



January 15, 2021

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in a special open Board of Directors meeting at 3:30PM on Tuesday January 19, 2021 in the Kaweah Delta Lifestyle Center Conference Room {5105 W. Cypress Avenue, Visalia}. **Members of the public are encouraged to attend the open sessions of the Board meeting via GoTo meeting <https://www.gotomeet.me/CindyMoccio/special-board-meeting---budgetfinance>** or Dial In: 669-224-3412 / Access Code: 471-700-549.

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

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

KAWEAH DELTA HEALTH CARE DISTRICT
Garth Gipson, Secretary/Treasurer

Cindy Moccio - Board Clerk / Executive Assistant to CEO

DISTRIBUTION:

Governing Board

Legal Counsel

Executive Team

Chief of Staff

www.kaweahdelta.org



KAWEAH DELTA HEALTH CARE DISTRICT SPECIAL BOARD OF DIRECTORS MEETING

The Lifestyle Center – Conference Rooms
5105 W. Cypress Avenue, Visalia, CA 93277

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 January 19, 2021

SPECIAL OPEN MEETING AGENDA {3:30PM}

- 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. 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.
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*

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

CFO Financial Report

January 19, 2021



Focused Presentations

- Physician Agreements Initiatives– Ben Cripps
- Service Line Strategies – Marc Mertz
 - New Services
 - Growth of Current Services
 - Telehealth
- Service Line Strategies for Population Health – Ryan Gates

Focused Presentation – Ben Cripps

Physician Contracts Initiatives:

- Physician Contracting Department established July 1, 2020
- Improve management and oversight of physician group billing and collection processes
- Meet with VP/CFO to review trends, financials, group activity, opportunity, and renewals (monthly)
- Develop and modify compensation structures to maximize productivity and efficiency, and establish scalability
- Audit invoices and compensation terms
- Meet with physician groups to improve collaboration, transparency, and accountability
- Use internal resources to draft agreements and amendments
- Track and monitor budget performance; develop FY22 budget

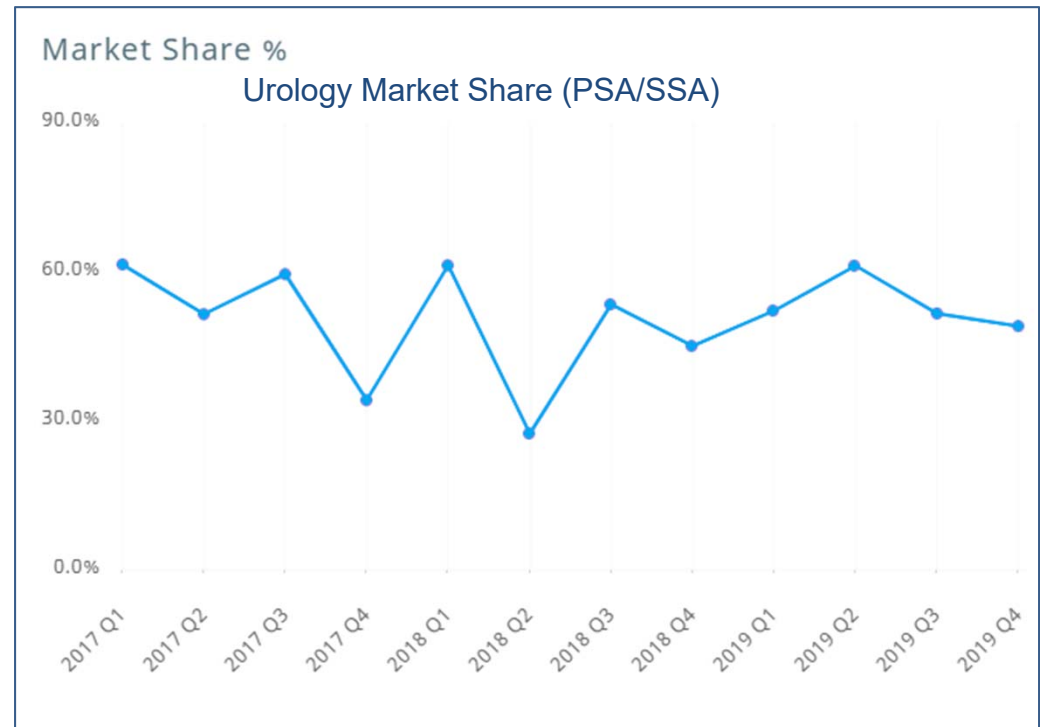
Opportunities to add New Services

- The Strategy & Business Development team continually works with leaders and Service Line owners to evaluate opportunities to add new services that benefit our community and potentially have a positive financial impact on Kaweah Delta.
- We use market data, including Clarify Health, to identify services that leave our community today
- One example of a new service currently being evaluated is bariatric surgery. More than 150 local residents have bariatric surgery every year, including Kaweah Delta employees. They leave the market to receive care, including extensive pre- and post-surgery care.
- Kaweah Delta is in discussions with an existing bariatric surgery group to bring these services to Kaweah Delta.
- Considerations include the facility requirements, health plan contracting, OR availability, PACU and room capacity, and staffing.
- A decision is expected in February with potential launch post-COVID.

Focused Presentation – Marc Mertz

Growth of Current Services

- Strategy & Business Development, Marketing, Social Media, and Physician Relations works with existing service lines to increase community awareness and physician awareness of our current services.
 - Example: the Surgical Business Development Committee
- Urology is an area of current focus.
- Tulare and Kings Counties have a shortage of urologists and many patients leave the market for care.
- Kaweah Delta is working diligently to recruit urologists while also exploring opportunities to partner with urology providers.



Focused Presentation – Marc Mertz

Telehealth Services

- Prior to COVID-19, Kaweah Delta was actively evaluating opportunities to launch telehealth services that would be available to our employees, the community, and to local employers.
- With the onset of COVID, Kaweah Delta rapidly launched telehealth services utilizing the Doxy.me technology platform. While effective, this is not a robust platform and is not being considered as a permanent tool.
- Weekly telehealth volumes have gone from 0 pre-COVID to a high of 3,700 visits in one week. Significant volume will continue post-COVID.
- The federal government has increased/expanded reimbursement for telehealth services.
- We are actively evaluating permanent technology platforms that are integrated with our existing systems, such as Cerner, and are easy to use for providers and patients.
- There is significant grant funding available for the implementation and operating of telehealth services.
- We are also actively evaluating the hospital at home concept.

Focused Presentation – Ryan Gates

Population Health Division: Financial Initiatives

1. Humana - Medicare Advantage (MA)

- Risk Adjustment Factor (RAF)
- CMS STAR Quality Score

2. Outpatient Clinic Network

- Rural Health Clinics
- Urgent Cares

3. Care Transformation/Outpatient Quality Programs

- Behavioral Health Integration (BHI)
- Public hospital Redesign & Incentives in Medicaid (PRIME)
- Quality Incentive Program (QIP)
- Health Homes Program (HHP)

Humana Medicare Advantage

Risk Adjustment Factor & Quality Score



Humana - Medicare Advantage (MA)

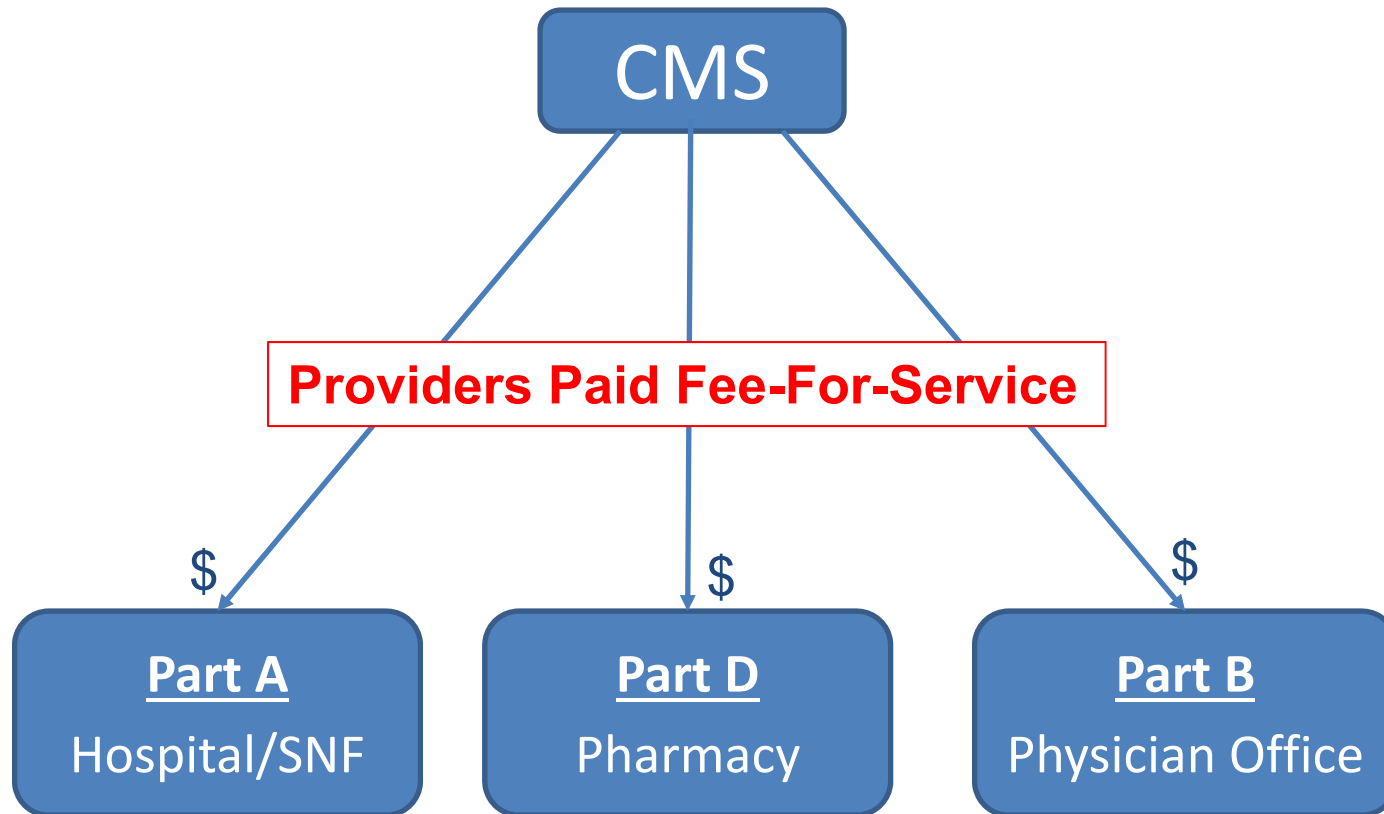
- To understand the importance of the Quality and Risk Adjustment Factor (RAF) Scores, you must understand:
 - Fee-For-Service and the move away from it
 - “At-Risk Contracts” and how health care is financed



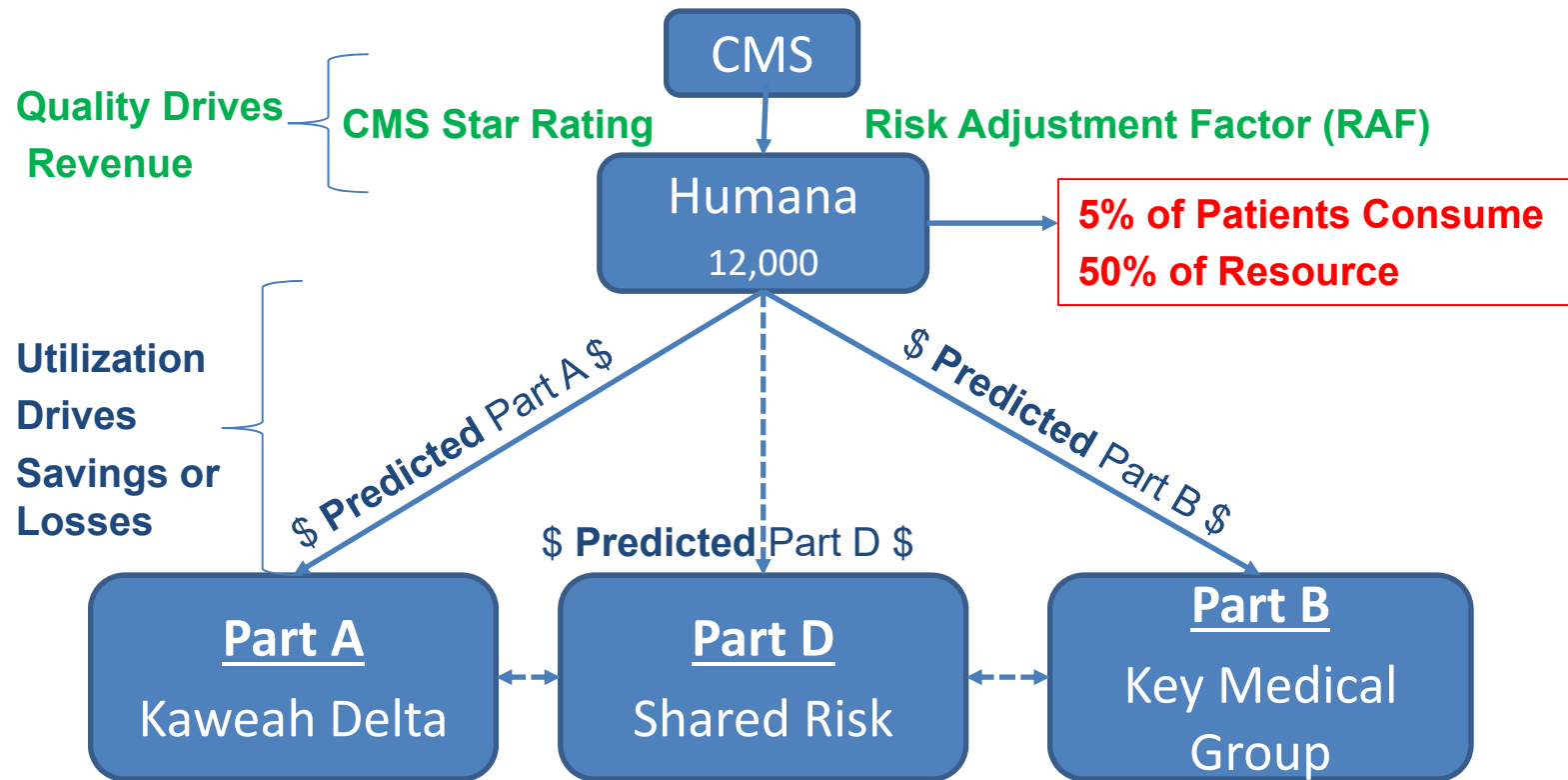
Risk Adjustment Factor (RAF)

- **Use:** Predict the cost for a healthcare for a patient
 - 1.0 = average state of health of their demographic
- **Goal:** Accuracy of diagnostic coding to produce an accurate RAF score and have adequate funding to care for our
- **Opportunities:** Tulare County has some of the poorest health outcomes in the California, therefore it is assumed that our RAF score would be higher than 1.0
- **Risk:** Over coding

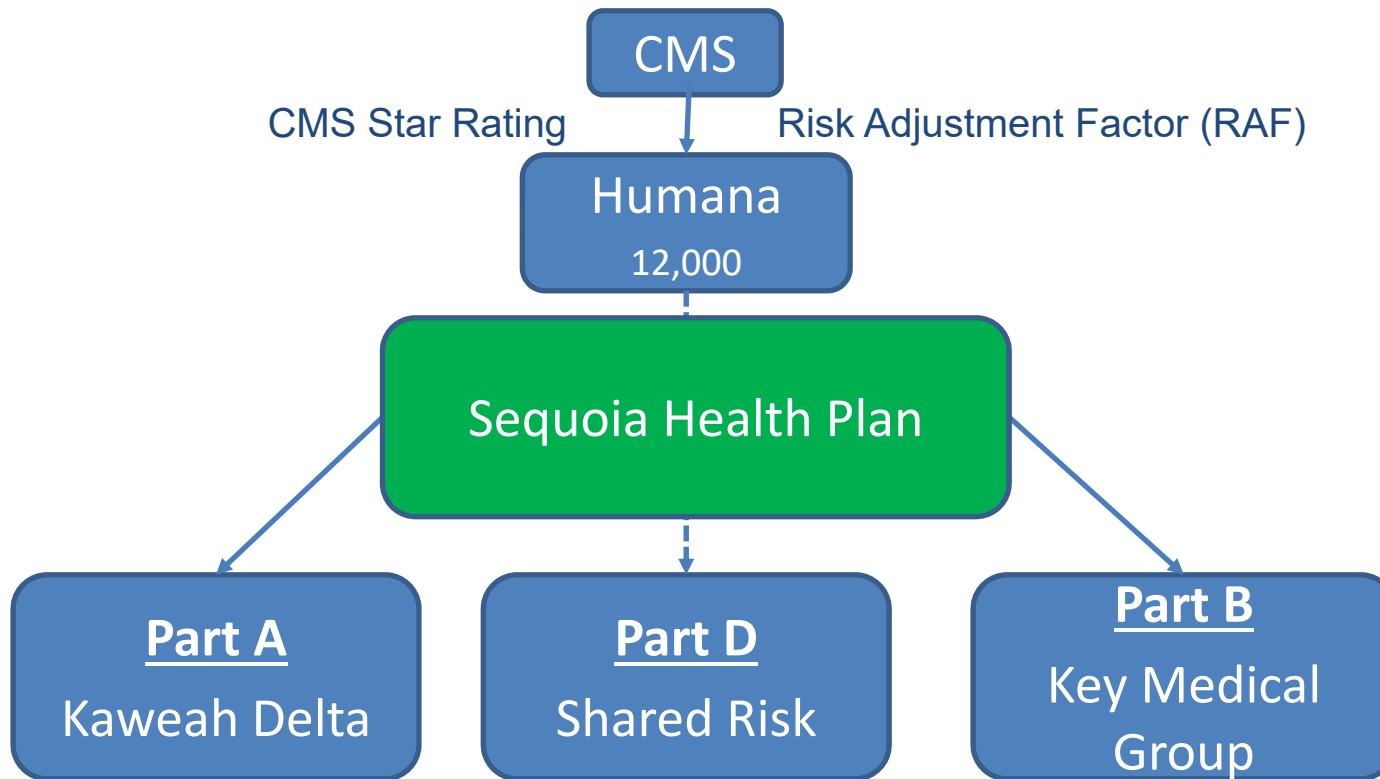
Overview of Fee-For-Service (FFS)



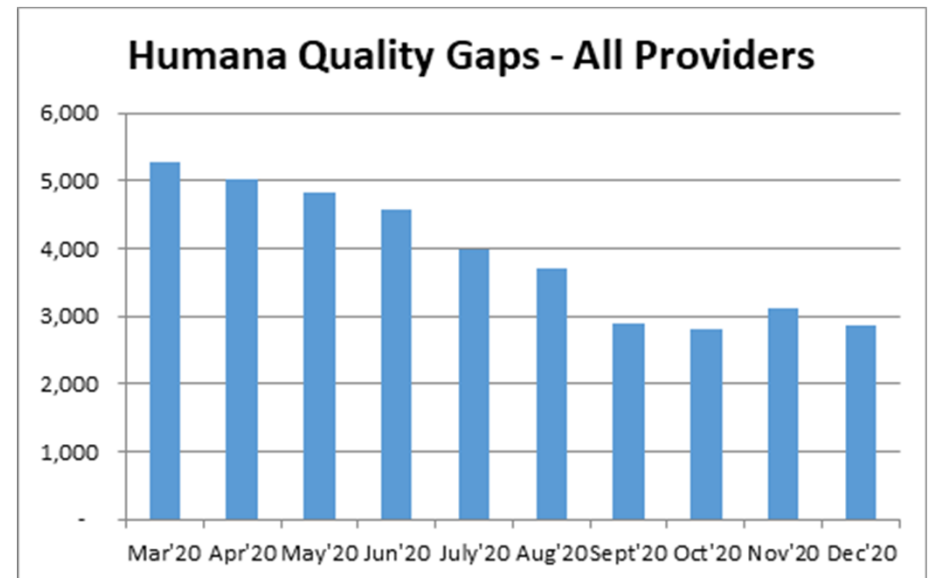
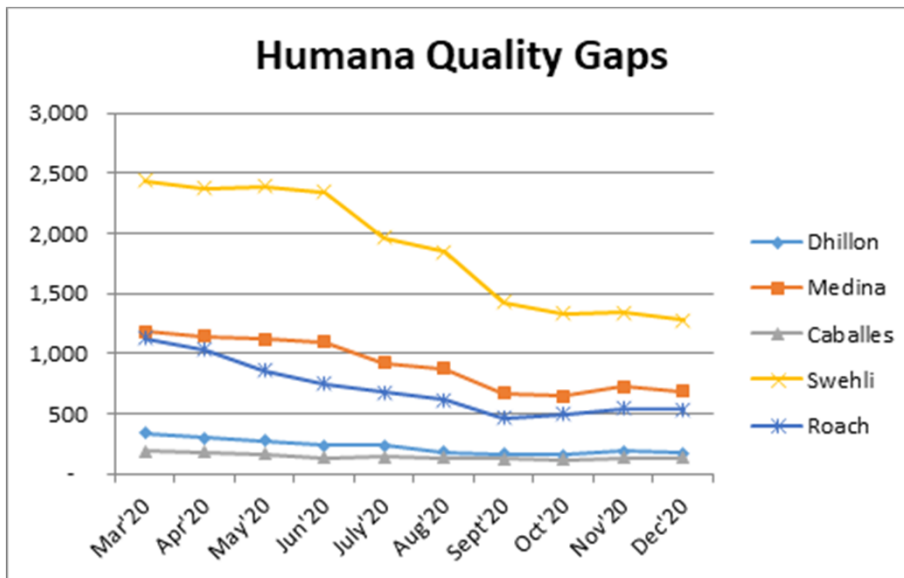
What Risk Looks Like and the Challenges of Aligning Incentives



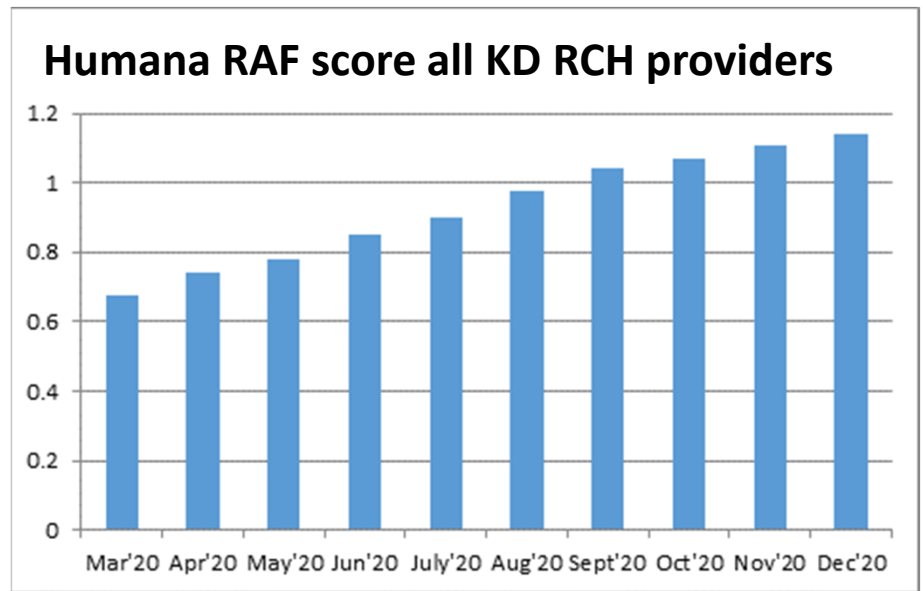
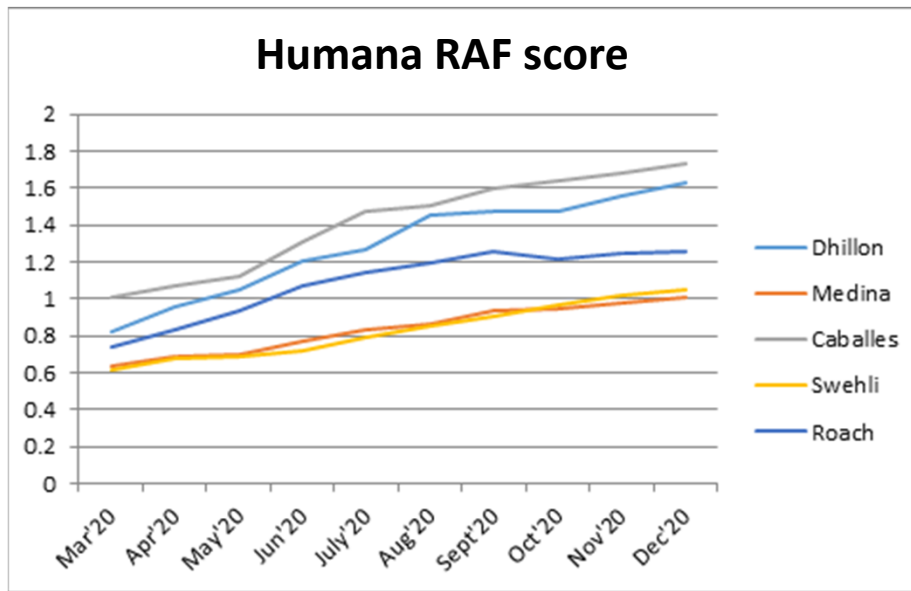
Sequoia Health Plan: Aligning the Incentives



HUMANA CMS Star Quality Gaps



HUMANA Risk Adjustment Factor (RAF) Score



Increase in HCC equates to increased funding for our HUMANA patients

Kaweah Delta RHC Clinics – Helping Lead Network in Quality and RAF

STAR Score	RAF	Group	Members	STAR Score	RAF	Group	Members
4.6	1.176	Group A	501	3.4	0.964	Group F	343
4.0	1.148	Kaweah Delta RHCs	1,008	3.3	1.033	Group G	1,488
3.8	0.957	Group B	342	3.3	0.963	Group H	777
3.7	0.992	Group C	2,032	2.7	0.894	Group I	523
3.6	1.109	Group D	2,390	2.3	1.073	Group J	122
3.4	1.003	Group E	273	3.6	1.035	Entire Network	11,572

HUMANA PAF & RAF Efforts at Kaweah Delta RHC Clinics

Efforts started March 2020 with the launch of the Pop Health Division

- All five primary care providers have higher HCC score than any prior year!
- Current overall STAR 2020 Rating for KD is 4.0. Higher score than any prior year!
- On track to meet goal of 1.2 RAF score by Year-End –we surpassed the 1.1 Goal!
- Ongoing collaboration with RHC Clinic leadership, KD Visalia Dialysis, SNF & SIH to outreach & schedule patients in need of PAF evaluations.
- Training of additional RHC clinic staff in COZEVA solution

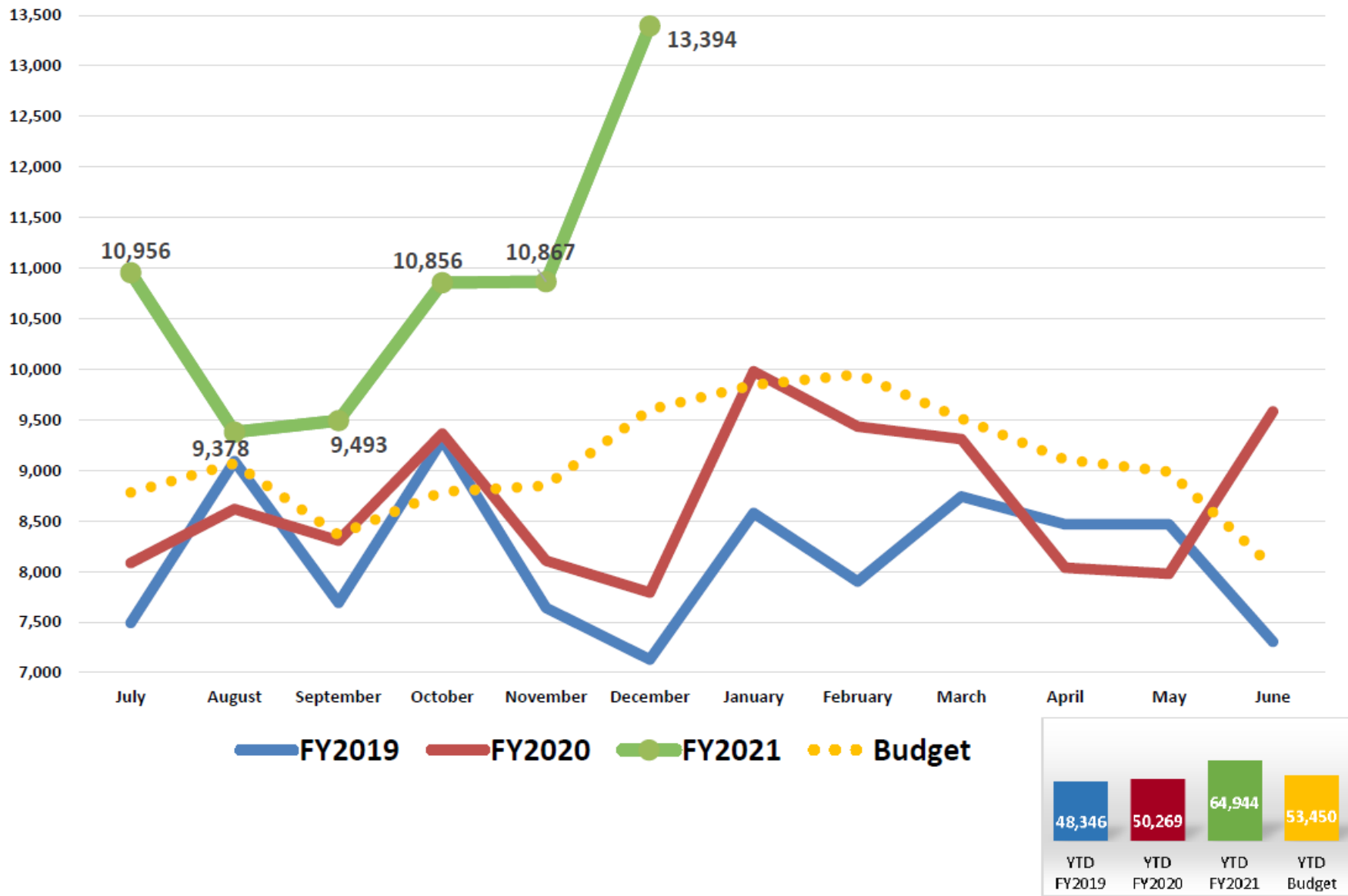
	PAFs completed	% PAFs completed	HCC Score	Quality Gaps	Patients	Star Rating
2020	719	73.14%	1.142	2853	1011	4.0
2019	362	42.19%	1.003	2849	877	2.5
2018	275	39.12%	0.920	2258	703	2.7

Clinic Network Updates

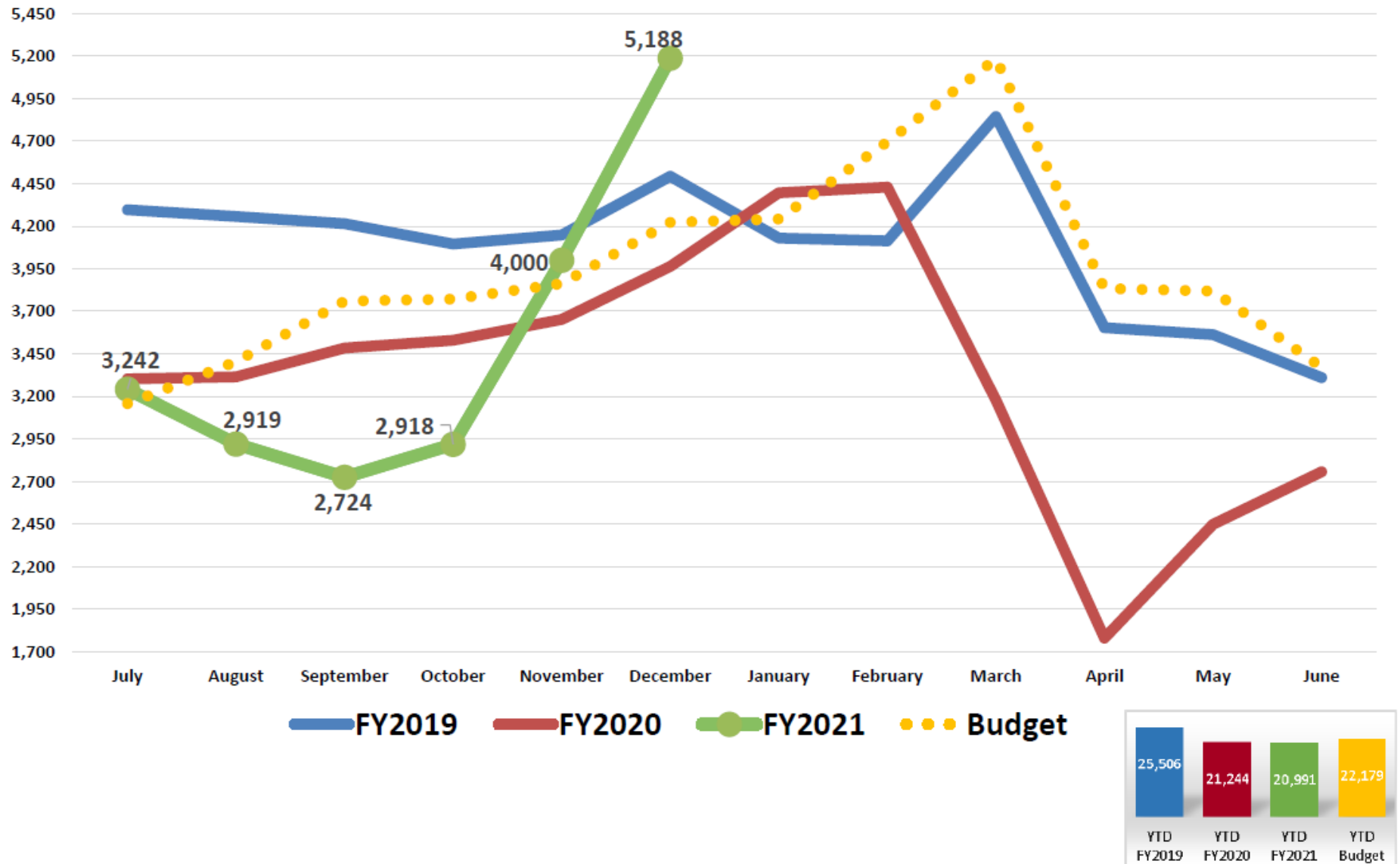
Clinic Network Update Highlights

- Rural Health Clinics continue to break records for volume of clinic visits
 - Much attributed to COVID testing, Telehealth and outreach
- While expanding testing for community, they've simultaneously drastically improved RAF and quality of care scores
- Tulare Rural Health Clinic – Construction completed & awaiting licensure
 - Grand opening anticipated March 1st, 2021
- Sequoia Health & Wellness Centers awaiting FQHC LAL designation
 - Expecting designation Feb 2021 with effective date March 1st, 2021
- Behavioral Health Integration (BHI) Project approved and underway throughout clinic network

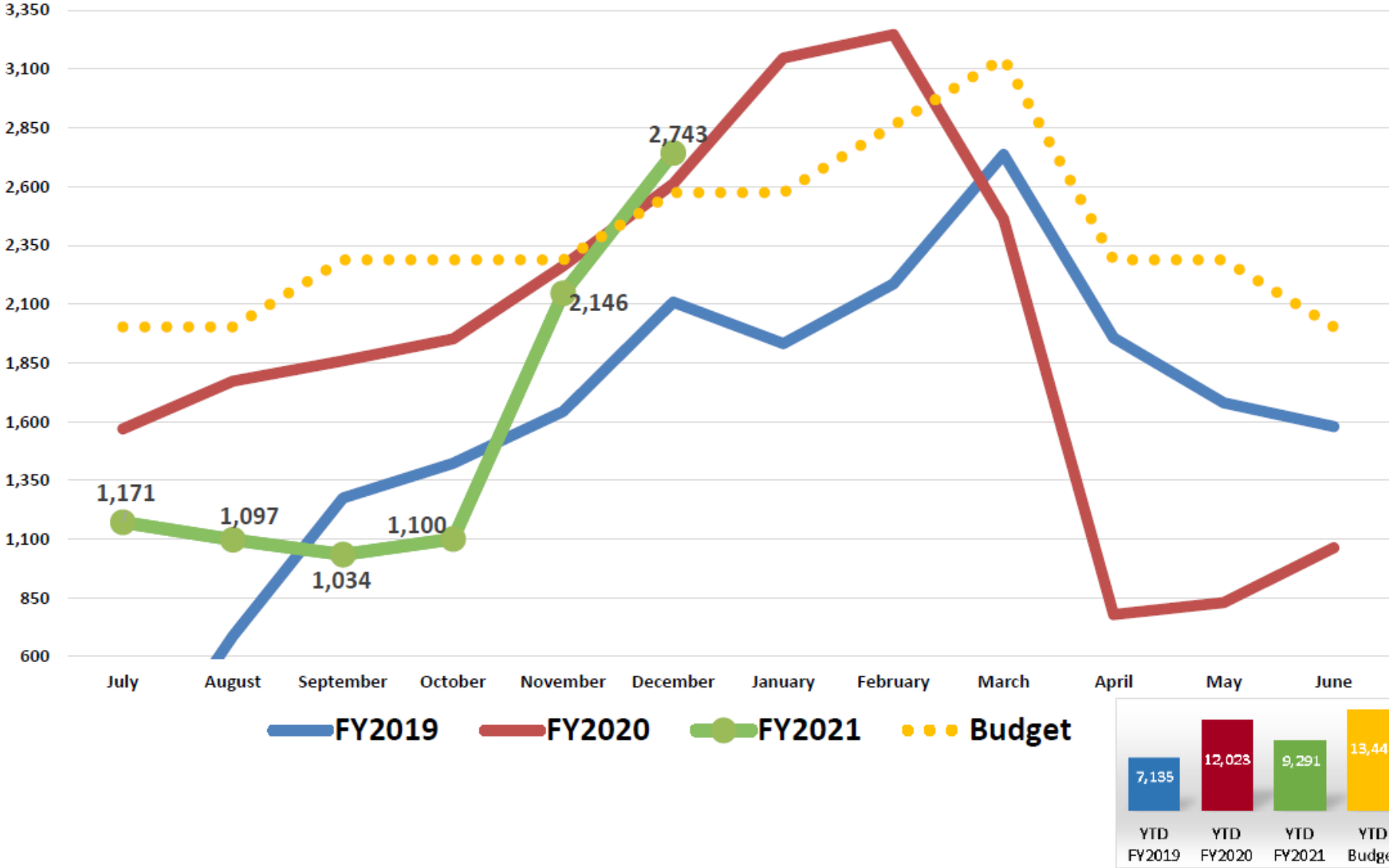
Rural Health Clinic Registrations



Urgent Care – Court Total Visits



Urgent Care – Demaree Total Visits





Care Transformation Outpatient Quality Programs

California's Mental Health Crisis

CaliforniaHealth
REPORT

ACCESS

AGING

OPINION

CHILDREN

PUBLIC HEALTH

California's Worsening Mental Health Crisis Starts Young

By David Crook | December 02, 2019

The U.S. and California are in the throes of a worsening epidemic of mental illness among adolescents and young adults. The situation is far more dire today than it was just a decade ago, in large part because of the tremendous increase among teenagers' use of smartphones and other internet-based technologies.

Blue Shield of California, the state's Department of Education and other organizations are about to launch a new "Blue Sky" initiative that they expect will place additional mental health clinicians in middle- and high schools throughout the state. The service is launching in 19 schools in Alameda and San Diego counties. Details of the plan are to be announced on Dec. 2.

The statistics on the worsening condition of adolescent mental health are startling. According to important research published earlier this year by the American Psychological Association, the percentage of young Americans experiencing major mental health problems, including depression and suicidal thoughts, has risen significantly over the past decade.

- Individuals reporting symptoms consistent with major depression in the last 12 months increased 52% in adolescents from 2005 to 2017.
- There was also a 71% increase in young adults experiencing serious psychological distress in the previous 30 days from 2009 to 2017.
- The rate of young adults with suicidal thoughts or other suicide-related outcomes increased 20% from 2008 to 2017.

Californians Want Better Mental Health Care. Can the State Deliver?

By Claudia Boyd-Barrett • Feb 25, 2020



Photo credit: iStock.

California's top health priority should be making sure that people who need mental health treatment can get it, over 90 percent of respondents said in a recent poll.

Watch: The crisis in California mental health

BY VANESSA RICHARDSON, JULY 14, 2020
UPDATED ON JULY 27, 2020

POLICY MATTERS

Before the pandemic and recession, California was already struggling with a mental health system widely considered to be dysfunctional. Gov. Gavin Newsom promised "an aggressive agenda to lift California's approach to mental healthcare into a national model." What have the pandemic and recession done to this issue and these plans? What are the mental health impacts of the virus and how is a struggling government system, now facing budget cuts, responding?

<https://news.blueshieldca.com/2019/12/02/youth-mental-health>

<https://www.calhealthreport.org/2020/02/25/californians-want-better-mental-health-care-can-the-state-deliver/>

<https://calmatters.org/events/2020/07/california-mental-health-crisis/>

More than medicine. Life.

Kaweah Delta



California Regional Markets: San Joaquin Valley

CALIFORNIA HEALTH CARE ALMANAC QUICK REFERENCE GUIDE

Other guides available at www.chcf.org.



▶ **Access to mental health and substance use disorder services for Medi-Cal enrollees has been improving, though significant gaps in care remain.** Inpatient psychiatric beds are in short supply. This shortage may be offset by a new 128-bed inpatient psychiatric facility slated to open in Madera County in 2023. County mental health plans in the region have adopted more holistic approaches to addressing behavioral health needs, developing partnerships with health plans and adding new services.

▶ **Shortages of physicians and other health care professionals continue to plague the region, even with scholarships, loan repayments, and other recruitment incentives.** Shortages exist across a range of specialties, notably psychiatry (especially pediatric psychiatry), dermatology, optometry, pain management, and orthopedics. The San Joaquin Valley's relatively low rankings on a range of quality-of-life measures may inhibit recruitment and retention of clinicians.

	San Joaquin Valley	California
Hospitals (acute care), 2018		
Beds per 100,000	157	178
Operating margin	6.2%	4.4%
Total operating expenses per adjusted patient day	\$2,696	\$4,488
Health Professionals		
Per 100,000 Population, 2020		
Physicians.	130.0	191.0
▶ Primary care	46.5	59.7
▶ Specialists.	83.3	130.8
▶ Psychiatrists.	6.5	11.8
% of population in HPSA.	92.0%	28.4%

Behavioral Health Integration (BHI) Program Milestones, Funding & Timelines

- **Milestones:** Total of 62 divided over the 3 projects
 - Construction
 - Staff/Providers
 - Training
 - Data Reporting
 - Practice Redesign
- **Funding:** \$3,384,308
 - Triggered by demonstrated completion of milestones
 - Paid on a quarterly basis in calendar years 2021-2022
- **Timelines:**
 - Still awaiting final CMS approval for program funding
 - Project Year (PY) 1 = 1/1/2021 – 12/31/2021
 - PY2 = 1/1/2022-12/31/2023

Kaweah Delta's Approved BHI Projects

3.1 Basic Behavioral Health Integration

3.4 Diabetes Screening and Treatment for People
with Serious Mental Illness

3.5 Improving Follow-Up after Hospitalization for
Mental Illness

Kaweah Delta's BHI Program Specifics

- **Physical Locations**
 - All RHCs (Exeter, Lindsay, Woodlake, Dinuba, Tulare)
 - Sequoia Health and Wellness Centers
 - Urgent Care – Court St.
 - Mental Health Hospital
 - Street Medicine Program
- **Integration of Behavioral Health into Primary Care Teams**
 - Psychiatry (adult and pediatric)
 - Therapy (Licensed Clinical Social Workers/Psychologists)
 - Community Outreach Specialists
 - BHI Program Manager
 - Medication Assisted Therapy (MAT) - Suboxone Clinic

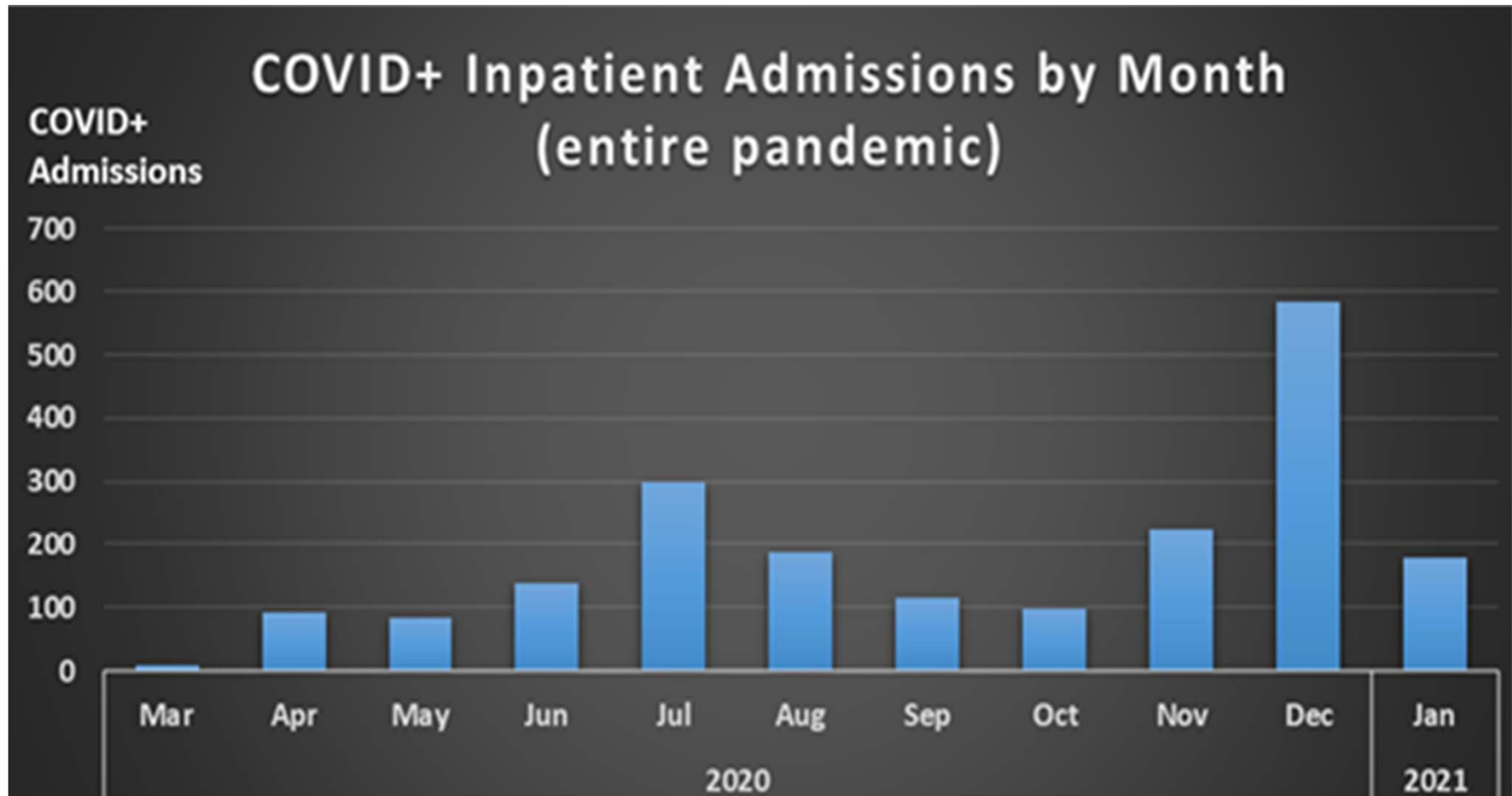
Population Health – Care Transformation Initiatives

Programs	Total Metrics	Funding	Other Considerations
Behavioral Health Integration (BHI)	10	\$ 3.4 million	Calendar years 2021-2022
PRIME-Extension	39	\$ 4.2 million	6 month extension
Quality Incentive Program (QIP)	27	\$ 8-10 million	PRIME transition
Health Homes Program	10	\$2 million	Roll into future Enhanced Care Management
Health Plan Incentives	20	\$350,000	Strong Partnerships with Health Plans
MIPS	27	+/- 9% Medicare Payment Adjustment	Scores are publicly reported-reputation for organization & providers
Total	151	\$16 - 18 million/yr	



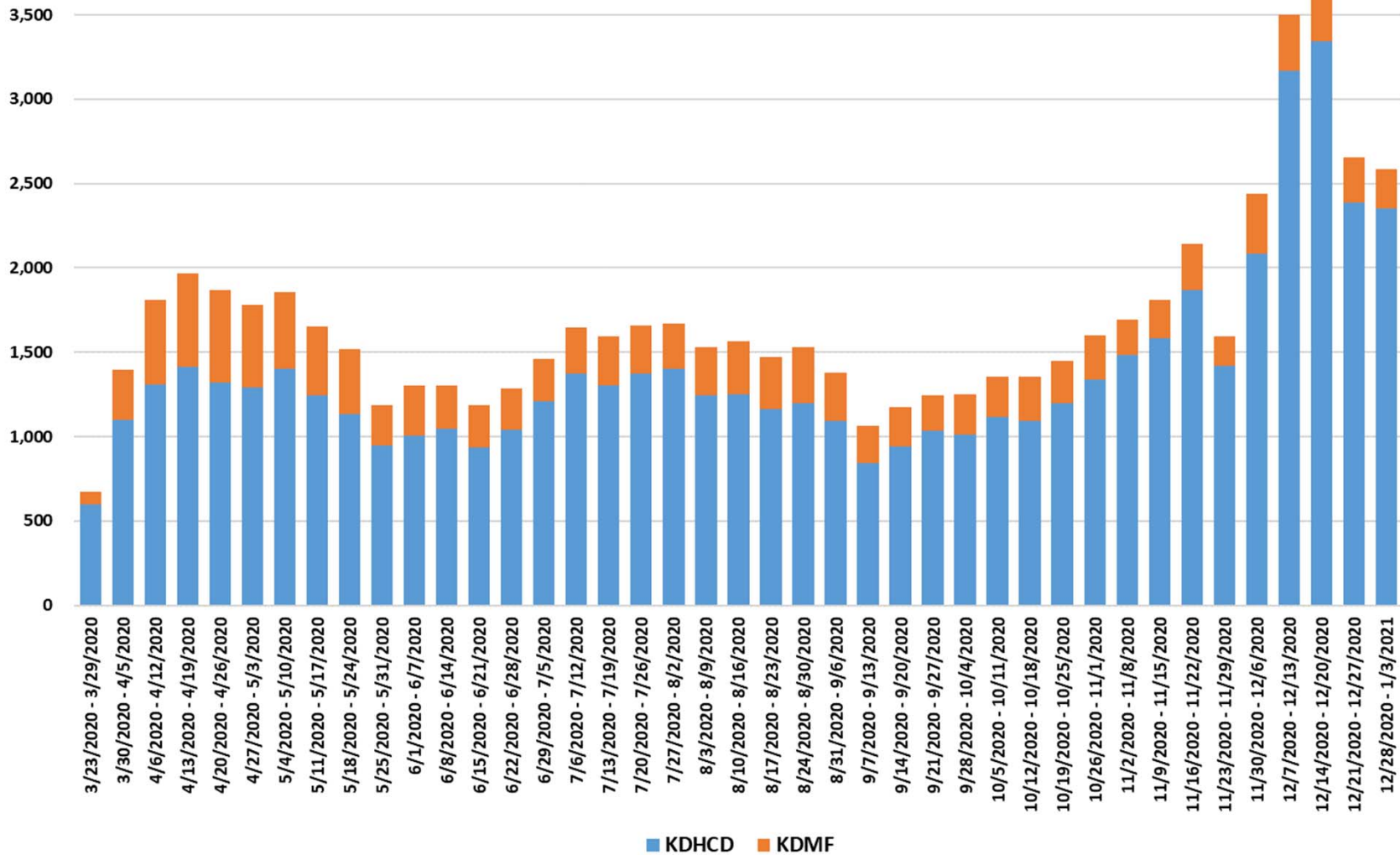
Questions?

Current COVID Inpatients 12/11

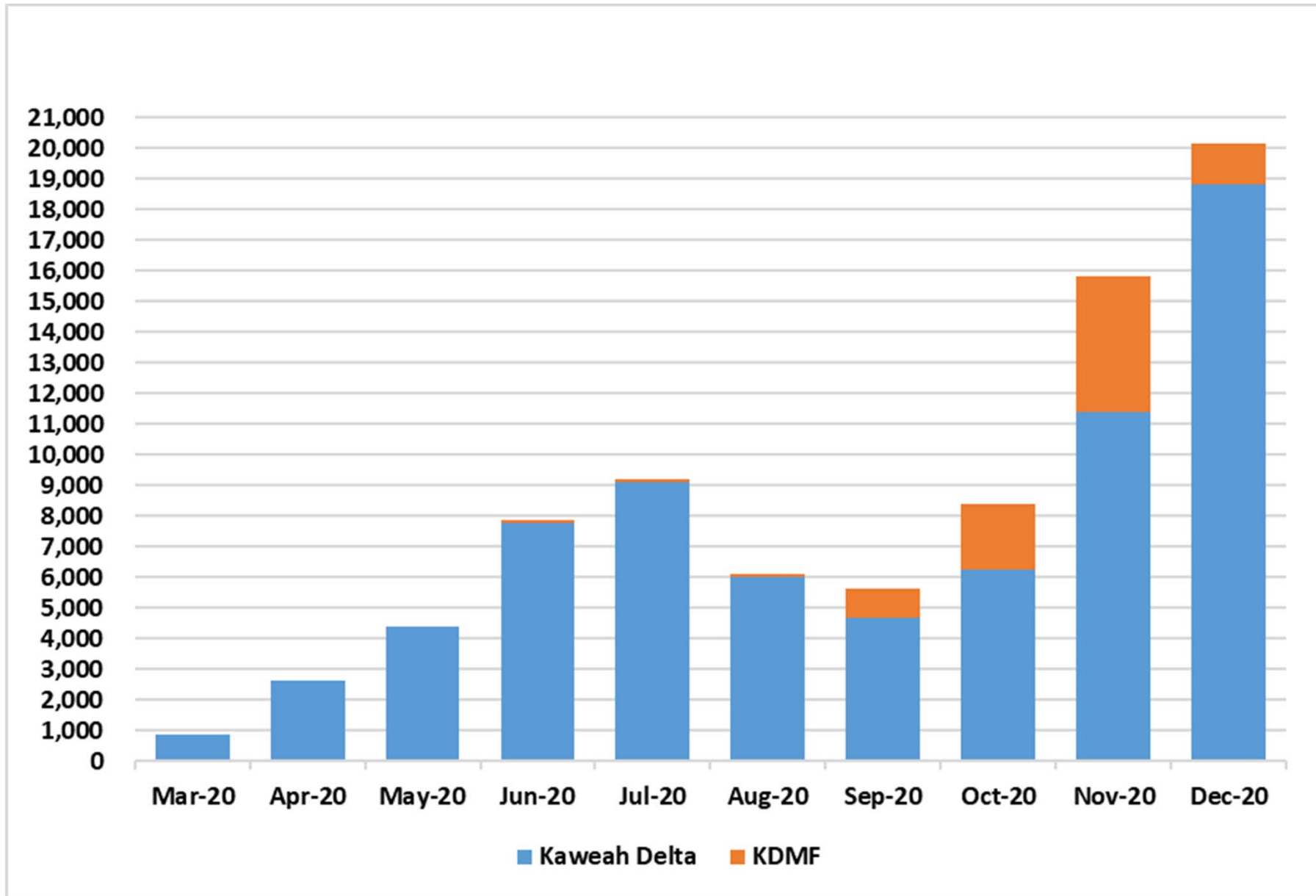


Telehealth

Volume Services: Telehealth including KDMF



COVID Specimen Collections – All Locations



Current COVID Strategy

- There has never been a more critical time to take control of all expenses and continue to work to ensure spending and reconciliation processes are in place to maintain control as cash flow dwindles.
- Treat COVID like a Service Line with focused strategizing, monitoring of volume and analyzing financial impact. Reopened command center, COVID float pool, assigned dedicated staff to ensure billing and reimbursement is correct
- Staffing: For those areas with low volume ensure they are staffing down and shifting resources to those areas that are short staffed. Nursing shortage and increase in market rates – possible increases in pay.
- Shifting prioritization on activities to ensure patient care is solid
- Quickly set up clinics to handle testing volume and future testing capabilities
- Continue to grow Telehealth services
- Continue to find COVID funding resources

December Overview

- **Volume:** Overall inpatient days exceeded budget by 5.7%. Important to note that the census at the downtown campus exceeded budget by 17.9% but was offset by our other inpatient areas such as Rehabilitation Hospital, Behavioral Hospital and Skilled Nursing. Overall outpatient volume, as measured by patient registrations, exceeded budget by 29% primarily due to increased RHC and Urgent Care visits.
- **Revenue:** Although both overall inpatient days and outpatient volumes exceeded budget, the negative \$612K Net Patient Revenue variance was primarily due to the lower than expected surgical, cardiac cath lab, and KDMF volume experienced. So while the volume was up, it was comprised of a different mix of lower revenue generating services.
- **Expenses:** Two main items contributing to the \$4.3M unfavorable budget variance:
 - COVID unbudgeted expenses of \$2.7M which included - Payroll \$1.2M, Supplies \$1.5M and Other \$69K. YTD COVID related expenses were \$10.7M
 - Humana 3rd party claims - Unusually high claims continue for third party providers and was over budget by \$1.1M in December

COVID-19 Financial Activity

Stimulus Funds Received

Red indicates changes since last reviewed

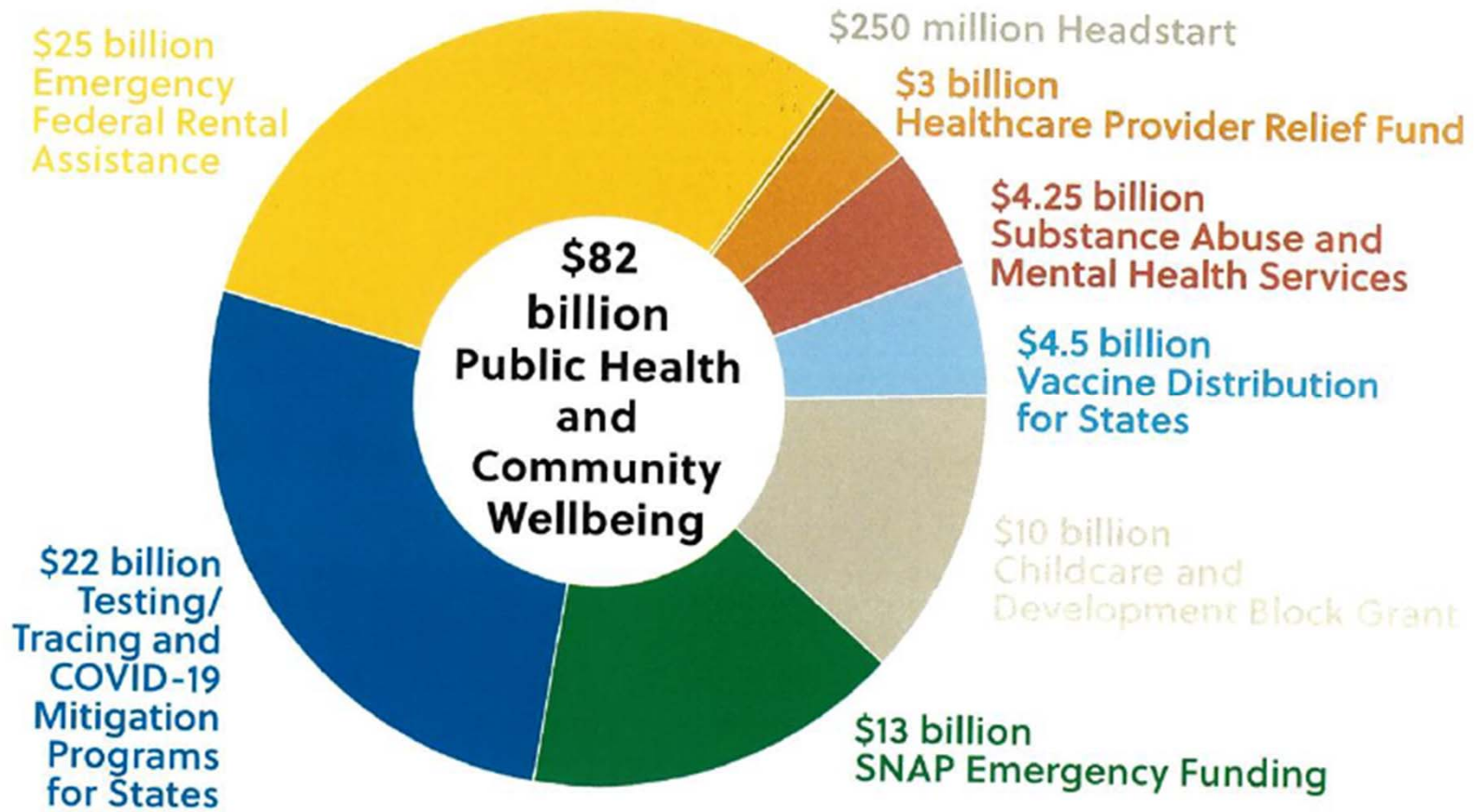
Stimulus Funds – Kaweah Delta	\$11,420,930	Received 4/11/20
Stimulus Funds – KDMF	\$684,104	Received 4/11/20
Stimulus Funds – KD 2 nd payment	\$1,225,939	Received 4/24/20
Stimulus Funds – KDMF 2 nd payment	\$198,091	Received 5/26/20
California Hospital Association - PPE	\$28,014	Received 6/3 and 6/9/20
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 (Incentive Pmt)	\$21,081	Received 11/2/20 (1 of possible 5)
Impact to Net Revenue	\$26,721,529	

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	\$ 221,000	Payments to date
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
3 County agreements – Lab testing, PPE, Pharmaceuticals	\$ 3,130,597	\$4,578,800 max ,County will cover related costs as we begin to submit invoices
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		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	\$ 13,382,597	

Year End Stimulus Impacts COVID-19 Relief Proposal



Biden COVID-19 Relief Proposal

Provide \$20 billion to establish a national vaccination program to provide vaccinations to every population as fast as possible.

