



## Georgia Board for Physician Workforce

State of Georgia

### GEORGIA BOARD FOR PHYSICIAN WORKFORCE BOARD MEETING MINUTES

Saturday, August 11, 2007  
9:15 – 10:45 A.M.

Morehouse School of Medicine  
Atlanta, GA

#### **MEMBERS PRESENT:**

Ralph Austin, Jr., M.D., Chair; Joe Sam Robinson, Jr., M.D., Vice Chair; James R. Lowry, Treasurer/Secretary; Brian K. Burdette; Edward D. Conner, M.D.; Jacinto del Mazo, M.D.; J. Daniel Hanks, Jr., M.D.; Julia Hunter Jones; Gilbert S. Klemann, M.D.; D. Wayne Martin, MBA; E. Chandler McDavid, M.D.; Reuben Roberts, Jr., M.D.

**MEMBERS ABSENT:** Thomas J. Hatchett, Jr., M.D.

#### **STAFF PRESENT:**

Benjamin Robinson, Cherri Tucker, Kelly McNamara, Olive Jones-Golden

#### **GUESTS:**

Dee Hanson, Mercer University School of Medicine; Marilane Bond, Ed.D., MBA, Emory University School of Medicine; Martin Dalton, M.D., Mercer University School of Medicine; Linda Womack, Emory University School of Medicine; Julie Kerlin, Medical College of Georgia; G.E. Alan Dever, M.D., Ph.D., Health Services Analysis; Betsy Bates, Morehouse School of Medicine; Frances J. Dunston, M.D., Morehouse School of Medicine; Frank Don Diego, M.D., Tenet Health of Atlanta; Walter Moore, M.D., Medical College of Georgia; Terri Winston, Morehouse School of Medicine; Eric Dahl, University of Georgia; Steve Lucas, Athens Regional Medical Center; Richard Ackerman, M.D., Medical Center of Central Georgia; James Zaidan, M.D., Emory University School of Medicine; Becky Ryles; Tracy Vardeman, Northeast Georgia Health System; Lauren Klomp, Office of Planning & Budget; Erin Mundy, Medical College of Georgia; Dan Blumenthal, Morehouse School of Medicine; Dusty Sanders, Morehouse School of Medicine; Carol Burrell, Northeast Georgia Health System; Detra Brown, Georgia Academy of Family Physicians; Paul Evans, D.O., Georgia Campus Philadelphia College of Osteopathic Medicine; Martha Elks, M.D., Morehouse School of Medicine

#### **CALL TO ORDER:**

Dr. Austin called the meeting to order at 9:15 a.m. He thanked Morehouse School of Medicine for the use of their facility and asked for brief introductions from all attendees.

---

AGENDA ITEM

DISCUSSION / ACTIONS /NEXT STEPS

---

**APPROVAL OF MINUTES**

**Action**

On **Motion (Robinson/Burdette)**, the minutes of the GBPW Board meeting held on April 28, 2007 were unanimously approved.

**GRADY MEMORIAL HOSPITAL**

**Discussion**

Dr. Hanks reminded the Board that during the April 28<sup>th</sup> meeting, the Board approved writing a letter in support of the survival of Grady Memorial Hospital. He stated in light of what happened in the past 90 days with the Metro Atlanta Chamber of Commerce recommendations etc., it is important to emphasize and restate in a very firm manner that the Board views Grady Memorial Hospital as a critical component of the state's medical education system.

Dr. Hanks emphasized the Grady issue is the most important thing going on at the present time. He concluded his comments by suggesting the Georgia Board for Physician Workforce should again go on record stating the importance of Grady's survival.

Mrs. Jones commented it is important that the letter gets to the right people. Suggestions were made to send the letter to: the Fulton-DeKalb Hospital Authority; the Metro Atlanta Chamber of Commerce Grady Task Force; the Governor; and the AJC.

Dr. Lawley, from Emory, spoke briefly about a letter that was written jointly by Emory University and Morehouse Schools of Medicine to the Fulton-DeKalb Hospital Authority. The letter from the Medical Schools urged the Hospital Authority to adopt (as a first step) the recommendations of the Metro Atlanta Chamber of Commerce Task Force. Fulton County Commissioners and DeKalb County Commissioners were also sent copies of the letter from the Medical Schools.

On a different note, Dr. Roberts questioned why Board members have not been receiving copies of communications from the administrative office as requested. Dr. Roberts mentioned the importance of Board members being aware of communications made on behalf of the Board, so members can comment and be able to back up those points.

