

1. Meeting Materials

Documents:

[JUNE 27, 2016 BOARD MEETING AGENDA.PDF](#)
[JUNE 27, 2016 BOARD MEETING MINUTES - APPROVED.PDF](#)
[JUNE 27, 2016 BOARD MEETING MINUTES - DRAFT.PDF](#)



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

Board Meeting
Monday, June 27, 2016

Time: **5:30 PM**

Place: **The Nathaniel Witherell Board Room**

AGENDA

1. Medical Director's Report – Frank Walsh, MD
2. Introduction of New Board Member Richard Kaplan
3. Review/Approval - Minutes – May 24, 2016 – Chairman
4. Executive Director's Report – Allen Brown
5. Committee Reports:
 - a. Building Committee – Jack Hornak
 - b. Finance Committee – Lloyd Bankson
6. Friends of Nathaniel Witherell – Karen Sadik-Khan
7. Resident Life Committee – Lynn Bausch
8. Chairman's Report – Laurence Simon
9. New Business
10. Adjournment

Beverages and light refreshments will be served

Next Board Meetings

Monday, July 25, 2016

Monday September 26, 2016

cc: Town Clerk



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

**Board of Directors Meeting Minutes
June 27, 2016**

Present: Laurence Simon, Chairman; Karen Sadik-Khan, Vice Chairman; Louise Puschel, Secretary; Lloyd Bankson; Frank Ennis, MD; Richard W. Kaplan; Elizabeth Siderides, MD

Absent: Nisha Hurst

Staff: Christopher Alexander, Director of Financial Operations; Lynn Bausch, Deputy Director & Director of Nursing; Allen Brown, Executive Director; Ann Callahan, Admissions Representative; George Cossifos, Director of Admissions; Linda Marini, Administrative Assistant; Scott Neff, FNW Development Director; Justine Vaccaro, Director of Social Work; Dr. Frank Walsh, Medical Director

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

Mr. Simon opened the meeting at 5:30 PM in the TNW Board Room. He introduced new Board member Richard W. Kaplan.

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

Dr. Walsh stated that the five new rehab rooms are finished and soon to be filled. He hears from the public that Witherell is the #1 place, by far, that everyone wants to go to when needed; and that the "care keeps getting better and better".

Dr. Walsh reported that he was contacted by an ophthalmology service about coming to TNW periodically to see residents in the clinic. They would bill directly for their services without cost to the Nathaniel Witherell. It would also decrease transportation costs for patients having to attend appointments outside of the facility. We currently use Health Drive (optometrists) and are on routine schedule, which maintains our compliance with state and federal regulations. Dr. Walsh will discuss this option of an ophthalmology service further with Ms. Bausch; Dr. Siderides has asked to be included in this discussion.

Mr. Simon asked everyone in attendance to introduce themselves for the benefit of new Board member, Mr. Richard Kaplan.

Review/Approval of Minutes of May 24, 2016

After review by the Board, a motion to approve the minutes of May 24, 2016 was made by Ms. Sadik-Khan, seconded by Mr. Bankson, and approved by a vote of 6-0-1. New Board member, Mr. Kaplan, abstained, as he was not a member of the Board at that time.

Executive Director's Report – presented by Allen Brown

Mr. Brown reviewed his submitted written report:

Electronic Health Records - This system goes “live” at midnight tonight June 27th. Ms. Bausch has conducted staff training for the last several weeks. Staff will now use the electronic health record capability, which replaces most handwritten record keeping and note requirements that nursing and other disciplines use. This has been a significant effort, which will lead to more efficient and accurate charting. There is no online access to these records for families or responsible parties. Next year, Ms. Bausch explains, we hope to integrate physicians, location records, and remaining medical record information in the future.

Payroll Based Journal (PBJ) – New Federal regulations go into effect on July 1st, requiring computerized payroll tracking/reporting of worked hours for all direct care staff (RNs, LPNs, CNAs, Therapists, APRNs, Dieticians, Social Workers, Recreation staff). These reports will be used to establish the 5-star rating by CMS for staffing. PBJ reports for Witherell staff will be supported by the town's payroll vendor, ADP. Contracted labor hours will need to be reported through the offices of our vendors (i.e. Select Rehab, Morrison). The first reports for FY 16/17 are due at the end of the first quarter and must include worked hours for July-Sep 2016.

Admission Activities – This coming week will be one of our busiest weeks with surgical and orthopedic admissions.

Project Report – Details of the building projects will be discussed as part of the Building Committee Report.

Staffing – With our full time staff beginning to use their vacation time more heavily as summer approaches, it puts additional stress on managers to utilize part time staff to fill the seasonally high number of open shifts. It's often necessary to have part timers exceed the maximum number of shifts they're allowed under their labor contracts. TNW utilizes part time workers in this situation because part time labor is less costly than overtime shifts. The priority for managers and supervisors is to maintain safe/adequate staffing levels.

