



resilient



courageous



ready



**2021
2022**
Annual Report

The pursuit of healthiness goes well beyond hospital care. It's about helping our community thrive.



The pursuit of healthiness





Gary Herbst

Chief Executive Officer

Kaweah Health Board Members

Zone 1

Mike Olmos

Secretary/Treasurer

Zone 2

Lynn Havard Mirviss

RN, Ed.D - Vice President

Zone 3

Garth Gipson

Zone 4

David Francis

President

Zone 5

Ambar Rodriguez

This community is the reason we exist. It was this community that founded the Kaweah Delta Health Care District back in 1961 to meet the healthcare needs of its people. No matter the challenges we face as a healthcare organization, health is our passion, excellence is our focus, and compassion is our promise. Over the last 60 years, we have grown into the largest district hospital in the state, and each day we provide access to award-winning services – trauma care, heart care, stroke care, cancer care, neurosurgery, general surgery, and many more.

In the last year, we have accomplished some phenomenal work in our quest to become your world-class healthcare choice for life:

- We continued to deliver essential healthcare services throughout the COVID-19 pandemic to thousands of Central Valley residents.
- We were named one of America’s 250 best hospitals and 50 best hospitals for cardiac surgery by Healthgrades, and we received two consecutive A grades from the Leapfrog Group, both independent evaluators.
- We graduated 42 resident physicians through our six residency programs in our effort to bring more doctors to the Central Valley.
- We partnered with Tulare County Health and Human Services Agency to bring a 24-hour youth in crisis stabilization unit to Tulare County for our under 21 population.
- We developed the Kaweah Health School of Nursing with partner Unitek to help Kaweah Health employees start their career in nursing as soon as 2023. At full enrollment, the program will graduate up to 50 Kaweah Health nurses a year.
- We installed the SafeGait 360° Balance and Mobility Trainer®, which is helping people learn to walk again after stroke, spinal cord injury, multiple sclerosis, amputation, and more. It’s the only one in California and has the longest track in the nation.
- We reopened the Ruth Wood Open Arms House, reaffirming our commitment to hospice patients in this community. The house provides a home-like setting for hospice patients and a fee system based on ability to pay.

Kaweah Health provides more than just healthcare services to this community — we also provide economic stability. **Each year, we infuse \$1.12 billion into the local economy**, according to a recent study by Impact DataSource of Austin, Texas. And while we do receive operating tax revenue each year from local residents, it represents only two tenths of one percent of our annual budget — not even enough to run our healthcare system for one day. Each year, Kaweah Health creates an estimated \$973 million in annual economic impact, and represents 3.3% of the total economic output of Tulare County. As the largest employer in Tulare County, we drive an estimated \$513.3 million in earnings, \$420.8 million of which is spent in our local economy.

In the year ahead, we know there will be financial challenges as we join the 53 percent of U.S. hospitals who are expected to lose money, according to a new report prepared by Kaufman Hall for the American Hospital Association. We’ve budgeted for the first operating loss in our organization’s history – an estimated \$11.2 million – as we continue to struggle with unprecedented labor costs and high rates of inflation. This means we’ll need your support. There is excellent care available locally, and we hope you’ll choose it. Your support will help us continue to improve the health of our community and our economy. Our community can rest comfortably knowing the quality and safety of care provided at Kaweah Health will never be diminished while we confront these challenges.

Mission | Vision | Pillars

Our Mission

**Health is our passion.
Excellence is our focus.
Compassion is our promise.**

Our mission statement articulates Kaweah Health's fundamental purpose both within our organization and for our community.

Our Vision

To be your world-class healthcare choice, for life.

Our vision statement is what we aspire to be for our community and sets the future path and framework in our strategic planning.

Our Pillars

**In order to achieve our mission and vision,
Kaweah Health must:**

- Achieve outstanding community health
- Deliver excellent service
- Provide an ideal work environment
- Empower through education
- Maintain financial strength



One year's operating expenses represented by one dollar

Income

For every dollar spent on Kaweah Health's operating costs for fiscal year 2021-22, less than two tenths of a penny was covered by tax revenue.



Right: Kaweah Health Care District Consolidated Information Fiscal year ended June 30, 2022



INCOME SOURCES AS PERCENTAGES OF COST OF OPERATIONS*

- Patients and insurance companies 24.94%
- Medicare and Medicare Managed Care 36.70%
- Medi-Cal and Medi-Cal Managed Care 30.52%
- Federal stimulus funding 2.13%
- Other health related services including Foundation fundraising, and investment income 7.68%
- Property tax revenue used for operations 0.19%
- Property tax revenue used to pay general obligation bond principal and interest 0.43%

Where our income came from:

Patients and insurance companies	\$ 217,258,243
Medicare and Medicare Managed Care	319,670,745
Medi-Cal and Medi-Cal Managed Care	265,866,259
Less: Patient Payments Not Received/ Written Off to Charity Care	(22,578,150)
Federal stimulus funding	18,548,037
Other health related services including Foundation fundraising, and investment income	66,930,068
Property tax revenue used for operations	1,616,501
Property tax revenue used to pay general obligation bond principal and interest	3,702,671
Total income	\$ 871,014,374

Where it went:

Salaries and benefits	417,003,388
Paid to others who provide goods and services for patient care	433,192,617
Depreciation (funds set aside for future capital purchases)	37,432,657
Interest paid on borrowed funds	8,953,787
Principal debt repayments	9,691,000
Capital purchases (equipment, building, improvements, etc.)	7,512,305
Total expenditures	\$ 913,785,754
Funds used from cash reserves	\$ (42,771,379)

2021-2022 Highlights

Healthgrades Quality Outcomes Awards



Stroke care



Cardiac care



Critical care



Gastrointestinal care



For a complete list of official recognitions and awards visit [KawahHealth.org/Awards](https://www.kawahhealth.org/awards).

Pulmonary (lung) care



What is Healthgrades?

Healthgrades evaluates hospital quality for conditions and procedures based solely on clinical outcomes. Their purpose is to help consumers understand and compare hospital performance to support their care choices.

Healthgrades America's Best Hospitals™ consistently exhibit exceptional, comprehensive quality care based on clinical quality outcomes for 31 conditions and procedures. America's 250 Best Hospitals™ are in the top 5% in the nation for overall clinical excellence for the current year.



The Kaweah Health School of Nursing is being established to address the urgent demand for nurses.

New and Upcoming

New

- Child and Adolescent Psychiatry Fellowship added to Graduate Medical Education program
- Free vaccination event held at Kaweah Health Tulare Clinic
- Grief services offered to first through sixth grade children in Visalia by Kaweah Health Hospice
- Cardiothoracic clinic opened in downtown Visalia
- Telehealth program upgraded through federal grant program
- Graduate Medical Education residency programs welcomed 51 new resident physicians.
- Graduate Medical Education program graduated 42 resident physicians.
- Twenty-four-hour facility for youth in mental health crisis created through partnership with Tulare County Health and Human Services
- Ruth Wood Open Arms House reopened.
- SafeGait 360° Balance and Mobility Trainer,[®] with longest track in the US installed at Kaweah Health Rehabilitation Hospital

Upcoming

- Ten urologists from USC Urology to provide services at Kaweah Health Specialty Clinic
- Kaweah Health School of Nursing partnership with Unitek Learning to help reduce the nursing shortage in California
- Kaweah Health Tulare Clinic to add more specialty services
- Children's bereavement program, CUBS, to offer emotional support to children who have lost a loved one
- Stanford University cardiac surgeons to join Kaweah Health Cardiothoracic Surgery Clinic
- Second TrueBeam[®] radiotherapy system and Brainlab imaging software to be available at Sequoia Regional Cancer Center
- Third CT scanner to be added at Kaweah Health Medical Center
- New outpatient psychiatric clinic to open
- New outpatient clinic to open in Visalia Industrial Park

Our Impact on the Community

Kaweah Health manages

Employees

2114	Support staff
1850	Nurses
490	Med staff members
422	Volunteers
128	GME resident physicians
70	Guild members
56	Hospitalists
30	ED physicians
22	Anesthesiologists
12	Chaplains
3	GME fellows

Other

22,581	Hours volunteered
4,614	Babies delivered
639	Licensed beds
\$5.7 M	Contributed by foundation

In fiscal year 2021-2022, Kaweah Health performed

Services

3,458,753	Total chemistry tests
1,648,778	Hematology tests
40,631	Covid tests
621,096	Other tests
5,769,258	Total Lab tests
81,555	ED visits
33,219	Hemodialysis treatments
9,566	Surgeries
1,454	Sleep studies in-lab
1,284	Coronary stents
965	Heart catheterizations
632	Vascular surgeries
393	Open-heart surgeries
317	Neurosurgeries
272	Helipad flights
128	Implanted defibrillator pacemakers



8,078

TOTAL JOBS SUPPORTED



\$513.3

MILLION IN HOUSEHOLD EARNINGS

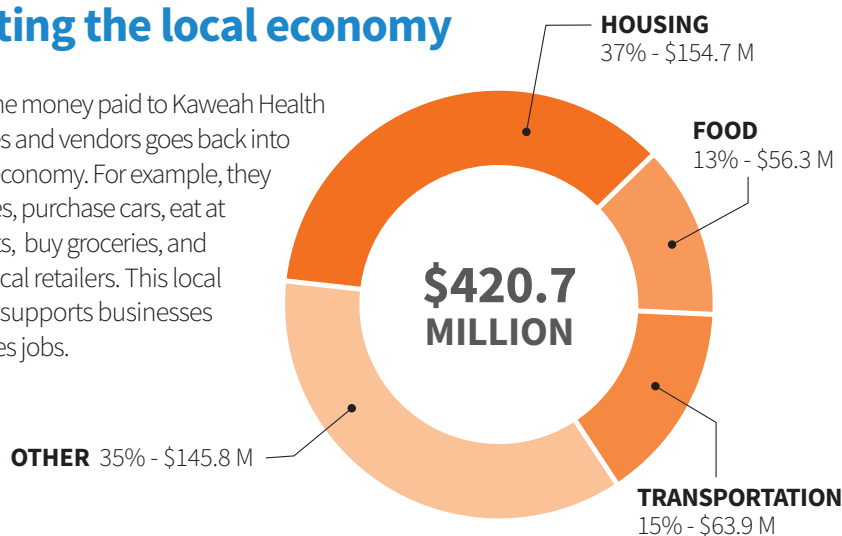


\$69.1

MILLION FROM NEW PHYSICIAN RECRUITMENT

Boosting the local economy

Much of the money paid to Kaweah Health employees and vendors goes back into the local economy. For example, they buy homes, purchase cars, eat at restaurants, buy groceries, and shop at local retailers. This local spending supports businesses and creates jobs.



Economic analysis prepared by Impact DataSource, Austin, TX

Little things. Huge rewards.



NATIONALLY RECOGNIZED

A

**LEAPFROG
HOSPITAL
SAFETY
GRADE**

FALL 2021

NATIONALLY RECOGNIZED

A

**LEAPFROG
HOSPITAL
SAFETY
GRADE**

SPRING 2022

Keeping our patients safe from infection is a top priority at Kaweah Health. For us, excellent doctors and leading-edge technology are just a start. We also focus on the little things — things that deliver huge rewards. Hand washing, strict protocols for hygiene, and comprehensive training lead to better outcomes for our

patients. We are committed to providing excellent care. Every hour. Every day.

We congratulate our doctors, nurses, staff, and board for their never-ending dedication to patient safety. An A grade during this historically challenging time in healthcare is a testament to their vigilance, expertise, and hard work.

The Leapfrog Hospital Safety Grade is an elite designation from The Leapfrog Group, a national, independent watchdog organization that sets the highest patient safety standards in the United States.



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Visit [KaweahHealth.org/Awards](https://www.kaweahhealth.org/Awards)

