

1. Meeting Agenda - March 29

Documents:

[MEETING AGENDA - BET NATHANIEL WITHERELL STRATEGIC PLANNING COMMITTEE - 03 29 16.PDF](#)

2. BET TNW Strategic Planning Committee Meeting Minutes STA

Documents:

[BET-TNW-STRATEGIC-PLANNING-MINUTES-03-29-2016-STA.PDF](#)

3. Revised Minutes Subject To Approval - March 29

Documents:

[REVISED MINUTES SUBJECT TO APPROVAL - NATHANIEL WITHERELL STRATEGIC PLANNING COMM - 03 29 16.PDF](#)

4. Approved Minutes - March 29

Documents:

[APPROVED MINUTES - BET NATHANIEL WITHERELL STRATEGIC PLANNING COMMITTEE - 03 29 16.PDF](#)



**TOWN OF GREENWICH
BOARD OF ESTIMATE AND TAXATION**

Nathaniel Witherell Strategic Planning Committee

Tuesday, March 29, 2016

**Gisborne Room, 1st Floor
8:30 A.M.**

AGENDA

1. Identify Issues and Set Scope of the Project
2. Schedule Future Meetings
3. Next Steps
4. Adjournment

TOWN OF GREENWICH
BOARD OF ESTIMATE AND TAXATION
NATHANIEL WITHERELL STRATEGIC PLANNING COMMITTEE
MINUTES – Gisborne Room, 1st Floor, Town Hall

Tuesday, March 29, 2016

Committee: Arthur Norton, Beth Krumeich, Jill Oberlander, Nancy Weissler

Board: John Blankley, Leslie Moriarty, Leslie Tarkington

Others: Peter Mynarski, Comptroller, Larry Simon, Nathaniel Witherell Chairman, Allen Brown, Nathaniel Witherell Executive Director, Chris Alexander, Nathaniel Witherell, Director of Financial Operations

The meeting was called to order at 8:35 A.M.

1. Identify Issues and Set Scope of the Project

Mr. Simon began the meeting by offering his thoughts to the Committee on where he would like to concentrate his immediate efforts as follows:

- Increasing occupancy rates, particularly within the 46 bed short-term rehabilitation area and increasing the private payer mix on the long-term rehabilitation side..
- Maintaining the 5 Star level of care rating.
- Maintaining the physical attractiveness of the facilities.

Mr. Simon added that he did not feel operational costs were excessive in order to maintain the physical attractiveness and customer services currently being provided. He felt the services provided were superior to competitive nursing home operations in the areas.

Mr. Norton stated that he would like to personally concentrate his efforts in the following areas:

- Residency payer mix
- Challenges from assisted living facilities
- Improvements in the payer mix.
- The operational cost structure is too high.
- Accounting restrictions imposed by Governmental Accounting Standards Board (GASB) and the Financial Accounting Standards Board (FASB).
- Improve the makeup of the Nathaniel Witherell Board to make it more in line with a Corporate Board.

Mr. Simon asked about the timetable in providing a report. Mr. Norton answered that he would like to have the Committee provide a report to the full Board of Estimate and Taxation (BET) by either the September or October meeting.

Mr. Simon offered his final comments before leaving by stating that you could sell the nursing facilities operations tomorrow and get out of the business, but he was not recommending that option. He added that Nathaniel Witherell needed to be much more nimble managerially and he concurred with Mr. Norton's recommendation to make the TNW Board more like a Corporate Board searching for more unique and diversified skills required of a nursing facility operation.

There were extended discussions among the four Committee members on how to proceed. As a result, there were multiple recommendations on what topics to cover going further. The following are a blend of the immediate and most important issues offered at this meeting by the members to be address by Committee members leading up to the production of a final report to the BET:

- Should the Town of Greenwich continue to be in the municipally run nursing home business? If yes, under what structure.
- Determine and analyze the current payer mix. Compare these results with other nursing home operations.
- Have the Nathaniel Witherell Board review the current TNW Mission Statement.
- Determine the outlook for current and future reimbursement rates from the State of Connecticut, in light of the State's current economic problems.
- Review future fundraising efforts and the potential impact of becoming a not-for-profit operation.
- Examine the existing below market rental agreements that TNW currently has in place at the facility.
- Reexamine legal issues associated with the sale or use of the property. Deed restrictions?
 - Debt Service payments. Should TNW be responsible for paying the debt service payments on Project Renew?
 - Review and understand the recent budgetary changes to the TNW budget relative to in-kind costs and fringe benefit charge backs.
 - Short-term and Long-term financial modeling. If was agreed that the Committee would provide Mr. Alexander, Director of Financial Operations, with a number of different scenarios for financial modeling. Based on these requests, Mr. Alexander will provide the models.
 - Examine the TNW wage structure without a union environment.
 - Review the admissions process.

It was agreed and determined that the aforementioned issues are preliminary and subsequent issues will arise as the Committee continues to meet.

2. Schedule Future Meetings

The following future meetings have been agreed upon:

April 6, 2016, Wednesday – 8:30 A.M.

April 12, 2016, Tuesday – 8:30 A.M.

April 20, 2016, Wednesday, 8:30 A.M (tentative).

April 25, 2016, Monday – 8:30 A.M (tentative).

3. **Next Steps**

Regarding the review of the admissions process, Mr. Brown was requested to have two of his staff attend the April 6th meeting to give a presentation to the Committee on the admissions process.

Ms. Weissler asked if it was possible to understand the process that the City of Stamford, CT went through regarding their recent sale of their Smith House Nursing Home facility. Mr. Brown, who previously worked for the City of Stamford offered to contact the City and provide details.

4. **Adjournment**

On a motion by Ms. Weissler, seconded by Ms. Oberlander, the Committee voted 4 to 0 to adjourn the meeting at 10:35 A.M.

Peter Mynarski, Recording Secretary

SUBJECT TO APPROVAL

Arthur Norton, Chairman

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- Review future fundraising efforts and the potential impact of becoming a not-for-profit operation.
- Examine the existing below market rental agreements that TNW currently has in place at the facility.
 - Reexamine legal issues associated with the possible lease, sale or other use of the property. Deed restrictions?
 - Debt Service payments. Should TNW be responsible for paying the debt service payments on Project Renew?
 - Review and understand the recent budgetary changes to the TNW budget relative to in-kind costs and fringe benefit charge backs.
 - Determine cash flows of TNW's two business lines—short-term rehab and long-term care. Develop an understanding of the key variables that would drive long-term cash flow forecasts for both businesses. Chris Alexander will provide the Committee with separate financial models of the short-term rehab and long-term care businesses.
 - Examine the TNW wage structure without a union environment.
 - Review the admissions process.
 - Evaluate the impact on TNW's rehab business from the shift to accountable care organization's assuming responsibility for a patient's care from the time of hospital admission through rehab to discharge home.

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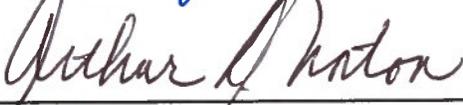
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