

Draft, Not Yet Received or
Approved by the Authority

**MINUTES OF
HOSPITAL AUTHORITY OF ALBANY-DOUGHERTY COUNTY
SPECIAL CALLED MEETING
May 5, 2011**

Attendees:

Authority board members: Ralph Rosenberg, Lamar Reese, Charles Lingle, John Inman, Jr. M.D., Fred Ghiglieri, John Hayes, Steven Wolinsky D.O. and Rev. H.B. Johnson. Among those also present were Joel Wernick, Kerry Loudermilk, Joe Austin, Aditi Vance, Tommy Chambliss, Annette Allen, Lin Harris, Auditor (Draffin & Tucker), regular legal counsel to the Authority, James Reynolds and Huff Croxton and special legal counsel to the Authority, Emmet Bondurant and Kari Middleton.

Absent:

Rev. Eugene Sherman

Called To Order:

The special called meeting was called to order by Chairman, Rosenberg at 10:03 a.m. in the Willson Board Room of Phoebe Putney Memorial Hospital.

HOSPITAL AUTHORITY OF ALBANY-DOUGHERTY COUNTY
SPECIAL CALLED MEETING/ OPEN SESSION
May 5, 2011

Topic/Discussion	Conclusion/Evaluation	Recommendation/Action	Follow-Up
<p>Open Meeting and Establish a Quorum Mr. Rosenberg welcomed the Authority and he established that a quorum was present.</p>			
<p>Approval of the Agenda The agenda was reviewed and approved.</p> <p>Update on Rev. Sherman's health</p>	<p>Prior to the business set forth in the Agenda, Chairman Rosenberg provided an update on Rev. Sherman's health. At one point, he had been critically ill, but now appeared to be much improved. He was presently recuperating at Morningside.</p>	<p>A motion was made and seconded to adopt the Agenda as presented and the motion was approved by the Authority.</p>	
<p>Approval of the Minutes</p>		<p>The minutes of the regular meeting of February 2, 2011 and the special called meeting of April 4, 2011, having been provided</p>	

		<p>to the members prior to the meeting, were presented for approval. A motion was made and seconded to approve the minutes. The motion passed unanimously.</p>	
<p>Draffin and Tucker Auditors: Mr. Loudermilk introduced Linton Harris, CPA. Mr. Harris had presented the Authority Audit at the most recent meeting. Mr. Loudermilk explained that last year several healthcare audit firms were reviewed by the Health System Audit Committee and Draffin and Tucker was selected as the most experienced and proficient in healthcare auditing. Mr. Loudermilk stated the other Phoebe entities have signed an engagement letter for Draffin and Tucker to perform the</p>	<p>Mr. Rosenberg concluded by stating the Authority has been very pleased with the prior service of Draffin and Tucker.</p>	<p>A motion was made and seconded to authorize the Chairman of the Authority to sign an engagement agreement with the firm of Draffin and Tucker and approve the fee not to exceed \$3,000. The motion passed.</p>	

Fiscal Year end 2011 audit and he believes there to be some economies in using the same accountant. Mr. Harris informed the Authority the fee is \$3,000 for the Authority's audit.

Closing of the Meeting:

A motion was made and seconded to close the meeting to consult with legal counsel as contemplated in O.C.G.A. §50-14-2(1).

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

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

		<p>Dr. Steven Wolinsky The motion passed unanimously and the meeting was closed to all but the Authority and its legal counsel.</p>	<p>Yes</p>
<p>The open session reconvened.</p> <p>Litigation Committee: Mr. Rosenberg stated that he and Dr. Lingle have over the past weeks, been heavily involved with the Authority's</p>	<p>Under the ByLaws, the Chairman is authorized to make Committee appointments and Chairman Rosenberg indicated that if he was authorized to establish the Committee, he would appoint the</p>	<p>A motion was made and seconded to approve and authorize such a Litigation Committee for the Authority. The motion passed unanimously.</p>	

HOSPITAL AUTHORITY OF ALBANY-DOUGHERTY COUNTY
SPECIAL CALLED MEETING/ OPEN SESSION
May 5, 2011

legal counsel, in connection with the ongoing litigation and administrative proceedings. He feels the need to appoint a Litigation Committee to act between Authority meetings, on behalf of the Authority as relates to current litigation and administrative proceedings, all pertaining to the acquisition of Palmyra Medical Center.

following as the Litigation Committee: Ralph Rosenberg, Charles Lingle, D.V.M and Fred Ghiglieri.

Summary of Proposed Palmyra Acquisition:

Because of the question and objections raised by the Federal Trade Commission, Mr. Rosenberg asked Mr. Wernick to give a presentation (attached) which provided an analysis of the consolidation of PPMH and Palmyra Park Hospital. In the presentation he reviewed the major role of the Authority and its interest in acquiring the facility since 1987. Mr. Wernick reviewed the patient origin map, the strategic growth in the region since restructuring in 1990, the unmet health care needs in the service area, the strategic decision to address capacity issues and he specifically recapped the Authority's previous review of whether to build a facility or seek to

Mr. Wernick concluded by giving an update of the transaction process and outlined future outcomes, if the acquisition is completed, as follows:

- Better healthcare for the region
- Continue to provide world-class medicine
- Control costs to lowest possible
- Grow employment
- Continue to be significant economic engine for Southwest GA

The presentation was followed with questions by the Authority.

<p>purchase the existing Palmyra Park Hospital to address PPMH's capacity issues. He reviewed the strategic decision the Authority made in December, 2010 to authorize Hospital management and the Authority's attorneys to proceed with the acquisition plan.</p>			
<p>Suspension of Work on Lease</p> <p>Mr. Rosenberg pointed out that based upon current information, the acquisition of Palmyra will be delayed and accordingly, it would be wise to suspend work on a Lease of Palmyra, as previously directed by the Board.</p>		<p>This matter was considered and acted upon through the Resolutions discussed below.</p>	

<p>Resolutions:</p>	<p>Mr. Rosenberg presented proposed resolutions (attached to the Minutes) and reviewed the same in detail for consideration by the Authority.</p>				<p>Each of the Authority members present having read the proposed Resolutions, a motion was made and seconded to adopt the aforementioned Resolutions as presented. The motion was seconded and passed unanimously.</p>
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**Independent Consultant
Analysis of the Lease
compliance and Hospital
pricing:**

As an informational item, Mr. Rosenberg reminded the Authority of its earlier decision to engage an independent party to again analyze pricing and Lease compliance to try to ascertain that the requirements of the Hospital Authorities Law and the Lease are being complied with. He stated that as a result of the earlier direction of the Authority, he met with consultants from PriceWaterhouseCoopers (PWC) to discuss a new study to update the study done in 2006 and following the meeting, he had

expected to hear back with a proposed engagement letter. As it developed, the FTC in its review of the Palmyra acquisition had subpoenaed from PWC all of its information regarding the earlier studies. Therefore, PWC was understandably reluctant to proceed with a new analysis until after the FTC matter is resolved. Mr. Rosenberg at this time stated that he would delay proceeding with PWC.

Reports from PPMH:

Joint Commission:

Mr. Austin presented to the Authority the results of the last Joint Commission Survey. The next Survey will take place after August 1, 2011 within an 18 month time period. The exact date is unknown. The Surveyors will arrive unannounced. The Survey takes one week and the Hospital and Phoebe Home Health are reviewed during that week. Mr. Austin gave an overview of the last survey results. He introduced Aditi Vance, Director of Quality who was available for questions.

Mr. Austin concluded by informing the Authority they will be advised when the next Survey begins and will be invited to the summation conference. Mr. Reynolds informed the Authority the Lease Agreement requires the Hospital to maintain it's Joint Commission Accreditation.

Financial Report:

Mr. Loudermilk presented a quarterly financial report (attached to the minutes). He reviewed the operating and capital budget, the Year to date financial performance, community benefit contributions, and charity/indigent care expenses as well as the

A question and answer session followed on this informational item.

<p>amount incurred for bad debt. He presented a 10year comparison of the medical price index.</p>			
<p>Closing Remarks Mr. Rosenberg thanked Mr. Wernick, Mr. Austin and Mr. Loudermilk for their respective presentations and stated the next quarterly meeting is scheduled to be held August 18, 2011. Adjournment</p>			
		<p>With there being no further business, the meeting adjourned at 12:28p.m.</p>	

AGENDA
HOSPITAL AUTHORITY OF ALBANY-DOUGHERTY COUNTY, GEORGIA

Special Called Meeting of May 5, 2011
10:00 A.M.

- | | | |
|-------|--|------------------------------------|
| I. | Open meeting and establish Quorum | Ralph Rosenberg |
| II. | Approval of Agenda | Ralph Rosenberg |
| III. | Consideration of Minutes | Ralph Rosenberg |
| IV. | Auditor Engagement presentation | Draffin & Tucker,
Linton Harris |
| V. | Consider adoption of motion to go into Closed Session for purposes of privileged consultation with legal counsel. Upon motion and second, conduct roll call vote. If approved, meeting will close. Following consultation with counsel, vote to return to Open Session | Ralph Rosenberg/
Jay Reynolds |
| VI. | Consider authorization to establish a Litigation Committee to act on behalf of the Authority in connection with the litigation | Ralph Rosenberg/
Jay Reynolds |
| VII. | Summary review of Palmyra Acquisition in view of FTC allegations and information | Ralph Rosenberg/
Joel Wernick |
| VIII. | Reports from PPMH | Kerry Loudermilk/
Joe Austin |
| IX. | Information on obtaining updated report of independent consultant's analysis of Lease compliance and Hospital pricing | Ralph Rosenberg |
| X. | Other business | |
| XI. | Adjournment | |

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

WHEREAS, the Hospital Authority of Albany-Dougherty County, Georgia (the "Authority") is a public body, corporate and politic of the State of Georgia, created under the Hospital Authorities Law, O.C.G.A. Section 31-7-70, et seq (the "Act"), and jointly activated by the City of Albany, Georgia the ("City") and Dougherty County, Georgia (the "County") pursuant to a resolution jointly adopted by the City and the County on July 22, 1941 and August 4, 1941; and

WHEREAS, on December 21, 2010, the Authority unanimously adopted resolutions (the "Prior Resolutions") by which it adopted and approved the execution and delivery of an Asset Purchase Agreement (the "Agreement") pursuant to which the Authority is to purchase substantially all of the assets of Hospital Corporation of America and its affiliates used exclusively as part of the Palmyra Medical Center (the "Assets"), which Agreement was executed by the Authority on December 21, 2010; and

