

**HOSPITAL AUTHORITY OF ALBANY-DOUGHERTY COUNTY**

**MINUTES OF THE AUGUST 17, 2023 MEETING**

**(Open Session)**

**Attendees:**

Authority Board Members: Sheri Barlow, Joel Callins, Dr. Jim Hotz, Dorothy Hubbard, Clinton Johnson, Ferrell Moultrie, Glenn Singfield, Sr., and Joel Wright

Authority Legal Counsel: Tommy Coleman

Those Present on Behalf of Phoebe Putney Memorial Hospital, Inc.: Deb Angerami (PPMH CEO), Brian Church (PPHS CFO/CAO), Dr. Dianna Grant (PPHS CMO), Ben Roberts (PPHS Public Relations Director), Darrell Sabbs (Community Benefits), Dr. Jason Smith (PPMH CMO), Scott Steiner (PPHS President & CEO), Brenda Watson (PPHS Executive Coordinator)

Other Attendees:

**Absent Authority Members:** Dr. John "Buck" Davis

**Open Meeting and Establish a Quorum:**

Chair Singfield called the meeting to order at 7:39am in the Willson Board Room at Phoebe Putney Memorial Hospital. Mr. Singfield thanked all Members for their attendance and participation and he observed that a quorum was present.

**Approval of the Agenda:**

The proposed Agenda had been previously provided to the Authority Members and a motion to adopt the proposed Agenda for the meeting was made by Mr. Moultrie and seconded by Mr. Johnson. A copy of the Agenda as adopted is attached.

**Citizens who requested to speak:**

Ms. Alysia Cutting spoke on matters she deemed of interest to the Authority.

**Approval of the Minutes:**

The proposed Minutes of the May 18, 2023 open session meeting of the Authority had likewise been provided to Members prior to this meeting and the same were considered for approval. Mr. Johnson made a motion and Ms. Hubbard seconded the motion, to approve the Minutes as previously provided. The motion passed unanimously by vote of all Members.

**Financial Reports:**

Mr. Church presented and reviewed an interim financial report for the Authority's current fiscal year through June 30, 2023, which included an update on Medicaid Financing Programs, and a Proposed 2024 Budget for the Authority. Copies of the Authority's Financial Statements as presented by Mr. Church and the 2024 Proposed Budget are attached. A motion was made by Mr. Johnson, seconded by Ms. Hubbard to approve the 2024 Budget for the Authority. The motion passed unanimously by vote of all Members.

Mr. Church presented the FY2024 Operating and Capital Budget for the Hospital. The Members engaged Mr. Church in discussion and questions. A copy of Mr. Church's presentation is attached to these Minutes.

**PPMH, Inc. CEO and Operational Reports:**

Ms. Angerami provided a CEO report which included the following: community partnership with The ARC of Southwest Georgia; Advanced Practice Provider appreciation day held in July; Phoebe leaders participated in the Georgia Chamber Rural Prosperity Forum on July 26; and DQs Miracle Treat Day to support Children's Miracle Network at Phoebe. Ms. Angerami provided an update on the proposed Long-Term Acute Care Hospital (LTACH) at Phoebe's North Campus. She also provided updates on the creation of Group Therapy Rooms at Phoebe Outpatient Behavioral Health; the implementation of virtual nurses to enhance patient experience via Care Transition Calls; the reduction of Code Blue events by the Medical Emergency Team; Staff Turnover through May 2023; and Albany Tech partnership.

Discussions, questions, and comments ensued.

A copy of the CEO and Operational report as presented is attached to these Minutes.

**Adjournment:**

There being no further business the meeting was adjourned.

<b>Minutes Approved by the HOSPITAL AUTHORITY OF ALBANY-DOUGHERTY COUNTY on November 16, 2023</b>
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**HOSPITAL AUTHORITY OF ALBANY-DOUGHERTY COUNTY, GEORGIA**

**OPEN SESSION MEETING AGENDA**

**Thursday, August 17, 2023**

**7:30am**

**Willson Board Room / Phoebe Putney Memorial Hospital**

- |       |  |                             |
|-------|--|-----------------------------|
| I.    | <b>Open Meeting and Establish Quorum</b>   | Glenn Singfield, Sr., Chair |
| II.   | <b>Consider Approval of Agenda<br/>(draft previously provided to Members)</b>  | Glenn Singfield, Sr., Chair |
| III.  | <b>Speaker Appearances (if applicable)</b> <ul style="list-style-type: none"><li>• Alysia Cutting</li></ul>  | Glenn Singfield, Sr., Chair |
| IV.   | <b>Consideration of Open Session Minutes of May 18, 2023<br/>(draft previously provided to Members)</b>  | Glenn Singfield, Sr., Chair |
| V.    | <b>Financial Reports</b> <ul style="list-style-type: none"><li>A. HAADC Financial Update</li><li>B. HAADC Budget Presentation for 2024 <i>(Requires HAADC Approval)</i></li><li>C. PPMH 2024 Budget Presentation</li></ul> | Brian Church                |
| VI.   | <b>Phoebe Putney Memorial Hospital, Inc. CEO and Operational Reports</b>   | Deb Angerami                |
| VII.  | <b>Additional Business</b>   | Glenn Singfield, Sr., Chair |
| VIII. | <b>ADJOURNMENT</b>   |                             |

*Scheduled HAADC Meeting Dates*

*November 16, 2023*



# Financial Reports

Open Session Meeting

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## HOSPITAL AUTHORITY OF ALBANY- DOUGHERTY COUNTY, GEORGIA

Financial Statement Update  
June-2023 YTD Financials  
Fiscal Year 2023  
August 17th Authority Meeting

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HOSPITAL AUTHORITY OF ALBANY-DOUGHERTY COUNTY, GEORGIA  
 BALANCE SHEET  
 6/30/23

	Unaudited June 30, 2023
<b>ASSETS</b>	
Current Assets:	
<b>Cash and cash equivalents</b>	<b>\$ 111,434</b>
Assets limited as to use - current	-
Patient accounts receivable, net of allowance for doubtful accounts	-
Supplies, at lower of cost (first in, first out) or market	-
Other current assets	-
Total current assets	<u>111,434</u>
Property and Equipment, net	<u>-</u>
Other Assets:	
Goodwill	<u>-</u>
Total other assets	<u>-</u>
Total Assets	<u>\$ 111,434</u>

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HOSPITAL AUTHORITY OF ALBANY-DOUGHERTY COUNTY, GEORGIA  
 BALANCE SHEET  
 6/30/23

	Unaudited June 30, 2023
<b>LIABILITIES AND NET ASSETS</b>	
Current Liabilities:	
Accounts payable	-
<b>Accrued expenses</b>	<b>2,554</b>
Estimated third-party payor settlements	-
Deferred revenue	-
Short-term obligations	-
Total current liabilities	<u>2,554</u>
Total liabilities	<u>2,554</u>
Net assets:	
Unrestricted	108,880
Total net assets	<u>108,880</u>
Total liabilities and net assets	<u>\$ 111,434</u>

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**HOSPITAL AUTHORITY OF ALBANY-DOUGHERTY COUNTY, GEORGIA**  
**STATEMENTS OF REVENUES, EXPENSES AND**  
**CHANGES IN UNRESTRICTED NET ASSETS**  
**6/30/2023**

	<b>Unaudited June 30, 2023</b>
<b>OPERATING REVENUE:</b>	
Net patient service revenue (net of provision for bad debt)	
Lease Consideration	70,000
Total Operating Revenue	70,000
<b>OPERATING EXPENSES:</b>	
Salaries and Wages	
Employee health and welfare	
Medical supplies and other	
Professional services	60,723
Purchased services	695
Depreciation and amortization	
Total Expenses	61,418
<b>Operating Gain/Loss</b>	<b>8,582</b>
<b>NONOPERATING INCOME (EXPENSES):</b>	
Gain in Long Term Lease	-
Interest Expense	-
Total Nonoperating Income	-
<b>EXCESS OF REVENUE OVER EXPENSE</b>	<b>8,582</b>

