1. BET Nathaniel Witherell Strategic Planning Comm. Meeting Agenda
   Documents:
   
   BET_TNW_STRATEGIC_PLANNING_COMM_MTG_AGENDA_10-17-19.PDF

2. SUB TO APP BET Nathaniel Witherell Strategic Planning Comm. Meeting Minutes
   Documents:
   
   SUB_TO_APP_BET_TNW_STRATEGIC_PLANNING_COMM_MINUTES_10-17-19.PDF

3. APPROVED BET Nathaniel Witherell Strategic Planning Comm. Meeting Minutes
   Documents:
   
   APPROVED_BET_TNW_SP_COMM_MTG_MINUTES_10-17-19.PDF
AGENDA

1. Approval of the BET Nathaniel Witherell Strategic Planning Committee Meeting Minutes:
   - September 5, 2019
   - September 24, 2019

2. Status Update of TNW implementation of HDG & O'Connor Davies recommendations by Laurence Simon, Chairman, TNW Board of Directors

3. Review TNW Financial and Accounting reporting format
   - Limitations/constraints of Special Revenue Funds

4. Sub-Committee’s Reports
   - Maintain current TNW status
   - Sell, lease to a 501 (c) 3
   - Sell, lease to a For-Profit entity
   - Reduce TNW size, close, create trust

5. Legal Issues

6. Future Committee Meeting Schedule:
   - November 7, 2019 - 2:00 PM
   - December 4, 2019 - 2:00 PM (if necessary)

7. Adjournment
The meeting was called to order at 2:01 P.M.

1. Approval of the BET Nathaniel Witherell Strategic Planning Committee Meeting of Minutes:

   Upon a motion made by Mr. Drake, seconded by Mr. Duus, the Committee voted 3-0-1 (Abstain: Ramer) to approve the Meeting Minutes of the September 5, 2019 as amended.

   Upon a motion made by Mr. Drake, seconded by Mr. Ramer, the Committee voted 3-0-1 (Abstain: Krumeich) to approve the Meeting Minutes of the September 24, 2019.

2. Status Update of TNW implementation of HDG & O'Connor Davies recommendations by Laurence Simon, Chairman, TNW Board of Directors

   Mr. Simon provided a broad overview of consultants’ recommendations and implementation actions taken to improve operations:
   - Personnel Management – hiring a new Director of Nursing to control overtime (OT); instituting new OT approval process; analyzing optimum full time and part time staffing mix to review headcount
   - Delegating vendor oversight to departmental supervisors to control expenses; streamline the timing of payable processing
   - Financial – hiring a new CFO with a healthcare accounting experience
   - Recruiting new Executive Director (ED) to replace the retiring ED by advertising and use of an Executive Search firm
   - Facilities Management – hiring a new Facilities Manager; revision of TNW’s 15-year Capital Plan
   - Revision of TNW’s 15-year Capital Plan

   Mr. Simon commented that the operational changes would be the implementation of best business practices:
   - TNW would outsource more functions
• TNW would communicate its labor contract expectations to negotiators
• TNW would Integrate CT star-rating specifications with newly acquired software prior to annual State Inspection

The Committee discussed which best practices would best frame TNW during the process. The anticipated presentation to the full BET at its October 24, 2019 meeting was postponed until the BET’s meeting, November 18, 2019, to allow Mr. Simon to update his presentation with comments on revenue shortfall projections, and feedback from TNW staff.

3. Review TNW Financial and Accounting reporting format
   • Limitations/constraints of Special Revenue Funds
     Chairman Norton reminded the Committee that O’Connor Davies had recommended the conversion of TNW financial systems to an Enterprise Fund-based approach as an ongoing business and proposed further discussion at the Committee’s November 7th meeting. Mr. Mynarski will report on how the Enterprise Fund will be reported in the Town’s CAFR.

4. Sub-Committee’s Reports
   Mr. Duus suggested that the Sub-Committee reports expand on its recommendations in the December 17, 2019 Report, and be presented before the end of the term for discussion. The format would document the changes that had taken place since the original 2017 document and its presentation to the BET. The expanded sub-committee reports would also include what has been discovered through investigations, visits and presentations pursued to learn issues and benefits of each proposed option.
   • Maintain current TNW status
   • Sell, lease to a 501(c)3
   • Sell, lease to a For-profit entity
   • Reduce TNW size, close, create trust

5. Legal Issues
   Ms. Krumeich reported that completing the property title search will require discovery if the heirs are still alive. The Town Law Department suggested that a search consultant be hired to contact any living heirs before the property is fully unencumbered.

6. Future Committee Meeting Schedule
   November 7, 2019 – 2:00 P.M.
   December 4, 2019 – 2:00 P.M.

7. Adjournment
   The Committee voted unanimously to adjourn the meeting at 4:33 P.M.

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Catherine Sidor, Recording Secretary

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Arthur D. Norton, Chairman
TOWN OF GREENWICH  
BOARD OF ESTIMATE AND TAXATION  
NATHANIEL WITHERELL STRATEGIC PLANNING COMMITTEE  
MINUTES – Parks & Recreation Conference Room, Town Hall  
Thursday, October 17, 2019

Committee: Arthur D. Norton, Chair; William Drake, Andy Duus, Elizabeth K. Krumeich, Jeffrey Ramer, Nancy Weissler

BET: Leslie Moriarty, Leslie Tarkington

TNW: Laurence Simon, Chairman, Board of Directors of The Nathaniel Witherell (TNW); Allen Brown, Executive Director, TNW

Other: Patricia Burns, Chairman, Commission on Aging Board; Lori Contadino, Executive Director, Commission on Aging; Laura Erickson, 2019 BET Candidate

The meeting was called to order at 2:01 P.M.

1. Approval of the BET Nathaniel Witherell Strategic Planning Committee Meeting of Minutes:

Upon a motion made by Mr. Drake, seconded by Mr. Duus, the Committee voted 3-0-1 (Abstain: Ramer) to approve the Meeting Minutes of the September 5, 2019 as amended.

Upon a motion made by Mr. Drake, seconded by Mr. Ramer, the Committee voted 3-0-1 (Abstain: Krumeich) to approve the Meeting Minutes of the September 24, 2019.

2. Status Update of TNW implementation of Health Dimensions Group & PKF O’Connor Davies recommendations by Laurence Simon, Chairman, TNW Board of Directors

Mr. Simon provided a broad overview of consultants' recommendations and implementation actions taken to improve operations:

- Personnel Management – Director of Nursing is developing staffing plan to control overtime (OT); instituting new OT approval process; analyzing optimum full time and part time staffing mix
- Departmental supervisors have been requested to review vendor invoices and submit for timely payment
- Financial – Hired a new Director of Financial Operations with a strong background in healthcare accounting
- Recruiting new Executive Director (ED) because Mr. Brown is retiring The Board has engaged an Executive Search firm to assist in identifying qualified candidates
- Facilities Management – hire a new Facilities Manager; will present TNW's 15-year Capital Plan
- Revise TNW's 15-year Capital Plan

Mr. Simon commented that the operational changes would reflect the implementation of best business practices:
• Consider outsourcing certain functions
• Communicate its expectations to labor contract negotiators
• TNW would Integrate CT star-rating specifications with newly-acquired software prior to annual State Inspection

The Committee discussed the impact of the implementation of new practices. The anticipated presentation to the full BET at its October 24, 2019 meeting was postponed until the BET’s meeting, November 18, 2019, to give Mr. Simon time to update his presentation with comments on revenue shortfall projections, and feedback from TNW staff.

3. Review TNW Financial and Accounting reporting format
   • Limitations/constraints of Special Revenue Funds
     Chairman Norton reminded the Committee that PKF O'Connor Davies had recommended the conversion of TNW financial systems to an Enterprise Fund-based approach as an ongoing business and proposed further discussion at the Committee’s November 7th meeting. Mr. Mynarski will report on how the Enterprise Fund will be reported in the Town’s CAFR.

4. Sub-Committee’s Reports
   Mr. Duus suggested that the Sub-Committee reports expand on its recommendations in the December 17, 2019 Report, and be presented before the end of the term for discussion. The format would document the changes that had taken place since the original 2017 document and its presentation to the BET. The expanded sub-committee reports would also include what has been discovered through investigations, visits and presentations pursued to learn issues and benefits of each proposed option.
   • Continue current TNW structure and seek greater efficiencies
   • Sell or lease to a 501(c)3 corporation
   • Sell or lease to a for-profit entity
   • Reduce number of beds, or close the facility
   • Create a trust to provide financial aid to eligible seniors

5. Legal Issues
   Ms. Krumeich reported that completing the property title search will require discovery if the heirs are still alive. The Town Law Department suggested that a search be conducted to find any living heirs. If the Town decides to change the structure from a non-profit hospital the heirs would need to release the Town from the restrictions on the real property on which TNW is situated.

6. Future Committee Meeting Schedule
   November 7, 2019 – 2:00 P.M.
   December 4, 2019 – 2:00 P.M.

7. Adjournment
   The Committee voted unanimously to adjourn the meeting at 4:33 P.M.

Catherine Sidor, Recording Secretary