

1. Meeting Materials

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[MARCH 26, 2018 BOARD MEETING AGENDA.PDF](#)

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The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

Board Meeting
Monday, March 26, 2018

Time: **5:30 PM**

Place: **The Nathaniel Witherell Board Room**

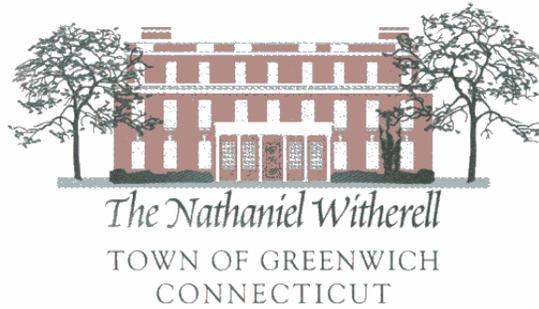
AGENDA

1. Medical Director's Report – Frank Walsh, MD
2. Review/Approval - Minutes February 26, 2018 – Chairman
3. Executive Director's Report – Allen Brown
4. Committee Reports:
 - a. Building Committee – Louise Puschel
 - b. Finance Committee – Nisha Hurst
5. Friends of Nathaniel Witherell – Karen Sadik-Khan
6. Resident Life Committee – Lynn Bausch
7. Chairman's Report – Laurence Simon
8. New Business
 - a. BET Special Committee Report on Nathaniel Witherell
 - b. Director of Nursing Search Update
 - c. BET Updates on FY19 Budget
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 April 23, 2018
Tuesday May 22, 2018

cc: Town Clerk



Board of Directors Meeting Minutes February 26, 2018

Present: Laurence B. Simon, Chairman; Karen Sadik-Khan, Vice Chairman; Louise Puschel, Secretary; Frank Ennis, MD; Nisha Hurst; Richard W. Kaplan

Absent: Lloyd Bankson; Suzanne Hogan; Elizabeth Siderides, MD

Staff: Lynn Bausch, Deputy Director & Director of Nursing; Allen Brown, Executive Director; Tom Ellis, Director of Financial Operations; Jack Hornak, Facilities Director; Linda Marini, Assistant to the Director; Scott Neff, Executive Director FNW

Guests: Bill Drake, BET; Alma Rutgers, Greenwich Time Columnist; Paul Scholtes, Family Council

Mr. Simon noted a quorum was present and opened the meeting at 5:31 PM in the TNW Board Room.

Medical Director's Report – presented by Dr. Walsh

Dr. Walsh reported that 180 residents received the flu vaccination this season and to date there have been only six cases of the flu at Witherell. Although the CDC acknowledges this year's vaccine to be only about 30% effective, we've experienced nearly 96% effectiveness among our residents. Dr. Walsh credited the work of our infection control specialist who implemented successful practices that helped prevent the spreading of the virus. Fifty percent of the staff was vaccinated and there have been 6 reported employee cases of the flu. Ms. Bausch also noted that it has been over a month since our last resident case was diagnosed.

With regard to occupancy, Dr. Walsh reported that we are near full on short-term rehab, while Mr. Simon stated that there are currently 12 available beds in long term. Mr. Brown noted that several of those long-term vacancies have already been filled, and we will also need to utilize two of those rooms during the upcoming tower renovation project.

Mr. Simon introduced Nathaniel Witherell's new Director of Finance, Mr. Wendell (Tom) Ellis, and welcomed Tom to the team. Mr. Ellis comes to us from 10 years at RBS in Stamford, with a background in planning/budgeting, forecasting, and variance analysis.

Mr. Simon announced that he has appointed Board member, Mrs. Nisha Hurst, as the Chairman of the Board Finance Committee, succeeding Mr. Lloyd Bankson. Mr. Bankson will attend his final Board meeting in May 2018.

In the audience at tonight's meeting, Mr. Simon introduced Mr. Bill Drake, BET member and member of the BET Nathaniel Witherell Strategic Planning Committee; and, Alma Rutgers, Greenwich Time Columnist and Friends of Witherell Board Member.

Review/Approval of Minutes of January 22, 2018

A motion to approve the minutes of January 22, 2018 was made by Mrs. Sadik-Khan, seconded by Mrs. Hurst, and the minutes were approved by a vote of 5-0-0 (Mr. Kaplan was not present at the time of vote).

