

**HOSPITAL AUTHORITY OF ALBANY-DOUGHERTY COUNTY, GEORGIA**

**MINUTES OF MARCH 15, 2012 MEETING  
(Open Session)**

**Attendees:** Authority Board Members: Ralph Rosenberg; Dr. Charles Lingle; Dr. John Inman, Jr.; Lamar Reese; Fred Ghiglieri; Dr. Eugene Sherman; Rev. H. B. Johnson; Legal Counsel, James E. Reynolds, Jr.; Also present were: Joel Wernick; Kerry Loudermilk; Joe Austin; Tommy Chambless; Tom Sullivan; Dr. Price Corr; Dr. Doug Patten; and Records, Annette Allen and Mary Barfield

**Absent Authority Members:** John Hayes; Dr. Steven Wolinsky

**Call to Order:**

The meeting was called to order by Chairman Rosenberg at 7:30 A.M. in the Willson Board Room of Phoebe Putney Memorial Hospital.

**Open Meeting and Establish a Quorum:**

Mr. Rosenberg welcomed the Authority and established that a quorum was present, with seven members being in attendance.

**Approval of the Agenda:**

The proposed Agenda was reviewed and a motion made by Dr. Lingle and seconded by Lamar Reese, to adopt the Agenda as presented. The motion was approved by the Authority.

**Approval of the Minutes:**

The Minutes of the February 16, 2012 meeting, having been provided to the Members prior to the meeting, were presented for approval. A motion was made by Dr. Lingle and seconded by Fred Ghiglieri to approve the Minutes as provided. The motion was approved by the Authority.

**Closing of the Meeting:**

A motion was made by Dr. Sherman and seconded by Fred Ghiglieri to close the meeting in order to (i) discuss the granting, restriction or revocation of staff privileges at Phoebe North; (ii) discuss pending litigation with legal counsel; and (iii) discuss potential commercially valuable plans and proposal or strategy that may be of competitive advantage in the operation of Phoebe North and/or PPMH or their medical facilities .

Mr. Rosenberg polled the individual Authority Members whose votes are shown below:

Ralph Rosenberg	Yes
Dr. Charles Lingle	Yes
Dr. John Inman, Jr.	Yes
Fred Ghiglieri	Yes
Lamar Reese	Yes
Dr. Eugene Sherman	Yes
Rev. H. B. Johnson	Yes

The motion having passed, the meeting was closed.

**Open Session Reconvened:**

Dr. Corr had by this time been called away from the meeting.

**Staff Privileges:**

Because Dr. Corr had been called out of the meeting, Dr. Patten made the presentation of the recommendations of the Phoebe North Medical Staff. After the presentation, a motion was made by Dr. Sherman and seconded by Dr. Lingle to accept and approve the Medical Staff recommendations for the credentialing of certain Phoebe North Medical Staff as presented by Dr. Patten. A copy of the recommendations as approved is attached.

**Financial Reports:**

Kerry Loudermilk made a presentation of certain interim financial reports for Phoebe North and the Authority. A copy of the presentation is attached hereto.

### **Phoebe North Operations Report:**

A presentation was made by Tom Sullivan, Chief Transition Officer, regarding the operation of and planning for Phoebe North. A copy of the presentation is attached to these minutes.

Maureen Jackson, Interim Chief Nurse, made a presentation regarding patient care. Tom Colabro, Patient Safety Officer of Phoebe Putney Health System, gave a presentation pertaining to safety and preventing falls. A copy of the presentation is attached to these minutes.

Dr. Patten advised that the Schumacher Group, specialists in providing emergency care, had been engaged to provide Emergency Services at Phoebe North, including the reasons for engaging an independent contractor for this service. A copy of the presentation is attached to these minutes.

### **Reports from Phoebe Putney Memorial Hospital:**

Mr. Wernick gave a report principally pertaining to the operations of and plans for Phoebe North and PPMH. A copy of his presentation is attached.

It was necessary for Rev. H. B. Johnson to leave the meeting at approximately 9:00 A.M.

### **Consideration of Resolutions:**

Jay Reynolds presented two Resolutions to the Board for its consideration. Drafts of each of the proposed Resolutions had been provided to the Authority members in advance of the meeting.

