



November 11, 2022

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 November 16, 2022 in the Kaweah Health Support Services Building, 520 West Mineral King Avenue, Copper Room (2nd Floor), Visalia, CA.

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

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
Mike Olmos, Secretary/Treasurer

A handwritten signature in black ink that reads "Cindy Moccio".

Cindy Moccio
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**

Wednesday November 16, 2022

Kaweah Health Medical Center – Support Services Building
520 W. Mineral King Avenue – 2nd floor Copper Room Conference Room

ATTENDING: Directors: David Francis & Mike Olmos; Gary Herbst, Chief Executive Officer; Malinda Tupper, Chief Financial Officer; Marc Mertz, Chief Strategy Officer; Kevin Morrison, Director of Facilities Planning; Jennifer Stockton, Director of Finance, Deborah Volosin, Director of Community Engagement; Steve Bajari, ; Cindy Moccio, Recording

1. OPEN MEETING – 10:00AM

2. CALL TO ORDER – *David Francis, Board President*

3. PUBLIC PARTICIPATION – Members of the public may comment on agenda items before action is taken and after it is discussed by the Board. Each speaker will be allowed five minutes. Members of the public wishing to address the Board concerning items not on the agenda and within the 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 (Cindy Moccio 559-624-2330) or cmoccio@kaweahhealth.org to make arrangements to address the Board.

4. FINANCIALS – Review of the most current fiscal year financial results and budget.

Malinda Tupper – Chief Financial Officer

5. BUDGET INITIATIVES – SUPPLIES & CONTRACTED SERVICES – Review and discussion relative to the budget initiative - supplies and contracted services.

Steve Bajari, Director of Procurement & Logistics

6. KAWEAH HEALTH PROPERTY AND SERVICES PLANNING – Review and discussion of long-term and short-term property and services planning concepts for Kaweah Delta Health Care District dba Kaweah Health.

Gary Herbst, Chief Executive Officer

7. ADJOURN – *David Francis, Board President*

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.

CFO Financial Report

Month Ending October 2022

Key Takeaways

- Economy: Inflation outpacing reimbursement
- Volume: Overall patient volume and acuity are lower than prior year and budget, but tracking higher than FY19-FY21.
- Contract Labor: Rates and hours are coming down
- Premium Pay: Overtime and shift bonus at an all time low.



Health systems suffer while payer profits soar

Laura Dyrda ([Twitter](#)) - Thursday, November 3rd, 2022



Large health systems are reporting big losses this year while insurers continue to turn billion-dollar profits.

Humana reported \$1.2 billion in third quarter profits, a slight drop from the same period last year. The company has focused on regaining Medicare Advantage market share and increased quarterly revenues 10.2 percent year over year.

Cigna's third quarter profits jumped 70 percent year over year, hitting \$2.8 billion. The company reported \$45.3 billion in third quarter revenues and raised its annual earnings outlook based on the results. The company now projects \$179 billion for full year 2022 adjusted revenue.

CVS Health also beat investor expectations in the third quarter and raised its earnings outlook. The company's third quarter revenue jumped almost 10 percent year over year to \$81.2 billion, although it reported \$3.4 billion in losses after agreeing to pay into a \$5 billion global opioid lawsuit settlement over 10 years.

At the same time, health systems are reporting multimillion and even billion-dollar losses. Chicago-based CommonSpirit Health reported \$1.3 billion operating loss for the 12-months end on June 30. Ascension, based in St. Louis, also reported a \$1.8 billion loss for the fiscal year's end in June.

Community Health System reported a \$42 million net loss for the third quarter in October and both Dallas-based Tenet Healthcare and Nashville, Tenn.-based HCA Healthcare reported more than 50 percent drops in quarterly net income from 2021 to 2022.

The profitability mismatch between the nation's largest payers and health systems of all sizes will be front and center during contract negotiations in the coming year. There have already been high profile contract impasses between insurers and large systems, with some leading to contract termination.

Latest articles on Finance:

[Kaiser Permanente reports \\$1.5B Q3 loss](#)



CEO Message

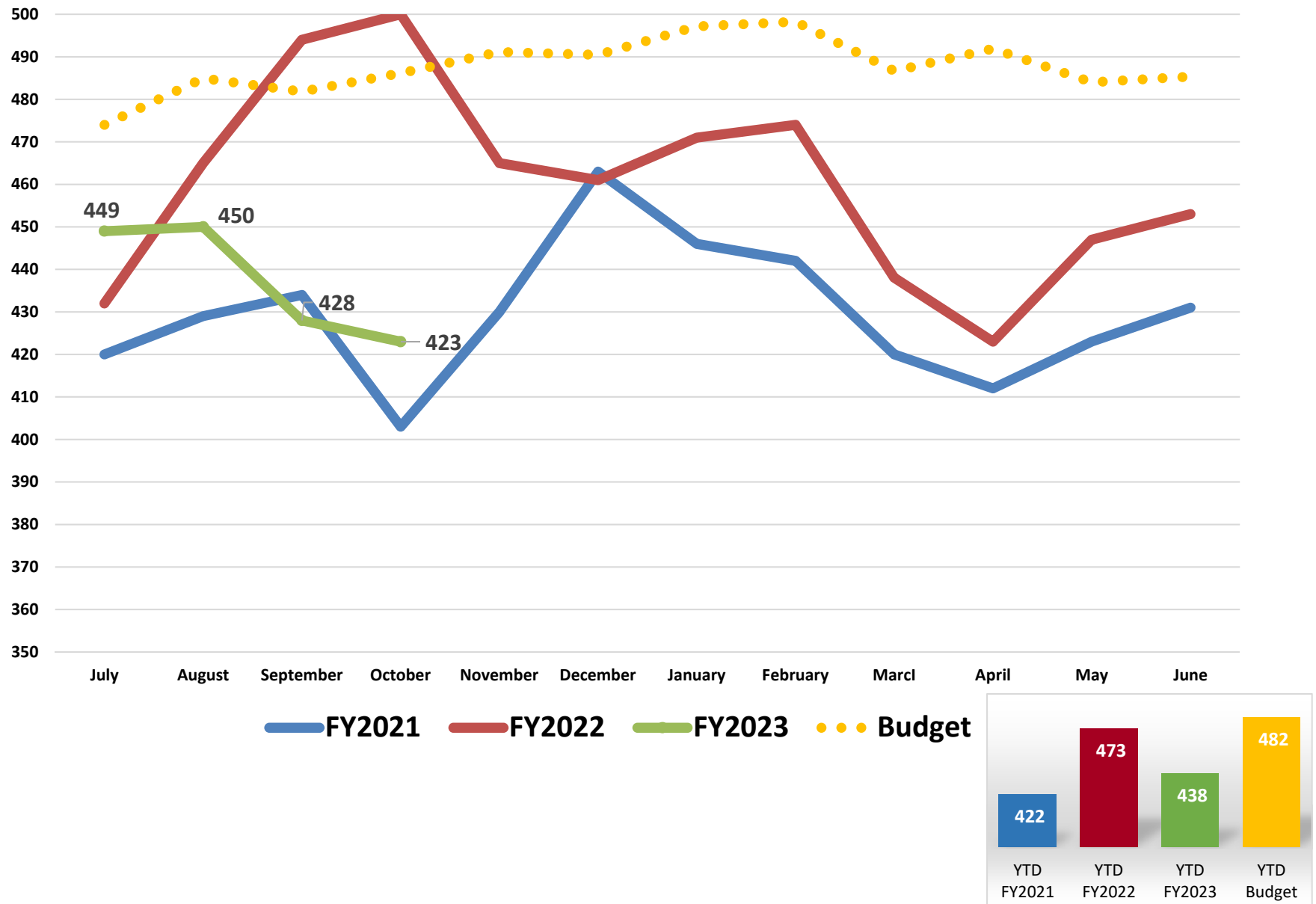
Carmela Coyle

On Monday, the American Hospital Association (AHA) delivered to the leaders of the U.S. Senate and House of Representatives a **letter outlining priorities for hospitals for the remainder of this year**, a lame-duck session following the Nov. 8 midterm election.

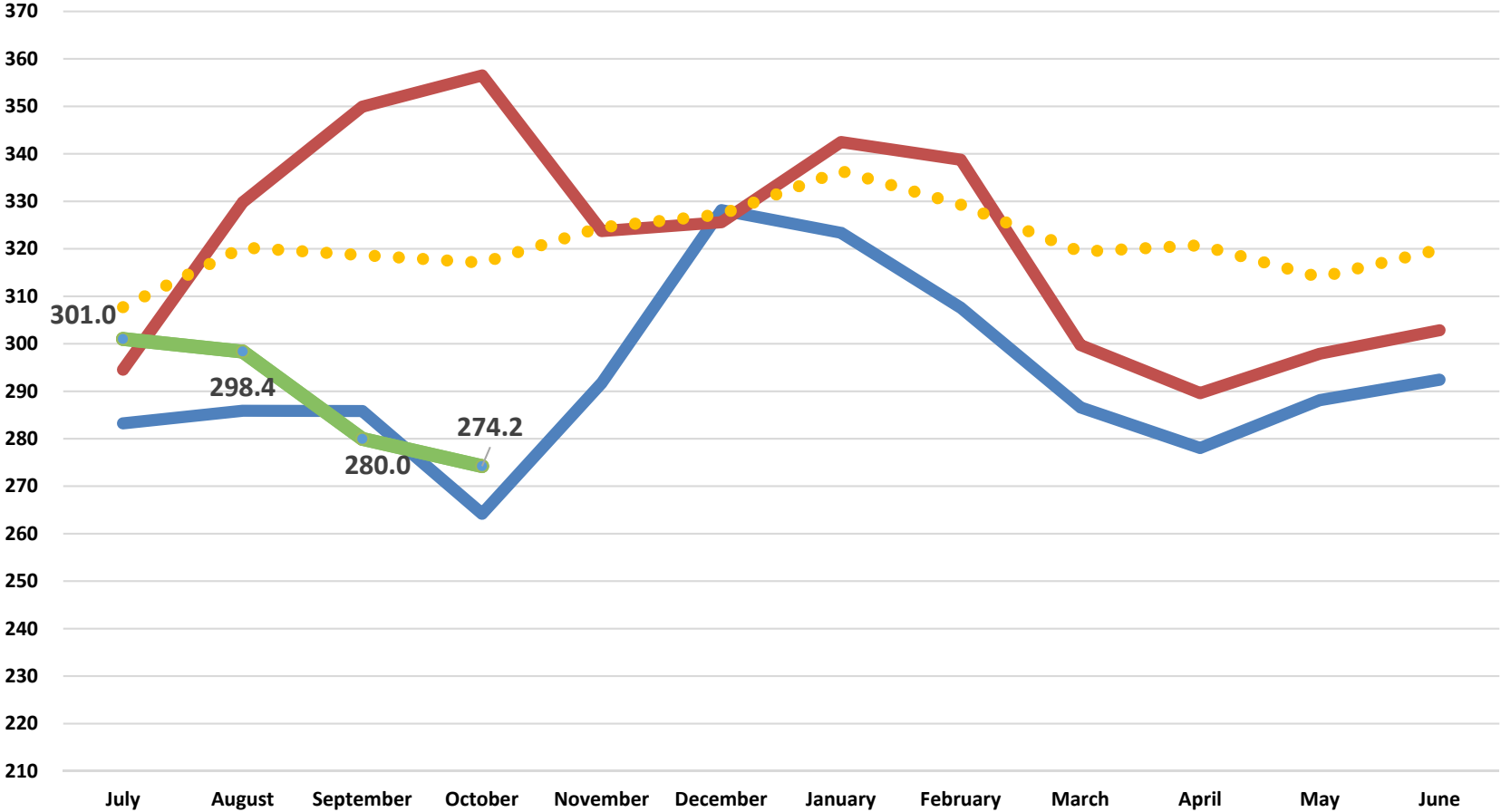
Included among the issues is a push to mitigate backlogs for patient discharge — a major concern for California hospitals as well as those throughout the nation — by establishing a federal per diem payment for these patients. From AHA’s letter:

“Significant workforce shortages at facilities, such as those in post-acute and behavioral health, are making it more difficult for acute care hospitals to discharge patients to the appropriate care setting. This means patients must remain in inpatient beds longer than is medically necessary. As a result, hospitals must bear the costs of caring for patients for those excess days without any reimbursement. We ask Congress to establish a temporary per diem payment targeted to hospitals to address this issue.”

Average Daily Census



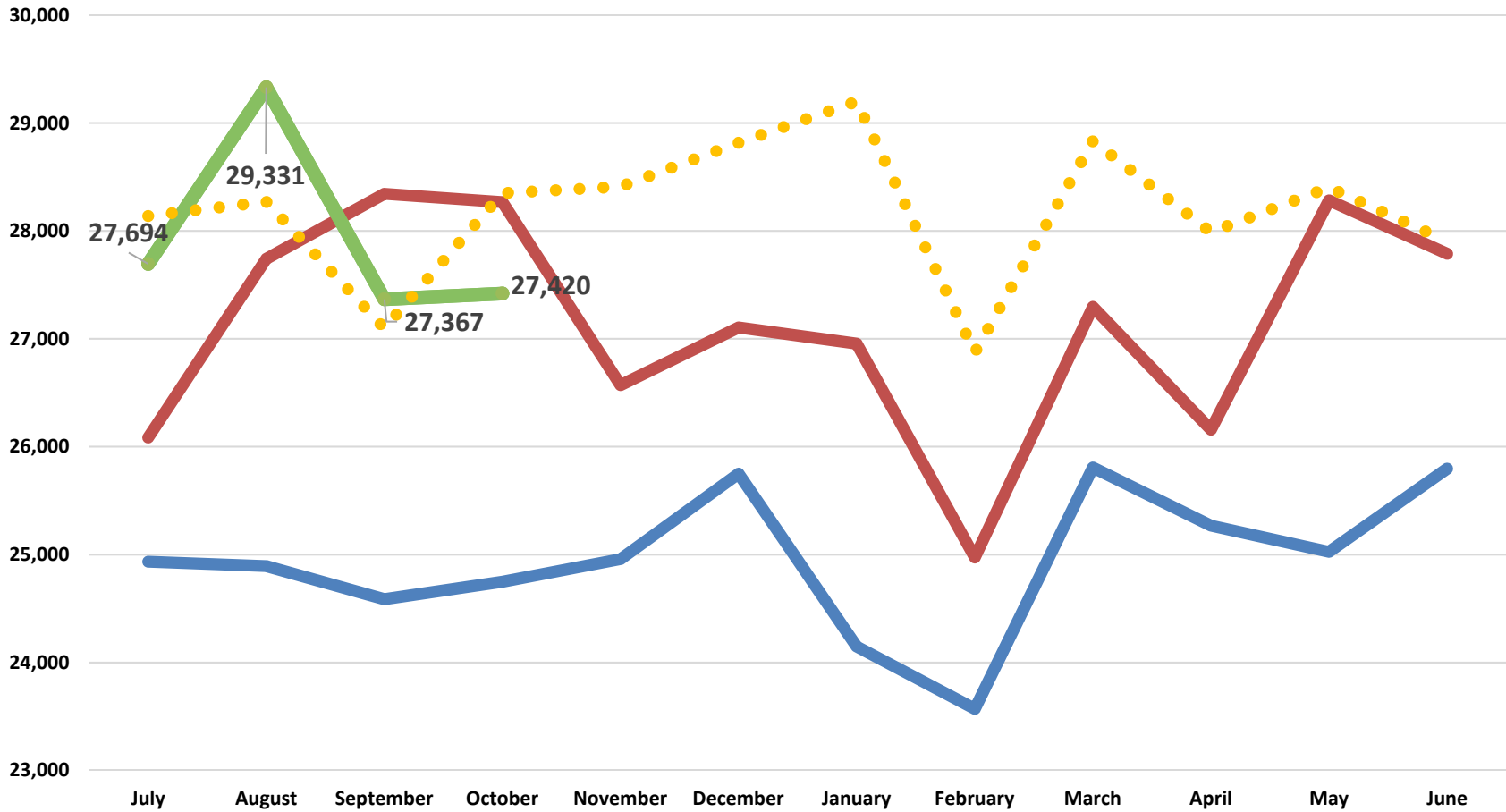
Medical Center – Avg. Patients Per Day



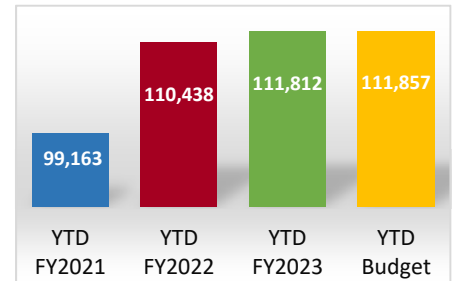
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget

279.8	332.7	288.4	315.9
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

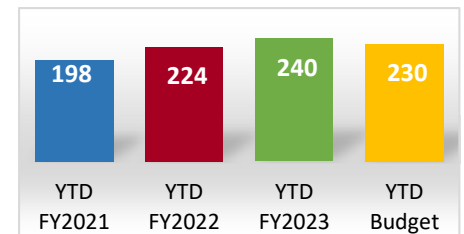
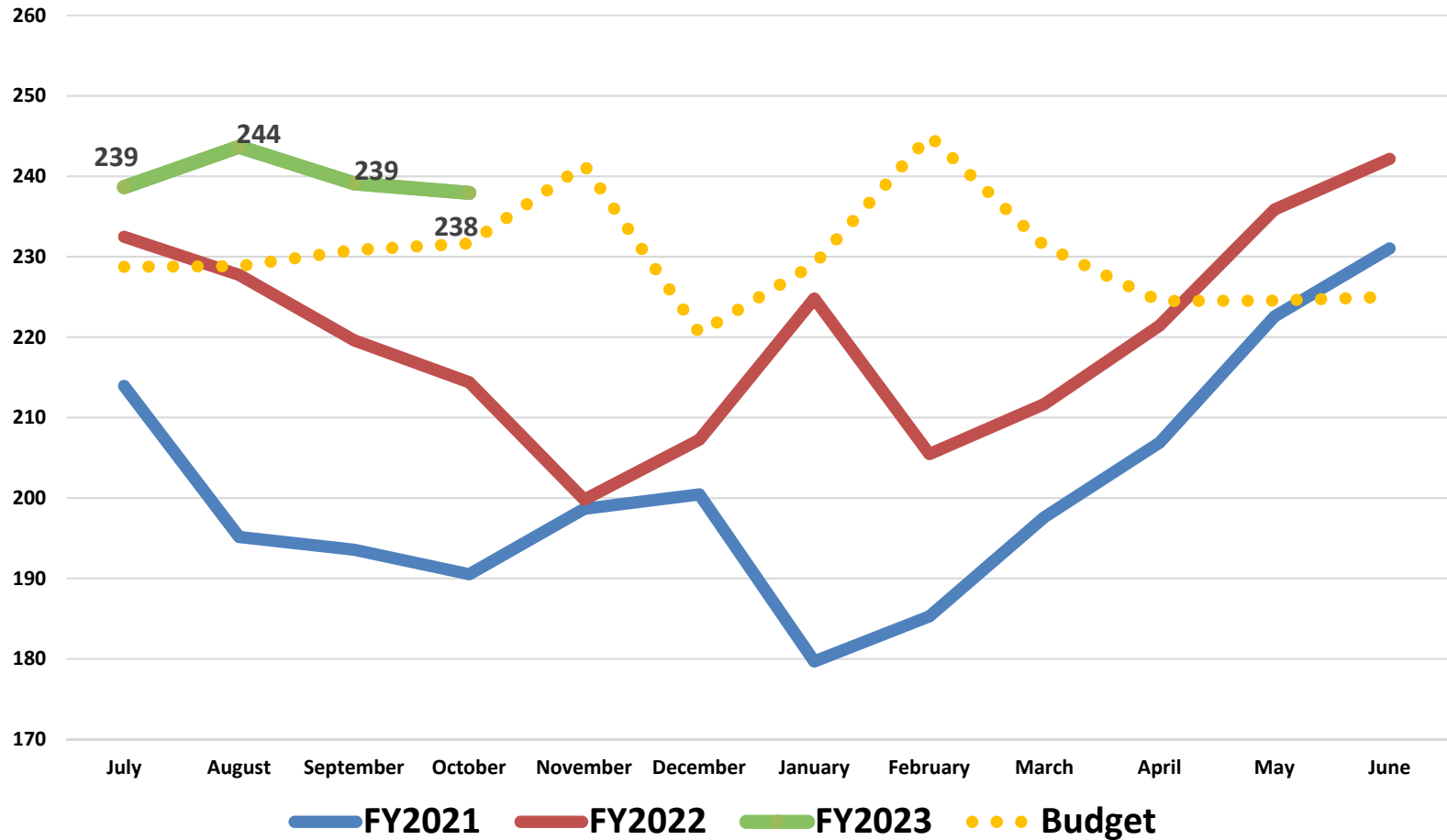
Adjusted Patient Days



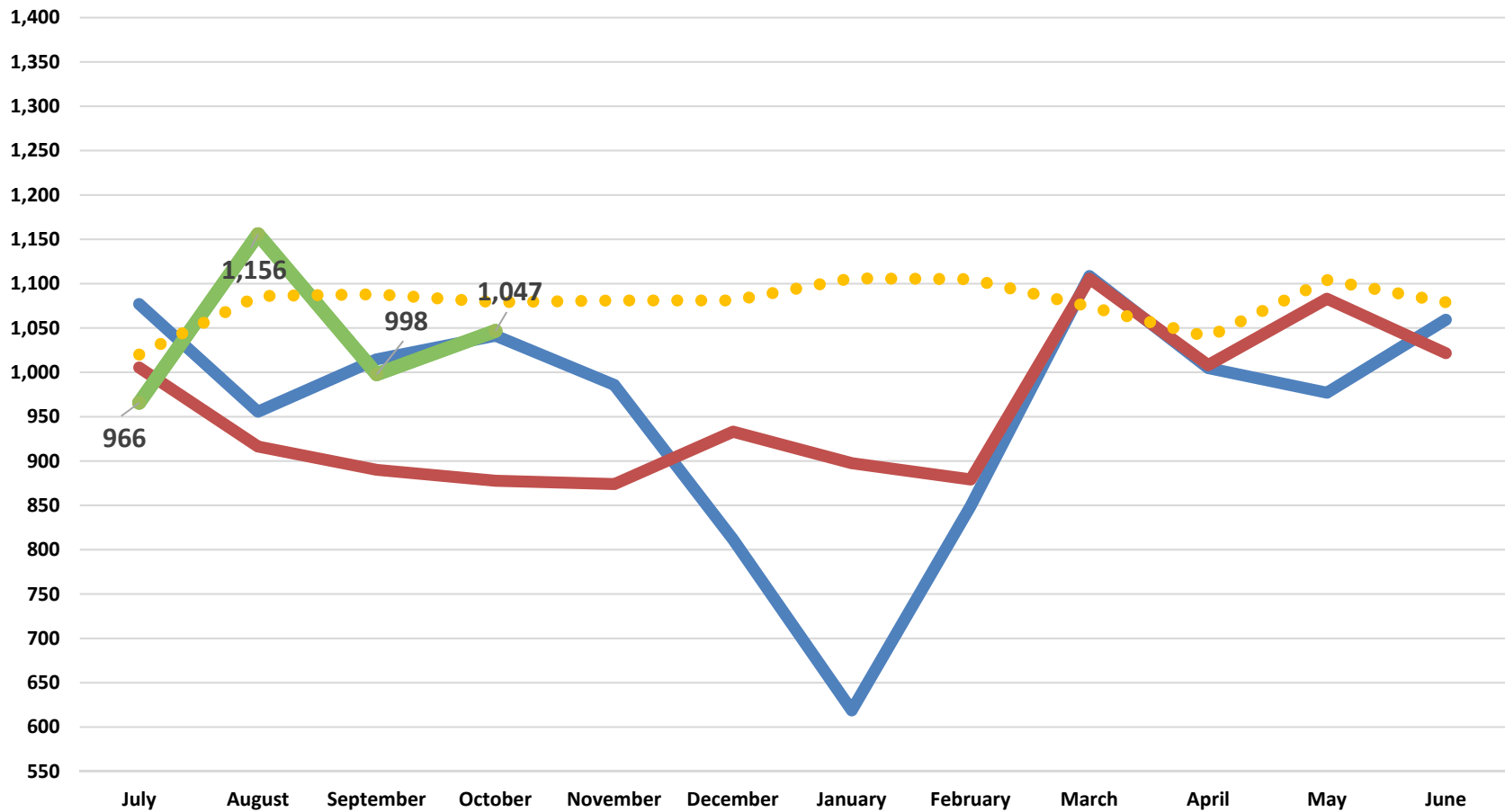
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



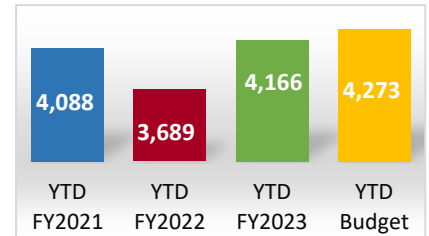
Emergency Dept – Avg Treated Per Day



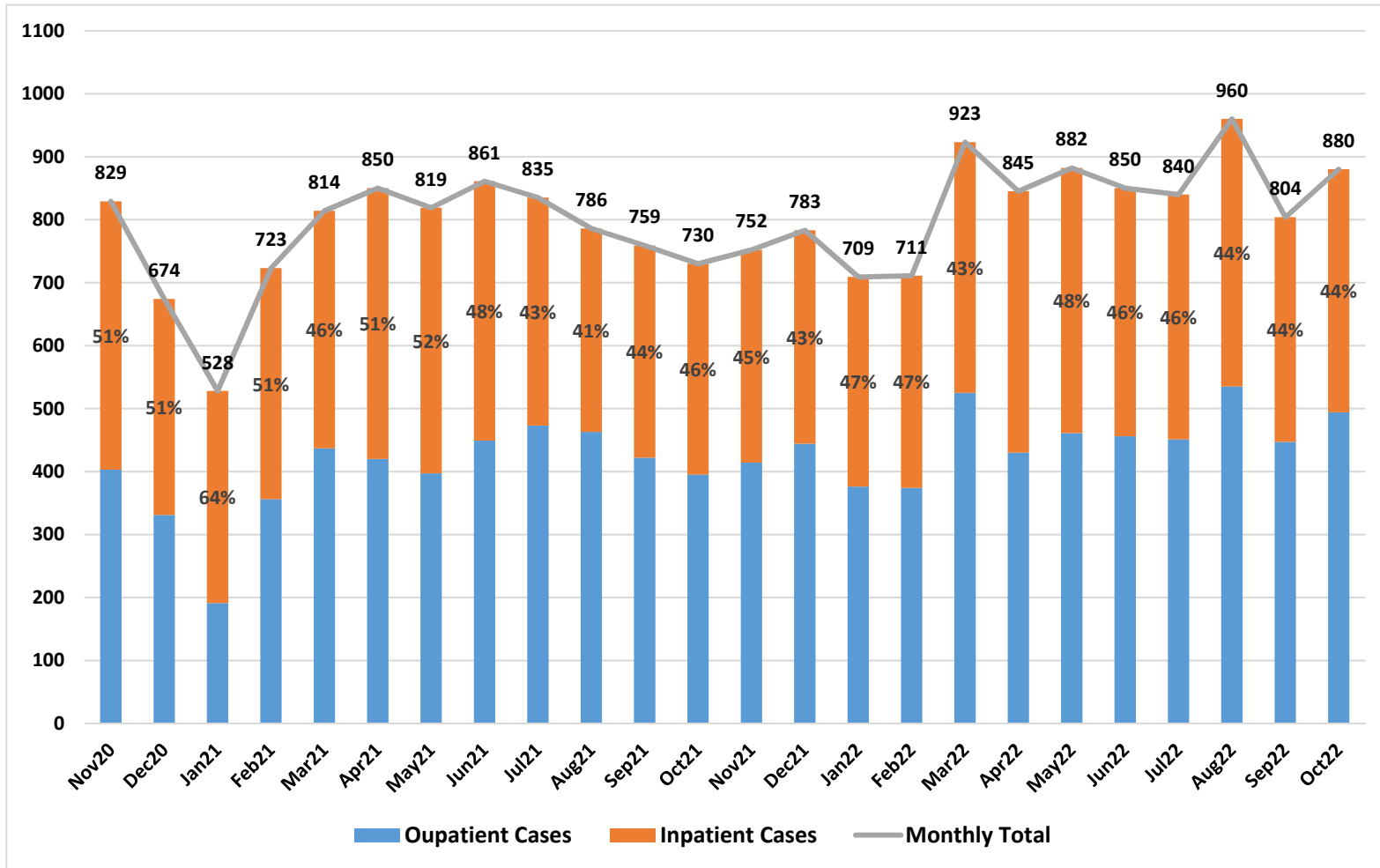
Surgery (IP & OP) – 100 Min Units



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



Surgery Cases



Statistical Results – Fiscal Year Comparison (Oct)

	Actual Results			Budget	Budget Variance	
	Oct 2021	Oct 2022	% Change	Oct 2022	Change	% Change
Average Daily Census	501	423	(15.5%)	483	(60)	(12.3%)
KDHCD Patient Days:						
Medical Center	11,052	8,501	(23.1%)	9,829	(1,328)	(13.5%)
Acute I/P Psych	1,168	1,366	17.0%	1,621	(255)	(15.7%)
Sub-Acute	870	921	5.9%	951	(30)	(3.2%)
Rehab	492	513	4.3%	606	(93)	(15.3%)
TCS-Ortho	360	376	4.4%	409	(33)	(8.1%)
TCS	479	447	(6.7%)	506	(59)	(11.7%)
NICU	503	486	(3.4%)	500	(14)	(2.8%)
Nursery	594	509	(14.3%)	544	(35)	(6.4%)
Total KDHCD Patient Days	15,518	13,119	(15.5%)	14,966	(1,847)	(12.3%)
Total Outpatient Volume	47,957	42,997	(10.3%)	48,146	(5,149)	(10.7%)

Statistical Results – Fiscal Year Comparison (Jul-Oct)

	Actual Results			Budget	Budget Variance	
	FYTD 2022	FYTD 2023	% Change	FYTD 2023	Change	% Change
Average Daily Census	473	436	(7.7%)	478	(42)	(8.8%)
KDHCD Patient Days:						
Medical Center	40,904	35,480	(13.3%)	38,857	(3,377)	(8.7%)
Acute I/P Psych	4,551	5,069	11.4%	6,302	(1,233)	(19.6%)
Sub-Acute	3,320	3,549	6.9%	3,416	133	3.9%
Rehab	2,090	2,126	1.7%	2,333	(207)	(8.9%)
TCS-Ortho	1,433	1,480	3.3%	1,607	(127)	(7.9%)
TCS	1,593	1,976	24.0%	2,010	(34)	(1.7%)
NICU	2,064	1,863	(9.7%)	1,980	(117)	(5.9%)
Nursery	2,208	2,119	(4.0%)	2,337	(218)	(9.3%)
Total KDHCD Patient Days	58,163	53,662	(7.7%)	58,842	(5,180)	(8.8%)
Total Outpatient Volume	190,926	179,255	(6.1%)	191,032	(11,777)	(6.2%)

Other Statistical Results – Fiscal Year Comparison (Oct)

	Actual Results				Budget	Budget Variance	
	Oct 2021	Oct 2022	Change	% Change	Oct 2022	Change	% Change
Adjusted Patient Days	28,267	27,420	(847)	(3.0%)	28,345	(925)	(3.3%)
Outpatient Visits	47,957	42,997	(4,960)	(10.3%)	48,146	(5,149)	(10.7%)
Surgery Minutes-General & Robotic (I/P & O/P)	940	1,120	180	19.1%	1,158	(38)	(3.3%)
Endoscopy Procedures (I/P & O/P)	510	566	56	11.0%	647	(81)	(12.5%)
ED Total Registered	6,729	7,443	714	10.6%	7,181	262	3.6%
Home Health Visits	2,744	2,996	252	9.2%	3,050	(54)	(1.8%)
Dialysis Treatments	1,416	1,535	119	8.4%	1,541	(6)	(0.4%)
KHMG RVU	32,313	34,361	2,048	6.3%	39,465	(5,104)	(12.9%)
O/P Rehab Units	19,031	19,309	278	1.5%	19,315	(6)	(0.0%)
Radiation Oncology Treatments (I/P & O/P)	1,889	1,900	11	0.6%	2,300	(400)	(17.4%)
Radiology/CT/US/MRI Proc (I/P & O/P)	17,055	16,917	(138)	(0.8%)	16,693	224	1.3%
Cath Lab Minutes (IP & OP)	330	327	(3)	(0.9%)	403	(76)	(18.9%)
Infusion Center	398	392	(6)	(1.5%)	449	(57)	(12.7%)
OB Deliveries	427	410	(17)	(4.0%)	400	10	2.5%
Physical & Other Therapy Units	17,841	16,699	(1,142)	(6.4%)	19,180	(2,481)	(12.9%)
GME Clinic visits	1,165	1,089	(76)	(6.5%)	1,320	(231)	(17.5%)
RHC Registrations	11,487	9,947	(1,540)	(13.4%)	10,560	(613)	(5.8%)
Hospice Days	4,256	3,587	(669)	(15.7%)	4,250	(663)	(15.6%)
Urgent Care - Court	5,757	4,106	(1,651)	(28.7%)	3,922	184	4.7%
Urgent Care - Demaree	3,910	2,722	(1,188)	(30.4%)	2,488	234	9.4%

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

	Actual Results				Budget	Budget Variance	
	FY 2022	FY 2023	Change	% Change	FY 2023	Change	% Change
Adjusted Patient Days	110,442	111,639	1,197	1.1%	111,817	(178)	(0.2%)
Outpatient Visits	190,926	179,255	(11,671)	(6.1%)	191,032	(11,777)	(6.2%)
Surgery Minutes-General & Robotic (I/P & O/P)	3,901	4,424	523	13.4%	4,517	(93)	(2.1%)
ED Total Registered	27,946	29,891	1,945	7.0%	28,291	1,600	5.7%
Endoscopy Procedures (I/P & O/P)	2,027	2,138	111	5.5%	2,494	(356)	(14.3%)
Home Health Visits	11,249	11,790	541	4.8%	12,018	(228)	(1.9%)
Physical & Other Therapy Units	72,294	71,332	(962)	(1.3%)	76,115	(4,783)	(6.3%)
KHMG RVU	129,614	127,197	(2,417)	(1.9%)	140,140	(12,943)	(9.2%)
Radiology/CT/US/MRI Proc (I/P & O/P)	67,500	66,196	(1,304)	(1.9%)	65,792	404	0.6%
OB Deliveries	1,661	1,628	(33)	(2.0%)	1,623	5	0.3%
Dialysis Treatments	6,258	6,010	(248)	(4.0%)	6,164	(154)	(2.5%)
Radiation Oncology Treatments (I/P & O/P)	8,052	7,638	(414)	(5.1%)	9,307	(1,669)	(17.9%)
Cath Lab Minutes (IP & OP)	1,307	1,239	(68)	(5.2%)	1,585	(346)	(21.8%)
O/P Rehab Units	79,975	75,068	(4,907)	(6.1%)	79,271	(4,203)	(5.3%)
RHC Registrations	42,140	38,421	(3,719)	(8.8%)	42,220	(3,799)	(9.0%)
Hospice Days	16,923	15,084	(1,839)	(10.9%)	17,099	(2,015)	(11.8%)
GME Clinic visits	4,784	4,074	(710)	(14.8%)	5,020	(946)	(18.8%)
Urgent Care - Demaree	14,698	11,769	(2,929)	(19.9%)	9,576	2,193	22.9%
Infusion Center	1,709	1,316	(393)	(23.0%)	1,760	(444)	(25.2%)
Urgent Care - Court	25,710	18,149	(7,561)	(29.4%)	14,732	3,417	23.2%

Oct Financial Comparison (000's)

	Actual Results		Budget	Budget Variance	
	Oct 2021	Oct 2022	Oct 2022	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$55,674	\$54,432	\$58,140	(\$3,709)	(6.4%)
Other Operating Revenue	15,591	17,291	18,452	(1,162)	(6.3%)
Total Operating Revenue	71,265	71,723	76,592	(4,869)	(6.4%)
Operating Expenses					
Employment Expense	36,627	40,625	38,752	1,874	4.8%
Other Operating Expense	38,774	36,904	38,085	(1,181)	(3.1%)
Total Operating Expenses	75,402	77,529	76,837	692	0.9%
Operating Margin	(\$4,137)	(\$5,807)	(\$245)	(\$5,562)	
Stimulus Funds	137	0	255	(255)	
Operating Margin after Stimulus	(\$4,000)	(\$5,807)	\$10	(\$5,817)	
Non Operating Revenue (Loss)	595	452	371	81	
Excess Margin	(\$3,404)	(\$5,355)	\$381	(\$5,736)	
Operating Margin %	(5.8%)	(8.1%)	(0.3%)		
OM after Stimulus%	(5.6%)	(8.1%)	0.0%		
Excess Margin %	(4.7%)	(7.4%)	0.5%		
Operating Cash Flow Margin %	(1.4%)	(3.6%)	4.2%		

YTD (July-Oct) Financial Comparison (000's)

	Actual Results FYTD Jul-Oct		Budget FYTD	Budget Variance	FYTD
	FYTD2022	FYTD2023	FYTD2023	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$214,768	\$209,933	\$226,895	(\$16,962)	(7.5%)
Other Operating Revenue	62,162	70,380	73,426	(3,046)	(4.1%)
Total Operating Revenue	276,930	280,313	300,321	(20,008)	(6.7%)
Operating Expenses					
Employment Expense	141,071	163,225	152,985	10,239	6.7%
Other Operating Expense	145,570	151,454	150,671	784	0.5%
Total Operating Expenses	286,641	314,679	303,656	11,023	6.6%
Operating Margin	(\$9,711)	(\$34,366)	(\$3,335)	(\$31,031)	
Stimulus Funds	575	97	1,011	(914)	
Operating Margin after Stimulus	(\$9,136)	(\$34,269)	(\$2,324)	(\$31,945)	
Nonoperating Revenue (Loss)	1,342	(2,668)	1,469	(4,136)	
Excess Margin	(\$7,794)	(\$36,937)	(\$855)	(\$36,082)	

Operating Margin %	(3.5%)	(12.3%)	(1.1%)
OM after Stimulus%	(3.3%)	(12.2%)	(0.8%)
Excess Margin %	(2.8%)	(13.3%)	(0.3%)
Operating Cash Flow Margin %	1.1%	(7.6%)	3.5%

October Financial Comparison (000's)

	Actual Results			Budget	Budget Variance	
	Oct 2021	Oct 2022	% Change	Oct 2022	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$55,674	\$54,432	(2.2%)	\$58,140	(\$3,708)	(6.4%)
Supplemental Gov't Programs	4,383	5,410	23.4%	5,257	152	2.9%
Prime/QIP Program	667	743	11.4%	757	(14)	(1.9%)
Premium Revenue	5,156	5,943	15.3%	6,459	(516)	(8.0%)
Management Services Revenue	3,137	2,733	(12.9%)	3,478	(745)	(21.4%)
Other Revenue	2,249	2,462	9.5%	2,501	(38)	(1.5%)
Other Operating Revenue	15,591	17,291	10.9%	18,452	(1,162)	(6.3%)
Total Operating Revenue	71,265	71,723	0.6%	76,592	(4,869)	(6.4%)
Operating Expenses						
Salaries & Wages	30,538	29,473	(3.5%)	30,167	(694)	(2.3%)
Contract Labor	1,872	5,941	217.4%	2,398	3,542	147.7%
Employee Benefits	4,217	5,212	23.6%	6,186	(975)	(15.8%)
Total Employment Expenses	36,627	40,625	10.9%	38,752	1,874	4.8%
Medical & Other Supplies	11,714	11,523	(1.6%)	10,799	724	6.7%
Physician Fees	9,674	9,859	1.9%	9,364	495	5.3%
Purchased Services	2,023	1,349	(33.3%)	1,677	(328)	(19.6%)
Repairs & Maintenance	2,702	2,542	(5.9%)	2,560	(18)	(0.7%)
Utilities	860	942	9.5%	913	29	3.2%
Rents & Leases	474	552	16.3%	489	63	12.8%
Depreciation & Amortization	2,634	2,651	0.7%	2,834	(183)	(6.4%)
Interest Expense	501	590	17.8%	611	(21)	(3.5%)
Other Expense	1,563	1,510	(3.4%)	2,160	(651)	(30.1%)
Humana Cap Plan Expense	3,642	2,680	(26.4%)	3,242	(562)	(17.3%)
Management Services Expense	2,988	2,707	(9.4%)	3,436	(729)	(21.2%)
Total Other Expenses	38,774	36,904	(4.8%)	38,085	(1,181)	(3.1%)
Total Operating Expenses	75,402	77,529	2.8%	76,837	692	0.9%
Operating Margin	(\$4,137)	(\$5,807)	40.4%	(\$245)	(\$5,562)	2272.2%
Stimulus Funds	137	0	0.0%	255	(255)	
Operating Margin after Stimulus	(\$4,000)	(\$5,807)	45.2%	\$10	(\$5,817)	
Nonoperating Income						
Nonoperating Revenue (Loss)	595	452	(24.1%)	371	81	
Excess Margin	(\$3,404)	(\$5,355)	57.3%	\$381	(\$5,736)	
Operating Margin %	(5.8%)	(8.1%)		(0.3%)		
OM after Stimulus%	(5.6%)	(8.1%)		0.0%		

YTD Financial Comparison (000's)

	Actual Results FYTD Jul-Oct			Budget FYTD	Budget Variance	FYTD
	FYTD2022	FYTD2023	% Change	FYTD2023	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$214,768	\$209,933	(2.3%)	\$226,895	(\$16,962)	(7.5%)
Supplemental Gov't Programs	17,243	20,437	18.5%	20,860	(424)	(2.0%)
Prime/QIP Program	2,667	2,970	11.4%	3,003	(33)	(1.1%)
Premium Revenue	20,646	23,743	15.0%	25,837	(2,094)	(8.1%)
Management Services Revenue	13,130	12,775	(2.7%)	13,799	(1,024)	(7.4%)
Other Revenue	8,477	10,455	23.3%	9,927	528	5.3%
Other Operating Revenue	62,162	70,380	13.2%	73,426	(3,046)	(4.1%)
Total Operating Revenue	276,930	280,313	1.2%	300,321	(20,008)	(6.7%)
Operating Expenses						
Salaries & Wages	118,094	116,539	(1.3%)	119,021	(2,482)	(2.1%)
Contract Labor	6,067	25,996	328.5%	9,467	16,530	174.6%
Employee Benefits	16,910	20,689	22.3%	24,497	(3,808)	(15.5%)
Total Employment Expenses	141,071	163,225	15.7%	152,985	10,239	6.7%
Medical & Other Supplies	46,255	44,424	(4.0%)	42,819	1,605	3.7%
Physician Fees	33,859	37,150	9.7%	36,416	734	2.0%
Purchased Services	9,812	6,962	(29.0%)	6,649	313	4.7%
Repairs & Maintenance	9,626	9,781	1.6%	10,228	(447)	(4.4%)
Utilities	2,984	3,717	24.6%	3,393	324	9.5%
Rents & Leases	1,955	2,139	9.4%	2,285	(146)	(6.4%)
Depreciation & Amortization	10,536	10,598	0.6%	11,334	(736)	(6.5%)
Interest Expense	2,200	2,356	7.1%	2,423	(67)	(2.8%)
Other Expense	6,121	6,979	14.0%	8,571	(1,592)	(18.6%)
Humana Cap Plan Expense	9,617	14,692	52.8%	12,919	1,772	13.7%
Management Services Expense	12,604	12,658	0.4%	13,633	(976)	(7.2%)
Total Other Expenses	145,570	151,454	4.0%	150,671	784	0.5%
Total Operating Expenses	286,641	314,679	9.8%	303,656	11,023	3.6%
Operating Margin	(\$9,711)	(\$34,366)	(253.9%)	(\$3,335)	(\$31,031)	
Stimulus Funds	575	97	(83.1%)	1,011	(914)	
Operating Margin after Stimulus	(\$9,136)	(\$34,269)	275.1%	(\$2,324)	(\$31,945)	
Nonoperating Income						
Nonoperating Revenue (Loss)	1,342	(2,668)	(298.7%)	1,469	(4,136)	
Excess Margin	(\$7,794)	(\$36,937)	373.9%	(\$855)	(\$36,082)	
Operating Margin %	(3.5%)	(12.3%)		(1.1%)		
OM after Stimulus%	(3.3%)	(12.2%)		(0.8%)		

Kaweah Health Medical Group

Fiscal Year Financial Comparison (000's)

	Actual Results FYTD July – Oct			Budget FYTD	Budget Variance	FYTD
	Sep 2021	Sep 2022	% Change	Sep 2022	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$15,187	\$16,041	5.6%	\$17,397	(\$1,357)	(7.8%)
Other Revenue	245	234	(4.1%)	399	(164)	(41.2%)
Other Operating Revenue	245	234	(4.1%)	399	(164)	(41.2%)
Total Operating Revenue	15,431	16,275	5.5%	17,796	(1,521)	(8.5%)
Operating Expenses						
Salaries & Wages	3,864	4,075	5.5%	4,404	(329)	(7.5%)
Employee Benefits	597	789	32.1%	902	(114)	(12.6%)
Total Employment Expenses	4,461	4,864	9.0%	5,306	(442)	(8.3%)
Medical & Other Supplies	2,414	2,755	14.1%	2,425	330	13.6%
Physician Fees	9,186	9,252	0.7%	10,036	(784)	(7.8%)
Purchased Services	326	303	(7.2%)	359	(56)	(15.6%)
Repairs & Maintenance	733	836	14.1%	931	(95)	(10.2%)
Utilities	174	231	32.7%	235	(3)	(1.5%)
Rents & Leases	830	855	2.9%	887	(32)	(3.6%)
Depreciation & Amortization	265	227	(14.3%)	257	(31)	(12.0%)
Interest Expense	1	0	(100.0%)	0	0	0%
Other Expense	424	394	(7.0%)	614	(219)	(35.7%)
Total Other Expenses	14,352	14,852	3.5%	15,742	(890)	(5.7%)
Total Operating Expenses	18,814	19,716	4.8%	21,048	(1,332)	(6.3%)
Stimulus Funds	0	0	0.0%	0	0	0.0%
Excess Margin	(\$3,382)	(\$3,441)	(1.7%)	(\$3,252)	(\$189)	(5.8%)
Excess Margin %	(21.9%)	(21.1%)		(18.3%)		

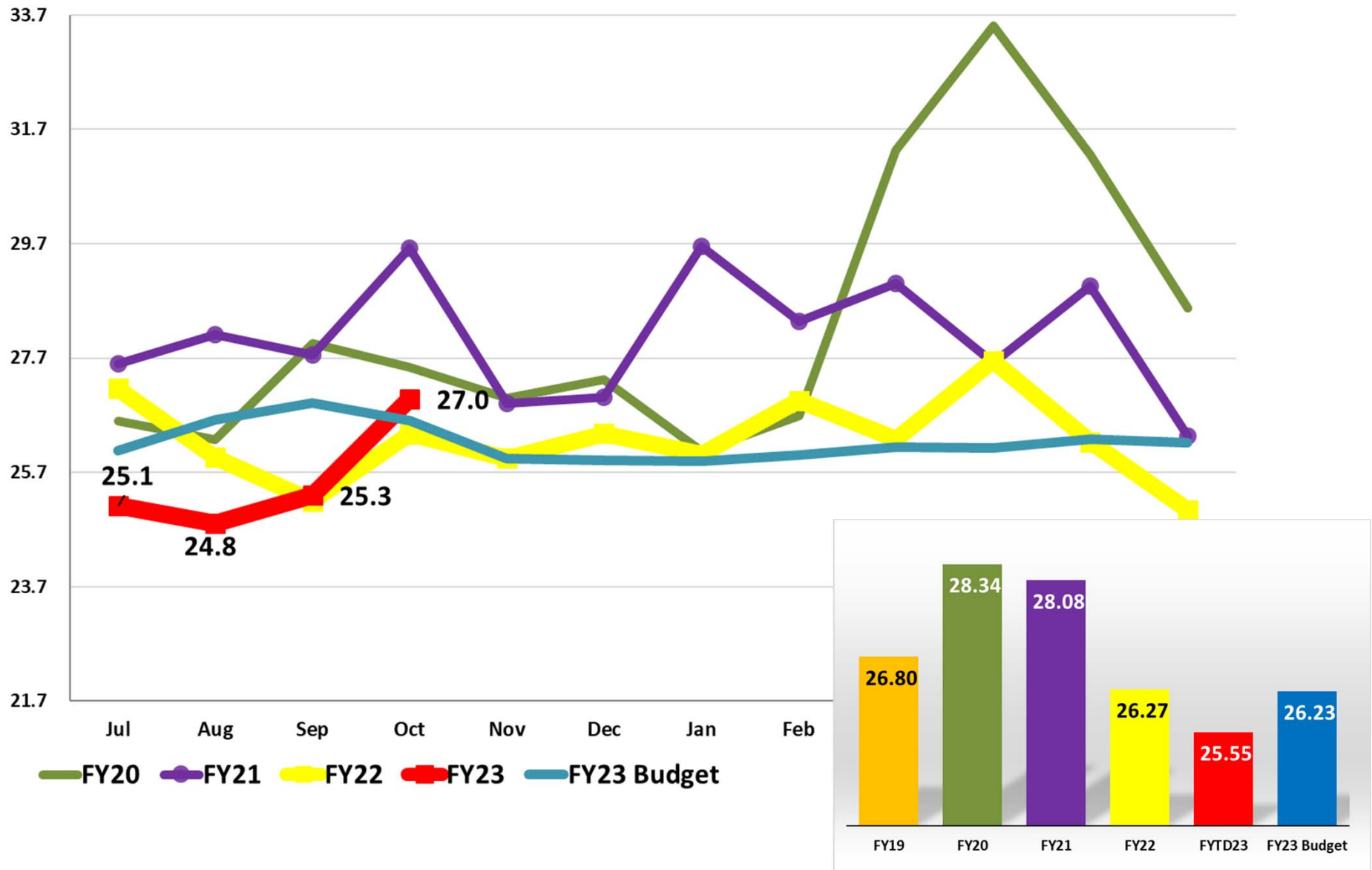
Key Bond Covenants

- Debt Reserve Fund Covenants: measured semiannually, 12/31/2022 and 6/30/2023. If the Long Term Debt Service Coverage Ratio falls under 1.35, we would have to report this to our trustee 45 days after month end. After that report, we are required to set aside an amount equal to our maximum annual debt service (approx. \$17.5M). The District must deposit this amount in a reserve fund or can secure a letter of credit within 30 days.
- Financial Covenants: measured 6/30/2023 – Within 150 days after the end of the fiscal year (November 2023) the District shall calculate the Days Cash on Hand and the Long Term Debt Service Coverage ratio based on the audited financial statements each year.
 - If the Long Term Debt Service Coverage Ratio is less than 1.25 (or 1.10 if Days Cash on Hand is at least 75 days), or if the Days Cash on Hand is less than 90 days, the District will have to hire an independent consultant.
 - Independent Consultant: The role of the consultant is to make recommendations as to a revision of the rates, fee and charges or methods of operations of the district that will result in producing Long Term Debt Service Coverage Ratio at least to 1.25:1.0 (or 1.1:1.0 if days cash on hand is at least 75), and/or Days Cash on Hand of at least 90 days, depending on which financial covenant is not met. The District will need to comply with the consultant’s recommendations unless the Board determines that the recommendations are not in the best interest of the District. If the District complies in all material respects with the consultant’s recommendations, the District will be deemed to have complied with the financial covenants.

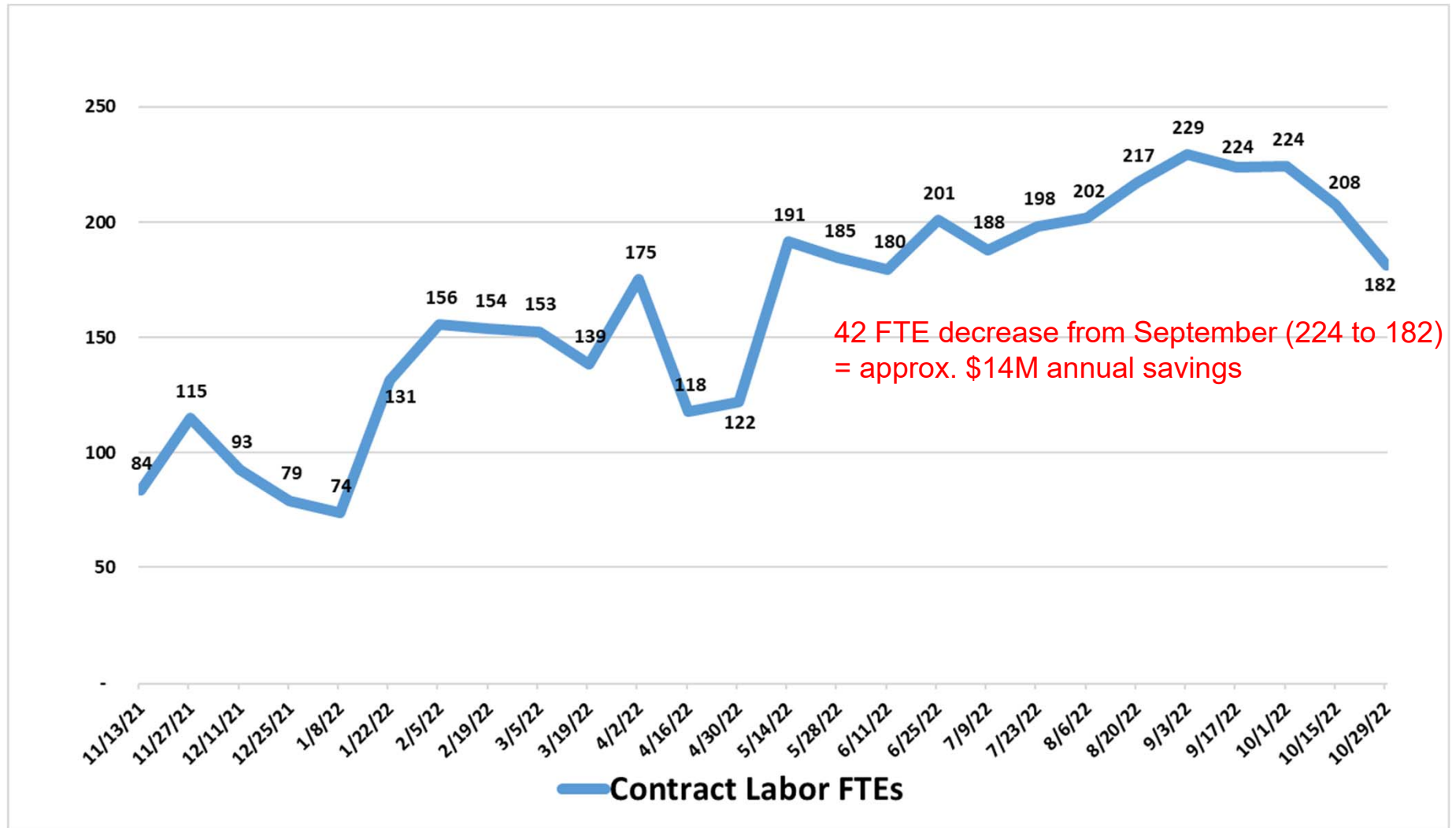
Month of October - Budget Variances

- **Net Patient Revenues:** Net patient revenue was under budget by \$3.7M (6.4%) in October. This decrease was due to the impact of 12.3% lower than anticipated inpatient volume and 10.7% lower outpatient volume.
- **Salaries and Contract Labor:** The \$2.8M unfavorable variance is primarily due to the amount of contract labor utilized during the month with \$1.7M representing unbudgeted premium on this labor. During October, shift bonuses were \$557K and unbudgeted COVID supplemental sick pay was \$179K. There was also a \$795K reduction budgeted due to the anticipated reduction in our length of stay that has not yet materialized. The productivity ratios are still favorable in terms of worked hours per volume but higher than prior month.
- **Medical and Other Supplies:** In October, there was \$196K related to COVID supplies and a \$275K reduction budgeted for length of stay that has not yet materialized.
- **Physician Fees:** Experienced an overage of \$495K in October due to increased locum cost, increased volumes in certain areas, and decreases in offsetting collections.

