

1. NW Board Agenda 4/22/19  
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Documents:

[TNW BOARD OF DIRECTORS AGENDA 2019\\_04\\_22.PDF](#)

- 1.1. April 2019 Draft Minutes Of NW Board Meeting  
April 2019 Draft Minutes of NW Board Meeting

Documents:

[TNW BOARD MINUTES 2019\\_04 V2.PDF](#)

- 1.1.i. April 2019 Draft Minutes Of NW Board Building Committee Meeting  
April 2019 Draft Minutes of NW Board Building Committee Meeting

Documents:

[BUILDING COMMITTEE DRAFT MEETING MINUTES APRIL 2019.PDF](#)



*The Nathaniel Witherell*  
TOWN OF GREENWICH  
CONNECTICUT

**Board Meeting**  
**Monday, April 22, 2019**

**Time: 5:30 PM**

**Place: The Nathaniel Witherell Board Room**

**AGENDA**

1. Medical Director's Report – Frank Walsh, MD
2. Review/Approval - Minutes March 25, 2019 – 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. Chairman's Discussion – Laurence Simon
  - a. Comments on the HDG Consulting Report and presentation on March 18, 2019
  - b. Admissions: How to increase-updates on progress since last Board meeting
  - c. Overtime: How to reduce and control costs-discussion of current numbers
  - d. Priority of HDG Recommendations and format for response to BET
5. New Business
6. Adjournment

The Finance Committee will meet at 11:30 am Thursday April 18<sup>th</sup> in the Board Room.  
The Building Committee will meet at 4:30 pm Monday April 22<sup>nd</sup> in the Board Room.

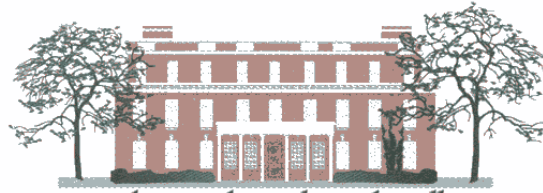
***Next Board Meetings:***

***Monday June 24, 2019***

***Monday September 23, 2019***

***Monday October 21, 2019***

cc: Town Clerk



*The Nathaniel Witherell*  
TOWN OF GREENWICH  
CONNECTICUT

## **Board of Directors Meeting Minutes April 22, 2019**

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

**Absent:** Richard Kaplan

**Staff:** Allen Brown, Executive Director; Tom Ellis, Director of Finance; Jack Hornak, Facilities Director; Linda Marini, Assistant to Executive Director; Edward Omondi, Deputy and DON; Justine Vaccaro, Director of Social Work

**Guests:** Beth Krumeich, BET Liaison; 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 not yet present.

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

Dr. Walsh reported that the flu outbreak we experienced was well controlled. Dinty Loyola, RN, Infection Preventionist, consulted with Dr. Sabetta, Director of Infectious Disease at Greenwich Hospital, as to the course of action that needed to be taken. We had 11 cases of the flu among the residents and 3 cases among staff members. All active cases and residents on the infected units were given Tamiflu. Eventually, all residents were administered Tamiflu as a preventative. There have been no new cases identified for the past 3 weeks. Dr. Walsh noted that the flu season is not over yet, and that for the last two or three years the flu has come later in the season, through April.

With Witherell's transition to Electronic Medical Records (EMR), Dr. Walsh has received training and will be doing his first EMR for NW this Wednesday, April 24th. In an effort toward saving time and efficiency, he may initially employ a scribe to help with the data entry. Dr. Patel suggested the use of voice recognition software to help in the dictation/transcription process.

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

Mr. Brown reported that we currently have two Requests for Bids (RFBs) in process:

1. Lab Services – since our lab services provider has been under contract for 5 years we are required under Town provision to go out to bid. Five RFBs were sent out, with only one bid being received from our current provider, Quest Labs. Because there were no competitive bids, Quest will be chosen to continue services.
2. Imaging Services, Mobile XRay – our current provider, Mobilex, has been in Chapter 11 bankruptcy proceedings for the past 5-6 months. Three bids have been received thus far, and a low bidder identified. The same company has also been doing our resident pacemaker checks since Mobilex stopped responding to requests to do the same.

## **Review/Approval of Minutes of March 25, 2019**

A motion to approve the minutes of March 25, 2019 was made by Ms. Hurst, seconded by Ms. Hogan, and the minutes were approved by a vote of 5-0-0. (Ms. Merrill was not yet in attendance at the time of this vote).

