1. NW Board Agenda 9/23/19
   NW Board Meeting Agenda Sept. 23, 2019

   Documents:
   
   TNW BOARD OF DIRECTORS AGENDA 2019_09_23.PDF

1.I. Approved June 24, 2019 Board Meeting Minutes
   Approved Minutes of the June 24, 2019 NW Board Meeting

   Documents:
   
   TNW BOARD MINUTES 2019_06_24 APPROVED.PDF

1.I.i. Draft Minutes Of Sept. 23, 2019 NW Board Meeting
   Draft Minutes of Sept. 23, 2019 NW Board Meeting

   Documents:
   
   TNW BOARD MINUTES 2019_09_23 V3.PDF

1.I.ii. NW Board Building Committee Meeting Minutes June 2019
   NW Board Building Committee Meeting Minutes June 2019

   Documents:
   
   BUILDING COMMITTEE MEETING MINUTES-JUNE-2019 APPROVED.PDF
Board Meeting
Monday, September 23, 2019

Time:  5:30 PM
Place: The Nathaniel Witherell Board Room

AGENDA

1. Medical Director’s Report – Frank Walsh, MD
2. Review/Approval - Minutes June 24, 2019 – Chairman
3. Reports
   a. Executive Director-Allen Brown
   b. Building Committee – Louise Puschel and Larry Vanterpool
      i. Approval of Capital Projects for FY21
   c. Finance Committee – Nisha Hurst and Glenn Williams
   d. Marketing-Suzanne Hogan
   e. Friends of Nathaniel Witherell – Scott Neff
   f. Resident Life Committee – Ed Omondi
4. Chairman’s Discussion – Laurence Simon
   a. Approval of Calendar for 2020
   b. PDPM: Current Implementation Status
   c. BET Committee Update
5. New Business
6. Adjournment

The Finance Committee will meet at 10:00 am Friday September 20th in the Board Room.
The Building Committee will meet at 3:30 pm Monday September 23rd in the Board Room.

Next Board Meetings:
Monday October 21, 2019
Monday November 18, 2019
Monday January 27, 2020

cc: Town Clerk
Board of Directors Meeting Minutes  
June 24, 2019

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

Absent: none

Staff: Allen Brown, Executive Director; Jack Hornak, Facilities Director; Linda Marini, Assistant to Executive Director; Elizabeth Mungai, MDS Coordinator, Short Term; Scott Neff, FNW Executive Director; Edward Omondi, Deputy and DON; Justine Vaccaro, Director of Social Work; Dr. Frank Walsh, Medical Director

Guests: Suzanne Brown; Sharon Shisler, RTM Appointments Committee; Paul Scholtes, Family Council; Ellen Wolfson, Commission on Aging

Mr. Simon opened the meeting at 5:31 PM in the TNW Board Room and noted that a quorum was present.

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

Dr. Walsh reported that Dr. Ostroff, Board Certified Geriatrician, has resigned from our Medical Staff. Dr. Walsh has assumed the care of her patients (13-15 residents). Another member of the Medical Staff, Dr. Edelmann, may also resign due to increased electronic medical record reporting responsibility. Dr. Edelmann has just 1-3 patients here at NW.

Mr. Omondi noted that we are tracking the physician’s progress with their electronic record keeping, and will be updating them shortly (via email and mail) of the status of their patient records.
Review/Approval of Minutes of April 22, 2019

A motion to approve the minutes of April 22, 2019 was made by Ms. Hurst, seconded by Ms. Puschel, and the minutes were approved by a vote of 7-0-0.

Finance Committee Report - presented by Nisha Hurst

Ms. Hurst reported that the Finance Committee met on Friday, June 21, 2019.

Ms. Hurst reported that May was basically a good month. May 2019 YTD Revenues were $1,985,252 under Budget. We will miss our Revenue budget by approximately $2M for the year, which was previously projected.

YTD May 2019 Expenses ran slightly over by $30,221. Ms. Hurst noted that we’ve run over in Overtime expense each month this year; Budgeted at $1.3M, Overtime expense will likely finish the year around $1.8M.

