



May 17, 2021

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in the Kaweah Health Medical Center Executive Office Conference Room {305 W. Acequia Visalia, CA} on Tuesday May 18, 2021 beginning at 3:30PM. Due to the maximum capacity allowed in this room per CDC social distancing guidelines, members of the public are requested to attend the 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 Health 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 Health Medical Center – Acequia Wing, Executive Offices (Administration Department) {1st floor}, 400 West Mineral King Avenue, Visalia, CA via phone 559-624-2330 or email: cmoccio@kdhcd.org, or on the Kaweah Delta Health Care District web page <http://www.kawahhealth.org>.

KAWEAH DELTA HEALTH CARE DISTRICT
Garth Gipson, Secretary/Treasurer

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

Cindy Moccio
Board Clerk / Executive Assistant to CEO

DISTRIBUTION:
Governing Board
Legal Counsel
Executive Team
Chief of Staff

www.kawahhealth.org



KAWEAH DELTA HEALTH CARE DISTRICT SPECIAL BOARD OF DIRECTORS MEETING

Kaweah Health Medical Center - Executive Office Conference Room
305 W. Acequia, Visalia, CA

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 May 18, 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*

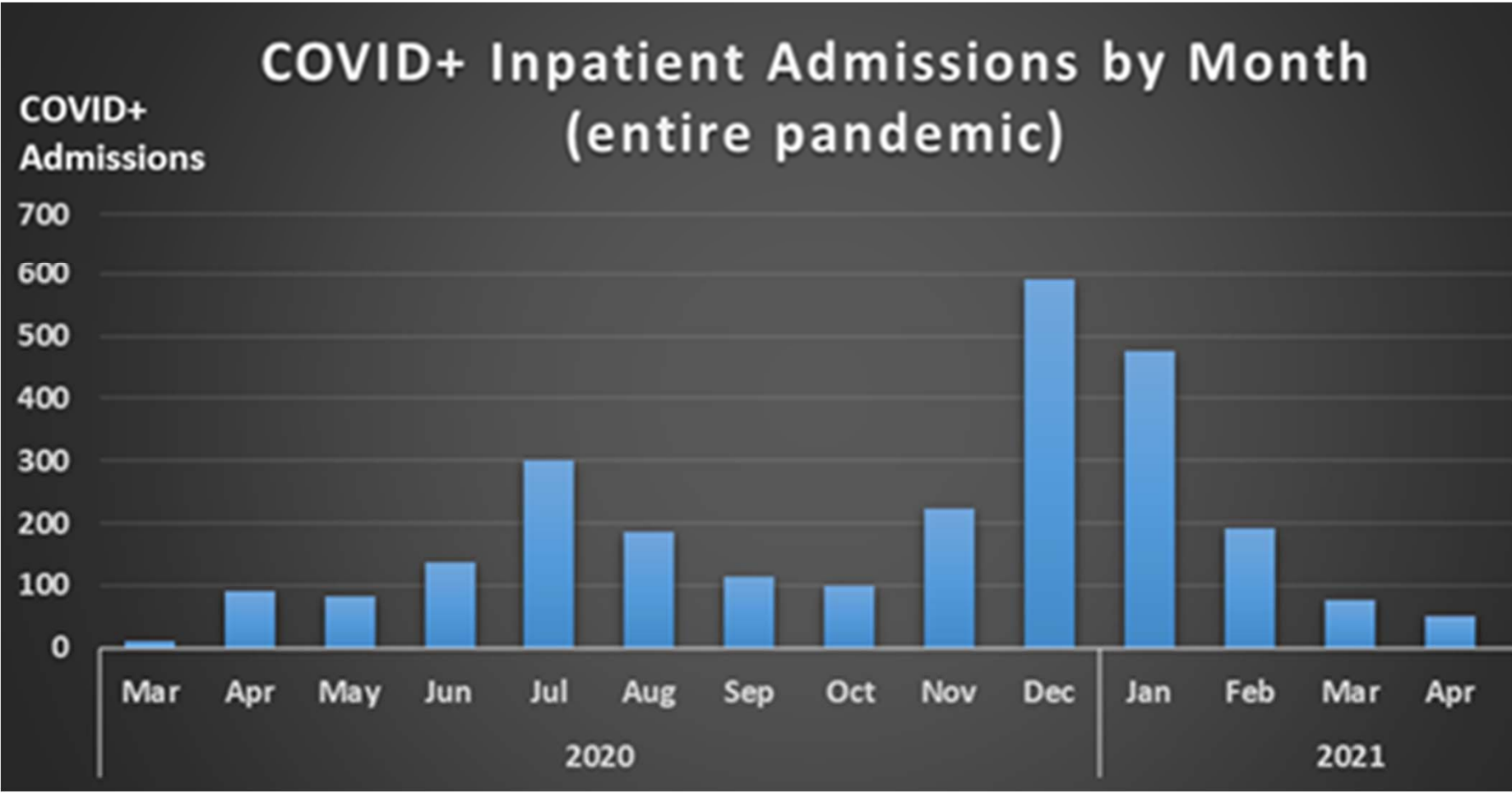
*David Francis – Zone IV
President*

*Ambar Rodriguez – Zone V
Board Member*

CFO Financial Report

May 18, 2021

Current COVID Inpatients



For California's Hospitals, The Financial Effects of COVID-19 Are Far From Over

For California's hospitals, financial health is absolutely necessary in order to deliver needed services to communities, to maintain facilities, to invest in new services and technologies for patient access and care, and to be prepared for unexpected events like the COVID-19 pandemic.

In this report, Kaufman Hall quantifies how COVID-19 damaged the financial health of California's hospitals in 2020, and how that impact could continue through 2021.

Key findings about 2020 include:

- In 2020, California hospitals suffered a financial loss of more than \$14 billion from COVID-19. With federal support to hospitals from the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the loss was reduced, but is still more than \$8 billion.
- Community hospitals—defined as all nonfederal, short-term general, and other special hospitals—were hit the hardest by the financial effects of COVID-19 in 2020.
- Even with CARES Act support, 58% of hospitals lost money from operations in 2020, and 13% struggled to break even, meaning 71% were severely financially challenged.

Key findings in our forecast for 2021 include:

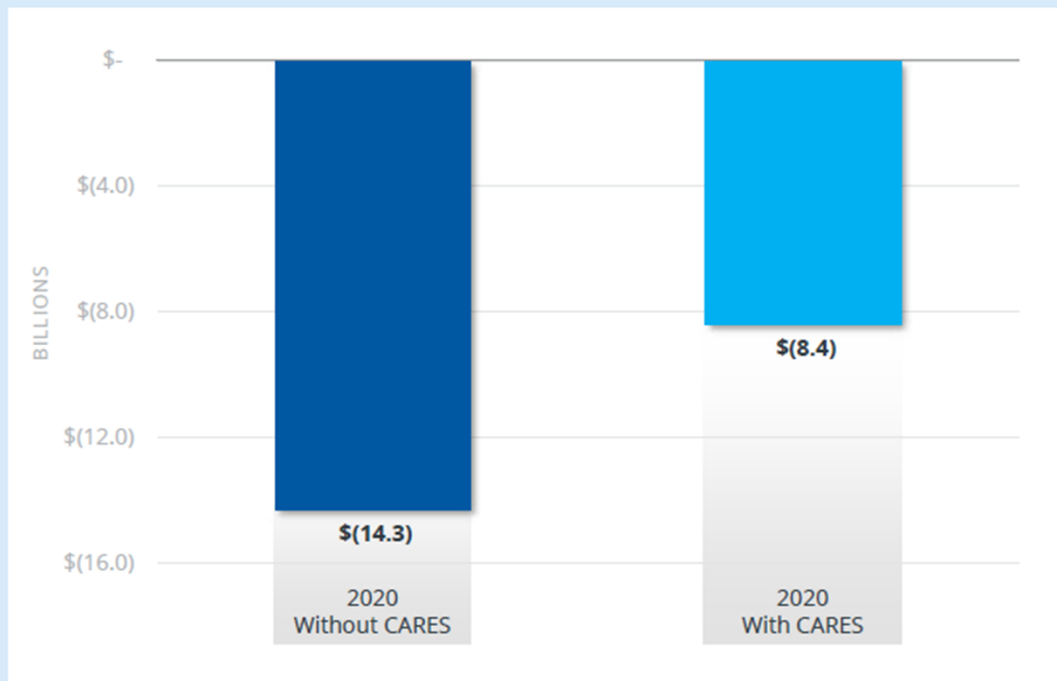
- In 2021, California hospitals are expected to continue with an additional loss between \$600 million and \$2 billion due to COVID-19, depending on vaccination rates and the path of the virus.
- Hospital operating margins are expected to decline between 19% and 65%.
- More than 200 California hospitals could lose money from operations in 2021, and more than 250 could struggle to break even—more than before the pandemic.

These findings suggest broad and serious challenges for California's hospitals and the communities they serve. Not only could many hospitals struggle to maintain pre-pandemic service levels, a significant number run the risk of defaulting on bond covenants, losing their ability to function as independent entities, and/or closing.

The financial effects of COVID-19 were at their worst in 2020, but the virus will continue to do real and possibly lasting financial damage to California hospitals in 2021.

In 2020, California Hospitals Lost More Than \$8 Billion Due to COVID-19

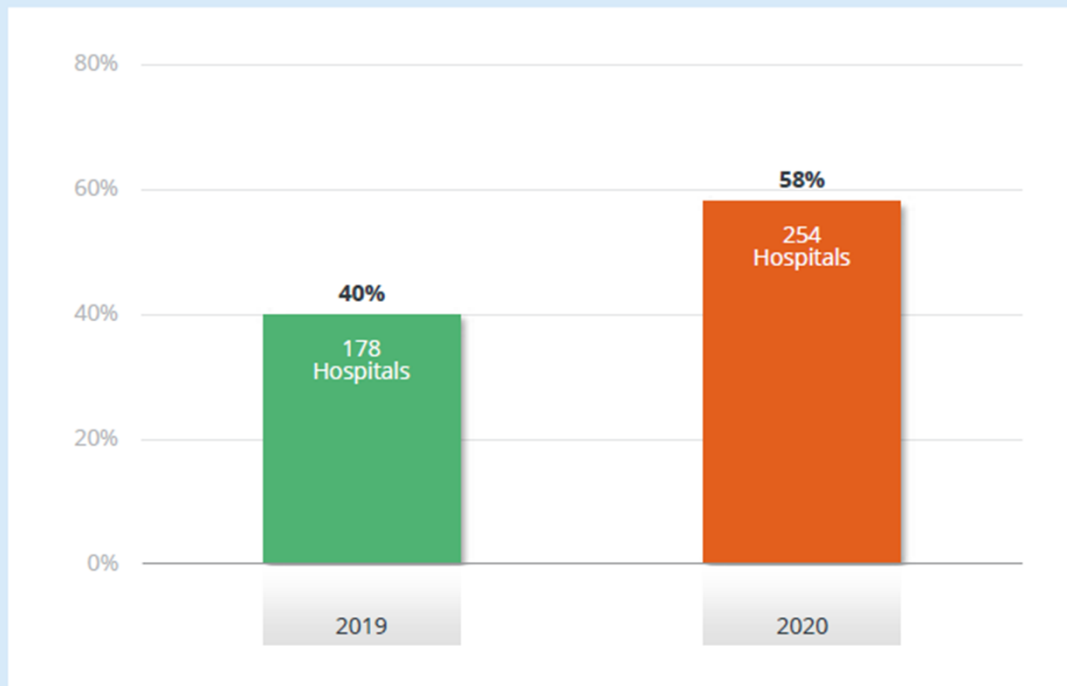
2020 Loss for California Hospitals vs. Pre-Pandemic Levels



- California hospitals endured a loss of \$14.3 billion in 2020 without federal CARES Act funding (see p. 1), which was caused both by a loss in revenue and expenses tied to the pandemic.
- Even with CARES Act funding, California hospitals sustained a loss of \$8.4 billion.

In 2020, More than Half of California's Hospitals Lost Money on Operations

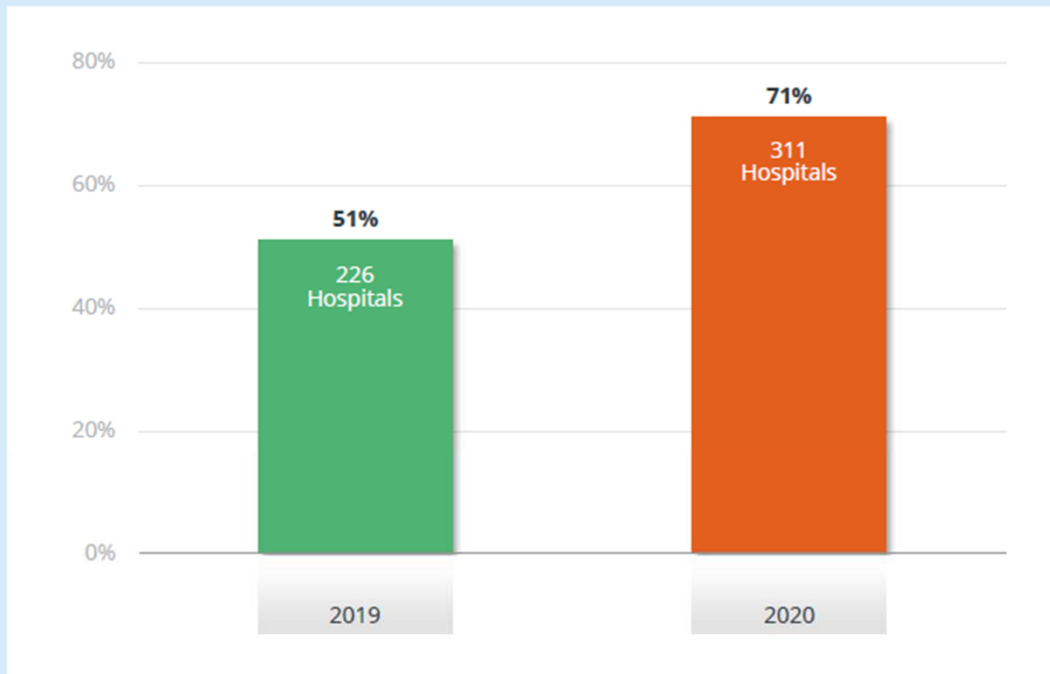
% of Hospitals with Negative Operating Margins 2019 vs. 2020



- 40% of hospitals pre-pandemic in California operated in the red with negative margins.
- The COVID-19 pandemic led to more hospitals losing money on operations, with 58% of hospitals operating with negative margins by the end of 2020.

More than Two-Thirds of California Hospitals Struggled to Break Even

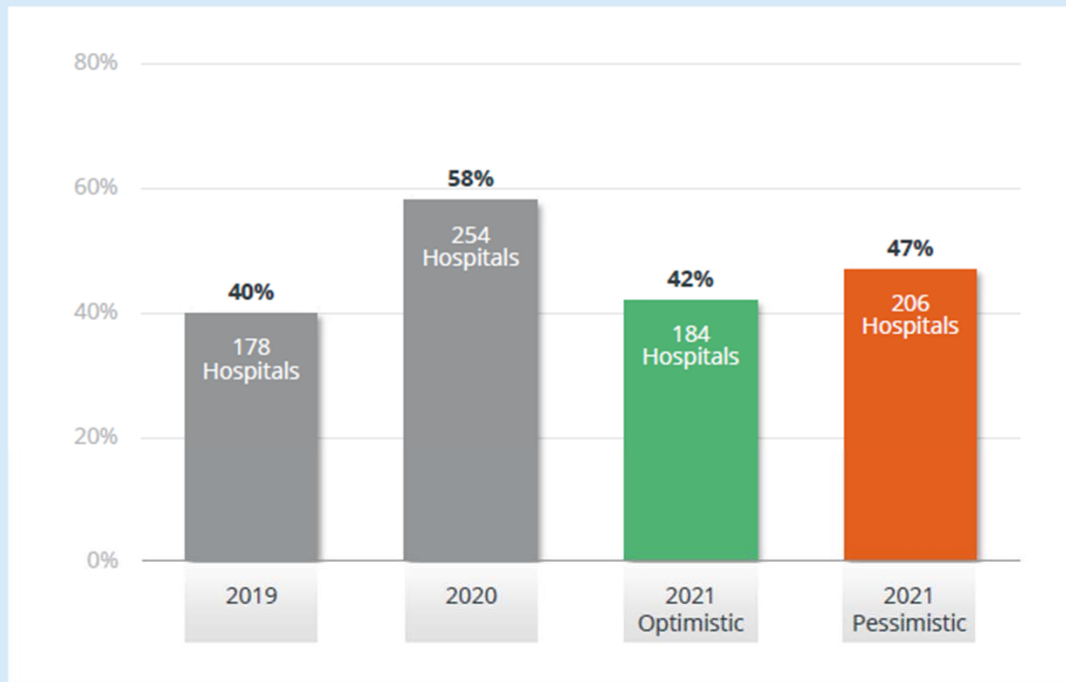
% of Hospitals with Margins 3% or Lower 2019 vs. 2020



- A margin of 3% or less is considered by financial experts to be barely sufficient for hospitals.
- For comparison, the software sector has an average 30% operating margin and the railroad industry has a 40% operating margin.
- The COVID-19 pandemic led to 71% of California hospitals having an operating margin of 3% or lower, struggling for financial stability, in 2020.

Even Under the Optimistic Scenario, More Hospitals Could Have Negative Margins in 2021 than Before the Pandemic

% of Hospitals with Negative Margins, 2019-2021



- Before the pandemic, 40% of hospitals in California operated with negative margins.
- The optimistic projection shows the percentage of hospitals with negative margins moving towards pre-pandemic levels, but still higher, with 42% having negative margins.
- The pessimistic scenario has 47% of hospitals operating with margins below zero by the end of 2021.

April Overview

- **Volume:** Overall inpatient days fell short of budget by 7.3%. The census at the downtown campus was right at budget but was offset by our other inpatient areas such as the Mental Health Hospital and Skilled Nursing. Overall outpatient volume, as measured by patient registrations, exceeded budget by 10.7%.
- **Revenue:** Net patient revenue exceeded budget by \$2M (4.2%) primarily due to the higher acuity than budgeted and strong outpatient volumes. Other revenue was over budget due to the recognition of \$4.2M related to supplemental/high performance funding for the PRIME program, which exceeded our expectations.
- **Expenses:** The main items contributing to the \$9.3M unfavorable budget variance:
 - We paid an additional \$1M in contract labor than budgeted
 - In April, we recorded expenses of \$3.0M for high dollar health benefits claims attributed to 3-4 participants. We have not yet reached our stop loss.
 - Increased utilization of capitated third party providers of \$1.6M due to increase in higher acuity patients and the impact on the timing of service due to COVID.
 - Higher than budgeted physician fees by \$833K because of the agreements that were not finalized and in process when the FY21 budget was made.
 - Supplies were higher due to the timing of some invoices relating to prosthesis.

COVID-19 Financial Activity

Stimulus Funds Received

Red indicates changes since last reviewed

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

COVID-19 Financial Activity - Reimbursement and In Kind Impact

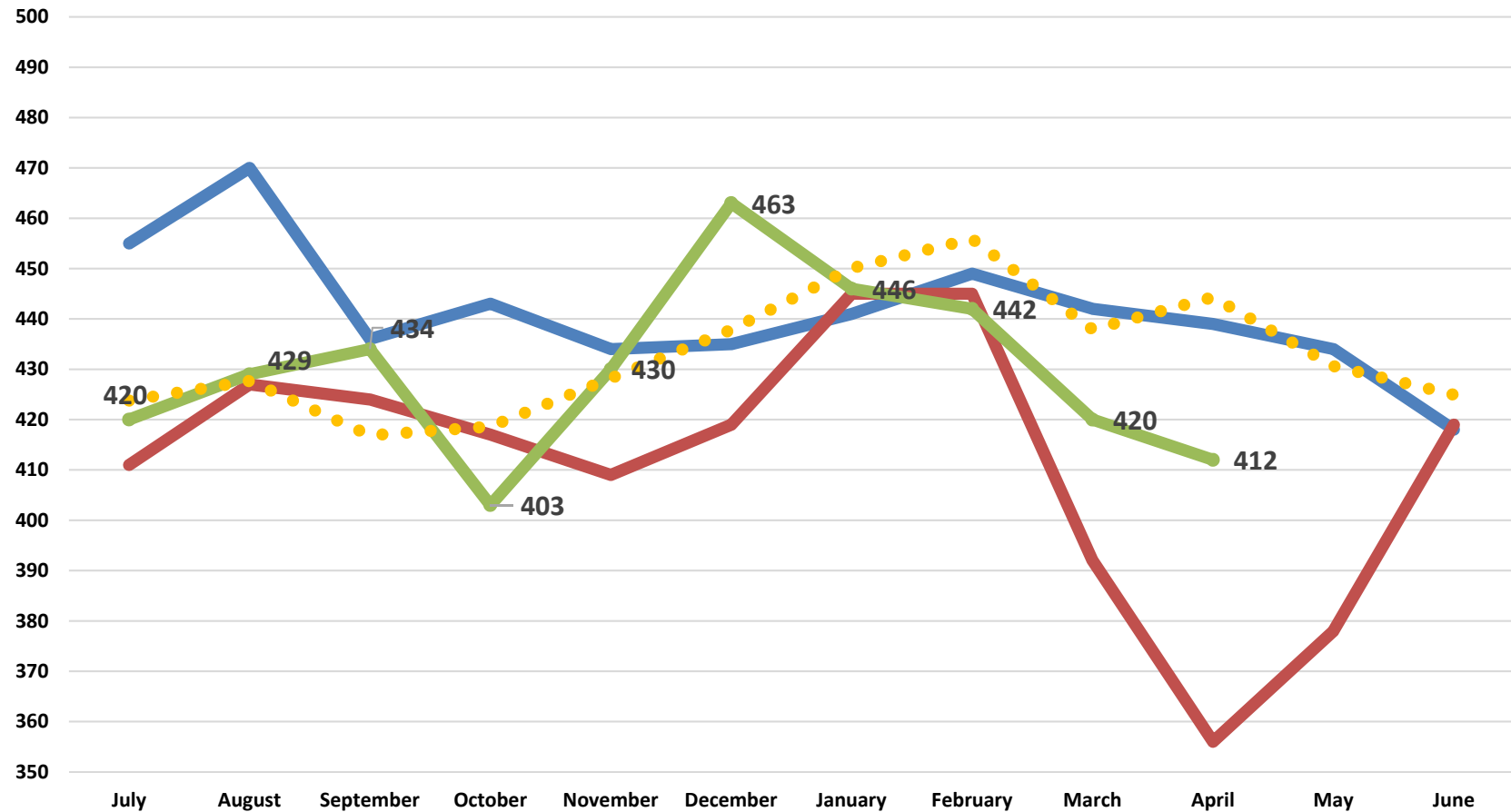
Red indicates changes since last reviewed

20% increase in Medicare inpatient payments	\$ 1,350,000	Public health emergency extended through April 20, 2021
6.2% increase in FMAP - IGT matching	\$ 1,200,000	Extended through the 1 st quarter in which emergency ends
10% increase in Medi-Cal rates in SNF payments	\$ 997,000	Calendar year 2020
5% increase Blue Shield rates for certain procedures	\$ 12,000	4 Month Estimate
Uninsured COVID Patients – Medicare Rates	\$ 640,063	Payments to date - \$357K add'l since last month
Department of Defense	\$ 250,000	In kind clinical support staff
2% sequestration	\$ 2,100,000	Calendar year 2020 – extended through March 31, 2021
Unemployment benefit costs ½ covered	\$ 1,057,000	4 quarters – extended through Mar 14 th 2021
3 County agreements – Lab testing, PPE, Pharmaceuticals	\$ 3,865,543	\$4,578,800 max ,County will cover related costs as we begin to submit invoices - additional \$668K was received in March
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	(618,779) recouped in April	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	\$ 14,536,606	

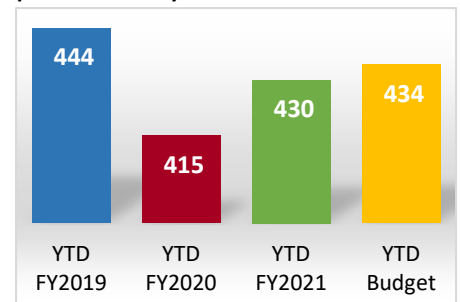
Financial Analysis - COVID-19 Inpatients

January 2020 - April 2021 Discharged COVID Inpatients								
Payer Group	Patient Volume	% of Total Visits	ALOS	GMLOS	Est. Net Revenue	Direct Cost	Contribution Margin	Net Income
Medicare	986	38%	10.1	5.6	\$21,965,933	\$20,464,779	\$1,501,155	(\$4,904,186)
Medi-Cal Managed Care	512	20%	9.2	5.5	\$11,867,516	\$10,819,007	\$1,048,510	(\$2,262,248)
Commercial/Other	468	18%	9.6	5.9	\$15,216,858	\$10,412,276	\$4,804,581	\$1,656,745
Medicare Managed Care	330	13%	10.9	6.0	\$7,065,587	\$8,115,243	(\$1,049,656)	(\$3,439,521)
MEDI-CAL	226	9%	11.9	5.4	\$3,690,267	\$5,061,755	(\$1,371,488)	(\$2,948,150)
Work Comp	24	1%	11.8	7.1	\$605,702	\$789,044	(\$183,341)	(\$413,244)
Cash Pay	21	1%	5.6	5.0	\$0	\$273,693	(\$273,693)	(\$355,514)
Grand Total	2,567	100%	10.1	5.7	\$60,411,864	\$55,935,796	\$4,476,068	(\$12,666,119)
			Typical Contribution Margin on 2,567 Inpatient visits				\$6,864,275	
			LOS GAP	4.4		Difference	(\$2,388,207)	

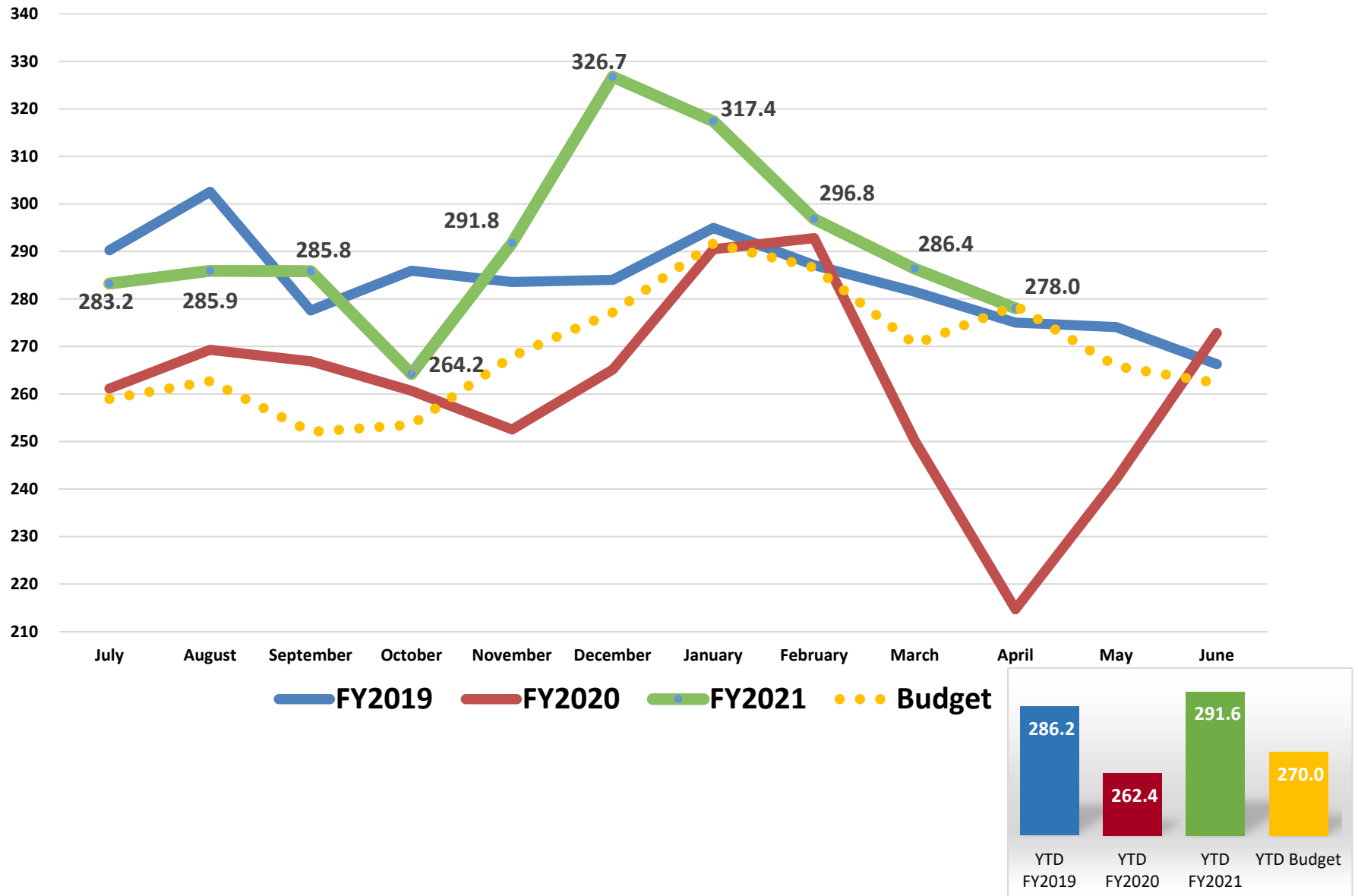
Average Daily Census



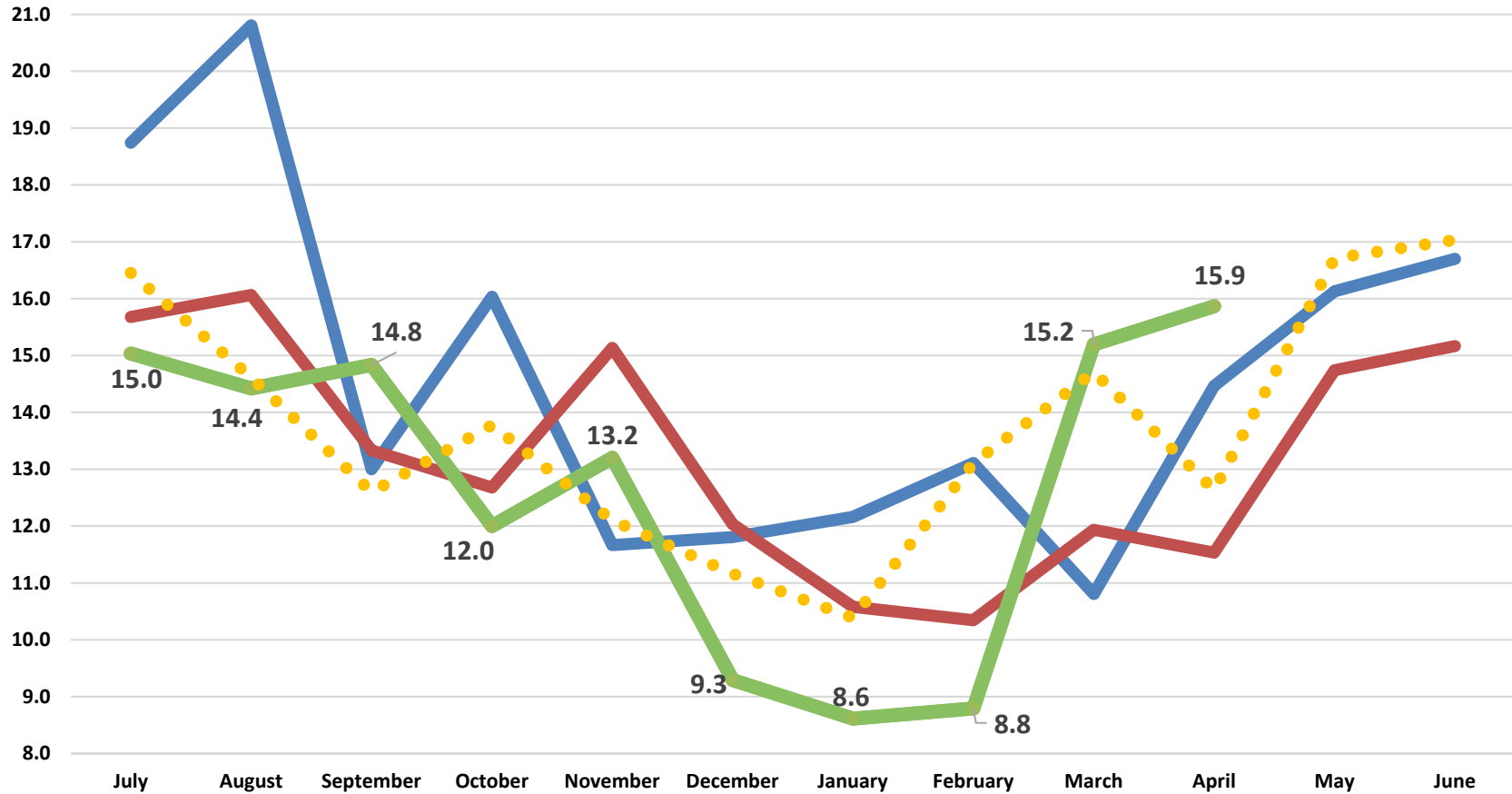
—●— FY2019
 —●— FY2020
 —●— FY2021
 ●●● Budget



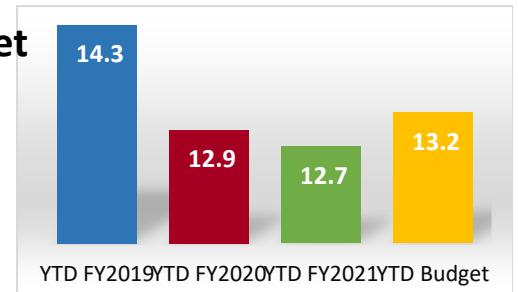
Medical Center – Average Daily Census



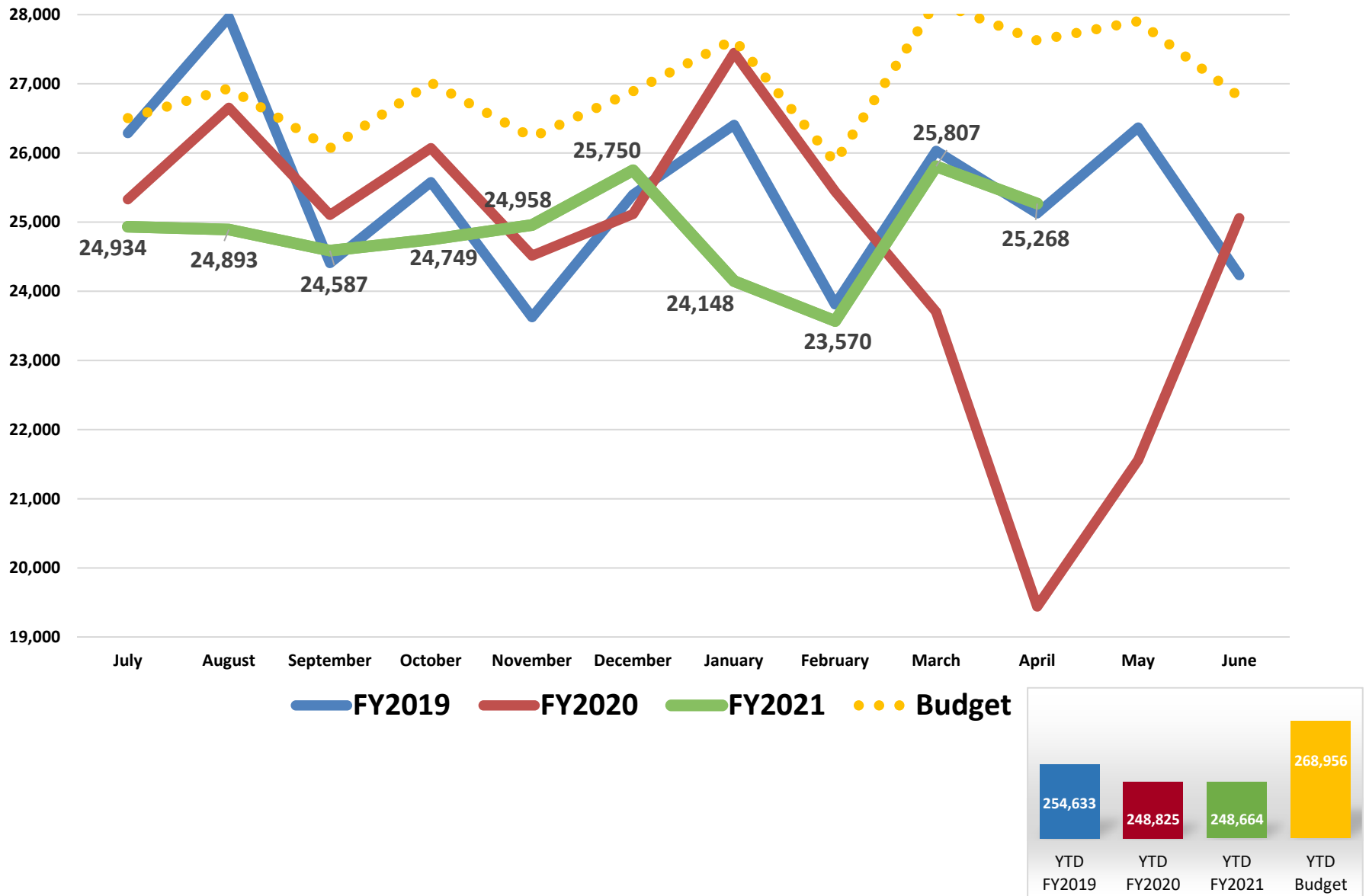
NICU - Avg. Patients Per Day



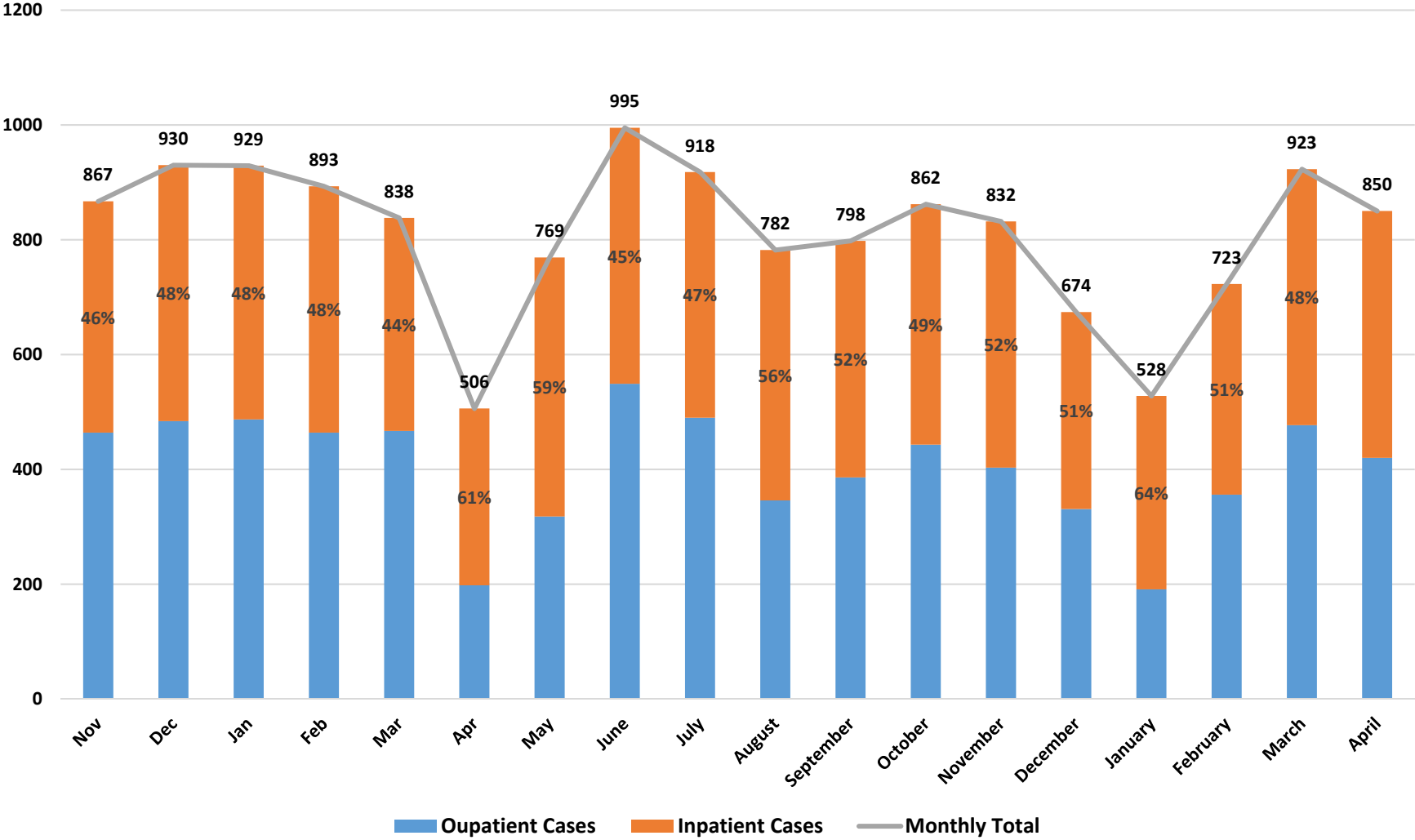
— FY2019
 — FY2020
 — FY2021
 ●●● Budget



Adjusted Patient Days



Surgery Volume



Statistical Results – Fiscal Year Comparison (April)

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

Average Daily Census	356	412	15.9%	444	(32)	(7.3%)
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KDHCD Patient Days:

Medical Center	6,441	8,341	29.5%	8,357	(16)	(0.2%)
Acute I/P Psych	1,390	984	(29.2%)	1,413	(429)	(30.4%)
Sub-Acute	930	809	(13.0%)	930	(121)	(13.0%)
Rehab	392	540	37.8%	553	(13)	(2.4%)
TCS-Ortho	356	298	(16.3%)	645	(347)	(53.8%)
TCS	370	403	8.9%	547	(144)	(26.3%)
NICU	346	476	37.6%	379	97	25.6%
Nursery	440	510	15.9%	505	5	1.0%

Total KDHCD Patient Days	10,665	12,361	15.9%	13,329	(968)	(7.3%)
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Total Outpatient Volume	27,780	43,560	56.8%	39,336	4,224	10.7%
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Statistical Results – Fiscal Year Comparison (Jul-Apr)

	Actual Results			Budget	Budget Variance	
	FYTD 2020	FYTD 2021	% Change	FYTD 2021	Change	% Change
Average Daily Census	414	430	3.7%	434	(4)	(1.0%)
KDHCD Patient Days:						
Medical Center	80,015	88,955	11.2%	82,031	6,924	8.4%
Acute I/P Psych	14,194	12,120	(14.6%)	14,266	(2,146)	(15.0%)
Sub-Acute	9,076	9,008	(0.7%)	9,398	(390)	(4.1%)
Rehab	5,124	4,372	(14.7%)	5,554	(1,182)	(21.3%)
TCS-Ortho	4,096	3,593	(12.3%)	6,010	(2,417)	(40.2%)
TCS	4,831	4,027	(16.6%)	5,192	(1,165)	(22.4%)
NICU	3,948	3,883	(1.6%)	4,001	(118)	(2.9%)
Nursery	5,126	4,685	(8.6%)	5,467	(782)	(14.3%)
Total KDHCD Patient Days	126,410	130,643	3.3%	131,919	(1,276)	(1.0%)
Total Outpatient Volume	382,556	432,444	13.0%	398,605	33,839	8.5%

Other Statistical Results – Fiscal Year Comparison (April)

	Actual Results				Budget	Budget Variance	
	Apr 2020	Apr 2021	Change	% Change	Apr 2021	Change	% Change
Adjusted Patient Days	19,442	25,268	5,827	30.0%	25,870	(602)	(2.3%)
Outpatient Visits	27,780	43,560	15,780	56.8%	39,336	4,224	10.7%
Urgent Care - Court	1,778	4,730	2,952	166.0%	3,833	897	23.4%
Urgent Care - Demaree	778	1,968	1,190	153.0%	2,288	(320)	(14.0%)
Endoscopy Procedures (I/P & O/P)	213	538	325	152.6%	652	(114)	(17.5%)
Surgery Minutes-General & Robotic (I/P & O/P)	670	1,062	392	58.5%	1,149	(87)	(7.6%)
ED Total Registered	4,174	6,267	2,093	50.1%	7,308	(1,041)	(14.2%)
Radiology/CT/US/MRI Proc (I/P & O/P)	10,931	16,092	5,161	47.2%	16,514	(422)	(2.6%)
RHC Registrations	8,038	11,468	3,430	42.7%	9,106	2,362	25.9%
Cath Lab Minutes (IP & OP)	267	372	105	39.3%	394	(22)	(5.6%)
KDMF RVU	26,654	36,955	10,301	38.6%	36,301	654	1.8%
GME Clinic visits	930	1,283	353	38.0%	1,530	(247)	(16.1%)
O/P Rehab Units	15,228	19,866	4,638	30.5%	21,394	(1,528)	(7.1%)
Physical & Other Therapy Units	14,660	18,141	3,481	23.7%	19,051	(910)	(4.8%)
OB Deliveries	328	396	68	20.7%	375	21	5.6%
Hospice Days	3,730	4,092	362	9.7%	4,056	36	0.9%
Radiation Oncology Treatments (I/P & O/P)	2,385	2,513	128	5.4%	2,186	327	15.0%
Home Health Visits	2,862	2,891	29	1.0%	2,727	164	6.0%
Infusion Center	386	378	(8)	(2.1%)	522	(144)	(27.6%)
Dialysis Treatments	1,752	1,588	(164)	(9.4%)	1,811	(223)	(12.3%)

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

	Actual Results				Budget	Budget Variance	
	FY 2020	FY 2021	Change	% Change	FY 2021	Change	% Change
Adjusted Patient Days	248,825	248,779	(45)	(0.0%)	213,193	35,586	16.7%
Outpatient Visits	382,556	432,444	49,888	13.0%	398,605	33,839	8.5%
RHC Registrations	87,029	114,160	27,131	31.2%	91,862	22,298	24.3%
Hospice Days	35,278	42,451	7,173	20.3%	37,778	4,673	12.4%
Urgent Care - Court	35,028	41,773	6,745	19.3%	40,134	1,639	4.1%
GME Clinic visits	10,267	11,313	1,046	10.2%	13,005	(1,692)	(13.0%)
Home Health Visits	27,288	29,700	2,412	8.8%	27,116	2,584	9.5%
KDMF RVU	323,085	343,824	20,739	6.4%	369,053	(25,229)	(6.8%)
Radiology/CT/US/MRI Proc (I/P & O/P)	146,129	150,531	4,402	3.0%	156,200	(5,669)	(3.6%)
O/P Rehab Units	187,812	191,121	3,309	1.8%	200,829	(9,708)	(4.8%)
Surgery Minutes-General & Robotic (I/P & O/P)	10,105	10,020	(85)	(0.8%)	12,195	(2,175)	(17.8%)
Radiation Oncology Treatments (I/P & O/P)	21,856	21,365	(491)	(2.2%)	21,999	(634)	(2.9%)
Physical & Other Therapy Units	178,339	173,695	(4,644)	(2.6%)	192,809	(19,114)	(9.9%)
OB Deliveries	3,746	3,611	(135)	(3.6%)	3,912	(301)	(7.7%)
Cath Lab Minutes (IP & OP)	3,606	3,352	(254)	(7.0%)	3,935	(583)	(14.8%)
Dialysis Treatments	18,267	16,438	(1,829)	(10.0%)	18,490	(2,052)	(11.1%)
Urgent Care - Demaree	21,655	18,927	(2,728)	(12.6%)	24,310	(5,383)	(22.1%)
ED Total Registered	69,330	60,122	(9,208)	(13.3%)	76,233	(16,111)	(21.1%)
Endoscopy Procedures (I/P & O/P)	5,719	4,788	(931)	(16.3%)	6,309	(1,521)	(24.1%)
Infusion Center	4,484	3,264	(1,220)	(27.2%)	5,068	(1,804)	(35.6%)

Trended Financial Comparison (000's)

	Adjusted Patient Days												
	19,442	21,561	25,057	24,934	24,893	24,587	24,749	24,958	25,750	24,148	23,570	25,807	25,268
	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21
Operating Revenue													
Net Patient Service Revenue	\$35,582	\$35,995	\$35,360	\$47,402	\$48,393	\$48,769	\$51,454	\$50,994	\$50,409	\$49,949	\$44,505	\$56,144	\$52,593
Supplemental Gov't Programs	5,577	5,572	5,406	3,979	3,979	3,979	3,980	3,979	3,979	4,822	5,279	5,279	4,990
Prime Program	103	103	6,908	429	429	429	429	429	429	713	358	715	4,872
Premium Revenue	4,297	4,542	5,911	4,239	4,561	4,351	4,408	4,271	4,318	4,690	5,027	4,894	4,710
Management Services Revenue	3,007	2,569	2,954	2,834	2,684	3,072	2,396	2,569	2,583	2,867	2,430	3,303	3,301
Other Revenue	1,590	1,968	826	2,127	1,686	1,716	1,871	1,471	2,008	1,022	1,425	2,915	1,810
Other Operating Revenue	14,574	14,754	22,005	13,608	13,339	13,548	13,083	12,719	13,317	14,115	14,519	17,106	19,684
Total Operating Revenue	50,156	50,750	57,365	61,009	61,732	62,317	64,537	63,713	63,726	64,064	59,024	73,250	72,277
Operating Expenses													
Salaries & Wages	25,081	25,402	26,208	26,540	26,671	26,449	27,583	25,984	28,026	28,111	25,134	28,879	26,741
Contract Labor	431	410	426	576	372	336	488	242	303	226	1,404	887	1,694
Employee Benefits	6,751	6,486	2,109	5,098	5,160	6,053	5,314	4,998	5,969	5,671	5,027	5,739	8,650
Total Employment Expenses	32,263	32,299	28,743	32,213	32,203	32,837	33,385	31,225	34,298	34,008	31,565	35,505	37,084
Medical & Other Supplies	8,115	8,423	13,315	10,036	10,720	11,619	10,713	10,999	11,492	12,014	9,685	10,923	11,011
Physician Fees	7,950	7,191	8,486	7,807	8,699	6,871	7,746	8,079	8,024	8,421	8,484	8,278	8,320
Purchased Services	409	1,587	3,093	1,239	1,518	988	1,685	1,592	1,628	1,935	1,507	1,538	1,520
Repairs & Maintenance	2,127	1,766	2,544	2,283	2,022	1,965	2,166	2,091	2,146	2,192	2,115	2,019	2,544
Utilities	331	477	586	506	606	646	644	491	439	537	467	523	630
Rents & Leases	552	511	483	503	516	517	529	543	504	546	519	487	535
Depreciation & Amortization	2,550	2,685	3,072	2,561	2,582	2,518	2,509	2,473	2,458	2,451	2,423	2,412	2,413
Interest Expense	494	493	779	555	555	557	556	555	555	555	555	555	555
Other Expense	1,570	1,676	2,046	1,478	1,347	1,266	1,747	1,863	1,610	1,808	1,280	2,762	1,840
Humana Cap Plan Expenses	2,879	2,145	1,912	1,562	3,040	3,137	2,750	2,677	2,935	2,217	2,707	3,164	3,771
Management Services Expense	2,856	2,739	2,732	2,815	2,559	3,050	2,447	2,553	2,876	2,860	2,256	3,531	3,088
Total Other Expenses	29,834	29,692	39,048	31,346	34,163	33,133	33,491	33,915	34,668	35,536	31,998	36,191	36,227
Total Operating Expenses	62,097	61,991	67,791	63,559	66,366	65,971	66,876	65,140	68,965	69,544	63,562	71,696	73,310
Operating Margin	(\$11,941)	(\$11,241)	(\$10,426)	(\$2,550)	(\$4,634)	(\$3,654)	(\$2,339)	(\$1,427)	(\$5,240)	(\$5,480)	(\$4,538)	\$1,554	(\$1,033)
Stimulus Funds	\$3,607	\$3,687	\$4,817	\$3,633	\$3,745	\$3,633	\$4,538	\$1,724	\$0	\$5,758	\$3,460	\$3,449	\$920
Operating Margin after Stimulus	(\$8,334)	(\$7,554)	(\$5,609)	\$1,083	(\$889)	(\$21)	\$2,199	\$297	(\$5,240)	\$278	(\$1,078)	\$5,003	(\$113)
Nonoperating Revenue (Loss)	507	652	4,412	909	699	(495)	638	1,083	1,963	605	513	(1,182)	1,725
Excess Margin	(\$7,827)	(\$6,902)	(\$1,197)	\$1,993	(\$191)	(\$515)	\$2,837	\$1,380	(\$3,276)	\$883	(\$565)	\$3,821	\$1,612

COVID IMPACT (000's)

March 2020 - April
2021

Operating Revenue

Net Patient Service Revenue	\$656,072
Supplemental Gov't Programs	64,640
Prime Program	17,251
Premium Revenue	64,438
Management Services Revenue	39,224
Other Revenue	24,121
Other Operating Revenue	209,674
Total Operating Revenue	865,746

Operating Expenses

Salaries & Wages	374,257
Contract Labor	8,630
Employee Benefits	80,338
Total Employment Expenses	463,224

Medical & Other Supplies	149,280
Physician Fees	112,558
Purchased Services	21,921
Repairs & Maintenance	30,114
Utilities	7,364
Rents & Leases	7,317
Depreciation & Amortization	35,597
Interest Expense	7,816
Other Expense	24,090
Humana Cap Plan Expenses	36,243
Management Services Expense	39,073

Total Other Expenses **471,373**

Total Operating Expenses **934,597**

Operating Margin **(\$68,851)**

Stimulus Funds \$45,826

Operating Margin after Stimulus **(\$23,025)**

Nonoperating Revenue (Loss) 13,638

Excess Margin **(\$9,387)**

April Financial Comparison (000's)

