1. NW Board Of Directors Meeting Agenda November 15, 2021
   Documents:
   TNW BOARD OF DIRECTORS AGENDA 2021_11_15.PDF

1.I. NW Board Of Directors Meeting Draft Minutes Of Sept. 13, 2021
   Documents:
   TNW BOARD MINUTES 2021_09_13 V3.PDF

1.I.i. NW Board Of Directors Meeting Draft Minutes Of Oct. 18, 2021
   Documents:
   TNW BOARD MINUTES 2021_10_18 VERSION2.PDF

1.I.ii. NW Board Of Directors Meeting Minutes Of Sept. 13, 2021 APPROVED
   Documents:
   TNW BOARD MINUTES 2021_09_13 APPROVED.PDF

1.I.ii.1. NW Board Of Directors Meeting Minutes Of Oct. 18, 2021 APPROVED
   Documents:
   TNW BOARD MINUTES 2021_10_18 APPROVED.PDF

1.I.ii.2. NW Board Of Directors Meeting Draft Minutes Of Nov. 15, 2021
   Documents:
   TNW BOARD MINUTES 2021_11_15 VERSION 3.PDF
Board Meeting  
Monday, November 15, 2021  
Time: 5:00 PM  
Virtual Meeting via ZOOM Webinar

Webinar Link:  
https://greenwichct.zoom.us/j/81683879090?pwd=WVNQaUNvTlorUGhpSmlITy90K0dJZz09
To join the meeting by phone dial: 1 646 518 9805; Webinar ID: 816 8387 9090; Password: 6806456

AGENDA

1. Medical Director’s Report – Frank Walsh, MD
2. Review/Approval - Minutes September 13, 2021 and October 18, 2021 – Chairman
3. Reports
   a. Executive Director-John Mastronardi
      i. Approval of Annual Report
   b. Building Committee – Paul Hopper and Larry Vanterpool
      i. Vote on Change in rents for Pavilion tenants. Recommended %.% increase or a total annual increase of $?$. Rates are effective from February 1, 2022 to January 31, 2023.
   c. Finance Committee-Nisha Hurst and Nunzio Raimo
      i. Presentation of FY23 Operating Budget and vote to accept the Budget for submission to the Town.
   d. Marketing-Chris Carter
   e. Friends of Nathaniel Witherell – Scott Neff
4. Chairman’s Discussion – Laurence Simon
   a. Murtha Cullina Conflict of Interest waiver request.
   b. Vote on Private Pay Rates effective January 1, 2022, for the Calendar Year.
   c. Thank you to BET Liaisons Beth Krumeich and Andy Duus
5. New Business
6. Adjournment

2022 Calendar of Board Meetings

<table>
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<tr>
<th>January 24, 2022</th>
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cc: Town Clerk
Board of Directors Zoom Board Meeting
Minutes
September 13, 2021

Present: Laurence B. Simon, Chairman; Melissa Gibbons, Secretary; Suzanne Brown; Christopher Carter; Paul Hopper; Nisha Hurst; Richard Kaplan; Nirmal Patel, MD MPH

Absent: Joan Merrill

Staff: Chris Ann Bennett, Infection Preventionist; Nadia Benson, Deputy and Director of Nursing; Linda Marini, Assistant to Executive Director; John Mastronardi, Executive Director; Elizabeth Mungai, Dir. Of Utilization, Clinical Outcomes and Rehab Svcs; Scott Neff, FNW Executive Director; Nunzio Raimo, Director of Financial Operations; Carissa Ronish, Therapeutic Recreation Administrator; Larry Vanterpool, Facilities Director; Dr. Frank Walsh, Medical Director; Margaret Wayne, Assoc. Director of Nursing

Guests: Jocelyn Braxton Armstrong; Amy Badini; Andy Duus, BET Liaison; Paul Scholtes; Mary Alice Schulte; Sheilah Smith; Maria Szpak; Ellen Wolfson, Commission on Aging;

Mr. Simon opened the meeting at 5:00 PM via Zoom Webinar.

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

Dr. Walsh reported that the current census is 174, which is down slightly but not unexpected due to the holiday weekend (Labor Day) when a lot of discharges happen prior to the long weekend. Admissions have begun to increase over the last couple days.

All staff are required to submit an attestation form to the CT Department of Health verifying the validity of their COVID vaccination card. COVID-19 vaccination is now a requirement of anyone working in a nursing home. Anyone with an approved medical or religious exemption must be tested weekly. Vaccinations are becoming mandatory across the country and Connecticut has been one of the forerunners. Our Infection Preventionist has been assisting employees in many ways to make the it easier for them to receive their vaccines.
Dr. Walsh stated that we will be administering the flu vaccine to all residents and staff beginning late October/early November. The flu vaccine can protect an individual for up to 6 months. Based on previous years, flu strains are coming later in the winter and into the spring. If we administer the vaccine too early, Dr. Walsh noted, residents/staff will not be protected long enough and may require a second vaccine at a later time. Dr. Walsh commented that we saw very few flu cases last year which could be attributed to quarantining and masking.

**Review/Approval of Minutes of July 26, 2021**

A motion to approve the minutes of July 26, 2021 was made by Mr. Carter, seconded by Ms. Hurst. A vote was taken, and the minutes were approved by a vote of 6-0-0. Ms. Brown and Mr. Kaplan had not yet arrived at the time of this vote.

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

**COVID-19 Vaccination Mandate** - Mr. Mastronardi reported that on August 13th NW management issued a mandatory vaccination notice to all staff. At that time 81% of staff were vaccinated; today, 95% of overall staff have been vaccinated.
- 249 of 262 total employees, or 95%, have been vaccinated
- 135 of 139 full time employees, or 97%, have been vaccinated; of the 4 not vaccinated, 3 have approved exemptions and 1 is on FMLA
- 114 of 123 part time employees, or 93%, have been vaccinated; 9 employees are not eligible to report to work.
- Overall, 14 staff members, or 5%, remain unvaccinated at this time: 4, or 1.5% (3 full time & 1 part time) have received approved exemptions through the Town Human Resource and Legal Departments.
- All employees must complete and sign an attestation as to the validity of their COVID vaccine cards. These must be uploaded to the CT Department of Health (DPH) by Sept. 28, 2021, or the facility could face a monetary penalty of $20K per day for non-compliance.
- The DPH is closely following potential updates on recommendations for COVID-19 booster doses. No official FDA or Advisory Committee on Immunization Practices (ACIP) decision or recommendation has been made to administer the booster doses to any population, though we acknowledge this is likely and may happen soon. If and when a recommendation from the FDA or ACIP is issued, DPH will follow up with additional guidance and information on long term care facilities and getting those eligible the third booster shot.

**Census/Medicaid** – For August 2021, the average daily census was just over 180, compared to 178 in July 2021. The new Medicaid rate that was approved, effective July 21st through March 31st of 2022, was $335.65, an increase of $43 per day.

**IT Support Position** – We are in the final stages of selecting an appropriate candidate to fill this role. This individual will help us with our onsite technology needs and will also act as a liaison between NW and the TOG IT Department.
RFPs – Mr. Mastronardi reported that as a strategic part of our fiscal responsibility plan, our leadership team has been reviewing, revising, and submitting RFP’s with a particular emphasis on our most costly vendors:

- **Food & Nutritional Services** – With a response deadline of September 21st, the pre-bidding meeting was held today; we had seven companies participate and tour the kitchen the CAFÉ.
- **Rehab Services** – We have reviewed and revised the rehab contract and are in the final stages of submitting an RFP for those providers to bid on services.
- **Pharmacy** - Over the next two weeks we will be reviewing and revising our current pharmacy contract with a goal of awarding a contract at the start of the New Year.

Mr. Simon asked Mr. Mastronardi to comment on the new potential state mandate requiring facilities to have 1 full time Social Worker for every 60 beds. Mr. Mastronardi confirmed that under this mandate NW would need 4 full time Social Workers; we currently have 2 full time and 1 part time Social Worker. The State will be providing facilities with additional money to help pay for this mandate.

Mr. Simon stated that we have money from the state that we can use to incentivize or increase wages for staff. Mr. Mastronardi confirmed that we have approximately $542K that we should be spending on staff. Our leadership team has been working to formulate a plan as to how best to utilize those resources and how to allocate them.

Ms. Hurst asked Mr. Mastronardi to comment on the feeling/morale among employees, families, and staff in the facility since the August 13th vaccination mandate. Mr. Mastronardi believes the majority of staff are fine and have willingly received the vaccine for the safety of themselves, the residents and their families and peers. He believes the high percentage of staff that have received the vaccine speaks for itself. For the most part, staff are feeling “safer and sounder”. Mr. Carter congratulated Mr. Mastronardi and the staff for their work and amazing results. Mr. Mastronardi thanked everyone on the team for their efforts.

Mr. Simon asked how we communicate to families what our visitation status is. Mr. Mastronardi explained that it is updated on our website. Ms. Ronish has also been updating the email blast list so that an email could be sent out to communicate significant changes. Mr. Carter confirmed that the information is easy to find on the website, in the Family Section, located in the top right corner on the home page. Current visitation information and the most recent COVID-19 numbers are located here.

**Therapeutic Recreation – presented by Carissa Ronish**

Ms. Ronish stated that since her report in July the residents continue to attend a variety of Therapeutic Recreation activities.

The Recreation Department has conducted outdoor concerts in the courtyard, ice cream socials, and featured the summer’s sporting events, such as tennis and the Olympics, on the big screen TV. Residents continue to enjoy weekly exercise classes, Bingo and news programs.
Last week the residents viewed a patriotic slideshow in commemoration of September 11th.

In celebration of National Grandparents Day, residents received cards and puzzles and attended a music program honoring all of the NW grandparents and great-grandparents.

Darby Cartun, a local art historian, recently gave a lecture on Greenwich Art History and an in depth look of how the Bruce Museum came to be.

This month we have 2 outdoor BBQs and birthday celebrations planned for Wednesdays 9/15 and 9/22, at 12 noon in the Rose Garden. Mr. Simon encouraged Board members to attend one of these events; they are truly crowd favorites.

Fall events will include an Oktoberfest party, Halloween costume & pumpkin carving contests, autumn crafts, and our annual Veterans Day ceremony.

Ms. Ronish has also added an interactive art program based around Norman Rockwell that will be scheduled for October.

Ms. Ronish noted that we have not faced any transport challenges and volunteers continue to assist.

Ms. Ronish knows that families are beginning to think about what the holidays will look like this year. Although still a bit too early to tell, over the past several months Therapeutic Recreation has created meaningful holiday events, no matter what the circumstances. The same will hold true for this holiday season. There will be more to come on the holiday party and other events at a later time.

The monthly calendar of events, along with the monthly newsletter, continue to be posted on our website.

Ms. Amy Badini stated that Family Council’s main concern is engaging the residents, mind and body. She stated that in the past there were morning and afternoon activities. She asked what specific measures are being done to expand the current offerings? She suggested reaching out to local yoga studios for volunteers. She was aware that Ms. Mary Tate had put an ad for volunteers in at the Senior Center; but she suggested other alternatives where volunteers could be found, i.e. Next Door Greenwich, FaceBook groups.

Ms. Ronish reminded all that while in Outbreak Testing activities are brought back on unit. Weekend programs on TV are available on the units and any staff member can assist residents with that. We do currently have exercise programs 3 times per week in the morning (mornings work better with our population). She thanked Ms. Badini for the yoga suggestion and noted that it would perhaps be revisited.
**Nursing Report - presented by Nadia Benson**

Ms. Benson thanked the staff and Ms. Chris Ann Bennett, Infection Preventionist, for the tremendous job they did on the push to get employees vaccinated. Ms. Bennett has offered transportation to vaccination locations and has offered her support and encouragement to those with fears and hesitation about the vaccine. This has greatly contributed to the 95% staff vaccination rate we have attained to date. There are still a few unvaccinated staff who we are trying to encourage to either get the vaccine or to let us know what their intentions are so that we may staff accordingly.

Ms. Joanne Kotulski will be here beginning tomorrow to train and evaluate the nursing staff on the units.

**Vaccination Report – presented by Chris Ann Bennett**

Ms. Bennett reported that to date:
- 95% of the staff have had at least one dose of the vaccine
- 88% of the staff are fully vaccinated; 97% of full-time staff are vaccinated

Ms. Bennett is monitoring to make sure staff members receive their second shot. Although the 2nd dose has a schedule of 21 to 28 days from the first dose, there has been no strict guidance that it must be on the 21st or 28th day. Ms. Bennett is working with a couple of individuals who are not, or close to not, being compliant with getting that 2nd dose.

In the last DPH meeting attended by Ms. Bennett, it was discussed that the boosters are coming, but they do not know what the plan is yet or how it will be implemented. Since it is not possible for us to send our residents out of the facility to receive their boosters, Ms. Bennett believes there will be a clinic offered here onsite.

Ms. Sheilah Smith commented that family members have been on the floors helping out and she believes it is clear that the staff cuts are significant and there are not enough staff available. Ms. Smith questioned what is being done, and when will this situation change so that there is adequate staffing?

Ms. Benson responded that what Ms. Smith is seeing on the units does not correlate with the staff cuts she referenced. The cuts involved 3 PCC’s and 4 CNA’s (one of which was brought back). Ms. Benson stated that what is being seen on the floors, primarily among the CNA’s, is the result of call outs, FMLAs, PLOAs, vacations, etc. Ms. Benson believes we will see improvement in this situation toward the end of the year.

Mr. Mastronardi commented that saying the staff cuts were “deep” is simply not true. With 196 nursing staff, the elimination of 3 CNA positions does not symbolize deep cuts. All facilities are experiencing this situation post pandemic, this is not exclusive to NW; some CNA’s and LPN’s are actually reconsidering their occupations. Mr.
Mastronardi noted that our staffing is actually much better than other facilities. We are doing the best we can with what we have and the challenges we face.

Mr. Simon noted that we have money to put toward salary incentives for staff. We need to use this money to increase wages or incentives so that the CNA's/Nurses want to work with us and consequently have better attendance records. This has become a very changing, competitive environment. Fortunately, the State is giving us $540K that must be spent by the end of the year on staff wage increases; this will be a great help.

**Building Committee Report - presented by Larry Vanterpool**

Mr. Vanterpool announced that this is National Housekeeping Week and we are planning several activities next week to honor these very committed individuals. He encouraged everyone as you walk through the facility and encounter a Housekeeping staff member, to please thank them for their service and for the job they do. Mr. Vanterpool commented that this department is, by far, one of the best groups of people he has every worked with; during the pandemic he received zero pushback from them about coming to work, which is a great reflection on their strong work ethic.

The Pavilion External Renovations – Mr. Hopper reported that this project is now nearly complete. A final walk-through/punch list will take place at the end of this week. The completion of this project was extended slightly due to all the rain we have experienced, and also to include the necessary repairs/updates to the fire escape. Mr. Hopper noted that the deadline wasn’t as important as the quality of the work and the end result of the complete project.

Tower Electrical Panel upgrade – Mr. Vanterpool reported that all of the parts have been ordered and the electrical contractor should receive them within the next couple of weeks. We have a lot of work to do internally in terms of how we are going to manage and coordinate the necessary shut downs to facilitate the upgrade. We will also need to make our second attempt at receiving approval from DPH. Mr. Vanterpool does not anticipate any pushback and will expect approval by late October or early November. Mr. Vanterpool also stated that because we utilized only approximately 55% of the original budget, the building committee is considering advancing the progress of the second upgrade of the localized panels in the patient care areas. We have engaged another engineer to develop those plans, and those plans should be finalized this week and an RFB will be developed. Hopefully, the numbers will not exceed the remainder of those available funds.

American Rescue Plan (ARP) – Mr. Vanterpool stated that the Town is in the very early stages with their involvement in the American Rescue Plan (ARP). The Town has received approximately $31M in conjunction with this plan, and there will be preliminary meetings held with the Town Administrator and other Town Departments to determine the best use of these funds. We hope it will allow NW to advance some of our physical needs/improvements. Mr. Simon suggested addressing 3 areas: 1.) the accumulation of water in the water pit from Parsonage Road; 2.) the rooftop units that will need replacing; and 3.) improving the filtration system and the overall air quality and flow throughout NW.
Interior Maintenance Plan – We have engaged companies with current Town contracts and solicited quotes for frequencies and painting of different areas. Mr. Vanterpool has also engaged Red Thread, a Town vendor, to gauge and divide the costs of carpet replacement and the vinyl flooring throughout the facility. Once we have these numbers, we may move into the second phase of this interior plan, which could include upgrading resident televisions to larger sizes. Mr. Vanterpool noted that we need to do the best we can to utilize the limited funds available.

Ms. Gibbons asked if we have a sustainability plan in place. Mr. Vanterpool responded that every time we can engage into more sustainable solutions we will certainly evaluate them. Although, he did note that in his experience, those solutions often come at double the cost of a more standard project solution.

Mr. Simon noted that at the October Board meeting he would like to discuss how the Board visualizes the single and double rooms to look, for interior design. In October/November the Board will need to vote on a capital budget and we will need to know whether we need more money for interior/exterior improvements. It would also be helpful to know the amount of ARP funds we will have come our way.

Mr. Simon reported that EBI Consulting performed a comprehensive survey of our building to determine its’ physical needs and capital assessment. Mr. Simon will distribute this report to the Board. He noted that our main budget item for next year is repairing/replacing the elevators which was not a major focus of this report.

**Finance Report – presented by Nunzio Raimo**

Mr. Raimo reviewed the Financial Statement and Operating Results for the period ending August 31, 2021 (first 2 months of FY 2022):

- NW Census by payer class for August 2021: total days billed were 5,595.
- Occupancy Percentage for August 2021 was 89%, off budget by only 4%; average beds per day for August 2021 was 180.5. Our occupancy percentages are good for Private Pay and also Medicare A, and are exceeding or somewhere near budget for the numbers that provide us with the highest reimbursement.
- Revenue by Payer Class: August revenue from operations was $2,731,569. Private pay was budgeted at 26% but was actually 27% of revenue for August 2021.
- In both July and August, for the first time in a very long time, we have actually beat our budgeted targeted revenue. The budgeted monthly targeted revenue for fiscal year 2022 is $2.43 million. Income from operations for July and August was $2.56M and $2.731M respectively, and is census driven.
- We saw better revenue for the months of July and August also due to an increase in the Medicaid rate. The rate increased by $42.98 from $292.66 to $335.64 starting on July 1st through March 31, 2022.
- Two efficiency metrics were highlighted: 1.) Monthly revenue per FTE (which is an indicator of staffing efficiency) for August 2021 was $12,072; 2.) Revenue per billable patient day (which shows the efficiency of our revenue stream from operations) for August 2021 was $488.00.
- Revenue August YTD Actual was $5,291,110, compared to budget of $4,861,040, resulting in a positive variance of $430,071.
- Expenses from Operations for August 2021 YTD Actual were $2,795,630 compared to budget of $3,444,618, resulting in a negative variance of $648,988.
- For August YTD 2021 Salaries & Wages were under budget by $271K.
- For August YTD 2021 OTPS were $58K under budget.
- For August YTD 2021 Supplies & Materials were below budget by $311K.
- For August YTD 2021 Maintenance expenditures were under budget by $7,400.
- For August YTD 2021 Benefits were under budget by $135K.
- August 2021 YTD Margin Before Debt & Allocation of $2,495,480, $1M over Budget.
- August 2021 YTD Margin Before Debt & Capital was $1,680,782 compared to our budget of $461,534 resulting in a variance of $1,219,248. Actual Capital Expenditures were $297,683. Operating Profit before Debt Service was $1,383,099 with a positive variance of $1,219,248.
- Overall Gain/(Loss) Fiscal Year to date at $238,653.

Mr. Raimo noted that with the additional $542,000 that we have to allocate to payroll right now, the indication is, we can only spend that on payroll. It will not cover any benefits, payroll taxes, or anything beyond that. Any allocation that we make for staff in order to try to attract new staff and reward current staff members, it has to be non-pensionable/non-benefit salary.

Marketing – presented by Christopher Carter

Mr. Carter reported the following:

The two-month geofencing ad campaign with Today Media ended in August. The campaign garnered over 208,000 impressions and over 600 visits to the website. The greatest engagement with our ads were with prospects at the Montefiore area, St. Joseph’s Medical Center, Burke Rehab and St. John’s Riverside.

In August the Witherell concentrated all of its’ advertising dollars on Google pay per click ads; no Facebook ads or Google ads. We had over 45,000 impressions and 2,000 visits to the site.

Mr. Carter reported that we just started our print ads this September and will feature skilled nursing in both Greenwich and Stanford Magazines, the Greenwich Time the Stanford Advocate and the Greenwich Symphony program.

In an effort to get a better understanding of our advertising effectiveness, Harrison Edwards will be developing a questionnaire for the Admissions Director, so he can ask prospects where and how they may have heard about NW.

There were 26 Facebook posts since the last Board meeting, including Simple Ways Caregivers Can Stay Active. They also included the return of the outdoor barbecues in September during resident lunchtime.
Mr. Carter stated that the website is continually updated to reflect the latest COVID information and visitation guidance. The new website is moving forward and doing well with its main goal of attracting new residents.

Two new blogs were posted: 1.) The Challenges of Aging - What Caregivers Should Know; and 2.) Making our House a Home, the Witherell Facilities Team, featuring Larry Vanterpool and Michel Baptist.

There was an article in the Greenwich Time that spotlighted World War II veteran and NW resident Mr. George Tai who received the Congressional Gold Medal for his service.

Mr. Carter noted that that there was some unspent marketing money at year end. They will make sure that Harrison Edwards is using all the available money this Fiscal Year and exploring other ways that we can grow our business.

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

Mr. Neff reported that the Friends of Nathaniel Witherell Annual Meeting will be held via phone conference on Wednesday, Sept. 22, 2021 at 9:00 AM.

The fall Community Appeal direct mailer is currently being developed and will be mailed to approximately 15,000 Greenwich households during the first week of October.

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

Mr. Simon distributed a draft calendar of Board Meetings for 2022. A vote will be taken at the October Board meeting. If Board members have any comments or major conflicts, Mr. Simon asks that they notify him in advance of the October meeting.

Ms. Merrill is absent this evening as she has experienced a great deal of personal property loss and damage due to Hurricane Ida. Mr. Simon shared that our thoughts are with her.

**Hurricane Ida and Regal Care –** Mr. Mastronardi explained that our Mutual Aid Plan was enacted when Regal Care on King Street needed to evacuate. The Mutual Aid provides a venue/agency for us to coordinate emergency services, via website, email, and phone. It involves facilities calling each other for bed availability, vehicle availability, and help by the GPD, EMS and GFD as well. Mr. Mastronardi and Ms. Benson remained in touch with these parties throughout the day/night. NW would have been able to provide 15 safe and appropriate beds for evacuated residents. However, Greenwich Woods, because of their extremely low census, was able to take all residents that were evacuated into a vacant wing of their facility; along with their staff, pharmacy, linens, supplies, etc. Regal Care does not know when/if they will be able to open again due to the damage they suffered. That combined with the fact that Greenwich Woods has filed plans to become an Assisted Living Facility, may provide the Witherell an opportunity to increase admissions. Mr. Simon stated that we did a very good job in our participation with the Mutual Aid network.
Virtual / In-person Board meetings – Mr. Simon asked if Board members wanted to return to in-person meetings or to some hybrid schedule of in-person and virtual meetings. Mr. Simon is in favor of beginning with the October meeting, meeting in-person in the Chapel, unless we have an outbreak or change in circumstance. He asked Board members to call or email him to discuss their preferences.

Mr. Simon stated that healthcare has turned out to be quite a dynamic environment over the last year and a half. The Federal and State Governments are dispersing money to nursing homes to ensure that the elderly are well cared for, and that people will want to come and work in these facilities. It is a challenge to keep track of the funds that are coming to NW, to spend them effectively, and continue to maintain and run the Witherell in a way that is in accordance with the town requirements and to make money.

The Teamsters represent all of the CNA’s, LPN’s, Food Service Workers and Housekeepers at NW. Their Contract will be submitted to the RTM in October for approval. The Teamsters have not seen a wage increase in over 2 years. Mr. Simon commented that when we offer a CNA a starting position at $18 per hour, they are not going to choose to work for us because everyone else is now going to be paying more than that. That is where the sign-on bonuses or the stipends are going to come to our advantage. Mr. Simon also said that we pay part-time, non-represented Dietary employees $13/hour. We need to find a way to pay them $17/$18/$19 per hour to work for us. We need to improve our competitiveness. The State continues to give nursing homes money and they want us to have staff to provide proper nursing care.

Mr. Simon stated that although there is money coming to nursing homes from Federal/State Governments, there are also many staffing challenges. We at NW need to find the correct way to navigate it all, in order to provide the right kind of nursing care and determine the best way to attract people to the Witherell so we may continue our current good performance.

New Business - none

A motion to adjourn the meeting at 6:25 PM was made by Ms. Hurst, seconded by Mr. Carter and approved by a vote of 8-0-0.

Respectfully Submitted,
Linda Marini
Sept. 21, 2021
Board of Directors Zoom Board Meeting
Minutes
October 18, 2021

Present: Laurence B. Simon, Chairman; Melissa Gibbons, Secretary; Suzanne Brown; Christopher Carter; Paul Hopper; Nisha Hurst; Richard Kaplan; Joan Merrill; Nirmal Patel, MD MPH

Staff: Michel Baptist, Housekeeping/Laundry Supervisor; Chris Ann Bennett, Infection Preventionist; Nadia Benson, Deputy and Director of Nursing; Linda Marini, Assistant to Executive Director; John Mastronardi, Executive Director; Elizabeth Mungai, Dir. Of Utilization, Clinical Outcomes and Rehab Services; Scott Neff, FNW Executive Director; Nunzio Raimo, Director of Financial Operations; Kimberly Schupp, Clinical Dietician; Ai Linh Tu, Rehab Manager; Larry Vanterpool, Facilities Director; Margaret Wayne, Assoc. Director of Nursing

Guests: Amy Badini; Andy Duus, BET Liaison; Paul Scholtes; Mary Alice Schulte; Kate Tabner; Ellen Wolfson, Commission on Aging;

Mr. Simon opened the meeting at 5:04 PM via Zoom Webinar.

Mr. Simon introduced Kate Tabner, nominated by the Board of Selectmen to join the Nathaniel Witherell Board. Her appointment will go before the two RTM committees Tuesday, October 19, 2021, and will be presented to the full RTM for approval on Monday, October 25, 2021.

Medical Director’s Report – Dr. Frank Walsh absent

Review/Approval of Minutes of September 13, 2021 - omitted in error

Executive Director’s Report - presented by John Mastronardi

COVID-19 Vaccination - 98% of TNW employees have been vaccinated. Infection Control has registered with CVS for a COVID-19 Vaccine Booster Clinic on site for residents and staff. We are waiting on approval for that clinic to be launched and operative.
As of today, we have not received approval for the CVS hosted clinic. Absent such approval, our nurse managers, clinic nurse supervisors, Associate Director of Nursing, and Director of Nursing will be scheduled to begin administering the booster shots to our residents next week.

RFPs – Mr. Mastronardi reported that as a strategic part of our fiscal responsibility plan, TNW’s leadership team has been reviewing, revising, and submitting RFP’s with a particular emphasis on our most costly vendors: Food & Nutritional Services; Rehab Services; and Pharmacy. The management team is currently in the process of evaluating and grading the bids that were submitted with the goal of awarding contracts for all three outsourced services by the end of this calendar year.

Flu Clinic – We will also be holding our annual flu vaccine clinics in the boardroom on October 21 and October 26. All TNW staff, volunteers and Board members are invited to receive the flu vaccine.

CT Public Act 21-185 – A new Connecticut State act states that skilled nursing facilities are mandated to have one full time social worker per 60 residents (not beds). The requirement goes into effect no earlier than January 1, 2022, and the legislature appropriated a fixed amount of funding to assist nursing homes that will need to increase their social work staffing. The Department of Social Services has posted an application for the rate increase for that social work requirement. TNW currently employs two full time social workers and one part time worker, and conservatively we project census of 180 to 188. Subsequently, on Thursday October 14, 2021, we posted on the Town of Greenwich website for the full-time social work position.

HR Training Program – The Human Resource Department has been asked to conduct an informational session to explain various HR policies procedures. These sessions will be held on November 1, 4 and 9, via zoom, by Mary Pepe, Director of Human Resources, and Erica Mahoney, Assistant Director of Human Resources. Topics will include Management Rights; Progressive Discipline; addressing performance issues; personnel files; FMLA; Americans with Disabilities Act; Employee Assistance Program; and hiring process overview.

Interact – Our clinical staff will be initiating Interact (Interventions to Reduce Acute Care Transfers). The interventions are part of a quality improvement program designed to improve the identification, evaluation and communication related to significant changes in residence status. Many of our peers are currently using Interact as a way to successfully treat patients in place. Transfers to the hospital can be emotionally and physically difficult for residents to acclimate to, and they can result in various complications related to hospitalization; they can also be very costly.

Ms. Benson stated that Interact is for nurses to collaborate with the APRN or MD on duty. When used correctly, it will begin with the CNA completing the Stop and Watch part of the tool, answering questions about how a resident is feeling, and whether there has been changes in the resident’s condition. The CNA would pass that information to the nurse who would create an SBAR Tool (Situation-Background-Assessment-Recommendation), and that SBAR would be used for the APRN or the MD to evaluate and see if a clinical intervention or hospitalization is necessary.
Mr. Kaplan noted that 25 facilities in the New York market instituted and implemented Interact. Those that integrated it with their EMR (Electronic Medical Record) saw a reduction in readmissions by about 25%.

Dr. Patel stated that it will not only improve quality of care, but it will also increase income by allowing us to manage higher risk patients, and CMS pays for performance (PDPM, Performance Driven Payment Model). Dr. Patel asked that updates be given at subsequent Board meetings on implementation and measures of success.

**Therapeutic Recreation – presented by John Mastronardi for Carissa Ronish**

This month residents enjoyed an Oktoberfest party, weekly movie club, Norman Rockwell art class, and ice cream socials.

Upcoming autumn activities include cooking demonstrations, Halloween Pooches on Parade, flower arranging, and Halloween party.

We will host a resident holiday party this year in December and are in the beginning stages of planning. There will be live music entertainment and a holiday menu.

As a reminder, the monthly calendar of events continues to be posted on our website under “Events & Newsletters”.

**Building Committee Report - presented by Larry Vanterpool and Paul Hopper**

The Building Committee met last week and discussed the following:

**Tower Electrical Panel Upgrade** – Mr. Vanterpool reported that the vendor received the necessary materials and has begun to set up the temporary power and equipment in the Courtyard. Once the equipment is adjusted and into the facility, Mr. Vanterpool has asked for two weeks notification so that we can schedule and prepare ourselves for disruptions in power supplies. We have a plan for the care of our residents during those periods that were approved by DPH.

**The Pavilion External Renovations** – Mr. Vanterpool reported that this project is complete. There is approximately $90K remaining of the Community Development Block Grant and we are working with CDBG to determine if the remaining funds can be used for additional improvements within the Pavilion residence.

**American Rescue Plan (ARP)** – Mr. Vanterpool stated that the Town is scheduled to receive approximately $34M as part of the American Rescue Plan (ARP). These funds are meant to be used to improve infrastructure in accordance with very strict guidelines. TNW has submitted a request for HVAC improvements, which are in our capital budget, to increase airflow with better filtration throughout the facility. In the event of another pandemic-like situation, our environment would be better prepared with proper airflow ($725K) and rooftop units. Mr. Kaplan
asked if these funds could be used for elevator repair/replacement, though this does not fit the specific criteria set forth by the ARP. The answer to the elevator question is no. The Town Administrator expects to provide the funds to TNW in the first quarter of 2022.

Mr. Hopper noted that given we were under budget on the electrical replacement for the Towers, it is beneficial that we have some leftover funds and may be able to extend that project to include the upper stories, as well as perhaps some of the panels in the administration building. He stated they are hopeful they can proceed with the approvals from the town by adding on to the existing permitting with an amendment, rather than having to go through a whole cycle again. This is pending approval but TNW is hopeful it can be accomplished.

Mr. Simon stated that we reduced our capital budget spending by more than 12% over the next 15 years by the money saved on the Electrical Panel and Pavilion projects.

Mr. Kaplan made a motion to submit four identified FY23 Capital projects, totaling $675,000, to the Town for approval. His motion was seconded by Ms. Hurst and approved by the Board by a vote of 8-0-1.

1. Nursing Capital $ 20,000
2. General Capital $ 95,000
3. Replacement of Tower elevators $500,000
4. Chapel windows $ 60,000

$675,000

Ms. Gibbons added that geothermal technology can provide air conditioning while eliminating a lot of the need for air handlers and condensers. They can be simpler to maintain and more sustainable, though also more expensive to install. Since we are going through this big of an overhaul, she asked whether geothermal should also be looked at as an option. Mr. Vanterpool explained that the technology Ms. Gibbons spoke about, used in commercial and residential properties, has not yet been introduced into the healthcare facilities that he is aware. One of the main concerns is that we are required as a long-term care facility to treat the water and chiller water for Legionella. Mr. Vanterpool does not know if that is a possibility with geothermal but will look into it for future opportunities. Mr. Simon noted that he has seen this technology in new construction, but it may exceedingly difficult to put into our existing building.

Finance Report – presented by Nunzio Raimo

Mr. Raimo reviewed the Financial Statement and Operating Results for the period ending September 30, 2021:

- For the month of September 2021 average daily census was 173, exceeding the prior 12-month average of 167
- NW Census by payer class for September 2021: total days billed were 5,173.
- Occupancy Percentage for September 2021 was 85%, exceeding the prior 12-month average of 83%; average beds per day for September 2021 was 172.4.
- September 2021 revenue from operations was $2,294,883; budgeted target revenue is $2,430,520. Certain residents will get Medicaid approval after they have been charged at the private pay rate; with that adjustment of about $114,000 added to our current
revenue of $2.3 million, we come very close to that budgeted number despite the fact that the census was slightly lower.

- Two efficiency metrics were highlighted: 1.) Monthly revenue per FTE (which is an indicator of staffing efficiency) for September 2021 was $10,163, exceeding the prior 12-month average of $8,405; 2.) Revenue per billable patient day (which shows the efficiency of our revenue stream from operations) for September 2021 was $444.00, exceeding the prior 12-month average of $435.

- Revenue September YTD Actual was $7,581,744, compared to budget of $7,291,559, resulting in a positive variance of $290,185. All categories except Private Pay were above budget. Our Medicaid reimbursement rate is a bit higher and our September 2021 PDPM rate was $728, exceeding the national average of $650.

- Expenses from Operations for September 2021 YTD Actual were $4,477,139 compared to budget of $5,020,143, resulting in a negative variance of $543,004.

- September 2021 YTD Margin Before Debt & Allocation of $3,104,605, $833,188 over Budget.

- September 2021 YTD Margin Before Debt & Capital was $1,897,104 compared to our budget of $853,269 resulting in a variance of $1,043,835. Actual Capital Expenditures were $357,457.

- Net Revenues September FYTD were $520,201, compared to a budget of ($523,634), resulting in a positive variance of $1,043,835.

- Mr. Simon noted the $1,539,646 is the amount of cash we are generating before Debt Service for the Town; after subtracting the Debt Service, the result is a $145,201 cash surplus to the Town.

Mr. Duus commented that it was “fantastic to see this kind of performance of the past quarter” and asked when the last quarter was that Nathaniel Witherell was a positive contributor (after Debt Service). Mr. Raimo explained that the dashboard in his report is a running P & L of Nathaniel Witherell over the last 11 years, giving a snapshot of where we have been in prior years and how truly good the progress is.

Mr. Simon stated that this is due in part to an increase of our Medicaid rate by $40. If we can continue to increase our census the results can be very good. Mr. Kaplan noted that these results are strictly operational and do not include, as we did in last year, any additional federal dollars that NW received; this is how well we’re doing today without any additional income that we received last year.

Mr. Raimo noted that the $40 Medicaid Rate increase remains until the end of March 2022, and on April 1, 2022 it goes from about $342 to $306; but for the majority of FY22 we will enjoy that higher Medicaid rate.

- For September YTD 2021 Benefits were under budget by $206,162.
- For September YTD 2021 Salaries & Wages were under budget by $331,468.
- For September YTD 2021 OTPS were $11,249 under budget.
- For September YTD 2021 Supplies & Materials were under budget by $188,420.
- For September YTD 2021 Maintenance expenditures were under budget by $11,867
Mr. Simon said that on July 1, 2022, the state will implement Acuity Based Reimbursement. Based on our data we have been shown that we would be going up the maximum amount possible, which is $6 a day; without the maximum, we would have gone up $16 a day.

Ms. Hurst asked Mr. Mastronardi to speak on ways to improve the census. Mr. Mastronardi explained that first and foremost, and budget-neutral, his plan is to hire a Nurse Case Manager/Liaison. This individual will be someone who spends the majority of the time outside of TNW, has a network of connections, sells TNW to referral sources actively and proactively, and is an individual with a great, engaging personality. This person will positively promote what Nathaniel Witherell can do for clients, patients, and residents.

Mr. Mastronardi also noted ways to potentially diversify our service portfolio: having a on-site hemodialysis den; and home care services and developing that skill set for our current staff, which is in the long-range plan. We do want to expand our services out in the community and be a benefit to the community by providing skilled nursing care, or a level of skilled care, for those residents.

**Marketing – presented by Christopher Carter**

With regard to the hiring of a Nurse Case Manager/Liaison, Mr. Carter suggested discussions to strategize our advertising around that function.

Mary Cronin, our main point person at Harrison Edwards, has left to pursue her own copywriting and content development business. Mr. Carter commented that for the two years he has been on the Board, Ms. Cronin has truly been on top of our advertising business. Her replacement will be introduced to Mr. Carter this week.

Our targeted campaign that ran through July is not running currently, but Mr. Carter hopes to get that going again; perhaps that may have had an impact on our census.

In September we had over 55,000 impressions on Google with nearly 2000 visits to the site. Facebook had over 10,000 impressions of our posts and over 500 engagements.

Mr. Carter reported that we have some digital ads in Stamford Magazine, Seniors Blue Book and Hearst Golden Year Special Section.

At the upcoming meeting they will be talking about any insights we may have learned from the Harrison Edwards admissions survey to ask people who reach out to our facility.

Since the last Board meeting, there have been 21 Facebook posts. Two of the recent ones were The Challenges of Aging, What Caregivers Should Know; and Concerned With Memory Loss, Try These Strategies to Stay Sharp.
We installed anti-spam filters on the website to prevent bots and rude language. We also continually update the Family Update Section with the latest COVID information and Visitation Guidelines.

Two new blogs were posted: *How to Prevent falls Among Older Adults*; and *Aging Well Today and For the Future*.

Ms. Merrill suggested running full page ads in the hardcopy Greenwich times, specifically to get photos of activities taking place and our name out to the public. Mr. Carter stated that Harrison Edwards has a good relationship with the Greenwich Time but having them run a non-town government related article is a tough accomplishment. He noted that our focus is with online ads instead of print newspaper.

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

Mr. Neff reported that the fall direct mail Community Appeal was dropped the first week in October to approximately 15,000 Greenwich households, 950 short-term patient alums and long-term resident responsible parties, and 400 FNW Board member solicitations.

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

A motion was made by Mr. Kaplan to approve the 2022 draft calendar of Board Meetings which was distributed at the Sept. 18, 2021 Board Meeting. The motion was seconded by Ms. Hurst and approved by the Board by a vote of 8-0-1.

2022 Meeting dates:
- January 24, March 21, April 25, June 20, July 25, September 19, October 17 and November 14.

Mr. Simon asked Mr. Duus to update the audience on the status of the RFP for TNW Management Services. Mr. Duus stated that he was not allowed to comment at this time, as the Town rules prohibit any public discussion of active RFP evaluation committees. The committee has made some progress and done good things in terms of data collection, but is still not in a position to make a recommendation to the First Selectman. Mr. Simon stated that Board members received a letter from the Town Attorney reiterating the Charter provision that the Board has the full legal authority over all transactions affecting Nathaniel Witherell, consequently anything that comes out of the RFP would have to be presented to the Board for further action.

Mr. Simon thanked Mrs. Joan Merrill for her time, service and dedication to the Witherell Board. Mrs. Merrill will officially leave the Board October 25, 2021. Ms. Merrill said it had been a pleasure knowing and working with everyone and wished them the best of luck in the future.

Joanne Kotulski, Interim Administrator prior to Mr. Mastronardi’s placement as Executive Director, recently consulted at NW for two weeks. Mr. Simon has received her report and will distribute to the Board after his review.
In answer to Mr. Simon’s question about when the State DPH will next arrive for a surprise survey of our facility, Mr. Mastronardi stated that we have heard that the State is focusing first on facilities that are three stars or lower and waiting for the five stars; but, we continue to prepare. He also noted that Ms. Kotulski was helpful in prepping our quality assurance book and QAPI plan, and he thanked her for that.

New Business - none

A motion to adjourn the meeting at 6:18 PM was made by Ms. Hurst, seconded by Mr. Carter and approved by a vote of 8-0-1.

Respectfully Submitted,
Linda Marini
October 27, 2021
The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

Board of Directors Zoom Board Meeting
Minutes
September 13, 2021

Present: Laurence B. Simon, Chairman; Melissa Gibbons, Secretary; Suzanne Brown; Christopher Carter; Paul Hopper; Nisha Hurst; Richard Kaplan; Nirmal Patel, MD MPH

Absent: Joan Merrill

Staff: Chris Ann Bennett, Infection Preventionist; Nadia Benson, Deputy and Director of Nursing; Linda Marini, Assistant to Executive Director; John Mastronardi, Executive Director; Elizabeth Mungai, Dir. Of Utilization, Clinical Outcomes and Rehab Svcs; Scott Neff, FNW Executive Director; Nunzio Raimo, Director of Financial Operations; Carissa Ronish, Therapeutic Recreation Administrator; Larry Vanterpool, Facilities Director; Dr. Frank Walsh, Medical Director; Margaret Wayne, Assoc. Director of Nursing

Guests: Jocelyn Braxton Armstrong; Amy Badini; Andy Duus, BET Liaison; Paul Scholtes; Mary Alice Schulte; Sheilah Smith; Maria Szpak; Ellen Wolfson, Commission on Aging;

Mr. Simon opened the meeting at 5:00 PM via Zoom Webinar.

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

Dr. Walsh reported that the current census is 174, which is down slightly but not unexpected due to the holiday weekend (Labor Day) when a lot of discharges happen prior to the long weekend. Admissions have begun to increase over the last couple days.

All staff are required to submit an attestation form to the CT Department of Health verifying the validity of their COVID vaccination card. COVID-19 vaccination is now a requirement of anyone working in a nursing home. Anyone with an approved medical or religious exemption must be tested weekly. Vaccinations are becoming mandatory across the country and Connecticut has been one of the forerunners. Our Infection Preventionist has been assisting employees in many ways to make the it easier for them to receive their vaccines.
Dr. Walsh stated that we will be administering the flu vaccine to all residents and staff beginning late October/early November. The flu vaccine can protect an individual for up to 6 months. Based on previous years, flu strains are coming later in the winter and into the spring. If we administer the vaccine too early, Dr. Walsh noted, residents/staff will not be protected long enough and may require a second vaccine at a later time. Dr. Walsh commented that we saw very few flu cases last year which could be attributed to quarantining and masking.

**Review/Approval of Minutes of July 26, 2021**

A motion to approve the minutes of July 26, 2021 was made by Mr. Carter, seconded by Ms. Hurst. A vote was taken, and the minutes were approved by a vote of 6-0-0. Ms. Brown and Mr. Kaplan had not yet arrived at the time of this vote.

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

**COVID-19 Vaccination Mandate** - Mr. Mastronardi reported that on August 13th NW management issued a mandatory vaccination notice to all staff. At that time 81% of staff were vaccinated; today, 95% of overall staff have been vaccinated.

- 249 of 262 total employees, or 95%, have been vaccinated
- 135 of 139 full time employees, or 97%, have been vaccinated; of the 4 not vaccinated, 3 have approved exemptions and 1 is on FMLA
- 114 of 123 part time employees, or 93%, have been vaccinated; 9 employees are not eligible to report to work.
- Overall, 14 staff members, or 5%, remain unvaccinated at this time: 4, or 1.5% (3 full time & 1 part time) have received approved exemptions through the Town Human Resource and Legal Departments.
- All employees must complete and sign an attestation as to the validity of their COVID vaccine cards. These must be uploaded to the CT Department of Health (DPH) by Sept. 28, 2021, or the facility could face a monetary penalty of $20K per day for non-compliance.
- The DPH is closely following potential updates on recommendations for COVID-19 booster doses. No official FDA or Advisory Committee on Immunization Practices (ACIP) decision or recommendation has been made to administer the booster doses to any population, though we acknowledge this is likely and may happen soon. If and when a recommendation from the FDA or ACIP is issued, DPH will follow up with additional guidance and information on long term care facilities and getting those eligible the third booster shot.

**Census/Medicaid** – For August 2021, the average daily census was just over 180, compared to 178 in July 2021. The new Medicaid rate that was approved, effective July 21st through March 31st of 2022, was $335.65, an increase of $43 per day.

**IT Support Position** – We are in the final stages of selecting an appropriate candidate to fill this role. This individual will help us with our onsite technology needs and will also act as a liaison between NW and the TOG IT Department.
RFPs – Mr. Mastronardi reported that as a strategic part of our fiscal responsibility plan, our leadership team has been reviewing, revising, and submitting RFP’s with a particular emphasis on our most costly vendors:

- **Food & Nutritional Services** – With a response deadline of September 21st, the pre-bidding meeting was held today; we had seven companies participate and tour the kitchen the CAFÉ.
- **Rehab Services** – We have reviewed and revised the rehab contract and are in the final stages of submitting an RFP for those providers to bid on services.
- **Pharmacy** - Over the next two weeks we will be reviewing and revising our current pharmacy contract with a goal of awarding a contract at the start of the New Year.

Mr. Simon asked Mr. Mastronardi to comment on the new potential state mandate requiring facilities to have 1 full time Social Worker for every 60 beds. Mr. Mastronardi confirmed that under this mandate NW would need 4 full time Social Workers; we currently have 2 full time and 1 part time Social Worker. The State will be providing facilities with additional money to help pay for this mandate.

Mr. Simon stated that we have money from the state that we can use to incentivize or increase wages for staff. Mr. Mastronardi confirmed that we have approximately $542K that we should be spending on staff. Our leadership team has been working to formulate a plan as to how best to utilize those resources and how to allocate them.

Ms. Hurst asked Mr. Mastronardi to comment on the feeling/morale among employees, families, and staff in the facility since the August 13th vaccination mandate. Mr. Mastronardi believes the majority of staff are fine and have willingly received the vaccine for the safety of themselves, the residents and their families and peers. He believes the high percentage of staff that have received the vaccine speaks for itself. For the most part, staff are feeling “safer and sounder”. Mr. Carter congratulated Mr. Mastronardi and the staff for their work and amazing results. Mr. Mastronardi thanked everyone on the team for their efforts.

Mr. Simon asked how we communicate to families what our visitation status is. Mr. Mastronardi explained that it is updated on our website. Ms. Ronish has also been updating the email blast list so that an email could be sent out to communicate significant changes. Mr. Carter confirmed that the information is easy to find on the website, in the Family Section, located in the top right corner on the home page. Current visitation information and the most recent COVID-19 numbers are located here.

**Therapeutic Recreation – presented by Carissa Ronish**

Ms. Ronish stated that since her report in July the residents continue to attend a variety of Therapeutic Recreation activities.

The Recreation Department has conducted outdoor concerts in the courtyard, ice cream socials, and featured the summer’s sporting events, such as tennis and the Olympics, on the big screen TV. Residents continue to enjoy weekly exercise classes, Bingo and news programs.
Last week the residents viewed a patriotic slideshow in commemoration of September 11th.

In celebration of National Grandparents Day, residents received cards and puzzles and attended a music program honoring all of the NW grandparents and great-grandparents.

Darby Cartun, a local art historian, recently gave a lecture on Greenwich Art History and an in depth look of how the Bruce Museum came to be.

This month we have 2 outdoor BBQs and birthday celebrations planned for Wednesdays 9/15 and 9/22, at 12 noon in the Rose Garden. Mr. Simon encouraged Board members to attend one of these events; they are truly crowd favorites.

Fall events will include an Oktoberfest party, Halloween costume & pumpkin carving contests, autumn crafts, and our annual Veterans Day ceremony.

Ms. Ronish has also added an interactive art program based around Norman Rockwell that will be scheduled for October.

Ms. Ronish noted that we have not faced any transport challenges and volunteers continue to assist.

Ms. Ronish knows that families are beginning to think about what the holidays will look like this year. Although still a bit too early to tell, over the past several months Therapeutic Recreation has created meaningful holiday events, no matter what the circumstances. The same will hold true for this holiday season. There will be more to come on the holiday party and other events at a later time.

The monthly calendar of events, along with the monthly newsletter, continue to be posted on our website.

Ms. Amy Badini stated that Family Council’s main concern is engaging the residents, mind and body. She stated that in the past there were morning and afternoon activities. She asked what specific measures are being done to expand the current offerings? She suggested reaching out to local yoga studios for volunteers. She was aware that Ms. Mary Tate had put an ad for volunteers in at the Senior Center; but she suggested other alternatives where volunteers could be found, i.e. Next Door Greenwich, FaceBook groups.

Ms. Ronish reminded all that while in Outbreak Testing activities are brought back on unit. Weekend programs on TV are available on the units and any staff member can assist residents with that. We do currently have exercise programs 3 times per week in the morning (mornings work better with our population). She thanked Ms. Badini for the yoga suggestion and noted that it would perhaps be revisited.
Nursing Report - presented by Nadia Benson

Ms. Benson thanked the staff and Ms. Chris Ann Bennett, Infection Preventionist, for the tremendous job they did on the push to get employees vaccinated. Ms. Bennett has offered transportation to vaccination locations and has offered her support and encouragement to those with fears and hesitation about the vaccine. This has greatly contributed to the 95% staff vaccination rate we have attained to date. There are a still a few unvaccinated staff who we are trying to encourage to either get the vaccine or to let us know what their intentions are so that we may staff accordingly.

Ms. Joanne Kotulski will be here beginning tomorrow to train and evaluate the nursing staff on the units.

Vaccination Report – presented by Chris Ann Bennett

Ms. Bennett reported that to date:

- 95% of the staff have had at least one dose of the vaccine
- 88% of the staff are fully vaccinated; 97% of full-time staff are vaccinated

Ms. Bennett is monitoring to make sure staff members receive their second shot. Although the 2nd dose has a schedule of 21 to 28 days from the first dose, there has been no strict guidance that it must be on the 21st or 28th day. Ms. Bennett is working with a couple of individuals who are not, or close to not, being compliant with getting that 2nd dose.

In the last DPH meeting attended by Ms. Bennett, it was discussed that the boosters are coming, but they do not know what the plan is yet or how it will be implemented. Since it is not possible for us to send our residents out of the facility to receive their boosters, Ms. Bennett believes there will be a clinic offered here onsite.

Ms. Sheilah Smith commented that family members have been on the floors helping out and she believes it is clear that the staff cuts are significant and there are not enough staff available. Ms. Smith questioned what is being done, and when will this situation change so that there is adequate staffing?

Ms. Benson responded that what Ms. Smith is seeing on the units does not correlate with the staff cuts she referenced. The cuts involved 3 PCC’s and 4 CNA’s (one of which was brought back). Ms. Benson stated that what is being seen on the floors, primarily among the CNA’s, is the result of call outs, FMLAs, PLOAs, vacations, etc. Ms. Benson believes we will see improvement in this situation toward the end of the year.

Mr. Mastronardi commented that saying the staff cuts were “deep” is simply not true. With 196 nursing staff, the elimination of 3 CNA positions does not symbolize deep cuts. All facilities are experiencing this situation post pandemic, this is not exclusive to NW; some CNA’s and LPN’s are actually reconsidering their occupations. Mr.
Mastronardi noted that our staffing is actually much better than other facilities. We are doing the best we can with what we have and the challenges we face.

Mr. Simon noted that we have money to put toward salary incentives for staff. We need to use this money to increase wages or incentives so that the CNA's/Nurses want to work with us and consequently have better attendance records. This has become a very changing, competitive environment. Fortunately, the State is giving us $540K that must be spent by the end of the year on staff wage increases; this will be a great help.

**Building Committee Report - presented by Larry Vanterpool**

Mr. Vanterpool announced that this is National Housekeeping Week and we are planning several activities next week to honor these very committed individuals. He encouraged everyone as you walk through the facility and encounter a Housekeeping staff member, to please thank them for their service and for the job they do. Mr. Vanterpool commented that this department is, by far, one of the best groups of people he has every worked with; during the pandemic he received zero pushback from them about coming to work, which is a great reflection on their strong work ethic.

The Pavilions External Renovations – Mr. Hopper reported that this project is now nearly complete. A final walk-through/punch list will take place at the end of this week. The completion of this project was extended slightly due to all the rain we have experienced, and also to include the necessary repairs/updates to the fire escape. Mr. Hopper noted that the deadline wasn’t as important as the quality of the work and the end result of the complete project.

Tower Electrical Panel upgrade – Mr. Vanterpool reported that all of the parts have been ordered and the electrical contractor should receive them within the next couple of weeks. We have a lot of work to do internally in terms of how we are going to manage and coordinate the necessary shut downs to facilitate the upgrade. We will also need to make our second attempt at receiving approval from DPH. Mr. Vanterpool does not anticipate any pushback and will expect approval by late October or early November. Mr. Vanterpool also stated that because we utilized only approximately 55% of the original budget, the building committee is considering advancing the progress of the second upgrade of the localized panels in the patient care areas. We have engaged another engineer to develop those plans, and those plans should be finalized this week and an RFB will be developed. Hopefully, the numbers will not exceed the remainder of those available funds.

American Rescue Plan (ARP) – Mr. Vanterpool stated that the Town is in the very early stages with their involvement in the American Rescue Plan (ARP). The Town has received approximately $31M in conjunction with this plan, and there will be preliminary meetings held with the Town Administrator and other Town Departments to determine the best use of these funds. We hope it will allow NW to advance some of our physical needs/improvements. Mr. Simon suggested addressing 3 areas: 1.) the accumulation of water in the water pit from Parsonage Road; 2.) the rooftop units that will need replacing; and 3.) improving the filtration system and the overall air quality and flow throughout NW.
Interior Maintenance Plan – We have engaged companies with current Town contracts and solicited quotes for frequencies and painting of different areas. Mr. Vanterpool has also engaged Red Thread, a Town vendor, to gauge and divide the costs of carpet replacement and the vinyl flooring throughout the facility. Once we have these numbers, we may move into the second phase of this interior plan, which could include upgrading resident televisions to larger sizes. Mr. Vanterpool noted that we need to do the best we can to utilize the limited funds available.

Ms. Gibbons asked if we have a sustainability plan in place. Mr. Vanterpool responded that every time we can engage into more sustainable solutions we will certainly evaluate them. Although, he did note that in his experience, those solutions often come at double the cost of a more standard project solution.

Mr. Simon noted that at the October Board meeting he would like to discuss how the Board visualizes the single and double rooms to look, for interior design. In October/November the Board will need to vote on a capital budget and we will need to know whether we need more money for interior/exterior improvements. It would also be helpful to know the amount of ARP funds we will have come our way.

Mr. Simon reported that EBI Consulting performed a comprehensive survey of our building to determine its’ physical needs and capital assessment. Mr. Simon will distribute this report to the Board. He noted that our main budget item for next year is repairing/replaceing the elevators which was not a major focus of this report.

Finance Report – presented by Nunzio Raimo

Mr. Raimo reviewed the Financial Statement and Operating Results for the period ending August 31, 2021 (first 2 months of FY 2022):

- NW Census by payer class for August 2021: total days billed were 5,595.
- Occupancy Percentage for August 2021 was 89%, off budget by only 4%; average beds per day for August 2021 was 180.5. Our occupancy percentages are good for Private Pay and also Medicare A, and are exceeding or somewhere near budget for the numbers that provide us with the highest reimbursement.
- Revenue by Payer Class: August revenue from operations was $2,731,569. Private pay was budgeted at 26% but was actually 27% of revenue for August 2021.
- In both July and August, for the first time in a very long time, we have actually beat our budgeted targeted revenue. The budgeted monthly targeted revenue for fiscal year 2022 is $2.43 million. Income from operations for July and August was $2.56M and $2.731M respectively, and is census driven.
- We saw better revenue for the months of July and August also due to an increase in the Medicaid rate. The rate increased by $42.98 from $292.66 to $335.64 starting on July 1st through March 31, 2022.
- Two efficiency metrics were highlighted: 1.) Monthly revenue per FTE (which is an indicator of staffing efficiency) for August 2021 was $12,072; 2.) Revenue per billable patient day (which shows the efficiency of our revenue stream from operations) for August 2021 was $488.00.
● Revenue August YTD Actual was $5,291,110, compared to budget of $4,861,040, resulting in a positive variance of $430,071.
● Expenses from Operations for August 2021 YTD Actual were $2,795,630 compared to budget of $3,444,618, resulting in a negative variance of $648,988.
● For August YTD 2021 Salaries & Wages were under budget by $271K.
● For August YTD 2021 OTPS were $58K under budget.
● For August YTD 2021 Supplies & Materials were below budget by $311K.
● For August YTD 2021 Maintenance expenditures were under budget by $7,400.
● For August YTD 2021 Benefits were under budget by $135K.
● August 2021 YTD Margin Before Debt & Allocation of $2,495,480, $1M over Budget.
● August 2021 YTD Margin Before Debt & Capital was $1,680,782 compared to our budget of $461,534 resulting in a variance of $1,219,248. Actual Capital Expenditures were $297,683. Operating Profit before Debt Service was $1,383,099 with a positive variance of $1,219,248.
● Overall Gain/(Loss) Fiscal Year to date at $238,653.

Mr. Raimo noted that with the additional $542,000 that we have to allocate to payroll right now, the indication is, we can only spend that on payroll. It will not cover any benefits, payroll taxes, or anything beyond that. Any allocation that we make for staff in order to try to attract new staff and reward current staff members, it has to be non-pensionable/non-benefit salary.

Marketing – presented by Christopher Carter

Mr. Carter reported the following:

The two-month geofencing ad campaign with Today Media ended in August. The campaign garnered over 208,000 impressions and over 600 visits to the website. The greatest engagement with our ads were with prospects at the Montefiore area, St. Joseph’s Medical Center, Burke Rehab and St. John’s Riverside.

In August the Witherell concentrated all of its’ advertising dollars on Google pay per click ads; no Facebook ads or Google ads. We had over 45,000 impressions and 2,000 visits to the site.

Mr. Carter reported that we just started our print ads this September and will feature skilled nursing in both Greenwich and Stanford Magazines, the Greenwich Time the Stanford Advocate and the Greenwich Symphony program.

In an effort to get a better understanding of our advertising effectiveness, Harrison Edwards will be developing a questionnaire for the Admissions Director, so he can ask prospects where and how they may have heard about NW.

There were 26 Facebook posts since the last Board meeting, including Simple Ways Caregivers Can Stay Active. They also included the return of the outdoor barbecues in September during resident lunchtime.
Mr. Carter stated that the website is continually updated to reflect the latest COVID information and visitation guidance. The new website is moving forward and doing well with its main goal of attracting new residents.

Two new blogs were posted: 1.) The Challenges of Aging - What Caregivers Should Know; and 2.) Making our House a Home, the Witherell Facilities Team, featuring Larry Vanterpool and Michel Baptist.

There was an article in the Greenwich Time that spotlighted World War II veteran and NW resident Mr. George Tai who received the Congressional Gold Medal for his service.

Mr. Carter noted that that there was some unspent marketing money at year end. They will make sure that Harrison Edwards is using all the available money this Fiscal Year and exploring other ways that we can grow our business.

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

Mr. Neff reported that the Friends of Nathaniel Witherell Annual Meeting will be held via phone conference on Wednesday, Sept. 22, 2021 at 9:00 AM.

The fall Community Appeal direct mailer is currently being developed and will be mailed to approximately 15,000 Greenwich households during the first week of October.

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

Mr. Simon distributed a draft calendar of Board Meetings for 2022. A vote will be taken at the October Board meeting. If Board members have any comments or major conflicts, Mr. Simon asks that they notify him in advance of the October meeting.

Ms. Merrill is absent this evening as she has experienced a great deal of personal property loss and damage due to Hurricane Ida. Mr. Simon shared that our thoughts are with her.

**Hurricane Ida and Regal Care** – Mr. Mastronardi explained that our Mutual Aid Plan was enacted when Regal Care on King Street needed to evacuate. The Mutual Aid provides a venue/agency for us to coordinate emergency services, via website, email, and phone. It involves facilities calling each other for bed availability, vehicle availability, and help by the GPD, EMS and GFD as well. Mr. Mastronardi and Ms. Benson remained in touch with these parties throughout the day/night. NW would have been able to provide 15 safe and appropriate beds for evacuated residents. However, Greenwich Woods, because of their extremely low census, was able to take all residents that were evacuated into a vacant wing of their facility; along with their staff, pharmacy, linens, supplies, etc. Regal Care does not know when/if they will be able to open again due to the damage they suffered. That combined with the fact that Greenwich Woods has filed plans to become an Assisted Living Facility, may provide the Witherell an opportunity to increase admissions. Mr. Simon stated that we did a very good job in our participation with the Mutual Aid network.
Virtual / In-person Board meetings – Mr. Simon asked if Board members wanted to return to in-person meetings or to some hybrid schedule of in-person and virtual meetings. Mr. Simon is in favor of beginning with the October meeting, meeting in-person in the Chapel, unless we have an outbreak or change in circumstance. He asked Board members to call or email him to discuss their preferences.

Mr. Simon stated that healthcare has turned out to be quite a dynamic environment over the last year and a half. The Federal and State Governments are dispersing money to nursing homes to ensure that the elderly are well cared for, and that people will want to come and work in these facilities. It is a challenge to keep track of the funds that are coming to NW, to spend them effectively, and continue to maintain and run the Witherell in a way that is in accordance with the town requirements and to make money.

The Teamsters represent all of the CNA’s, LPN’s, Food Service Workers and Housekeepers at NW. Their Contract will be submitted to the RTM in October for approval. The Teamsters have not seen a wage increase in over 2 years. Mr. Simon commented that when we offer a CNA a starting position at $18 per hour, they are not going to choose to work for us because everyone else is now going to be paying more than that. That is where the sign-on bonuses or the stipends are going to come to our advantage. Mr. Simon also said that we pay part-time, non-represented Dietary employees $13/hour. We need to find a way to pay them $17/$18/$19 per hour to work for us. We need to improve our competitiveness. The State continues to give nursing homes money and they want us to have staff to provide proper nursing care.

Mr. Simon stated that although there is money coming to nursing homes from Federal/State Governments, there are also many staffing challenges. We at NW need to find the correct way to navigate it all, in order to provide the right kind of nursing care and determine the best way to attract people to the Witherell so we may continue our current good performance.

New Business - none

A motion to adjourn the meeting at 6:25 PM was made by Ms. Hurst, seconded by Mr. Carter and approved by a vote of 8-0-0.

Respectfully Submitted,
Linda Marini
Sept. 21, 2021
Board of Directors Zoom Board Meeting
Minutes
October 18, 2021

Present: Laurence B. Simon, Chairman; Melissa Gibbons, Secretary; Suzanne Brown; Christopher Carter; Paul Hopper; Nisha Hurst; Richard Kaplan; Joan Merrill; Nirmal Patel, MD MPH

Staff: Michel Baptist, Housekeeping/Laundry Supervisor; Chris Ann Bennett, Infection Preventionist; Nadia Benson, Deputy and Director of Nursing; Linda Marini, Assistant to Executive Director; John Mastronardi, Executive Director; Elizabeth Mungai, Dir. Of Utilization, Clinical Outcomes and Rehab Services; Scott Neff, FNW Executive Director; Nunzio Raimo, Director of Financial Operations; Kimberly Schupp, Clinical Dietician; Ai Linh Tu, Rehab Manager; Larry Vanterpool, Facilities Director; Margaret Wayne, Assoc. Director of Nursing

Guests: Amy Badini; Andy Duus, BET Liaison; Paul Scholtes; Mary Alice Schulte; Kate Tabner; Ellen Wolfson, Commission on Aging;

Mr. Simon opened the meeting at 5:04 PM via Zoom Webinar.

Mr. Simon introduced Kate Tabner, nominated by the Board of Selectmen to join the Nathaniel Witherell Board. Her appointment will go before the two RTM committees Tuesday, October 19, 2021, and will be presented to the full RTM for approval on Monday, October 25, 2021.

Medical Director’s Report – Dr. Frank Walsh absent

Review/Approval of Minutes of September 13, 2021 - omitted in error

Executive Director’s Report - presented by John Mastronardi

COVID-19 Vaccination - 98% of TNW employees have been vaccinated. Infection Control has registered with CVS for a COVID-19 Vaccine Booster Clinic on site for residents and staff. We are waiting on approval for that clinic to be launched and operative.
As of today, we have not received approval for the CVS hosted clinic. Absent such approval, our nurse managers, clinic nurse supervisors, Associate Director of Nursing, and Director of Nursing will be scheduled to begin administering the booster shots to our residents next week.

RFPs – Mr. Mastronardi reported that as a strategic part of our fiscal responsibility plan, TNW’s leadership team has been reviewing, revising, and submitting RFP’s with a particular emphasis on our most costly vendors: Food & Nutritional Services; Rehab Services; and Pharmacy. The management team is currently in the process of evaluating and grading the bids that were submitted with the goal of awarding contracts for all three outsourced services by the end of this calendar year.

Flu Clinic – We will also be holding our annual flu vaccine clinics in the boardroom on October 21 and October 26. All TNW staff, volunteers and Board members are invited to receive the flu vaccine.

CT Public Act 21-185 – A new Connecticut State act states that skilled nursing facilities are mandated to have one full time social worker per 60 residents (not beds). The requirement goes into effect no earlier than January 1, 2022, and the legislature appropriated a fixed amount of funding to assist nursing homes that will need to increase their social work staffing. The Department of Social Services has posted an application for the rate increase for that social work requirement. TNW currently employs two full time social workers and one part time worker, and conservatively we project census of 180 to 188. Subsequently, on Thursday October 14, 2021, we posted on the Town of Greenwich website for the full-time social work position.

HR Training Program – The Human Resource Department has been asked to conduct an informational session to explain various HR policies procedures. These sessions will be held on November 1, 4 and 9, via zoom, by Mary Pepe, Director of Human Resources, and Erica Mahoney, Assistant Director of Human Resources. Topics will include Management Rights; Progressive Discipline; addressing performance issues; personnel files; FMLA; Americans with Disabilities Act; Employee Assistance Program; and hiring process overview.

Interact – Our clinical staff will be initiating Interact (Interventions to Reduce Acute Care Transfers). The interventions are part of a quality improvement program designed to improve the identification, evaluation and communication related to significant changes in residence status. Many of our peers are currently using Interact as a way to successfully treat patients in place. Transfers to the hospital can be emotionally and physically difficult for residents to acclimate to, and they can result in various complications related to hospitalization; they can also be very costly.

Ms. Benson stated that Interact is for nurses to collaborate with the APRN or MD on duty. When used correctly, it will begin with the CNA completing the Stop and Watch part of the tool, answering questions about how a resident is feeling, and whether there has been changes in the resident’s condition. The CNA would pass that information to the nurse who would create an SBAR Tool (Situation-Background-Assessment-Recommendation), and that SBAR would be used for the APRN or the MD to evaluate and see if a clinical intervention or hospitalization is necessary.
Mr. Kaplan noted that 25 facilities in the New York market instituted and implemented Interact. Those that integrated it with their EMR (Electronic Medical Record) saw a reduction in readmissions by about 25%.

Dr. Patel stated that it will not only improve quality of care, but it will also increase income by allowing us to manage higher risk patients, and CMS pays for performance (PDPM, Performance Driven Payment Model). Dr. Patel asked that updates be given at subsequent Board meetings on implementation and measures of success.

**Therapeutic Recreation – presented by John Mastronardi for Carissa Ronish**

This month residents enjoyed an Oktoberfest party, weekly movie club, Norman Rockwell art class, and ice cream socials.

Upcoming autumn activities include cooking demonstrations, Halloween Pooches on Parade, flower arranging, and Halloween party.

We will host a resident holiday party this year in December and are in the beginning stages of planning. There will be live music entertainment and a holiday menu.

As a reminder, the monthly calendar of events continues to be posted on our website under “Events & Newsletters”.

**Building Committee Report - presented by Larry Vanterpool and Paul Hopper**

The Building Committee met last week and discussed the following:

**Tower Electrical Panel Upgrade** – Mr. Vanterpool reported that the vendor received the necessary materials and has begun to set up the temporary power and equipment in the Courtyard. Once the equipment is adjusted and into the facility, Mr. Vanterpool has asked for two weeks notification so that we can schedule and prepare ourselves for disruptions in power supplies. We have a plan for the care of our residents during those periods that were approved by DPH.

**The Pavilion External Renovations** – Mr. Vanterpool reported that this project is complete. There is approximately $90K remaining of the Community Development Block Grant and we are working with CDBG to determine if the remaining funds can be used for additional improvements within the Pavilion residence.

**American Rescue Plan (ARP)** – Mr. Vanterpool stated that the Town is scheduled to receive approximately $34M as part of the American Rescue Plan (ARP). These funds are meant to be used to improve infrastructure in accordance with very strict guidelines. TNW has submitted a request for HVAC improvements, which are in our capital budget, to increase airflow with better filtration throughout the facility. In the event of another pandemic-like situation, our environment would be better prepared with proper airflow ($725K) and rooftop units. Mr. Kaplan
asked if these funds could be used for elevator repair/replacement, though this does not fit the specific criteria set forth by the ARP. The answer to the elevator question is no. The Town Administrator expects to provide the funds to TNW in the first quarter of 2022.

Mr. Hopper noted that given we were under budget on the electrical replacement for the Towers, it is beneficial that we have some leftover funds and may be able to extend that project to include the upper stories, as well as perhaps some of the panels in the administration building. He stated they are hopeful they can proceed with the approvals from the town by adding on to the existing permitting with an amendment, rather than having to go through a whole cycle again. This is pending approval but TNW is hopeful it can be accomplished.

Mr. Simon stated that we reduced our capital budget spending by more than 12% over the next 15 years by the money saved on the Electrical Panel and Pavilion projects.

Mr. Kaplan made a motion to submit four identified FY23 Capital projects, totaling $675,000, to the Town for approval. His motion was seconded by Ms. Hurst and approved by the Board by a vote of 8-0-1.

1. Nursing Capital $ 20,000
2. General Capital $ 95,000
3. Replacement of Tower elevators $500,000
4. Chapel windows $ 60,000

$675,000

Ms. Gibbons added that geothermal technology can provide air conditioning while eliminating a lot of the need for air handlers and condensers. They can be simpler to maintain and more sustainable, though also more expensive to install. Since we are going through this big of an overhaul, she asked whether geothermal should also be looked at as an option. Mr. Vanterpool explained that the technology Ms. Gibbons spoke about, used in commercial and residential properties, has not yet been introduced into the healthcare facilities that he is aware. One of the main concerns is that we are required as a long-term care facility to treat the water and chiller water for Legionella. Mr. Vanterpool does not know if that is a possibility with geothermal but will look into it for future opportunities. Mr. Simon noted that he has seen this technology in new construction, but it may exceedingly difficult to put into our existing building.

Finance Report – presented by Nunzio Raimo

Mr. Raimo reviewed the Financial Statement and Operating Results for the period ending September 30, 2021:

- For the month of September 2021 average daily census was 173, exceeding the prior 12-month average of 167
- NW Census by payer class for September 2021: total days billed were 5,173.
- Occupancy Percentage for September 2021 was 85%, exceeding the prior 12-month average of 83%; average beds per day for September 2021 was 172.4.
- September 2021 revenue from operations was $2,294,883; budgeted target revenue is $2,430,520. Certain residents will get Medicaid approval after they have been charged at the private pay rate; with that adjustment of about $114,000 added to our current
revenue of $2.3 million, we come very close to that budgeted number despite the fact that the census was slightly lower.

- Two efficiency metrics were highlighted: 1.) Monthly revenue per FTE (which is an indicator of staffing efficiency) for September 2021 was $10,163, exceeding the prior 12-month average of $8,405; 2.) Revenue per billable patient day (which shows the efficiency of our revenue stream from operations) for September 2021 was $444.00, exceeding the prior 12-month average of $435.

- Revenue September YTD Actual was $7,581,744, compared to budget of $7,291,559, resulting in a positive variance of $290,185. All categories except Private Pay were above budget. Our Medicaid reimbursement rate is a bit higher and our September 2021 PDPM rate was $728, exceeding the national average of $650.

- Expenses from Operations for September 2021 YTD Actual were $4,477,139 compared to budget of $5,020,143, resulting in a negative variance of $543,004.

- September 2021 YTD Margin Before Debt & Allocation of $3,104,605, $833,188 over Budget.

- September 2021 YTD Margin Before Debt & Capital was $1,897,104 compared to our budget of $853,269 resulting in a variance of $1,043,835. Actual Capital Expenditures were $357,457.

- Net Revenues September FYTD were $520,201, compared to a budget of ($523,634), resulting in a positive variance of $1,043,835.

- Mr. Simon noted the $1,539,646 is the amount of cash we are generating before Debt Service for the Town; after subtracting the Debt Service, the result is a $145,201 cash surplus to the Town.

Mr. Duus commented that it was “fantastic to see this kind of performance of the past quarter” and asked when the last quarter was that Nathaniel Witherell was a positive contributor (after Debt Service). Mr. Raimo explained that the dashboard in his report is a running P & L of Nathaniel Witherell over the last 11 years, giving a snapshot of where we have been in prior years and how truly good the progress is.

Mr. Simon stated that this is due in part to an increase of our Medicaid rate by $40. If we can continue to increase our census the results can be very good. Mr. Kaplan noted that these results are strictly operational and do not include, as we did in last year, any additional federal dollars that NW received; this is how well we’re doing today without any additional income that we received last year.

Mr. Raimo noted that the $40 Medicaid Rate increase remains until the end of March 2022, and on April 1, 2022 it goes from about $342 to $306; but for the majority of FY22 we will enjoy that higher Medicaid rate.

- For September YTD 2021 Benefits were under budget by $206,162.
- For September YTD 2021 Salaries & Wages were under budget by $331,468.
- For September YTD 2021 OTPS were $11,249 under budget.
- For September YTD 2021 Supplies & Materials were under budget by $188,420.
- For September YTD 2021 Maintenance expenditures were under budget by $11,867.
Mr. Simon said that on July 1, 2022, the state will implement Acuity Based Reimbursement. Based on our data we have been shown that we would be going up the maximum amount possible, which is $6 a day; without the maximum, we would have gone up $16 a day.

Ms. Hurst asked Mr. Mastronardi to speak on ways to improve the census. Mr. Mastronardi explained that first and foremost, and budget-neutral, his plan is to hire a Nurse Case Manager/Liaison. This individual will be someone who spends the majority of the time outside of TNW, has a network of connections, sells TNW to referral sources actively and proactively, and is an individual with a great, engaging personality. This person will positively promote what Nathaniel Witherell can do for clients, patients, and residents.

Mr. Mastronardi also noted ways to potentially diversify our service portfolio: having a on-site hemodialysis den; and home care services and developing that skill set for our current staff, which is in the long-range plan. We do want to expand our services out in the community and be a benefit to the community by providing skilled nursing care, or a level of skilled care, for those residents.

**Marketing – presented by Christopher Carter**

With regard to the hiring of a Nurse Case Manager/Liaison, Mr. Carter suggested discussions to strategize our advertising around that function.

Mary Cronin, our main point person at Harrison Edwards, has left to pursue her own copywriting and content development business. Mr. Carter commented that for the two years he has been on the Board, Ms. Cronin has truly been on top of our advertising business. Her replacement will be introduced to Mr. Carter this week.

Our targeted campaign that ran through July is not running currently, but Mr. Carter hopes to get that going again; perhaps that may have had an impact on our census.

In September we had over 55,000 impressions on Google with nearly 2000 visits to the site. Facebook had over 10,000 impressions of our posts and over 500 engagements.

Mr. Carter reported that we have some digital ads in Stamford Magazine, Seniors Blue Book and Hearst Golden Year Special Section.

At the upcoming meeting they will be talking about any insights we may have learned from the the Harrison Edwards admissions survey to ask people who reach out to our facility.

Since the last Board meeting, there have been 21 Facebook posts. Two of the recent ones were *The Challenges of Aging, What Caregivers Should Know*; and *Concerned With Memory Loss, Try These Strategies to Stay Sharp*. 
We installed anti-spam filters on the website to prevent bots and rude language. We also continually update the Family Update Section with the latest COVID information and Visitation Guidelines.

Two new blogs were posted: How to Prevent falls Among Older Adults; and Aging Well Today and For the Future.

Ms. Merrill suggested running full page ads in the hardcopy Greenwich times, specifically to get photos of activities taking place and our name out to the public. Mr. Carter stated that Harrison Edwards has a good relationship with the Greenwich Time but having them run a non-town government related article is a tough accomplishment. He noted that our focus is with online ads instead of print newspaper.

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

Mr. Neff reported that the fall direct mail Community Appeal was dropped the first week in October to approximately 15,000 Greenwich households, 950 short-term patient alums and long-term resident responsible parties, and 400 FNW Board member solicitations.

Chairman’s Discussion – presented by Laurence Simon

A motion was made by Mr. Kaplan to approve the 2022 draft calendar of Board Meetings which was distributed at the Sept. 18, 2021 Board Meeting. The motion was seconded by Ms. Hurst and approved by the Board by a vote of 8-0-1.

2022 Meeting dates:
- January 24, March 21, April 25, June 20, July 25, September 19, October 17 and November 14.

Mr. Simon asked Mr. Duus to update the audience on the status of the RFP for TNW Management Services. Mr. Duus stated that he was not allowed to comment at this time, as the Town rules prohibit any public discussion of active RFP evaluation committees. The committee has made some progress and done good things in terms of data collection, but is still not in a position to make a recommendation to the First Selectman. Mr. Simon stated that Board members received a letter from the Town Attorney reiterating the Charter provision that the Board has the full legal authority over all transactions affecting Nathaniel Witherell, consequently anything that comes out of the RFP would have to be presented to the Board for further action.

Mr. Simon thanked Mrs. Joan Merrill for her time, service and dedication to the Witherell Board. Mrs. Merrill will officially leave the Board October 25, 2021. Ms. Merrill said it had been a pleasure knowing and working with everyone and wished them the best of luck in the future.

Joanne Kotulski, Interim Administrator prior to Mr. Mastronardi’s placement as Executive Director, recently consulted at NW for two weeks. Mr. Simon has received her report and will distribute to the Board after his review.
In answer to Mr. Simon’s question about when the State DPH will next arrive for a surprise survey of our facility, Mr. Mastronardi stated that we have heard that the State is focusing first on facilities that are three stars or lower and waiting for the five stars; but, we continue to prepare. He also noted that Ms. Kotulski was helpful in prepping our quality assurance book and QAPI plan, and he thanked her for that.

**New Business - none**

A motion to adjourn the meeting at 6:18 PM was made by Ms. Hurst, seconded by Mr. Carter and approved by a vote of 8-0-1.

Respectfully Submitted,
Linda Marini
October 27, 2021
Mr. Simon opened the meeting at 5:01 PM via Zoom Webinar.

Medical Director’s Report – Dr. Frank Walsh

Dr. Walsh reported that there are currently no positive COVID-19 cases among residents or staff. All staff, vaccinated or not, must continue to wear masks when in the facility; all visitors must also continue to wear a mask while visiting.

NW began our onsite flu vaccine clinics at the end of October. We have not experienced an overwhelming response from staff, but the flu vaccination rate is increasing. We are providing plenty of opportunities for them to receive the flu vaccine. Historically, on average, we have had about 50% of staff vaccinated for flu.

NW held an onsite COVID-19 vaccine clinic two weeks ago which was very well attended. Staff are continually encouraged to become fully vaccinated, including the booster. CDC has stated that boosters can be mixed and matched; it is not necessary to receive a booster of the same maker as you received for 1st/2nd doses. The Department of Health (DPH) has mandated that
all staff must sign an attestation to accompany a copy of their COVID-19 vaccine card. Failure to do so will result in a $20,000/day fine for non-compliance.

In response to Ms. Gibbons’ question, Dr. Walsh stated that our residents appear to be tolerating the booster shot very well, with no harsh side effects.

Current census today is at 171. There were 9 admissions over this past weekend.

Mr. Simon commented that there are consistently 4-6 residents, predominantly short-term patients, per day in the hospital. Dr. Walsh responded that we now admit sicker patients into short-term rehab. In the past, many short-term rehab patients were orthopedic patients with fewer medical conditions. Mr. Kaplan noted that often when someone is sent out to the hospital, it may be because of a gradual change in condition that goes unnoticed or not noted over a period of time; consequently, leading to the patient having to be hospitalized.

Ms. Brown asked if there is any correlation between which hospital patients are coming from and those patients being readmitted. It is her understanding that when people are discharged, the hospital does not always provide a complete, comprehensive report of the patients’ condition. Ms. Brown also questioned whether those patients being readmitted are being discharged from primarily one hospital. Dr. Walsh stated that the reports he receives are generally complete, no matter which facility is discharging the patient. He also does not see that one single hospital is responsible for the majority of readmissions. Mr. Simon noted that the possible correlations being suggested by Ms. Brown are worth researching further.

**Review/Approval of Minutes of September 13, 2021 and October 18, 2021**

A motion to approve the minutes of September 13, 2021 was made by Ms. Brown, seconded by Mr. Kaplan. A vote was taken, and the minutes were approved by a vote of 7-0-0. Ms. Hurst had not yet arrived at the time of this vote.

A motion to approve the minutes of October 18, 2021 was made by Ms. Brown, seconded by Mr. Carter. A vote was taken, and the minutes were approved by a vote of 7-0-0. Ms. Hurst had not yet arrived at the time of this vote.

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

Concerning Mr. Simon’s previous comment regarding hospital readmissions, Mr. Mastronardi noted a recent example of a resident who was readmitted to the hospital for high potassium levels. This resident spent a day in the hospital receiving the same treatments we could have provided in-house. Mr. Mastronardi would define this as an unnecessary and avoidable admission to the hospital; it was also very costly. We have the data in Real Time to assess these types of situations but have not analyzed the data and; we should improve the ways we use the data available to help guide our decisions and actions.

**Total Parenteral Nutrition (TPN) Training** – TPN is a process of infusing a specialized form of food intravenously to correct or prevent malnutrition. Our nursing staff will be trained the first week of December and topics will include: how to order TPN from the pharmacy; what to
expect as far as the delivery of TPN; labs that will be required; how to prepare for TPN administration; what filter tubing to be used; primary programming for the infusion pumps; and, assessment of the patient and the IV site. Most of the patients involved are already on TPN from the hospital and would be admitted for short-term rehab. The average per diem increase would be from about $670/day to $800/day per patient; this is easily achievable with the proper training for nursing staff.

Inventory Management – The inventory management of medical/surgical, nursing, housekeeping and laundry supplies (not including capital expenses or office supplies), for the 4-month period July 2021 – October 2021, totaled an actual expense of $124,420, compared to a budget of $193K. This result is a positive variance of approximately $69K. Mr. Mastronardi is conservatively projecting an annual savings of $150,000.

Pharmacy Formulary – The pharmacy formulary savings, which substitutes name brands with generics whenever possible, and using less expensive alternatives, has saved NW $91K fiscal year to date, which projects to $273,000 in annual savings. Taking a more conservative approach to predictive analysis, Mr. Mastronardi anticipates between $150,000 and $180,000 in annual savings.

RFP’s – Mr. Mastronardi reported that RFP’s have been issued for TNW’s three major outsourced services, including food service management, pharmacy and rehab. This follows leaderships’ original plan, allowing for market competition, and effectively helps us to renegotiate better terms and pricing. Mr. Mastronardi projects that the annual savings will be between $350,000 and $500,000 annually.

Therapeutic Recreation – Mr. Mastronardi reported for Ms. Ronish:
- Last month residents and staff attended a “Think Pink” event for Breast Cancer Awareness and raised over $400.
- 16 Nathaniel Witherell Veterans were honored last Thursday, Nov. 11, 2021, Veterans Day, with certificates of appreciation and a music celebration.
- Some upcoming events include a Teaching Kitchen, Italian Music Concert, Holiday Crafts and a Resident Poetry Reading.
- With the most recent guidance released from CMS we will be foregoing the Holiday party in December. We do have several holiday-themed activities planned which will be published in next month’s calendar on our website.

Mr. Simon questioned our current star rating. Mr. Mastronardi explained that we experienced a 1-2 star decrease in our rating based on weight loss and catheter metrics. Mr. Mastronardi explained that some weights were incorrectly entered into the Electronic Medical Records, MatrixCare. The length of time the 4 foley catheters we had were also part of the rating decline, as CMS required clearer justification. NW was also cited during 2 of 11 COVID-related surveys that took place during the height of the pandemic.

Mr. Simon stated that the Annual Report for the Nathaniel Witherell was submitted to the Town. This report will be circulated to the Board at the January 24, 2022 Board meeting.
Building Committee Report - presented Paul Hopper

Tower Electrical Panel Upgrade – Mr. Hopper reported that we received the two-week advisory notice that they are ready to switch to the temporary power, scheduled for November 30th between the lunch and dinner hours. NW has also engaged an engineer to look at replacing, repairing or upgrading some of the other panels in the upper floors of the facility.

The Building Committee had an engineer come and evaluate the roof-top units and the chiller. The engineer will provide us with his recommendations in terms of how we might be able to upgrade the units or replace those that need to be replaced; and determine which ones can be retrofitted to increase our filtration rates.

Mr. Simon stated that it is our plan to apply some of the American Rescue Plan (ARP) funds to improve/increase our levels of air filtration within the building. The other item put before the ARP panel was the $100K needed to replace the galvanized pipe from Parsonage Road to the water pit in the front yard. When the pipe from the pit to our building was replaced, it was our understanding that Aquarion was responsible for the section from the street to the pit, but this proved not to be true.

Mr. Simon noted that the Capital projects mentioned last month have been accepted by the Town and will be in the 2023 Budget Capital Plan.

The Pavilion External Renovations – This work order is now complete. It is still to be determined if any of the remaining funds can be used for other projects at the Pavilion.

Finance Report – presented by Nunzio Raimo

Pavilion Rent Increases – After Board discussion, Mr. Simon made a motion to increase Pavilion apartment rents 3%, effective February 1, 2022; Ms. Tabner seconded the motion. A vote was taken, and the motion was approved by a vote of 8-0-0.

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Private Pay Room and Board Rate Increases – After Board discussion, Mr. Kaplan made a motion to increase Private Pay Room and Board Rates 3%, effective January 1, 2022; Ms. Hurst seconded the motion. A vote was taken, and the motion was approved by a vote of 8-0-0.

Mr. Raimo reviewed the Financial Statement and Operating Results for the period ending October 31, 2021:

- Total days billed for October 2021 were 5,456.
- Occupancy Percentage for October 2021 was 87%; average beds per day for October 2021 was 176.
- October 2021 revenue from operations was $2,452,358; budgeted target revenue is $2,430,520.
- Two efficiency metrics: 1.) Monthly revenue per FTE (which is an indicator of staffing efficiency) for October 2021 was $11,149; 2.) Revenue per billable patient day (which shows the efficiency of our revenue stream from operations) for October 2021 was $449.
- Revenue October YTD Actual was $10,030,385, compared to budget of $9,722,079, resulting in a positive variance of $308,306. All categories except Private Pay were above budget.
- Expenses from Operations for October 2021 YTD Actual were $7,016,560 compared to budget of $7,454,174, resulting in a variance of ($437,614).
- October 2021 YTD Margin Before Debt & Allocation of $3,013,824, $745,920 over Budget.
- October 2021 YTD Margin Before Debt & Capital was $1,233,988 compared to our budget of $154,867, resulting in a variance of $1,079,122. Actual Capital Expenditures were $347,124.
- October YTD 2021 Operating Profit Before Debt Service was $886,864.
- Net Revenues October 2021 FYTD were ($7,581).
- For October YTD 2021 Benefits were under budget by $328,718.
- For October YTD 2021 Salaries & Wages were under budget by $331,468.
- For October YTD 2021 OTPS were $8,512 over budget.
- For October YTD 2021 Supplies & Materials were under budget by $185,208.
- For October YTD 2021 Maintenance expenditures were under budget by $14,568.

Mr. Mastronardi explained that one of the pillars of his revenue generation plan is to hire a Nurse Liaison. The hiring of this individual will be budget neutral because of some of the rightsizing that took place earlier in the year. This person will be responsible for identifying new referral sources and for performing outreach to develop and increase the census. We will look for someone to fill this role who has an existing network from which to pull new referrals; one who will perform outreach to our existing referral sources and maintain professional relationships with these sources to build the census. This individual will collaborate with the leadership team to optimize our clinical quality outcomes, increase the associated reimbursement with those quality outcomes, and ensure a continued desirable payer mix.

During review of the Proposed FY 2023 Operating Budget by Mr. Raimo, Mr. Simon noted that once we have submitted our proposed Operating Budget for FY 2023 to the Town, they will most likely return it to us for adjustments. When we have more information and data available (through December 2021) at the January 2022 meeting, the final budget we will submit to the Town at that time will likely be different than what the Board is voting on tonight. The goal is to have a budget which is breaking even, except for Debt Service, without using a contribution from the General Fund. On Thursday, February 10, 2022, 9-11 AM, NW will meet with the BET Budget Committee to present and discuss our capital and operating budgets.

Following Board discussion, Ms. Hurst made a motion to submit the FY 2023 Operating Budget to the Town as presented; Mr. Kaplan seconded the motion. A vote was taken, and the motion was approved by a vote of 8-0-0.

**Marketing – presented by Christopher Carter**

Mr. Carter reported that Harrison Edwards is planning to present a review of 2021 advertising and their initial recommendations for 2022 in early December. Those details for next year will be discussed at the January Board meeting.

For paid advertising that ran this past month, Google ads had over 94,000 impressions and over 1700 visits to the site; this led to 89 calls. On Facebook we had over 3,200 impressions of our posts and over 74 engagements.

Mr. Carter reported that on the social front, we did 13 Facebook posts since the last board meeting, including one with Colleen Hayden of Art Master Silvermine, who led our seniors in
an arts and crafts project. We also had Pooches on Parade where our community residents brought their dogs to visit, and the story appeared in the Greenwich Time.

Our website had a very good month during October, with over 3,500 visits to the website. This number is up over 4% since September. Year over year, our website users are up 154%. Sessions are up 161% with nearly 94,000 sessions in this past month. Page views are up almost 90%. Mr. Carter reported that we are seeing positive results from the changes and updates made to the website.

The website is continually updated to reflect the latest COVID-19 information within the family update section, which is in the top right corner of the website.

One blog was posted in October titled *Take Heart, Cardiac Rehab is a Surefire Way to Speed Recovery*. For November, a blog will posted about *Healthy Eating During the Holidays* and another becoming a Volunteer at the Witherell.

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

Mr. Neff reported that the FNW direct mail appeal that was mailed on October 4th to Greenwich households has received contributions from 132 donors to date. This appeal has reached approximately 31% of the goal for the year, which runs through June 2022.

Mr. Neff will once again be registering FNW for the Fairfield County Giving Day. This annual, countywide giving day event is scheduled for February 24, 2022.

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

Murtha Cullina, Conflict of Interest Waiver Request – Mr. Simon explained that NW uses the Murtha Cullina law firm in our relationships with the Department of Public Health (DPH) and regulatory affairs. Murtha Cullina has hired an attorney who is going to do property appeals to the Board of Assessment Appeals on behalf of Greenwich homeowners. They asked for a conflict of interest waiver which was approved by the Board of Selectmen. Ms. Krumeich noted that the 2021 revaluation came out in November, and many Greenwich homeowners who are going to be questioning their new valuation may go to the Board of Assessment Appeals; they would be asking for legal representation. Mr. Simon made a motion to give Murtha Cullina the Conflict of Interest Waiver; the motion was seconded by Mr. Kaplan; a vote was taken, and the motion was approved by a vote of 7-0-0 (Ms. Hurst had left the meeting).

Mr. Simon thanked our BET liaisons, Beth Krumeich and Andy Duus, for being very helpful and supportive to NW and for their attendance at many NW Board meetings. They both will now be leaving the BET. Mr. Duus commented that NW has been doing a fantastic job this past year during such difficult times. He stated it has been an honor to attend these Board meetings. Beth Krumeich agreed with Mr. Duus’ statements, and stated that she is thrilled with the work that has been done these past two years under Mr. Simon’s leadership. She expressed that she was delighted that Mr. Mastronardi has come on board, and she hopes the community
recognizes the work that is being done here at this outstanding facility. She said from her personal knowledge and as a representative and elected official in Greenwich, she sees the hard work that gets done every day to ensure that we are taking care of our seniors. She thanked everyone for that.

**New Business**

Mr. Kaplan stated that we will be receiving the report from the RFP committee sometime soon; with that comes the Board’s responsibility to discuss it and determine what will be done. Mr. Kaplan proposed that the NW Board should develop a strategic plan for the Witherell to do some long-range planning and determine its’ direction. He suggested the Board should discuss if they want to develop a strategic plan on their own or perhaps consult with someone to assist. Mr. Simon agreed and noted that this discussion could take place in a special, in-person, Board meeting in March 2022, perhaps with a facilitator. The agenda should review some of the important issues and current trends that are happening in health care. He stated that we are in a very dynamic environment now, and there are a lot of changes occurring. The Board needs to have a better understanding and strategic direction of where they want NW to go.

Mr. Duus stated that the RFP evaluation committee concluded its work this past week and submitted their report to the First Selectman. Any changes can be initiated by this Board or by the Office of the First Selectman. Any proposed changes will ultimately have to go through the Representative Town Meeting (RTM). He agreed with Mr. Kaplan that the NW Board’s role is very important in this instance, and it is important to think about the strategic challenges and how NW will deal with them.

Mr. Simon wished everyone a Happy Thanksgiving and Happy Holidays. The next Board meeting is January 24, 2022. In the meantime, Mr. Simon will keep the Board appraised via email of the status of the RFP’s for Food Service, Rehab and Pharmacy Services and Hemodialysis, and on our efforts to treat in place to provide care for people stay in-house and not be discharged to the hospital.

A motion to adjourn the meeting at 6:33 PM was made by Mr. Carter, seconded by Mr. Hopper and approved by a vote of 7-0-0.

Respectfully Submitted,
Linda Marini
November 22, 2021