Commitment to work with Congress to expand the Federal Medicaid Assistance Percentage (FMAP) to 100% for the administration of vaccines.

\$50 billion to expand testing, providing funds for the purchase of rapid tests, investments to expand lab capacity, and support to help schools and local governments implement regular testing protocols.

Fund 100,000 public health workers to work in their local communities to perform vital tasks like vaccine outreach and contact tracing in the near term, and to transition into community health roles.

\$30 billion into the Disaster Relief Fund to ensure sufficient supplies and protective gear, and to provide 100% federal reimbursement for critical emergency response resources to states, local governments, and Tribes, including deployment of the National Guard.

\$10 billion investment in expanding domestic manufacturing for pandemic supplies

Investments to support development, manufacturing, and purchase of therapies to ensure wide availability and affordability of effective treatments

Provides critical funding for states to deploy strike teams to long-term care facilities experiencing COVID-19 outbreaks.

Funding to dramatically increase our country's sequencing, surveillance, and outbreak analytics capacity at the levels demanded by the crisis.

Financial Analysis - COVID-19 Inpatients

January - December 2020 Discharged COVID Inpatients

Payer Group	Patient Volume	% of Total Visits	ALOS	GMLOS	Est. Net Revenue	Direct Cost	Contribution Margin	Net income
Medicare	578	39%	10.0	5.6	\$13,066,802	\$11,785,163	\$1,281,639	(\$13,670,206)
Medical Managed Care	296	20%	8.1	5.4	\$6,022,942	\$5,252,873	\$770,069	(\$5,900,164)
Commercial/Other	282	19%	8.8	5.8	\$8,393,551	\$5,360,071	\$3,033,479	(\$3,774,944)
Medicare Managed Care	170	11%	11.0	5.8	\$3,776,641	\$4,187,138	(\$410,498)	(\$5,629,533)
Medi-Cal	120	8%	12.3	5.4	\$2,050,261	\$2,713,508	(\$663,247)	(\$4,086,186)
Cash Pay	22	1%	5.8	5.2	\$33,168	\$239,536	(\$206,369)	(\$509,533)
Work Comp	16	1%	14.6	7.9	\$818,031	\$639,692	\$178,339	(\$631,352)
Grand Total	1484	100%	9.7	5.6	\$34,161,395	\$30,177,982	\$3,983,413	(\$34,201,918)

Typical Contribution margin on 1484 inpatient visits

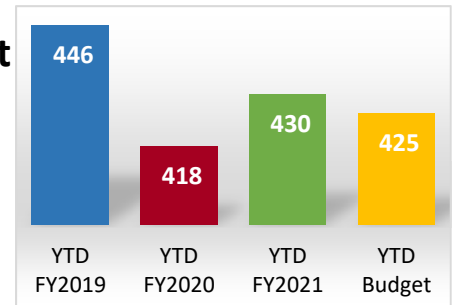
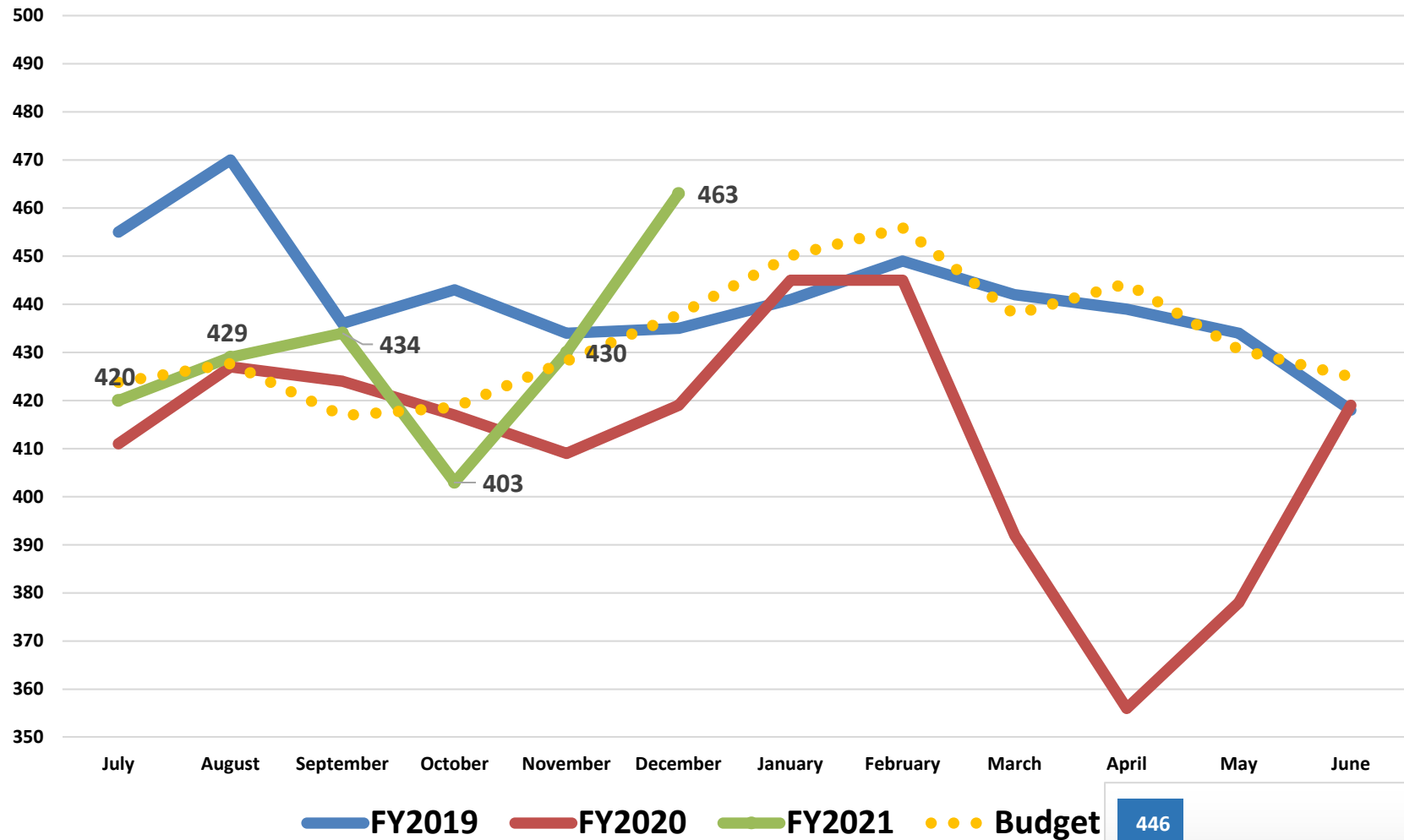
\$4,043,900

LOS GAP 4.1

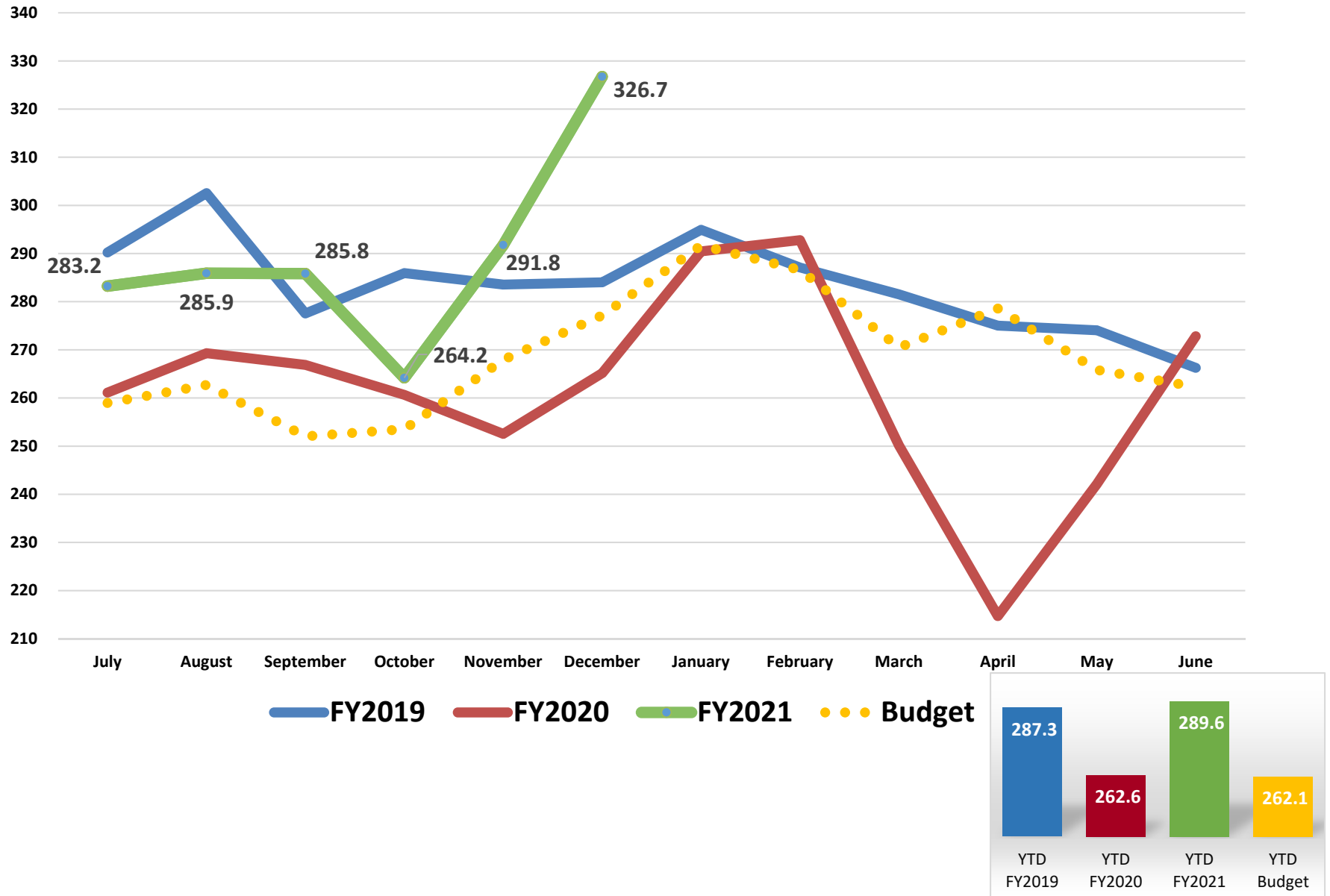
Difference

(\$60,487)

Average Daily Census



Medical Center – Average Daily Census



Statistical Results – Fiscal Year Comparison (December)

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

Average Daily Census **419** **463** **10.4%** **438** **25** **5.7%**

KDHCD Patient Days:

Medical Center	8,220	10,129	23.2%	8,592	1,537	17.9%
Acute I/P Psych	1,443	1,297	(10.1%)	1,443	(146)	(10.1%)
Sub-Acute	916	959	4.7%	955	4	0.4%
Rehab	579	387	(33.2%)	531	(144)	(27.1%)
TCS-Ortho	418	422	1.0%	625	(203)	(32.5%)
TCS	600	424	(29.3%)	516	(92)	(17.8%)
NICU	373	288	(22.8%)	346	(58)	(16.8%)
Nursery	444	440	(0.9%)	565	(125)	(22.1%)

Total KDHCD Patient Days **12,993** **14,346** **10.4%** **13,573** **773** **5.7%**

Total Outpatient Volume **37,479** **51,305** **36.9%** **39,765** **11,540** **29.0%**

Statistical Results – Fiscal Year Comparison (Jul-Dec)

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

Average Daily Census **418** **430** **2.8%** **426** **4** **1.0%**

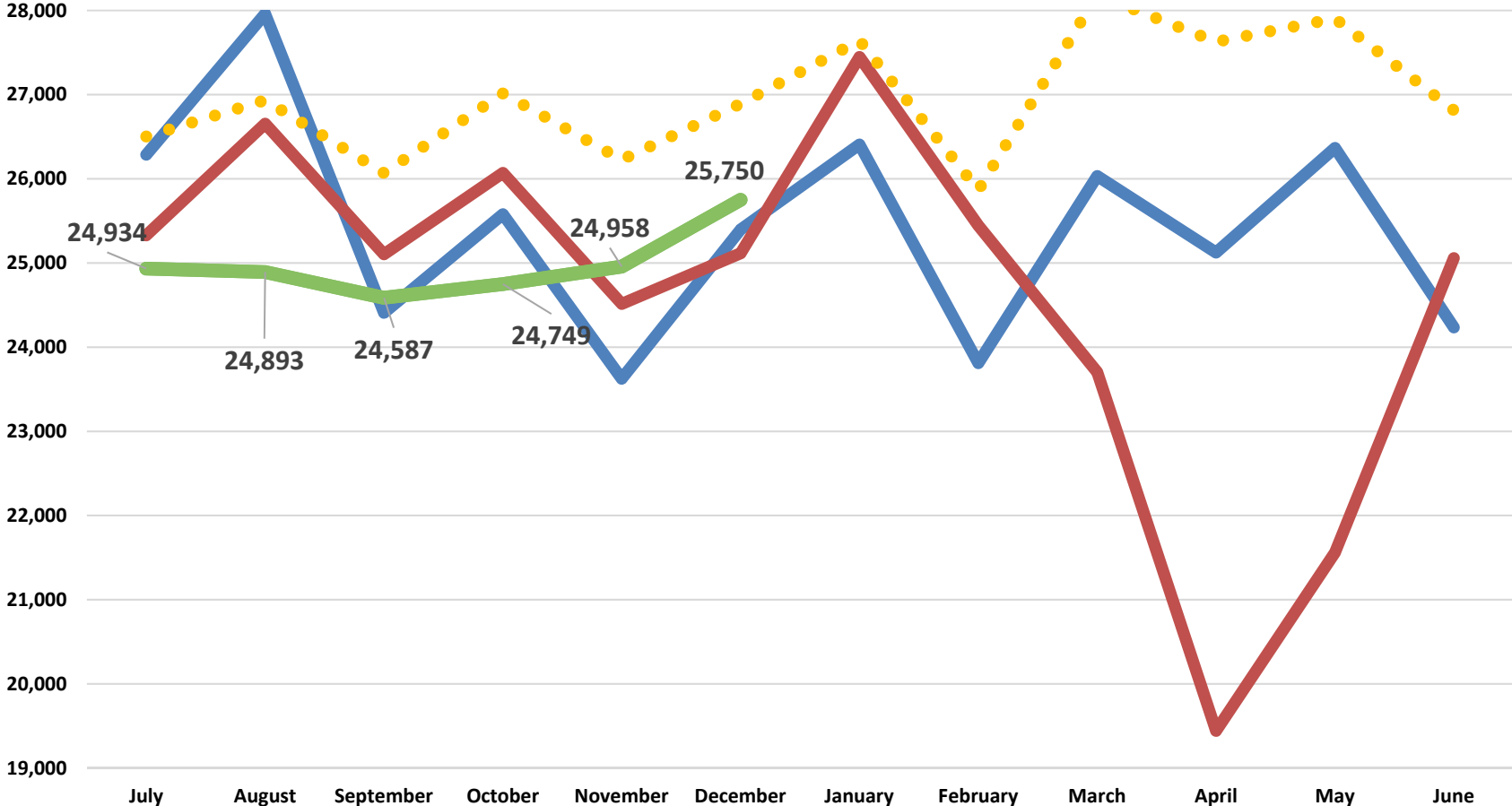
KDHCD Patient Days:

Medical Center	48,325	53,290	10.3%	48,222	5,068	10.5%
Acute I/P Psych	8,568	8,243	(3.8%)	8,632	(389)	(4.5%)
Sub-Acute	5,433	5,504	1.3%	5,680	(176)	(3.1%)
Rehab	3,242	2,367	(27.0%)	3,352	(985)	(29.4%)
TCS-Ortho	2,524	2,021	(19.9%)	3,475	(1,454)	(41.8%)
TCS	2,997	2,374	(20.8%)	3,016	(642)	(21.3%)
NICU	2,604	2,414	(7.3%)	2,477	(63)	(2.5%)
Nursery	3,180	2,845	(10.5%)	3,443	(598)	(17.4%)

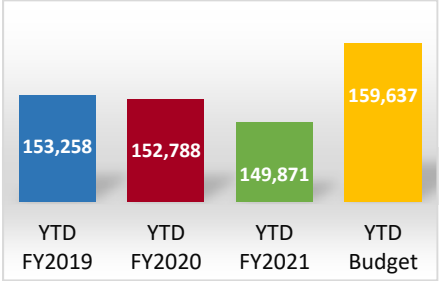
Total KDHCD Patient Days **76,873** **79,058** **2.8%** **78,297** **761** **1.0%**

Total Outpatient Volume **232,511** **254,436** **9.4%** **246,694** **7,742** **3.1%**

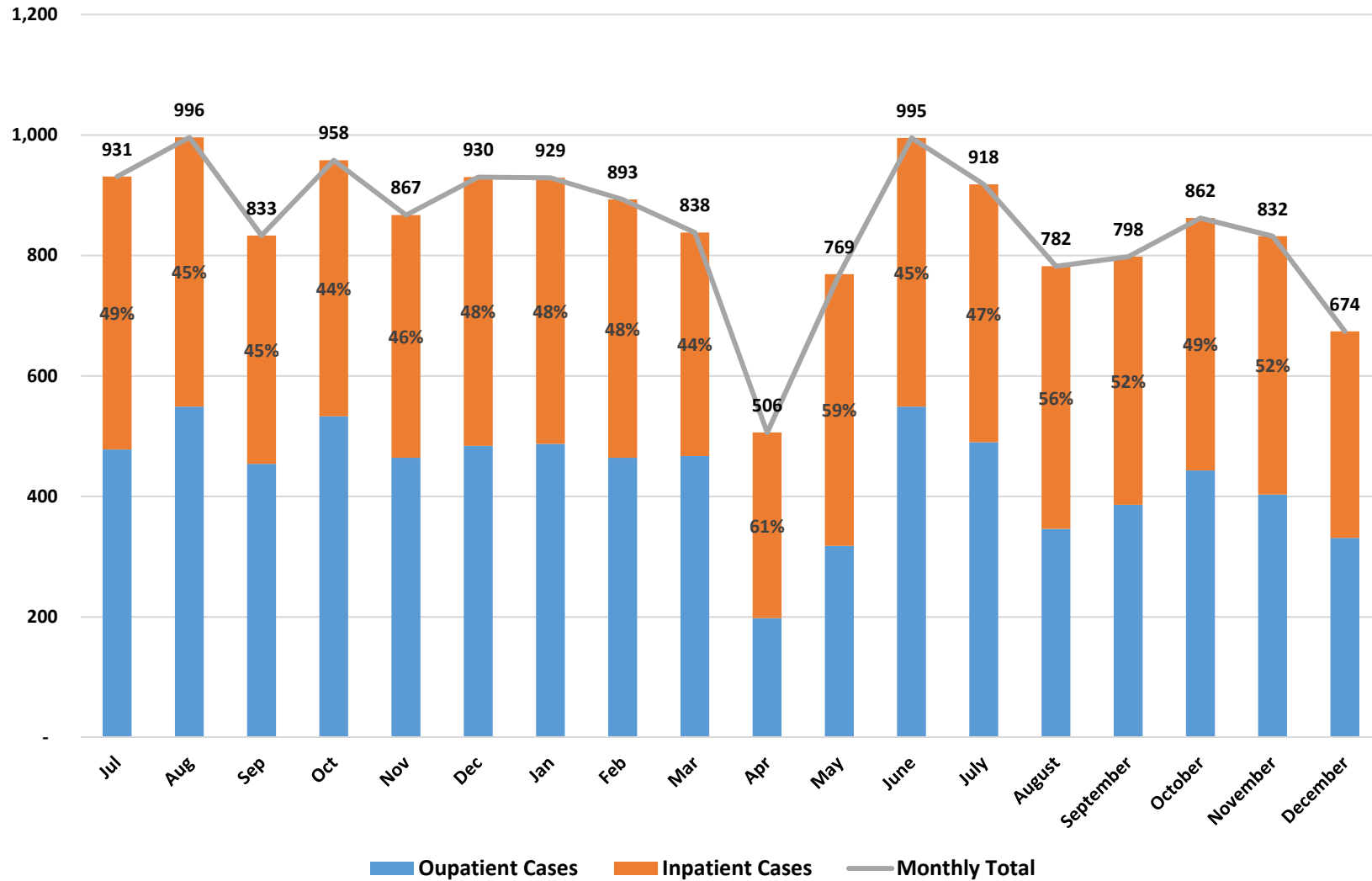
Adjusted Patient Days



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



Impact - Inpatient/Outpatient Surgeries



Other Statistical Results – Fiscal Year Comparison (Dec)

	Actual Results				Budget	Budget Variance	
	Dec 2019	Dec 2020	Change	% Change	Dec 2020	Change	% Change
Adjusted Patient Days	25,116	25,750	634	2.5%	26,897	(1,147)	(4.3%)
Outpatient Visits	37,479	51,305	13,826	36.9%	39,765	11,540	29.0%
RHC Registrations	7,792	13,394	5,602	71.9%	9,601	3,793	39.5%
Urgent Care - Court	3,963	5,188	1,225	30.9%	4,223	965	22.9%
Hospice Days	3,486	4,554	1,068	30.6%	4,093	461	11.3%
Home Health Visits	2,451	2,930	479	19.5%	2,595	335	12.9%
GME Clinic visits	919	1,018	99	10.8%	1,326	(308)	(23.2%)
Urgent Care - Demaree	2,611	2,743	132	5.1%	2,574	169	6.6%
Radiology/CT/US/MRI Proc (I/P & O/P)	15,017	15,257	240	1.6%	15,395	(138)	(0.9%)
OB Deliveries	340	342	2	0.6%	389	(47)	(12.1%)
O/P Rehab Units	17,790	17,429	(361)	(2.0%)	19,278	(1,849)	(9.6%)
Radiation Oncology Treatments (I/P & O/P)	2,305	2,244	(61)	(2.6%)	2,390	(146)	(6.1%)
KDMF RVU	27,274	26,119	(1,155)	(4.2%)	32,911	(6,792)	(20.6%)
Dialysis Treatments	1,732	1,592	(140)	(8.1%)	1,878	(286)	(15.2%)
Physical & Other Therapy Units	18,691	16,892	(1,799)	(9.6%)	19,344	(2,452)	(12.7%)
ED Total Registered	7,419	6,275	(1,144)	(15.4%)	7,419	(1,144)	(15.4%)
Infusion Center	406	337	(69)	(17.0%)	525	(188)	(35.8%)
Surgery Minutes-General & Robotic (I/P & O/P)	1,113	883	(230)	(20.7%)	1,331	(448)	(33.7%)
Endoscopy Procedures (I/P & O/P)	634	425	(209)	(33.0%)	678	(253)	(37.3%)
Cath Lab Minutes (IP & OP)	375	248	(127)	(33.9%)	407	(159)	(39.1%)

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

	Actual Results				Budget	Budget Variance	
	FY 2020	FY 2021	Change	% Change	FY 2021	Change	% Change
Adjusted Patient Days	152,784	149,895	(2,890)	(1.9%)	159,670	(9,775)	(6.1%)
Outpatient Visits	232,511	254,436	21,925	9.4%	246,694	7,742	3.1%
RHC Registrations	50,269	64,944	14,675	29.2%	53,450	11,494	21.5%
Hospice Days	20,756	25,847	5,091	24.5%	21,642	4,205	19.4%
Home Health Visits	16,403	17,990	1,587	9.7%	16,377	1,613	9.8%
GME Clinic visits	6,175	6,757	582	9.4%	7,191	(434)	(6.0%)
KDMF RVU	198,771	204,799	6,028	3.0%	223,248	(18,449)	(8.3%)
Radiation Oncology Treatments (I/P & O/P)	12,825	13,128	303	2.4%	13,125	3	0.0%
Surgery Minutes-General & Robotic (I/P & O/P)	6,304	6,240	(64)	(1.0%)	7,474	(1,234)	(16.5%)
Urgent Care - Court	21,244	20,991	(253)	(1.2%)	22,179	(1,188)	(5.4%)
Radiology/CT/US/MRI Proc (I/P & O/P)	90,856	89,672	(1,184)	(1.3%)	92,982	(3,310)	(3.6%)
O/P Rehab Units	115,260	112,612	(2,648)	(2.3%)	119,364	(6,752)	(5.7%)
OB Deliveries	2,319	2,208	(111)	(4.8%)	2,441	(233)	(9.5%)
Physical & Other Therapy Units	108,962	101,481	(7,481)	(6.9%)	116,070	(14,589)	(12.6%)
Dialysis Treatments	11,319	10,274	(1,045)	(9.2%)	11,084	(810)	(7.3%)
Cath Lab Minutes (IP & OP)	2,223	1,978	(245)	(11.0%)	2,364	(386)	(16.3%)
ED Total Registered	44,050	36,861	(7,189)	(16.3%)	45,991	(9,130)	(19.9%)
Endoscopy Procedures (I/P & O/P)	3,741	3,041	(700)	(18.7%)	3,922	(881)	(22.5%)
Urgent Care - Demaree	12,023	9,291	(2,732)	(22.7%)	13,442	(4,151)	(30.9%)
Infusion Center	2,701	1,864	(837)	(31.0%)	2,983	(1,119)	(37.5%)

Trended Financial Comparison (000's)

	Adjusted Patient Days													
	24,515	25,116	27,447	25,445	23,703	19,442	21,561	25,057	24,934	24,893	24,587	24,749	24,958	25,750
	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
Operating Revenue														
Net Patient Service Revenue	\$49,354	\$51,458	\$52,382	\$46,813	\$48,523	\$35,582	\$35,995	\$35,360	\$47,402	\$48,393	\$48,769	\$51,454	\$50,994	\$50,409
Supplemental Gov't Programs	4,185	4,185	5,367	5,435	3,839	5,577	5,572	5,406	3,979	3,979	3,979	3,980	3,979	3,979
Prime Program	905	999	905	905	905	103	103	6,908	429	429	429	429	429	429
Premium Revenue	3,941	3,748	4,145	4,794	4,218	4,297	4,542	5,911	4,239	4,561	4,351	4,408	4,271	4,318
Management Services Revenue	2,410	2,621	2,848	2,581	2,655	3,007	2,569	2,954	2,834	2,684	3,072	2,396	2,569	2,583
Other Revenue	1,381	1,989	2,039	2,251	1,686	1,590	1,968	826	2,127	1,686	1,716	1,871	1,471	2,008
Other Operating Revenue	12,823	13,542	15,305	15,966	13,303	14,574	14,754	22,005	13,608	13,339	13,548	13,083	12,719	13,317
Total Operating Revenue	62,177	65,001	67,687	62,778	61,826	50,156	50,750	57,365	61,009	61,732	62,317	64,537	63,713	63,726
Operating Expenses														
Salaries & Wages	25,460	25,726	27,060	25,206	27,448	25,081	25,402	26,208	26,540	26,671	26,449	27,583	25,984	28,026
Contract Labor	858	1,357	617	690	834	431	410	426	576	372	336	488	242	303
Employee Benefits	5,372	5,856	7,222	6,811	7,313	6,751	6,486	2,109	5,098	5,160	6,053	5,314	4,998	5,969
Total Employment Expenses	31,690	32,939	34,899	32,707	35,596	32,263	32,299	28,743	32,213	32,203	32,837	33,385	31,225	34,298
Medical & Other Supplies	9,635	10,521	11,127	10,347	10,216	8,115	8,423	13,315	10,036	10,720	11,619	10,713	10,999	11,492
Physician Fees	6,974	7,113	7,653	8,702	8,202	7,950	7,191	8,486	7,807	8,699	6,871	7,746	8,079	8,024
Purchased Services	1,686	1,858	1,698	1,380	1,681	409	1,587	3,093	1,239	1,518	988	1,685	1,592	1,628
Repairs & Maintenance	2,164	2,107	2,396	1,785	2,134	2,127	1,766	2,544	2,283	2,022	1,965	2,166	2,091	2,146
Utilities	342	593	439	472	483	331	477	586	506	606	646	644	491	439
Rents & Leases	560	512	568	562	572	552	511	483	503	516	517	529	543	504
Depreciation & Amortization	2,459	2,451	2,472	2,487	2,492	2,550	2,685	3,072	2,561	2,582	2,518	2,509	2,473	2,458
Interest Expense	440	439	468	501	500	494	493	779	555	555	557	556	555	555
Other Expense	1,701	1,823	1,822	1,660	1,796	1,570	1,676	2,046	1,478	1,347	1,266	1,747	1,863	1,610
Humana Cap Plan Expenses	1,910	990	1,904	2,048	1,347	2,879	2,145	1,912	1,562	3,040	3,137	2,750	2,677	2,935
Management Services Expense	2,352	2,703	2,702	2,644	2,711	2,856	2,739	2,732	2,815	2,559	3,050	2,447	2,553	2,876
Total Other Expenses	30,226	31,110	33,249	32,587	32,133	29,834	29,692	39,048	31,346	34,163	33,133	33,491	33,915	34,668
Total Operating Expenses	61,916	64,049	68,148	65,295	67,729	62,097	61,991	67,791	63,559	66,366	65,971	66,876	65,140	68,965
Operating Margin	\$261	\$951	(\$461)	(\$2,516)	(\$5,902)	(\$11,941)	(\$11,241)	(\$10,426)	(\$2,550)	(\$4,634)	(\$3,654)	(\$2,339)	(\$1,427)	(\$5,240)
Stimulus Funds					2,855	3,607	3,687	4,817	3,633	3,745	3,633	4,538	1,724	\$0
Operating Margin after Stimulus	\$261	\$951	(\$461)	(\$2,516)	(\$3,047)	(\$8,334)	(\$7,554)	(\$5,609)	\$1,083	(\$889)	(\$21)	\$2,199	\$297	(\$5,240)
Nonoperating Revenue (Loss)	699	726	682	733	1,957	507	652	4,412	909	699	(495)	638	1,083	1,963
Excess Margin	\$960	\$1,678	\$221	(\$1,783)	(\$1,091)	(\$7,827)	(\$6,902)	(\$1,197)	\$1,993	(\$191)	(\$515)	\$2,837	\$1,380	(\$3,276)

COVID IMPACT

March 2020-
December 2020

Operating Revenue	
Net Patient Service Revenue	\$452,881
Supplemental Gov't Programs	44,269
Prime Program	10,593
Premium Revenue	45,116
Management Services Revenue	27,323
Other Revenue	16,949
Other Operating Revenue	144,249
Total Operating Revenue	597,131
Operating Expenses	
Salaries & Wages	265,393
Contract Labor	4,419
Employee Benefits	55,251
Total Employment Expenses	325,063
Medical & Other Supplies	105,647
Physician Fees	79,054
Purchased Services	15,420
Repairs & Maintenance	21,244
Utilities	5,207
Rents & Leases	5,231
Depreciation & Amortization	25,900
Interest Expense	5,598
Other Expense	16,400
Humana Cap Plan Expenses	24,384
Management Services Expense	27,339
Total Other Expenses	331,422
Total Operating Expenses	656,484
Operating Margin	(\$59,354)
Stimulus Funds	\$32,239
Operating Margin after Stimulus	(\$27,115)
Nonoperating Revenue (Loss)	12,325
Excess Margin	(\$14,790)

December Financial Comparison (000's)

	Actual Results		Budget	Budget Variance	
	Dec 2019	Dec 2020	Dec 2020	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$51,458	\$50,409	\$51,021	(\$612)	(1.2%)
Other Operating Revenue	13,542	13,317	13,062	255	2.0%
Total Operating Revenue	65,001	63,726	64,083	(357)	(0.6%)
Operating Expenses					
Employment Expense	32,939	34,298	33,283	1,015	3.0%
Other Operating Expense	31,110	34,668	31,378	3,289	10.5%
Total Operating Expenses	64,049	68,965	64,662	4,304	6.7%
Operating Margin	\$951	(\$5,240)	(\$579)	(\$4,661)	(806%)
Stimulus Funds	0	0	0	0	
Operating Margin after Stimulus	\$951	(\$5,240)	(\$579)	(\$4,661)	(806%)
Non Operating Revenue (Loss)	726	1,963	645	1,318	204%
Excess Margin	\$1,678	(\$3,276)	\$67	(\$3,343)	(5023%)

Operating Margin %	1.5%	(8.2%)	(0.9%)
OM after Stimulus%	1.5%	(8.2%)	(0.9%)
Excess Margin %	2.6%	(5.0%)	0.1%
Operating Cash Flow Margin %	5.9%	(3.5%)	4.2%

YTD (Jul.-Dec.) 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	\$303,204	\$297,420	\$303,797	(\$6,376)	(2.1%)
Other Operating Revenue	81,994	79,614	80,284	(670)	(0.8%)
Total Operating Revenue	385,199	377,034	384,080	(7,046)	(1.8%)
Operating Expenses					
Employment Expense	196,012	196,162	196,397	(235)	(0.1%)
Other Operating Expense	186,291	200,715	189,617	11,098	5.9%
Total Operating Expenses	382,303	396,877	386,014	10,863	2.8%
Operating Margin	\$2,896	(\$19,843)	(\$1,934)	(\$17,909)	(926%)
Stimulus Funds	0	17,273	0	17,273	100%
Operating Margin after Stimulus	\$2,896	(\$2,570)	(\$1,934)	(\$636)	(32.9%)
Non Operating Revenue (Loss)	8,034	4,798	3,840	958	25%
Excess Margin	\$10,930	\$2,228	\$1,905	\$323	16.9%

Operating Margin %	0.8%	(5.3%)	(0.5%)
OM after Stimulus%	0.8%	(0.7%)	(0.5%)
Excess Margin %	2.8%	0.6%	0.5%
Operating Cash Flow Margin %	5.3%	(0.4%)	4.5%

December Financial Comparison (000's)

	Actual Results			Budget	Budget Variance		Explanation
	Dec 2019	Dec 2020	% Change	Dec 2020	Change	% Change	
Operating Revenue							
Net Patient Service Revenue	51,458	50,409	(2.0%)	51,021	(\$612)	(1.2%)	See highlights slide
Supplemental Gov't Programs	4,185	3,979	(4.9%)	4,111	(132)	(3.2%)	
Prime Program	999	429	(57.1%)	429	0	0.0%	
Premium Revenue	3,748	4,318	15.2%	4,014	304	7.6%	
Management Services Revenue	2,621	2,583	(1.5%)	2,419	163	6.8%	
Other Revenue	1,989	2,008	1.0%	2,089	(80)	(3.8%)	
Other Operating Revenue	13,542	13,317	(1.7%)	13,062	255	2.0%	
Total Operating Revenue	65,001	63,726	(2.0%)	64,083	(357)	(0.6%)	
Operating Expenses							
Salaries & Wages	25,726	28,026	8.9%	27,022	1,004	3.7%	See highlights slide
Contract Labor	1,357	303	(77.7%)	590	(288)	(48.7%)	
Employee Benefits	5,856	5,969	1.9%	5,670	299	5.3%	
Total Employment Expenses	32,939	34,298	4.1%	33,283	1,015	3.0%	
Medical & Other Supplies	10,521	11,492	9.2%	10,501	991	9.4%	See highlights slide
Physician Fees	7,113	8,024	12.8%	7,325	699	9.5%	See highlights slide
Purchased Services	1,189	1,628	37.0%	1,488	140	9.4%	
Repairs & Maintenance	2,107	2,146	1.9%	2,297	(151)	(6.6%)	
Utilities	593	439	(26.0%)	537	(98)	(18.3%)	
Rents & Leases	512	504	(1.5%)	542	(38)	(7.0%)	
Depreciation & Amortization	2,451	2,458	0.3%	2,694	(236)	(8.8%)	
Interest Expense	439	555	26.4%	572	(17)	(3.0%)	
Other Expense	1,823	1,610	(11.7%)	1,149	462	40.2%	
Humana Cap Plan Expenses	1,659	2,935	76.9%	1,885	1,050	55.7%	See highlights slide
Management Services Expense	2,703	2,876	6.4%	2,388	487	20.4%	
Total Other Expenses	31,110	34,668	11.4%	31,378	3,289	10.5%	
Total Operating Expenses	64,049	68,965	7.7%	64,662	4,304	6.7%	
Operating Margin	\$951	(\$5,240)	(651%)	(\$579)	(\$4,661)	(806%)	
Stimulus Funds	0	0		0	0		
Operating Margin after Stimulus	\$951	(\$5,240)	(651%)	(\$579)	(\$4,661)	(806%)	
Nonoperating Revenue (Loss)	726	1,963	170%	645	1,318	204%	See highlights slide
Excess Margin	\$1,678	(\$3,276)	(295%)	\$67	(\$3,343)	(5023%)	

Operating Margin %	1.5%	(8.2%)		(0.9%)
OM after Stimulus%	1.5%	(8.2%)		(0.9%)
Excess Margin %	2.6%	(5.0%)		0.1%
Operating Cash Flow Margin %	5.9%	(3.5%)		4.2%

YTD Financial Comparison (000's)

	Actual Results FYTD Jul-Dec			Budget FYTD	Budget Variance	FYTD
	FYTD2020	FYTD2021	% Change	FYTD2021	Change	% Change
Operating Revenue						
Net Patient Service Revenue	303,204	297,420	(1.9%)	303,797	(\$6,376)	(2.1%)
Supplemental Gov't Programs	25,380	23,874	(5.9%)	24,667	(793)	(3.2%)
Prime Program	6,366	2,573	(59.6%)	2,573	0	0.0%
Premium Revenue	22,996	26,148	13.7%	24,086	2,062	8.6%
Management Services Revenue	16,191	16,138	(0.3%)	16,409	(271)	(1.7%)
Other Revenue	11,062	10,880	(1.6%)	12,548	(1,668)	(13.3%)
Other Operating Revenue	81,994	79,614	(2.9%)	80,284	(670)	(0.8%)
Total Operating Revenue	385,199	377,034	(2.1%)	384,080	(7,046)	(1.8%)
Operating Expenses						
Salaries & Wages	152,187	161,252	6.0%	159,368	1,884	1.2%
Contract Labor	6,358	2,317	(63.6%)	3,367	(1,049)	(31.2%)
Employee Benefits	37,466	32,592	(13.0%)	33,663	(1,071)	(3.2%)
Total Employment Expenses	196,012	196,162	0.1%	196,397	(235)	(0.1%)
Medical & Other Supplies	57,949	65,579	13.2%	61,697	3,881	6.3%
Physician Fees	44,411	47,226	6.3%	44,873	2,352	5.2%
Purchased Services	13,149	8,648	(34.2%)	8,834	(186)	(2.1%)
Repairs & Maintenance	12,736	12,673	(0.5%)	13,760	(1,087)	(7.9%)
Utilities	3,214	3,331	3.6%	3,497	(166)	(4.8%)
Rents & Leases	3,125	3,113	(0.4%)	3,270	(157)	(4.8%)
Depreciation & Amortization	14,921	15,101	1.2%	15,930	(829)	(5.2%)
Interest Expense	2,650	3,331	25.7%	3,430	(99)	(2.9%)
Other Expense	9,852	9,311	(5.5%)	6,817	2,494	36.6%
Humana Cap Plan Expenses	8,305	16,102	93.9%	11,308	4,794	42.4%
Management Services Expense	15,978	16,300	2.0%	16,200	100	0.6%
Total Other Expenses	186,291	200,715	7.7%	189,617	11,098	5.9%
Total Operating Expenses	382,303	396,877	3.8%	386,014	10,863	2.8%
Operating Margin	\$2,896	(\$19,843)	(785%)	(\$1,934)	(\$17,909)	(926%)
Stimulus Funds	0	17,273	100.0%	0	17,273	100.0%
Operating Margin after Stimulus	\$2,896	(\$2,570)	(189%)	(\$1,934)	(\$636)	(32.9%)
Nonoperating Revenue (Loss)	8,034	4,798	(40.3%)	3,840	958	25.0%
Excess Margin	\$10,930	\$2,228	(79.6%)	\$1,905	\$323	16.9%
Operating Margin %	0.8%	(5.3%)		(0.5%)		
OM after Stimulus%	0.8%	(0.7%)		(0.5%)		
Excess Margin %	2.8%	0.6%		0.5%		
Operating Cash Flow Margin %	5.3%	(0.4%)		4.5%		

Kaweah Delta Medical Foundation

Fiscal Year Financial Comparison (000's)

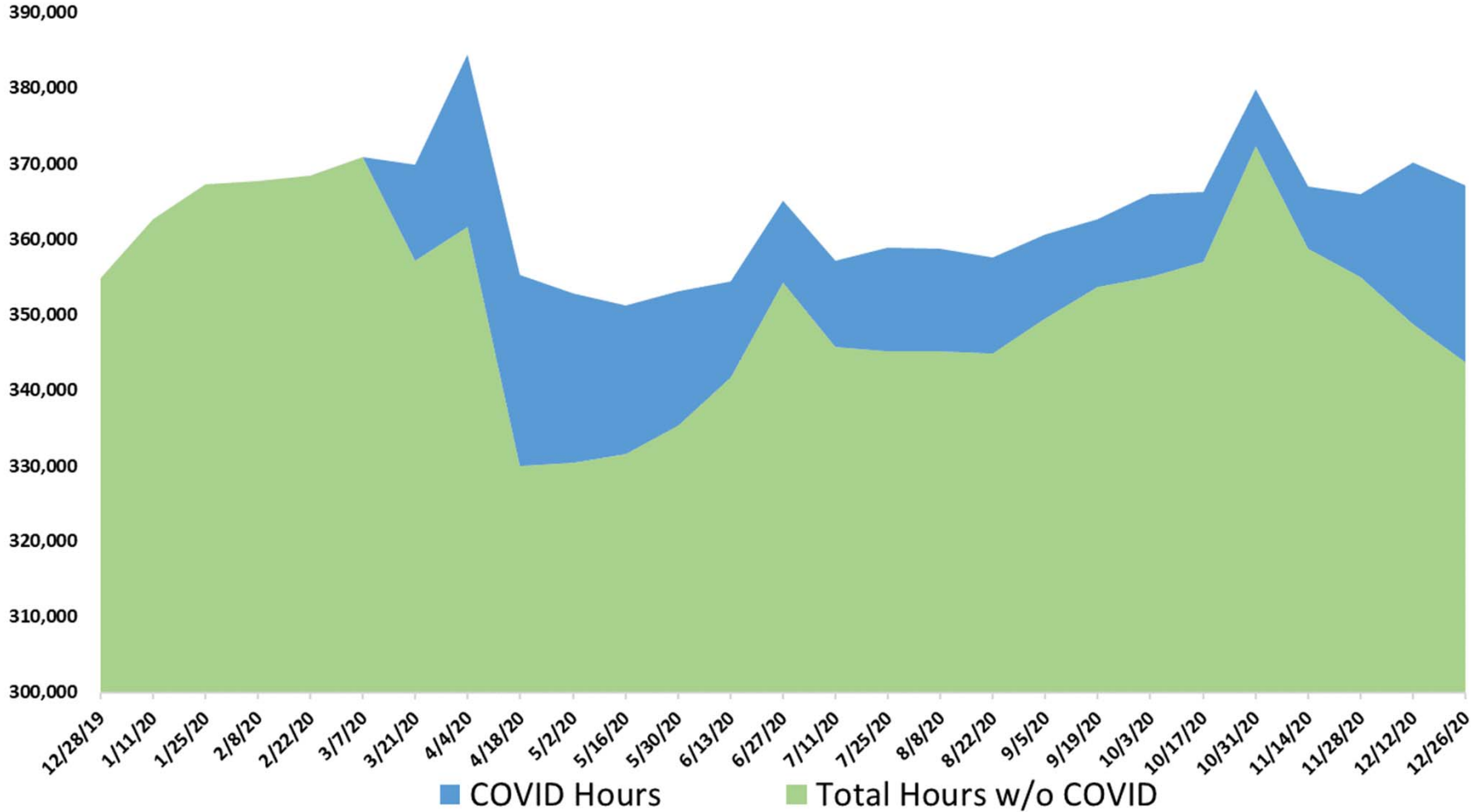
	Actual Results FYTD Jul – Dec			Budget FYTD	Budget Variance FYTD	
	FYTD2020	FYTD2021	% Change	FYTD2021	Change	% Change
Operating Revenue						
Net Patient Service Revenue	22,374	23,620	5.6%	25,154	(\$1,534)	(6.1%)
Other Operating Revenue	144	275	91.3%	393	(118)	(30.0%)
Total Operating Revenue	22,518	23,895	6.1%	25,547	(1,652)	(6.5%)
Operating Expenses						
Salaries & Wages	5,790	5,594	(3.4%)	6,033	(439)	(7.3%)
Contract Labor	48	0	(100.0%)	5	(5)	0.0%
Employee Benefits	1,444	1,057	(26.8%)	1,260	(203)	(16.1%)
Total Employment Expenses	7,282	6,651	(8.7%)	7,297	(646)	(8.9%)
Medical & Other Supplies	2,856	3,488	22.1%	3,555	(67)	(1.9%)
Physician Fees	12,082	13,078	8.2%	14,234	(1,156)	(8.1%)
Purchased Services	632	447	(29.3%)	463	(16)	(3.5%)
Repairs & Maintenance	948	1,208	27.4%	1,355	(147)	(10.9%)
Utilities	193	238	23.4%	235	3	1.4%
Rents & Leases	1,338	1,375	2.8%	1,398	(23)	(1.6%)
Depreciation & Amortization	554	516	(6.8%)	515	1	0.2%
Interest Expense	6	2	(71.0%)	2	(0)	(11.4%)
Other Expense	901	586	(34.9%)	602	(16)	(2.6%)
Total Other Expenses	19,510	20,937	7.3%	22,360	(1,422)	(6.4%)
Total Operating Expenses	26,793	27,588	3.0%	29,657	(2,069)	(7.0%)
Excess Margin	(\$4,274)	(\$3,693)	13.6%	(\$4,110)	\$417	10.1%

Excess Margin %	(19.0%)	(15.5%)	(16.1%)
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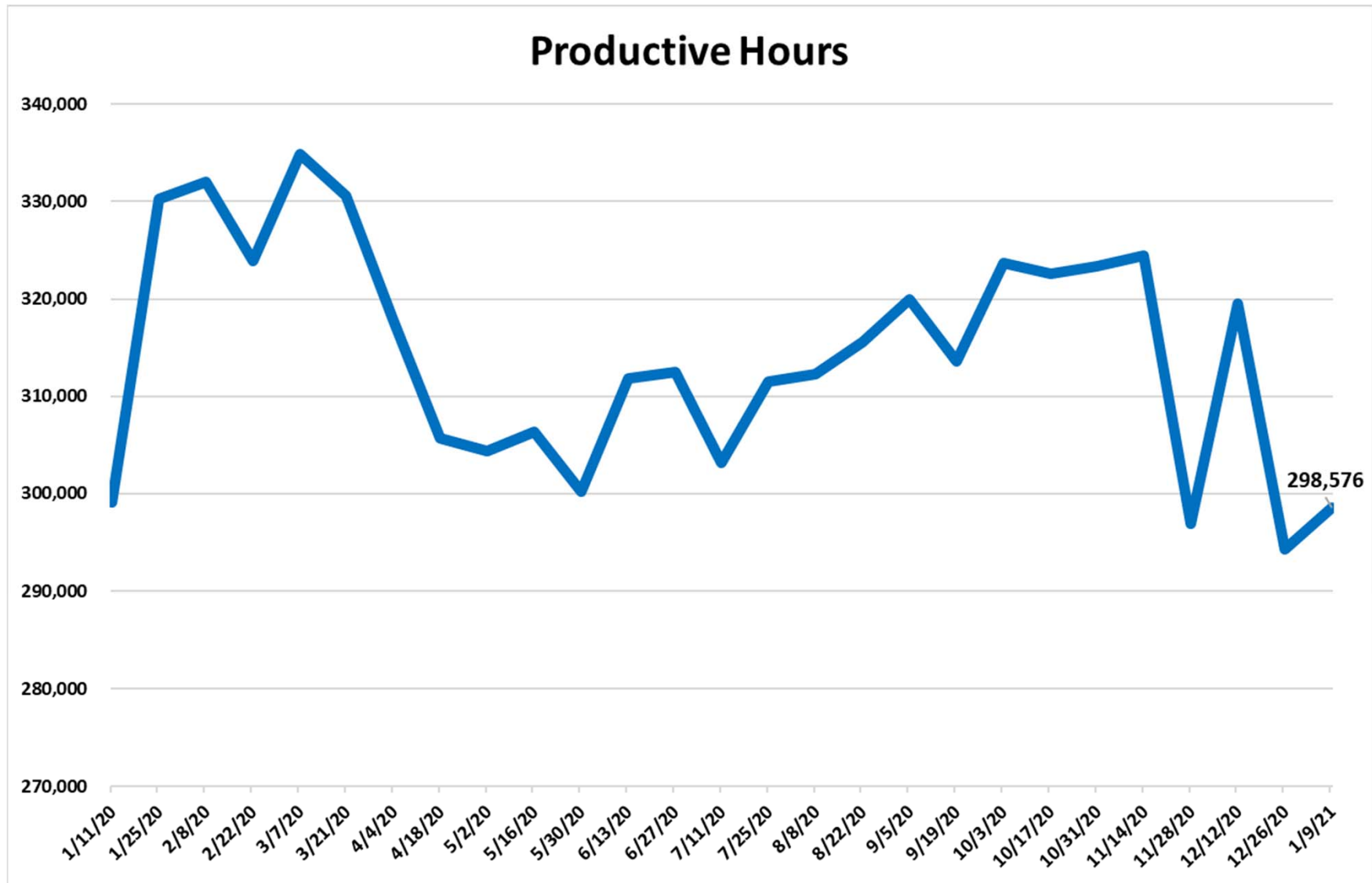
Month of December - Budget Variances

- **Net Patient Revenues:** Net patient revenue was less than December budget expectation by \$612K due to lower surgical, cath lab and KDMF volumes.
- **Salaries and Contract Labor:** We experienced an unfavorable budget variance of \$716K in December. There was an increase in hours worked due to inpatient and outpatient volumes levels, but the unfavorable variance is primarily due to \$1.2M of salaries allocated to unbudgeted COVID related activities and additional premium dollars paid in overtime and shift bonuses.
- **Medical & Other Supplies:** The \$991K unfavorable variance resulted from \$1.5M of COVID related supplies.
- **Physician Fees:** The addition of a new anesthesia group, as well as slower than expected post term collections on the old contract contributed to the \$699K unfavorable variance in December.
- **Humana Capitated Plan Expenses:** As the utilization of third party services for participants of the capitated Medicare Managed Care Plan increased in December, the related expenditure was \$1.1M higher than the budget expectation.
- **Investment Income:** Exceeded budget expectations by \$1.3M due to the quarterly recognition of unrealized gains and losses on the District's (\$500K unrealized loss) and Hospital Foundation's (\$1.8M unrealized gain) investment portfolios.

