

1. 5:30 P.M. Nathaniel Witherell Board Meeting Agenda 10-22-18
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Documents:

[TNW BOARD OF DIRECTORS AGENDA 2018_10.PDF](#)

2. Nathaniel Witherell Board Of Directors Draft Minutes Of Oct. 22, 2018
Nathaniel Witherell Board of Directors Draft Minutes of Oct. 22, 2018

Documents:

[TNW BOARD MINUTES 2018_10_22 VERSION 2.PDF](#)



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

Board Meeting
Monday, October 22, 2018

Time: 5:30 PM

Place: The Nathaniel Witherell Board Room

AGENDA

1. Medical Director's Report – Frank Walsh, MD
2. Review/Approval - Minutes September 22, 2018 – Chairman
3. Executive Director's Report – Allen Brown
4. Committee Reports:
 - a. Building Committee – Louise Puschel
 - b. Finance Committee – Nisha Hurst
 - c. Marketing-Suzanne Hogan
5. Friends of Nathaniel Witherell – Scott Neff
6. Resident Life Committee –
7. Chairman's Report – Laurence Simon
8. New Business
 - a. HDG Report Update
9. Adjournment

The Building Committee will meet at 9:15 am Friday October 19th in the Board Room.
The Finance Committee will meet at 10:00 am Friday October 19th in the Board Room.

Next Board Meetings:

Monday November 19, 2018

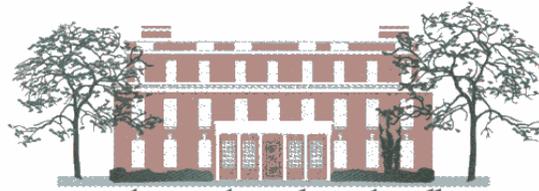
No Meeting in December

Monday January 28, 2019

Other Important Dates:

***Thursday November 1st Dinner Honoring Dr. Francis X. Walsh at Greenwich
Country Club at 6:30 pm***

cc: Town Clerk



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

**Board of Directors Meeting Minutes
October 22, 2018**

- Present:** Laurence B. Simon, Chairman; Nisha Hurst; Richard Kaplan; Joan Merrill
- Absent:** Suzanne Hogan; Louise Puschel, Secretary; Elizabeth Siderides, MD
- Staff:** Allen Brown, Executive Director; Tom Ellis, Director of Financial Operations; Jack Hornak, Facilities Director; Linda Marini, Assistant to Executive Director; Scott Neff, Executive Director FNW; Edward Omondi, Deputy and DON; Justine Vaccaro, Director of Social Work
- Guests:** Dr. Nelson Bonheim; Elizabeth K. Krumeich, BET Liaison; Paul Scholtes, Family Council; Ellen Wolfson, Commission on Aging

Mr. Simon opened the meeting at 5:33 PM in the TNW Board Room and noted that a quorum was not present and therefore no votes will be taken.

Medical Director's Report – Dr. Walsh, absent

Review/Approval of Minutes of September 24, 2018

Since no quorum was present, the minutes of the September 24, 2018 meeting of the Board of Directors will be voted on at the November 19, 2018 Board meeting. Mr. Simon will modify the current draft minutes to incorporate changes suggested by Ms. Hogan, and distribute to Board members as draft version 3.

Executive Director's Report – presented by Allen Brown

Project Update – The Tower renovation project has nearly exhausted its entire appropriation of \$1,327,000; three of the 4 floors (1, 2 & 4) are nearing completion and renovations to the 3rd floor cannot begin without an additional appropriation. The primary reason for the overage was the change in the construction model imposed on us by the State of Connecticut,

Department of Public Health (DPH) at the time of their project progress inspection. The progress inspection resulted in an imposition of additional work requirements that slowed project work progress. Mr. Brown stated that we have requested an interim appropriation of \$450,000 from the BET and the RTM. Due to the schedule of this month's BET meeting, RTM committees have not benefitted from the BET's vote on the request prior to their meetings. The Budget Overview Committee (BOC) elected not to vote on the appropriation request; the Finance Committee voted 7-5 in favor of approving the appropriation. The Health and Human Services (HHS) committee voted 10-0-1 to approve the modified appropriation request (reduced to \$450,000). The BET Budget Committee met on Thursday, October 18, 2018 and voted 3-0-1 to approve the appropriation request. The full BET met on Friday, October 19, 2018 at a special meeting and approved the appropriation with a vote of 8-1-2. The RTM will vote at tonight's meeting, Monday, October 22, 2018.

DPH Annual Survey – The Nursing plan of correction (POC) was officially accepted by DPH in September while the Facilities POC was accepted just last week. These acceptances are the result of follow-up by the DPH to verify the commitments made in the POCs. As a result of this, CMS deems the facility in compliance with all regulatory requirements. Soon the results of the July 2018 survey will be reported by DPH to the Centers for Medicare & Medicaid Services (CMS), which will update its 5-star ratings accordingly. As previously reported by Mr. Brown, CMS has frozen overall 5 star ratings for one year; but, Witherell could see its star rating improve after the freeze is lifted, based on the improved state survey result this year compared to last year.

Mr. Brown reported that US News and World Report has announced that it will release its Best of Nursing Home ratings shortly. Advance notice (i.e. not yet for publication) of our US News rating has been released to us by the publication: Witherell will be rated as “high performing” (the top rating awarded) in short stay rehab and “better than average” overall. The better than average rating piggy-backs on CMS's current overall 4 star rating. The US News rating categories include “high performing”, “better than average”, “average”, “worse than average”, and “poor”. Witherell's rating will allow us to display the “Best Of” nursing home designation from the publication.

Pharmacy RFP – The evaluation committee (Mr. Ellis, Ms. Merrill, Mr. Omondi and Mr. Brown) is still reviewing proposals. Within the next week, the committee will determine finalist candidates for further consideration. 5 proposals were received: Omnicare; Partners Pharmacy; PharMeria; Procure Pharmacy; and ValuRX Pharmacy.

Annual Report – the deadline for submitting Witherell's Annual Report to the Selectman's Office is December 14, 2018. Mr. Brown will provide the Board with a draft report for their review prior to the November 19, 2018 Board Meeting. It will incorporate the accomplishments that Board members approved for submission in the Operating Plan at the September 24, 2018 Board meeting.

Mr. Simon introduced Nelson Bonheim. Dr. Bonheim's appointment to the Nathaniel Witherell Board, along with that of Dr. Nirmal Patel, will be presented for approval at this evening's RTM meeting, October 22, 2018.

Building Committee Report - presented by Jack Hornak

The TNW Building Committee met at 9:15 am on Friday, October 19, 2018, and discussion included the following:

- The DPH Fire and Safety Inspector returned to NW on Friday, October 12, 2018. After reviewing the corrective actions taken on two issues, 1. Failure to repair fire doors to code requirement; and, 2. The in-servicing of staff on the Emergency Preparedness Plan, he returned NW to full compliance status.
- Tower renovations:
 - Mr. Hornak reported that the work on the 4th floor is 99.99% done, 99% done on the 2nd floor, and approximately 90% done on the 1st floor. On the 1st floor the shower/tub rooms are being cleaned and they will likely be in service before the end of this week.
 - Mr. Hornak will be meeting with Wernert Construction tomorrow (Tuesday, 10/23/18) to determine when the work on the 3rd floor will begin (assuming the RTM approves the additional appropriation requested at tonight's meeting). The abatement of the 3rd floor bathroom will be scheduled for Monday, 10/29/18. If the 3rd floor renovations are begun by the end of this month (October 2018), the anticipated completion timeframe of the entire Tower renovation project will be the end of January to mid-February 2019.
- Pavilion – the Board has approved \$29K for renovations to the Pavilion.
 - The new windows are being installed now and will be completed in 1-1 ½ weeks.
 - There is a 15-year capital plan in place for necessary improvements for the Pavilion going forward.
- Greenhouse/Rehab Expansion:
 - Mr. Hornak stated that the drawings are complete, and he will be submitting the RFP to Town Purchasing by end of week. He estimates the project will go out to bid in 2-3 weeks.
 - Mr. Simon noted that we have \$182K from a grant from the state for this project. We need to know what the cost will be before we know how much additional money we need to raise. The Town gave us an appropriation of \$272K.

