

1. Meeting Materials

Documents:

[JANUARY 22, 2018 BOARD MEETING AGENDA.PDF](#)

[JANUARY 22, 2018 BOARD MEETING MINUTES - APPROVED.PDF](#)

[JANUARY 22, 2018 BOARD MEETING MINUTES - DRAFT.PDF](#)



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

Board Meeting
Monday, January 22, 2018

Time: **5:30 PM**

Place: **The Nathaniel Witherell Board Room**

AGENDA

1. Medical Director's Report – Frank Walsh, MD
2. Review/Approval - Minutes December 11, 2017 – Chairman
3. Executive Director's Report – Allen Brown
4. Committee Reports:
 - a. Building Committee – Louise Puschel
 - b. Finance Committee
5. Friends of Nathaniel Witherell – Karen Sadik-Khan
6. Resident Life Committee – Lynn Bausch
7. Chairman's Report – Laurence Simon
8. New Business
 - a. CFO Search Results
 - b. BET Special Committee Report on Nathaniel Witherell
(distributed to all Board Members in a separate email)
9. Adjournment

The Building Committee will meet at 3:30 pm and the Finance Committee will meet at 4:30 pm in the Board Room.

Next Board Meetings:

Monday February 26, 2018

Monday March 26, 2018

cc: Town Clerk



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

Board of Directors Meeting Minutes January 22, 2018

- Present:** Laurence B. Simon, Chairman; Louise Puschel, Secretary; Frank Ennis, MD; Nisha Hurst; Richard W. Kaplan; Elizabeth Siderides, MD
- Absent:** Lloyd Bankson; Suzanne Hogan; Karen Sadik-Khan, Vice Chairman
- Staff:** Lynn Bausch, Deputy Director & Director of Nursing; Allen Brown, Executive Director; Jack Hornak, Facilities Director; Linda Marini, Assistant to the Director; Scott Neff, Executive Director FNW; Justine Vaccaro, Director of Social Work
- Guests:** Elizabeth Krumeich, BET Liaison; Patty Roberts, RTM; Alma Rutgers, Greenwich Time Columnist; Paul Scholtes, Family Council; Ellen Wolfson, Commission on Aging

Mr. Simon noted a quorum was present and opened the meeting at 5:30 PM in the TNW Board Room.

Medical Director's Report – presented by Dr. Walsh

Dr. Walsh reported that to date, there have been six cases of the flu at Witherell representing approximately 4% of our total immunized resident population. Experts have stated that in the general population, the current vaccine has been approximately 30% effective. Three (3) of our residents were hospitalized; 2 returned to Witherell following a full course of Tamiflu; the 3rd resident, who suffers from years of chronic respiratory illness, remains hospitalized with pneumonia. Dr. Walsh also noted that just as in the community at large, we have experienced other viruses and bacterial infections here at NW that are not the flu.

Dr. Walsh commented that there will need to be much discussion with regard to filling the position of Director of Nursing (DON), following Lynn Bausch's announcement to retire as of May 1, 2018. Dr. Walsh stated that it will be a big loss for Witherell, as "no one has filled the (DON) position as Lynn has filled it".

Mr. Simon questioned, with an average of 2-3 patients hospitalized at GHA each day, what additional medical services could we provide to help minimize that number and maintain revenues? Ms. Bausch suggested that weekend APRN services could be beneficial. Dr.

Walsh recommended expansion of our respiratory services, and the addition of an Infectious Disease consultant. Allen Brown suggested services by a physiatrist (Physical Medicine & Rehabilitation); Ms. Bausch and Dr. Ennis agreed that Mr. Brown's suggestion would be a good partner for Rehab, but would not aid in minimizing hospitalizations. Mr. Kaplan suggested additional clinical staff (different coverage, more RN's) that could service more medically complex patients. Mr. Simon stated that further discussion should take place on what causes patients to have to return to the hospital; and whether or not we can provide the resources necessary to keep them in-house.

In the audience at tonight's meeting, Mr. Simon introduced Elizabeth Krumeich, the new BET liaison to Nathaniel Witherell. Also present were Alma Rutgers, Greenwich Time Columnist and Friends of Witherell Board Member; Ellen Wolfson, the new liaison to Nathaniel Witherell for the Commission on Aging; and, Patty Roberts, RTM Health and Human Services Committee Secretary.

Review/Approval of Minutes of December 11, 2017

A motion to approve the minutes of December 11, 2017 was made by Mrs. Hurst, seconded by Mr. Kaplan, and the minutes were approved by a vote of 6-0-0

Executive Director's Report – presented by Allen Brown

Mr. Brown reported that our search for a new Director of Finance has resulted in the acceptance of an offer. We anticipate a start date of Feb. 20th assuming all required pre-employment background and medical checks prove acceptable.

Mr. Brown reported that YTD Revenues are almost exactly on target for December, 2017 YTD at \$13,908,000 compared to a Budget of \$13,904,000. January has been a very strong month, with an average of 15 admissions per week. Admissions are approximately 650 year-to-date, the highest number of admissions ever. Census is running at approximately 93% YTD. However, the above revenue number does not include reclassification of private pay to Medicaid and therefore overstates total revenue. Further analysis is required to see exactly where we TNW is relative to budget.

As mentioned by Dr. Walsh earlier, Lynn Bausch has submitted her resignation, effective May 1, 2018. She'll be a tremendous loss and we will miss her enormously. We will be looking for a new Director of Nursing over the next several months.

Following our State survey last year, Witherell's 5 star program rating has changed from 5 stars to 4 stars (much above average to above average). So far, we haven't seen any impact on our admission rates. We hope to regain our 5 star status, following our next state survey, anticipated for some time after May 2018.

The RTM voted to not reject the teamster Arbitration Award for the period July 1, 2016 – June 30, 2019. This includes a 2.25% wage increase effective 7/1/16; a 2.25% wage increase

effective 7/1/17; and a 1.5% wage increase effective 7/1/18. Employees will also be eligible for health benefits under the State Partnership Plan.

WeCareConnect – Mr. Brown reported that our post discharge surveys have reflected a higher number of patient dissatisfaction ratings regarding the helpfulness of staff than Witherell management deems acceptable. Mr. Brown does not believe this is for lack of staff effort; rather it reflects a lack of training on how to assess and address patients with high expectations in a stressful and demanding environment. Management would like to provide staff with additional customer service training and is currently looking into using an outside consultant.

Building Committee Report - presented by Louise Puschel

The TNW Building Committee met at 3:30 pm today and discussion included the following:

- Tower and Auditorium Renovation Project - Last month, both the revised Tower renovation plans and the Auditorium renovation plans were sent to the State of CT DPH Building and Fire Safety Unit of the Facilities Licensing Division for approval. Subsequently, Mr. Hornak and Mr. Brown have answered some additional questions posed by the State. We anticipate final approval within the next two weeks.
- The Rehab Gym expansion is estimated at \$272K. Mr. Hornak has requested from the State that we be allowed to reallocate the remaining \$182K from the STEAP Grant and use those funds toward this expansion. The remaining \$100K would come from the 2019 CIP Budget.
- Pavilion – Scheduled maintenance for the Pavilion for the next year includes the installation of new windows and carpets. The following year, installation of a new heating system will be discussed. Mr. Simon noted that on Tuesday, 1/23, a representative of the Town Law Department will be visiting the Pavilion. Updated leases are going to be written by the end of March for all Pavilion tenants.

Finance Committee Report - presented by Laurence Simon

The TNW Finance Committee met at 4:30 pm today.

Mr. Simon reported that Nathaniel Witherell is going before the BET on Monday, February 12th, at 9 AM in the Town Hall Meeting Room, to present revenues, costs, budget and capital. All Board members may attend this presentation.

Mr. Simon reported that we are doing well on costs, under Budget on possibly all object codes. He expressed some concern relative to the overtime number, and will continue to monitor this on a bi-weekly basis. Additionally, having notice of the final arbitration award, we know the amount of money that needs to be set aside to satisfy the Teamster salary increases.

Mr. Simon noted that we are in good shape from the finance point of view, and we are looking forward to our presentation to the BET on the FY19 Budget on Feb. 12th.

Mr. Simon anticipates having our new Director of Finance in place in February and expects they will present the Financial Report at the March Board meeting.

Friends of Nathaniel Witherell (FNW) - presented by Scott Neff

To date the Community Appeal has received gifts from 462 donors, with a total gift amount favorable to last year. The Appeal will continue through March 1, 2018.

On March 1st information will be distributed concerning the Online Giving Day, sponsored by the Fairfield County Community Foundation. This is an online, 24-hour, day of giving, for approximately 350 to 400 Fairfield County non-profits.

The Witherell Walk is scheduled for Sunday, May 6th, 9 AM.

Resident Life Committee – presented by Lynn Bausch

In January we introduced our new Recreation and Music Therapist, Mike Rinaldi. Mike comes to us from Greenwich Woods with 18 years of experience. He is bringing music activities to the units as well as running programs in the Auditorium; he's been very well received by the residents.

On the clinical side, Ms. Bausch reported that they are working diligently with regard to the new CMS regulations that became effective in November 2017. There is a heavy focus on antibiotic stewardship and we are working on educating physicians, residents, families and staff. We will also be hosting our first Clinical Competency Fair for the nursing staff. In February or March, we will host the same type of event for the Nursing Assistants.

Chairman's Report – presented by Laurence Simon

On Thursday, February 8th at 10:15 AM the Glenville School Kindergarten classes will visit Witherell to sing and deliver valentines to the residents. The school finds this to be a wonderful way in which to get students involved in their communities. Mr. Simon encouraged everyone to attend.

As mentioned earlier, Mr. Simon will meet with a member of the Law Department tomorrow at 9 AM to tour the Pavilion in order to create updated leases.

Ms. Elizabeth Krumeich has volunteered to assist Mr. Simon with updating the Board of Directors By-Laws.

Mr. Simon requested that Board members read the Report of the BET Special Committee on the Nathaniel Witherell before the February Board meeting so that it can be discussed at that

time, or possibly at the March meeting. The BET has decided the work of the committee was so important that the Chair appointed a successor committee with members Elizabeth Krumeich, Andy Duus, Bill Drake, Jeff Ramer, and non-voting members Art Norton and Nancy Weissler. Mr. Simon noted that in the report you'll find the history of Witherell, land restrictions, the committee's version of different nursing home ownership possibilities, NW finances and current lines of business. Not contained in the report is who will make the decision as to ownership; it is the Town's decision as to who will own and run the facility. Also not found in the report are what lines of business we may be going in to, in terms of increasing revenue. Mr. Simon noted the report should be used as an informational basis for going forward.

According to demographic statistics received from Mr. Kaplan, Mr. Simon stated that 1935 had the lowest birth rate of the century. Those born in that year constitute the majority of our current clientele. In 1946, one million more children were born that year. Mr. Simon concludes that over the next 10 years we will see an increase in demand for medical services, an increase in demand for the services Witherell provides.

Mr. Simon thanked Ms. Hurst and Mr. Brown for their roles in the interview process for a new Director of Finance.

Mr. Simon extended his thanks to Ms. Bausch for her over-thirty years of service at Nathaniel Witherell. She will be impossible to replace as she is 'the heart and soul' of this nursing home. She should be extremely proud of her service, her contributions toward the success of this facility, and for the high level of care that Witherell provides to its' residents.

New Business – Ms. Krumeich noted that the first meeting of the BET Special Committee on the Nathaniel Witherell is scheduled for 10:30 am on Wednesday January 31st. She will send notice to Mr. Simon.

The meeting was adjourned at 6:22 PM.

Respectfully Submitted,
Linda Marini for Louise Puschel, Board Secretary
Jan. 25, 2017



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