

BOARD MINUTES  
OF THE  
HOSPITAL AUTHORITY OF COLUMBUS, GEORGIA  
September 27, 2022

A regularly scheduled meeting of the Board of the Hospital Authority of Columbus, Georgia (HAC) was held at 11:00 AM on Tuesday, September 27, 2022. 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 Mike Welch, Warner Kennon, Betty Tatum, Dr. John Kingsbury, and Cynthia Jordan. Member Jennings Chester was 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. Britt Hayes opened the meeting with a prayer.

DETERMINATION OF QUORUM

It was determined by Chairman Ernie Smallman at the start of the meeting that there was a quorum.

REVIEW OF MINUTES

The Board Minutes from the August 30, 2022 Board Meeting were reviewed and Dr. John Kingsbury moved for their approval. Mike Welch seconded the motion and the August 30, 2022 Minutes were unanimously approved by the Board.

BOARD BUSINESS

Jack Schley reported that the Board terms of members Betty Tatum and Cynthia Jordan will expire in November. Both members are eligible for renewed terms. Chairman Ernie Smallman asked for nominations to file the vacant board seat and reminded the members that nominees must be Muscogee County residents.

## PRESIDENT'S REPORT

Britt Hayes gave the President's report:

**Muscogee Home Health:** Britt reported that the Pruitt Sale/Lease is on-time for its scheduled closing date of October 1, 2022.

**Potential Refinancing 2013 Bond Issuance:** Britt reported that HAC received six proposals for refinancing the bond; however, none of the offers presented significant enough savings for prudent acceptance. No offer was accepted at this time but the opportunity will be revisited in the Spring.

**Admissions:** Britt reported that admissions to HAC's facilities are up. Britt and Rick have been working to increase HAC's admittance rate and sixteen more spaces have been filled at Orchard View alone. This increase did not require the hiring of additional staff. Britt also reported that each facility has a closed wing, and that they will continue to work to increase admissions so those wings may become operational again.

**Marketing Initiatives:** Britt presented a new logo for HAC that was created by an independent marketing group. Britt also presented proofs of the new HAC website created by Stand and Stretch. The new website is currently being tested before being published to the internet. The new site features new photos, new information about HAC, and a new process for job applications to be submitted to HAC digitally. The job application process will be completely digital once the website is published. Currently, potential employees must submit applications in-person, which is more cumbersome of a process compared to other employers. Britt hopes this will incentivize more individuals looking for work to apply to HAC. The budget for the website was \$6,000. Only half of the budget has been used so far.

**New Quality Initiative:** Britt reported that he has acquired and placed in HAC's facilities "30 Second Dance Party" devices (desktop "buttons" that play 30 seconds of music when pressed). Britt hopes these buttons will improve morale amongst the employees during difficult work days. Britt also announced that HAC is implementing the PALS Project. PALS stands for Partner Alliance Liaison and the project involves assignments of non-clinical team members to individual residents at HAC facilities. The program encourages the team members to maintain contact with the resident and the resident will be provided with the team member's name upon admission. The program is designed to add an additional level of quality-of-care monitoring and to help the resident to feel cared for. Mock survey teams are being created to simulate the annual surveys. The

team will conduct unannounced unofficial surveys to inspect regulation compliance. Britt hopes this will help to improve HAC's official surveys. Britt announced that St. Francis Hospital is opening a new geriatric psyche unit at the main campus of the hospital in Columbus. Britt will get a tour of the new facility and hopes this development will provide an additional level of local healthcare for HAC residents.

**On-Site Hair Services:** Britt reported that HAC employs beauticians to provide their services to residents, however, many beauticians have recently retired or stopped services during the pandemic. Britt hopes to be able to provide the services of a barber to HAC residents. A service called Dash Stylist is building a database of barbers in the Georgia-Florida area and Britt hopes this database will provide contact information for Barbers who can provide on-site services to HAC residents. Medicaid benefits allow for a monthly stipend to residents that can be used for personal items such as salon services.

