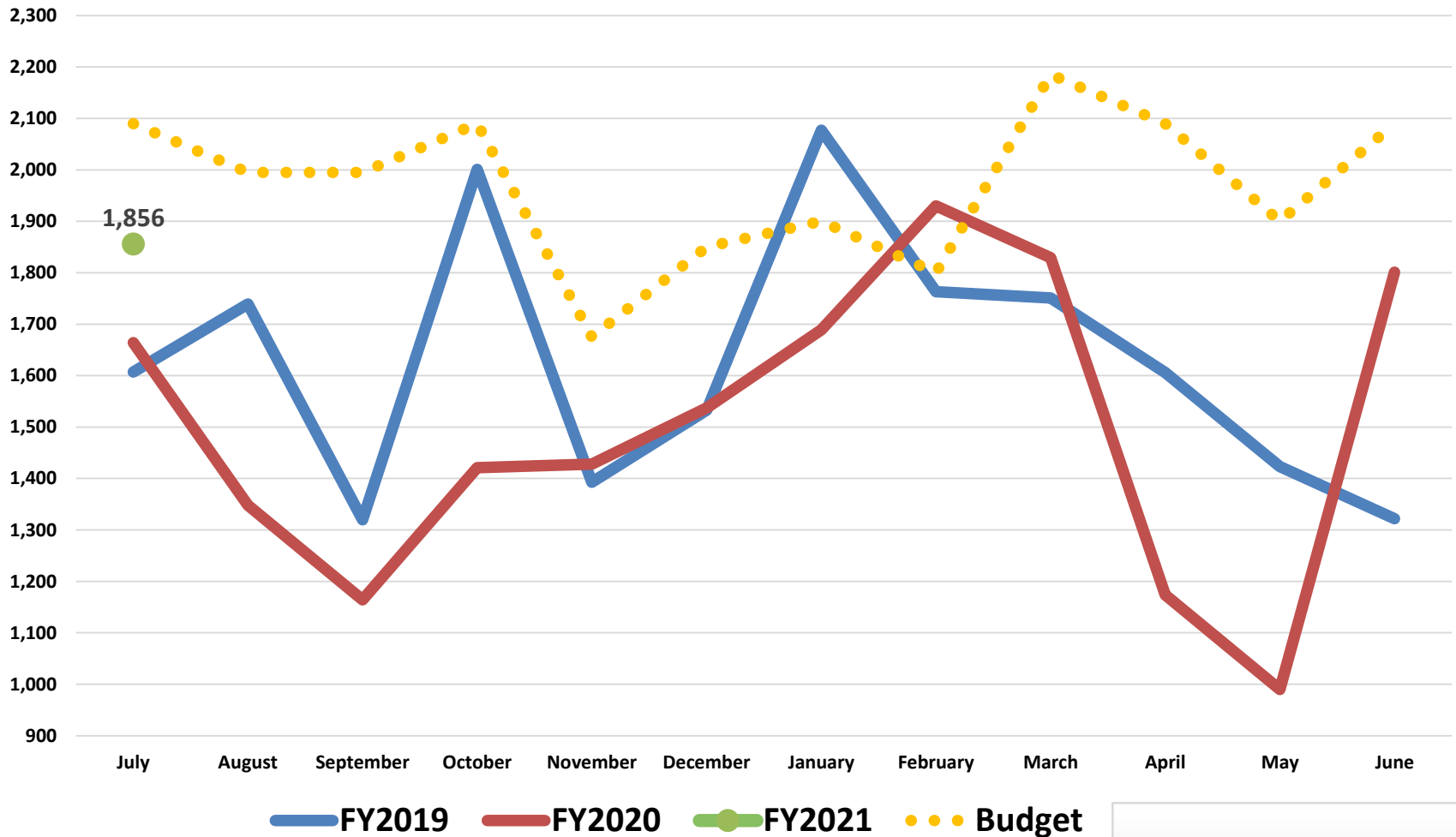


O/P Rehab - Akers



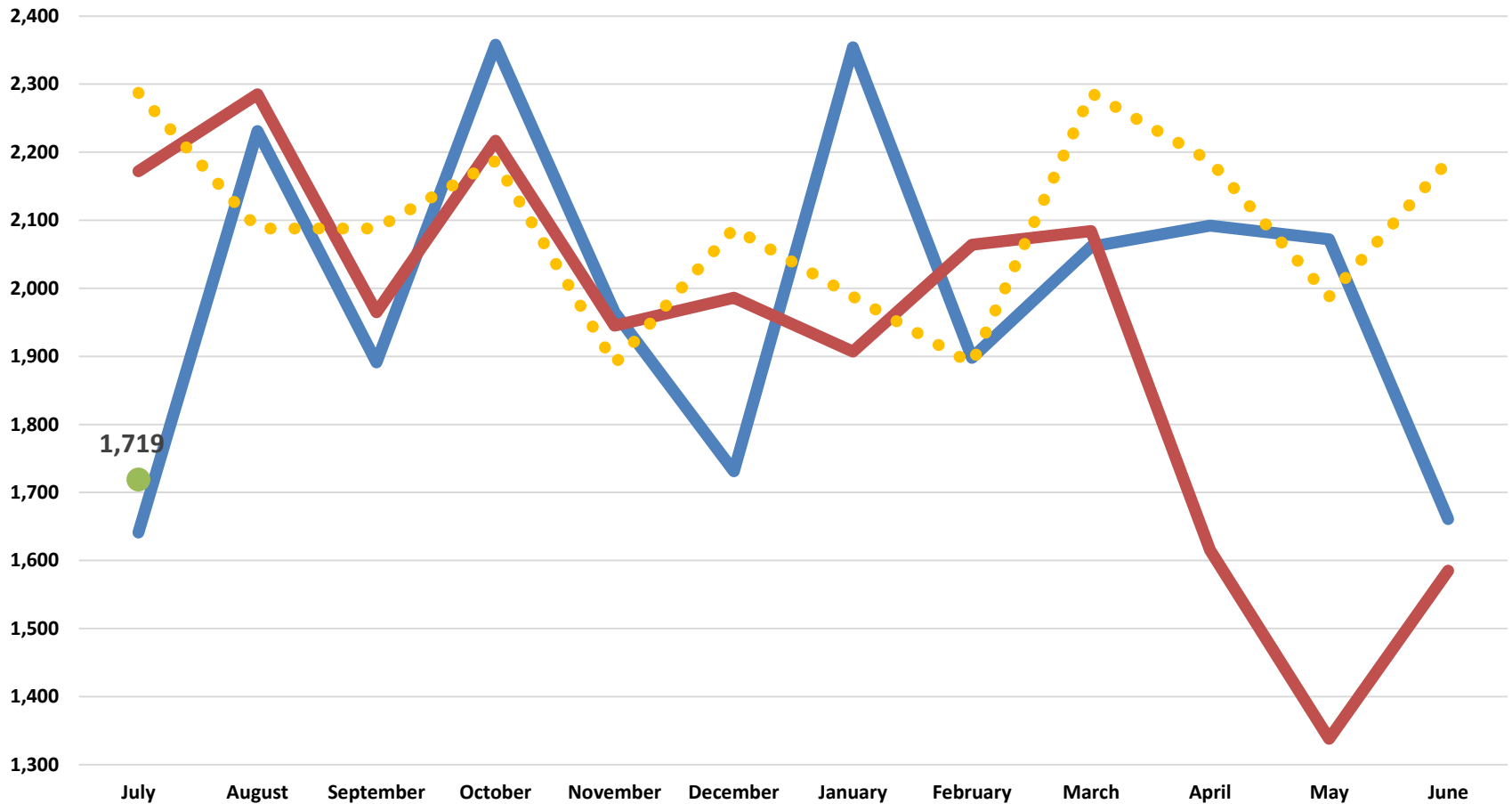
8,252	9,898	8,815	9,790
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

O/P Rehab - LLOPT

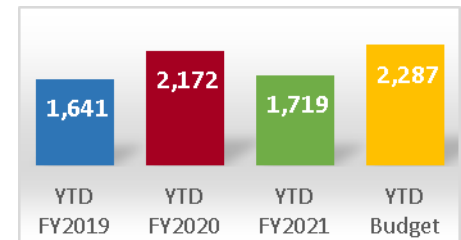


1,607	1,664	1,856	2,090
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

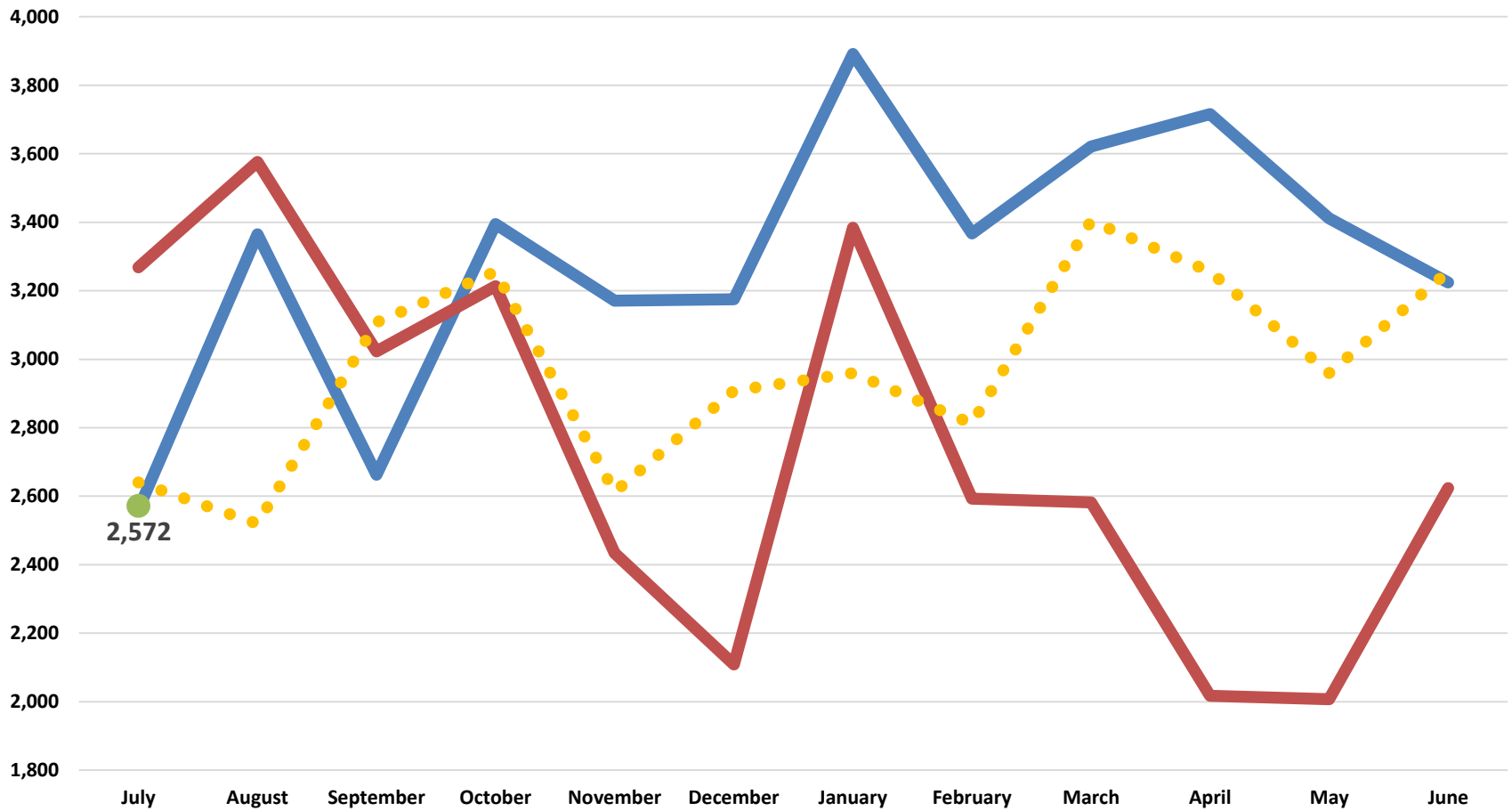
O/P Rehab - Dinuba



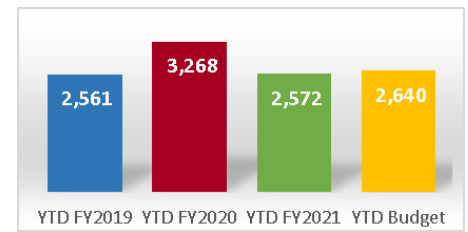
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



