



November 16, 2020

**NOTICE**

The Board of Directors of the Kaweah Delta Health Care District will meet in a special open Board of Directors meeting at 9:30AM on Tuesday November 17, 2020 in the Kaweah Delta Lifestyle Center Conference Room {5105 W. Cypress Avenue, Visalia} beginning at 9:30AM. **The maximum capacity allowed in this room per CDC social distancing guidelines {25}, 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.**

The Board of Directors of the Kaweah Delta Health Care District will meet in a special closed Board of Directors meeting immediately following the 9:30AM special open Board of Directors meetings on Tuesday November 17, 2020 in the Kaweah Delta Lifestyle Center Conference Room {5105 W. Cypress Avenue, Visalia} pursuant to Government Code 54956.8.

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  
David Francis, Secretary/Treasurer

Cindy Moccio - Board Clerk / Executive Assistant to CEO

DISTRIBUTION:  
Governing Board  
Legal Counsel  
Executive Team  
Chief of Staff  
[www.kaweahdelta.org](http://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

*The maximum capacity (25) allowed in this room per CDC social distancing guidelines*

**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 November 17, 2020**

### **SPECIAL OPEN MEETING AGENDA {9:30AM}**

- 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** – Review of the annual operating & capital budget and strategies.  
*Malinda Tupper –Vice President & Chief Financial Officer*
- 5. FINANCIALS** – Review of the most current fiscal year financial results.  
*Malinda Tupper, Vice President & Chief Financial Officer*
- 6. MASTER PLANNING** – Review and discussion of master planning process and options for Kaweah Delta Health Care District.  
*Joseph Balbona, CEO and Kevin Boots, Senior Vice President – RBB Architects, Inc.*
- 7. REPORTS**
  - Chief Executive Officer Report -Report relative to current events and issues.  
*Gary Herbst, Chief Executive Officer*
  - Board President - Report relative to current events and issues.  
*Nevin House, Board President*

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*Herb Hawkins – Zone I  
Board Member*

*Lynn Havard Mirviss – Zone II  
Vice President*

*Garth Gipson – Zone III  
Board Member*

*David Francis – Zone IV  
Secretary/Treasurer*

*Nevin House – Zone V  
President*

**8. APPROVAL OF THE CLOSED AGENDA – (Following the 9:30AM Open meeting)**

- **Conference with Real Property Negotiator {Government Code 54956.8}**: Property: APN's 119-85-012, 199-85-013, 119-85-014. Negotiating party: Kaweah Delta Health Care District: Marc Mertz and Sequoia Gateway, LLC – price and terms – *Marc Mertz, Vice President – Chief Strategy Officer*

**ADJOURN**

**CLOSED MEETING AGENDA  
{Following the 9:30AM Open Meeting}**

**1. CALL TO ORDER**

- 2. CONFERENCE WITH REAL PROPERTY NEGOTIATOR** {Government Code 54956.8} - Property: APN's 119-85-012, 199-85-013, 119-85-014. Negotiating party: Kaweah Delta Health Care District: Marc Mertz and Sequoia Gateway, LLC – price and terms.

*Marc Mertz, Vice President – Chief Strategy Officer*

**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.*

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*Herb Hawkins – Zone I  
Board Member*

*Lynn Havard Mirviss – Zone II  
Vice President*

*Garth Gipson – Zone III  
Board Member*

*David Francis – Zone IV  
Secretary/Treasurer*

*Nevin House – Zone V  
President*

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

# CFO Financial Report

November 17, 2020





# October Overview

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- **Volumes:** Overall inpatient volume was under budget by 3.8%. Important to note that the census at the downtown campus exceeded budget by 4.2% but was offset by our other inpatient areas such as Rehabilitation Hospital, Behavioral Hospital and Skilled Nursing. Overall outpatient volume continues to be under budget by 9.1%.
- **Revenue:** Revenue \$ per adjusted patient day was strong, however total revenue was impacted by the lower volume.
- **Expenses:** 2 main items contributing to unfavorable budget variance (\$1.4M)
  - COVID unbudgeted expenses - Payroll (\$313K), Supplies (\$989K) and Other (\$254K)
  - Humana 3<sup>rd</sup> party claims - Unusually high claims continue for third party providers - over budget by \$865K in October.

# 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 <sup>nd</sup> payment	\$1,225,939	Received 4/24/20
Stimulus Funds – KDMF 2 <sup>nd</sup> 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)
<b>Impact to Net Revenue</b>	<b>\$26,721,529</b>	

# COVID-19 Financial Activity

## Reimbursement and In Kind Impact

20% increase in Medicare inpatient payments	\$ 1,350,000	Calendar year 2020
6.2% increase in FMAP - IGT matching	\$ 1,200,000	Annual Estimate
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	\$ 100,000	Payments to date
Department of Defense	\$ 250,000	In kind clinical support staff
2% sequestration	\$ 2,100,000	Calendar year 2020
Unemployment benefit costs ½ covered	\$ 1,057,000	4 quarters
3 County agreements – Lab testing, PPE, Pharmaceuticals	\$ 1,473,000	\$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
<b>Impact to Bottom Line</b>	<b>\$ 11,604,000</b>	

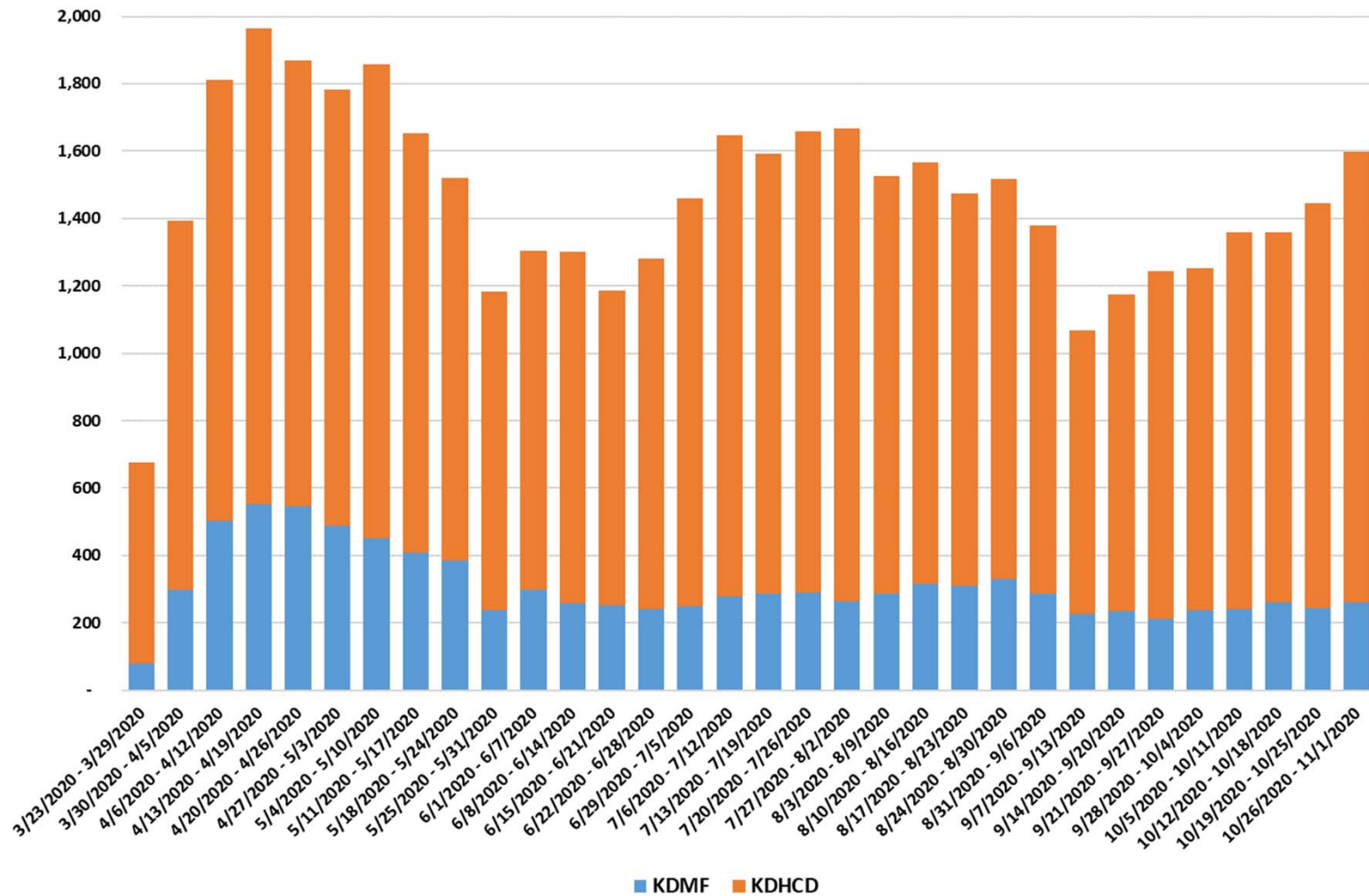
# Financial Analysis - COVID-19 Inpatients

January - October 2020 Discharged COVID Inpatients									
Payer Group	Patient Volume	% of Total Visits	ALOS	GMLOS	Est. Net Revenue	Direct Cost	Contribution Margin	Net income	
Medicare	352	38%	10.8	5.7	\$7,744,000	\$7,873,935	(\$129,935)	(\$2,892,399)	
Medi-Cal Managed Care	202	22%	8.0	5.4	\$3,821,801	\$3,517,557	\$304,245	(\$932,770)	
Commercial/Other	162	18%	9.3	5.8	\$4,870,364	\$3,188,879	\$1,681,485	\$550,119	
Medicare Managed Care	96	10%	11.7	6.0	\$2,494,155	\$2,711,031	(\$216,876)	(\$1,091,167)	
Medi-Cal	78	8%	11.5	5.5	\$1,208,428	\$1,699,421	(\$490,993)	(\$1,065,639)	
Cash Pay	19	2%	5.1	5.1	\$16,525	\$176,568	(\$160,044)	(\$223,960)	
Work Comp	10	1%	16.4	8.2	\$524,952	\$436,261	\$88,691	(\$59,155)	
<b>Grand Total</b>	<b>919</b>	<b>100%</b>	<b>10.0</b>	<b>5.7</b>	<b>\$20,680,224</b>	<b>\$19,603,652</b>	<b>\$1,076,572</b>	<b>(\$5,714,970)</b>	
			Typical Contribution margin on 919 inpatient visits					\$2,504,275	
			LOS GAP	4.3		Difference	(\$1,427,703)		

# COVID-19: Costs and Billing

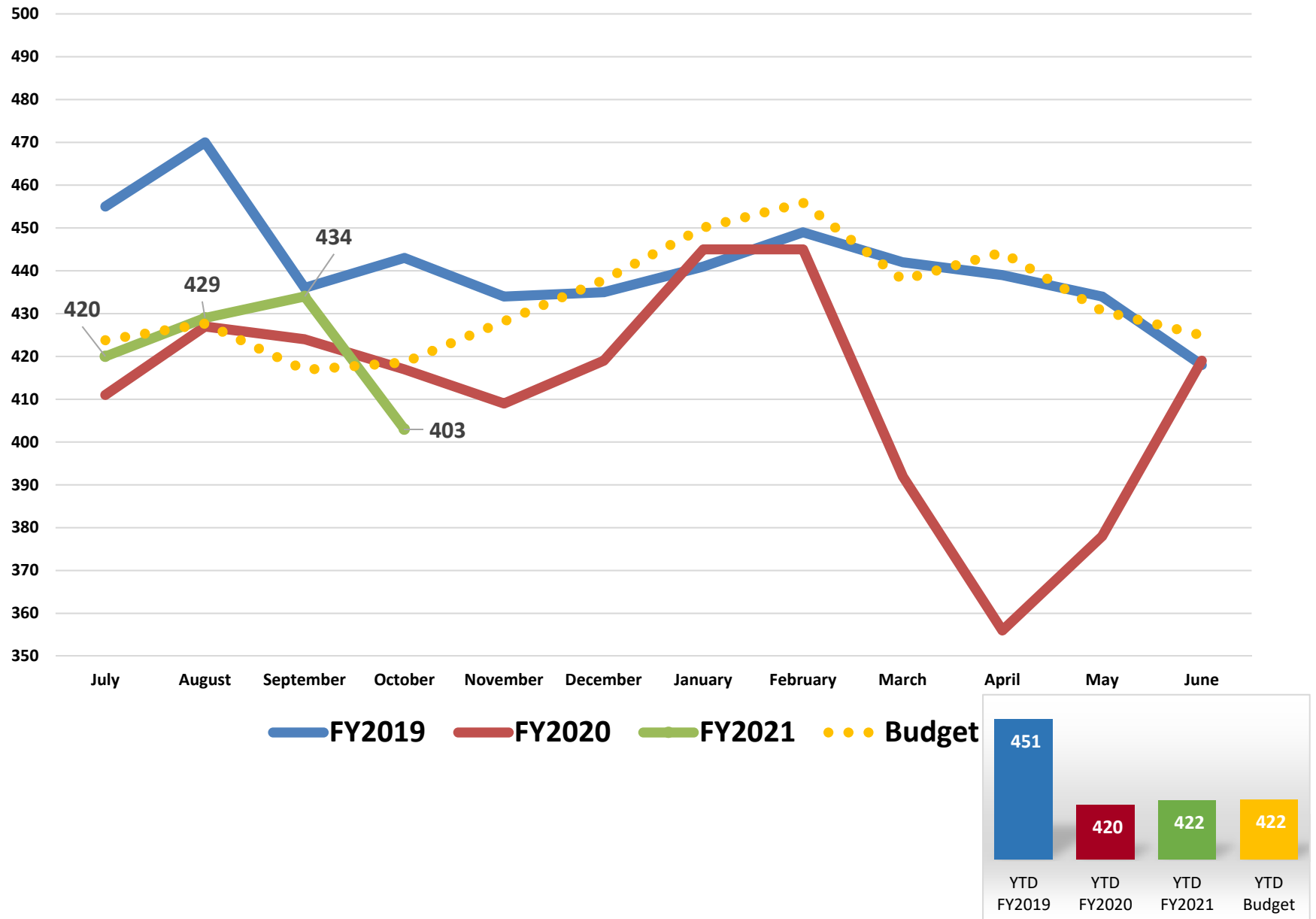
**Tracking Costs:** \$1.7M in COVID labor and expenses were identified in October

**Volume Services:** Telehealth including KDMF

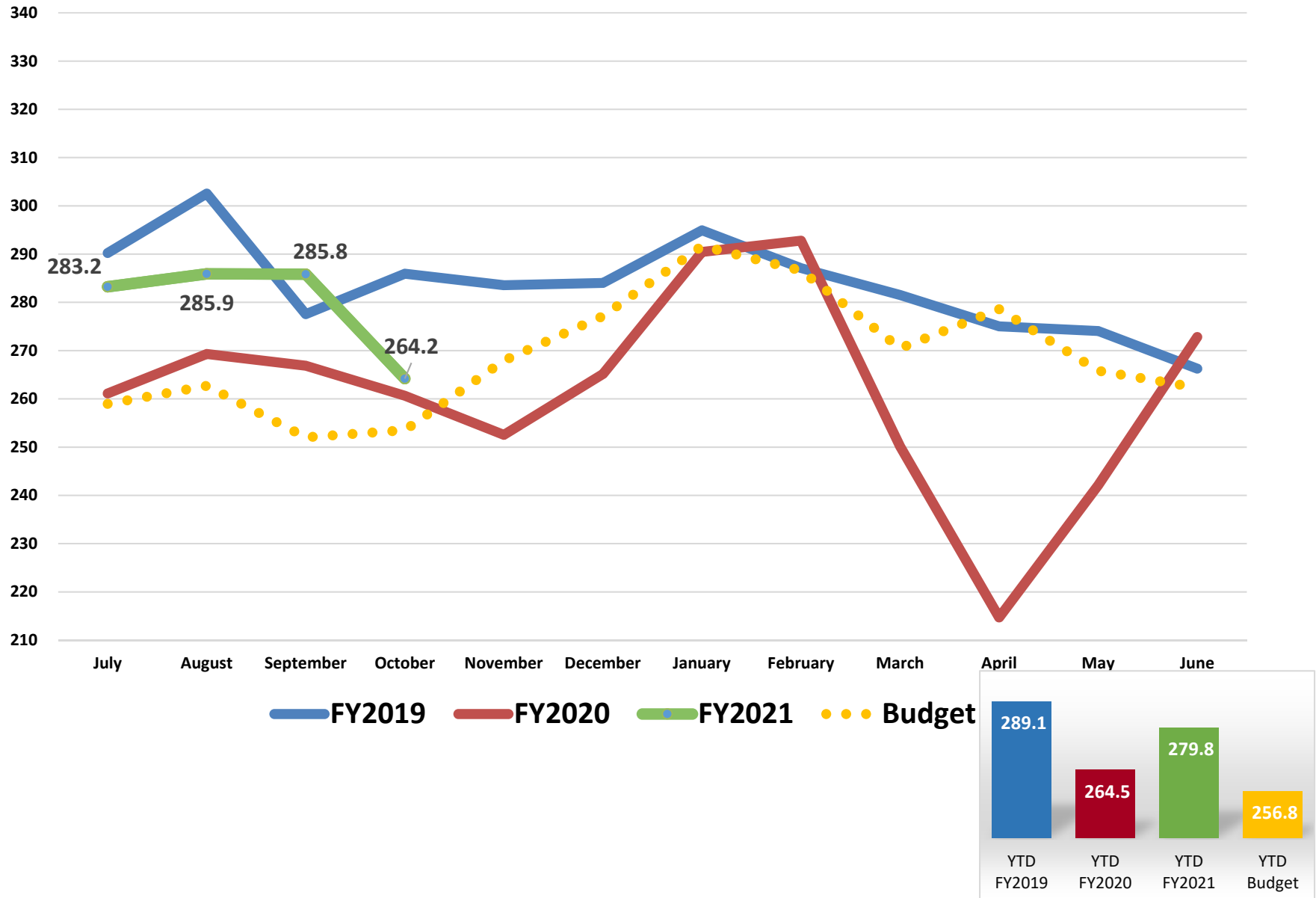




# Average Daily Census



# Medical Center – Average Daily Census



# Statistical Results – Fiscal Year Comparison (October)

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

**Average Daily Census**                      **417**                      **403**                      **(3.5%)**                      **419**                      **(16)**                      **(3.8%)**

**KDHCD Patient Days:**

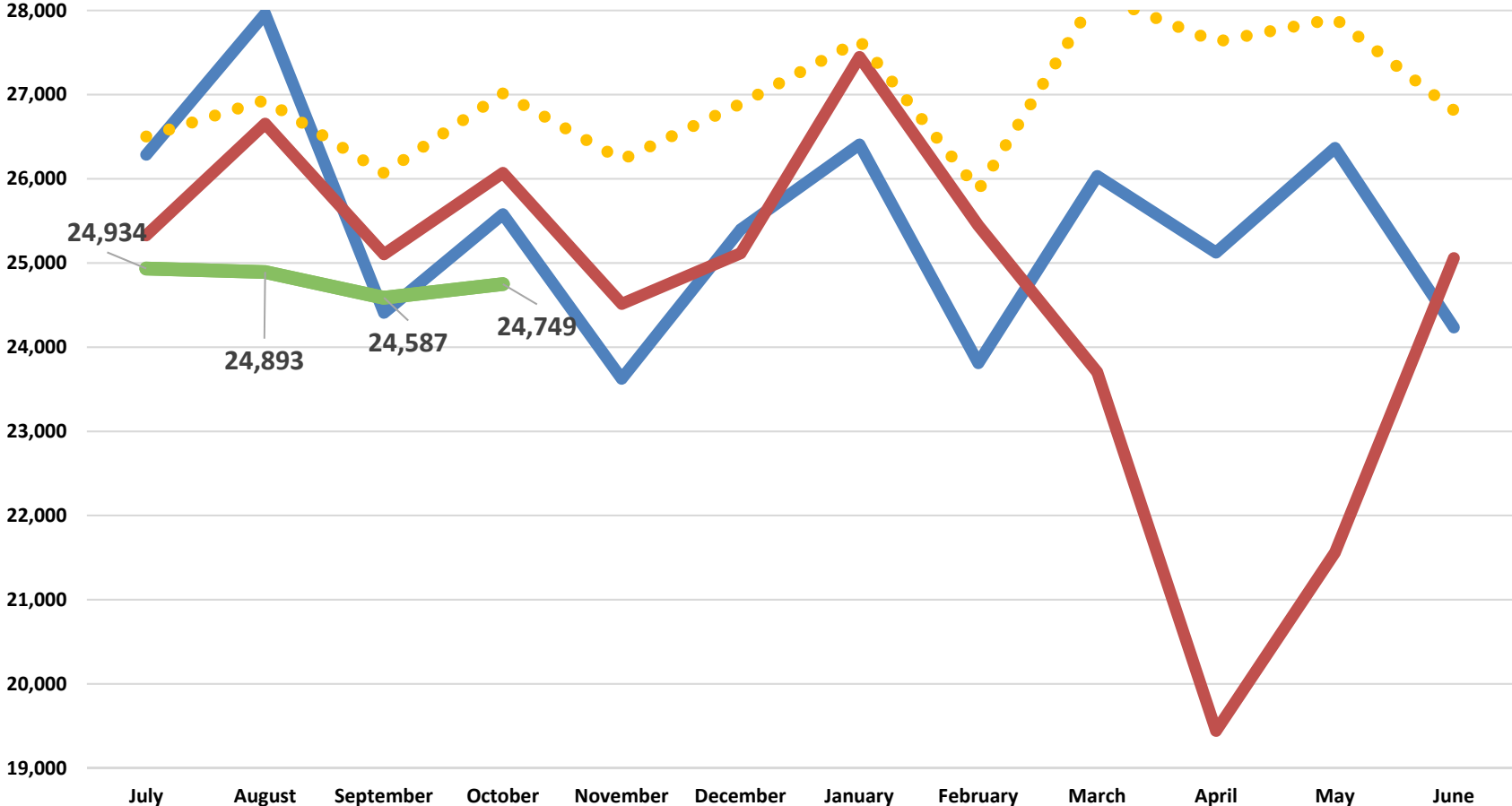
Medical Center	8,080	8,190	1.4%	7,859	331	4.2%
Acute I/P Psych	1,445	1,408	(2.6%)	1,490	(82)	(5.5%)
Sub-Acute	912	901	(1.2%)	955	(54)	(5.7%)
Rehab	550	374	(32.0%)	596	(222)	(37.2%)
TCS-Ortho	447	314	(29.8%)	600	(286)	(47.7%)
TCS	578	442	(23.5%)	506	(64)	(12.6%)
NICU	393	372	(5.3%)	427	(55)	(12.9%)
Nursery	519	477	(8.1%)	544	(67)	(12.3%)

**Total KDHCD Patient Days**                      **12,924**                      **12,478**                      **(3.5%)**                      **12,977**                      **(499)**                      **(3.8%)**

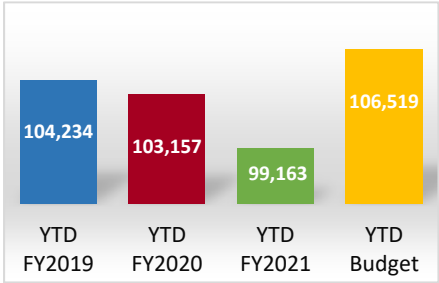
**Total Outpatient Volume**                      **41,602**                      **40,114**                      **(3.6%)**                      **44,140**                      **(4,026)**                      **(9.1%)**



# Adjusted Patient Days

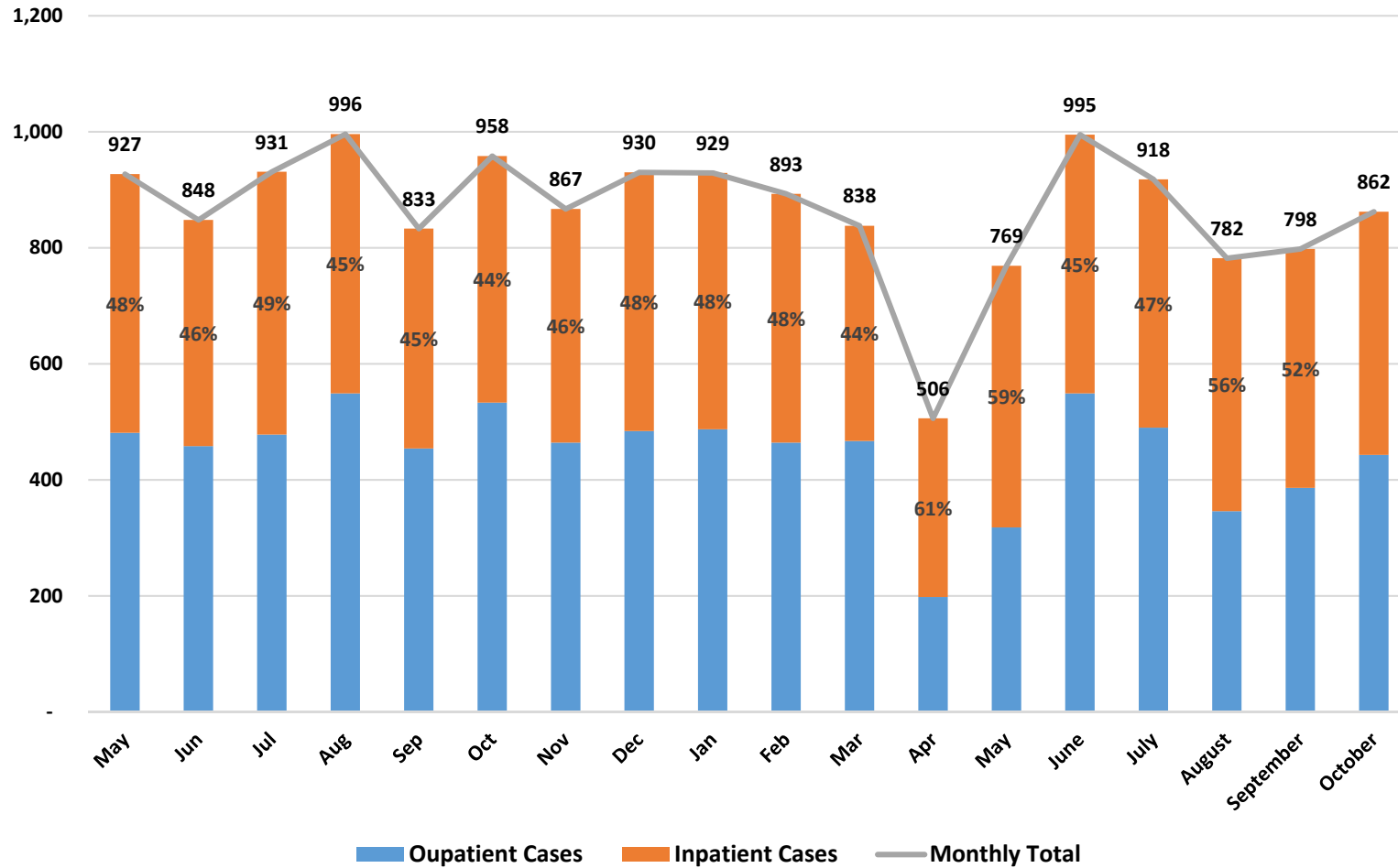


— **FY2019**   
 — **FY2020**   
 — **FY2021**   
 ●●● **Budget**





# Impact - Inpatient/Outpatient Surgeries



# Other Statistical Results – Fiscal Year Comparison (Oct)

	Actual Results				Budget	Budget Variance	
	Oct 2019	Oct 2020	Change	% Change	Oct 2020	Change	% Change
<b>Adjusted Patient Days</b>	<b>26,070</b>	<b>24,749</b>	<b>(1,321)</b>	<b>(5.1%)</b>	<b>27,020</b>	<b>(2,271)</b>	<b>(8.4%)</b>
<b>Outpatient Visits</b>	<b>41,602</b>	<b>40,114</b>	<b>(1,488)</b>	<b>(3.6%)</b>	<b>44,140</b>	<b>(4,026)</b>	<b>(9.1%)</b>
Hospice Days	3,552	4,475	923	26.0%	3,654	821	22.5%
RHC Registrations	9,363	10,856	1,493	15.9%	8,789	2,067	23.5%
Home Health Visits	2,900	2,956	56	1.9%	2,929	27	0.9%
KDMF RVU	38,227	38,122	(105)	(0.3%)	39,959	(1,837)	(4.6%)
Surgery Minutes – General & Robotic (I/P & O/P)	1,110	1,104	(6)	(0.5%)	1,359	(255)	(18.8%)
O/P Rehab Units	20,830	20,568	(262)	(1.3%)	20,681	(113)	(0.5%)
OB Deliveries	385	379	(6)	(1.6%)	410	(31)	(7.6%)
GME Clinic visits	1,140	1,109	(31)	(2.7%)	1,224	(115)	(9.4%)
Radiology/CT/US/MRI Proc (I/P & O/P)	15,451	14,868	(583)	(3.8%)	15,830	(962)	(6.1%)
Radiation Oncology Treatments (I/P & O/P)	2,319	2,208	(111)	(4.8%)	2,370	(162)	(6.8%)
Physical & Other Therapy Units	18,557	17,319	(1,238)	(6.7%)	19,909	(2,590)	(13.0%)
Dialysis Treatments	1,900	1,770	(130)	(6.8%)	1,834	(64)	(3.5%)
Endoscopy Procedures (I/P & O/P)	722	604	(118)	(16.3%)	756	(152)	(20.1%)
Cath Lab Minutes (IP & OP)	397	332	(65)	(16.4%)	403	(71)	(17.6%)
ED Total Registered	7,117	5,950	(1,167)	(16.4%)	7,798	(1,848)	(23.7%)
Urgent Care - Court	3,529	2,918	(611)	(17.3%)	3,772	(854)	(22.6%)
Infusion Center	516	349	(167)	(32.4%)	560	(211)	(37.7%)
Urgent Care - Demaree	1,951	1,100	(851)	(43.6%)	2,288	(1,188)	(51.9%)

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

	Actual Results				Budget	Budget Variance	
	FY 2020	FY 2021	Change	% Change	FY 2021	Change	% Change
<b>Adjusted Patient Days</b>	<b>103,166</b>	<b>99,165</b>	<b>(4,000)</b>	<b>(3.9%)</b>	<b>106,543</b>	<b>(7,378)</b>	<b>(6.9%)</b>
<b>Outpatient Visits</b>	<b>157,772</b>	<b>162,721</b>	<b>4,949</b>	<b>3.1%</b>	<b>167,396</b>	<b>(4,675)</b>	<b>(2.8%)</b>
Hospice Days	13,783	16,895	3,112	22.6%	13,791	3,104	22.5%
RHC Registrations	34,369	40,683	6,314	18.4%	35,002	5,681	16.2%
GME Clinic visits	4,267	4,759	492	11.5%	4,590	169	3.7%
Home Health Visits	11,582	12,253	671	5.8%	11,062	1,191	10.8%
Radiation Oncology Treatments (I/P & O/P)	8,645	8,876	231	2.7%	8,817	59	0.7%
Surgery Minutes – General & Robotic (I/P & O/P)	4,224	4,321	97	2.3%	4,977	(656)	(13.2%)
KDMF RVU	132,588	135,538	2,950	2.2%	144,724	(9,186)	(6.3%)
O/P Rehab Units	79,937	78,039	(1,898)	(2.4%)	81,778	(3,739)	(4.6%)
Radiology/CT/US/MRI Proc (I/P & O/P)	61,575	59,585	(1,990)	(3.2%)	62,979	(3,394)	(5.4%)
Physical & Other Therapy Units	72,633	67,874	(4,759)	(6.6%)	77,930	(10,056)	(12.9%)
OB Deliveries	1,604	1,498	(106)	(6.6%)	1,663	(165)	(9.9%)
Cath Lab Minutes (IP & OP)	1,493	1,390	(103)	(6.9%)	1,586	(196)	(12.4%)
Dialysis Treatments	7,745	7,024	(721)	(9.3%)	7,420	(396)	(5.3%)
Endoscopy Procedures (I/P & O/P)	2,468	2,174	(294)	(11.9%)	2,570	(396)	(15.4%)
Urgent Care - Court	13,629	11,803	(1,826)	(13.4%)	14,093	(2,290)	(16.2%)
ED Total Registered	29,610	24,565	(5,045)	(17.0%)	30,708	(6,143)	(20.0%)
Infusion Center	1,765	1,230	(535)	(30.3%)	1,888	(658)	(34.9%)
Urgent Care - Demaree	7,150	4,402	(2,748)	(38.4%)	8,580	(4,178)	(48.7%)

# Trended Financial Comparison (000's)

Adjusted Patient Days 25,104 26,070 24,515 25,116 27,447 25,445 23,703 19,442 21,561 25,057 24,934 24,893 24,587 24,749

	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20
<b>Operating Revenue</b>														
Net Patient Service Revenue	\$48,185	\$52,165	\$49,354	\$51,458	\$52,382	\$46,813	\$48,523	\$35,582	\$35,995	\$35,360	\$47,402	\$48,393	\$48,769	\$51,454
Supplemental Gov't Programs	4,185	4,185	4,185	4,185	5,367	5,435	3,839	5,577	5,572	5,406	3,979	3,979	3,979	3,980
Prime Program	1,747	905	905	999	905	905	905	103	103	6,908	429	429	429	429
Premium Revenue	3,732	3,649	3,941	3,748	4,145	4,794	4,218	4,297	4,542	5,911	4,239	4,561	4,351	4,408
Management Services Revenue	2,643	3,014	2,410	2,621	2,848	2,581	2,655	3,007	2,569	2,954	2,834	2,684	3,072	2,396
Other Revenue	1,687	2,142	1,381	1,989	2,039	2,251	1,686	1,590	1,968	826	2,127	1,686	1,716	1,871
Other Operating Revenue	13,994	13,896	12,823	13,542	15,305	15,966	13,303	14,574	14,754	22,005	13,608	13,339	13,548	13,083
<b>Total Operating Revenue</b>	<b>62,179</b>	<b>66,061</b>	<b>62,177</b>	<b>65,001</b>	<b>67,687</b>	<b>62,778</b>	<b>61,826</b>	<b>50,156</b>	<b>50,750</b>	<b>57,365</b>	<b>61,009</b>	<b>61,732</b>	<b>62,317</b>	<b>64,537</b>
<b>Operating Expenses</b>														
Salaries & Wages	24,793	25,747	25,460	25,726	27,060	25,206	27,448	25,081	25,402	26,208	26,540	26,671	26,449	27,583
Contract Labor	988	1,044	858	1,357	617	690	834	431	410	426	576	372	336	488
Employee Benefits	5,801	6,755	5,372	5,856	7,222	6,811	7,313	6,751	6,486	2,109	5,098	5,160	6,053	5,314
<b>Total Employment Expenses</b>	<b>31,582</b>	<b>33,546</b>	<b>31,690</b>	<b>32,939</b>	<b>34,899</b>	<b>32,707</b>	<b>35,596</b>	<b>32,263</b>	<b>32,299</b>	<b>28,743</b>	<b>32,213</b>	<b>32,203</b>	<b>32,837</b>	<b>33,385</b>
Medical & Other Supplies	8,571	10,551	9,635	10,521	11,127	10,347	10,216	8,115	8,423	13,315	10,036	10,720	11,619	10,713
Physician Fees	7,486	8,287	6,974	7,113	7,653	8,702	8,202	7,950	7,191	8,486	7,807	8,699	6,871	7,746
Purchased Services	1,474	1,808	1,686	1,858	1,698	1,380	1,681	409	1,587	3,093	1,239	1,518	988	1,685
Repairs & Maintenance	1,981	2,399	2,164	2,107	2,396	1,785	2,134	2,127	1,766	2,544	2,283	2,022	1,965	2,166
Utilities	588	603	342	593	439	472	483	331	477	586	506	606	646	644
Rents & Leases	536	464	560	512	568	562	572	552	511	483	503	516	517	529
Depreciation & Amortization	2,488	2,488	2,459	2,451	2,472	2,487	2,492	2,550	2,685	3,072	2,561	2,582	2,518	2,509
Interest Expense	441	440	440	439	468	501	500	494	493	779	555	555	557	556
Other Expense	1,593	1,609	1,701	1,823	1,822	1,660	1,796	1,570	1,676	2,046	1,478	1,347	1,266	1,747
Humana Cap Plan Expenses	2,568	1,659	1,910	990	1,904	2,048	1,347	2,879	2,145	1,912	1,562	3,040	3,137	2,750
Management Services Expense	2,514	3,006	2,352	2,703	2,702	2,644	2,711	2,856	2,739	2,732	2,815	2,559	3,050	2,447
<b>Total Other Expenses</b>	<b>30,240</b>	<b>33,315</b>	<b>30,226</b>	<b>31,110</b>	<b>33,249</b>	<b>32,587</b>	<b>32,133</b>	<b>29,834</b>	<b>29,692</b>	<b>39,048</b>	<b>31,346</b>	<b>34,163</b>	<b>33,133</b>	<b>33,491</b>
<b>Total Operating Expenses</b>	<b>61,822</b>	<b>66,862</b>	<b>61,916</b>	<b>64,049</b>	<b>68,148</b>	<b>65,295</b>	<b>67,729</b>	<b>62,097</b>	<b>61,991</b>	<b>67,791</b>	<b>63,559</b>	<b>66,366</b>	<b>65,971</b>	<b>66,876</b>
<b>Operating Margin</b>	<b>\$356</b>	<b>(\$801)</b>	<b>\$261</b>	<b>\$951</b>	<b>(\$461)</b>	<b>(\$2,516)</b>	<b>(\$5,902)</b>	<b>(\$11,941)</b>	<b>(\$11,241)</b>	<b>(\$10,426)</b>	<b>(\$2,550)</b>	<b>(\$4,634)</b>	<b>(\$3,654)</b>	<b>(\$2,339)</b>
Stimulus Funds							\$2,855	\$3,607	\$3,687	\$4,817	\$3,633	\$3,745	\$3,633	\$4,538
<b>Operating Margin after Stimulus</b>	<b>\$356</b>	<b>(\$801)</b>	<b>\$261</b>	<b>\$951</b>	<b>(\$461)</b>	<b>(\$2,516)</b>	<b>(\$3,047)</b>	<b>(\$8,334)</b>	<b>(\$7,554)</b>	<b>(\$5,609)</b>	<b>\$1,083</b>	<b>(\$889)</b>	<b>(\$21)</b>	<b>\$2,199</b>
Nonoperating Revenue (Loss)	4,429	774	699	726	682	733	1,957	507	652	4,412	909	699	(495)	638
<b>Excess Margin</b>	<b>\$4,785</b>	<b>(\$27)</b>	<b>\$960</b>	<b>\$1,678</b>	<b>\$221</b>	<b>(\$1,783)</b>	<b>(\$1,091)</b>	<b>(\$7,827)</b>	<b>(\$6,902)</b>	<b>(\$1,197)</b>	<b>\$1,993</b>	<b>(\$191)</b>	<b>(\$515)</b>	<b>\$2,837</b>

## October Financial Comparison (000's)

	Actual Results		Budget	Budget Variance	
	Oct 2019	Oct 2020	Oct 2020	Change	% Change
<b>Operating Revenue</b>					
Net Patient Service Revenue	\$52,165	\$51,454	\$52,267	(\$813)	(1.6%)
Other Operating Revenue	13,896	13,083	13,426	(342)	(2.5%)
<b>Total Operating Revenue</b>	<b>66,061</b>	<b>64,537</b>	<b>65,692</b>	<b>(1,155)</b>	<b>(1.8%)</b>
<b>Operating Expenses</b>					
Employment Expense	33,546	33,385	33,073	312	0.9%
Other Operating Expense	33,315	33,491	32,401	1,091	3.4%
<b>Total Operating Expenses</b>	<b>66,862</b>	<b>66,876</b>	<b>65,474</b>	<b>1,402</b>	<b>2.1%</b>
<b>Operating Margin</b>	<b>(\$801)</b>	<b>(\$2,339)</b>	<b>\$218</b>	<b>(\$2,557)</b>	<b>(1172%)</b>
Stimulus Funds	0	4,538	0	4,538	100%
<b>Operating Margin after Stimulus</b>	<b>(\$801)</b>	<b>\$2,199</b>	<b>\$218</b>	<b>\$1,981</b>	<b>907%</b>
Non Operating Revenue (Loss)	774	639	645	(7)	(1%)
<b>Excess Margin</b>	<b>(\$27)</b>	<b>\$2,837</b>	<b>\$863</b>	<b>\$1,974</b>	<b>229%</b>

<b>Operating Margin %</b>	<b>(1.2%)</b>	<b>(3.6%)</b>	<b>0.3%</b>
<b>OM after Stimulus%</b>	<b>(1.2%)</b>	<b>3.4%</b>	<b>0.3%</b>
<b>Excess Margin %</b>	<b>(0.0%)</b>	<b>4.1%</b>	<b>1.3%</b>
<b>Operating Cash Flow Margin %</b>	<b>3.2%</b>	<b>1.1%</b>	<b>5.3%</b>



## YTD (Jul.-Oct.) Financial Comparison (000's)

	Actual Results		FYTD Budget	FYTD Budget Variance	
	FYTD 2020	FYTD 2021	FYTD 2021	Change	% Change
<b>Operating Revenue</b>					
Net Patient Service Revenue	\$202,392	\$196,017	\$202,682	(\$6,664)	(3.3%)
Other Operating Revenue	55,629	53,577	53,993	(417)	(0.8%)
<b>Total Operating Revenue</b>	<b>258,021</b>	<b>249,594</b>	<b>256,675</b>	<b>(7,081)</b>	<b>(2.8%)</b>
<b>Operating Expenses</b>					
Employment Expense	131,384	130,639	130,926	(287)	(0.2%)
Other Operating Expense	124,955	132,133	127,050	5,083	4.0%
<b>Total Operating Expenses</b>	<b>256,338</b>	<b>262,772</b>	<b>257,976</b>	<b>4,796</b>	<b>1.9%</b>
<b>Operating Margin</b>	<b>\$1,683</b>	<b>(\$13,178)</b>	<b>(\$1,301)</b>	<b>(\$11,877)</b>	<b>(913%)</b>
Stimulus Funds	0	15,550	0	15,550	100%
<b>Operating Margin after Stimulus</b>	<b>\$1,683</b>	<b>\$2,372</b>	<b>(\$1,301)</b>	<b>\$3,673</b>	<b>(282%)</b>
Non Operating Revenue (Loss)	6,609	1,752	2,565	(813)	(32%)
<b>Excess Margin</b>	<b>\$8,292</b>	<b>\$4,124</b>	<b>\$1,264</b>	<b>\$2,860</b>	<b>226%</b>

<b>Operating Margin %</b>	<b>0.7%</b>	<b>(5.3%)</b>	<b>(0.5%)</b>
<b>OM after Stimulus%</b>	<b>0.7%</b>	<b>1.0%</b>	<b>(0.5%)</b>
<b>Excess Margin %</b>	<b>3.1%</b>	<b>1.5%</b>	<b>0.5%</b>
<b>Operating Cash Flow Margin %</b>	<b>5.2%</b>	<b>(0.3%)</b>	<b>4.5%</b>

# October Financial Comparison (000's)

	Actual Results			Budget	Budget Variance		Explanation
	Oct 2019	Oct 2020	% Change	Oct 2020	Change	% Change	
<b>Operating Revenue</b>							
Net Patient Service Revenue	52,165	51,454	(1.4%)	52,267	(\$813)	(1.6%)	See highlights slide
Supplemental Gov't Programs	4,185	3,980	(4.9%)	4,111	(132)	(3.2%)	
Prime Program	905	429	(52.6%)	429	0	0.0%	
Premium Revenue	3,649	4,408	20.8%	4,014	393	9.8%	
Management Services Revenue	3,014	2,396	(20.5%)	2,746	(350)	(12.7%)	
Other Revenue	2,142	1,871	(12.7%)	2,125	(254)	(12.0%)	
Other Operating Revenue	13,896	13,083	(5.8%)	13,426	(342)	(2.5%)	
<b>Total Operating Revenue</b>	<b>66,061</b>	<b>64,537</b>	<b>(2.3%)</b>	<b>65,692</b>	<b>(1,155)</b>	<b>(1.8%)</b>	
<b>Operating Expenses</b>							
Salaries & Wages	25,747	27,583	7.1%	26,835	748	2.8%	See highlights slide
Contract Labor	1,044	488	(53.3%)	567	(79)	(14.0%)	
Employee Benefits	6,755	5,314	(21.3%)	5,671	(357)	(6.3%)	
<b>Total Employment Expenses</b>	<b>33,546</b>	<b>33,385</b>	<b>(0.5%)</b>	<b>33,073</b>	<b>312</b>	<b>0.9%</b>	
Medical & Other Supplies	10,551	10,713	1.5%	10,762	(49)	(0.5%)	
Physician Fees	8,287	7,746	(6.5%)	7,649	96	1.3%	
Purchased Services	1,808	1,685	(6.8%)	1,488	197	13.2%	
Repairs & Maintenance	2,399	2,166	(9.7%)	2,297	(131)	(5.7%)	
Utilities	603	644	6.9%	664	(20)	(3.0%)	
Rents & Leases	464	529	14.1%	541	(12)	(2.3%)	
Depreciation & Amortization	2,488	2,509	0.8%	2,682	(173)	(6.4%)	
Interest Expense	440	556	26.2%	572	(16)	(2.8%)	
Other Expense	1,609	1,747	8.6%	1,149	598	52.1%	See highlights slide
Humana Cap Plan Expenses	1,659	2,750	65.8%	1,885	865	45.9%	See highlights slide
Management Services Expense	3,006	2,447	(18.6%)	2,711	(264)	(9.7%)	
<b>Total Other Expenses</b>	<b>33,315</b>	<b>33,491</b>	<b>0.5%</b>	<b>32,401</b>	<b>1,091</b>	<b>3.4%</b>	
<b>Total Operating Expenses</b>	<b>66,862</b>	<b>66,876</b>	<b>0.0%</b>	<b>65,474</b>	<b>1,402</b>	<b>2.1%</b>	
<b>Operating Margin</b>	<b>(\$801)</b>	<b>(\$2,339)</b>	<b>(192.1%)</b>	<b>\$218</b>	<b>(\$2,557)</b>	<b>(1172%)</b>	
Stimulus Funds	0	4,538		0	4,538		See highlights slide
<b>Operating Margin after Stimulus</b>	<b>(\$801)</b>	<b>\$2,199</b>	<b>374.6%</b>	<b>\$218</b>	<b>\$1,981</b>	<b>907.3%</b>	
Nonoperating Revenue (Loss)	774	639	(17.5%)	645	(7)	(1.0%)	
<b>Excess Margin</b>	<b>(\$27)</b>	<b>\$2,837</b>	<b>10599%</b>	<b>\$863</b>	<b>\$1,974</b>	<b>228.6%</b>	

Operating Margin %	(1.2%)	(3.6%)		0.3%
OM after Stimulus%	(1.2%)	3.4%		0.3%
Excess Margin %	(0.0%)	4.1%		1.3%
Operating Cash Flow Margin %	3.2%	1.1%		5.3%

# YTD Financial Comparison (000's)

	Actual Results FYTD Jul-Oct			Budget FYTD	Budget Variance	FYTD
	FYTD2020	FYTD2021	% Change	FYTD2021	Change	% Change
<b>Operating Revenue</b>						
Net Patient Service Revenue	202,392	196,017	(3.1%)	202,682	(\$6,664)	(3.3%)
Supplemental Gov't Programs	17,009	15,916	(6.4%)	16,445	(528)	(3.2%)
Prime Program	4,462	1,716	(61.6%)	1,715	0	0.0%
Premium Revenue	15,306	17,559	14.7%	16,057	1,502	9.4%
Management Services Revenue	11,160	10,986	(1.6%)	11,377	(391)	(3.4%)
Other Revenue	7,692	7,400	(3.8%)	8,399	(999)	(11.9%)
Other Operating Revenue	55,629	53,577	(3.7%)	53,993	(417)	(0.8%)
<b>Total Operating Revenue</b>	<b>258,021</b>	<b>249,594</b>	<b>(3.3%)</b>	<b>256,675</b>	<b>(7,081)</b>	<b>(2.8%)</b>
<b>Operating Expenses</b>						
Salaries & Wages	101,001	107,242	6.2%	106,196	1,045	1.0%
Contract Labor	4,143	1,772	(57.2%)	2,228	(455)	(20.4%)
Employee Benefits	26,239	21,625	(17.6%)	22,502	(877)	(3.9%)
<b>Total Employment Expenses</b>	<b>131,384</b>	<b>130,639</b>	<b>(0.6%)</b>	<b>130,926</b>	<b>(287)</b>	<b>(0.2%)</b>
Medical & Other Supplies	37,792	43,088	14.0%	41,163	1,925	4.7%
Physician Fees	30,323	31,123	2.6%	29,982	1,140	3.8%
Purchased Services	6,705	5,428	(19.0%)	5,905	(477)	(8.1%)
Repairs & Maintenance	8,465	8,435	(0.4%)	9,177	(742)	(8.1%)
Utilities	2,279	2,401	5.4%	2,473	(72)	(2.9%)
Rents & Leases	2,053	2,066	0.6%	2,185	(120)	(5.5%)
Depreciation & Amortization	10,011	10,170	1.6%	10,548	(378)	(3.6%)
Interest Expense	1,771	2,222	25.5%	2,287	(65)	(2.8%)
Other Expense	6,328	5,838	(7.7%)	4,557	1,281	28.1%
Humana Cap Plan Expenses	8,305	10,490	26.3%	7,539	2,951	39.1%
Management Services Expense	10,922	10,872	(0.5%)	11,231	(360)	(3.2%)
<b>Total Other Expenses</b>	<b>124,955</b>	<b>132,133</b>	<b>5.7%</b>	<b>127,050</b>	<b>5,083</b>	<b>4.0%</b>
<b>Total Operating Expenses</b>	<b>256,338</b>	<b>262,772</b>	<b>2.5%</b>	<b>257,976</b>	<b>4,796</b>	<b>1.9%</b>
<b>Operating Margin</b>	<b>\$1,683</b>	<b>(\$13,178)</b>	<b>(882.9%)</b>	<b>(\$1,301)</b>	<b>(\$11,877)</b>	<b>(913.3%)</b>
Stimulus Funds	0	15,550	100.0%	0	15,550	100.0%
<b>Operating Margin after Stimulus</b>	<b>\$1,683</b>	<b>\$2,372</b>	<b>40.9%</b>	<b>(\$1,301)</b>	<b>\$3,673</b>	<b>282.4%</b>
Nonoperating Revenue (Loss)	6,609	1,752	(73.5%)	2,565	(813)	(31.7%)
<b>Excess Margin</b>	<b>\$8,292</b>	<b>\$4,124</b>	<b>(50.3%)</b>	<b>\$1,264</b>	<b>\$2,860</b>	<b>226.2%</b>
<b>Operating Margin %</b>	<b>0.7%</b>	<b>(5.3%)</b>		<b>(0.5%)</b>		
<b>OM after Stimulus%</b>	<b>0.7%</b>	<b>1.0%</b>		<b>(0.5%)</b>		
<b>Excess Margin %</b>	<b>3.1%</b>	<b>1.5%</b>		<b>0.5%</b>		

# Kaweah Delta Medical Foundation

## Fiscal Year Financial Comparison (000's)

	Actual Results FYTD Jul – Oct			Budget FYTD	Budget Variance FYTD	
	FYTD2020	FYTD2021	% Change	FYTD2021	Change	% Change
<b>Operating Revenue</b>						
Net Patient Service Revenue	15,127	16,195	7.1%	17,024	(\$830)	(4.9%)
Other Operating Revenue	70	117	66.5%	263	(146)	(55.6%)
<b>Total Operating Revenue</b>	<b>15,197</b>	<b>16,311</b>	<b>7.3%</b>	<b>17,287</b>	<b>(976)</b>	<b>(5.6%)</b>
<b>Operating Expenses</b>						
Salaries & Wages	3,869	3,788	(2.1%)	4,033	(245)	(6.1%)
Contract Labor	37	0	(100.0%)	3	(3)	0.0%
Employee Benefits	1,028	719	(30.0%)	842	(123)	(14.6%)
<b>Total Employment Expenses</b>	<b>4,933</b>	<b>4,507</b>	<b>(8.6%)</b>	<b>4,878</b>	<b>(371)</b>	<b>(7.6%)</b>
Medical & Other Supplies	2,142	2,019	(5.7%)	2,440	(421)	(17.2%)
Physician Fees	8,143	8,698	6.8%	9,605	(907)	(9.4%)
Purchased Services	443	267	(39.7%)	310	(43)	(13.8%)
Repairs & Maintenance	631	848	34.4%	904	(56)	(6.1%)
Utilities	143	188	31.9%	177	12	6.6%
Rents & Leases	858	927	8.0%	932	(5)	(0.6%)
Depreciation & Amortization	422	385	(8.9%)	343	41	12.0%
Interest Expense	5	1	(71.0%)	1	0	4.6%
Other Expense	580	355	(38.7%)	402	(47)	(11.7%)
<b>Total Other Expenses</b>	<b>13,367</b>	<b>13,689</b>	<b>2.4%</b>	<b>15,115</b>	<b>(1,426)</b>	<b>(9.4%)</b>
<b>Total Operating Expenses</b>	<b>18,300</b>	<b>18,196</b>	<b>(0.6%)</b>	<b>19,993</b>	<b>(1,797)</b>	<b>(9.0%)</b>
<b>Excess Margin</b>	<b>(\$3,103)</b>	<b>(\$1,885)</b>	<b>39.3%</b>	<b>(\$2,706)</b>	<b>\$821</b>	<b>30.3%</b>

<b>Excess Margin %</b>	<b>(20.4%)</b>	<b>(11.6%)</b>	<b>(15.7%)</b>
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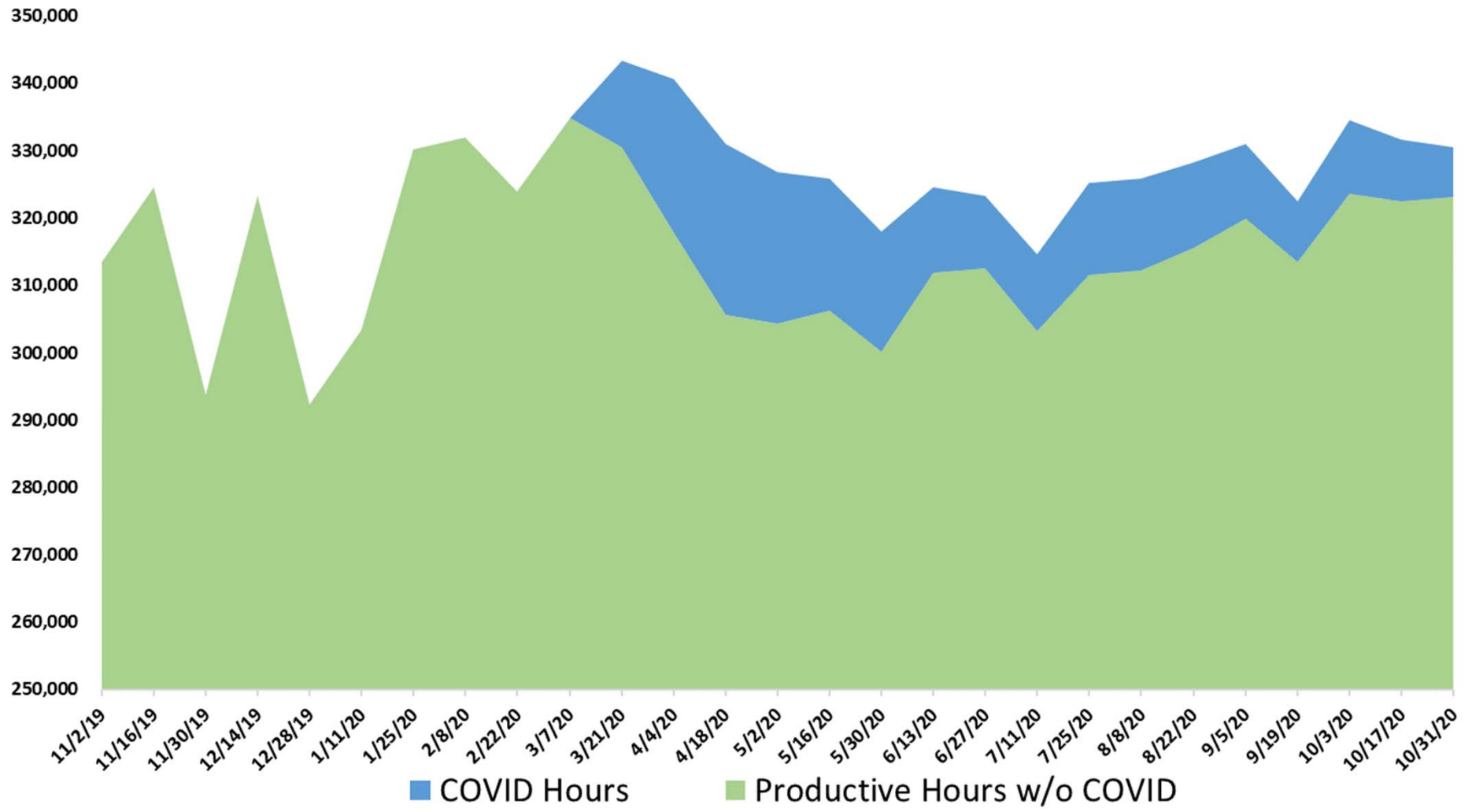
# Month of October - Budget Variances

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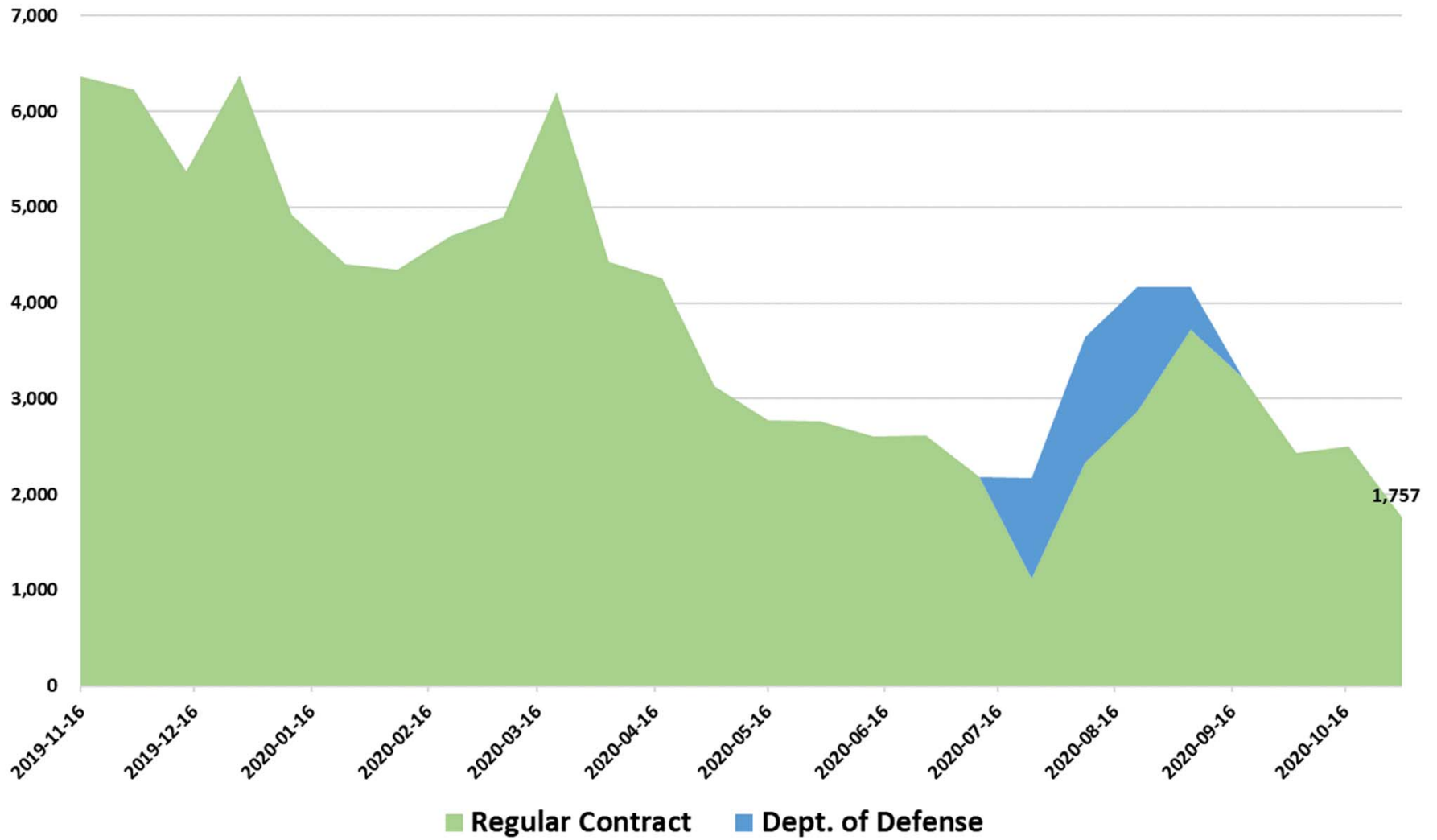
- **Net Patient Revenues:** Net patient revenue was slightly lower than October's budget expectation due to lower than budgeted inpatient and outpatient volume.
- **Salaries and Contract Labor:** We experienced an unfavorable budget variance of \$669K in October. There was an unbudgeted shift retention bonus paid in the amount of \$297K in October. In addition, there was \$313K that related to unbudgeted COVID related activities.
- **Other Expenses:** Other expenses exceeded budget by 598K . This was primarily due to the timing of payment of legal fees of \$180K and audit fee payments that were expensed in October but accrued in the budget. In addition, in October we had budgeted \$658K as an overall district efficiency savings goal.
- **Humana Capitated Plan Expenses:** As the utilization of third party services for participants of the capitated Medicare Managed Care Plan increased in October, the related expenditure was \$865K higher than the budget expectation.
- **Stimulus Funds:** \$3.1M was recorded in October that was related to an agreement with a commercial payer for COVID 19 related projects. In addition \$1.5M was recorded representing expenses covered by the County for COVID related supplies and services.



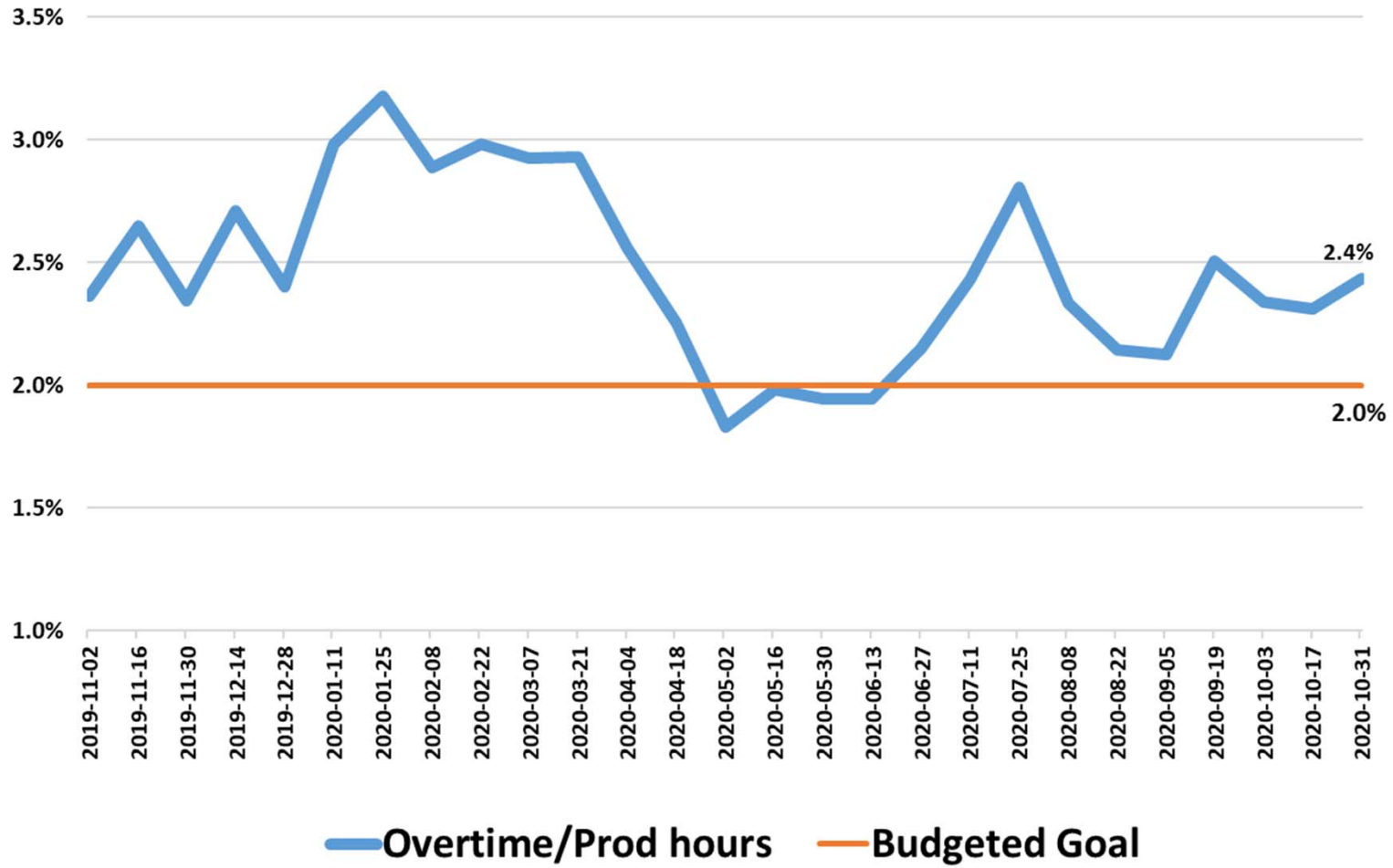
# Payroll Hours (excludes PTO cash out hours)



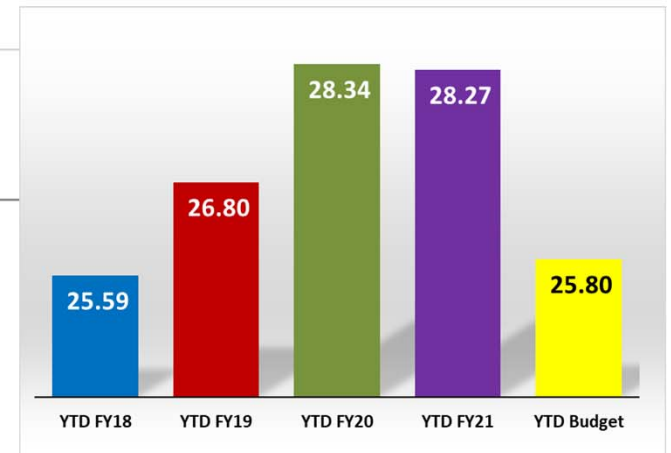
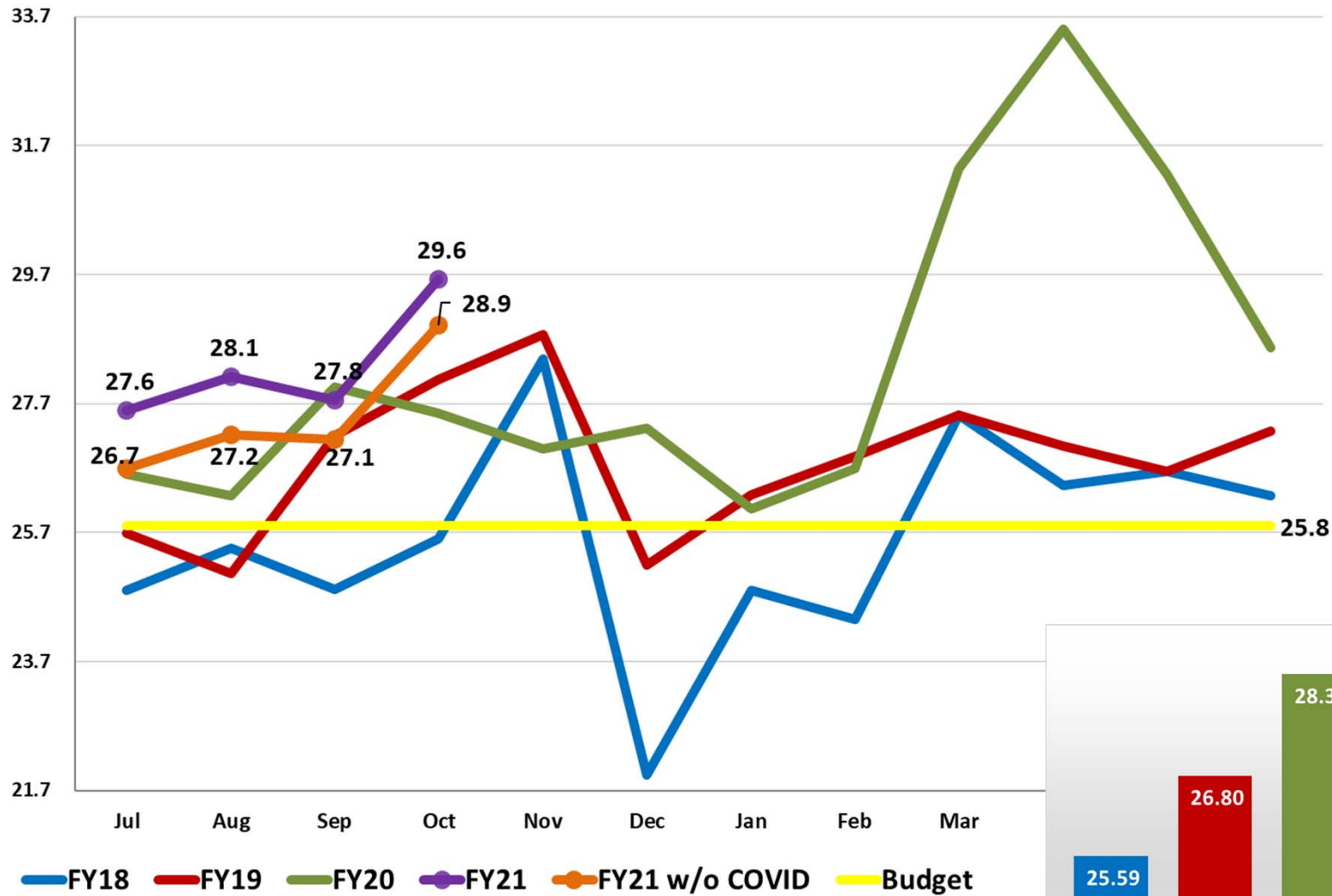
# Contract Labor Hours



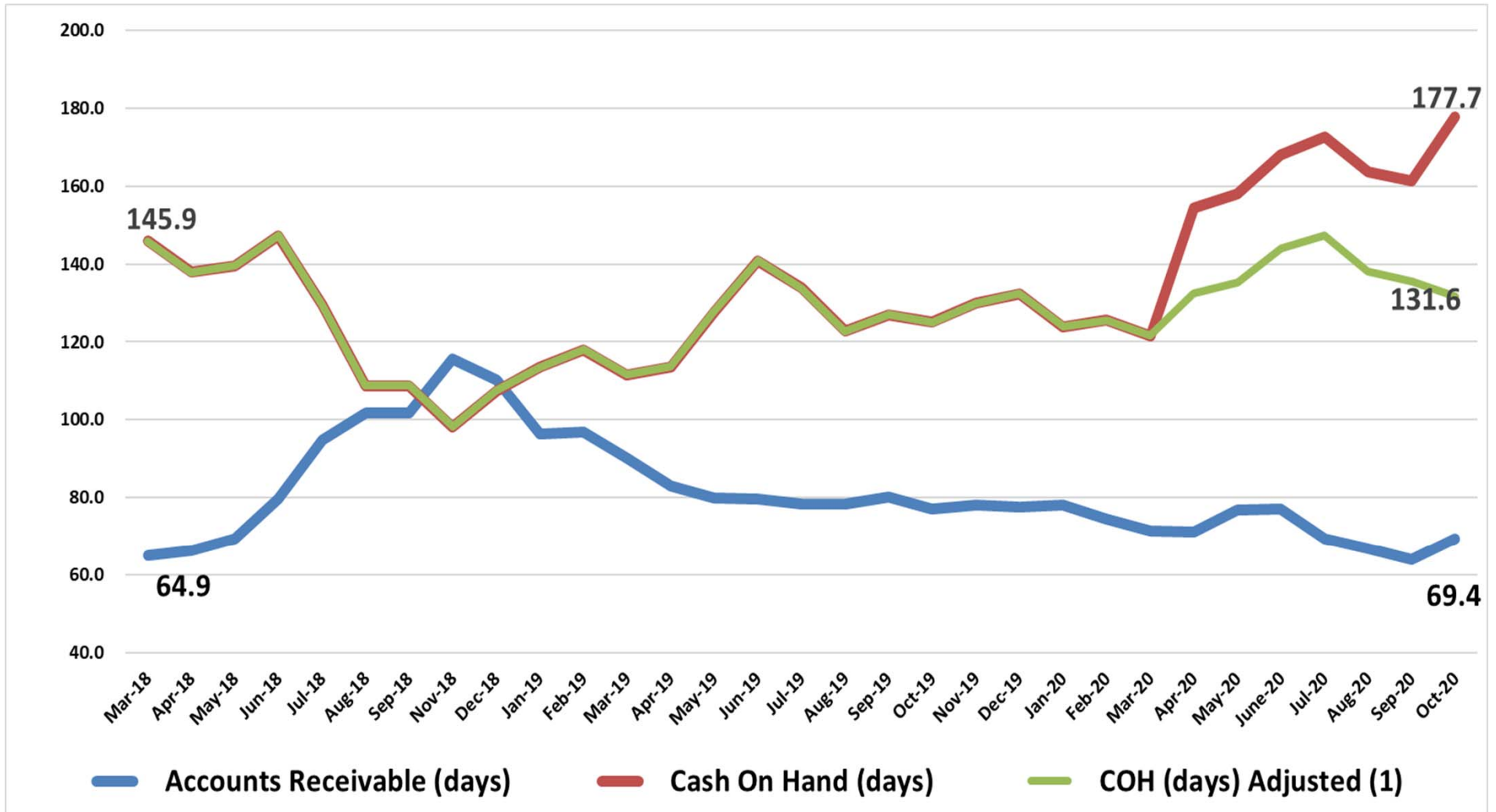
# Overtime



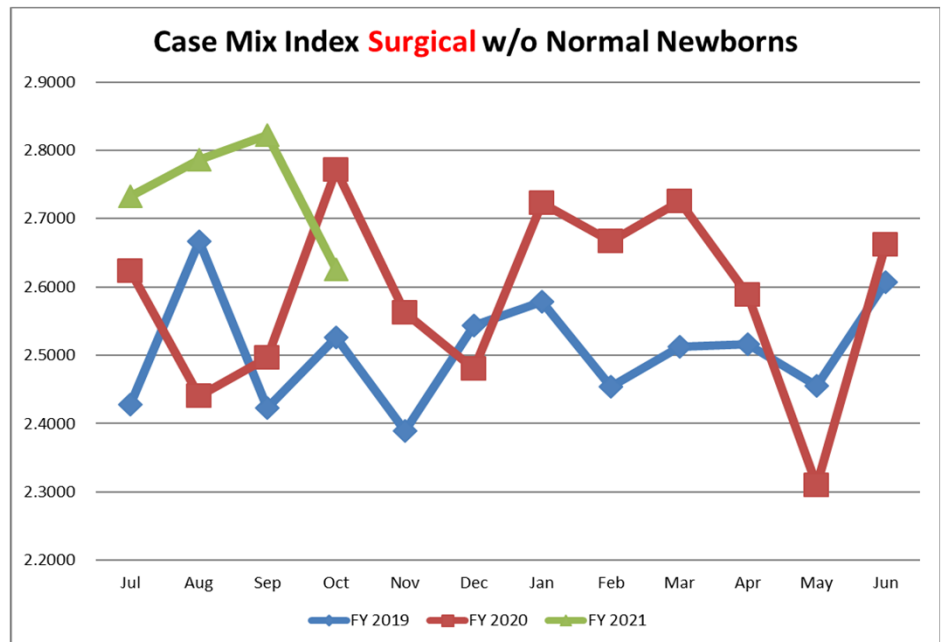
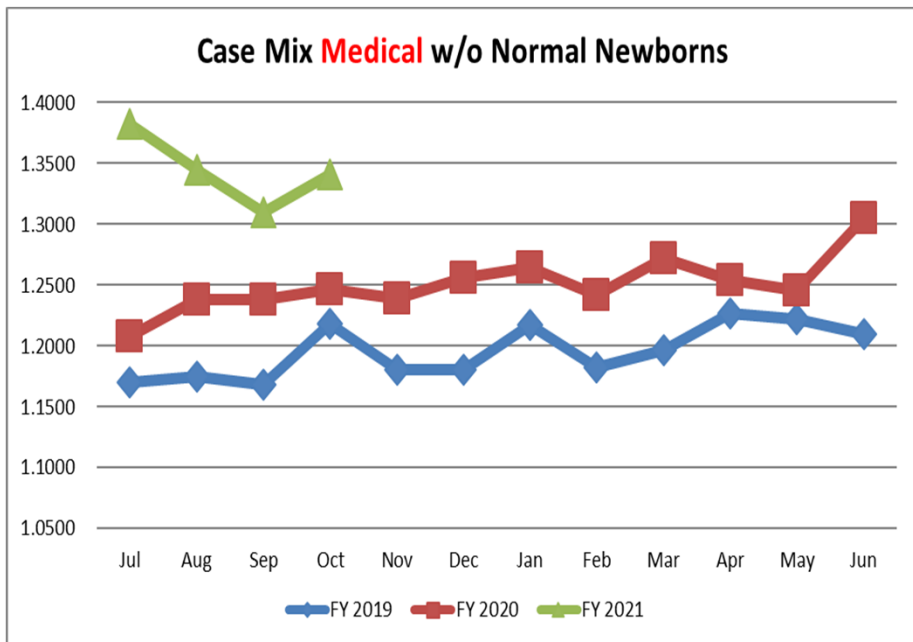
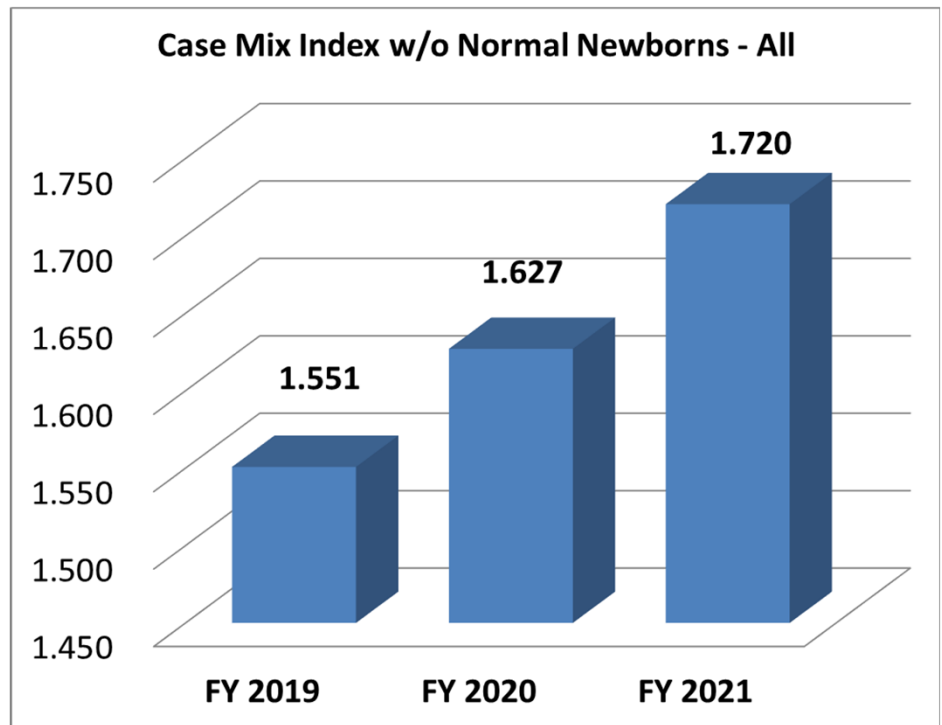
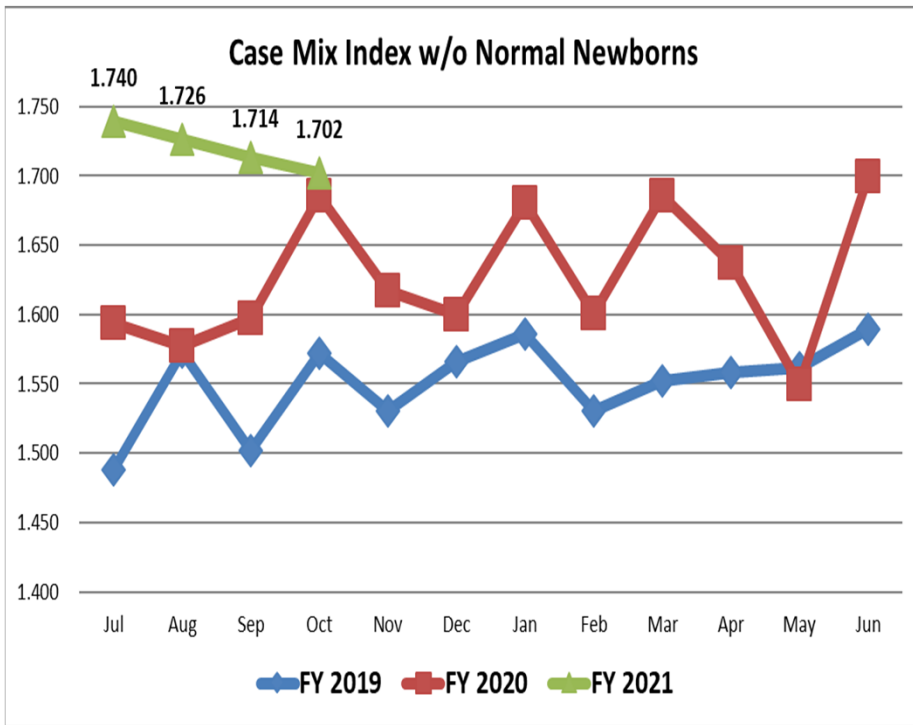
# Productivity: Worked Hours/Adjusted Patient Days



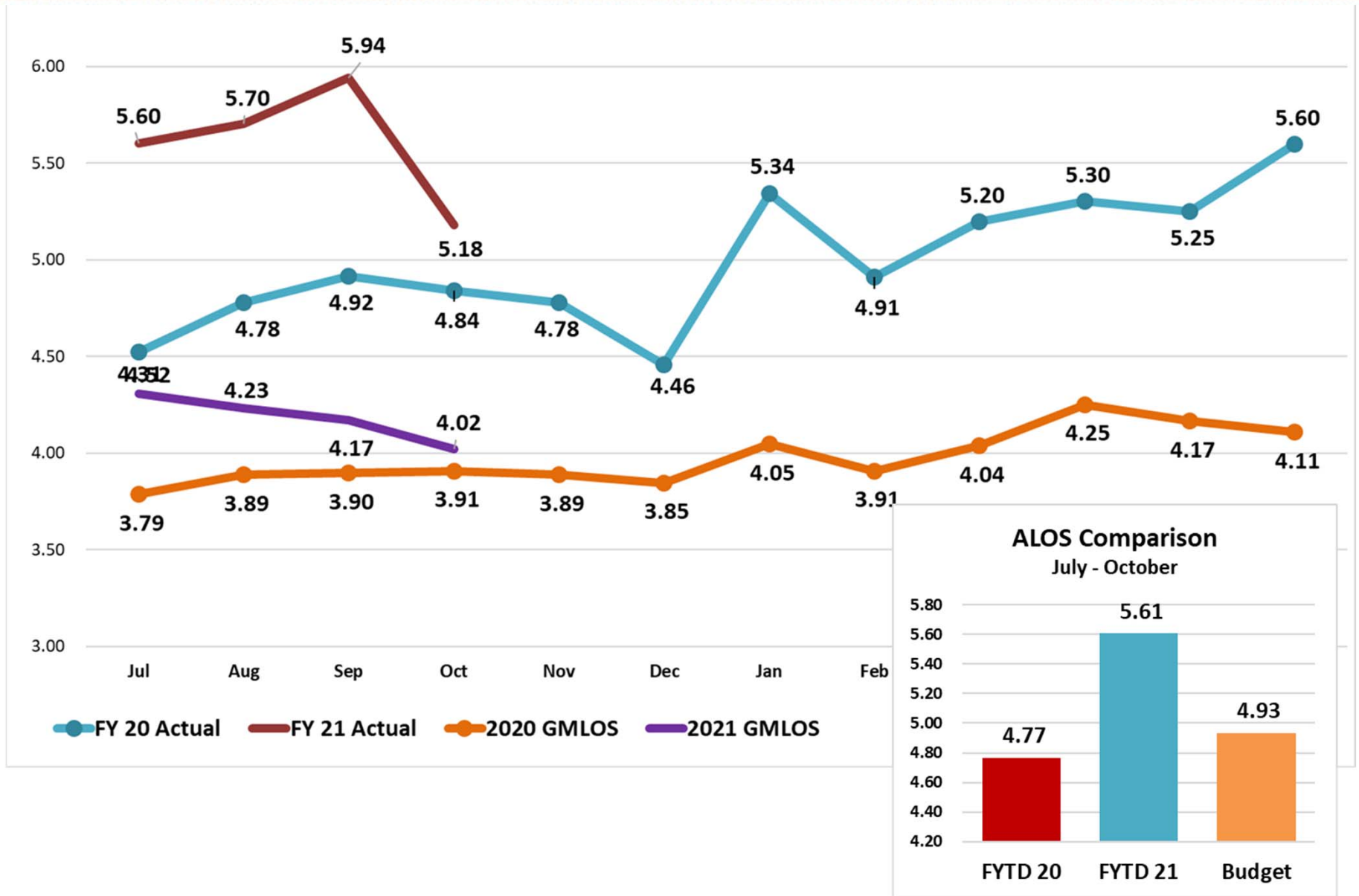
# Trended Liquidity Ratios



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



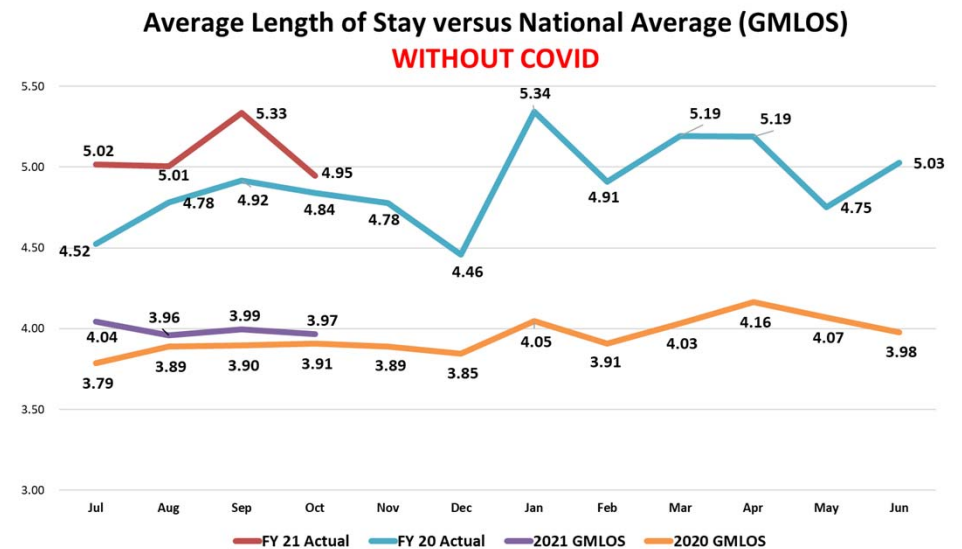
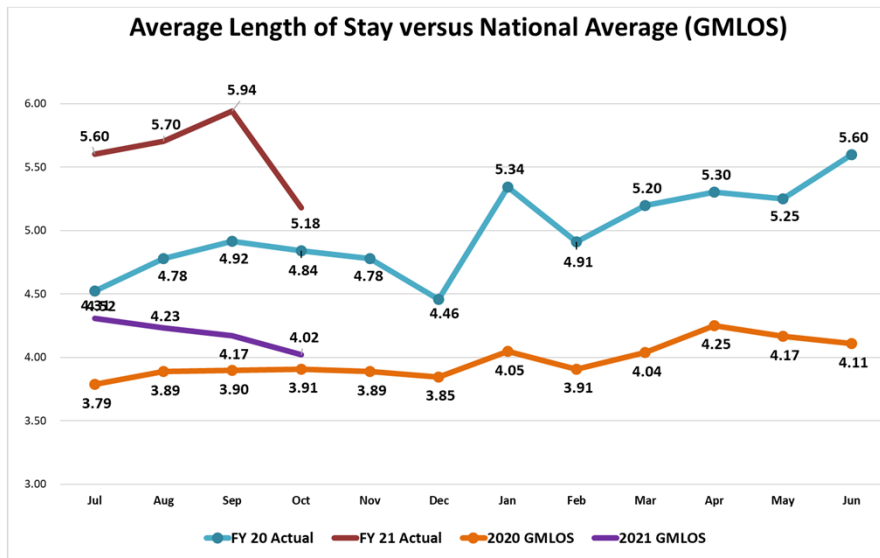
# Average Length of Stay versus National Average (GMLOS)





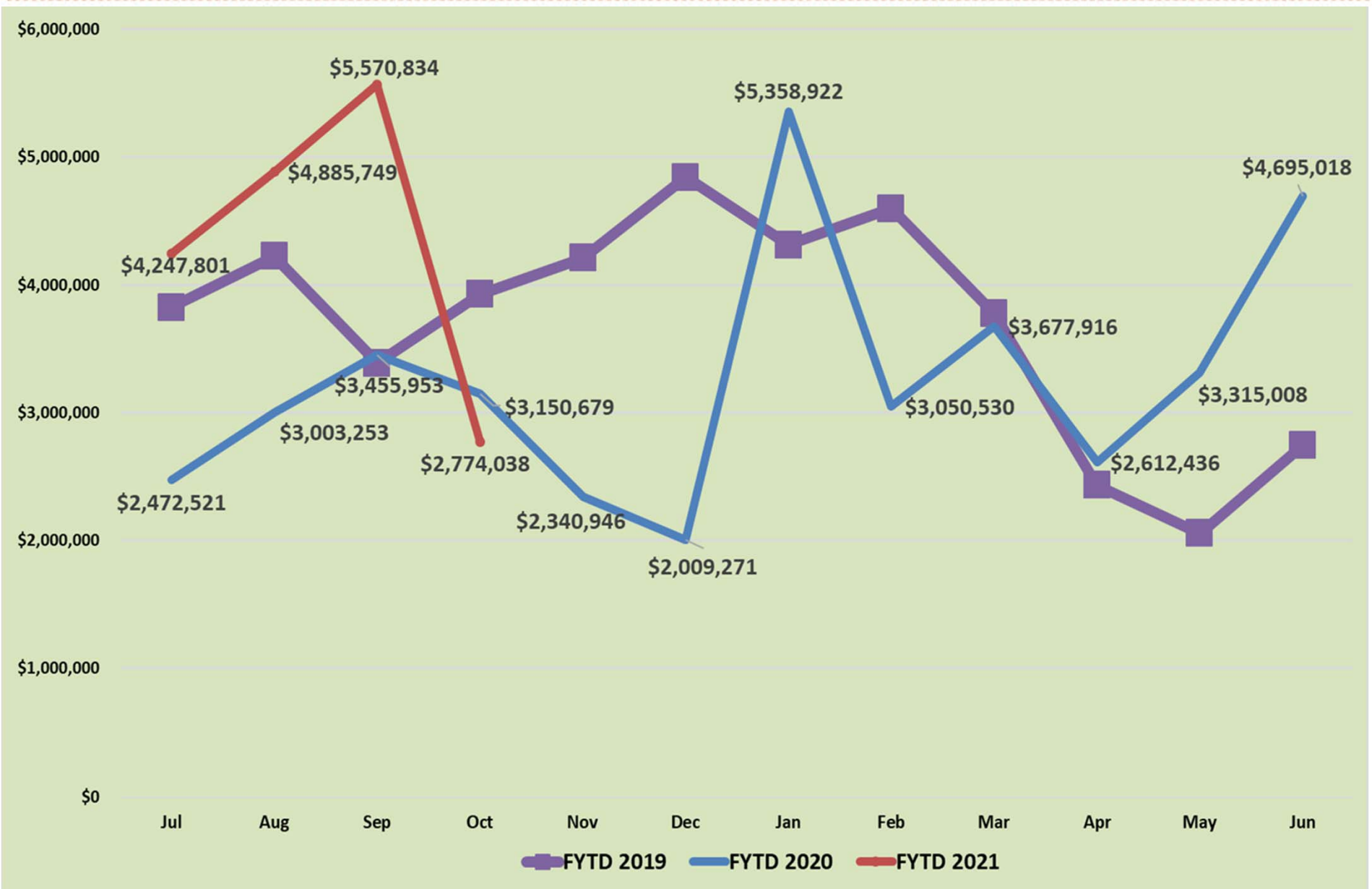
# Average Length of Stay versus National Average (GMLOS)

	Including COVID Patients			Excluding COVID Patients			Gap Diff	%
	ALOS	GMLOS	GAP	ALOS	GMLOS	GAP		
<b>Mar-20</b>	5.20	4.04	1.16	5.16	4.03	1.13	0.03	2%
<b>Apr-20</b>	5.30	4.25	1.05	5.19	4.17	1.03	0.02	2%
<b>May-20</b>	5.25	4.17	1.08	4.74	4.07	0.68	0.41	38%
<b>Jun-20</b>	5.60	4.11	1.49	4.97	3.96	1.02	0.47	32%
<b>Jul-20</b>	5.60	4.31	1.29	5.02	4.04	0.97	0.32	25%
<b>Aug-20</b>	5.70	4.23	1.47	5.01	3.96	1.05	0.42	29%
<b>Sep-20</b>	5.94	4.17	1.77	5.33	3.99	1.34	0.43	24%
<b>Oct-20</b>	5.18	4.02	1.16	4.95	3.97	0.98	0.18	16%
<b>Average</b>	<b>5.47</b>	<b>5.47</b>	<b>5.47</b>	<b>5.47</b>	<b>5.47</b>	<b>5.47</b>	<b>0.28</b>	<b>5%</b>





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



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

Fiscal Year	Operating Revenue			Operating Expenses					Operating Expenses Total	Operating Income	Non-Operating Income	Net Income	Operating Margin %	Excess Margin
	Net Patient Revenue	Other Operating Revenue	Operating Revenue Total	Personnel Expense	Physician Fees	Supplies Expense	Other Operating Expense							
<b>2020</b>														
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%)	
<b>2020 FY Total</b>	<b>\$ 557,860</b>	<b>\$ 177,901</b>	<b>\$ 735,761</b>	<b>\$ 392,520</b>	<b>\$ 92,595</b>	<b>\$ 119,490</b>	<b>\$ 170,748</b>	<b>\$ 775,353</b>	<b>\$ (39,592)</b>	<b>\$ 31,941</b>	<b>\$ (7,651)</b>	<b>(5.4%)</b>	<b>(1.0%)</b>	
<b>2021</b>														
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%	
<b>2021 FY Total</b>	<b>\$ 196,017</b>	<b>\$ 53,578</b>	<b>\$ 249,595</b>	<b>\$ 130,639</b>	<b>\$ 31,123</b>	<b>\$ 43,088</b>	<b>\$ 57,922</b>	<b>\$ 262,772</b>	<b>\$ (13,177)</b>	<b>\$ 17,301</b>	<b>\$ 4,124</b>	<b>(5.3%)</b>	<b>1.5%</b>	
<b>FYTD Budget</b>	<b>202,682</b>	<b>53,993</b>	<b>256,675</b>	<b>130,926</b>	<b>29,982</b>	<b>41,163</b>	<b>55,904</b>	<b>257,976</b>	<b>(1,301)</b>	<b>2,565</b>	<b>1,264</b>	<b>(0.5%)</b>	<b>0.5%</b>	
<b>Variance</b>	<b>\$ (6,664)</b>	<b>\$ (416)</b>	<b>\$ (7,080)</b>	<b>\$ (287)</b>	<b>\$ 1,140</b>	<b>\$ 1,925</b>	<b>\$ 2,018</b>	<b>\$ 4,796</b>	<b>\$ (11,876)</b>	<b>\$ 14,736</b>	<b>\$ 2,860</b>			
<b>Current Month Analysis</b>														
<b>Oct-20</b>	<b>\$ 51,454</b>	<b>\$ 13,083</b>	<b>\$ 64,537</b>	<b>\$ 33,385</b>	<b>\$ 7,746</b>	<b>\$ 10,713</b>	<b>\$ 15,033</b>	<b>\$ 66,876</b>	<b>\$ (2,339)</b>	<b>\$ 5,177</b>	<b>\$ 2,837</b>	<b>(3.6%)</b>	<b>4.1%</b>	
<b>Budget</b>	<b>52,267</b>	<b>13,426</b>	<b>65,692</b>	<b>33,073</b>	<b>7,649</b>	<b>10,762</b>	<b>13,989</b>	<b>65,474</b>	<b>218</b>	<b>645</b>	<b>863</b>	<b>0.3%</b>	<b>1.3%</b>	
<b>Variance</b>	<b>\$ (813)</b>	<b>\$ (342)</b>	<b>\$ (1,155)</b>	<b>\$ 312</b>	<b>\$ 96</b>	<b>\$ (49)</b>	<b>\$ 1,044</b>	<b>\$ 1,402</b>	<b>\$ (2,557)</b>	<b>\$ 4,531</b>	<b>1,974</b>			

# KAWEAH DELTA HEALTH CARE DISTRICT

## FISCAL YEAR 2020 & 2021

Fiscal Year	Patient Days	ADC	Adjusted		DFR & Bad Debt %	Net Patient Revenue/ Ajusted Patient Day	Personnel Expense/ Ajusted Patient Day	Physician Fees/ Ajusted Patient Day	Supply Expense/ Ajusted Patient Day	Total Operating Expense/ Ajusted Patient Day	Personnel Expense/ Net Patient Revenue	Physician Fees/ Net Patient Revenue	Supply Expense/ Net Patient Revenue	Total Operating Expense/ Net Patient Revenue
			Patient Days	I/P Revenue %										
<b>2020</b>														
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%
<b>2020 FY Total</b>	<b>150,710</b>	<b>412</b>	<b>295,371</b>	<b>51.0%</b>	<b>75.7%</b>	<b>1,889</b>	<b>1,329</b>	<b>313</b>	<b>405</b>	<b>2,625</b>	<b>70.4%</b>	<b>16.6%</b>	<b>21.4%</b>	<b>139.0%</b>
<b>2021</b>														
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%
<b>2021 FY Total</b>	<b>51,814</b>	<b>421</b>	<b>99,165</b>	<b>52.3%</b>	<b>75.6%</b>	<b>1,977</b>	<b>1,317</b>	<b>314</b>	<b>435</b>	<b>2,650</b>	<b>66.6%</b>	<b>15.9%</b>	<b>22.0%</b>	<b>134.1%</b>
<b>FYTD Budget</b>	<b>51,878</b>	<b>422</b>	<b>106,543</b>	<b>48.7%</b>	<b>75.5%</b>	<b>1,902</b>	<b>1,229</b>	<b>281</b>	<b>386</b>	<b>2,601</b>	<b>64.6%</b>	<b>14.8%</b>	<b>20.3%</b>	<b>127.3%</b>
<b>Variance</b>	<b>(64)</b>	<b>(1)</b>	<b>(7,378)</b>	<b>3.6%</b>	<b>0.0%</b>	<b>74</b>	<b>89</b>	<b>32</b>	<b>48</b>	<b>48</b>	<b>2.0%</b>	<b>1.1%</b>	<b>1.7%</b>	<b>6.8%</b>
<b>Current Month Analysis</b>														
<b>Oct-20</b>	<b>12,478</b>	<b>403</b>	<b>24,749</b>	<b>50.4%</b>	<b>74.2%</b>	<b>2,079</b>	<b>1,349</b>	<b>313</b>	<b>433</b>	<b>2,702</b>	<b>64.9%</b>	<b>15.1%</b>	<b>20.8%</b>	<b>130.0%</b>
<b>Budget</b>	<b>12,977</b>	<b>419</b>	<b>27,020</b>	<b>48.0%</b>	<b>75.5%</b>	<b>1,934</b>	<b>1,224</b>	<b>283</b>	<b>398</b>	<b>2,646</b>	<b>63.3%</b>	<b>14.6%</b>	<b>20.6%</b>	<b>125.3%</b>
<b>Variance</b>	<b>(499)</b>	<b>(16)</b>	<b>(2,271)</b>	<b>2.4%</b>	<b>(1.3%)</b>	<b>145</b>	<b>125</b>	<b>30</b>	<b>35</b>	<b>57</b>	<b>1.6%</b>	<b>0.4%</b>	<b>0.2%</b>	<b>4.7%</b>

**KAWEAH DELTA HEALTH CARE DISTRICT**

**RATIO ANALYSIS REPORT**

**OCTOBER 31, 2020**

	Current Month Value	Prior Month Value	June 30, 2020 Audited Value	2018 Moody's Median Benchmark		
				Aa	A	Baa
<b>LIQUIDITY RATIOS</b>						
Current Ratio (x)	1.3	1.6	1.4	1.6	<b>1.9</b>	2.1
Accounts Receivable (days)	69.4	63.9	79.7	47.6	<b>45.9</b>	44.4
Cash On Hand (days)	177.7	161.4	167.5	257.6	<b>215.1</b>	158.0
Cushion Ratio (x)	22.5	20.5	21.2	36.2	<b>22.5</b>	14.4
Average Payment Period (days)	90.1	71.1	76.7	73.1	<b>59.2</b>	59.2
<b>CAPITAL STRUCTURE RATIOS</b>						
Cash-to-Debt	156.8%	141.9%	146.2%	228.8%	<b>167.7%</b>	119.7%
Debt-To-Capitalization	32.5%	32.4%	32.6%	26.9%	<b>32.2%</b>	40.4%
Debt-to-Cash Flow (x)	4.9	5.7	8.5	2.3	<b>2.9</b>	3.8
Debt Service Coverage	2.8	2.4	1.7	6.6	<b>5.2</b>	3.3
Maximum Annual Debt Service Coverage (x)	2.8	2.4	1.6	6.6	<b>4.7</b>	3.2
Age Of Plant (years)	13.5	13.3	12.9	10.3	<b>11.8</b>	12.1
<b>PROFITABILITY RATIOS</b>						
Operating Margin	(5.3%)	(5.9%)	(5.4%)	3.2%	<b>2.2%</b>	0.7%
Excess Margin	1.5%	0.7%	(1.0%)	7.0%	<b>5.0%</b>	2.6%
Operating Cash Flow Margin	(.3%)	(.8%)	(.4%)	9.1%	<b>8.5%</b>	6.8%
Return on Assets	1.2%	0.5%	(.8%)	5.0%	<b>3.9%</b>	2.6%

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

	Oct-20	Sep-20	Change	% Change	Jun-20 (Audited)
<b>ASSETS AND DEFERRED OUTFLOWS</b>					
<b>CURRENT ASSETS</b>					
Cash and cash equivalents	\$ 21,051	\$ 21,444	\$ (393)	-1.83%	\$ 11,766
Current Portion of Board designated and trusted assets	17,888	16,613	1,275	7.68%	13,954
Accounts receivable:					
Net patient accounts	118,433	116,273	2,160	1.86%	118,451
Other receivables	12,894	12,028	867	7.21%	16,669
	131,328	128,301	3,027	2.36%	135,119
Inventories	8,666	8,812	(147)	-1.66%	8,479
Medicare and Medi-Cal settlements	46,887	48,192	(1,304)	-2.71%	36,726
Prepaid expenses	10,472	10,349	123	1.19%	10,317
Total current assets	236,292	233,711	2,581	1.10%	216,362
<b>NON-CURRENT CASH AND INVESTMENTS -</b>					
less current portion					
Board designated cash and assets	352,981	317,763	35,218	11.08%	338,785
Revenue bond assets held in trust	30,421	30,128	293	0.97%	36,092
Assets in self-insurance trust fund	3,065	3,058	6	0.20%	3,727
Total non-current cash and investments	386,467	350,949	35,518	10.12%	378,604
<b>CAPITAL ASSETS</b>					
Land	17,542	17,542	-	0.00%	17,542
Buildings and improvements	378,415	378,013	403	0.11%	378,313
Equipment	299,818	283,833	15,985	5.63%	299,378
Construction in progress	50,704	48,792	1,912	3.92%	38,837
	746,480	728,180	18,300	2.51%	734,071
Less accumulated depreciation	405,817	391,012	14,805	3.79%	396,060
	340,663	337,168	3,495	1.04%	338,011
Property under capital leases -					
less accumulated amortization	82	4,159	(4,077)	-98.03%	389
Total capital assets	340,745	341,326	(581)	-0.17%	338,401
<b>OTHER ASSETS</b>					
Property not used in operations	1,669	1,673	(4)	-0.25%	1,686
Health-related investments	7,023	7,053	(31)	-0.44%	6,888
Other	11,111	11,125	(14)	-0.12%	10,759
Total other assets	19,803	19,852	(48)	-0.24%	19,334
Total assets	983,307	945,838	37,469	3.96%	952,700
<b>DEFERRED OUTFLOWS</b>					
Total assets and deferred outflows	\$ 9,164	\$ 9,199	\$ (35)	-0.38%	\$ 9,354
	<b>\$ 992,471</b>	<b>\$ 955,037</b>	<b>\$ 37,434</b>	<b>3.92%</b>	<b>\$ 962,054</b>

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

	Oct-20	Sep-20	Change	% Change	Jun-20 (Audited)
<b>LIABILITIES AND NET ASSETS</b>					
<b>CURRENT LIABILITIES</b>					
Accounts payable and accrued expenses	\$ 115,189	\$ 80,272	\$ 34,918	43.50%	\$ 81,897
Accrued payroll and related liabilities	59,032	54,550	4,482	8.22%	63,411
Long-term debt, current portion	10,753	10,753	-	0.00%	10,647
Total current liabilities	184,975	145,575	39,400	27.07%	155,955
<b>LONG-TERM DEBT, less current portion</b>					
Bonds payable	260,379	260,436	(57)	-0.02%	262,436
Capital leases	186	195	(10)	-4.90%	220
Total long-term debt	260,564	260,631	(67)	-0.03%	262,656
<b>NET PENSION LIABILITY</b>	38,080	38,654	(575)	-1.49%	40,378
<b>OTHER LONG-TERM LIABILITIES</b>	32,288	32,045	244	0.76%	30,626
Total liabilities	515,907	476,905	39,002	8.18%	489,615
<b>NET ASSETS</b>					
Invested in capital assets, net of related debt	102,921	103,173	(252)	-0.24%	104,433
Restricted	32,784	31,447	1,336	4.25%	30,567
Unrestricted	340,859	343,512	(2,653)	-0.77%	337,439
Total net position	476,564	478,132	(1,568)	-0.33%	472,439
Total liabilities and net position	\$ 992,471	\$ 955,037	\$ 37,434	3.92%	\$ 962,054



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

# CFO Financial Report

November 17, 2020



# Budget Initiatives

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- **Denials/Underpayments/Contracts: Improved Collections**
  - **Enhanced Denial Process:** Frances Carrera, Director of Revenue Cycle
  - **New Underpayment Focus Team:** Kim Ferguson, Director of Managed Care
  - **Contracted Rates:** Kim Ferguson, Director of Managed Care
  - **New Coding Initiatives:** Gail Robinson, Director of HIM
- **Supplies Expenses**
  - **New Cath Lab Inventory System:** Steve Bajari, Director of Materials Management
  - **New Contract Management System:** Steve Bajari, Director of Materials Management
- **Length of Stay**
  - **Launch of New Tool - Throughput Rounding Tool**
  - **Current Initiatives:** Rebekah Foster, Director of Case Management



# Denials Initiatives

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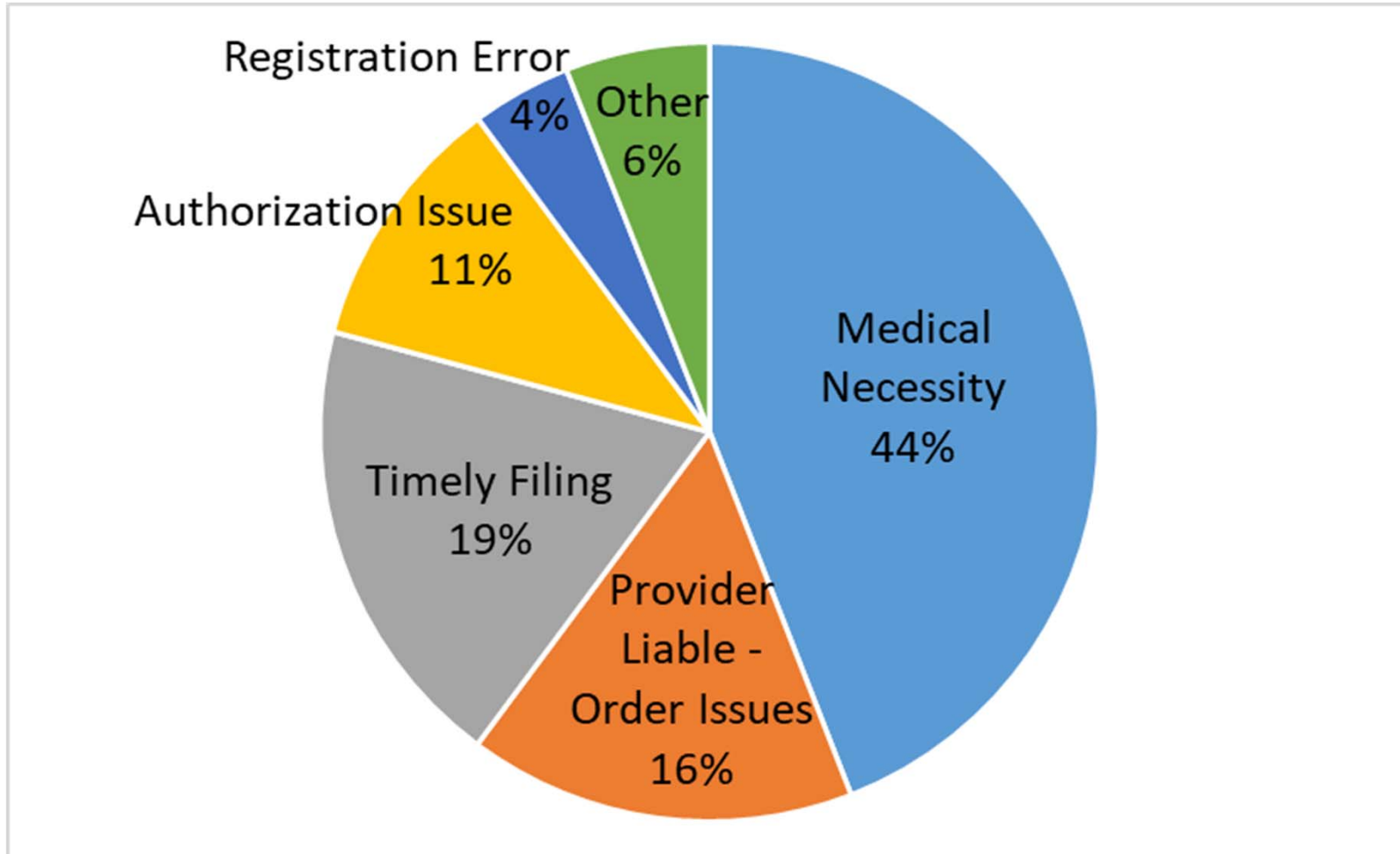
**What are Denials?**

**Why are they so important?**

# Controllable Denial Reasons FY2019

1.5% Net Patient Revenue, \$8M Reduction in Revenue

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# Denials Initiatives

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**What are we doing differently?**

**Enhanced Denial Management Process**

# Denials Initiatives – getting everyone to the table

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# Underpayments Initiatives

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**What are Underpayments?**

**Why are they so important?**

**What are we doing differently?**

**Underpayment Initiatives**

# Underpayment Initiatives

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## Contract Management System

- Currently 86 contracts have been built and loaded into the system
- Close to 95% accuracy in calculating expected payment for each claim
- Project to “Net Down” AR at the time of billing which would eliminate estimates when valuing net AR

## Reimbursement Team Plan

- Continue the great work from patient accounting with auditing and appealing underpayments
- Integrate team into the contracting process & contract management system accuracy
- Establish bi-weekly meetings with the revenue cycle team for real time trend analysis and feedback
- Develop payor specific claim and denial resolution process to hold the health plans accountable
- Develop defined escalation process for revenue cycle team to resolve issues quicker
- Collection goal of \$5 million annually once fully staffed and trained

## Underpayment & Denial Committee

Committee with key leaders to review systematic denial or underpayment issues. Provide road map to solving or mitigating denial and underpayment issues along all revenue cycle departments.

# New Contracted Rates

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## Recently Completed Contracts

### Anthem Blue Cross Medi-cal Managed Care

- 2% increase estimated net value \$1.3 million for the first year
- Resolved significant claim and denial issues

### Tulare County Contract (Acute Psych Only)

- FY19 (July 19-June 20) 3% increase estimated net value of \$475,000
- FY20 (July 20-June 21) 2% increase estimated net value of \$326,000

## Upcoming Contract Renewals

United Healthcare (KDHCD and KDMF)

Aetna (KDHCD and KDMF)

Ancillary contracts for Blue Shield & Blue Cross

All commercial mental health contracts

\*Starting with the United Healthcare contract we are integrating the negotiation for KDMF and Kaweah to work with the health plans on both agreements.

# Coding Initiatives

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## **Reduction in Discharged Not Final Coded (DNFC)**

DNFC in October of 2019 was \$47,519,519 with 2484 encounters on hold

DNFC in October of 2020 was \$29,753,299 with 1648 encounters on hold

## **Contracted Coding Support Analysis**

Number of Contracted Coders in October of 2019 were 13 plus two auditors

Number of Contracted Coders in October of 2020 zero (0)

Quality and Productivity Issues Discovered

Contracted Coders Off-Boarded in July of 2020

Annual Savings \$1,015,509 in labor cost alone

## **Concurrent Coding**

All inpatient encounters are coded after a length of stay of six days

## **Second Level Review**

**A second level review is conducted by CDI and HIM on:**

All Covid-19 Inpatient Charts

Sepsis

Heart Failure

Acute Myocardial Infarction

## **Second Level Review**

External audit results for coding accuracy improved from an average of 60% to 97% accuracy rate.

Case Mix Index has increased from 1.627 to 1.727.

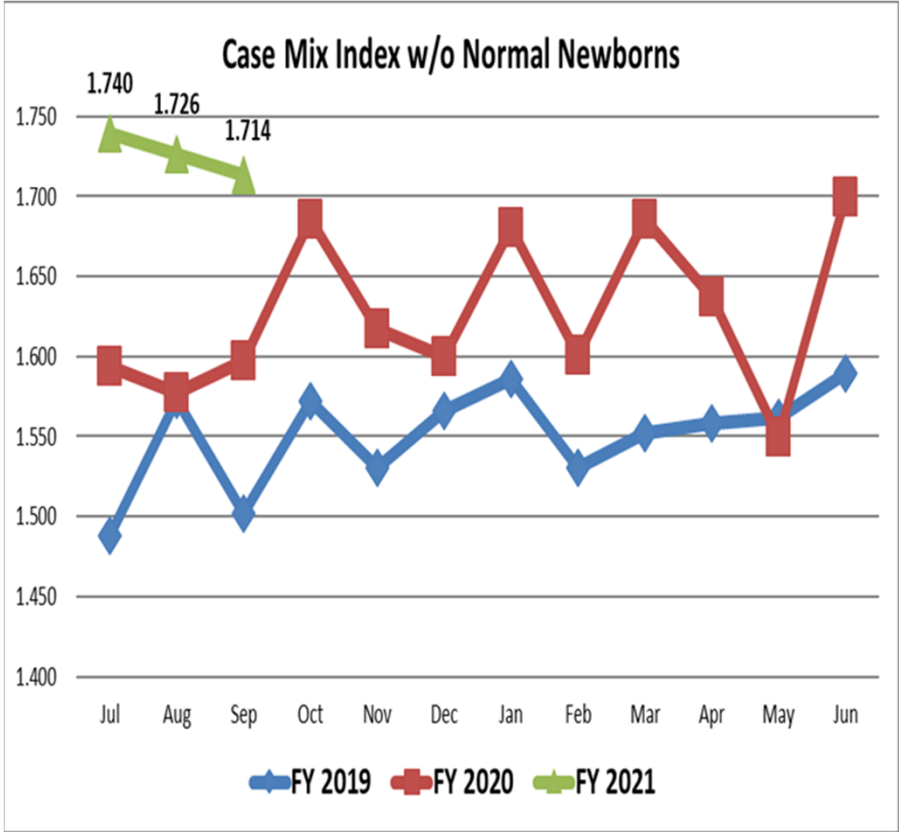
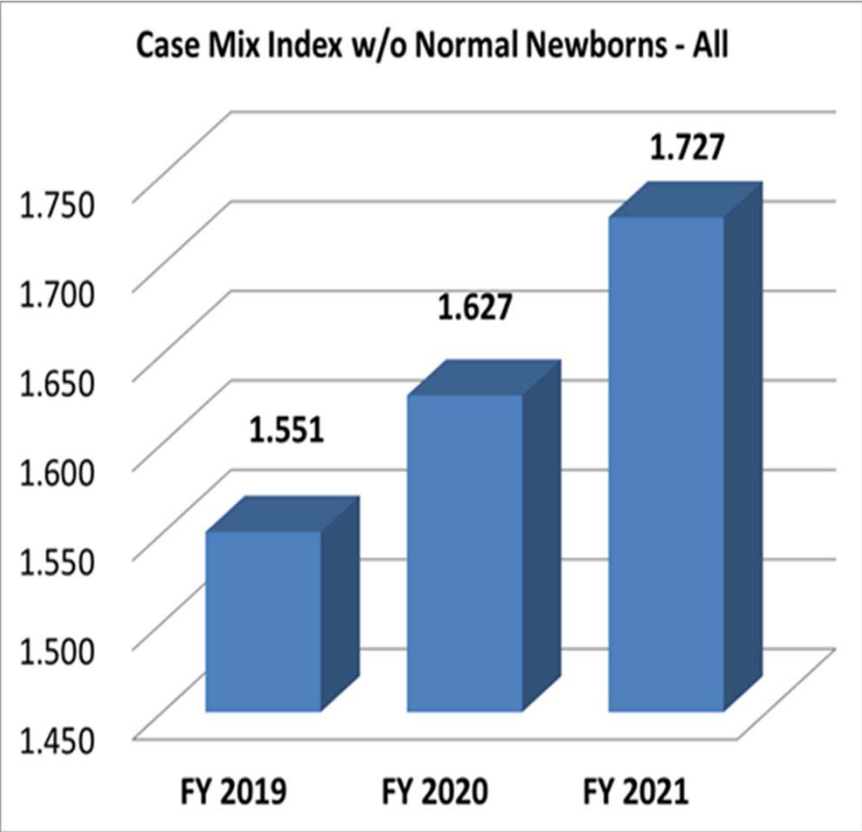
Hospital Acquired Condition (HAC).

## **Employment Radius Expanded**

Employment radius expanded from 50 miles from the Kaweah Delta Main Campus to nationwide employment.



# Coding Initiatives



# Supply Chain – Definitions

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## Quick Overview of Supply Management

### Premier – Group Purchasing Organization:

- Negotiate contract Nationally on our behalf
- We are not obligated to sign Premier contracts

### Inventory Management:

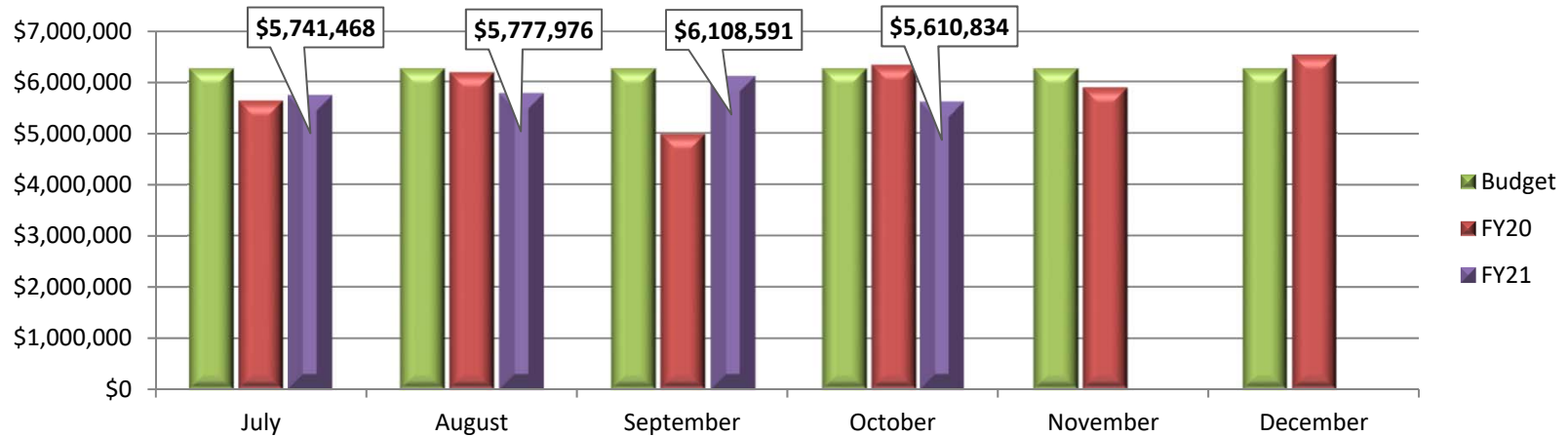
- Cost management – Are we paying the right cost?
- Par levels analysis – Do we have the right amount of supplies?
- Utilization – Do we use the right amount of supplies?

### Supply Analysis:

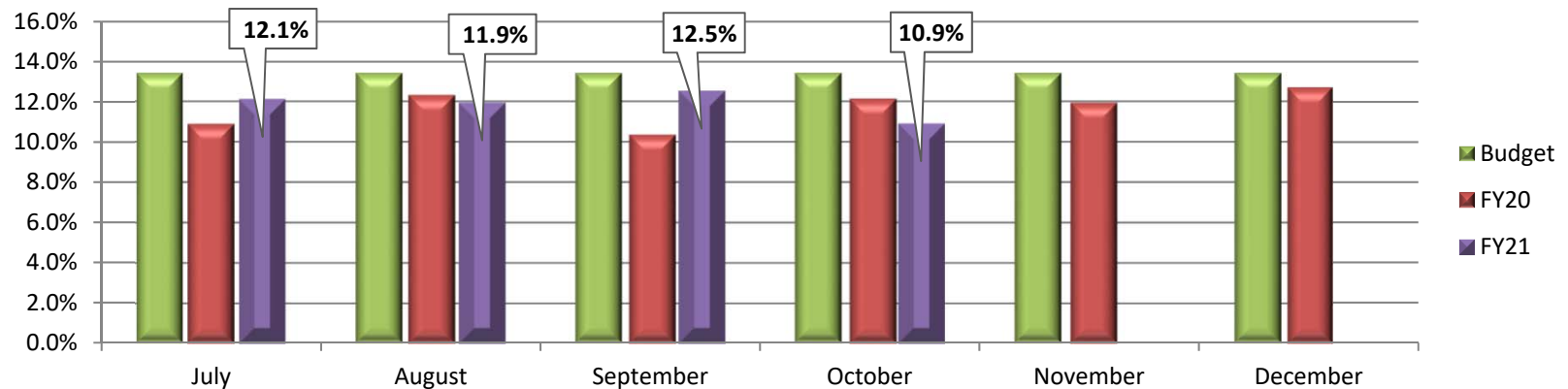
- Reviewed monthly by product category and trended
- Deeper dive into details help us understand areas that need to be addressed

# Supply Chain – Analysis

**Supply Expense (Medical Supplies minus COVID costs)**  
**Goal \$6,259,417**



**Supply Expense vs. Net Patient Revenue**  
**(Medical Supplies minus COVID costs)**  
**Goal 13.4%**



# Supply Chain Initiative— Automated Inventory Solution

---

## Mobile Supply Chain Management

### Central Logistics par levels started using Mobile Supply Chain bar code readers July 2019

- Staff take hand held device to par level, scan item, request quantity.
- No more paper, pen and eliminates manual data entry into Lawson

### Cath lab moves to mobile Supply Chain November 17, 2020

- Will become a perpetual inventory
- Staff use hand held to scan item when used
  - Help with ordering practices, preventing expired products and improving recall management

**Next: Interventional Radiology, Sterile Processing, Surgery**

### **Contract Management Initiative Purchased Services**

- Centralized location for contracts, addendums, and other documents
- Simplifies and streamlines the contracting process
- Assists leadership in adhering to contracting policies
- User friendly
- Ability to route internally for necessary approvals
- System generated alerts for important dates (renewals, expirations, & executions)
- Customizable reporting capabilities
- Soft Launch October 2020

# Compliance 360 Screen Shot




kaweah: Aneil Brar **AB**

Home Analytics **Risk & Audit** Maintenance

Third Party Risk Management **Contracts** Assessments Setup Maintenance

- Kaweah Delta Health Care District
  - Managed Care
  - Provider
  - Non-Provider
    - Submissions
    - Contracts**
    - Property Leases
    - Terminated

Division

Kaweah Delta Health Care District

## Contract List

For Selected

New Managed Care Submission

Filter By Any Field Contains Enter value

<input type="checkbox"/>	★ STATUS	EFFECTIVE END DATE	TITLE	NUMBER	SCHEDULED NOTIFICATION DATE			ACTIONS	[CONTRACT TYPE]	[RESPONSIBLE DIRECTOR]
<input type="checkbox"/>	☆  Past Due	9/3/2020	Test 1	093241	9/2/2020	0	0	Actions	General Service	Plearcy, Brian
<input type="checkbox"/>	☆  Past Due	9/6/2020	Test 2	093242	9/5/2020	0	0	Actions	General Service	Plearcy, Brian
<input type="checkbox"/>	☆  Executed	12/31/2099	.decimal LLC	93134	-	0	0	Actions	Business Associate Agreement	Jensen, Lacey
<input type="checkbox"/>	☆  Executed	7/10/2018	3M Health Information Systems E&S2930244	1079	-	0	0	Actions	ISS-License & service agreement	Schneider, Luke
<input type="checkbox"/>	☆  Executed	12/1/2099	3M Health Information Systems, Inc.	92337	-	0	0	Actions	Business Associate Agreement	Schneider, Luke
<input type="checkbox"/>	☆  Executed	3/8/2019	3M Health Information Systems, Inc. 02-2987	91846	-	0	0	Actions	ISS-License & service agreement	Schneider, Luke
<input type="checkbox"/>	☆  Executed	6/1/2022	A.T. Still University-Kirksville College of Osteo	92813	-	0	0	Actions	Clinical Training Affiliation Agreement	Winston, Lori

# Length of Stay – New Throughput Rounding Tool (TRT)

---

## New Improvements:

- Web Based – real time documentation with active directory log in
- Allows staff to be able to identify daily the barriers and reasons behind delays in discharges in order to resolve the issue in real time
- Allows easy escalation email to be produced
- Allows ability to prioritize issues – low, medium, critical
- Allows staff to view barriers at will
- Barriers can be closed out by the person resolving the issue
- Ability to enter multiple notes with User ID and timestamp

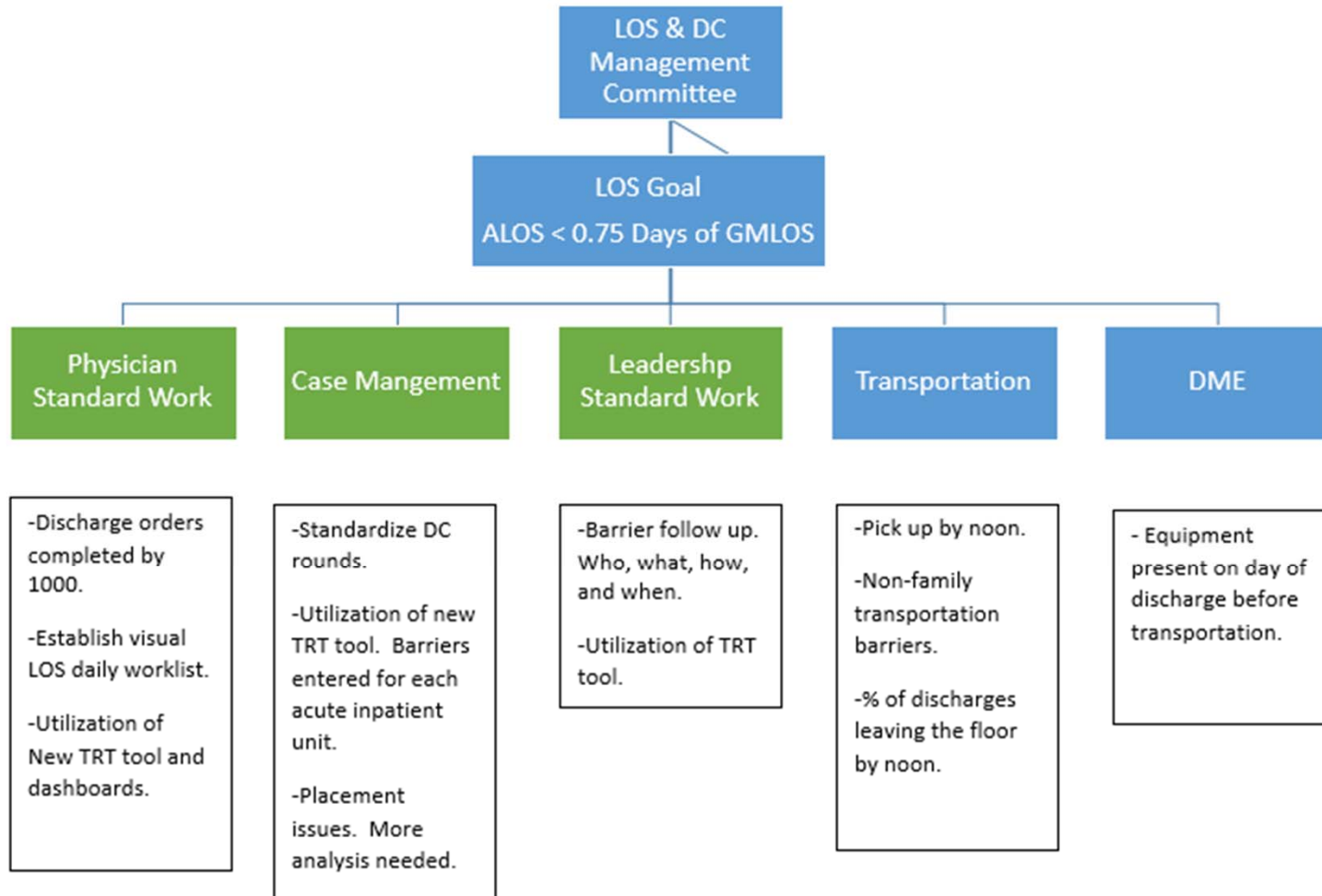
## General Process:

Every morning our case management staff rounds with the nursing staff and assigns a throughput barrier with reasons and comments to each patient as appropriate. This data can be viewed real time throughout the day.

Depending on the barrier and issue communication to resolve the issue will occur and remain outstanding until closed or patient is discharged.

# Length of Stay

## LOS Initiative





# Length of Stay

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## **GOAL-FY 21: ALOS within 0.75 days of GMLOS**

Committee Has Established Three Workgroups

### **1. Standardize Unit Discharge Rounds**

- Lead by Case Management
- Streamline rounds (quick, effective, and attended by providers)
- Address next day discharge needs
- Utilization of NEW TRT tool

### **2. Leadership Standard Work**

- Barrier follow up
- Utilization of LOS reporting tools (NEW TRT Report)

### **3. Physician Standard Work**

- Discharge orders completed by 1000 (create score card)
- Establish visual LOS worklist in CERNER
- Utilization of NEW TRT tool

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

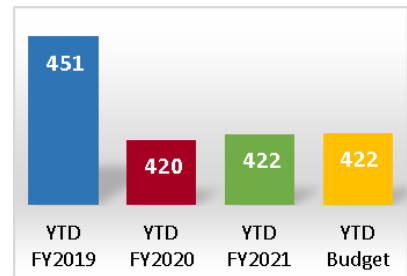
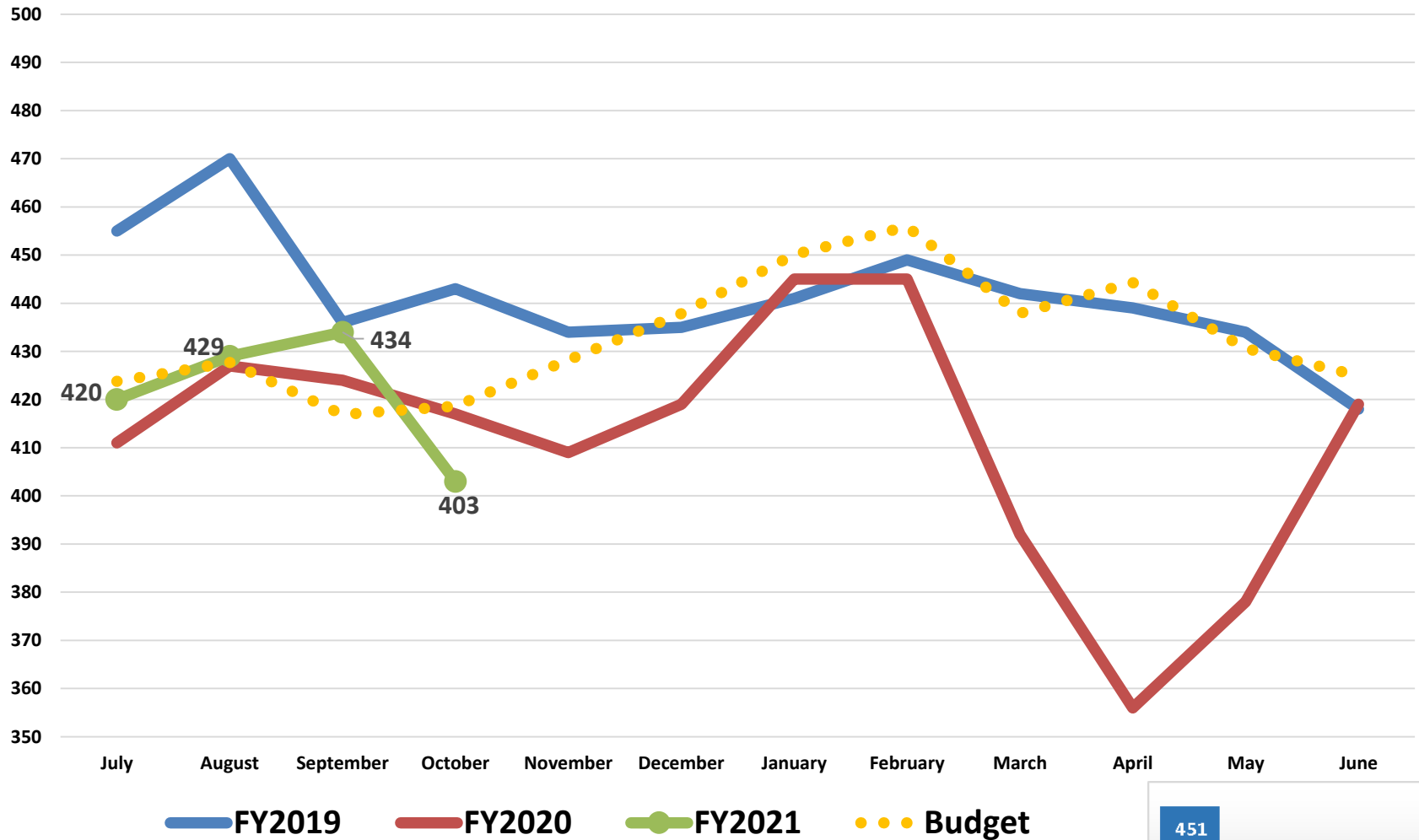
# Statistical Report

November 23, 2020

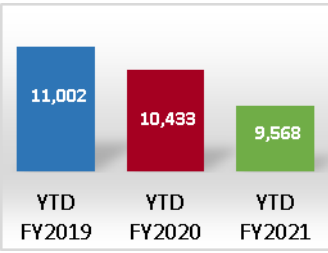
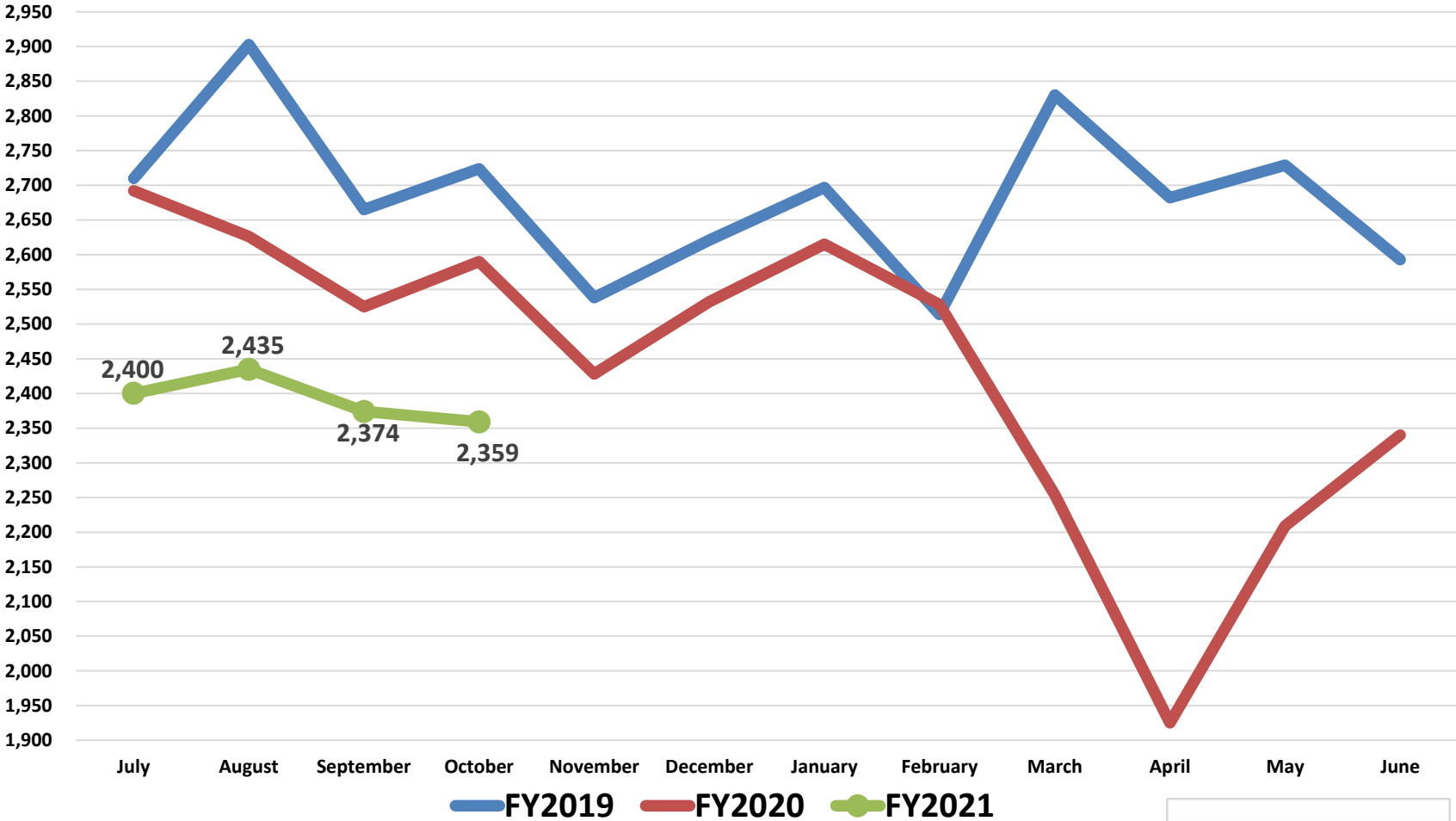


**Kaweah Delta**  
HEALTH CARE DISTRICT

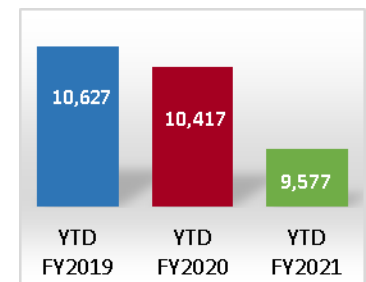
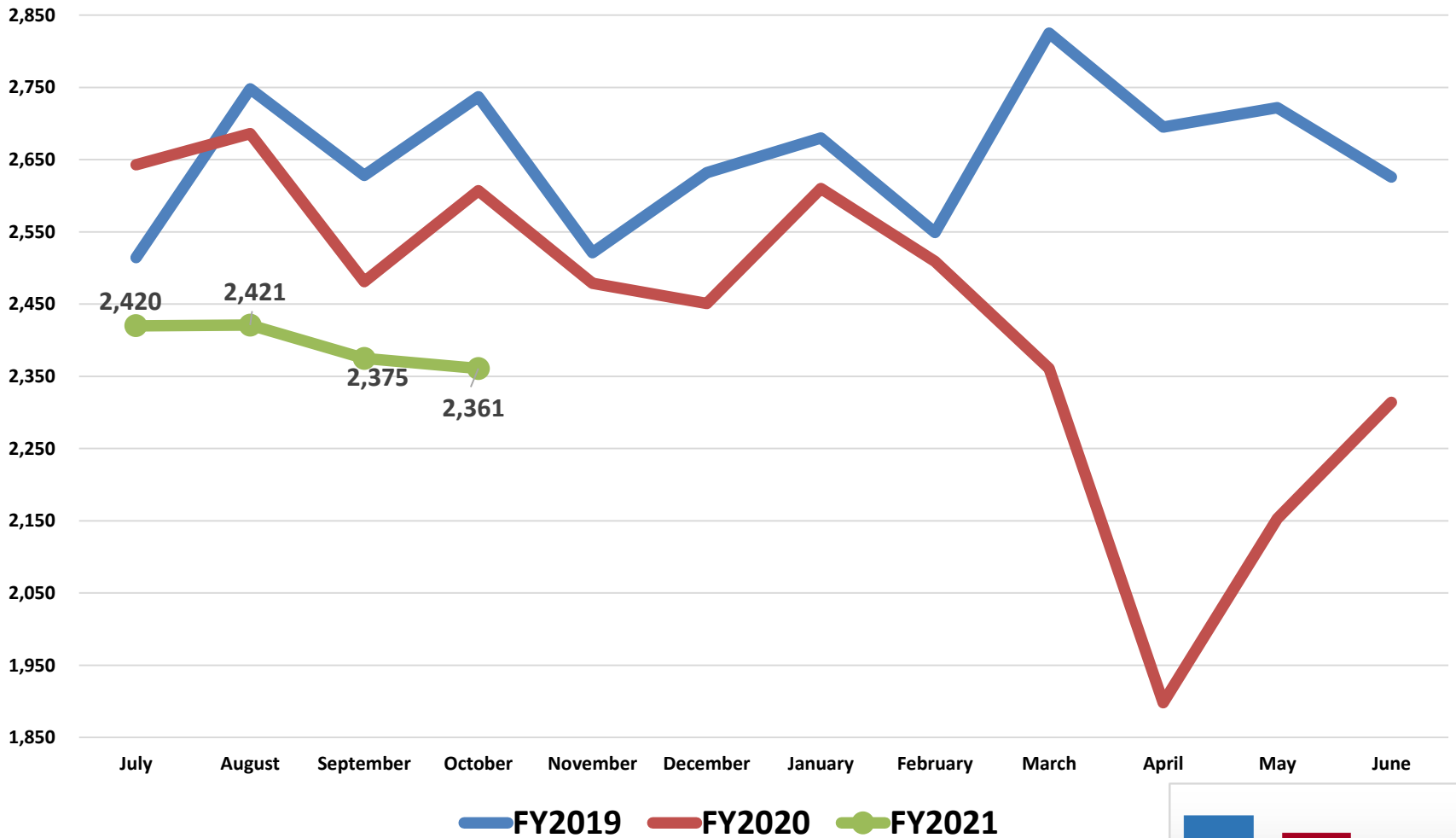
# Average Daily Census



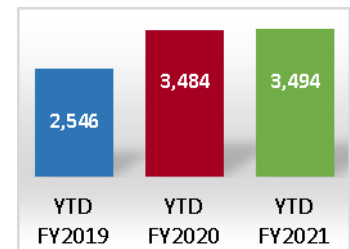
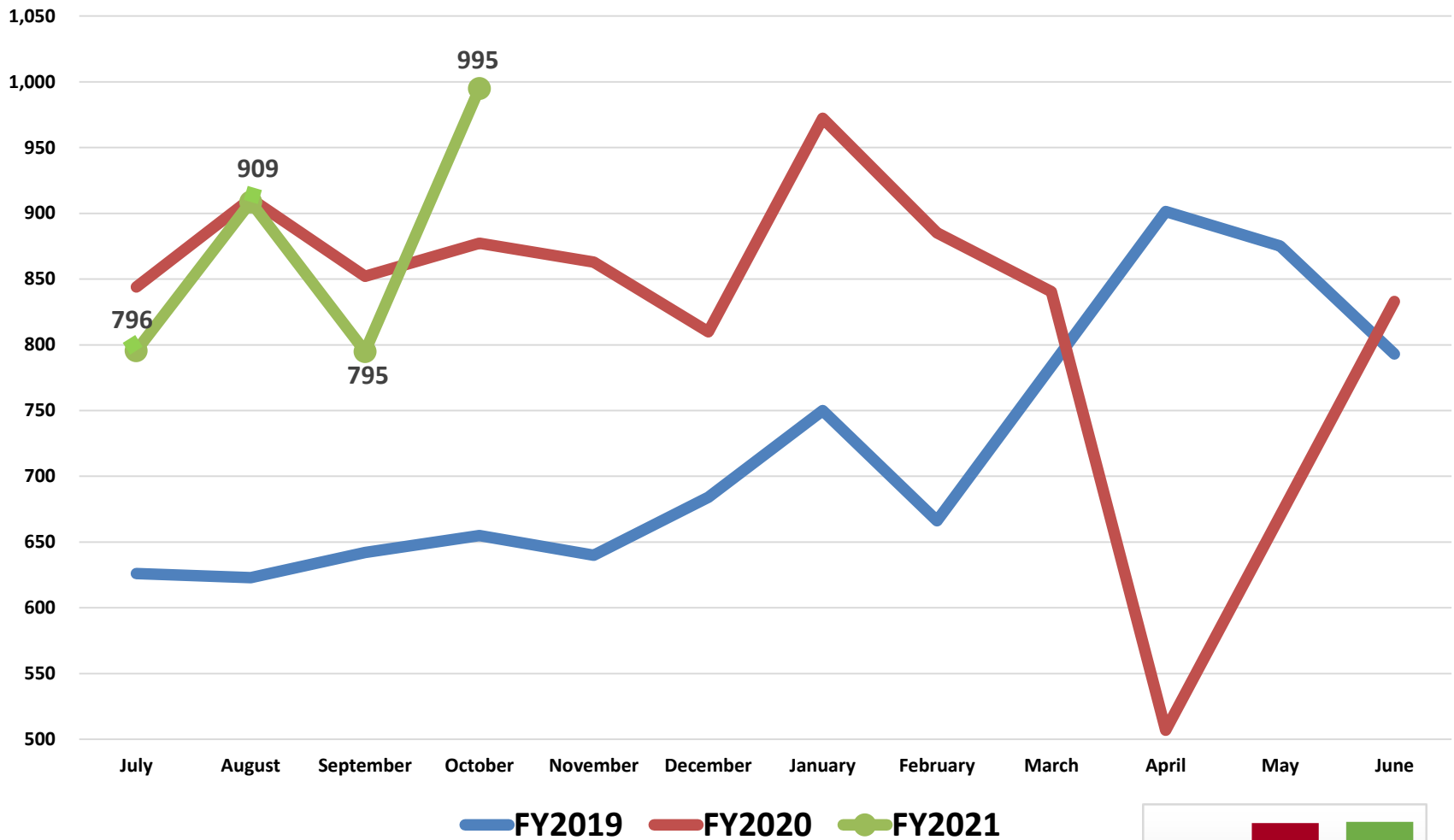
# Admissions



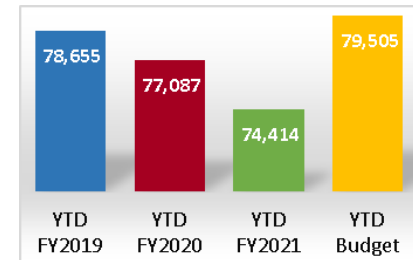
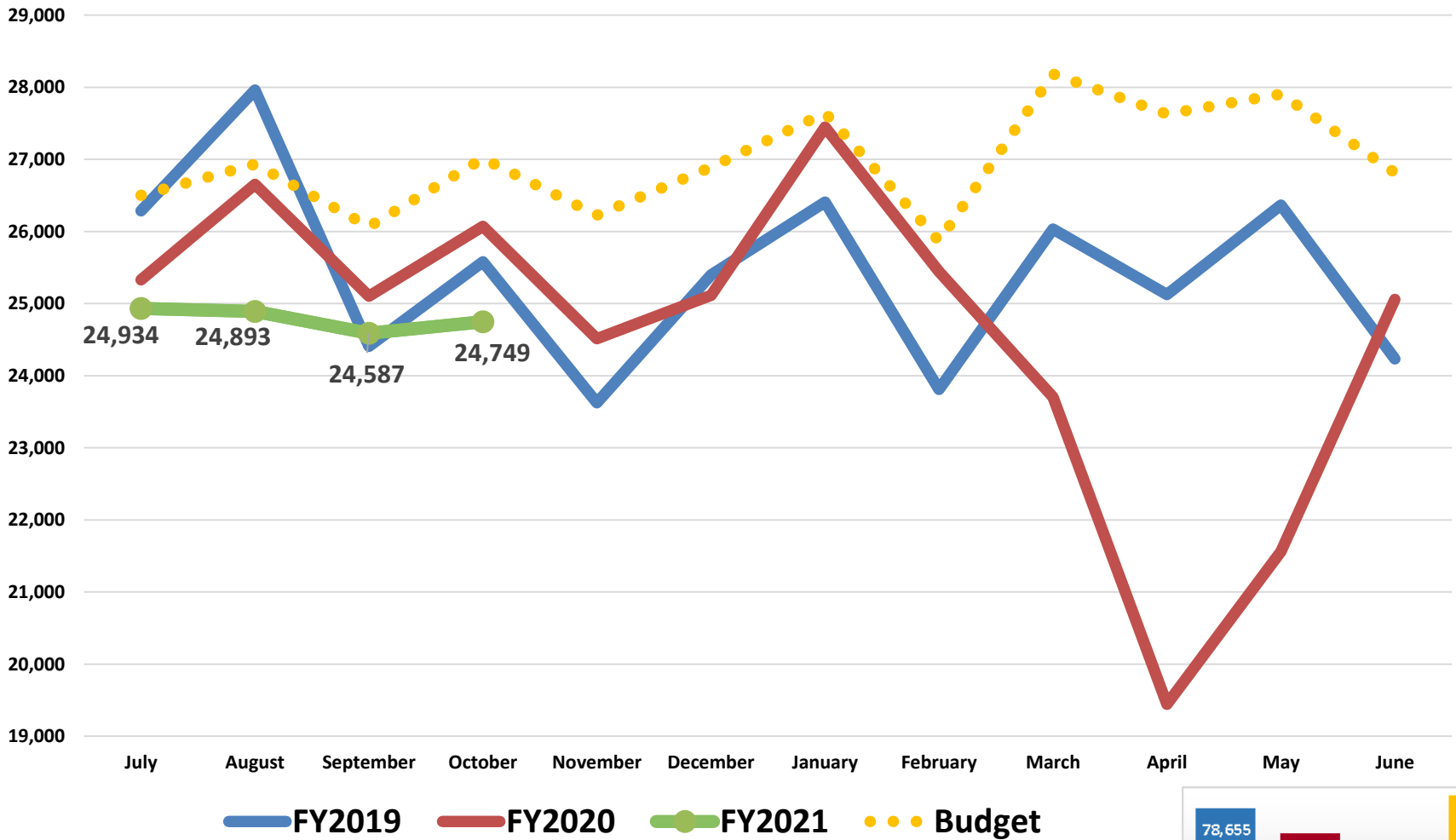
# Discharges



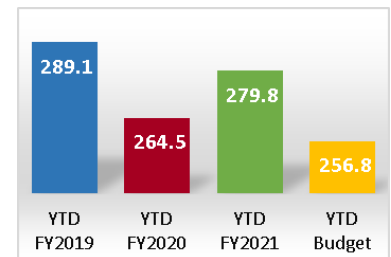
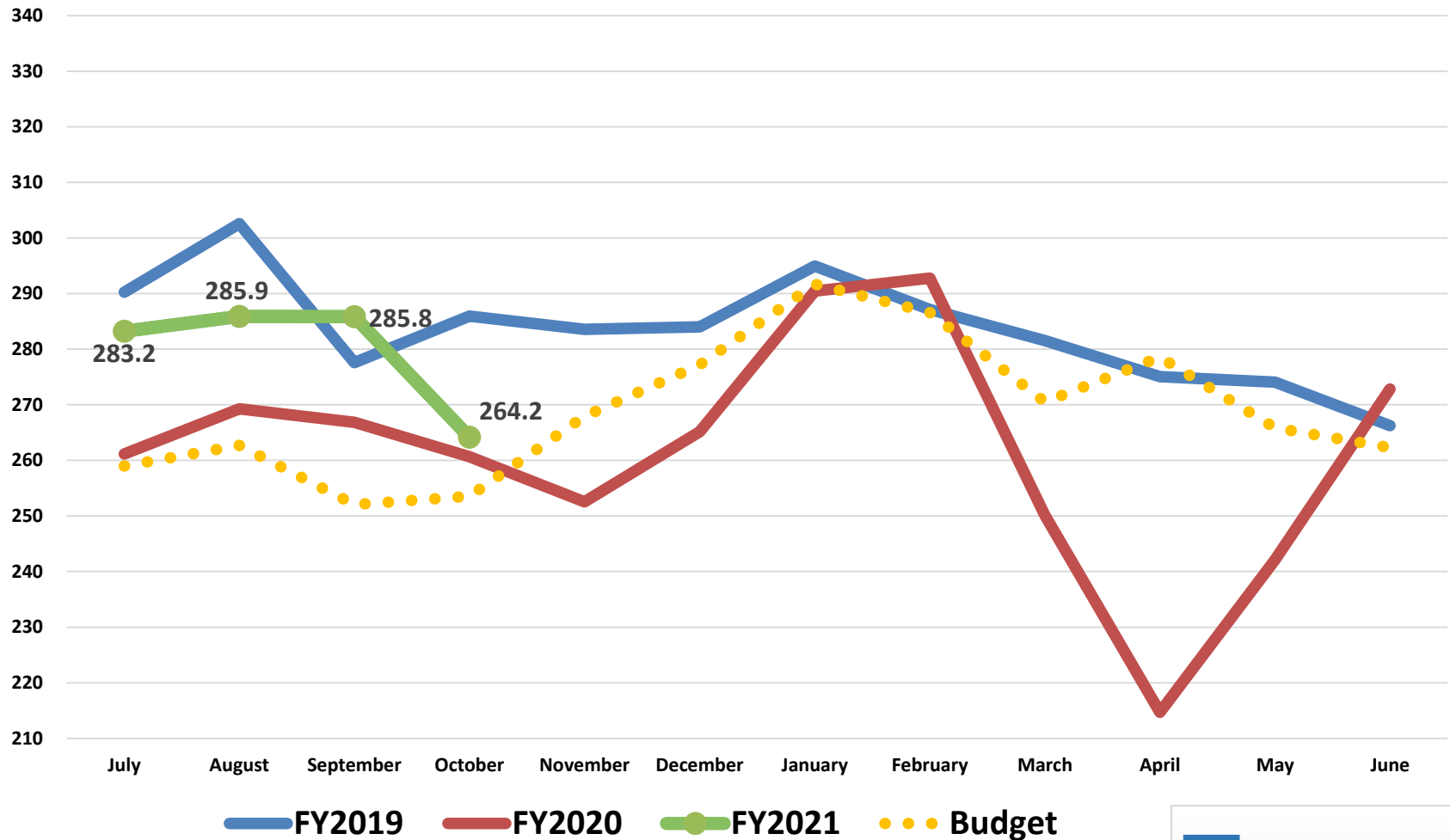
# Observation Days



# Adjusted Patient Days

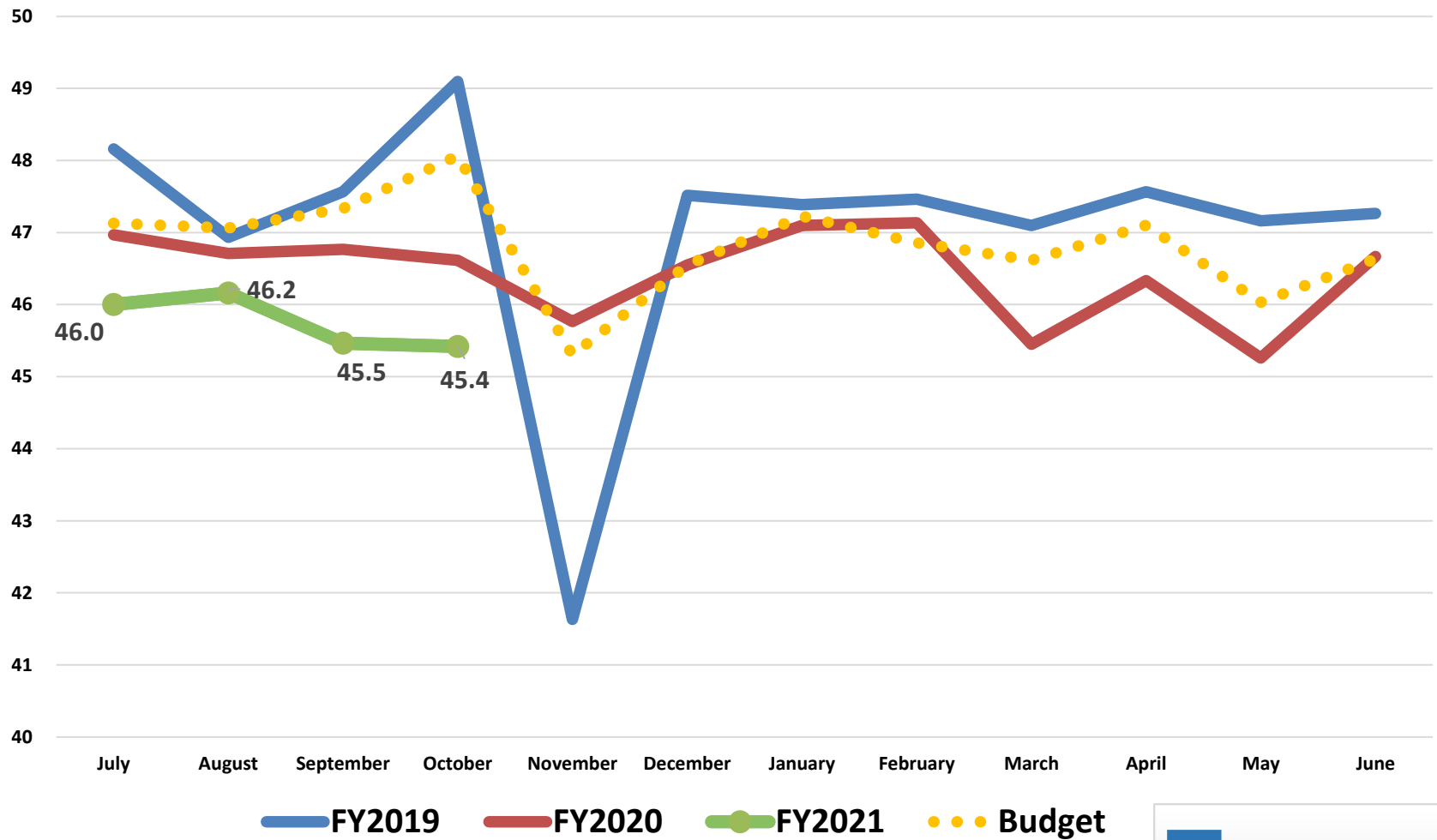


# Medical Center – Avg. Patients Per Day



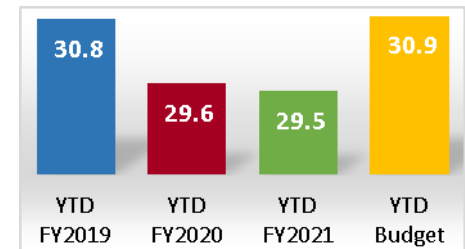
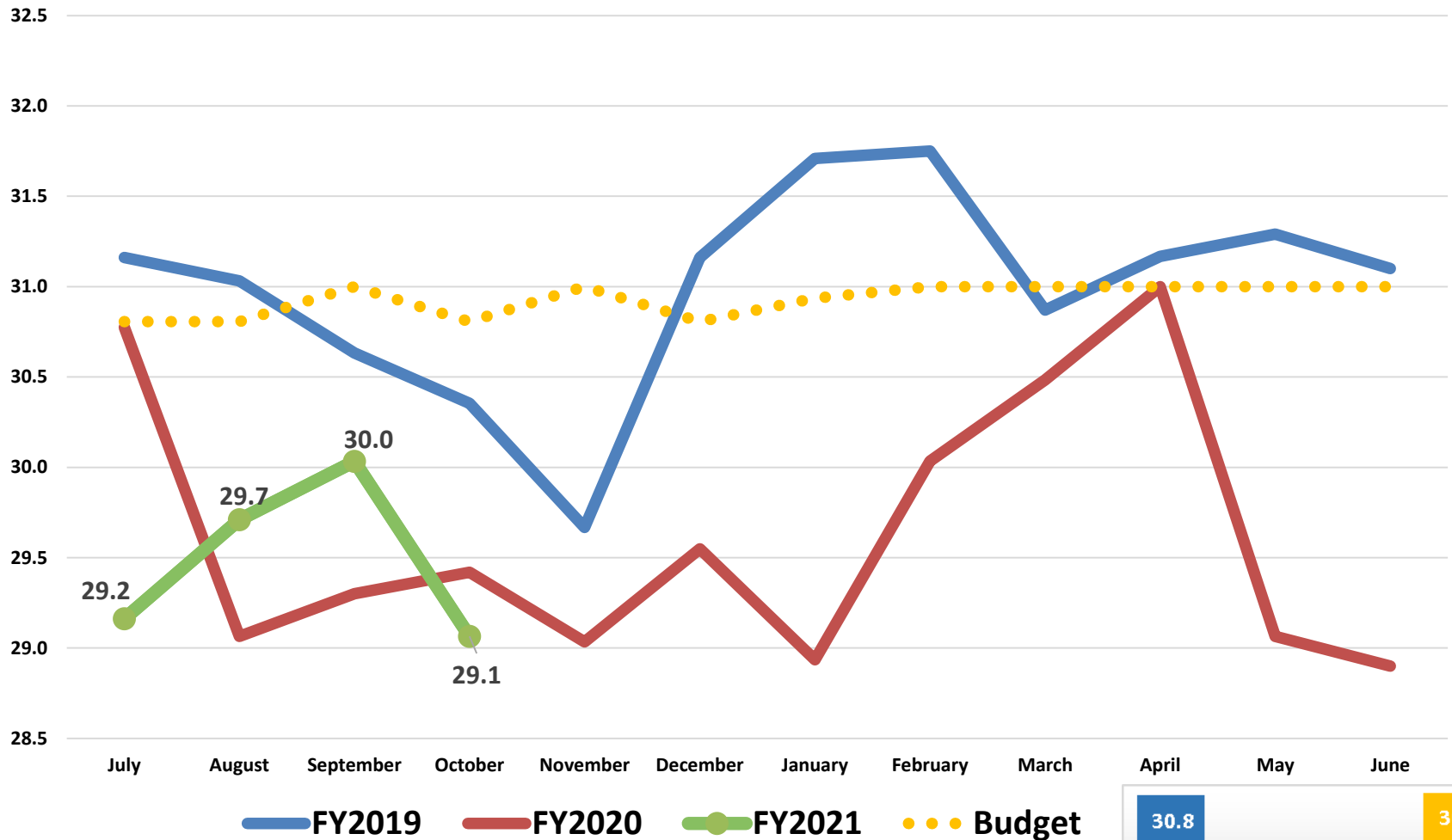


# Acute I/P Psych - Avg. Patients Per Day

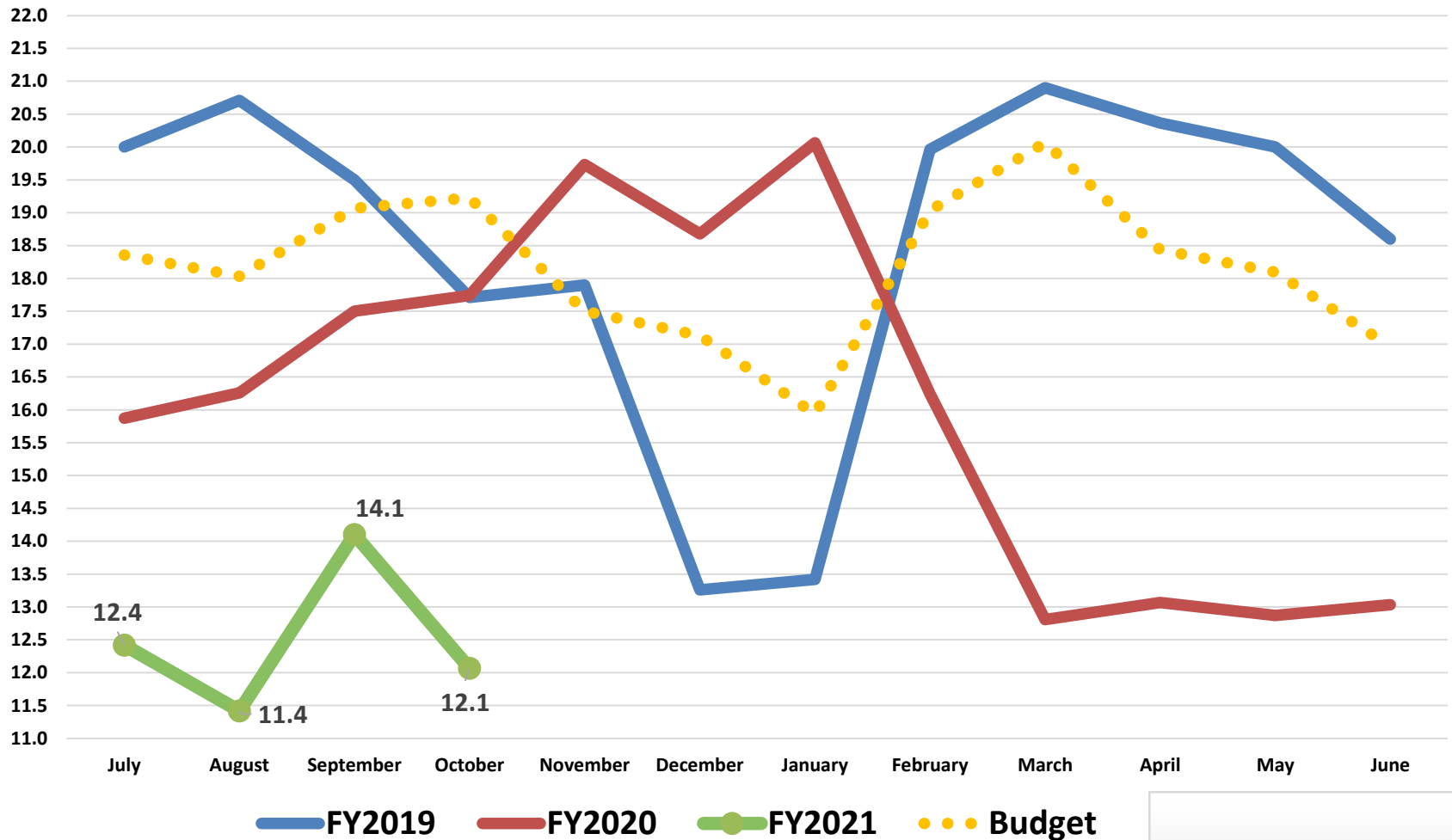


47.9	46.8	45.8	47.4
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

# Sub-Acute - Avg. Patients Per Day

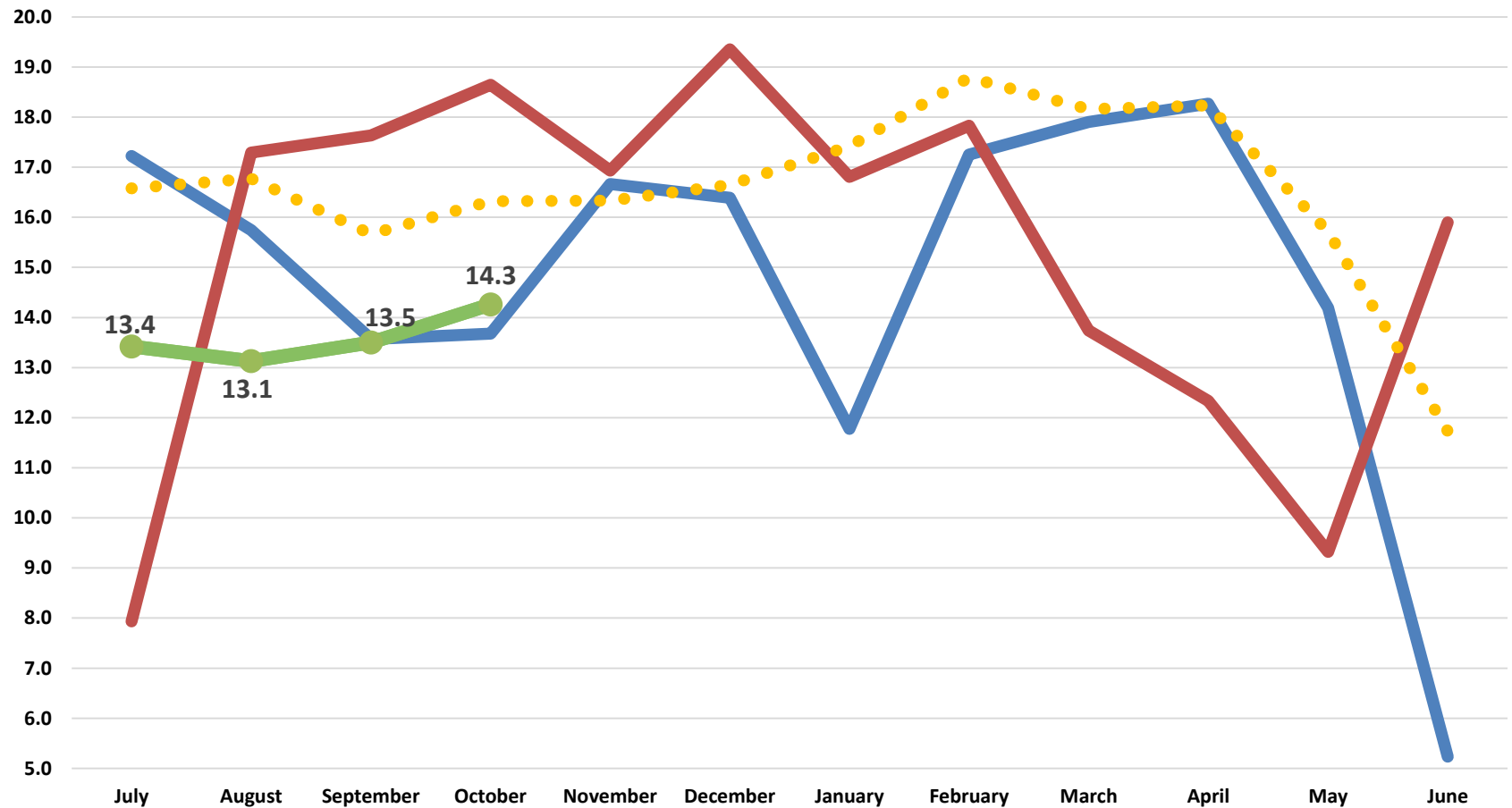


# Rehabilitation Hospital - Avg. Patients Per Day



19.5	16.8	12.5	18.7
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

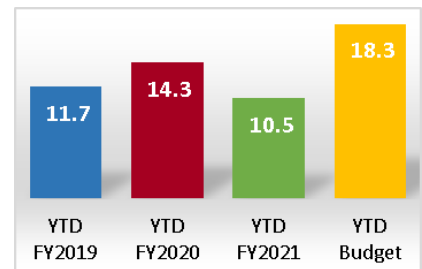
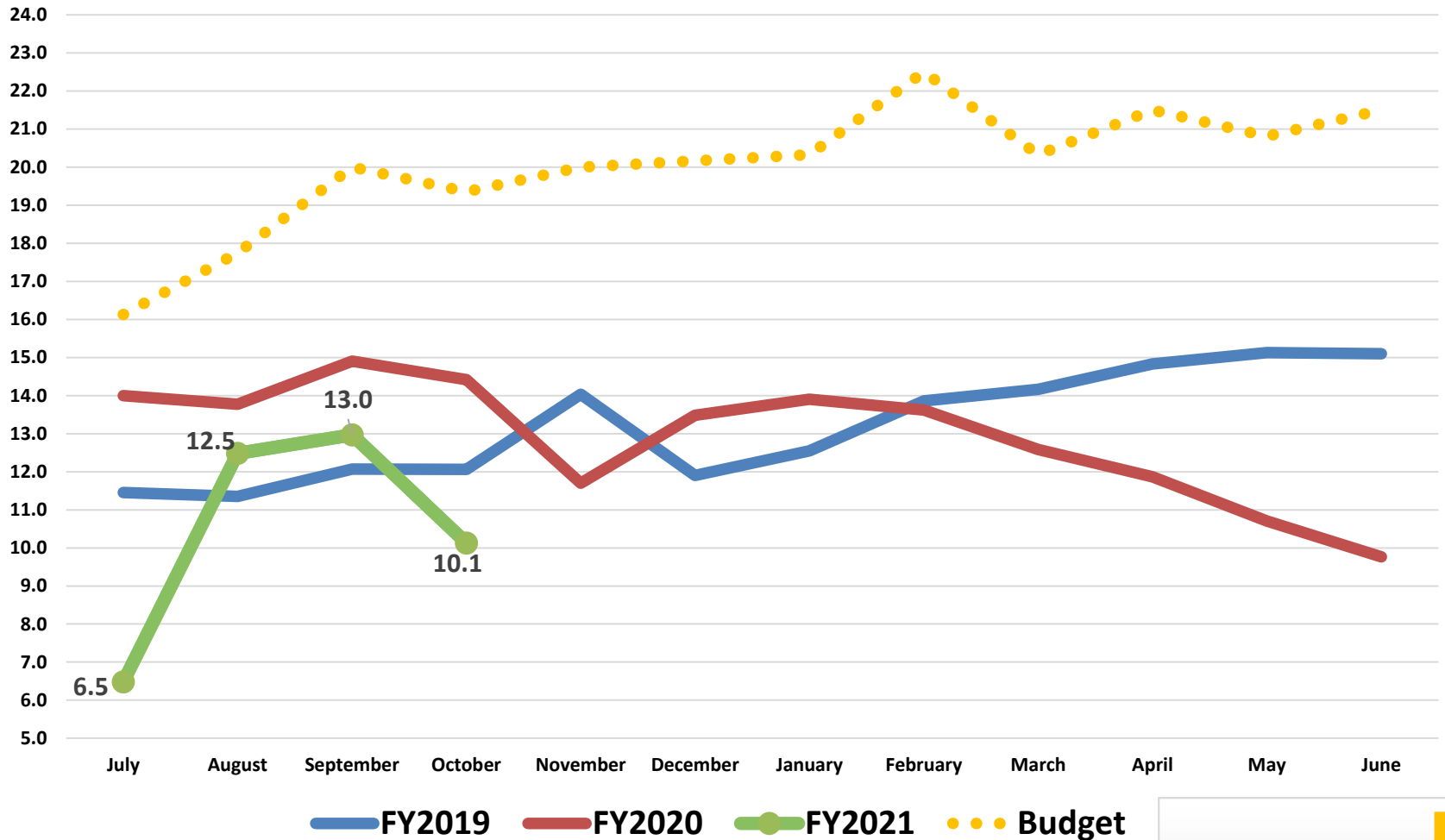
# Transitional Care Services (TCS) - Avg. Patients Per Day



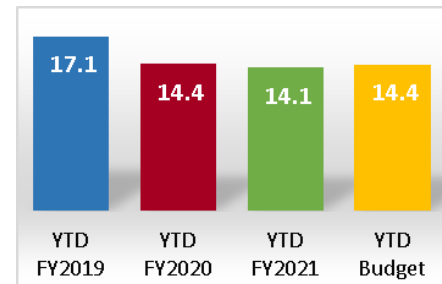
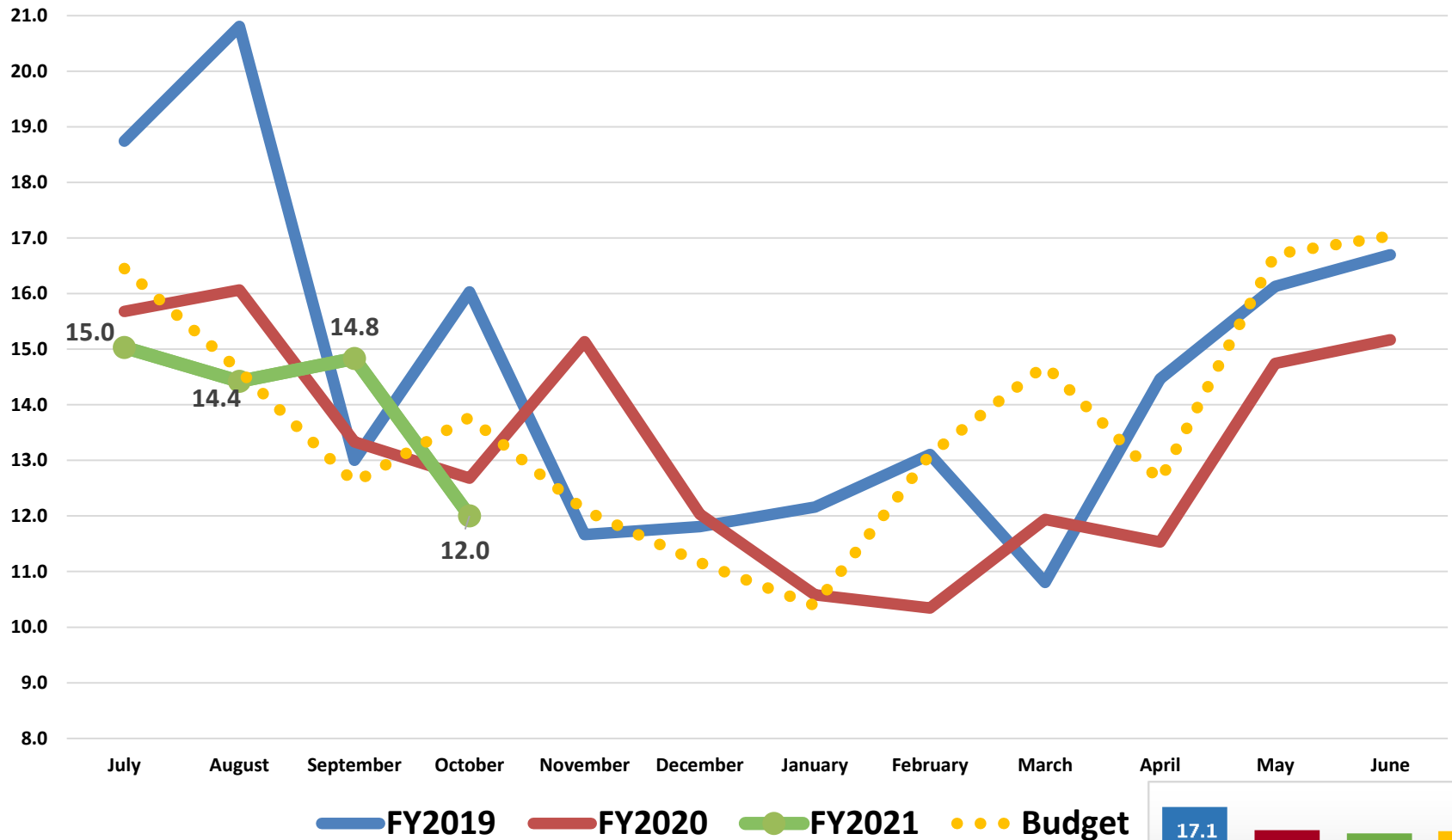
—●— **FY2019**    
 —●— **FY2020**    
 —●— **FY2021**    
 ●●● **Budget**

15.1	15.4	13.6	16.3
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

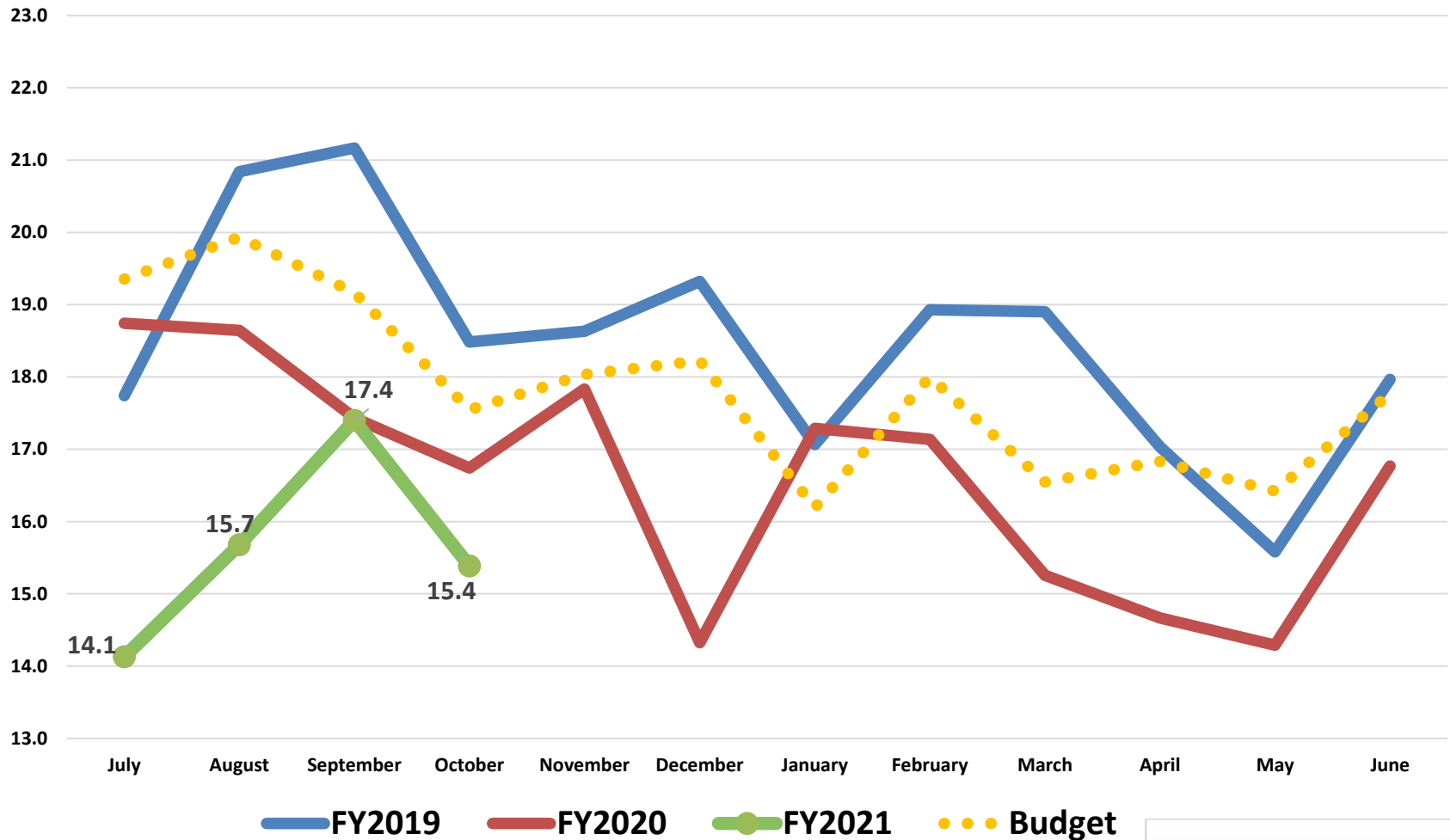
# TCS Ortho - Avg. Patients Per Day



# NICU - Avg. Patients Per Day

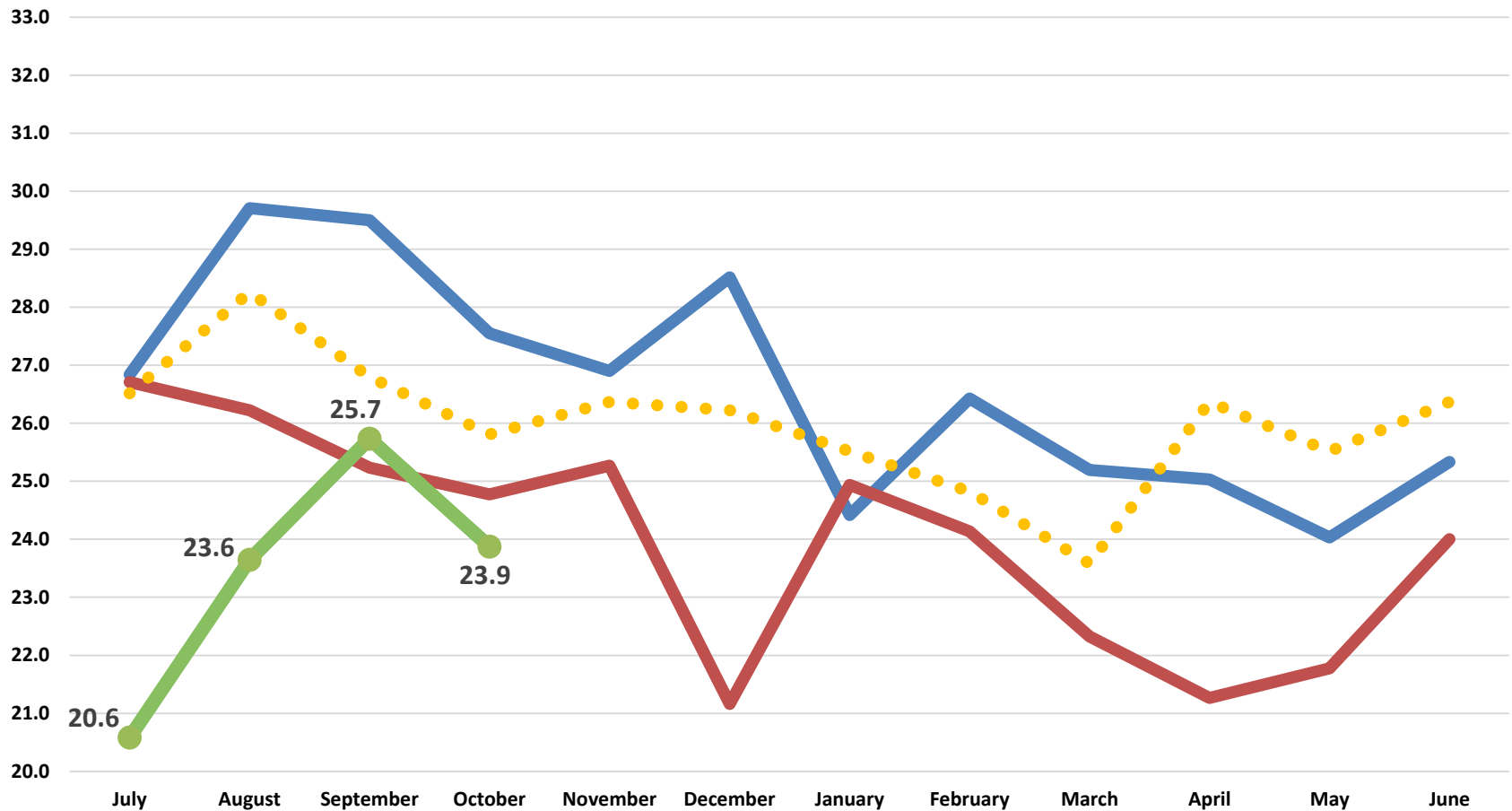


# Nursery - Avg. Patients Per Day

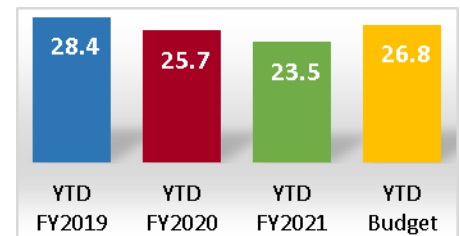


19.6	17.9	15.6	19.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

# Obstetrics - Avg. Patients Per Day

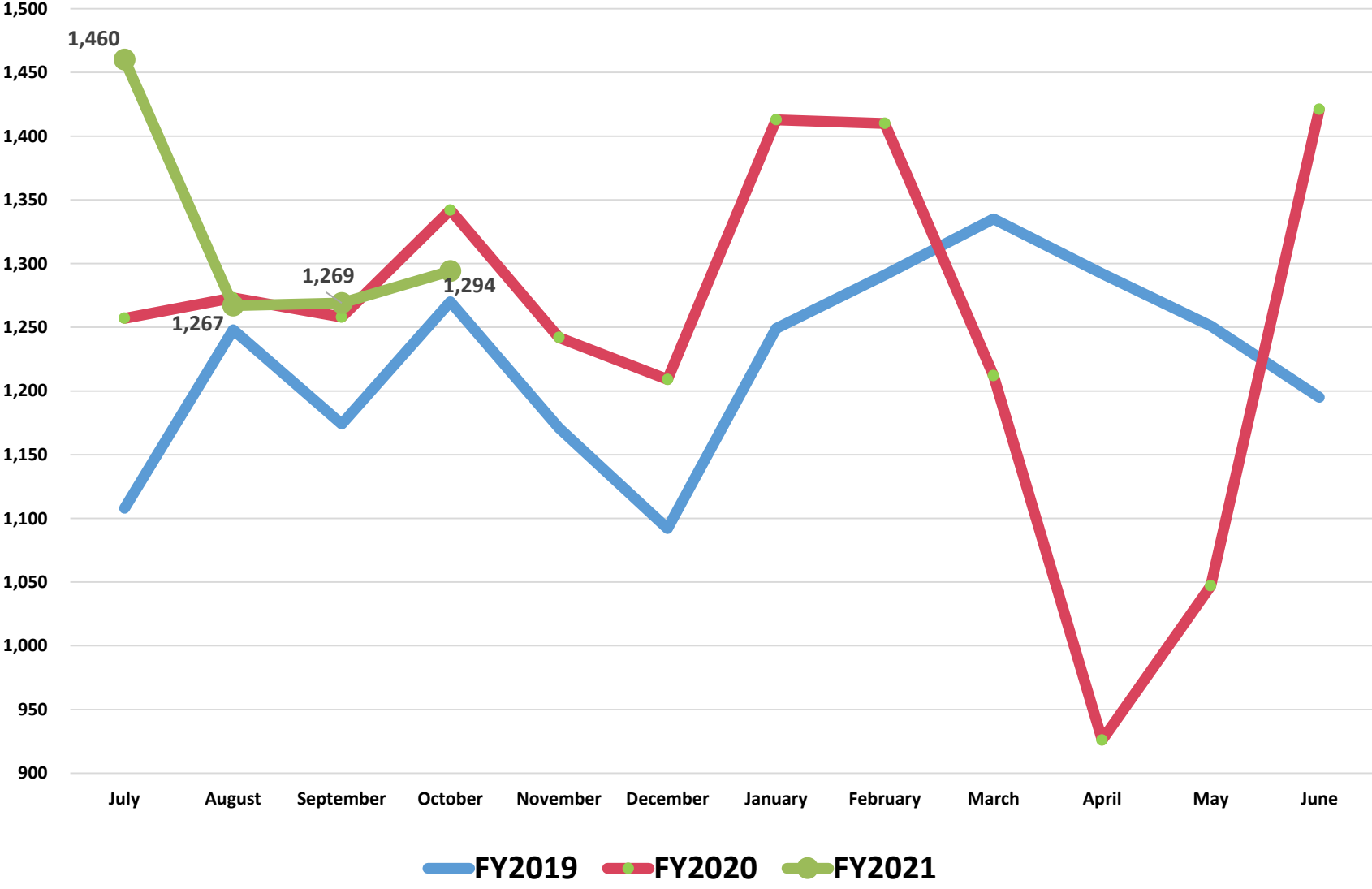


—●— FY2019   
 —●— FY2020   
 —●— FY2021   
 ●●● Budget

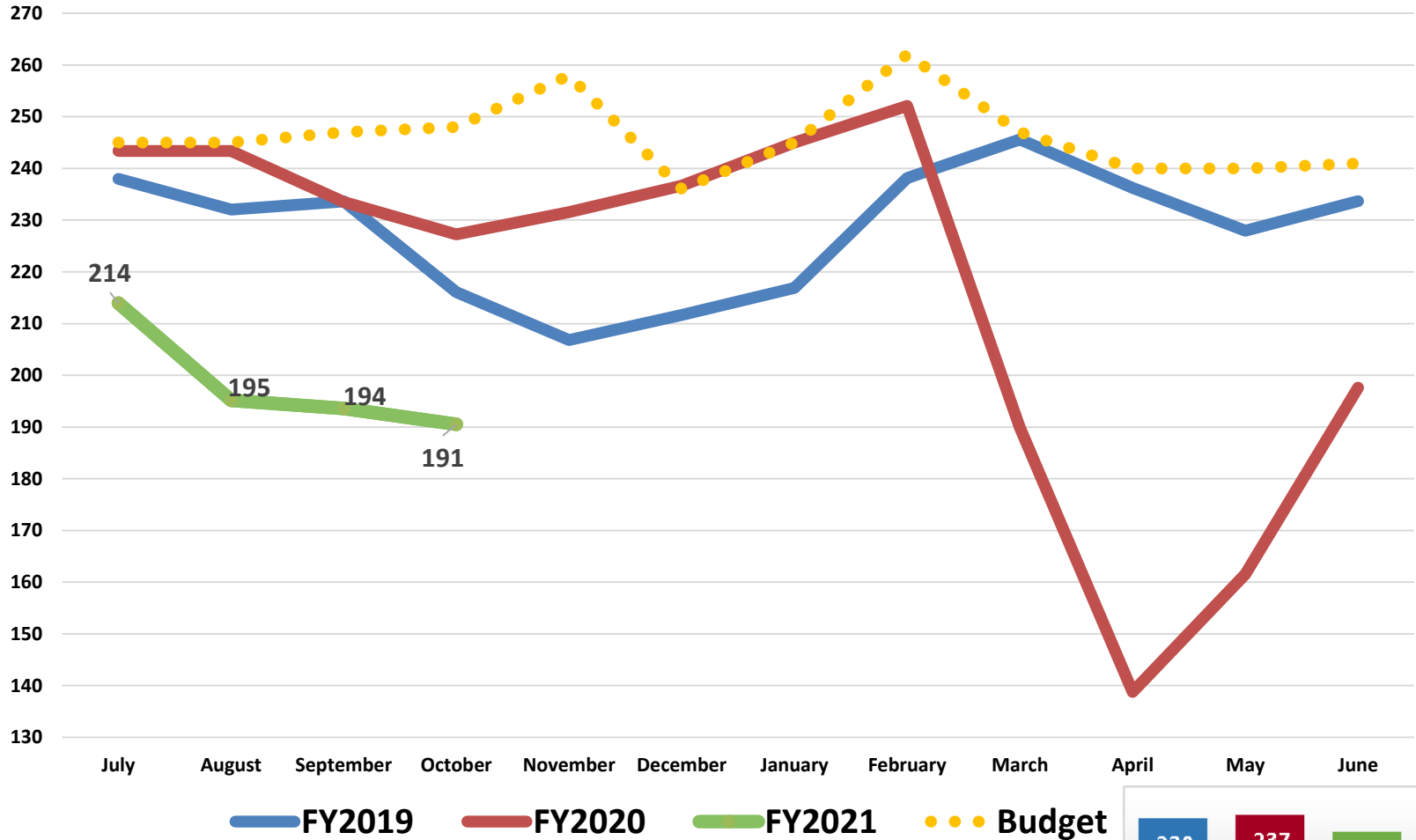




# Outpatient Registrations per Day

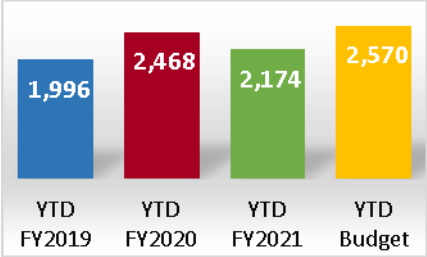
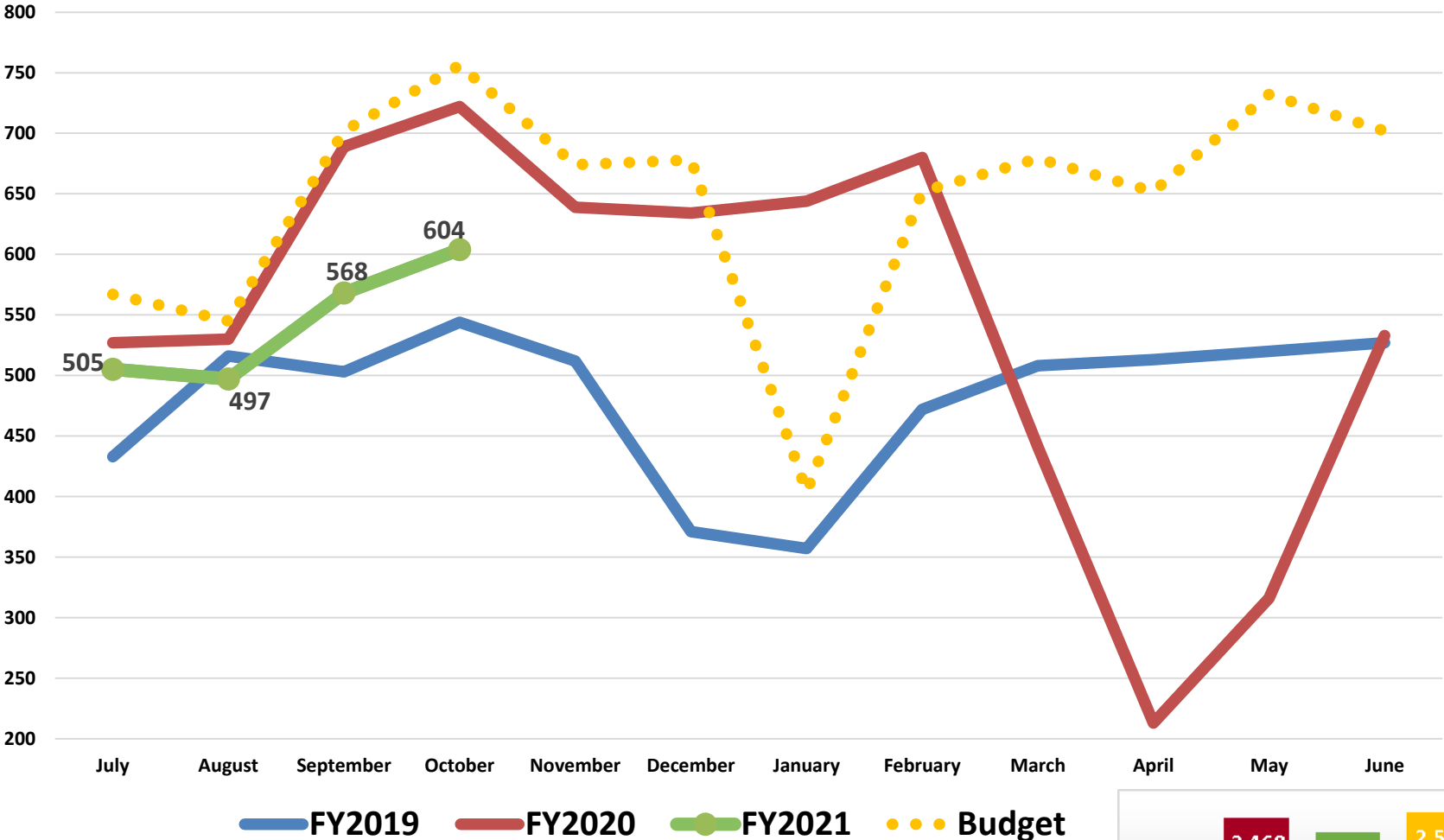


# Emergency Dept – Avg Treated Per Day

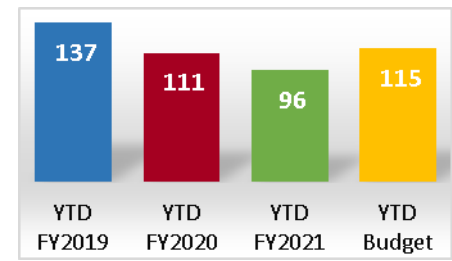
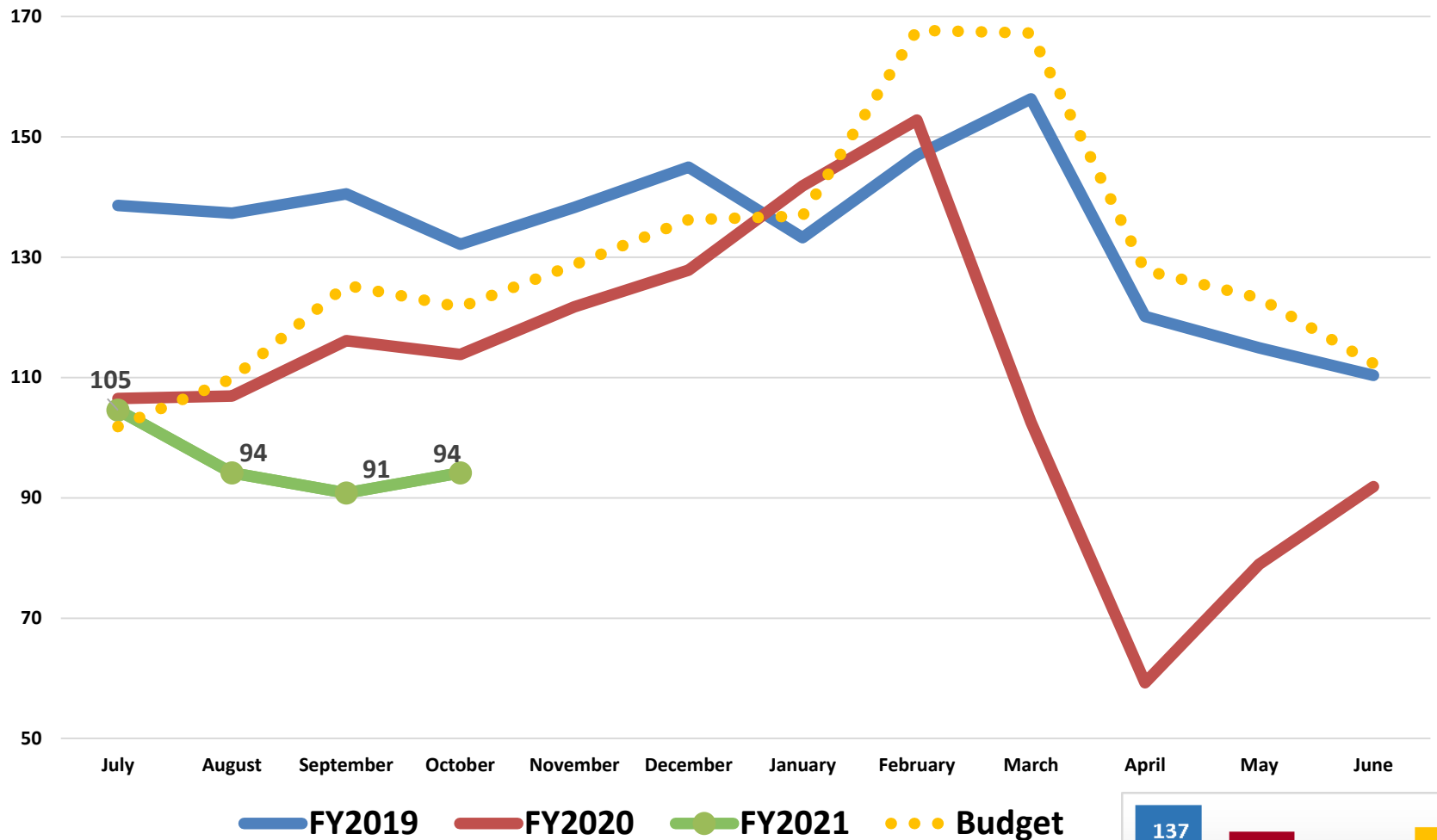


230	237	198	246
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

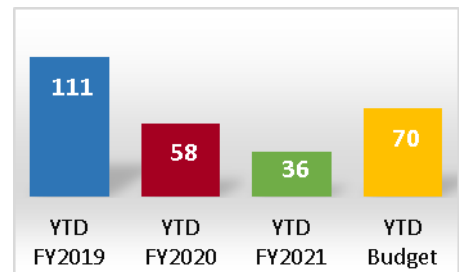
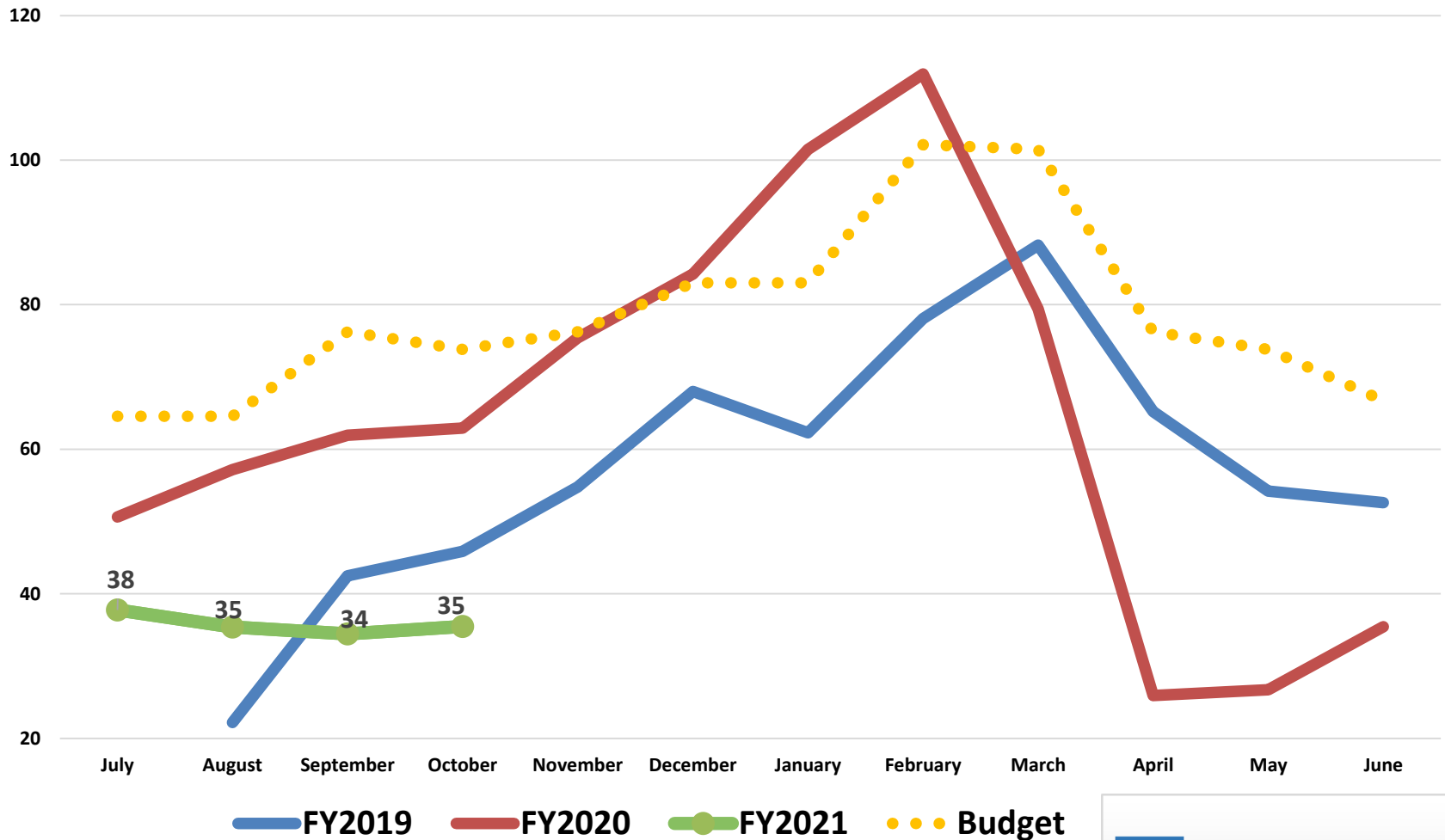
# Endoscopy Procedures



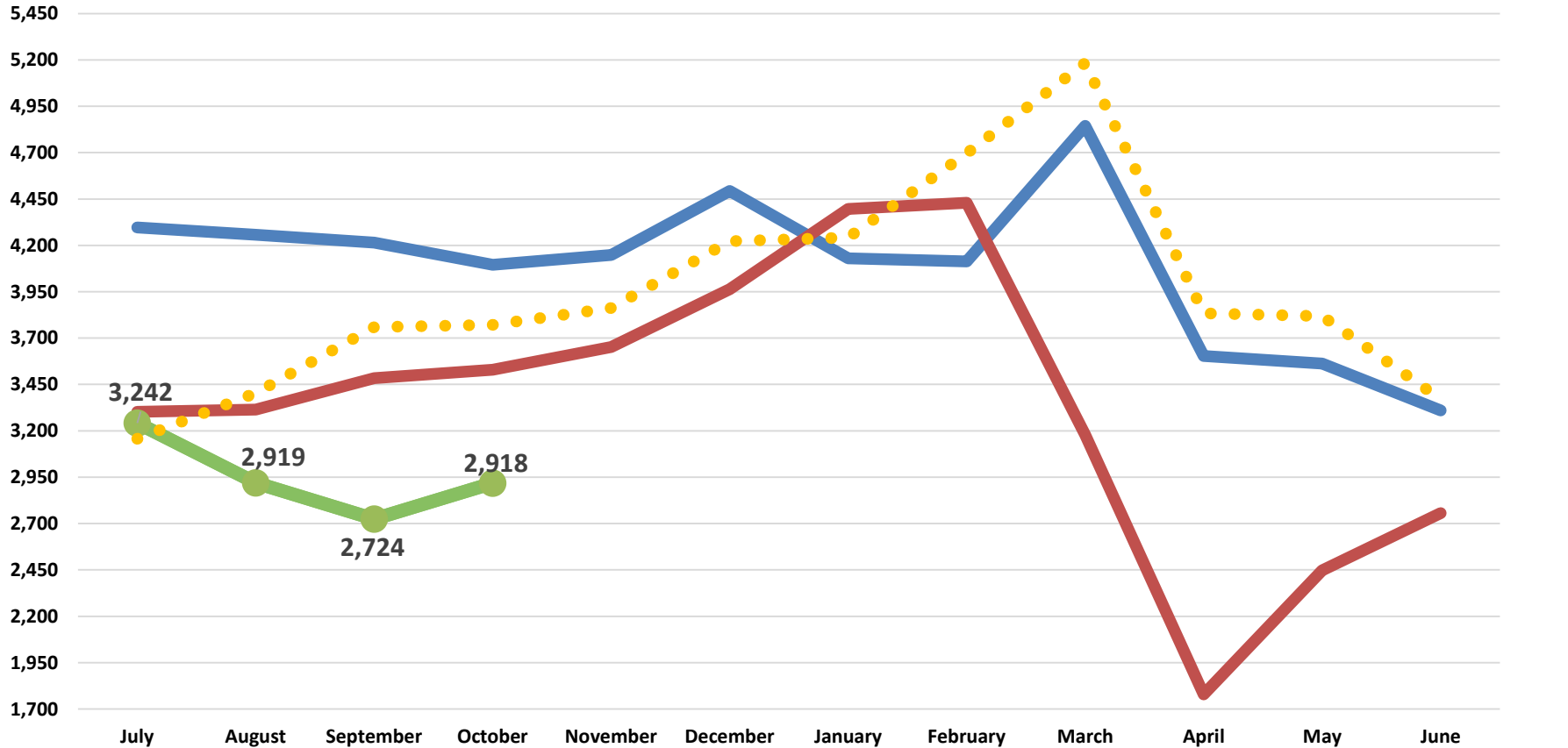
# Urgent Care – Court Average Visits Per Day



# Urgent Care – Demaree Average Visits Per Day



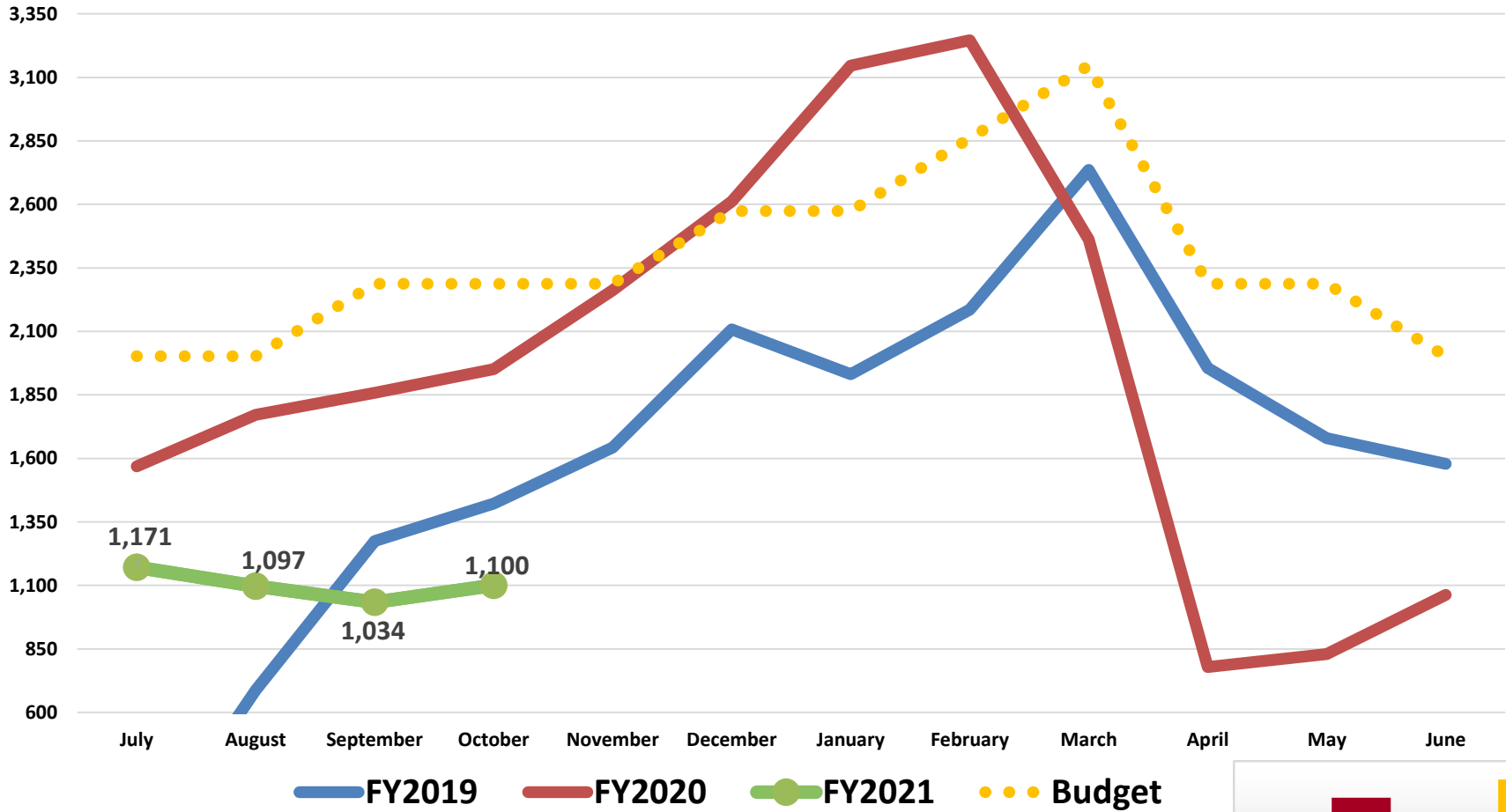
# Urgent Care – Court Total Visits



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

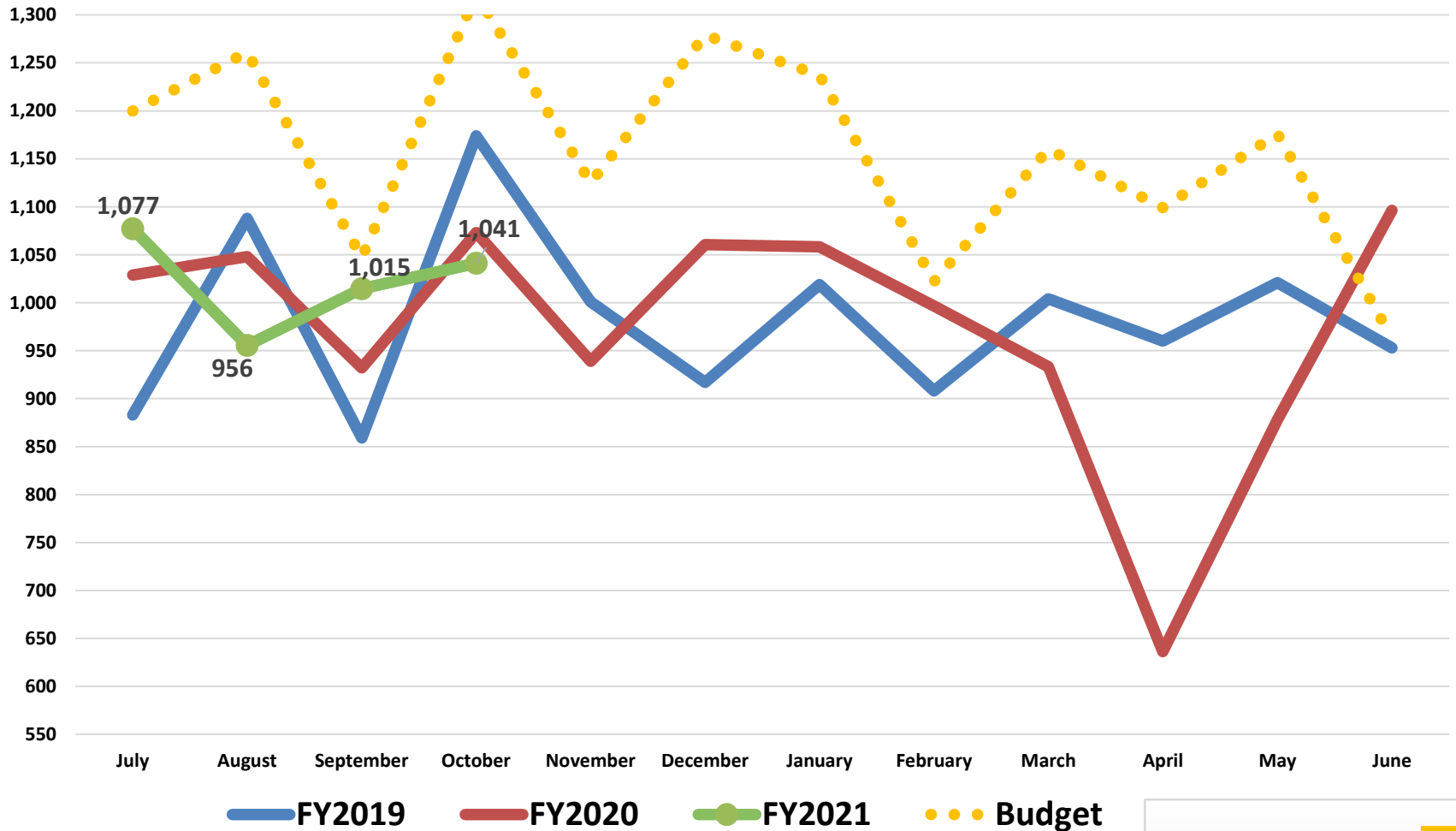
16,864	13,629	11,803	14,093
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

# Urgent Care – Demaree Total Visits



3,384	7,150	4,402	8,580
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

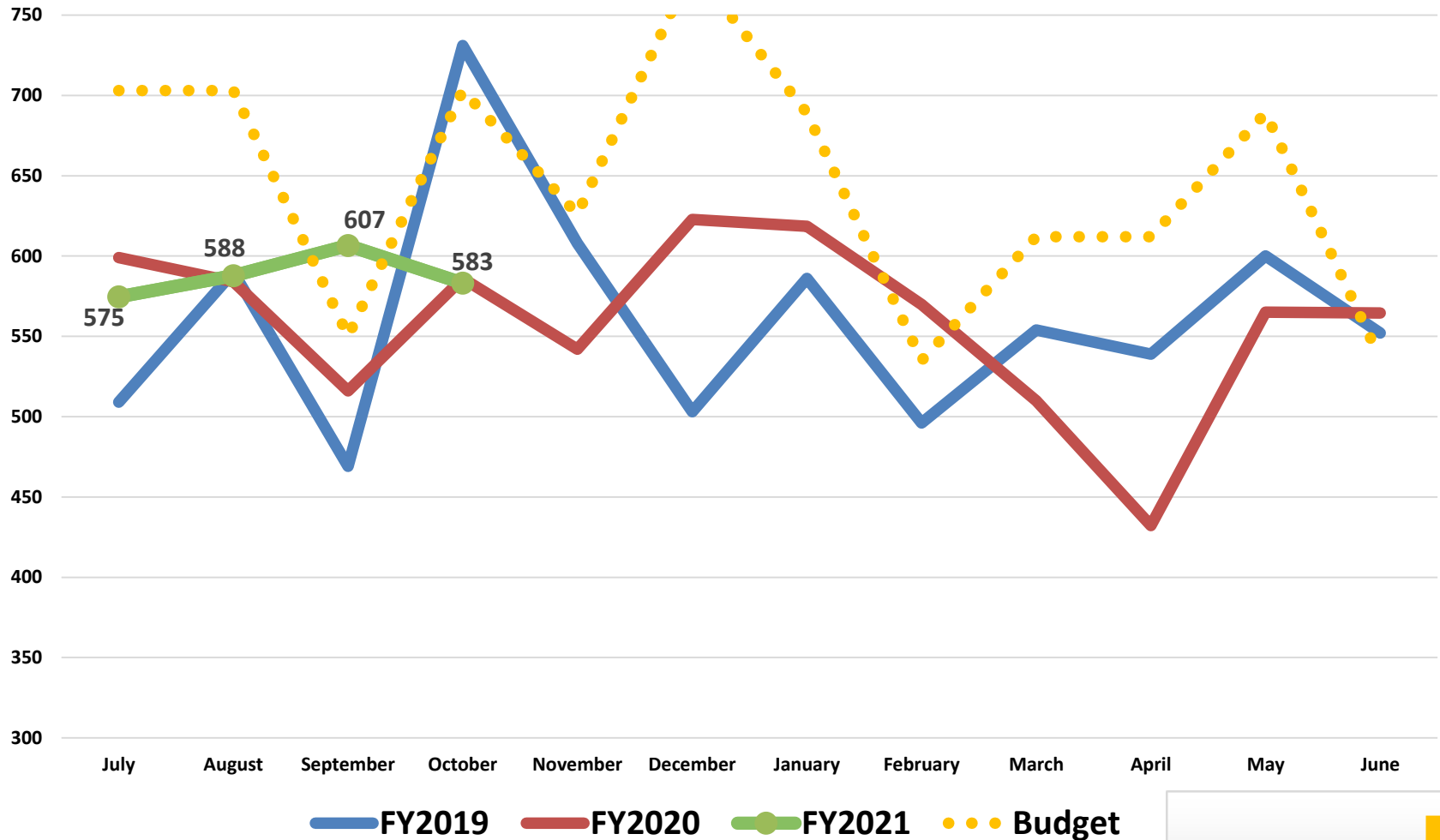
# Surgery (IP & OP) – 100 Min Units



4,004	4,082	4,088	4,830
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

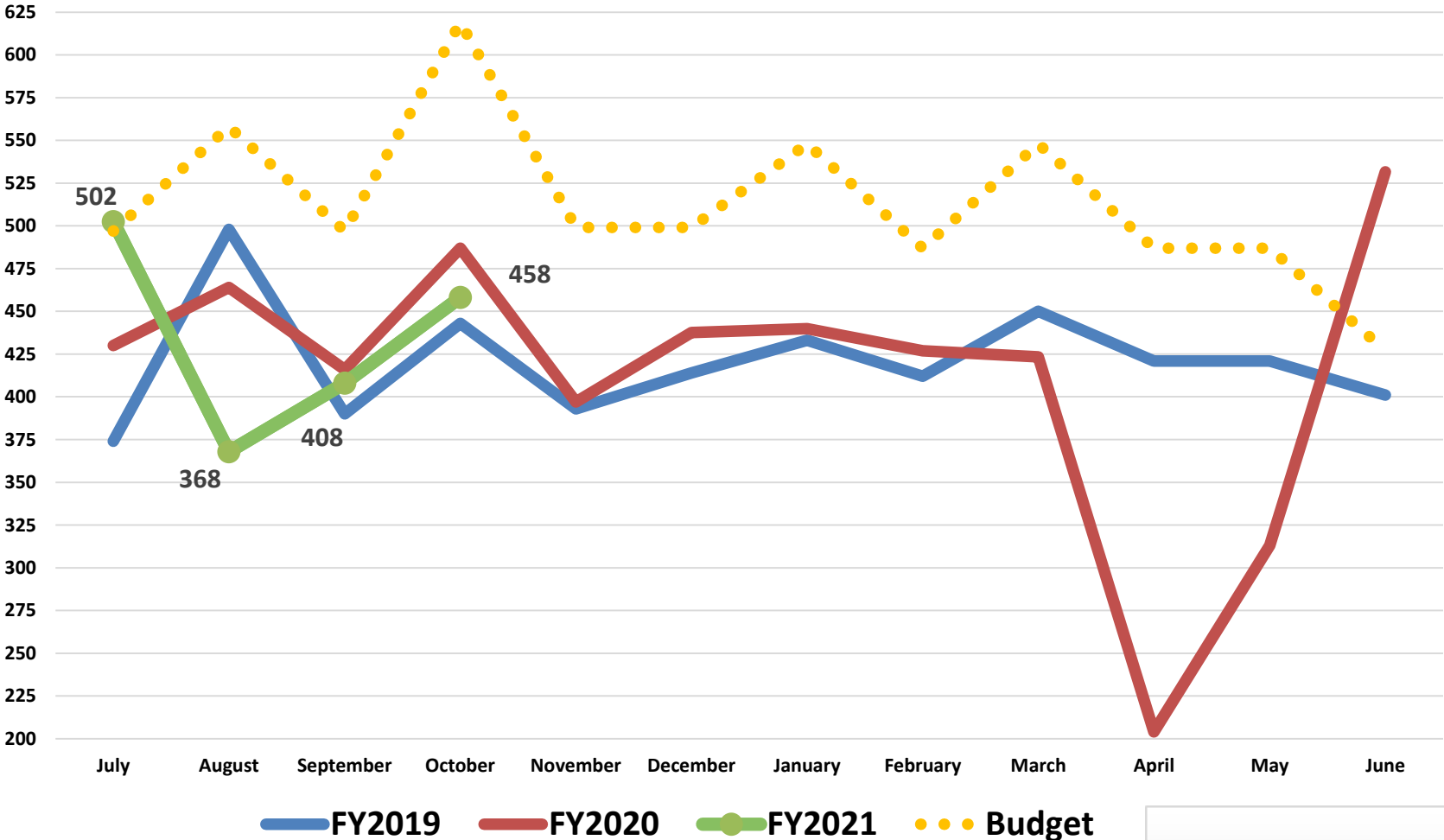


# Surgery (IP Only) – 100 Min Units



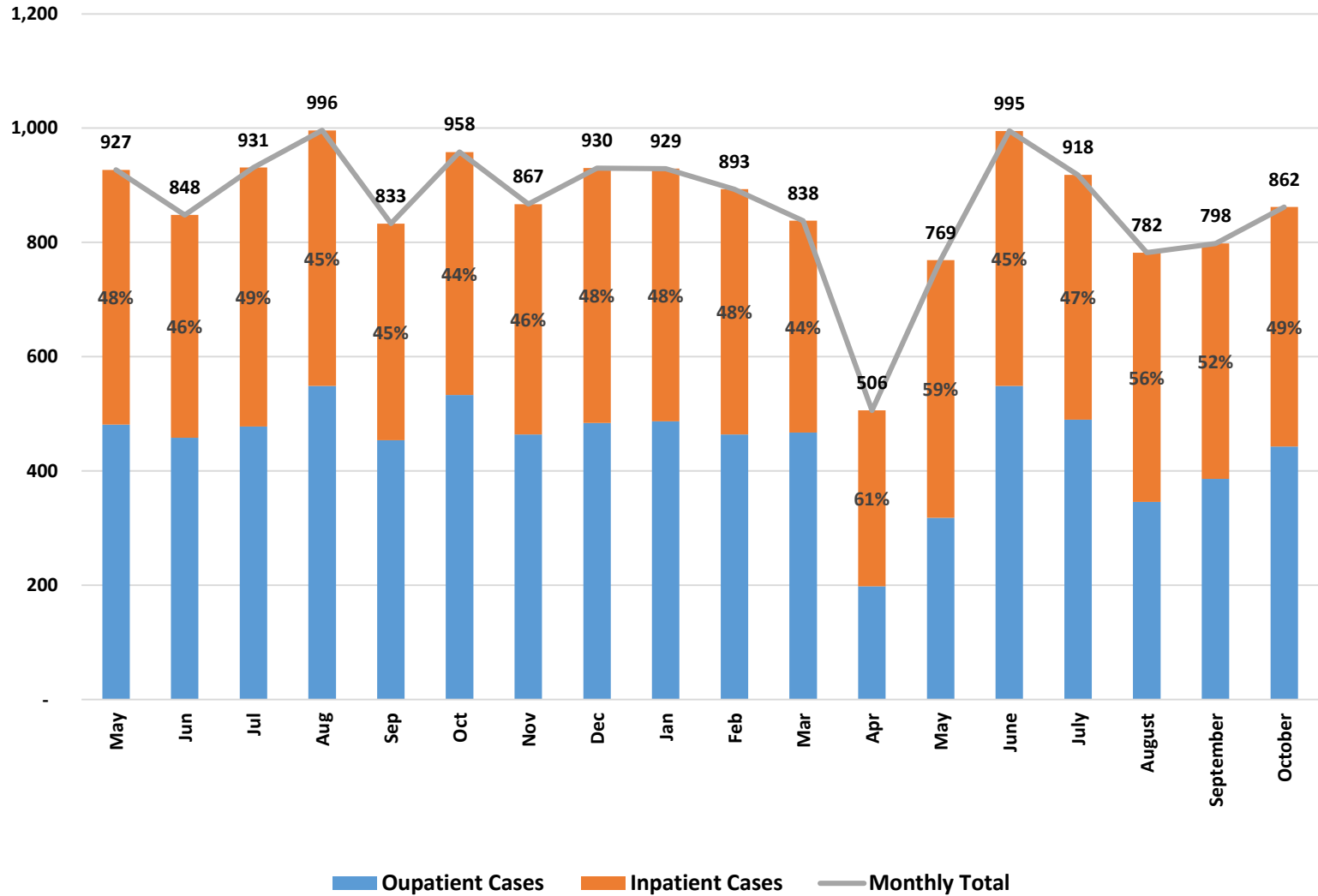
2,299	2,285	2,352	2,659
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

# Surgery (OP Only) – 100 Min Units

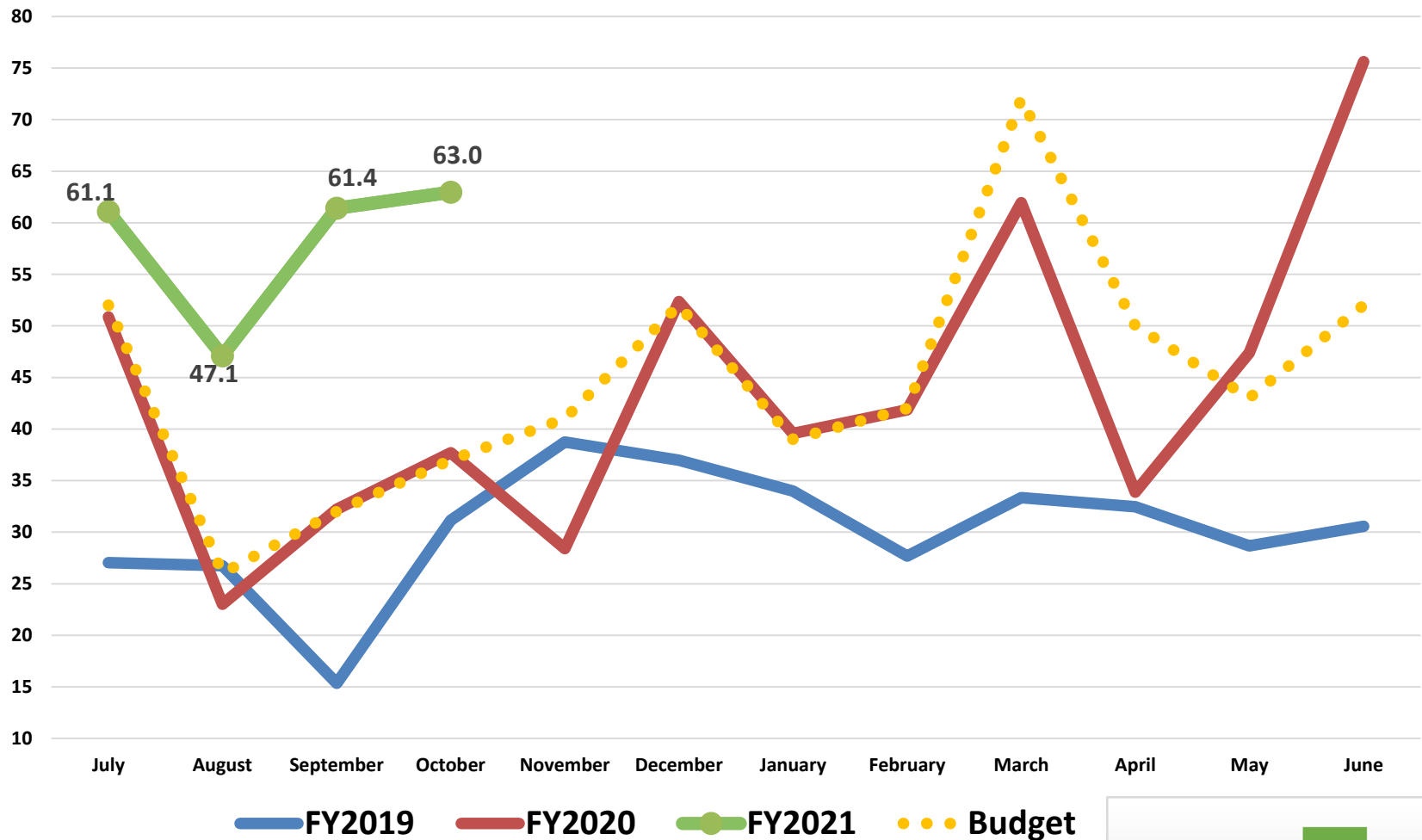


1,705	1,797	1,737	2,171
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

# Surgery (IP & OP) - Cases

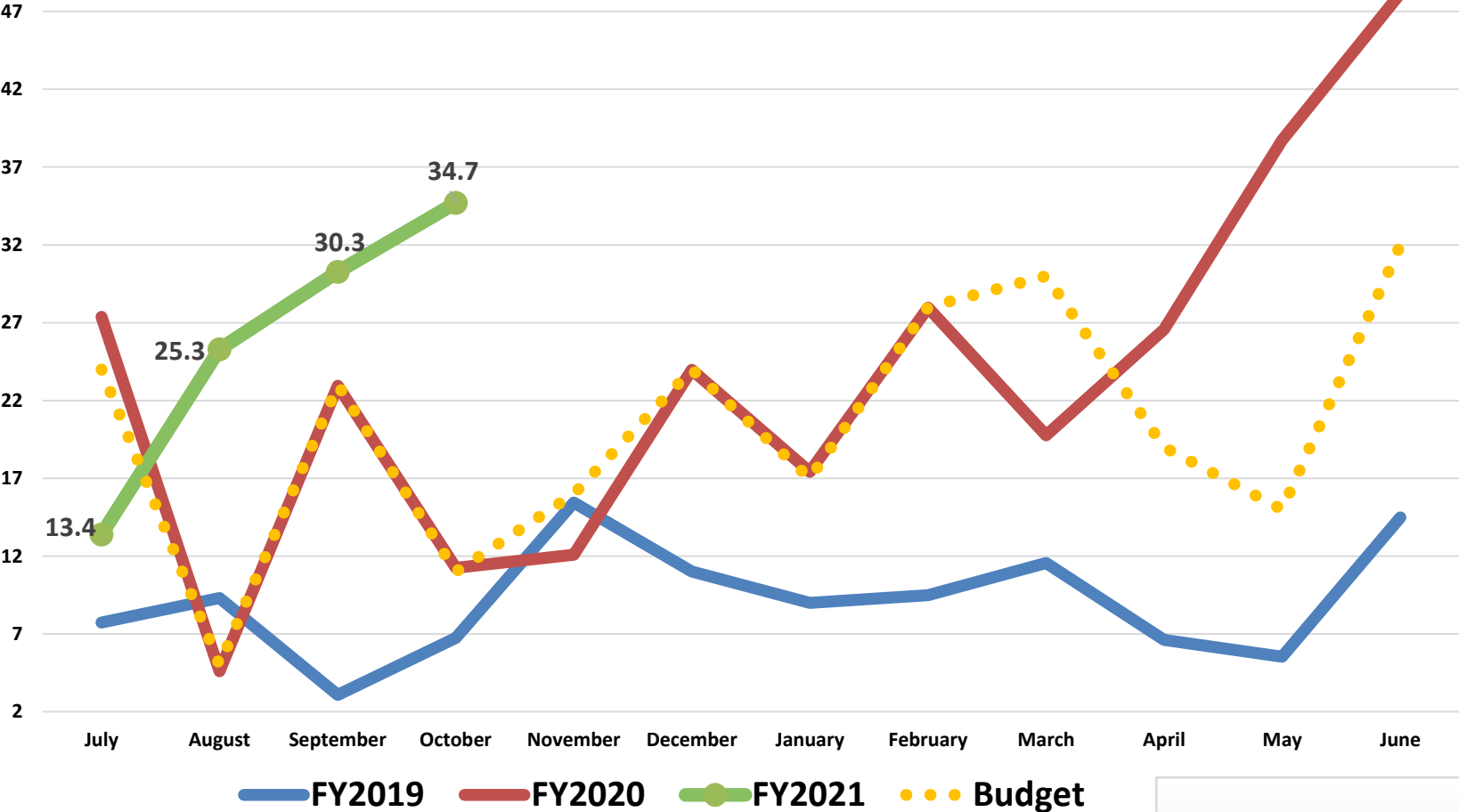


# Robotic Surgery (IP & OP) – 100 Min Units



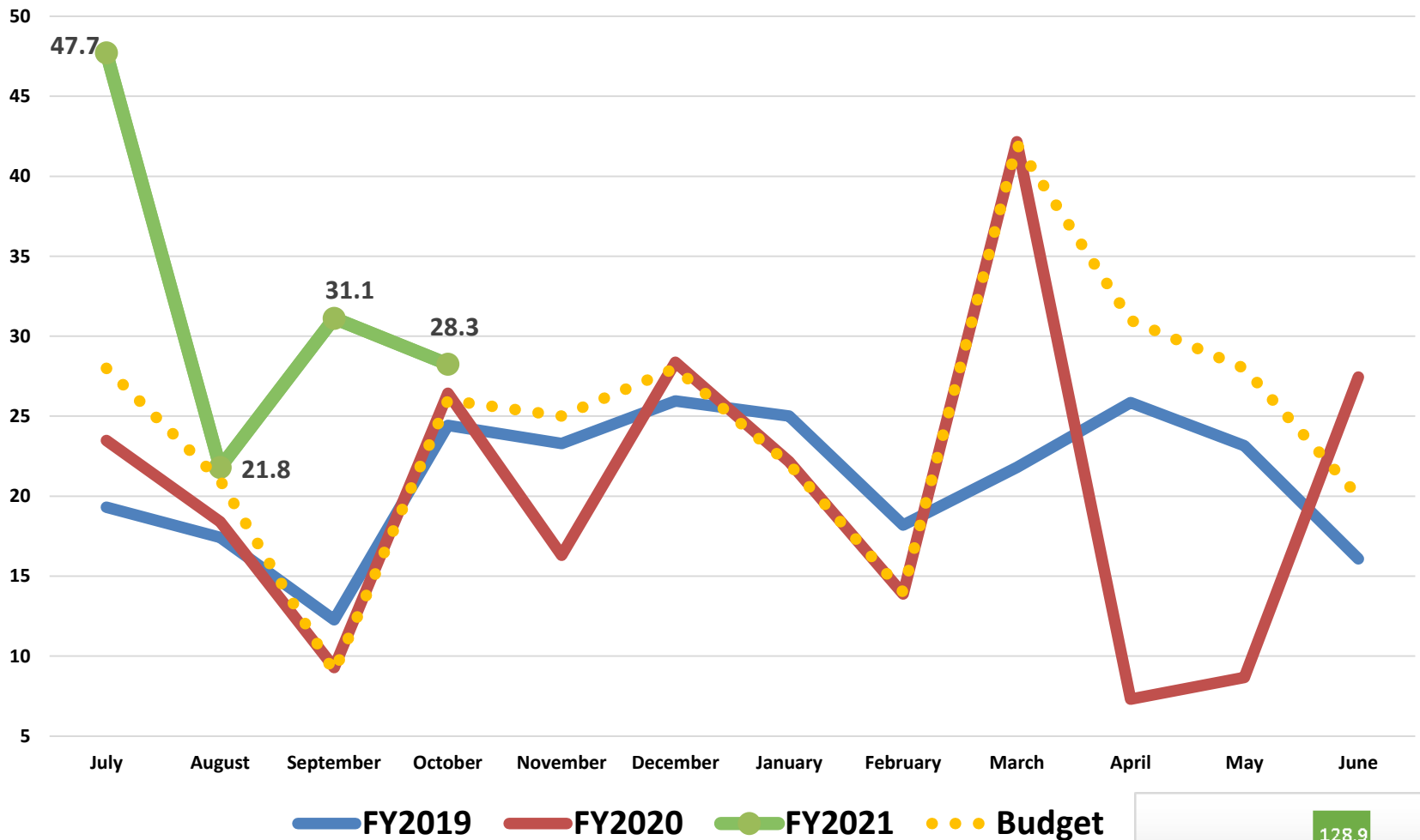
100.3	143.8	232.6	147.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

# Robotic Surgery (IP Only) – 100 Min Units



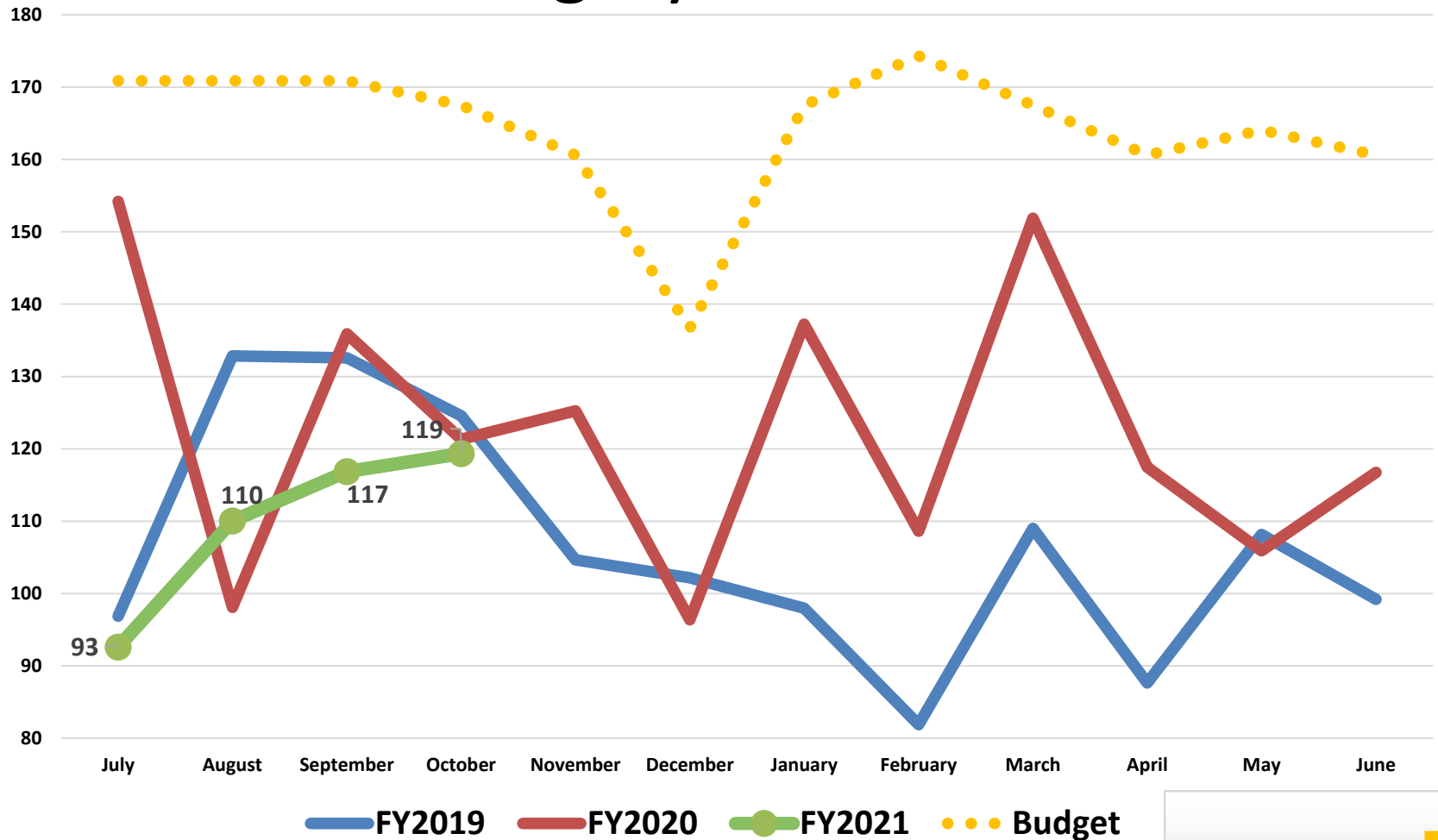
26.9	66.2	103.7	63.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

# Robotic Surgery (OP Only) – 100 Min Units



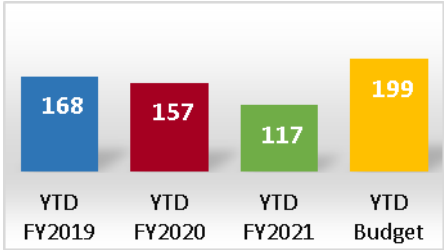
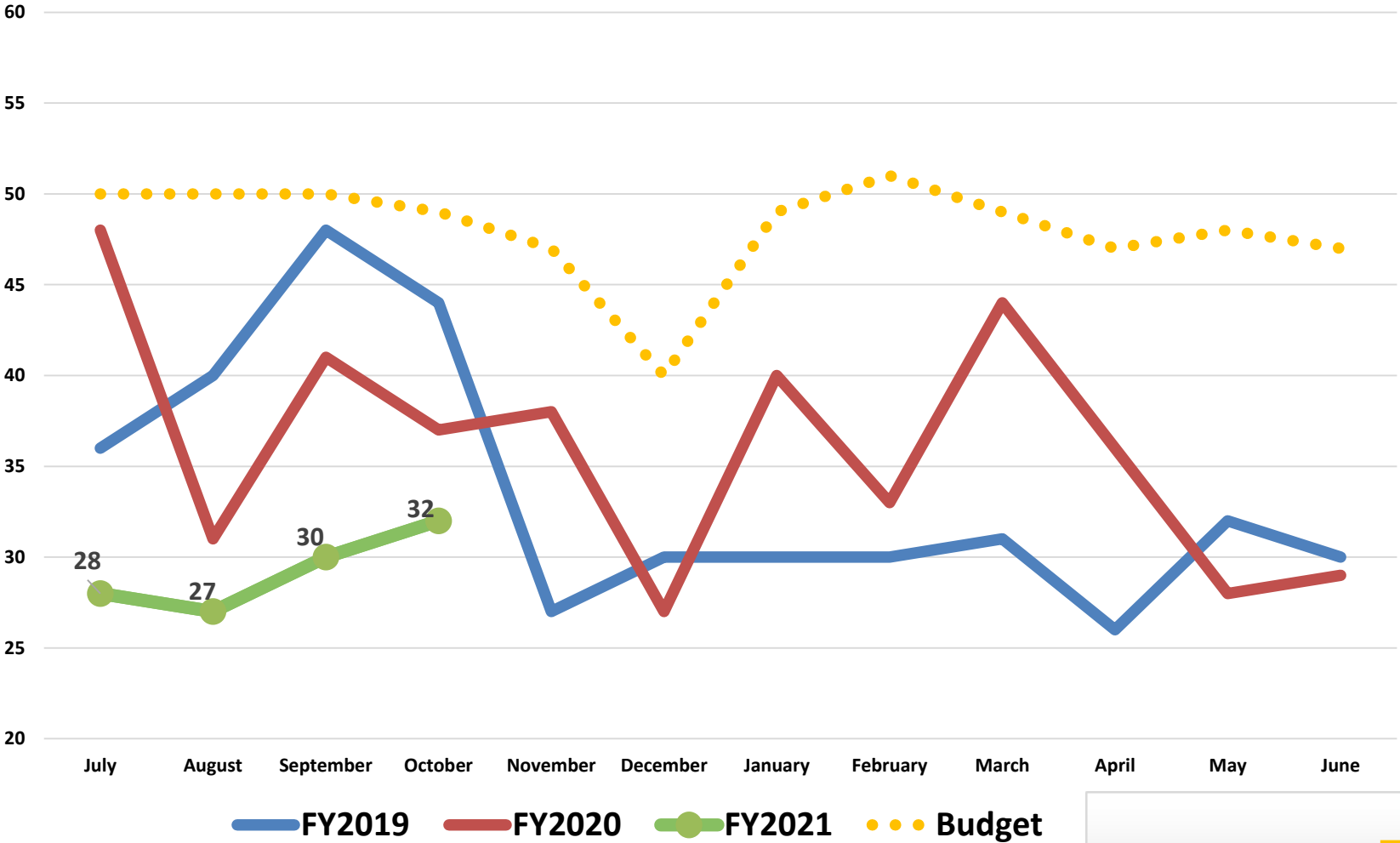
73.5	77.6	128.9	84.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

# Cardiac Surgery – 100 Min Units



487	510	439	680
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

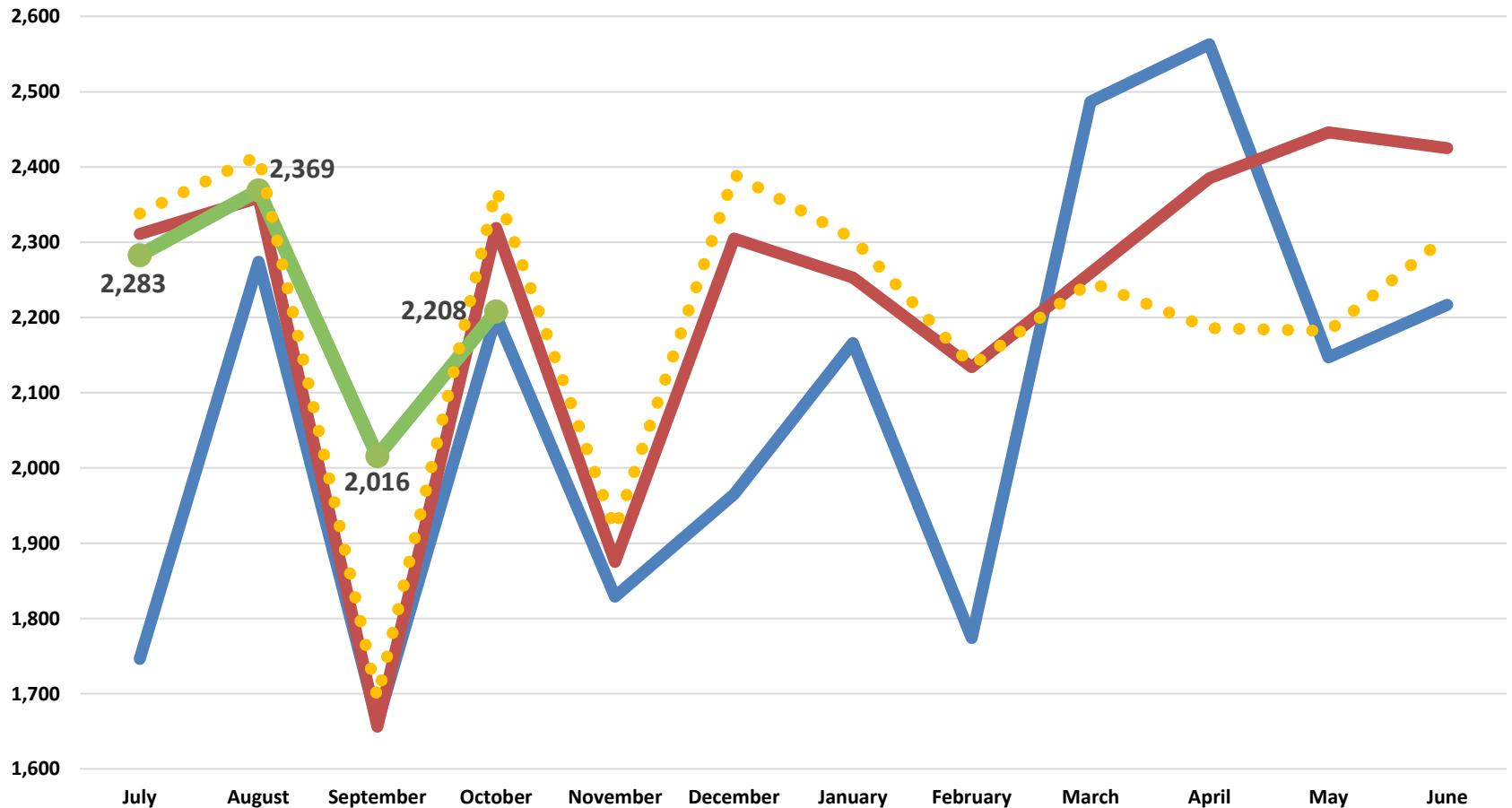
# Cardiac Surgery – Cases



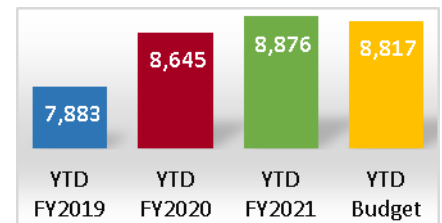


# Radiation Oncology Treatments

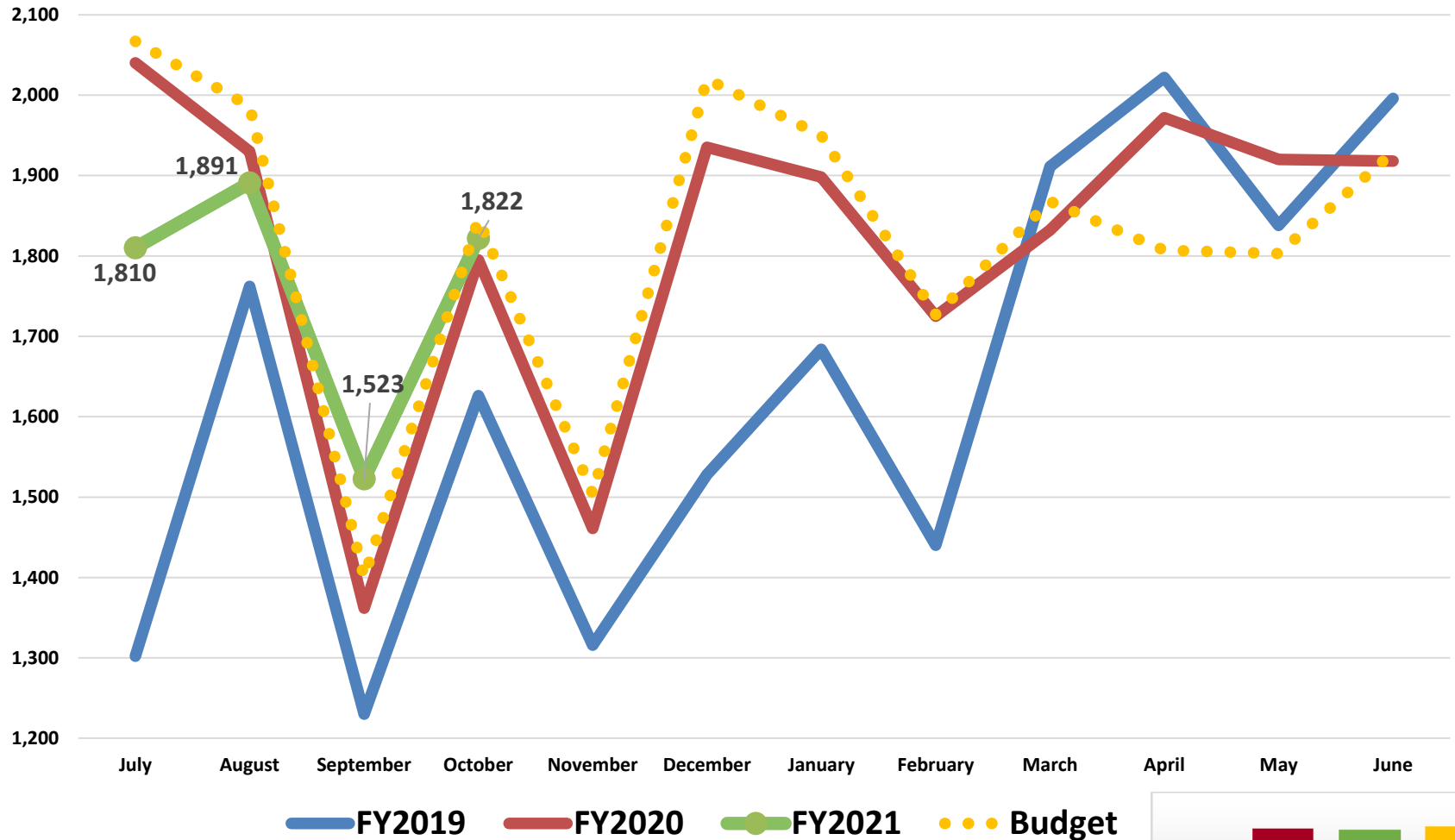
## Hanford and Visalia



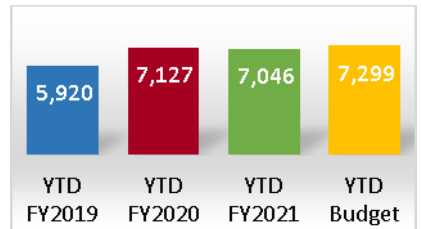
—●— **FY2019**   
 —●— **FY2020**   
 —●— **FY2021**   
 ●●● **Budget**



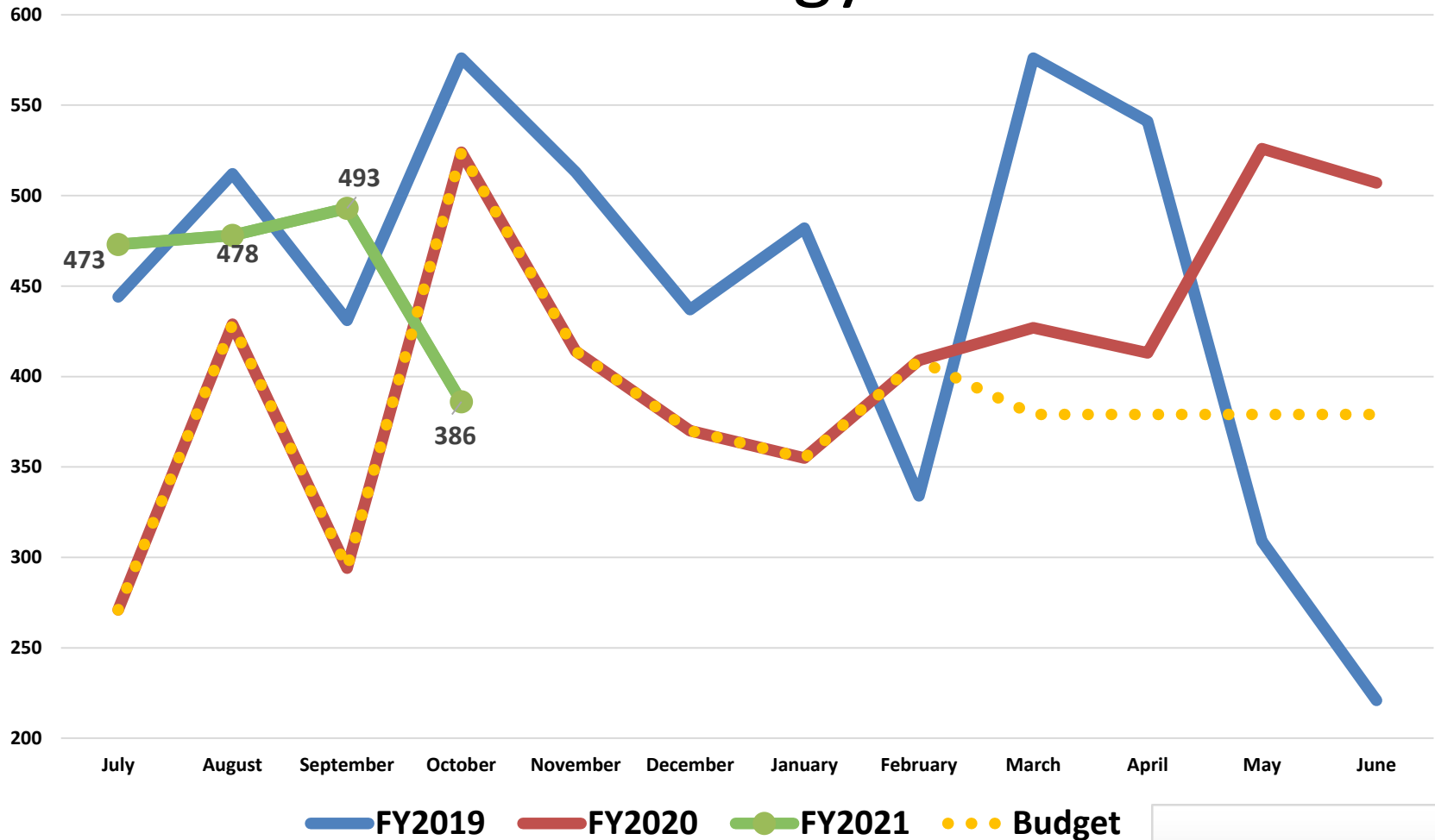
# Radiation Oncology - Visalia



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

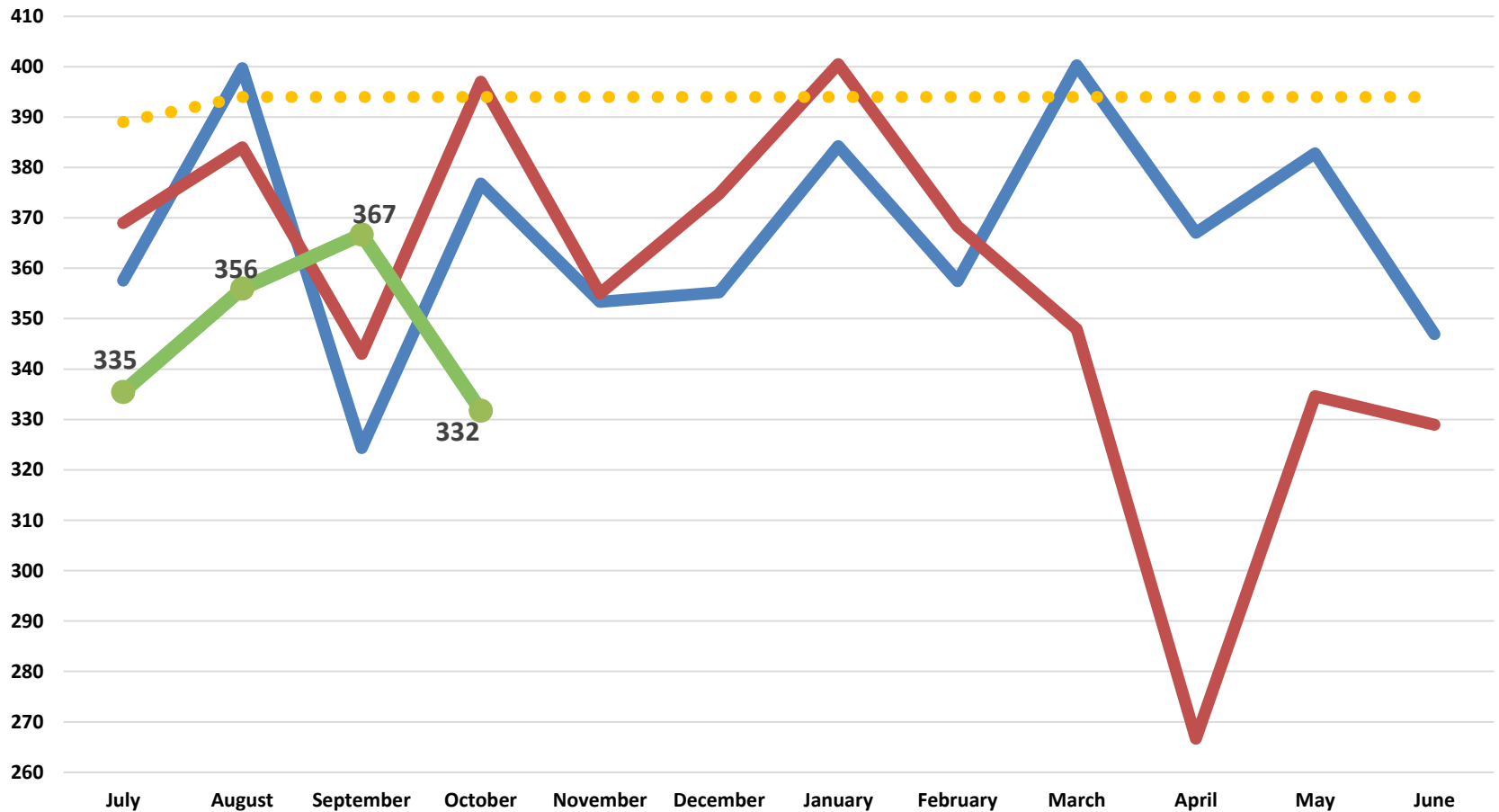


# Radiation Oncology - Hanford



1,963	1,518	1,830	1,518
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

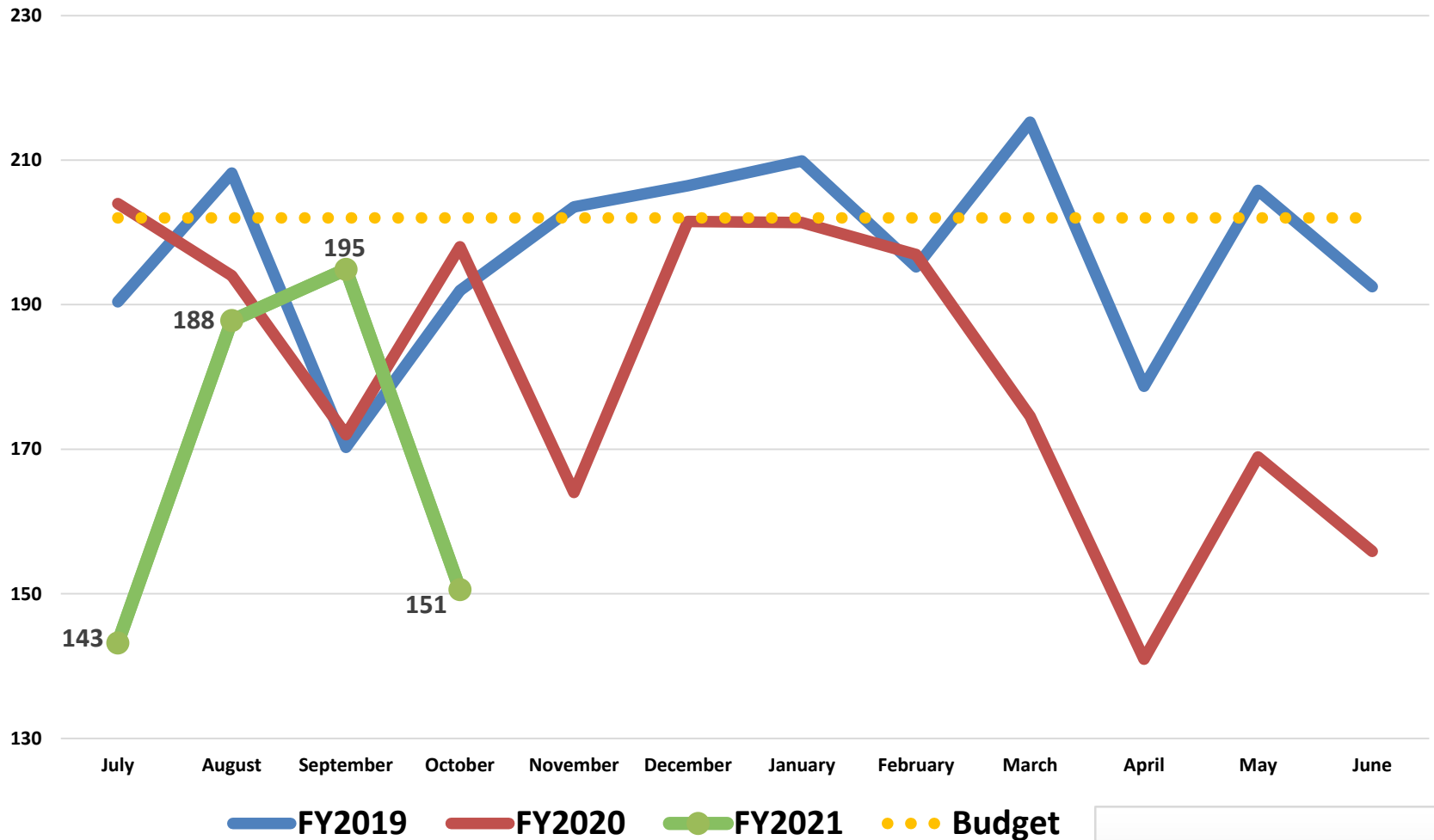
# Cath Lab (IP & OP) – 100 Min Units



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

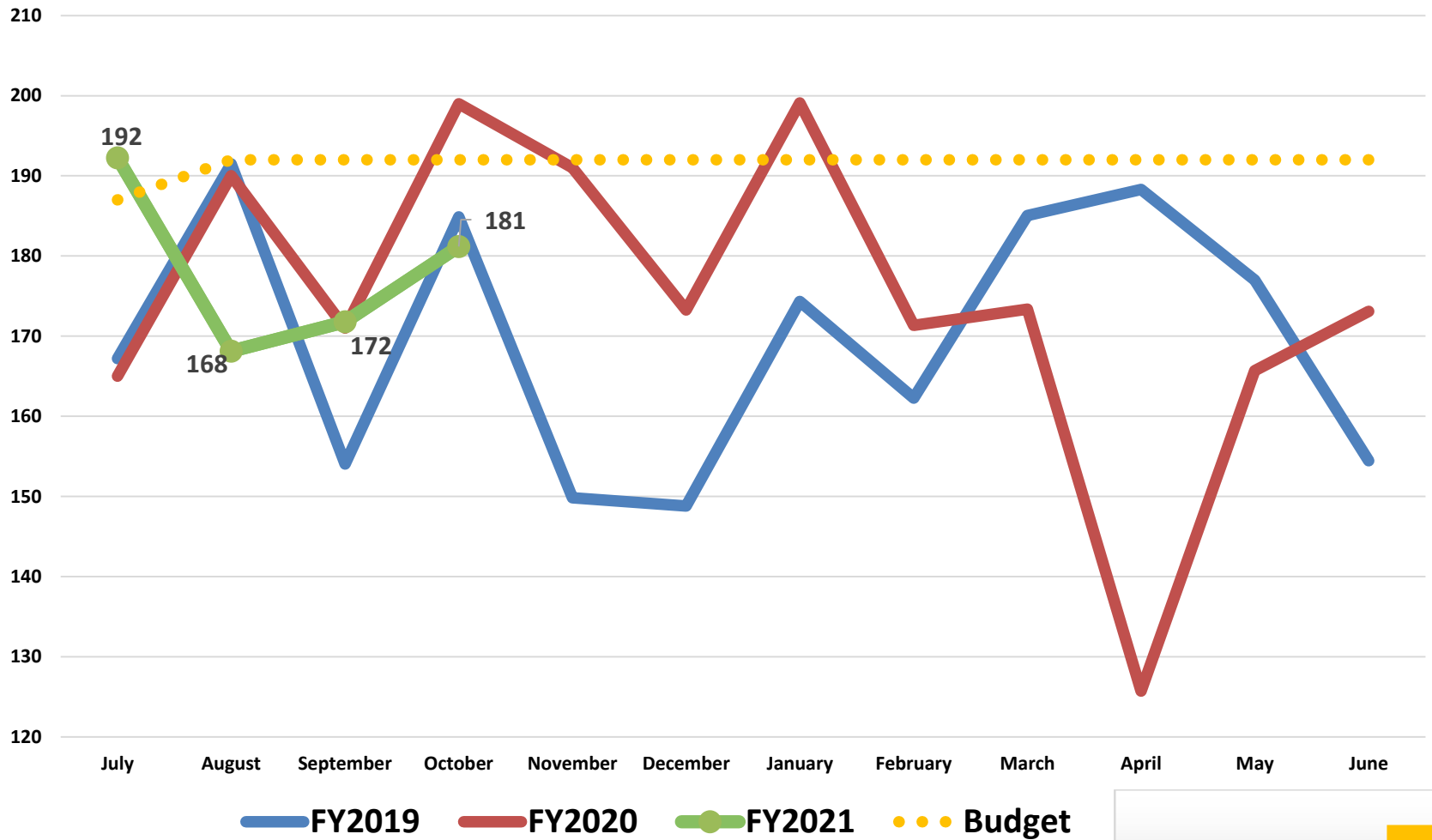
1,458	1,493	1,390	1,571
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

# Cath Lab (IP Only) – 100 Min Units



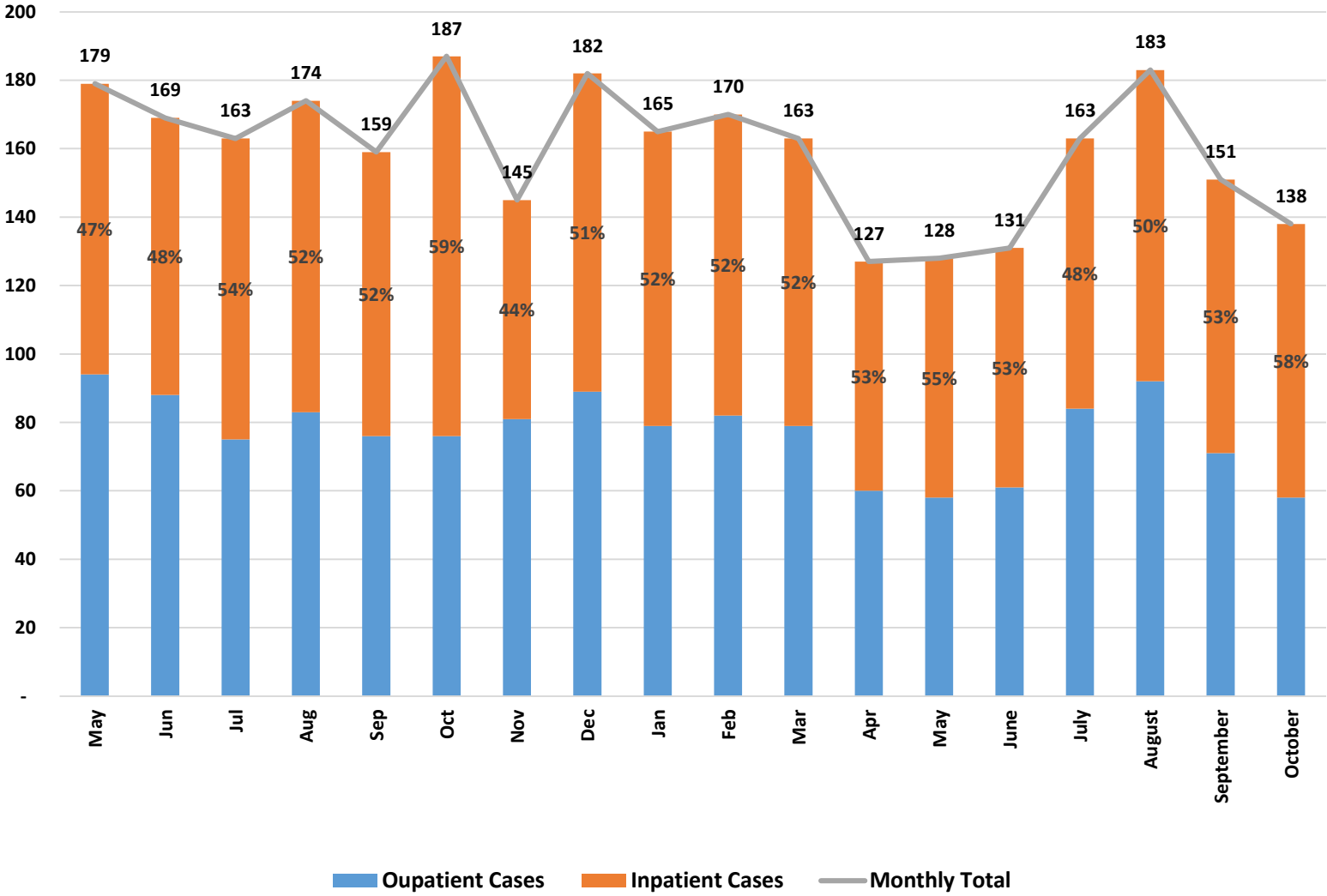
761	768	676	808
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

# Cath Lab (OP Only) – 100 Min Units

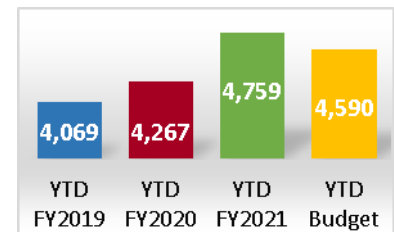
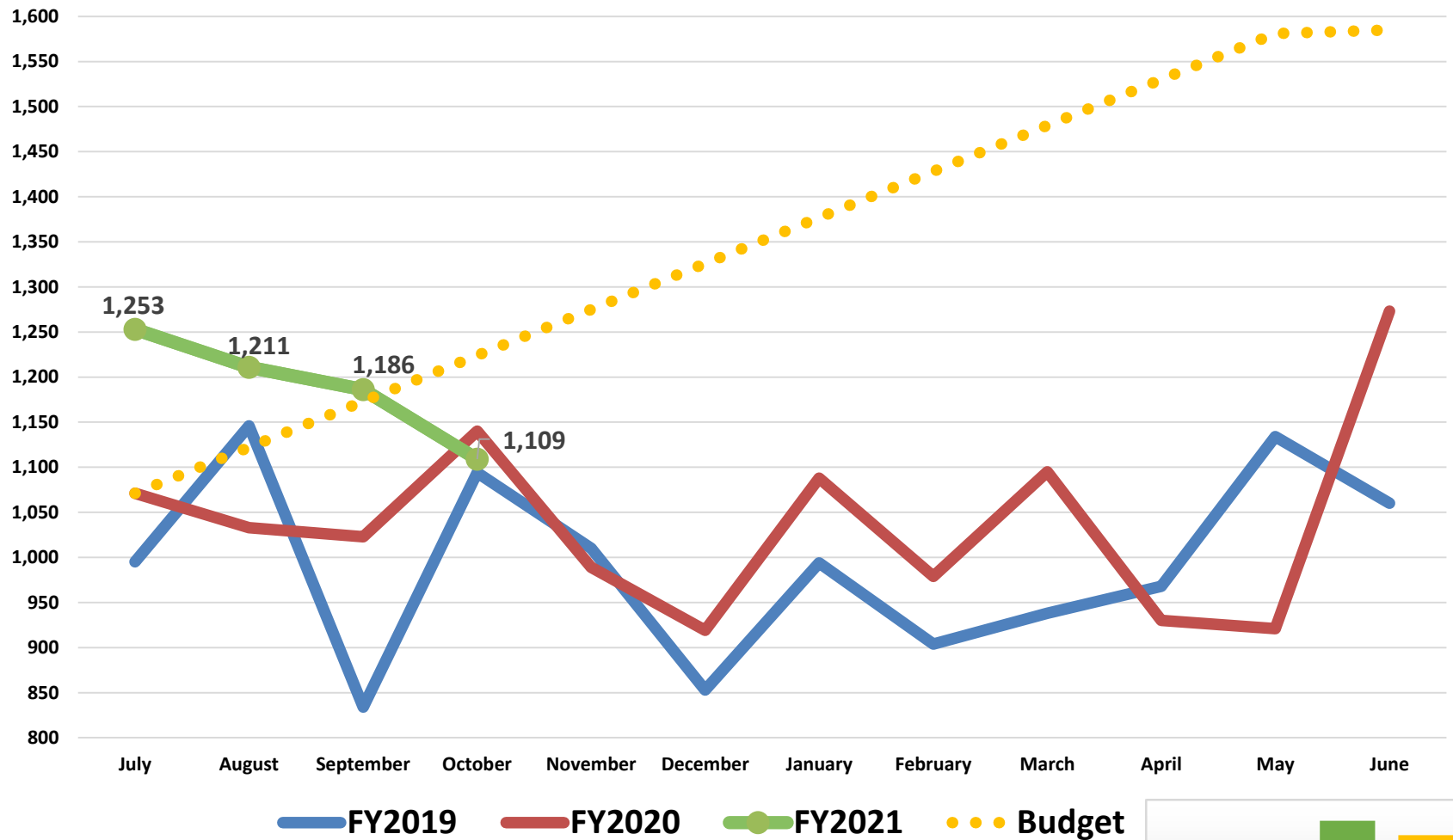


698	725	713	763
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

# Cath Lab (IP & OP) - Patients

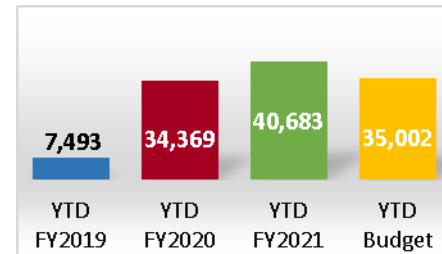
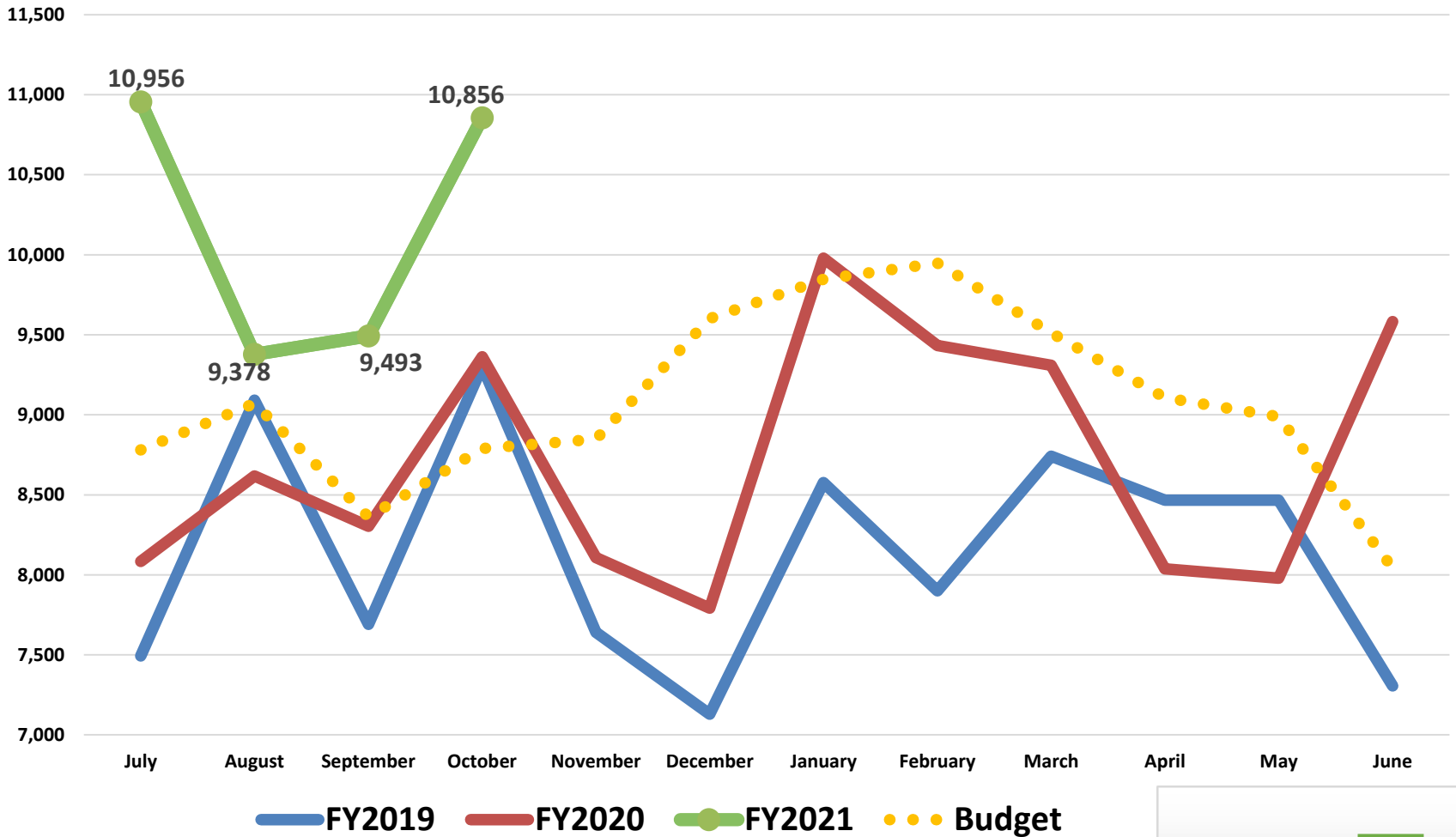


# GME Family Medicine Clinic Visits

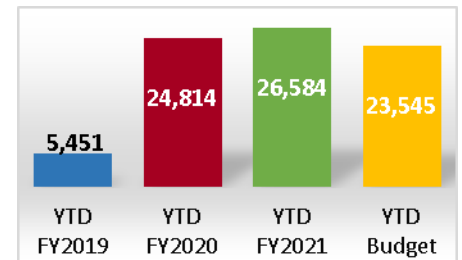
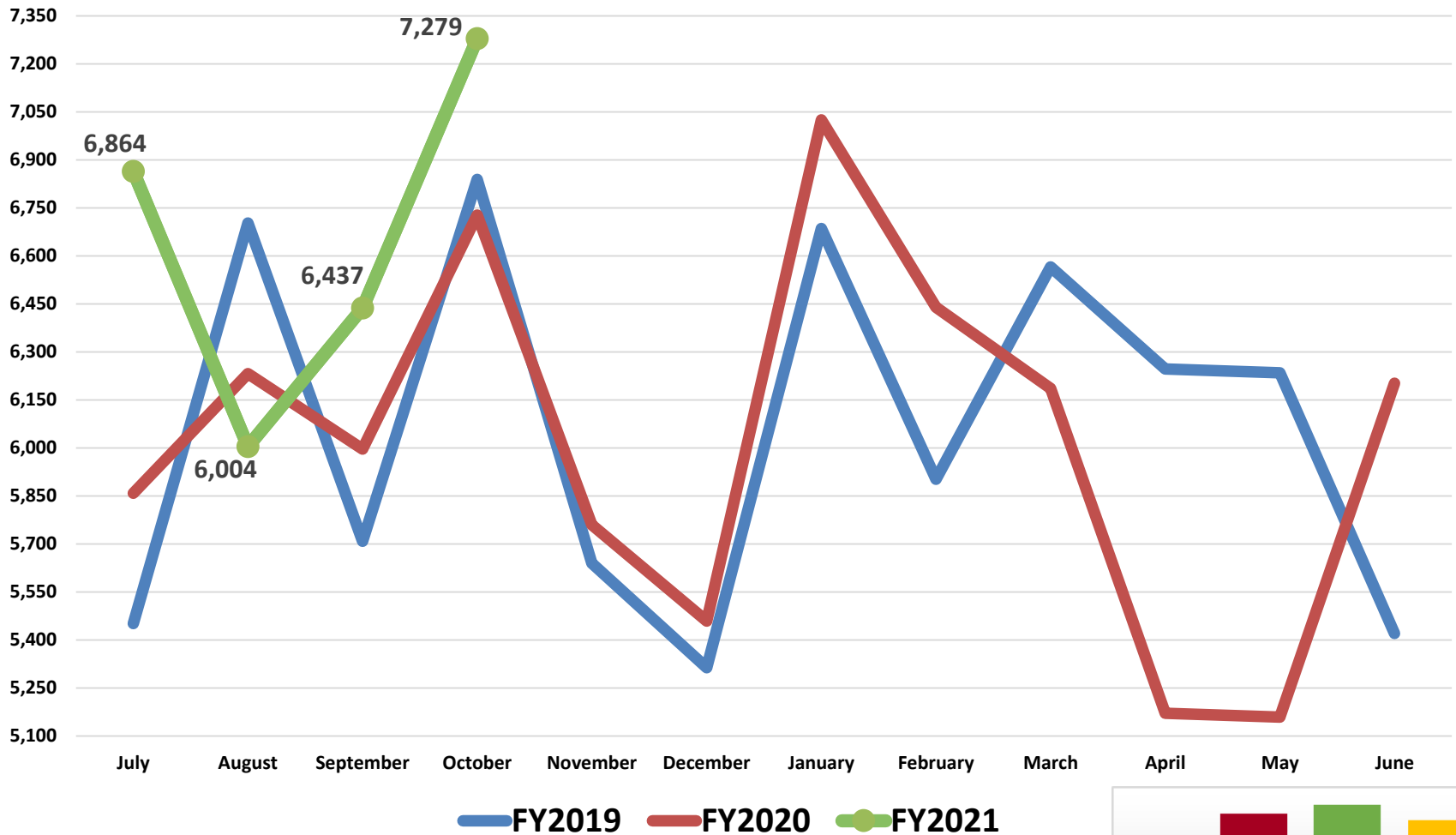




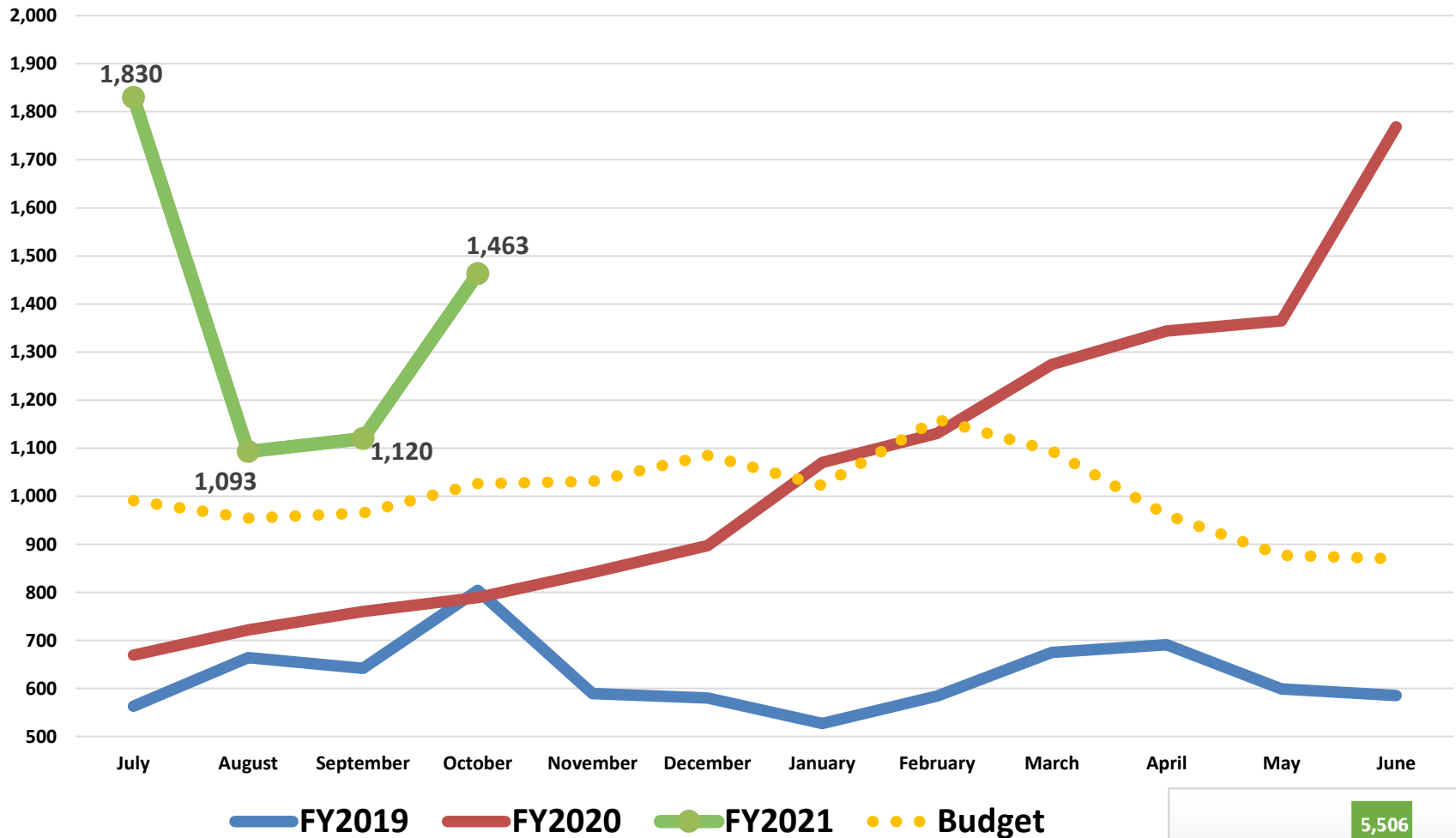
# Rural Health Clinic Registrations



# Exeter RHC - Registrations

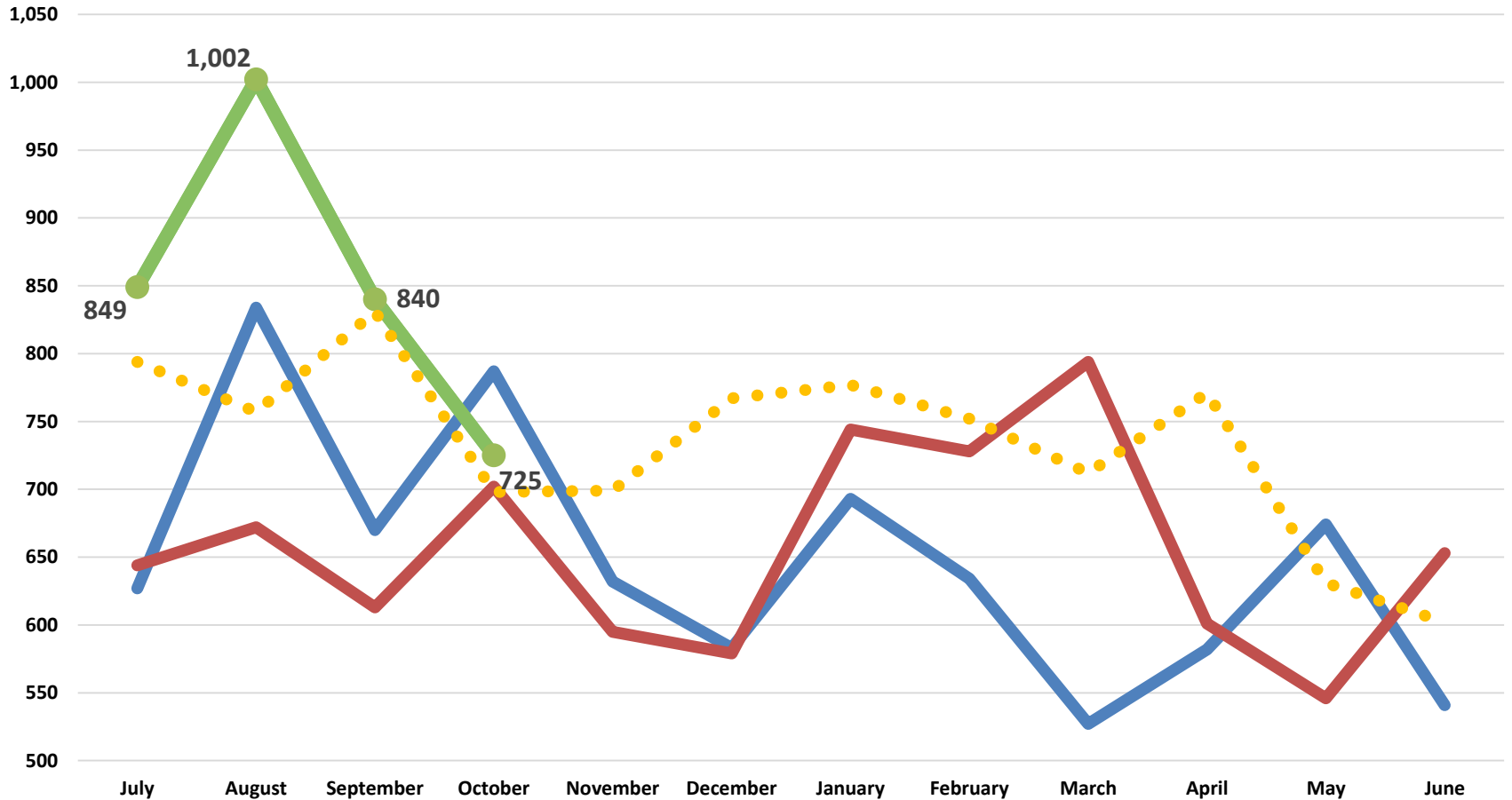


# Lindsay RHC - Registrations

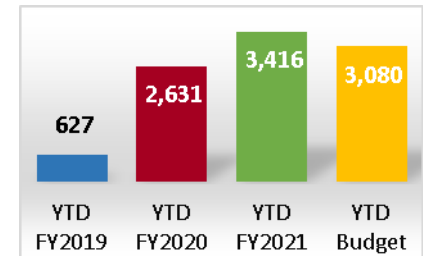


563	2,940	5,506	3,936
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

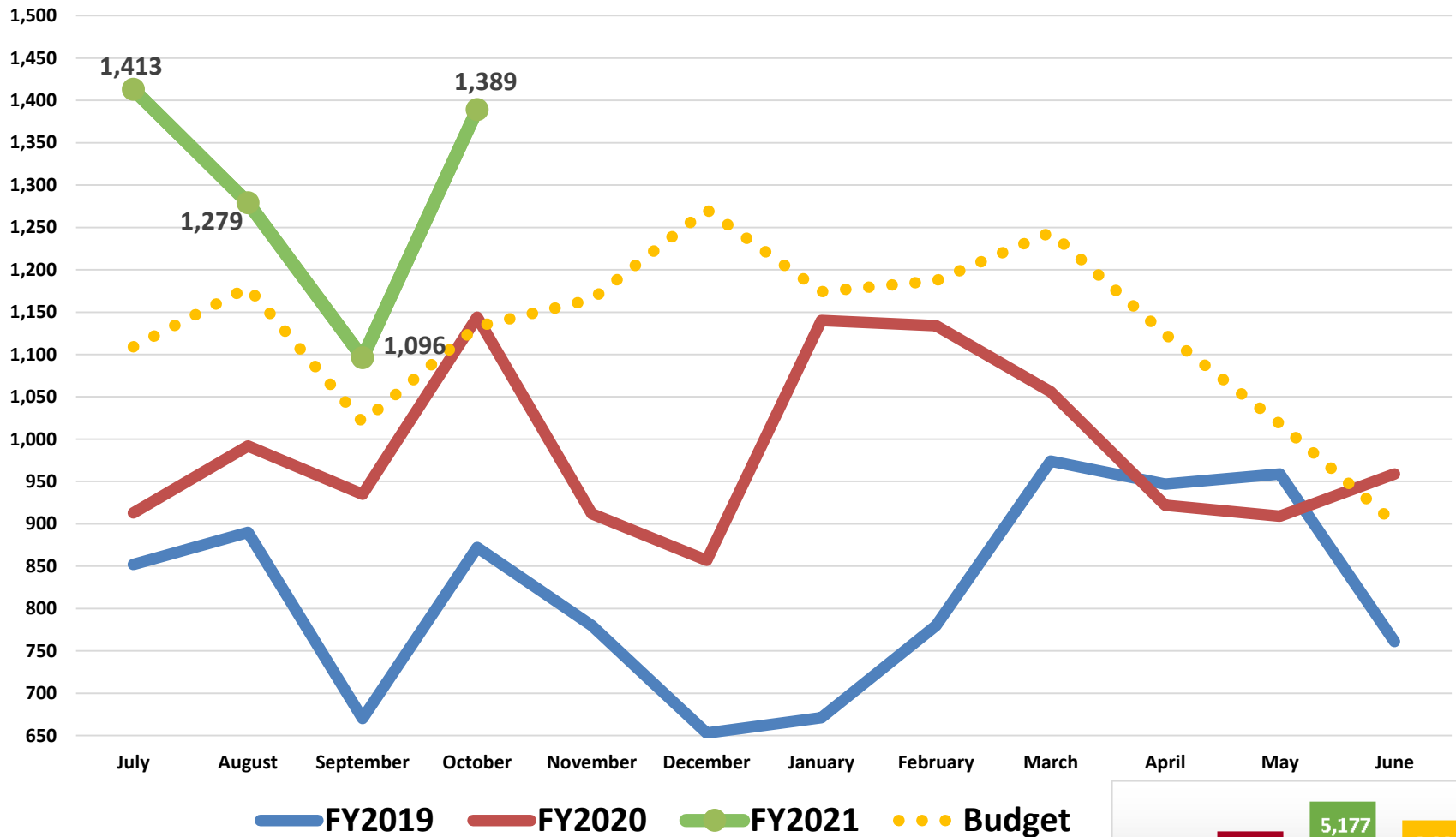
# Woodlake RHC - Registrations



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

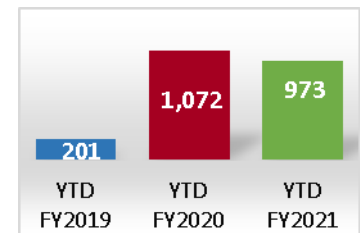
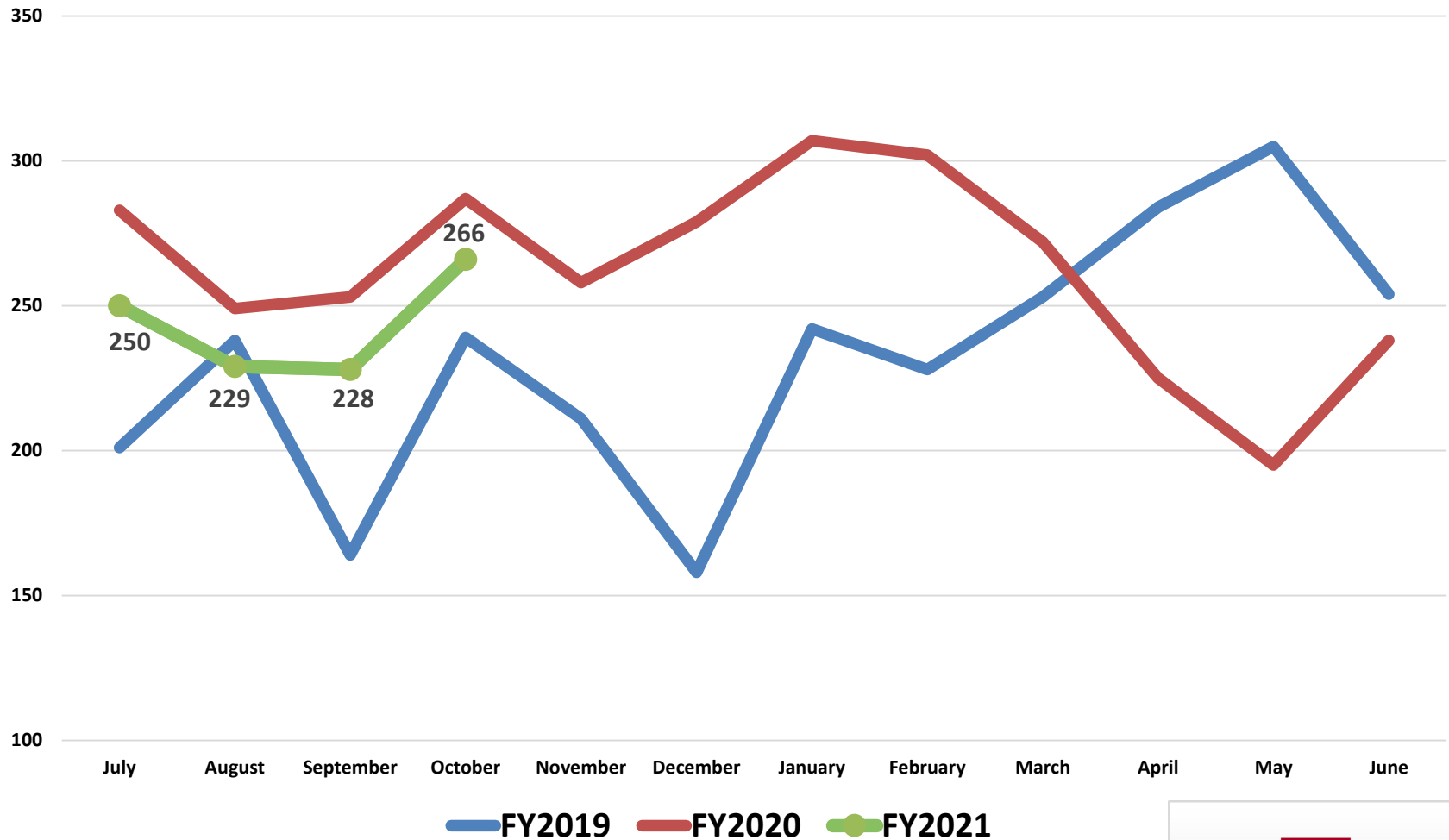


# Dinuba RHC - Registrations

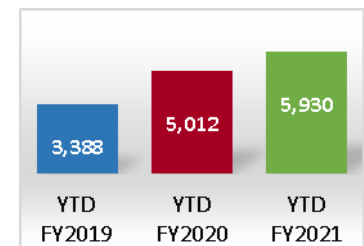
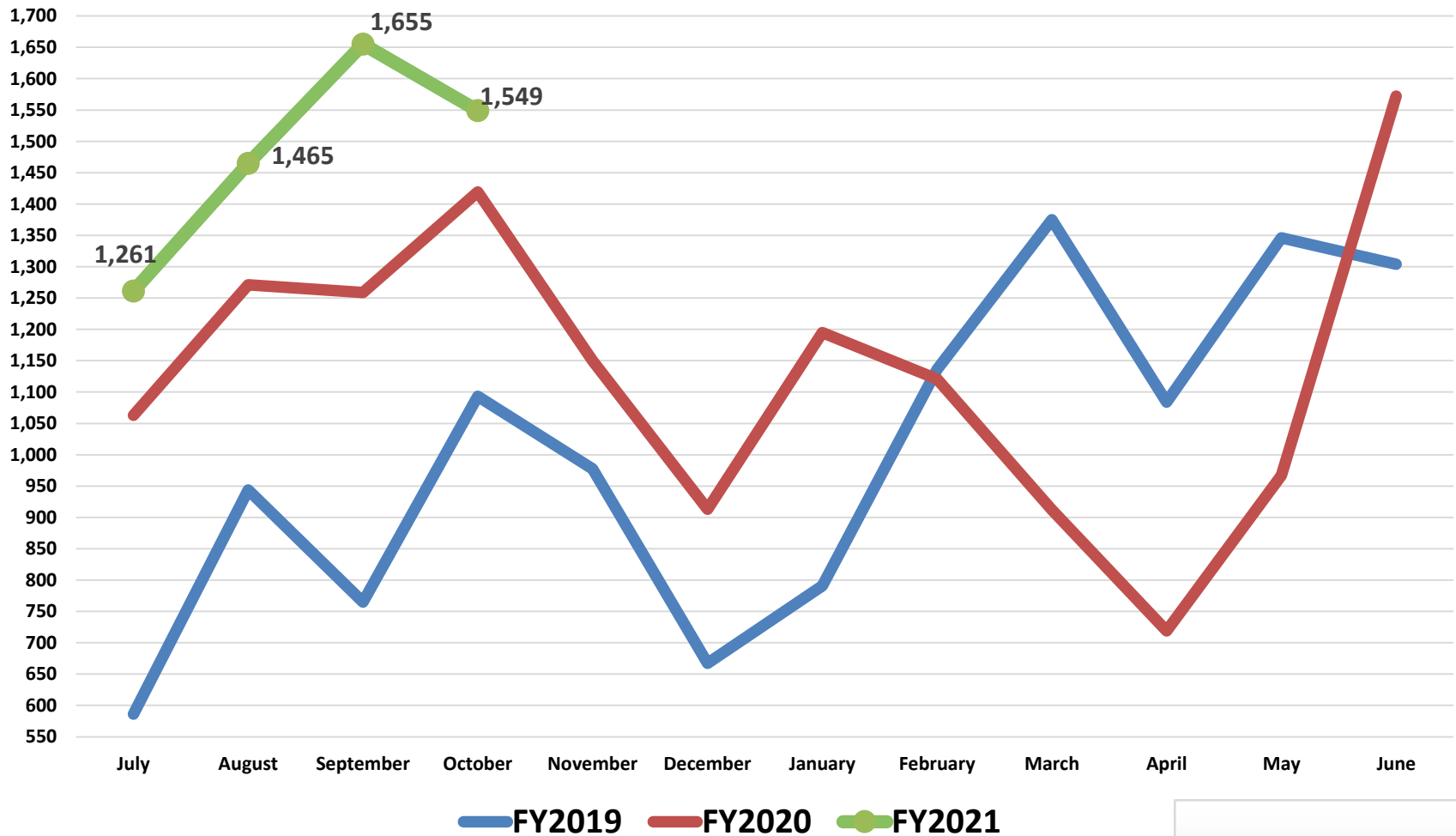


852	3,984	5,177	4,441
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

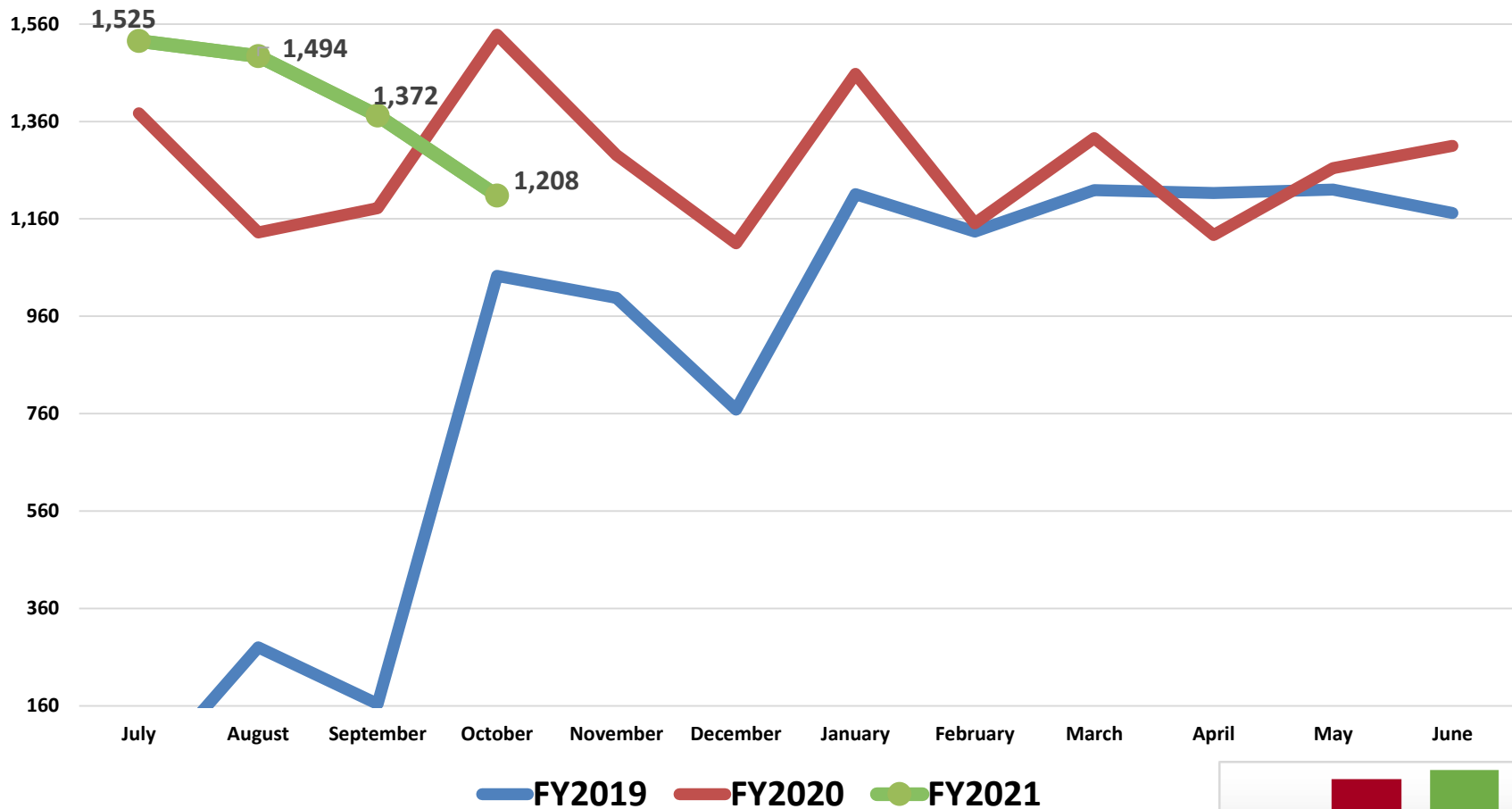
# Neurosurgery Clinic - Registrations



# Neurosurgery Clinic - wRVU's



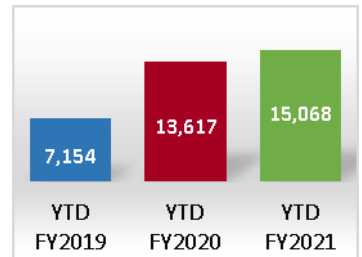
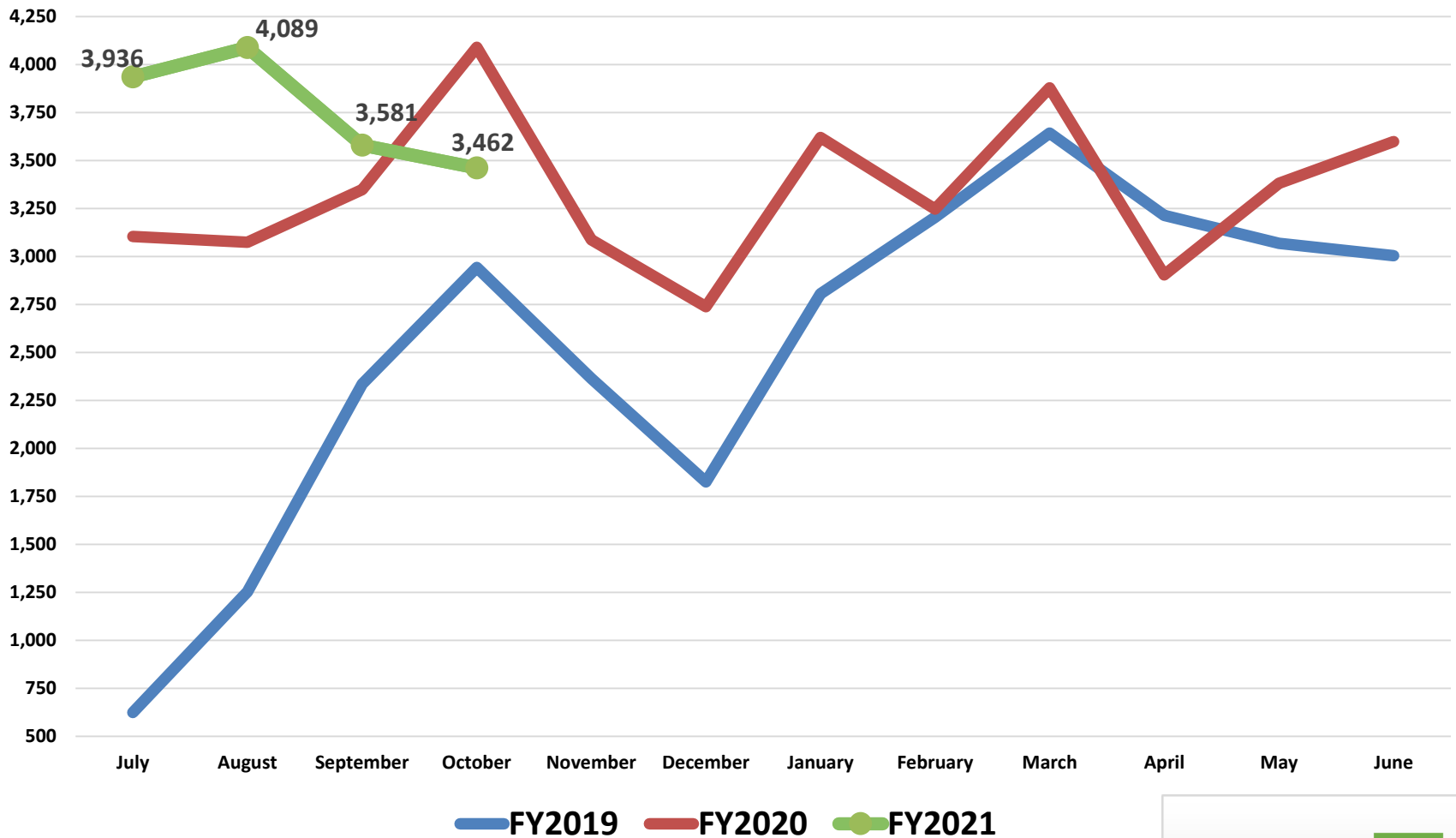
# Sequoia Cardiology - Registrations



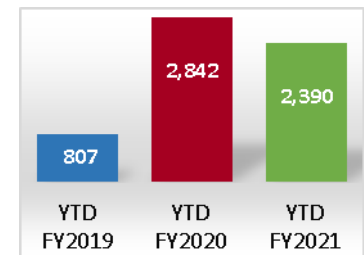
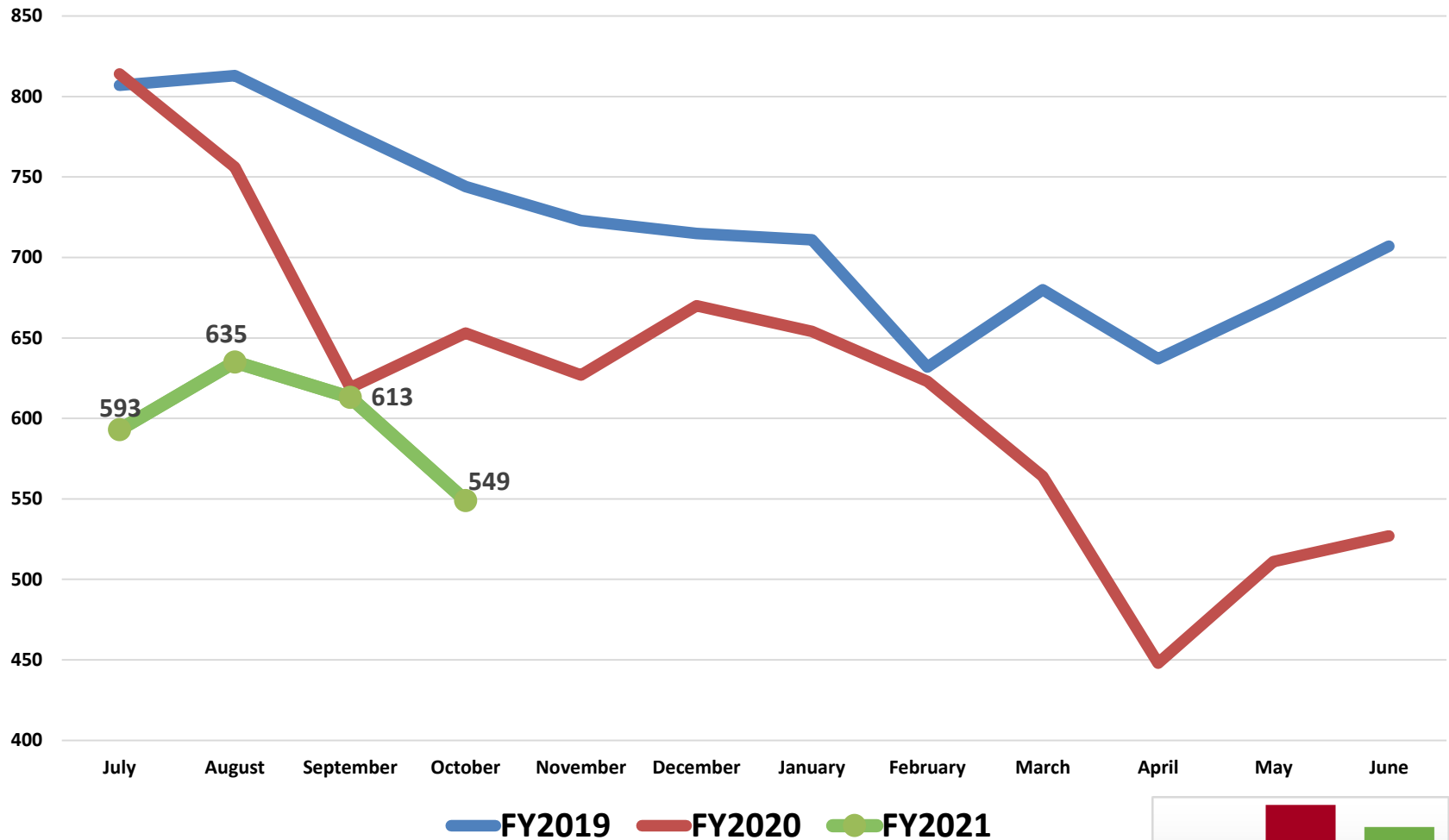
1,487	5,229	5,599
YTD FY2019	YTD FY2020	YTD FY2021



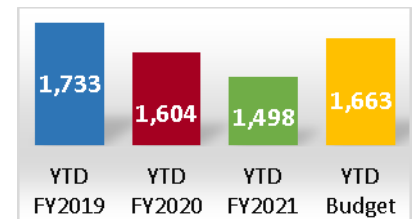
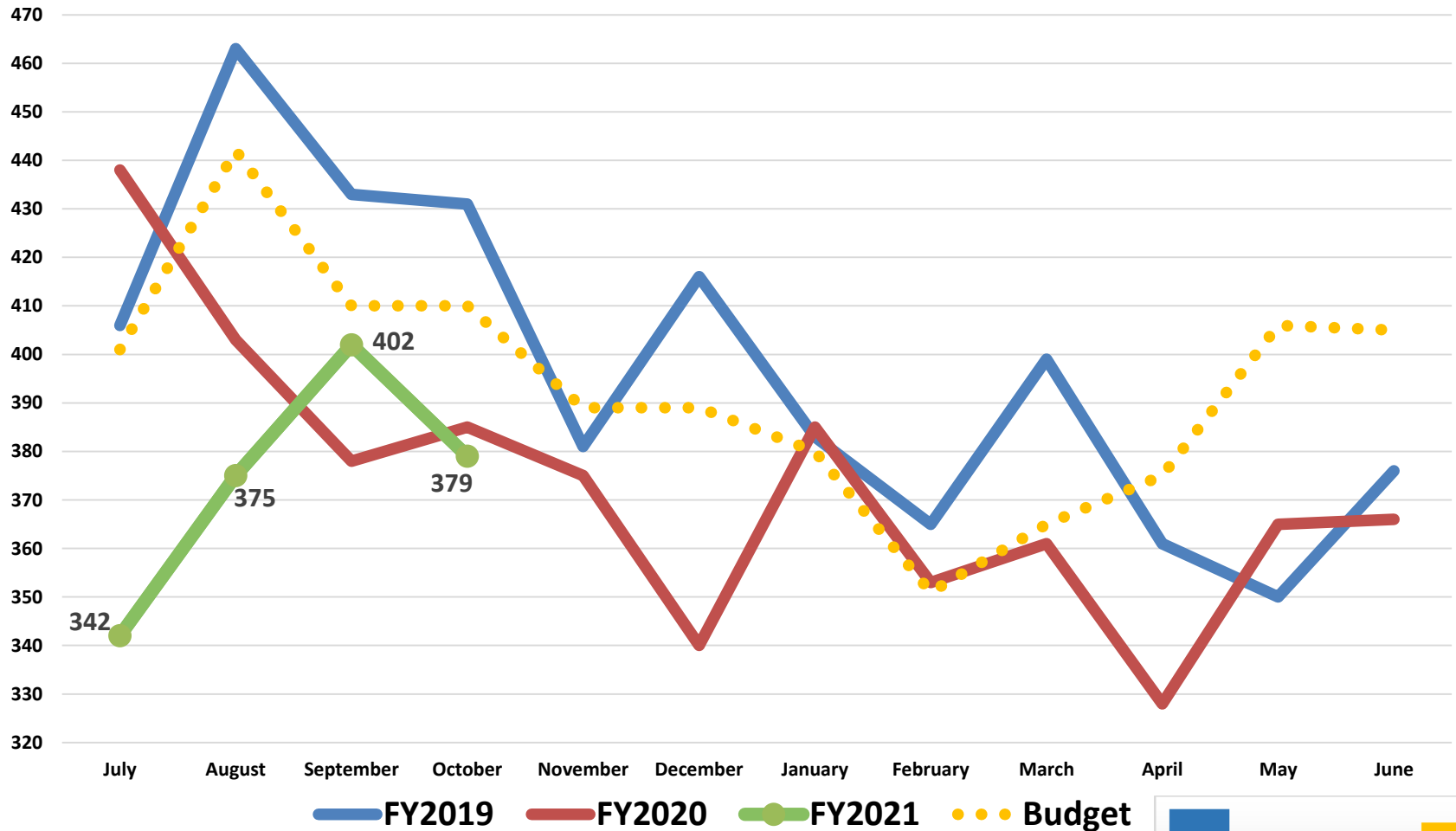
# Sequoia Cardiology – wRVU's



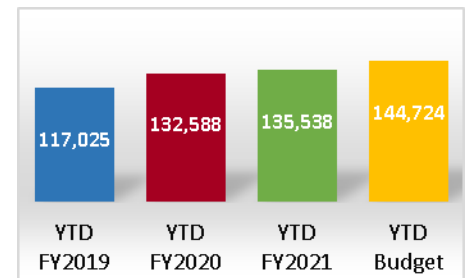
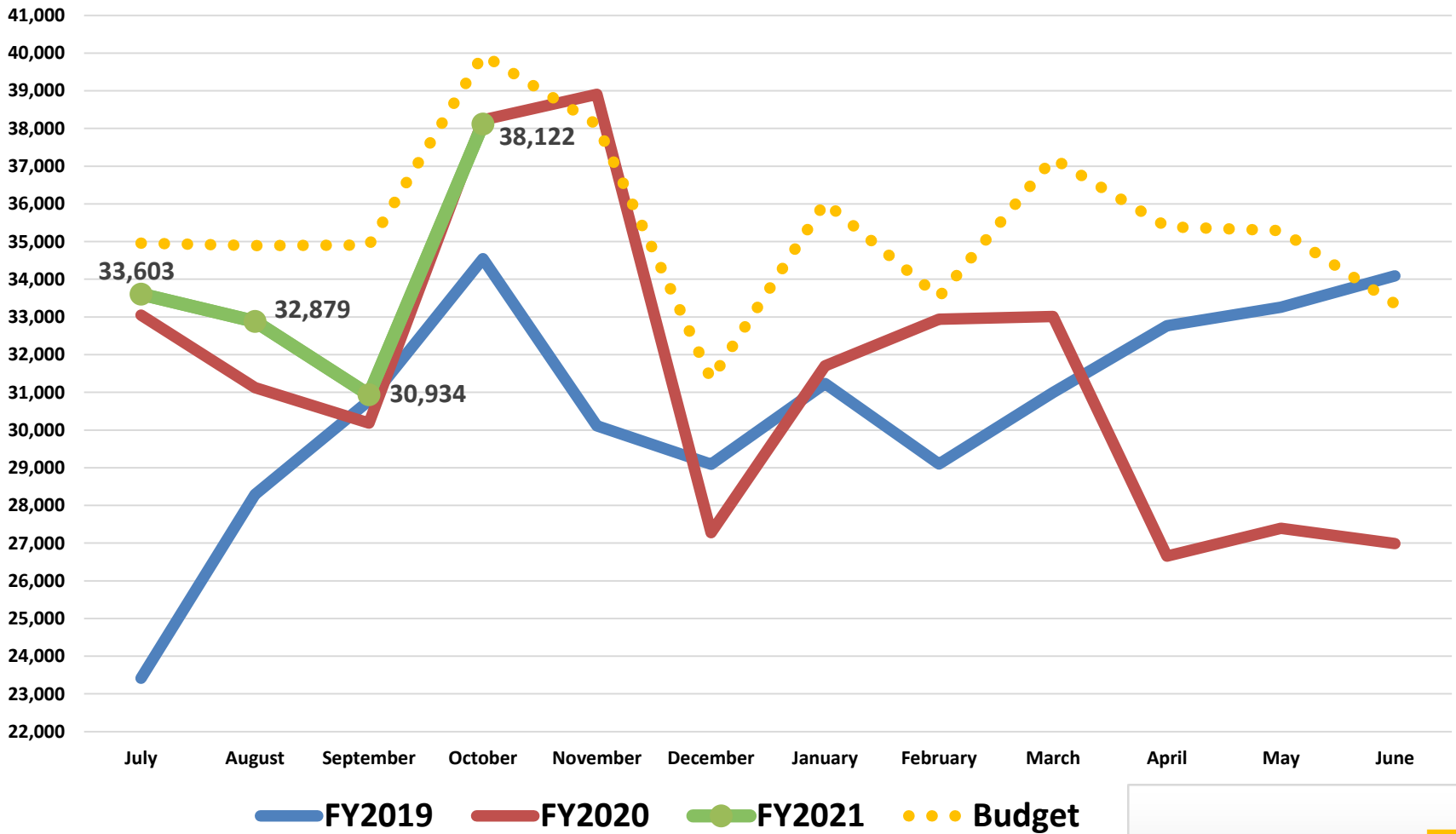
# Labor Triage Registrations



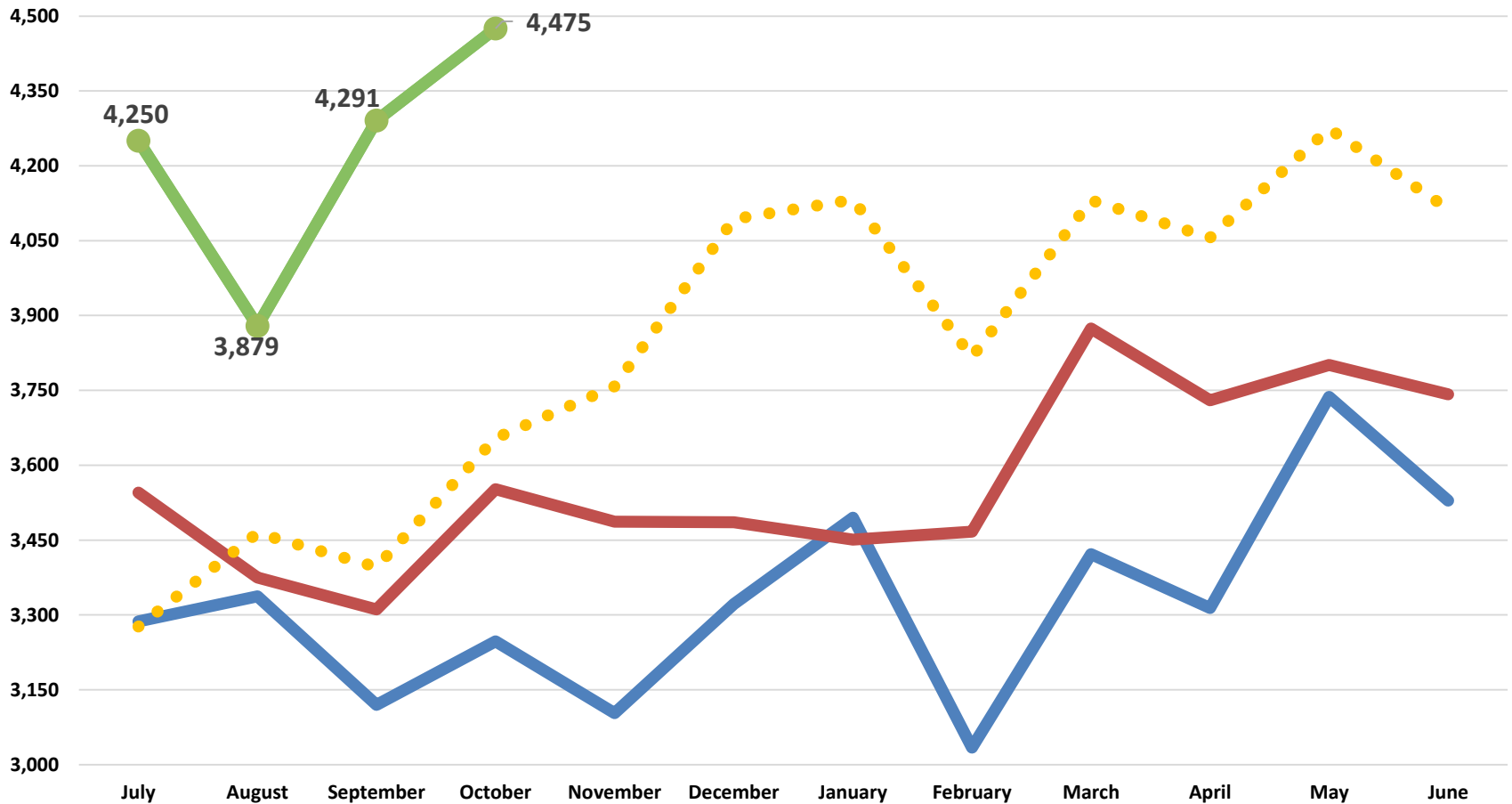
# Deliveries



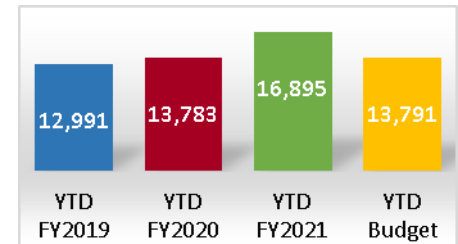
# KDMF RVU's



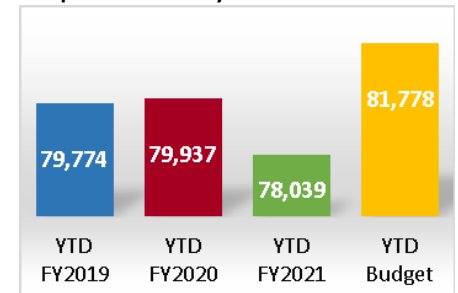
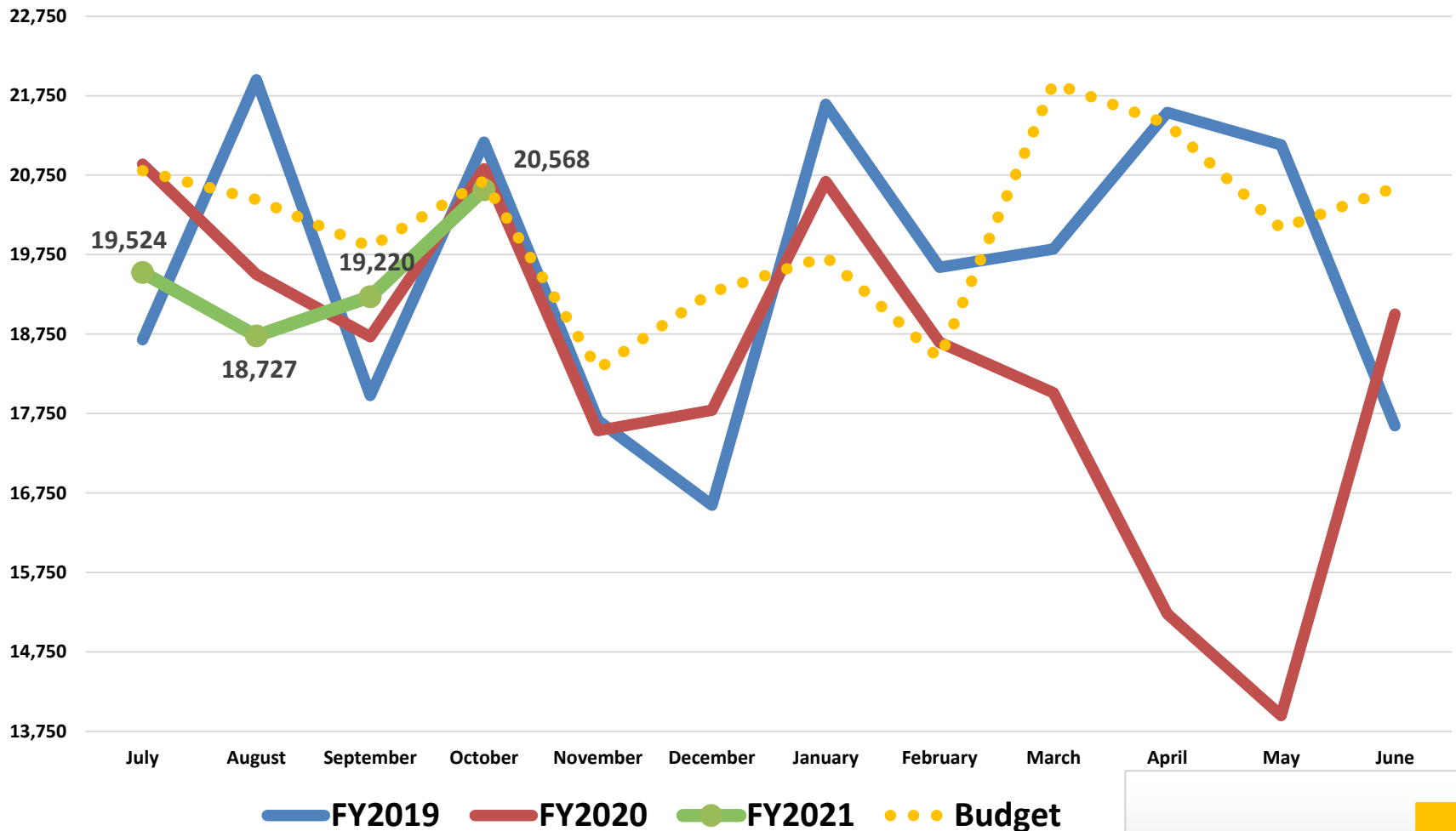
# Hospice Days



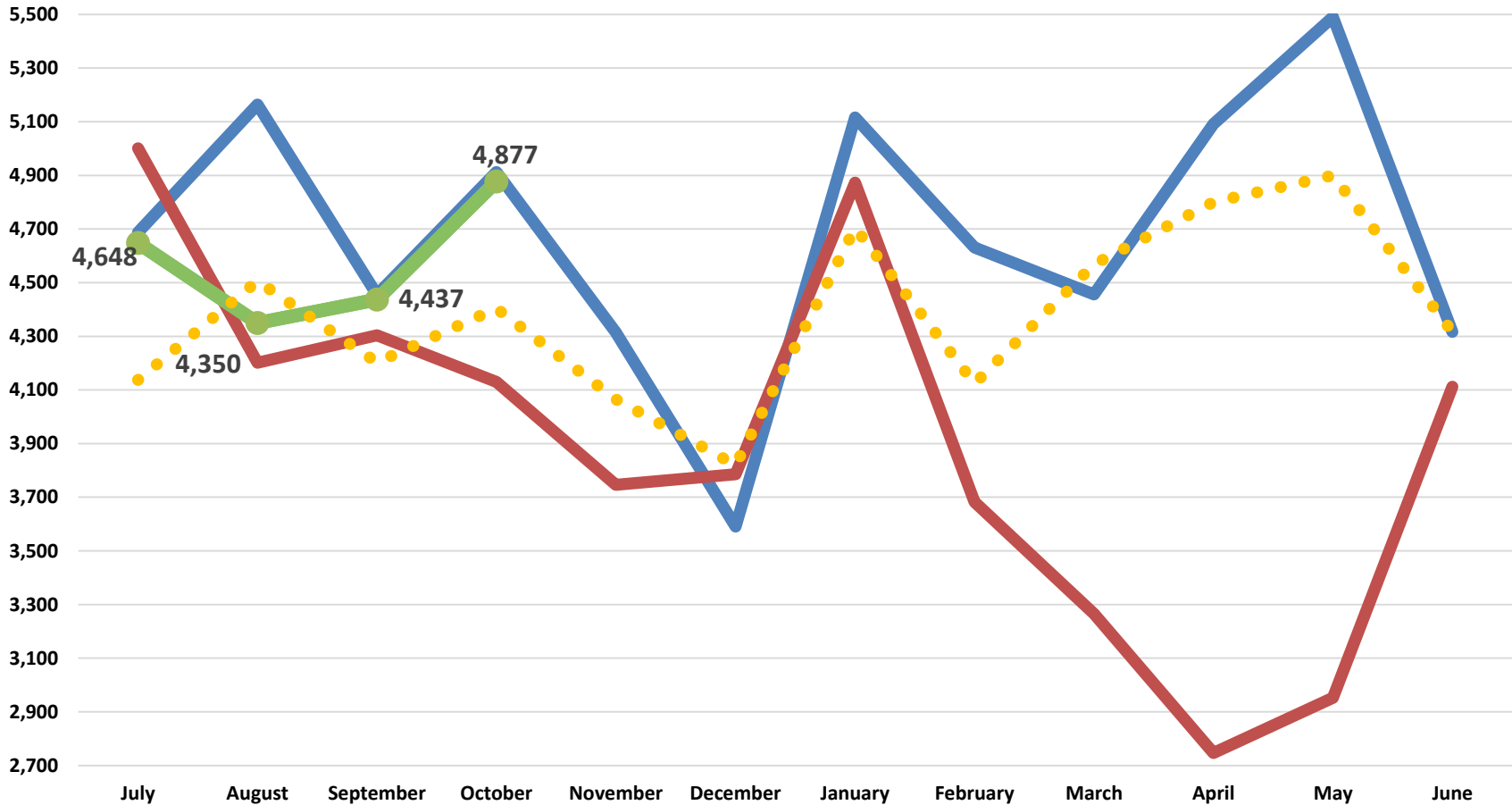
—●— **FY2019**   
 —●— **FY2020**   
 —●— **FY2021**   
 ●●● **Budget**



# All O/P Rehab Services Across District



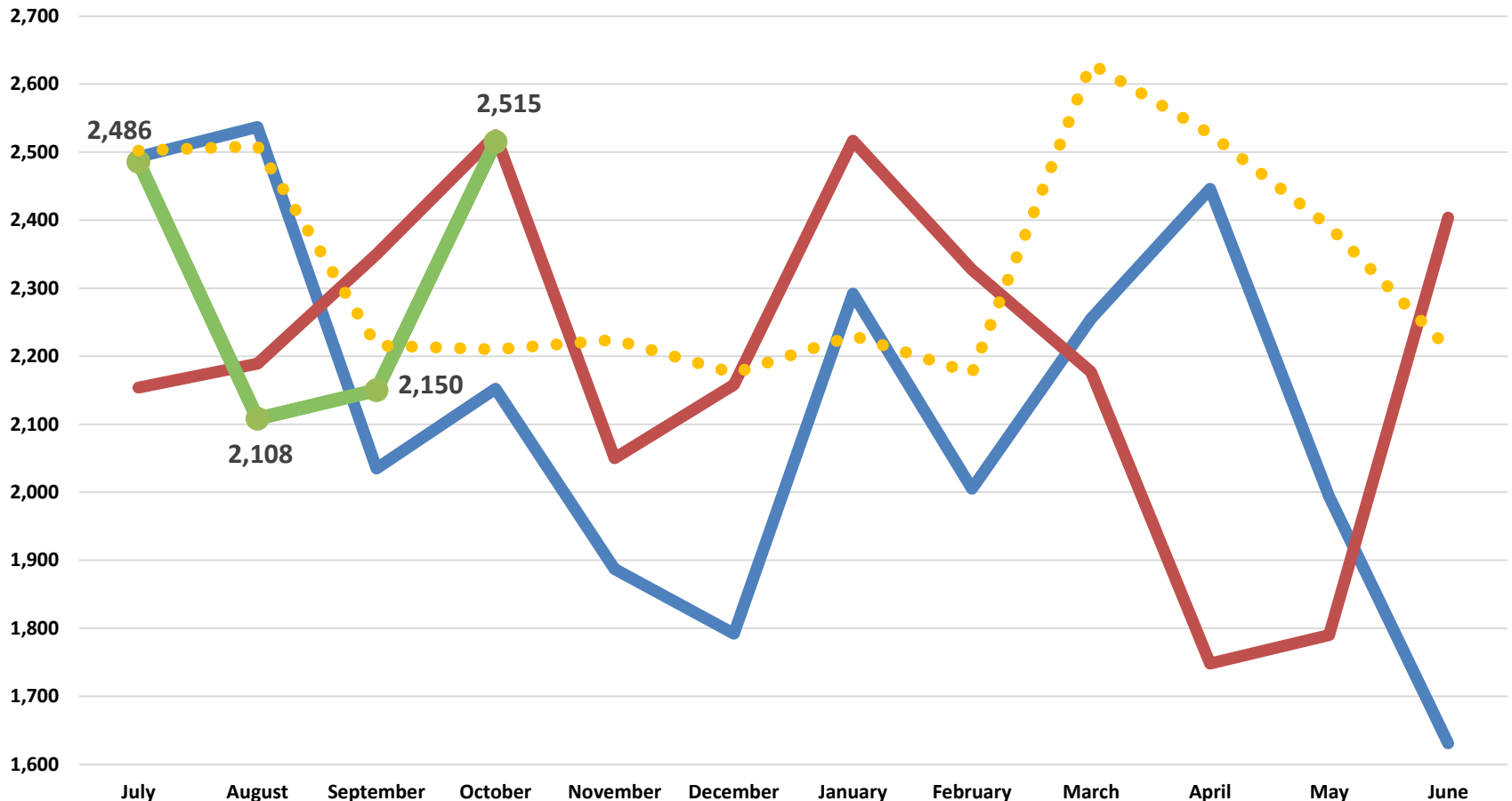
# O/P Rehab Services



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

19,218	17,636	18,312	17,251
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

# O/P Rehab - Exeter

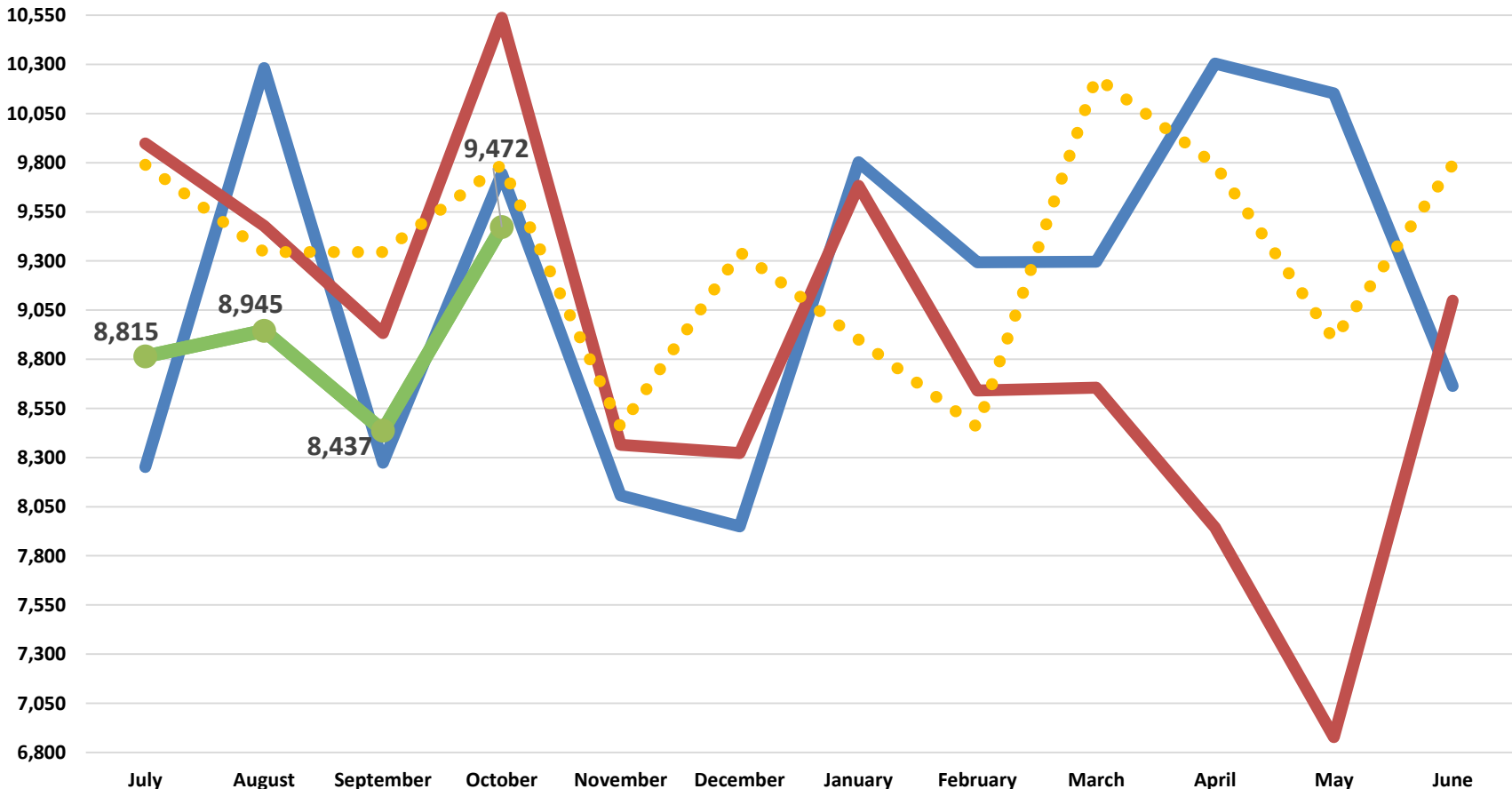


—●— **FY2019**   
 —●— **FY2020**   
 —●— **FY2021**   
 ●●● **Budget**

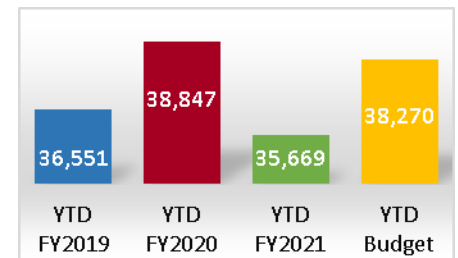
9,217	9,218	9,259	9,437
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget



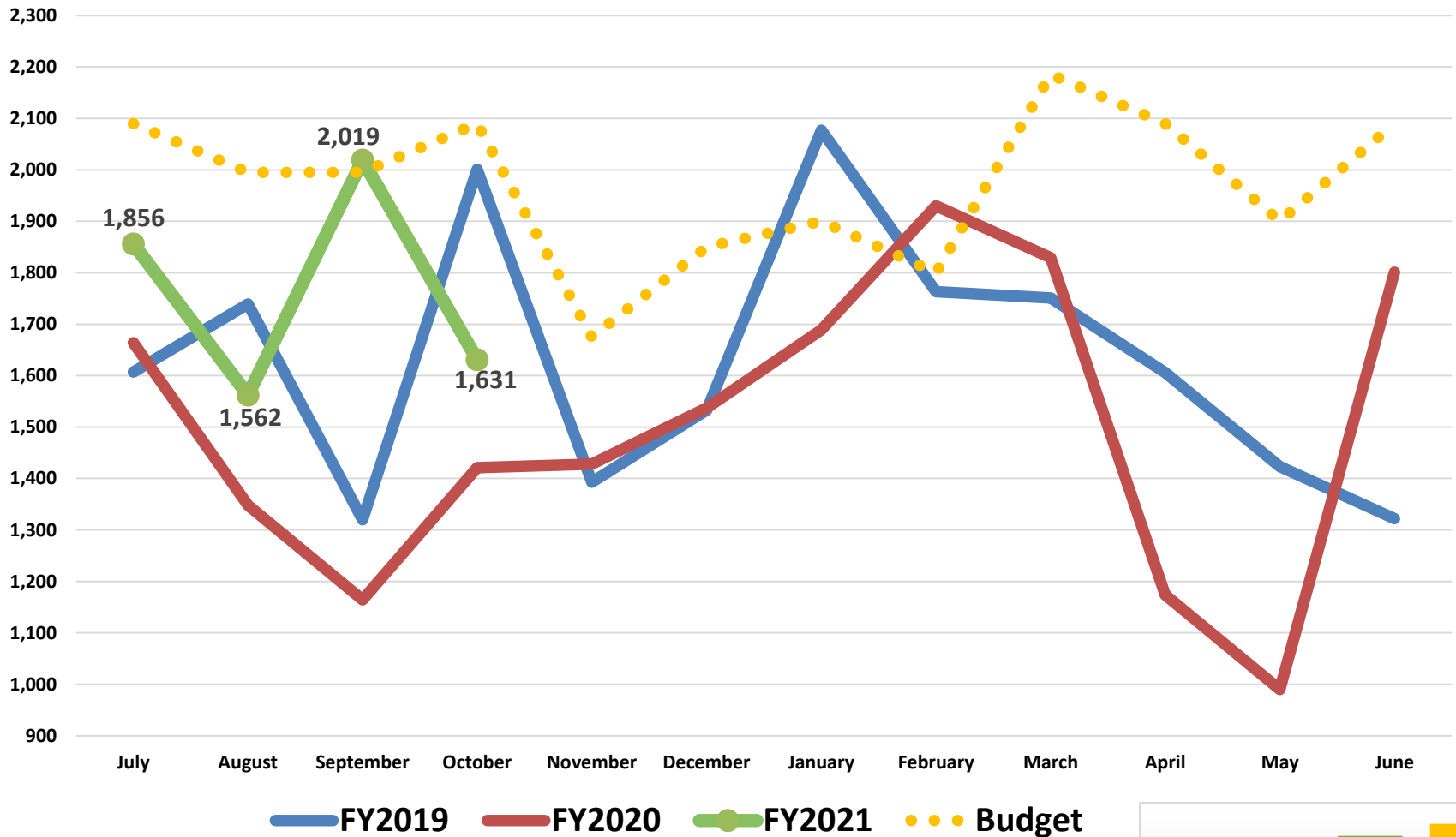
# O/P Rehab - Akers



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

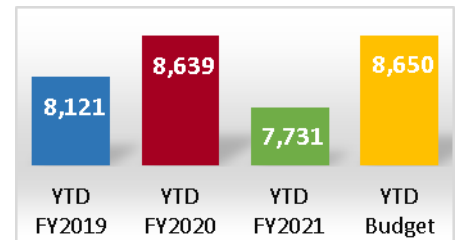
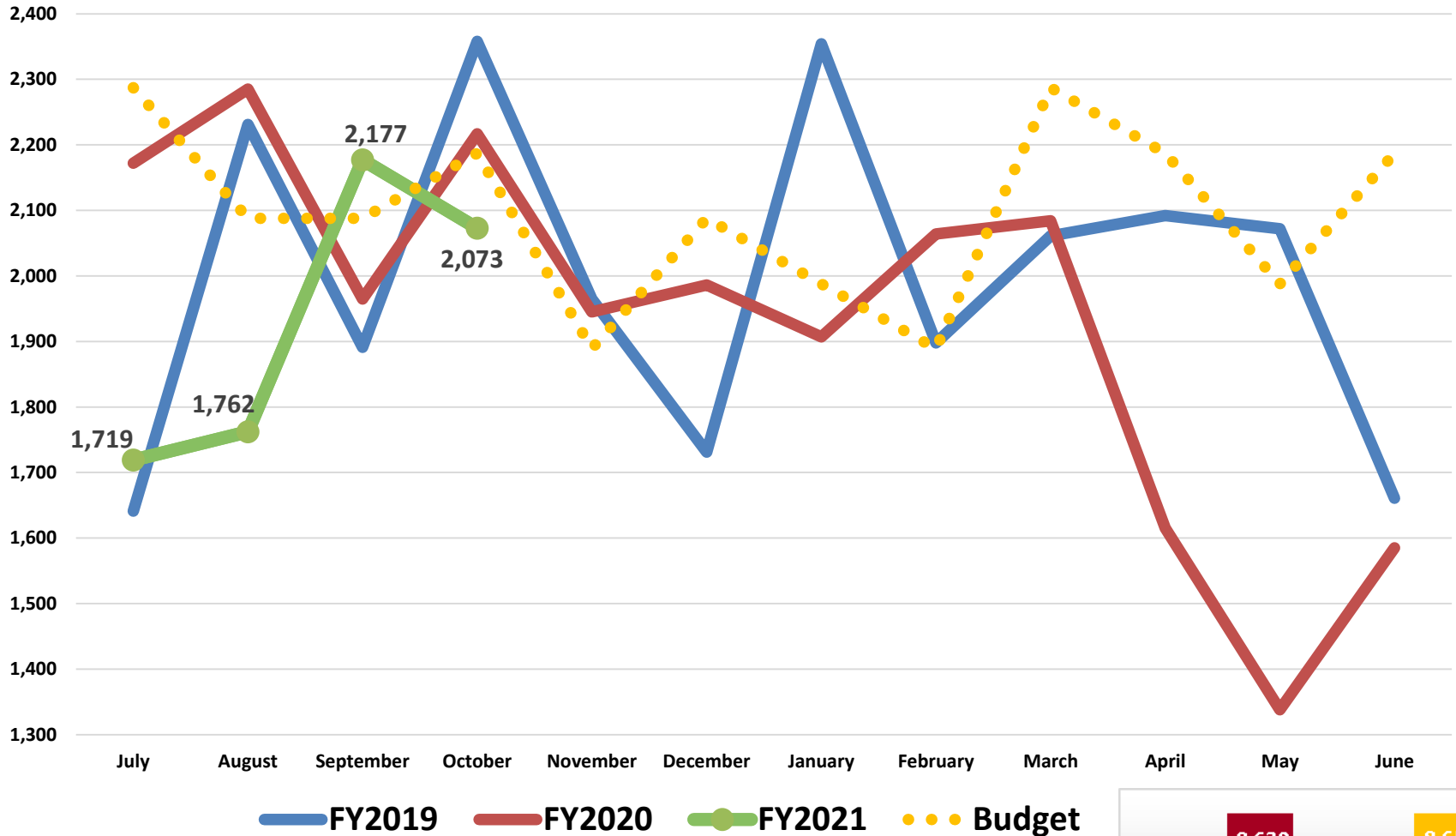


# O/P Rehab - LLOPT

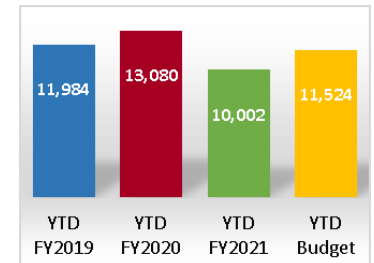
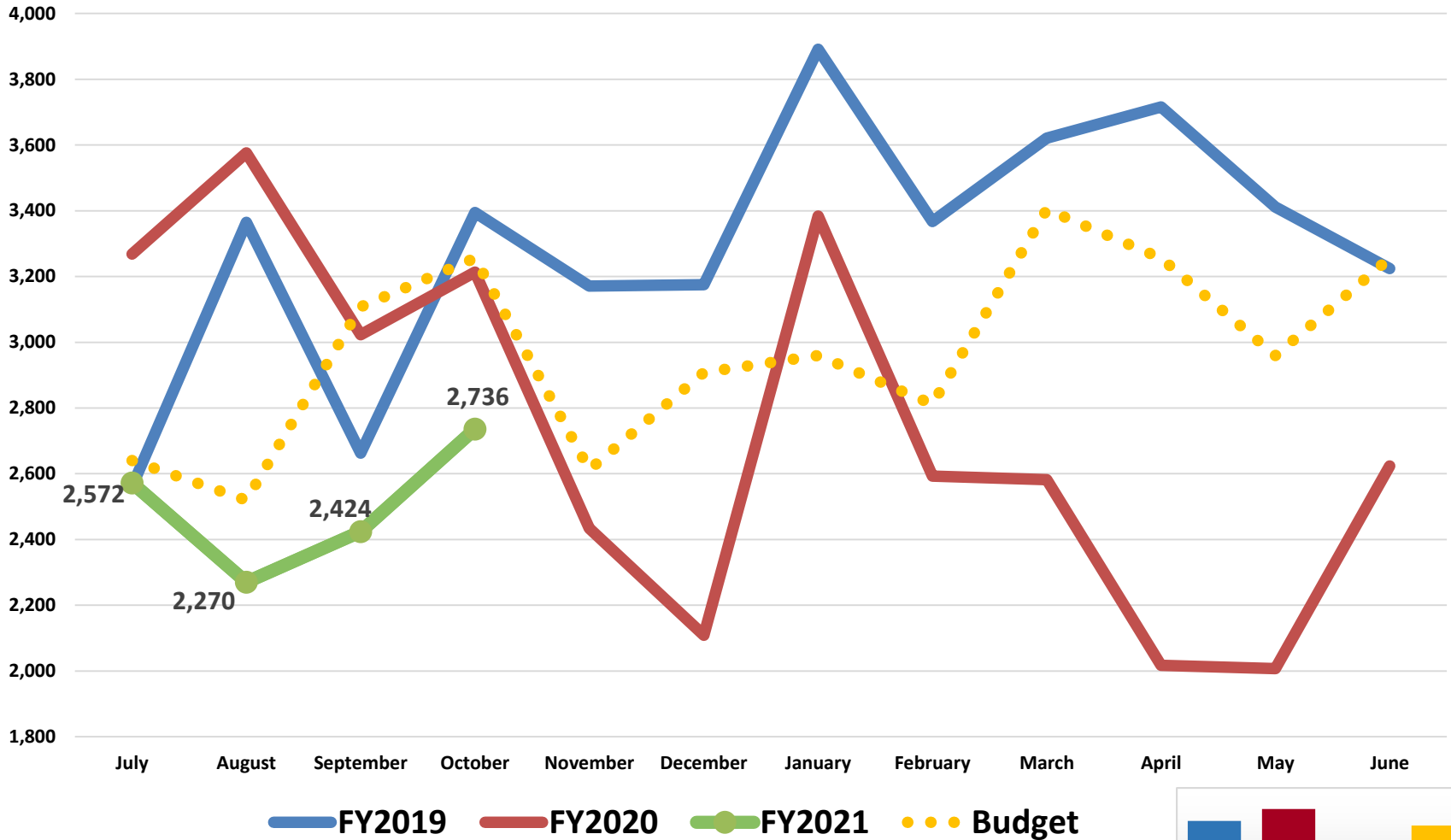


6,667	5,597	7,068	8,170
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

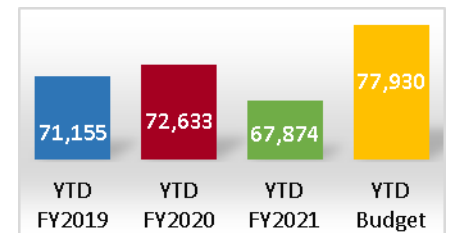
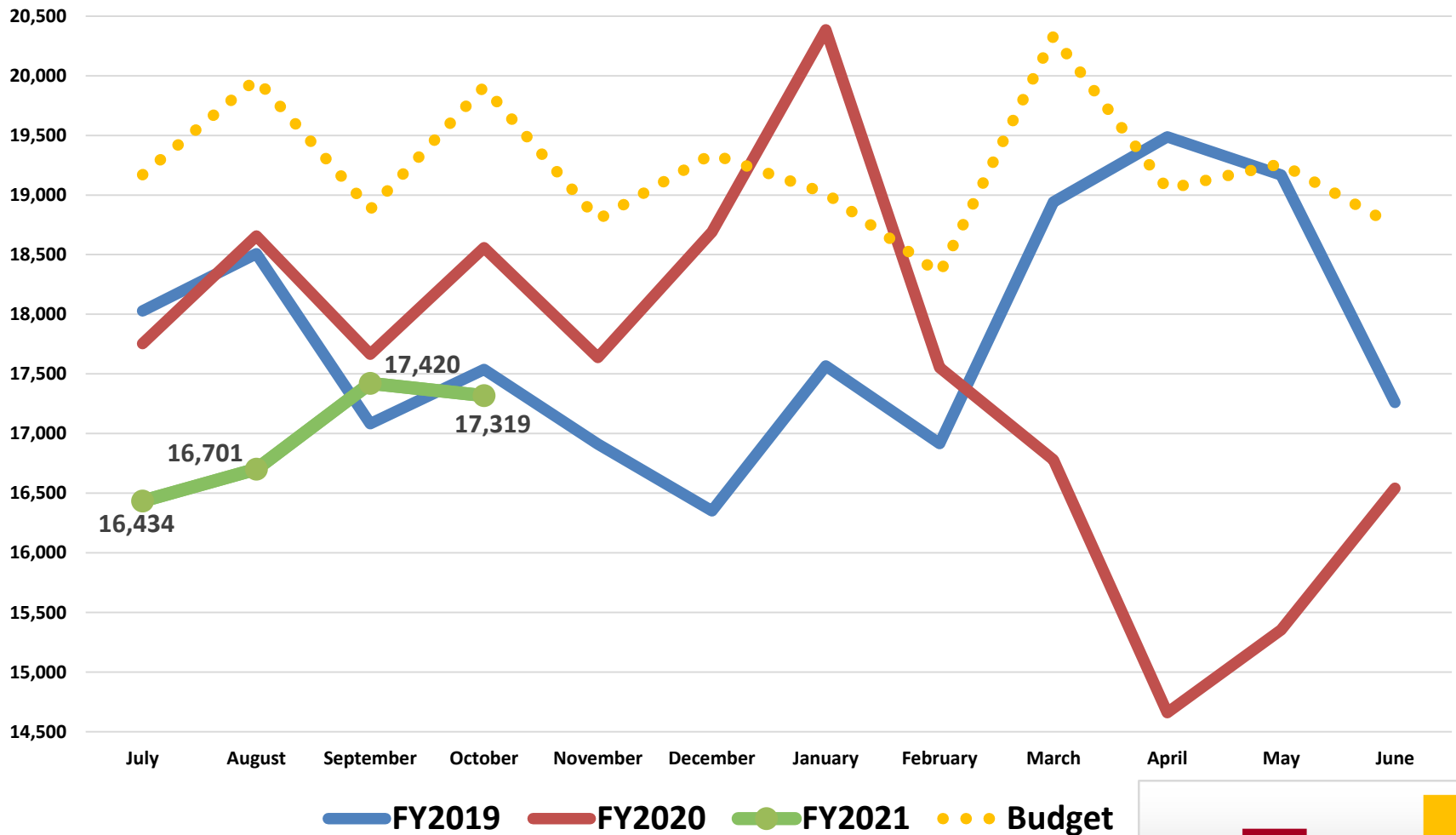
# O/P Rehab - Dinuba



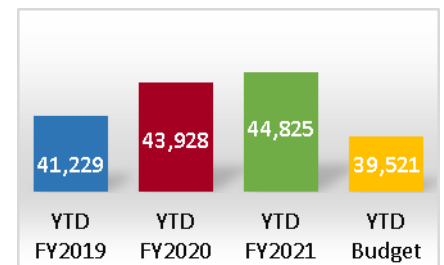
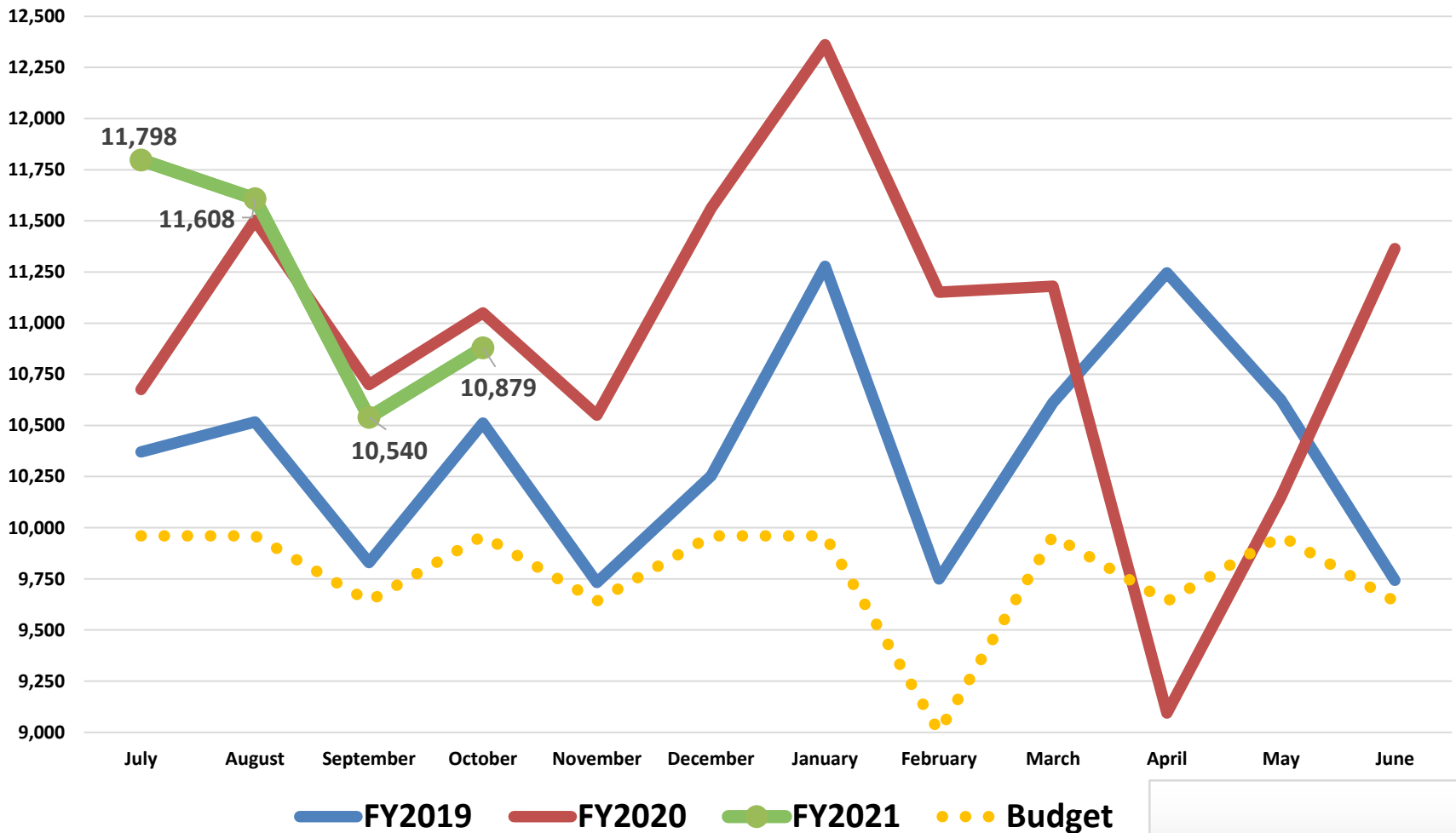
# Therapy - Cypress Hand Center



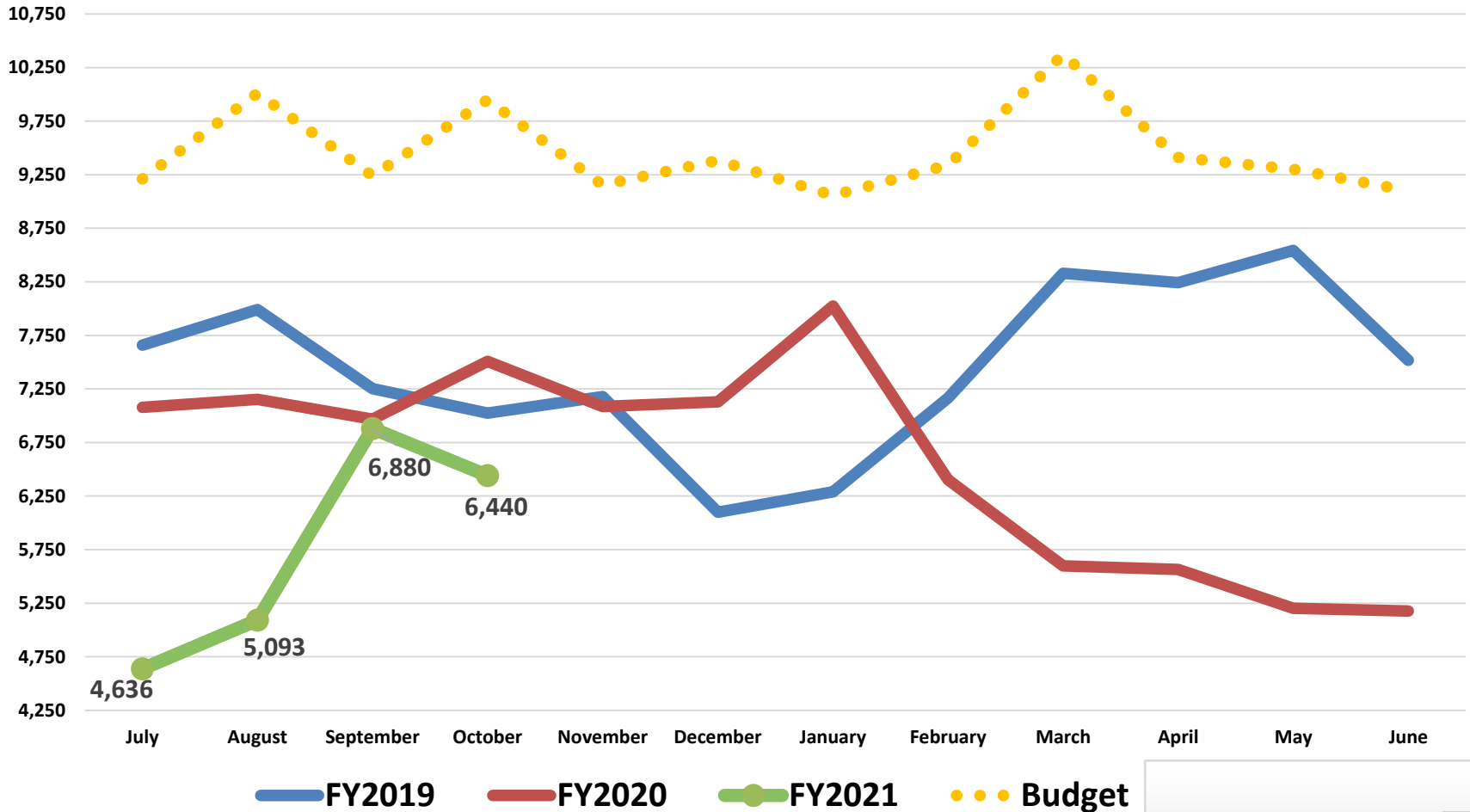
# Physical & Other Therapy Units (I/P & O/P)



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

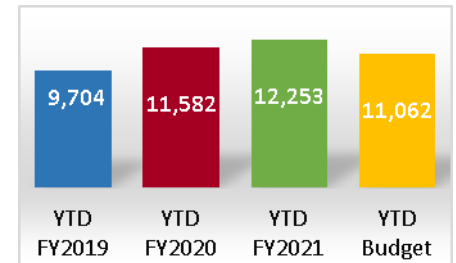
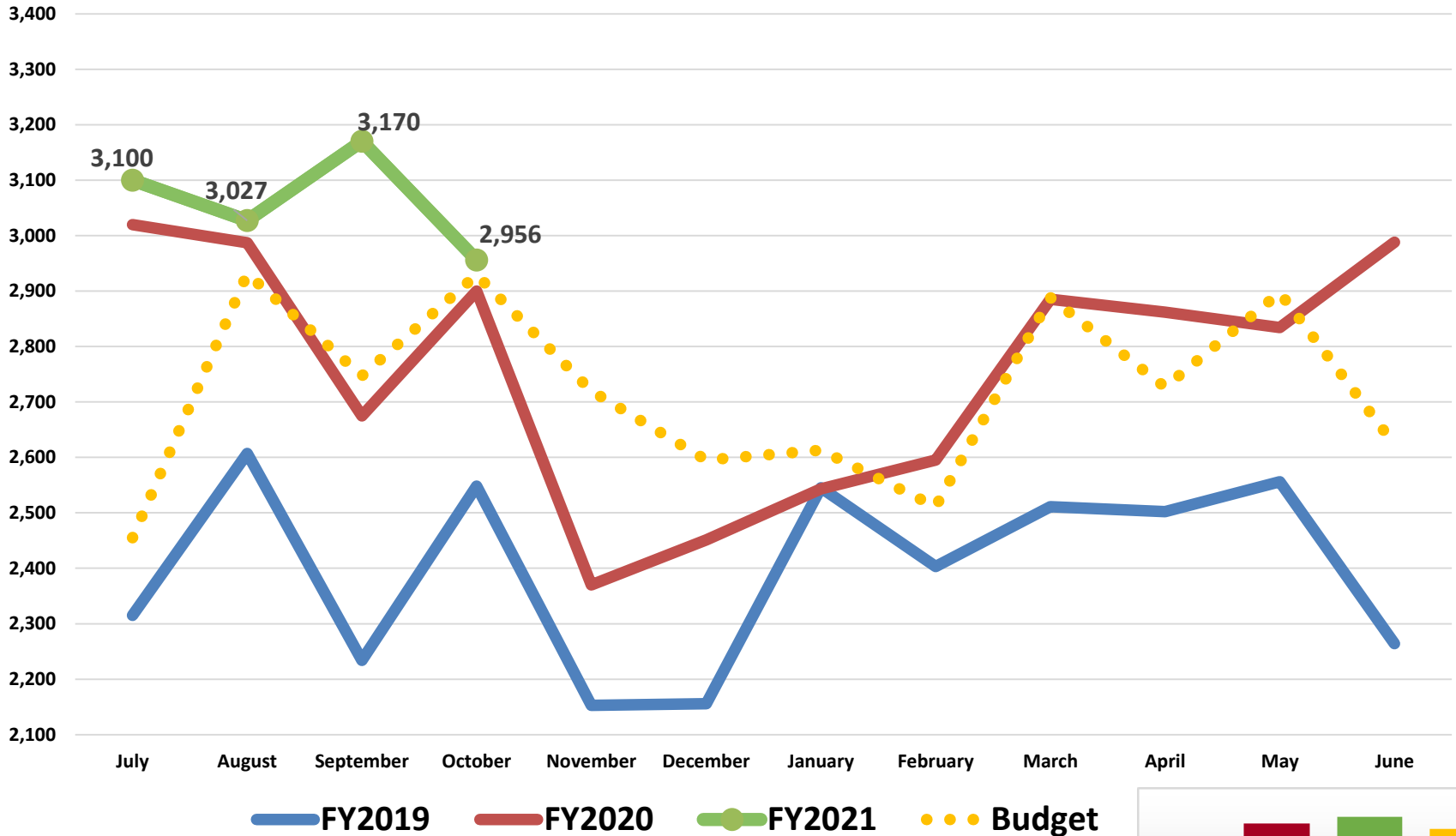


# Physical & Other Therapy Units (I/P & O/P)-KDRH & South Campus



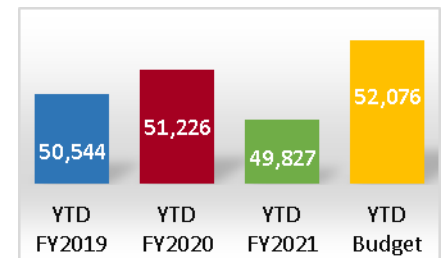
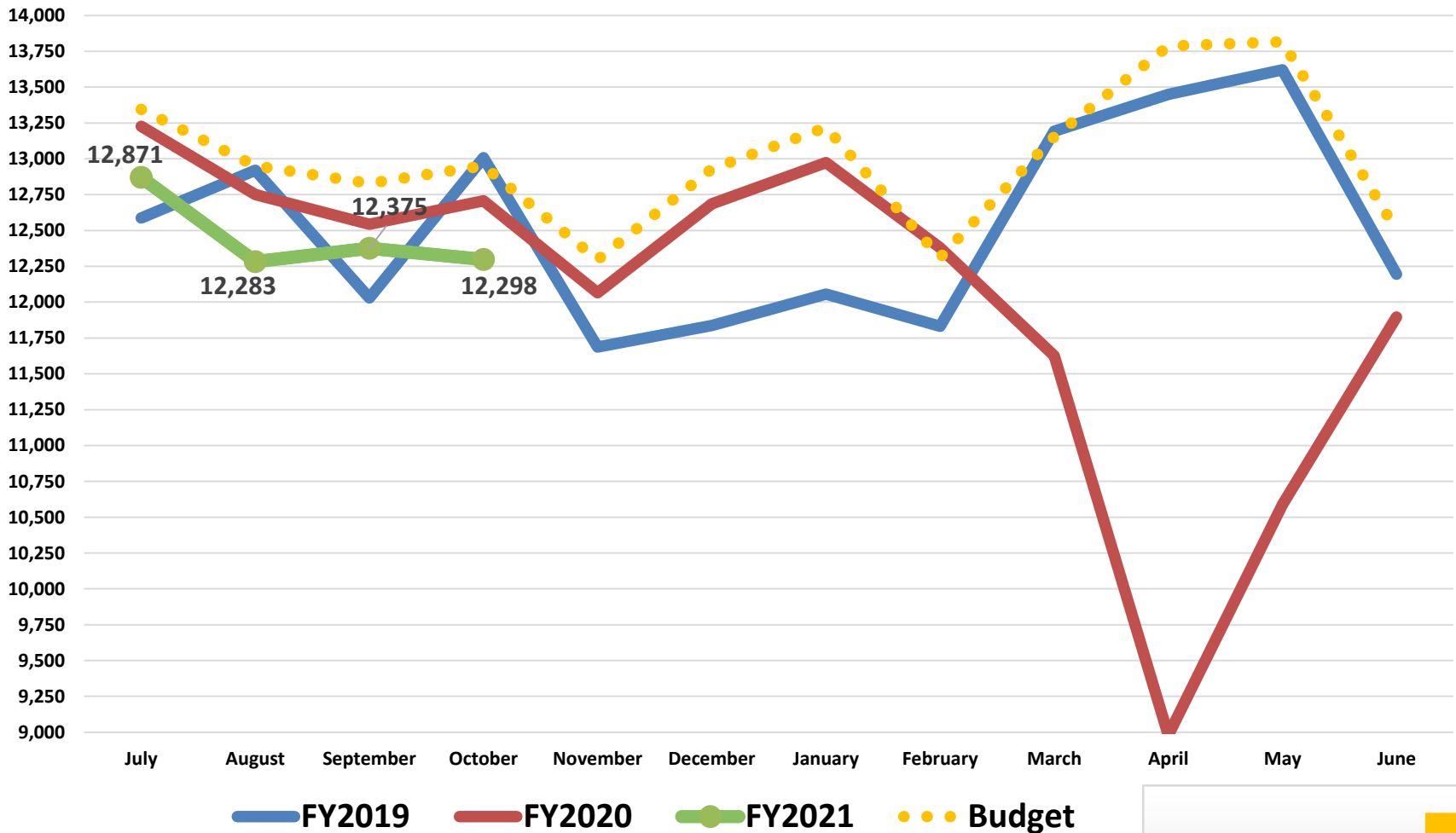
29,926	28,705	23,049	38,409
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

# Home Health Visits

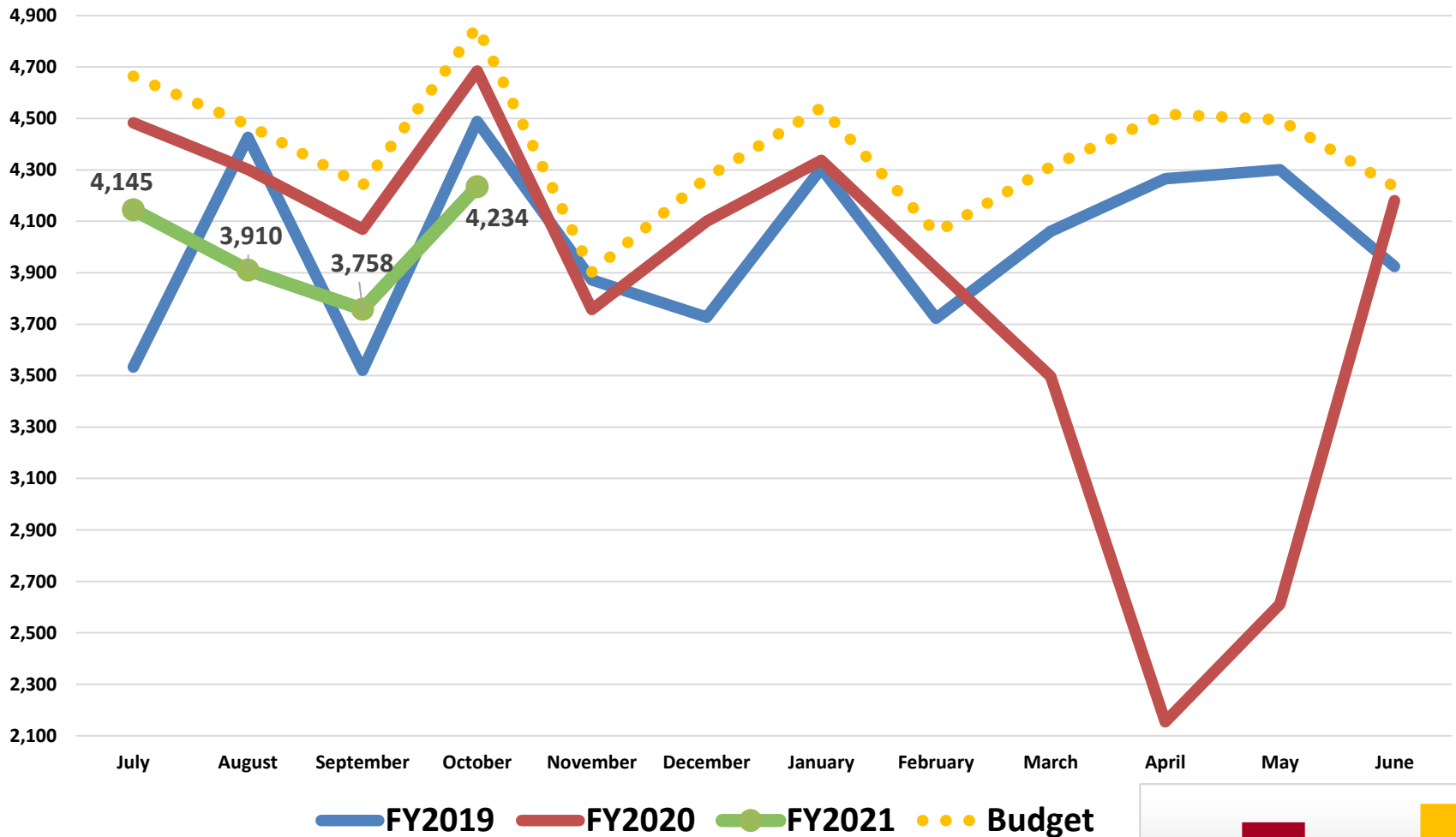




# Radiology – Main Campus

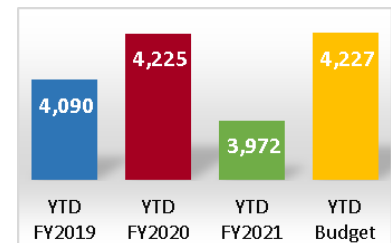
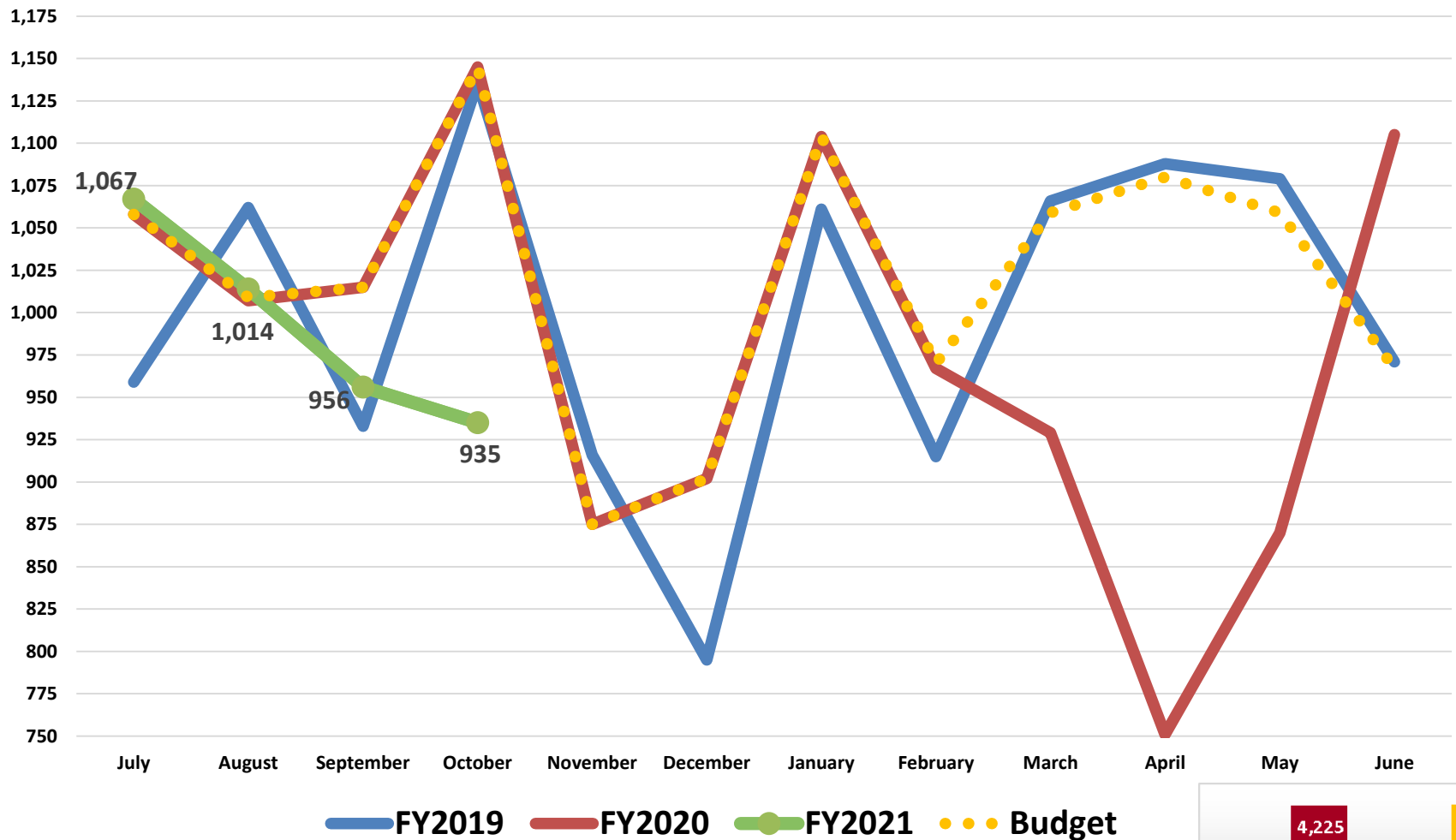


# Radiology – West Campus Imaging

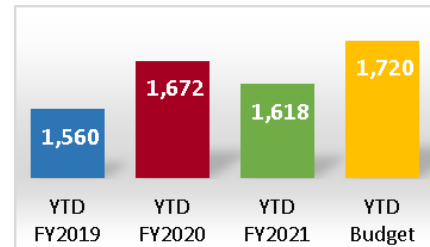
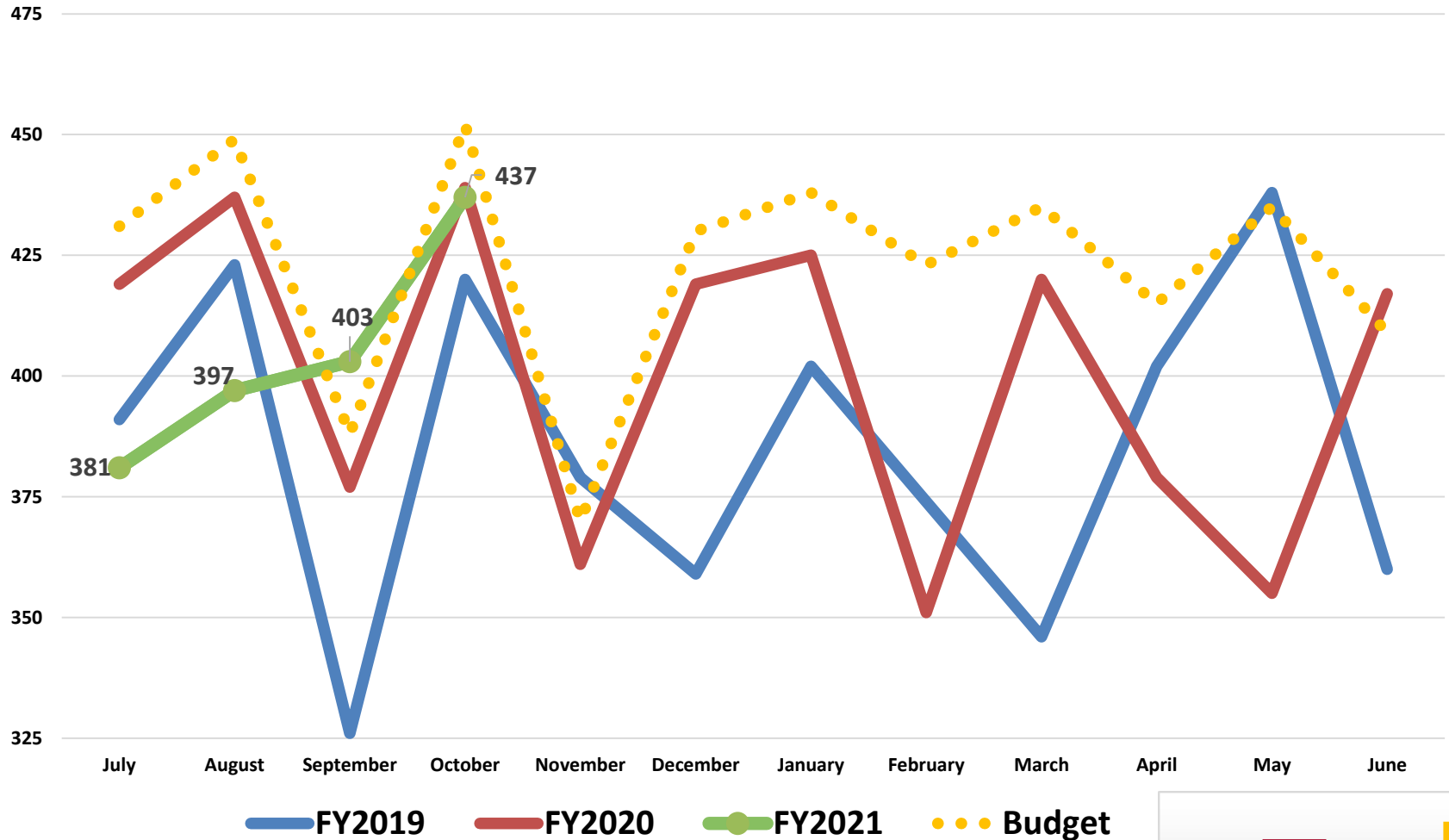


15,967	17,538	16,047	18,235
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

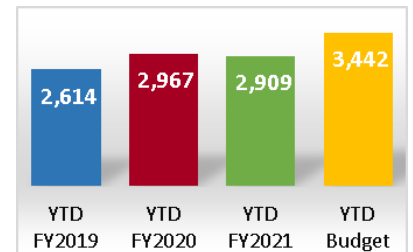
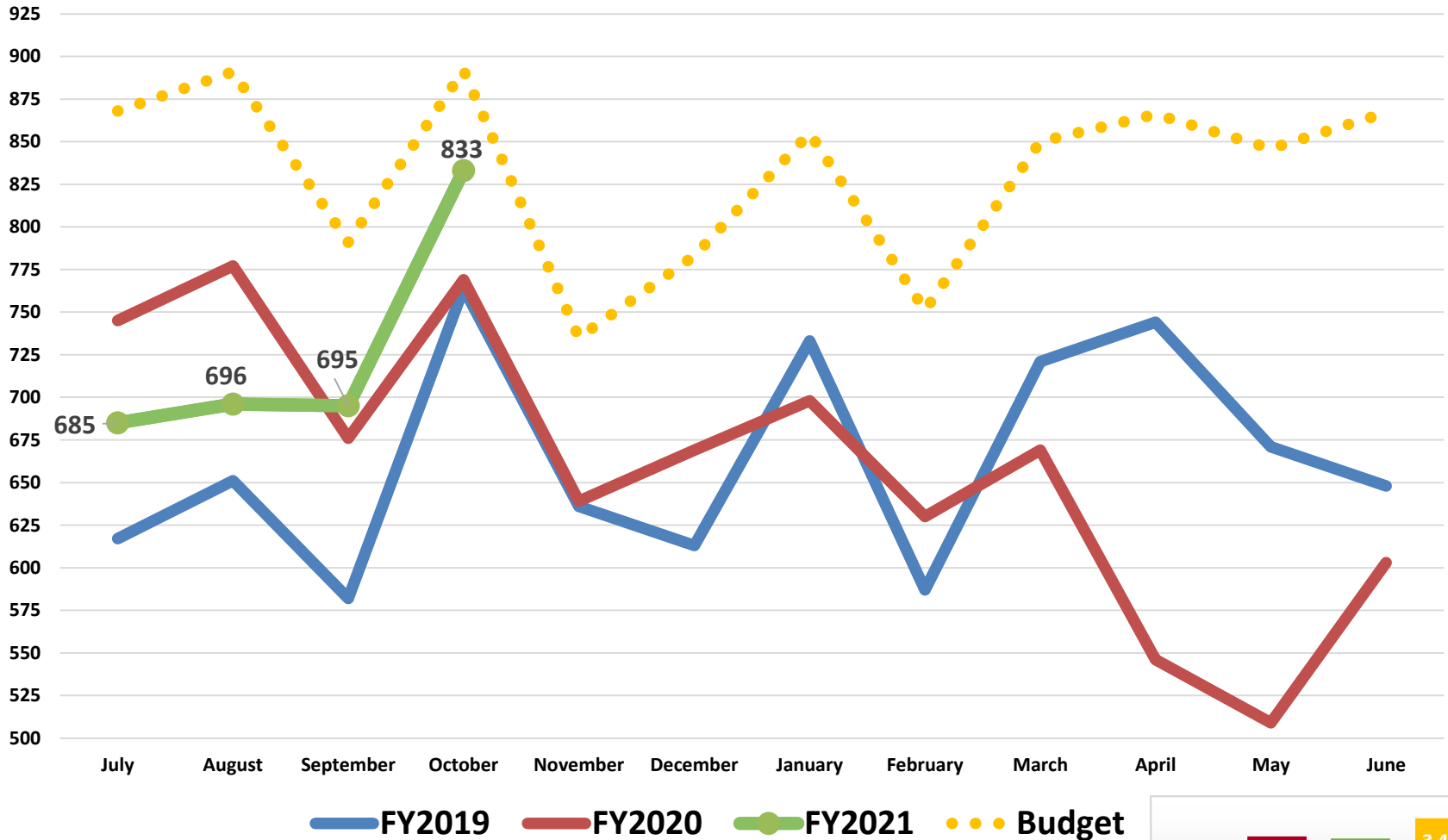
# West Campus – Diagnostic Radiology



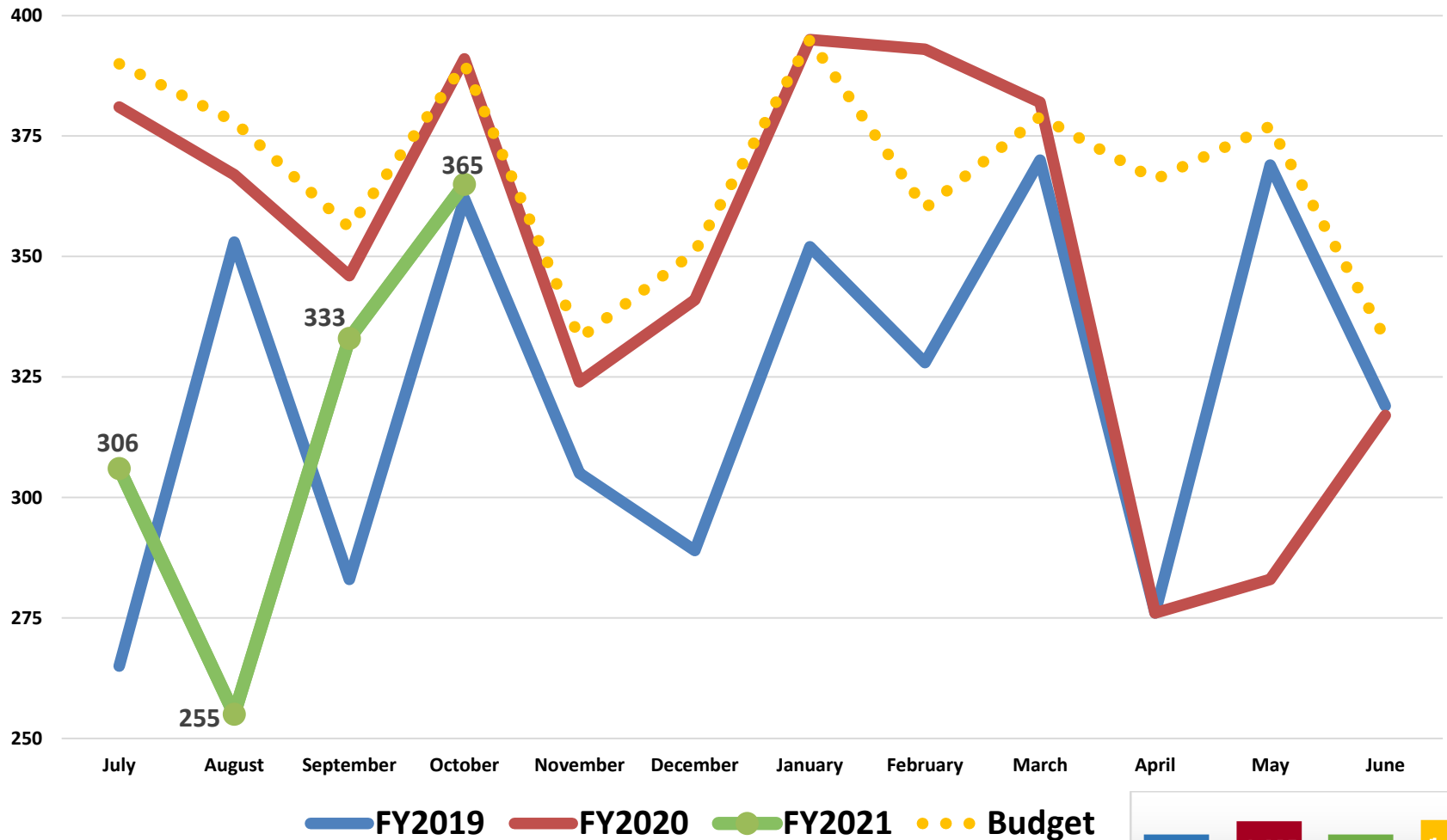
# West Campus – CT Scan



# West Campus - Ultrasound

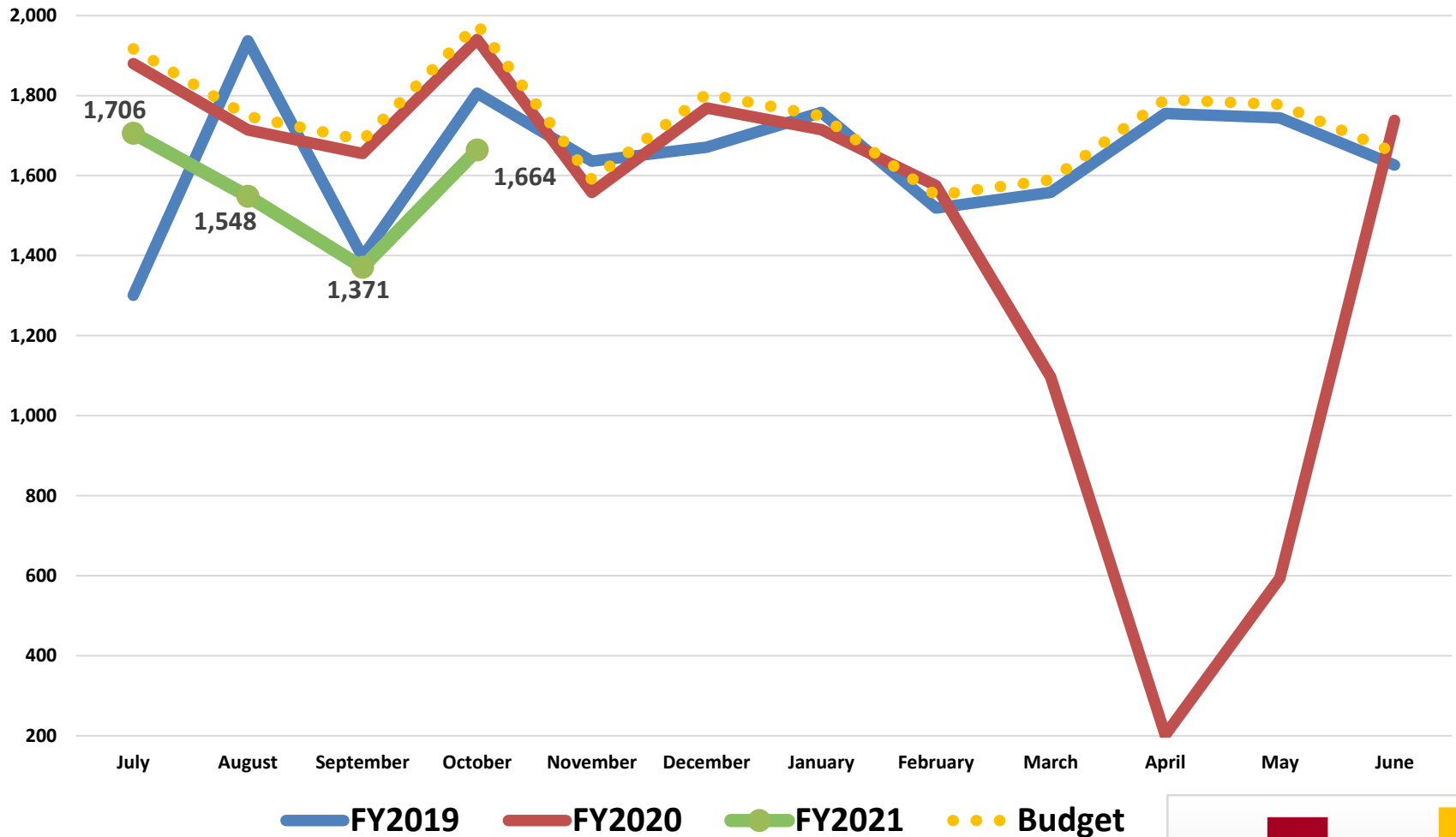


# West Campus - MRI



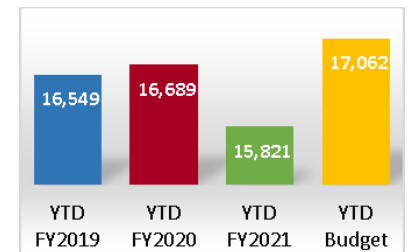
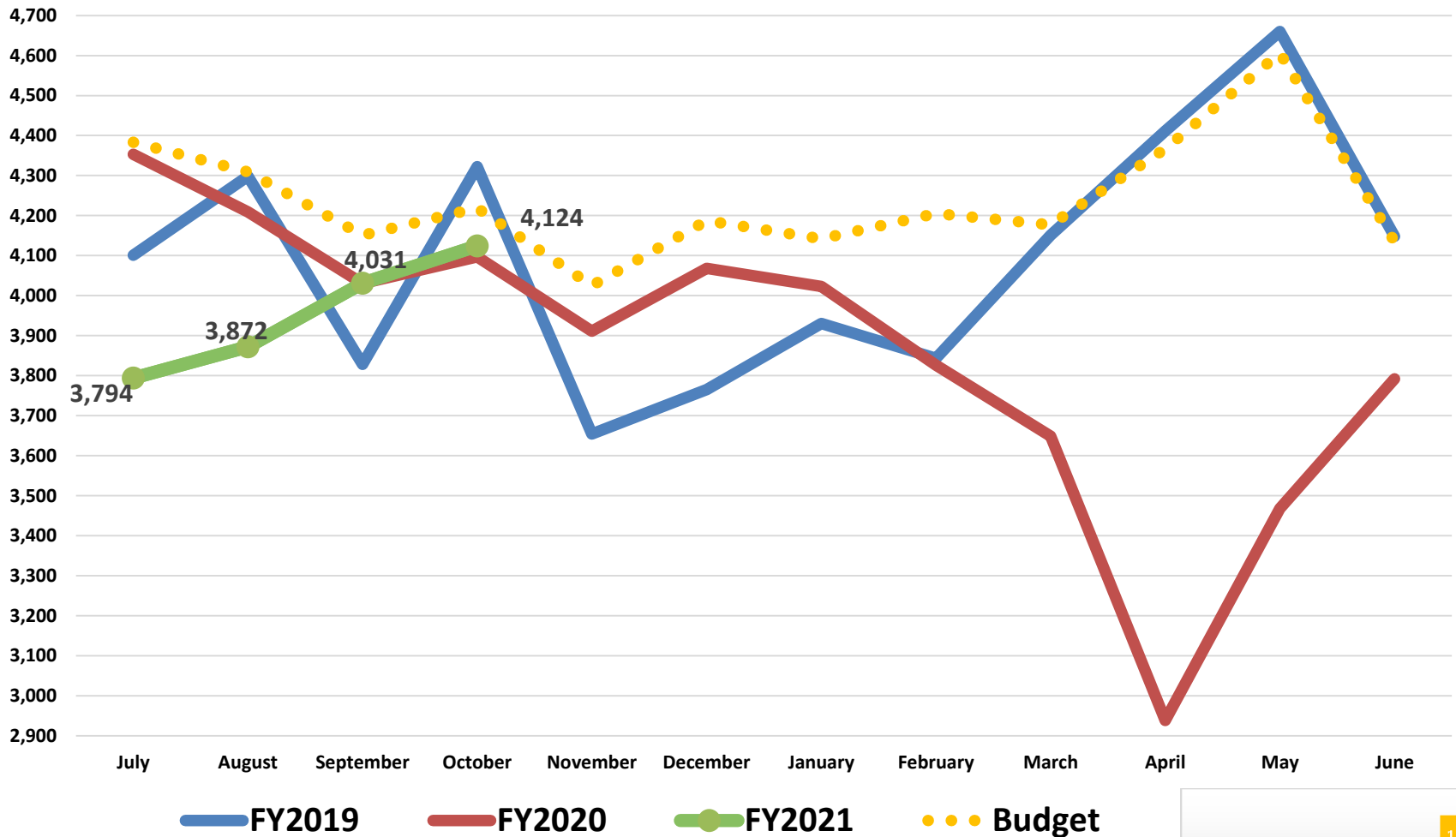
1,263	1,485	1,259	1,514
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

# West Campus – Breast Center



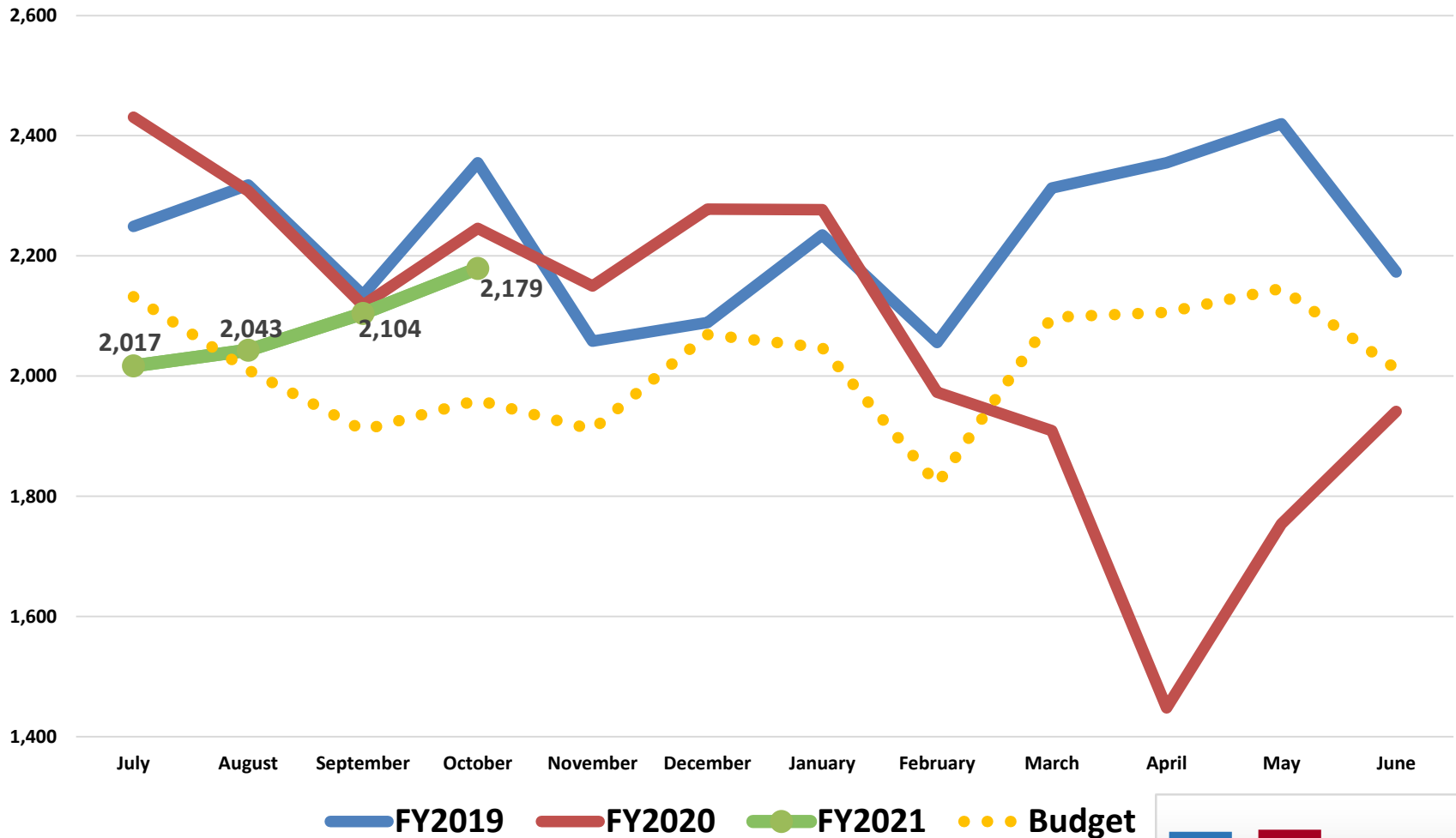
6,440	7,189	6,289	7,332
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

# Radiology all areas – CT



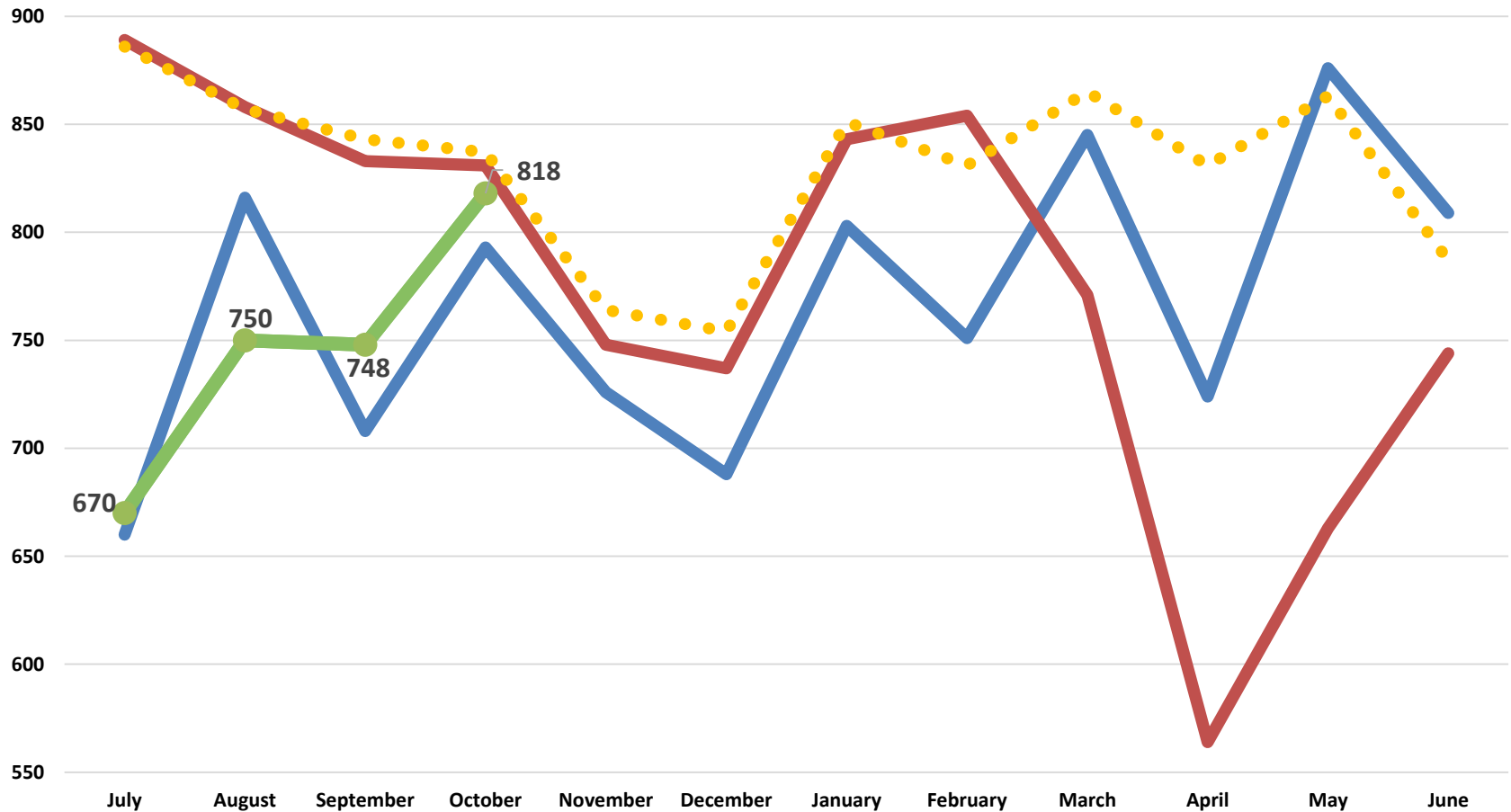


# Radiology all areas – Ultrasound

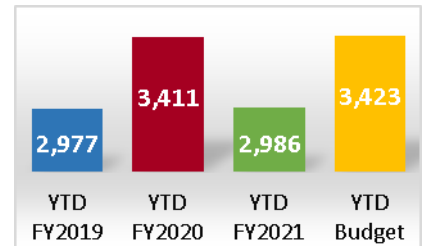


9,057	9,103	8,343	8,012
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

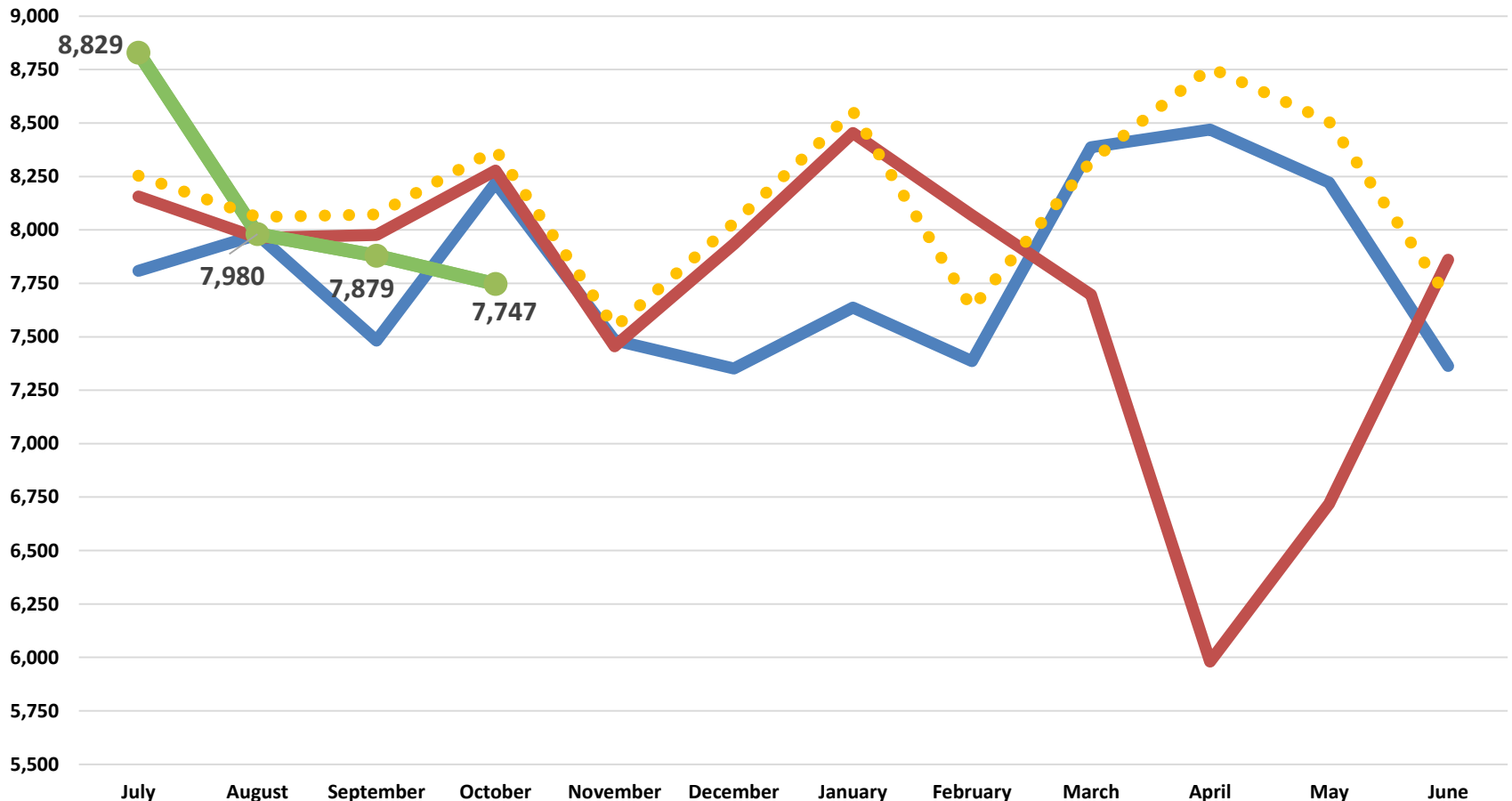
# Radiology all areas – MRI



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



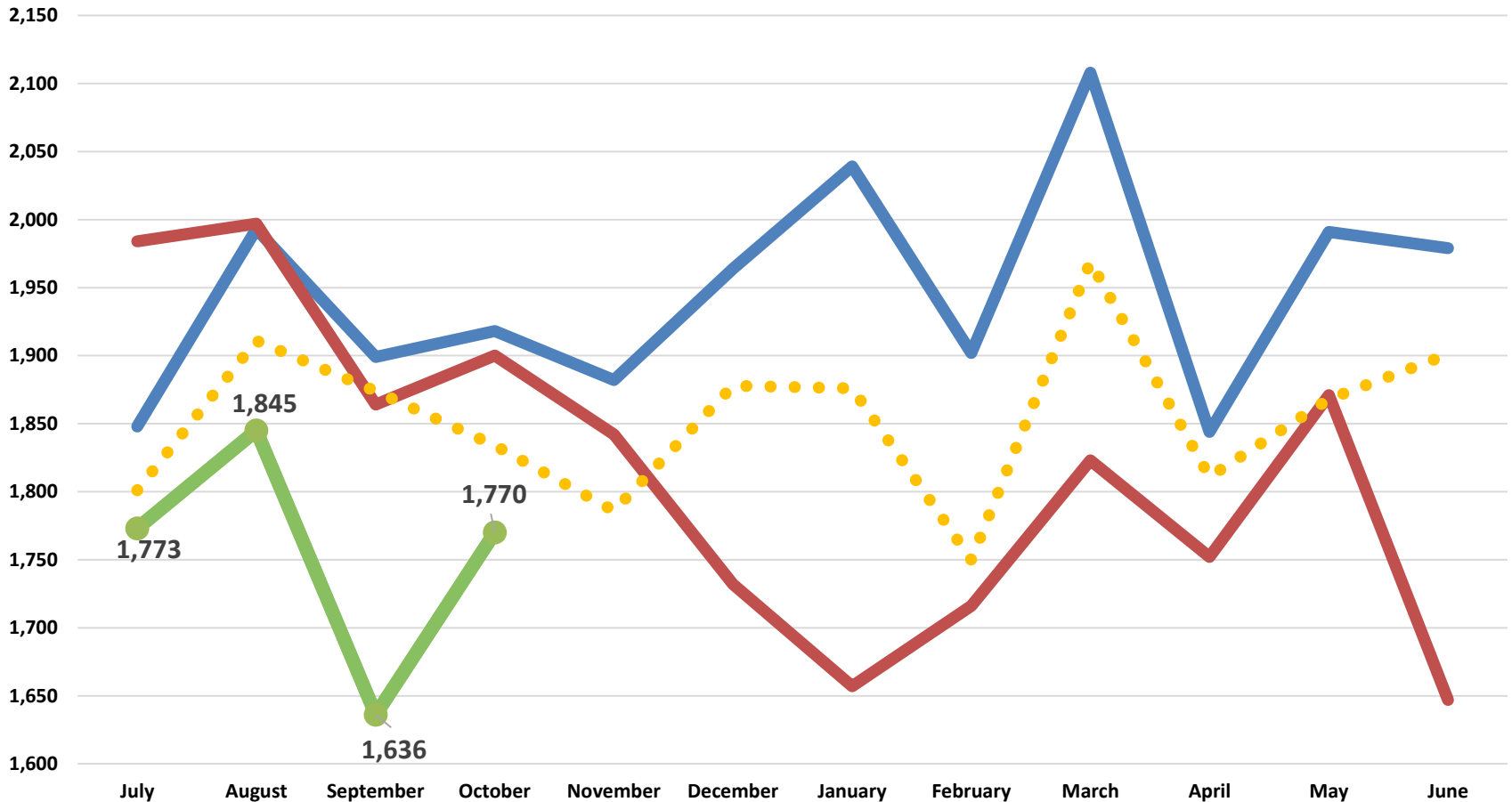
# Radiology Modality – Diagnostic Radiology



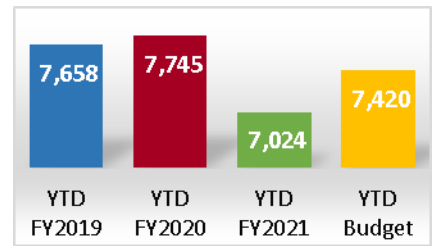
—●— FY2019    
 —●— FY2020    
 —●— FY2021    
 ●●● Budget

31,488	32,372	32,435	32,760
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

# Chronic Dialysis - Visalia

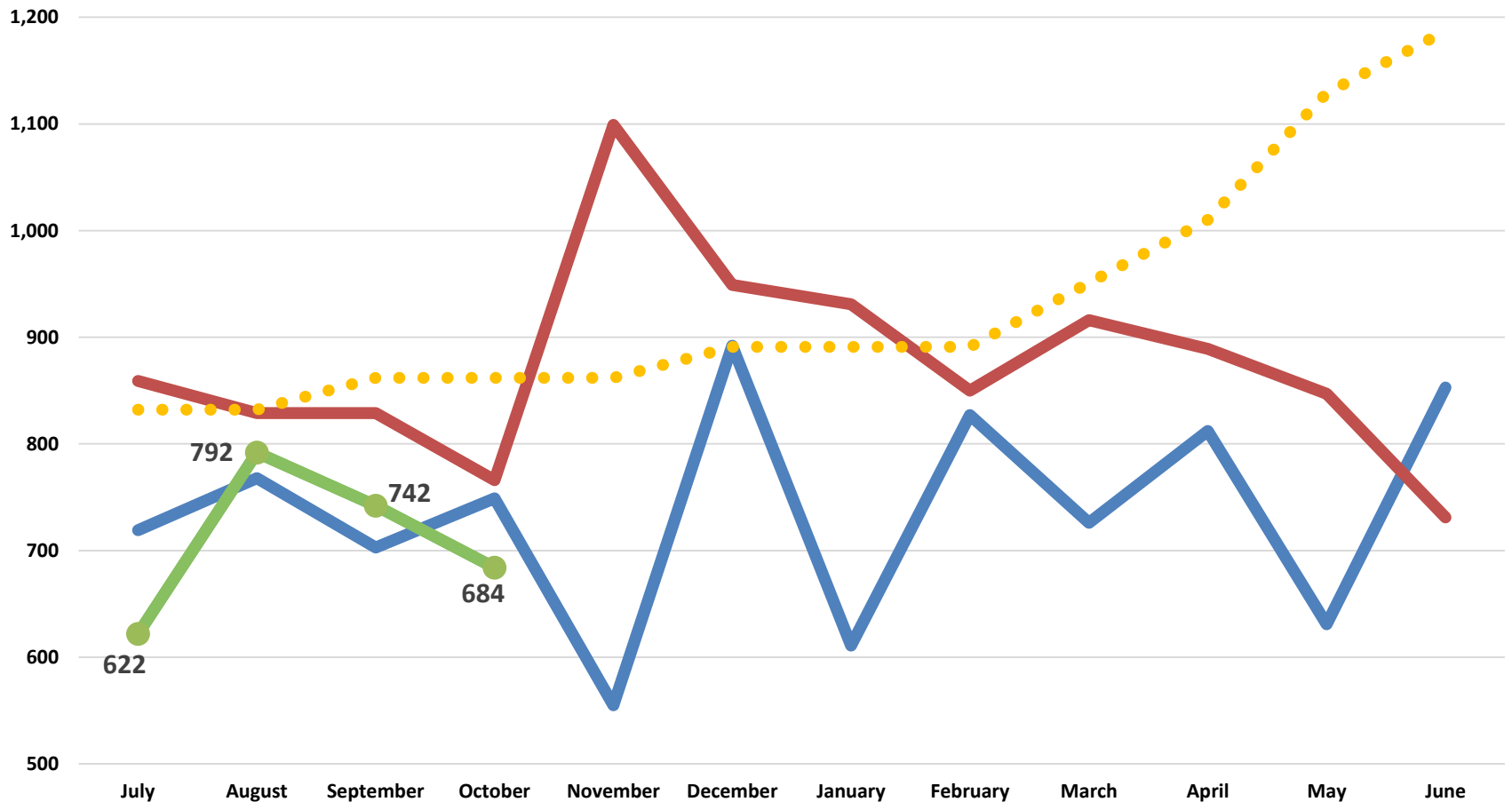


—●— **FY2019**   
 —●— **FY2020**   
 —●— **FY2021**   
 ●●● **Budget**



# CAPD/CCPD – Maintenance Sessions

(Continuous peritoneal dialysis)

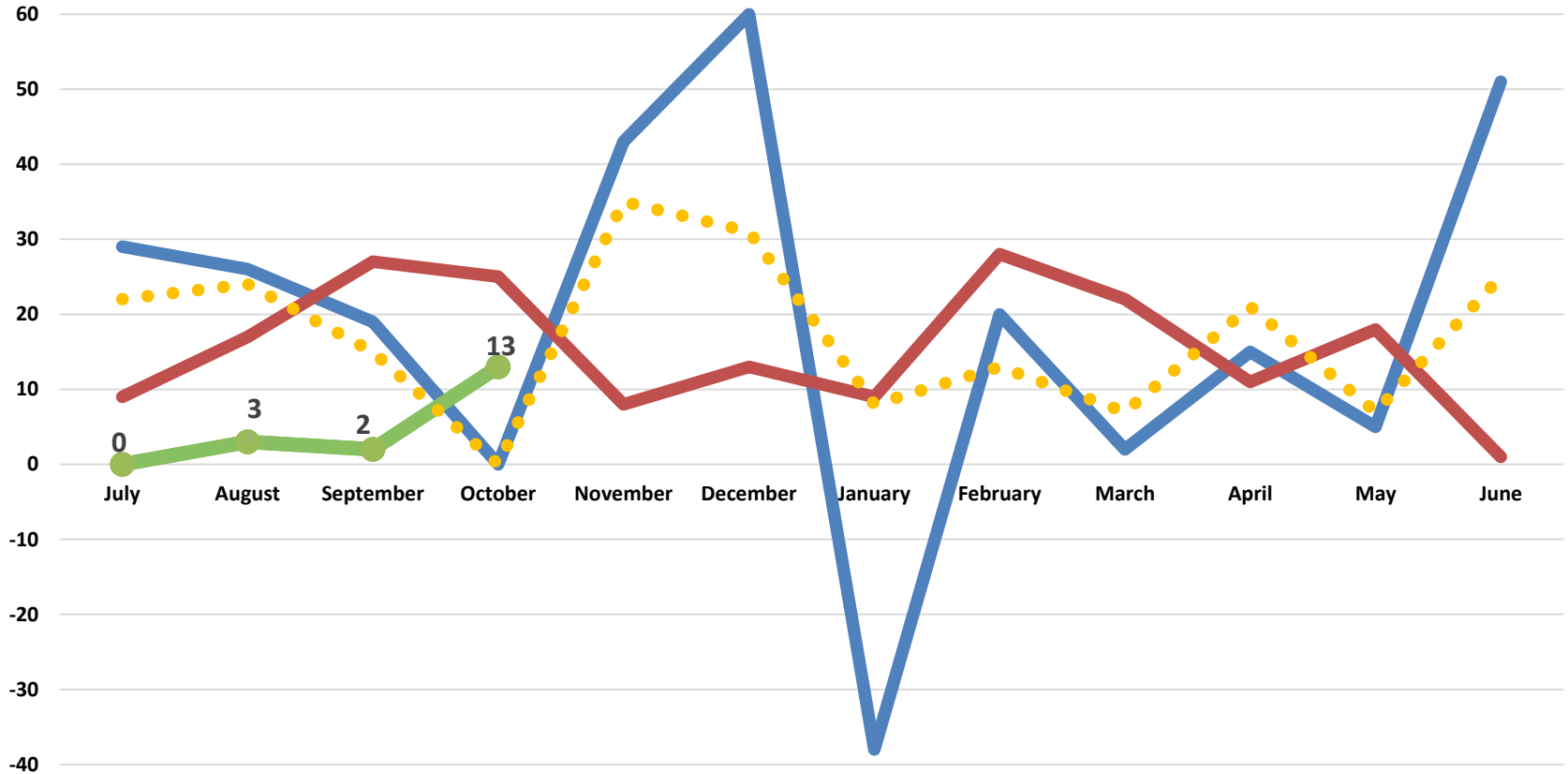


—●— **FY2019**    
 —●— **FY2020**    
 —●— **FY2021**    
 ●●● **Budget**

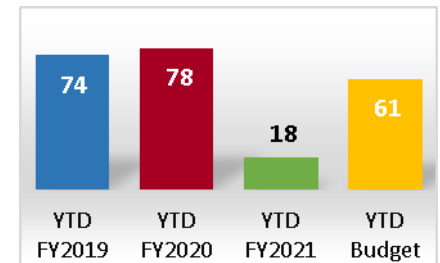
2,939	3,283	2,840	3,388
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

# CAPD/CCPD – Training Sessions

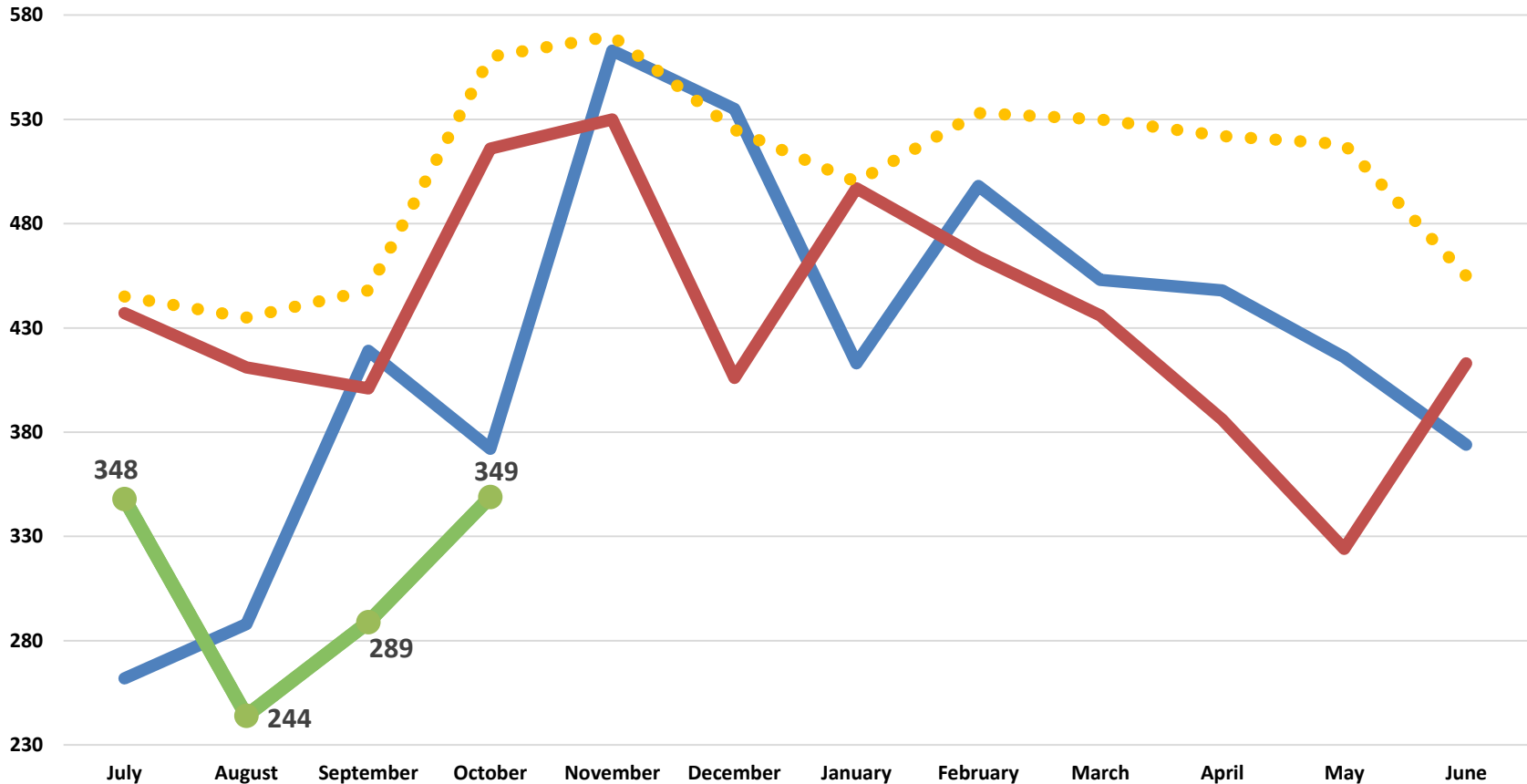
(Continuous peritoneal dialysis)



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



# Infusion Center – Outpatient Visits



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

1,341	1,765	1,230	1,888
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

# **HOSPITAL MASTER PLANNING**

**NOVEMBER 17, 2020**

- 1. OVERVIEW OF THE MASTER PLAN GOAL**
- 2. MASTER PLAN FOR SB 1953 COMPLIANCE**
  - **Replacement options (build new)**
  - **Retrofit options (keep Mineral King)**
- 3. NEW TOWER OPTIONS**
- 4. NEXT STEPS – WORKING WITH OSHPD**



# OVERVIEW OF THE MASTER PLAN GOAL

## Primary objective

### **Master Plan for SB 1953 Compliance by January 2030**

REPLACE or RETROFIT the Mineral King 1969 Building (206 acute beds and acute ancillary services)

## Secondary objective

### **Outpatient Facilities Program**

20-year program for outpatient facilities based on projected needs

# MASTER PLAN FOR SB 1953 COMPLIANCE

## REPLACEMENT Options

### 1. NEW TOWER(S)

incremental replacement of beds and ancillaries;  
phased construction

This approach has been the focus of our master  
planning effort.

Project cost estimate = \$535 Million to \$541 Million

### 2. NEW CAMPUS / Greenfield development

new hospital campus closer to Highway 99;  
240 beds with full ancillaries.

Project cost estimate = \$918 Million

*(excluding cost of land and entitlements)*

# MASTER PLAN FOR SB 1953 COMPLIANCE

## RETROFIT Options

### 1. SPC-4D Conventional Retrofit of MK Bldg

Build structural shear walls around the building

Project cost estimate = \$167 Million to \$200 Million  
*(excludes costs of architectural upgrades, operational impact, revenue losses)*

### 2. Advanced Analytical Analysis/ Modelling

Testing and analysis of existing structure to demonstrate seismic compliance

Project cost estimate = \$24 Million

NOTE: Initial materials testing was completed, with inconclusive results. Considering multiple OSHPD risks and costly implementation, we will pause this effort and focus resources on a final plan for a New Tower Replacement.

# NEW TOWER OPTIONS

- **Master Plan schedule and status, decision points**
- **New Tower options**

NOTE: As of February 2020, several New Tower scenarios were developed and discussed with the Board and Master Planning Steering Committee. Two 'book-end' options were considered. In today's session, we will focus on the details of these two options and get closer to selecting the final scope.

**Option 1** – Two towers, two phases, 240 beds total / estimated total project cost = \$541 M

**Option 2** – One tower, three phases, 240 beds total / estimated total project cost = \$535 M

# NEXT STEPS – WORKING WITH OSHPD

## Seek special exemption from SB1953 deadline

1. Finalize scope of New Tower and develop an implementation plan:

- Financing
- Design/Bid/Build or Design-Build delivery
- Bond campaign / Entitlements

2. Present '**replacement implementation plan**' to OSHPD as a condition for exemption from the 2030 deadline (i.e. Mineral King Bldg can stay as-is for acute care while we complete the replacement)

- Potential special legislative action

## **NEXT STEPS – WORKING WITH OSHPD**

- **Revisit Mineral King retrofit options if exemption from 2030 deadline cannot be achieved.**





# KAWEAH DELTA MEDICAL CENTER REPLACEMENT HOSPITAL MASTER PLANNING SERVICES

November 17, 2020



# MASTER PLANNING SCHEDULE / STATUS



**PROJECT SCHEDULE**

	2018		2019												2020												2021											
	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG				
<b>ORIGINAL PROJECT SCHEDULE</b>																																						
MP CONCEPT / PROGRAMMATIC	█		█																																			
MP SCHEMATIC			█																																			
MP DESIGN DEVELOPMENT															█																							
FINAL MASTER PLAN															█																							
	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG				
	2018		2019												2020												2021											
<b>CURRENT PROJECT SCHEDULE</b>																																						
MP CONCEPT / PROGRAMMATIC	█		█																																			
MP SCHEMATIC DECISION POINTS																																						
1. Room and Tower Options															█																							
2. Phase 1 Scenarios (Tower 1 + ?)															█																							
3. Phase 1 Budget															█																							
4. Compliance Strategy & MK options															█																							
5. Final Decision on Phase 1 (best case)																											█											
MP DESIGN DEVELOPMENT (best case)																											█											
FINAL MASTER PLAN (best case)																											█											
IMPLEMENTATION PLANNING /NEXT STEPS																											█											
	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG				
	2018		2019												2020												2021											
<b>MASTER PLAN FOR OTHER CAMPUSES AND OUTPATIENT FACILITIES</b>																																						
CONCEPT / PROGRAMMATIC																											█											
SCHEMATIC																											█											
DESIGN DEVELOPMENT																											█											
FINAL																											█											

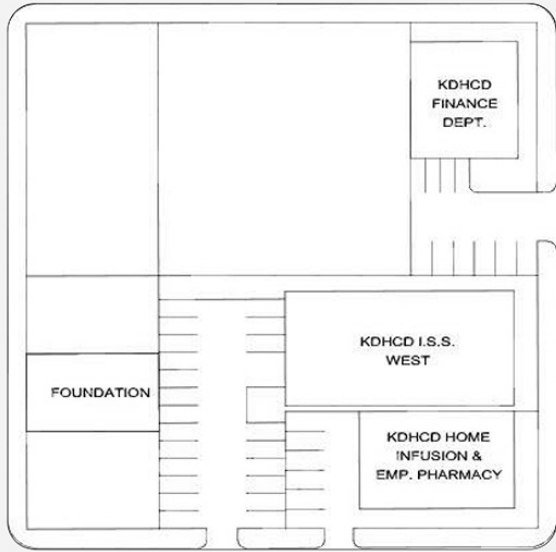
# MASTER PLAN REPLACEMENT OPTIONS

	<b>OPTION 1</b> <b>2 Towers - 5 Story + 4 Story</b>	<b>OPTION 2</b> <b>1 Tower - 9 Story</b>	<b>OPTION 3</b>
<b>PHASE 1</b>	1st TOWER REPLACEMENT BEDS Rx, DINING & LOBBY & PARKING 120 Beds	REPLACEMENT BEDS (1/2 of TOWER is SHELL) & PARKING 120 Beds	FULL REPLACEMENT HOSPITAL NEW SITE 240 Beds 1,600 SF/Bed
<b>PHASE 2</b>	2nd TOWER ADDITIONAL REPLACEMENT BEDS 120 Beds	COMPLETE SHELL FLOORS 60 Beds	
<b>PHASE 3</b>	RE-PURPOSE MK FOR NON ACUTE CARE IF DESIRED	COMPLETE SHELL FLOORS 60 Beds	
<b>COST</b>	<b>PHASE 1 \$294M</b> PHASE 2 \$247M <b>TOTAL \$541M</b>	<b>PHASE 1 \$435M</b> PHASE 2 \$18 - 25M PER FLOOR <b>TOTAL \$535M</b>	<b>TOTAL - \$918M</b>
<b>FULL COMPLIANCE</b>	2032 - 2036	2030 - 2038	2030 - 2035

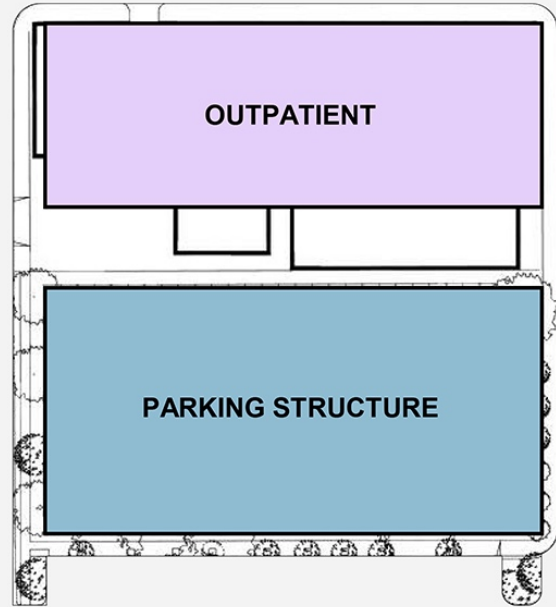
**NOTE: ALL STRATEGIES REQUIRE LEGISLATIVE EXTENSION OF 2030 DEADLINE. LIKELY WITH PRE-CONDITIONS**

# NEW TOWER OPTIONS – OPTION 1

JOHNSON STREET



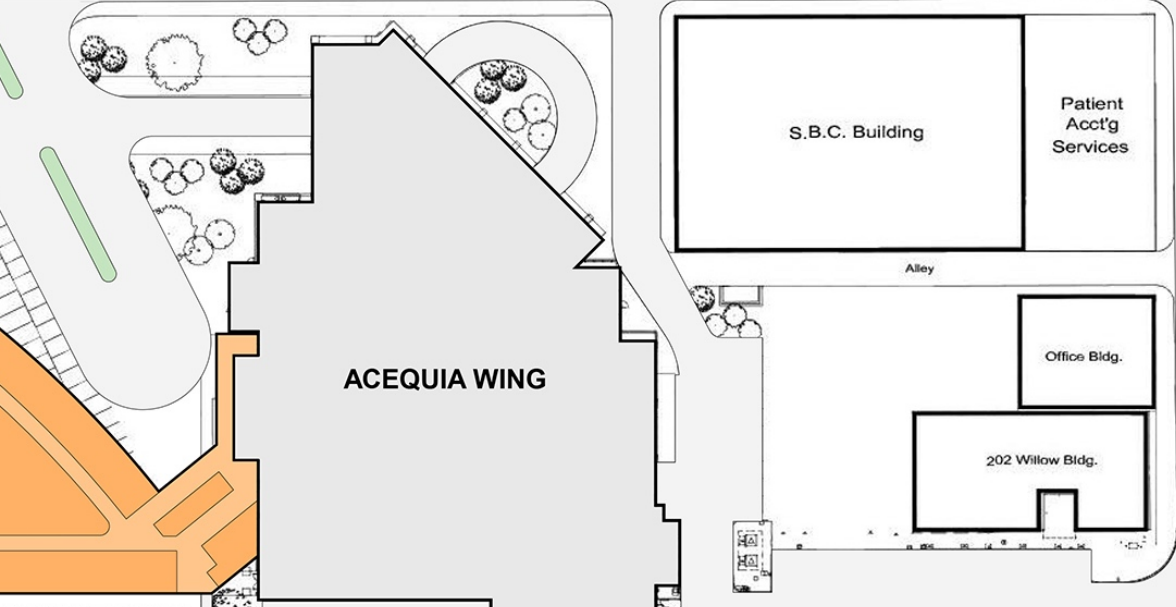
WILLIS STREET



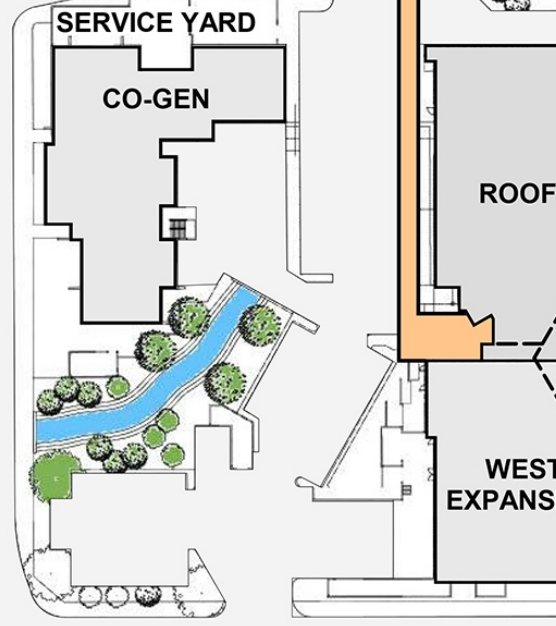
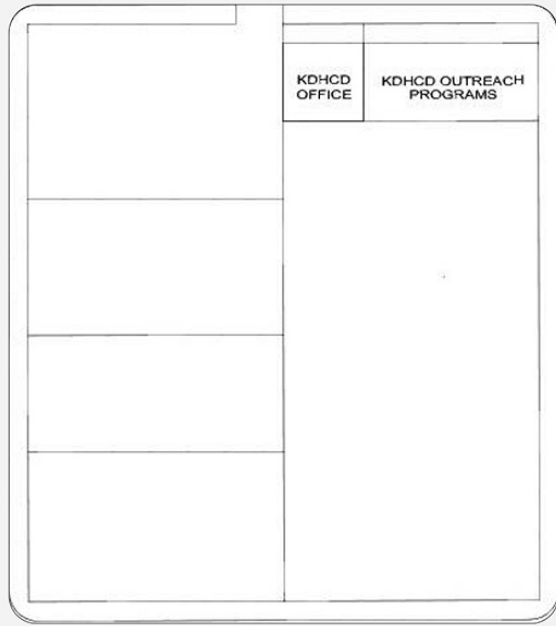
WEST STREET



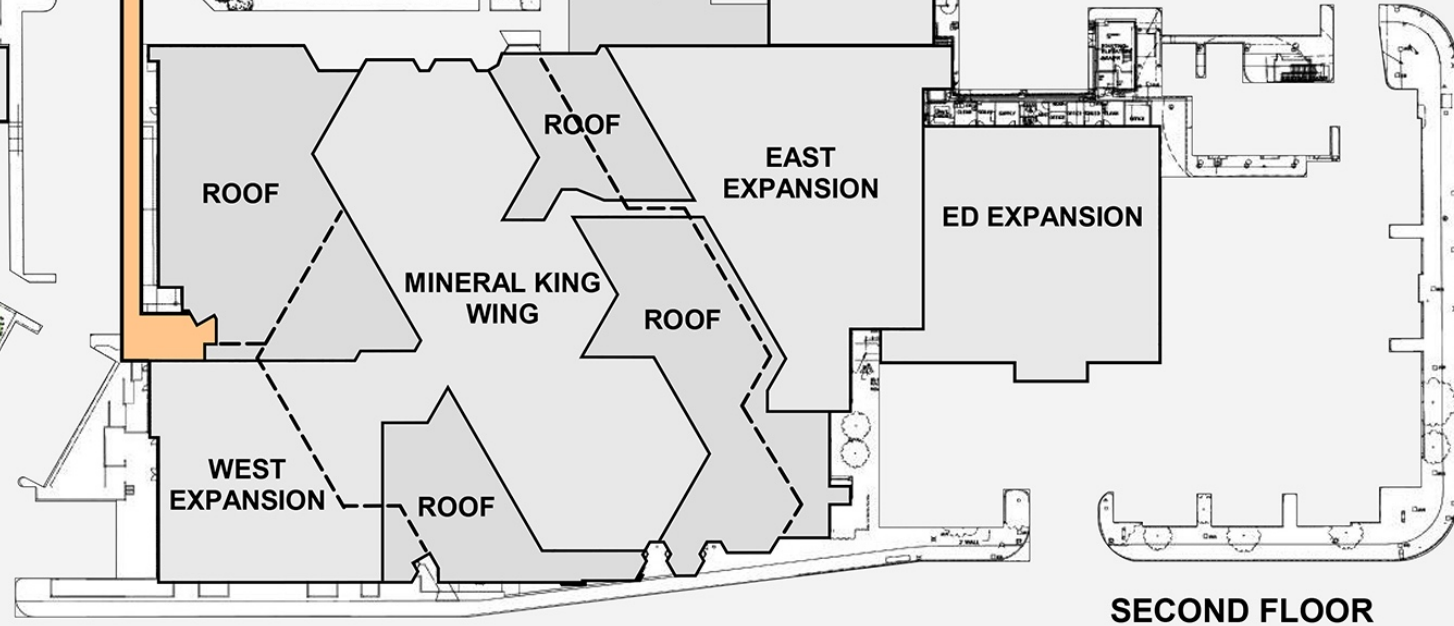
ACEQUIA STREET



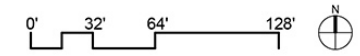
LOCUST STREET



MINERAL KING AVENUE



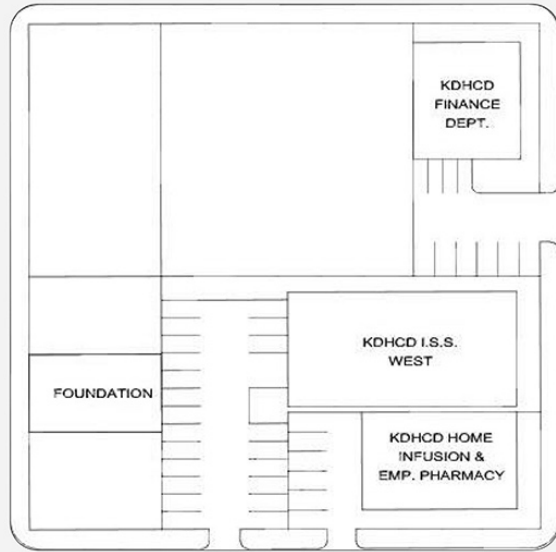
SECOND FLOOR



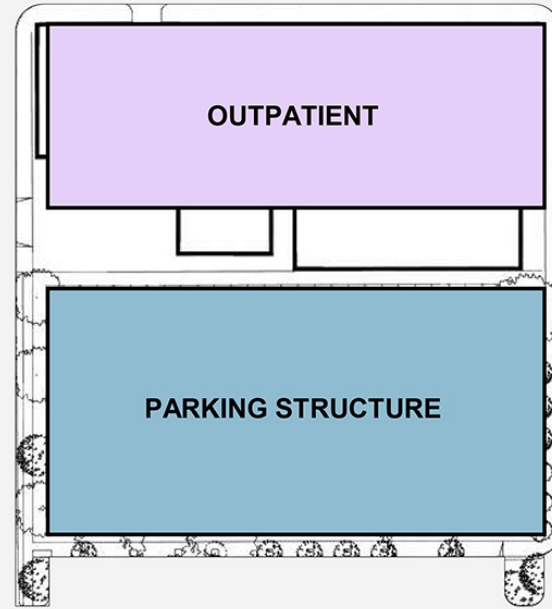
# SITE ANALYSIS – OPTION 1 PHASE 1



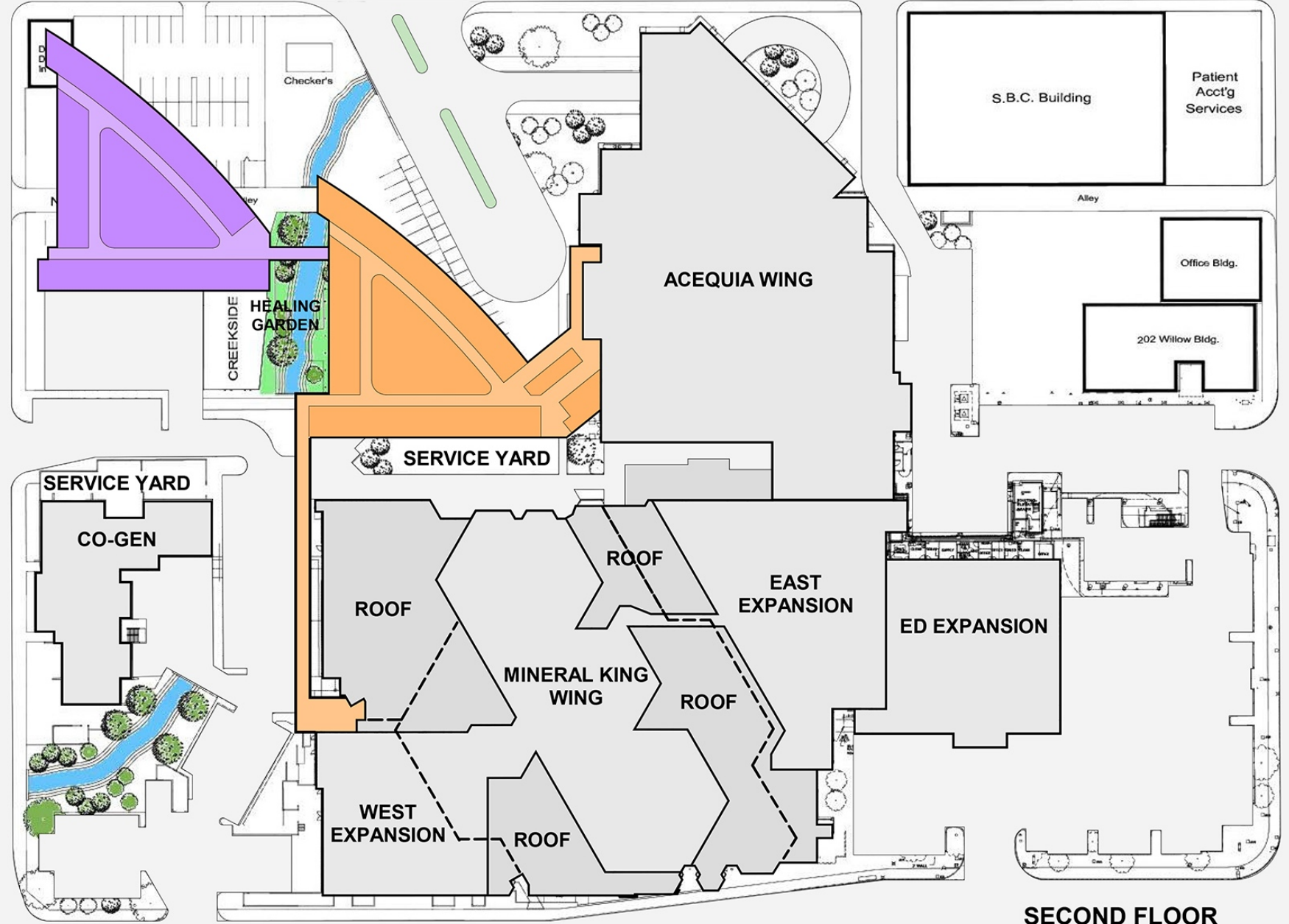
JOHNSON STREET



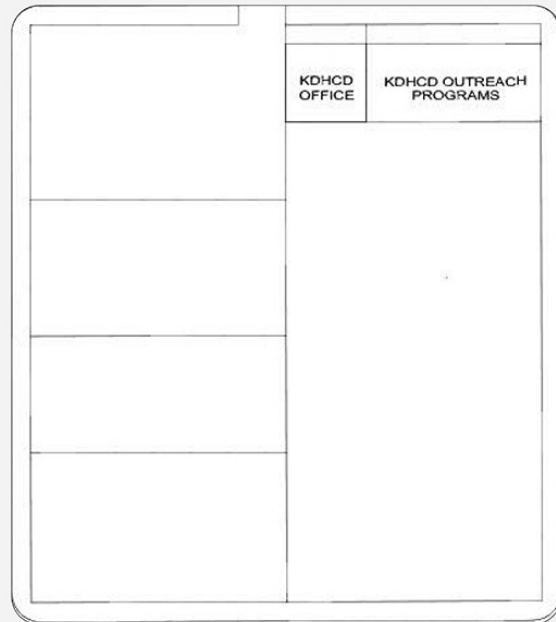
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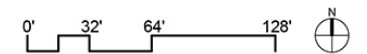
WEST STREET



LOCUST STREET

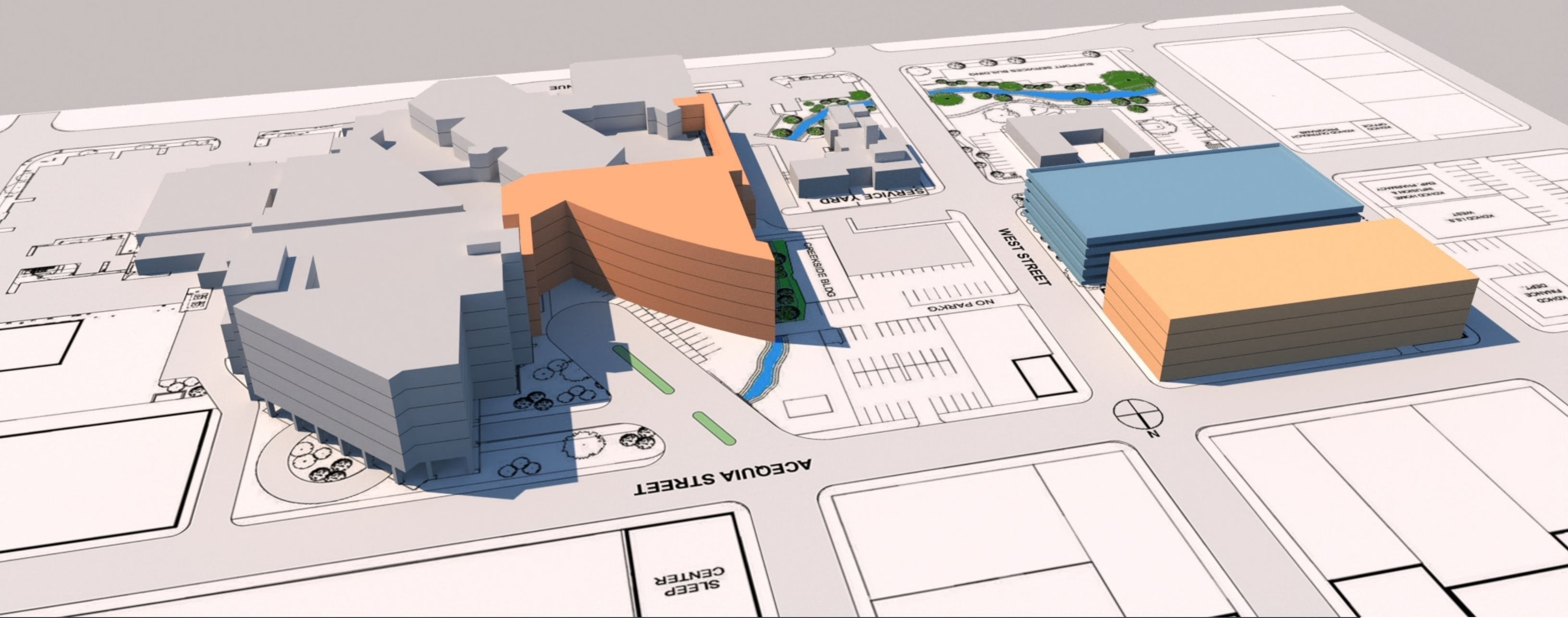


SECOND FLOOR



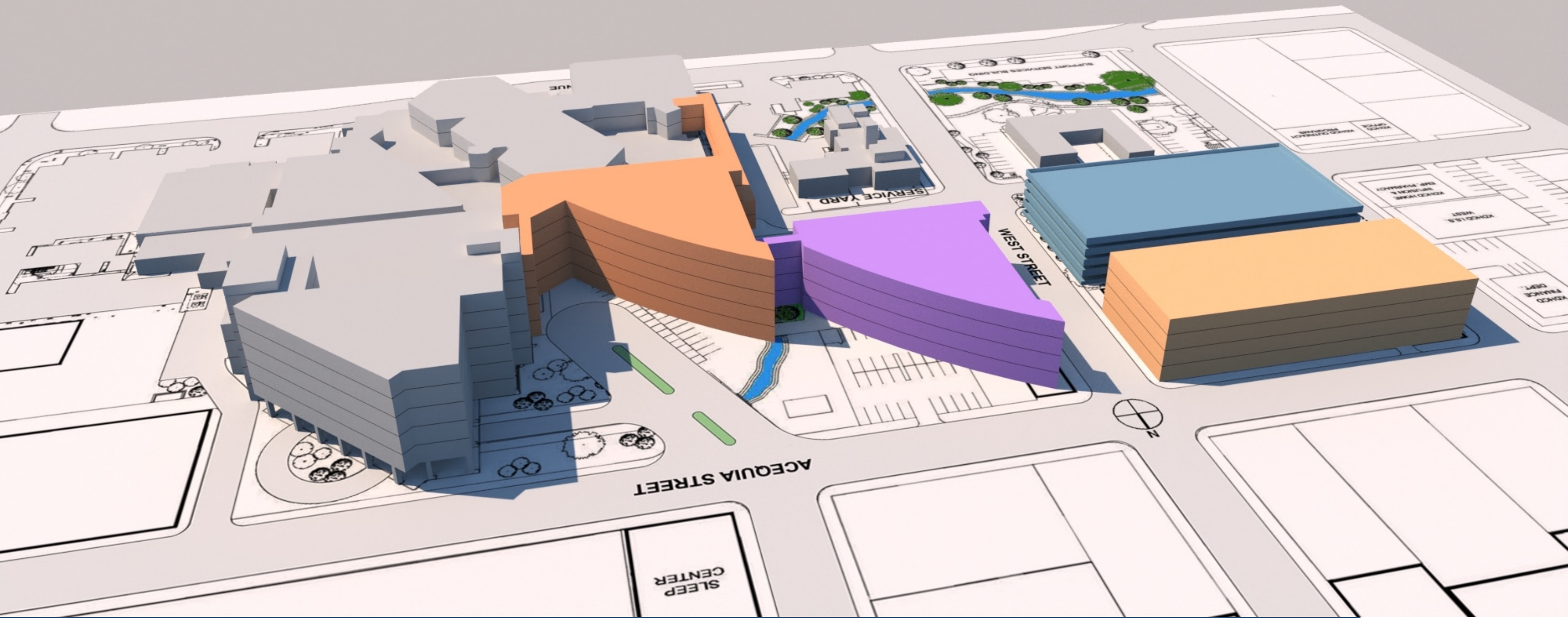
# SITE ANALYSIS – OPTION 1 PHASE 1 & 2





# SITE ANALYSIS – OPTION 1 PHASE 1





# SITE ANALYSIS – OPTION 1 PHASE 1 & 2





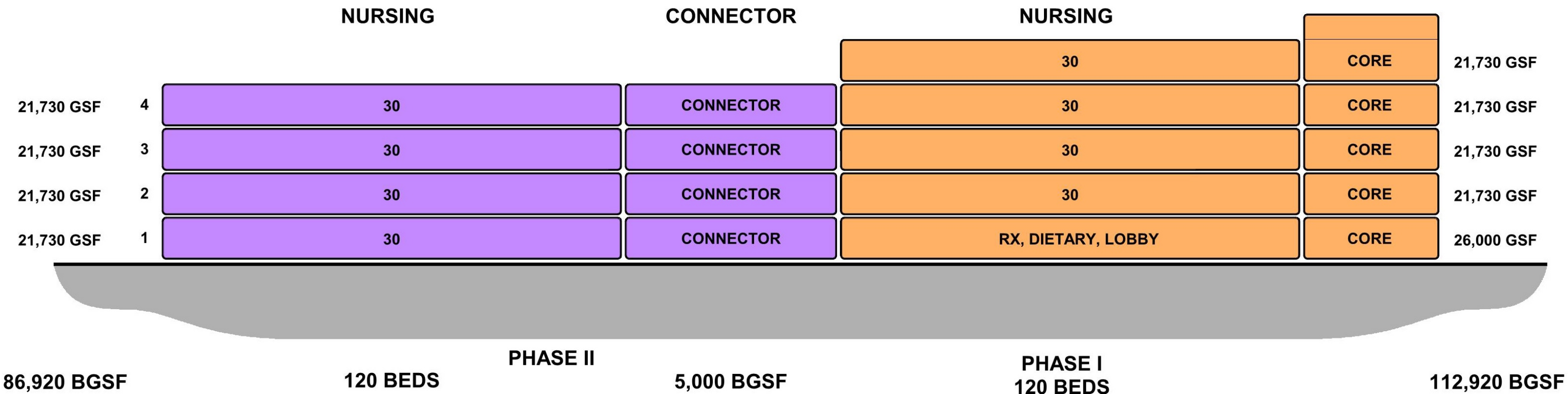
# SITE ANALYSIS – OPTION 1 PHASE 1





# SITE ANALYSIS – OPTION 1 PHASE 1 & 2





# OPTION 1 – PHASED 240 BEDS

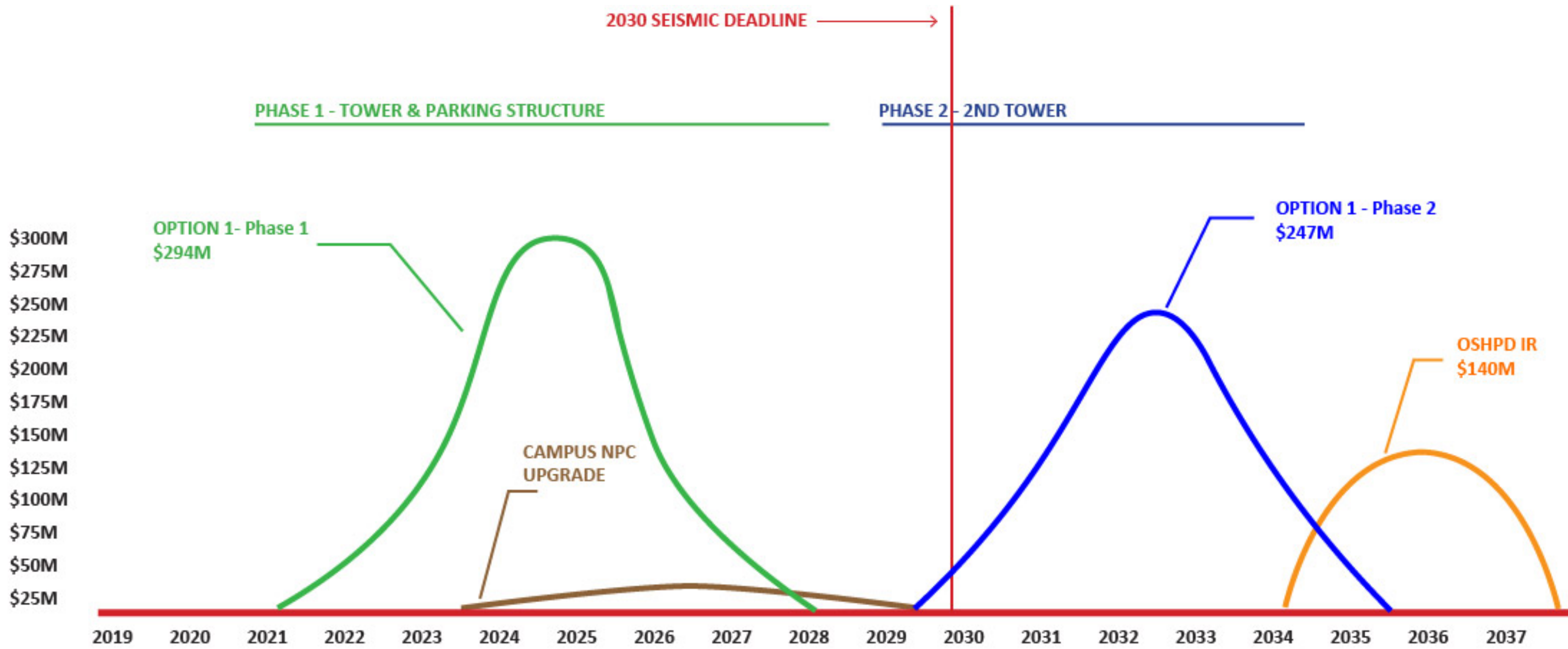
# OPTION 1 – PHASE 1 & 2

## OPTION 1 - Phase 1

- \* 120 Beds
- \* 4 Bed floors
- \* 0 Shell Bed floors
- \* 1 Rx/Kitchen/Lobby floor
- \* 0 D&T Shell floors
- \* Complete two Shelled OR's in Acequia Wing
- \* Move Outpatient Surgeries to Outpatient Center
- \* Operate existing compliant OR's with extended hours
- \* Requires MK Wing Beds until Phase 2
- \*  $21,730 \text{ BGSF} \times 4 \text{ Floors} = 86,920 \text{ BGSF} \times \$1,800 = \$156,456,000$
- \*  $21,730 \text{ BGSF} \times 0 \text{ Shell Floors} = 0 \text{ BGSF} \times \$1,000 = \$0$
- \*  $21,730 \text{ BGSF} \times 0 \text{ Non-Bed Floors} = 0 \text{ BGSF} \times \$1,800 = \$0$
- \*  $26,000 \text{ BGSF} \times 1 \text{ Ground Floor} = 26,000 \text{ BGSF} \times \$2,250 = \$60,143,200$
- \*  $26,000 \text{ BGSF} \times 0 \text{ D\&T Shell Floors} = 0 \text{ BGSF} \times \$1,200 = \$0$
- \* 452 car Parking Structure = \$14,464,000
- \* Total 2020 \$ = \$231,114,160
- \* Total 2025 \$ = \$293,805,243

## OPTION 1 - Phase 2

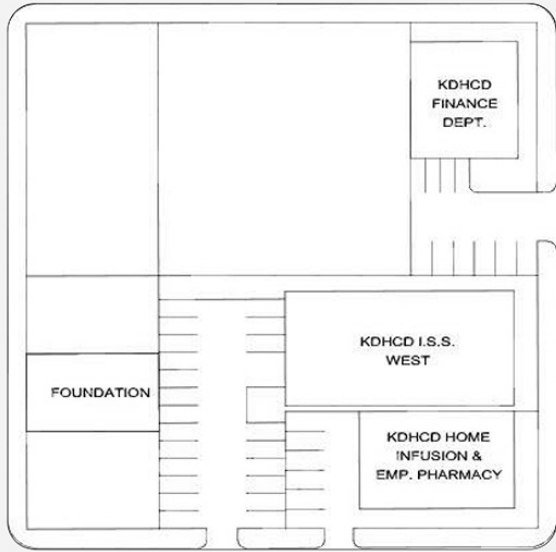
- \* 120 Beds Initial
- \* 4 Bed floors
- \* 0 Shell Bed floors
- \* 0 Rx/Kitchen/Lobby floor
- \* 0 D&T Shell floors
- \* MK no longer required
- \*  $21,730 \text{ BGSF} \times 4 \text{ Floors} = 86,920 \text{ BGSF} \times \$1,800 = \$156,456,000$
- \*  $21,730 \text{ BGSF} \times 0 \text{ Shell Floors} = 0 \text{ BGSF} \times \$1,000 = \$0$
- \*  $21,730 \text{ BGSF} \times 0 \text{ Non-Bed Floors} = 0 \text{ BGSF} \times \$1,800 = \$0$
- \*  $26,000 \text{ BGSF} \times 0 \text{ Ground Floor} = 0 \text{ BGSF} \times \$2,250 = \$1,643,200$
- \*  $26,000 \text{ BGSF} \times 0 \text{ D\&T Shell Floors} = 0 \text{ BGSF} \times \$1,200 = \$0$
- \* 348 car Parking Structure = \$11,136,000
- \* Total 2020 \$ = \$169,235,200
- \* Total 2032 \$ = \$246,879,532



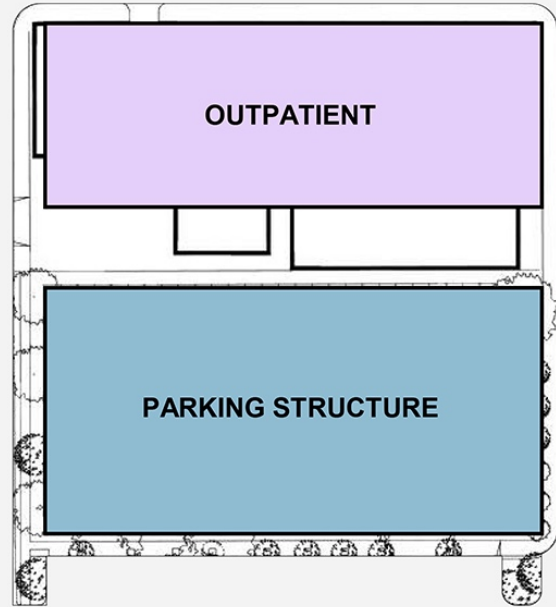
**OPTION 1 TOTAL PROJECT COST IN EXCESS OF \$700M - COMPLIANCE BY 2035**  
**ALL ESTIMATED VALUES AND SCHEDULE DATES REQUIRE FURTHER VALIDATION**

# NEW TOWER OPTIONS – OPTION 2

JOHNSON STREET



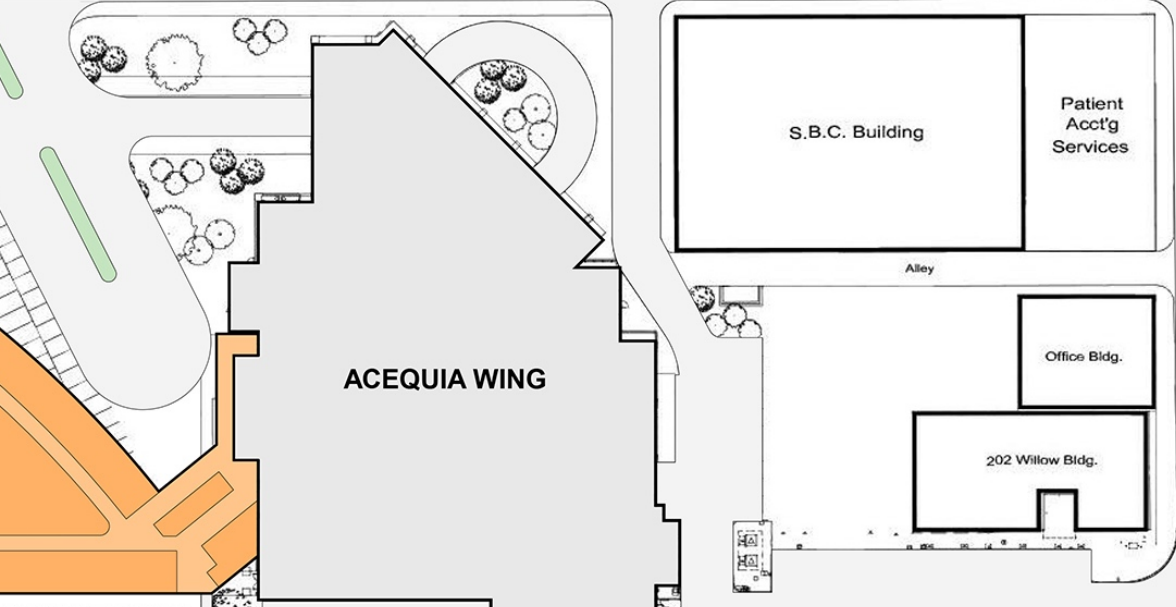
WILLIS STREET



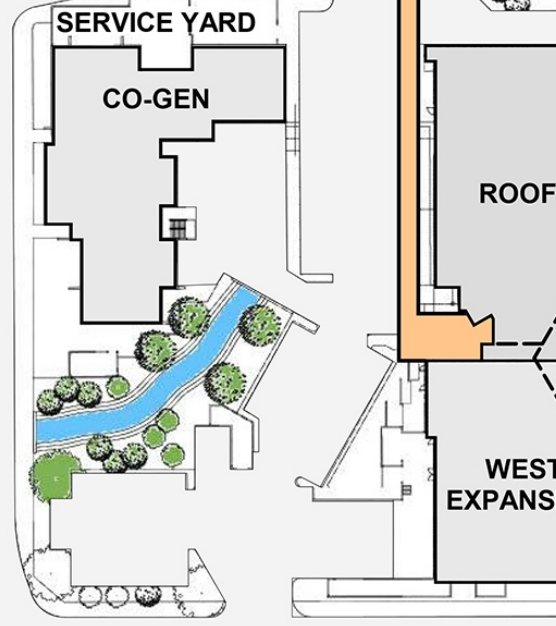
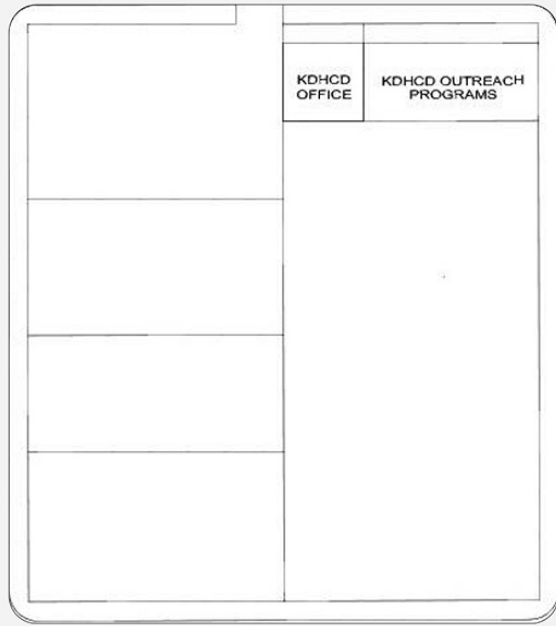
WEST STREET



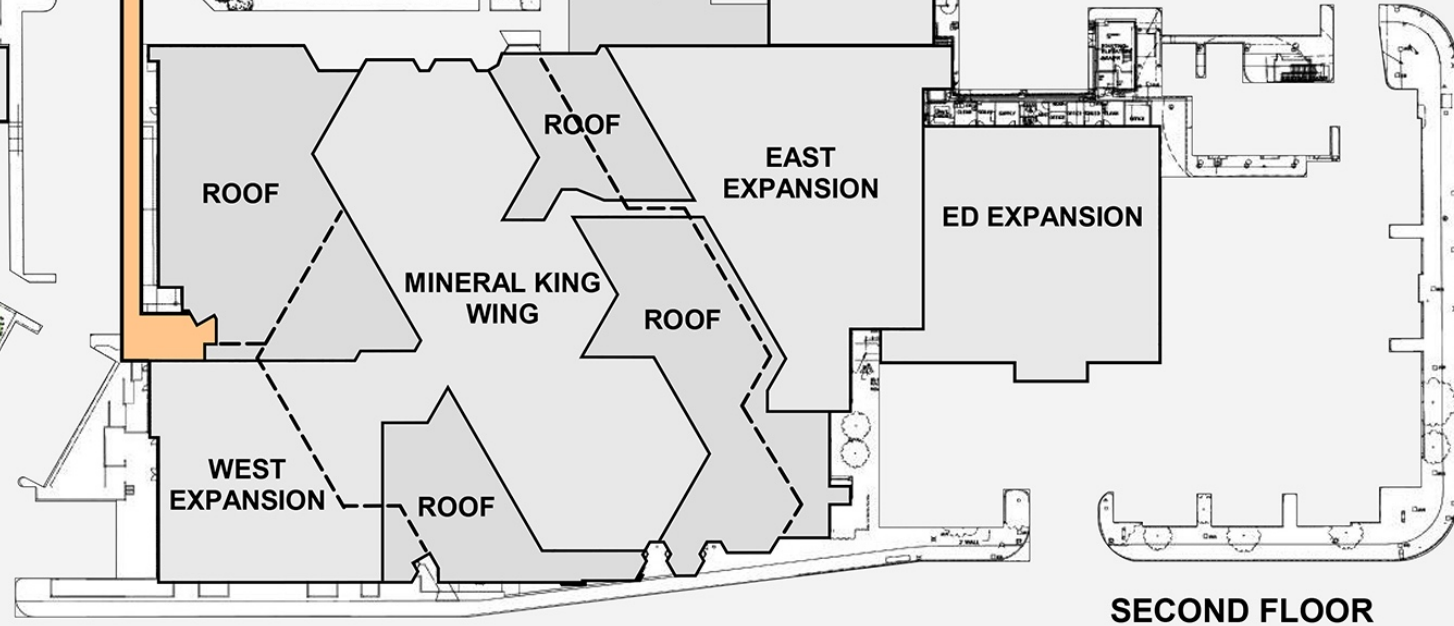
ACEQUIA STREET



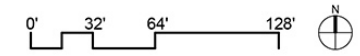
LOCUST STREET



MINERAL KING AVENUE

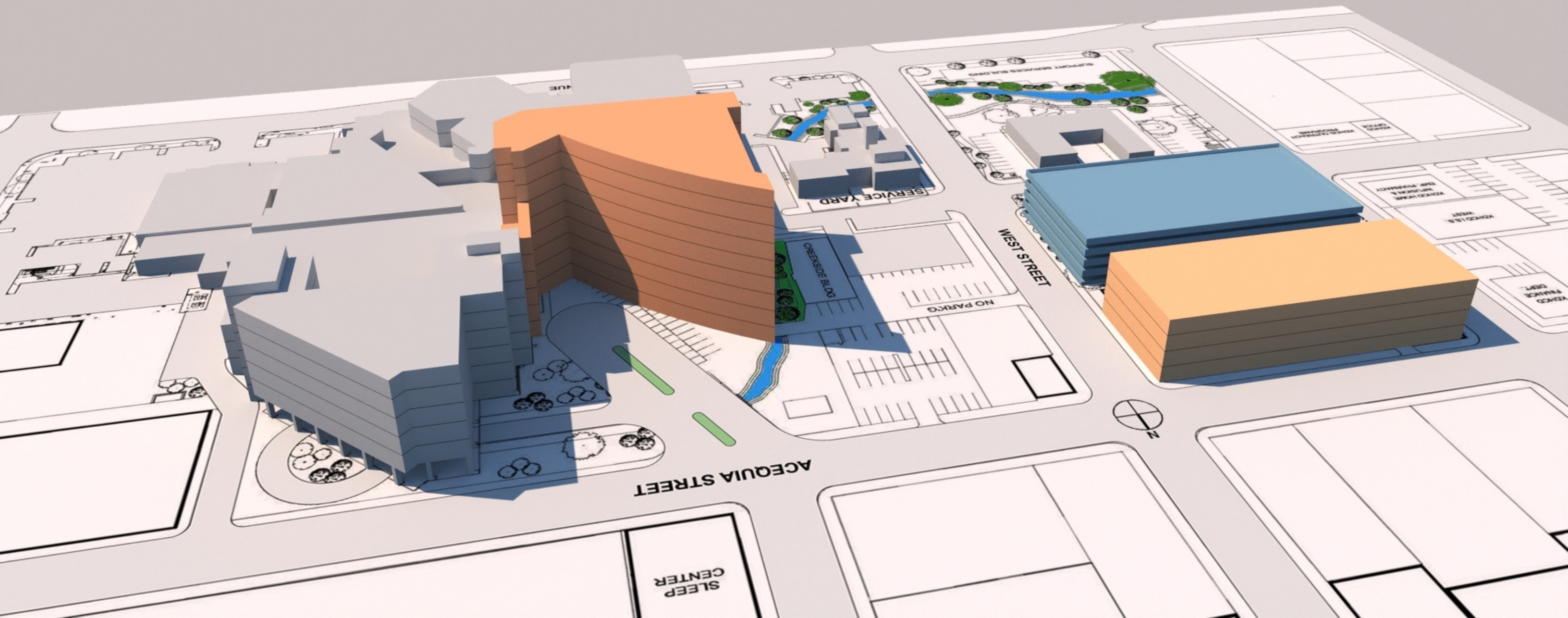


SECOND FLOOR



# SITE ANALYSIS – OPTION 2





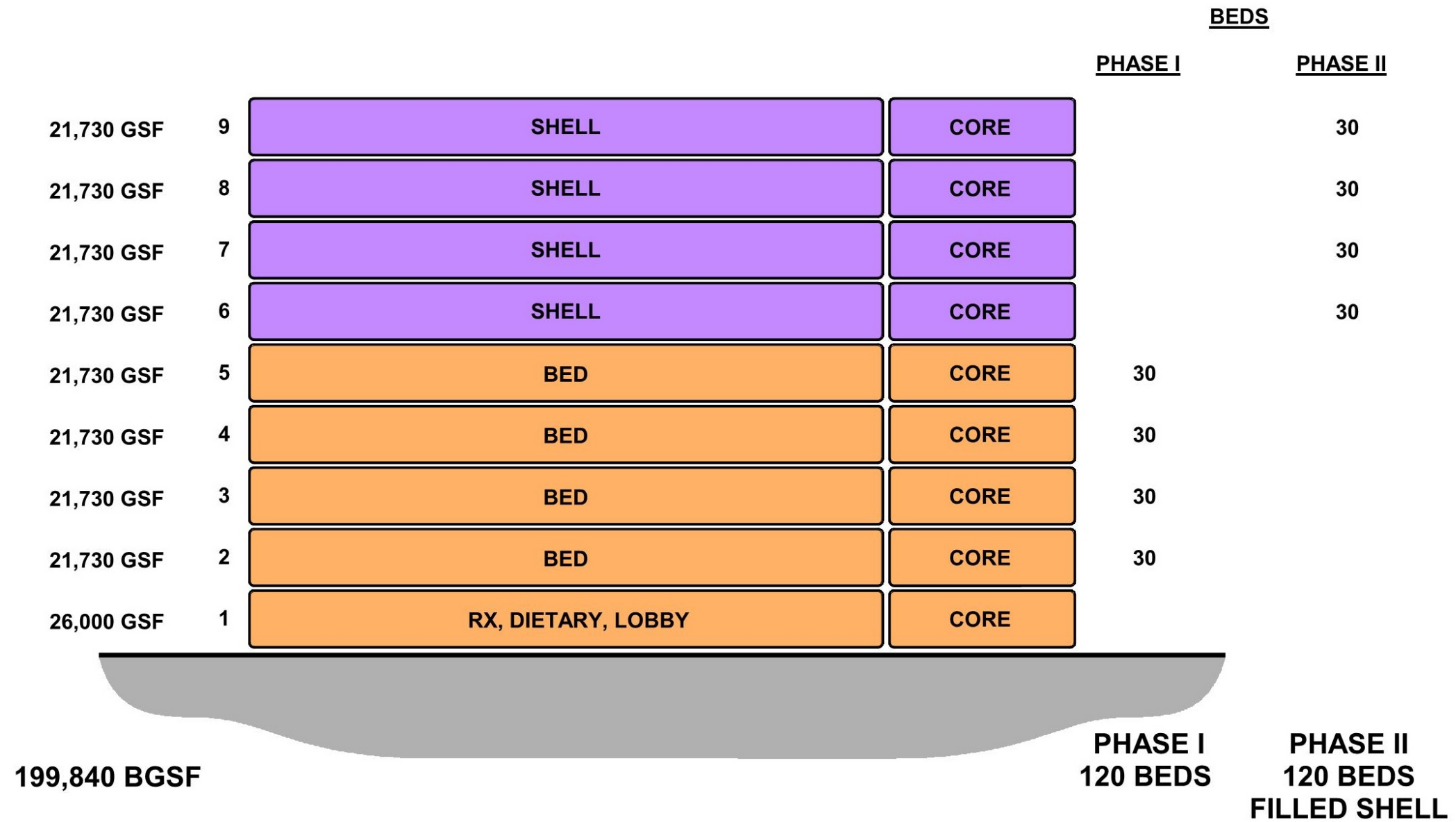
# SITE ANALYSIS – OPTION 2





## SITE ANALYSIS – OPTION 2



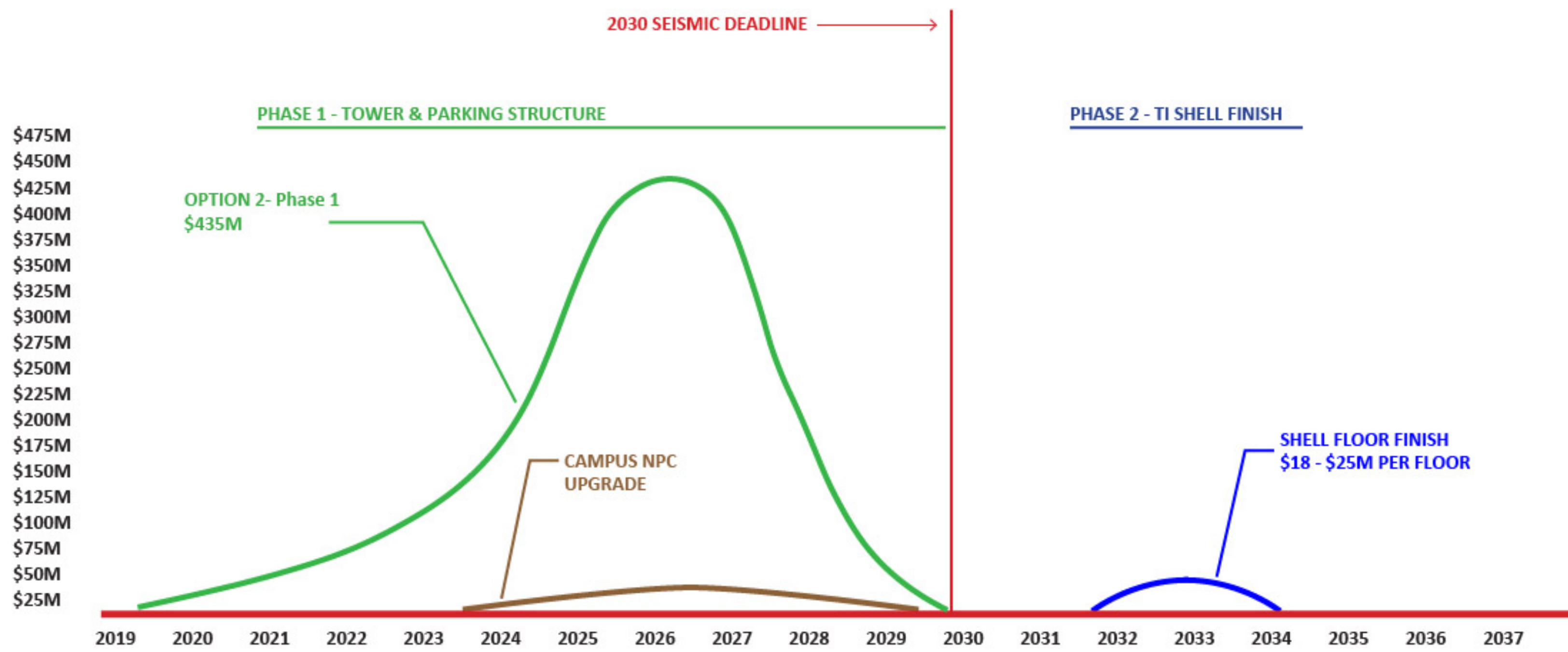


# OPTION 2 – PHASED 240 BEDS

## OPTION 2

- \* 120 Beds Initial (240 Beds Capability)
- \* 4 Bed floors
- \* 4 Shell Bed floors
- \* 1 Rx/Kitchen/Lobby floor
- \* 0 D&T Shell floors
- \* Complete two Shelled OR's in Acequia Wing
- \* Move Outpatient Surgeries to Outpatient Center
- \* Operate existing compliant OR's with extended hours
- \* No Need for MK Wing
  
- \*  $21,730 \text{ BGSF} \times 4 \text{ Floors} = 86,920 \text{ BGSF} \times \$1,800 = \$156,456,000$
- \*  $21,730 \text{ BGSF} \times 4 \text{ Shell Floors} = 86,920 \text{ BGSF} \times \$1,000 = \$86,920,000$
- \*  $21,730 \text{ BGSF} \times 0 \text{ Non-Bed Floors} = 0 \text{ BGSF} \times \$1,800 = \$0$
- \*  $26,000 \text{ BGSF} \times 1 \text{ Ground Floor} = 26,000 \text{ BGSF} \times \$2,250 = \$60,143,200$
- \*  $26,000 \text{ BGSF} \times 0 \text{ D\&T Shell Floors} = 0 \text{ BGSF} \times \$1,200 = \$0$
  
- \* 500 car Parking Structure = \$16,000,000
- \* Total 2020 \$ = \$319,570,160
- \* Total 2027 \$ = \$435,191,001

Shell floors finished at approx. \$18 – 25M per floor depending on year



**OPTION 2 TOTAL PROJECT COST IN EXCESS OF \$500M - COMPLIANCE DETERMINED BY YEAR FLOORS ARE COMPLETED**

**ALL ESTIMATED VALUES AND SCHEDULE DATES REQUIRE FURTHER VALIDATION**





# KAWEAH DELTA MEDICAL CENTER REPLACEMENT HOSPITAL MASTER PLANNING SERVICES