Culinary Wellness Garden – Volunteer, Bob Willis, who several months ago proposed a culinary wellness garden to the Board, has subsequently passed away. His business partner, Mr. Harry Shea, along with Mr. Willis' wife and family, have committed to continue to plan and implement that garden. They are scheduled to fertilize and till the plot in preparation of planting next spring. Mr. Shea is also applying for a grant from The Connecticut Food System Alliance, in hopes that they will support his request to underwrite some consulting costs of a master gardener or farmer. Mrs. Lindsay Ormsby is an active member in that organization.

Introduction of Ann E. Callahan, Admissions Representative - Ms. Callahan comes to us with a wealth of experience in elder care, most recently employed by Waveny Lifecare Network for 12 years as an Administrator where she provided high levels of customer service in the supervision of 40 apartments for independent senior living. Additionally, Ms. Callahan has also held the position of Admissions Director at Greenwich Woods SNF for two years, as Community Relations Director at Stamford Health Systems for four years, where she was also an independent consultant and writer. She also has experience in marketing and public relations. Ms. Callahan holds a Masters in Mass Communication from Boston University and a B.A. in Communication with a Concentration in Marketing from Central Connecticut State University.

Admissions Report – Mr. Cossifos reported that the number of admissions for May 2016, 44, was less than the number of admissions for either of the prior 2 months; 53 in March, 54 in April.

There are 4 private pay and 1 Medicaid long-term admissions coming in the next 10 days.

Mr. Simon stated that with the expected long-term admissions and the week's scheduled short term admissions, we could be almost full this weekend. If the census reaches 197, we can also bill for bed hold days. (If a resident leaves to the hospital we cannot bill for bed hold days unless there are 5 or less available beds).

Mr. Simon commented that we've built the 5 new rooms, hired an additional staff member to the Admissions Department, and we are successfully accommodating an increased number of admissions. Mr. Brown also mentioned that Ms. Callahan will be working one weekend day per week, which will give us coverage on a day that the Admissions Office is usually closed.

Mr. Brown stated that Remedy Partners has offered us preferred provider status with the Greenwich Hospital. The agreement is currently being reviewed by TOG Law Department.

At Mr. Simon's request, TNW Finance Department determined that we service 153 Medicaid long-term patients and 212 Medicare patients with Medicaid as their secondary insurance. In total, 365 patients with Medicaid as primary or secondary coverage per year. The Town is providing a social purpose and service in support of these patients.

Mr. Simon commented that with approximately 600 admissions per year, in addition to our building census of 200, we are serving close to 800 people a year in the Town of Greenwich, about 6% - 8% of the over 65 general population.

Mr. Kaplan suggested TNW reach out to Dr. Charles (Chip) Cornell, Hospital for Special Surgery, and invite him to visit so that he may learn about Nathaniel Witherell and the services and resources we have here as a rehab facility.

Building Committee Report – presented by Louise Puschel

The TNW Building Committee met earlier today. Discussion included:

- 5 Rehab Room project: This project was completed 2 weeks ahead of schedule and \$30K under budget. Every one of these rooms is occupied today.
- Renovations to the 4 floors of the Tower: The architect and interior designers have provided TNW with the design boards, and design decisions should be made final shortly once the narrative is received. After a final review, the RFQ should go out by mid-August.
- Greenhouse replacement: This project, which will be funded through a STEAP Grant, is temporarily on hold so that full efforts can be concentrated on the Tower renovations.
- Repointing of the Administration building: This project was also completed under budget. Its' completion allows the garden planting to begin. Mr. Simon contacted Mr. Rich Green who confirmed he would be at TNW tomorrow to begin. Ms. Sadik-Khan noted that we need to first consult with Mr. Bruce Spaman, TOG Tree Warden, because the trees must be planted first; she'll email Mr. Spaman to make sure the trees are delivered before the other planting begins. During Mr. Hornak's absence for the next 3 weeks, Mr. Brown will be the point person here at TNW and will make sure that Mr. Green has the planting plan.
- The courtyard deck is framed and following some Town inspections, is anticipated to be done within two weeks.
- New laundry equipment will be arriving in the next two months.
- Auditorium renovations: While there is separate funding for this project, work will be done as concurrently as possible with the Tower renovations.

Mr. Kaplan questioned why TNW has its' own laundry facility. Mr. Brown responded that a study done 6-7 years ago proved it was much more cost effective than outsourcing. At Mr. Kaplan's suggestion that it be researched again, Mr. Simon stated that he if supplied them with vendor names they would possibly look into obtaining pricing from those vendors. Ms. Puschel noted that we also do the residents' personal laundry, which could prove very difficult to send out of the facility.

Finance Committee Report - presented by Lloyd Bankson

Mr. Bankson thanked Mr. Hornak for getting the 5 rehab room renovation project completed ahead of schedule and under budget.

