1. 5:00 P.M.  Nathaniel Witherell Board Of Directors Meeting Agenda July 27, 2020
Nathaniel Witherell Board of Directors Virtual Meeting Agenda July 27, 2020

Documents:

TNW BOARD OF DIRECTORS AGENDA 2020_07_27.PDF

1.1. Draft Minutes Of July 27, 2020 Nathaniel Witherell Board Meeting
Draft minutes of July 27, 2020 Meeting of Nathaniel Witherell Board of Directors

Documents:

TNW BOARD MINUTES 2020_07_27 VERSION 2.PDF

1.1.1. TNW Board Meeting Minutes 062220 Approved

Documents:

TNW BOARD MINUTES 2020_06_22 VERSION 2.PDF
BOARD MEETING
VIRTUAL WEBINAR
Monday, July 27, 2020 – 5:00 PM

MEETING WEBINAR INFORMATION

Webinar Link:
https://greenwichct.zoom.us/j/94867269984?pwd=aVR2cFFWeE9qTGRPaml3ZHR1TTBHHz09

To join by phone dial: 1 646 518 9805; Webinar ID: 948 6726 9984; Password: 2752113

AGENDA

1. Medical Director’s Report – Frank Walsh, MD
2. Review/Approval - Minutes June 22, 2020 – Chairman
3. Introduction of new members of the TNW Management Team
   a. Nunzio Raimo, Director of Financial Operations
   b. Nadia Benson, Deputy and Director of Nursing
4. Reports
   a. Executive Director-John Mastronardi
   b. Building Committee –Larry Vanterpool
   c. Marketing-Chris Carter
   d. Friends of Nathaniel Witherell – Scott Neff
5. Chairman’s Discussion – Laurence Simon
   a. Authorization letter for John Mastronardi to execute the CDBG on behalf of TNW (requires Board vote).
   b. Financial Results for FY19-20 (Just completed FY)
   c. Census Information (July to date)
   d. New Board Member-Melissa Gibbons and one vacancy remaining
   e. Open Positions on the Board
      i. Secretary
      ii. Building Committee Chair
6. New Business
7. Adjournment

2020 Calendar of Board Meetings:
Monday September 14, 2020
Monday October 19, 2020
Monday November 16, 2020

cc: Town Clerk
Board of Directors Virtual Webinar Meeting
Minutes
July 27, 2020

Present: Laurence B. Simon, Chairman; Suzanne Brown; Christopher Carter; Nisha Hurst; Richard Kaplan; Joan Merrill; Nirmal Patel, MD MPH

Absent: none

Staff: Michel Baptiste, Housekeeping/Laundry Supervisor; Nadia Benson, Deputy and Director of Nursing; Linda Marini, Assistant to Executive Director; John Mastronardi, Executive Director; Elizabeth Mungai, Director of Utilization, Clinical Outcomes, Rehab Services; Scott Neff, FNW Executive Director; Nunzio Raimo, Director of Financial Operations; Carissa Ronish, Therapeutic Recreation Administrator; Justine Vaccaro, Director of Social Work; Larry Vanterpool, Facilities Director

Guests: Amy Badini; Andy Duus, BET liaison to TNW; Maria Spziak-Kelsey; Beth Krumeich, BET liaison to TNW; Sarah Langmuir; Leslie Moriarty; Sheilah Smith; Ellen Wolfson, Commission on Aging

Mr. Simon opened the meeting at 5:00 PM via zoom webinar and noted that a quorum was present.

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

Dr. Walsh reported that the facility is currently COVID free. Testing of residents and staff is taking place weekly, every Wednesday and Thursday, from 6 AM – 6:00 PM, with results being returned within 72 hours. If we have negative test results for everyone for two consecutive weeks, the state will stop mandating our weekly testing.

NW can and does provide testing for private duty aides. Everyone who enters the building is screened and temperature checked.
Dr. Walsh noted that a few residents have gone to the hospital and tested positive with the COVID quick test. Subsequent testing results of those same residents were negative. He believes the hospital quick tests showed false positive results. The fact that the quick tests (point of care tests) have been known to show both false positive and false negative results, is concerning for a facility as NW, noted Dr. Patel. Dr. Walsh agreed that these results may be faster but not necessarily as reliable as the lab results.

Ms. Brown questioned whether all staff had been tested. Dr. Walsh acknowledged that there have been staff who have opted out of testing. Currently, staff members have the right to refuse testing without penalty. Ms. Dinty Loyola, Infection Control RN, could provide numbers of staff who have refused testing.

Dr. Walsh reported that he has admitted approximately 10 new residents this past week. Protocol requires each new admission to have 2 negative COVID tests prior to admission. Orthopedic cases are down; most new admissions have had diagnoses of cellulitis, congestive heart failure, and other medical diagnoses, and these conditions are well handled by the staff.

Ms. Krumeich, BET liaison to NW, asked if families may choose to have a staff member who has opted out of testing, not work with their family member? Mr. Mastronardi stated that Dinty Loyola, Infection Preventionist, is conducting tracers on any employee who has refused to be tested. He also stated that staff who refused testing would not be allowed to provide care to residents, and in fact, would have to quarantined for 10 days.

**Review/Approval of Minutes of June 22, 2020**

A motion to approve the minutes of June 22, 2020 was made by Ms. Hurst, seconded by Mr. Carter. A vote was taken, and the minutes were approved by a vote of 7-0-0.

Mr. Simon introduced and welcomed two new members of our management team: Nadia Benson, RN, Deputy and Director of Nursing; and Nunzio Raimo, MBA, Director of Financial Operations.

Mr. Simon noted that this is the first time in 9-10 months that NW has had a full management team. He is excited to move forward with the effectiveness of full management.

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

Mr. Mastronardi reported that he is sending out an email blast to family members each Friday, which gives a general update on things surrounding the COVID situation here at NW. There is also the family info email line, familyinfo@witherell.org, available to families to submit questions to the leadership team. Ms. Brown suggested a “Frequently Asked Questions, FAQ” document on the website, which might help avoid the same questions being asked by several individuals.
Nathaniel Witherell PDPM Update, July 27, 2020 Board Meeting: Power point presented by Mr. Mastronardi reviewed the following:

To optimize and adjust to the new payment model to enhance our billing practices from the prior FFS environment, TNW:
- Has shifted our focus from maximizing therapy minutes to identifying referrals that have multiple comorbidities through an analytical review of each patient assessment.
- Needs to identify and select the primary diagnosis from those comorbidities that represent the greatest challenge to each patient’s recovery. This approach garners the higher reimbursement rates.

Advantages of PDPM:
1. Higher reimbursement rates are predicated on value-based care, not volume.
2. Intake of more complex diagnoses, and patients that require clinically complex care drive higher reimbursement rates.
3. Higher acuity patients require a higher level of nursing care: accurate assessments, timely interventions, documentation; accurate ICD-10 primary, secondary and tertiary diagnosis & prioritizing related interventions; close collaboration with Admissions & Business Office; nursing involvement in discharge planning.
4. Acceptance and intake of more complex diagnoses:
   - Phase I – cardio/pulmonary, sepsis and simple medical management
   - Phase II – IV therapies
   - Phase III – ESRD-in-house peritoneal Dialysis, HIV, tracheostomy care

Advantages of NW current market position (pre PDPM): NW brand; nurse staffing ratios; great quality measures; competitive wages; hospital partnerships.
Disadvantages: payer mix & associated reimbursement revenue; advanced nursing skills; overtime expenses; lower reimbursement rates for orthopedic patients.

Facility focus will be on cardio-pulmonary diseases (CHF, COPD); sepsis; type 2 diabetes & wound care; dehydration, UTI; orthopedics.

Recommendations:
- Nursing education: on-going re-education through vendors and clinical experts
- Licensing for IV therapies per DPH
- Technology, including Real Time software, Matrix documentation (EMR) and Nurse Rosie vitals interface
- Nurse to patient ratios review
- APRN – more acute care and weekend coverage
- Case management – paying close attention on admission to Medicare and getting accurate estimates on length of stay in order to shorten length of stay and still have good outcomes.
- Expanding our referral bases
Mr. Mastronardi explained that the admissions department will need to be fully educated on reviewing the patient assessment materials, thoroughly yet quickly, in order to determine the proper patient profile being sought after. Reliance on timely communication between admissions and nursing/clinical is also key. Ms. Elizabeth Mungai stated that we have recently begun to have a designated nurse who thoroughly reviews the diagnoses of the patient before they are admitted and identifies the highest paying diagnoses; the highest paying is not always what brought the patient to the hospital. The nurse makes sure these diagnoses are sequenced correctly in Matrix (EMR), along with all associated non-therapeutic ancillaries (NTAs), to attain the desired level of reimbursement.

AccuShield - the sign-in and screening kiosk, which integrates a touchless thermometer and questions related to COVID for everyone entering the building, will be coming in mid to late August.

**Building Committee Report - presented by Larry Vanterpool**

Mr. Vanterpool reported that we are at the beginning of the Community Development Block Grant (CDBG) process. We were awarded $160K to be used for rehab work of the Pavilion building. Soon we will begin working with the Purchasing Department to start the bidding process for the necessary contractors.

Stantec Consulting Services, Inc. was approved as the electrical engineers for the design and function of the electrical panel replacement. They have begun the drawing phase and collection of usage and consumption data necessary to determine the proper parts and electrical boards. Mr. Vanterpool expects to receive their report in the month of August.

**Marketing – Presented by Christopher Carter**

Mr. Carter reported that the story regarding our CMS 5-Star rating ran in the Greenwich Time, Greenwich Patch, and the Westchester Fairfield County Business Journal. It is also on our website and on our social media feeds.

We are running advertisements about NW short-term rehab capabilities in Greenwich Magazine and all of the Hearst newspapers.

The Harrison Edwards June 2020 reports were distributed with Board materials.

Harrison Edwards presented their Google Analytics report, via Zoom, on July 14, 2020, 10 AM. Board members received copies of the report. The report showed that traffic is up from last year. Also, the search for ‘Nathaniel Witherell’ was significantly up from all surrounding suburbs.

Harrison Edwards continues to create blog content for the website and social media. Most recent posts are Paving the Road to Recovery, highlighting Witherell’s Discharge Team, and Cardiac/Pulmonary Rehab: a Witherell Specialty.
Harrison Edwards will also be sending out press releases on our two new hires, Ms. Benson and Mr. Raimo.

Based on the future of our short-term rehab business, Mr. Simon wants to make sure that advertising is focusing more on medical rehab and less on orthopedic.

**Friends of Nathaniel Witherr (FNW) – presented by Scott Neff**

The 2020 Community Appeal, which ended June 30th, exceeded last years’ donations by approximately 1%. Contributions were made by 446 donors compared to 406 last year. Mr. Neff noted that work is currently being done on content, messaging and photos, for the 2021 Community Appeal.

FNW Special Event Committee is in discussion about holding a ‘virtual’ event this fall due to the current environment surrounding COVID-19.

A motion to give Mr. Mastronardi authority to execute the Community Development Block Grant (CDBG) contract on behalf of the The Nathaniel Witherr, was made by Mr. Simon, seconded by Mr. Kaplan. A vote was taken, and the motion was approved by a vote of 7-0-0.

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

Mr. Simon reviewed the supplemental document he circulated to the Board members. Mr. Simon noted that as we continue to build the census, our financial situation will improve, and it appears census will be over 170 by the end of July.

Lengths of stay have extended because we are admitting more medically complex short-term patients and less orthopedic cases.

For last year, revenue was $27.2M, including $1.1M of COVID stimulus money. We were $2.1M short of budget, due to over budgeting and the low census.

The revenue for this year is $28.2M, $1M less than last year’s budget and $1M more than we collected in FY20. Mr. Simon believes that with the changes being implemented due to PDPM, and the higher rate of reimbursement we are getting from Medicare, that we have a better chance of making this number.

Mr. Simon reported that we will apply to the State of Connecticut this week for $440K that is set aside for us for COVID related expenses. This will be considered part of FY21 revenue.

Mr. Kaplan referred to further reimbursements from CMS; Mr. Mastronardi agreed we will apply for those funds as well.
Mr. Simon stated that we did a very good job of managing the budget last year in terms of cost. We were $864K below budget last year. To ensure that we had no costs carried over from last year into this year, we encumbered an additional $450K. We’ve also encumbered $332K for labor contract settlements; we budgeted for a 2% increase.

We have been looking very closely at accounts receivable, and the goal is that by the end of September or early October to eliminate as much as possible of the credit balances. The credit balance is currently $1.9M, partially from private pay residents’ advance payments. We’ve hired O’Conner Davies to help with this item.

Messrs. Simon, Mastronardi and Raimo will meet tomorrow to discuss departmental budgets, and we will now start managing Witherell by department, which will include expenses, overtime and staff salaries.

Mr. Simon reported that Melissa Gibbons will be interviewed by the RTM in August and anticipates she will join the Board in September 2020. Mr. Carter will also be reappointed following his interview in August. There are two open Board positions for which Mr. Simon is looking for volunteers: Secretary and Chairman of the Building Committee.

Ms. Brown asked if a COVID task force could be created, comprised of staff, Board members, and other interested parties, to deal with PPE, testing, policy and protocols. Mr. Kaplan believes that the Executive Director and staff should set policy. Mr. Mastronardi confirmed that we do have a COVID Policy and Procedure which has been integrated into our Emergency Preparedness Plan. He makes every attempt to get information to the Board and family members as soon as possible and remains open to all suggestions. Each day at Morning Report there is a review of COVID statistics and strategy. Every Friday the leadership team reviews policies/procedures, places for improvement, what went right, plans for visitation, and more. Ms. Hurst suggested a Board COVID liaison may serve this function instead of a taskforce. Mr. Simon will take this under advisement and respond to the Board before the September meeting.

Mr. Simon stated that in the 3 months that Mr. Mastronardi has been here he’s done a wonderful job. He has taken us from a very difficult time, assembled his management team, and he has been open and responsive to changes we want to make; we are well positioned for future success. He thanked Mr. Mastronardi for his service thus far. Mr. Mastronardi thanked the Board for their support.

**New Business - none**
Mr. Simon acknowledged comments/questions from the audience:

Ms. Amy Badini stated she was interested to hear Carissa Ronish’s report. Ms. Ronish was not on this meeting’s Agenda and had left the meeting by this time. She also asked if it was state policy to allow family input into facility policy. Mr. Mastronardi stated that he returns phone calls to families on an almost daily basis, answers all emails received, and is always open to their suggestions.

Ms. Brown stated that families would like a Recreation Schedule. Mr. Mastronardi will follow-up with the Recreation Department.

Ms. Brown also asked about the possibility of accessing a TV channel that aired old movies. Mr. Simon suggested she determine the channels people are interested in and we'll find out the availability and associated cost. Ms. Vaccaro spoke to the point that we did in fact already subscribe to the Turner Classic Movie channel.

With regard to a daily Recreation Schedule, Ms. Vaccaro noted that with everything that staff is doing to transport people outside, and continue organized programs on the units, the schedule tends to be more fluid. Most activities are scheduled after care and after lunch. As noted earlier, Mr. Mastronardi will follow-up with Ms. Ronish regarding the schedule.

Ms. Sheilah Smith stated that she used the familyinfo@witherell.org email on July 17th, sent 6 questions and then posted 2 more last Tuesday (7/21) and has had no response. She did not have the confidence that anyone is handling that email. She asked that someone look into it and get back to her the next day.

Ms. Smith stated that is was very concerning to her to not have communication; not knowing what their family member is doing; visits only every 2 ½ - 3 weeks; residents are on room lock-down; can't get summer clothes; not knowing what is being done to support their physical and mental well-being; how can there be a Marketing committee and a Building committee of the Board and not a COVID committee. She strongly suggested that a special taskforce meeting be held in August.

Mr. Mastronardi went on record to say that anything he received from any family members, including Ms. Smith, he has answered point by point. He is not aware of anything that has gone unanswered. Mr. Mastronardi stated that anything that Ms. Smith sent to him directly or to familyinfo@witherell.org has been answered either directly to her or the response has been included in the Friday family updates.

A motion to adjourn the meeting was made by Mr. Kaplan, seconded by Mr. Carter and the meeting was adjourned at 6:42 PM.

Respectfully Submitted,
Linda Marini
August 2, 2020
Board of Directors Virtual Webinar Meeting  
Minutes  
June 22, 2020

Present: Laurence B. Simon, Chairman; Louise Puschel, Secretary; Suzanne Brown; Christopher Carter; Suzanne Hogan; Joan Merrill; Nirmal Patel, MD MPH

Absent: Nisha Hurst; Richard Kaplan

Staff: George Cossifos, Director of Admissions; Linda Marini, Assistant to Executive Director; John Mastronardi, Executive Director; Scott Neff, FNW Executive Director; Justine Vaccaro, Director of Social Work; Larry Vanterpool, Facilities Director

Guests: Andy Duus, BET liaison to TNW; Ellen Wolfson, Commission on Aging

Mr. Simon opened the meeting at 5:32 PM via zoom webinar and noted that a quorum was present.

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

Dr. Walsh reported that this was the first day since March 21st that we have no patients on the active COVID floor. Any resident who became ill and had symptoms such as fever, cough, shortness of breath, was sent to the coronavirus floor. The COVID test was ordered as soon as the resident showed signs of being sick. Treatment could be started once a positive test result was received.

Of patients treated by Dr. Walsh, 48 residents were on the COVID floor; 45 recovered; 3 died. Some residents were treated by other physicians and were sent to the hospital. The total number of deaths of NW residents was 10 (most were 90-112 years of age with 5 or 6 co-existing conditions); 45 recovered and returned to their units. Last week 150 staff members were tested and all 150 tests were negative.

The State will be coming in to test again because of the Governor’s order to test staff weekly. This week two groups will come from Yale New Haven Health to test all staff and all residents.
who have tested negative in the past. Those results should be available early next week. There are currently no active coronavirus cases among residents or staff at NW.

Mr. Simon asked if Dr. Walsh had reservations about opening up the Garden Level again to short-term rehab residents. Dr. Walsh expressed no reservations given all the testing that has been done. He stated that if we were to get another case of COVID we could use the last 5 rooms on the Garden Level; there is a corridor door that cordons those rooms off and keeps them isolated from the rest of the unit.

Dr. Walsh stated how rewarding it has been to see the results that we’ve experienced here as a facility. Mr. Simon thanked Dr. Walsh for all of his efforts.

Because this is a virtual meeting, Ms. Jenny Larkin stated for the record that the person speaking last was Dr. Frank Walsh, not John Mastronardi.

**Review/Approval of Minutes of May 18, 2020**

A motion to approve the minutes of May 18, 2020 was made by Mr. Carter, seconded by Ms. Puschel. A roll call vote was taken, and the minutes were approved by a vote of 6-0-0 (Patel was not yet on the call).

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

Visitation – Mr. Mastronardi stated that families have expressed a keen interest in outdoor visits with their loved ones. Having been in constant, close contact with our colleagues in other facilities, we’ve been made aware of the many challenges faced when the topic of visitation is discussed. Some family members have found difficulty in maintaining proper social distancing guidelines of 6 feet during their visits; visitors found it challenging to leave their face masks on throughout their visit; some have found it difficult to avoid physical contact. Taking all this into consideration, we have decided to pilot ‘parked car’ visits, which will begin on Tuesday, June 23, 2020.

Guidelines for outdoor visits:

- Outdoor visits will be available for "Negative/Unexposed" residents only.
- 25 minute “parked car visits” will be scheduled by appointment directly through the Recreation Department.
- Signs and traffic cones will be prominently placed to direct visitors to the designated meeting place.
- All visitors must park, turn off the ignition and remain in their car for the duration of the visit.
- There will be a 2 visitor limit.
- Physical distancing of 6 feet apart must be adhered to throughout the visit.
- All visitors and residents must wear a face mask. If you do not have a face mask, one will be provided for your single use.
• We ask that all visitors please be prompt in consideration of our staff’s time and to accommodate other families with scheduled visits on the same day.
• Scheduled visits are weather permitting and in person visits will replace video calls.

Mr. Mastronardi stated that families were notified about this program via US mail and our website. He hopes to compile a complete list so that email blasts could be sent out in the future.
Ms. Brown suggested it may become too hot for residents to be outside and Mr. Mastronardi assured her we will monitor that. She also asked if we have considered evening and weekend visits. Mr. Mastronardi explained that we will consider the above steps to be our pilot program over the next two weeks, learn from it, and see how it can evolve.

Testing – Mr. Mastronardi stated that weekly testing will begin this week and it is currently planned to continue through August 31st. If there are 14 days where we are COVID free, then we will not have to continue testing through August 31st. As always, these stipulations are subject to change.

Recruitment: Mr. Mastronardi reported that offers of employment for the Director of Nursing and the Director of Financial Operations positions have been made and accepted by the candidates. They are pending the standard Town of Greenwich pre-employment screening process.

5 Star Rating – We are grateful to have re-established our CMS 5 Star rating. This rating has become increasingly important to consumers, insurers and payers, and partners that want to do business with a skilled nursing facility.

AccuShield Kiosk – this is a sign-in and screening kiosk which in August will integrate with a touchless thermometer that takes the temperature of the person during the sign-in and sign-out process. This will allow us to do away with all of the written logs, ask screening questions directly at the kiosk, and it will also provide reporting.

Communal Dining – The CT Department of Health (DPH) is leaving the decision regarding communal dining of residents to the individual facilities. Residents need to be negative or asymptomatic; they could eat in the same room with social distancing. We are erring on the side of caution and will continue to have residents dine in their rooms, but we will start to have a limited number of residents in a communal dining setting, with social distancing and staggered dining times.

Building Committee Report - presented by Louise Puschel

Ms. Puschel reported that the TNW Building Committee last met on Friday, June 19, 2020 in the NW Board Room and discussion included the following:
• The final inspection of the rehab expansion project is scheduled for Tuesday, June 23, 2020.
• We were awarded $160K from the Community Development Block Grant. These funds will be used for rehab work of the Pavilion building. We are currently waiting for Housing and Urban Development (HUD) approval and then contract development can begin. Mr. Vanterpool has begun the background work as RFB’s will be needed for some of the projects.
  o Construction began today on the exterior deck of one apartment.
• As of last Friday, June 19, 2020, we have a signed contract with Stantec Consulting Services, Inc. They have been approved as the electrical engineers for the design and function of the electrical panel replacement for the main building, phase one. Phase two will include each floor of the Tower building.

Ms. Puschel stated that the Building Committee accomplished a lot this year, thanks to Mr. Vanterpool. Mr. Vanterpool thanked Ms. Puschel for her support, along with Mr. Simon and everyone who has supported the Building Committee.

**Marketing – Presented by Christopher Carter**

Mr. Christopher Carter has assumed responsibility of marketing from Ms. Hogan.

Our CMS 5-Star rating has been regained, and our distinction as one of US News & World Reports’ Best Nursing Homes has continued for the 19-20 year. Harrison Edwards has promoted these two items on our Facebook page and in their blogs. These items were also picked up by the Greenwich Time.

The Harrison Edwards May 2020 reports were distributed with Board materials.

The Google Analytics presentation, via Zoom, is scheduled for July 14, 2020, 10 AM. Please contact Mr. Carter if you would like to view the presentation.

Harrison Edwards will be creating a letter for Mr. Mastronardi to use as an outreach tool to hospitals and surgical centers and other prominent doctors who make the decisions on follow-up care of their patients. The goal of this letter is to introduce Mr. Mastronardi to the community and ensure that decision makers know about Nathaniel Witherell’s improved ratings and strong nursing care.

**Friends of Nathaniel Witherell (FNW) – presented by Scott Neff**

The Community Appeal, which will run through FNW’s fiscal year ending June 30th, has nearly matched last years’ donations.

FNW helped sponsor an Ice Cream Social to thank all staff for all of their efforts during this health crisis. Everyone also received an umbrella with the Nathaniel Witherell logo funded by the FNW.
Admissions – presented by George Cossifos

Mr. Cossifos reported the following:
- NW stopped admitting residents on March 18th due to the pandemic. The first admission following that was on May 14th.
- There were no admissions during the month of April; 2 admissions in May; 19 admissions thus far in June.
- Ortho surgeries are just starting again which should boost short term admissions.
- Long-term admissions are waiting for ‘things to get better’; there are 5 currently waiting.
- Admissions has been faxing bed availability to all social workers at the hospitals.
- Census as of May 31st was 135; today, 6/22/20, it is at 148.
- As of this afternoon, Main Level Rehab has 19 of its’ 21 beds filled; the remaining 2 will be filled within the next couple of days. No discharges are planned.
- As of Thursday, June 25, we will once again open the Garden Level Rehab for admissions once a terminal cleaning of the unit is complete.
- Our main restrictions for denying admissions are financial reasons, severe psychiatric issues, or severe drug and/or alcohol abuse.
- We receive referrals through EPIC for Greenwich Hospital (GHA), Yale, and Bridgeport Hospital; referrals through NAVIT come from Norwalk, Stamford and White Plains Hospitals; we also received referrals by fax from All Scripts for many NYC hospitals and Westchester Medical Center.
- Our primary sources of admissions are Greenwich and Stamford Hospitals, and we have excellent rapport with both. We are the most sought-after facility for Greenwich Hospital.
- Current Payor Mix as of this morning is 31 paying privately; 88 Medicaid; 24 Med A; 3 managed Medicare and 1 commercial insurance
- Referrals continue to increase, and if no further COVID outbreaks, we should be able to reach census in the 170’s over the next quarter.

Mr. Simon stated that we should publicize the fact that we are COVID free. He also stated that solving the visitation problem will help increase census – people need to feel comfortable that they will come here and they will be able to receive visitors. Mr. Simon wants to make sure that the Call Multiplier system contact database is kept up to date. Ms. Vaccaro stated that the system is up to date and admissions will add information as new admissions are brought in.

Chairman’s Report – presented by Laurence Simon

Mr. Simon stated that we are running approximately $2M below budget on our financial revenue projection. He stated two reasons for this are: 1.) Our financial projections were overstated, and 2.) even with the $1M provided by state and federal governments for COVID, we could not overcome the significant drop in census caused by the pandemic.

Witherell expenses are running approximately $800K below budget. The revenue short-fall of $2M minus the $800K will leave us approximately $1.2M short of where we expected to be. On an operating basis, we ran at about an $800K loss – Mr. Simon believes this can be improved upon.
Mr. Simon reported that he and Mr. Mastronardi are extremely focused on the financials for next year, specifically in 3 areas:

1. Controlling and bringing down the “non-necessary OT”, with significant efforts to reduce overtime from $1.5M to $800K.
2. Looking at all vendors and deciding where savings can be had, and determining the right mix of services needed to run NW.
   • One area that we are going to spend money on is increasing the bandwidth and the phone reception within NW. Also pursuing trying to get the Town to approve a small cell tower on top of the building which could pay us $5,000/month.
3. Rebuilding the census is essential to where we are going. Now that hospitals are once again performing surgeries/procedures that have not been performed over the last 3 months, we need to project NW as a safe environment where loved ones can be entrusted for care.

Mr. Simon thanked the NW staff and management, as well as the Board, for their persistence in making sure we retain the 5-Star rating. It is an extremely important part of our marketing.

Mr. Simon reported that Melissa Gibbons will join the Board in September.

Mr. Simon expressed his thanks to retiring Board member Ms. Suzanne Hogan for her 3 years of service to the Board. Her expertise in branding and advertising has been extremely valuable in helping the Nathaniel Witherell become a part of this community. She has made a wonderful contribution toward our professional development. Ms. Hogan stated that her time on the Board has been a wonderful experience and she has enjoyed getting to know the organization and working with all the people involved. She wished the Nathaniel Witherell continued success.

Mr. Simon also expressed his thanks to Ms. Louise Puschel for her 10 years of service to the NW Board of Directors. She has served in the capacity of Secretary and Chairman of the Building Committee. Mr. Simon acknowledged her great ‘eye for detail’ for construction design. Ms. Puschel has been a valuable member of the Board and contributed to NW in many ways. Mr. Simon thanked her for her dedication and assured her she will be greatly missed. Ms. Puschel thanked Mr. Simon for her time served on the Board. She said that she especially liked serving on the Building Committee as it was very rewarding to watch progress take place on the campus. She said she looks forward to seeing Nathaniel Witherell thrive – a fabulous place with incredible staff – a family. She is proud to have served on the Board.

**New Business**

Mr. Simon acknowledged Mr. Andy Duus, BET Liaison to NW. Mr. Duus congratulated everyone at the Nathaniel Witherell for regaining the CMS 5-Star rating. He stated that it is a “remarkable achievement” and it will be very valuable to have as we move forward to rebuild the census. Mr. Simon noted that the BET has been supportive to the Witherell and he thanked Mr. Duus for his role in making that happen.
Mr. Simon noted that we have laid the foundation for the start of our next fiscal year and assembled a new management team. We are a strong institution that can move ahead cost effectively and provide a very valuable service to our community.

Mr. Simon recognized Ms. Ellen Wolfson, Commission on Aging liaison to NW. She stated that she was happy to see the amazing progress that NW has made in the last year.

A motion to adjourn the meeting was made by Ms. Hogan, seconded by Mr. Carter and the meeting was adjourned at 6:18 PM.

Respectfully Submitted,
Linda Marini for Louise Puschel, Board Secretary
June 24, 2020