

## 1. Meeting Materials

### Documents:

[MARCH 28, 2016 BOARD MEETING AGENDA.PDF](#)  
[MARCH 28, 2016 BOARD MEETING MINUTES - APPROVED.PDF](#)  
[MARCH 28, 2016 BOARD MEETING MINUTES - DRAFT.PDF](#)



*The Nathaniel Witherell*

TOWN OF GREENWICH  
CONNECTICUT

**Board Meeting**  
**Monday, March 28, 2016**

Time: **5:30 PM**

Place: **The Nathaniel Witherell Board Room**

**AGENDA**

1. Medical Director's Report – Frank Walsh, MD
2. Review/Approval - Minutes – February 22, 2016 – Chairman
3. Executive Director's Report – Allen Brown
4. Committee Reports:
  - a. Building Committee – Jack Hornak
  - b. Finance Committee – Lloyd Bankson
5. Friends of Nathaniel Witherell – Karen Sadik-Khan
6. Resident Life Committee – Lynn Bausch
7. Chairman's Report – Laurence Simon
8. New Business
9. Adjournment

***Beverages and light refreshments will be served***

***Next Board Meeting is Monday, April 25, 2016***

cc: Town Clerk



*The Nathaniel Witherell*  
TOWN OF GREENWICH  
CONNECTICUT

**Board of Directors Meeting Minutes  
March 28, 2016**

**Present:** Laurence Simon, Chairman; Karen Sadik-Khan, Vice Chairman; Louise Puschel, Secretary; Frank Ennis; Nisha Hurst

**Absent:** Lloyd Bankson; Stephen Soler

**Staff:** Christopher Alexander, Director of Financial Operations; Lynn Bausch, Deputy & Director of Nursing; Allen Brown, Executive Director; Jack Hornak, Facilities Director; Linda Marini, Admin. Asst.; Scott Neff, FNW Development Director; Dr. Frank Walsh, Medical Director

**Also:** John Blankley, BET; Mary Anne Chiappetta, Family Council; Art Norton, BET Liaison

Mr. Simon opened the meeting at 5:38 PM in the TNW Board Room and introduced new Board member, Nisha Hurst.

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

Dr. Walsh reported that there has only been one case of Flu B in the facility this season. He was also happy to report that in the past about 50%-52% of our staff have received the flu vaccine; this year 60% of the staff were vaccinated.

Dr. Walsh reported that there continues to be a large patient turnover in, and no lack of demand for, the short-term rehab unit. All long-term beds are currently full except one (there was one death over the weekend). Mr. Brown noted that last Friday night, March 25<sup>th</sup>, the facility was at full census, with a total of 197 beds occupied.

Ms. Bausch and Dr. Walsh will review and decide which flu vaccine we will purchase for use this coming year: 1) trivalent – offering protection against 3 different flu viruses; 2) quadrivalent - offering protection against 4 different flu virus strains, or 3) high dose – made specifically for the over 65 population, designed to help those with weakened immune systems.

## **Review/Approval of Minutes of February 22, 2016**

After review by the Board, a motion to approve the minutes of February 22, 2016 was made by Ms. Sadik-Khan, seconded by Ms. Puschel, and approved by a vote of 4-0-1. New Board member, Ms. Hurst, abstained, as she was not a member of the Board at that time.

## **Executive Director's Report – presented by Allen Brown**

Occupancy – as noted earlier this meeting, Mr. Brown reported that last Friday night, March 25<sup>th</sup>, was the first time in 7 years that we had a full census, 197 beds occupied. As a whole, March has been a very strong month, with census at or above budget for the majority of the month. A favorable revenue variance is anticipated for the month of March.