	Actual Results		Budget	Budget Variance	
	Apr 2020	Apr 2021	Apr 2021	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$35,582	\$52,593	\$50,451	\$2,142	4.2%
Other Operating Revenue	14,632	19,684	13,767	5,917	43.0%
Total Operating Revenue	50,214	72,277	64,219	8,059	12.5%
Operating Expenses					
Employment Expense	32,263	37,084	32,586	4,498	13.8%
Other Operating Expense	29,834	36,227	31,384	4,842	15.4%
Total Operating Expenses	62,097	73,310	63,970	9,340	14.6%
Operating Margin	(\$11,883)	(\$1,033)	\$248	(\$1,281)	(516%)
Stimulus Funds	2,855	920	0	920	100%
Operating Margin after Stimulus	(\$9,028)	(\$113)	\$248	(\$361)	(145%)
Non Operating Revenue (Loss)	1,201	1,725	630	1,095	174%
Excess Margin	(\$7,827)	\$1,612	\$878	\$734	84%

Operating Margin %	(23.7%)	(1.4%)	0.4%
OM after Stimulus%	(18.0%)	(0.2%)	0.4%
Excess Margin %	(14.4%)	2.2%	1.4%
Operating Cash Flow Margin %	(17.6%)	2.7%	5.5%

YTD (Jul-Apr) 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	\$486,505	\$500,611	\$508,544	(\$7,933)	(1.6%)
Other Operating Revenue	144,402	145,038	135,452	9,586	7.1%
Total Operating Revenue	630,907	645,649	643,996	1,653	0.3%
Operating Expenses					
Employment Expense	331,477	334,323	327,134	7,190	2.2%
Other Operating Expense	314,094	340,667	315,885	24,782	7.8%
Total Operating Expenses	645,571	674,990	643,019	31,971	5.0%
Operating Margin	(\$14,664)	(\$29,341)	\$977	(\$30,318)	(3103%)
Stimulus Funds	2,855	30,860	0	30,860	100%
Operating Margin after Stimulus	(\$11,809)	\$1,519	\$977	\$542	55.5%
Non Operating Revenue (Loss)	12,259	6,459	6,358	101	1.6%
Excess Margin	\$450	\$7,978	\$7,335	\$643	8.8%

Operating Margin %	(2.3%)	(4.5%)	0.2%
OM after Stimulus%	(1.9%)	0.2%	0.2%
Excess Margin %	0.1%	1.2%	1.1%
Operating Cash Flow Margin %	2.4%	0.2%	5.2%

April Financial Comparison (000's)

	Actual Results			Budget	Budget Variance		Explanation
	Apr 2020	Apr 2021	% Change	Apr 2021	Change	% Change	
Operating Revenue							
Net Patient Service Revenue	\$35,582	\$52,593	47.8%	\$50,451	\$2,142	4.2%	See highlights slide
Supplemental Gov't Programs	5,635	4,990	(11.4%)	4,111	879	21.4%	
Prime Program	103	4,872	4631.5%	429	4,443	1036.1%	See highlights slide
Premium Revenue	4,297	4,710	9.6%	4,538	173	3.8%	
Management Services Revenue	3,007	3,301	9.8%	2,622	680	25.9%	
Other Revenue	1,590	1,810	13.9%	2,068	(258)	(12.5%)	
Other Operating Revenue	14,632	19,684	34.5%	13,767	5,917	43.0%	
Total Operating Revenue	50,214	72,277	43.9%	64,219	8,059	12.5%	
Operating Expenses							
Salaries & Wages	25,081	26,741	6.6%	26,537	204	0.8%	See highlights slide
Contract Labor	431	1,694	292.8%	562	1,132	201.6%	See highlights slide
Employee Benefits	6,751	8,650	28.1%	5,488	3,162	57.6%	See highlights slide
Total Employment Expenses	32,263	37,084	14.9%	32,586	4,498	13.8%	
Medical & Other Supplies	8,115	11,011	35.7%	10,053	958	9.5%	See highlights slide
Physician Fees	7,950	8,320	4.7%	7,487	833	11.1%	See highlights slide
Purchased Services	409	1,520	271.4%	1,445	75	5.2%	
Repairs & Maintenance	2,127	2,544	19.6%	2,287	257	11.3%	
Utilities	331	630	90.4%	452	177	39.2%	
Rents & Leases	552	535	(3.2%)	546	(12)	(2.1%)	
Depreciation & Amortization	2,550	2,413	(5.4%)	2,710	(297)	(11.0%)	
Interest Expense	494	555	12.4%	572	(17)	(3.0%)	
Other Expense	1,570	1,840	17.2%	1,113	727	65.3%	
Humana Cap Plan Expenses	2,879	3,771	31.0%	2,130	1,641	77.0%	See highlights slide
Management Services Expense	2,856	3,088	8.1%	2,588	499	19.3%	
Total Other Expenses	29,834	36,227	21.4%	31,384	4,842	15.4%	
Total Operating Expenses	62,097	73,310	18.1%	63,970	9,340	14.6%	
Operating Margin	(\$11,883)	(\$1,033)	91.3%	\$248	(\$1,281)	(516.1%)	
Stimulus Funds	2,855	920	67.8%	0	920		See highlights slide
Operating Margin after Stimulus	(\$9,028)	(\$113)	98.7%	\$248	(\$361)	(145.6%)	
Nonoperating Revenue (Loss)	1,201	1,725	43.6%	630	1,095	174.0%	
Excess Margin	(\$7,827)	\$1,612	(120.6%)	\$878	\$734	83.6%	

Operating Margin %	(23.7%)	(1.4%)		0.4%
OM after Stimulus%	(18.0%)	(0.2%)		0.4%
Excess Margin %	(14.4%)	2.2%		1.4%
Operating Cash Flow Margin %	(17.6%)	2.7%		5.5%

YTD Financial Comparison (000's)

	Actual Results FYTD Jul-Mar			Budget FYTD	Budget Variance	FYTD
	FYTD2020	FYTD2021	% Change	FYTD2021	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$486,505	\$500,611	2.9%	\$508,544	(\$7,933)	(1.6%)
Supplemental Gov't Programs	48,857	44,246	(9.4%)	41,112	3,134	7.6%
Prime Program	9,184	9,231	0.5%	4,289	4,943	115.2%
Premium Revenue	40,450	45,469	12.4%	42,237	3,233	7.7%
Management Services Revenue	27,282	28,039	2.8%	26,987	1,052	3.9%
Other Revenue	18,628	18,053	(3.1%)	20,827	(2,775)	(13.3%)
Other Operating Revenue	144,402	145,038	0.4%	135,452	9,586	7.1%
Total Operating Revenue	630,907	645,649	2.3%	643,996	1,653	0.3%
Operating Expenses						
Salaries & Wages	256,984	270,116	5.1%	265,897	4,219	1.6%
Contract Labor	8,931	6,528	(26.9%)	5,627	901	16.0%
Employee Benefits	65,563	57,679	(12.0%)	55,609	2,069	3.7%
Total Employment Expenses	331,477	334,323	0.9%	327,134	7,190	2.2%
Medical & Other Supplies	97,753	109,212	11.7%	102,559	6,653	6.5%
Physician Fees	76,918	80,729	5.0%	74,808	5,921	7.9%
Purchased Services	15,417	15,149	(1.7%)	16,747	(1,598)	(9.5%)
Repairs & Maintenance	21,178	21,543	1.7%	22,907	(1,364)	(6.0%)
Utilities	4,939	5,489	11.1%	5,350	139	2.6%
Rents & Leases	5,380	5,199	(3.4%)	5,455	(256)	(4.7%)
Depreciation & Amortization	24,922	24,799	(0.5%)	26,735	(1,936)	(7.2%)
Interest Expense	4,613	5,550	20.3%	5,717	(167)	(2.9%)
Other Expense	16,700	17,002	1.8%	11,266	5,736	50.9%
Humana Cap Plan Expenses	19,383	27,961	44.3%	17,698	10,263	58.0%
Management Services Expense	26,891	28,034	4.3%	26,643	1,391	5.2%
Total Other Expenses	314,094	340,667	8.5%	315,885	24,782	7.8%
Total Operating Expenses	645,571	674,990	4.6%	643,019	31,971	5.0%
Operating Margin	(\$14,664)	(\$29,341)	(100.1%)	\$977	(\$30,318)	(3103%)
Stimulus Funds	2,855	30,860	980.9%	0	30,860	100.0%
Operating Margin after Stimulus	(\$11,809)	\$1,519	112.9%	\$977	\$542	55.5%
Nonoperating Revenue (Loss)	12,259	6,459	(47.3%)	6,358	101	1.6%
Excess Margin	\$450	\$7,978	1673.3%	\$7,335	\$643	8.8%
Operating Margin %	(2.3%)	(4.5%)		0.2%		
OM after Stimulus%	(1.9%)	0.2%		0.2%		
Excess Margin %	0.1%	1.2%		1.1%		
Operating Cash Flow Margin %	2.4%	0.2%		5.2%		

Kaweah Delta Medical Foundation

Fiscal Year Financial Comparison (000's)

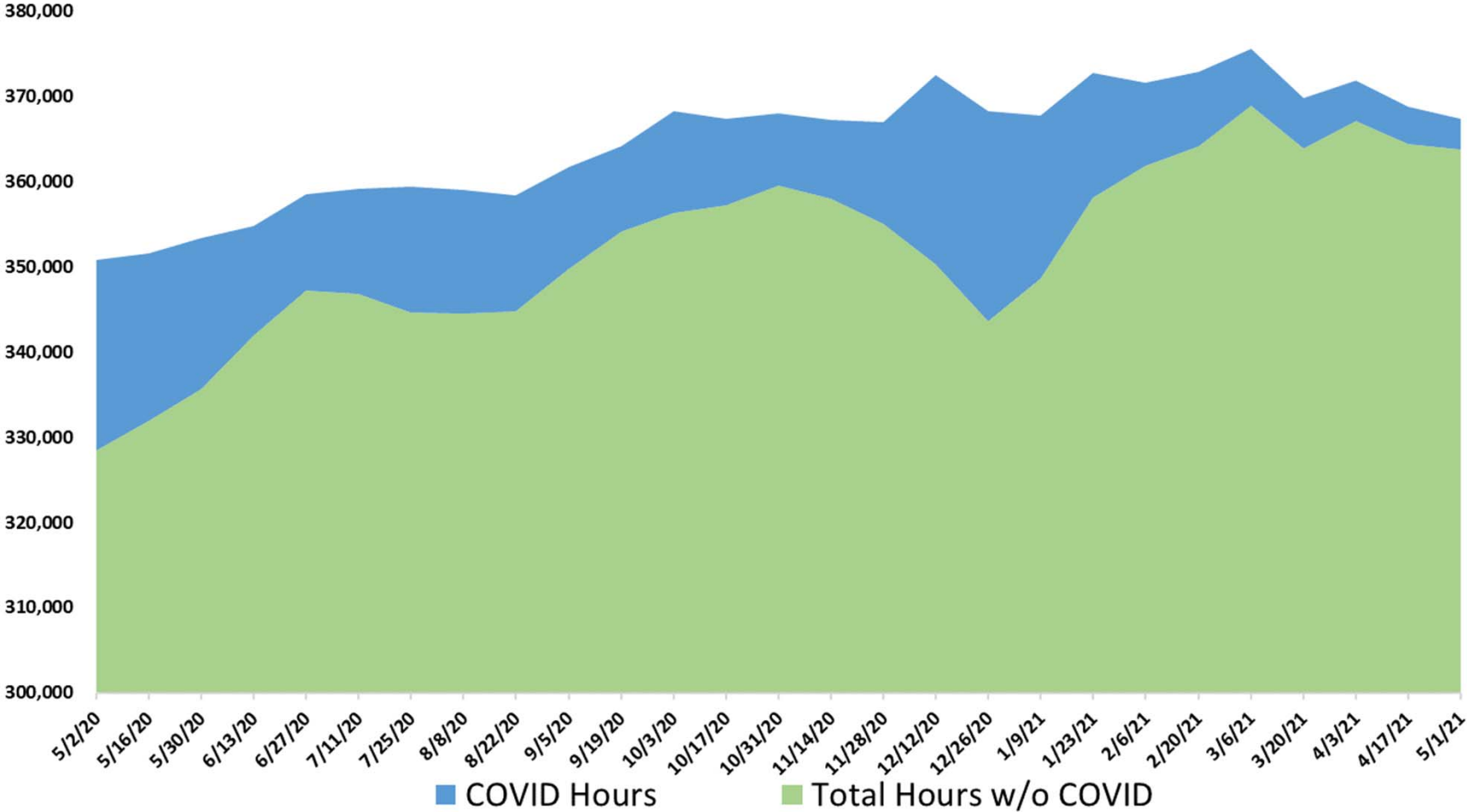
	Actual Results FYTD Jul – Apr			Budget FYTD	Budget Variance FYTD	
	FYTD2020	FYTD2021	% Change	FYTD2021	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$36,180	\$39,474	9.1%	\$41,659	(\$2,184)	(5.2%)
Other Operating Revenue	795	1,126	41.6%	649	476	73.4%
Total Operating Revenue	36,975	40,600	9.8%	42,308	(1,708)	(4.0%)
Operating Expenses						
Salaries & Wages	9,635	9,498	(1.4%)	9,936	(437)	(4.4%)
Contract Labor	51	0	(100.0%)	7	(7)	0.0%
Employee Benefits	2,453	1,891	(22.9%)	2,075	(183)	(8.8%)
Total Employment Expenses	12,139	11,390	(6.2%)	12,018	(628)	(5.2%)
Medical & Other Supplies	5,133	5,437	5.9%	5,901	(464)	(7.9%)
Physician Fees	20,442	22,240	8.8%	23,490	(1,250)	(5.3%)
Purchased Services	961	717	(25.4%)	752	(35)	(4.7%)
Repairs & Maintenance	1,800	2,005	11.4%	2,258	(253)	(11.2%)
Utilities	312	364	16.7%	335	29	8.8%
Rents & Leases	2,320	2,331	0.5%	2,316	15	0.7%
Depreciation & Amortization	841	793	(5.7%)	828	(35)	(4.3%)
Interest Expense	10	3	(72.2%)	3	(1)	(17.1%)
Other Expense	1,362	1,079	(20.8%)	994	84	8.5%
Total Other Expenses	33,180	34,967	5.4%	36,876	(1,909)	(5.2%)
Total Operating Expenses	45,320	46,357	2.3%	48,894	(2,536)	(5.2%)
Excess Margin	(\$8,345)	(\$5,757)	31.0%	(\$6,586)	\$828	12.6%

Excess Margin %	(22.6%)	(14.2%)	(15.6%)
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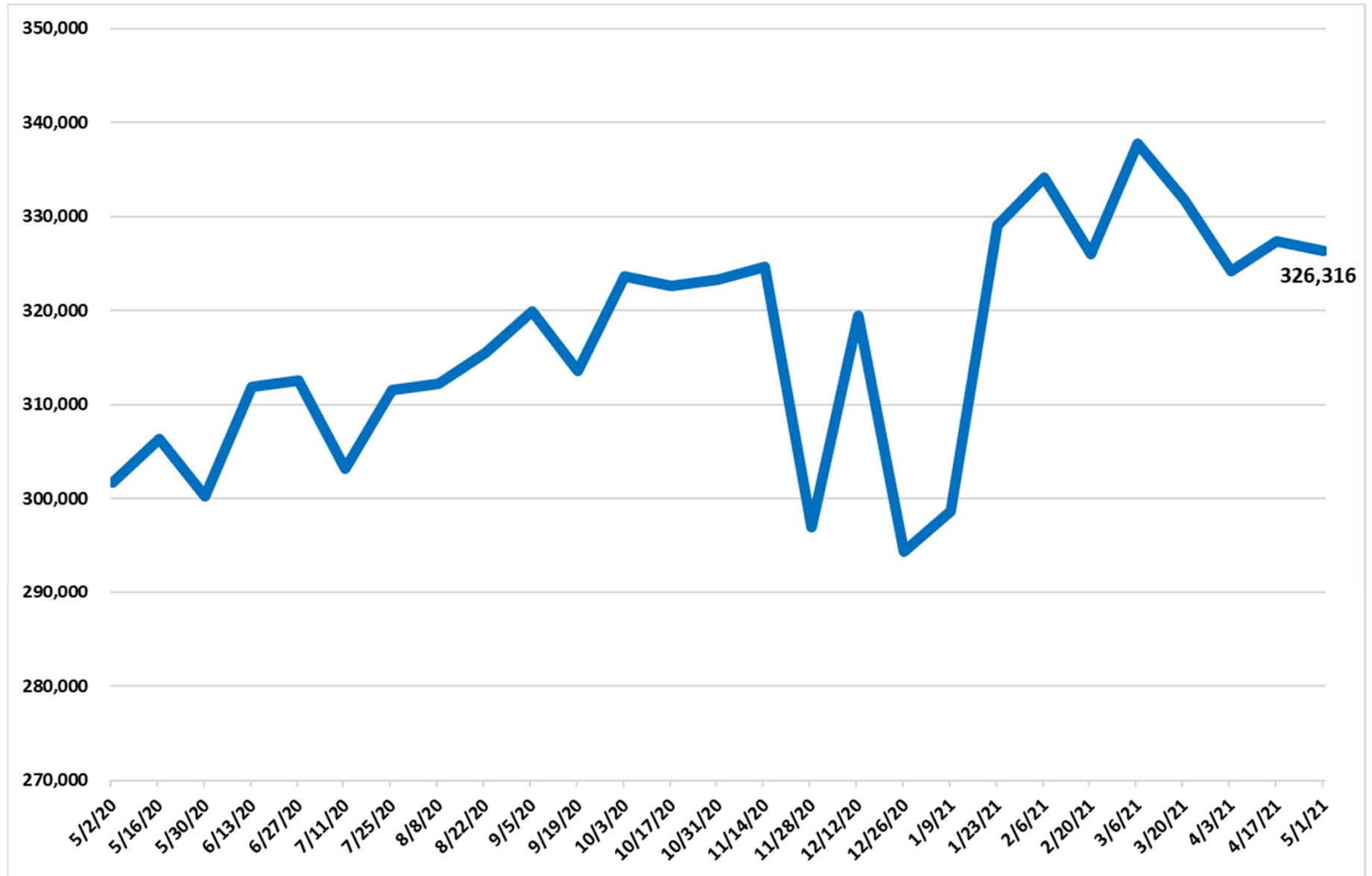
Month of April - Budget Variances

- **Net Patient Revenues:** Net patient revenue exceeded the budget expectations by \$2M primarily due to the higher than anticipated outpatient volume.
- **Other Operating Revenues:** Other Revenue was \$5.9M higher than budget in total mainly due to the recognition of \$4.2M in additional supplemental/high-performance funds related to the PRIME program.
- **Salaries and Contract Labor:** We experienced an unfavorable budget variance of \$1.3M in April. The unfavorable variance is primarily due to an increase in productive hours associated with increased outpatient volume and an increase in contract labor.
- **Employee Benefits:** In April, we recorded expenses of \$3.0M for high dollar health benefits that can be attributed to 3-4 participants. We have not yet reached our stop loss.
- **Supplies:** Supplies exceeded budget by \$958K in April primarily due to timing of some invoices. YTD (excluding COVID impact) is in line with budget.
- **Physician Fees:** Due to new unbudgeted contracts, this area continues to be over budget and experienced a \$833K unfavorable variance in April.
- **Humana Cap Plan Expenses:** The \$1.6M unfavorable variance resulted from higher utilization of non-Kaweah medical care provided to members during the month of April.
- **Stimulus Income:** In April, KDMF received \$920K from the HHS Phase III general distribution.

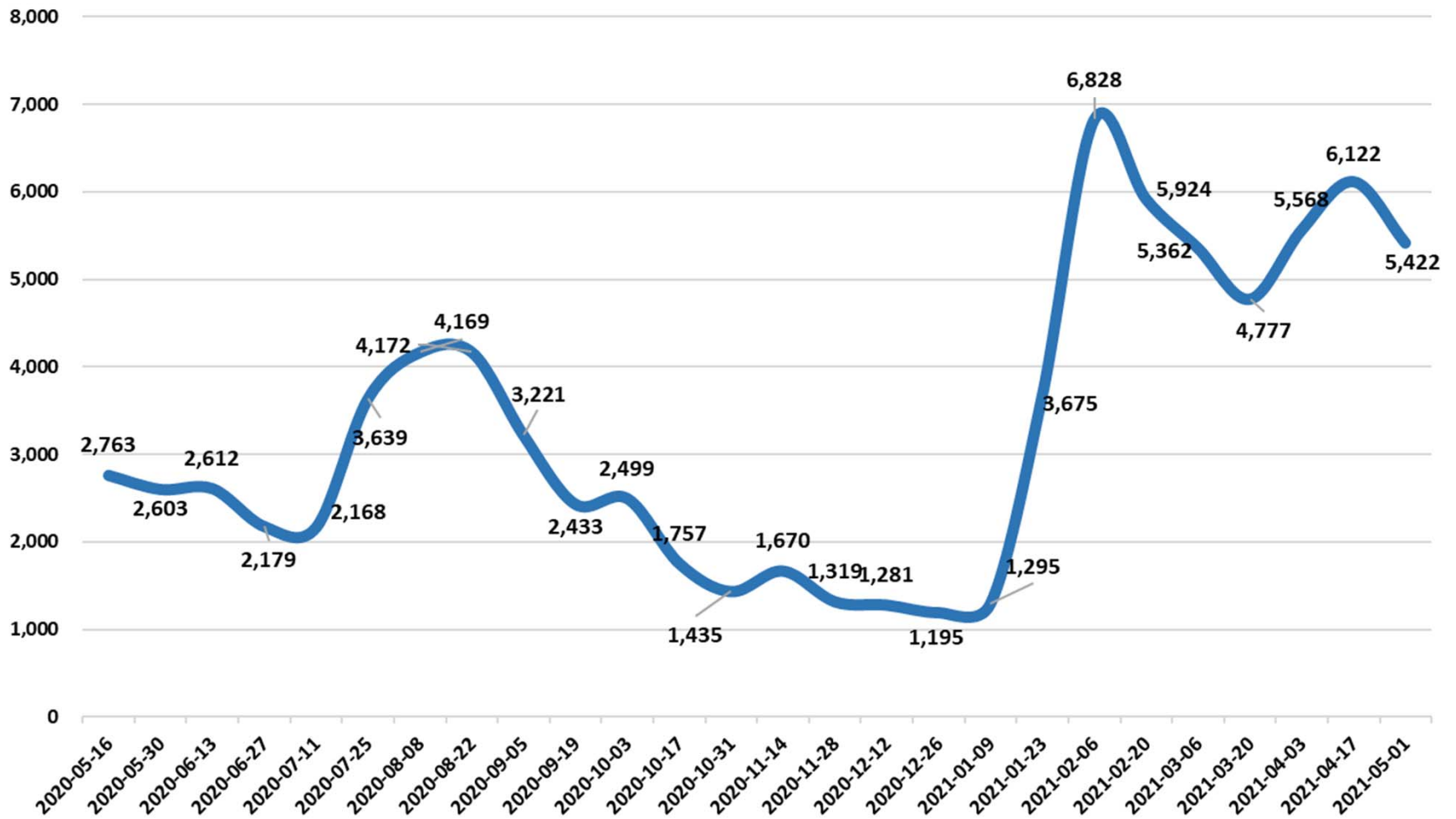
Total Payroll Hours (excludes PTO cash out hours)



Productive Hours (excludes PTO cash out hours)

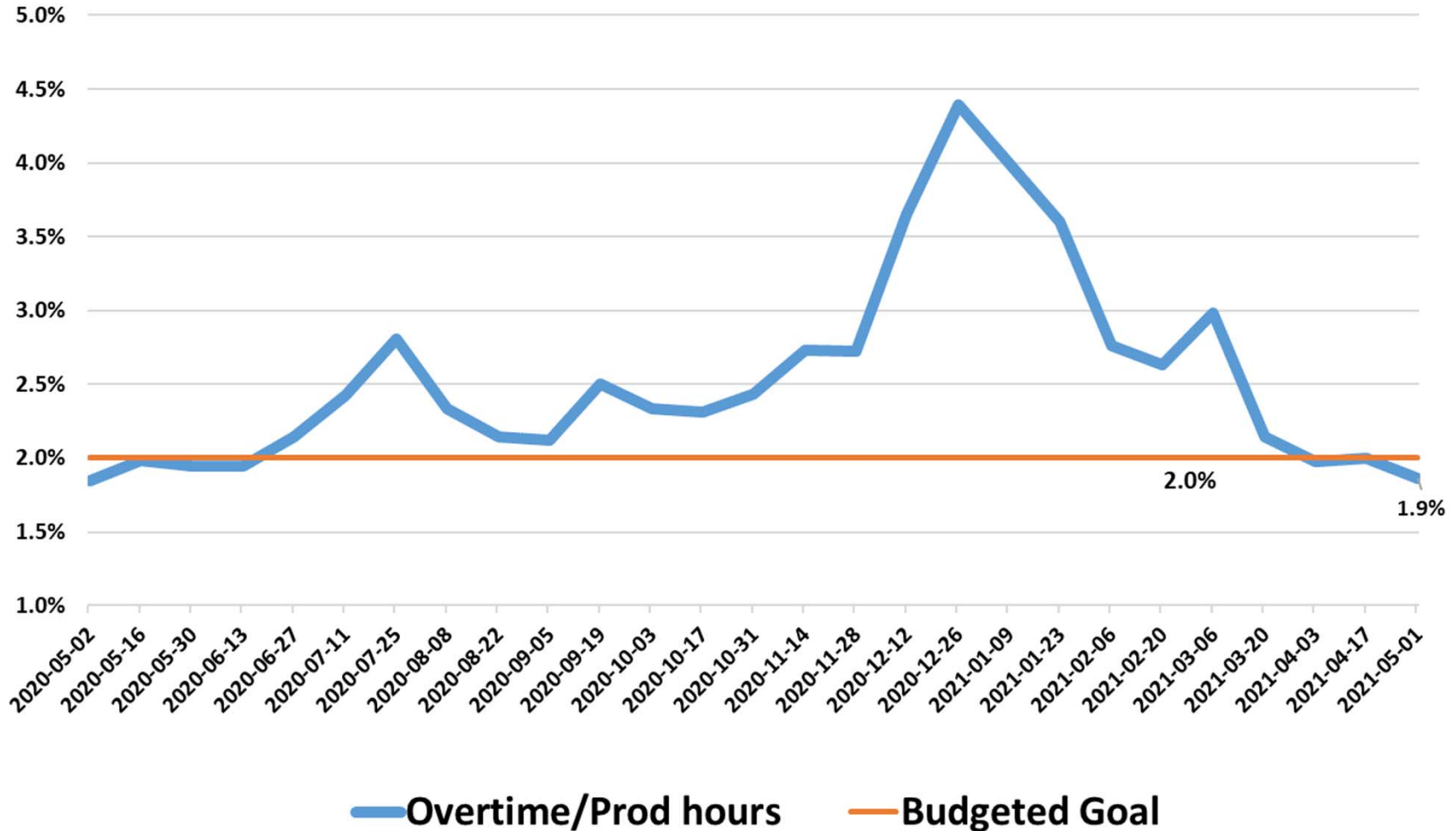


Contract Labor Hours

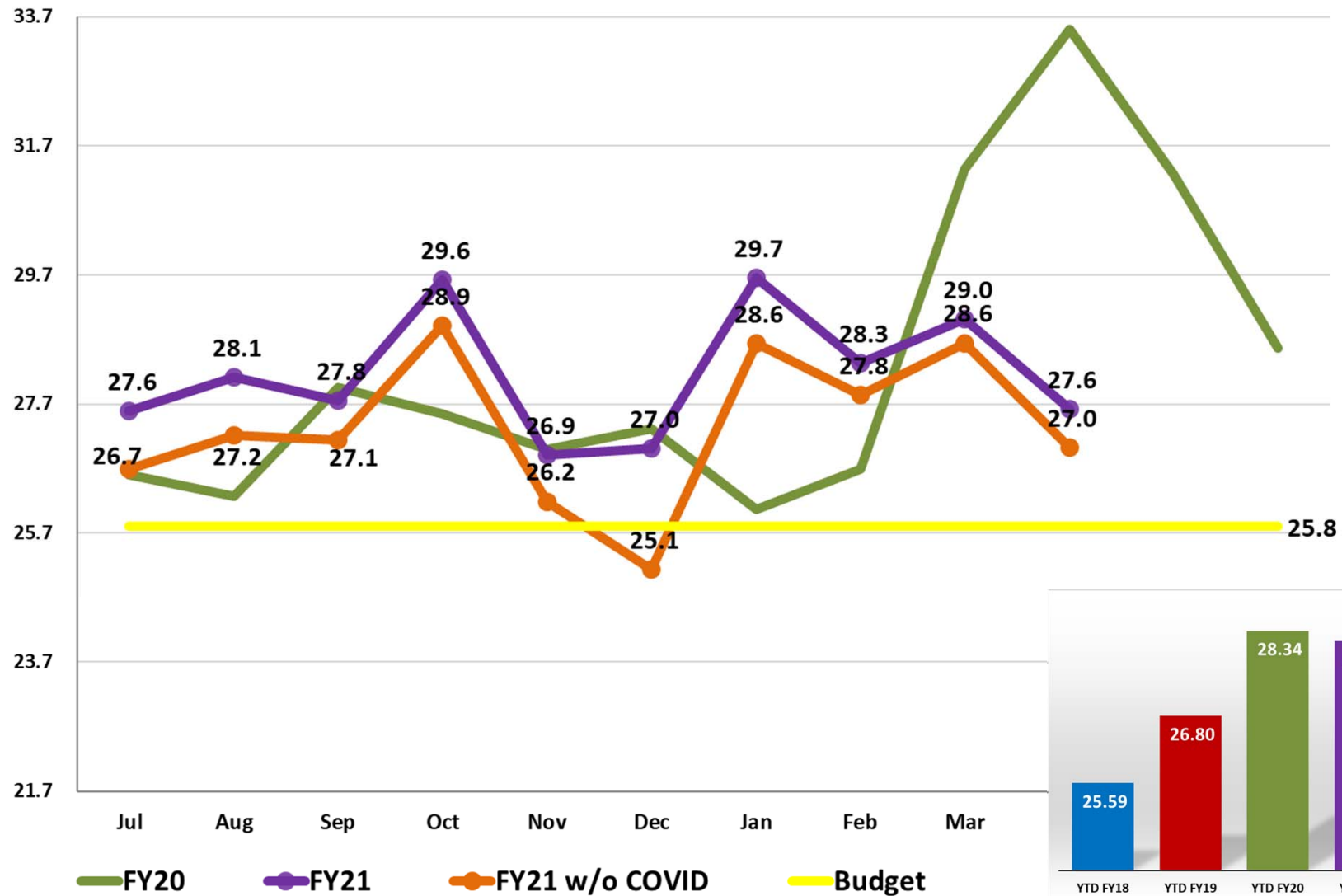


Overtime

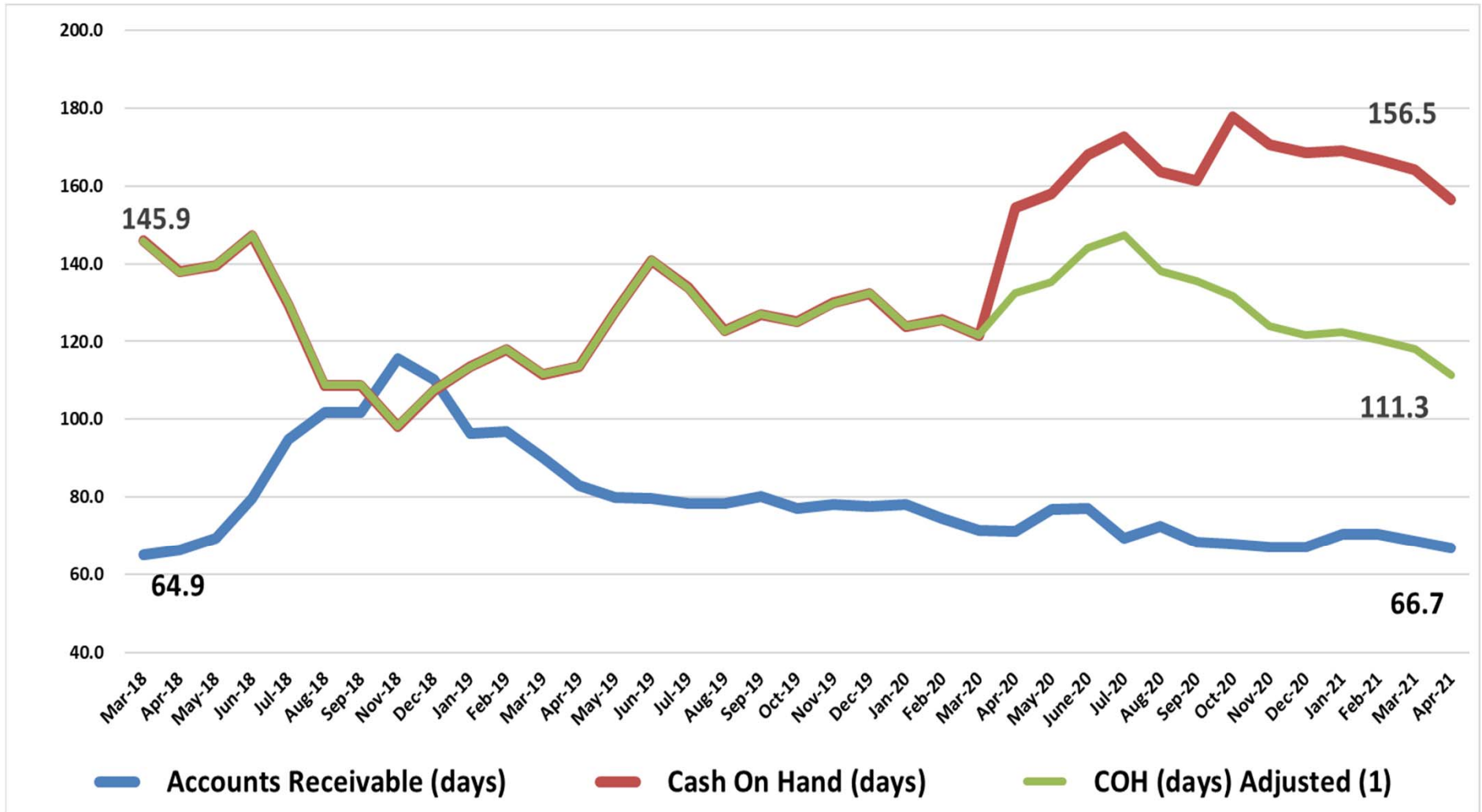
Overtime as a % of Productive Hours



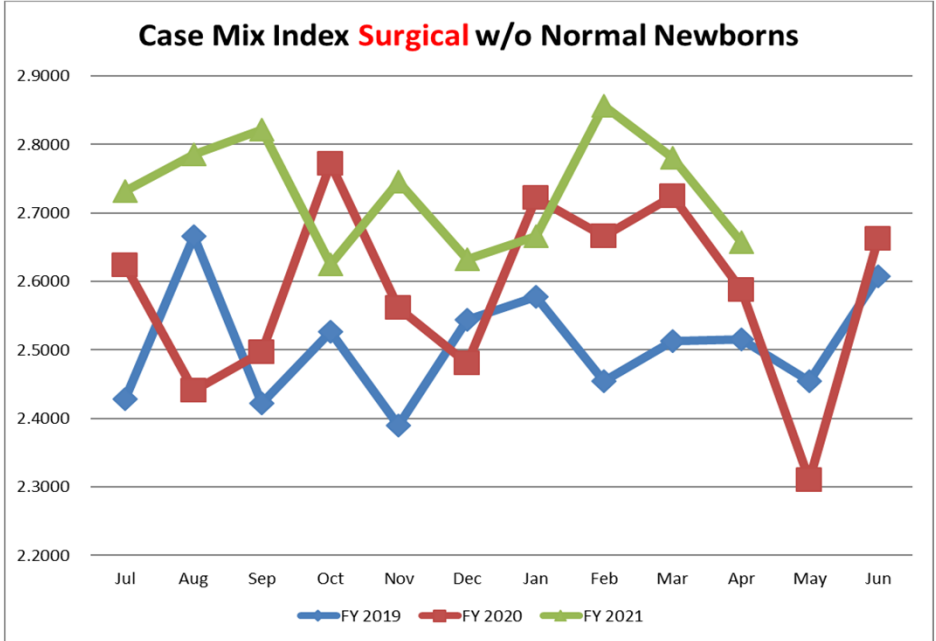
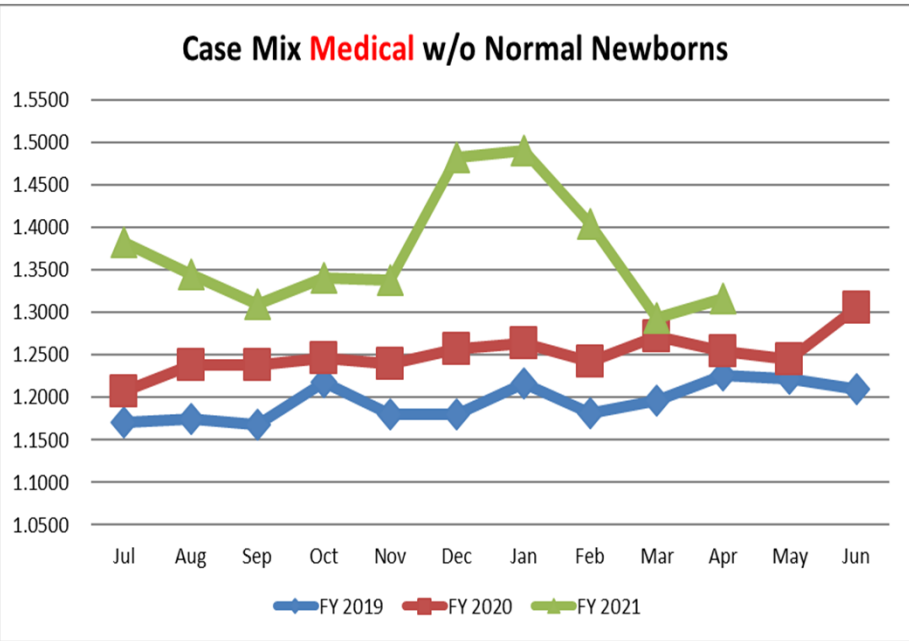
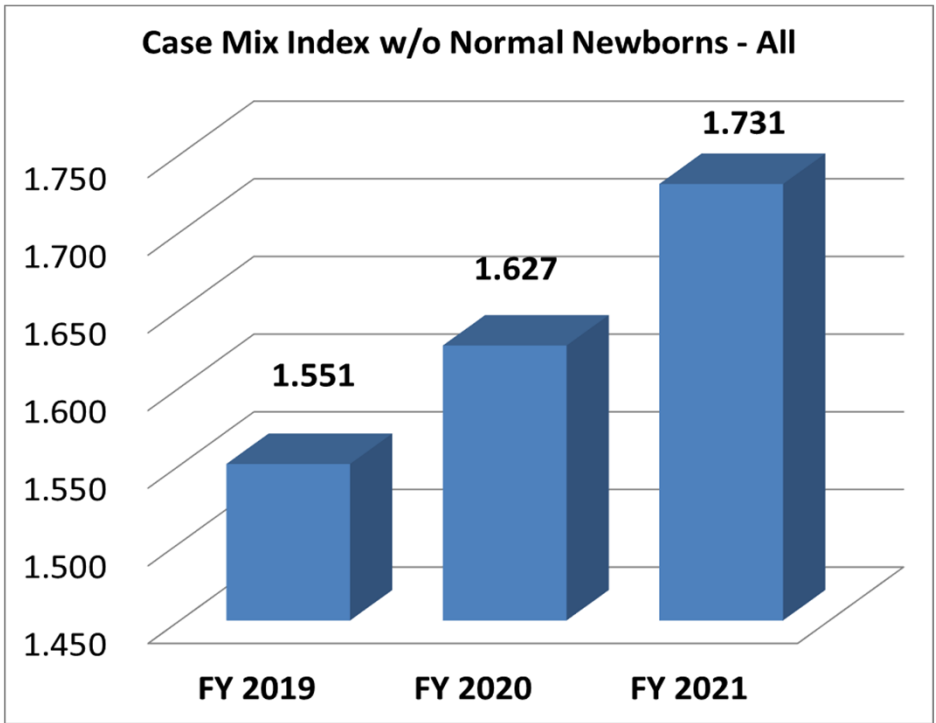
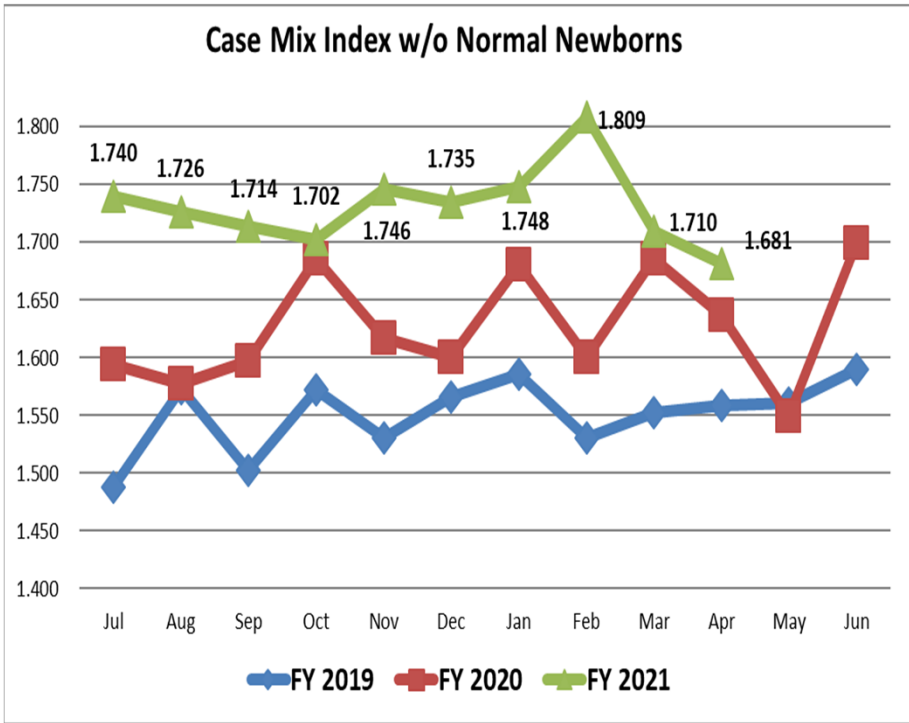
Productivity: Worked Hours/Adjusted Patient Days



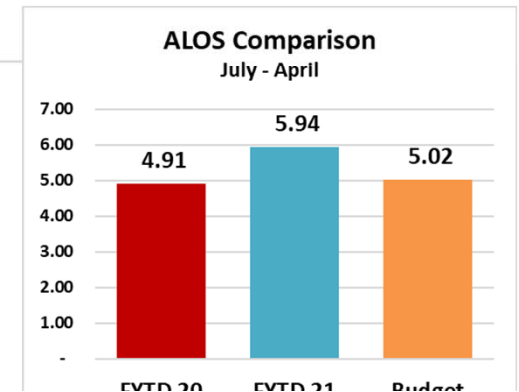
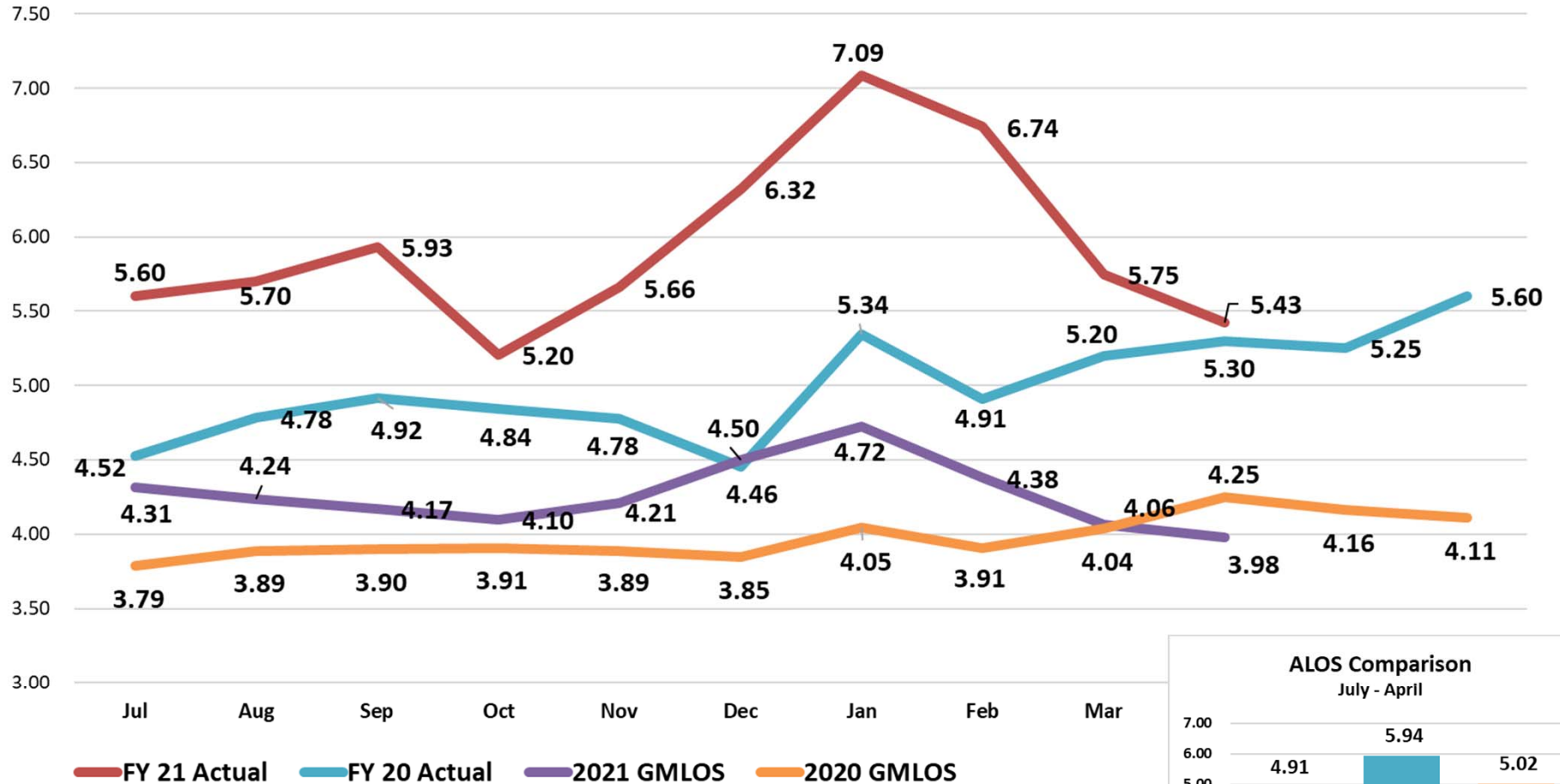
Trended Liquidity Ratios



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



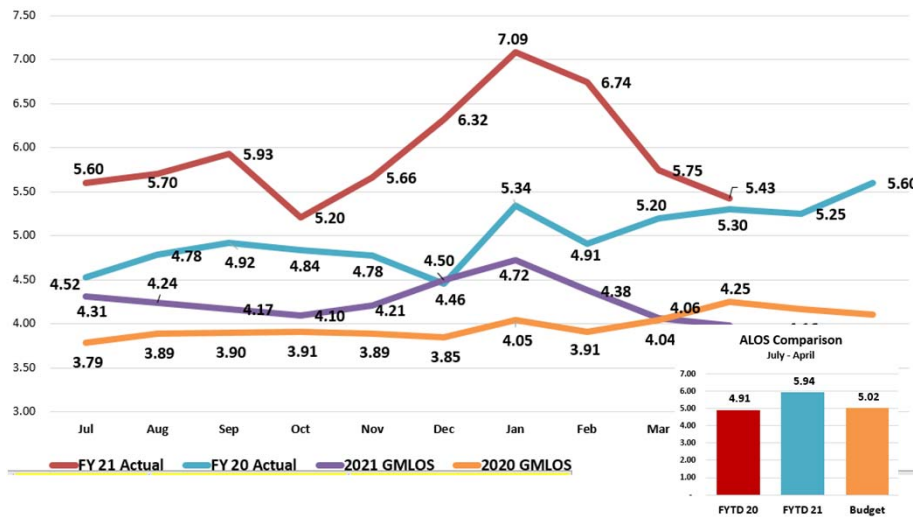
Average Length of Stay versus National Average (GMLOS)



Average Length of Stay versus National Average (GMLOS)

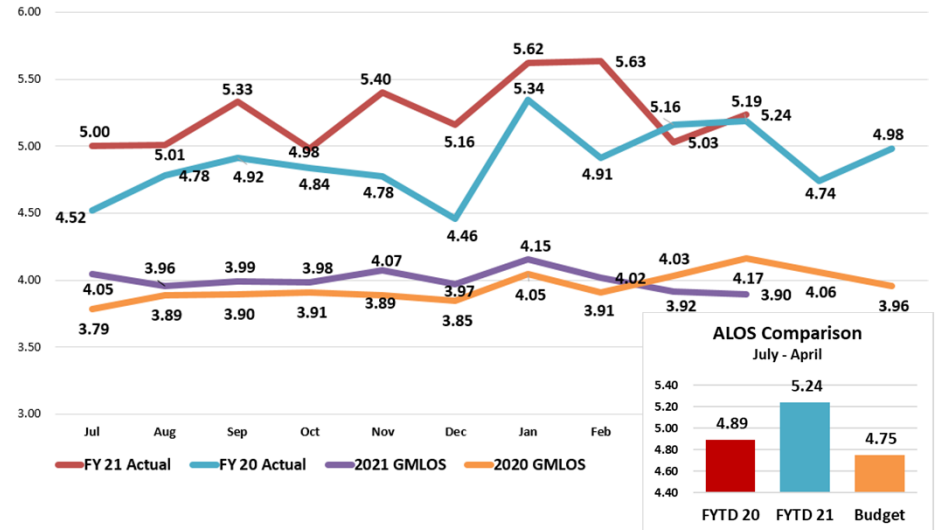
	Including COVID Patients			Excluding COVID Patients			Gap Diff	%
	ALOS	GMLOS	GAP	ALOS	GMLOS	GAP		
Mar-20	5.20	4.04	1.16	5.16	4.03	1.13	0.03	2%
Apr-20	5.30	4.25	1.05	5.19	4.17	1.03	0.02	2%
May-20	5.25	4.16	1.09	4.74	4.07	0.68	0.41	38%
Jun-20	5.60	4.11	1.49	4.98	3.96	1.02	0.47	31%
Jul-20	5.60	4.31	1.29	5.00	4.05	0.96	0.33	26%
Aug-20	5.70	4.24	1.47	5.01	3.96	1.05	0.42	28%
Sep-20	5.93	4.17	1.76	5.33	3.99	1.34	0.42	24%
Oct-20	5.20	4.10	1.11	4.98	3.98	1.00	0.11	10%
Nov-20	5.66	4.21	1.45	5.40	4.07	1.33	0.12	9%
Dec-20	6.32	4.50	1.82	5.16	3.97	1.19	0.63	34%
Jan-21	7.09	4.72	2.36	5.62	4.15	1.47	0.89	38%
Feb-21	6.74	4.38	2.36	5.63	4.02	1.62	0.74	32%
Mar-21	5.75	4.06	1.68	5.03	3.92	1.11	0.57	34%
Apr-21	5.43	3.98	1.45	5.24	3.90	1.34	0.10	7%
Average	5.77	4.23	1.54	5.18	4.02	1.16	0.38	24%

Average Length of Stay versus National Average (GMLOS)

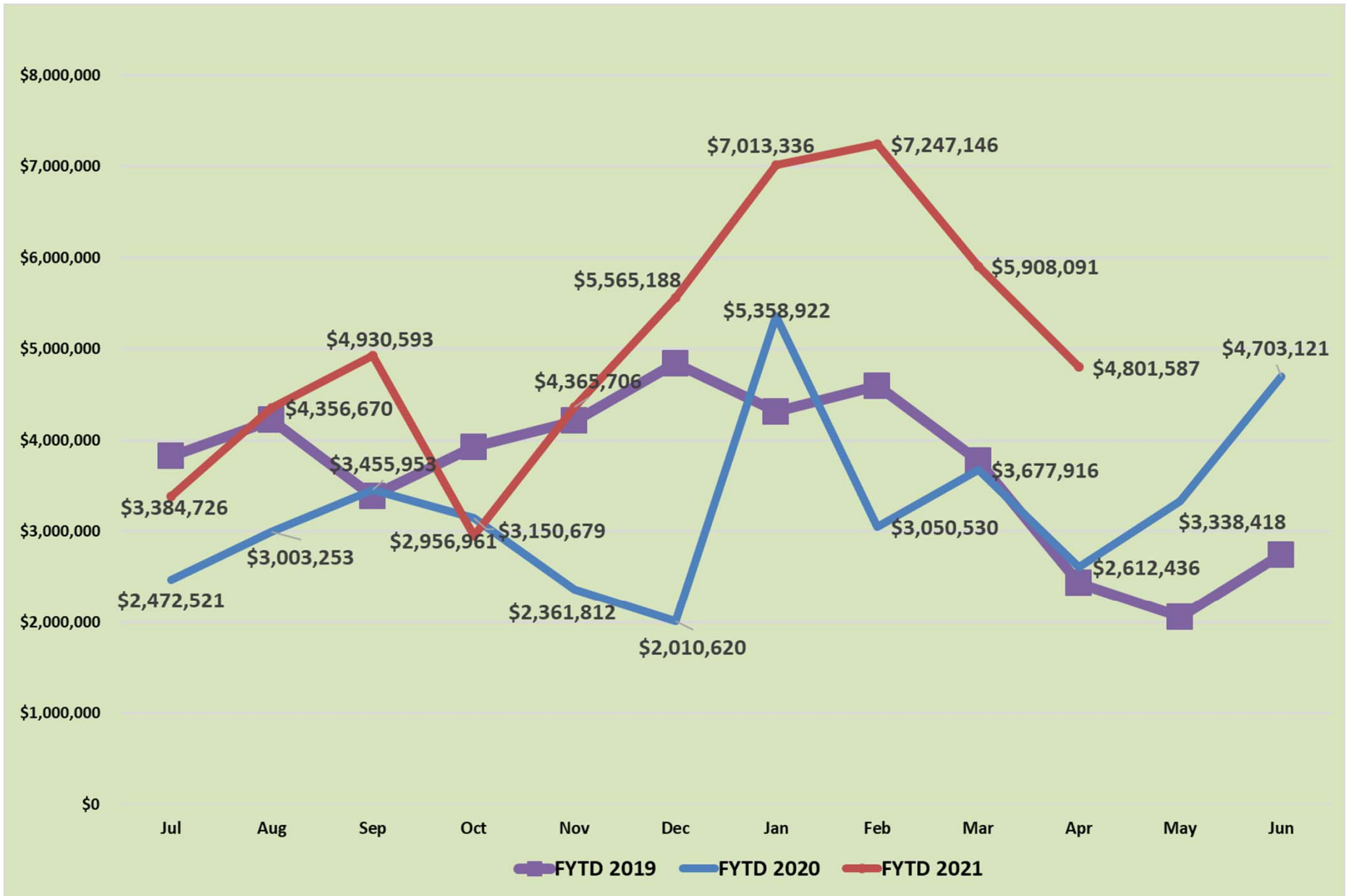


Average Length of Stay versus National Average (GMLOS)