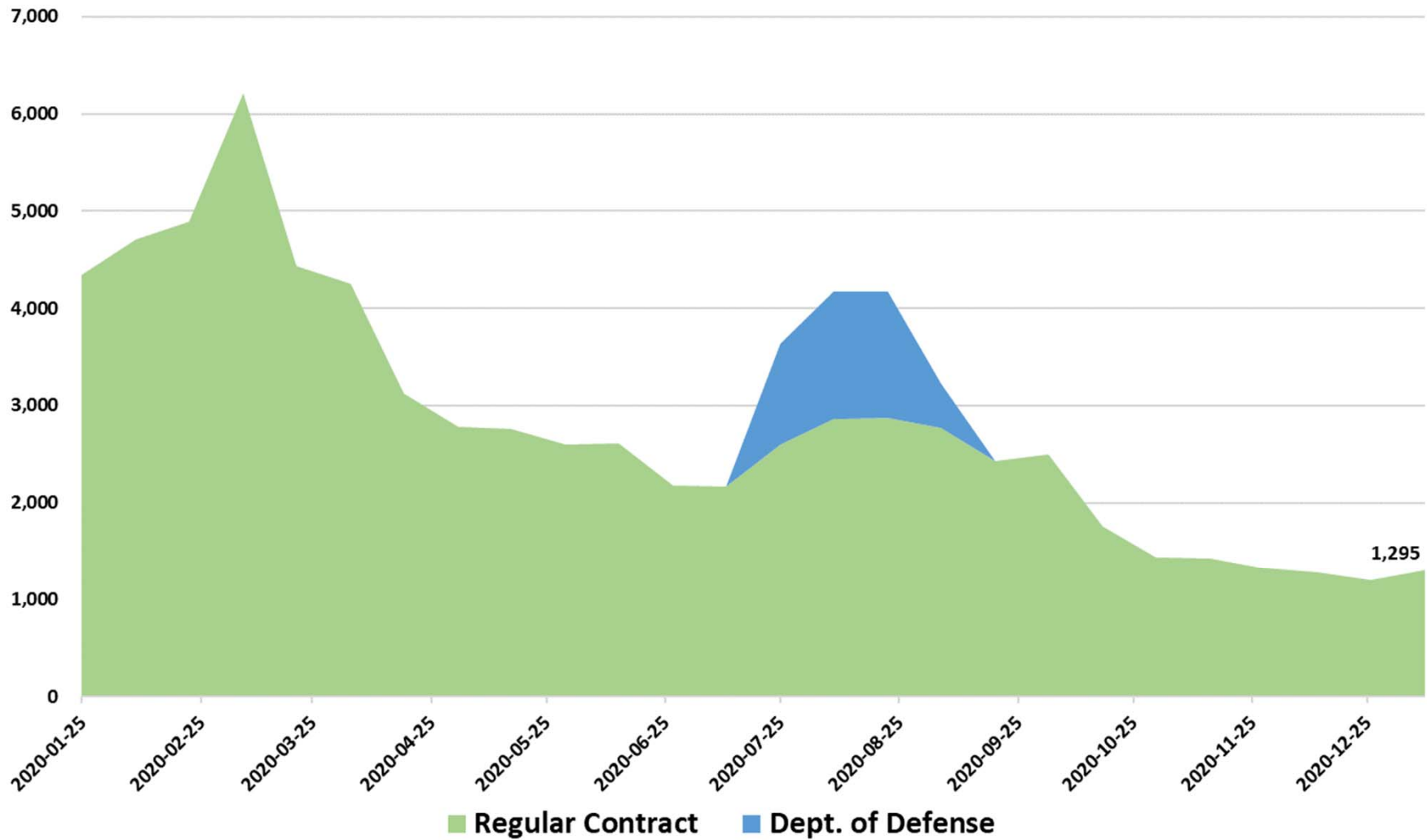
Total Payroll Hours (excludes PTO cash out hours)



Productive Hours (excludes PTO cash out hours)

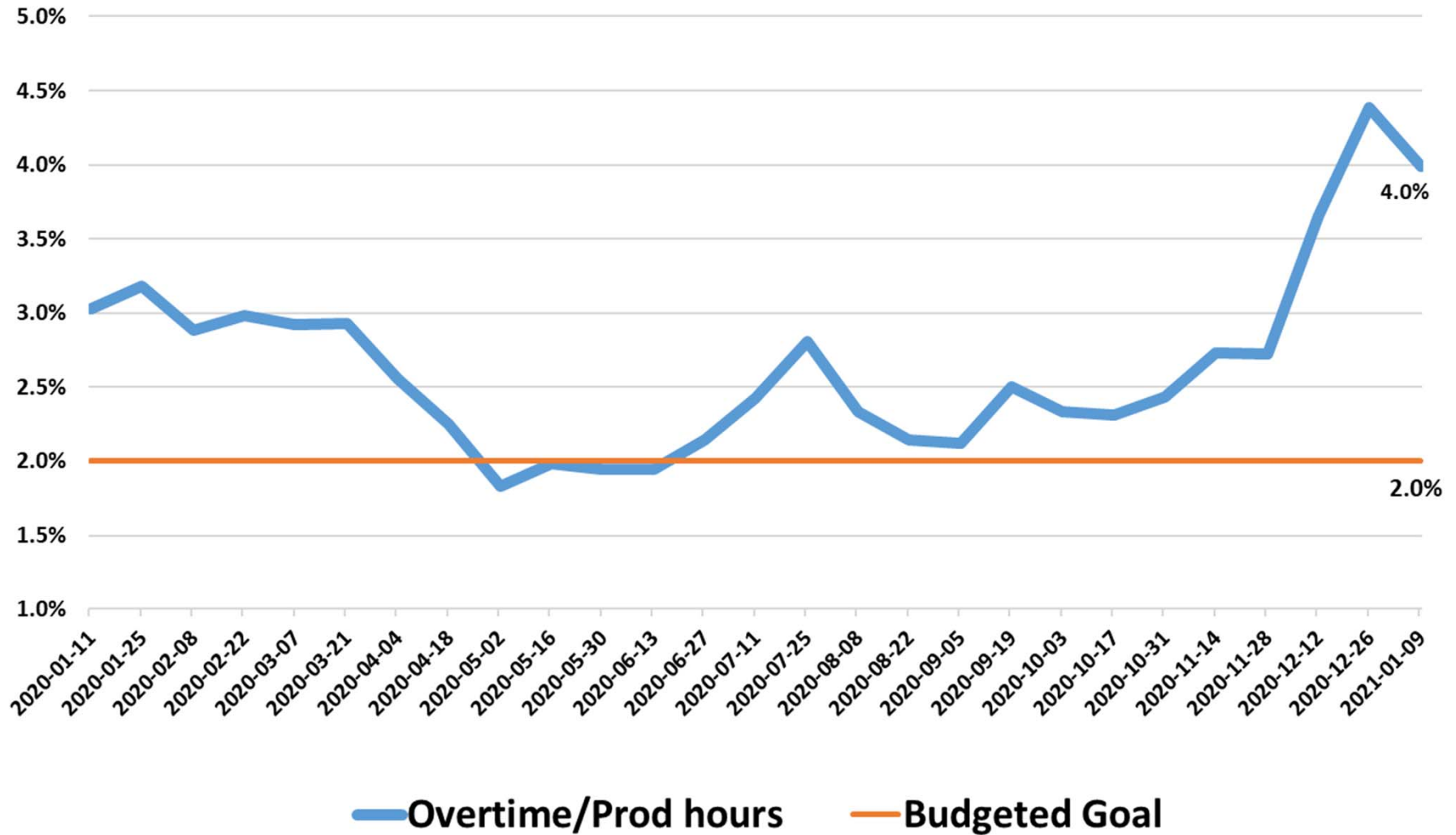


Contract Labor Hours

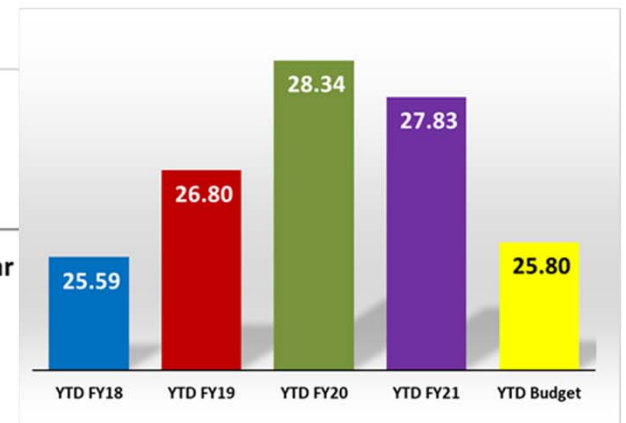
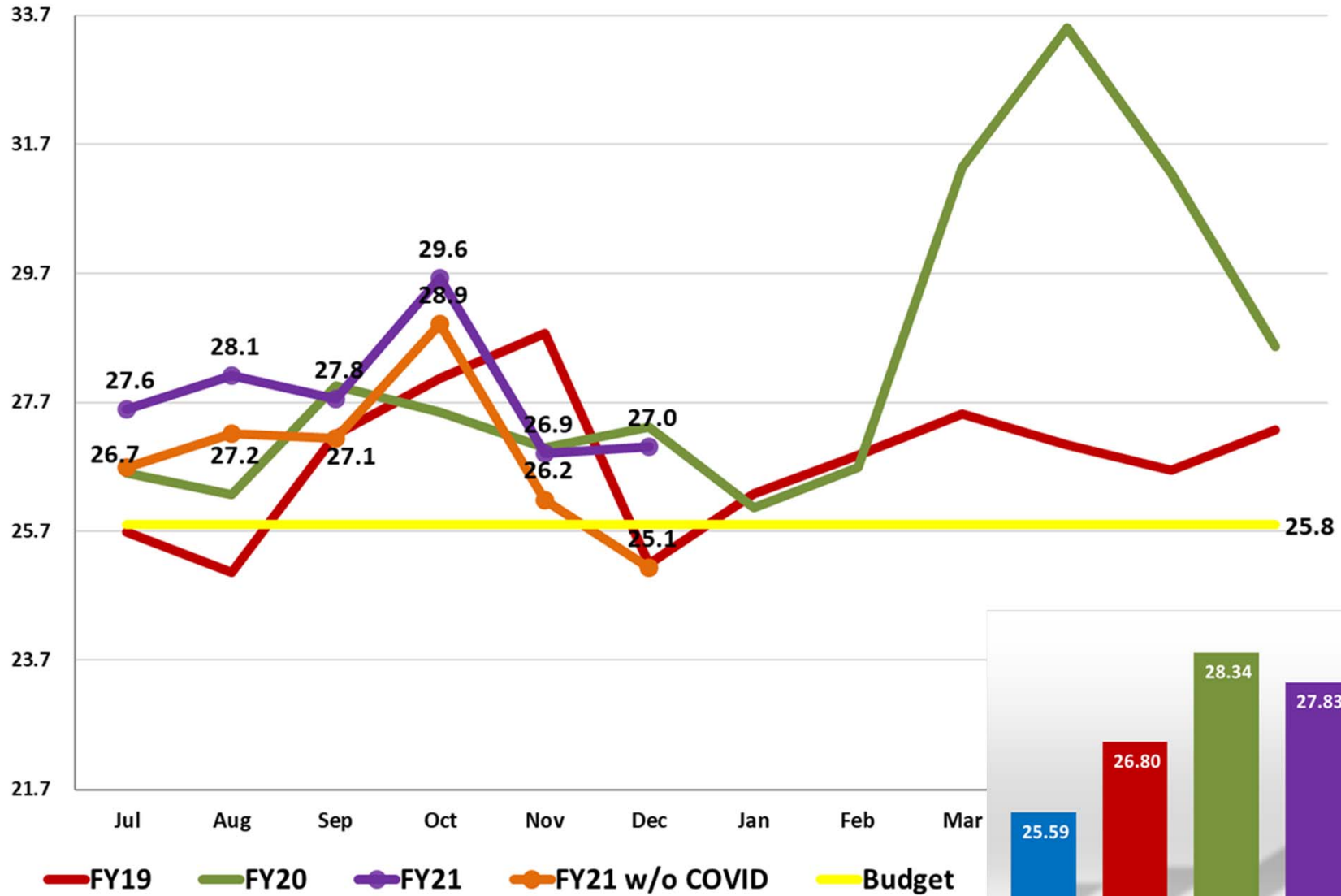


Overtime

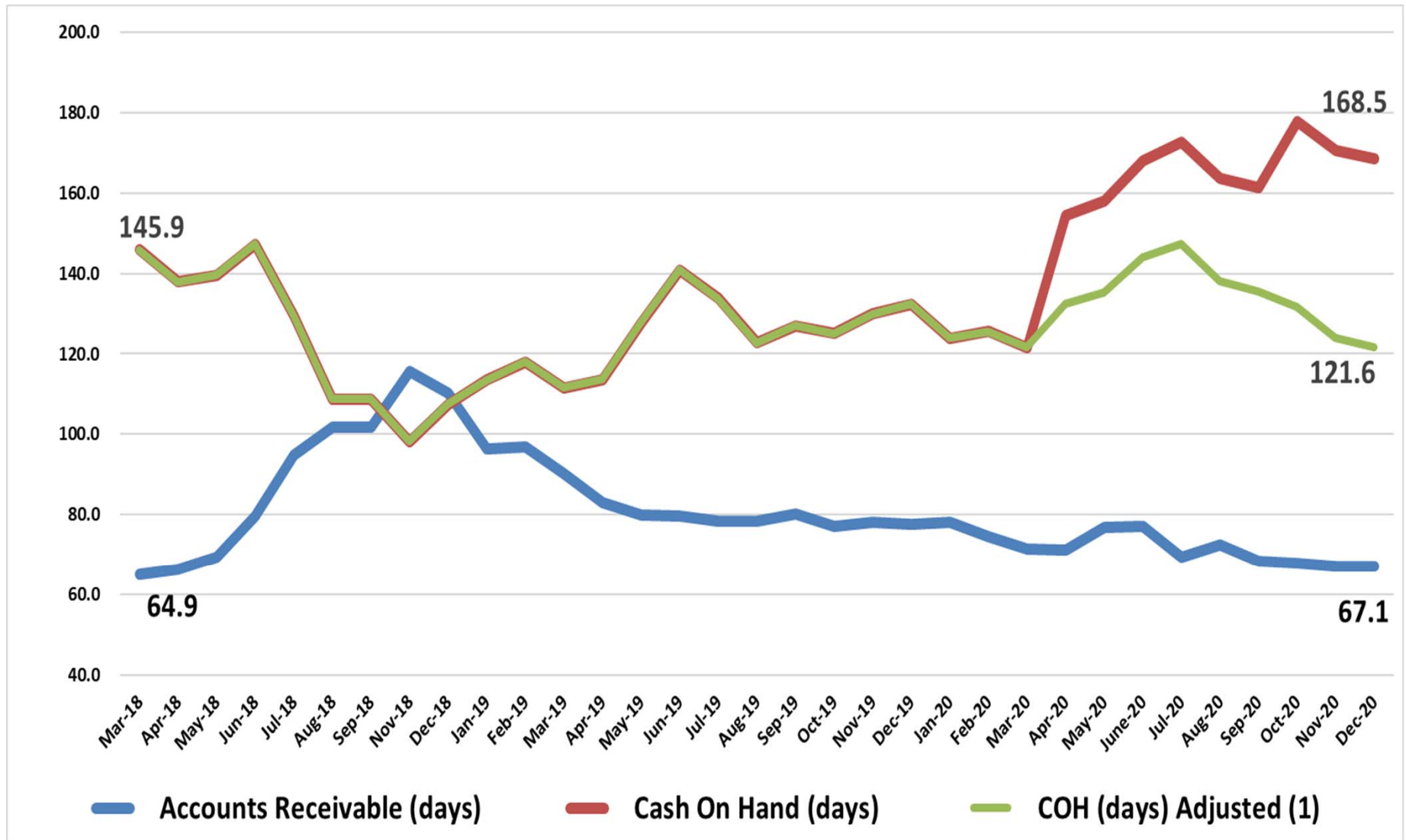
Overtime as a % of Productive Hours



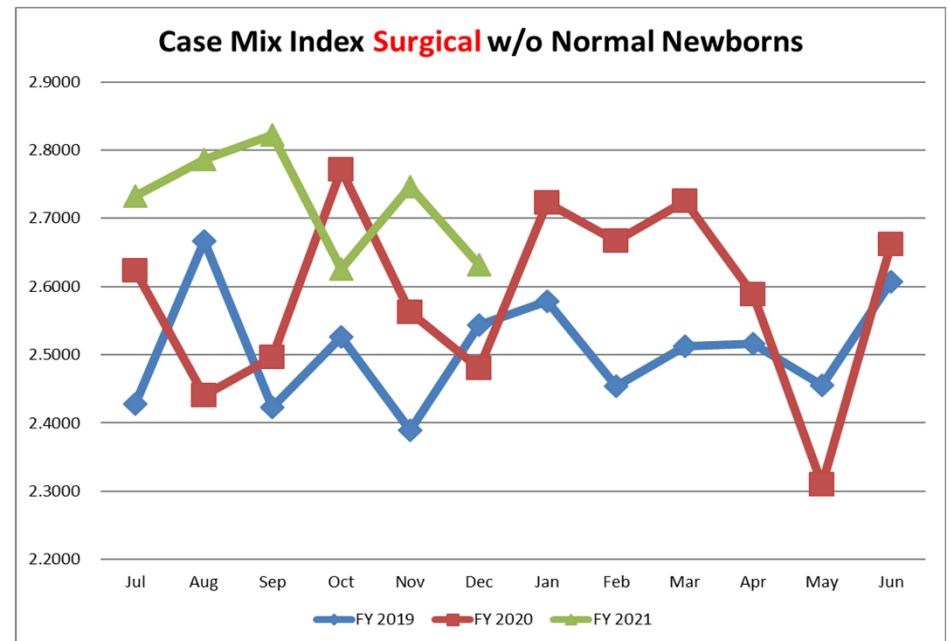
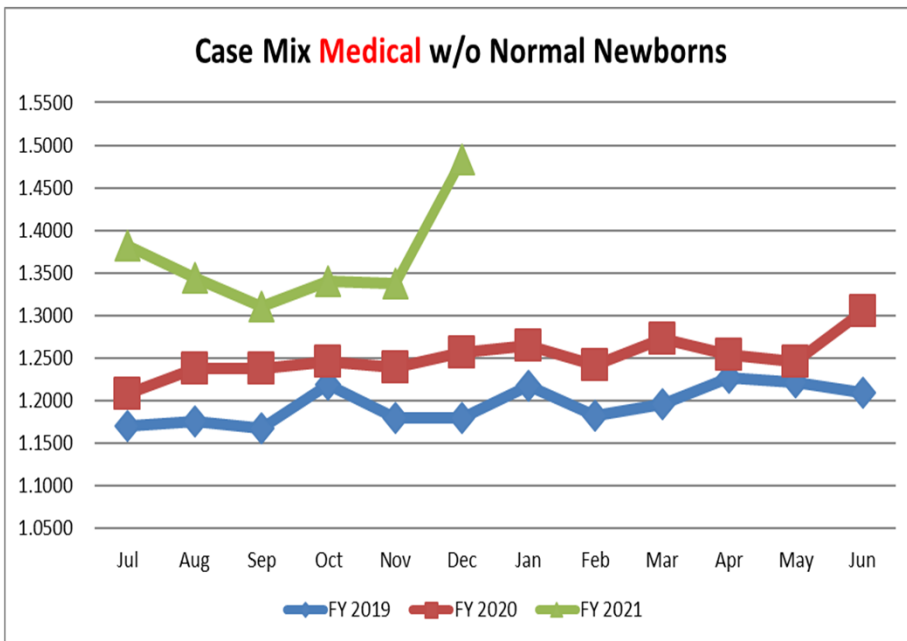
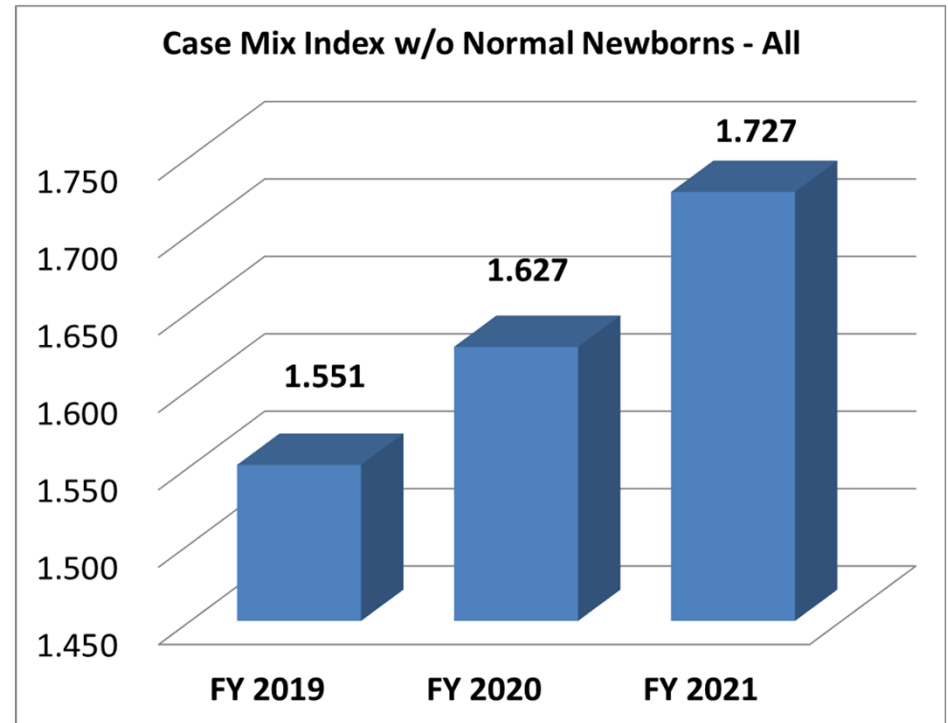
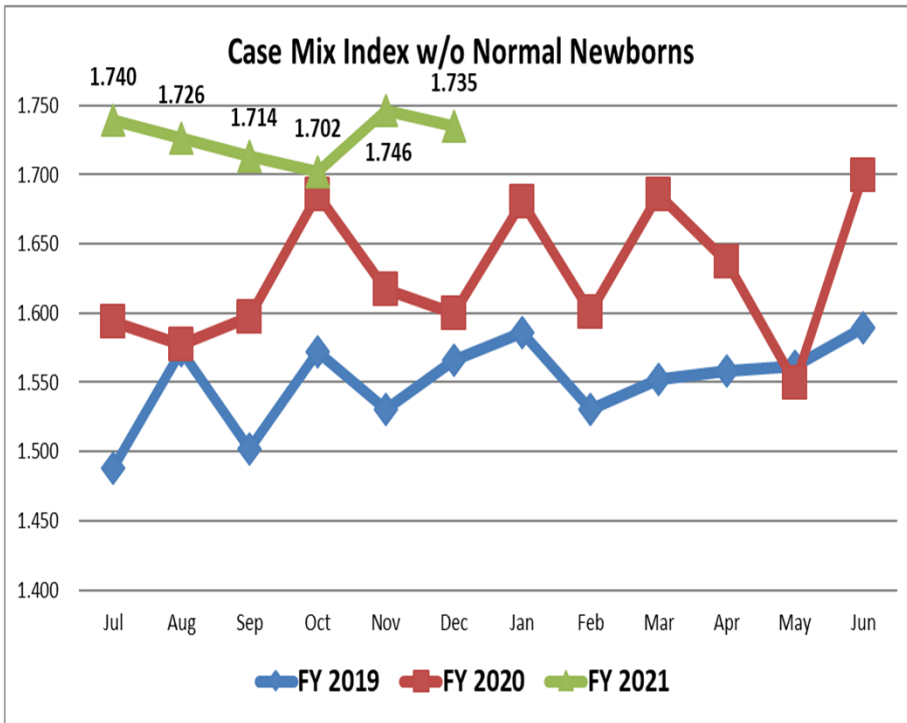
Productivity: Worked Hours/Adjusted Patient Days



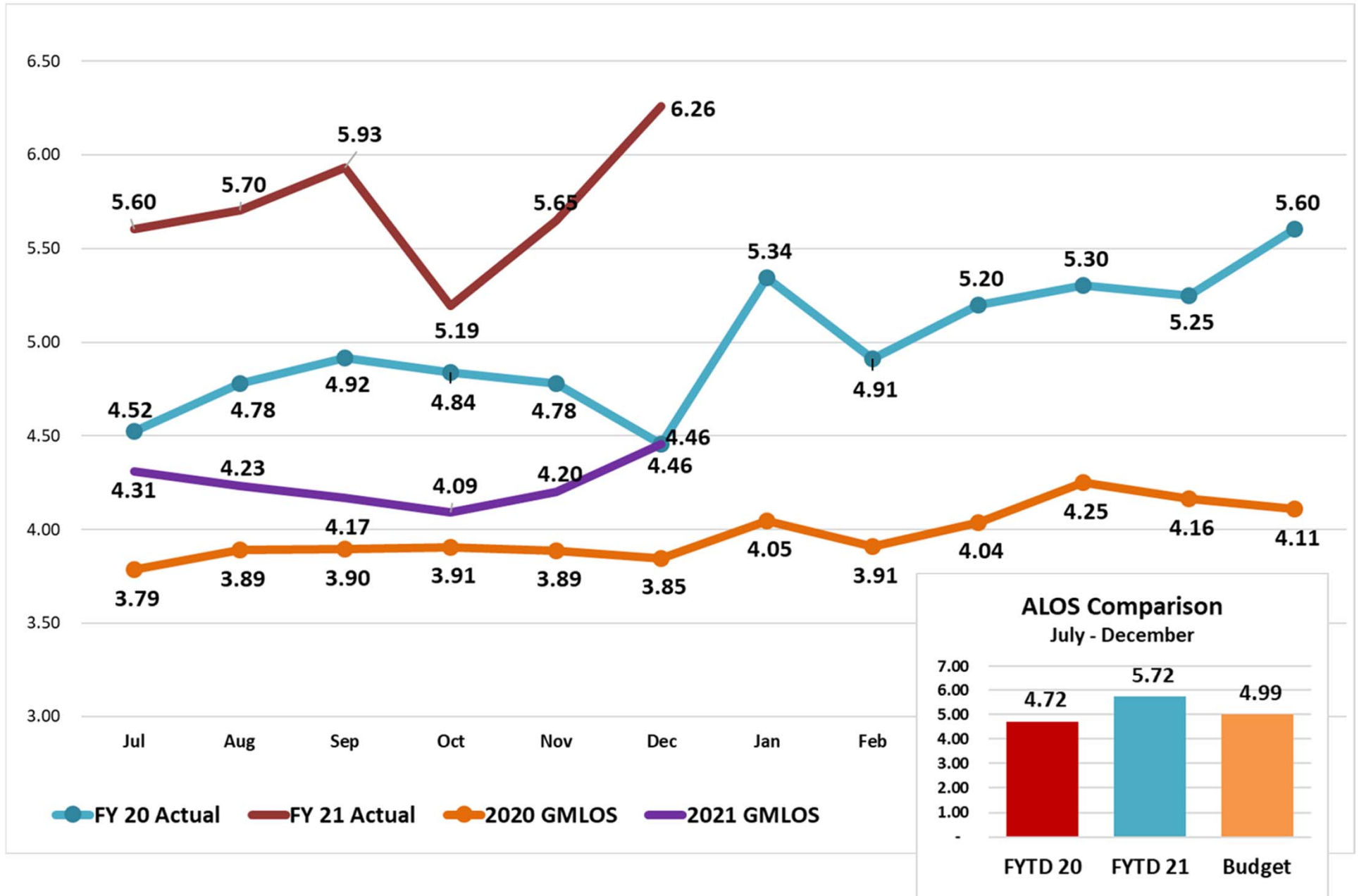
Trended Liquidity Ratios



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

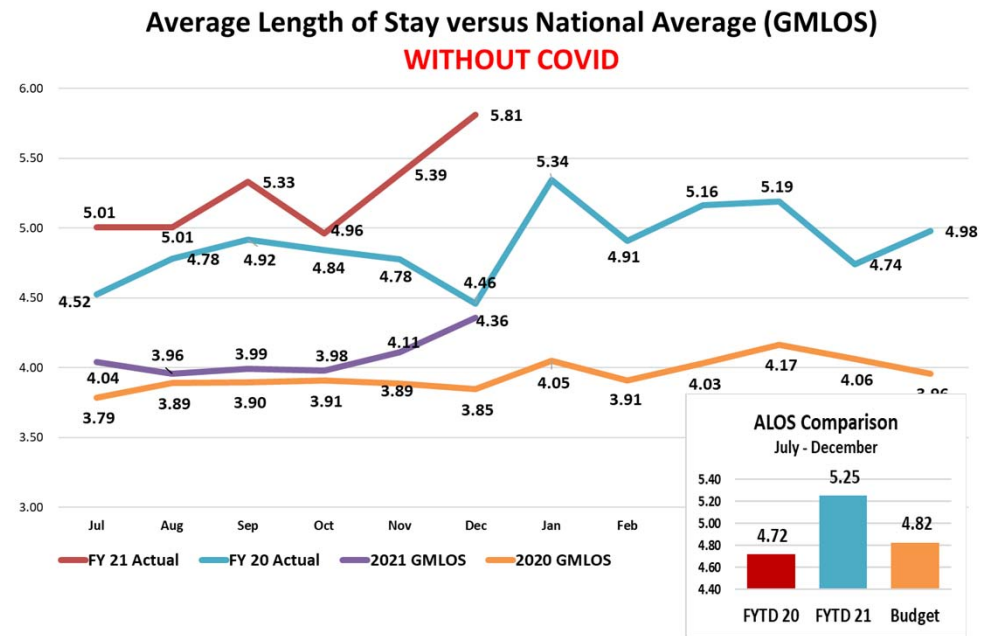
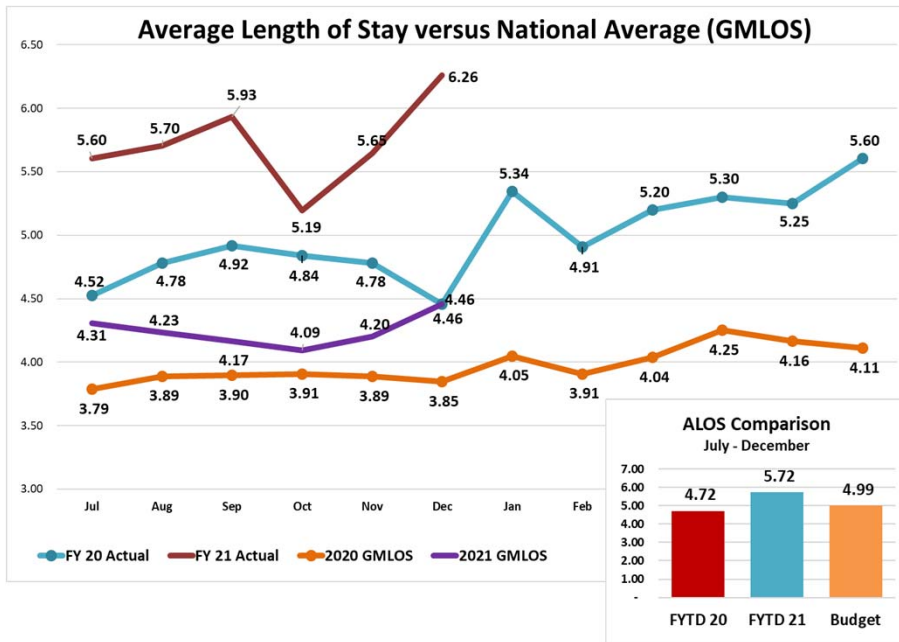


Average Length of Stay versus National Average (GMLoS)

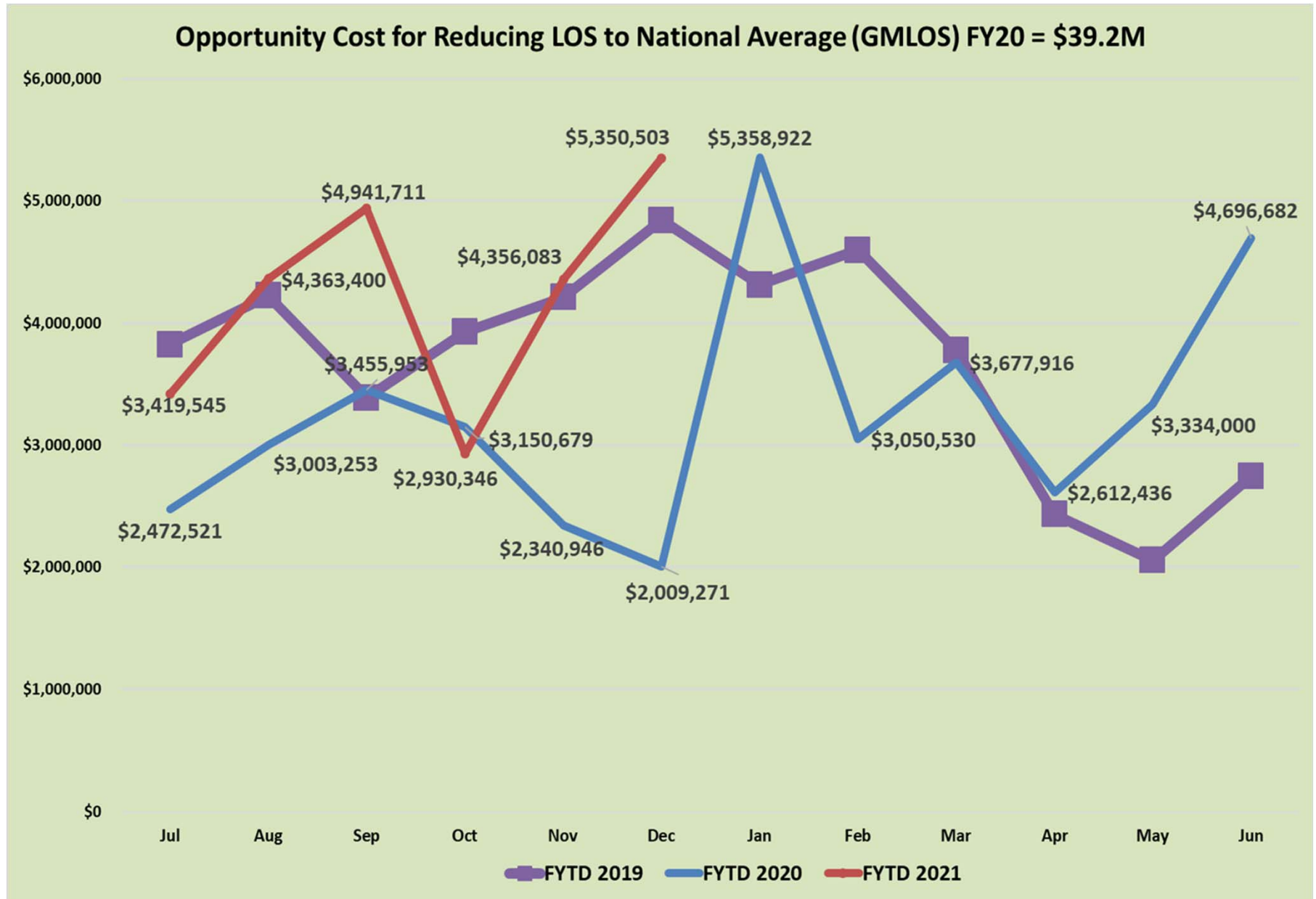


Average Length of Stay versus National Average (GMLOS)

	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	4.06	0.68	0.41	38%
Jun-20	5.60	4.11	1.49	4.98	3.96	1.02	0.47	32%
Jul-20	5.60	4.31	1.30	5.01	4.04	0.96	0.33	26%
Aug-20	5.70	4.23	1.47	5.01	3.96	1.05	0.42	28%
Sep-20	5.93	4.17	1.77	5.33	3.99	1.34	0.43	24%
Oct-20	5.19	4.09	1.10	4.96	3.98	0.98	0.12	11%
Nov-20	5.65	4.20	1.44	5.39	4.11	1.27	0.17	12%
Dec-20	6.26	4.46	1.80	5.81	4.36	1.45	0.35	19%
Average	5.57	4.20	1.37	5.16	4.07	1.09	0.27	20%



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%)
2021 FY Total	\$ 297,420	\$ 79,614	\$ 377,034	\$ 196,162	\$ 47,226	\$ 65,579	\$ 87,911	\$ 396,877	\$ (19,843)	\$ 22,071	\$ 2,228	(5.3%)	0.6%
FYTD Budget	303,797	80,284	384,080	196,397	44,873	61,697	83,047	386,014	(1,934)	3,840	1,905	(0.5%)	0.5%
Variance	\$ (6,376)	\$ (670)	\$ (7,046)	\$ (235)	\$ 2,352	\$ 3,881	\$ 4,864	\$ 10,863	\$ (17,909)	\$ 18,231	\$ 323		
Current Month Analysis													
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%)	(5.0%)
Budget	51,021	13,062	64,083	33,283	7,325	10,501	13,552	64,662	(579)	645	67	(0.9%)	0.1%
Variance	\$ (612)	\$ 255	\$ (357)	\$ 1,015	\$ 699	\$ 991	\$ 1,599	\$ 4,304	\$ (4,661)	\$ 1,318	(3,343)		

KAWEAH DELTA HEALTH CARE DISTRICT

FISCAL YEAR 2020 & 2021

Fiscal Year	Patient Days	ADC	Adjusted Patient		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
			Days	Revenue %							Expense/ Patient Day	Expense/ Patient Day				
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%		
2021 FY Total	79,058	430	149,895	52.7%	75.3%	1,984	1,309	315	437	2,648	66.0%	15.9%	22.0%	133.4%		
FYTD Budget	78,297	426	159,670	49.0%	75.6%	1,903	1,230	281	386	2,575	64.6%	14.8%	20.3%	127.1%		
Variance	761	4	(9,775)	3.7%	(0.3%)	82	79	34	51	72	1.3%	1.1%	1.7%	6.4%		
Current Month Analysis																
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%		
Budget	13,573	438	26,897	50.5%	75.7%	1,897	1,237	272	390	2,511	65.2%	14.4%	20.6%	126.7%		
Variance	773	25	(1,148)	5.3%	(0.5%)	61	95	39	56	167	2.8%	1.6%	2.2%	10.1%		

KAWEAH DELTA HEALTH CARE DISTRICT

RATIO ANALYSIS REPORT

DECEMBER 31, 2020

	Current Month Value	Prior Month Value	June 30, 2020 Audited Value	2018 Moody's Median Benchmark		
				Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	1.2	1.3	1.4	1.6	1.9	2.1
Accounts Receivable (days)	67.1	66.9	79.7	47.6	45.9	44.4
Cash On Hand (days)	168.5	170.5	167.5	257.6	215.1	158.0
Cushion Ratio (x)	21.7	21.7	21.2	36.2	22.5	14.4
Average Payment Period (days)	88.2	92.7	76.7	73.1	59.2	59.2
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	150.3%	151.1%	146.2%	228.8%	167.7%	119.7%
Debt-To-Capitalization	32.8%	32.6%	32.6%	26.9%	32.2%	40.4%
Debt-to-Cash Flow (x)	5.9	4.8	8.5	2.3	2.9	3.8
Debt Service Coverage	2.3	2.9	1.7	6.6	5.2	3.3
Maximum Annual Debt Service Coverage (x)	2.3	2.9	1.6	6.6	4.7	3.2
Age Of Plant (years)	13.7	13.5	12.9	10.3	11.8	12.1
PROFITABILITY RATIOS						
Operating Margin	(5.3%)	(4.7%)	(5.4%)	3.2%	2.2%	0.7%
Excess Margin	0.6%	1.7%	(1.0%)	7.0%	5.0%	2.6%
Operating Cash Flow Margin	(.4%)	0.3%	(.4%)	9.1%	8.5%	6.8%
Return on Assets	0.5%	1.3%	(.8%)	5.0%	3.9%	2.6%

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

	Dec-20	Nov-20	Change	% Change	Jun-20 (Audited)
ASSETS AND DEFERRED OUTFLOWS					
CURRENT ASSETS					
Cash and cash equivalents	\$ 3,796	\$ 20,130	\$ (16,335)	-81.14%	\$ 11,766
Current Portion of Board designated and trusted assets	18,033	19,283	(1,249)	-6.48%	13,954
Accounts receivable:					
Net patient accounts	120,249	120,015	234	0.20%	118,451
Other receivables	6,875	19,776	(12,901)	-65.23%	16,669
	127,124	139,791	(12,667)	-9.06%	135,119
Inventories	9,109	8,567	543	6.33%	8,479
Medicare and Medi-Cal settlements	55,522	57,292	(1,770)	-3.09%	36,726
Prepaid expenses	10,453	10,021	432	4.31%	10,317
Total current assets	224,038	255,084	(31,046)	-12.17%	216,362
NON-CURRENT CASH AND INVESTMENTS -					
less current portion					
Board designated cash and assets	357,148	340,845	16,302	4.78%	338,785
Revenue bond assets held in trust	30,446	30,441	4	0.01%	36,092
Assets in self-insurance trust fund	2,955	2,967	(12)	-0.40%	3,727
Total non-current cash and investments	390,549	374,254	16,295	4.35%	378,604
CAPITAL ASSETS					
Land	17,542	17,542	-	0.00%	17,542
Buildings and improvements	378,415	378,415	-	0.00%	378,313
Equipment	299,818	299,818	-	0.00%	299,378
Construction in progress	59,185	54,141	5,044	9.32%	38,837
	754,961	749,917	5,044	0.67%	734,071
Less accumulated depreciation	410,590	408,210	2,379	0.58%	396,060
	344,371	341,706	2,665	0.78%	338,011
Property under capital leases -					
less accumulated amortization	(44)	19	(63)	-330.35%	389
Total capital assets	344,327	341,725	2,602	0.76%	338,401
OTHER ASSETS					
Property not used in operations	1,661	1,665	(4)	-0.26%	1,686
Health-related investments	6,891	6,687	205	3.06%	6,888
Other	11,411	11,417	(6)	-0.05%	10,759
Total other assets	19,963	19,768	195	0.98%	19,334
Total assets	978,877	990,832	(11,955)	-1.21%	952,700
DEFERRED OUTFLOWS					
	9,095	9,130	(35)	-0.38%	9,354
Total assets and deferred outflows	\$ 987,972	\$ 999,961	\$ (11,989)	-1.20%	\$ 962,054

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

	Dec-20	Nov-20	Change	% Change	Jun-20 (Audited)
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable and accrued expenses	\$ 115,280	\$ 118,912	\$ (3,633)	-3.05%	\$ 81,897
Accrued payroll and related liabilities	56,996	61,430	(4,434)	-7.22%	63,411
Long-term debt, current portion	10,753	10,753	-	0.00%	10,647
Total current liabilities	183,029	191,095	(8,066)	-4.22%	155,955
LONG-TERM DEBT, less current portion					
Bonds payable	260,265	260,322	(57)	-0.02%	262,436
Capital leases	174	180	(6)	-3.15%	220
Total long-term debt	260,439	260,501	(63)	-0.02%	262,656
NET PENSION LIABILITY	36,930	37,505	(575)	-1.53%	40,378
OTHER LONG-TERM LIABILITIES	32,889	32,908	(20)	-0.06%	30,626
Total liabilities	513,287	522,010	(8,723)	-1.67%	489,615
NET ASSETS					
Invested in capital assets, net of related debt	106,593	103,954	2,639	2.54%	104,433
Restricted	35,785	34,699	1,086	3.13%	30,567
Unrestricted	332,307	339,298	(6,991)	-2.06%	337,439
Total net position	474,685	477,951	(3,266)	-0.68%	472,439
Total liabilities and net position	\$ 987,972	\$ 999,961	\$ (11,989)	-1.20%	\$ 962,054

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

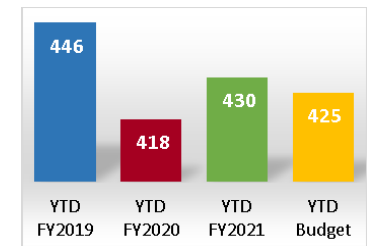
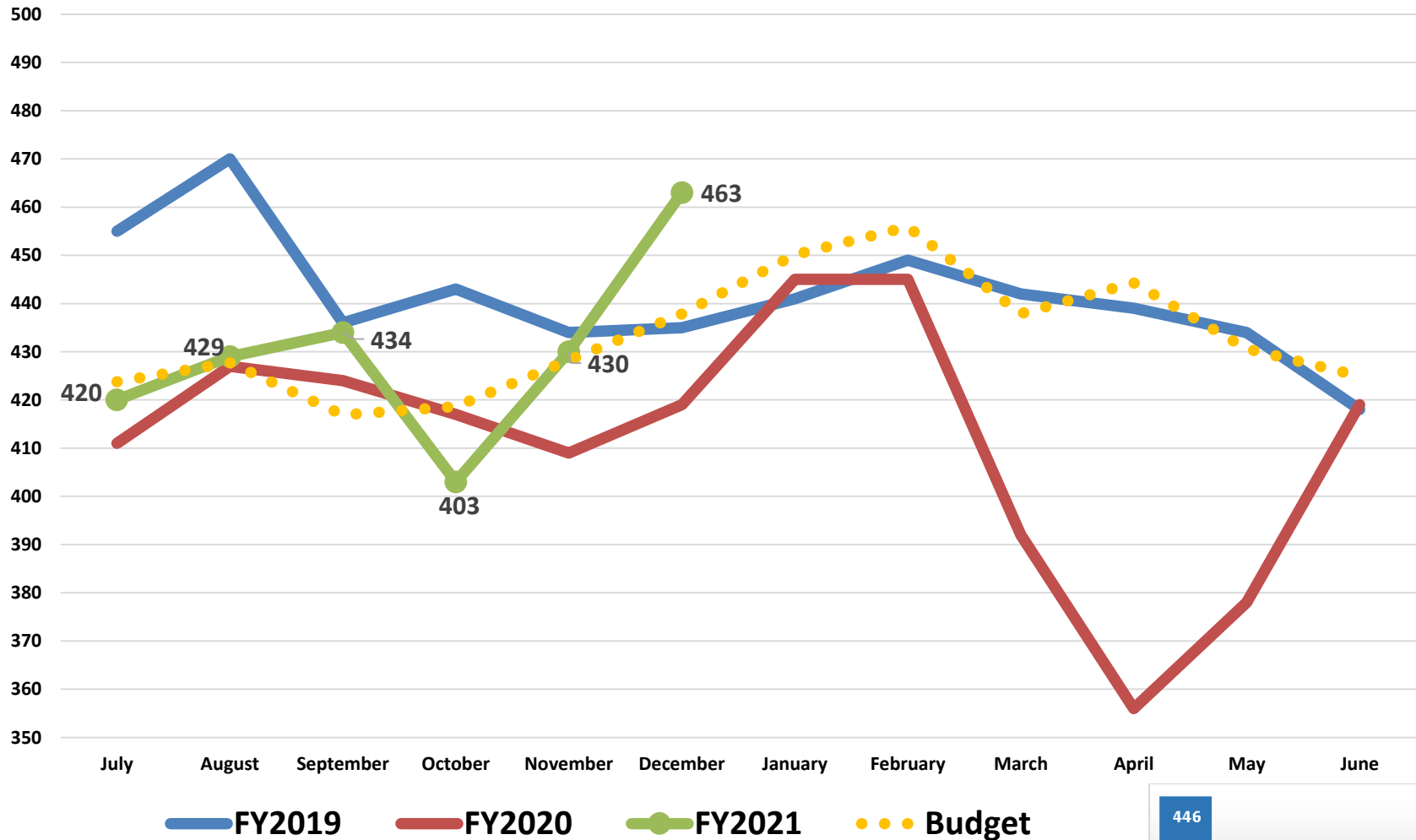
Statistical Report

January 25, 2021

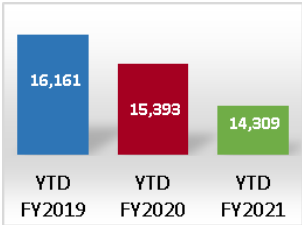
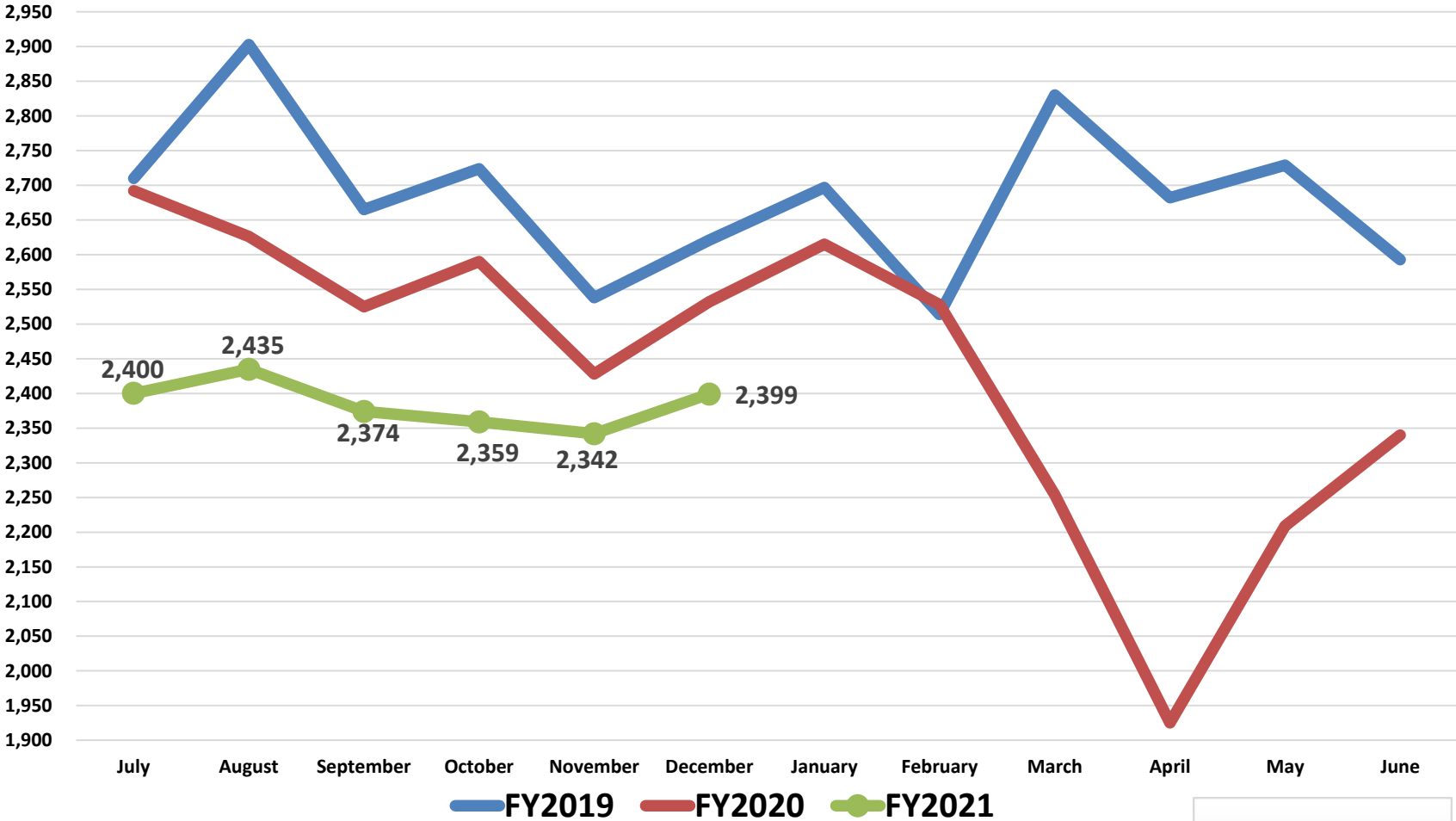


Kaweah Delta
HEALTH CARE DISTRICT

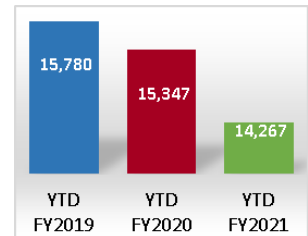
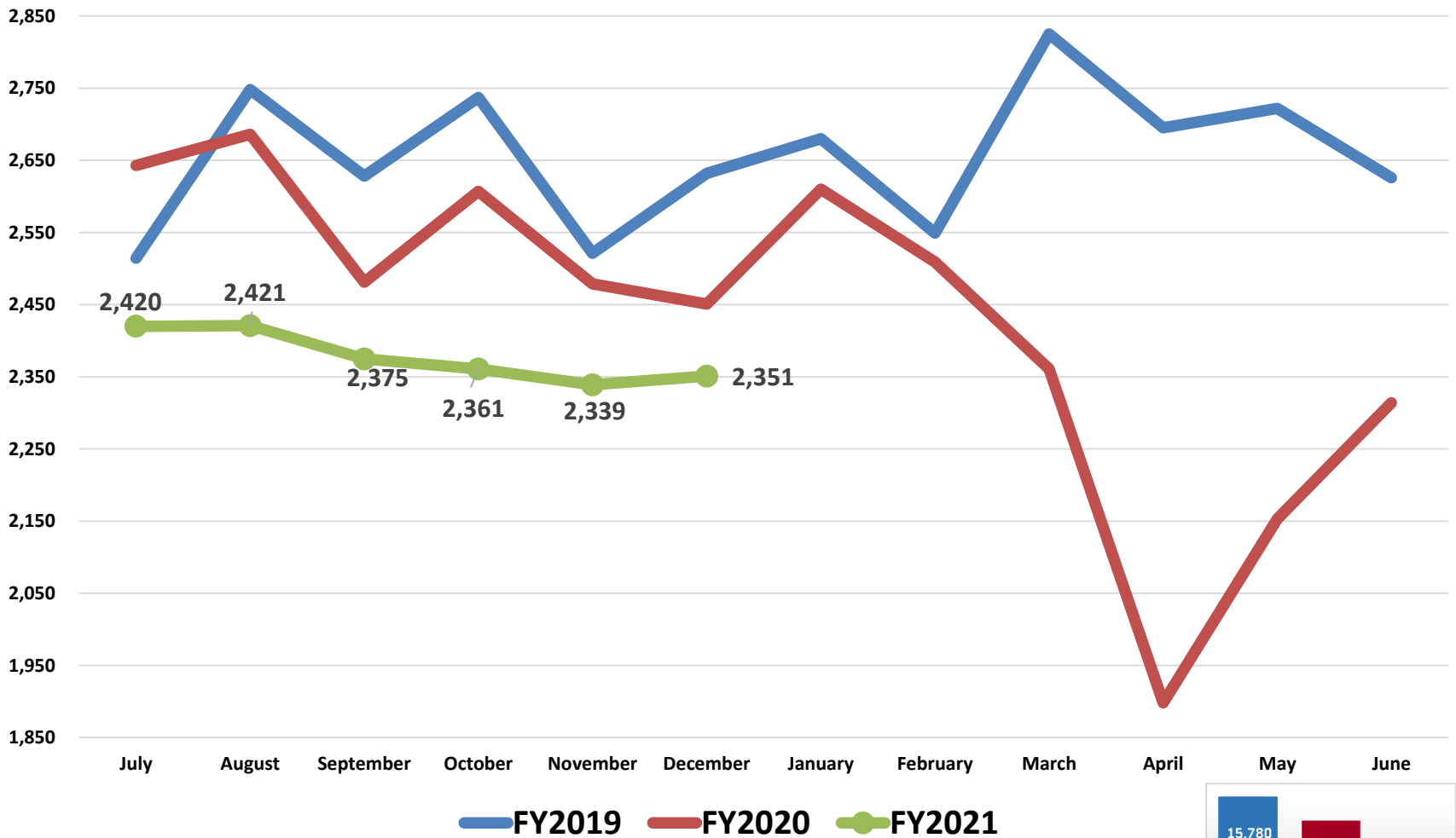
Average Daily Census



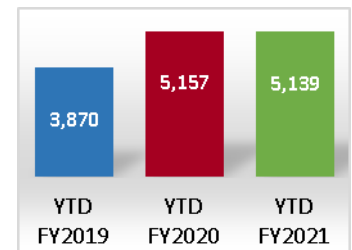
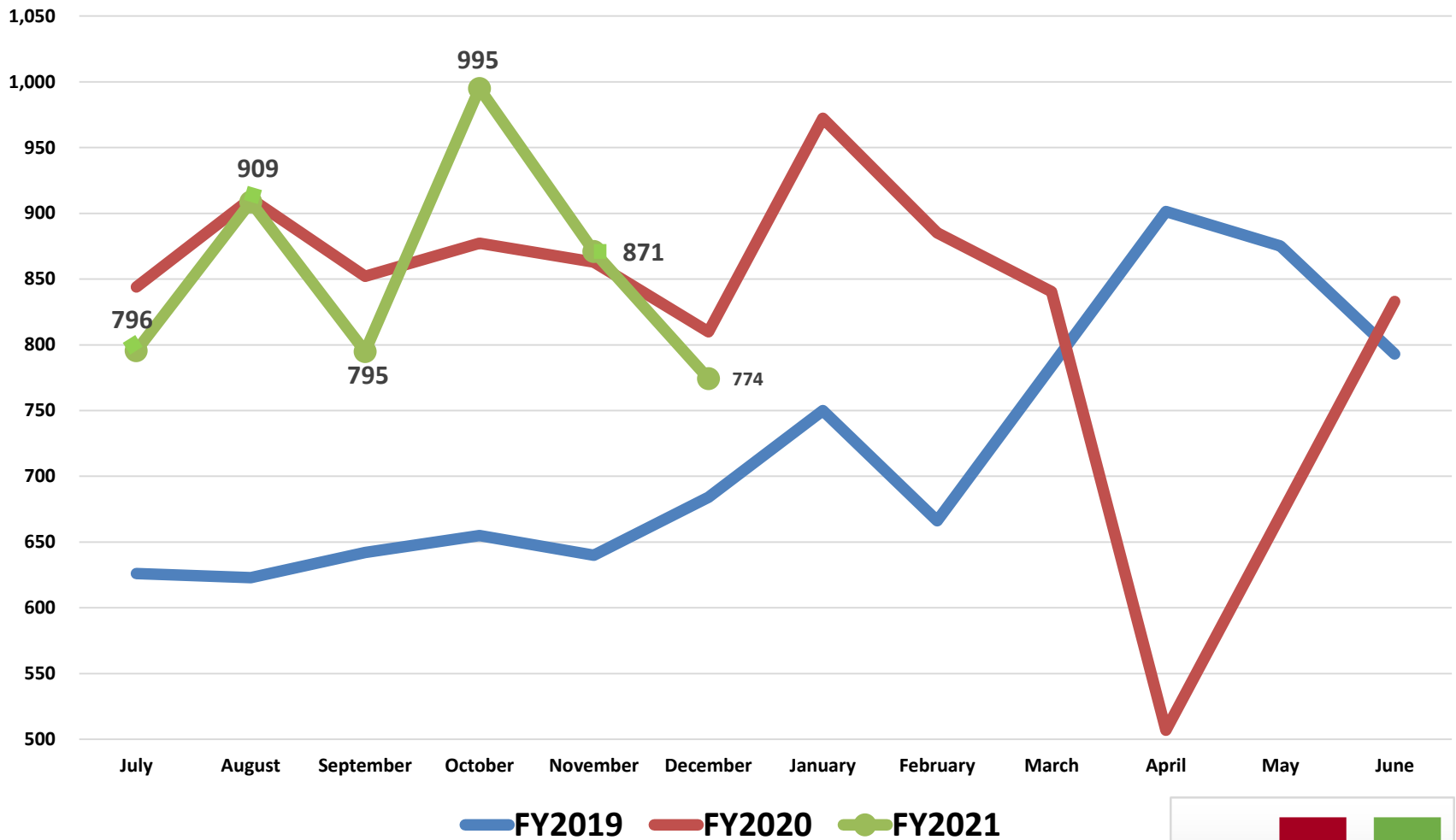
Admissions



