

1. Meeting Materials

Documents:

[SEPTEMBER 25, 2017 BOARD MEETING AGENDA.PDF](#)
[SEPTEMBER 25, 2017 BOARD MEETING MINUTES - APPROVED.PDF](#)
[SEPTEMBER 25, 2017 BOARD MEETING MINUTES - DRAFT.PDF](#)



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

Board Meeting
Monday, September 25, 2017

Time: **5:30 PM**

Place: **The Nathaniel Witherell Board Room**

AGENDA

1. Medical Director's Report – Frank Walsh, MD
2. Review/Approval - Minutes – July 24, 2017 – Chairman
3. Executive Director's Report – Allen Brown
4. Committee Reports:
 - a. Building Committee – Louise Puschel
 - b. Finance Committee – Lloyd Bankson
 - c. Marketing and Web Site Development-Suzanne Hogan
5. Friends of Nathaniel Witherell – Karen Sadik-Khan
6. Resident Life Committee – Lynn Bausch
7. Chairman's Report – Laurence Simon
8. New Business
 - a. Approval of FY 17/18 Operating Plan
 - b. Discussion of the Calendar for CY 2018
9. Adjournment

Note: On Monday September 25th, the Building Committee will meet at 3:30 pm and the Finance Committee will meet at 4:30 pm in the Board Room.

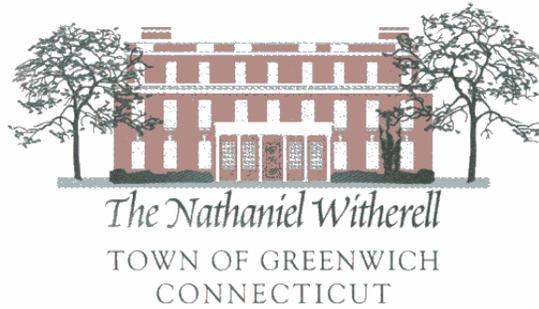
Next Board Meetings:

Monday October 23, 2017

Monday November 20, 2017

Monday December 11, 2017

cc: Town Clerk



Board of Directors Meeting Minutes September 25, 2017

- Present:** Laurence Simon, Chairman; Karen Sadik-Khan, Vice Chairman; Louise Puschel, Secretary; Lloyd Bankson (via phone); Suzanne Hogan; Nisha Hurst; Richard W. Kaplan; Elizabeth Siderides, MD
- Absent:** Frank Ennis, MD
- Staff:** Christopher Alexander, Finance Director; Lynn Bausch, Deputy Director & Director of Nursing; Allen Brown, Executive Director; Jack Hornak, Facilities Director; Linda Marini, Assistant to the Director; Scott Neff, Executive Director FNW; Justine Vaccaro, Social Work Director; Dr. Frank Walsh, Medical Director
- Also:** David Ayres; Paul Scholtes, Family Council; Ellen Wolfson, Commission on Aging

Mr. Simon noted a quorum was present and opened the meeting at 5:33 PM in the TNW Board Room.

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

Dr. Walsh reported that our high occupancy has been steady and that NW has been in high demand for short-term rehab. Ms. Bausch commented that determining appropriate admissions should always first be based on clinical assessments of the patient.

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 will help provide immunity into the spring months. Dr. Walsh believes that we had so few flu cases last year because we followed this schedule. He also continues to encourage employees to receive the vaccine as well.

Dr. Walsh noted that there have been no outbreaks since his last report.

Review/Approval of Minutes of July 24, 2017

A motion to approve the minutes of July 24, 2017 was made by Ms. Sadik-Khan, seconded by Mr. Kaplan, and the minutes were approved by a vote of 8-0-0.

Executive Director's Report - presented by Allen Brown

Annual Operating Plan - A draft of the Town-required FY 18/19 Operating Plan was attached to the ED's report for the Board's review and approval. The Operating Plan must be submitted to the Town by October 18, 2017.

A motion was made by Mr. Simon to approve the Draft FY 18/19 Operating Plan as amended during this meeting. This motion was seconded by Ms. Sadik-Khan and approved unanimously by a vote of 8-0-0.

Food Service Management RFP – Proposals were received in response to the Town's RFP for food service management at Witherell/The Senior Center from Morrison Community Living and Cura, an Elix Company. The evaluation committee, comprised of Suzanne Hogan, Richard Kaplan and Allen Brown from NW, and Lori Contadino and Laurette Helmrich representing the senior center, is currently reviewing proposals and plans to submit its recommendations to Purchasing by month-end. A decision should be made by the middle of October.

Tower Renovations – Before granting its approval to proceed with the Tower and Auditorium renovations, the State of Connecticut DPH Building and Fire Safety Unit of the Facilities Licensing Division has requested more detailed and specific design review information from Witherell and its architects regarding the two projects. The Department's specific questions relate to the provision of separation walls, infection control procedures, access by residents to bathing facilities during construction, fire safety education for contractor staff, and contractor work restrictions regarding removal of debris and movement of materials. More details will be provided during the Building Committee Report.

Volunteer Coordinator– Mary Tate, the new Volunteer Coordinator, began on September 18th. She plans to attend the October 23rd Board meeting.

Witherell at Home – At the insistence of the home care agency selected to partner with Witherell to provide non-medical home care services, Sterling Care, we've consulted with Heather Berchem, Esq. of Murtha Cullina to review the proposed contract. Consistent with Sterling Care's concerns, our attorney recommended a redrafting of the contract terms to include provisions related to regulatory compliance, HIPAA, Medicare fraud and abuse & federal anti-kickback statutes, self-referral restrictions and other health care regulations. Because the revisions will be extensive, a new RFP may need to be issued consistent with the Town's purchasing requirements.

Witherell Phone Services – A letter announcing TNWs improved phone services was sent to residents and their responsible parties last week. A copy of this letter was attached to the ED’s written report. The switchover to the new Voice Over Internet Protocol (VOIP) system will occur on September 25th and 26th. Staff training sessions on the use of the new system were scheduled preceding the switchover.

DPH Survey – Witherell will be contesting two of the six deficiencies identified in our recent survey. In the interim, DPH has completed its follow up visit to review our plans of correction related to all six deficiencies and subsequently returned us to full compliance. Related to the two deficiencies still in dispute, our dispute resolution conference is scheduled for September 26th in Hartford. Copies of the survey reports, including our plans of correction, were attached to the ED’s report for the Board’s review. As required by law, the survey and NW’s responses are posted near the main entrance, adjacent to the Admin Building elevator. Following DPH’s decision related to the disputed deficiencies, the survey report will also be posted on the Medicare.gov website.

Building Committee Report – presented by Jack Hornak

The TNW Building Committee met prior to today’s Board meeting at 3:30 PM. Discussion included the following:

- **Tower and Auditorium Renovations** - As noted previously during the Executive Director’s Report, on Sept. 22nd we received notice from the State DPH Building and Fire Safety Unit of the Facilities Licensing Division, that they rejected our plans and requested more detailed and specific design information from Witherell and its architects and contractors regarding the two projects. Specific concerns related to the provision of separation walls, infection control procedures, access by residents to bathing facilities during construction, fire safety education for contractor staff, and contractor work restrictions regarding removal of debris and movement of materials.
 1. On Thursday, 9/21, Witherell met with the architects, contractors and electricians to discuss how to address these concerns and how to modify the plans to reflect the same.
 2. A meeting is scheduled for Wednesday, 9/27, to meet with the TOG Fire Marshal to get his input on the fire plans during construction. Once the contractors receive his input and develop their schedules for construction events, the contractor will put together an evacuation plan and other required information and send them to the State.
 3. Plans for the Auditorium project will be resent to the State on Oct. 6th. Project should begin in early December.
 4. Plans for the Tower project will be resent to the State on Oct. 13th. Project should be in January, 2018.
 5. Mr. Brown noted that \$377K has been requested to complete the entire project: \$200K has been committed by the Friends of Nathaniel

Witherell, and a \$177K additional appropriation has been requested from the Town of Greenwich. The BET approved this appropriation on July 13, 2017 and it is being submitted for approval at the October 23rd RTM meeting.

- State of Connecticut DPH Fire & Safety Survey Inspection – This inspection took place on August 27th and two items needed attention: 1.) removal of insulation on 3 mechanical doors across from rooms 42-46; and 2.) sprinkler heads needed to be installed in the electrical closets on each Tower floor. Both of these items have been completed to the State's satisfaction.

Finance Committee Report - presented by Lloyd Bankson and Christopher Alexander

Mr. Bankson reported the following:

YTD August 2017 Total Occupancy was 11,584 days (92.5%), compared to a Budget of 11,762 days (93.9%) resulting in a negative variance of 178 days. All numbers for September thus far are pointing to a very positive finish for this month.

Mr. Bankson notes that for YTD August 2017 we are favorable in every Expense category.

YTD August 2017 TNW Facility Expenses were \$3,861,594 compared to a Budget of \$3,919,684 which resulted in a positive variance of \$58,090. YTD August 2017 Net Facility Operating Results were \$739,467 compared to a Budget of \$766,436, resulting in a negative variance of \$26,969.