WITHOUT COVID



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



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

Fiscal Year	Operating Revenue			Operating Expenses								Operating Income	Non-Operating Income	Net Income	Operating Margin %	Excess Margin
	Net Patient Revenue	Other Operating Revenue	Operating Revenue Total	Personnel Expense	Physician Fees	Supplies Expense	Other Operating Expense	Operating Expenses Total								
2020																
Jul-19	51,799	13,802	65,601	32,948	7,266	8,683	13,597	62,494	3,107	744	3,852	4.7%	5.8%			
Aug-19	50,243	13,937	64,181	33,307	7,284	9,986	14,583	65,160	(980)	662	(318)	(1.5%)	(0.5%)			
Sep-19	48,185	13,994	62,179	31,582	7,486	8,571	14,182	61,822	356	4,429	4,785	0.6%	7.2%			
Oct-19	52,165	13,896	66,061	33,546	8,287	10,551	14,477	66,862	(801)	774	(27)	(1.2%)	(0.0%)			
Nov-19	49,354	12,823	62,177	31,690	6,974	9,635	13,616	61,916	261	699	960	0.4%	1.5%			
Dec-19	51,458	13,542	65,001	32,939	7,113	10,521	13,476	64,049	951	726	1,678	1.5%	2.6%			
Jan-20	52,382	15,305	67,687	34,899	7,653	11,127	14,469	68,148	(461)	682	221	(0.7%)	0.3%			
Feb-20	46,813	15,966	62,778	32,707	8,702	10,347	13,539	65,295	(2,516)	733	(1,783)	(4.0%)	(2.8%)			
Mar-20	48,523	13,650	62,173	35,596	8,202	10,216	13,716	67,729	(5,555)	4,465	(1,091)	(8.9%)	(1.6%)			
Apr-20	35,582	14,227	49,809	32,263	7,950	8,115	13,768	62,097	(12,288)	4,461	(7,827)	(24.7%)	(14.4%)			
May-20	35,995	14,754	50,750	32,299	7,191	8,423	14,078	61,991	(11,241)	4,339	(6,902)	(22.2%)	(12.5%)			
Jun-20	35,360	22,005	57,365	28,744	8,486	13,315	17,247	67,791	(10,427)	9,229	(1,198)	(18.2%)	(1.8%)			
2020 FY Total	\$ 557,860	\$ 177,901	\$ 735,761	\$ 392,520	\$ 92,595	\$ 119,490	\$ 170,748	\$ 775,353	\$ (39,592)	\$ 31,941	\$ (7,651)	(5.4%)	(1.0%)			
2021																
Jul-20	47,402	13,608	61,009	32,213	7,807	10,036	13,502	63,559	(2,550)	4,542	1,993	(4.2%)	3.0%			
Aug-20	48,393	13,339	61,732	32,203	8,699	10,720	14,744	66,366	(4,634)	4,444	(191)	(7.5%)	(0.3%)			
Sep-20	48,769	13,548	62,317	32,837	6,871	11,619	14,643	65,971	(3,654)	3,138	(515)	(5.9%)	(0.8%)			
Oct-20	51,454	13,083	64,537	33,385	7,746	10,713	15,033	66,876	(2,339)	5,177	2,837	(3.6%)	4.4%			
Nov-20	50,994	12,719	63,713	31,225	8,079	10,999	14,837	65,140	(1,427)	2,807	1,380	(2.2%)	2.2%			
Dec-20	50,409	13,317	63,726	34,298	8,024	11,492	15,152	68,965	(5,240)	1,963	(3,276)	(8.2%)	(5.1%)			
Jan-21	49,949	14,115	64,064	34,008	8,421	12,014	15,101	69,544	(5,480)	6,363	883	(8.6%)	1.4%			
Feb-21	44,505	14,519	59,024	31,565	8,484	9,685	13,829	63,562	(4,538)	3,973	(565)	(7.7%)	(1.0%)			
Mar-21	56,144	17,106	73,250	35,505	8,278	10,923	16,990	71,696	1,554	2,267	3,821	2.1%	5.2%			
Apr-21	52,593	19,684	72,277	37,084	8,320	11,011	16,895	73,310	(1,033)	2,645	1,612	(1.4%)	2.2%			
2021 FY Total	\$ 500,611	\$ 145,038	\$ 645,649	\$ 334,323	\$ 80,729	\$ 109,212	\$ 150,726	\$ 674,990	\$ (29,341)	\$ 37,319	\$ 7,978	(4.5%)	1.2%			
FYTD Budget	508,544	135,452	643,996	327,134	74,808	102,559	138,518	643,019	977	6,358	7,335	0.2%	1.1%			
Variance	\$ (7,933)	\$ 9,586	\$ 1,653	\$ 7,190	\$ 5,921	\$ 6,653	\$ 12,208	\$ 31,971	\$ (30,318)	\$ 30,961	\$ 643					
Current Month Analysis																
Apr-21	\$ 52,593	\$ 19,684	\$ 72,277	\$ 37,084	\$ 8,320	\$ 11,011	\$ 16,895	\$ 73,310	\$ (1,033)	\$ 2,645	\$ 1,612	(1.4%)	2.2%			
Budget	50,451	13,767	64,219	32,586	7,487	10,053	13,844	63,970	248	630	878	0.4%	1.4%			
Variance	\$ 2,142	\$ 5,917	\$ 8,059	\$ 4,498	\$ 833	\$ 958	\$ 3,051	\$ 9,340	\$ (1,281)	\$ 2,015	734					

KAWEAH DELTA HEALTH CARE DISTRICT

FISCAL YEAR 2020 & 2021

Fiscal Year	Patient Days	ADC	Adjusted Patient Days	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 Revenue	Physician Fees/ Net Revenue	Supply Expense/ Net Revenue	Total Operating Expense/ Net Revenue
2020														
Jul-19	12,744	411	25,329	50.3%	73.8%	2,045	1,301	287	343	2,467	63.6%	14.0%	16.8%	120.6%
Aug-19	13,240	427	26,654	49.7%	74.8%	1,885	1,250	273	375	2,445	66.3%	14.5%	19.9%	129.7%
Sep-19	12,712	424	25,104	50.6%	74.1%	1,919	1,258	298	341	2,463	65.5%	15.5%	17.8%	128.3%
Oct-19	12,924	417	26,070	49.6%	74.6%	2,001	1,287	318	405	2,565	64.3%	15.9%	20.2%	128.2%
Nov-19	12,260	409	24,515	50.0%	74.4%	2,013	1,293	285	393	2,526	64.2%	14.1%	19.5%	125.5%
Dec-19	12,993	419	25,116	51.7%	73.8%	2,049	1,311	283	419	2,550	64.0%	13.8%	20.4%	124.5%
Jan-20	13,799	445	27,447	50.3%	75.3%	1,908	1,271	279	405	2,483	66.6%	14.6%	21.2%	130.1%
Feb-20	12,909	445	25,445	50.7%	76.9%	1,840	1,285	342	407	2,566	69.9%	18.6%	22.1%	139.5%
Mar-20	12,164	392	23,703	51.3%	74.1%	2,047	1,502	346	431	2,857	73.4%	16.9%	21.1%	139.6%
Apr-20	10,665	356	19,442	54.9%	76.1%	1,830	1,659	409	417	3,194	90.7%	22.3%	22.8%	174.5%
May-20	11,729	378	21,561	54.4%	79.5%	1,669	1,498	334	391	2,875	89.7%	20.0%	23.4%	172.2%
Jun-20	12,571	419	25,057	50.2%	81.9%	1,411	1,147	339	531	2,706	81.3%	24.0%	37.7%	191.7%
2020 FY Total	150,710	412	295,371	51.0%	75.7%	1,889	1,329	313	405	2,625	70.4%	16.6%	21.4%	139.0%
2021														
Jul-20	13,016	420	24,934	52.2%	76.8%	1,901	1,292	313	403	2,549	68.0%	16.5%	21.2%	134.1%
Aug-20	13,296	429	24,893	53.4%	75.7%	1,944	1,294	349	431	2,666	66.5%	18.0%	22.2%	137.1%
Sep-20	13,024	434	24,587	53.0%	75.6%	1,984	1,336	279	473	2,683	67.3%	14.1%	23.8%	135.3%
Oct-20	12,478	403	24,749	50.4%	74.2%	2,079	1,349	313	433	2,702	64.9%	15.1%	20.8%	130.0%
Nov-20	12,898	430	24,958	51.7%	74.0%	2,043	1,251	324	441	2,610	61.2%	15.8%	21.6%	127.7%
Dec-20	14,346	463	25,750	55.7%	75.2%	1,958	1,332	312	446	2,678	68.0%	15.9%	22.8%	136.8%
Jan-21	13,817	446	24,148	57.2%	75.5%	2,068	1,408	349	498	2,880	68.1%	16.9%	24.1%	139.2%
Feb-21	12,384	442	23,570	52.5%	77.3%	1,888	1,339	360	411	2,697	70.9%	19.1%	21.8%	142.8%
Mar-21	13,023	420	25,807	50.5%	74.9%	2,176	1,376	321	423	2,778	63.2%	14.7%	19.5%	127.7%
Apr-21	12,361	412	25,268	48.9%	75.8%	2,081	1,468	329	436	2,901	70.5%	15.8%	20.9%	139.4%
2021 FY Total	130,643	430	248,779	52.5%	75.5%	2,012	1,344	325	439	2,713	66.8%	16.1%	21.8%	134.8%
FYTD Budget	131,919	434	268,986	49.0%	75.6%	1,891	1,216	278	381	2,585	64.3%	14.7%	20.2%	126.4%
Variance	(1,276)	(4)	(20,207)	3.5%	(0.1%)	122	128	46	58	129	2.5%	1.4%	1.6%	8.4%
Current Month Analysis														
Apr-21	12,361	412	25,268	48.9%	75.8%	2,081	1,468	329	436	2,901	70.5%	15.8%	20.9%	139.4%
Budget	13,329	444	27,632	48.2%	75.6%	1,826	1,179	271	364	2,532	64.6%	14.8%	19.9%	126.8%
Variance	(968)	(32)	(2,364)	0.7%	0.2%	256	288	58	72	370	5.9%	1.0%	1.0%	12.6%

KAWEAH DELTA HEALTH CARE DISTRICT

RATIO ANALYSIS REPORT

APRIL 30, 2021

	Current Month Value	Prior Month Value	June 30, 2020 Audited Value	2018 Moody's Median Benchmark		
				Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	1.4	1.3	1.4	1.6	1.9	2.1
Accounts Receivable (days)	66.7	68.5	79.7	47.6	45.9	44.4
Cash On Hand (days)	156.5	164.1	167.5	257.6	215.1	158.0
Cushion Ratio (x)	20.9	21.6	21.2	36.2	22.5	14.4
Average Payment Period (days)	88.6	89.6	76.7	73.1	59.2	59.2
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	144.0%	149.2%	146.2%	228.8%	167.7%	119.7%
Debt-To-Capitalization	32.7%	32.7%	32.6%	26.9%	32.2%	40.4%
Debt-to-Cash Flow (x)	5.2	5.4	8.5	2.3	2.9	3.8
Debt Service Coverage	2.6	2.6	1.7	6.6	5.2	3.3
Maximum Annual Debt Service Coverage (x)	2.6	2.6	1.6	6.6	4.7	3.2
Age Of Plant (years)	14.1	14.0	12.9	10.3	11.8	12.1
PROFITABILITY RATIOS						
Operating Margin	(4.5%)	(4.9%)	(5.4%)	3.2%	2.2%	0.7%
Excess Margin	1.2%	1.0%	(1.0%)	7.0%	5.0%	2.6%
Operating Cash Flow Margin	0.2%	(.2%)	(.4%)	9.1%	8.5%	6.8%
Return on Assets	1.0%	0.9%	(.8%)	5.0%	3.9%	2.6%

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

	Apr-21	Mar-21	Change	% Change	Jun-20 (Audited)
ASSETS AND DEFERRED OUTFLOWS					
CURRENT ASSETS					
Cash and cash equivalents	\$ 4,789	\$ 7,830	\$ (3,041)	-38.84%	\$ 11,766
Current Portion of Board designated and trusted assets	22,770	21,372	1,398	6.54%	13,954
Accounts receivable:					
Net patient accounts	126,523	126,331	192	0.15%	118,451
Other receivables	29,258	10,132	19,127	188.78%	16,669
	155,782	136,463	19,319	14.16%	135,119
Inventories	9,264	9,217	47	0.51%	8,479
Medicare and Medi-Cal settlements	53,176	60,136	(6,960)	-11.57%	36,726
Prepaid expenses	12,114	12,187	(73)	-0.60%	10,317
Total current assets	257,895	247,204	10,690	4.32%	216,362
NON-CURRENT CASH AND INVESTMENTS -					
less current portion					
Board designated cash and assets	342,192	350,938	(8,746)	-2.49%	338,785
Revenue bond assets held in trust	22,261	22,253	8	0.04%	36,092
Assets in self-insurance trust fund	2,562	2,557	5	0.19%	3,727
Total non-current cash and investments	367,015	375,748	(8,734)	-2.32%	378,604
CAPITAL ASSETS					
Land	17,542	17,542	-	0.00%	17,542
Buildings and improvements	378,591	378,464	127	0.03%	378,313
Equipment	299,284	299,284	-	0.00%	299,378
Construction in progress	70,866	68,675	2,191	3.19%	38,837
	766,284	763,965	2,319	0.30%	734,071
Less accumulated depreciation	419,971	417,637	2,334	0.56%	396,060
	346,312	346,328	(15)	0.00%	338,011
Property under capital leases -					
less accumulated amortization	617	680	(63)	-9.26%	389
Total capital assets	346,929	347,008	(78)	-0.02%	338,401
OTHER ASSETS					
Property not used in operations	1,644	1,648	(4)	-0.26%	1,686
Health-related investments	5,910	6,411	(500)	-7.80%	6,888
Other	11,798	11,705	93	0.79%	10,759
Total other assets	19,352	19,764	(412)	-2.08%	19,334
Total assets	991,191	989,724	1,467	0.15%	952,700
DEFERRED OUTFLOWS	8,956	8,990	(35)	-0.39%	9,354
Total assets and deferred outflows	\$ 1,000,147	\$ 998,714	\$ 1,432	0.14%	\$ 962,054

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

	Apr-21	Mar-21	Change	% Change	Jun-20 (Audited)
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable and accrued expenses	\$ 114,702	\$ 116,737	\$ (2,035)	-1.74%	\$ 81,897
Accrued payroll and related liabilities	64,152	61,997	2,154	3.47%	63,411
Long-term debt, current portion	10,731	10,731	-	0.00%	10,647
Total current liabilities	189,585	189,466	119	0.06%	155,955
LONG-TERM DEBT, less current portion					
Bonds payable	260,037	260,094	(57)	-0.02%	262,436
Capital leases	151	157	(6)	-3.66%	220
Total long-term debt	260,188	260,251	(63)	-0.02%	262,656
NET PENSION LIABILITY	34,632	35,206	(575)	-1.63%	40,378
OTHER LONG-TERM LIABILITIES	34,525	34,231	294	0.86%	30,626
Total liabilities	518,929	519,153	(225)	-0.04%	489,615
NET ASSETS					
Invested in capital assets, net of related debt	109,371	101,200	8,171	8.07%	104,433
Restricted	40,991	38,947	2,044	5.25%	30,567
Unrestricted	330,856	339,414	(8,558)	-2.52%	337,439
Total net position	481,218	479,561	1,657	0.35%	472,439
Total liabilities and net position	\$ 1,000,147	\$ 998,714	\$ 1,432	0.14%	\$ 962,054

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

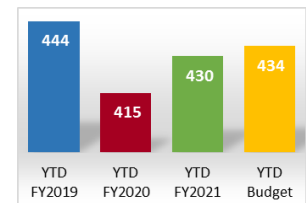
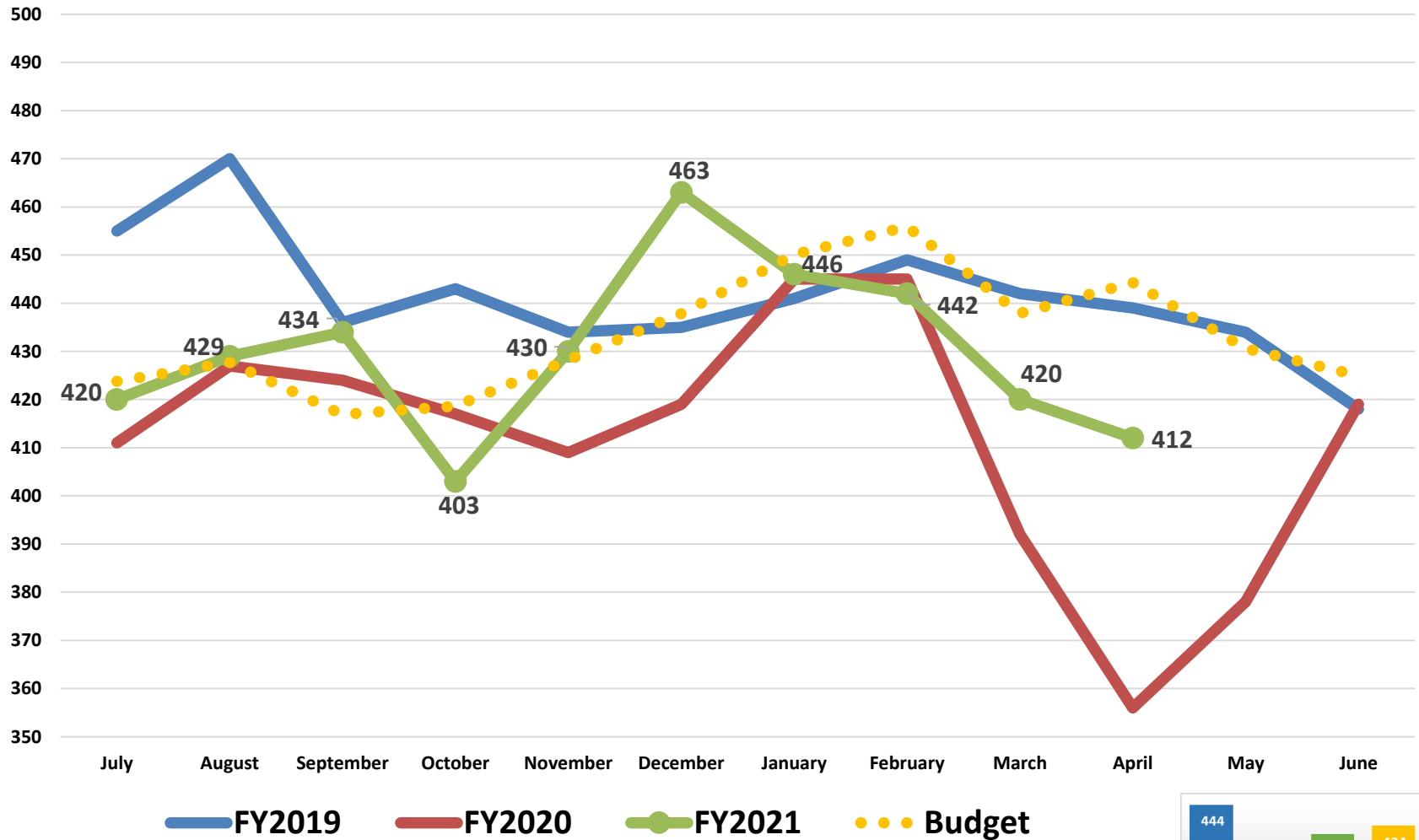
Statistical Report

May 24, 2021

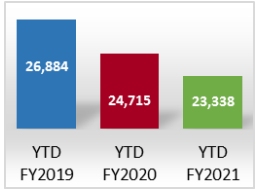
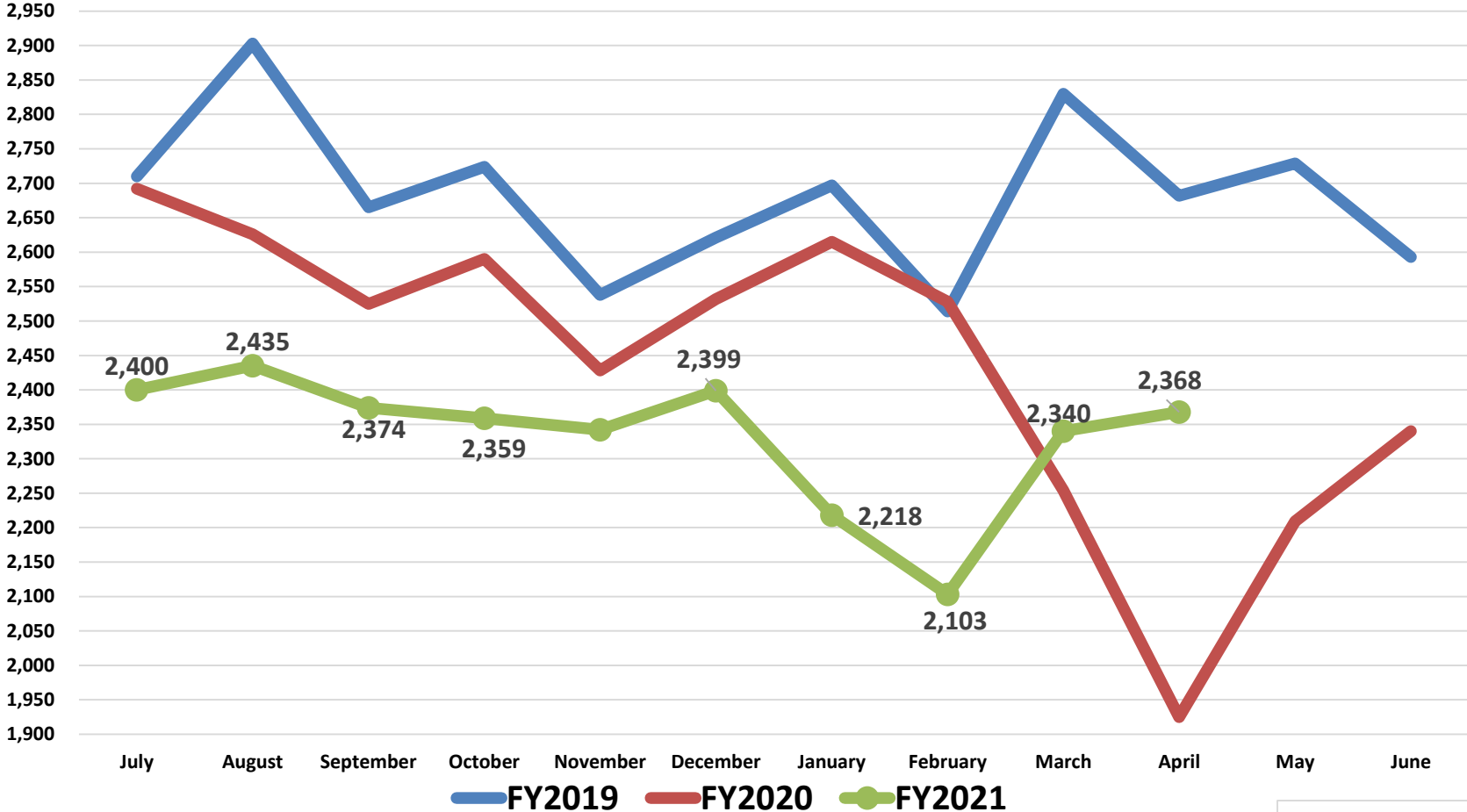


Kaweah Delta
HEALTH CARE DISTRICT

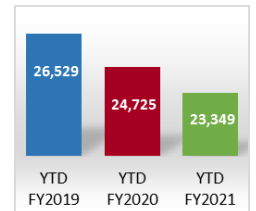
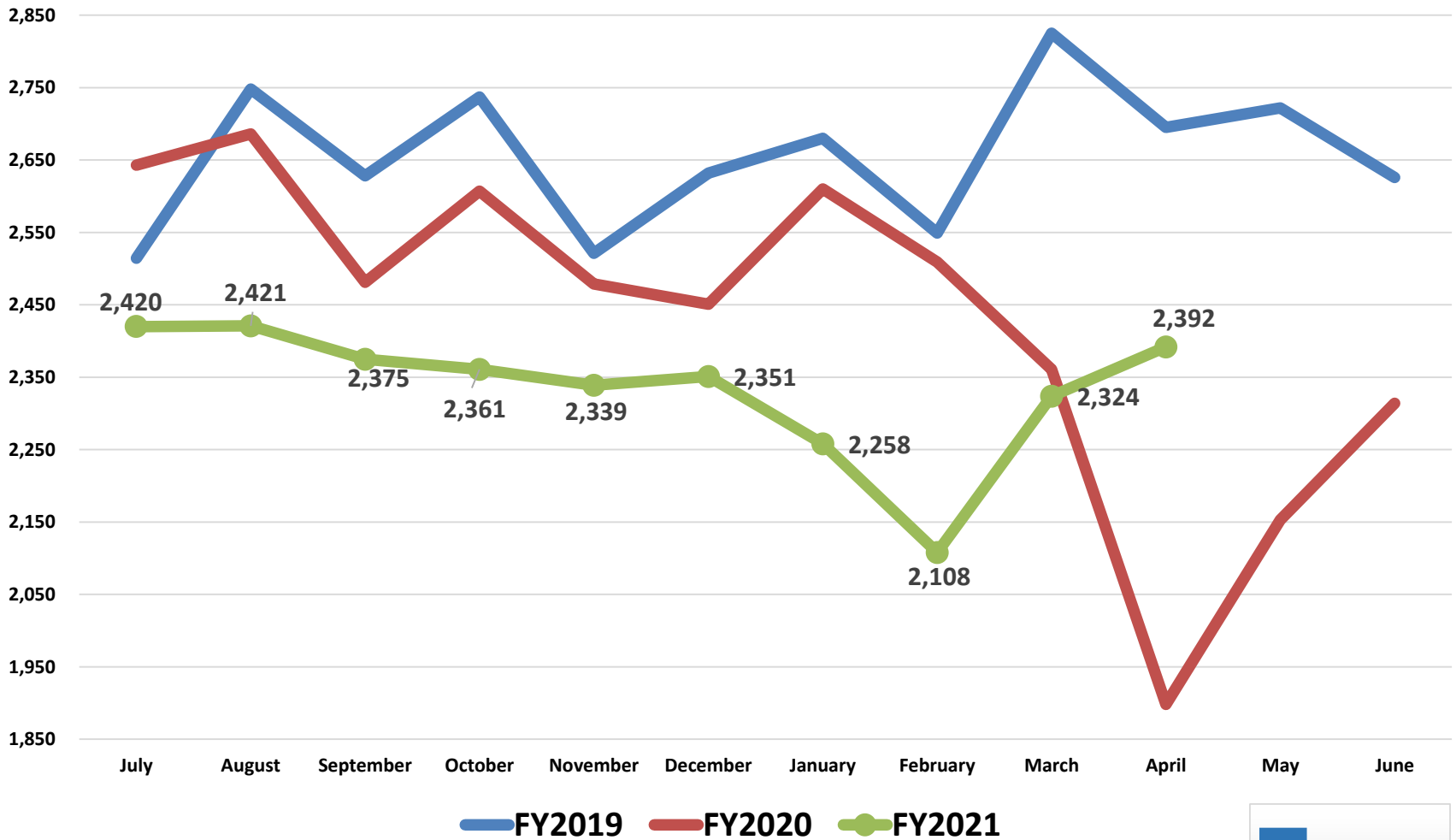
Average Daily Census



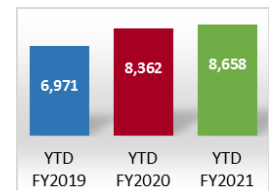
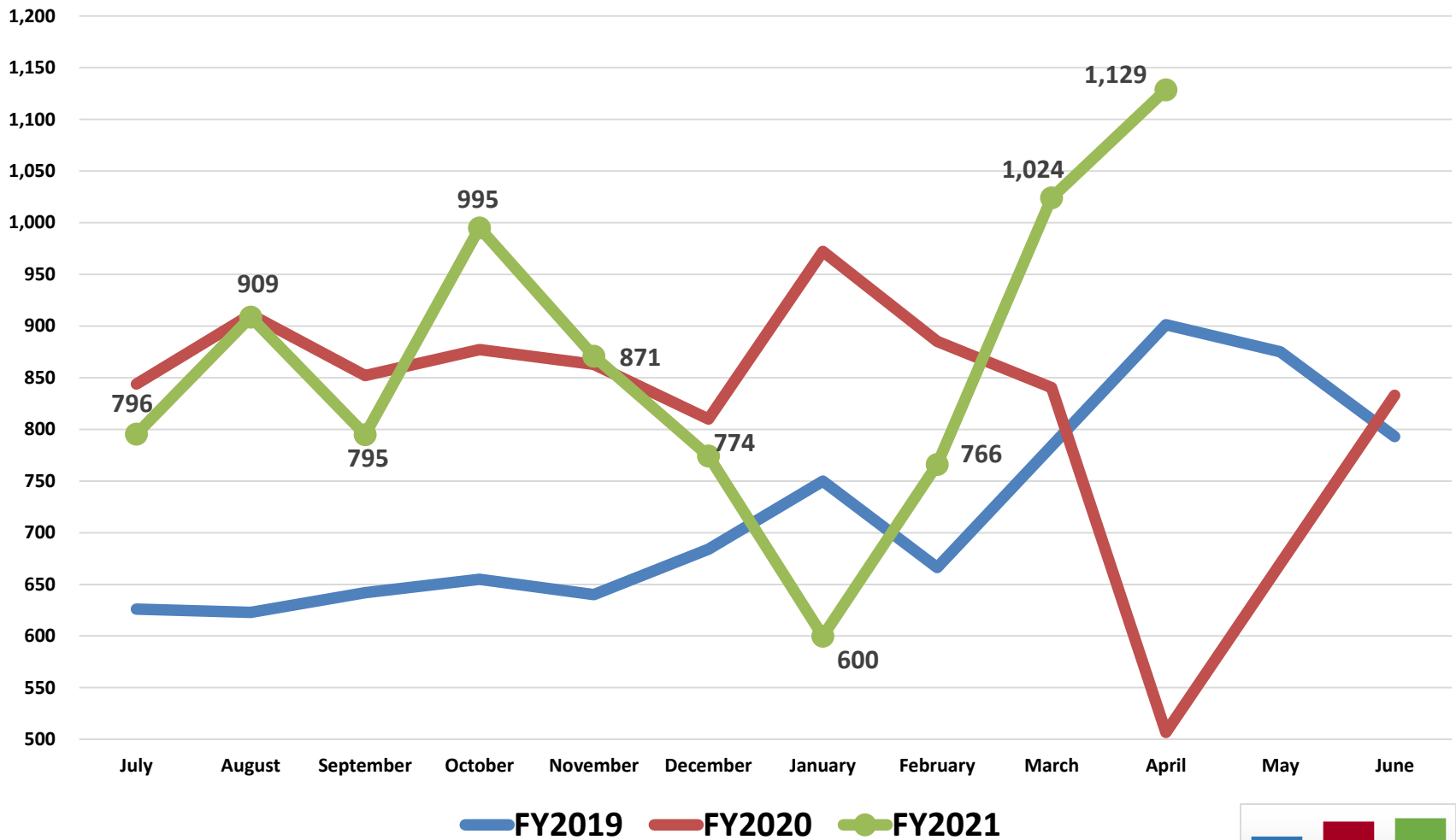
Admissions



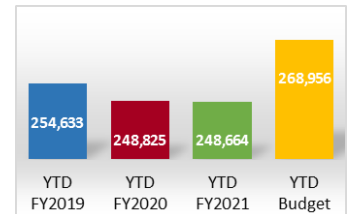
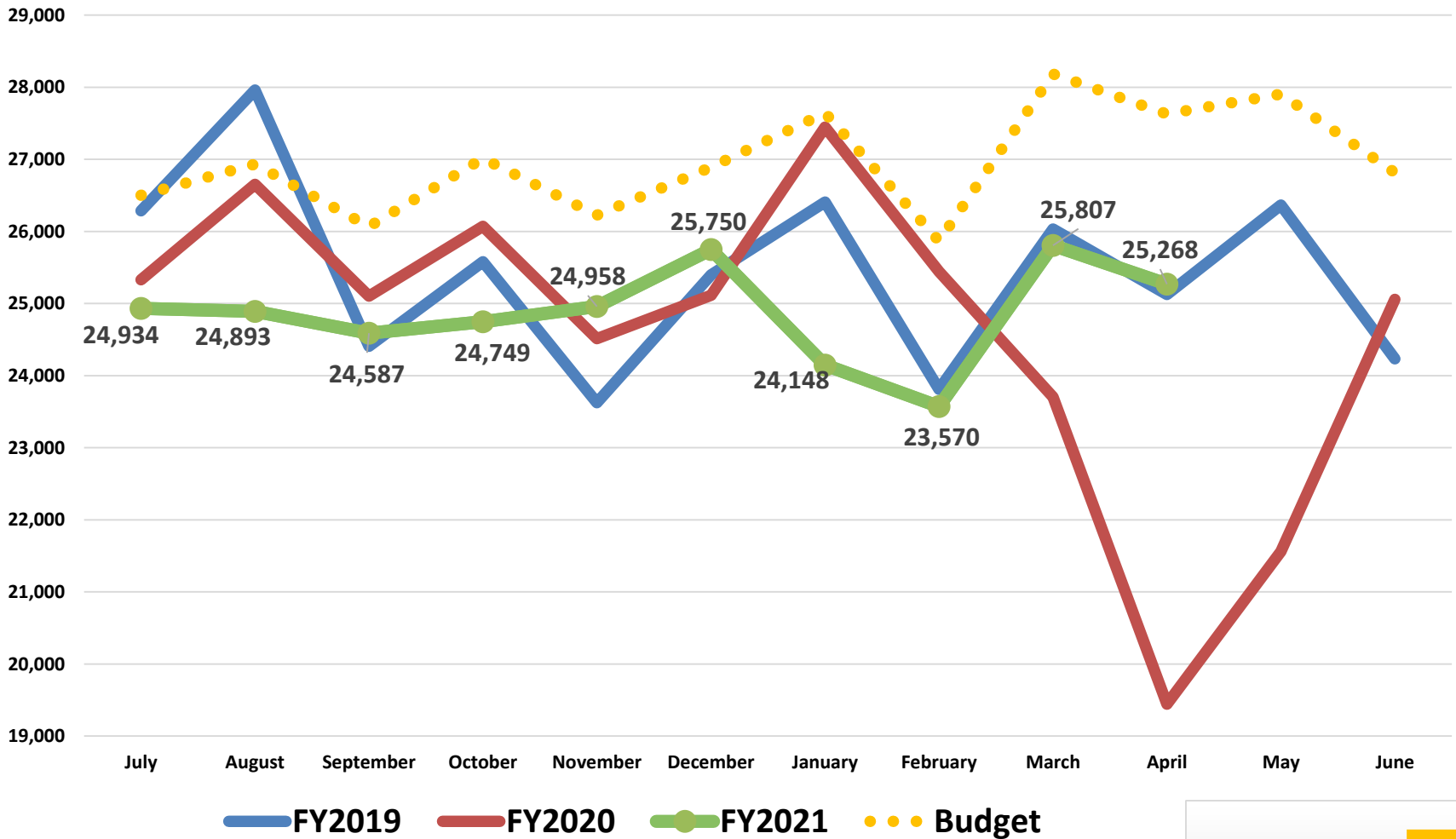
Discharges



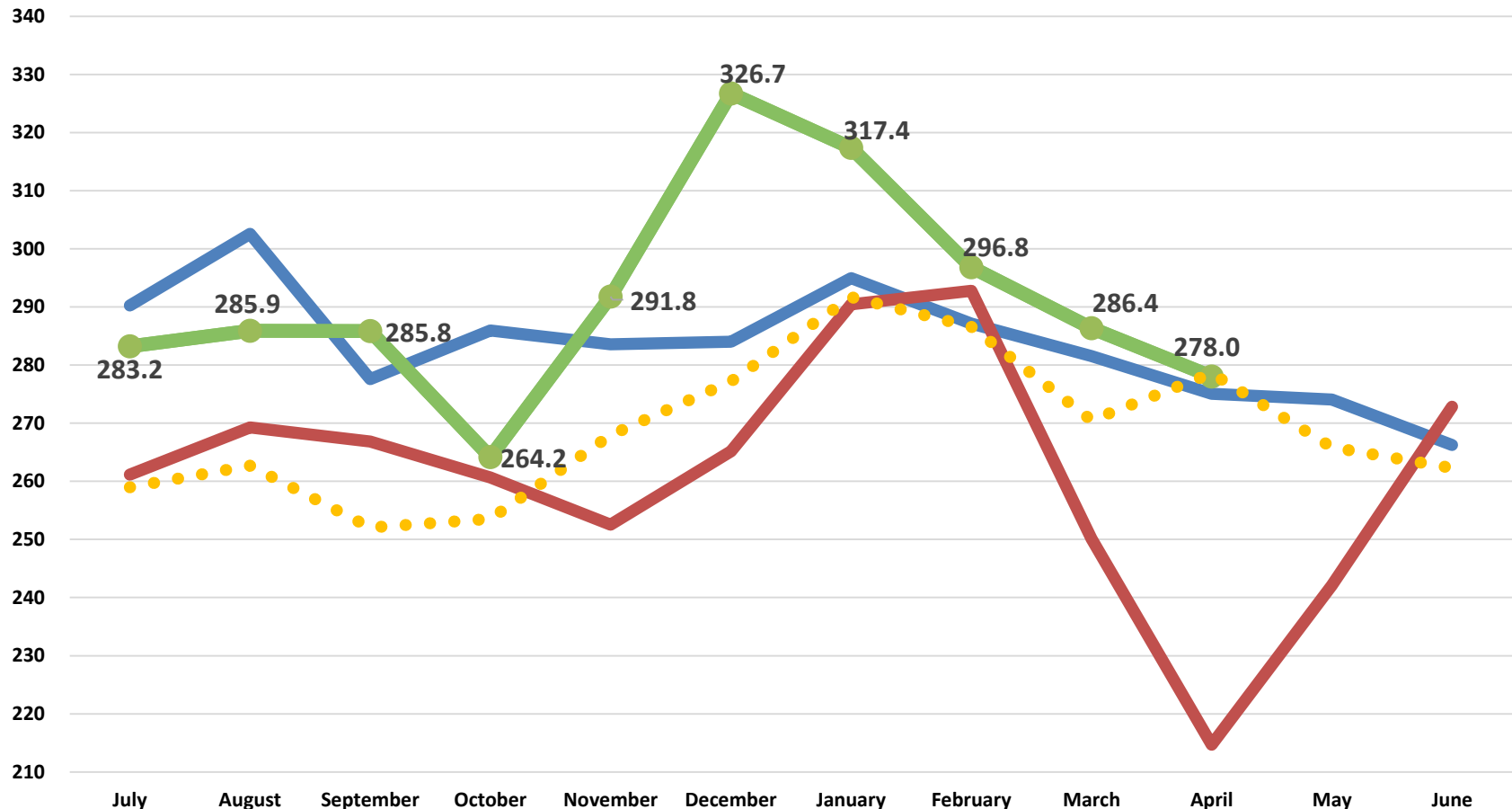
Observation Days



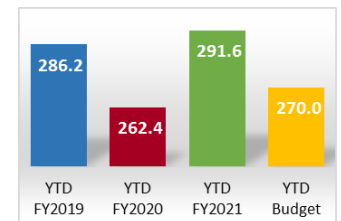
Adjusted Patient Days



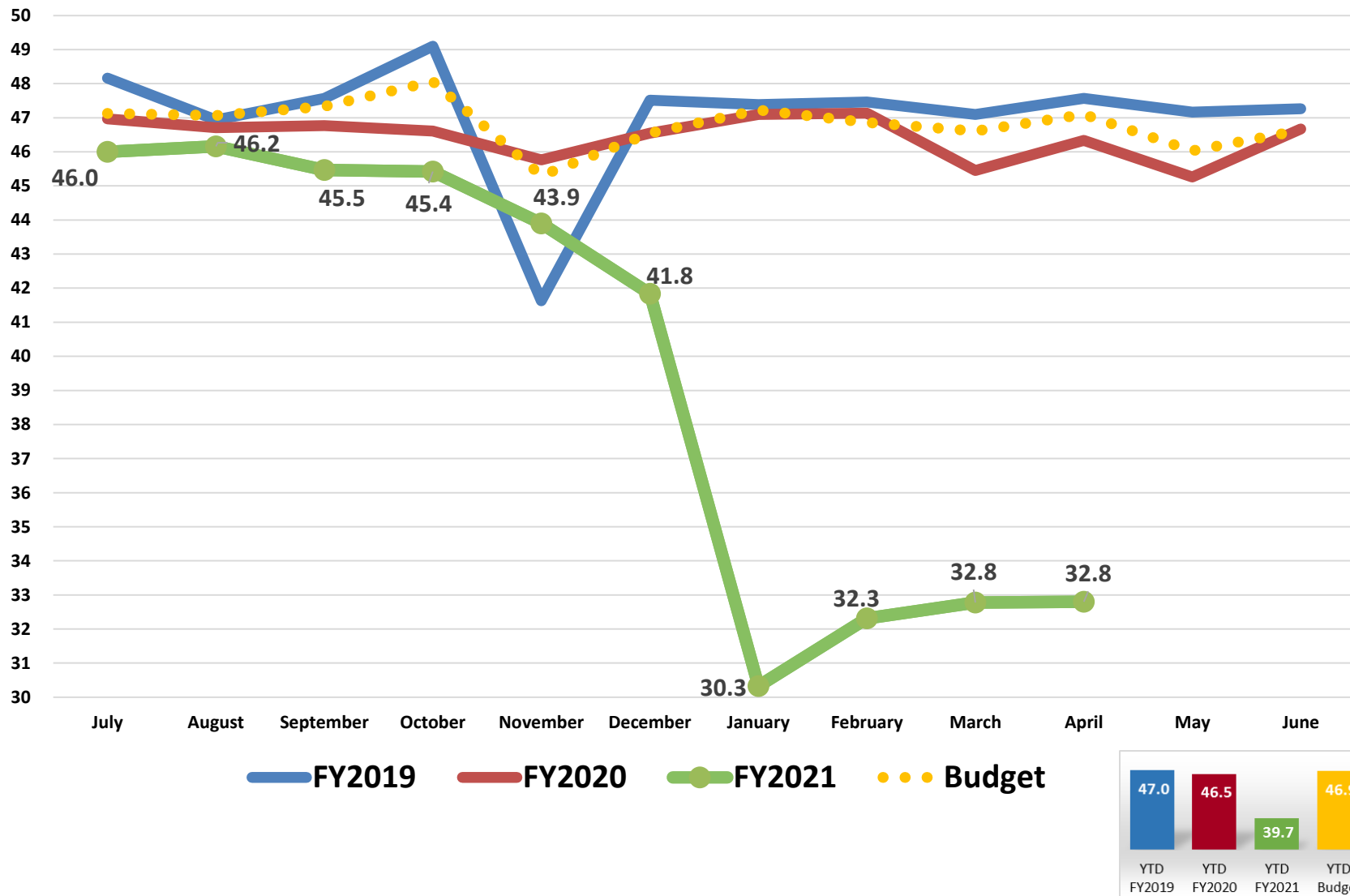
Medical Center – Avg. Patients Per Day



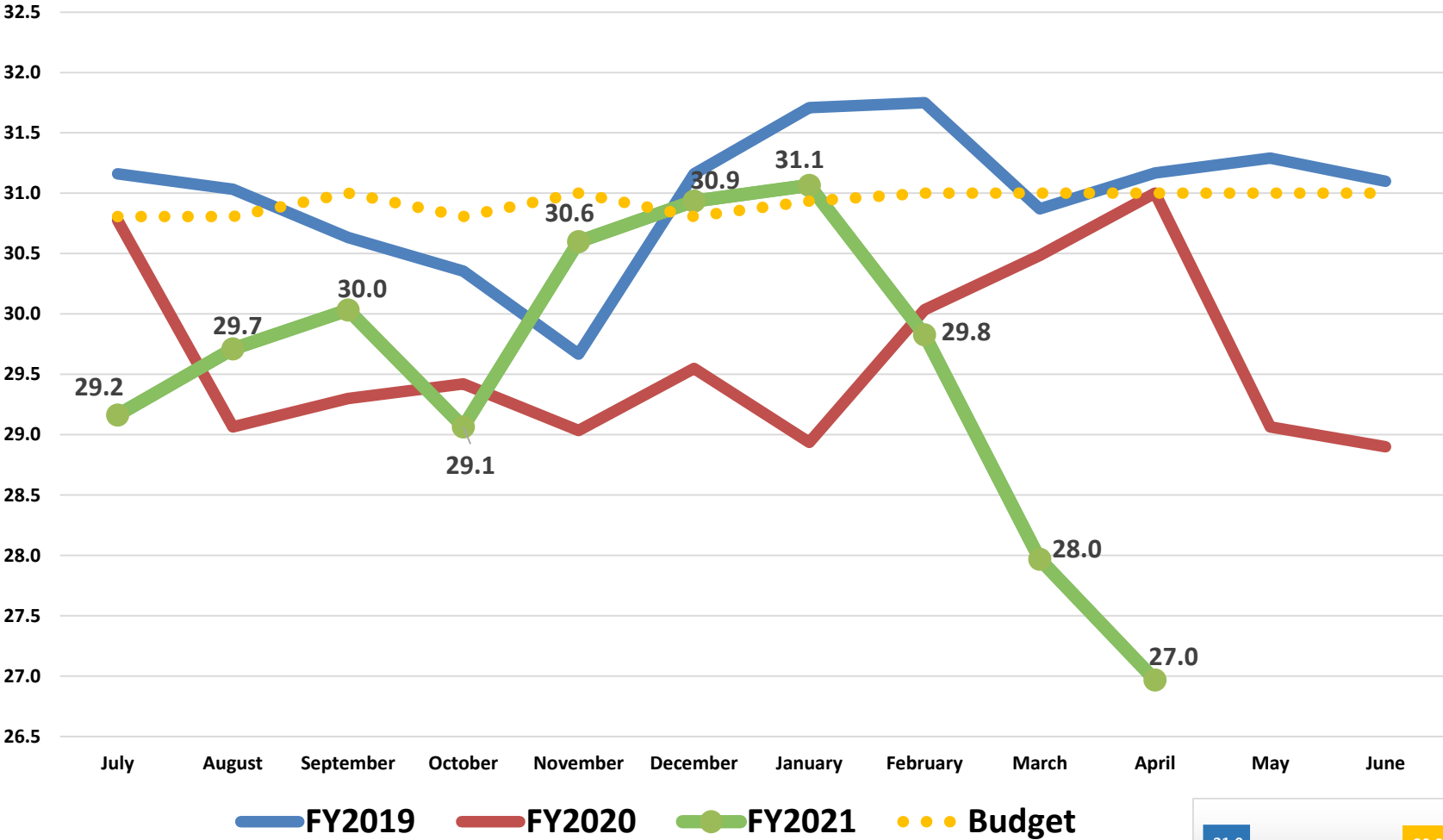
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



Acute I/P Psych - Avg. Patients Per Day

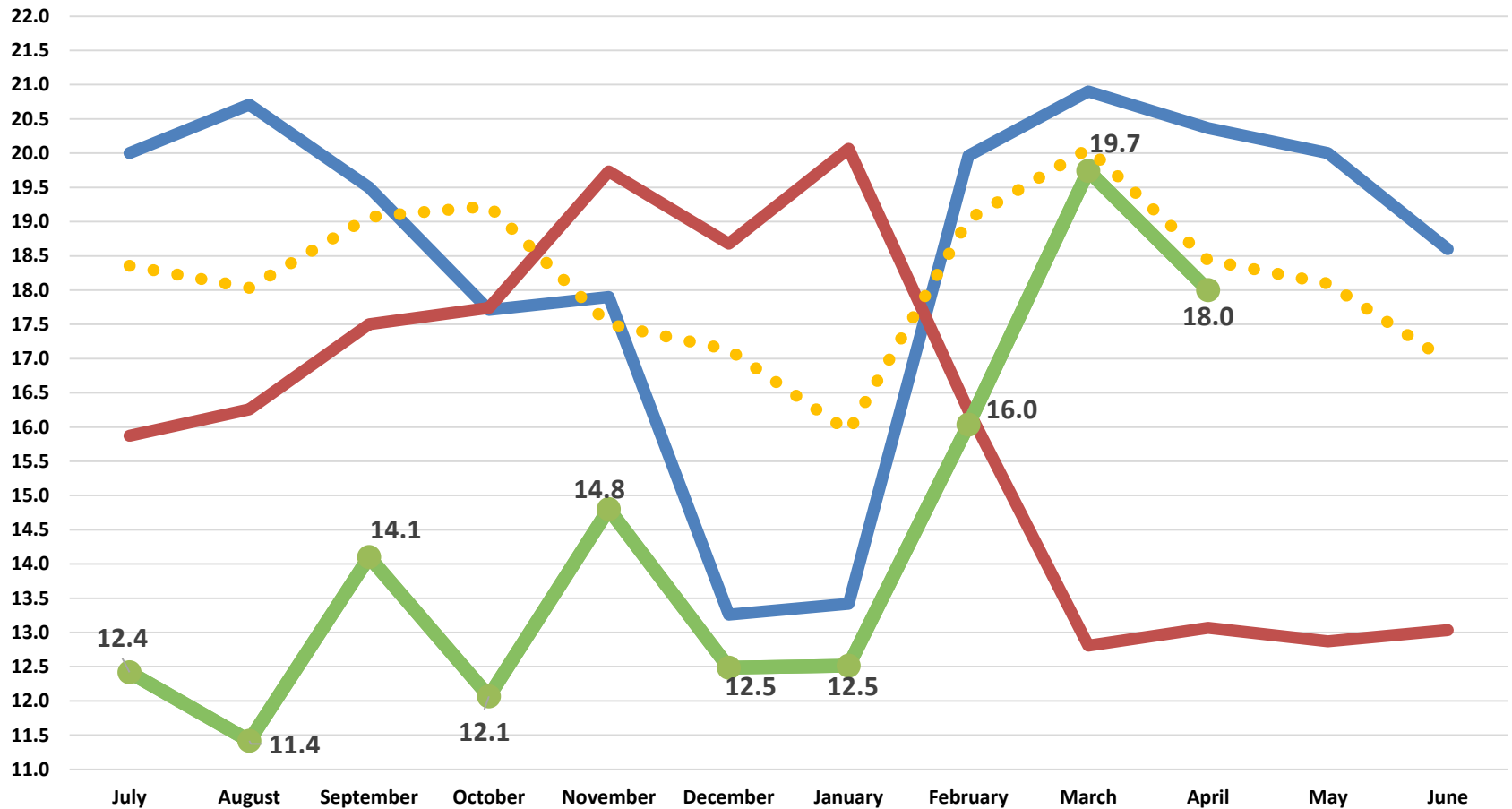


Sub-Acute - Avg. Patients Per Day

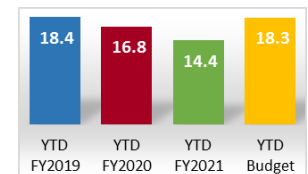


31.0	29.8	29.5	30.9
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

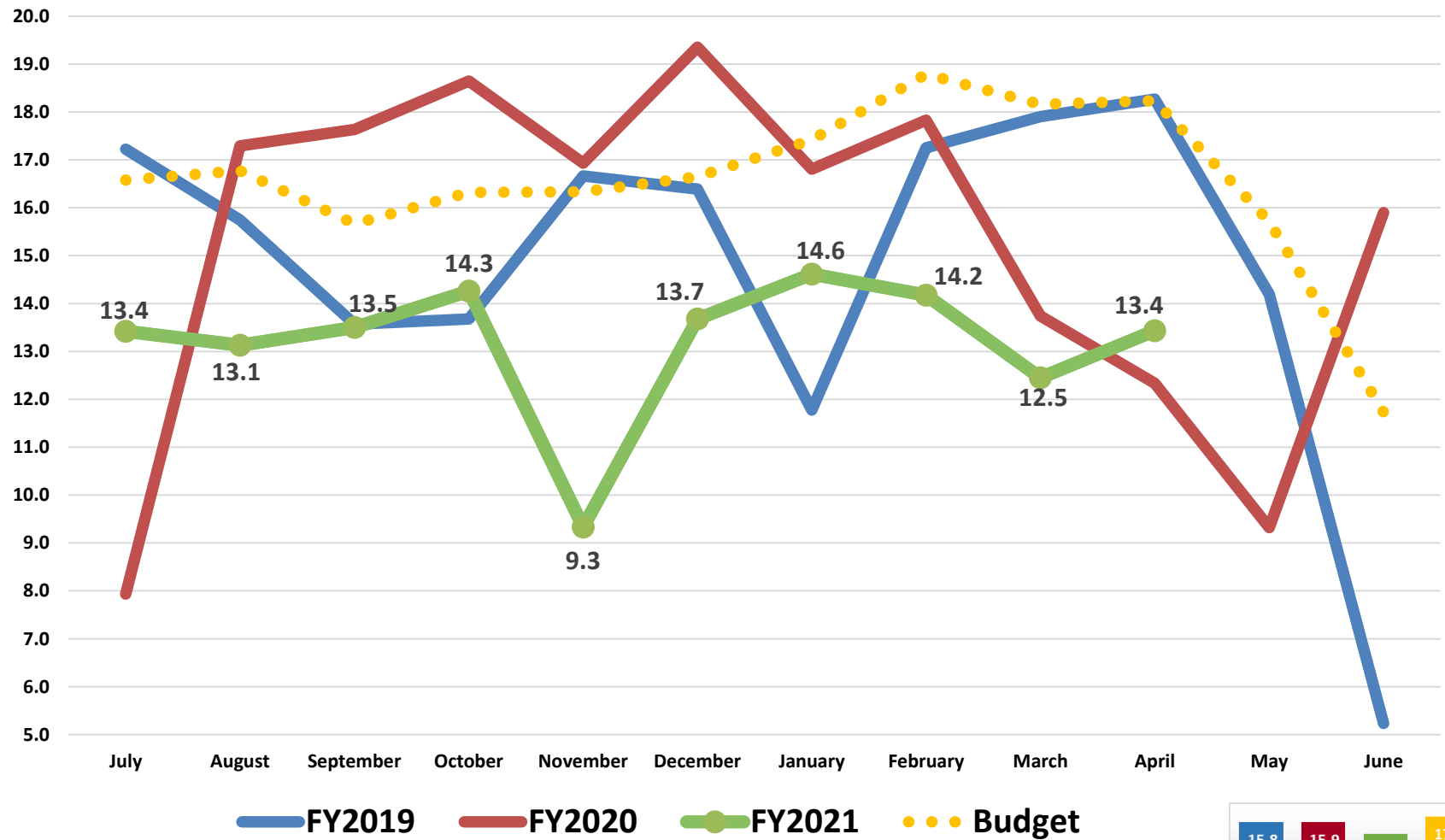
Rehabilitation Hospital - Avg. Patients Per Day



