1. NW Board Of Directors Jan. 25, 2021 Meeting Agenda

   Documents:

   **TNW BOARD OF DIRECTORS AGENDA 2021_01_25.PDF**

1.I. TNW Board Meeting Minutes Draft 111620
    TNW Board Meeting Minutes draft 111620

   Documents:

   **TNW BOARD MINUTES 2020_11_16 VERSION 2.PDF**

1.I.i. TNW Board Meeting Minutes 111620 Approved
      TNW Board Meeting Minutes 111620 Approved

   Documents:

   **TNW BOARD MINUTES 111620 APPROVED.PDF**
Board Meeting
Virtual Webinar
Monday, January 25, 2021, 5:00 PM

ZOOM MEETING WEBINAR INFORMATION

Webinar Link:
https://greenwichct.zoom.us/j/86016604729?pwd=NCtUTkpMSIkJZ0VkZk4yMWVMUTFCdz09

To Join by phone dial: 1-646-518-9805: Webinar ID: 860 1660 4729, Password: 1654500

AGENDA

1. Medical Director’s Report – Frank Walsh, MD
2. Review/Approval - Minutes November 16, 2020 – Chairman
3. Reports
   a. Executive Director-John Mastronardi
   b. Building Committee –Larry Vanterpool
   c. Finance Committee-Nisha Hurst and Nunzio Raimo
   d. Marketing-Chris Carter
   e. Friends of Nathaniel Witherell – Scott Neff
4. Chairman’s Discussion – Laurence Simon
   a. RFP for TNW as posted by the Office of First Selectman-Status
   b. Presentation to BET Budget Committee-Monday February 8, 2021 at 9:00 am.
   c. Open Position on the Board: Secretary
5. New Business
6. Adjournment

2021 Calendar of Board Meetings

March 22, 2021    April 26, 2021    June 21, 2021    July 26, 2021
September 13, 2021 October 18, 2021    Nov 15, 2021

cc: Town Clerk
Mr. Simon opened the meeting at 5:02 PM via zoom webinar.

**Medical Director’s Report – presented by Dr. Frank Walsh**

Dr. Walsh reported that there have been no cases of the coronavirus among residents. Five staff members tested positive and all were asymptomatic. He noted that there has been an increase in COVID positive cases recently in Fairfield County. He had 7 patients test positive from his office; all of whom were also asymptomatic.

Dr. Walsh admitted 4 residents this past weekend and is expecting 3 more early this week. He has also had discussion with Mr. Mastronardi regarding sourcing of patients for pulmonary
and cardiac rehab. He continues discussions with the orthopedic surgeons; and, although still a bit reluctant to send their patients to rehab because of COVID (even though we currently have no positive cases in the building), the orthopedic surgeons agree that many patients do better coming to NW for rehab than going directly home.

In response to a question from Ms. Brown, Board member, Dr. Walsh confirmed that we are not testing NW residents for antibodies.

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In response to the question posed by Ms. Hurst concerning contact tracing, Ms. Benson stated that contact tracing was conducted, and we have 7 staff members identified. None of them are currently in the building. For some of them, their risk and exposure were limited; two of those staff work in other facilities. For those staff who have direct resident contact, their contact tracing is more complicated. DPH was informed of the cases and provided with names and contact information for those affected; Ms. Benson conducted the contact tracing herself, DPH may follow-up. If staff works in another facility as well, we’ve sent them back to the other facility to notify them of the date they were tested; the other facility will have to conduct their own contact tracing. Ms. Benson has also encouraged these staff members to have their family members tested and to also let schools know of their exposure should they have children doing in-school learning.

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Mr. Mastronardi reported that the Nathaniel Witherell again this year received the distinction of being one of the highest rated nursing homes in the state as measured by US News and World Report. Only 21% of skilled nursing facilities in the US have earned that distinction. He is grateful and proud of the NW team and thankful for the support of the Board.

Mr. Mastronardi introduced NW’s newly hired Infection Preventionist, Chris Ann Bennett. Ms. Bennett completed her BSN RN at Chamberlain School of Nursing in 2017 and completed her infection control certification course in 2019. She has been crucial in the role of infection control management in her prior positions throughout this pandemic. Mr. Mastronardi welcomed Ms. Bennett to the NW team.

Management of Overtime Costs - Mr. Mastronardi stated that we continue to center on managing expenses by controlling our overtime costs. The trend for Nursing overtime cost reflects an average monthly decrease of $18K in nursing overtime expenses. Also, in FY20, the Maintenance overtime budget was $34,044/year, with an average spending trend of
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Diversification of our service portfolio:

- Mr. Mastronardi reported that we’ve been developing and marketing NW as a step-down care partner for hospitals in the area who need support in lowering their lengths of stay. Our research has shown area hospitals that are losing substantial revenue due to hospital acquired conditions developed during longer lengths of stay. There are significant opportunities for NW to admit higher acuity hospital patients, provide expert care, stabilize those patients, and safely discharge them to the community with follow-up servicing. This helps lower the hospitals’ length of stay and provides continuity of care. NW would also realize the higher reimbursement rates associated with taking those clinically more complex patients. We will continue to admit orthopedic cases but will shift focus to concentrate on admitting and caring for patients with sepsis, IV therapies, cardio pulmonary and medical management cases.
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- As part of our marketing plan, we’re working on updating the website. Drone footage was shot for use in a new virtual tour of the facility which will be posted on the website.

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Recreation staff Ms. Ronish and Mr. Galizi, Harrison Edwards and the Facilities staff for making that event a success.

Visitation Committee – Mr. Mastronardi noted that the 9-page Visitation Policy was distributed to the Board prior to this meeting. Our policy is based on CMS, DPH and the CDC guidance. It covers visitor testing, which we can strongly encourage but may not mandate, and the guidelines for indoor/outdoor visitation. He stated that visitors should adhere to the core principles that are contained in the CMS visitation memo, and staff will help to monitor those visits. Specific to indoor visits, all visitors must be screened and temperature checked prior to the start of their visit; all visitors will need to use hand sanitizer, provided at the Auditorium entrance; there is a 2 visitor limit; all visitors must follow social distancing guidelines of at least 6 feet; all residents and visitors must wear a mask; items cannot be exchanged during the visits; pets are not permitted; a maximum of 8 visitors will be allowed in the auditorium space at one time (2 per each of 4 residents); visitors may not venture out of the auditorium.

Mr. Mastronardi stated that due to the current positive staff COVID cases, indoor resident visits are suspended. Outdoor visits can continue weather permitting.

Mr. Simon asked about the possibility of using propane heaters in tents for outdoor visits. Mr. Vanterpool, Director of Facilities, stated that the DPH Building and Fire Safety Unit will not allow the use of propane heaters or any carbon dioxide producing devices. The use of tents is also not approved because they are not strong/stable enough to provide a safe environment during wind, snow, etc.

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Mr. Simon stated that his main concern was keeping residents warm; we have a great deal of outdoor space that can be utilized, particularly the Courtyard which is a sheltered space. Also practical during inclement weather would be no-contact visits, i.e. Face time and Zoom. Mr. Simon expressed that as the COVID rates increase it will be more difficult to facilitate indoor visits. Focus should be on outdoor visits and virtual visits.

Ms. Gibbons thanked Mr. Mastronardi and Ms. Benson, Ronish and Vaccaro for their input and knowledge in developing the policy. Because of the necessity to suspend indoor visits if there is a positive case in the building, Ms. Gibbons expressed that we also want to maximize our virtual visit capacity. We currently have multiple iPads being circulated in the building and have purchased iMacs, 1 per unit, for use with virtual visits as well. We have also hired a Resident Transporter to assist.

Visits are offered Tuesday through Saturday. Mr. Mastronardi stated that the Recreation staff has worked diligently and continues to work with family members to arrange visits.

Ms. Gibbons stated that there is a Visitation policy in place and families are aware of the guidelines/rules. Going forward, the intention is to post this information on our website. Ms. Hurst stated that our first responsibility is to keep our residents safe. She feels it’s important
for families to understand the policy and the reasons for it. Keeping the lines of communication open is vital.

Visits are scheduled through the online system SignUpGenius and the Recreation department also schedules virtual visits, i.e. Zoom, Facetime, etc.

Mr. Kaplan suggested a modification to the auto attendant of the phone system, to direct callers to the correct extension should they want to schedule visits.

Mr. Simon stated that it is not productive for the Witherell staff to have many people calling many staff about the visitation policy. We’ve set up a single point of contact, Elaine Conklin, Social Worker, who should be the person contacted if families have questions.

Mr. Simon thanked Ms. Gibbons for her work on the Visitation Committee and is moving it forward with implementation of the policy.

Building Committee Report - presented by Larry Vanterpool

Mr. Vanterpool reported that the Building Committee met on Nov. 12, 2020 and discussed the following two current projects:

Tower Electrical Panel replacement – this project continues to be in development and in the hands of the architects. Because of the age of the facility, it’s been difficult to locate the last two of the sub-panels. Tracing in that regard should be complete by end of November.

CDBG Block Grant – Mr. Vanterpool noted that since our facility’s distinction on the National Registry of Historic Places in 2010, both 60 and 70 Parsonage Road are under restrictions with regard to curb appeal and retention of their historic appearance. Because of these restrictions Mr. Vanterpool needed to apply for a change in scope with regard to the improvements to the Pavilion; Mr. Vanterpool’s change in scope received approval. We are awaiting contracts from the CDBG Administrator. Once these contracts are signed, we can move this project along to the RFB stage. Over the last 1 ½ years, investments to the Pavilion have included new windows; replacement of doors and rotten decking; interior painting; carpet replacement; removal of asbestos; heating system upgrade. The funds received by the current CDBG grant will be use for outdoor improvements.

A motion was made by Mr. Simon to increase the Pavilion apartment rental amounts by 2.5% effective Feb. 1, 2021, as detailed below:

<table>
<thead>
<tr>
<th>Unit #</th>
<th>Monthly Rent Effective 2/1/20</th>
<th>2.5% increase Effective 2/1/21</th>
<th>New monthly rent Effective 2/1/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>$824.74</td>
<td>$20.62</td>
<td>$845.36</td>
</tr>
<tr>
<td>B</td>
<td>$985.88</td>
<td>$24.65</td>
<td>$1,010.53</td>
</tr>
<tr>
<td>C</td>
<td>$825.07</td>
<td>$20.63</td>
<td>$845.70</td>
</tr>
<tr>
<td>D</td>
<td>$856.80</td>
<td>$21.42</td>
<td>$878.22</td>
</tr>
<tr>
<td>E</td>
<td>$1,015.46</td>
<td>$25.39</td>
<td>$1,040.85</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$4,507.95</td>
<td>$112.71</td>
<td>$4,620.65</td>
</tr>
</tbody>
</table>
The motion was seconded by Ms. Hurst and approved by the Board by a vote of 6-0-0

Mr. Simon noted that all of our FY22 Capital Projects have been accepted by the Town, and we go before the BET Budget Committee on February 8, 2021 at 9:00 a.m.

Finance Report – presented by Nunzio Raimo

Financial Reports for October were distributed to the Board with meeting materials.

Mr. Raimo reported the following:

- NW Census by payer class for October 2020: total days billed in October 2020 were 5,033. October 2020 had the highest Census of this fiscal year. Med A census was higher this month; Private Pay a bit lower than September.
- Census YTD October 2020 we are running, on average, at about an 80% occupancy rate. Compared to the same period of time in 2019, which was a 93% occupancy rate for July 2019 – Oct 2019, resulting in a variance of about 14%.
- Revenue by Payer Class: October Revenue was $2.24M and reflects our revenue sources. YTD overall, Private Pay, Med A and Commercial Insurance have all been a bit higher.
- Mr. Raimo is tracking two efficiency metrics: 1.) Revenue per FTE (full time employee), which is an indicator of staffing efficiency – this has been running fairly high; and 2.) Revenue per billable day which shows the efficiency of our revenue stream from operations – a bit lower from last month. This second indicator for October is the highest this fiscal year.
- COVID relief money received this calendar year from DSS and CMS totals just over $2M: Apr. 7th, $90K; Apr. 10th $425K; Apr. 23, $93K; May, $555K; Aug. 11th, $427; Aug 27th, $303K; Oct. 1, $111,722; Nov. 1, $21K; expecting up to 5 more payments of $21K each.
- Although we’re running below budget on Revenue by $1,045,636, we are also running below budget by $1,151,661 on Expenses, resulting in a favorable budget position of $106,025.
- For the month of October 2020 Margin Before Debt & Capital was in our favor by $311,850.
- October 2020 Net Revenues/(Expenses) were $409,350; well ahead of our projections.
- Mr. Simon noted that including the COVID funds received as Revenue, we will show an $800K profit at end of the fiscal year.
- Benefit Summary for 2020 – 2021: Healthcare premiums increased 9.5% in October, some of which will be offset by increased employee participation rates. For October 2020 YTD Benefits were below budget by $200,655.
- For the YTD period ending October 31, 2020 OTPS were below budget by $28,791.
- For the YTD period ending October 31, 2020 Supplies & Materials were below budget by $164,154 which Mr. Raimo credits to good management and only necessary spending.
- For the YTD period ending October 31, 2020 Maintenance expenditures were below budget by $13,647.
• Gain/loss per resident; results are trending back down and as noted by Mr. Raimo, are showing the efficiencies we are taking.

A motion was made by Ms. Hurst to submit the Expense Budget for FY22 as detailed below, to the Town for approval:

Proposed Expenditure Budget for FY22

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenses</td>
<td>$23,293,067</td>
</tr>
<tr>
<td>Allocations</td>
<td>6,451,573</td>
</tr>
<tr>
<td>Debt Service</td>
<td>1,801,390</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$31,546,030</strong></td>
</tr>
</tbody>
</table>

The motion was seconded by Mr. Kaplan and was approved by the Board by a vote of 6-0-0.

**Marketing – presented by Christopher Carter**

Mr. Carter reported that they are happy with what has been presented thus far from Harrison Edwards for the 2021 media plan. Final discussions are scheduled to take place this week. The emphasis for 2021 will be greater digital marketing, especially regional targeting.

We are also working with Harrison Edwards to create a virtual tour of the facility to be posted to our website. Drone footage was shot recently and is currently being edited.

As noted earlier in the Executive Directors report, the Nathaniel Witherell was named one of the states’ top nursing homes as measured by US News & World Report. Additional coverage of this distinction was received in the Greenwich Time, Fairfield County Business Journal, and it’s also running across our Facebook feed.

Other public relations stories this month included *Does Your Loved One Need Care Urgently?* and *Safety Measures at Assisted Living Communities*. Both appeared in US News and featured Mr. Mastronardi. Another article, *Safe Guarding Nursing Facilities from a Flu/COVID Twin-demic*, appeared in *Verywell Health.com*.

The Greenwich Symphony Orchestra brass quintet played in the Courtyard for the residents last weekend. It provided not only great entertainment for our residents, but a chance for these talented musicians whose performance opportunities were halted due to COVID, to have a venue in which to perform.

**Friends of Nathaniel Witherell (FNW) – presented by Scott Neff**

Mr. Neff reported that the 2021 contributions continue to arrive in response to the direct mail Annual Campaign mailed on October 2, 2020 to 14,896 households.

This past week FNW was accepted to be a participant in the Fairfield County Community Foundation Giving Day scheduled for Thursday, Feb. 25, 2021.
Chairman’s Discussion – presented by Laurence Simon

A motion was made by Mr. Simon to increase the room rates for private pay residents as detailed below:

<table>
<thead>
<tr>
<th>Type of Room</th>
<th>Jan. 1, 2020 Rate</th>
<th>CY21 Increase</th>
<th>Jan. 1, 2021 Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private – Regular</td>
<td>$585</td>
<td>1.71%</td>
<td>$595</td>
</tr>
<tr>
<td>Private – Dementia</td>
<td>$600</td>
<td>1.67%</td>
<td>$610</td>
</tr>
<tr>
<td>Semi-Private, Regular</td>
<td>$545</td>
<td>1.83%</td>
<td>$555</td>
</tr>
<tr>
<td>Semi-Private, Dementia</td>
<td>$565</td>
<td>1.77%</td>
<td>$575</td>
</tr>
</tbody>
</table>

The motion was seconded by Ms. Hurst and approved by the Board by a vote of 6-0-0.

RFP for TNW as posted by the Office of the First Selectman

The RFP for TNW that went out from the Office of the First Selectman for the management and ownership of Nathaniel Witherell is a result of the study conducted by the BET. Mr. Simon stated that he has been part of this committee for 4 years and this was the inevitable consequence of having a committee to begin with.

The bids are due by December 15, 2020. Members of the Evaluation Committee may include: Mr. Simon, Ms. Beth Kromeich, Mr. Andy Duus, Mr. Brad Markowitz, Mr. Bill Drake, Mr. Mike Basham, Mr. Ben Branyan and Mr. Fred Camillo.

Mr. Simon stated that “the process has to play out”. The approval process was not made clear in the RPF. The Evaluation Committee may or may not choose anyone. It was also not stated in the RFP who has to approve all of the transactions that occur with this RFP.

Mr. Simon told the staff when he met with them last week, that they shouldn’t worry. He said it will be interesting to see who bids and what they bid.

Mr. Simon stated he will provide an update if possible, before the Board meets again in January 2021.

There are some in the Town hall who believe that running a nursing home should not be an essential Town service.

Mr. Simon stated we have a nursing home; we have maintained this nursing home for over 100 years; we have provided care and continuity of service to many families in the Town of Greenwich. He also believes the timing of the RFP is in our favor.

Mr. Simon hopes that once we’ve come to the end of this 5-year process, that we will be able to put this issue to rest, and we will continue to run as a Town department. The more
efficiently we run the facility, and the lower the deficit, there is much less pressure to make any changes.

Open Board positions:
Mr. Simon stated that the positions of Secretary and Building committee chairman still remain available. He would like to fill the last vacancy on the Board with someone who has construction management or engineering experience.

New Business - none

A motion to adjourn the meeting was made by Ms. Hurst seconded by Mr. Carter and the meeting was adjourned at 6:42 PM.

Respectfully Submitted,
Linda Marini
November 23, 2020
Board of Directors Virtual Webinar Meeting
Minutes
November 16, 2020

Present: Laurence B. Simon, Chairman; Suzanne Brown; Christopher Carter; Melissa Gibbons; Nisha Hurst; Richard Kaplan

Absent: Joan Merrill; Nirmal Patel, MD MPH

Staff: Michel Baptiste, Housekeeping/Laundry Supervisor; Nadia Benson, Deputy and Director of Nursing; George Cossifos, Director of Admissions; Linda Marini, Assistant to Executive Director; John Mastronardi, Executive Director; Elizabeth Mungai, Director of Utilization, Clinical Outcomes, Rehab Services; Barry McGovern, PCC; Scott Neff, FNW Executive Director; Nunzio Raimo, Director of Financial Operations; Justine Vaccaro, Director of Social Work; Larry Vanterpool, Facilities Director; Margaret Wayne, Associate Director of Nursing

Guests: Jocelyn Braxton Armstrong; Betsy Calo; Maureen Donohue; Carol Ferraro; Elizabeth Franklin-Quigley; Paul Friday; Carolyn Irwin; Wynn Jackson; Nancy Jeann; Beth Krumeich, BET liaison to TNW; Sarah Langmuir; Jenny Larkin; B. Lee; Elisa Mambrino; Thomas Medico; Tom McGuire; John Picone; Arthur Ribak; Sheilah Smith; Maria Spziak; Ellen Wolfson, Commission on Aging; Debbie Wortman; Steven Wortman

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Ms. Hurst made a suggestion to use heaters without tents. Temperature can be subjective; some may want to be outdoors and others not. Ms. Brown asked if there was a temperature “cut off” where residents would not be allowed outdoors; not in the current policy.

Mr. Simon stated that his main concern was keeping residents warm; we have a great deal of outdoor space that can be utilized, particularly the Courtyard which is a sheltered space. Also practical during inclement weather would be no-contact visits, i.e. Face time and Zoom. Mr. Simon expressed that as the COVID rates increase it will be more difficult to facilitate indoor visits. Focus should be on outdoor visits and virtual visits.

Ms. Gibbons thanked Mr. Mastronardi and Msses. Benson, Ronish and Vaccaro for their input and knowledge in developing the policy. Because of the necessity to suspend indoor visits if there is a positive case in the building, Ms. Gibbons expressed that we also want to maximize our virtual visit capacity. We currently have multiple iPads being circulated in the building and have purchased iMacs, 1 per unit, for use with virtual visits as well. We have also hired a Resident Transporter to assist.

Visits are offered Tuesday through Saturday. Mr. Mastronardi stated that the Recreation staff has worked diligently and continues to work with family members to arrange visits.

Ms. Gibbons stated that there is a Visitation policy in place and families are aware of the guidelines/rules. Going forward, the intention is to post this information on our website. Ms. Hurst stated that our first responsibility is to keep our residents safe. She feels it’s important
for families to understand the policy and the reasons for it. Keeping the lines of communication open is vital.

Visits are scheduled through the online system SignUpGenius and the Recreation department also schedules virtual visits, i.e. Zoom, Facetime, etc.

Mr. Kaplan suggested a modification to the auto attendant of the phone system, to direct callers to the correct extension should they want to schedule visits.

Mr. Simon stated that it is not productive for the Witherell staff to have many people calling many staff about the visitation policy. We’ve set up a single point of contact, Elaine Conklin, Social Worker, who should be the person contacted if families have questions.

Mr. Simon thanked Ms. Gibbons for her work on the Visitation Committee and is moving it forward with implementation of the policy.

**Building Committee Report - presented by Larry Vanterpool**

Mr. Vanterpool reported that the Building Committee met on Nov. 12, 2020 and discussed the following two current projects:

**Tower Electrical Panel replacement** – this project continues to be in development and in the hands of the architects. Because of the age of the facility, it’s been difficult to locate the last two of the sub-panels. Tracing in that regard should be complete by end of November.

**CDBG Block Grant** – Mr. Vanterpool noted that since our facility's distinction on the National Registry of Historic Places in 2010, both 60 and 70 Parsonage Road are under restrictions with regard to curb appeal and retention of their historic appearance. Because of these restrictions Mr. Vanterpool needed to apply for a change in scope with regard to the improvements to the Pavilion; Mr. Vanterpool’s change in scope received approval. We are awaiting contracts from the CDBG Administrator. Once these contracts are signed, we can move this project along to the RFB stage. Over the last 1½ years, investments to the Pavilion have included new windows; replacement of doors and rotten decking; interior painting; carpet replacement; removal of asbestos; heating system upgrade. The funds received by the current CDBG grant will be use for outdoor improvements.

A motion was made by Mr. Simon to increase the Pavilion apartment rental amounts by 2.5% effective Feb. 1, 2021, as detailed below:

<table>
<thead>
<tr>
<th>Unit #</th>
<th>Monthly Rent Effective 2/1/20</th>
<th>2.5% increase Effective 2/1/21</th>
<th>New monthly rent Effective 2/1/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>$824.74</td>
<td>$20.62</td>
<td>$845.36</td>
</tr>
<tr>
<td>B</td>
<td>$985.88</td>
<td>$24.65</td>
<td>$1,010.53</td>
</tr>
<tr>
<td>C</td>
<td>$825.07</td>
<td>$20.63</td>
<td>$845.70</td>
</tr>
<tr>
<td>D</td>
<td>$856.80</td>
<td>$21.42</td>
<td>$878.22</td>
</tr>
<tr>
<td>E</td>
<td>$1,015.46</td>
<td>$25.39</td>
<td>$1,040.85</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$4,507.95</td>
<td>$112.71</td>
<td>$4,620.65</td>
</tr>
</tbody>
</table>
The motion was seconded by Ms. Hurst and approved by the Board by a vote of 6-0-0.

Mr. Simon noted that all of our FY22 Capital Projects have been accepted by the Town, and we go before the BET Budget Committee on February 8, 2021 at 9:00 a.m.

**Finance Report – presented by Nunzio Raimo**

Financial Reports for October were distributed to the Board with meeting materials.

Mr. Raimo reported the following:

- NW Census by payer class for October 2020: total days billed in October 2020 were 5,033. October 2020 had the highest Census of this fiscal year. Med A census was higher this month; Private Pay a bit lower than September.
- Census YTD October 2020 we are running, on average, at about an 80% occupancy rate. Compared to the same period of time in 2019, which was a 93% occupancy rate for July 2019 – Oct 2019, resulting in a variance of about 14%.
- Revenue by Payer Class: October Revenue was $2.24M and reflects our revenue sources. YTD overall, Private Pay, Med A and Commercial Insurance have all been a bit higher.
- Mr. Raimo is tracking two efficiency metrics: 1.) Revenue per FTE (full time employee), which is an indicator of staffing efficiency – this has been running fairly high; and 2.) Revenue per billable day which shows the efficiency of our revenue stream from operations – a bit lower from last month. This second indicator for October is the highest this fiscal year.
- COVID relief money received this calendar year from DSS and CMS totals just over $2M: Apr. 7th, $90K; Apr. 10th $425K; Apr. 23, $93K; May, $555K; Aug. 11th, $427; Aug 27th, $303K; Oct. 1, $111,722; Nov. 1, $21K; expecting up to 5 more payments of $21K each.
- Although we’re running below budget on Revenue by $1,045,636, we are also running below budget by $1,151,661 on Expenses, resulting in a favorable budget position of $106,025.
- For the month of October 2020 Margin Before Debt & Capital was in our favor by $311,850.
- October 2020 Net Revenues/(Expenses) were $409,350; well ahead of our projections.
- Mr. Simon noted that including the COVID funds received as Revenue, we will show an $800K profit at end of the fiscal year.
- Benefit Summary for 2020 – 2021: Healthcare premiums increased 9.5% in October, some of which will be offset by increased employee participation rates. For October 2020 YTD Benefits were below budget by $200,655.
- For the YTD period ending October 31, 2020 OTPS were below budget by $28,791.
- For the YTD period ending October 31, 2020 Supplies & Materials were below budget by $164,154 which Mr. Raimo credits to good management and only necessary spending.
- For the YTD period ending October 31, 2020 Maintenance expenditures were below budget by $13,647.
- Gain/loss per resident; results are trending back down and as noted by Mr. Raimo, are showing the efficiencies we are taking.
A motion was made by Ms. Hurst to submit the Expense Budget for FY22 as detailed below, to the Town for approval:

**Proposed Expenditure Budget for FY22**

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenses</td>
<td>$23,293,067</td>
</tr>
<tr>
<td>Allocations</td>
<td>6,451,573</td>
</tr>
<tr>
<td>Debt Service</td>
<td>1,801,390</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$31,546,030</strong></td>
</tr>
</tbody>
</table>

The motion was seconded by Mr. Kaplan and was approved by the Board by a vote of 6-0-0.

**Marketing – presented by Christopher Carter**

Mr. Carter reported that they are happy with what has been presented thus far from Harrison Edwards for the 2021 media plan. Final discussions are scheduled to take place this week. The emphasis for 2021 will be greater digital marketing, especially regional targeting.

We are also working with Harrison Edwards to create a virtual tour of the facility to be posted to our website. Drone footage was shot recently and is currently being edited.

As noted earlier in the Executive Directors report, the Nathaniel Witherell was named one of the states’ top nursing homes as measured by US News & World Report. Additional coverage of this distinction was received in the Greenwich Time, Fairfield County Business Journal, and it’s also running across our Facebook feed.

Other public relations stories this month included *Does Your Loved One Need Care Urgently?* and *Safety Measures at Assisted Living Communities*. Both appeared in US News and featured Mr. Mastronardi. Another article, *Safe Guarding Nursing Facilities from a Flu/COVID Twin-demic*, appeared in *Verywell Health.com*.

The Greenwich Symphony Orchestra brass quintet played in the Courtyard for the residents last weekend. It provided not only great entertainment for our residents, but a chance for these talented musicians whose performance opportunities were halted due to COVID, to have a venue in which to perform.

**Friends of Nathaniel Witherell (FNW) – presented by Scott Neff**

Mr. Neff reported that the 2021 contributions continue to arrive in response to the direct mail Annual Campaign mailed on October 2, 2020 to 14,896 households.

This past week FNW was accepted to be a participant in the Fairfield County Community Foundation Giving Day scheduled for Thursday, Feb. 25, 2021.
Chairman’s Discussion – presented by Laurence Simon

A motion was made by Mr. Simon to increase the room rates for private pay residents as detailed below:

<table>
<thead>
<tr>
<th>Type of Room</th>
<th>Jan. 1, 2020 Rate</th>
<th>CY21 Increase</th>
<th>Jan. 1, 2021 Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private – Regular</td>
<td>$585</td>
<td>1.71%</td>
<td>$595</td>
</tr>
<tr>
<td>Private – Dementia</td>
<td>$600</td>
<td>1.67%</td>
<td>$610</td>
</tr>
<tr>
<td>Semi-Private, Regular</td>
<td>$545</td>
<td>1.83%</td>
<td>$555</td>
</tr>
<tr>
<td>Semi-Private, Dementia</td>
<td>$565</td>
<td>1.77%</td>
<td>$575</td>
</tr>
</tbody>
</table>

The motion was seconded by Ms. Hurst and approved by the Board by a vote of 6-0-0.

RFP for TNW as posted by the Office of the First Selectman

The RFP for TNW that went out from the Office of the First Selectman for the management and ownership of Nathaniel Witherell is a result of the study conducted by the BET. Mr. Simon stated that he has been part of this committee for 4 years and this was the inevitable consequence of having a committee to begin with.

The bids are due by December 15, 2020. Members of the Evaluation Committee may include: Mr. Simon, Ms. Beth Krumeich, Mr. Andy Duus, Mr. Brad Markowitz, Mr. Bill Drake, Mr. Mike Basham, Mr. Ben Branyan and Mr. Fred Camillo.

Mr. Simon stated that “the process has to play out”. The approval process was not made clear in the RPF. The Evaluation Committee may or may not choose anyone. It was also not stated in the RFP who has to approve all of the transactions that occur with this RFP.

Mr. Simon told the staff when he met with them last week, that they shouldn’t worry. He said it will be interesting to see who bids and what they bid.

Mr. Simon stated he will provide an update if possible, before the Board meets again in January 2021.

There are some in the Town hall who believe that running a nursing home should not be an essential Town service.

Mr. Simon stated we have a nursing home; we have maintained this nursing home for over 100 years; we have provided care and continuity of service to many families in the Town of Greenwich. He also believes the timing of the RFP is in our favor.

Mr. Simon hopes that once we’ve come to the end of this 5-year process, that we will be able to put this issue to rest, and we will continue to run as a Town department. The more efficiently we run the facility, and the lower the deficit, there is much less pressure to make any changes.
Open Board positions:
Mr. Simon stated that the positions of Secretary and Building committee chairman still remain available. He would like to fill the last vacancy on the Board with someone who has construction management or engineering experience.

New Business - none

A motion to adjourn the meeting was made by Ms. Hurst seconded by Mr. Carter and the meeting was adjourned at 6:42 PM.

Respectfully Submitted,
Linda Marini
November 23, 2020