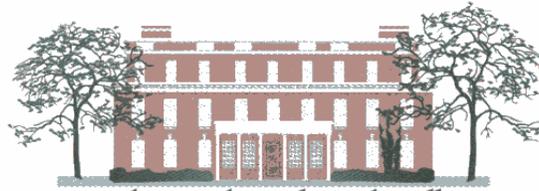


1. NW Board Draft Meeting Minutes, 9/24/18
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Documents:

[TNW BOARD MINUTES 2018_09 V2.PDF](#)



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

Board of Directors Meeting Minutes September 24, 2018

- Present:** Laurence B. Simon, Chairman; Louise Puschel, Secretary; Suzanne Hogan; Nisha Hurst; Richard Kaplan; Joan Merrill; Elizabeth Siderides, MD
- Absent:** none
- Staff:** Allen Brown, Executive Director; Tom Ellis, Director of Financial Operations; Jack Hornak, Facilities Director; Scott Neff, Executive Director FNW; Edward Omondi, Deputy and DON; Justine Vaccaro, Director of Social Work; Frank Walsh, MD, Medical Director
- Guests:** Audrey Kahn, Elizabeth K. Krumeich, BET Liaison; Paul Scholtes, Family Council; Ellen Wolfson, Commission on Aging

Mr. Simon opened the meeting at 5:30 PM in the TNW Board Room and noted that a quorum was present.

Medical Director's Report – presented by Dr. Walsh

Dr. Walsh reported that we will be administering the flu vaccine sometime between the end of October and the beginning of November. The flu vaccine is generally effective for approximately 6-7 months. In the past several years we've seen flu strains active in the spring. By administering in late October/early November, it helps provide immunity into the spring months. Other facilities experienced outbreaks; but Dr. Walsh believes that TNW had so few flu cases last year because we followed this schedule. We administer the High Dose Flu vaccine to people over 65 years of age and the quadrivalent for all other adults.

Dr. Walsh noted that short-term rehab admissions have been steady. Mr. Brown stated that there were no pre-registered admissions for this week; however, we had 3 admissions today and 5 more referrals for later in the week.

Review/Approval of Minutes of June 25, 2018 and July 23, 2018

A motion to approve the minutes of June 25, 2018 was made by Ms. Puschel and the minutes were approved by a vote of 6-0-0. (Mr. Kaplan was not present at the time of the vote).

A motion to approve the minutes of July 23, 2018 was made by Ms. Hurst, seconded by Ms. Puschel, and the minutes were approved by a vote of 6-0-0. (Mr. Kaplan was not present at the time of the vote).

Executive Director's Report – presented by Allen Brown

DPH Annual Survey – Mr. Brown reported that due to the major updates in CMS regulations required by the Phase 2 Requirements of Participation which became effective in November 2017, CMS has frozen 5 star ratings for one year. For this reason, the results of the July survey will not result in a return of Witherell's 5th overall star, at least not in 2018. It is still not clear when the overall star ratings of facilities surveyed during the freeze will be updated (Mr. Brown had provided an attachment with detailed information concerning the freeze to his written report). Witherell's plan of correction has been accepted by DPH and we've received notice by phone that we are in full compliance with Public Health Code and CMS regulations. Written confirmation is forthcoming.

Pharmacy RFP - In response to our RFP, we received 5 proposals from pharmacy providers. A committee needs to be formed to evaluate the proposals, identify the best proposal(s), and interview finalists for the contract award. Mr. Brown requested that a board member join Mr. Omondi, Ms. Wayne (ADON), Mr. Ellis and himself on the committee; Ms. Merrill agreed to participate.

Operating Plan – Submission of our operating plan is due to Town Hall by October 2nd. The First Selectman's office has changed this year's format of submission by requesting only a bullet list of planned accomplishments for this year (FY 18/19) and goals for next year (FY 19/20). Notice of any proposed changes in our Table of Organization was also requested along with a modified organization chart. Mr. Simon suggested the following additions to the FY 19/20 Goals portion of the plan: 1.) Identify additional revenue opportunities; 2.) Be cognizant of changes in CMS/reimbursement and be proactive to those changes, and, 3.) Ready ourselves for the replacement of the RUG, Resource Utilization Groups system, by PDPM, the Patient Driven Payment Model, and evaluate the ramifications to Witherell.

OnShift – In October, staff in the Nursing and Dietary departments will begin using OnShift's automated scheduling system. Among the greatest benefits of switching from manual scheduling, OnShift will allow managers to immediately communicate open shifts (due to unscheduled call outs) via phone, text, or email and review the real-time payroll status of employees who identify themselves as available to pick up an extra shift. Mr. Omondi explained how this system will allow managers to assess the cost of a replacement worker before assigning extra duty work to them.

As a result, we anticipate that overtime and part-time overutilization will decrease commensurately. While it may become apparent that we do not have sufficient full and part time workers to avoid the use of overtime shifts or to utilize part time workers efficiently, we will know in advance of assigning a replacement worker what the cost implication will be. Mr. Omondi showed a video explaining the set up and basic capabilities of the OnShift system.

Building Committee Report - presented by Louise Puschel

The TNW Building Committee met at 4:30 pm today, Sept. 24, 2018, and discussion included the following:

- Tower renovations: due to State requirements and scheduling, we must put the renovations to the 3rd floor on hold until we secure added funding. We will go before the BET and the RTM in October 2018 to request an additional \$500K. All remaining small items left to be done on the 1st, 2nd, and 4th floors will be completed within the allotted budget.
- Pavilion – new windows are going to be installed in the entire building over the next few weeks. They've been measured and ordered; 19 windows (double hung and casement windows).
- Recommended Capital Improvement Budget 2020 (CIP Budget FY 2020)

1. Four-year interior painting plan	\$ 73,000
2. Admin 2 nd floor Renovations	\$ 62,000
3. Nursing Capital	\$ 52,000
4. Tower room AC unit replacements	\$ 50,000
5. Resident Bed Replacement	\$ 47,000
6. General Capital	\$ 83,000
7. Seven-year furniture replacement plan	\$ 75,000
8. Domestic hot water boiler replacement	\$255,000
9. Chapel ceiling replacement	\$ 25,000
10. Pavilion Capital	\$ 50,000
11. IPC-vinyl resident room wall covering	\$ 52,000

Total \$824,000

Mr. Simon also distributed the 15-year Capital Plan. This plan remains relatively constant and includes a 2% inflation factor each year.

- Greenhouse Expansion – Mr. Hornak has been working with the architects on the construction drawings for this project. Once the project is bid, we will be able to determine the financial needs for this project. We have \$183K from the STEAP Grant to put toward the expansion.

Finance Committee Report - presented by Nisha Hurst and Tom Ellis

Ms. Hurst distributed the Final FY 17/18 Financial Report and the FY 18/19 Results as of August 31, 2018.

Note: Mr. Brown noted that he will meet with the tenants of the Pavilion on Monday, Oct. 1st to address some of the issues that relate to the Pavilion Capital Plan.

Ms. Hurst reported that the Finance Committee met on Friday, Sept. 21, 2018, at 10 AM, and discussed TNW's FY 17/18 Final Results as well as the year to date results as of August 31, 2018. She stated that, as mentioned earlier during Mr. Brown's report, they have changed how they are presenting the financial statements and how the numbers are represented, moving away from an accrual basis.

With reference to the FY 17/18 Final Results:

FY 17/18 Management Operating Target Actual was (\$2,869,670) compared to a Budget of (\$2,684,961) resulting in a negative variance of (\$184,709).

FY 17/18 Contributions from External Sources was \$2.7M; below our goal of requiring less than \$3M from the Town.

FY 17/18 Actual Revenues were \$27,133,439 compared to a Budget of \$27,816,081 resulting in a negative variance of \$682,642.

FY 17/18 Actual Expenses were \$22,299,113 compared to a Budget of \$22,555,103 resulting in a positive variance of \$255,990.

With reference to the FY 18/19 Results as of August 31, 2018:

YTD August 31, 2018 Revenues were \$4,356,956 compared to a Budget of \$4,863,518 resulting in a negative variance of \$506,562.

FY 17/18 Actual Expenses were \$3,582,247 compared to a Budget of \$4,400,199 resulting in a positive variance of \$817,952. Mr. Ellis explained that there is a 2-3 week period in July during which the Town is working on the fiscal year end close, and we are not allowed to process any invoices or purchase orders, creating a lag during this time period wherein checks are not being cut.

Mr. Simon stated that our focus this year will be how well we are doing against the Budget for the Management Operating Target. We've budgeted a \$551,737 deficit for the year and are currently running better than expected. Mr. Simon's belief is that the Board hold management accountable for achieving the operating targets.

Marketing Report - presented by Suzanne Hogan

Harrison Edwards marketing reports for July and August 2018 were distributed with the Board materials for tonight's meeting.

Ms. Hogan had copies of and encouraged the Board to view the recent advertisements that had been published.

Ms. Hogan noted that we continue to get more followers on FaceBook, Tweets, and the website. One of the concerted efforts made by the marketing team was to improve the quality of the photographs used, and they've been very successful in that effort.

Ms. Hogan also stated that the articles being written recently are broadening our message. No longer is the message only about NW nursing care, short term rehab, and what NW has to offer. But now we include information such as, what to expect as we age and FaceBook feeds on golf and cooking for example. All help to broaden our message and our image as an organization.

Friends of Nathaniel Witherell (FNW) - presented by Scott Neff

Mr. Neff once again invited all Board members and others to the October 1st, 5 PM reception in the NW Auditorium, honoring Dr. Arthur and Sally Rosenberg. This event is in appreciation of the Rosenbergs' generous support of the Nathaniel Witherell Auditorium and Solarium renovation, in memory of their daughter Kimberly.

Invitations were mailed for the Dr. Walsh tribute dinner, to be held on November 1st, 6 PM, at the Greenwich Country Club. Mr. Neff gave a special thanks to the volunteers who helped with this large mailing. FNW is looking forward to this being a "full house" event to honor Dr. Walsh. The guest speaker will be Catherine Kaczorowski, Ph.D., Evin Family Chair in Alzheimer's Research.

Mr. Neff reminded the Board that the recent website redesign has made the site more useful for Google tracking, and it helps make searches for Nathaniel Witherell more appropriately track for Google analytics (i.e. who are the people most often visiting the NW website, what are they coming in to look at, their demographics, etc). For those interested in these statistics, there will be a Google Analytics presentation at the Friends Board meeting on Nov. 14, 2018, 9 A.M.

Resident Life - presented by Edward Omondi

Mr. Omondi announced a few upcoming recreation events:

Oct. 11th – Oktoberfest, 2:00 PM

Oct. 27th – Pooches on Parade, Halloween Edition, 2:00 PM

Oct. 30th – Halloween pumpkin carving contest, 2:00 PM

Oct. 31st – Halloween face painting, 11 AM, and party at 2:00 PM

Mr. Omondi reported that our new Therapeutic Recreation Administrator, Carissa Ronish, is currently working with all of the Nursing Unit PCCs (Patient Care Coordinators) to enhance the activities on each of the resident floors. She has recently initiated new exercise and music therapy classes and pottery painting on the 3rd floor.

Chairman's Report – presented by Laurence Simon

Mr. Simon reported that we currently have two vacancies on the Board. The Board of Selectmen has appointed one person, Nirmal Patel for a 3-year term, expiring June 30, 2021. Dr. Patel's appointment will go before the RTM for approval on Oct. 22nd. At the Selectmen's meeting on September 27th, they will decide which of 2 candidates will be nominated for the open Board position. That appointment will also go before the RTM for approval on October 22nd.

Witherell will return to the RTM on October 22nd and to the BET to request additional funds of \$500K necessary to complete the third floor resident renovations. All of these renovations truly enhance the resident's experience here and are worth the time and money being expended.

Mr. Simon hopes that we've gone through the more difficult part of our construction phase; as it does deter some residents from coming here. Hopefully, as construction comes to an end, admissions will increase.

Mr. Simon noted that we are also researching whether a demand exists for long-term private pay, private rooms and how best to meet that demand within our existing physical plant.

The HDG (Health Dimensions Group) site visit took place on September 11, 12 & 13. A report issued by the BET today thanked everyone at Witherell for being very helpful, cooperative and knowledgeable, in helping to make the study productive. Mr. Simon thanked the staff for taking the considerable amount of time to assist HDG. A report is expected in mid-November. Mr. Simon is looking at the requirements of the accounting report – it is unclear as to how much staff time it will require.

In October, work will begin on the Operating Budget and it will be distributed to the Board for review and for their approval at the November Board meeting.

Mr. Simon asked HDG the for the following:

- a. What other business lines should we think about being in?
- b. What kind of medical problems are people going through that we can treat?
- c. What are the impacts going to be of the changes in Medicare, and how should NW be positioned in order to deal with that?
- d. What should our optimal staffing mix be?

Calendars

Mr. Simon proposed that the calendar of Board meetings for 2019 contain 7 scheduled meetings, as opposed to the current 11 meetings per year. Proposed dates are January 28, March 25, April 22, June 24, September 23, October 21 and November 18.

Mr. Simon also proposed that the December 10, 2018 meeting be deleted from the 2018 calendar of Board meetings.

A motion to approve the 2019 Board Meeting Calendar as discussed was made by Mr. Kaplan, seconded by Ms. Hurst, and approved by a vote of 7-0-0.

A motion to revise the 2018 Board Meeting Calendar as discussed was made by Mr. Kaplan, seconded by Ms. Puschel, and approved by a vote of 7-0-0.

A motion to approve the recommended CIP Budget FY20 was made by Ms. Puschel, seconded by Ms. Hogan, and was approved by a vote of 7-0-0.

New Business – none

Mr. Simon adjourned the meeting at 6:59 PM.

Respectfully Submitted,
Linda Marini for Louise Puschel, Board Secretary
Oct. 3, 2018