Mr. Bankson reported the following:

May 2016 Private Pay Census of 16.1% vs. a Budget of 25.1% (930 days Actual vs. Budget of 1,518 days)

May 2016 YTD Private Pay Census of 21.8% vs. a Budget of 25.2% (13,447 days Actual vs. Budget of 16,232 days)

From the Finance Committee Statement of Operations and Fund Flow Report: Net TNW Revenues, 2016 Projection is \$26,055,478, 2017 Budget is \$27,174,007, a 4.29% increase. Mr. Bankson noted that although this reflects a challenging necessity to increase Private Pay by 10%, he sees a 4.29% increase on the revenue side as very “do-able”.

On the expense side, as a result of Mr. Simon’s discussions/negotiations with the BET, with regard to interest expense, debt repayment, and fringe benefits, it all adds up to more than a million dollars of reduction of costs. Total Appropriated Spending is to go up 0.11% (2017 change from 2016 projection) because of the large reduction in items such as Interest Expense and Debt Repayment.

Mr. Bankson believes we have an attainable budget for next year, a phenomenal achievement after a somewhat long, difficult period.

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

Ms. Sadik-Khan reported that on June 16th the FNW Board approved a payment, as the final payment of Project Renew, which was then paid to the Town of Greenwich in the amount of \$600K.

On June 23rd, 115 people attended the celebratory dinner to honor Mr. David G. Ormsby. A \$70K profit was had and has been designated for the Resident Life Fund.

The annual golf tournament will be held on Wednesday September 21st at the Griff. More information will be available shortly.

Nursing Department Updates – Lynn Bausch

Ms. Bausch reported on the status of electronic medical record documentation for the clinical team, which has been a huge undertaking. Training is complete and the system is going “live” tonight at midnight. All clinical Matrix questions are being directed to Ms. Bausch. We are currently downloading all patient immunization information so that information can be uploaded to Matrix. The next project will then be to get all living wills, advance directives and powers of attorney uploaded as well.

The nursing staff on the Garden level is very excited about the 5 new rehab rooms and the increase in census, and is very committed to doing a great job.

Ms. Bausch reported that the conversion of our in-house training program from Care-to-Learn to Relias which began last year is finally complete.

Resident Life Committee – presented by Lynn Bausch

Highlights for the month of June:

- Summer barbeques began this month and are held every Wednesday at 12 noon. Each week 2 long term floors and all of rehab are invited. Ms. Bausch encourages Board members to come and take part.
- *Critter Caravan* was here to delight our residents with a selection of wildlife that included a chinchilla, a hedgehog, a snake, a tortoise and more!
- Mr. Tony Correale, Greenwich Chaplaincy, partners with Mr. Vincent Galizi, one of Witherell's Therapeutic Recreation Directors, once a week to read and sing hymns on the 2nd and 3rd floors.
- Resident Council – Our main focus and concern is that we treat our residents with dignity and respect every day.

BET Nathaniel Witherell Strategic Planning Committee - Mr. Norton reported that this committee has had 10 meetings, and following a brief hiatus, will resume on July 11th. They have participated in site visits to Waveny, Greenwich Woods, Maplewood and Edgehill, where they met with the directors and/or marketing directors of those facilities. Meetings with Remedy Partners and Yale New Haven Hospital have been scheduled for next month.

The committee has determined 4 issues/questions they will address:

1. What is TNW's value to TOG, both tangible and non-tangible?
2. Is the business model the best?
3. Is the financial model the best?
4. What is the future of skilled nursing facilities (SNF's)?

Chairman's Report – presented by Laurence Simon

Mr. Simon distributed the Ethics Committee letter/request and asked all Board members to comply with the directive issued to all Town officers.

The Strategic Planning Committee of the BET has been involved in discussions about the buildings on the Nathaniel Witherell campus, including how the land came to us and under what stipulations. The Pavilion, which houses 5 apartments, has raised the question as to who's responsible for them. Mr. Simon has sent inquiries to Planning & Zoning and the Community Block Development Grant Departments as to how these apartments are defined. The Town Charter gives the NW Board the responsibility for the management of the Pavilion, but to what extent/capacity is unclear.

Mr. Simon states that as the fiscal year ends, we are transitioning into next year, where we expect to complete our renovation project, we have an additional full time person in Admissions, and beginning July 1st, we have committed to the budget, both on the revenue and expense sides. It is extremely important that we focus on admissions, keeping full occupancy and managing expenses as best as possible.

It will be a challenging year as reimbursement changes, and Mr. Simon noted that he was pleased to have Mr. Kaplan join the Board with his knowledge of the nursing home industry. Mr. Simon would like to have someone from the marketing area fill the last vacancy on the Board and welcomes suggestions from the other Board members.

Mr. Simon stated that Witherell has one great advantage: “We provide high quality care”.

New Business – Mr. Neff directed a comment to Mr. Norton, with regard to the history of this property, that someone should verify the relationship were this facility property to ever *not be* what it currently does.

The meeting was adjourned at 6:45 PM.

Respectfully Submitted,
Louise Puschel, Board Secretary
July 7, 2016



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July 7, 2016

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