1. TNW Board Meeting, Oct. 19, 2020 Agenda
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   Documents:
   
   TNW BOARD OF DIRECTORS AGENDA 2020_10_19.PDF

1.I. NW Board Meeting Approved Minutes Of Sept. 14, 2020

   Documents:
   
   TNW BOARD MINUTES 2020_09_14 APPROVED.PDF

1.I.i. NW Board Meeting Draft Minutes Of Oct. 19, 2020

   Documents:
   
   TNW BOARD MINUTES 2020_10_19 VERSION 2.PDF
BOARD MEETING
VIRTUAL WEBINAR
Monday, October 19, 2020, 5:00 PM

ZOOM MEETING WEBINAR INFORMATION

Webinar Link:
https://greenwichct.zoom.us/j/86270933991?pwd=Z3p6djE2U01ieGpFbXgzWXpGcDBFdz09

To Join by phone dial: 1-646-518-9805; Webinar ID: 862 7093 3991; Password: 5752209

AGENDA

1. Welcome to New Board Member Melissa Gibbons
2. Medical Director’s Report – Frank Walsh, MD
3. Review/Approval - Minutes September 14, 2020 – Chairman
4. Reports
   a. Executive Director-John Mastronardi
   b. Building Committee –Larry Vanterpool
5. Chairman’s Discussion – Laurence Simon
   a. One Board vacancy remaining
6. New Business
   a. Approval of 2021 Calendar (see Dates Below)
7. Adjournment

2020 Calendar of Board Meetings: Monday November 16, 2020

2021 Proposed Calendar of Board Meetings

cc:  Town Clerk
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. Weekly testing of residents and staff has been suspended. The state stopped mandating our weekly testing because we had negative test results for everyone for two consecutive weeks. If we do have a positive case, we move into the cycle of testing 50% of residents and staff every two weeks.

We will be administering the flu vaccine to all residents and staff beginning late October into early November. The flu vaccine can protect an individual for up to 6 months. Currently flu strains are coming later in the winter, into the spring season. If we administer the vaccine too
early, Dr. Walsh stated, residents/staff will not be protected long enough and may require a second vaccine at a later time.

**Review/Approval of Minutes of July 27, 2020**

A motion to approve the minutes of July 27, 2020 was made by Mr. Carter, seconded by Ms. Brown. A vote was taken, and the minutes were approved by a vote of 7-0-0.

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

Mr. Mastronardi reported that Census has been low the past several weeks and Mr. Cossifos, Admissions Director, will speak later in this meeting to the challenges he and his staff are facing.

Mr. Mastronardi stated that other than referrals from traditional orthopedic sources, we will be reaching out to facilities such as Westchester Medical Center, Westchester Medical Group, Northern Westchester Hospital, White Plains Hospital, and Stamford Hospital to re-establish our presence in existing markets. We’ll also expand our referral base by increasing our visibility in new markets.

**COVID Task Force Update** – The Task Force understands its role and responsibility in conveying evidence-based and prompt reporting to stakeholders. Mr. Mastronardi reviewed the COVID-19 communication protocol and explained that the Task Force and all stakeholders will adhere to this protocol:

1. A designated COVID-19 liaison (Elaine Conklin LMSW), has been appointed to convey Family Council concerns to the COVID-19 Task Force.
2. All communication will go through the COVID-19 liaison, who will obtain answers from appropriate team members.
3. Family Council concerns will be addressed by the Task Force within a one-week timeframe and email responses will be provided to Family Council with any additional updates.
4. Weekly email updates will be sent to family members.
5. Board members will be included in the weekly email updates and on an as needed basis.
6. Any deviation from this policy, will constitute a health and safety risk issue, which directly detracts from and adversely affects patient/resident care.

Dr. Patel, COVID Task Force Chairperson, stated that we have been extremely fortunate to have this NW Team. Their work has been exemplary during a very difficult time where they have been forced to work under sub-par conditions. She stated that it is the responsibility of this Board and the task force to make sure that nothing interferes or distracts from our main responsibility, providing resident/patient care.
Ms. Benson noted that we continue to purchase and store Personal Protective Equipment (PPE) each week. Our Facilities Department has acquired an outdoor pod, which serves as the PPE storage container. Our goal is to have a 60-day supply of PPE on hand at all times.

Mr. Mastronardi reported that beginning Thursday September 17, 2020, all radiology orders will be processed through Patient Care Associates, and the results will now be sent electronically directly into our EMR MatrixCare.

Accushield testing and training will be done this week. The Accushield kiosk will replace the paper sign-in logs for anyone entering the facility and gives us the ability to have people sign-in, ask COVID-19 screening questions for everyone who enters the facility, record body temperature (the integrated thermometer will be shipped in November due to supply chain disruptions).

A question arose about staff having 2nd jobs in other facilities. Ms. Benson stated that she can ask employees if they are working elsewhere but they are under no obligation to release that information.

Admissions – presented by George Cossifos

Current census challenges:
1) Hospital census is down in all hospitals to which Mr. Cossifos has spoken; therefore, referrals from hospitals are down. Nursing home census in the surrounding area are significantly down as well.
2) Hospital social workers report that the community is frightened to go to nursing homes for rehab or LTC due to the perceived COVID-19 risk. Many doctors are also encouraging patients to go home with services rather than go to a nursing home for rehab to reduce their overall risk of COVID-19.
3) Long-term placement requests are down because of COVID-19 but also because many families will not place their loved ones in a facility they are unable to see the inside of as tours and visitation are restricted.
4) Orthopedic referrals, which once accounted for up to 40% of our admissions prior to COVID, are now significantly down as scheduled surgeries are not being performed due to patient fears as well as the surgeons highly recommending that their patients go home with home-care services rather than rehab.
5) Long-term placements have been held up for up to a week waiting on COVID results from the community and sometimes days waiting on COVID results from hospitalized patients coming for rehab or returning for LTC.
6) Due to visitation restrictions, many are opting to go home rather than rehab. Also, many are going home due to limited or no therapy available on the weekends.
7) More families are home during this pandemic period to provide care to their loved ones that they would otherwise need a nursing facility to do if they were working.
8) We have had 28 direct or transferred from rehab LTC residents admitted since we returned from COVID resulting in our total LTC bed availability decreasing 35 to 16.
9) There is a new nursing care planning team at GHA who is sending us referrals as opposed to the social workers who used to do it. Meetings are difficult as Greenwich Hospital is still not accepting visitors. All hospitals and assisted living facilities are not allowing visitors or allowing food such as lunch being sent to them. Mr. Cossifos is attempting to set up Zoom conferences with them.
10) NW has continued good relationships with Greenwich Hospital and Stamford Hospital. We have also been in contact with Norwalk Hospital, Bridgeport Hospital, Yale-New Haven Hospital, White Plains Hospital, Burke Rehabilitation Hospital, Gaylord Rehabilitation Hospital, Westchester Medical Center, Northern Westchester Hospital, Lawrence Hospital and St. John’s Hospital and informed them of bed availability. We have compiled a list of hospitals further out of range, mostly in NYC, and are in the process of reaching out to their social services departments in an effort to promote our services, either by visit, if allowed, phone or Zoom. The continued problem remains that most hospitals are avoiding nursing homes unless necessary, and many of these hospitals have patients that want to stay in proximity to their homes.

Mr. Cossifos noted that they’ve done a few Zoom meetings with Assisted Living Facilities such as Atria of Rye Brook and Atria of Stamford. They have been in touch with the following facilities regarding our vacancies: Bridges in Norwalk, Maplewood of Darien and Norwalk, Brighton Gardens, The Greens of Greenwich, The Mews, Parsonage Cottage, The Residence at Summer Street in Stamford, Sunrise of Stamford, Brightview on New Canaan, Atria of Darien and The Kensington in White Plains. Most, if not all, of these facilities are experiencing census difficulties as well, and are increasing their care protocols to keep who they have in placement so as not to lose their residents to nursing homes.

Building Committee Report - presented by Larry Vanterpool

The Building Committee met and reviewed the following FY21 Capital Projects:

Electrical Panel replacement – Stantec Consulting Services, Inc. has collected the usage and consumption data necessary to determine the proper parts and electrical boards required and has supplied that information to the engineers. Work will begin on a draft RFB over the next 2 weeks.

