1. NW Board Of Directors Meeting Agenda July 25, 2022
   Documents:
   
   TNW BOARD OF DIRECTORS AGENDA 2022_07_25.PDF

2. NW Board Of Directors Meeting Draft Minutes Of June 20, 2022
   Documents:
   
   TNW BOARD MINUTES 2022_06_20 VERSION 2.PDF

2.I. NW Board Of Directors Meeting Approved Minutes Of June 20, 2022
   Documents:
   
   TNW BOARD MINUTES 2022_06_20 APPROVED.PDF
In-Person Board Meeting in the Chapel
Masks and Temperature check required to enter TNW

Monday July 25, 2022
Time: 5:30 PM

AGENDA

1. Medical Director’s Report – Frank Walsh, MD
2. Review/Approval - Minutes June 20, 2022 – Chairman
3. Reports
   a. Executive Director-John Mastronardi
   b. Building Committee –Paul Hopper and Stefano Materia
   c. Finance Committee-Nisha Hurst and Nunzio Raimo
   d. Marketing-Chris Carter
   e. Volunteers and Interior Design-Kate Tabner
4. Chairman’s Discussion – Laurence Simon
   a. Plan to use additional Medicaid Funds for FY 23
   b. Strategic Planning Discussions-Summer 2022
   c. Recap for the year and challenges facing TNW
5. New Business
6. Adjournment

2022 Calendar of Board Meetings (in person)

September 19, 2022  October 17, 2022  November 14, 2022

cc: Town Clerk
Board of Directors Zoom Board Meeting
Minutes
June 20, 2022

Present: Laurence B. Simon, Chairman; Suzanne Brown; Christopher Carter; Paul Hopper; Nisha Hurst; Richard Kaplan; Kate Tabner

Absent: Melissa Gibbons, Secretary; Nirmal Patel, MD, MPH

Staff: Michel Baptiste, Housekeeping/Laundry/Dietary Supervisor; Chris Ann Bennett, Infection Preventionist; Nadia Benson, Deputy and Director of Nursing; Linda Marini, Assistant to Executive Director; John Mastronardi, Executive Director; Stefano Materia, Director of Facility Operations; Nunzio Raimo, Director of Financial Operations; Mary Vinton, FNW Development Director; Dr. Frank Walsh, Medical Director; Margaret Wayne, Associate Director of Nursing

Guests: Amy Badini, Family Council; Barbara Darula; Georgette Discala Diamandis; William Drake, BET Liaison; Laura Erickson, BET Liaison; Elizabeth Franklin; Paul Kramer; Joan Merrill; Hilary Mitchell; Paul Scholtes; Mary Alice Schulte; Ellen Wolfson, Commission on Aging

Mr. Simon opened the meeting at 5:01 PM via Zoom Webinar.

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

Dr. Walsh reported that today’s census was 180, including 6 new admissions this past Saturday and 2 today.

We currently have no active COVID cases in the building among residents and staff. Of those testing positive most recently, the majority were either not very ill or asymptomatic; and, as a result, most recovered very quickly. Admissions that come to NW as COVID positive are first quarantined upon their arrival. Dr. Walsh reminded the audience that all staff and residents have met the requirements regarding vaccinations.

Ms. Brown questioned whether there will be an additional protocol put in place in anticipation of another wave of COVID suspected to take place this fall. Dr. Walsh assured everyone that we will continue to follow our current protocols regarding vaccination, testing and quarantining.
Dr. Walsh stated that we receive frequent transfers of residents from other nursing homes in the area because they are unhappy with the care they are receiving elsewhere. He noted that census is extremely low at Greenwich Woods, with approximately 70 residents.

Dr. Walsh stated that the majority of short-term patients recently being admitted are much sicker individuals, some on hospice, some on continuous IV therapies. We do not admit as many orthopedic patients as we used to; many of those patients are being sent directly home. He also noted that Managed Medicare holds residents to very short rehab stays.

Mr. Simon introduced Ms. Mary Vinton, the new Development Director of the Friends of Nathaniel Witherell. Ms. Vinton’s appointment follows the retirement of Scott Neff as Executive Director of the Friends of Nathaniel Witherell.

**Review/Approval of Minutes of April 25, 2022**

A motion to approve the minutes of the April 25, 2022 meeting of the Board of Directors was made by Mr. Hopper, seconded by Mr. Kaplan. A vote was taken, and the minutes were approved by a vote of 5-0-0.