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

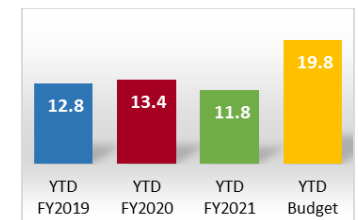
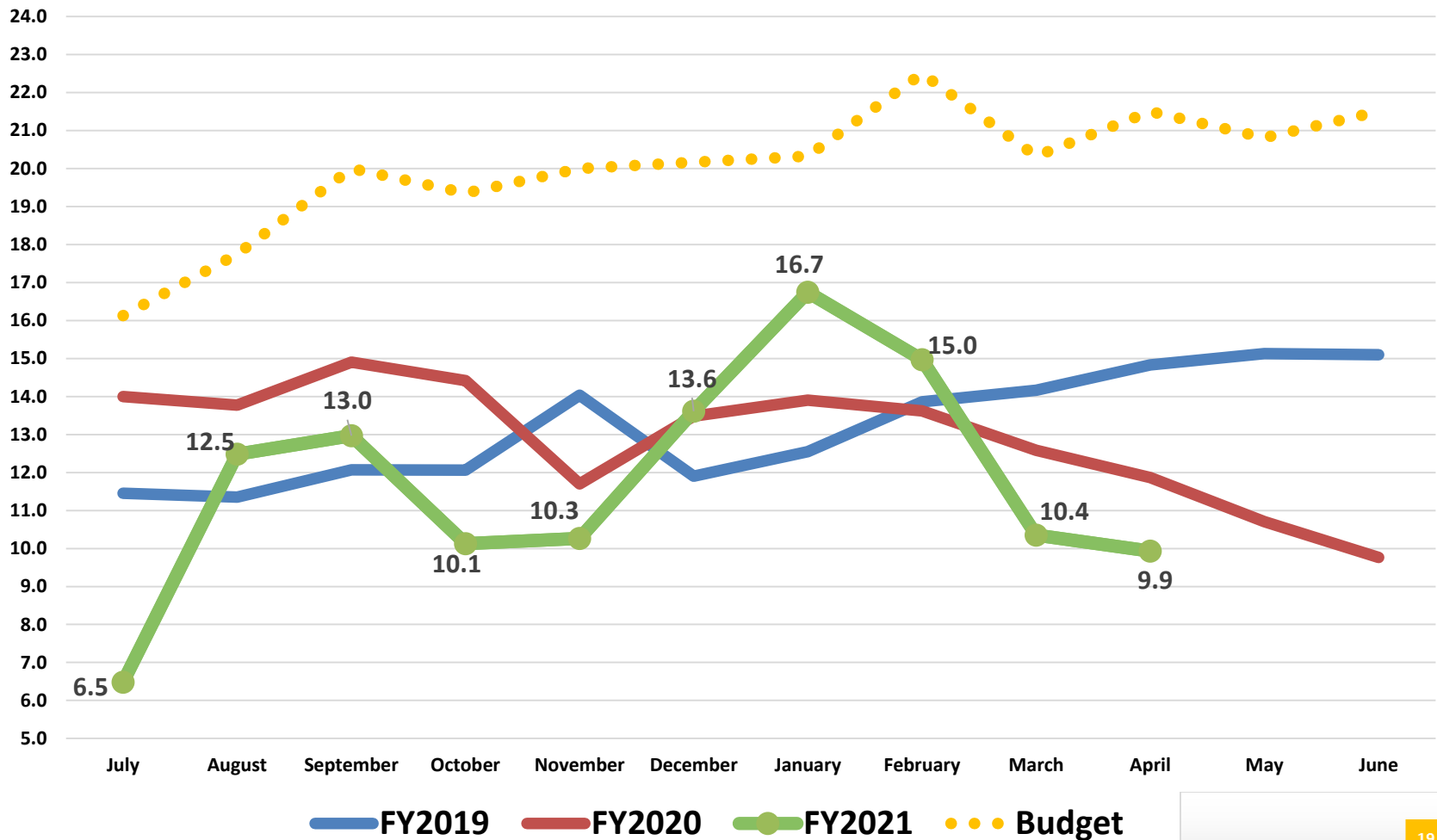


Transitional Care Services (TCS) - Avg. Patients Per Day

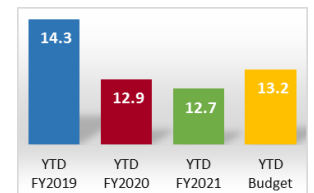
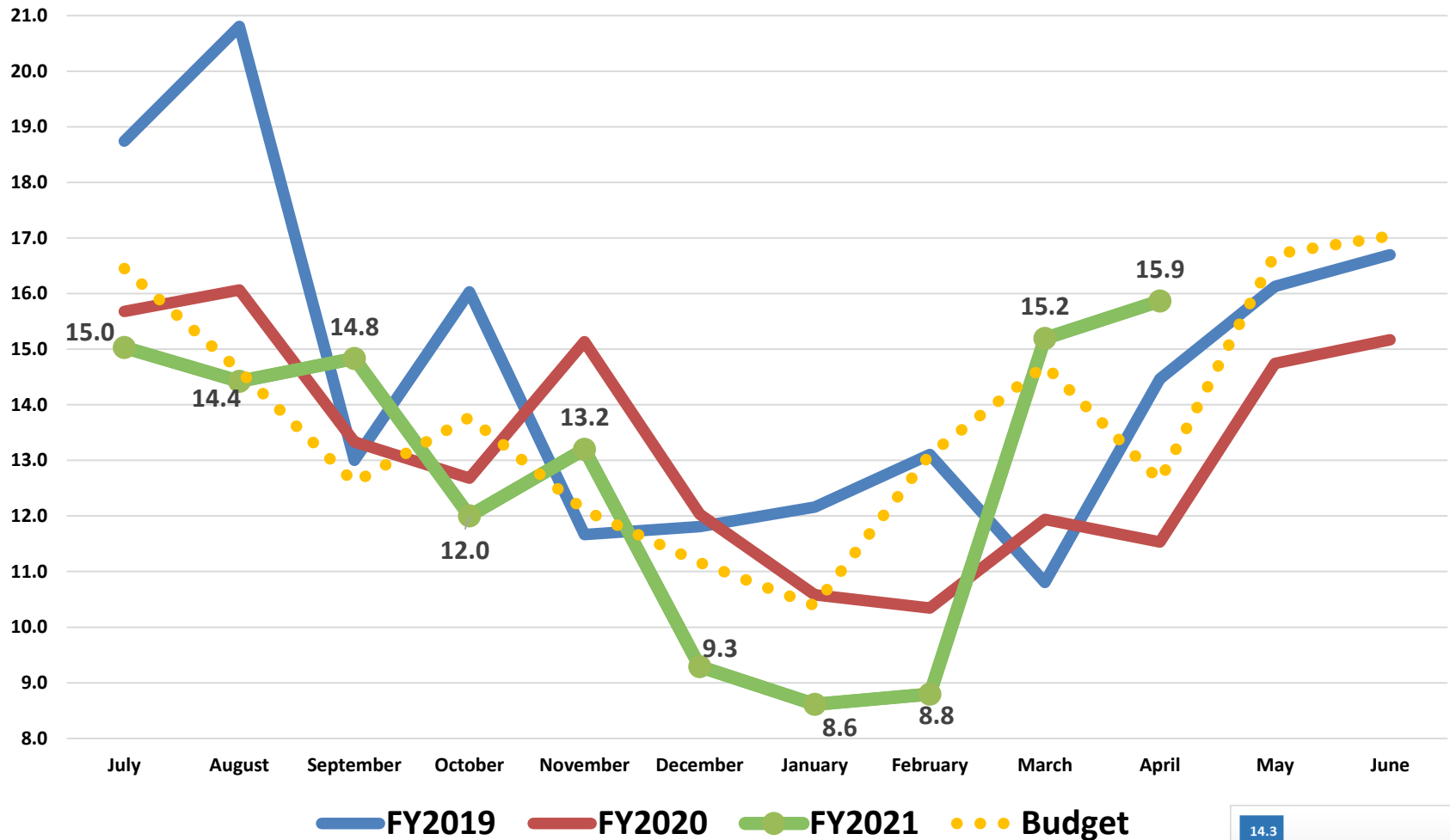


15.8	15.9	13.2	17.1
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

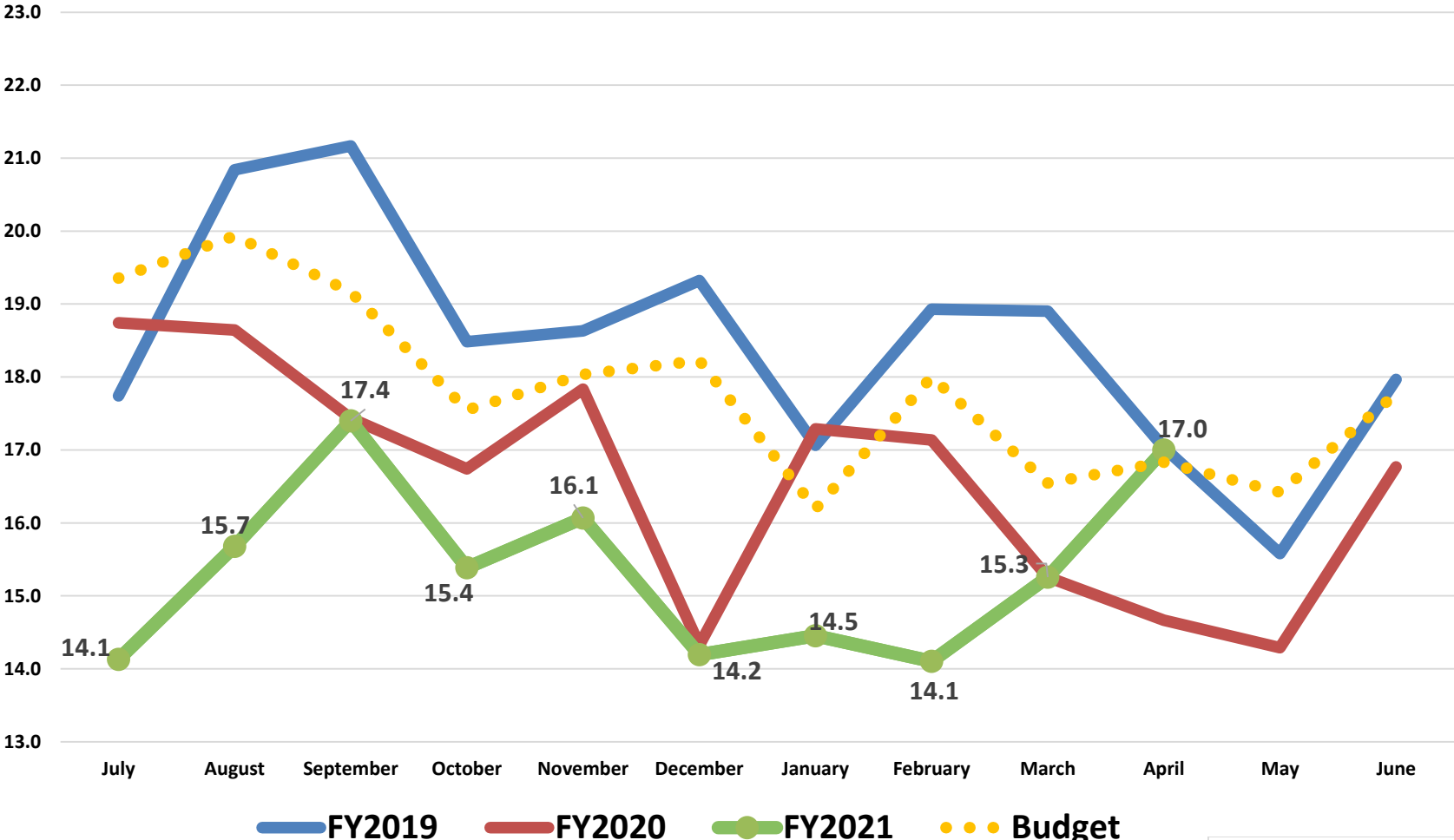
TCS Ortho - Avg. Patients Per Day



NICU - Avg. Patients Per Day

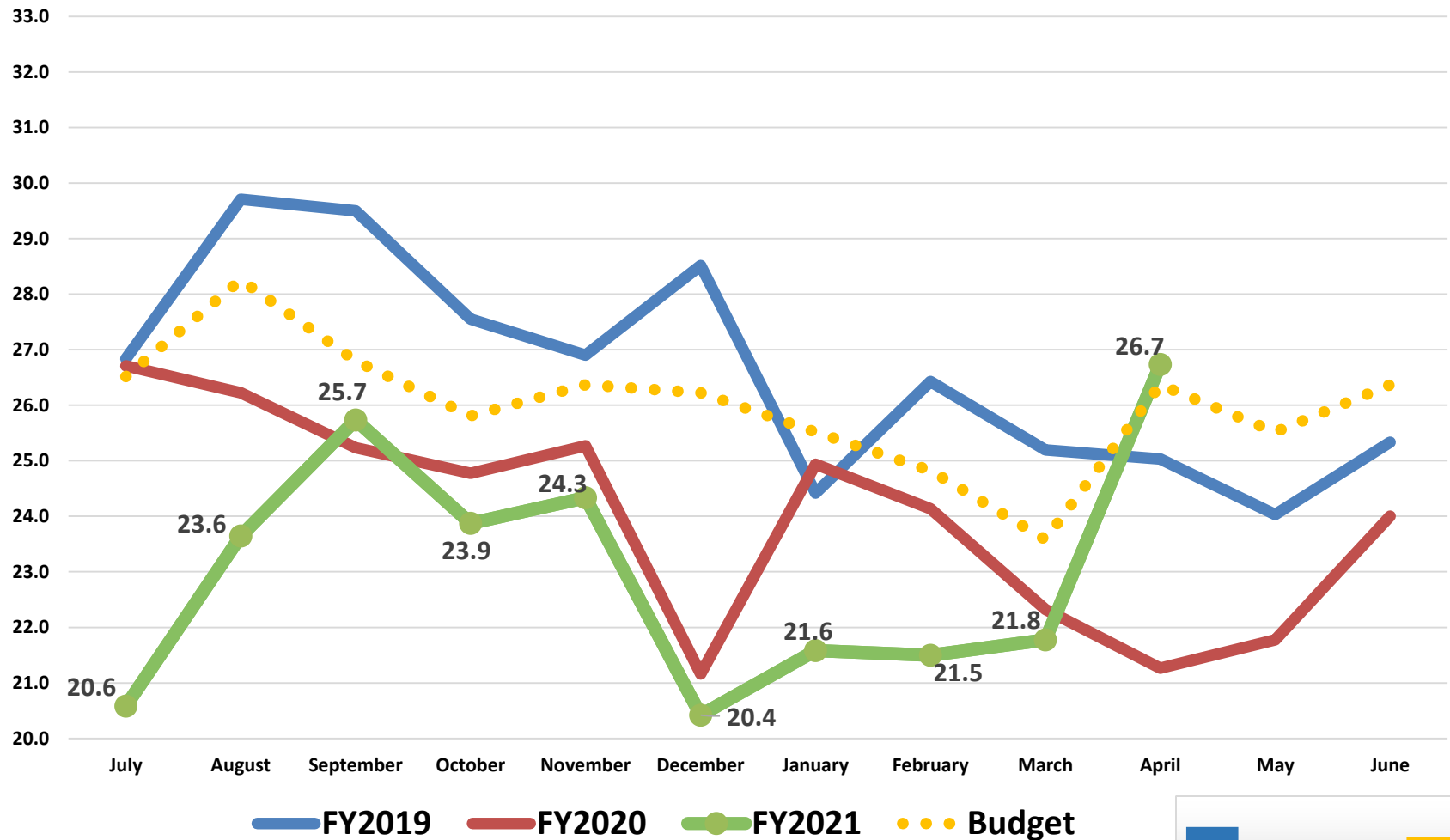


Nursery - Avg. Patients Per Day



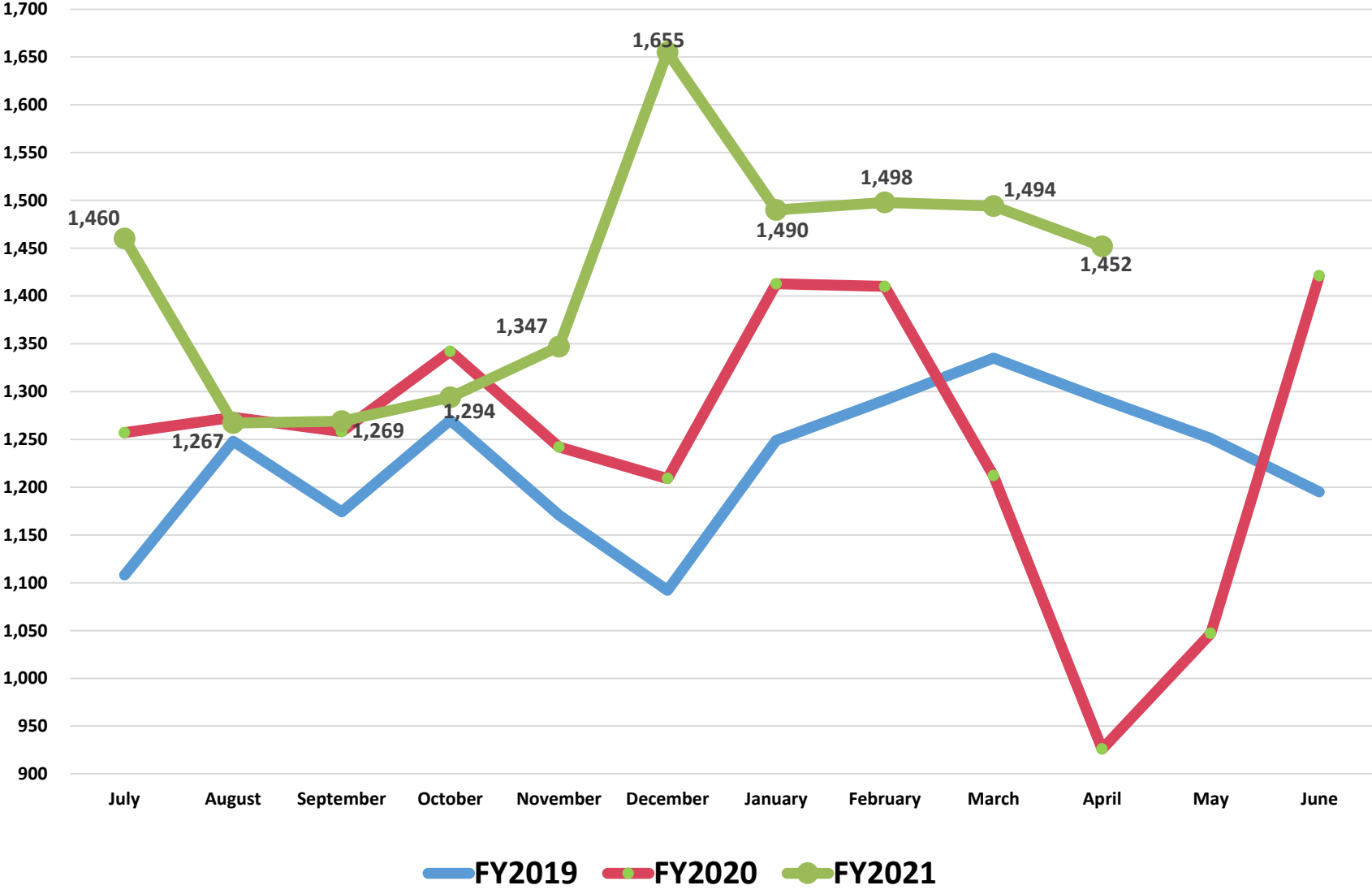
18.8	16.8	15.4	18.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Obstetrics - Avg. Patients Per Day

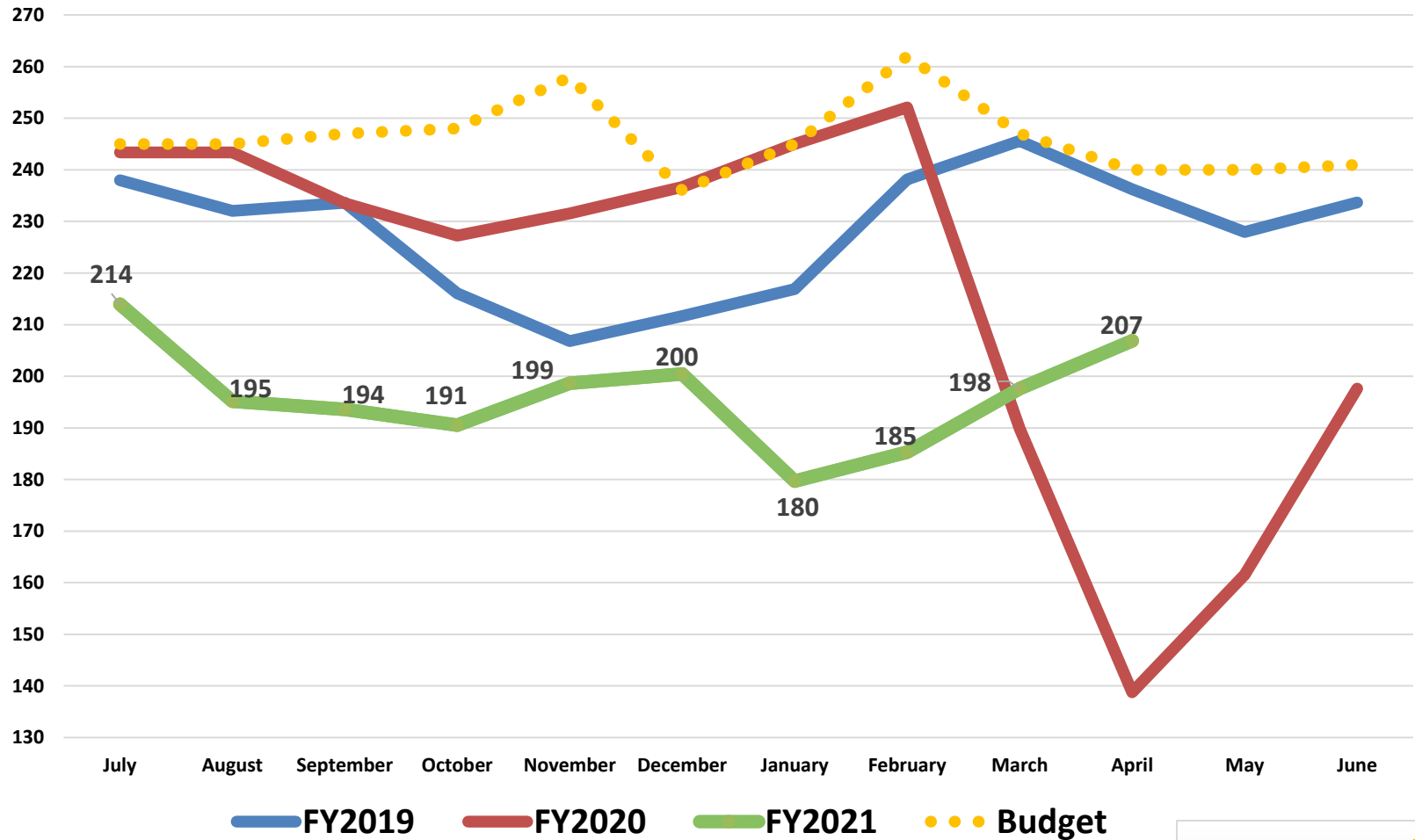


27.0	24.2	23.0	26.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Outpatient Registrations per Day

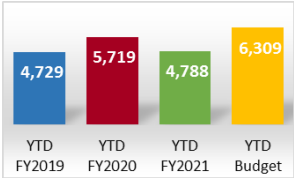
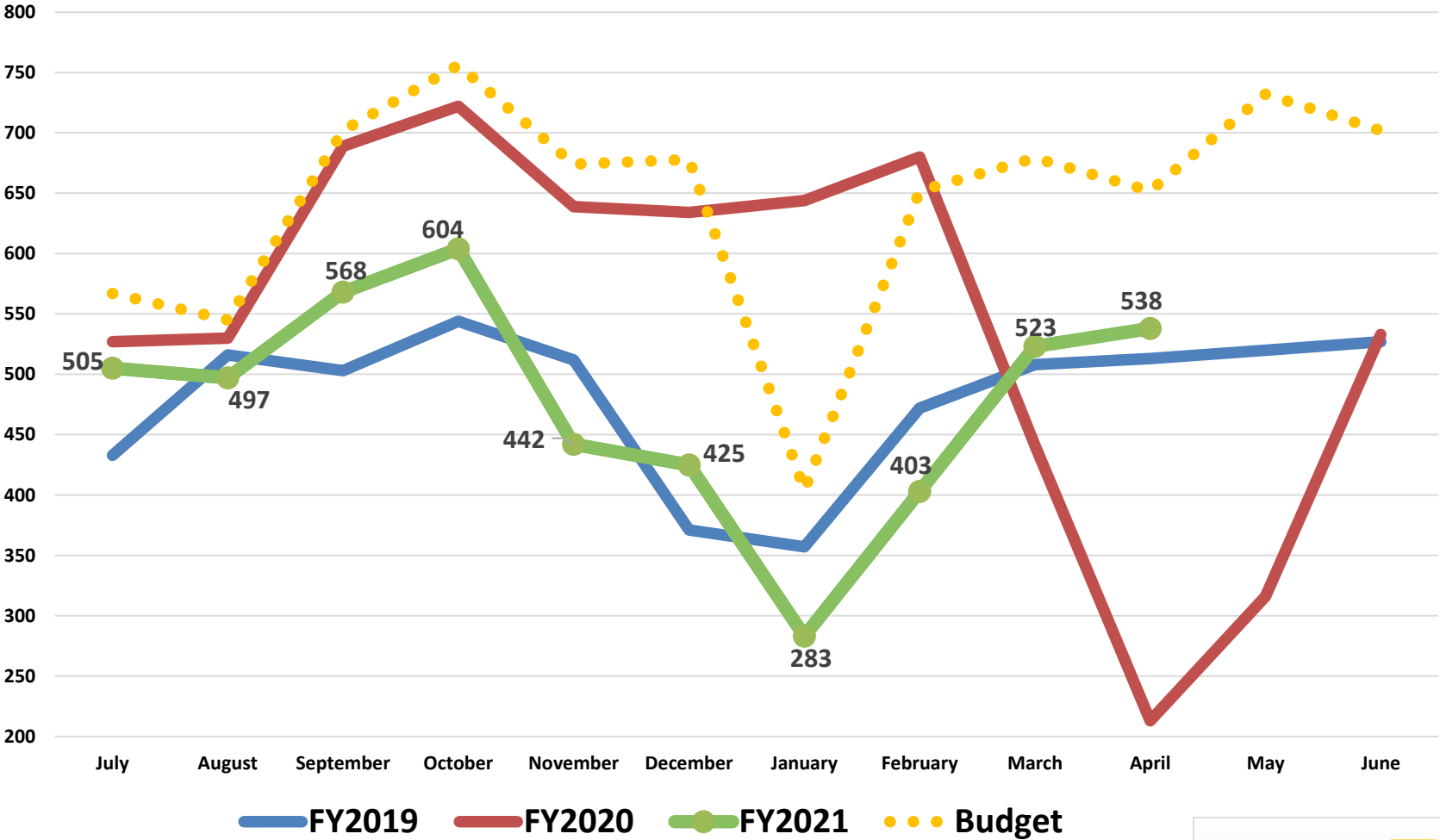


Emergency Dept – Avg Treated Per Day

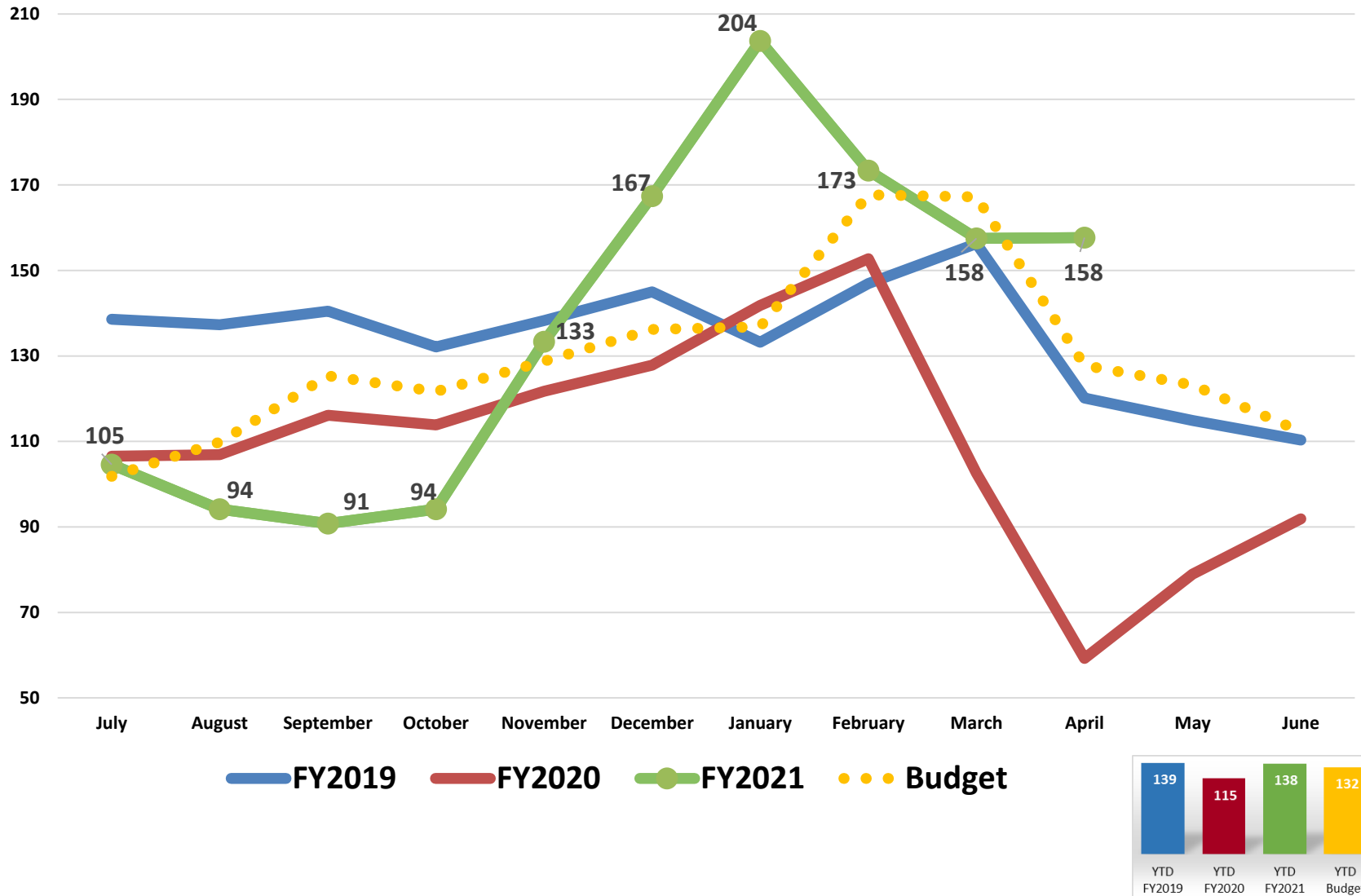


228	224	196	247
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

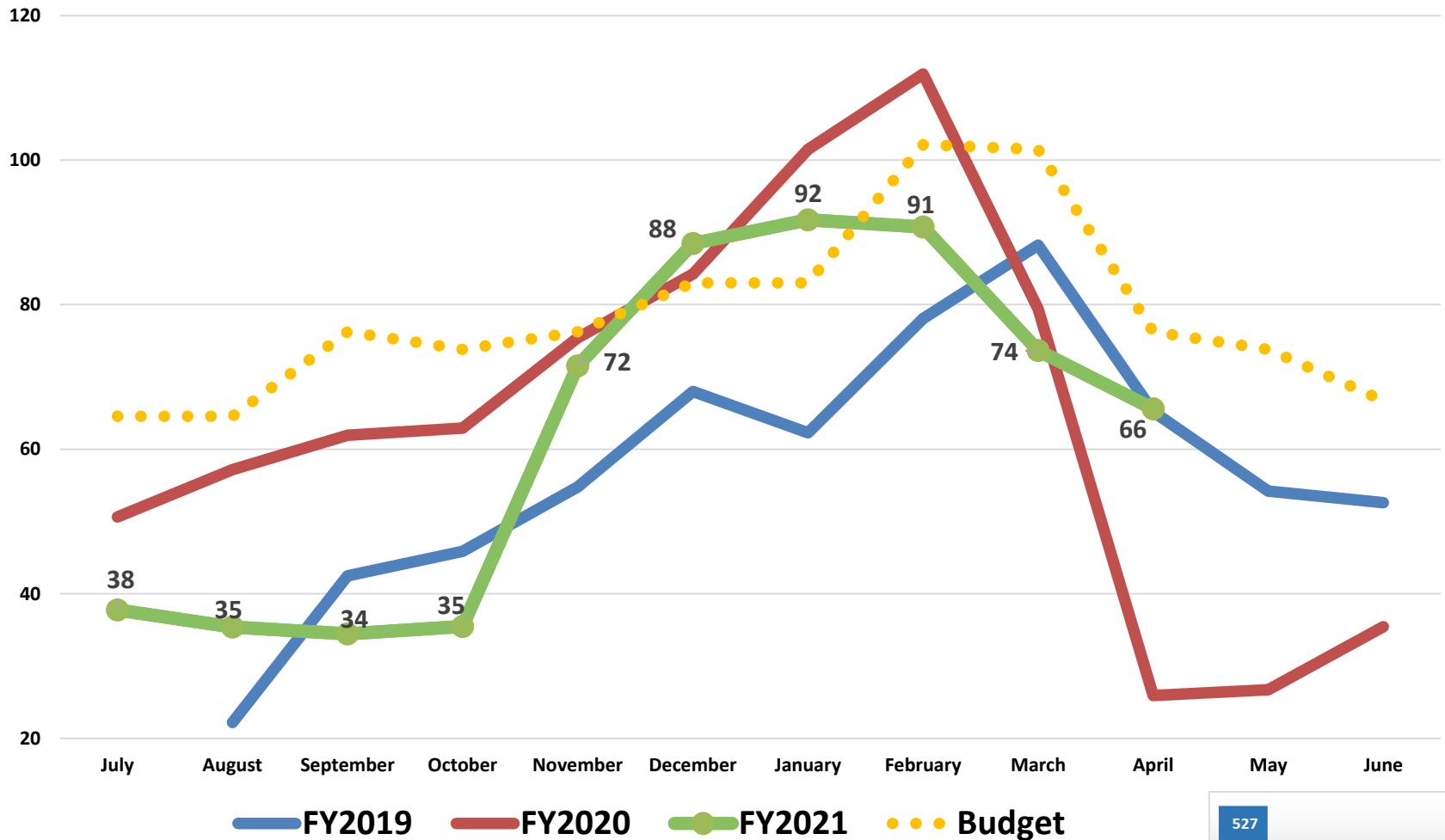
Endoscopy Procedures



Urgent Care – Court Average Visits Per Day

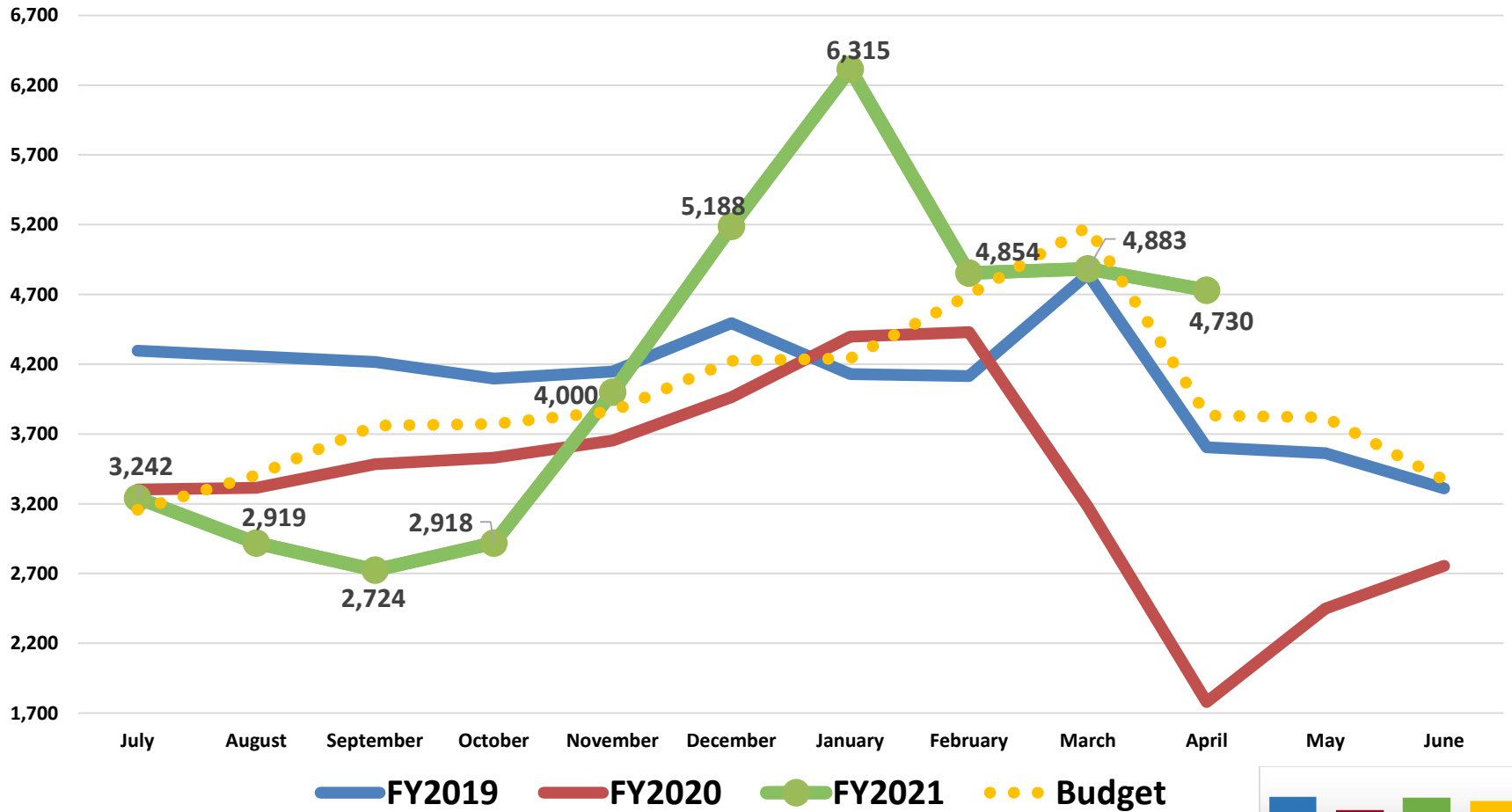


Urgent Care – Demaree Average Visits Per Day



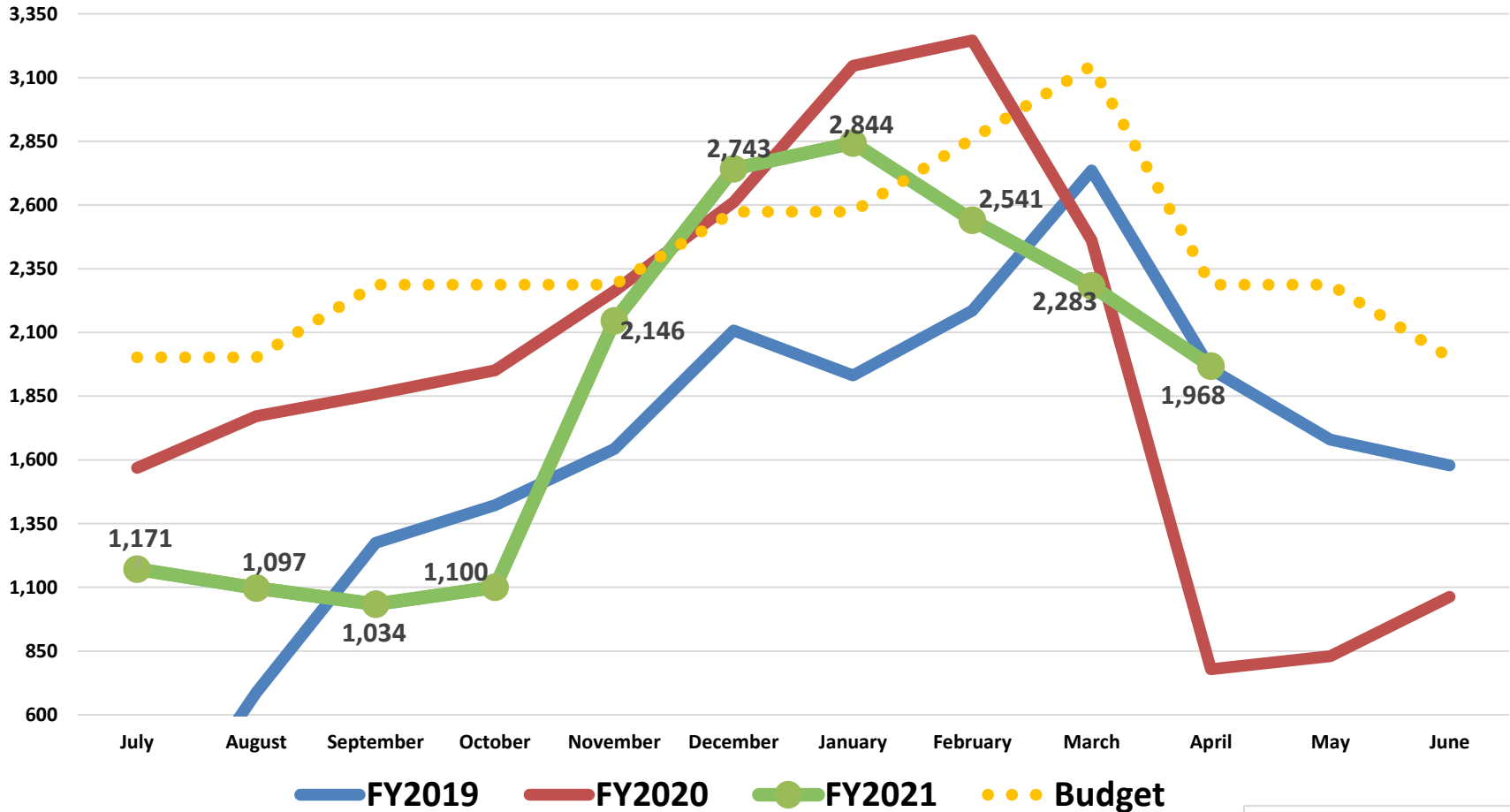
527	71	62	80
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Urgent Care – Court Total Visits



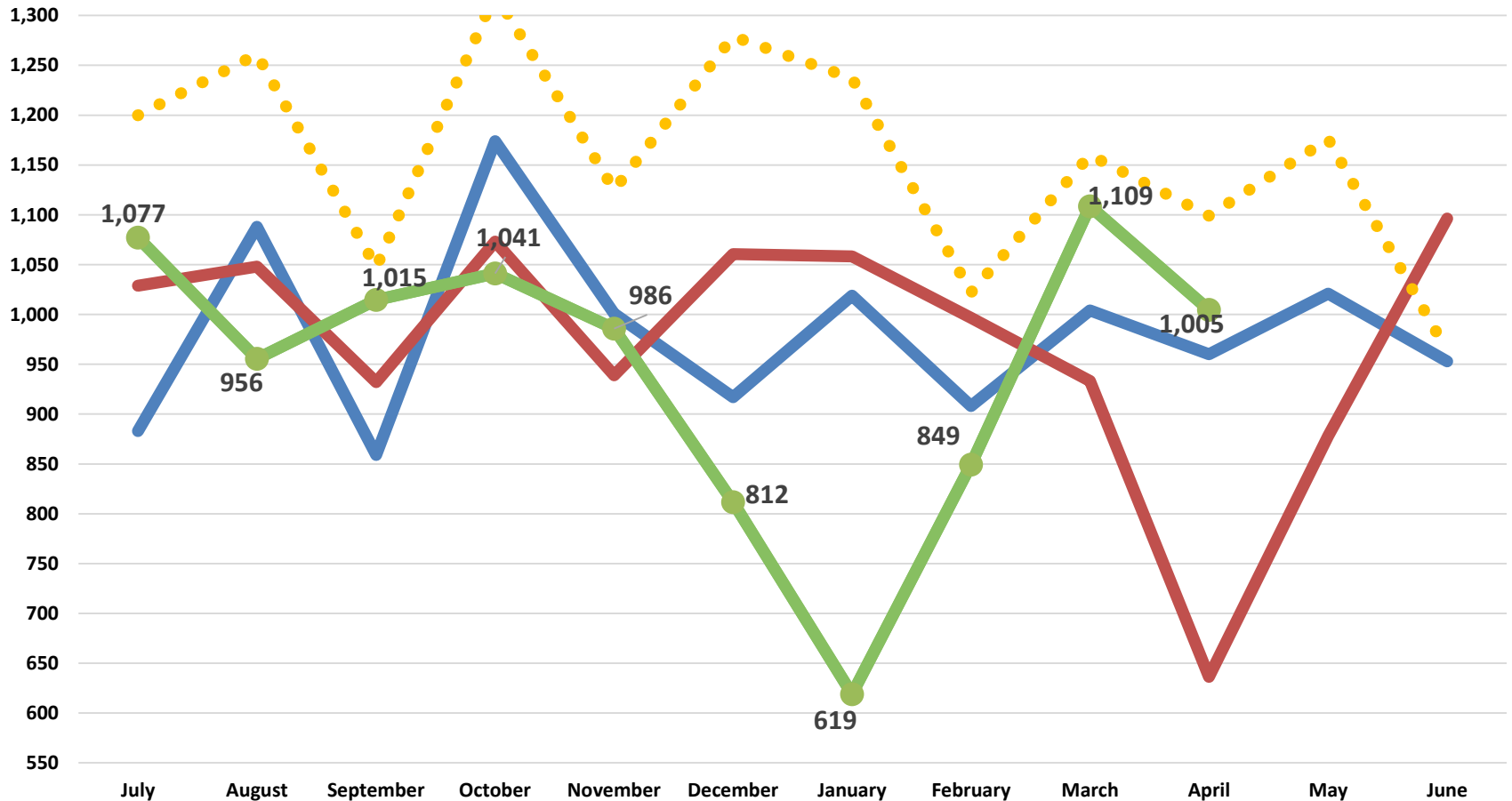
42,199	35,028	41,773	40,134
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Urgent Care – Demaree Total Visits



15,944	21,655	18,927	24,310
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

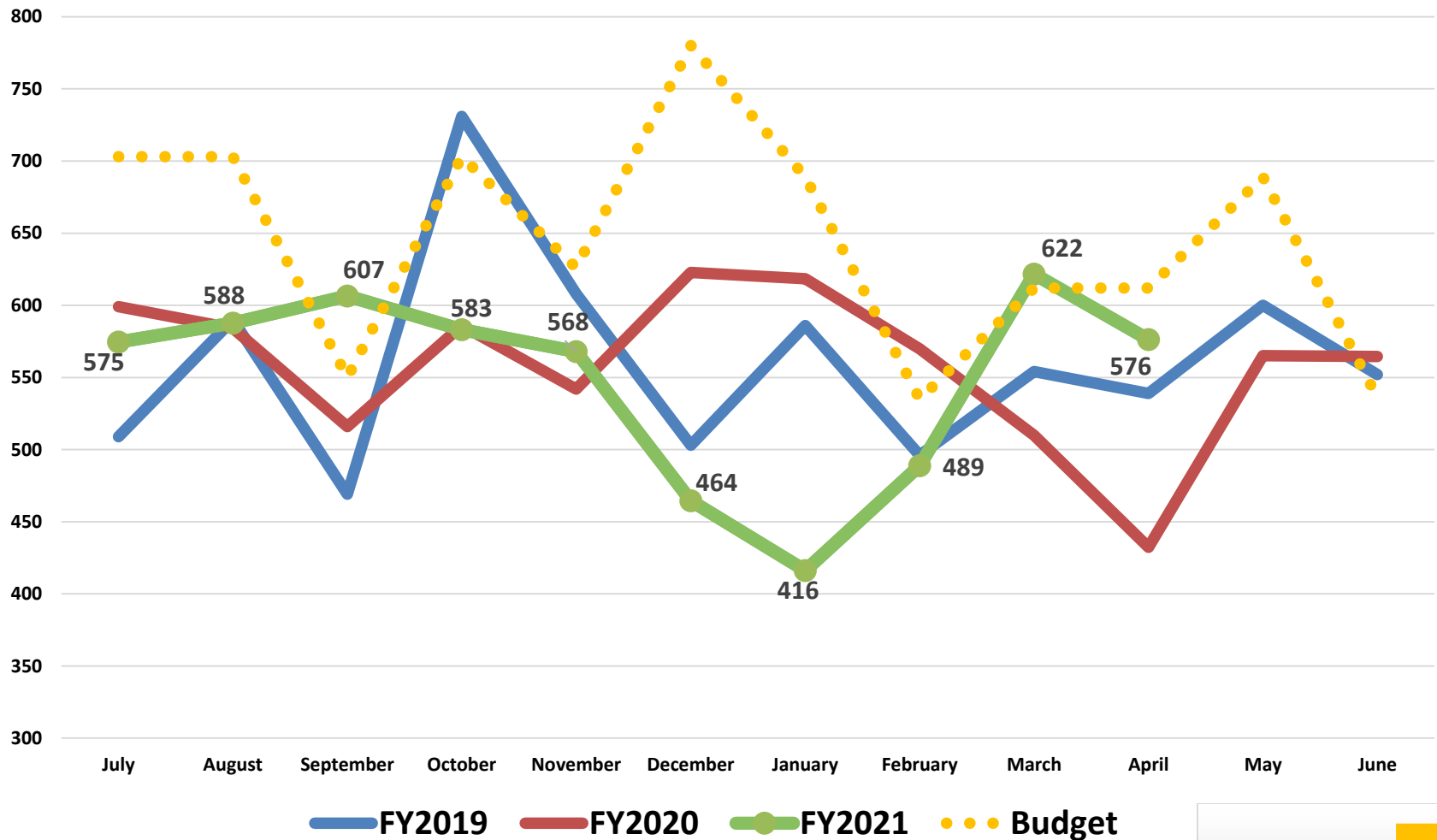
Surgery (IP & OP) – 100 Min Units



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

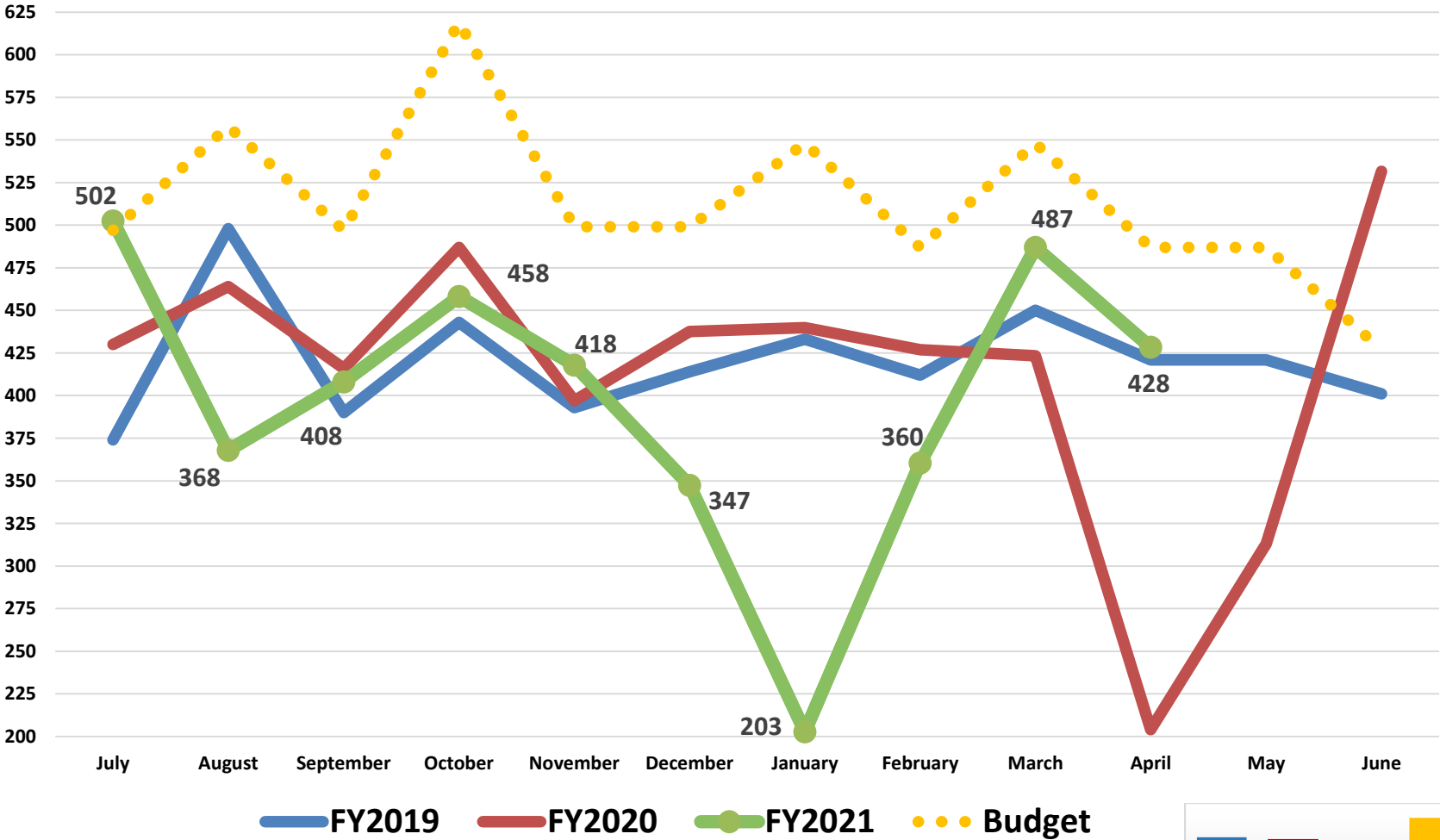
9,813	9,706	9,467	11,752
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Surgery (IP Only) – 100 Min Units