Annual State Survey – Mr. Brown reported that we appealed the unfavorable ruling by DPH that followed our Informal Dispute Resolution conference. Because Witherell implemented every possible corrective action, we will appeal the DPH decision to an administrative law judge. Mr. Brown and Ms. Bausch feel strongly that we have the potential to win at the law judge level. Items that the survey inspectors find are very subjective; and, they feel that the inspector's interpretation of this specific regulation was erroneous. If CMS chooses to settle the case prior to scheduling a hearing, a decision will most likely not be had until 2017. Meanwhile, our 5-star rating has been updated without consideration of the appealed deficiency. The current rating reflects an overall 5-stars, with 4 stars for State Survey, 5 stars for Staffing, and 5 stars for Quality Measures.

Columbia Mailman School Consulting Project – Having determined that the work outline defined by the Witherell Board was beyond the team's time constraints and abilities, they decided to focus on marketing and public relations, specifically improved marketing of Witherell's services to hospitals. At Mr. Simon's request, Mr. Brown will contact the team and schedule them to present a brief, 15 minute, culmination of their work at the April Board meeting.

## **Building Committee Report – presented by Jack Hornak**

The TNW Building Committee met earlier today. Discussion included the following:

- Garden level rehab 5 room renovation – tentative start date of April 4, tentative completion date of the second week in June (June 10<sup>th</sup>). There are a few insurance issues that need to be resolved first with the Town. The contractor that won the bid is Wellbuilt, Stamford, CT, with a bid amount of \$177K. Adding other necessary expenses, the project is projected to come in \$50K less than the allocated \$272K.
- Tower common area renovations – the architects are currently doing the design work and design boards should be completed in 2-3 weeks (April 18<sup>th</sup>). Mss. Sadik-Khan, Puschel and Hurst will review *the designs and color boards when they are available with Mr. Hornak. Ms. Puschel will ask Ms. Laura Cunningham (FNW Board Member) to join the meetings.* The goal is to issue the RFP by May 2<sup>nd</sup>. Mr. Hornak wants to start the project in the July/ August timeframe.

- Courtyard deck – It has been determined that a sprinkler system must be installed under the outside deck. A contractor has been hired for the job; as soon as the contractor’s drawings are complete, they will be submitted to the TOG Fire Marshall for approval. Construction can begin once we receive his approval.
- Courtyard garden planting – Ms. Sadik-Khan noted that they have the landscape architect plans and the planting list. A FNW Board Member is pricing the plantings at Shemin’s, a Town approved vendor. \$50K from the STEAP Grant is being applied to the garden project, as well as a generous \$50K donation from Hortulus, which is being applied to the deck and the furniture. The Tree Conservancy is also donating 5-6 trees. The preference would be to have the deck complete before the planting is done. Once the planting is complete, the sprinkler system, which is being donated by Summer Rain, will be installed.

Also noted, repointing of the Admin Building is scheduled to start April 6<sup>th</sup> and will take approximately 2 weeks. If approved to go forward, work on the deck should be able to be done concurrently.

The RTM meets on May 9<sup>th</sup>. Mr. Simon stated that when the TNW Board meets in May he wants to have a plan in place for implementing our next years’ Capital plan, specifically the auditorium renovation.

Mr. Hornak noted that he has asked the architect doing the Tower design to be mindful that the auditorium renovation will be next, and the two areas will need to flow into each other with respect to design. Mr. Hornak will start the RFP for the auditorium renovation project with intention to have it issued in May 2016.

### **Finance Committee Report - presented by Christopher Alexander**

The Finance Committee met prior to this Board meeting and discussion included the following:

- Medicare Census and Revenues were below budget for February 2016, but indications are that the trend should reverse for the month of March.
- Write-off proposal of \$125,308 for 22 bad debts.  
A motion was made by Mr. Simon to submit to the BET Audit Committee for approval, a recommendation of bad debt write-off in the amount of \$125,308. The motion was seconded by Ms. Sadik-Khan and carried with unanimous approval of the Board.
- Our contract with outsourced rehab therapy provider, Select Rehab, gets renewed each year, and will expire in July 2017, at which time it will have to go out to bid. The Finance Committee looked at a few small items in the current contract that they would like to propose for renegotiation at this time. Next year we may propose more substantial changes to the overall contract and/or bid requirements.
- The committee is requesting several Major Object Code transfers which they will submit to the BET for approval
- The 2017 Budget review with the RTM scheduled for next week will be rescheduled.