## **Building Committee Report - presented by Louise Puschel**

The TNW Building Committee met at 4:30 today, April 22, 2019, and discussion included the following:

- Tower renovations: The Tower renovations are complete; we received the Certificate of Occupancy (CO) from the Town of Greenwich today; we have submitted our request to the CT State Department of Public Health for their final inspection.
- Rehab Expansion: Greenwich's Plan of Conservation & Development, a Town document that every town is required to submit to the State every 10 years, will expire in mid-May 2019. In order to use STEAP Grant funding for the rehab expansion, the project would have to commence before the Plan's expiration. Mr. Peter Tessei, First Selectman, has intervened and has requested a waiver from the State, which would allow this project to move forward.
- Boiler Replacement: three of the building's new domestic hot water boilers have been installed and the remainder will be installed by the end of April.

## **Finance Committee Report - presented by Nisha Hurst and Tom Ellis**

Ms. Hurst reported that the Finance Committee met on Thursday, April 18, 2019.

Mr. Ellis reported that March 2019 Occupancy was at 90.5% (183 equivalent beds) which translated into the best Revenue month for the year thus far. However, March 2019,

Revenues were still \$150K unfavorable, with Revenue Actuals of \$2.26M versus a target of \$2.41M.

Ms. Hurst reported that Revenues year to date through the end of March are \$1.85M under Budget; Expenses are running slightly favorable by \$61,686.

Mr. Ellis proposed the annual Bad Debt Write-off in the amount of \$237,665.88, slightly less than 1% of Annual Revenues, which is comparable to industry standards. Last year's amount was \$283K.

A motion to approve the Bad Debt write-off submission to the BET Audit Committee, in the amount \$237,665.88, was made by Mr. Simon, seconded by Ms. Hurst, and approved by a vote of 5-0-0.

Mr. Ellis proposed the following Budget Transfers for FY 19:

	Original Budget	Proposed Change	New Budget
100's Salaries & Wages	19,042,338	(100,000)	18,942,338
200's Services Other	1,049,085	(25,000)	1,024,085
300's Supplies & Materials	2,235,754	(50,000)	2,185,754
400's Maintenance	397,312	75,000	472,312
600's Insurance	255,469	(20,000)	235,469
700's Fixed Charges	7,566,047	120,000	7,686,047
Total	30,546,005	-	30,546,005

A motion to approve the Budget Transfers, as stated above, for submission to the BET in May 2019, was made by Ms. Hurst, seconded by Ms. Puschel, and approved by a vote of 5-0-0.

### **Priority of HDG Recommendations and format for response to BET – Laurence Simon**

The BET NW Strategic Planning Committee has asked to meet with Mr. Simon on May 15<sup>th</sup> at 2:00 PM, to discuss HDG's recommendations and NW's response to both those recommendations and the recommendations of the financial report. Mr. Simon and Mr. Brown will attend and speak to the BET as to which recommendations they consider to be of high priority, those that are low priority, and those, which they do not believe to be good recommendations.

Mr. Simon noted that we have started to implement some of the recommendations, and all are very time consuming; i.e. submission of vendor, employee, and Board of Directors information to the Office of the Inspector General, which can likely take 1-2 months to implement.

Ms. Krumeich stated that NW, based on the submission of the HDG Report, was to report to the BET in October, to explain what they are doing to address HDG's recommendations.

Mr. Simon noted that he is expecting there to be a final HDG Report at the May 15<sup>th</sup> meeting; Ms. Krumeich does not believe this will be the case.

### **Marketing - presented by Suzanne Hogan**

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

Ms. Hogan noted that NW will be advertising in the Greenwich Hospital Association's "Under the Stars" event program. Ms. Hogan had a copy of that ad available, as well as short-term rehab ads that are being placed in the Greenwich Time, Stamford Advocate, and Greenwich Magazine

Mr. Simon asked how we begin marketing to provide emphasis on medical and other services that we want to provide as a part of our new initiatives, in addition to rehab? Ms. Hogan stated that once those services are determined, they would need to become the focus for discussion by the marketing team, as to raising awareness to those services. The next marketing meeting is scheduled for June 11<sup>th</sup>. Mr. Simon would like to discuss changes in our focus, which will change our direction in advertising with Harrison Edwards. Mr. Brown commented that he and Harrison Edwards communicate regularly, outside of the monthly marketing meetings. Mary Cronin, our Harrison Edwards representative, has already been briefed on what the marketing focus ought to be related to the new initiatives, such as psychiatric and respiratory services. Mr. Brown explained that we have published Care Pathways for each of our services, and we've met with the Hospital for Special Surgery liaison, with the Remedy Partners liaison who represent Stamford Hospital, and we meet on a regular basis (at least quarterly) with Greenwich Hospital – they all know what NW's capabilities are. It's a matter of getting them, especially Stamford Hospital, to send those patients to NW instead of elsewhere.

### **Friends of Nathaniel Witherell (FNW) – Scott Neff, absent, no report**

#### **Presentation**

Mr. Omondi delivered a PowerPoint presentation entitled "The Future of Nathaniel Witherell".

Points discussed included:

- The differences between the Patient Driven Payment Model (PDPM), going into effect October 1, 2019, and the current RUG-IV system, for determining reimbursement.
  - Determination will be based less on therapy and more on amount of nursing care required.
  - Goals of PDPM including complexity of medical diagnosis & outcome drive the payment; multi-disciplinary; outcome driven model; Variable Per Diem (VPD) adjustment adjusts the per diem rate over the course of the stay.

- NWs market position prior to PDPM
  - Competent staff & competitive wages which translates into better patient care; premium branding of our facility; promising partnerships with hospitals and training of NW staff.
  - We are trying to control overtime issues; census in direct correlation with revenues always a factor; lower managed care reimbursement, may require restructuring or renegotiating.
- Difficulties encountered:
  - Payment model is changing – growth of Accountable Care Organizations (ACOs); traditional fee for service is shrinking under Medicare Advantage.
  - Length of stay is decreasing
  - Population growth is not increasing, which can lead toward a lower overall occupancy
- Strategy #1 – “Excellent providers can win in a declining market”
  - Seek network inclusion, which we are doing currently.
- Strategy #2 – “More members are taking on risk”
  - Proposal 1 – for Witherell to establish a Medicare Advantage Plan
    - Medicare stipend can increase revenue and close the gap in historic revenue deficits.
    - Risk is spread among residents.
    - Excellent care at NW translates to less hospitalization
    - More mid-level providers making daily rounds to ensure any acute illnesses/changes in condition are caught timely and treated before the illness worsens and the patient requires hospitalization.
    - Institutional Special Needs Plans (I-SNP)
  - Proposal 2 – Establish Nathaniel Witherell Sub-Acute Unit
    - 6 beds located at the Garden Level Rehab unit
    - Staffing – 1 nurse, 1 CNA per shift; mid-level coverage by NEMG; off-shift coverage through telemedicine. This transfer to a sub-acute unit can be difficult for long-term residents.
    - Licensing – contact DPH
    - Tentative launch date 9/2/19
    - Real time software; Matrix documentation; Nurse Rosie
    - Diseases managed: sepsis, pulmonary disease; congestive heart failure; change condition for long term residents (i.e. dehydration, UTI); orthopedics
- Recommendations:
  1. Introduce Northeast Medical Group Coverage (NEMG)
  2. Establish Nathaniel Witherell Sub-Acute Unit – with possible expansion of the original 6 bed unit.
  3. Establish Nathaniel Witherell Medicare Advantage Plan – based on the success of the first two.

The Board will continue focusing on our changing initiatives over the next 2 months, and Mr. Simon will keep the Board informed as to when the next working session will be scheduled so that all can attend.

A motion was made by Ms. Puschel to adjourn the meeting, seconded by Ms. Hurst, and Mr. Simon adjourned the meeting at 7:06 PM.

Respectfully Submitted,  
Linda Marini for Louise Puschel, Board Secretary  
April 28, 2018

Subject to Approval





**Nathaniel Witherell**  
**Building Committee Minutes**  
**April 22, 2019**

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**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** – March 25, 2019 – Larry Simon 1<sup>st</sup>, Louise Puschel 2<sup>nd</sup>, 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 complete
  - Final punch complete
  - TOG CO received
  - State final inspection has been applied for
- **(19197) Rehab Expansion**
  - Low bid – Surge Inc. - \$163,894
  - Tyler Fairbairn – Community Development is working the State of CT to execute their end of the STEAP contract. Requires a waiver signed by the State of CT Attorney General.
  - Start date TBD
- **Domestic Hot Water Boilers**
  - Approved by the BET and RTM in March 2019.
  - Three Lochinvar gas fired hot water boilers have been installed and are up and running.
  - The final four boilers will be installed the week of April 22, 2019
  - Five-week completion time line.
  - The old boilers will be stored to remain as forensic evidence.
- **2020 Capital Projects**
  - Various projects to have a plan in place prior to July 2019
    - Nursing Capital

- Resident Beds
- Tower AC Units
- 4 Year Painting Plan
- Chapel Ceiling
- Vinyl wall Covering
- Pavilion Capital-New Boiler for building

**Next Meeting is scheduled for Monday, June 24, 2019 at 4:30 in the Board Room.**

Respectfully Submitted  
Jack Hornak  
Director of Operations  
Nathaniel Witherell SNF

SUBJECT TO APPROVAL