**Executive Director’s Report - presented by John Mastronardi**

**Nurse Training:** Mr. Mastronardi reviewed the training topics that the nursing staff is undergoing. Topics include:
- Prevention of Abuse & Neglect
- Reportable Incident Policy
- CPR/Code status
- PASRR (Preadmission Screening and Resident Review) – this is federal requirement to help ensure that people are not inappropriately placed in Nursing Facilities for long term care.
- Flu & Pneumococcal Immunizations
- Psychiatry consults, antipsychotic use
- Hemodialysis
- Care Plans
- Accident Prevention
- Facility Vehicle Transport Policy
- Weights & Weight Loss
- Food Storage Policy

**Staffing** – Mr. Mastronardi reported that the latest figures from the Bureau of Labor Statistics showed a record 11.5 million job openings in the past month, while a new survey of 400 HR leaders by Talent Works, the recruiting company, found that it takes double the time to hire for open roles today, compared to 2019. But the strategies also reflect the pandemic times we are living in. After a tough two years and counting, workers are recalibrating what
they want out of their jobs. An American Health Care Association poll shows 87% of nursing homes have experienced staff shortages and almost all of them (99%) have had to ask their employees to work extra hours to cover for staff shortages.

NW held a Job Fair on June 12th from 10:00 AM – 3:00 PM, and ran ads and notices for it in Newsbreak.com, Spot on Connecticut and Patch.com. The Patch story was carried in Greenwich, Bedford, Stamford, and Port Chester. It was lightly attended; we hired 3 CNA’s from it. We will hold another Job Fair at a different time frame, from 4:00-7:00 PM, to capture interested candidates who may typically attend Sunday morning church services.

Recruitment update: At this moment, we have 1 CNA, 1 LPN, and 1 RN who have received clearance for hire. We have 3 LPN’s and 1 CNA pending clearance for hire. Also in preliminary hiring stages are 5 RN applicants and 1 LPN applicant. In the Dietary department, we have converted 9 part time, non-represented Food Service Workers to part-time represented (Teamster) employees.

In response to Ms. Brown’s question regarding current staffing, Ms. Benson outlined the following current staffing numbers:
- 1 CNA per 7/8 residents long-term day shift; 1 CNA per 9/10 resident evening shift
- 2 Nurses per floor on the day shift
- 1 Nurse per unit on the evening and the night shift
- 3 PCC’s (Patient Care Coordinators) are on the roster.

On June 13th, Nicodee Gray-Brooks, began as the second APRN at NW. She will be assigned primarily to long-term residents; Laura Giovannoli, our current APRN, will focus on short-term residents.

Volunteers – In April, TNW received 274 hours of service from 174 volunteers throughout areas such as Chapel services, the hair salon, and music recreation. During May, we have had 145 volunteers who supplied us with 381 hours of service.

Medical / Surgical Supply savings – FYTD, for the period of July 2021 – May 2022, the budgeted amount for Medical/Surgical supplies was $532K; the Actual amount spent was $343K, a savings year to date of $189K.

In response to Ms. Brown’s questions regarding State Survey, Ms. Benson reported that we received 16 tags, clinical and environmental. Mr. Mastronardi stated that we are focusing the Nurse training topics based on the trouble areas. We also perform departmental mock surveys throughout the year in preparation for survey, and also with our pharmacy provider.

Our long-time Associate Director of Nursing, Margaret Wayne, will be retiring at the end of July this year. Ms. Benson and Mr. Mastronardi are modifying the job description to begin recruitment for that position.
Building Committee Report - presented by Paul Hopper and Stefano Materia

Mr. Hopper welcomed our new Director of Facility Operations, Mr. Stefano Materia. Mr. Materia has been with NW just over a month and doing a great job of “learning the ropes” and getting up to speed with current projects.

Mr. Hopper reviewed the following:
- NW has received several bids for the replacement of the Chapel windows. This project is being funded through a grant from the Friends of Nathaniel Witherell.
- Operations is pursuing the RFB proposal for the 2nd phase of the Town electrical panel project. We will need more information from the engineers to complete the proposal.
- NW has been monitoring the Tower elevators; no news to report at this time.

Mr. Materia reviewed the following:
- Mr. Materia stated that we have 2 bids for the Chapel window replacement. Before making a decision, he will meet with each vendor to confirm that their bids reflect what we are looking for. Since the funds for this project have been received from a donated source outside of the Town, he will determine from Purchasing if it will still be necessary to go out to bid.
- We will need to go out to bid for the 2nd phase of the Tower electrical panel project. Mr. Materia is finalizing the necessary information for that bid.
- Mr. Materia has also been working on room design with Jefferson, a design firm, which will produce sample designs for single and double occupancy rooms. Mr. Materia, Mr. Mastronardi and Ms. Benson would also like to incorporate ‘sensory therapy’ items, especially on the Camelot unit.
- Also looking at sensory therapies, regarding colors, textures, artwork, etc for the 3rd floor Camelot unit.
- Painting is complete on 2 floors. We are holding off on the 1st and 3rd floors until we have more input from the design team at Jefferson.
- We have an applicant who has passed the test for the Maintenance Mechanic position and will be interviewing that individual next week and begin the onboarding process should he accept our conditional offer. We have posted for the 2nd Maintenance Mechanic position that we have open and the Town will begin the testing process shortly.
- Mr. Materia will be speaking with Rich Green Landscaping about beautifying the front of the building for the July 4th holiday. Mr. Materia will also be discussing the terms of the existing Rich Green Landscaping contract.
- Ms. Brown asked if they could look at increasing the number of rose bushes in the Rose Garden. Mr. Materia agreed that was on his project list now that the poison ivy has been removed from the area.
Finance Report – presented by Nunzio Raimo