Mr. Alexander commented that although August 2017 was not a banner month for Census or Revenues, it did average out against July. Medicare is still an area of concern and will continue to be going forward. Although the occupancy is high on both the Short-term and Long-term side, the payor mix may also present a challenge.

YTD August 2017 Fringe Benefits & In-Kind Services were \$852,964 compared to a Budget of \$856,965 resulting in a variance of \$4,001.

With regard to the Budget planning for Fiscal 2019 which is already underway, everything is due to the Town within the first two weeks of December. Meetings to review with the BET and RTM will take place in Spring of 2018.

Marketing and Website Development – presented by Suzanne Hogan

Ms. Hogan distributed the July and August 2017 Harrison Edwards reports to the Board that summarize activities they are involved in for us, such as media coverage, advertising, etc. Media coverage appeared to have declined slightly in the last month, as there had been a great many FNW events, positive stories and blog items this past spring.

The Board decided at the last meeting that they would be working on TNW's positioning strategy once they had a new business plan in place, and that they would like a short presentation by Harrison Edwards which discussed trends in the industry. Mr. Simon stated that the October 23rd Board meeting agenda will be considerably different than normal. The Board meeting will be repurposed and consist of a presentation by Harrison Edwards followed by a strategy plan work session.

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

The Witherell Walk is being postponed until the spring with a tentative date of May 6th. It will be a 1.5 mile walk around this general neighborhood, followed by some events here on the campus for residents, families and other participants.

The Community Appeal will be mailed to 25,500 households in October.

Mary Tate, our new Volunteer Coordinator, officially began on Sept. 18th. She will join us at the October Board meeting.

We've recently had a donation of artwork for display in the Board Room. The art is work by Josef Albers, a major abstractionist artist from the Yale School of Design. Once the artwork is framed and hung, necessary repairs and refurnishing of the Board Room will take place. This is being made possible through a kind and generous donation earmarked for Board Room improvement.

The Friendship Garden looked beautiful and was a wonderful addition during this past summer. One of the highlights was the annual Ice Cream Social for residents, visitors and staff. The ice cream was delivered in a vintage 1968 Good Humor Ice Cream Truck. This event was sponsored by Denise and Carol Brennan, daughters of Dennis and Jean Brennan, long standing Witherell volunteers.

Unfortunately, the Friends has received Debby Lash's resignation from the FNW Board. Friends is currently seeking vibrant, active, fundraising enthusiasts to join their Board.

Resident Life Committee – presented by Lynn Bausch

Team Nathaniel Witherell will once again be participating in the Walk to End Alzheimer's. This year it is on Sunday, Oct. 8th, at Calf Pasture Beach in Norwalk.

Ms. Bausch mentioned that the High Dose Flu vaccine (for people over 65 yrs of age) costs \$41/dose while the quadrivalent is \$14/dose.

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During this past year there have been some recurring dining issues brought up during Resident Council. Monthly meetings have been reinitiated on all the units with dining and nursing along with resident participation.

Some event highlights for the month were:

- a. The ice cream truck social in the Friendship Garden
- b. The dress rehearsal for the Chaplaincy fundraiser showcasing the “American Bombshells”
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Notice of reschedule – the Quality Assurance Committee quarterly meeting is being moved to Wednesday, Nov. 1st.

Chairman’s Report – presented by Laurence Simon

The 2018 Board calendar (draft was in the Board packet) will be approved at the October Board meeting.

Board terms will be expiring March 31, 2018 or June 30, 2018 for Mr. Bankson, Dr. Ennis and Ms. Hurst. Mr. Simon asked that they let him know of their intentions to continue on the Board.

Mr. Simon will revise the Board by-laws over the next three months and then present to the Board for discussion and approval.

The timing of the release of the BET TNW Strategy committee final report has not been finalized.

Neither Art Norton nor Nancy Weissler were re-nominated to the BET. The BET will have four new members next year, but Mr. Simon believes the majority still looks favorably at Witherell’s existence.

On October 23rd the RTM will vote on the additional appropriation of \$377K requested to help complete the Tower renovation.

Mr. Simon emphasized that Witherell’s strategy meeting is very important. He believes this industry is a dynamic environment that includes a place and a role for Nathaniel Witherell. We provide high quality service and maintain a large demand for admissions.

Ms. Sadik-Khan complimented the Admissions department and Ms. Bausch for the role they play in resident admissions.

Mr. Simon stated that in October the Board will approve the 15-year Capital Plan and present projects for next year. In November the Operating Budget for FY 19 will be approved.

New Business – none

The meeting was adjourned at 6:45 pm.

Respectfully Submitted,
Linda Marini for Louise Puschel, Board Secretary
Sept.29, 2017



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Absent: Frank Ennis, MD

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