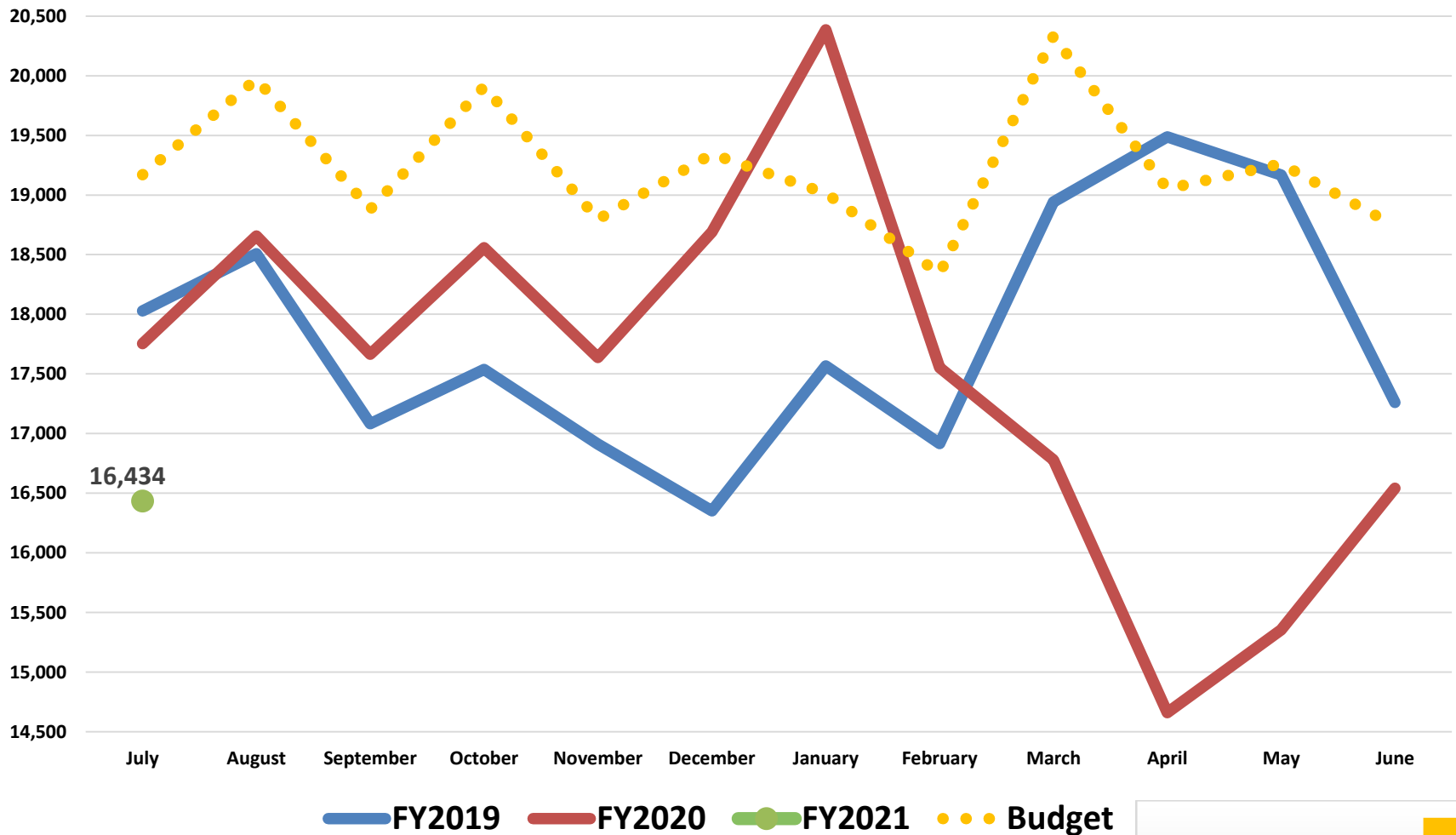
Therapy - Cypress Hand Center



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

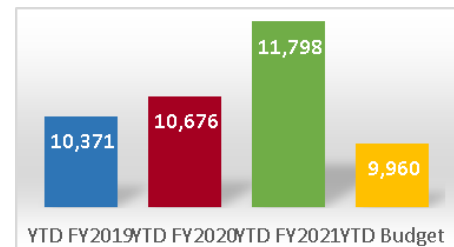
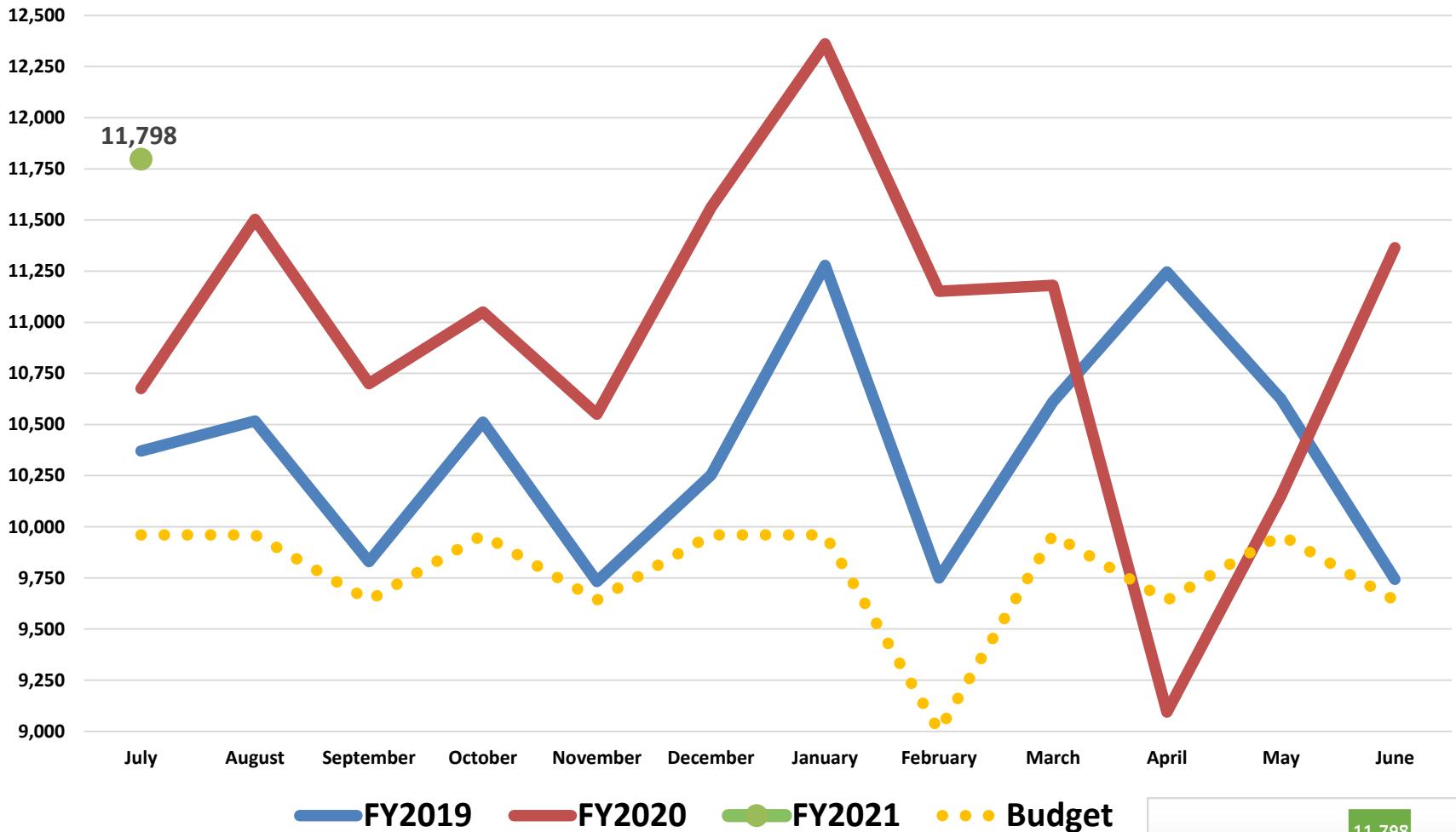


Physical & Other Therapy Units (I/P & O/P)

