1. Nathaniel Witherell 11/16/20 Board Meeting Agenda

   Documents:

   TNW BOARD OF DIRECTORS AGENDA 2020_11_16.PDF

1.I. NW Board Of Directors 11/16/20 Draft Meeting Minutes

   NW Board of Directors 11/16/20 draft meeting minutes

   Documents:

   TNW BOARD MINUTES 2020_11_16 VERSION 2.PDF

1.I.i. TNW Board Of Directors Meeting Minutes 101920

   Documents:

   TNW BOARD MINUTES 2020_10_19 APPROVED.PDF
Board Meeting
VIRTUAL WEBINAR
Monday, November 16, 2020, 5:00 PM

ZOOM MEETING WEBINAR INFORMATION

Webinar Link:
https://greenwichct.zoom.us/j/84683750397?pwd=OWgzbkxNamZtcFJbFlmSWF6YXczUT09

To join by phone dial: 1-646-518-9805; Webinar ID: 846 8375 0397; Password: 1846304

AGENDA

1. Medical Director’s Report – Frank Walsh, MD
2. Review/Approval - Minutes October 19, 2020 – Chairman
3. Reports
   a. Executive Director-John Mastronardi
   b. Visitation Committee-Melissa Gibbons
      i. Visitation Policies and current implementation status
   c. Building Committee –Larry Vanterpool
      i. Vote on change in rents for Pavilion tenants. Recommended 2.5% increase or a total annual increase of $1,337. Rates are effective from February 1, 2021 to January 31, 2022.
   d. Finance Committee-Nisha Hurst and Nunzio Raimo
      i. Presentation of FY22 Operating Budget and vote to accept the Budget for submission to the Town.
   e. Marketing-Chris Carter
   f. Friends of Nathaniel Witherell – Scott Neff
4. Chairman’s Discussion – Laurence Simon
   a. Vote on Private Pay Rates effective January 1, 2021 for the Calendar Year.
   b. RFP for TNW as posted by the Office of First Selectman
   c. Open Positions on the Board
      i. Secretary
      ii. Building Committee Chair
5. New Business
6. Adjournment

2021 Calendar of Board Meetings

July 26, 2021  September 13, 2021  October 18, 2021  Nov 15, 2021

cc: Town Clerk
Board of Directors Virtual Webinar Meeting
Minutes
November 16, 2020

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

Absent: Joan Merrill; Nirmal Patel, MD MPH

Staff: Michel Baptiste, Housekeeping/Laundry Supervisor; Nadia Benson, Deputy and Director of Nursing; George Cossifos, Director of Admissions; Linda Marini, Assistant to Executive Director; John Mastronardi, Executive Director; Elizabeth Mungai, Director of Utilization, Clinical Outcomes, Rehab Services; Barry McGovern, PCC; Scott Neff, FNW Executive Director; Nunzio Raimo, Director of Financial Operations; Justine Vaccaro, Director of Social Work; Larry Vanterpool, Facilities Director; Margaret Wayne, Associate Director of Nursing

Guests: Jocelyn Braxton Armstrong; Betsy Calo; Maureen Donohue; Carol Ferraro; Elizabeth Franklin-Quigley; Paul Friday; Carolyn Irwin; Wynn Jackson; Nancy Jeann; Beth Krumeich, BET liaison to TNW; Sarah Langmuir; Jenny Larkin; B. Lee; Elisa Mambrino; Thomas Medico; Tom McGuire; John Picone; Arthur Ribak; Sheila Smith; Maria Spziak; Ellen Wolfson, Commission on Aging; Debbie Wortman; Steven Wortman

Mr. Simon opened the meeting at 5:02 PM via zoom webinar.

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

Dr. Walsh reported that there have been no cases of the coronavirus among residents. Five staff members tested positive and all were asymptomatic. He noted that there has been an increase in COVID positive cases recently in Fairfield County. He had 7 patients test positive from his office; all of whom were also asymptomatic.

Dr. Walsh admitted 4 residents this past weekend and is expecting 3 more early this week. He has also had discussion with Mr. Mastronardi regarding sourcing of patients for pulmonary and cardiac rehab. He continues discussions with the orthopedic surgeons; and, although still a bit
reluctant to send their patients to rehab because of COVID (even though we currently have no positive cases in the building), the orthopedic surgeons agree that many patients do better coming to NW for rehab than going directly home.

In response to a question from Ms. Brown, Board member, Dr. Walsh confirmed that we are not testing NW residents for antibodies.

We administered the flu vaccine to all residents and staff over the last 2 weeks. Ms. Benson noted that over 80% of the staff have received the flu vaccine; this was the highest number of staff to receive the flu shot in many years.

In response to the question posed by Ms. Hurst concerning contact tracing, Ms. Benson stated that contact tracing was conducted, and we have 7 staff members identified. None of them are currently in the building. For some of them, their risk and exposure were limited; two of those staff work in other facilities. For those staff who have direct resident contact, their contact tracing is more complicated. DPH was informed of the cases and provided with names and contact information for those affected; Ms. Benson conducted the contact tracing herself, DPH may follow-up. If staff works in another facility as well, we’ve sent them back to the other facility to notify them of the date they were tested; the other facility will have to conduct their own contact tracing. Ms. Benson has also encouraged these staff members to have their family members tested and to also let schools know of their exposure should they have children doing in-school learning.

**Review/Approval of Minutes of October 19, 2020**

A motion to approve the minutes of October 19, 2020 was made by Ms. Hurst seconded by Mr. Carter. A vote was taken, and the minutes were approved by a vote of 5-0-0.

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

Mr. Mastronardi reported that the Nathaniel Witherell again this year received the distinction of being one of the highest rated nursing homes in the state as measured by US News and World Report. Only 21% of skilled nursing facilities in the US have earned that distinction. He is grateful and proud of the NW team and thankful for the support of the Board.

Mr. Mastronardi introduced NW’s newly hired Infection Preventionist, Chris Ann Bennet. Ms. Bennett completed her BSN RN at Chamberlain School of Nursing in 2017 and completed her infection control certification course in 2019. She has been crucial in the role of infection control management in her prior positions throughout this pandemic. Mr. Mastronardi welcomed Ms. Bennett to the NW team.

Management of Overtime Costs - Mr. Mastronardi stated that we continue to center on managing expenses by controlling our overtime costs. The trend for Nursing overtime cost reflects an average monthly decrease of $18K in nursing overtime expenses. Also, in FY20, the Maintenance overtime budget was $34,044/year, with an average spending trend of
$3,100 per pay period. Maintenance closed FY20 $40,286 over budget on overtime with an actual annual expense of $74,330. For FY21, Maintenance currently has an average spending trend of $630 per pay period. The trends are continuing downward. Maintenance has used approximately 14% of its overtime budget in the 1st quarter. Housekeeping had a FY20 overtime budget of $158K and the average spending trend of $5,600 per pay period. They closed FY20 under budget by about $13K. The total annual overtime expense was $145,655. This fiscal year, FY21, Housekeeping currently has an average spending trend of $4,200 per pay period and is trending downward. That represents $1,400 less per pay period than last year. It should be noted that during the COVID pandemic, which has required the departments’ services to increase, efficiencies have been achieved by effectively managing schedules, time/attendance, and overtime utilization. Housekeeping has used approximately 20-21% of its overtime budget in the first quarter.

Mr. Mastronardi gave kudos to Nursing, Maintenance and Housekeeping departments for 'keeping their eye on the ball' and garnering those efficiencies on a consistent, sustained basis.