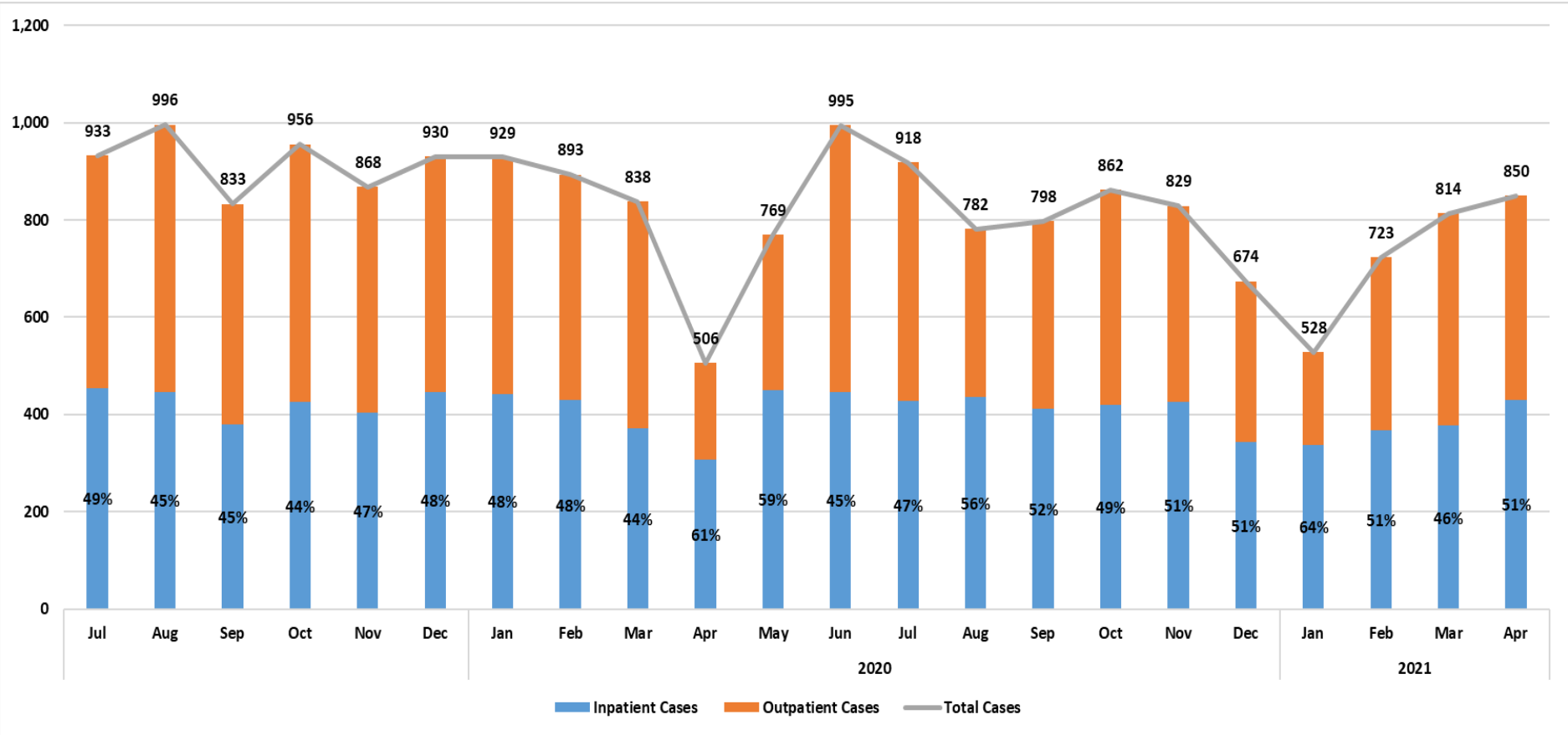
5,585	5,580	5,487	6,513
YTD	YTD	YTD	YTD
FY2019	FY2020	FY2021	Budget

Surgery (OP Only) – 100 Min Units

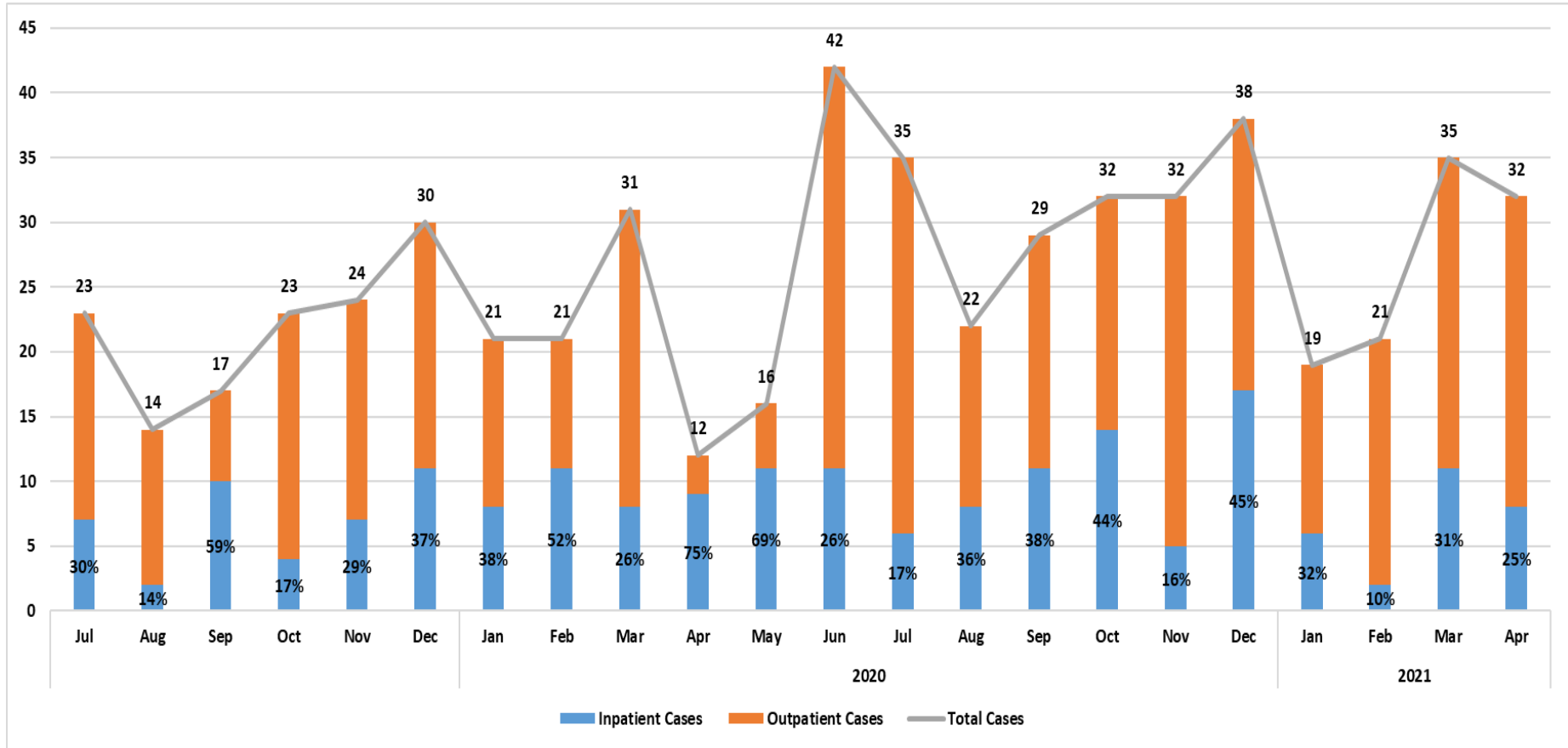


4,228	4,126	3,980	5,239
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

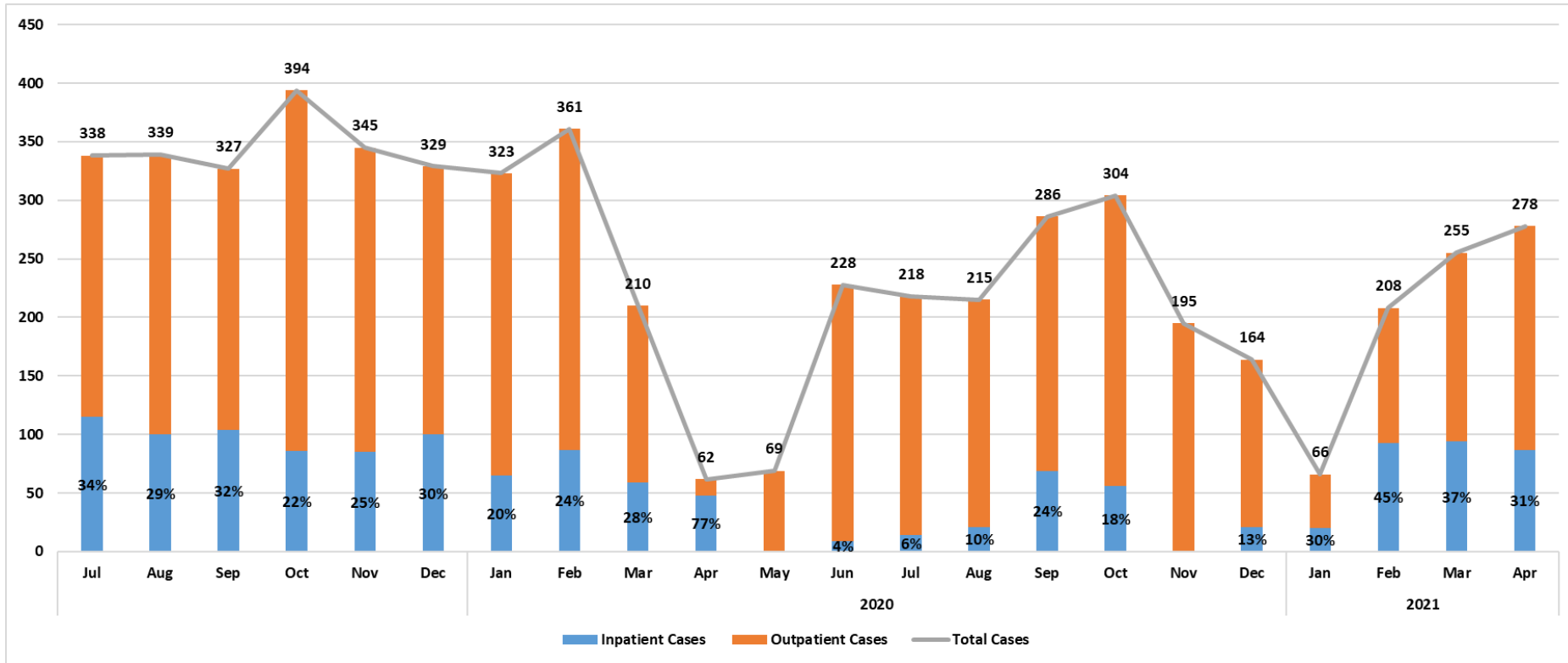
Surgery Cases July 2019 – April 2021



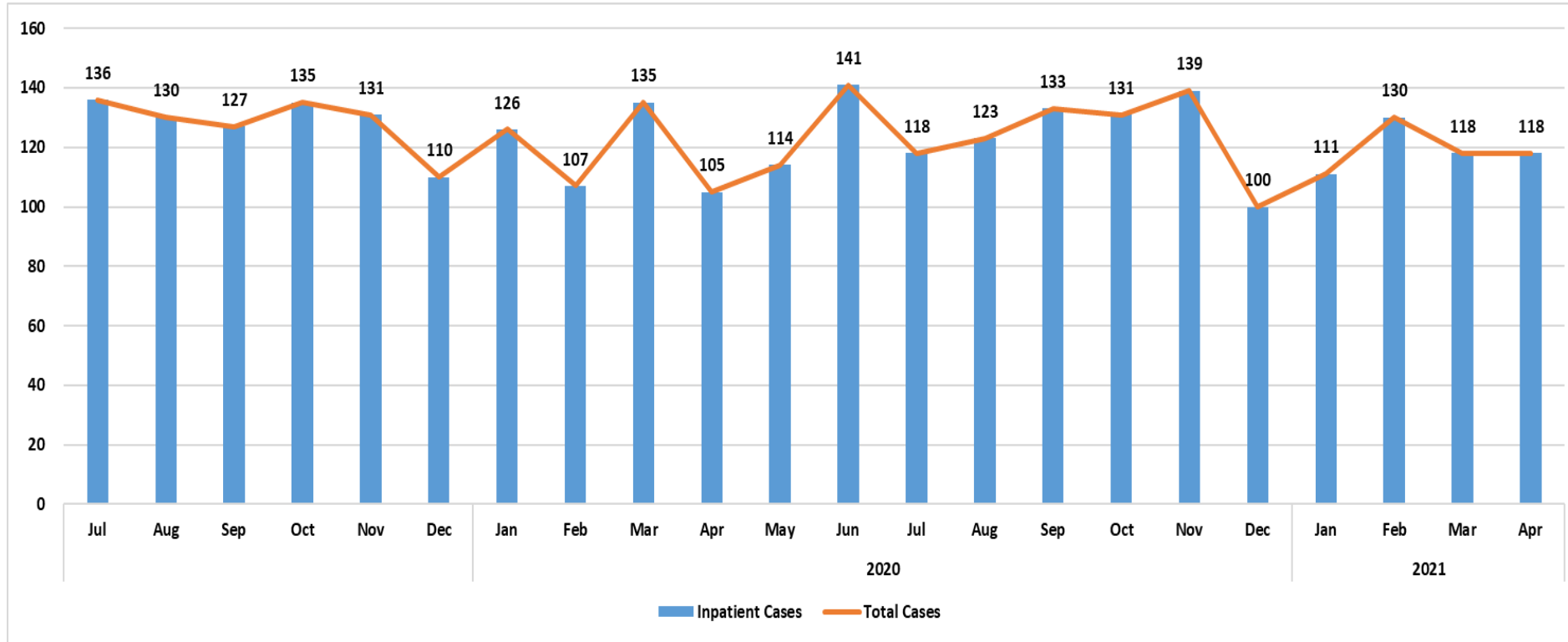
Robotic Cases July 2019 – April 2021



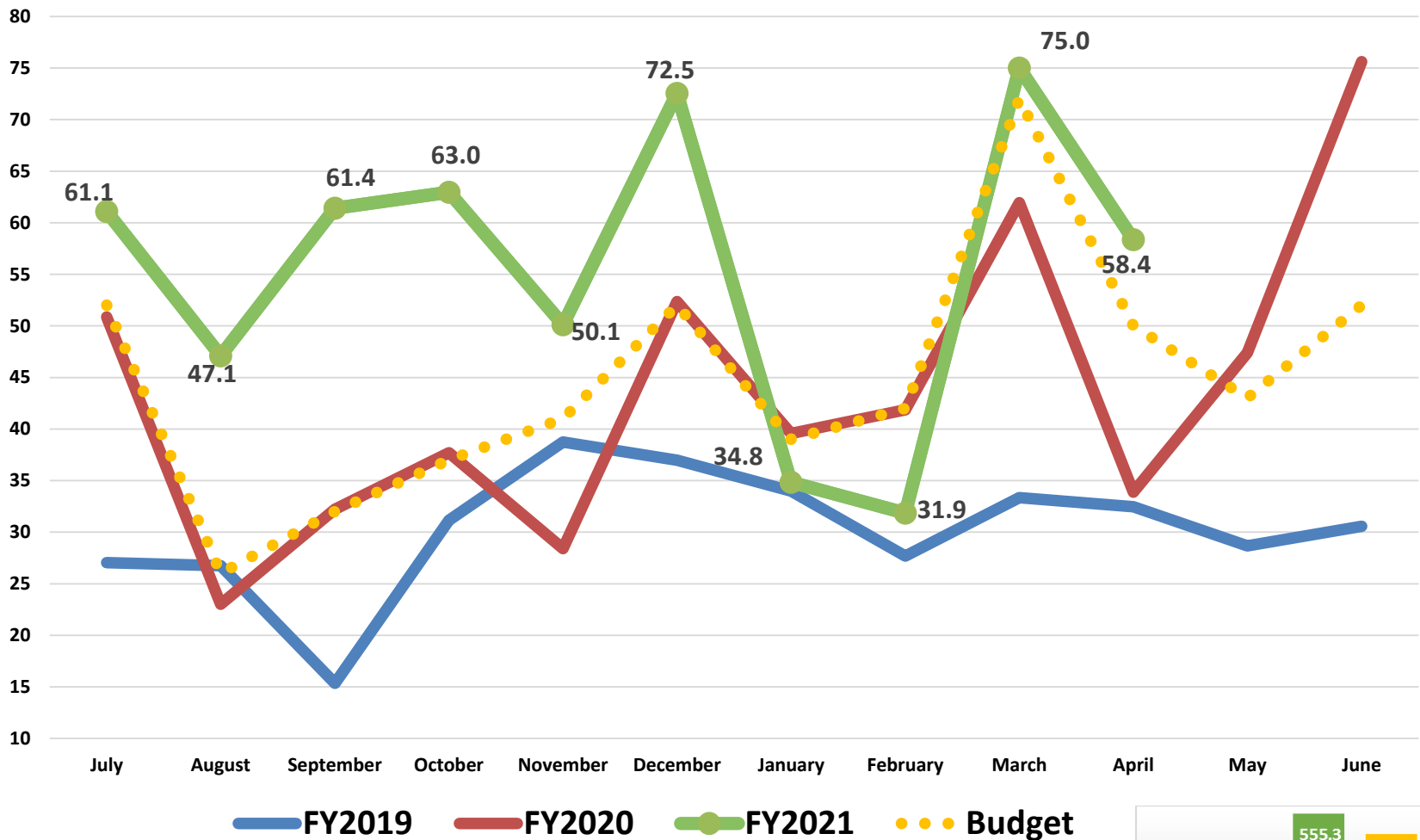
Endo Cases (Endo Suites) July 2019 – April 2021



OB Cases July 2019-April 2021

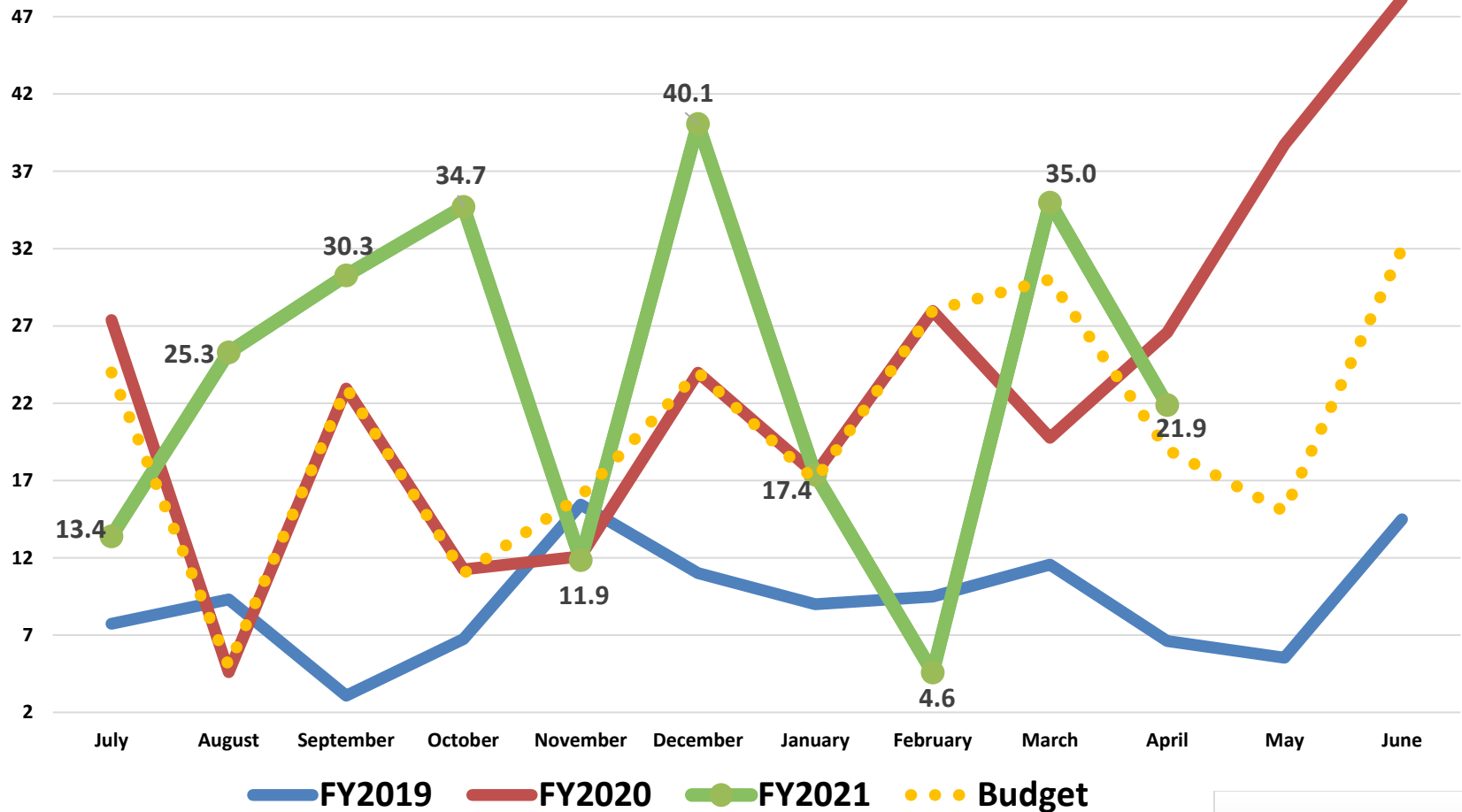


Robotic Surgery (IP & OP) – 100 Min Units



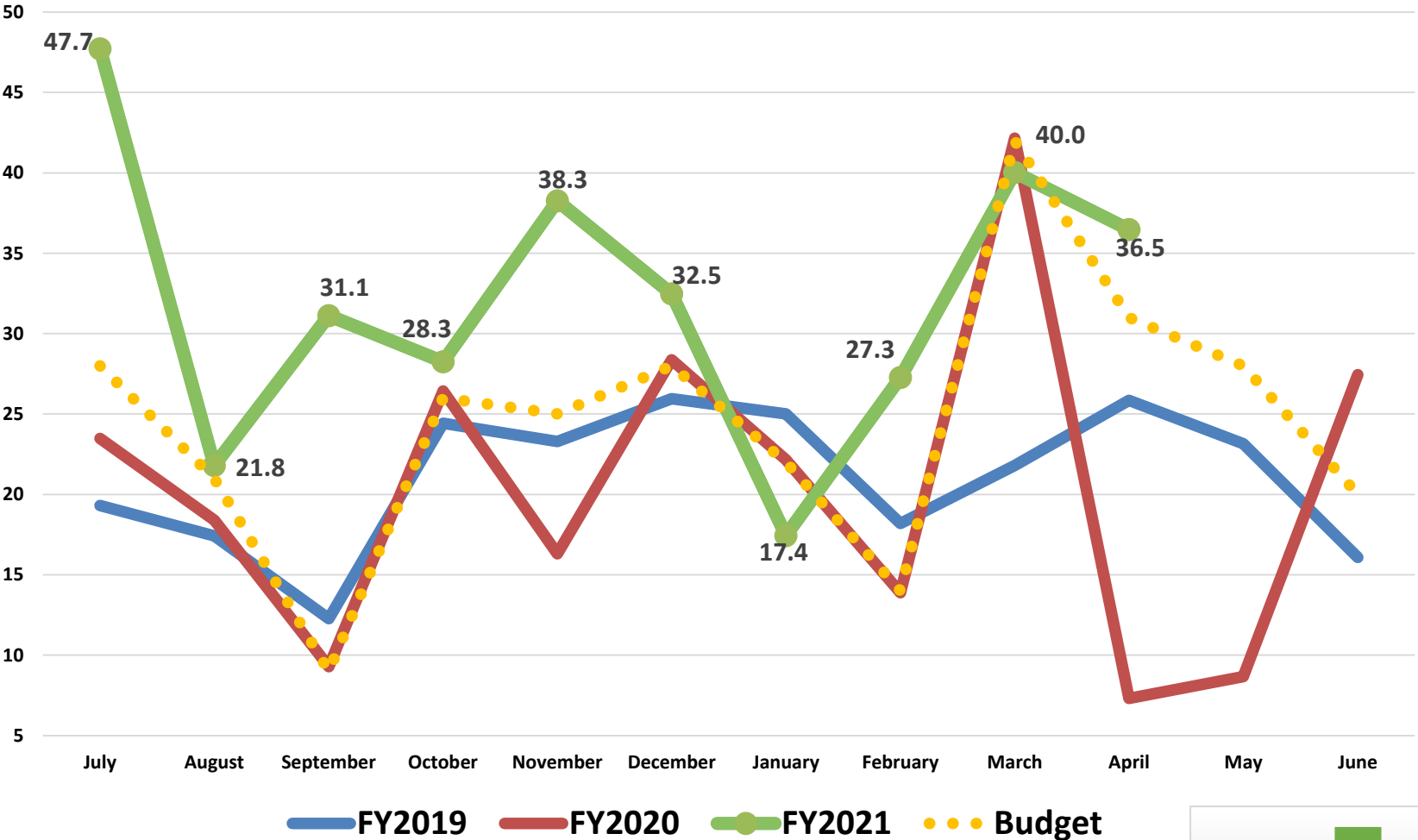
303.6	401.8	555.3	443.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Robotic Surgery (IP Only) – 100 Min Units



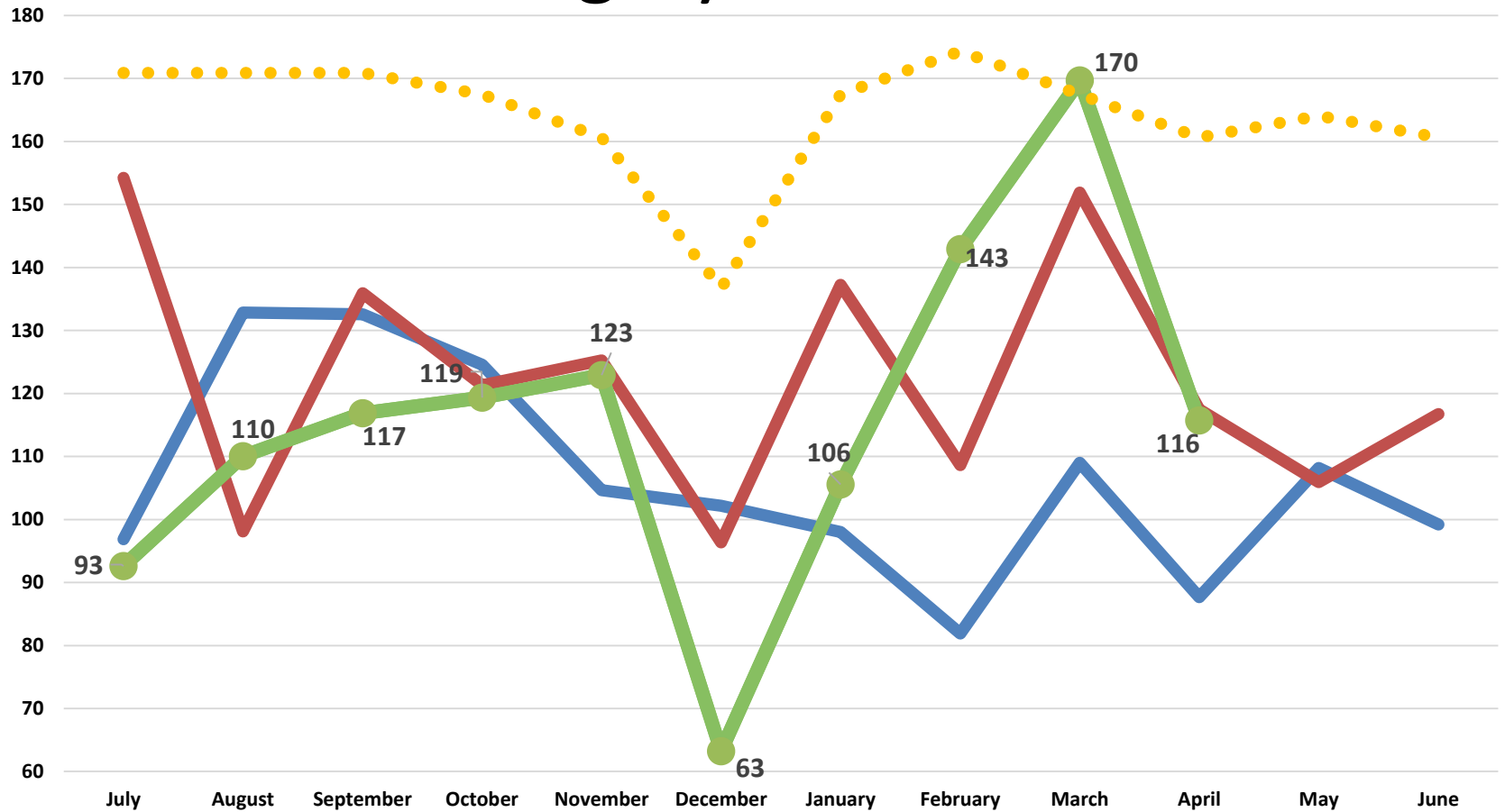
90.0	194.0	234.4	197.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Robotic Surgery (OP Only) – 100 Min Units



213.6	207.8	320.8	246.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

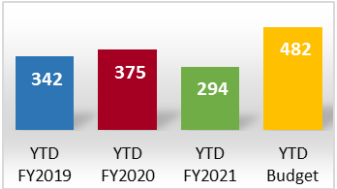
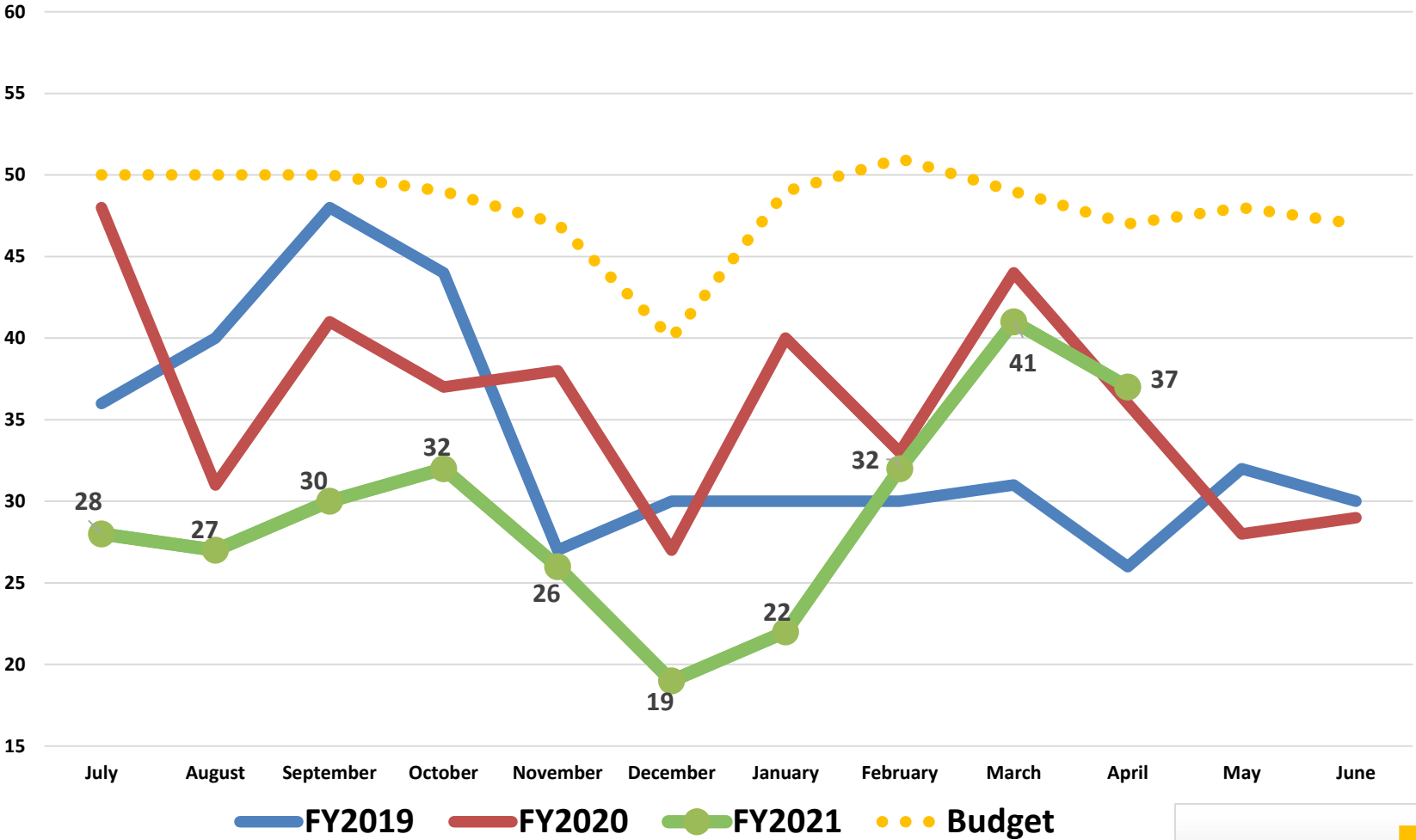
Cardiac Surgery – 100 Min Units



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

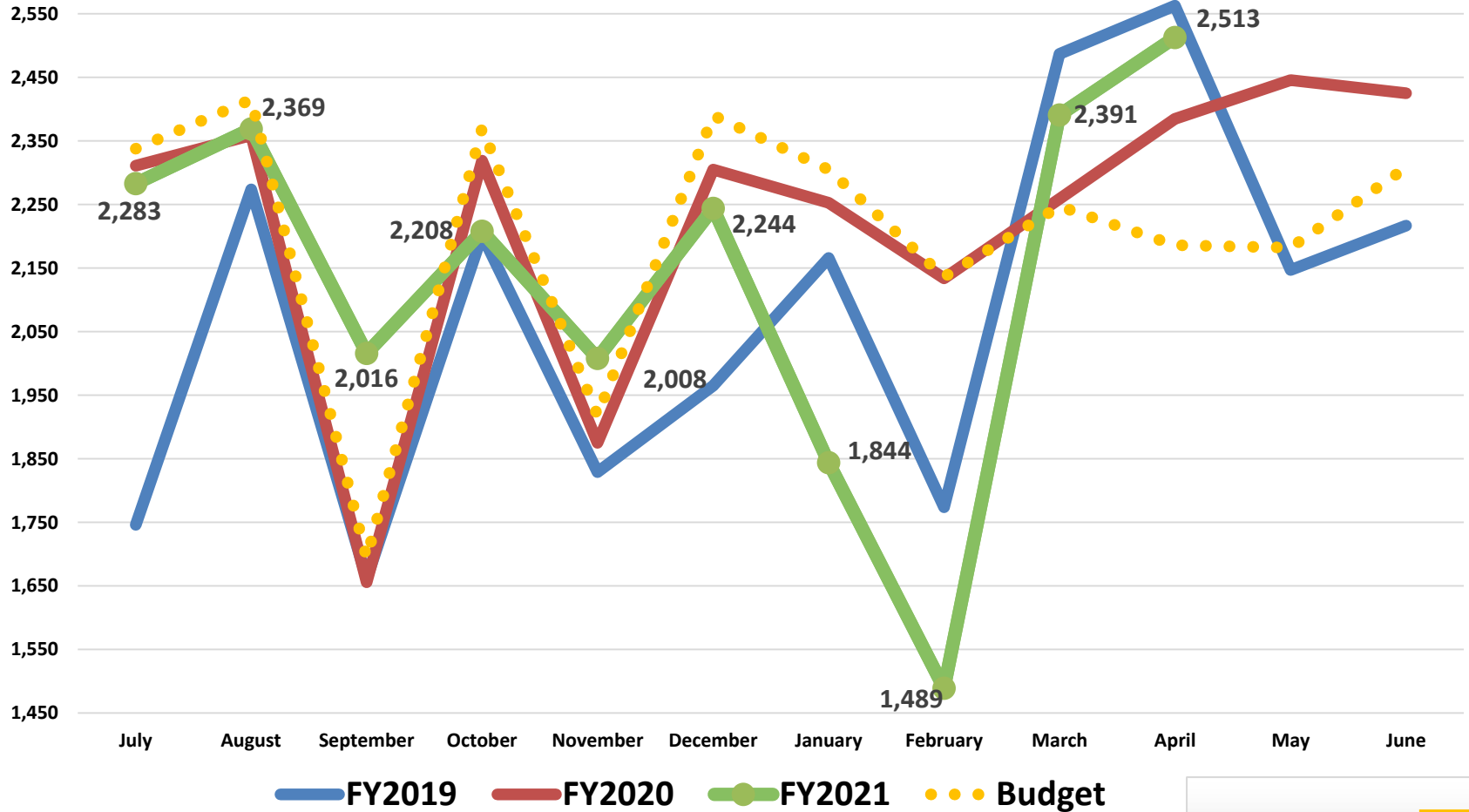
1,070	1,246	1,159	1,647
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Cardiac Surgery – Cases



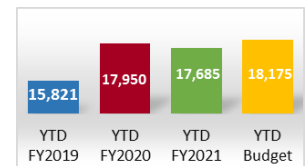
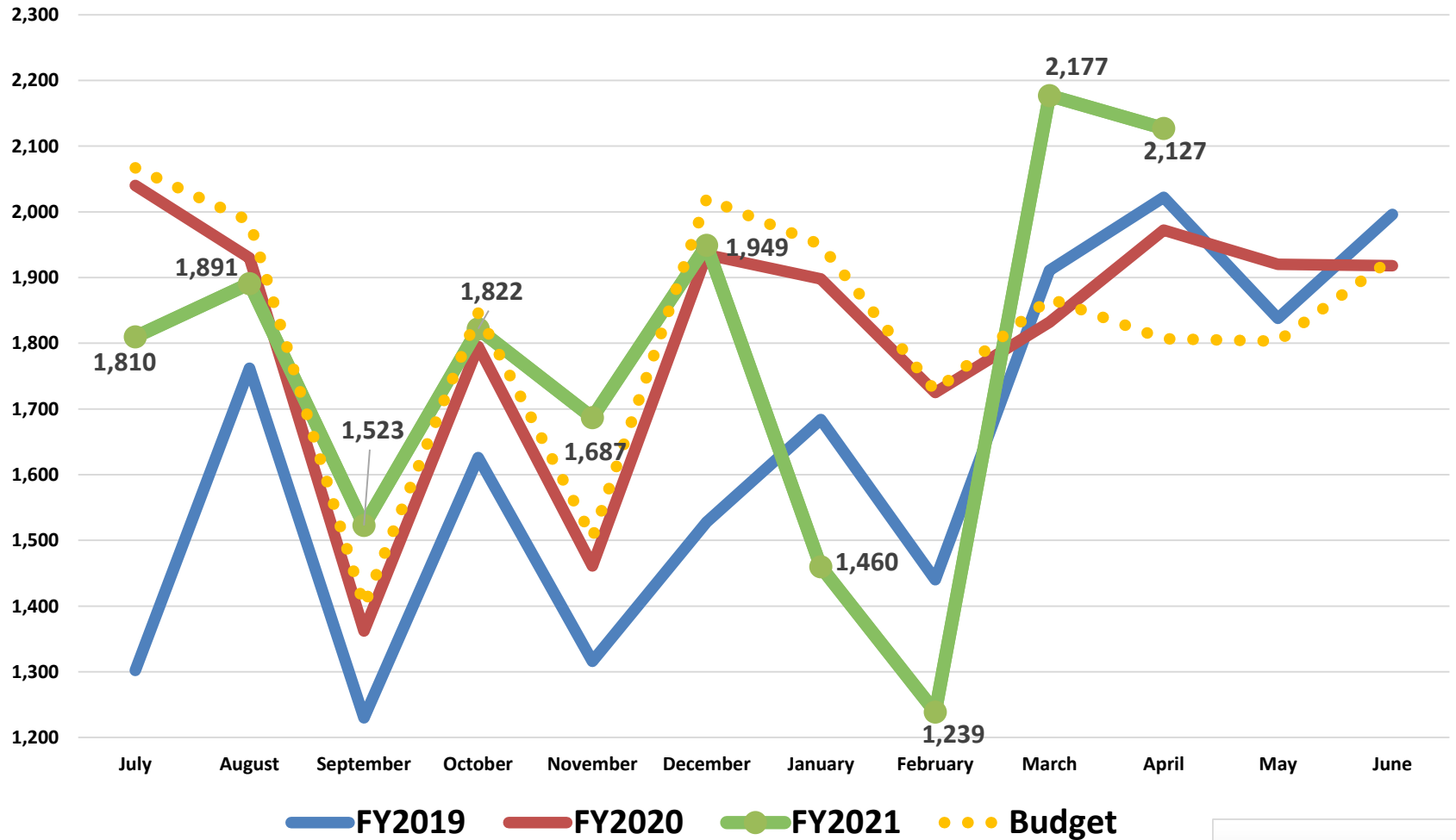
Radiation Oncology Treatments

Hanford and Visalia

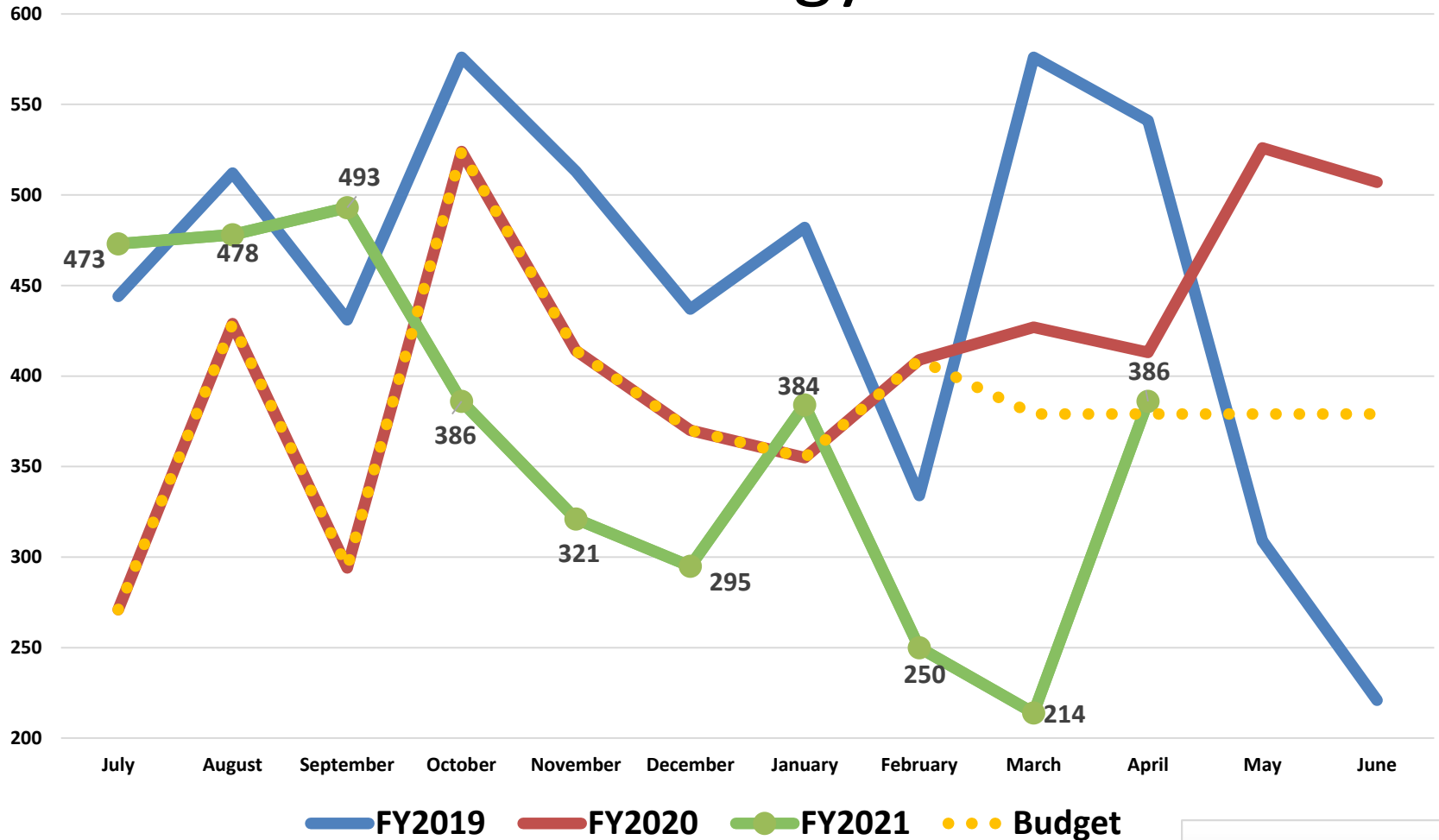


20,667	21,856	21,365	21,999
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Radiation Oncology - Visalia

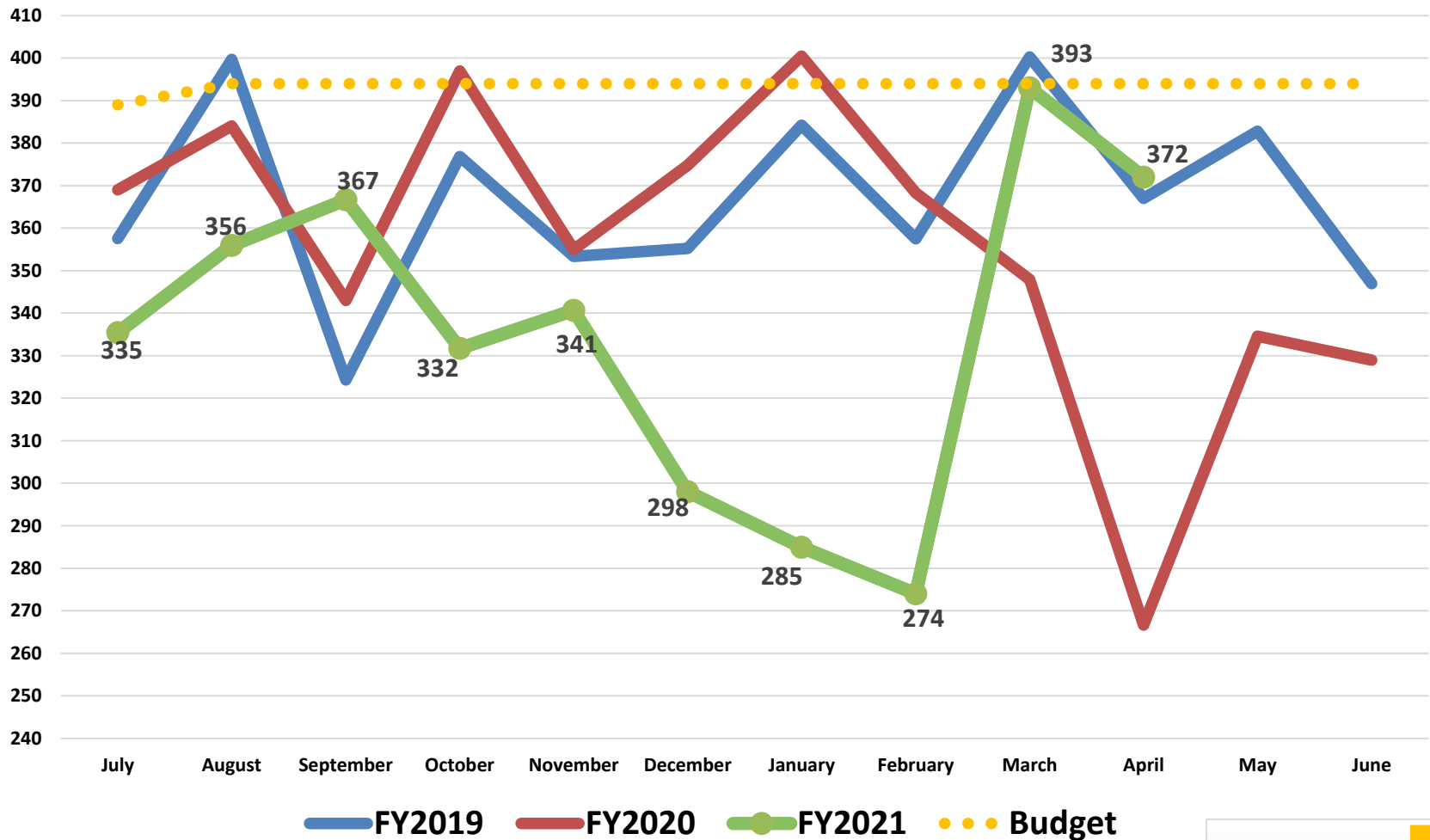


Radiation Oncology - Hanford



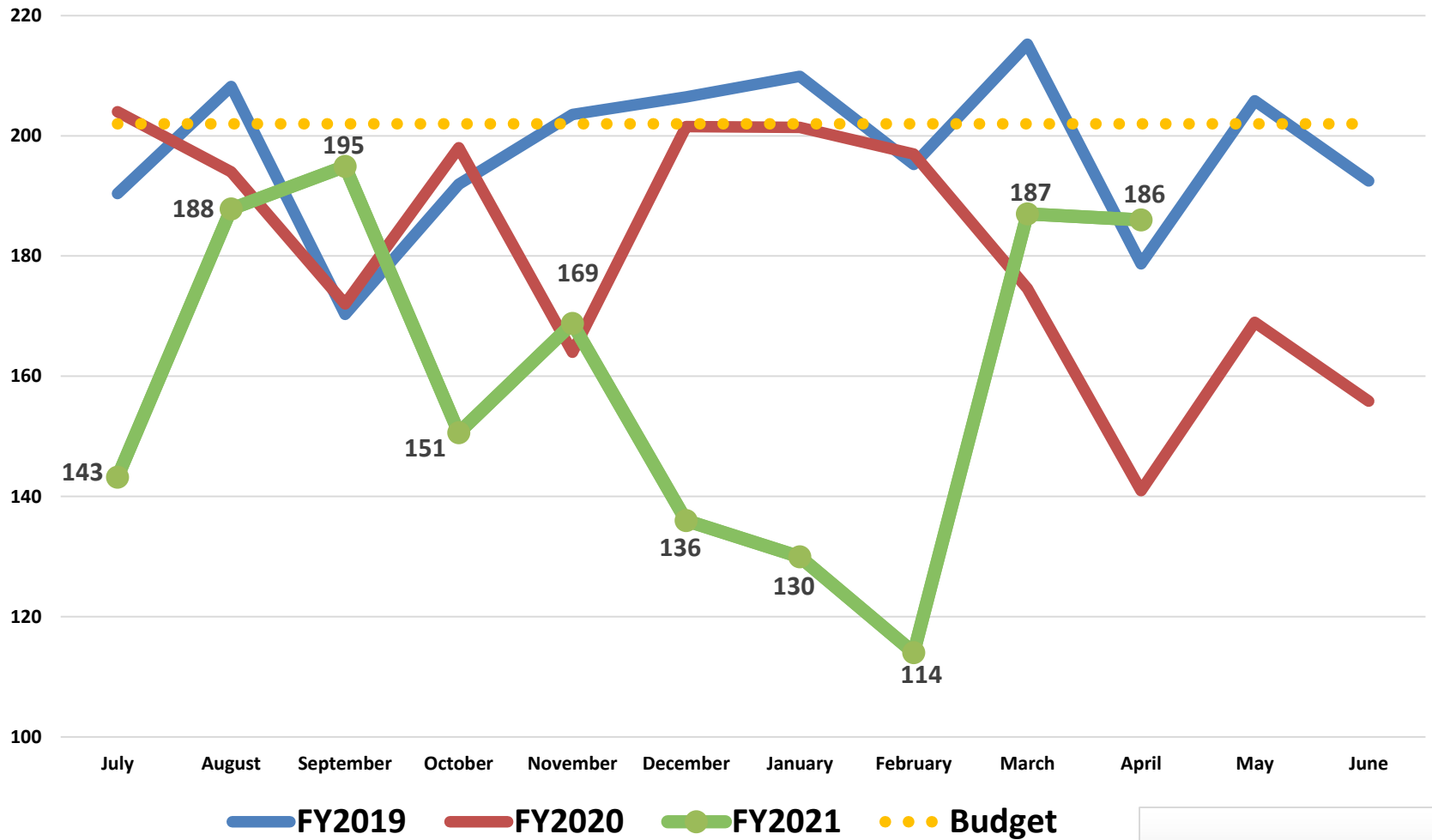
4,846	3,906	3,680	3,824
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Cath Lab (IP & OP) – 100 Min Units



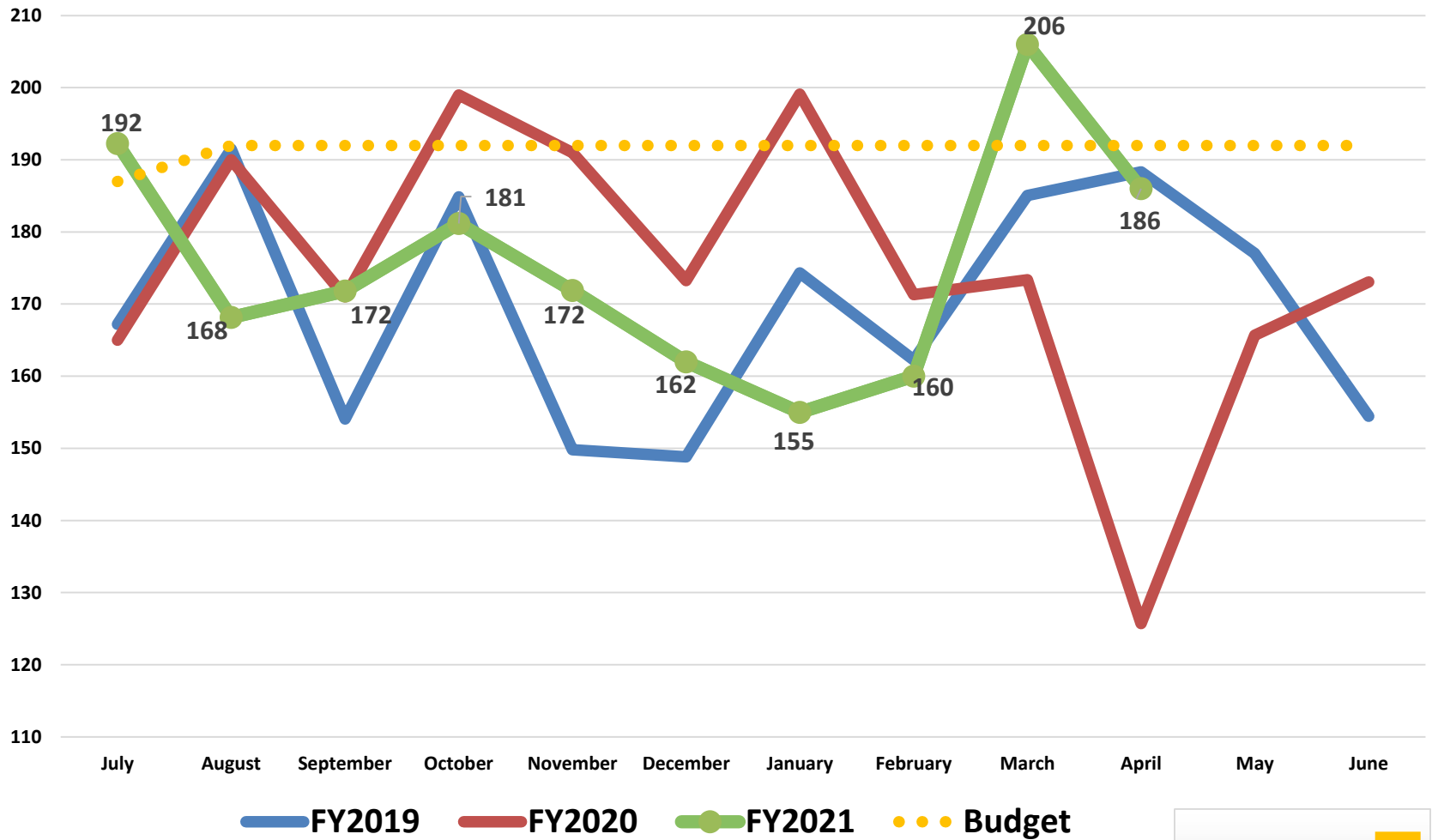
3,676	3,606	3,352	3,935
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Cath Lab (IP Only) – 100 Min Units



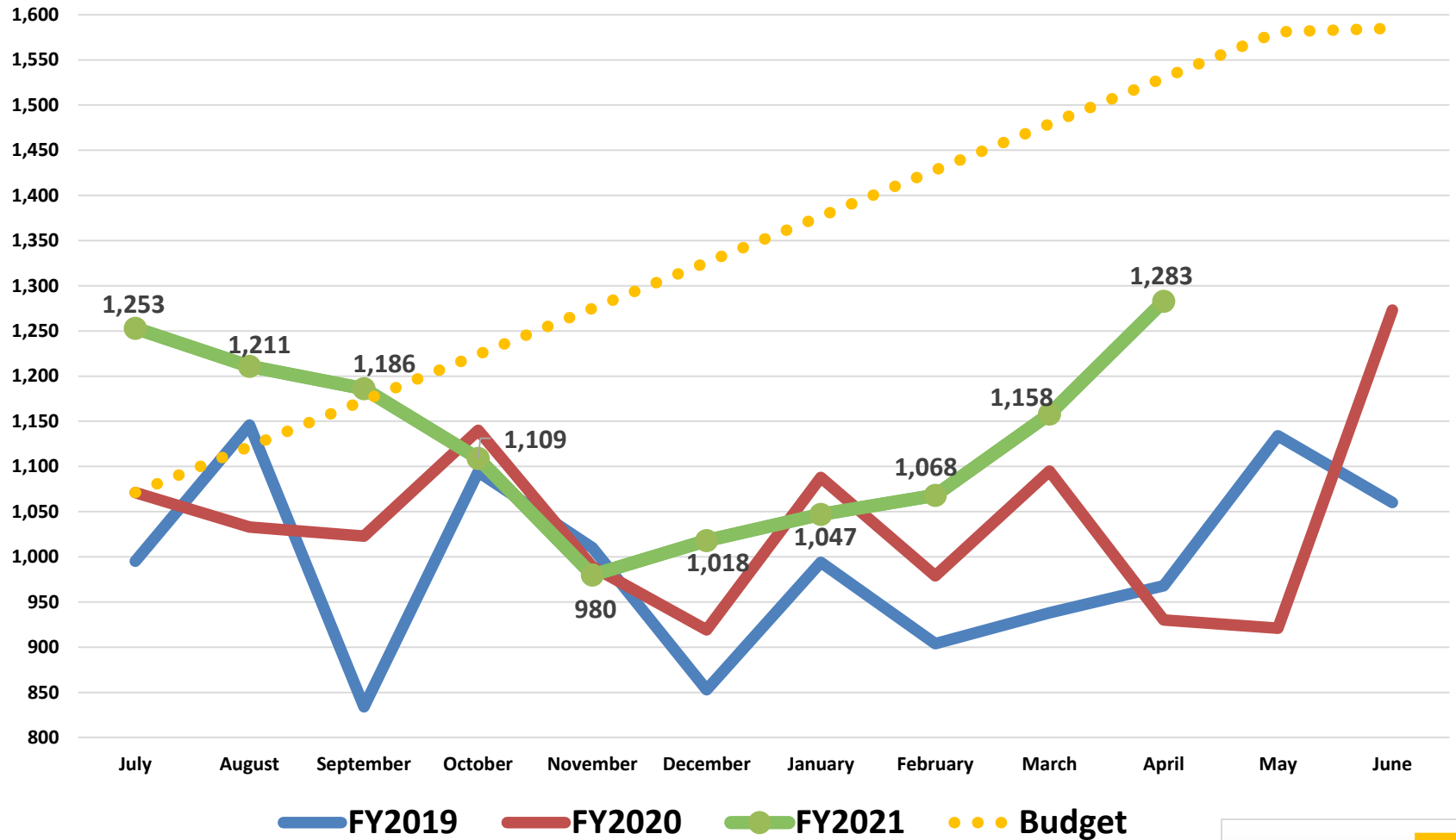
1,970	1,847	1,598	2,020
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Cath Lab (OP Only) – 100 Min Units



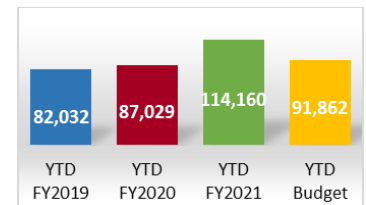
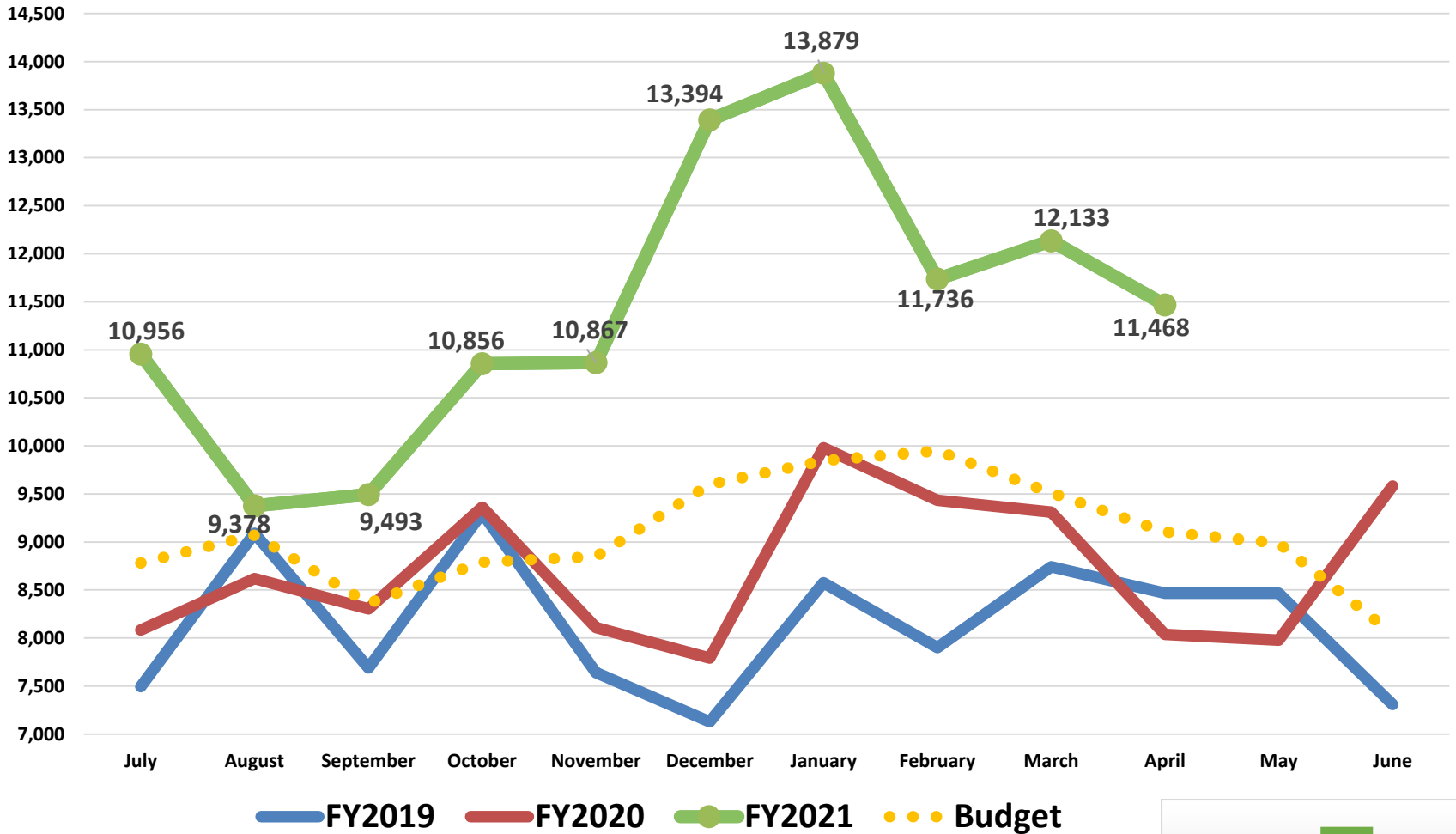
1,706	1,759	1,754	1,915
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

GME Family Medicine Clinic Visits

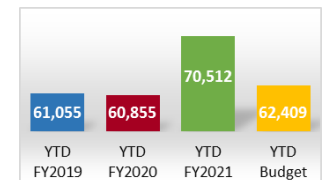
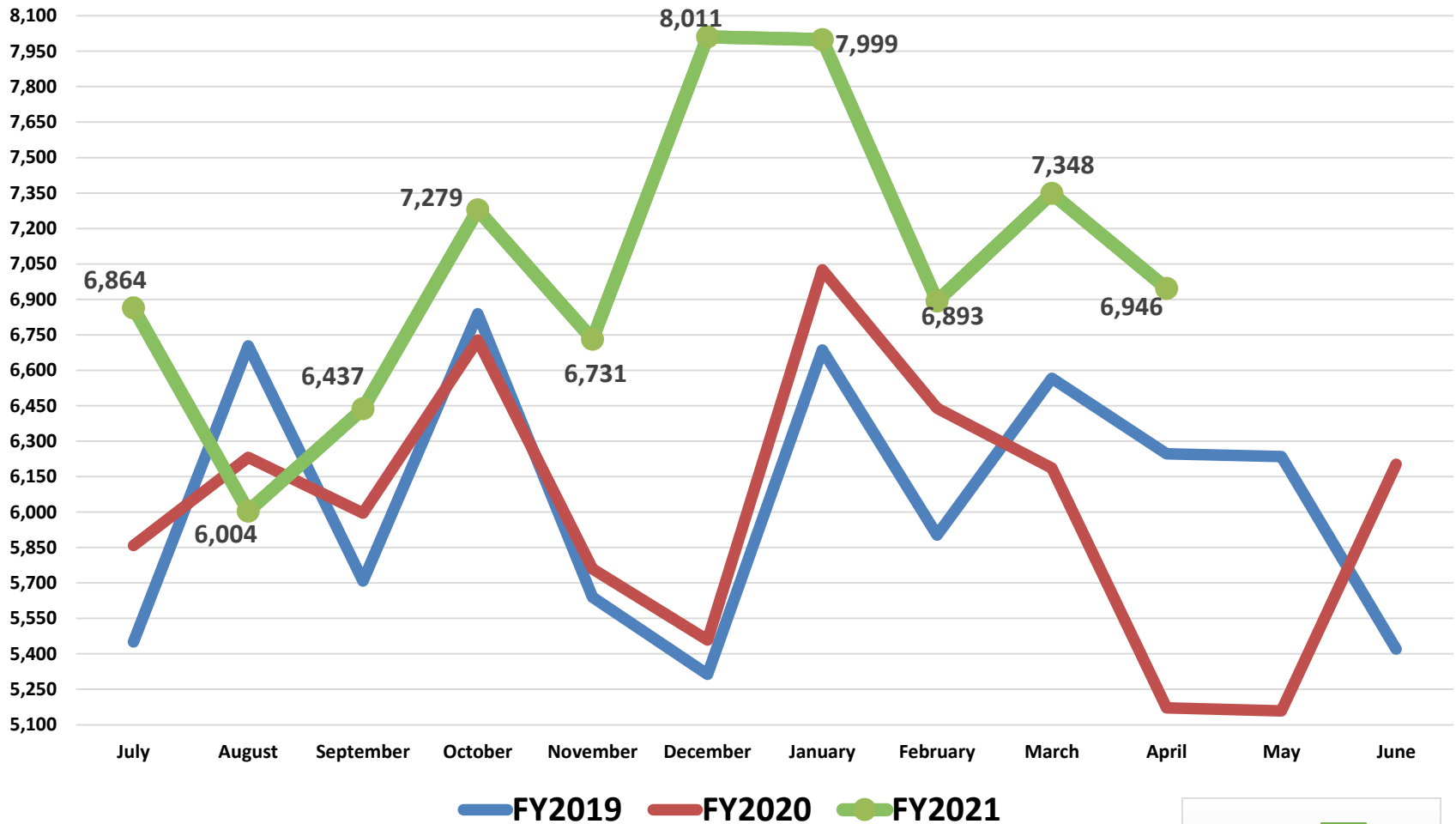


9,736	10,267	11,313	13,005
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

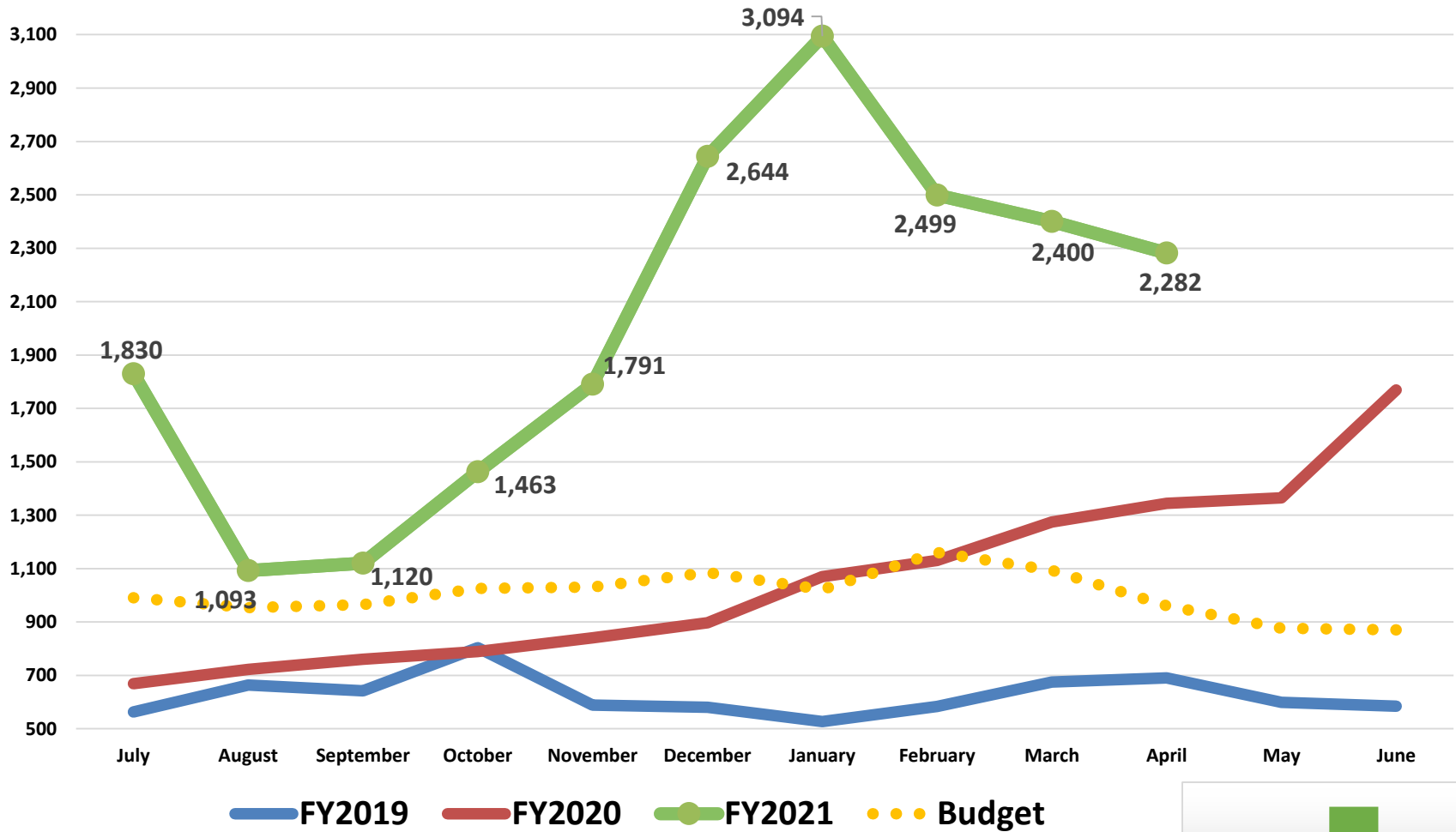
Rural Health Clinic Registrations



Exeter RHC - Registrations

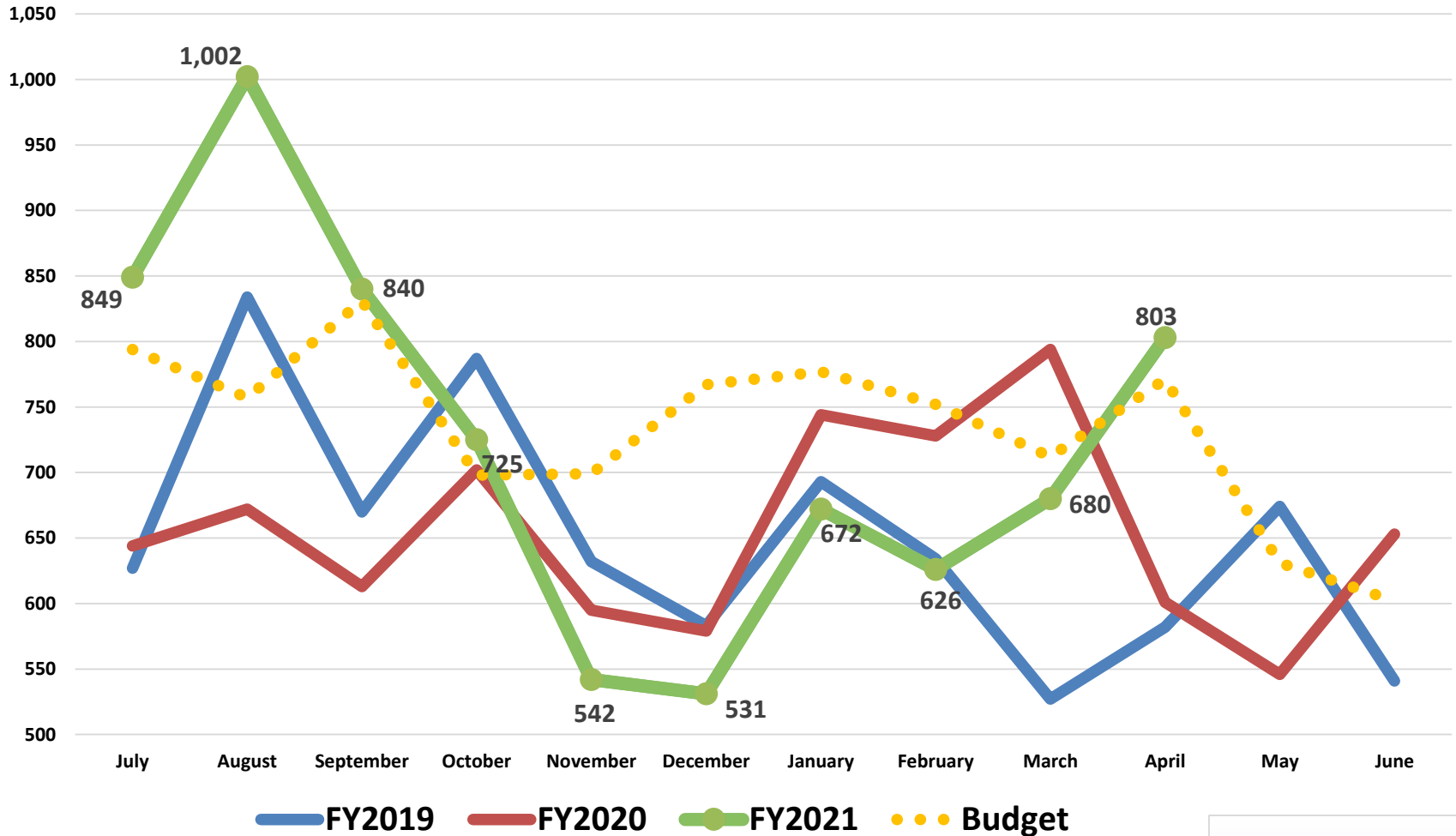


Lindsay RHC - Registrations



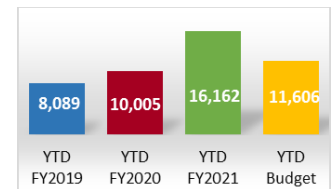
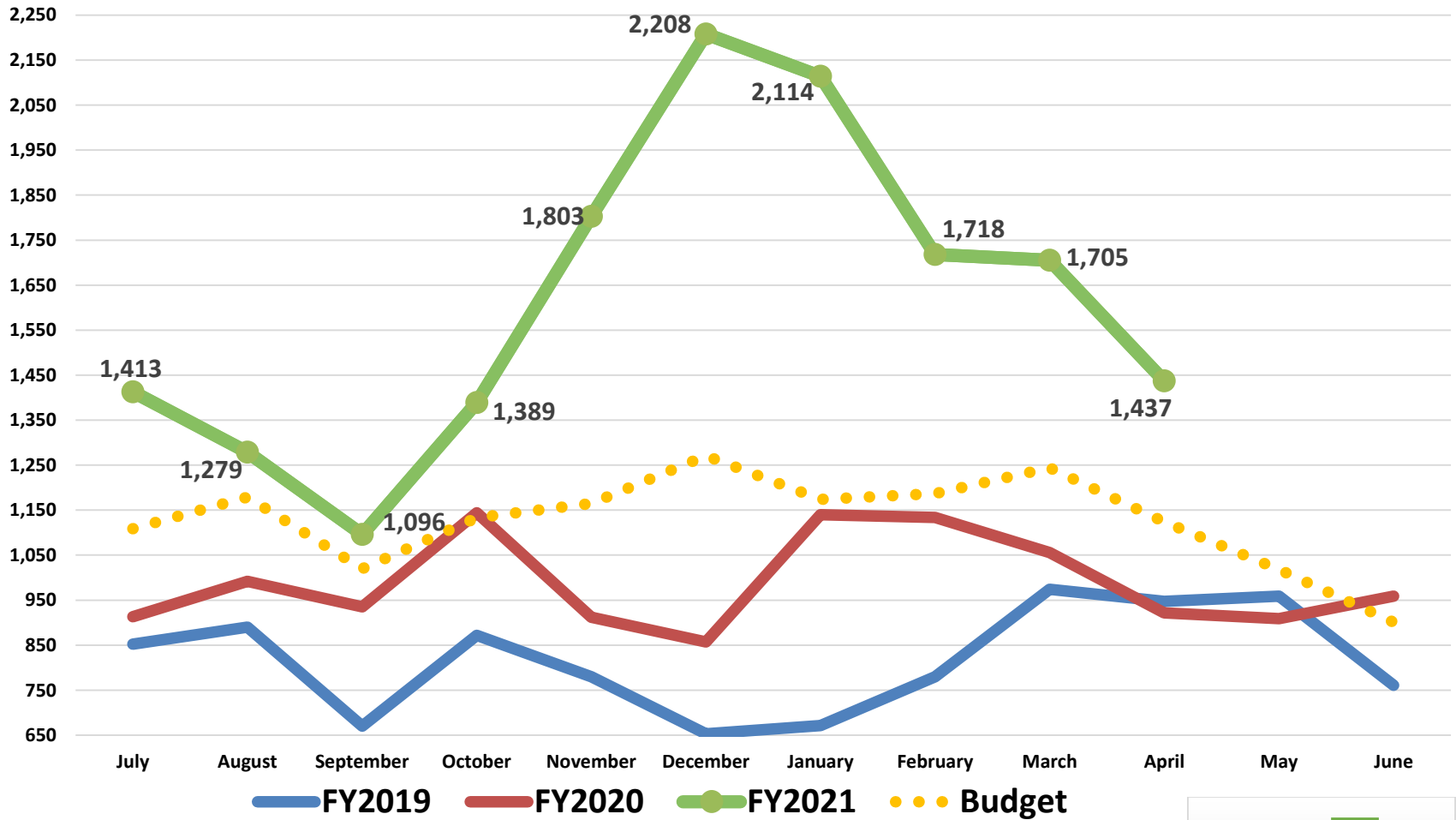
6,319	9,497	20,216	10,289
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Woodlake RHC - Registrations

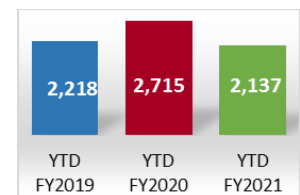
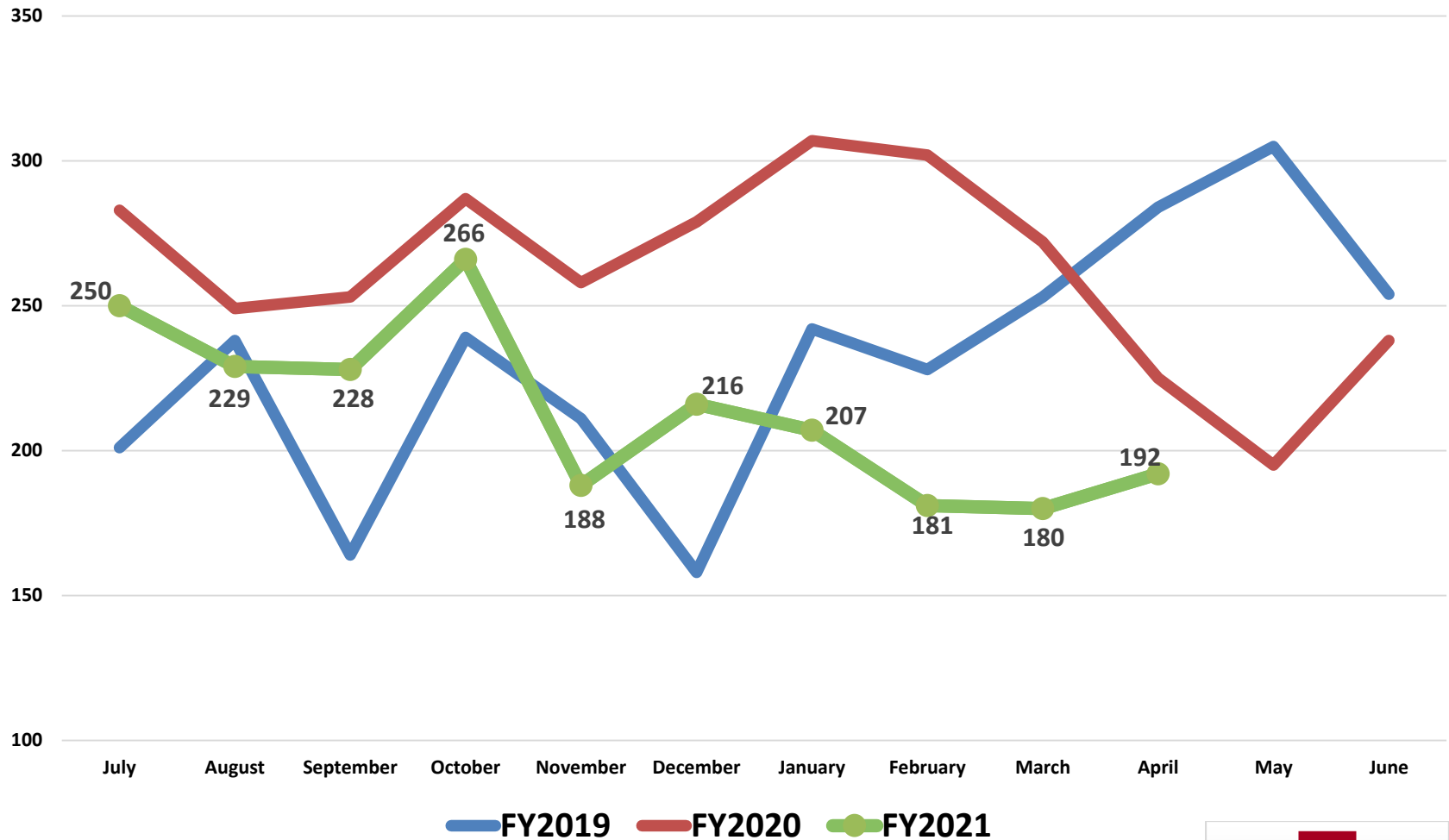


6,569	6,672	7,270	7,558
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

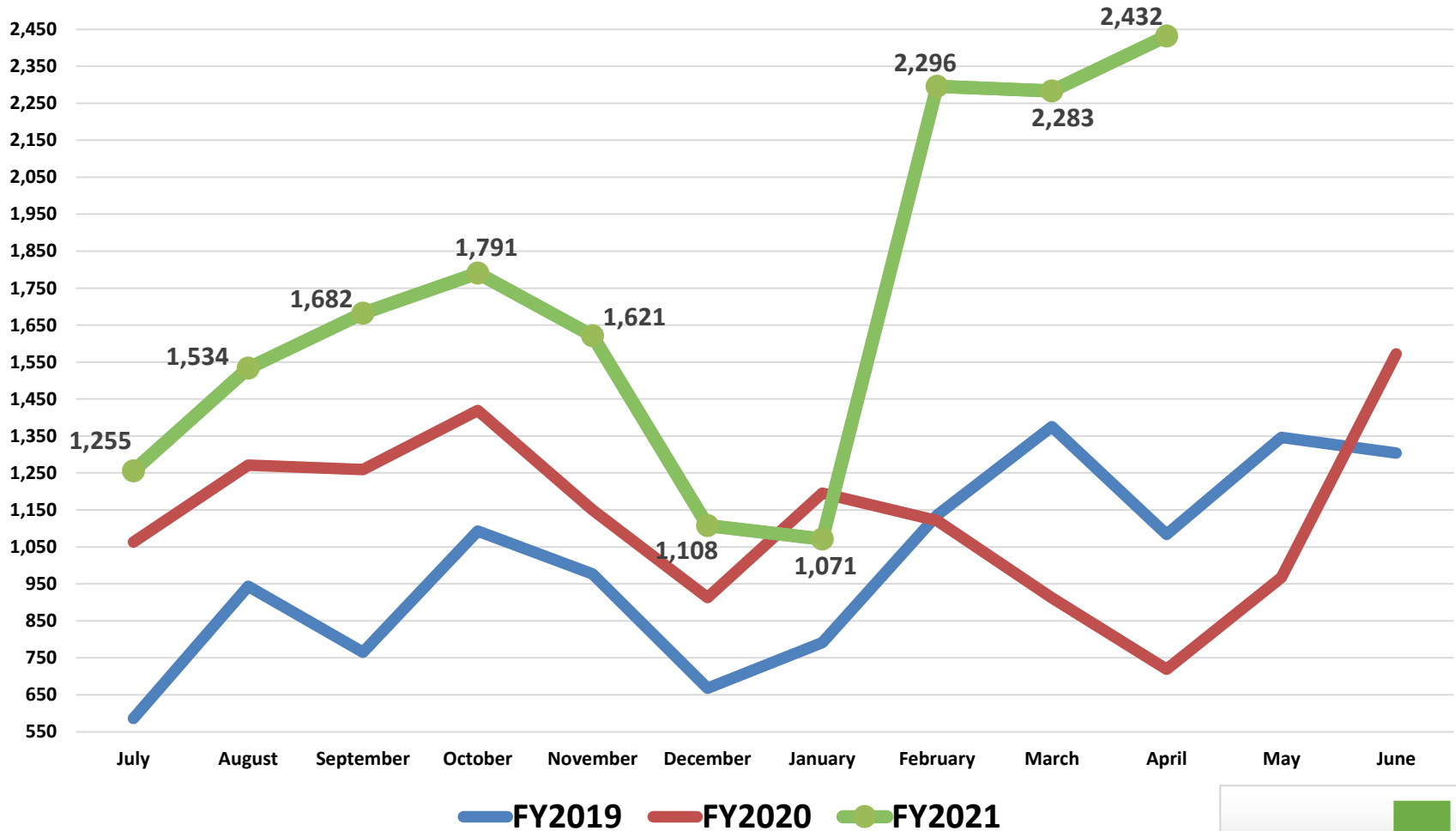
Dinuba RHC - Registrations



Neurosurgery Clinic - Registrations

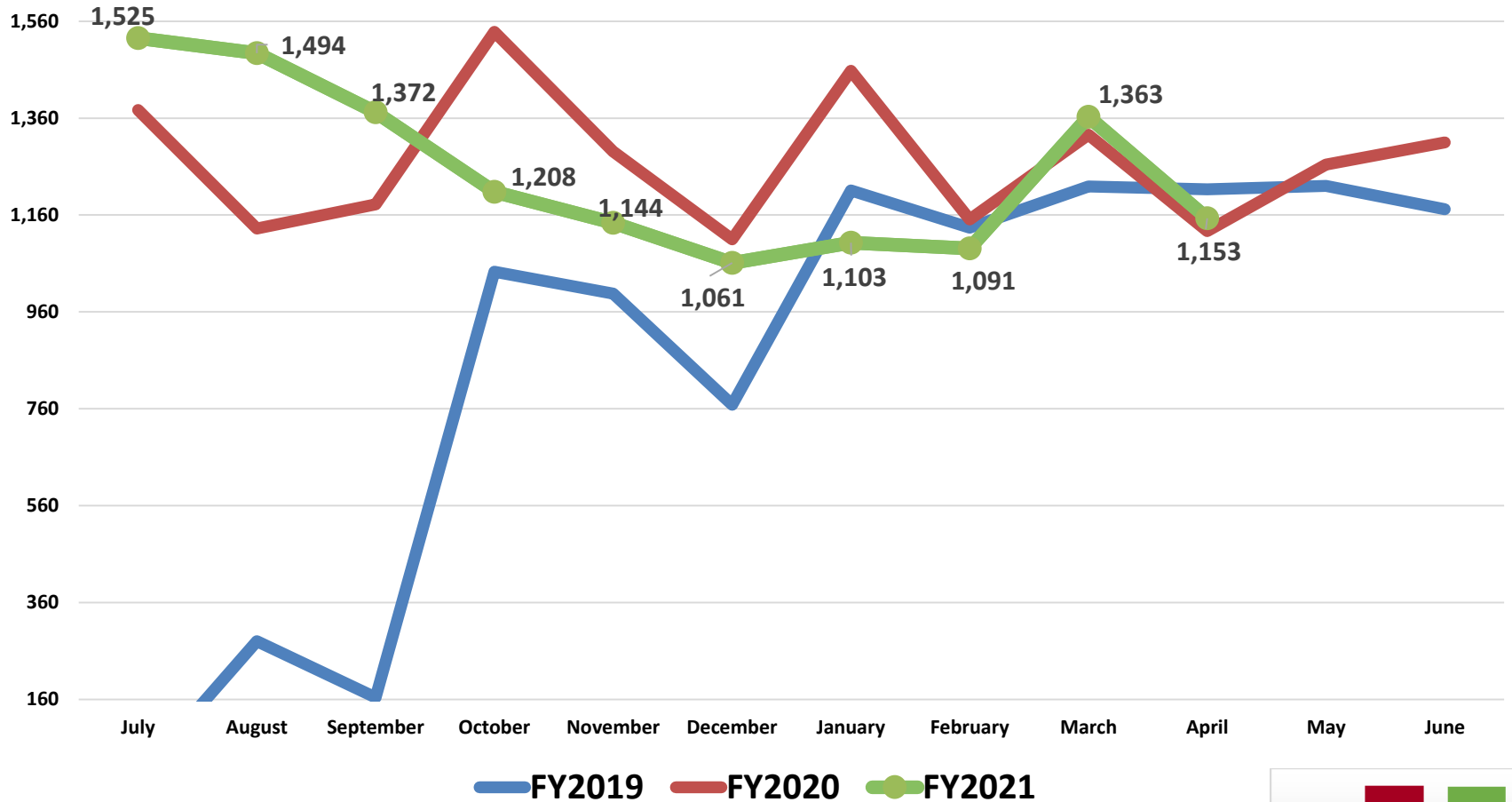


Neurosurgery Clinic - wRVU's



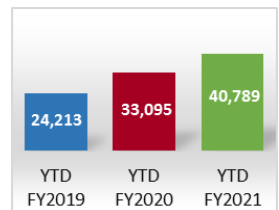
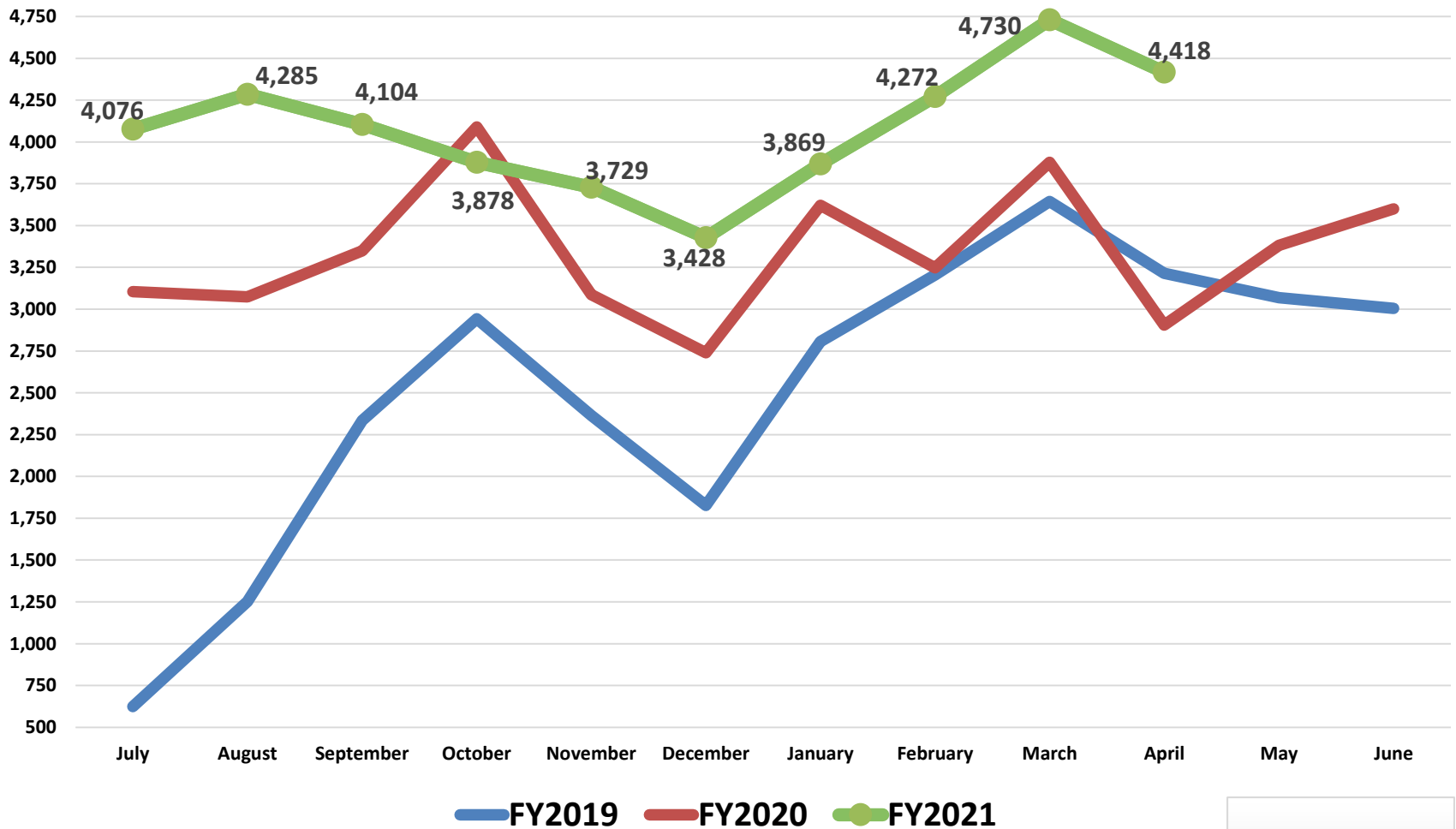
9,419	11,022	17,073
YTD FY2019	YTD FY2020	YTD FY2021

Sequoia Cardiology - Registrations

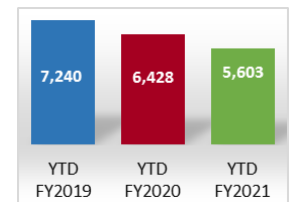
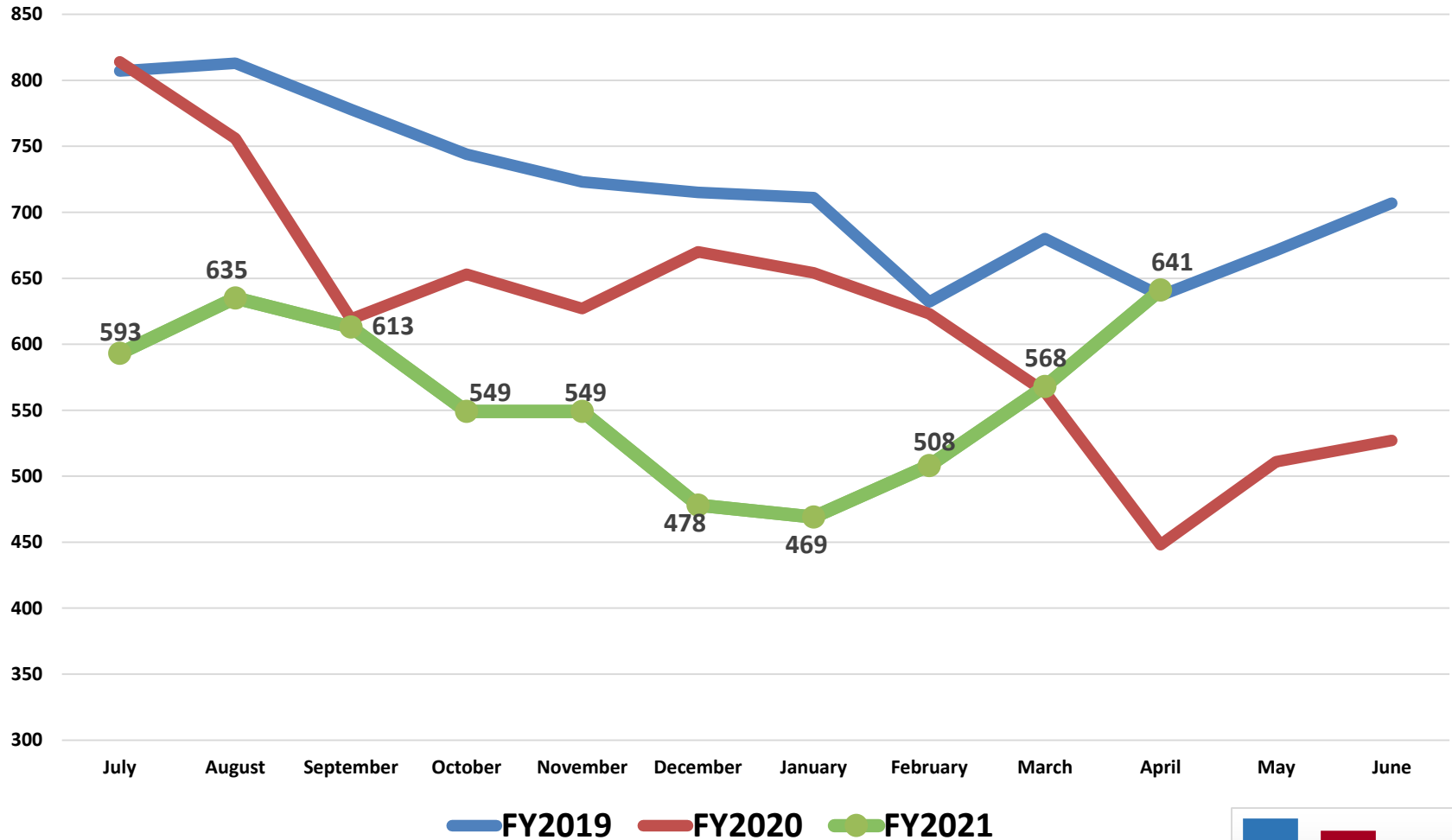


8,030	12,692	12,514
YTD FY2019	YTD FY2020	YTD FY2021

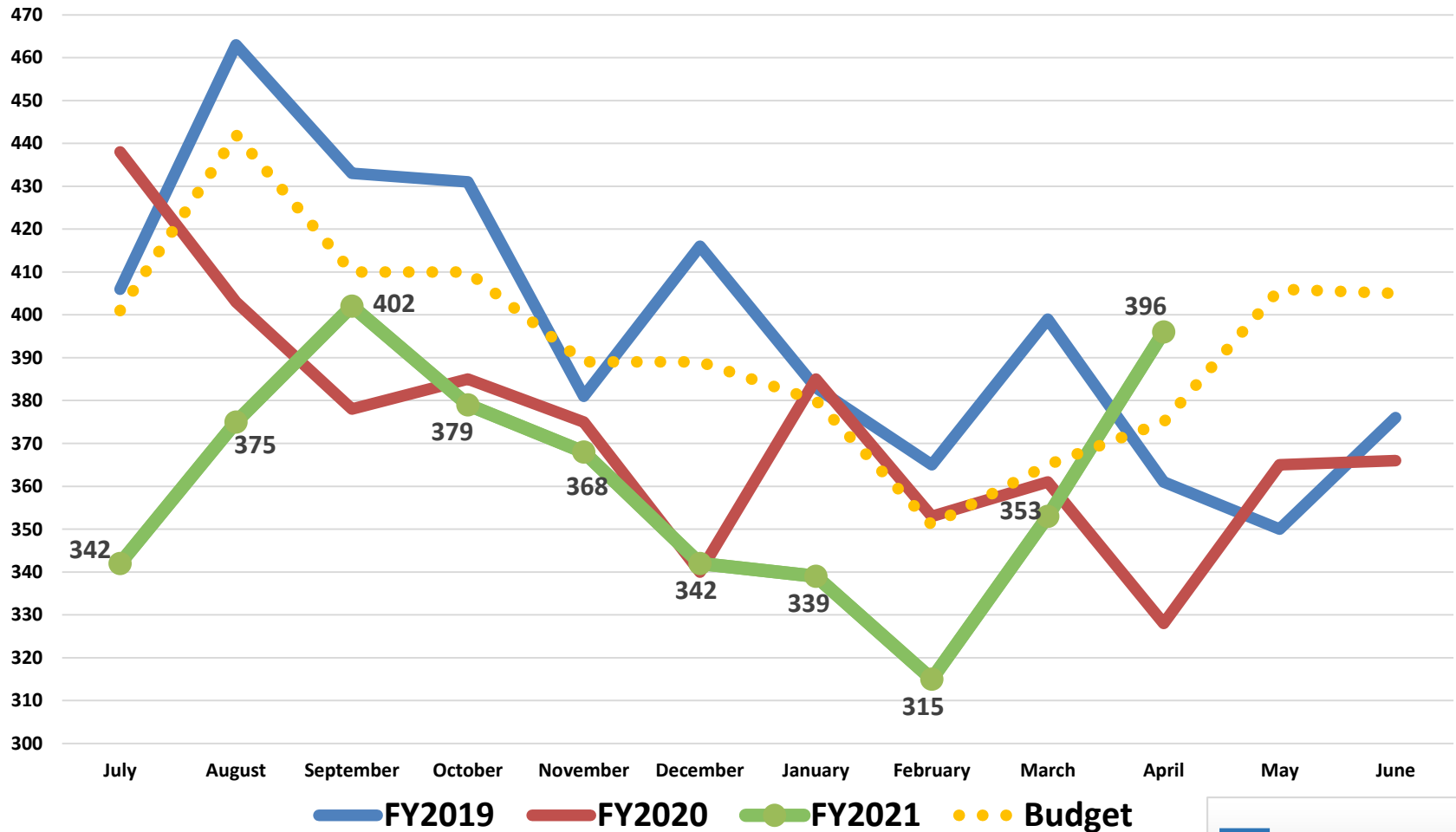
Sequoia Cardiology – wRVU's



Labor Triage Registrations

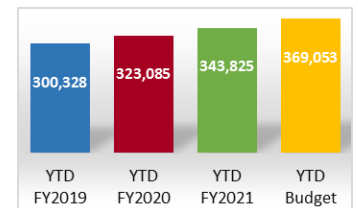
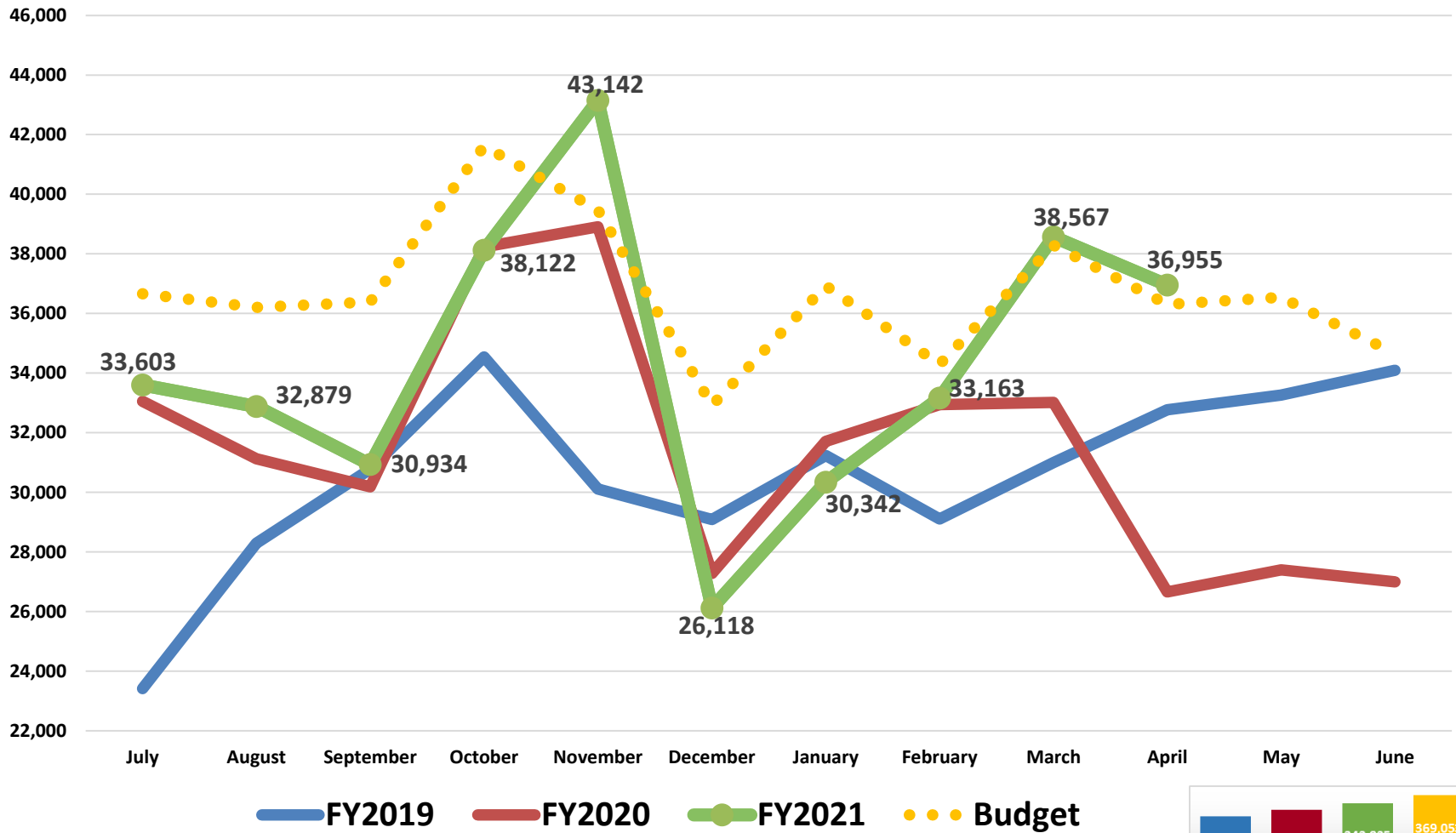


Deliveries

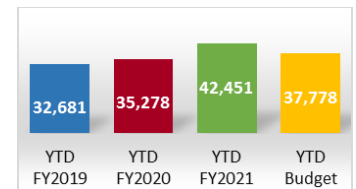
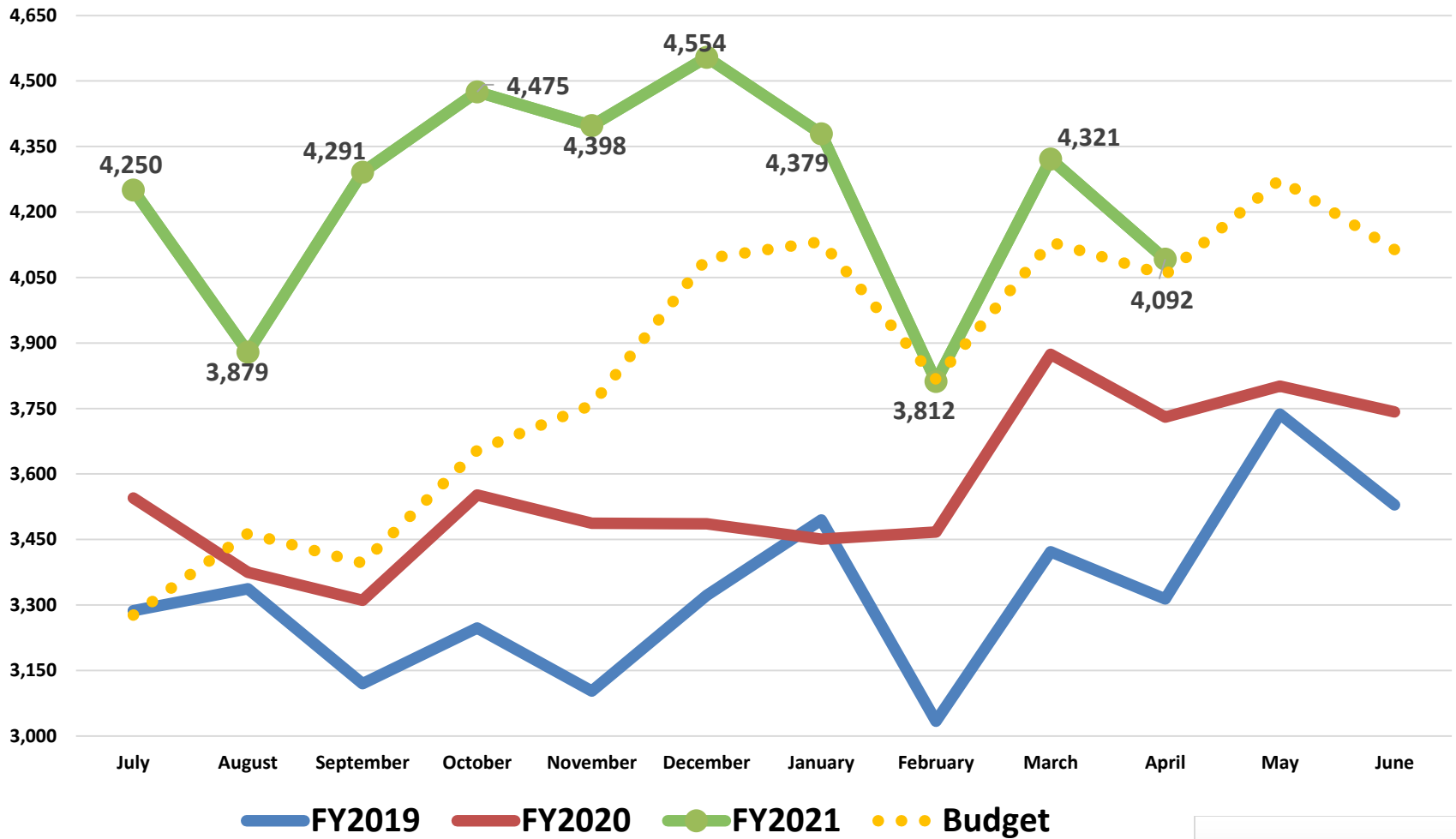


4,038	3,746	3,611	3,912
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

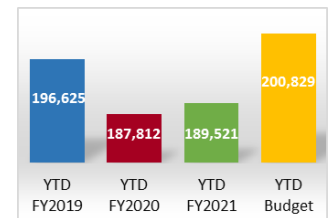
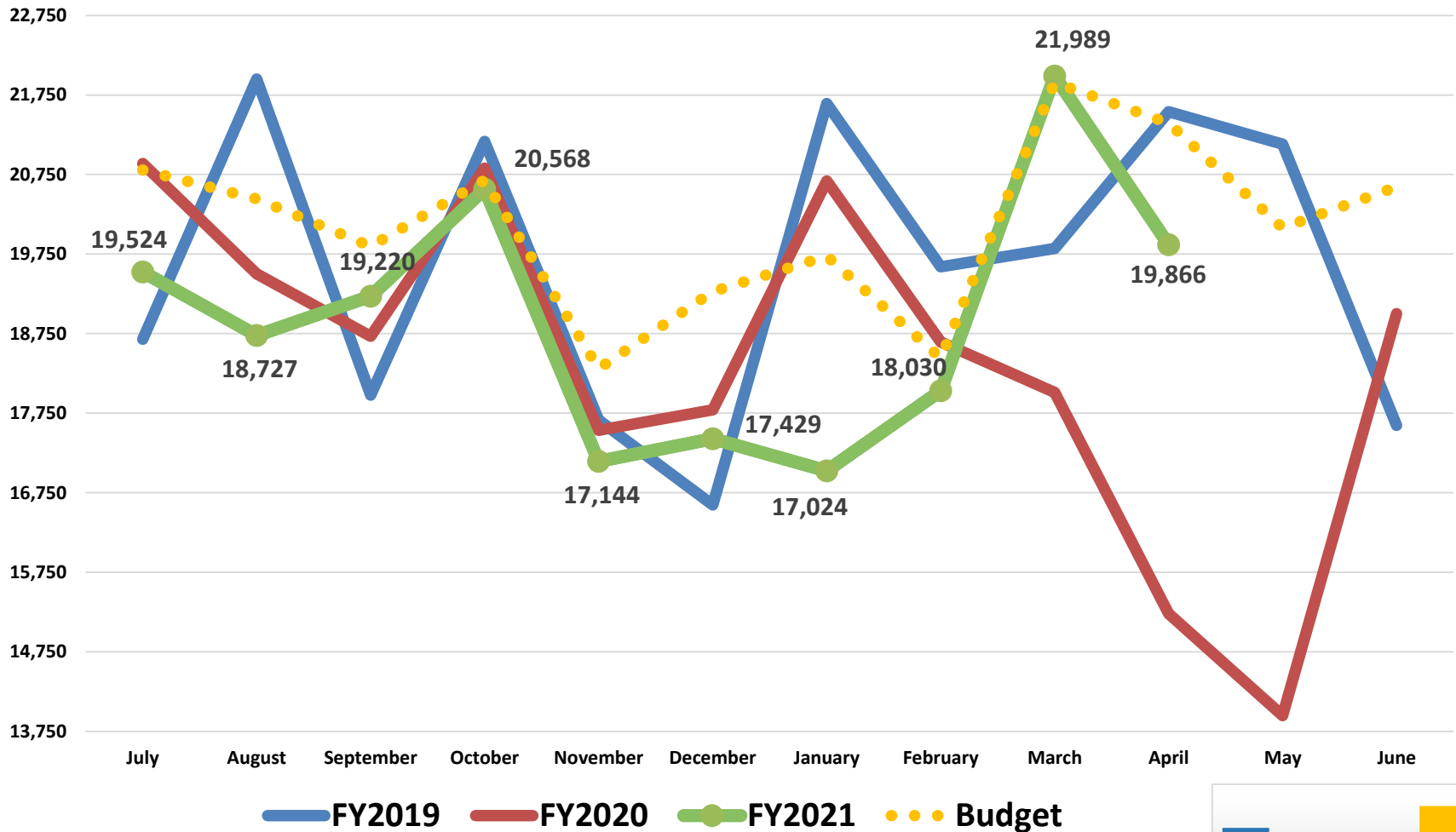
KDMF RVU's



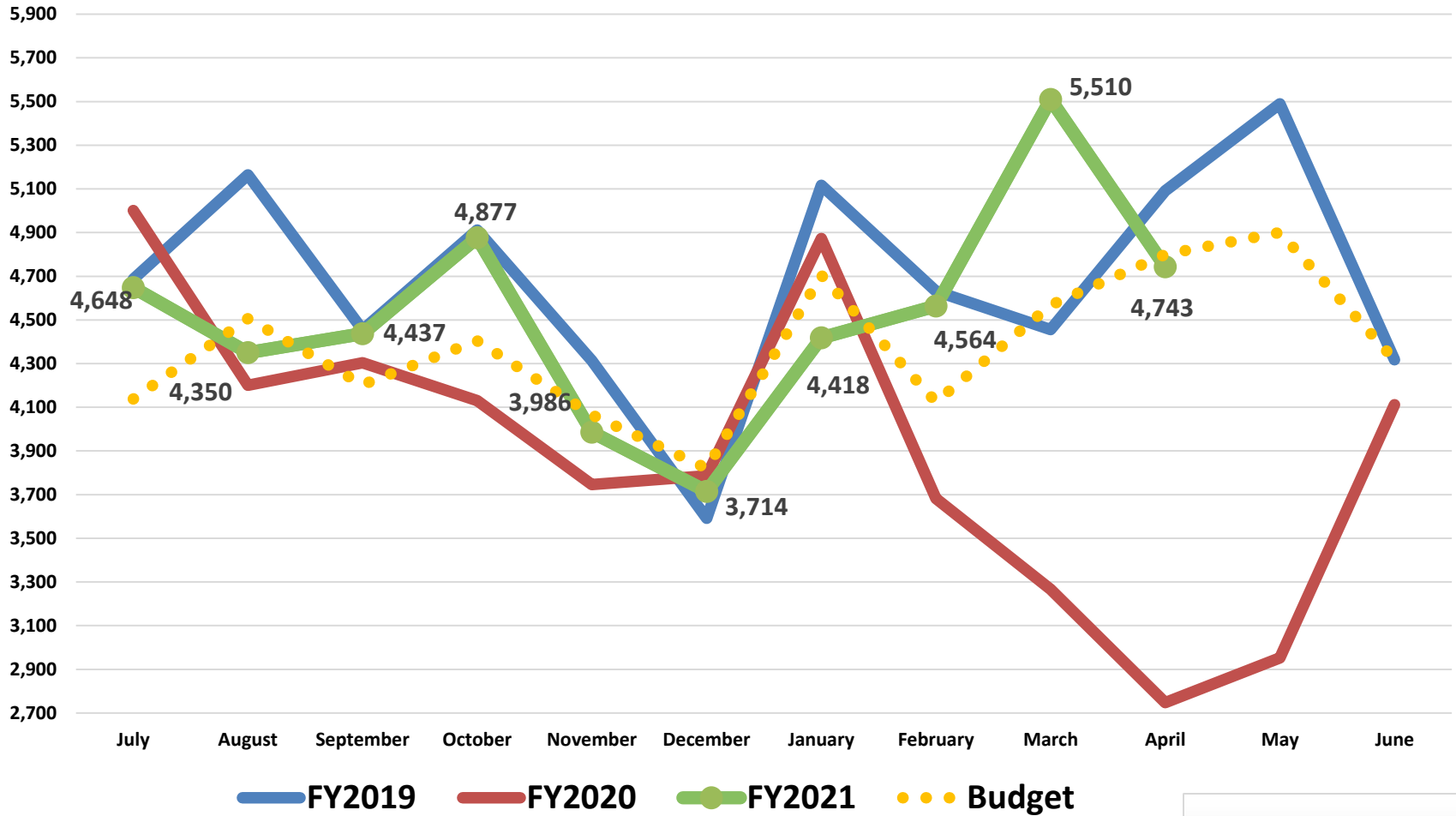
Hospice Days



All O/P Rehab Services Across District

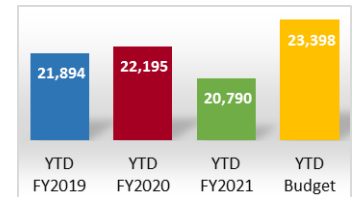
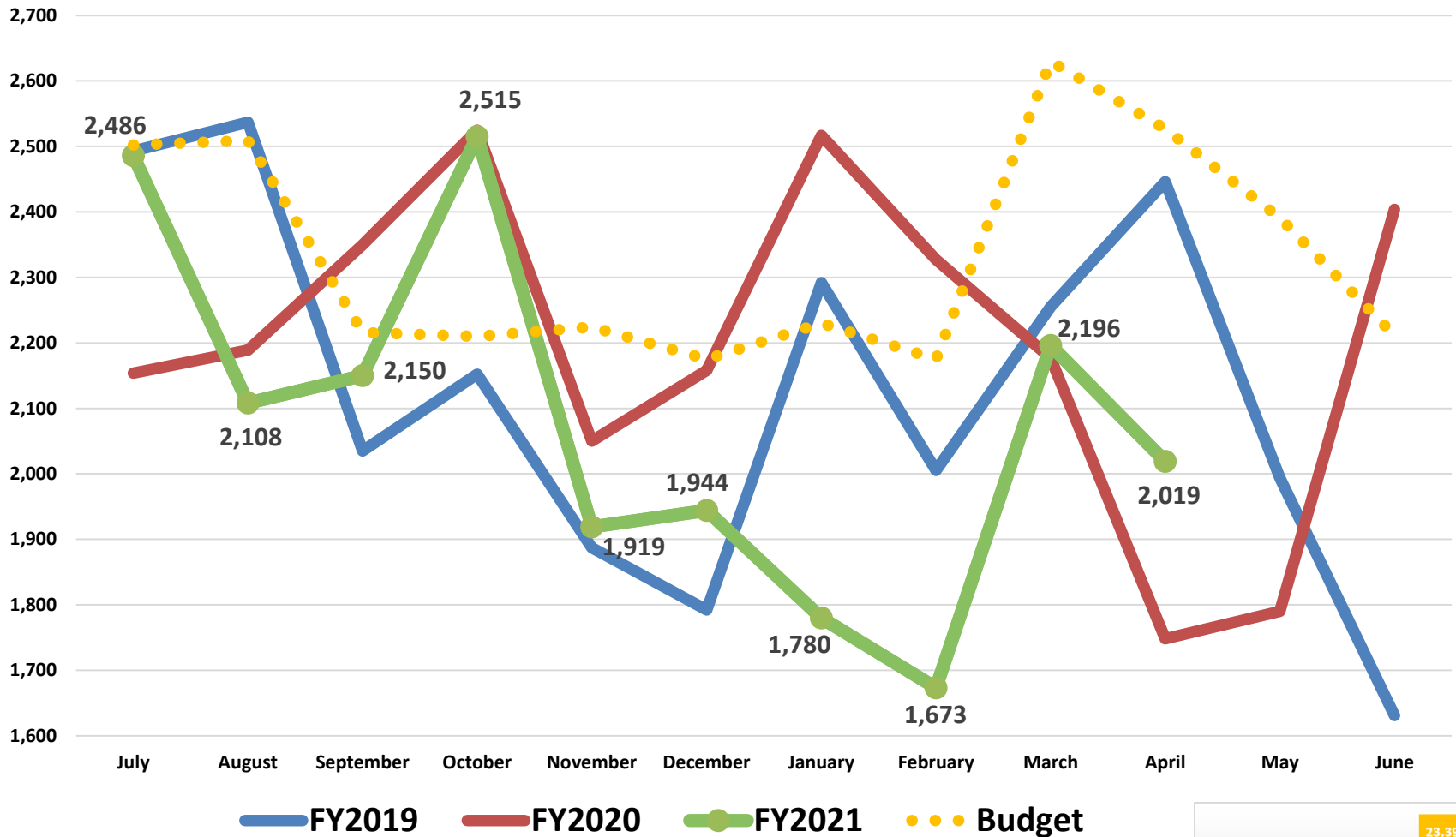


O/P Rehab Services

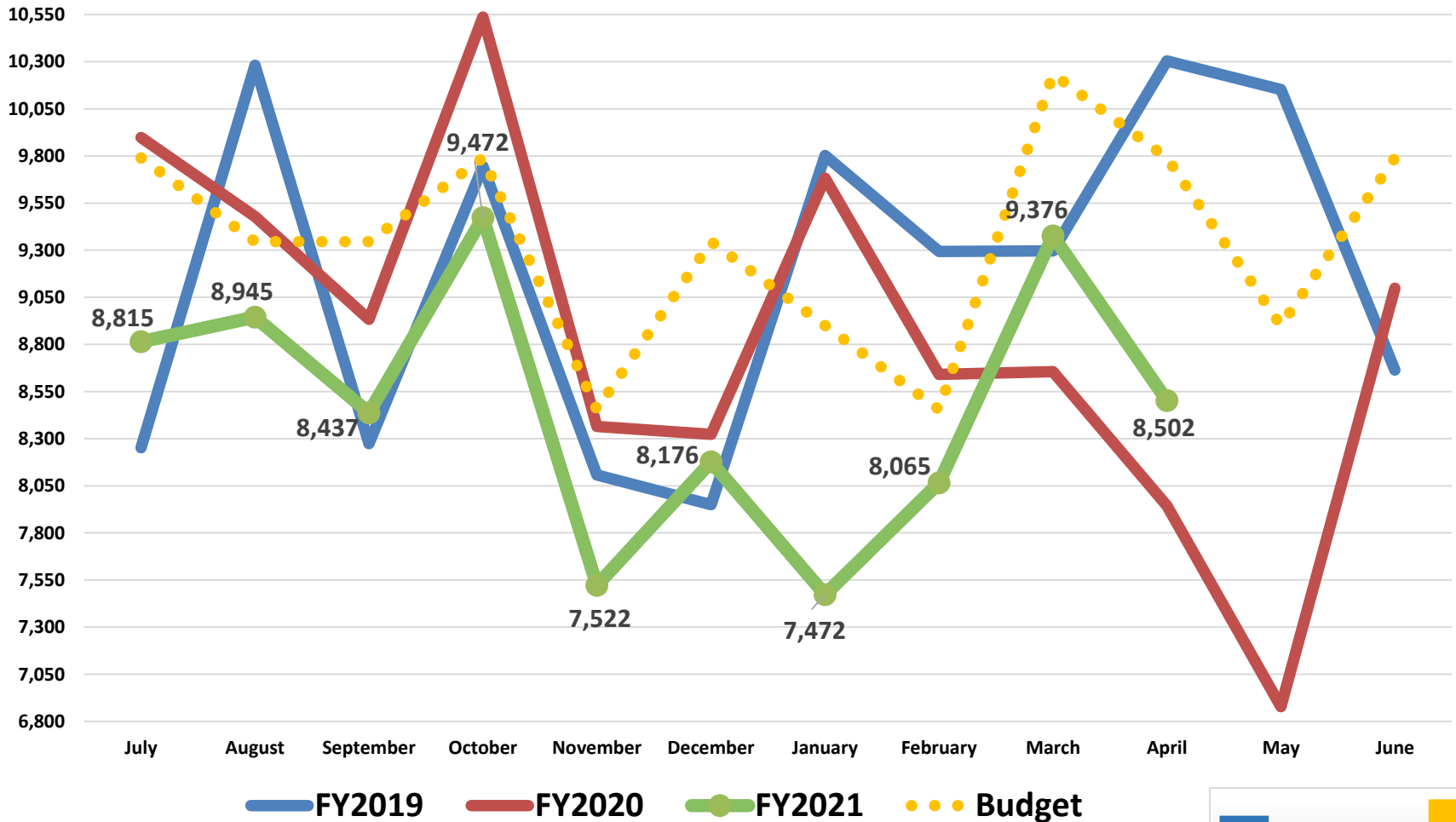


46,417	39,736	45,247	43,333
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

O/P Rehab - Exeter

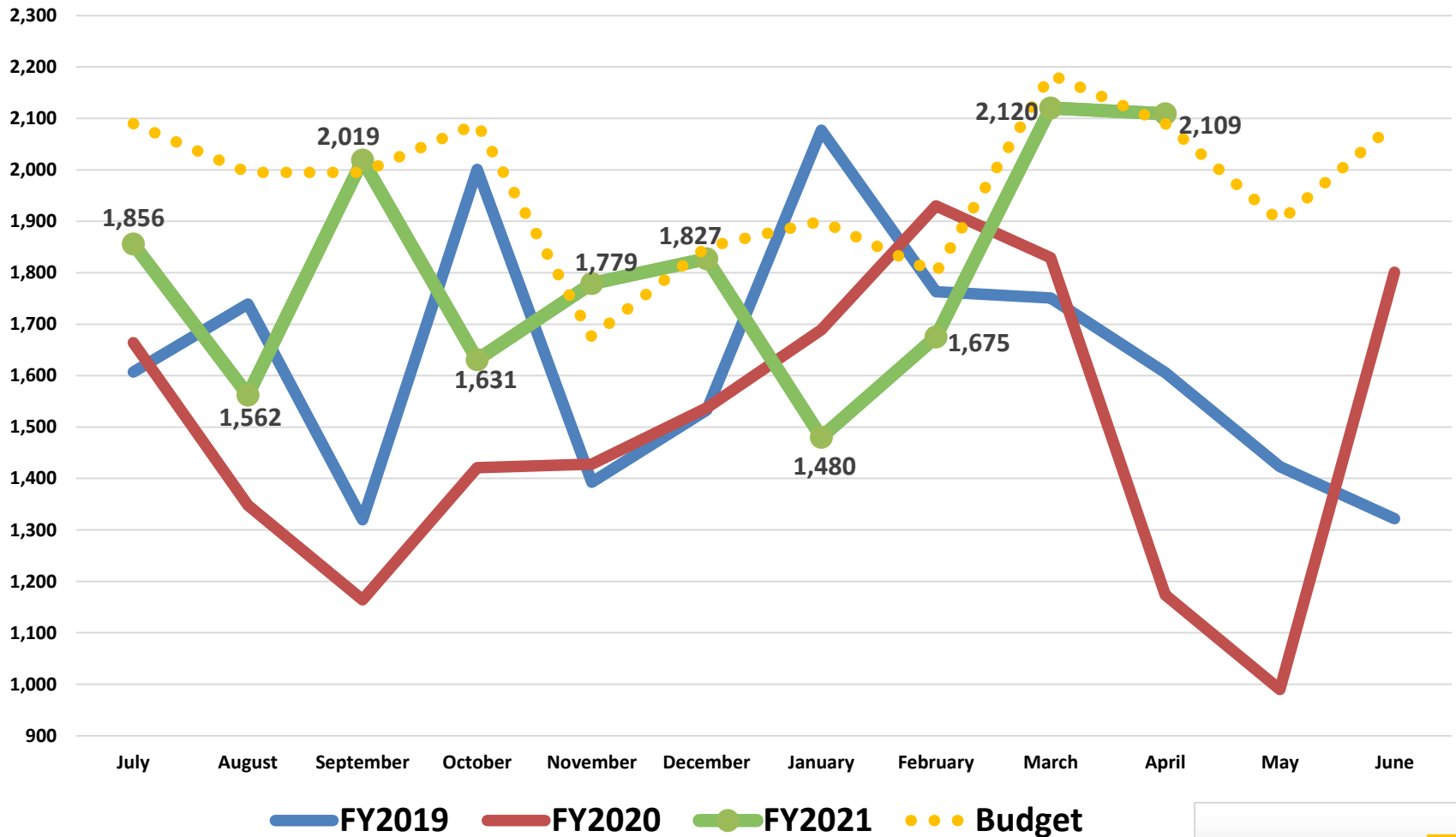


O/P Rehab - Akers



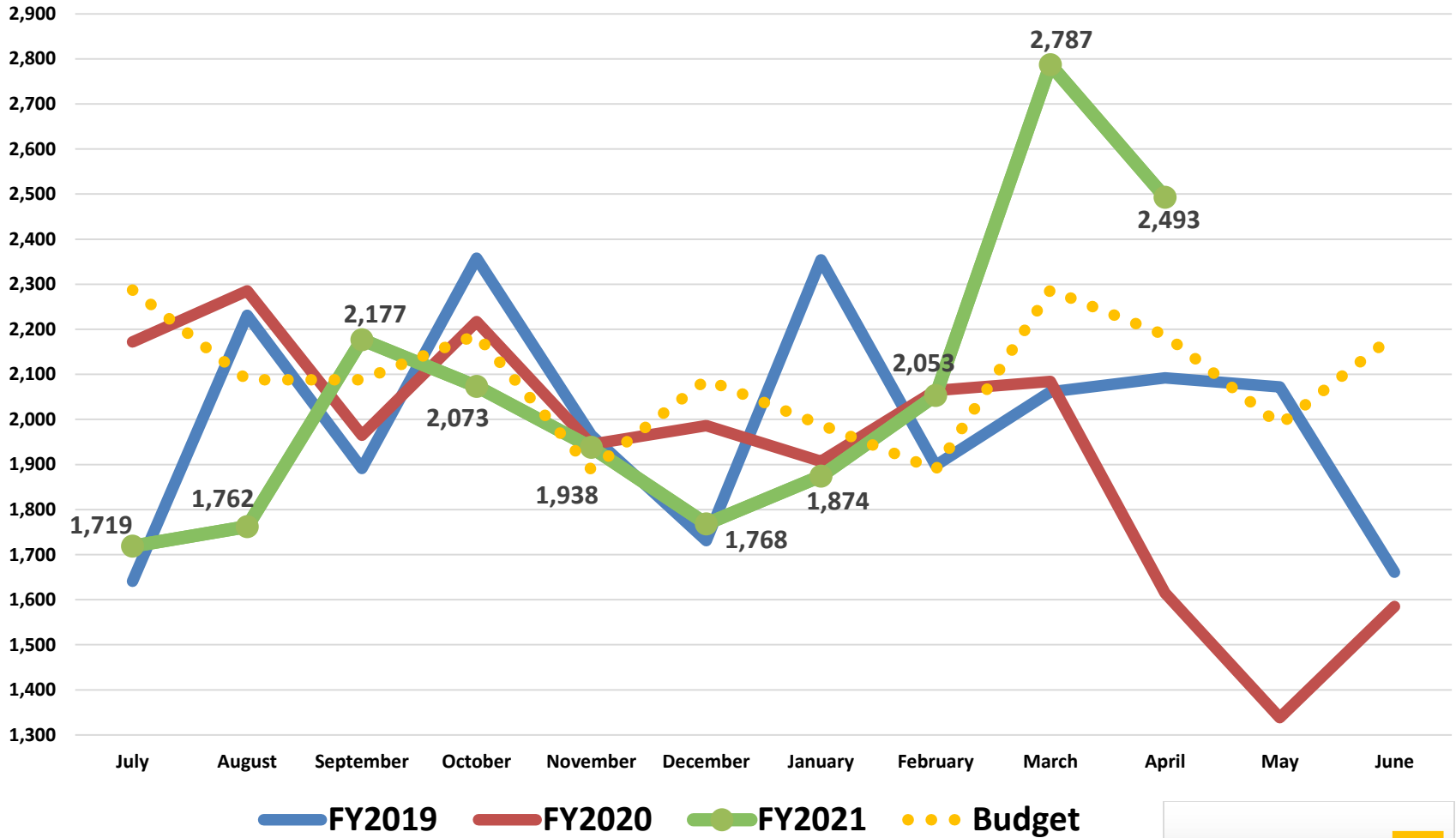
91,302	90,457	84,782	93,450
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

O/P Rehab - LLOPT



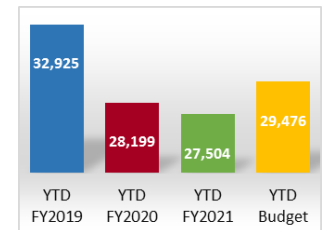
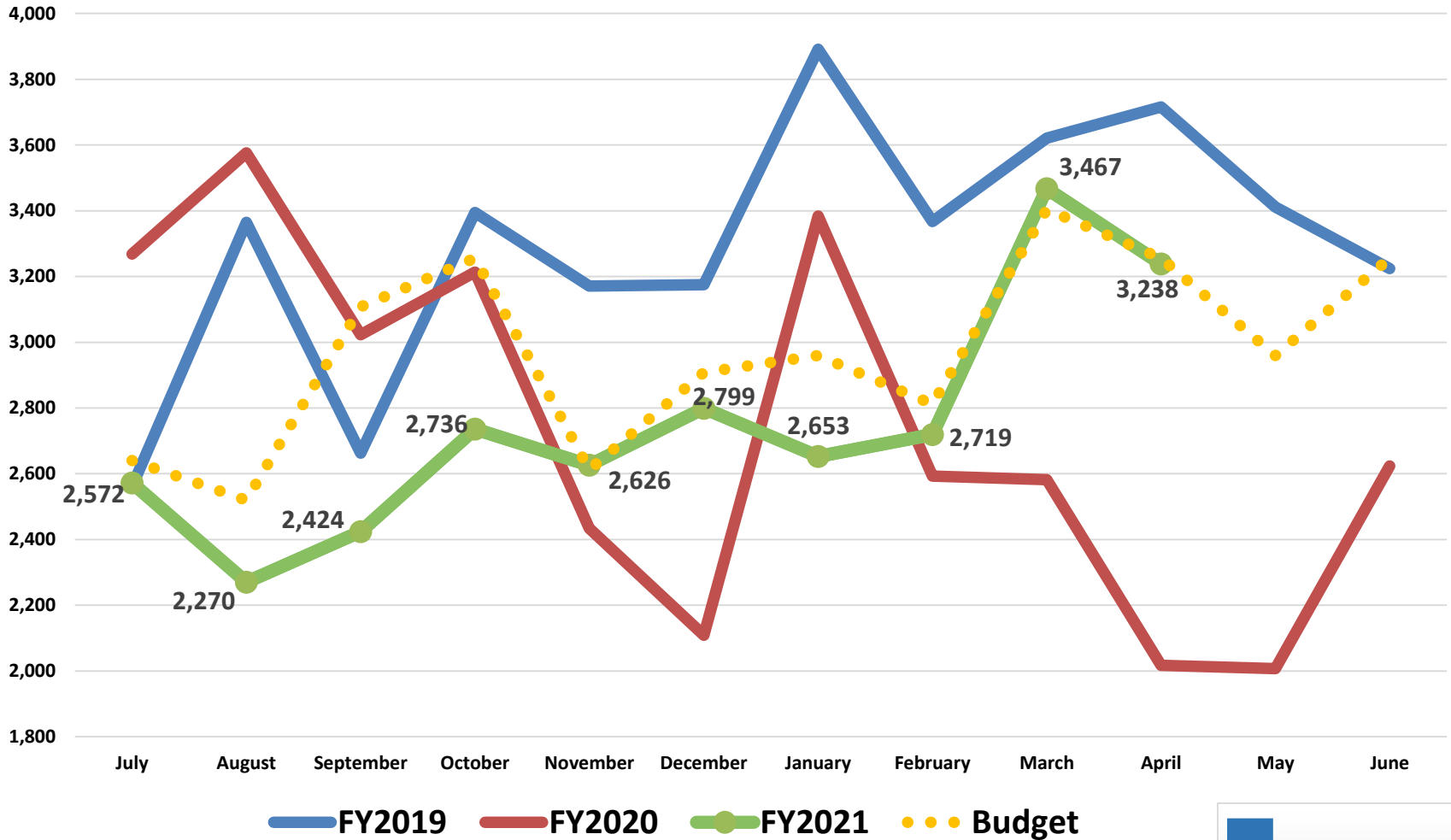
16,790	15,184	18,058	19,670
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

O/P Rehab - Dinuba

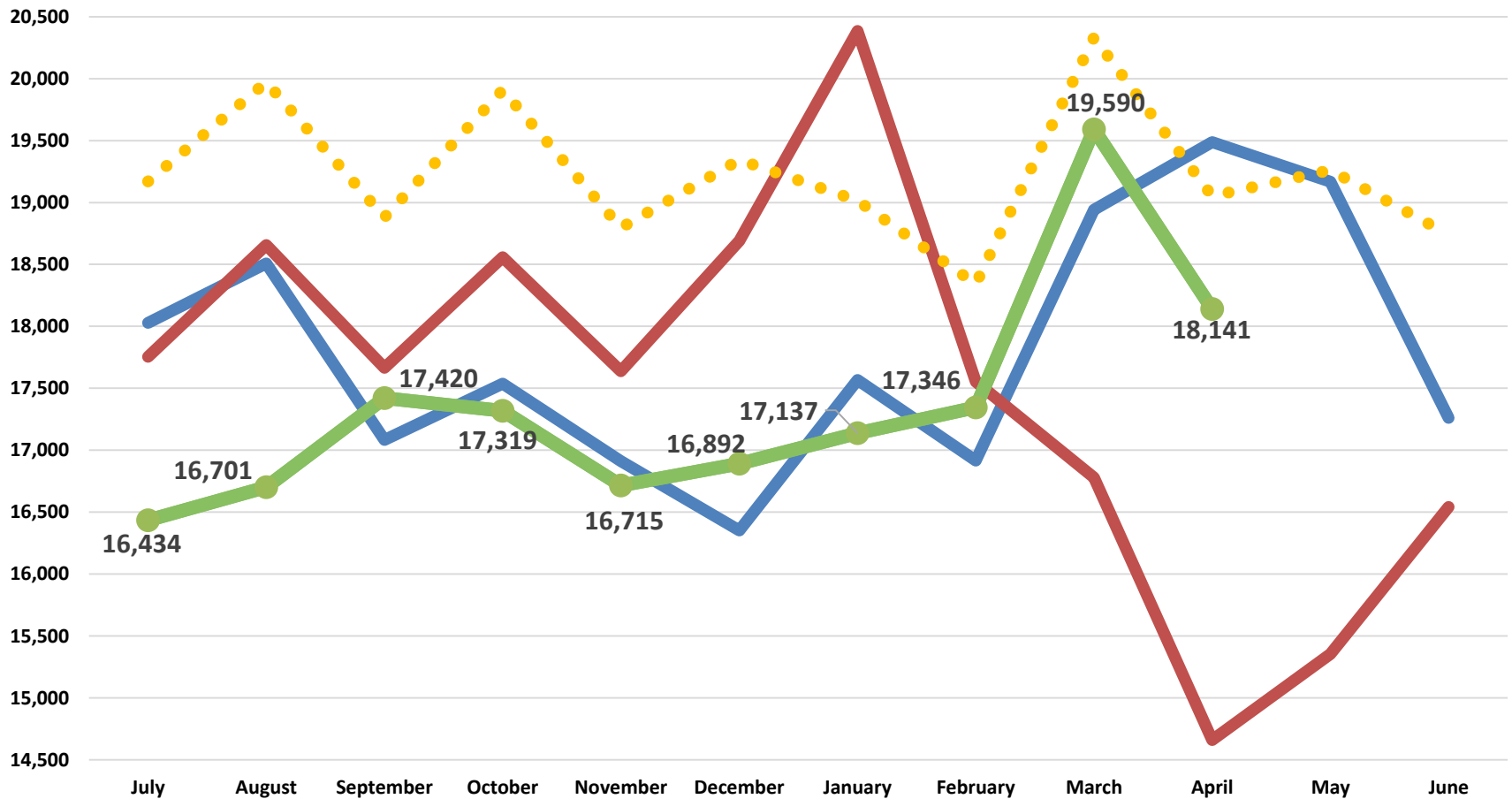


20,222	20,240	20,644	20,978
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

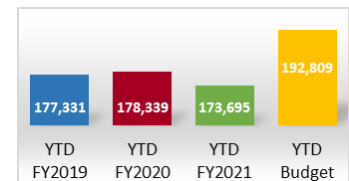
Therapy - Cypress Hand Center



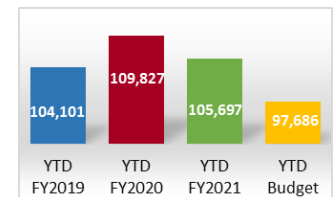
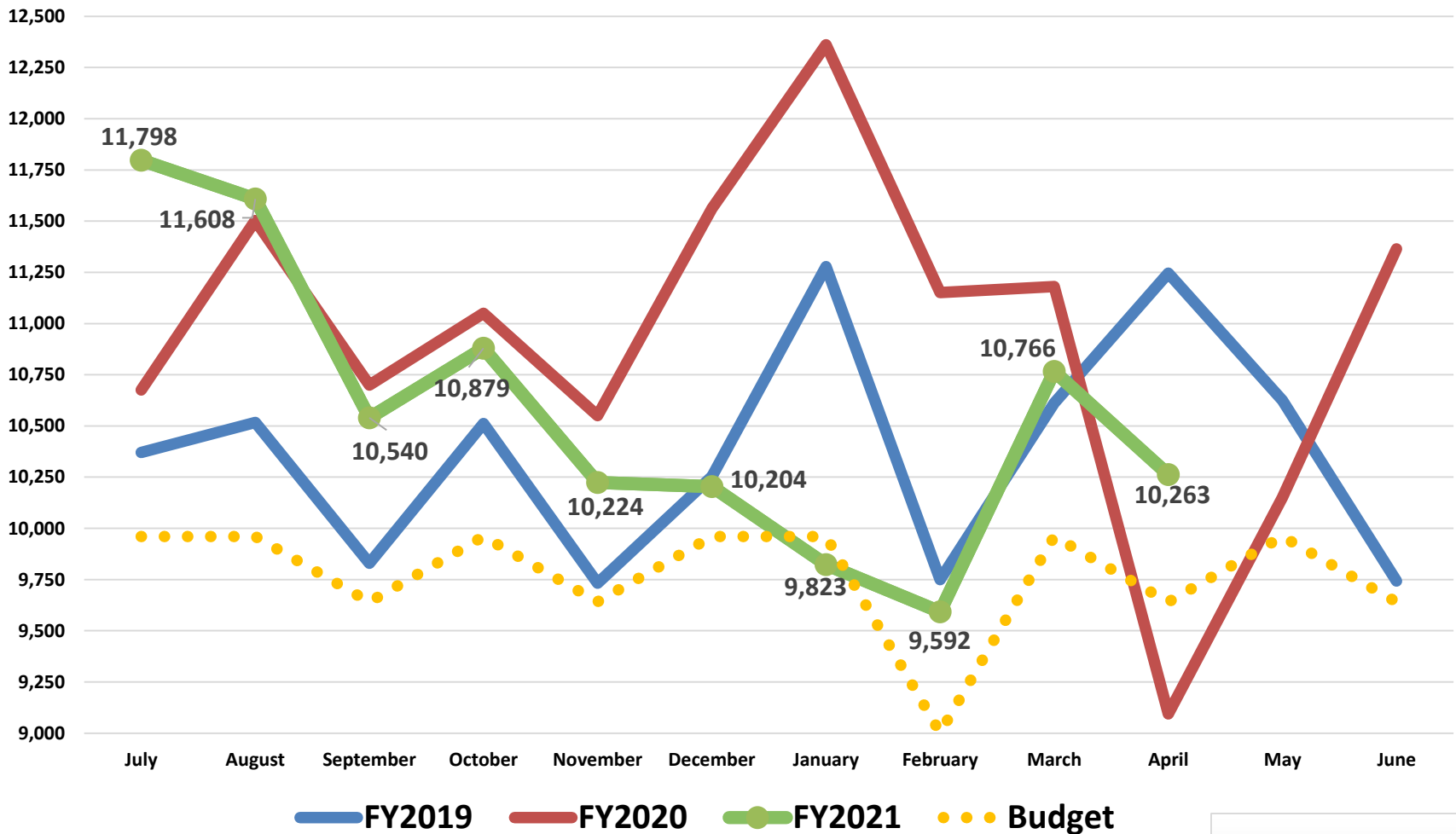
Physical & Other Therapy Units (I/P & O/P)



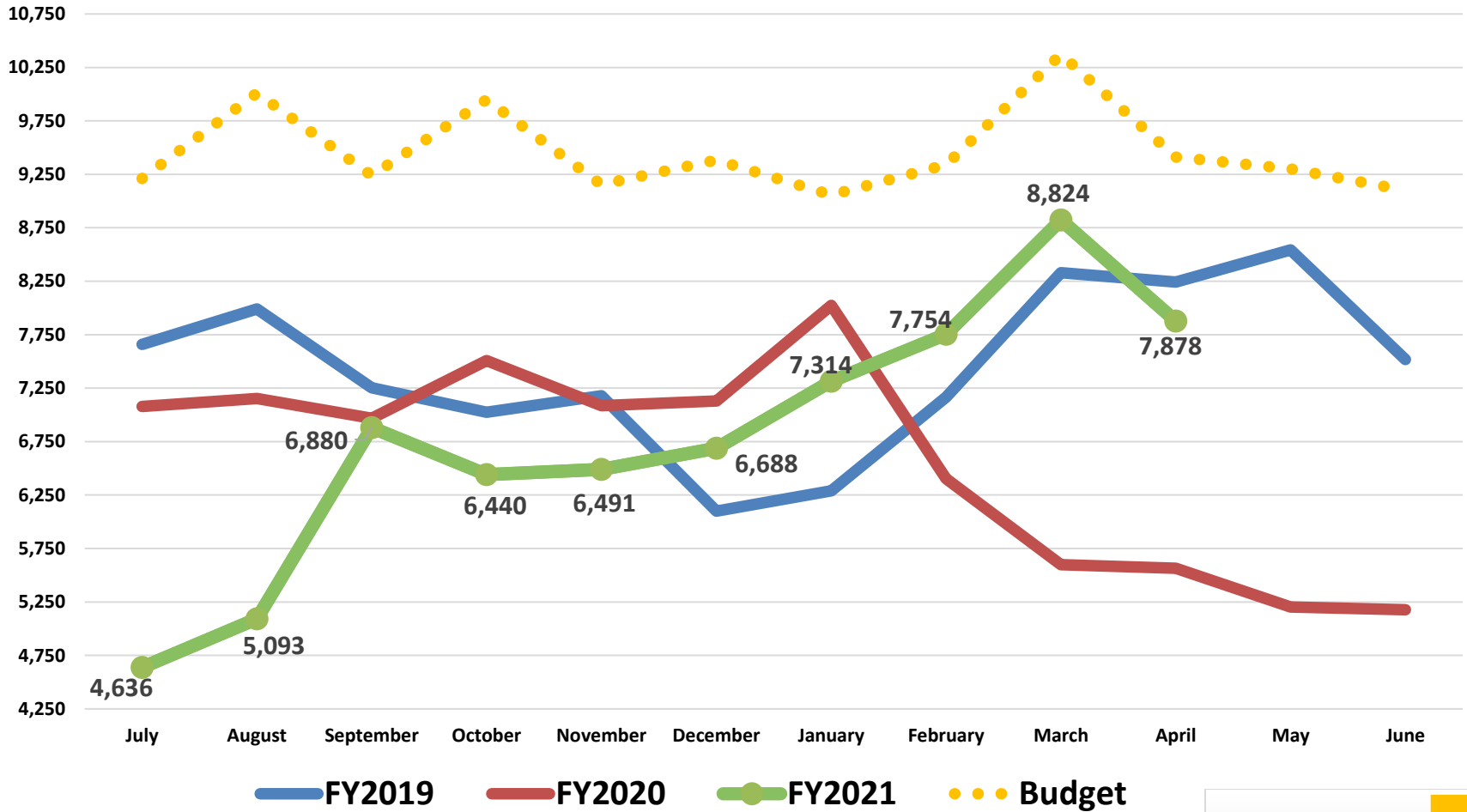
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



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

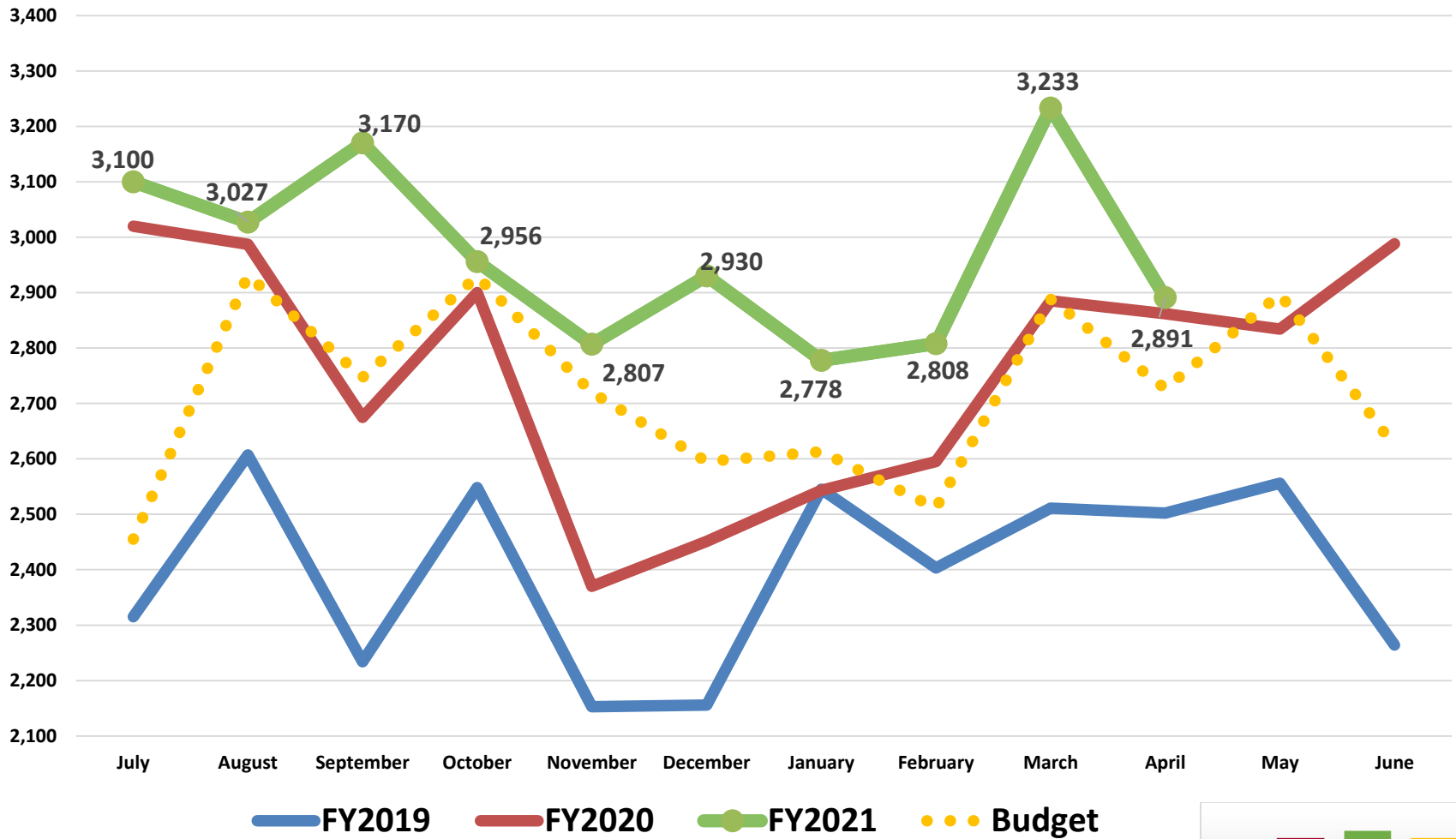


Physical & Other Therapy Units (I/P & O/P)-KDRH & South Campus



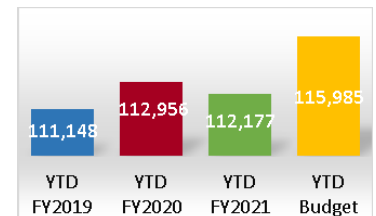
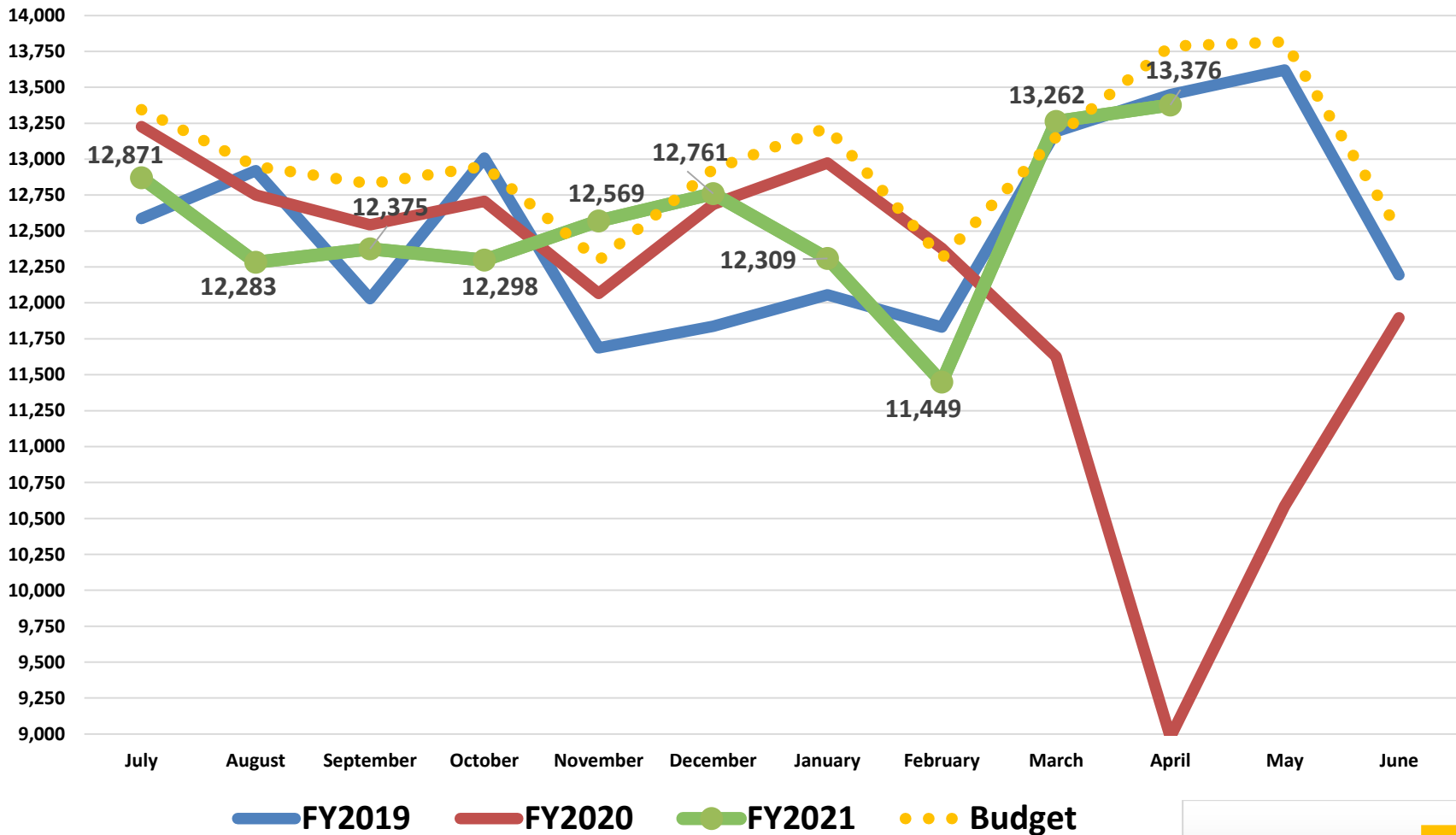
73,230	68,512	67,998	95,123
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Home Health Visits