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## Medicaid Financing Programs

- State Medicaid programs have considerable flexibility to determine payment methods and amounts for most provider types. The majority of fee-for-service payments are base payments for services.
- In addition, states may also make different types of supplemental payments, which are most often made to physicians and institutional providers such as hospitals and nursing facilities.
- There are different types of supplemental payments, each governed by different statutory and regulatory requirements:

**Upper payment limit (UPL) supplemental payments, disproportionate share hospital (DSH) payments, uncompensated care pool payments, or other lump sum payments designed to support specific policy objectives.**

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## Intergovernmental Transfers (IGT)

- Georgia Intergovernmental Transfers can only be accepted from hospital authorities or other governmental entities. Transfers cannot be accepted from participating providers.
- Payments can only be made by wire transfer or ACH transfer; no checks will be accepted.
- Periodically your HAADC Chair is required to sign IGT forms with the State of Georgia for Medicaid Supplemental programs

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## UPL Payments

- These payments, also known as upper payment limit (UPL) payments, represent a reasonable estimate of the difference between the Medicaid payment and the amount that Medicare would have paid for the same service.

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## Medicaid Disproportionate Share Hospital (DSH) Payments

- Federal law requires that state Medicaid programs make Disproportionate Share Hospital (DSH) payments to qualifying hospitals that serve a large number of Medicaid and uninsured individuals.

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## Medicaid Disproportionate Share Hospital (DSH) Program

WHAT?	WHO?	HOW?	\$ AMOUNT (2022)
<ul style="list-style-type: none"> <li>• Supplemental payments to help cover uncompensated care (UCC) provided to Medicaid and uninsured patients</li> </ul>	<ul style="list-style-type: none"> <li>• Hospitals with Medicaid inpatient utilization of at least 1% AND two obstetricians on-staff providing OB services to Medicaid patients</li> <li>• Exceptions for OB requirement</li> </ul>	<ul style="list-style-type: none"> <li>• Funds are distributed to cover 100% of UCC for small, rural; state-owned/operated; and critical access hospitals</li> <li>• Remaining funds are distributed based on burden of UCC</li> </ul>	<ul style="list-style-type: none"> <li>• \$360 million in federal funds to distribute</li> <li>• \$2.1 billion in UCC for Medicaid and uninsured patients</li> </ul>

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## Hospital Directed Payment Program (HDPP) for Public Hospitals

- Georgia's HDPP provides additional Medicaid funding for eligible participating Public Hospitals. Public hospitals are defined as all state and non-state government hospitals, excluding Critical Access Hospitals (CAHs).

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## Georgia Strengthening The Reinvestment of a Necessary-Workforce in Georgia (GA-STRONG)

- GA-STRONG is designed to address Georgia's healthcare workforce shortage, exacerbated by the pandemic, through increased funding for hospitals on the front lines of workforce development.
- The 21 teaching hospital participants, hospitals with at least five full-time equivalent GME residents, will receive directed payments intended to support the stabilization, development, and diversification of the healthcare workforce.
- The program will allow eligible providers to receive GA-STRONG payments from Care Management Organizations (CMOs) based on a uniform percentage increase to Medicaid base utilization.
- An increase in the current statewide hospital assessment and intergovernmental transfers (IGTs) from participating public teaching hospitals will be used to finance the program's non-federal share.

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**Innovation & Advancement Program  
Medicaid CMO Directed Payments to Hospitals  
2022-2023**

Program	Additional Payment <sup>1</sup>	Special Conditions of Payment	Effective Date	State Share Financing
★ HDPP-Public <sup>2</sup>	Up to Medicare Equivalent: Inpatient – 51% Outpatient – 14%	n/a	July 1, 2022 <a href="#">Federal Approval</a>	Intergovernmental Transfers (IGTs)
★ HDPP-Private <sup>3</sup>	Up to Medicare Equivalent: Inpatient – 51% Outpatient – 14%	n/a	July 1, 2022 <a href="#">Federal Approval</a>	Provider Fee - 2.58% of Inpatient Net Patient Revenue <sup>4</sup>
★ GA STRONG (Teaching Hospitals) <sup>5</sup>	Difference between Medicare Equivalent and Average Commercial Rate <sup>6</sup> . Inpatient – 149% Outpatient – 186%	Reporting: Workforce training statistics and Medicaid Quality Measures - All cause readmissions. - ER diversion rate. - C-section rates.	July 1, 2022 <a href="#">Federal Approval</a>	Public – IGTs Private - Provider Fee - 2.58% of Inpatient Net Patient Revenue <sup>4</sup>
★ GA-AIDE (Grady Memorial and Augusta University Health only)	Difference between Medicare Equivalent and Average Commercial Rate	Value Based Purchasing 10% at Risk	July 1, 2022 <a href="#">Federal Approval</a>	IGTs
★ Medicaid DSH <sup>7</sup>	Contingent on directed payments to hospitals exceeding 10% of total payments made to CMOs: • Critical access hospitals; small, rural hospitals <sup>8</sup> ; and state owned/operated hospitals will receive up to 100% of uncompensated Medicaid and uninsured care (UCC). • Other DSH-eligible hospitals: Pro-rata share of remaining DSH funds based on each's hospital's burden of UCC. IGTs for Directed Payments added back to DSH allocation basis.		July 1, 2022 <a href="#">Public Notice 1</a> <a href="#">Public Notice 2</a> <a href="#">DCH Announcement of Federal Approval</a>	Public - IGTs Private - State Appropriations

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<sup>1</sup> Applied to SFY 2021 CMO claims payments.

<sup>2</sup> Does not include critical access hospitals.

<sup>3</sup> Does not include critical access or specialty hospitals.

<sup>4</sup> Calculated using SFY 2019 data

<sup>5</sup> Eligible teaching hospitals are defined as a teaching hospital with at least five resident full-time equivalents (FTEs) based on schedule E part A, lines 10, 11, and 16 in 2019 Medicare cost reports, excluding GA-AIDE hospitals.

<sup>6</sup> Payments are in addition to payments received from the HDPPs.

<sup>7</sup> Private GA STRONG hospitals pay 2.58% of Inpatient NPR for participation in both HDPP and GA STRONG.

<sup>8</sup> This is the current Medicaid Disproportionate Share Hospital Program. The increase in Medicaid payments to the hospitals through HDPP, AIDE and GA STRONG will reduce uncompensated care and therefore DSH payments. This will "free-up" DSH funds that can be redistributed to other hospitals.

<sup>9</sup> Rural hospitals defined as not in an MSA, or a county having less than 50,000 population (excluding military population) based on the most recent US decennial census.

