

1. Nathaniel Witherell Board Regular Meeting Of Nov. 19, 2018  
NW Board Meeting Agenda, Nov. 19, 2018

Documents:

[TNW BOARD OF DIRECTORS AGENDA 2018\\_11.PDF](#)

- 1.1. Approved Meeting Minutes - Sept. 24, 2018  
Sept. 24, 2018 Approved Board Meeting Minutes

Documents:

[TNW BOARD MINUTES 2018\\_09 APPROVED.PDF](#)

- 1.1.i. Approved Board Meeting Minutes - Oct. 22, 2018  
Approved Board Meeting Minutes of Oct. 22, 2018

Documents:

[TNW BOARD MINUTES 2018\\_10 APPROVED.PDF](#)

- 1.1.i.1. NW Board Meeting, Draft Minutes Nov. 19, 2018  
NW Board Meeting, Draft Minutes Nov. 19, 2018

Documents:

[TNW BOARD MINUTES 2018\\_11 VERSION 3.PDF](#)



*The Nathaniel Witherell*  
TOWN OF GREENWICH  
CONNECTICUT

**Board Meeting**  
**Monday, November 19, 2018**

**Time: 5:30 PM**

**Place: The Nathaniel Witherell Board Room**

**AGENDA**

1. Medical Director's Report – Frank Walsh, MD
2. Review/Approval - Minutes September 24, 2018 – Chairman
3. Review/Approval - Minutes October 22, 2018 – Chairman
4. Executive Director's Report – Allen Brown
  - a. Approval of TNW Annual Report for FY 18-19
5. Committee Reports:
  - a. Building Committee – Louise Puschel
  - b. Finance Committee – Nisha Hurst
  - c. Marketing-
6. Friends of Nathaniel Witherell – Scott Neff
7. Resident Life Committee – Ed Omondi
8. Chairman's Report – Laurence Simon
9. New Business
  - a. Approval of FY 20 (July 1, 2019 - June 30, 2020) Operating Budget
  - b. Approval of Private Pay Room Rate Increases effective January 1, 2019
  - c. Approval of Pavilion rent increases effective February 1, 2019
10. Adjournment

The Building Committee will meet at 4:30 pm Monday November 19th in the Board Room.  
The Finance Committee will meet at 10:00 am Friday November 30th in the Board Room.  
The Finance Committee will meet at 10:00 am Friday December 21st in the Board Room.  
The Finance Committee will meet at 10:00 am Friday January 25th in the Board Room.

The Building Committee will meet at 4:30 pm prior to all Board meetings unless otherwise posted.

***Next Board Meetings:***

***No Meeting in December***

***Monday January 28, 2019***

***Monday March 25, 2019***

cc: Town Clerk



*The Nathaniel Witherell*  
TOWN OF GREENWICH  
CONNECTICUT

## **Board of Directors Meeting Minutes September 24, 2018**

**Present:** Laurence B. Simon, Chairman; Louise Puschel, Secretary; Suzanne Hogan; Nisha Hurst; Richard Kaplan; Joan Merrill; Elizabeth Siderides, MD

**Absent:** none

**Staff:** Allen Brown, Executive Director; Tom Ellis, Director of Financial Operations; Jack Hornak, Facilities Director; Scott Neff, Executive Director FNW; Edward Omondi, Deputy and DON; Justine Vaccaro, Director of Social Work; Frank Walsh, MD, Medical Director

**Guests:** Audrey Kahn, Elizabeth K. Krumeich, BET Liaison; Paul Scholtes, Family Council; Ellen Wolfson, Commission on Aging

Mr. Simon opened the meeting at 5:30 PM in the TNW Board Room and noted that a quorum was present.

### **Medical Director's Report – presented by Dr. Walsh**

Dr. Walsh reported that we will be administering the flu vaccine sometime between the end of October and the beginning of November. The flu vaccine is generally effective for approximately 6-7 months. In the past several years we've seen flu strains active in the spring. By administering in late October/early November, it helps provide immunity into the spring months. Other facilities experienced outbreaks; but Dr. Walsh believes that TNW had so few flu cases last year because we followed this schedule. We administer the High Dose Flu vaccine to people over 65 years of age and the quadrivalent for all other adults.

