

BOARD MINUTES  
OF THE  
HOSPITAL AUTHORITY OF COLUMBUS, GEORGIA  
January 28, 2025

A regularly scheduled meeting of the Board of the Hospital Authority of Columbus, Georgia (HAC) was held at 11:00 AM on Tuesday, January 28, 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 Ernie Smallman, Vice Chairwoman Sarah Banks-Lang, and members Dr. John Kingsbury, Warner Kennon, Jr., Chuck Hecht, Wayne Joiner, Tony Floyd, and Bob Jones.

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

INVOCATION AND WELCOME

The meeting was called to order 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 October 28, 2024, Board meeting were reviewed. Dr. Kingsbury moved for their approval and Chuck seconded the motion. The October 2024 Board Minutes were unanimously approved.

## BOARD BUSINESS

Jack asked the members of the Board to submit any updated contact information to ensure the members receive notifications be email.

Jack informed the Board that the By-Laws require election of Officers during the January meeting. Dr. Kingsbury moved to open the floor for nominations and Sarah seconded the motion. Jack called for nominations for the position of Chairman of the Board, and Dr. Kingsbury nominated Chuck Hecht. Wayne seconded the nomination. No other nominations for Chairman were submitted, and Chuck was unanimously elected as Chairman. Jack called for nominations for the position of Vice Chairman, and Dr. Kingsbury nominated Sarah Banks-Lang. Bob seconded the nomination. No other nominations for Vice Chairman were submitted, and Sarah was unanimously elected as Vice Chairwoman. Jack called for nominations for the position of Secretary, and Dr. Kingsbury nominated Jack Schley. Warner seconded the nomination. No other nominations were submitted, and Jack was unanimously elected as Secretary.

The Board discussed Ernie's years of service on the Board and as Chairman, and thanked him for his leadership.

Jack announced that two Board seats are now open for nominations. Chuck asked that nominations be considerate of helping the Board to better reflect the community it serves.

## CFO'S REPORT

Rick also presented the Statistical and Financial Reports:

**Statistical Report:** Attached to these Minutes is the FY 2025 YTD Statistical Report. Rick reported that during the second half of 2024 HAC's average occupancy was 55.27% (compared to 55.11% during the same time in 2023). HAC had 35 new admissions in December 2024 across all

three facilities, which is consistent with monthly new admissions ranging between 35 and 40. There were 34 new admissions in November 2024.

**Financial Report:** Attached to these Minutes is the Hospital Authority of Columbus Consolidated Income Statement and Summary Report through December 31, 2024. Rick summarized HAC's cash position of \$20.5 million with \$3.2 million in short-term investments earning 5.1% interest. Those investments will renew in April and May, and currently generate over \$50,000 in monthly income. Rick stated HAC's current assets at \$30,017,296 and current liabilities at \$3,346,399. According to Rick, HAC's Employee Retention Credit appeal has been assigned an IRS appeal officer with a tentative hearing date set for March 6. Britt commented that the appeal concerns a \$4.2 million credit plus interest, and that HAC's annual auditor is representing HAC in the appeal at a rate of 3%.

Bob commented on the Trump Administration's recent freeze of federal grant money and asked whether HAC expected any delays in funding due to the decision. Rick stated HAC receives public money through the state and does not expect the decision to effect money intended for HAC.

Rick stated that HAC's YTD income for FY 2025 is \$901,183 compared to a loss of \$342,085 in 2024. Rick reported that HAC's salary expenses increased by \$2.3 million (14.7%), but the Worker's Compensation premium increased by only 1.04% to \$219,811. Britt and Rick commented on this ratio and discussed the low rate of Worker's Comp claims at HAC. Rick reported a savings on pharmaceuticals in 2024 of \$300,172 (30%), which he attributed to the switch to the ScriptSource Pharmacy program. Sarah asked if HAC receives government negotiated pricing on pharmaceuticals, and Rick commented that HAC qualifies for such pricing and would check the program account to be sure it is being applied.

Rick summarized the recently published report of Medicaid margins by the Georgia Healthcare Association. According to the report, Medicaid profits were reviewed across 297 facilities in Georgia and the average Medicaid margin was negative 5.4% in FY 2023. The margin was positive before Covid, but now 78% of Georgia facilities are seeing margins of less than 2%. Rick reported that HAC's Medicaid rate is higher than the Georgia average. Chuck asked about the difference for facilities that reported high profits. Rick responded by explaining the higher profit facilities generally have less staff. Wayne asked if less staff correlates to lower quality care within the facilities. Rick answered there is no direct correlation between the quantity of staff and the quality of care. Chuck and Rick commented on one or more rural facilities in small towns that have less staff but receive regular awards for outstanding care.

#### PRESIDENT'S REPORT

Britt Hayes gave the President's report:

**Insurance Renewals:** Britt referred to Rick's coverage of the insurance renewals during the Financial Report.

**Annual Surveys:** Annual surveys were conducted at Muscogee Manor in November and at Ridgecrest in December. According to Britt, the average number of cited deficiencies for Georgia facilities is 9.7, and both Muscogee Manor and Ridgecrest received less than the average during the recent surveys. Britt indicated the citations were minor issues, but emphasized HAC's procedures for addressing and correcting all deficiencies and subsequent training to prevent reoccurrence of the cited events. Britt stated that both facilities were returned to full compliance in January. Bob asked about the exposure to liability created by even minor deficiencies, and Britt stated all deficiencies are handled as serious and HAC conducts its own, internal mock surveys to help with quality control. Ernie asked about the training procedures following surveys, and Britt

explained the training takes place within the various departments and is supervised by the department directors. Bob asked if re-training is considered in staff evaluations, and Britt stated that staff write-ups are issued as necessary during training and reviewed during evaluations. There was general discussion about the benefits of HAC's mock surveys and how those benefits are seen in the results of actual surveys.

**Biden Staffing Mandate:** The staffing mandate was expected to be addressed by executive order under the Trump Administration, but according to Britt the mandate was not the subject of any of Trump's recent executive orders. The new Administration is still expected to revoke the mandate. Rick reported that recent legal challenges to the mandate have failed in favor of allowing legislative action to address the matter.

**Gov. Kemp Tort Reform Legislation:** Britt stated the Governor is holding roundtable discussions on tort reform and recently announced a promise to address tort reform in the next legislative sessions. Britt and Rick indicated tort reform may decrease the rate of lawsuits being filed against HAC.

**CMS initiative to "Explore Nursing Home Careers:"** Britt reported that CMS announced an initiative to address staffing shortages under the Biden mandate by offering partial tuition reimbursements for nurses who spend three years working in a nursing home. According to Britt, the funding allocated to the initiative will cover the cost of a hundred nurses, but HAC contacted Columbus State University about a partnership if CSU has any students participating in the initiative.

**New Initiatives:** Britt participated in a demonstration of Voyce's medical translation app, which offers interpretation services with medically trained interpreters. The app was developed by doctors at Duke and operates through smartphones with cameras. The fees associated with the app

are between \$0.75-0.85 per minute of usage and sessions are logged in patient files. The demonstration involved a patient who speaks Vietnamese, and Britt was impressed with the results. Britt also reported that Dr. Patel will soon become a Certified Medical Director.

**COVID-19 Update:** Britt reported that all three HAC facilities have been in outbreak status since November.

**2025 GHCA Winter Convention Feb. 10-13:** Britt discussed the convention and the availability for Board members to attend. One Board member pledged to attend prior to the meeting.

**Accolades:** US News and World Report named Ridgecrest a Best Nursing Home of 2025 for the second, consecutive year. This distinguishes Ridgecrest for high performance in short-term rehabilitation. Also, the Georgia Department of Public Health awarded Orchard View with the Gold Award for Antibiotic Stewardship, and Muscogee Manor and Ridgecrest each received the Silver Award. This award distinguishes facilities that have practices and procedures for decreasing usage of antibiotics to prevent disease resistance to the drugs.

**Miscellaneous:** Dr. Kingsbury asked if a strategic five-year plan could be developed to guide HAC and the Board through the coming years. Bob and Chuck expressed support for the idea. Britt indicated that CSU was contacted about three years ago regarding a strategic plan, and the results only identified concerns that were already known and being addressed. Wayne recommended using an industry consultant to develop the plan who would be more familiar with the nature of HAC's business and services. Britt said he would seek-out recommendations for a consultant at the Winter Convention. Bob commented on the helpfulness of Rick's financial summary, and asked to hear more about the operations at HAC during Board meetings. Dr.

Kingsbury asked Britt to invited the Director of Nursing to attend Board meetings and give a report.

NEXT MEETING

The next meeting will be Tuesday, February 25, 2025 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  
CONSOLIDATED SUMMARY REPORT  
MONTH ENDED DECEMBER 31, 2024**

	Orchard View	Home Office	Ridgcrest	Muscogee Manor	Total Nursing Home	Cobles PCH	Muscogee Home Health	River Mill	Consolidated
<b>BALANCE SHEET</b>									
Cash	\$ 5,923,216	\$ -	\$ 5,763,037	\$ 4,790,178	\$ 16,476,431	\$ 40,673	\$ 375,400	\$ 3,692,775	\$ 20,585,279
Other Current Assets	4,153,976	-	1,685,615	3,584,500	9,424,091	5,959	1,967	-	9,432,017
Intercompany Balances	15,791,328	-	87,900	(6,248,049)	9,631,179	(6,389,957)	(2,318,704)	(922,518)	-
Noncurrent Assets	32,375,441	-	32,700,862	7,560,375	72,636,678	148,220	83,642	-	72,868,540
<b>Total Assets</b>	<b>\$ 58,243,961</b>	<b>\$ -</b>	<b>\$ 40,237,414</b>	<b>\$ 9,687,004</b>	<b>\$ 108,168,379</b>	<b>\$ (6,195,105)</b>	<b>\$ (1,857,695)</b>	<b>\$ 2,770,257</b>	<b>\$ 102,885,836</b>
Current Liabilities	\$ 1,692,774	\$ -	\$ 825,648	\$ 827,893	\$ 3,346,315	\$ 7	\$ 77	\$ -	\$ 3,346,399
Non-current Liabilities (excluding bonds)	10,064,374	-	3,445,775	5,535,770	19,045,919	360,100	450,668	-	19,856,687
Bonds Payable	19,342,670	-	28,203,110	-	47,545,780	-	-	-	47,545,780
<b>Total Liabilities</b>	<b>31,099,818</b>	<b>-</b>	<b>32,474,533</b>	<b>6,363,663</b>	<b>69,938,014</b>	<b>360,107</b>	<b>450,745</b>	<b>-</b>	<b>70,748,856</b>
Fund Balance	27,144,143	-	7,762,881	3,323,341	38,230,365	(6,555,212)	(2,308,440)	2,770,257	32,136,970
<b>Total Liabilities and Fund Balance</b>	<b>\$ 58,243,961</b>	<b>\$ -</b>	<b>\$ 40,237,414</b>	<b>\$ 9,687,004</b>	<b>\$ 108,168,379</b>	<b>\$ (6,195,105)</b>	<b>\$ (1,857,695)</b>	<b>\$ 2,770,257</b>	<b>\$ 102,885,836</b>
<b>INCOME STATEMENT</b>									
Revenue	\$ 2,204,032	\$ 110,166	\$ 546,816	\$ 1,613,476	\$ 4,474,490	\$ 2,000	\$ 11,816	\$ 8,661	\$ 4,496,967
Operating Expenses	1,462,603	176,474	472,807	1,186,709	3,298,593	607	734	71	3,300,005
Net Profit (Loss) before Noncash expense	741,429	(66,308)	74,009	426,767	1,175,897	1,393	11,082	8,590	1,196,962
Provision for Bad debts	-	-	-	-	-	-	-	-	-
Interest expense	(32,905)	-	(77,868)	-	(110,773)	-	-	-	(110,773)
Depreciation and Amortization	(83,282)	-	(95,374)	(10,905)	(189,561)	(359)	-	-	(189,920)
Current Month Income (loss)	\$ 625,242	\$ (66,308)	\$ (99,233)	\$ 415,862	\$ 875,563	\$ 1,034	\$ 11,082	\$ 8,590	\$ 896,269
YTD Income (loss)	\$ 852,667	\$ (461,938)	\$ (536,860)	\$ 713,824	\$ 567,693	\$ 5,982	\$ 60,482	\$ 267,026	\$ 901,183
Monthly Net Income (loss)	\$ 625,242	\$ (66,308)	\$ (99,233)	\$ 415,862	\$ 875,563	\$ 1,034	\$ 11,082	\$ 8,590	\$ 896,269
Add: Depreciation	83,282	-	95,374	10,905	189,561	359	-	-	189,920
Add: Interest Expense	32,905	-	77,868	-	110,773	-	-	-	110,773
Less: Monthly bond payment	(187,127)	-	(61,332)	-	(248,459)	-	-	-	(248,459)
Less: Property & Equipment Additions	(12,700)	-	-	(9,115)	(21,815)	-	-	-	(21,815)
Net Cash Flow	\$ 541,602	\$ (66,308)	\$ 12,677	\$ 417,652	\$ 905,623	\$ 1,393	\$ 11,082	\$ 8,590	\$ 926,688

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	67.61%	64.52%	65.00%	65.00%	65.00%	65.00%	65.00%	65.00%	65.00%	65.78%	65.81%	61.69%	65.07%	66.31%
Medicaid%	74.74%	77.11%	74.34%	74.16%	74.16%	74.16%	74.16%	74.16%	74.16%	73.16%	73.16%	76.52%	75.01%	73.18%
Medicare%	8.06%	8.32%	6.90%	6.13%	6.13%	6.13%	6.13%	6.13%	6.13%	7.99%	7.99%	4.26%	6.94%	7.10%
Private %	8.25%	8.19%	8.26%	10.26%	10.26%	10.26%	10.26%	10.26%	10.26%	4.46%	4.46%	9.46%	10.00%	10.00%
Hospice %	2.70%	2.48%	3.13%	3.85%	3.85%	3.85%	3.85%	3.85%	3.85%	3.28%	3.28%	4.63%	3.35%	5.34%
ADV %	6.25%	3.90%	7.37%	5.60%	5.60%	5.60%	5.60%	5.60%	5.60%	5.15%	5.15%	5.12%	5.57%	4.37%
Daily Medicare and ADV Census	19.35	15.75	18.55	15.43	15.43	15.43	15.43	15.43	15.43	17.29	17.29	11.58	16.33	15.32
Employment (Full Time Equivalents)	187.00	182.49	185.45	182.05	182.05	182.05	182.05	182.05	182.05	170.56	170.56	174.57	180.35	177.07
<b>Ridgecrest</b>														
% Occupancy	43.01%	43.29%	43.16%	42.76%	42.76%	42.76%	42.76%	42.76%	42.76%	45.03%	45.03%	45.28%	43.76%	35.71%
Medicaid%	53.84%	53.80%	61.03%	61.03%	61.03%	61.03%	61.03%	61.03%	61.03%	63.43%	63.43%	61.66%	59.97%	52.20%
Medicare%	10.98%	7.70%	8.01%	3.43%	3.43%	3.43%	3.43%	3.43%	3.43%	8.10%	8.10%	11.03%	8.21%	16.24%
Private %	21.16%	23.74%	24.82%	25.23%	25.23%	25.23%	25.23%	25.23%	25.23%	25.40%	25.40%	23.66%	24.00%	23.17%
Hospice %	9.38%	11.82%	4.72%	2.32%	2.32%	2.32%	2.32%	2.32%	2.32%	0.00%	0.00%	0.00%	4.71%	1.37%
ADV %	4.64%	2.93%	1.42%	2.97%	2.97%	2.97%	2.97%	2.97%	2.97%	3.07%	3.07%	3.65%	3.11%	7.01%
Daily Medicare and ADV Census	5.65	3.87	3.42	2.30	2.30	2.30	2.30	2.30	2.30	4.22	4.22	5.58	4.17	6.92
Employment (Full Time Equivalents)	49.45	40.20	39.52	41.21	41.21	41.21	41.21	41.21	41.21	39.01	39.01	38.83	41.37	34.69
<b>Muscogee Manor</b>														
% Occupancy	49.06%	49.32%	49.70%	50.41%	50.41%	50.41%	50.41%	50.41%	50.41%	51.27%	51.27%	51.40%	50.19%	50.73%
Medicaid%	91.11%	89.31%	91.03%	88.12%	88.12%	88.12%	88.12%	88.12%	88.12%	88.12%	88.12%	88.22%	89.56%	89.05%
Medicare%	1.61%	3.28%	1.42%	0.88%	0.88%	0.88%	0.88%	0.88%	0.88%	1.77%	1.77%	2.08%	1.84%	3.08%
Private %	1.04%	1.03%	1.03%	2.33%	2.33%	2.33%	2.33%	2.33%	2.33%	4.75%	4.75%	2.98%	2.19%	1.31%
Hospice %	6.24%	6.38%	6.26%	6.78%	6.78%	6.78%	6.78%	6.78%	6.78%	5.36%	5.36%	6.18%	6.20%	6.21%
ADV %	0.00%	0.00%	0.26%	0.44%	0.44%	0.44%	0.44%	0.44%	0.44%	0.00%	0.00%	0.54%	0.21%	0.35%
Daily Medicare and ADV Census	1.55	3.17	1.65	1.30	1.30	1.30	1.30	1.30	1.30	1.77	1.77	2.65	2.02	3.41
Employment (Full Time Equivalents)	153.48	135.27	128.49	136.42	136.42	136.42	136.42	136.42	136.42	133.74	133.74	142.35	138.29	136.54

HOSPITAL AUTHORITY OF COLUMBIUS  
12 MONTH MOVING STATISTICAL REPORT

	Dec-24	Nov-24	Oct-24	Sep-24	Aug-24	Jul-24	Jun-24	May-24	Apr-24	Mar-24	Feb-24	Jan-24	Dec-23	13 Mth Average	Prior Year Avg
<b>Orchard View</b>															
% Occupancy	67.61%	64.32%	65.03%	65.78%	65.81%	61.99%	63.08%	63.06%	63.97%	64.97%	66.52%	67.16%	65.87%	65.04%	66.33%
Medicaid%	74.74%	71.11%	74.34%	74.16%	73.16%	76.52%	71.44%	77.30%	78.06%	75.74%	74.03%	71.64%	73.31%	75.20%	72.69%
Medicare%	8.06%	8.52%	6.96%	6.13%	7.99%	4.35%	6.55%	4.06%	3.88%	4.20%	6.92%	10.66%	6.39%	6.49%	7.31%
Private %	8.25%	8.19%	8.26%	10.26%	10.47%	9.46%	8.90%	9.49%	9.55%	9.78%	7.98%	8.73%	10.31%	9.23%	10.32%
Hospice %	2.70%	2.68%	3.15%	3.85%	3.28%	4.63%	3.70%	4.13%	5.00%	5.41%	6.04%	5.19%	4.80%	4.18%	5.35%
ADV %	5.25%	3.99%	7.97%	5.60%	5.15%	5.12%	3.41%	5.00%	4.87%	4.91%	5.03%	3.72%	5.19%	4.91%	4.33%
Daily Medicare and ADV Census	19.45	15.76	18.55	15.43	17.29	11.58	12.57	11.54	9.07	11.77	15.90	19.32	15.76	14.88	15.53
Employment (Full Time Equivalents)	187.60	182.49	185.45	182.05	170.55	174.57	189.00	174.79	173.80	175.72	174.72	182.60	187.28	180.00	176.40
<b>Ridgecrest</b>															
% Occupancy	43.01%	43.29%	43.16%	42.78%	45.05%	45.28%	41.94%	38.79%	36.90%	38.17%	38.95%	35.79%	32.87%	40.46%	35.46%
Medicaid%	53.86%	53.80%	61.03%	65.05%	63.43%	61.66%	60.17%	57.29%	54.72%	58.02%	53.76%	53.22%	54.32%	57.44%	52.10%
Medicare%	10.98%	7.70%	8.01%	3.43%	8.10%	11.03%	10.97%	10.89%	15.48%	21.73%	17.68%	7.51%	12.97%	11.28%	16.77%
Private %	21.16%	23.74%	24.82%	25.23%	25.40%	23.66%	22.52%	21.68%	23.33%	21.93%	24.10%	28.54%	27.57%	24.13%	22.85%
Hospice %	9.38%	11.62%	4.72%	2.32%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.17%	1.26%
ADV %	4.64%	2.93%	1.42%	2.97%	3.07%	3.55%	6.34%	9.70%	6.45%	3.32%	4.25%	10.73%	5.14%	4.97%	6.96%
Daily Medicare and ADV Census	5.65	3.87	3.42	7.30	4.72	5.53	6.10	6.71	6.80	8.03	7.25	5.49	5.00	5.42	7.01
Employment (Full Time Equivalents)	49.45	40.20	39.52	41.21	39.01	38.83	38.01	36.81	35.77	33.46	32.35	37.42	38.24	38.43	34.67
<b>Musgrove Manor</b>															
% Occupancy	49.06%	49.32%	49.70%	50.41%	51.17%	51.40%	49.73%	49.09%	48.45%	48.16%	51.37%	51.37%	52.24%	50.14%	50.72%
Medicaid%	91.11%	89.31%	91.03%	89.57%	88.12%	88.22%	89.67%	90.35%	89.47%	89.99%	90.81%	88.23%	89.38%	89.68%	89.16%
Medicare%	1.61%	3.28%	1.42%	0.83%	1.77%	2.08%	3.18%	2.35%	3.02%	2.22%	0.95%	2.98%	2.74%	2.23%	3.05%
Private %	1.04%	1.03%	1.03%	2.33%	4.75%	2.98%	1.40%	1.04%	1.19%	0.24%	1.02%	1.96%	1.65%	1.69%	1.29%
Hospice %	6.24%	6.38%	6.26%	6.78%	5.36%	6.18%	5.57%	5.77%	6.32%	6.04%	5.04%	5.64%	5.92%	6.05%	6.18%
ADV %	0.00%	0.00%	0.26%	0.44%	0.00%	0.54%	0.24%	0.00%	0.00%	1.33%	1.17%	0.58%	0.00%	0.15%	0.32%
Daily Medicare and ADV Census	1.55	3.17	1.65	1.30	1.77	2.65	3.33	2.74	2.87	3.36	2.14	3.58	2.81	2.53	3.25
Employment (Full Time Equivalents)	153.48	135.27	128.49	136.42	133.74	142.35	139.05	139.91	141.20	131.43	135.56	143.63	150.43	139.30	135.24