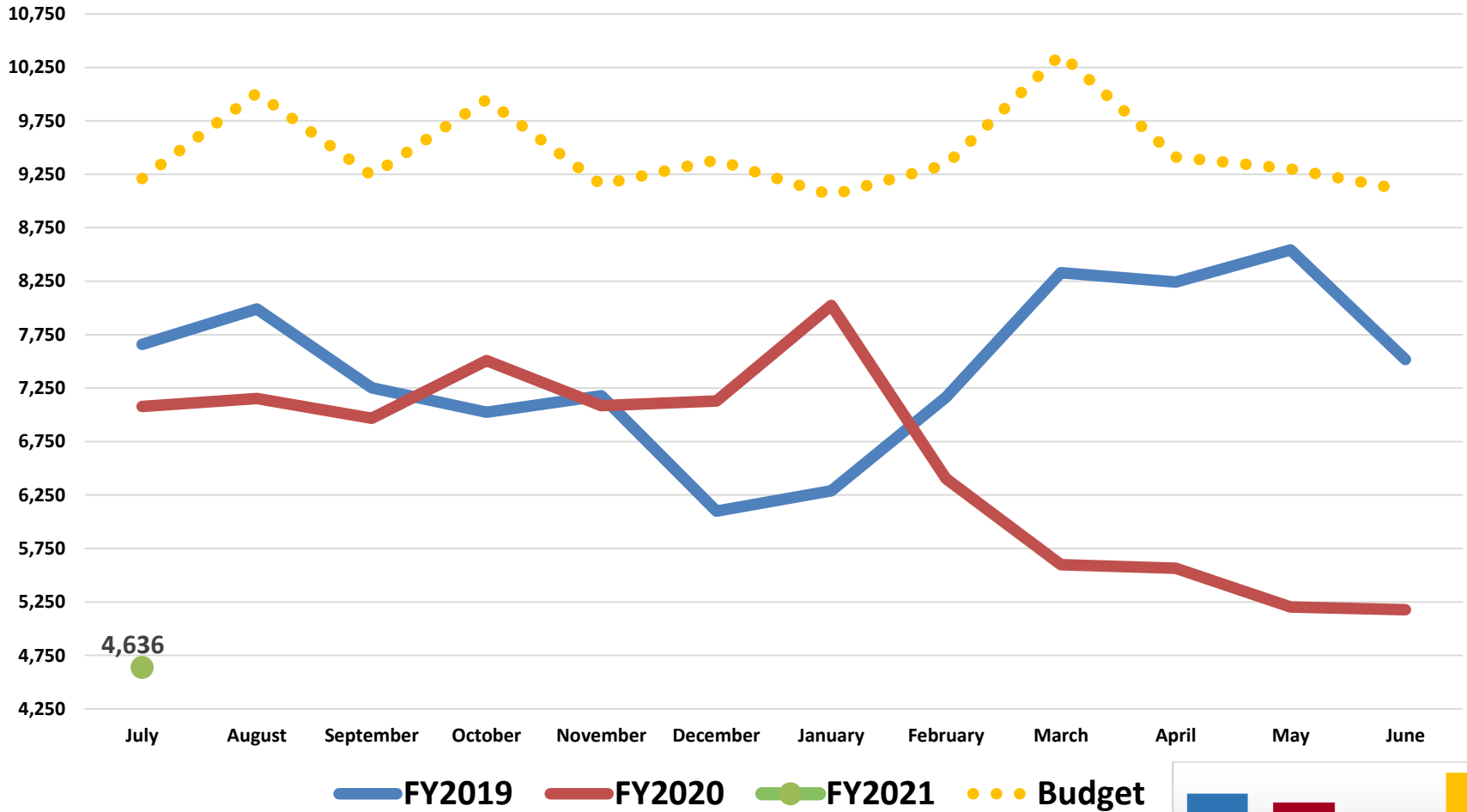


18,029	17,754	16,434	19,170
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

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

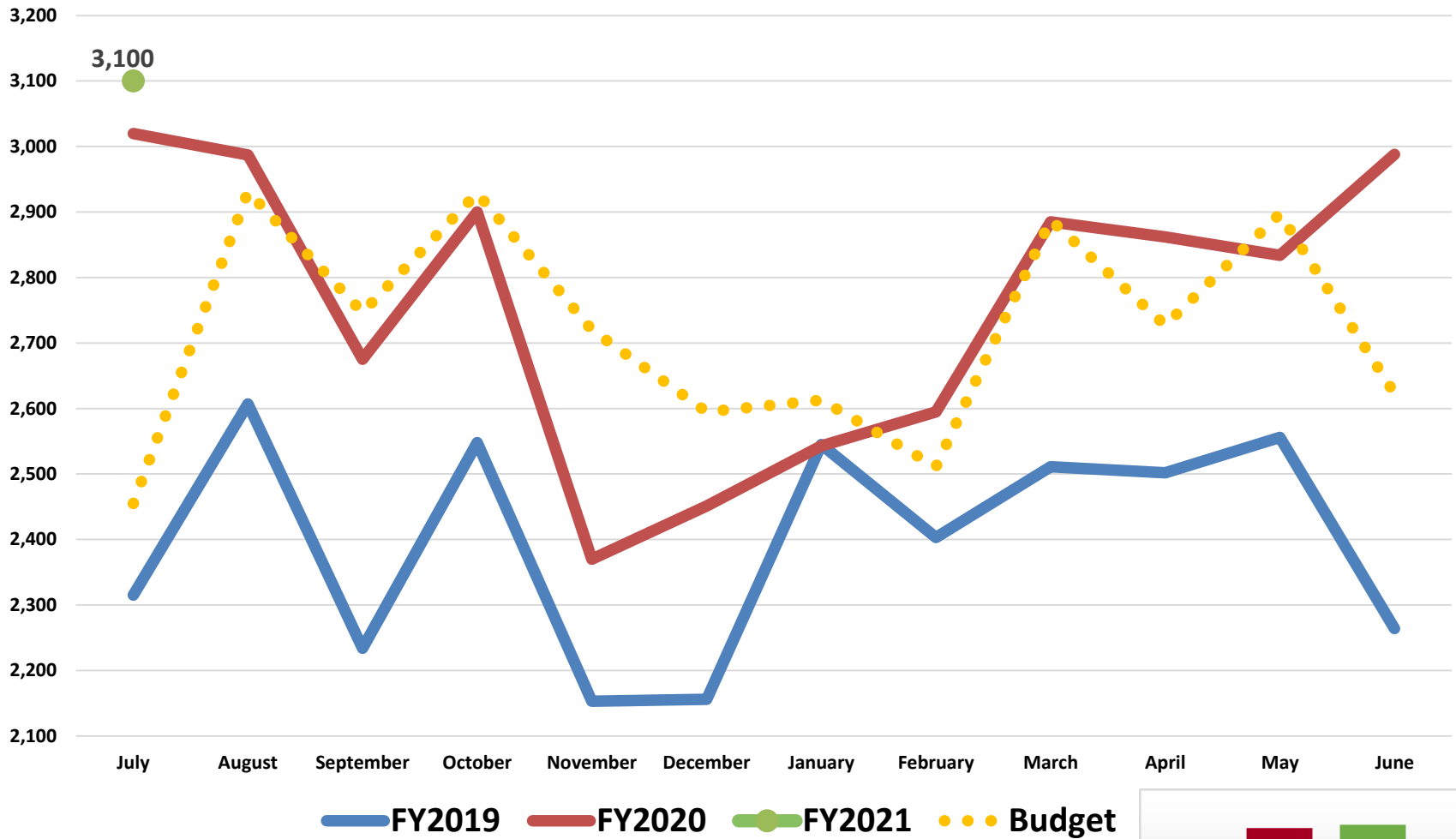


Physical & Other Therapy Units (I/P & O/P)-KDRH & South Campus



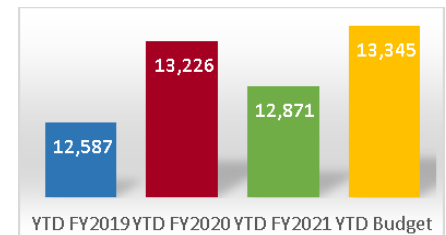
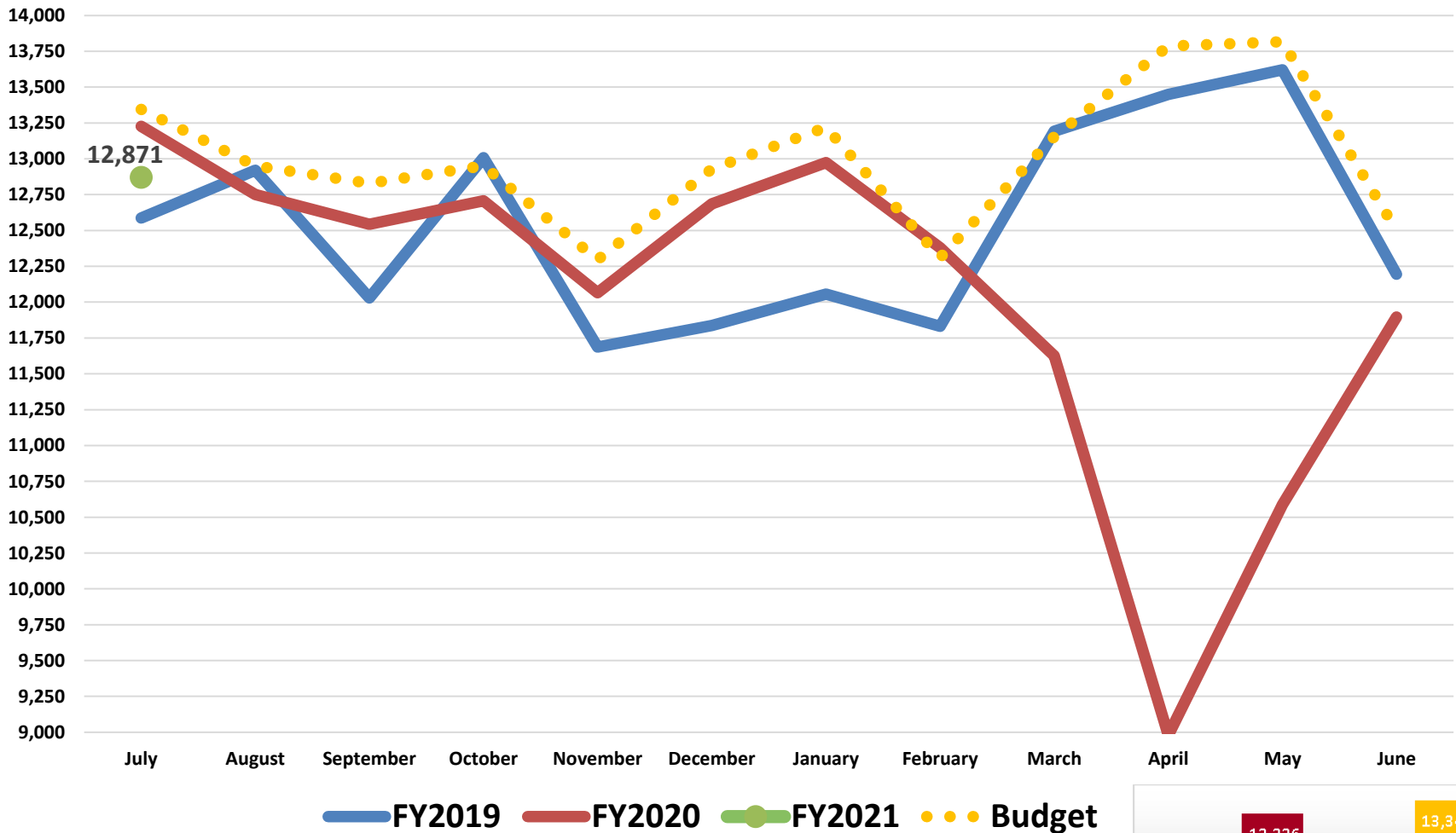
7,658	7,078	4,636	9,210
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Home Health Visits