Dr. Walsh noted that short-term rehab admissions have been steady. Mr. Brown stated that there were no pre-registered admissions for this week; however, we had 3 admissions today and 5 more referrals for later in the week.

## **Review/Approval of Minutes of June 25, 2018 and July 23, 2018**

A motion to approve the minutes of June 25, 2018 was made by Ms. Puschel and the minutes were approved by a vote of 6-0-0. (Mr. Kaplan was not present at the time of the vote).

A motion to approve the minutes of July 23, 2018 was made by Ms. Hurst, seconded by Ms. Puschel, and the minutes were approved by a vote of 6-0-0. (Mr. Kaplan was not present at the time of the vote).

## **Executive Director's Report – presented by Allen Brown**

**DPH Annual Survey** – Mr. Brown reported that due to the major updates in CMS regulations required by the Phase 2 Requirements of Participation which became effective in November 2017, CMS has frozen 5 star ratings for one year. For this reason, the results of the July survey will not result in a return of Witherell's 5<sup>th</sup> overall star, at least not in 2018. It is still not clear when the overall star ratings of facilities surveyed during the freeze will be updated (Mr. Brown had provided an attachment with detailed information concerning the freeze to his written report). Witherell's plan of correction has been accepted by DPH and we've received notice by phone that we are in full compliance with Public Health Code and CMS regulations. Written confirmation is forthcoming.

**Pharmacy RFP** - In response to our RFP, we received 5 proposals from pharmacy providers. A committee needs to be formed to evaluate the proposals, identify the best proposal(s), and interview finalists for the contract award. Mr. Brown requested that a board member join Mr. Omondi, Ms. Wayne (ADON), Mr. Ellis and himself on the committee; Ms. Merrill agreed to participate.

**Operating Plan** – Submission of our operating plan is due to Town Hall by October 2<sup>nd</sup>. The First Selectman's office has changed this year's format of submission by requesting only a bullet list of planned accomplishments for this year (FY 18/19) and goals for next year (FY 19/20). Notice of any proposed changes in our Table of Organization was also requested along with a modified organization chart. Mr. Simon suggested the following additions to the FY 19/20 Goals portion of the plan: 1.) Identify additional revenue opportunities; 2.) Be cognizant of changes in CMS/reimbursement and be proactive to those changes, and, 3.) Ready ourselves for the replacement of the RUG, Resource Utilization Groups system, by PDPM, the Patient Driven Payment Model, and evaluate the ramifications to Witherell.

**OnShift** – In October, staff in the Nursing and Dietary departments will begin using OnShift's automated scheduling system. Among the greatest benefits of switching from manual scheduling, OnShift will allow managers to immediately communicate open shifts (due to unscheduled call outs) via phone, text, or email and review the real-time payroll status of employees who identify themselves as available to pick up an extra shift. Mr. Omondi explained how this system will allow managers to assess the cost of a replacement worker before assigning extra duty work to them.

As a result, we anticipate that overtime and part-time overutilization will decrease commensurately. While it may become apparent that we do not have sufficient full and part

time workers to avoid the use of overtime shifts or to utilize part time workers efficiently, we will know in advance of assigning a replacement worker what the cost implication will be. Mr. Omondi showed a video explaining the set up and basic capabilities of the OnShift system.

### **Building Committee Report - presented by Louise Puschel**

The TNW Building Committee met at 4:30 pm today, Sept. 24, 2018, and discussion included the following:

- **Tower renovations**: due to State requirements and scheduling, we must put the renovations to the 3<sup>rd</sup> floor on hold until we secure added funding. We will go before the BET and the RTM in October 2018 to request an additional \$500K. All remaining small items left to be done on the 1<sup>st</sup>, 2<sup>nd</sup>, and 4<sup>th</sup> floors will be completed within the allotted budget.
- **Pavilion** – new windows are going to be installed in the entire building over the next few weeks. They've been measured and ordered; 19 windows (double hung and casement windows).
- **Recommended Capital Improvement Budget 2020 (CIP Budget FY 2020)**

1. Four-year interior painting plan	\$ 73,000
2. Admin 2 <sup>nd</sup> floor Renovations	\$ 62,000
3. Nursing Capital	\$ 52,000
4. Tower room AC unit replacements	\$ 50,000
5. Resident Bed Replacement	\$ 47,000
6. General Capital	\$ 83,000
7. Seven-year furniture replacement plan	\$ 75,000
8. Domestic hot water boiler replacement	\$255,000
9. Chapel ceiling replacement	\$ 25,000
10. Pavilion Capital	\$ 50,000
11. IPC-vinyl resident room wall covering	\$ 52,000

**Total \$824,000**

Mr. Simon also distributed the 15-year Capital Plan. This plan remains relatively constant and includes a 2% inflation factor each year.