The Census for May 2019 was at 92.2% compared to the Budget of 93.1%. The trend is in the right direction.

May 2019 YTD Capital expenditures were ($1,167,257) compared to the Budget of ($1,481,990) resulting in a variance of $314,734.

May 2019 YTD Net Revenues were ($5,097,954) compared to the Budget of ($3,427,285) resulting in a variance of ($1,670,669).

Executive Director’s Report – presented by Allen Brown

Mr. Brown referenced the photographs that accompanied his written report, which was distributed with the Board meeting materials:

1) photos of the new boilers, fully installed and working
2) photos of the renovations to the short term rehab rooms, where wall coverings are being installed to avoid damage from recliner chairs and beds
3) The Tower Renovations are complete and have been approved by CT State Department of Public Health. The State was impressed with the quality of the work and the appearance of the facility.

The May 2019 Resident Satisfaction Survey results were also attached to Mr. Brown’s written report. Mr. Brown noted that these are among the most positive results generated since we started surveying last October 2018.
Patient Driven Payment Model, PDPM

Mr. Brown reported that this October 2019, the new Medicare reimbursement program will go into effect. PDPM reimbursement will include a per-diem assumption that covers all operating and capital costs that facilities are expected to incur to furnish most SNF services, excluding certain high-cost, low probability services that will be paid separately under the consolidated billing exclusions. Therefore, Rehab dollars will be pre-programmed into a per diem base rate, as follows:

<table>
<thead>
<tr>
<th>Nursing</th>
<th>NTA</th>
<th>PT</th>
<th>OT</th>
<th>SLP</th>
<th>Non-Case Mix</th>
</tr>
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<tbody>
<tr>
<td>$106.64</td>
<td>$80.45</td>
<td>$61.16</td>
<td>$56.93</td>
<td>$22.83</td>
<td>$95.48</td>
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NTA – non-therapeutic ancillaries (i.e. medical supplies, oxygen, x-rays, lab work, etc)
PT – physical therapy
OT – occupational therapy
SLP – speech, language pathology
Non-Case Mix – related to aspects of a patient’s care that involves “hands on” from a staff member (i.e. heavy assistance with ADLs; receiving special services related to anxiety/depression)

Based on the primary reasons for admission, diagnosis codes will initially determine a case mix index (CMI) factor that will be applied to each of the programmed reimbursement rates. Diagnoses are intended to code diseases that have a direct relationship to a resident’s current functional status, cognitive status, mood or behavior status, medical treatments, nurse monitoring requirements, and risk of death. Other factors will also contribute to case mix index determinants of reimbursement.

Considering and documenting all of these factors, a CMI adjustment will be made to each of the 6 base rates to determine the per diem reimbursement from Medicare. These case mix adjustments can have substantial impact, potentially, doubling/tripling (or more) the base rate structure of PDPM.

Mr. Brown introduced Elizabeth Mungai, Short Term Rehab Coordinator. He explained that she will be one of the critical staff members making sure that we are paid what we earn as it relates to taking care of patients.

Witherell has 2 full-time MDS coordinators and 3 part-time MDS nurses. They, along with the PCCs and department managers (therapy, social work, recreation, dietary) who contribute to the development of an MDS submission for each Medicare patient, have been preparing for the October 1st implementation of PDPM.

As discussed in the last Board meeting, Mr. Omondi reviewed again the importance of positioning ourselves properly for PDPM, and determining the things that we should be focusing on. Such as, creating a sub-acute unit to handle sicker patients. This will require expanding our APRN and physician coverage; retraining existing staff for patient assessment; review of existing staffing models for all departments. Mr. Omondi stated that Friday, June
21st, 3 GHA physicians (internist; PhD SLP; Critical Care Director) will be holding a session here at NW to train key nurses.

Dr. Patel requested that Mr. Omondi provide the Board with a check list itemizing the diseases/diagnoses being focused on, along with the skills necessary for each, and what has been accomplished with regard to each one.

**Presentation by Richard Kaplan on ISNP**

Mr. Kaplan discussed a potential opportunity involving our long-term residents, which could provide them with additional nursing services, and change the thought process on how we care for the long term resident.

Institutional Special Needs Plan (ISNP) is a Medicare Advantage Plan for residents in a Skilled Nursing Facility who are eligible for Medicare (Part A & B) and who have resided in a nursing facility for more than 100 days; basically our long term residents who call Witherell ‘home’. It provides an opportunity to bring some managed care activities to those residents.

The model of care is to treat in place, in collaboration with SNF staff, Primary Care Physician (PCP), and a nurse practitioner (NP). The model also emphasizes coordinating care with the resident, family members, PCP, and staff, with the goal of maintaining maximum function, comfort and quality of life. It initiates prevention strategies to improve clinical outcomes and prevent unnecessary hospitalizations, which is certainly beneficial to our residents, as well as financially beneficial to our facility. It also stresses the importance and assists in the completion of advance care planning.

The object of an ISNP is to help nursing homes provide a higher level of care for their long-term residents. Benefits include decreased hospitalizations; helping residents remain in their home by providing evidence-based preventive and focused care; improved occupancy rates for the facility; increased reimbursement using incentive payments.

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

The TNW Building Committee met at 4:30 today, June 24, 2019, and discussion included the following:

- **Tower renovations**: The Tower renovations are complete and have been approved by the CT State Department of Public Health. The Town of Greenwich has issued a Certificate of Occupancy.
- **Rehab Expansion**: This project has been awarded and TOG Purchasing is working on the necessary paperwork; estimated start date of this project will be August or September 2019.
- **Boiler Replacement**: all new domestic hot water boilers have been installed and are working; this project was on time and under budget.
- **Chapel**: The Chapel ceiling is scheduled to be replaced August 2019.
Mr. Hornak provided an update on Capital Projects for 2019:
- Purchased 18-19 AC units for the Tower, currently being installed
- All kitchen capital has been spent except for $9K, which will carry-over to next year
- Purchased 23 resident beds; the bed replacement program is complete
- Hot water boiler project is complete
- General Capital: all capital funds were allocated for this building; Pavilion - carrying over capital to carpet common areas (after abatement)
- All nursing capital has been spent
- Mr. Simon noted that out of a Budget of $849K, we’ve spent all but $9K; and he is noted that the projects were executed very well.

Marketing - presented by Suzanne Hogan

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

Available at tonight's meeting are publicity items; coverage of Dr. Walsh’s dinner; marketing photos, press releases, and various ads produced and being published.

Ms. Hogan reported that there is a great deal going on in terms of communicating about NW. There have been questions about whether or not we are adjusting targets given the new requirements, and what's being done in that regard. There is some discussion that we are more than a medical facility, we’re also a “professional services firm”. As such, we should be promoting ourselves as ‘thought leaders’ and ‘advisors’.

Two years ago, there was a meeting where positioning strategy was discussed. At that time, it was decided to delay positioning strategy until NW’s business plan was evaluated. Had it not been delayed, it would have rolled over into a precise communications strategy as well as a brand image program.

While we have relationships with hospitals Ms. Hogan sees other opportunities for us to enhance our relationship management strategy.

Ms. Hogan explained that the communication we do is two-pronged: 1. Maintaining awareness and brand image among those who are prospects (including families), and 2. Communicating with “feeders”, i.e. the medical community. This could be accomplished through regular business discussions – NW to become a ‘trusted advisor’; focus not only on our expertise but on the business value of using NW; conduct seminars on-site and off-site; produce thought pieces, etc.

Ms. Hogan also suggested exploring, and if deemed necessary, plan for an “identity refresh”.

Ms. Hogan noted that although we don’t have a large marketing budget, it is being used extremely effectively.
Mr. Simon commented that over the next three months NW will see significant changes, and when the Board meets again in September our direction will be clearer. He believes there is a lot of misperception about the Witherell in the community. He wants to expand our community outreach. He believes we have a lot of assets as an institution that we don’t leverage properly. If we treat people more rapidly, we can increase admissions. He believes we need to educate the hospitals in the services we provide. We want to become the “trusted advisor” in our business community.

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

Mr. Neff reported that the next FNW fundraiser will be a luncheon event at the Greenwich Country Club. This event will be held on Thursday, November 7, 2019, and will feature New York Times Personal Health columnist, Jane Brody. Ms. Brody will speak on the topic of ‘Brain Health & Cultivating a Young Brain’.

The annual Good Humor Ice Cream event, sponsored by an FNW donor, will be held on Thursday, August 22nd, 2 PM, at the front entrance of the building.

**Resident Life – presented by Edward Omondi**

For current events, Mr. Omondi referred everyone to the monthly activities calendar that Carissa Ronish, Therapeutic Recreation Administrator, develops and posts on the website.

He also reminded everyone that the resident barbecue is held each Wednesday at noon in the Rose Garden. Board members are welcome.

In anticipation of his retirement, effective August 1, 2019, Mr. Simon expressed his thanks to Jack Hornak, on behalf of the Board of Directors. Having been a part of Nathaniel Witherell for nearly 13 years, Mr. Hornak has put a great deal of his time and energy into the NW building. Mr. Simon stated that “the place looks significantly better for you having been here”, and expressed his appreciation for all that Mr. Hornak has done. Best wishes, Jack!

A motion was made by Mr. Kaplan to adjourn the meeting, seconded by Ms. Puschel, and Mr. Simon adjourned the meeting at 7:02 PM.

Respectfully Submitted,
Linda Marini for Louise Puschel, Board Secretary
June 30, 2019
Board of Directors Meeting Minutes
September 23, 2019

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

Absent: Suzanne Hogan

Staff: Allen Brown, Executive Director; George Cossifos, Director of Admissions; Linda Marini, Assistant to Executive Director; Elizabeth Mungai, Director of Utilization, Clinical Outcomes & Rehab Services; Scott Neff, FNW Executive Director; Edward Omondi, Deputy and DON; Justine Vaccaro, Director of Social Work; Larry Vanterpool, Facilities Director; Dr. Frank Walsh, Medical Director; Glenn Williams, Director of Financial Operations

Guests: Suzanne Brown, TNW Board Nominee; Christopher Carter, TNW Board NOMINEE; Sharon Shisler, RTM Appointments Committee; Paul Scholtes, Family Council; Ellen Wolfson, Commission on Aging

Mr. Simon opened the meeting at 5:31 PM in the TNW Board.

Mr. Simon introduced the new Director of Facilities, Mr. Larry Vanterpool, and the new Director of Financial Operations, Mr. Glenn Williams, and welcomed them both to the NW management team.

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

Dr. Walsh reported concerns regarding the Electronic Medical Records (EMRs). Because Dr. Walsh does the majority of the new admissions and long term residents record input, he has found it necessary to hire a scribe to assist with his data input. Some of the other physicians on our consulting staff, however, with fewer patients, are having some difficulty in getting up
to speed with the system. These doctors are extremely important sources of referrals to NW. Dr. Walsh stressed that we don’t want to impose so much work on them as to discourage them from referring patients. One doctor has already switched all her patients to Dr. Walsh; she is still referring patients to NW but not at the same rate as before. Dr. Khairkhah wants to be able to do the EMRs but feels she needs more education in it; she has Dr. Walsh temporarily doing her EMRs. Dr. Rana, who has a large referral of patients to NW, has agreed to do the EMRs, but will do them every 6 months and have Dr. Walsh do them in-between. Dr. Edelmann is sending another doctor over to do the EMRs for him. Dr. Glasser is doing his own EMRs. Dr. Rubin and Dr. Pincus will also eventually be inputting their EMRs. The doctors need to be given the time to learn the system, and Dr. Walsh will cover for any of the physicians in the meantime; we want these doctors to remain on the consulting staff and continue to make referrals to NW. Dr. Walsh noted that inputting a new admission can take 2 ½ hours per patient. Mr. Simon concurred that if we need to provide additional support to doctors who are referring patients to NW, in order to make that process as simple as possible, then we need to offer them assistance. Dr. Patel suggested Dragon, or another voice recognition software, may be able to be integrated into Matrix to help in the data input process.

Dr. Walsh reported that the short-term rehab census has dipped since July/August. Mr. Simon noted that the short-term census was high this summer, with more orthopedic cases than medical cases.

Dr. Walsh reported that NW will begin administering the flu vaccines, to patients and staff, during the last week of October and first week of November. Most flu viruses have recently been coming during the months of March, April and May. Since the vaccine is effective for about 6 months, administering it in late October or early November allows its’ efficacy to extend into those months. NW experienced less flu last year than other facilities.

**Review/Approval of Minutes of June 24, 2019**

A motion to approve the minutes of June 24, 2019 was made by Mr. Kaplan, seconded by Ms. Hurst, and the minutes were approved by a vote of 6-0-0.

**Executive Director’s Report – presented by Allen Brown**

Mr. Brown reported that for the past 15 years, APRN (nurse practitioner) services have been provided to Witherell by an outside contractor, TeamHealth (and its two predecessor companies, IPC Health Care and Park Avenue Associates). An APRN is a physician extender, licensed by the State to act on behalf of physicians to assess and treat medical conditions, prescribe medications and initiate orders for ancillary services. The APRN at NW is supervised by Dr. Walsh. After more than 10 years of service to Witherell, Shannon DeSimone, RN, APRN, is leaving to pursue other opportunities. In addition to requesting a replacement APRN from TeamHealth, Mr. Brown and Mr. Omondi have also met with Northeast Medical Group (NEMG), a YNHH affiliate, to discuss providing APRN coverage through NEMG.
NEMG’s Chief Medical Officer, Richard Goldstein, M.D., expressed interest in offering APRN services, but asked NW to underwrite the start-up costs until they generated cash flow. Because none of our vendors have ever requested that before, and because Dr. Walsh plays a role in supervising the APRN, Mr. Brown asked for guidance from the Board. Dr. Walsh stated that Ms. DeSimone has done an unbelievably great job and has been a valuable asset to NW. There are no up-front costs associated with TeamHealth and they bill all their services independently of NW. He has worked with other very reputable APRNs from that company at other facilities. He would also like to see what NEMG has to offer.

Mr. Brown stated that underwriting start-up costs for NEMG could cost as much as ¼ of a year’s salary for an APRN, or approximately $25K - $35K. Whether that cost would be considered a loan for repayment, or a subsidy for no repayment, has yet to be confirmed by NEMG.

The Board decided that TeamHealth should be used for interim coverage, following Ms. DeSimone’s departure. Mr. Simon stated that NW will not underwrite NEMG’s start-up costs, but we should investigate NEMG further with regard to them providing an APRN.

PDPM begins on Tuesday, October 1st. Mr. Brown stated that Elizabeth Mungai, Director of Utilization, Clinical Outcomes and Rehab Services, has handled preliminary staff training and transition coordination, and she and the staff are very well prepared; we are optimistic that all will go well.

Mr. Brown confirmed that his retirement will be effective December 31, 2019.

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

The TNW Building Committee met at 3:30 today, Sept. 23, 2019, and discussion included the following:

- **Tower renovations**: The Tower renovations are complete and came in under Budget. Some additional handrails, not in the original design specifications, will be added, at a cost of $1,800 and funded from the current project budget.
- **Rehab Expansion**: All approvals are in place. Construction will begin the week of Sept. 30, 2019.
- **Backflow preventer**: Aquarion and the Town require installation of a backflow preventer off the main water line. Current estimate of the cost of this project is approximately $50K.
- **Chapel**: The Chapel ceiling replacement is complete and came in slightly under Budget.
- **Pavilion Boiler**: currently being installed and will be fired tomorrow, Tuesday, 9/24. There is an expected fuel/cost savings with this new equipment, and savings in ongoing repairs.
Recommended Capital Projects:

<table>
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<tr>
<th>Project</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Tower A/C</td>
<td>$40,000</td>
</tr>
<tr>
<td>Beds</td>
<td>45,000</td>
</tr>
<tr>
<td>Nursing Capital</td>
<td>35,000</td>
</tr>
<tr>
<td>Backflow Preventer</td>
<td>50,000</td>
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<tr>
<td>General Capital</td>
<td>85,000</td>
</tr>
<tr>
<td>Furniture (7 yr replacement/resident furniture)</td>
<td>75,000</td>
</tr>
<tr>
<td>Interior Painting</td>
<td>75,000</td>
</tr>
<tr>
<td>Pavilion</td>
<td>40,000</td>
</tr>
<tr>
<td>Total</td>
<td>$445,000</td>
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</tbody>
</table>

A motion to approve the recommended Capital Projects in the amount of $445K was made by Ms. Hurst, seconded by Mr. Kaplan and approved by a vote of 6-0-0.

**Finance Committee Report - presented by Nisha Hurst and Glenn Williams**

Ms. Hurst distributed draft financial reports for the months of July and August 2019.

Ms. Hurst reported that Mr. Williams began on Sept. 3, 2019 and is familiarizing himself with NW processes, procedures, Matrix, Munis, etc. He brings with him a great deal of health care experience and knowledge of our business, and she looks forward to the improvements in our processes he will make.

Ms. Hurst reported that the Finance Committee met on Friday, Sept. 20, 2019. Some of the points discussed included Mr. Williams involvement in:

- budgeting by division; departments will now be actively involved in the budget process
- understanding NW accounts payable and billing; more controls over bill paying
- payroll controls; overtime controls
- Cross-training Business Office of staff

Mr. Williams stated that he brings a different approach to NW; in healthcare it’s about internal controls. With complex systems in place, such as Matrix, these systems need to be control checked, they require vendor accountability, and reports need to be better managed. Mr. Williams brings a clear understanding of healthcare accounting to the Witherell.

Mr. Williams reported the following for the 2 months ending August 31, 2019:

- Revenues were slightly below Budget at $263,614; driven mainly by a decrease in Medicare
- Expenses were down, including accruals which were put forward that hadn’t been put in for the first 2 months of the year; largest bills including Medline, Select and Morrison, which account for approximately $400K of the monthly expenses.
- Overall, for the first 2 months of the fiscal year, there is an approximate loss of $11K; the projection was a profit of approximately $193K. Why was there a Revenue shortfall? Review of case mix, payor mix, decrease in Medicare, etc. Why are Budget
and Actuals not in alignment? The better measure going forward will be the September 30th closing – 3 months into the fiscal year; accruals can be reversed; expenses coming in can be watched; items can be accounted for more correctly.

- Mr. Williams has developed department sub-reports to track budgets/actuals/capital – encouraging department accountability.
- The Capital is on Budget, $132K has been spent so far off of the approved $400K for the year.
- $1.4M Debt Service was paid in July 2019.

Mr. Simon noted that July and August were both busy months for NW. July had 5,856 total days, 93.5% occupancy; August totaled 5,952 days, 95% occupancy.

**Marketing – none, Suzanne Hogan absent**
Handouts were provided to Board members showing different marketing parameters.

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

Mr. Neff reported that the FNW held their Annual meeting on Wednesday, September 18th.

The fall FNW special fundraising luncheon event will be held on Thursday, November 7, 2019, at the Greenwich Country Club. This event will feature New York Times Personal Health columnist, Jane Brody, who will speak on the topic of ‘Brain Health & Cultivating a Young Brain’. Mr. Neff encourages all to attend.

**Resident Life – presented by Edward Omondi**

Residents and the Recreation Department had a very successful summer. Some of the events included the following:
- Weekly resident barbeques in the Rose Garden
- Resident outings to Todds Point, Sam Bridge Nursery and St. Mary Parish Healing Mass and luncheon

For current events, Mr. Omondi referred everyone to the monthly activities calendar that Carissa Ronish, Therapeutic Recreation Administrator, develops and posts on the website.

- Last week we sponsored a 60’s music themed event with our in-house musicians Mike and Vin
- The Greenwich Junior United Way hosted an afternoon of table games with the residents on Saturday the 21st.
- On Friday, Sept. 27th, there will be an animal photography talk with Grace and Stephen Kaplan. Their photos are currently on exhibit in our gallery outside of the auditorium.

Mr. Simon requested approval on the draft 2020 Board meeting calendar. It was suggested by Mr. Kaplan that an additional meeting be added over the summer. With agreement from the
rest of the Board, Mr. Simon will add a July meeting date to the calendar and present for approval at the October Board meeting.

Mr. Simon reported that as one of the requirements outlined in the Health Dimensions Group (HDG) Report, we have completed an exclusion check of all employees and vendors through the Office of the Inspector General. There were no exceptions.

State Survey, August 5 – 9, 2019

Mr. Brown sent a detailed email to the Board in August with regard to the State Survey, which was conducted August 5 – 9, 2019. He reported at this Board meeting that we received full acceptance of our Plan of Correction (POC) on Wednesday, September 18, 2019.

There were 7 clinical findings – 2 Advisory (do not count for mark down on total score); 5 Low Severity, Low Scope (each account for 2 points off total score).

There were also 3 Fire and Building Safety findings – all 3 were Low Severity.

Mr. Brown is very optimistic that this will result in a favorable score as it relates to how the Survey translates into a 5-star rating.

Mr. Brown has submitted his intent to retire, effective December 31, 2019. Recruitment for his successor continues.

Mr. Simon noted that the BET TNW Strategic Plan Committee will meet on Thursday, October 17, 2019 at 2:00 pm. NW will present what we’ve done in response to the recommendations of the HDG Report.

Mr. Simon stated that we are focused on identifying controllable sources of overtime; monitoring costs; increasing revenues/admissions.

The NW Operating Budget will be developed during October and November.

Also in tonight’s audience were guests Suzanne Brown and Christopher Carter, Board Members Nominated; and Sharon Shisler, RTM Appointments Committee.

A motion was made by Ms. Hurst to adjourn the meeting, seconded by Dr. Patel, and Mr. Simon adjourned the meeting at 6:58 PM.

Respectfully Submitted,
Linda Marini for Louise Puschel, Board Secretary
September 30, 2019
The Nathaniel Witherell Building Committee Meeting came to order at 4:30 PM in the Board Room

Minutes – April 22, 2019 – Larry Simon 1st, Louise Pusche 2nd, all approved.

- **(16213) Renovate 4 Tower Floors** – The award has been issued to Wernert Construction, LLC.
  - Wernert Construction started work on March 26, 2018
  - Final CT DPH inspection requests-all have been complied with:
    - Sprinkler obstruction tests
    - Bathing areas non-permeable ceiling tiles
    - Closet astragals
    - Secure chair railing
  - Final cost: $3,423 below final revised budget

- **(19197) Rehab Expansion**
  - Low bid – Surge Inc. - $163,894
  - Cost brake down:
    - Contractor cost $163,894
    - Electrical $ 18,850
    - Sheetrock $ 9,950
    - Contingency $ 20,000
    - Total $212,694
  - Due to the complexity of the STEAP grant requirements a start date is expected in the 3rd Quarter CY 2019

- **Domestic Hot Water Boilers**
  - Project is complete
  - Final cost: $179,915, $74,468 under budget
• Capital Project 2019 update
  o Tower AC units – complete
  o Kitchen Capital – $9,517 to be carried over to FY20
  o Residents Beds – complete - $877 returned to TNW fund balance
  o Domestic Hot Water Boilers – complete - $74,468 back to TNW Fund Balance
  o General Capital – complete - $708 held over for FY20
  o Pavilion Capital – complete - $11,019 to be carried over to FY 20
  o Nursing Capital – complete

• 2020 Capital Projects
  o Various projects to have a plan in place prior to July 2019
    ▪ Nursing Capital
    ▪ General Capital
    ▪ Resident Beds – 23 beds, PO issued - $60,195
    ▪ Tower AC Units – quote for 23 units - $50,000
    ▪ 4 Year Painting Plan – to be discussed with TOG Purchasing
    ▪ Chapel Ceiling – to be started in August 2019 - $25,000
    ▪ Vinyl wall Covering – Wernert Construction – 15 rooms complete
    ▪ Pavilion Capital - New condensing boiler - $22,510

Next Regular Meeting is scheduled for Tuesday July 30, 2019 at 9:00 AM in the Board Room.

Respectfully Submitted
Jack Hornak
Director of Operations
Nathaniel Witherell SNF