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

Ms. Sadik-Khan thanks everyone who participated in “Fairfield Giving Day”, which took place on March 10<sup>th</sup>. This event raised \$6,735 for the Friends, 25% over last year, from 103 donors,

a 29% increase over the number of donors last year – 50% of the donations were generated from staff, 20% from past donors, 10% from Board members, 10% from family members, and 10% from volunteers.

Please watch for a “Save the Date” for a special surprise dinner event scheduled for Thursday, June 23<sup>rd</sup>.

### **Resident Life Committee – presented by Lynn Bausch**

Ms. Bausch noted that there was an abundance of resident comments on the most recent Resident Council Minutes. Every department is required to report back to the Resident Council staff liaison on every item. Although we do not necessarily have to concur with the residents on every comment, she explains that it is our responsibility to acknowledge and respond to each and every one.

During the month of March our St. Patrick’s Day celebration with the Greenwich Pipe Band was a huge hit, as it is every year!

For the first time in Ms. Bausch’s tenure here, we had one of our long-term residents, whose health is declining, Baptized in his room today at his family’s request.

Electronic Health Records – Ms. Bausch reports that we are in the process of analyzing every document to determine how it translates into a document in the electronic record. This process should take approximately two months and should be complete about the same time that training is to begin.

### **Chairman’s Report – presented by Laurence Simon**

Mr. Simon reported that the BET approved TNW’s budget on March 21<sup>st</sup> with only minor changes, including a reduction in the amount of transfer from the General Fund to our balance by approximately \$800K. When Mr. Simon receives the final budget he will notify the Board with exact changes that were made.

At the March 21<sup>st</sup> meeting of the BET, a special committee was formed, the Nathaniel Witherell Strategic Planning Committee. Art Norton will chair the committee, with BET members Elizabeth Krumeich, Jill Oberlander and Nancy Weissler. The agenda of the first meeting of this committee, being held Tuesday, March 29<sup>th</sup>, 8:30 am, Gisborne Room Town Hall, will be to identify the issues and to set the scope of this project. Some of the issues Mr. Norton expects will be discussed include: the occupancy composition of this facility; operating costs of the facility; the change and transition that is occurring with assisted living; composition of the TNW Board. Mr. Norton states that all meetings will be noticed and are open to the public. Mr. Simon believes it is in the best interest of all involved to work together to arrive at an optimal solution.

With respect to the RTM budget process, Mr. Simon states that TNW will finish projects that we’re engaged in this fiscal year, get staffing in order, focus on generating revenue, and maintain our quality of care. Subsequently, when we come back to the BET budget hearings next February we will be able to show them that we have executed a plan to generate additional revenues within a high quality of care environment.

Mr. Simon has received 21 questions from the RTM Budget Overview Committee which he will respond to and will distribute his draft answers to the Board.

The RTM will vote on the Budget Monday, May 9<sup>th</sup>.

During the week of May 2<sup>nd</sup> there will be RTM committee and district meetings that Mr. Simon encourages Board members to attend in order to answer questions that may be raised concerning TNW.

Mr. Simon reports that there are 3 Board vacancies. Dr. Elizabeth Siderides has been nominated by the Selectman's Nominating Committee and will be interviewed by the Health and Human Services Committee in April. Three additional resumes have been received by the Selectman's Nominating Committee to fill the remaining 2 Board positions.

On Wednesday, April 27<sup>th</sup>, 5-7 PM, the Selectman's Nomination Advisory Committee is sponsoring a workshop for Board member education. Mr. Simon will send the notice to Board members.

There are nine eligible candidates that have been forwarded to us from Human Resources for the open Admissions Representative position.

**New Business** - none

The meeting was adjourned at 6:45 PM.

Respectfully Submitted,  
Louise Puschel  
Louise Puschel, Board Secretary  
March 31, 2016



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