- **Greenhouse Expansion** – Mr. Hornak has been working with the architects on the construction drawings for this project. Once the project is bid, we will be able to determine the financial needs for this project. We have \$183K from the STEAP Grant to put toward the expansion.

### **Finance Committee Report - presented by Nisha Hurst and Tom Ellis**

Ms. Hurst distributed the Final FY 17/18 Financial Report and the FY 18/19 Results as of August 31, 2018.

*Note: Mr. Brown noted that he will meet with the tenants of the Pavilion on Monday, Oct. 1<sup>st</sup> to address some of the issues that relate to the Pavilion Capital Plan.*

Ms. Hurst reported that the Finance Committee met on Friday, Sept. 21, 2018, at 10 AM, and discussed TNW's FY 17/18 Final Results as well as the year to date results as of August 31, 2018. She stated that, as mentioned earlier during Mr. Brown's report, they have changed how they are presenting the financial statements and how the numbers are represented, moving away from an accrual basis.

With reference to the FY 17/18 Final Results:

FY 17/18 Management Operating Target Actual was (\$2,869,670) compared to a Budget of (\$2,684,961) resulting in a negative variance of (\$184,709).

FY 17/18 Contributions from External Sources was \$2.7M; below our goal of requiring less than \$3M from the Town.

FY 17/18 Actual Revenues were \$27,133,439 compared to a Budget of \$27,816,081 resulting in a negative variance of \$682,642.

FY 17/18 Actual Expenses were \$22,299,113 compared to a Budget of \$22,555,103 resulting in a positive variance of \$255,990.

With reference to the FY 18/19 Results as of August 31, 2018:

YTD August 31, 2018 Revenues were \$4,356,956 compared to a Budget of \$4,863,518 resulting in a negative variance of \$506,562.

FY 17/18 Actual Expenses were \$3,582,247 compared to a Budget of \$4,400,199 resulting in a positive variance of \$817,952. Mr. Ellis explained that there is a 2-3 week period in July during which the Town is working on the fiscal year end close, and we are not allowed to process any invoices or purchase orders, creating a lag during this time period wherein checks are not being cut.

Mr. Simon stated that our focus this year will be how well we are doing against the Budget for the Management Operating Target. We've budgeted a \$551,737 deficit for the year and are currently running better than expected. Mr. Simon's belief is that the Board hold management accountable for achieving the operating targets.

### **Marketing Report - presented by Suzanne Hogan**

Harrison Edwards marketing reports for July and August 2018 were distributed with the Board materials for tonight's meeting.

Ms. Hogan had copies of and encouraged the Board to view the recent advertisements that had been published.

Ms. Hogan noted that we continue to get more followers on Facebook, Tweets, and the website. One of the concerted efforts made by the marketing team was to improve the quality of the photographs used, and they've been very successful in that effort.

Ms. Hogan also stated that the articles being written recently are broadening our message. No longer is the message only about NW nursing care, short-term rehab, and what NW has to offer. We now include informational articles such as what to expect as we age, diet tips for aging, rehabilitation tactics, and other topics that help position us more broadly as experts in our field in addition to communicating about our services. All help to broaden our message and our image as an organization.

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

Mr. Neff once again invited all Board members and others to the October 1<sup>st</sup>, 5 PM reception in the NW Auditorium, honoring Dr. Arthur and Sally Rosenberg. This event is in appreciation of the Rosenbergs' generous support of the Nathaniel Witherell Auditorium and Solarium renovation, in memory of their daughter Kimberly.

Invitations were mailed for the Dr. Walsh tribute dinner, to be held on November 1st, 6 PM, at the Greenwich Country Club. Mr. Neff gave a special thanks to the volunteers who helped with this large mailing. FNW is looking forward to this being a "full house" event to honor Dr. Walsh. The guest speaker will be Catherine Kaczorowski, Ph.D., Evin Family Chair in Alzheimer's Research.