Mr. Raimo reviewed the Financial Statement and Operating Results for the period ending May 31, 2022:

- Total days billed for May 2022 were 5,479. The May 2022 FYTD Cost Per Resident Day for May 2022 was $451.
- Occupancy Percentage for May was 87%, which is fairly consistent with the average YTD. Average beds per day for May 2022 was 176.7. The percent variance to budget for May 2022 was 6% off the budgeted mark. We hit the revenue budget amount this month primarily because Medicare Part A was over 1,000 days this month.
- May 2022 revenue from operations was $2,613,870, exceeding the budgeted target revenue. For 6 consecutive months of this fiscal year (and 8 out of 11 months YTD), we have exceeded the Revenue target.
- Two efficiency metrics: 1.) Monthly revenue per FTE (which is an indicator of staffing efficiency) for May 2022 was $12,590; 2.) Revenue per billable patient day (which shows the efficiency of our revenue stream from operations) for May 2022 was $477.00, above the fiscal year average of $471.
- Revenue May 2022 YTD Actual was $27,783,536 compared to budget of $26,735,717, a positive variance of $1,047,819.
- Expenses from Operations for May 2022 YTD Actual were $19,360,943 compared to budget of $20,823,654, under budget by $1,462,711.
- May 2022 YTD Margin Before Debt & Allocation of $8,422,593, $2,510,529 over Budget.
- May 2022 YTD Margin Before Debt & Capital was $3,376,988, compared to our budget of $(99,171), ahead of our target by $3,476,159.
- May YTD 2022 Actual Capital Expenditures were $439,874.
- May 2022 FYTD Operating Profit Before Debt Service was $3,080,029.
- Net Revenues May 2022 FYTD were $1,278,639, with a positive variance FYTD of $3,619,075; averaging $116/month net revenue over expense (without contribution from General Fund).
- End of year projection (without contribution from General fund) will show financial results in the black by over $1.3M.
- For May YTD 2022 Benefits were under budget by $961,146. Mr. Simon noted that we have 148 employees in our budget but are currently down by 9 full time employees. We have also decreased the number of employees on the defined benefit plan by 10. It costs 10-11% more to have an employee on the defined benefit program as opposed to the defined contribution plan.
- For May YTD 2022 Salaries & Wages were under budget by $891,638.
- For May YTD 2022 OTPS were $16,606 under budget.
- For May YTD 2022 Supplies & Materials were under budget by $497,943
- For May YTD 2022 Maintenance expenditures were under budget by $56,524.

The total amount of Federal funds we received this fiscal year was $73,648.

The Medicaid increase we had received went away April 1, 2022; our Medicaid reimbursement rate went from $335.65/day to $306.37/day.
Although Medicare PDPM rates are expected to decrease approximately 3% in October 2022, Mr. Raimo does not believe we will be grossly adversely affected.

Mr. Kaplan asked Mr. Raimo to run an analysis on the following: What might we expect the financial results to be, assuming the same census next year, with the increase in the Medicaid rate and the Medicare reduction for the Part A days?

Mr. Raimo noted that we have the steps in place to bring in higher acuity patients, which should counteract any reduction in Medicare A that we have to deal with.

**Marketing – presented by Christopher Carter**

Mr. Carter reported that traffic on the website has increased 150% from 3 months ago. The number of sessions on the site has increased and people are staying longer on the site. There is a 136% increase in reading more of our website pages which is being driven by a combination of paid Google ads and social media.

Harrison Edwards implemented the Google campaign in March and page search is now driving 67% of the Web traffic compared to 34%. Social Media is up 96%.

By the next Board meeting Mr. Carter should have some more detailed results on the Geo-targeting aspects of the campaign.

The lead notice in the Family Update Section of the website is that we are now allowing a family member to go to the resident’s room for them and transport to and from the units for visitation. Mr. Carter asked if anyone has ideas or suggestions on items we can put in the family update section, to please let him know. However, he reminds us that the main purpose of the rest of the website is as a marketing tool to ‘sell’ the Nathaniel Witherell. There have also been some very preliminary discussions with Harrison Edwards about the possibility of creating a newsletter for families.

There have been 26 Facebook posts since the last board meeting, including recent posts on the Job Fair that was held on June 12, and another on building back muscle with exercise and good nutrition and included recipes for protein rich chocolate cookies.

We have over 1,600 Facebook followers. We are doing better on that front than any of our competitors, including the Osborne and the Greens at Greenwich.

We posted five blogs, since the last meeting, including: 1. *How to Communicate with People with Dementia, Creativity Goes a Long Way*; and, 2. *Medicare, Where Coverage Doesn’t Mean Covered*.

To Mr. Simon’s question about Facebook posting to communicate and advertise activities that are going on within NW, Mr. Carter responded that email marketing is much more effective than Facebook for that sort of communication and advertisement.
Ms. Tabner suggested doing some advertising posts/stories on Instagram; she noted that it is a lot faster and will be further reaching; it may be an avenue to explore going forward.

**Room Design and Volunteers – presented by Kate Tabner**

**Interior redesign:** Ms. Tabner recently toured the building to familiarize herself with the current room layouts and design. She will discuss further with Messrs. Simon and Mastronardi with regard to redesign and remodeling.

Although Mr. Simon had hoped to possibly avoid hiring an outside design firm for the room design, Mr. Mastronardi sees the project as a joint effort between the Board members and operations. Mr. Materia has already been in conversation with one or two design firms. Mr. Materia noted that with regard to these firms, room design is their expertise; it is our job to use them as a tool to help design the rooms. We can have them create different palates/scenarios from which we can choose and be included in the process. It is our responsibility to create a great environment for our residents and their families.

Mr. Materia noted several concerns to be considered for the room redesign:
- rooms must be wheelchair friendly
- reachable charging ports
- reachable lighting
- cosmetic changes & refresh
- appropriate furnishings and artwork; thoughts of sensory therapy
- in-room audio visual technology
- LT and ST room design differences.

**Volunteers:**
- Ms. Tabner has had productive discussions with Mary Tate, Volunteer Coordinator, and Amy Badini and Sheilah Smith, from Family Council.
- Volunteers are a strong presence in the building; the only volunteers who have not returned are primarily those that were helping out in the kitchen/dining rooms, the majority of whom have not received the COVID vaccine.
- We have many summer-time student volunteers; students must be at least 16 years old and have been vaccinated.
- Many activities continue, and there are also many other avenues to explore. There may also be some decision points to make in terms of expanding activities and volunteer options. But those are bigger questions and would probably involve spending money. Further discussion will be needed.

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

**Additional Medicaid Funds:** Mr. Simon stated that Medicaid gave every nursing home in the state a 4.5% increase in their Medicaid rate; for TNW this translates to $14.25/day more as
part of a permanent wage increase. We are running at 36,000 Medicaid days, approximately $510K per year.

- this money can be spent on permanent wage increases only; whether it is previously negotiated contractual increases that occur on July 1, or anything else that is a permanent wage increase.
- From the original amount of $510K, $250K was used for negotiated pay increases, leaving $270K to be allocated for additional staff increases.
- NW can allocate it any way we choose as long as it is a permanent wage increase. The only people that are not eligible are Messrs. Mastronardi and Raimo and Ms. Benson.
- Last year the Teamsters felt that this would translate to a 4.5% raise increase for everyone and have appealed to the State Labor Board.
- Mr. Simon would like to propose to the Town and to the Unions that everyone get between $1.00 & $1.50 hourly increase as a permanent wage increase for regular and overtime hours worked. The goal is to encourage and reward people for working. This would not include sick time, personal time, holiday, doctor time, etc.
- This $270K divided between approximately 160 staff members would equal about $1,500/person before tax. Mr. Mastronardi believes this is a positive proposal. Staff should be recognized for their dedication during the 2 years of COVID.
- There was Board discussion on whether those in certain jobs should receive more of the increase than others; or those making below a particular hourly wage should be the only ones to receive the increase. Ms. Hurst stated that everyone is equally valuable; “you want them working as a team not dividing them; it is not about the dollars, it is more the acknowledgement that we appreciate everyone’s effort through the last two years and going forward; everyone’s valuable”. Mr. Materia noted that it should be spread evenly to recognize everyone. Mr. Mastronardi stated that in his discussions with staff, the response to the potential equal/even distribution of this money has been very favorable; they all simply and rightly want to be recognized.
- Although it seems the Board is in agreement with Mr. Simon’s proposal of dividing the money equally, Mr. Simon will communicate back to the Board and take an informal poll of everyone’s thoughts before the final proposal is made.

Board members: Mr. Simon announced that Ms. Brown’s tenure on the NW Board will expire on June 30, 2022. Ms. Brown has served on the Board for 3 years as a valued member sharing her background and expertise in Geriatric Nursing. Mr. Simon thanked her for her time and efforts on behalf of the Town and Nathaniel Witherell. Ms. Brown will continue to serve on the Board through July 2022.

Mr. Brad Markowitz will replace Ms. Brown following his appointment by the RTM. Mr. Simon stated that he supported Mr. Markowitz’s appointment based on his strategic and operational expertise, and his knowledge of the Continuum of Care. Mr. Simon is currently focusing on strategic alliances and where NW is going as an institution strategically.

Mr. Simon noted that the July Board meeting will be an in-person meeting. He would like it to include a reception to thank both Ms. Brown and Ms. Joan Merrill for their service on the NW Board of Directors.
Strategic Plan – Mr. Simon stated that Mr. Kaplan will lead the strategic plan effort. Messrs. Kaplan, Simon and Markowitz will develop an outline for the Board as to where NW can best succeed as an organization. Following the development of the Strategic Plan, as previously stated by Mr. Simon, we will hold a public hearing in the fall to hear what the residents of Greenwich want to see for Nathaniel Witherell’s future.

Mr. Simon noted that he should have a resolution concerning the RFP for TNW Management Services within the next 2 weeks.

The next Board meeting is scheduled for July 25, 2022, at 5:30 PM, and will be in person at Nathaniel Witherell. The meeting will include a reception to honor Ms. Suzanne Brown and Mrs. Joan Merrill’s service on the NW Board.

A motion to adjourn the meeting at 6:48 PM was made by Mr. Kaplan, seconded by Ms. Brown and approved by a vote of 7-0-0.

Respectfully Submitted,
Linda Marini
June 29, 2022
Board of Directors Zoom Board Meeting
Minutes
June 20, 2022

Present: Laurence B. Simon, Chairman; Suzanne Brown; Christopher Carter; Paul Hopper; Nisha Hurst; Richard Kaplan; Kate Tabner

Absent: Melissa Gibbons, Secretary; Nirmal Patel, MD, MPH

Staff: Michel Baptiste, Housekeeping/Laundry/Dietary Supervisor; Chris Ann Bennett, Infection Preventionist; Nadia Benson, Deputy and Director of Nursing; Linda Marini, Assistant to Executive Director; John Mastronardi, Executive Director; Stefano Materia, Director of Facility Operations; Nunzio Raimo, Director of Financial Operations; Mary Vinton, FNW Development Director; Dr. Frank Walsh, Medical Director; Margaret Wayne, Associate Director of Nursing

Guests: Amy Badini, Family Council; Barbara Darula; Georgette Discala Diamandis; William Drake, BET Liaison; Laura Erickson, BET Liaison; Elizabeth Franklin; Paul Kramer; Joan Merrill; Hilary Mitchell; Paul Scholtes; Mary Alice Schulte; Ellen Wolfson, Commission on Aging

Mr. Simon opened the meeting at 5:01 PM via Zoom Webinar.

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

Dr. Walsh reported that today’s census was 180, including 6 new admissions this past Saturday and 2 today.

We currently have no active COVID cases in the building among residents and staff. Of those testing positive most recently, the majority were either not very ill or asymptomatic; and, as a result, most recovered very quickly. Admissions that come to NW as COVID positive are first quarantined upon their arrival. Dr. Walsh reminded the audience that all staff and residents have met the requirements regarding vaccinations.

Ms. Brown questioned whether there will be an additional protocol put in place in anticipation of another wave of COVID suspected to take place this fall. Dr. Walsh assured everyone that we will continue to follow our current protocols regarding vaccination, testing and quarantining.
Dr. Walsh stated that we receive frequent transfers of residents from other nursing homes in the area because they are unhappy with the care they are receiving elsewhere. He noted that census is extremely low at Greenwich Woods, with approximately 70 residents.

Dr. Walsh stated that the majority of short-term patients recently being admitted are much sicker individuals, some on hospice, some on continuous IV therapies. We do not admit as many orthopedic patients as we used to; many of those patients are being sent directly home. He also noted that Managed Medicare holds residents to very short rehab stays.

Mr. Simon introduced Ms. Mary Vinton, the new Development Director of the Friends of Nathaniel Witherell. Ms. Vinton's appointment follows the retirement of Scott Neff as Executive Director of the Friends of Nathaniel Witherell.

**Review/Approval of Minutes of April 25, 2022**

A motion to approve the minutes of the April 25, 2022 meeting of the Board of Directors was made by Mr. Hopper, seconded by Mr. Kaplan. A vote was taken, and the minutes were approved by a vote of 5-0-0.

**Executive Director’s Report - presented by John Mastronardi**

**Nurse Training:** Mr. Mastronardi reviewed the training topics that the nursing staff is undergoing. Topics include:

- Prevention of Abuse & Neglect
- Reportable Incident Policy
- CPR/Code status
- PASRR (Preadmission Screening and Resident Review) – this is federal requirement to help ensure that people are not inappropriately placed in Nursing Facilities for long term care.
- Flu & Pneumococcal Immunizations
- Psychiatry consults, antipsychotic use
- Hemodialysis
- Care Plans
- Accident Prevention
- Facility Vehicle Transport Policy
- Weights & Weight Loss
- Food Storage Policy

**Staffing** – Mr. Mastronardi reported that the latest figures from the Bureau of Labor Statistics showed a record 11.5 million job openings in the past month, while a new survey of 400 HR leaders by Talent Works, the recruiting company, found that it takes double the time to hire for open roles today, compared to 2019. But the strategies also reflect the pandemic times we are living in. After a tough two years and counting, workers are recalibrating what
they want out of their jobs. An American Health Care Association poll shows 87% of nursing homes have experienced staff shortages and almost all of them (99%) have had to ask their employees to work extra hours to cover for staff shortages.

NW held a Job Fair on June 12th from 10:00 AM – 3:00 PM, and ran ads and notices for it in Newsbreak.com, Spot on Connecticut and Patch.com. The Patch story was carried in Greenwich, Bedford, Stamford, and Port Chester. It was lightly attended; we hired 3 CNA’s from it. We will hold another Job Fair at a different time frame, from 4:00-7:00 PM, to capture interested candidates who may typically attend Sunday morning church services.

Recruitment update: At this moment, we have 1 CNA, 1 LPN, and 1 RN who have received clearance for hire. We have 3 LPN’s and 1 CNA pending clearance for hire. Also in preliminary hiring stages are 5 RN applicants and 1 LPN applicant. In the Dietary department, we have converted 9 part time, non-represented Food Service Workers to part-time represented (Teamster) employees.

In response to Ms. Brown’s question regarding current staffing, Ms. Benson outlined the following current staffing numbers:
- 1 CNA per 7/8 residents long-term day shift; 1 CNA per 9/10 resident evening shift
- 2 Nurses per floor on the day shift
- 1 Nurse per unit on the evening and the night shift
- 3 PCC’s (Patient Care Coordinators) are on the roster.

On June 13th, Nicodee Gray-Brooks, began as the second APRN at NW. She will be assigned primarily to long-term residents; Laura Giovannoli, our current APRN, will focus on short-term residents.

Volunteers – In April, TNW received 274 hours of service from 174 volunteers throughout areas such as Chapel services, the hair salon, and music recreation. During May, we have had 145 volunteers who supplied us with 381 hours of service.

Medical / Surgical Supply savings – FYTD, for the period of July 2021 – May 2022, the budgeted amount for Medical/Surgical supplies was $532K; the Actual amount spent was $343K, a savings year to date of $189K.

In response to Ms. Brown’s questions regarding State Survey, Ms. Benson reported that we received 16 tags, clinical and environmental. Mr. Mastronardi stated that we are focusing the Nurse training topics based on the trouble areas. We also perform departmental mock surveys throughout the year in preparation for survey, and also with our pharmacy provider.

Our long-time Associate Director of Nursing, Margaret Wayne, will be retiring at the end of July this year. Ms. Benson and Mr. Mastronardi are modifying the job description to begin recruitment for that position.
Building Committee Report - presented by Paul Hopper and Stefano Materia

Mr. Hopper welcomed our new Director of Facility Operations, Mr. Stefano Materia. Mr. Materia has been with NW just over a month and doing a great job of “learning the ropes” and getting up to speed with current projects.

Mr. Hopper reviewed the following:
- NW has received several bids for the replacement of the Chapel windows. This project is being funded through a grant from the Friends of Nathaniel Witherell.
- Operations is pursuing the RFB proposal for the 2nd phase of the Town electrical panel project. We will need more information from the engineers to complete the proposal.
- NW has been monitoring the Tower elevators; no news to report at this time.

Mr. Materia reviewed the following:
- Mr. Materia stated that we have 2 bids for the Chapel window replacement. Before making a decision, he will meet with each vendor to confirm that their bids reflect what we are looking for. Since the funds for this project have been received from a donated source outside of the Town, he will determine from Purchasing if it will still be necessary to go out to bid.
- We will need to go out to bid for the 2nd phase of the Tower electrical panel project. Mr. Materia is finalizing the necessary information for that bid.
- Mr. Materia has also been working on room design with Jefferson, a design firm, which will produce sample designs for single and double occupancy rooms. Mr. Materia, Mr. Mastronardi and Ms. Benson would also like to incorporate ‘sensory therapy’ items, especially on the Camelot unit.
- Also looking at sensory therapies, regarding colors, textures, artwork, etc for the 3rd floor Camelot unit.
- Painting is complete on 2 floors. We are holding off on the 1st and 3rd floors until we have more input from the design team at Jefferson.
- We have an applicant who has passed the test for the Maintenance Mechanic position and will be interviewing that individual next week and begin the onboarding process should he accept our conditional offer. We have posted for the 2nd Maintenance Mechanic position that we have open and the Town will begin the testing process shortly.
- Mr. Materia will be speaking with Rich Green Landscaping about beautifying the front of the building for the July 4th holiday. Mr. Materia will also be discussing the terms of the existing Rich Green Landscaping contract.
- Ms. Brown asked if they could look at increasing the number of rose bushes in the Rose Garden. Mr. Materia agreed that was on his project list now that the poison ivy has been removed from the area.
Finance Report – presented by Nunzio Raimo

Mr. Raimo reviewed the Financial Statement and Operating Results for the period ending May 31, 2022:

- Total days billed for May 2022 were 5,479. The May 2022 FYTD Cost Per Resident Day for May 2022 was $451.
- Occupancy Percentage for May was 87%, which is fairly consistent with the average YTD. Average beds per day for May 2022 was 176.7. The percent variance to budget for May 2022 was 6% off the budgeted mark. We hit the revenue budget amount this month primarily because Medicare Part A was over 1,000 days this month.
- May 2022 revenue from operations was $2,613,870, exceeding the budgeted target revenue. For 6 consecutive months of this fiscal year (and 8 out of 11 months YTD), we have exceeded the Revenue target.
- Two efficiency metrics: 1.) Monthly revenue per FTE (which is an indicator of staffing efficiency) for May 2022 was $12,590; 2.) Revenue per billable patient day (which shows the efficiency of our revenue stream from operations) for May 2022 was $477.00, above the fiscal year average of $471.
- Revenue May 2022 YTD Actual was $27,783,536 compared to budget of $26,735,717, a positive variance of $1,047,819.
- Expenses from Operations for May 2022 YTD Actual were $19,360,943 compared to budget of $20,823,654, under budget by $1,462,711.
- May 2022 YTD Margin Before Debt & Allocation of $8,422,593, $2,510,529 over Budget.
- May 2022 YTD Margin Before Debt & Capital was $3,376,988, compared to our budget of $(99,171), ahead of our target by $3,476,159.
- May YTD 2022 Actual Capital Expenditures were $439,874.
- May 2022 FYTD Operating Profit Before Debt Service was $3,080,029.
- Net Revenues May 2022 FYTD were $1,278,639, with a positive variance FYTD of $3,619,075; averaging $116/month net revenue over expense (without contribution from General Fund).
- End of year projection (without contribution from General Fund) will show financial results in the black by over $1.3M.
- For May YTD 2022 Benefits were under budget by $961,146. Mr. Simon noted that we have 148 employees in our budget but are currently down by 9 full time employees. We have also decreased the number of employees on the defined benefit plan by 10. It costs 10-11% more to have an employee on the defined benefit program as opposed to the defined contribution plan.
- For May YTD 2022 Salaries & Wages were under budget by $891,638.
- For May YTD 2022 OTPS were $16,606 under budget.
- For May YTD 2022 Supplies & Materials were under budget by $497,943
- For May YTD 2022 Maintenance expenditures were under budget by $56,524.

The total amount of Federal funds we received this fiscal year was $73,648.

The Medicaid increase we had received went away April 1, 2022; our Medicaid reimbursement rate went from $335.65/day to $306.37/day.
Although Medicare PDPM rates are expected to decrease approximately 3% in October 2022, Mr. Raimo does not believe we will be grossly adversely affected.

Mr. Kaplan asked Mr. Raimo to run an analysis on the following: What might we expect the financial results to be, assuming the same census next year, with the increase in the Medicaid rate and the Medicare reduction for the Part A days?

Mr. Raimo noted that we have the steps in place to bring in higher acuity patients, which should counteract any reduction in Medicare A that we have to deal with.

Marketing – presented by Christopher Carter

Mr. Carter reported that traffic on the website has increased 150% from 3 months ago. The number of sessions on the site has increased and people are staying longer on the site. There is a 136% increase in reading more of our website pages which is being driven by a combination of paid Google ads and social media.

Harrison Edwards implemented the Google campaign in March and page search is now driving 67% of the Web traffic compared to 34%. Social Media is up 96%.

By the next Board meeting Mr. Carter should have some more detailed results on the Geo-targeting aspects of the campaign.

The lead notice in the Family Update Section of the website is that we are now allowing a family member to go to the resident’s room for them and transport to and from the units for visitation. Mr. Carter asked if anyone has ideas or suggestions on items we can put in the family update section, to please let him know. However, he reminds us that the main purpose of the rest of the website is as a marketing tool to ‘sell’ the Nathaniel Witherell. There have also been some very preliminary discussions with Harrison Edwards about the possibility of creating a newsletter for families.

There have been 26 Facebook posts since the last board meeting, including recent posts on the Job Fair that was held on June 12, and another on building back muscle with exercise and good nutrition and included recipes for protein rich chocolate cookies.

We have over 1,600 Facebook followers. We are doing better on that front than any of our competitors, including the Osborne and the Greens at Greenwich.

We posted five blogs, since the last meeting, including: 1. How to Communicate with People with Dementia, Creativity Goes a Long Way; and, 2. Medicare, Where Coverage Doesn’t Mean Covered.

To Mr. Simon’s question about Facebook posting to communicate and advertise activities that are going on within NW, Mr. Carter responded that email marketing is much more effective than Facebook for that sort of communication and advertisement.
Ms. Tabner suggested doing some advertising posts/stories on Instagram; she noted that it is a lot faster and will be further reaching; it may be an avenue to explore going forward.

**Room Design and Volunteers – presented by Kate Tabner**

**Interior redesign:** Ms. Tabner recently toured the building to familiarize herself with the current room layouts and design. She will discuss further with Messrs. Simon and Mastronardi with regard to redesign and remodeling.

Although Mr. Simon had hoped to possibly avoid hiring an outside design firm for the room design, Mr. Mastronardi sees the project as a joint effort between the Board members and operations. Mr. Materia has already been in conversation with one or two design firms. Mr. Materia noted that with regard to these firms, room design is their expertise; it is our job to use them as a tool to help design the rooms. We can have them create different palates/scenarios from which we can choose and be included in the process. It is our responsibility to create a great environment for our residents and their families.

Mr. Materia noted several concerns to be considered for the room redesign:
- rooms must be wheelchair friendly
- reachable charging ports
- reachable lighting
- cosmetic changes & refresh
- appropriate furnishings and artwork; thoughts of sensory therapy
- in-room audio visual technology
- LT and ST room design differences.

**Volunteers:**
- Ms. Tabner has had productive discussions with Mary Tate, Volunteer Coordinator, and Amy Badini and Sheilah Smith, from Family Council.
- Volunteers are a strong presence in the building; the only volunteers who have not returned are primarily those that were helping out in the kitchen/dining rooms, the majority of whom have not received the COVID vaccine.
- We have many summer-time student volunteers; students must be at least 16 years old and have been vaccinated.
- Many activities continue, and there are also many other avenues to explore. There may also be some decision points to make in terms of expanding activities and volunteer options. But those are bigger questions and would probably involve spending money. Further discussion will be needed.

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

**Additional Medicaid Funds:** Mr. Simon stated that Medicaid gave every nursing home in the state a 4.5% increase in their Medicaid rate; for TNW this translates to $14.25/day more as
part of a permanent wage increase. We are running at 36,000 Medicaid days, approximately $510K per year.

- this money can be spent on permanent wage increases only; whether it is previously negotiated contractual increases that occur on July 1, or anything else that is a permanent wage increase.
- From the original amount of $510K, $250K was used for negotiated pay increases, leaving $270K to be allocated for additional staff increases.
- NW can allocate it any way we choose as long as it is a permanent wage increase. The only people that are not eligible are Messrs. Mastronardi and Raimo and Ms. Benson.
- Last year the Teamsters felt that this would translate to a 4.5% raise increase for everyone and have appealed to the State Labor Board.
- Mr. Simon would like to propose to the Town and to the Unions that everyone get between $1.00 & $1.50 hourly increase as a permanent wage increase for regular and overtime hours worked. The goal is to encourage and reward people for working. This would not include sick time, personal time, holiday, doctor time, etc.
- This $270K divided between approximately 160 staff members would equal about $1,500/person before tax. Mr. Mastronardi believes this is a positive proposal. Staff should be recognized for their dedication during the 2 years of COVID.
- There was Board discussion on whether those in certain jobs should receive more of the increase than others; or those making below a particular hourly wage should be the only ones to receive the increase. Ms. Hurst stated that everyone is equally valuable; “you want them working as a team not dividing them; it is not about the dollars, it is more the acknowledgement that we appreciate everyone’s effort through the last two years and going forward; everyone’s valuable”. Mr. Materia noted that it should be spread evenly to recognize everyone. Mr. Mastronardi stated that in his discussions with staff, the response to the potential equal/even distribution of this money has been very favorable; they all simply and rightly want to be recognized.
- Although it seems the Board is in agreement with Mr. Simon’s proposal of dividing the money equally, Mr. Simon will communicate back to the Board and take an informal poll of everyone’s thoughts before the final proposal is made.

Board members: Mr. Simon announced that Ms. Brown’s tenure on the NW Board will expire on June 30, 2022. Ms. Brown has served on the Board for 3 years as a valued member sharing her background and expertise in Geriatric Nursing. Mr. Simon thanked her for her time and efforts on behalf of the Town and Nathaniel Witherell. Ms. Brown will continue to serve on the Board through July 2022.

Mr. Brad Markowitz will replace Ms. Brown following his appointment by the RTM. Mr. Simon stated that he supported Mr. Markowitz’s appointment based on his strategic and operational expertise, and his knowledge of the Continuum of Care. Mr. Simon is currently focusing on strategic alliances and where NW is going as an institution strategically.

Mr. Simon noted that the July Board meeting will be an in-person meeting. He would like it to include a reception to thank both Ms. Brown and Ms. Joan Merrill for their service on the NW Board of Directors.
Strategic Plan – Mr. Simon stated that Mr. Kaplan will lead the strategic plan effort. Messrs. Kaplan, Simon and Markowitz will develop an outline for the Board as to where NW can best succeed as an organization. Following the development of the Strategic Plan, as previously stated by Mr. Simon, we will hold a public hearing in the fall to hear what the residents of Greenwich want to see for Nathaniel Witherell’s future.

Mr. Simon noted that he should have a resolution concerning the RFP for TNW Management Services within the next 2 weeks.

The next Board meeting is scheduled for July 25, 2022, at 5:30 PM, and will be in person at Nathaniel Witherell. The meeting will include a reception to honor Ms. Suzanne Brown and Mrs. Joan Merrill’s service on the NW Board.

A motion to adjourn the meeting at 6:48 PM was made by Mr. Kaplan, seconded by Ms. Brown and approved by a vote of 7-0-0.

Respectfully Submitted,
Linda Marini
June 29, 2022