**Outsourced Dietary Services:** Britt reported that dietary services personnel were difficult to hire during the pandemic which resulted in the closure of many of HAC's kitchens. For example, Orchard View has seven kitchens and only one was operating during the pandemic. Currently, six of the seven are in operation. Meals are sold at-cost to employees. These meals were previously offered to employees, and Britt has reinstated this policy in expectation that it will keep employees at the facility during their lunchbreak. Britt has considered outside vendors for nutritional services. One of the vendors was Morrison Living, which is a large food and nutrition provider with a heavy presence in Georgia, including Columbus. As a corporate entity, Morrison provides a better career path for kitchen staff and Morrison is known for its training programs. This could make employment in HAC's kitchens more appealing to potential employees. Outsourcing to Morrison is expensive and would increase HAC's expenses by around \$300,000. Britt has determined this is too expensive of an option to pursue at the moment, but much was learned by talking with Morrison and changes have been made in HAC's kitchens that should improve some of the current nutritional issues HAC is facing at the moment.

**COVID-19 Update:** Reported by Britt: Covid activity within our facilities is continuing to climb. Since our last Board meeting, 1 resident and 3 staff have tested positive.

DPH showed that Muscogee County's Positivity Rate has fallen dramatically during the last month and stands at 13.0% for the last two weeks (26.9% at last Board meeting). Georgia's positivity rate is 9.4% for the last two weeks (21.1% at last Board meeting).

Per federal directives, HAC now uses the County's TRANSMISSION rate from the CDC to assess the frequency that HAC must test its staff. Muscogee County currently is in the RED. The following chart shows routine testing protocols based on color.

High (Red)	Twice a week
Substantial (Orange)	Twice a week
Moderate (Yellow)	Once a week
Low (Blue)	Not recommended

*Note: "UP TO DATE" Vaccinated staff still do not need to be routinely tested.*

HAC has administered over 1,000 Covid-19 vaccine doses to staff and residents Company-wide. HAC currently has 120 Moderna vaccines to be administered in-house. HAC offers them weekly to those residents and staff who want them.

HAC has also procured 200 of the new Moderna bi-valent boosters and are offering them weekly to residents and staff. Last week, we administered 27 of the bivalent vaccines during our first clinic. Pfizer bivalent boosters will be offered to residents and staff through a partnership with our local Department of Public Health for Orchard View & Ridgecrest on October 12<sup>th</sup> and for Muscogee Manor on October 26<sup>th</sup>.

DHHS has continued supplying antigen 'quick swab' tests. The two new variants are being monitored and the new boosters by Moderna can prevent these variants. Changes to Covid policies, including mask mandates, are expected in the Fall of this year.

**Monkey Pox Update:** Britt reported that Georgia has dropped from fourth place in worst outbreaks in the U.S. to fifth place, and that the number of outbreaks continues to drop.

**HR Personnel Handbook:** Britt reported the new handbook has been reviewed by HAC management and is currently undergoing modifications by HAC's Human Resources Director before being submitted to an attorney for review.

**Insurance Renewals:** Rick reported that HAC's property insurance renewal includes an 11% increase of \$13,000 reflecting the general rise in construction costs. Auto insurance rates also increased nominally and Rick plans to limit who may drive on behalf of HAC. Healthcare and workers compensation insurance will renew in January.

**DHG/Forvis Audit:** Rick reported the external audit is wrapping up and the financial team intends to present the results of the audit at the October meeting.

**Hurricane Ian:** Britt is monitoring Hurricane Ian to prepare HAC's facilities for the storm. Columbus expects only moderate wind and rain but Britt has taken precautionary steps to top-off the generators and stock-up on fresh water and non-perishable food supplies.

CFO'S REPORT

Rick Alibozek presented the Financial and Statistical Reports.

**Statistical Report:** Attached to these Minutes is the FY 2023 YTD Statistical Report. Rick acknowledged that the August numbers are poor because of a high payment to the firm that prepared the employment retention credit. Rick pointed out that the high payment was the lowest rate amongst the competitors to the firm that was hired.


**Financial Report:** Attached to these Minutes is the Hospital Authority of Columbus YTD Consolidated Income Statement through August 31, 2022. Rick pointed out a \$50,000 expense in August was allocated to new vital signs monitors that were needed in HAC's facilities. These devices will improve the quality of care for residents while requiring fewer personnel.

NEXT MEETING

The next meeting will be Tuesday, October 25, 2022.

There being no further business the meeting was adjourned.

  
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JACK P. SCHLEY  
Secretary

  
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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
<b>Orchard View</b>														
% Occupancy											63.32%	62.63%	62.98%	60.27%
Medicaid%											72.90%	72.98%	72.94%	76.76%
Medicare%											4.99%	8.65%	6.82%	6.94%
Private %											11.08%	6.77%	8.93%	7.19%
Hospice %											8.02%	8.34%	8.18%	7.66%
ADV %											3.01%	3.26%	3.14%	1.45%
Daily Medicare and ADV Census											10.13	14.90	12.52	10.19
Employment (Full Time Equivalents)											182.03	190.35	186.19	195.23
<b>Ridgecrest</b>														
% Occupancy											26.73%	24.42%	25.58%	23.59%
Medicaid%											26.72%	29.09%	27.91%	24.48%
Medicare%											23.28%	25.00%	24.14%	40.93%
Private %											31.61%	37.74%	34.68%	24.27%
Hospice %											8.91%	6.76%	7.84%	1.82%
ADV %											9.48%	1.42%	5.45%	8.50%
Daily Medicare and ADV Census											7.36	5.42	6.39	9.70
Employment (Full Time Equivalents)											28.75	30.21	29.48	32.24
<b>Muscoogee Manor</b>														
% Occupancy											55.89%	55.00%	55.45%	59.69%
Medicaid%											88.43%	89.47%	88.95%	90.85%
Medicare%											2.65%	0.60%	1.63%	4.29%
Private %											1.27%	1.47%	1.37%	0.87%
Hospice %											6.83%	7.03%	6.93%	3.06%
ADV %											0.82%	1.43%	1.13%	0.93%
Daily Medicare and ADV Census											3.80	2.20	3.00	5.55
Employment (Full Time Equivalents)											125.51	121.46	123.49	114.82
<b>Muscoogee Home Health</b>														
Employment (Full Time Equivalents)											2.35	3.21	2.78	6.84

HOSPITAL AUTHORITY OF COLUMBUS  
12 MONTH MOVING STATISTICAL REPORT

	Aug-22	Jul-22	Jun-22	May-22	Apr-22	Mar-22	Feb-22	Jan-22	Dec-21	Nov-21	Oct-21	Sep-21	Aug-21	13 Mth Average	Prior Year Avg
<b>Orland View</b>															
% Occupancy	63.32%	62.63%	63.13%	63.10%	61.98%	59.23%	59.88%	60.32%	59.71%	60.42%	61.23%	60.50%	57.58%	61.00%	60.01%
Medicaid	72.90%	71.98%	71.67%	75.46%	74.78%	78.27%	76.14%	73.80%	76.50%	75.83%	79.85%	79.37%	81.74%	76.10%	77.27%
Medicare	4.99%	8.65%	10.48%	8.56%	6.13%	5.42%	8.20%	7.81%	7.16%	8.94%	6.22%	5.26%	5.49%	7.18%	6.72%
Private %	11.08%	6.77%	8.00%	6.77%	7.53%	7.19%	5.96%	9.20%	7.27%	5.93%	4.24%	5.96%	5.04%	6.96%	7.23%
Respite %	8.02%	8.34%	7.65%	7.87%	8.79%	7.22%	7.46%	7.75%	8.54%	7.25%	8.40%	7.85%	7.42%	7.93%	7.43%
ADV %	3.01%	3.26%	2.09%	1.34%	2.77%	1.90%	2.24%	1.44%	0.59%	1.57%	1.29%	1.96%	0.31%	1.32%	1.34%
Daily Medicare and ADV Census	10.13	14.80	15.86	13.48	11.09	8.68	12.50	11.16	9.20	12.70	9.19	8.74	6.67	11.02	9.76
Employment (Full Time Equivalents)	182.03	190.25	190.62	175.69	178.05	180.66	190.72	205.95	213.60	203.14	199.32	203.60	196.53	183.00	195.84
<b>Ridgcrest</b>															
% Occupancy	26.73%	24.42%	25.51%	24.62%	25.16%	23.20%	25.06%	21.74%	26.08%	23.86%	23.27%	20.24%	24.06%	24.07%	23.45%
Medicaid	26.72%	29.09%	24.04%	33.85%	37.05%	19.87%	32.85%	35.69%	30.78%	31.03%	25.56%	20.78%	21.66%	26.04%	23.48%
Medicare	23.28%	25.00%	31.55%	35.17%	45.49%	44.54%	21.72%	29.51%	38.73%	35.46%	45.38%	43.89%	52.72%	36.37%	48.27%
Private %	31.61%	37.74%	35.22%	21.37%	29.02%	26.32%	31.67%	25.97%	22.53%	26.60%	23.76%	18.04%	18.37%	26.79%	23.05%
Respite %	8.91%	6.76%	4.84%	4.84%	4.75%	5.13%	2.49%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.88%	1.68%
ADV %	9.48%	14.2%	4.59%	4.37%	3.75%	4.14%	11.77%	8.83%	7.96%	6.91%	5.28%	17.25%	17.35%	7.59%	8.52%
Daily Medicare and ADV Census	7.36	5.42	7.87	8.25	10.40	9.49	7.05	7.00	10.22	7.97	9.90	10.40	14.13	8.88	10.08
Employment (Full Time Equivalents)	28.75	30.21	34.86	32.05	31.64	29.02	28.32	34.14	31.50	30.49	31.74	33.11	33.63	31.50	32.59
<b>Message Manor</b>															
% Occupancy	55.89%	55.00%	54.68%	53.14%	54.76%	54.39%	60.06%	60.76%	64.46%	62.57%	62.96%	60.84%	62.66%	58.63%	60.17%
Medicaid	68.63%	69.47%	69.10%	69.50%	69.30%	64.99%	69.06%	68.54%	65.48%	68.13%	62.13%	58.90%	65.28%	60.52%	61.10%
Medicare	2.65%	0.60%	3.05%	3.50%	3.70%	6.60%	6.46%	5.28%	7.95%	5.42%	3.62%	1.13%	2.15%	4.91%	4.33%
Private %	1.27%	1.47%	0.78%	1.24%	-2.82%	1.88%	-0.87%	2.47%	2.77%	2.13%	1.12%	-1.22%	0.76%	0.94%	0.73%
Respite %	6.83%	7.03%	4.57%	5.38%	4.91%	4.90%	4.63%	3.12%	2.82%	1.79%	0.93%	1.68%	1.15%	3.62%	2.50%
ADV %	0.82%	1.45%	0.50%	0.40%	2.92%	1.65%	0.20%	0.59%	1.61%	0.53%	2.20%	-0.48%	0.67%	1.00%	0.94%
Daily Medicare and ADV Census	3.80	2.20	3.80	4.07	7.10	8.77	6.78	6.06	10.48	6.34	6.22	0.67	3.00	5.33	5.64
Employment (Full Time Equivalents)	125.51	121.46	114.53	112.00	113.76	113.47	110.77	116.43	128.58	121.20	112.24	118.85	108.29	116.55	114.46
<b>Minecreek Home Health</b>															
Employment (Full Time Equivalents)	2.35	3.21	3.62	4.30	4.87	5.17	6.23	7.22	8.32	7.68	8.06	8.46	8.06	5.97	7.07





HOSPITAL AUTHORITY OF COLUMBUS  
CONSOLIDATED SUMMARY REPORT  
MONTH ENDED AUGUST 31, 2022

	Orchard View	Home Office	Ridgecrest	Muscogee Manor	Total Nursing Home	Cobles PCH	Muscogee Home Health	River Mill	Consolidated
<b>BALANCE SHEET</b>									
Cash	\$ 5,296,366	\$ -	\$ 8,503,582	\$ 11,700,100	\$ 25,500,048	\$ 1,156	\$ 4,790	\$ 2,867,910	\$ 28,373,904
Other Current Assets	1,696,185	-	495,362	1,564,321	3,715,868	375	29,223	-	3,745,466
Intercompany Balances	21,488,959	-	1,971,788	(13,880,687)	9,579,200	(6,383,016)	(2,275,866)	(920,318)	-
Noncurrent Assets	33,068,295	-	35,447,660	7,197,720	75,713,675	158,667	83,642	564,920	76,520,904
<b>Total Assets</b>	<b>\$ 61,548,945</b>	<b>\$ -</b>	<b>\$ 46,358,392</b>	<b>\$ 6,601,454</b>	<b>\$ 114,508,791</b>	<b>\$ (6,222,818)</b>	<b>\$ (2,158,211)</b>	<b>\$ 2,512,512</b>	<b>\$ 108,640,274</b>
Current Liabilities	\$ 1,583,863	\$ -	\$ 445,551	\$ 817,843	\$ 2,847,257	\$ -	\$ 34,666	\$ -	\$ 2,881,923
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	23,786,945	-	29,756,243	-	53,543,188	-	-	-	53,543,188
<b>Total Liabilities</b>	<b>32,833,875</b>	<b>-</b>	<b>33,398,779</b>	<b>5,466,422</b>	<b>71,699,076</b>	<b>360,100</b>	<b>485,334</b>	<b>-</b>	<b>72,544,510</b>
Fund Balance	28,715,070	-	12,959,613	1,135,032	42,809,715	(6,582,918)	(2,643,545)	2,512,512	36,095,764
<b>Total Liabilities and Fund Balance</b>	<b>\$ 61,548,945</b>	<b>\$ -</b>	<b>\$ 46,358,392</b>	<b>\$ 6,601,454</b>	<b>\$ 114,508,791</b>	<b>\$ (6,222,818)</b>	<b>\$ (2,158,211)</b>	<b>\$ 2,512,512</b>	<b>\$ 108,640,274</b>
<b>INCOME STATEMENT</b>									
Revenue	\$ 1,239,215	\$ 41,195	\$ 310,685	\$ 1,069,102	\$ 2,660,197	\$ -	\$ -	\$ -	\$ 2,660,197
Operating Expenses	1,951,025	370,602	367,605	1,155,476	3,244,708	374	35,068	69	3,280,219
<b>Net Profit (Loss) before Noncash expense</b>	<b>(111,810)</b>	<b>(329,407)</b>	<b>(56,920)</b>	<b>(86,374)</b>	<b>(584,511)</b>	<b>(374)</b>	<b>(35,068)</b>	<b>(69)</b>	<b>(620,022)</b>
Provision for Bad debts	(1,183)	-	(6,089)	(324)	(7,596)	-	-	-	(7,596)
Interest expense	(60,062)	-	(81,232)	-	(141,294)	-	-	-	(141,294)
Depreciation and Amortization	(85,892)	-	(95,349)	(9,508)	(190,749)	(377)	-	-	(191,126)
<b>Current Month Income (loss)</b>	<b>\$ (258,947)</b>	<b>\$ (329,407)</b>	<b>\$ (239,590)</b>	<b>\$ (96,206)</b>	<b>\$ (924,150)</b>	<b>\$ (751)</b>	<b>\$ (35,068)</b>	<b>\$ (69)</b>	<b>\$ (960,038)</b>
<b>YTD Income (loss)</b>	<b>\$ (355,139)</b>	<b>\$ (456,625)</b>	<b>\$ (434,492)</b>	<b>\$ (202,919)</b>	<b>\$ (1,449,175)</b>	<b>\$ (1,502)</b>	<b>\$ (52,387)</b>	<b>\$ (138)</b>	<b>\$ (1,503,202)</b>