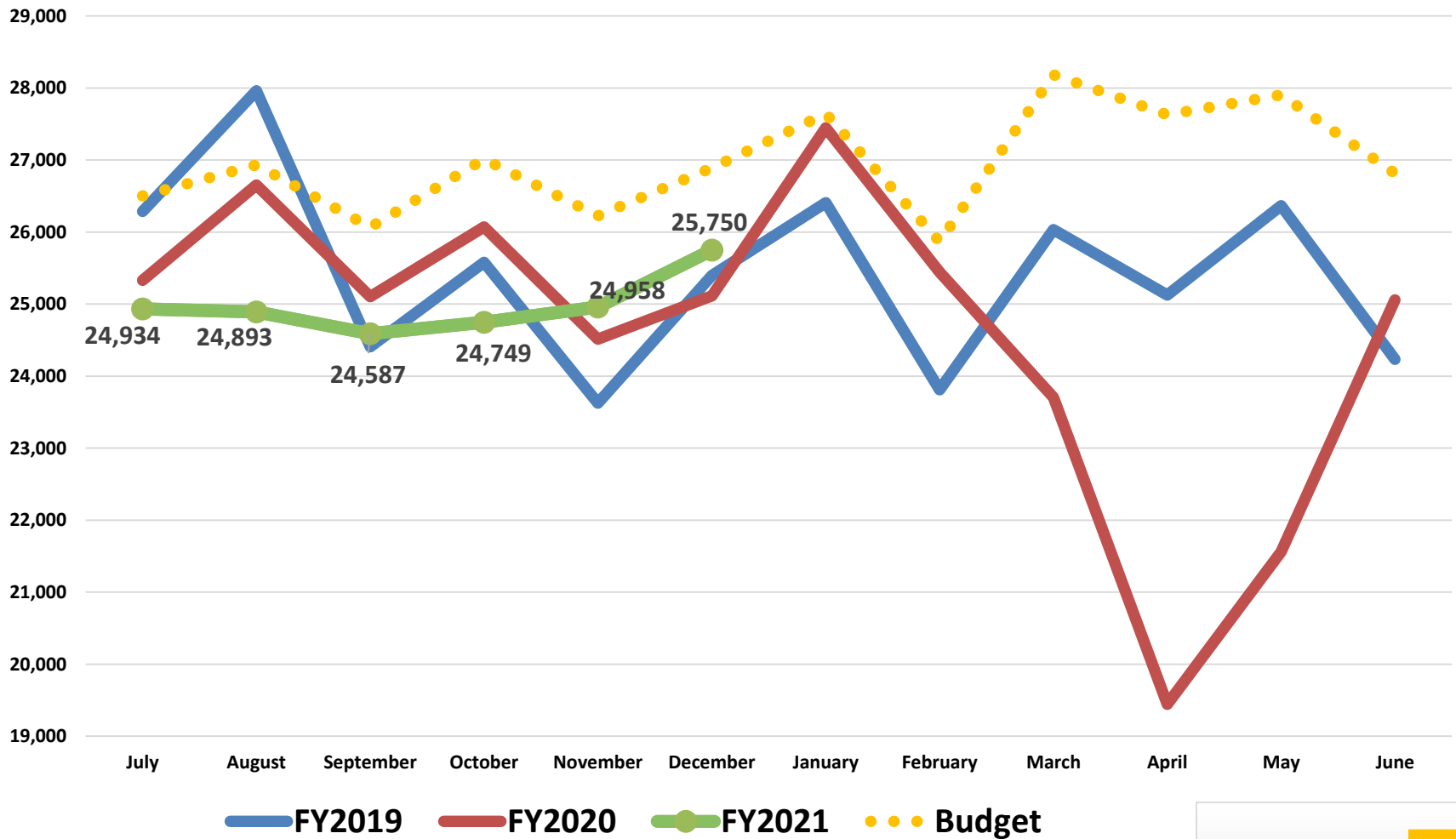
Discharges



Observation Days

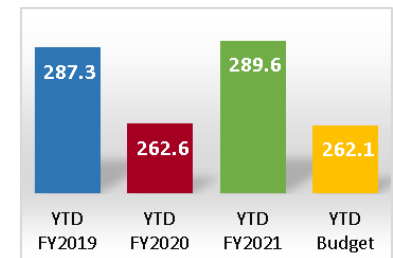
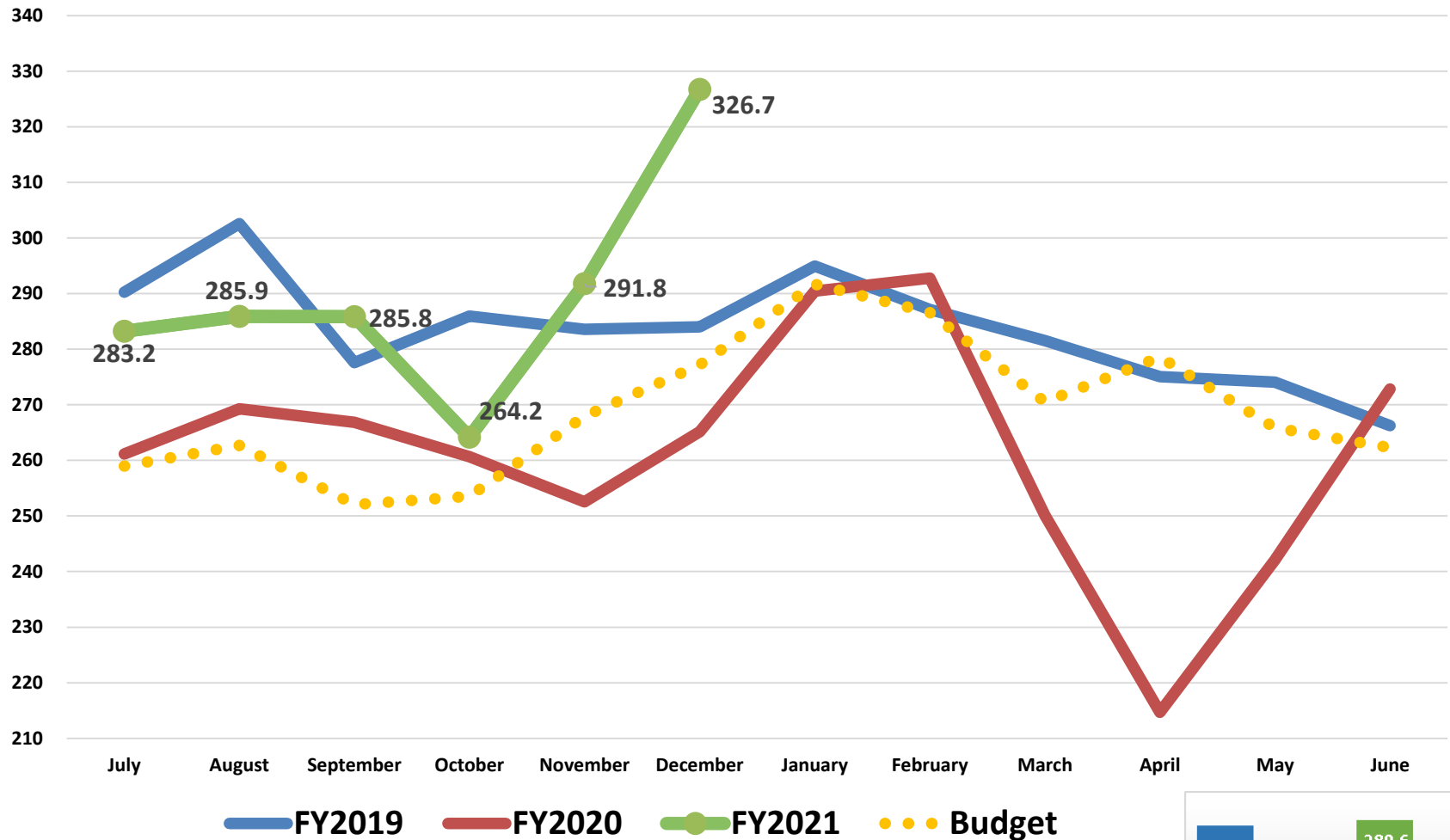


Adjusted Patient Days

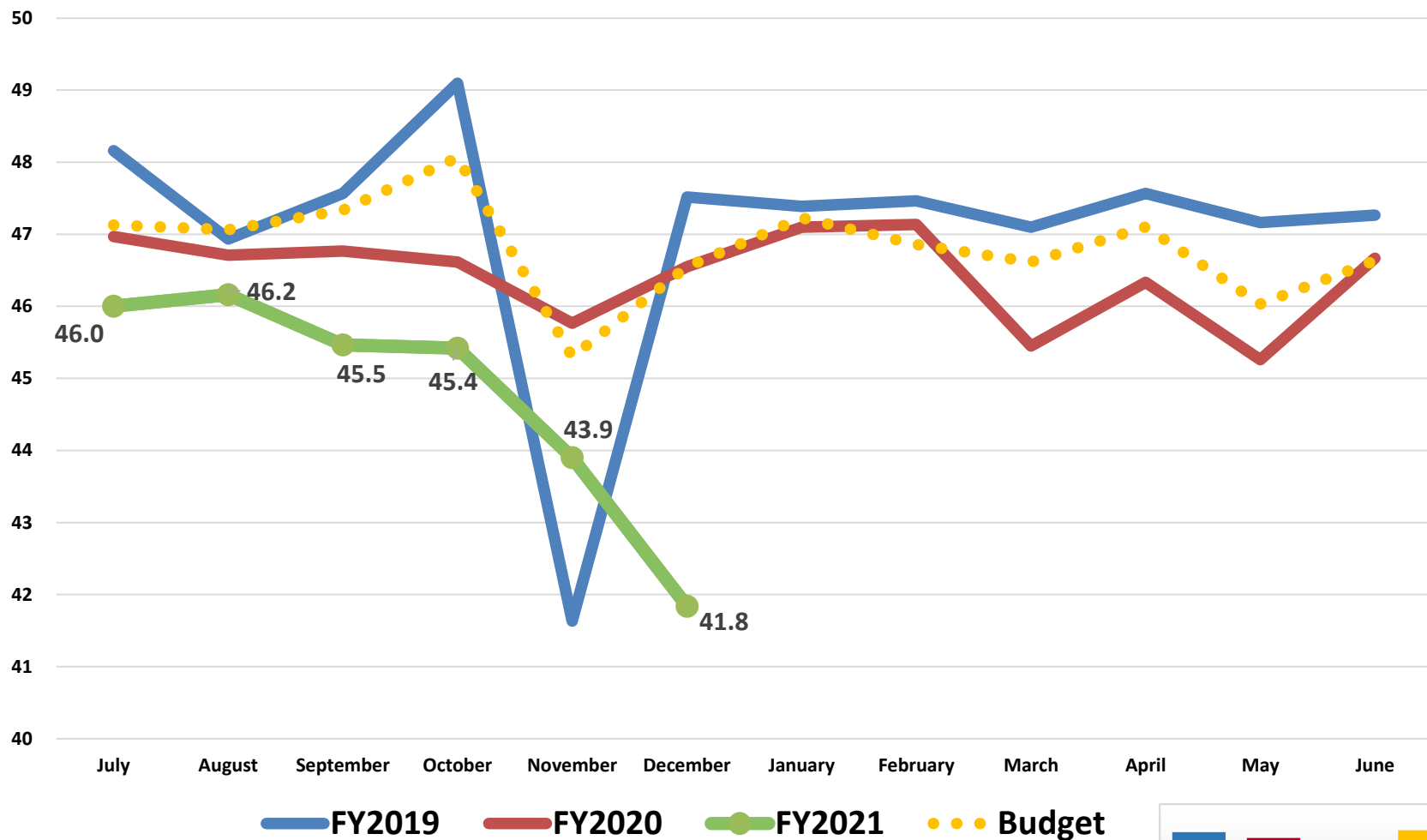


153,258	152,788	149,871	159,637
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Medical Center – Avg. Patients Per Day

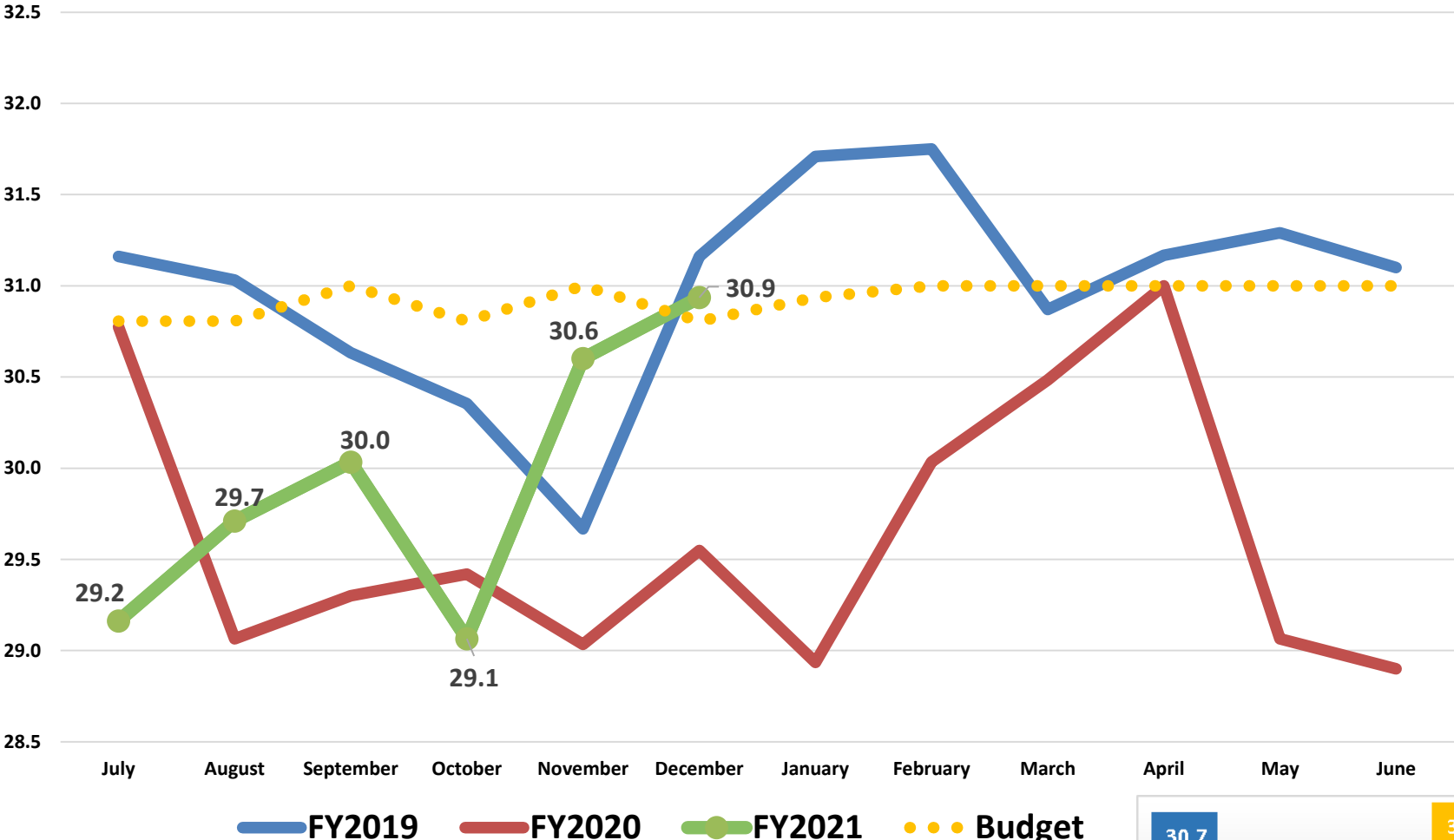


Acute I/P Psych - Avg. Patients Per Day



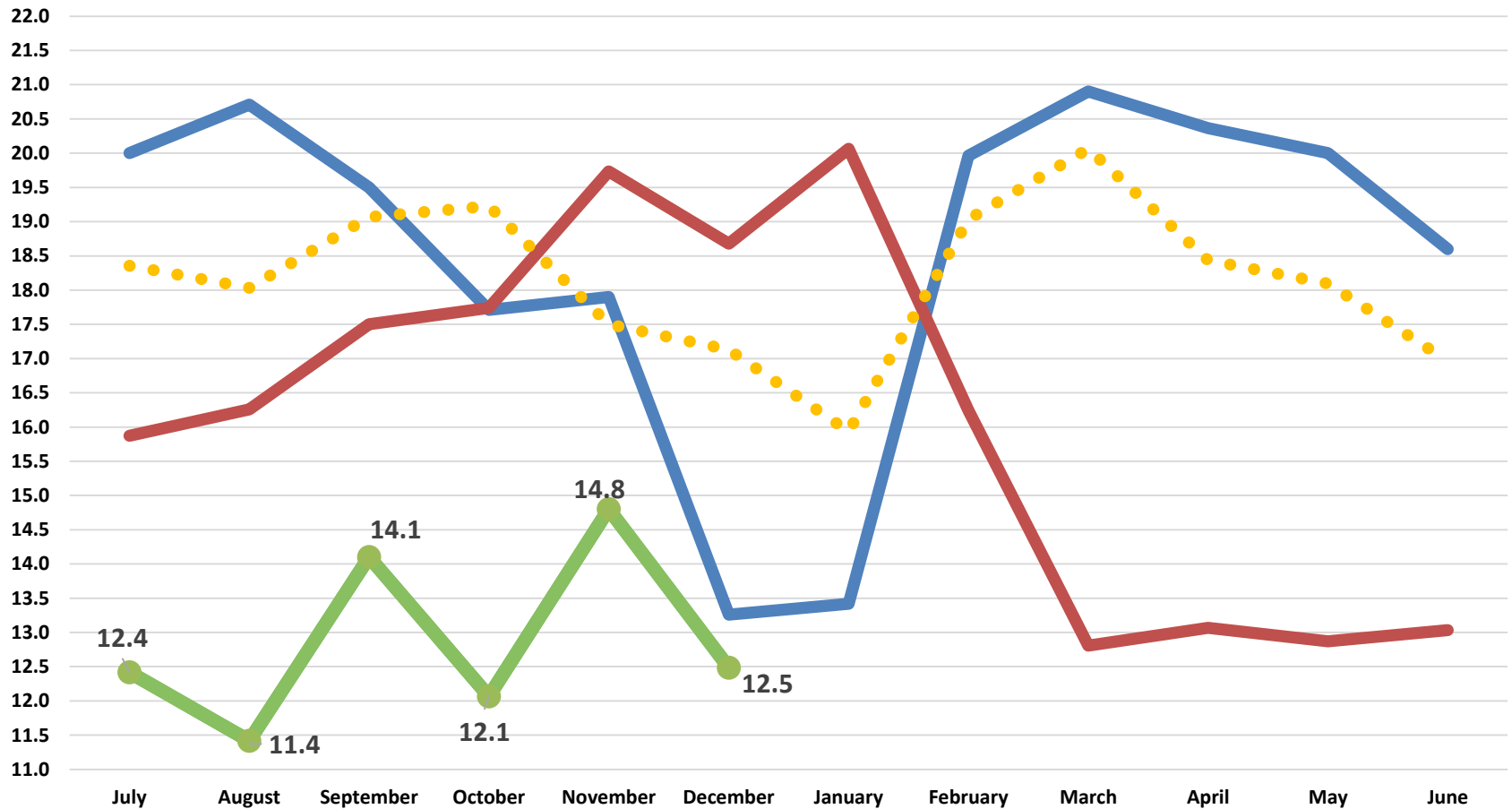
46.8	46.6	44.8	46.9
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Sub-Acute - Avg. Patients Per Day

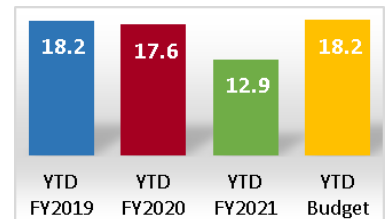


30.7	29.5	29.9	30.9
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

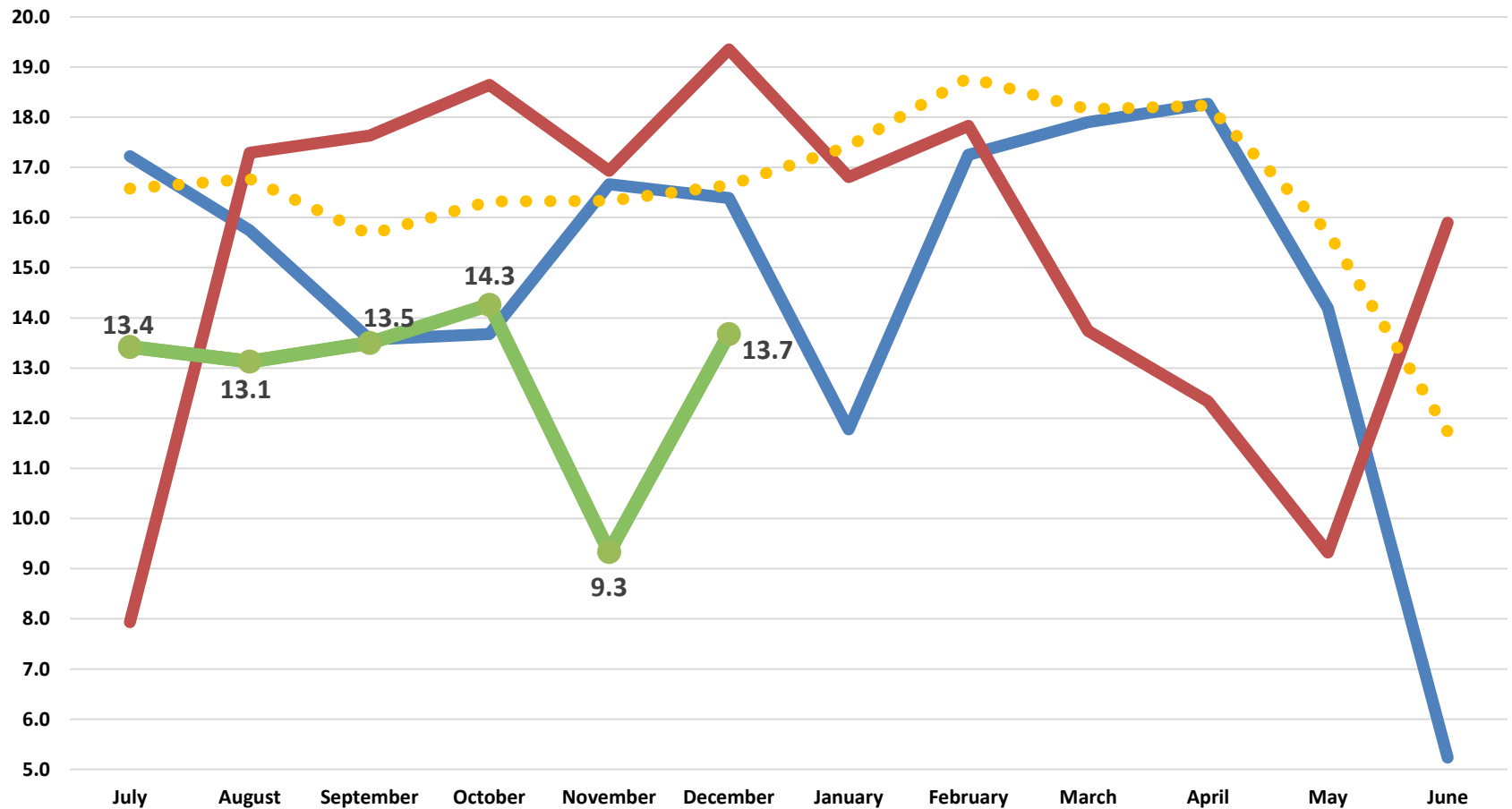
Rehabilitation Hospital - Avg. Patients Per Day



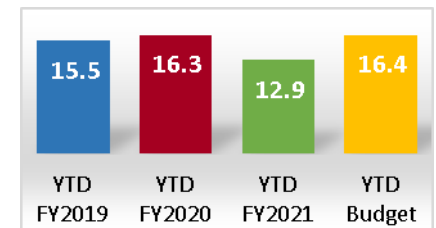
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



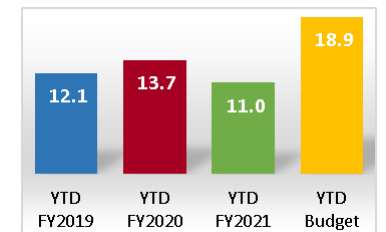
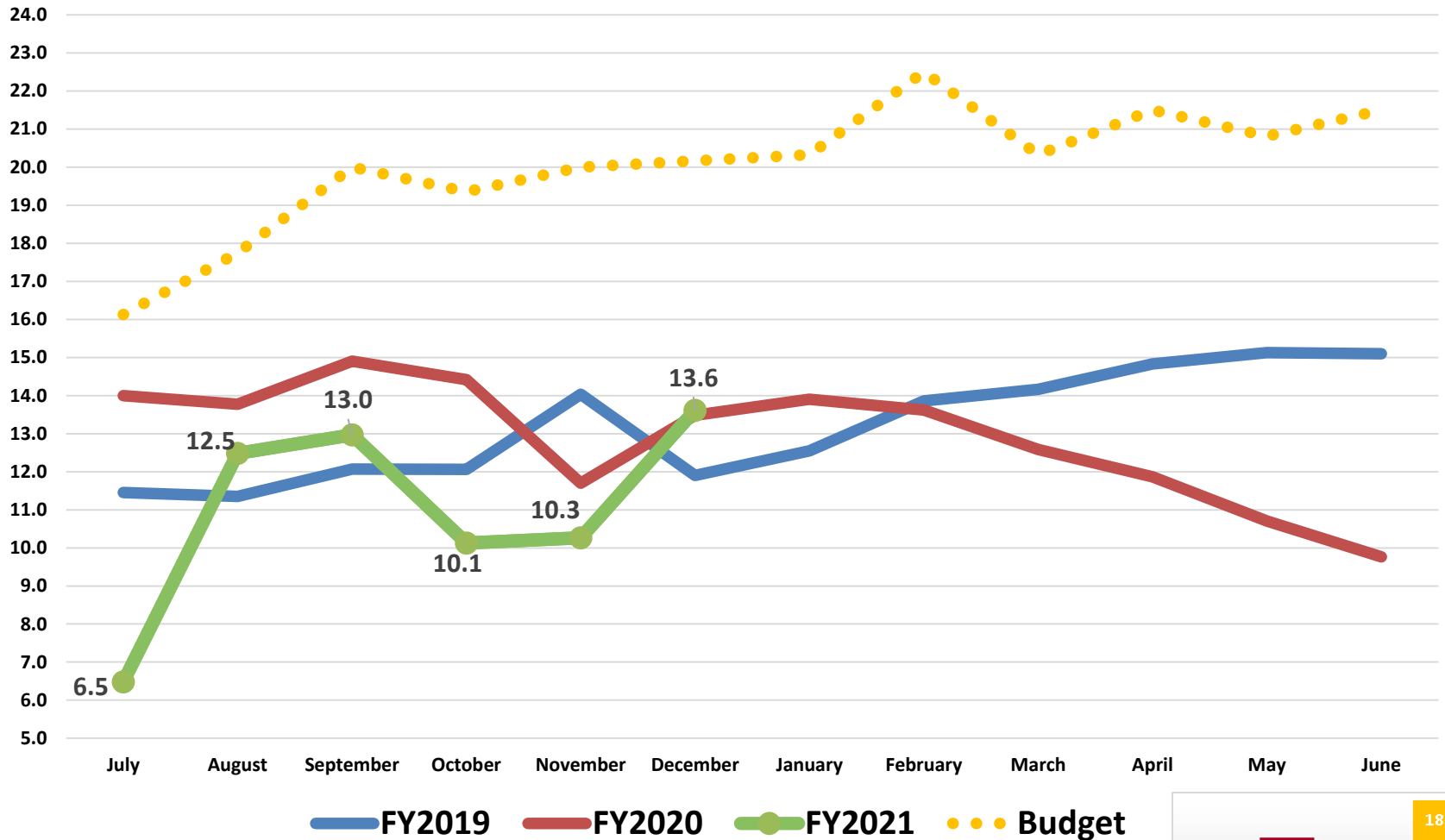
Transitional Care Services (TCS) - Avg. Patients Per Day



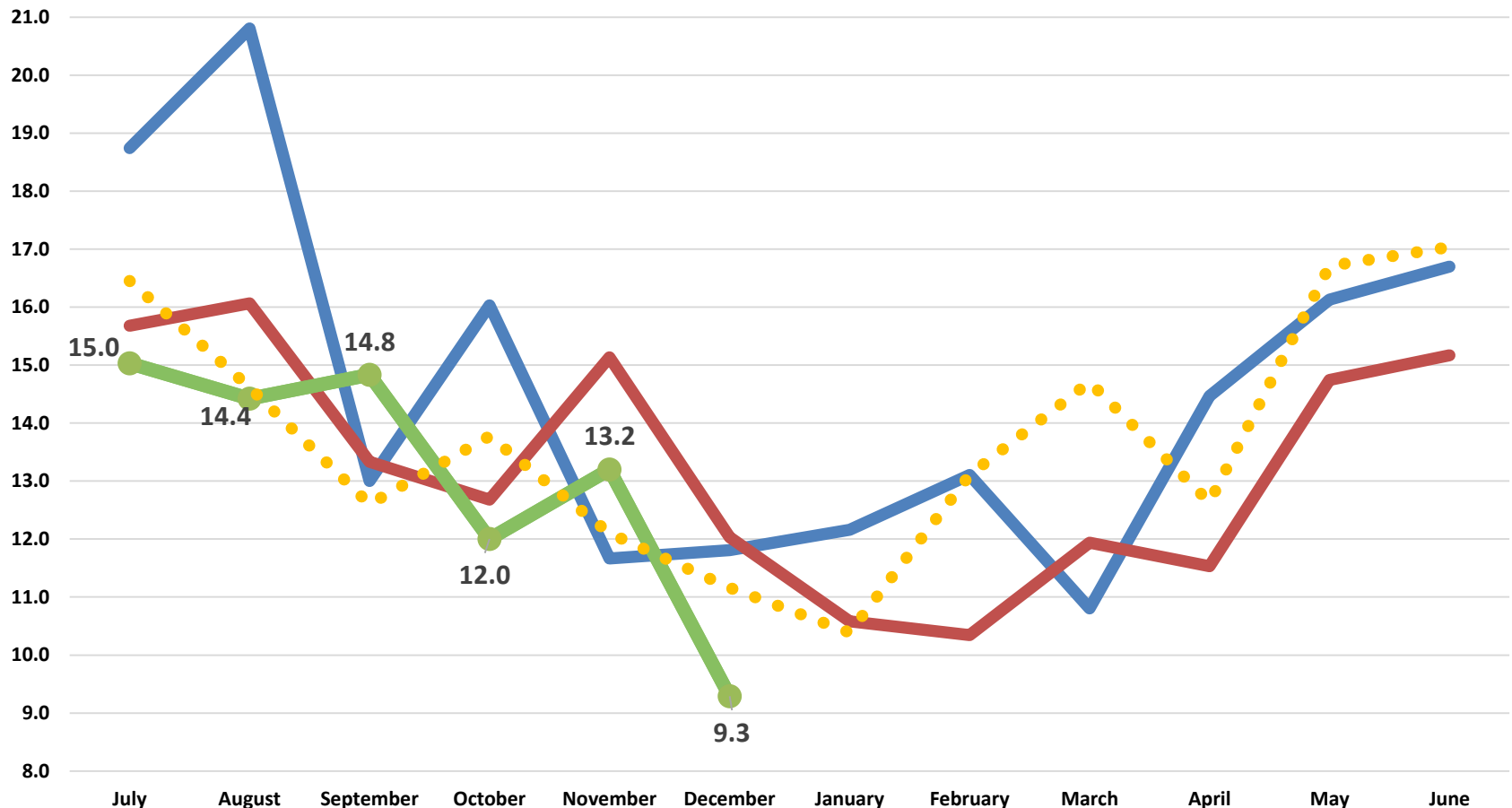
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



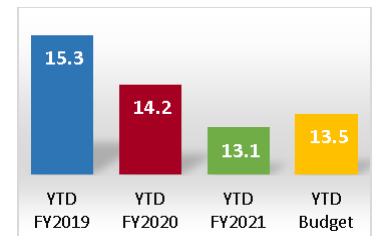
TCS Ortho - Avg. Patients Per Day



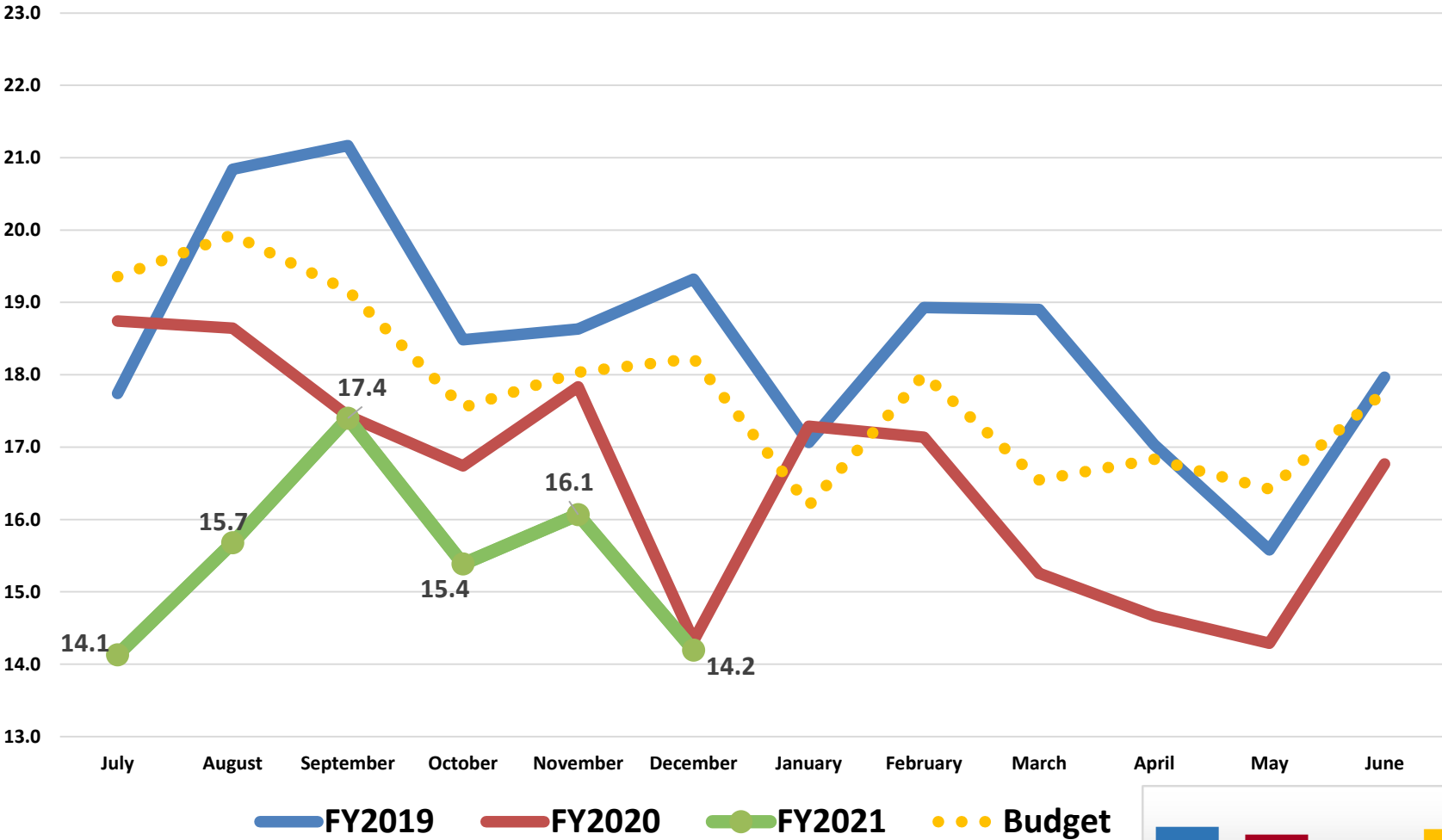
NICU - Avg. Patients Per Day



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

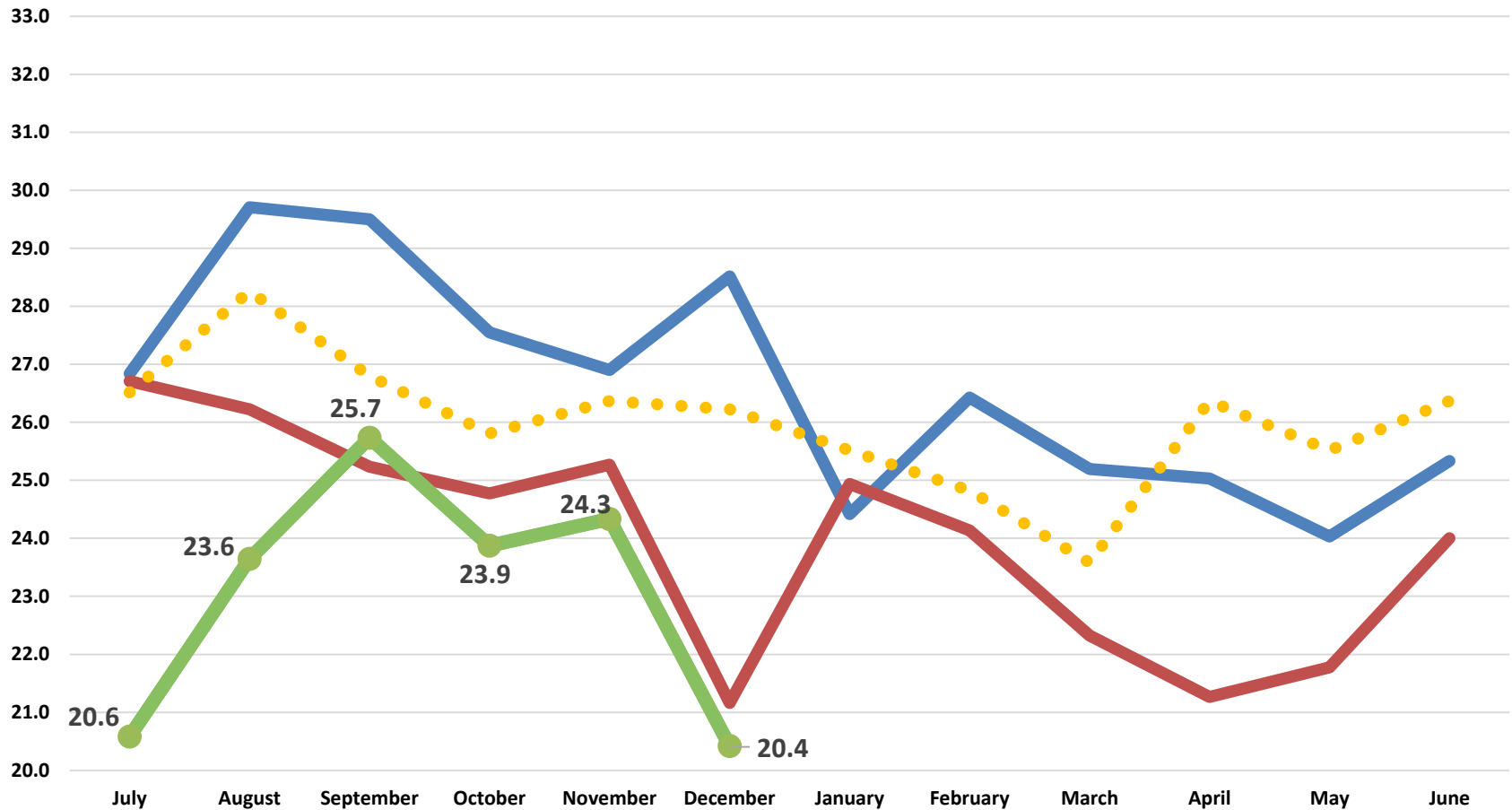


Nursery - Avg. Patients Per Day

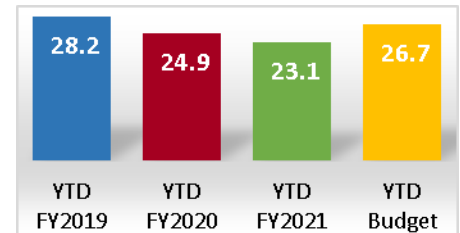


19.4	17.3	15.5	18.7
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

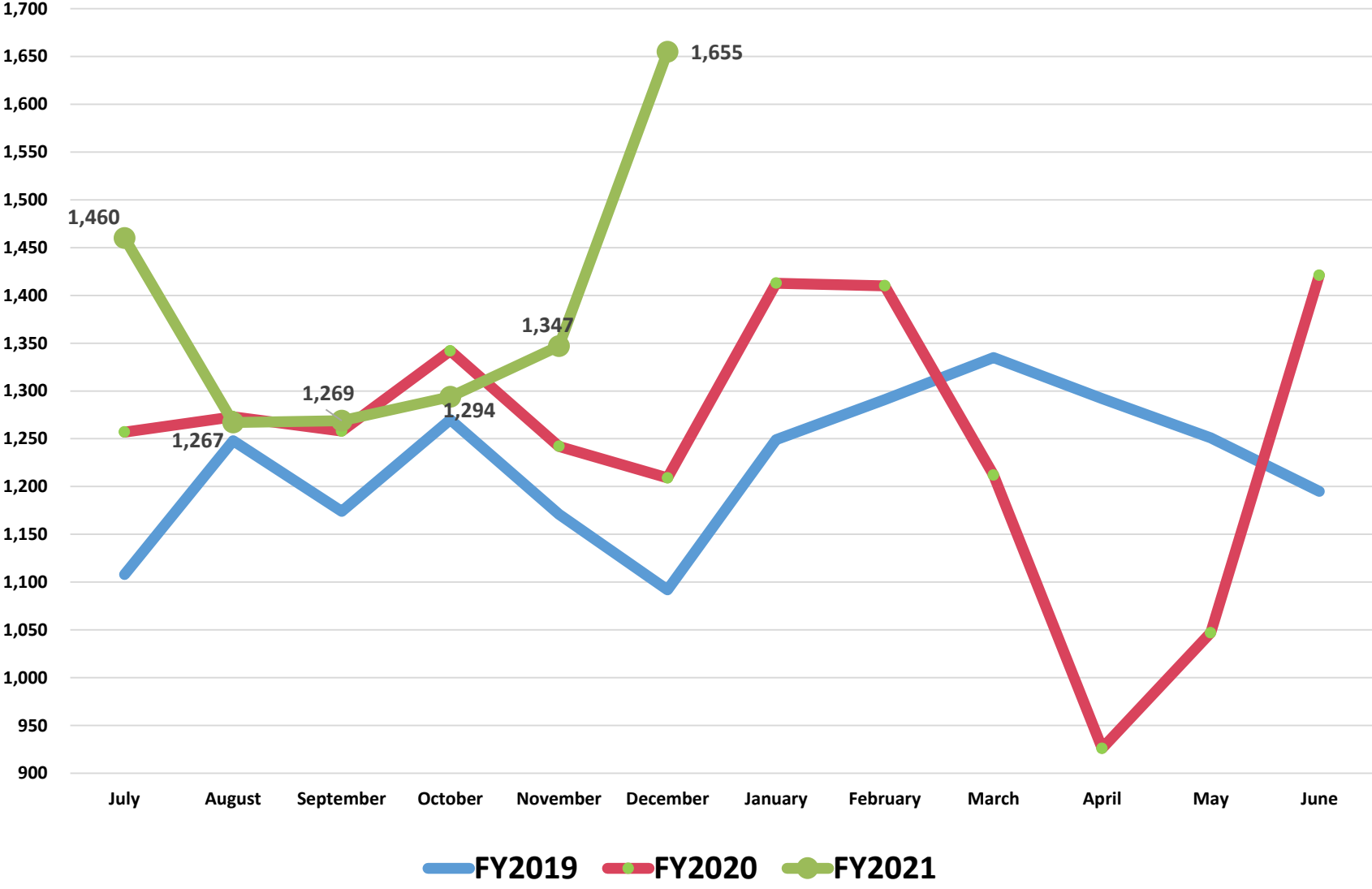
Obstetrics - Avg. Patients Per Day



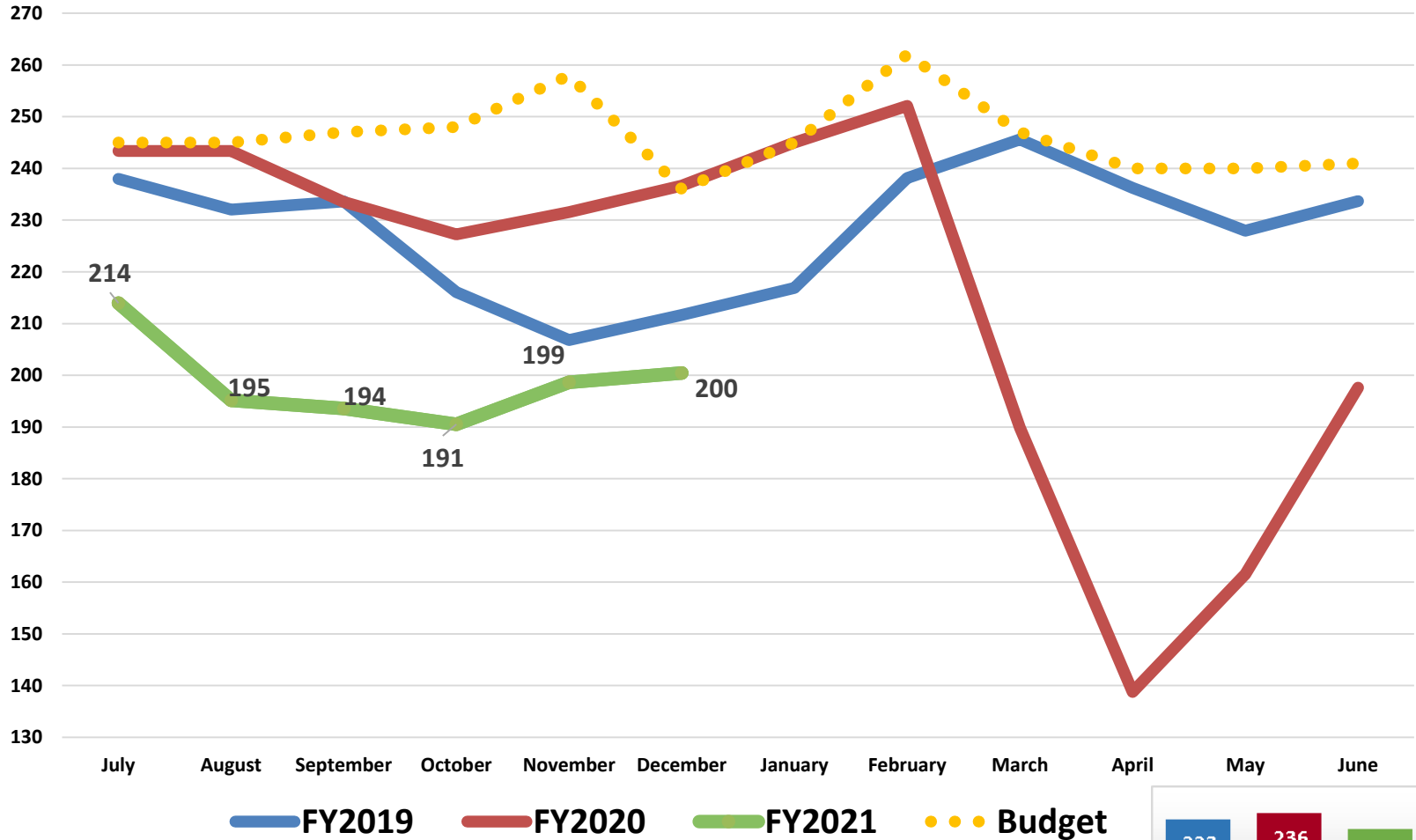
—●— FY2019
 —●— FY2020
 —●— FY2021
 ●●● Budget



Outpatient Registrations per Day

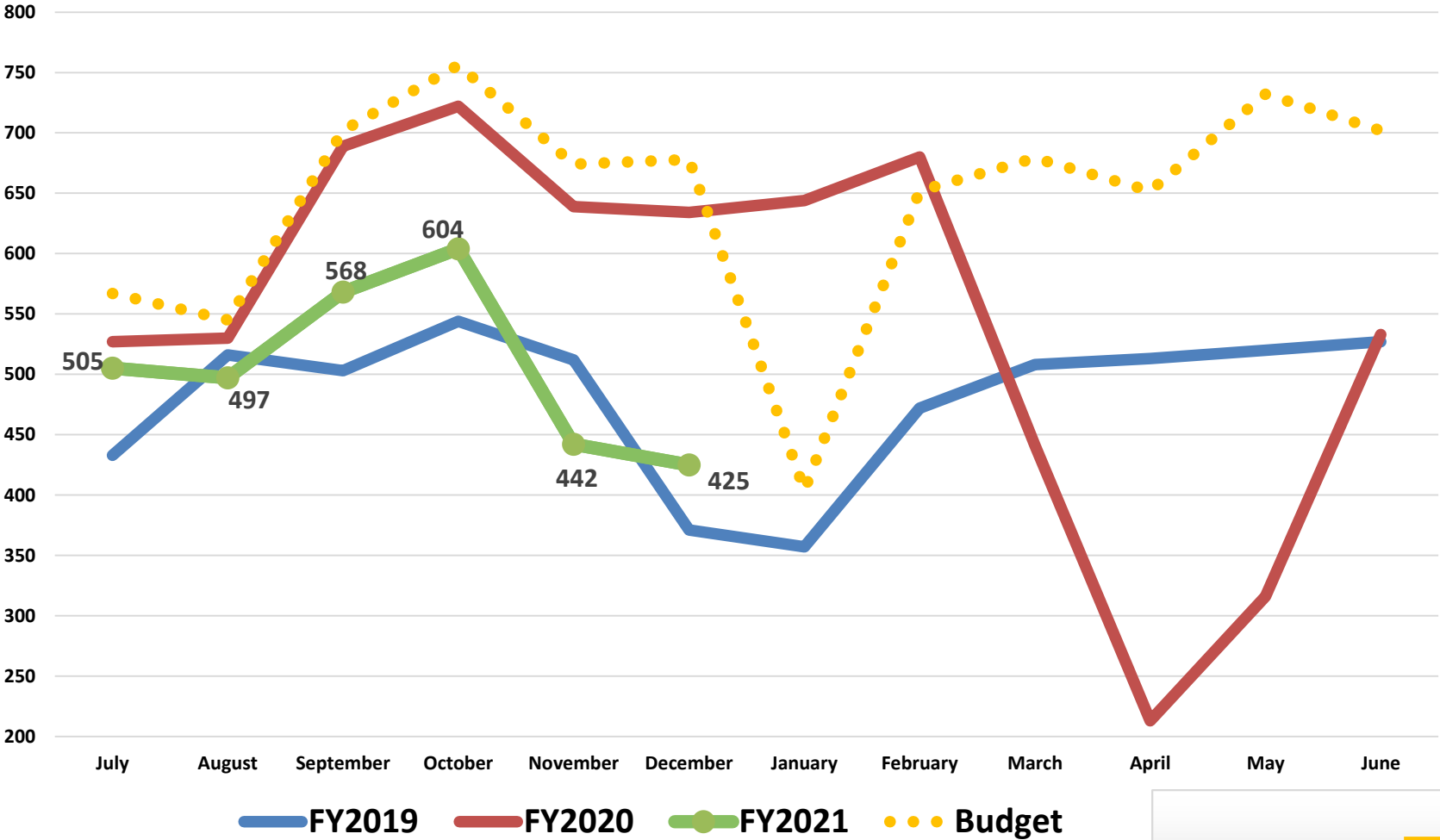


Emergency Dept – Avg Treated Per Day



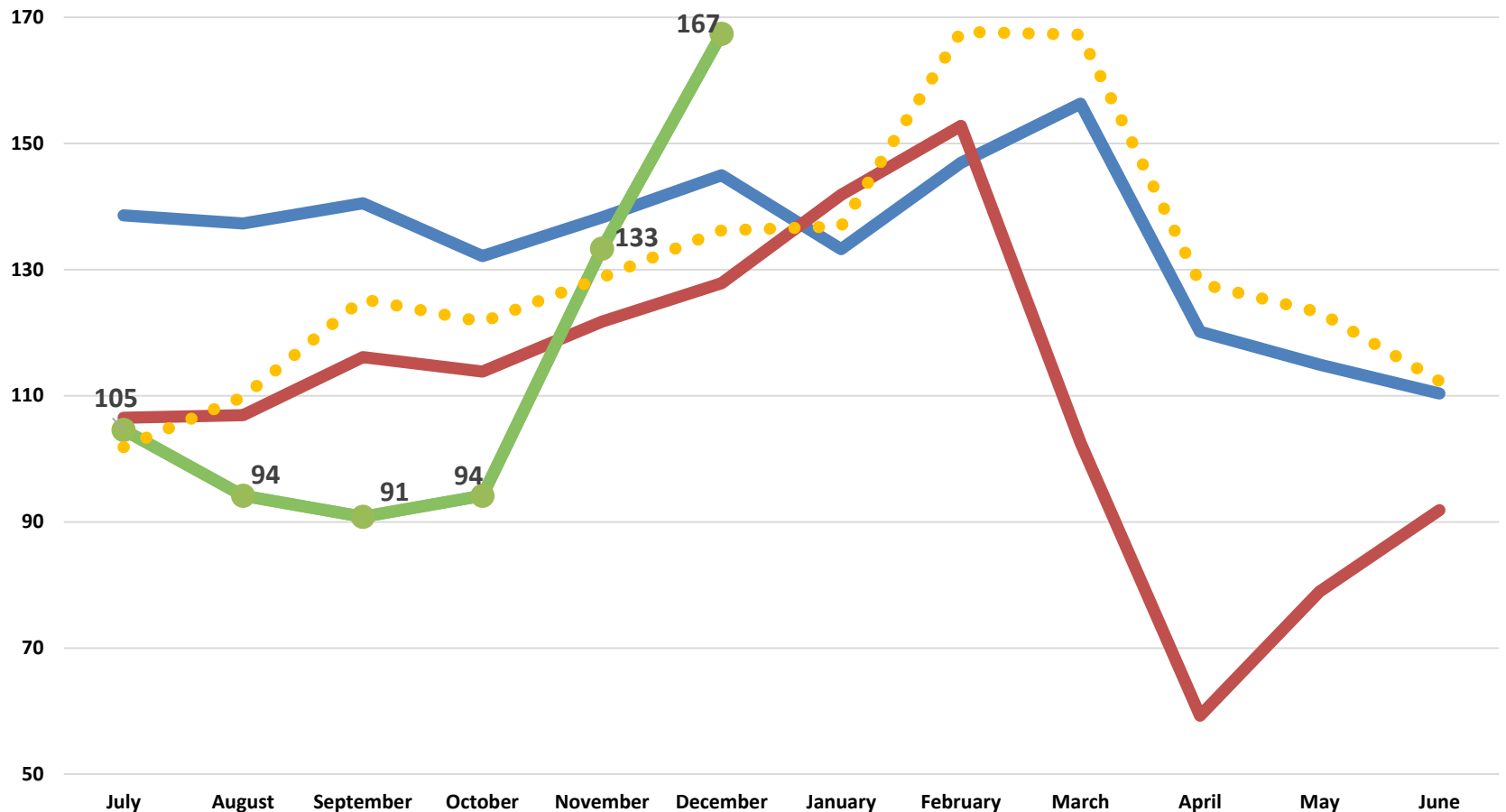
223	236	199	247
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Endoscopy Procedures