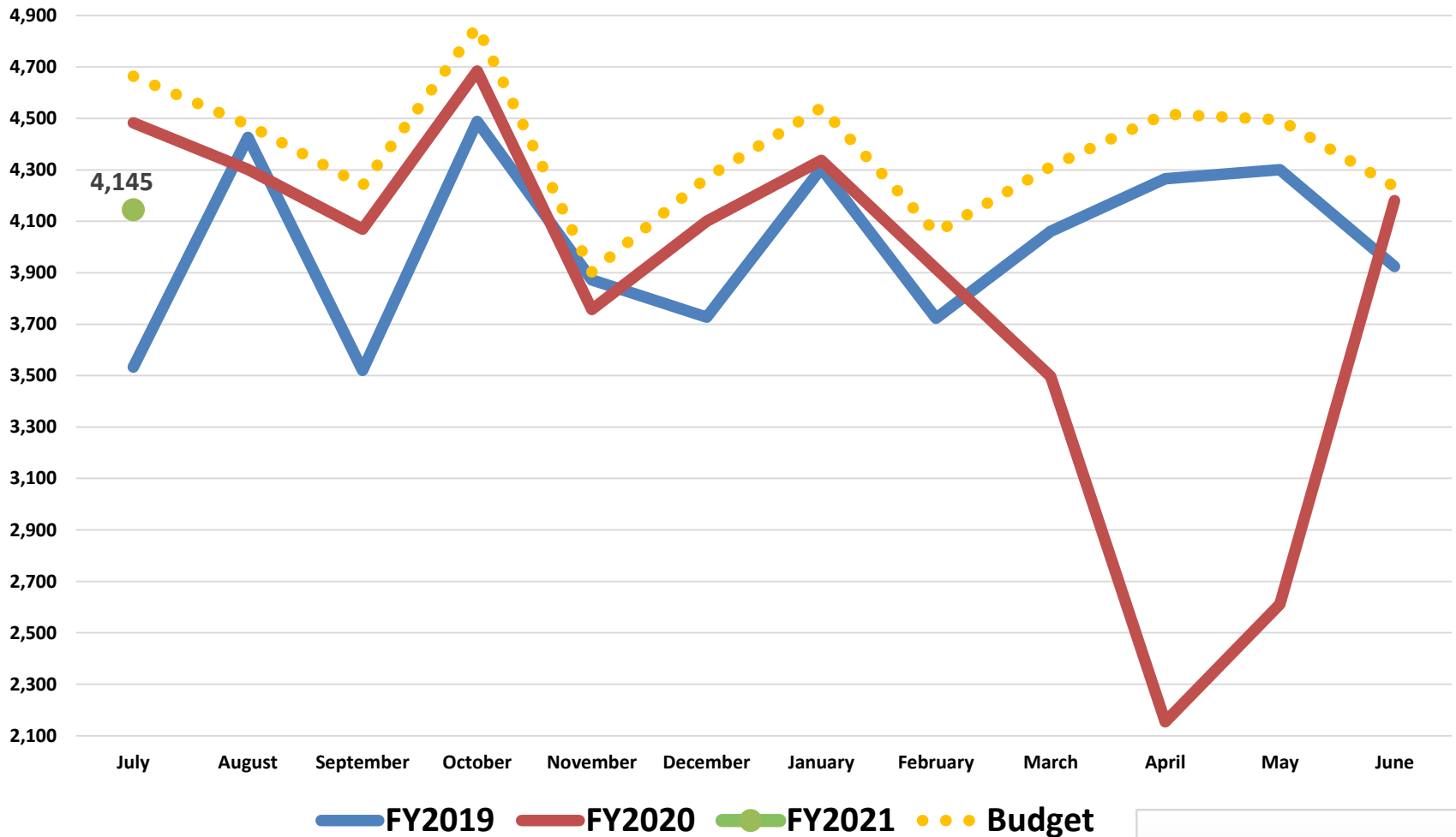


2,315	3,020	3,100	2,455
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Radiology – Main Campus

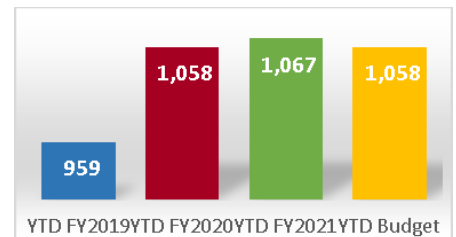
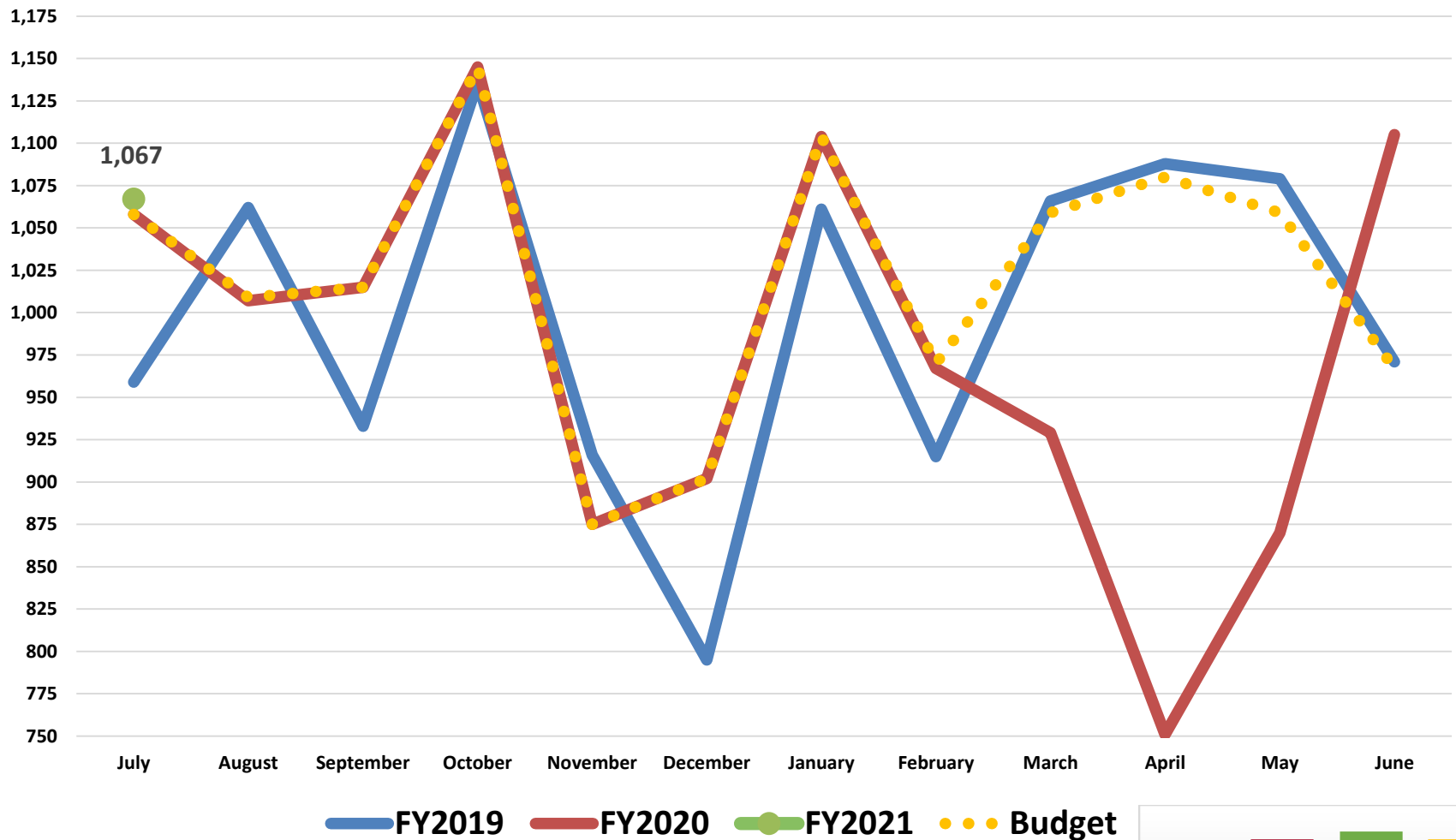


Radiology – West Campus Imaging

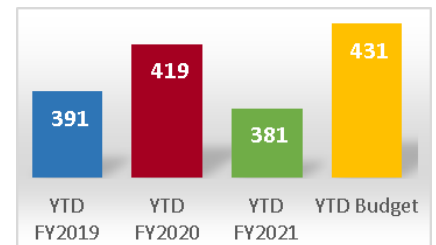
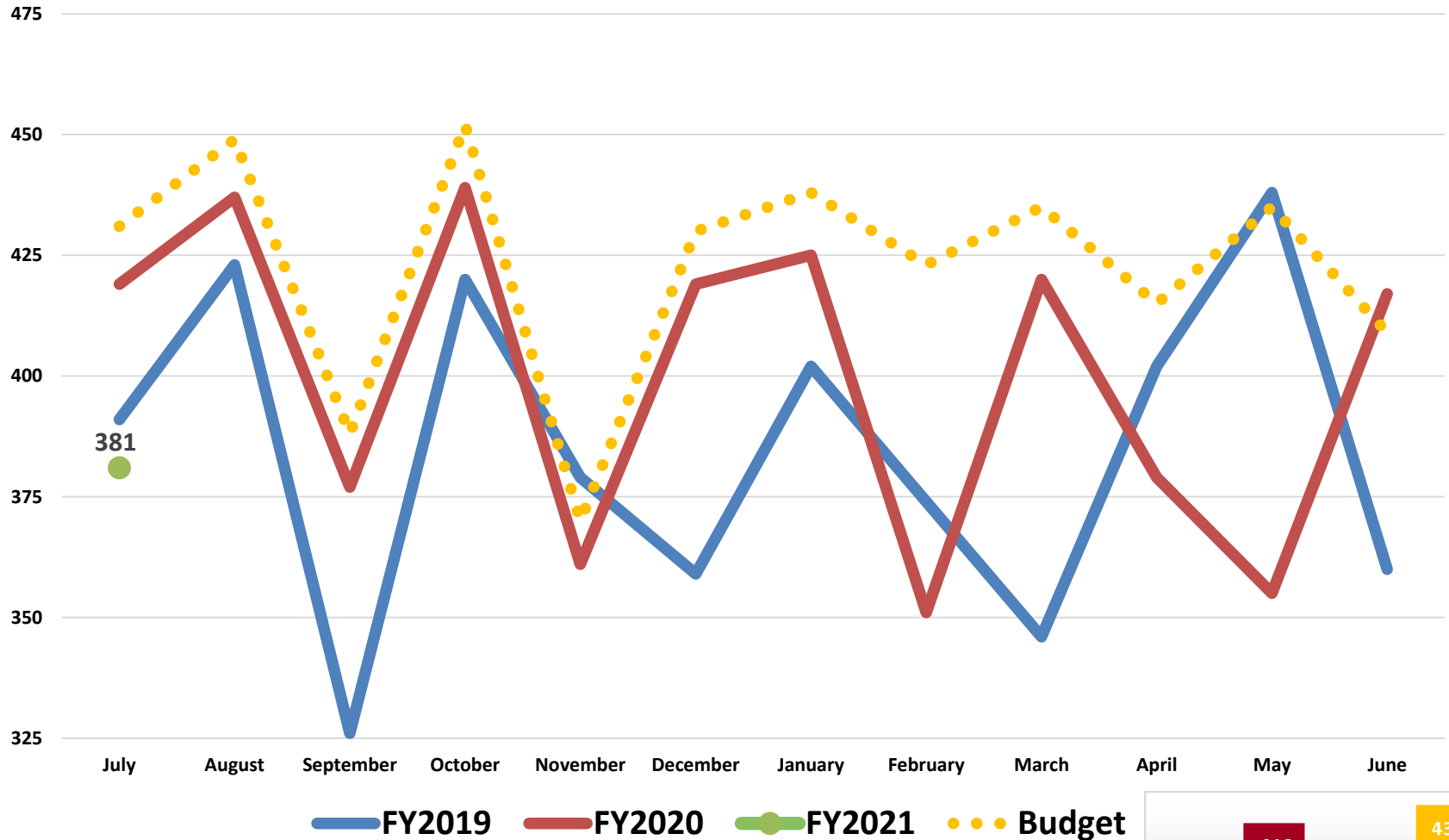


