

**Comments to ProPublica from Joey Jacobs, Chairman, President and CEO,
Psychiatric Solutions, Inc. -- November 14, 2008**

The unfortunate truth about investigative journalism in the health care field is that it may focus on just a relatively few incidents and paint an unfair picture of the people of an organization that has as its mission doing good—saving lives and improving the quality of lives of its patients.

As the leader of our company and advocate for the patients we serve, their families, our staff and the physicians who direct the care of their patients in our facilities, it is a huge disappointment to me that millions of life-changing and life-saving patient encounters are ignored in the interest of “investigative journalism.”

That’s simply not right. But it is the world in which we live.

The further truth is that ProPublica reporters spent months going through regulatory reports and attempting to interview former staff members about unfortunate incidents involving patient care at some of our hospitals. These incidents have previously been reported widely in the news media—and importantly, where corrective measures or changes in people, policies or procedures were called for, they have long since been made.

Everyone at Psychiatric Solutions works hard every day to achieve excellence in patient care, often under extremely difficult circumstances to serve a patient population that includes extremely acute and complex diagnoses.

But another difficult truth about trying to achieve excellence in what we do is that despite the absolute best efforts of everyone, in the realm of psychiatric care just as in any other healthcare situation or human activity of any kind, incidents happen. As the individual charged with leading this organization, it is ultimately my responsibility when

the organization or anyone in it falls short of expectations. I deeply regret and sincerely apologize for any action or inaction by anyone in this company that compromises patient care, or causes harm to a patient.

We work very hard to have people, policies and procedures in place that will prevent incidents. But when they happen, we immediately try to determine root causes and see if there is a change in people, policies or procedures that could alleviate future occurrences. In the event of situations where existing policies or procedures are not followed and that contributes to an incident, we take appropriate action ranging from increased staff training or changes to physical facilities all the way to termination of employment.

As to all Psychiatric Solutions, Inc., staff at every level and to the physicians who choose our facilities as the treatment setting for their patients: I commend them for the outstanding, compassionate work they do in saving and changing the lives of the patients we serve. I salute them for continuing that high calling despite one-sided accounts that ignore their good work.

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