WHEREAS, the Assets constitute a Project as defined in the Act and under the Act the Authority may lawfully purchase and operate the same; and

WHEREAS, recently the Federal Trade Commission and the Attorney General of the State of Georgia (collectively, the "Plaintiffs") filed a Complaint in the United States District Court for the Middle District of Georgia, Albany, Georgia Division (the "Court"), seeking, among other things, to temporarily and permanently enjoin the Authority from acquiring the Assets; and

WHEREAS, the Court issued an order ("Order") temporarily restraining acquisition of the Assets under the Agreement; and

WHEREAS, the Authority will file its response and other pleadings with the Court, which will deny many of Plaintiffs' allegations, including the allegations to the effect that it is a "rubber stamp" or "straw man" for the various Phoebe entities; and

WHEREAS, in view of Plaintiffs' allegations contained in their Court filings as well as the actions of Plaintiffs in filing with the Court, the Authority is again reviewing and considering its actions and decisions of December 21, 2010; and

WHEREAS, having again reviewed and considered the Authority's decision to approve and execute the Agreement, the Authority members see nothing that would cause the Authority to change its earlier decision to seek to acquire and operate the Assets; and

WHEREAS, the Authority continues to find that the acquisition of the Assets pursuant to the Agreement will materially further the mission and purpose of the Authority for the benefit of the community it serves; and

WHEREAS, in view of the Order, the Authority recognizes that the potential act of leasing the Assets to Phoebe Putney Memorial Hospital, Inc. need not be considered further, unless and until the Court lifts the Order and the transaction is closed, so that the Authority's prior direction to its attorneys to undertake the initial development of such a lease draft is premature.

NOW THEREFORE, the Authority hereby adopts the following Resolutions:

1. RESOLUTION 1. BE IT RESOLVED, that after reviewing the allegations and complaints of the Plaintiffs, the members of the Authority hereby expressly reaffirm and ratify the previous decisions contained and reflected in the Prior Resolutions, it being the Authority's judgment and determination that such acquisition continues to be in the best interest of the citizens of Dougherty County, and will further the Authority's principal mission to provide such citizens quality healthcare at reasonable cost.

2. RESOLUTION 2. BE IT RESOLVED, that the Authority instructs its attorneys, its officers and litigation committee to take whatever action they deem necessary and appropriate to protect the rights of the Authority to acquire and operate the Assets and to resist the attempts of the Plaintiffs to interfere with the closing of the transaction, so that the same may take place as soon as possible.

3. RESOLUTION 3. BE IT RESOLVED, that until the further direction of the Authority and the acquisition of the Assets is complete, the agents and attorneys of the Authority are hereby directed to suspend all work as previously directed, to seek to develop a potential lease between the Authority and PPMH regarding the leasing of the Assets.

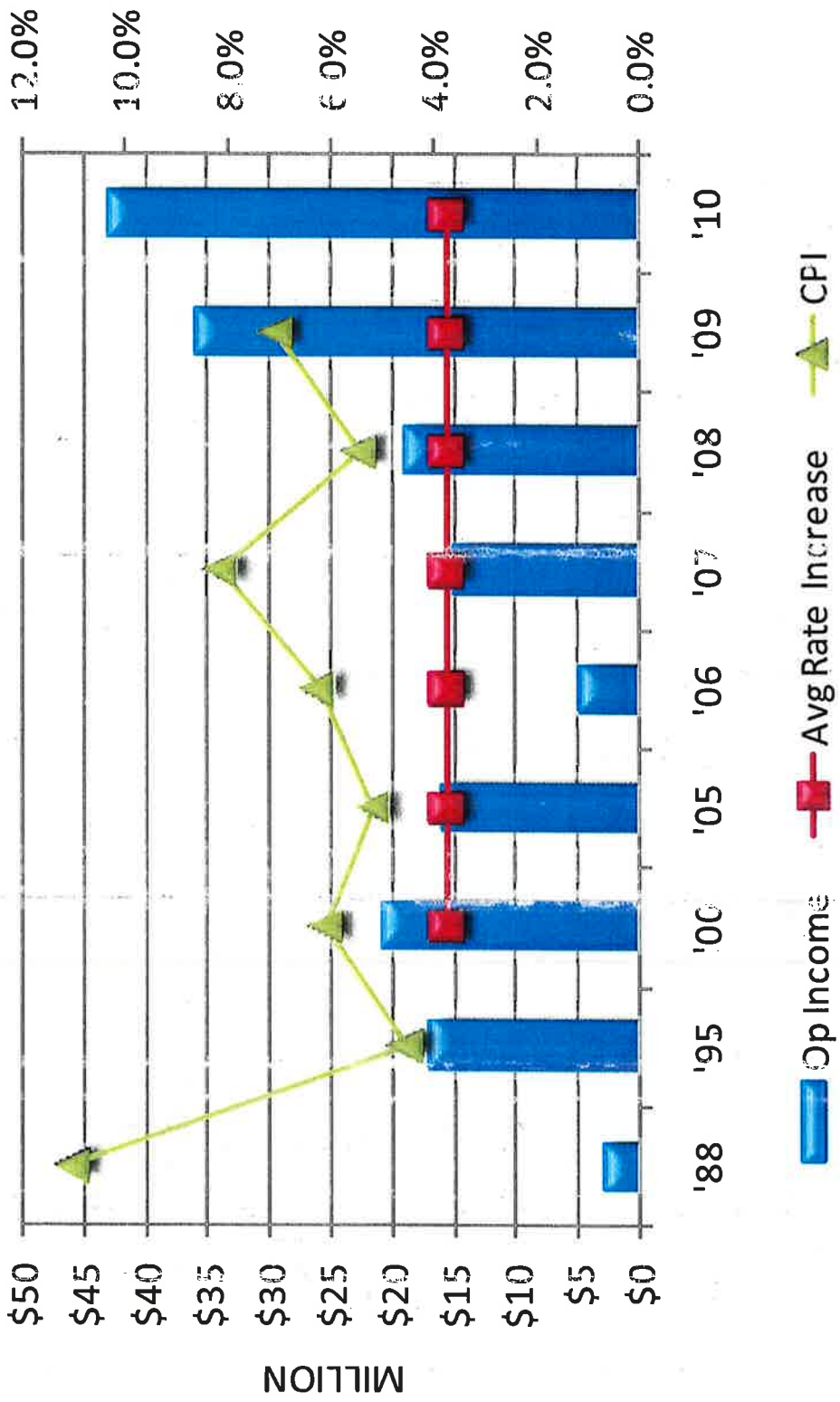
SO APPROVED AND ADOPTED this 5th day of May, 2011.

HOSPITAL AUTHORITY OF ALBANY-
DOUGHERTY COUNTY, GEORGIA

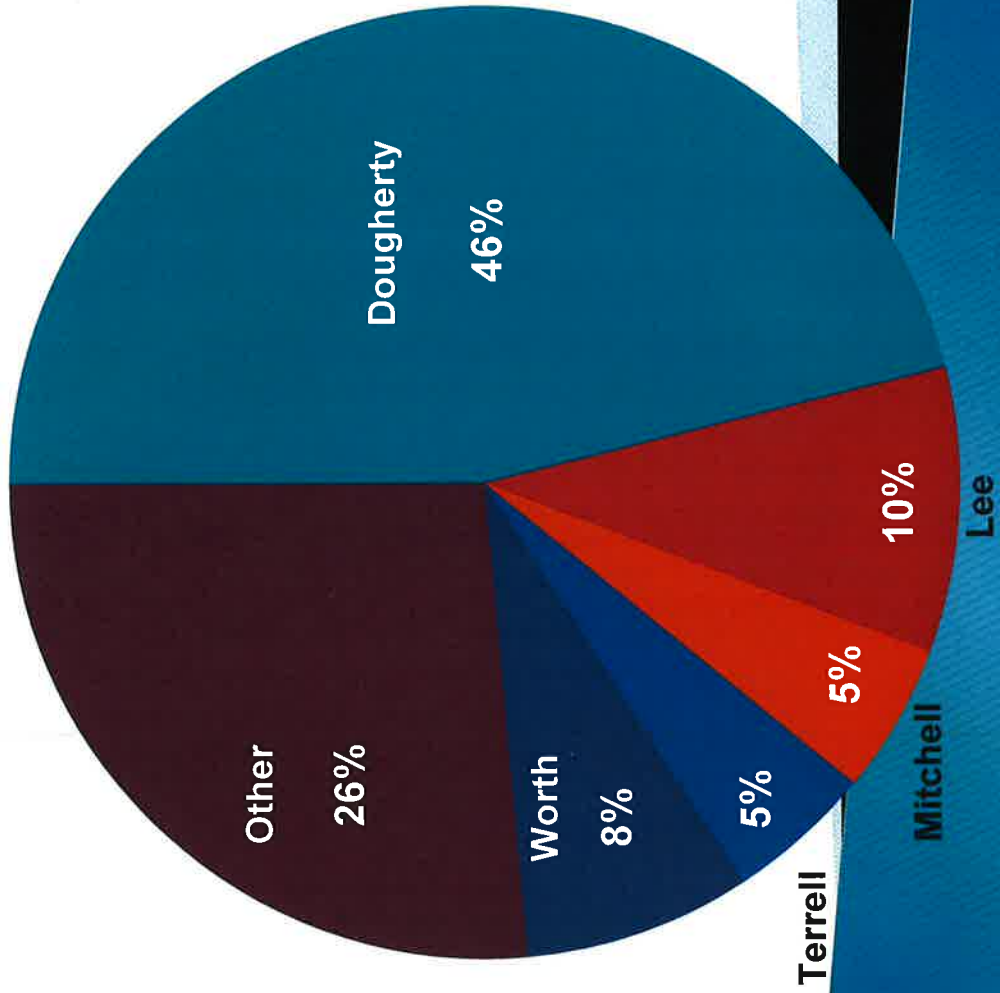
BY: _____


RALPH S. ROSENBERG, CHAIRMAN

Operating Income vs. Average Rate Increase vs. CPI



Caring for a Region Where Patients Live



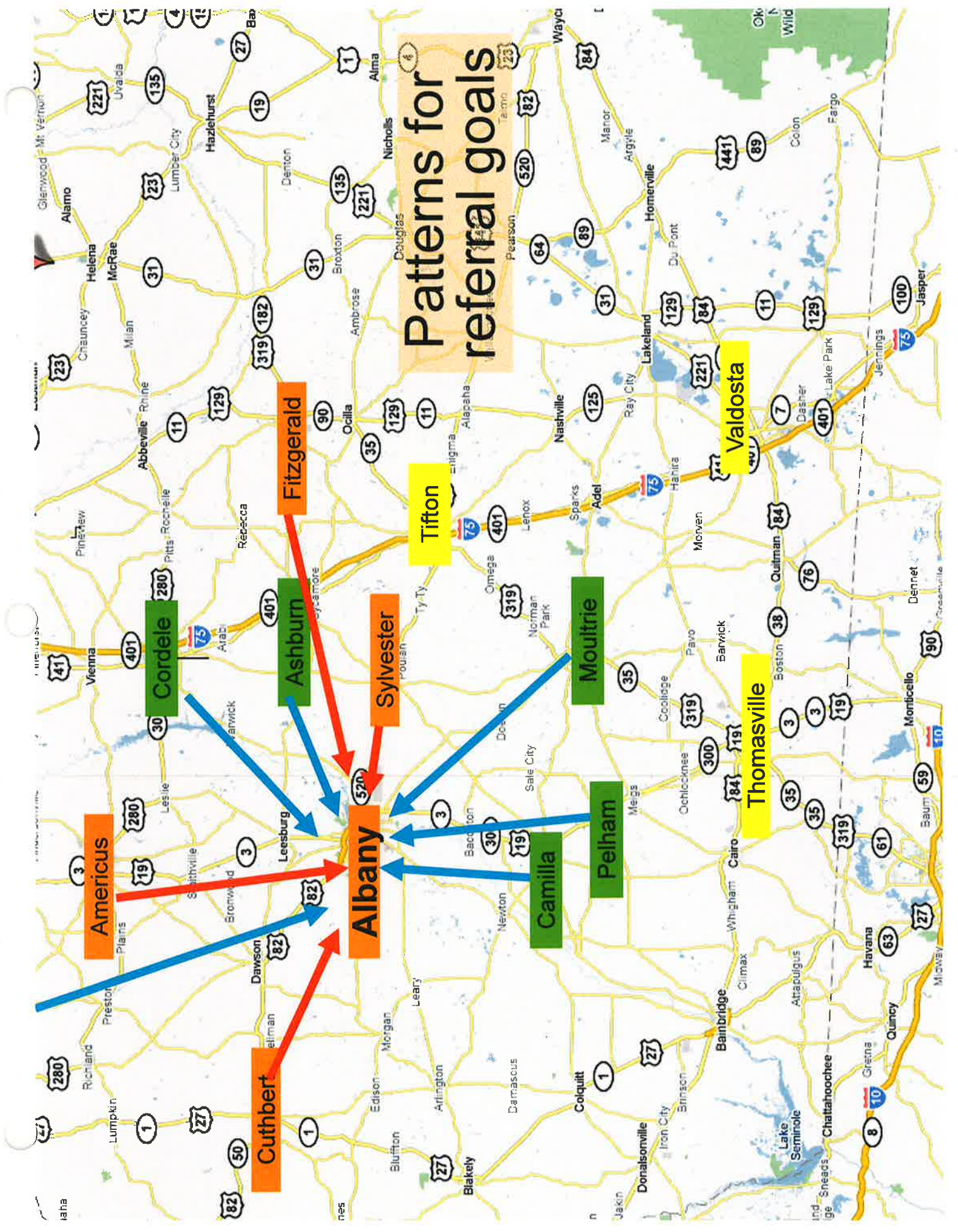
Source: GA Discharge Data System,
year ending 9/30/2010

An **Analysis** of **Hospital** **Consolidation**

HOSPITAL AUTHORITY OF
ALBANY-DOUGHERTY COUNTY

May 5, 2011

Patterns for referral goals



Unmet Needs

But even with growth there are areas where we have more demand for services than we can currently meet:

- ▶ Not enough intensive care beds (on divert status average of 6 times monthly)
- ▶ Not enough rehab beds
- ▶ Neonatal Intensive Care at capacity and beyond

Current hospital configuration does not allow for expansion.

Unmet Needs

But even with growth there are areas where we have more demand for services than we can currently meet:

- ▶ Dedicated robotic surgical area
- ▶ Growing medical education center needs space for students
- ▶ Patients want more private rooms

Current hospital configuration does not allow for expansion.

Phoebe is the region's largest employer and biggest economic driver

1990 - **1,500 employees** at PPMH

Today - **4,300 employees**
in Southwest Georgia

Wages - more than
\$225 million annually



Role of Hospital Authority

- The Authority is appointed by the County Commission and is made up of respected members of the community:

Ralph Rosenberg, Chairman and retired Businessman

Rev. H.B Johnson, Friendship Baptist Church

John Hayes, County Commissioner

Fred Ghiglieri, Retired Procter & Gamble

John Inman, MD, Obstetrician

Lamar Reese, former County Commission Chairman and

School Board Chairman

Dr. Eugene Sherman, Jr., Albany State University Professor

Stephen C. Wolinsky, DO, Chief of Medical Staff, PPMH

Charles Lingle, DVM, former County Commissioner



The Authority first asked the Administration to look into the possibility of buying Palmyra in 1987.

Role of Hospital Authority

- The Authority owns all assets and leased all assets to Phoebe Putney Memorial Hospital in 1990.
- The Authority monitors the compliance with lease terms through periodic reporting and audited financial statements.



How to address capacity issue?

Buy? Build?



Strategic Consequences

Buy

- ▶ Can meet current demand quicker
- ▶ Immediate additional 250 licensed beds
- ▶ Avoidance of costly and disruptive construction
- ▶ Economies of scale
- ▶ Infrastructure
- ▶ Opportunity for Center of Excellence focus, such as a Trauma center

Build

- ▶ Must invest heavily in existing campus w/o assurance of timely approval or addition of licensed beds
- ▶ Limited future economies
- ▶ Stunted future market share and job growth
- ▶ Delay in meeting current demands for expanded service
- ▶ Physical constraints of on-campus expansion


A Strategic Decision: Palmyra Consolidation Process

- ▶ HCA is a willing seller.
- ▶ HCA required strict confidentiality during appraisal and negotiating process.
- ▶ Authority is an able and willing buyer.
- ▶ Authority will own the facility and operate it within the current organizational structure.
- ▶ Authority voted in a public meeting to purchase Palmyra on terms negotiated over several months.

Buy or Build?

Buy is more cost efficient by 2:1.

	Cost	beds	Cost per bed
Palmyra	\$195 million	248	\$786,300
Phoebe Sumter	\$125 million	76	\$1,644,737



Benefits of Consolidation

- ▶ Immediate addition of 248 beds to meet demand for high level services
- ▶ No negative impact on taxpayer. Phoebe will make voluntary payments to the county in lieu of taxes to prevent loss of local revenue.
- ▶ Assimilation of Palmyra workforce. Jobs remain in place.

Benefits of Consolidation

- ▶ Pricing strategy remains below the medical CPI. Economies of scale will keep prices down.

- ▶ Future immediate growth for clinical areas

- ▶ Expedite trauma center designation

- ▶ More room for medical and nursing education

Benefits of Consolidation

- ▶ Job creation as expansion of Phoebe services continue
- ▶ Local ownership and governance under not-for-profit reinvestment strategy
- ▶ More private rooms
- ▶ Development of central logistics center for system hospitals and other regional facilities

Benefits of Consolidation

Job Creation

Building a long-term acute care facility (\$15 million) would create up to

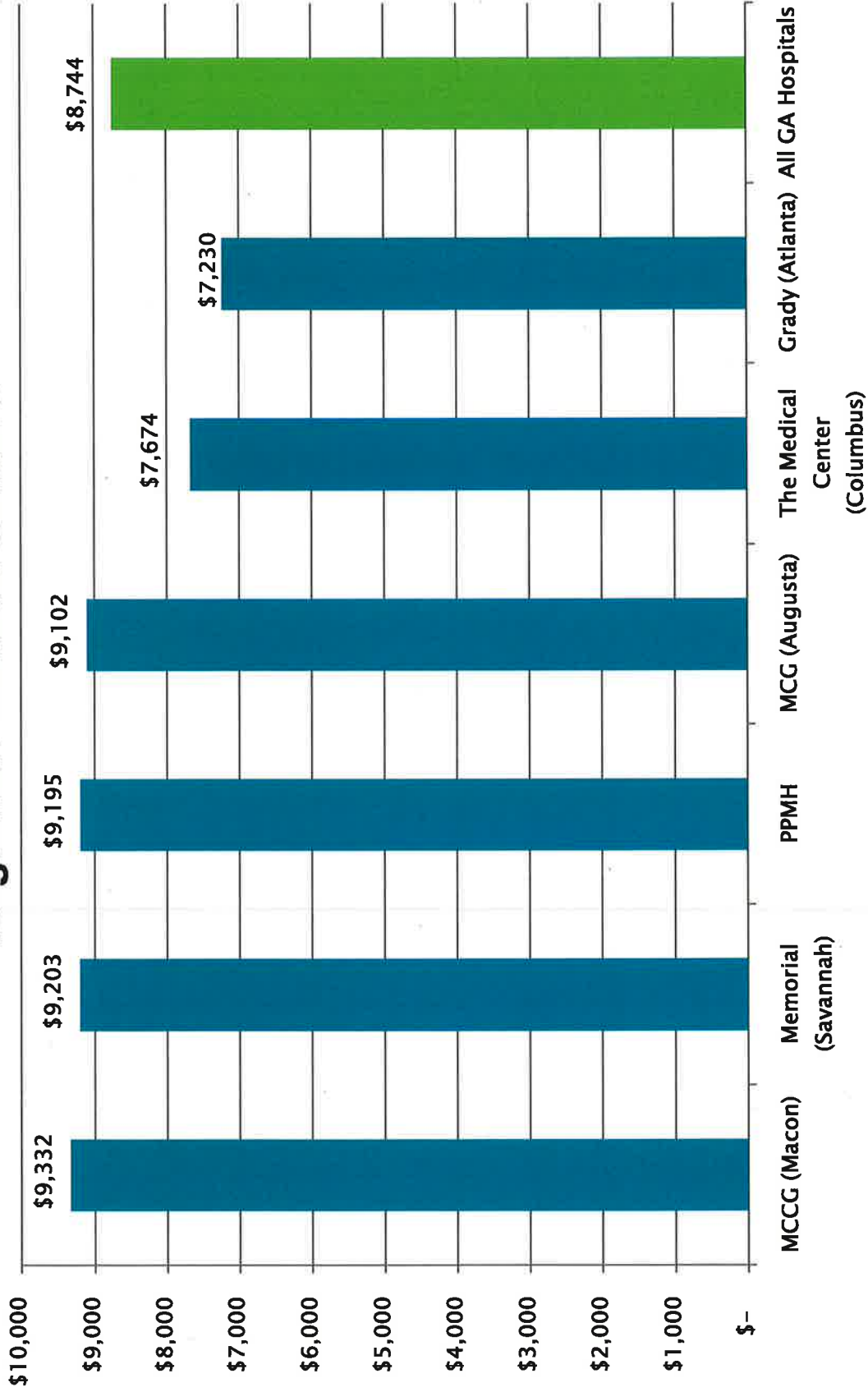
300 new jobs



Pricing


- ▶ **Prices will be limited** by better efficiencies through economies of scale and by not-for-profit status in replacing an absentee-owned for-profit facility.

2010 Average Charge for Uncomplicated Vaginal Delivery Regional Perinatal Centers

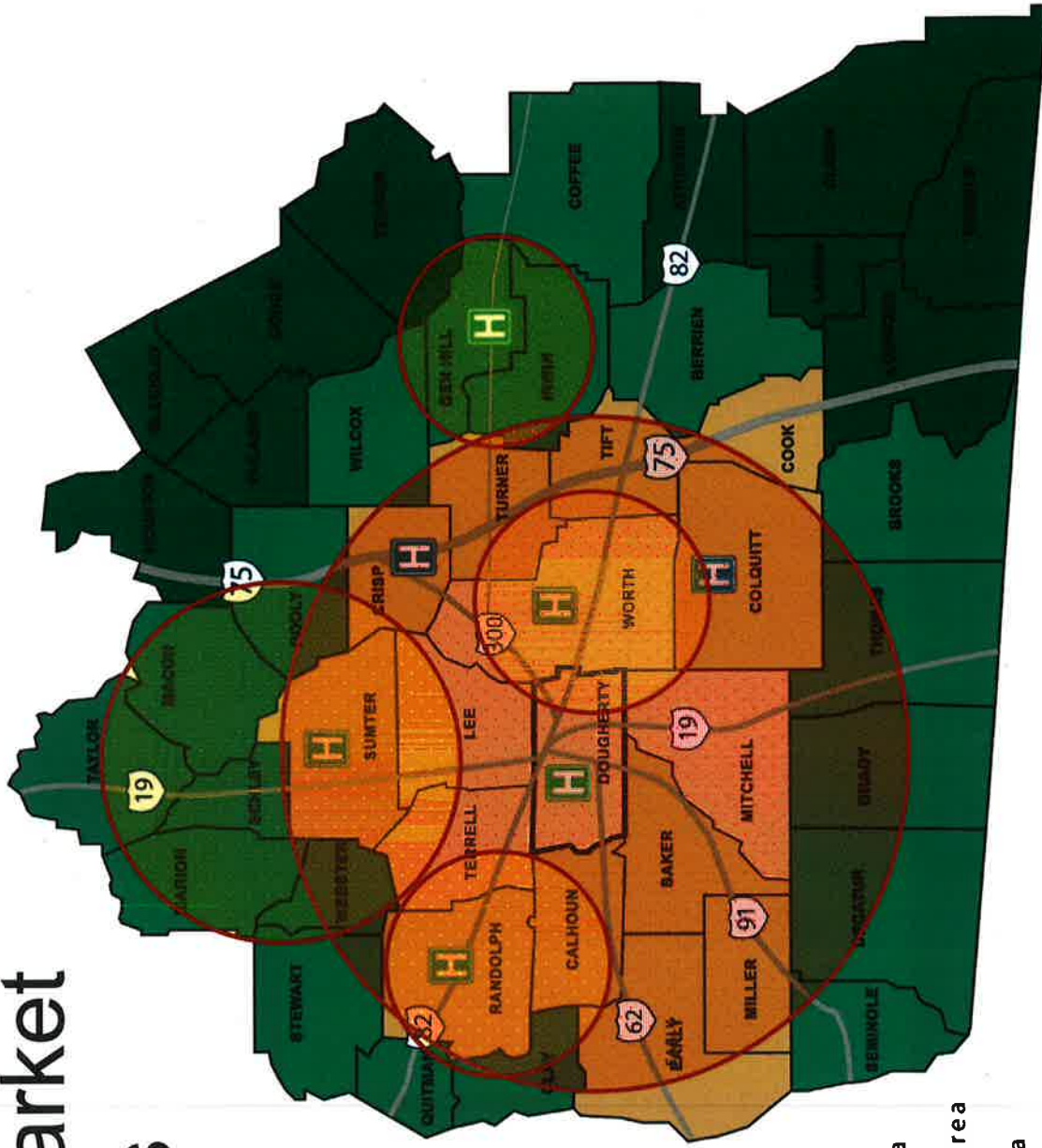


Source: GA Price Check, July 2009 - June 2010

Impact on Palmyra Employees

- ▶ All eligible Palmyra employees will be hired and must meet Phoebe requirements for drug screen, background checks
 - ▶ All will be signed up for Phoebe benefits
 - ▶ No reduction in current pay rates
 - ▶ No reduction in workforce planned
- 

Expanded Market Opportunities



- Phoebe Primary Service Area
- Phoebe Secondary Service Area
- Phoebe Tertiary Service Area

Where is Transaction Today?

- ▶ Extensive due diligence
- ▶ Real estate title searches
- ▶ Transfer of multiple state and federal licenses
- ▶ Compliance with various federal and state regulations, Medicare, Medicaid and State Fire Marshal
- ▶ Joint Commission



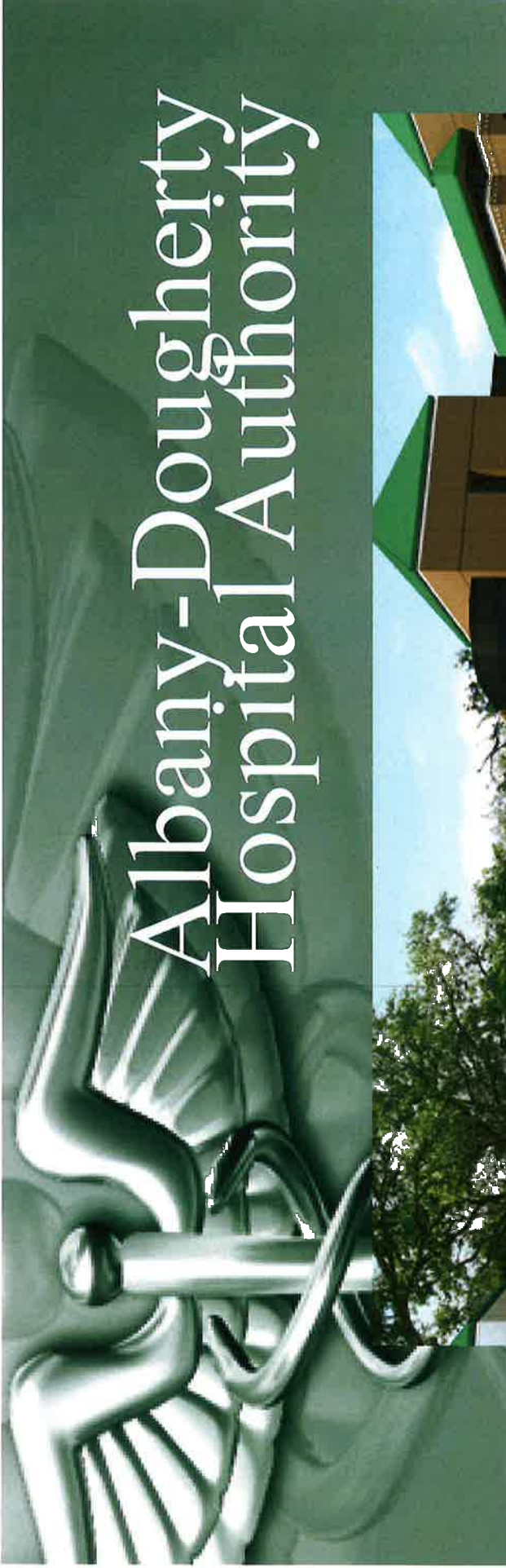
Future Outcomes

- ▶ Better health care in our region
- ▶ Continue to provide world-class medicine
- ▶ Control costs to lowest possible
- ▶ Grow employment
- ▶ Continue to be significant economic engine for Southwest Georgia



Questions?



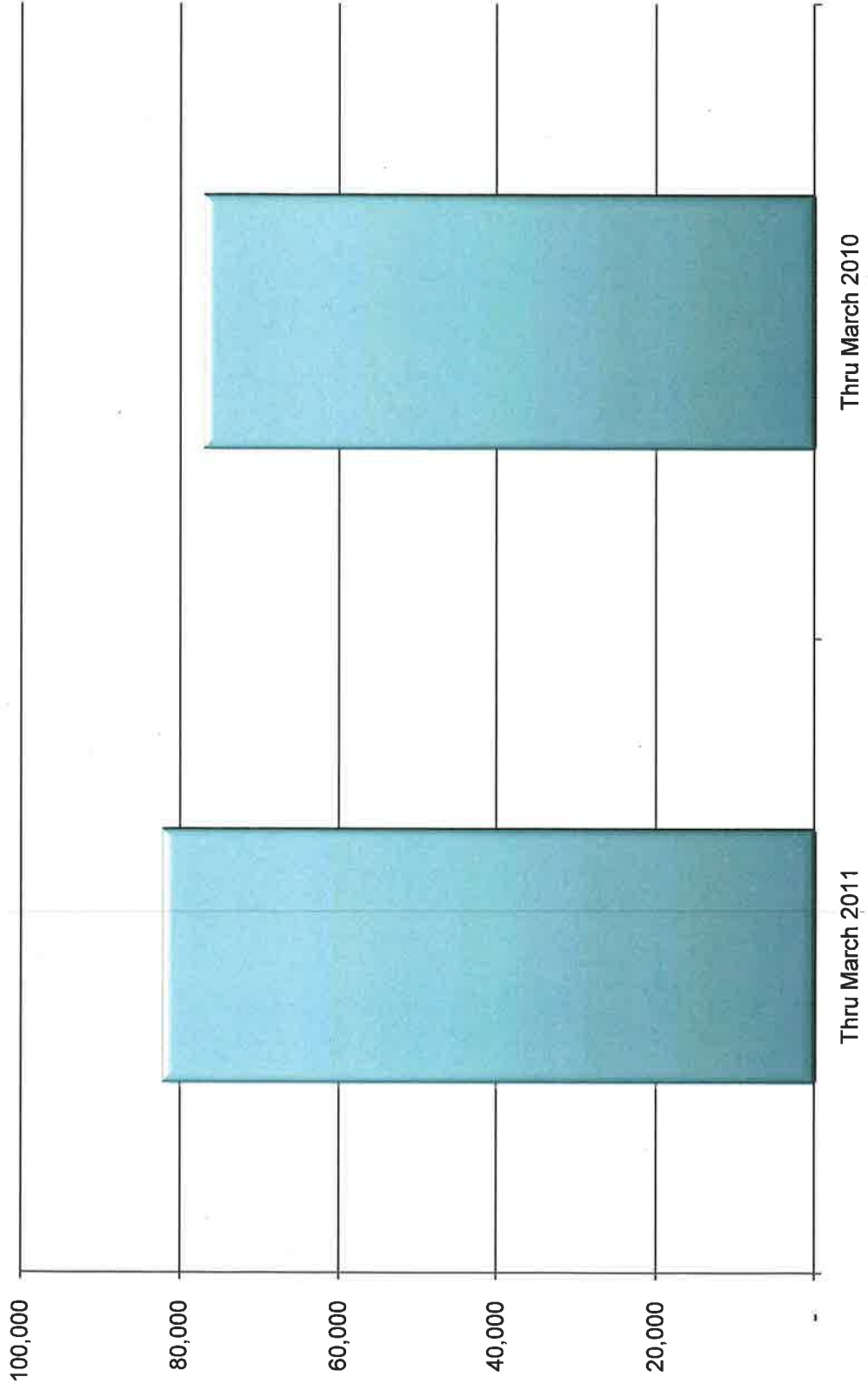


Albany-Dougherty Hospital Authority

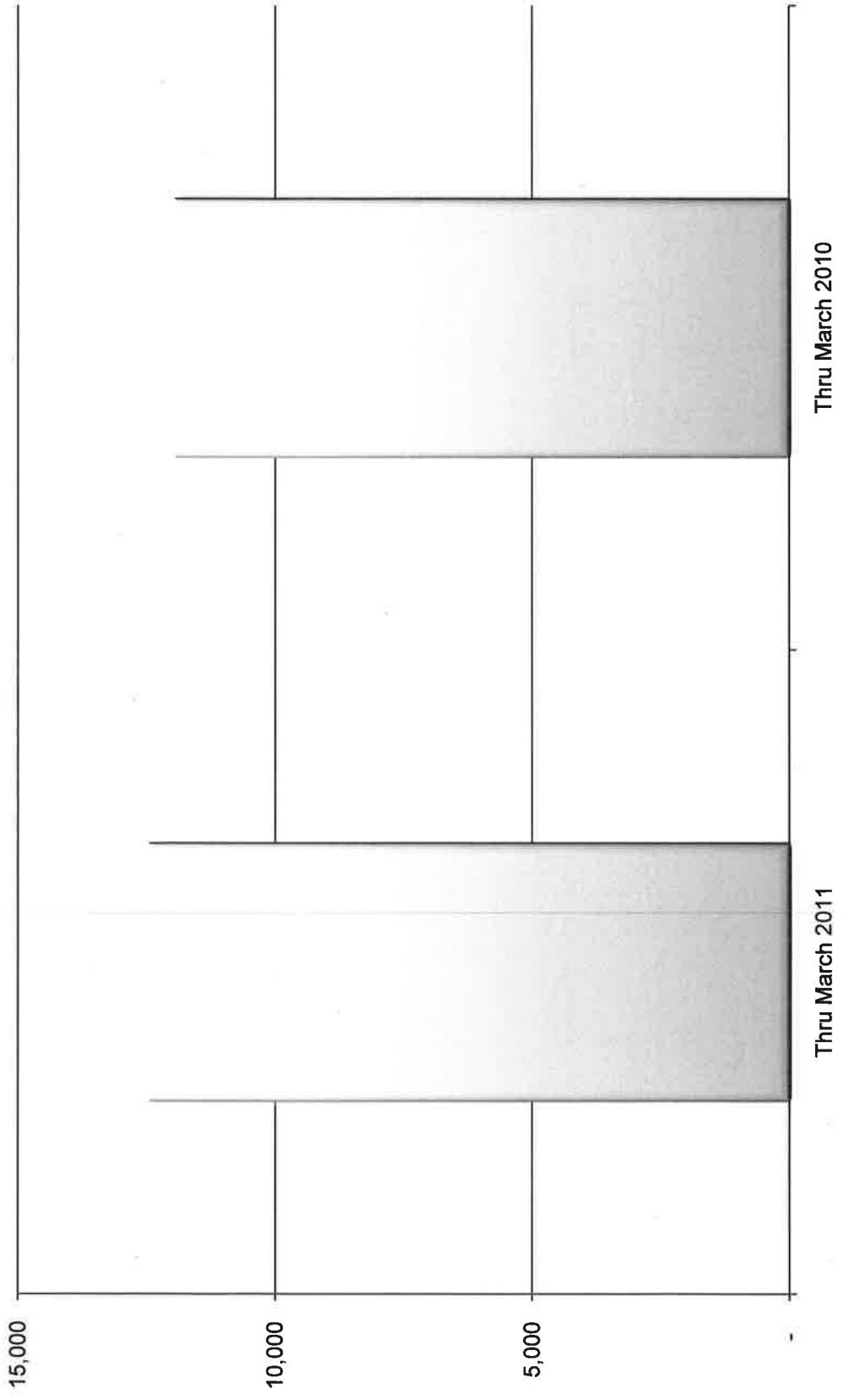
May 5, 2011 Financial Update



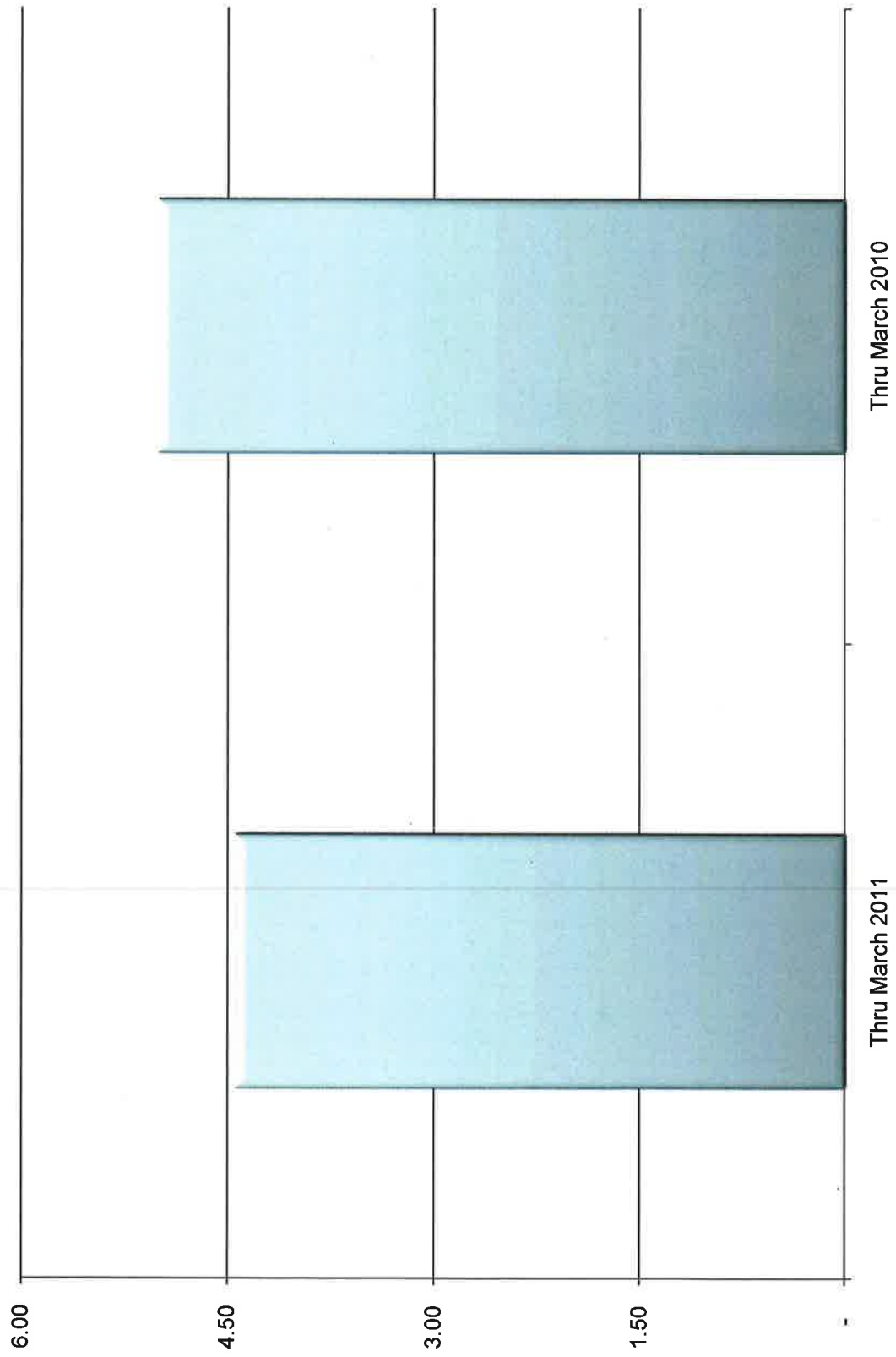
Equivalent O/P Days



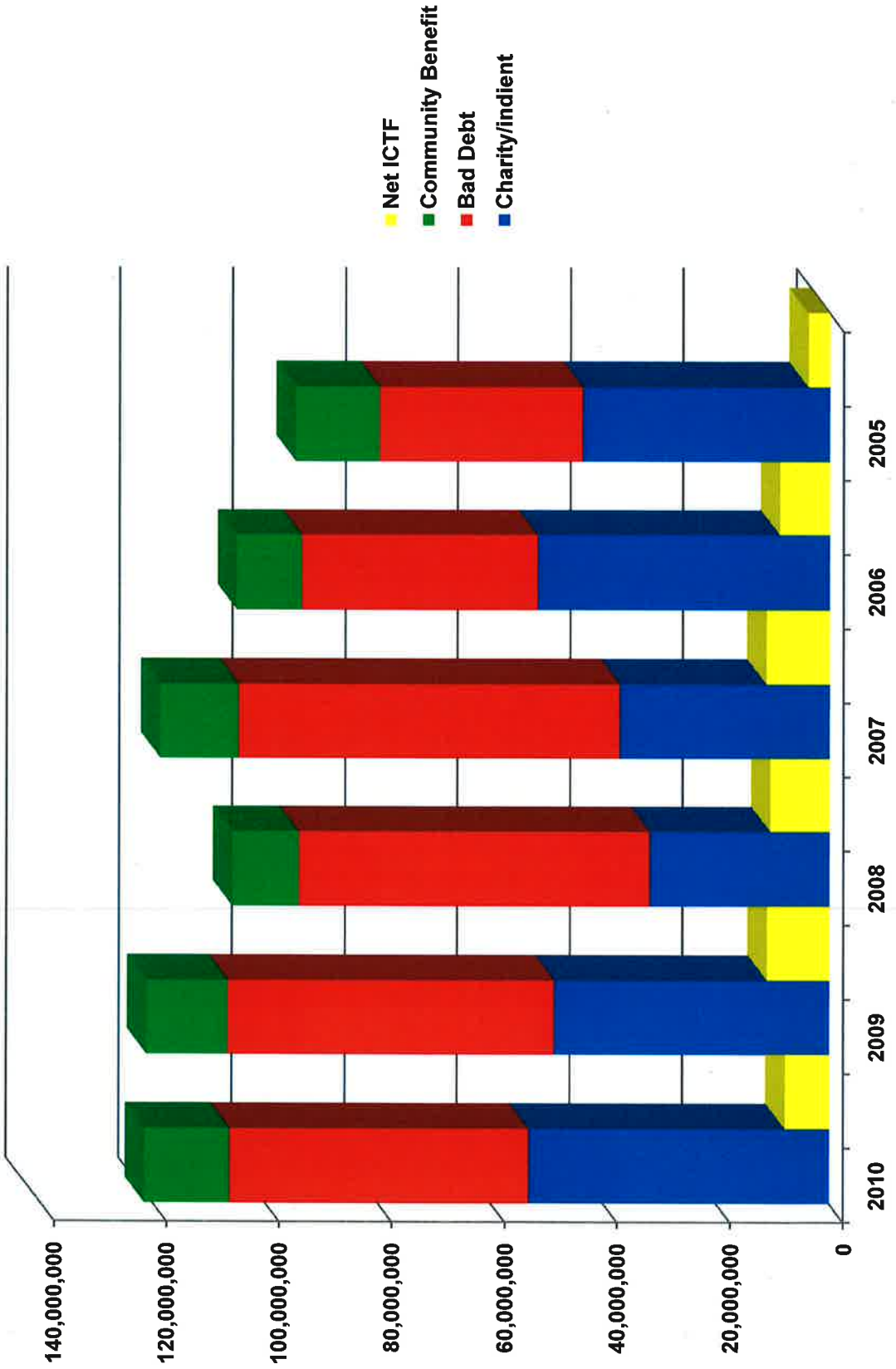
Admissions



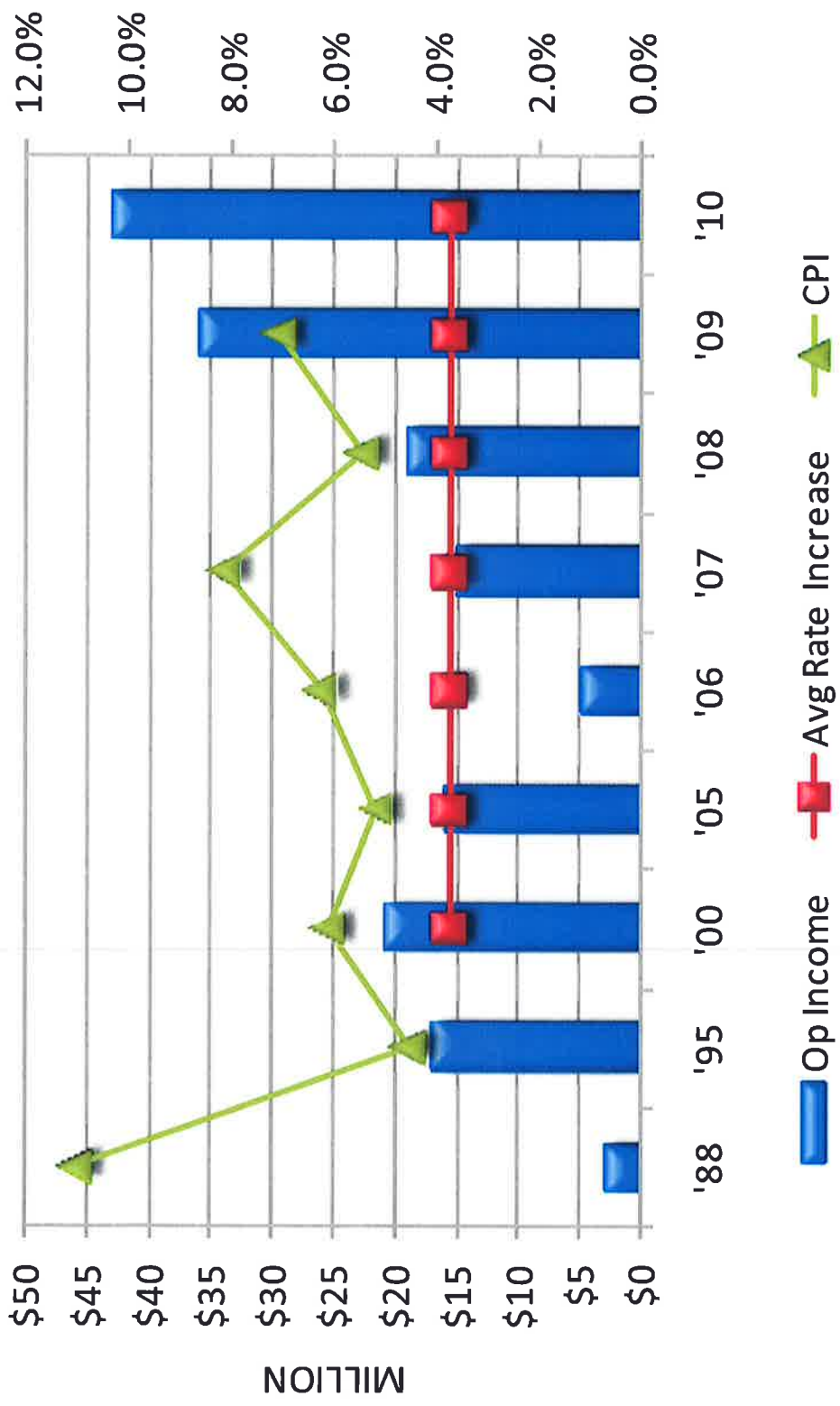
FTE/Adj Occupied Bed



PPMH



Operating Income vs. Average Rate Increase vs. CPI



FINANCIAL HIGHLIGHTS
PHOEBE PUTNEY MEMORIAL HOSPITAL, INC.
FISCAL YEAR ENDING JULY 31, 2011

		Operating Summary (in thousands)		
		March-11	Year-to-Date	
Actual	Budget	Variance	Actual	Budget
\$104,438	\$98,659	\$5,779	\$772,116	\$776,042
63,235	62,513	722	468,794	491,660
441	543	(102)	6,060	4,684
Revenues				
\$41,644	\$36,689	\$ 4,955	\$309,382	\$289,066
34,040	31,497	2,543	256,878	246,716
Deductions				
\$7,604	\$5,192	\$2,413	\$52,505	\$42,350
4,290	3,366	924	29,526	26,929
Other Operating Revenue				
\$3,314	\$1,826	\$1,489	\$22,979	\$15,421
219	117	101	1,385	1,093
Net Operating Revenue				
326	555	(229)	6,365	4,440
454	617	(163)	3,914	4,933
Investment Income				
(127)	(62)	(66)	2,451	(493)
\$3,405	\$1,882	\$ 1,524	\$26,815	\$16,021
Net Investment Income (Loss)				
\$6,163	\$4,951	\$1,213	\$49,551	\$40,576
6.47%	2.91%		5.56%	3.21%
7.50%	4.40%		6.70%	4.72%
14.80%	13.49%		16.02%	14.04%
Operating Income (Loss) Before Intercompany Intercompany				
Operating Income (Loss) Non-Operating Income				
Investment Income Interest Expense				
Net Investment Income (Loss) Net Income				
EBITDA				
Operating Margin %				
Operating Margin %(excl Int Exp)				
EBITDA %				

		Statistics		
Actual	Budget	Variance	Actual	Budget
1,618	1,622	(4)	12,451	12,441
8,772	8,501	271	67,444	68,451
5.42	5.24	0.18	5.42	5.50
11,617	10,628	988	82,209	84,691
4,832	4,975	(143)	37,526	39,010
3,566	3,349	217	26,861	27,611
59,313	48,645	10,668	373,775	383,778
5,142	3,952	1,190	40,651	42,705
4.18	4.70	(0.52)	4.44	4.58
Admissions				
Patient Days				
ALOS				
Equivalent OP Days				
E.C. Visits				
Convenient Care Visits				
Clinic Visits (excludes CCV and Home Care)				
Phoebe Home Service Admissions				
FTE's per Adj Occ Bed				

STATE OF GEORGIA
COUNTY OF DOUGHERTY

AFFIDAVIT RELATIVE TO CLOSED MEETING

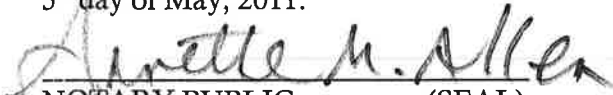
Personally appeared before the undersigned, RALPH S. ROSENBERG, who having been duly sworn, deposes and states as follows:

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 5th day of May, 2011, 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 privileged consultation with legal counsel, including consultation pertaining to pending or potential litigation, settlement, claims, administrative proceedings or other judicial actions. Permitted under O.C.G.A. § 50-14-2(1).
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 5th day of May, 2011.


Chairperson

Sworn to and subscribed before me this
5th day of May, 2011.


NOTARY PUBLIC (SEAL)

Dougherty County, Georgia
My Commission expires: _____

Annette M. Allen
Notary Public - State of Georgia
Qualified in Dougherty County
My Commission Expires January 28, 2013

**FINANCIAL HIGHLIGHTS
PHOEBE PUTNEY MEMORIAL HOSPITAL, INC.
FISCAL YEAR ENDING JULY 31, 2011**

		Operating Summary (in thousands)		
		March-11		
Actual	Budget	Budget	Variance	Year-to-Date
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<hr/>				
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34,040	31,497	256,878	246,716	10,162
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219	117	1,385	1,093	292
<hr/>				
326	555	6,365	4,440	1,925
454	617	3,914	4,933	(1,020)
<hr/>				
(127)	(62)	2,451	(493)	2,945
\$3,405	\$1,882	\$26,815	\$16,021	\$ 10,795
<hr/>				
\$6,163	\$4,951	\$49,551	\$40,576	\$8,975
6.47%	2.91%	5.56%	3.21%	
7.50%	4.40%	6.70%	4.72%	
14.80%	13.49%	16.02%	14.04%	

		Statistics		
Actual	Budget	Actual	Budget	Variance
1,618	1,622	12,451	12,441	10
8,772	8,501	67,444	68,451	(1,007)
5.42	5.24	5.42	5.50	(0.09)
11,617	10,628	82,209	84,691	(2,482)
4,832	4,975	37,526	39,010	(1,484)
3,566	3,349	26,861	27,611	(750)
59,313	48,645	373,775	383,778	(10,003)
5,142	3,952	40,651	42,705	(2,054)
4.18	4.70	4.44	4.58	(0.14)

Phoebe Introduces HealthTeacher To Benefit the Region's Children

As part of our centennial anniversary, Phoebe CEO Joel Wernick announced last week a special centennial gift being given to the community by the hospital.

Phoebe is investing in the health and well-being of our youth by providing HealthTeacher to schools in our 16-county service area at no cost to the school systems for the next five years.

HealthTeacher is a comprehensive K-12 curriculum that addresses knowledge, attitudes, skills development, and provides opportunities for students to practice behaviors promoting lifelong health.

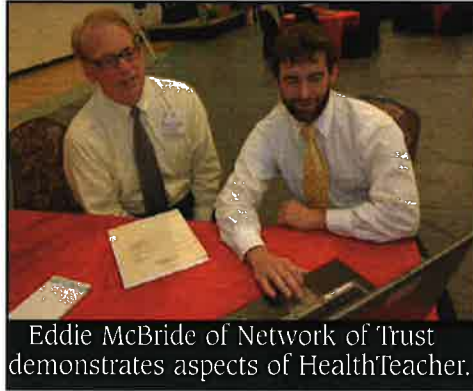
"Phoebe is pleased to join forces with HealthTeacher for this special community gift," Wernick said. "As a regional health care provider, we saw the need to invest in our most promising resource — the children of our region."

There are 10 different categories of lessons with over 300 classroom-ready lesson plans. All lesson plans meet national standards, are approved by the staff of Vanderbilt University, and go through the HECAT (Health Education Curriculum Assessment Tool). The other components to HealthTeacher include lesson background information, news articles related to topics, plus many other different online tools.

In addition to the classroom resources for educators and students, parents and families will receive a monthly newsletter on related health topics.

Today, HealthTeacher is used in all 50 states and 14 countries by more than 20,000 educators, school nurses, community organizers and parents.

The program will be administered by The Network of Trust School Health Program, a division of Phoebe that currently works with the Dougherty County School System to serve more than 17,000 school children.



Eddie McBride of Network of Trust demonstrates aspects of HealthTeacher.

Show Off Your Graduate

It's getting close to that time of year already - graduation! We'll publish a special issue of Phoebe Briefs the first week of June to show off our graduates!

If you have a child or are the legal guardian of a child graduating from high school or college, send his or her photo and information through e-mail or interoffice mail to Jennifer Almeida in Marketing by **Friday, May 20**. Please include the student's name, school from which they are graduating, the name of the parent employed at Phoebe and the department where that parent works.

Photos can only be returned if we have accurate information, so be sure to include all of the correct information.

If you are a Phoebe employee graduating from college, please include your information and photo as well for the graduate edition!



May Birthday?

Don't forget your annual medical requirement! If you have a birthday in May, please remember that to satisfy your annual medical requirements, you need to contact Employee Health to schedule an appointment during May.

If you have any questions regarding the requirements, please call Employee Health at 312-2380.



The Spiritual Care Department at Phoebe recently held a training session for the Pastoral Associates. The annual training gives the new and veteran pastoral associates insight into how to better serve our patients, visitors and employees on a spiritual level.

Highlights from the Centennial Kickoff

Phoebe kicked off the 100-Day Countdown to Phoebe's 100th Anniversary last week. Judge Francis Flagg Putney (portrayed by Marcy McCarty's husband Eddie McCarty), whose gift of \$25,000 made the building of the original Phoebe Putney Memorial Hospital building possible, made a surprise visit to the celebration. A historic marker provided by the Georgia Historic Society was unveiled. It can be seen near the corner of Jefferson Street and Willson Way behind Administration.

Elected officials, Chamber of Commerce and Dougherty Economic Development Commission representatives, other special guests, hospital board members and employees were shown commemorative items that will be on sale in Phoebe's gift shop. Special events planned for the months ahead were also announced.

To view a complete listing of centennial events that will occur throughout 2011, please visit www.phoebeputney.com and click on the centennial logo. More centennial kickoff photos can be seen on Phoebe's Facebook page.



To place information in Phoebe Briefs, contact Jennifer Almeida in Marketing at 312-7114 or e-mail your news to jalmeida@ppmh.org.

ATTENTION!

In an effort to more efficiently serve our employees so that they may return to their patients, we now have

NEW LUNCH HOURS

THE
**GARDEN
TERRACE**
CAFETERIA

Open for Visitors:

12:30 – 3:30 p.m.

Employees Only 11 a.m. – 12:30 p.m.

Before 12:30 p.m., visitors may enjoy:



located on the Second Floor
of Medical Tower II



located just inside
the Main Entrance

Vending machines are also available to the right of the cafeteria entrance.

Phoebe Generates \$895 Million To Local Economy

In 2009, Phoebe generated more than \$895 million in revenue for the local economy, according to a recent report by the Georgia Hospital Association, the state's largest hospital trade association. The report also found that, during the same time period, Phoebe provided approximately \$34 million in uncompensated care while sustaining more than 3,400 full-time jobs throughout Albany and 6,901 in the rest of the state.

The report revealed that Phoebe had direct expenditures of more than \$362 million in 2009. When combined with an economic multiplier developed by the United States Department of Commerce's Bureau of Economic Analysis, the total economic impact of those expenditures was more than \$895 million.

"This new report shows that, even in these difficult economic times, Phoebe has an enormous positive impact on our local economy," said Joel Wernick, President/CEO of Phoebe.

While Phoebe remains a major component of the area's economic engine, the hospital's leadership, like the rest of the Georgia hospital community, is concerned about a wide array of economic challenges that have made it increasingly difficult to meet the community's health care needs including continued cuts in Medicare and Medicaid payments and a fast-growing uninsured population. Presently, more than a third of all hospitals in Georgia are operating with negative margins.

"We're extremely concerned with the current operating environment for hospitals," said Wernick. "We've made a commitment to every citizen of this community to be on call for them 24 hours a day, 365 days a year. We are a safety net hospital with increasing numbers of uninsured patients who must have access to care, and in a difficult economy reimbursement for Medicaid continues to decline."

According to Wernick, state lawmakers must work to protect the state's health care system with the same fervor that they do other initiatives like education and public utilities.

"It is our hope, even in these challenging economic times, our elected lawmakers will do what is necessary to protect our local health care system and preserve access to health care for every resident of Southwest Georgia."

Be A Biggest Loser!

Phoebe's latest Biggest Loser is Betty Hilton. Hilton lost 24 pounds (almost 13.5 percent of her original body weight) and just over four percent body fat.

Biggest Loser classes are held at Phoebe Northwest Monday through Thursday and last 45 minutes. To be a part of the next 12-week program beginning Monday, April 11, contact Chauncey Keith, Will Sells, or Jeff Tanner at 312-8729.



Nancy Millan Lives Her American Dream

As a result of her and her family's hard work and dedication, Nancy Millan, medical lab technician at Phoebe, became an American citizen on March 1, 2011.

"My father brought me, my brother and mother here from Mexico when I was 7-years-old. He had been working in the fields and in restaurants making a stable life for our family," she said. "He started the paperwork for my mom, me and my brother to become residents before we even came over to the United States."

Millan was the first of her family to attend college and graduate. She graduated from Darton College with an Associate of Science degree in Medical Laboratory and has worked in the lab at Phoebe for 4 years.

"My parents have always been my role models. My dad barely made it through elementary school, but is now a successful business owner and my mom has always taught me to stay humble among other valuable lessons," she said. "My family has taught me to appreciate and value things like school and work."

When asked how she and her family feels about finally becoming an American citizen, she said it was a long road and hard to put the excitement into words.

"It was a lot of work, a lot of standing in lines and traveling and my dad went through so much for us to get to this point," she said. "It means so much. It is like the last step to becoming a part of the 'American dream'."



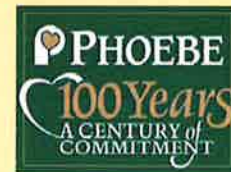
DEADLINE TO ENTER THE EMPLOYEE TALENT SHOW IS APRIL 29!

We are looking for talent of all kinds.

If you sing, play an instrument, dance, perform magic tricks, present a family-oriented comedy act, demonstrate martial arts, or paint to music, please contact us!

If you have any questions or need additional information, please contact Tina Phipps at 312-5180.

EMPLOYEE TALENT SHOW



**May 12, at 7 p.m.
Municipal Auditorium**

Name:

Dept. and Phone Number:

Type of Talent:

Music:

You will be notified regarding orientation for the talent show.

First Prize - \$1000
Second Prize - \$700
Third Prize - \$500

Fax completed application form to 229-312-5175.

Phoebe Donates Four Cardiac Monitors to Ben Hill County EMS

Phoebe recently donated four Physio-Control LifePak® 12 Cardiac Monitors to Ben Hill County EMS. Cathy Bishop, director of Ben Hill EMS, stated that this would allow the Ben Hill EMS to transmit 12 lead EKGs to surrounding hospitals to be more efficient and give better care to patients. Training was also provided to all of the EMS staff by Chris Lotter, representative with Medtronic, who is the maker of this machine. This machine will help EMS evaluate the patient, send the information straight to the receiving hospital and be more efficient with care plan at arrival. Virgil Anderson, John Graddy and Kenny Nolf came to present these machines to the Ben Hill County EMS department.



Back, L-R: Jason Miller, Aaron Riojas, Tony Ellington, and Ben Whiddon, Ben Hill County EMS; John Graddy and Kenny Nolf, Phoebe Critical Care Transport.

Front, L-R: Chris Lotter, Medtronic representative; Melodee Massey, Celeste Hendley, David Nunez, Mark Shealey, Ben Hill County EMS; Paula Jones, Ben Hill County office; Cathy Bishop, Ben Hill County EMS Director; Virgil Anderson, Phoebe Critical Care Transport and Richard Rhodes, Ben Hill County EMS.

Not pictured: Richard Holley and Alena Lashley, Ben Hill County EMS

Project SEARCH Helps Students Achieve Goals

Jake Jackson, 21, Anthony Wade, 19, and Karmen Farrar, 19, arrive at Phoebe every morning, Monday through Friday ready to work.

"It's a good program for high school students," says Anthony Wade about Project SEARCH. Wade, Farrar and Jackson are Project SEARCH interns at Phoebe.

The one year, high school transition program provides training and education leading to employment for individuals with different abilities.

Volunteer Services serves as the liaison for various hospital departments helping with the setup of rotations in work areas. Each morning when the interns arrive, their instructor, Validia Gibson and job coach, Pamela Young accompanies them.

Each intern participates in three to four nine-week internships where they learn job-specific skills while having the opportunity to put those skills into practice. The interns end their daily tasks with problem solving, planning, documenting and reflecting on what they learned throughout the course of their day. They also participate in monthly progress meetings to define their career goal and plan necessary steps to achieve their goal.

"I am most excited about getting a job," said Jackson after receiving news of his new employment opportunity at Phoebe as a result of the program.

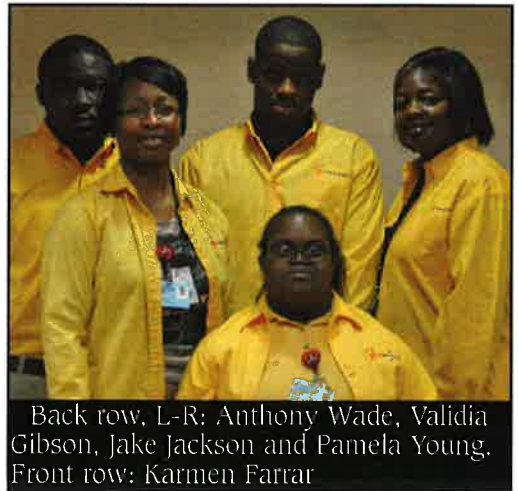
Project SEARCH is part of the Dougherty County School System/Exceptional Students Program. For more information about the program, please call 431-1313.

'Thanks' From Behavioral Health

Last month Phoebe's Behavioral Health department celebrated its first anniversary since re-opening the inpatient units on 3 and 4 East. The department has had several additions during the year including Medical Director Henry Sakow, M.D., Executive Director Kurt Isaacson, Nurse Manager Sue Jackson and Clinical Manager Katie Kutchins.

With the re-opening of the inpatient unit, Behavioral Health has had the opportunity to help more individuals get the treatment they need at a time they need it most. Behavioral Health's outpatient programs continue to thrive as well.

The Behavioral Health staff says, "Thank you" to Bob LaGessee, Vice President of Phoebe Physician Group and the many folks who helped with the re-opening of the units. Staff members are looking forward to many more years of helping patients with behavioral health issues.



Back row, L-R: Anthony Wade, Validia Gibson, Jake Jackson and Pamela Young. Front row: Karmen Farrar

Steve Wallace Sheds Light on 'Watt' It Takes To Keep the Bulbs Burning

For 15 years, Steve Wallace has been helping keep the lights on at Phoebe Putney Memorial Hospital and its outlying facilities - one light bulb at a time.

Termed by his supervisor as a "lighting engineer" and as "The Light Man" by fellow Phoebe employees, Wallace's main job on the Plant Operations team is changing light bulbs at the main hospital and at facilities on Phoebe's campuses in Dougherty, Lee and Camilla.

While that seems like a simple job, just twisting a new bulb into a light receptacle, his supervisor Charlie Hawks says there is a lot of responsibility that goes with putting the right bulb in the right place. There are hundreds of different kinds of light bulbs, and different wattages, colors, shapes, sizes and purposes for each bulb. Not to mention, Phoebe adds new light receptacles with each construction project.

Phoebe eventually grew to the size that Plants Ops needed one person dedicated to the important job of changing light bulbs, so Plant Ops Director David Paul chose Wallace. Hawks explained that Wallace is not unlike other Plant Ops team members, who individually specialize in electrical, mechanical and architectural jobs. According to Hawks, Paul has said, "There's an art to lighting," particularly when it comes to consistency in color.

Wallace "has taken the job and he handles it," Hawks said. "I don't worry about lights at all with Steve. He's self-motivated."

Wallace comes in at odd hours with a portable lift to change bulbs in the ceiling of the main lobby in spite of his dislike for heights. Because his job impacts patient safety, he ensures that the various lights in patient rooms - for direct and indirect lighting - work so that physicians and nurses can effectively do their jobs. Priority areas, where lighting is crucial, Wallace said, is in Labor/Delivery, the Emergency Center and in units, particularly SICU, CCU, MICU, ICU and the Operating Room.

There are also lights that are taken for granted, such as exterior lights, elevator lights and LED signs throughout the buildings.

His job is also to provide illumination without inconveniencing others at work, so often he must wait until nights and weekends to do routine lighting maintenance.

"Let there be light" is a common phrase Wallace says he hears, as well as "I need the 'Light Man' up here." Hearing those familiar words makes him feel good. "It's something I love doing," he said.

When he hears Phoebe family members say, "We can see now," he feels he's made a difference in their day or their work environment.

But he says with a chuckle that he doesn't like changing light bulbs at home. "I get more appreciation here at Phoebe."



Registered Dietitian Receives Certification

Julie Davis, MA, RD, LD, CDE, of Phoebe Putney Memorial Hospital, received certification as a Diabetes Educator (CDE).

Davis has worked for Phoebe for two years in the Diabetes Care Center as the outpatient dietitian. She has been a registered dietitian for seven years and is certified in Adult Weight Management and in Childhood and Adolescent Weight Management.

Davis received a Bachelor of Science in Family and Consumer Sciences with a major in dietetic from the University of Georgia in Athens, and a Master of Arts in Health Promotion from the University of Alabama in Birmingham, Ala.

2011 * H A P P Y N E W Y E A R * 2011

Phoebe Nurse Obtains Progressive Critical Care Nurse Certification

Kendra Armstrong, R.N., is the first nurse at Phoebe Putney Memorial Hospital to obtain the Progressive Critical Care Nurse Certification.

The PCCN specialty certification was introduced in 2004 for nurses providing care to acutely ill adult patients regardless of where they provide nursing care, according to the American Association of Critical Care Nurses. Nurses with this certification may work in such areas as intermediate care, direct observation, stepdown, telemetry, transitional care or emergency departments.

This specialty certification provides patients and their families with validation that the nurse caring for them has demonstrated experience, knowledge and skills in the complex specialty of critical care. As a voluntary process, specialty certification points to nurses' commitment to career development and dedication to patient care, particularly in this constantly changing healthcare environment.

"What an accomplishment," said Armstrong during a brief interview before she started her evening shift. "It validates that you do know what you're doing and you know why you do what you do. What a plus for the patients," she said.

Obtaining certification was a one-year pursuit for Armstrong, who began her nursing career in 1994 in Oklahoma. She works in the Cardiovascular Surgery/Medical Cardiology Unit, where she is a charge nurse and preceptor for the unit. She started working at Phoebe as a licensed practical nurse in 2002, working in endocrinology. She completed her nursing degree at Darton College a few years later and has been a cardiac nurse since 2003.

She says her next step will be working toward her bachelor's degree and studying to pass subspecialty certifications in cardiac medication and cardiac surgical. Her ultimate goal is to become a nurse practitioner.

Armstrong and her husband Paul Armstrong Jr. have four grown children.



Donate PHOs

Spiritual Care is asking that you please consider donating PHOs for the following Phoebe family member:

- **Having surgery**

Remember, certain criteria must be met prior to donating.

- To transfer hours, employees must have a positive PHO balance (balance must be greater than or equal to at least 40 hours after donation).

- A PHO Transfer Form must be filled out and submitted to the Compensation Department (listed under "Compensation" on the Human Resources page of the employee portal).

- Donations must be a minimum of four-hour increments.

Donated PHO hours will be transferred to the employee's EIB bank only. An employee receiving a PHO transfer may not cash-out PHOs for a period of six months.

Please donate PHOs by completing the PHO Transfer Request form on the portal, located under Human Resources

"Compensation," and fax it to Vicki Askew, 312-4372. If you have questions about PHOs, please contact Vicki at 312-4349.

January Birthday?

Don't forget your annual medical requirement! If you have a January birthday, please remember that to satisfy your annual medical requirements, you need to contact Employee Health (312-2380) and schedule an appointment during the month of January. If you have any questions regarding the requirements, please call Employee Health at 312-2380.

Recycle Your Magazines

Looking for a way to donate your unwanted magazines? Bring your magazines to Volunteer Services, located on the fifth floor of the main hospital. They will be placed in hospital waiting areas for patients and visitors. Please make sure magazines are no more than one year old. For more information, please call Dianne Owens in Volunteer Services at 312-4333.



STATE OF GEORGIA
COUNTY OF DOUGHERTY

AFFIDAVIT RELATIVE TO CLOSED MEETING

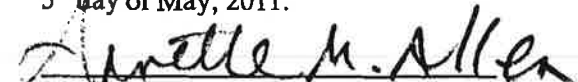
Personally appeared before the undersigned, RALPH S. ROSENBERG, who having been duly sworn, deposes and states as follows:

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 5th day of May, 2011, 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 privileged consultation with legal counsel, including consultation pertaining to pending or potential litigation, settlement, claims, administrative proceedings or other judicial actions. Permitted under O.C.G.A. § 50-14-2(1).
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 5th day of May, 2011.


Chairperson

Sworn to and subscribed before me this
5th day of May, 2011.


NOTARY PUBLIC (SEAL)

Dougherty County, Georgia

My Commission expires: _____

Annette M. Allen
Notary Public - State of Georgia
Qualified in Dougherty County
My Commission Expires January 28, 2013