3,533	4,483	4,145	4,664
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

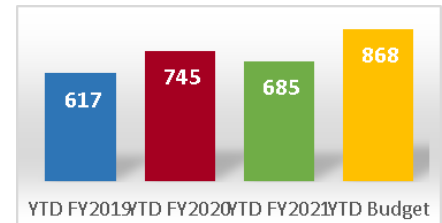
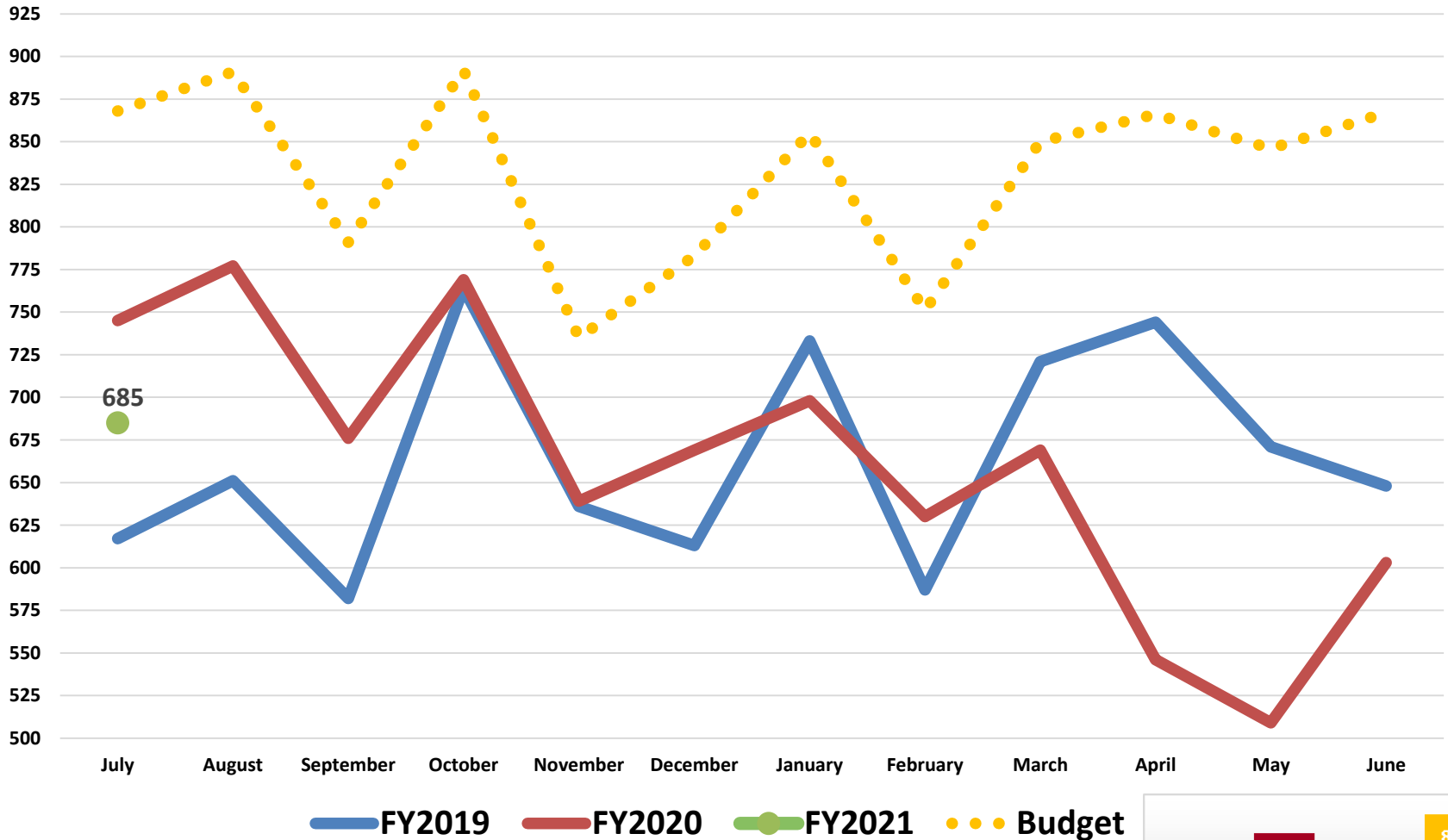
West Campus – Diagnostic Radiology