Mr. Neff reminded the Board that the recent website redesign has made the site more useful for Google tracking, and it helps make searches for Nathaniel Witherell more appropriately track for Google analytics (i.e. who are the people are most often visiting the NW website, what are they coming in to look at, their demographics, etc). For those interested in these statistics, there will be a Google Analytics presentation at the Friends Board meeting on Nov. 14, 2018, 9 A.M.

### **Resident Life - presented by Edward Omondi**

Mr. Omondi announced a few upcoming recreation events:

Oct. 11<sup>th</sup> – Oktoberfest, 2:00 PM

Oct. 27<sup>th</sup> – Pooches on Parade, Halloween Edition, 2:00 PM

Oct. 30<sup>th</sup> – Halloween pumpkin carving contest, 2:00 PM

Oct. 31<sup>st</sup> – Halloween face painting, 11 AM, and party at 2:00 PM

Mr. Omondi reported that our new Therapeutic Recreation Administrator, Carissa Ronish, is currently working with all of the Nursing Unit PCCs (Patient Care Coordinators) to enhance the activities on each of the resident floors. She has recently initiated new exercise and music therapy classes and pottery painting on the 3<sup>rd</sup> floor.

## **Chairman's Report – presented by Laurence Simon**

Mr. Simon reported that we currently have two vacancies on the Board. The Board of Selectmen has appointed one person, Nirmal Patel for a 3-year term, expiring June 30, 2021. Dr. Patel's appointment will go before the RTM for approval on Oct. 22<sup>nd</sup>. At the Selectmen's meeting on September 27<sup>th</sup>, they will decide which of 2 candidates will be nominated for the open Board position. That appointment will also go before the RTM for approval on October 22<sup>nd</sup>.

Witherell will return to the RTM on October 22<sup>nd</sup> and to the BET to request additional funds of \$500K necessary to complete the third floor resident renovations. All of these renovations truly enhance the resident's experience here and are worth the time and money being expended.

Mr. Simon hopes that we've gone through the more difficult part of our construction phase; as it does deter some residents from coming here. Hopefully, as construction comes to an end, admissions will increase.

Mr. Simon noted that we are also researching whether a demand exists for long-term private pay, private rooms and how best to meet that demand within our existing physical plant.

The HDG (Health Dimensions Group) site visit took place on September 11, 12 & 13. A report issued by the BET today thanked everyone at Witherell for being very helpful, cooperative and knowledgeable, in helping to make the study productive. Mr. Simon thanked the staff for taking the considerable amount of time to assist HDG. A report is expected in mid-November. Mr. Simon is looking at the requirements of the accounting report – it is unclear as to how much staff time it will require.

In October, work will begin on the Operating Budget and it will be distributed to the Board for review and for their approval at the November Board meeting.

Mr. Simon asked HDG the for the following:

- a. What other business lines should we think about being in?
- b. What kind of medical problems are people going through that we can treat?
- c. What are the impacts going to be of the changes in Medicare, and how should NW be positioned in order to deal with that?
- d. What should our optimal staffing mix be?

## **Calendars**

Mr. Simon proposed that the calendar of Board meetings for 2019 contain 7 scheduled meetings, as opposed to the current 11 meetings per year. Proposed dates are January 28, March 25, April 22, June 24, September 23, October 21 and November 18.

Mr. Simon also proposed that the December 10, 2018 meeting be deleted from the 2018 calendar of Board meetings.

A motion to approve the 2019 Board Meeting Calendar as discussed was made by Mr. Kaplan, seconded by Ms. Hurst, and approved by a vote of 7-0-0.

A motion to revise the 2018 Board Meeting Calendar as discussed was made by Mr. Kaplan, seconded by Ms. Puschel, and approved by a vote of 7-0-0.

A motion to approve the recommended CIP Budget FY20 was made by Ms. Puschel, seconded by Ms. Hogan, and was approved by a vote of 7-0-0.

**New Business** – none

Mr. Simon adjourned the meeting at 6:59 PM.