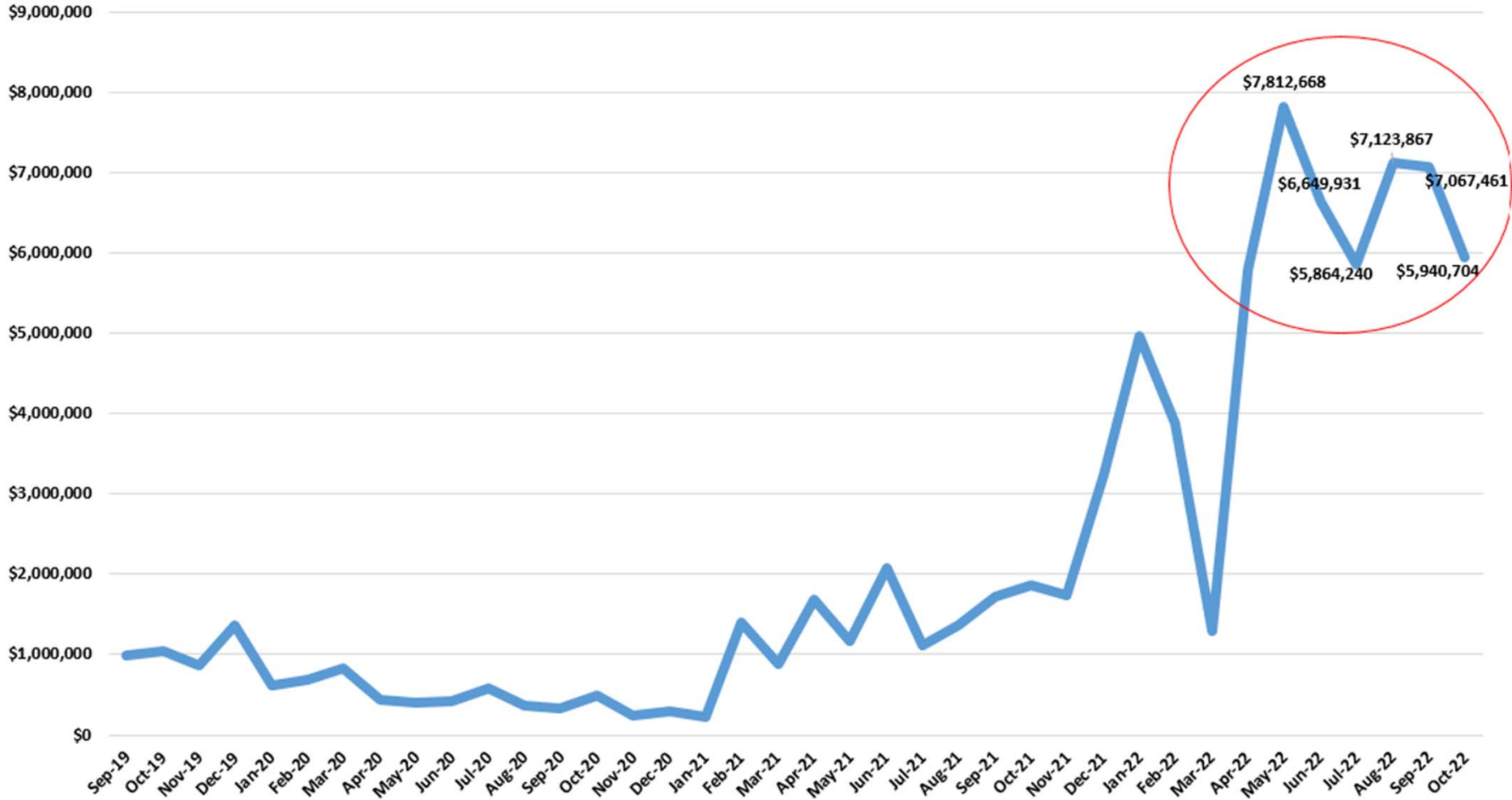
Productivity: Worked Hours/Adjusted Patient Days



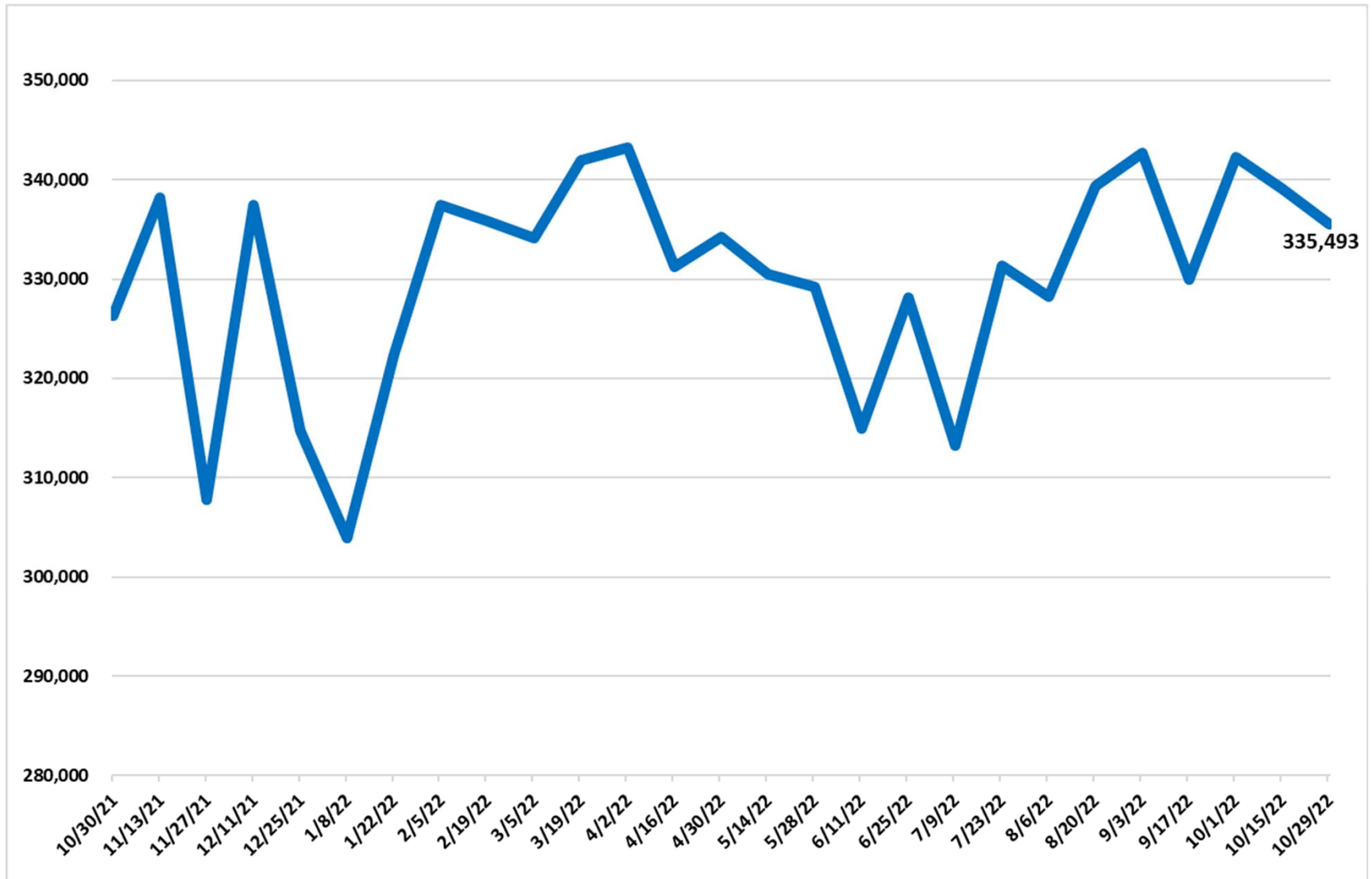
Contract Labor Full Time Equivalents (FTEs)



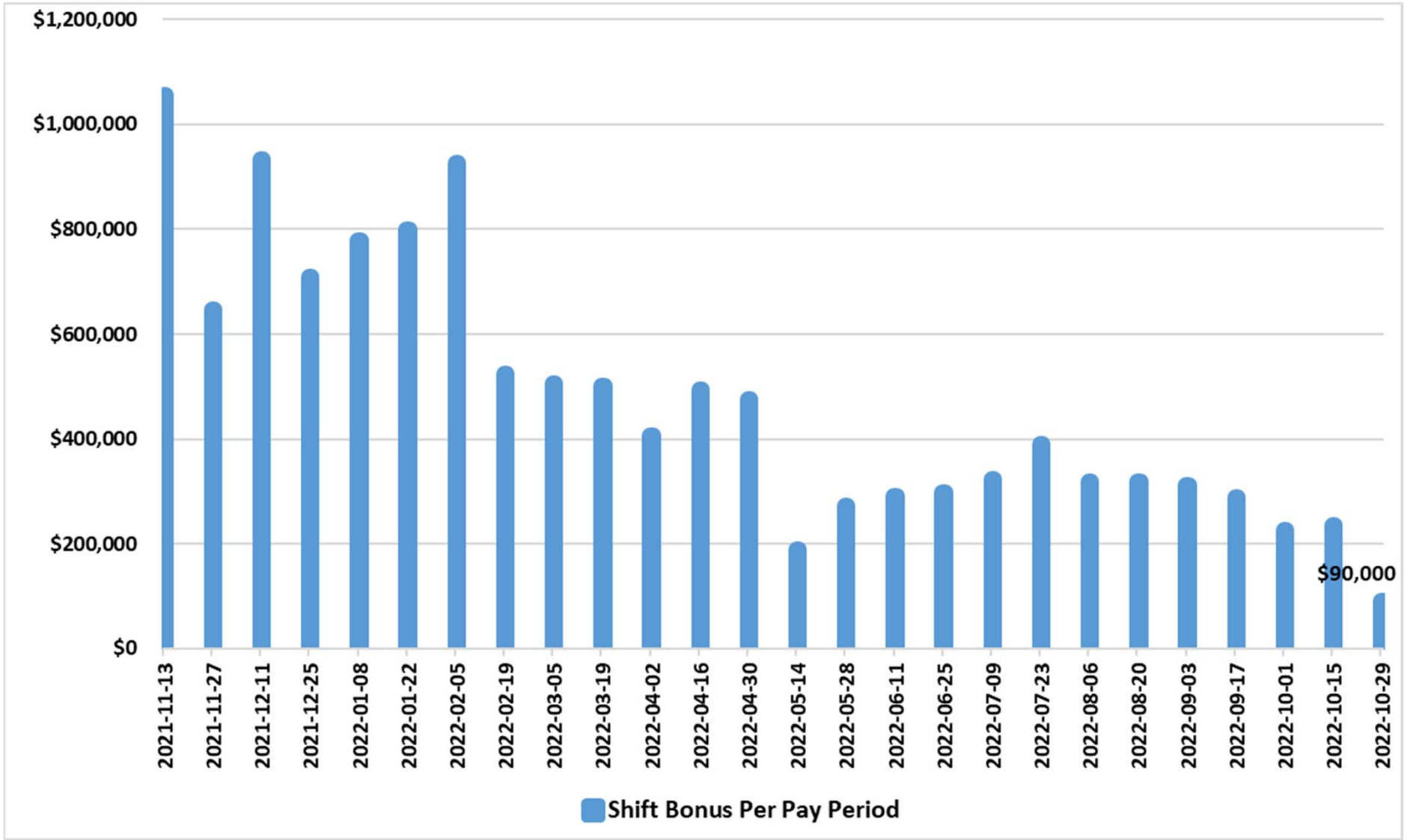
Contract Labor Expense



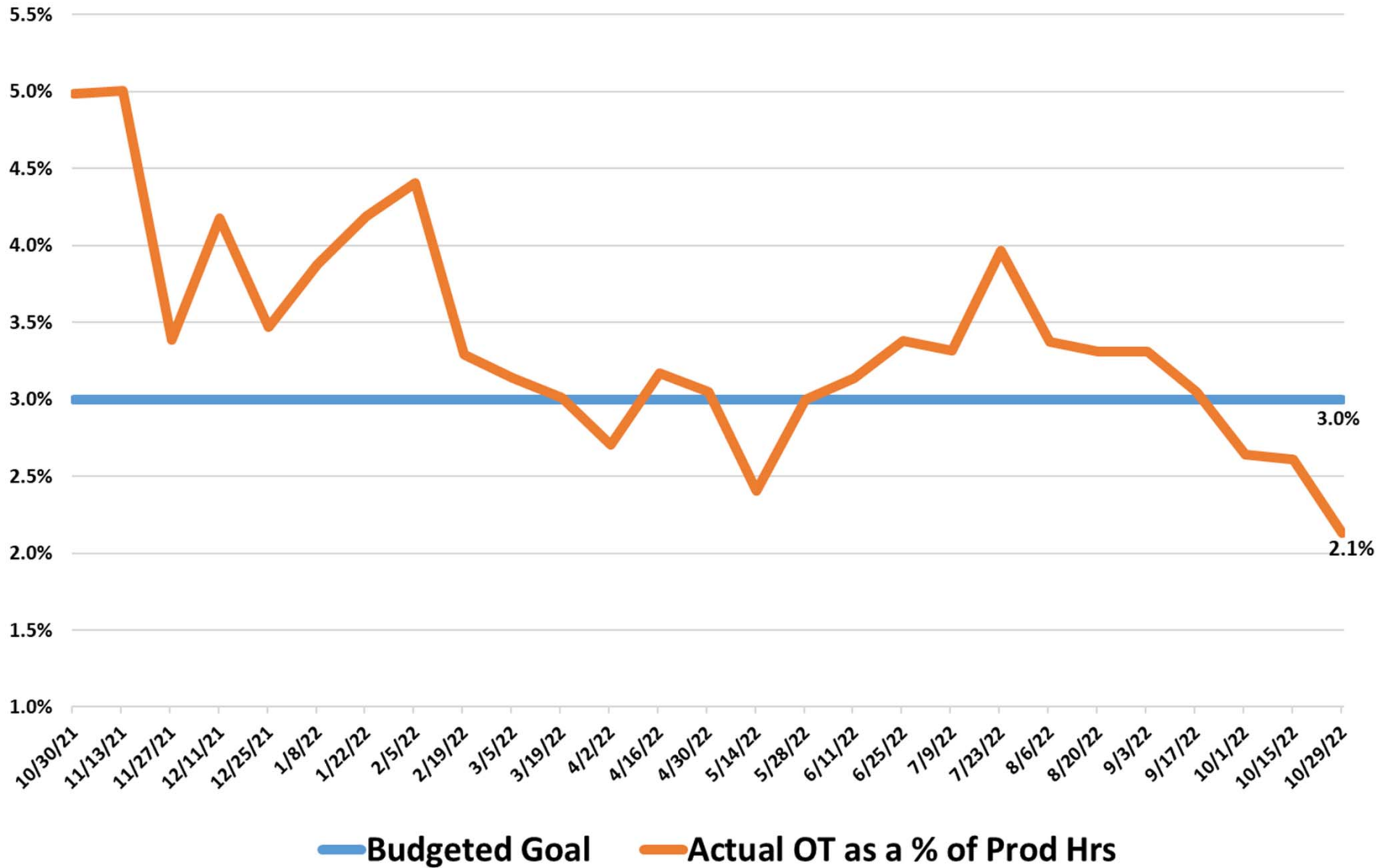
Productive Hours



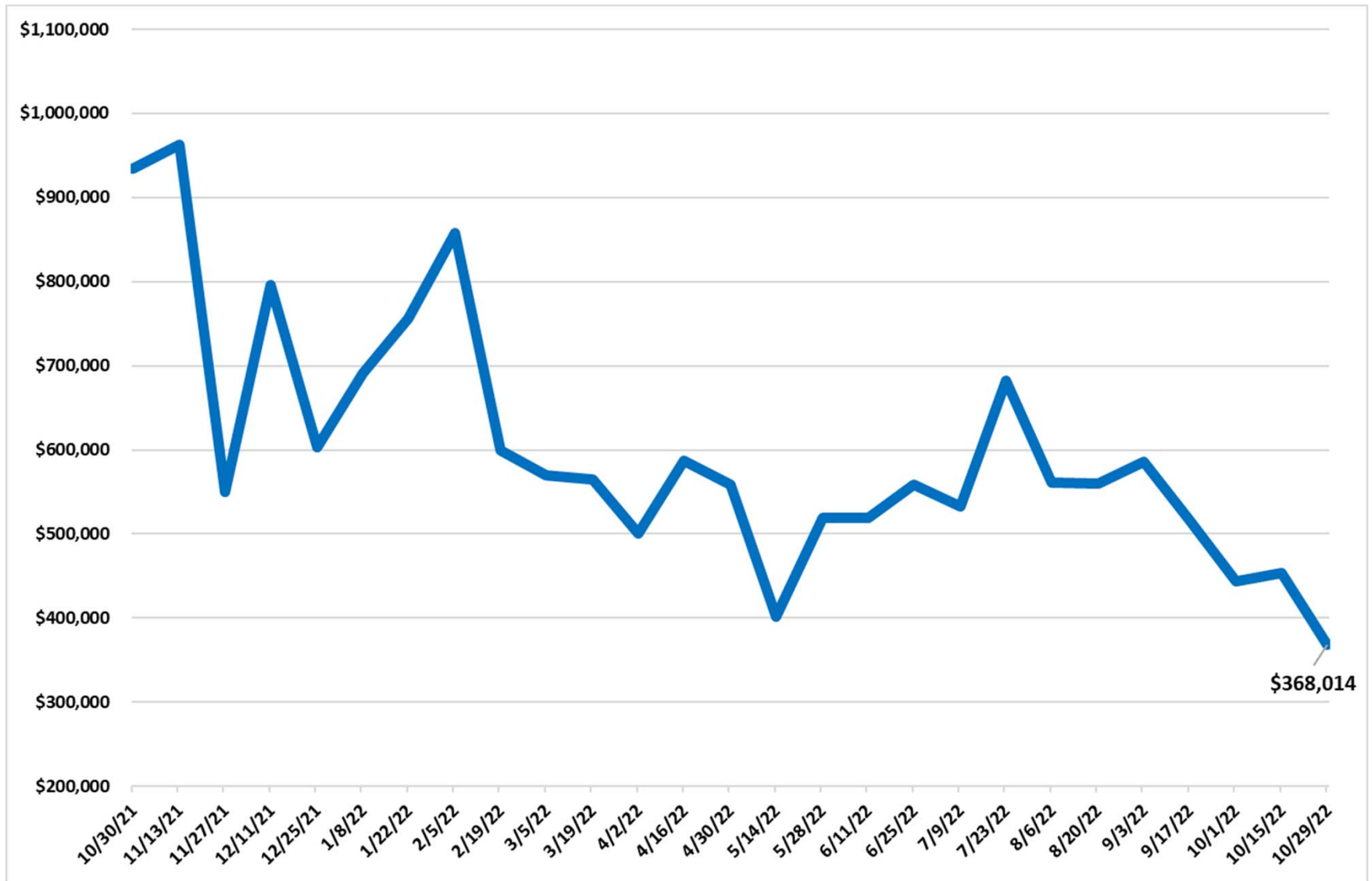
Shift Bonus



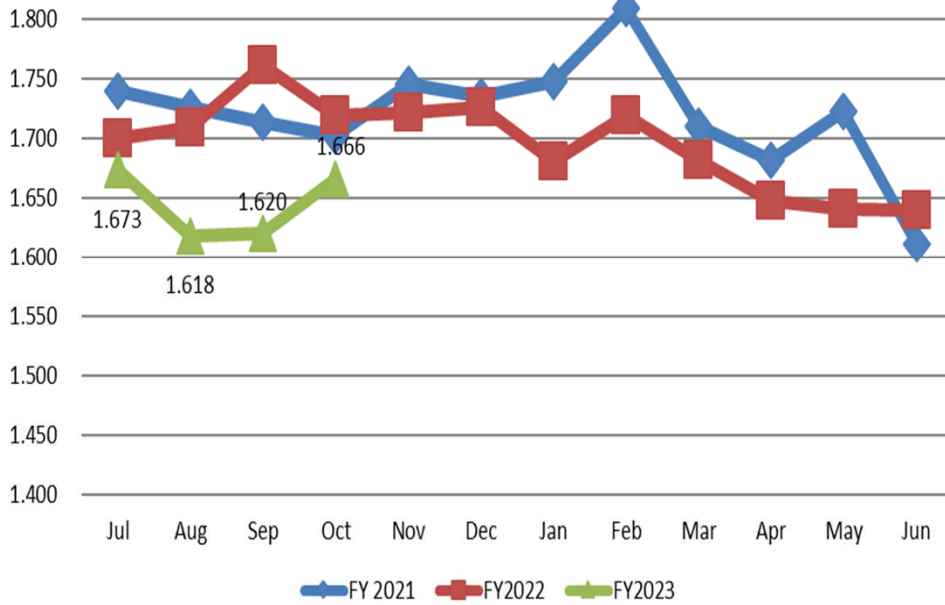
Overtime as a % of Productive Hours and \$



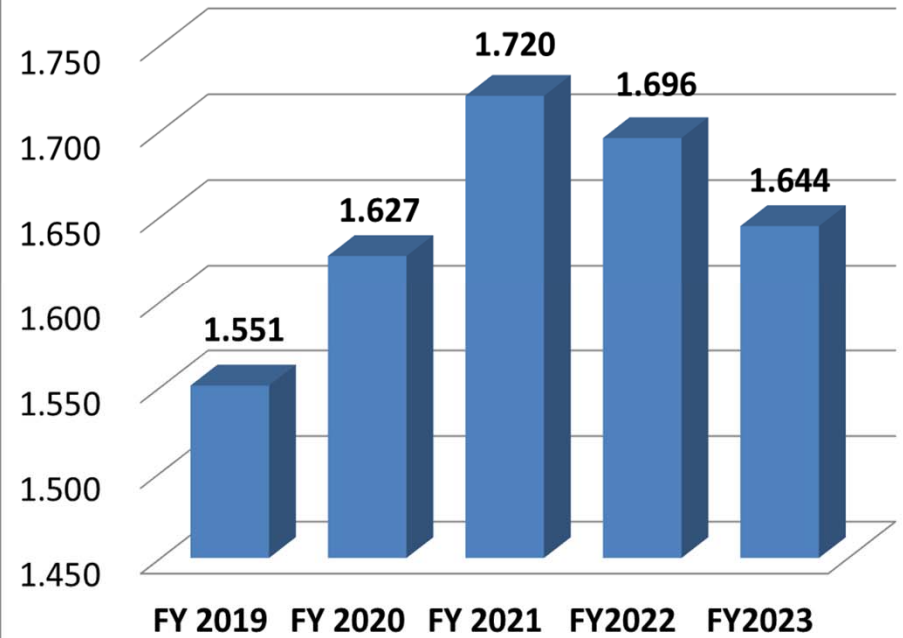
Overtime Biweekly Expense



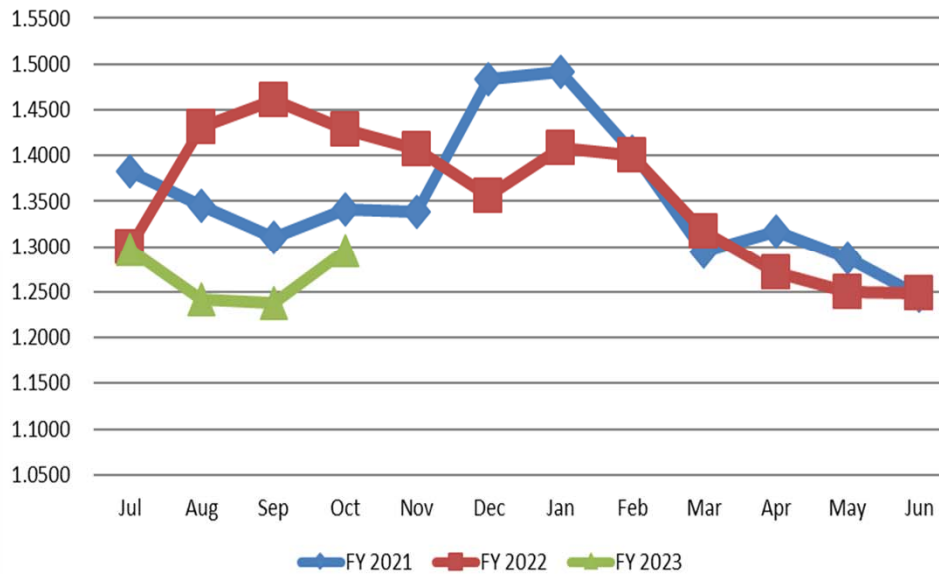
Case Mix Index w/o Normal Newborns



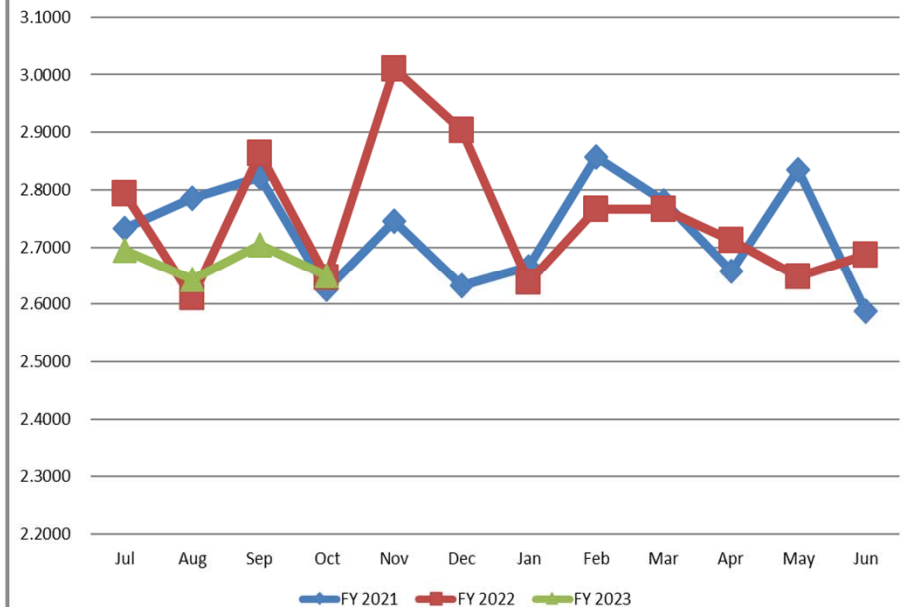
Case Mix Index w/o Normal Newborns - All



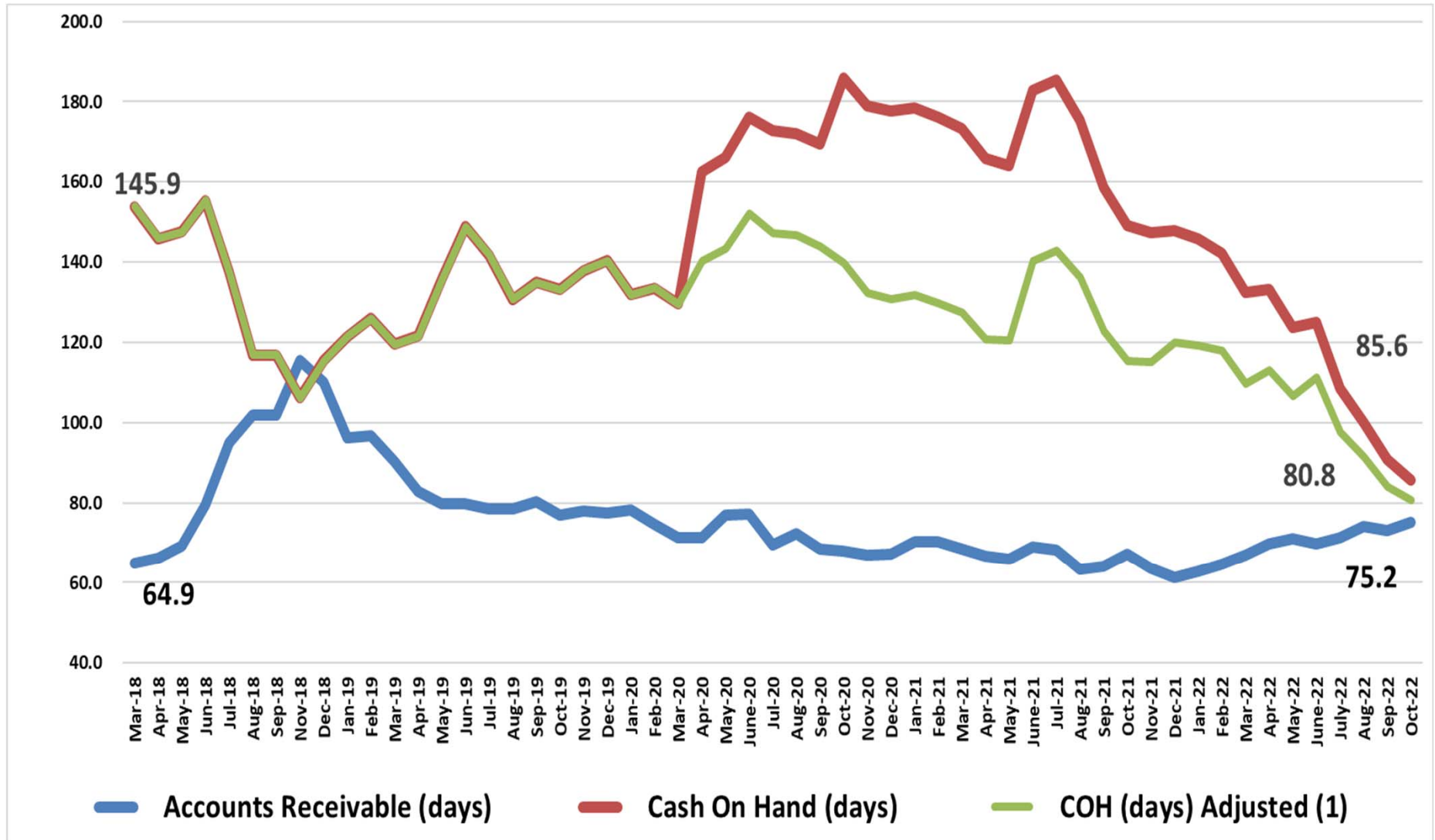
Case Mix **Medical** w/o Normal Newborns



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



Trended Liquidity Ratios



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

KAWEAH DELTA HEALTH CARE DISTRICT

RATIO ANALYSIS REPORT

OCTOBER 31, 2022

	Current Month Value	Prior Month Value	June 30, 2022 Audited Value	2021 Moody's Median Benchmark		
				Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	2.4	2.2	2.0	1.4	1.7	1.6
Accounts Receivable (days)	75.2	73.0	69.4	48.3	48.3	47.5
Cash On Hand (days)	85.6	90.9	125.1	341.3	268.4	206.5
Cushion Ratio (x)	12.0	12.9	17.4	52.4	31.5	19.9
Average Payment Period (days)	49.4	51.2	61.8	97.6	86.4	94.0
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	99.4%	106.4%	128.3%	323.4%	220.4%	170.1%
Debt-To-Capitalization	33.0%	32.7%	31.3%	20.6%	29.1%	36.3%
Debt-to-Cash Flow (x)	(3.3)	(2.8)	7.2	2.1	2.6	3.3
Debt Service Coverage	(3.7)	(4.3)	1.4	9.6	6.0	4.5
Maximum Annual Debt Service Coverage (x)	(3.7)	(4.4)	1.4	8.2	5.5	3.9
Age Of Plant (years)	15.0	14.8	12.3	10.8	12.4	13.5
PROFITABILITY RATIOS						
Operating Margin	(12.2%)	(13.6%)	(4.3%)	4.1%	3.1%	2.2%
Excess Margin	(12.2%)	(13.6%)	(2.9%)	8.1%	6.7%	4.8%
Operating Cash Flow Margin	(7.6%)	(9.0%)	1.0%	9.6%	8.8%	7.5%
Return on Assets	(11.9%)	(13.3%)	(2.8%)	5.8%	4.9%	3.9%

KAWEAH DELTA HEALTH CARE DISTRICT
CONSOLIDATED INCOME STATEMENT (000's)
FISCAL YEAR 2022 & 2023

Fiscal Year	Operating Revenue			Operating Expenses				Operating Expenses Total	Operating Income	Non-Operating Income	Net Income	Operating Margin %	Excess Margin
	Net Patient Revenue	Other Operating Revenue	Operating Revenue Total	Personnel Expense	Physician Fees	Supplies Expense	Other Operating Expense						
2022													
Jul-21	51,502	15,035	66,537	32,678	7,922	9,596	15,217	65,413	1,124	582	1,706	1.7%	2.5%
Aug-21	49,714	16,024	65,737	33,434	8,527	13,004	15,414	70,379	(4,642)	990	(3,651)	(7.1%)	(5.5%)
Sep-21	57,879	15,513	73,391	38,332	7,736	11,942	17,438	75,448	(2,056)	(388)	(2,445)	(2.8%)	(3.3%)
Oct-21	55,674	15,592	71,266	36,627	9,674	11,714	17,386	75,402	(4,136)	732	(3,403)	(5.8%)	(4.7%)
Nov-21	54,846	22,162	77,008	33,634	10,261	10,623	15,629	70,146	6,862	7,129	13,991	8.9%	16.6%
Dec-21	51,115	21,796	72,911	37,366	9,479	10,687	15,532	73,064	(153)	2,057	1,904	(0.2%)	2.5%
Jan-22	56,862	17,469	74,331	38,931	9,210	10,913	15,143	74,197	134	568	702	0.2%	0.9%
Feb-22	47,933	17,525	65,458	36,102	8,812	10,406	15,848	71,168	(5,710)	787	(4,924)	(8.7%)	(7.4%)
Mar-22	52,555	16,609	69,164	37,920	9,045	11,180	18,266	76,412	(7,247)	(470)	(7,717)	(10.5%)	(11.2%)
Apr-22	49,729	23,436	73,165	40,828	8,829	10,685	17,410	77,752	(4,588)	(568)	(5,156)	(6.3%)	(7.1%)
May-22	56,673	18,552	75,225	40,040	9,329	11,914	17,162	78,445	(3,220)	(436)	(3,656)	(4.3%)	(4.9%)
Jun-22	51,040	23,102	74,142	50,244	9,413	8,179	19,349	87,186	(13,044)	126	(12,918)	(17.6%)	(17.4%)
2022 FY Total	\$ 635,520	\$ 222,815	\$ 858,335	\$ 456,137	\$ 108,238	\$ 130,842	\$ 199,795	\$ 895,011	\$ (36,676)	\$ 11,108	\$ (25,568)	(4.3%)	(2.9%)
2023													
Jul-22	52,368	18,113	70,480	41,319	8,892	9,593	18,601	78,406	(7,926)	552	(7,374)	(11.2%)	(10.4%)
Aug-22	54,965	17,672	72,637	42,122	9,585	11,666	17,888	81,261	(8,623)	326	(8,297)	(11.9%)	(11.4%)
Sep-22	48,168	17,304	65,472	39,158	8,814	11,642	17,869	77,483	(12,010)	(3,901)	(15,911)	(18.3%)	(25.8%)
Oct-22	54,432	17,291	71,723	40,625	9,859	11,523	15,522	77,529	(5,807)	452	(5,355)	(8.1%)	(7.4%)
2023 FY Total	\$ 209,933	\$ 70,380	\$ 280,313	\$ 163,225	\$ 37,150	\$ 44,424	\$ 69,881	\$ 314,679	\$ (34,366)	\$ (2,570)	\$ (36,936)	(12.3%)	(13.3%)
FYTD Budget	226,895	74,437	301,332	152,985	36,416	42,819	71,436	303,656	(2,324)	1,469	(855)	(0.8%)	(0.3%)
Variance	\$ (16,962)	\$ (4,057)	\$ (21,019)	\$ 10,239	\$ 734	\$ 1,605	\$ (1,555)	\$ 11,023	\$ (32,042)	\$ (4,039)	\$ (36,082)		
Current Month Analysis													
Oct-22	\$ 54,432	\$ 17,291	\$ 71,723	\$ 40,625	\$ 9,859	\$ 11,523	\$ 15,522	\$ 77,529	\$ (5,807)	\$ 452	\$ (5,355)	(8.1%)	(7.4%)
Budget	58,140	18,707	76,847	38,752	9,364	10,799	17,923	76,837	10	371	381	0.0%	0.5%
Variance	\$ (3,708)	\$ (1,417)	\$ (5,124)	\$ 1,874	\$ 495	\$ 724	\$ (2,400)	\$ 692	\$ (5,817)	\$ 81	(5,736)		

KAWEAH DELTA HEALTH CARE DISTRICT

FISCAL YEAR 2022 & 2023

Fiscal Year	Patient		Adjusted Patient		DFR & Bad Debt %	Net Patient	Personnel	Physician	Supply	Total	Personnel	Physician	Supply	Total
	Days	ADC	Days	I/P Revenue %		Revenue/ Ajusted Patient Day	Expense/ Ajusted Patient Day	Fees/ Ajusted Patient Day	Expense/ Ajusted Patient Day	Operating Expense/ Ajusted Patient Day	Expense/ Net Patient Revenue	Fees/ Net Patient Revenue	Expense/ Net Patient Revenue	Operating Expense/ Net Patient Revenue
2022														
Jul-21	13,388	432	26,085	51.3%	76.2%	1,974	1,253	304	368	2,508	63.4%	15.4%	18.6%	127.0%
Aug-21	14,421	465	27,742	52.0%	77.3%	1,792	1,205	307	469	2,537	67.3%	17.2%	26.2%	141.6%
Sep-21	14,836	495	28,344	52.3%	75.0%	2,042	1,352	273	421	2,662	66.2%	13.4%	20.6%	130.4%
Oct-21	15,518	501	28,267	54.9%	75.8%	1,970	1,296	342	414	2,667	65.8%	17.4%	21.0%	135.4%
Nov-21	13,969	466	26,571	52.6%	74.8%	2,064	1,266	386	400	2,640	61.3%	18.7%	19.4%	127.9%
Dec-21	14,305	461	27,106	52.8%	76.4%	1,886	1,378	350	394	2,695	73.1%	18.5%	20.9%	142.9%
Jan-22	14,611	471	26,955	54.2%	74.3%	2,109	1,444	342	405	2,753	68.5%	16.2%	19.2%	130.5%
Feb-22	13,263	474	24,973	53.1%	75.8%	1,919	1,446	353	417	2,850	75.3%	18.4%	21.7%	148.5%
Mar-22	13,570	438	27,296	49.7%	76.7%	1,925	1,389	331	410	2,799	72.2%	17.2%	21.3%	145.4%
Apr-22	12,698	423	26,159	48.5%	77.0%	1,901	1,561	338	408	2,972	82.1%	17.8%	21.5%	156.4%
May-22	13,858	447	28,283	49.0%	74.6%	2,004	1,416	330	421	2,774	70.7%	16.5%	21.0%	138.4%
Jun-22	13,603	453	27,788	49.0%	77.5%	1,837	1,808	339	294	3,137	98.4%	18.4%	16.0%	170.8%
2022 FY Total	168,040	460	325,602	51.6%	75.9%	1,952	1,401	332	402	2,749	71.8%	17.0%	20.6%	140.8%
2023														
Jul-22	13,910	449	27,688	50.2%	75.6%	1,891	1,492	321	346	2,832	78.9%	17.0%	18.3%	149.7%
Aug-22	13,865	447	29,148	47.6%	76.4%	1,886	1,445	329	400	2,788	76.6%	17.4%	21.2%	147.8%
Sep-22	12,768	426	27,367	46.7%	77.4%	1,760	1,431	322	425	2,831	81.3%	18.3%	24.2%	160.9%
Oct-22	13,119	423	27,421	47.8%	75.7%	1,985	1,482	360	420	2,827	74.6%	18.1%	21.2%	142.4%
2023 FY Total	53,662	436	111,641	48.1%	76.3%	1,880	1,462	333	398	2,819	77.8%	17.7%	21.2%	149.9%
FYTD Budget	58,842	478	111,817	52.6%	75.1%	2,029	1,368	326	383	2,720	67.4%	16.0%	18.9%	133.8%
Variance	(5,180)	(42)	(176)	(4.6%)	1.1%	(149)	94	7	15	99	10.3%	1.6%	2.3%	16.1%
Current Month Analysis														
Oct-22	13,119	423	27,421	47.8%	75.7%	1,985	1,482	360	420	2,827	74.6%	18.1%	21.2%	142.4%
Budget	14,966	483	28,345	52.8%	75.1%	2,051	1,367	330	381	2,802	66.7%	16.1%	18.6%	132.2%
Variance	(1,847)	(60)	(923)	(5.0%)	0.6%	(66)	114	29	39	25	8.0%	2.0%	2.6%	10.3%

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

	Oct-22	Sep-22	Change	% Change	Jun-22 (Audited)
ASSETS AND DEFERRED OUTFLOWS					
CURRENT ASSETS					
Cash and cash equivalents	\$ 6,085	\$ 3,076	\$ 3,009	97.83%	\$ 21,693
Current Portion of Board designated and trusted assets	18,002	16,568	1,435	8.66%	14,121
Accounts receivable:					
Net patient accounts	144,079	138,023	6,057	4.39%	135,946
Other receivables	32,169	31,296	873	2.79%	27,575
	176,248	169,319	6,930	4.09%	163,521
Inventories	13,929	14,281	(352)	-2.47%	14,025
Medicare and Medi-Cal settlements	69,498	67,045	2,452	3.66%	58,593
Prepaid expenses	14,195	15,400	(1,205)	-7.83%	13,050
Total current assets	297,957	285,689	12,268	4.29%	285,004
NON-CURRENT CASH AND INVESTMENTS -					
less current portion					
Board designated cash and assets	197,715	215,700	(17,985)	-8.34%	266,148
Revenue bond assets held in trust	2	11	(9)	-81.48%	8
Assets in self-insurance trust fund	941	938	3	0.27%	1,040
Total non-current cash and investments	198,658	216,649	(17,991)	-8.30%	267,197
INTANGIBLE RIGHT TO USE LEASE,	14,376	14,376	-	0.00%	\$ 14,376
net of accumulated amortization					
CAPITAL ASSETS					
Land	17,542	17,542	-	0.00%	17,542
Buildings and improvements	425,565	425,551	14	0.00%	425,542
Equipment	325,157	325,116	41	0.01%	325,209
Construction in progress	23,094	21,540	1,554	7.21%	15,620
	791,358	789,749	1,609	0.20%	783,912
Less accumulated depreciation	469,955	467,378	2,577	0.55%	459,744
	321,403	322,372	(968)	-0.30%	324,168
OTHER ASSETS					
Property not used in operations	1,567	1,571	(4)	-0.27%	1,584
Health-related investments	4,174	4,175	(1)	-0.03%	4,620
Other	12,891	12,894	(3)	-0.02%	12,511
	18,631	18,640	(9)	-0.05%	18,715
Total other assets	18,631	18,640	(9)	-0.05%	18,715
Total assets	850,796	857,554	(6,758)	-0.79%	909,460
DEFERRED OUTFLOWS	34,261	34,298	(37)	-0.11%	34,410

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

	Oct-22	Sep-22	Change	% Change	Jun-22 (Audited)
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable and accrued expenses	\$ 47,917	\$ 53,141	\$ (5,223)	-9.83%	\$ 62,542
Accrued payroll and related liabilities	64,455	60,868	3,587	5.89%	70,913
Long-term debt, current portion	9,846	9,846	-	0.00%	11,759
Total current liabilities	122,218	123,855	(1,636)	-1.32%	145,214
LEASE LIABILITY, net of current portion	\$ 14,677	\$ 14,677	\$ 0	0.00%	\$ 14,677
LONG-TERM DEBT, less current portion					
Bonds payable	239,590	239,598	(8)	0.00%	239,618
Notes payable	7,895	7,895	-	0.00%	7,895
Total long-term debt	247,472	247,488	(16)	-0.01%	247,512
NET PENSION LIABILITY	39,349	39,459	(110)	-0.28%	39,789
OTHER LONG-TERM LIABILITIES	32,355	32,092	263	0.82%	30,968
Total liabilities	456,071	457,570	(1,500)	-0.33%	478,161
NET ASSETS					
Invested in capital assets, net of related debt	67,233	68,294	(1,061)	-1.55%	68,426
Restricted	34,207	33,361	845	2.53%	31,905
Unrestricted	327,545	332,626	(5,081)	-1.53%	365,378
Total net position	428,985	434,282	(5,297)	-1.22%	465,709
Total liabilities and net position	\$ 885,056	\$ 891,852	\$ (6,796)	-0.76%	\$ 943,870

Statistical Report

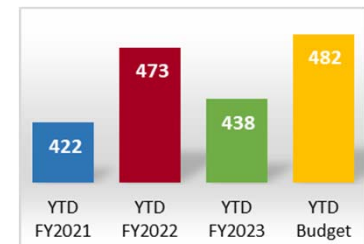
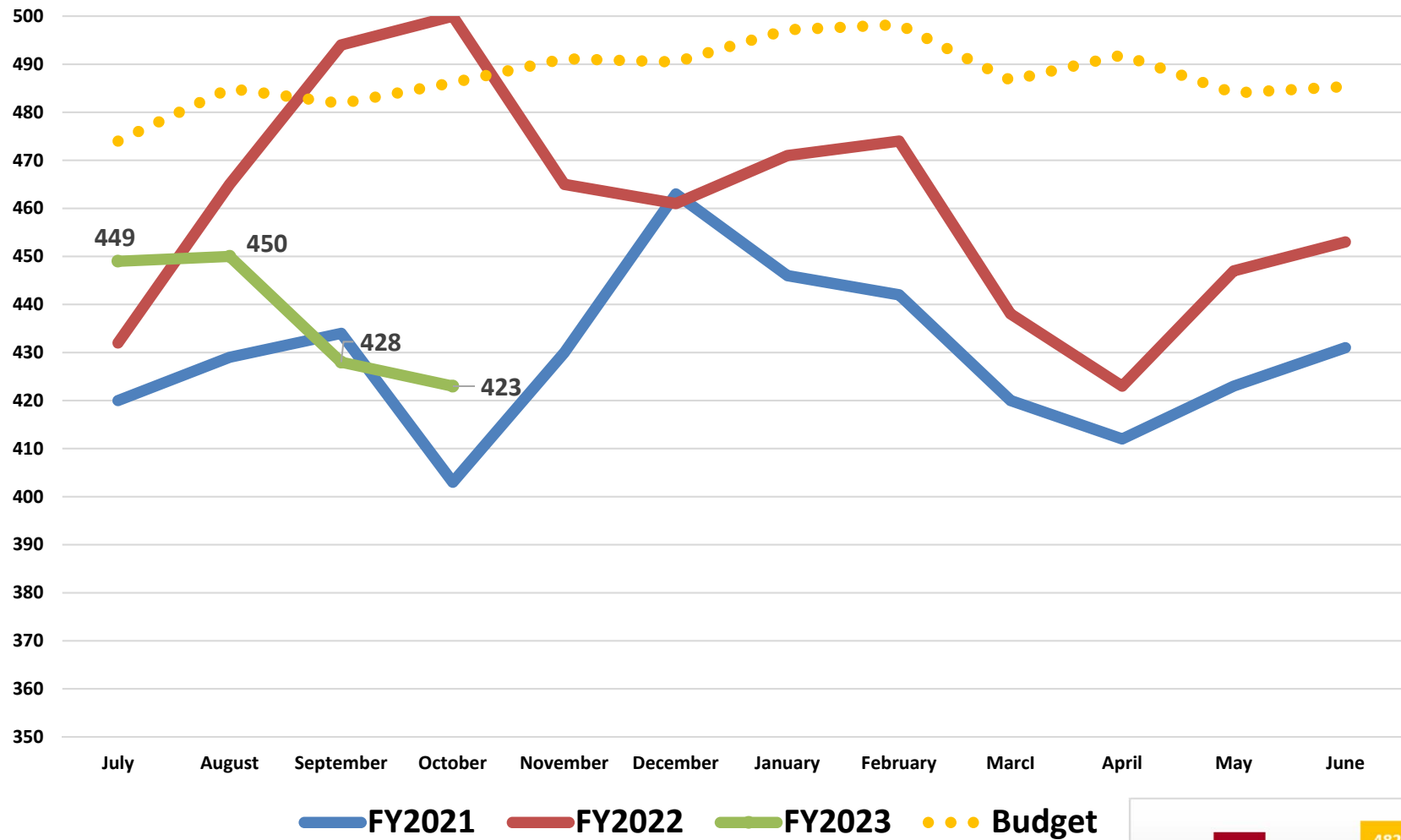
October 2022



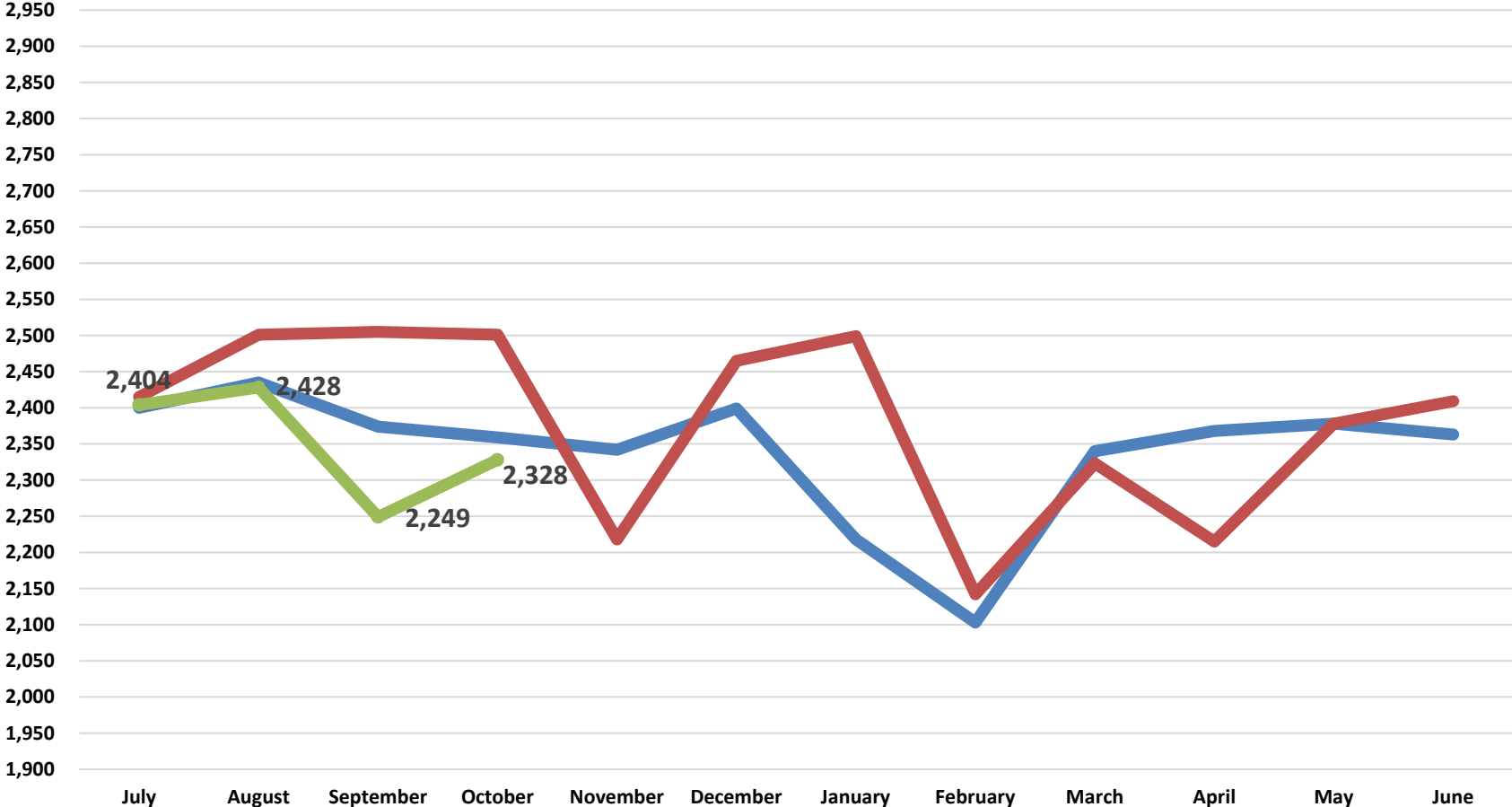
[kawahhealth.org](https://www.kawahhealth.org)



Average Daily Census



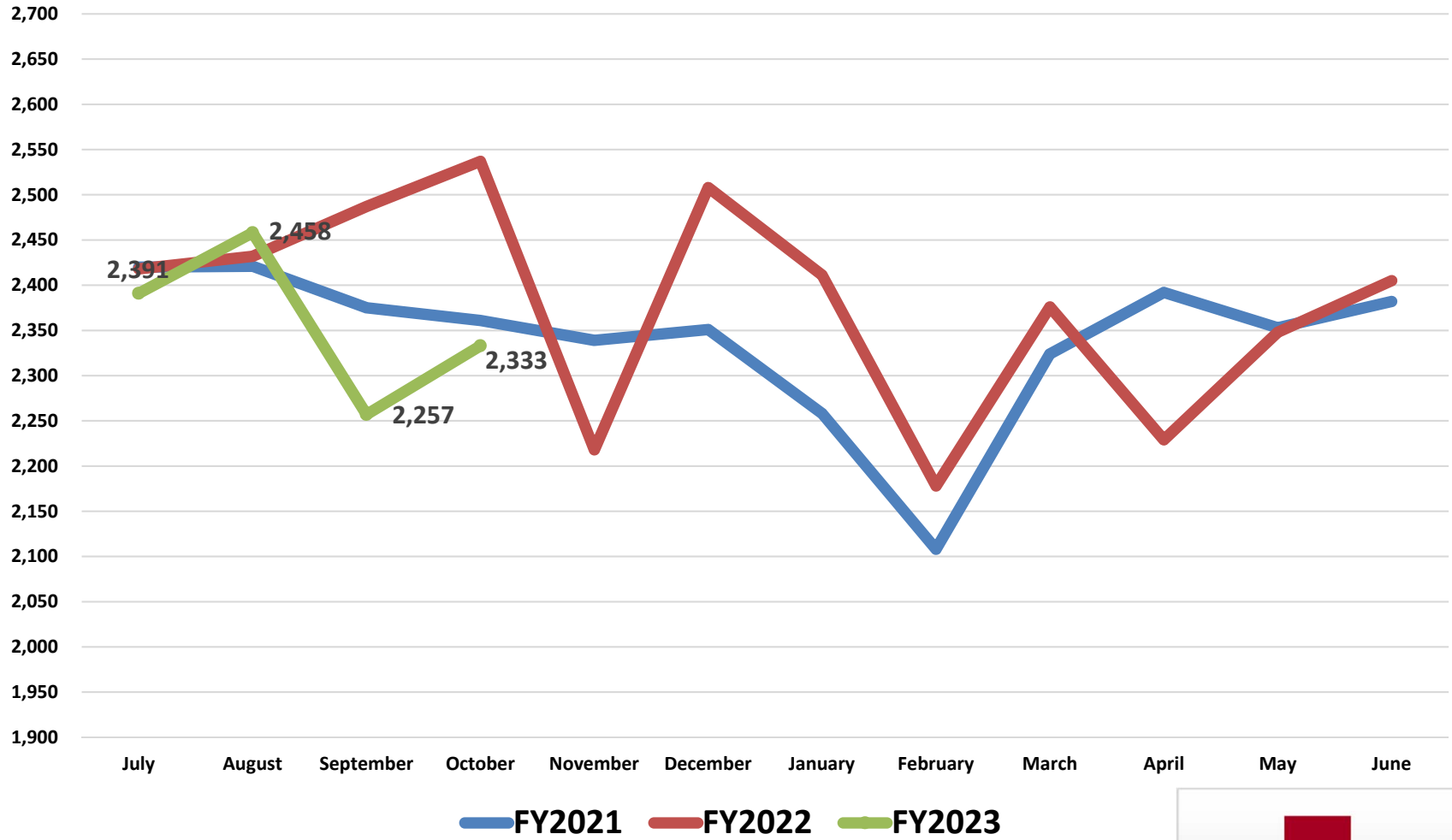
Admissions



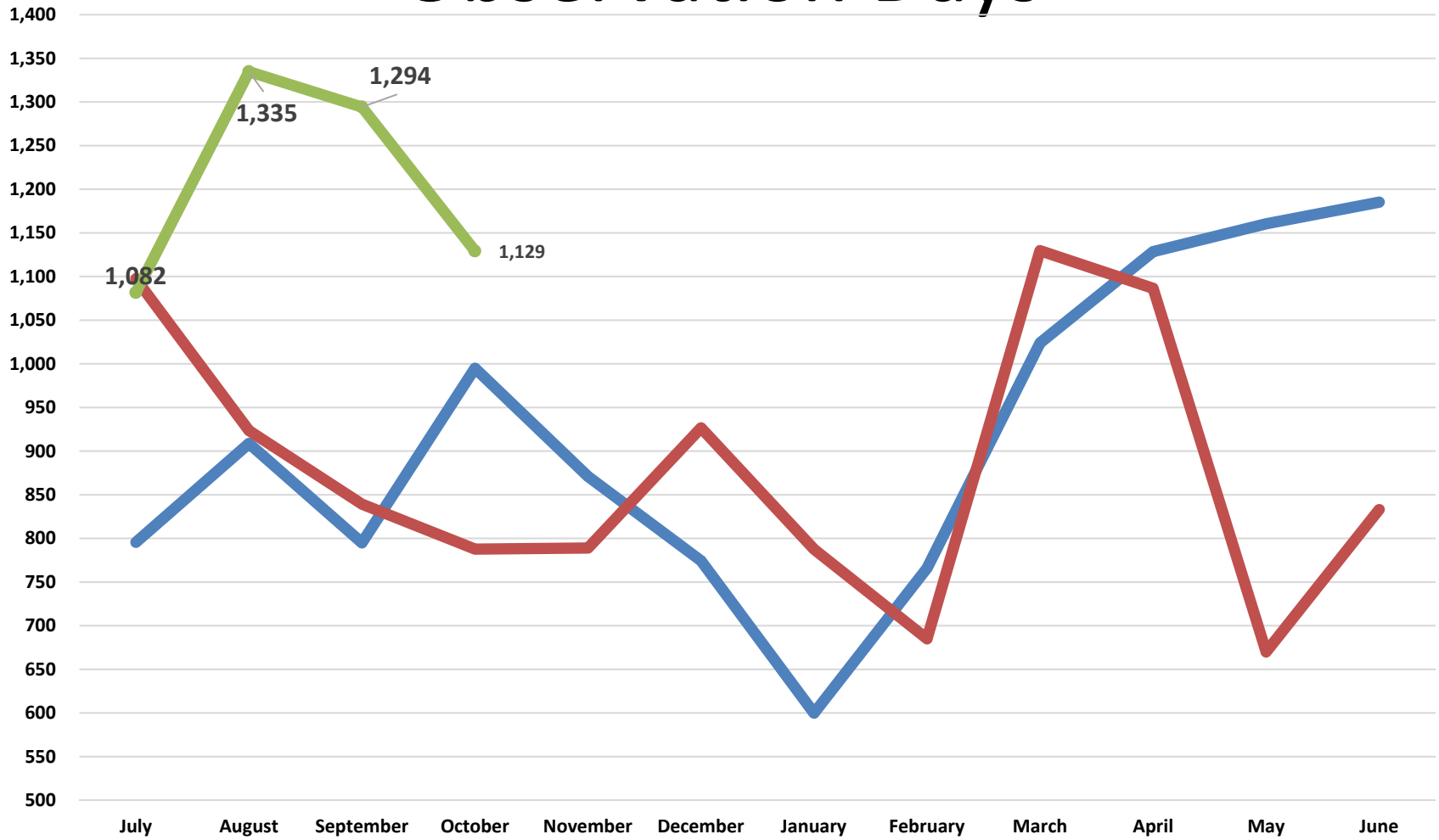
— FY2021 — FY2022 — FY2023



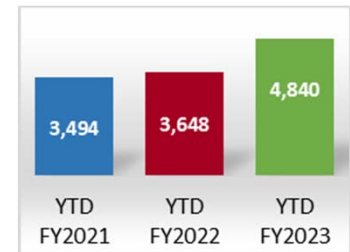
Discharges



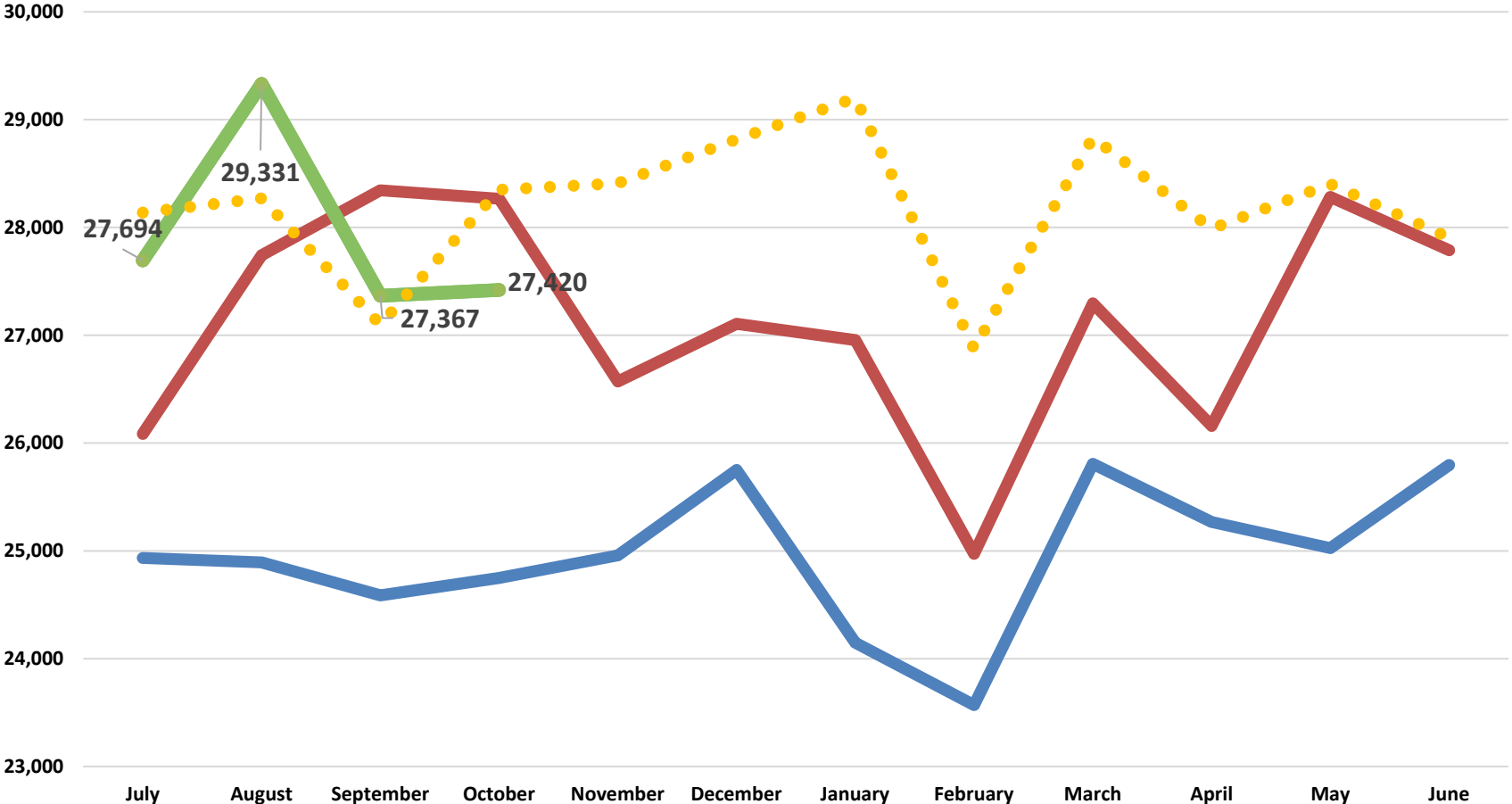
Observation Days



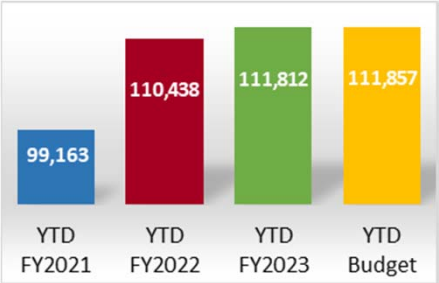
— FY2021 — FY2022 — FY2023



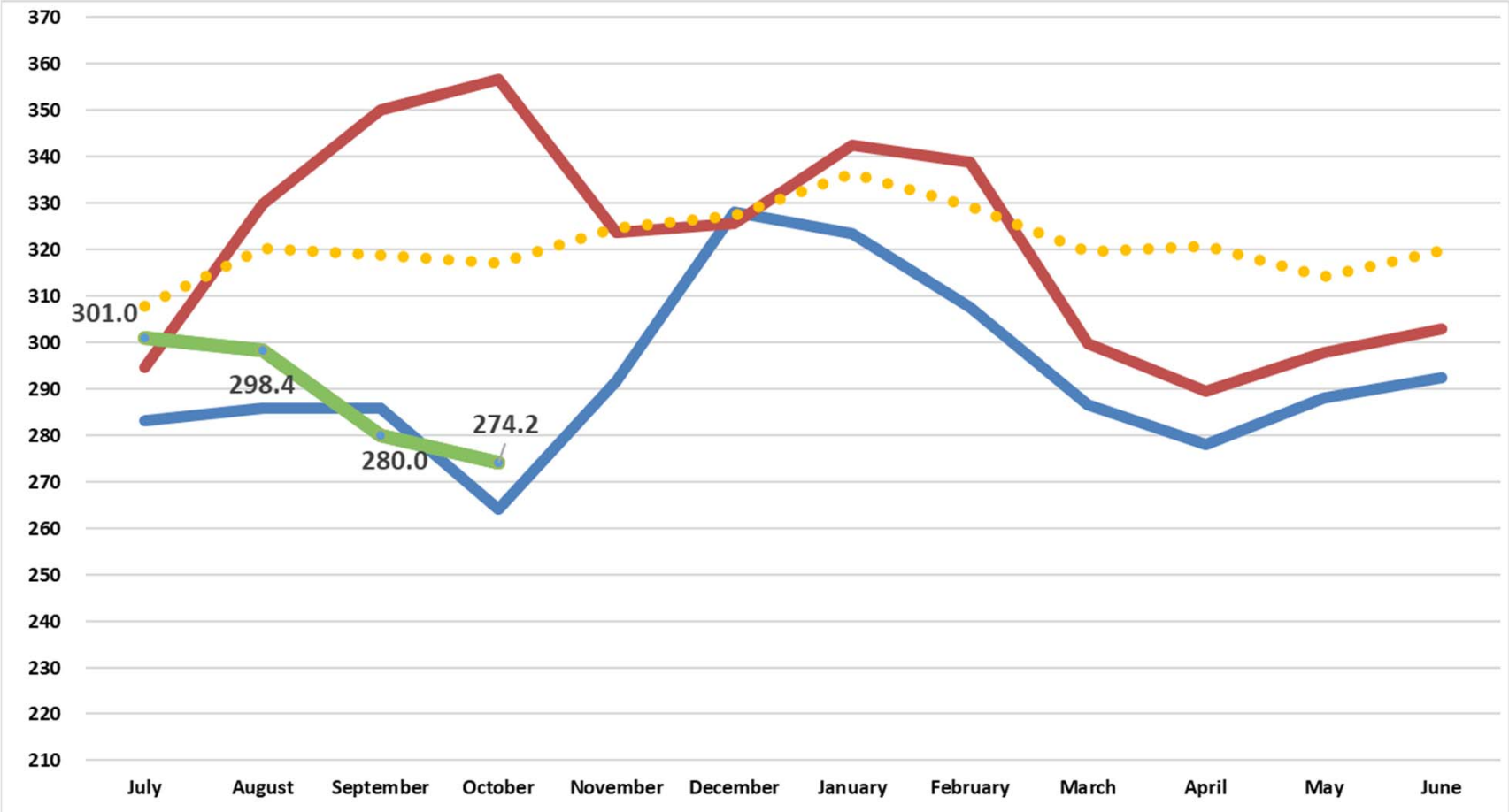
Adjusted Patient Days



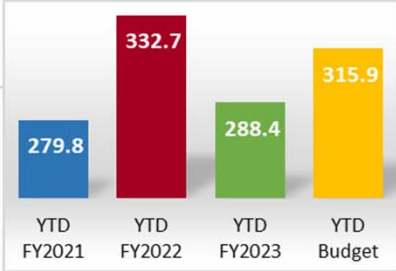
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



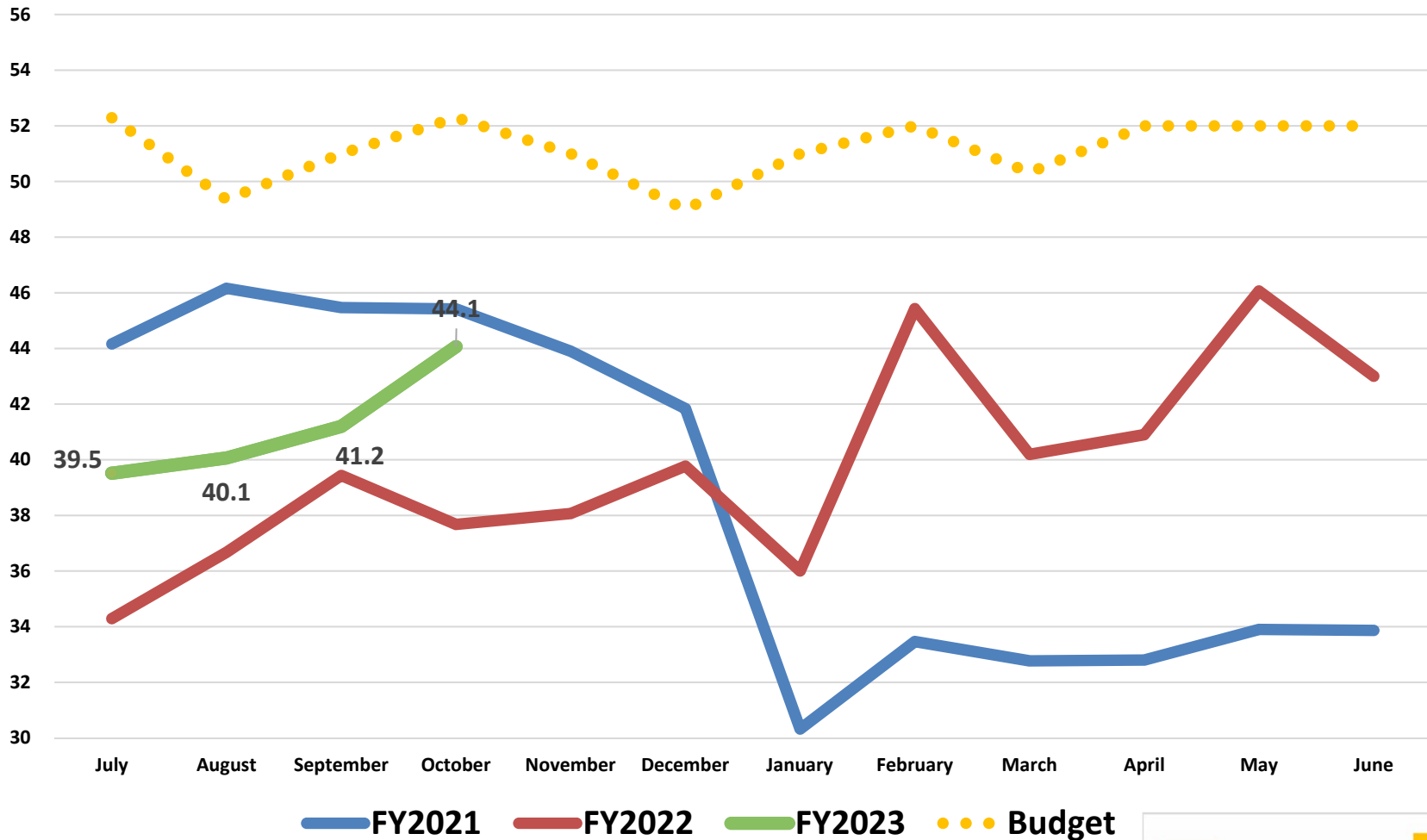
Medical Center – Avg. Patients Per Day



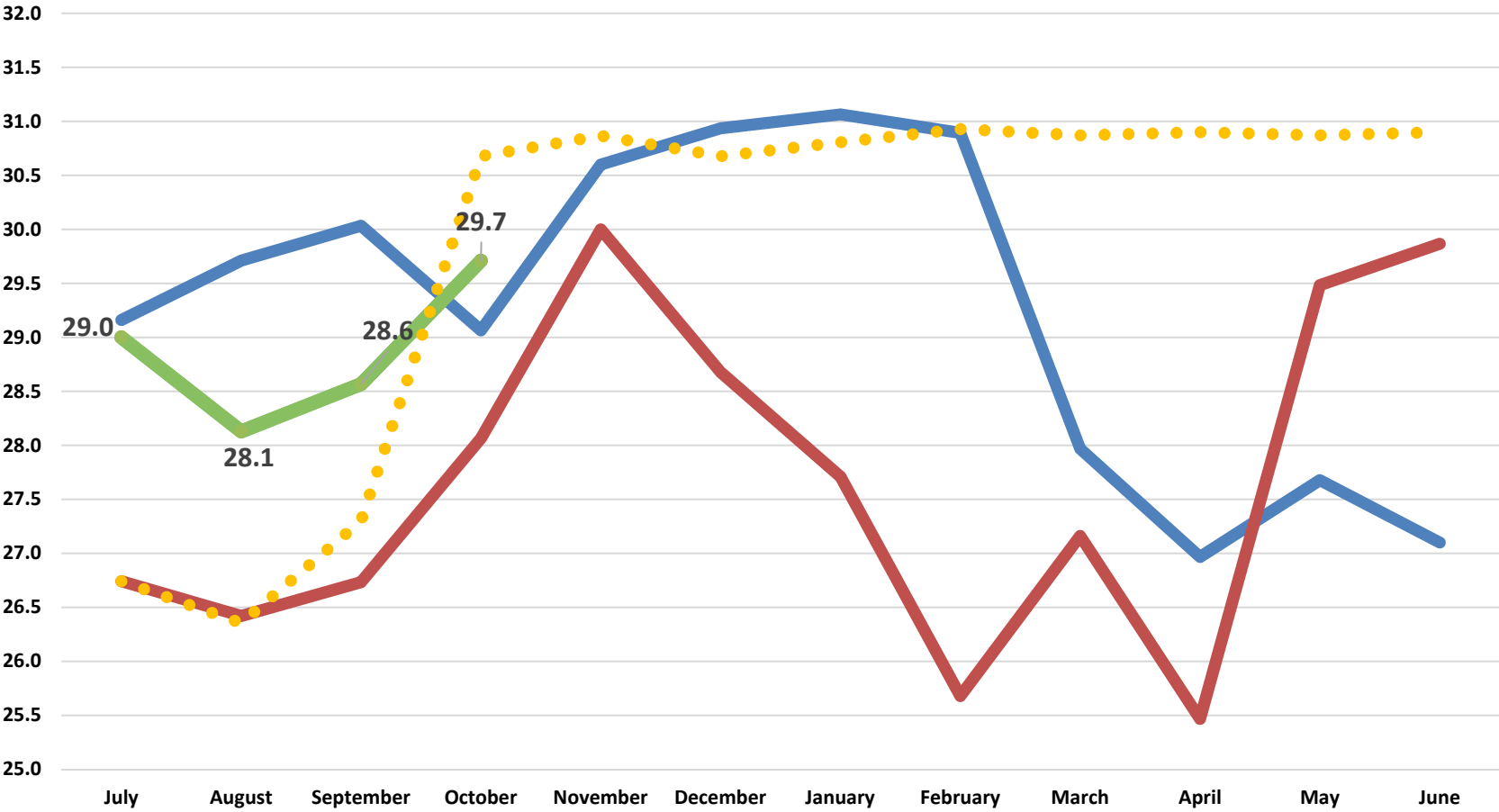
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



Acute I/P Psych - Avg. Patients Per Day



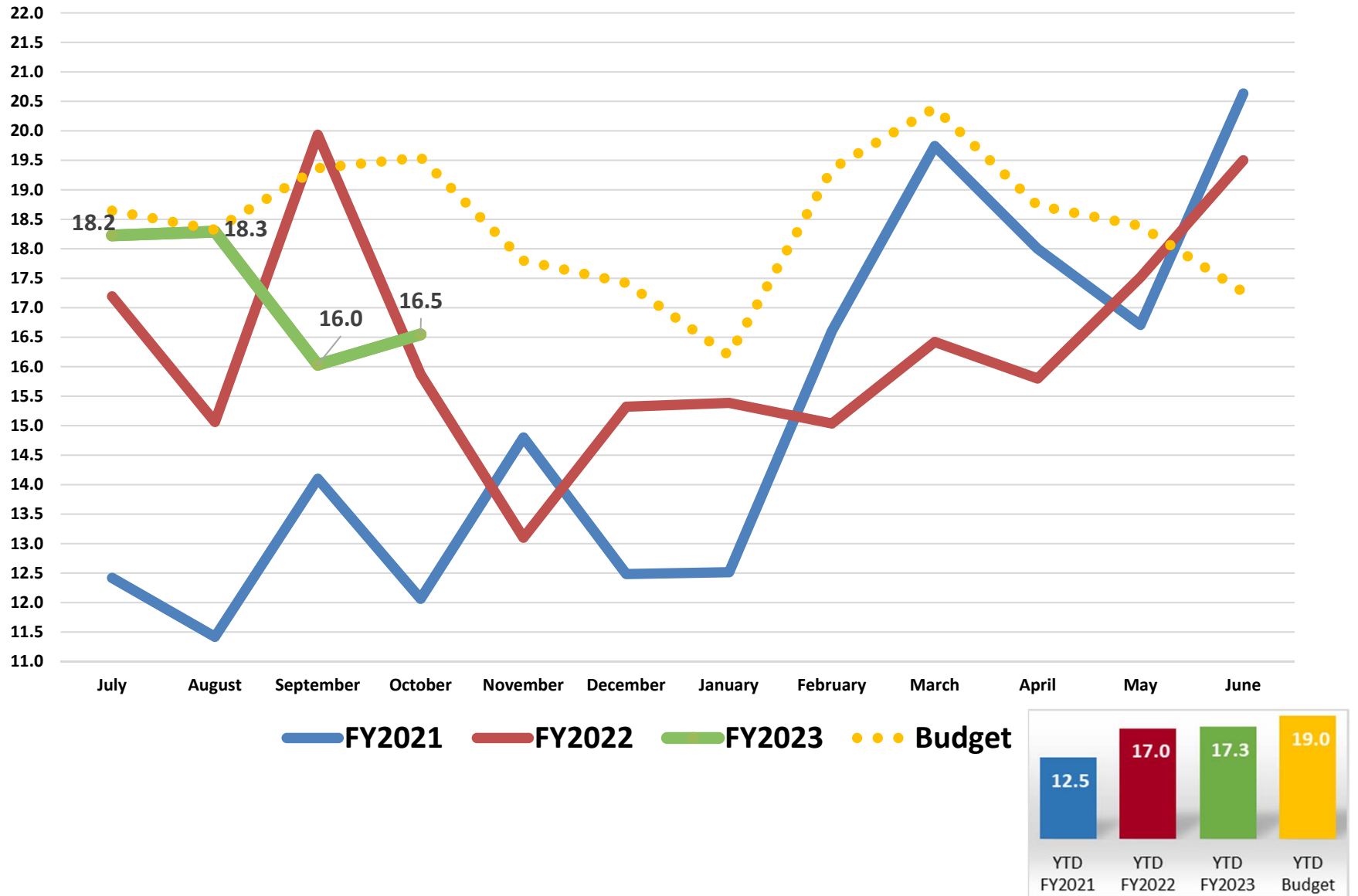
Sub-Acute - Avg. Patients Per Day



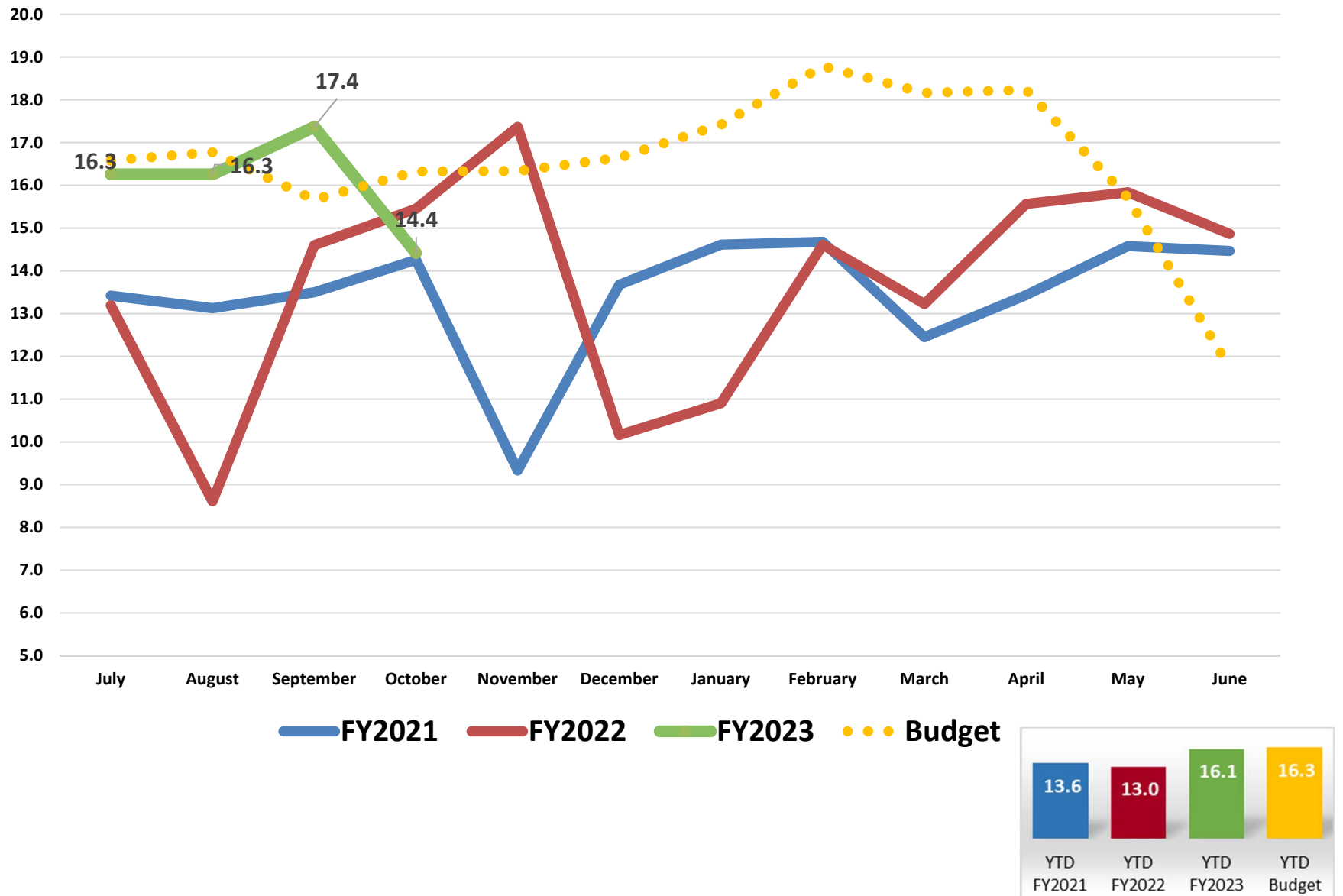
— **FY2021**
 — **FY2022**
 — **FY2023**
 ●●● **Budget**



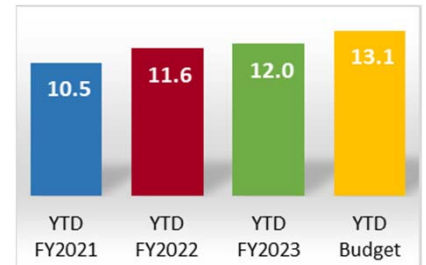
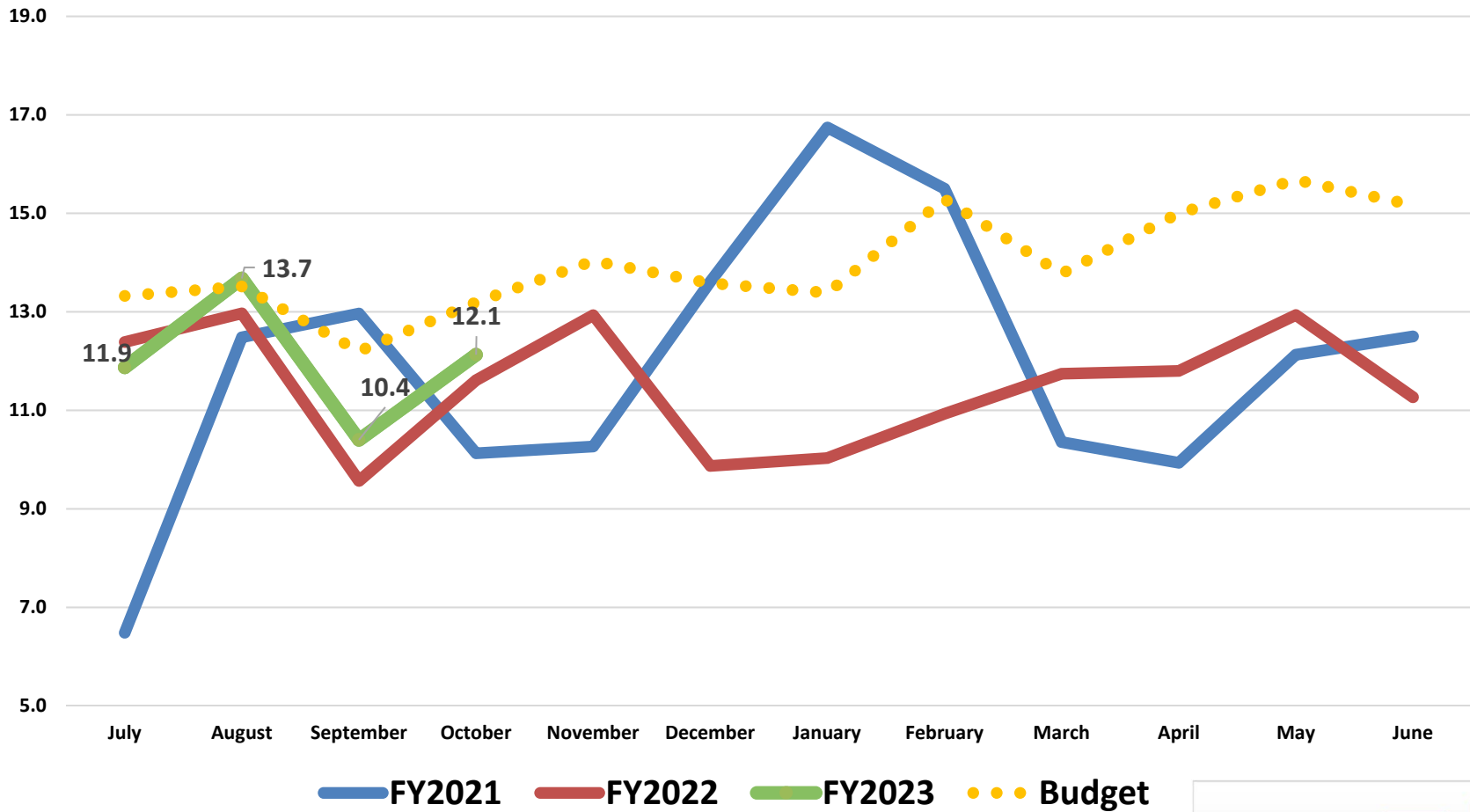
Rehabilitation Hospital - Avg. Patients Per Day



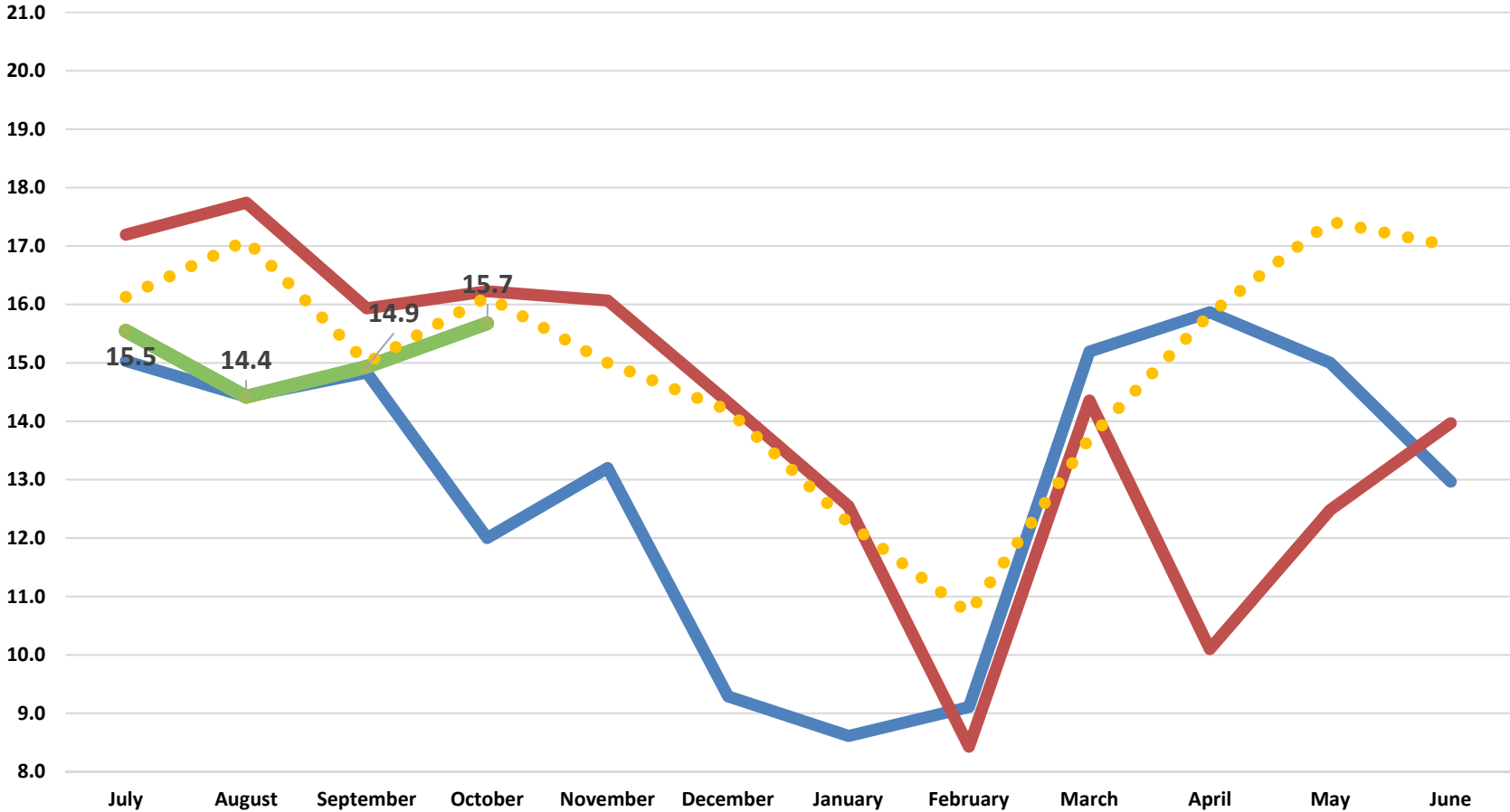
Transitional Care Services (TCS) - Avg. Patients Per Day



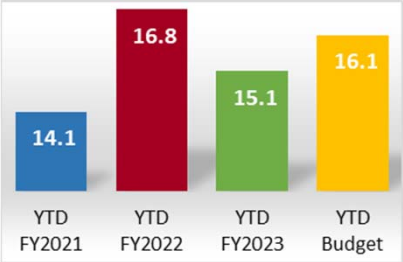
TCS Ortho - Avg. Patients Per Day



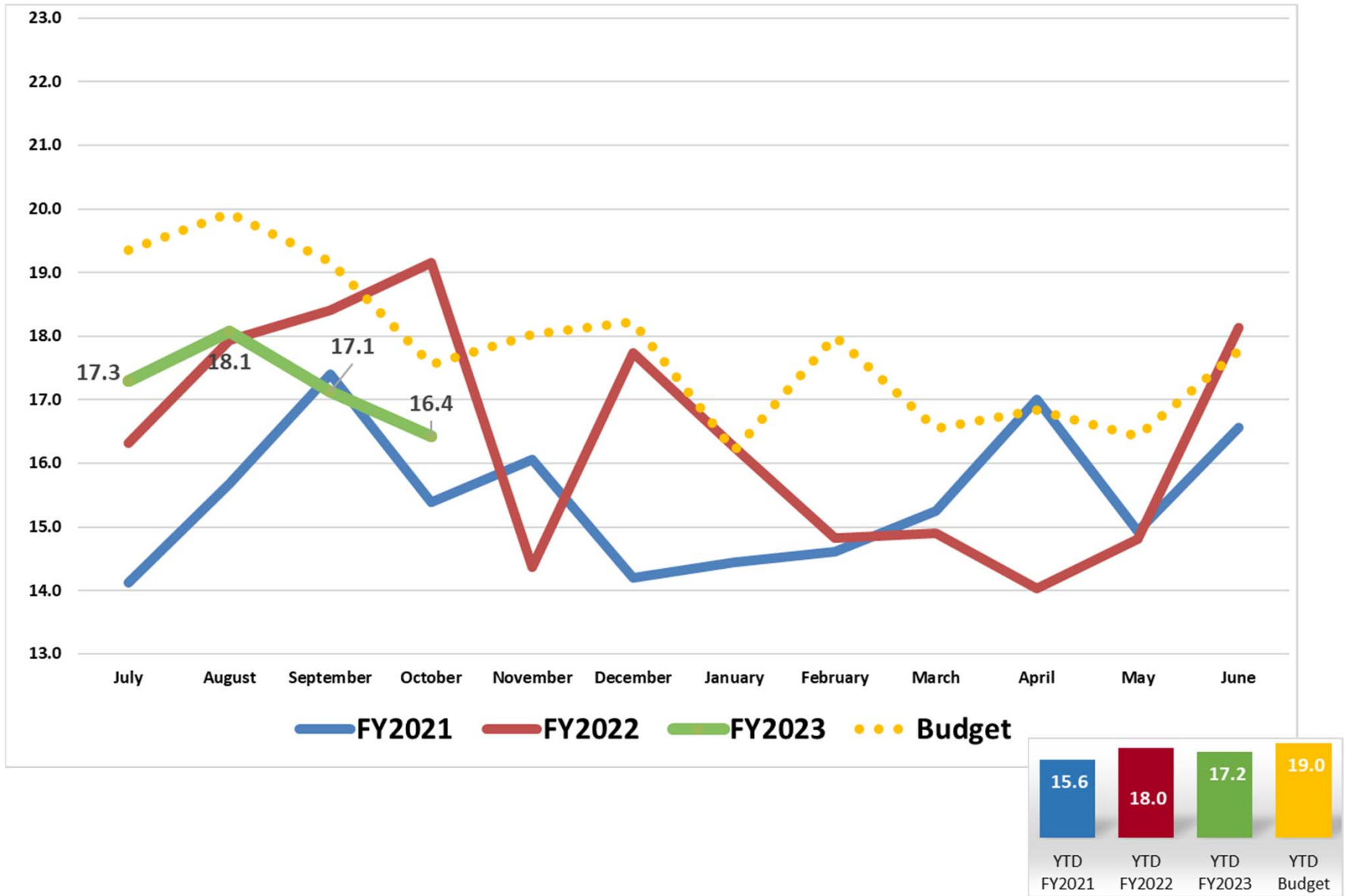
NICU - Avg. Patients Per Day



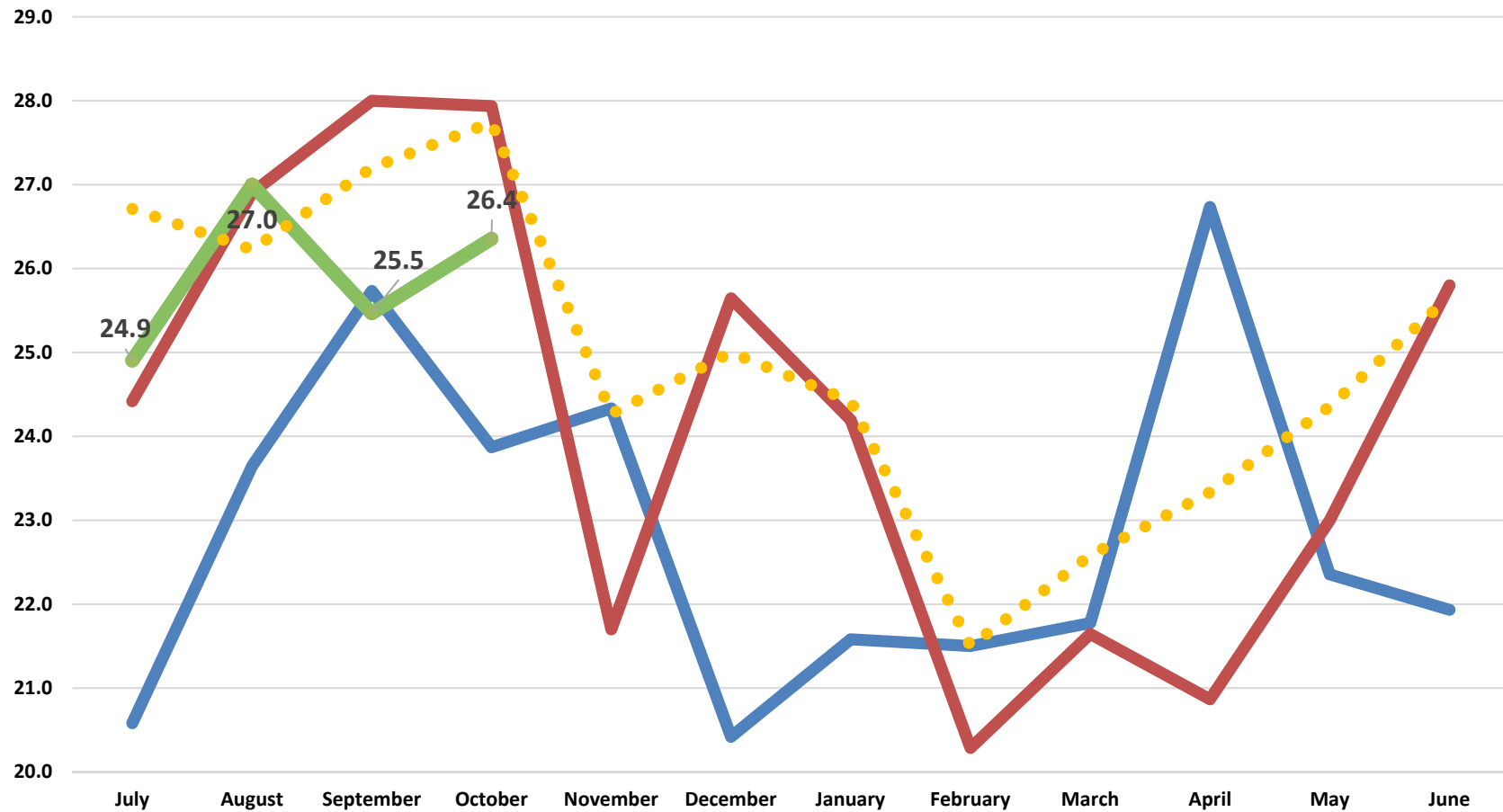
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



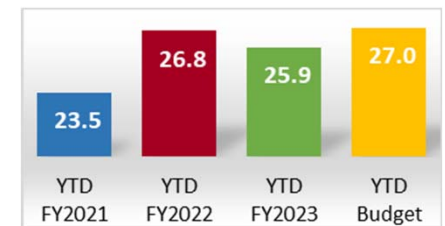
Nursery - Avg. Patients Per Day



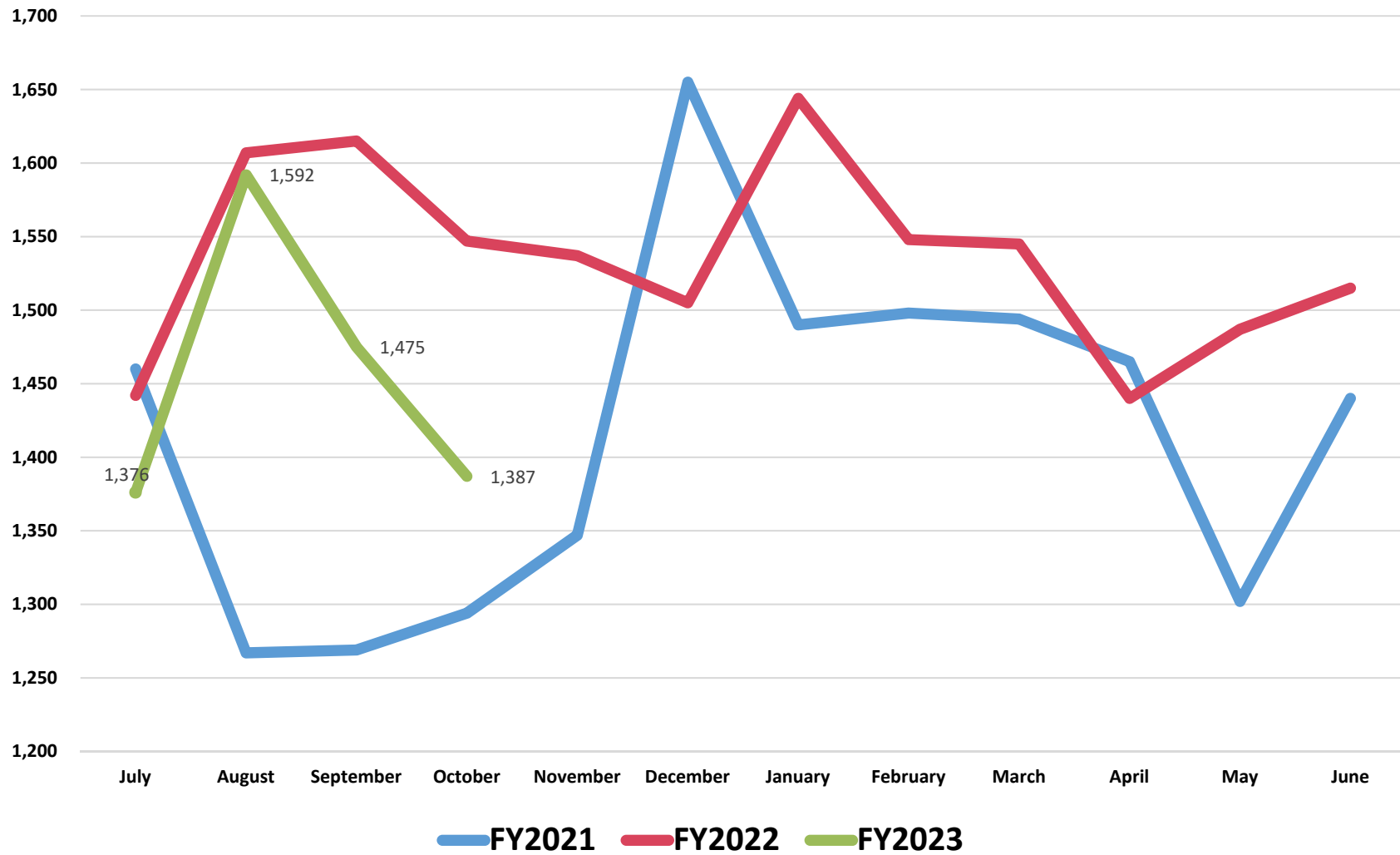
Obstetrics - Avg. Patients Per Day



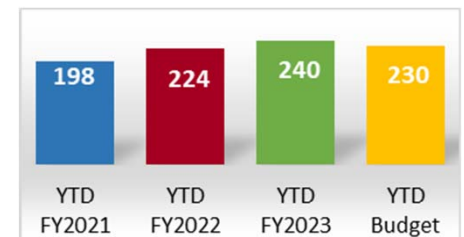
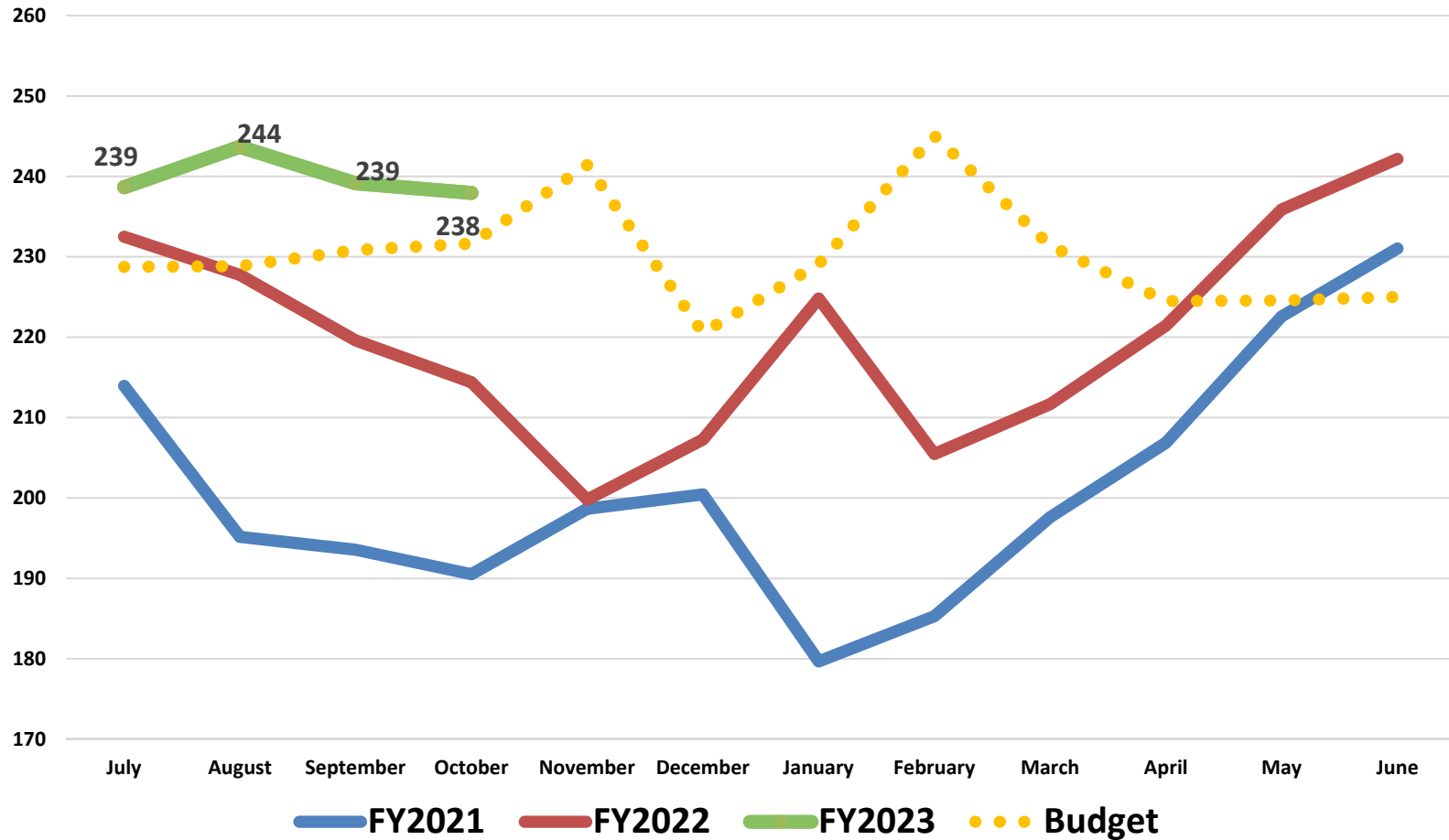
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



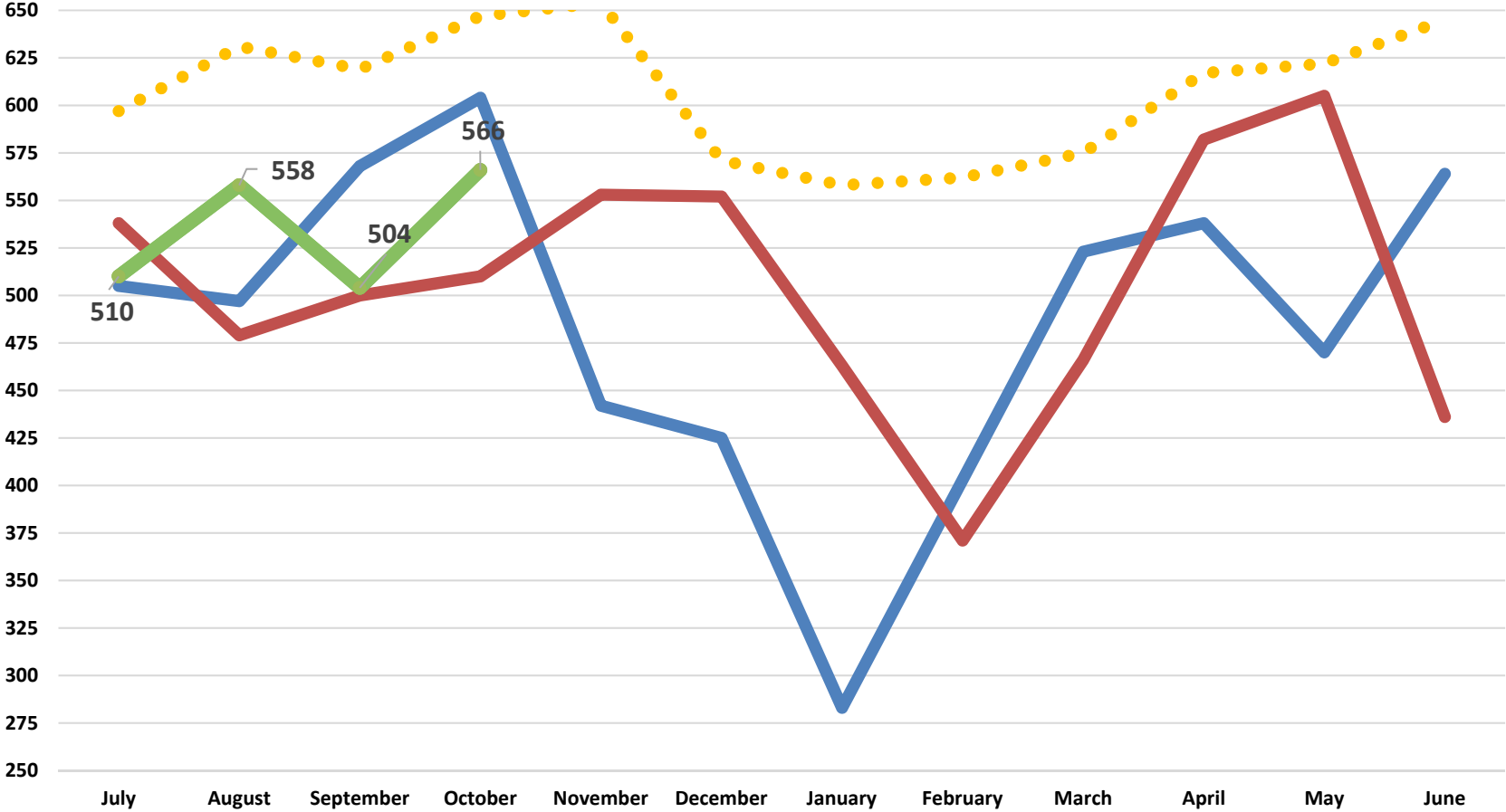
Outpatient Registrations per Day



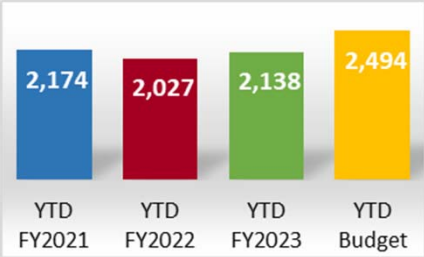
Emergency Dept – Avg Treated Per Day



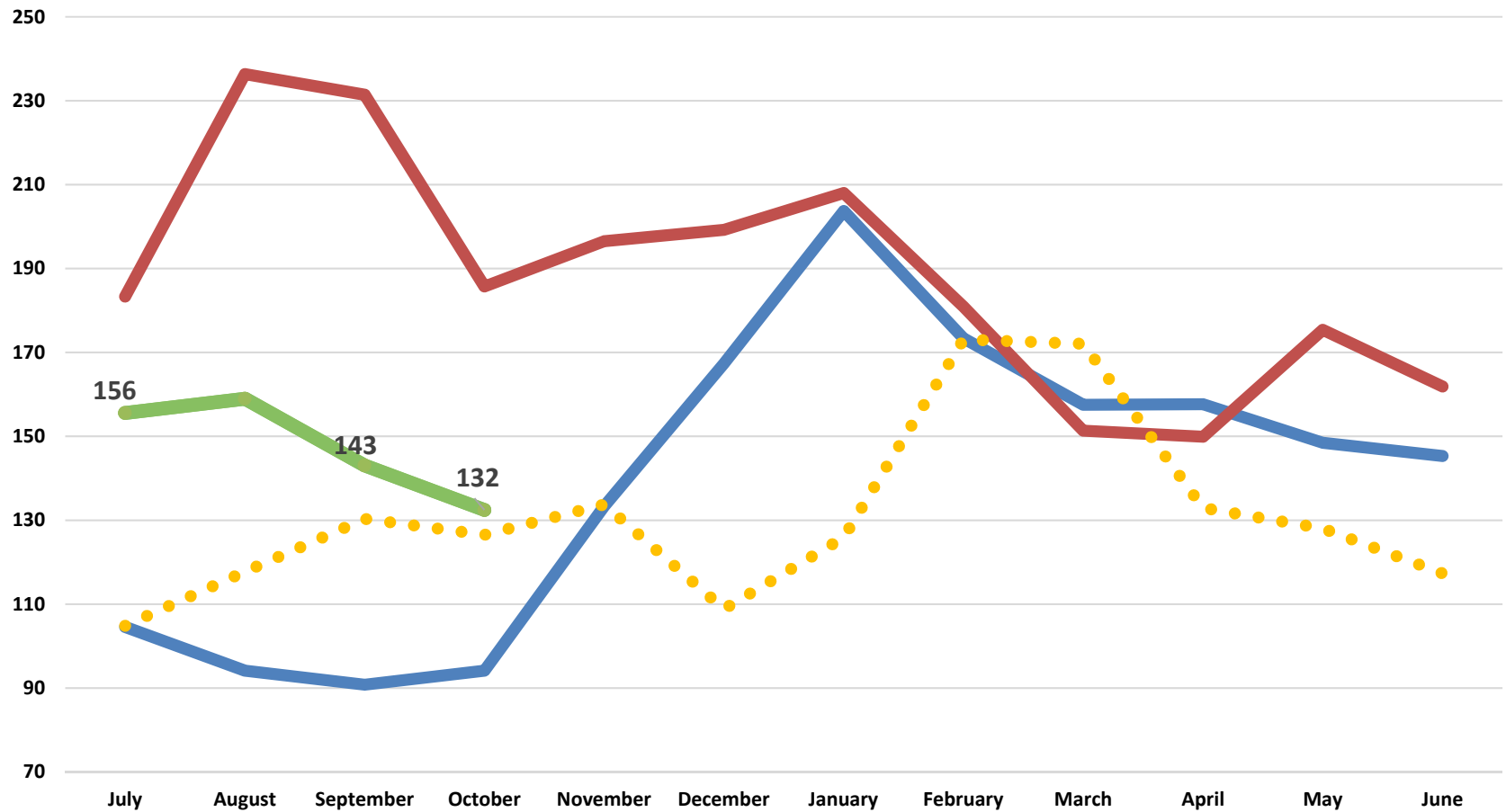
Endoscopy Procedures



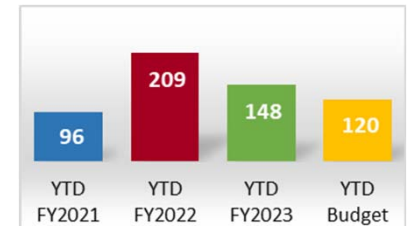
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



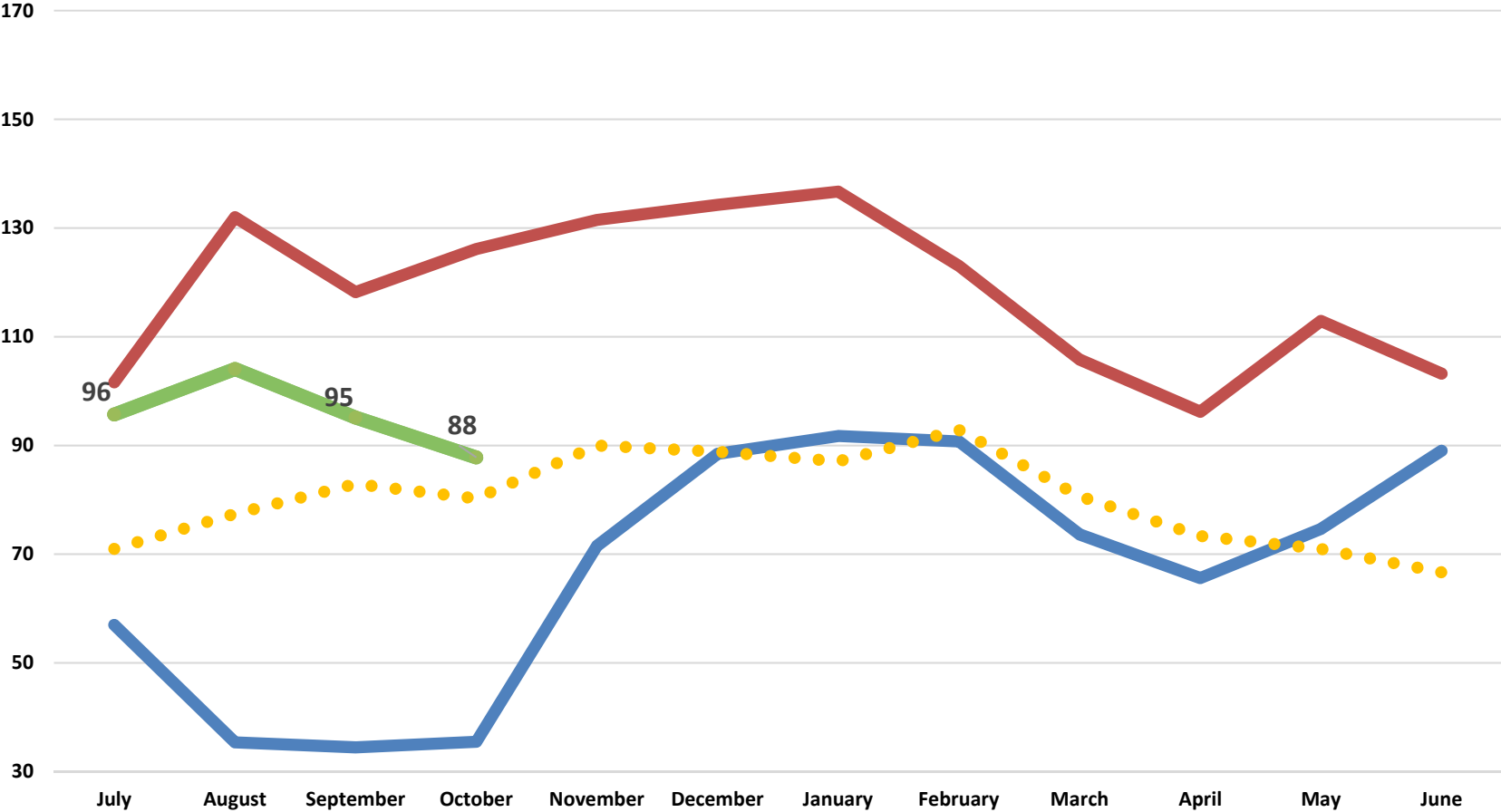
Urgent Care – Court Average Visits Per Day



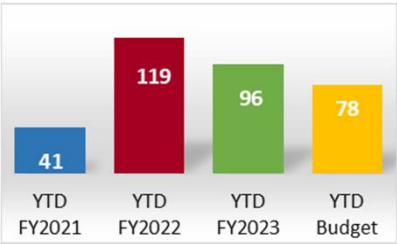
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



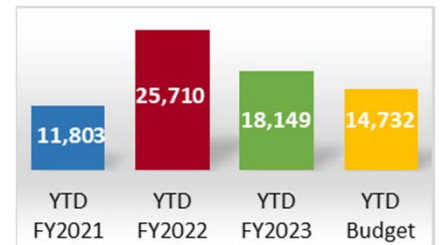
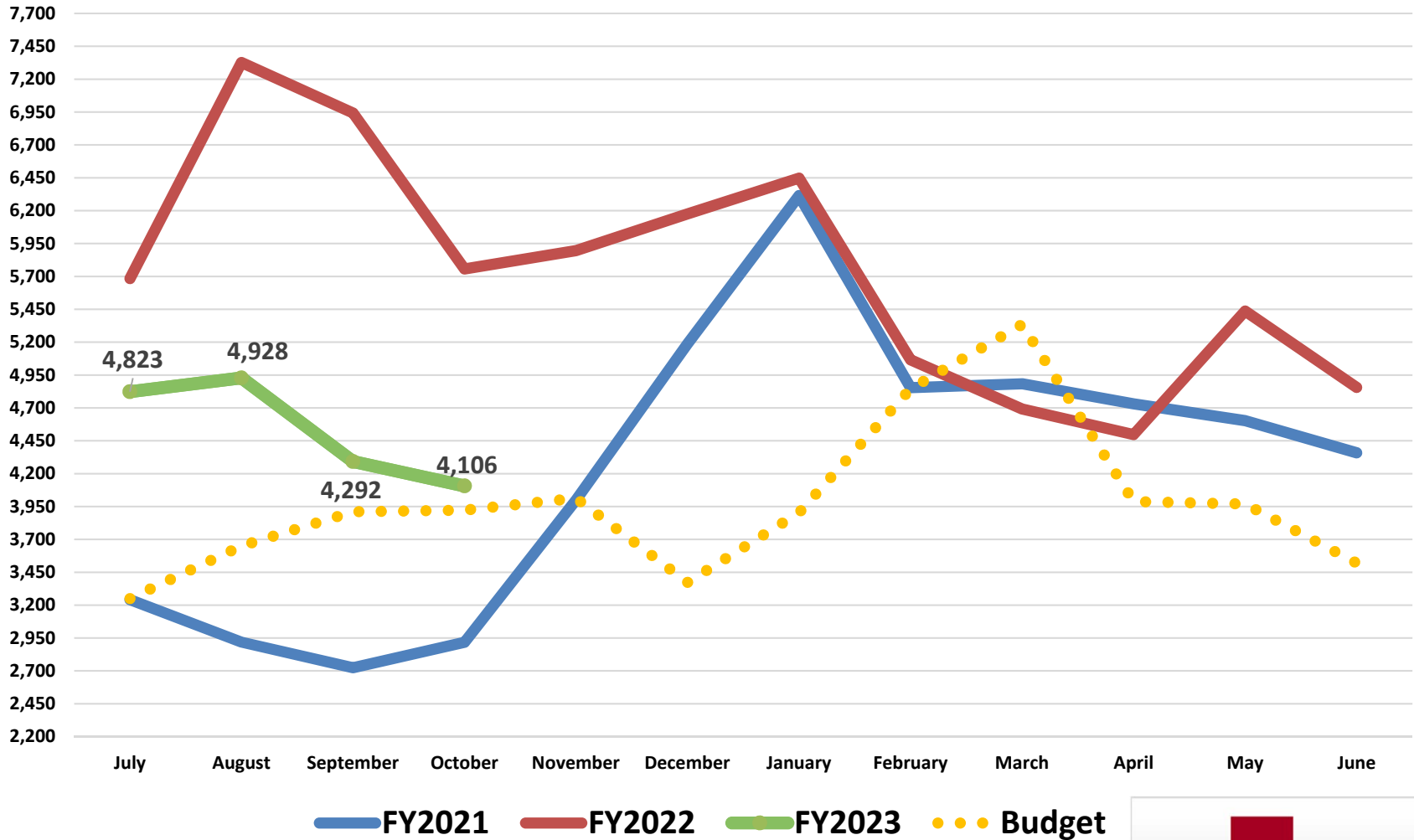
Urgent Care – Demaree Average Visits Per Day



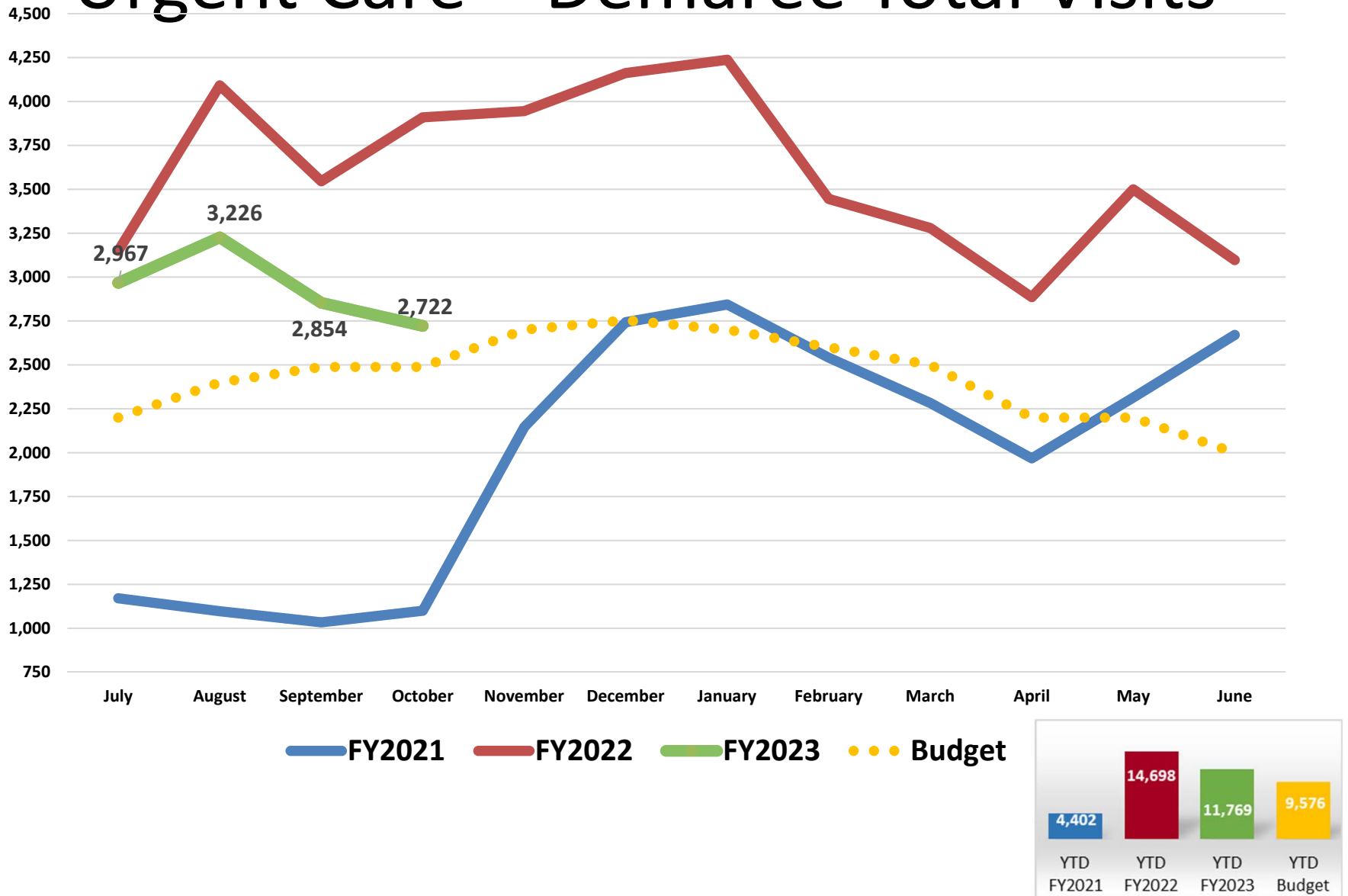
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



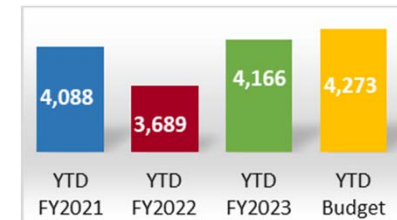
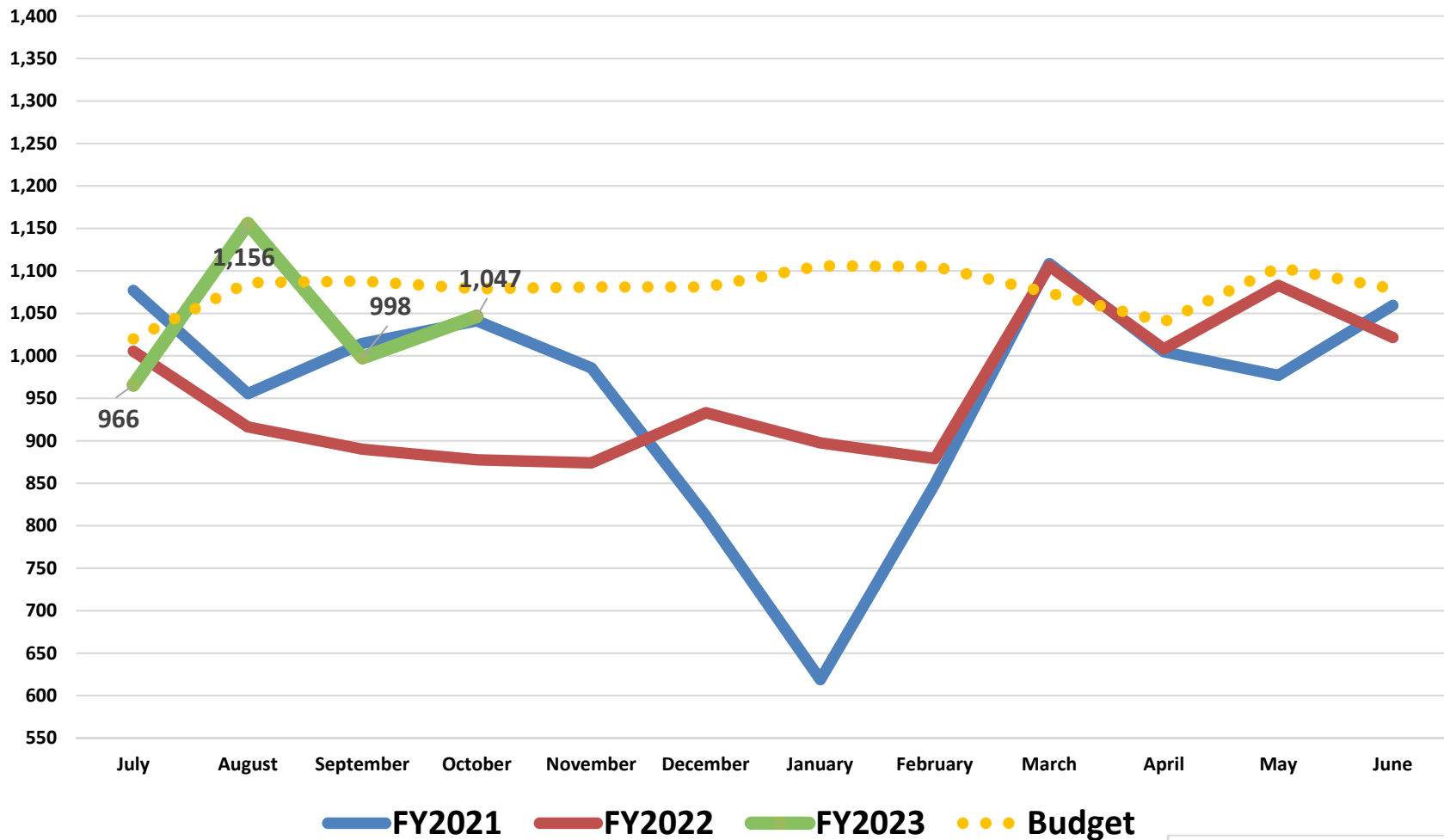
Urgent Care – Court Total Visits



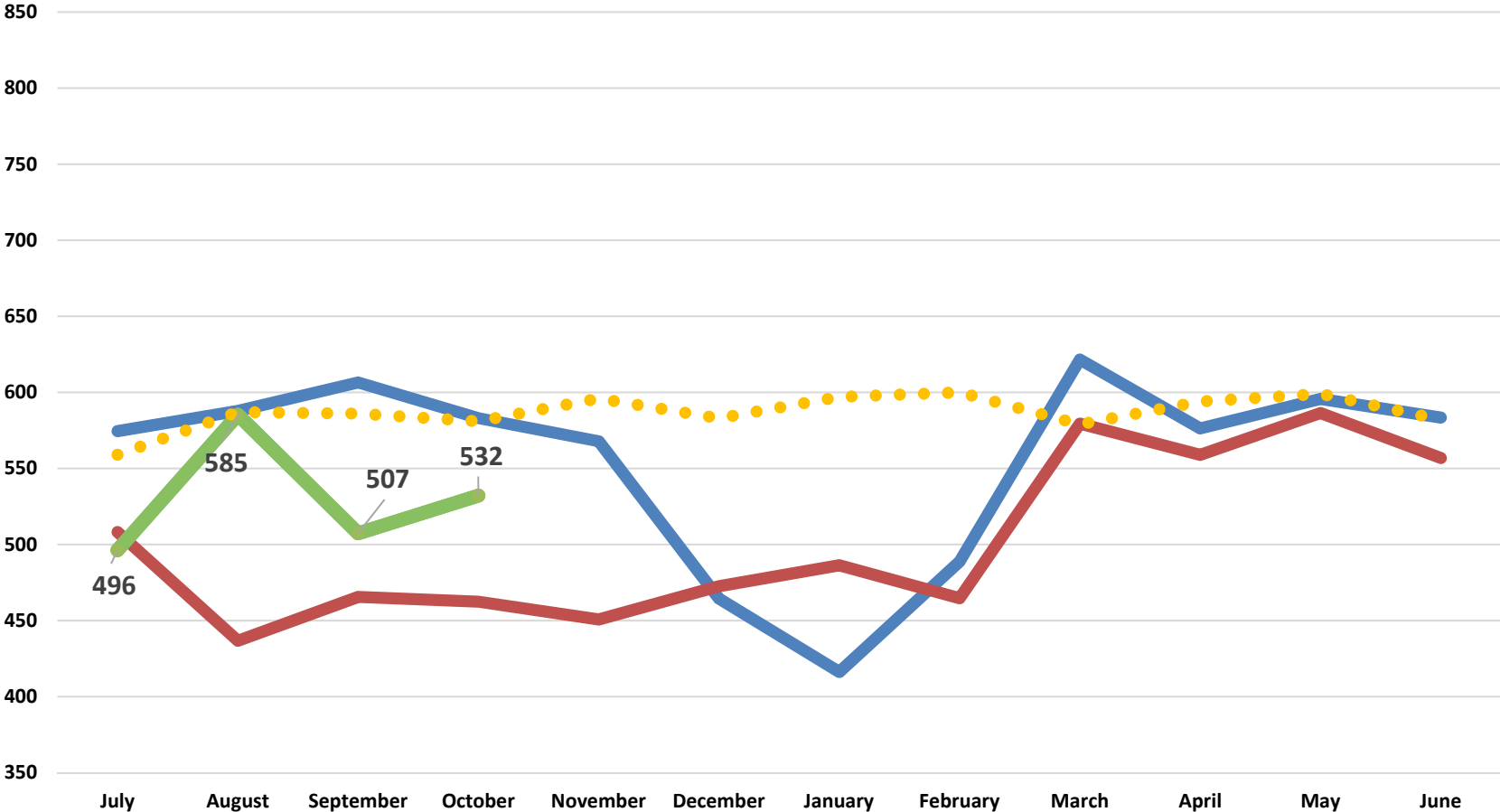
Urgent Care – Demaree Total Visits



Surgery (IP & OP) – 100 Min Units



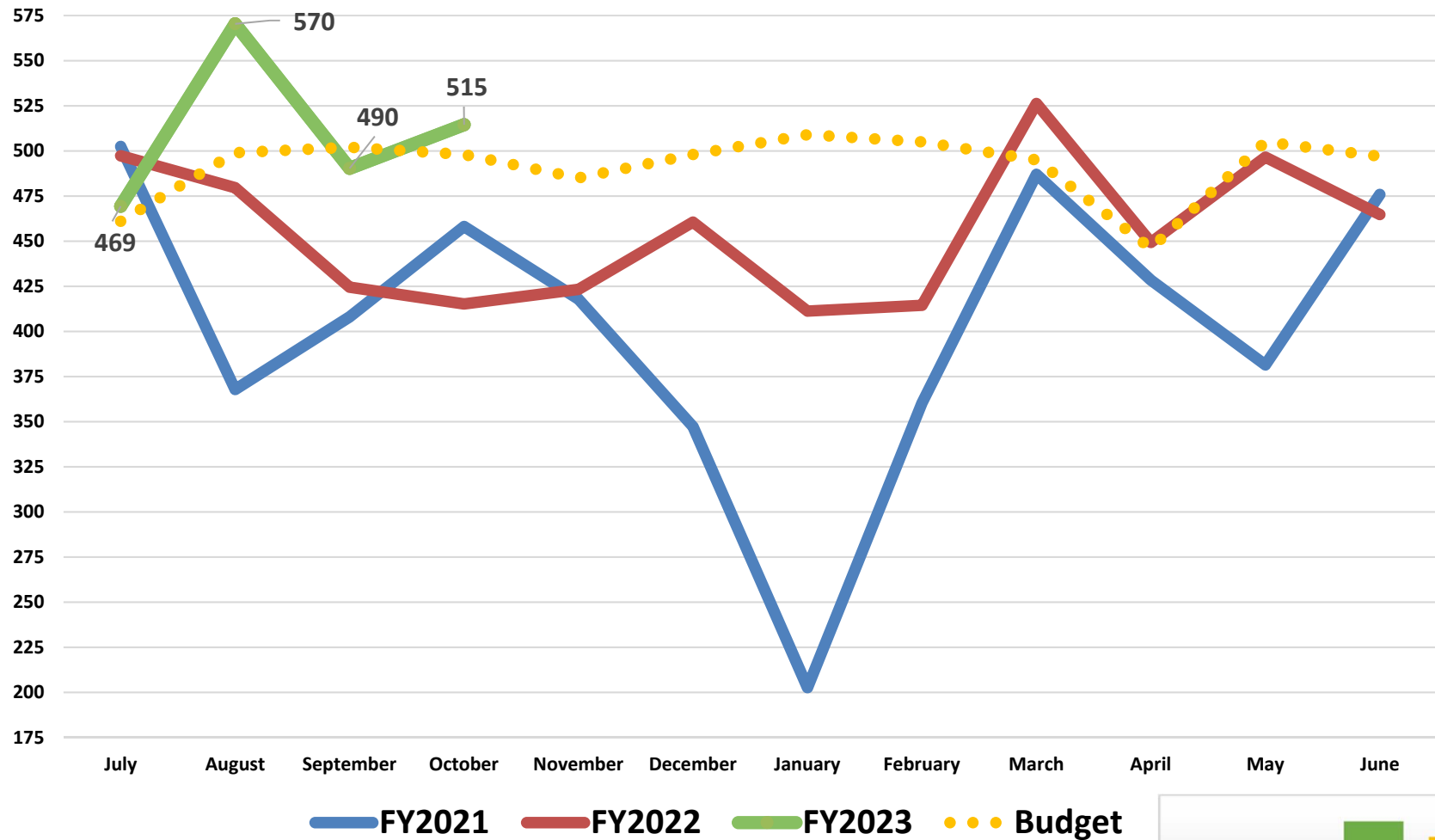
Surgery (IP Only) – 100 Min Units



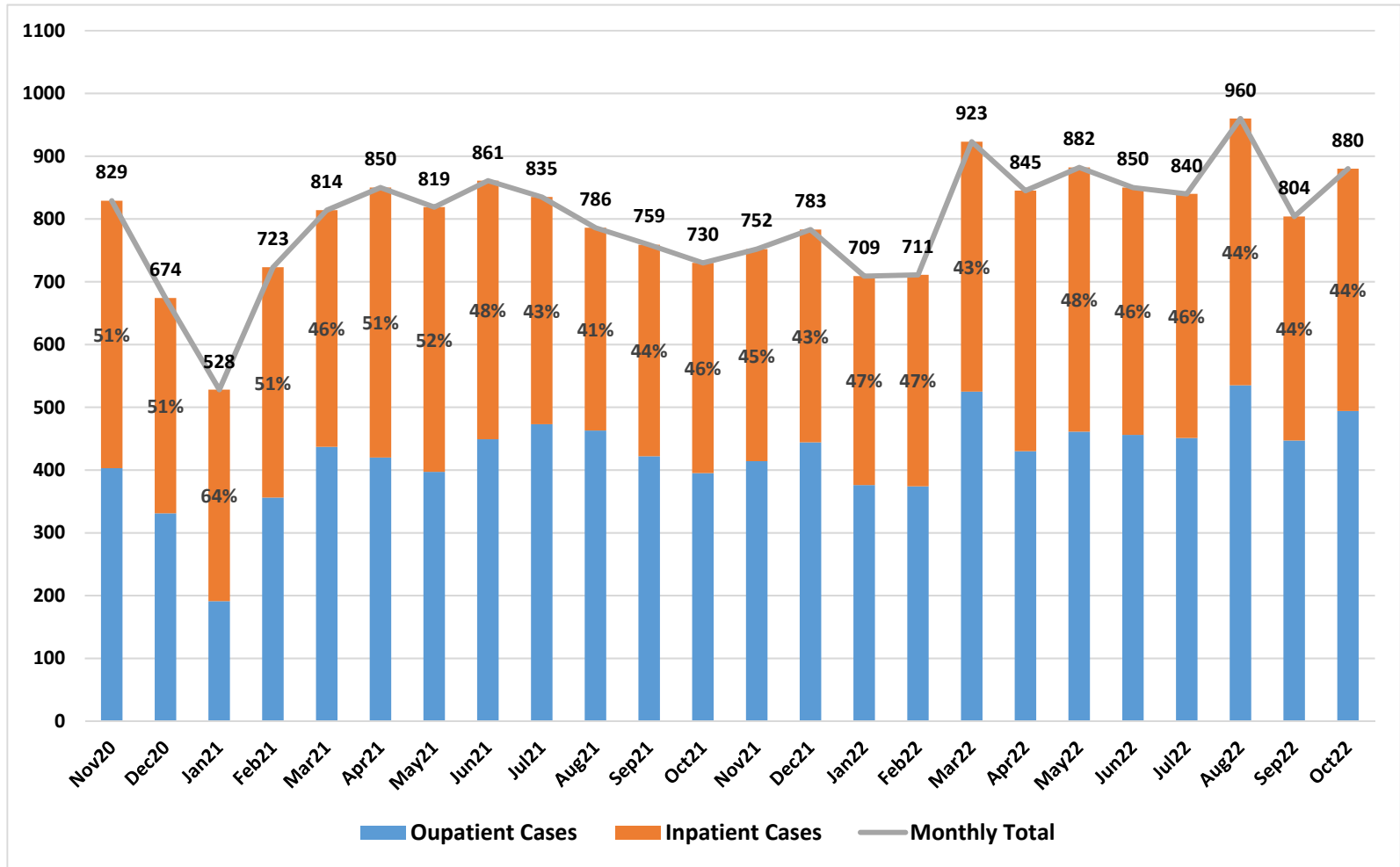
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



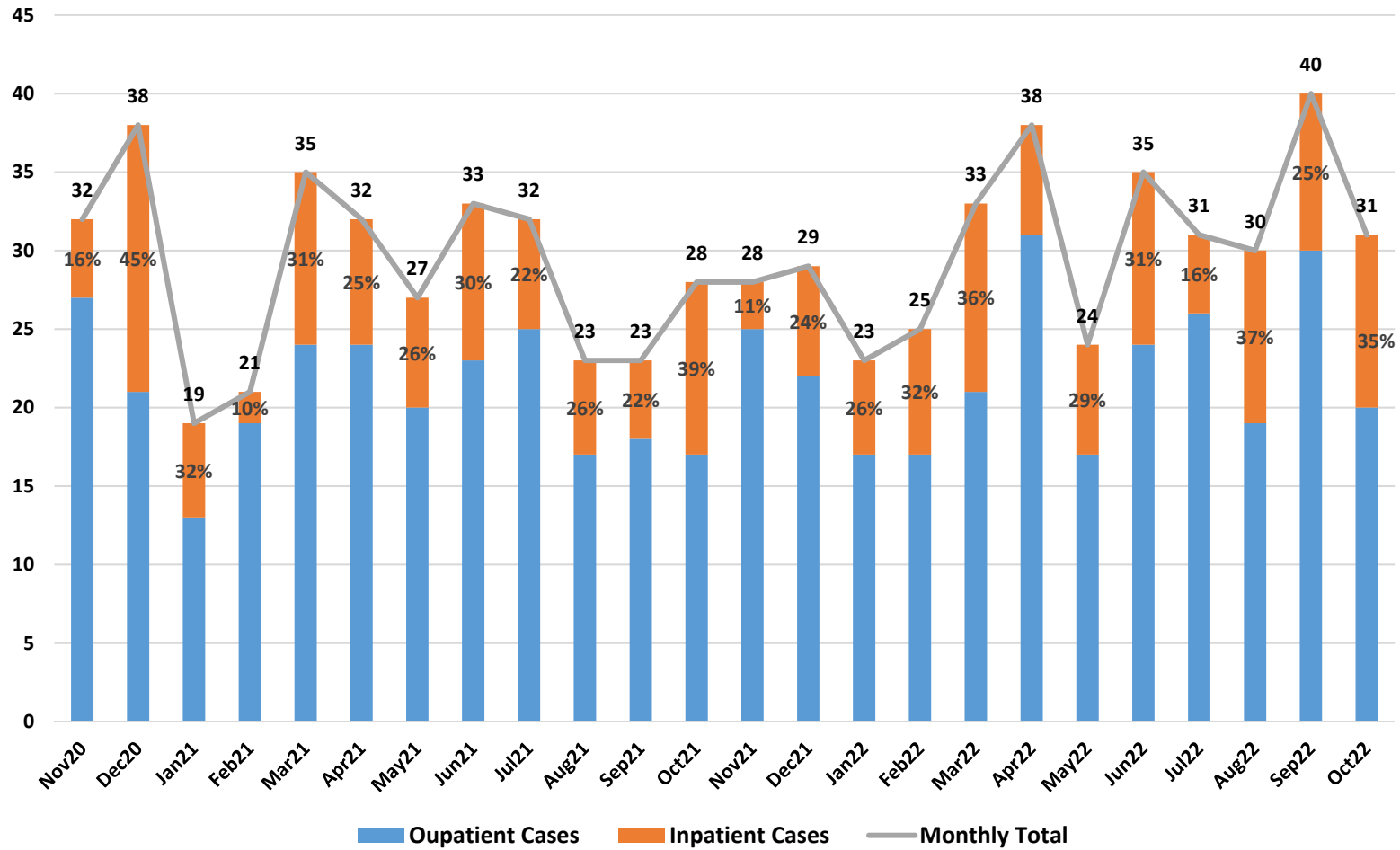
Surgery (OP Only) – 100 Min Units



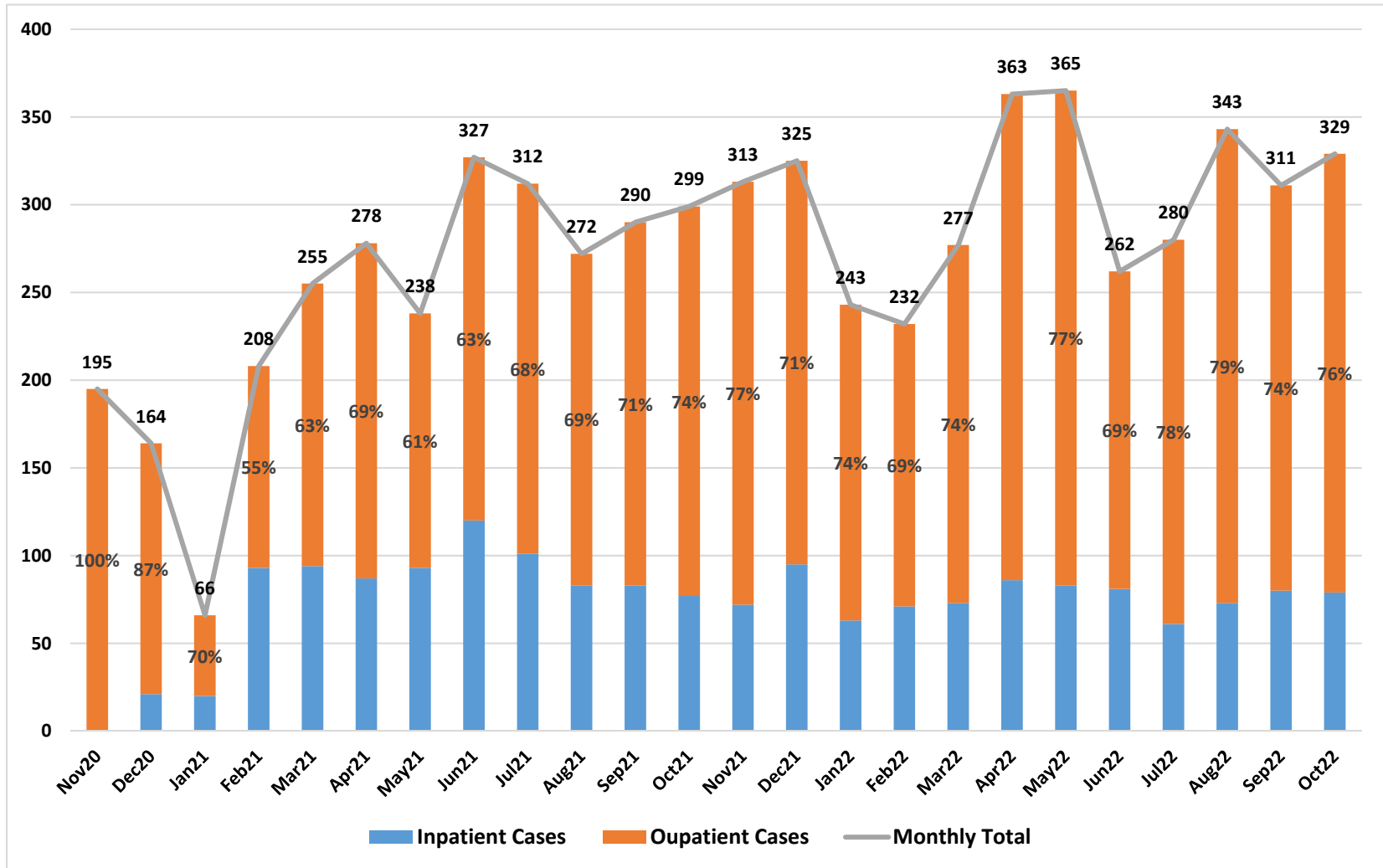
Surgery Cases



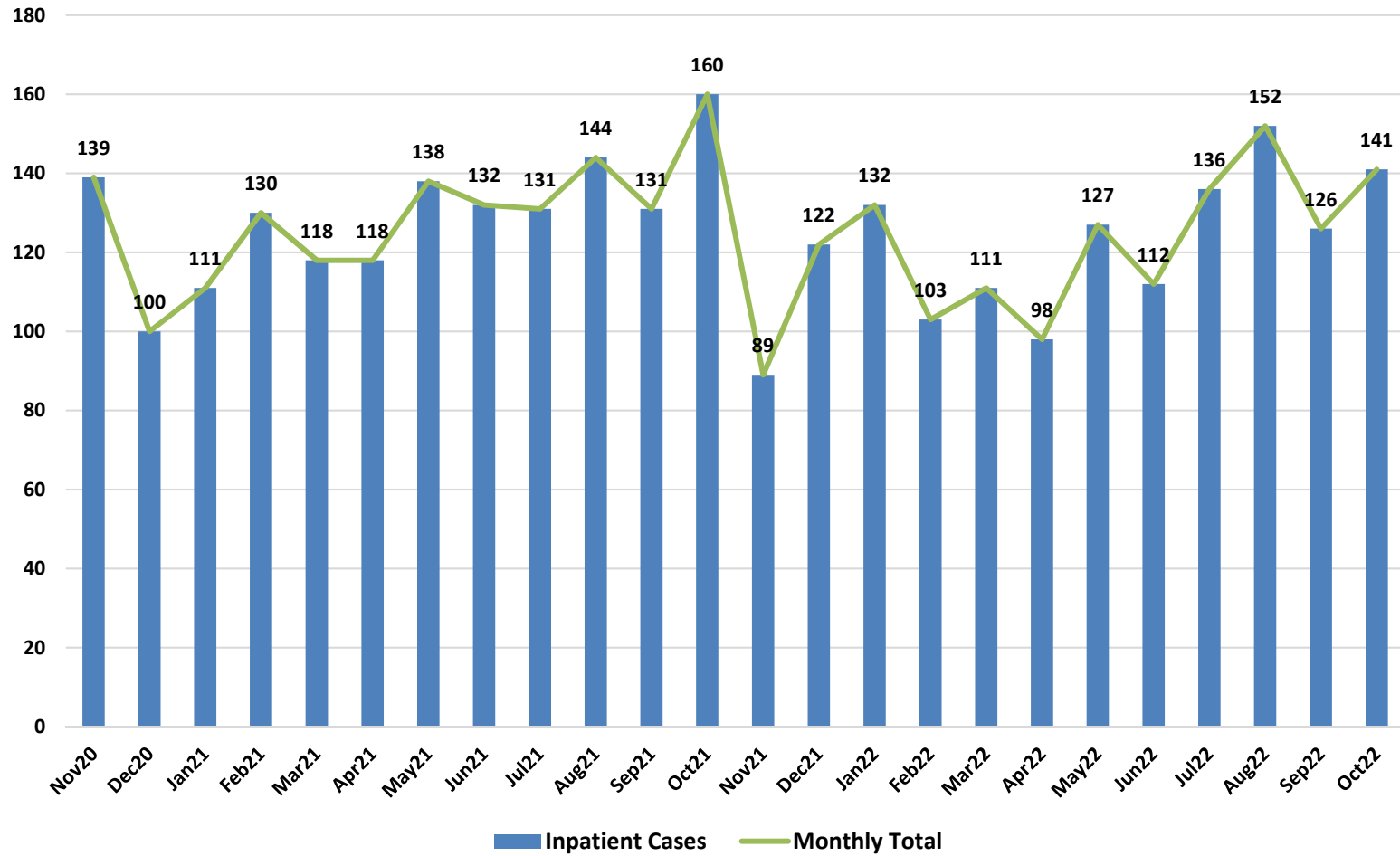
Robotic Cases



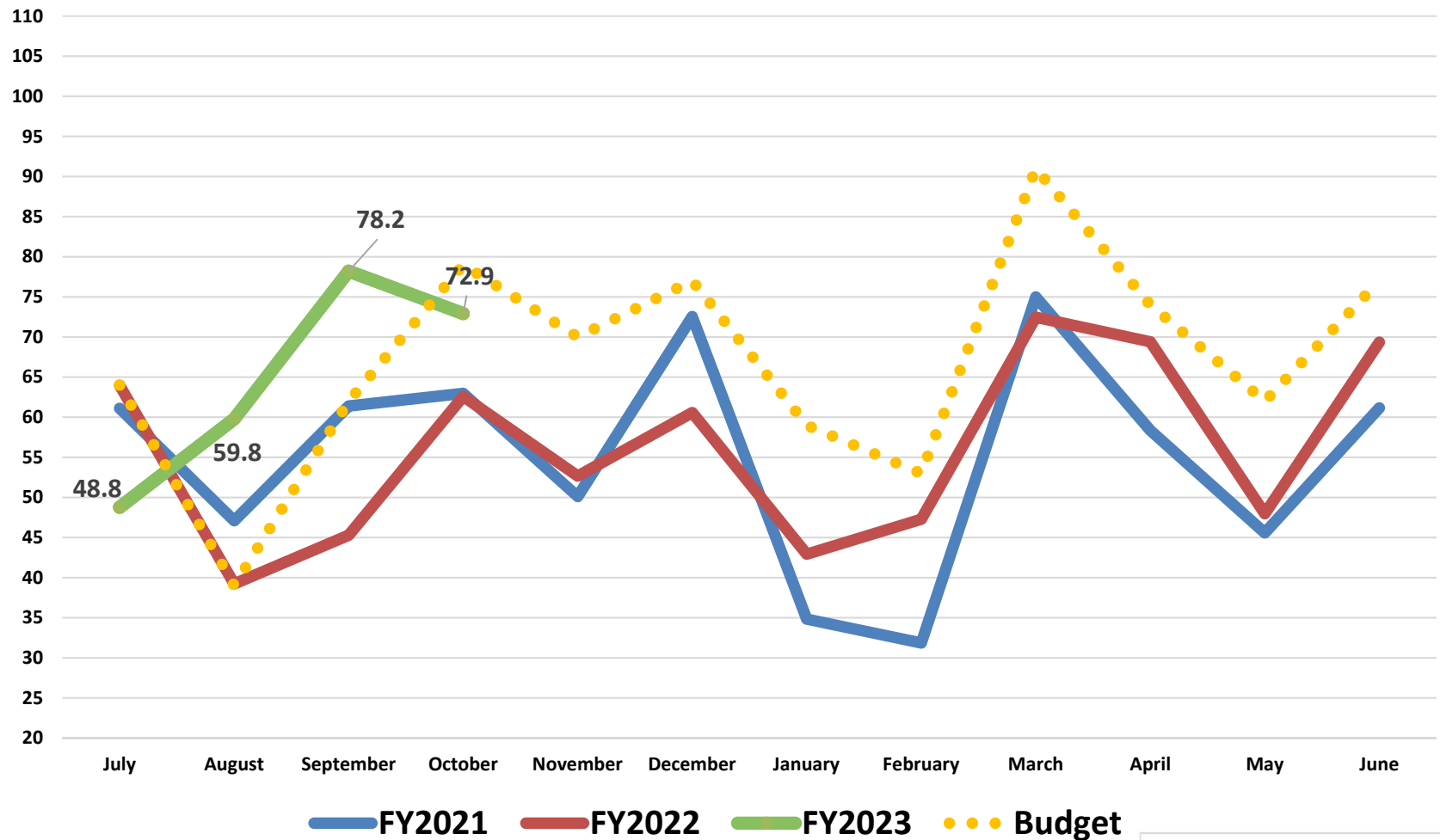
Endo Cases (Endo Suites)



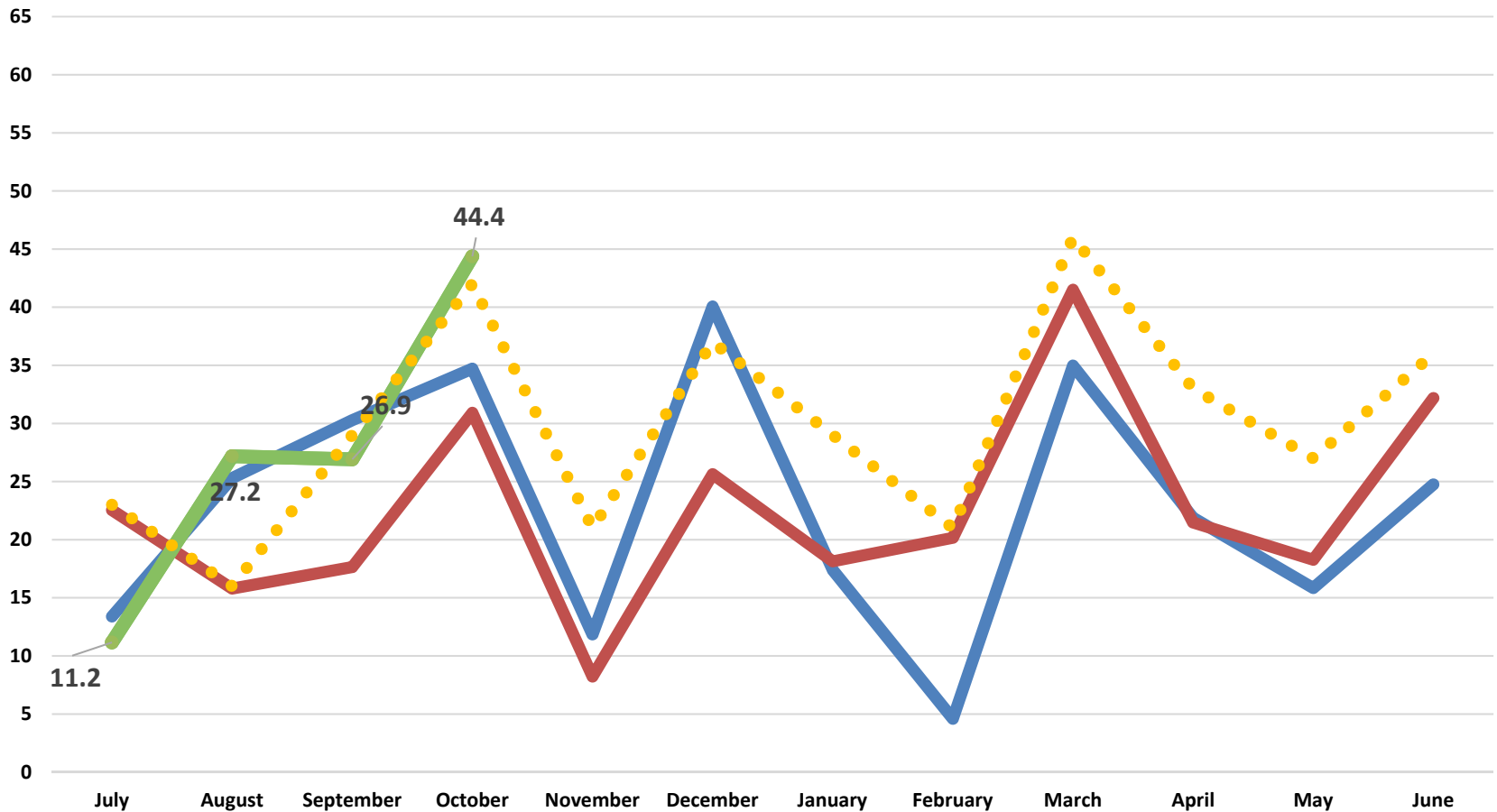
OB Cases



Robotic Surgery (IP & OP) – 100 Min Units



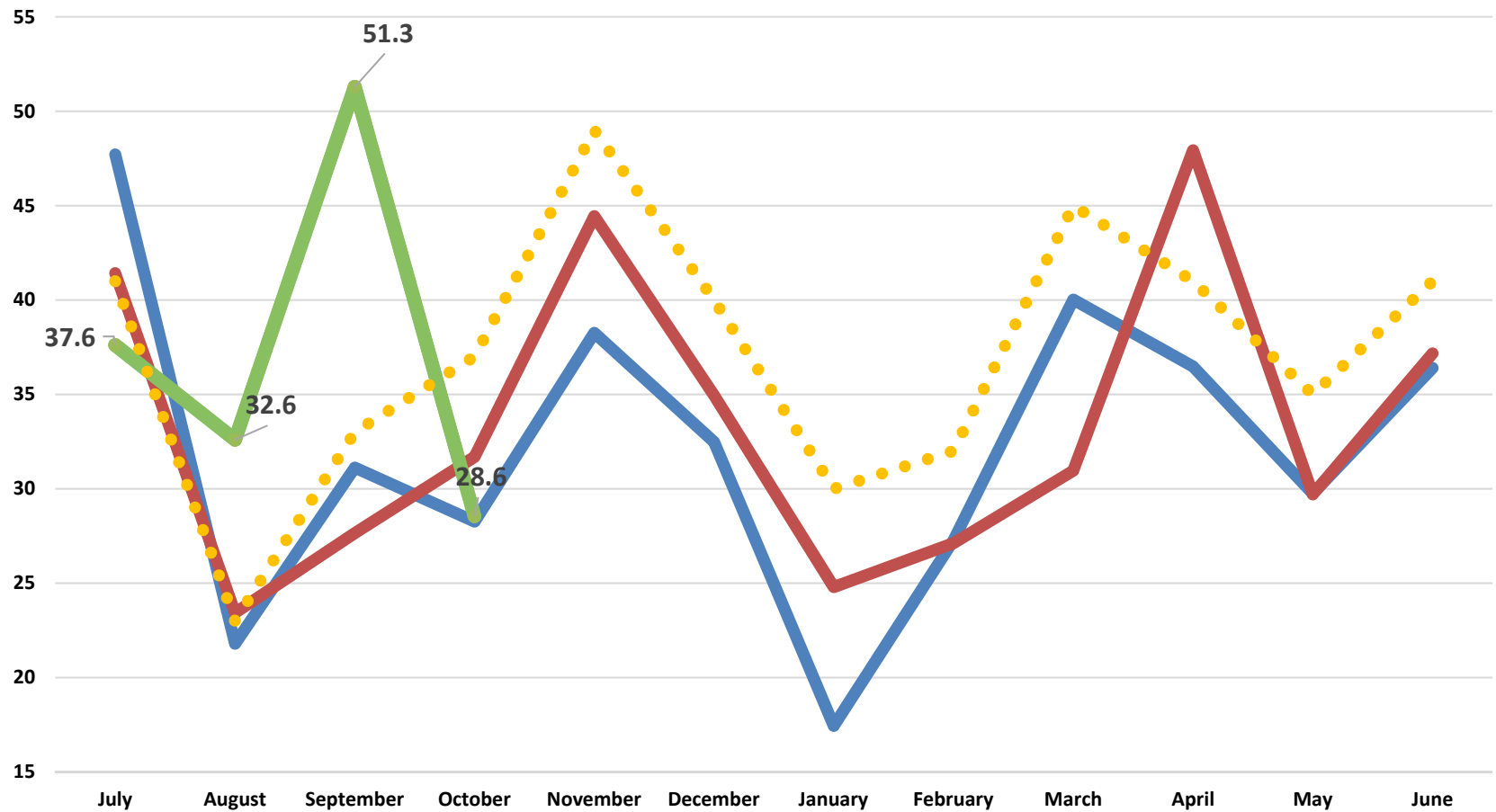
Robotic Surgery (IP Only) – 100 Min Units



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



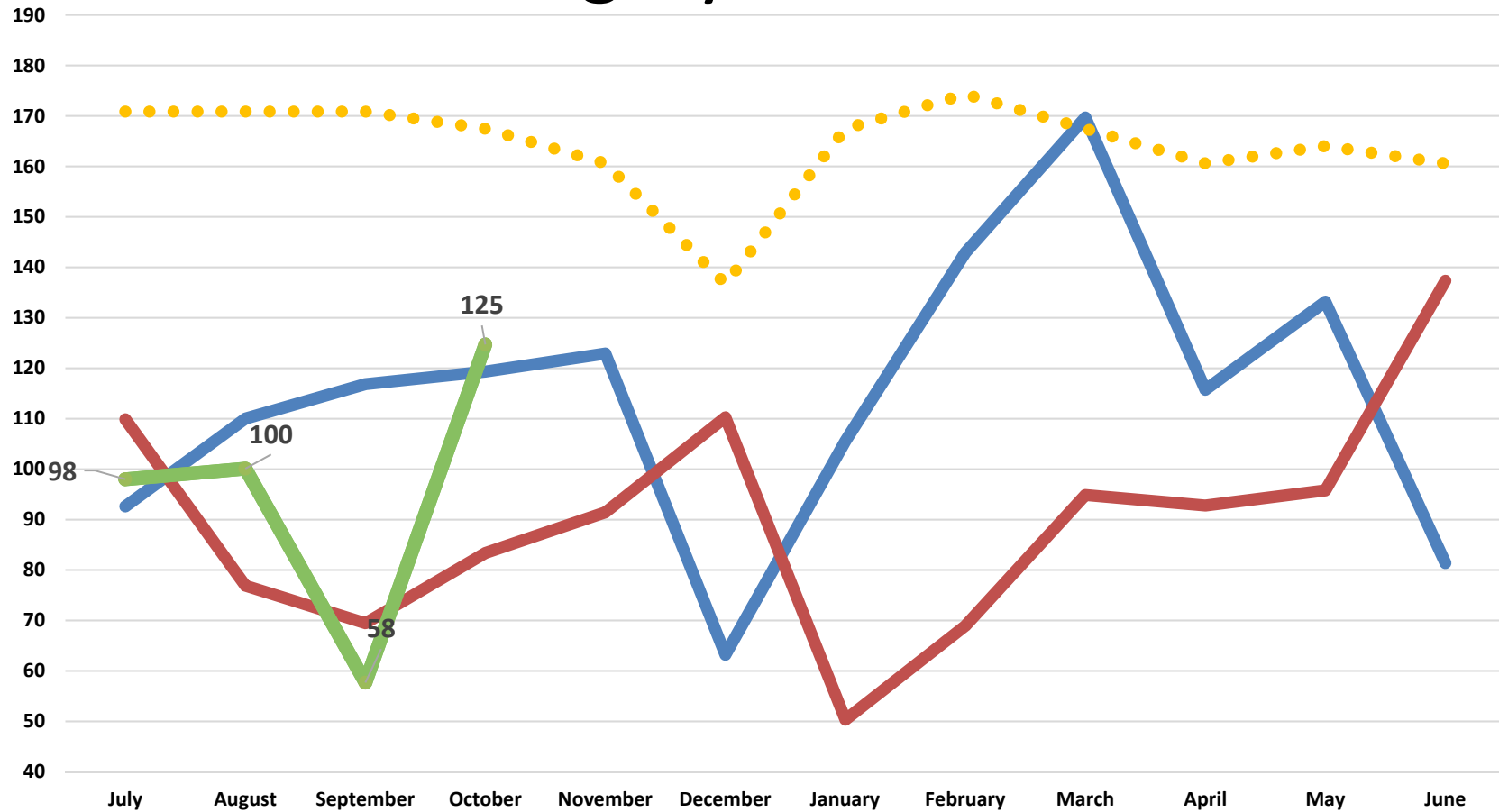
Robotic Surgery (OP Only) – 100 Min Units



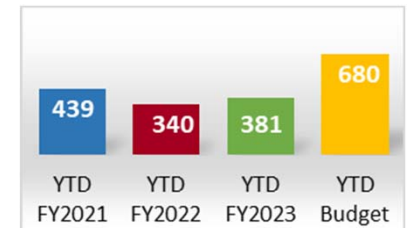
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



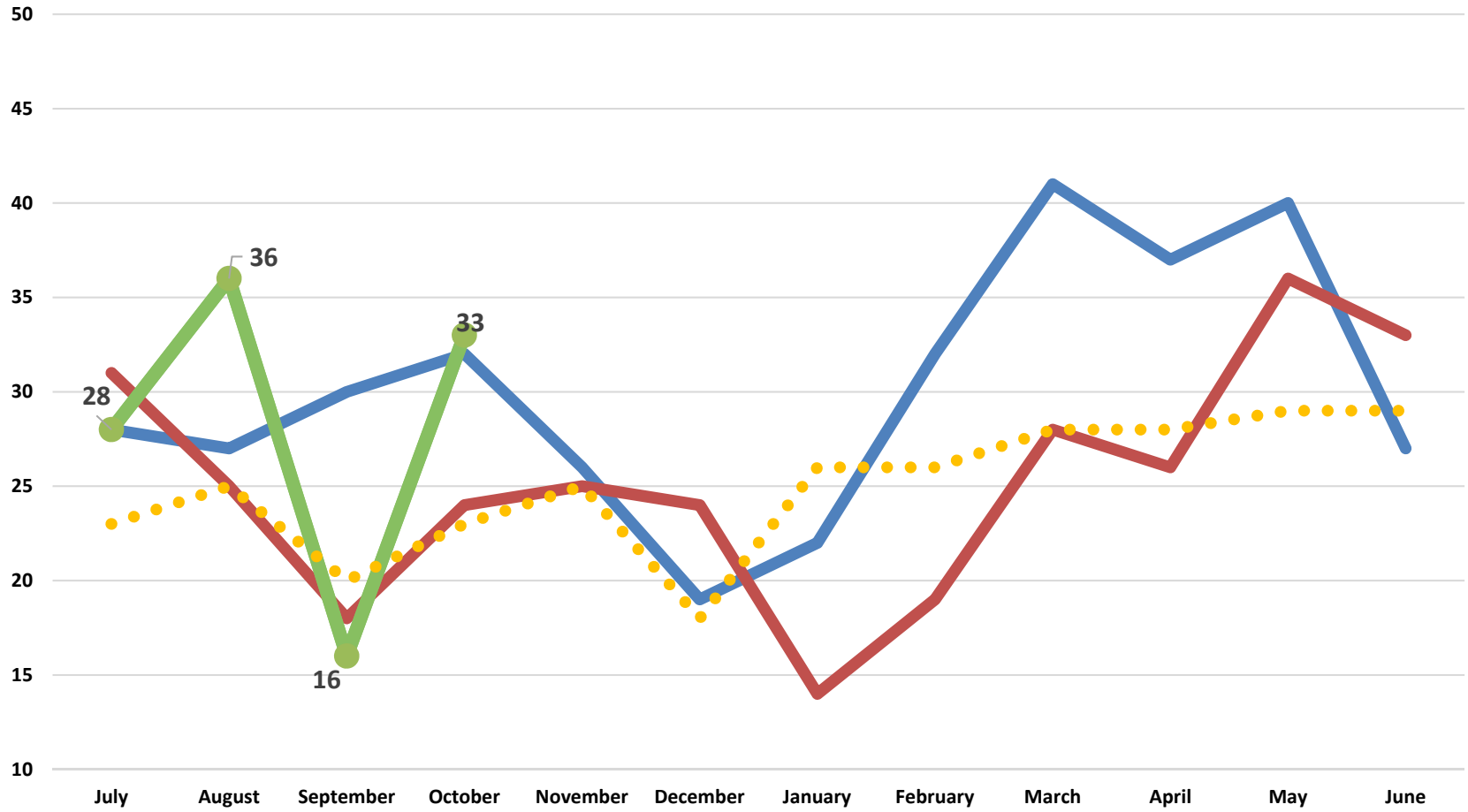
Cardiac Surgery – 100 Min Units



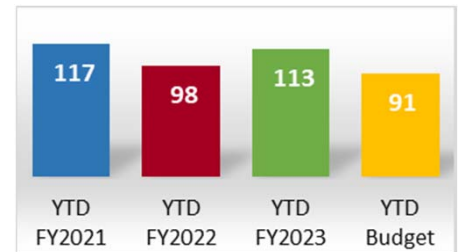
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



Cardiac Surgery – Cases

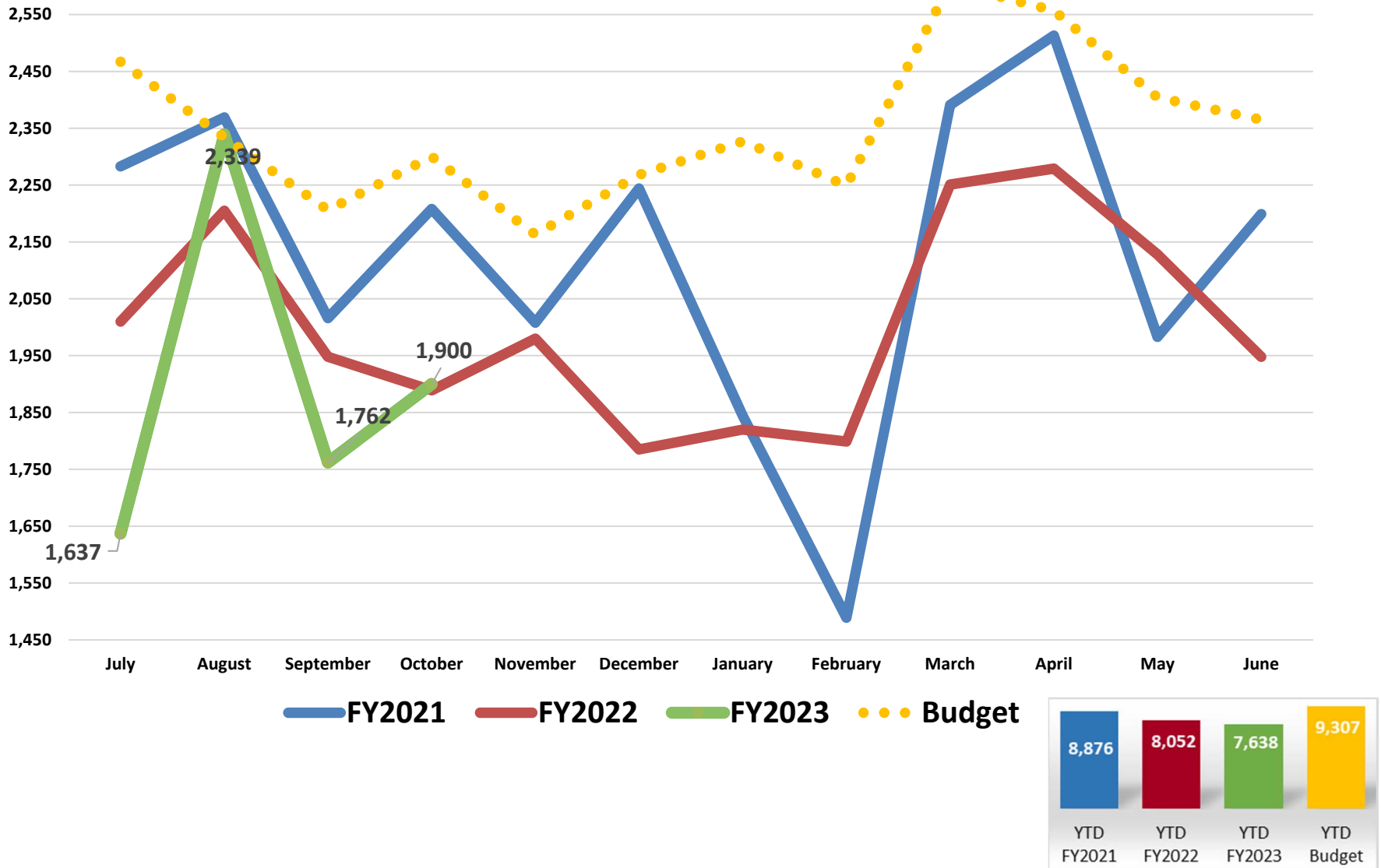


—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget

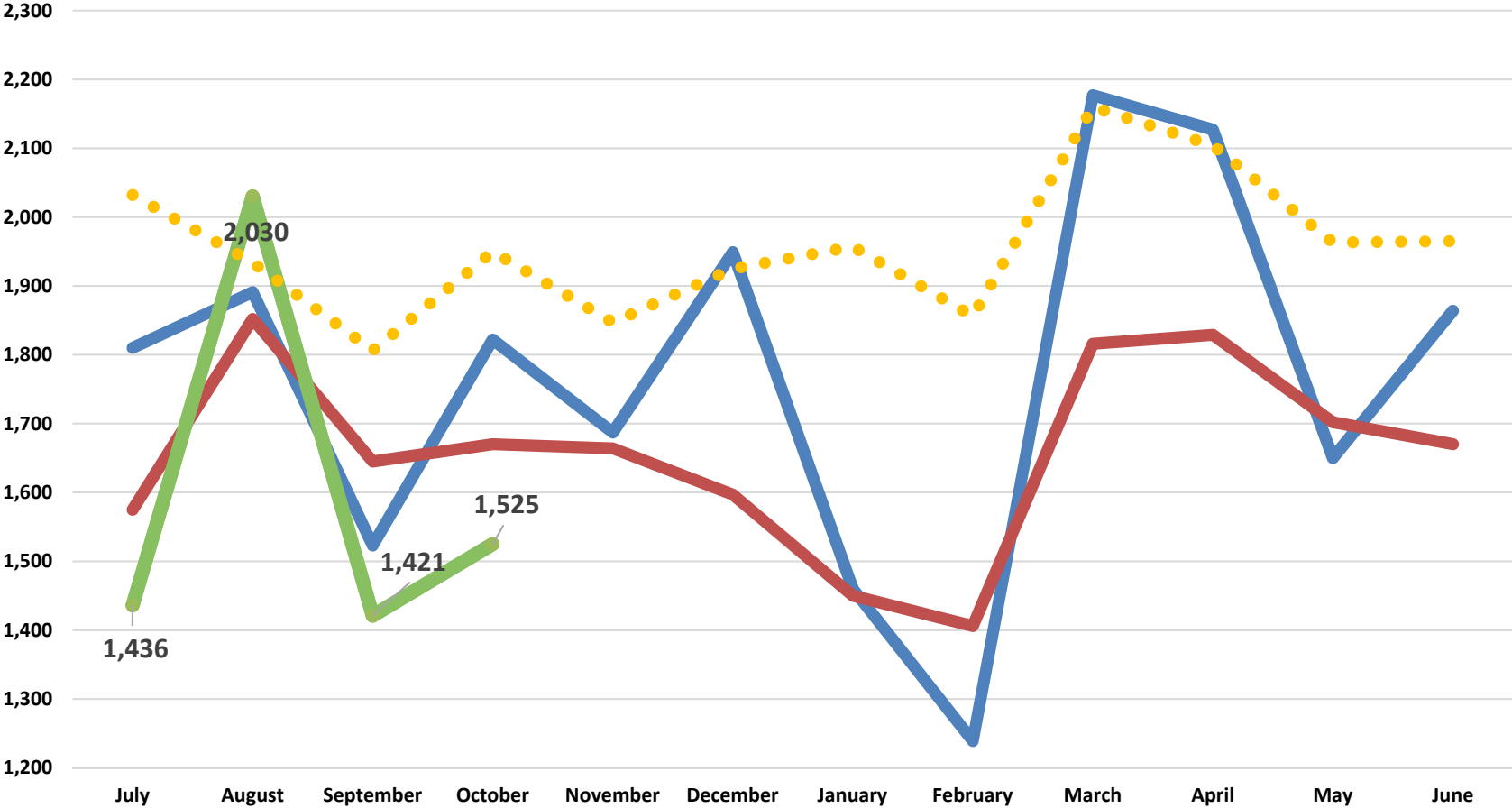


Radiation Oncology Treatments

Hanford and Visalia



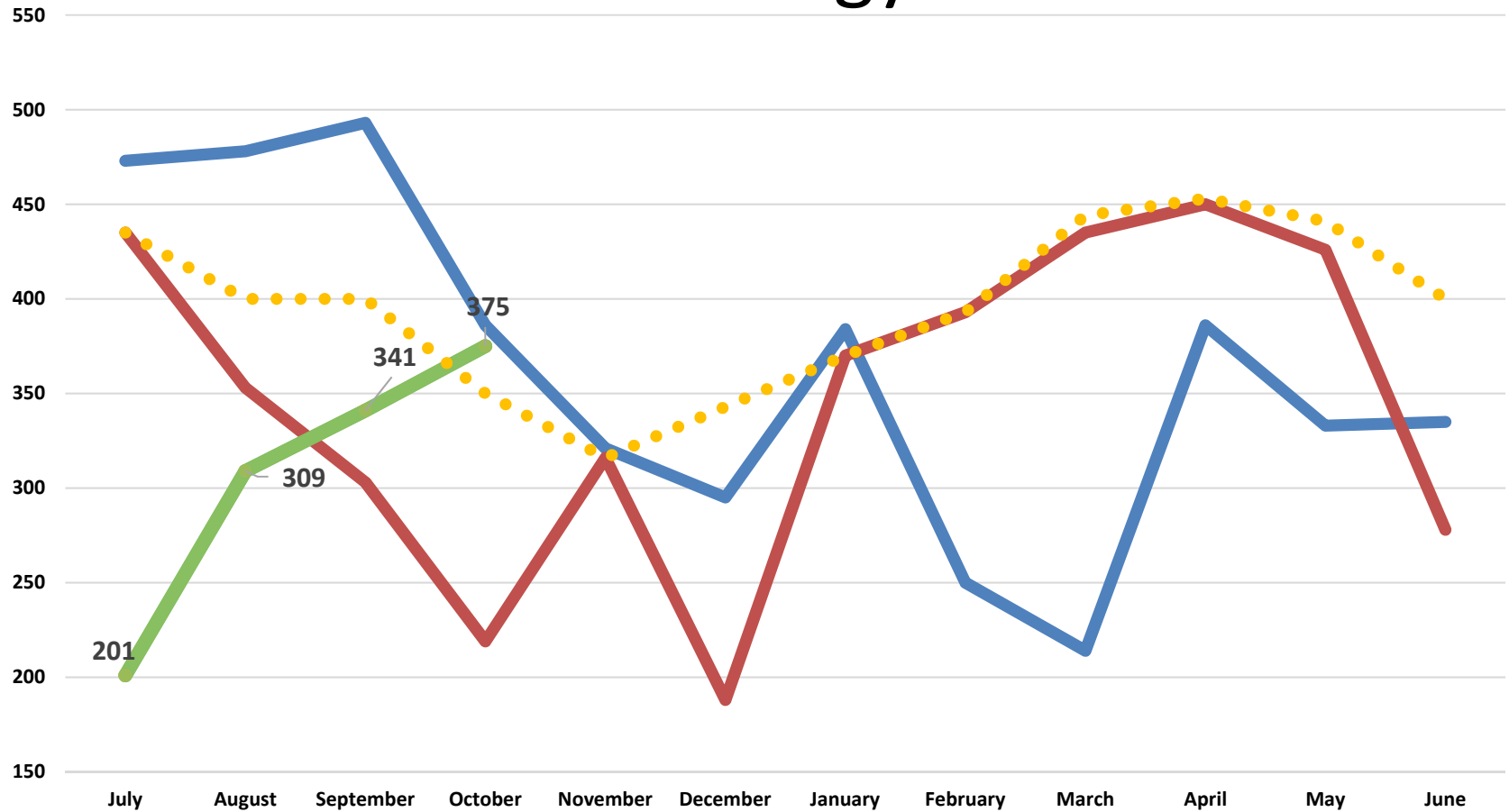
Radiation Oncology - Visalia



— FY2021
 — FY2022
 — FY2023
 ●●● Budget

7,046	6,742	6,412	7,722
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

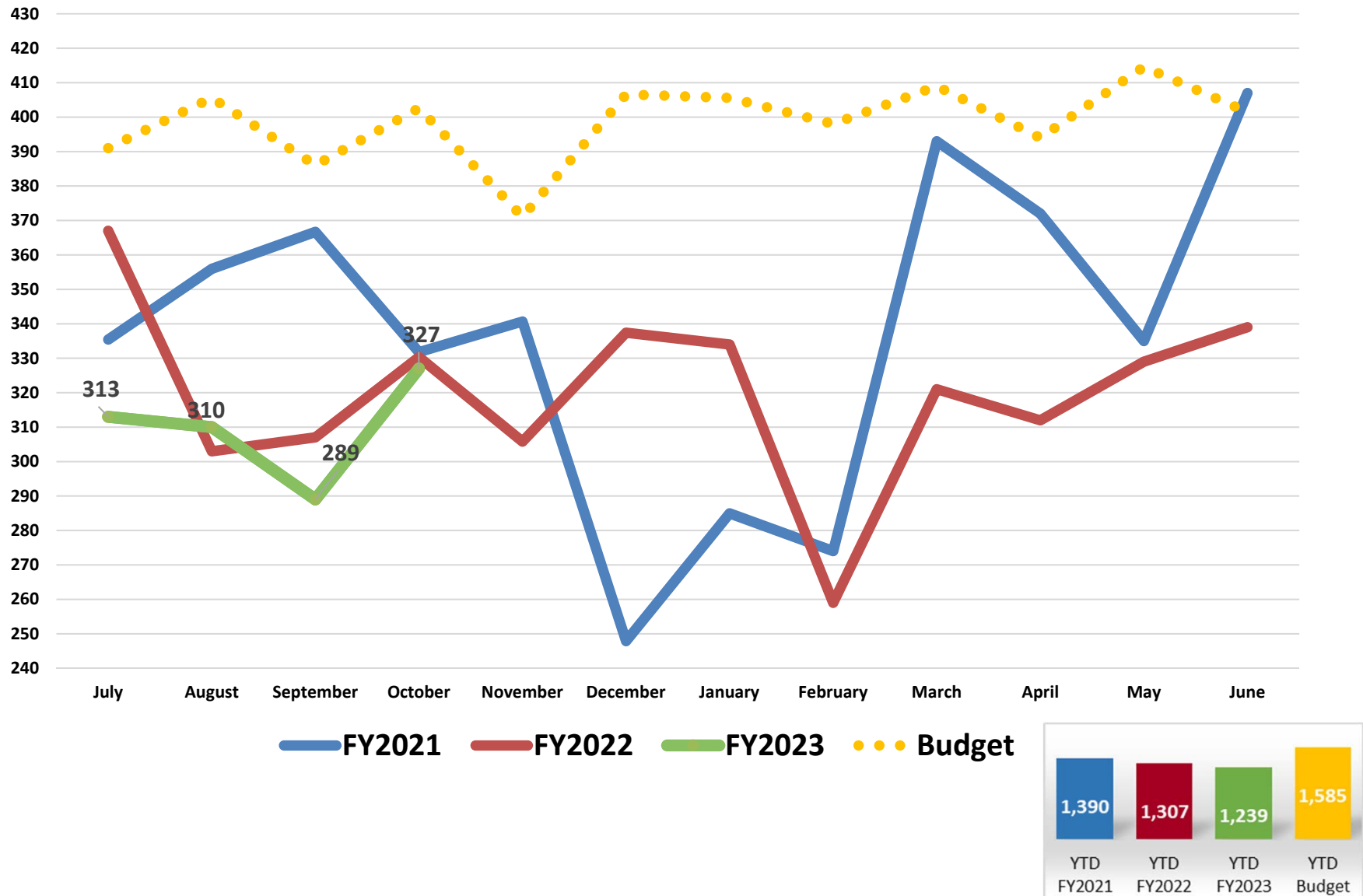
Radiation Oncology - Hanford



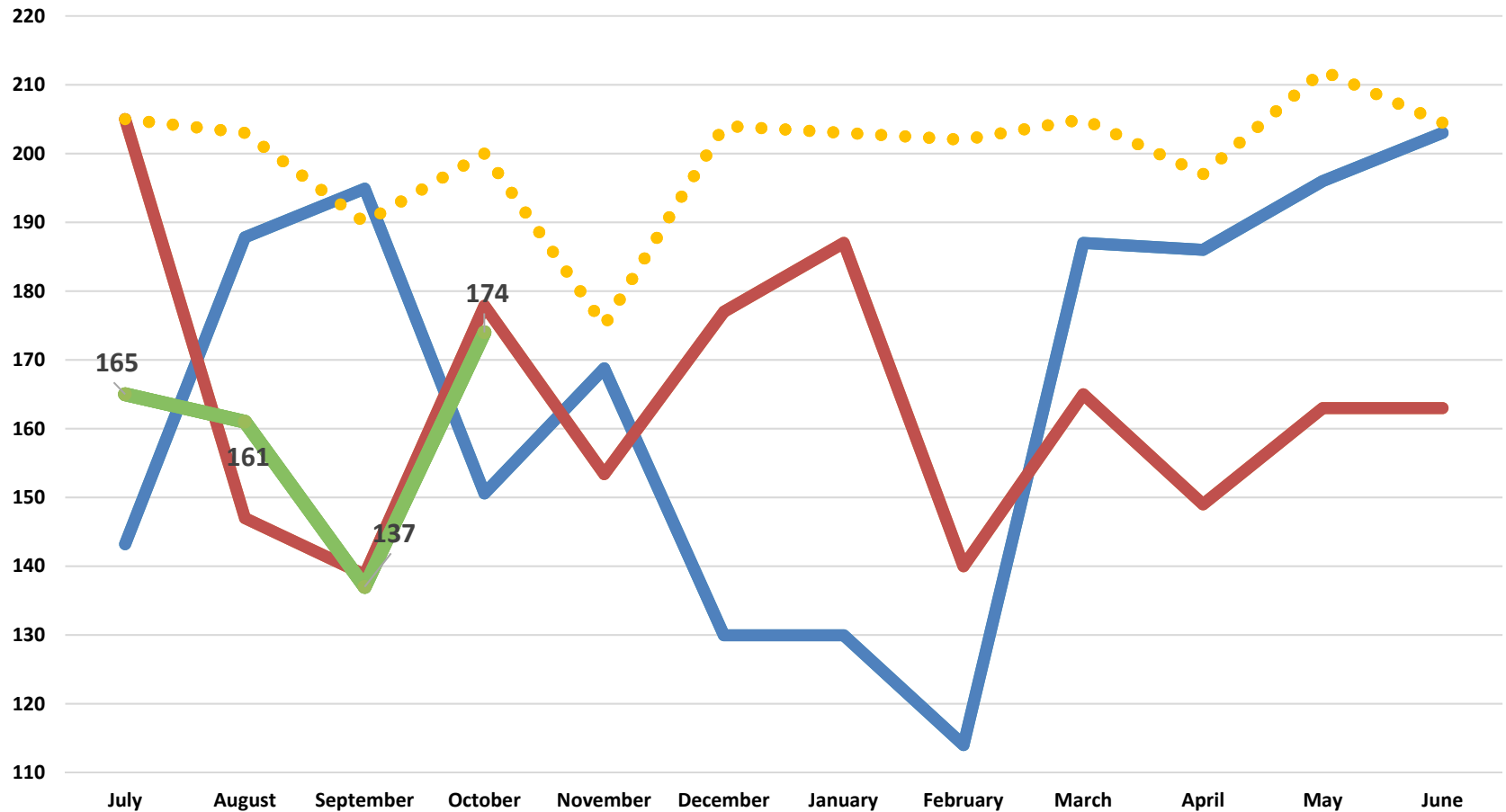
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



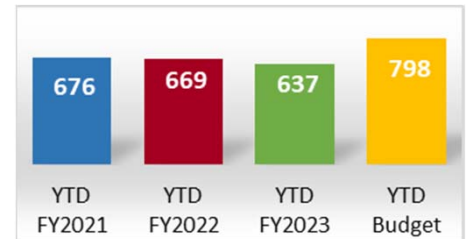
Cath Lab (IP & OP) – 100 Min Units



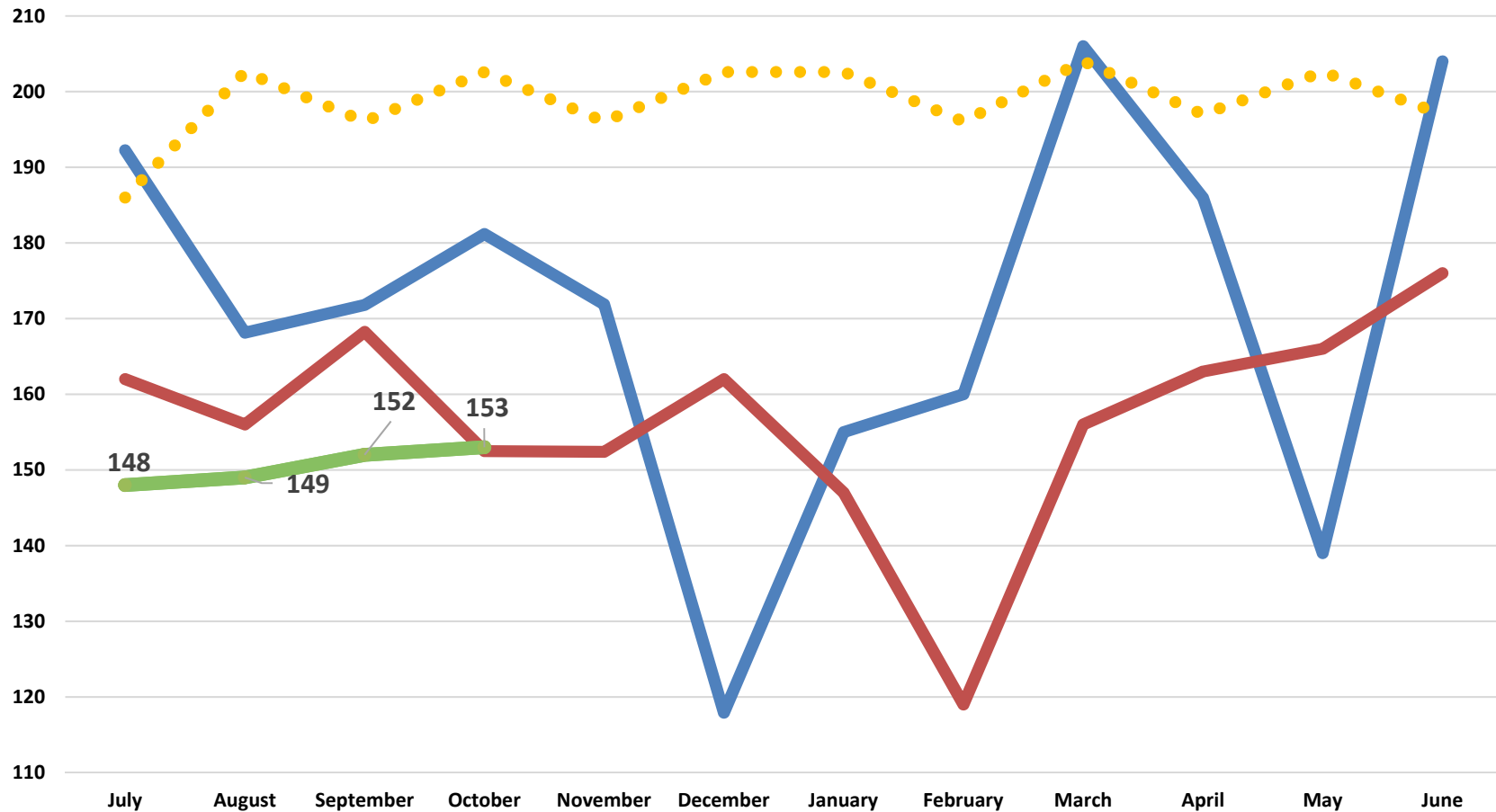
Cath Lab (IP Only) – 100 Min Units



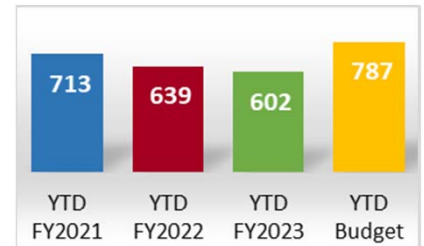
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



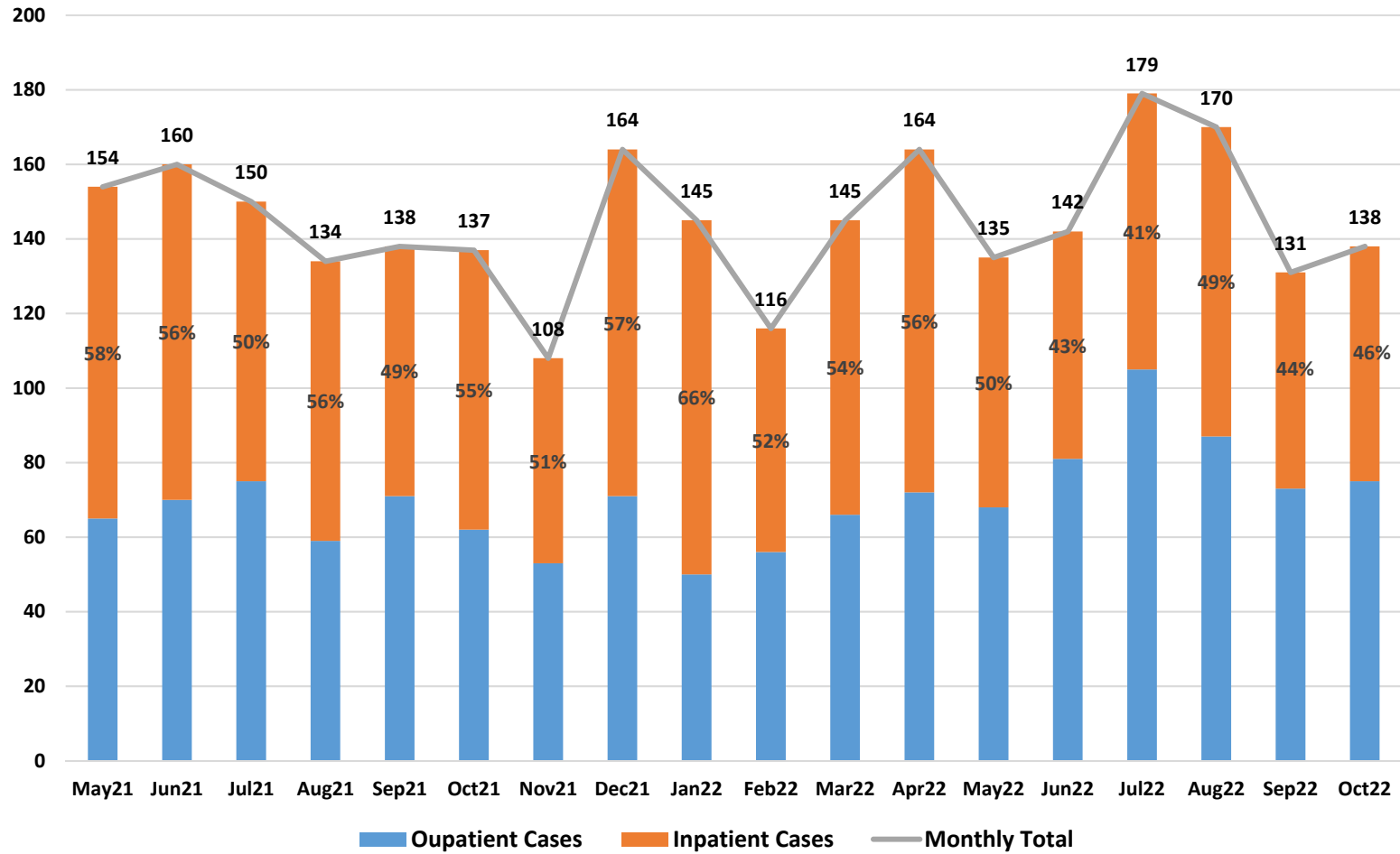
Cath Lab (OP Only) – 100 Min Units



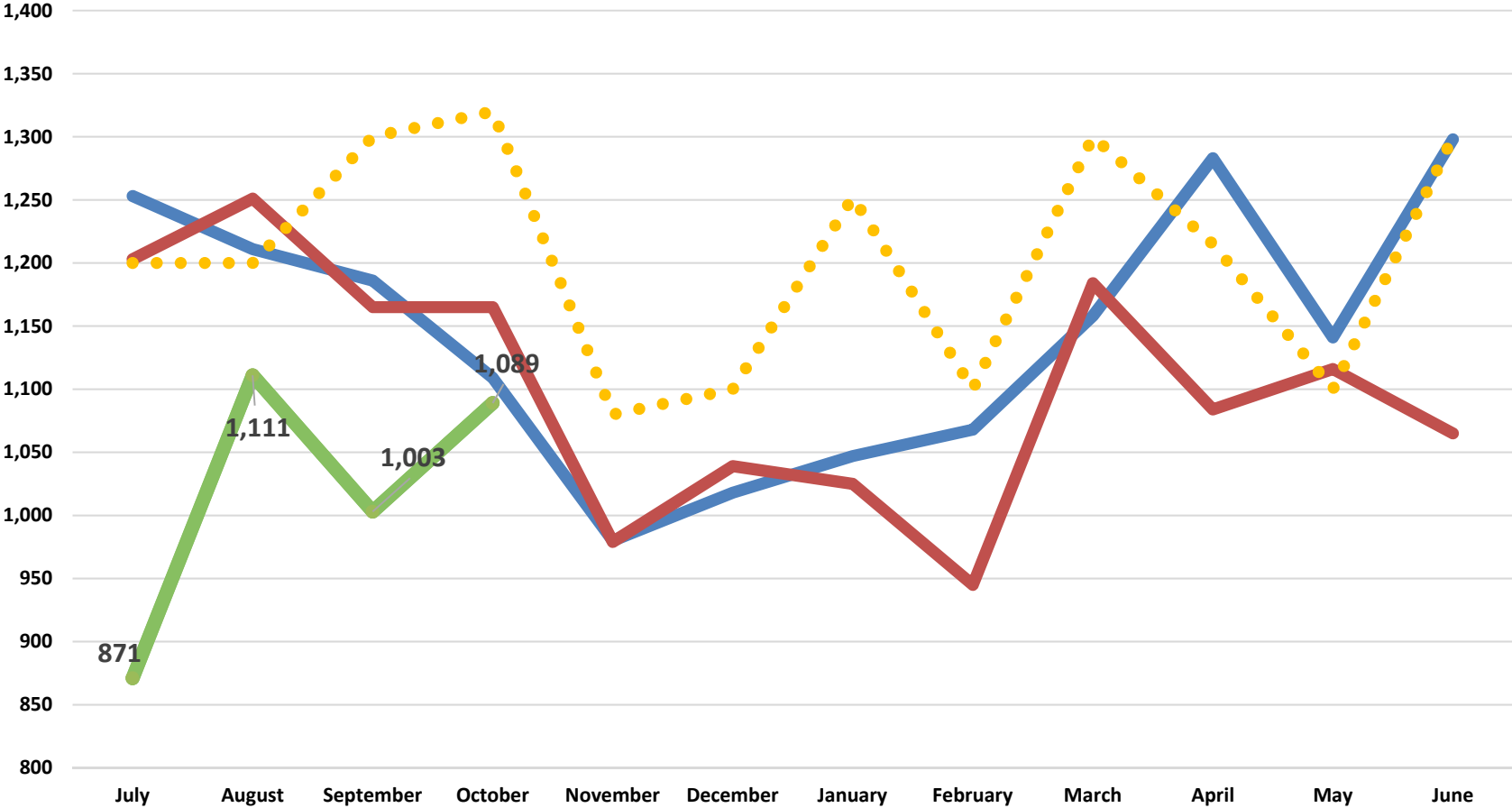
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



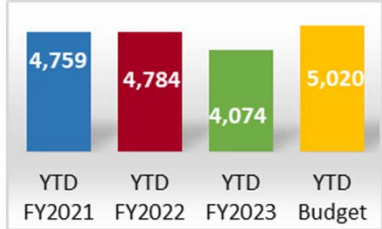
Cath Lab (IP & OP) - Patients



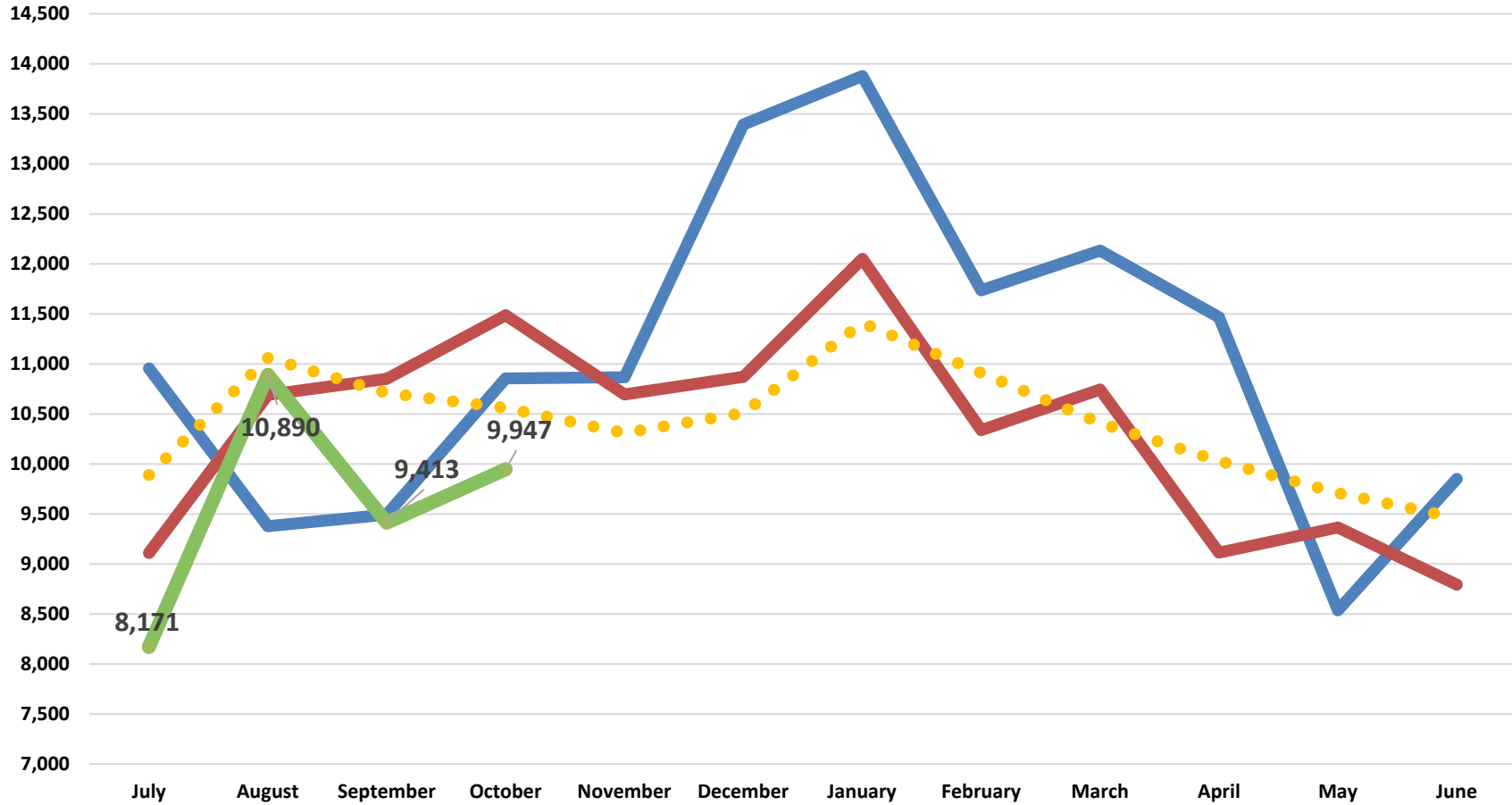
GME Family Medicine Clinic Visits



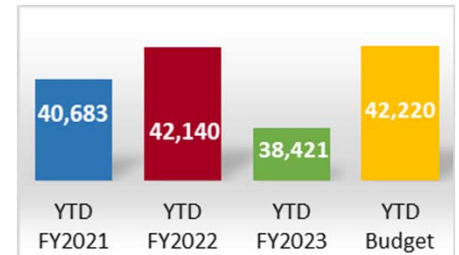
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



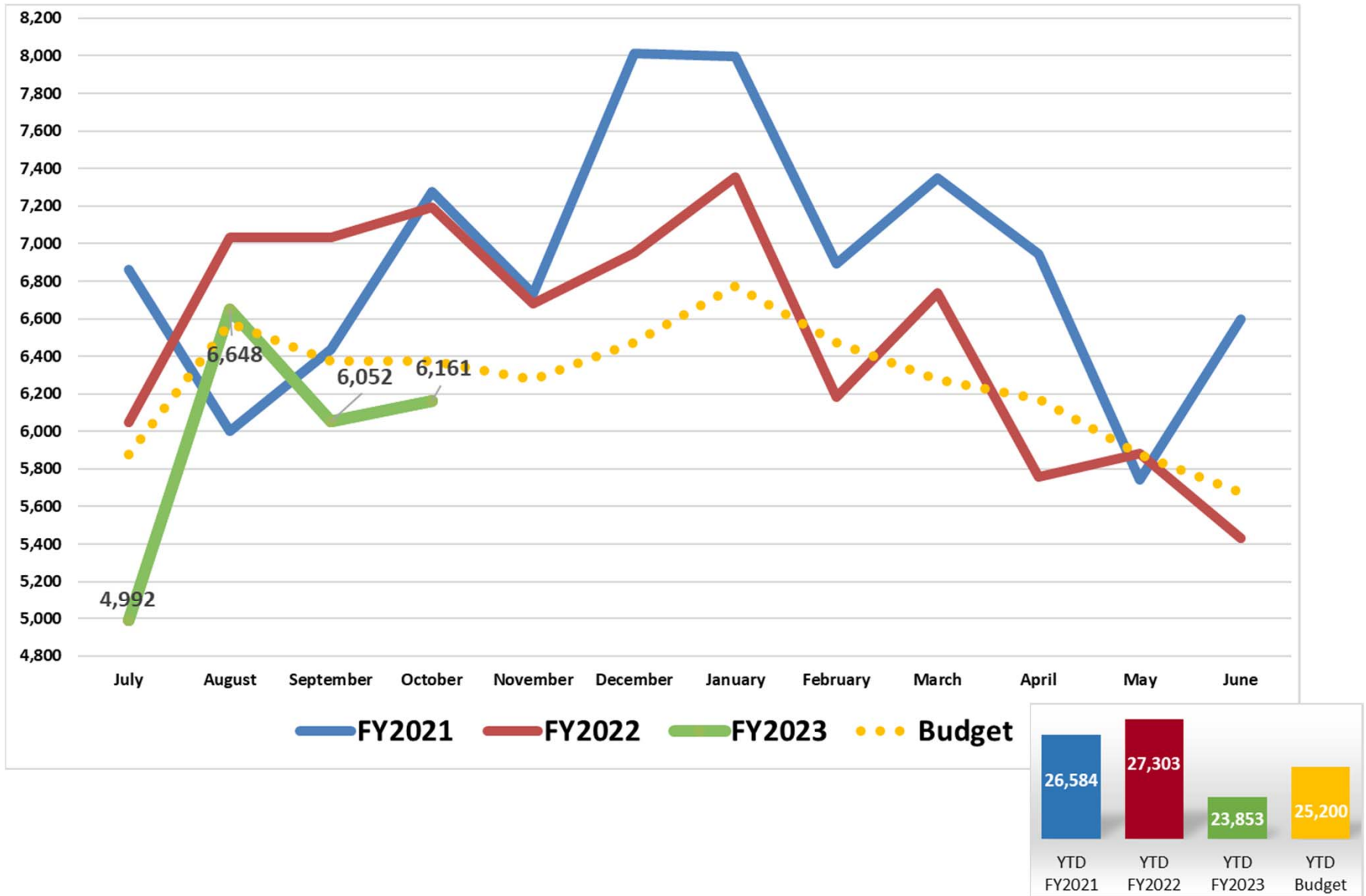
Rural Health Clinic Registrations



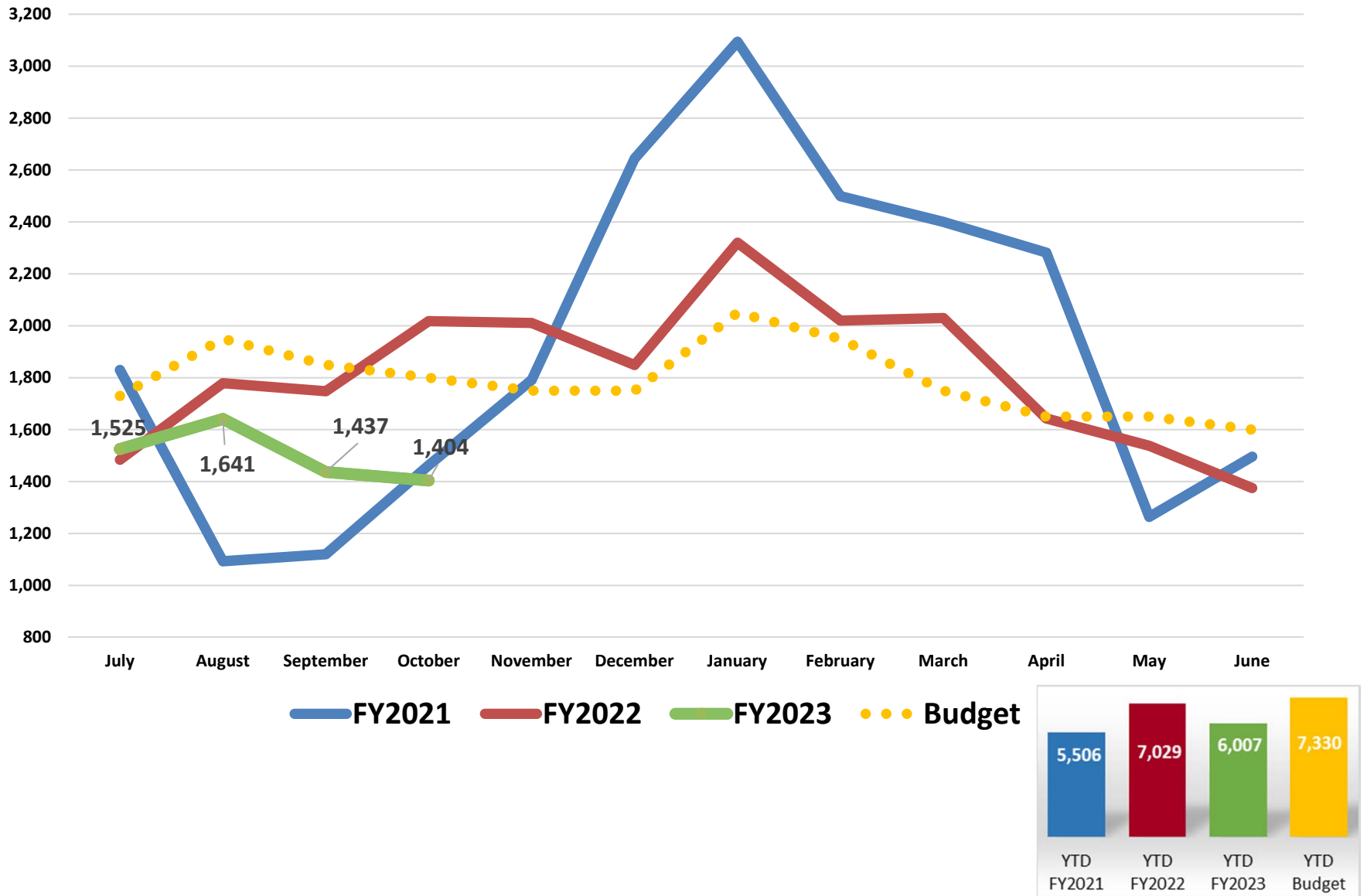
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



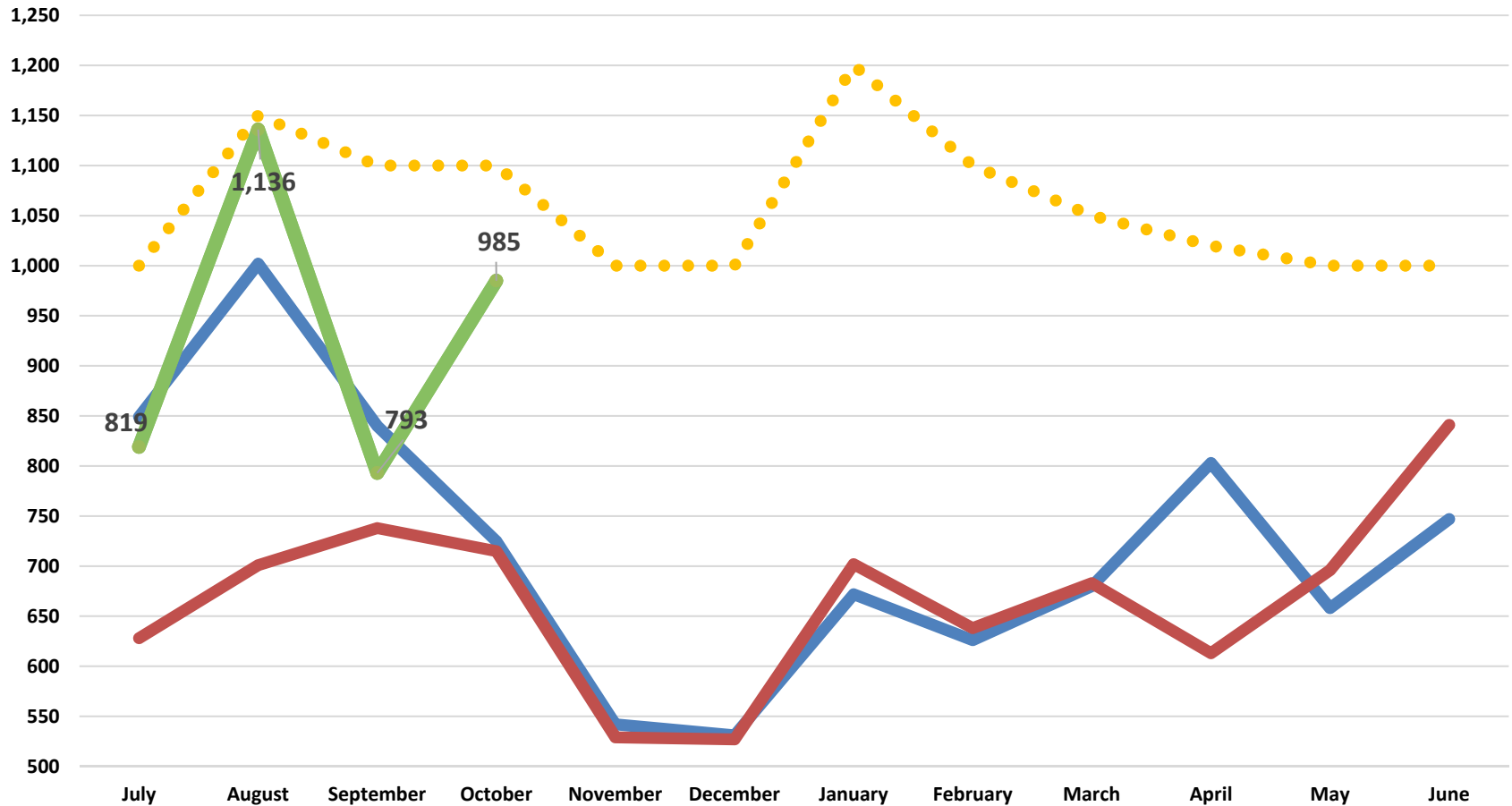
Exeter RHC - Registrations



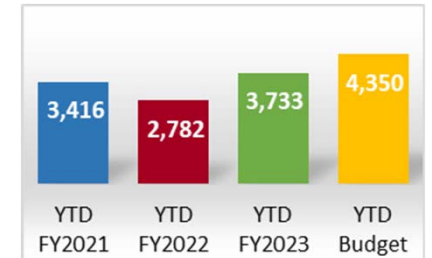
Lindsay RHC - Registrations



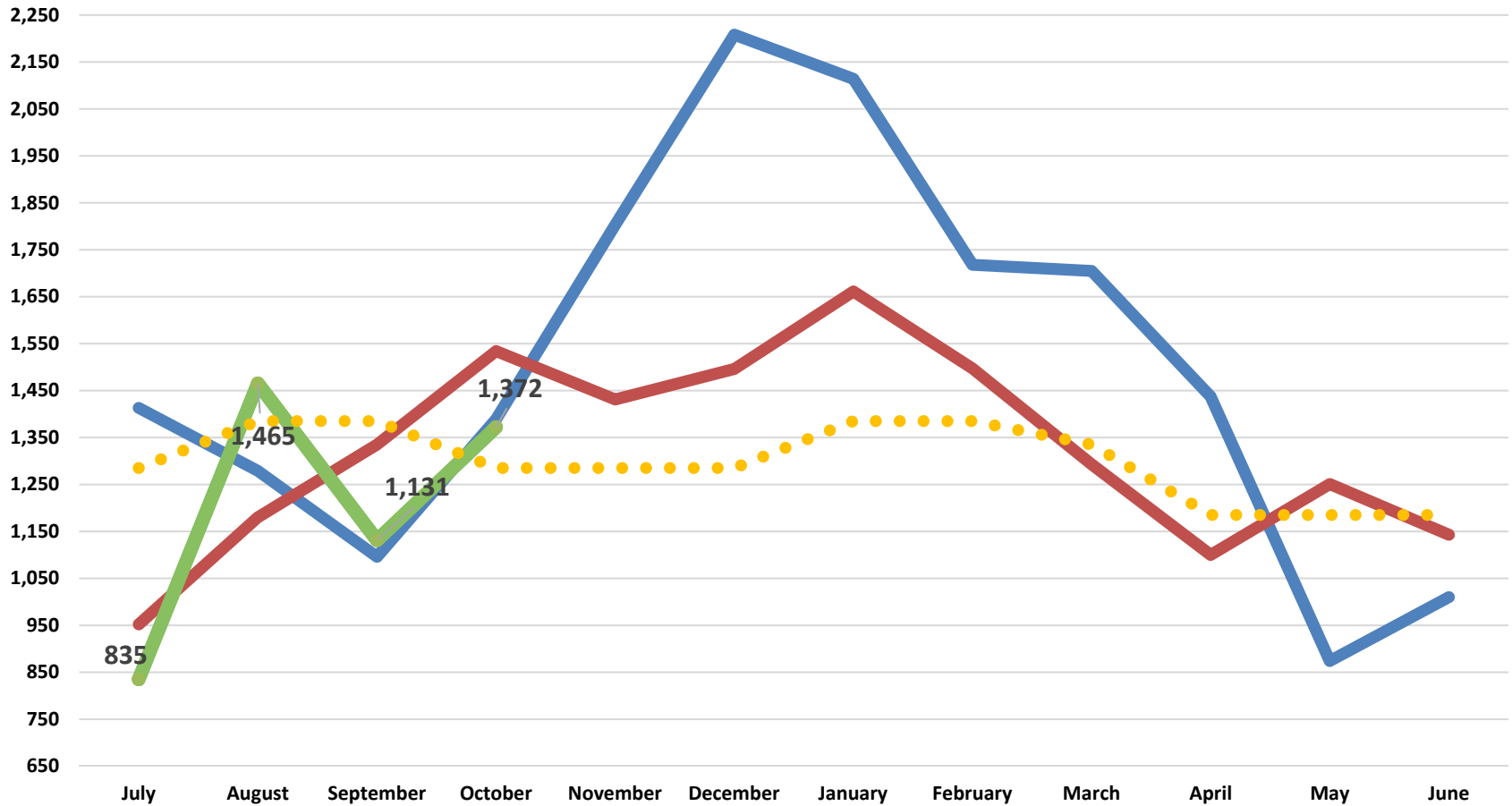
Woodlake RHC - Registrations



—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



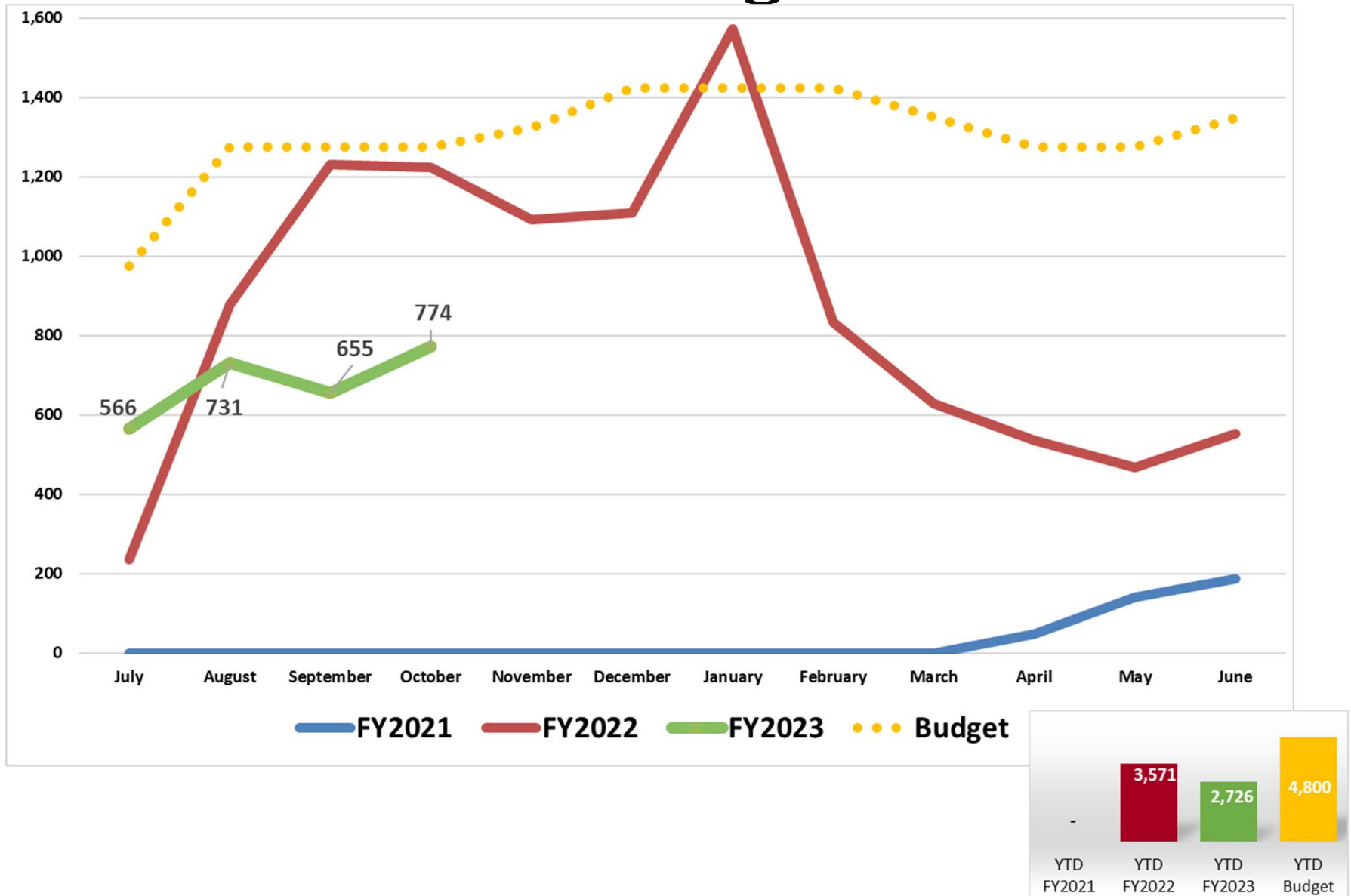
Dinuba RHC - Registrations



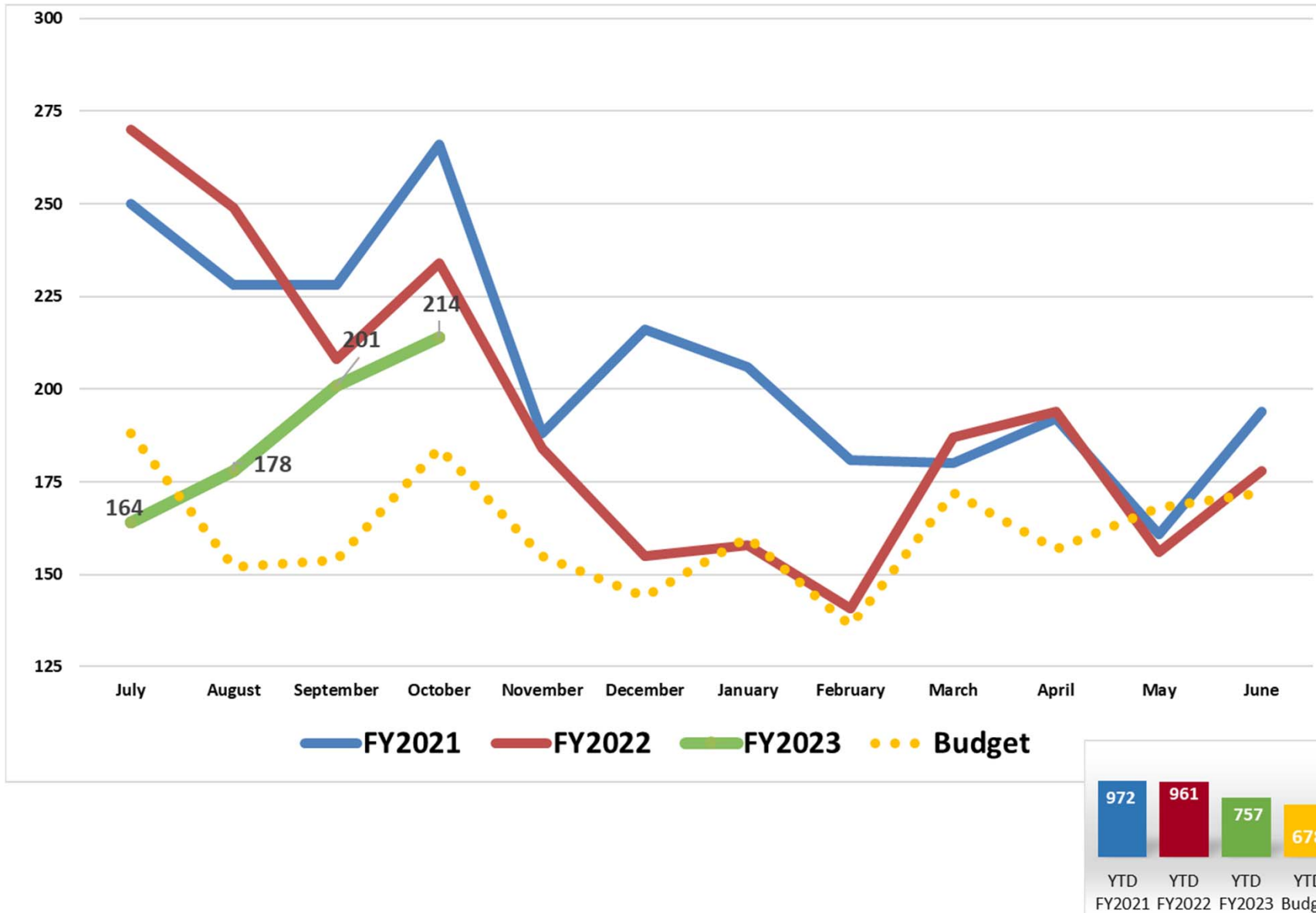
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



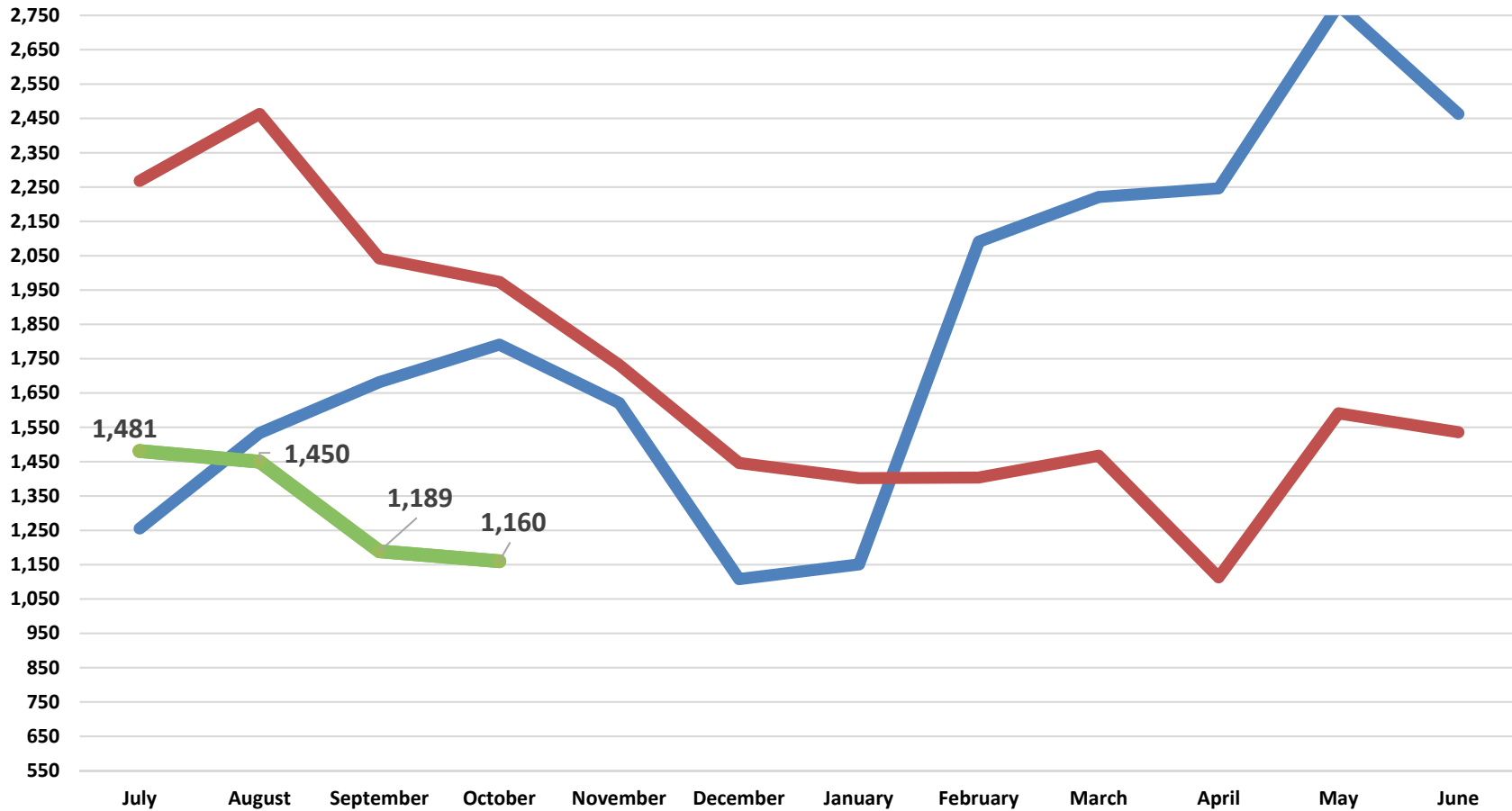
Tulare RHC - Registrations



Neurosurgery Clinic - Registrations



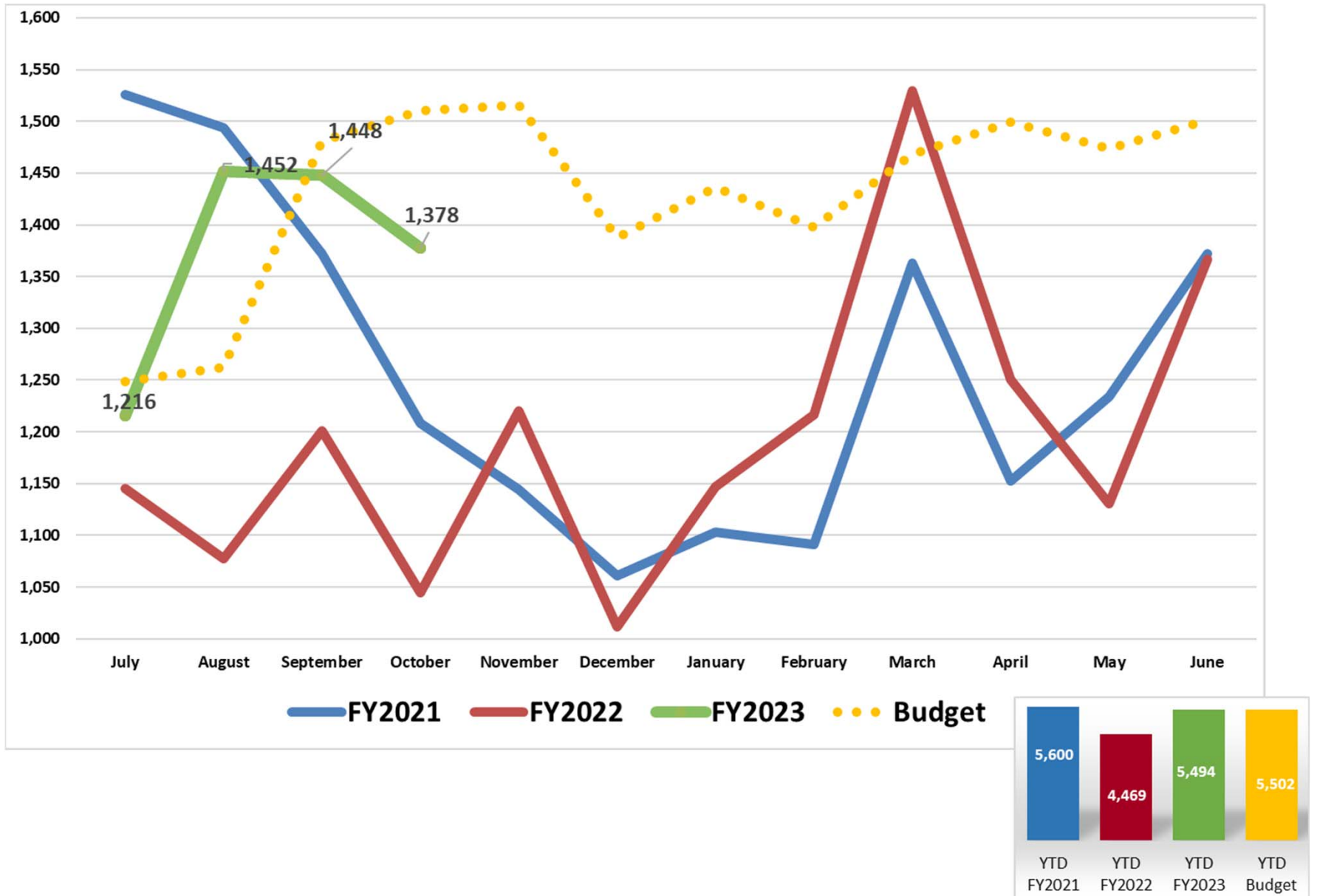
Neurosurgery Clinic - wRVU's



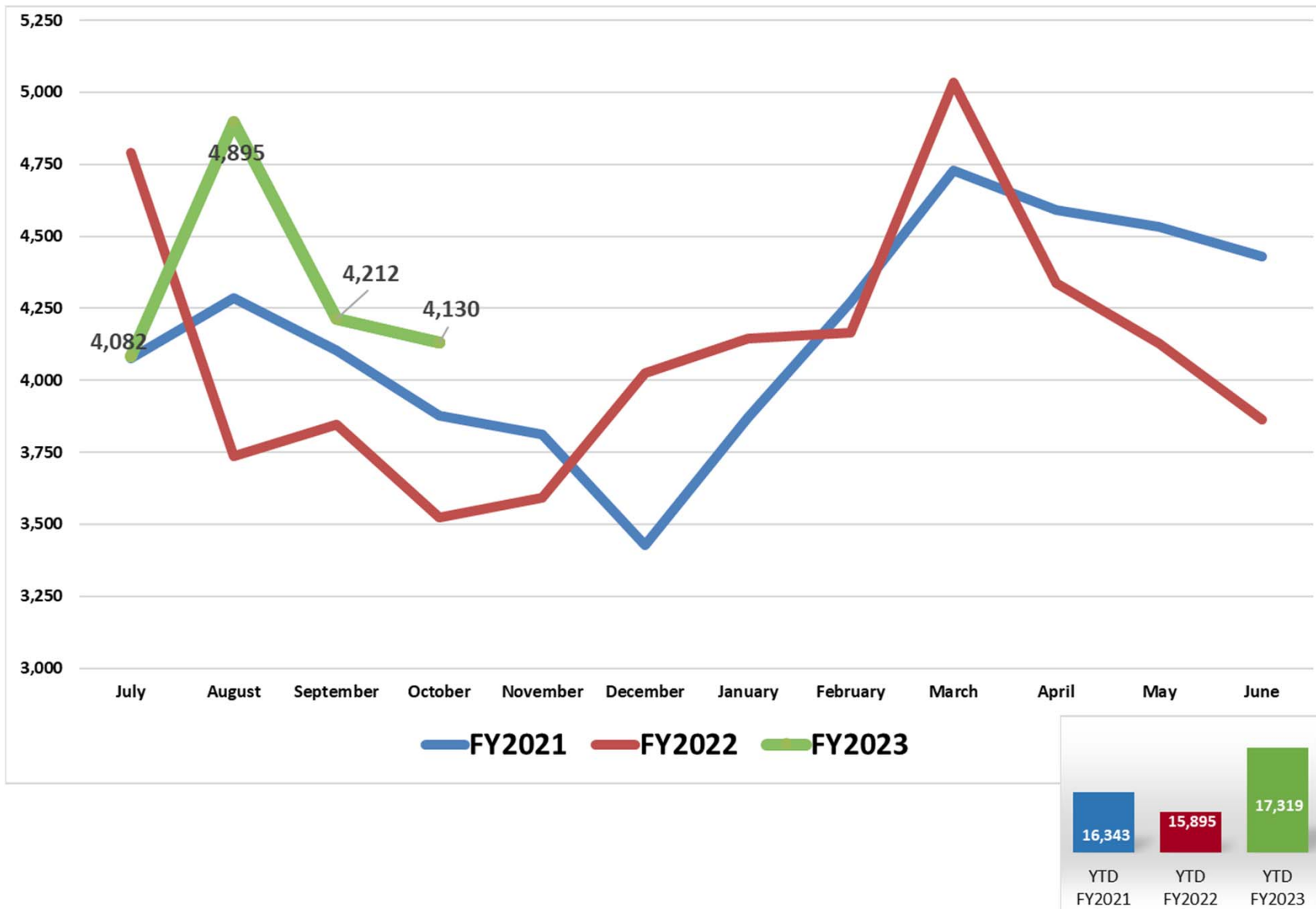
— FY2021 — FY2022 — FY2023



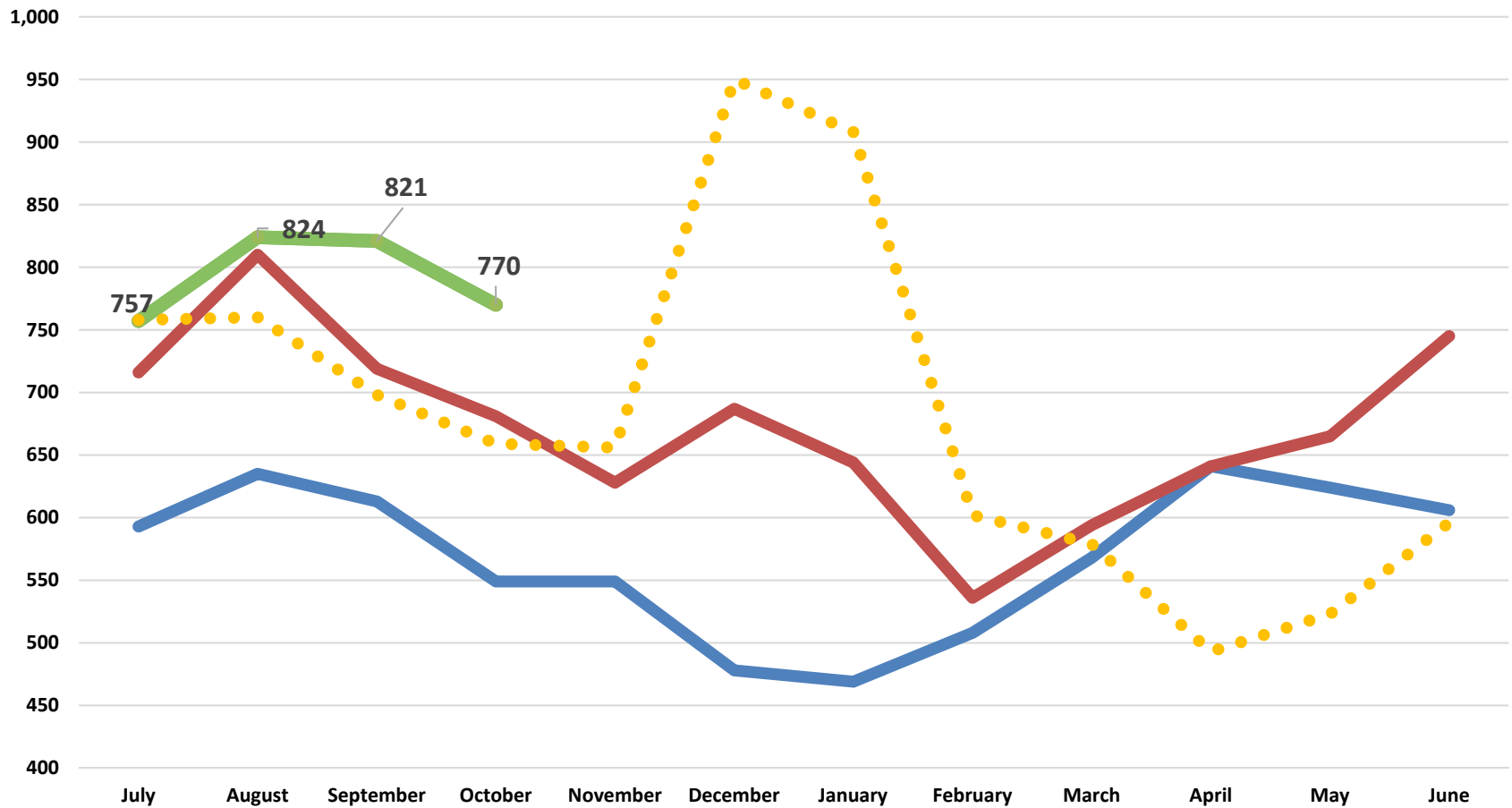
Sequoia Cardiology - Registrations



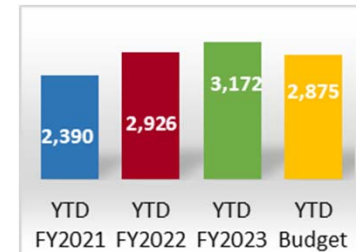
Sequoia Cardiology – wRVU's



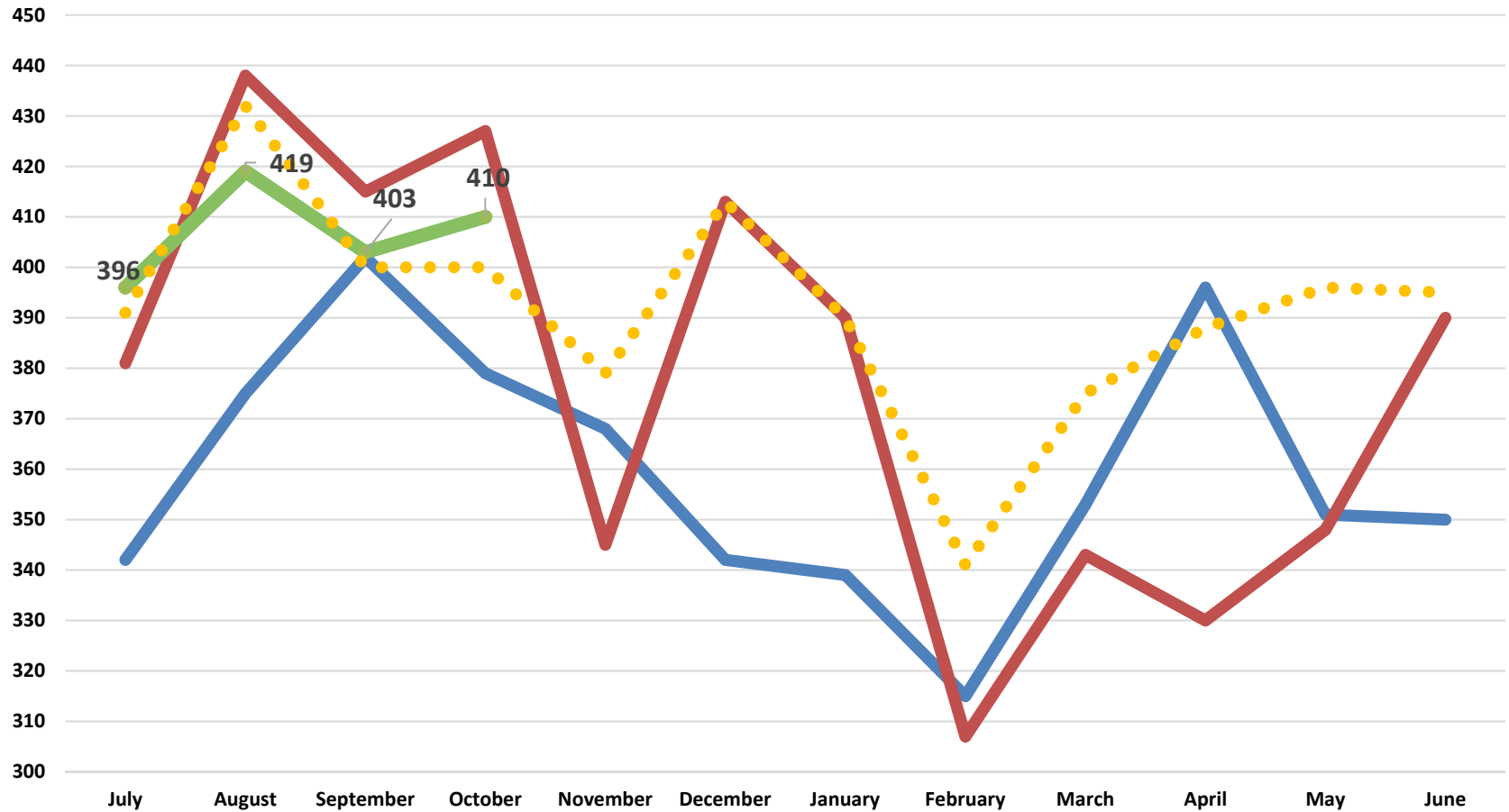
Labor Triage Registrations



—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



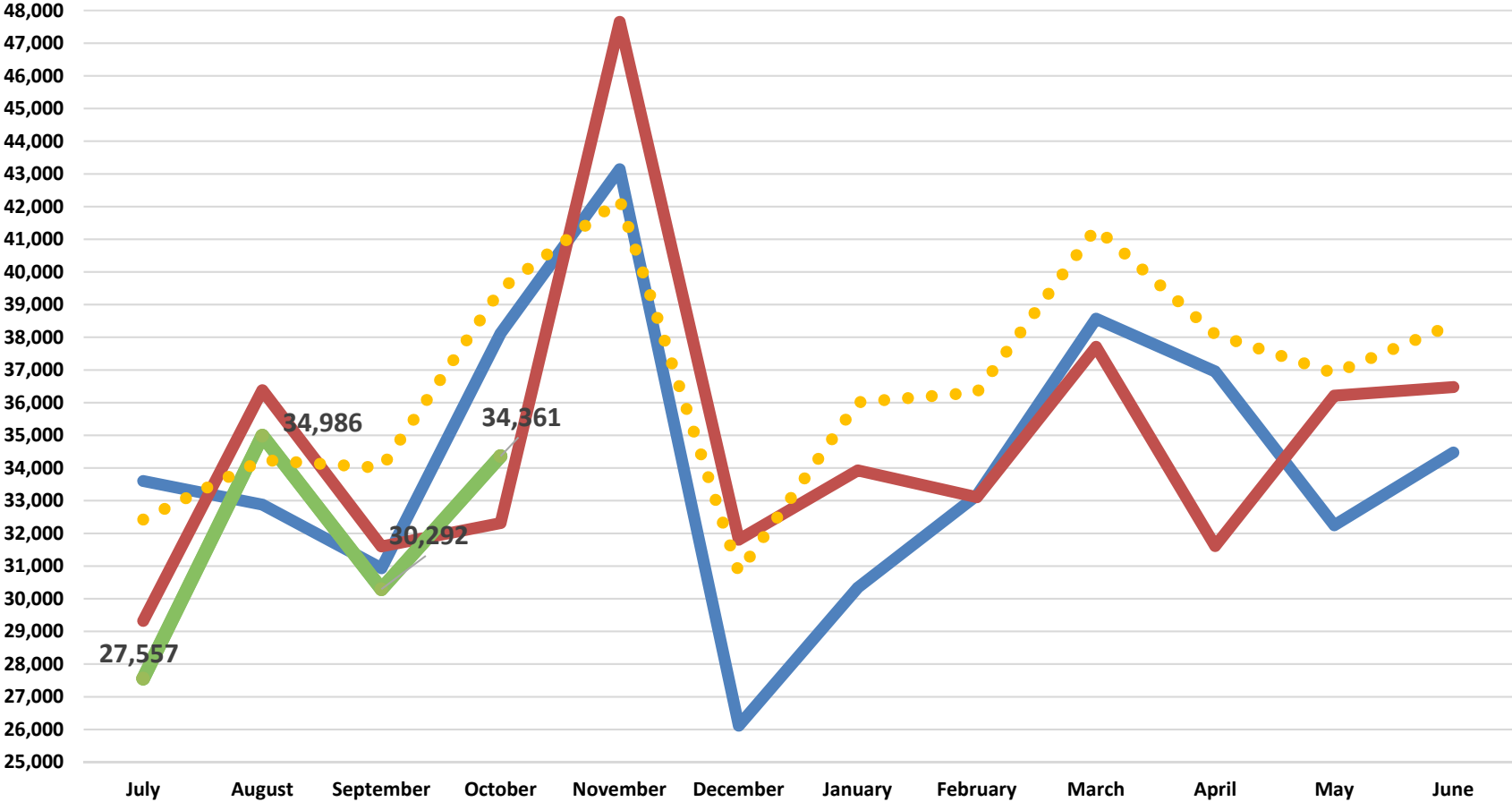
Deliveries



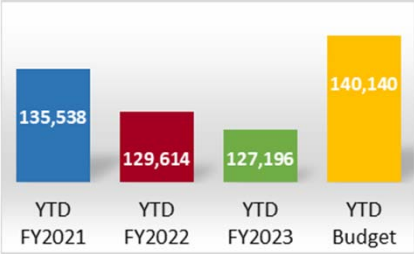
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



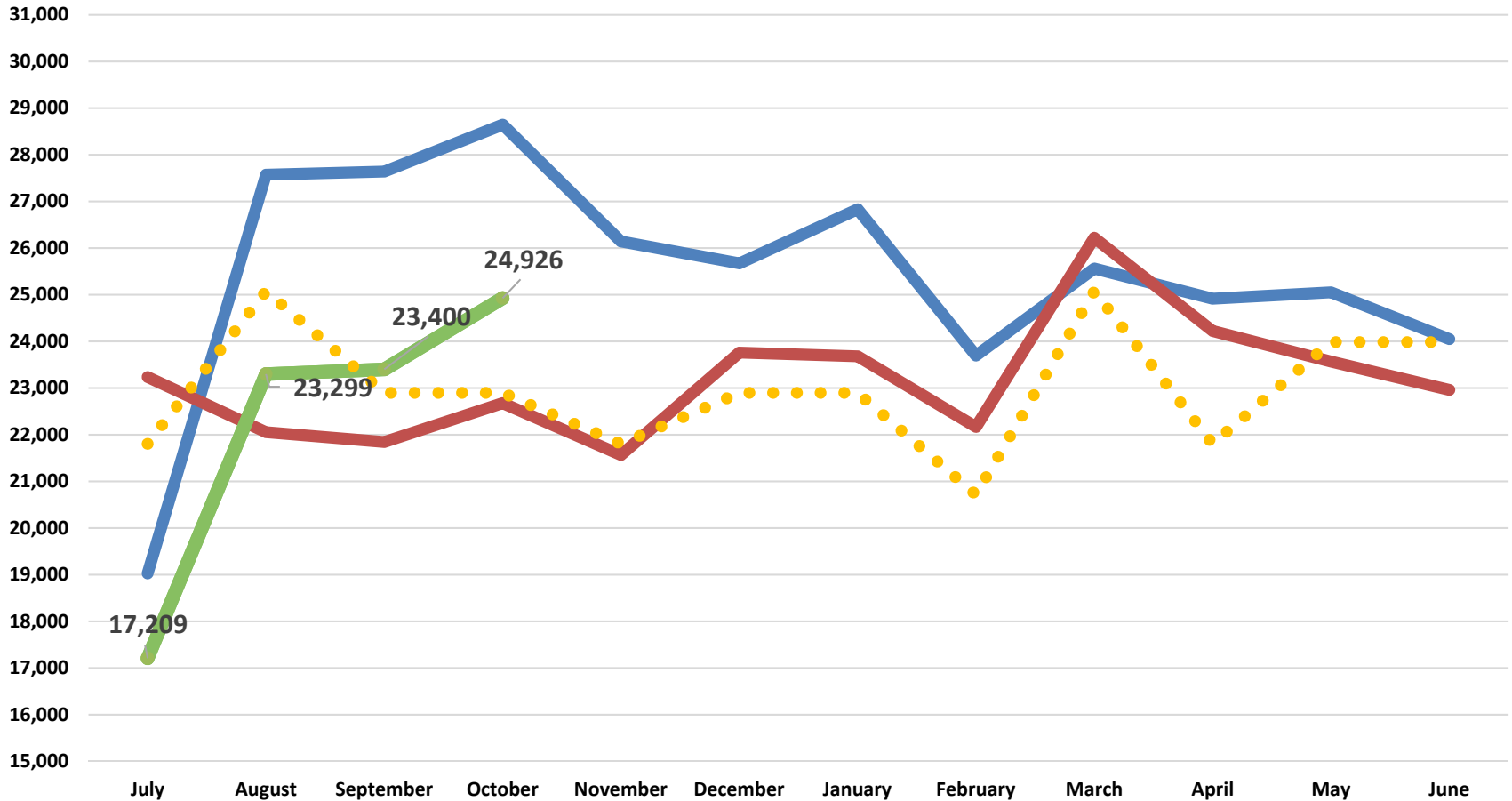
KHMG RVU's



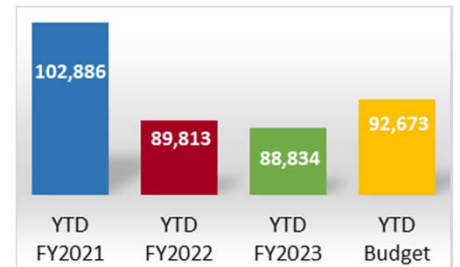
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



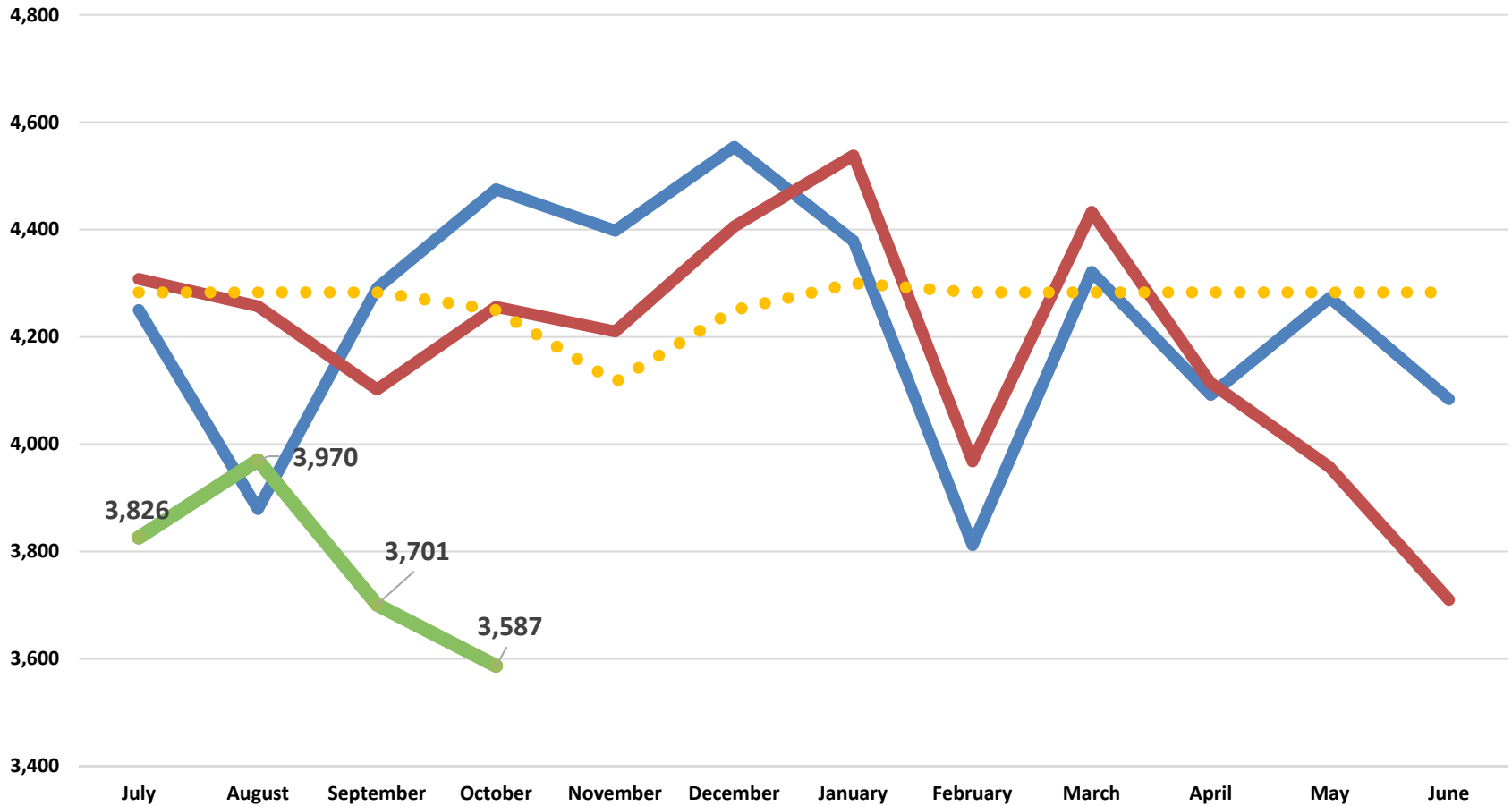
Home Infusion Days



— FY2021
 — FY2022
 — FY2023
 ••• Budget



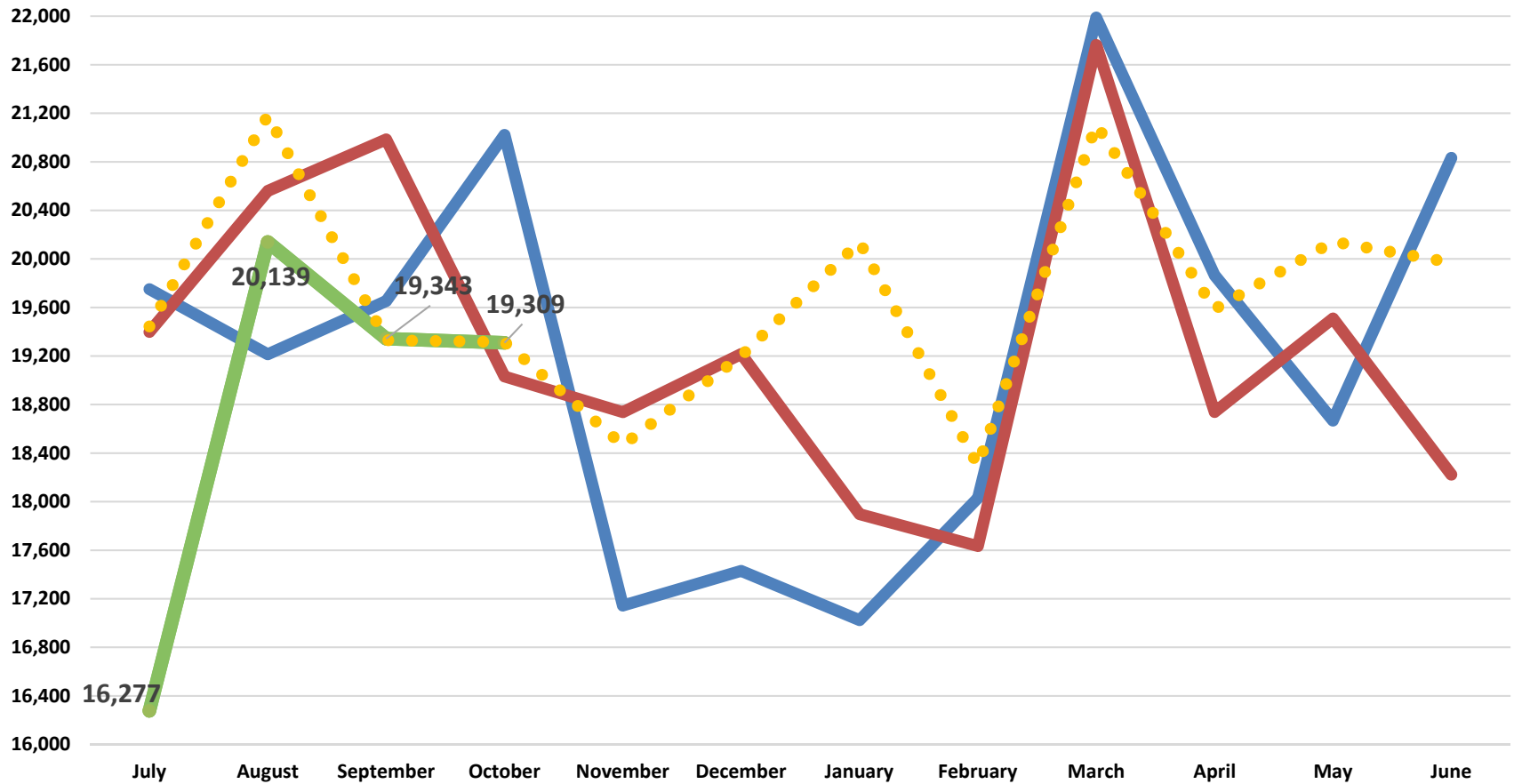
Hospice Days



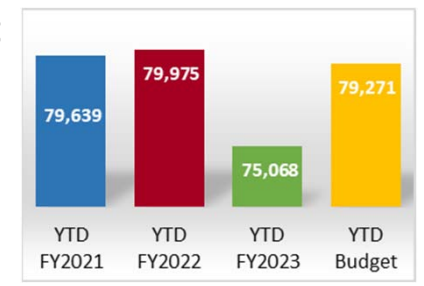
—●— **FY2021**
 —●— **FY2022**
 —●— **FY2023**
 ●●● **Budget**



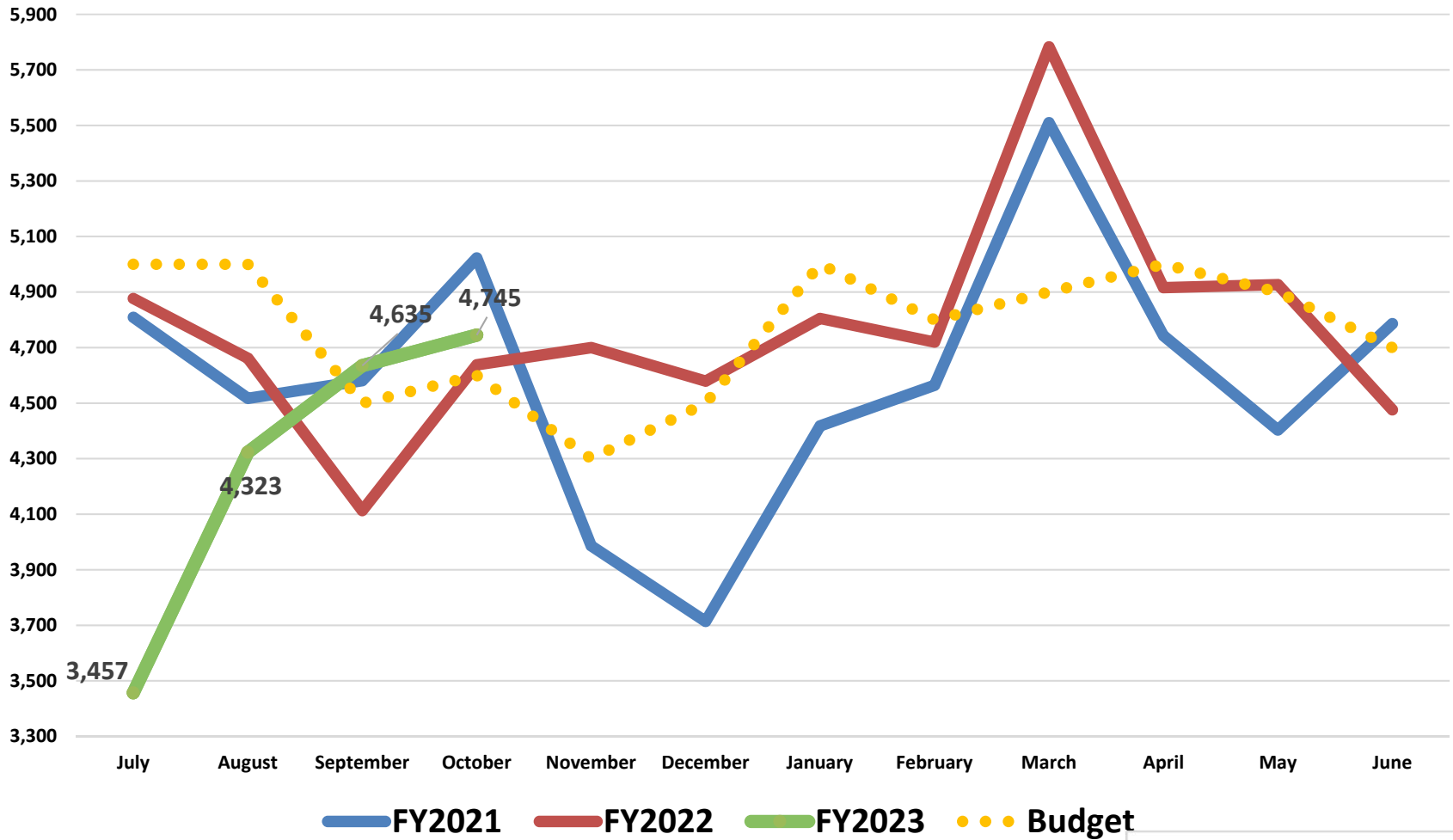
All O/P Rehab Services Across District



— FY2021
 — FY2022
 — FY2023
 ●●● Budget

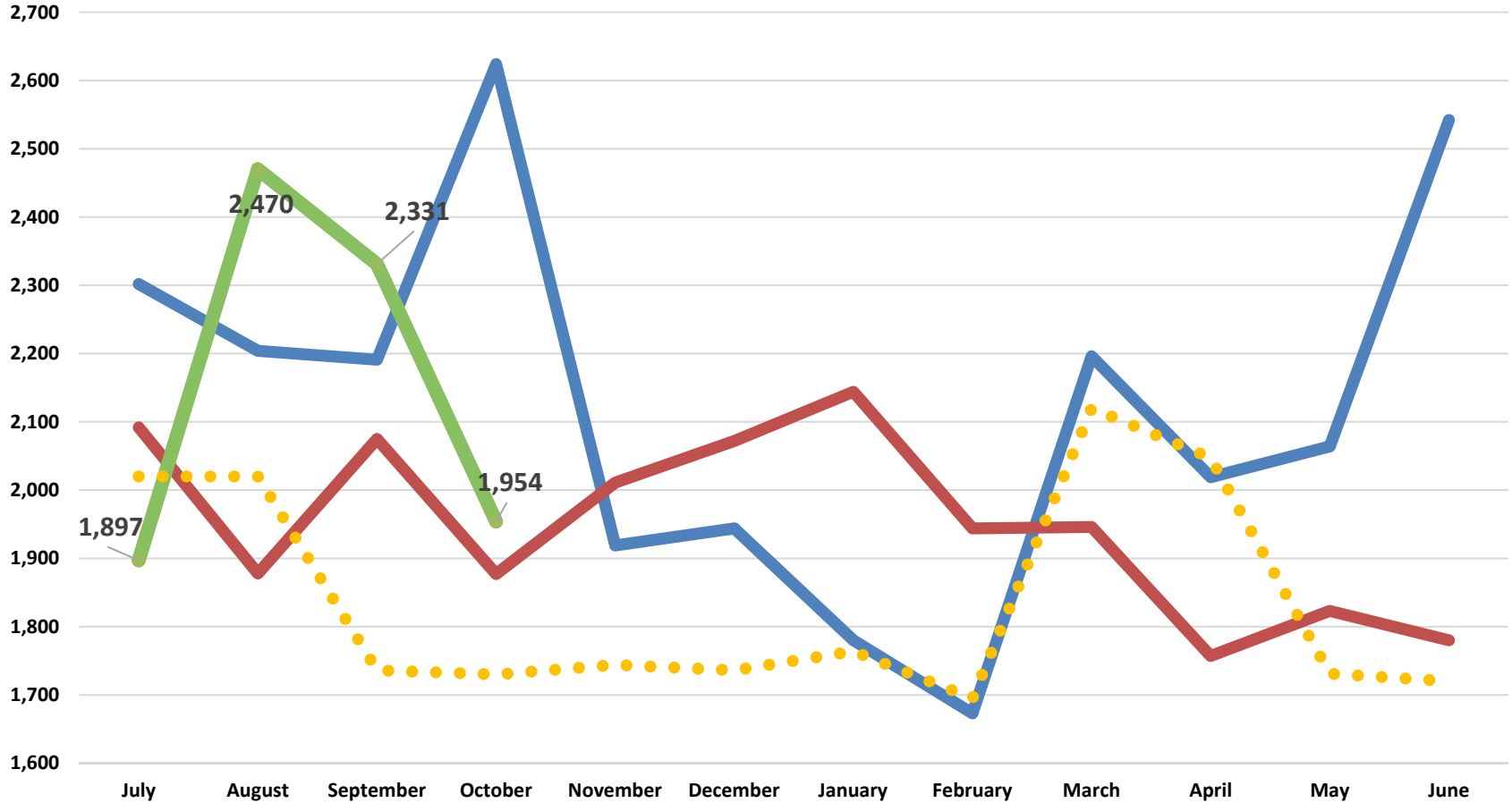


O/P Rehab Services

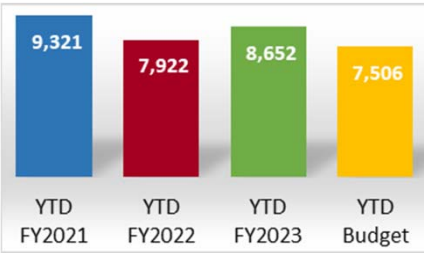


18,930	18,290	17,160	19,100
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

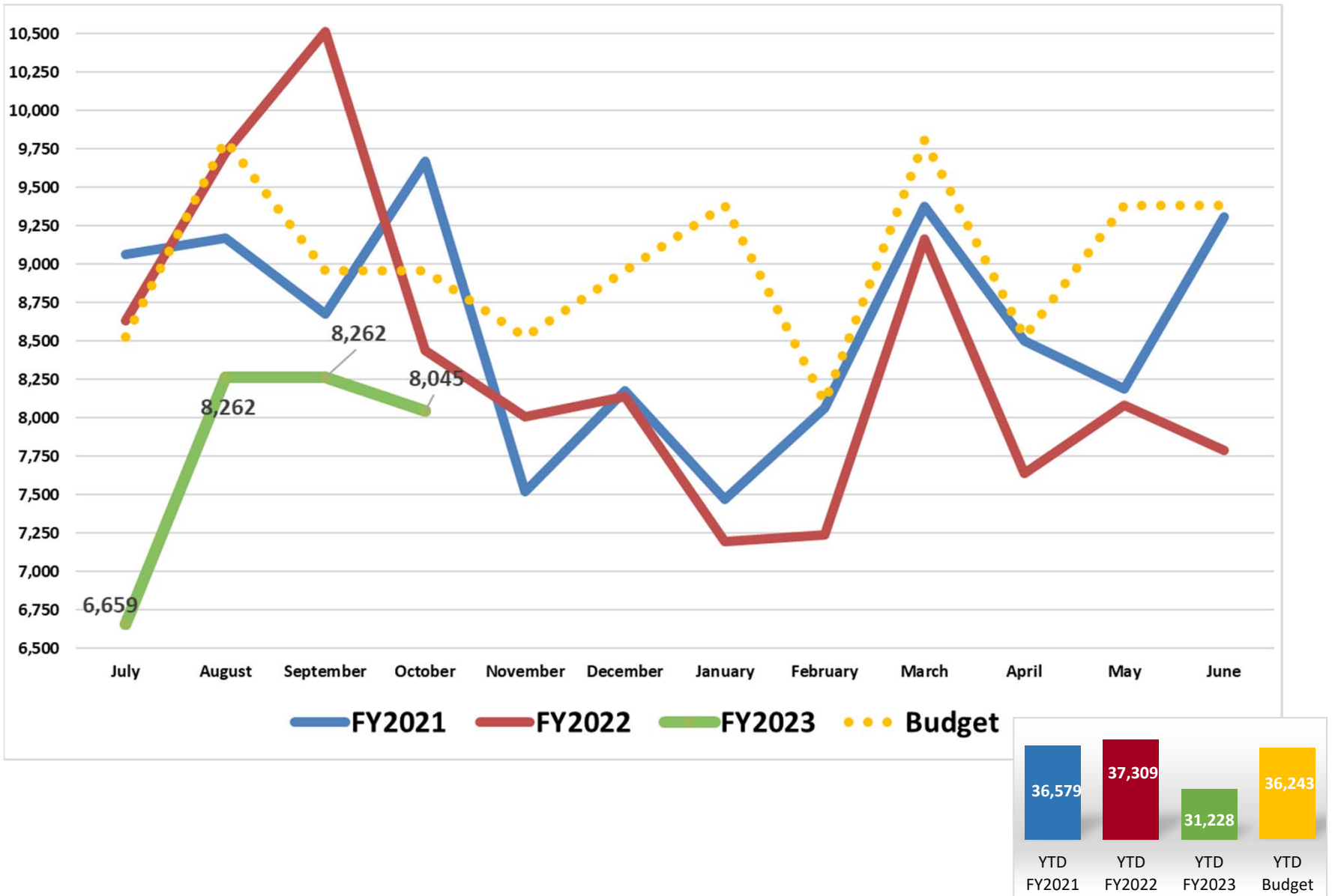
O/P Rehab - Exeter



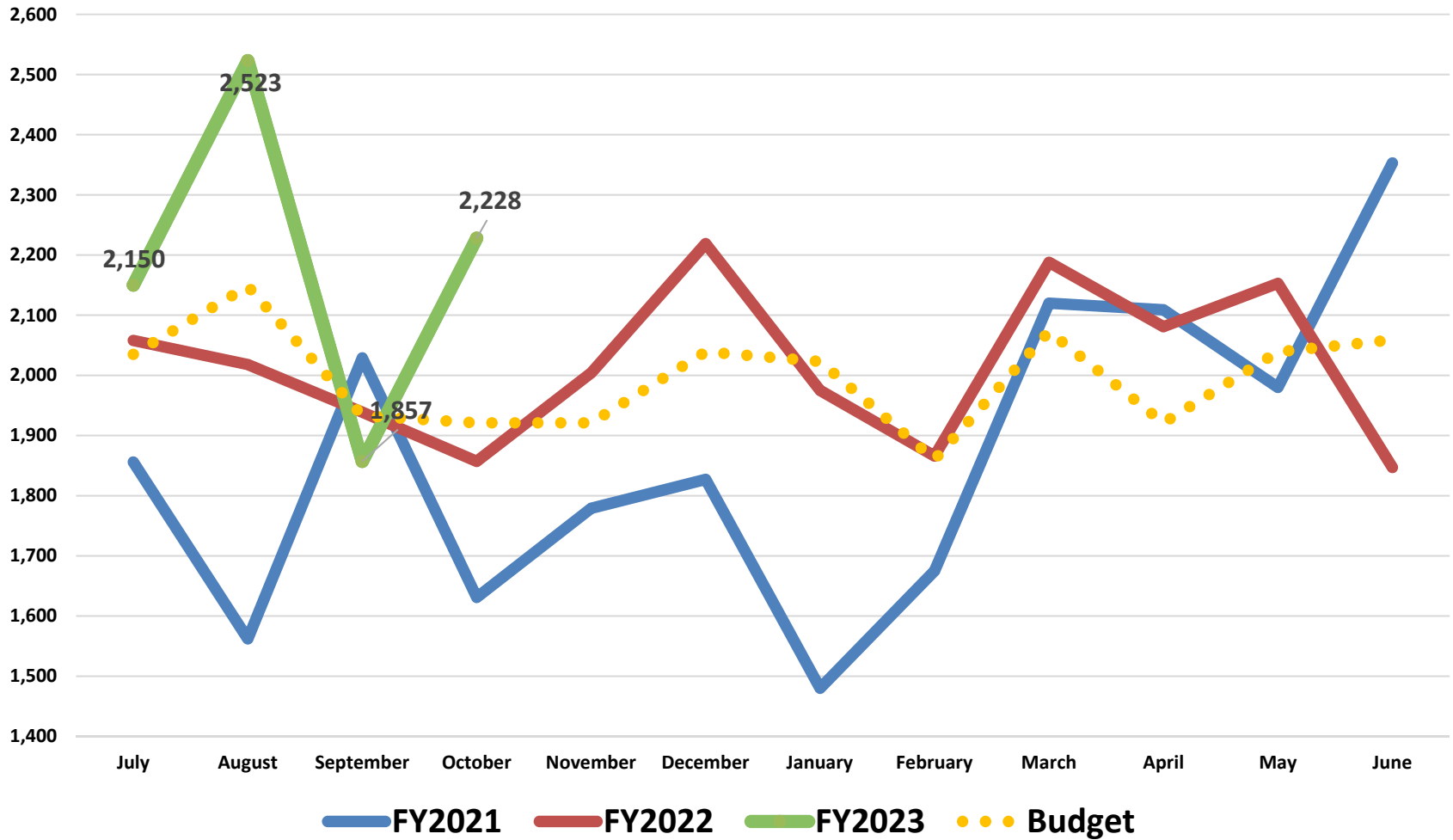
—●— **FY2021**
 —●— **FY2022**
 —●— **FY2023**
 ●●● **Budget**



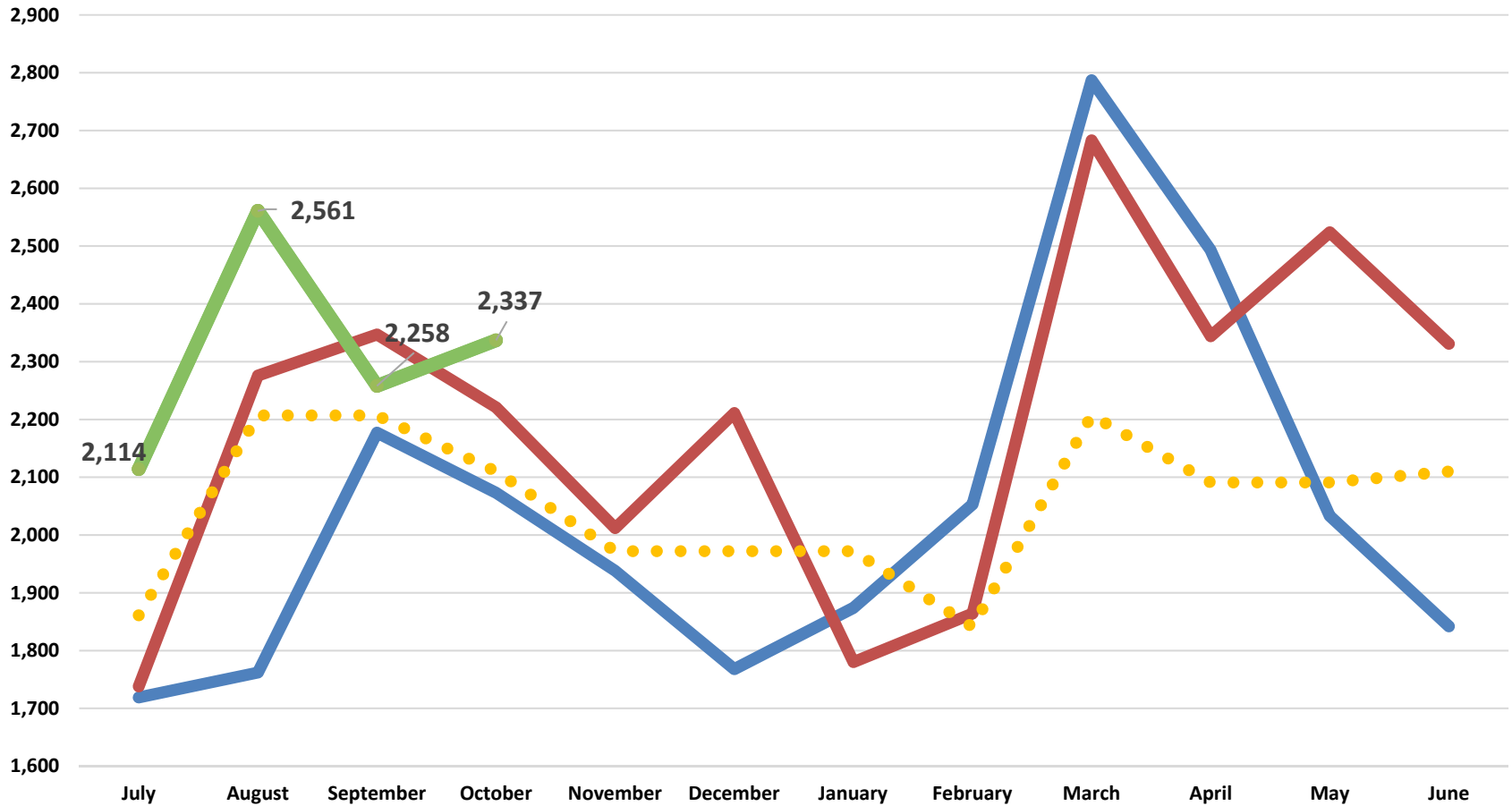
O/P Rehab - Akers



O/P Rehab - LLOPT



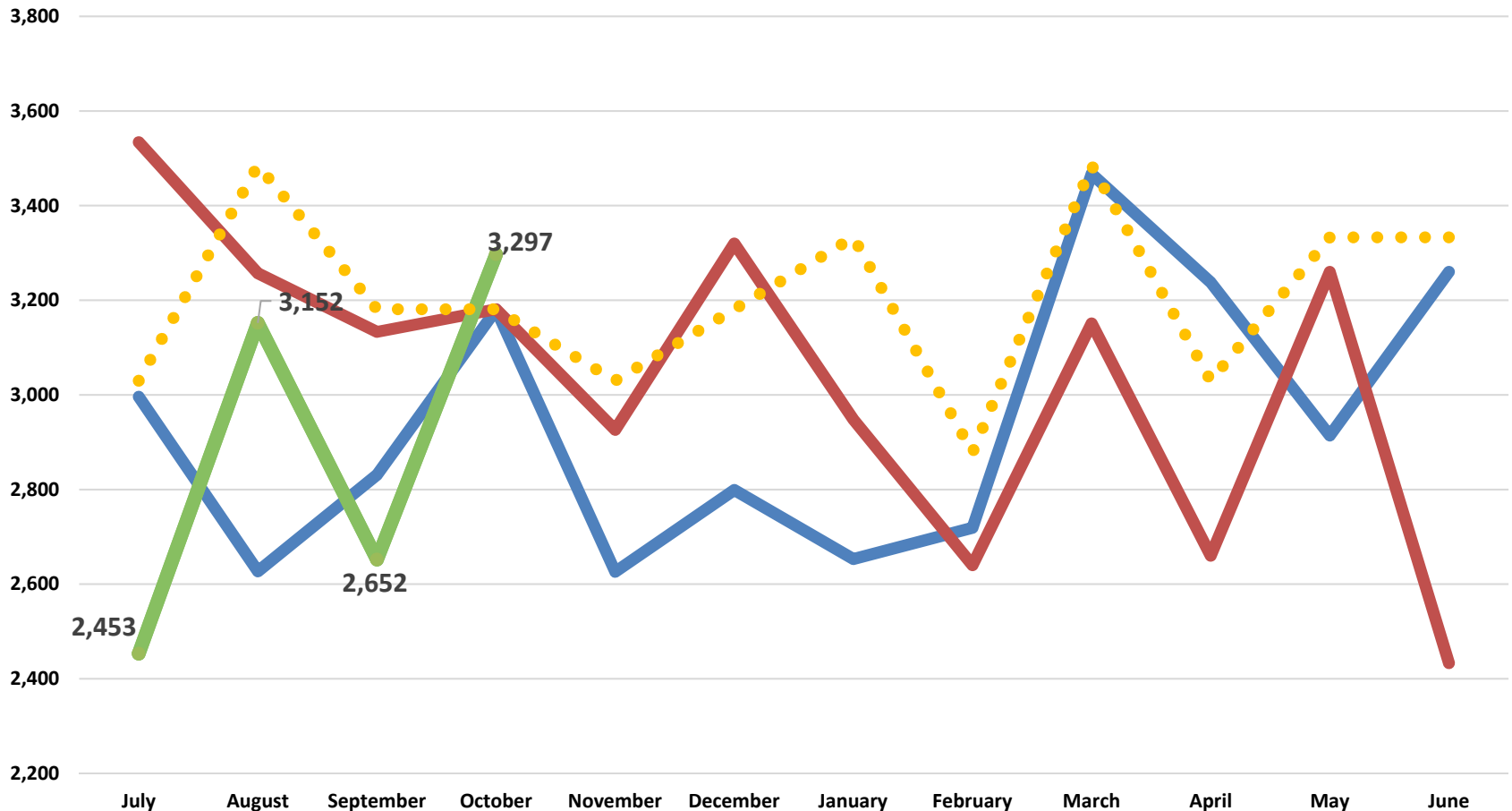
O/P Rehab - Dinuba



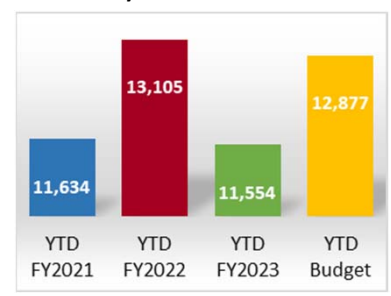
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



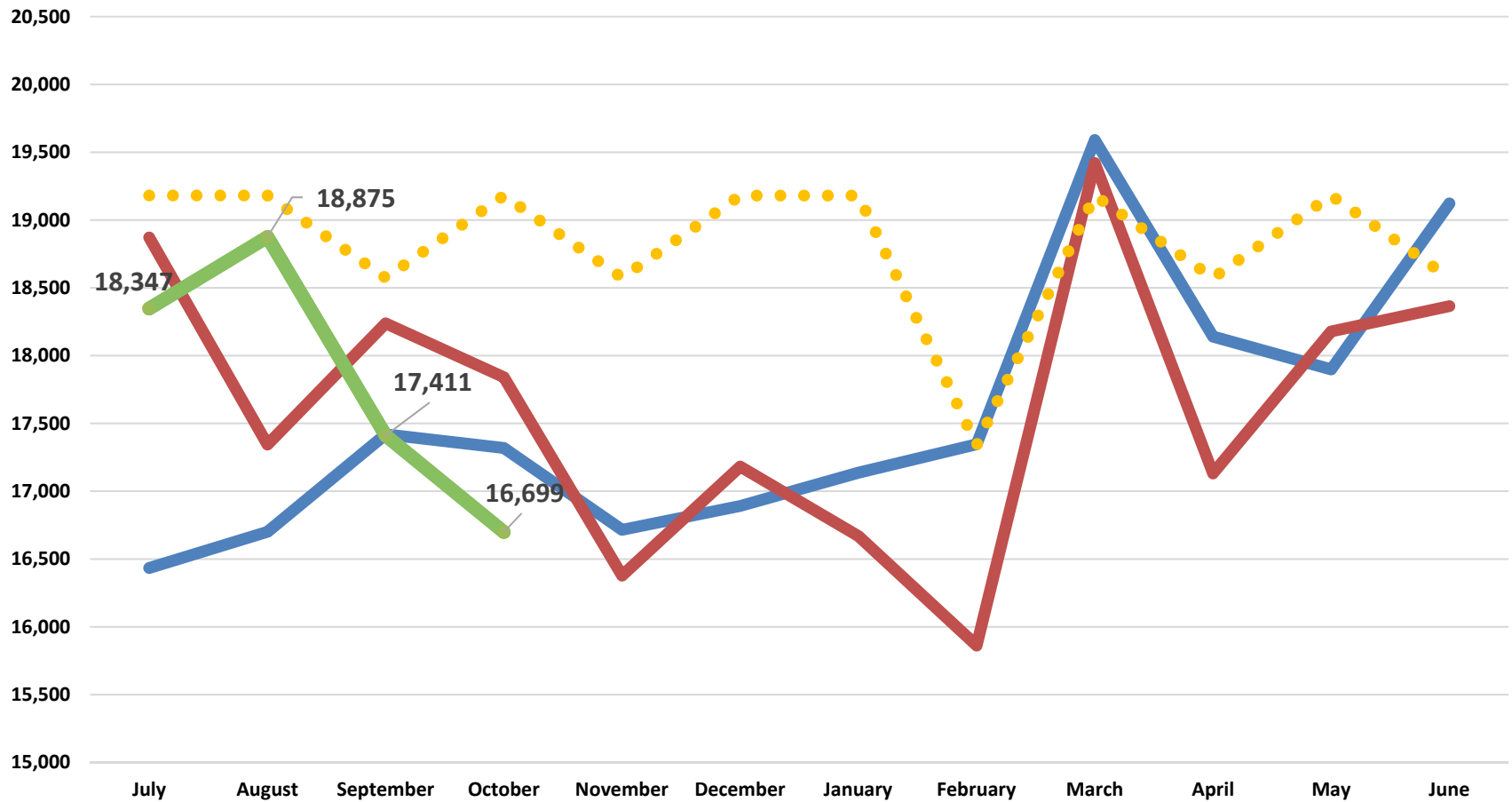
Therapy - Cypress Hand Center



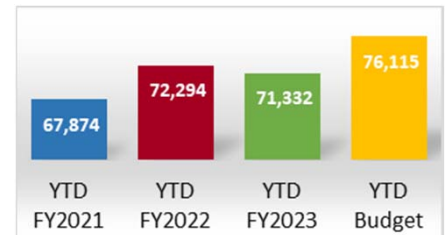
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



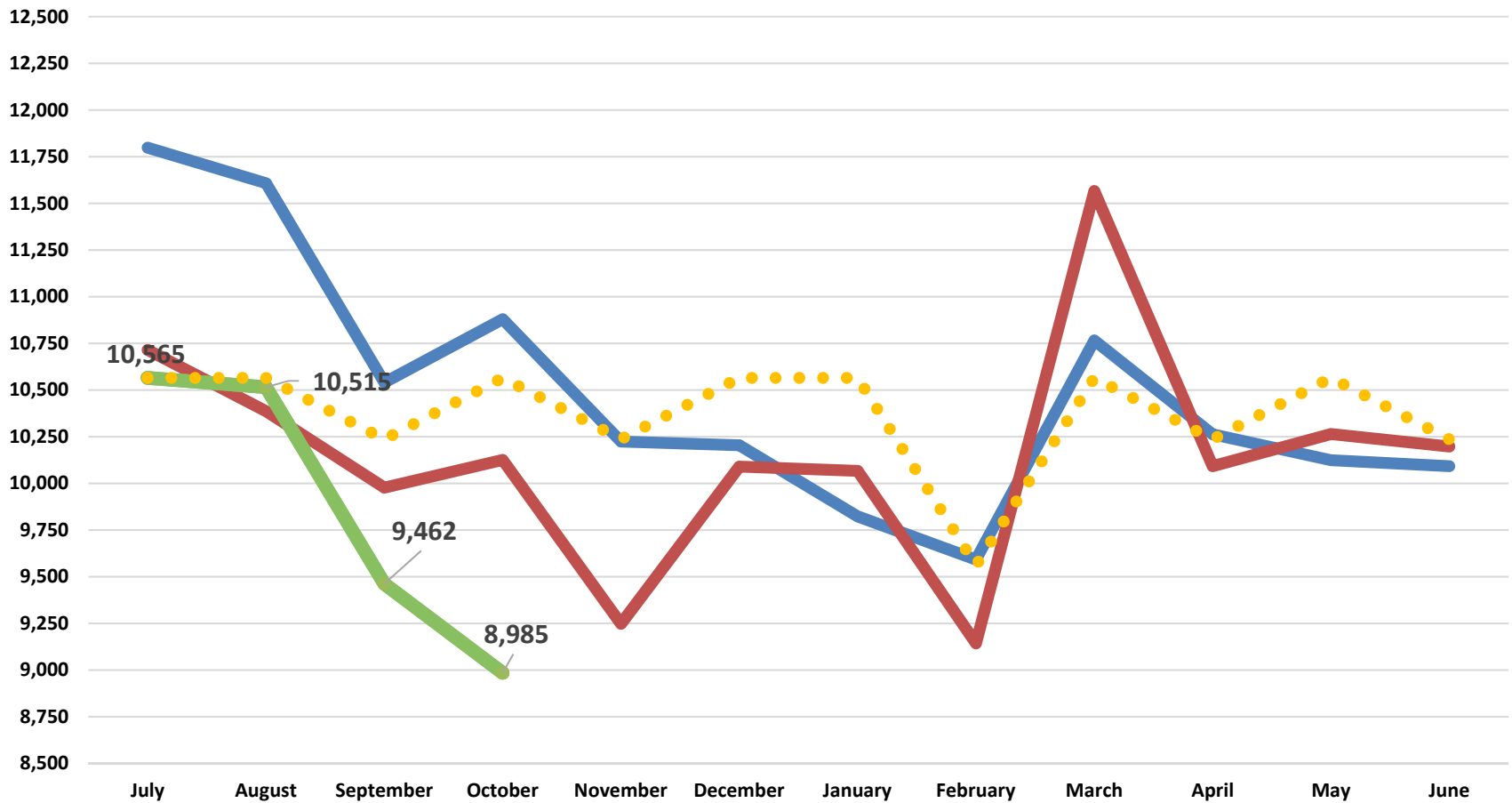
Physical & Other Therapy Units (I/P & O/P)



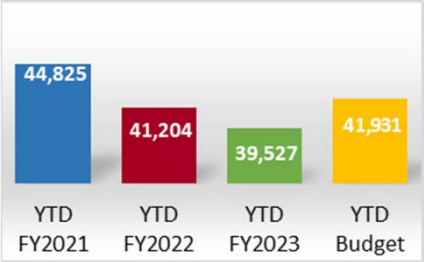
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



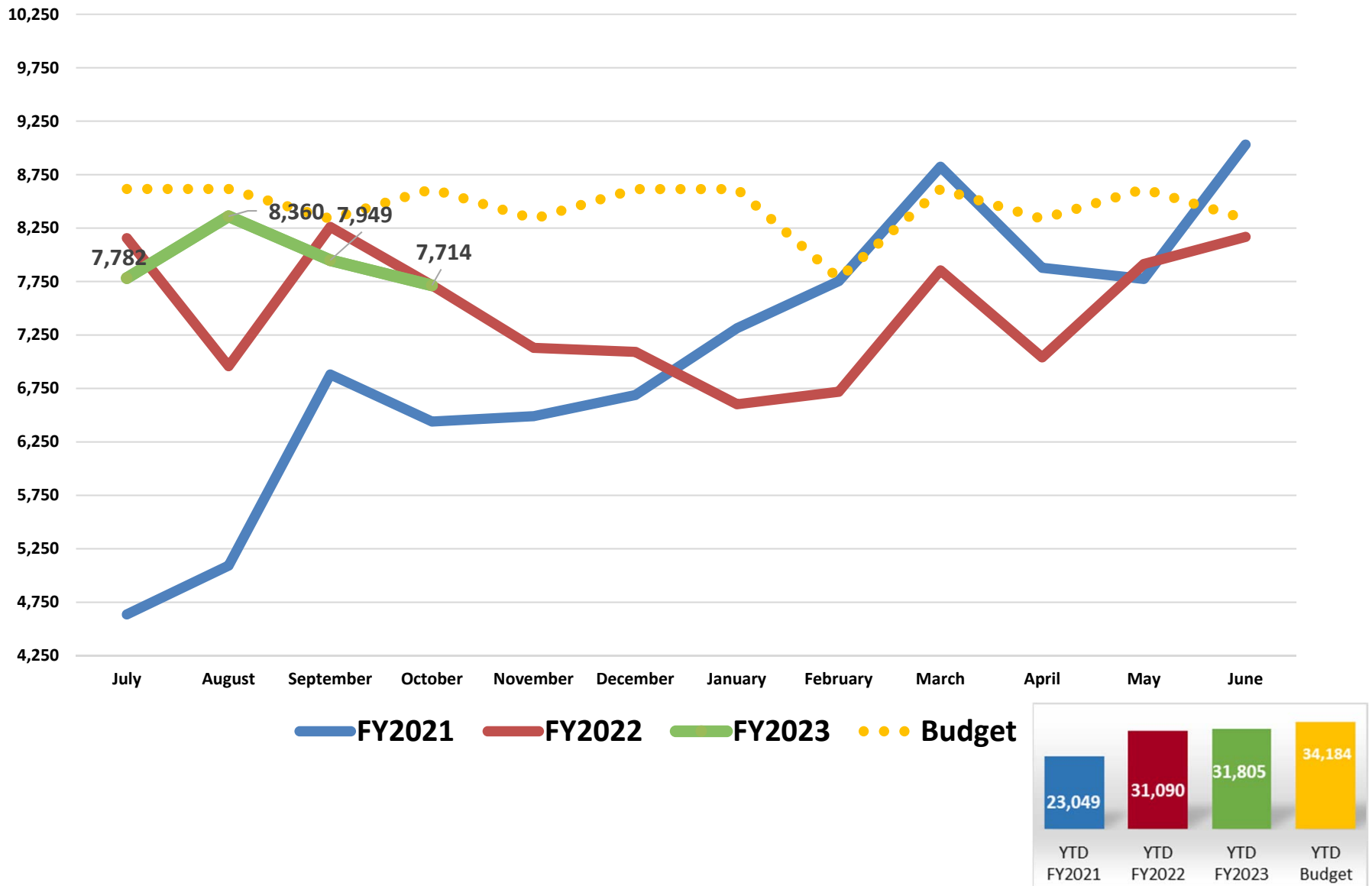
Physical & Other Therapy Units (I/P & O/P)-Main Campus



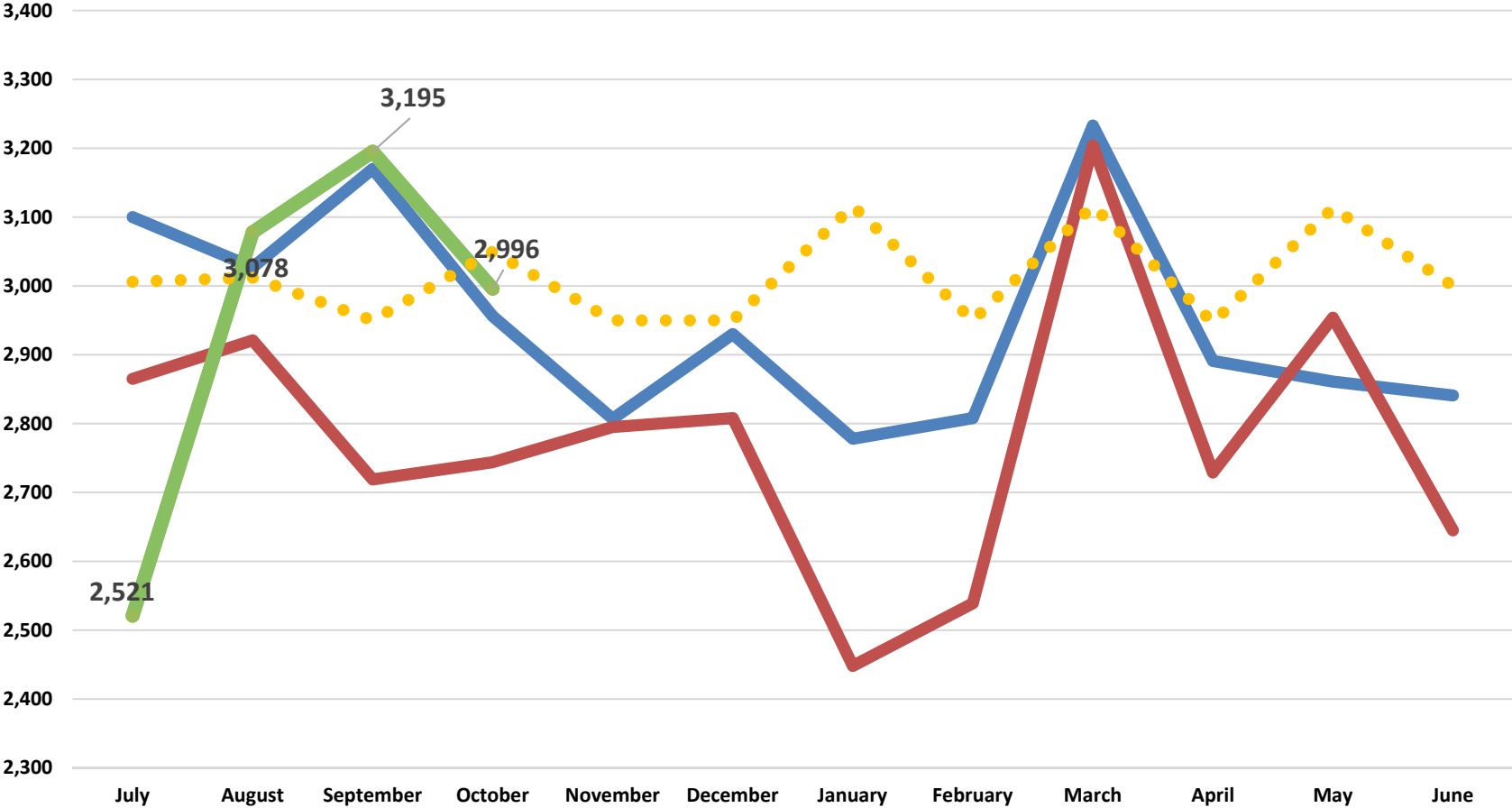
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



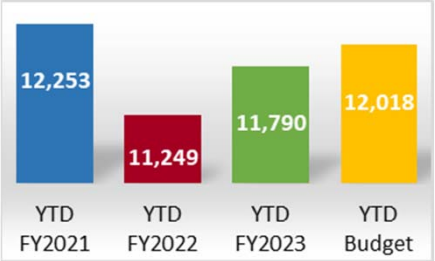
Physical & Other Therapy Units (I/P & O/P)-KDRH & South Campus



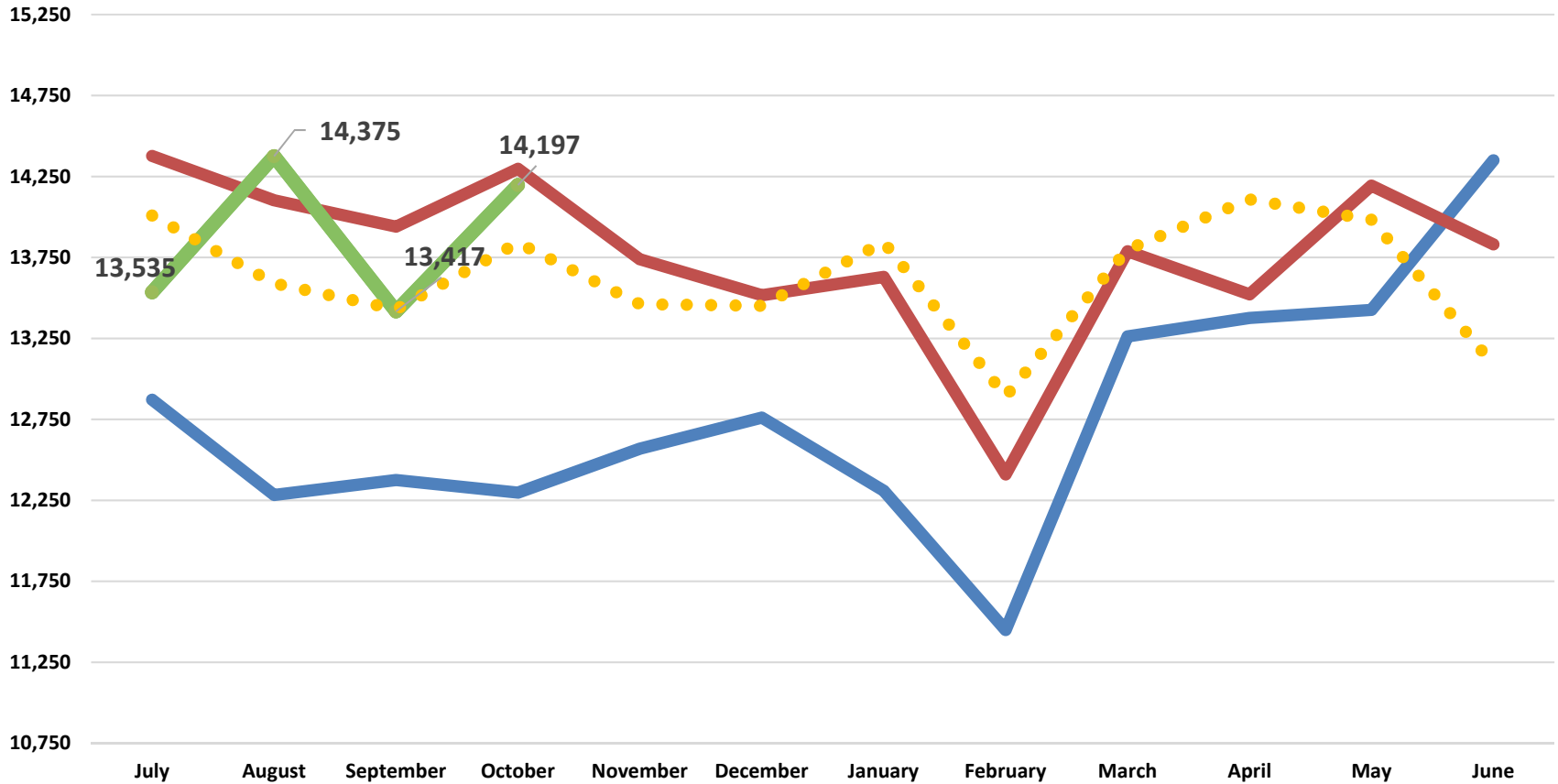
Home Health Visits



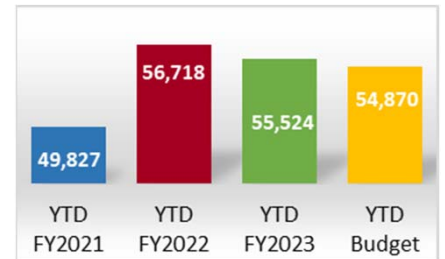
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



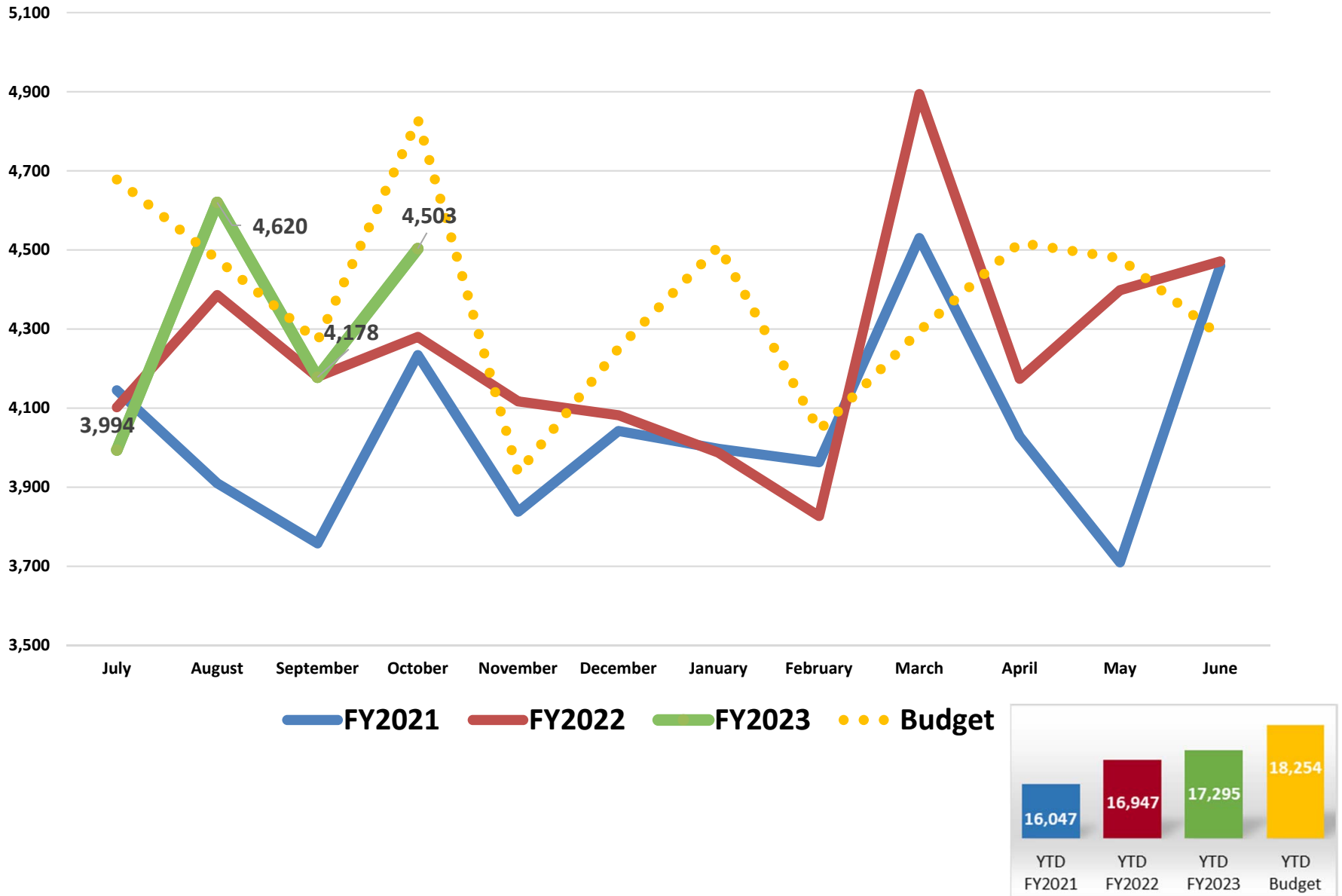
Radiology – Main Campus



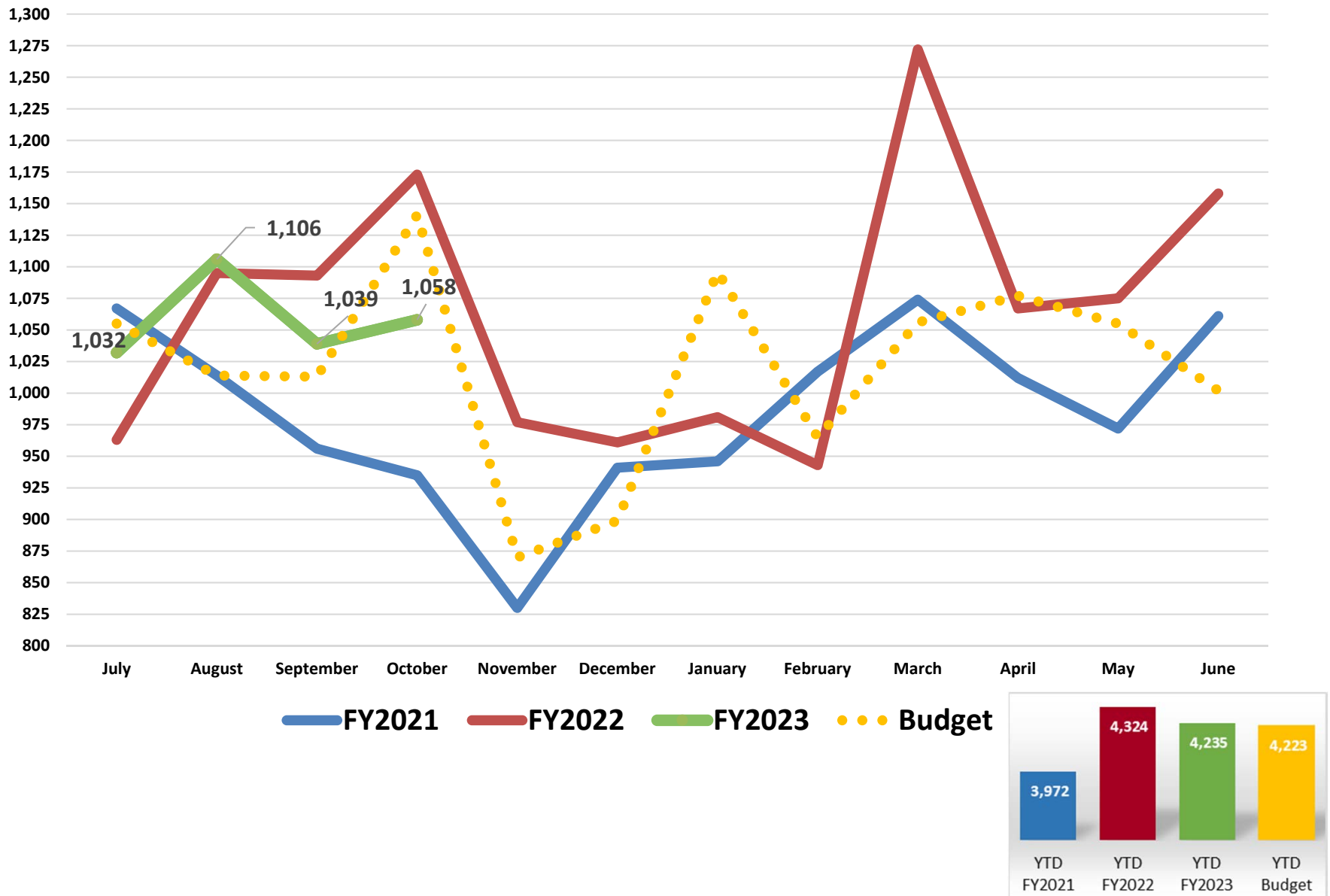
— FY2021
 — FY2022
 — FY2023
 ●●● Budget



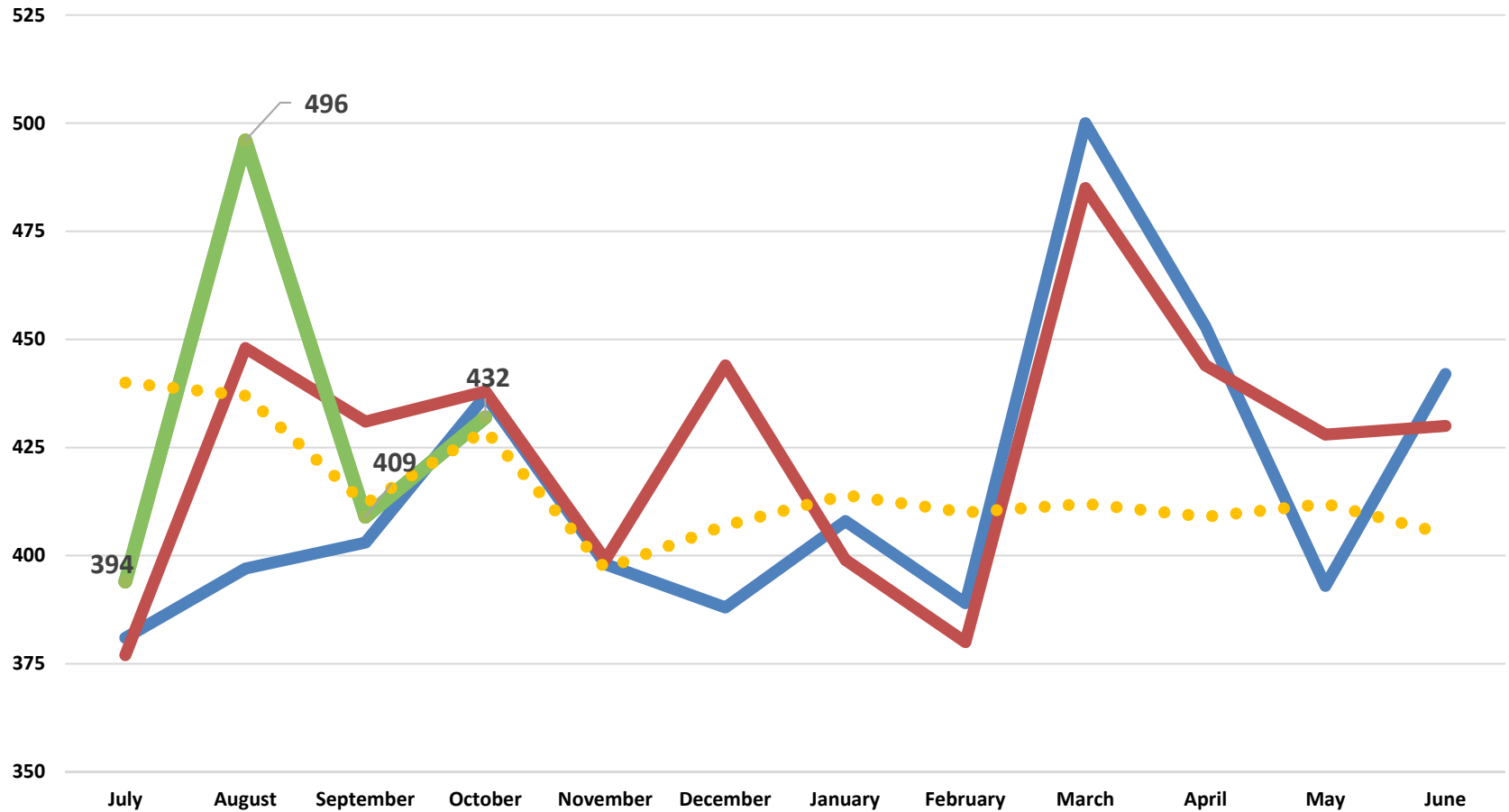
Radiology – West Campus Imaging



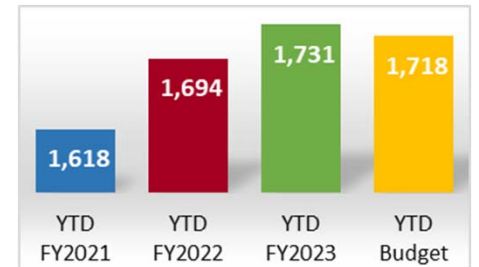
West Campus – Diagnostic Radiology



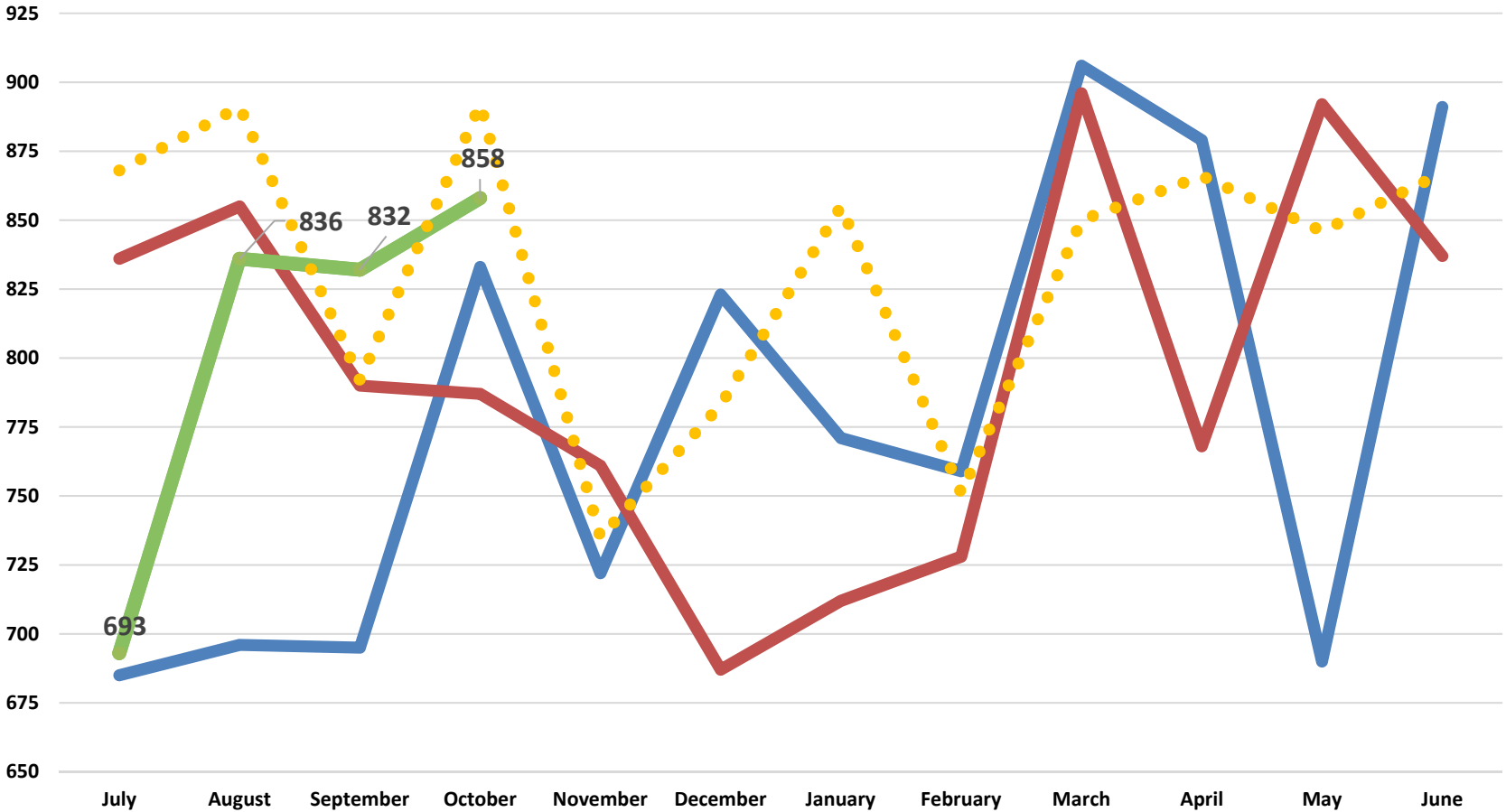
West Campus – CT Scan



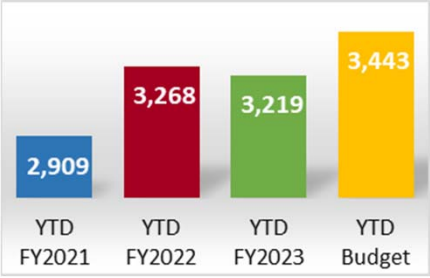
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



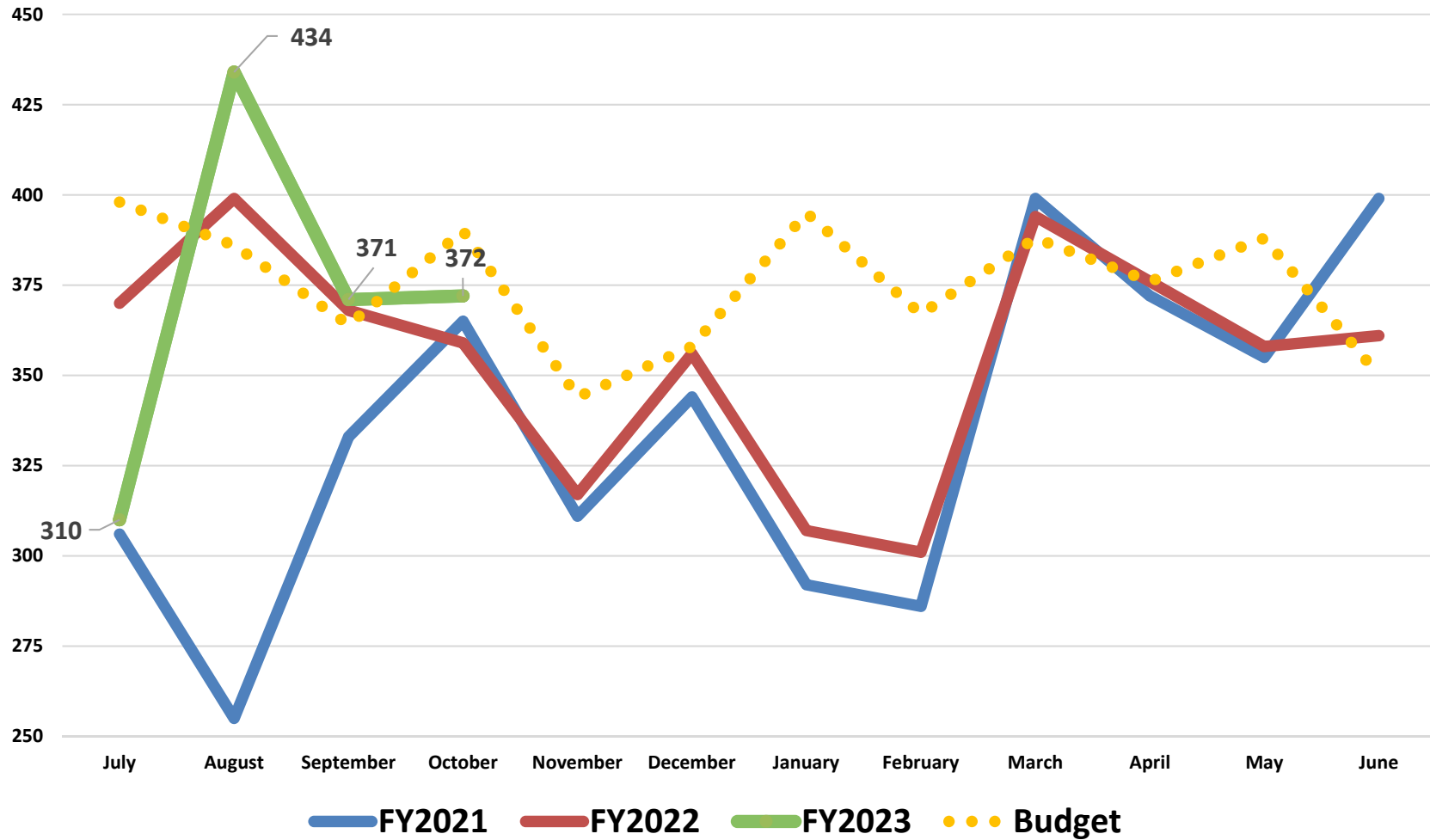
West Campus - Ultrasound



— FY2021
 — FY2022
 — FY2023
 ●●● Budget

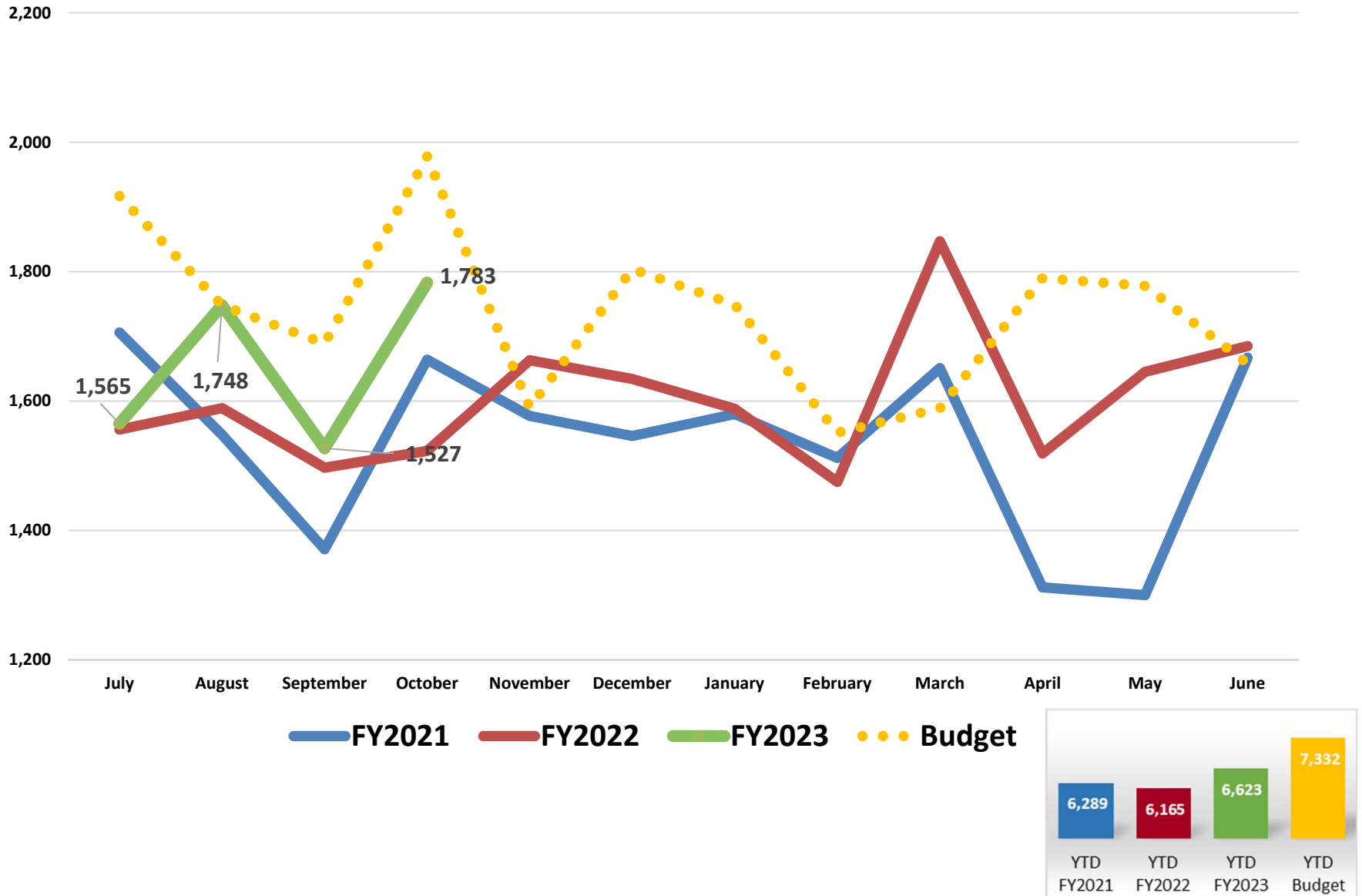


West Campus - MRI

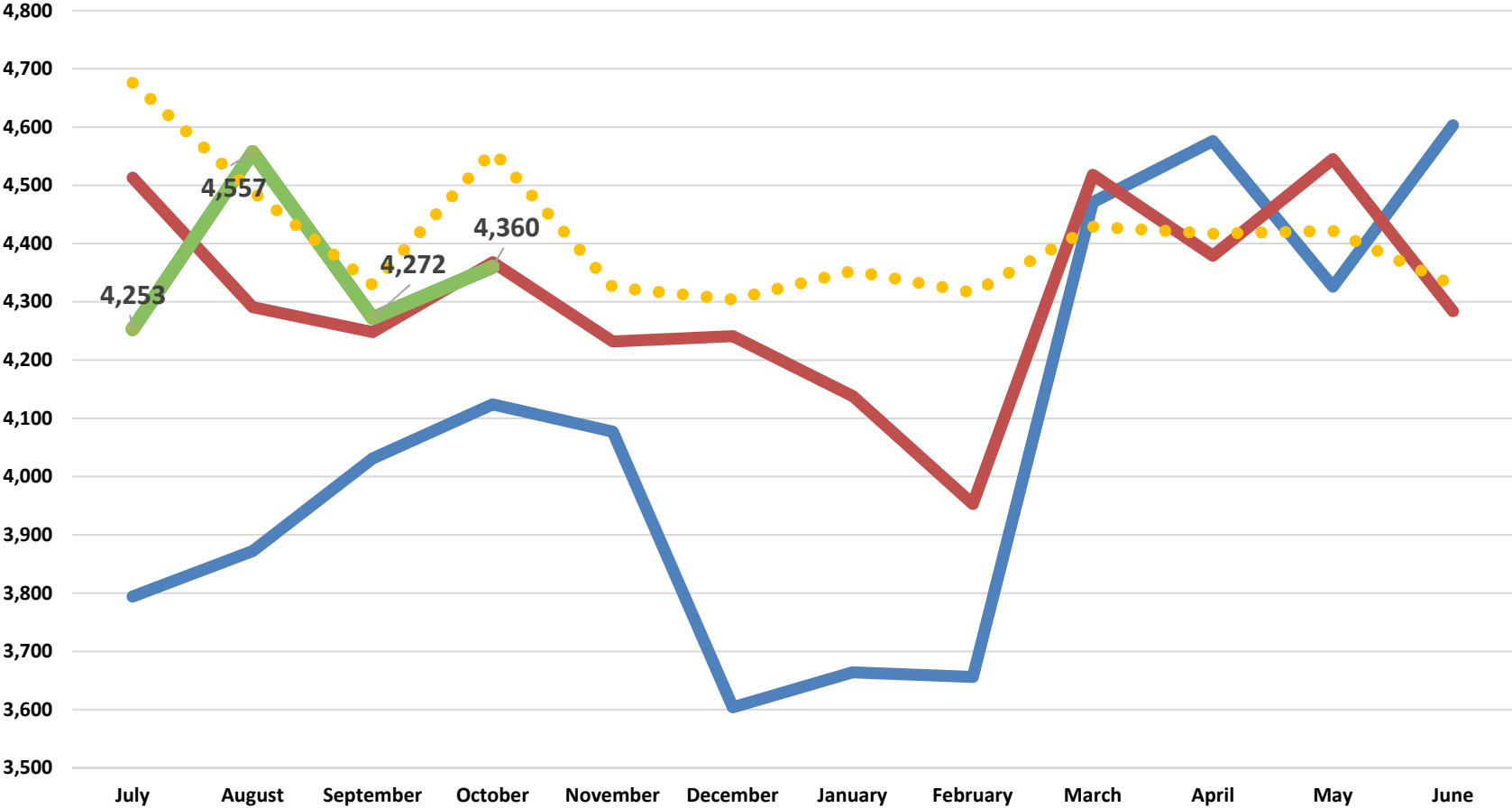


1,259	1,496	1,487	1,538
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

West Campus – Breast Center



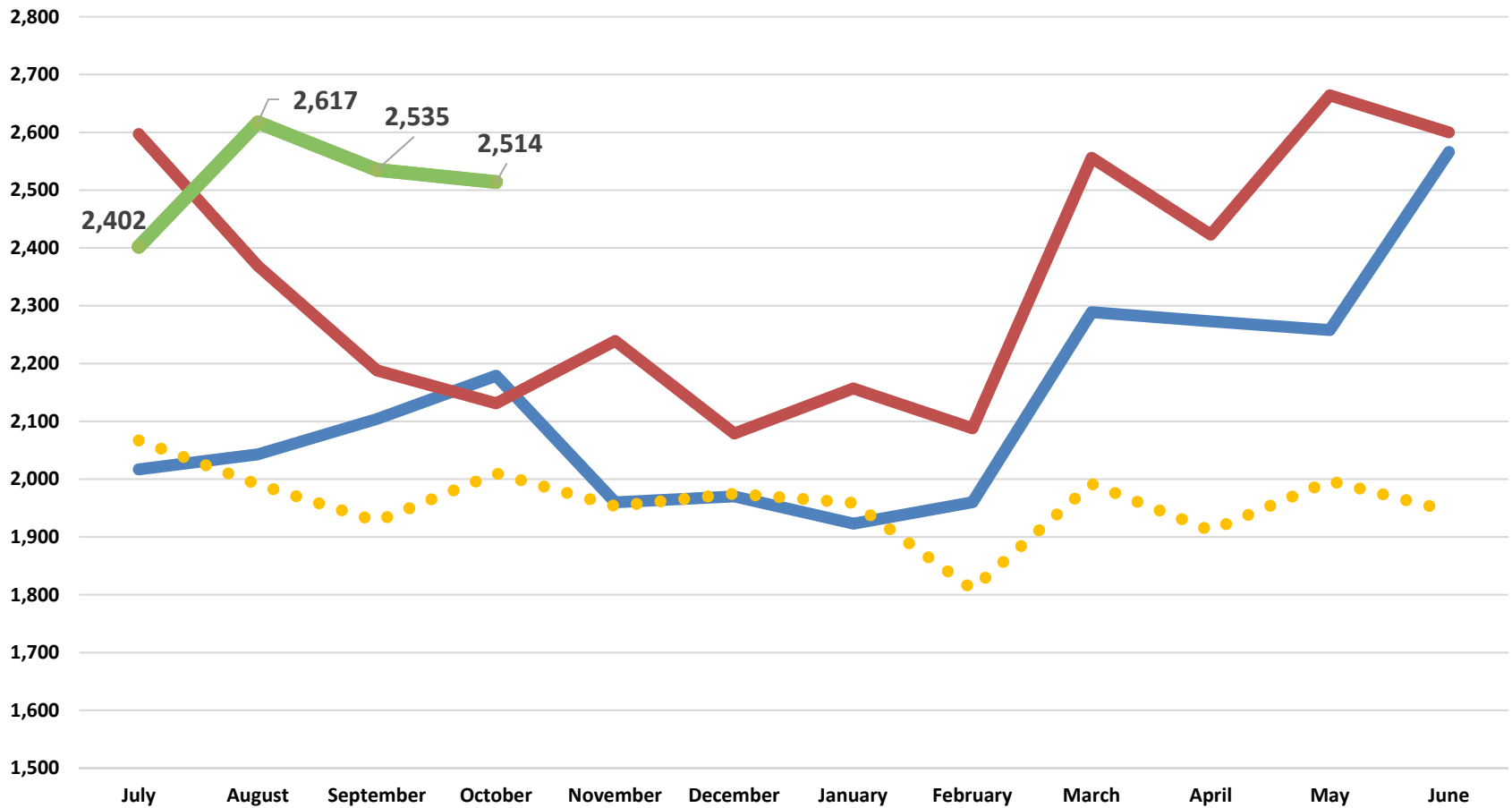
Radiology all areas – CT



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



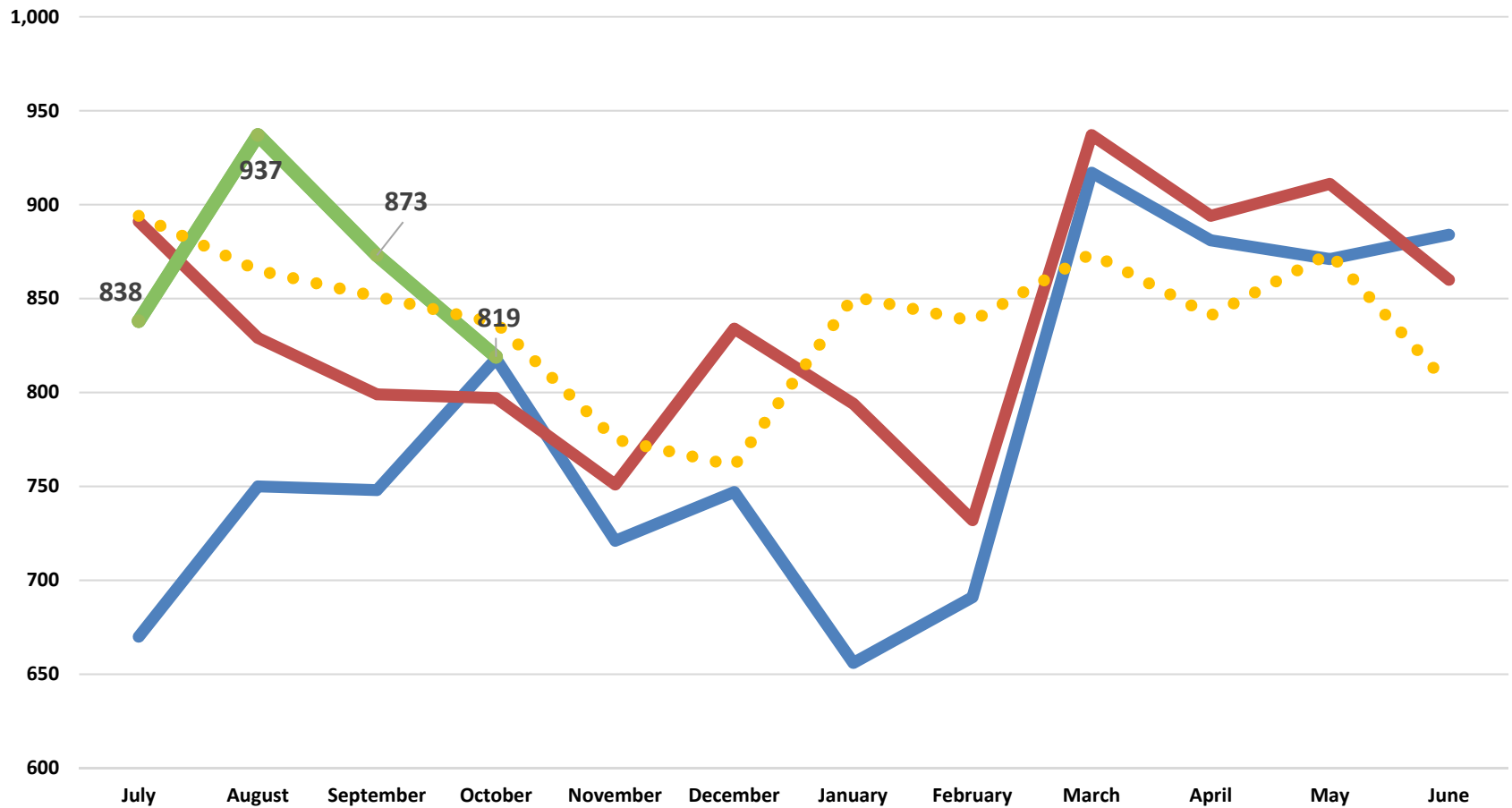
Radiology all areas – Ultrasound



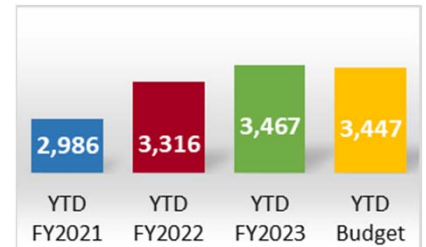
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



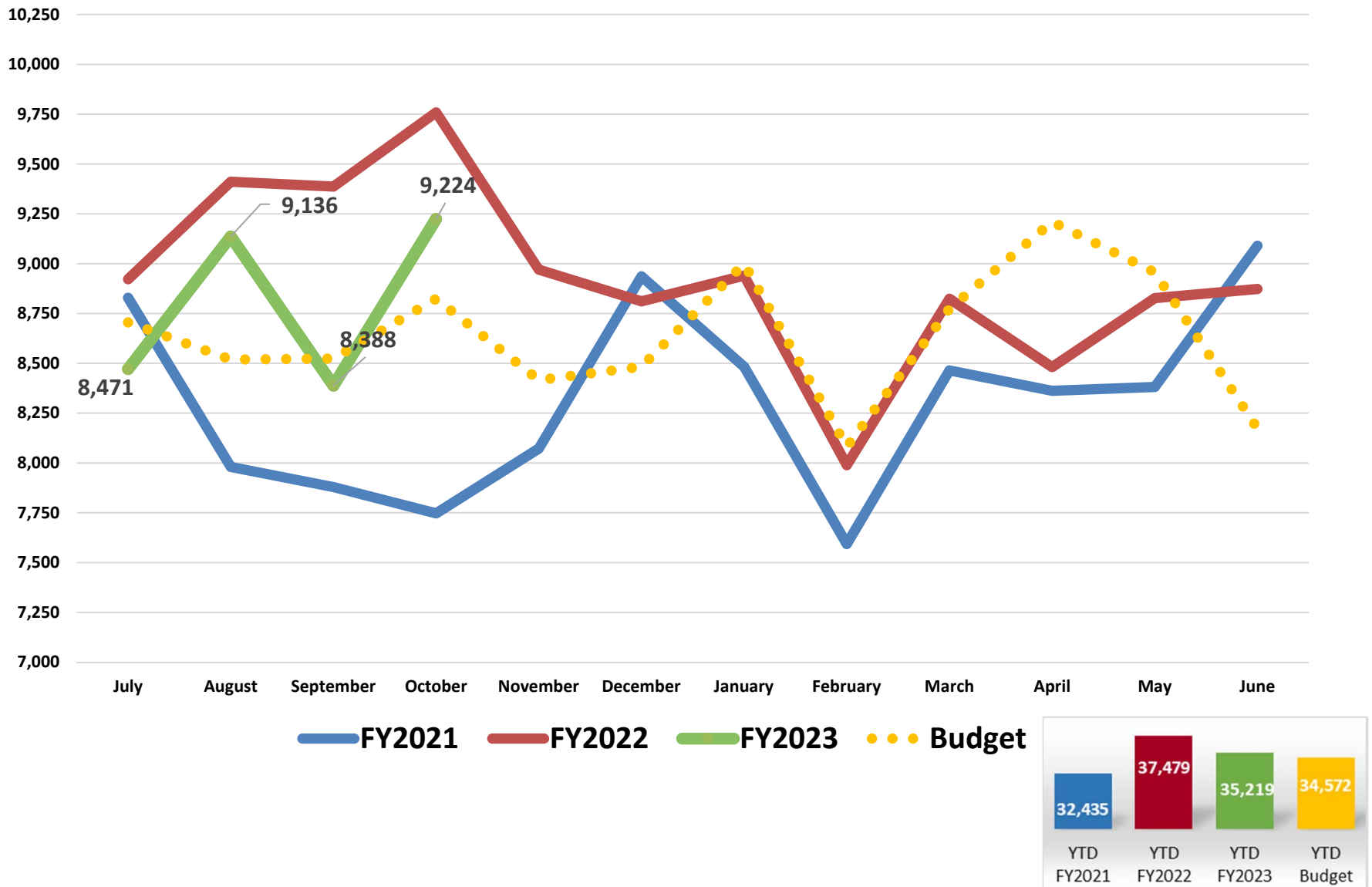
Radiology all areas – MRI



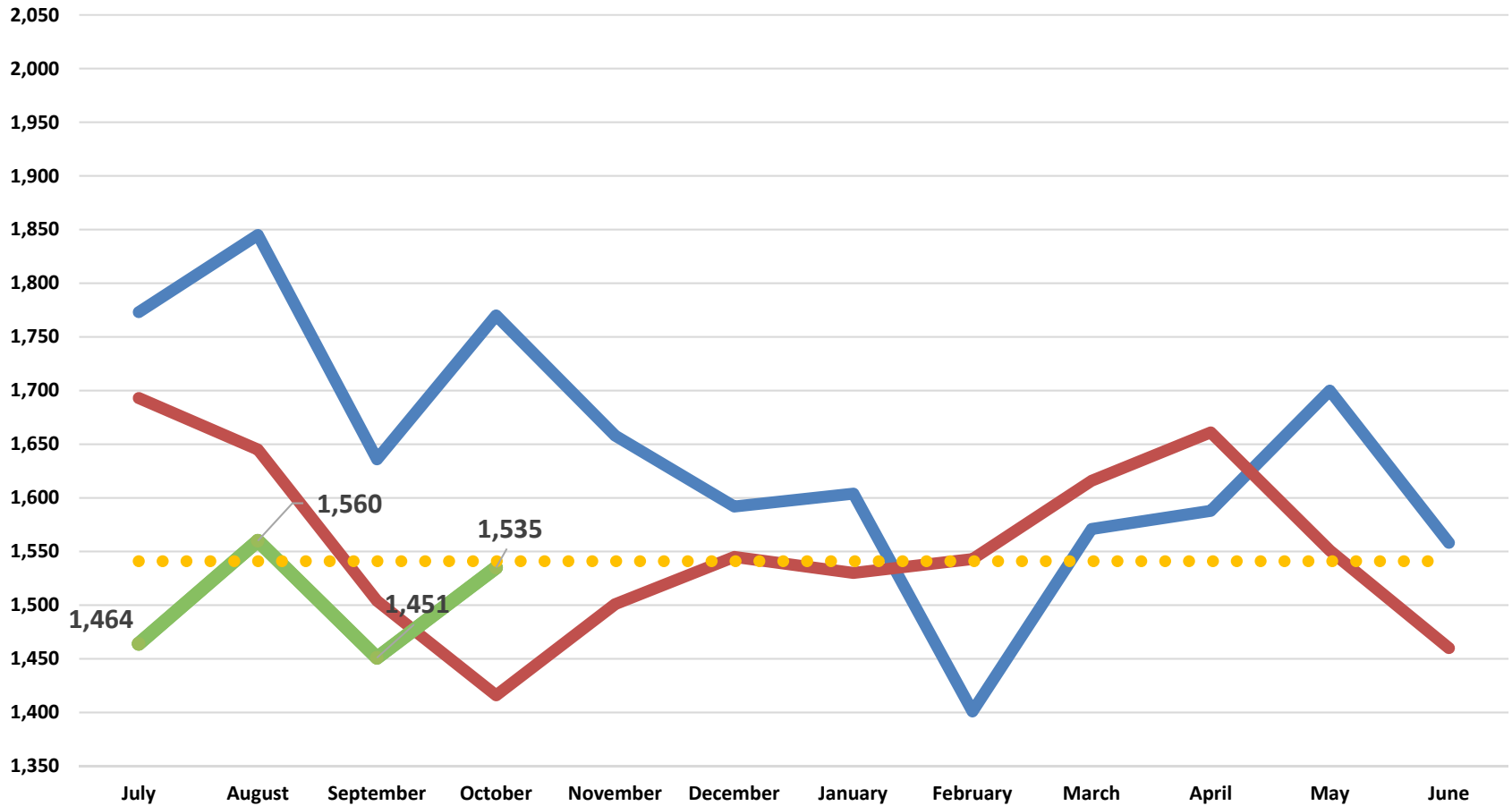
—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



Radiology Modality – Diagnostic Radiology



Chronic Dialysis - Visalia

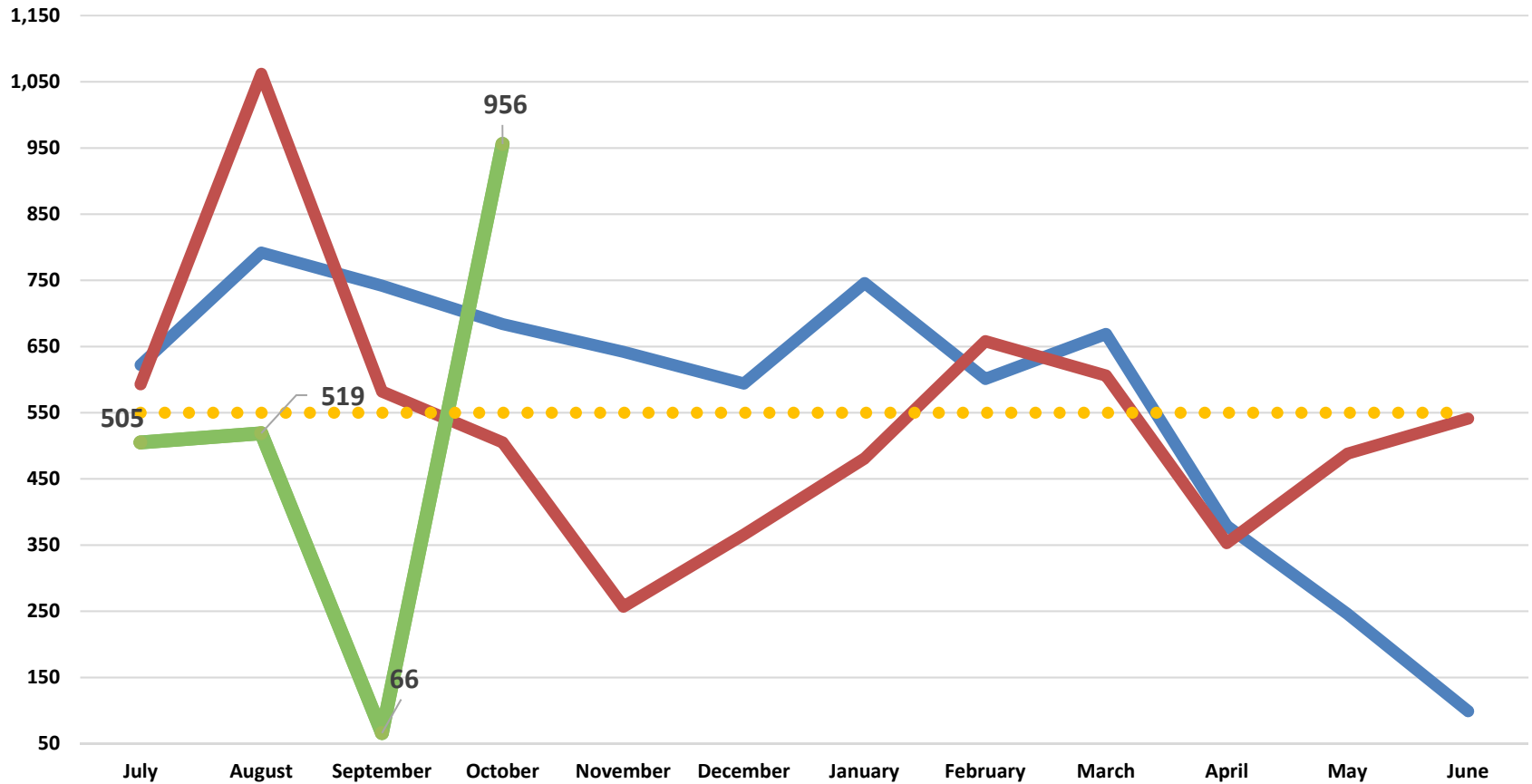


—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget



CAPD/CCPD – Maintenance Sessions

(Continuous peritoneal dialysis)

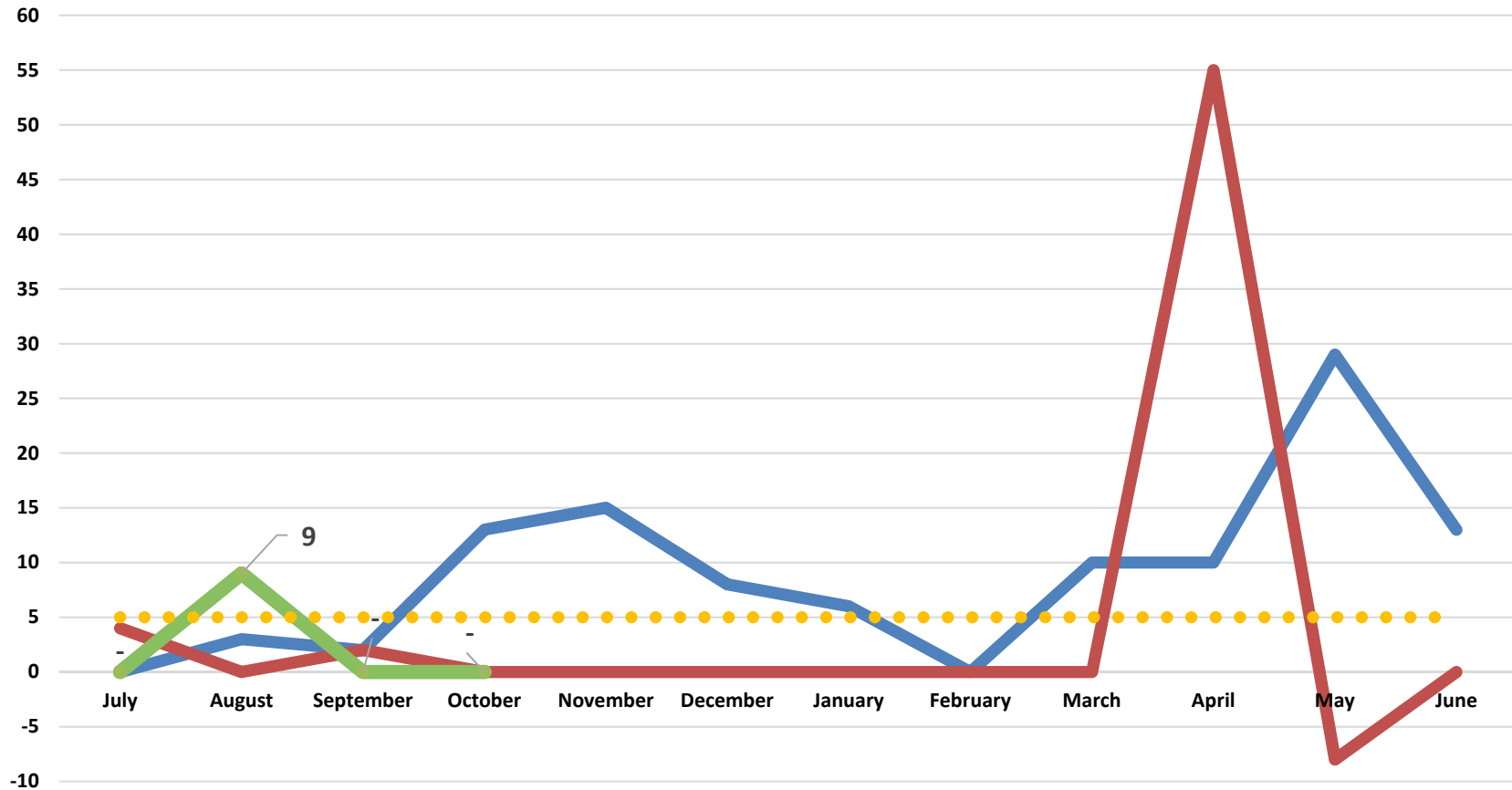


—●— FY2021
 —●— FY2022
 —●— FY2023
 ●●● Budget

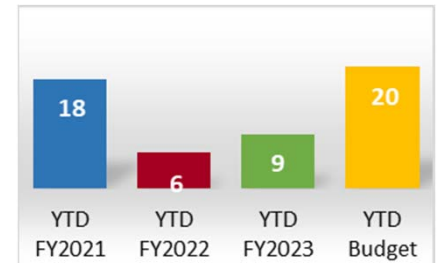


CAPD/CCPD – Training Sessions

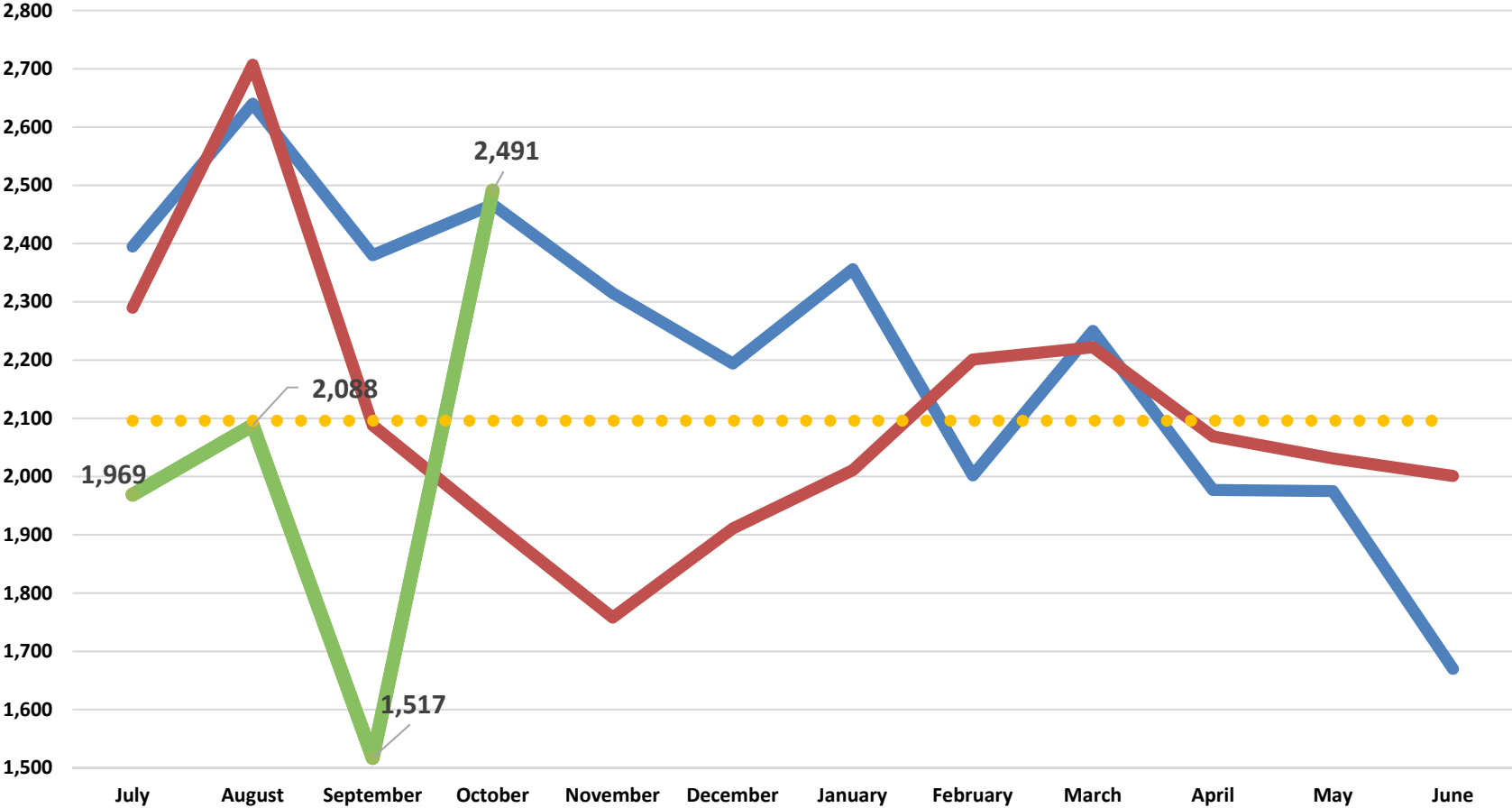
(Continuous peritoneal dialysis)



— FY2021
 — FY2022
 — FY2023
 ●●● Budget



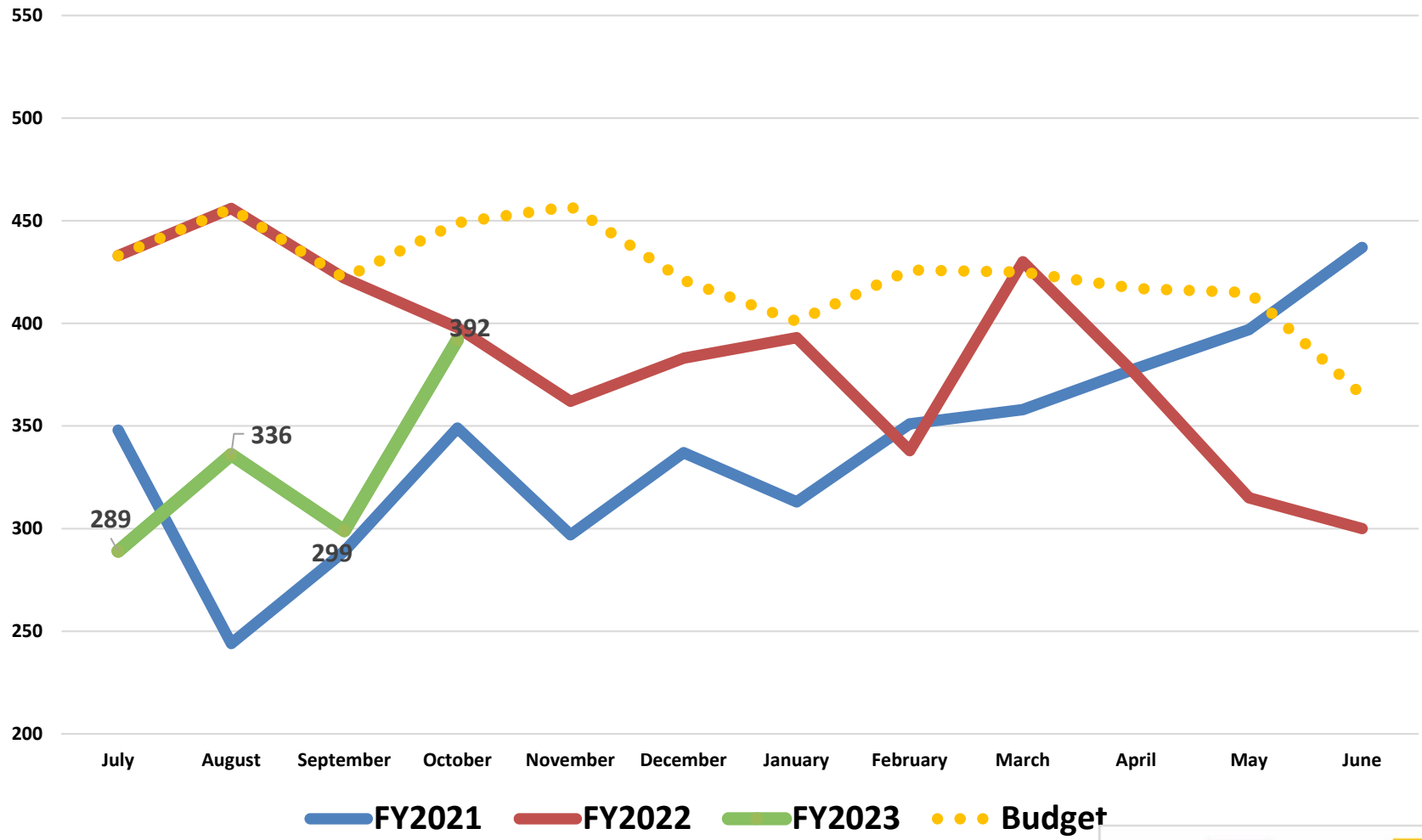
All CAPD & CCPD



— FY2021
 — FY2022
 — FY2023
 ●●● Budget

9,882	9,006	8,065	8,384
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

Infusion Center – Outpatient Visits



1,230	1,709	1,316	1,760
YTD FY2021	YTD FY2022	YTD FY2023	YTD Budget

Operation Back in Black Status Update

Steve Bajari
Director of Procurement & Logistics
November 2022



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



Steering Committee

Overall Goal: \$4 Million in savings

Operation Back in Black
Executive Sponsors
Jag Batth/ Malinda Tupper

Project Lead
Steve Bajari

Includes:

Purchased Services/ Contracts/ Supplies

Excludes:

Physician and Staffing contracts

Purchased Services/
Contracts & ISS
Team Lead
Jill Anderson

Clinics/
Outpatient
Team Lead
Molly Niederreiter

Cath Lab/ IR
Nursing Inpatient
Team Lead
Christine Aleman &
Shannon Cauthen

Surgical Services
Team Lead
Christine Aleman
& John Leal

Pharmacy/ Lab/
Radiology
Team Lead
James McNulty

Food & NS/EVS
Team Lead
Lawrence Headley
& Tendai Zinyemba

Completed Projects

Purchased Services/Contracts/ISS

Init ID	Description	Category	FY23 Savings	Status	Champion	Projected Impl. Date
PS33	PartsSource Price ↓ for OEM 5MM Fiber Optic Cable	Renegotiation	\$600	C	Matt Howard	7/26/2022
PS20	Teletracker Overlap Months	Conversion	\$52,610	C	Luke Schneider	7/31/2022
PS01	Karl Storz Scope Exchange Program [3-Year contract]	Renegotiation	\$152,350	C	Jill Anderson	8/1/2022
PS31	Siemens Ultrasound X300SE Refurbish	Conversion	\$50,000	C	Melissa Flud	10/6/2022
PS50	SPS synthetic bone 1x special discount purchase	Renegotiation	\$8,040	C	Robert Hernandez	10/17/2022
PS49	Health Care Interpreter Network price reduction	Renegotiation	\$33,333	C	Ed Largoza	11/1/2022
PS28	Acurity Sub-GPO with Premier and AH	Renegotiation	\$66,533	C	Steve Bajari	11/1/2022

\$363,466

Completed Projects

Outpatient

Init ID	Description	Category	FY23 Savings	Status	Champion	Projected Impl. Date
OP04	Moving Office Furniture	Renegotiation	\$430	C	Molly Niederreiter	8/1/2022
OP05	Replacement position of OT with COTA	Conversion	\$26,693	C	Molly Niederreiter	8/15/2022
OP09	Chucks versus towels in Wound Center	Conversion	\$801	C	Molly Niederreiter	9/15/2022
OP03	Plants - Rehab	Renegotiation	\$1,350	C	Patrick Tazio	11/1/2022
OP20	Window Cleaning	Renegotiation	\$1,500	C	Patrick Tazio	11/1/2022
OP21	Plants - TLC	Renegotiation	\$1,359	C	Patrick Tazio	11/1/2022
OP22	Blind Cleaning	Renegotiation	\$1,000	C	Patrick Tazio	11/1/2022
OP23	Raise Childcare Rates	Revenue	\$10,000	C	Patrick Tazio	11/1/2022
OP24	Hardwood Floors	Cost Avoidance	\$5,000	C	Patrick Tazio	11/1/2022
OP26	Consultant Fees – K&K	Cost Avoidance	\$2,500	C	Tiffany Bullock	9/1/2022
OP27	Office Furniture Purchase - Office 360	Renegotiation	\$5,000	C	Tiffany Bullock	9/1/2022
OP28	Consultant Fees - BN	Cost Avoidance	\$500	C	Tiffany Bullock	9/1/2022
OP41	Dialysis Clinic Supplies (tip stops) - Baxter	Renegotiation	\$17,689	C	Amy Baker	11/1/2022
OP42	Bleach wipes	Renegotiation	\$6,521	C	Amy Baker	11/1/2022
OP43	Filtered water	Renegotiation	\$992	C	Amy Baker	11/1/2022

\$81,335

Completed Projects

Cath Lab/IR/ Nursing Inpatient

Init ID	Description	Category	FY23 Savings	Status	Champion	Projected Impl. Date
IN02	Nexiva IV Catheters	Conversion	\$100,000	C	Amy Baker	7/18/2022
CL05	Shockwave C-Code	Revenue	\$24,750	C	Christine Aleman	8/1/2022
IN01	CMAC Blades	Conversion	\$19,868	C	Michelle Peterson	8/26/2022
IN25	Medline Incentive Spirometer	Renegotiation	\$13,737	C	Brad Hudson	8/29/2022
IN26	BD 26 Introducer Needle [Neonatal]	Renegotiation	\$1,854	C	Brad Hudson	8/31/2022
IN21	Chloraprep Pricing Error	1X Credit	\$26,105	C	Brad Hudson	9/12/2022
IN28	Disposable Seizure Pads	Conversion	\$20,748	C	Brad Hudson	9/20/2022
IN29	Pressure Infusion Bags	Conversion	\$5,738	C	Brad Hudson	9/20/2022
CL07	Boston CRM price reduction 3% on bulk buy	Renegotiation	\$7,230	C	Christine Aleman	9/29/2022
IN03	Exam Glove Pricing	Renegotiation	\$395,630	C	Steve Bajari	10/1/2022
CL06	Boston Interventional Cardiology contract	Renegotiation	\$73,500	C	Christine Aleman	10/1/2022
CL08	Amplatz PFO Closure	1X Credit	\$20,000	C	Christine Aleman	10/4/2022
IN04	Purewick (to Versette Female External Catheter)	Conversion	\$34,910	C	Kari Knudsen	11/14/2022
CL12	ACIST Tubing	Conversion	\$42,000	C	Christine Aleman	11/10/2022
CL09	Boston Scientific CRM	Renegotiation	\$265,728	C	Christine/Steve	1/1/2022

\$1,052,737

Completed Projects

Surgical Services

Init ID	Description	Category	FY23 Savings	Status	Champion	Projected Impl. Date
SS01	Applied Medical Retrieval Bags	Renegotiation	\$6,160	C	Steve Bajari	7/1/2022
SS13	Nexiva 1:1 Exchange of existing product [remove from Surgery IV start totes]	Conversion	\$38,000	C	Brad Hudson	7/1/2022
SS12	IV Tote Kits	Utilization	\$75,975	C	Christine Aleman	8/15/2022
SS14	AFR Filter (Endo) changed vendors	Conversion	\$153	C	John Leal	9/1/2022
SS15	Endoscopy Packs	Utilization	\$850	C	John Leal	9/1/2022
SS17	Blue Towel Substitution	Utilization	\$5,900	C	John Leal	10/10/2022

\$127,038

Completed Projects

Pharmacy/Lab/Radiology

Init ID	Description	Category	FY23 Savings	Status	Champion	Projected Impl. Date
PH01	Vasopressin Savings Based on Utilization	Conversion	\$360,000	C	David Crowther	7/1/2022
PH10	GLP-1 class 340b purchase optimization	Utilization	\$200,000	C	Clint Brown/Josh Blomgren	10/4/2022
PH15	Return of Meds	1X Credit	\$11,620	C	Kim Neels	10/4/2022
PH17	Brand name to generic drug changes	Conversion	\$184,980	C	Kim Neels	10/4/2022
PH24	Verity 340B monthly fee waived due to manufacture restrictions on specialty drug	Renegotiation	\$60,000	C	Allison Gonzalez	10/4/2022
RA03	Medtronic lung screening: delay program implementation this FY	Utilization	\$80,000	C	Renee Lauck	10/4/2022
RA01	Uresil Plastic Vaccutainers	Conversion	\$20,000	C	Jeannette Senn	10/15/2022
LA02	Trauma blood products billing	Revenue	-	C	Randy Kokka	11/1/2022
PH09	Employee Pharmacy moving from brand name to generic	Conversion	\$12,000	C	Clint Brown/Fady Gaballa	TBD

\$928,600

Completed Projects

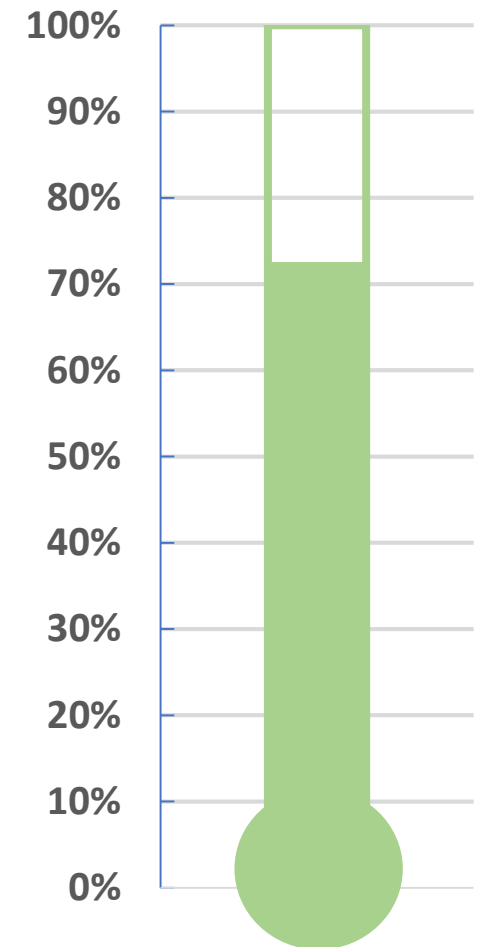
Food/NS/Environmental Services

Init ID	Description	Category	FY23 Savings	Status	Champion	Projected Impl. Date
EV01	Spartan Laundry Chemicals	Conversion	\$19,567	C	Tendai Zinyemba	9/1/2022
FN03	↑ Cafeteria Pricing/Revenue	Revenue	\$330,000	C	Lawrence Headley	10/1/2022

\$349,567

Completed Savings

OBB Team	FY23 Savings \$\$	# Completed Projects
Cath Lab/IR/Inpatient	\$ 1,052,737	15
Food & Nutrition Services/ EVS	\$ 349,567	2
Outpatient	\$ 81,335	15
Pharmacy/Radiology/Laboratory	\$ 928,600	9
Purchased Services	\$ 363,466	7
Surgical Services	\$ 127,038	6
TOTAL	\$ 2,902,743	54

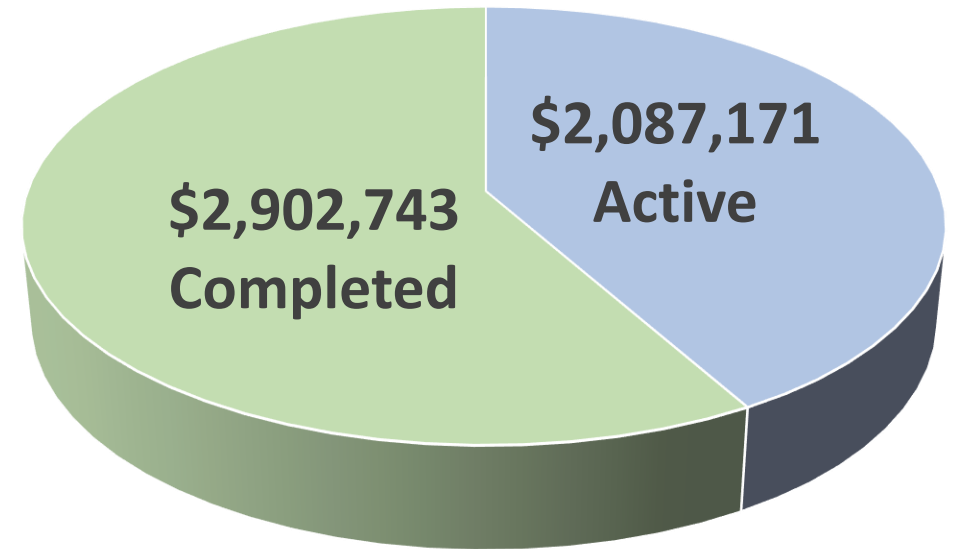


Team Initiative Totals	Total	Target	% of Target
FY23 Savings	\$ 2,902,743	\$ 4,000,000	73%

Active Projects

	Annual Savings \$\$	# Active Projects
OBB Team		
Cath Lab/IR/Inpatient	\$ 228,704	8
Food & Nutrition Services/ EVS	\$ -	2
Outpatient	\$ 5,000	1
Pharmacy/Radiology/Laboratory	\$ 936,000	13
Purchased Services	\$ 701,455	11
Surgical Services	\$ 215,412	4
TOTAL	\$ 2,087,271	39

\$4,989,914 Active vs. Completed



■ Total Active Projects ■ Total Completed Projects

State of Supply Chain

Inflationary impact during FY23

- CPI 8.5%
- Med Surge inflation 1.5%
- Pharmacy inflation 3-5%
- Food inflation 7.5-8.5%



Supply disruptions have not fully recovered

- Ongoing backorders cause added costs for sourcing.

Save Money

With No Negative Impact on Patient Care