1. Meeting Materials

Documents:

FEBRUARY 23, 2015 BOARD MINUTES - APPROVED.PDF
FEBRUARY 23, 2015 BOARD MINUTES - DRAFT.PDF
FEBRUARY 23, 2015 BOARD MEETING AGENDA.PDF
Board of Directors Meeting Minutes
February 23, 2015

Present: David Ormsby, Chairman; Thomas Saccardi, Secretary; Lloyd Bankson; Karen Sadik-Khan; Larry Simon, Steve Soler

Staff: Lynn Bausch, Deputy and Director of Nursing; Allen Brown, Executive Director; Jack Hornak, Facilities Director; Linda Marini, Administrative Assistant; Scott Neff, FNW Development Director; Frank Walsh, MD, Medical Director

Also: Margot Butler, Volunteer; Wear Culvahouse; Steve Katz, Commission on Aging

Mr. Ormsby opened the meeting at 5:36 PM in the TNW Board Room.

Mr. Ormsby amended tonight’s Agenda to include discussion on an amendment to the TNW Capital Improvement Project request that was submitted to the BET on Dec. 1, 2014.

Medical Director’s Report - presented by Frank Walsh, MD

Dr. Walsh reports that we have had a few scattered cases of flu in the building. We did not decide to put everyone in the building on Tamiflu as preventative because we don’t know how long the season will continue, and the medicine is not totally benign, symptoms can arise from its use. Isolating floors and keeping residents in their rooms has kept things in check.

There was an outbreak of a respiratory infection throughout Greenwich and 10 cases were identified on our 4th floor. All of those residents are over it now.

There have been a lot of illnesses over the winter season (flu, strep, persistent cough with low grade fever, etc); but, Dr. Walsh believes we’ve seen a lot less here at TNW than other nursing facilities (i.e. Greenwich Woods, King Street, Fairview) or in the community in general.

Mrs. Bausch comments that she too, can’t wait for the winter to be over, not only for the residents’ sake, but also because the weather and associated illnesses take a big toll on our infection control nurse’s time causing delays of other projects moving forward.
Medical Director’s Report – (cont’d)

As noted in Mr. Brown’s written report, Mr. Saccardi states that included in the 2/12/15 published revisions to the CMS 5 Star Program, one of the focuses will be on reassessing the staffing. They have also added 2 quality measurements, one of which includes the use of psychotropic drugs. Mr. Saccardi points out that according to our Continuous Quality Improvement statistics the Witherell is consistently below state and national levels in the use of anti-psychotics. Dr. Walsh states that we put a high emphasis on getting rid of anti-psychotic drugs, using more anti-depressants which can prove more appropriate. Mrs. Bausch and Dr. Walsh agree that unfortunately depression is often gone untreated, so an increase in the number of anti-depressants dispensed is not necessarily a bad thing.

Review/Approval of Minutes of February 3, 2015

After review, a motion to approve the minutes of February 3, 2015 was made by Ms. Sadik-Khan and seconded by Mr. Simon; the minutes were adopted by the Board.

Chairman’s Report – presented by David Ormsby

Mr. Ormsby reported that there are still two vacancies on the Board. Mr. Peter Crumbine has sent two Town of Greenwich Self-Nominations to Mr. Ormsby for review.

Executive Director’s Report – presented by Allen Brown

DPH Survey – Our annual State licensing survey was held on February 9th – 11th. A team of 6 Nurse Surveyors and one Facility/Fire Safety Surveyor conducted the inspections, resident/family/staff interviews, and a review of medical records and documents. Written reports documenting the 4 deficiencies found during the survey will be received shortly. Witherell’s Plans of Correction will need to be returned to DPH within two weeks of receiving the written reports. Of the four findings reported, 3 were clinical (medication, infection control and aspiration risk) and 1 was a physical plant issue (over-bed light switches in the short-term rehab unit).

5 Star Program Changes – attached to the EDs report was a summary explaining the changes that are being made to the Medicare 5 Star Program for the Board’s information and review.

Sale of Greenwich Woods – the 217 bed skilled nursing facility on King Street in Greenwich was sold in early February for $15M, to a private investment company.
Building Committees Report

TNW Building Committee – presented by Jack Hornak

This committee met last Thursday, Feb. 19th. Discussion points at this meeting were:
1. State survey, specifically the Facility/Fire Safety inspection. As a facility, we had a great outcome, with only 1 citation: the test valves on Towers 1, 2, and 3 do not drain to the outside. We will have to make this piping change, which Mr. Hornak estimates at a cost of approximately $7,500. Understanding that this is not the kind of modification that can be made in 30 days, DPH will grant us the time to make the proper changes.
2. We’re using the Town painters to paint the Board Room.

Town Building Committee, Project Renew – presented by Steve Soler

The Building Committee has received the last requisition from Turner. Once negotiating is complete to close out both Turner and S/L/A/M, the Building Committee’s work will be finished.

Mr. Bankson reports that Ms. Katie Deluca of P&Z has informed us that we cleared nearly all the necessary steps through this department needed to obtain the Certificate of Occupancy (CO). Mr. Soler states there are a couple of ‘punch list’ items left which should be complete by this Friday (2/27) and the CO will be signed off on at that time.

Part 4 of the Historic Tax Credit application is dependent on the submission of the CO. Part 5 is dependent on the submission of the cost audit report prepared by McGladrey. Mr. Norton has said that the final audit report cannot be issued until they receive a copy of the CO. The State will take at least 4 weeks to issue their approvals on the Tax Credit application.

Finance Committee Report – presented by Lloyd Bankson

Mr. Bankson reports the following:
- Revenues YTD through January are running approximately $1.8M behind the YTD Budget figure. Of the $1.8M, $1.4M is in Private Pay, which Mr. Bankson reports will cause us to fall short this year.
- Mr. Brown explains the monetary impact of the delay in the opening date of the new rehab unit. We were scheduled to open in July and didn't actually open until August 29th. Although we were full by the end of September, we lost the Revenues we planned on for all of those beds in July and half of the revenue in August.
- Mr. Brown notes that long term occupancy currently is problematic, with 10 empty beds, having budgeted for only 5. Occupancy is running just about equal to budget right now on the short-term side.

Ms. Bausch notes that she believes we need to build a marketing plan to help us compete with the assisted living facilities (ALF) and entice private pay clients. It’s necessary to make our long-term units as nice as the ALFs and convey to perspective residents the reasons why
Finance Committee Report – (cont’d)

they want to come here to a nursing facility and the benefits they will be receiving from this facility in comparison to that of ALFs.

There is discussion on where the focus of marketing should be at this time – what type of service does the largest population of private pay residents require (i.e. dementia services). Focusing on that identified market then allows us to better direct our advertising to that particular population and compete with assisted living facilities with a better level of care.

Guest, Mr. Steve Katz, Commission on Aging, and owner of a homecare agency, believes that currently patients with severe dementia are becoming the largest population looking for care.

Since the conversion of our payroll system to ADP, the Town has been unable to supply the Finance Committee with the necessary financial reports of the last three months. Mr. Saccardi questions how we are expected to properly monitor and control our expenses without the necessary information from the Town?

The Board discussed a possible amendment to the Capital Improvement Project request, submitted in Dec. 2014. Some points reviewed/discussed:

- In examining Admission reports for Dec. 2014 and Jan. 2015, the number of short-term admission applicants that we were not able to accept became topic of discussion with regard to revenues.
- What would be the impact of opening additional short-term rehab beds, which are in place on the Garden level but not code compliant?
- How do we have such large numbers of admissions and still have numbers of empty beds at any given time?
- Do we reconfigure existing short-term beds and increase admissions? Cost of associated necessary modifications (i.e. moving nurses’ station).
- How will these renovations affect staffing costs?
- Do we do less renewal/renovation work in the Tower?
- How can we use the Historic Tax Credits to our best advantage?

Mr. Simon will make the presentation to the BET Budget Committee, explaining both the costs associated with creating additional short-term beds on the Garden Level and the revenue expected from those conversions.

Resident Life Committee Report - presented by Lynn Bausch

Ms. Bausch reports that there were 21 music events during the month of February thus far. The baby grand piano in the Auditorium has been re-strung. On Ash Wednesday the clergy made their way to all units to administer ashes. We have acquired a new large projection screen in the Auditorium. This Saturday is the 10th Annual Casino Day sponsored by the Junior League of Greenwich.
Resident Life Committee Report - (cont’d)

The Music & Memory program has received several iPod donations to date. The Recreation Department is continuing to involve more residents in the program.

Friends of Nathaniel Witherell - presented by Karen Sadik-Khan

Ms. Sadik-Khan reports that the Friends’ Annual Appeal is coming to a conclusion and was successful in soliciting contributions from 277 donors.

The broadbased community appeal, that went out to approximately 28,500 households in Greenwich in support of Project Renew in early December, has brought in contributions from 152 donors thus far.

The 2015 Celebrity Golf Tournament will be held on Wednesday, September 16th at The Griff.

The Friends of Nathaniel Witherell has registered for the “2015 Giving Day” to take place on March 5th. This online event, initiated last year by Fairfield County’s Community Foundation, allows individuals, families, clubs and companies to donate to Fairfield County non-profits online during the course of 24 hours.

New Business – none

The meeting was adjourned at 7:28 PM

Respectfully submitted,
Thomas Saccardi
March 3, 2015

These minutes were approved at the
March 23, 2015 Meeting of
The Nathaniel Witherell Board of Directors.
Mr. Ormsby opened the meeting at 5:36 PM in the TNW Board Room.

Mr. Ormsby amended tonight’s Agenda to include discussion on an amendment to the TNW Capital Improvement Project request that was submitted to the BET on Dec. 1, 2014.

Medical Director’s Report - presented by Frank Walsh, MD

Dr. Walsh reports that we have had a few scattered cases of flu in the building. We did not decide to put everyone in the building on Tamiflu as preventative because we don’t know how long the season will continue, and the medicine is not totally benign, symptoms can arise from its use. Isolating floors and keeping residents in their rooms has kept things in check.

There was an outbreak of a respiratory infection throughout Greenwich and 10 cases were identified on our 4th floor. All of those residents are over it now.

There have been a lot of illnesses over the winter season (flu, strep, persistent cough with low grade fever, etc); but, Dr. Walsh believes we’ve seen a lot less here at TNW than other nursing facilities (i.e. Greenwich Woods, King Street, Fairview) or in the community in general.

Mrs. Bausch comments that she too, can’t wait for the winter to be over, not only for the residents’ sake, but also because the weather and associated illnesses take a big toll on our infection control nurse’s time causing delays of other projects moving forward.
Medical Director’s Report – (cont’d)

As noted in Mr. Brown’s written report, Mr. Saccardi states that included in the 2/12/15 published revisions to the CMS 5 Star Program, one of the focuses will be on reassessing the staffing. They have also added 2 quality measurements, one of which includes the use of psychotropic drugs. Mr. Saccardi points out that according to our Continuous Quality Improvement statistics the Witherell is consistently below state and national levels in the use of anti-psychotics. Dr. Walsh states that we put a high emphasis on getting rid of anti-psychotic drugs, using more anti-depressants which can prove more appropriate. Mrs. Bausch and Dr. Walsh agree that unfortunately depression is often gone untreated, so an increase in the number of anti-depressants dispensed is not necessarily a bad thing.

Review/Approval of Minutes of February 3, 2015

After review, a motion to approve the minutes of February 3, 2015 was made by Ms. Sadik-Khan and seconded by Mr. Simon; the minutes were adopted by the Board.

Chairman’s Report – presented by David Ormsby

Mr. Ormsby reported that there are still two vacancies on the Board. Mr. Peter Crumbine has sent two Town of Greenwich Self-Nominations to Mr. Ormsby for review.

Executive Director’s Report – presented by Allen Brown

DPH Survey – Our annual State licensing survey was held on February 9th – 11th. A team of 6 Nurse Surveyors and one Facility/Fire Safety Surveyor conducted the inspections, resident/family/staff interviews, and a review of medical records and documents. Written reports documenting the 4 deficiencies found during the survey will be received shortly. Witherell’s Plans of Correction will need to be returned to DPH within two weeks of receiving the written reports. Of the four findings reported, 3 were clinical (medication, infection control and aspiration risk) and 1 was a physical plant issue (over-bed light switches in the short-term rehab unit).

5 Star Program Changes – attached to the EDs report was a summary explaining the changes that are being made to the Medicare 5 Star Program for the Board’s information and review.

Sale of Greenwich Woods – the 217 bed skilled nursing facility on King Street in Greenwich was sold in early February for $15M, to a private investment company.
Building Committees Report

TNW Building Committee – presented by Jack Hornak

This committee met last Thursday, Feb. 19th. Discussion points at this meeting were:
1. State survey, specifically the Facility/Fire Safety inspection. As a facility, we had a
great outcome, with only 1 citation: the test valves on Towers 1, 2, and 3 do not drain
to the outside. We will have to make this piping change, which Mr. Hornak estimates at
a cost of approximately $7,500. Understanding that this is not the kind of modification
that can be made in 30 days, DPH will grant us the time to make the proper changes.
2. We’re using the Town painters to paint the Board Room.

Town Building Committee, Project Renew – presented by Steve Soler

The Building Committee has received the last requisition from Turner. Once negotiating is
complete to close out both Turner and S/L/A/M, the Building Committee’s work will be
finished.

Mr. Bankson reports that Ms. Katie Deluca of P&Z has informed us that we cleared nearly all
the necessary steps through this department needed to obtain the Certificate of Occupancy
(CO). Mr. Soler states there are a couple of ‘punch list’ items left which should be complete
by this Friday (2/27) and the CO will be signed off on at that time.

Part 4 of the Historic Tax Credit application is dependent on the submission of the CO. Part 5
is dependent on the submission of the cost audit report prepared by McGladrey. Mr. Norton
has said that the final audit report cannot be issued until they receive a copy of the CO. The
State will take at least 4 weeks to issue their approvals on the Tax Credit application.

Finance Committee Report – presented by Lloyd Bankson

Mr. Bankson reports the following:
• Revenues YTD through January are running approximately $1.8M behind the YTD
  Budget figure. Of the $1.8M, $1.4M is in Private Pay, which Mr. Bankson reports will
  cause us to fall short this year.
• Mr. Brown explains the monetary impact of the delay in the opening date of the new
  rehab unit. We were scheduled to open in July and didn’t actually open until
  August 29th. Although we were full by the end of September, we lost the Revenues we
  planned on for all of those beds in July and half of the revenue in August.
• Mr. Brown notes that long term occupancy currently is problematic, with 10 empty
  beds, having budgeted for only 5. Occupancy is running just about equal to budget
  right now on the short-term side.

Ms. Bausch notes that she believes we need to build a marketing plan to help us compete
with the assisted living facilities (ALF) and entice private pay clients. It’s necessary to make
our long-term units as nice as the ALFs and convey to perspective residents the reasons why
Finance Committee Report – (cont’d)

they want to come here to a nursing facility and the benefits they will be receiving from this facility in comparison to that of ALFs.

There is discussion on where the focus of marketing should be at this time – what type of service does the largest population of private pay residents require (i.e. dementia services). Focusing on that identified market then allows us to better direct our advertising to that particular population and compete with assisted living facilities with a better level of care.

Guest, Mr. Steve Katz, Commission on Aging, and owner of a homecare agency, believes that currently patients with severe dementia are becoming the largest population looking for care.

Since the conversion of our payroll system to ADP, the Town has been unable to supply the Finance Committee with the necessary financial reports of the last three months. Mr. Saccardi questions how we are expected to properly monitor and control our expenses without the necessary information from the Town?

The Board discussed a possible amendment to the Capital Improvement Project request, submitted in Dec. 2014. Some points reviewed/discussed:

- In examining Admission reports for Dec. 2014 and Jan. 2015, the number of short-term admission applicants that we were not able to accept became topic of discussion with regard to revenues.
- What would be the impact of opening additional short-term rehab beds, which are in place on the Garden level but not code compliant?
- How do we have such large numbers of admissions and still have numbers of empty beds at any given time?
- Do we reconfigure existing short-term beds and increase admissions? Cost of associated necessary modifications (i.e. moving nurses’ station).
- How will these renovations affect staffing costs?
- Do we do less renewal/renovation work in the Tower?
- How can we use the Historic Tax Credits to our best advantage?

Mr. Simon will make the presentation to the BET Budget Committee, explaining both the costs associated with creating additional short-term beds on the Garden Level and the revenue expected from those conversions.

Resident Life Committee Report - presented by Lynn Bausch

Ms. Bausch reports that there were 21 music events during the month of February thus far. The baby grand piano in the Auditorium has been re-strung.
On Ash Wednesday the clergy made their way to all units to administer ashes.
We have acquired a new large projection screen in the Auditorium.
This Saturday is the 10th Annual Casino Day sponsored by the Junior League of Greenwich.
Resident Life Committee Report - (cont’d)

The Music & Memory program has received several iPod donations to date. The Recreation Department is continuing to involve more residents in the program.

Friends of Nathaniel Witherell - presented by Karen Sadik-Khan

Ms. Sadik-Khan reports that the Friends’ Annual Appeal is coming to a conclusion and was successful in soliciting contributions from 277 donors.

The broadbased community appeal, that went out to approximately 28,500 households in Greenwich in support of Project Renew in early December, has brought in contributions from 152 donors thus far.

The 2015 Celebrity Golf Tournament will be held on Wednesday, September 16th at The Griff.

The Friends of Nathaniel Witherell has registered for the “2015 Giving Day” to take place on March 5th. This online event, initiated last year by Fairfield County’s Community Foundation, allows individuals, families, clubs and companies to donate to Fairfield County non-profits online during the course of 24 hours.

New Business – none

The meeting was adjourned at 7:28 PM

Respectfully submitted,
Thomas Saccardi
March 3, 2015
Board Meeting
Monday, February 23, 2015

Time: 5:30 P.M. - 7:00 P.M.
Place: The Nathaniel Witherell Board Room

AGENDA

1. Medical Director’s Report – Frank Walsh, MD
2. Review/Approval - Minutes – Feb. 3, 2015 – Chairman
3. Chairman’s Report – David Ormsby
4. Executive Director’s Report – Allen Brown
5. Committee Reports:
   a. Building Committees
      i. TNW Building Committee – Jack Hornak
      ii. TOG Building Committee, Project Renew – Steve Soler
   b. Finance Committee – Lloyd Bankson
   c. Resident Life Committee – Lynn Bausch
6. Friends of Nathaniel Witherell – Karen Sadik-Khan
7. New Business
8. Adjournment

Beverages and light refreshments will be served

Next Board Meeting is scheduled for Monday, March 23, 2015

cc: Town Clerk