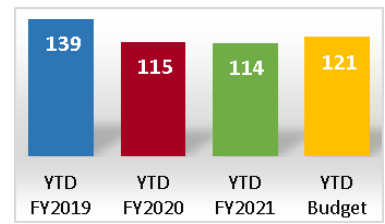


2,879	3,741	3,041	3,922
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

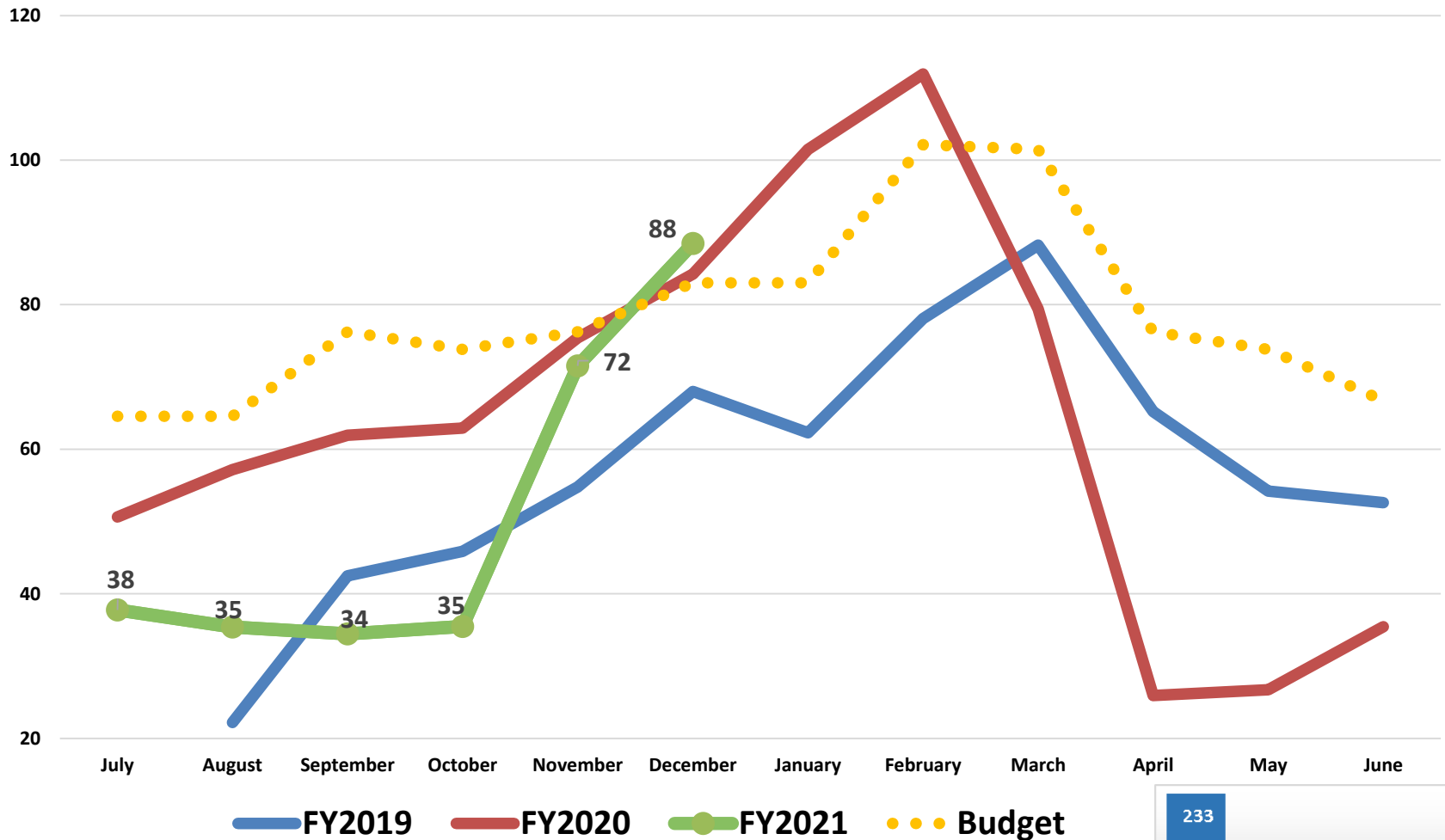
Urgent Care – Court Average Visits Per Day



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

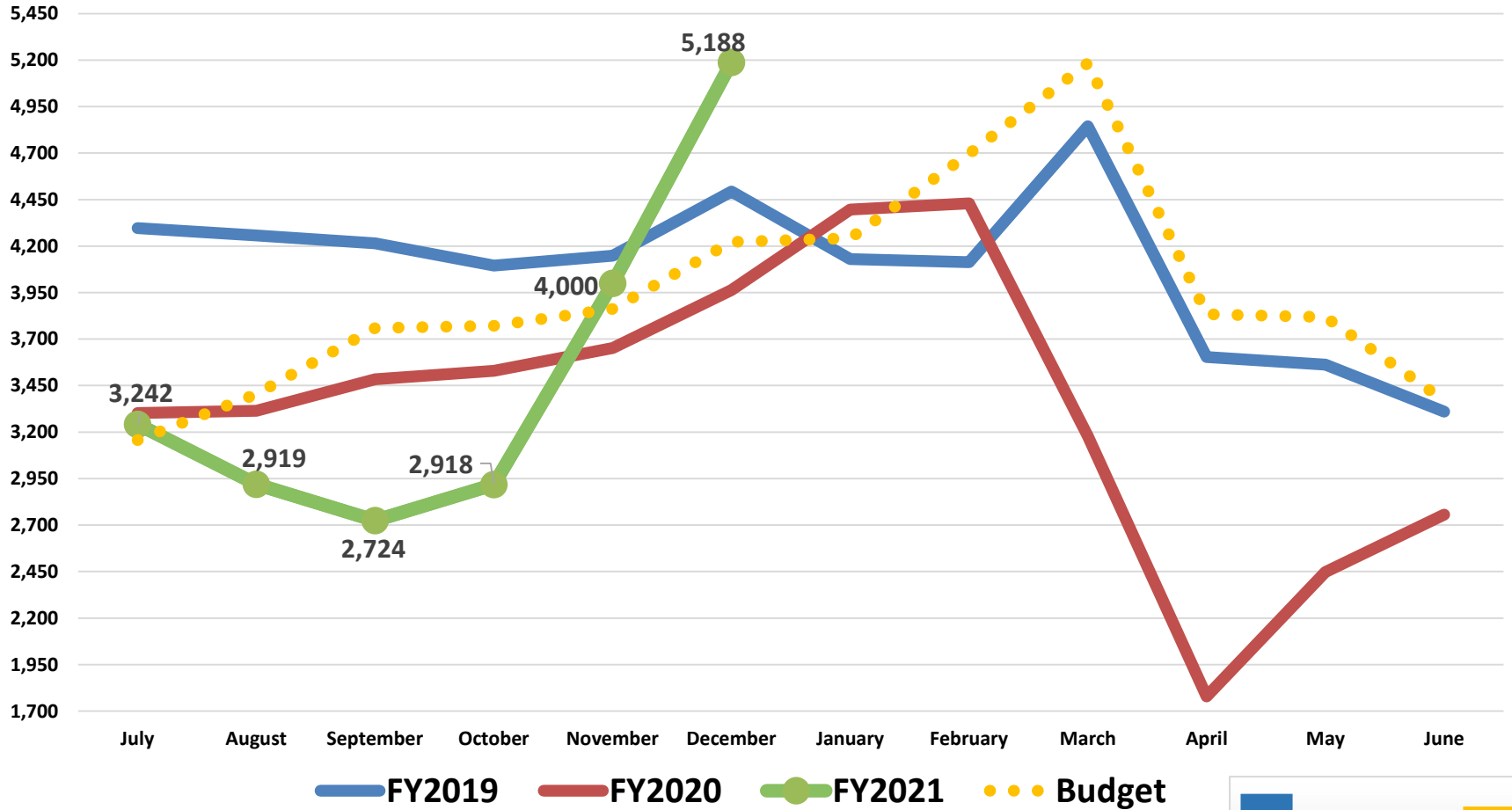


Urgent Care – Demaree Average Visits Per Day



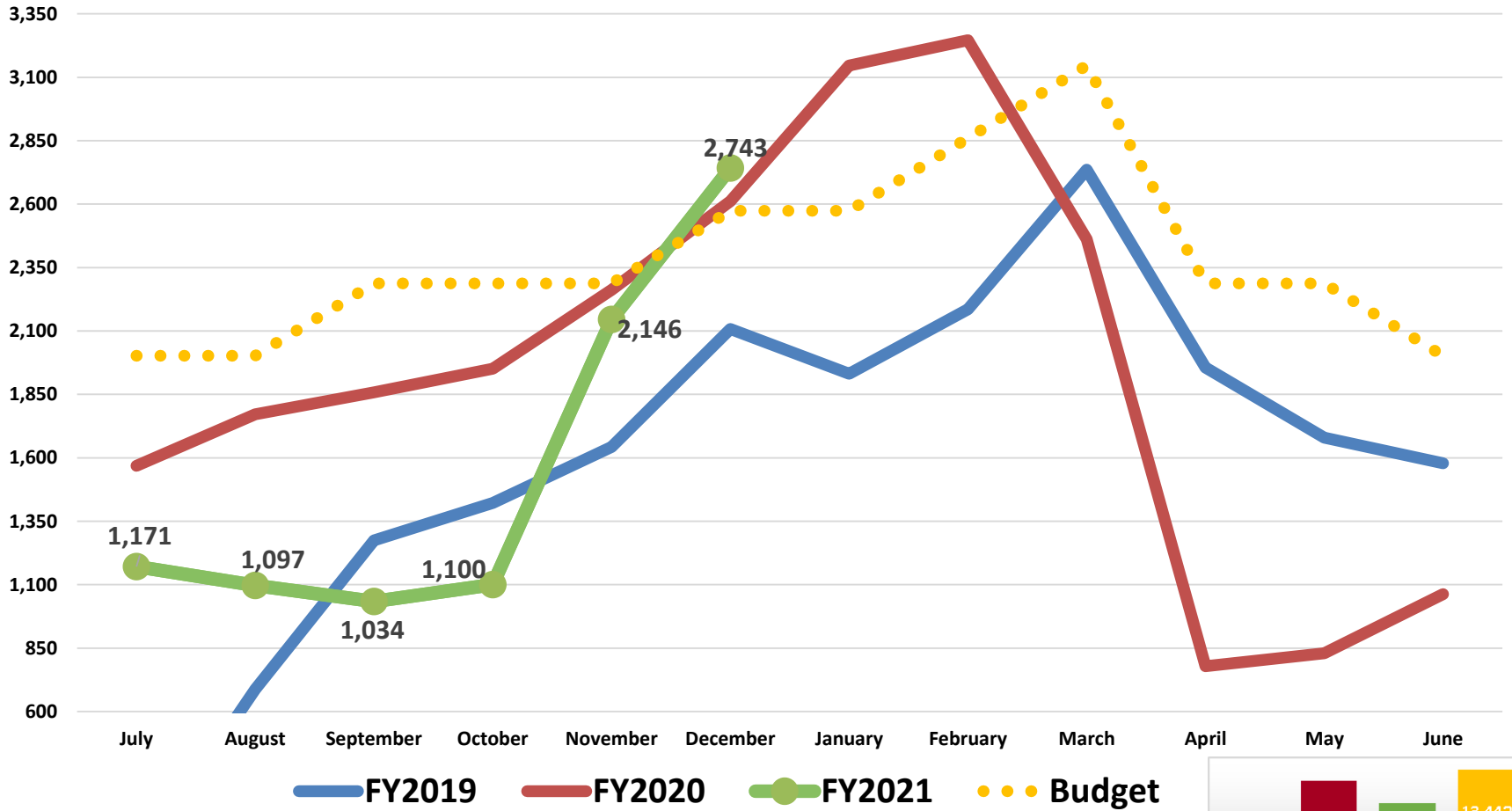
233	65	51	73
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Urgent Care – Court Total Visits



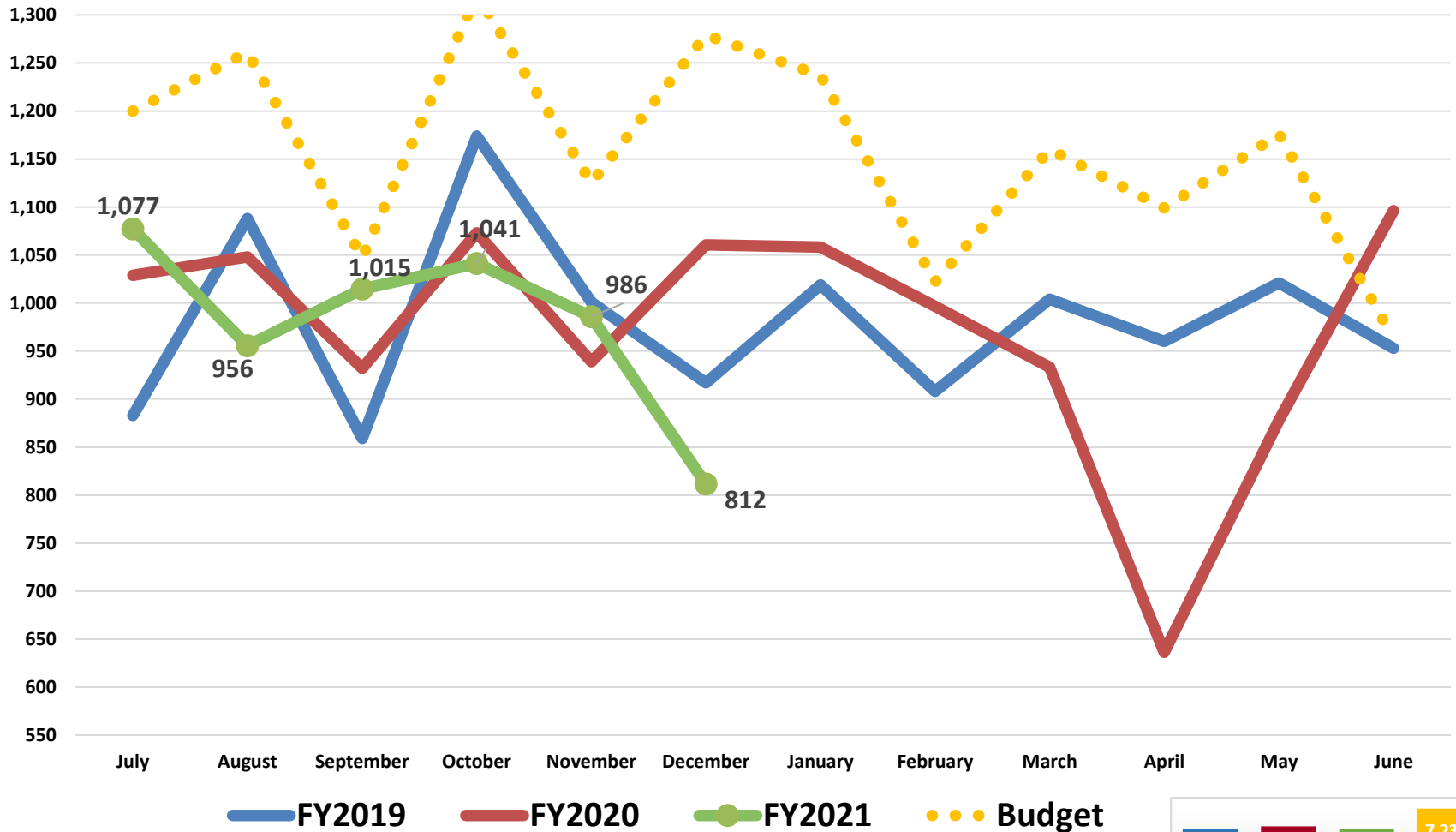
25,506	21,244	20,991	22,179
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Urgent Care – Demaree Total Visits



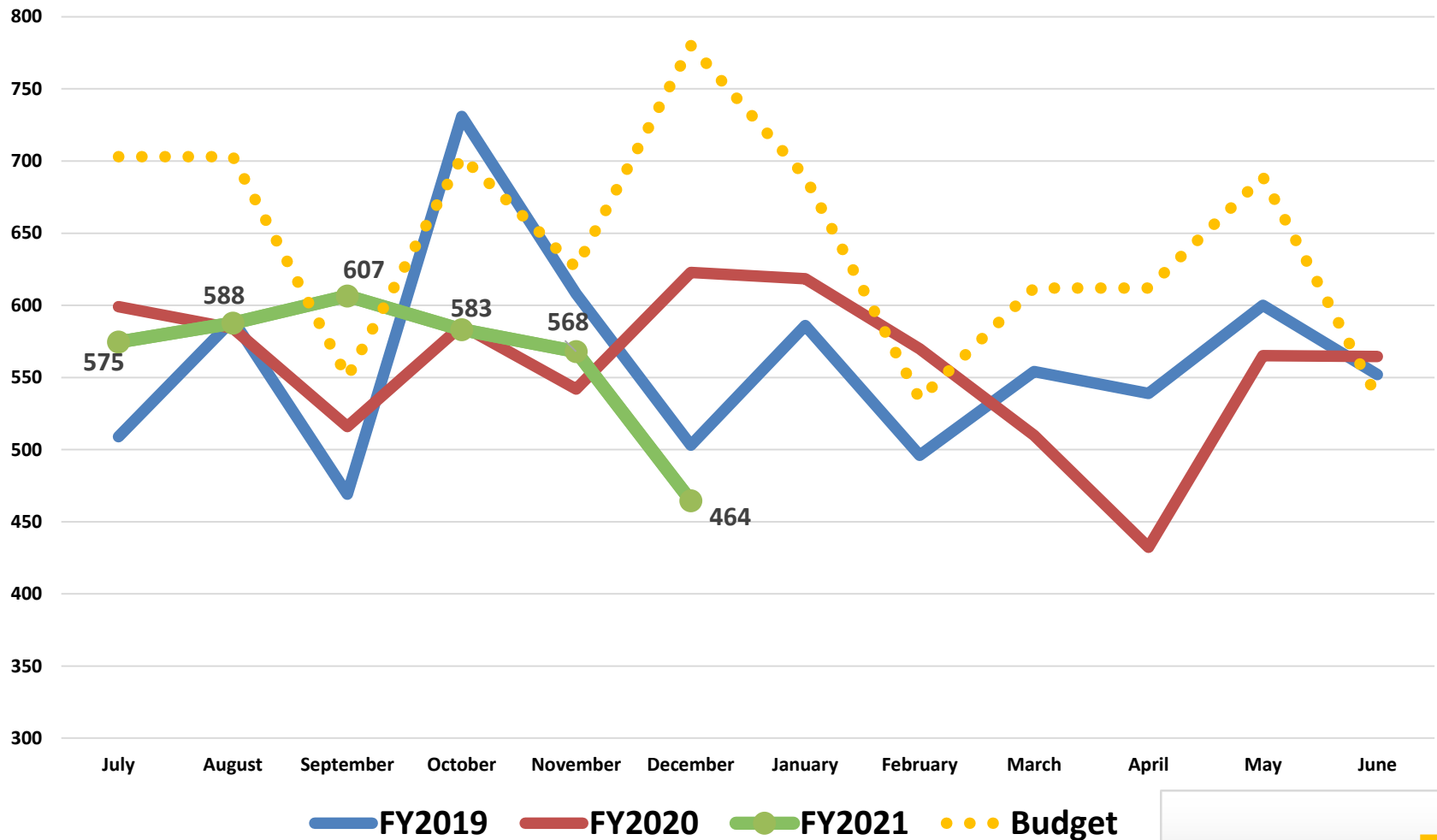
7,135	12,023	9,291	13,442
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Surgery (IP & OP) – 100 Min Units



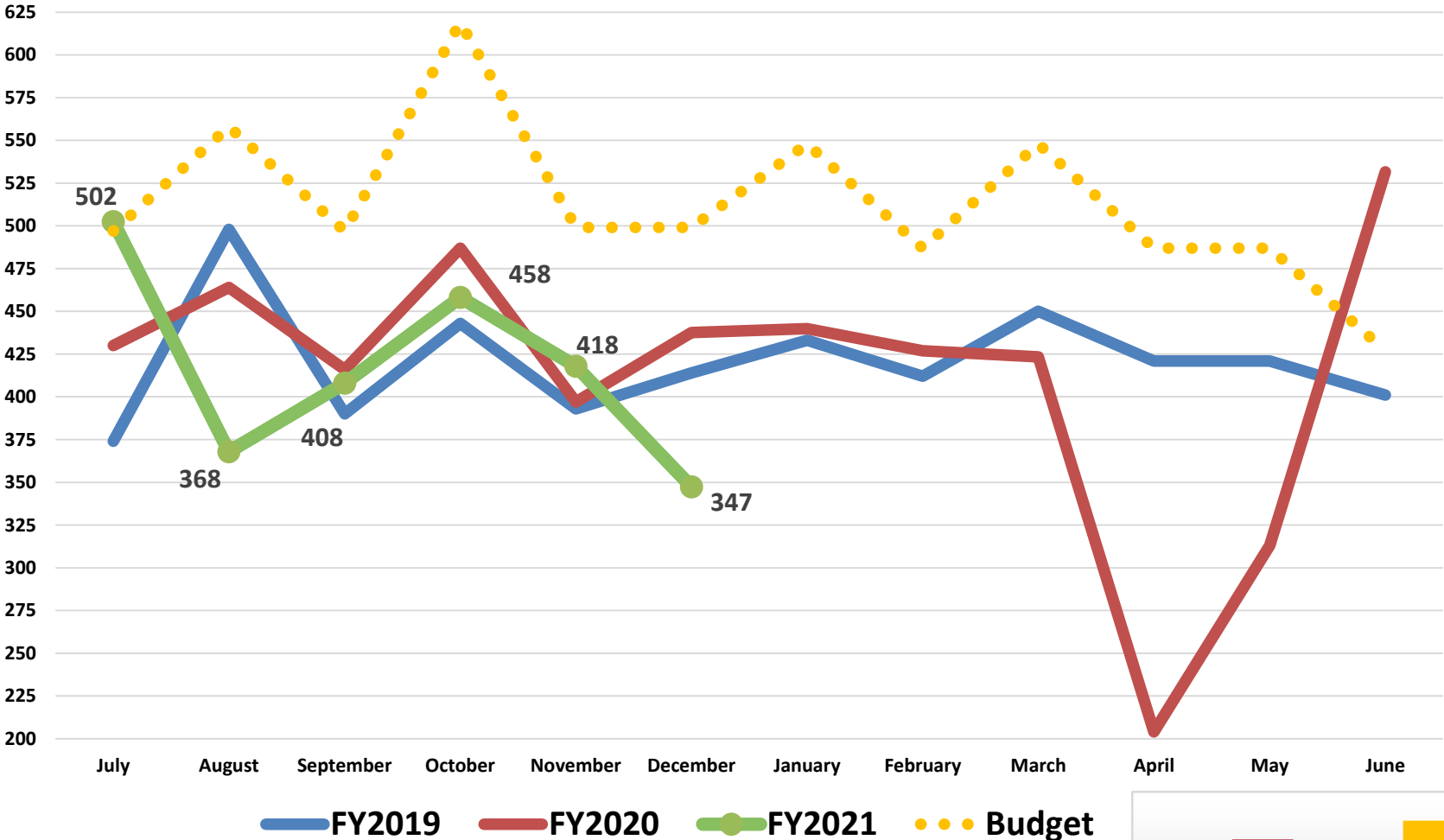
5,922	6,081	5,886	7,234
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Surgery (IP Only) – 100 Min Units



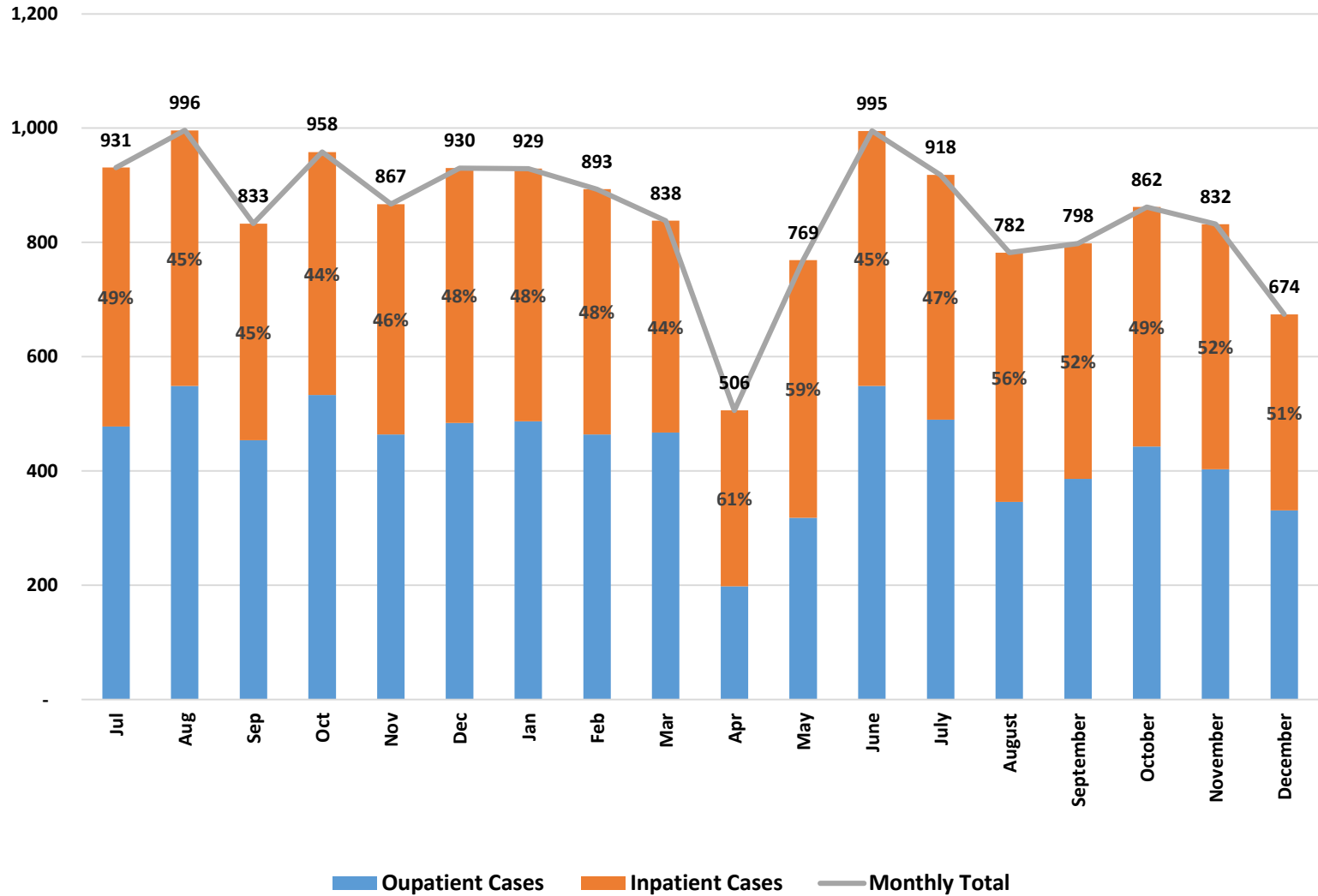
3,410	3,450	3,384	4,065
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Surgery (OP Only) – 100 Min Units

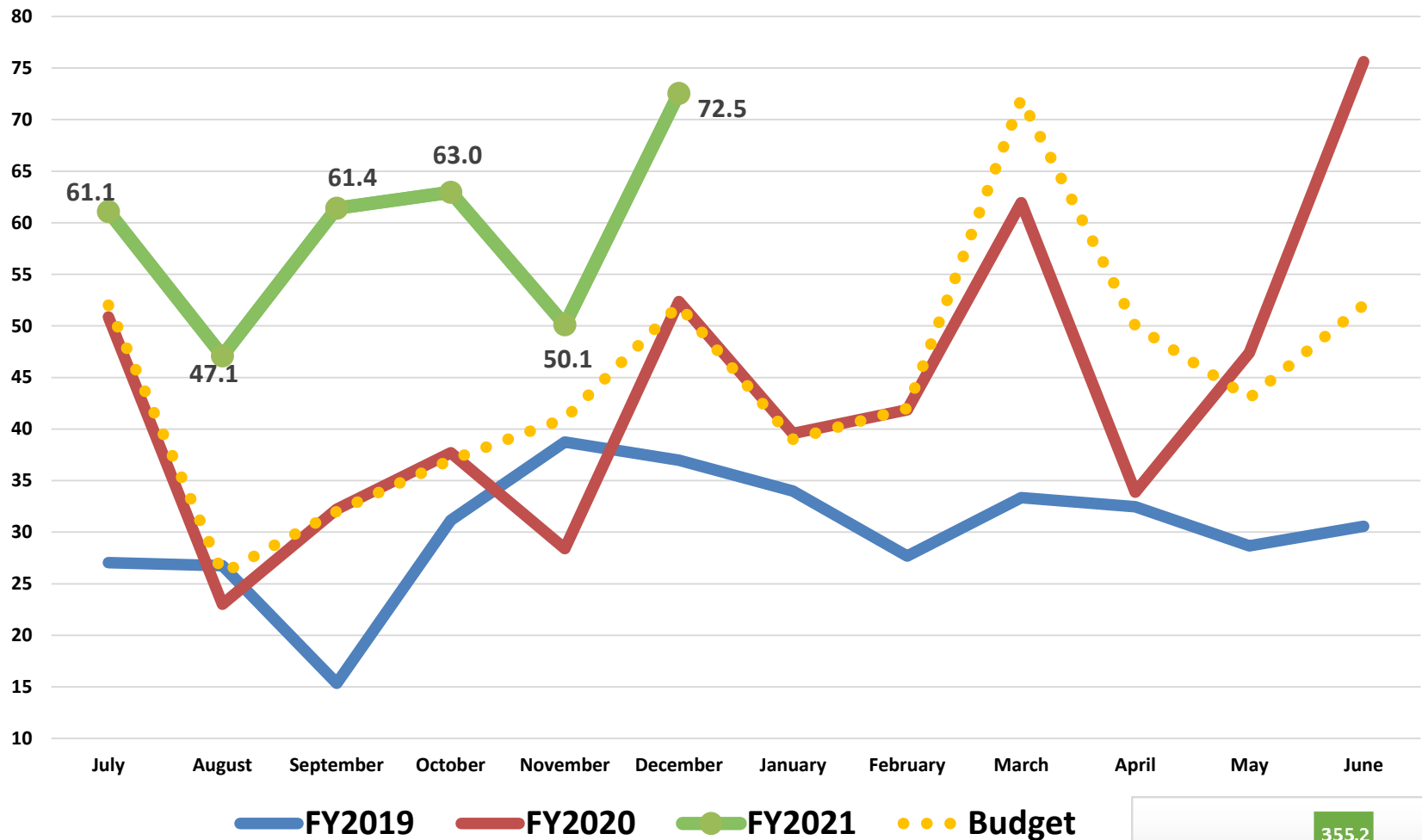


2,512	2,632	2,502	3,169
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Surgery (IP & OP) - Cases

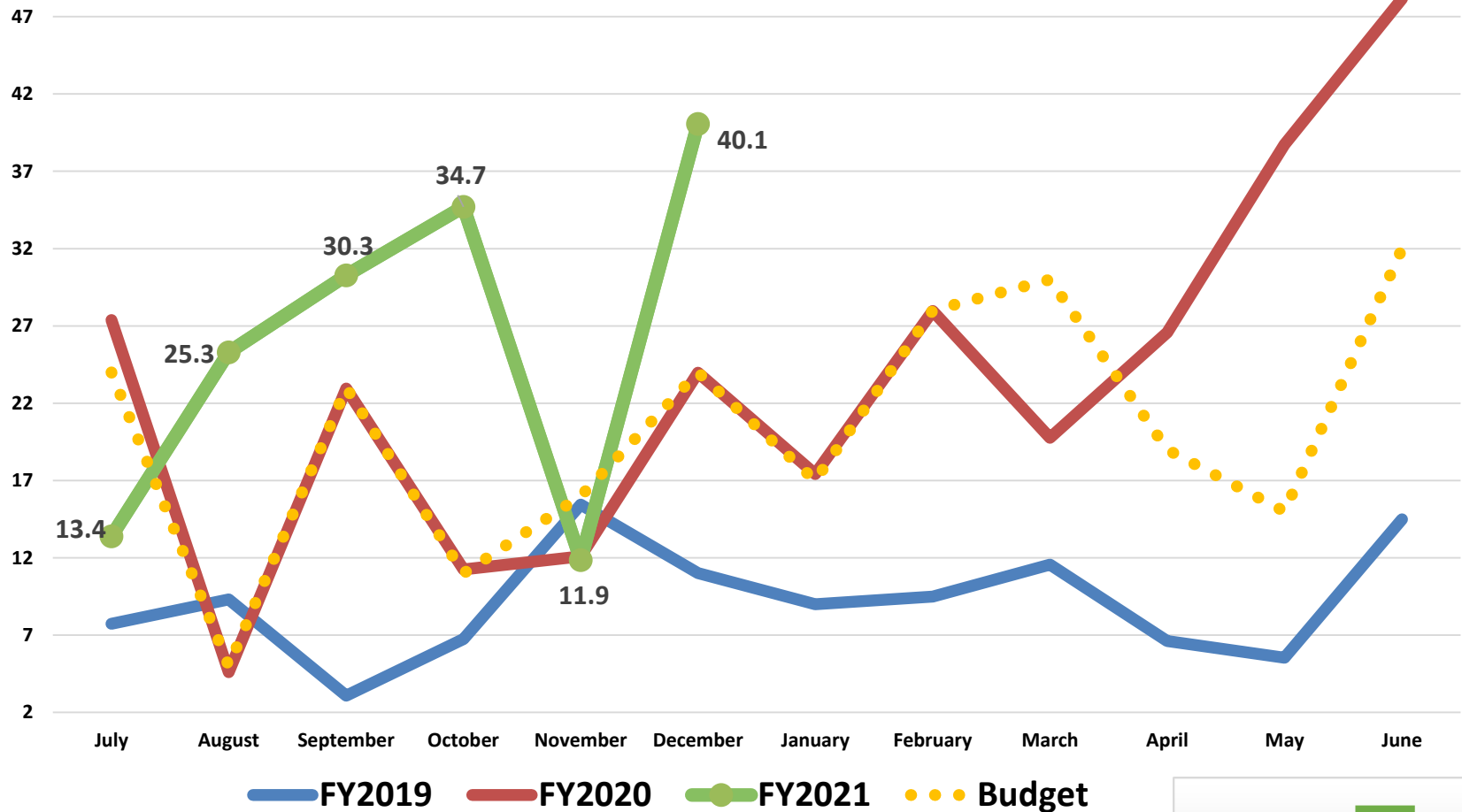


Robotic Surgery (IP & OP) – 100 Min Units



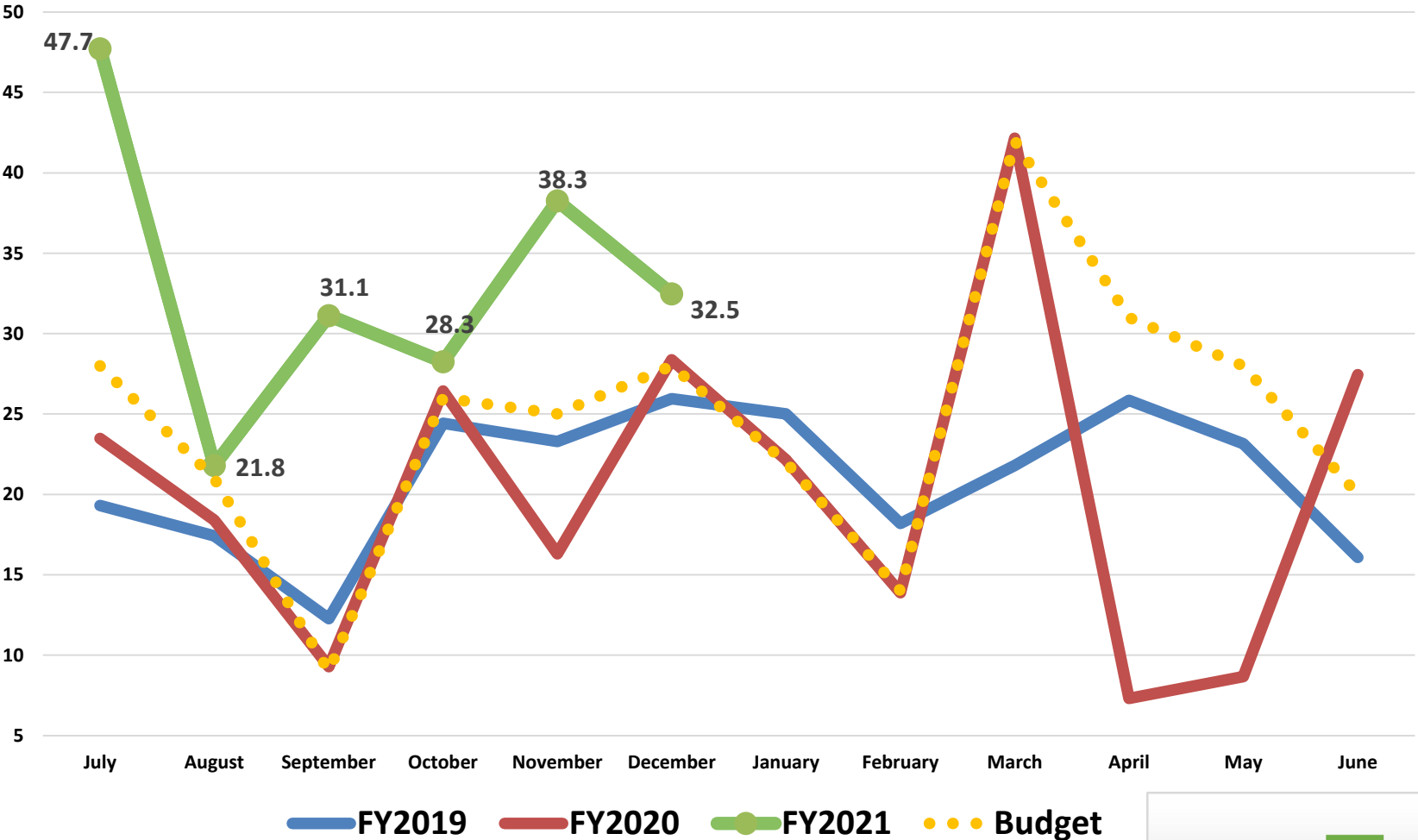
176.0	224.5	355.2	240.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Robotic Surgery (IP Only) – 100 Min Units



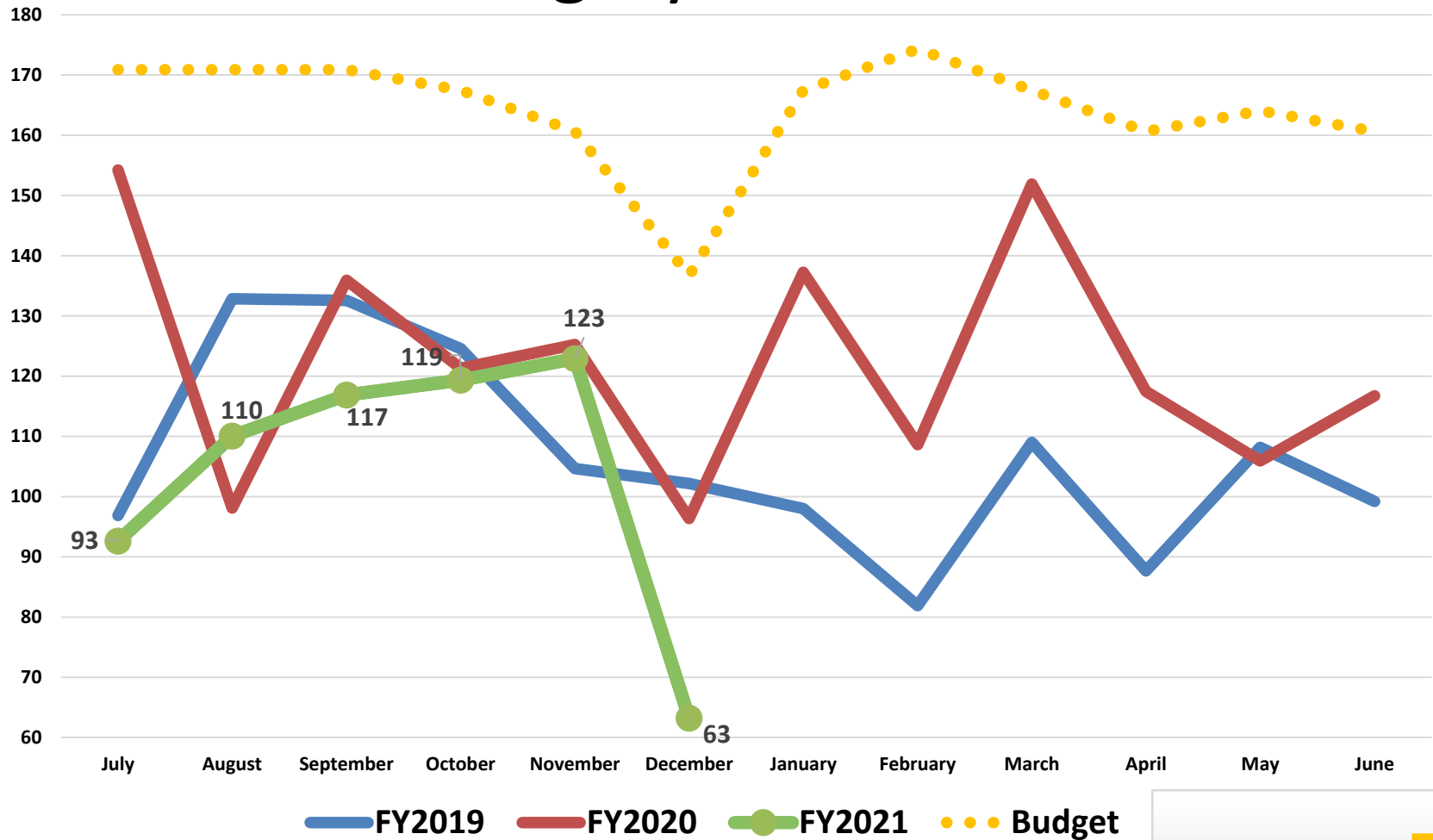
53.3	102.3	155.6	103.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Robotic Surgery (OP Only) – 100 Min Units



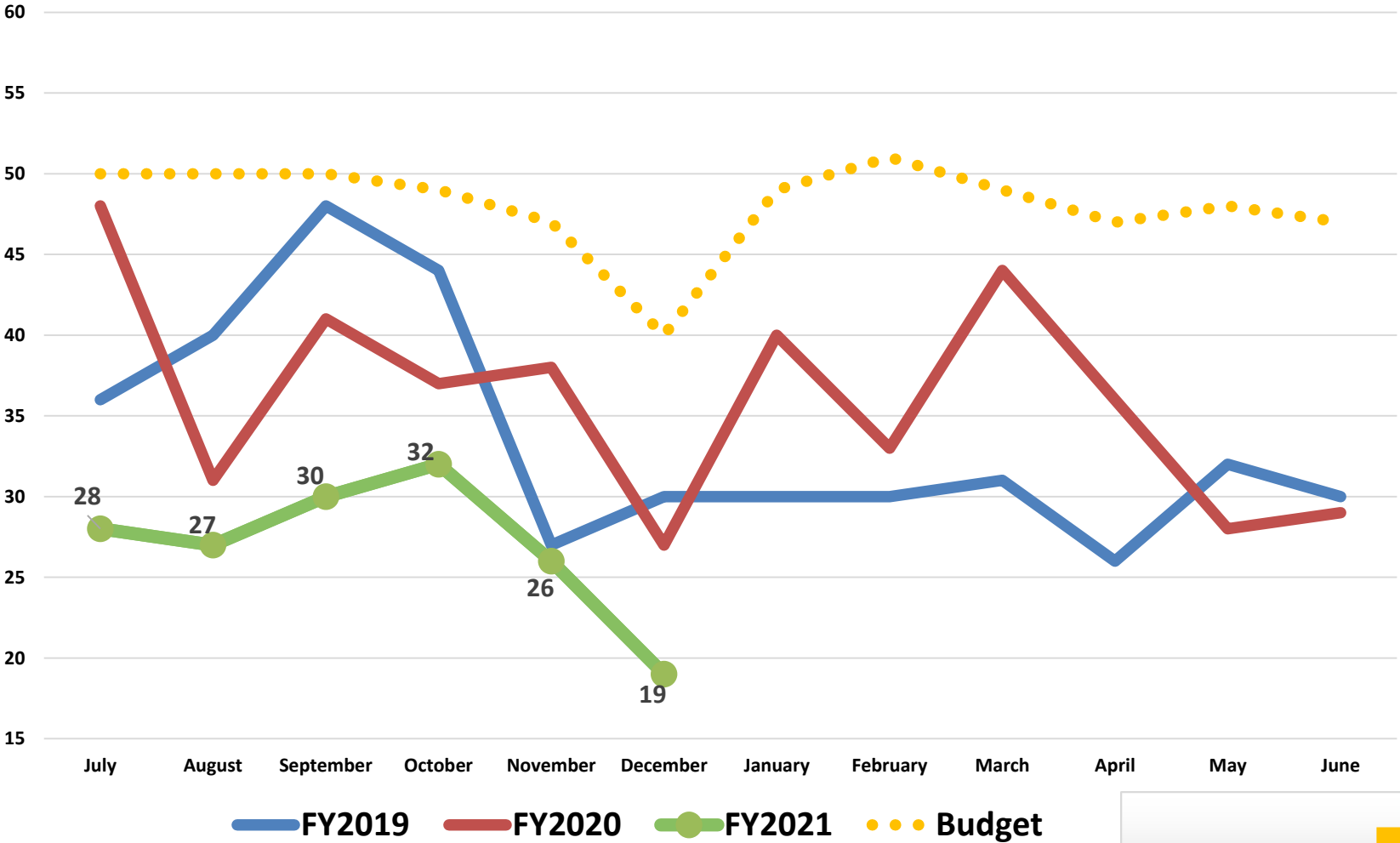
122.7	122.3	199.6	137.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Cardiac Surgery – 100 Min Units



694	731	625	977
YTD	YTD	YTD	YTD
FY2019	FY2020	FY2021	Budget

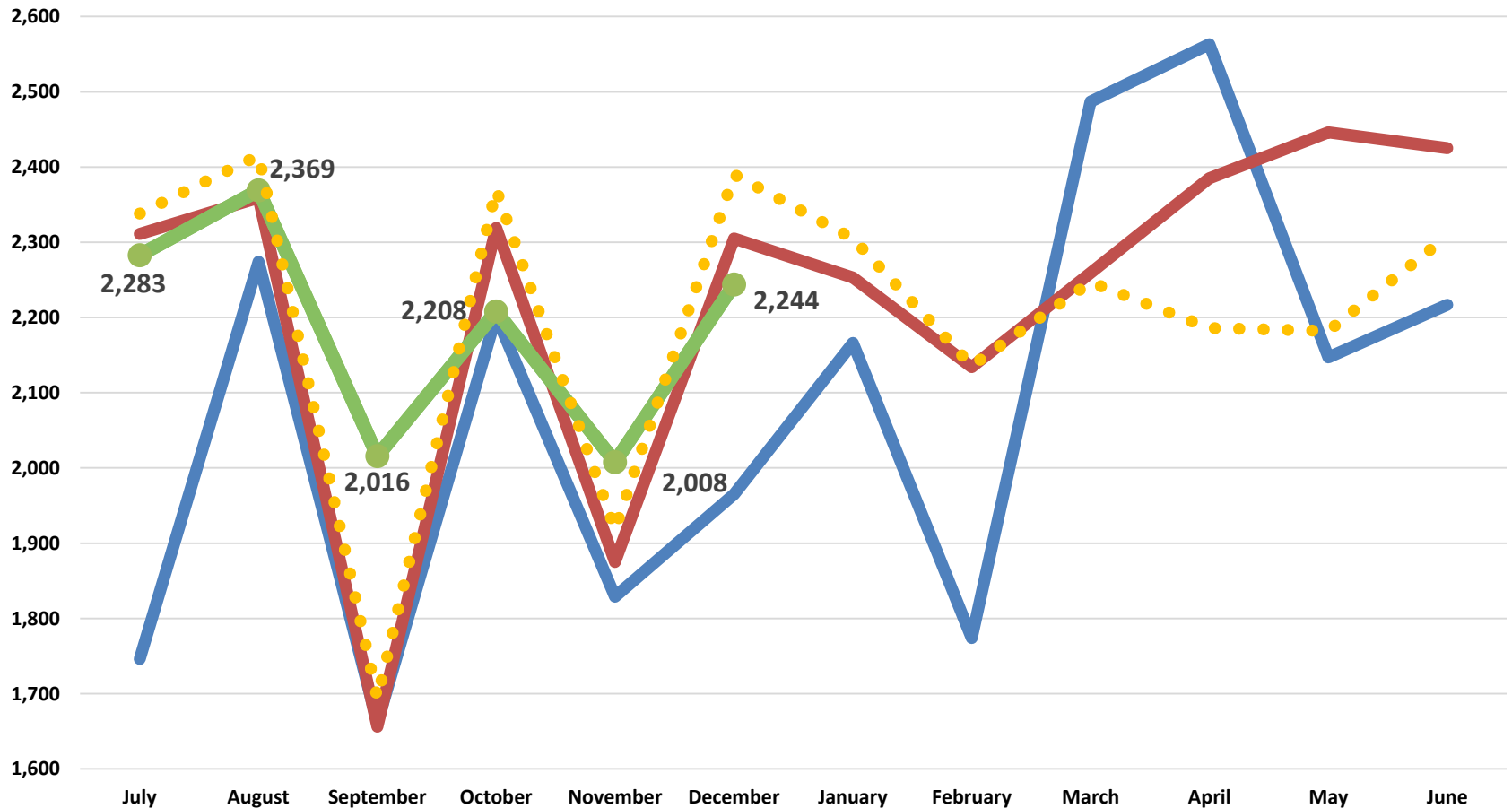
Cardiac Surgery – Cases



225	222	162	286
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Radiation Oncology Treatments

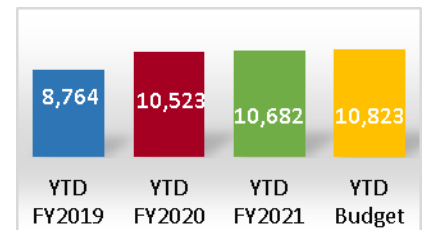
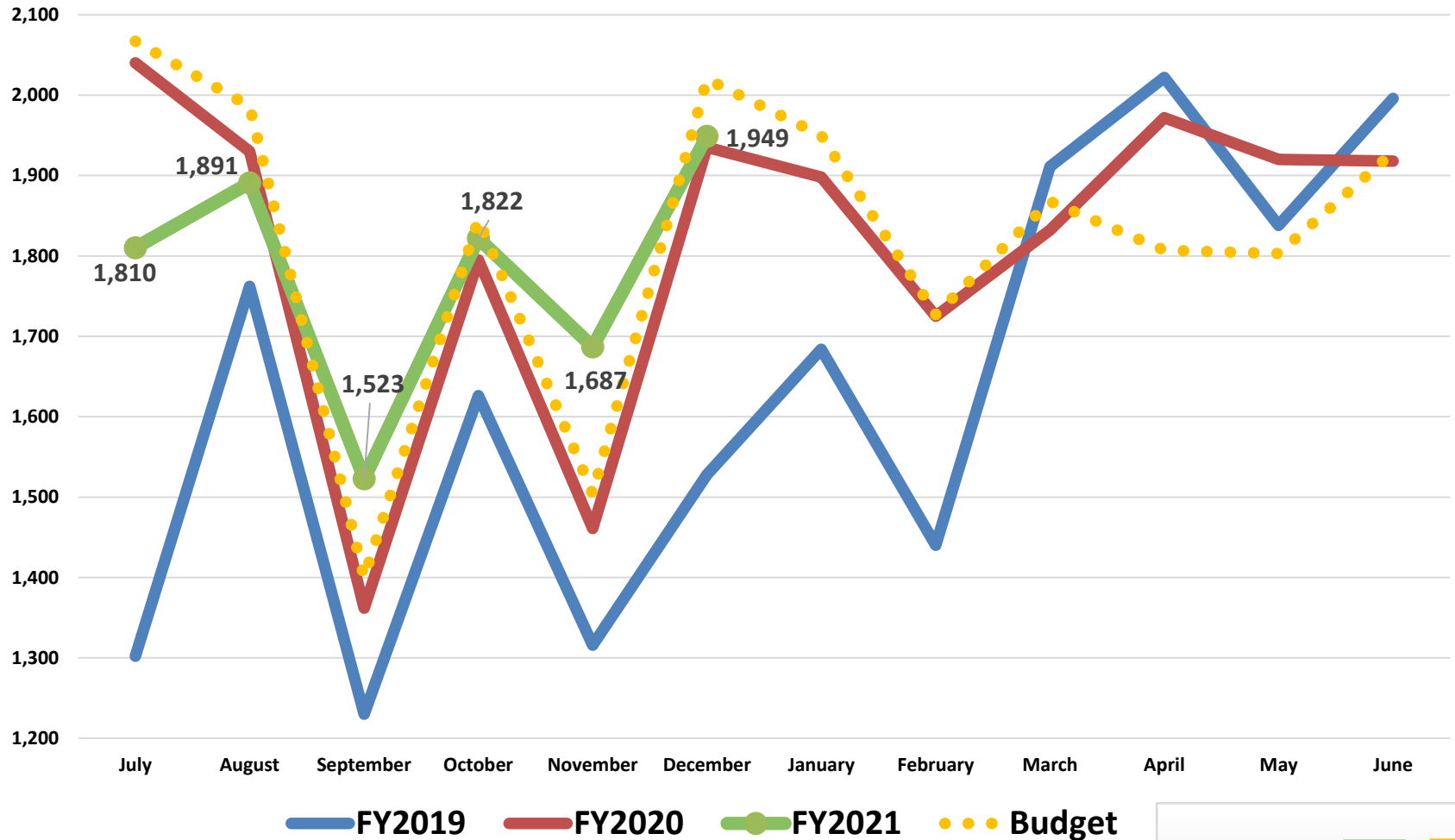
Hanford and Visalia



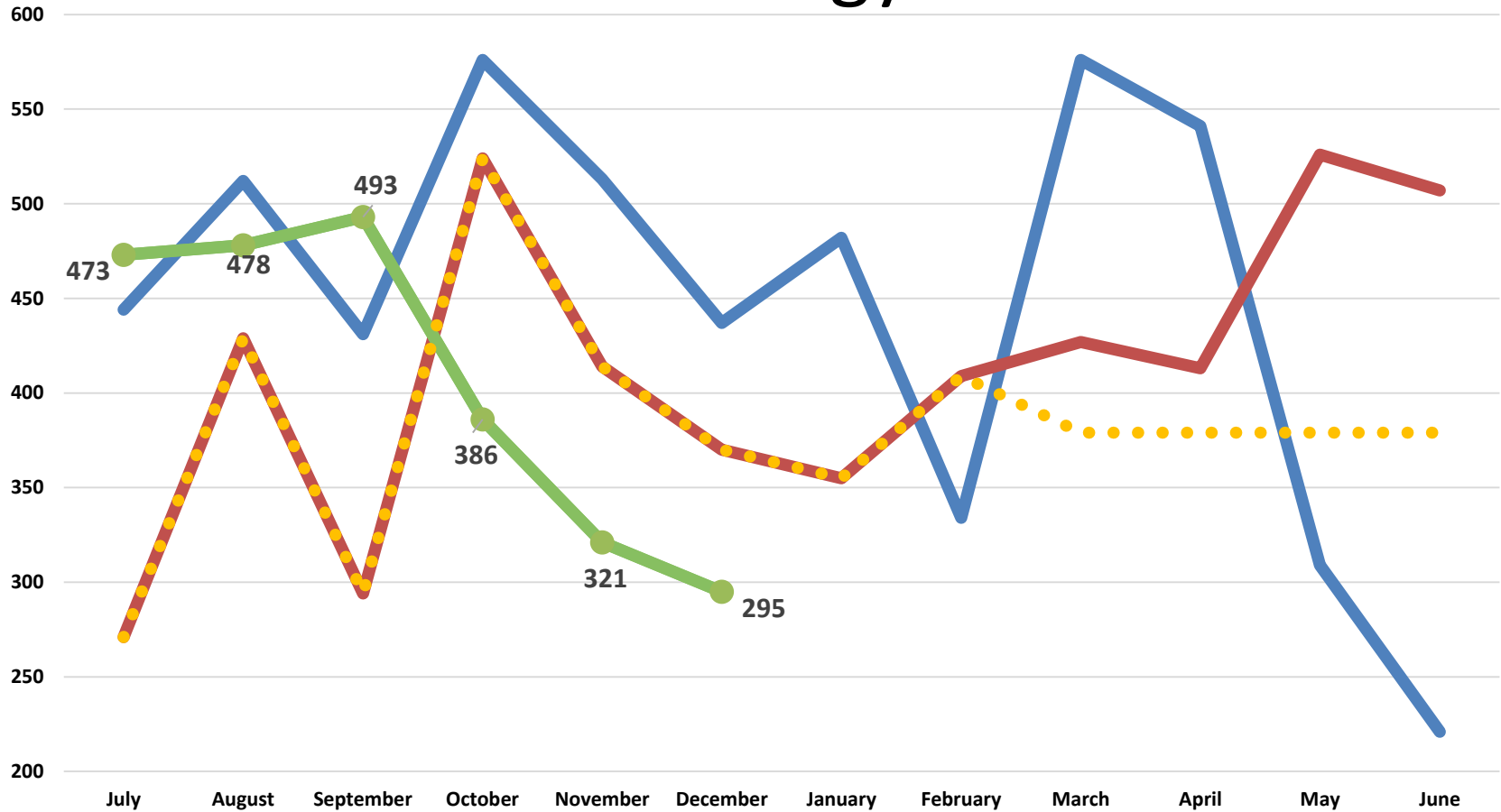
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

11,677	12,825	13,128	13,125
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Radiation Oncology - Visalia