Respectfully Submitted,  
Linda Marini for Louise Puschel, Board Secretary  
Oct. 3, 2018



*The Nathaniel Witherell*  
TOWN OF GREENWICH  
CONNECTICUT

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

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

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

### **Medical Director's Report – Dr. Walsh, absent**

### **Review/Approval of Minutes of September 24, 2018**

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

### **Executive Director's Report – presented by Allen Brown**

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

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

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

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

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

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

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

### **Building Committee Report - presented by Jack Hornak**

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

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

### **Finance Committee Report - presented by Nisha Hurst and Tom Ellis**

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

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

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

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

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

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

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

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

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

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

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

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

Mr. Simon stated that Fringe Benefits are \$125K more than expected because we had more part time employees become eligible for and taking healthcare. To the extent that Onshift will

allow us to control the number of hours part time people work, that would reduce the \$250K we're paying in FY19 for part time employees healthcare to a more manageable number.

### **Marketing Report - Suzanne Hogan absent**

On behalf of Ms. Hogan, Mr. Brown reminded the Board of the Harrison Edwards Google Analytics presentation, to be held during the Friends Board meeting on Nov. 14, 2018, 9 AM. The recent redesign of our website has made it more useful for Google tracking, and it helps make searches for Nathaniel Witherell more appropriately track for Google analytics (i.e. who are the people most often visiting the NW website, what are they coming in to look at, their demographics, etc).

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

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

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

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

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

### **Resident Life - presented by Edward Omondi**

Mr. Omondi reported that our new Therapeutic Recreation Administrator, Carissa Ronish, is currently working with all of the Nursing Unit PCCs (Patient Care Coordinators) to enhance the activities and introduce new programs on each of the resident floors. The new programs are being very favorably received by the residents. The residents are thoroughly enjoying all the new amenities and enhancements in the auditorium and solarium.

Mr. Omondi reported that during the last several months the focus has been on resident safety and safety awareness. We're starting to see great results from these efforts. We have experienced a 30-35% reduction in falls: 4 floors, including the dementia unit, have gone 30 days without a resident experiencing a fall. Mr. Omondi noted that he is acknowledging staff for their hard work and effort.

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

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

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

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

### **Chairman's Report – presented by Laurence Simon**

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

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

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

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

Mr. Brown brought to the Board's attention to the September Admissions Report, which was distributed with the Board packet. He noted that in September there were 57 admissions, a strong month for admissions. An important piece of information on this report is the 'reviewed but not admitted'. It is important to understand that the reason for not being admitted is not always only for lack of beds. Non-admissions can be due to patient behavior issues, expensive diagnostic tests required after admission, expensive drug regimens, etc.

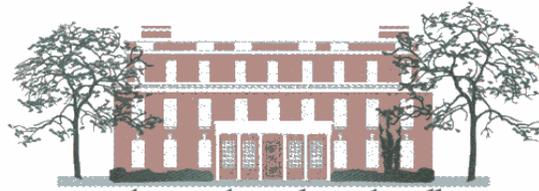
Dr. Wolfson questioned whether or not it is helpful to see the number of people each month that transition from private insurance coverage or Medicare to Medicaid. Mr. Brown confirmed that we do have that data and analyze it; it is not part of the regular monthly financial reports.

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

**New Business** – none

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

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



*The Nathaniel Witherell*  
TOWN OF GREENWICH  
CONNECTICUT

**Board of Directors Meeting Minutes  
November 19, 2018**

- Present:** Laurence B. Simon, Chairman; Louise Puschel, Secretary; Nelson Bonheim, MD; Nisha Hurst; Richard Kaplan; Elizabeth Siderides, MD
- Absent:** Suzanne Hogan; Joan Merrill; Nirmal Patel, MD
- Staff:** Allen Brown, Executive Director; Tom Ellis, Director of Financial Operations; Jack Hornak, Facilities Director; Linda Marini, Assistant to Executive Director; Scott Neff, Executive Director FNW; Edward Omondi, Deputy and DON
- Guests:** Rita Baker, Selectmen's Nominations Advisory Committee (SNAC).; Paul Scholtes, Family Council; Ellen Wolfson, Commission on Aging

Mr. Simon opened the meeting at 5:32 PM in the TNW Board Room and noted that a quorum was present.

**Medical Director's Report – Dr. Frank Walsh**

Dr. Walsh reported that flu vaccinations were administered to residents and staff beginning the third week of October 2018. All residents have been vaccinated (unless medically contraindicated or for religious reasons); and, Mr. Omondi noted that to date, nearly 70% of our staff has also received the flu vaccine.