Diversification of our service portfolio:

- Mr. Mastronardi reported that we’ve been developing and marketing NW as a step-down care partner for hospitals in the area who need support in lowering their lengths of stay. Our research has shown area hospitals that are losing substantial revenue due to hospital acquired conditions developed during longer lengths of stay. There are significant opportunities for NW to admit higher acuity hospital patients, provide expert care, stabilize those patients, and safely discharge them to the community with follow-up servicing. This helps lower the hospitals’ length of stay and provides continuity of care. NW would also realize the higher reimbursement rates associated with taking those clinically more complex patients. We will continue to admit orthopedic cases but will shift focus to concentrate on admitting and caring for patients with sepsis, IV therapies, cardio pulmonary and medical management cases.
- We’re also in the preliminary stages of forming partnerships with Yale New Haven Hospital to drive down hospital readmissions and Stamford hospital for cardio pulmonary programs.
- The leadership team has also maintained its commitment to expanding our referral base by conducting weekly outreach to new and existing referral sources. Admissions is spearheading this initiative.
- We are in the process of exploring and initiating an inventory control system to set baseline par levels based on utilization and control cost.
- As part of our marketing plan, we’re working on updating the website. Drone footage was shot for use in a new virtual tour of the facility which will be posted on the website.

Mr. Mastronardi noted that the Greenwich Symphony brass quintet performed a special outdoor concert in the Courtyard this past Saturday. Thank you to Board member Mr. Carter,
Recreation staff Ms. Ronish and Mr. Galizi, Harrison Edwards and the Facilities staff for making that event a success.

**Visitation Committee** – Mr. Mastronardi noted that the 9-page Visitation Policy was distributed to the Board prior to this meeting. Our policy is based on CMS, DPH and the CDC guidance. It covers visitor testing, which we can strongly encourage but may not mandate, and the guidelines for indoor/outdoor visitation. He stated that visitors should adhere to the core principles that are contained in the CMS visitation memo, and staff will help to monitor those visits. Specific to indoor visits, all visitors must be screened and temperature checked prior to the start of their visit; all visitors will need to use hand sanitizer, provided at the Auditorium entrance; there is a 2 visitor limit; all visitors must follow social distancing guidelines of at least 6 feet; all residents and visitors must wear a mask; items cannot be exchanged during the visits; pets are not permitted; a maximum of 8 visitors will be allowed in the auditorium space at one time (2 per each of 4 residents); visitors may not venture out of the auditorium.

Mr. Mastronardi stated that due to the current positive staff COVID cases, indoor resident visits are suspended. Outdoor visits can continue weather permitting.

Mr. Simon asked about the possibility of using propane heaters in tents for outdoor visits. Mr. Vanterpool, Director of Facilities, stated that the DPH Building and Fire Safety Unit will not allow the use of propane heaters or any carbon dioxide producing devices. The use of tents is also not approved because they are not strong/stable enough to provide a safe environment during wind, snow, etc.

Ms. Hurst made a suggestion to use heaters without tents. Temperature can be subjective; some may want to be outdoors and others not. Ms. Brown asked if there was a temperature “cut off” where residents would not be allowed outdoors; not in the current policy.

Mr. Simon stated that his main concern was keeping residents warm; we have a great deal of outdoor space that can be utilized, particularly the Courtyard which is a sheltered space. Also practical during inclement weather would be no-contact visits, i.e. Face time and Zoom. Mr. Simon expressed that as the COVID rates increase it will be more difficult to facilitate indoor visits. Focus should be on outdoor visits and virtual visits.

Ms. Gibbons thanked Mr. Mastronardi and Msses. Benson, Ronish and Vaccaro for their input and knowledge in developing the policy. Because of the necessity to suspend indoor visits if there is a positive case in the building, Ms. Gibbons expressed that we also want to maximize our virtual visit capacity. We currently have multiple iPads being circulated in the building and have purchased iMacs, 1 per unit, for use with virtual visits as well. We have also hired a Resident Transporter to assist.

Visits are offered Tuesday through Saturday. Mr. Mastronardi stated that the Recreation staff has worked diligently and continues to work with family members to arrange visits.

Ms. Gibbons stated that there is a Visitation policy in place and families are aware of the guidelines/rules. Going forward, the intention is to post this information on our website. Ms. Hurst stated that our first responsibility is to keep our residents safe. She feels it’s important
for families to understand the policy and the reasons for it. Keeping the lines of communication open is vital.

Visits are scheduled through the online system SignUpGenius and the Recreation department also schedules virtual visits, i.e. Zoom, Facetime, etc.

Mr. Kaplan suggested a modification to the auto attendant of the phone system, to direct callers to the correct extension should they want to schedule visits.

Mr. Simon stated that it is not productive for the Witherell staff to have many people calling many staff about the visitation policy. We’ve set up a single point of contact, Elaine Conklin, Social Worker, who should be the person contacted if families have questions.

Mr. Simon thanked Ms. Gibbons for her work on the Visitation Committee and is moving it forward with implementation of the policy.

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

Mr. Vanterpool reported that the Building Committee met on Nov. 12, 2020 and discussed the following two current projects:

**Tower Electrical Panel replacement** – this project continues to be in development and in the hands of the architects. Because of the age of the facility, it’s been difficult to locate the last two of the sub-panels. Tracing in that regard should be complete by end of November.

**CDBG Block Grant** – Mr. Vanterpool noted that since our facility’s distinction on the National Registry of Historic Places in 2010, both 60 and 70 Parsonage Road are under restrictions with regard to curb appeal and retention of their historic appearance. Because of these restrictions Mr. Vanterpool needed to apply for a change in scope with regard to the improvements to the Pavilion; Mr. Vanterpool’s change in scope received approval. We are awaiting contracts from the CDBG Administrator. Once these contracts are signed, we can move this project along to the RFB stage. Over the last 1 ½ years, investments to the Pavilion have included new windows; replacement of doors and rotten decking; interior painting; carpet replacement; removal of asbestos; heating system upgrade. The funds received by the current CDBG grant will be use for outdoor improvements.

A motion was made by Mr. Simon to increase the Pavilion apartment rental amounts by 2.5% effective Feb. 1, 2021, as detailed below:

<table>
<thead>
<tr>
<th>Unit #</th>
<th>Monthly Rent Effective 2/1/20</th>
<th>2.5% increase Effective 2/1/21</th>
<th>New monthly rent Effective 2/1/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>$824.74</td>
<td>$20.62</td>
<td>$845.36</td>
</tr>
<tr>
<td>B</td>
<td>$985.88</td>
<td>$24.65</td>
<td>$1,010.53</td>
</tr>
<tr>
<td>C</td>
<td>$825.07</td>
<td>$20.63</td>
<td>$845.70</td>
</tr>
<tr>
<td>D</td>
<td>$856.80</td>
<td>$21.42</td>
<td>$878.22</td>
</tr>
<tr>
<td>E</td>
<td>$1,015.46</td>
<td>$25.39</td>
<td>$1,040.85</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$4,507.95</strong></td>
<td><strong>$112.71</strong></td>
<td><strong>$4,620.65</strong></td>
</tr>
</tbody>
</table>
The motion was seconded by Ms. Hurst and approved by the Board by a vote of 6-0-0

Mr. Simon noted that all of our FY22 Capital Projects have been accepted by the Town, and we go before the BET Budget Committee on February 8, 2021 at 9:00 a.m.

Finance Report – presented by Nunzio Raimo

Financial Reports for October were distributed to the Board with meeting materials.

Mr. Raimo reported the following:

- NW Census by payer class for October 2020: total days billed in October 2020 were 5,033. October 2020 had the highest Census of this fiscal year. Med A census was higher this month; Private Pay a bit lower than September.
- Census YTD October 2020 we are running, on average, at about an 80% occupancy rate. Compared to the same period of time in 2019, which was a 93% occupancy rate for July 2019 – Oct 2019, resulting in a variance of about 14%.
- Revenue by Payer Class: October Revenue was $2.24M and reflects our revenue sources. YTD overall, Private Pay, Med A and Commercial Insurance have all been a bit higher.
- Mr. Raimo is tracking two efficiency metrics: 1.) Revenue per FTE (full time employee), which is an indicator of staffing efficiency – this has been running fairly high; and 2.) Revenue per billable day which shows the efficiency of our revenue stream from operations – a bit lower from last month. This second indicator for October is the highest this fiscal year.
- COVID relief money received this calendar year from DSS and CMS totals just over $2M: Apr. 7th, $90K; Apr. 10th $425K; Apr. 23, $93K; May, $555K; Aug. 11th, $427; Aug 27th, $303K; Oct. 1, $111,722; Nov. 1, $21K; expecting up to 5 more payments of $21K each.
- Although we’re running below budget on Revenue by $1,045,636, we are also running below budget by $1,151,661 on Expenses, resulting in a favorable budget position of $106,025.
- For the month of October 2020 Margin Before Debt & Capital was in our favor by $311,850.
- October 2020 Net Revenues/(Expenses) were $409,350; well ahead of our projections.
- Mr. Simon noted that including the COVID funds received as Revenue, we will show an $800K profit at end of the fiscal year.
- Benefit Summary for 2020 – 2021: Healthcare premiums increased 9.5% in October, some of which will be offset by increased employee participation rates. For October 2020 YTD Benefits were below budget by $200,655.
- For the YTD period ending October 31, 2020 OTPS were below budget by $28,791.
- For the YTD period ending October 31, 2020 Supplies & Materials were below budget by $164,154 which Mr. Raimo credits to good management and only necessary spending.
- For the YTD period ending October 31, 2020 Maintenance expenditures were below budget by $13,647.
- Gain/loss per resident; results are trending back down and as noted by Mr. Raimo, are showing the efficiencies we are taking.
A motion was made by Ms. Hurst to submit the Expense Budget for FY22 as detailed below, to the Town for approval:

**Proposed Expenditure Budget for FY22**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenses</td>
<td>$23,293,067</td>
</tr>
<tr>
<td>Allocations</td>
<td>6,451,573</td>
</tr>
<tr>
<td>Debt Service</td>
<td>1,801,390</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$31,546,030</strong></td>
</tr>
</tbody>
</table>

The motion was seconded by Mr. Kaplan and was approved by the Board by a vote of 6-0-0.

**Marketing – presented by Christopher Carter**

Mr. Carter reported that they are happy with what has been presented thus far from Harrison Edwards for the 2021 media plan. Final discussions are scheduled to take place this week. The emphasis for 2021 will be greater digital marketing, especially regional targeting.

We are also working with Harrison Edwards to create a virtual tour of the facility to be posted to our website. Drone footage was shot recently and is currently being edited.

As noted earlier in the Executive Directors report, the Nathaniel Witherell was named one of the states’ top nursing homes as measured by US News & World Report. Additional coverage of this distinction was received in the Greenwich Time, Fairfield County Business Journal, and it’s also running across our Facebook feed.

Other public relations stories this month included *Does Your Loved One Need Care Urgently?* and *Safety Measures at Assisted Living Communities*. Both appeared in US News and featured Mr. Mastronardi. Another article, *Safe Guarding Nursing Facilities from a Flu/COVID Twin-demic*, appeared in *Verywell Health.com*.

The Greenwich Symphony Orchestra brass quintet played in the Courtyard for the residents last weekend. It provided not only great entertainment for our residents, but a chance for these talented musicians whose performance opportunities were halted due to COVID, to have a venue in which to perform.

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

Mr. Neff reported that the 2021 contributions continue to arrive in response to the direct mail Annual Campaign mailed on October 2, 2020 to 14,896 households.

This past week FNW was accepted to be a participant in the Fairfield County Community Foundation Giving Day scheduled for Thursday, Feb. 25, 2021.
**Chairman’s Discussion – presented by Laurence Simon**

A motion was made by Mr. Simon to increase the room rates for private pay residents as detailed below:

<table>
<thead>
<tr>
<th>Type of Room</th>
<th>Jan. 1, 2020 Rate</th>
<th>CY21 Increase</th>
<th>Jan. 1, 2021 Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private – Regular</td>
<td>$585</td>
<td>1.71%</td>
<td>$595</td>
</tr>
<tr>
<td>Private – Dementia</td>
<td>$600</td>
<td>1.67%</td>
<td>$610</td>
</tr>
<tr>
<td>Semi-Private, Regular</td>
<td>$545</td>
<td>1.83%</td>
<td>$555</td>
</tr>
<tr>
<td>Semi-Private, Dementia</td>
<td>$565</td>
<td>1.77%</td>
<td>$575</td>
</tr>
</tbody>
</table>

The motion was seconded by Ms. Hurst and approved by the Board by a vote of 6-0-0.

**RFP for TNW as posted by the Office of the First Selectman**

The RFP for TNW that went out from the Office of the First Selectman for the management and ownership of Nathaniel Witherell is a result of the study conducted by the BET. Mr. Simon stated that he has been part of this committee for 4 years and this was the inevitable consequence of having a committee to begin with.

The bids are due by December 15, 2020. Members of the Evaluation Committee may include: Mr. Simon, Ms. Beth Krumeich, Mr. Andy Duus, Mr. Brad Markowitz, Mr. Bill Drake, Mr. Mike Basham, Mr. Ben Branyan and Mr. Fred Camillo.

Mr. Simon stated that “the process has to play out”. The approval process was not made clear in the RPF. The Evaluation Committee may or may not choose anyone. It was also not stated in the RFP who has to approve all of the transactions that occur with this RFP.

Mr. Simon told the staff when he met with them last week, that they shouldn't worry. He said it will be interesting to see who bids and what they bid.

Mr. Simon stated he will provide an update if possible, before the Board meets again in January 2021.

There are some in the Town hall who believe that running a nursing home should not be an essential Town service.

Mr. Simon stated we have a nursing home; we have maintained this nursing home for over 100 years; we have provided care and continuity of service to many families in the Town of Greenwich. He also believes the timing of the RFP is in our favor.

Mr. Simon hopes that once we’ve come to the end of this 5-year process, that we will be able to put this issue to rest, and we will continue to run as a Town department. The more efficiently we run the facility, and the lower the deficit, there is much less pressure to make any changes.
Open Board positions:
Mr. Simon stated that the positions of Secretary and Building committee chairman still remain available. He would like to fill the last vacancy on the Board with someone who has construction management or engineering experience.

New Business - none

A motion to adjourn the meeting was made by Ms. Hurst seconded by Mr. Carter and the meeting was adjourned at 6:42 PM.

Respectfully Submitted,
Linda Marini
November 23, 2020
Board of Directors Virtual Webinar Meeting
Minutes
October 19, 2020

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

Absent: Nirmal Patel, MD MPH

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

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

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

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

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

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

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

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

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

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

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

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

**Overtime** – Mr. Mastronardi stated that we’ve been diligent with managing overtime costs:

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

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

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

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

Review/Approval of Minutes of September 14, 2020

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

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

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

Building Committee Report - presented by Larry Vanterpool

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

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

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

Nathaniel Witherell’s Recommended CIP Budget FY22

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

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

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

Finance Report – presented by Nunzio Raimo

Financial Reports for September 2020 were distributed to the Board with meeting materials.

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

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

Marketing – presented by Christopher Carter

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

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

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

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

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

Family Council – presented by Amy Badini

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

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

Thank you, Amy Badini and Sheilah Smith
Co-Chairs
Nathaniel Witherell Family Council”
Mr. Simon stated that the visitation issues and rules are a key factor in providing a better patient experience. He stated that he does not find it appropriate for the Family Council to be on the COVID Task Force. He will create a Visitation Committee, wherein Board member Ms. Gibbons will work as a Board liaison with Mr. Mastronardi on the patient visitation experience.

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

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

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

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

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

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

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

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


New Business - none

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

Respectfully Submitted,
Linda Marini
October 26, 2020