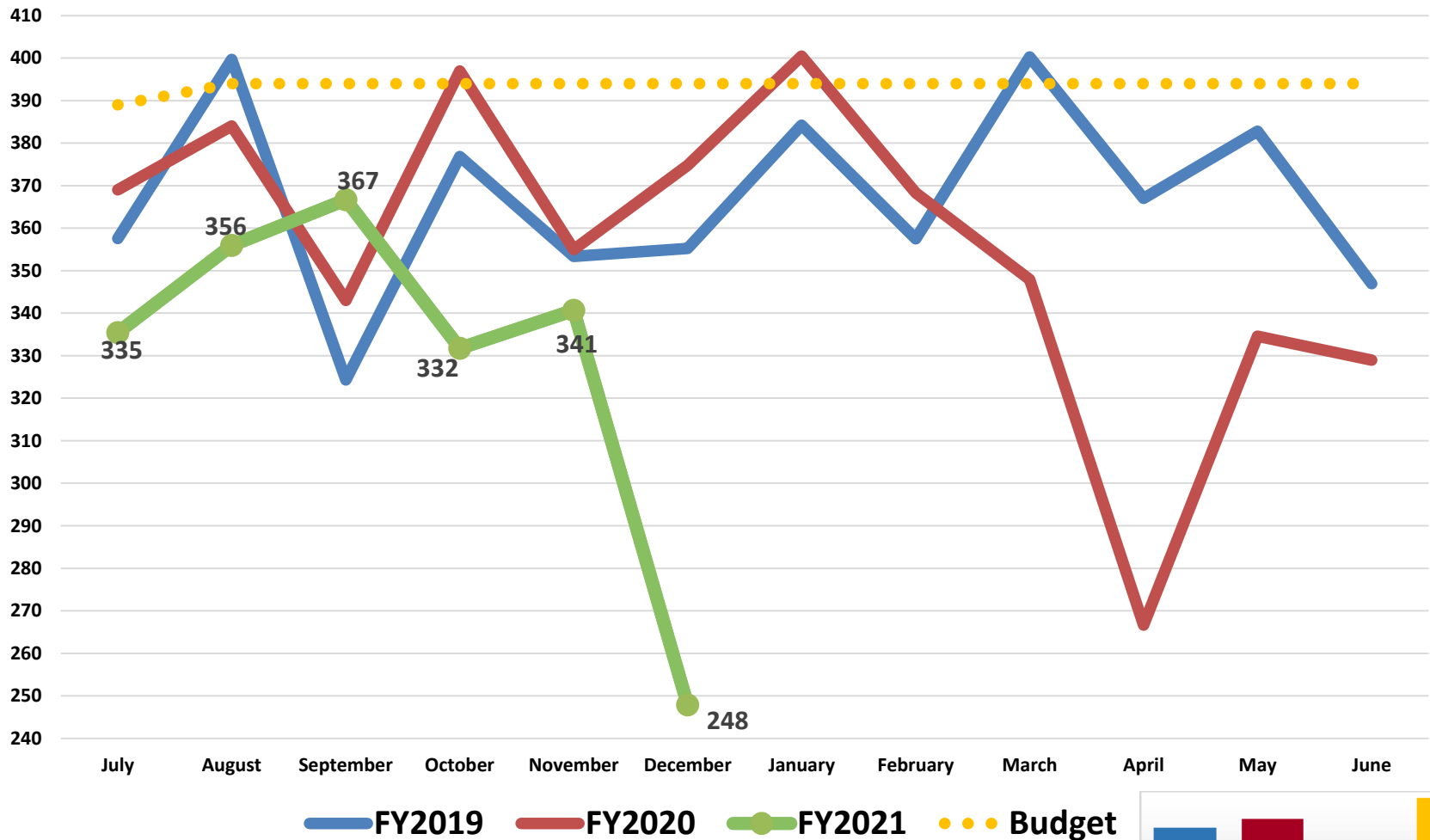
Radiation Oncology - Hanford



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

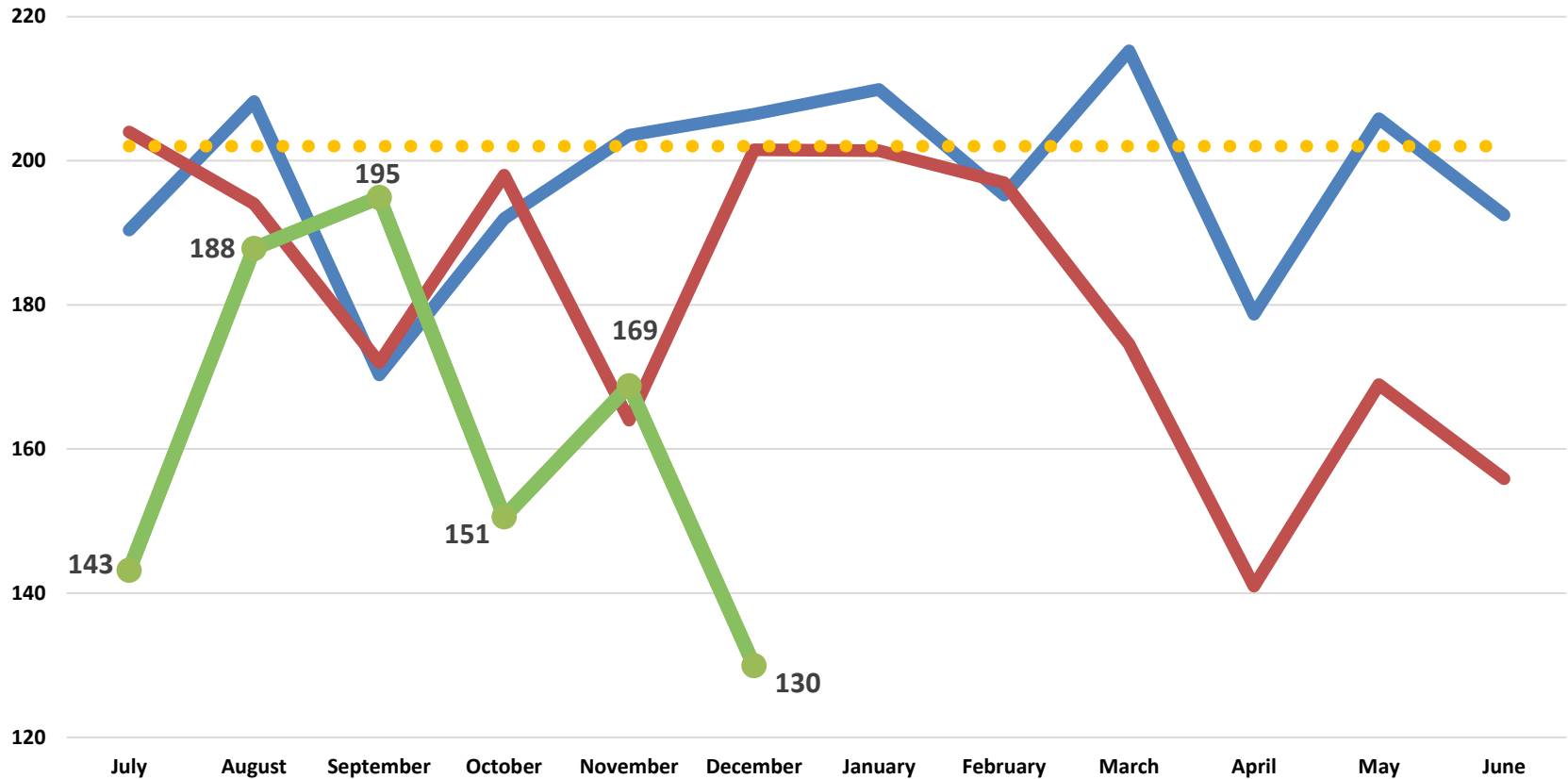
2,913	2,302	2,446	2,302
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Cath Lab (IP & OP) – 100 Min Units

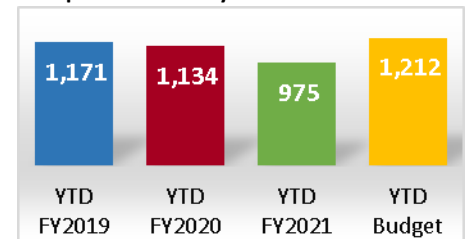


2,167	2,223	1,978	2,359
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

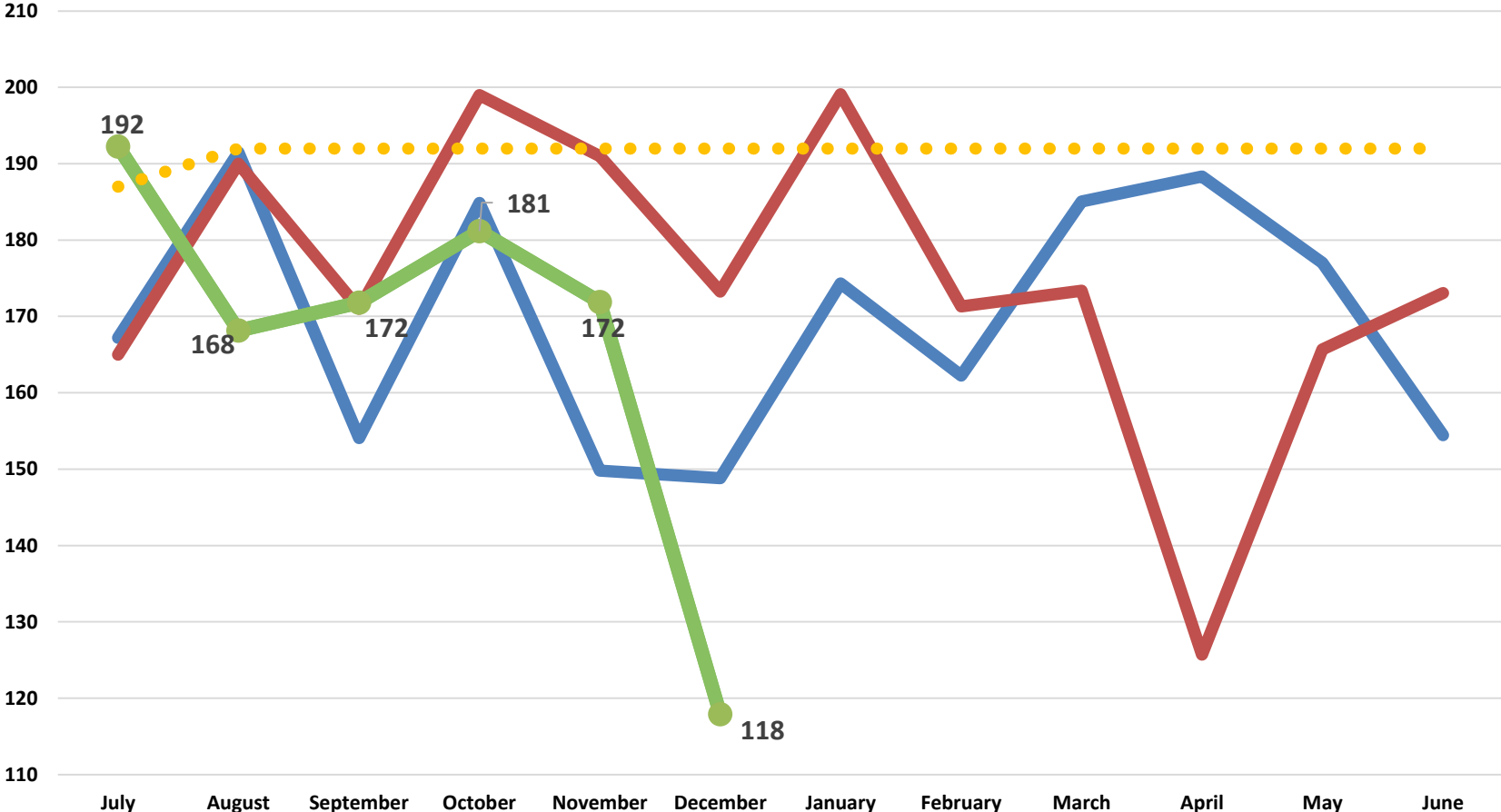
Cath Lab (IP Only) – 100 Min Units



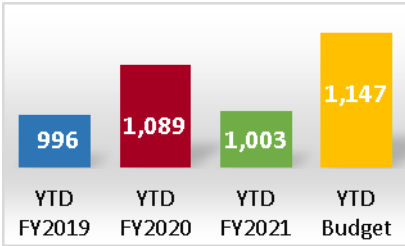
—●— FY2019
 —●— FY2020
 —●— FY2021
 ●●● Budget



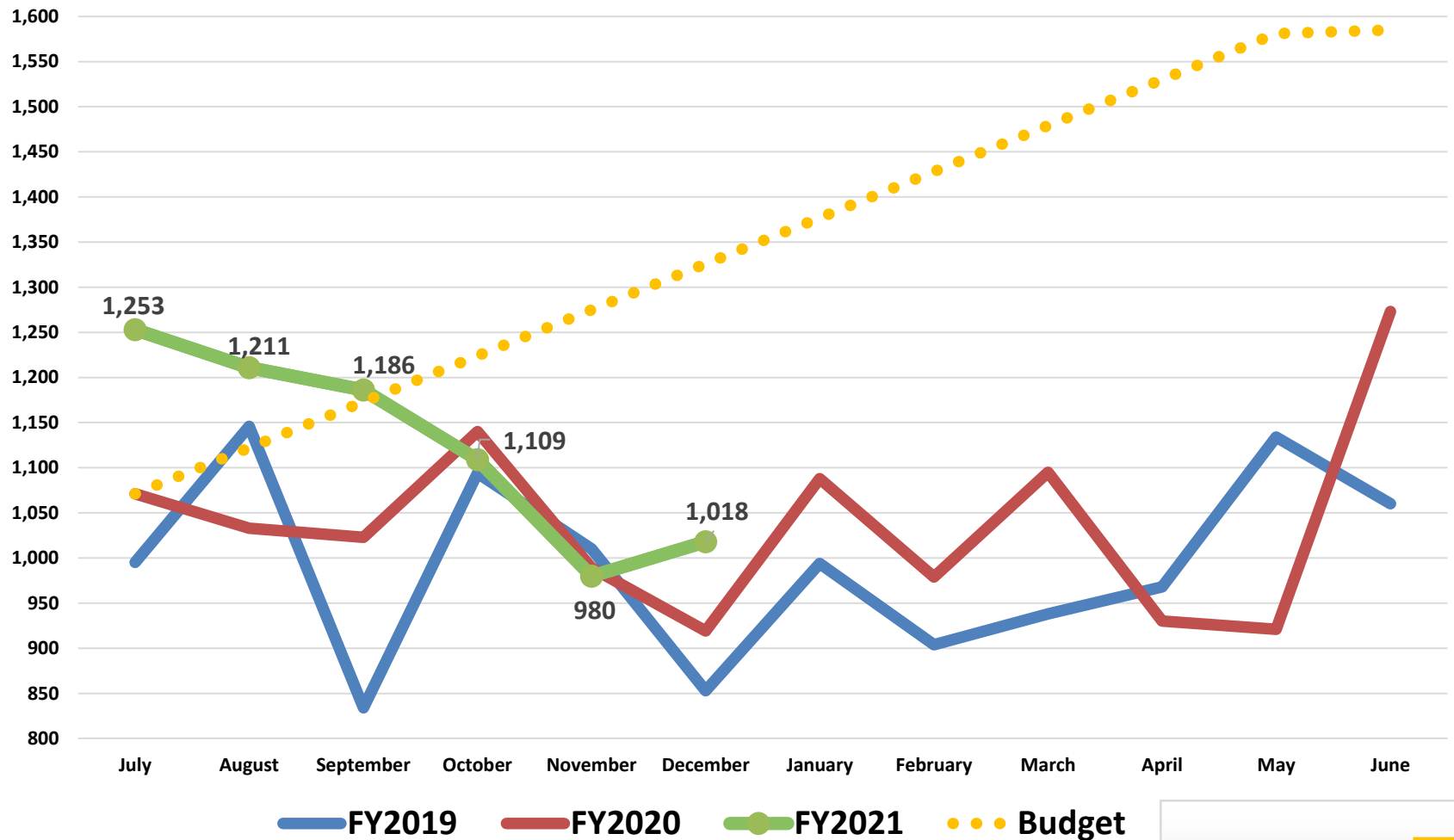
Cath Lab (OP Only) – 100 Min Units



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

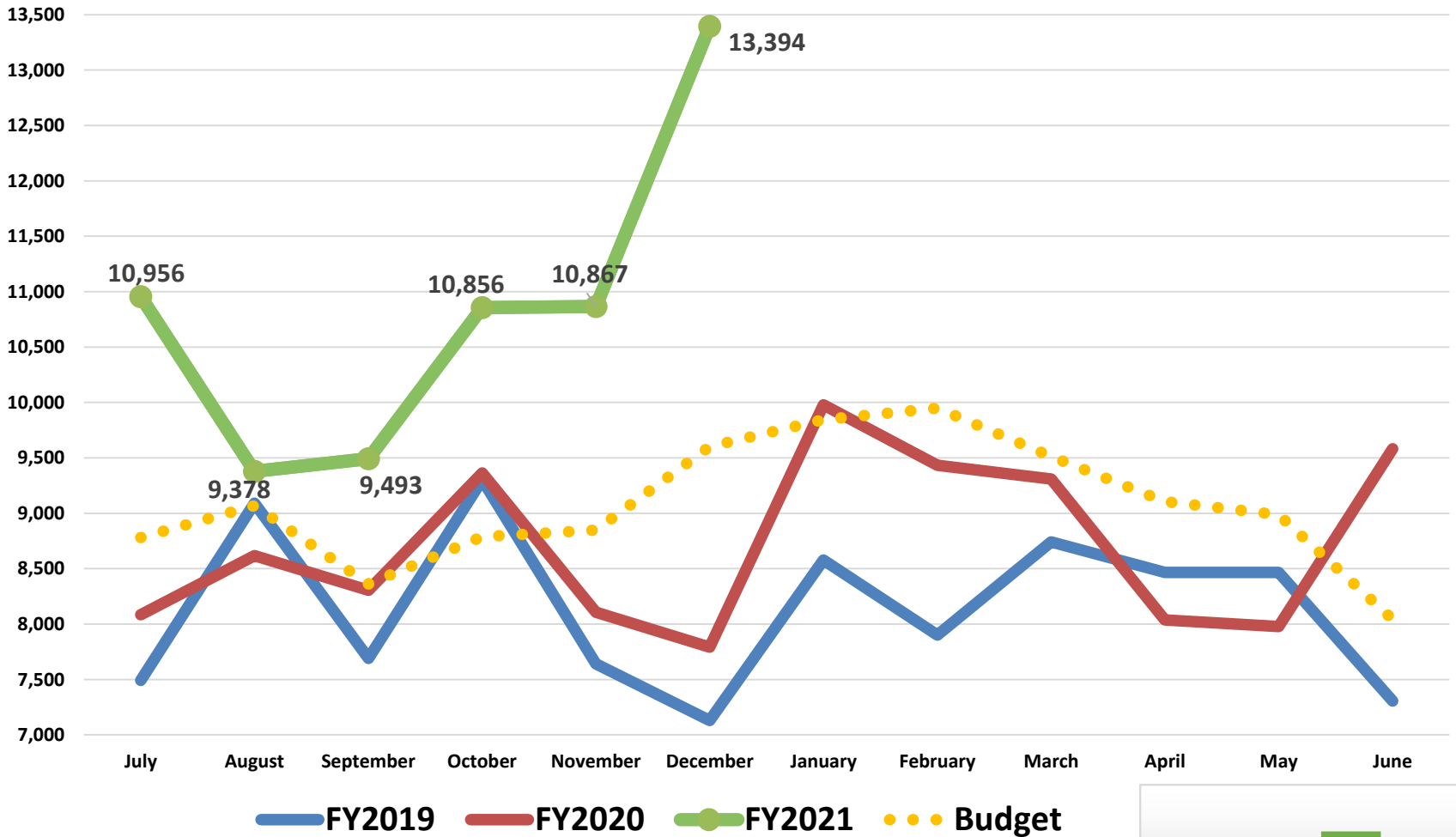


GME Family Medicine Clinic Visits



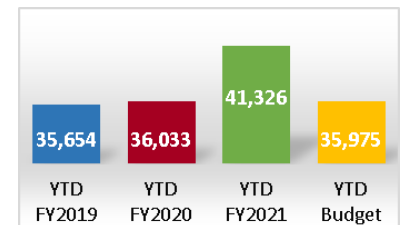
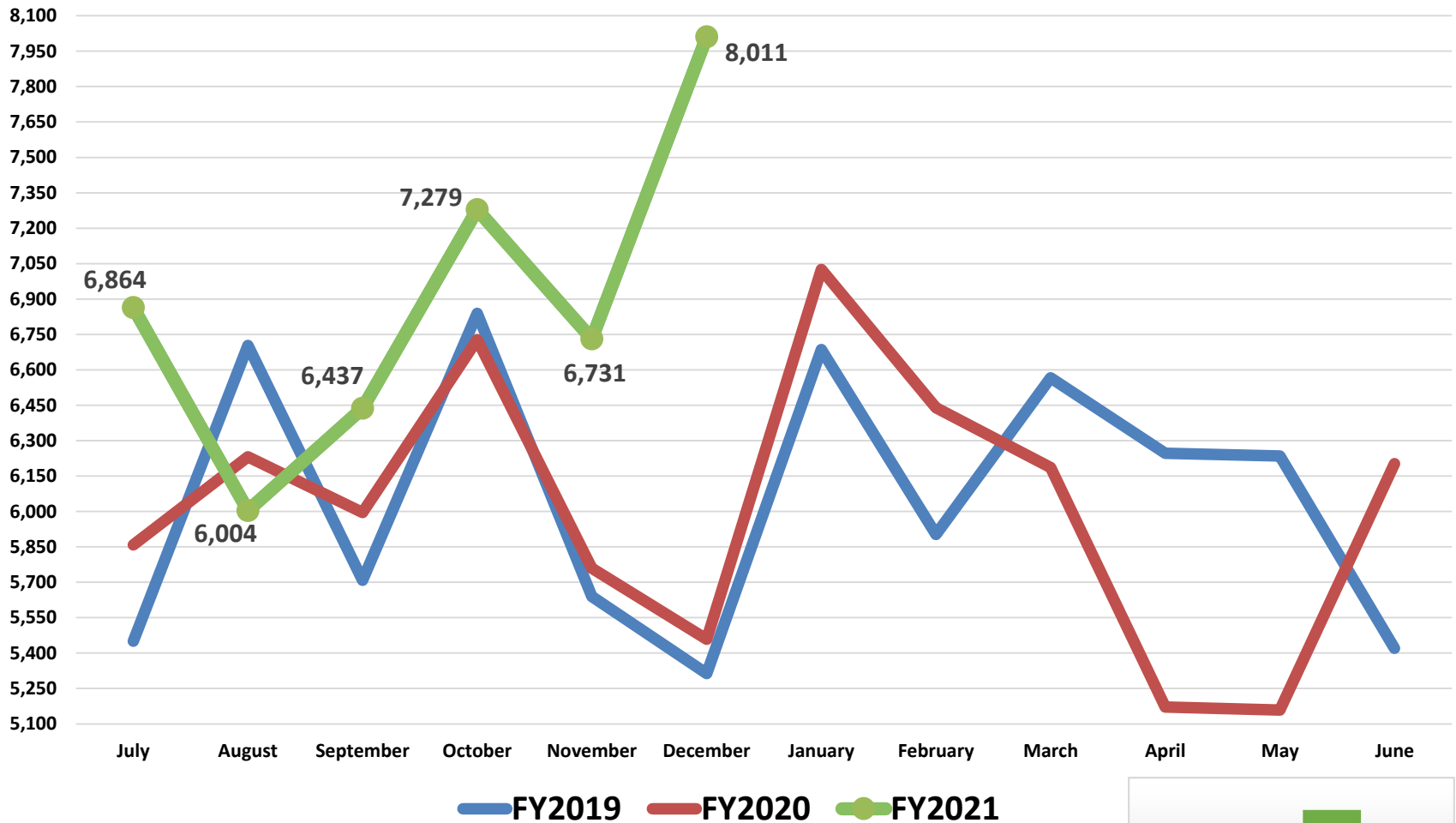
5,932	6,175	6,757	7,191
YTD	YTD	YTD	YTD
FY2019	FY2020	FY2021	Budget

Rural Health Clinic Registrations

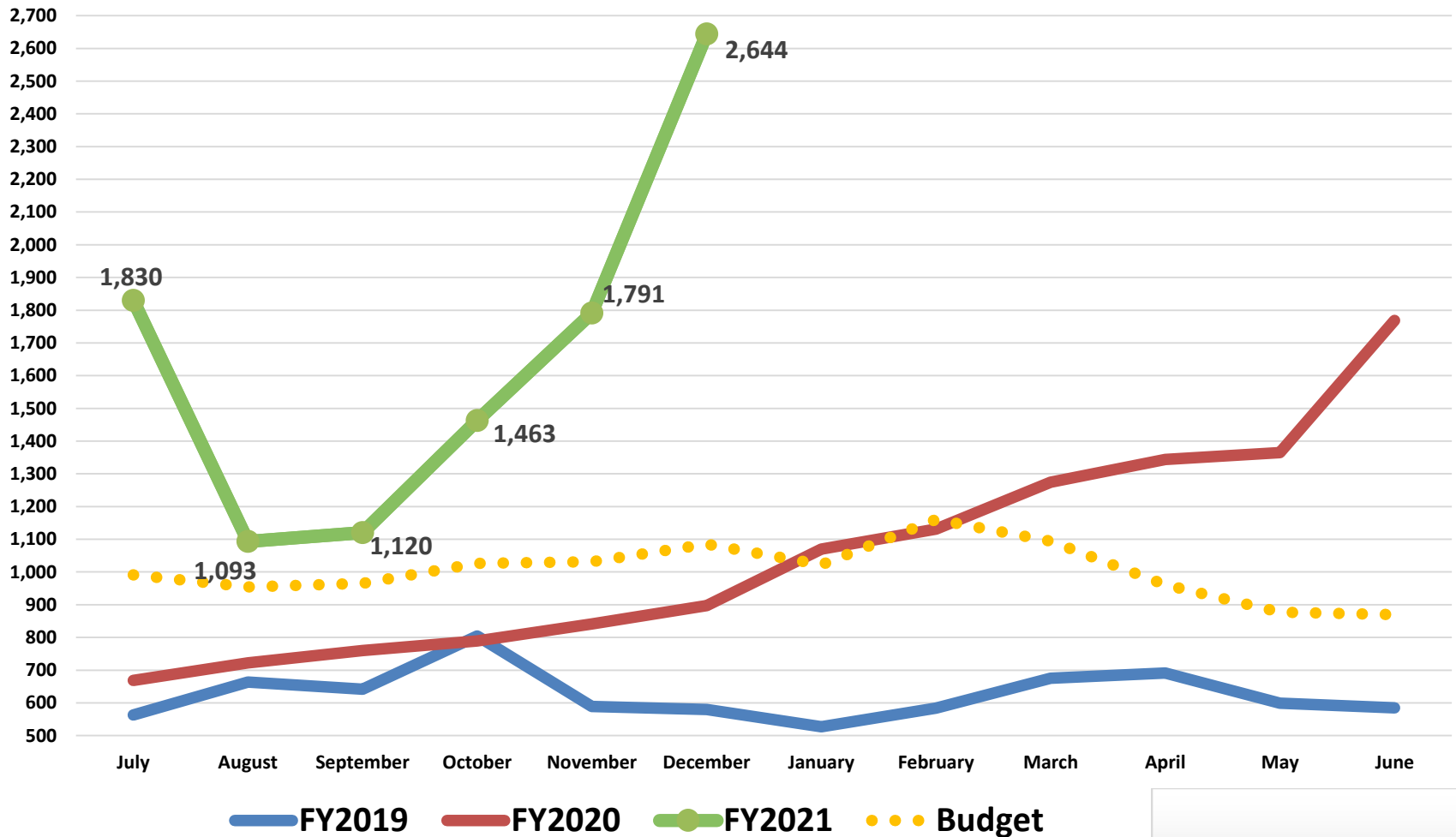


48,346	50,269	64,944	53,450
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Exeter RHC - Registrations

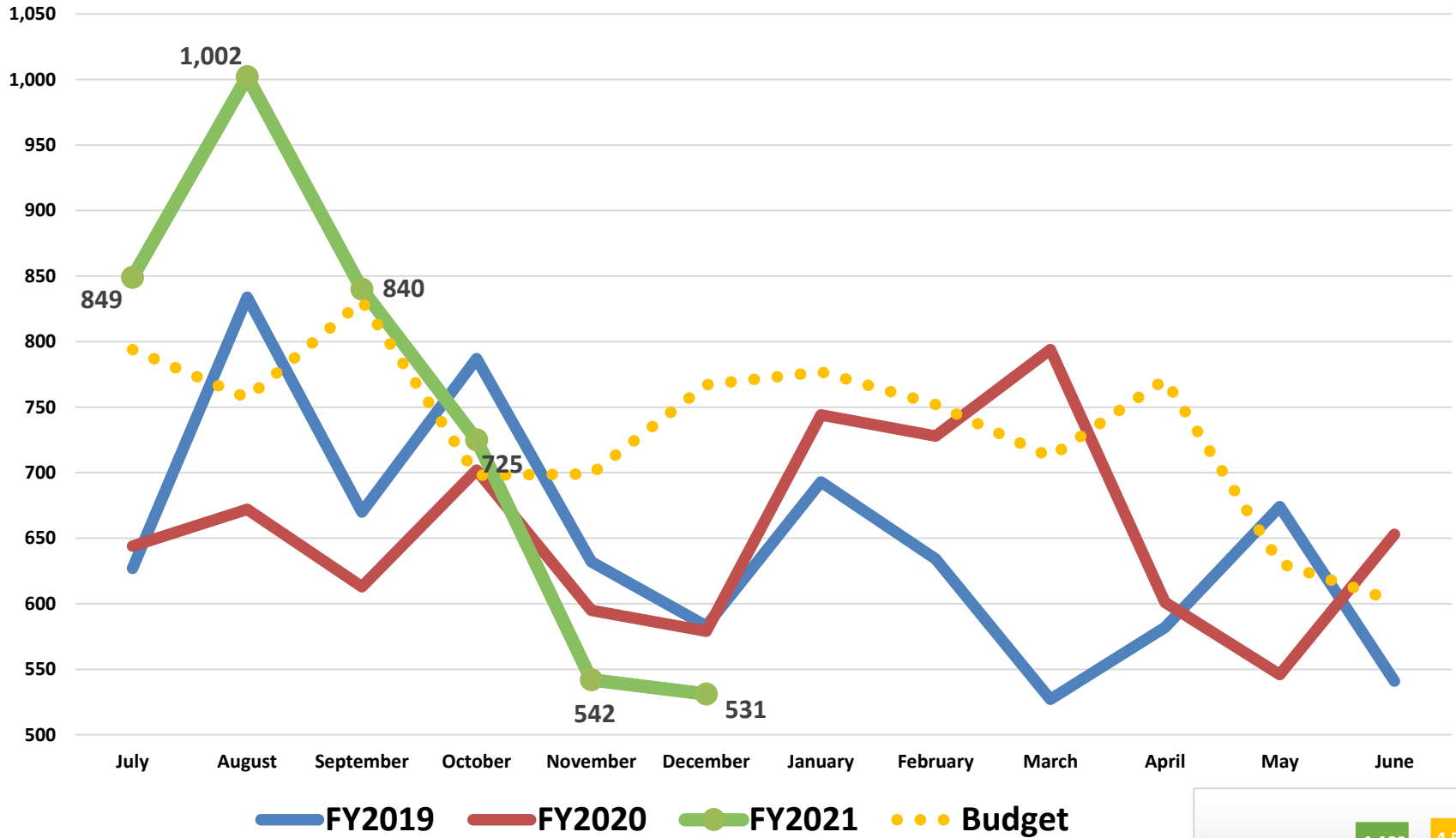


Lindsay RHC - Registrations



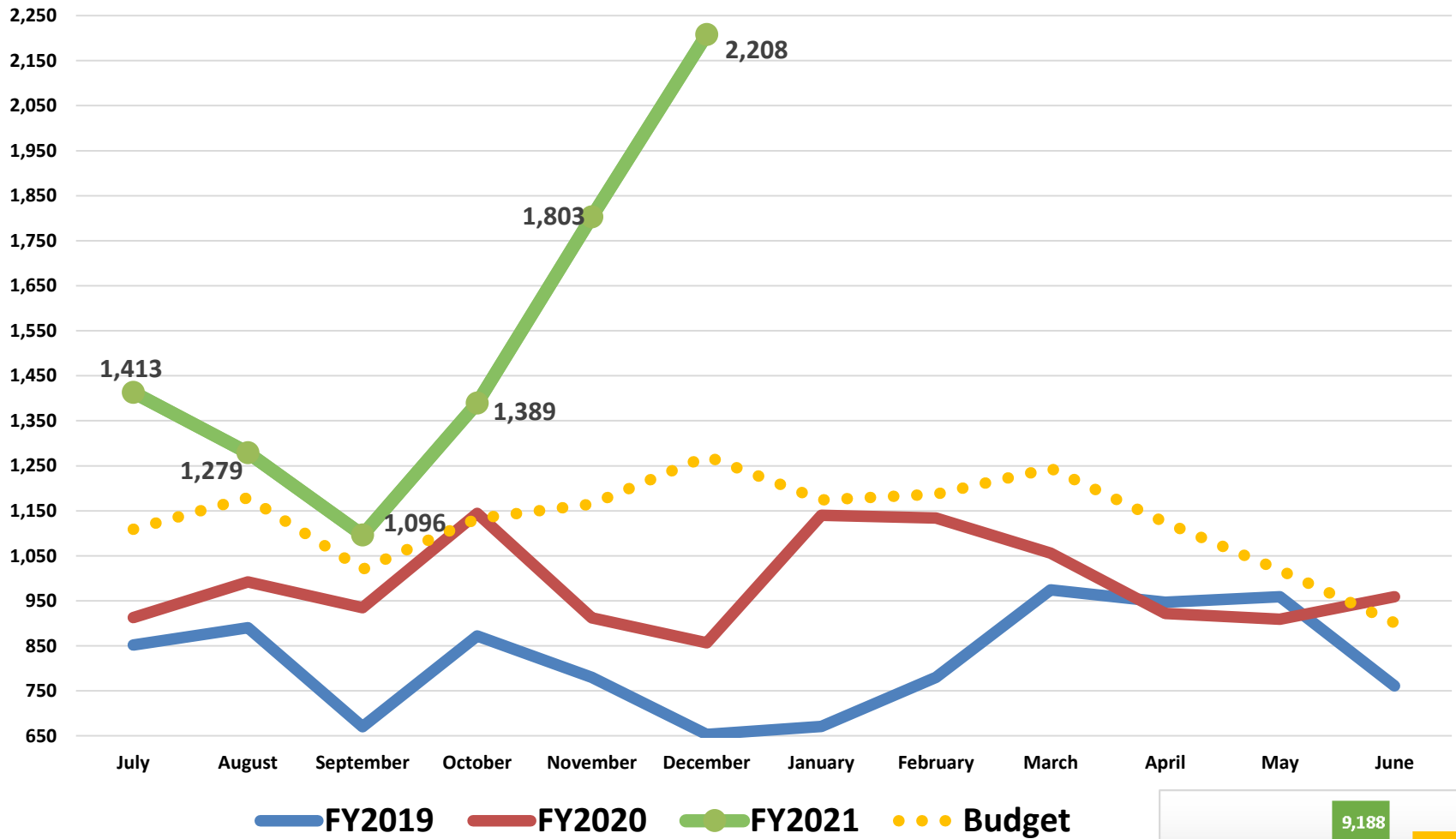
3,842	4,678	9,941	6,052
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Woodlake RHC - Registrations



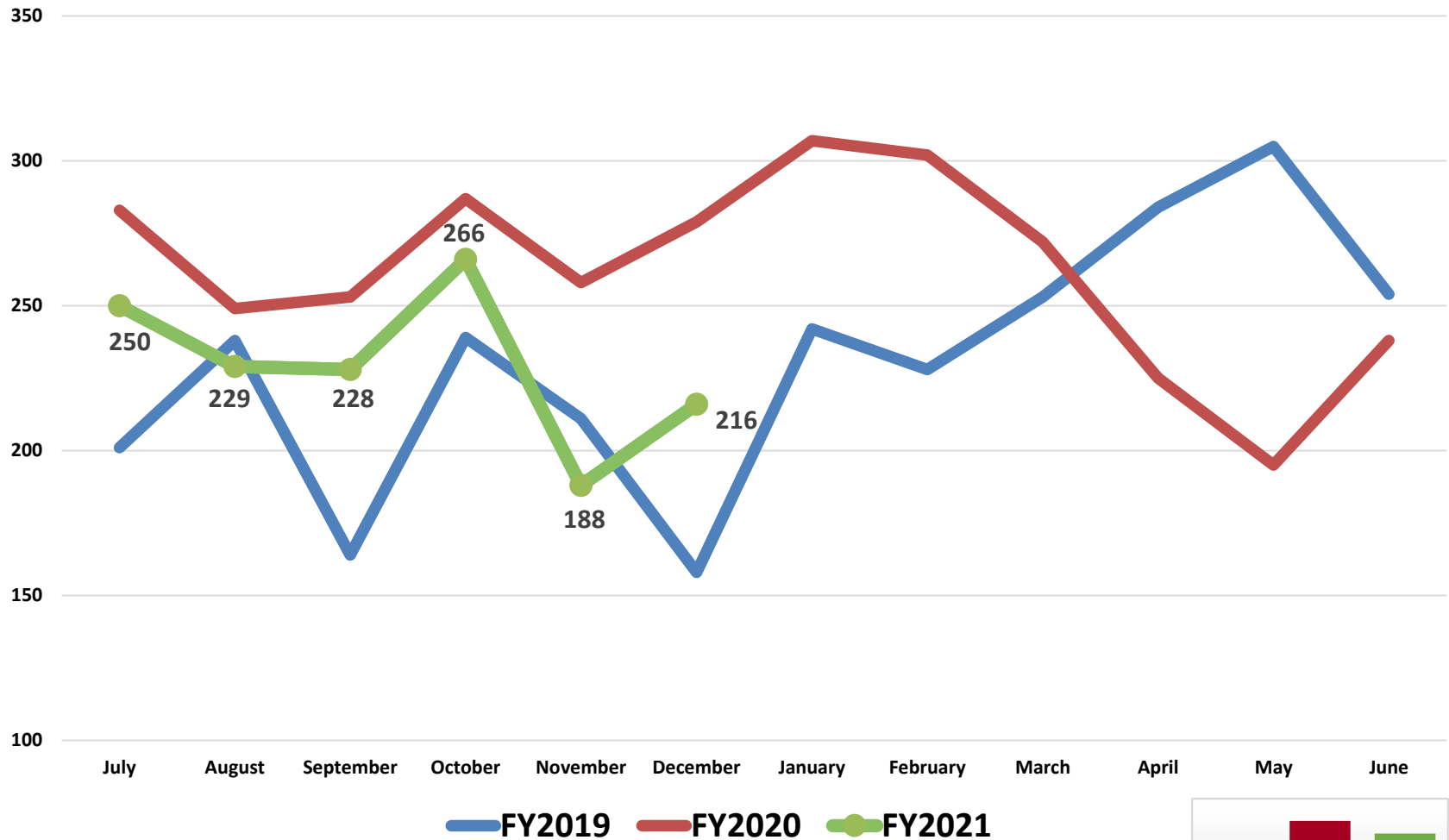
4,133	3,805	4,489	4,546
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Dinuba RHC - Registrations



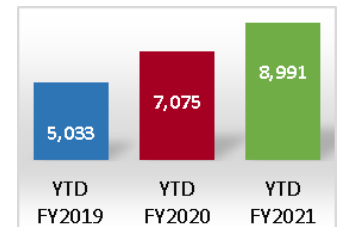
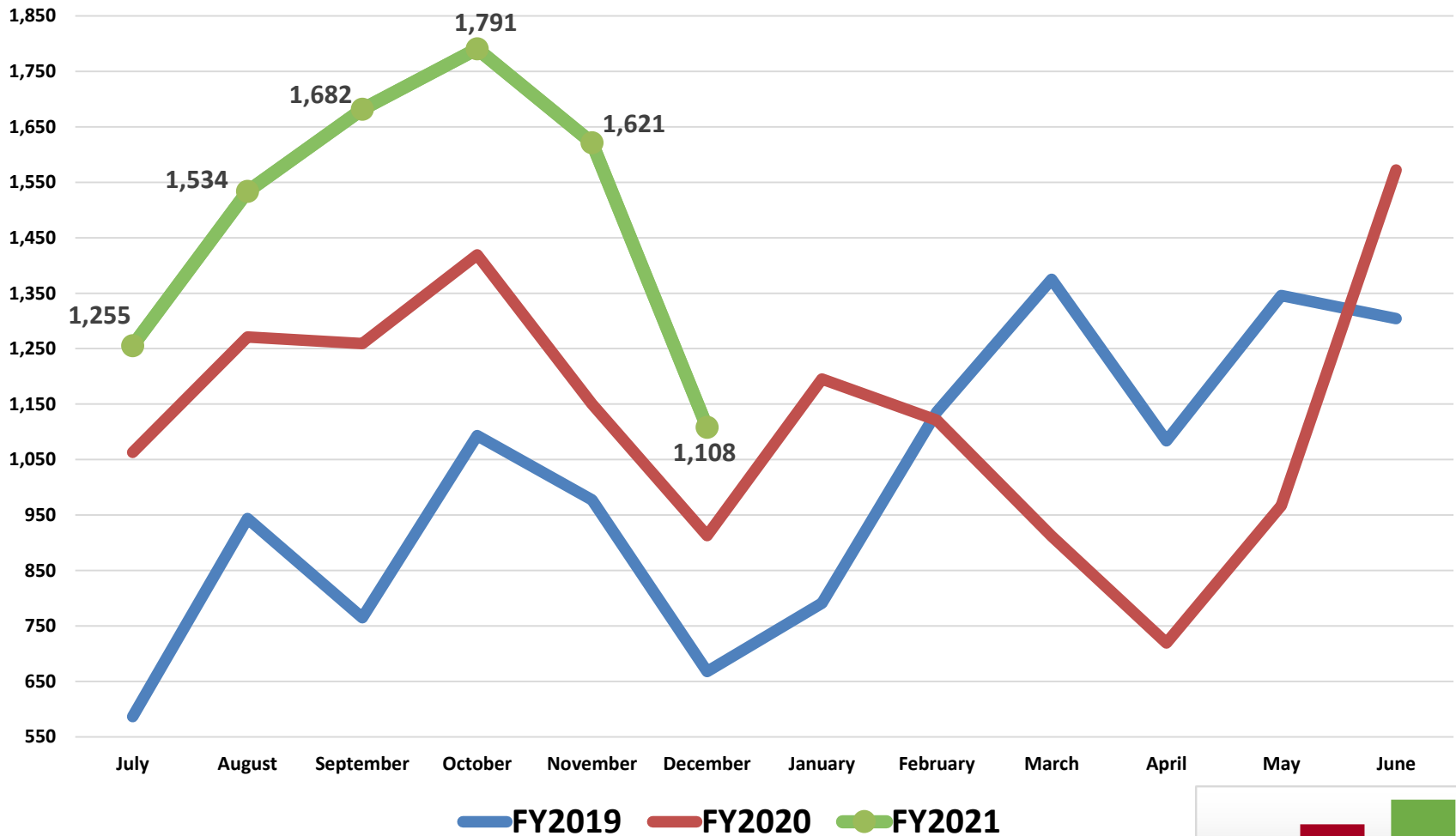
4,717	5,753	9,188	6,877
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Neurosurgery Clinic - Registrations

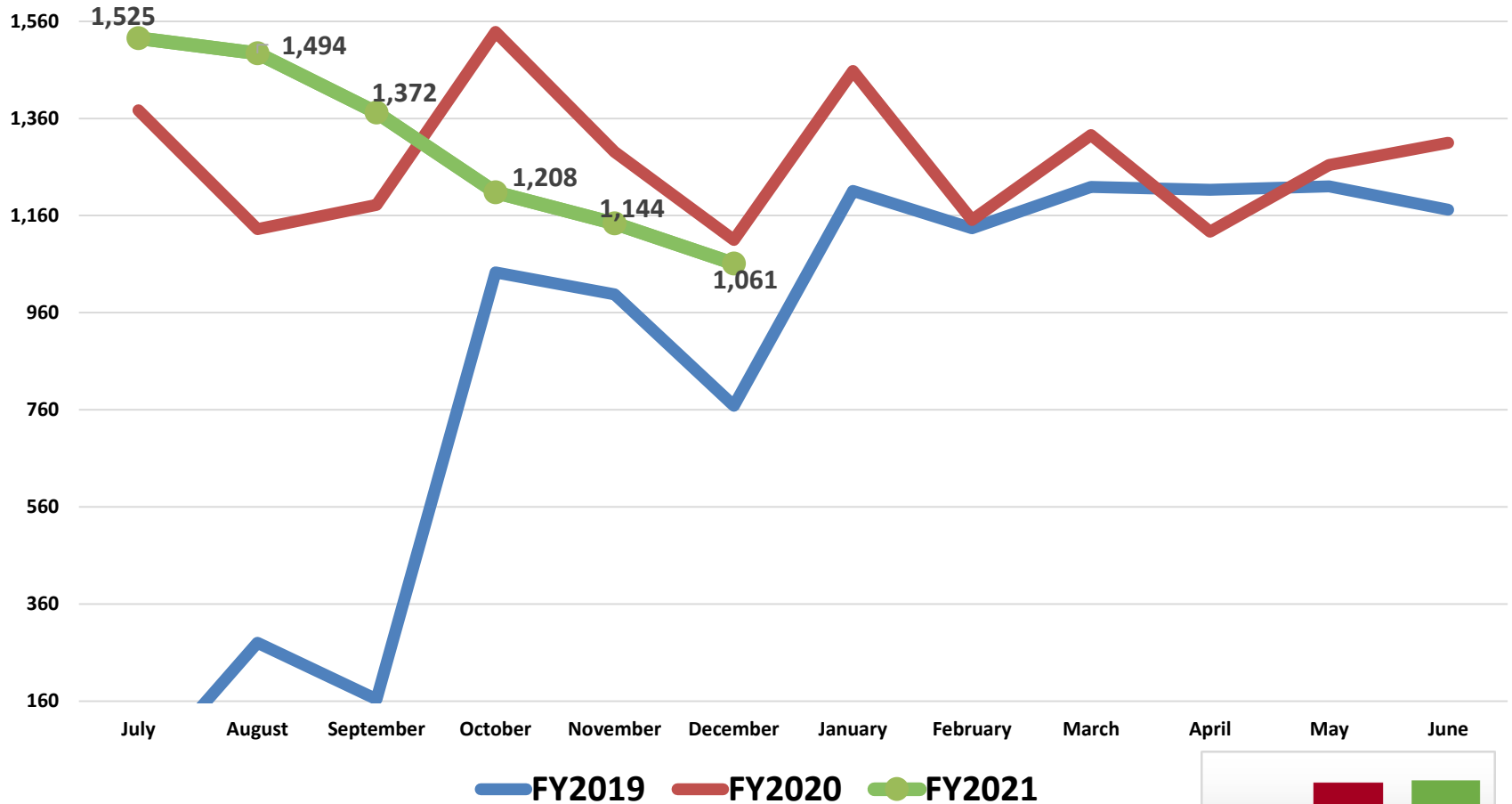


1,211	1,609	1,377
YTD FY2019	YTD FY2020	YTD FY2021

Neurosurgery Clinic - wRVU's

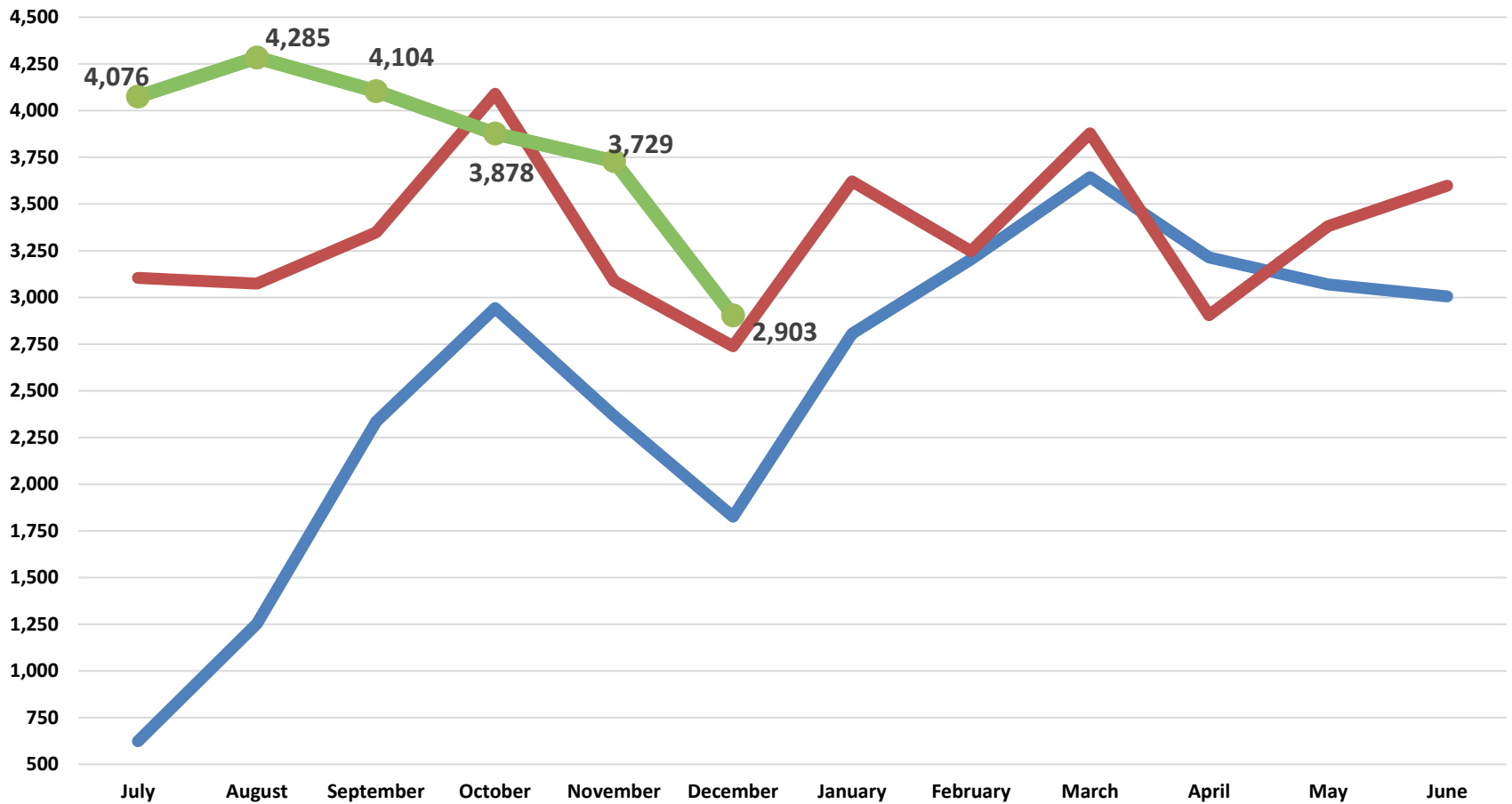


Sequoia Cardiology - Registrations

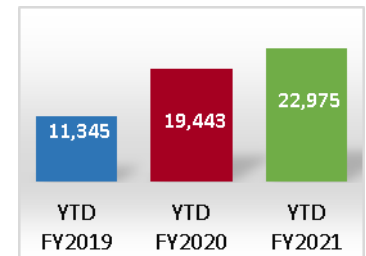


3,253	7,630	7,804
YTD FY2019	YTD FY2020	YTD FY2021

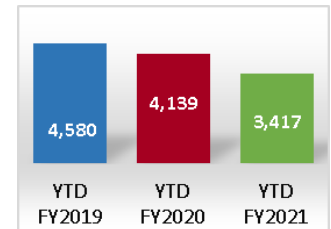
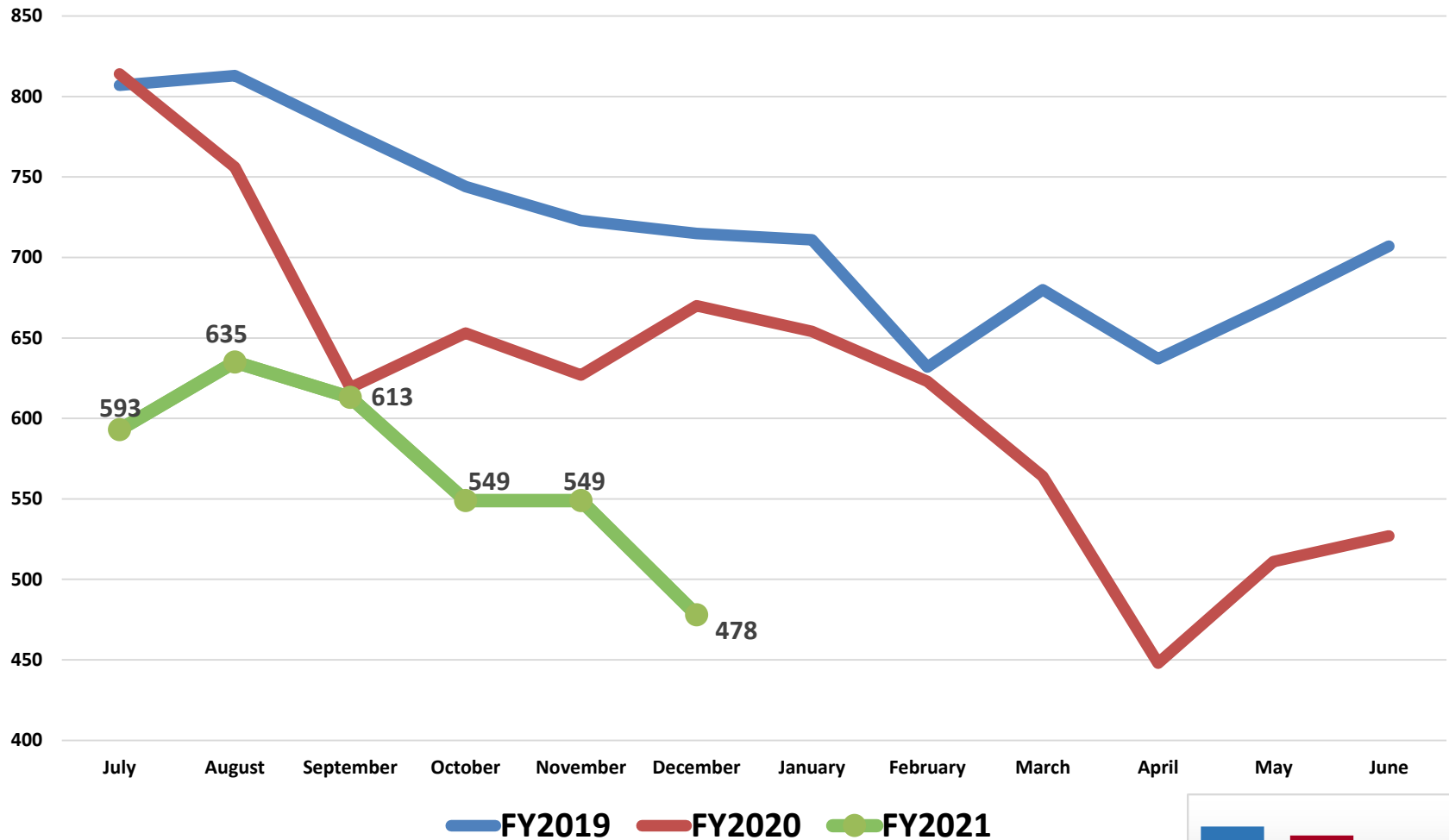
Sequoia Cardiology – wRVU's