Executive Director's Report – presented by Allen Brown

Director of Nursing – Mr. Brown reported that we are in the early phases of recruitment for Lynn Bausch's replacement. The Town's recruitment process identified four qualified candidates who were interviewed by a panel of 4: Greenwich Assistant Director of Human Resources, Erica Mahoney; Lynn Bausch; Allen Brown; and Margaret Wayne, Associate Director of Nursing. Two of the 4 candidates continue to be of interest. Dr. Walsh and Mr. Kaplan will participate in the subsequent interviews.

DSS Rate Letter - The annual rate letter for Witherell's Medicaid per diem was received on February 12, 2018. The new per diem rate of \$268.33/day identified for FY 2018 (7/1/2017 – 6/30/2018) is \$9.52 less than the previous year's per diem rate of \$277.85. Witherell has filed an appeal of the new rate.

WeCareConnect – Reports for December and January reflect substantial improvement in Witherell's post discharge overall satisfaction compared with earlier months. Copies of these reports were attached to the Executive Director's written report. We believe the improvement resulted from staff training of nursing staff to focus more intently on welcoming customer interactions immediately upon a patient's arrival at Witherell from the hospital. We will continue to monitor the monthly reports to ensure that we are generating strong satisfaction results.

Building Committee Report - presented by Louise Puschel

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

- Electrical upgrade – New LED fixtures will be installed throughout the facility. Anticipated savings will result from a rebate from Eversource of approximately \$32,000 and, the annual savings from that installation will be approximately \$28K. Mr. Hornak plans to meet again with the electrical contractor and supplier this week. They will explore options for expanding the savings/rebate program to include electrical fixtures that had been planned for earlier but were not included in these savings.
- Tower and Auditorium Renovation Project – On February 14th we received an oral approval of the revised renovation plans from the State of CT DPH Building and Fire Safety Unit of the Facilities Licensing Division, and the formal letter stating the same is expected this week (received on February 27, 2018). Mr. Hornak has contacted the contractors and anticipates that the construction on the Tower will begin by the end of March and the auditorium renovation will begin April 9th. The estimated length of the Tower Renovation project is 17 months. Two rooms (4 beds) will be out of service at a given time.
- 2018 Capital Project update
 - Of the \$80K general capital allocated for the year, we have spent approximately \$41K with \$39K remaining.
 - \$13K of the \$70K allocated for kitchen equipment has been spent thus far, with the cost of an oven expected to be approximately \$50K.
 - We've spent approximately \$55K for Nursing capital; allocated amount was \$50K.
 - Water Line Replacement - This project, budgeted at \$180K, will go out to bid in the next 1-2 weeks.
- Pavilion – We will be installing wireless fire alarms in each of the 5 apartments, estimated total cost is \$7K.

Finance Committee Report - presented by Nisha Hurst

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

Mrs. Hurst reported that the Finance Committee has set a goal of having Nov. 2017 through Feb. 2018 Monthly Financial Reports available for the March 26, 2018 Board meeting.

The February 2018 YTD Revenue Budget is \$27,816,000. As of January 31, 2018 the Revenue Budget would be \$16,385,000. Actual Revenue as of January 31st was \$16,262,000, a negative variance of \$123K. January 2018 was a good month with Actual Revenue of \$2,399,706.

Mrs. Hurst reported that although we have a small Revenue shortfall, we are running under budget on Expenses. Current expenses through February 21st were \$18,461,000. If done on a straight-line budget, Expenses would be slightly over \$30M.

Mr. Simon noted that we will go to the BET in May to request a transfer of funds into Fixed Charges due to under-budgeting for health care.

Friends of Nathaniel Witherell (FNW) - presented by Karen Sadik-Khan

To date the Community Appeal has received gifts from 466 donors (compared to 432 of last year), with a total gift amount favorable to last year. The Appeal will continue through March 1, 2018.

Once again FNW will participate in the Fairfield County Giving Day on March 1st, a 24-hour online fundraising competition, with 437 participating non-profit organizations that unites the community around local causes.

The Witherell Walk is being postponed until May 2019.

The next FNW function will be the annual luncheon with a guest speaker in the fall.

Ms. Bausch reported on the following clinical items:

Quality Assurance and Performance Improvement 1/17/18 Meeting Minutes

- Social Work will be implementing a new project involving resident interviews. Responses/feedback from residents will prove very important with regard to yearly state surveys.
- Anti-psychotic drug usage – over the last 6 months this percentage has increased from 14% to 20%. The team will be working with Dr. Drooker, consulting psychologist, on this issue.

Electronic Health Record

- NW is transitioning our consulting psychologist into the electronic arena.
- Over the next month they'll be working on a laboratory interface with Matrix.
- On March 19th, Slava Manevich, RN, will begin as Patient Care Coordinator on the Main Level Rehab.

Resident Life Committee – presented by Lynn Bausch

January Residents' Council meeting minutes outlined some resident food concerns - dietary, nursing and some residents are working jointly on these issues (i.e. meal ticket accuracy, service by nursing assistants).

There was discussion among the Board regarding food quality, timing of meals, how tray service is facilitated, and the differences between short and long term meal service. Ms. Bausch suggested the Board accompany her to one of the resident units for a meal so that they can experience the resident food and service first hand.

Chairman's Report – presented by Laurence Simon

Mr. Simon, Mr. Brown and Mr. Hornak attended the BET meeting on Monday, Feb. 12th to present Nathaniel Witherell's current year revenues and expenses, FY19 budget and FY19 capital. The BET Budget Committee voted no changes to the Operating Budget intact, but deleted the \$29K from the Capital Budget for the Pavilion Capital Plan. They have asked that we either re-purpose the \$182K STEAP Grant funds, determine a way to complete the project for less money, or find other sources of funds for the \$90,000 balance to complete this project. NW has until the BET meeting in March to answer/resolve this issue.

Mr. Simon has been attending the meetings of the TNW Strategic Planning Committee of the BET. The committee will present its' report to the Health and Human Services Committee of the RTM on March 6th. A decision on whether or not they will present to the NW Board will be determined after their presentations to the RTM and to the Board of Selectmen.

A re-write of the TNW Board By-Laws continues to be on the agenda for 2018.

Mr. Simon would still like the Board to engage in a strategic planning conference. A decision on when and where this conference would best be facilitated still needs to be determined. Mr. Simon will contact the Board via email.

The contract for our Non-Medical Home Health Care affiliation is in the Town Finance Department awaiting final approval. This contract was sent to TNW on Thursday March 1, 2018.

New Business – none

A motion to adjourn the meeting was made by Mr. Kaplan, seconded by Mrs. Puschel, and the meeting was adjourned at 6:34 PM.

Respectfully Submitted,
Linda Marini for Louise Puschel, Board Secretary
March 1, 2017



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

**Board of Directors Meeting Minutes
March 26, 2018**

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

Mr. Simon noted a quorum was present and opened the meeting at 5:31 PM in the TNW Board Room.

Medical Director's Report – presented by Dr. Walsh

Dr. Walsh reported that we recently had several respiratory infection cases on the 3rd floor. It was determined that there were no common causes among these cases, and all have since recovered well. Currently, we are experiencing a few respiratory infection cases on the 4th floor.

The room transitions to accommodate the renovations on the 4th floor are going smoothly. Residents from the 4th floor short hallway have been temporarily relocated to rooms on the 2nd floor and the short-term rehab unit.

Review/Approval of Minutes of February 26, 2018

A motion to approve the minutes of February 26, 2018, as amended, was made by Mr. Kaplan, seconded by Mrs. Hurst, and the minutes were approved by a vote of 6-0-0 (Dr. Ennis was not present at the time of vote).

Executive Director's Report – presented by Allen Brown

Dietary Director – Courtney Morgan left his position as Dietary Director in early March to assume a position at Jefferson House in Newington, CT. Mr. John Swiatek is filling in as Mr. Morgan's interim replacement until Mr. Craig Dumont, RD assumes the full time position in mid-April. Mr. Dumont has held previous dietary director positions with Gaylord Hospital, Hospital of St. Raphael's, Norwalk Hospital and Charlotte Hungerford Hospital.

Director of Nursing – Four qualified candidates for Lynn Bausch's successor were identified from an applicant pool of 8, and we decided to move forward with two of those applicants. Since the screening interviews, one of the candidates has withdrawn, accepting another offer. Two more qualified applicants have since been identified and we're scheduling screening interviews for Tuesday and Wednesday. After those interviews Mr. Brown will determine if a recruiter needs to be hired.

Therapeutic Recreation Director – After 40+ years with Nathaniel Witherell, Mary Bruce will retire effective May 1, 2018. Mary has truly been "the face of NW activities". The posting has gone up and recruitment will begin after the posting closes and qualified candidates have been identified.

Tower Renovations – Phase 1 work (remediation) on the 4th floor was completed last week and renovations began today. Work will be conducted in phases to ensure the safety of residents, visitors and staff. All current 4th floor residents from the short hallway were able to be relocated to the 2nd floor and Garden Level Rehab at the same time, decreasing the estimated project completion time by about 3-4 weeks.

Quarterly QA Report – Witherell's February Quarterly Report from LeadingAge was attached to the Executive Director's written report for review by the Board. The trend report shows Witherell in comparison to County, State and National data from August 2013 – September 2015. The report reflects how Witherell is doing in achieving clinical results as reported via required MDS submissions and in various 5 star categories.

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** – As stated during the Executive Director's report, asbestos abatement was completed on the 4th floor and the

common area renovations began today (3/26). The Auditorium renovation is scheduled to begin on April 9, with a completion timeframe of 6-8 weeks.

- Water Line Replacement - An RFB for this project was issued two weeks ago. Project cost is estimated at approximately \$160K. The final cost and the contractor for the project should be determined by mid-April. An exam of the area confirmed ledge rock in two or three places. Bids are due on Tuesday April 10th.
- LED upgrade – The original estimate for the electrician included all the fixtures in the Tower and the Auditorium, decreasing the contract cost by approximately \$10K. Once the project is complete, the annual energy cost savings from that installation will be approximately \$36K, a significant savings of over 12% of our total utility bill.
- Greenhouse – We've received permission to reallocate the STEAP Grant funds, \$182K, and use those funds to build an extended, expanded Rehab area. We have architect plans completed and ready to go out to bid and plan to put the project in motion within the next fiscal year.
- Rosenberg Donation – Mr. Neff reported that an initial meeting was held with Mr. Hornak and Mrs. Bruce to determine what Mrs. Rosenberg is willing to support with her donation. The items being considered are those that will help enhance the "resident experience" in the Auditorium: such as a new sound system and game tables. Ms. Puschel noted that a plan needs to be finalized and items need to be ordered so that everything is ready upon completion of the Auditorium renovation. A plaque commemorating their donation is also planned.

Mr. Simon reported that there is a BET meeting taking place today. Whether or not the \$29K for the Pavilion capital project needs will remain in our budget will be determined during that meeting (it was left in the budget).

Finance Committee Report - presented by Nisha Hurst

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

Mrs. Hurst reported the following:

The YTD February 2018 Operating Results are (\$237,291) compared to a Budget of (\$1,083,425) resulting in a favorable variance of \$846,134.

February 2018 Total Census was 92.2% (5,076 days) compared to a Budget of 94.1% (5,322 days) resulting in a negative variance of 246 days.

February 2018 TNW Net Revenue was \$2,054,676 compared to a Budget of \$2,147,314 resulting in a variance of (\$92,638).

February 2018 Personal Services Expense was \$1,827,394 compared to a Budget of \$1,442,679 resulting in a variance of (\$384,715). This included the retroactive pay of \$167K for the union arbitration settlement (2.25% GWI). Also, two months of Select bills were paid in February, none were paid in January.

February 2018 TNW Operating Results were (\$641,696) compared to a Budget of (\$86,376) resulting in a variance of (\$555,319).

A motion to approve Bad Debt write-off in the amount of approximately \$280K was made by Mrs. Hurst, seconded by Mr. Simon, and approved by a vote of 7-0-0.

Mrs. Hurst will need to take the request for the bad debt write-off to Town legal, and then present it to the BET Audit Committee for approval. Mr. Simon noted that this write-off amount is approximately only 1% of total receivables. He also noted that going forward we should review and 'tighten up' some of our billing and receivables procedures.