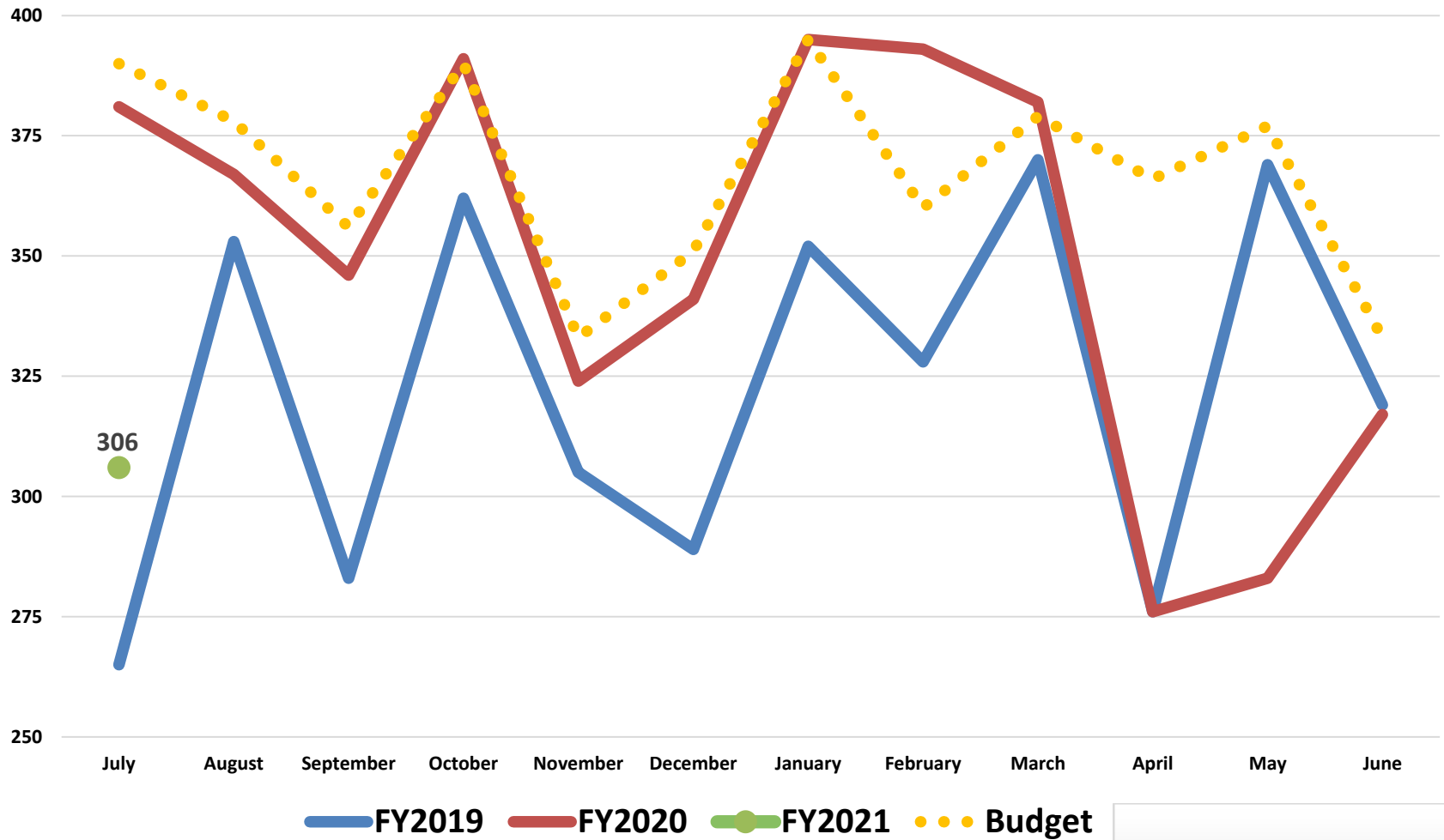
West Campus – CT Scan



West Campus - Ultrasound

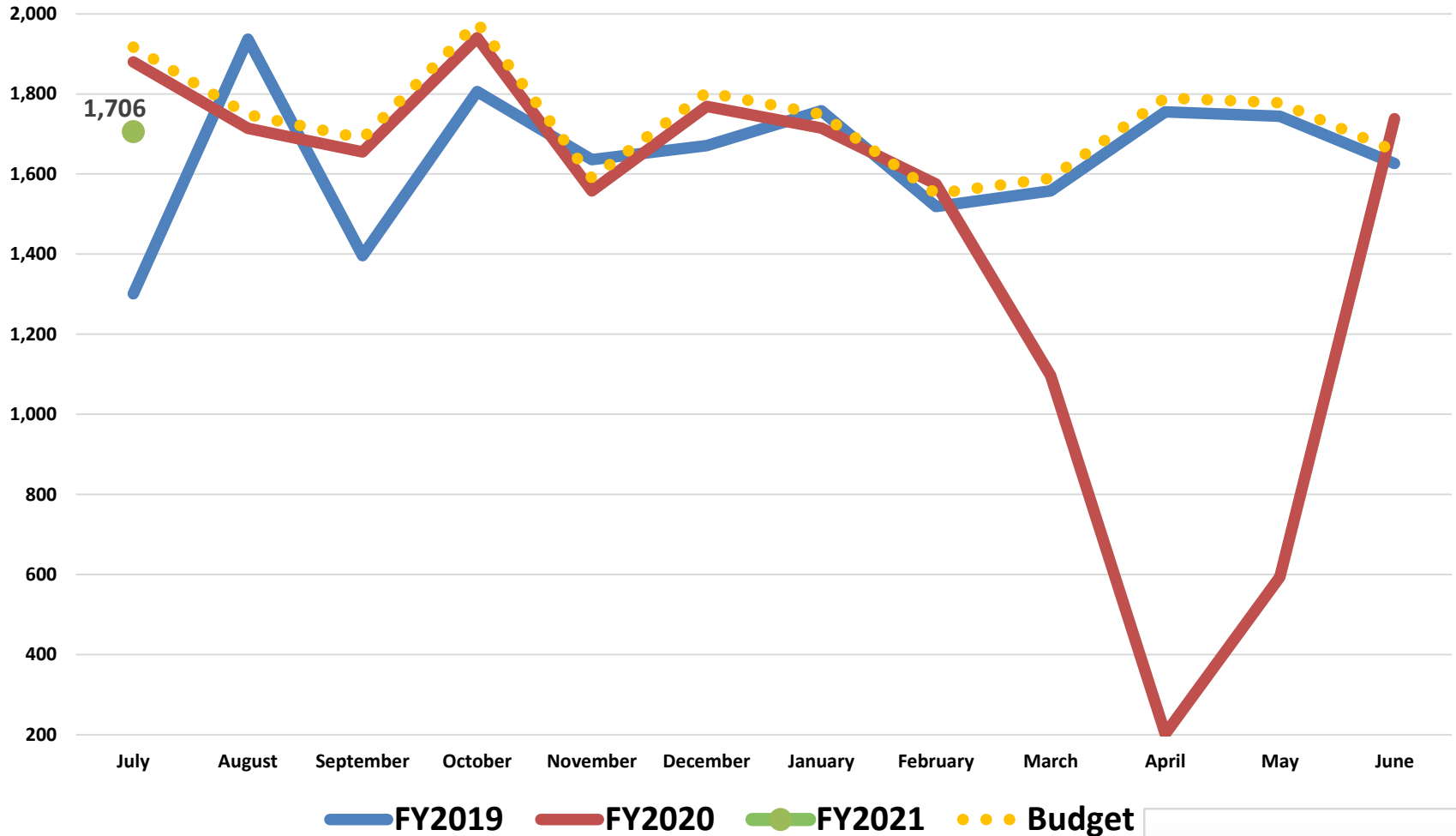


West Campus - MRI



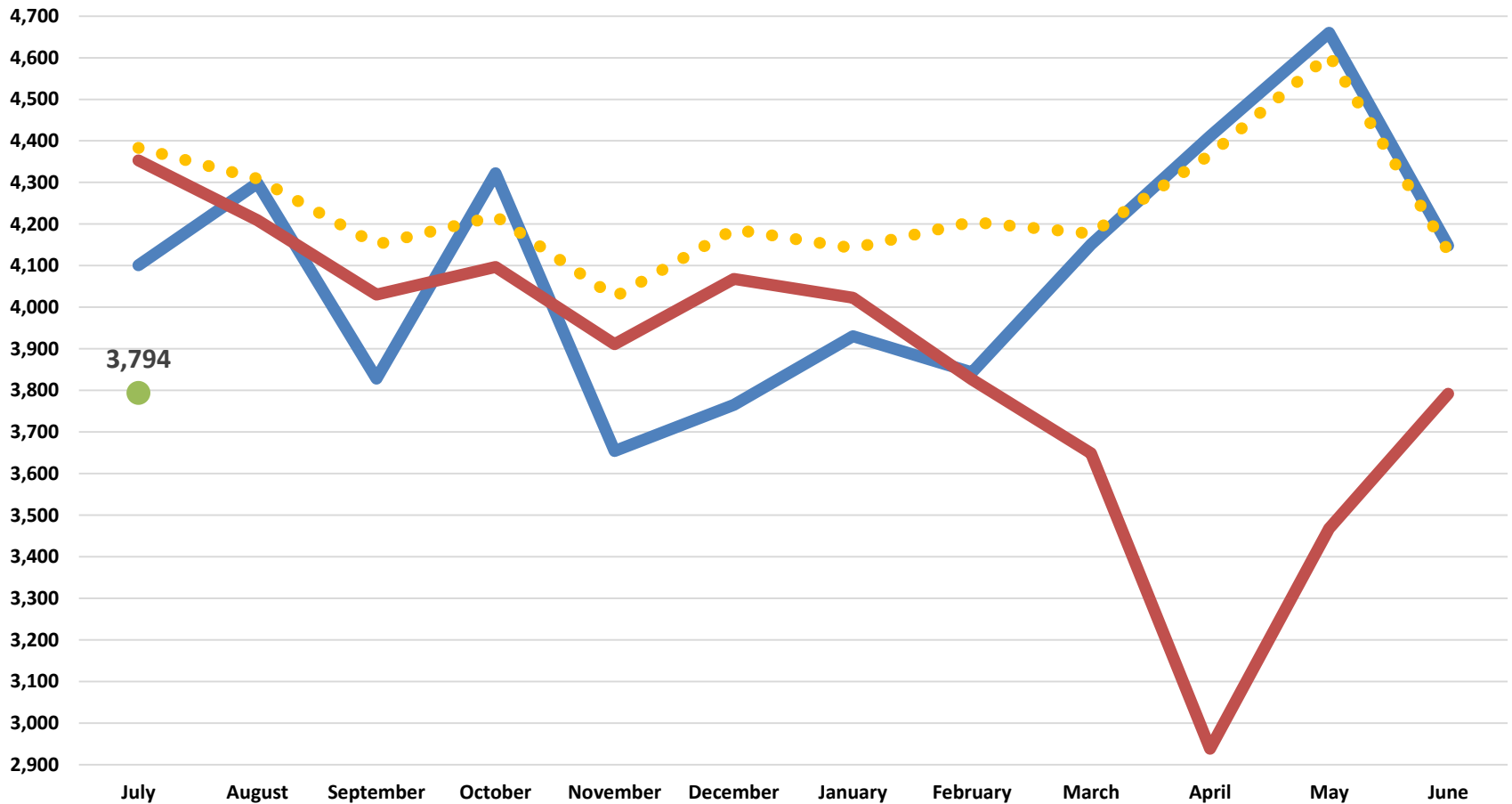
265	381	306	390
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

West Campus – Breast Center



1,301	1,880	1,706	1,917
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

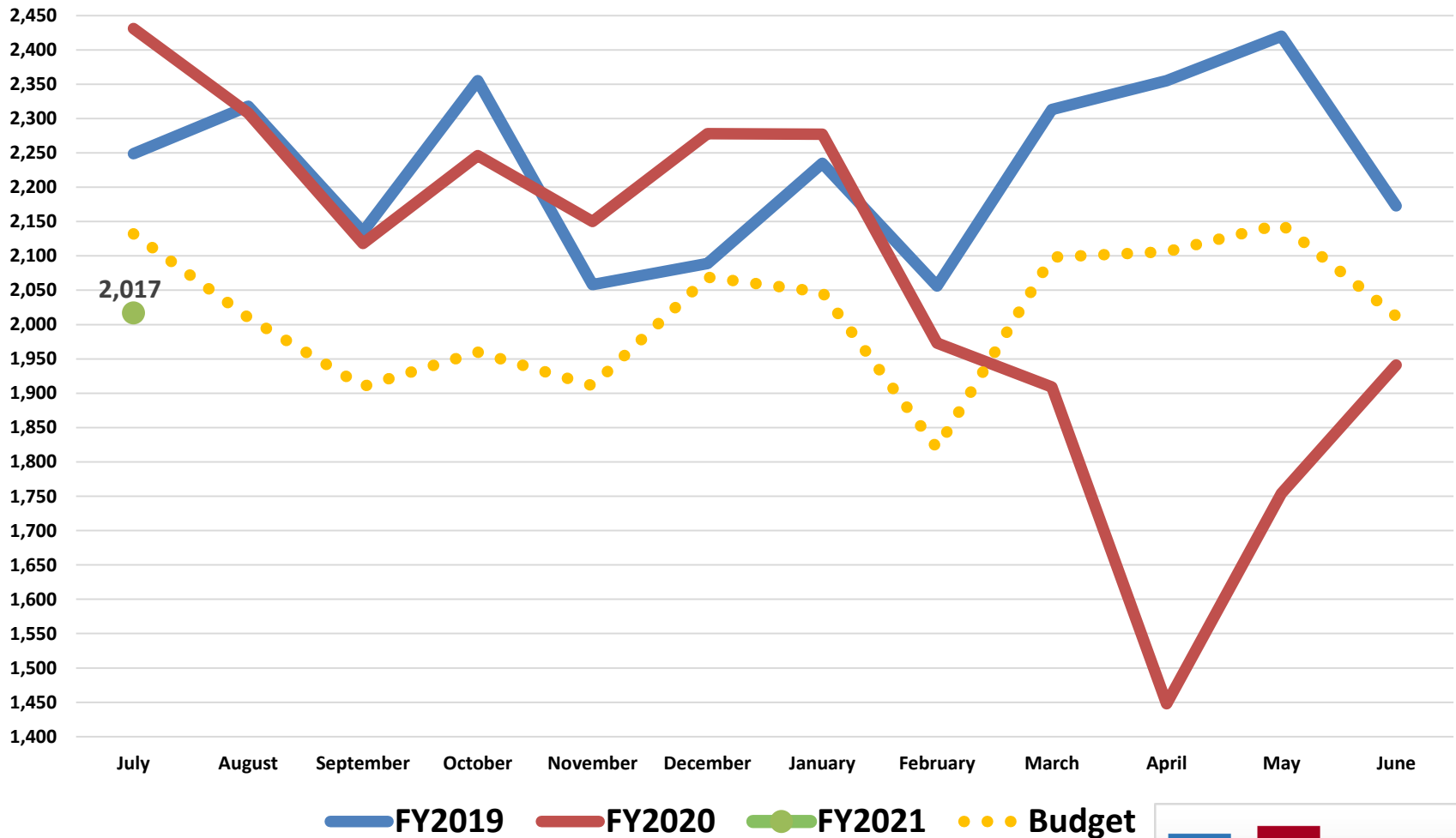
Radiology all areas – CT



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

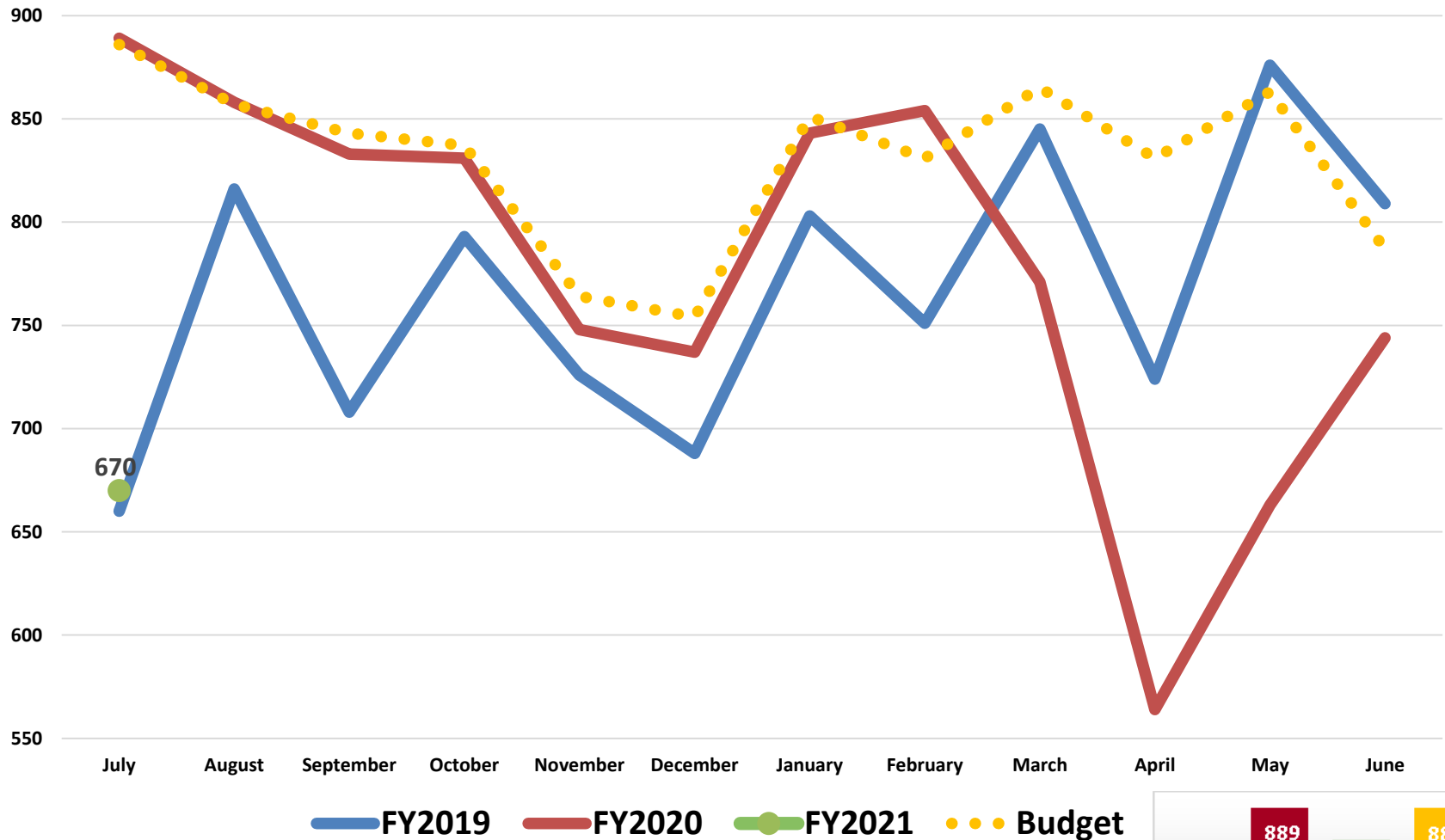
4,101	4,353	3,794	4,383
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Radiology all areas – Ultrasound