Finance Committee Report - presented by Nisha Hurst and Tom Ellis

The TNW Finance Committee met at 10:00 am on Friday, October 19, 2018.

Mr. Ellis emailed the FY 18/19 Results as of September 30, 2018 to the Board following the October 19, 2018 Finance Committee meeting. Copies were also distributed at this meeting.

Ms. Hurst reported that they've started to include some additional details in the Financial Reports, i.e. supporting details for revenues. As discussed at the start of the year, the goal was to perform more analytics and use the financial statements as a tool to determine how we're performing on the business side. The intention is to provide supporting details for expenses, and to produce pie charts/graphs for analytical purposes.

With reference to the FY 18/19 Results as of September 30, 2018:

YTD September 2018 Management Operating Target Actual was (\$806,908) compared to a Budget of (\$660,904) resulting in a negative variance of (\$146,004).

YTD September 2018 Revenues were \$6,442,919 compared to a Budget of \$7,197,115 resulting in a negative variance of \$754,196.

YTD September 2018 Expenses were (\$5,645,705) compared to a Budget of (\$6,153,093) resulting in a positive variance of \$507,388.

Mr. Brown noted that during the renovations to each of the Tower floors, there were lengthy periods of time when it was necessary to relocate residents from the floor undergoing construction, and move them into beds on the short-term rehab unit. At any one time we relocated 14 residents from the long-term unit being renovated to the rehab unit, which decreased our short-term capacity from 46 to 32. Therefore, we had fewer rehab beds available, and as a result, fewer admissions.

Ms. Hurst noted that the Finance Committee regularly reviews the admissions process, with the intention of continuously optimizing the number of admissions. Mr. Kaplan suggested that Occupancy by Month be a top line item on the revenues detail report.

Mr. Omondi reported that Onshift went live on October 1, 2018. Reviewing only a few preliminary trends at this early point in the use of the product, we are spending less on overtime than we have in the past; the result of being able to make informed staffing decisions. Before Onshift Mr. Omondi noted that our overtime percentage was approximately 8%; over the last 4 weeks with the use of Onshift, overtime has been between 4% - 5%.

Mr. Ellis noted that as our usage of Onshift proceeds, more trends will be able to be identified and analyzed to determine performance.

Mr. Simon noted that the Revenues in the Budget are overstated, as are the costs. This was necessary in order to get the budget to the proper levels between revenues and costs, and to keep the margins the same. We will not be able to reach the revenue target, but the cost shortfall should at least compensate for that difference. We should be able to manage the difference between revenues and expenses, plus fringe benefits.

Mr. Simon stated that Fringe Benefits are \$125K more than expected because we had more part time employees become eligible for and taking healthcare. To the extent that Onshift will allow us to control the number of hours part time people work, that would reduce the \$250K we're paying in FY19 for part time employees healthcare to a more manageable number.

Marketing Report - Suzanne Hogan absent

On behalf of Ms. Hogan, Mr. Brown reminded the Board of the Harrison Edwards Google Analytics presentation, to be held during the Friends Board meeting on Nov. 14, 2018, 9 AM. The recent redesign of our website has made it 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).

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

The October 1st reception honoring Dr. Arthur and Sally Rosenberg for their generous support of the Nathaniel Witherell Auditorium and Solarium renovation, in memory of their daughter Kimberly, was a great success and very well attended. We also received extensive press coverage of this even. The Rosenberg Family was very appreciative of what Witherell has done and they were pleased with the outcome of their gift.

The Dr. Walsh tribute dinner, to be held on November 1st, 6:30 PM, at the Greenwich Country Club is being extremely well received. This event has received the largest number of attendees of all FNW special events to date. The guest speaker will be Catherine Kaczorowski, Ph.D., Evnin Family Chair in Alzheimer's Research.

The Community Appeal will be mailed to all households in Greenwich on Tuesday, October 30, 2018.

Mr. Simon thanked the Board for their commitment to attend the Dr. Walsh tribute dinner. He looks forward to an enjoyable and successful event.

Resident Life - presented by Edward Omondi

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 and introduce new programs on each of the resident floors. The new programs are being very favorably received by the residents. The residents are thoroughly enjoying all the new amenities and enhancements in the auditorium and solarium.

Mr. Omondi reported that during the last several months the focus has been on resident safety and safety awareness. We're starting to see great results from these efforts. We have experienced a 30-35% reduction in falls: 4 floors, including the dementia unit, have gone 30

days without a resident experiencing a fall. Mr. Omondi noted that he is acknowledging staff for their hard work and effort.

The Resident/Family Holiday Party will be held on Saturday, December 15th, 2 – 4 PM. Mr. Simon encouraged all Board members to attend.

Mr. Simon announced that the Glenville School 5th Grade Class will sing holiday songs and distribute cards to our residents on Tuesday, December 18, 2018, at 10:15 AM. He encouraged all to attend.

Elizabeth Krumeich, BET Liaison to The Nathaniel Witherell, gave a brief status report of the Health Dimensions Group (HDG) review:

- HDG finished their 3 day onsite NW visit in early September.
- HDG is now looking at comparables, other facilities similar to NW, to view the breakdown of payments; the numbers of Medicaid/Medicare residents; census; quality of programs. They are not only looking at NW's obvious competitors (Edgehill, Osborne, and others in the area), but they are looking further 'outside of this circle'.
- The BET is encouraging them to finish by November; however, part of their work is dependent on the completion of the accounting study being done by O'Connor Davies.
- The BET committee hopes to report back to NW in December or January. They are hoping to have enough information so that negotiations with the 3 unions represented at Witherell can reflect some of what they learn from the consultants.

Chairman's Report – presented by Laurence Simon

Mr. Simon thanked Messrs. Brown, Ellis and Hornak for attending the 6 meetings held so far regarding the additional appropriation request.

Mr. Simon asked if we had heard back from the Selectman's Office with regard to our Capital Building Request. Mr. Ellis explained that they met with them the week prior, answered some follow-up questions they had, and noted that the overall sense was that NW was well prepared and the requests were justifiable. They released the new form of the 'white sheets', which need to be completed for all requests for 2020. They are due November 9, 2018.

Mr. Simon noted that Operating Budgets are due in November; our Board will vote to approve the Operating Budget at the November 19, 2018 Board meeting. On Tuesday, October 24, 2018 and Thursday, November 1, 2018 at 10:00am, two working sessions will be held in the Board Room and any Board members should feel free to attend.

It is Mr. Simon's belief that once all of the renovations are completed, the public will see a nicely improved physical appearance that matches NW's quality of care. This should increase our admissions, and subsequently, our revenues.

Mr. Brown brought to the Board's attention the September Admissions Report, which was distributed with the Board packet. He noted that in September there were 57 admissions, a

strong month for admissions. An important piece of information on this report is the ‘reviewed but not admitted’. It is important to understand that the reason for not being admitted is not always only for lack of beds. Non-admissions can be due to patient behavior issues, expensive diagnostic tests required after admission, expensive drug regimens, etc.

Dr. Wolfson questioned whether or not it is helpful to see the number of people each month that transition from private insurance coverage or Medicare to Medicaid. Mr. Brown confirmed that we do have that data and analyze it; it is not part of the regular monthly financial reports.

Mr. Simon expects that we will have a full 9-member Board following this evening’s RTM meeting.

New Business – none

A motion was made by Mr. Kaplan to adjourn the meeting, seconded by Ms. Merrill, and Mr. Simon adjourned the meeting at 6:30 PM.

Respectfully Submitted,
Linda Marini for Louise Puschel, Board Secretary
Oct. 27, 2018