CDBG Block Grant – we have submitted the requested additional documentation and are currently identifying specific materials needed for this project. We will be moving toward drafting an RFB within a month.

Therapeutic Recreation – presented by Carissa Ronish

Ms. Ronish reported that Therapeutic Recreation continues to adapt and evolve according to the orders of the Governor and the CT Department of Public Health (DPH). Much of Recreation’s activities and support are based on the MDS Assessments as well as individual resident care plans and resident interaction.

- Therapeutic Recreation dedicates 120 hours of in person engagement for residents on long term units each week. The Therapeutic Recreation calendar can be found on our website.
- The Memory Care unit receives 40 of the 120 hours of programming and its own Therapeutic Recreation calendar.
- Music Therapy - 13 hours of music therapy per week are provided to our long-term units, 5 of those hours which are dedicated to the memory care floor.
• Our person-centered care approach through individualized music iPods is not included in these numbers. In addition to the 13 hours of music, we have identified a group of residents on each long-term floor who receive an individualized music playlist and receive music through this venue totaling 20 hours per week.
• Resident outdoor time - from August 1st, 2020 through September 11th, 2020 there have been 99 outdoor courtyard visits reaching 50 total hours.
• Resident family visits - Outdoor visits began June 23rd, 2020. We facilitated 24 family visits in June; 133 in July; 175 in August; and 67 so far this month for a total of 399 visits.
• 65 residents and a total of 32.5 hours per week are combined resident outdoor time and family visits each week.
• Video Calls - August 3rd through September 11th, 2020; 81 total video calls=40.5 hours of family engagement

Marketing – presented by Christopher Carter

Mr. Carter reported that Harrison Edwards sent out press releases on our two new hires, Ms. Nadia Benson, Deputy and Director of Nursing, and Mr. Nunzio Raimo, Director of Financial Operations.

The Harrison Edwards July and August 2020 reports were distributed with Board materials.

Harrison Edwards is working on two US News and World Report geriatric focused stories: 1. When to hire a Geriatric Care Manager, and 2. The Rewards of Caregiving. They are also working on a blog on the safety of skilled nursing.

Our social media traffic remains consistently high, particularly Facebook and Google.

Mr. Carter reported that Harrison Edwards is working on a new strategic marketing plan for 2021. The goals are to expand our referral base and awareness beyond Greenwich Hospital and identify referral sources that have the greatest potential to bring in new and consistent admissions. Marketing will target skilled nursing, short-term rehab, cardiac/pulmonary rehab, and the memory care unit.

Mr. Simon emphasized the importance of aligning our marketing and advertising with our admissions strategy.

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

Mr. Neff reported that the FNW Annual Meeting will be held this Wednesday, Sept. 16, 2020, at 9 AM via conference call.

The 2021 Community Appeal is being worked on with a target mail date of October 16, 2020.
There is a FNW Special Event Committee/Task Force currently involved in discussion about possible special events for the coming year.

A motion to add the Finance Report to this meetings’ Agenda was made by Mr. Simon and approved unanimously by the Board by a vote of 7-0-0.

**Finance Report – presented by Nunzio Raimo**

Financial Reports were distributed to the Board via email this afternoon on Mr. Raimo’s behalf.

Mr. Raimo reported the following:

Nathaniel Witherell Census by payer class, for the time period of January 2020 – August 2020. August 2020 details: Private 1,318 days; Medicaid 2,981 days; Medicare Part A 541 days; Managed Care 103 days; Insurance 58 days; for a total of 5,001 billable days.

Revenue by payer class for the time period of January 2020 – August 2020. It was noted that Medicaid was the largest payer in August 2020 at $1,022,940. In response to a question by Mr. Kaplan, Mr. Raimo responded that these figures do not include the Medicare dollars received from the Federal CARES Act because he wanted to provide the Board with a picture of the operating revenue. Mr. Simon noted that we received $423K as a result of the CARES Act last fiscal year. Another $96K is expected this year from Medicaid. Mr. Kaplan suggested there may be a third disbursement from the CARES Act as well.

Mr. Raimo reported that as a result in the decrease in Census, we came in at $628,648 less than Budget on the Revenue side. Fortunately, because of some very good management practices in watching expenditures, especially on the Nursing side, they’ve been vigilant in watching and controlling Overtime. This resulted in bringing in expenses at $1,178,665 below budget.

Margin Before Debt & Allocation: 20/21 YTD Budget $933,463, 20/21 YTD Actual $1,483,481, resulted in an improvement of $550,017.

Margin Before Debt & Capital: 20/21 YTD Budget $20,884, 20/21 YTD Actual $658,018 resulting in a positive variance of $637,134.

Looking at what our final net revenue versus expenses are, our budget year to date for the fiscal year, which will be July and August, would show roughly $1.47 million on the negative side. However, we’ve actually come in at a negative $842,397 which gives us a positive variance of $637,000.

Mr. Simon noted that in addition to these numbers we have received or will receive $525,000 more in revenue; that will decrease the negative revenue variance. Also, we’ve encumbered enough for the labor contracts that are being negotiated, so they will also end up having a positive revenue variance for this fiscal year.
Mr. Raimo reported that YTD salary and wages, inclusive of benefits, are under budget by $81,947. Other than Personnel Services (OTPS) are also under budget, by approximately $69K. Supplies and Materials were under budget $205,136. Maintenance was also under budget by $21,483. Mr. Raimo gave credit to our department heads who were vigilant in keeping an eye on expenditures.

Mr. Kaplan requested an FTE per patient day number, which Mr. Raimo will provide in next month’s Board report. Mr. Mastronardi noted that labor costs/expense are down because we've charged the staff with paying close attention to costs, specifically overtime.

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

Mr. Simon reported that Melissa Gibbons’ appointment to the Board will be voted on at the Sept. 21, 2020 RTM. The positions of Secretary and Building Committee Chairman still remain available. Mr. Simon would like to fill the last vacancy on the Board with someone who has construction or engineering experience.

Mr. Simon developed a draft 2021 schedule of Board Meetings and asked the Board to email him with any comments. The 2021 calendar of meetings will be voted on at the October 19, 2020 Board Meeting.

There is an opportunity for NW to have a cell phone tower placed on the far north west corner of the property. This would greatly improve cell phone service for residents and staff; and could potentially provide $40K-$60K of income to NW or the Town. Mr. Simon asked the Board to vote on proceeding with the process of acquiring a cell phone tower on the property, and it was approved by the Board by a vote of 7-0-0.

Mr. Mastronardi stated that the necessary wiring to improve NW’s Wi-Fi performance was completed this week and additional wireless access points will be installed next week on Garden Level Rehab and in the Administration areas. This work should be complete the week of 9/21/20.

With the Governor's mandate to continue the ‘no visitors in nursing homes’ policy, Mr. Simon suggested a temporary solution to provide staff assistance with family visitation. He proposed hiring a small number of seasoned volunteers, who would be identified by Mary Tate our Volunteer Coordinator, as Resident Transport Facilitators, who would transport residents to/from family visits. More staff would potentially mean more family visits. These individuals would be COVID tested and background checked. They would be seasonal Town employees, working less than 10 hours per week, earning minimum wage. Mr. Simon noted that this would be contingent on our facility remaining COVID free. Our goal is to increase the number of family visits while maintaining resident safety, remaining COVID free, and increasing our census. We will review communal dining at the October Board meeting.
New Business

Ms. Brown asked about the use of the Echo Show or a walkie-talkie like device to increase the frequency of communication between families and residents. Messrs. Mastronardi and Vanterpool both suggested that the use of these types of devices may compromise confidentiality or pose certain security risks or HIPAA violations. Dr. Patel suggested the advice of a HIPAA attorney may be warranted.

Mr. Simon thanked the staff for their reports and Mr. Mastronardi for his leadership.

A motion to adjourn the meeting was made by Mr. Kaplan, seconded by Ms. Brown and the meeting was adjourned at 6:43 PM.

Respectfully Submitted,
Linda Marini
Sept. 18, 2020
Board of Directors Virtual Webinar Meeting  
Minutes  
October 19, 2020  

Present: Laurence B. Simon, Chairman; Suzanne Brown; Christopher Carter; Melissa Gibbons; Nisha Hurst; Richard Kaplan; Joan Merrill  

Absent: Nirmal Patel, MD MPH  

Staff: Michel Baptiste, Housekeeping/Laundry Supervisor; Nadia Benson, Deputy and Director of Nursing; George Cossifos, Director of Admissions; Linda Marini, Assistant to Executive Director; John Mastronardi, Executive Director; Scott Neff, FNW Executive Director; Nunzio Raimo, Director of Financial Operations; Carissa Ronish, Therapeutic Recreation Administrator; Larry Vanterpool, Facilities Director; Margaret Wayne, Associate Director of Nursing  

Guests: Amy Badini, TNW Family Council; Diane Demain; Nancy Duffy, Selectmen's Nominations Advisory Committee (SNAC) liaison to TNW; Paul Friday; Carolyn Irwin; Wynn Jackson; Beth Krumeich, BET liaison to TNW; Jenny Larkin; B. Lee; Tom McGuire; Sheliaah Smith; Maria Spziak; Ellen Wolfson, Commission on Aging; Leslie Yaeger  

Mr. Simon opened the meeting at 5:03 PM via zoom webinar and noted that a quorum was present. He introduced and welcomed the newest Board Member, Melissa Gibbons, who was officially approved by the RTM at their September 2020 meeting.  

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

Dr. Walsh reported that since our last Board Meeting we have had 4 weeks of COVID-19 testing for 25% of our staff and residents; each week all tests were negative. One employee who was not feeling well, was tested by her own physician (not tested at TNW) and confirmed positive. She was retested about 1 week later and received a negative test result; she has since returned to work. We currently have no one who has tested positive in the building. One TNW resident was sent to the hospital for psychiatric evaluation and tested positive for COVID in the Emergency Department. She subsequently had 2 negative nasal swab tests; the hospital considered the initial test to be a false positive.
Our census is 162 today out of a possible 202 beds. Dr. Walsh noted that we are in better standing than Greenwich Woods, a comparable facility, which has a current census of 74 out of approximately 200 beds.

Dr. Walsh stated that we are also admitting orthopedic cases again; last week he admitted 4 post-op orthopedic cases. Most of the other recent admissions have been medical cases, i.e. congestive heart failure, sepsis. Dr. Walsh will continue to speak with the orthopedists and encourage them to send their rehab patients to NW; a safe place to rehab with private rooms and updated rehab center.

Dr. Walsh also noted that we have 46 COVID positive patients who recovered here at our facility. If we had lost those individuals, it could have been a significant monetary loss as well over the last 8 months.

We will be administering the flu vaccine to all residents and staff beginning late October into early November. The flu vaccine can protect an individual for up to 6 months. Currently flu strains are coming later in the winter, into the spring season. If we administer the vaccine too early, Dr. Walsh stated, residents/staff will not be protected long enough and may require a second vaccine at a later time.

Dr. Walsh stated that we received COVID rapid test kits from CT DPH, but we are not assured of their reliability. In his own office, Dr. Walsh is using the rapid test and doing the nasal swab on each patient so that he can compare the results.

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

Mr. Mastronardi reported that for the weeks of October 5 and 12, 2020, as Dr. Walsh reported, all residents and staff tested negative for COVID-19. There was a positive case on the 14th which reset the clock for no indoor visitation. Outdoor visitation of COVID negative cases will continue. If we have no new positive cases for 2 weeks, that will put us at October 29th for lifting the restrictions on indoor visits. The facility had to roll back to Phase I with the new positive case. In Phase I, Compassionate Care Visits are suspended, and visitation will only be allowed for those residents actively dying.

Mr. Simon noted that we have written visitation policy and protocol which is currently being updated and will be distributed and available on our website.

**Overtime –** Mr. Mastronardi stated that we’ve been diligent with managing overtime costs:
- January 2020 Overtime Services expense was at $186,694 and trended down through March and April; spiking slightly in May, and trending back down in July to $63,355, and to $88,000 in August; it rose again slightly in September due to gearing up for facility-wide onsite COVID-19 testing.
- Mr. Mastronardi stated that the team has done a terrific job of managing overtime, particularly Nursing and Housekeeping/Facilities.
Two Prior Open Positions are now filled:

1. Infection Preventionist – RN hired and will be starting on November 16th.
2. MDS Coordinator – RN hired, also starting during November.

COVID-19 Task Force
Mr. Mastronardi reported that the Task Force focus has been on:

1. Reviewing the guidance from the CDC, DPH and other governing bodies. This guidance can be “murkie”, and sometimes conflicting. We look for clarity on the guidance as situations arise; it’s an “ever-shifting landscape” as far as the regulations are concerned.
2. Contact tracing
3. Best practices re: infection control, hand hygiene
4. PPE – our goal is to have a 60-day supply, we are currently at a 45 to 50 day supply. We’ve been looking at multiple vendors and pushing our current vendors to provide us with more PPE, especially gloves.

Review/Approval of Minutes of September 14, 2020

A motion to approve the minutes of September 14, 2020 was made by Ms. Hurst seconded by Ms. Brown. A vote was taken, and the minutes were approved by a vote of 6-0-1.

At this time Mr. Simon noted that this Board Meeting is a public meeting; anyone may attend, but it is not a forum for the public to speak.

Following the Friends of Nathaniel Witherell report, Mr. Simon has asked Ms. Amy Badini to speak for 5 minutes on behalf of the NW Family Council.

Building Committee Report - presented by Larry Vanterpool

Mr. Vanterpool reported on the 2 projects for this current fiscal year:

Tower Electrical Panel replacement – Stantec Consulting Services, Inc., are the engineers that have worked closely with us and provided necessary drawings, selected materials and determined a temporary location of the electrical panels. We also want to cause the least amount of disruption to the facility. We’ve engaged a consultant to help navigate the Department of Public Health guidelines/code, etc. with respect to Fire and Safety regulations. An RFP is expected between late November and early December.

CDBG Block Grant – Mr. Vanterpool noted that since our facility’s distinction on the National Registry of Historic Places in 2010, both 60 and 70 Parsonage Road are under restrictions with regard to curb appeal and retention of the historic appearance. It also changes Mr. Vanterpools’ intentions of using composite materials to increase longevity of some items.
Because we are using federal grant money to assist with the necessary improvements, we need to follow those restrictions.

Nathaniel Witherell's Recommended CIP Budget FY22
Mr. Vanterpool explained that the 15-year capital budget plan is designed to manage Nathaniel Witherell assets as they relate to the residents’ quality of life. It exists to make sure that our infrastructure operates safely, as well as effectively, at a level of service that remains competitive in the market.

Total Projects: 5 Items
Total Capital Requested: $576,000
1. Interior Maintenance Plan - $360,000
2. Nursing Capital-$31,000
3. General Capital-$95,000
4. Water Backflow preventer (Mandated)-$50,000
5. Tower Room AC unit replacements - $40,000

A motion was made by Mr. Kaplan to submit 5 capital projects totaling $576,000 to the Town; seconded by Ms. Hurst and approved unanimously by a vote of 7-0-0.

Finance Report – presented by Nunzio Raimo
Financial Reports for September 2020 were distributed to the Board with meeting materials.

Mr. Raimo reported the following:
- NW Census by payer class for September 2020: total days billed in September 2020 were 4,741.
- Census by Payer Class comparison: for July 2020 TNW is running on average 28 beds per day less than for July 2019.
- Revenue by Payer Class: although the census was down, revenue was only slightly less than the previous month as a result of a Medicaid rate increase and a better payer mix. Private pay billable days were up even though most of the other billable days were down.
- Mr. Raimo is tracking two metrics: Revenue per FTE (full time employee), which is an indicator of staffing efficiency, and revenue per billable day which shows the efficiency of our revenue stream from operations. Both indicators are trending up, despite the lower census.
- Although running $862,743 below our Revenue projection fiscal year to date, this is offset by operating efficiencies that bring us $1,623,347 under Budget with Ordinary Expenses. After allocations, our margin is $900,000 to the positive as compared to budget.
- Mr. Simon noted that we received $314.90 per Medicaid patient per day, including an extra $28/day for added COVID expenses. This total is contributing to our revenue projection and we don’t know how long that additional amount will continue. The cost report shows costs of approximately $400/day. Costs continue to be over the Medicaid rate.
- Benefit Summary for 2020 – 2021: Healthcare premiums increased 9.5% in October, some of which will be offset by increased employee participation rates. For the three-month period ending September 30, 2020, FY21 Benefits were below budget by $156,655
- For the YTD period ending September 30, 2020 OTPS were below budget by $65,789
- For the YTD period ending September 30, 2020 Supplies & Materials were below budget by $294,911 which Mr. Raimo credits to good management and prudence in spending.
- For the YTD period ending September 30, 2020 Maintenance expenditures were below budget by $30,546
- Gain/loss per resident; results are trending back down. Mr. Raimo will be tracking this month-to-month for fiscal 2021 going forward.

Mr. Simon stated that the Board will vote on the FY22 Operating Budget at the Nov. 16, 2020 Board Meeting. He also stated that the staff is carefully reviewing all large contracts for possible operational savings and as well as reviewing the continuing need for all vendors.

**Marketing – presented by Christopher Carter**

Mr. Carter reported that he and Mr. Mastronardi have been reviewing the Harrison Edwards’ 2020/2021 media plan strategy and proposal and will be meeting on Wednesday October 21st to discuss further. They will be looking at the media mix as well as the search and social strategy for 2021.

Current advertising focus:
- Running targeted digital ads and receiving strong engagement.
- Some recent topics of our FaceBook posts have included Alzheimer’s, the Culinary Wellness Garden, and the Beauty Salon
- One of the October blogs will center on positioning Nathaniel Witherell as a step-down care partner in the Greenwich/Stamford area.
- Articles just coming out from US News and World Report that Mr. Mastronardi was interviewed for focused on nursing home safety and flu prevention. And another flu story will appear in Verywell Health, also being contributed to by Mr. Mastronardi.
- Discussions are also taking place to consider creating a virtual tour of the facility that would appear on the website.

To Mr. Simon’s question about the effectiveness of print media, Mr. Carter explained that in terms of the media mix, we are moving toward more digital advertising this fall. Currently, the public leans toward SEO (Search Engine Optimization) over print media. Ms. Gibbons noted that print media is still an efficient way to reach local community and keep our visibility in the community; it also provides good media outreach.

Mr. Simon commented that having an effective web presence is absolutely essential. Including a ‘Frequently Asked Questions” section could be extremely helpful to those visiting the site.
Friends of Nathaniel Witherell (FNW) – presented by Scott Neff

Mr. Neff reported that the 2021 direct mail Annual Campaign was mailed on October 2, 2020 to 14,896 households; the first contribution toward the Community Appeal arrived on October 6th. Additionally, a mailing was done to approximately 1,300 past donors, responsible parties, and former alumni.

Family Council – presented by Amy Badini

Ms. Badini presented the Family Council suggestions as described in their letter of 10/13/20 to Messrs. Simon and Mastronardi. This letter was also copied to all NW Board members:

“Dear John and Larry,
As you prepare for the Board meeting on Monday, October 19, we hope that you recognize, in particular after the events of the last two weeks, how vital it is to work with the Family Council. We reiterate our request to be included in weekly TNW Covid-19 Task Force meetings. We are confident that by working together, we can accomplish the best outcomes for our residents during this prolonged pandemic. No one person, unless around during the Spanish Flu of 1918, has the expertise to deal with the issues that residents and staff are suffering, including loss of family contact and staff doing multiple jobs to replace what family and volunteers used to do. This pandemic is not an occasion to pit staff against residents and family members. The perspective that families offer cannot be substituted by staff and vice versa -- we need to all work together. In particular, here is how we can help: • Family members are willing to volunteer to help as transporters so that recreation staff can offer a full array of activities. The lack of sufficient volunteers is both harming our residents and burdening the staff. • We will work with your staff to coordinate visits to make them run as efficiently and frequently as possible, relying on more volunteers and fewer staff. • We have made the effort to be well informed about guidelines, protocols and what other nursing homes in our state are doing. We would like to help make TNW a model within the state of CT for implementing compassionate care visitation, essential caregiver policies, communal dining, more frequent visitation by family members, fresh air activities for residents and community supported holiday celebrations during this pandemic. • We will work with your staff to develop a procedure for evaluating any future lockdowns in order to avoid the mistakes of the 9/28/20 lockdown which impacted 160 residents and their families for nearly two weeks. This is not only about infection control, this is about resident life and living with the pandemic. For us this is personal, as we watch our family members suffer. LeadingAge believes that the essential caregiver designation is a tool that you can choose to use to help alleviate the negative consequences due to social isolation, required to keep people safe from Covid-19. (https://www.agingmnn.org/news/mdh-releases-essential-caregiver-guidance/) We urge you to work with us, and hope to be a part of the Board discussion on Monday evening. Prior to then, please feel welcome to call.
Thank you, Amy Badini and Sheilah Smith
Co-Chairs
Nathaniel Witherell Family Council”
Mr. Simon stated that the visitation issues and rules are a key factor in providing a better patient experience. He stated that he does not find it appropriate for the Family Council to be on the COVID Task Force. He will create a Visitation Committee, wherein Board member Ms. Gibbons will work as a Board liaison with Mr. Mastronardi on the patient visitation experience.

Mr. Simon stated that Family Council is not responsible for the operation of the Witherell; the Town and the staff are responsible. We value and appreciate input from Family Council, and we will listen to their suggestions. Mr. Simon stated that the Family Council should think of itself as an internal organization to Witherell and not as an advocate for Witherell to external entities without going through the management channels.

Ms. Merrill questioned the fact that other nursing homes may currently be providing more visitation opportunities and whether we are in line with other facilities in that regard. Mr. Mastronardi assured the Board that he participates in the meetings with LeadingAge every week and has asked what other facilities are doing with regard to visitation; how many visits per week, how many per day? The response has been in line with our protocol and what we’ve been providing. He stressed that the physical and emotional well-being and safety of every single resident is of the utmost important to the Witherell team; which is why our entire leadership team is duly licensed and certified to be in their positions; they consider every aspect of resident life. That includes their physical health, their emotional well-being, regulatory, and legal operations. Mr. Mastronardi stated that he trusts his team and everyone on the call should try to trust them as well.

Ms. Benson stated that we have managed to keep our COVID numbers so low because we have been so vigilant; any deviation from that could cause us to backslide to the situations we were in back in March and April. She is willing to explore other options so that our residents can have time with their family members. But these options need to be explored and considered very seriously because we’ve managed to keep our numbers nearly non-existent over the last several months. It is also necessary to consider what parts of the country we’re getting statistics from; if we are getting statistics from the Midwest where they have relatively low amounts of cases, that needs to be considered. Mr. Kaplan concurred with Ms. Benson concerning vigilance and not wanting to drive the number of COVID cases in the wrong direction; it becomes more and more difficult with the amount of exposure a building has.

Mr. Simon suggested that Ms. Gibbons look into the possibility of providing one visit per week per resident if possible, reviewing all avenues available i.e. Face Time, Zoom, outdoor visits, indoor visits, etc. We will work together to improve family interaction. Mr. Simon will have the Visitation Committee report as part of the regular Board meeting agendas going forward.

Ms. Benson noted that we need to be aware of the current spike this past weekend of 8 COVID positive cases admitted to Greenwich Hospital.

Mr. Mastronardi offered the suggestion that Family Council members visit with residents who do not have family or friends to visit with them.
Chairman’s Report – presented by Laurence Simon

Mr. Simon stated that the positions of Secretary and Building Committee Chairman still remain available. Mr. Simon would like to fill the last vacancy on the Board with someone who has construction or engineering experience.

A motion to approve the 2021 Board Meeting calendar as presented was made by Ms. Merrill, seconded by Mr. Carter and approved by a vote of 7-0-0.


New Business - none

A motion to adjourn the meeting was made by Ms. Hurst, seconded by Mr. Carter and the meeting was adjourned at 6:25 PM.

Respectfully Submitted,
Linda Marini
October 26, 2020