There have been no viral outbreaks over the last two months and Witherell residents have experienced general good health.

Dr. Walsh noted that there were 7 admissions to short-term rehab on Saturday, November 17, 2018 and 3 today, Monday, November 19, 2018; 3 admissions are scheduled for Thanksgiving Day. Overall census currently is 185.

Ms. Puschel commented that the benefit in honor of Dr. Walsh was a wonderful event. The large number of people from the community as well as Dr. Walsh's family, who attended, are a testament to how much he is appreciated and respected.

Mr. Simon introduced new Board member, Dr. Nelson Bonheim. Dr. Bonheim's term expires June 30, 2019 at which time he can elect to be nominated for a full 3-year term to the Board.

Mr. Simon also introduced Ms. Rita Baker. Ms. Baker is the liaison to the Nathaniel Witherell for the Selectmen's Nominations Advisory Committee (SNAC).

### **Review/Approval of Minutes of Sept. 24, 2018 and Oct. 22, 2018**

A motion to approve the minutes of Sept. 24, 2018, with changes noted by Ms. Hogan (p. 7, version 3), was made by Mr. Kaplan, seconded by Ms. Puschel and the minutes were approved by a vote of 5-0-1.

A motion to approve the minutes of Oct. 22, 2018 was made by Ms. Hurst, seconded by Mr. Kaplan, and the minutes were approved by a vote of 6-0-0.

### **Executive Director's Report – presented by Allen Brown**

At the annual service award ceremony at Town Hall on November 14<sup>th</sup>, Linda Marini was selected by the Town as Employee of the Year. Her nomination was reviewed by a selection committee from various Town Departments. We will celebrate Linda's selection with cake and coffee tomorrow, Tuesday, November 20<sup>th</sup>, 2 PM.

**Room Rates** - Our practice has been to review private pay charges at the end of each year and set rates for the next year, effective January 1<sup>st</sup>. Since 30 days written notice of a rate increase is required, the Board must determine rates at this meeting. The current room and board rates are shown in bold below, followed by the approved rates:

<u>Accommodation</u>	<u>Daily charge (annually)</u>	<u>Approved Rates for CY 2019</u>
Private	<b>\$555/day (\$202,575)</b>	\$571 (\$208,986 annually)
Private (dementia)	<b>\$575/day (\$209,875)</b>	\$591 (\$216,306 annually)
Semi-private	<b>\$520/day (\$189,800)</b>	\$536 (\$196,176 annually)
Semi-pvt. (dementia)	<b>\$535/day (\$195,275)</b>	\$556 (\$203,496 annually)

Following discussion by the Board, a motion was made by Mr. Kaplan to increase the room rate for Semi-private (dementia) from \$551 to \$556. The motion was accepted unanimously by a vote of 6-0-0.

A motion was made by Mr. Simon to increase Room Rates effective January 1, 2019 as follows: Private, \$571; Private (dementia); \$591; Semi-private, \$536; Semi-private (dementia), \$556. The motion was accepted unanimously by a vote of 6-0-0.

**Annual Report (revised)** – Mr. Brown distributed the last change suggested for the annual report. The final two changes were: 1.) p.1 use of the Budgeted amount for Capital Costs for this year rather than the Actual amount; and 2.) p.3 corrections to Board member terms. The report is due to the Town Hall by December 14, 2018.

A motion to approve the draft Annual Report as amended was made by Ms. Hurst, seconded by Ms. Puschel and approved by a vote of 6-0-0.

**Dietary** – Mr. Brown announced that a new Director of Dining Services has been appointed, Mr. Kyle Cimiotti, and he will start on Monday, November 26, 2018. Mr. Cimiotti has a 15-year history in food service management.

**5 Star Report** – The Qualidigm 5-Star Report, for the quarter ended June 30, 2018 was attached to Mr. Brown's written report for the Board's information. This report focuses on the Quality Measures, which comprise part of the 5-Star rating, indicating where NW rates in comparison to the industry average.

Dr. Bonheim noted that the therapy statistics suggested a decline in mobility of the long-term residents. Mr. Omondi explained that the data used to generate these reports is input through the MDS reporting system. This data is scrutinized to ensure that information is being coded correctly. Mr. Omondi will be meeting with the MDS Coordinators tomorrow to determine if the data in these reports is a true reflection of what is happening; and, if not, additional training on MDS coding will be needed. If they determine that the data appearing in these reports concerning therapy for long-term residents is representative of their true medical records, Mr. Simon asked Mr. Omondi to report back at the January 2019 Board meeting with the steps being taken to address the situation.

**At this point in the meeting Mr. Simon modified the Agenda to have Mr. Omondi report on Resident Life.**

### **Resident Life - presented by Edward Omondi**

Mr. Omondi mentioned several events, which were part of the resident recreation program during the months of October and November:

- October 27<sup>th</sup> - Halloween Pooches on Parade; a great article with photos of the event appeared on the front page of the Greenwich Time.
- October 31<sup>st</sup> - Resident Halloween Party with face painting
- Out-trip to St. Mary Church for a Healing Mass and luncheon
- Out-trip to the Greenwich Senior Center for a Thanksgiving Luncheon this week
- November 12<sup>th</sup> – “Honoring our Veterans” program; we honored 9 of our residents who are Veterans.
- Greenwich Botanical Center's monthly floral arranging class – after each class the residents are able to keep their arrangement.

Onshift – Mr. Omondi reviewed that in October 2018 the Nursing department began using Onshift, an automated staff scheduling system. The system allows managers to immediately

communicate open shifts (due to unscheduled call outs) via phone, text, or email and review the real-time payroll status of employees who identify themselves as available to pick up an extra shift. This allows managers to assess the cost of a replacement worker before assigning extra duty work to them. Before Onshift, Mr. Omondi noted that our overtime percentage was approximately 8%; over the last 2 months with the use of Onshift, overtime expenditure has declined and averaged between 5%-7%. Onshift is a very helpful tool for our scheduling team and supervisors, allowing them to make informed decisions. The staff has also been very receptive to this new system.

### **Building Committee Report - presented by Louise Puschel**

The TNW Building Committee met at 4:30 today, November 19, 2018, and discussion included the following:

- Tower renovations: Ms. Puschel reported that with the TOG's approval of an additional \$450K, construction has begun on Tower 3<sup>rd</sup> floor. The ceiling on the short hall and half of the ceiling on the long hall has been installed. The bathing area has been abated and construction has started. Completion is anticipated between late January 2019 and early February 2019.
- Pavilion – 19 new double hung windows have been installed and the remaining 2 windows have been ordered. All exterior trim has been sanded and painted. Further interior trim repair, sanding and painting will be completed by December 31st.
- Greenhouse/Rehab Expansion: Drawings and narratives are complete and have been sent to the Town Purchasing department for review and completion of the RFB proposal. Since a portion of this project will be funded by the CT-DPH, Contracts & Grant Management Section STEAP Grant, (Small Town Economic and Assistance Program), the proper RFB format is required. Pre-bid and RFB issuing date is to be determined; but, the expectation is that the RFB will be issued by the end of December 2018, and anticipated project initiation by March 2019.
- 2020 Capital Improvement Plan – Witherell has received approval to submit for final consideration all the projects preliminarily submitted in September 2018; 11 projects were submitted with a total capital request of \$824,000.

### **Finance Committee Report - presented by Tom Ellis**

Mr. Ellis reviewed the Pavilion apartment rent increases proposed for January 1, 2019. A suggested 2% increase in rent was proposed, effective January 1, 2019. The Board elected to make this increase effective February 1, 2019, to remain consistent with the prior years' increase.

The new leases are still with Larry Simon for further revision.

A motion to approve the 2% Pavilion apartment rent increase, effective February 1, 2019 through January 31, 2020, was made by Mr. Kaplan, seconded by Ms. Puschel, and approved by the Board by a vote of 6-0-0.

The new rents are as follows:

Unit A: \$808.57 an increase of \$15.85  
Unit B: \$966.55 an increase of \$18.95  
Unit C: \$808.89 an increase of \$15.86  
Unit D: \$840.00 an increase of \$16.47  
Unit E: \$995.55 an increase of \$19.52

Referencing the 2020 TNW Budget Summary and Assumptions, Mr. Ellis reported the following:

Census Targets: 38 short-term, 148 long-term, Total 186

Average resident Payer mix (15-month average): Private, 26.3%; Commercial Insurance, 1.2%; Medicare, 18%; Medicaid, 54.5%

History and Projections:

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Proposed 2020</u>
Revenues	\$27,158,384	\$27,133,439	\$28,632,001	\$29,090,221
Expenses	\$29,620,143	\$29,564,828	\$30,546,005	\$31,157,562

Note: General guidance from the Town was to increase line items no more than 2% over the current budget; except in certain instances, such as Healthcare, which increased 10%.

Concerning Medicare, Mr. Kaplan stated that in October 2019 reimbursement will change dramatically with the start of the Patient-Driven Payment Model (PDPM). Under this model, therapy minutes are removed as the basis for payment in favor of resident classifications and anticipated resource needs during the course of a patient's stay. With the implementation of this system, it should be considered that the scores of patients with a rehab RUG are going to decrease, while those with a more medically complex RUG will increase. Medically complex cases will be more desirable for reimbursement. Mr. Kaplan believes that going forward, how we market NW's services and how nursing homes chose to dedicate their resources, will change considerably.

A motion was made by Ms. Hurst to approve the Operating Budget of \$31,157,562, as modified during this meeting. The motion was accepted unanimously by the Board, with a vote of 6-0-0.

Referencing the 2018-2019 Results as of October 31, 2018, Mr. Ellis reported the following:

YTD October 2018 Management Operating Target Actual was (\$600,279) compared to a Budget of (\$776,718) resulting in a positive variance of \$176,439.

YTD October 2018 Margin Before Debt and Allocation Actual was (\$1,430,218) compared to a Budget of (\$1,571,064) resulting in a negative variance of (\$140,845).

YTD October 2018 Revenues were \$8,602,777 compared to a Budget of \$9,530,820 resulting in a negative variance of (\$928,043).

YTD October 2018 Expenses were (\$7,172,559) compared to a Budget of (\$7,959,756) resulting in a positive variance of \$787,197.

Mr. Simon noted that for the first four months of 2018/2019, we are running 10% under in Expenses.

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

The Google Analytics presentation prepared by Harrison Edwards took place on Wednesday, November 14, 2018 during the FNW Board Meeting. Mr. Simon noted that the presentation was very informative and showed how our social media presence has improved. Mr. Neff distributed copies of the PowerPoint used for that presentation for the Board's information.

Mr. Neff reported that there were 266 people in attendance at the tribute dinner for Dr. Walsh on November 1<sup>st</sup>. He thanked the Board for their support and participation in this successful event.

The Community Appeal was mailed to 25,590 households in Greenwich on Tuesday, October 30, 2018. Last years' appeal received contributions from 473 donors; Mr. Neff hopes to increase the number of donors with this years' appeal.

### **Chairman's Report – presented by Laurence Simon**

The BET has invited the NW Board to attend a Heath Dimensions Group (HDG) presentation on Wednesday, January 23, 2019, between 5 pm – 6:30 pm in the Town Hall Meeting Room. HDG will present the findings and results of their Nathaniel Witherell study. An email invitation from the BET should be forthcoming.

Mr. Simon noted that the calendar of Board meetings for 2019 includes 7 meetings, of which the next 2 are January 28, 2019 and March 25, 2019.

Mr. Simon commented that 5 Board members have a term that expires June 30, 2019. Over the next several months Mr. Simon will speak with each member to determine their intentions for upcoming terms. He noted that this has been a great Board to work with and he hopes everyone choses to continue their service.

Mr. Simon thanked the Board for their support of the Dr. Walsh tribute dinner. There were many positive comments and good feelings shared that night for the work being done at

Nathaniel Witherell. The money raised helps keep Witherell in the news as a focus of being an important part of the Town.

Mr. Simon reminded the Board of the resident and family Holiday Party, being held on Saturday, December 15, 2018, from 2-4 pm, and encourages Board members to attend.

The Volunteer Luncheon is scheduled for Tuesday, December 11, 2018 at 12 noon, and again, Mr. Simon encourages Board members to attend. With some 13,000 volunteer hours accumulated for 2018, this is good time for the Board to thank the volunteers for all that they do here at the Witherell.

**New Business** – none

Mr. Simon wished everyone a healthy and Happy Thanksgiving, Happy Holiday, and Happy New Year.

A motion was made by Mr. Kaplan to adjourn the meeting, seconded by Ms. Puschel, and Mr. Simon adjourned the meeting at 7:02 PM.

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