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## UPL and DSH Funding

(Upper Payment Limit and Disproportionate Share Hospital)

MEDICAID NET SUPPLEMENTALS	Covid FMAP						
	2018	2019	2020	2021	2022	2023 YTD	2024 Budget
<b>UPL</b>							
PPMH	5,511,403	6,375,910	6,494,557	9,158,854	6,951,751	8,540,484	6,900,000
Sumter	1,073,998	924,506	719,550	1,394,253	886,231	1,115,046	900,000
Worth	50,714	37,085	30,918	21,790	35,705	40,463	40,000
	<b>6,636,115</b>	<b>7,337,501</b>	<b>7,245,025</b>	<b>10,574,897</b>	<b>7,873,687</b>	<b>9,695,993</b>	<b>7,840,000</b>
<b>DSH</b>							
PPMH	6,897,901	4,729,243	3,777,221	4,875,075	4,741,156	-	-
Sumter	2,172,279	1,246,861	1,346,755	1,432,135	3,206,054	4,375,644	3,500,000
Worth	1,403,201	1,288,192	1,160,273	845,478	1,535,756	2,254,820	1,500,000
	<b>10,473,381</b>	<b>7,264,296</b>	<b>6,284,249</b>	<b>7,152,688</b>	<b>9,482,966</b>	<b>6,630,464</b>	<b>5,000,000</b>
<b>Hospital CMO DPP</b>							
PPMH	-	-	-	-	8,033,765	10,267,456	7,000,000
PS	-	-	-	-	987,873	1,608,419	1,000,000
	-	-	-	-	<b>9,021,638</b>	<b>11,875,875</b>	<b>8,000,000</b>
<b>GA STRONG</b>							
PPMH	-	-	-	-	-	41,929,591	30,750,000
					<b>\$17.7M</b>	<b>\$26.3M</b>	<b>\$70.1M</b>
							<b>\$59.6M</b>

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## Questions

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# Hospital Authority of Albany-Dougherty County

Fiscal year 2024 Budget

Approval Needed

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## HOSPITAL AUTHORITY OF ALBANY-DOUGHERTY COUNTY, GEORGIA

**Proposed Operating Budget**  
Fiscal Year Ending July, 2024

	Budget FY 2024	Projection July YE FY2023
<b>OPERATING REVENUE:</b>		
Net patient service revenue (net of provision for bad debt)		
Lease Consideration	81,000	79,000
<b>Total Operating Revenue</b>	81,000	79,000
<b>OPERATING EXPENSES:</b>		
Salaries and Wages		
Employee health and welfare		
Medical supplies and other		
Professional services	80,000	78,100
Purchased services	1,000	900
Depreciation and amortization		
<b>Total Operating Expenses</b>	81,000	79,000
Operating Loss	-	-
<b>NONOPERATING INCOME (EXPENSES):</b>		
Gain in Long Term Lease	-	-
Interest Expense	-	-
<b>Total Nonoperating Income</b>	-	-
<b>EXCESS OF REVENUE OVER EXPENSE</b>	-	-

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HAADC Approval Required

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**FY2024 OPERATING AND CAPITAL BUDGET**  
Phoebe Putney Memorial Hospital

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**"Beware of little expenses. A small leak will sink a great ship."**

**BENJAMIN FRANKLIN**

## Phoebe Economic Impact



**5,528**

PHOEBE FAMILY MEMBERS



**8,350**

ADDITIONAL JOBS CREATED

**13,878**

TOTAL JOBS DUE TO HOSPITAL PRESENCE



**\$1.8B**

TOTAL ECONOMIC IMPACT



**\$425M**

TOTAL PAYROLL & BENEFITS



**\$56M**

IN CHARITY & INDIGENT CARE



**\$59.3M**

COMMUNITY BENEFIT

# Community Investments

- 4** **Community Gardens** through partnerships with Flint River Fresh in Albany and Sumter and The Village Community Gardens in Sylvester
- 6,148** **Community Members** across **15 SWGA counties** provided healthcare services through our **Mobile Wellness Units**
- 3,504** Individuals received **Community Health Education** through free classes, seminars and health fairs
- 5,726** Dougherty County students cared for through the **School Nurse Program**
- 3,329** **Prescriptions** filled for indigent or uninsured patients

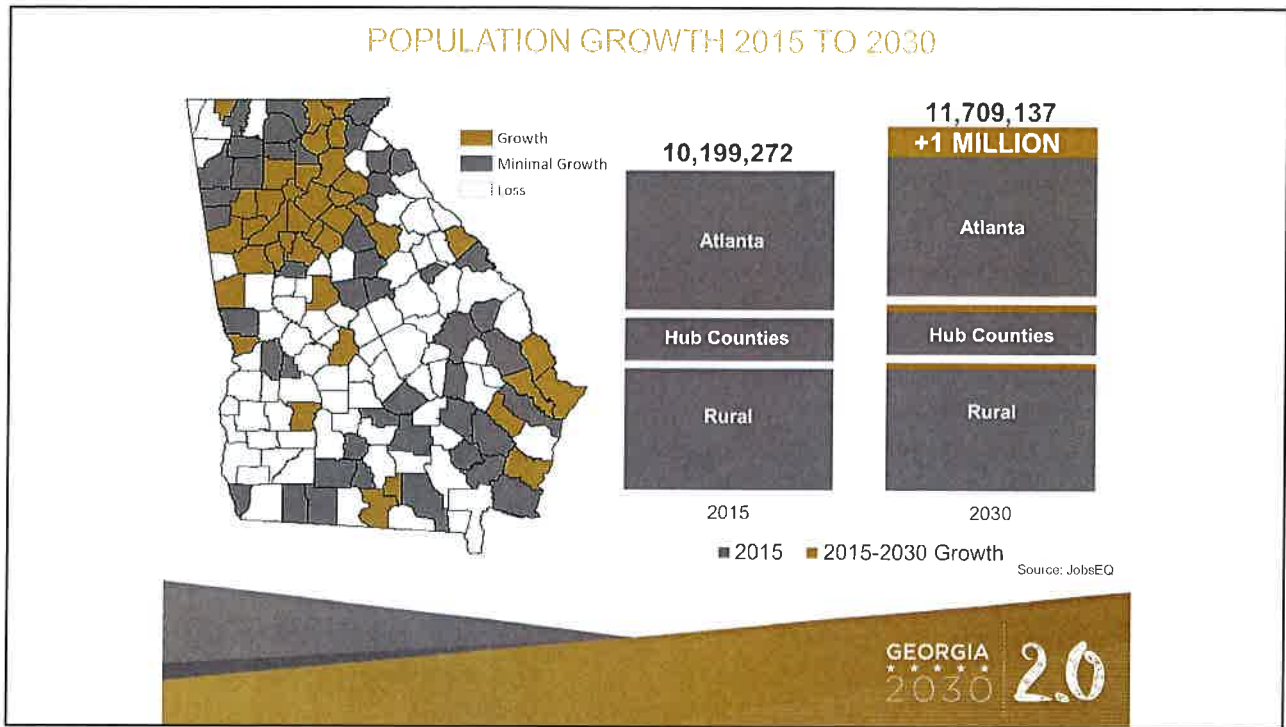
- 20+** **Non-profit organizations** provided financial and in-kind support
- 386** **Inmates at the Dougherty County Jail** provided **medical and drug treatments**
- 35** Teens enrolled in the **Teen Parent Program**
- 127** Individuals received **Free Flu Shots** through homeless shelters and community programs
- 177** **Free Mammograms** for the uninsured
- 100** **Free low dose CT screenings** for the uninsured through our LungWatch Program
- 23** **First time mothers** supported by our **Nurse Family Partnership**
- 33** **Phoebe Family Members** volunteer in the MLK Day of Service

## PPHS Strategic Goals have evolved

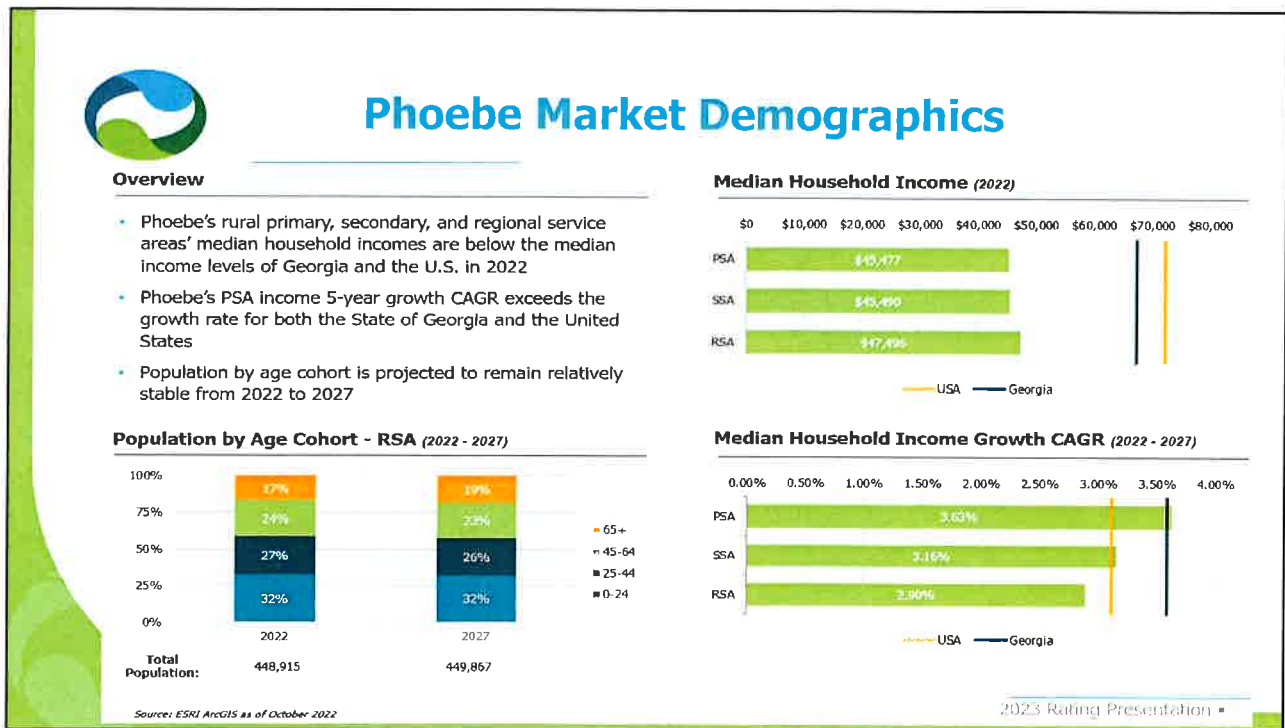


- FY 2017- 2021: 5 areas; 5-year horizon
- FY 2022: 8 areas; 1-year "gap year" to refine metrics for the future
- FY 2023 – 2025: A 3-year horizon

2017- 2021		Now	
		Area	Owner
1.	Patient Safety/ Quality	1. Quality	Dr. Dianna Grant
		2. Safety	Dr. Dianna Grant
2.	People	3. People	Anthony Lewis
		4. DEI	Dr. Jen Williams
3.	Service	5. Service	Jessica Castle
4.	Community/ Growth	6. Community Health	Kim Gilman
		7. Access to Care	Dr. Suresh Lakhnpal
5.	Financial Excellence	8. Financial Excellence	Brian Church



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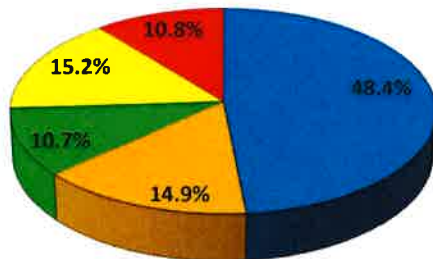
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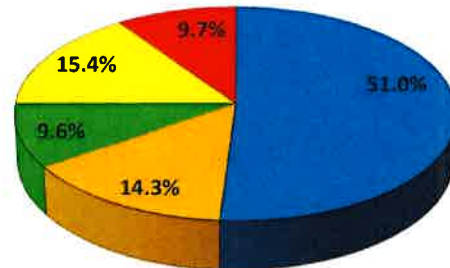
## Payer Mix

Gross Revenue 2022



■ Medicare      ■ Medicaid  
■ Blue Cross      ■ Commercial  
■ No payer source

Gross Revenue 2023



■ Medicare      ■ Medicaid  
■ Blue Cross      ■ Commercial  
■ No payer source

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## Market Forces Driving Costs & Reducing Reimbursement

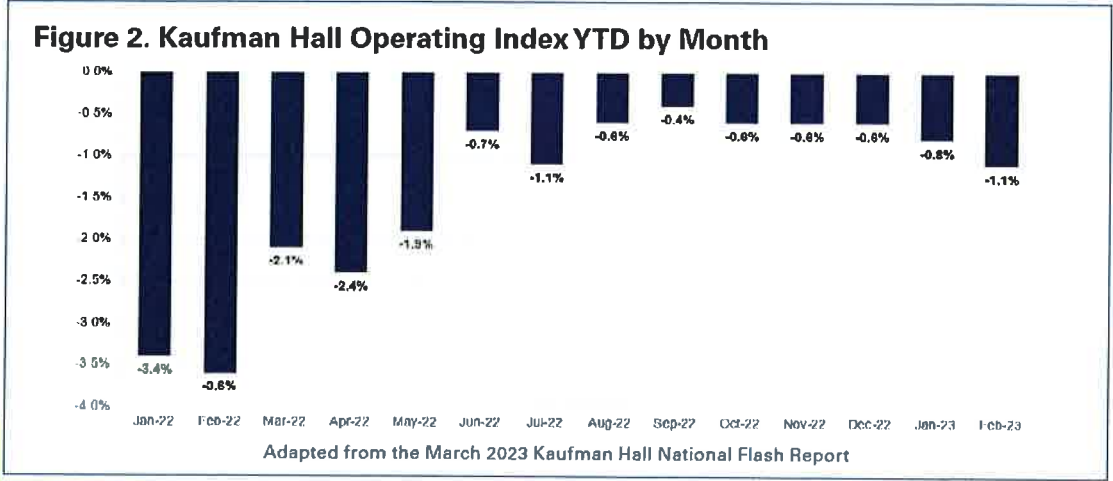
- **Contract Staffing** expense increased dramatically throughout FY22, seems to be stabilizing late FY23.
- **Nursing recruitment/retention** and cost has been an ongoing challenge across Georgia and the country as nurses age and retire
  - **Assistive personnel (CNA, techs)** recruitment and retention
- **Drug Cost Increases**
- **Lack of Medicaid Expansion in Georgia**
  - Georgia is one of the states with highest uninsured % and lowest reimbursed Medicaid program.
  - Georgia has forgone Billions of Dollars in reimbursement since ACA passage
- **Commercial Payer** reimbursement shifts to "less costly" settings
- **Government Payment Reductions** (Medicare, DSH, 340B)
- **Medicare population** continued growth (Baby Boomers)
- **Increased Administration Denials/Burdens/Cost/Regulations**
- **Annual Inflationary Increases** for Salaries, Supplies, Utilities, etc.

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**National Hospital Margins 2022 and Start of 2023**

**Figure 2. Kaufman Hall Operating Index YTD by Month**



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## 293 hospitals at immediate risk of closure

- There are **293 rural hospitals** at immediate risk of closure due to inflation, staffing shortages and other financial stress, according to the [Center for Healthcare Quality & Payment Reform](#).

State	Number	Percent
Texas	27	17%
Kansas	24	23%
Oklahoma	24	31%
Mississippi	20	27%
Alabama	18	35%
Tennessee	14	26%
New York	11	22%
Arkansas	10	20%
<b>Georgia</b>	<b>10</b>	<b>15%</b>
Michigan	9	14%
California	8	14%
Kentucky	8	11%
Missouri	8	14%
North Carolina	7	13%
South Carolina	7	28%

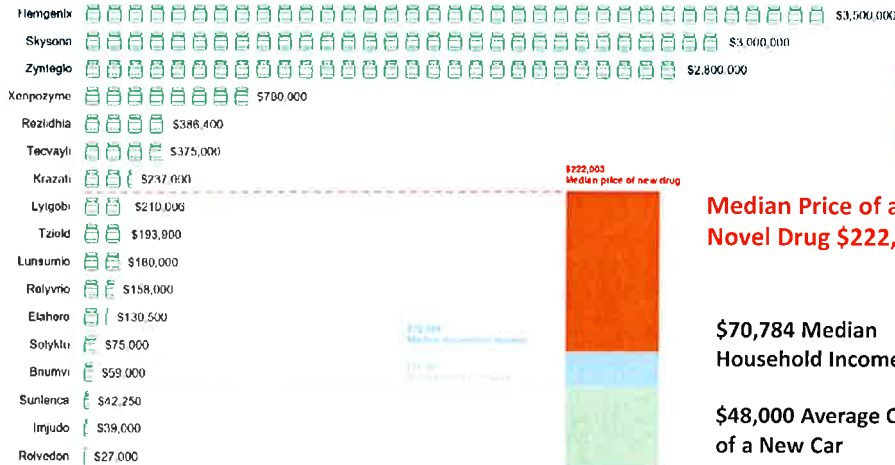
- Beckers Hospital Review -
- Laura Dyrda ([Twitter](#)) - Friday, May 26th, 2023

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# Big Pharma is making new drugs Unaffordable

Figure 4. Launch Prices of Novel Drugs Approved by FDA Since July 2022



"In the last year, we've seen double digit increases in pharmaceuticals and medical supplies. Our utility costs are up and certainly our labor costs are up."  
 — CEO of a health system in the South

Source: Reuters survey of companies that received FDA approval for new drugs in the second half of 2022. Each bottle represents \$100,000 in cost. Median household income from Census Bureau for 2021. Average price of new car from Kelley Blue Book new-vehicle average transaction price in September 2022.

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## FY24 Budget – Strategic Initiatives - PPMH

- First year as a designated trauma center – Provisional 2024 – Trauma Alert Fee Revenue
- New Physicians: Traumatology
- 4C & 2E Operational August/November-March for seasonal census demand
- 7T operating as IMCU – Open All Year
- North Campus Utilization – LTACH – Nominal Lease Revenue Added
- Pharmacy New Medical Management Clinic
- Virtual Nursing – additional units expanded in budget
- Security – Weapons Detection Software and Hardware
- Continued aggressive recruitment of specialized roles RN/RRT/LPN/PharmD
- Continued investments in nurse education partnerships
- Living and Learning Center (LLC) – Expenses Added

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# Operating Outlook

PPMH Statistic Overview

	FY2021	FY2022	FY2023 Annualized	FY2024 Budget
Admissions	18,473	17,317	16,744	17,959
Patient Days	125,337	119,093	112,015	113,607
Deliveries	1,990	1,940	1,696	1,866
Surgeries	11,345	10,720	12,326	12,471
ER Visits	59,442	59,976	59,688	61,166
FTE's	2,944	2,925	2,916	2,828
FTE/AOB	3.70	3.83	3.66	3.57

\*\*Based on June 2023 YTD Annualized

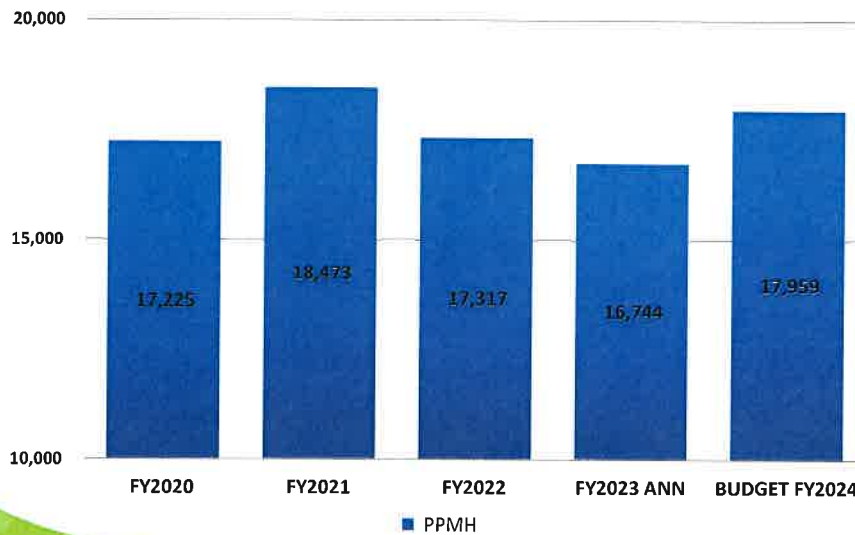
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# Operating Outlook

PPMH ADMISSIONS

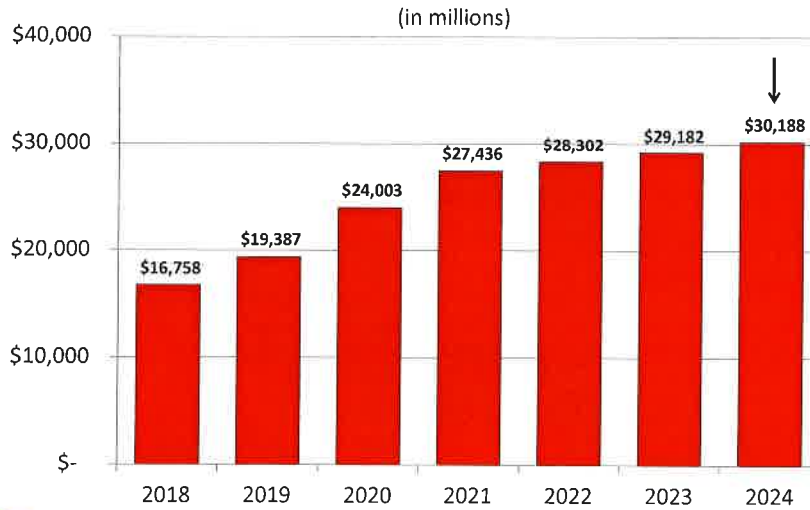


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## PPHS – ACA & Sequester Reductions in Reimbursement (Cumulative)



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## UPL and DSH Funding

(Upper Payment Limit and Disproportionate Share Hospital)

### MEDICAID NET SUPPLEMENTALS

Covid FMAP

	2018	2019	2020	2021	2022	2023 YTD	2024 Budget
<b>UPL</b>							
PPMH	5,511,403	6,375,910	6,494,557	9,158,854	6,951,751	8,540,484	6,900,000
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<b>DSH</b>							
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<b>Hospital CMO DPP</b>							
PPMH	-	-	-	-	8,033,765	10,267,456	7,000,000
PS	-	-	-	-	987,873	1,608,419	1,000,000
	-	-	-	-	<b>9,021,638</b>	<b>11,875,875</b>	<b>8,000,000</b>
<b>GA STRONG</b>							
PPMH	-	-	-	-	-	41,929,591	30,750,000
						<b>\$70.1M</b>	<b>\$51.6M</b>
						<b>\$17.7M</b>	<b>\$26.3M</b>

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## PPMH - Indigent & Charity Write-offs by County

County	Total Amount
DOUGHERTY	\$ (80,110,743)
LEE	\$ (12,935,535)
Worth, Terrell, Mitchell Counties	\$ (22,249,430)
<b>Total Primary Service Area</b>	<b>\$ (115,295,708)</b>
<b>Total PPMH</b>	<b>\$ (146,951,524)</b>

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## Phoebe Property Taxes – FY2024 (Dougherty County)

VPILOT (Voluntary Payment in Lieu of Taxes)	\$552,676 (Phoebe North)
Other Dougherty County Properties	\$494,852
<b>Total Dougherty County Property Taxes</b>	<b>\$1,047,528</b>

\*\* This is based on prior year assessed taxes and projected out for FY 2024

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## Dougherty County Taxes (2013-2022)



V-Pilot Total Contribution	\$5,927,057
Other Property Taxes	\$3,376,513
<b>Total</b>	<b>\$9,303,570</b>

### Top 5 Dougherty County Taxpayers\*

Georgia Power	\$ 2,726,657.23
Sabal Trail Transmission	\$ 2,164,971.56
Phoebe Putney Health System	\$ 1,047,528.36
Mars	\$ 560,213.06
FMC Corp A PG	\$ 454,961.29

\* 2022 Dougherty County Tax Department Report

Year	V-Pilot	Other County Property Taxes	Year Total
2013	\$ 628,654	\$ 274,138	\$ 902,792
2014	\$ 628,654	\$ 250,262	\$ 878,916
2015	\$ 628,654	\$ 252,481	\$ 881,135
2016	\$ 628,654	\$ 238,037	\$ 866,690
2017	\$ 628,654	\$ 232,189	\$ 860,843
2018	\$ 573,085	\$ 341,092	\$ 914,177
2019	\$ 552,676	\$ 407,903	\$ 960,579
2020	\$ 552,676	\$ 436,096	\$ 988,772
2021	\$ 552,676	\$ 449,462	\$ 1,002,138
2022	\$ 552,676	\$ 494,852	\$ 1,047,528
<b>Total</b>	<b>\$ 5,927,057</b>	<b>\$ 3,376,513</b>	<b>\$ 9,303,570</b>



## Charge Increase Built Into FY24 Budget

### Key Model Constraints

- No increase in Outpatient Price Sensitive Consumer Areas
- No increase in charges already higher than peer hospitals
- Lower Prices were out of market or Outpatient Price Sensitive
- Adjust Prices in areas that are below market data for peer hospitals

### Goals

- Fund Merit and Market Adjustments pool for FY 2024
- Partially fund Cost Increases from Drugs, Supplies and Services

**3.5% Overall Charge Increase**



## FY2024 Compensation Investments

### FY 2024 Budget

- **FY2024 PPMH Annual Performance Based Merit**
  - Annualized investment = \$5,800,000
- **FY2024 PPMH Market Adjustments**
  - Annualized investment = \$1,160,000
- **Combined PPMH Annualized Investment = \$6,960,000**

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## PPHS Benefit Trend

(In Thousands)

	<u>ACTUAL</u> <u>FY2020</u>	<u>ACTUAL</u> <u>FY2021</u>	<u>ACTUAL</u> <u>FY2022</u>	<u>FY2023 YTD</u> <u>6/30/23</u>	<u>FY2023</u> <u>ANNUALIZED</u>	% Change	<u>BUDGET</u> <u>FY2024</u>	% Change
Medical	\$ 44,256	\$ 44,830	\$ 48,346	\$ 39,644	\$ 43,248	-10.5%	\$ 44,576	3.1%
Life/Disability	\$ 1,361	\$ 1,260	\$ 1,563	\$ 1,348	\$ 1,471	-5.9%	\$ 1,795	22.1%
Retirement Contributions	\$ 8,051	\$ 5,821	\$ 989	\$ 7,768	\$ 8,474	756.8%	\$ 8,301	-2.0%
Emp Perform Incentive	\$ 1,380	\$ 2,077	\$ 377	\$ 2,254	\$ 2,459	552.2%	\$ 1,720	-30.1%
Vacation/Other Benefits	\$ 5,370	\$ 6,421	\$ 4,879	\$ 5,433	\$ 5,927	21.5%	\$ 5,493	-7.3%
FICA	\$ 19,500	\$ 20,028	\$ 20,844	\$ 20,028	\$ 22,166	6.3%	\$ 24,610	11.0%
<b>TOTAL BENEFITS</b>	<b>\$ 79,918</b>	<b>\$ 80,437</b>	<b>\$ 76,998</b>	<b>\$ 76,475</b>	<b>\$ 83,745</b>	<b>8.8%</b>	<b>\$ 86,495</b>	<b>3.3%</b>



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## FY2024 PHOEBE PUTNEY MEMORIAL HOSPITAL BUDGET

(In Thousands)

	Actual 2022	June Annualized 2023	Budget 2024	Variance %
Gross Patient Revenue	\$ 2,006,818	\$ 2,167,374	\$ 2,258,691	4.2%
Other Operating Reve	\$ 60,738	\$ 59,967	\$ 47,237	-21.2%
Deductions	\$(1,393,419)	\$(1,503,188)	\$(1,580,810)	5.2%
Net Revenue	\$ 674,138	\$ 724,154	\$ 725,118	0.1%
Operating Expenses	\$ (746,598)	\$ (714,603)	\$ (716,278)	0.2%
<b>Operating Income (Loss)</b>	<b>\$ (72,460)</b>	<b>\$ 9,551</b>	<b>\$ 8,840</b>	<b>-7.4%</b>
Investment Income	\$ 4,264	\$ 5,031	\$ 2,551	-49.3%
Net Income	\$ (68,197)	\$ 14,582	\$ 11,391	-21.9%
<b>Operating Margin %</b>	<b>-10.7%</b>	<b>1.3%</b>	<b>1.2%</b>	

\*\*\* PPMH Operating Income (Loss) Includes PHS and PPG Allocations

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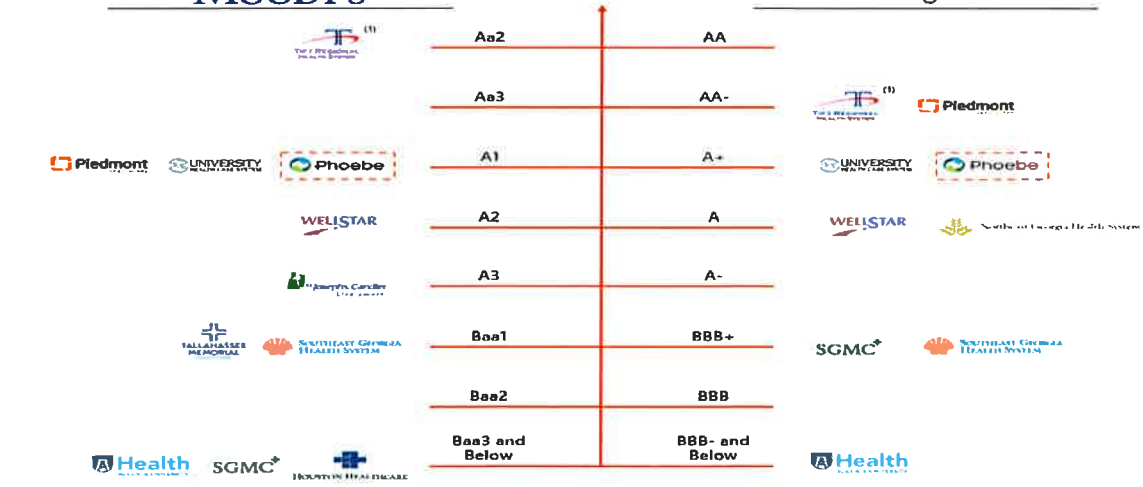
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## Regional Hospital and Health System Rating Landscape

MOODY'S

S&P Global  
Ratings



(Client Logo)

(1) Rating associated with General Obligation ("GO") Bonds  
Source: Moody's, Standard & Poor's

HAMMONDS HANLON CAMP LLC

H2C.com

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**FY2024 CAPITAL BUDGET**  
**Phoebe Putney Memorial Hospital**

**PPMH Capital Requests by Department**

Department	Total
PPMH ADMINISTRATION	2,010,459
PPMH ANATOMIC PATHOLOGY	102,680
PPMH ANESTHESIOLOGY	38,500
PPMH ANGIOGRAPHY	2,435,987
PPMH BLOOD BANK	37,134
PPMH CARDIAC CATH LAB	142,000
PPMH CENTRAL STERILE PROCESSING	193,000
PPMH CENTRAL STERILE PROCESSING-NC	39,200
PPMH CHEMISTRY	59,500
PPMH CLINICAL RESEARCH	30,900
PPMH DIGESTIVE DISEASE CENTER	187,619
PPMH ELECTROPHYSIOLOGY	87,150
PPMH EMERGENCY CENTER	43,029
PPMH EMPLOYEE PHARMACY	12,000
PPMH ENVIRONMENTAL SVCS	28,500
PPMH FAMILY TREE	84,610
PPMH FOOD AND NUTRITION	77,000
PPMH FOOD AND NUTRITION-NC	65,000
PPMH GENERAL STORES	252,412
PPMH HEALTHWORKS	27,180
PPMH HEMATOLOGY ONCOLOGY-ADMIN	122,436
PPMH IS APPLICATIONS	1,055,000
PPMH IS CUSTOMER SUPPORT	1,766,040
PPMH LABOR AND DELIVERY	62,070
PPMH NEONATAL TRANSPORT	25,603
PPMH NEURO SVCS	5,678

## PPMH Capital Requests by Department

Department	Total
PPMH NICU	347,789
PPMH NICU RESPIRATORY	168,053
PPMH NURSING SIM LAB	14,540
PPMH OP MEDICAL SVCS	10,292
PPMH OP SURGERY	6,479
PPMH OPERATING ROOM	1,958,672
PPMH PACU	19,899
PPMH PERFUSION	78,000
PPMH PET IMAGING	2,100,000
PPMH PHARMACY	581,486
PPMH PHARMACY HEM-ONC	192,818
PPMH PHARMACY-SPECIALTY	174,556
PPMH PHOEBE DIGESTIVE HEALTH CENTER	200,000
PPMH PLANT OPERATIONS	2,056,527
PPMH PLANT OPS - WILLSON HOSPICE HOUSE	100,000
PPMH PLANT OPS-MEDICAL TOWER I	150,000
PPMH PLANT OPS-MEDICAL TOWER II	21,230
PPMH PURCHASING	250,000
PPMH RADIATION ONCOLOGY	483,213
PPMH RADIOLOGY DIAGNOSTIC	999,716
PPMH RADIOLOGY-ADMINISTRATION	102,060
PPMH REFERENCE LAB	30,000
PPMH RESPIRATORY THERAPY	426,933
PPMH SICU	315,000
PPMH SLEEP LAB SERVICES	44,550
PPMH ULTRASOUND	36,000
PPMH WOUND CARE-ADMIN	33,600
<b>Grand Total</b>	<b>19,892,100</b>

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## PPMH Capital List FY24, page 1 of 7

Request	Department Name	Description of Request	Amount Requested
144	PPMH ANGIOGRAPHY	Other Cardiology, REPLACE end of Life Angio Suite	2,435,987
382	PPMH PET IMAGING	PET Scanner, PET scanner	2,100,000
	PPMH ADMINISTRATION	Contingency	2,010,459
0	PPMH RADIOLOGY DIAGNOSTIC	MRI, Main MRI Replacement	999,716
	PPMH OPERATING ROOM	Other Surgery, Mako robotics system** (Pending additional evaluation and approval)	880,000
257	PPMH IS CUSTOMER SUPPORT	Server, UCS Server Upgrade	800,000
108	PPMH IS APPLICATIONS	General Software, Meditech Ambulatory Phase I and start Phase II	750,000
165	PPMH PLANT OPERATIONS	Other Engineering / Facilities, Tube Station - Mechanical Upgrade	437,000
313	PPMH IS CUSTOMER SUPPORT	General Hardware, Primera SAN Upgrade	425,000
110	PPMH OPERATING ROOM	Other Surgery, Bar scanning system	400,000
235	PPMH PHARMACY	Other Pharmacy, IVX Workflow System	373,830
153	PPMH PLANT OPERATIONS	Generator, Generator 1 - Emergency Controls	350,000
296	PPMH SICU	Other Nursing, Hemosphere Adv. Monitoring System - FlowTrak	315,000
292	PPMH PURCHASING	Other Administration, Furnishing PPMH Replacement (Stock)	250,000
78	PPMH IS CUSTOMER SUPPORT	Network, IDF Closet Upgrades	241,040
119	PPMH PLANT OPERATIONS	Generator, ATS Anunciator/Controller Upgrade - OR/CSP	210,000
337	PPMH PLANT OPERATIONS	General Construction, Main 1st floor	206,275
274	PPMH PHOEBE DIGESTIVE HEALTH CENTER	Other GI, OER Pro Scope Washers	200,000
152	PPMH PLANT OPERATIONS	Master Facility Plan, Energy Reduction Program	200,000
343	PPMH PLANT OPERATIONS	Other Engineering / Facilities, Brick Sealing and cleaning - C,D,E Win	194,702
159	PPMH PHARMACY-SPECIALTY	Other Pharmacy, ScriptPro with Nutanix server	168,556
361	PPMH PLANT OPS-MEDICAL TOWER I	General Construction, Pain Management	150,000
134	PPMH RESPIRATORY THERAPY	Other Respiratory Therapy, Endobronchial Ultrasound Bronchoscope	148,777
236	PPMH PHARMACY HEM-ONC	Other Pharmacy, IVX Workflow System	144,788

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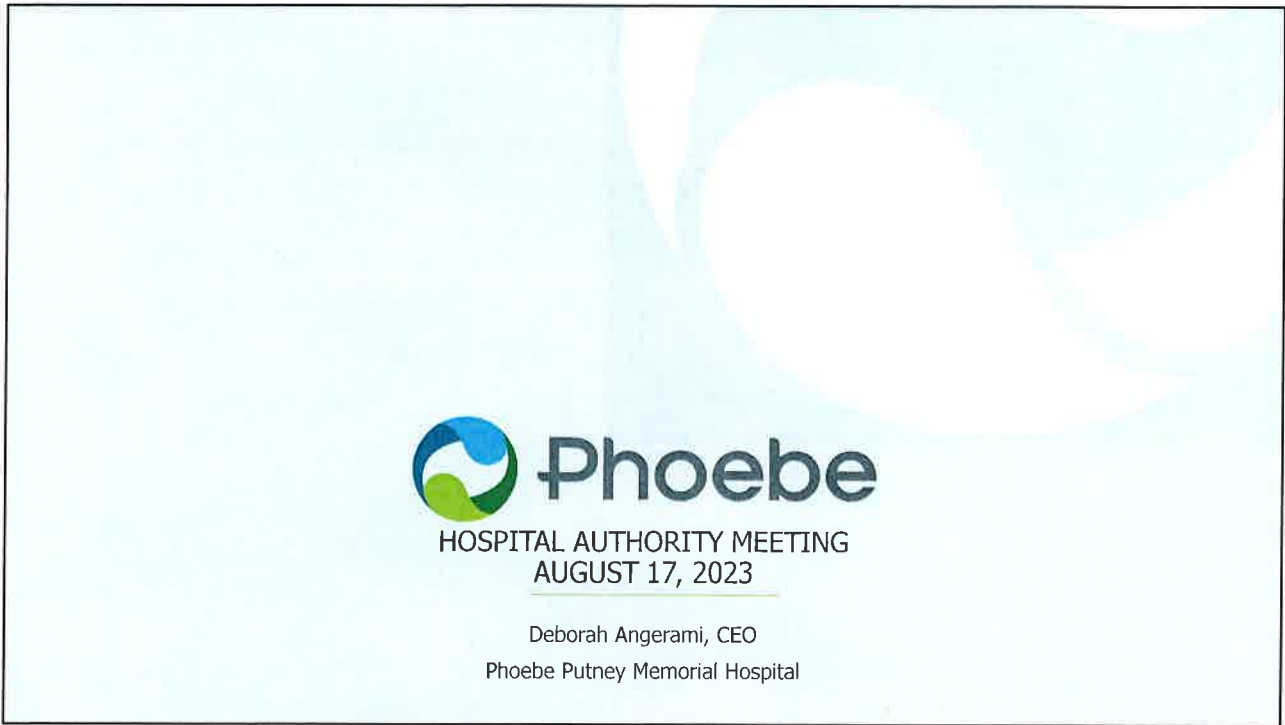
**Hospital Authority**  
of Albany/Dougherty County

# PPMH CEO & Operational Reports

Open Session Meeting

A banner at the top of the slide shows a cityscape with a bridge and a person in a blue uniform talking on a mobile phone. Below the banner, the text "PPMH CEO & Operational Reports" is written in a large, green, sans-serif font. Underneath that, "Open Session Meeting" is written in a smaller, black, sans-serif font.

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**Community Partnerships at Work**





Phoebe recently received the **Community Partner Award** from **The ARC of Southwest Georgia**. Jennifer Williams, Chief Diversity, Inclusion & Community Benefit Officer, accepted the award on Phoebe's behalf for our support and hiring individuals with disabilities.

We also held a **job fair** with The ARC on **July 18**. At the event, we reviewed resumes, conducted interviews and provided job search advice.

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## APP Appreciation Day



On Wednesday, **July 26**, Phoebe celebrated APP Appreciation Day! We are so thankful for **173 Advanced Practice Providers**.

They provide outstanding care to patients across our health system, and we are grateful for their service and dedication to our patients.

Each received a special treat as a thank you.

THANK YOU!

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## Rural Prosperity Forum



Phoebe leaders participated in the **Rural Prosperity Forum** on **July 26**. Speakers were invited to discuss the projects and programs they've created, as leaders of innovation in their fields.



GEORGIA CHAMBER

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## DQs Miracle Treat Day!



Phoebe Family members helped celebrate Dairy Queen's Miracle Treat Day. Mark Casteel, of the Sylvester DQ, delivered nearly 600 Blizzards to Phoebe.

Miracle Treat Day, which took place on July 27, helps support our youngest patients through Children's Miracle Network at Phoebe.



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## 24 Bed LTACH (Long-Term Acute Care Hospital) To Lease Space At Phoebe's North Campus

Proposed LTACH • 60

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# LTACH Profile

• **Definition:** LTACHs are facilities that specialize in the treatment of patients with serious medical conditions that require care on an ongoing basis but no longer require intensive care or extensive diagnostic procedures. These patients are typically discharged from the intensive care units and require more care than they can receive in a rehabilitation center, skilled nursing facility or at home.

• **Benefits:** Because LTACHs are able to focus their energy and resources on a limited number of specialized treatments with minimal overhead, they are able to provide more cost-effective care than if these same patients were kept in acute care facilities.

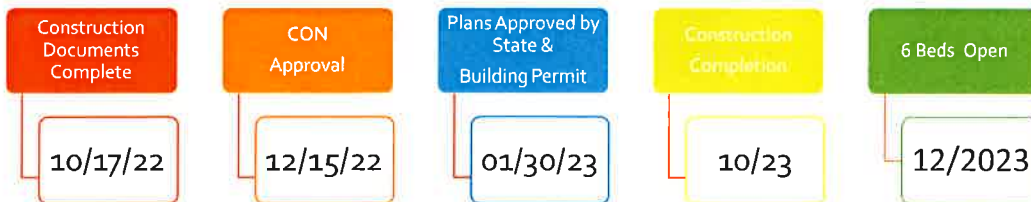


Proposed LTACH -

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## Timeline



LTACH to open with limited beds waiting on certification - estimated 4 to 6 months. Once Certified, all 24 beds open.

Proposed LTACH - 62

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## OP Behavioral Health

Start Date –  
04.24.23

Expected  
Completion Date –  
05.19.23

Project  
Complete  
06.14.23

This project created Group Therapy Rooms in the existing  
3,800 sf building at 500 W. Third Avenue

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# Virtual Nurses Enhance the Patient Experience via Care Transition Calls



## Number of Calls:

1,450

## Response Rate:

62%

\*June 5<sup>th</sup> – July 5<sup>th</sup>



## Call Catches:

- Assisted multiple patients with obtaining medication timely post-discharge & addressing complex medication questions
- Provided enhanced teaching & instructions to a CHF patient that had a 12lb weight gain to help prevent a readmission
- Helped obtain appointments for patients having difficulty scheduling
- Patients reported how appreciative they were of the follow-up call and their many questions being addressed & concerns alleviated



## EC Call Expansion: July 17<sup>th</sup>

### EC Call List:

LWBS  
 > 80yo  
 < 10 yo  
 Level 2 Triage

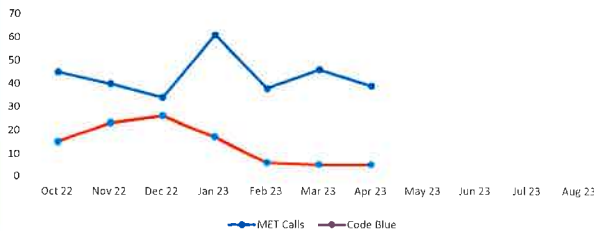
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# Medical Emergency (MET) Team Reduces Code Blue Events FY23 vs FY22

MET Call and Code Blue Comparison



FY 23 Code Blue Calls Compared to FY 22 Baseline



### Phoebe's MET Team

- Officially began October 2022, coverage 24/7
- Staffed by RNs with critical care experience and expertise

### MET RN Duties

- Round on patients transferred from ICU, EC or PACU within 24-hours to prevent deterioration
- Round on patients with high NEWS (National Early Warning Score) scores 5 or greater
- Facilitate MET calls and collaborate with providers for appropriate interventions
- Support Code Blue events
- Real-time mentoring for staff
- Support staff with suspected sepsis triggers
- Currently collaborating with Trauma Service line to support quality outcomes
- Respond to calls from staff needing support when the patient "doesn't look right"

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## Staff Turnover Below Expected Targets

Entity	Base-line	FY23	Aug -22	Sep -22	Oct -22	Nov -22	Dec -22	Jan -23	Feb -23	Mar- 23	Apr -23	May -23
PPMH	24.30%	<b>23.80%</b>	19.15%	19.81%	19.79%	13.94%	20.92%	21.41%	18.34%	20.04%	11.78%	<b>16.01%</b>

### May Turnover Reasons

#### Voluntary (20)

- New Employer
- Failure to work notice
- Relocation
- Resigned during Intro
- Family/Personal Reasons

#### Involuntary (11)

- Patient Safety (2)
- Attendance
- Actions or behaviors that do not support the organization mission or values

#### Lowering Turnover Action Plan

- HRBP Client Meetings
- New Employee BRG
- Leadership Training
- Tea for the Soul Rounding

**External Hires Net Gain  
Total 26, RNs 8**

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## Albany Tech Partnership Update

### Success Stories



8 out of 10 Spring 2023 graduates have passed the NCLEX exam, with 4 of them employed with Phoebe



177% increase in nursing applicant accepted into program



66% of students receiving the TEAS prep manual passed (>60%); 87% (>55%)



Increased internal communication between Academics and Admissions

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