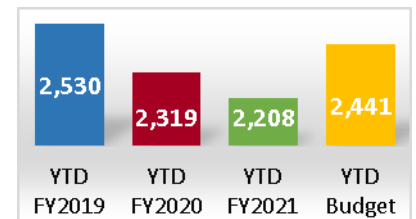
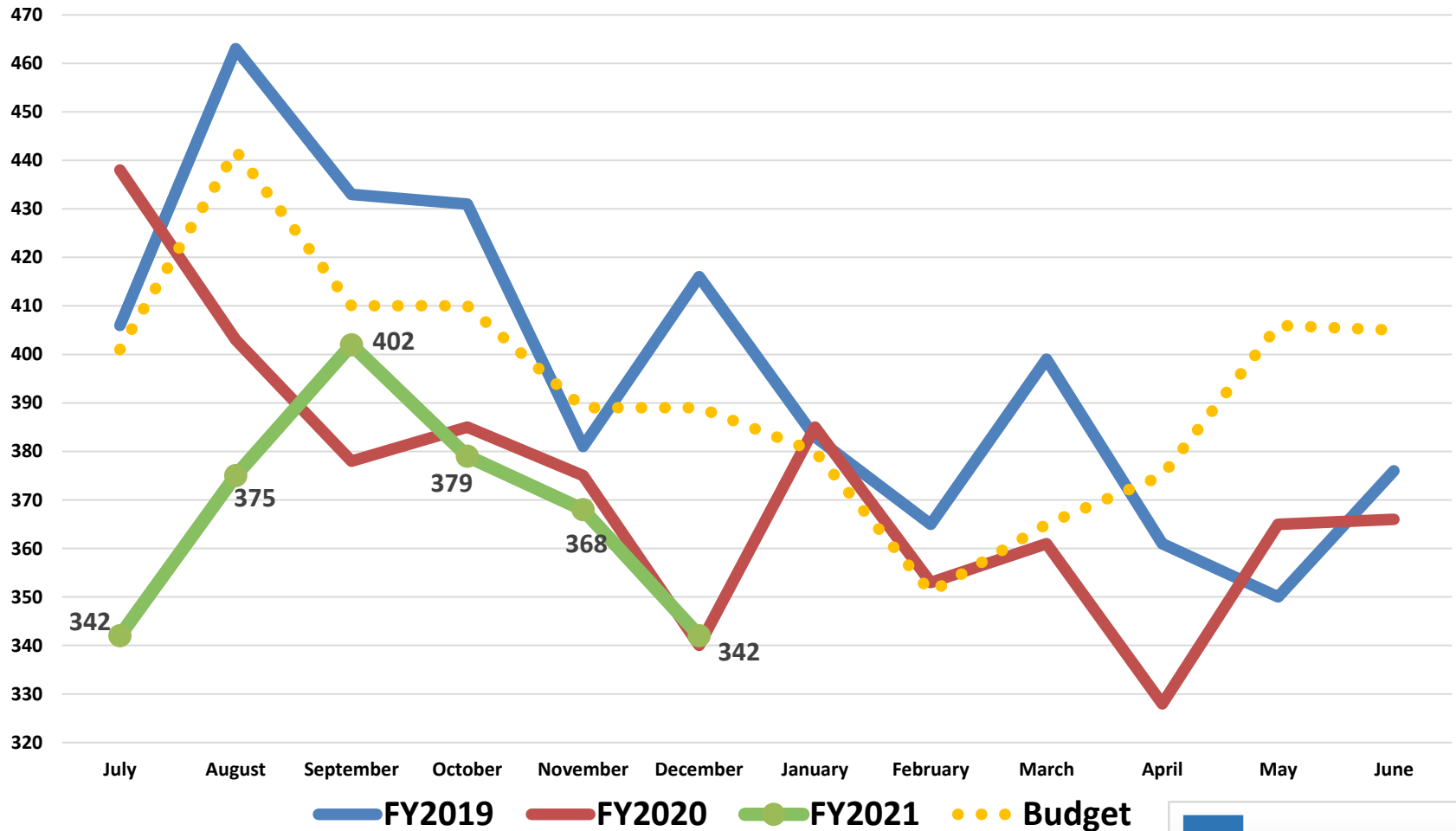
— FY2019 — FY2020 —●— FY2021



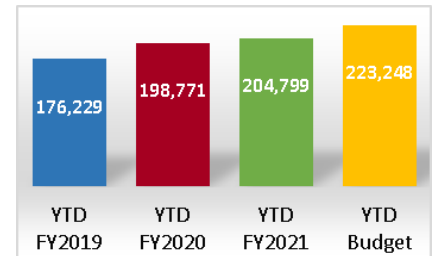
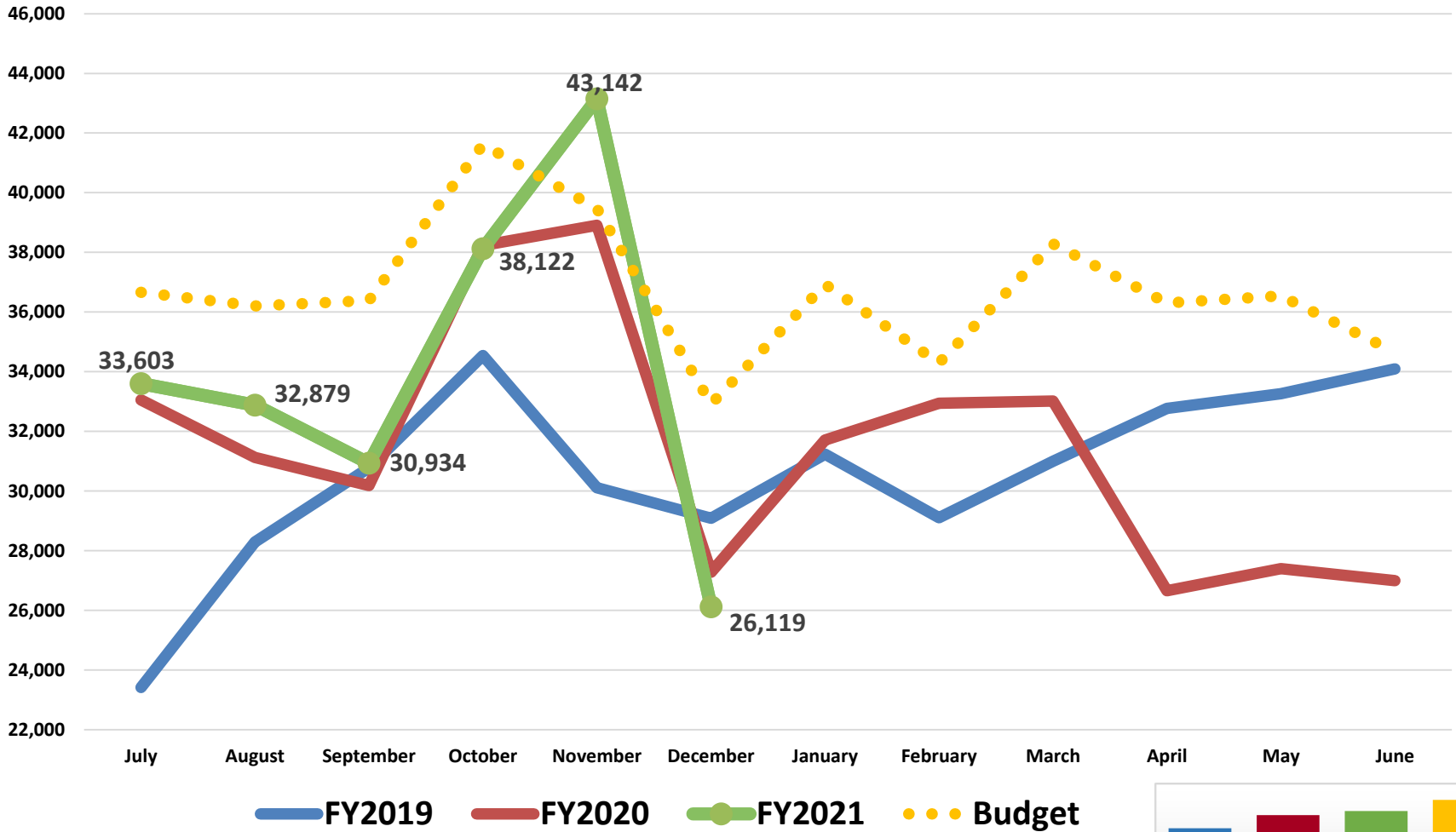
Labor Triage Registrations



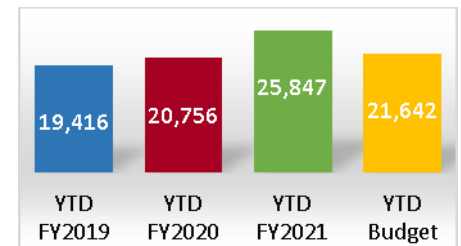
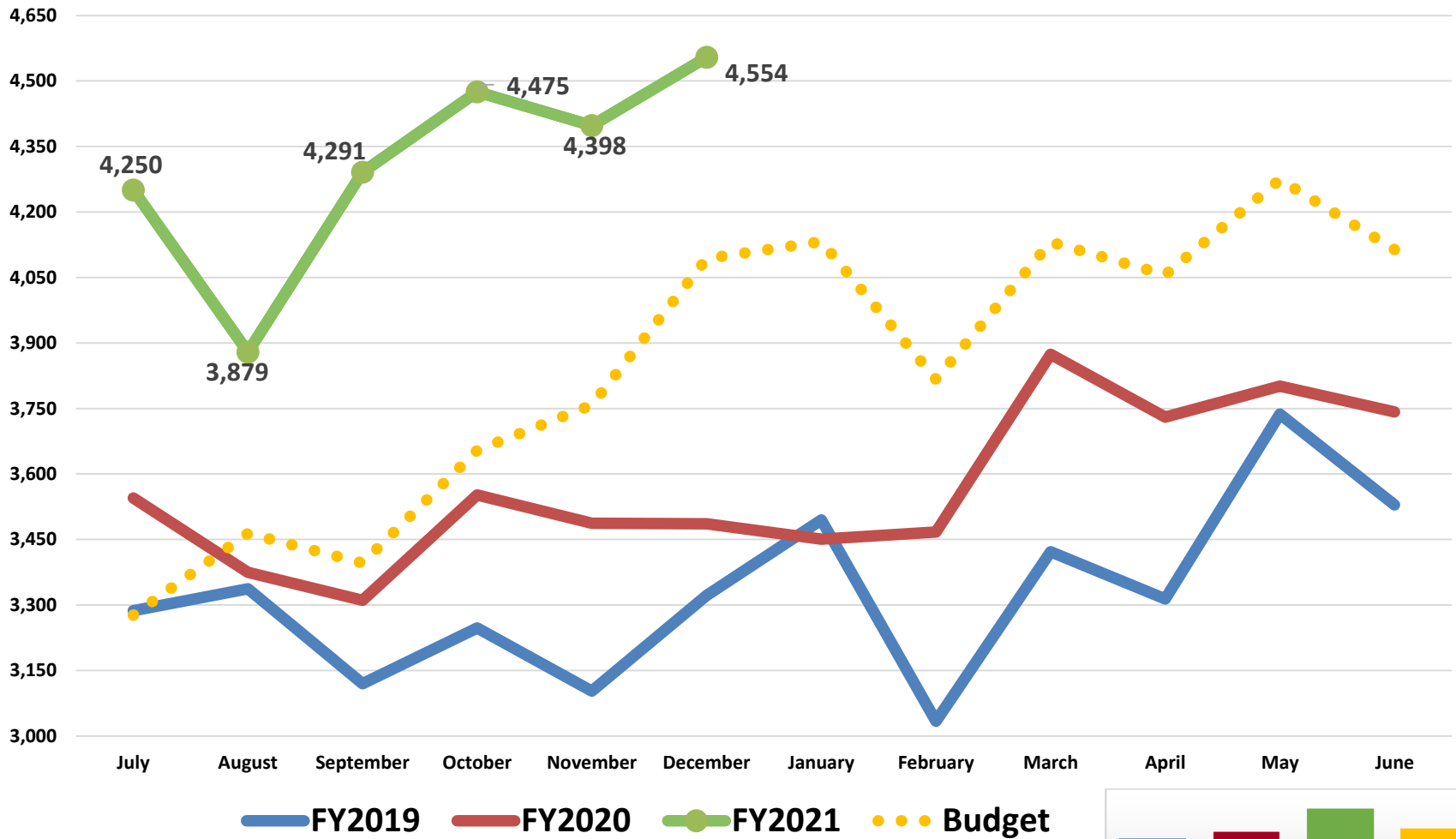
Deliveries



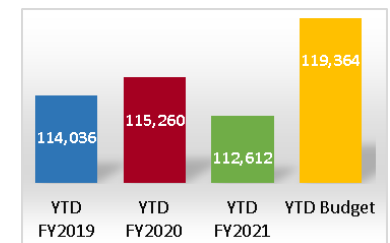
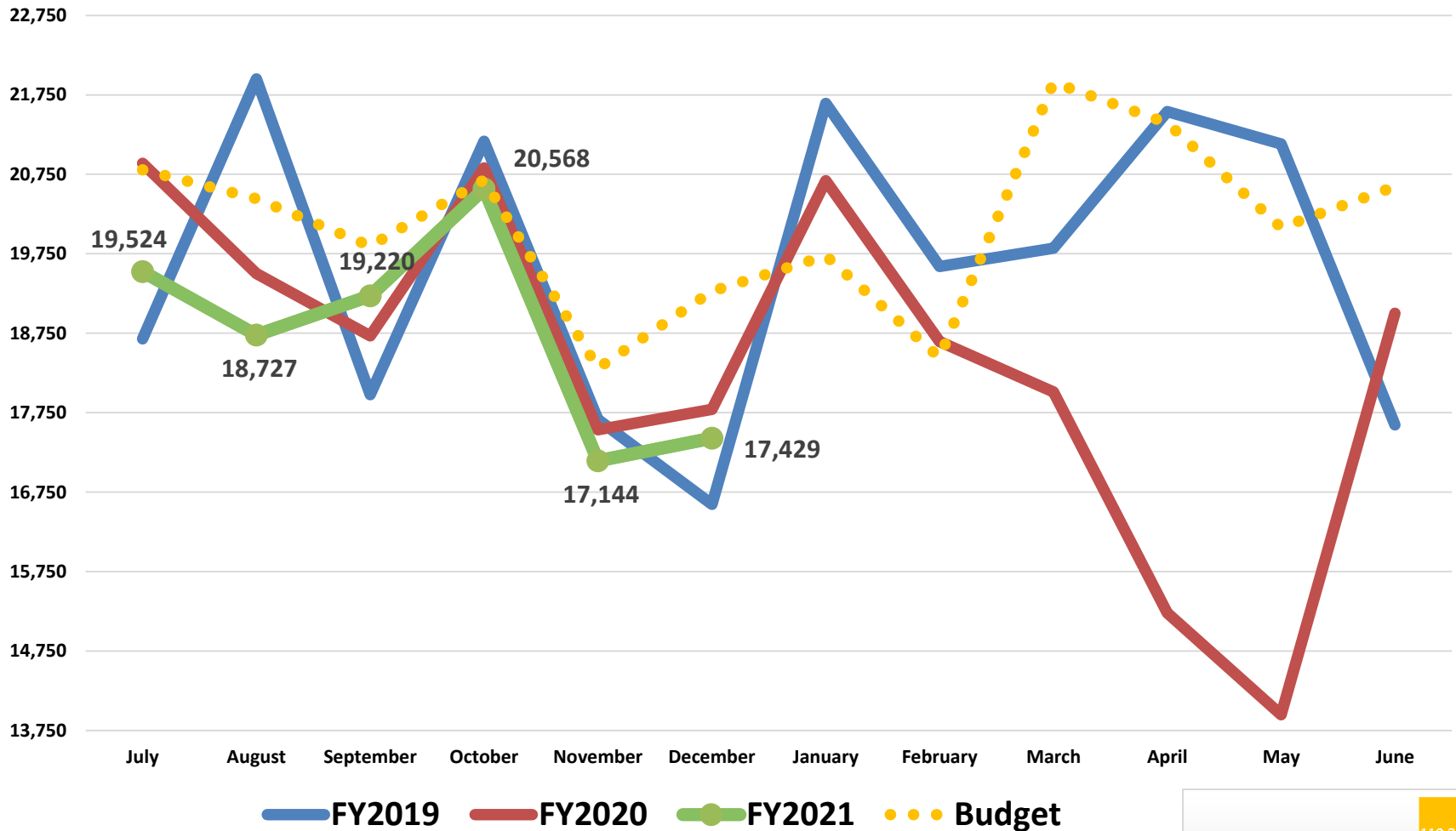
KDMF RVU's



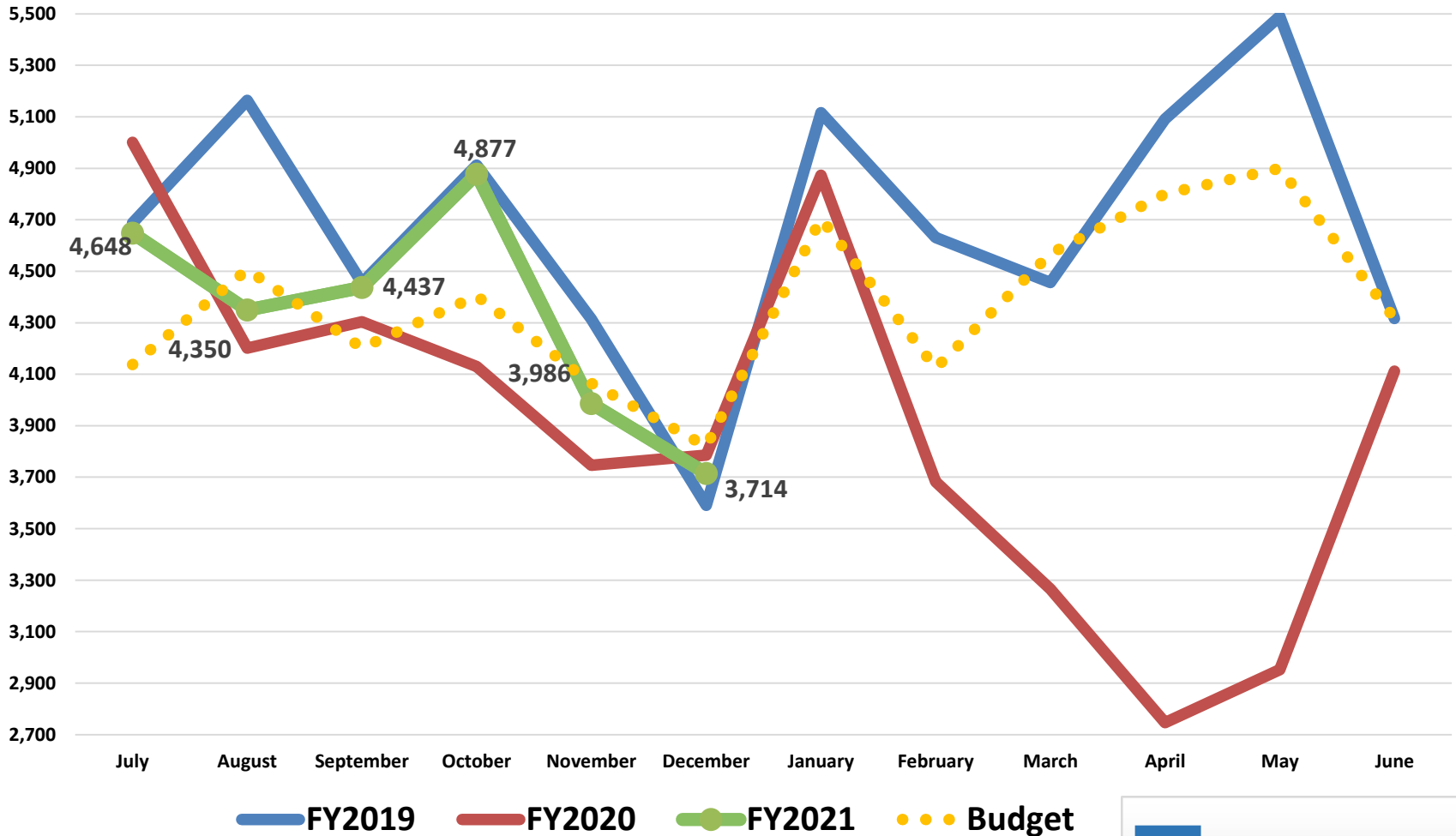
Hospice Days



All O/P Rehab Services Across District

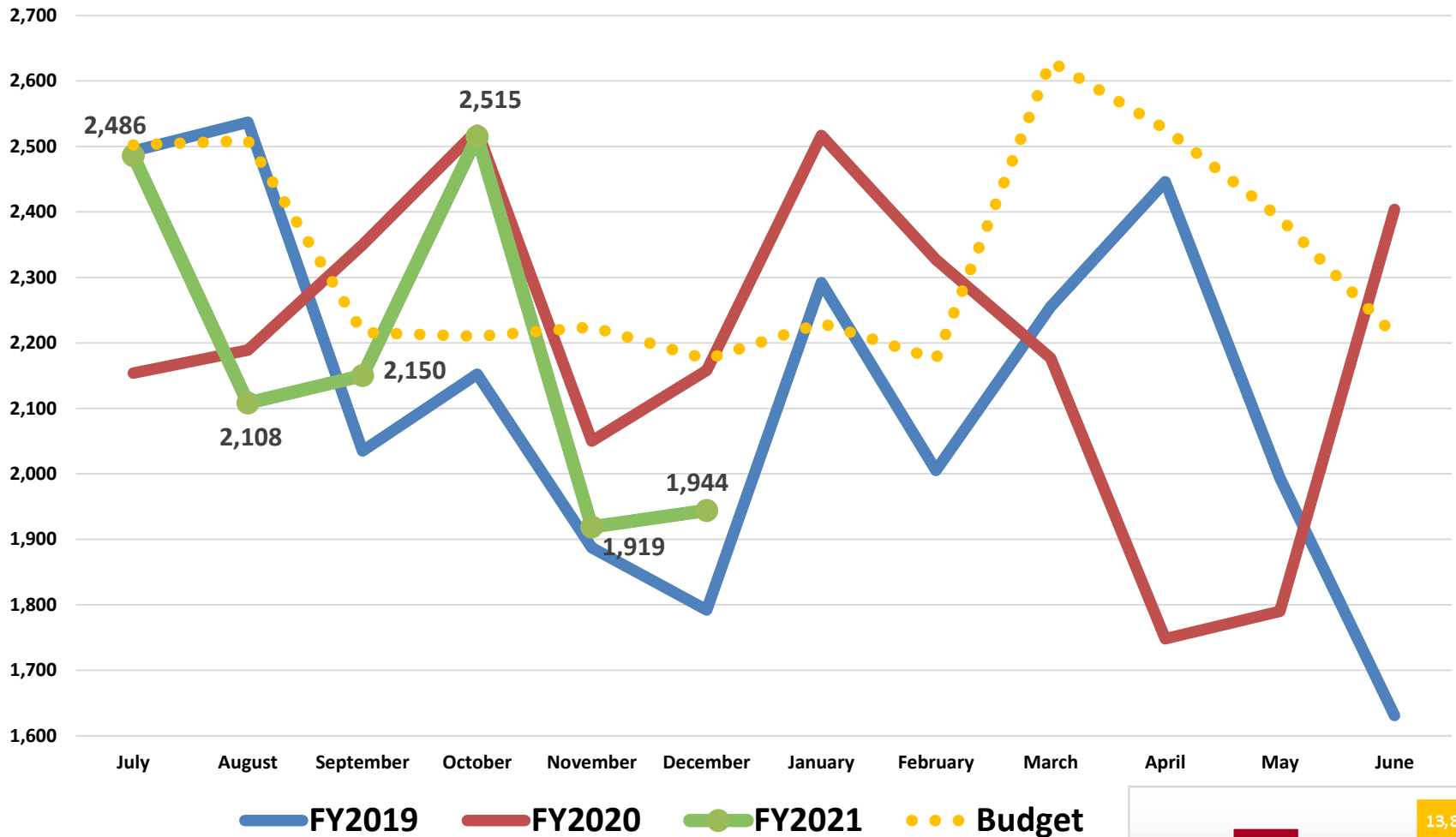


O/P Rehab Services



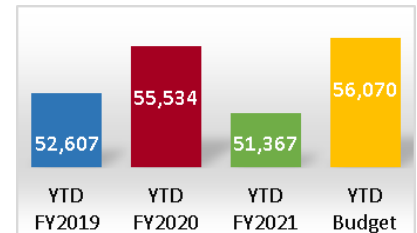
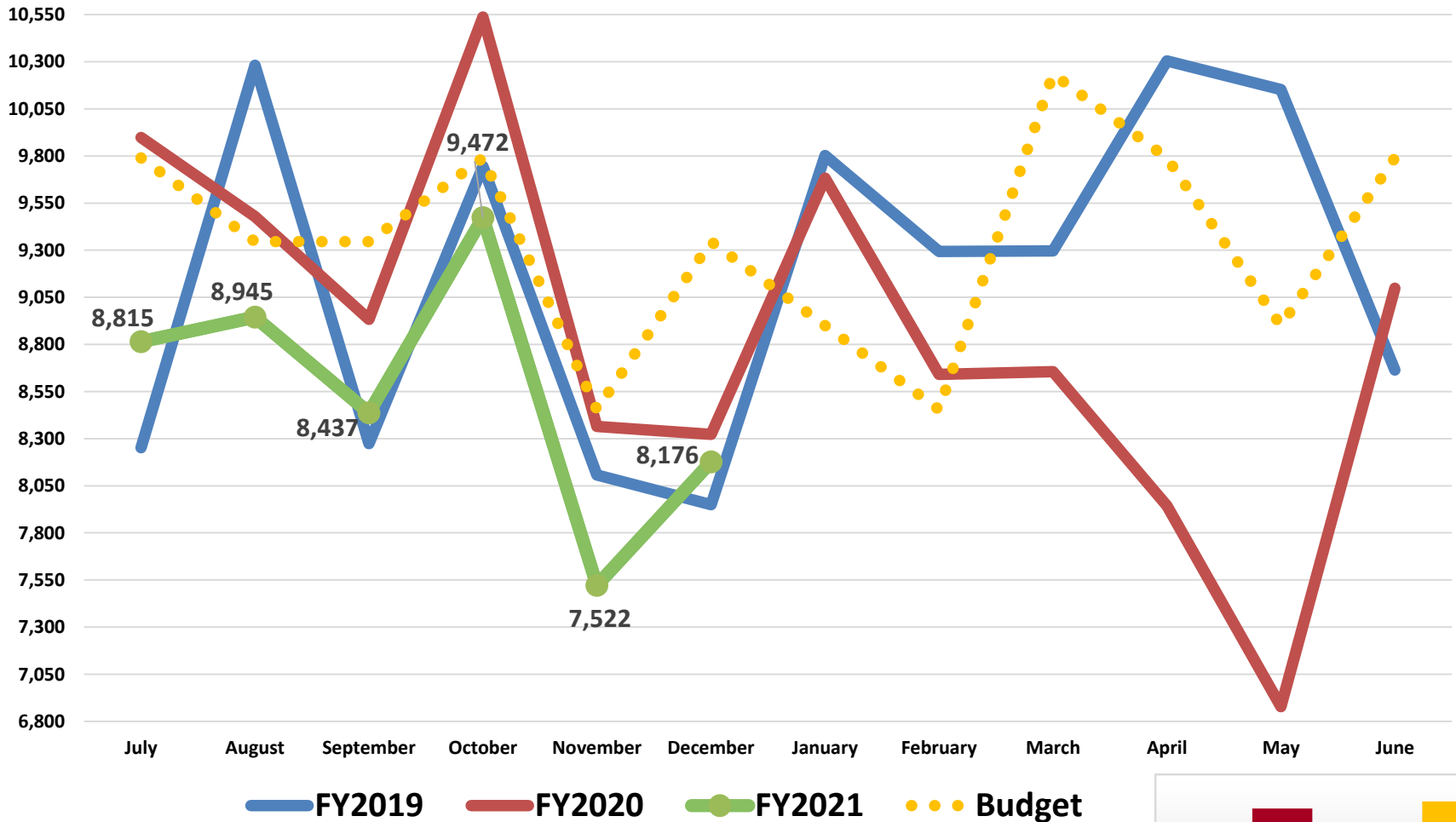
27,123	25,168	26,012	25,136
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

O/P Rehab - Exeter

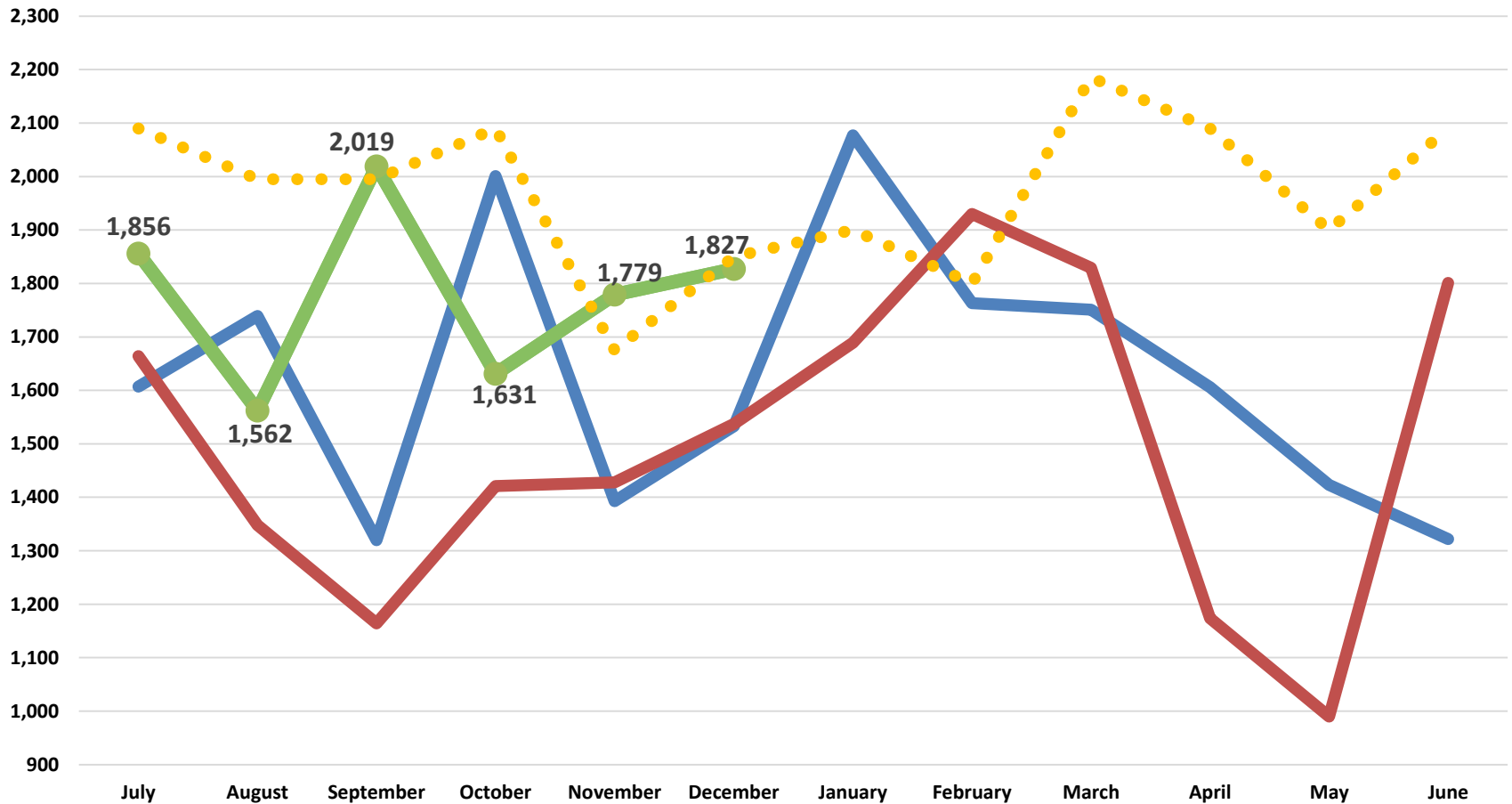


12,896	13,426	13,122	13,836
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

O/P Rehab - Akers



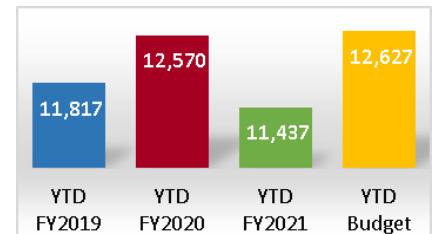
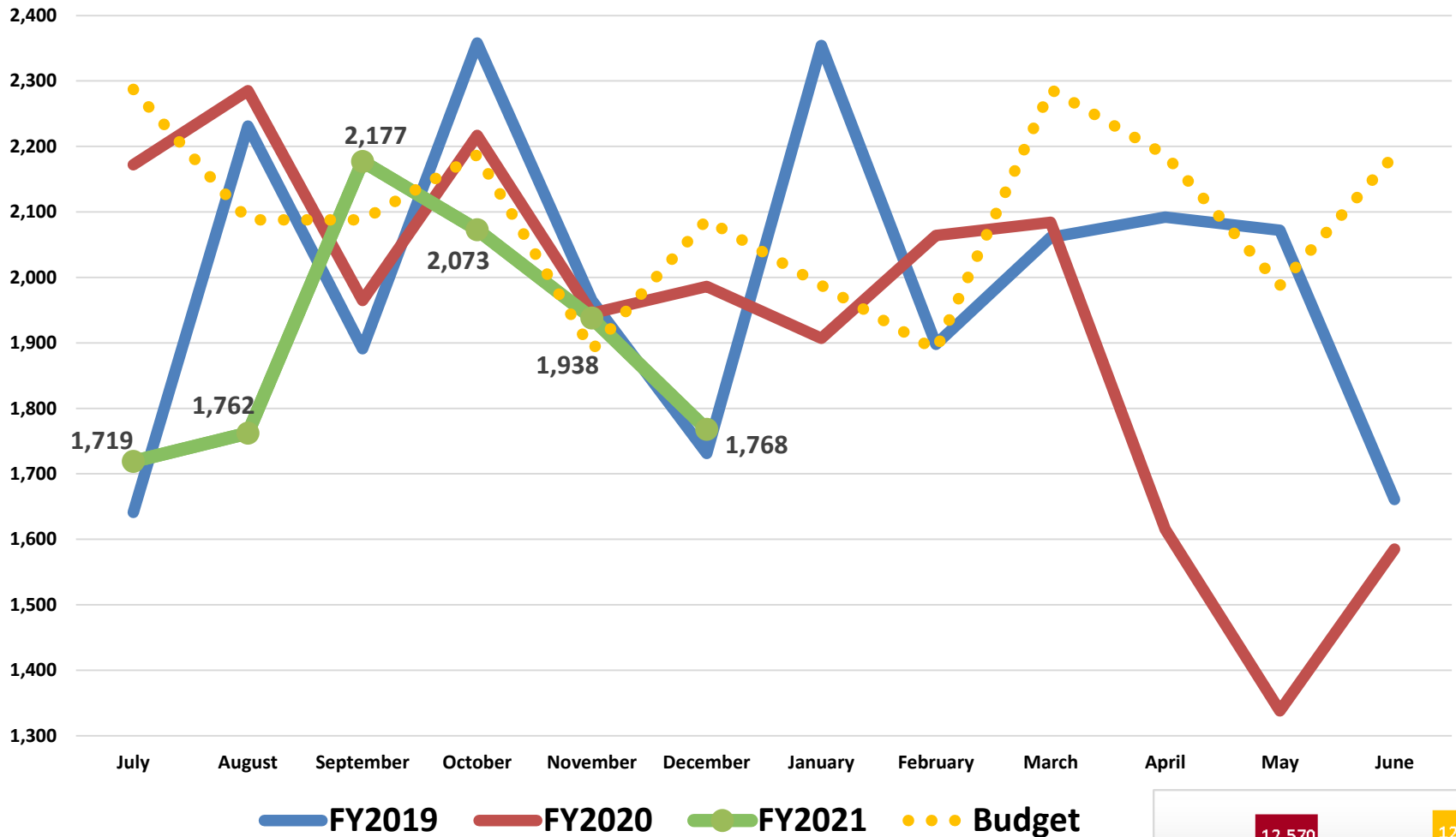
O/P Rehab - LLOPT



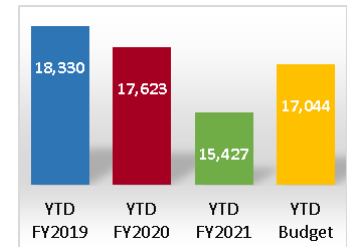
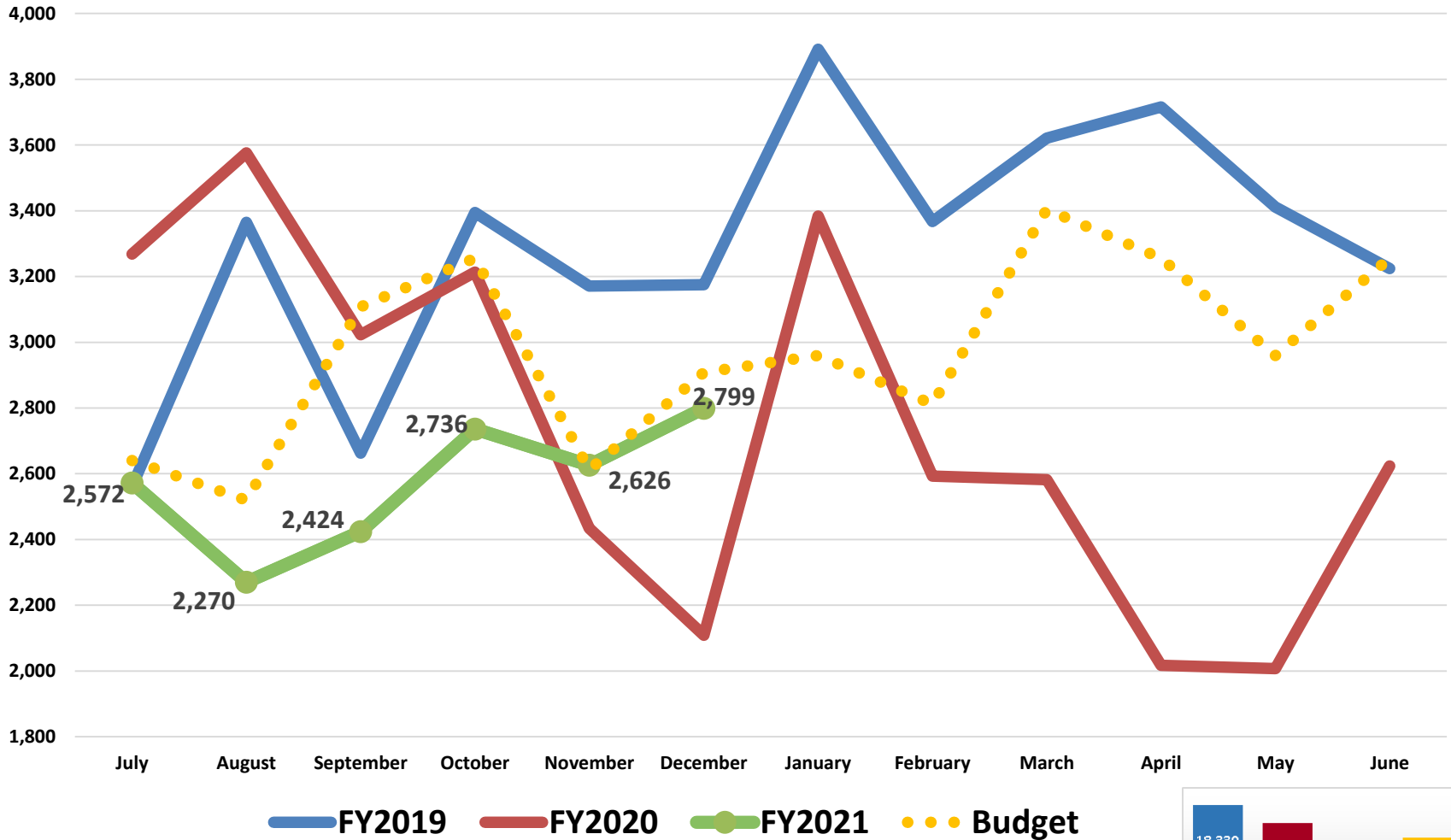
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

9,593	8,562	10,674	11,695
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

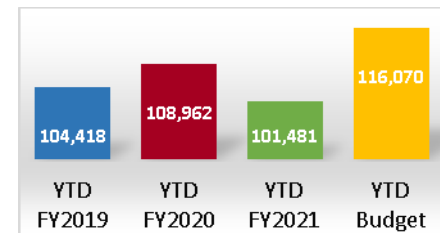
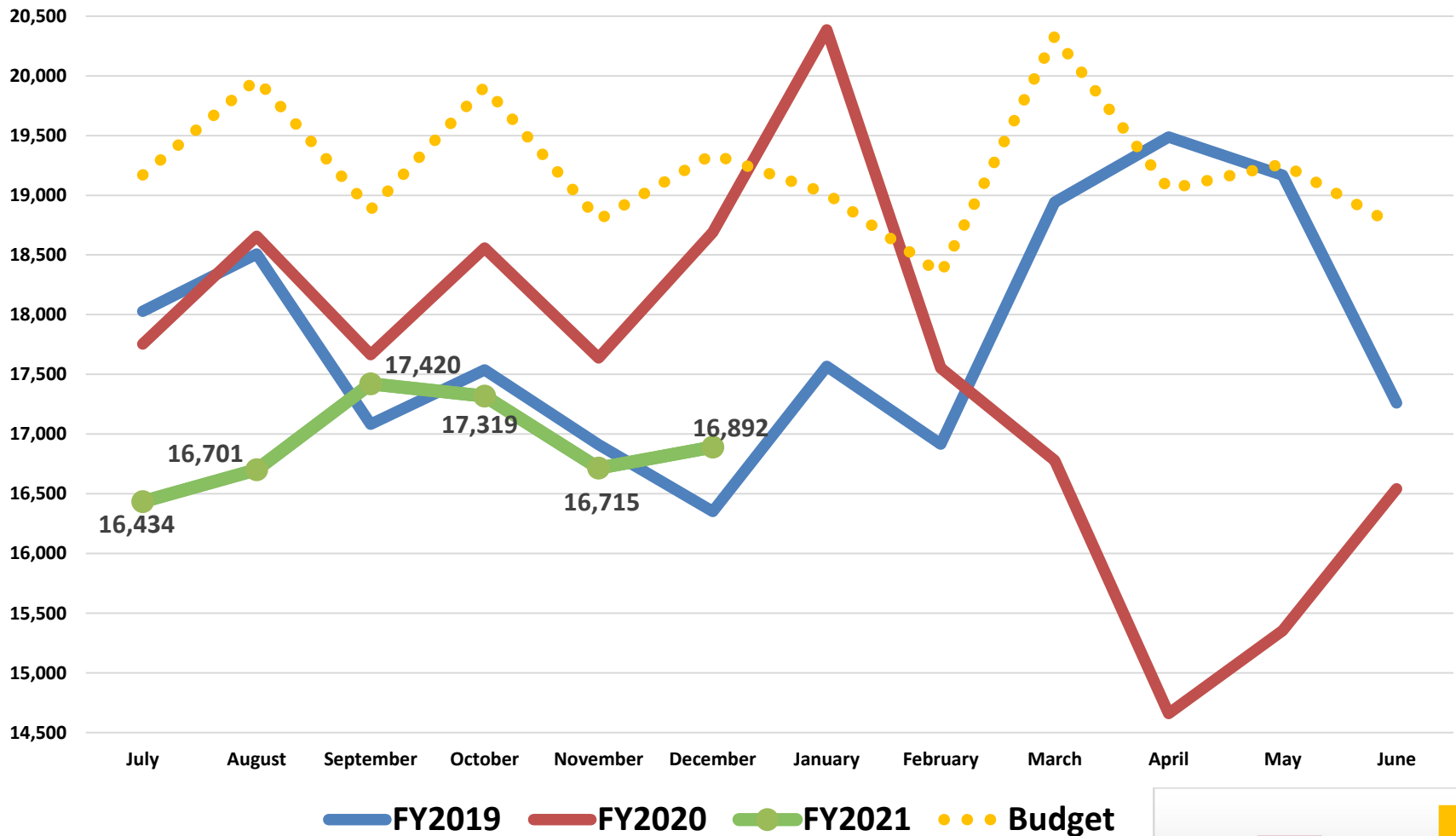
O/P Rehab - Dinuba



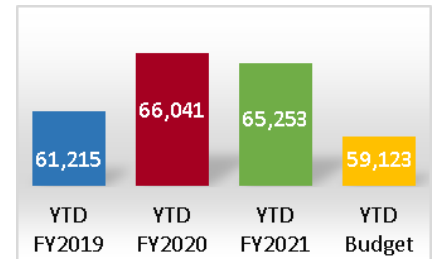
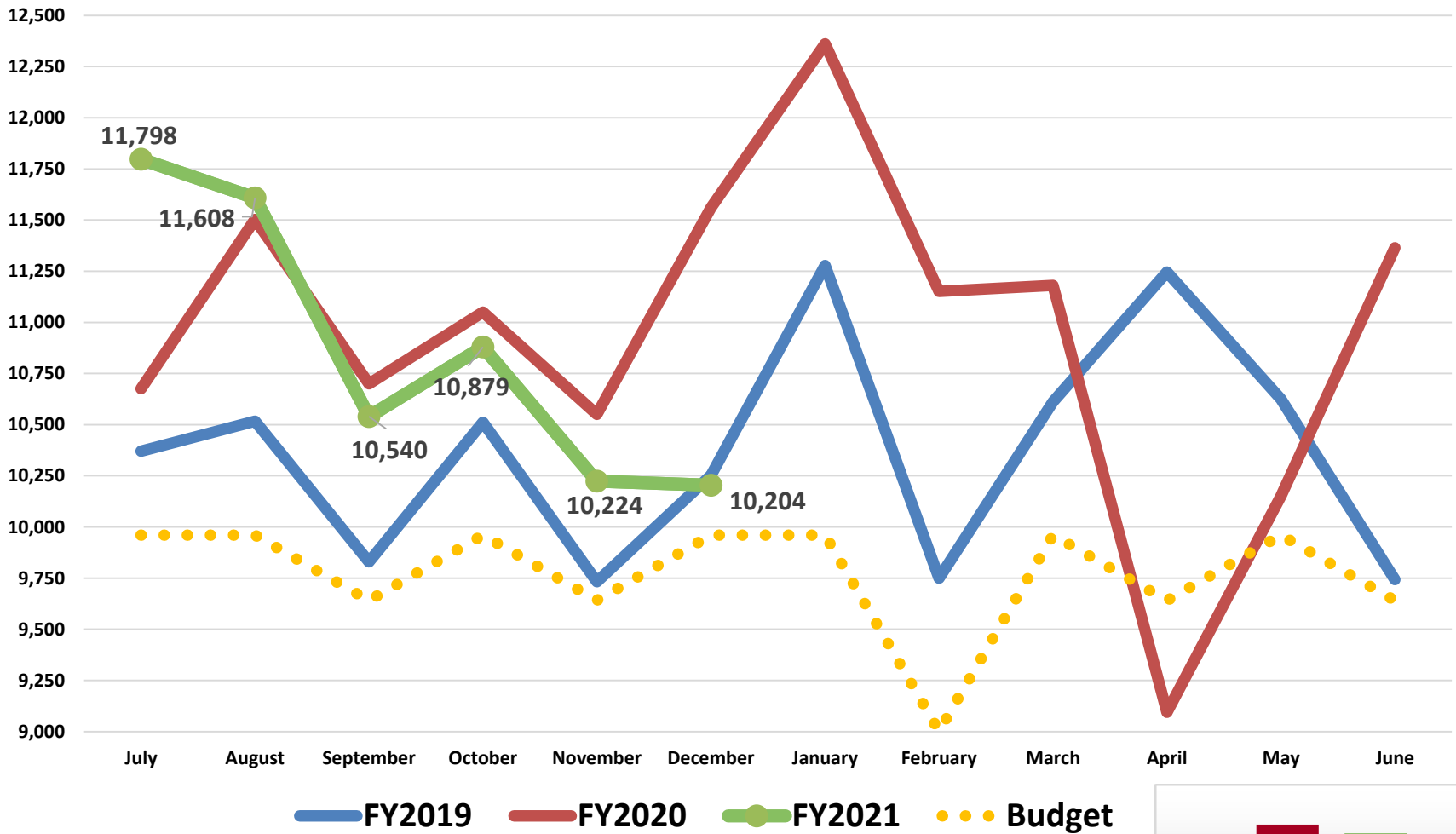
Therapy - Cypress Hand Center



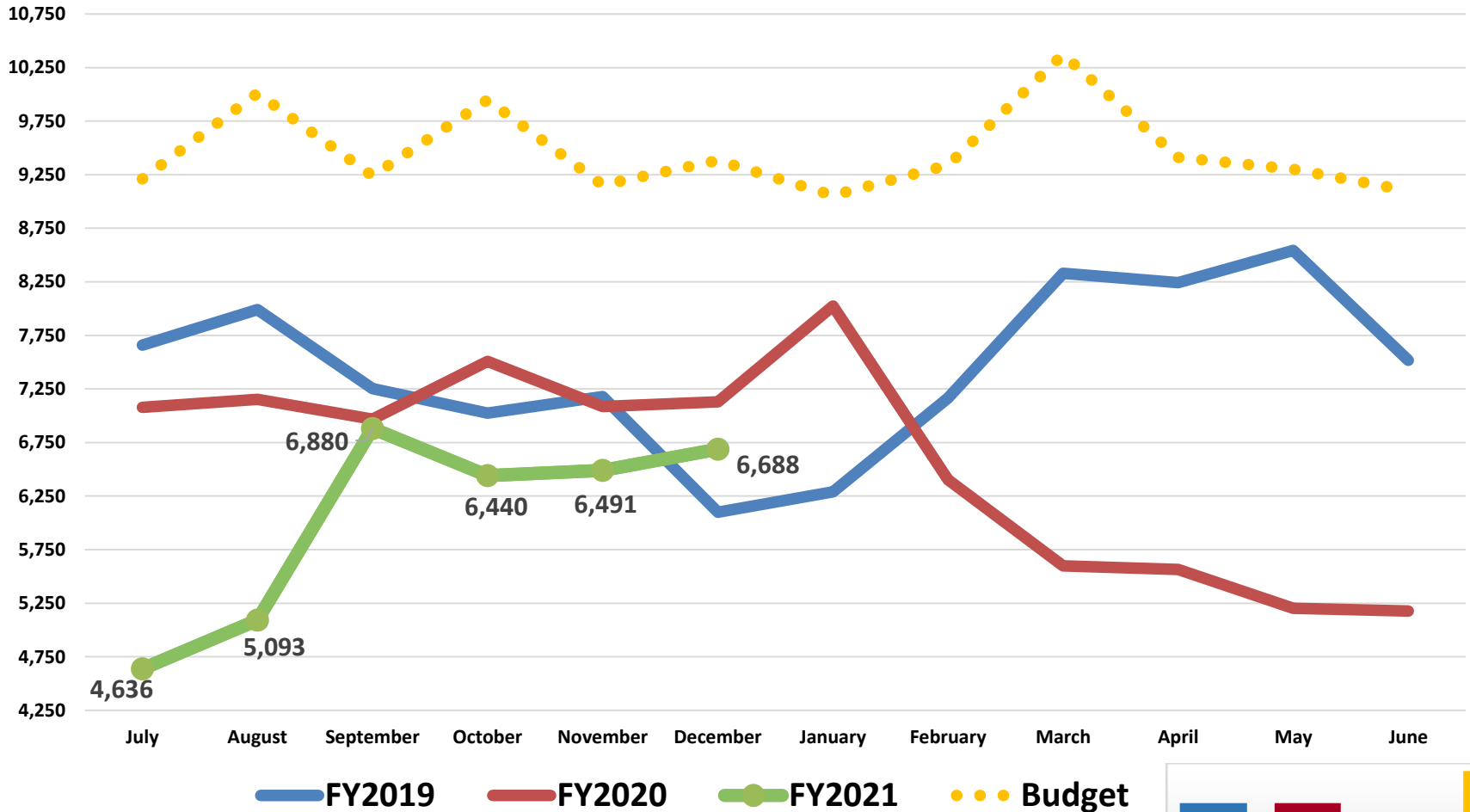
Physical & Other Therapy Units (I/P & O/P)



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

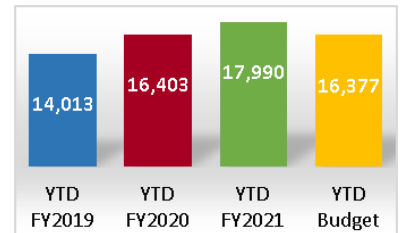
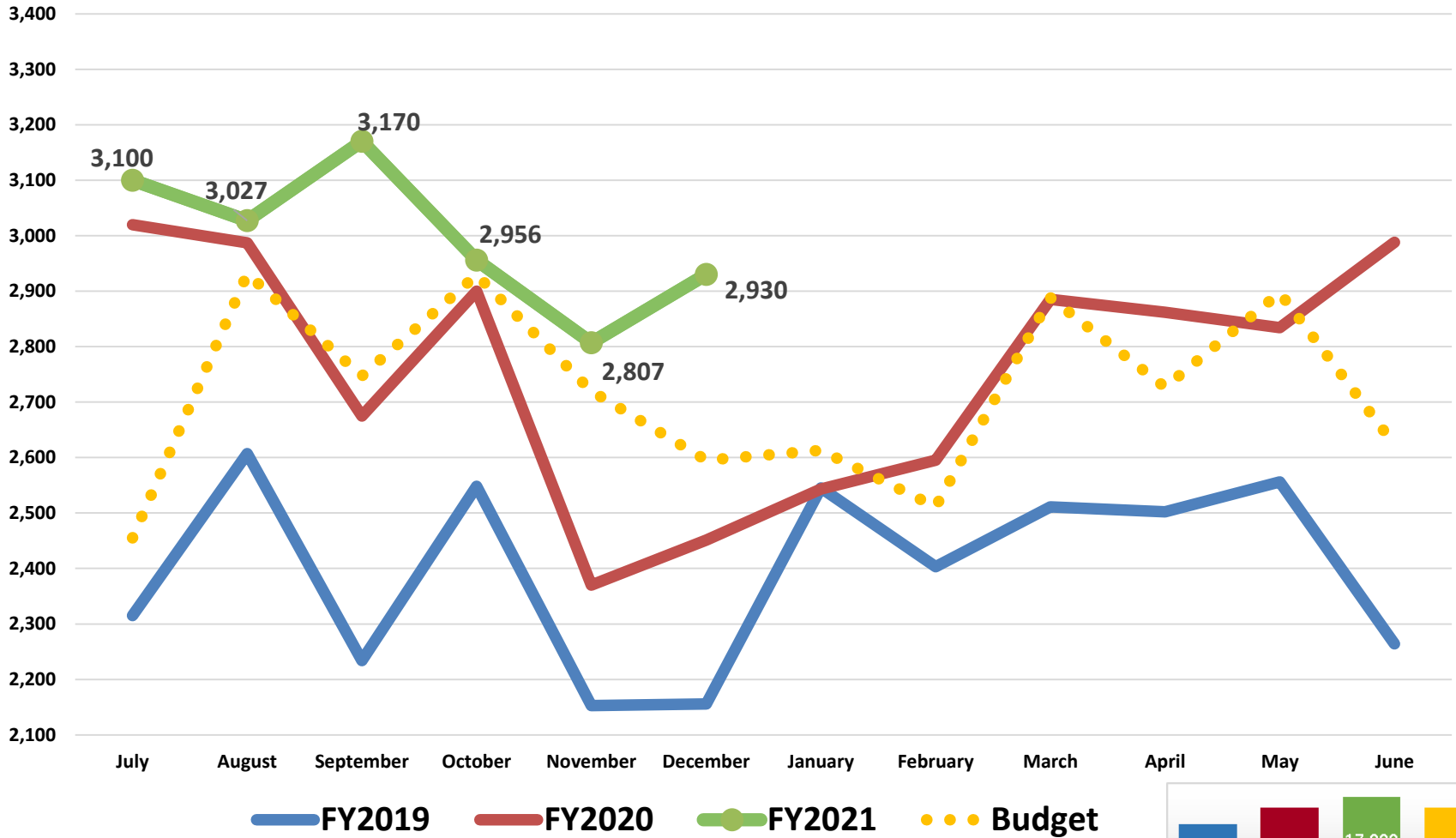


Physical & Other Therapy Units (I/P & O/P)-KDRH & South Campus

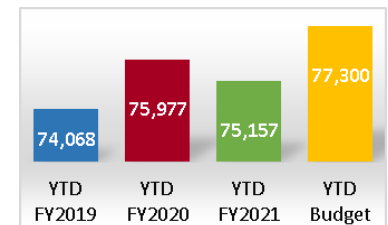
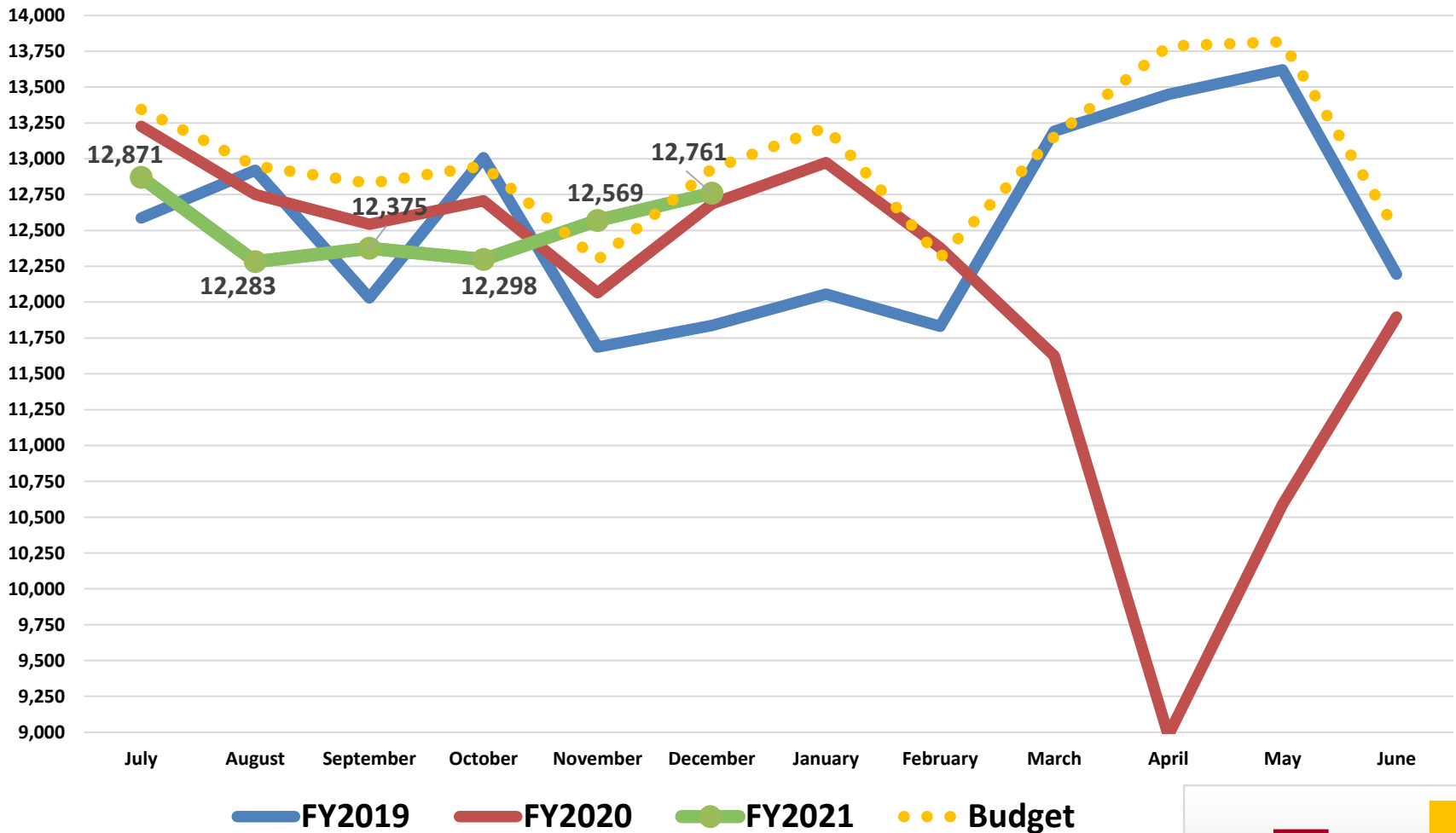