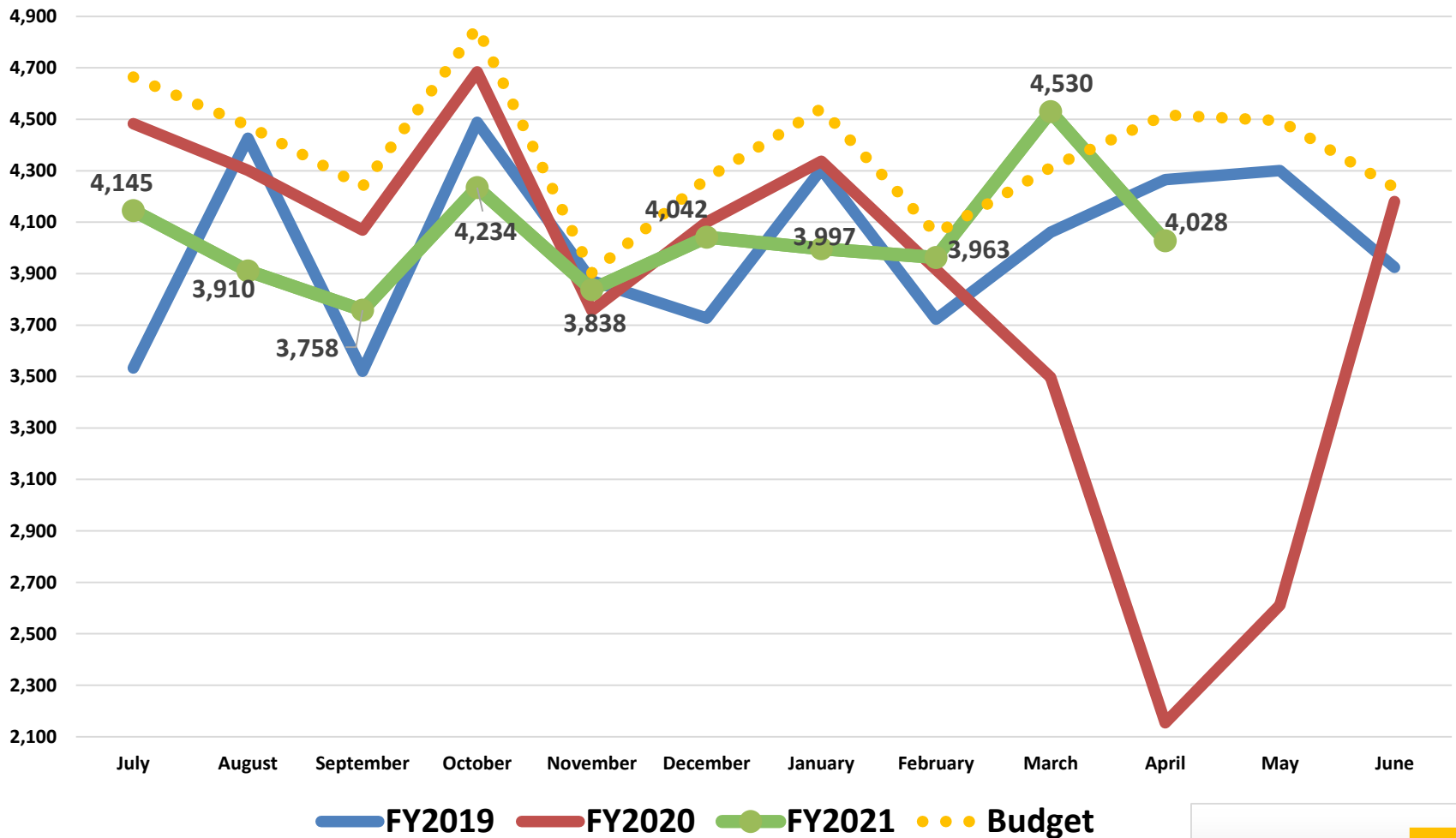


23,974	27,288	29,700	27,116
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Radiology – Main Campus

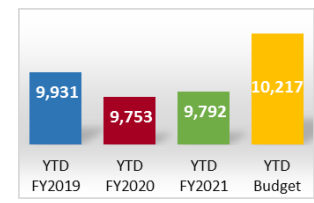
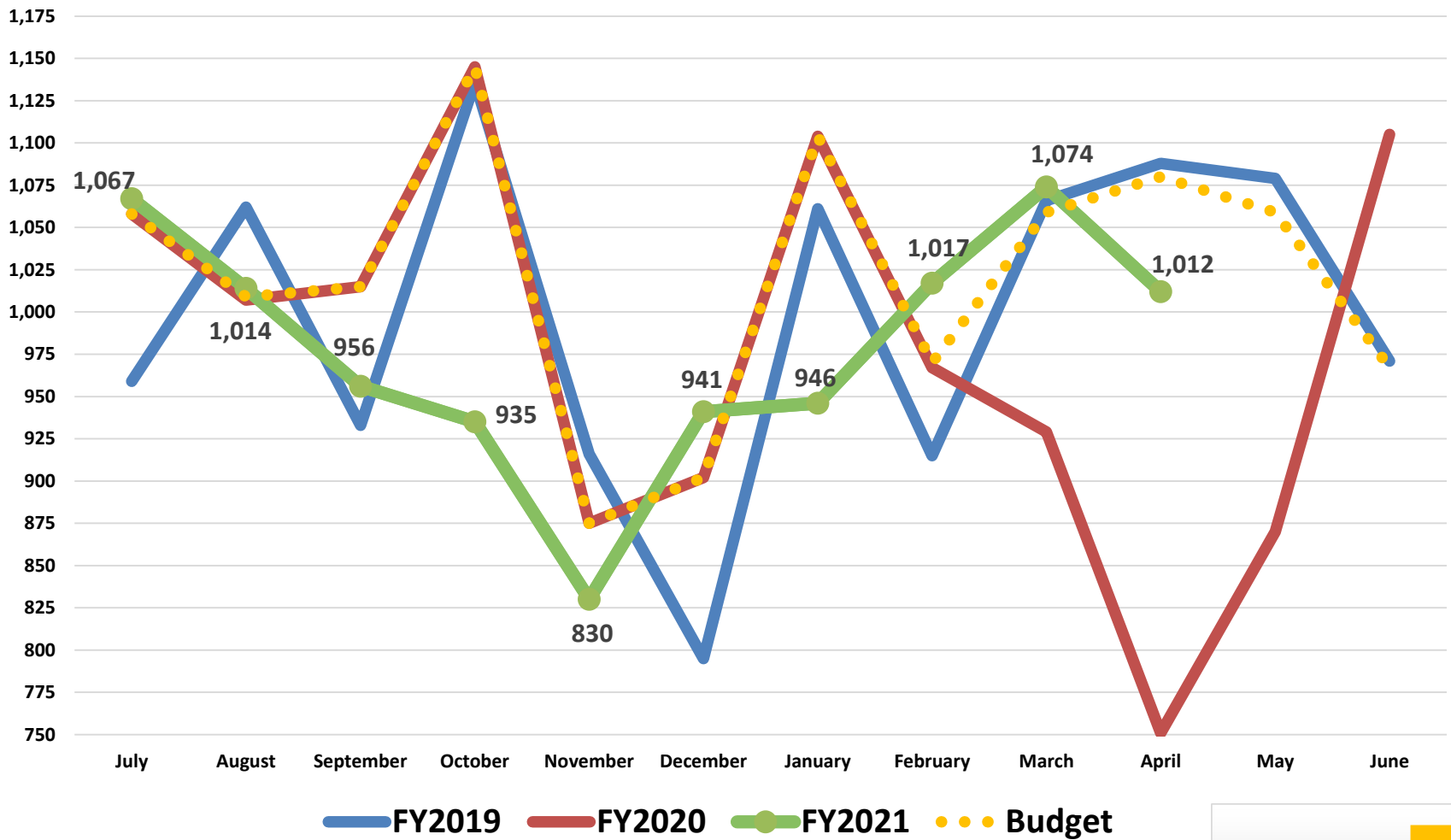


Radiology – West Campus Imaging

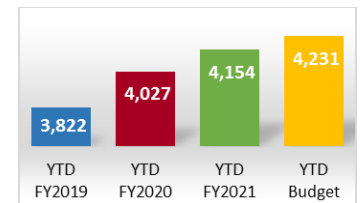
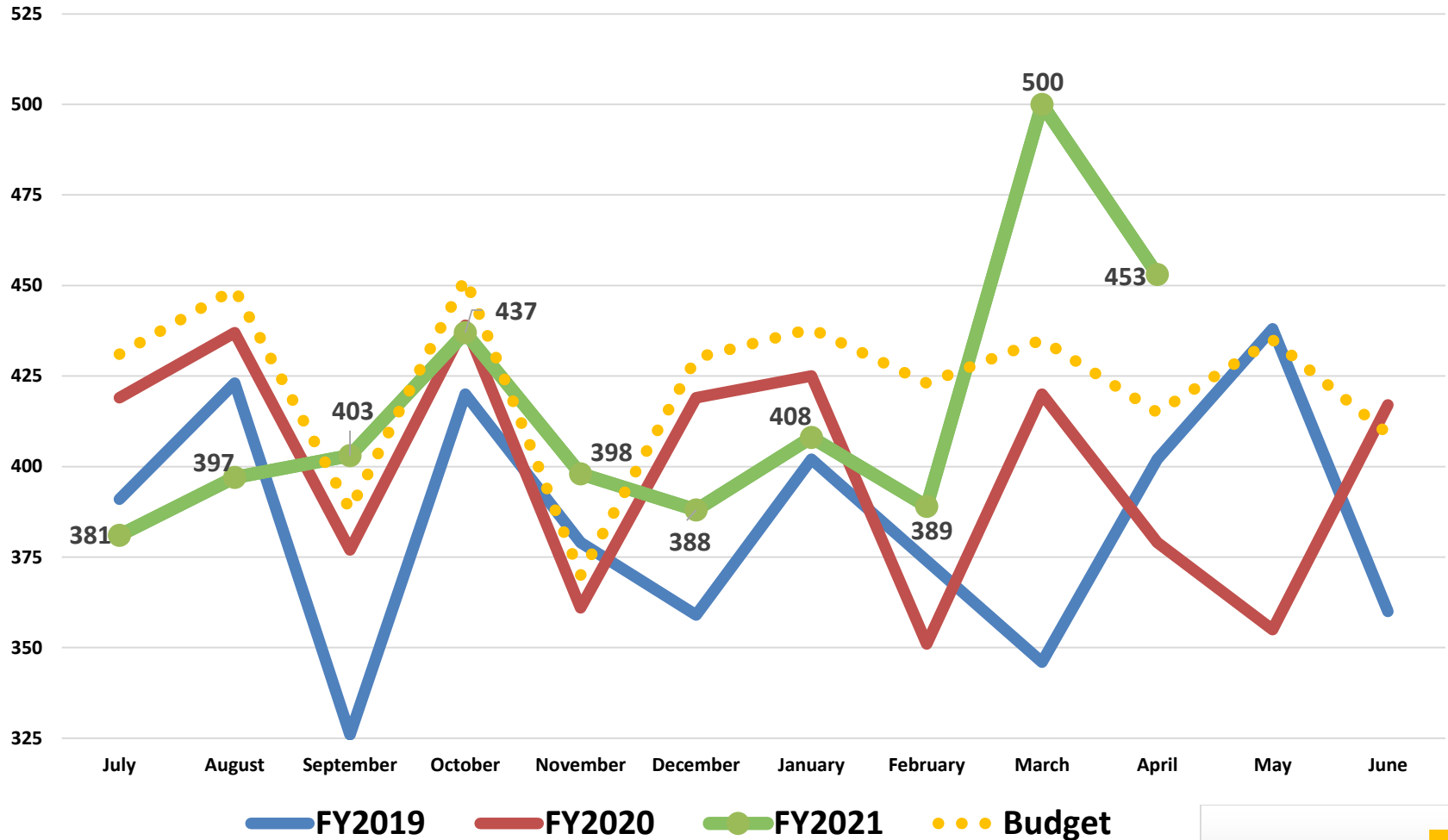


39,921	39,299	40,445	43,833
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

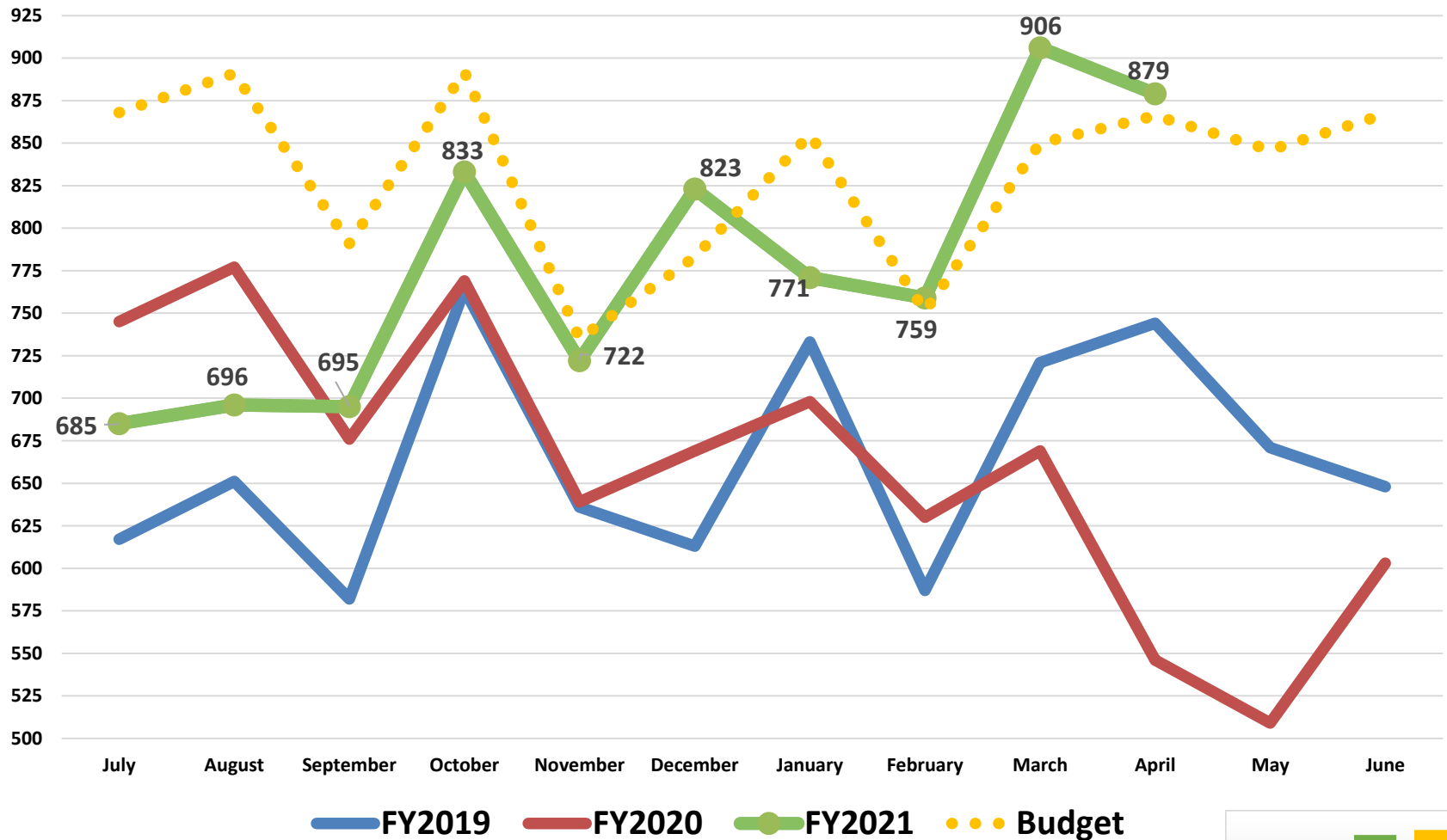
West Campus – Diagnostic Radiology



West Campus – CT Scan

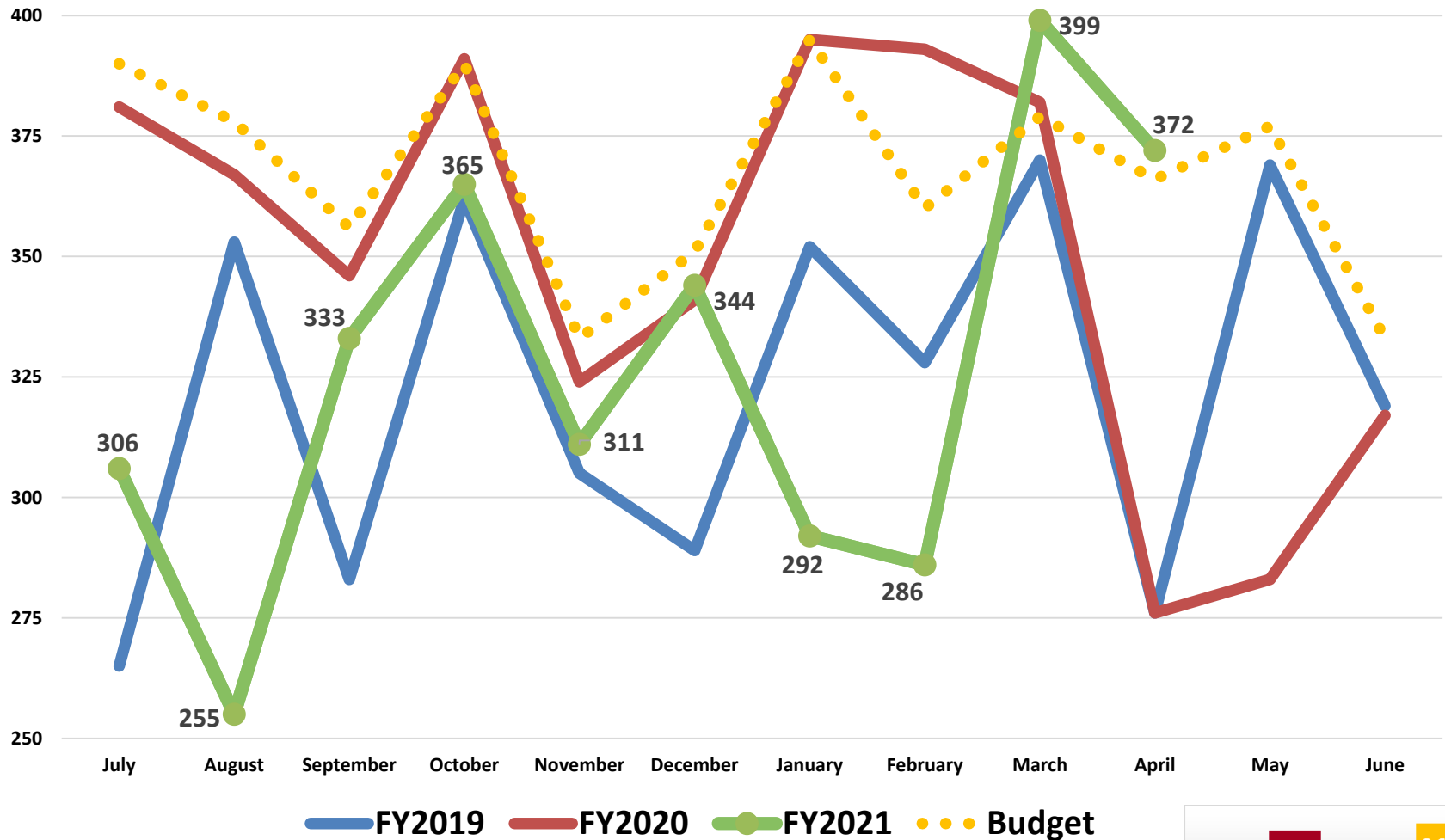


West Campus - Ultrasound



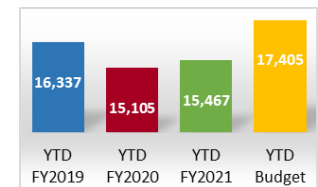
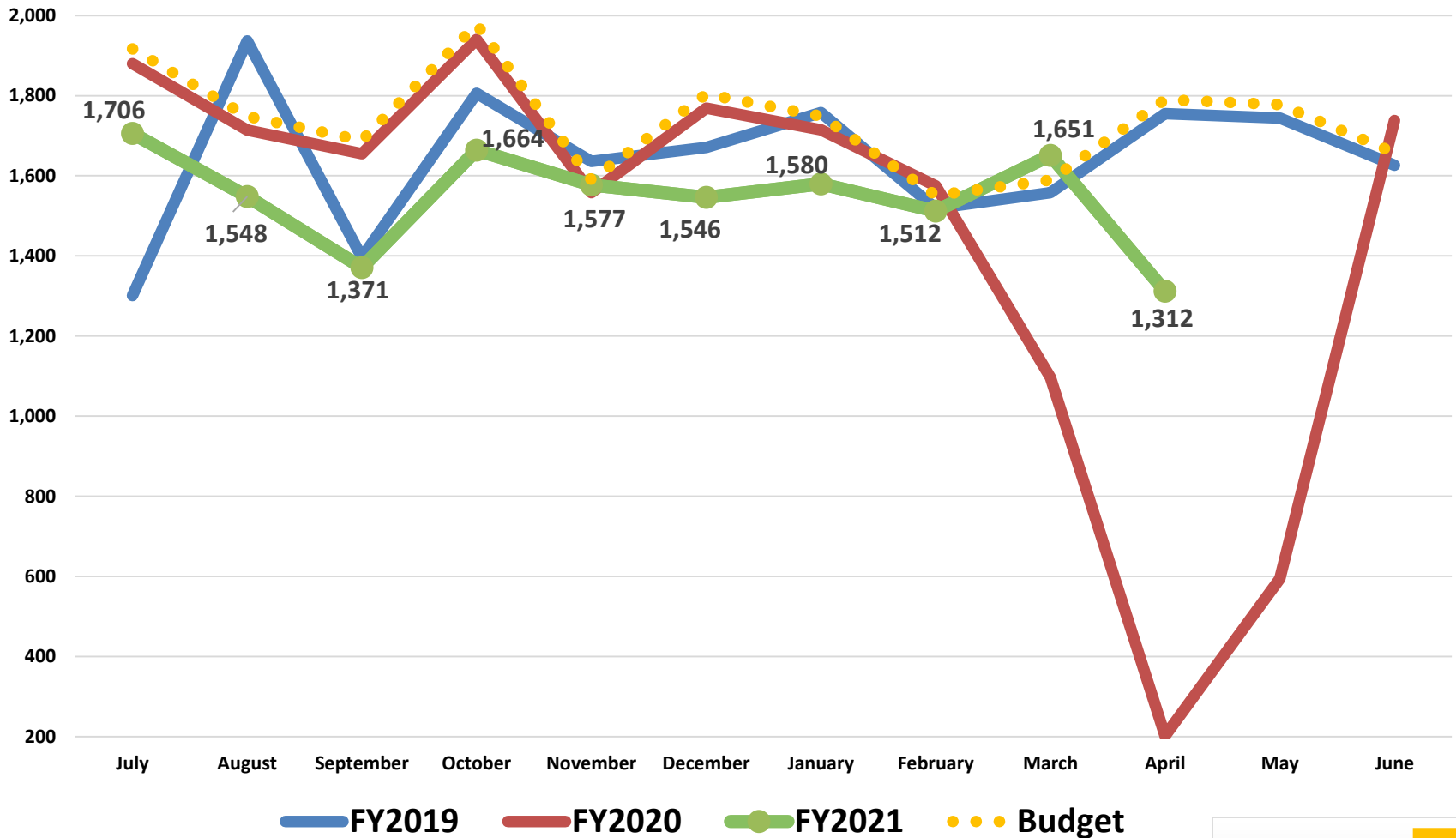
6,648	6,818	7,769	8,282
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

West Campus - MRI

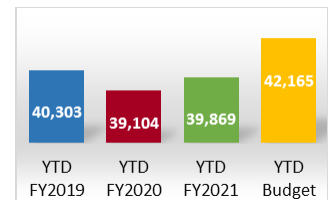
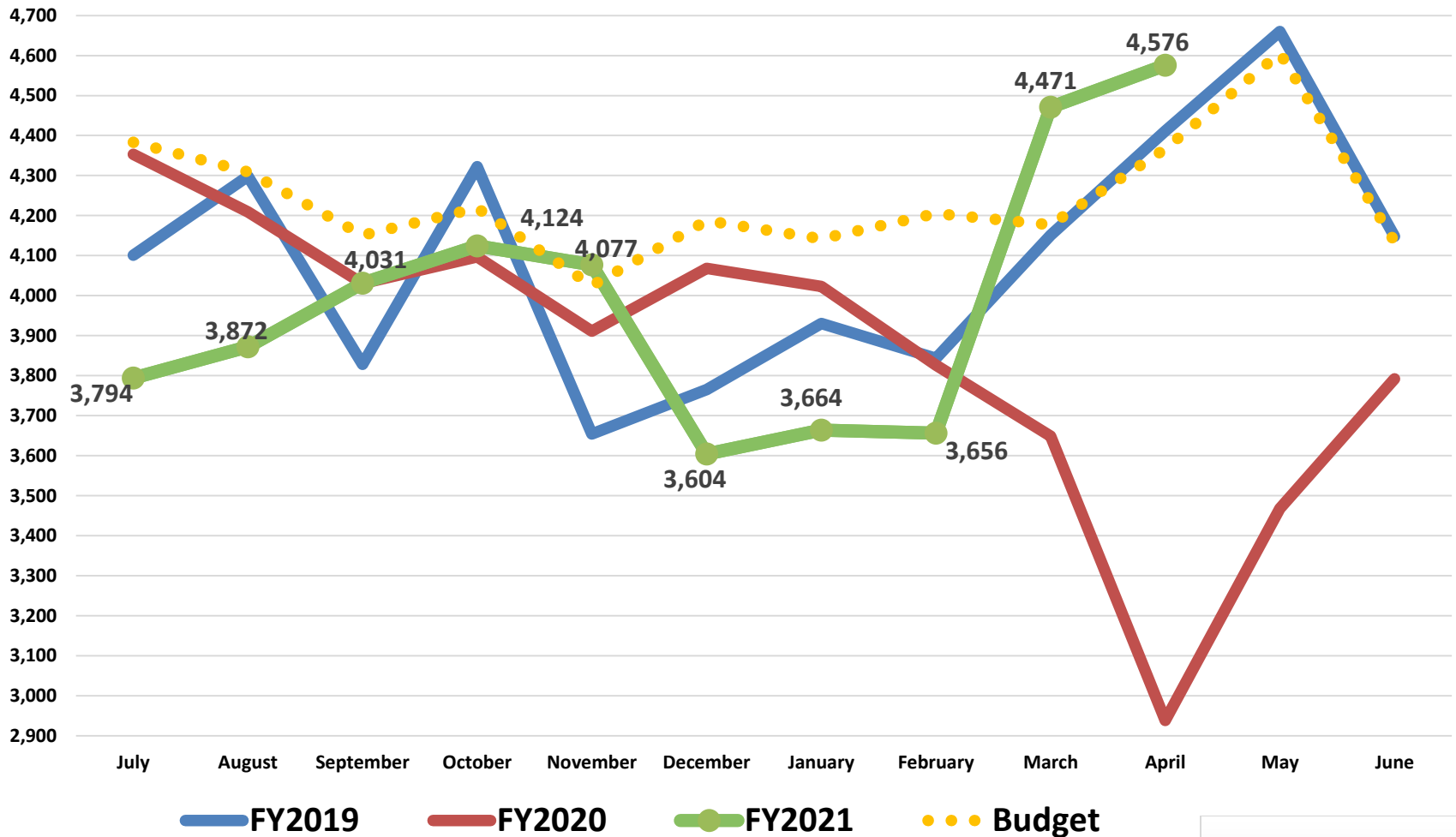


3,183	3,596	3,263	3,698
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

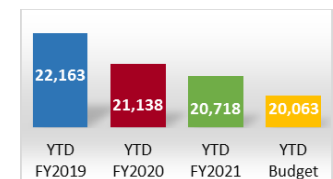
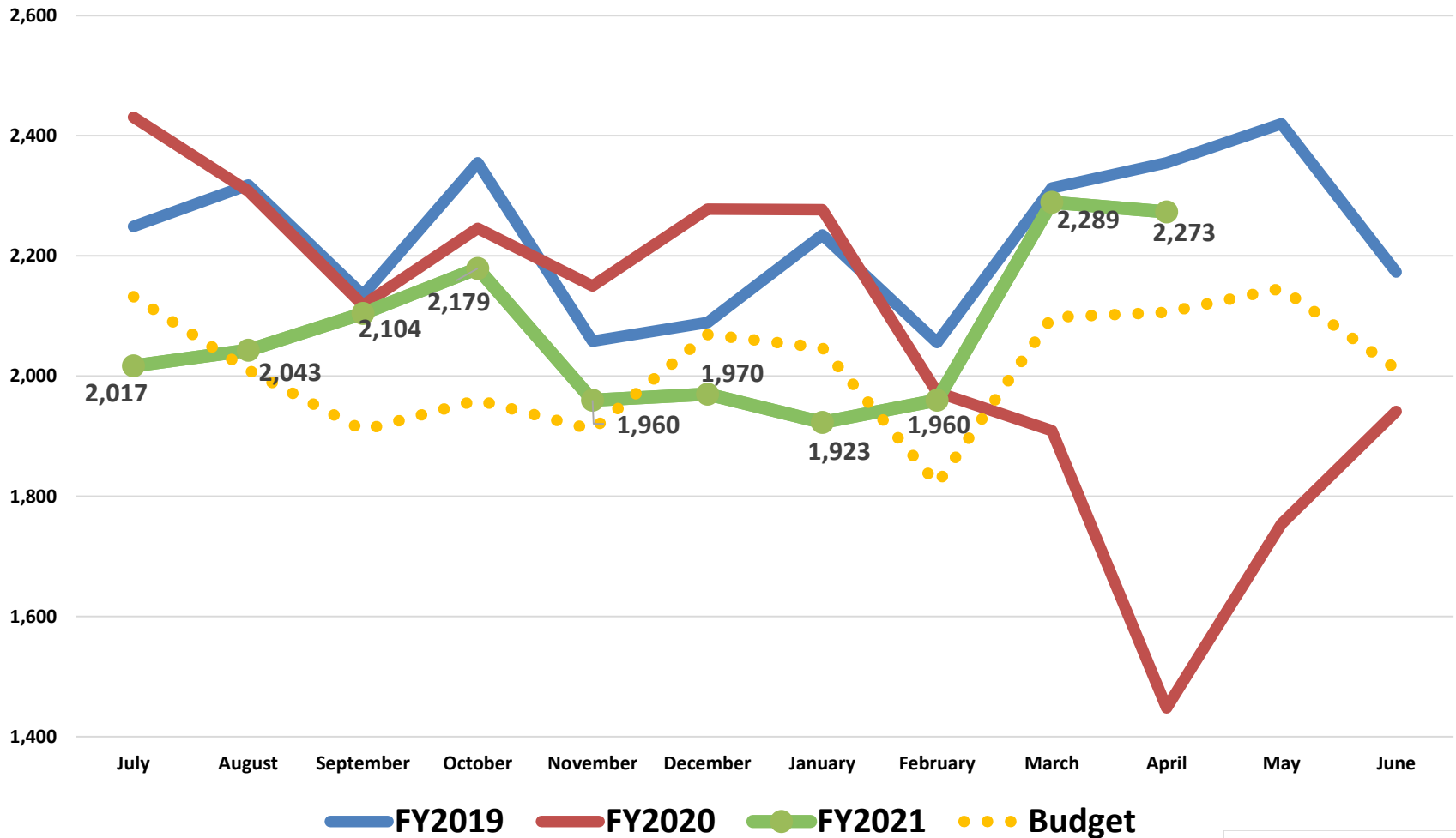
West Campus – Breast Center



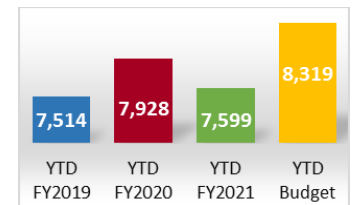
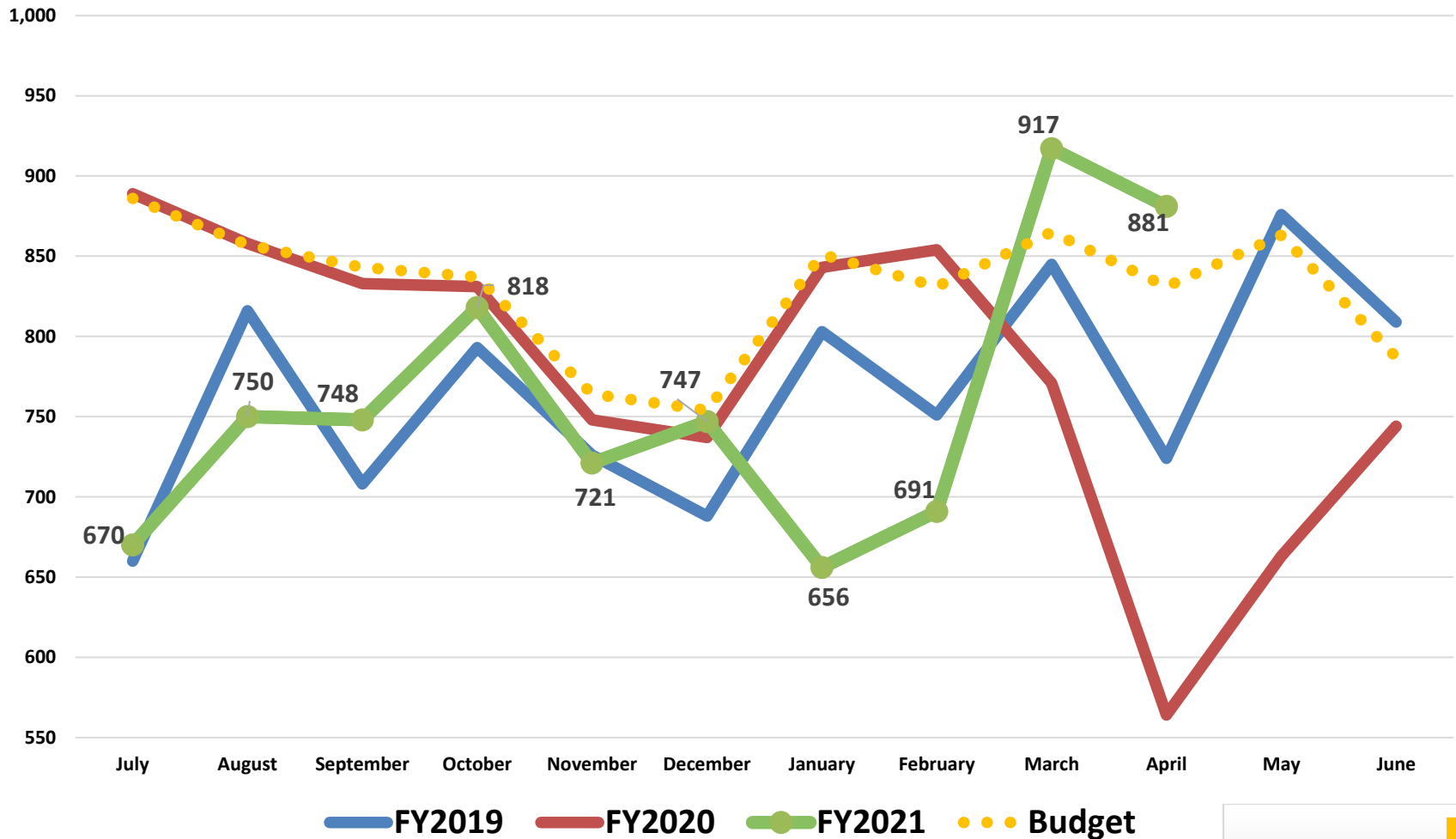
Radiology all areas – CT



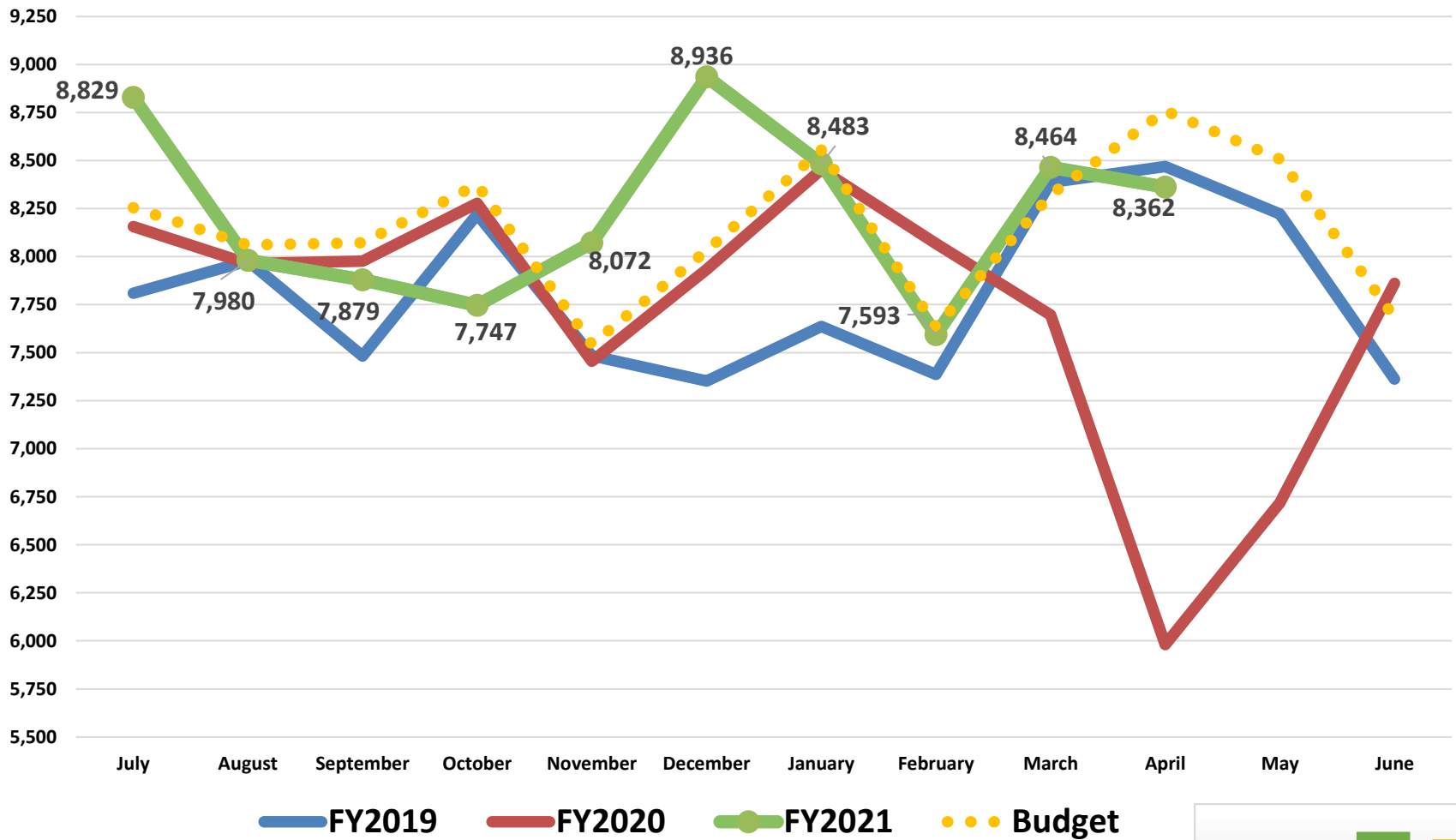
Radiology all areas – Ultrasound



Radiology all areas – MRI

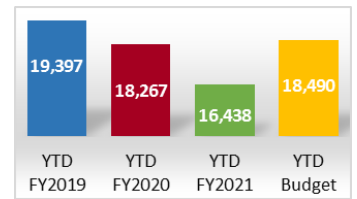
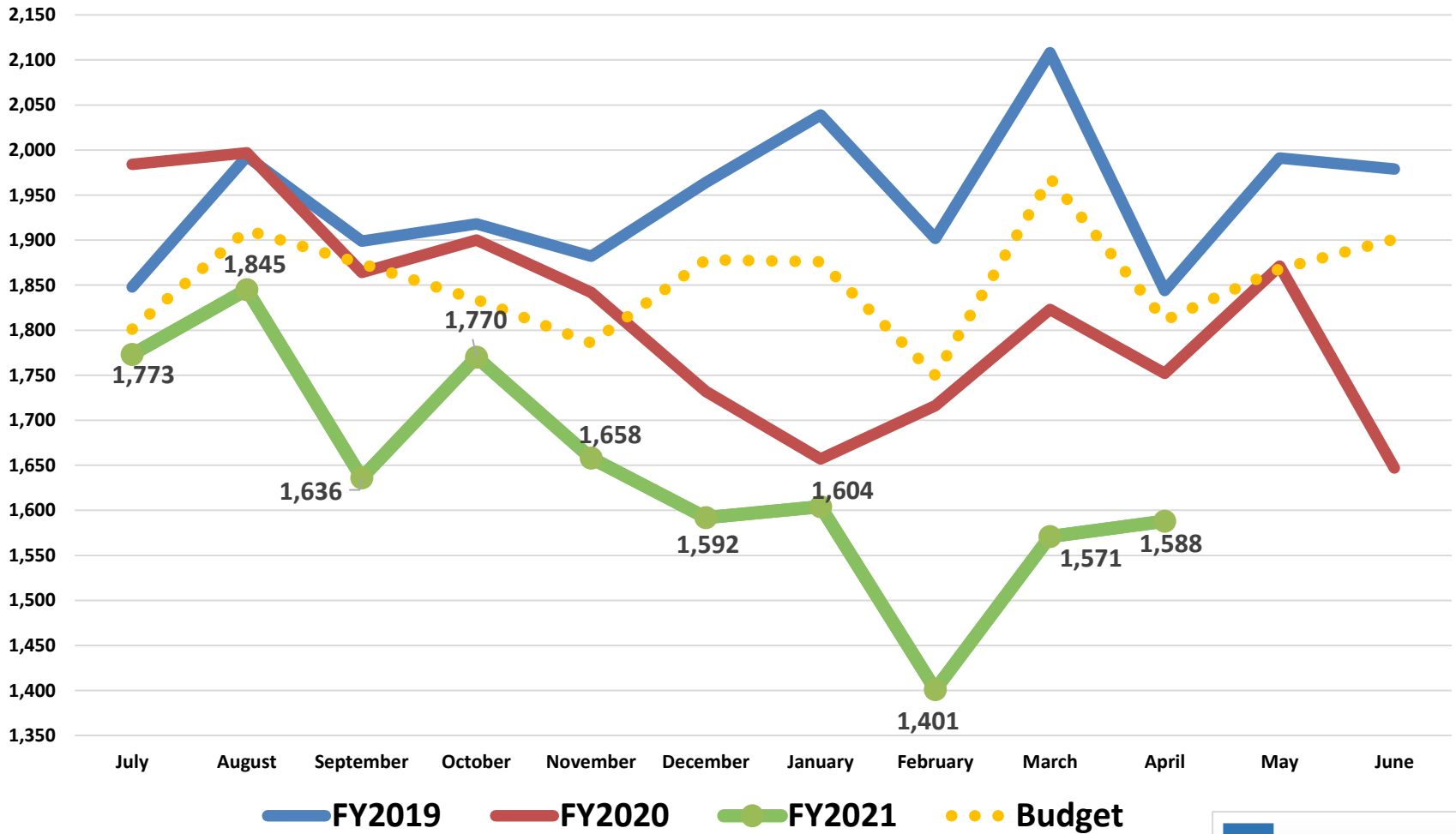


Radiology Modality – Diagnostic Radiology



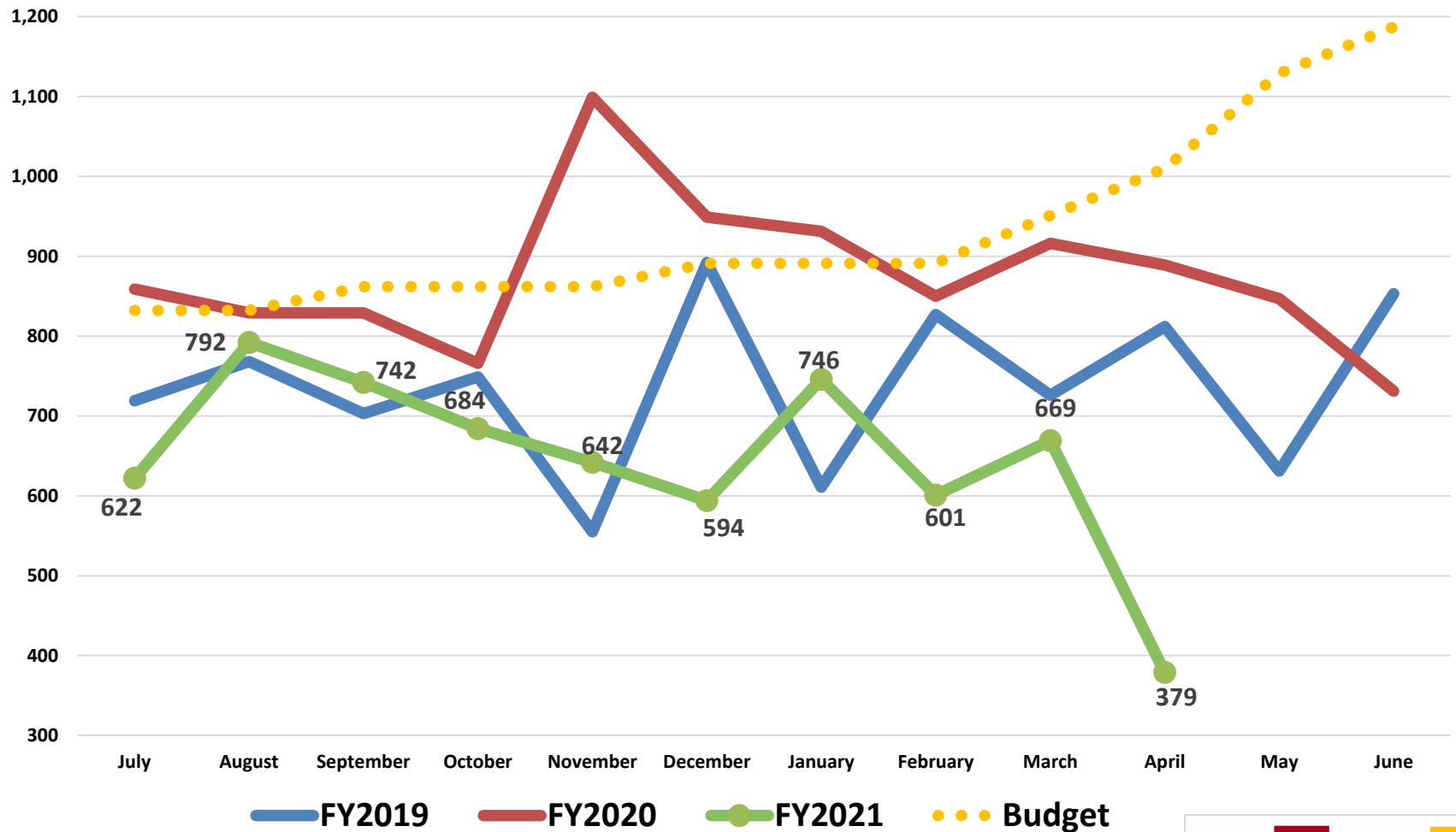
78,201	77,959	82,345	81,602
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Chronic Dialysis - Visalia



CAPD/CCPD – Maintenance Sessions

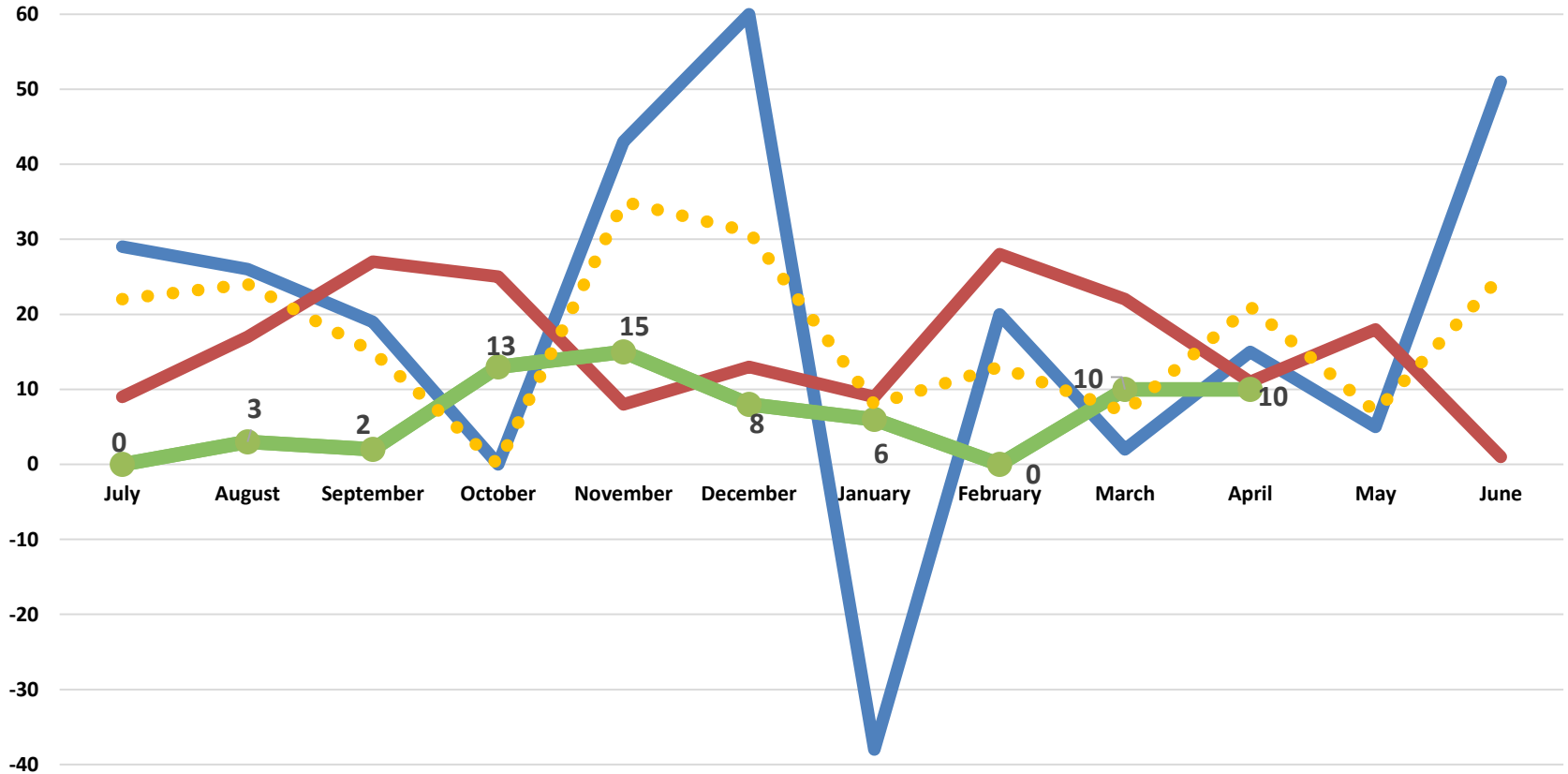
(Continuous peritoneal dialysis)



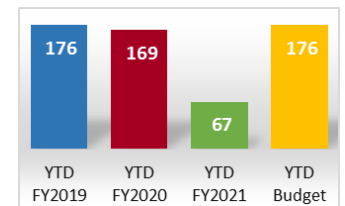
7,362	8,917	6,471	8,884
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

CAPD/CCPD – Training Sessions

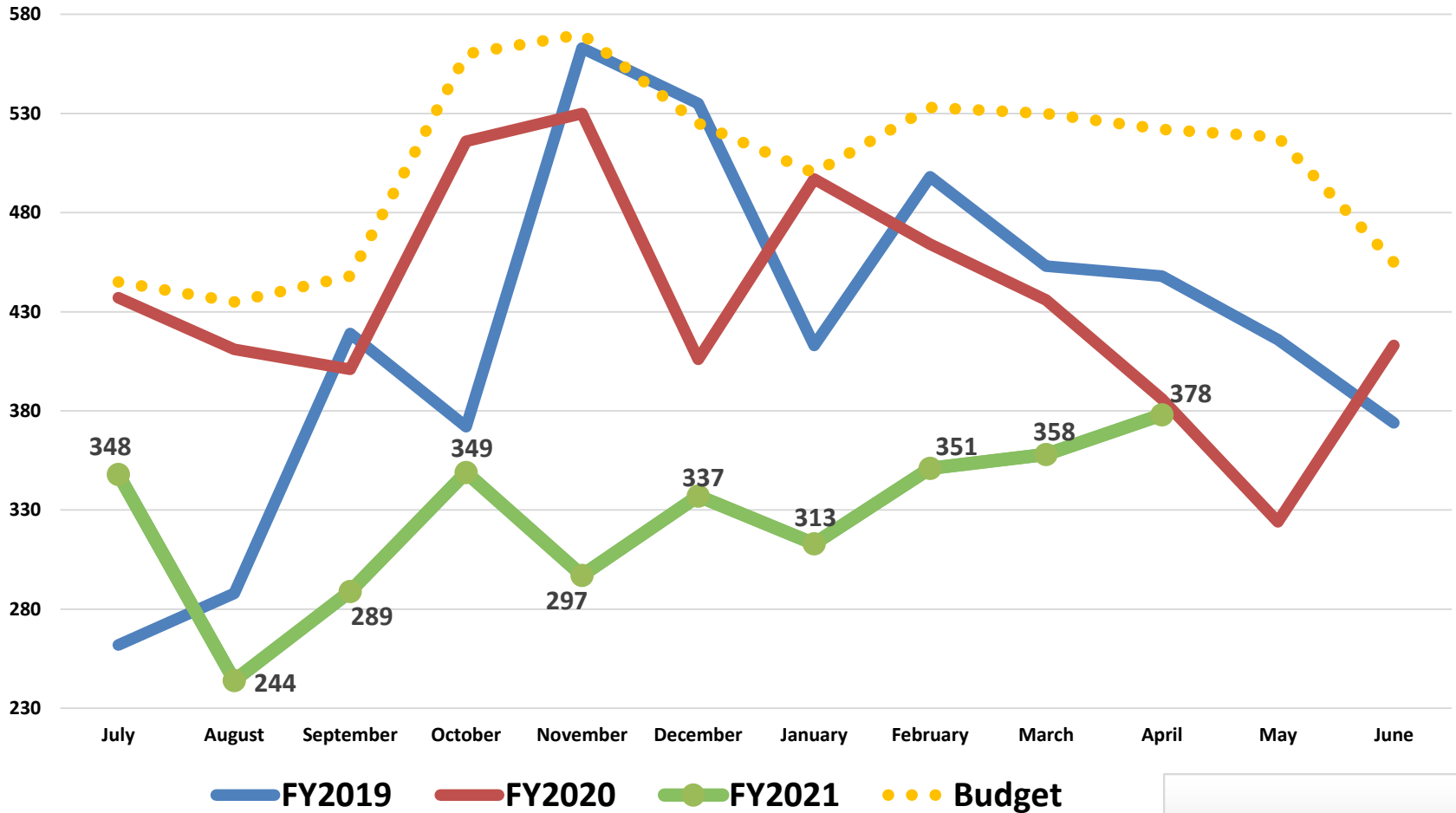
(Continuous peritoneal dialysis)



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



Infusion Center – Outpatient Visits



4,251	4,484	3,264	5,068
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget