

1. Nathaniel Witherell Board Agenda March 25, 2019
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Documents:

[TNW BOARD OF DIRECTORS AGENDA 2019_03_25.PDF](#)

- 1.I. NW Draft Minutes Of March 25, 2019 Board Meeting

Documents:

[TNW BOARD MINUTES 2019_03 VERSION 2.PDF](#)

- 1.I.i. March 2019 Approved NW Board Meeting Minutes
March 2019 Approved NW Board Meeting Minutes

Documents:

[TNW BOARD MINUTES 2019_03 APPROVED.PDF](#)

- 1.II. NW Building Committee Meeting Minutes Of March 25, 2019

Documents:

[BUILDING COMMITTEE MINUTES-MARCH-2019.PDF](#)



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

Board Meeting
Monday, March 25, 2019

Time: 5:30 PM

Place: The Nathaniel Witherell Board Room

AGENDA

1. Medical Director's Report – Frank Walsh, MD
2. Review/Approval - Minutes January 28, 2018 – Chairman
3. Reports
 - a. Executive Director-Allen Brown
 - b. Building Committee – Louise Puschel
 - c. Finance Committee – Nisha Hurst
 - d. Marketing-Suzanne Hogan
 - e. Friends of Nathaniel Witherell – Scott Neff
 - f. Resident Life Committee – Ed Omondi
4. New Business
 - a. TNW Board Vacancy and Term Expirations
 - b. Approval of FY20 with BET requested adjustments.
5. Chairman's Discussion – Laurence Simon
 - a. Comments on the HDG Consulting Report and presentation on March 18, 2019
 - b. Admissions: How to increase
 - c. Overtime: How to reduce and control costs
 - d. In-house or Outsource Services
6. Adjournment

The Finance Committee will meet at 10:00 am Friday March 22nd in the Board Room.
The Building Committee will meet at 4:30 pm Monday March 25th in the Board Room.

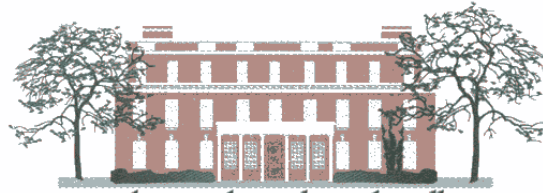
Next Board Meetings:

Monday April 22, 2019

Monday June 24, 2019

Monday September 23, 2019

cc: Town Clerk



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

Board of Directors Meeting Minutes March 25, 2019

Present: Laurence B. Simon, Chairman; Louise Puschel, Secretary; Suzanne Hogan; Nisha Hurst; Richard Kaplan; Joan Merrill; Nirmal Patel, MD MPH; Elizabeth Siderides, MD

Absent: none

Staff: Allen Brown, Executive Director; Jack Hornak, Facilities Director; Linda Marini, Assistant to Executive Director; Scott Neff, Executive Director FNW; Edward Omondi, Deputy and DON

Guests: Paul Scholtes, Family Council; Ellen Wolfson, Commission on Aging

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

Medical Director's Report – presented by Dr. Frank Walsh

Dr. Walsh reported that we currently have 9 cases of the flu among the residents: 3 on Main Level Rehab; 5 on 1st floor LT; 1 on 2nd floor LT. Three employees have also tested positive for flu. All active cases were given Tamiflu; all other residents on the infected units are being administered Tamiflu prophylactically. Residents have been asked to remain on their units. Dr. Walsh has consulted with Dr. Sabetta, Infectious Disease at Greenwich Hospital, as to the course of action that should be taken. There have been no new cases identified since last Friday, March 22, 2019. Dr. Walsh made note that for the last two or three years the flu has come later in the season, into the months of March and April.

Review/Approval of Minutes of January 28, 2019

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Executive Director's Report – presented by Allen Brown

Mr. Brown's report was distributed prior to this meeting with the Board meeting materials.

Health Dimensions Group (HDG) Report – Mr. Brown attended both presentations of the HDG Report on March 18, 2019; the Committee meeting at 2:00 pm and the 5:00 pm combined meeting of the BET and TNW Board of Directors. Prior to the meeting he had submitted comments to the committee with regard to the report, and was able to speak to those points and hear the committee's responses at the 2:00 pm meeting. Mr. Brown noted to the Board that he considered several of the responses to be quite interesting. For example, it was Mr. Brown's opinion that the cost reduction estimates in the HDG Report were aggressive, in that they didn't acknowledge that we have unionized staff. A BET member offered that by virtue of "exiting the business", if the Town chose to sell NW, it would negate a need to negotiate with the unions. Mr. Brown does not believe this to be true. It is Mr. Brown's opinion that there were many inaccurate representations of information in the report. He noted that further study might be appropriate in order to clarify the substance and conclusions of the report.

Yale New Haven Health System (Greenwich Hospital) - Two important initiatives have been undertaken by YNHHS. The first is to invite preferred providers into the system's Post-Acute coordinated care network. An invitation has been extended to Witherell, officially designating our facility as a preferred provider to the Hospital. The second initiative is to include Witherell in Anthem BC/BS's "Floor to SNF" and "ER Intercept" programs. Both programs will allow us to accept patients who have not met Medicare's 3-day qualifying stay requirement and to receive automatic authorization for a 3-day stay at the facility. For both of these programs, only a select group of nursing homes have been included, 20 statewide, and Witherell is the only SNF from Greenwich and Stamford.

We've also implemented a communication pathway with Stamford Hospital through their Director of Social Work. Our Admissions office emails them daily and informs them of our bed availability status, both short term and long term.

Building Committee Report - presented by Louise Puschel

The TNW Building Committee met at 4:30 today, March 25, 2019, and discussion included the following:

- **Tower renovations**: The Tower renovations are 99.9% complete, with a small punch list of items remaining. The Town Certificate of Occupancy (CO) application has been done. As soon as the CO is received the Department of Public Health will be notified to perform their final inspection.
- **Rehab Expansion**: The Building Committee has received approval from the State that the STEAP Grant funds (\$182K) are available for this project; awaiting written confirmation. Estimated start date is May with an 8-week project duration.

- Boiler Replacement: have received approval for additional capital funds, the building's new domestic hot water boilers have just been delivered and the installation will begin this week.
- Capital Budget: the committee reviewed the Capital Budget once again and showed which items were postponed from the BET Budget discussions.

Finance Committee Report - presented by Nisha Hurst

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Ms. Hurst reported that Revenues year to date are \$1.7M under Budget; Expenses are running slightly favorable at \$134,494. To date, our Margin Before Debt and Allocation is below Budget by approximately \$1.5M.

It is estimated that we will finish the year with Expenses at target, and miss Revenues by \$2.5M - \$3M. As explained previously, our first three months of this year were not financially successful due to the closure of beds necessary for renovations.

Occupancy for the month of February 2019 was 91.1% (182 equivalent beds).

Mr. Simon has asked Mr. Ellis to research the payor mix and possible reasons why we're missing our targets. Going forward the Committee will be focused on analyzing Expenses, specifically overtime and medical supply costs.

Marketing - presented by Suzanne Hogan

January 2019 and February 2019 Harrison Edwards marketing reports were distributed as part of the Board packet; hardcopies were also available at the meeting.

Ms. Hogan reported that May is "Older American's Month" and we're looking to identify some centenarians among our residents to feature that month.

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

Mr. Neff thanked everyone for their support of Fairfield County Giving Day, the 24-hour online fundraising competition, that took place on February 28th. It is a good event for NW because it allows for staff participation.

The Annual Appeal is still in process and will continue until the end of this fiscal year (June 30, 2019).

Resident Life - presented by Edward Omondi

Mr. Omondi mentioned several events, which were part of the resident recreation program during the months of February and March 2019:

- For the month of February:
 - dance company performing Chinese New Year celebration dance
- For the month of March:
 - Mardi Gras celebration with a 3-piece brass band, traditional King Cake, and “mock-tails”
 - Irish Soda Bread Contest
 - Irish Step Dance student performance
 - The Greenwich Bagpipe Band paraded throughout the building on St. Patrick’s Day, March 17th
 - Performance by the Princeton Tigerlillies, a female a cappella group.
- Upcoming events will include:
 - The Spring Tea to be held on Saturday, May 11th at 2:00 PM.
 - Friday, May 10th, 2 pm, Harpist performance
 - Jazz Trio, Tuesday, April 30th
 - Easter Mass – plans will be announced by Chaplaincy services
 - Bi-annual Memorial Service – Monday, April 15th at 2:30 PM in the Witherell Chapel

New Business

Mr. Simon reported that Dr. Nelson Bonheim resigned his Board position, leaving 1 current vacancy. Four Board members, Mr. Kaplan, Ms. Puschel, Dr. Siderides and Mr. Simon all have terms expiring June 30, 2019.

Meetings:

Today, Monday, March 25th, BET Meeting
Tuesday, March 26th, Public Hearing on the Town Budget
Wed., March 27th, BET meeting to discuss Amendments to the Budget
Thursday, March 28th, Final BET vote on the Budget

In following the BET’s request to decrease our Budget by \$200K, Mr. Simon and the Finance Committee recommended the following line item decreases, subject to the conditions that the BET does not reduce the Budget any further:

Regular Salaries (51010)	\$ 50K
Legal Advertising & Publications (52010)	\$ 15K
Electric Service (52220)	\$ 10K
Medical, Surgical, Lab Supplies (53250)	\$ 25K
Healthcare costs (57100)	<u>\$100K</u>
Total	\$200K

A motion to approve the modifications to the Budget as discussed, was made by Ms. Hurst, seconded by Mr. Kaplan, and approved by the Board 8-0-0.

Chairman's Discussion

Mr. Simon thanked the Board members who attended the HDG presentation on March 18th. He stated that the report made suggestions on how TNW can do things better, ways in which TNW can unilaterally change union contracts, reduce costs and benefits, etc. Mr. Simon also noted that there were some positive suggestions made, which led him to tonight's focus for discussion: 1.) increasing admissions, 2.) reducing and controlling costs, overtime in particular, and 3.) outsourcing of services.

1. Increasing Admissions - The Patient Driven Payment Model (PDPM) will go into effect October 1, 2019. Under PDPM, therapy minutes are removed as the basis for payment in favor of resident classifications and anticipated resource needs during the course of a patient's stay. Increasing Admissions is the key to solving the revenue problem.
2. Reducing and Controlling Overtime – Overtime historically ran approximately \$1.2M/year. It increased to \$1.3M and then last year measured \$1.37M, due to necessary nurses' training. This year it is rising toward \$1.7M/\$1.8M.
3. Outsourcing of services – could outsourcing of some services provide a substantial cost savings to NW?

Mr. Simon posed the question of "How do we pivot ourselves to attract more admissions?"

Possible solutions/pathways:

- The need to start adding more medically complex patients now, i.e. cardiac, pulmonary
- 24 hour wireless cardiac monitors
- Telehealth service; Is there an opportunity to partner with Greenwich Hospital?
- Northeast Medical Group – hire as Director/Consultant to begin a pulmonary or cardiac rehab program
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- We are currently utilizing an Omnicare Pharmacy Consultant

Current initiatives envisioned in order to receive the 'sicker' patients who will be admitted as a result of PDPM. What are the necessary steps needed to be able to receive those patients?

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- Trachs – only 1 in the building currently – additional nurse training
- Accept training partnership from Greenwich Hospital. Having our nurses better trained also keeps readmission rates to the hospital down.
- There are 46 beds in ST: could use the 5 last on Garden Level for critical care; small nurses station; 1 RN 1 CNA. Need to review concerns over the possible need for additional staff.
- There are a few short term beds currently occupied by LT residents. We have had 2 LT male beds open recently, so 2 will be making the move to LT shortly. Moving residents recently has been difficult also because of the cases of flu in the building.
- Critical to build relationships with the people in the facilities from which we want our Admissions
- Staffing concerns for the critical units – We are staffed at the 5-star level; the HDG report suggested we should staff at the 4-star level.

Mr. Simon requested that Mr. Brown and Mr. Omondi prepare a written list of items for further discussion by the Board at the April 22nd Board meeting. He believes there to be many opportunities to attract more admissions. We will need to change our marketing approach, educate our staff, and improve admissions through outreach.

A motion was made by Mr. Kaplan to adjourn the meeting, seconded by Ms. Hurst, and Mr. Simon adjourned the meeting at 7:00 PM.

Respectfully Submitted,
Linda Marini for Louise Puschel, Board Secretary
March 29, 2019



Board of Directors Meeting Minutes March 25, 2019

Present: Laurence B. Simon, Chairman; Louise Puschel, Secretary; Suzanne Hogan; Nisha Hurst; Richard Kaplan; Joan Merrill; Nirmal Patel, MD MPH; Elizabeth Siderides, MD

Absent: none

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Nathaniel Witherell
Building Committee Minutes
March 25, 2019

Present:

Larry Simon-Board Chairman
Louise Puschel-Building Committee Chair
Tom Ellis-Dir. Finance

Allen Brown-Exec. Director
Jack Hornak-Dir. Operations
Ed Omondi-Dir. Nursing

The Nathaniel Witherell Building Committee Meeting came to order at 4:30 PM in the Board Room

Minutes – January 28, 2019 – Larry Simon 1st, Louise Puschel 2nd, all approved.

- **(16213) Renovate 4 Tower Floors** – The award has been issued to Wernert Construction, LLC.
 - Wernert Construction started work on March 26, 2018
 - Tower floors 99.9% complete
 - Final punch list to be completed
 - TOG CO has been applied for
 - State final inspection to be applied for

- **(19197) Rehab Expansion**
 - Low bid – Surge Inc. - \$163,894
 - CT State Grants Management Section confirmed the availability of \$182,000 STEAP grant funding
 - Tyler Fairbairn – Community Development is working with the state for contract signatures and further requirements
 - Upon contract approval, project to be awarded
 - Tentative start date May 2019

- **Domestic Hot Water Boilers**
 - Approved by the BET and RTM
 - Emergency Request approved for Airtech of Stamford to complete the project
 - Lochinvar high efficiency condensing boilers delivered Friday March 22, 2019
 - Pipe sizing and final calculations complete
 - Tear down and install to start 1st week - April 2019
 - Five-week completion time line

- **2020 Capital Budget Review**

- General Capital \$ 83,000
- Nursing Capital \$ 52,000
- Resident Beds \$ 15,000
- Tower AC Units \$ 50,000
- 4 Year Painting Plan \$ 73,000
- Chapel Ceiling \$ 25,000
- Vinyl wall Covering \$ 52,000
- Pavilion Capital \$ 50,000
- Total \$ 400,000

Next Meeting is scheduled for Monday, April 22nd at 4:30 in the Board Room.

Respectfully Submitted
Jack Hornak
Director of Operations
Nathaniel Witherell SNF