

BOARD MINUTES  
OF THE  
HOSPITAL AUTHORITY OF COLUMBUS, GEORGIA  
July 29, 2025

A regularly scheduled meeting of the Board of the Hospital Authority of Columbus, Georgia (HAC) was held at 11:00 AM on Tuesday, July 29, 2025. The meeting was held in the conference room at Orchard View on Whitesville Road in Columbus, Georgia. A notice was emailed to each member of the Board more than 48 hours 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 Chuck Hecht, Vice Chairwoman Sarah Banks-Lang, and members Dr. John Kingsbury, Warner Kennon, Jr., Bob Jones, and Tony Floyd. Wayne Joiner was absent and excused.

Britt Hayes, CEO, Rick Alibozek, CFO, and Jack P. Schley, Secretary/Attorney, were present at the meeting. Dr. Sharen Kelly was present as a guest.

WELCOME AND INVOCATION

The meeting was called to order by Chuck and Britt opened the meeting with a prayer.

DETERMINATION OF QUORUM

It was determined that a quorum was present.

REVIEW OF MINUTES

The Minutes for the June 23, 2025, Board meeting were reviewed. Dr. Kingsbury moved for their approval and Bob seconded the motion. The June 2025 Board Minutes were unanimously approved.

## BOARD BUSINESS

Jack reported that the formal nominations by Council for Dr. Sharen Kelly and Dr. Linn Storey had not been received, but he acknowledged Dr. Kelly's attendance at the meeting as a guest of the Board. Dr. Linn Storey was out of town and unable to attend the meeting. Chuck thanked the Board for participating in the Strategic Plan meeting last month, and Britt commented that the Board's attendance made a positive impression on HAC staff.

## CFO'S REPORT

Rick presented the Statistical and Financial Reports:

**Statistical Report:** Attached to these Minutes is the FY 2025 YTD Statistical Report. Rick reported that the admissions in June 2025 totaled 43, and discharges equaled 34. According to Rick, the average admissions for the fiscal year equaled the average of discharges at 41.

**Financial Report:** Attached to these Minutes is the Hospital Authority of Columbus Consolidated Income Statement and Summary Report through June 30, 2025. Rick calculated HAC's total debts to be about \$39 million with current cash, repurchase agreements, and short-term investments totaling about \$23 million. Rick and Britt discussed the recently passed "One Big Beautiful Bill" and its potential impacts on HAC. According to Rick, staffing mandates have been delayed until 2034, and no changes are expected due to the provider tax freeze. The look-back period for Medicaid eligibility changed from 90 to 60 days. Bob asked how long it takes to get approved for Medicaid, and Rick responded saying 45 days. Also, Medicaid eligibility will now be reviewed every 6-months rather than annually effective December 31, 2026. Britt commented that most of the Medicaid cuts under the new law are expected to impact people ages 18-64 because of the new work requirement. Rick does not expect any changes to UPL payments.

Rick reported that HAC is working with Goodwill to train and place new CNAs into employment opportunities at HAC. Rick provided an update on the Employee Retention Credit appeal: the official ruling by the IRS has not been issued, but the IRS appeals officer informed HAC's tax accountant that the IRS is conceding the issue that initially led to the appeal. Rick estimates that 90% of HAC's claim is being granted and payment is expected to equal \$4.6 million. Finally, Rick reported that a new contract therapy provider, Broad River Rehab, will replace the current rehab provider on August 1.

Chuck commented that Rick's summary reports cover a full fiscal year, and pointed out that while HAC continues to operate at a loss, this is the first time in many years that Orchard View made a profit. Rick commented that the loss on the Home Office could be lessened if the service fee to each facility was raised.

#### PRESIDENT'S REPORT

Britt Hayes gave the President's report:

**Strategic Plan:** Britt commented on the results of the Strategic Plan work-session with the consultant. According to Britt, five criteria have been identified and specific members of staff have been assigned with leading the efforts in each facility to achieve the criteria, which are (i) Workforce, (ii) Quality Care, (iii) Customer/Residents, (iv) Financial Sustainability, and (v) Growth & Innovation.

Regarding Workforce, Britt indicated that new programs are being used to centralize the systems used by various departments. Significant improvements have already been made to the maintenance programs which were previously relying on paper forms and now have a digital platform for tracking maintenance requests and status reports. Britt is working to reduce HAC's reliance on agency nurses by increasing wages, benefits, and vacation days with the aim to

increase retention. Bob asked about the structure of the agency program, and Rick reported recent changes will allow agency nurses to be hired by HAC at any time. Chuck asked about the status of the nurses from the Philippines. Rick responded that originally eight participants signed up, but a few have since dropped out. Bob discussed generally the ability of training programs to supply a workforce if there is sufficient demand, and the importance of the trainees having a realistic perspective of their future job. Rick commented on the low retention rate being partially due to many new nurses prefer working in the hospitals. This discussion provided a transition into the Quality Care criteria, which Britt reported will be focused on improvements to training.

Under the Customer/Resident criteria, Britt indicated that more customer surveys will be conducted together with more community outreach to build the referral network. Britt summarized his recent interviews with WTVM and WRBL, his speaking engagement at the Kiwanis Club where he distributed about 30 of his business cards to attendees, and commented on the liaison visits to medical offices to grow referrals through discharge planners. Efforts are also underway to grow HAC's social media presence.

Financial Sustainability will be primarily addressed through efforts to increase census. Britt reported that census is currently at 52% for HAC, and a goal has been set to grow census to 58% by June 2026. Britt explained this 6% growth can be achieved through 26 new admissions. Chuck commented on the low census rate but explained that is a national trend since the Covid-19 pandemic. Chuck reported selling excess properties will also play a role in achieving financial sustainability.

Britt and Chuck discussed plans to address Growth & Innovation through forming Board committees. Chuck asked that Britt's presentation be shared with the Board in a document format.

Britt commented that ongoing revisions to the Strategic Plan are being made by the consultant, and that the consultant wishes to attend the next Board meeting to discuss his work.

**Miscellaneous:** Chuck asked Britt to comment on the recent news regarding expected closures of nursing homes in Georgia under the One Big Beautiful Bill. Britt acknowledged a study conducted and release by Brown University around the time that Congress was voting on the Bill. The study indicated that Muscogee Manor, amongst numerous other nursing homes in Georgia, could potentially close if the Bill was passed. Britt reported the study was funded by Democrat leaders in the U.S. Senate and was intended to sway the vote regarding the Bill. Britt assured the Board that HAC does not expect to have to close any of its facilities now that the Bill has been adopted as law. Britt and Rick shared a joint statement released by the Georgia Health Care Association and Georgia Center for Assisted Living which criticized the study as “irresponsible” to suggest that specific facilities would close under the Bill. Rick distributed copies of the joint statement to the Board and asked that everyone review the statement to be able to address concerns in the community about the study.

#### NEXT MEETING

Pursuant to the Board’s decision, the next meeting on Tuesday, August 26, 2025, is rescheduled for Thursday, August 28, 2025, starting at 11:00 AM at Orchard View.

There being no further business the meeting was adjourned.

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JACK P. SCHLEY  
Secretary/Attorney

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CHARLES K. HECHT, III  
Chairman

HOSPITAL AUTHORITY OF COLUMBUS  
FY 2025 YTD Statistical Report

	June	May	Apr	Mar	Feb	Jan	Dec	Nov	Oct	Sept	August	July	Average	Prior Year
<b>Orchard View</b>														
% Occupancy	58.05%	56.77%	58.87%	61.89%	65.13%	63.37%	67.61%	64.52%	65.00%	65.78%	65.81%	61.69%	62.87%	66.31%
Medicaid%	76.63%	76.85%	76.67%	76.88%	71.57%	76.94%	74.74%	77.11%	74.34%	74.16%	73.16%	76.52%	75.46%	73.18%
Medicare%	6.35%	6.05%	7.45%	7.14%	9.30%	6.72%	8.06%	8.32%	6.90%	6.13%	7.99%	4	4.26%	7.10%
Private %	9.87%	9.12%	8.18%	8.26%	8.99%	9.47%	8.25%	8.19%	8.26%	10.26%	10.42%	9.46%	9.06%	10.00%
Hospice %	4.68%	4.20%	5.80%	5.66%	3.45%	3.49%	6.25%	2.49%	2.70%	3.48%	3.13%	3.85%	4.63%	5.34%
ADV %	2.53%	3.78%	1.90%	2.06%	6.69%	4.38%	6.25%	3.90%	7.37%	5.60%	5.15%	5.12%	4.56%	4.37%
Daily Medicare and ADV Census	10.30	11.16	11.00	11.39	20.82	14.06	19.35	15.76	18.55	15.43	17.29	11.58	14.72	15.32
Employment(Full Time Equivalents)	180.06	179.26	172.00	169.72	176.76	194.86	187.00	182.49	185.45	182.05	170.56	174.57	179.57	177.07
<b>Ridgecrest</b>														
% Occupancy	50.83%	50.69%	49.29%	46.77%	46.43%	45.43%	43.01%	43.29%	43.16%	42.78%	45.05%	45.28%	46.00%	35.71%
Medicaid%	60.11%	59.92%	58.13%	55.42%	53.94%	57.40%	53.84%	53.80%	61.03%	56.05%	63.43%	61.66%	58.73%	52.20%
Medicare%	13.90%	9.70%	2.17%	6.24%	9.52%	9.21%	10.98%	7.70%	8.01%	3.43%	8.10%	11.03%	8.33%	16.24%
Private %	15.30%	19.39%	19.81%	22.66%	21.61%	20.12%	21.16%	23.79%	24.82%	25.23%	25.40%	23.66%	21.91%	23.17%
Hospice %	7.42%	7.05%	8.05%	7.64%	9.34%	7.86%	9.38%	11.82%	4.72%	2.32%	0.00%	0.00%	6.30%	1.37%
ADV %	3.28%	3.94%	11.84%	8.05%	5.59%	5.41%	4.64%	2.93%	1.42%	2.97%	3.07%	3.65%	4.73%	7.01%
Daily Medicare and ADV Census	7.33	5.81	5.80	5.61	5.89	5.58	5.65	3.87	3.42	2.30	4.22	5.58	5.09	6.92
Employment(Full Time Equivalents)	53.33	51.62	50.89	47.67	46.18	48.44	49.45	40.20	39.52	41.21	39.01	38.83	45.53	34.69
<b>Musogee Manor</b>														
% Occupancy	47.06%	48.03%	47.82%	48.06%	48.34%	49.06%	48.91%	49.32%	49.70%	50.41%	51.27%	51.40%	49.12%	50.75%
Medicaid%	91.11%	90.03%	89.62%	91.95%	91.48%	92.35%	91.11%	89.31%	91.03%	89.57%	88.12%	88.22%	90.32%	89.05%
Medicare%	0.87%	1.41%	3.02%	1.37%	1.06%	0.00%	1.61%	3.28%	1.42%	0.88%	1.77%	2.08%	1.56%	3.08%
Private %	1.08%	1.06%	1.60%	1.06%	1.06%	1.04%	1.04%	1.03%	1.03%	2.33%	4.75%	2.98%	1.67%	1.31%
Hospice %	6.94%	7.51%	5.76%	5.62%	5.84%	6.63%	6.24%	6.38%	6.26%	6.78%	5.36%	6.18%	6.29%	6.21%
ADV %	0.00%	0.00%	0.00%	0.00%	0.57%	0.00%	0.00%	0.26%	0.44%	0.00%	0.54%	0.15%	0.33%	3.41
Daily Medicare and ADV Census	0.80	1.32	2.83	1.29	1.54	-	1.55	3.17	1.65	1.30	1.77	2.65	1.66	3.41
Employment(Full Time Equivalents)	150.02	137.54	140.04	136.52	136.41	146.61	153.48	135.27	128.49	136.42	133.74	142.35	139.74	136.54





**HOSPITAL AUTHORITY OF COLUMBUS**  
**CONSOLIDATED SUMMARY REPORT**  
**MONTH ENDED JUNE 30, 2025**

	Orchard View	Home Office	Ridgecrest	Muscogee	Manor	Total Nursing Home	Cobis PCH	Home Health	Muscogee	River Mill	Consolidated
<b>BALANCE SHEET</b>											
Cash	\$ 5,520,997	\$ -	\$ 6,246,441	\$ 4,558,122	\$ 16,325,560	\$ 48,728	\$ 442,492	\$ 3,739,476	\$ 20,556,256	\$ 7,556,645	-
Other Current Assets	2,983,063	-	1,690,792	2,876,386	7,550,041	5,821	783	-	-	-	72,582,324
Intercompany Balances	15,730,395	-	(675,982)	(5,223,233)	9,631,180	(3,389,957)	(2,318,704)	(922,519)	-	-	-
Noncurrent Assets	32,716,593	-	32,141,454	7,494,479	72,552,626	146,056	83,642	-	-	-	-
<b>Total Assets</b>	<b>\$ 56,951,148</b>	<b>\$ -</b>	<b>\$ 39,402,705</b>	<b>\$ 9,505,554</b>	<b>\$ 105,859,407</b>	<b>\$ (6,189,352)</b>	<b>\$ (1,791,787)</b>	<b>\$ 2,816,957</b>	<b>\$ 100,695,225</b>	<b>\$ -</b>	<b>-</b>
Current Liabilities	\$ 1,639,448	\$ -	\$ 388,700	\$ 885,029	\$ 3,393,177	\$ -	\$ 494	\$ -	\$ 3,393,671	-	-
Non-current Liabilities (excluding bonds)	10,006,750	-	3,445,775	5,533,770	18,988,295	360,100	450,668	-	19,799,063	-	-
Bonds Payable	19,162,726	-	28,385,381	-	47,348,107	-	-	-	47,348,107	-	-
<b>Total Liabilities</b>	<b>\$ 30,788,924</b>	<b>\$ -</b>	<b>\$ 32,519,856</b>	<b>\$ 6,420,799</b>	<b>\$ 69,729,579</b>	<b>\$ 360,100</b>	<b>\$ 451,162</b>	<b>\$ -</b>	<b>\$ 70,540,841</b>	<b>\$ -</b>	<b>-</b>
<b>Fund Balance</b>	<b>26,162,224</b>	<b>\$ -</b>	<b>\$ 6,882,849</b>	<b>\$ 3,084,755</b>	<b>35,129,828</b>	<b>(6,549,452)</b>	<b>(2,242,949)</b>	<b>\$ 2,816,957</b>	<b>30,154,384</b>	<b>\$ -</b>	<b>-</b>
<b>Total Liabilities and Fund Balance</b>	<b>\$ 56,951,148</b>	<b>\$ -</b>	<b>\$ 39,402,705</b>	<b>\$ 9,505,554</b>	<b>\$ 105,859,407</b>	<b>\$ (6,189,352)</b>	<b>\$ (1,791,787)</b>	<b>\$ 2,816,957</b>	<b>\$ 100,695,225</b>	<b>\$ -</b>	<b>-</b>
<b>INCOME STATEMENT</b>											
Revenue	\$ 1,217,990	\$ 110,166	\$ 513,747	\$ 1,039,627	\$ 2,881,530	\$ 2,000	\$ 12,730	\$ 22,482	\$ 2,918,742	\$ 3,302,358	(383,611)
Operating Expenses	1,392,550	156,475	525,829	1,216,118	3,300,972	600	781	-	-	-	-
<b>Net Profit (Loss) before Noncash expense</b>	<b>(\$174,560)</b>	<b>(\$46,309)</b>	<b>(\$22,082)</b>	<b>(\$176,491)</b>	<b>(419,442)</b>	<b>1,400</b>	<b>11,949</b>	<b>22,482</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Provision for Bad debts	56,956	-	(24,060)	36,477	69,373	-	-	-	69,373	-	-
Interest expense	(32,905)	-	(77,868)	-	(110,773)	-	-	-	(110,773)	-	-
Depreciation and Amortization	(89,043)	-	(95,374)	(11,371)	(195,788)	(369)	-	-	(196,157)	-	-
<b>Current Month Income (Loss)</b>	<b>\$ (239,552)</b>	<b>\$ (46,309)</b>	<b>\$ (219,384)</b>	<b>\$ (151,385)</b>	<b>\$ (656,630)</b>	<b>\$ 1,031</b>	<b>\$ 11,949</b>	<b>\$ 22,482</b>	<b>\$ (621,168)</b>	<b>\$ 196,157</b>	<b>-</b>
<b>YTD Income (Loss)</b>	<b>\$ 208,700</b>	<b>\$ (79,199)</b>	<b>\$ (1,416,892)</b>	<b>\$ 475,257</b>	<b>\$ (1,532,826)</b>	<b>\$ 11,743</b>	<b>\$ 125,975</b>	<b>\$ 313,727</b>	<b>\$ (621,168)</b>	<b>\$ 110,773</b>	<b>(243,713)</b>
YTD Net Income (Loss)	\$ (239,552)	\$ (46,309)	\$ (219,384)	\$ (151,385)	\$ (656,630)	\$ 1,031	\$ 11,949	\$ 22,482	\$ (621,168)	\$ 196,157	-
Add: Depreciation	89,043	-	95,374	11,371	195,788	369	-	-	-	-	-
Add: Interest Expense	32,905	-	77,868	-	110,773	-	-	-	-	-	-
Less: Monthly Bond payment	(183,370)	-	(60,343)	-	(243,713)	-	-	-	-	-	-
Less: Property & Equipment Additions	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow</b>	<b>\$ (300,974)</b>	<b>\$ (46,309)</b>	<b>\$ (106,485)</b>	<b>\$ (140,014)</b>	<b>\$ (593,782)</b>	<b>\$ 1,400</b>	<b>\$ 11,949</b>	<b>\$ 22,482</b>	<b>\$ (557,951)</b>	<b>\$ 108,1381</b>	<b>\$ (1,081,381)</b>