Marketing - presented by Suzanne Hogan

Ms. Hogan had distributed the Harrison Edwards public relations and marketing reports for Witherell for February as part of the Board meeting information distribution. Of note, with the revised marketing plan for 2018, they've added insertions to the Greenwich Hospital magazine, which will help us to get more exposure in our largest feeder organization.

Ms. Hogan and Mr. Neff are working with Harrison Edwards to return the marketing meetings to their regular monthly schedule.

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

On March,1 2018 FNW participated in the Fairfield County Giving Day, a 24-hour online fundraising competition that unites the community around local causes. This year 110 donors made contributions to Nathaniel Witherell during this event. Mr. Neff gave special thanks to Suzanne Brown, daughter of one of our long-term residents. Ms. Brown manned a booth in the lobby from 8am – 6:30pm on Giving Day to encourage and help with donations.

The Witherell Walk is being postponed until May 2019.

The next FNW function will be the annual luncheon with a guest speaker in October 2018.

Ms. Bausch reported on the following clinical items:

Electronic Health Record - Nathaniel Witherell is currently working on an Electronic Health Record integration with Quest Diagnostic Laboratories. This will allow staff to order labs electronically and results will integrate into the clinical record.

Competency Fair for CNAs – We will be holding a Nursing Skills Competencies Fair on April 5, 6 & 7 for CNAs, in compliance with a mandate of the Center for Medicare and Medicaid Services (CMS). This event is a platform for us to review our policies and procedures for a number of basic nursing skills.

Resident Life Committee – presented by Lynn Bausch

March 17th brought the Greenwich Pipe Band to the Nathaniel Witherell in celebration of St. Patrick's Day. After a parade through the 1st floor, the band played several Irish selections in the auditorium for everyone's enjoyment.

Our Cat Therapy volunteer continues to bring the resident's favorite feline, and now she's bringing along a canine companion as well.

Easter Sunday Mass will be celebrated on Sunday, April 1st at 11:00 AM in the Auditorium.

Chairman's Report – presented by Laurence Simon

Mr. Simon reported that the BET met today at 4:00 PM and will be voting on reducing our Operating Budget by \$134K, due to our over-budgeting for the Teamster and LIUNA salary increases. They will also vote on two of our Capital Projects: Reinstating the full amount for the greenhouse and whether or not they will eliminate the \$29K for the Pavilion project.

Mr. Simon reported that the TNW Strategic Planning Committee of the BET will be sending out two RFP's:

1. To hire a consultant to determine the strategic direction of the SNF business over a 5-10 year projection.
2. To hire a consultant to restate NW figures according to GASB (The Governmental Accounting Standards Board), instead of our current practice, according to FASB (The Financial Accounting Standards Board). Mr. Simon and Mr. Ellis will attend a meeting on April 2nd to hear what the Committee expects to learn from this exercise.

The TNW Strategic Planning Committee of the BET has asked to present their report to our Board at the May 22nd Board Meeting.

Mr. Simon will be meeting with two perspective NW Board Members over the next week. Terms of Mr. Bankson and Dr. Ennis will both expire this June.

Mr. Simon has been working with the Town law department to re-write the Pavilion apartment leases. He anticipates having them completed by mid-May.

In acknowledging Ms. Bausch's retirement, Mr. Simon expressed his appreciation and thanks to her for her near 32 years at The Nathaniel Witherell. He stated his deep appreciation to her for everything she's done, and for everything she's contributed to the Witherell, which "made us into the wonderful place we are. I can't thank you enough. We wish you the very best."

Mr. Kaplan asked for an update on the Medicaid Rate Appeal. Mr. Brown stated that the auditors handling the appeal for us determined that we under-reported the Salary line in the last Cost Report. They've asked that we provide them with information that would document what the actual cost for that period of time was. They will incorporate that into an appeal, which demonstrates that we under-reported the costs and that we need to make an amendment on that filing. We have a reasonable chance to be successful in the appeal.

New Business – none

Mr. Simon noted that the Building Committee would be meeting on Friday, April 20, 2018 and the next Board Meeting is scheduled for Monday, April 23rd.

Mr. Simon adjourned the meeting at 6:23 PM.

Respectfully Submitted,
Linda Marini for Louise Puschel, Board Secretary
March 30, 2017

Subject to Approval