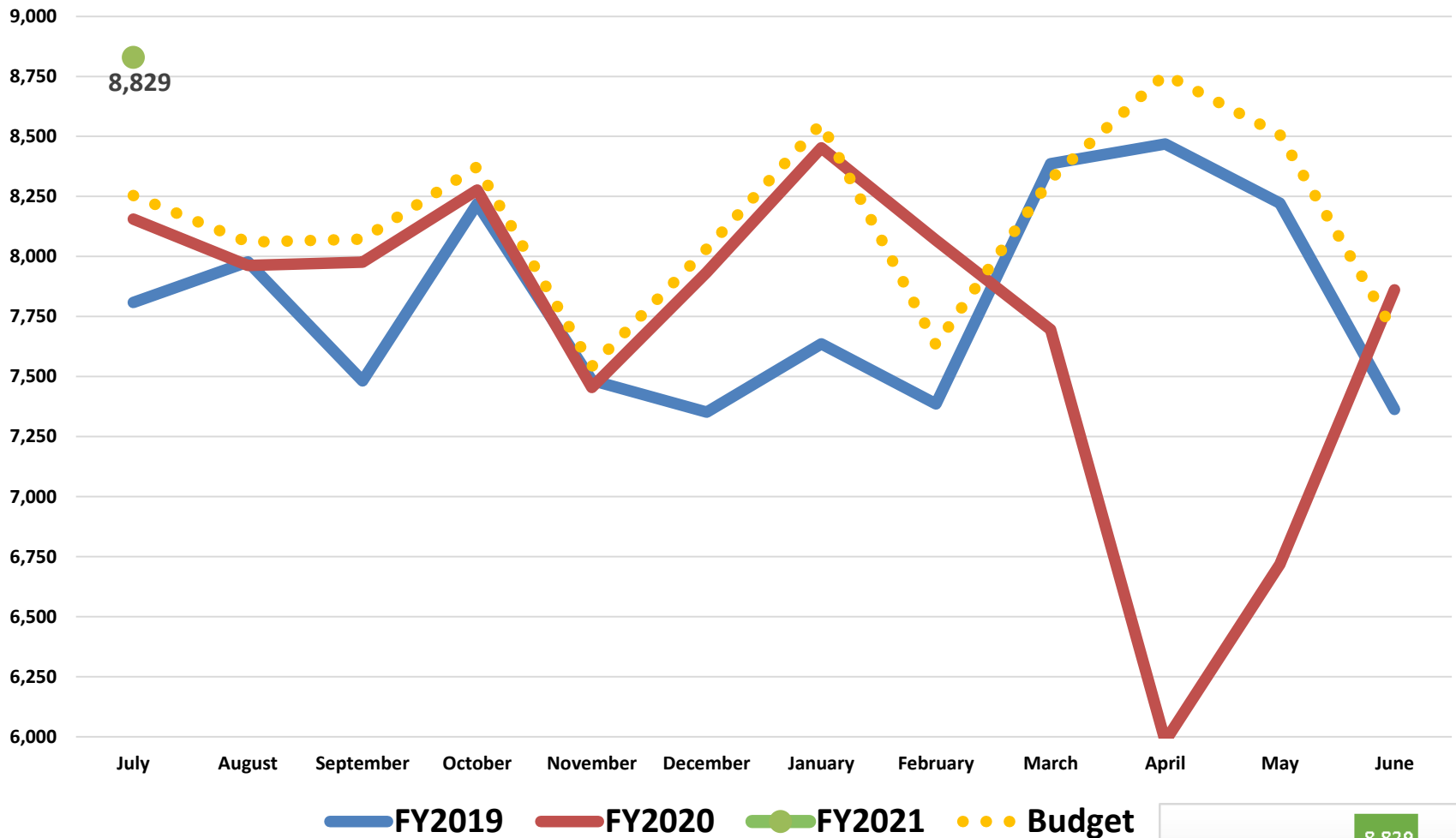
2,249	2,431	2,017	2,132
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Radiology all areas – MRI

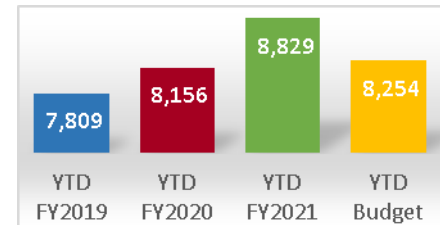


660	889	670	886
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

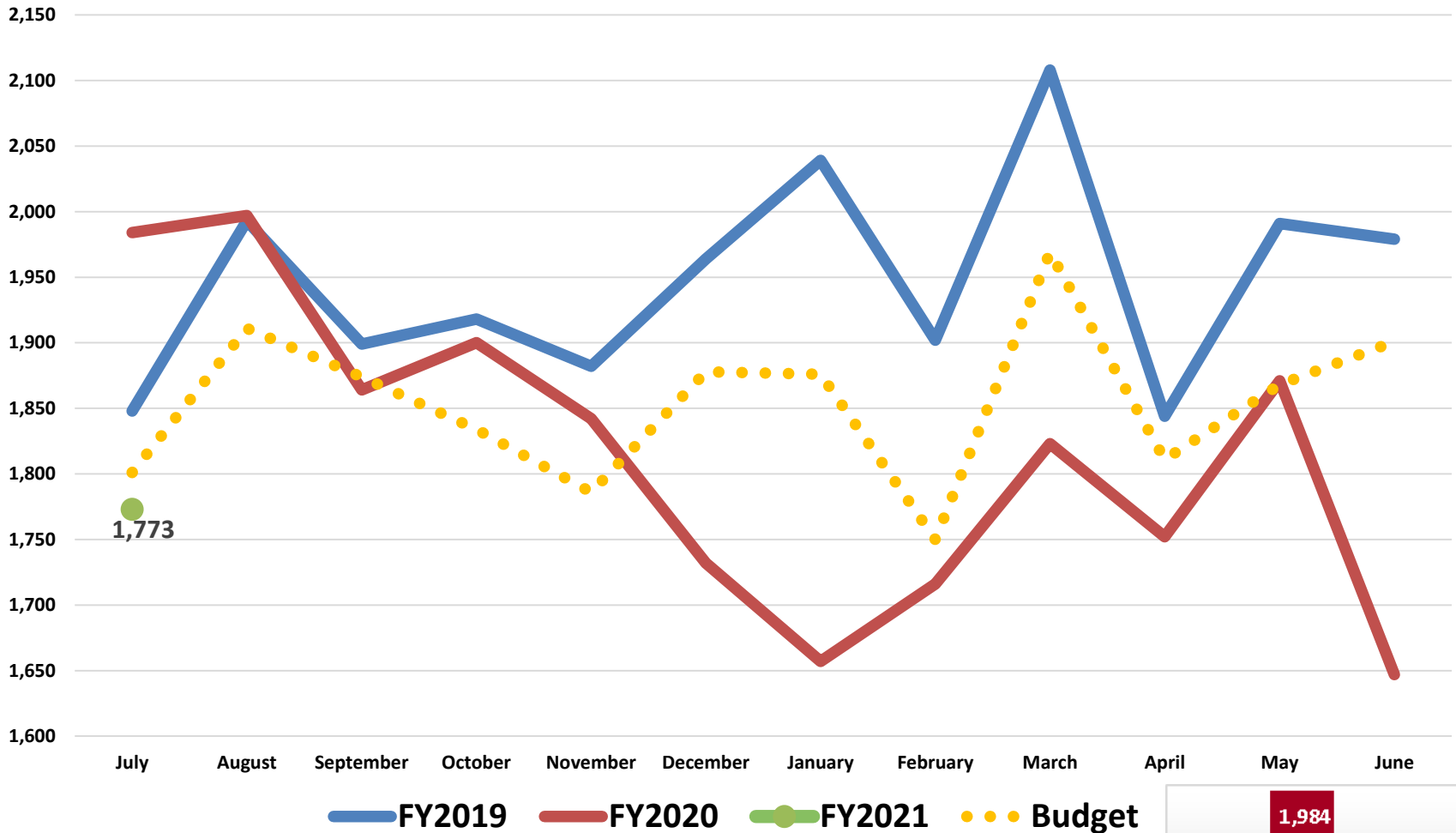
Radiology Modality – Diagnostic Radiology



