

BOARD MINUTES
OF THE
HOSPITAL AUTHORITY OF COLUMBUS, GEORGIA
March 28, 2023

A regularly scheduled meeting of the Board of the Hospital Authority of Columbus, Georgia (HAC) was held at 11:00 AM on Tuesday, March 28, 2023. The meeting was held in the conference room at Orchard View on Whitesville Road in Columbus, Georgia, and by Zoom video conference. A notice was emailed to each member of the Board prior to the meeting. A copy of the notice was posted more than 24 hours before the meeting on the door of the building in which the meeting was held.

Present at the meeting were Chairman Ernie Smallman, Vice Chairman Sarah Lang, members Betty Tatum, Dr. John Kingsbury, and Warner Kennon, Jr. Members Mike Welch, Jennings Chester, and Cynthia Jordan were excused.

Britt Hayes, CEO, Rick Alibozek, CFO, and Jack P. Schley, Secretary/Attorney, were also present at the meeting.

INVOCATION AND WELCOME

Chairman Ernie Smallman called the meeting to order and welcomed everyone to the meeting. Betty opened the meeting with a prayer.

DETERMINATION OF QUORUM

It was determined by Ernie Smallman that a quorum was present.

REVIEW OF MINUTES

The Minutes for the January 31, 2023 Board meeting and the Minutes for the February 28, 2023 Board meeting were reviewed. Sarah moved for their approval and Betty seconded the motion. The January and February 2023 Board Minutes were unanimously approved.

BOARD BUSINESS

Jack presented the Columbus Council's nomination of Charles K. Hecht, III to fill the vacant board seat. Sarah moved for acceptance of the nomination and selection of Charles K. Hecht, III to join the Board and Betty seconded the motion. Following discussion, Charles K. Hecht, III was unanimously selected to join the Board.

Betty asked about the rules governing absences by Board members to meetings. Jack presented the rules governing excused and unexcused absences, including automatic removal from the Board for too many unexcused absences. The Board discussed the need for a reminder of those rules to all Board members and requested an email be sent to each Board member stating the rules, indicating a requirement for rsmps by members before each meeting, and requesting preferences by each member for keeping the current schedule or changing the meeting day and time.

PRESIDENT'S REPORT

Britt Hayes gave the President's report:

Employees: Britt reported about the recent job fairs. A job fair was co-hosted with ATC Healthcare on February 24, and only three people attended. HAC hired one of those individuals. WTVM helped promote and host a job fair at the Civic Center on March 23 which received considerable news coverage and advertising resulting in an attendance of sixty people. HAC received seven applications from that job fair which are currently under review. A third job fair to be hosted by HAC is scheduled for April 20, 2023.

SWOT Analysis: Britt reported that HAC is partnered with Columbus State University to conduct a Strengths, Weaknesses, Oppositions, and Threats (SWOT) Analysis that involves feedback from staff of HAC. Columbus State University is assisting by interviewing members of each department in the absence of the department heads to hear honest feedback from the staff.

Britt indicated the response of the staff to these meetings has been that they feel they have a voice for making changes within their department. The program has been very productive and the results will be used to address potential issues within each department that contribute to a lack staff retention. Dr. Kingsbury commented on the importance of reoccurring or regular meetings with staff to maintain that sense of voice within them.

Staffing: Britt reported on his efforts to address employee retention issues by using alternative staffing models. These models are based on analysis of staff preferences for pay scale and work flexibility. Pay increase demands will be correlated to scheduled shift increases by staff within regulated limits. Britt also reported on the GA SNF Strike Team Program for CNA Workforce Enhancement Stipends. Britt explained that federal money is available to supplement the income of CNAs up to \$5,000: a CNA candidate gets a \$1,250 stipend at the start of a five week training program, a second \$1,250 stipend upon completing the program, and then a \$2,500 stipend for completing six months of work as a CNA. This program creates opportunities for new CNAs to gain experience and build professional relationships, while also addressing the demand for CNAs. HAC is participating in the program and currently has six enrolled candidates. HAC's instructor for the program has a 90% pass rate for the candidates she supervises in this program. Betty asked where the courses take place; Britt indicated at Muscogee Manor. Sarah asked if there are any requirements of the CNAs to stay with HAC after completing the program; Britt responded there is only the incentive to stay for at least six months to received the \$2,500 stipend. Britt also discussed that the new Point Click Care system allows for access to HAC's internal systems by third party consultants for review, which was not as accessible before Point Click Care was implemented. Britt thinks this feature will allow analysis of treatments for better patient care. Britt also reported on Certified Medical Assistant models to address staffing and cost concerns. Britt

explained that CMAs cannot issue narcotics so an LPN must be involved to get the narcotics to patients. This causes cost and staffing increases in an inefficient manner. This is an industry-wide problem and a universal solution has not yet been determined. Rick commented that Point Click Care's program compiles data for review regarding the daily activities of personnel to compare the workload and efficiency of each staff member. This increases accountability of each staff member and will slowly foster a culture change, which is necessary at HAC. If a staff member calls out for work, their status within the Point Click Care program will shift to a lower priority and create a consequence for frequent call-outs.

Bond Discussion: Britt reported that a refunding opportunity for the 2013 bond issuance will be available in June of 2023. Refunding was reviewed in the Fall of 2022 but was found to not be cost effective. Britt explained the procedures for refunding the bonds, including the need for a special Board meeting to approve a sale of the bond prior to a City Council meeting on May 23, 2023. Closing of the refunding will be in June of 2023 if a sale is approved. Britt also reported that he received a call from the leadership of Magnolia Manor in Americus, which maintains a facility in Columbus. They plan to build a new facility on Pierce Chapel Road in Columbus to be called the Lodge, which will act as a continuing care facility on a similar platform as Spring Harbor. The project would need approval by a local authority, like HAC, to obtain a bond. Britt indicated the Lodge could create competition for HAC's north Columbus facilities, and that other authorities exist in Columbus so HAC does not need to be the authority to review or approve the bond issuance. Ernie indicated he would contact the City and the bond attorney to discuss how the Lodge project might impact HAC's business and its bonds.

New Initiatives: Britt reported that Certified Eden Training is taking place at Ridgecrest. This training focuses on making care within Ridgecrest feel personal to residents, instead of

institutional. Britt explained one approach to this style of care is to accommodate specific requests of residents. As examples, Britt explained that one resident was permitted to play his drum set within the facility, a knitting group was formed for residents who were known to enjoy knitting, and one resident was assisted to be set-up outside so she could paint. Britt also reported a Bingocize grant was obtained to pay for a program that uses bingo to promote physical health in residents. Rick reported that he discovered a savings of \$20,000 by converting HAC's AT&T landline to Voice Over Internet Protocol, which updates HAC to modern telephone services.

Asset Management Systems: Britt reported that he has reviewed two asset management systems, McKesson One Track and TELS Network. These systems would allow HAC to establish a maintenance request system. Previously, maintenance requests were logged in paper books at each facility. Now, after selecting the TELS platform, all work orders are centralized and the warranty data behind all equipment is stored for easy access and review. This McKesson product is compatible with Point Click Care.

Congressman Drew Ferguson: Britt reported that he spoke with Congressman Ferguson regarding upcoming bills related to long-term care which would impact HAC and its residents. Britt offered to help by providing feedback on the bills from a nursing home perspective, and he reports that the Congressman was very receptive to the idea.

COVID-19 Update: Reported by Britt:

The federal government has indicated the Public Health Emergency (PHE) will end on May 11, 2023. DHHS has discontinued supplying antigen 'quick swab' tests. HAC has approximately 3,000 remaining and await guidance of how skilled nursing facilities will receive tests after the end of the public health emergency.

Covid activity within our facilities has dissipated. Since our last Board meeting, 5 residents and 17 staff members have tested positive, all at Muscogee Manor. That last positive person at Muscogee Manor was identified on March 13, 2023.

DPH showed that Muscogee County's Positivity Rate began rising, after a low of 4.6% on November 9th the rate topped out at 25.9% on January 11th. The rate has dissipated the last ten weeks and now stands at 8.8% for the last two weeks (12.0% at last Board meeting). Georgia's positivity rate is 6.2% for the last two weeks (10.9% at last Board meeting).

Per federal directives, the County's Community Transmission rate from the CDC now shows masking/source control protocols based on color frequency (also affected by the cases in each facility). The Community Transmission rate map shows Muscogee County as an **ORANGE** county, or 'substantial' level of transmission. This map indicates that HAC facilities must adhere to the infection control below:

- | | |
|----------------------|------------------------------------|
| High (Red) | All must wear masks |
| Substantial (Orange) | Masks in resident areas |
| Moderate (Yellow) | Masks during resident interactions |
| Low (Blue) | Masks optional |

HAC has administered over 1,000 Covid-19 vaccine doses to staff and residents Company-wide. HAC currently has Moderna vaccines to be administered in-house, and offers them weekly to those residents and staff who want them.

HAC has also procured the latest Moderna bi-valent boosters and are offering them weekly to residents and staff.

CFO'S REPORT

Rick Alibozek presented the Financial and Statistical Reports.

Statistical Report: Attached to these Minutes is the FY 2023 YTD Statistical Report.

Financial Report: Attached to these Minutes is the Hospital Authority of Columbus YTD Consolidated Income Statement through February 28, 2023.

NEXT MEETING

The next meeting will be Tuesday, April 25, 2023.

There being no further business the meeting was adjourned.



JACK P. SCHLEY
Secretary/Attorney



ERNEST SMALLMAN, IV
Chairman

HOSPITAL AUTHORITY OF COLUMBUS
FY 2023 YTD Statistical Report

	June	May	Apr	Mar	Feb	Jan	Dec	Nov	Oct	Sept	August	July	Average	Prior Year
Orchard View														
% Occupancy	64.98%	63.37%	62.18%	64.08%	68.05%	66.07%	63.32%	62.63%	64.34%	60.27%	76.76%	67.32%	67.32%	60.27%
Medicaid%	63.04%	64.70%	64.59%	66.11%	65.32%	68.95%	72.90%	72.90%	67.98%	68.95%	72.90%	72.90%	67.98%	76.76%
Medicare%	12.81%	9.52%	10.61%	12.02%	12.82%	10.42%	4.99%	8.65%	10.23%	10.42%	4.99%	8.65%	10.23%	6.94%
Private %	16.02%	13.77%	12.76%	11.11%	11.42%	10.19%	11.08%	6.77%	11.64%	10.19%	11.08%	6.77%	11.64%	7.19%
Hospice %	6.54%	9.65%	10.48%	7.24%	7.70%	7.24%	8.02%	8.34%	8.39%	7.24%	8.02%	8.34%	8.39%	7.66%
ADV %	1.59%	2.37%	1.56%	1.64%	2.74%	3.20%	3.01%	3.26%	2.42%	3.20%	3.01%	3.26%	2.42%	1.45%
Daily Medicare and ADV Census	18.71	15.06	15.13	17.50	21.16	18.00	10.13	14.90	16.32	18.00	10.13	14.90	16.32	10.19
Employment (Full Time Equivalents)	169.20	180.11	177.36	168.76	171.00	183.37	182.03	190.35	177.77	183.37	182.03	190.35	177.77	195.23
Ridgcrest														
% Occupancy	31.17%	29.95%	27.73%	24.72%	29.38%	26.23%	26.73%	24.42%	27.54%	23.59%	24.48%	24.42%	27.54%	23.59%
Medicaid%	34.15%	44.10%	44.60%	48.96%	36.34%	34.95%	26.72%	29.09%	37.36%	34.95%	26.72%	29.09%	37.36%	24.48%
Medicare%	22.13%	22.18%	16.07%	18.30%	32.55%	23.75%	23.28%	25.00%	22.91%	23.75%	23.28%	25.00%	22.91%	40.93%
Private %	24.86%	23.85%	28.39%	22.47%	16.60%	23.90%	31.61%	37.74%	26.18%	23.90%	31.61%	37.74%	26.18%	24.27%
Hospice %	3.83%	3.97%	4.29%	4.82%	7.32%	9.08%	8.91%	6.76%	6.12%	9.08%	8.91%	6.76%	6.12%	1.82%
ADV %	15.03%	5.90%	6.65%	5.46%	7.19%	8.32%	9.48%	1.42%	7.43%	8.32%	9.48%	1.42%	7.43%	8.50%
Daily Medicare and ADV Census	9.72	7.06	5.29	4.93	9.80	7.06	7.36	5.42	9.70	7.06	7.36	5.42	9.70	9.70
Employment (Full Time Equivalents)	35.01	36.89	36.65	32.35	32.16	31.72	28.75	30.21	32.97	31.72	28.75	30.21	32.97	32.24
Muscookee Manor														
% Occupancy	55.10%	53.83%	53.18%	54.52%	56.20%	57.50%	55.89%	55.00%	55.15%	59.69%	59.69%	55.00%	55.15%	59.69%
Medicaid%	92.03%	88.17%	90.96%	90.74%	88.67%	84.65%	88.43%	89.47%	89.14%	84.65%	88.43%	89.47%	89.14%	90.85%
Medicare%	1.32%	1.13%	0.34%	1.97%	3.13%	4.53%	2.65%	0.60%	1.96%	4.53%	2.65%	0.60%	1.96%	4.29%
Private %	-0.10%	2.84%	2.63%	1.87%	1.00%	0.98%	1.27%	1.47%	1.50%	0.98%	1.27%	1.47%	1.50%	0.87%
Hospice %	6.28%	6.85%	5.97%	4.99%	5.42%	5.97%	6.83%	7.03%	6.17%	5.97%	6.83%	7.03%	6.17%	3.06%
ADV %	0.46%	1.01%	0.09%	0.44%	1.78%	3.87%	0.82%	1.43%	1.24%	3.87%	0.82%	1.43%	1.24%	0.93%
Daily Medicare and ADV Census	1.93	2.25	0.45	2.57	5.42	9.47	3.80	2.20	3.51	9.47	3.80	2.20	3.51	5.55
Employment (Full Time Equivalents)	125.47	130.44	132.62	127.04	130.04	130.77	125.51	121.46	127.92	130.77	125.51	121.46	127.92	114.82
Muscookee Home Health														
Employment (Full Time Equivalents)				1.18	2.35	3.21			2.25					6.84

HOSPITAL AUTHORITY OF COLUMBUS
12 MONTH MOVING STATISTICAL REPORT

	Feb-23	Jan-23	Dec-22	Nov-22	Oct-22	Sep-22	Aug-22	Jul-22	Jun-22	May-22	Apr-22	Mar-22	Feb-22	13 Mth Average	Prior Year Avg.
Orchard View															
% Occupancy	64.56%	63.37%	62.18%	64.08%	68.05%	66.07%	63.37%	62.65%	63.13%	63.10%	61.88%	59.23%	59.88%	63.23%	60.01%
Medicaid%	63.04%	64.70%	64.59%	66.11%	65.32%	68.95%	72.90%	72.90%	71.67%	75.46%	74.78%	78.27%	76.14%	70.38%	77.27%
Medicare%	12.81%	9.52%	10.61%	12.03%	12.82%	10.42%	4.98%	8.65%	10.48%	8.56%	6.13%	5.42%	8.20%	9.23%	6.72%
Private %	16.02%	13.77%	12.76%	11.11%	11.42%	10.19%	11.08%	6.77%	8.00%	6.77%	7.53%	7.19%	7.46%	9.89%	7.43%
Hospice %	6.54%	9.65%	10.48%	9.13%	7.70%	7.24%	8.02%	8.34%	7.67%	7.87%	8.75%	7.22%	7.46%	8.17%	7.43%
ADV %	1.59%	2.37%	1.56%	1.64%	2.74%	3.00%	3.01%	3.26%	2.09%	1.34%	2.17%	1.90%	2.24%	2.79%	1.44%
Daily Medicare and ADV Census	18.71	15.06	15.13	17.50	18.00	10.13	14.90	15.86	12.49	11.03	8.68	12.50	14.70	14.70	9.76
Employment (Full Time Equivalents)	169.20	180.11	177.36	168.76	171.00	183.37	182.03	190.35	190.42	175.69	178.05	180.66	190.72	179.82	195.84
Ridgcrest															
% Occupancy	31.13%	29.95%	27.78%	34.72%	29.38%	26.23%	26.72%	24.42%	25.91%	24.63%	25.18%	23.20%	25.08%	26.48%	23.45%
Medicaid%	34.15%	44.10%	44.60%	48.98%	36.34%	34.95%	26.72%	29.09%	24.04%	33.85%	17.05%	19.87%	21.35%	32.77%	23.46%
Medicare%	22.13%	22.86%	16.07%	19.38%	32.55%	25.75%	22.28%	25.00%	31.55%	35.57%	43.48%	44.54%	21.72%	27.83%	43.27%
Private %	3.88%	23.85%	4.25%	22.47%	16.60%	23.90%	31.61%	37.74%	35.22%	21.37%	29.02%	28.32%	31.67%	21.86%	23.05%
Hospice %	15.03%	5.90%	6.65%	4.82%	7.32%	9.08%	8.91%	6.76%	4.39%	4.86%	4.73%	5.15%	2.49%	5.44%	1.68%
ADV %	9.72	7.06	5.29	4.83	9.80	7.06	7.36	5.42	7.87	8.25	10.40	9.49	11.77%	6.78%	8.52%
Daily Medicare and ADV Census	35.01	36.89	36.65	32.35	32.16	31.72	28.75	30.21	34.86	32.05	31.64	29.02	28.32	32.28	30.08
Employment (Full Time Equivalents)															
Miscopex Manor															
% Occupancy	55.10%	53.83%	53.18%	54.52%	56.20%	57.50%	55.89%	55.00%	54.68%	55.14%	54.76%	54.39%	60.05%	58.25%	60.17%
Medicaid%	92.03%	88.17%	90.96%	90.74%	88.67%	84.65%	88.43%	89.47%	91.19%	89.50%	91.39%	84.99%	89.40%	89.19%	91.10%
Medicare%	1.32%	1.13%	0.34%	1.97%	3.13%	4.53%	2.65%	1.60%	3.05%	3.50%	3.70%	6.60%	6.44%	3.00%	4.33%
Private %	-0.10%	2.84%	2.63%	1.87%	1.00%	0.98%	1.77%	1.47%	0.78%	1.24%	-2.83%	1.88%	-0.87%	0.94%	0.73%
Hospice %	6.28%	6.85%	5.97%	4.99%	5.42%	9.97%	6.83%	7.03%	4.57%	5.36%	4.91%	4.90%	4.83%	5.69%	2.98%
ADV %	0.46%	1.01%	0.98%	0.44%	1.78%	3.97%	0.82%	1.43%	0.50%	0.40%	2.92%	1.63%	0.20%	1.20%	0.46%
Daily Medicare and ADV Census	1.93	2.25	0.45	2.57	5.42	9.47	3.90	2.26	3.80	4.07	7.10	8.77	6.78	4.51	5.84
Employment (Full Time Equivalents)	125.47	130.44	132.62	127.04	130.04	130.77	125.51	127.46	114.53	112.00	111.76	113.47	110.77	121.99	114.46
Muscogee Home Health - Employment (Full Time Equivalents)															
			1.18	2.35	3.21	3.62	4.30	4.87	5.17	6.23	3.87				7.07

**HOSPITAL AUTHORITY OF COLUMBIUS
CONSOLIDATED SUMMARY REPORT
MONTH ENDED FEBRUARY 28, 2023**

	Orchard View	Home Office	Ridgecrest	Muscogee Manor	Total Nursing Home	Cobbs PCH	Muscogee Home Health	River Mill	Consolidated
BALANCE SHEET									
Cash	\$ 6,512,240	\$ -	\$ 8,062,972	\$ 10,500,328	\$ 25,075,540	\$ 7,156	\$ 5,712	\$ 2,866,862	\$ 27,955,270
Other Current Assets	1,890,524	-	442,269	1,291,923	3,624,716	640	79,806	-	3,655,162
Intercompany Balances	19,937,172	-	1,206,106	(11,513,683)	9,629,595	(6,386,177)	(2,323,100)	(920,318)	-
Noncurrent Assets	33,288,931	-	35,259,236	7,232,495	75,780,662	156,405	83,642	564,920	76,585,629
Total Assets	\$ 61,628,867	\$ -	\$ 44,970,583	\$ 7,511,063	\$ 114,110,513	\$ (6,221,976)	\$ (2,203,940)	\$ 2,511,464	\$ 108,196,061
Current Liabilities	\$ 1,362,360	\$ -	\$ 435,252	\$ 804,496	\$ 2,602,108	\$ -	\$ 18,926	\$ -	\$ 2,621,034
Non-current Liabilities (excluding bonds)	7,463,067	-	3,196,985	4,648,579	15,308,631	360,100	450,668	-	16,119,399
Bonds Payable	23,667,094	-	29,738,395	-	53,405,489	-	-	-	53,405,489
Total Liabilities	32,492,521	-	33,370,632	5,453,075	71,316,228	360,100	469,594	-	72,145,922
Fund Balance	29,136,346	-	11,599,951	2,057,988	42,794,285	(6,582,076)	(2,673,534)	2,511,464	36,050,139
Total Liabilities and Fund Balance	\$ 61,628,867	\$ -	\$ 44,970,583	\$ 7,511,063	\$ 114,110,513	\$ (6,221,976)	\$ (2,203,940)	\$ 2,511,464	\$ 108,196,061
INCOME STATEMENT									
Revenue	\$ 1,244,894	\$ 39,333	\$ 303,643	\$ 1,036,973	\$ 2,624,843	\$ 2,000	\$ -	\$ -	\$ 2,626,843
Operating Expenses	1,136,458	167,241	329,885	960,841	2,594,425	504	847	71	2,595,847
Net Profit (Loss) before Noncash expense	108,436	(127,908)	(26,242)	76,132	30,418	1,496	(847)	(71)	30,996
Provision for Bad debts	(1,792)	-	(57)	(639)	(2,488)	-	-	-	(2,488)
Interest expense	(60,062)	-	(81,232)	-	(141,294)	-	-	-	(141,294)
Depreciation and Amortization	(85,892)	-	(95,349)	(9,508)	(190,749)	(377)	-	-	(191,126)
Current Month Income (loss)	\$ (99,310)	\$ (127,908)	\$ (202,880)	\$ 65,985	\$ (304,113)	\$ 1,119	\$ (847)	\$ (71)	\$ (303,912)
YTD Income (loss)	\$ 804,426	\$ (1,194,915)	\$ (1,794,152)	\$ 720,036	\$ (1,464,605)	\$ (658)	\$ (82,377)	\$ (1,187)	\$ (1,548,827)
Monthly Net Income (loss)	\$ (99,310)	\$ (127,908)	\$ (202,880)	\$ 65,985	\$ (304,113)	\$ 1,119	\$ (847)	\$ (71)	\$ (303,912)
Add: Depreciation	85,892	-	95,349	9,508	190,749	377	-	-	191,126
Add: Interest Expense	60,062	-	81,232	-	141,294	-	-	-	141,294
Less: Monthly bond payment	(197,445)	-	(144,554)	-	(341,999)	-	-	-	(341,999)
Less: Property & Equipment Additions	-	-	-	(23,122)	(23,122)	-	-	-	(23,122)
Net Cash Flow	\$ (90,801)	\$ (127,908)	\$ (170,853)	\$ 52,371	\$ (337,191)	\$ 1,496	\$ (847)	\$ (71)	\$ (336,613)