The first Resolution considered, dealt with authorization to provide legal notice for a public hearing to be conducted by the Authority concerning the possible lease of the former Palmyra Park Medical Center facilities. As explained, by statute, the notice is required to run at least three times, with the initial notice to appear at least 60 days prior to the hearing date. The hearing will be conducted in the latter part of May in order to comply with the notice requirements. Dr. Lingle made a motion, seconded by Mr. Reese to proceed with the notice and hearing date and all members in attendance approved.

The second Resolution dealt with the authorization to proceed with the accounting and consulting firm of PricewaterhouseCooper to engage it to conduct a study consistent

with the proposed engagement letter, a copy of which had been previously provided to the Authority members. Mr. Reese made a motion, seconded by Dr. Sherman, to proceed with the survey and execution of the Engagement Letter by the Authority Chairman and the Authority's legal counsel, Perry & Walters, LLP.

**Old Business:**

Mr. Rosenberg advised that the Authority now has an office located on the First Floor at the main campus of Phoebe Putney Memorial Hospital, in close proximity to the administrative offices, and he invited everyone to go by and see the office. Many thanks go to Annette Allen for her hard work and overseeing this project and making it a reality.

Mr. Rosenberg also announced that a 100 year museum regarding Phoebe's history was located on the Second Floor of the Towers and that Thronateska Heritage Museum was also having an opening of a showing of Phoebe Putney Memorial Hospital history.

Dr. Patten asked that due to the purchase of Phoebe North, the Medical Staff ByLaws of Phoebe north be amended to remove the Risk Manager as an ex-officio member of the Executive Committee of the Medical Staff in its peer review process concerning medical staff. A motion to amend the Medical Staff ByLaws to remove the Risk Manager as a member of the Executive Committee of the Medical Staff was made by Dr. Lingle, seconded by Dr. Sherman and approved by all members present.

**Adjournment:**

There being no further business, the meeting adjourned at 9:15 A.M.

  
Mary S. Barfield, Recorder

AGENDA  
HOSPITAL AUTHORITY OF ALBANY-DOUGHERTY COUNTY, GEORGIA

Meeting of March 15, 2012  
7:30 A.M.  
(Willson Board Room)

- |       |   |                  |
|-------|---|------------------|
| I.    | Open meeting and establish quorum   | Ralph Rosenberg  |
| II.   | Approval of Agenda  | Ralph Rosenberg  |
| III.  | Consideration of Minutes of February 15, 2012 meeting<br>(Draft previously provided to Members)   | Ralph Rosenberg  |
| IV.   | Motion and vote to close meeting in order to (i) discuss the granting, restriction or revocation of staff privileges at Phoebe North; (ii) engage in privileged consultation with legal counsel; and, (iii) to discuss potentially commercially valuable plans, proposal or strategy that may be of competitive advantage in the operation of Phoebe North and/or PPMH or their medical facilities. Consideration of any official action to be taken following the re-opening of the meeting. | Ralph Rosenberg  |
| V.    | Presentation of Medical Staff recommendation's pertaining to credentialing of Phoebe North Medical Staff and consideration thereof by the Board   | Dr. Price Corr   |
| VI.   | Presentation of interim financial reports on behalf of Phoebe Putney Memorial Hospital, Inc. and on behalf of Authority   | Kerry Loudermilk |
| VII.  | Phoebe North Operations Report  | Tom Sullivan     |
| VIII. | CEO Report on behalf of PPMH, Inc.  | Joel Wernick     |
| IX.   | Consideration of Resolution to give legal notice and conduct public hearing concerning possible lease of former Palmyra Park Medical Center facilities  | Jay Reynolds     |
| X.    | Consideration of Resolution authorizing execution of PricewaterhouseCoopers Engagement Letter   | Ralph Rosenberg  |
| XI.   | Old Business  | Ralph Rosenberg  |
| X.    | Adjournment   | Ralph Rosenberg  |

**Credentialing Appointments-March 2012  
Phoebe North**

<b>Initial Appointments</b>		
<b>Name</b>	<b>Type</b>	<b>Specialty</b>
Ozita Cooper	MD	Emergency Medicine
Jeffrey Davenport	MD	Emergency Medicine
Carlton Hamilton	MD	Emergency Medicine
Tamara Scott-Gantz	CRNA	Anesthesia
Elizabeth Yesbick	FNP	Bariatrics

<b>Re-Appointments</b>		
<b>Name</b>	<b>Type</b>	<b>Specialty</b>
Willie Adams	MD	OB-GYN
Ashli Alexander	MD	Physiatry
Kermit Ary	DPM	Podiatry
Ralph Barnes	MD	Emergency Medicine
Lorenzo Carson	MD	Radiology
Grace Davis	MD	Pediatrics
El-Roy Dixon	MD	Ophthalmology
Joe Jackson III	MD	Family Practice
Travan Jasper	MD	Emergency Medicine
Thomas Joiner	MD	Cardiology
Matthew Grundfast	MD	Gastroenterology
Craig Murray	MD	General Surgery
Suzanne Shepherd	MD	Tele-Radiology
Thomas Ungarino	MD	IM/Pulmonology
Adrine Adams	CRNA	Anesthesia
Erin Baker	PA	Internal Medicine
Chris Bass	PA	Dermatology
Andre Boz	CRNA	Anesthesia
Alicia Creel	ST	General Surgery
Andrew Donnan	PA	Radiation Oncology
Lisa Graves	NP	Orthopedics
Chandra James	NP	Gastroenterology
Melanie Kegler	ST	General Surgery
Lester Leggette	PA-AA	Anesthesia
Patricia Marshall	NP	Gastroenterology
Jimmy Ratliff	ST	Orthopedics
Sheri Smith	PA	Orthopedics
Steven Snipes	PA	General Surgery

<b>Other Credentialing</b>		
<b>Name</b>	<b>Type</b>	<b>Specialty</b>
Crystal Gay	PA	ENT
Linda Katherine Hudson	MD	Internal Medicine

<b>Resignations</b>			
<b>Name</b>	<b>Type</b>	<b>Specialty</b>	<b>Effective Date</b>
John Bagnato	MD	General Surgery	03/05/12

**FINANCIAL HIGHLIGHTS**  
**HOSPITAL AUTHORITY CONSOLIDATED**  
**FISCAL YEAR ENDING JULY 31, 2012**

	February-12		Year-to-Date	
	Actual	Budget	Actual	Budget
				Variance
	\$19,744	\$21,872	53,402	\$8,161
	17,010	16,798	42,177	7,411
	268	55	3,765	3,650
	\$3,002	\$5,129	\$14,989	\$4,400
	5,075	5,664	13,436	1,958
	(\$2,073)	(\$535)	\$1,554	(\$888)
	\$0	\$0	\$0	\$0
	(\$2,073)	(\$535)	\$1,554	(\$888)
	0	0	0	0
	0	0	0	0
	50	50	100	100
	(50)	(50)	(100)	(100)
	(\$2,123)	(\$585)	\$1,454	(\$988)
				\$ 2,442
	(\$1,792)	(\$260)	2,421	(\$338)
	-72.38%	-12.37%	9.03%	-10.27%
	-69.05%	-10.42%	10.37%	-8.38%
	-59.68%	-5.07%	16.15%	-3.19%

**Operating Summary**  
**(in thousands)**

	Actual	Statistics
Revenues	53,402	644
Deductions	42,177	3,861
Other Operating Revenue	3,765	6.00
Net Operating Revenue	\$14,989	5,696
Expenses	13,436	8,501
Operating Income (Loss) Before Intercompany Intercompany	\$1,554	3.50
Operating Income (Loss) Non-Operating Income	\$1,554	
Investment Income	0	
Interest Expense	100	
Net Investment Income (Loss)	(100)	
Net Income	\$1,454	
EBITDA	2,421	
Operating Margin %	9.03%	
Operating Margin %(excl Int Exp)	10.37%	
EBITDA %	16.15%	

**Hospital Authority of Albany-  
Dougherty County  
BOARD MEETING**

**March 15, 2012**





## **PN OPERATIONS ACTIVITIES**

- **Employee Orientation - Total 415**
- **Nursing Orientation - Total 26**
- **Continued Consolidation**
  - ✓ Risk Management
  - ✓ Marketing and Sales
- **Focus on Quality & Service**



## **HCAHPS**

- **Standardized Survey Tool**
- **Tied to Quality/Clinical Outcomes**
- **Pay for Performance**
- **VBP**



# **PRESS GANEY**

- **Database**
- **Resources**
- **Survey OP Areas**



## **W.O.W.**

- **Welcome/Over Communicate/Warmth**
- **Standards/Accountability**
- **Tools and Resources**



PHOEBE NORTH CAMPUS  
CREATING A CULTURE OF SAFETY

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NO PASSING ZONE & FALLS REDUCTION INITIATIVE



Thomas Calabro, RN, BSN, CCRN  
Patient Safety Officer, Phoebe Putney Health System

# **Patient Falls: A Quality of Care Issue**

- **The Joint Commission - Due to the high prevalence & associated adverse outcomes nationally, incorporated falls in the National Patient Safety Goals to reduce the risk of patient injuries** *(The Joint Commission, 2005)*
- **Centers for Medicare & Medicaid Services (CMS) in 2008, designated falls as a Hospital Acquired Condition (HAC) where hospitals will not receive payment for treating injuries caused by falls that occur in hospitals.**

# **The Road to Success**

- **Comprehensive Falls Reduction Initiative**
  - **Creating a Culture of Safety**
  - **Patient & Family Education**
  - **Community Outreach**
  - **New Expectations of Staff**





# Patient Safety Initiative





# Go Live – March 5



When you really need help it seems help can't get there fast enough. Imagine being a patient in the hospital; you're already sick and not feeling well, perhaps you are in pain or need something. Your lifeline, your best way of getting help, is to use the call light. What if it's your husband, your parent, or your child? How quickly do you want someone to answer the call, now?

**WHAT**  
**IS NO PASSING?**



**PHOEBE**

A NO PASSING ZONE means that every member of the Phoebe Family is expected to answer a call light anytime they see one or hear someone call for help. If you work in Plant Operations, Marketing, Information Technology, EVS, or Dietary, Nursing, Lab, or ANY other area at Phoebe, we want you to STOP, knock, introduce yourself and ask if the patient needs anything.



## **Purposeful Rounding**

- **Data indicates patients fall as a result of specific needs: Restroom, positioning, pain, to retrieve an object (placement).**
- **Staff will check on patients hourly during the day and every two hours at night.**
- **During staff rounds we will ask 5**

### **Questions**

**Potty Position Pain Placement Prompting**





**TAKE PRECAUTIONS. PREVENT FALLS.**





TAKE PRECAUTIONS. PREVENT FALLS.

## New Falls Campaign April 2, 2012

### Physician audience:

- Flat Screens in Physician lounge specific messaging
- Flyers in mailboxes

### General/community audience:

#### Flat screens throughout hospitals

- Safety messaging – fall prevention tips
- Yellow sock awareness for patient compliance

#### Patient Room Identifier

- Safety bar magnet on doors of falls risk patients

#### Public Service Announcement

- Do It For Life TV spot - safety tips to prevent falls at home

#### Web site

- Campaign logo with tips to prevent falls at home
- Information on yellow sock campaign to create awareness

#### Staff Education

- New tools to assess the patient's risk for falls
- Best Practice Interventions proven to reduce falls

#### Publications

- Keynotes newsletter to Golden Key members
- Guide to Patient Services

# The latest fashion for the safety conscious

- Wearing these socks could  
get you home sooner!



If you've been identified a "Fall Risk" patient, take Jack-the-Gripper's advice and be sure to:

- **Call instead of fall**  
(press the nurses button for assistance to help you get out of bed)
- **Wear your non-skid socks**  
to avoid slipping down

"Jack-the-Gripper"  
One Safe Sock



TAKE PRECAUTIONS. PREVENT FALLS.

April Falls Day  
April 2, 2012

Flat screen messages:



# Quite Possibly the World's Most Technologically Advanced Falls Prevention Device



TAKE PRECAUTIONS. PREVENT FALLS.



Questions?



# Quite Possibly the World's Most Technologically Advanced Falls Prevention Device



TAKE PRECAUTIONS. PREVENT FALLS.



**PHOEBE**  
PHYSICIAN GROUP, INC.



**SCHUMACHER GROUP**



**PHOEBE**  
**NORTH**





C O M M I T M E N T

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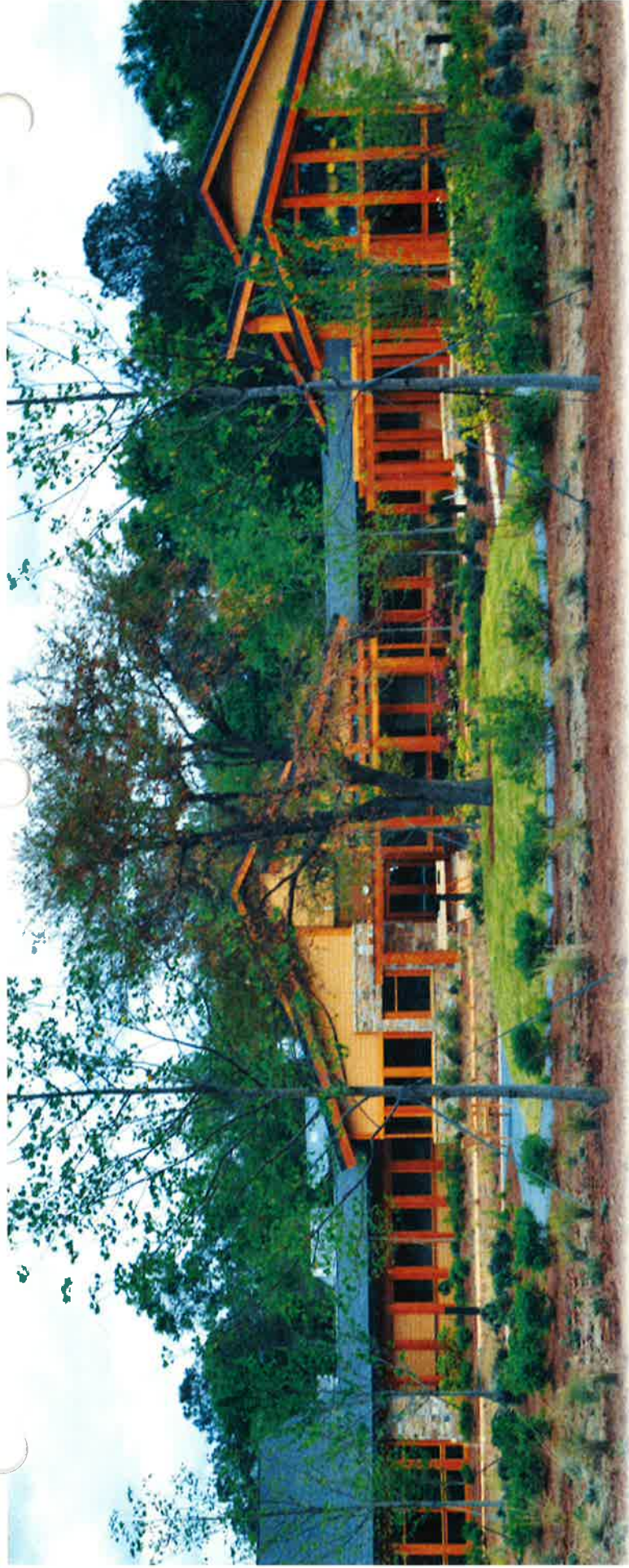
Caring



Authority Meeting

March 15, 2012

CEO REPORT



# Wilson HOSPICE HOUSE

□ *An inpatient facility to  
address a number of  
end-of-life patient needs*

ALBANY COMMUNITY HOSPICE AND PALLIATIVE CARE  
PHOEBE PUTNEY MEMORIAL HOSPITAL

FLOOR PLAN

- Staff offices
- Admissions
- Meeting rooms



**LEGEND**

Red	Home Care Staff Spaces
Blue	Education and Public Spaces
Light Blue	Patient Rooms
Orange	Patient Room Punctures
Pink	Family Assembly Rooms
Green	Trellised Terraces and Porches



- 3 Patient Pods
- 18 private patient rooms
- Family living rooms
- Playroom
- Family Kitchen
- Library
- Quiet rooms

Dr. Lane Price  
Medical Director Willson Hospice House



Dr. Manouchka Joseph  
Palliative Care



# World-class Medical Talent

# Hospice

A special kind of caring

- Symptom management for patients whose symptoms, such as pain, cannot be managed at home
- Care for patients who are actively dying and for whom care at home is simply not possible
- Respite care for families who need a short break from their full time caregiver role
- Short-term care for patients while their families receive education on specific aspects of how to care for their particular condition at home



## Statistics

Total Number of Employees.....	27
Total Number of Patients.....	348
Average Length of Stay.....	6.8 days

# Community Commitment



**Eagle Scout candidate Andrew Bode, 16, is collecting toys and books for the children's room at Wilston Hospice House as part of his Troop 3 Eagle Scout Project.**

After meeting with Woodhill, the project was an easy sale. "With the she showed me that I dreamt it would be a good idea," Andrew

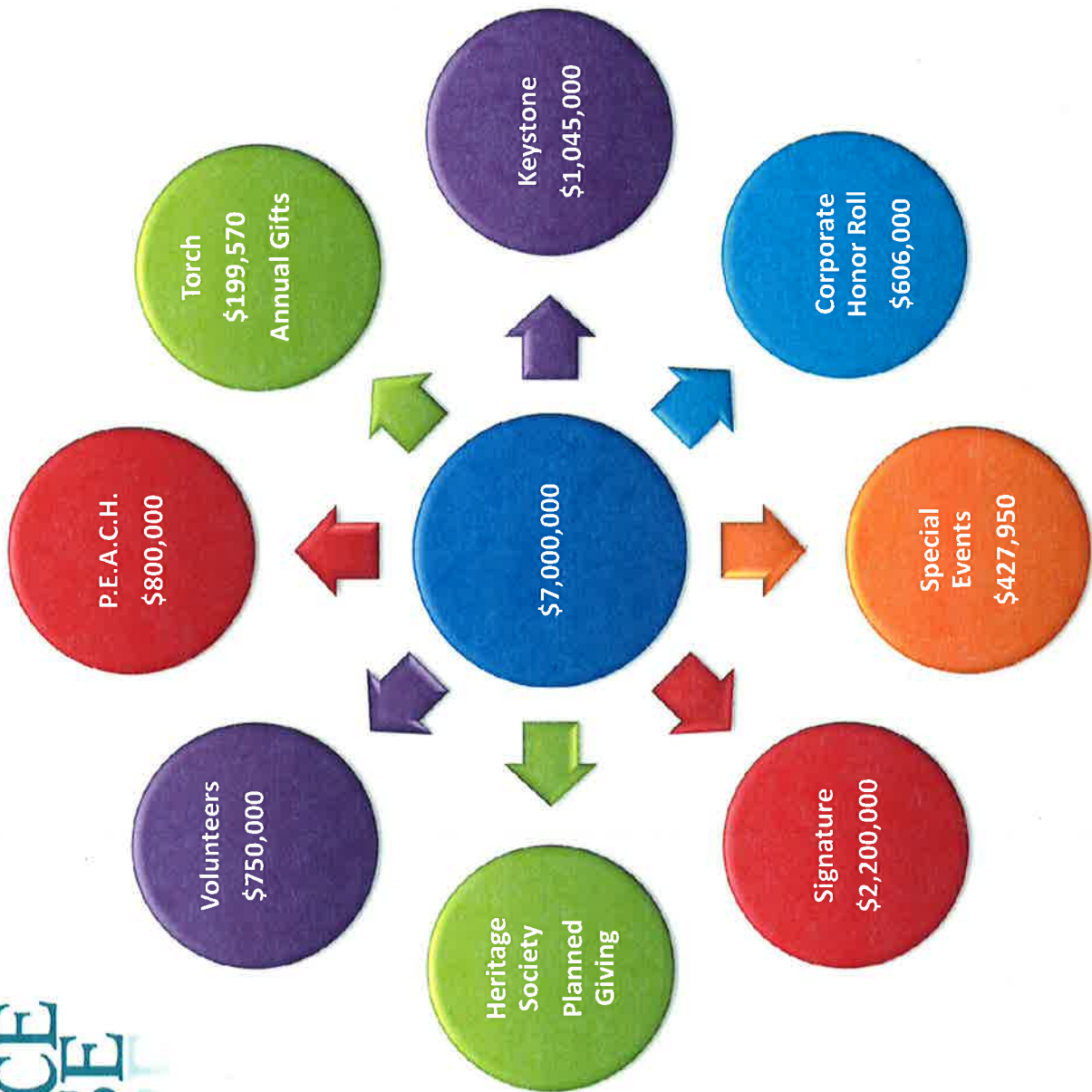
The project was officially approved in October, and coffee, to help promote the drive. members of Troop 3 have been hundreds of flyers advertising the effort. Friday afternoon, about 500 toys had been collected for the to see that the holidays were a good time to ask families to clean "It's amazing," the Eagle Scout hopeful said. "I had no match. Thank you to all who have donated."

At least one hospice Please see Drive, 4A




Andrew Bode of Boy Scout Troop 3 has collected roughly 500 toys for a fundraising campaign.

# Campaign





- 
- 2011 Caritas Project's Place to Flourish Generative Space Award
  - 2011 AIA Design for Aging Merit Award
  - 2011 Healthcare Environments Award: Long-Term Care/Assisted Living
  - 2011 LEED Silver Certification
  - 2011 Environments for Aging Best in Show & Merit Award
  - 2011 WoodWorks' Southeast Institutional Design Award
  - 2011 IIDA Healthcare Award & Merit
  - 2010 Southeast Construction & Architecture Award
  - 2010 First Healthcare Audubon International Silver Signature Sanctuary
  - 2011 Associated Central Contractors' Build Georgia Awards:  
1<sup>st</sup> place, Best Sustainable Building Practices Merit Award

*Awards & Recognitions*

**First healthcare facility in the world to achieve designation as an Audubon International Certified Silver Signature Sanctuary**



Facility is certified by the Leadership on Energy and Environmental Design (LEED) of U. S. Building Council



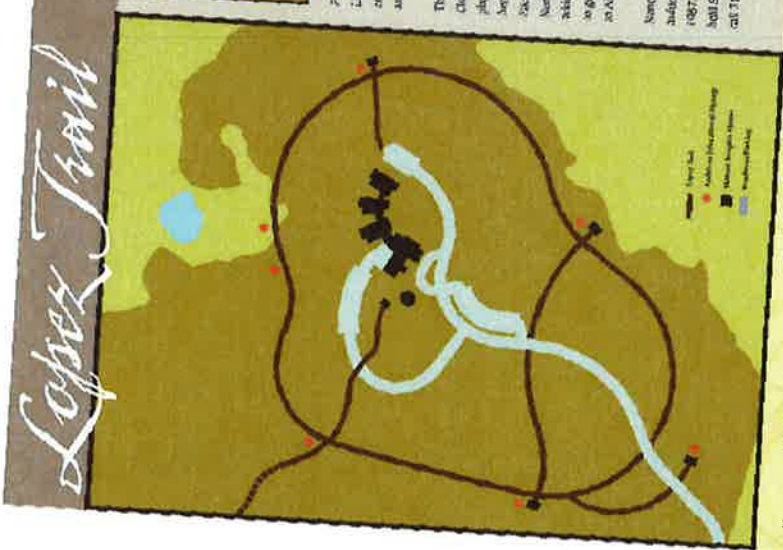
**COMMUNITY WELLNESS  
INVESTMENT**

**1.5 MILE WALKING TRAIL**



□ Designed with patient and family members in mind, **outdoor places of respite** promote stress relief

# Trails that provide the therapeutic benefit of Connecting with Nature



For more than two decades, Nancy Leper, LPGA golfer, has lent her name and her expertise to Albany Community Hospice and now the Wilson Hospice House.

The Annual Nancy Leper Hospice Golf Classic, named for this well-known and celebrated player in women's golf in the decade after her notable year in 1978, is to be this year's such year, the golf classic provides the Nancy Leper and Friends 3- and 5-hole which gives young golfers an opportunity to golf alongside Leper while contributing to Albany Community Hospice.

Nancy was only 30 years old when she was inducted into the World Golf Hall of Fame in 1987. The 20th Leper Golf Classic will be held September 29 and 30. To learn more, call 518-439-4100.

The Leper Trail, located along the perimeter of the Wilson Hospice House grounds, provides patients and their families, for therapeutic benefits of connecting with nature. Phoebe is supporting construction of our Audubon Silver Cardinal Sanctuary -- a designation that includes economic and environmental objectives and sustainable resource management practices that will be applied to the long-term maintenance of the property. Strategic signage along the trail serves to educate visitors about nature and animal life on the property, creating an awareness and respect for the natural surroundings.



ALBANY COMMUNITY HOSPICE & PALLIATIVE CARE



**PHOEBE**

*World-class Medicine.*

*Hometown commitment.*

17

**RESOLUTION OF HOSPITAL AUTHORITY OF  
ALBANY-DOUGHERTY COUNTY, GEORGIA**

RESOLVED, that with a view to pursuing a possible lease of the former Palmyra Park Medical Center facilities to Phoebe Putney Memorial Hospital, Inc., the Authority Chairman is hereby authorized and directed to take such action as he deems necessary or appropriate to cause a public hearing to be arranged and conducted, with the public hearing to take place in conformance with Official Code of Georgia Annotated §31-7-74.3 and publication of notice of the hearing to appear in the Albany Herald at least three times, with the first such notice to appear at least 60 days prior to the date of the hearing.



X

**RESOLUTION OF HOSPITAL AUTHORITY OF  
ALBANY-DOUGHERTY COUNTY, GEORGIA**

RESOLVED, that the Authority's general legal counsel, Perry & Walters, LLP, is hereby authorized to engage PricewaterhouseCoopers, LLP, at the expense of the Authority, with the terms of the engagement to be substantially in accordance with the draft engagement letters previously provided to the Authority members. Further, the Authority's Chairman, on behalf of the Authority, is authorized to acknowledge and agree to such engagement.

STATE OF GEORGIA  
COUNTY OF DOUGHERTY

AFFIDAVIT RELATIVE TO CLOSED MEETING

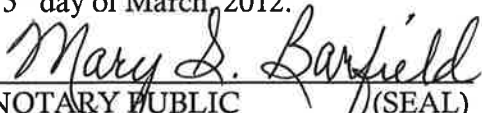
Personally appeared before the undersigned, RALPH S. ROSENBERG, who having been duly sworn, deposes and states as follows:

1. I am over the age of 18 years, I am suffering under no disabilities and I am competent to testify to the matters contained herein.
2. I am the Chairperson of the Board of the Hospital Authority of Albany-Dougherty County, Georgia (the "Authority").
3. On the 15th day of March, 2012, at a meeting of the Authority Board, a motion was duly approved in a roll call vote for the Authority Board to go into closed session for the purposes of: (i) privileged consultation with legal counsel, including consultation pertaining to pending litigation; (ii) the granting, restriction or revocation of staff privileges at Phoebe North (permitted in O.C.G.A §50-14-3(5)); and, (iii) to discuss potentially valuable commercial plans, proposal or strategy that may be competitive advantage in the operation of Phoebe North and/or PPMH (permitted in O.C.G.A. § 31-7-75.2).
4. To the best of my knowledge and belief, the business conducted during the closed portion of the meeting was devoted solely to the above matters for which the meeting was closed.

This the 15<sup>th</sup> day of March, 2012.

  
Chairperson

Sworn to and subscribed before me this  
15<sup>th</sup> day of March, 2012.

  
NOTARY PUBLIC (SEAL)  
Dougherty County, Georgia  
My Commission expires: 4-11-15