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



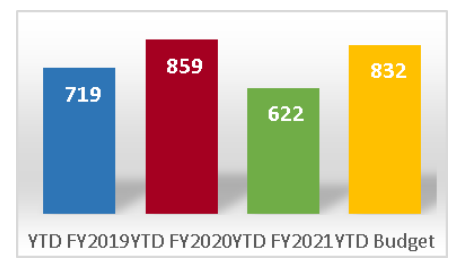
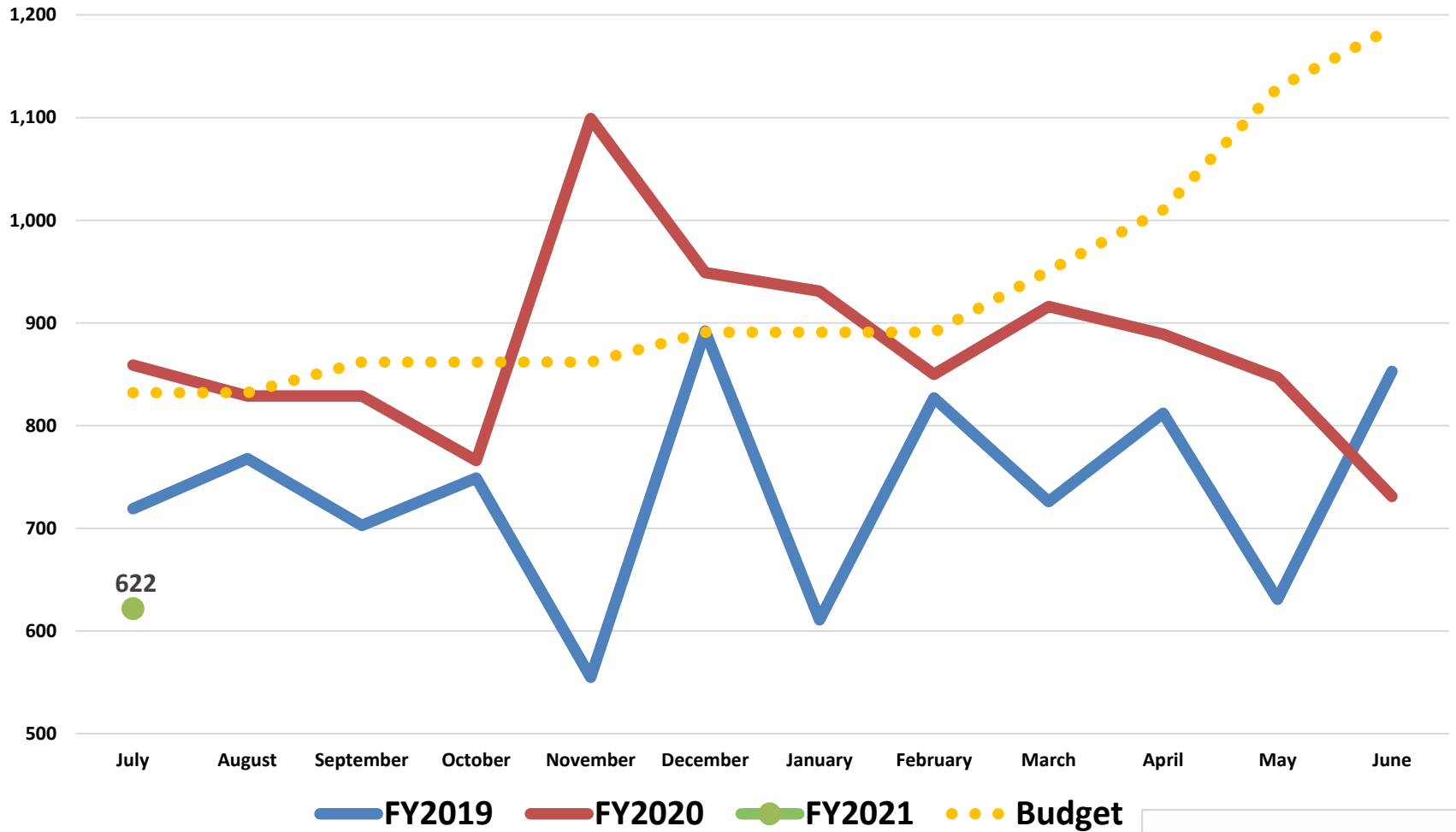
Chronic Dialysis - Visalia



1,848	1,984	1,773	1,801
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

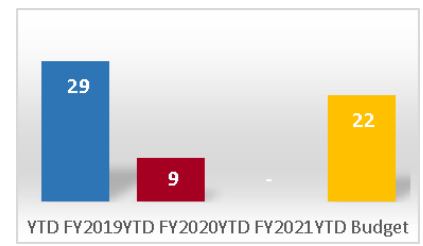
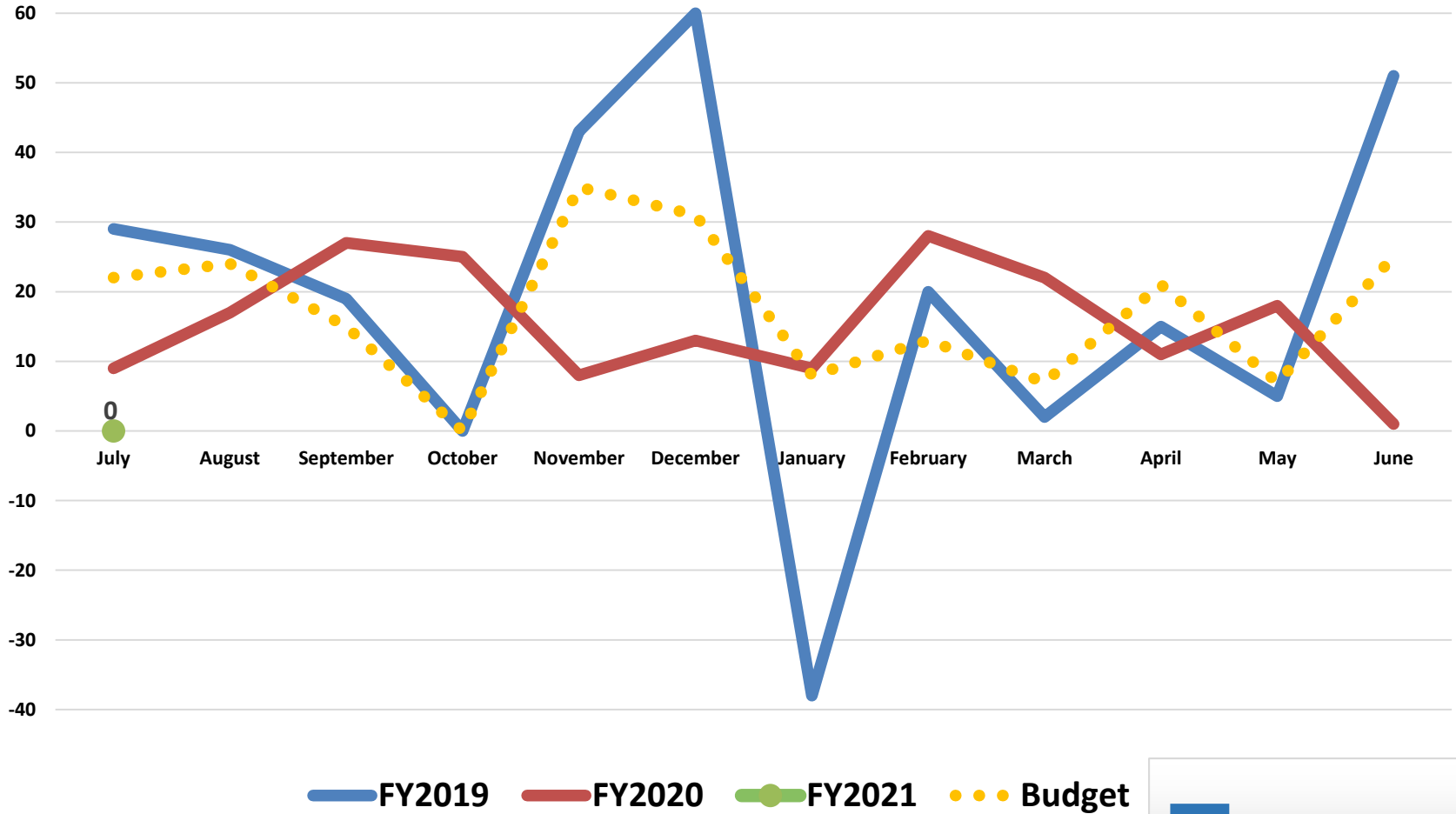
CAPD/CCPD – Maintenance Sessions

(Continuous peritoneal dialysis)

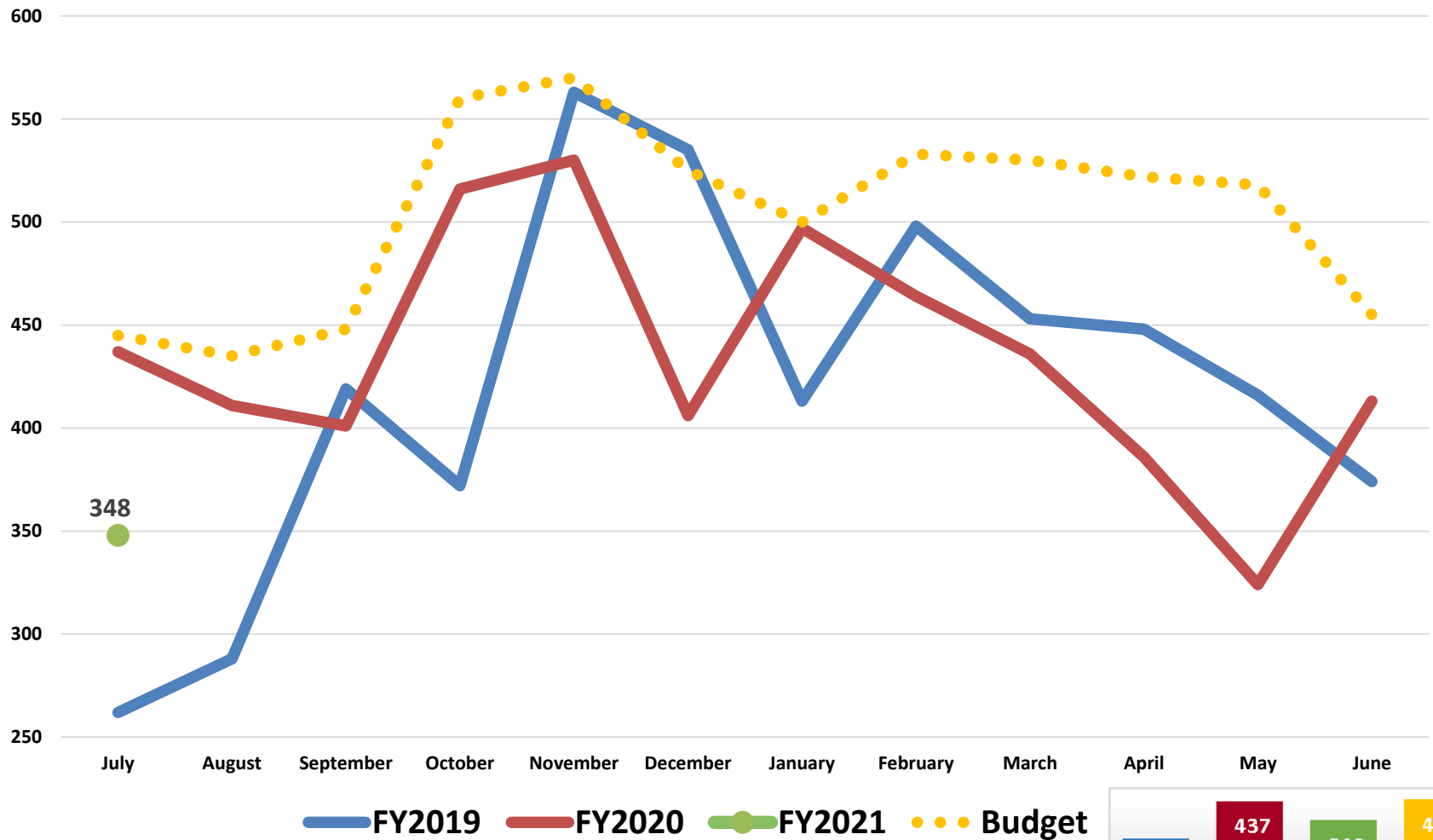


CAPD/CCPD – Training Sessions

(Continuous peritoneal dialysis)



Infusion Center



262	437	348	445
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget