1. NW Board Of Directors Meeting Agenda April 25, 2022
   
   Documents:
   
   TNW BOARD OF DIRECTORS AGENDA 2022_04_25.PDF

1.I. NW Board Of Directors Meeting Draft Minutes Of March 21, 2022
   
   Documents:
   
   TNW BOARD MINUTES 2022_03_21 V2.PDF

1.I.i. NW Board Of Directors Meeting Approved Minutes Of March 21, 2022
   
   Documents:
   
   TNW BOARD MINUTES 2022_03_21 APPROVED.PDF
AGENDA

1. Medical Director’s Report – Frank Walsh, MD
2. Review/Approval - Minutes March 21, 2022 – Chairman
3. Comments from First Selectman Fred Camillo
4. Reports
   a. Executive Director-John Mastronardi
   b. Building Committee –Paul Hopper
      i. New Director of Facility Operations
      ii. Restart projects for this Fiscal Year and plan for FY23
   c. Finance Committee-Nisha Hurst and Nunzio Raimo
   d. Marketing-Chris Carter
      i. Website for External Audience (existing)
      ii. Website for Internal Use
   e. Friends of Nathaniel Witherell – Scott Neff
5. Chairman’s Discussion – Laurence Simon
   a. Volunteer Luncheon thank you and the increased role of volunteers – Kate Tabner
   b. Second booster shots for the staff and residents
   c. Staff reconfiguration unless previously mentioned
   d. Plan to use additional Medicaid Funds
   e. Strategic Discussion of what TNW must accomplish over the next year.
6. New Business
7. Adjournment

2022 Calendar of Board Meetings (in person only)
June 20, 2022        July 25, 2022        September 19, 2022
October 17, 2022     November 14, 2022

cc: Town Clerk
Mr. Simon opened the meeting at 5:03 PM via Zoom Webinar.

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

Dr. Walsh reported that today's census was 179; it has been variable, but most recently increasing.

We have been admitting more medically complex, sicker patients, who require more care than orthopedic, joint replacement cases. Mr. Simon commented that we still have residents being discharged to the hospital, particularly from the short-term unit. Dr. Walsh stated that some of these discharges to the hospital can be explained by the fact that these patients are much sicker than most, and the transfer is not inappropriate. Some discharges to the hospital come as a direct request by a family member who insists on hospitalization. Hospitals are also discharging patients sooner because it is within their best interest financially. It is Dr. Walsh's opinion that most of our discharges to the hospital are warranted.

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   d. Ms. Benson stated that the name of our new Dietician is Courtney Hajducky.

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c. HealthPro Heritage also rehired all of Select’s staff, except for one (the employees’ choice), which helped to maintain continuity of care with the residents.

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a. Bringing this in-house would serve a minimum of 6 residents per day, 5 - 6 days a week.
b. This would be in collaboration with an experienced portable hemodialysis provider that delivers this type of service in nursing homes. The service provider would have authorization to bill Medicare for their services. They will provide us with: consultation services for the dialysis den; all hemodialysis related equipment, furnishing, appliances, dialysis related supplies, policies and procedures; coordination of care and delineation of responsibilities; and the direct care staff who will provide the treatment and care.
c. Mr. Mastronardi stated that they are currently conducting a cost benefit analysis and will follow up with the Board when complete. The associated startup costs would be labor cost (RN, LPN); costs of the renovation (electrical, IT, plumbing requirements for the portable), hemodialysis cyclers and refrigerators.
d. Our focus would be to provide this service to long-term care residents who would be covered under Medicare. This service will allow us to increase our census with a higher case mix and increase our Medicare revenue.
e. Ms. Benson stated that this dialysis model will be extremely favorable to the residents. Dialysis would be performed daily, Monday-Friday, for 2 hours each session, versus 4-6 hours for traditional dialysis, which would be less time and less taxing on the resident, and they do not have to be transported out of the facility. Studies have shown that residents feel good following these treatments and are not too weak to do physical therapy. This model has been very favorable in the studies reviewed and NW is excited about introducing it to our Community.

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Mr. Raimo and Mr. Simon are working on the Community Development Block Grant (CDBG) application which must be submitted by the end of this month.

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Currently we do not have a standing program on Sunday, but Ms. Ronish explained that there have been various special events held on Sundays; most recently the Super Bowl Party, car shows, and Mother’s Day and Father’s Day celebrations.

**Chairman’s Discussion – presented by Laurence Simon**

Mr. Simon stated that we have done a good job of beginning to rebuild the census, and Mr. Mastronardi has outlined several directions we are going to increase the census further. In mid-March the census was 184 with 142 long-term residents in-house. Mr. Simon said that for us to be successful we need to average 41 short-term residents and 147 long-term residents; we are climbing in that direction and moving along on the revenue side.
Mr. Simon reported that we are showing some dramatic, sustainable, cost savings. The Board will also be developing its’ strategic plan for NW over the next several months.

Mr. Simon would also like to have a separate meeting to discuss how to improve revenue and continue to focus on maintaining our profitability. He believes that because we are a public facility owned by the Town of Greenwich, a public meeting should also be held where the public could express what they want to see from NW: does the public think we should be owned by the Town or not; should we offer other services; should we be a step-down facility for Greenwich Hospital, etc. There are many options, and to have a productive discussion, first among the board and then with the public. These options need to be better defined by way of our strategic plan. The Board will be involved in developing the strategic plan and, after it is formulated, people can look at it, comment and discuss. We will then have a public hearing, around the August/September timeframe.

To move forward as a facility in any strategic direction, Mr. Simon said it is essential that we strengthen our nursing skills and stretch our clinical assessment and care. We have other projects which are less strategic and more tactical, i.e. how do we spend the money we have to improve the appearance of our patient rooms? It is necessary to develop a coherent, comprehensive plan.

As explained in Mr. Mastronardi’s report, NW has their own unique place on the continuum of care. Mr. Simon said it is up to this Board to find NW’s place and determine how to get there.

Mr. Simon is encouraged by how many opportunities there are and how much more money the government is putting into nursing facilities, because they realize how important these facilities are. He said our goal is not necessarily to make a lot of money for the town of Greenwich, but to provide a service for the residents of the town, giving priority to those residents, for the kinds of care that they want as they age.

Mr. Simon stated that they will go before the BET this week to see whether our allocation of the American Rescue Plan (ARP) for air handlers and higher filtration and engineering and study is approved. We have asked for $950K, which was approved by the Selectmen and the ARP Committee. Mr. Simon believes that increasing the common area air flow and increasing air filtration will benefit all residents.

Mr. Simon has a lot of confidence in Mr. Mastronardi and Ms. Benson and others that understand the industry; we will find our niche that will best serve the residents of Greenwich.

The next Board meeting will be in person at Nathaniel Witherell. The Board decided on a meeting time of 5:30 PM – 7:00 PM going forward.

A motion to adjourn the meeting at 6:27 PM was made by Ms. Hurst, seconded by Ms. Brown and approved by a vote of 7-0-0.

Respectfully Submitted,
Linda Marini
March 28, 2022
Present: Laurence B. Simon, Chairman; Melissa Gibbons, Secretary; Suzanne Brown; Christopher Carter; Paul Hopper; Nisha Hurst; Kate Tabner

Absent: Richard Kaplan; Nirmal Patel, MD, MPH

Staff: Michel Baptiste, Housekeeping/Laundry/Dietary Supervisor; Nadia Benson, Deputy and Director of Nursing; George Cossifos, Director of Admissions; Linda Marini, Assistant to Executive Director; John Mastronardi, Executive Director; Nunzio Raimo, Director of Financial Operations; Carissa Ronish, Therapeutic Recreation Administrator

Guests: William Drake, BET Liaison; Laura Erickson, BET Liaison; Elizabeth Franklin; Ellen Wolfson, Commission on Aging

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Currently we do not have a standing program on Sunday, but Ms. Ronish explained that there have been various special events held on Sundays; most recently the Super Bowl Party, car shows, and Mother’s Day and Father’s Day celebrations.

**Chairman’s Discussion – presented by Laurence Simon**

Mr. Simon stated that we have done a good job of beginning to rebuild the census, and Mr. Mastronardi has outlined several directions we are going to increase the census further. In mid-March the census was 184 with 142 long-term residents in-house. Mr. Simon said that for us to be successful we need to average 41 short-term residents and 147 long-term residents; we are climbing in that direction and moving along on the revenue side.
Mr. Simon reported that we are showing some dramatic, sustainable, cost savings. The Board will also be developing its’ strategic plan for NW over the next several months.

Mr. Simon would also like to have a separate meeting to discuss how to improve revenue and continue to focus on maintaining our profitability. He believes that because we are a public facility owned by the Town of Greenwich, a public meeting should also be held where the public could express what they want to see from NW: does the public think we should be owned by the Town or not; should we offer other services; should we be a step-down facility for Greenwich Hospital, etc. There are many options, and to have a productive discussion, first among the board and then with the public. These options need to be better defined by way of our strategic plan. The Board will be involved in developing the strategic plan and, after it is formulated, people can look at it, comment and discuss. We will then have a public hearing, around the August/September timeframe.

To move forward as a facility in any strategic direction, Mr. Simon said it is essential that we strengthen our nursing skills and stretch our clinical assessment and care. We have other projects which are less strategic and more tactical, i.e. how do we spend the money we have to improve the appearance of our patient rooms? It is necessary to develop a coherent, comprehensive plan.

As explained in Mr. Mastronardi’s report, NW has their own unique place on the continuum of care. Mr. Simon said it is up to this Board to find NW’s place and determine how to get there.

Mr. Simon is encouraged by how many opportunities there are and how much more money the government is putting into nursing facilities, because they realize how important these facilities are. He said our goal is not necessarily to make a lot of money for the town of Greenwich, but to provide a service for the residents of the town, giving priority to those residents, for the kinds of care that they want as they age.

Mr. Simon stated that they will go before the BET this week to see whether our allocation of the American Rescue Plan (ARP) for air handlers and higher filtration and engineering and study is approved. We have asked for $950K, which was approved by the Selectmen and the ARP Committee. Mr. Simon believes that increasing the common area air flow and increasing air filtration will benefit all residents.

Mr. Simon has a lot of confidence in Mr. Mastronardi and Ms. Benson and others that understand the industry; we will find our niche that will best serve the residents of Greenwich.

The next Board meeting will be in person at Nathaniel Witherell. The Board decided on a meeting time of 5:30 PM – 7:00 PM going forward.

A motion to adjourn the meeting at 6:27 PM was made by Ms. Hurst, seconded by Ms. Brown and approved by a vote of 7-0-0.

Respectfully Submitted,
Linda Marini
March 28, 2022