**Action**

On **Motion (Austin/Roberts)**, the Board unanimously agreed to send a letter in support of Grady Memorial Hospital emphasizing the need for its survival. Dr. Hanks was asked to work with staff to prepare the letter. As discussed, the GBPW letter will be sent to the Fulton-DeKalb Hospital Authority, the Metro Atlanta Chamber of Commerce Grady Task Force, the Governor, the AJC, and others as may be identified.

In response to Dr. Roberts' question, Mr. Robinson said staff could certainly start forwarding communications to Board members.

---

AGENDA ITEM	DISCUSSION / ACTIONS /NEXT STEPS
-------------	----------------------------------

---

## **COMMITTEE REPORTS**

### **BUDGET & CONTRACTS COMMITTEE**

#### ***Expenditure Reports***

##### **Discussion**

Mr. Lowry explained the Budget and Contracts Committee convened on August 1, 2007 via conference call and asked Mrs. Tucker to present the Expenditure Report.

Mrs. Tucker provided a summary of the June 30, 2006 year end Expenditure Report. She explained that 99.6% of the budget allocation was expended. There were unspent funds remaining under Family Practice Capitation (\$125,000), which reverted back to the State Treasury/General Fund. This was the amount left over after Capitation was paid for all the Family Medicine residents training in the State (as well for the residents in ACGME approved fellowships at certain programs). Reasons for the unspent funds include: a few programs did not fill for the year; program(s) had off-cycle residents; and/or there were residents out on a leave of absence.

Funds also remained under Preventive Medicine where the programs weren't filled with their contracted numbers.

#### ***Budget Recommendations***

##### **Discussion**

Mr. Lowry called on Mr. Robinson to go over the Budget Recommendations.

Mr. Robinson explained the instructions to agencies provided by the Governor's Office of Planning and Budget called for three (3) budgets:

- The FY2008 Amended Budget
- The FY2009 Budget showing 2% in reductions
- The FY2009 Budget showing 2% in enhancements.

Mr. Robinson explained there are no recommended changes for the FY2008 Amended Budget. He continued with the FY2009 "reduction" budget by stating there is no cut taken from the Administration Budget and no cut taken from the \$500,000 for the Residency Expansion in Athens and Gainesville. He explained the recommendation for the 2% reduction comes from all other program areas and is about 2.05% to get an across the board 2% reduction (\$943,014) of our total budget which is \$47,150,712.

Mr. Robinson reviewed the staff recommendations for the FY2009 "enhancement" budget as follows:

##### **Family Medicine:**

Mr. Robinson explained all the hospitals and medical schools the Board contracts with are sent letters requesting they provide us with an update of plans (e.g., changes, program expansions, program reductions, etc.), so that staff can take the information into consideration when

---

AGENDA ITEM

DISCUSSION / ACTIONS /NEXT STEPS

---

developing budget recommendations. This year saw evidence of a decline with Family Medicine. This was the case last year with the Medical Center of Central Georgia, even though now the Hospital is indicating some willingness to put those resident positions back in. Mr. Robinson informed the Board that staff found out very late yesterday that Phoebe Putney is scaling back their Family Medicine Program from 18 residents to 15 residents. He continued by stating the letter from Floyd indicated that it is not changing its number of slots (it is a 7, 7, 7 program), but there are a lot of new pressures on programs because CMS is now requiring preceptors be paid and that has added marginal cost. Mr. Robinson stated all programs have to raise resident salaries and pay high salaries for good faculty because programs are really struggling to attract residents in Family Medicine. He continued by saying that as costs rise, there is concern Family Medicine capacity may be reduced.

Mr. Robinson stated Family Medicine is the backbone of medicine. Family physicians are the best distributed across the state and these physicians are very critical from a Primary Care perspective. Therefore, staff recommends working to increase the capitation rate to previous levels. The highest rate in year's past has been \$22,000 per resident per year for Family Medicine Capitation. The recommendation of staff for this budget submission is \$21,900.00 and these funds are currently matched with Medicaid. As long as they are still matched by Medicaid, \$22,000 will turn into about \$58,000 – \$60,000 per resident per year. The higher state capitation rate and the federal matching dollars are very important to ensuring the cost analysis from the hospital standpoint does not tip against Family Medicine.

So the recommendation is to enhance Family Medicine by a total of \$565,000 to provide funding to increase the capitation rate to \$21,900 for 202 resident positions currently under contract (\$521,262.00) and to provide funding for 2 new family medicine resident positions at the Medical Center of Central Georgia in Macon (\$43,800.00). That represents 50% of the total request.

**Pediatrics:**

Mr. Robinson informed the Board, there are also some recommended enhancements for Pediatric Residency Capitation. The Medical Center of Central Georgia expanded its program and therefore, the budget recommendation includes funding for the final two positions of their six position expansion (\$36,267).

Mr. Robinson continued by stating we also became aware through correspondence with Memorial Health in Savannah that they are beginning to expand the Pediatrics program. Therefore, staff is recommending a three-year phase-in process to fund Savannah's expanding Pediatrics program (\$36,267).

**Administration:**

Mr. Robinson reviewed the recommended 52% enhancement to Administration. He explained this was done based on direction provided by the Board during the August 2006 meeting. He noted the following Administrative Enhancements:

-1 – **Personal Services.** About \$90,000 is new money to fill existing positions that are currently unfunded. There are two (2) vacant positions that can't be filled due to a lack of

---

AGENDA ITEM	DISCUSSION / ACTIONS /NEXT STEPS
-------------	----------------------------------

---

funding. These positions will be used to support some of the activities in the Business Action Plans that this Board identified as strategies.

-2 – The personal services enhancement also includes funds for reclassification of positions and there is additional money requested under Per Diem to cover Board member attendance at meetings.

-3 – **IT Expenditure.** The file server for the Board needs to be replaced and new equipment will be needed for additional staff.

-4 – **Contractual services.** Enhancement funds would be used to increase the Health Services Analysis contract as well as enhance the Matching Services program for the Board. Funds are also recommended for an outside consultant to complete a study on the cost of medical education.

Mr. Lowry informed the Board the Budget and Contracts Committee unanimously approved the recommended the budget.

Dr. Austin asked for an explanation of Matching Services Program and Mr. Robinson explained the idea is to begin to position this Board into a capacity of recruiting physicians to practice in Georgia communities. He stated staff currently does something but resources are very stretched for this program.

Dr. Joe Sam Robinson commented there is a substantial need to increase most Graduate Medical Education in the state, and there is a lot of attention being focused in the next legislative session on that coming down the pipe. He stated it seems the amount of money being contributed is just a very small percentage to the total expenses for these residences. He wanted to know what percentage of the gross expenses are covered by state funds.

Mr. Robinson noted the \$110,000 under Contractual Services for a medical education cost study would answer that question. How much does it cost to run a medical school and a residency program, and what is the state's level of contribution to that cost? He stated it is a complex issue, especially the issue of overhead and various blending of funding streams.

**Action**

On **Motion (Klemann/Roberts)**, the Board unanimously approved the Budget Recommendations for the FY2008 Amended Budget, FY2009 2% Reduction Budget and FY2009 2% Enhancement Budget.

**AD-HOC COMMITTEE ON EXPANSION OF GME IN ATHENS/  
GAINESVILLE**

*Pre-Feasibility Study for Athens/Gainesville Hospitals*

**Discussion**

Mr. Lowry reminded everyone the Ad-Hoc Committee met prior to the Board meeting and

---

AGENDA ITEM

DISCUSSION / ACTIONS /NEXT STEPS

---

recommends that out of the \$500,000 that was appropriated to the Board, \$120,000 should be disbursed to the 3-facilities for a preliminary study to determine if they are willing to move forward.

**Action**

On **Motion (Klemann/Roberts)**, the Board unanimously approved \$120,000 for a Pre-Feasibility study for developing a primary health care residency program in the Athens area with Athens and Gainesville Hospitals.

**Discussion**

Dr. Roberts asked Mr. Robinson if staff raises and job reclassifications had to go through the Merit System, and if so, is it being done? Dr. Roberts also asked about staff morale and he emphasized the Board does not want to lose any of its experienced staff.

Mr. Robinson responded the process is in place, but he doesn't know what the results will be. He said the Merit System review could certainly find a need for more money for staff or they could find that staff salaries are where they should be. He stated you don't want one agency competing against another, there is a need to balance so we need to wait and see at this point.

Dr. Roberts asked if the 2% enhancement includes an increase for any of our present staff. Mr. Robinson responded yes, for reclassification purposes and there is some enhancement in there to fill a vacant position. Every year the Governor's Office automatically puts monies into the personnel services side of the budget (i.e., the side where salaries come in) based on the Governor and General Assembly's recommendations. Staff salaries are never discussed directly by the Board as part of the budget process.

**PHYSICIAN WORKFORCE COMMITTEE**

***Recommendations to Proceed with Medical Education Study***

**Discussion**

Dr. del Mazo called on Mr. Robinson to report on the recommendations to proceed with Medical Education Study.

Mr. Robinson explained at the April 20, 2007 meeting, the Board approved designing a study to begin looking at where medical education needs to be in the state. Staff, Dr. Dever, and Dr. del Mazo agreed that the first thing to do was to refine the scope of the study. With the increases taking place in Undergraduate Medical Education (UME), it was agreed that the study should focus on the Graduate Medical Education (GME) side. The main point is to recognize substantial changes are taking place in UME capacity. In addition, there are substantial ties (from an operational perspective) between clinical rotations/clerkships and residencies. So now the state must decide how to expand capacity on the GME. Questions for consideration include: how many GME positions should Georgia have; where should the residencies be located; and what types of residencies should be in place in terms of specialty mix?

---

AGENDA ITEM

DISCUSSION / ACTIONS /NEXT STEPS

---

**Action**

On **Motion (Robinson/Austin)**, the Board approved the Workforce Committee's recommendations to proceed with the Medical Education Study.

**NOMINATING COMMITTEE**

*Approve Slate of Officers*

**Discussion**

Dr. Hanks reported the Nominating Committee put forward the following candidates for officers: Chairman - Dr. Ralph Austin, Vice Chair - Dr. Joe Sam Robinson and Secretary/Treasurer - Mr. Jim Lowry.

**Action**

On **Motion (Roberts/Jones)**, the Board approved the current Slate of Officers to serve another term.

**OLD BUSINESS**

**STRATEGIC PLANNING UPDATE**

*Business Plans & Amendments to Strategic Plan*

**Discussion**

Mr. Robinson reminded the Board of the new Strategic Plan, which was approved at the April 2007 meeting. The starting point was the vision this Board put forth and staff took that vision and started a Business Planning process. Diane Schlachter, who was the facilitator at the retreat in August 2006 and helped facilitate the Board's development of a new strategic plan, continued working with staff on creating the Business Action Plans. Mrs. Tucker and Ms. McNamara were leaders in this whole process and did an excellent job. Staff worked with certain Board members to seek input at critical points to make sure everything was on target and nothing was missing.

Mr. Robinson explained the Business Action Plans serve to guide staff efforts and specifically address the following: key requirements to reach objectives; time lines; staff needed to accomplish specific objectives; resource gaps and other needs; etc.

**Action**

On **Motion (del Mazo/Hanks, Jr.)**, the Board approved Business Action Plans.

On **Motion (del Mazo/Hanks, Jr.)**, the Board approved Amendments to Strategic Plan.

**EXECUTIVE DIRECTOR'S REPORT**

Mr. Robinson informed the Board the House Study Committee on Medical Education will convene on Wednesday, August 15, 2007. Staff of the Board has been asked to facilitate

---

AGENDA ITEM	DISCUSSION / ACTIONS /NEXT STEPS
-------------	----------------------------------

---

putting the meeting together. The recommendation of GBPW staff was make the Committee a forum for the Legislature to relearn how medical education works. It has been a long time since the state made any substantive changes in the area of medical education.

Mr. Robinson explained representatives from the American Medical Association and the Association of Medical Colleges will be flying in to discuss:

- > why Georgia needs to be concerned with the physician workforce and medical education infrastructure;
- > what the accreditation requirements are at the Undergraduate and Graduate levels; and,
- > the nature of complexities surrounding the financing of medical education.

Mr. Robinson stated the medical schools will come to talk about the changes they are going through, and finally Grady will get an hour to talk about what's going on with them. Curtis Lewis, the Medical Director will be there. He noted Barry Fleming the leader of this committee and the Majority Whip for the House will be there.

Mr. Robinson said there is a related Senate Study Committee that Senator Cecil Staton is putting together and it includes nursing as well as medicine and will take a slightly different approach.

### **NEXT MEETING**

Dr. Austin announced the next meeting is October 20, 2007 time and location to be determined at a later date.

### **ADJOURNMENT**

#### **On Motion**

The Board voted to adjourn the meeting at 10:45 a.m.

Respectfully Submitted,

---

James R. Lowry  
Treasurer/Secretary