43,203	42,921	36,228	56,947
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

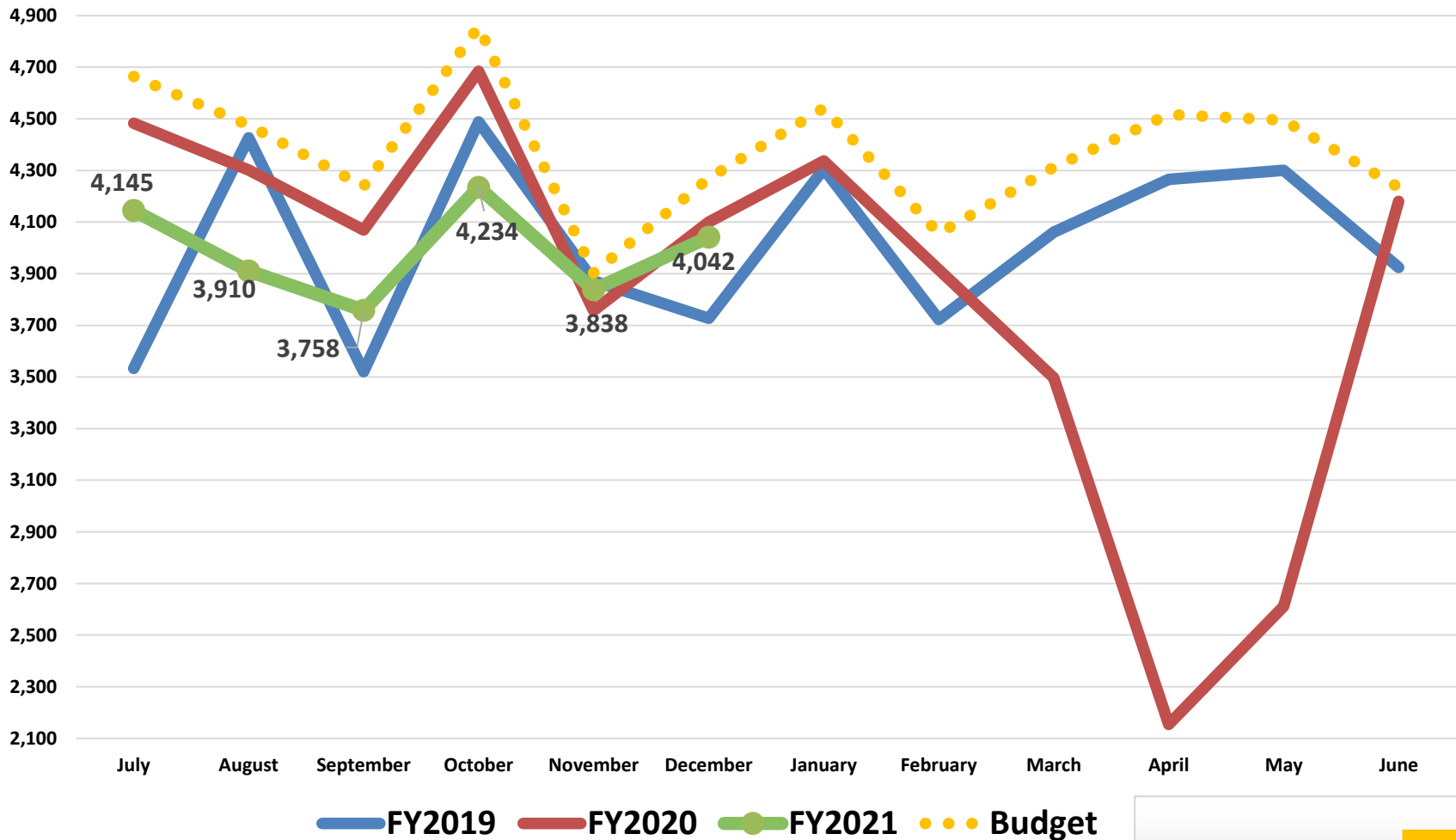
Home Health Visits



Radiology – Main Campus

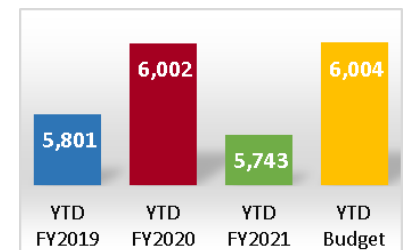
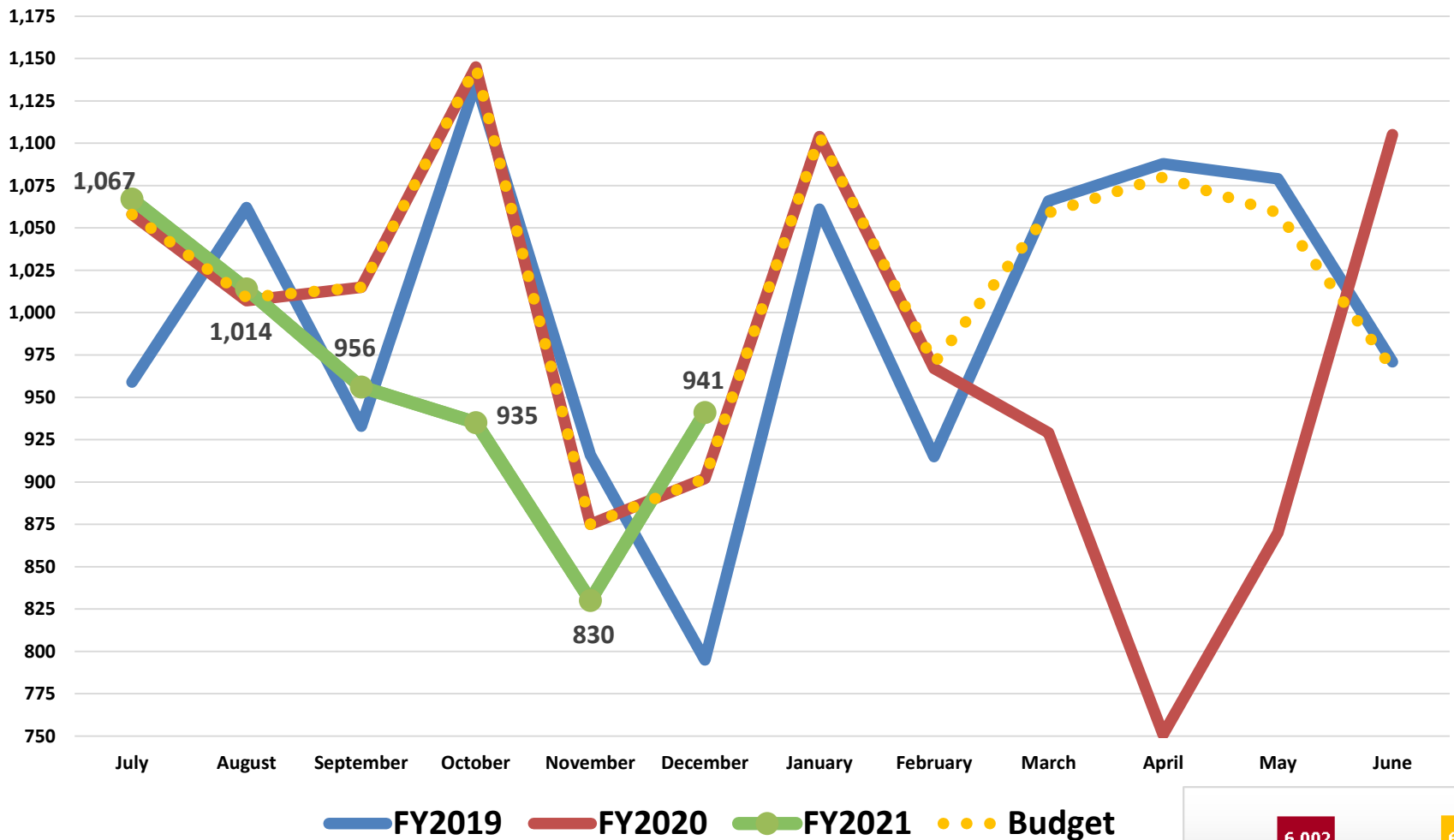


Radiology – West Campus Imaging

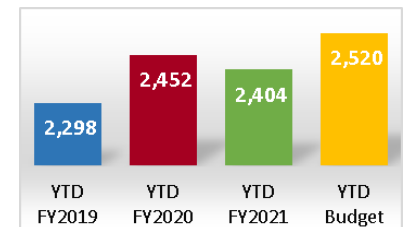
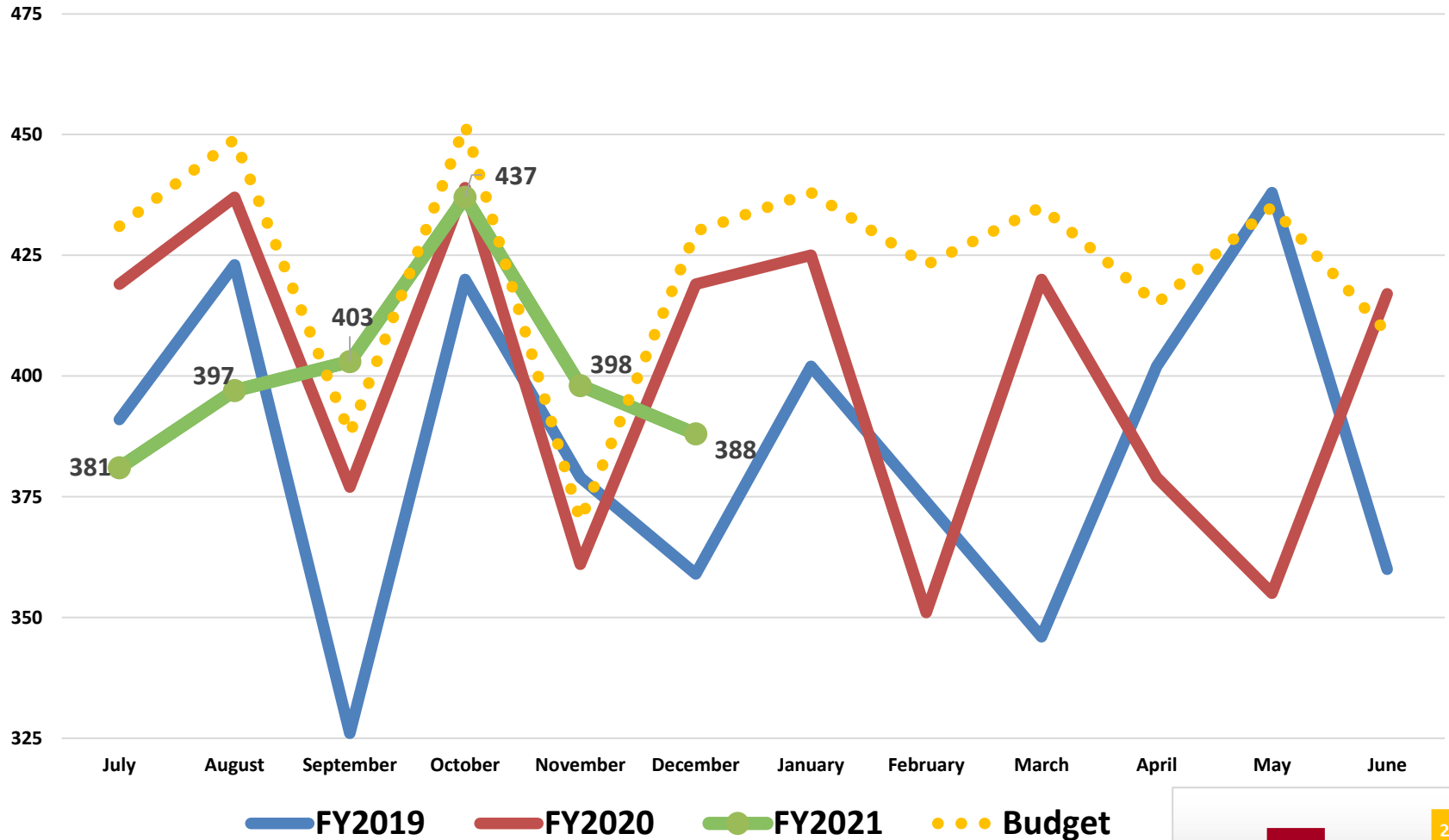


23,566	25,395	23,927	26,408
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

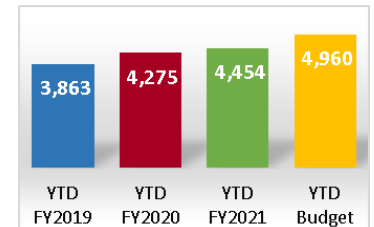
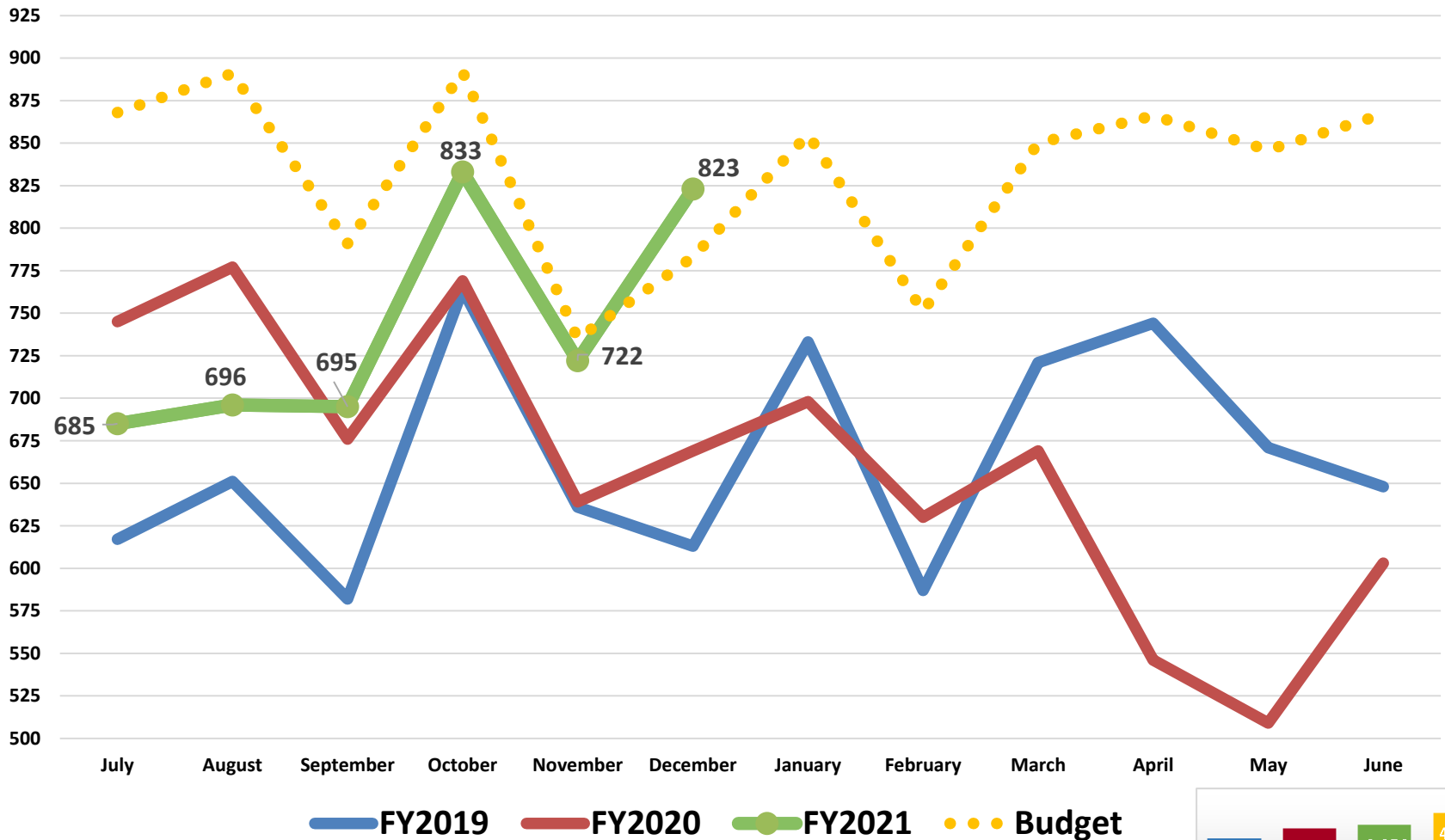
West Campus – Diagnostic Radiology



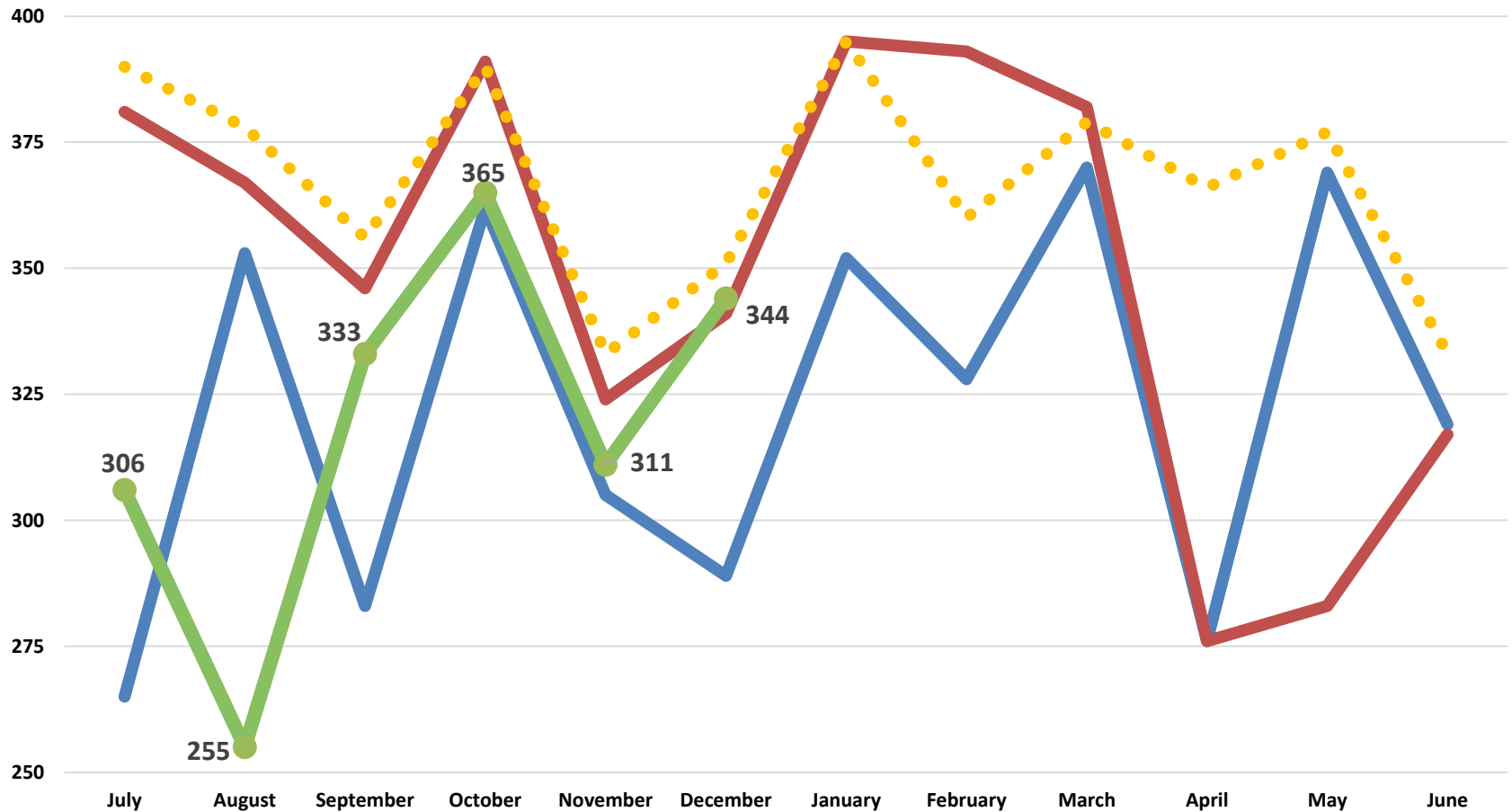
West Campus – CT Scan



West Campus - Ultrasound



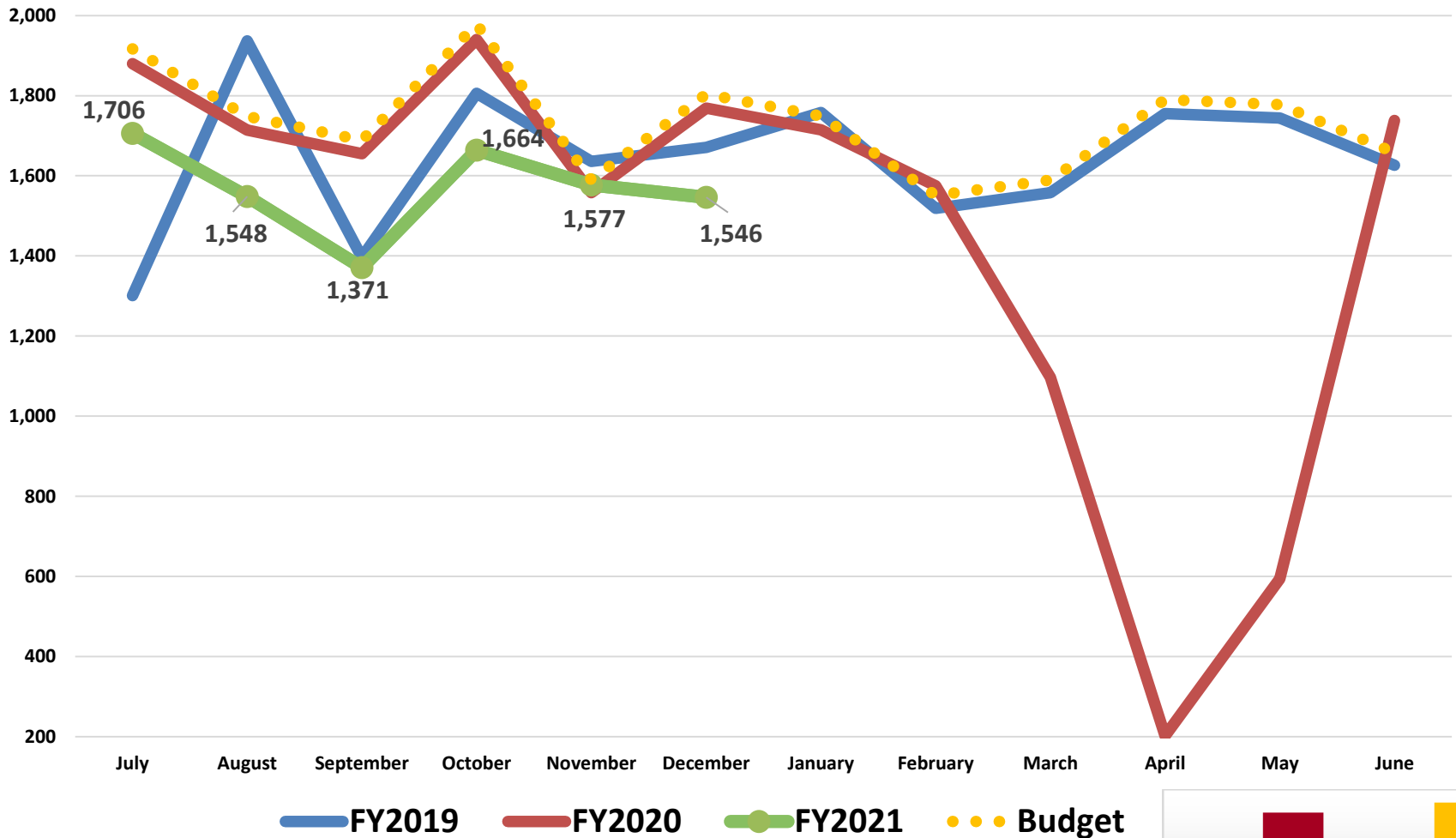
West Campus - MRI



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

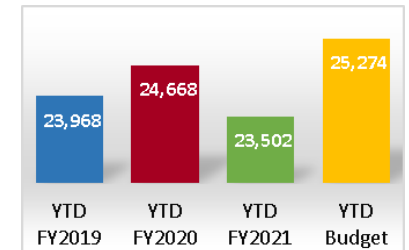
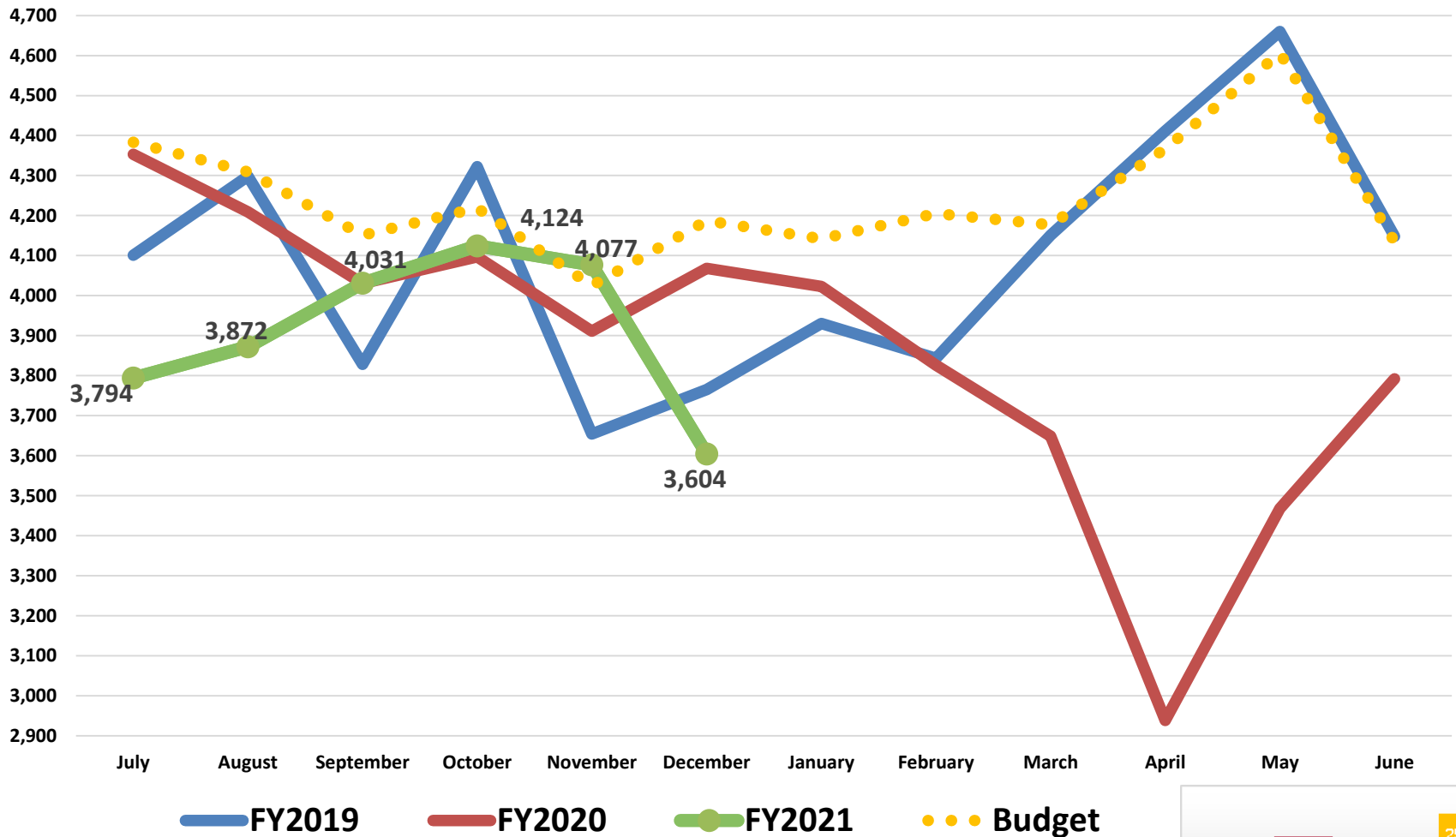
1,857	2,150	1,914	2,198
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

West Campus – Breast Center

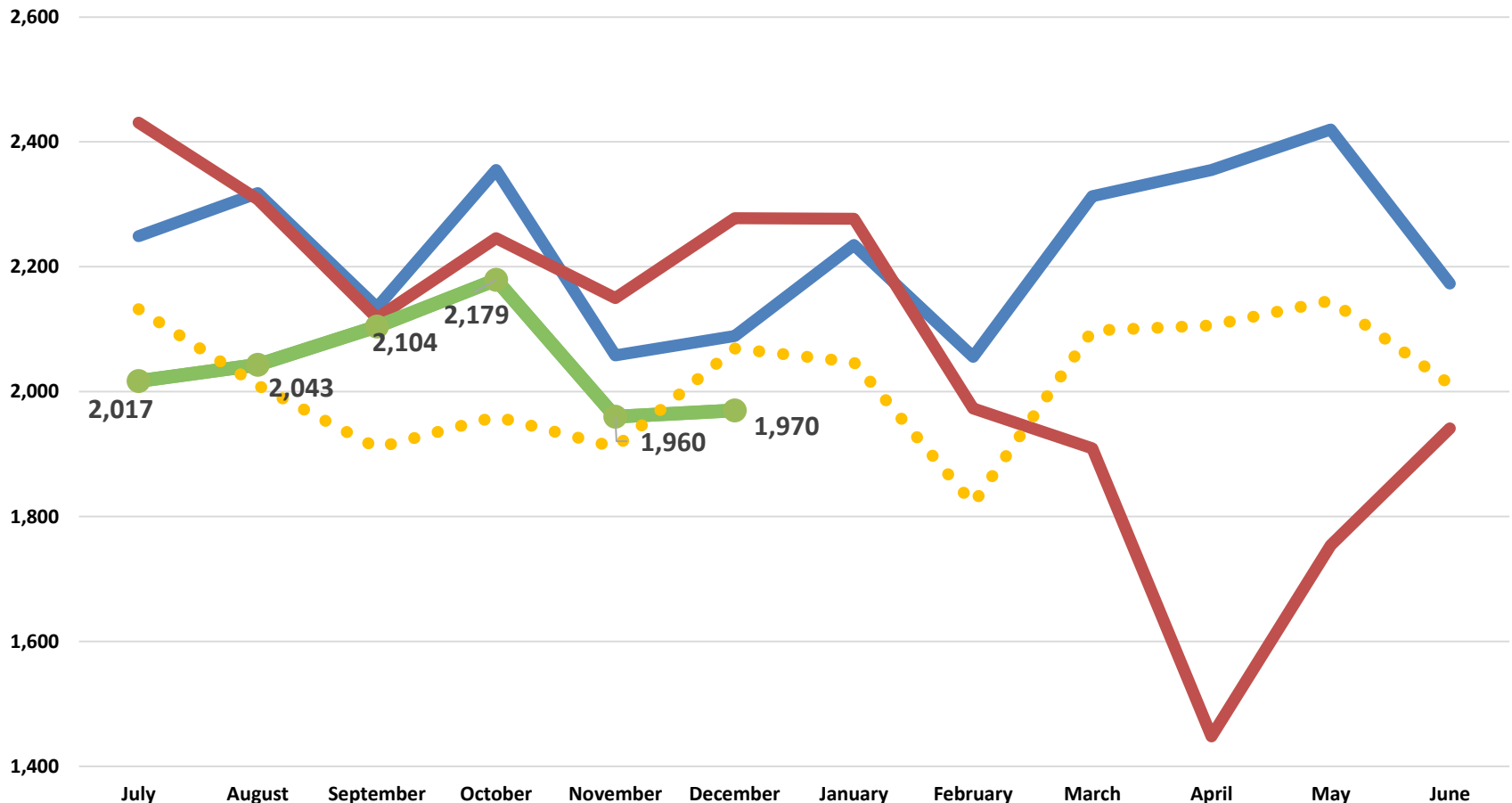


9,747	10,516	9,412	10,726
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Radiology all areas – CT



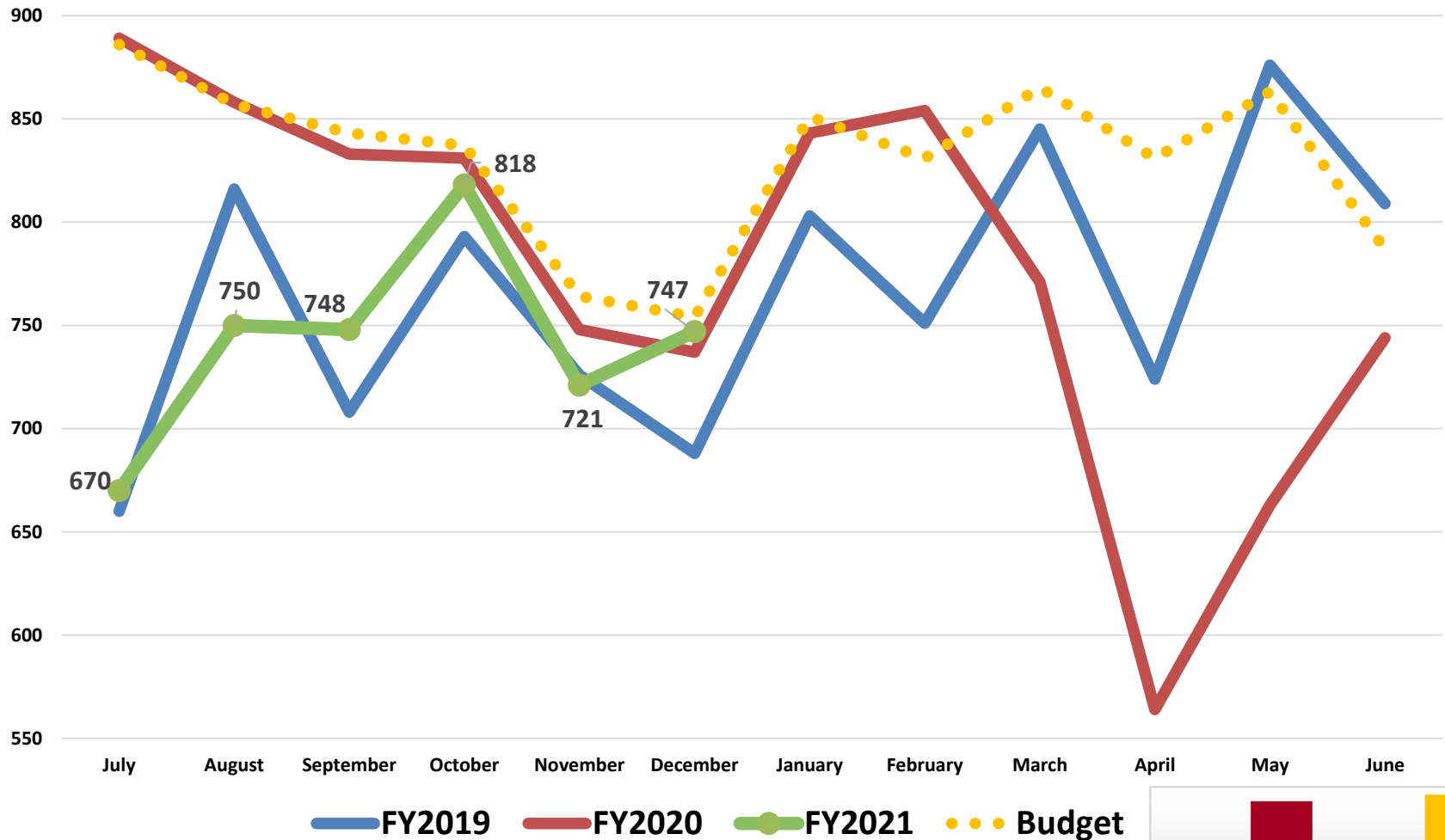
Radiology all areas – Ultrasound



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

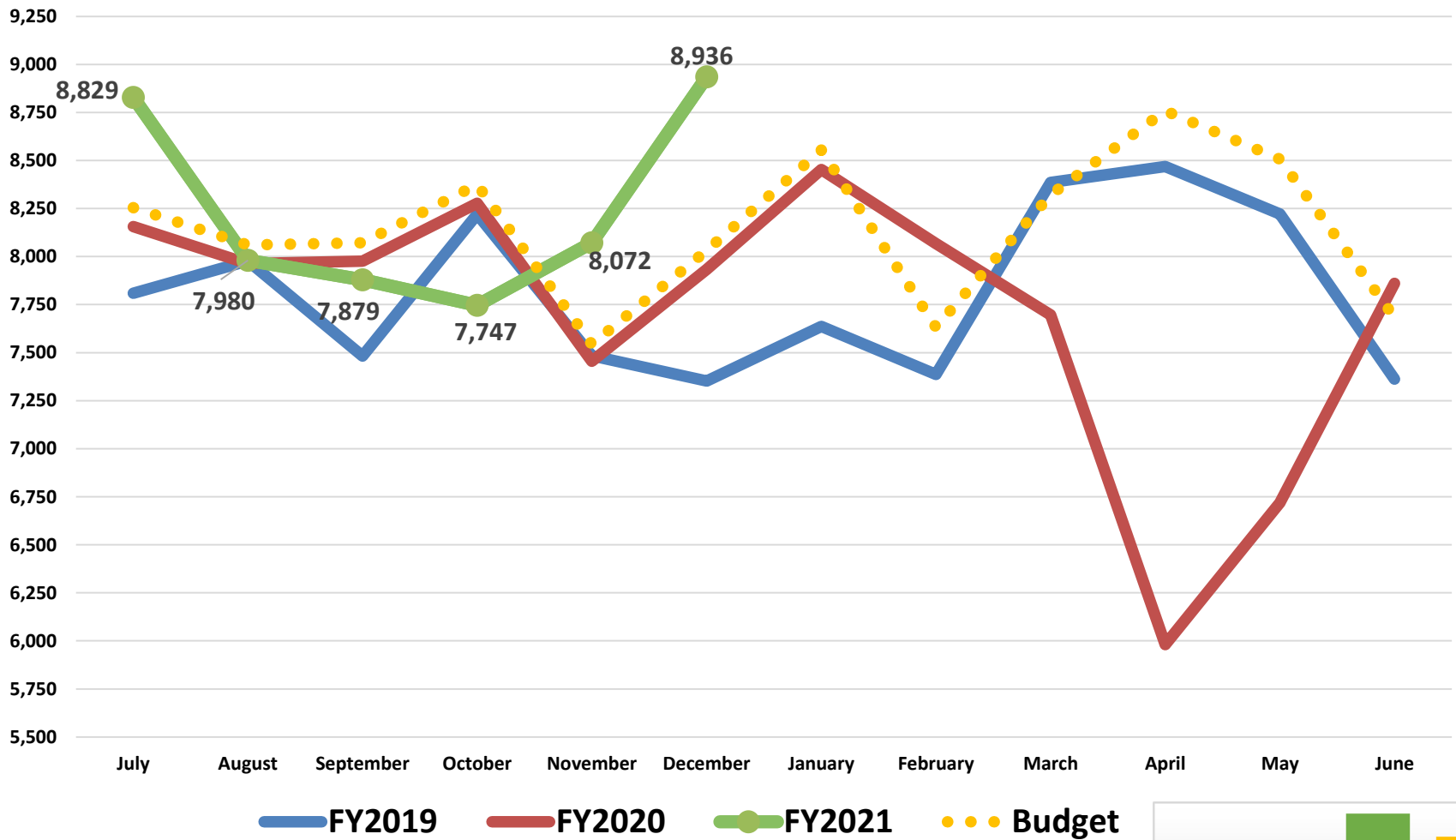
13,204	13,531	12,273	11,992
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Radiology all areas – MRI



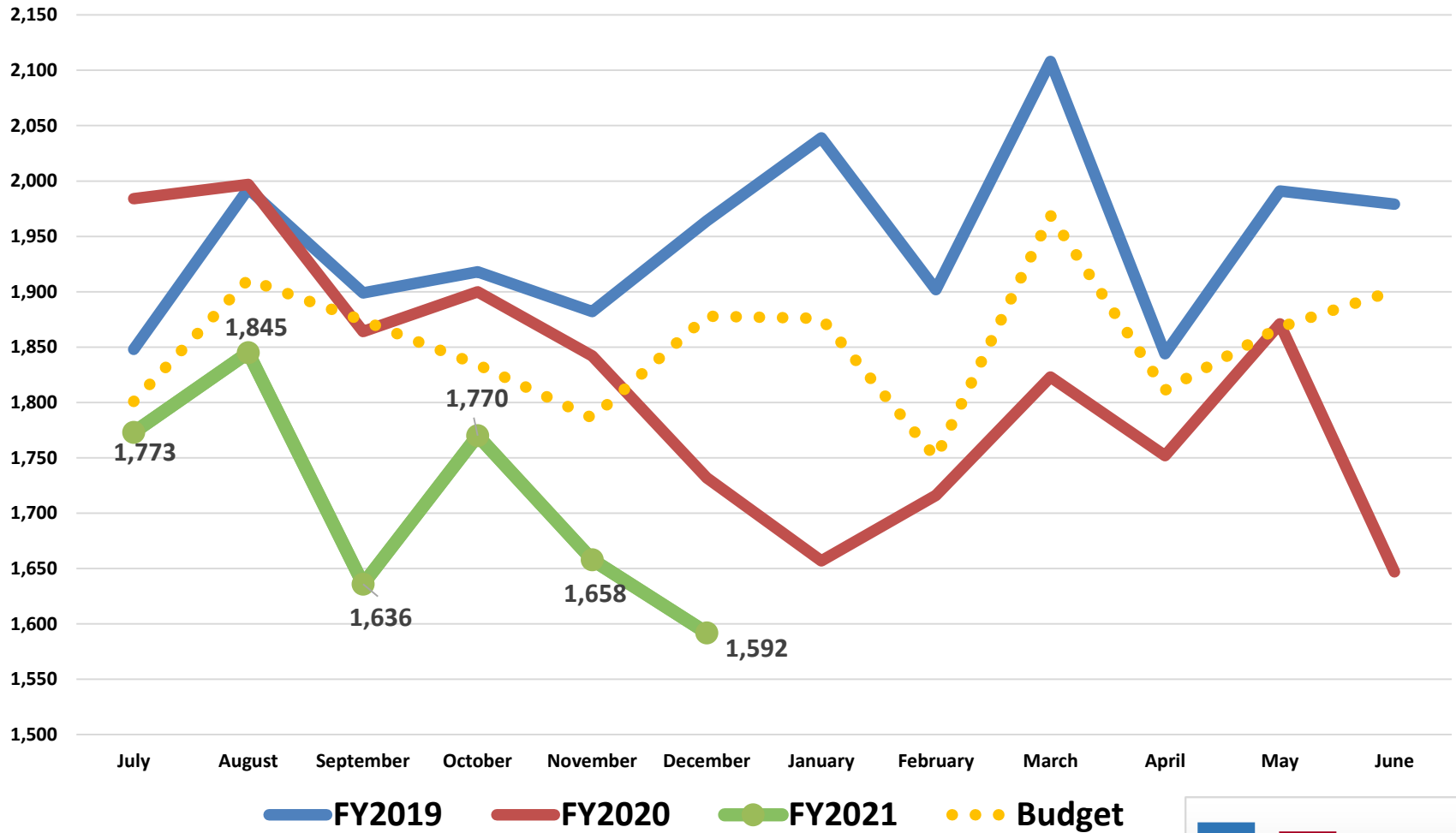
4,391	4,896	4,454	4,941
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Radiology Modality – Diagnostic Radiology



46,324	47,761	49,443	48,335
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

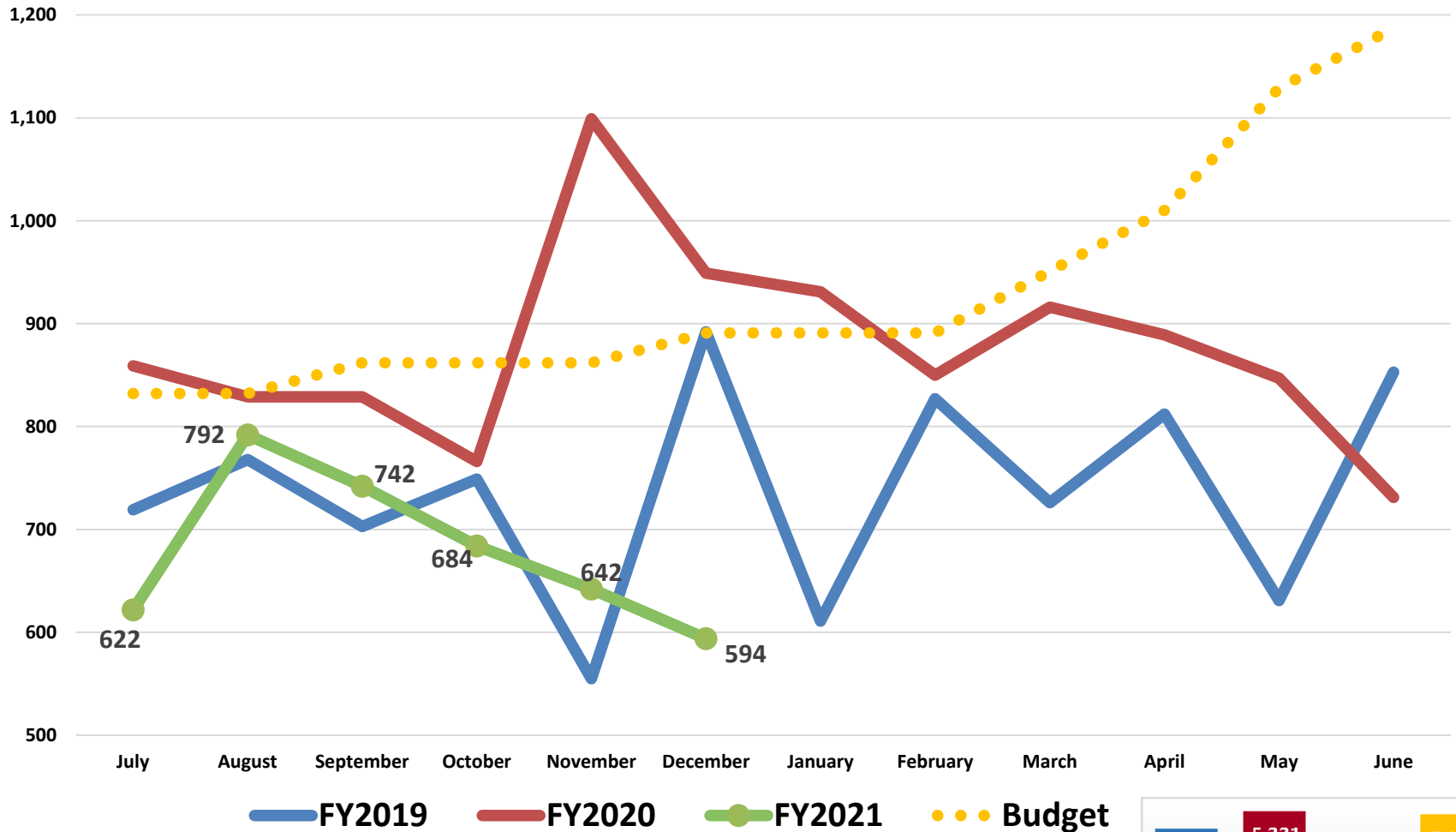
Chronic Dialysis - Visalia



11,504	11,319	10,274	11,084
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

CAPD/CCPD – Maintenance Sessions

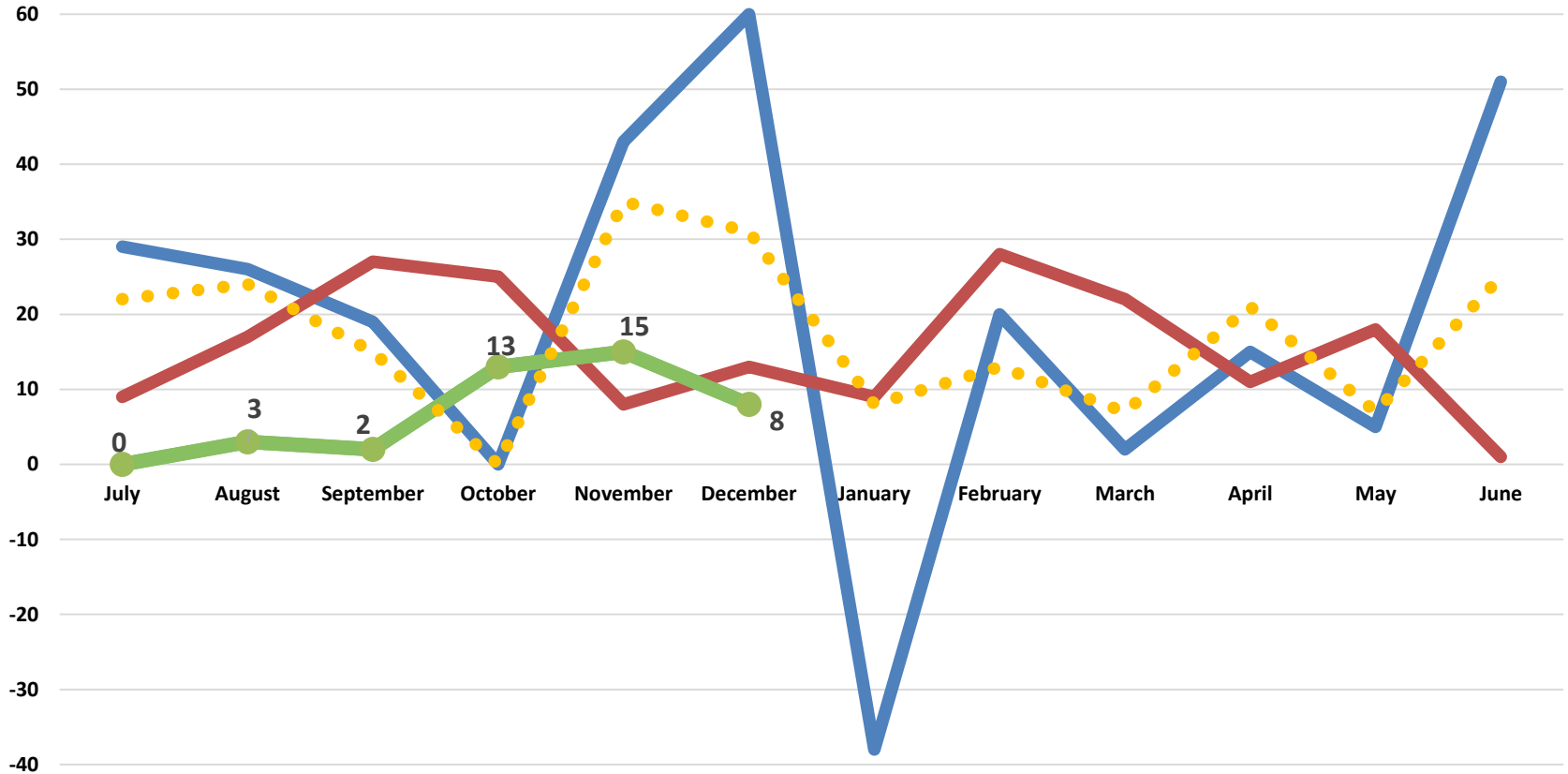
(Continuous peritoneal dialysis)



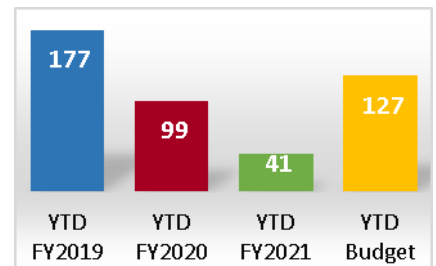
4,386	5,331	4,076	5,141
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

CAPD/CCPD – Training Sessions

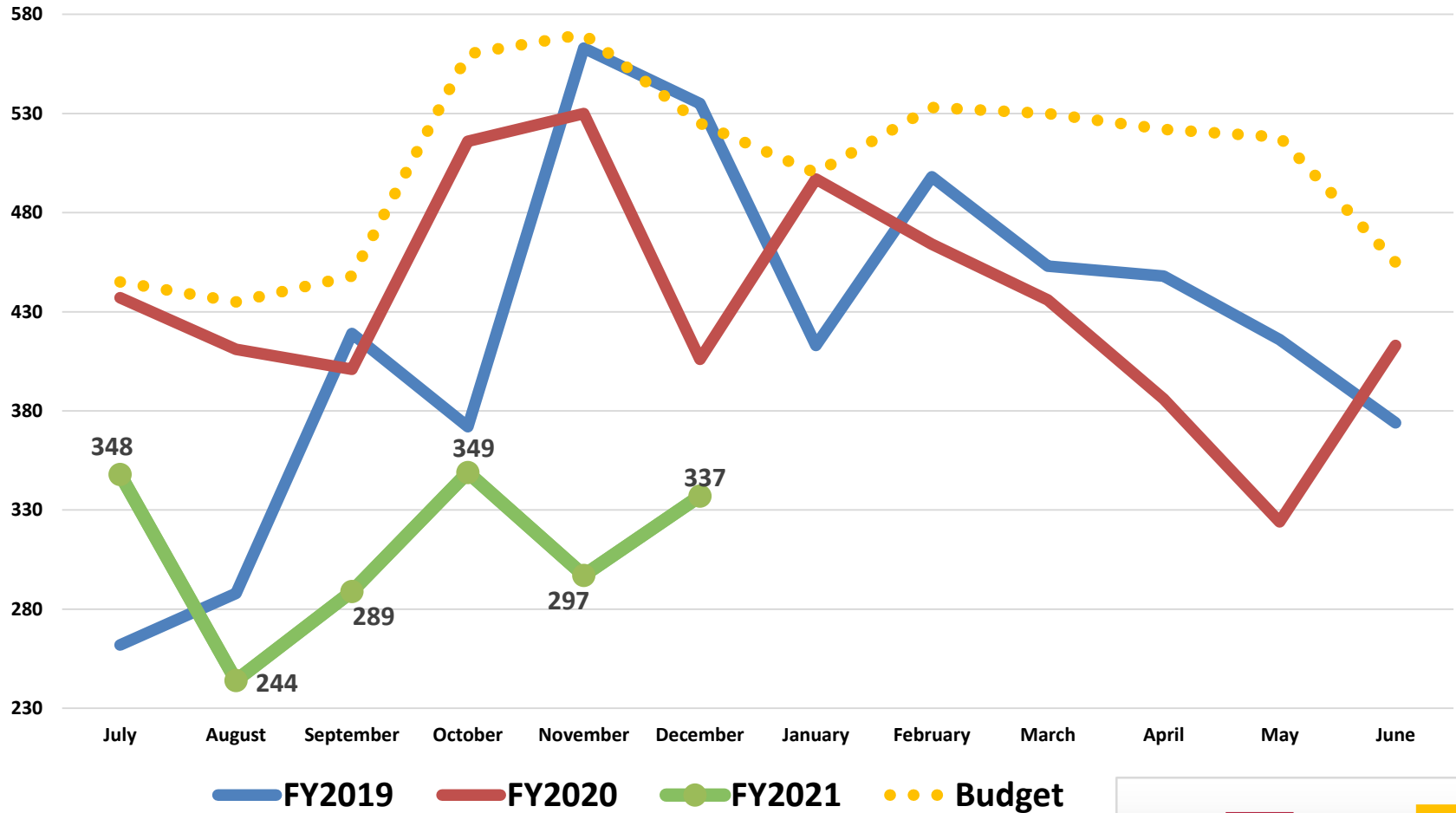
(Continuous peritoneal dialysis)



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



Infusion Center – Outpatient Visits



2,439	2,701	1,864	2,983
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget