

May 9, 2024

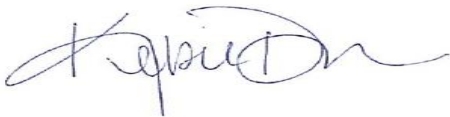
## NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in an open Finance, Property, Services, and Acquisition Committee meeting at 10:00AM on Wednesday, May 15, 2024, in the Kaweah Health Medical Center Executive Office Conference Room, 305 W. Acequia Avenue, Visalia, CA 93291.

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

The disclosable public records related to agendas are available for public inspection at Kaweah Health Medical Center – Acequia Wing, Executive Offices (Administration Department) {1st floor}, 400 West Mineral King Avenue, Visalia, CA and on the Kaweah Delta Health Care District web page <https://www.kaweahhealth.org>.

KAWEAH DELTA HEALTH CARE DISTRICT  
David Francis, Secretary/Treasurer



Kelsie Davis  
Board Clerk, Executive Assistant to CEO

DISTRIBUTION:  
Governing Board, Legal Counsel, Executive Team, Chief of Staff  
<http://www.kaweahhealth.org>



# **KAWEAH DELTA HEALTH CARE DISTRICT BOARD OF DIRECTORS FINANCE, PROPERTY, SERVICES & ACQUISITION COMMITTEE**

Kaweah Health Medical Center  
305 W. Acequia Avenue, Executive Office Conference Room (1<sup>st</sup> Floor)

**Wednesday May 15, 2024**

ATTENDING: Directors: David Francis & Dean Levitan, M.D.; Gary Herbst, Chief Executive Officer; Malinda Tupper, Chief Financial Officer; Marc Mertz, Chief Strategy Officer; Jennifer Stockton, Director of Finance, Jag Batth, Chief Operating Officer, Ryan Gates, Chief Population Health Officer; Kelsie Davis, Board Clerk Recording

## **OPEN MEETING – 10:00AM**

- 1. CALL TO ORDER** – *David Francis, Board Secretary/Treasurer*
- 2. 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 jurisdictions of the Board are requested to identify themselves at this time. For those who are unable to attend the beginning of the Board meeting during the public participation segment but would like to address the Board, please contact the Board Clerk (Kelsie Davis 559-624-2330) or [kedavis@kaweahhealth.org](mailto:kedavis@kaweahhealth.org) to make arrangements to address the Board.
- 3. [MINUTES](#)**- Approval of the open minutes from April 17, 2024.
- 4. FINANCIALS** – Review of the most current fiscal year financial results and budget and a progress review and projections relative to the Kaweah Health initiatives to decrease costs and improve cost efficiencies. *Malinda Tupper – Chief Financial Officer*
- 5. [SEQUOIA SURGERY CENTER](#)** – Review and discussion of Sequoia Surgery Center Report and Financials – *Gary Herbst, Chief Executive Officer*
- 6. ADJOURN** – *David Francis, Board Secretary/Treasurer*

*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.*

## 4.17.24 Minutes OPEN FPSA

**Finance, Property, Services, and Acquisition Committee – OPEN MEETING**  
**Wednesday, April 17, 2024**  
**Kaweah Health Medical Center – Executive Office Conference Room**

ATTENDING: Directors: David Francis & Dean Levitan, M.D.; Gary Herbst, Chief Executive Officer; Malinda Tupper, Chief Financial Officer; Jennifer Stockton, Director of Finance; Ryan Gates, Chief Population Health Officer, Kelsie Davis, Board Clerk Recording

Called to order at 3:02PM

Public Participation – Chad Vawter, Deputy CEO of Family Health Care Network said hello.

**MINUTES-** Approval of the minutes from March 20, 2024.

**FINANCIALS** – Review of the most current fiscal year financial results and budget and a progress review and projections relative to the Kaweah Health initiatives to decrease costs and improve cost efficiencies (copy attached to the original of these minutes and considered a part thereof) - *Malinda Tupper – Chief Financial Officer*

- Malinda is to bring back board trends to physicians after May if the numbers are still down in surgery.
- Malinda is to update accruals for the Board meeting presentation.

Adjourned at 3:42AM

# CFO Report Apr 2024 for FPSA and BOD

# CFO Financial Report

## Month Ending April 2024

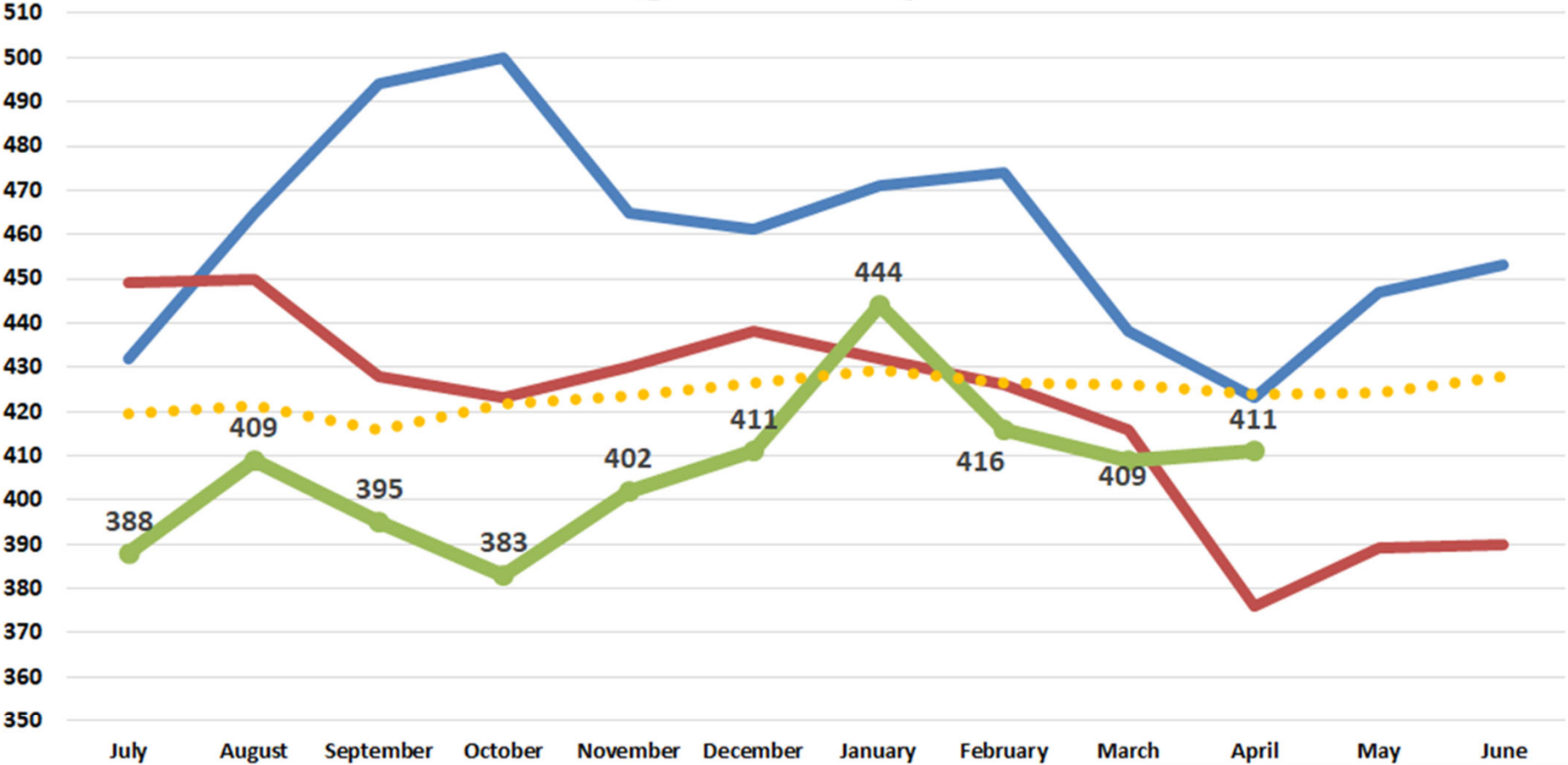


[kawahhealth.org](https://www.kawahhealth.org)

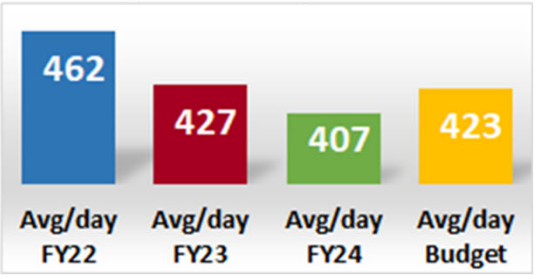


**Kawah Health**<sup>™</sup>  
MORE THAN MEDICINE. LIFE.

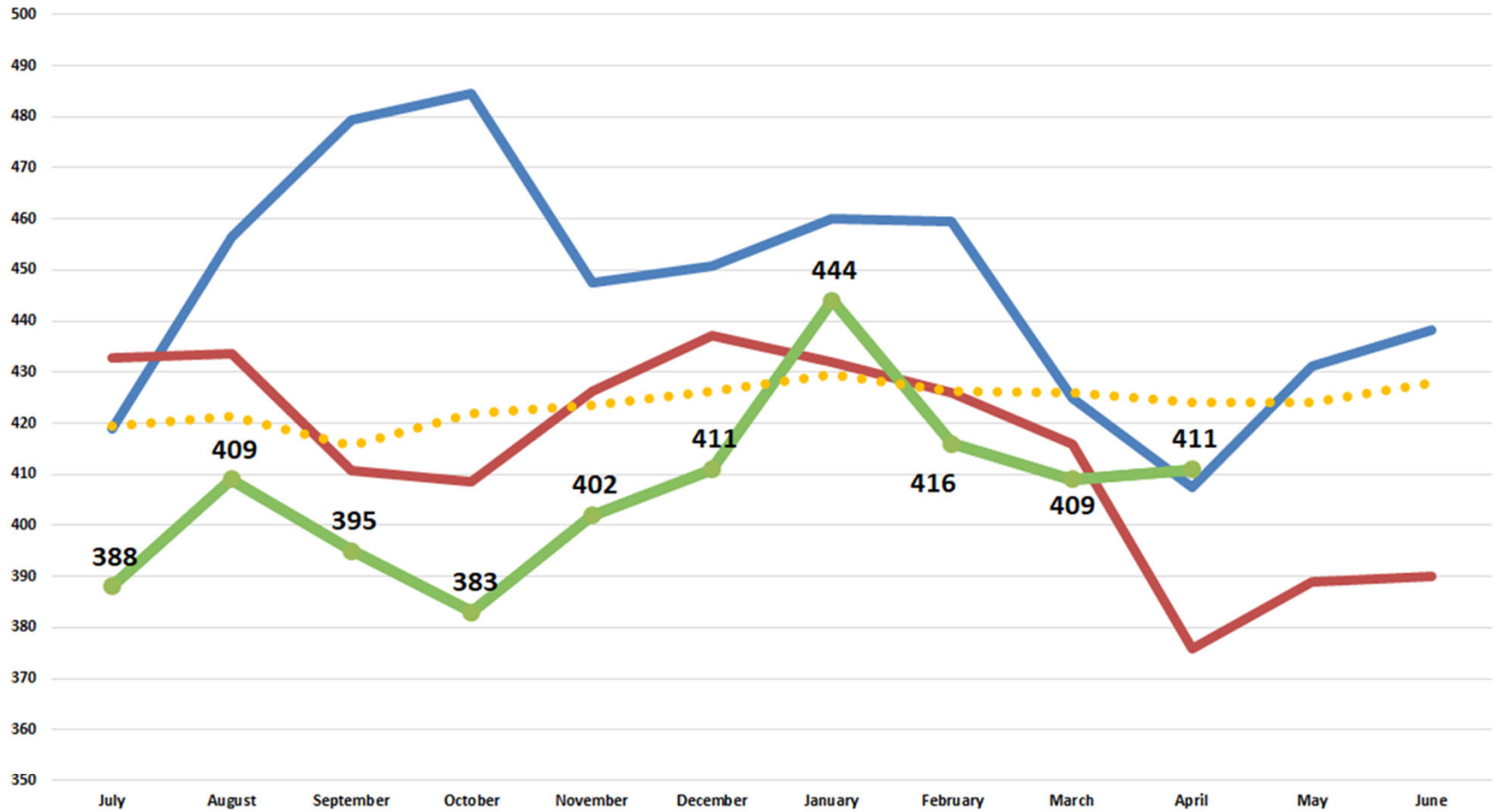
# Average Daily Census



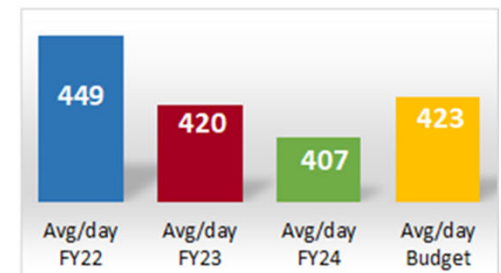
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 ●●● Budget



# Average Daily Census w/o TCS

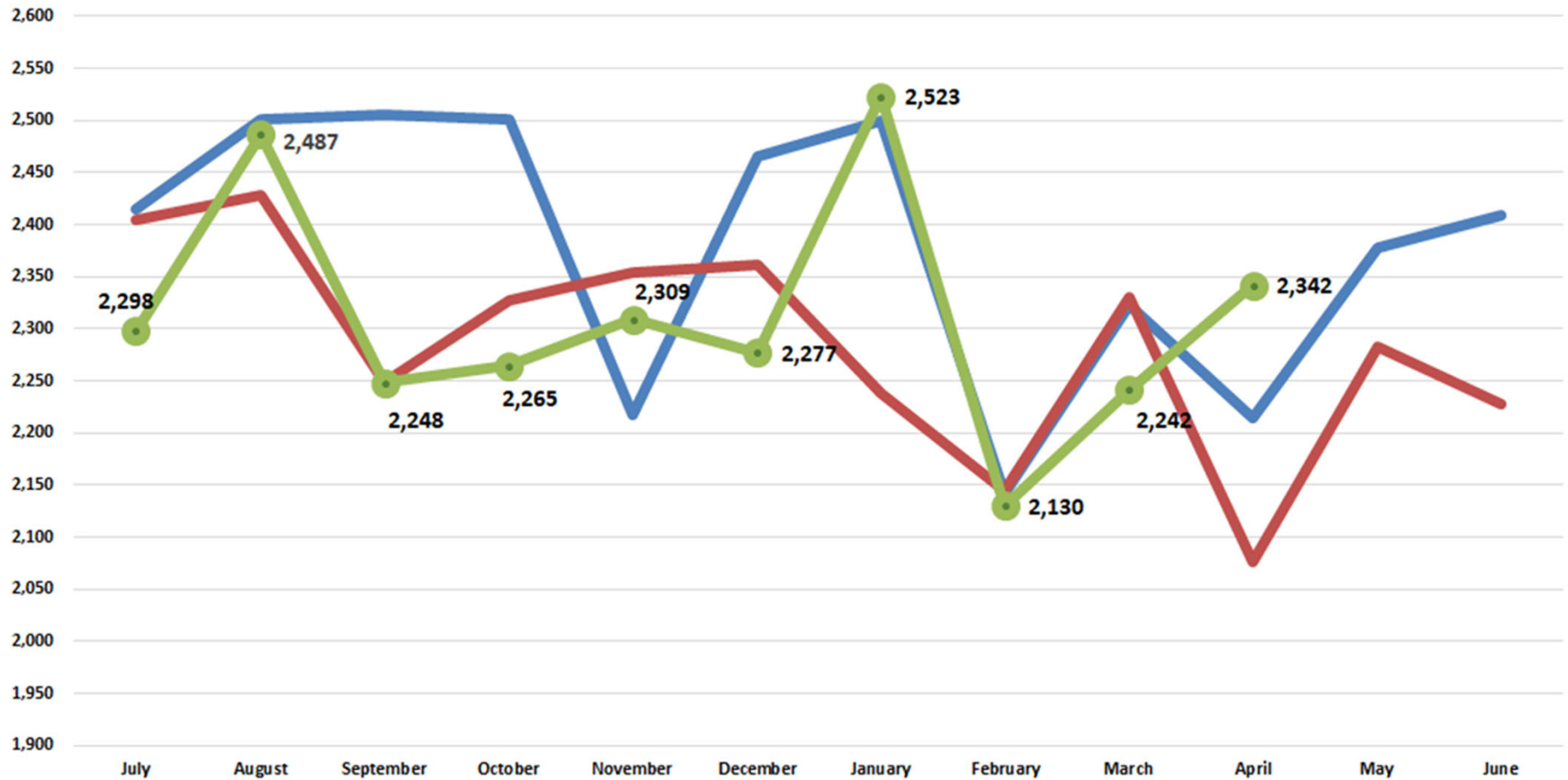


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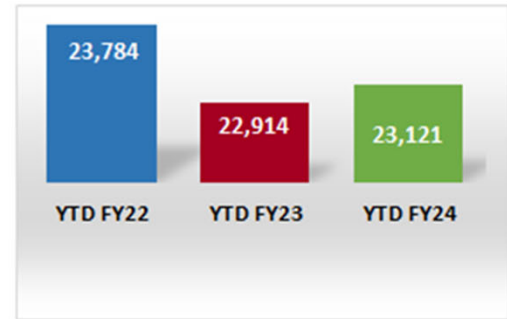




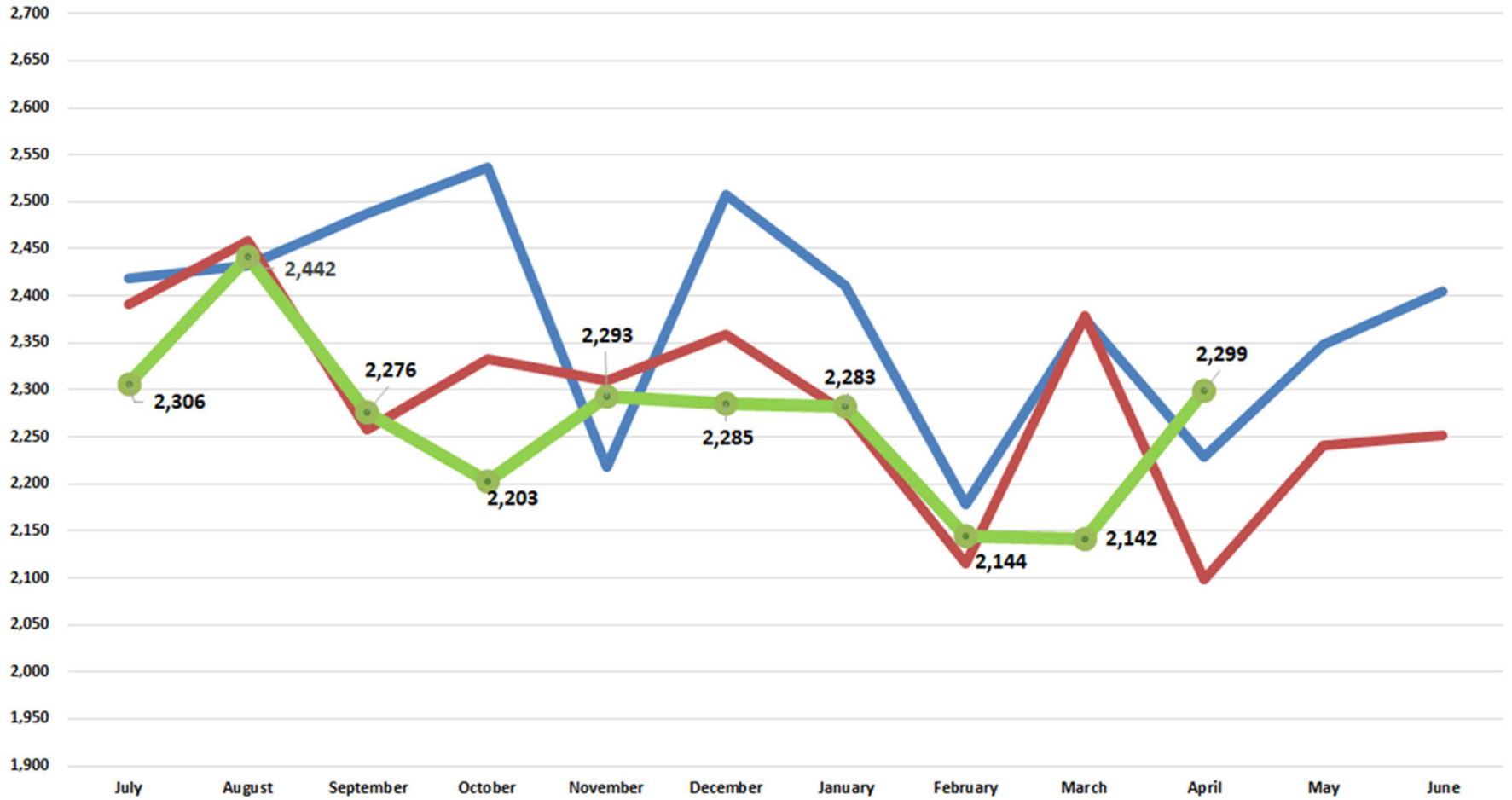
# Admissions



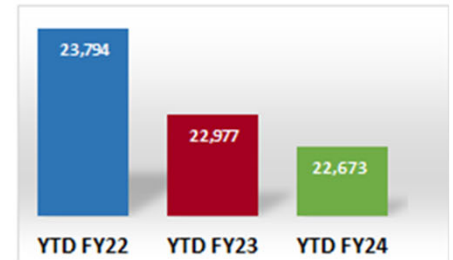
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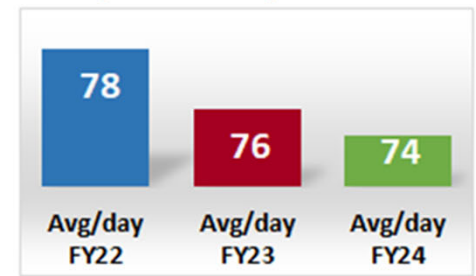
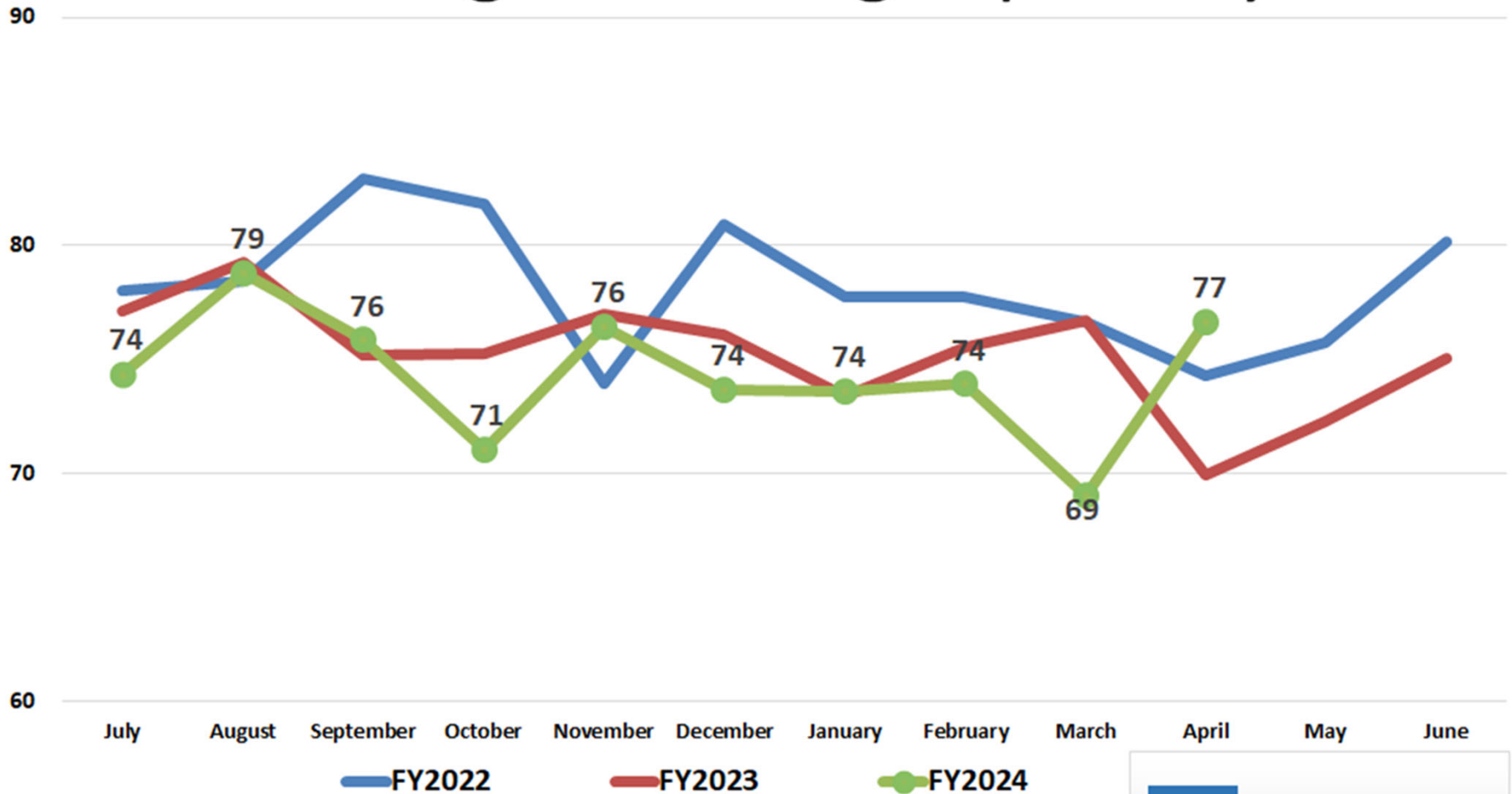
# Discharges



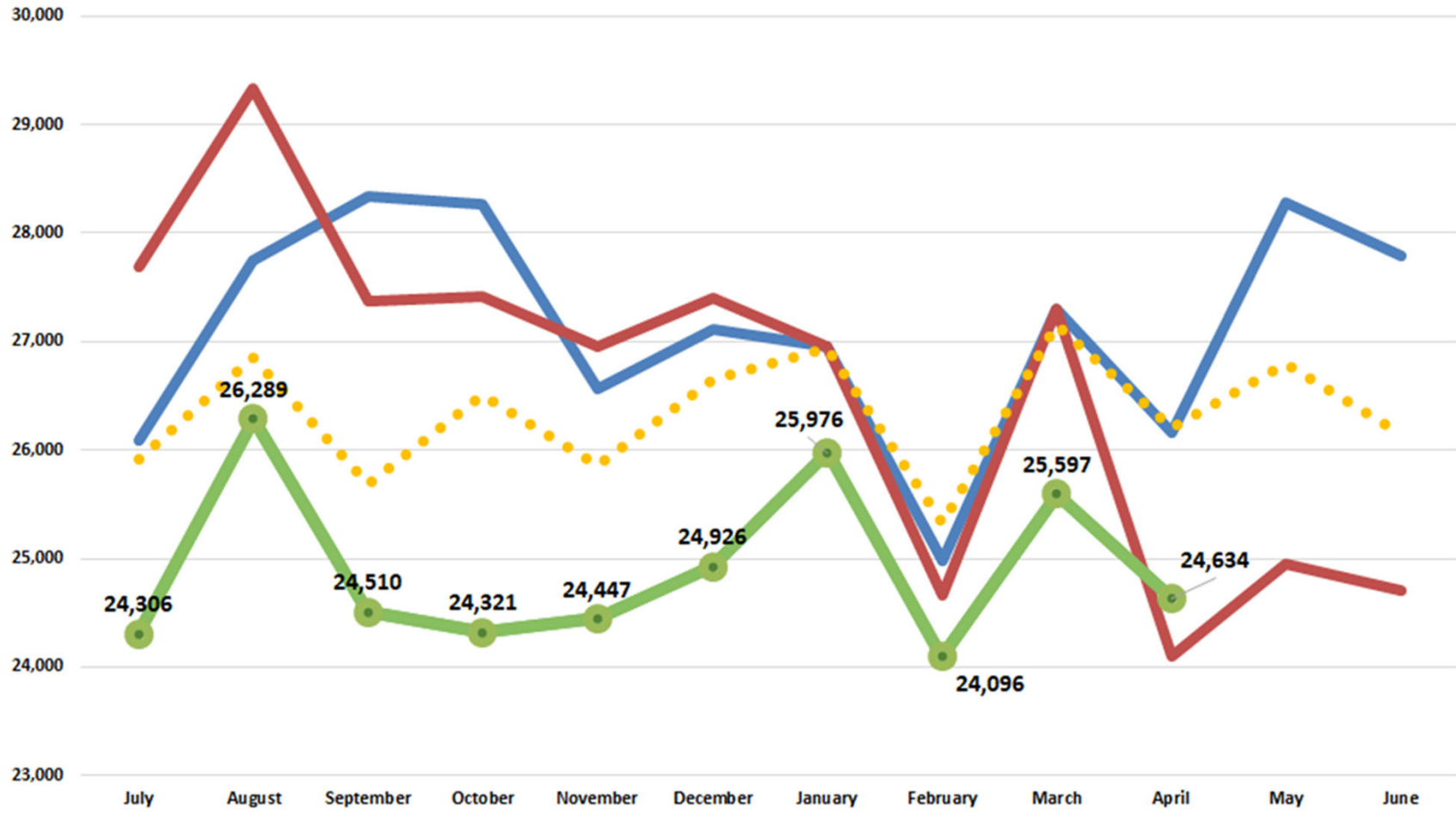
— FY2022    — FY2023    — FY2024



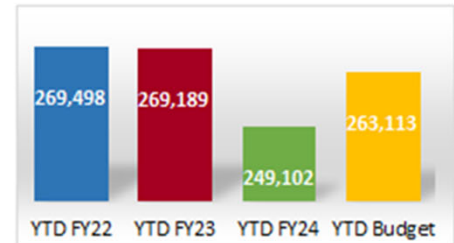
# Average Discharges per day



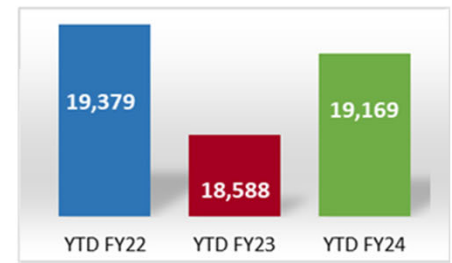
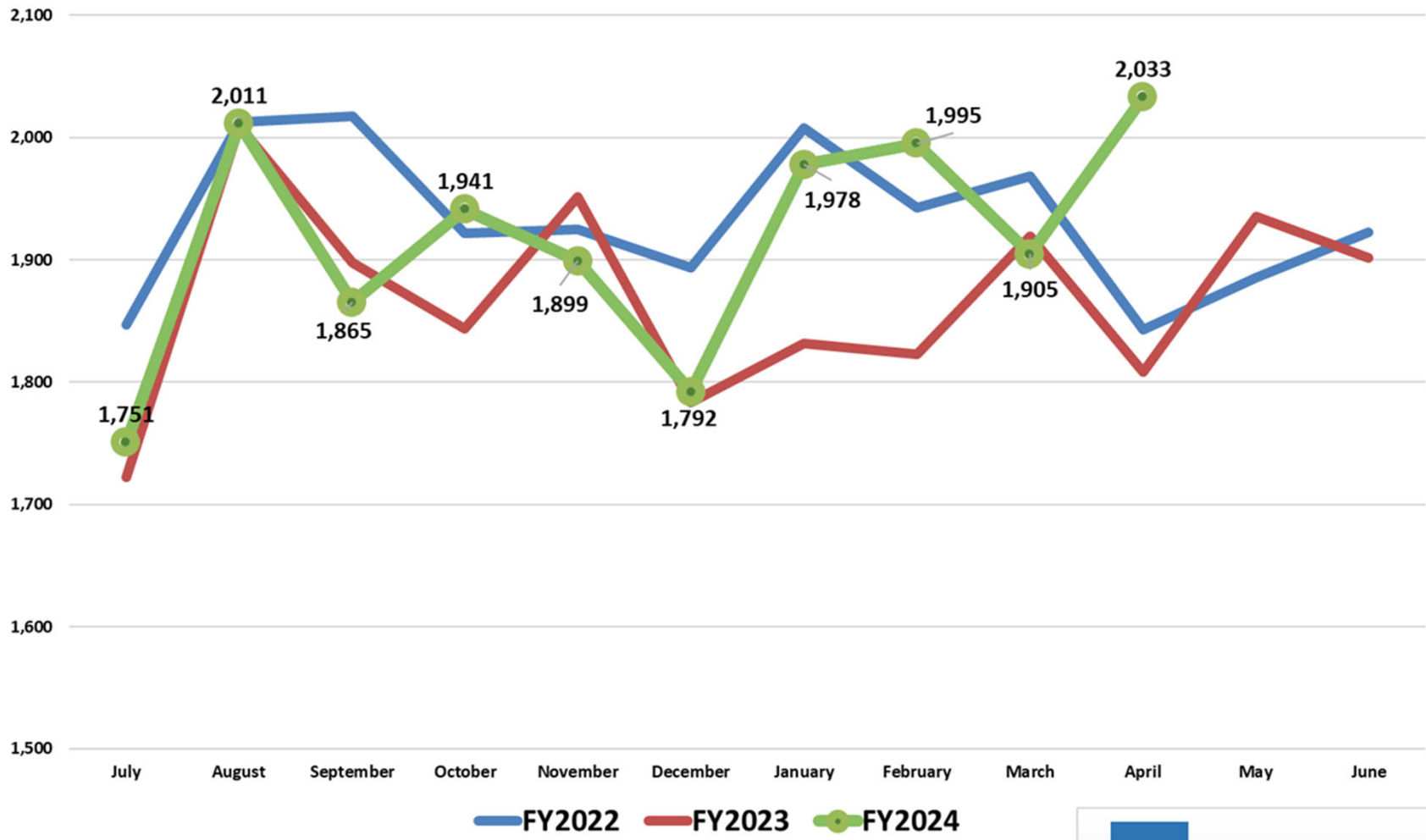
# Adjusted Patient Days



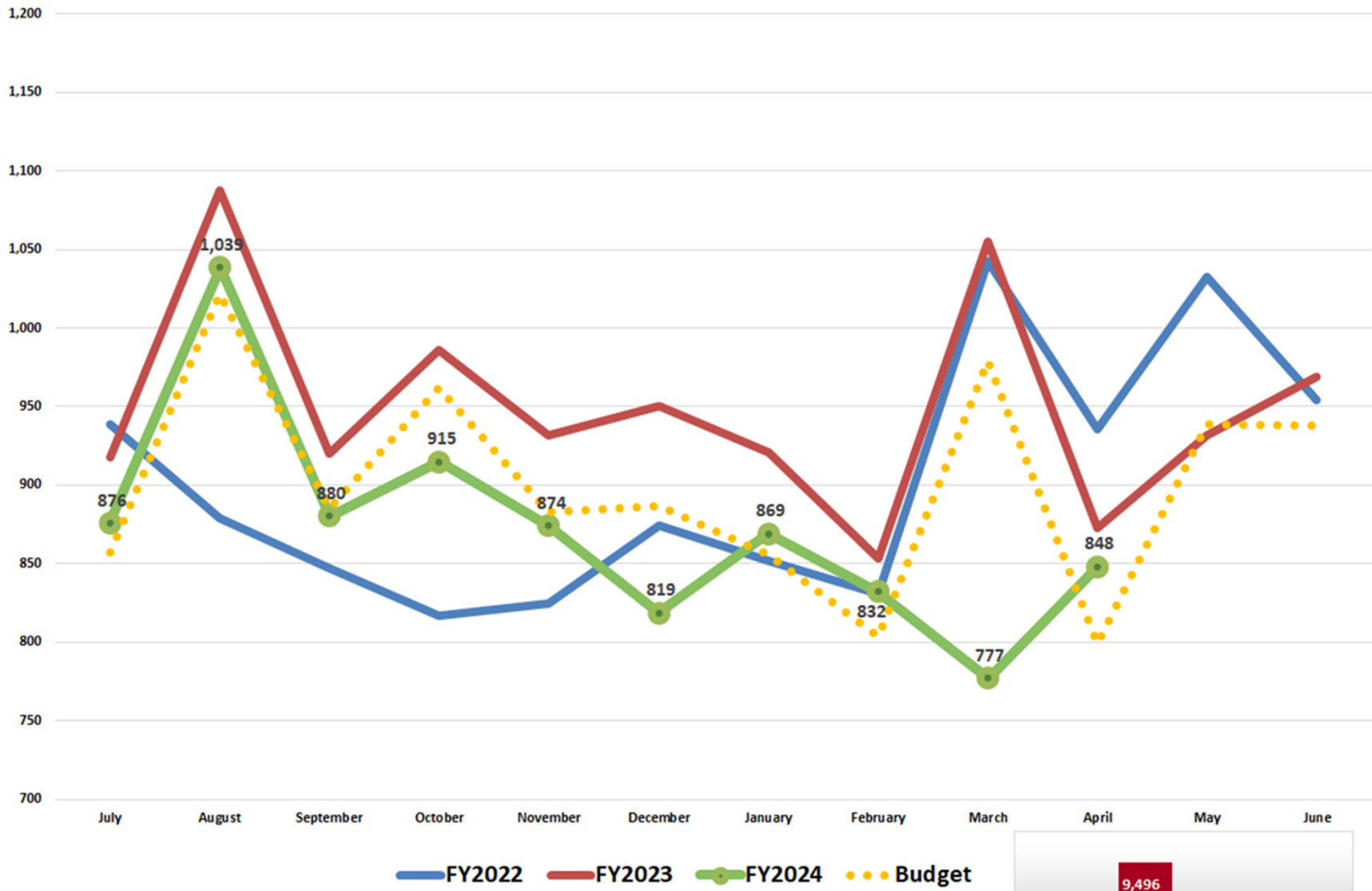
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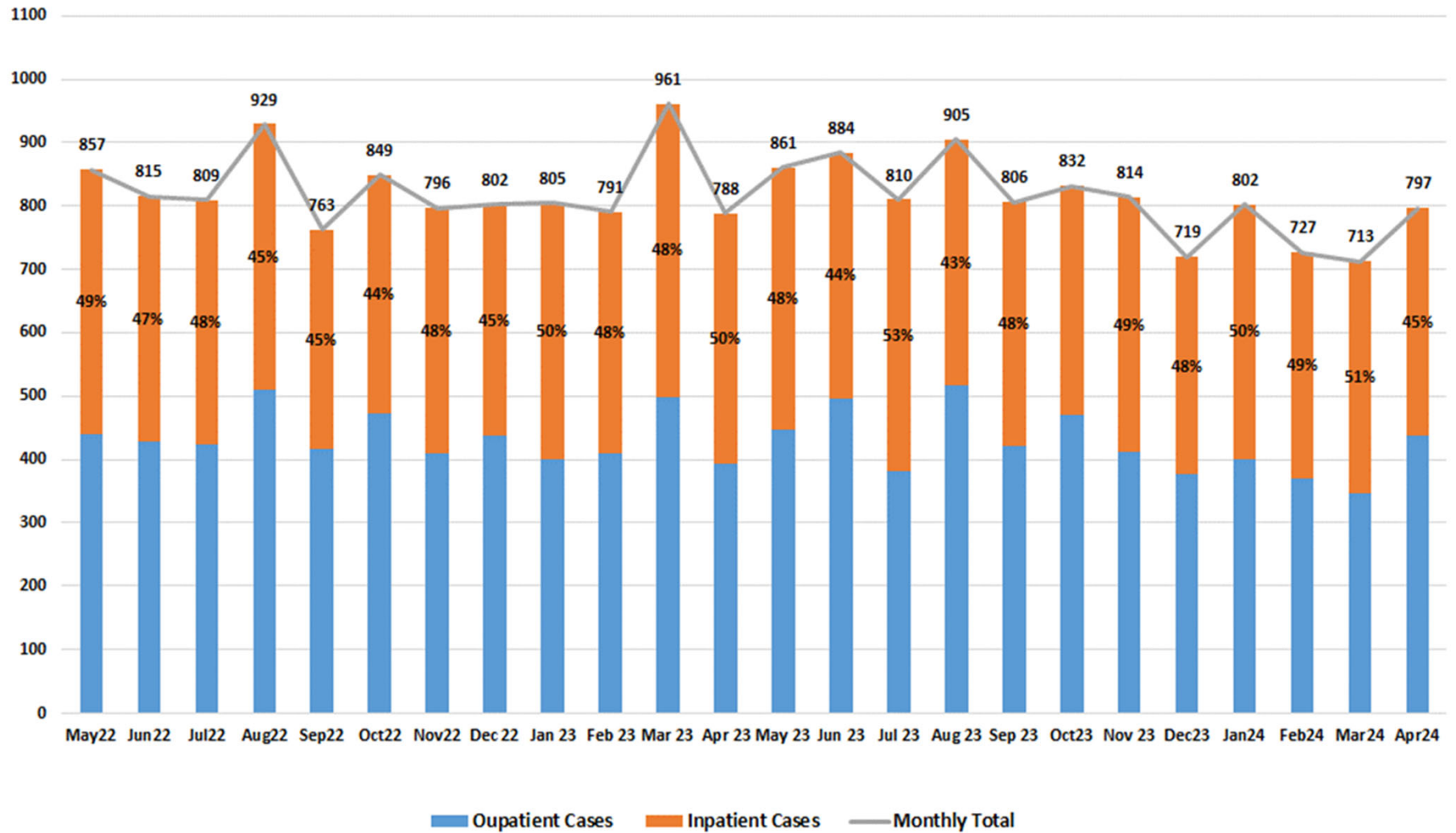
# Outpatient Registrations Per Day



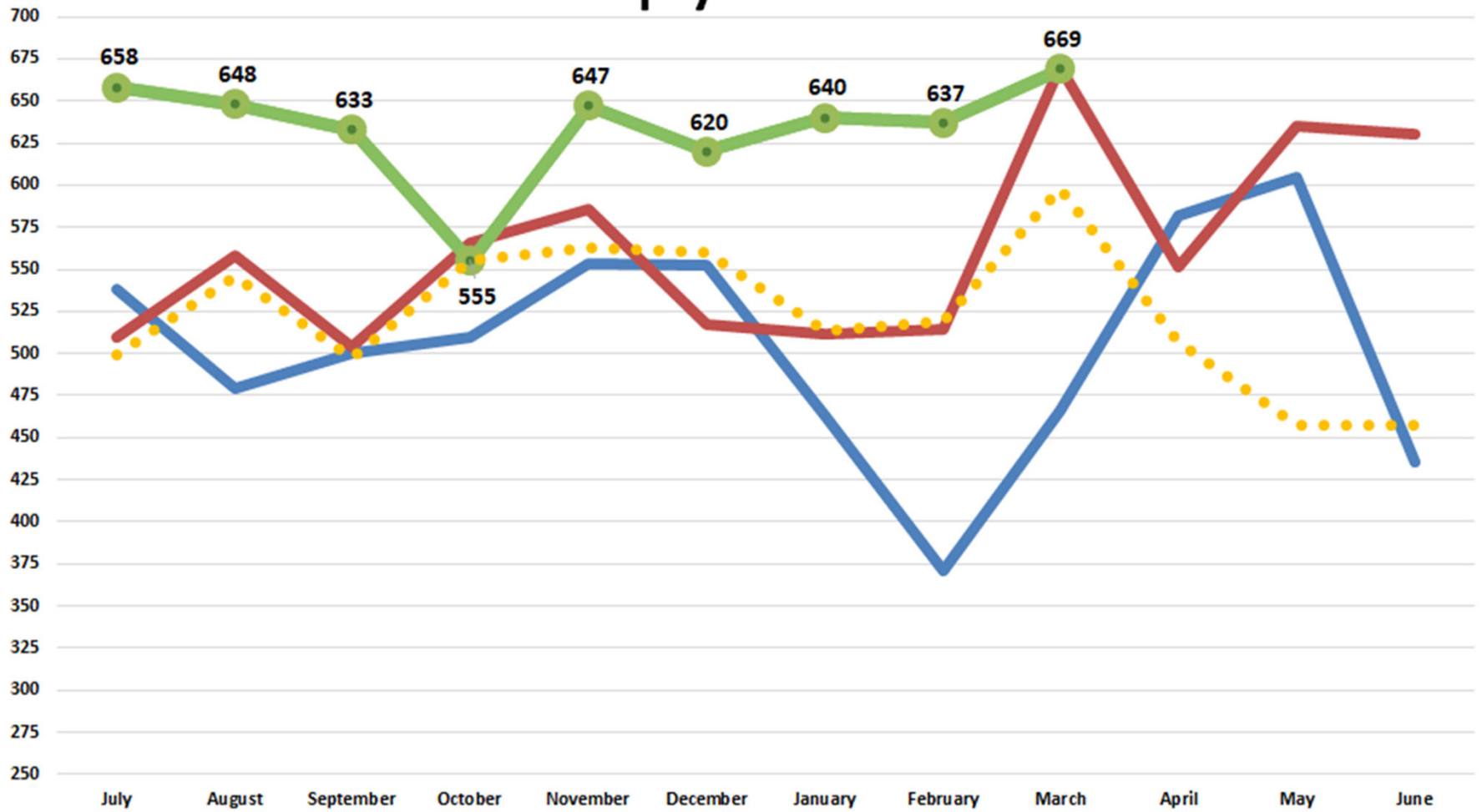
# Surgery (IP & OP) – 100 Min Units



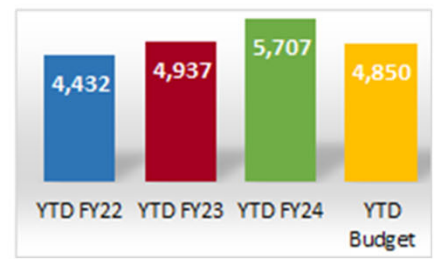
# Surgery Cases (IP & OP)



# Endoscopy Procedures

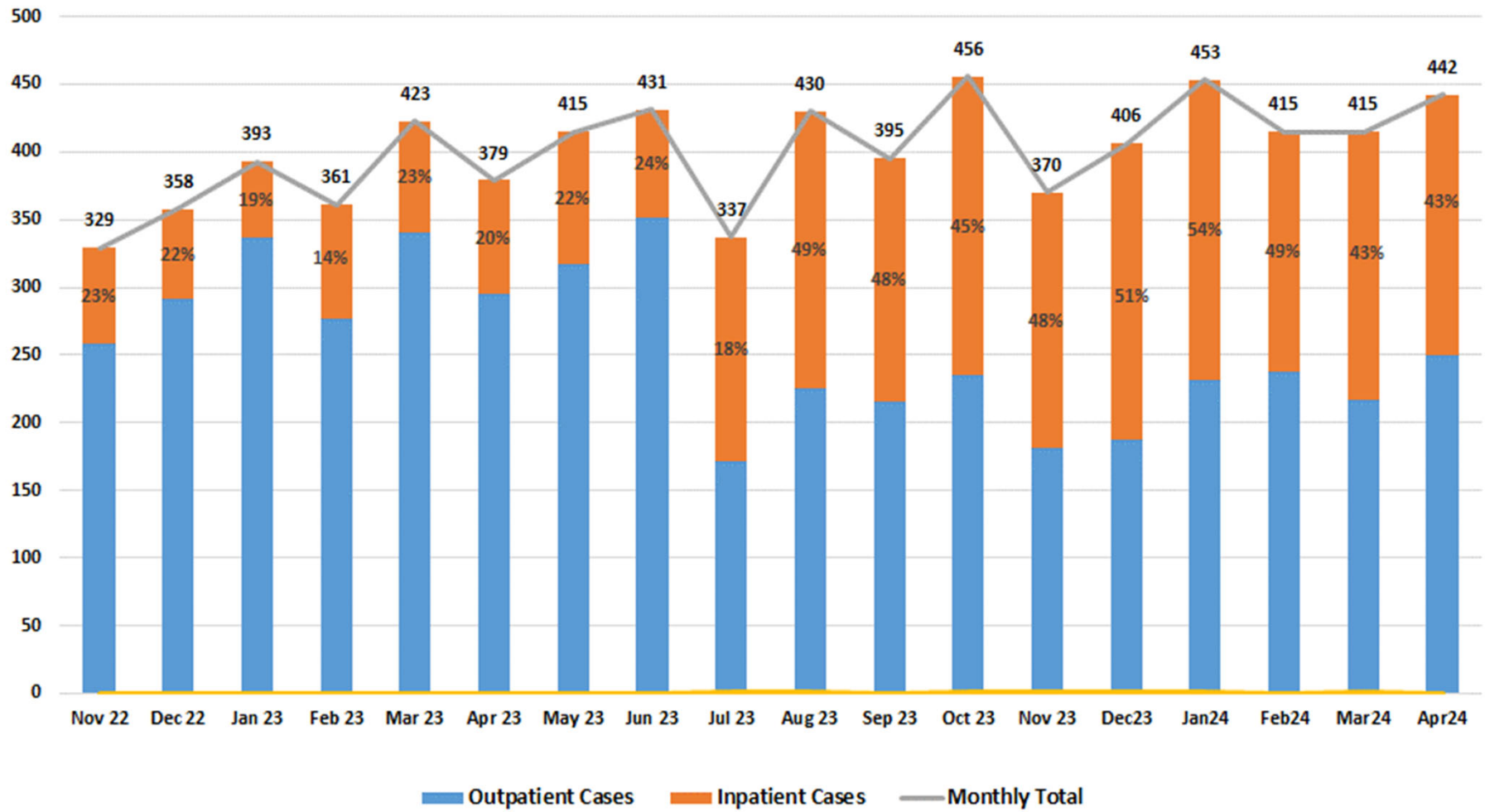


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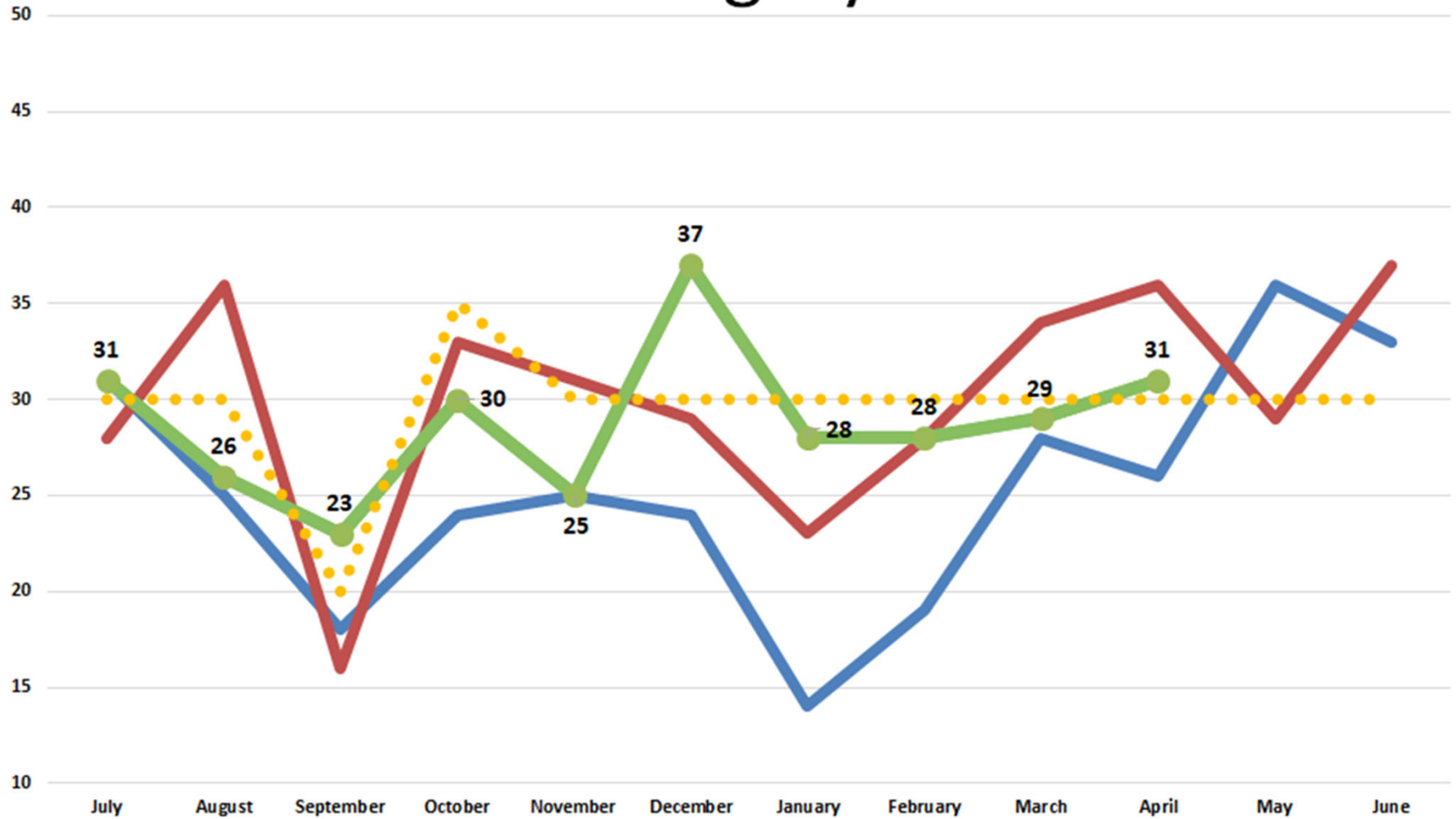




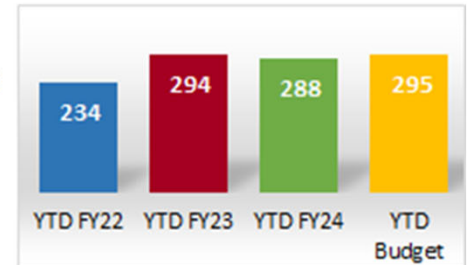
# Cath Lab Patients (IP & OP)



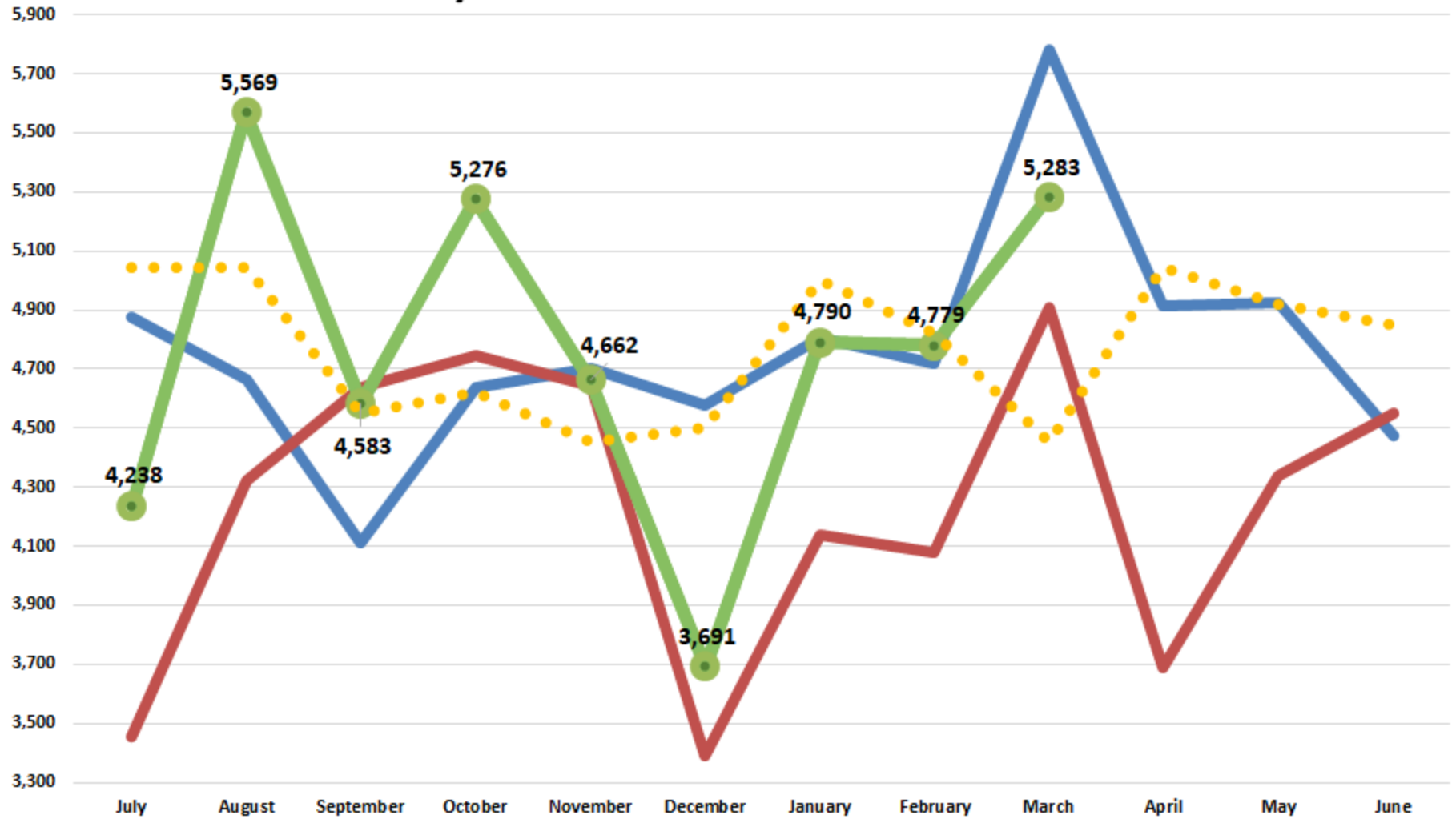
# Cardiac Surgery Cases



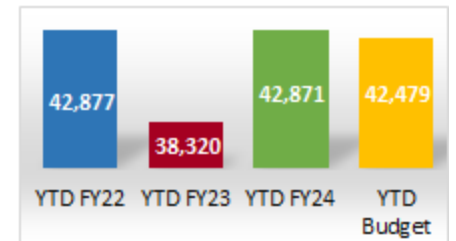
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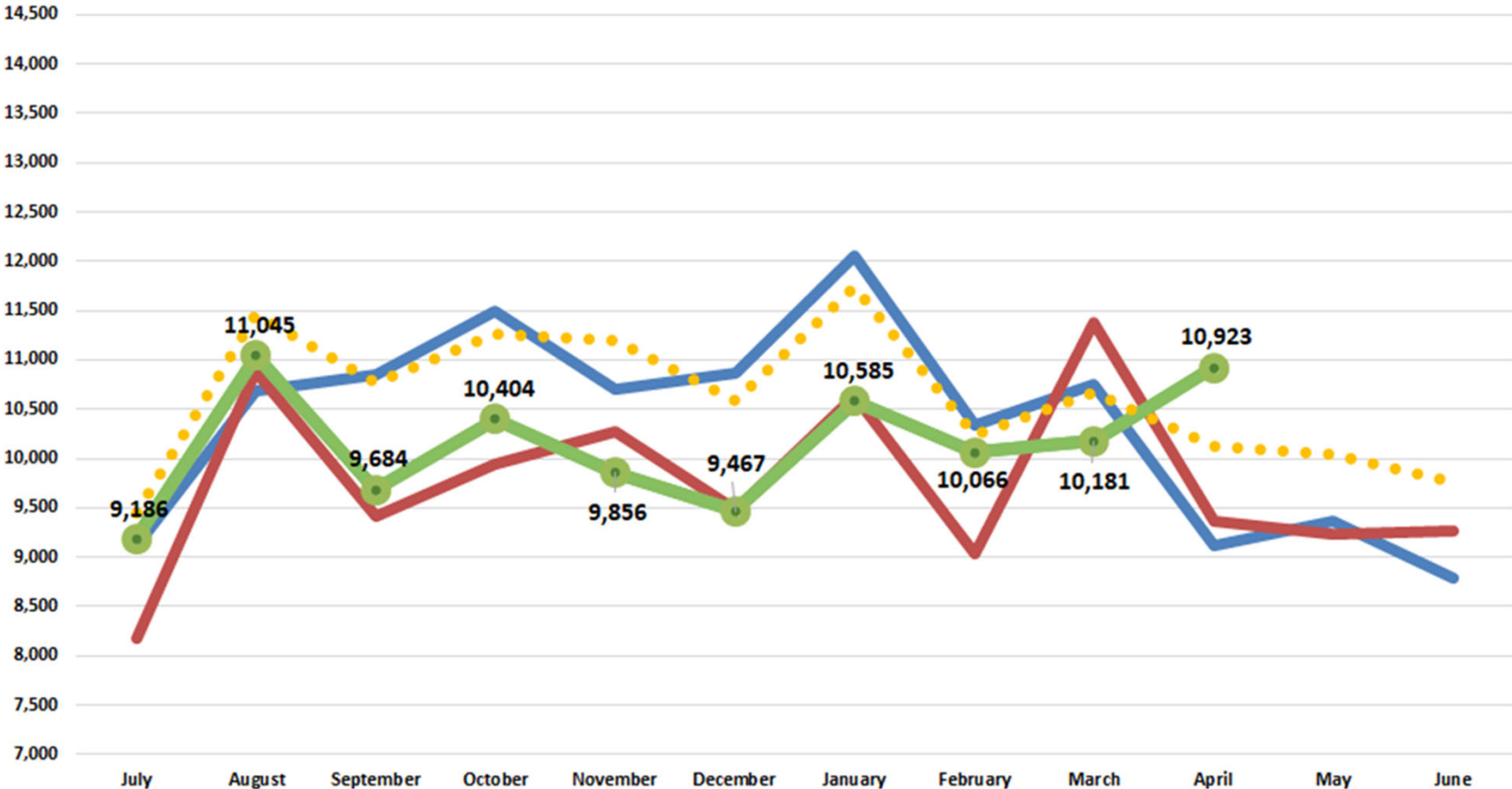
# O/P Rehab Services



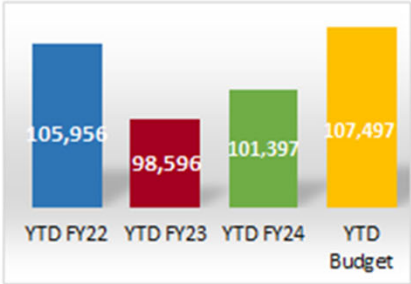
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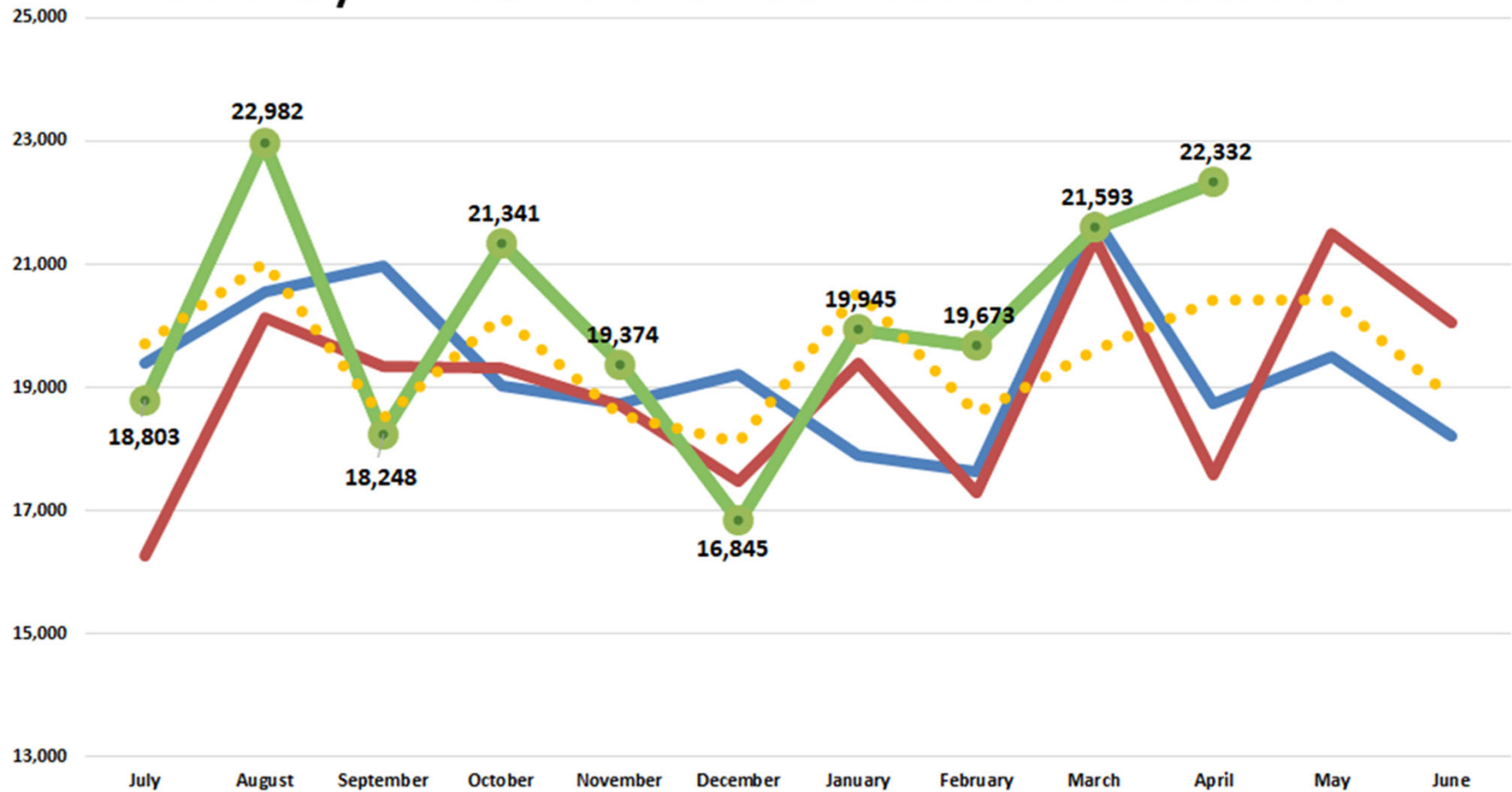
# Rural Health Clinics Registrations



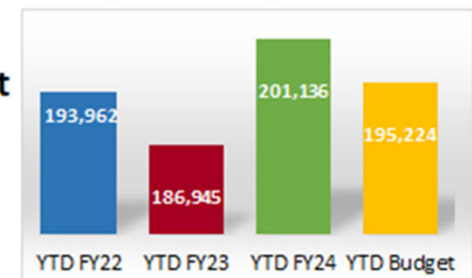
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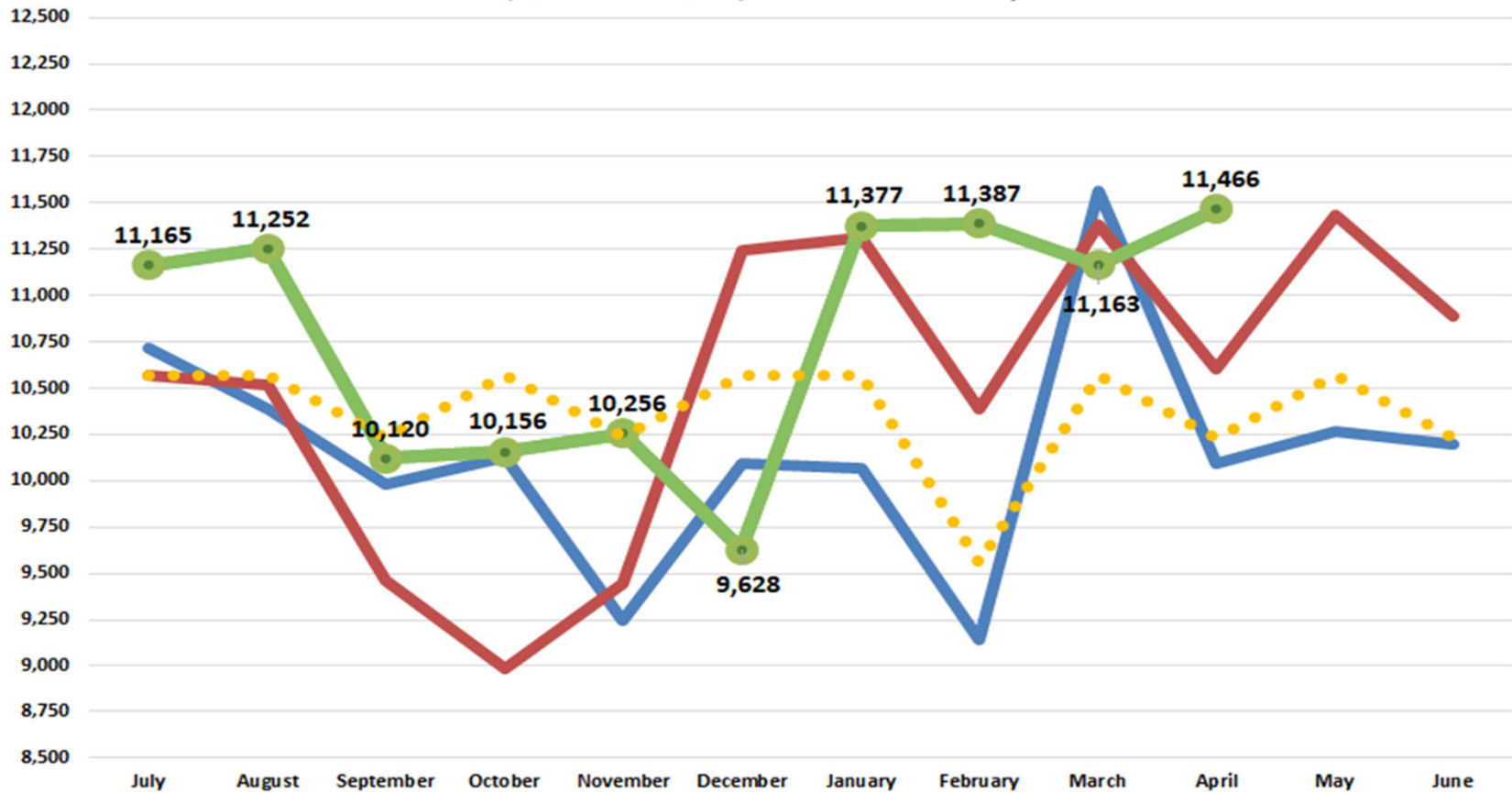
# All O/P Rehab Svcs Across District



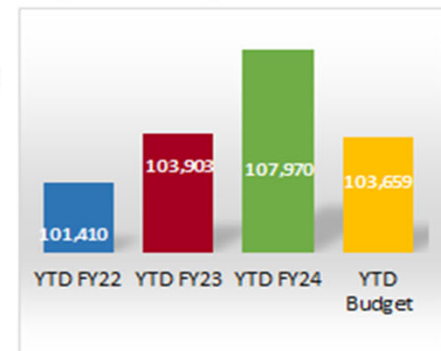
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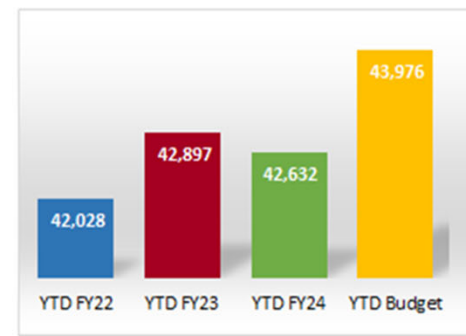
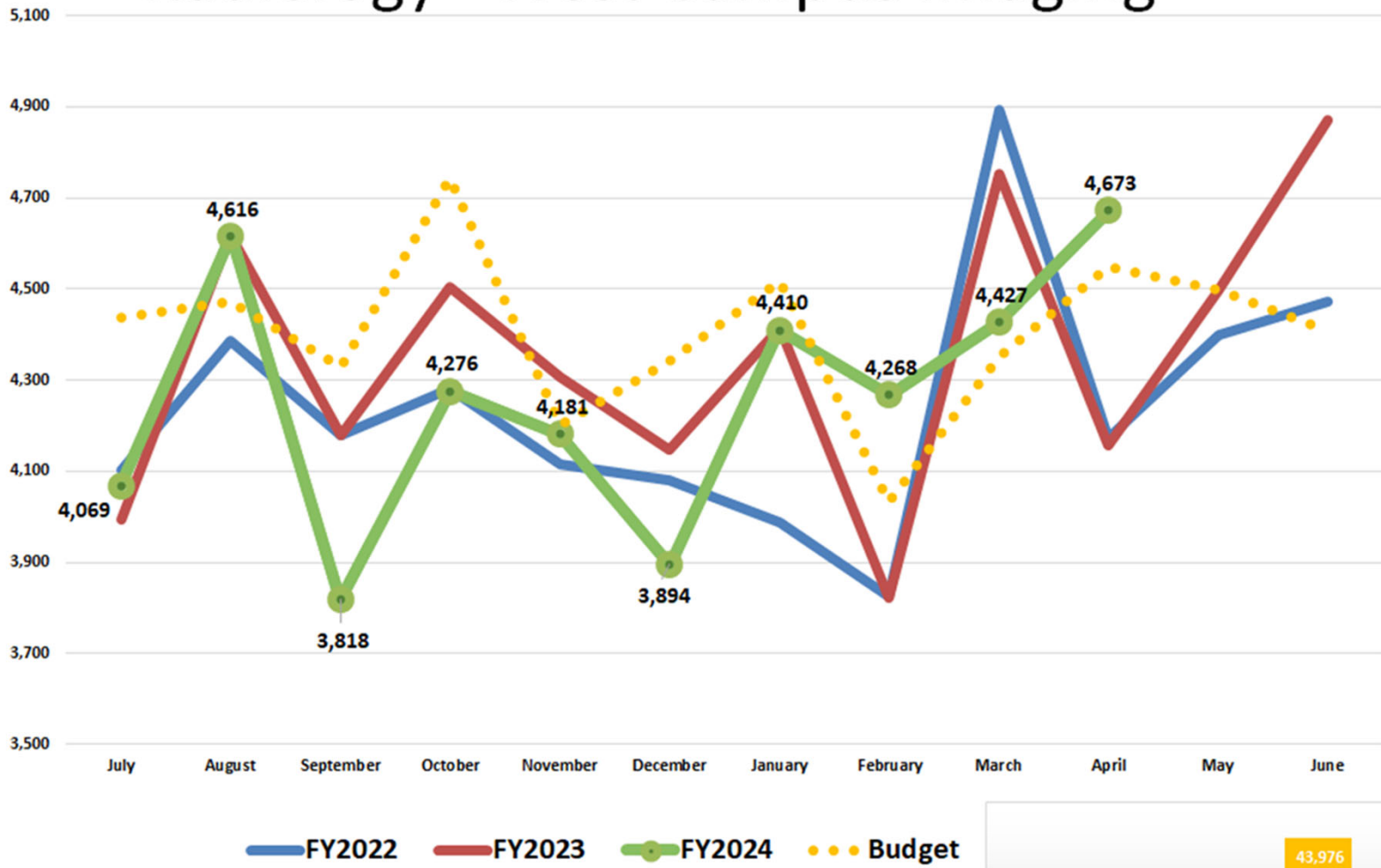
# Physical & Other Therapy Units (I/P & O/P)-Main Campus



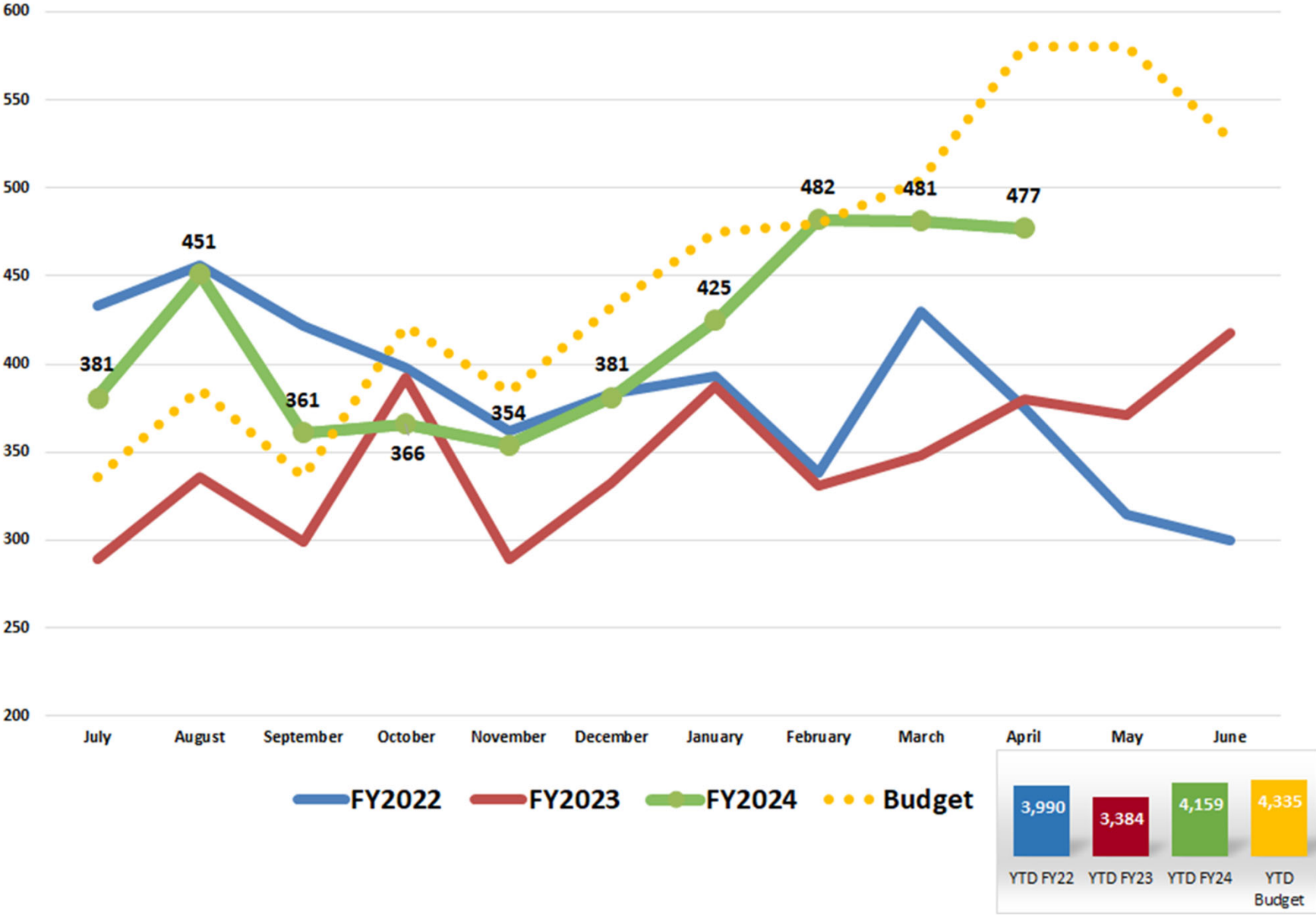
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
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# Radiology - West Campus Imaging



# Infusion Center - Outpatient Visits





## Statistical Results – Fiscal Year Comparison (Apr)

Actual Results			Budget	Budget Variance	
Apr 2023	Apr 2024	% Change	Apr 2024	Change	% Change

<b>Average Daily Census</b>	<b>375.6</b>	<b>411</b>	<b>9.3%</b>	<b>424</b>	<b>(13)</b>	<b>(3.2%)</b>
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**KDHCD Patient Days:**

Medical Center	7,294	8,411	15.3%	8,466	(55)	(0.6%)
Acute I/P Psych	1,358	1,281	(5.7%)	1,350	(69)	(5.1%)
Sub-Acute	949	915	(3.6%)	927	(12)	(1.3%)
Rehab	507	488	(3.7%)	593	(105)	(17.7%)
TCS-Ortho (Short Stay Rehab)	419	343	(18.1%)	450	(107)	(23.8%)
NICU	340	401	17.9%	422	(21)	(5.0%)
Nursery	401	481	20.0%	513	(32)	(6.2%)

<b>Total KDHCD Patient Days</b>	<b>11,268</b>	<b>12,320</b>	<b>9.3%</b>	<b>12,721</b>	<b>(401)</b>	<b>(3.2%)</b>
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<b>Total Outpatient Volume</b>	<b>54,240</b>	<b>60,990</b>	<b>12.4%</b>	<b>54,378</b>	<b>6,612</b>	<b>12.2%</b>
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## Statistical Results – Fiscal Year Comparison (Jul-Apr)

	Actual Results			Budget	Budget Variance	
	FYTD 2023	FYTD 2024	% Change	FYTD 2024	Change	% Change
<b>Average Daily Census</b>	<b>426</b>	<b>407</b>	<b>(4.6%)</b>	<b>423</b>	<b>(17)</b>	<b>(3.9%)</b>
<b>KDHCD Patient Days:</b>						
Medical Center	86,467	83,826	(3.1%)	86,523	(2,697)	(3.1%)
Acute I/P Psych	13,163	13,105	(0.4%)	13,770	(665)	(4.8%)
Sub-Acute	9,131	9,286	1.7%	8,998	288	3.2%
Rehab	5,404	5,416	0.2%	5,932	(516)	(8.7%)
TCS-Ortho (Short Stay Rehab)	3,900	3,428	(12.1%)	4,169	(741)	(17.8%)
TCS	2,115	0	(100.0%)	0	0	0.0%
NICU	4,526	4,071	(10.1%)	4,481	(410)	(9.1%)
Nursery	4,932	4,944	0.2%	5,275	(331)	(6.3%)
<b>Total KDHCD Patient Days</b>	<b>129,638</b>	<b>124,076</b>	<b>(4.3%)</b>	<b>129,148</b>	<b>(5,072)</b>	<b>(3.9%)</b>
<b>Total Outpatient Volume</b>	<b>565,101</b>	<b>584,483</b>	<b>3.4%</b>	<b>552,846</b>	<b>31,637</b>	<b>5.7%</b>

# Other Statistical Results – Fiscal Year Comparison (Apr)

	Actual Results				Budget	Budget Variance	
	Apr 2023	Apr 2024	Change	% Change	Apr 2024	Change	% Change
<b>Adjusted Patient Days</b>	<b>24,106</b>	<b>24,634</b>	<b>528</b>	<b>2.2%</b>	<b>26,200</b>	<b>(1,566)</b>	<b>(6.0%)</b>
<b>Outpatient Visits</b>	<b>54,240</b>	<b>60,990</b>	<b>6,750</b>	<b>12.4%</b>	<b>54,378</b>	<b>6,612</b>	<b>12.2%</b>
O/P Rehab Units	17,582	22,332	4,750	27.0%	20,434	1,898	9.3%
Infusion Center	380	477	97	25.5%	580	(103)	(17.8%)
OB Deliveries	321	383	62	19.3%	353	30	8.5%
Endoscopy Procedures (I/P & O/P)	551	653	102	18.5%	507	146	28.8%
RHC Registrations	9,367	10,923	1,556	16.6%	10,130	793	7.8%
Dialysis Treatments	1,434	1,578	144	10.0%	1,550	28	1.8%
Radiology/CT/US/MRI Proc (I/P & O/P)	16,660	18,189	1,529	9.2%	16,460	1,729	10.5%
Physical & Other Therapy Units	17,039	18,150	1,111	6.5%	18,414	(264)	(1.4%)
Radiation Oncology Treatments (I/P & O/P)	1,964	2,029	65	3.3%	2,342	(313)	(13.4%)
Cath Lab Minutes (IP & OP)	328	337	9	2.7%	343	(6)	(1.7%)
ED Total Registered	7,856	7,898	42	0.5%	7,200	698	9.7%
Home Health Visits	3,077	3,008	(69)	(2.2%)	3,212	(204)	(6.4%)
Urgent Care - Demaree	2,077	2,010	(67)	(3.2%)	2,600	(590)	(22.7%)
Surgery Minutes-General & Robotic (I/P & O/P)	992	934	(58)	(5.8%)	871	63	7.2%
Hospice Days	3,573	3,293	(280)	(7.8%)	3,700	(407)	(11.0%)
Urgent Care - Court	3,232	2,969	(263)	(8.1%)	3,604	(635)	(17.6%)

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

	Actual Results				Budget	Budget Variance	
	FY 2023	FY 2024	Change	% Change	FY 2024	Change	% Change
<b>Adjusted Patient Days</b>	<b>269,658</b>	<b>249,102</b>	<b>(20,556)</b>	<b>(7.6%)</b>	<b>263,113</b>	<b>(14,011)</b>	<b>(5.3%)</b>
<b>Outpatient Visits</b>	<b>565,101</b>	<b>584,483</b>	<b>19,382</b>	<b>3.4%</b>	<b>552,846</b>	<b>31,637</b>	<b>5.7%</b>
Infusion Center	3,384	4,159	775	22.9%	4,335	(176)	(4.1%)
Endoscopy Procedures (I/P & O/P)	5,488	6,360	872	15.9%	5,357	1,003	18.7%
ED Total Registered	74,419	80,246	5,827	7.8%	73,249	6,997	9.6%
O/P Rehab Units	186,945	201,136	14,191	7.6%	195,224	5,912	3.0%
Radiology/CT/US/MRI Proc (I/P & O/P)	165,135	175,255	10,120	6.1%	164,993	10,262	6.2%
RHC Registrations	98,596	101,397	2,801	2.8%	107,497	(6,100)	(5.7%)
OB Deliveries	3,835	3,889	54	1.4%	3,901	(12)	(0.3%)
Home Health Visits	30,273	30,667	394	1.3%	31,263	(596)	(1.9%)
Physical & Other Therapy Units	177,319	174,387	(2,932)	(1.7%)	188,336	(13,949)	(7.4%)
Cath Lab Minutes (IP & OP)	3,142	3,085	(57)	(1.8%)	3,453	(368)	(10.7%)
Hospice Days	36,278	35,512	(766)	(2.1%)	37,480	(1,968)	(5.3%)
Radiation Oncology Treatments (I/P & O/P)	18,529	17,273	(1,256)	(6.8%)	21,362	(4,089)	(19.1%)
Surgery Minutes-General & Robotic (I/P & O/P)	10,644	9,434	(1,210)	(11.4%)	9,684	(250)	(2.6%)
Urgent Care - Demaree	27,417	21,935	(5,482)	(20.0%)	27,841	(5,906)	(21.2%)
Urgent Care - Court	40,455	31,735	(8,720)	(21.6%)	42,899	(11,164)	(26.0%)
Dialysis Treatments	14,912	1,528	(13,384)	(89.8%)	15,500	(13,972)	(90.1%)

# April Financial Comparison without KHMG (000's)

	Without KHMG				Without KHMG			
	Comparison to Budget - Month of April				Comparison to Prior Year - Month of April			
	Budget APR-2024	Actual APR-2024	\$ Change	% Change	APR-2023	APR-24	\$ Change	% Change
<b>Operating Revenue</b>								
Net Patient Service Revenue	\$48,113	\$51,284	\$3,171	6.2%	\$45,955	\$51,284	\$5,329	10.4%
Supplemental Gov't Programs	\$6,273	\$11,441	\$5,168	45.2%	\$6,060	\$11,441	\$5,382	47.0%
Prime Program	\$808	\$822	\$13	1.6%	\$1,633	\$822	(\$812)	-98.8%
Premium Revenue	\$7,675	\$7,319	(\$356)	-4.9%	\$8,685	\$7,319	(\$1,365)	-18.7%
Management Services Revenue	\$3,328	\$3,166	(\$162)	-5.1%	\$3,280	\$3,166	(\$114)	-3.6%
Other Revenue	\$2,408	\$2,972	\$563	19.0%	\$2,629	\$2,972	\$342	11.5%
Other Operating Revenue	\$20,493	\$25,720	\$5,227	20.3%	\$22,287	\$25,720	\$3,433	13.3%
<b>Total Operating Revenue</b>	<b>\$68,606</b>	<b>\$77,004</b>	<b>\$8,398</b>	<b>10.9%</b>	<b>\$68,242</b>	<b>\$77,004</b>	<b>\$8,762</b>	<b>11.4%</b>
<b>Operating Expenses</b>								
Salaries & Wages	\$28,391	\$30,200	\$1,809	6.0%	\$26,687	\$30,200	\$3,513	11.6%
Contract Labor	\$1,135	\$1,187	\$53	4.4%	\$2,865	\$1,187	(\$1,678)	-141.3%
Employee Benefits	\$6,563	\$6,690	\$127	1.9%	\$6,174	\$6,690	\$516	7.7%
<b>Total Employment Expenses</b>	<b>\$36,089</b>	<b>\$38,077</b>	<b>\$1,988</b>	<b>5.2%</b>	<b>\$35,725</b>	<b>\$38,077</b>	<b>\$2,352</b>	<b>6.2%</b>
Medical & Other Supplies	\$13,422	\$13,618	\$196	1.4%	\$12,404	\$13,618	\$1,214	8.9%
Physician Fees	\$6,665	\$8,492	\$1,827	21.5%	\$6,849	\$8,492	\$1,643	19.3%
Purchased Services	\$1,470	\$1,539	\$69	4.5%	\$1,313	\$1,539	\$227	14.7%
Repairs & Maintenance	\$2,366	\$2,381	\$15	0.6%	\$2,675	\$2,381	(\$294)	-12.3%
Utilities	\$827	\$807	(\$20)	-2.5%	\$680	\$807	\$126	15.6%
Rents & Leases	\$162	\$164	\$2	1.0%	\$114	\$164	\$50	30.5%
Depreciation & Amortization	\$2,914	\$2,674	(\$240)	-9.0%	\$2,945	\$2,674	(\$272)	-10.2%
Interest Expense	\$568	\$770	\$202	26.2%	\$607	\$770	\$163	21.2%
Other Expense	\$2,113	\$1,739	(\$373)	-21.4%	\$1,786	\$1,739	(\$47)	-2.7%
Humana Cap Plan Expenses	\$3,701	\$4,681	\$979	20.9%	\$3,190	\$4,681	\$1,491	31.9%
<b>Total Other Expenses</b>	<b>\$34,209</b>	<b>\$36,865</b>	<b>\$2,656</b>	<b>7.2%</b>	<b>\$32,564</b>	<b>\$36,865</b>	<b>\$4,301</b>	<b>11.7%</b>
<b>Total Operating Expenses</b>	<b>\$70,297</b>	<b>\$74,942</b>	<b>\$4,644</b>	<b>6.2%</b>	<b>\$68,289</b>	<b>\$74,942</b>	<b>\$6,653</b>	<b>8.9%</b>
<b>Operating Margin</b>	<b>(\$1,691)</b>	<b>\$2,063</b>	<b>\$3,754</b>		<b>(\$47)</b>	<b>\$2,063</b>	<b>\$2,110</b>	
<b>Stimulus/FEMA</b>	<b>\$1,558</b>	<b>\$0</b>	<b>(\$1,558)</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Operating Margin after Stimulus/FEMA</b>	<b>(\$133)</b>	<b>\$2,063</b>	<b>\$2,196</b>		<b>(\$47)</b>	<b>\$2,063</b>	<b>\$2,110</b>	
Nonoperating Revenue (Loss)	\$465	\$550	\$85		\$515	\$550	\$35	
<b>Excess Margin</b>	<b>\$331</b>	<b>\$2,613</b>	<b>\$2,281</b>		<b>\$468</b>	<b>\$2,613</b>	<b>\$2,145</b>	

# FYTD July-Apr: Financial Comparison without KHMG (000's)

	Without KHMG				Without KHMG			
	Comparison to Budget - YTD April				Comparison to Prior Year - YTD April			
	Budget Apr-2024	Actual Apr-2024	\$ Change	% Change	Apr-2023	Apr-2024	\$ Change	% Change
<b>Operating Revenue</b>								
Net Patient Service Revenue	\$486,135	\$491,461	\$5,326	1.1%	\$485,730	\$491,461	\$5,731	1.2%
Supplemental Gov't Programs	\$63,780	\$74,288	\$10,508	14.1%	\$56,697	\$74,288	\$17,590	23.7%
Prime Program	\$8,216	\$9,854	\$1,638	16.6%	\$11,509	\$9,854	(\$1,655)	-16.8%
Premium Revenue	\$77,771	\$74,040	(\$3,732)	-5.0%	\$65,564	\$74,040	\$8,476	11.4%
Management Services Revenue	\$33,837	\$32,740	(\$1,096)	-3.3%	\$32,232	\$32,740	\$509	1.6%
Other Revenue	\$24,540	\$29,668	\$5,127	17.3%	\$26,423	\$29,668	\$3,245	10.9%
Other Operating Revenue	\$208,144	\$220,589	\$12,445	5.6%	\$192,425	\$220,589	\$28,164	12.8%
<b>Total Operating Revenue</b>	<b>\$694,279</b>	<b>\$712,050</b>	<b>\$17,770</b>	<b>2.5%</b>	<b>\$678,155</b>	<b>\$712,050</b>	<b>\$33,895</b>	<b>4.8%</b>
<b>Operating Expenses</b>								
Salaries & Wages	\$288,933	\$290,679	\$1,745	0.6%	\$274,992	\$290,679	\$15,687	5.4%
Contract Labor	\$14,527	\$18,219	\$3,692	20.3%	\$44,523	\$18,219	(\$26,304)	-144.4%
Employee Benefits	\$66,797	\$68,083	\$1,285	1.9%	\$54,434	\$68,083	\$13,649	20.0%
<b>Total Employment Expenses</b>	<b>\$370,258</b>	<b>\$376,981</b>	<b>\$6,723</b>	<b>1.8%</b>	<b>\$373,949</b>	<b>\$376,981</b>	<b>\$3,032</b>	<b>0.8%</b>
Medical & Other Supplies	\$133,993	\$134,343	\$351	0.3%	\$132,148	\$134,343	\$2,195	1.6%
Physician Fees	\$66,651	\$67,631	\$980	1.4%	\$67,747	\$67,631	(\$116)	-0.2%
Purchased Services	\$14,946	\$14,968	\$22	0.1%	\$15,006	\$14,968	(\$38)	-0.3%
Repairs & Maintenance	\$23,683	\$19,713	(\$3,969)	-20.1%	\$22,752	\$19,713	(\$3,038)	-15.4%
Utilities	\$9,391	\$8,423	(\$968)	-11.5%	\$8,173	\$8,423	\$251	3.0%
Rents & Leases	\$1,621	\$1,619	(\$2)	-0.1%	\$1,231	\$1,619	\$388	24.0%
Depreciation & Amortization	\$29,138	\$31,820	\$2,682	8.4%	\$29,094	\$31,820	\$2,725	8.6%
Interest Expense	\$5,779	\$6,220	\$441	7.1%	\$6,173	\$6,220	\$47	0.8%
Other Expense	\$21,524	\$19,130	(\$2,394)	-12.5%	\$17,528	\$19,130	\$1,602	8.4%
Humana Cap Plan Expenses	\$37,015	\$37,897	\$882	2.3%	\$36,775	\$37,897	\$1,122	3.0%
<b>Total Other Expenses</b>	<b>\$343,740</b>	<b>\$341,764</b>	<b>(\$1,976)</b>	<b>-0.6%</b>	<b>\$336,627</b>	<b>\$341,764</b>	<b>\$5,137</b>	<b>1.5%</b>
<b>Total Operating Expenses</b>	<b>\$713,998</b>	<b>\$718,745</b>	<b>\$4,747</b>	<b>0.7%</b>	<b>\$710,576</b>	<b>\$718,745</b>	<b>\$8,169</b>	<b>1.1%</b>
<b>Operating Margin</b>	<b>(\$19,719)</b>	<b>(\$6,695)</b>	<b>\$13,024</b>		<b>(\$32,422)</b>	<b>(\$6,695)</b>	<b>\$25,727</b>	
<b>Stimulus/FEMA</b>	<b>\$15,837</b>	<b>\$3,220</b>	<b>(\$12,617)</b>		<b>\$287</b>	<b>\$3,220</b>	<b>\$2,933</b>	
<b>Operating Margin after Stimulus/FEM.</b>	<b>(\$3,881)</b>	<b>(\$3,475)</b>	<b>\$406</b>		<b>(\$32,134)</b>	<b>(\$3,475)</b>	<b>\$28,659</b>	
Nonoperating Revenue (Loss)	\$4,736	\$12,064	\$7,327		\$3,621	\$12,064	\$8,442	
<b>Excess Margin</b>	<b>\$855</b>	<b>\$8,589</b>	<b>\$7,734</b>		<b>(\$28,513)</b>	<b>\$8,589</b>	<b>\$37,102</b>	

# Month of April - Budget Variances

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- **Net Patient Service Revenue:** In April actual net patient revenue exceeded budget by \$3.2M (6.2%) due to the mix of services in the month.
- **Supplemental Gov't programs:** The positive \$5.2M variance in supplemental revenue is April due to the recognition of additional fee-for-service funds for FY23 and more than expected rate range funds for calendar year 2022.
- **Salaries and Wages:** The negative variance of \$1.8M (6.0%) is primarily due to the increase in our pay rates due to the increases in our minimum wages and market increases.
- **Physician fees:** The \$1.8M negative variance in April was due to the timing of payments and also additional locum expenses.
- **Repairs and maintenance and amortization expense YTD April:** There was a YTD adjustment related to the adoption of GASB96 effective with the FY23 audit. This statement relates to subscription based IT software contracts and requires certain contracts to be recorded as an asset and liability on the balance sheet, and also requires the asset to be amortized over the length of the contract. Previously these contracts were recorded as service contract expenses in the repairs and maintenance line item on the income statement.

# FYTD July-April : Trended Financial Information (000's)

Income Statement	FY 2023	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	FYTD 2024	
Patient Service Revenue	\$611,350	\$45,479	\$49,531	\$47,195	\$47,502	\$48,225	\$48,629	\$49,472	\$49,778	\$54,365	\$51,284	\$491,461	
Other Revenue	\$240,615	\$21,161	\$22,458	\$21,039	\$21,928	\$21,261	\$20,979	\$24,379	\$22,470	\$19,194	\$25,720	\$220,589	
<b>Total Operating Revenue</b>	<b>\$851,965</b>	<b>\$66,640</b>	<b>\$71,989</b>	<b>\$68,234</b>	<b>\$69,431</b>	<b>\$69,486</b>	<b>\$69,608</b>	<b>\$73,851</b>	<b>\$72,248</b>	<b>\$73,559</b>	<b>\$77,004</b>	<b>\$712,050</b>	
Employee Expense	\$462,214	\$36,176	\$37,019	\$35,180	\$38,961	\$37,597	\$37,268	\$37,645	\$37,074	\$41,984	\$38,077	\$376,982	
Other Operating Expense	\$448,205	\$33,478	\$34,922	\$33,204	\$31,579	\$33,162	\$32,981	\$35,742	\$36,449	\$33,382	\$36,864	\$341,763	
<b>Total Operating Expenses</b>	<b>\$910,418</b>	<b>\$69,654</b>	<b>\$71,941</b>	<b>\$68,384</b>	<b>\$70,540</b>	<b>\$70,759</b>	<b>\$70,249</b>	<b>\$73,388</b>	<b>\$73,523</b>	<b>\$75,367</b>	<b>\$74,941</b>	<b>\$718,745</b>	
<b>Net Operating Margin</b>	<b>(\$58,453)</b>	<b>(\$3,014)</b>	<b>\$48</b>	<b>(\$150)</b>	<b>(\$1,110)</b>	<b>(\$1,273)</b>	<b>(\$641)</b>	<b>\$464</b>	<b>(\$1,275)</b>	<b>(\$1,807)</b>	<b>\$2,063</b>	<b>(\$6,695)</b>	
Stimulus/FEMA	\$609	\$1,610	\$1,610	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,220	
NonOperating Income	\$10,627	\$617	\$602	\$626	\$665	\$578	\$5,057	\$969	\$618	\$1,781	\$550	\$12,063	
<b>Excess Margin</b>	<b>(\$47,218)</b>	<b>(\$787)</b>	<b>\$2,259</b>	<b>\$477</b>	<b>(\$444)</b>	<b>(\$695)</b>	<b>\$4,416</b>	<b>\$1,433</b>	<b>(\$657)</b>	<b>(\$26)</b>	<b>\$2,613</b>	<b>\$8,588</b>	
<b>Profitability</b>													Moody's A
Operating Margin %	(6.9%)	(4.5%)	0.1%	(0.2%)	(1.6%)	(1.8%)	(0.9%)	0.6%	(1.8%)	(2.5%)	2.7%	(0.9%)	0.1%
Operating Margin %excl. Interest	(6.0%)	(3.6%)	0.9%	0.7%	(0.7%)	(1.0%)	(0.1%)	1.4%	(0.9%)	(1.6%)	3.7%	(0.1%)	
Operating EBIDA	(\$11,318)	\$395	\$3,493	\$3,265	\$2,340	\$2,111	\$2,732	\$3,957	\$1,994	\$1,628	\$5,507	\$27,422	
Operating EBIDA Margin	(1.3%)	0.6%	4.9%	4.8%	3.4%	3.0%	3.9%	5.4%	2.8%	2.2%	7.2%	3.9%	5.6%
<b>Liquidity Indicators</b>													
Day's Cash on Hand	78.3	84.2	84.7	83.3	83.7	81.1	83.5	81.4	79.0	74.7	91.0	91.0	206.5
Day's in Accounts Receivable	72.5	72.6	74.6	76.6	79.1	78.4	77.6	72.5	71.0	70.1	65.3	65.3	48.0
Surplus/Unrestricted Funds (000's)	\$186,803	\$181,339	\$185,762	\$182,518	\$183,138	\$178,653	\$183,624	\$179,987	\$176,827	\$168,012	\$204,886	\$204,886	
Capital Expenditures (000's)	\$23,394	\$301	\$816	\$563	\$621	\$1,399	\$1,706	\$1,725	\$765	\$984	\$482	\$9,362	\$14,000
<b>Debt &amp; Other Indicators</b>													
Debt Service Coverage (MADS)	(0.1)	1.62	2.57	2.54	2.37	2.23	2.67	2.71	2.06	2.01	2.40	2.40	3.80
Discharges (Monthly)	2,289	2,306	2,442	2,276	2,203	2,293	2,285	2,283	2,144	2,142	2,299	2,267	
Adj Discharges (Case mix adj)	7,600	7,504	7,884	7,580	7,417	7,743	7,344	7,228	7,111	6,827	7,226	7,380	
Adjusted patient Days (Mo.)	26,609	24,306	26,289	24,516	24,321	24,447	24,965	25,976	24,096	25,597	24,634	24,915	
Cost/Adj Discharge	\$10.0	\$9.3	\$9.1	\$9.0	\$9.5	\$9.1	\$9.6	\$10.2	\$10.3	\$11.0	\$10.4	\$9.7	
Compensation Ratio	76%	80%	75%	75%	82%	78%	77%	76%	74%	77%	74%	77%	



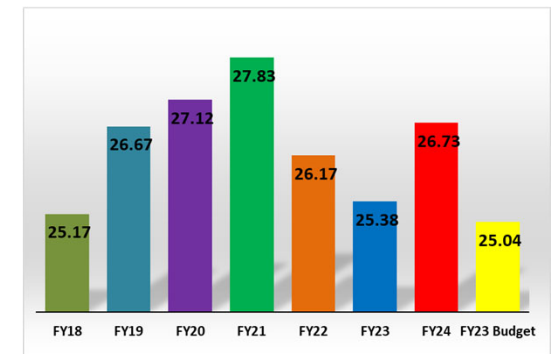
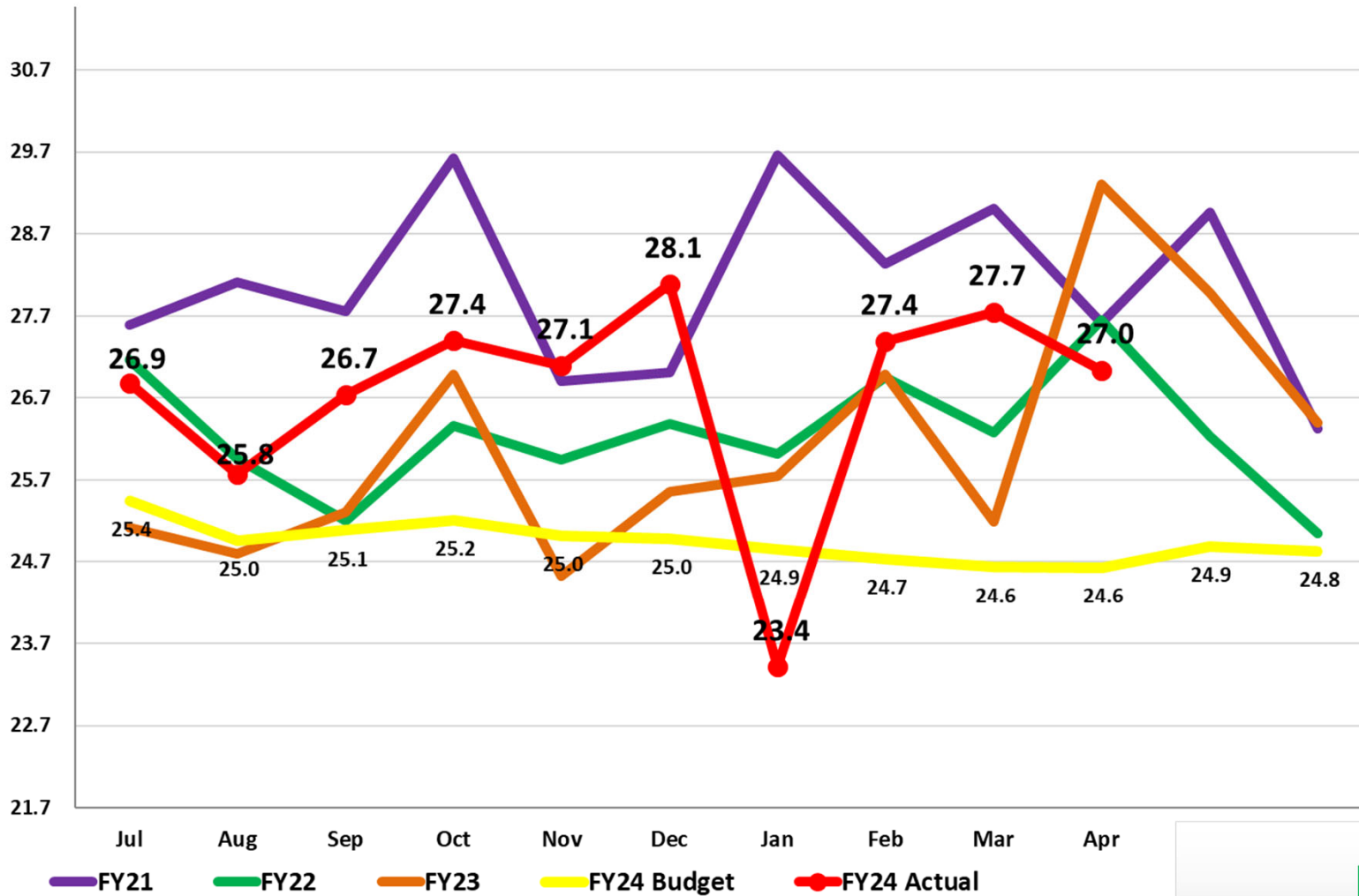
# Trended Supplemental Income

	July 23	Aug 23	Sept 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Apr 24	FYTD
<b>HQAF</b>	1,653,189	1,653,189	1,653,189	1,653,189	1,653,189	1,653,189	2,422,159	1,653,189	1,653,189	1,653,189	17,300,860
<b>Directed Payments</b>	1,771,468	1,771,468	1,771,468	1,771,468	1,771,468	1,771,468	1,771,468	1,771,468	1,771,468	1,771,468	17,714,680
<b>Medi-Cal DSH</b>	802,083	802,083	802,083	802,083	802,083	802,083	2,697,915	1,895,832	1,895,832	1,895,832	13,197,909
<b>Rate Range</b>	1,730,548	1,730,548	1,730,548	1,730,548	1,730,548	1,730,548	1,730,548	1,730,548	1,730,548	2,731,414	18,306,346
<b>Fee for Service</b>	420,707	420,707	420,707	420,707	420,707	420,707	420,707	420,707	420,707	3,389,423	7,175,786
	6,377,995	6,377,995	6,377,995	6,377,995	6,377,995	6,377,995	9,042,797	7,471,744	7,471,744	11,441,326	73,695,581

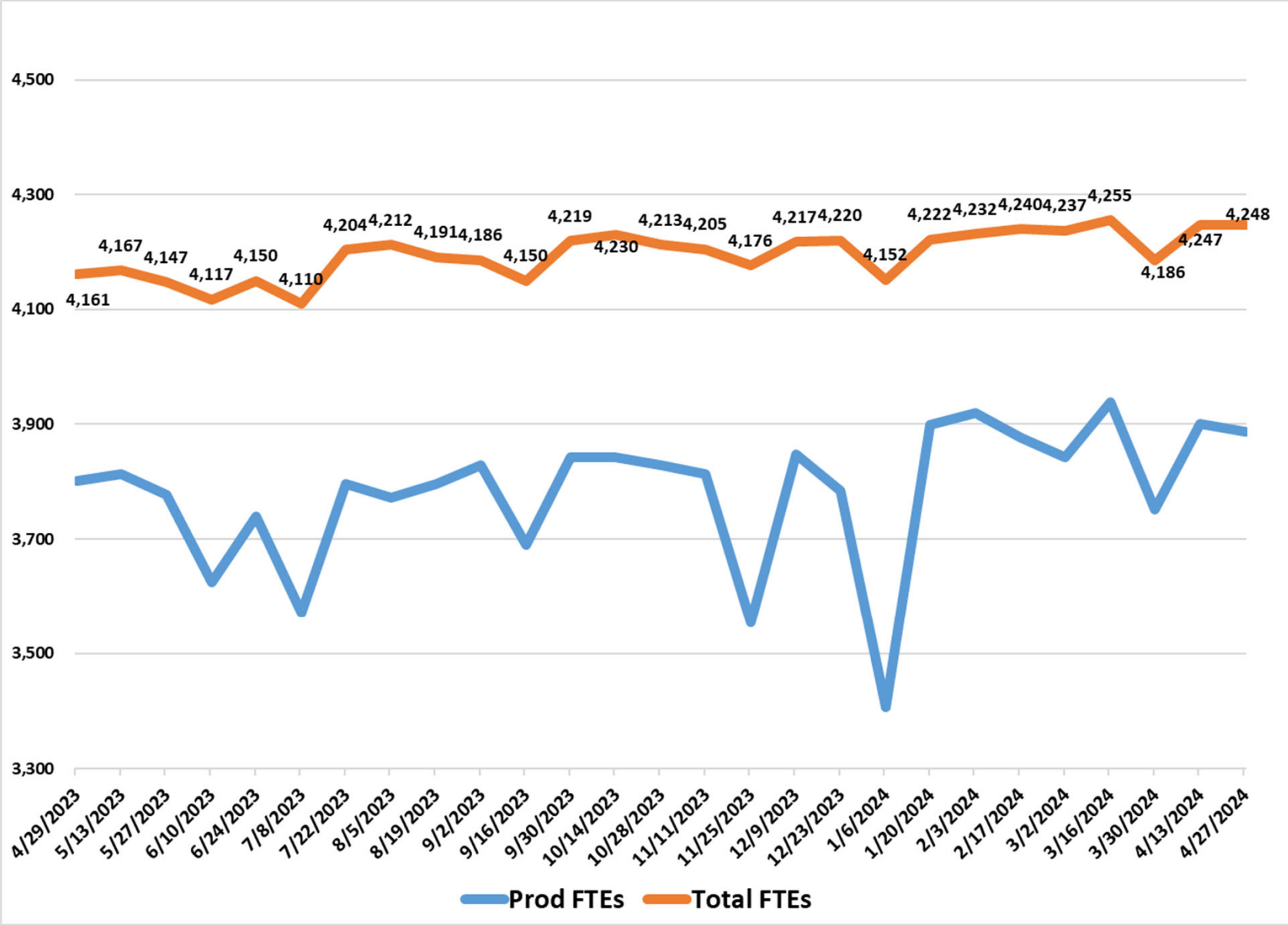
April 2024 includes a true up for CY22 Rate range (\$1.1M). FY23 Fee for service (\$2.4M) and FY24 Fee for service (\$555K)

- 1. Hospital Quality Assurance Fee:** The hospital quality assurance fee (HQAF) was established in 2009 by private hospitals as a way for them to draw down federal funds for the uncompensated portion of care they provide to Medi-Cal beneficiaries (similar to our AB 113 program). When the HQAF was developed public hospitals negotiated to receive funding via this mechanism as well. Funding is distributed based on inpatient Medi-Cal volume with enhanced payments for hospitals which are DSH or rural. *Public hospital funding is renegotiated each time there is a new HQAF program (roughly every 3 years) and has grown at a small pace, in line with the overall growth of the overall program.*
- 2. Directed payments:** Beginning with CY23, the California Department of Health Care Services created a new funding initiative in consultation with DHLF. This is a state directed payment and represents uniform dollar increases that is established by the state for Medi-Cal inpatient and outpatient hospital services for the rating period covering Calendar Years beginning January 1 2023. This is the first significant new Medi-Cal supplemental funding program for district hospitals in a number of years.
- 3. Medi-Cal DSH:** The Disproportionate Share Hospital (DSH) Program is a Medi-Cal supplemental payment program that was established in 1981. It reimburses hospitals for some of the uncompensated care costs associated with furnishing inpatient hospital services to Medi-Cal beneficiaries and uninsured individuals. Kaweah's share of funding has grown significantly over the years due to the increased patient load and achievement of teaching hospital status a few years ago. *While overall funding levels of DSH have increased over time, there are currently significant reductions contained in federal law which propose to reduce the funding by 50%. Previous hospital advocacy has been successful in delaying the federal DSH reductions on six prior occasions.*
- 4. Rate Range:** Most Medi-Cal beneficiaries are enrolled in Managed Care Plans (MCP). MCP's are paid a per member per month (PMPM) amount by DHCS to arrange and pay for the care of their members. DHCS calculates a lower, midpoint, and upper PMPM rate and pays the MCP's at the lower rate. CMS will provide federal funding as high as the upper rate. Public hospitals provide IGT's to draw down "rate range", the difference between the upper and lower rates, thus providing public hospitals with more federal funding. Rate range increases when additional beneficiaries and services are transitioned to managed care. Over the past decade there has been a large shift in beneficiaries to managed care such that now over 90% of beneficiaries are in managed care. *Managed care has stabilized and thus funding from this source should remain relatively constant.*
- 5. FFS Inpatient Funds:** Assembly Bill 113 (AB 113) established the district and municipal hospital IGT fund in 2011. AB 113 allows hospitals to claim federal funding for the uncompensated portion of inpatient care that hospitals provide to Medi-Cal beneficiaries in the fee-for-service program. The program uses 4 different tiers to determine the allocation of funds based on Charity Revenue, Bad Debt Revenue and Medi-Cal Charges. *The number of beneficiaries in the fee-for-service program has declined in the past decade as more beneficiaries were transitioned to managed care, however that decline has leveled off and funding levels are expected to remain stable for the foreseeable future.*

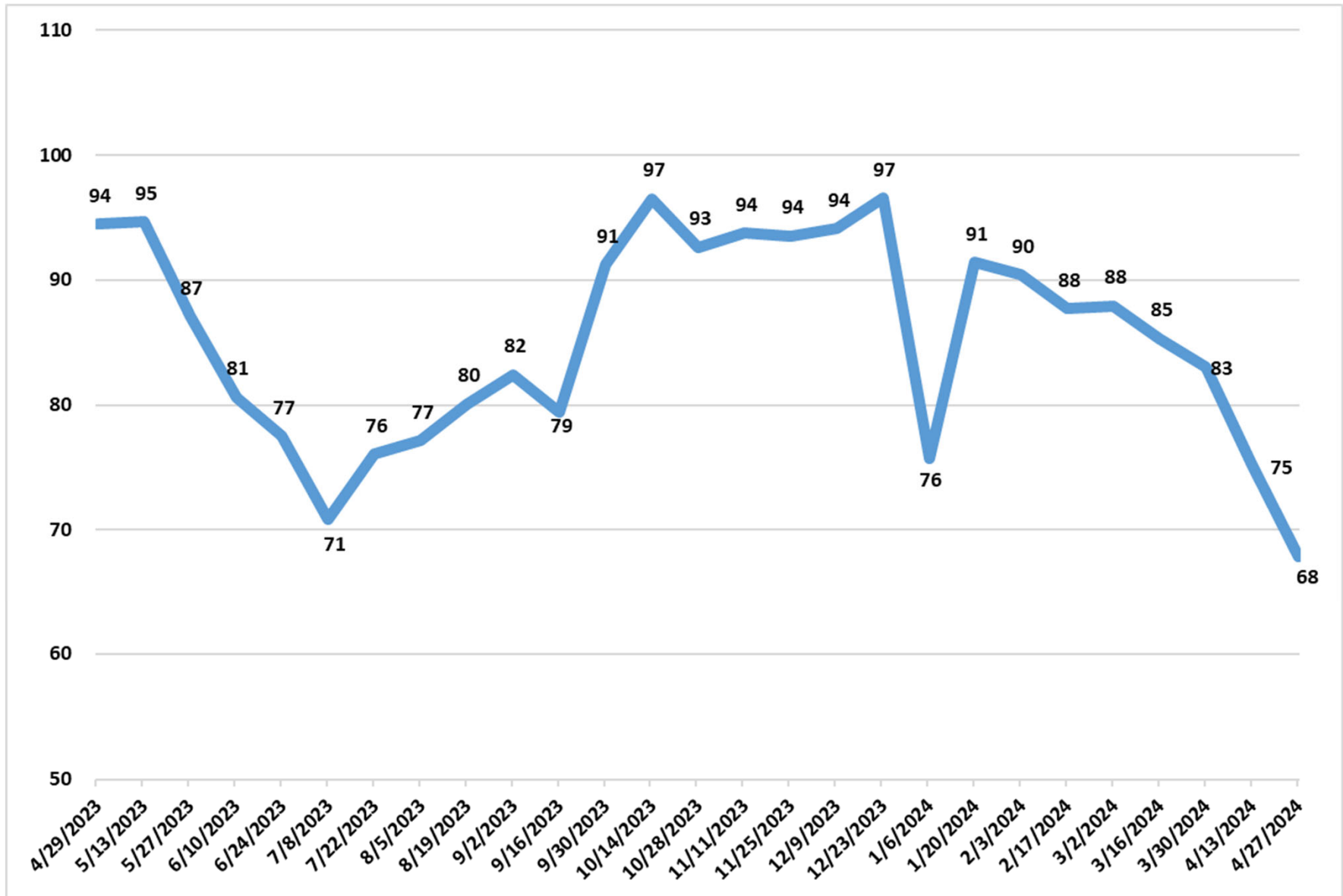
# Productivity: Worked Hours/Adjusted Patient Days



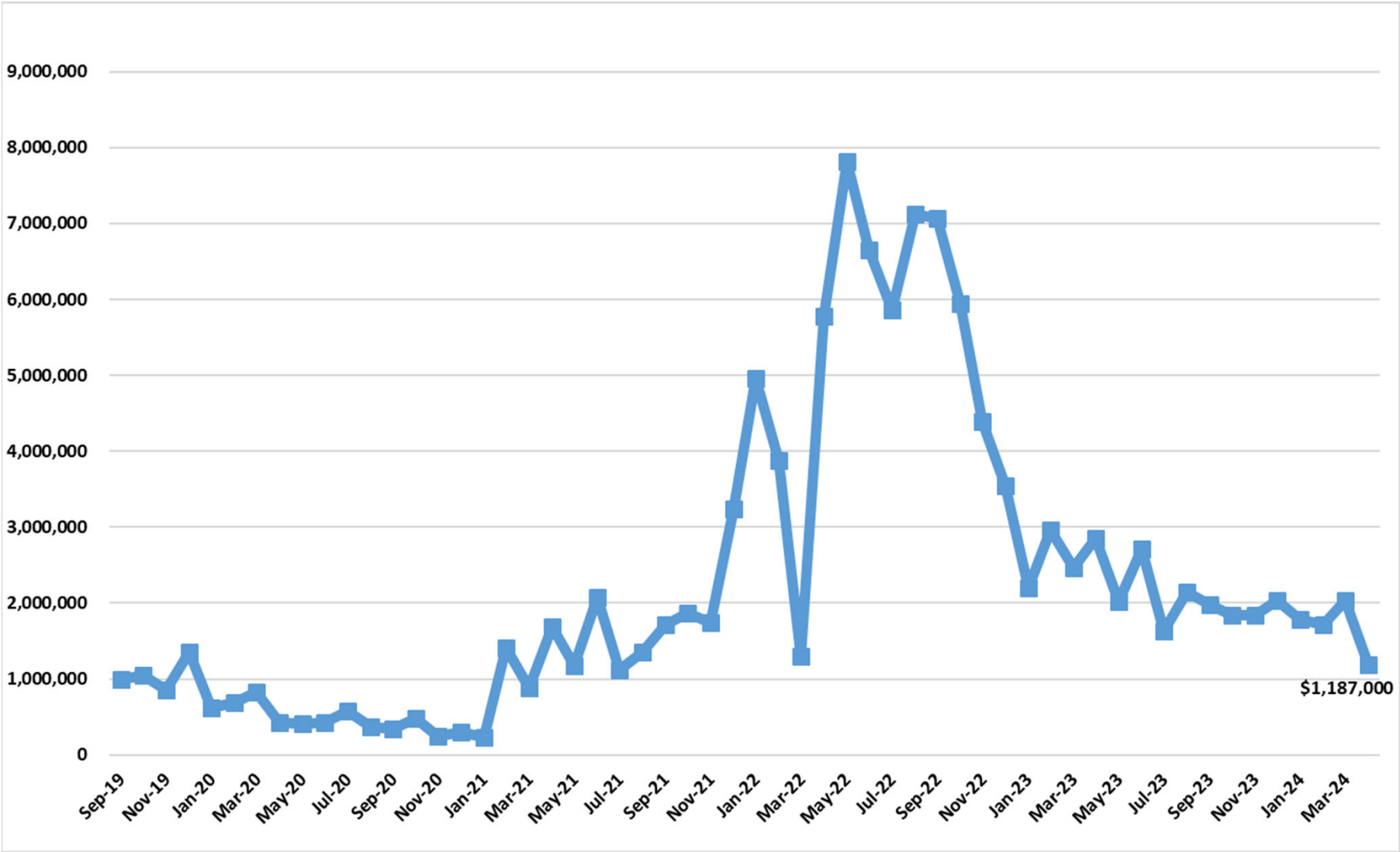
# Productive and Total FTEs without KHMG



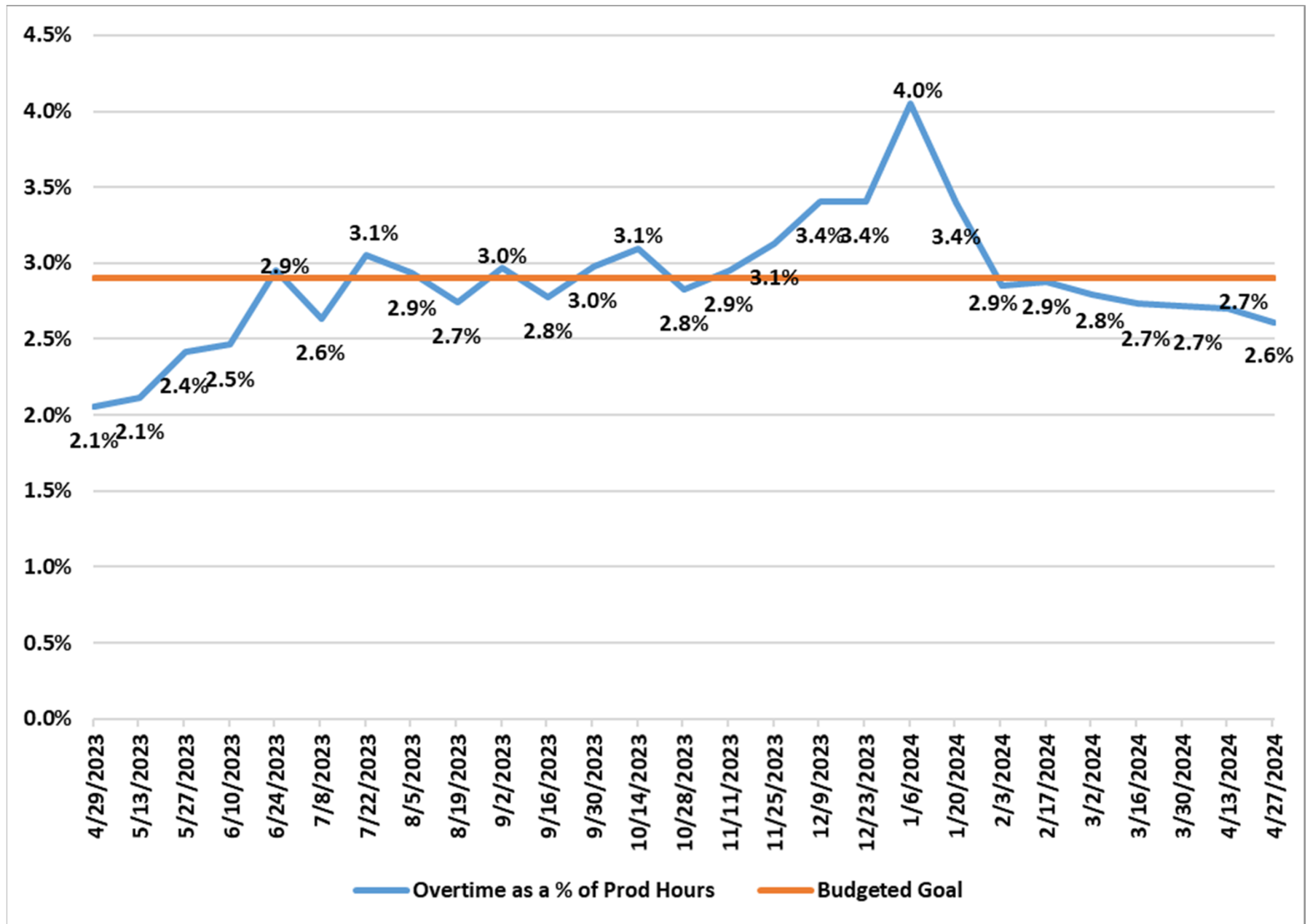
# Contract Labor Full Time Equivalents (FTEs)



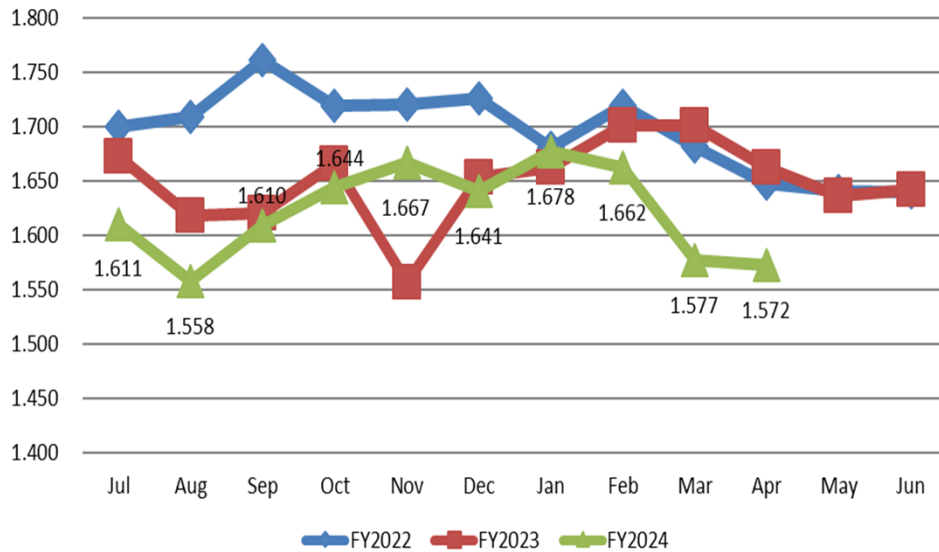
# Contract Labor Expense



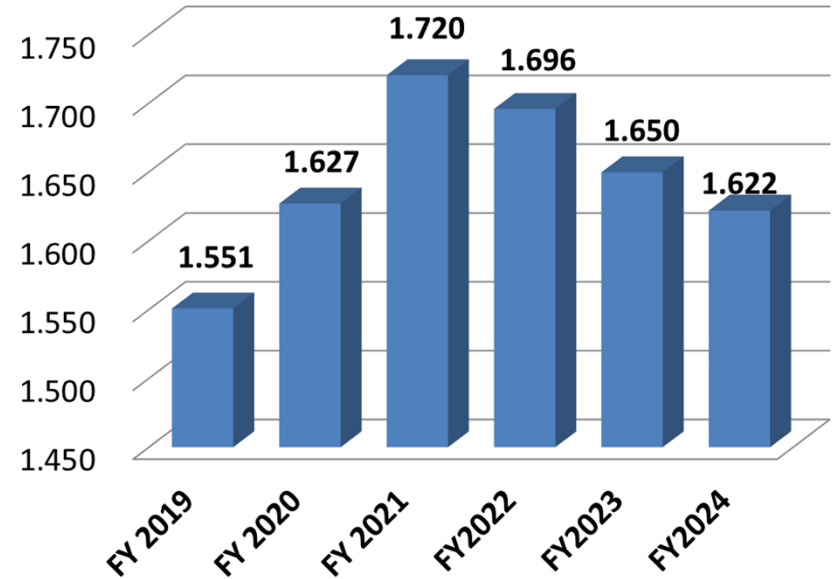
# Overtime as a % of Productive Hours



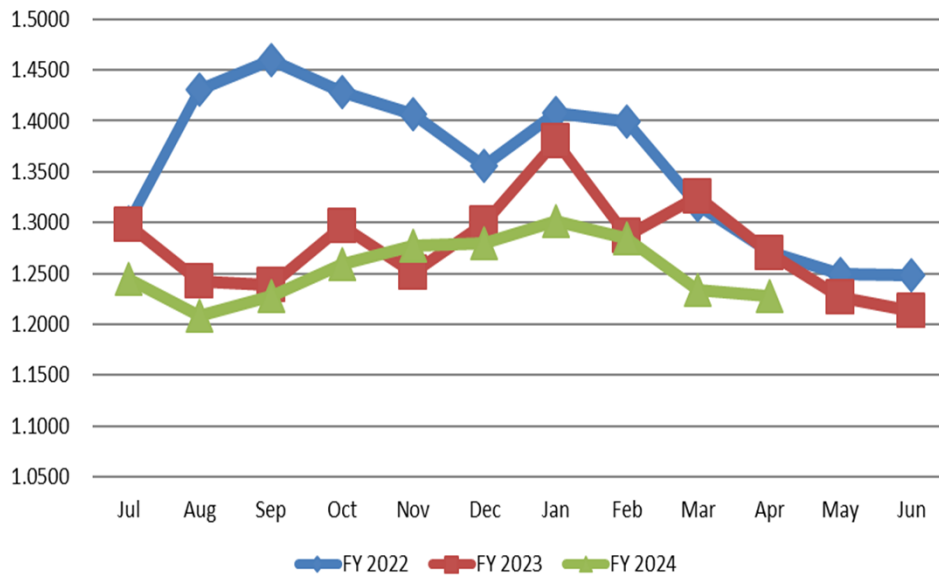
**Case Mix Index w/o Normal Newborns**



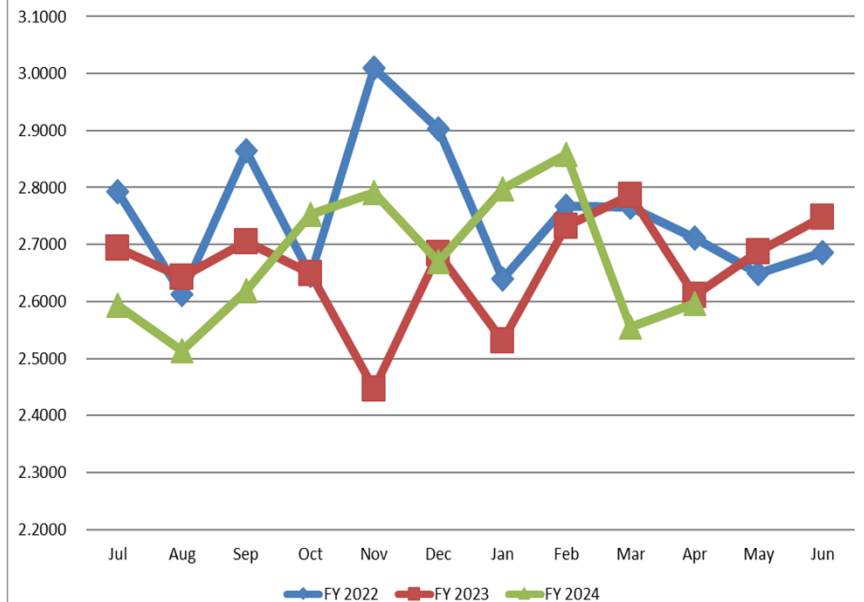
**Case Mix Index w/o Normal Newborns - All**



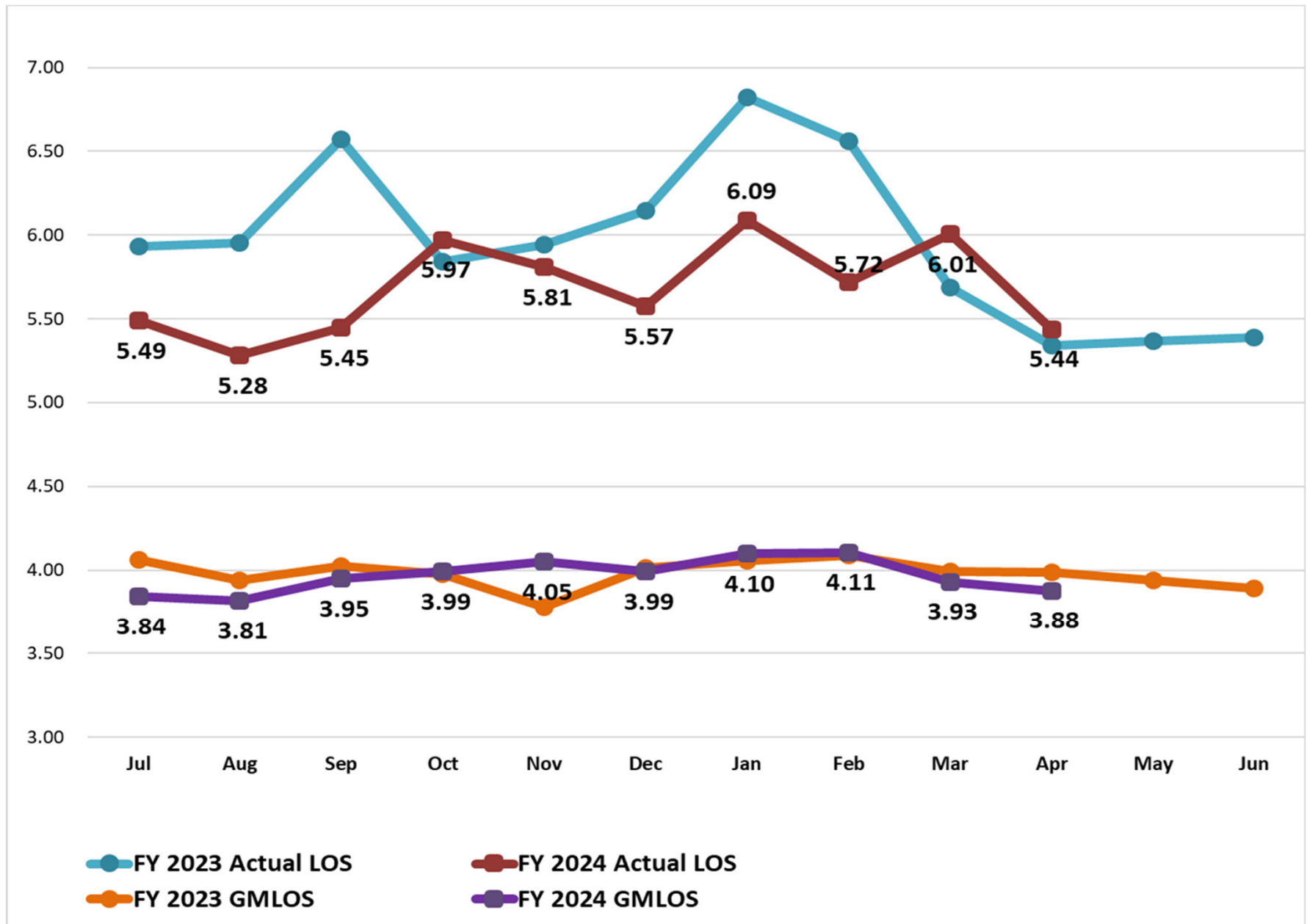
**Case Mix **Medical** w/o Normal Newborns**



**Case Mix Index **Surgical** w/o Normal Newborns**



# Average Length of Stay versus National Average (GMLOS)



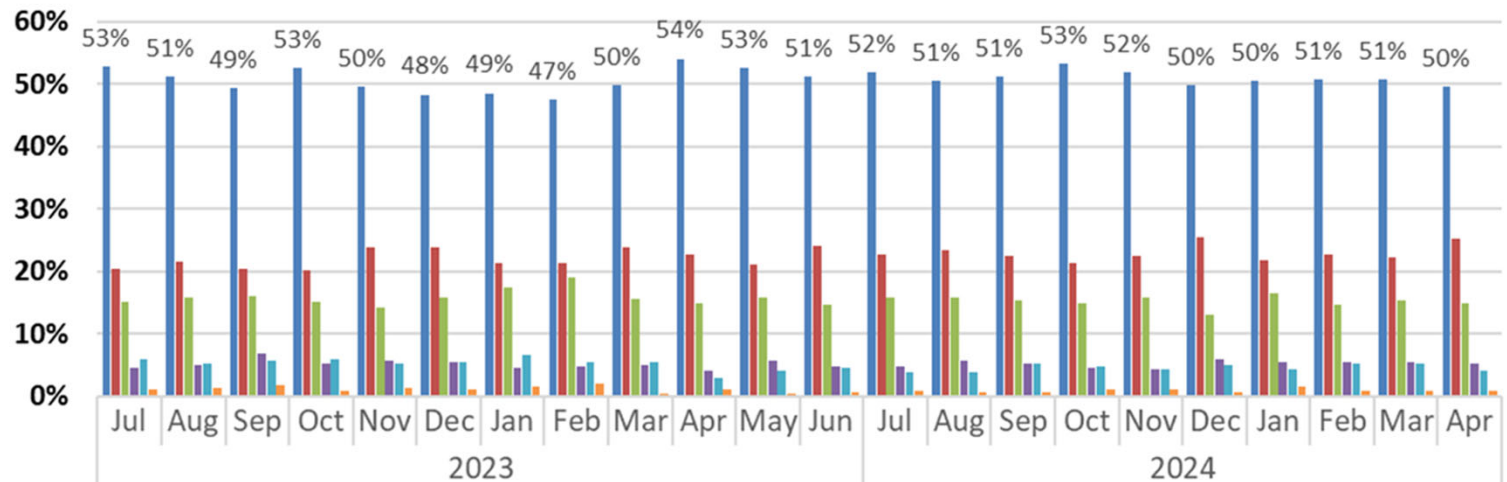


## Average Length of Stay versus National Average (GMLOS)

	Including COVID Patients			Excluding COVID Patients		
	ALOS	GMLOS	GAP	ALOS	GMLOS	GAP
Apr-22	5.79	3.99	1.80	5.67	3.98	1.69
May-22	5.97	3.94	2.03	5.61	3.88	1.73
Jun-22	6.11	3.97	2.14	5.63	3.88	1.75
Jul-22	5.93	4.06	1.87	5.66	3.90	1.76
Aug-22	5.96	3.94	2.02	5.62	3.82	1.80
Sep-22	6.57	4.02	2.55	6.32	3.95	2.37
Oct-22	5.84	3.98	1.86	5.63	3.91	1.72
Nov-22	5.94	3.78	2.16	5.88	3.74	2.14
Dec-22	6.14	4.01	2.13	5.69	3.92	1.77
Jan-23	6.82	4.06	2.76	6.31	3.95	2.36
Feb-23	6.56	4.09	2.47	6.36	4.04	2.32
Mar-23	5.69	3.99	1.70	5.56	3.93	1.63
Apr-23	5.34	3.99	1.35	5.06	3.94	1.12
May-23	5.37	3.94	1.43	5.14	3.91	1.23
Jun-23	5.39	3.89	1.50	5.33	3.86	1.47
Jul-23	5.49	3.84	1.65	5.47	3.82	1.65
Aug-23	5.28	3.81	1.47	5.22	3.77	1.45
Sep-23	5.45	3.95	1.50	5.40	3.92	1.48
Oct-23	5.97	3.99	1.98	5.92	3.97	1.95
Nov-23	5.81	4.05	1.75	5.61	4.02	1.59
Dec-23	5.57	3.99	1.58	5.55	3.96	1.59
Jan-24	6.09	4.10	1.99	5.95	4.08	1.87
Feb-24	5.72	4.11	1.61	5.73	4.09	1.64
Mar-24	6.01	3.93	2.08	5.92	3.89	2.02
Apr-24	5.44	3.88	1.56	5.35	3.87	1.48
	<b>5.85</b>	<b>3.97</b>	<b>1.88</b>	<b>5.66</b>	<b>3.92</b>	<b>1.74</b>

# Average Length of Stay Distribution

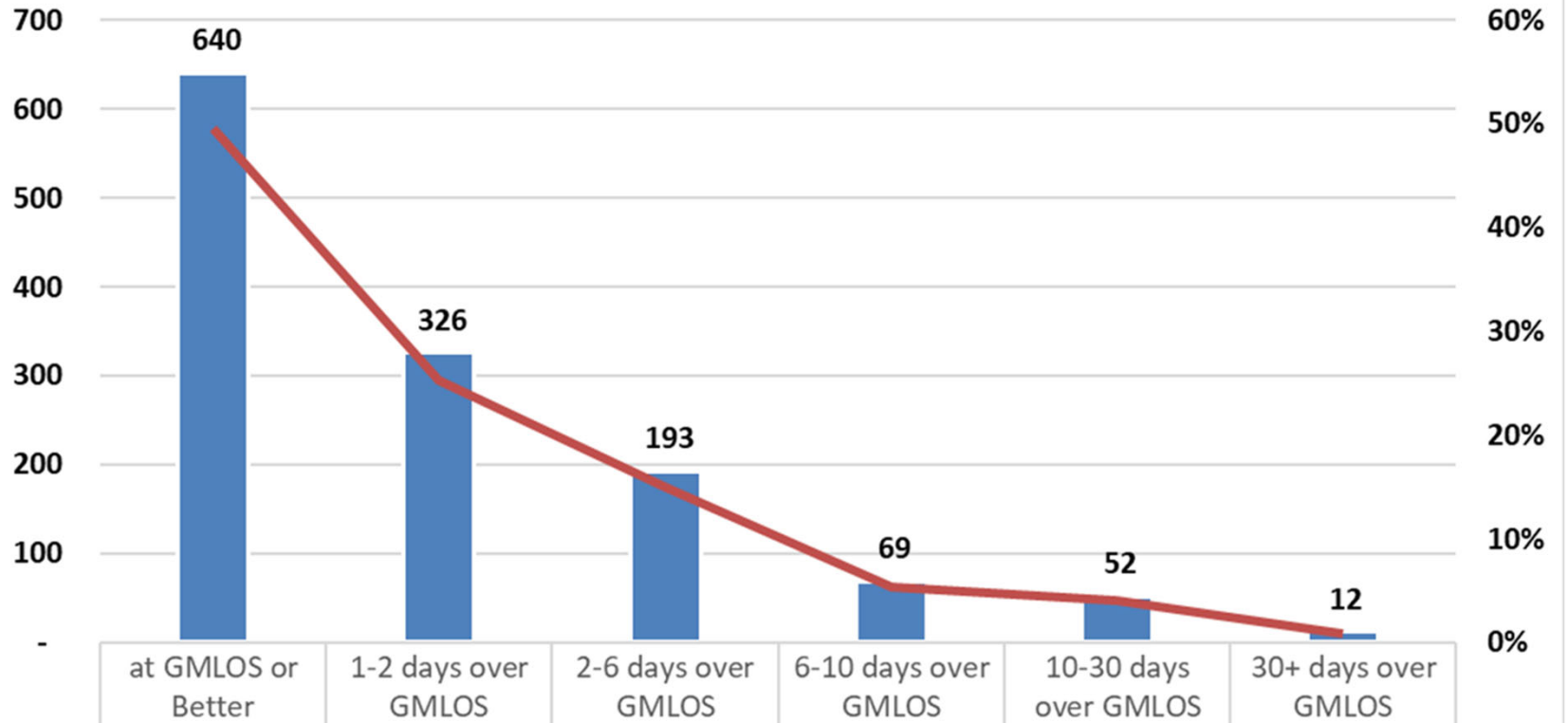
## FY24 Overall LOS Distribution



	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
at GMLOS or Better	53%	51%	49%	53%	50%	48%	49%	47%	50%	54%	53%	51%	52%	51%	51%	53%	52%	50%	50%	51%	51%	50%
1-2 days over GMLOS	20%	22%	20%	20%	24%	24%	21%	21%	24%	23%	21%	24%	23%	23%	23%	21%	22%	26%	22%	23%	22%	25%
2-6 days over GMLOS	15%	16%	16%	15%	14%	16%	17%	19%	16%	15%	16%	15%	16%	16%	15%	15%	16%	13%	16%	15%	15%	15%
6-10 days over GMLOS	5%	5%	7%	5%	6%	5%	5%	5%	5%	4%	6%	5%	5%	6%	5%	5%	4%	6%	6%	6%	5%	5%
10-30 days over GMLOS	6%	5%	6%	6%	5%	6%	7%	5%	5%	3%	4%	5%	4%	4%	5%	5%	4%	5%	4%	5%	5%	4%
30+ days over GMLOS	1.2%	1.2%	1.7%	1.0%	1.2%	1.1%	1.6%	1.9%	0.5%	1.2%	0.5%	0.8%	0.9%	0.8%	0.6%	1.1%	1.2%	0.7%	1.5%	1.0%	0.9%	0.9%

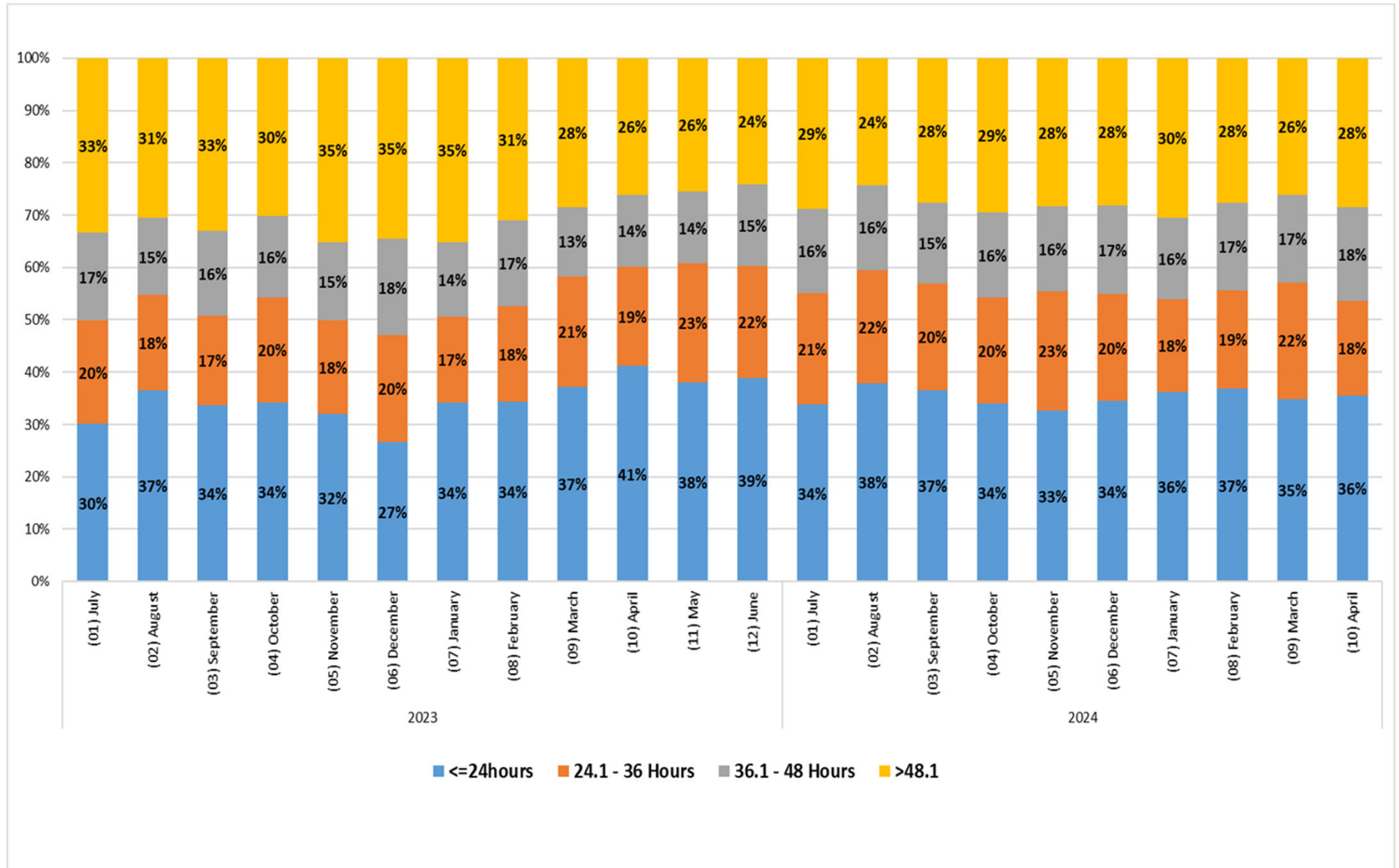
# Average Length of Stay Distribution

## Apr FY 2024 Overall LOS Distribution

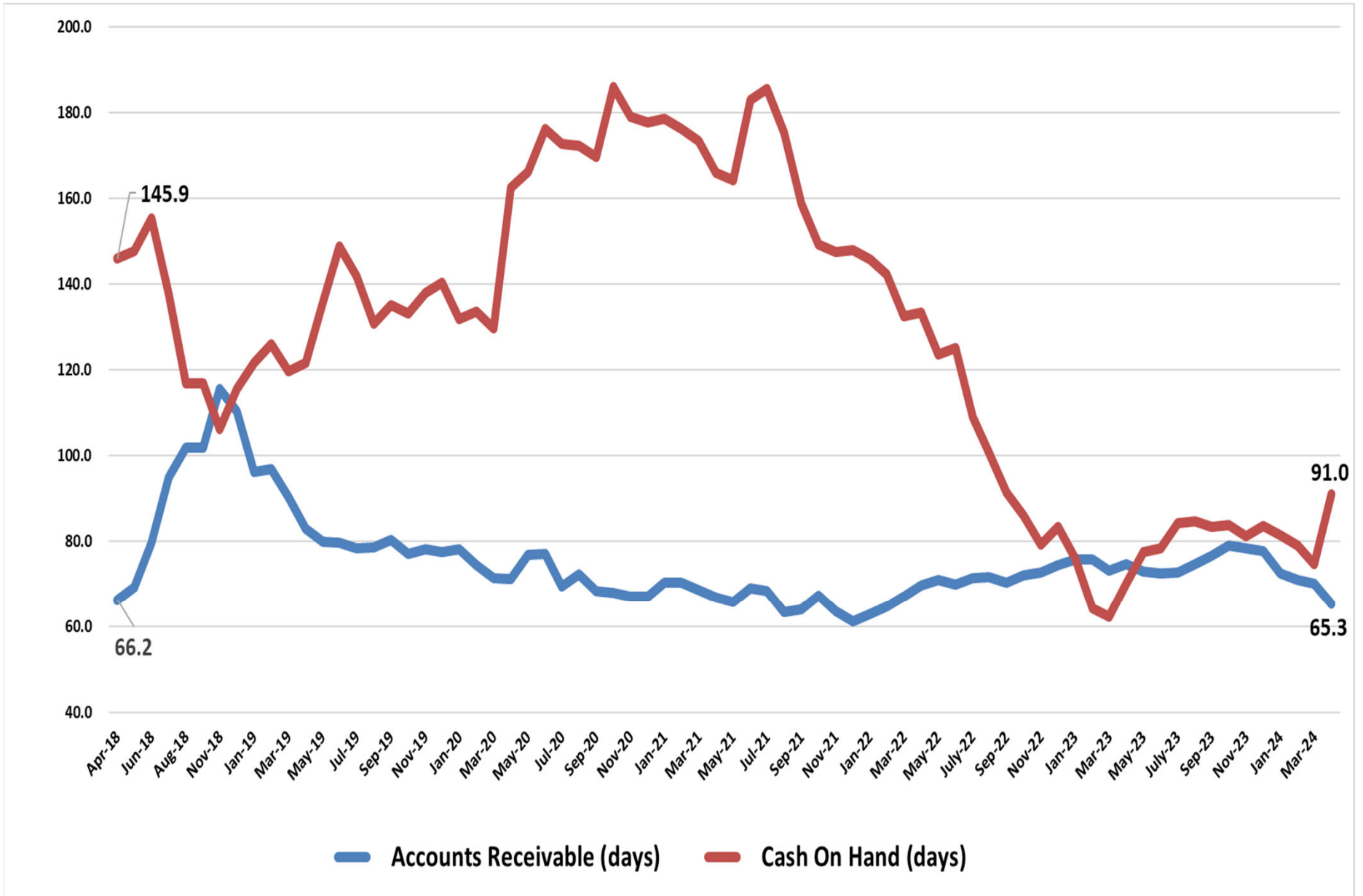


Count of Visits	640	326	193	69	52	12
% of Visits	50%	25%	15%	5%	4%	1%

# Monthly Discharges of Observation Patients by their Length of Stay



# Trended Liquidity Ratios



# Ratio Analysis Report

	Current Month Value	Prior Month Value	June 30, 2023 Audited Value	2022 Moody's Median Benchmark		
				Aa	A	Baa
<b>LIQUIDITY RATIOS</b>						
Current Ratio (x)	2.8	3.2	2.7	1.5	<b>1.8</b>	1.7
Accounts Receivable (days)	65.3	70.1	72.5	48.7	<b>48</b>	43.8
Cash On Hand (days)	91.0	74.7	78.3	276.5	<b>206.5</b>	157.6
Cushion Ratio (x)	9.0	7.4	10.3	44.3	<b>24.9</b>	17.3
Average Payment Period (days)	50.9	49.3	44.7	79	<b>66.7</b>	68.1
<b>CAPITAL STRUCTURE RATIOS</b>						
Cash-to-Debt	87.8%	72.0%	84.7%	259.9%	<b>173.7%</b>	128.6%
Debt-To-Capitalization	36.8%	36.9%	35.2%	23.4%	<b>31.8%</b>	37.5%
Debt-to-Cash Flow (x)	4.4	5.1	(128.9)	2.8	<b>3.6</b>	5
Debt Service Coverage	3.0	2.5	(0.1)	6.1	<b>4.5</b>	2.8
Maximum Annual Debt Service Coverage (x)	2.4	2.0	(0.1)	5.9	<b>3.8</b>	2.4
Age Of Plant (years)	13.3	15.1	12.2	11.4	<b>12.8</b>	13.7
<b>PROFITABILITY RATIOS</b>						
Operating Margin	(.9%)	(1.4%)	(6.9%)	1.5%	<b>0.1%</b>	(2.1%)
Excess Margin	1.2%	0.9%	(5.5%)	4.8%	<b>2.7%</b>	(.3%)
Operating Cash Flow Margin	4.4%	3.5%	(1.3%)	6.1%	<b>5.6%</b>	3.6%
Return on Assets	1.2%	0.9%	(5.7%)	3.3%	<b>1.9%</b>	(.3%)

# Consolidated Statements of Net Position (000's)

	Apr-24	Mar-24	Change	% Change	Jun-23 (Audited)
<b>ASSETS AND DEFERRED OUTFLOWS</b>					
<b>CURRENT ASSETS</b>					
Cash and cash equivalents	\$ 4,628	\$ 4,000	\$ 629	15.72%	\$ 4,127
Current Portion of Board designated and trusted assets	24,530	23,062	1,468	6.37%	14,978
Accounts receivable:					
Net patient accounts	131,913	136,553	(4,641)	-3.40%	132,621
Other receivables	46,993	53,948	(6,955)	-12.89%	27,475
	178,905	190,501	(11,595)	-6.09%	160,096
Inventories	14,350	14,514	(164)	-1.13%	13,117
Medicare and Medi-Cal settlements	93,342	109,745	(16,404)	-14.95%	81,412
Prepaid expenses	9,366	10,106	(740)	-7.33%	9,037
Total current assets	325,121	351,928	(26,807)	-7.62%	282,767
<b>NON-CURRENT CASH AND INVESTMENTS -</b>					
less current portion					
Board designated cash and assets	192,497	156,252	36,244	23.20%	174,916
Revenue bond assets held in trust	19,224	19,161	62	0.33%	18,605
Assets in self-insurance trust fund	517	520	(2)	-0.45%	956
Total non-current cash and investments	212,238	175,933	36,304	20.64%	194,477
<b>INTANGIBLE RIGHT TO USE LEASE,</b>	11,052	11,300	(248)	-2.19%	11,249
net of accumulated amortization					
<b>INTANGIBLE RIGHT TO USE SBITA,</b>	12,381	8,418	3,963	47.08%	8,417
net of accumulated amortization					
<b>CAPITAL ASSETS</b>					
Land	20,544	20,544	-	0.00%	17,542
Buildings and improvements	428,046	428,039	7	0.00%	427,105
Equipment	332,566	331,782	784	0.24%	328,663
Construction in progress	22,175	22,484	(309)	-1.37%	25,413
	803,332	802,849	482	0.06%	798,723
Less accumulated depreciation	507,363	504,723	2,640	0.52%	486,537
	295,968	298,126	(2,158)	-0.72%	312,186
<b>OTHER ASSETS</b>					
Property not used in operations	1,492	1,496	(3)	-0.22%	1,533
Health-related investments	1,834	1,883	(49)	-2.59%	2,841
Other	14,245	14,155	91	0.64%	13,350
Total other assets	17,571	17,533	39	0.22%	17,724
Total assets	874,331	863,237	11,094	1.29%	826,820
<b>DEFERRED OUTFLOWS</b>					
	23,755	23,788	(33)	-0.14%	24,083
Total assets and deferred outflows	\$ 898,086	\$ 887,025	\$ 11,061	1.25%	\$ 850,903

# Consolidated Statements of Net Position (000's)

	Apr-24	Mar-24	Change	% Change	Jun-23
<b>LIABILITIES AND NET ASSETS</b>					
<b>CURRENT LIABILITIES</b>					
Accounts payable and accrued expenses	\$ 29,352	\$ 28,019	\$ 1,334	4.76%	\$ 30,636
Accrued payroll and related liabilities	62,003	59,431	2,572	4.33%	50,478
SBITA liability, current portion	2,734	2,734	-	0.00%	2,734
Lease liability, current portion	2,614	2,614	-	0.00%	2,614
Bonds payable, current portion	10,105	10,105	-	0.00%	12,159
Notes payable, current portion	7,895	7,895	-	0.00%	7,895
Total current liabilities	114,704	110,798	3,906	3.53%	106,516
<b>LEASE LIABILITY, net of current portion</b>	8,597	8,833	(237)	-2.68%	8,741
<b>SBITA LIABILITY, net of current portion</b>	7,869	4,425	3,444	77.82%	4,426
<b>LONG-TERM DEBT, less current portion</b>					
Bonds payable	227,312	227,318	(7)	0.00%	227,378
Notes payable	22,705	22,705	-	0.00%	9,850
Total long-term debt	250,017	250,023	(7)	0.00%	237,228
<b>NET PENSION LIABILITY</b>	52,201	51,277	924	1.80%	42,961
<b>OTHER LONG-TERM LIABILITIES</b>	35,536	35,159	376	1.07%	30,984
Total liabilities	468,923	460,517	4,963	1.08%	426,430
<b>NET ASSETS</b>					
Invested in capital assets, net of related debt	60,709	60,709	-	0.00%	75,776
Restricted	62,569	62,569	-	0.00%	50,013
	303,229	303,229	-	0.00%	294,258
Total net position	429,163	426,508	-	0.00%	420,047
Total liabilities and net position	\$ 898,086	\$ 887,025	\$ 11,061	1.25%	\$ 850,903



**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
Apr 30, 2024**

<u>Board designated funds</u>	<u>Maturity Date</u>	<u>Investment Type</u>	<u>G/L Account</u>	<u>Amount</u>	<u>Total</u>
LAIF		Various		10,434,637	
CAMP		CAMP		51,688,771	
Allspring		Money market		9,425,670	
PFM		Money market		427,600	
PFM	26-Feb-02	MTN-C	Cisco Sys	225,000	
Allspring	1-May-24	Municipal	Wisconsin ST	1,320,000	
Allspring	1-May-24	Municipal	Wisconsin ST	500,000	
Allspring	12-May-24	MTN-C	Amazon Com Inc	875,000	
Allspring	15-May-24	Municipal	University Ca	1,000,000	
Allspring	1-Jun-24	Municipal	Orange Ca	500,000	
Allspring	1-Jun-24	Municipal	Torrance Ca	1,450,000	
Allspring	15-Jun-24	Municipal	Louisiana ST	500,000	
Allspring	1-Jul-24	Municipal	El Segundo Ca	510,000	
Allspring	1-Jul-24	Municipal	Los Angeles Calif Ca	1,500,000	
PFM	1-Aug-24	Municipal	San Juan Ca	195,000	
Allspring	16-Aug-24	MTN-C	Exxon Mobil	1,320,000	
Allspring	13-Sep-24	MTN-C	Caterpillar Finl Mtn	500,000	
PFM	24-Oct-24	MTN-C	Bank of NY	150,000	
Allspring	31-Oct-24	U.S. Govt Agency	US Treasury Bill	650,000	
PFM	1-Nov-24	Municipal	Mississippi ST	300,000	
Allspring	8-Nov-24	MTN-C	Caterpillar Finl Mtn	600,000	
Allspring	6-Dec-24	MTN-C	Branch Banking Trust	1,300,000	
Allspring	15-Dec-24	U.S. Govt Agency	US Treasury Bill	550,000	
Allspring	31-Dec-24	U.S. Govt Agency	US Treasury Bill	1,000,000	
Allspring	9-Jan-25	MTN-C	John Deere Mtn	500,000	
Allspring	15-Jan-25	U.S. Govt Agency	US Treasury Bill	3,300,000	
Allspring	21-Jan-25	MTN-C	US Bank NA	1,400,000	
PFM	7-Feb-25	MTN-C	National Rural Mtn	125,000	
Allspring	7-Mar-25	MTN-C	Deere John Mtn	550,000	
American Business Bank	20-Mar-25	CD	American Business Bank	235,500	
CalPrivate Bank	20-Mar-25	CD	CalPrivate Bank	235,500	
Citizens National Bank of Texas	20-Mar-25	CD	Citizens National Bank of Texas	235,500	
Community Bank of the Day	20-Mar-25	CD	Community Bank of the Day	203,034	
East West Bank	20-Mar-25	CD	East West Bank	235,500	
Farmers Bank and Trust Company	20-Mar-25	CD	Farmers Bank and Trust Company	235,500	
Frontier Bank of Texas	20-Mar-25	CD	Frontier Bank of Texas	235,500	
Optus Bank	20-Mar-25	CD	Optus Bank	198,863	
Poppy Bank	20-Mar-25	CD	Poppy Bank	235,500	
Republic Bank	20-Mar-25	CD	Republic Bank	206,240	
St. Louis Bank	20-Mar-25	CD	St. Louis Bank	235,500	
Willamette Valley Bank	20-Mar-25	CD	Willamette Valley Bank	235,500	
Optus Bank	27-Mar-25	CD	Optus Bank	22,383	
Western Alliance - CDARS	31-Mar-25	CD	Western Alliance	250,000	
Allspring	1-Apr-25	Municipal	Bay Area Toll	250,000	
PFM	1-Apr-25	MTN-C	General Dynamics	395,000	
PFM	15-Apr-25	MTN-C	Home Depot Inc	65,000	
Allspring	1-May-25	Municipal	San Diego County	300,000	
PFM	1-May-25	MTN-C	Citigroup Inc	440,000	
Allspring	15-May-25	U.S. Govt Agency	US Treasury Bill	980,000	
PFM	15-May-25	Municipal	University Calf Ca	185,000	
PFM	25-May-25	U.S. Govt Agency	FHLMC	854,479	
Allspring	1-Jun-25	Municipal	Connecticut ST	400,000	
PFM	1-Jun-25	MTN-C	Honeywell	400,000	
PFM	1-Jun-25	MTN-C	Emerson Electric Co	265,000	
PFM	1-Jun-25	MTN-C	JP Morgan	1,000,000	
PFM	3-Jun-25	MTN-C	Amazon Com Inc	445,000	
Allspring	17-Jun-25	U.S. Govt Agency	FNMA	2,000,000	
Allspring	30-Jun-25	U.S. Govt Agency	US Treasury Bill	350,000	
PFM	1-Jul-25	Municipal	Florida ST	600,000	
Allspring	21-Jul-25	U.S. Govt Agency	FHLMC	1,500,000	
Allspring	1-Aug-25	Municipal	Santa Cruz Ca	400,000	
PFM	1-Aug-25	Municipal	Los Angeles Ca	335,000	
PFM	1-Aug-25	Municipal	San Juan Ca	190,000	
PFM	15-Aug-25	ABS	Carmax Auto Owner	6,745	
PFM	15-Aug-25	ABS	Kubota Credit	52,013	
Allspring	25-Aug-25	U.S. Govt Agency	FNMA	1,500,000	
PFM	25-Aug-25	U.S. Govt Agency	FHLMC	262,377	
Allspring	4-Sep-25	U.S. Govt Agency	FHLB	525,000	
Allspring	15-Sep-25	ABS	John Deere Owner	104,740	
PFM	15-Sep-25	ABS	Hyundai Auto	21,696	
PFM	15-Sep-25	MTN-C	Abbott Laboratories	195,000	
Allspring	23-Sep-25	U.S. Govt Agency	FHLMC	750,000	
Allspring	25-Sep-25	MTN-C	Bk of America	1,300,000	
Allspring	29-Oct-25	MTN-C	Procter Gamble Co	1,300,000	
Allspring	31-Oct-25	U.S. Govt Agency	US Treasury Bill	770,000	
PFM	17-Nov-25	ABS	Kubota Credit	71,807	
Allspring	30-Nov-25	U.S. Govt Agency	US Treasury Bill	2,550,000	
PFM	15-Dec-25	ABS	Carmax Auto Owner	19,532	
PFM	31-Dec-25	U.S. Govt Agency	US Treasury Bill	1,395,000	
PFM	31-Jan-26	U.S. Govt Agency	US Treasury Bill	1,000,000	
Allspring	6-Feb-26	MTN-C	State Street Corp	1,000,000	

**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
Apr 30, 2024**

PFM	12-Feb-26 MTN-C	Goldman Sachs	205,000
PFM	15-Feb-26 U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	17-Feb-26 ABS	Carmax Auto Owner	69,162
PFM	28-Feb-26 U.S. Govt Agency	US Treasury Bill	500,000
PFM	28-Feb-26 U.S. Govt Agency	US Treasury Bill	1,500,000
PFM	30-Mar-26 MTN-C	State Street Corp	420,000
Allspring	31-Mar-26 U.S. Govt Agency	US Treasury Bill	675,000
PFM	31-Mar-26 U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	2-Apr-26 MTN-C	Bank of America	250,000
PFM	19-Apr-26 MTN-C	Bank of America	295,000
Allspring	25-Apr-26 MTN-C	Wells Fargo co	800,000
PFM	30-Apr-26 U.S. Govt Agency	US Treasury Bill	1,435,000
PFM	15-May-26 MTN-C	IBM Corp	410,000
PFM	28-May-26 MTN-C	Astrazeneca LP	265,000
PFM	31-May-26 U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	31-May-26 U.S. Govt Agency	US Treasury Bill	1,200,000
PFM	15-Jun-26 ABS	Carmax Auto Owner	233,153
Allspring	18-Jun-26 MTN-C	Toyota Motor	1,400,000
Allspring	30-Jun-26 U.S. Govt Agency	US Treasury Bill	1,850,000
PFM	30-Jun-26 U.S. Govt Agency	US Treasury Bill	990,000
Allspring	1-Jul-26 Municipal	Anaheim Ca Pub	1,000,000
PFM	1-Jul-26 Municipal	Los Angeles Ca	270,000
PFM	7-Jul-26 ABS	American Honda Mtn	145,000
PFM	8-Jul-26 MTN-C	Walmart INC	205,000
PFM	17-Jul-26 MTN-C	Cooperative CD	400,000
PFM	20-Jul-26 ABS	Honda Auto Rec Own	130,000
PFM	31-Jul-26 U.S. Govt Agency	US Treasury Bill	880,000
PFM	7-Aug-26 MTN-C	Wells Fargo Bank Na	545,000
PFM	31-Aug-26 U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	14-Sep-26 MTN-C	Caterpillar Finl Mtn	220,000
PFM	18-Sep-26 MTN-C	Natixis Ny	405,000
Allspring	30-Sep-26 U.S. Govt Agency	US Treasury Bill	2,210,000
PFM	30-Sep-26 U.S. Govt Agency	US Treasury Bill	1,000,000
PFM	1-Oct-26 MTN-C	JP Morgan	415,000
Allspring	31-Oct-26 U.S. Govt Agency	US Treasury Bill	800,000
PFM	1-Nov-26 Municipal	California St Univ	125,000
PFM	4-Nov-26 MTN-C	American Express Co	445,000
PFM	13-Nov-26 MTN-C	National Rural Mtn	160,000
PFM	15-Nov-26 MTN-C	Lockheed Martin	203,000
Allspring	30-Nov-26 U.S. Govt Agency	US Treasury Bill	2,000,000
PFM	11-Jan-27 MTN-C	Deere John Mtn	220,000
Allspring	15-Jan-27 MTN-C	Target Corp	900,000
PFM	15-Jan-27 MTN-C	Target Corp	330,000
PFM	26-Feb-27 MTN-C	Cisco Sys	260,000
PFM	15-Mar-27 MTN-C	Daimler Trucks	325,000
PFM	18-Mar-27 MTN-C	State Street Corp	335,000
PFM	25-Mar-27 U.S. Govt Agency	FHLMC	575,000
PFM	30-Mar-27 MTN-C	Hormel Food Corp	115,000
PFM	15-Apr-27 ABS	Carmax Auto Owner	600,000
PFM	15-Apr-27 MTN-C	Home Depot Inc	220,000
Allspring	30-Apr-27 U.S. Govt Agency	US Treasury Bill	970,000
PFM	30-Apr-27 U.S. Govt Agency	US Treasury Bill	250,000
PFM	30-Apr-27 U.S. Govt Agency	US Treasury Bill	800,000
PFM	15-May-27 U.S. Govt Agency	US Treasury Bill	925,000
PFM	15-May-27 MTN-C	IBM Corp	230,000
PFM	15-May-27 MTN-C	Unitedhealth Group	85,000
PFM	17-May-27 ABS	Capital One Prime	265,000
PFM	17-May-27 MTN-C	American Express Co	655,000
PFM	17-May-27 MTN-C	Discover Card Exe	305,000
Allspring	15-Jul-27 Municipal	Massachusetts St	1,000,000
Allspring	1-Aug-27 Municipal	Alameda Cnty Ca	500,000
PFM	15-Aug-27 U.S. Govt Agency	US Treasury Bill	500,000
PFM	31-Aug-27 U.S. Govt Agency	US Treasury Bill	1,500,000

**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
Apr 30, 2024**

PFM	31-Oct-27 U.S. Govt Agency	US Treasury Bill	1,500,000
PFM	15-Nov-27 ABS	Mercedes Benz Auto	200,000
PFM	18-Feb-28 ABS	Honda Auto	350,000
PFM	25-Feb-28 ABS	BMW Vehicle Owner	95,000
PFM	29-Feb-28 U.S. Govt Agency	US Treasury Bill	1,500,000
PFM	17-Apr-28 ABS	Hyundai Auto	115,000
PFM	17-Apr-28 MTN-C	Bank of America	525,000
PFM	30-Apr-28 U.S. Govt Agency	US Treasury Bill	750,000
PFM	30-Apr-28 U.S. Govt Agency	US Treasury Bill	600,000
PFM	15-May-28 ABS	Ally Auto Rec	195,000
PFM	15-May-28 MTN-C	American Express Co	150,000
PFM	15-May-28 MTN-C	Bank of America	180,000
PFM	15-May-28 MTN-C	Ford CR Auto Owner	160,000
PFM	31-May-28 U.S. Govt Agency	US Treasury Bill	1,500,000
PFM	16-Jun-28 ABS	GM Finl con Auto Rec	110,000
PFM	25-Jun-28 U.S. Govt Agency	FHLMC	530,000
PFM	25-Jun-28 U.S. Govt Agency	FHLMC	437,804
PFM	30-Jun-28 U.S. Govt Agency	US Treasury Bill	1,500,000
PFM	14-Jul-28 MTN-C	John Deere Mtn	120,000
PFM	25-Jul-28 U.S. Govt Agency	FNMA	540,000
PFM	15-Aug-28 MTN-C	Harley Davidson	500,000
PFM	15-Aug-28 ABS	Fifth Third Auto	385,000
PFM	25-Aug-28 U.S. Govt Agency	FHLMC	545,000
PFM	25-Aug-28 U.S. Govt Agency	FHLMC	545,000
PFM	15-Sep-28 MTN-C	American Express	445,000
PFM	15-Sep-28 MTN-C	Chase Issuance Trust	435,000
PFM	25-Sep-28 U.S. Govt Agency	FHLMC	410,000
PFM	25-Sep-28 U.S. Govt Agency	FHLMC	535,000
PFM	29-Sep-28 MTN-C	Citibank N A	535,000
PFM	30-Sep-28 U.S. Govt Agency	US Treasury Bill	500,000
PFM	25-Oct-28 U.S. Govt Agency	FHLMC	200,000
PFM	25-Oct-28 U.S. Govt Agency	FHLMC	300,000
PFM	31-Oct-28 U.S. Govt Agency	US Treasury Bill	1,500,000
PFM	31-Oct-28 U.S. Govt Agency	US Treasury Bill	775,000
PFM	25-Nov-28 U.S. Govt Agency	FHLMC	280,000
PFM	25-Dec-28 U.S. Govt Agency	FHLMC	325,000
PFM	25-Dec-28 U.S. Govt Agency	FHLMC	315,000
PFM	31-Dec-28 U.S. Govt Agency	US Treasury Bill	500,000
PFM	16-Jan-29 MTN-C	Chase Issuance Trust	490,000
PFM	31-Jan-29 MTN-C	Paccar Financial Mtn	160,000
PFM	8-Feb-29 MTN-C	Air products	295,000
PFM	8-Feb-29 MTN-C	Texas Instrs	370,000
PFM	15-Feb-29 MTN-C	Wells Fargo Card	560,000
PFM	20-Feb-29 MTN-C	Cummins INC	195,000
PFM	22-Feb-29 MTN-C	Bristol Myers Squibb	200,000
PFM	26-Feb-29 MTN-C	Astrazeneca	165,000
PFM	14-Mar-29 MTN-C	Blackrock Funding	50,000
PFM	14-Mar-29 MTN-C	Blackrock Funding	220,000
PFM	25-Mar-29 U.S. Govt Agency	FHLMC	315,000
PFM	4-Apr-29 MTN-C	Adobe Inc	225,000
PFM	1-Nov-25 U.S. Govt Agency	US Treasury Bill	500,000

\$ 183,728,207

**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
Apr 30, 2024**

	Maturity Date	Investment Type	G/L Account	Amount	Total
<b><u>Self-insurance trust</u></b>					
Wells Fargo Bank		Money market	110900	1,312,186	
Wells Fargo Bank		Fixed income - L/T	152300	602,701	1,914,887
<b><u>1999 revenue bonds</u></b>					
US Bank		COI	152445	-	
US Bank		Principal/Interest payment fund	142110	404,891	404,891
<b><u>2015B revenue bonds</u></b>					
US Bank		Principal/Interest payment fund	142110	1,747,964	
US Bank		Project Fund		-	
<b><u>2017A/B revenue bonds</u></b>					
US Bank		Principal/Interest payment fund	142110	7,942,318	7,942,318
<b><u>2020 revenue bonds</u></b>					
Signature Bank		Project Fund		-	
US Bank		Principal/Interest payment fund	142110	1,081,344	1,081,344
<b><u>2022 revenue bonds</u></b>					
US Bank		Principal/Interest payment fund	142110	1,155,306	1,155,306
<b><u>2014 general obligation bonds</u></b>					
CAMP		Interest Payment fund	152440	3,125,741	3,125,741
<b><u>Master Reserve fund</u></b>					
US Bank			142102	(1,301,697)	
US Bank			142103	20,525,237	19,223,540
<b><u>Operations</u></b>					
Wells Fargo Bank		Checking	100100	(2,460,877)	
Wells Fargo Bank		Checking	100500	4,686,296	
<b><u>Payroll</u></b>					
Wells Fargo Bank		Checking	100200	(91,202)	
Wells Fargo Bank		Checking	100300	798,138	
Wells Fargo Bank		Checking	100300	(39,510)	
Wells Fargo Bank		Checking	100300	1,576	
Bancorp		Checking	100300	984,189	
				1,653,192	
					3,878,611
					\$ 224,202,809

**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
Apr 30, 2024**

**Kaweah Delta Medical Foundation**

Wells Fargo Bank	Checking	100100	<u>\$ 55,840</u>
Wells Fargo Bank	Checking	100500	267,522

**Kaweah Delta Hospital Foundation**

Central Valley Community Checking	Investments	100100	422,821
Various	S/T Investments	142200	4,692,202
Various	L/T Investments	142300	12,907,556
Various	Unrealized G/L	142400	3,426,908
			<u>\$ 21,449,487</u>

**Summary of board designated funds:**

**Plant fund:**

Uncommitted plant funds	\$	138,638,301	142100
Committed for capital		<u>10,626,549</u>	142100
		149,264,850	
GO Bond reserve - L/T		1,992,658	142100
401k Matching		8,015,404	142100
Cost report settlement - current	2,135,384		142104
Cost report settlement - L/T	<u>1,312,727</u>		142100
		3,448,111	
Development fund/Memorial fund		104,184	112300
Workers compensation - current	5,625,000		112900
Workers compensation - L/T	<u>15,278,000</u>		113900
		20,903,000	
	\$	<u>183,728,207</u>	

	<u>Total</u>		<u>Trust</u>	<u>Surplus</u>	
	<u>Investments</u>	<u>%</u>	<u>Accounts</u>	<u>Funds</u>	<u>%</u>
<b><u>Investment summary by institution:</u></b>					
Bancorp	\$ 984,189	0.4%		984,189	0.5%
Local Agency Investment Fund (LAIF)	10,434,637	4.7%		10,434,637	5.6%
CAMP - GOB Tax Rev	3,125,741	1.4%	3,125,741	-	0.0%
Allspring	59,335,409	26.5%	1,914,887	57,420,522	30.6%
PFM	59,269,369	26.4%		59,269,369	31.6%
Western Alliance	250,000			250,000	0.1%
American Business Bank	235,500			235,500	0.1%
CalPrivate Bank	235,500			235,500	0.1%
Citizens National Bank of Texas	235,500			235,500	0.1%
Community Bank of the Day	203,034			203,034	0.1%
East West Bank	235,500			235,500	0.1%
Farmers Bank and Trust Company	235,500			235,500	0.1%
Frontier Bank of Texas	235,500			235,500	0.1%
Optus Bank	221,247			221,247	0.1%
Poppy Bank	235,500			235,500	0.1%
Republic Bank	206,240			206,240	0.1%
St. Louis Bank	235,500			235,500	0.1%
Willamette Valley Bank	235,500			235,500	0.1%
Wells Fargo Bank	4,809,309	2.1%		4,809,309	2.6%
<b>Total investments</b>	<u>\$ 224,202,809</u>	<u>100.0%</u>	<u>\$ 36,595,991</u>	<u>187,606,818</u>	<u>100.0%</u>

**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
Apr 30, 2024**

<u>Investment summary of surplus funds by type:</u>		<u>Investment Limitations</u>
Negotiable and other certificates of deposit	\$ 3,000,021	56,282,000 (30%)
Checking accounts	3,878,611	
Local Agency Investment Fund (LAIF)	10,434,637	75,000,000
Medium-term notes (corporate) (MTN-C)	31,353,000	56,282,000 (30%)
U.S. government agency	60,899,661	
Municipal securities	13,330,000	
Money market accounts	9,853,269	37,521,000 (20%)
Asset Backed Securities	3,168,848	37,521,000 (20%)
Supra-National Agency	-	56,282,000 (30%)
	<u>\$ 187,606,818</u>	

**Return on investment:**

<b>Current month</b>	<u>1.37%</u>
<b>Year-to-date</b>	<u>2.09%</u>
<b>Prospective</b>	<u>3.12%</u>
<b>LAIF (year-to-date)</b>	<u>3.84%</u>
<b>Budget</b>	<u>1.65%</u>

**Fair market value disclosure for the quarter ended March 31, 2024 (District only):**

	<u>Quarter-to-date</u>	<u>Year-to-date</u>
Difference between fair value of investments and amortized cost (balance sheet effect)	N/A	(3,947,647)
Change in unrealized gain (loss) on investments (income statement effect)	\$ 98,253	3,802,639

**Investment summary of CDs:**

American Business Bank	\$ 235,500
CalPrivate Bank	235,500
Citizens National Bank of Texas	235,500
Community Bank of the Day	203,034
East West Bank	235,500
Farmers Bank and Trust Company	235,500
Frontier Bank of Texas	235,500
Poppy Bank	235,500
Republic Bank	206,240
St. Louis Bank	235,500
Willamette Valley Bank	235,500
Optus Bank	221,247
Western Alliance	250,000
	<u>\$ 3,000,021</u>

**Investment summary of asset backed securities:**

Ally Auto Rec	\$ 195,000
American Honda Mtn	145,000
BMW Vehicle Owner	95,000
Fifth Third Auto	385,000
Capital One Prime	265,000
Carmax Auto Owner	928,592
GM Finl con Auto Rec	110,000
Honda Auto	350,000
Honda Auto Rec Own	130,000
Hyundai Auto	136,696
John Deere Owner	104,740
Kubota Credit	123,820
Mercedes Benz Auto	200,000
	<u>\$ 3,168,848</u>

**KAWEAH DELTA HEALTH CARE DISTRICT  
SUMMARY OF FUNDS  
Apr 30, 2024**

**Investment summary of medium-term notes (corporate):**

Abbott Laboratories	\$	195,000
Adobe Inc		225,000
Amazon Com Inc		1,320,000
American Express		445,000
American Express Co		1,250,000
Air products		295,000
Astrazeneca		165,000
Astrazeneca LP		265,000
Bank of America		1,250,000
Bank of NY		150,000
Bk of America		1,300,000
Blackrock Funding		270,000
Branch Banking Trust		1,300,000
Bristol Myers Squibb		200,000
Chase Issuance Trust		925,000
Caterpillar Finl Mtn		1,320,000
Cisco Sys		485,000
Citibank N A		535,000
Citigroup Inc		440,000
Cooperatieve CD		400,000
Cummins INC		195,000
Daimler Trucks		325,000
Deere John Mtn		770,000
Discover Card Exe		305,000
Emerson Electric Co		265,000
Exxon Mobil		1,320,000
Ford CR Auto Owner		160,000
General Dynamics		395,000
Goldman Sachs		205,000
Harley Davidson		500,000
Home Depot Inc		285,000
Honeywell		400,000
Hormel Food Corp		115,000
IBM Corp		640,000
John Deere Mtn		620,000
JP Morgan		1,415,000
Lockheed Martin		203,000
National Rural Mtn		285,000
Natixis Ny		405,000
Paccar Financial Mtn		160,000
Procter Gamble Co		1,300,000
State Street Corp		1,755,000
Target Corp		1,230,000
Texas Instrs		370,000
Toyota Motor		1,400,000
Unitedhealth Group		85,000
US Bank NA		1,400,000
Walmart INC		205,000
Wells Fargo Bank Na		545,000
Wells Fargo Card		560,000
Wells Fargo co		800,000
	<u>\$</u>	<u>31,353,000</u>

**Investment summary of U.S. government agency:**

Federal National Mortgage Association (FNMA)	\$	4,040,000
Federal Home Loan Bank (FHLB)		525,000
Federal Home Loan Mortgage Corp (FHLMC)		8,679,661
US Treasury Bill		47,655,000
	<u>\$</u>	<u>60,899,661</u>

**Investment summary of municipal securities:**

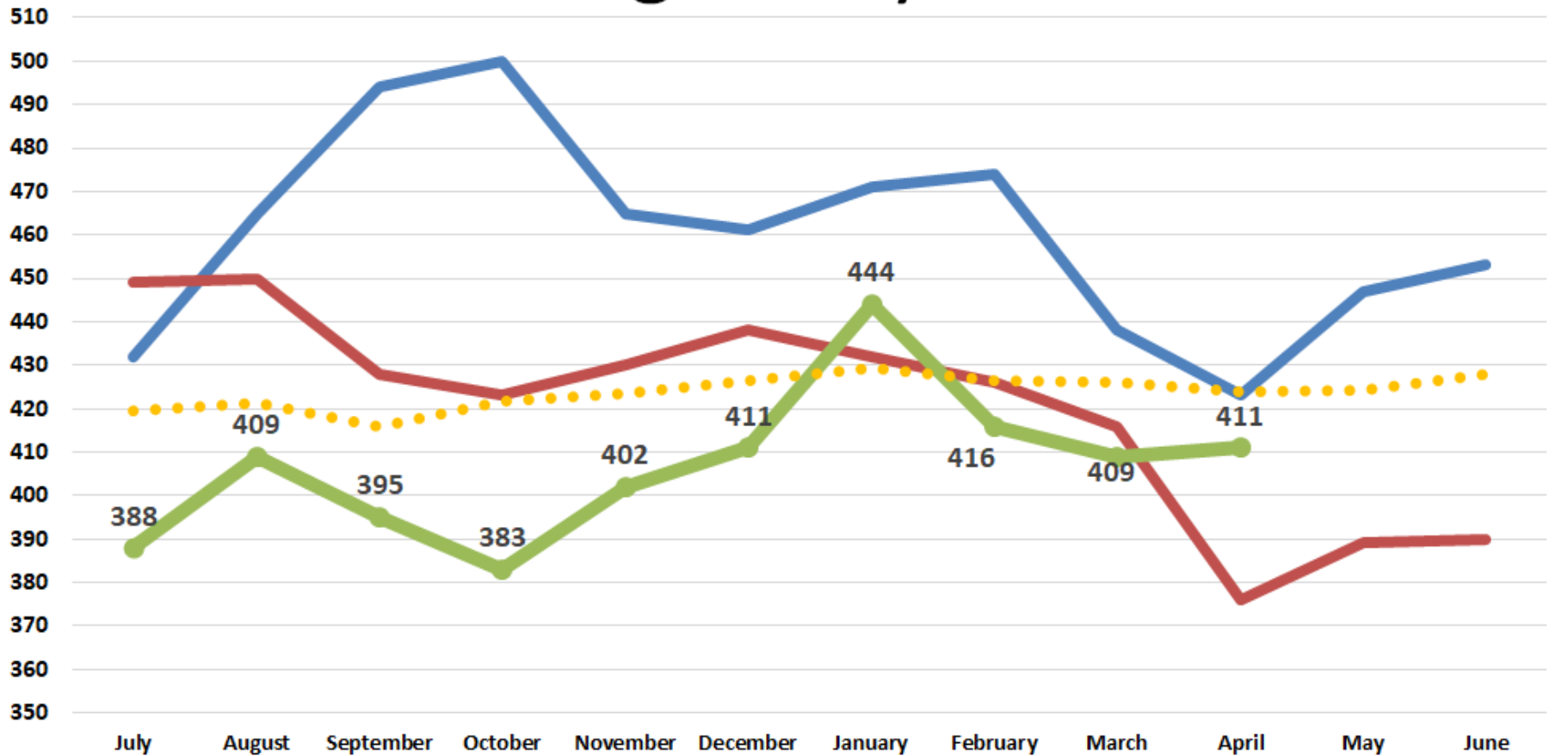
Alameda Crnty Ca	\$	500,000
Anaheim Ca Pub		1,000,000
Bay Area Toll		250,000
California St Univ		125,000
Connecticut ST		400,000
El Segundo Ca		510,000
Florida ST		600,000
Los Angeles Ca		605,000
Los Angeles Calif Ca		1,500,000
Louisiana ST		500,000
Massachusetts St		1,000,000
Mississippi ST		300,000
Orange Ca		500,000
San Diego County		300,000
San Juan Ca		385,000
Santa Cruz Ca		400,000
Torrance Ca		1,450,000
University Ca		1,000,000
University Calf Ca		185,000
Wisconsin ST		1,820,000
	<u>\$</u>	<u>13,330,000</u>

# Statistical Report

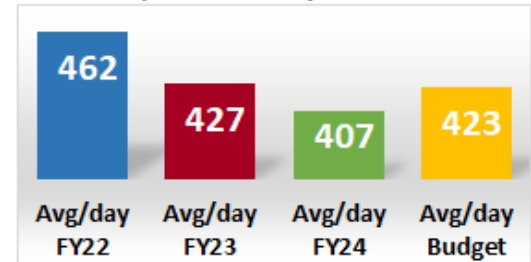
## April 2024



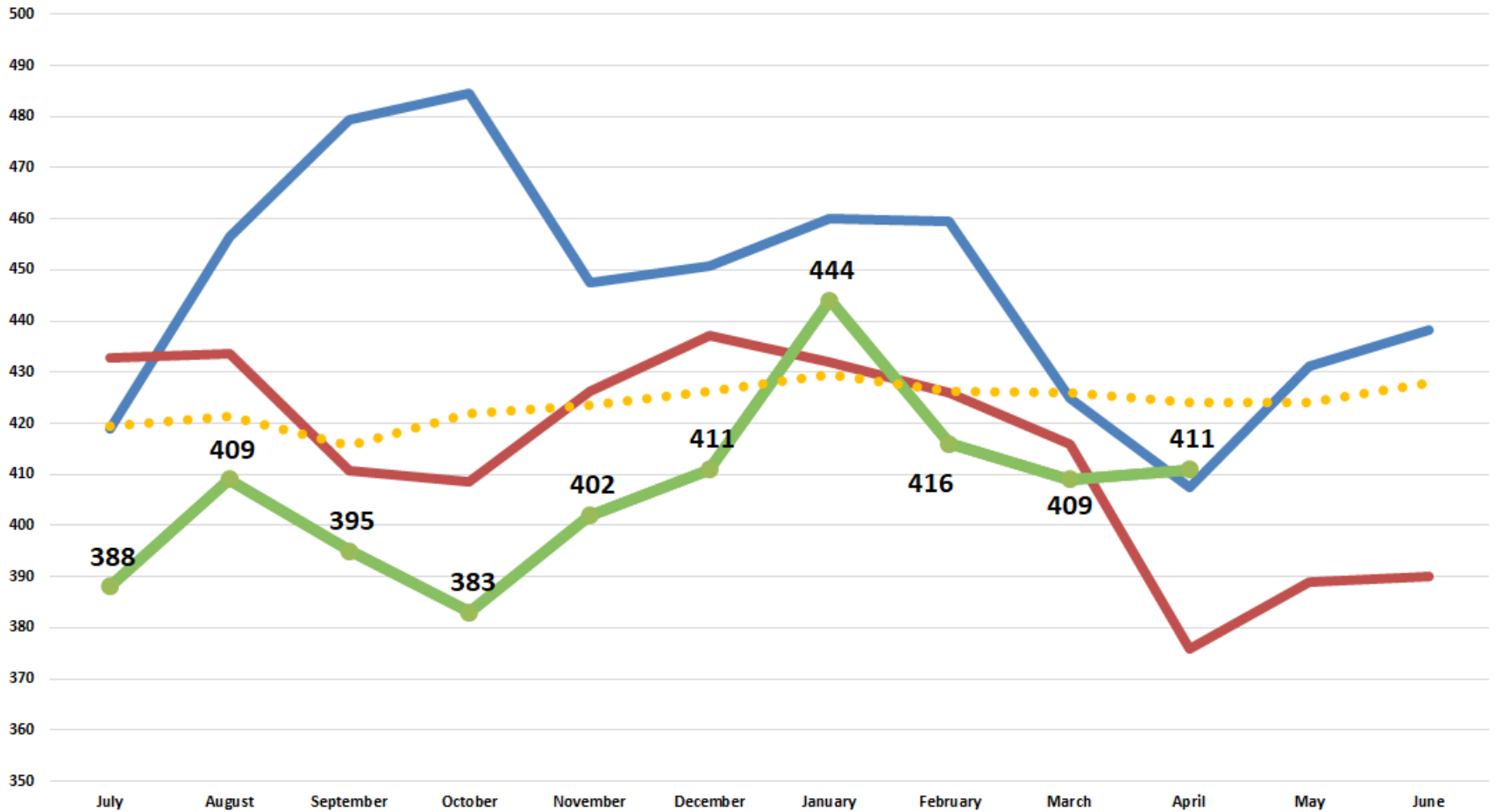
# Average Daily Census



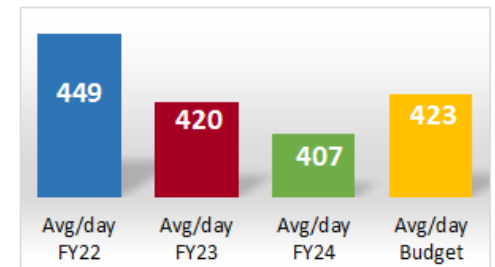
—●— FY2022    
 —●— FY2023    
 —●— FY2024    
 ●●● Budget



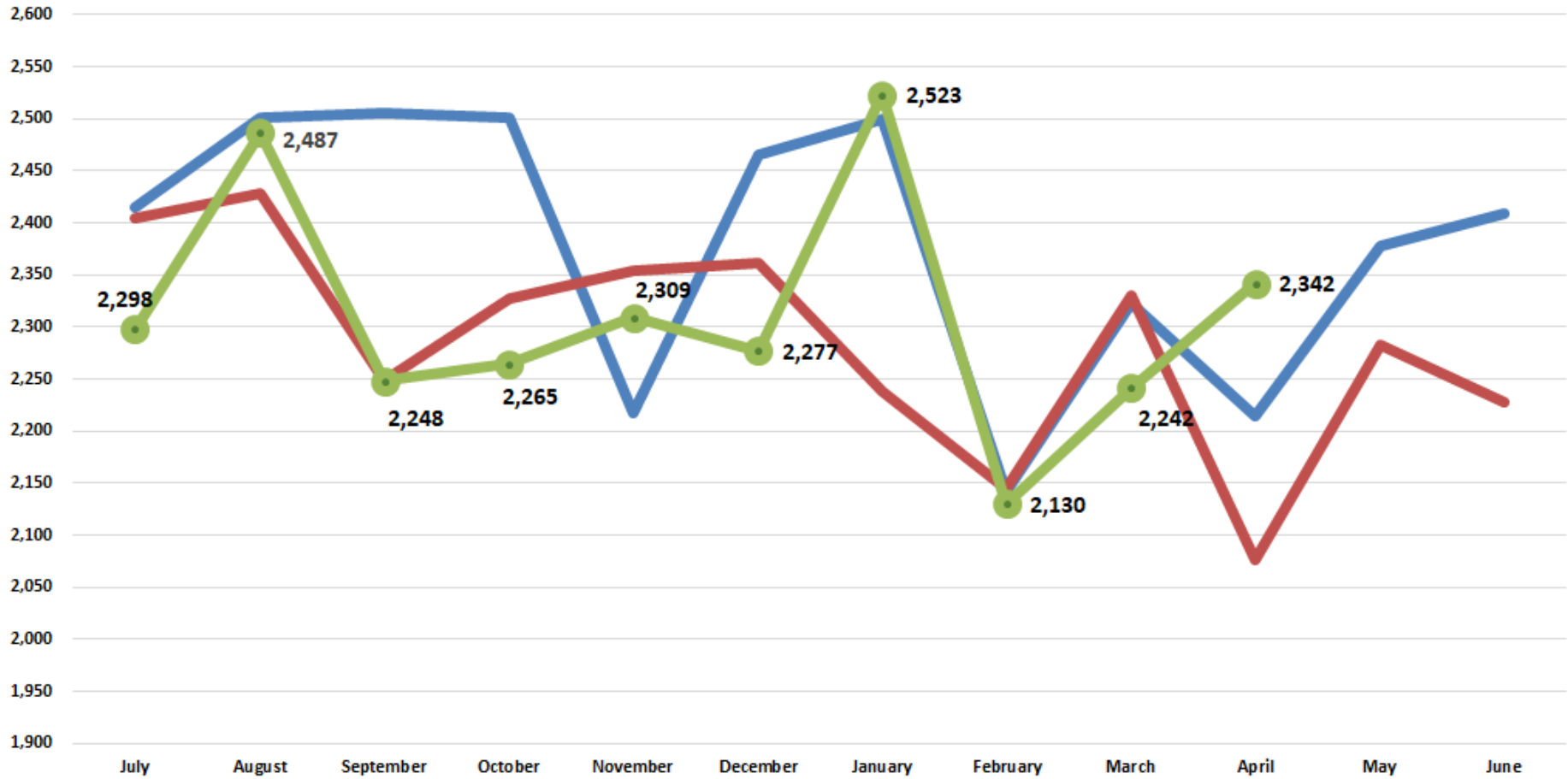
# Average Daily Census w/o TCS



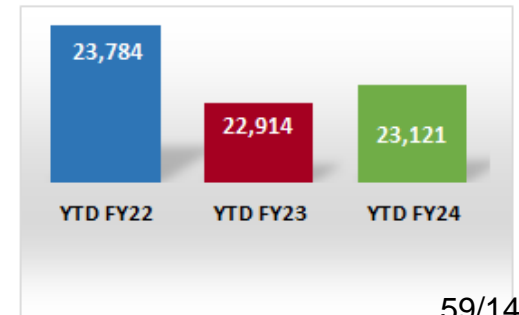
—●— FY2022    
 —●— FY2023    
 —●— FY2024    
 ●●● Budget



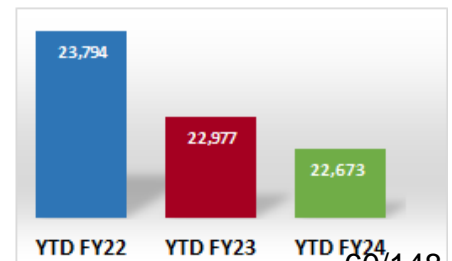
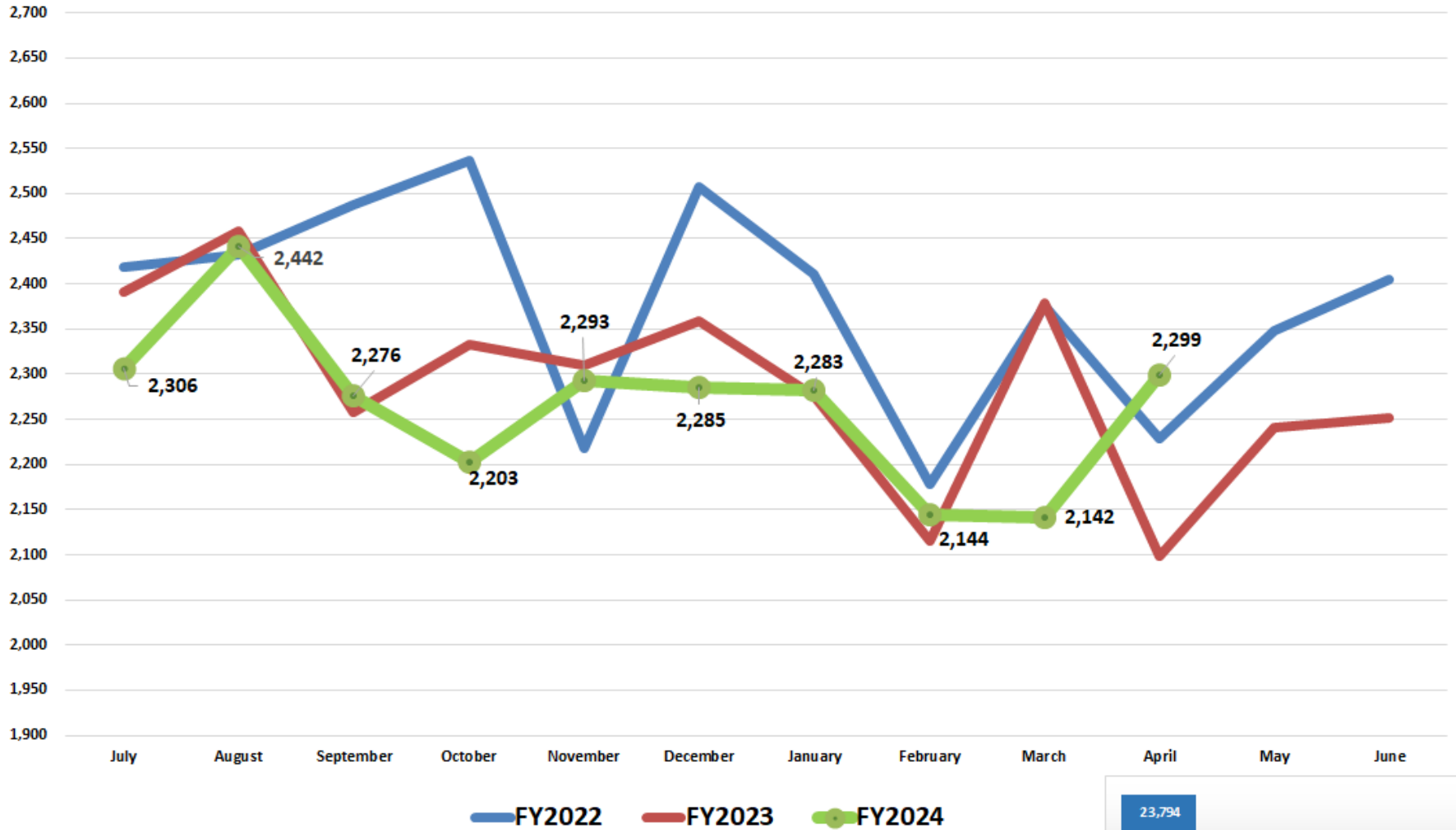
# Admissions



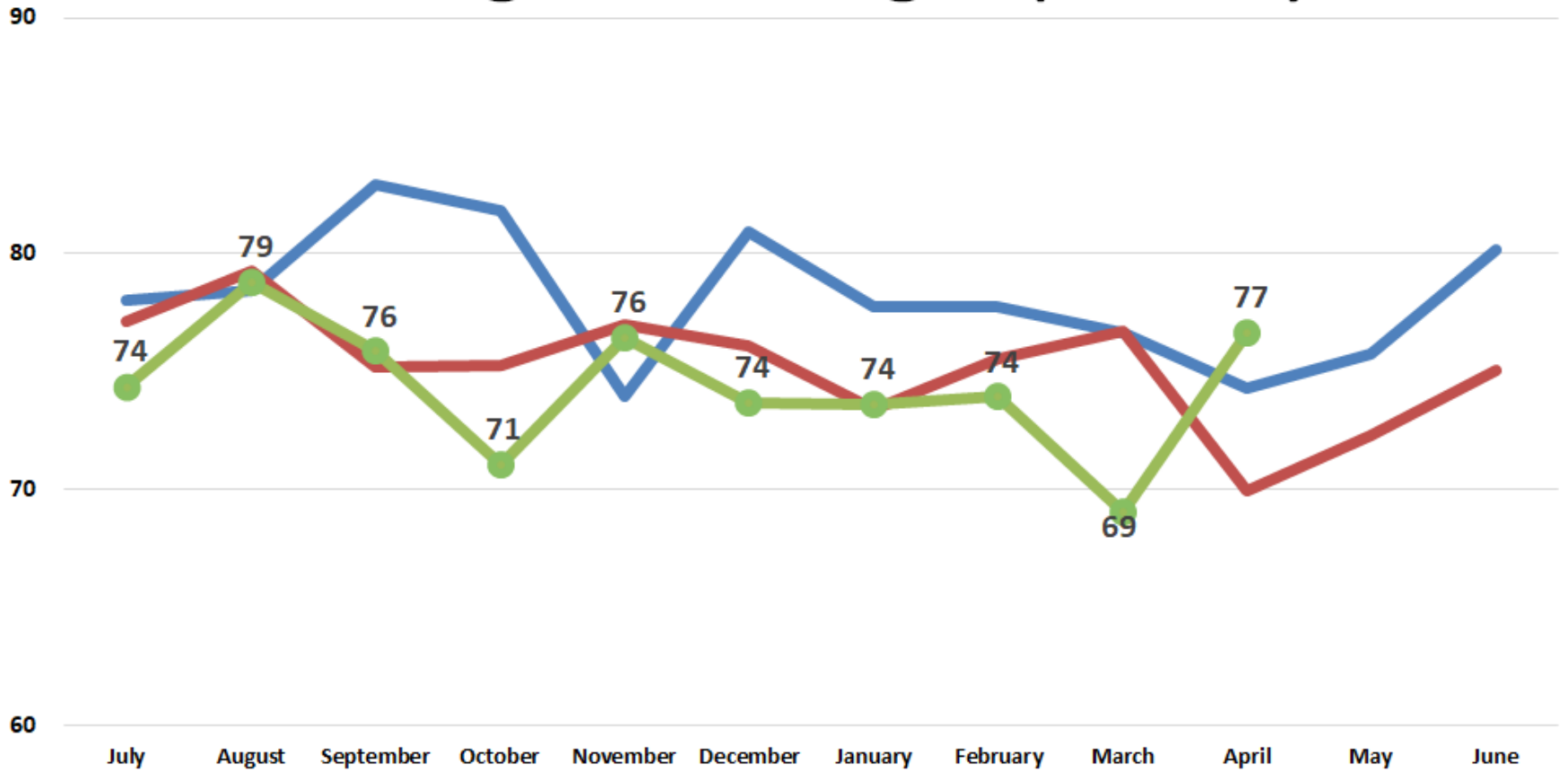
—● FY2022   
 —● FY2023   
 —● FY2024



# Discharges



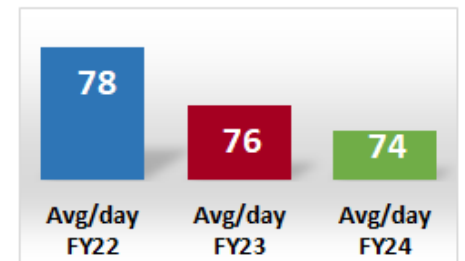
# Average Discharges per day



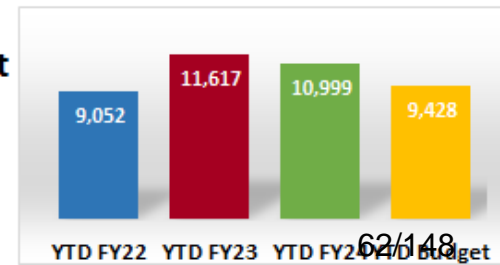
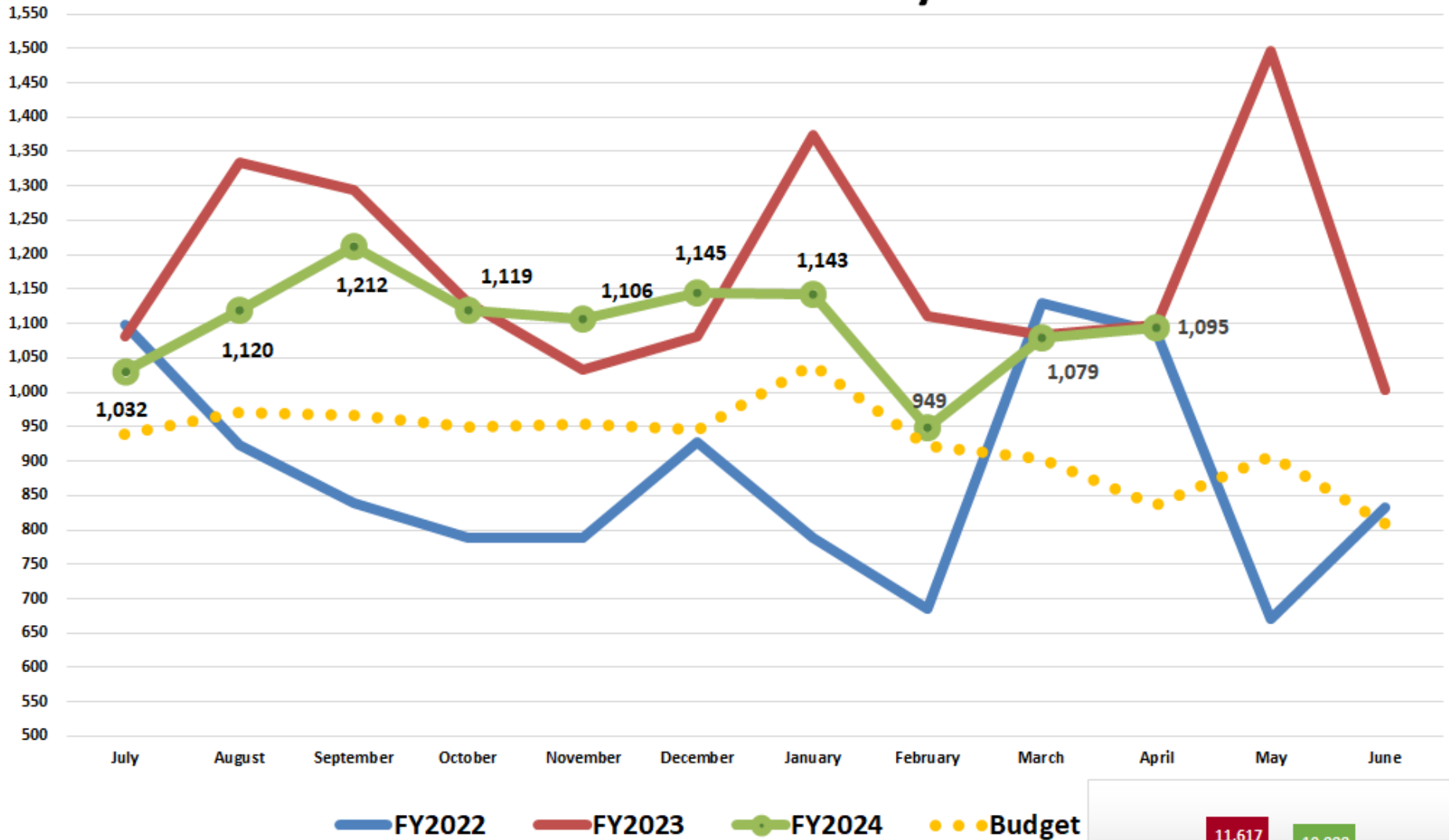
FY2022

FY2023

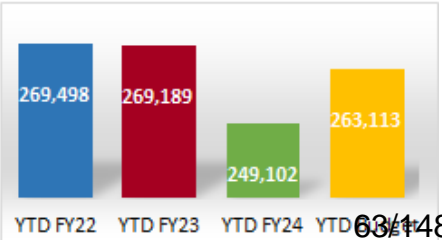
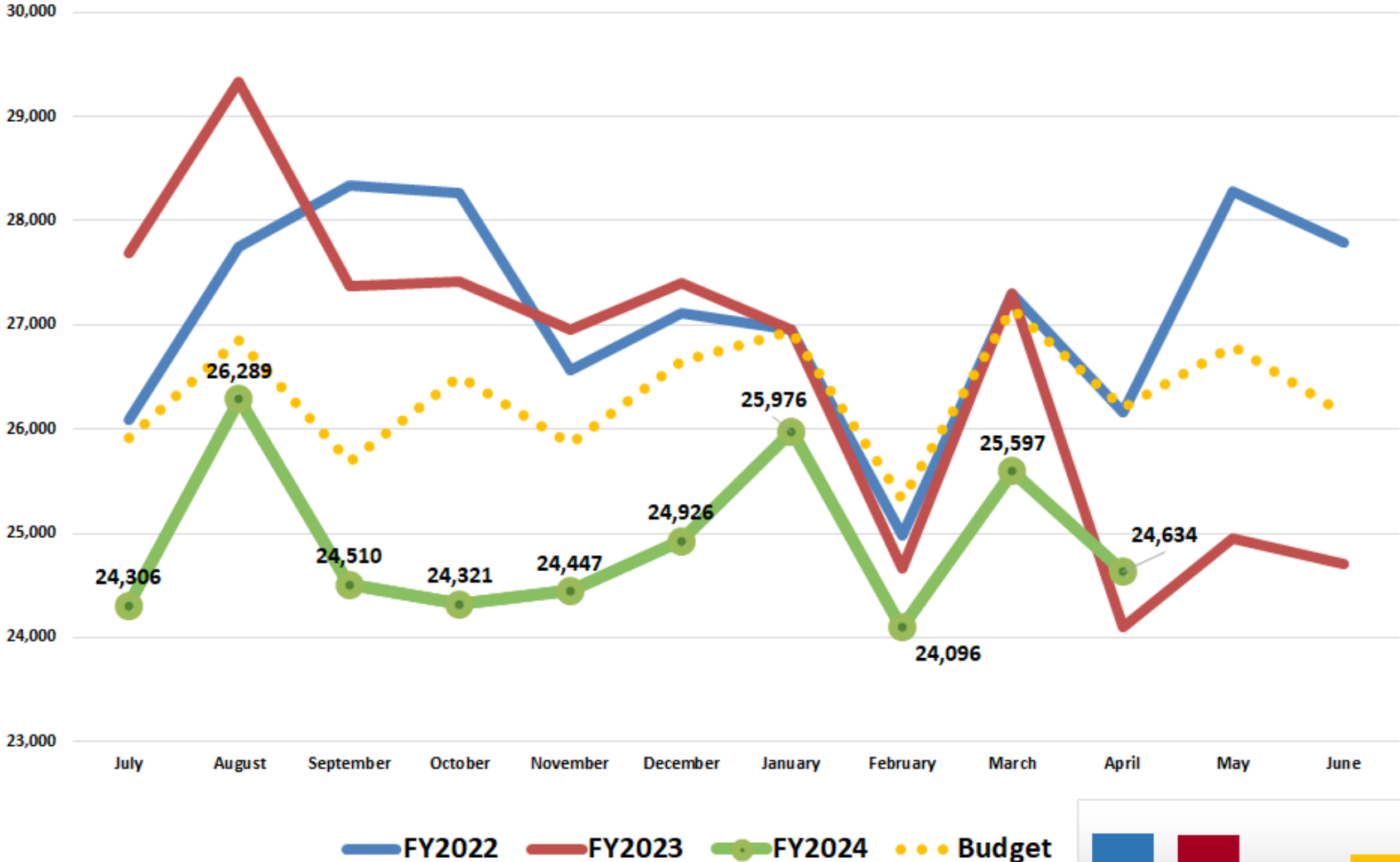
FY2024



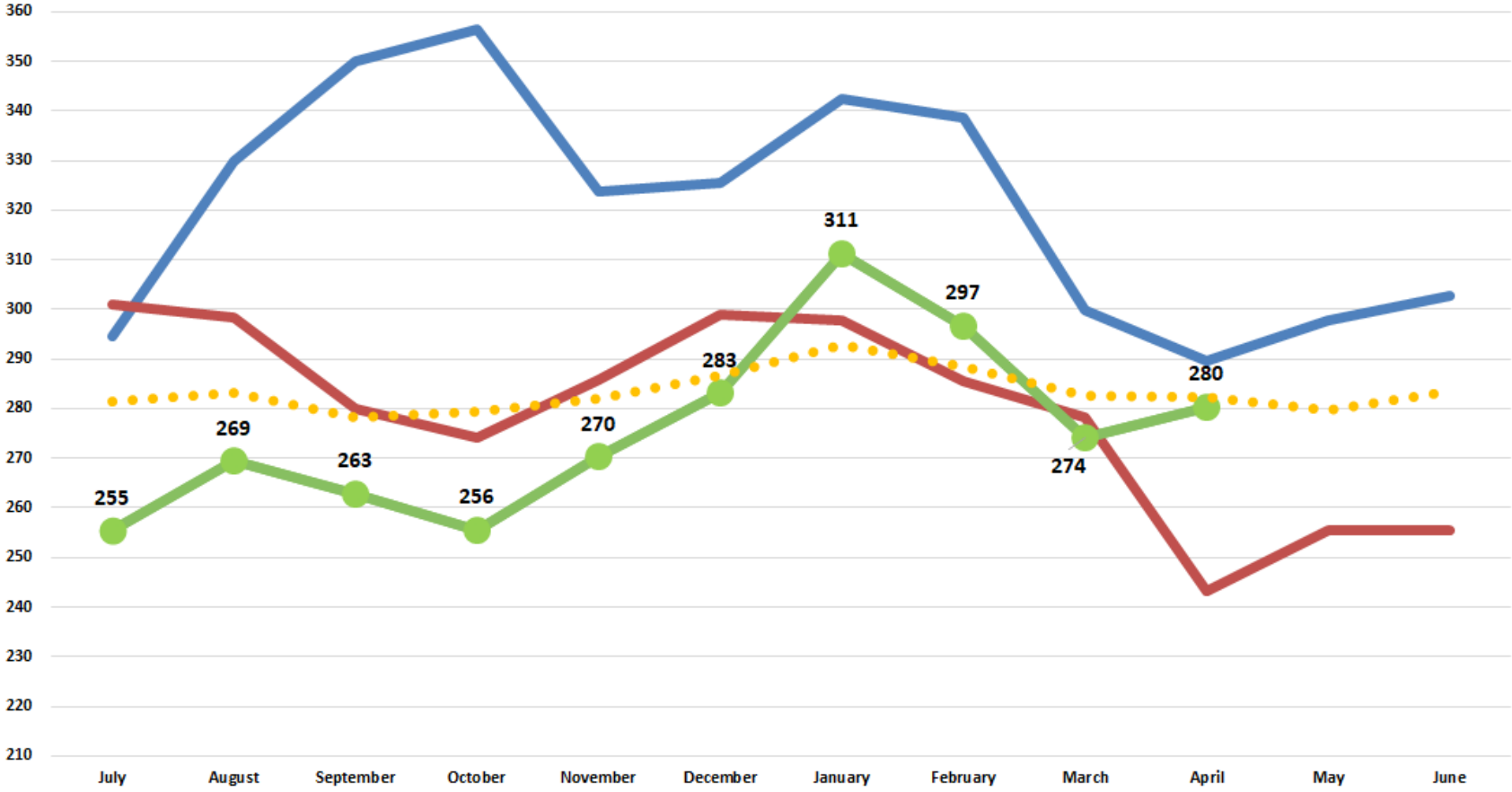
# Observation Days



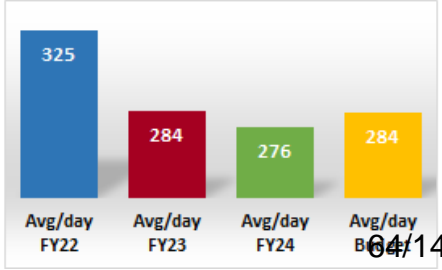
# Adjusted Patient Days



# Medical Center (Avg Patients Per Day)

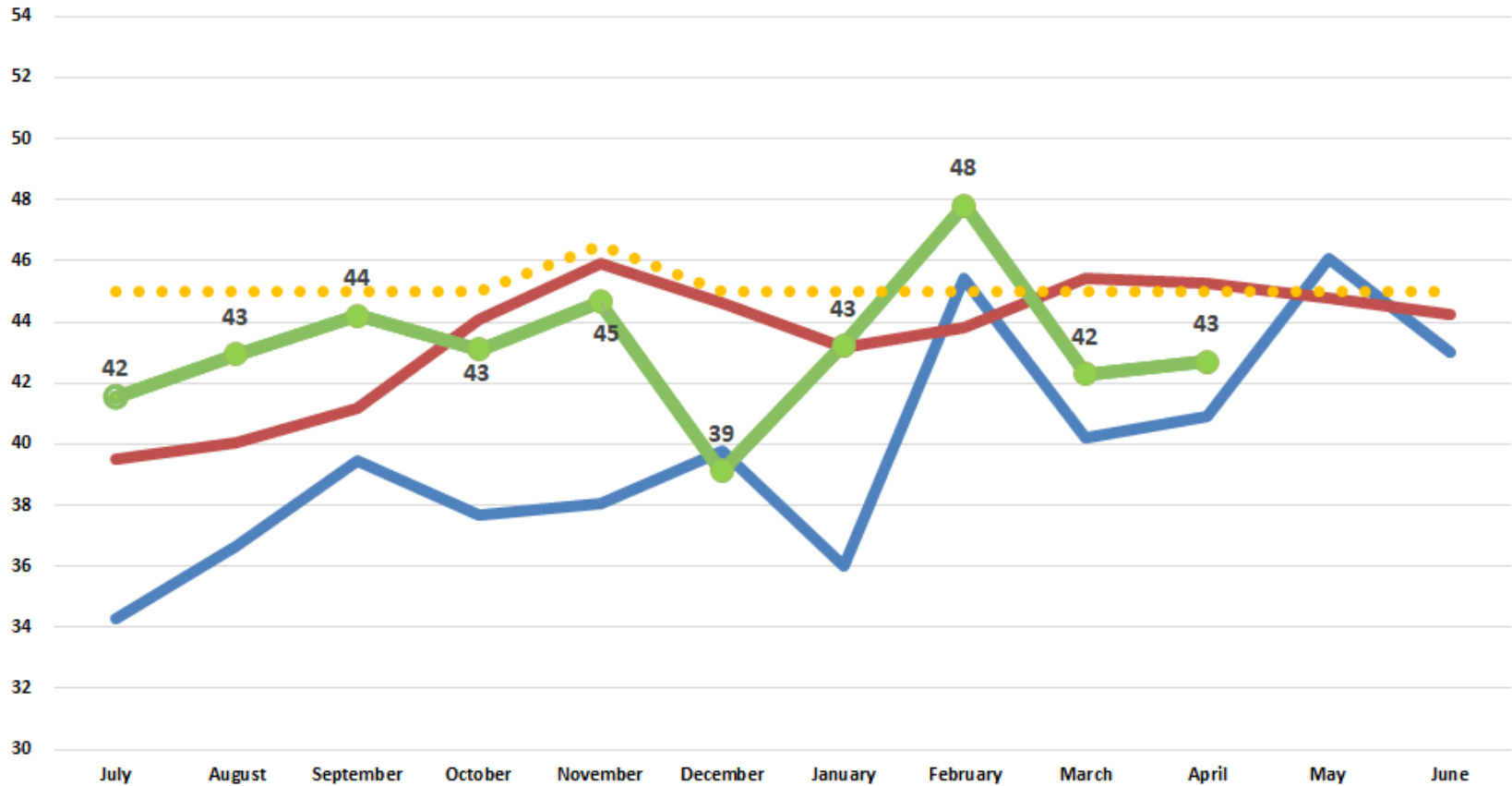


—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget

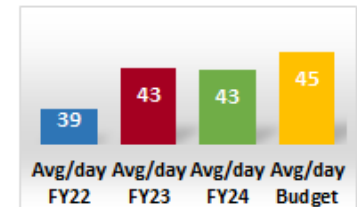




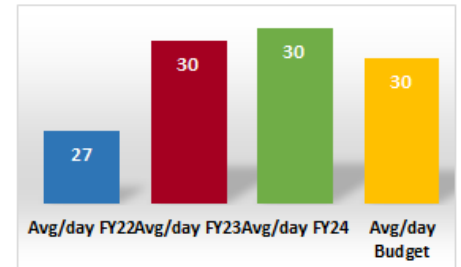
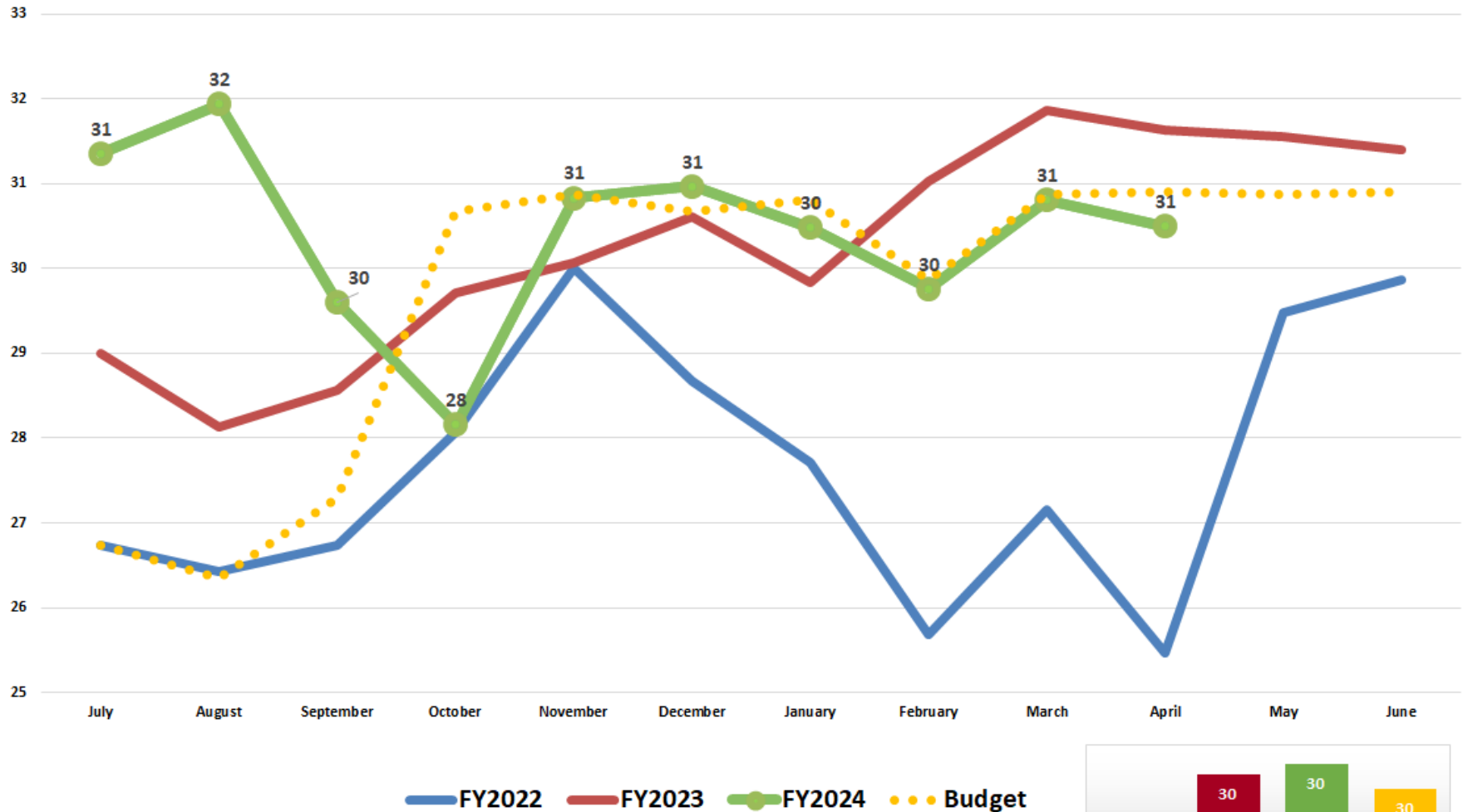
# Acute I/P Psych (Avg Patients Per Day)



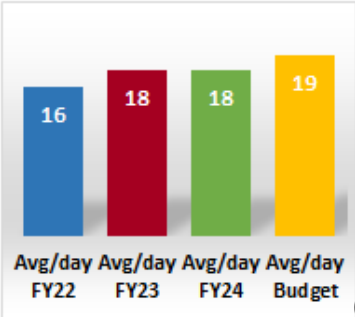
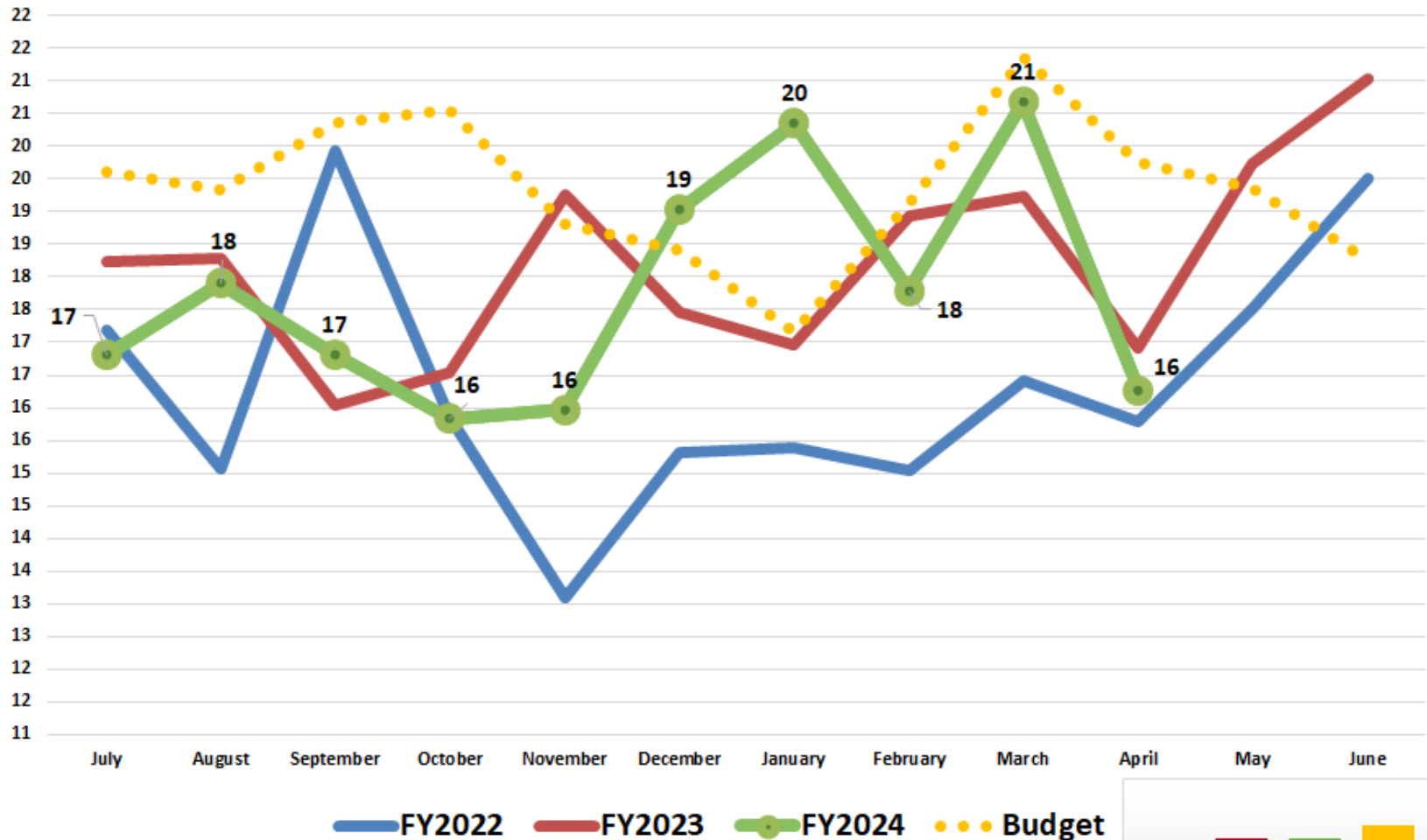
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



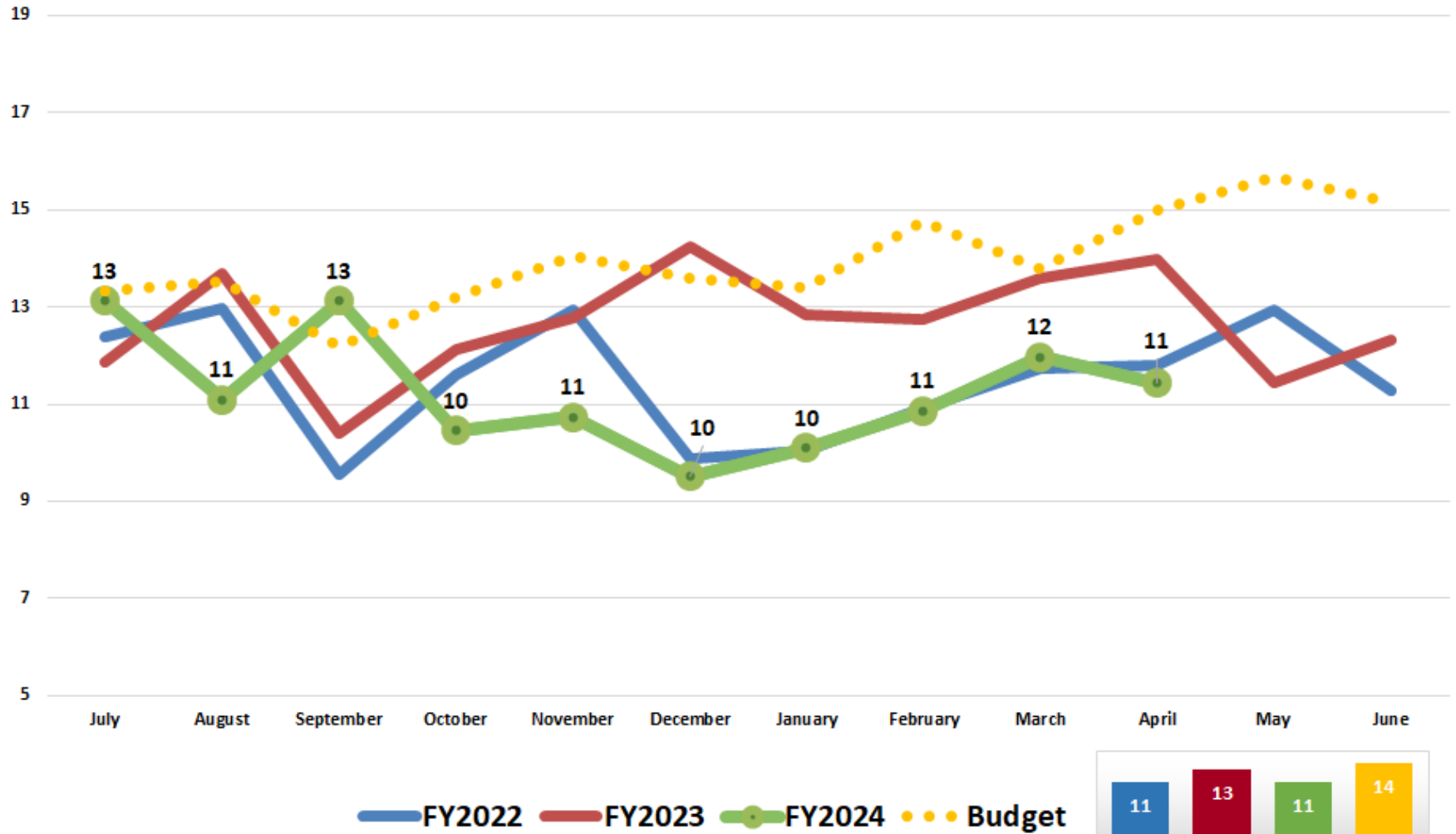
# Sub-Acute - Avg Patients Per Day



# Rehabilitation Hospital - Avg Patients Per Day

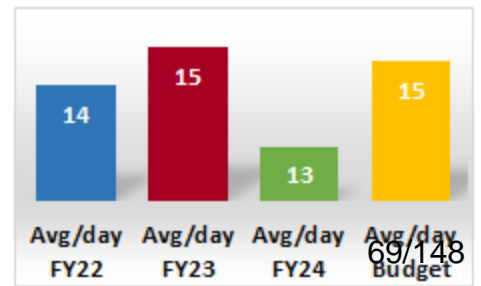
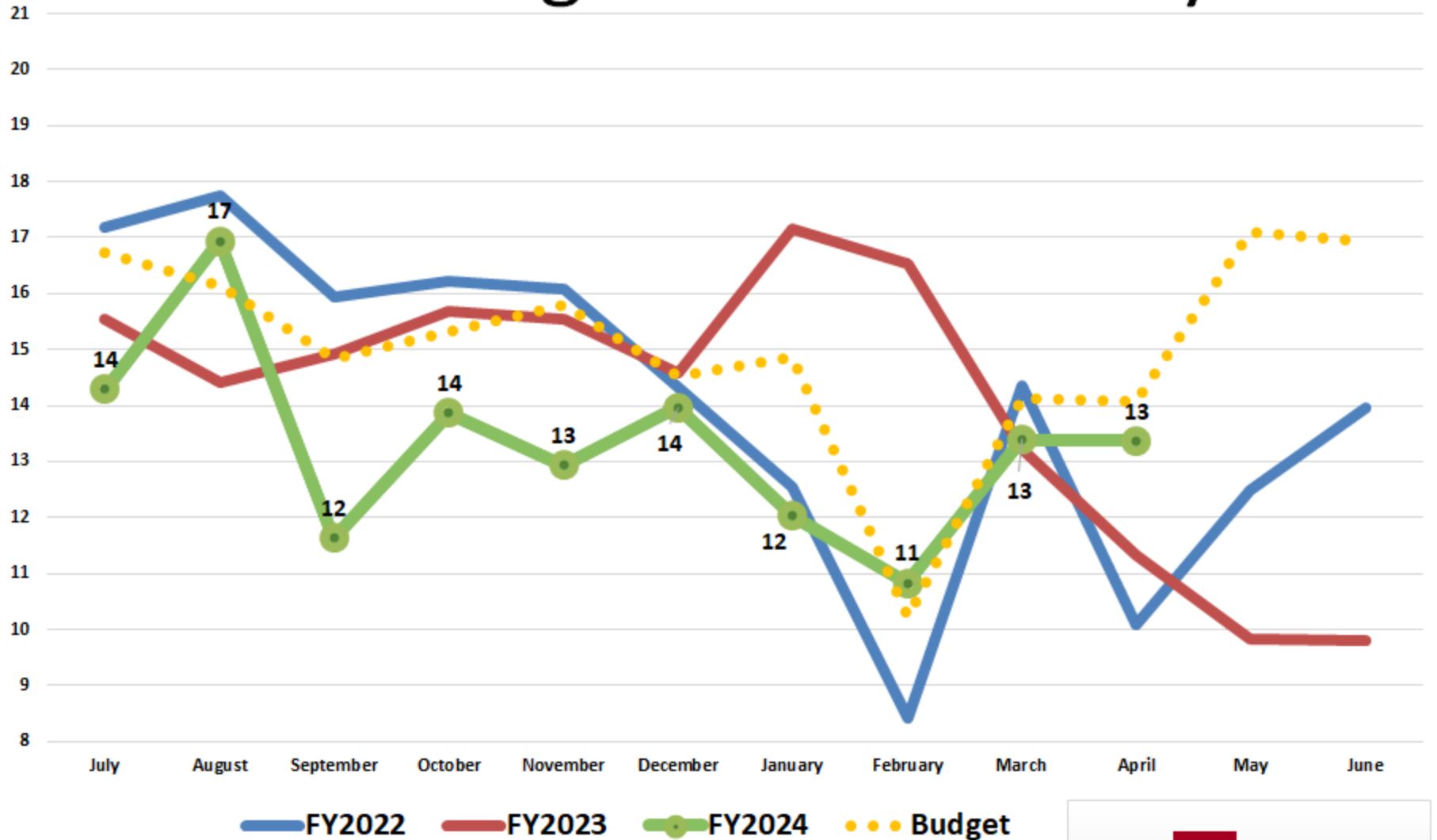


# TCS Ortho - Avg Patients Per Day

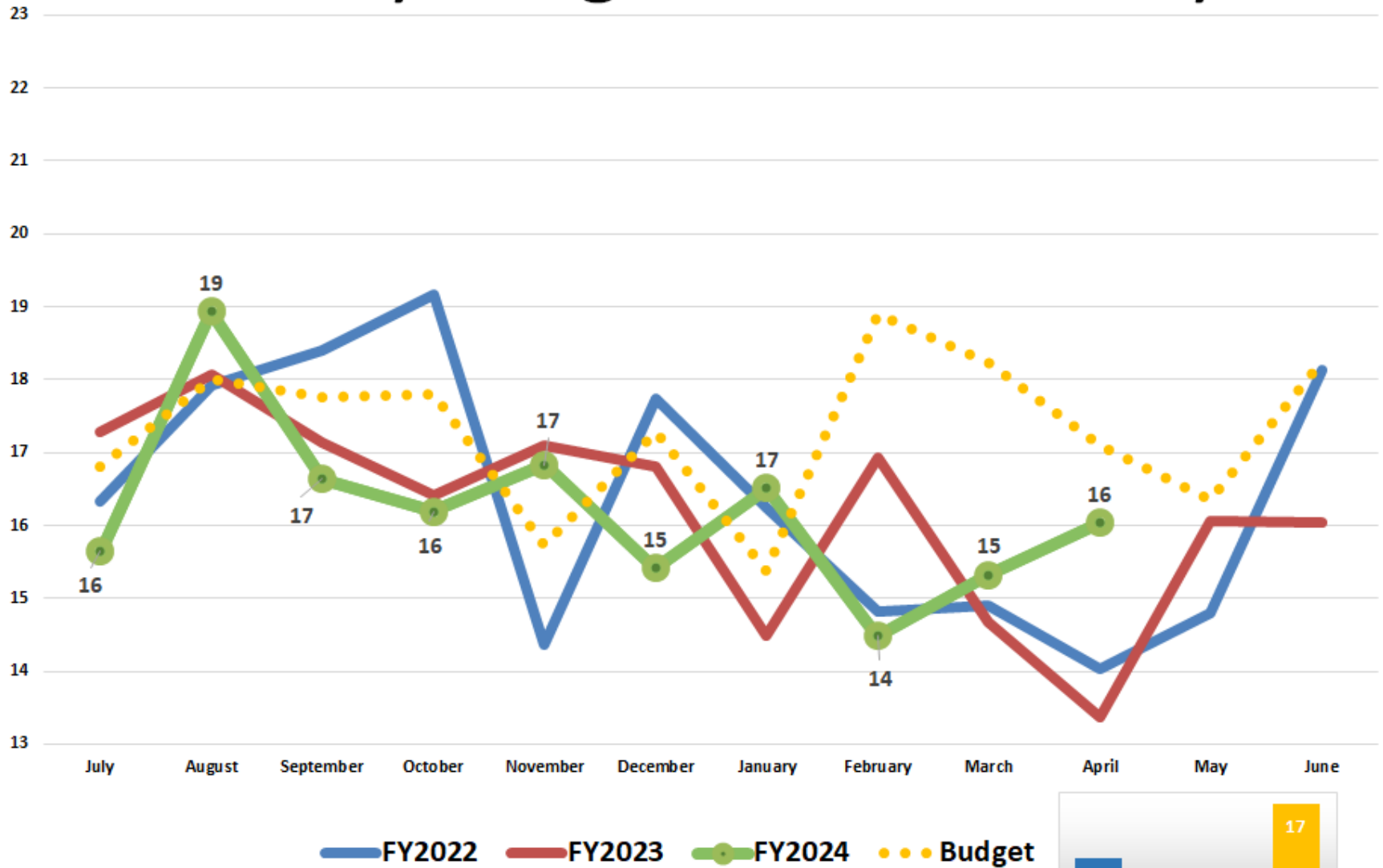


11	13	11	14
Avg/day FY22	Avg/day FY23	Avg/day FY24	Avg/day Budget

# NICU - Avg Patients Per Day

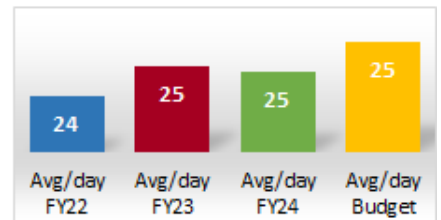
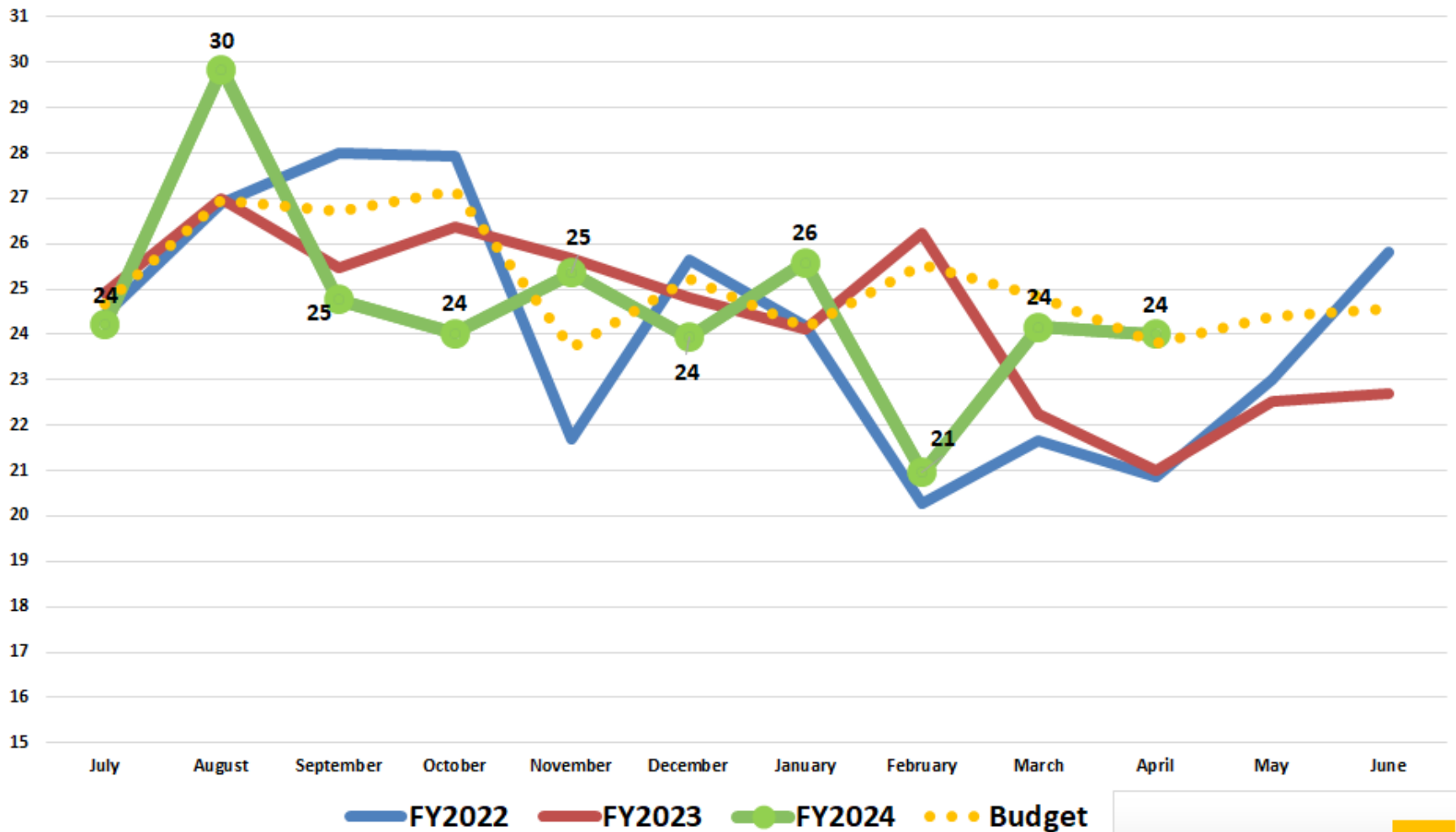


# Nursery - Avg Patients Per Day

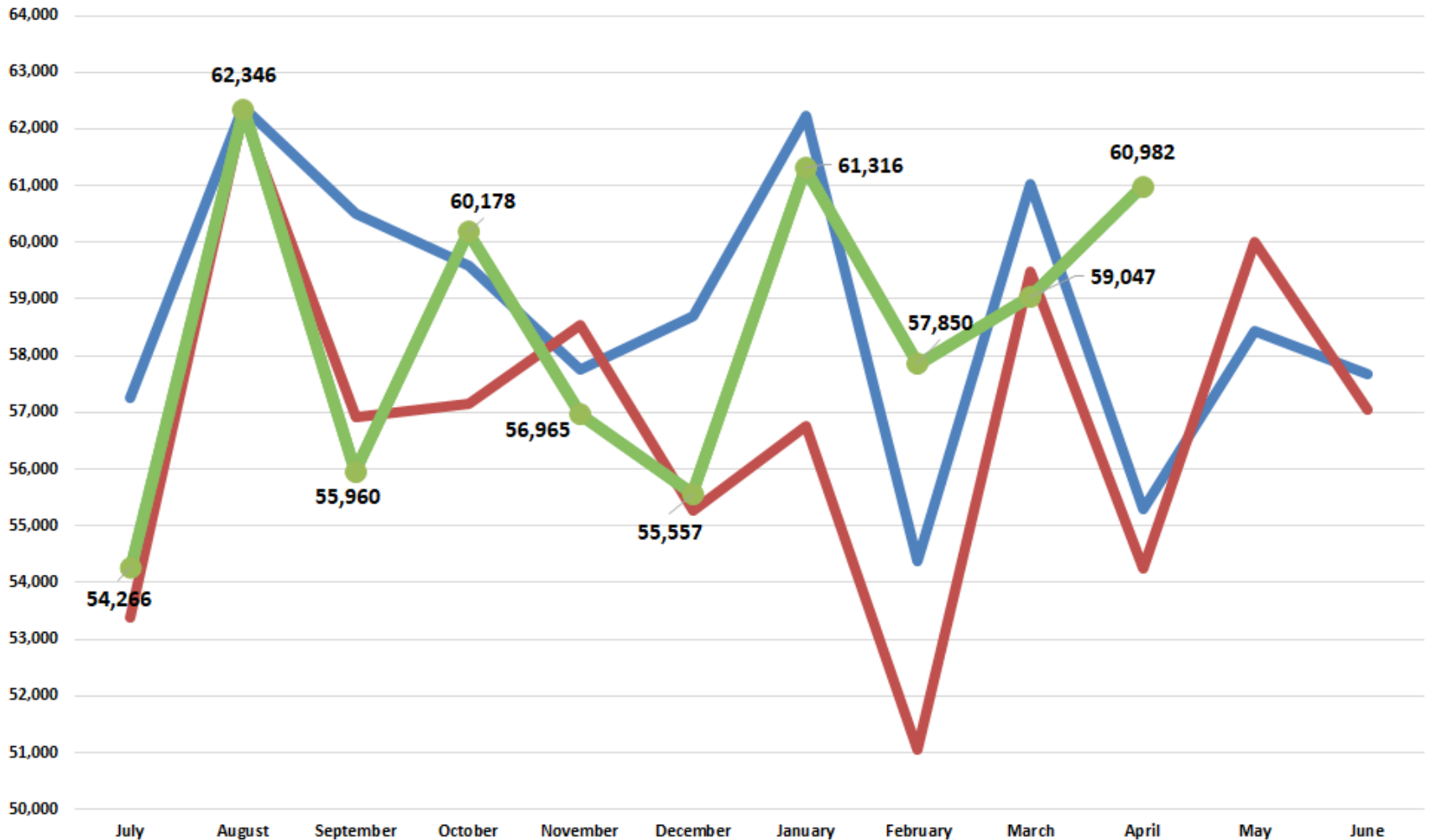


16	16	16	17
Avg/day FY22	Avg/day FY23	Avg/day FY24	Avg/day Budget

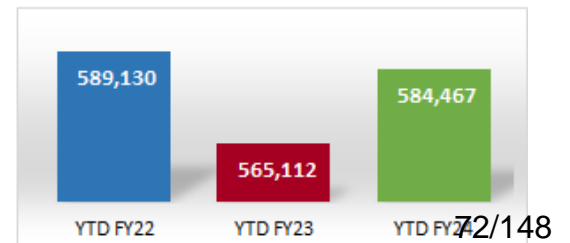
# Obstetrics - Avg Patients Per Day



# Outpatient Registrations

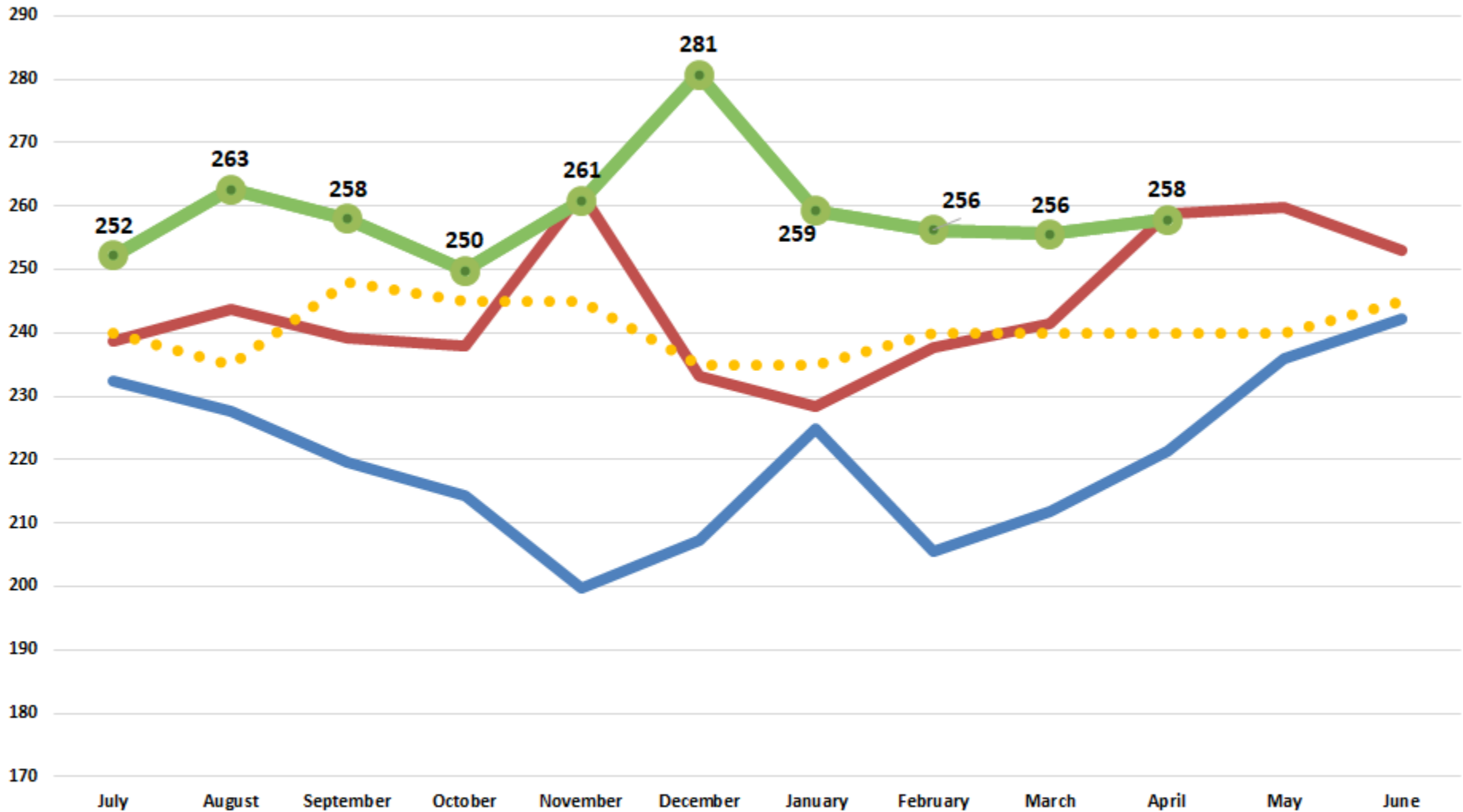


— FY2022 — FY2023 — FY2024

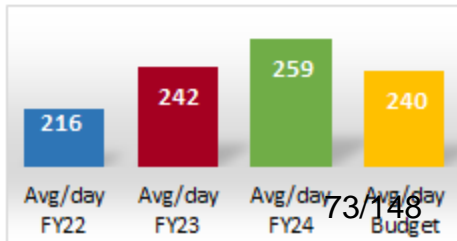




# ED - Avg Treated Per Day

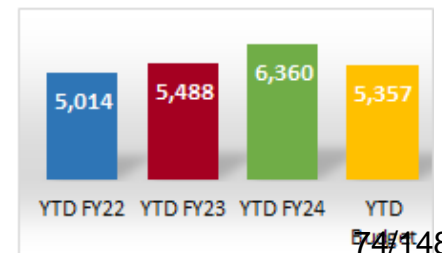
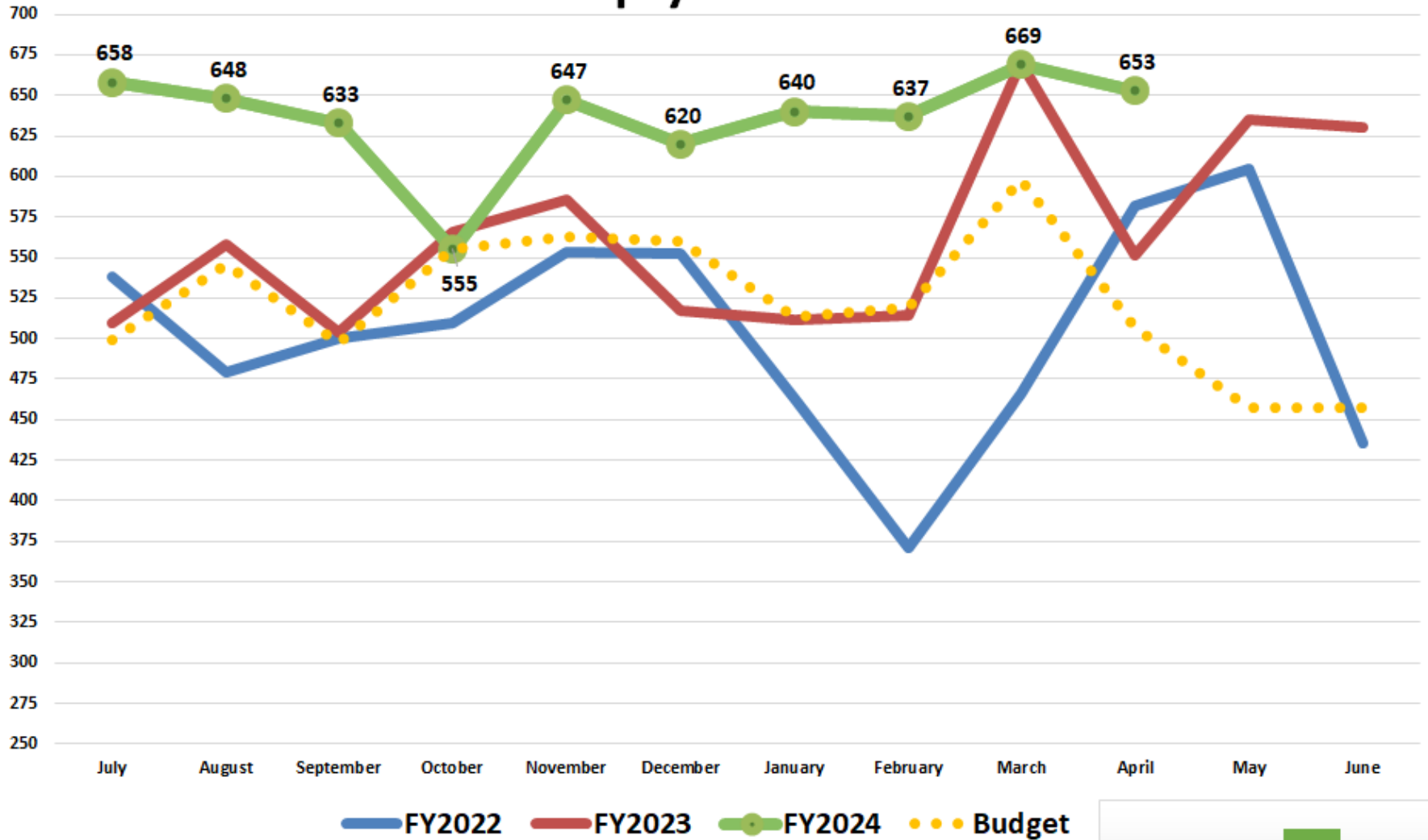


—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget

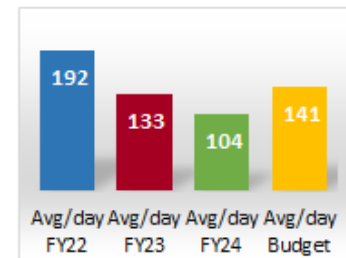
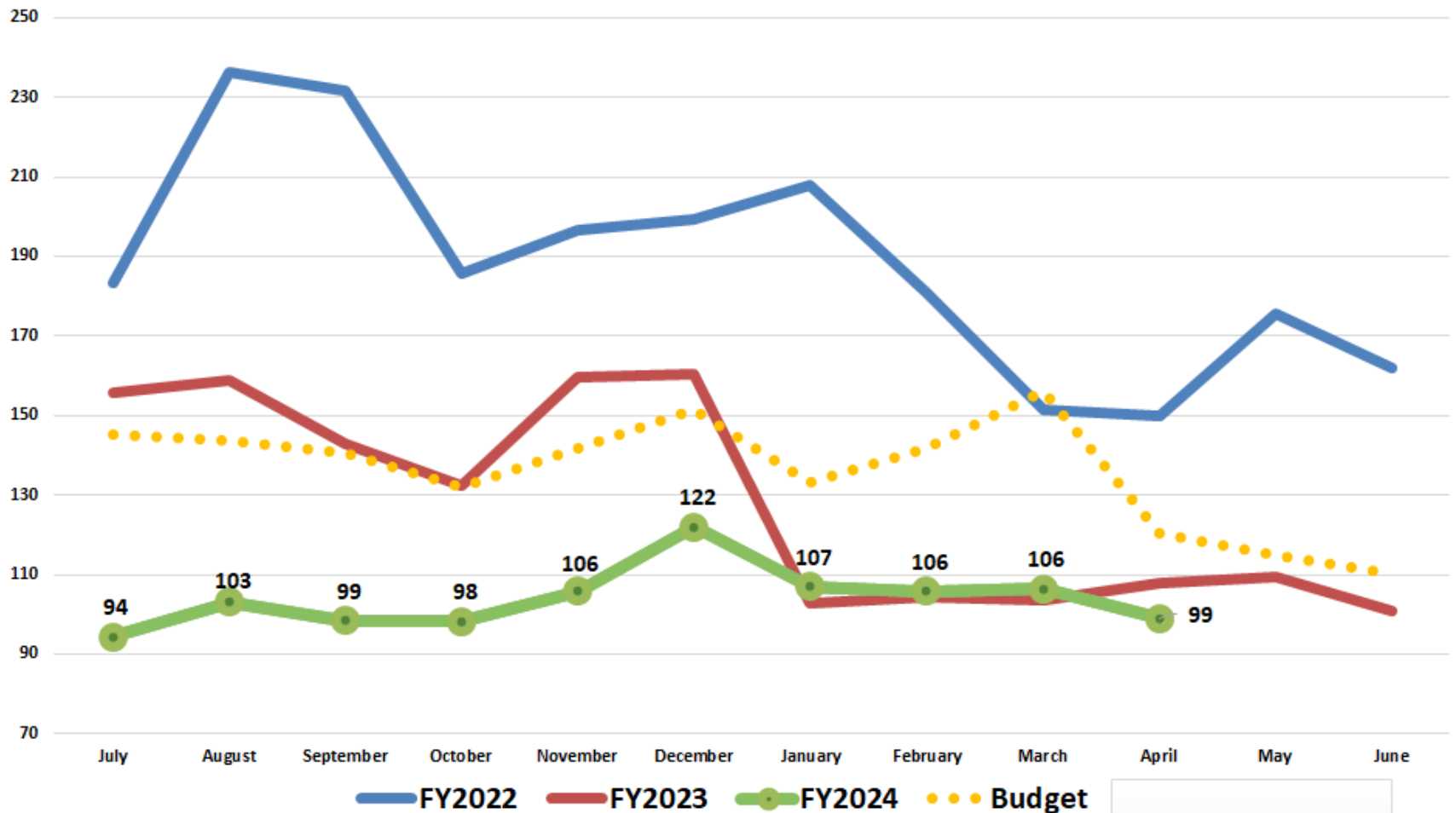


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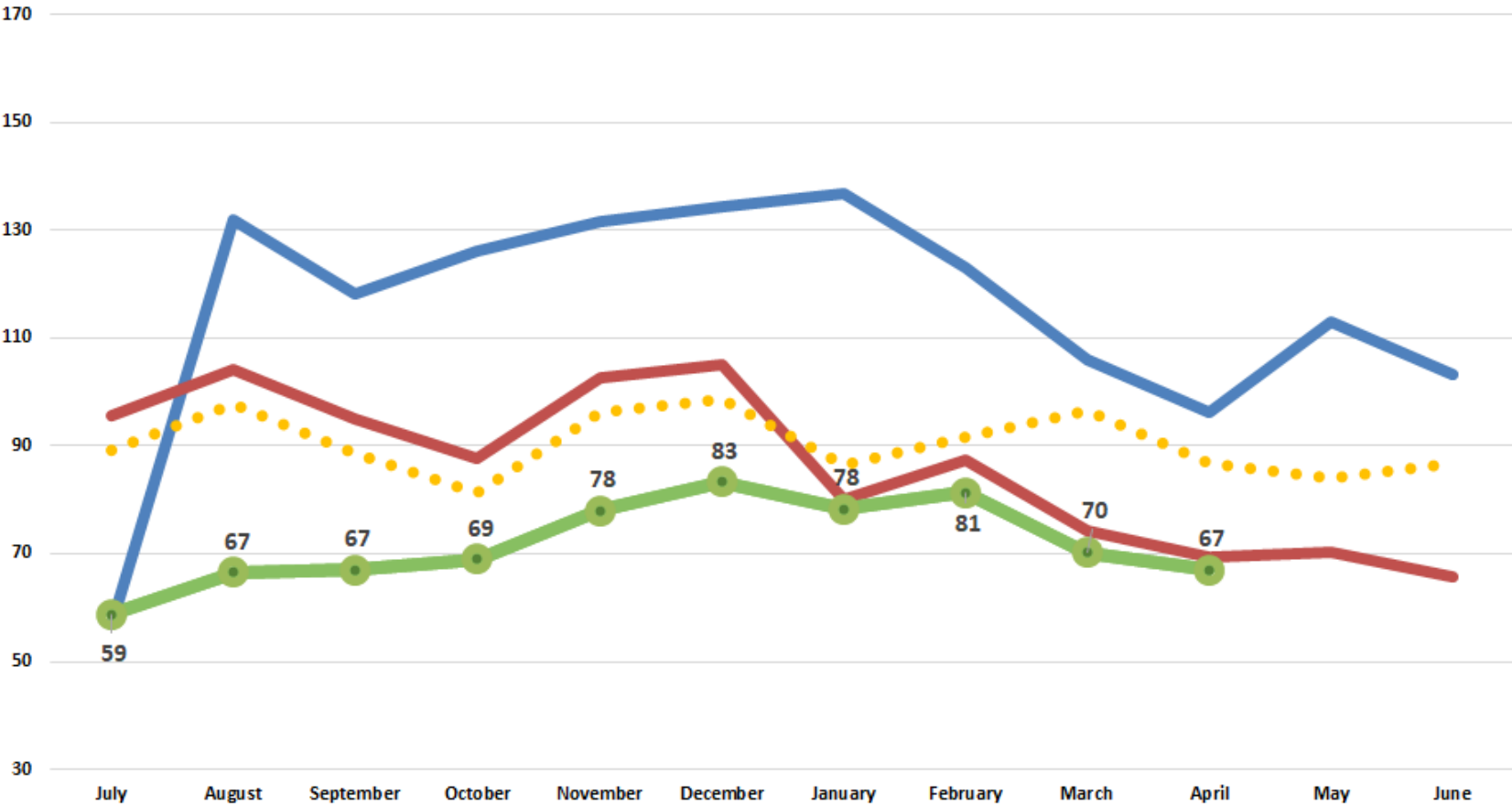
# Endoscopy Procedures



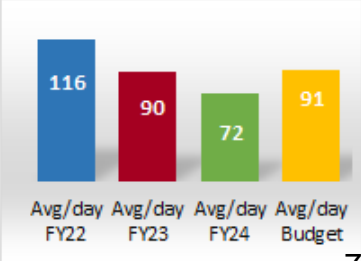
# Urgent Care – Court Avg Visits Per Day



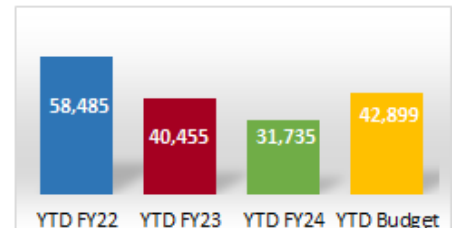
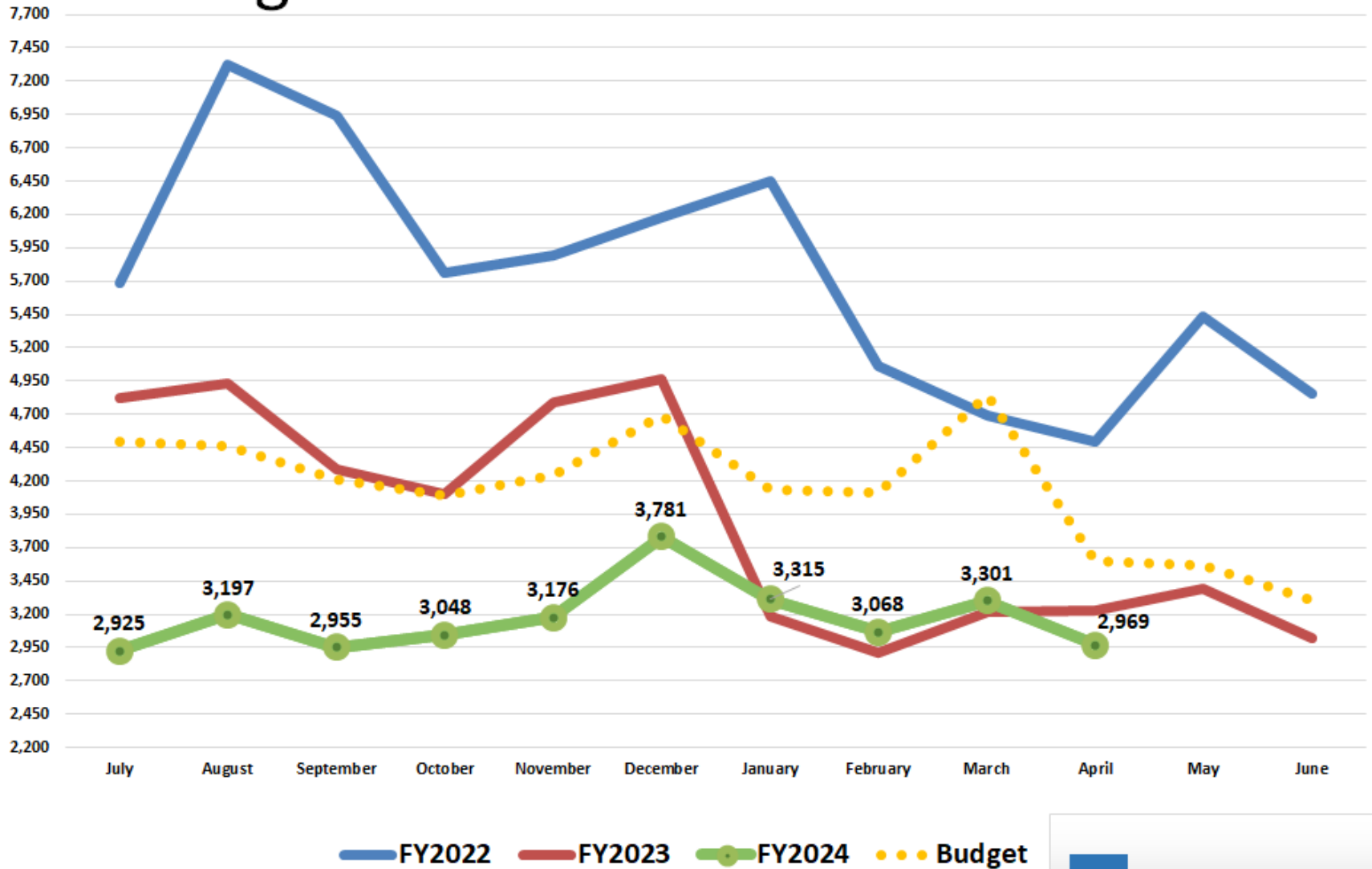
# Urgent Care – Demaree Avg Visits Per Day



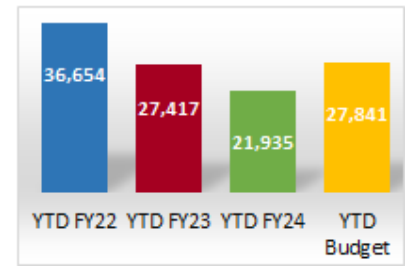
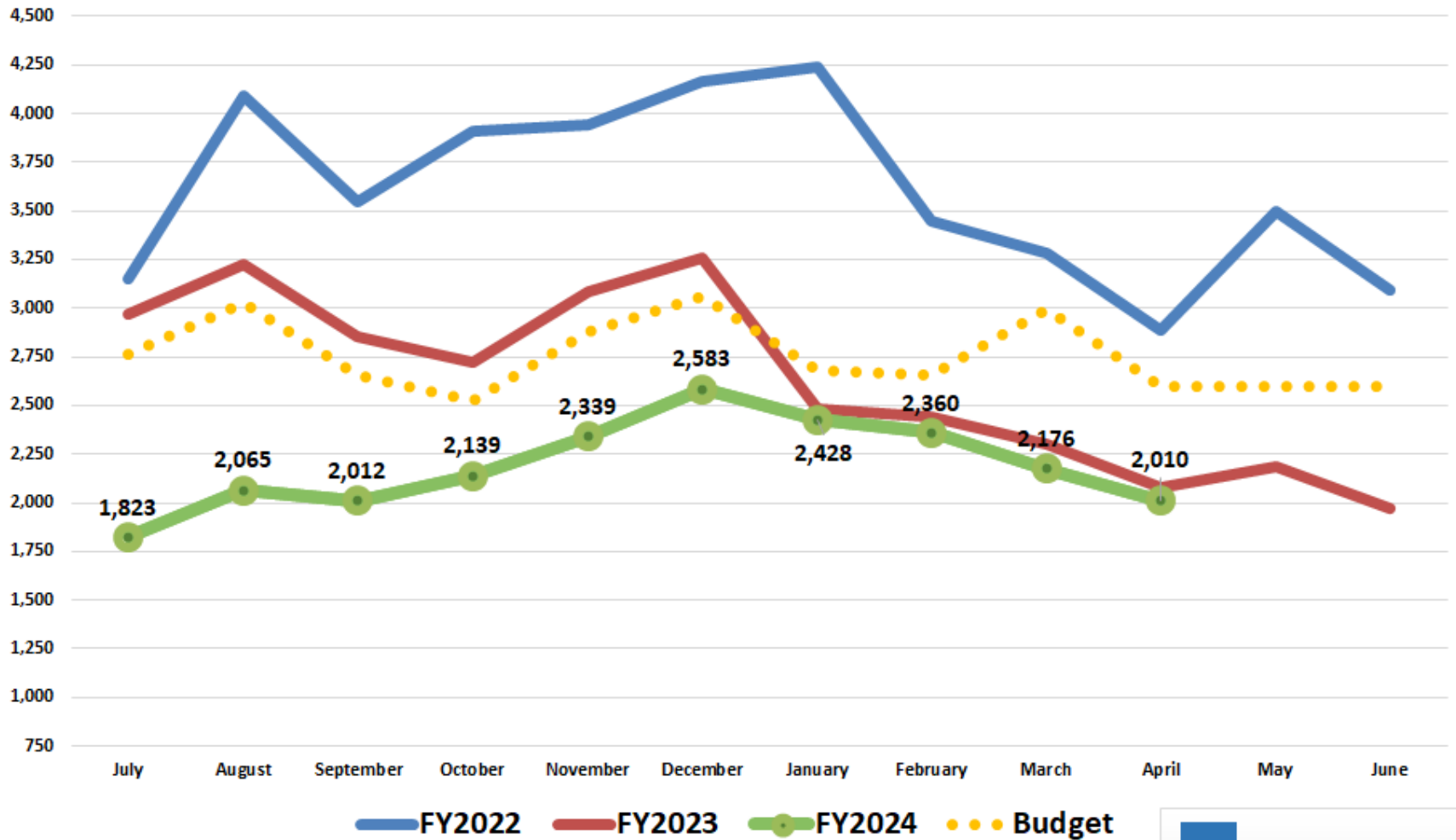
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 -●- Budget



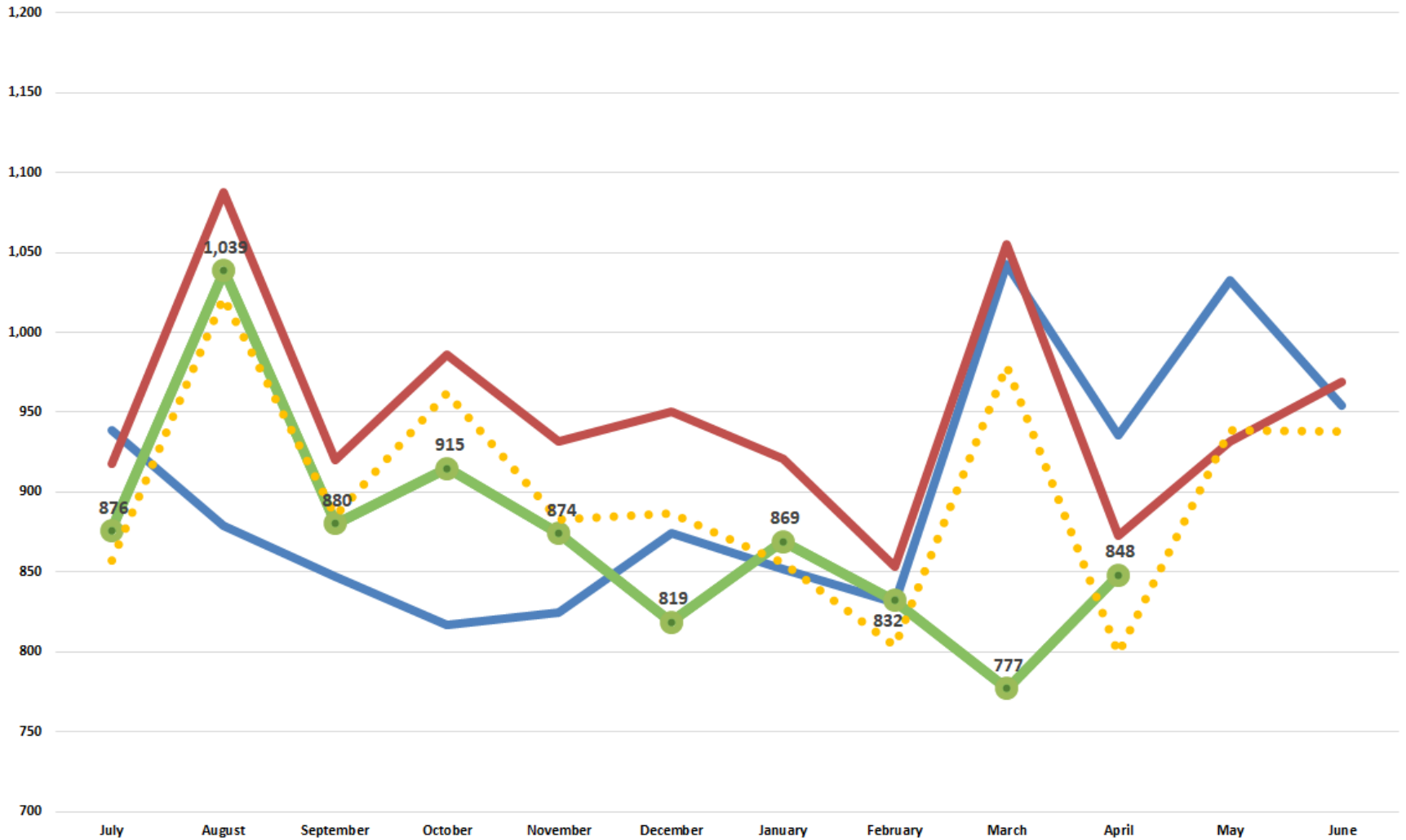
# Urgent Care – Court Total Visits



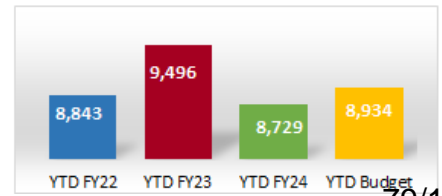
# Urgent Care – Demaree Total Visits



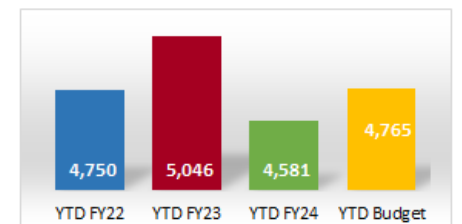
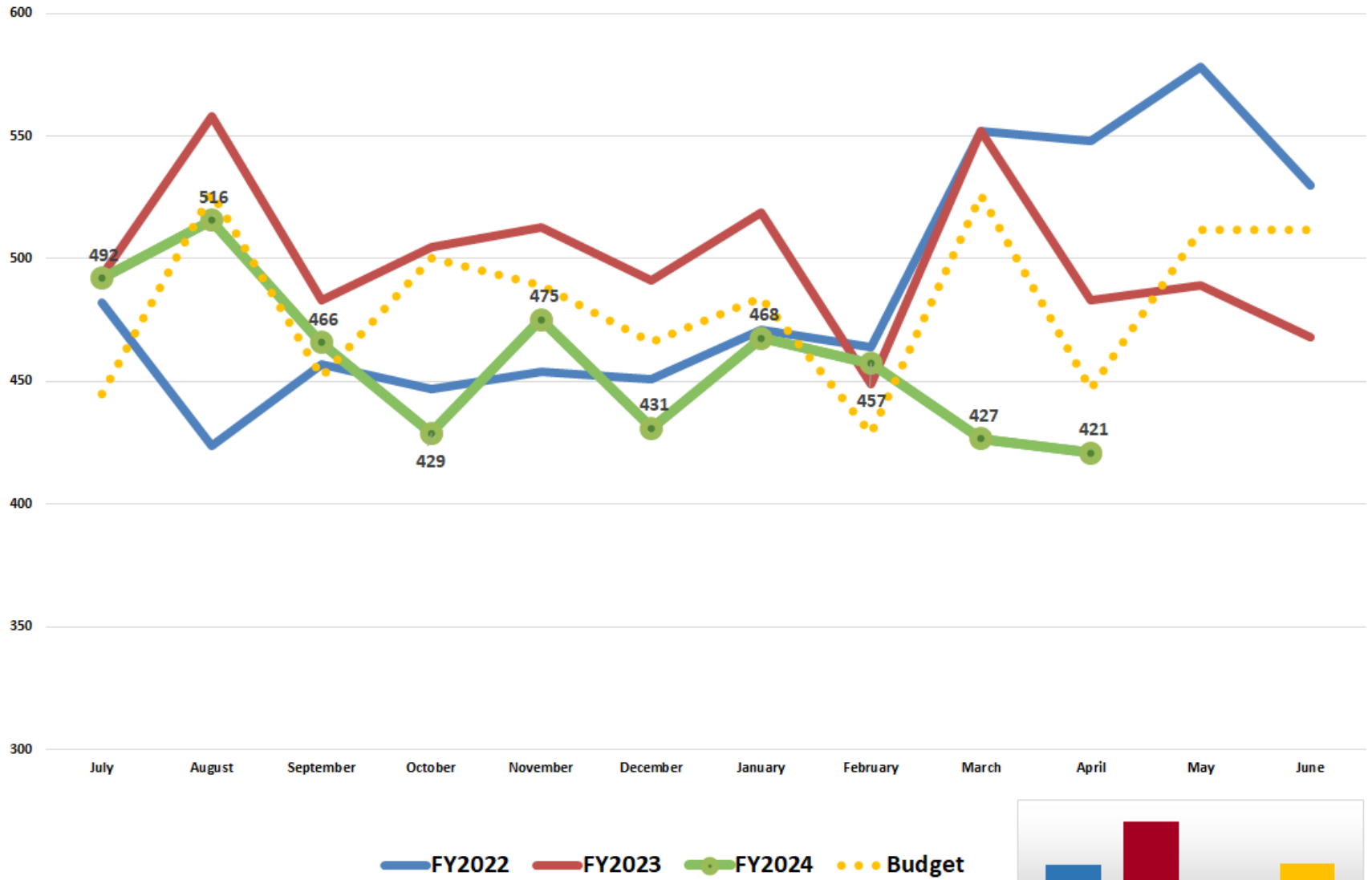
# Surgery (IP & OP) – 100 Min Units



—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget

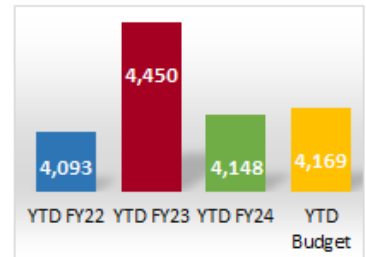
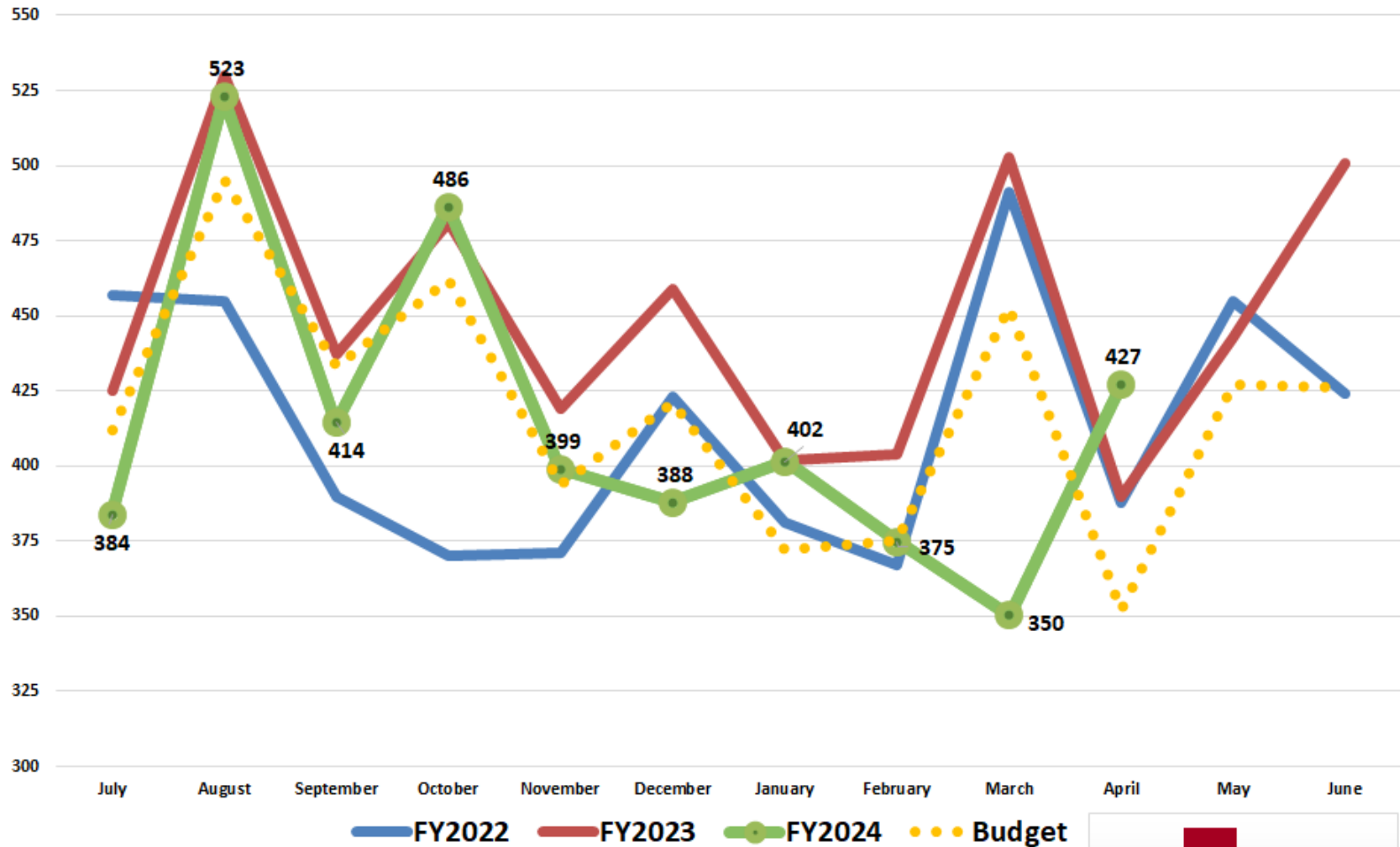


# Surgery (IP Only) - 100 Min Unit

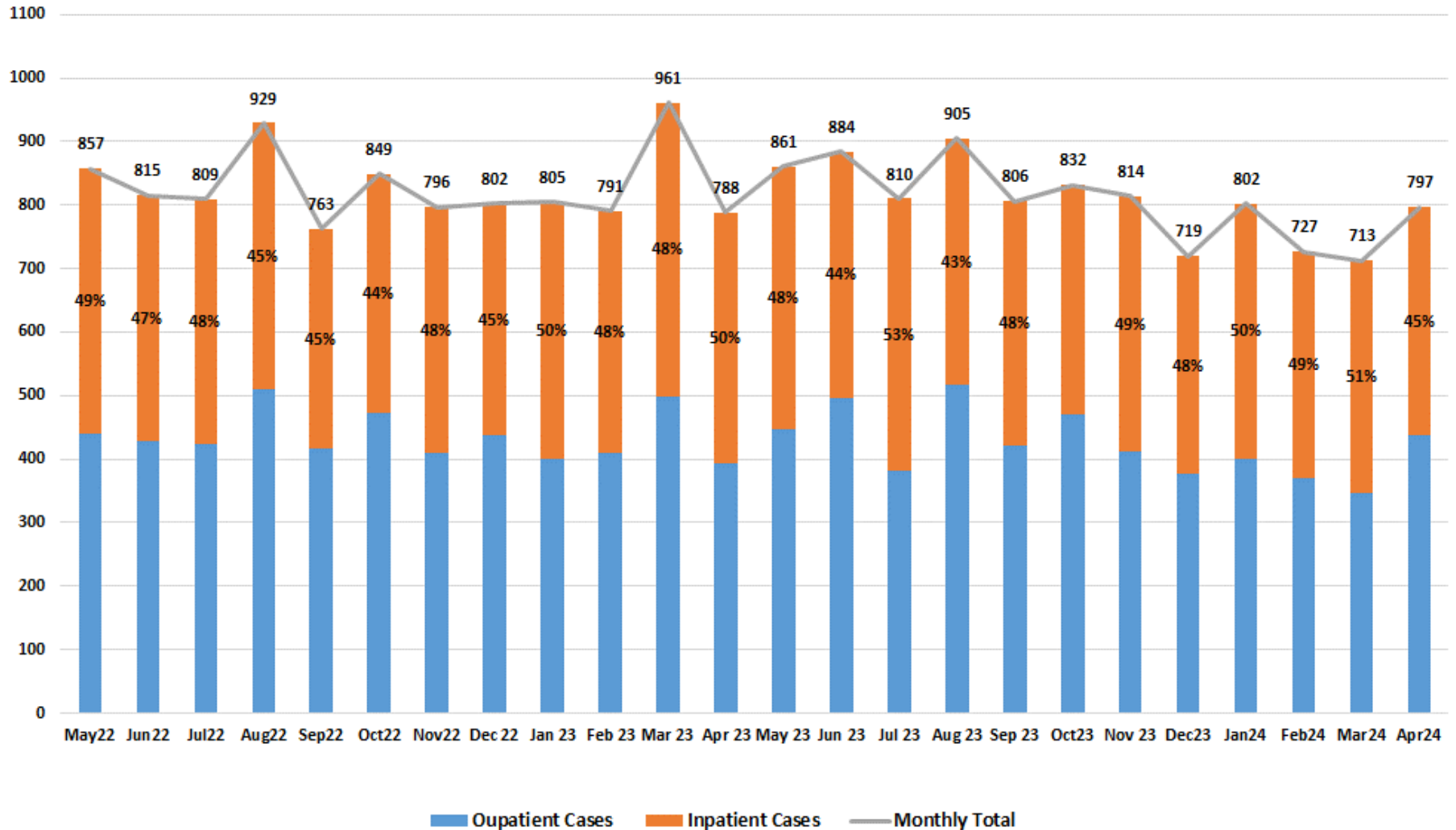




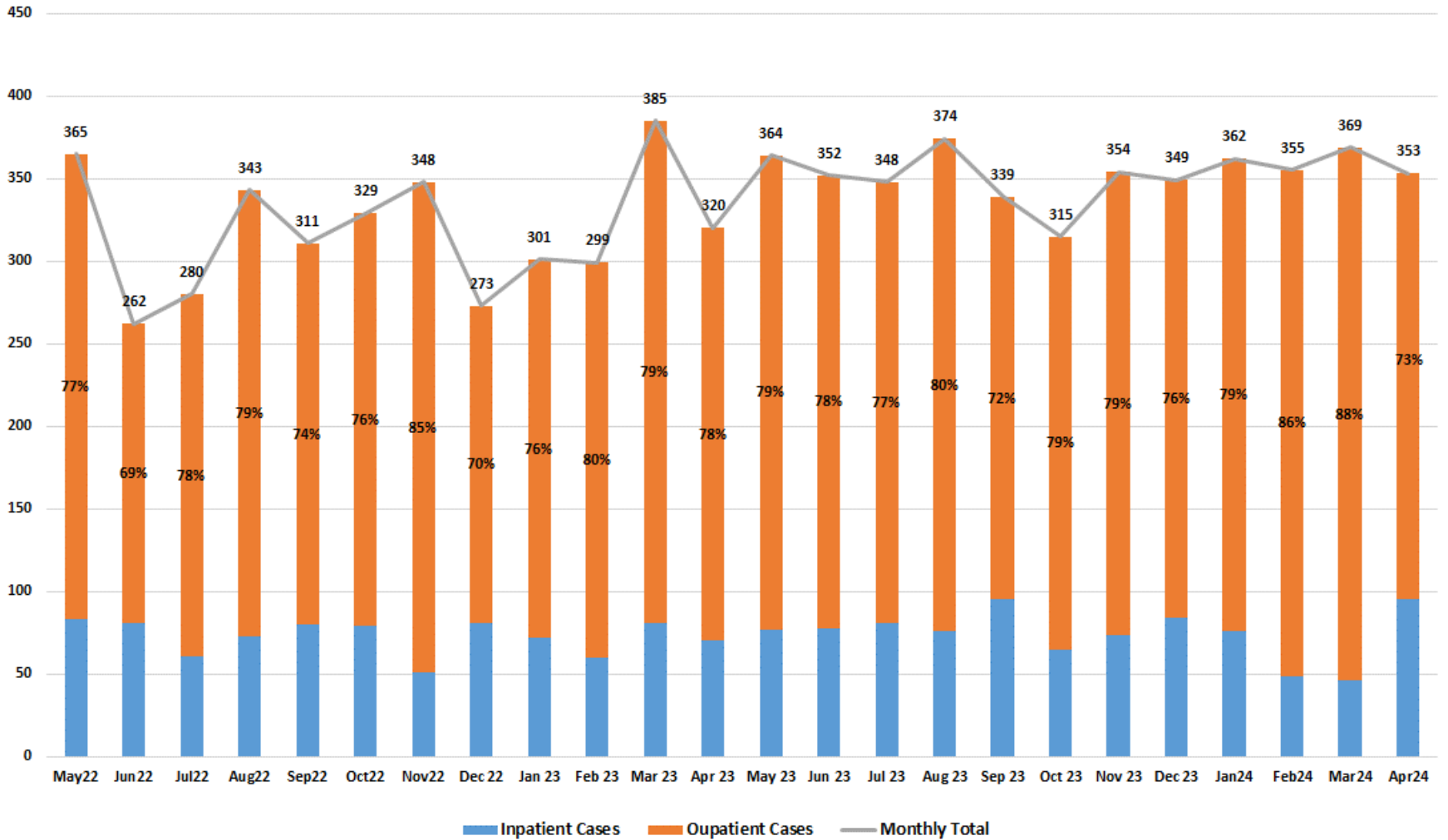
# Surgery (OP Only) - 100 Min Units



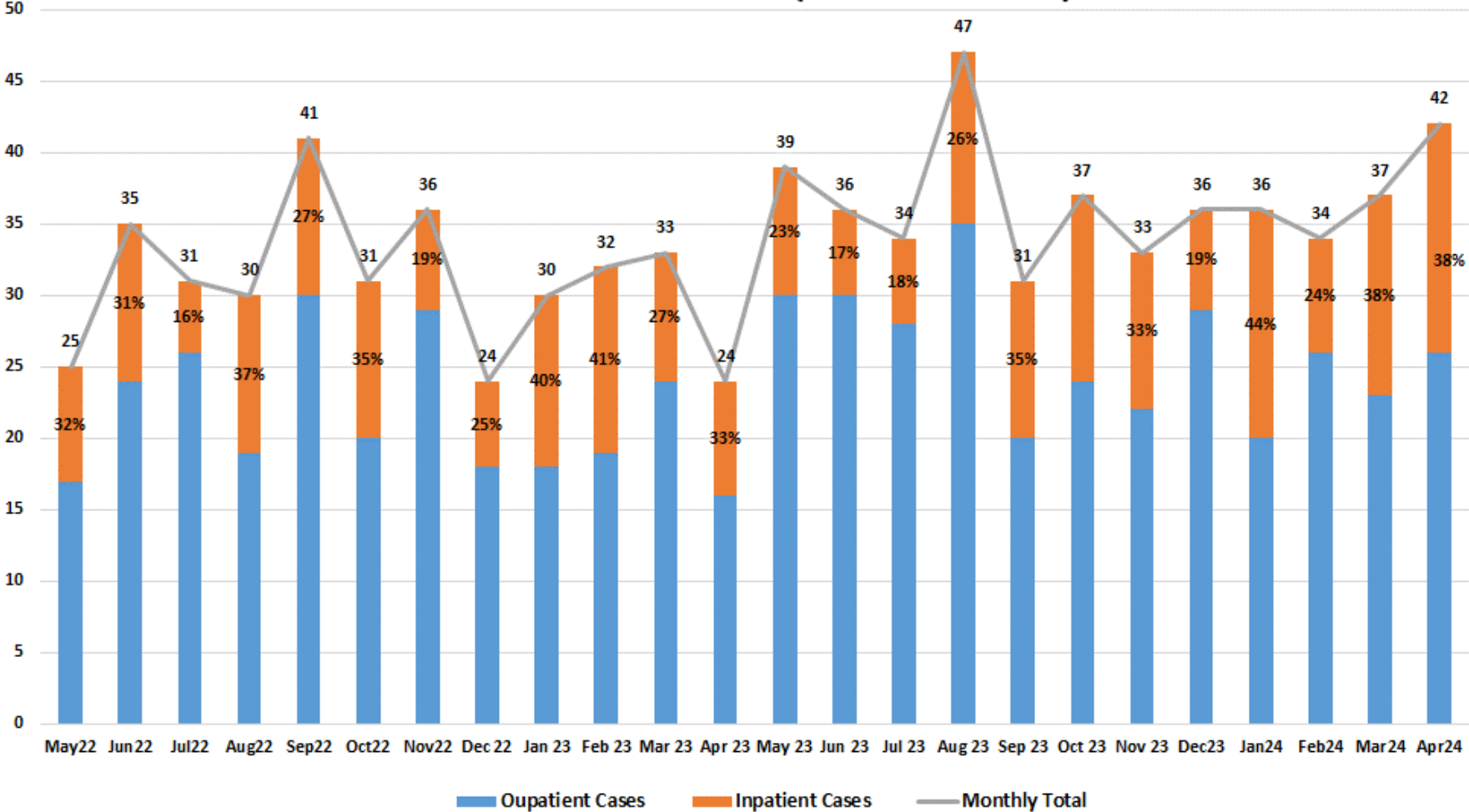
# Surgery Cases (IP & OP)



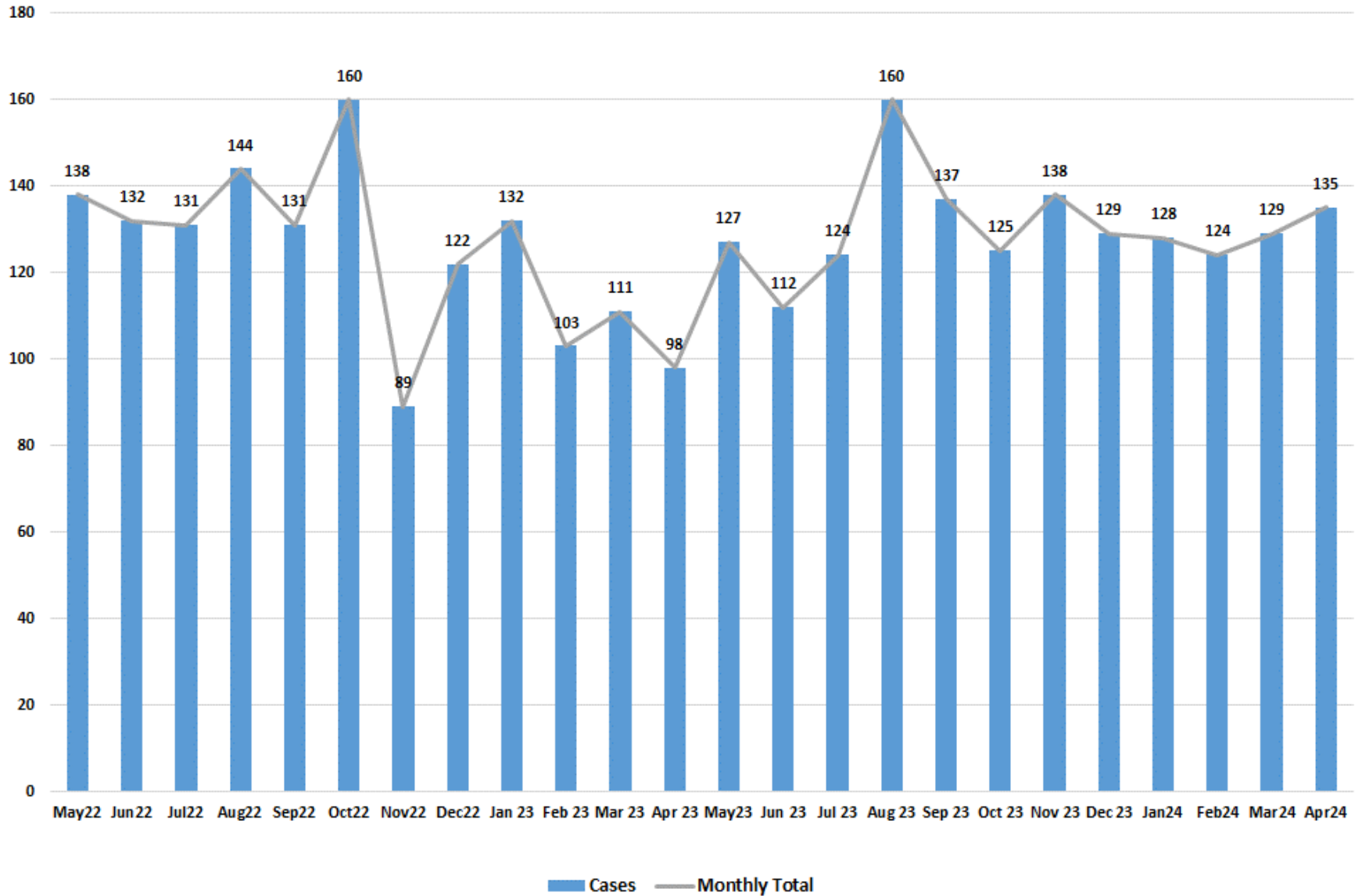
# Endo Cases (Endo Suites)



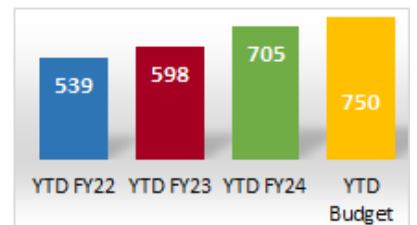
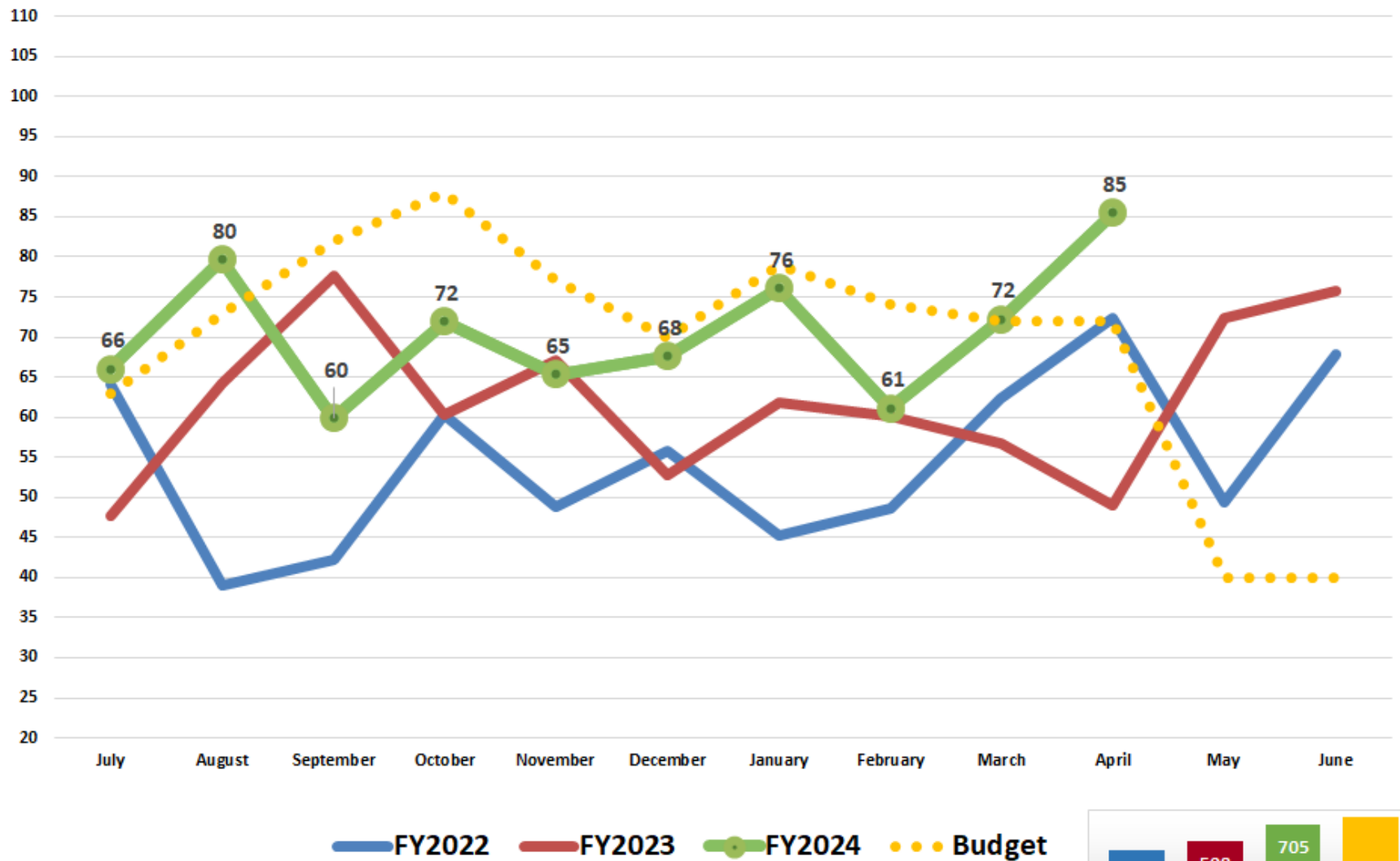
# Robotic Cases (IP & OP)



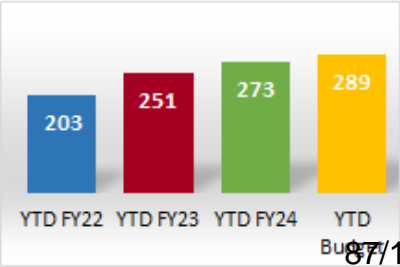
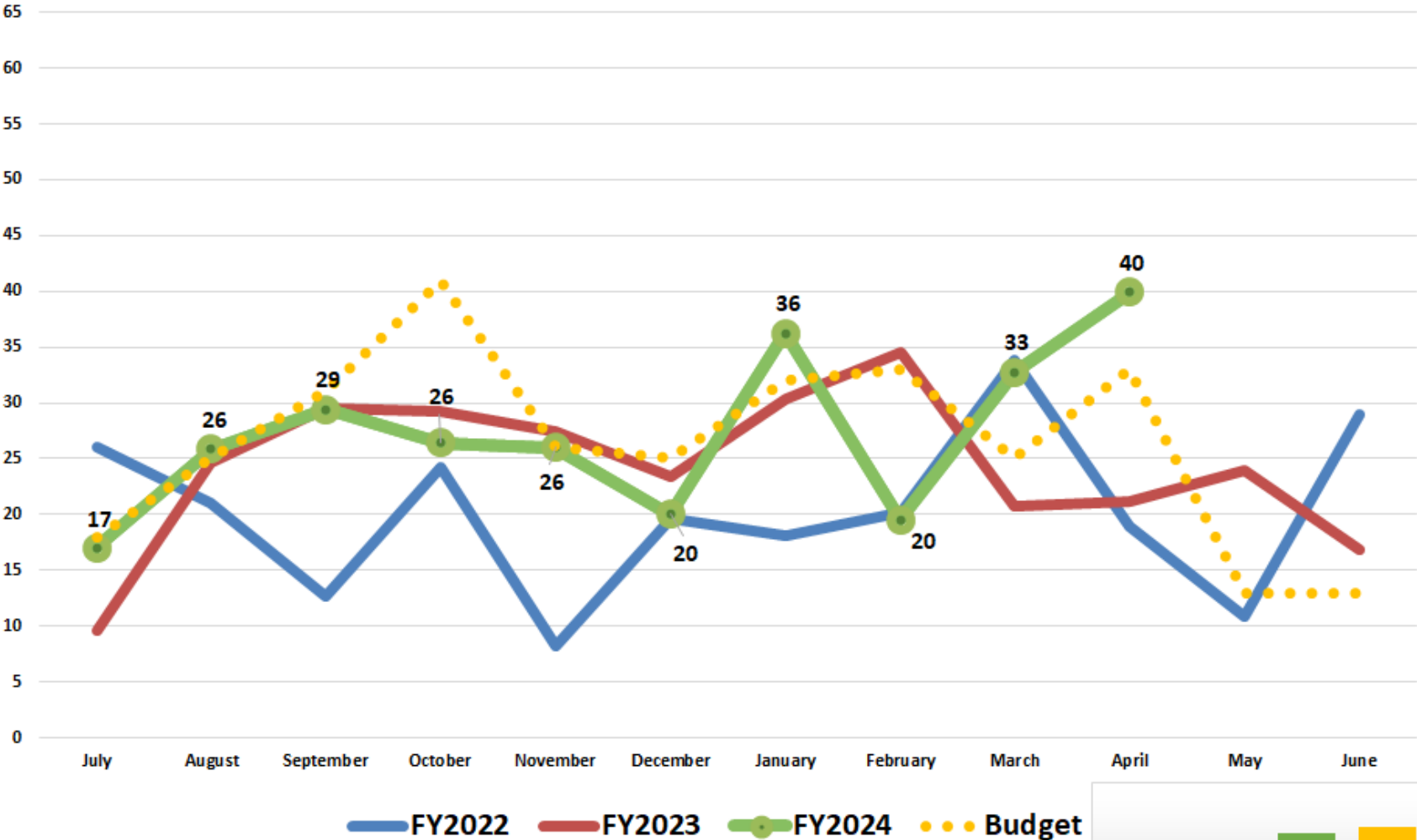
# OB Cases



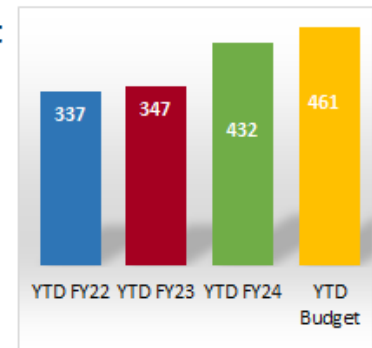
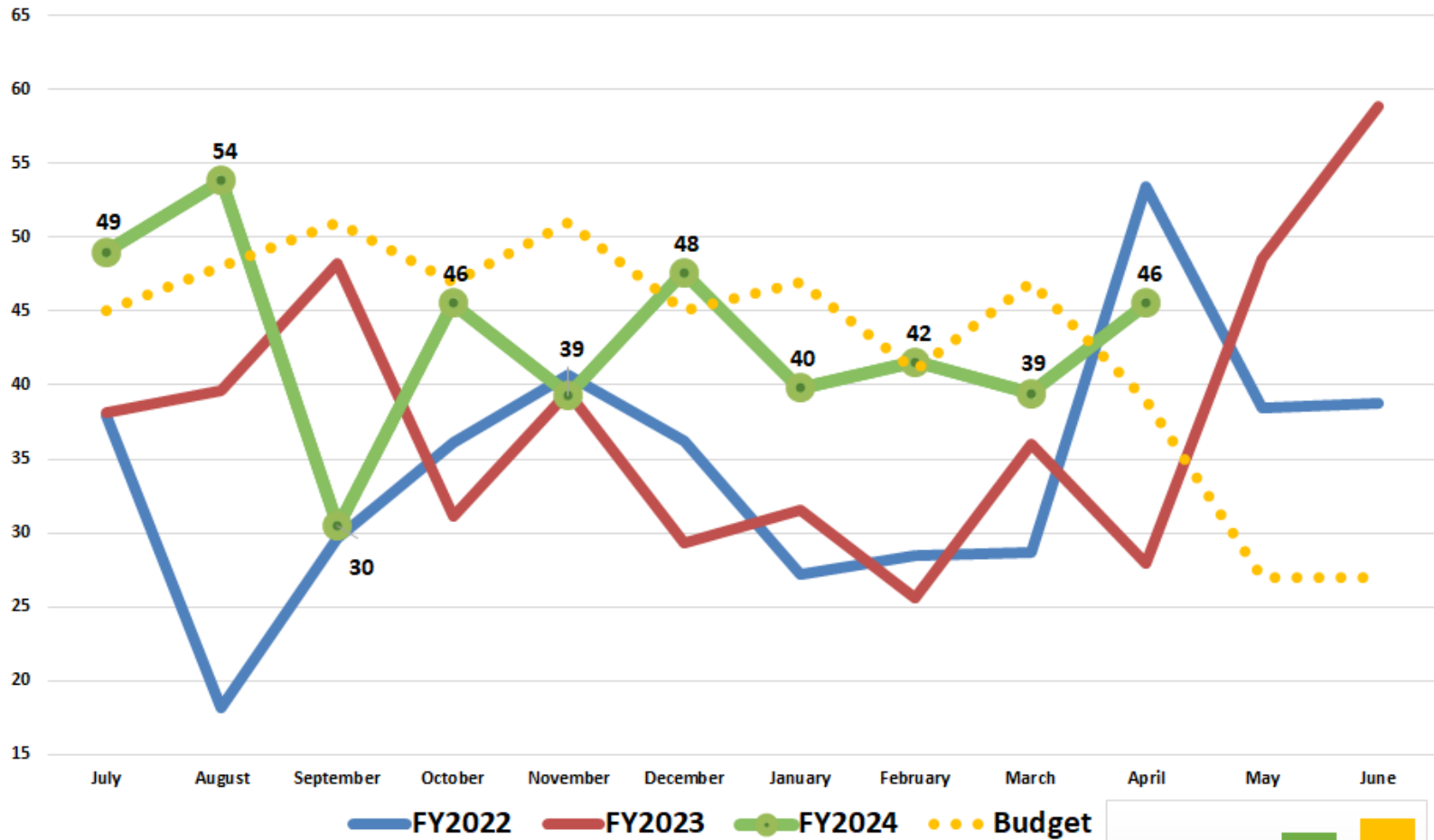
# Robotic Surgery (IP & OP) - 100 Min Units



# Robotic Surgery Minutes (IP Only)

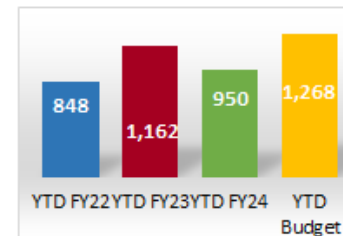
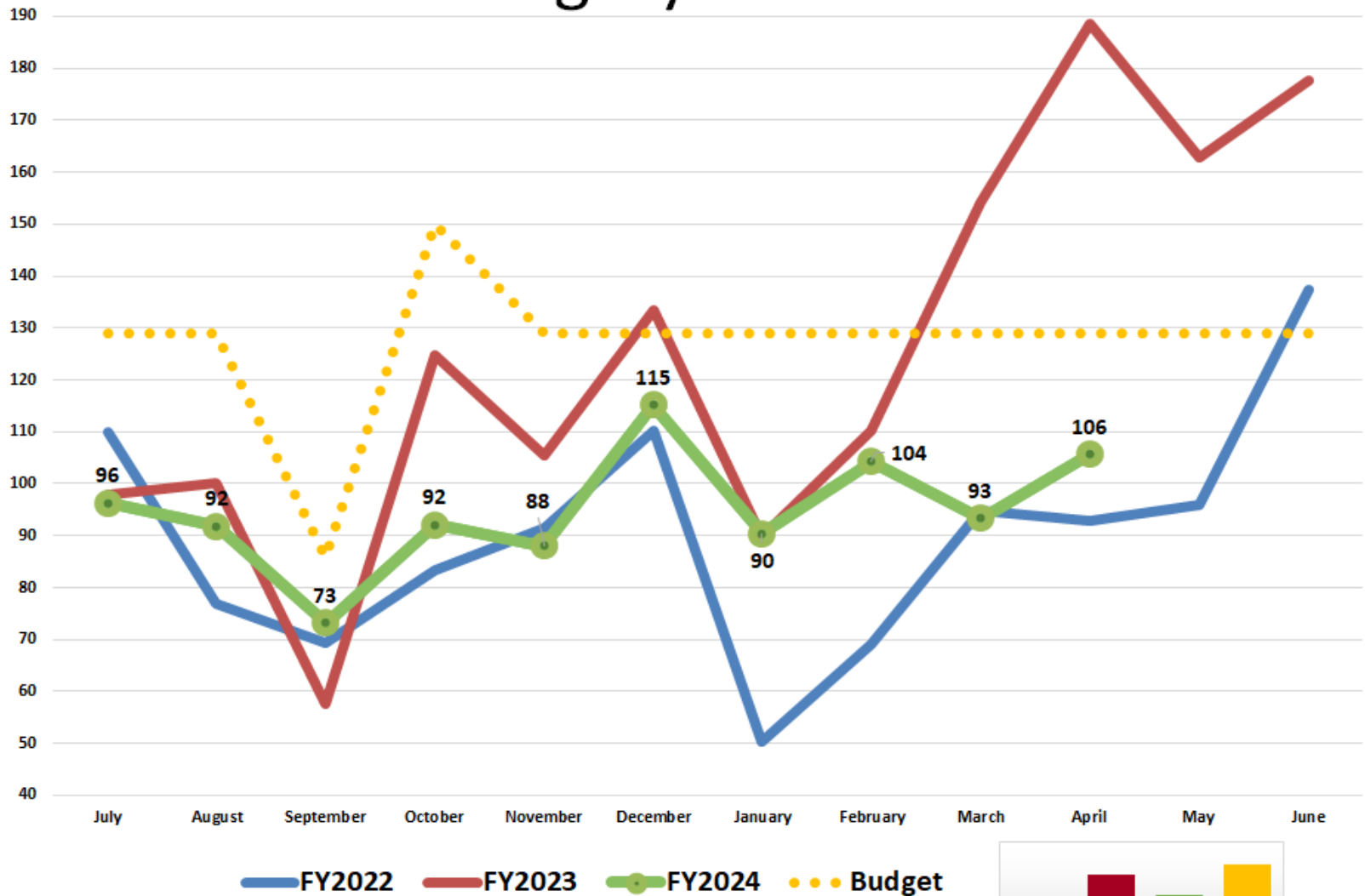


# Robotic Surgery Minutes (OP Only)

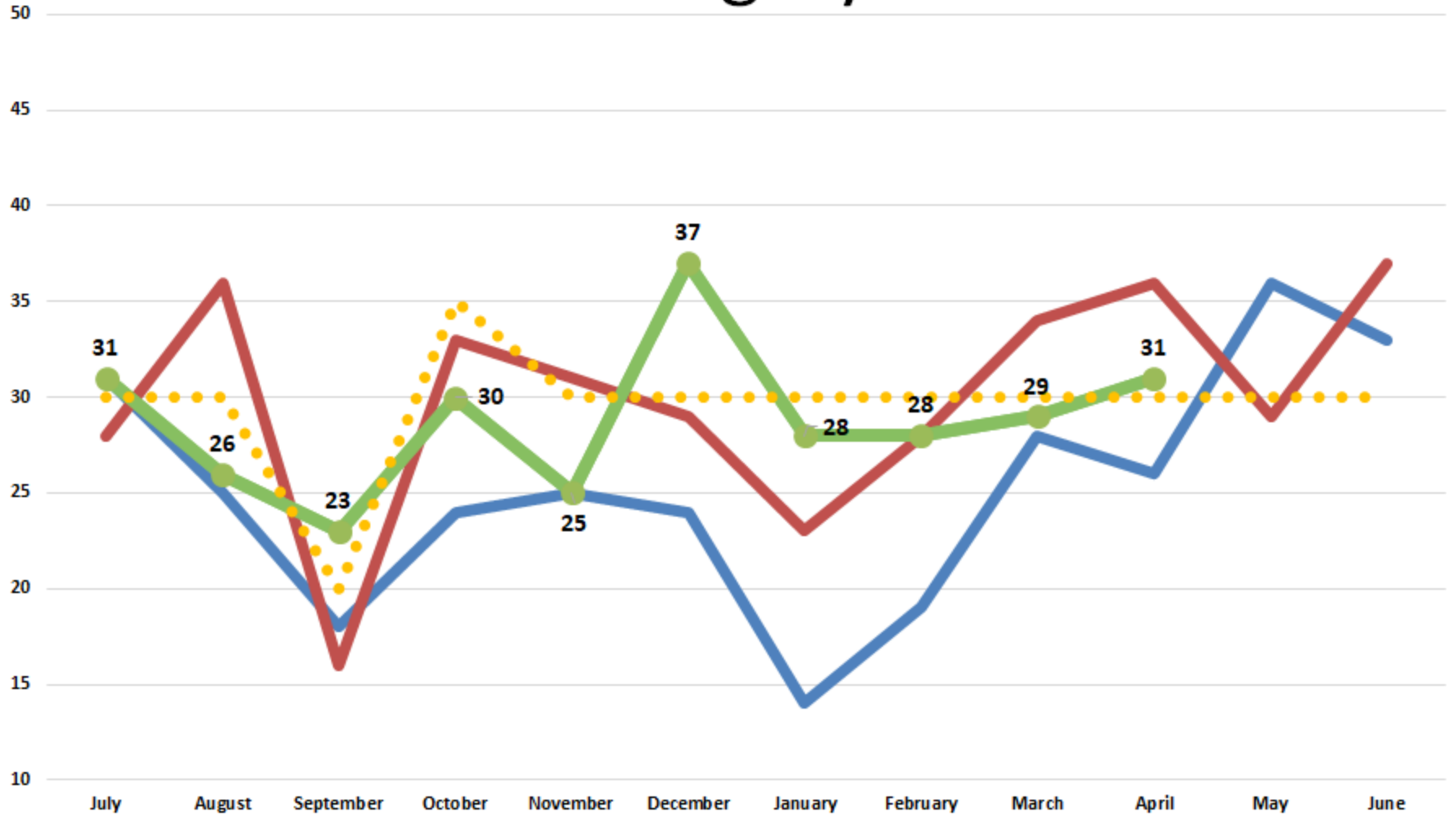




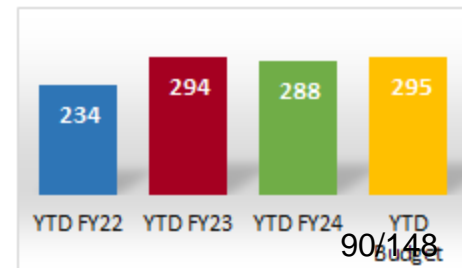
# Cardiac Surgery - 100 Min Units



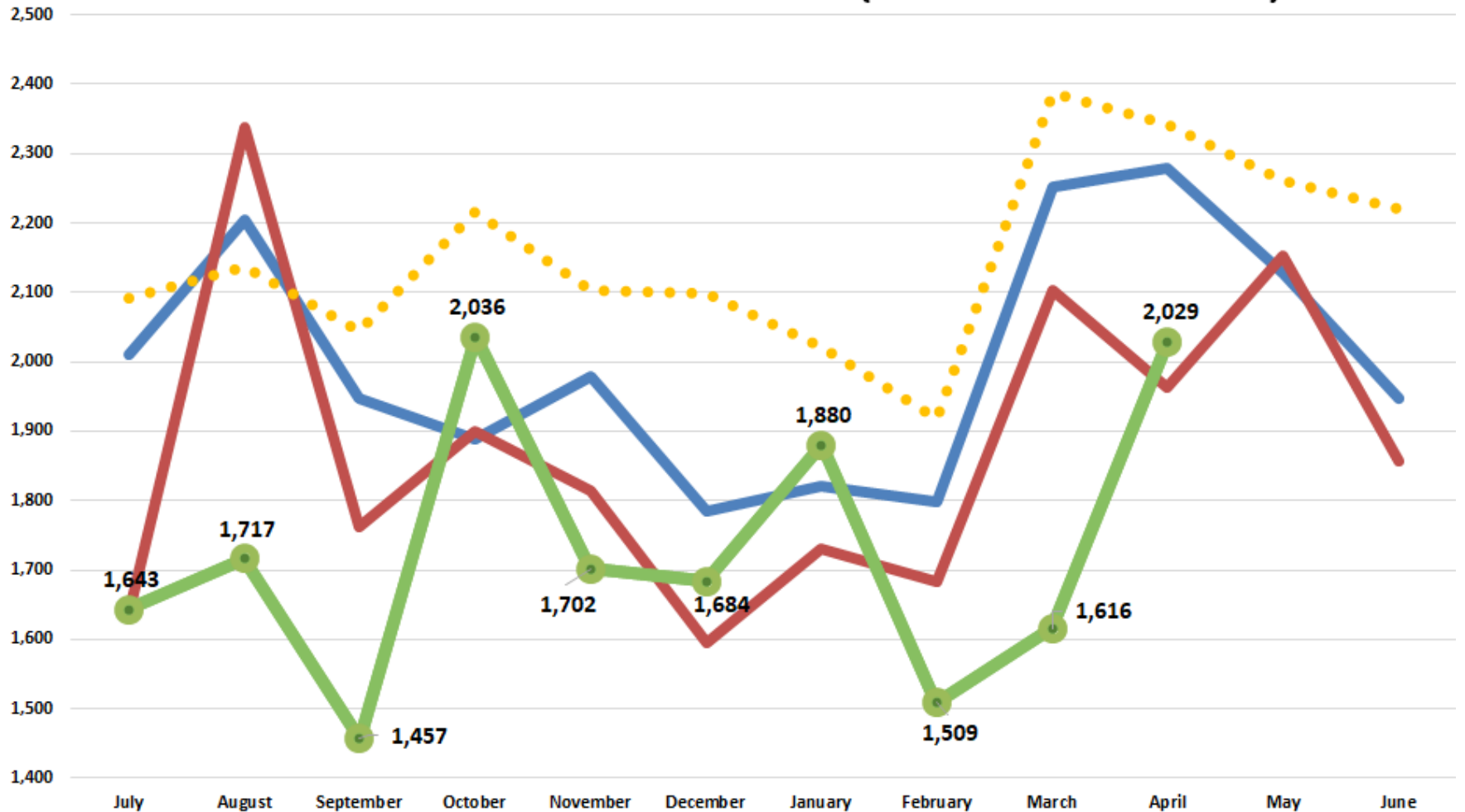
# Cardiac Surgery Cases



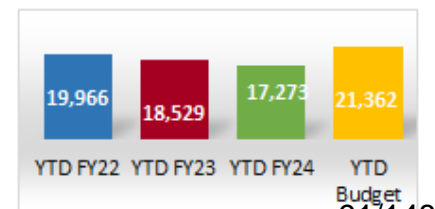
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



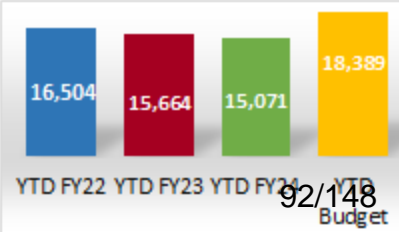
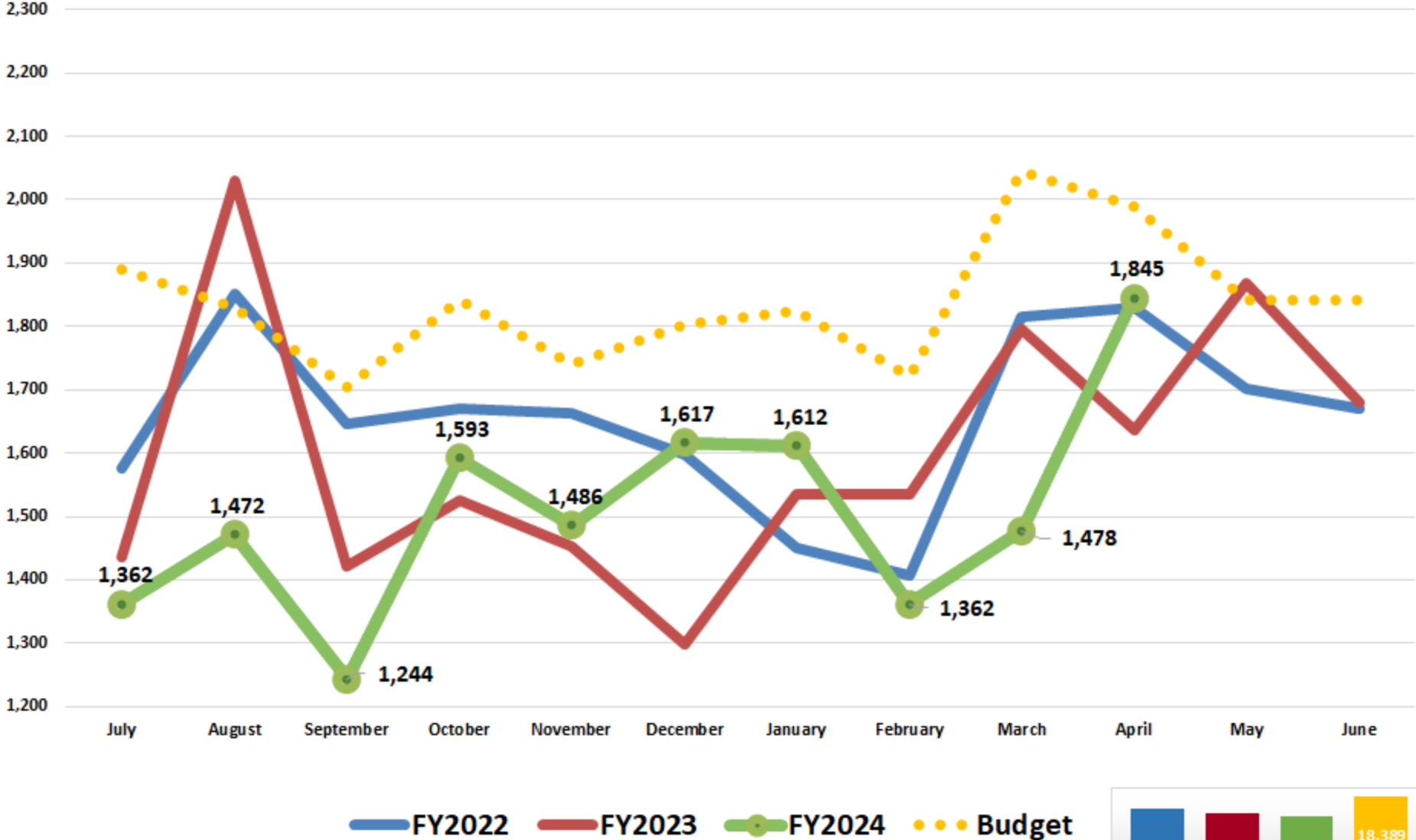
# Rad Onc Treatments (Vis. & Hanf.)



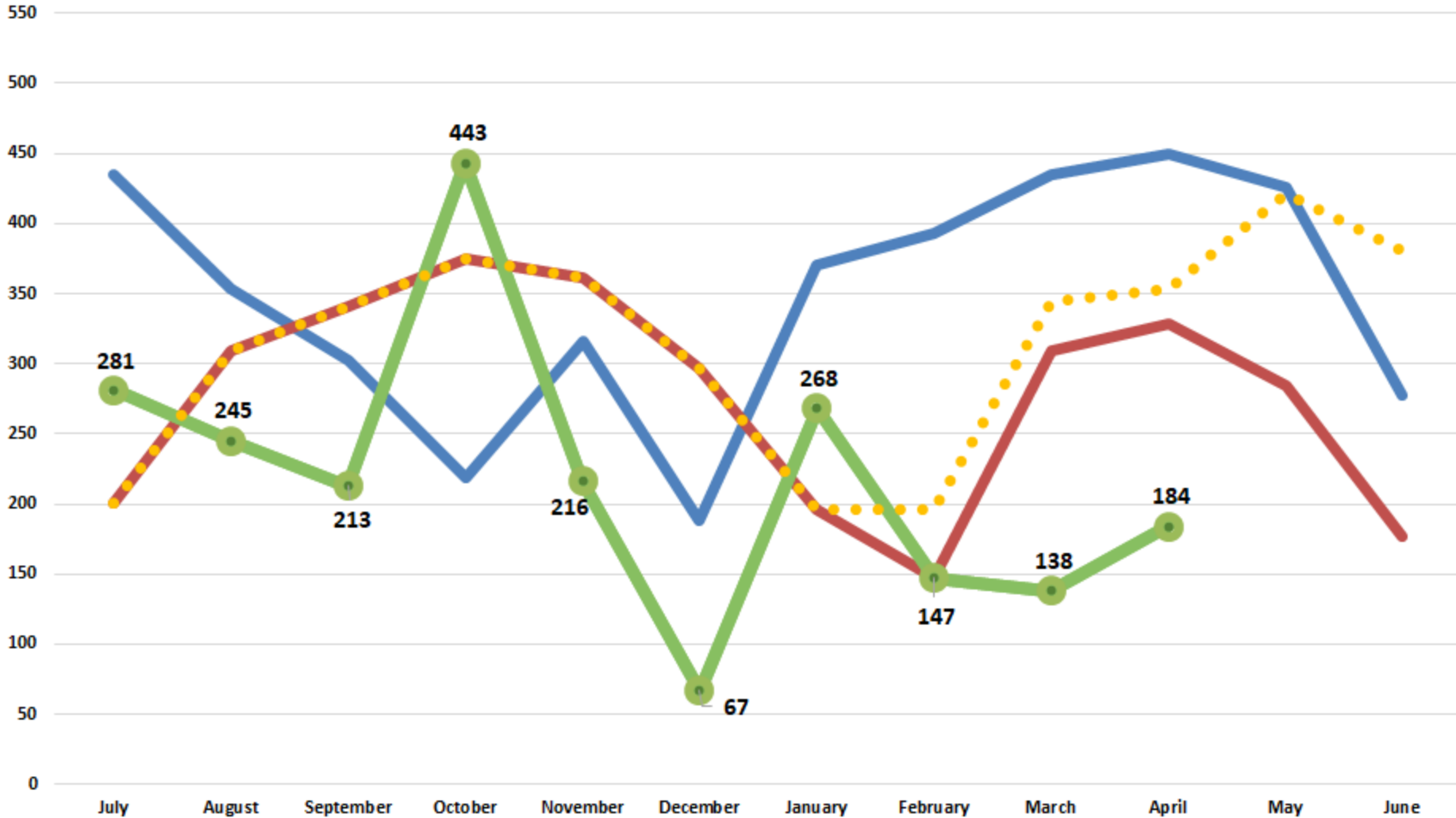
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



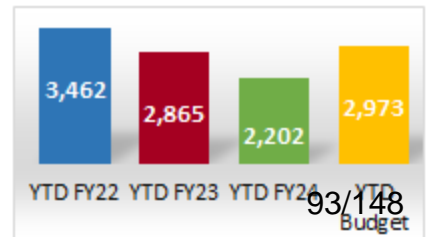
# Rad Onc Visalia



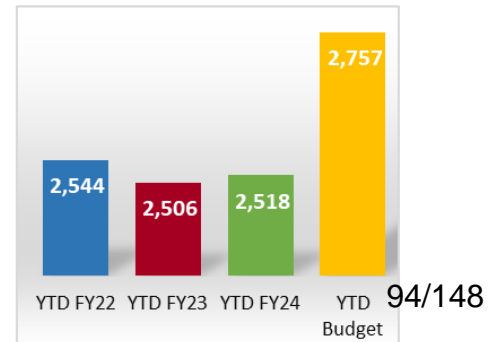
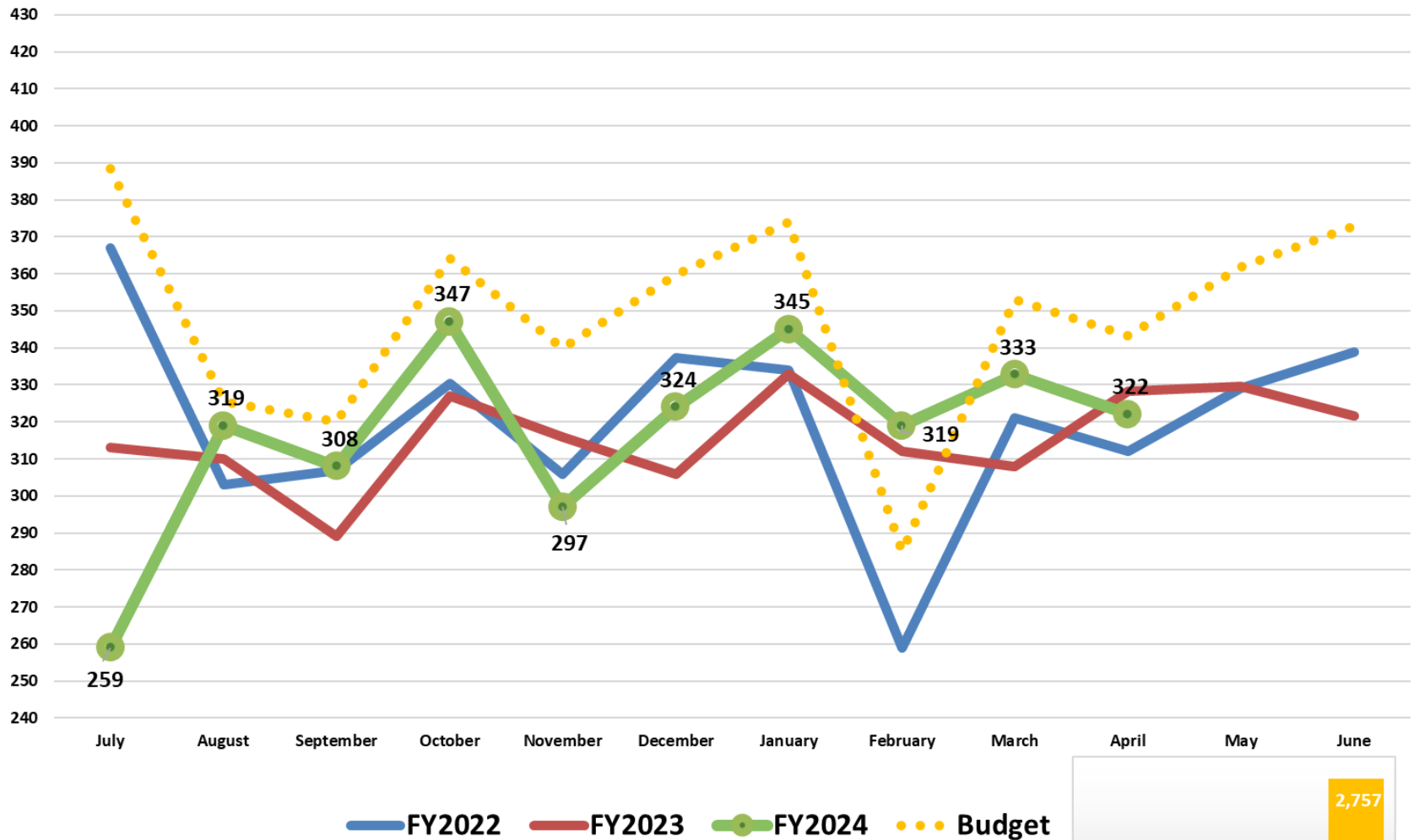
# Rad Onc Hanford



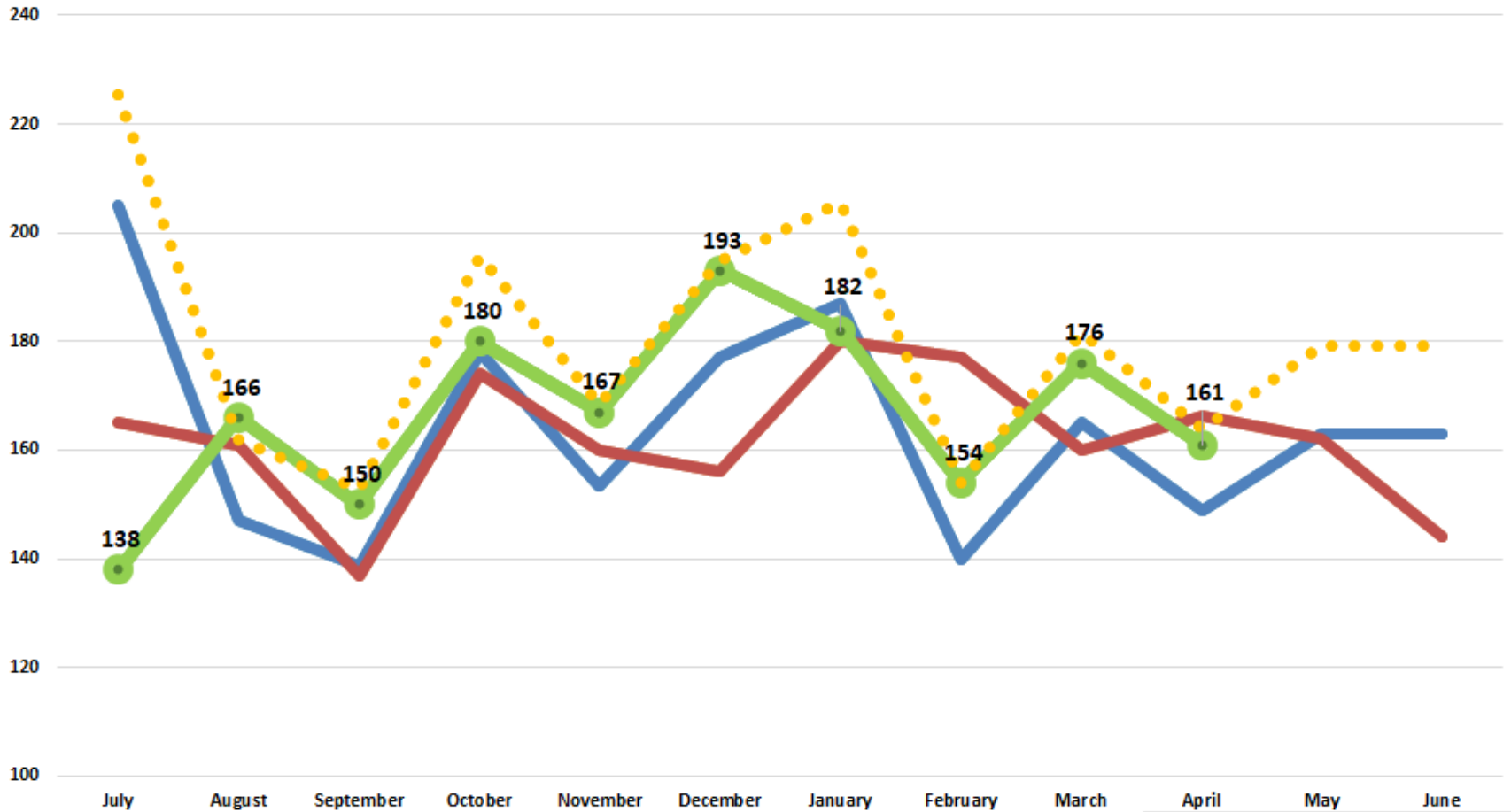
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



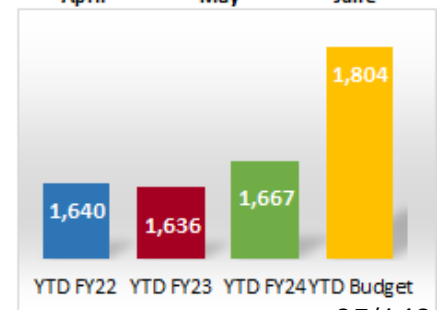
# Cath Lab (IP & OP) – 100 Min Units



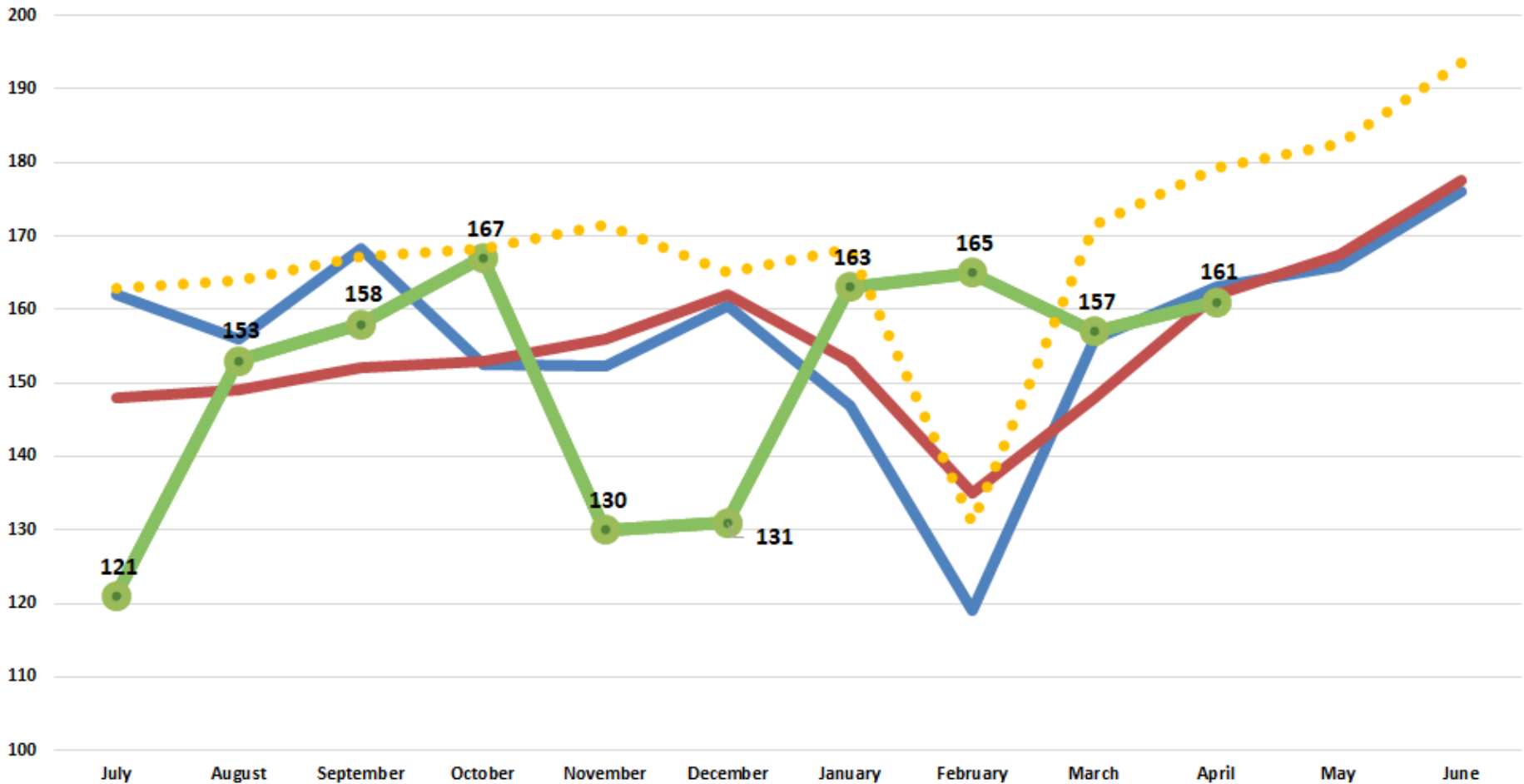
# Cath Lab (IP Only) – 100 Min Units



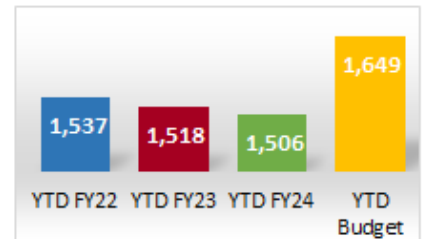
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



# Cath Lab (OP Only) – 100 Min Units

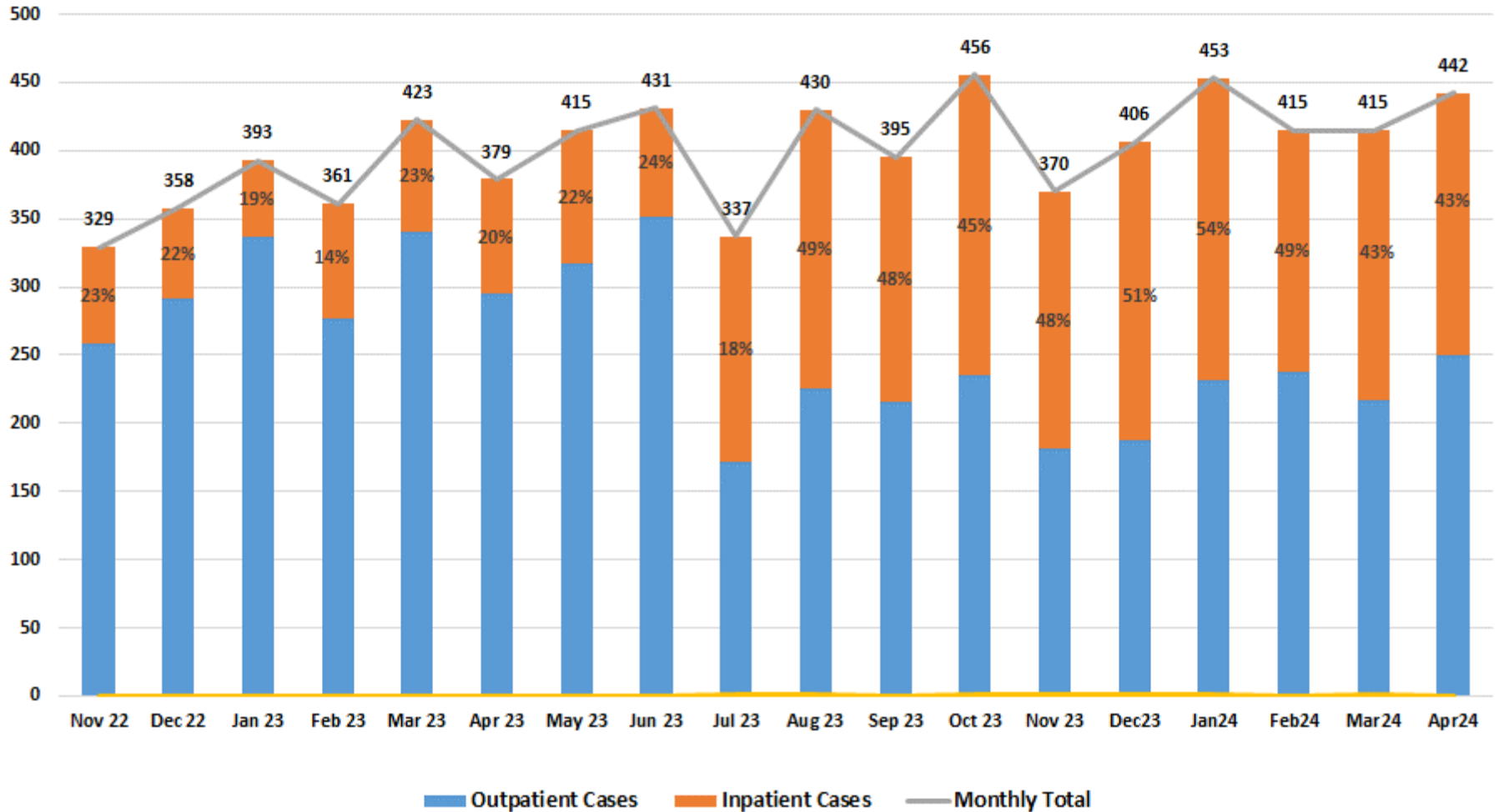


—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget

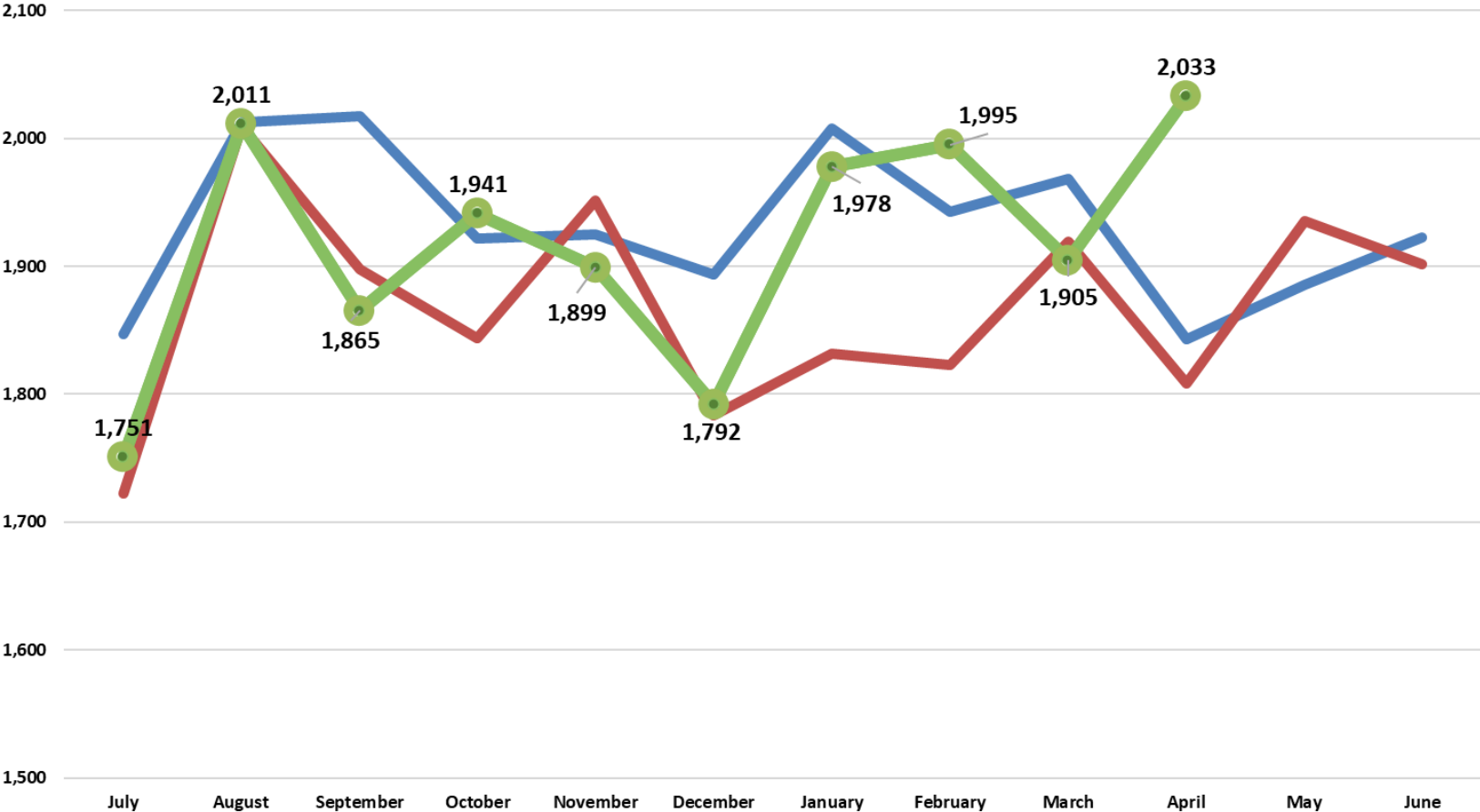




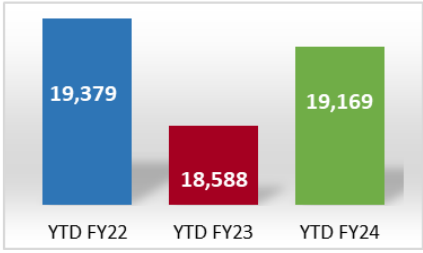
# Cath Lab Patients (IP & OP)



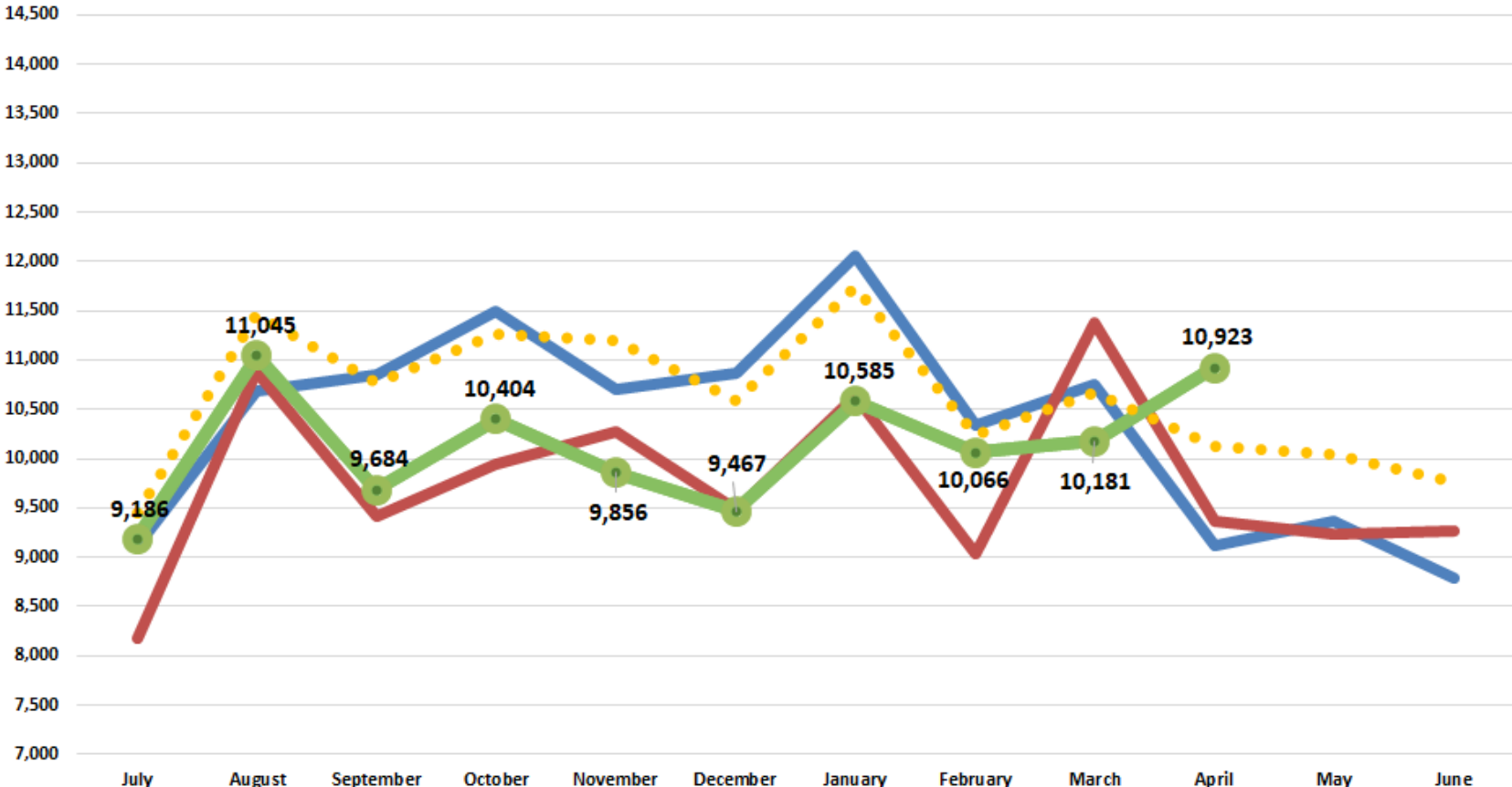
# Outpatient Registrations Per Day



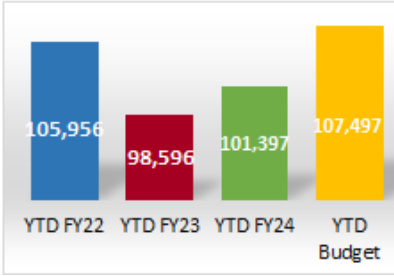
— FY2022 — FY2023 ● FY2024



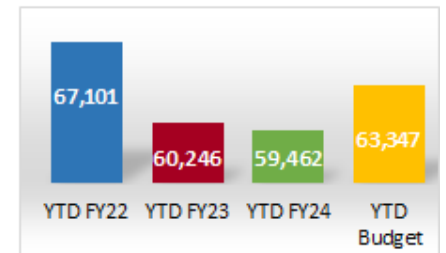
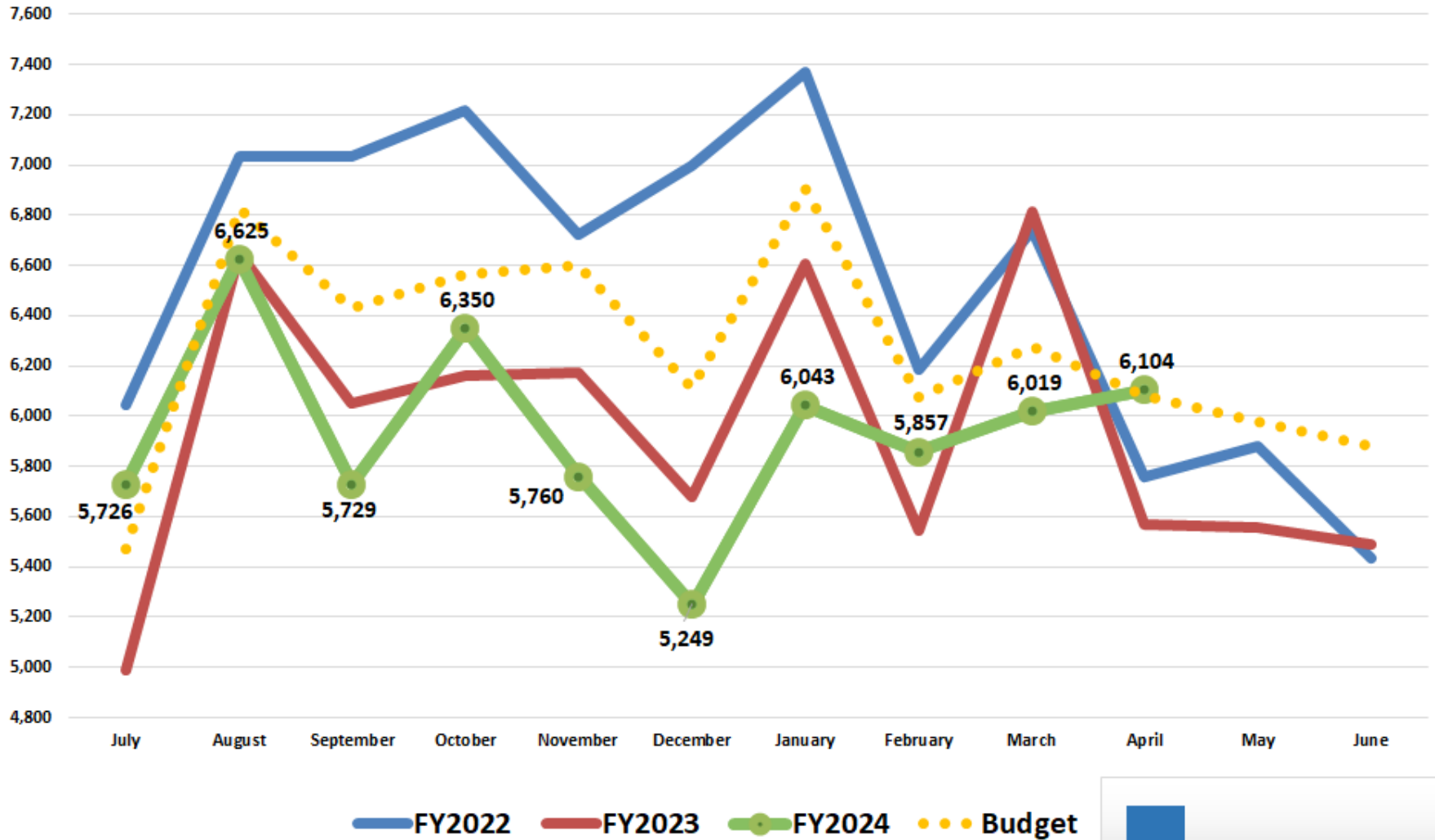
# Rural Health Clinics Registrations



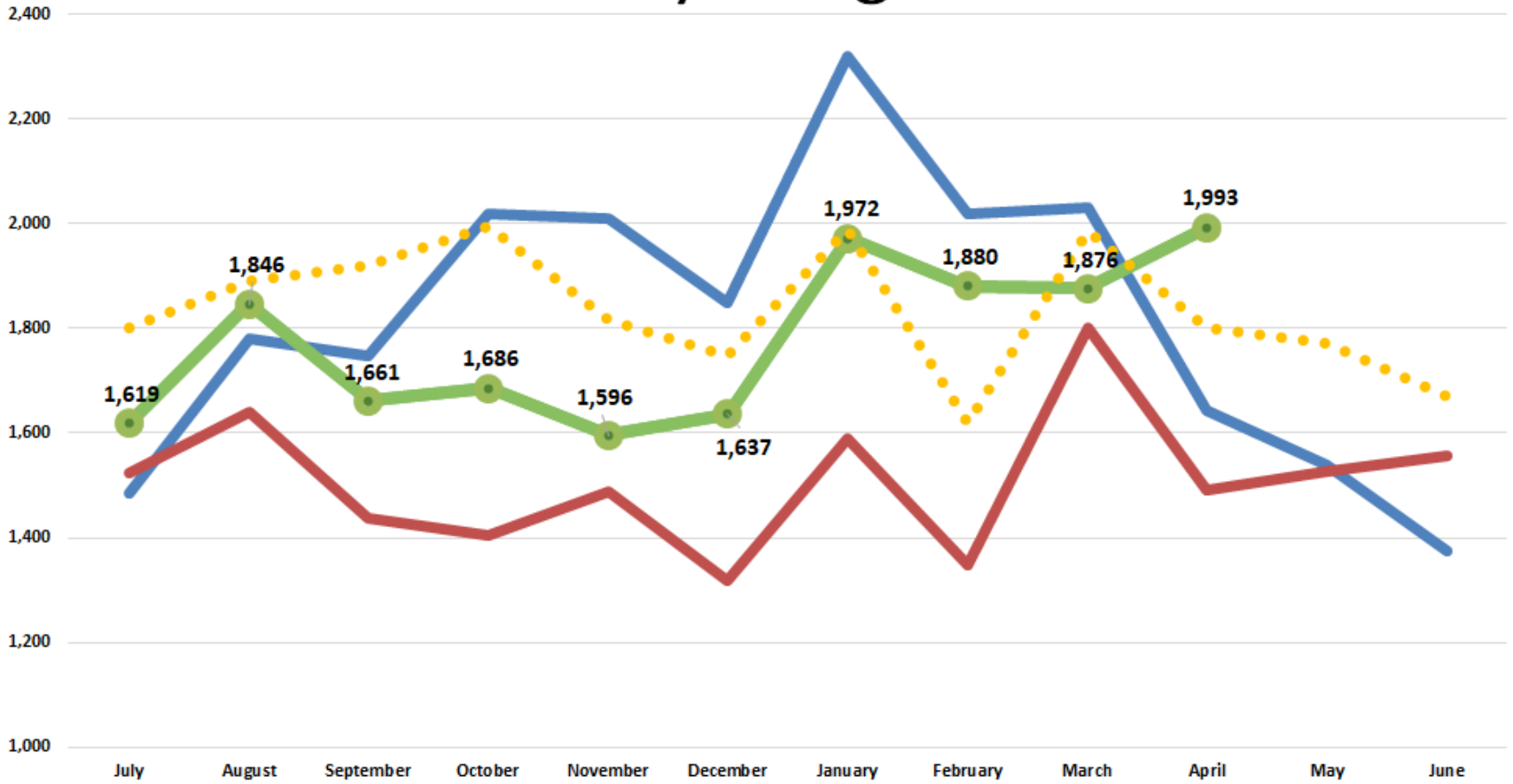
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



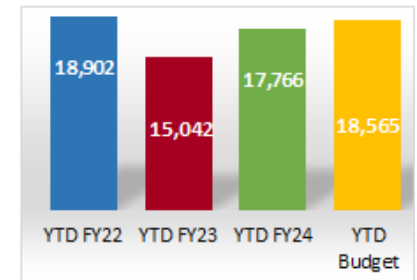
# RHC Exeter - Registrations



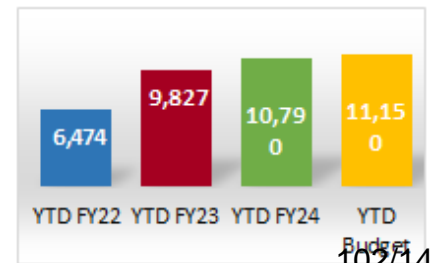
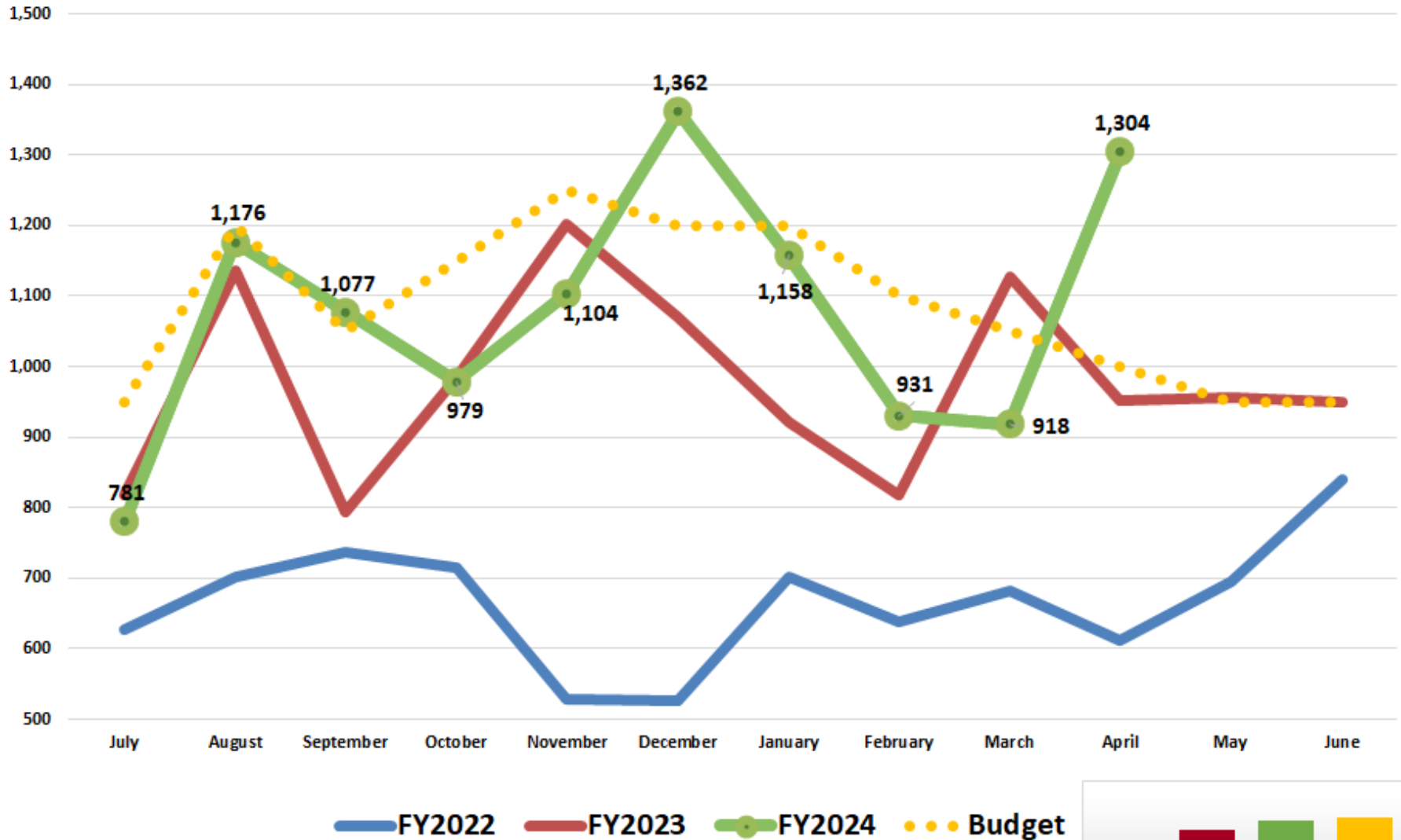
# RHC Lindsay - Registrations



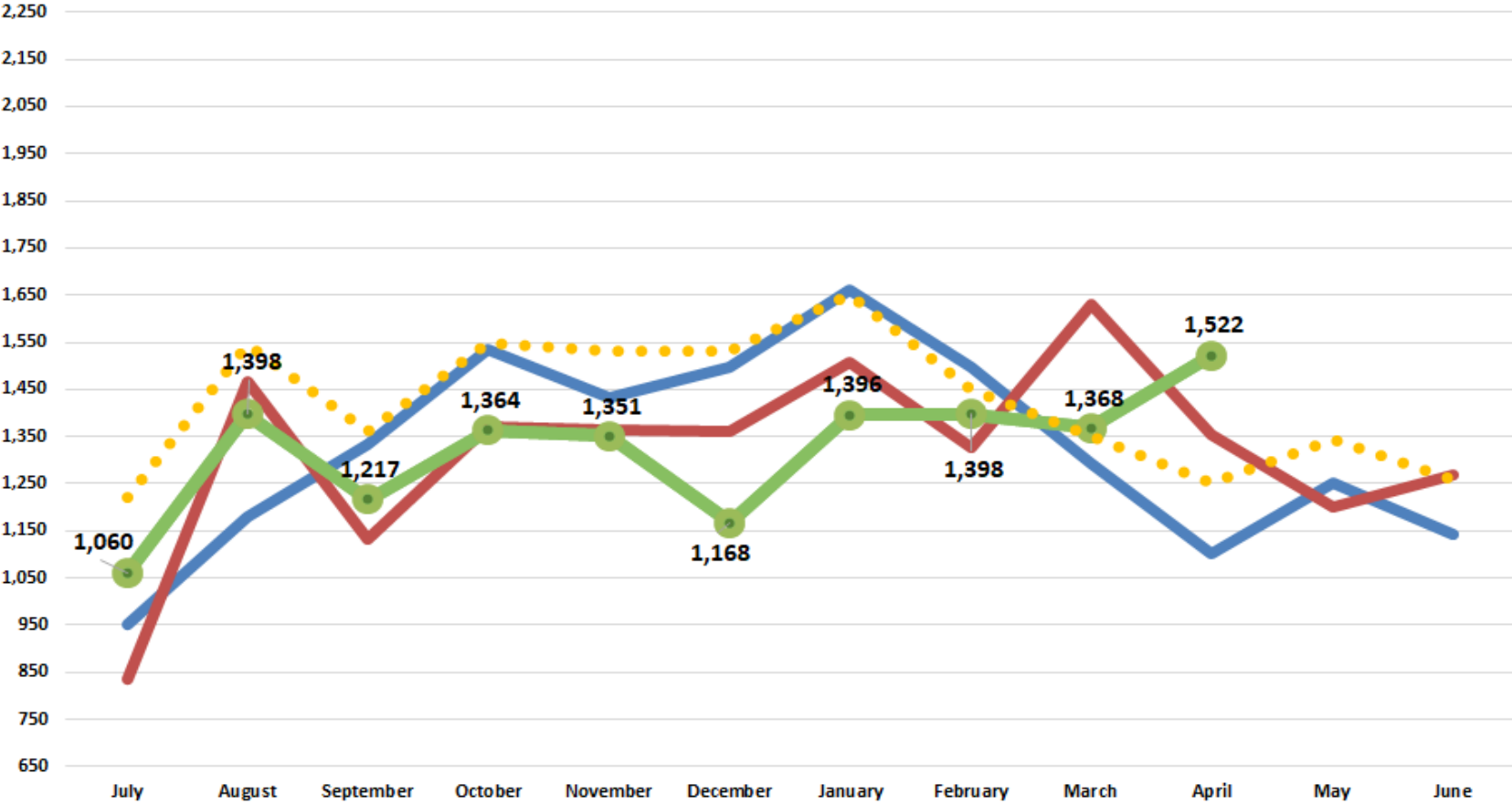
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



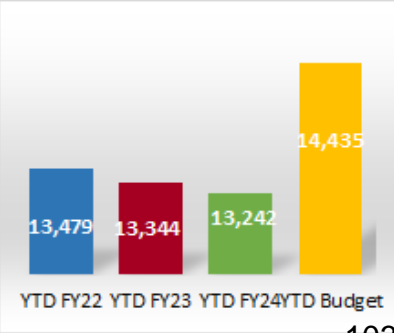
# RHC Woodlake - Registrations



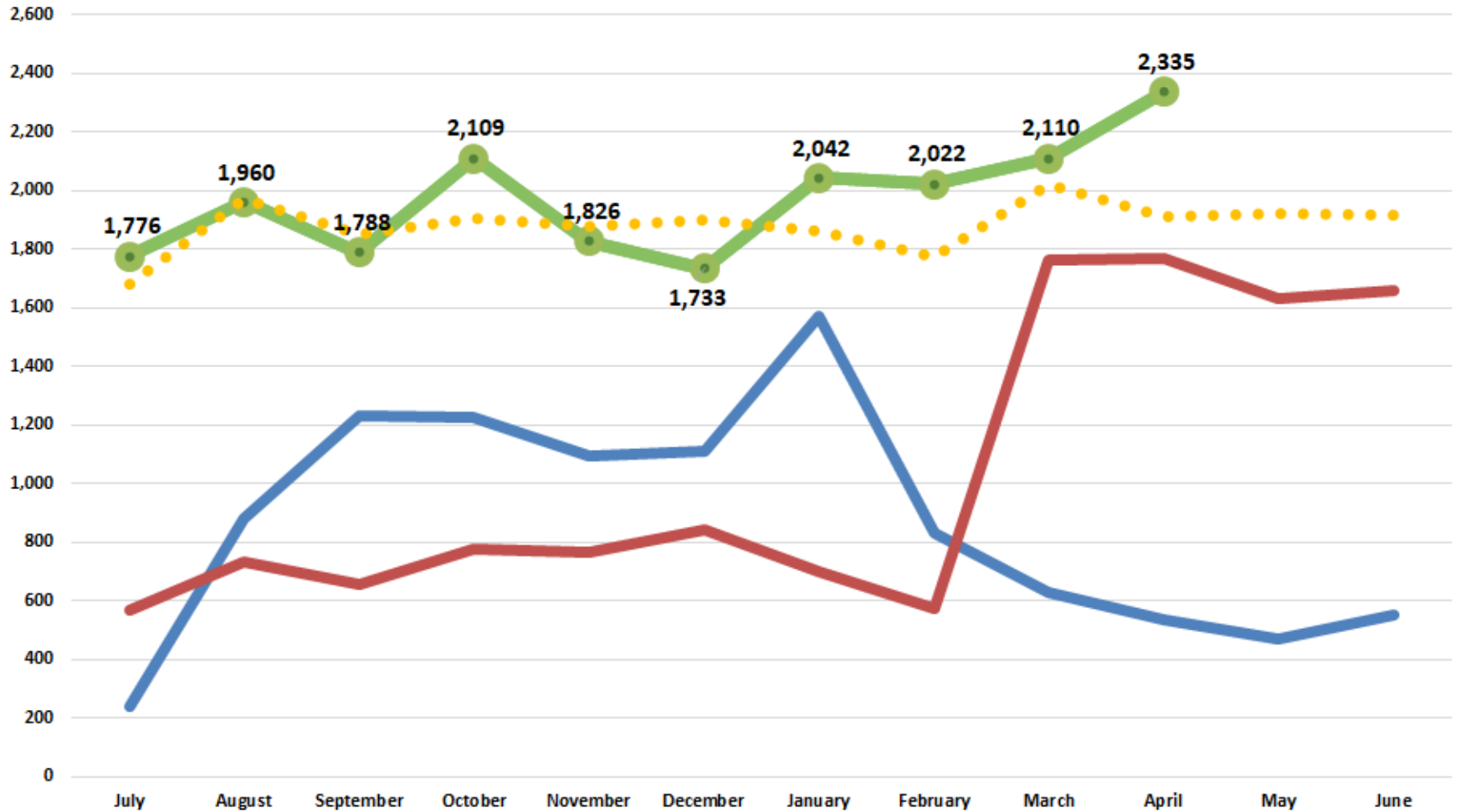
# RHC Dinuba - Registrations



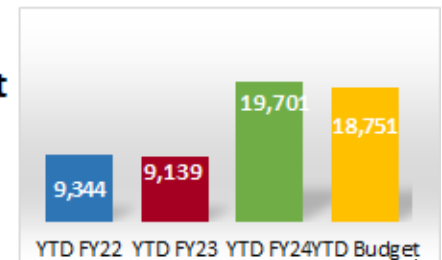
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



# RHC Tulare - Registrations

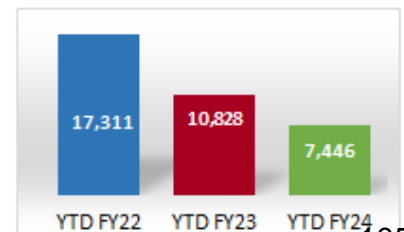
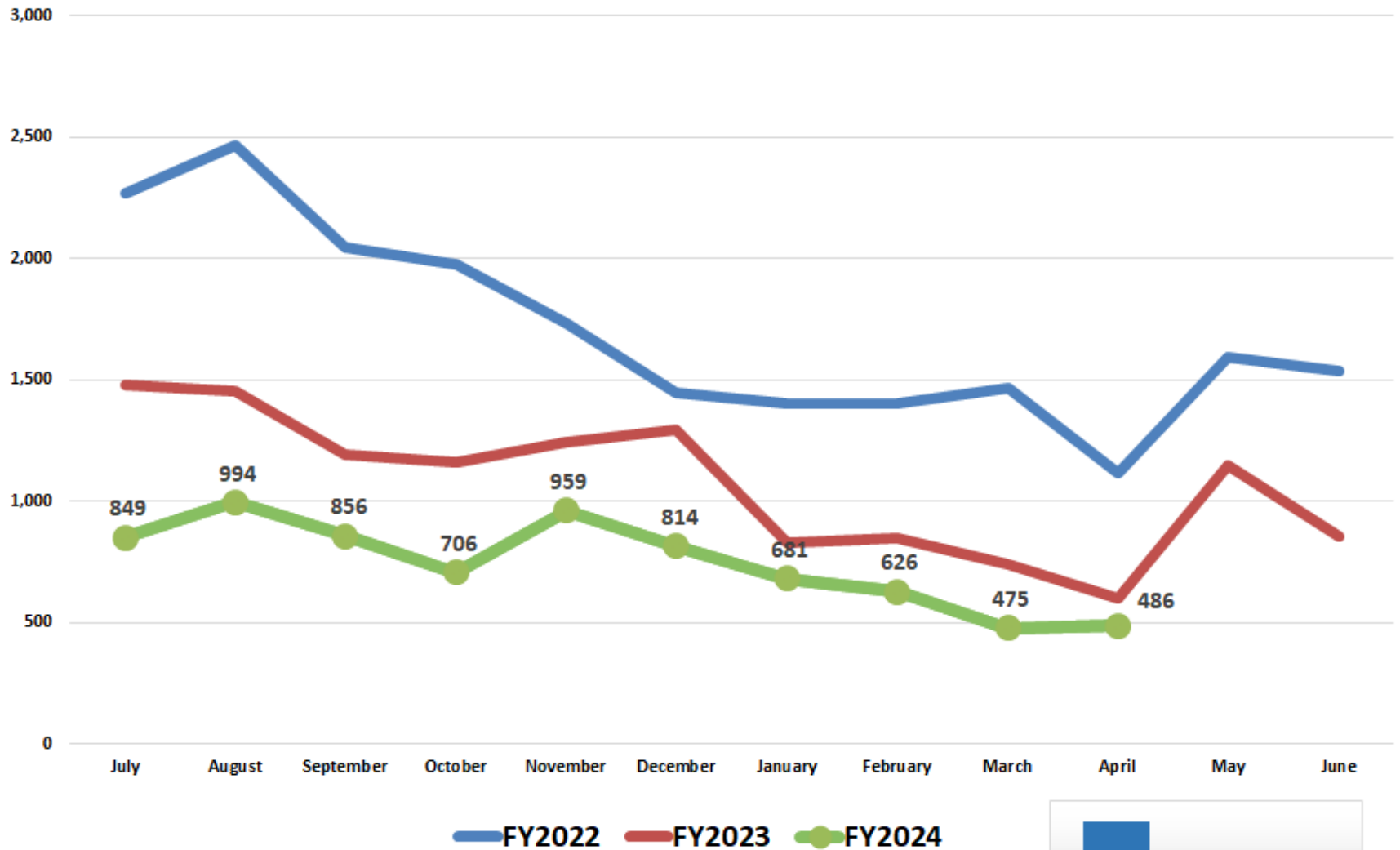


—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget

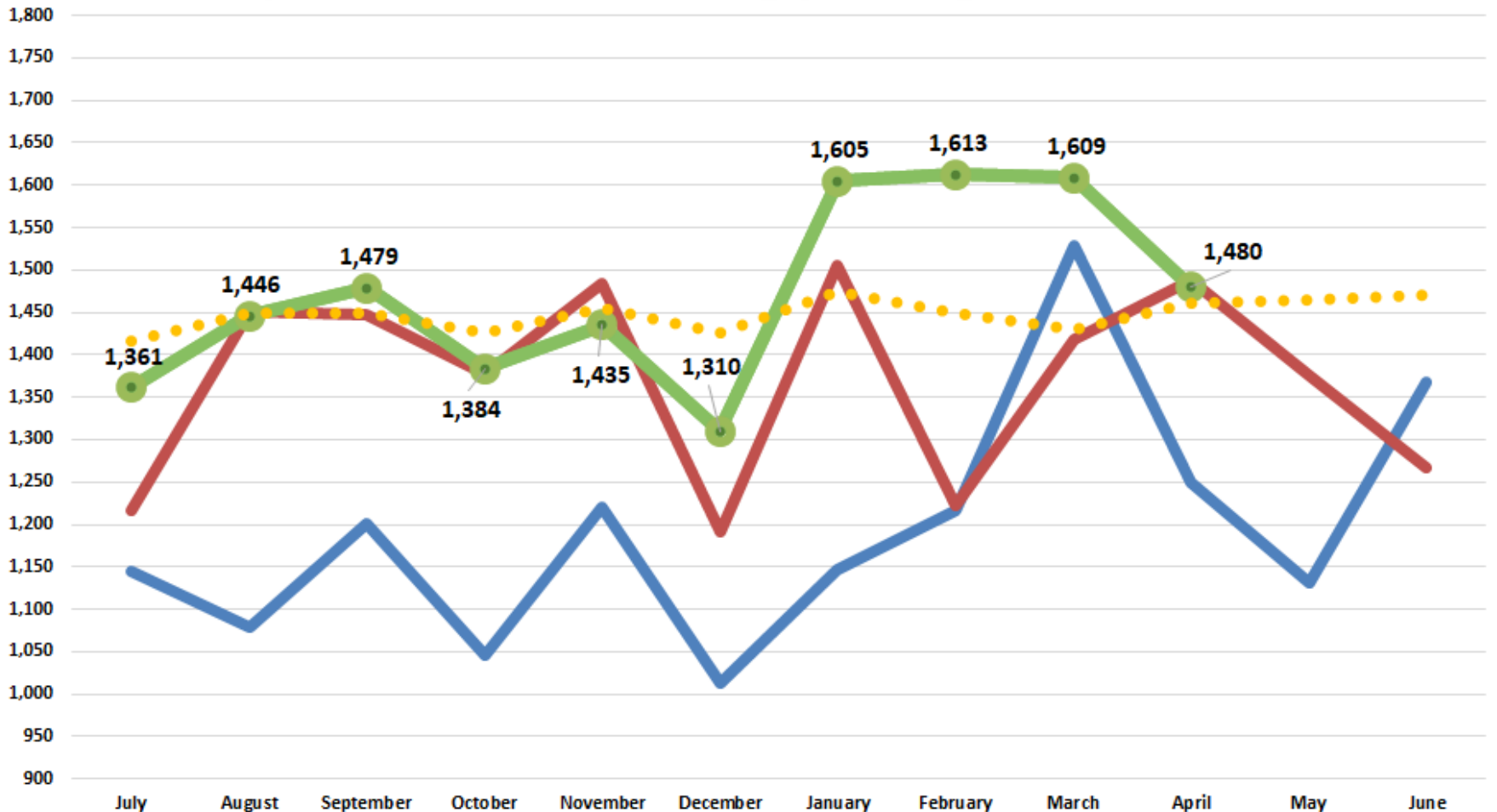




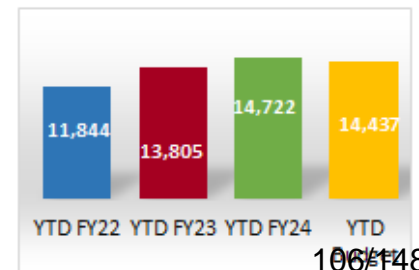
# Neurosurgery Clinic - wRVU's



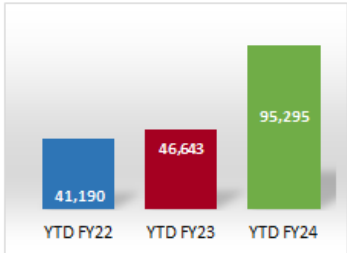
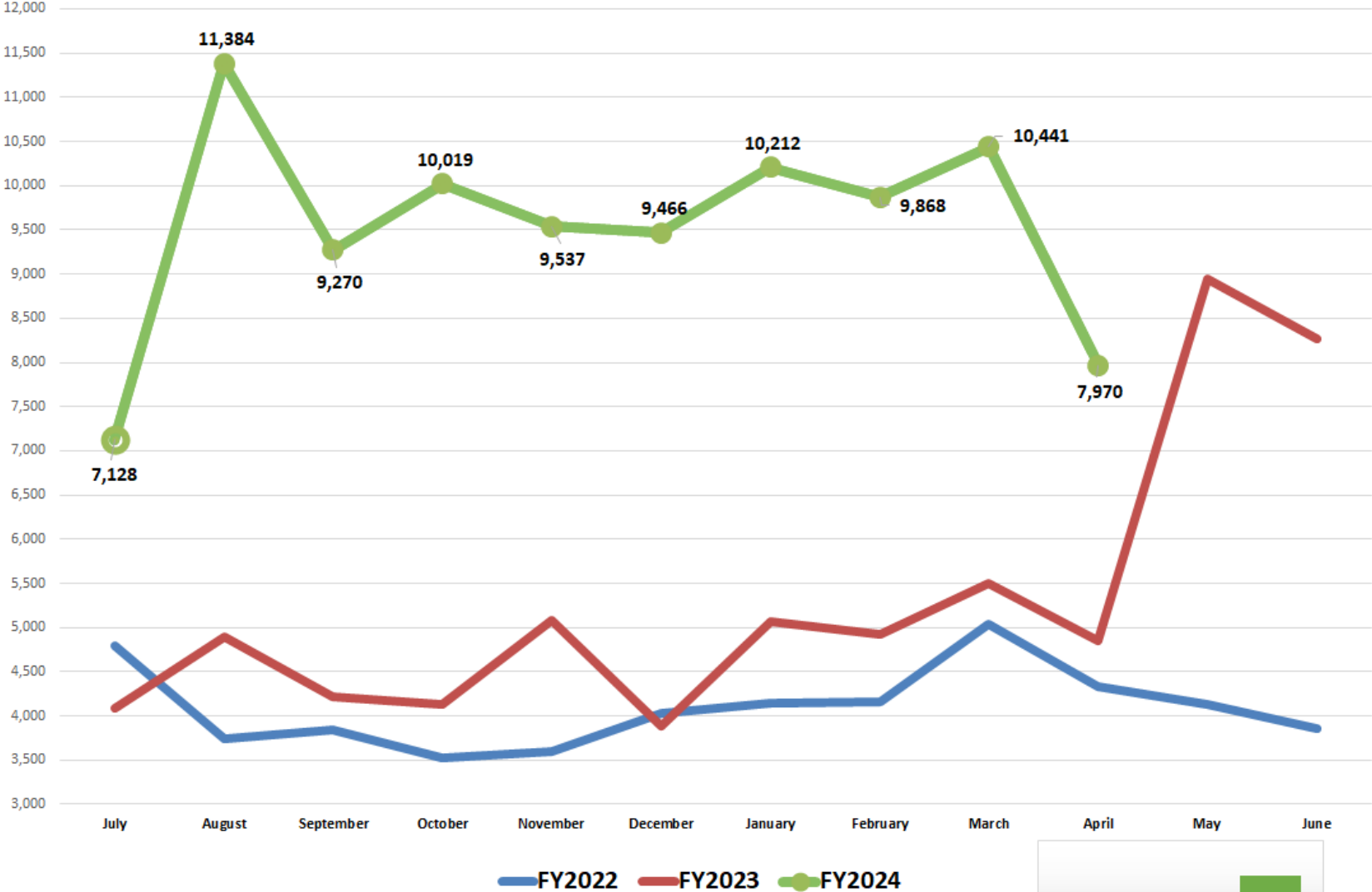
# Sequoia Cardiology Registrations



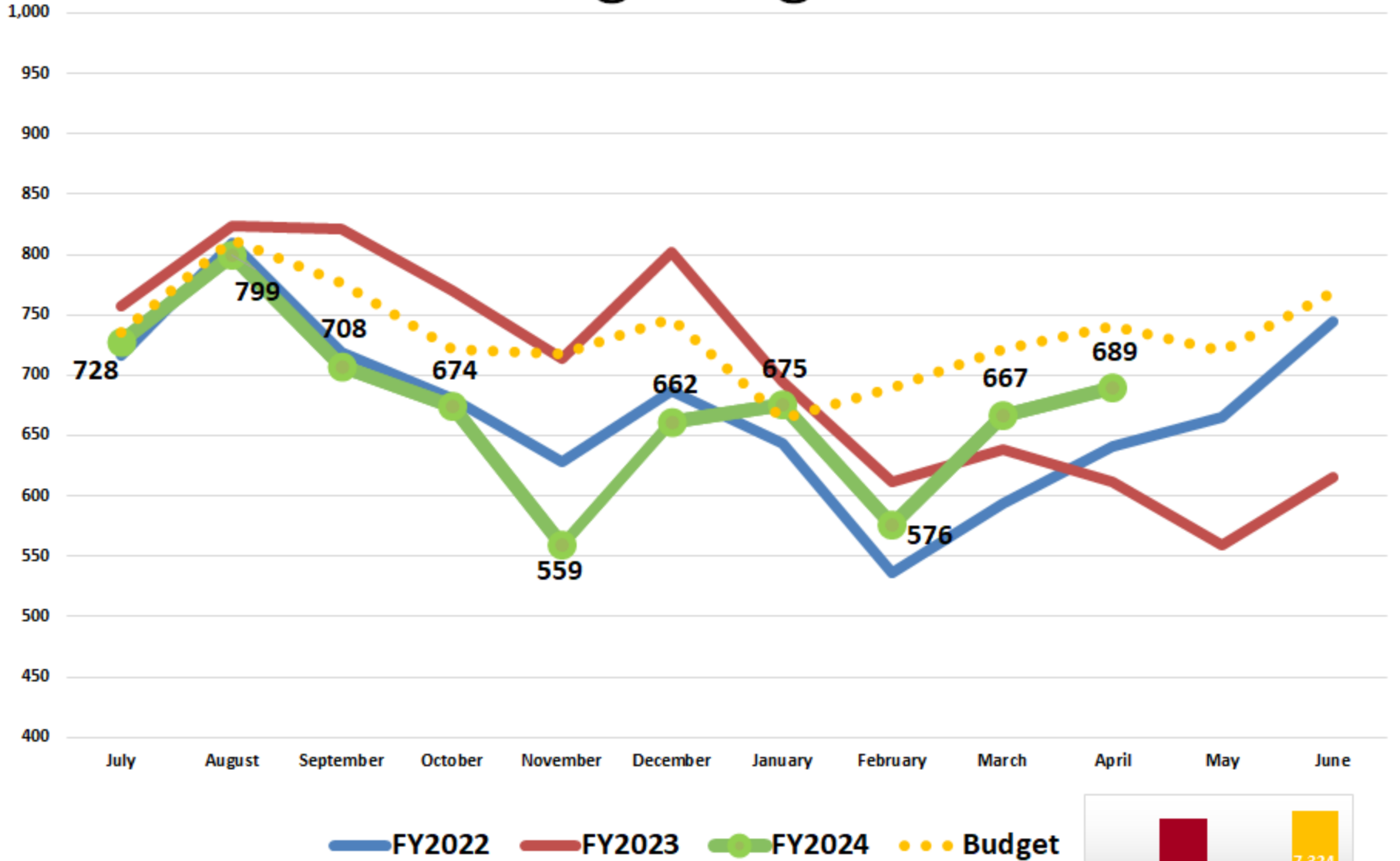
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



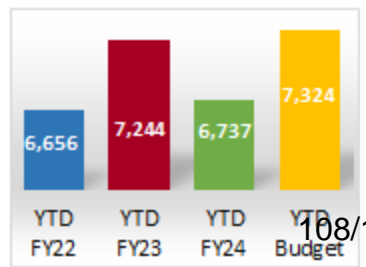
# Sequoia Cardiology - wRVU's



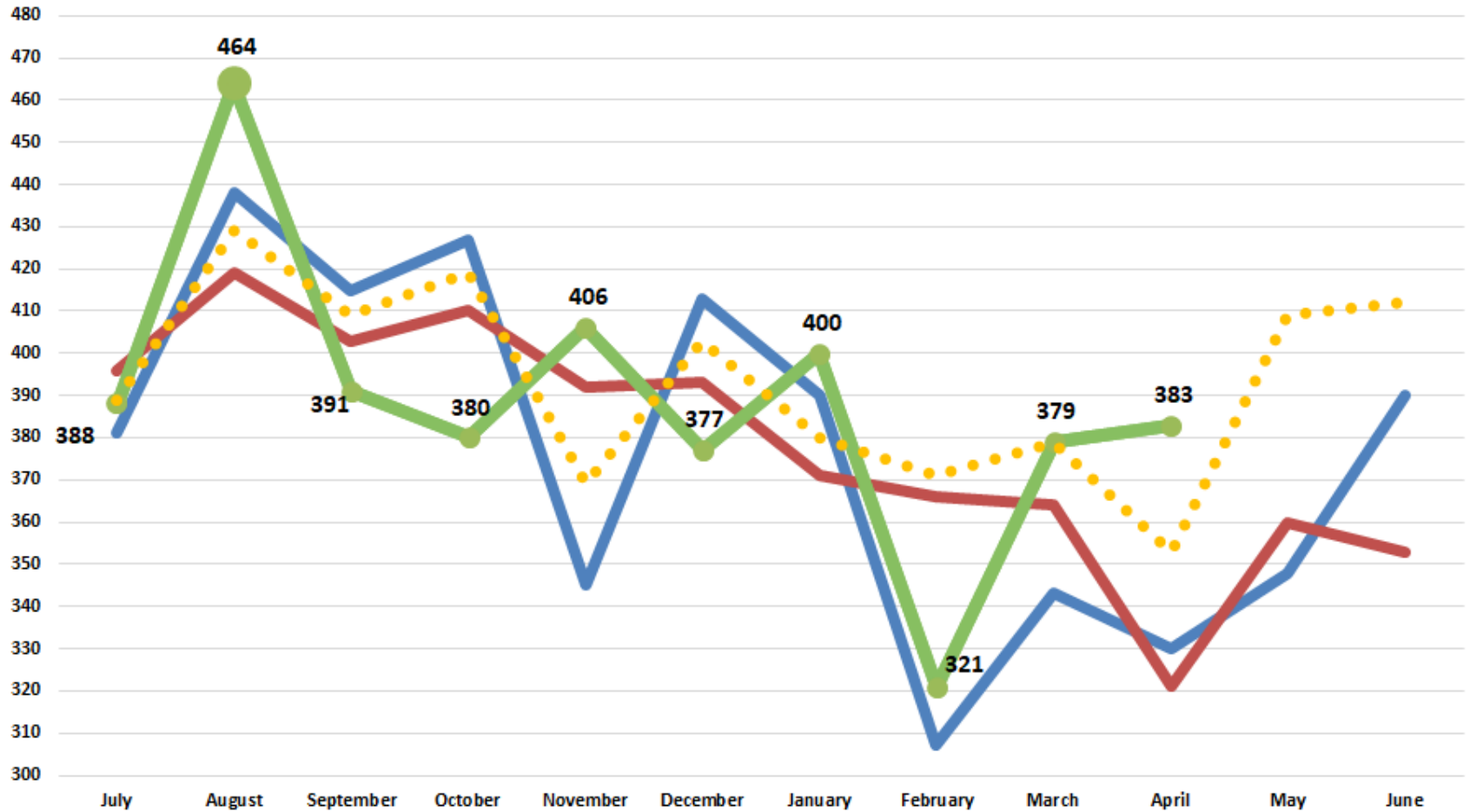
# Labor Triage Registrations



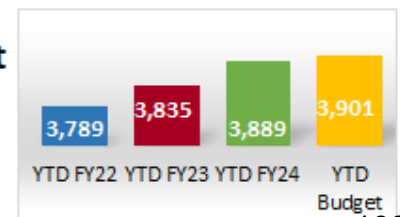
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ⋯ Budget



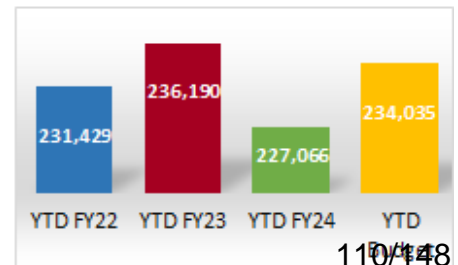
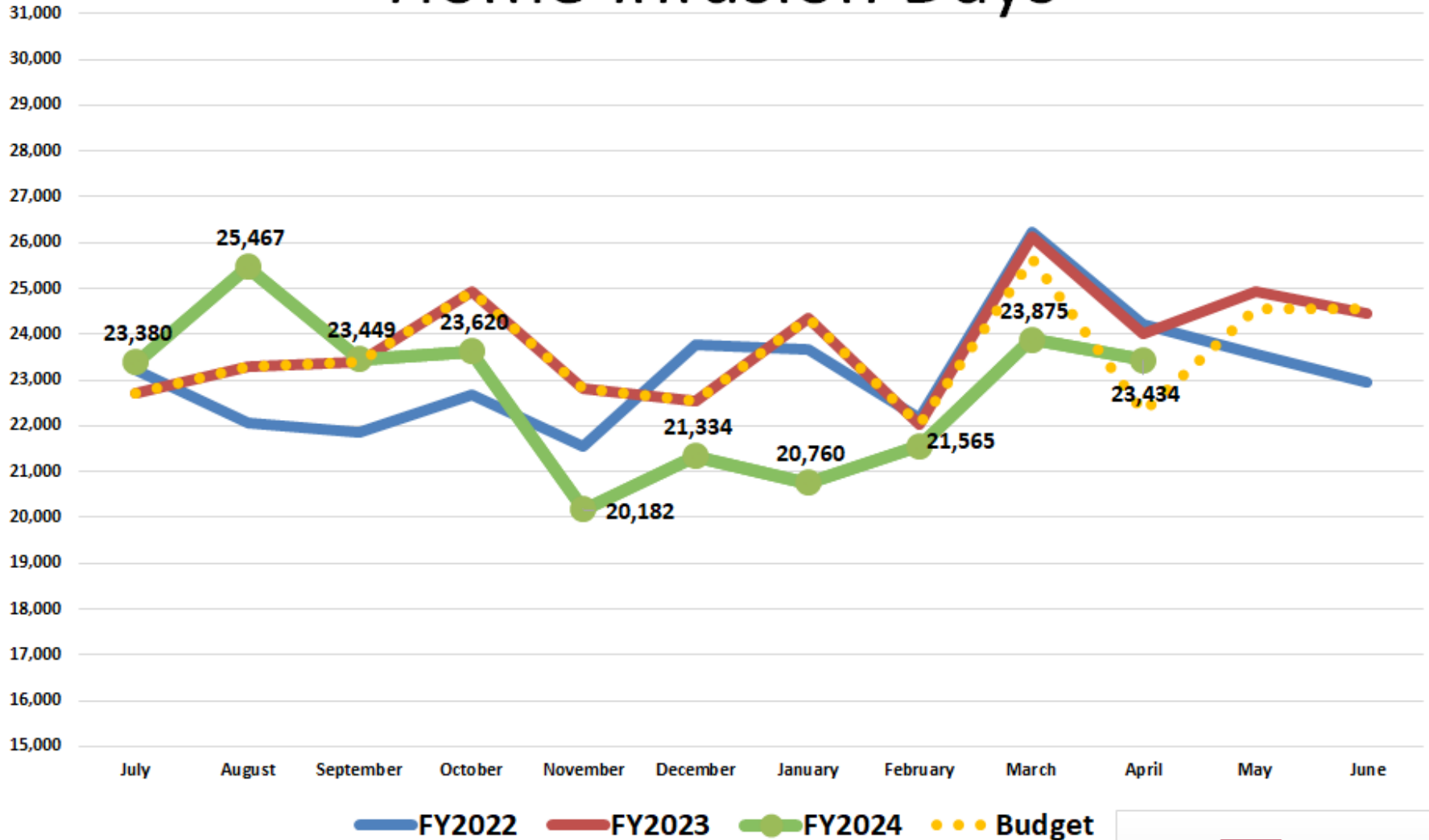
# Deliveries



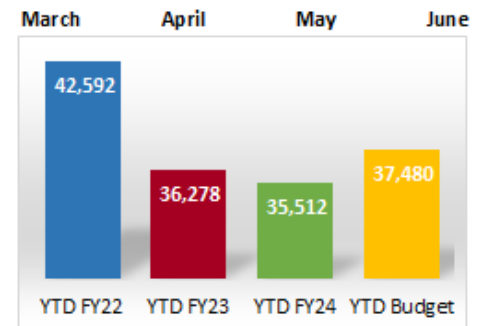
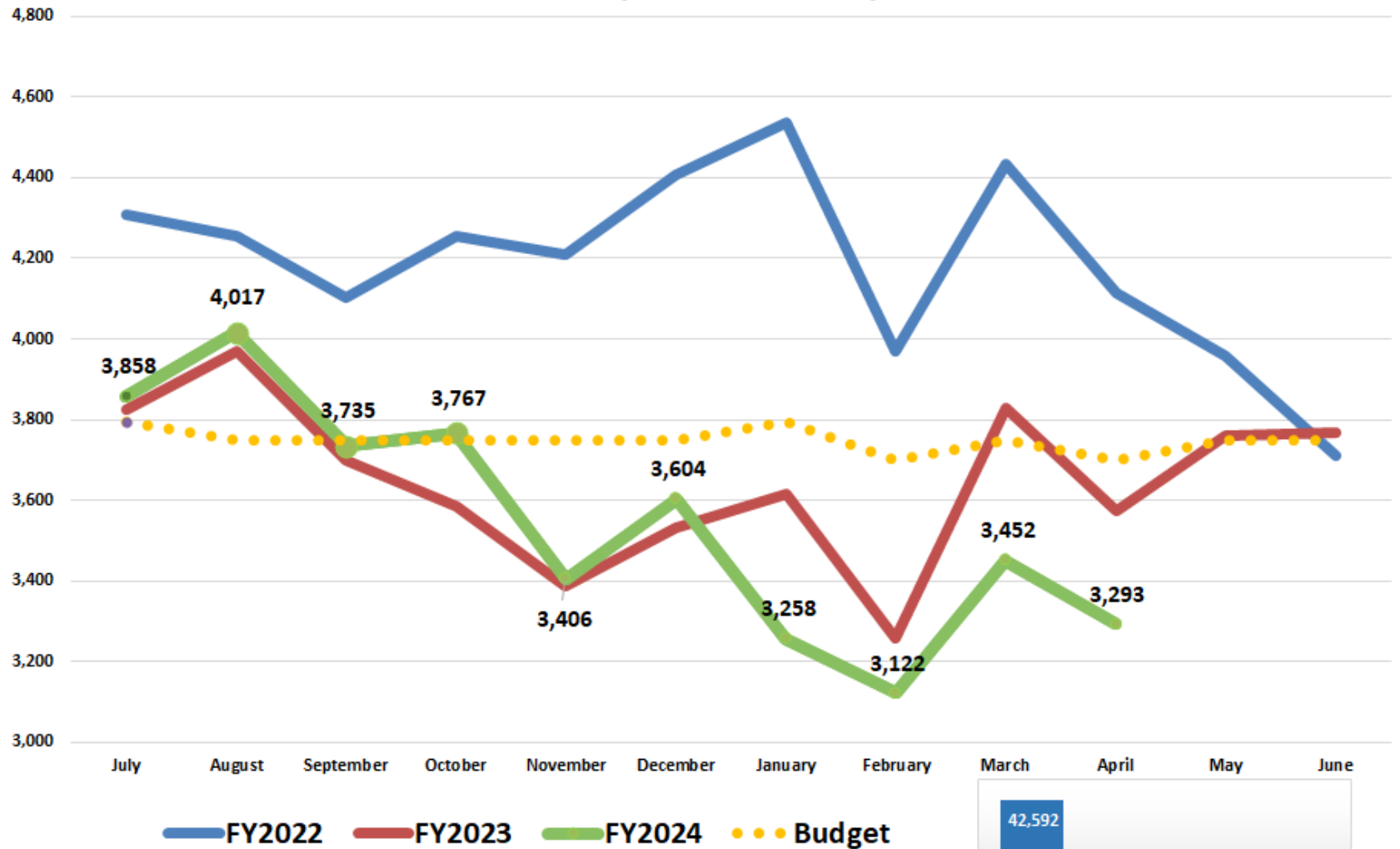
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



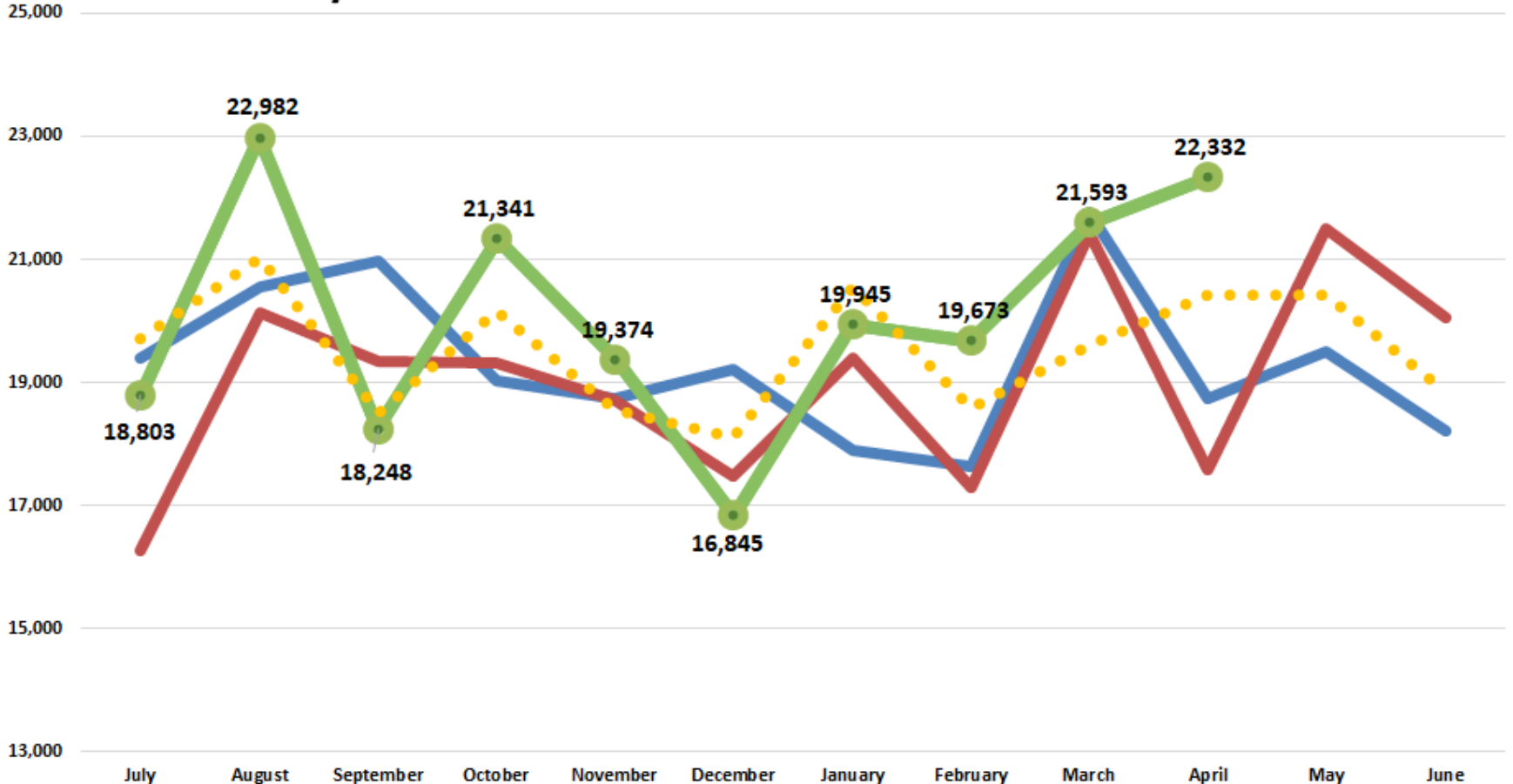
# Home Infusion Days



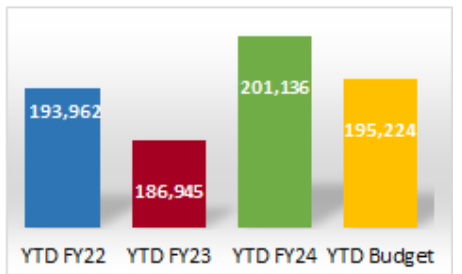
# Hospice Days



# All O/P Rehab Svcs Across District

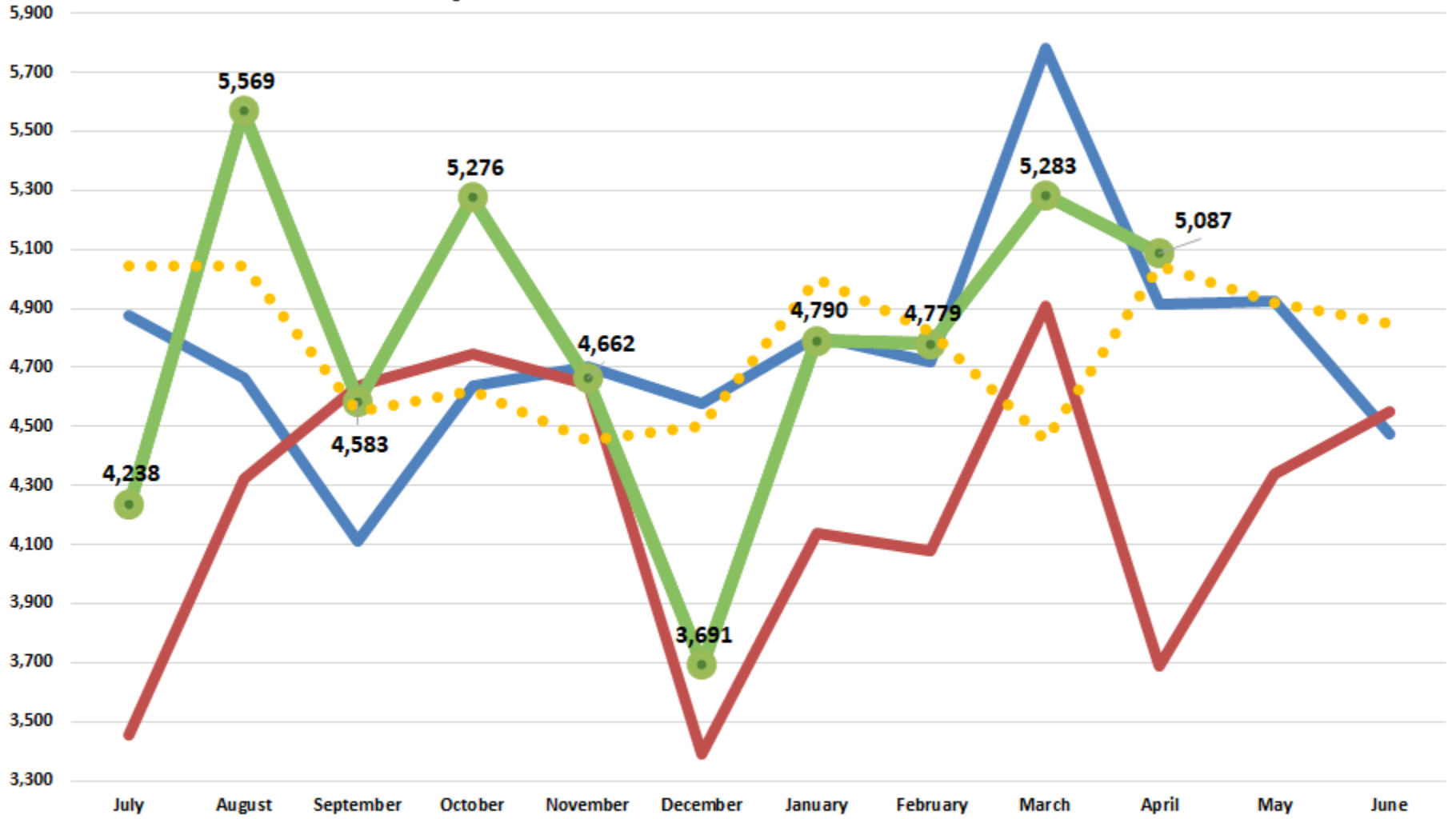


—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget

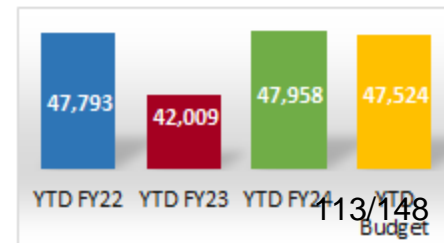




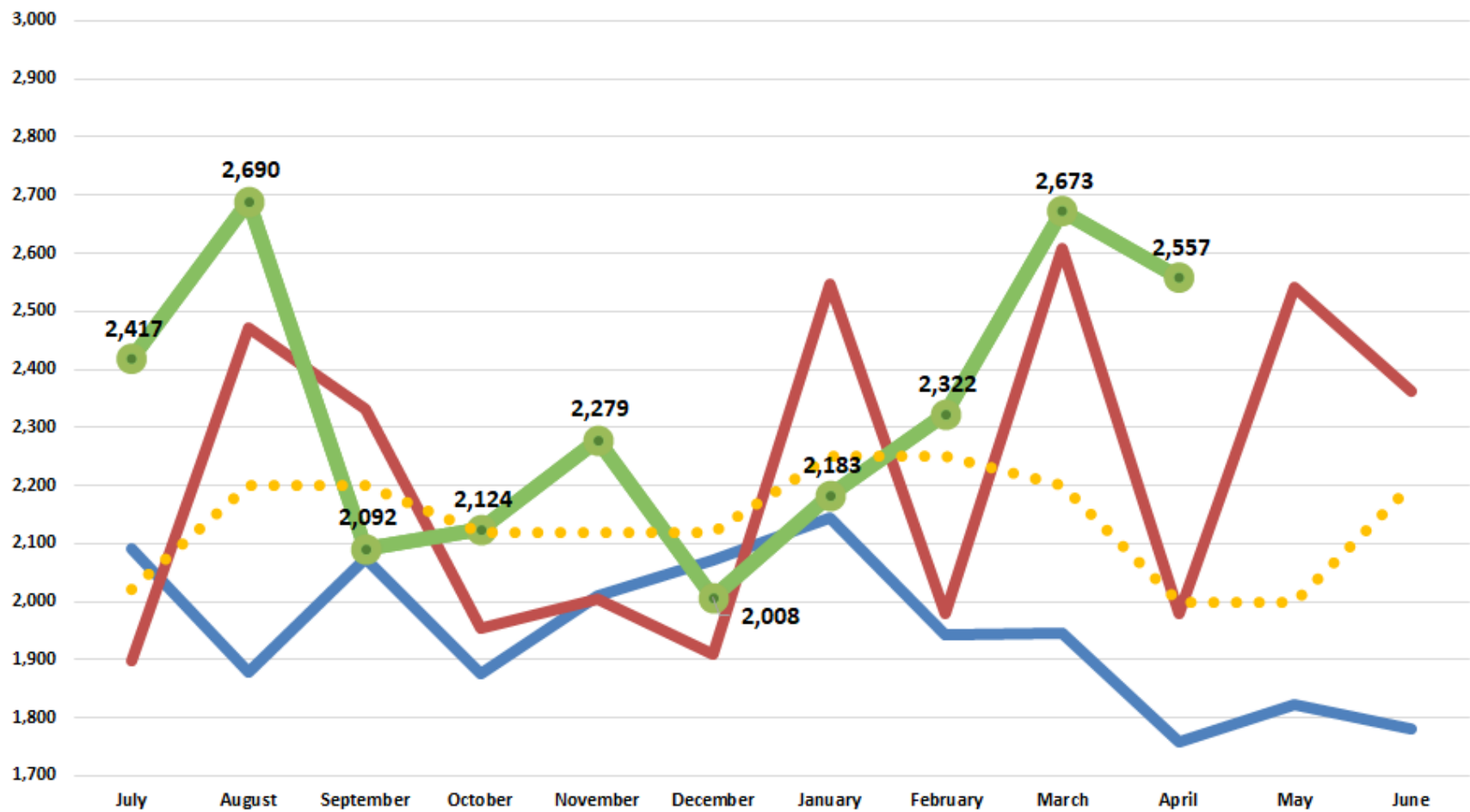
# O/P Rehab Services



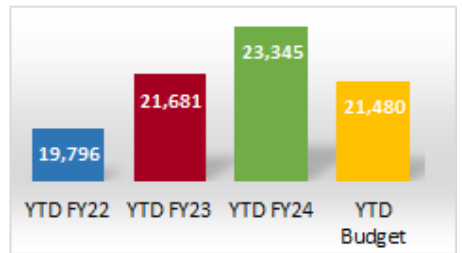
—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



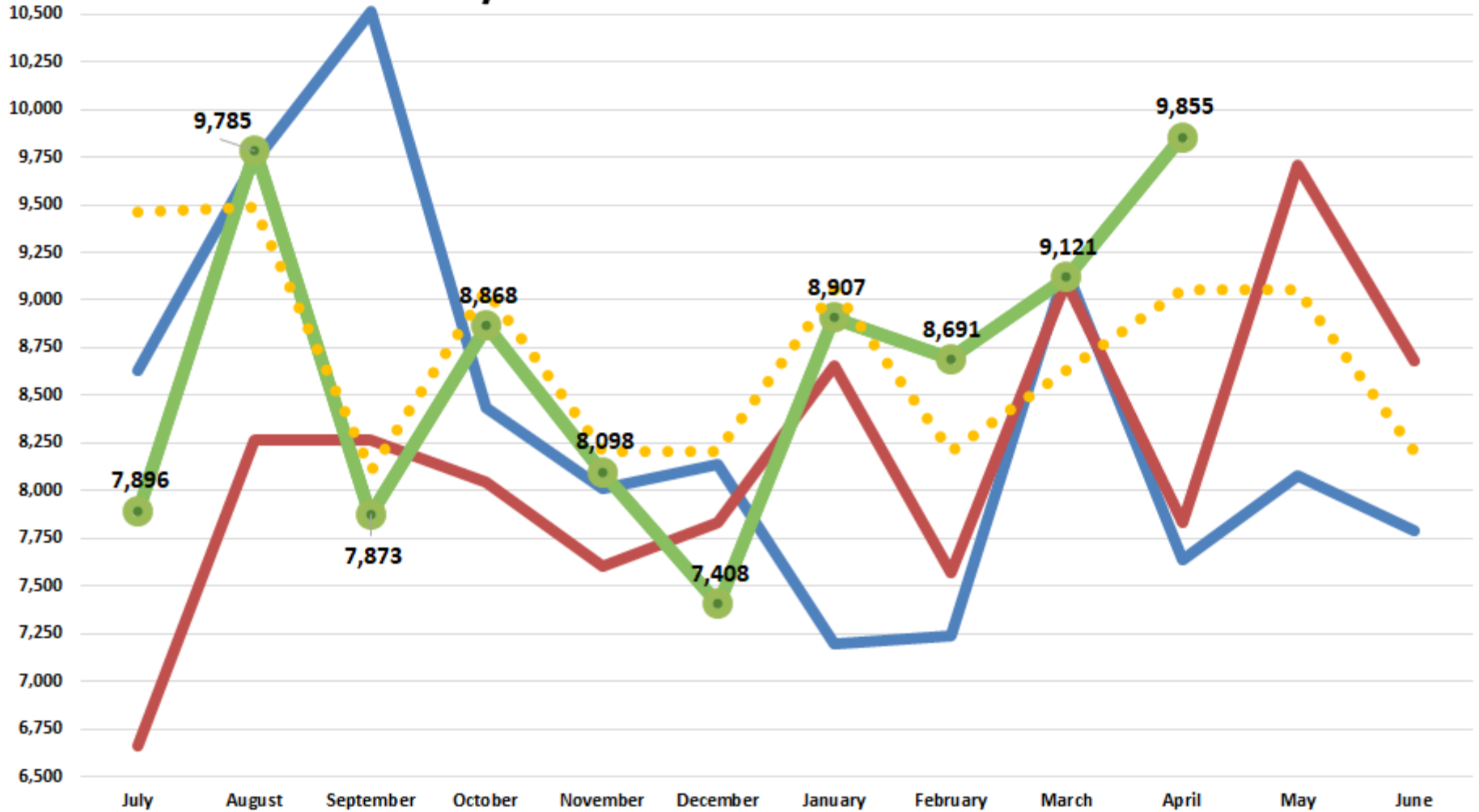
# O/P Rehab - Exeter



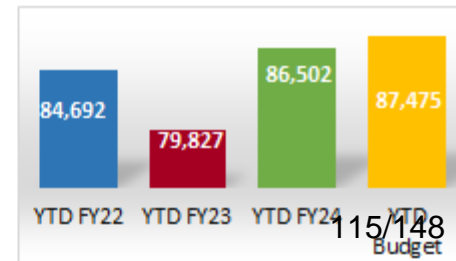
—●— FY2022   
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 —●— FY2024   
 ●●● Budget



# O/P Rehab - Akers

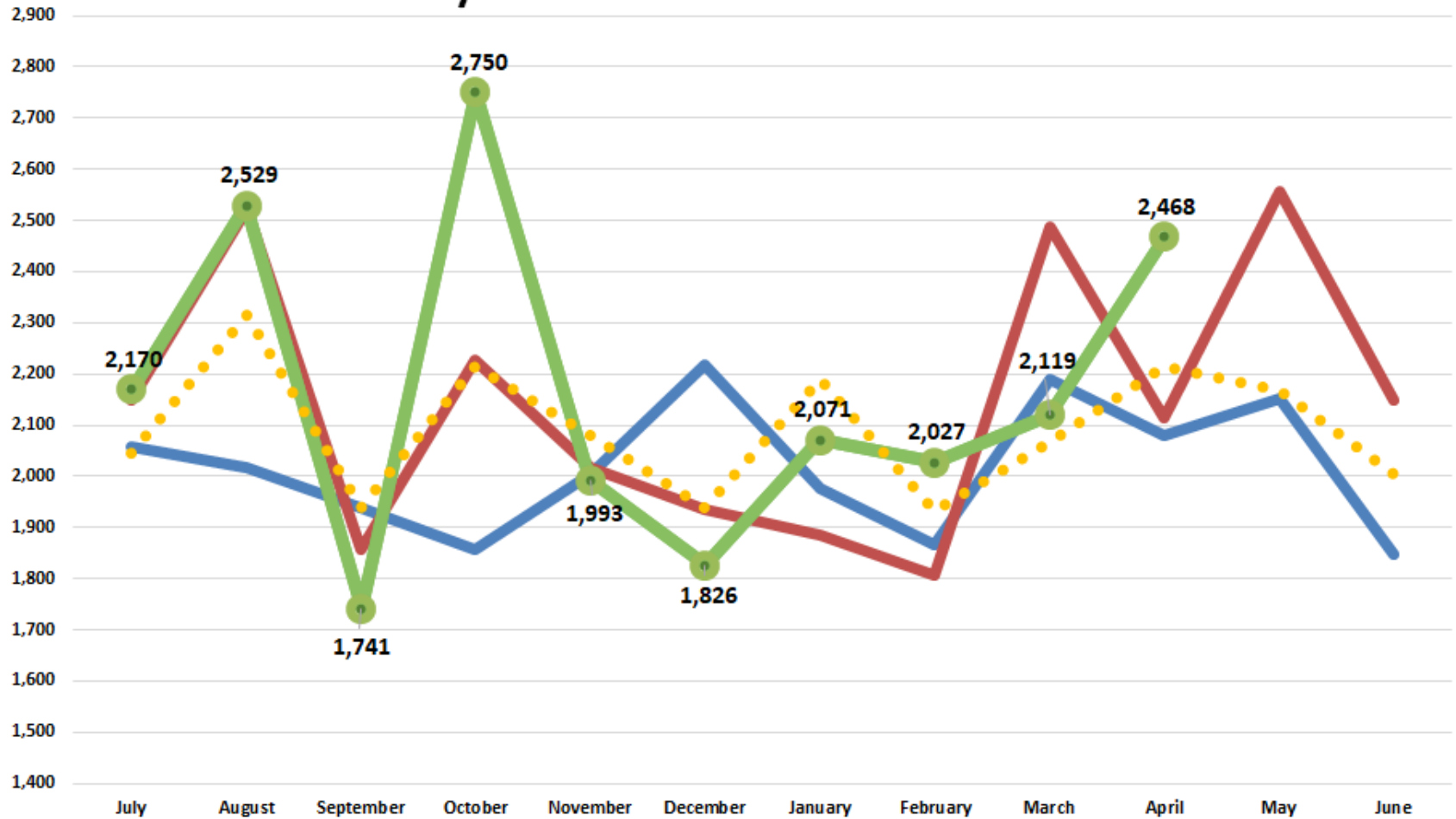


—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget

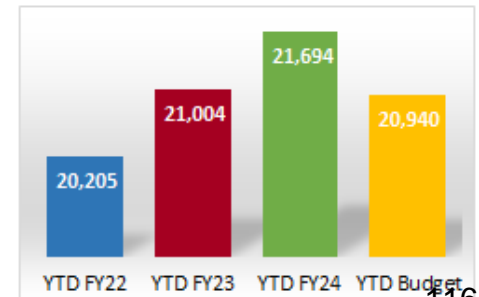


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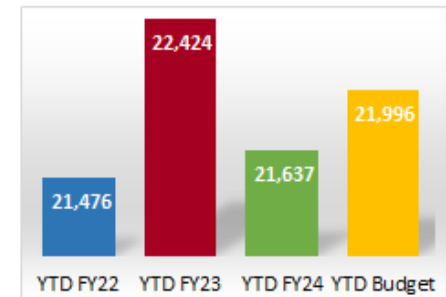
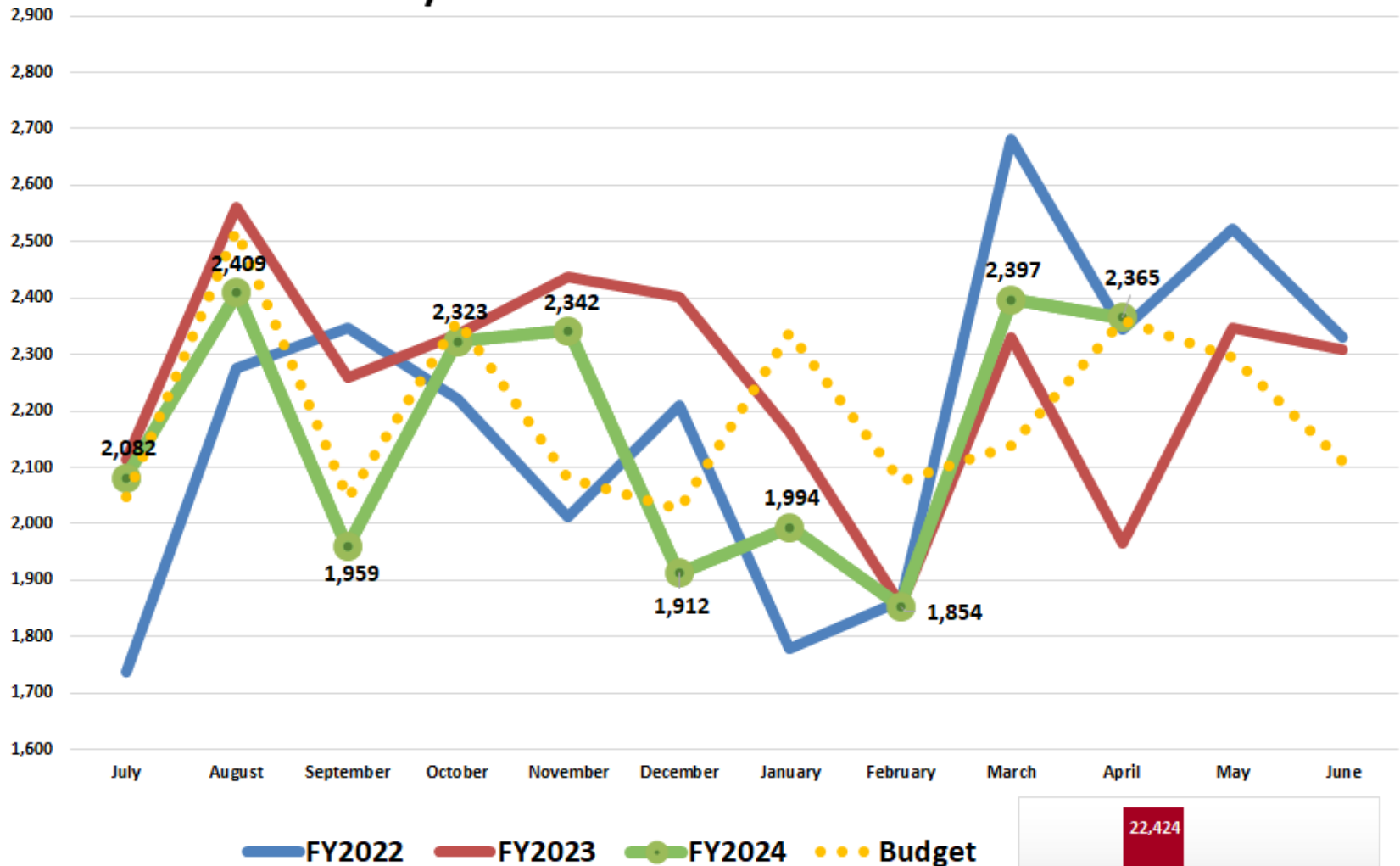
# O/P Rehab - LLOPT



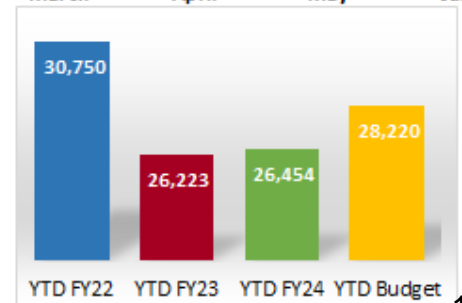
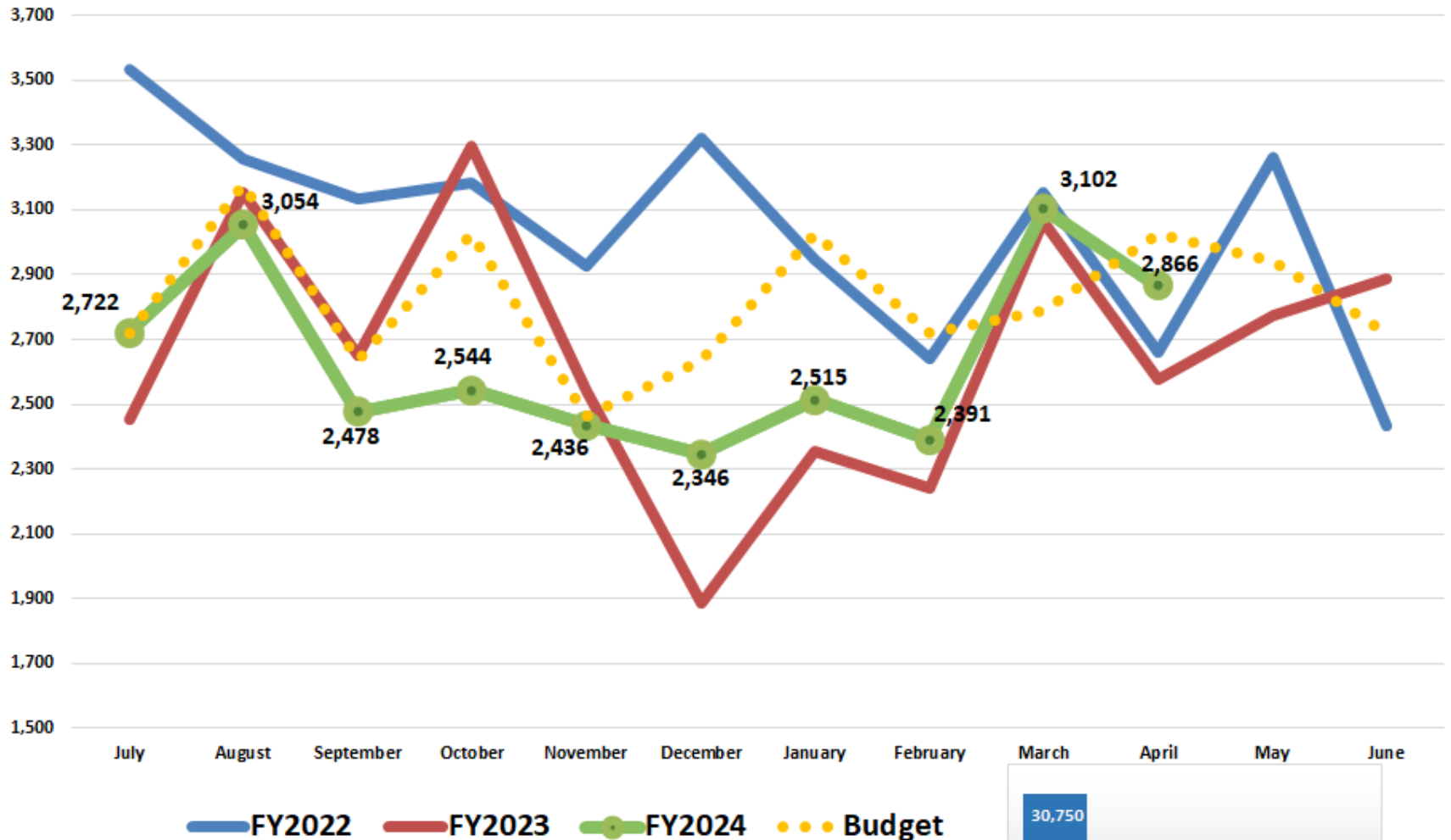
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 —●— FY2023   
 —●— FY2024   
 ●●● Budget



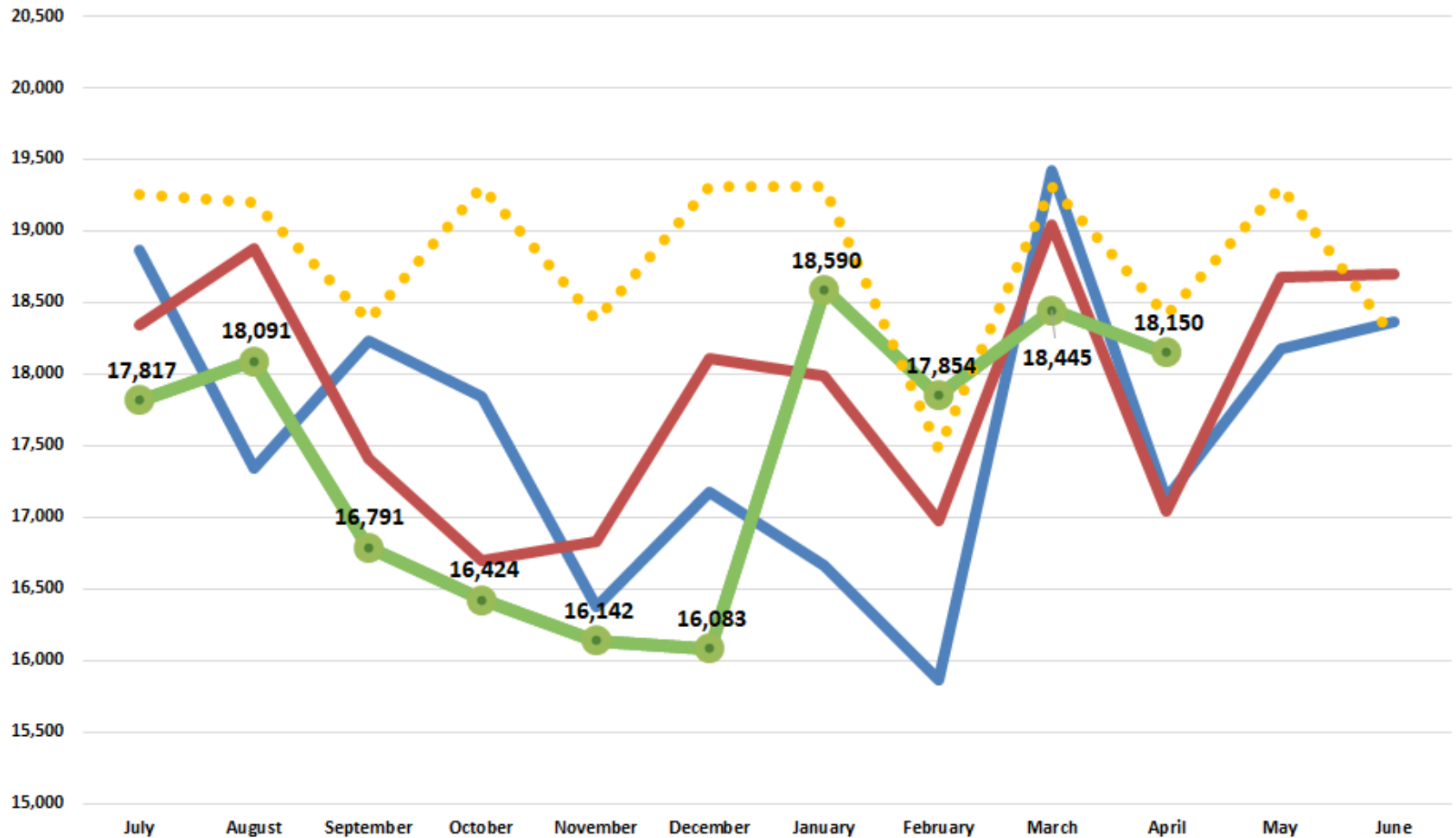
# O/P Rehab - Dinuba



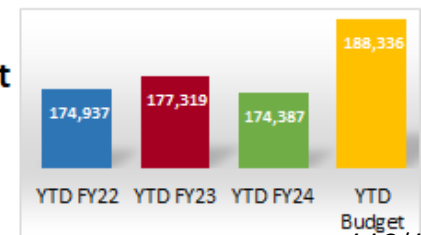
# Therapy - Cypress Hand Center



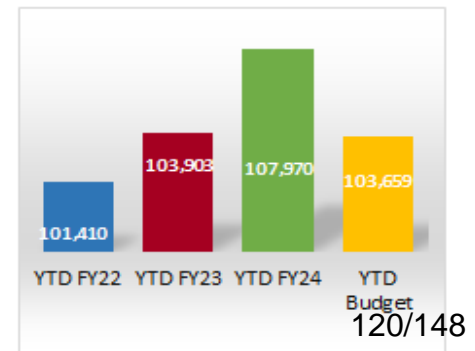
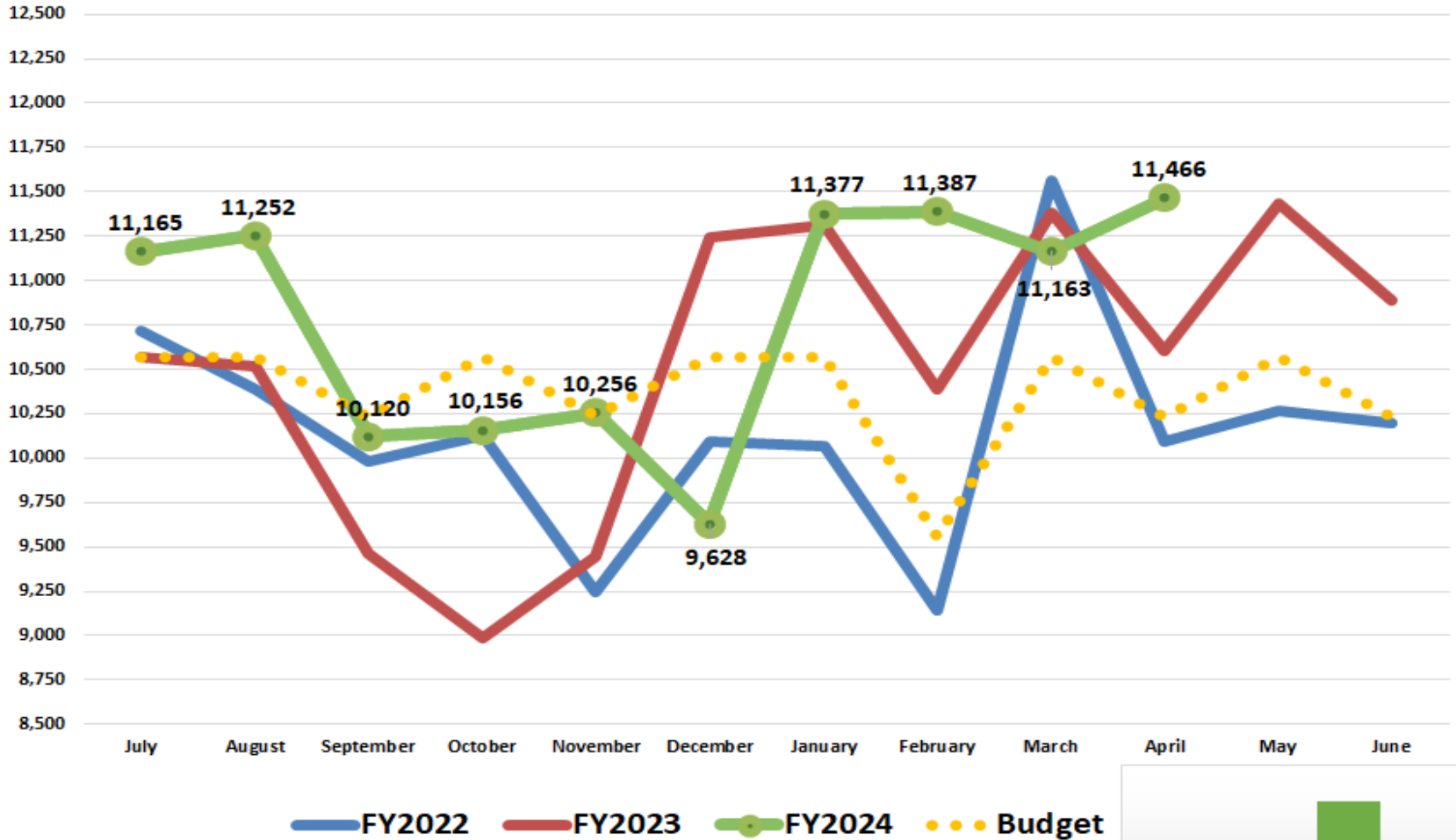
# Physical & Other Therapy Units (I/P & O/P)



— FY2022   
 — FY2023   
 —●— FY2024   
 ●●● Budget

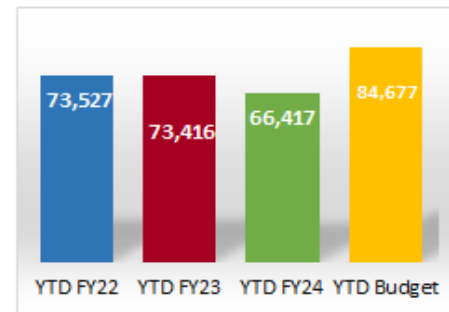
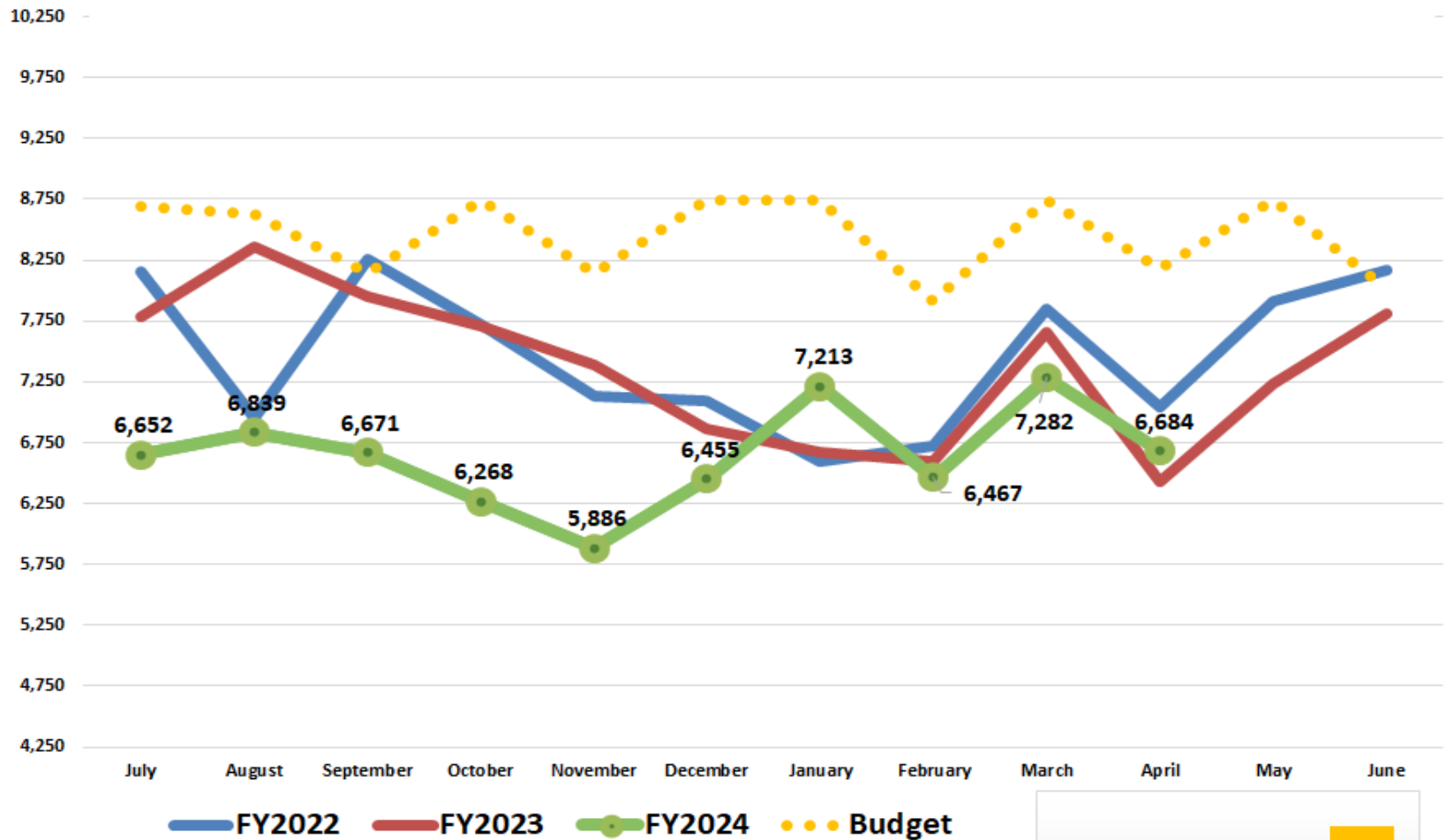


# Physical & Other Therapy Units (I/P & O/P)-Main Campus

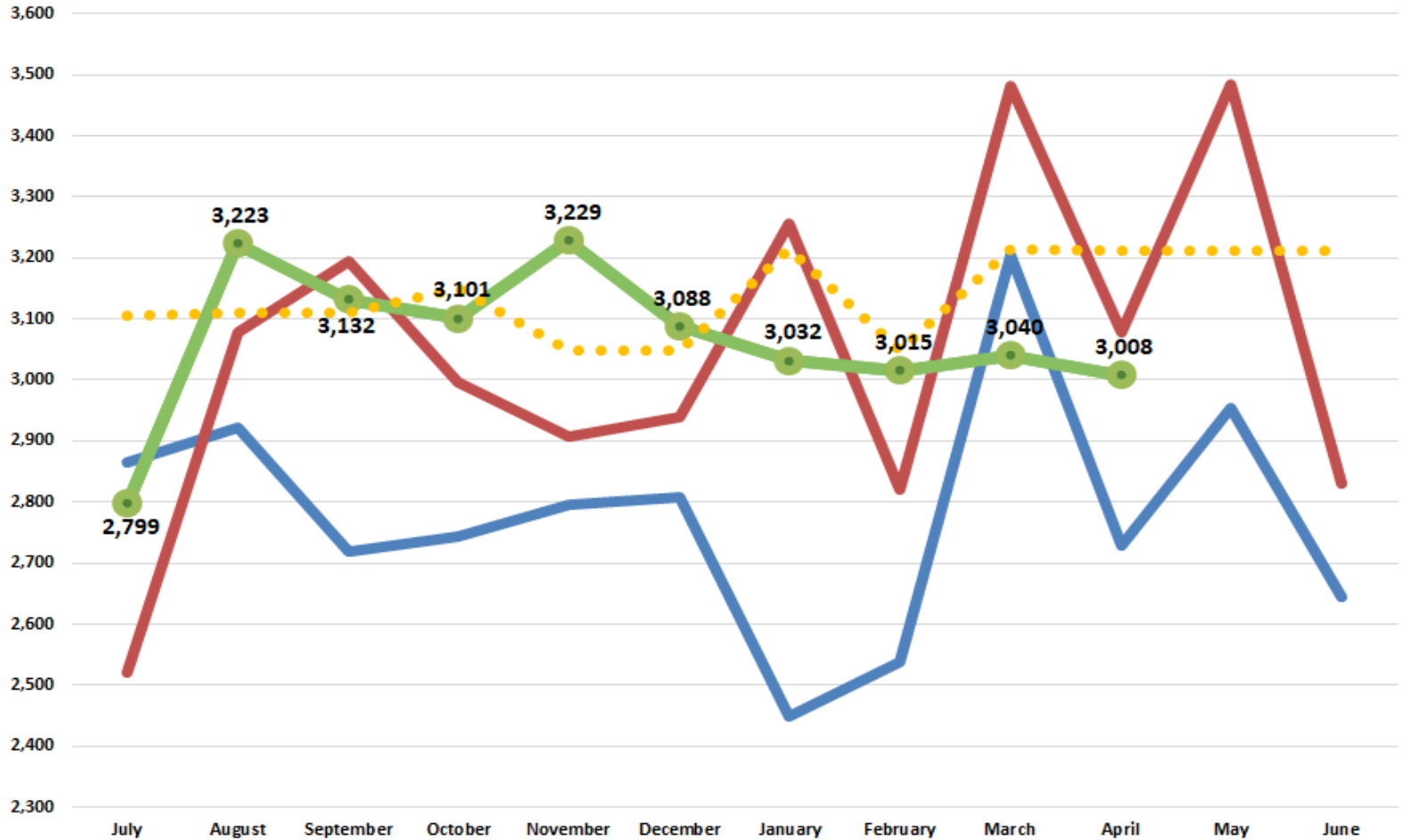




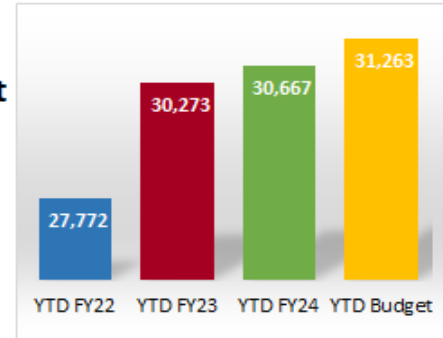
# Physical & Other Therapy Units (I/P & O/P)- KDRH & South Campus



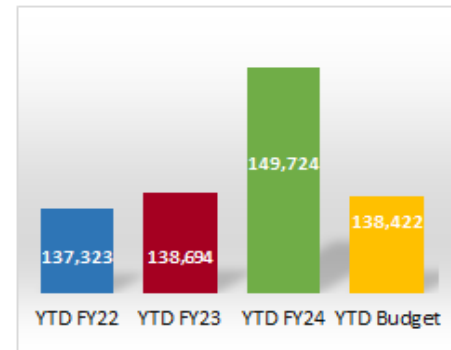
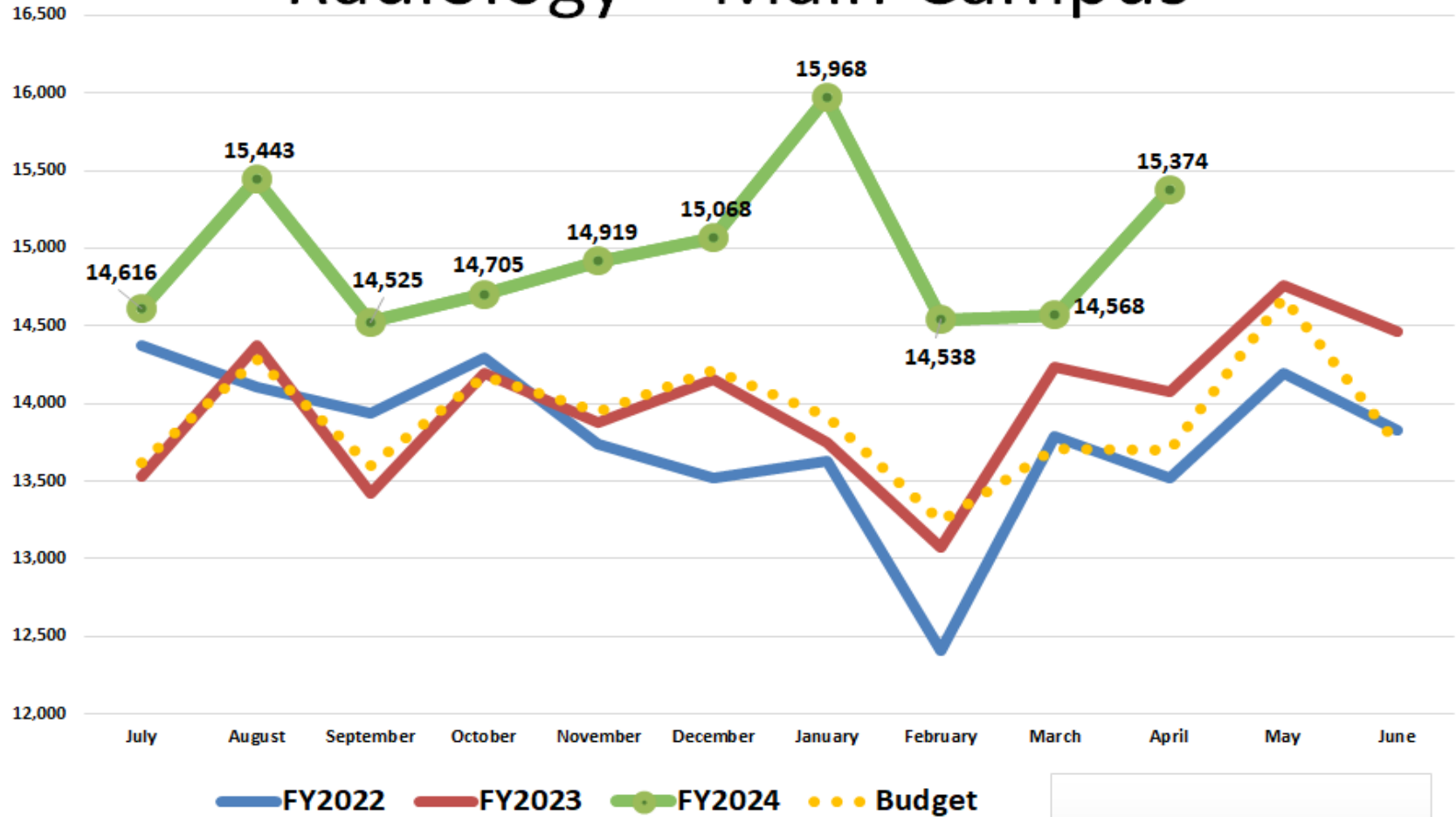
# Home Health Visits



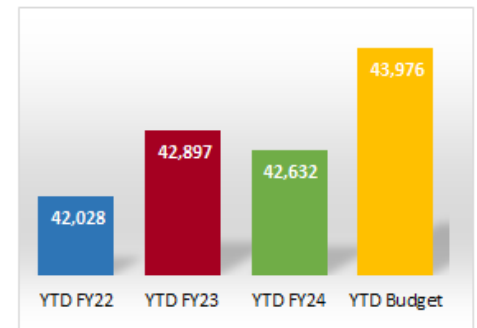
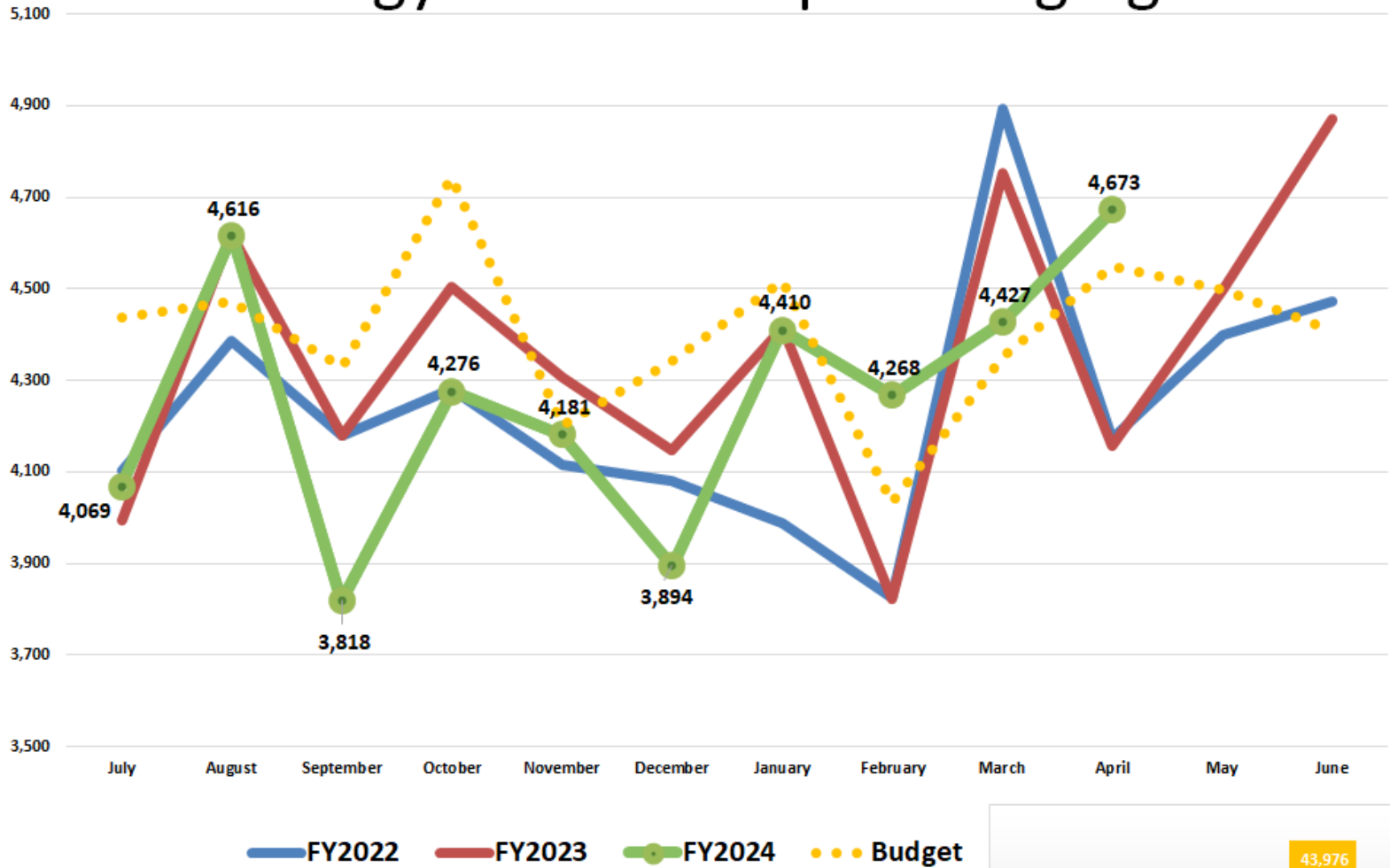
—●— FY2022   
 —●— FY2023   
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 ●●● Budget



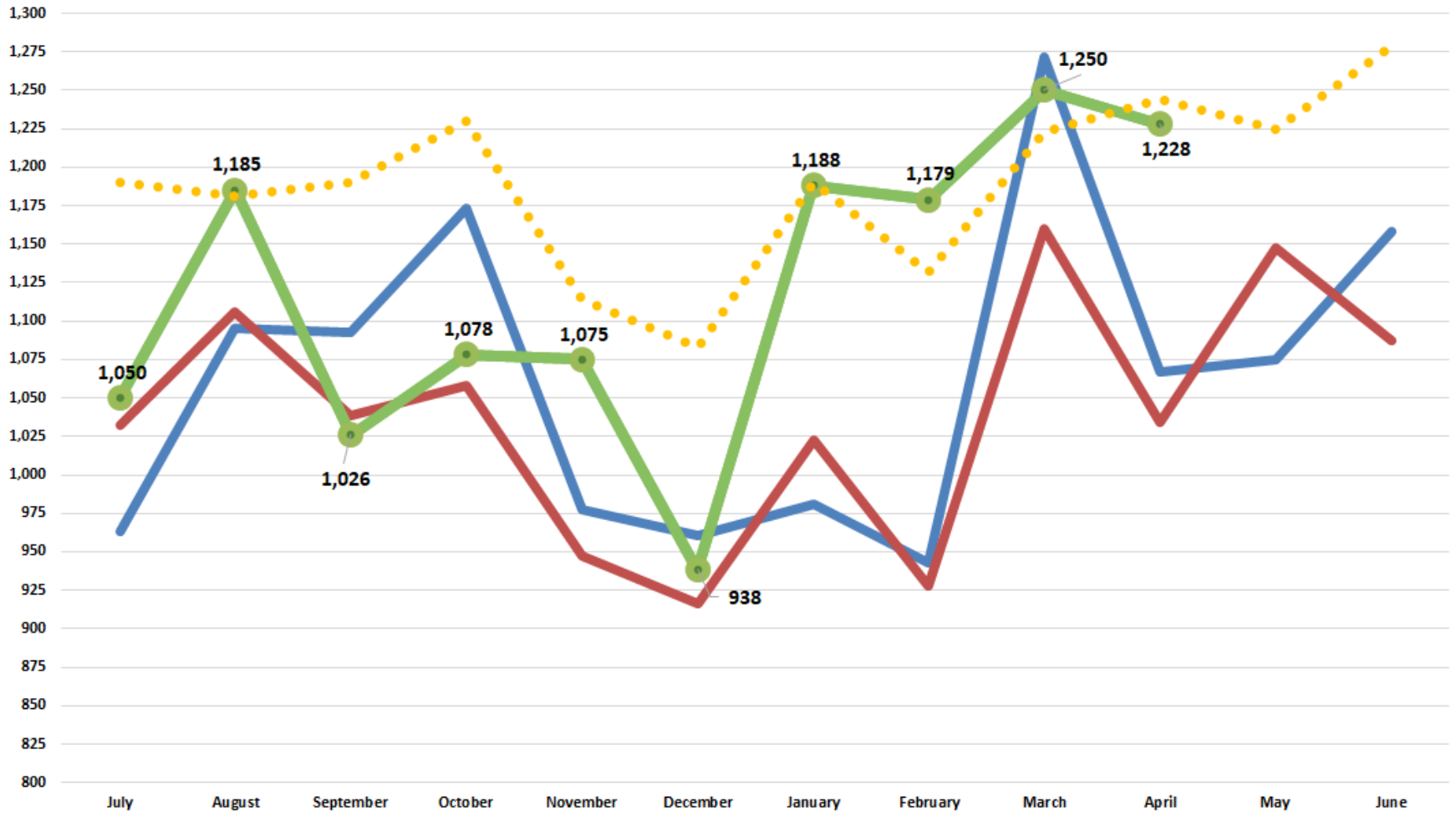
# Radiology – Main Campus



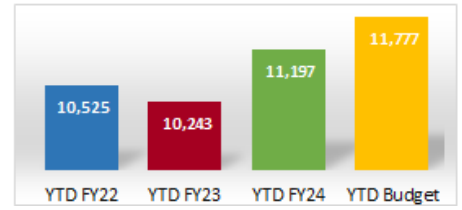
# Radiology - West Campus Imaging



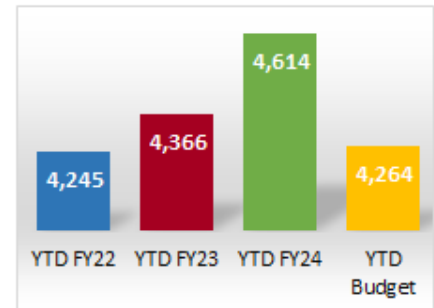
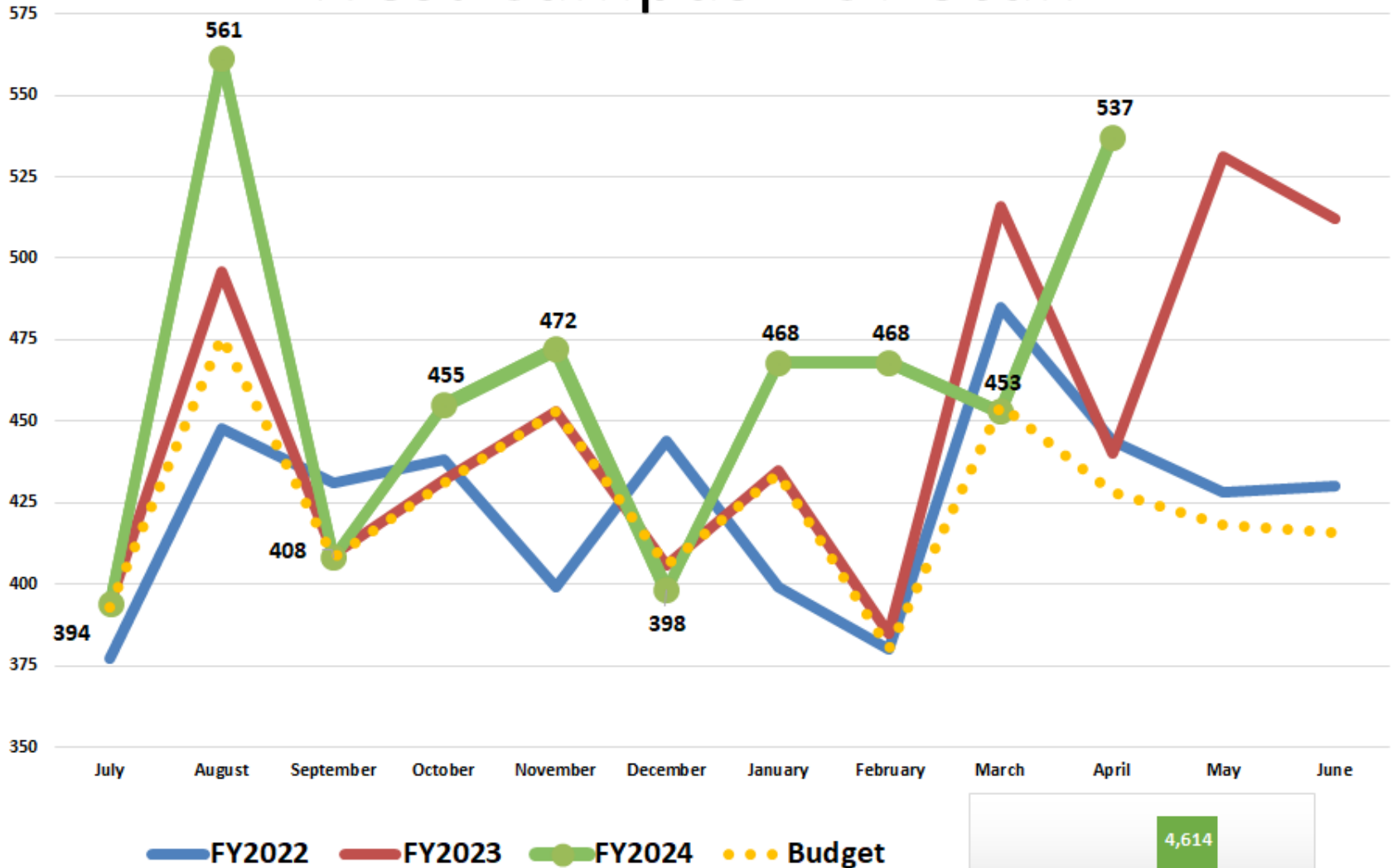
# West Campus - Diagnostic Radiology



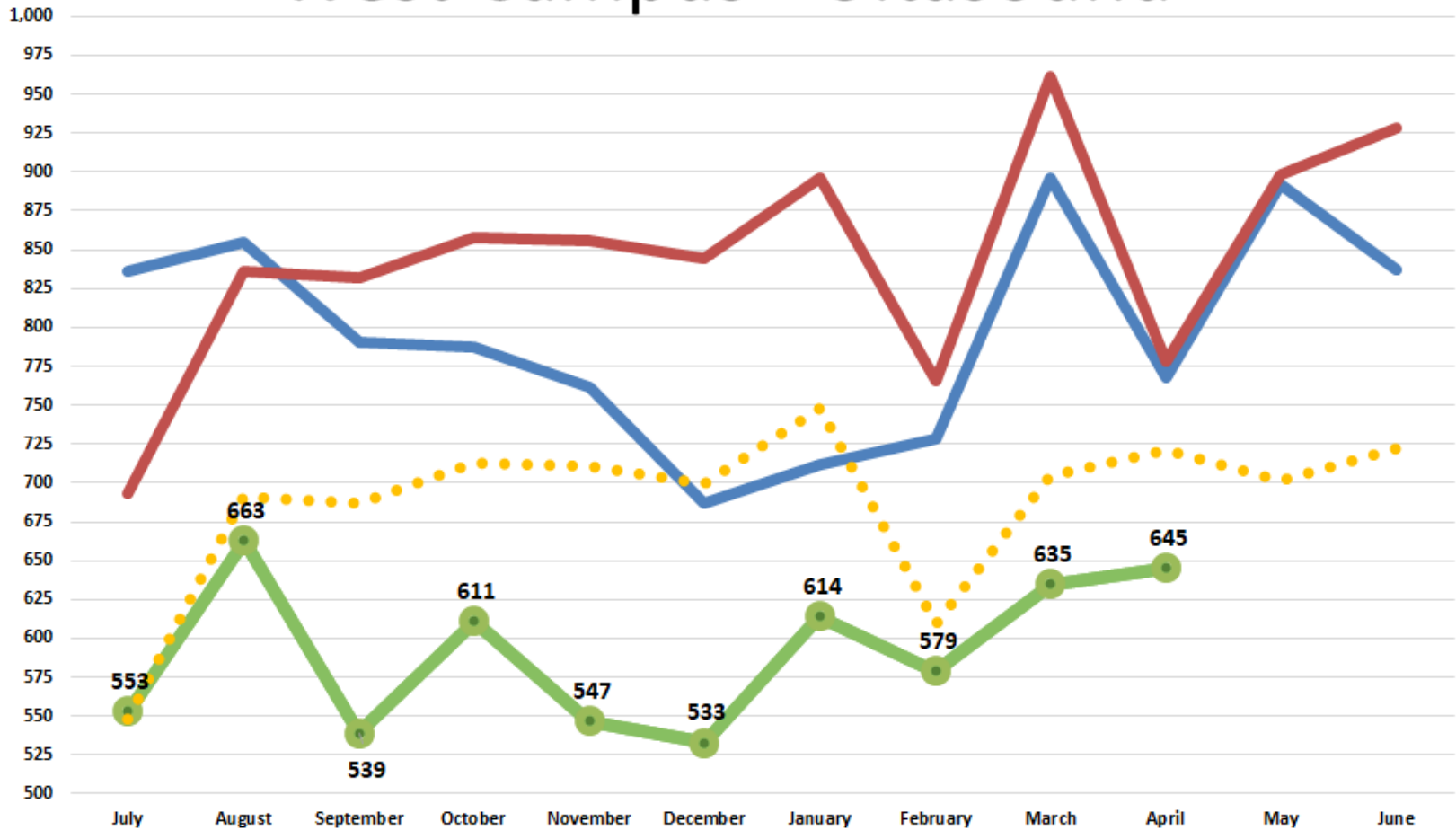
—●— FY2022   
 —●— FY2023   
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 ●●● Budget



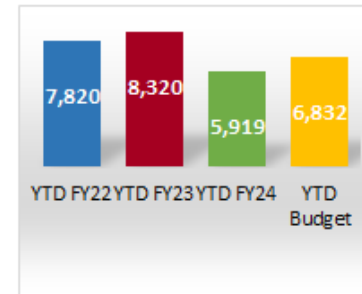
# West Campus - CT Scan



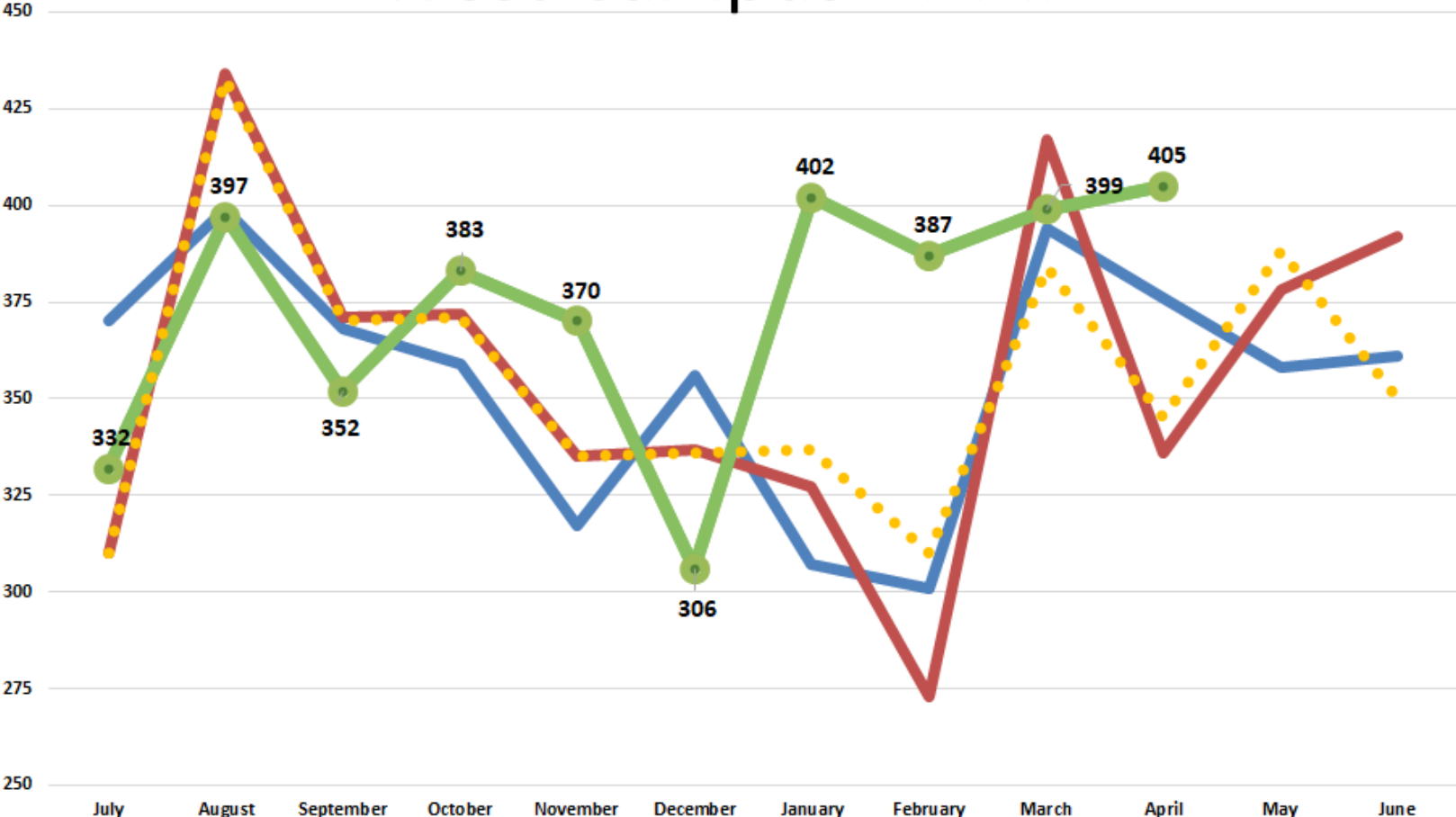
# West Campus - Ultrasound



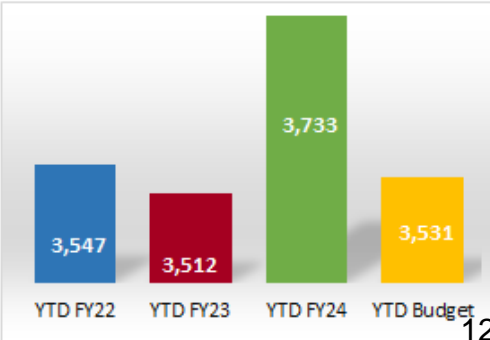
—●— FY2022   
 —●— FY2023   
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 ●●● Budget



# West Campus - MRI

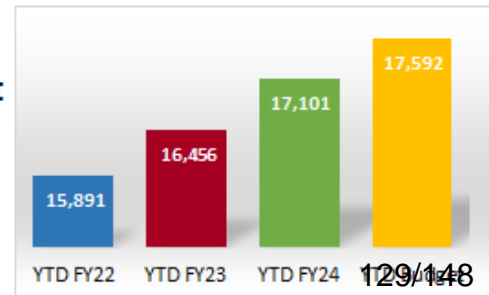
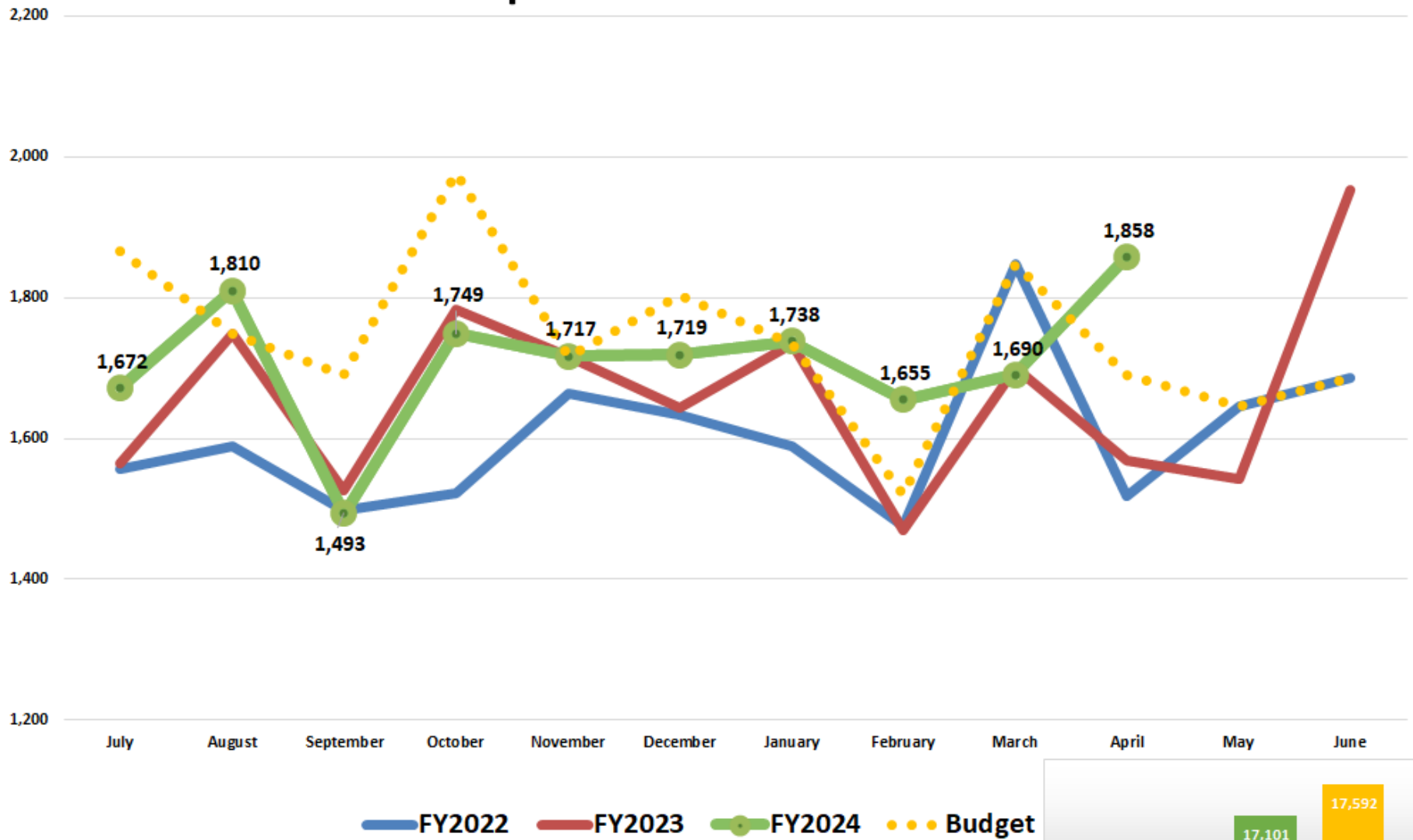


—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget



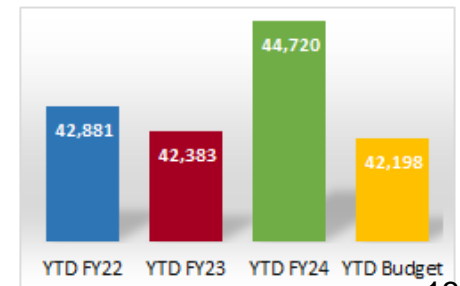
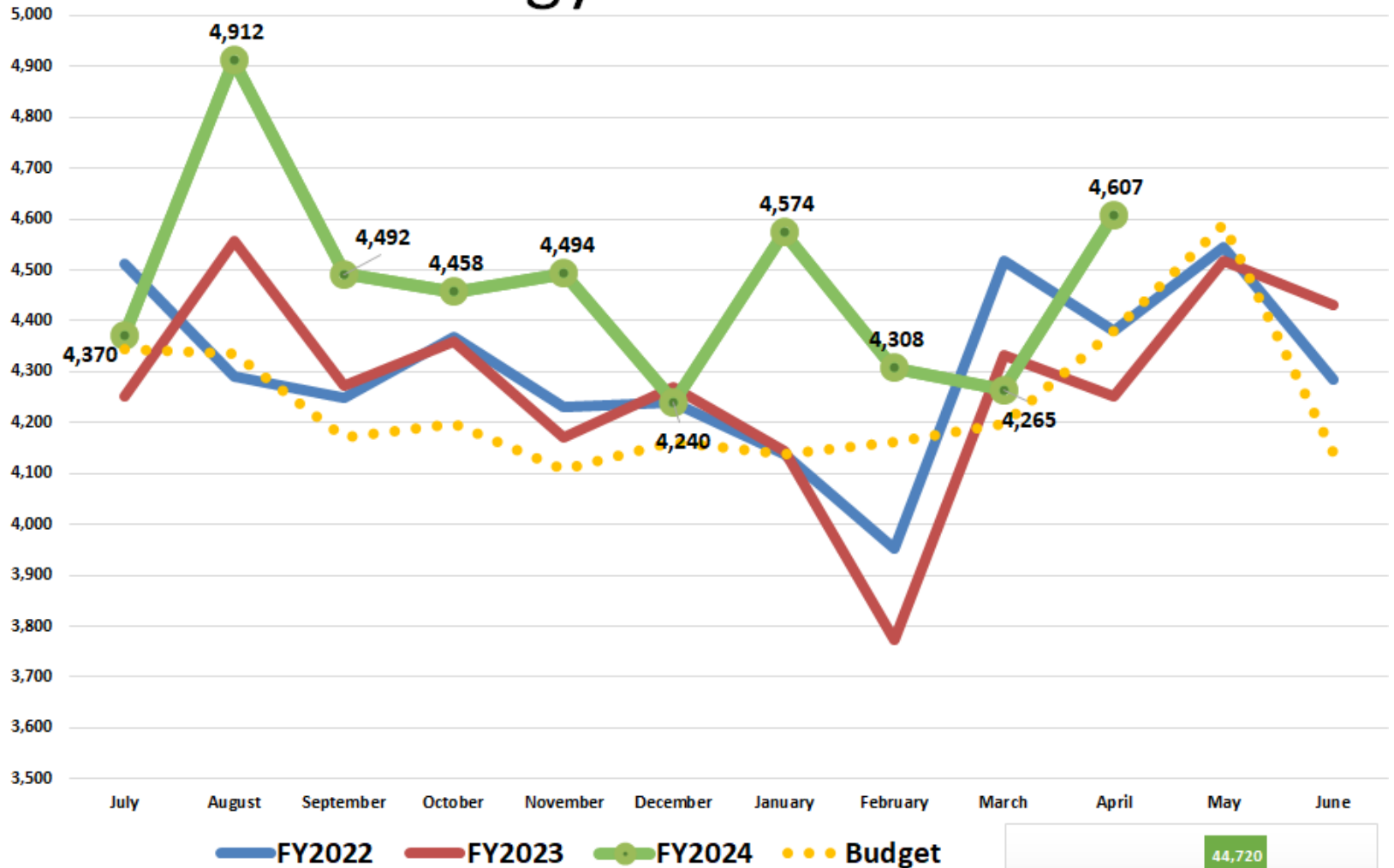


# West Campus - Breast Center

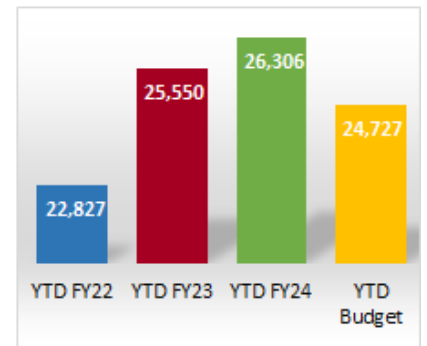
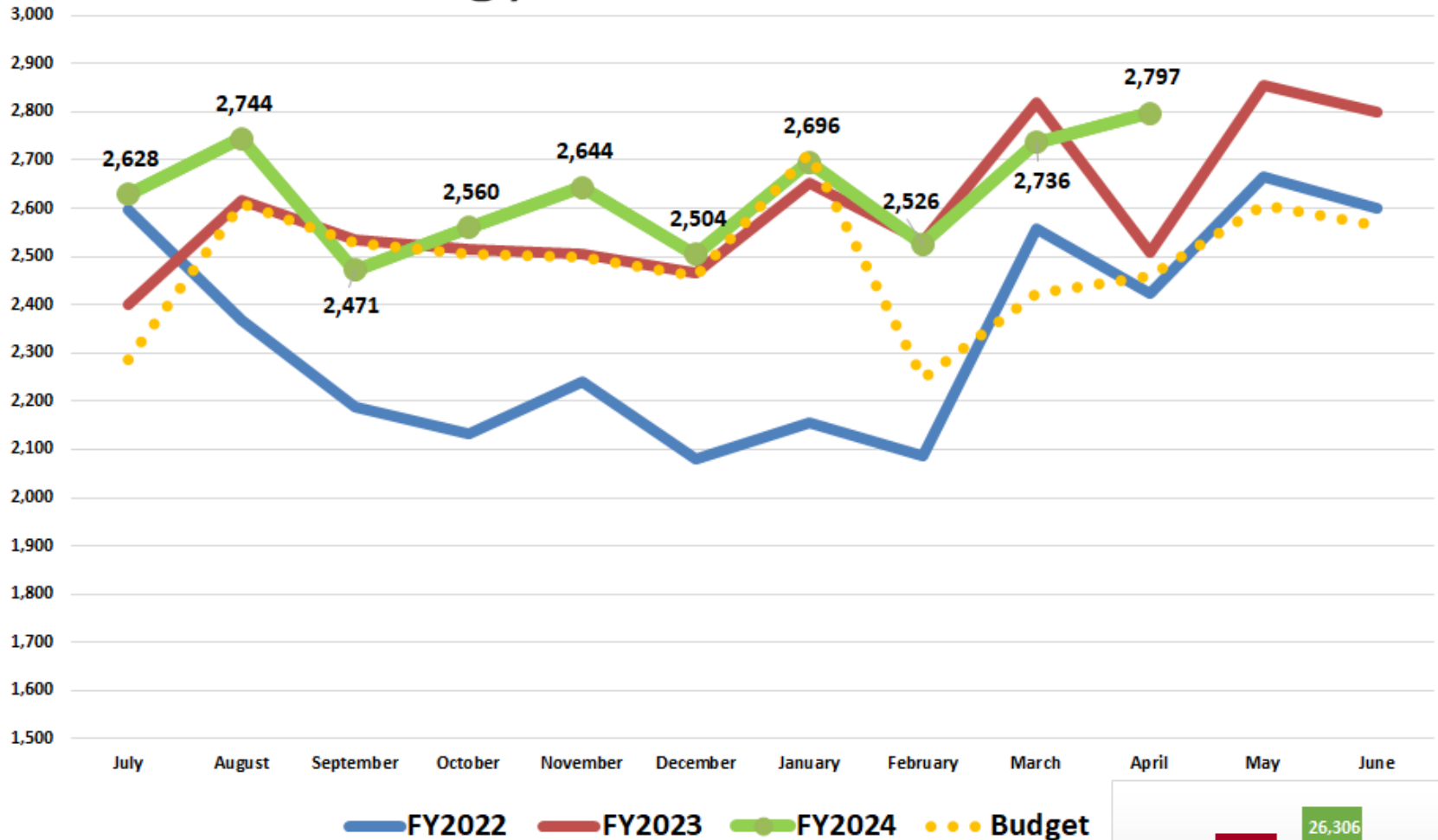


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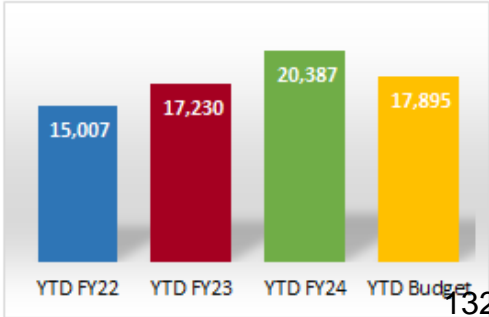
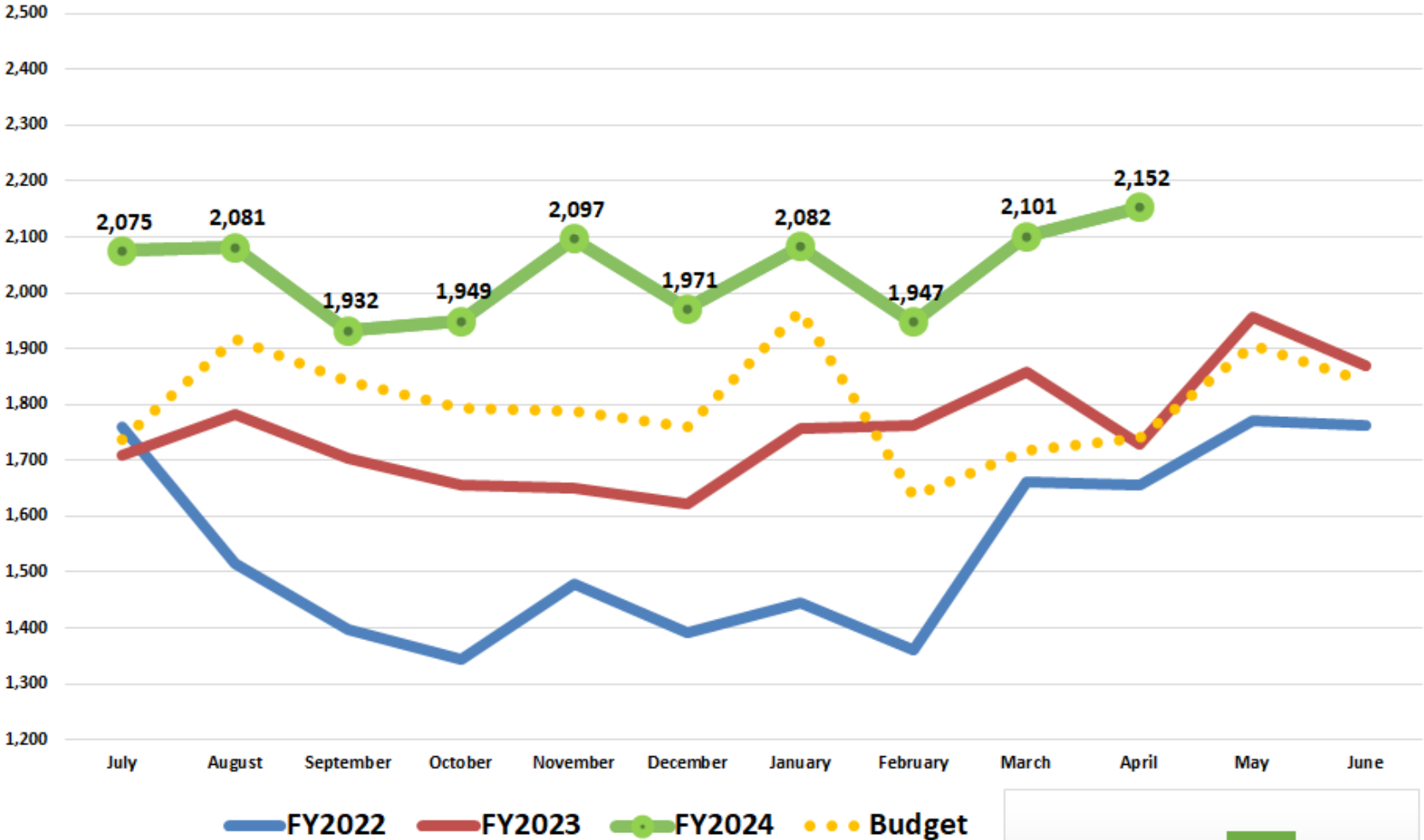
# Radiology - CT - All Areas



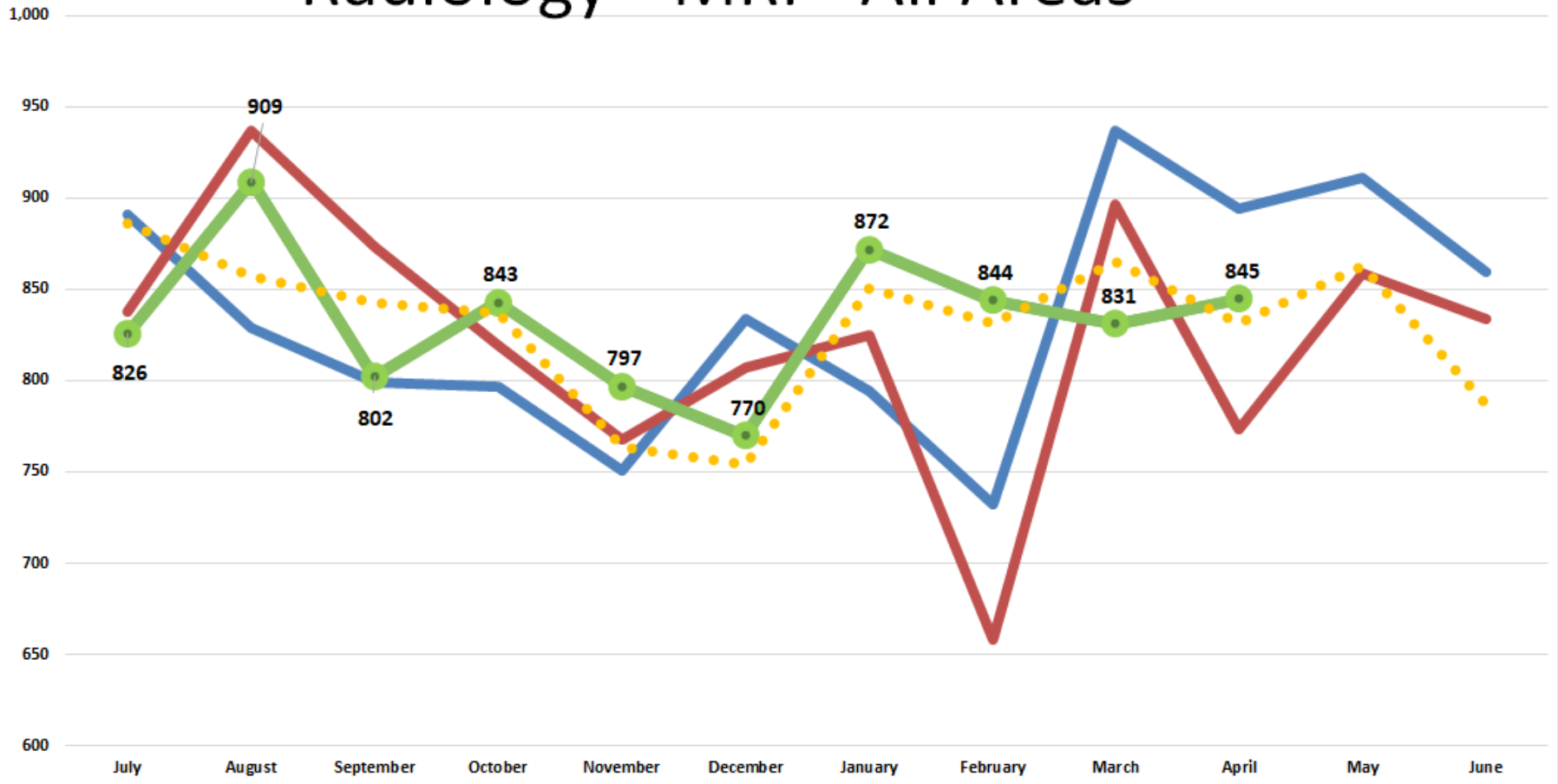
# Radiology - Ultrasound - All Areas



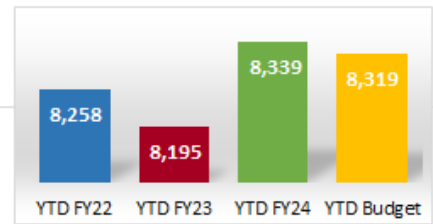
# Radiology - Ultrasound - Main Campus



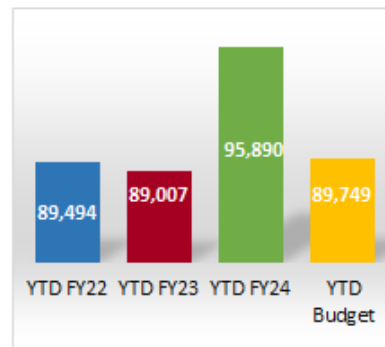
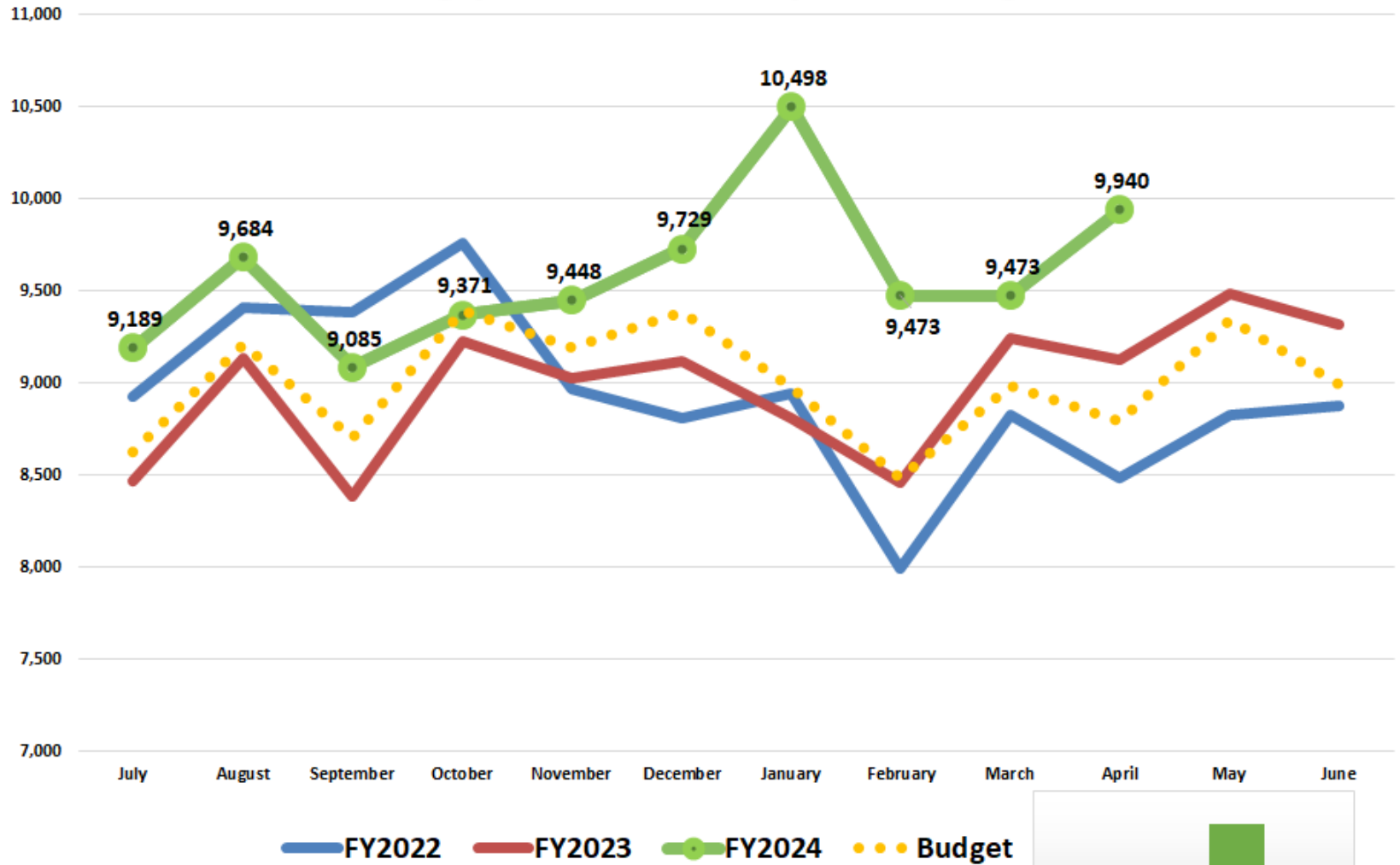
# Radiology - MRI - All Areas



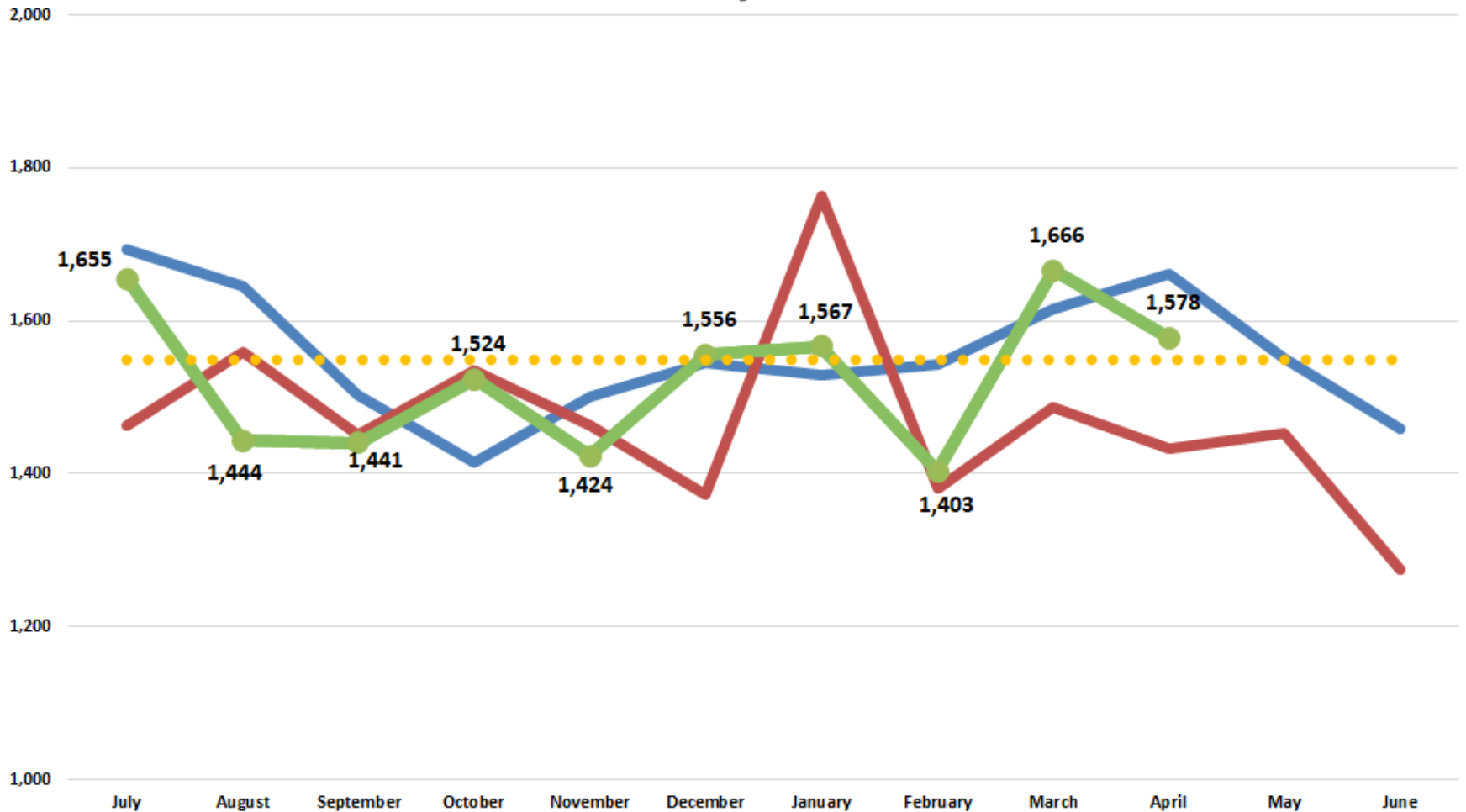
—●— FY2022   
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 —●— FY2024   
 ●●● Budget



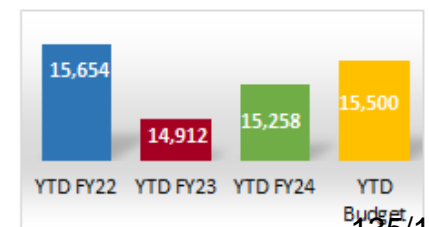
# Radiology Modality - Diagnostic



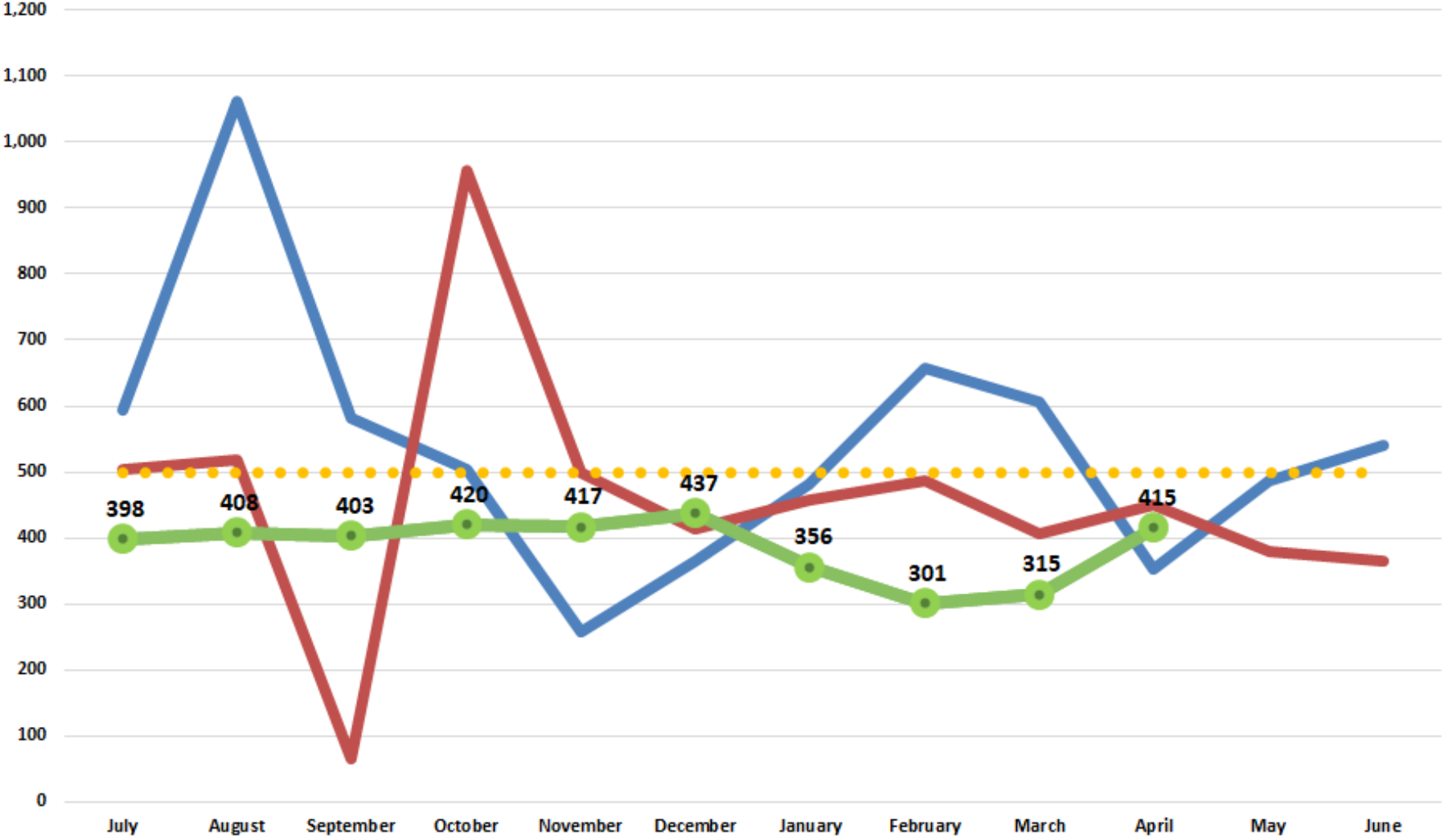
# Chronic Dialysis - Visalia



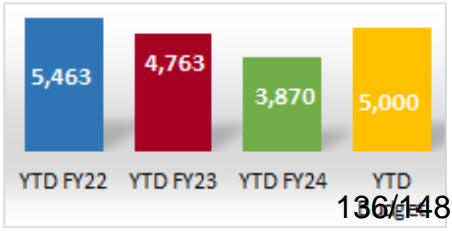
—●— FY2022   
 —●— FY2023   
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 ⋯ Budget



# CAPD/CCPD - Maintenance Sessions

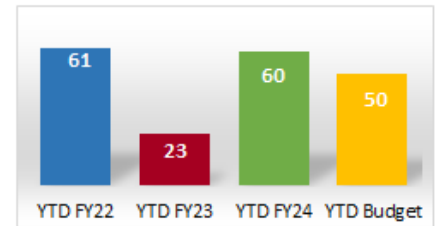
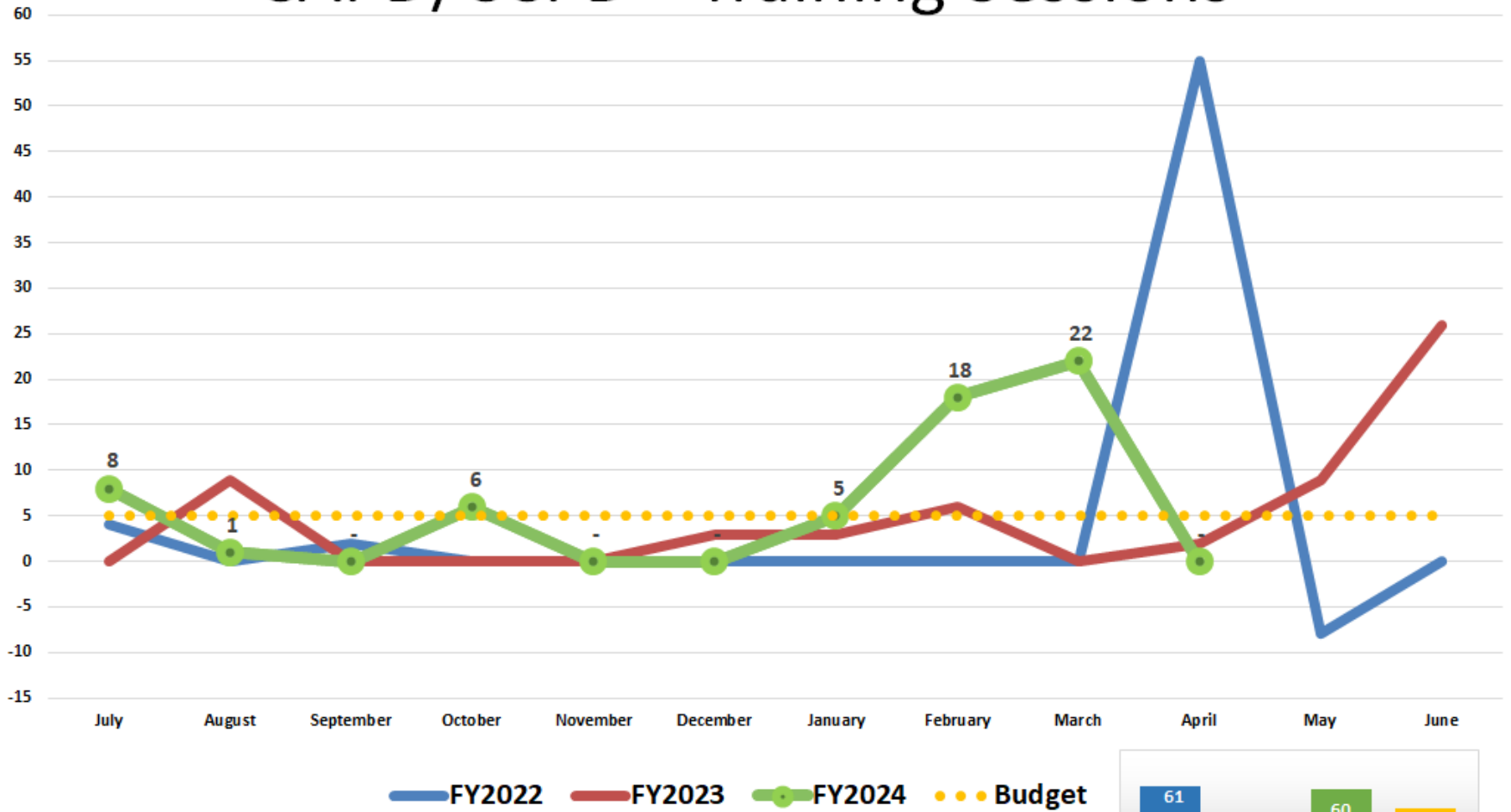


—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ●●● Budget

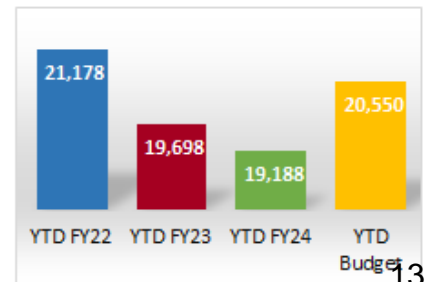
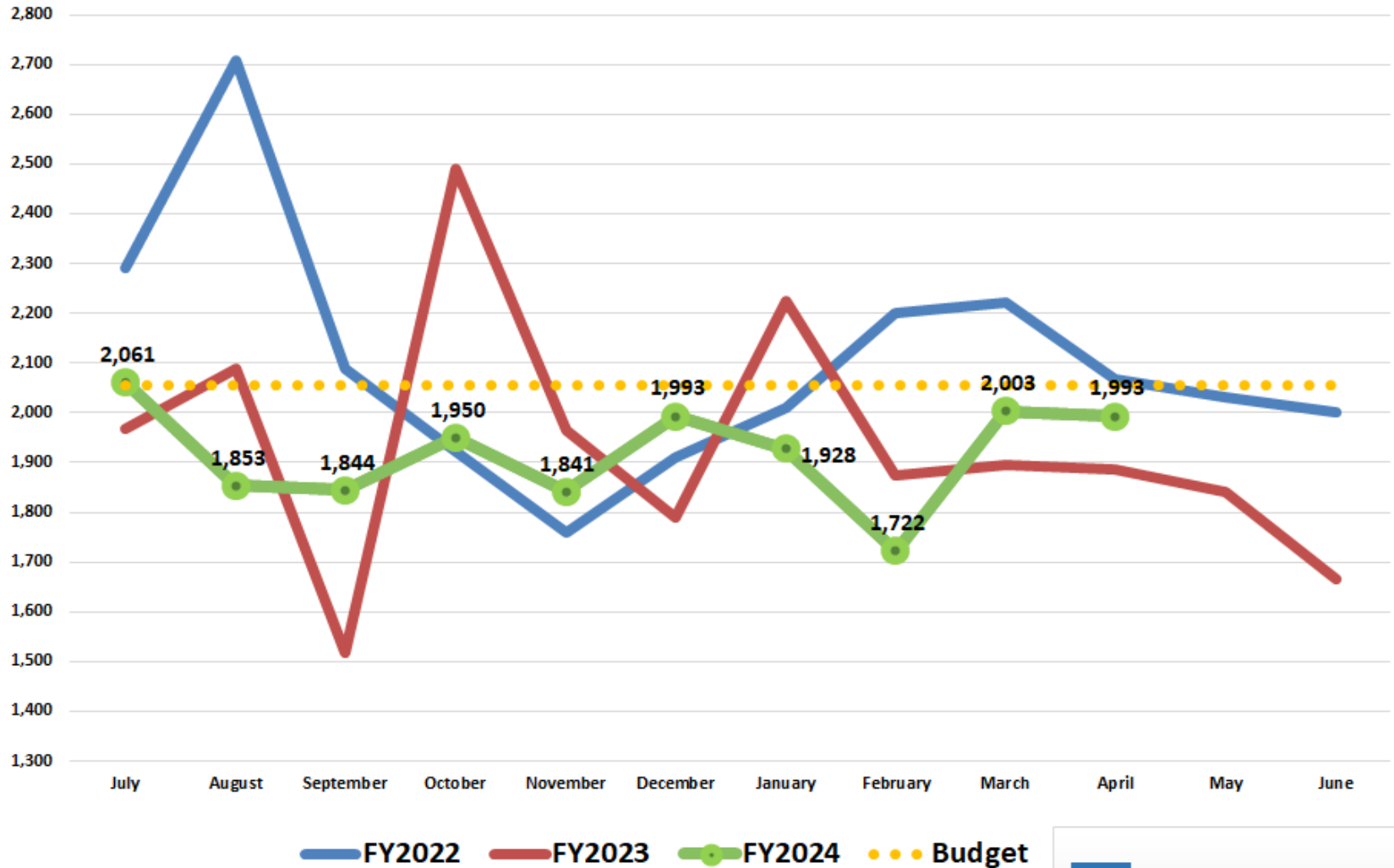




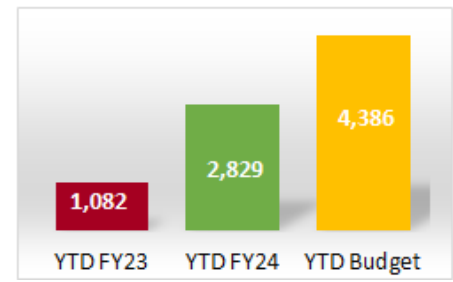
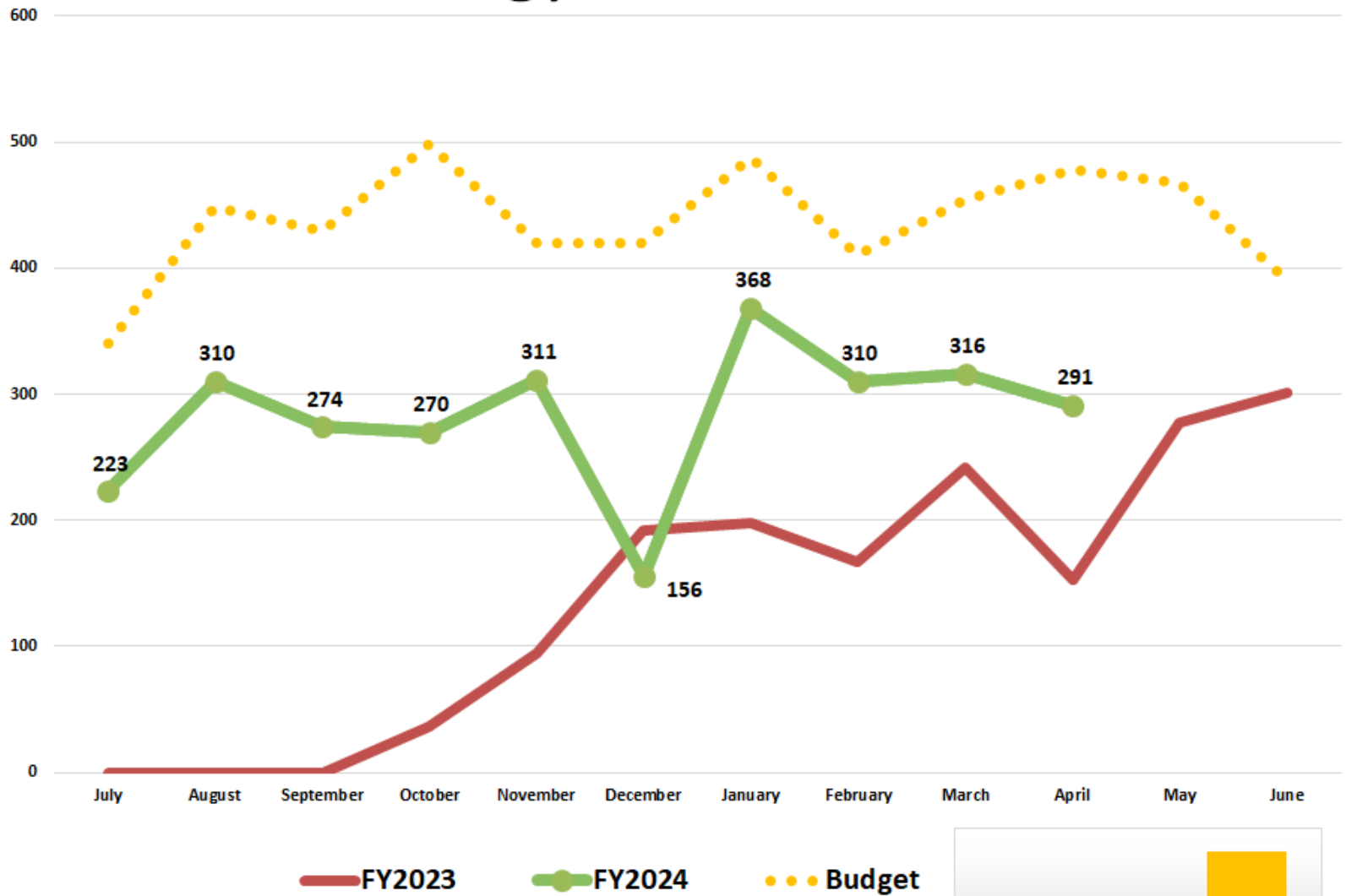
# CAPD/CCPD - Training Sessions



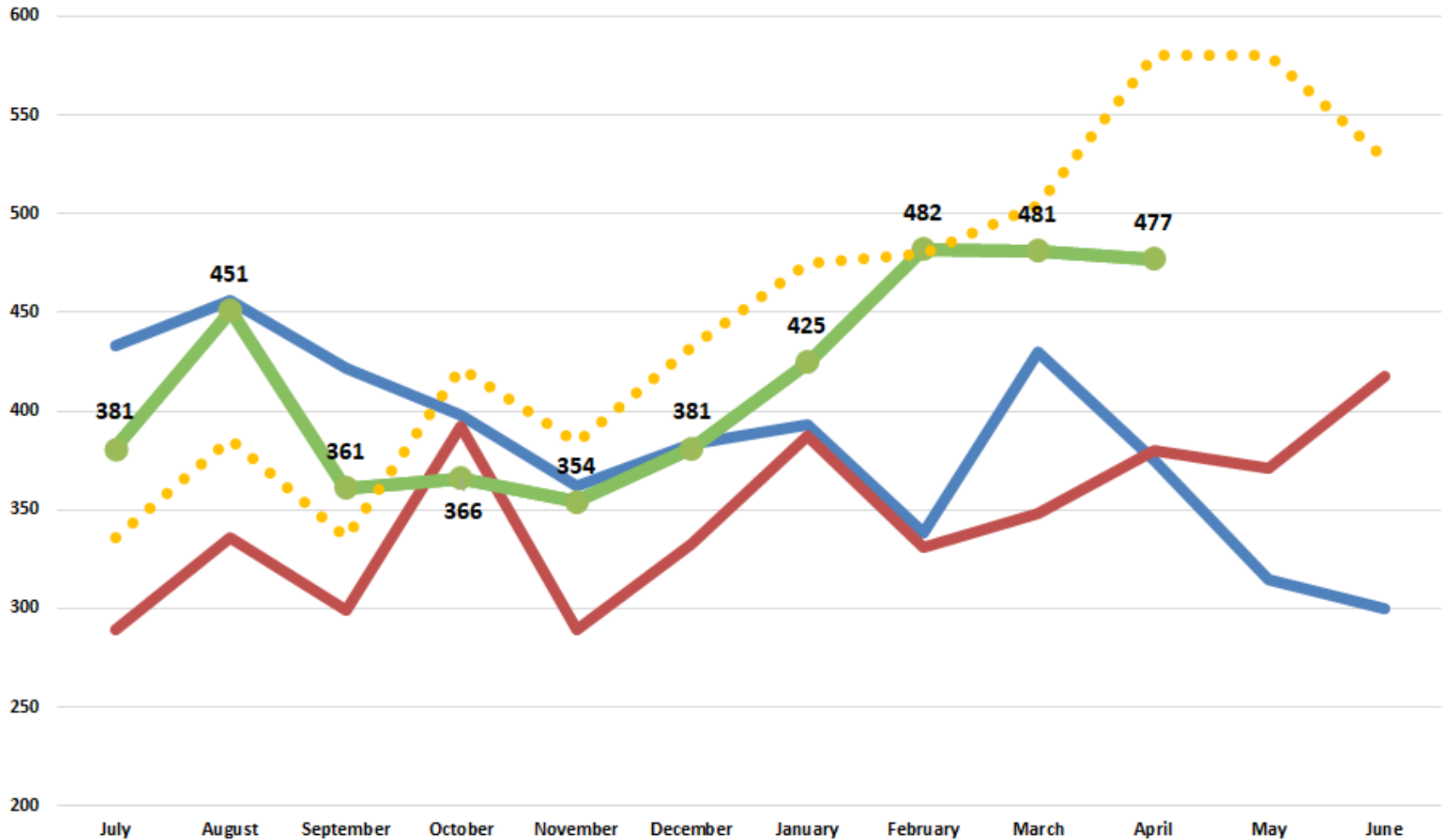
# All CAPD & CCPD



# Urology Clinic Visits



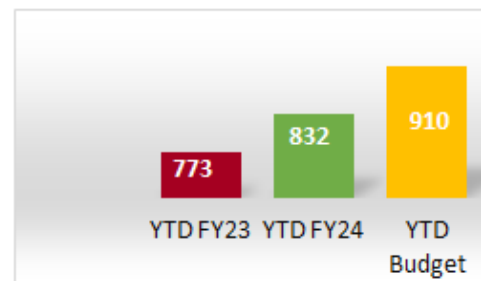
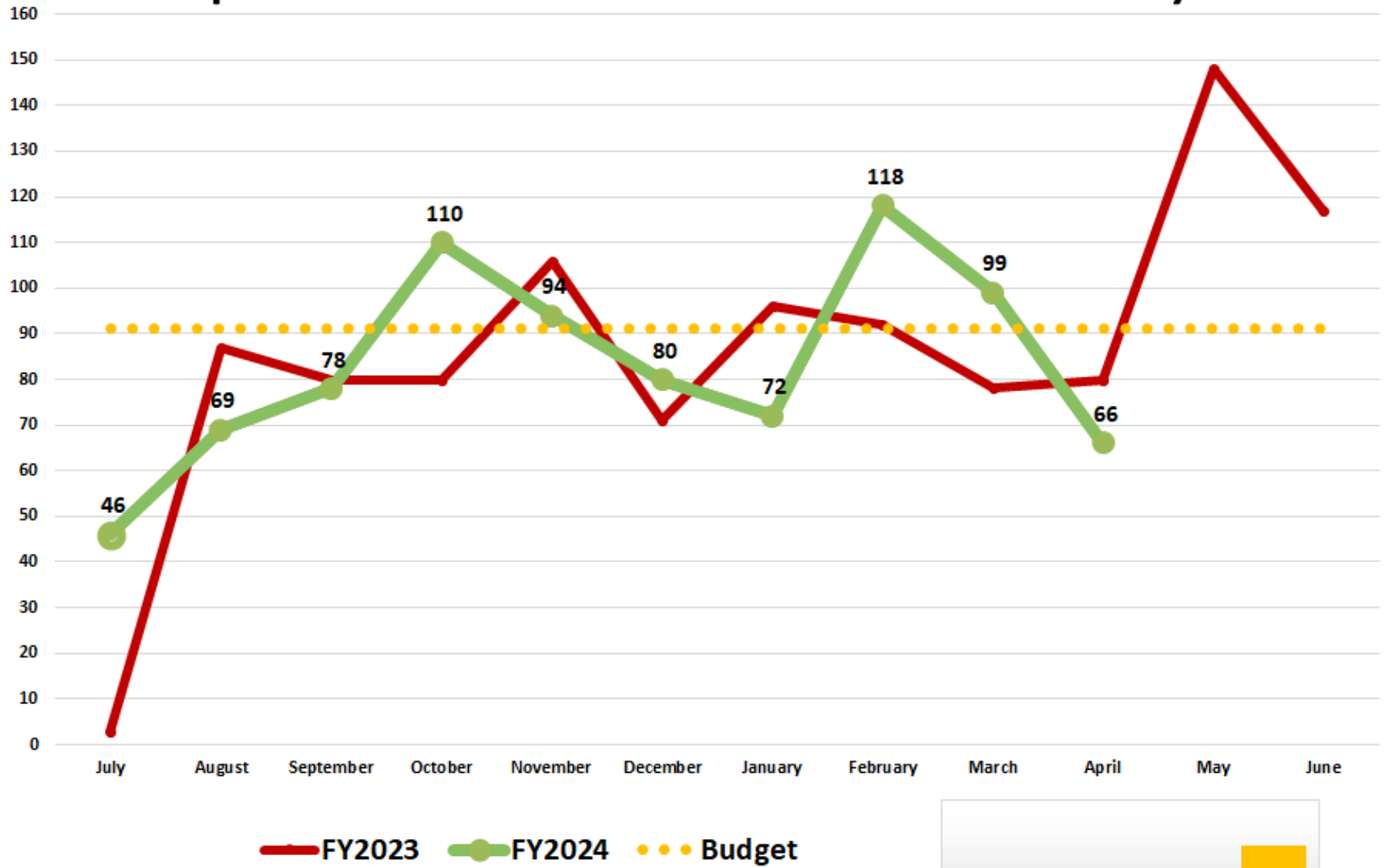
# Infusion Center - Outpatient Visits



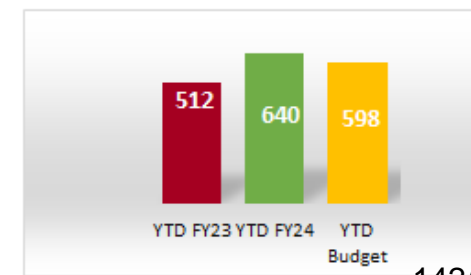
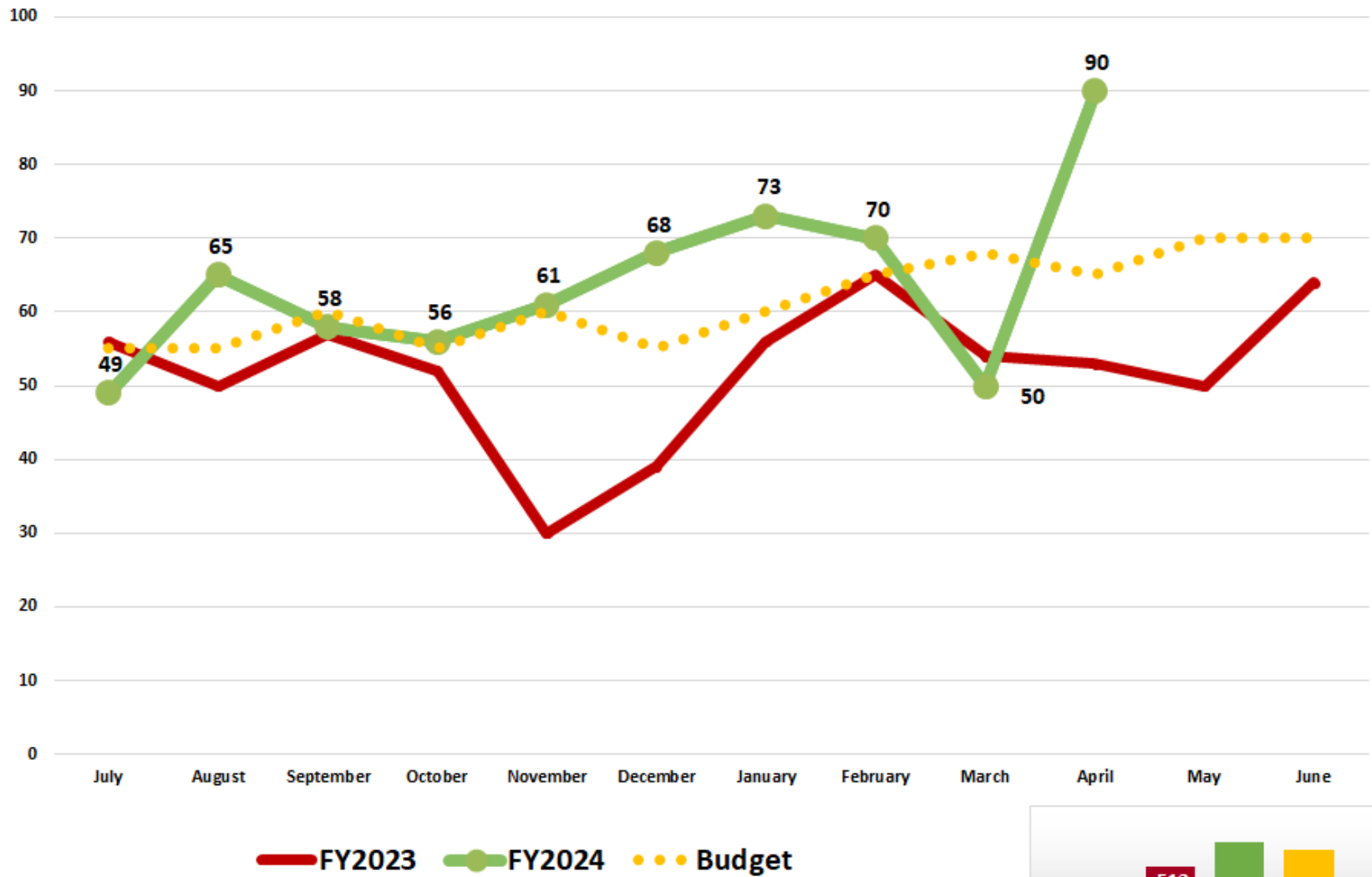
—● FY2022   
 —● FY2023   
 —● FY2024   
 ●●● Budget

3,990	3,384	4,159	4,335
YTD FY22	YTD FY23	YTD FY24	YTD Budget

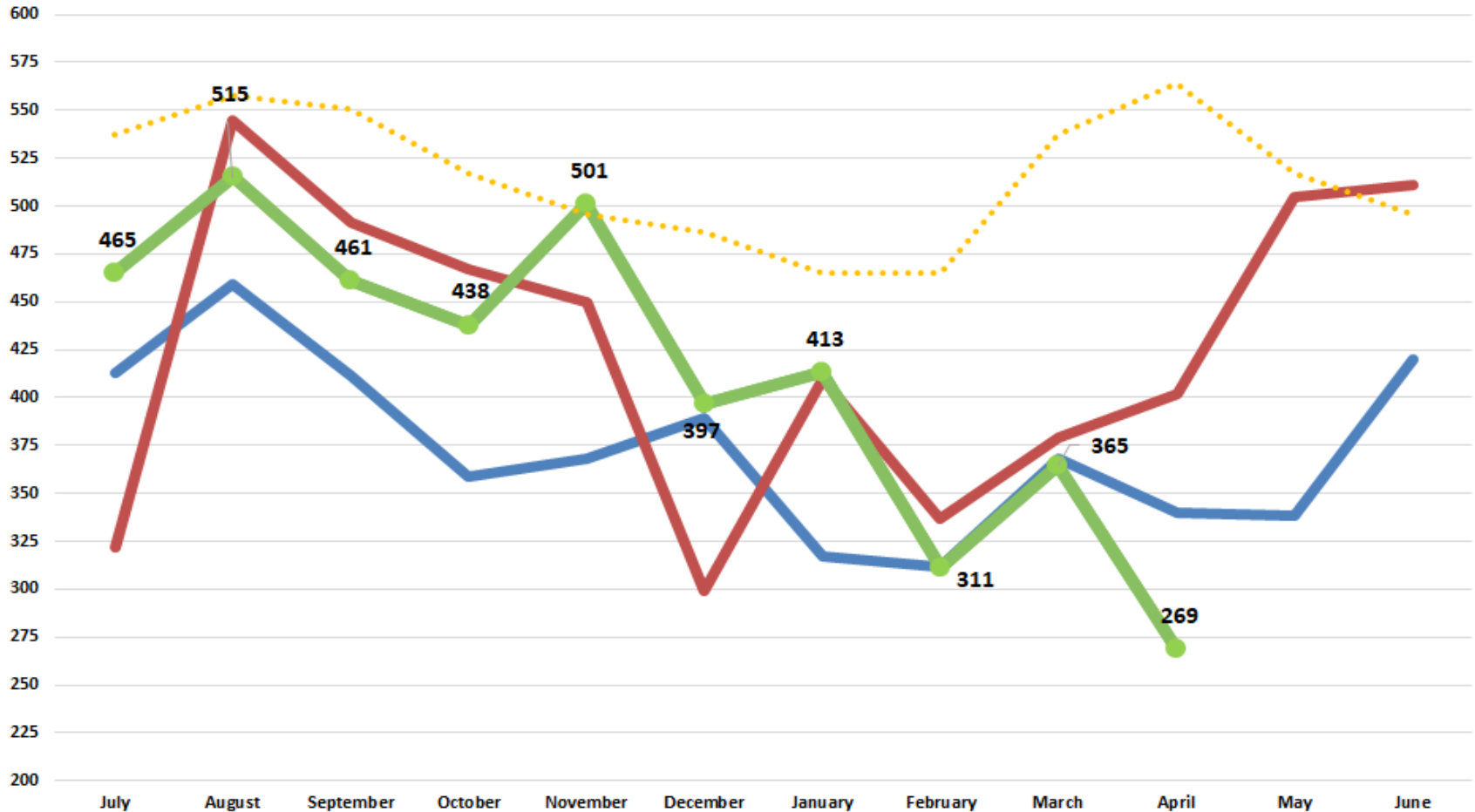
# Open Arms House - Patient Days



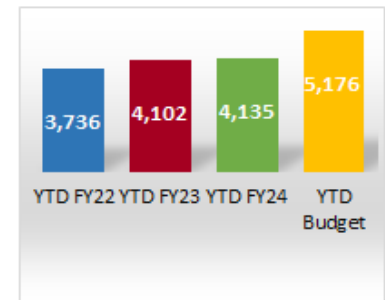
# Cardiothoracic Surgery Clinic - Visits



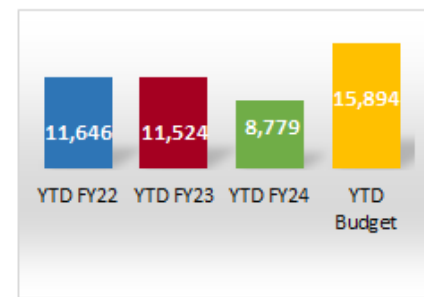
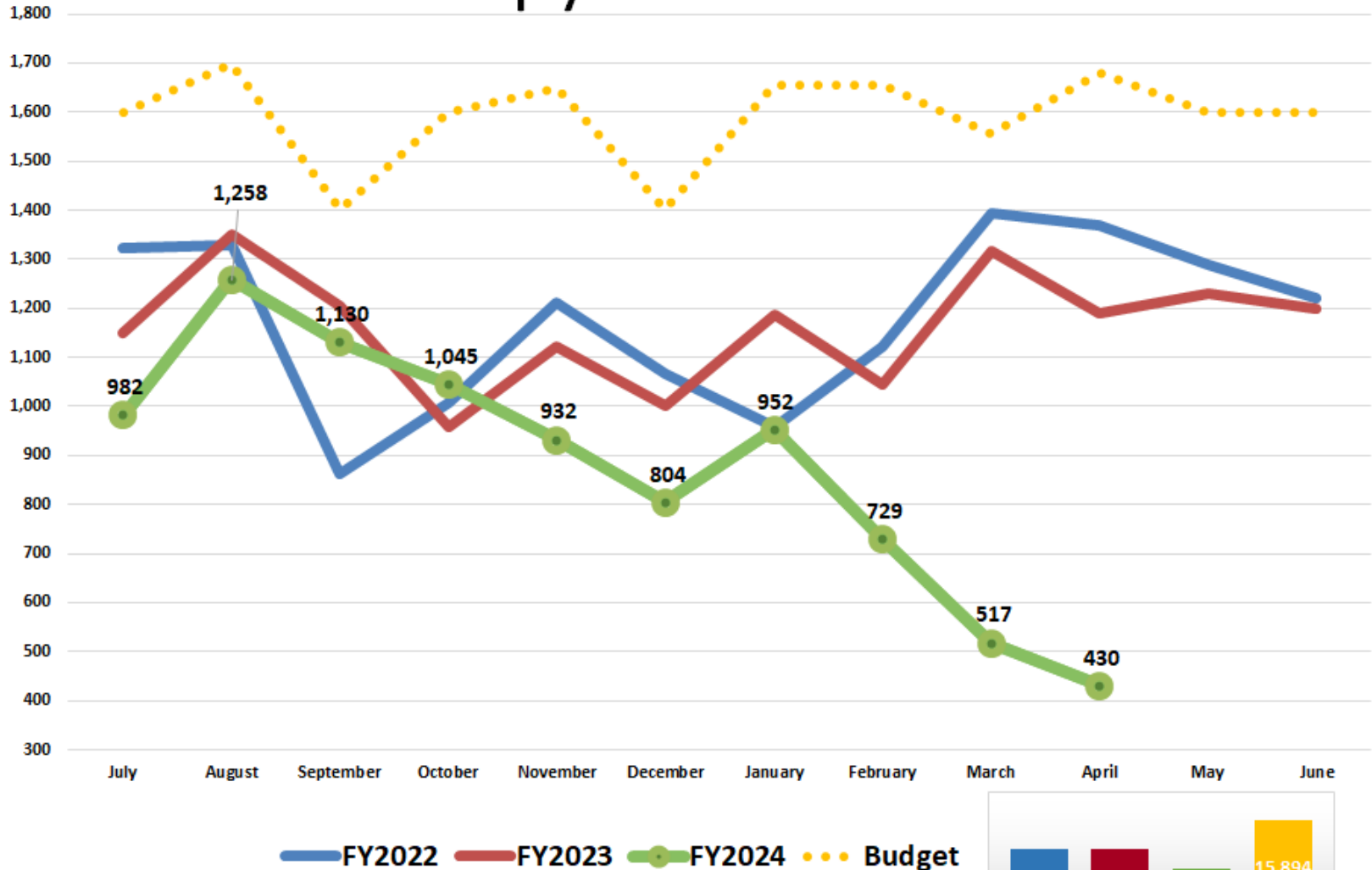
# Cardiac Rehabilitation



—●— FY2022   
 —●— FY2023   
 —●— FY2024   
 ⋯ Budget



# Therapy-Wound Care





# SSC Board Report--May 2024

**Kaweah Delta Health Care District  
Report to the Board of Directors**

**Sequoia Surgery Center  
May 2024**

**Gary Herbst, CEO  
624-2330**

**Summary Issue/Service Considered**

Sequoia Surgery Center (SSC), a California limited liability company (LLC), was formed on August 1, 2010 upon the merger of Cypress Surgery Center (CSC) and the Center for Ambulatory Medicine & Surgery (CAMS). SSC operates a four-suite ambulatory surgery center where they performed approximately 5,600 outpatient surgeries and endoscopic procedures during 2023, 8.3% more than in 2022. Surgery services include orthopedics, general, gynecological, urological, plastic, podiatric, pain management and ENT. SSC gastroenterologists also perform a significant number of endoscopic procedures at the Center, primarily colonoscopies, which account for approximately 40% of all case volume.

SSC is owned by thirteen (13) surgeons and Kaweah Health. SSC is owned 69.4% by physicians and 30.6% by Kaweah Health. SSC is governed and managed by a formal Board of LLC members, including Kaweah Health, elected to the Board by the LLC members, and chaired by Dr. Frank Feng, orthopedic surgeon. Director Dave Francis serves as Kaweah Health's representative on the SSC Board of Members. Anesthesiology services are provided by independent certified registered nurse anesthetists. Dr. Burton Redd, orthopedic surgeon, serves as SSC's Medical Director, and Tricia Vetter, a former charge nurse at Kaweah Health Medical Center, serves as the Center's Administrator.

In conjunction with the merger of CSC and CAMS, CSC created a separate limited liability company, Cypress Company, LLC (CyCo), to which it transferred all real estate assets (land and building), along with the associated mortgage debt, as well as cash, accounts receivable and certain debt incurred with the buy-out of partner interests. CyCo leases the surgery facility to SSC under a long-term operating lease. CyCo is owned by ten (10) surgeons (all former members of CSC) and Kaweah Health. CyCo is owned 60.0% by physicians and 40.0% by Kaweah Health.

## Financial/Statistical Information

January 1 to December 31 (Compiled Financial Statements):

Year	Case Volume	Net Revenue	Operating Costs	Net Income
2024 Feb (2 Mos.)	984	\$2,471,558	\$1,991,146	\$480,412
2023	5,636	13,828,402	11,101,825	2,726,577
2022	5,205	11,887,338	10,531,181	1,356,157
2021	5,305	12,161,902	10,441,094	1,720,808

## Quality/Performance Improvement Data

1. SSC is accredited by the Accreditation Association for Ambulatory Health Care (AAAHC). AAAHC awards three-year accreditations similar to the Joint Commission. SSC was just recently surveyed by AAAHC in December 2023 and received confirmation of its full three-year accreditation in January 2024.

## Policy, Strategic or Tactical Issues

1. SSC's primary competition for outpatient surgery includes Kaweah Health, Sierra Pacific Orthopedic Center (Fresno), and private physician offices.
2. SSC's primary strategy for growing and retaining its business is to selectively offer ownership interests to active, community surgeons with an interest in actively managing and using the Center. Additionally, SSC management and physician leaders actively reach out to new physicians that enter the marketplace, offering SSC as an alternative to Kaweah Health and other surgical facilities. As of April 2024, SSC has approximately 6.9% of its 10,000 shares held in treasury and available for sale to existing owners or new potential owners.
3. In past years, SSC and CyCo have been evaluating the physical expansion of its facility through the construction of a new 4-suite ambulatory surgical center to be located approximately 30 feet from the current SSC facility. However, after extensive discussion and debate back in December 2020, a super-majority of the members present voted to defer the project for an indefinite period of time.

That said, SSC and CyCo recently completed a "modernization" project that brought an aesthetic facelift to the interior of SSC (primarily the patient waiting room and registration area) as well as the addition of seatrains for storage of supplies, equipment and pharmaceuticals.

4. The biggest strategic initiative being considered right now by SSC, CyCo and Kaweah Health is the construction of a new 28,000 square foot ambulatory surgery facility at the Sequoia Gateway project site located at Caldwell and Highway 99; a joint venture with SSC and other interested physicians, local investors and a private equity company (Montecito); initial plans recommend eight operating rooms and three procedure rooms.

We have engaged a consulting firm by the name of Amblitel to perform a formal financial feasibility study which has now been completed and is ready to review with interested physicians and other investors.

5. We are aware that Adventist Health has also hired a consultant to evaluate the feasibility of developing a competing ambulatory surgery center in Visalia. They have reached out to many local surgeons to see if they would be interested in investing in and utilizing an Adventist Health ASC. It is our understanding that Adventist Health has historically not allowed physicians to be owners in their facilities but with respect to this proposed ASC they are considering allowing physicians to own up to 49% of the joint venture. The 13 surgeons who are currently invested in SSC are prohibited from investing in any other ASC so long as they are investors in SSC. All but one of Visalia Medical Clinic's surgeons are investors in SSC.

### **Recommendations/Next Steps/Approvals/Conclusions**

SSC will continue to emphasize high-quality, customer-oriented, and personal outpatient surgery services to physicians and patients of Visalia with the objective of differentiating itself from the more institutional feel of a large hospital system. It will actively evaluate opportunities to recruit new physicians to its Center and offer membership ownership opportunities when appropriate. It will continue to evaluate low margin services and replace them with high margin services. It will continue to evaluate opportunities to reduce supply costs through consolidation or change of vendors and more efficient utilization and it will focus on improving overall economies of scale made possible by the merger of CSC and CAMS.