

1. Meeting Materials

Documents:

[NOVEMBER 21, 2016 BOARD MEETING AGENDA.PDF](#)
[NOVEMBER 21, 2016 BOARD MEETING MINUTES - APPROVED.PDF](#)
[NOVEMBER 21, 2016 BOARD MEETING MINUTES - DRAFT.PDF](#)



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

Board Meeting
Monday, November 21, 2016

Time: **5:30 PM**

Place: **The Nathaniel Witherell Board Room**

AGENDA

1. Medical Director's Report – Frank Walsh, MD
2. Review/Approval - Minutes – Oct. 24, 2016 – Chairman
3. Executive Director's Report – Allen Brown
4. Committee Reports:
 - a. Building Committee – Louise Puschel
 - b. Finance Committee – Lloyd BanksonApproval of the FY18 Operating Budget
5. Friends of Nathaniel Witherell – Karen Sadik-Khan
6. Resident Life Committee – Lynn Bausch
7. Chairman's Report – Laurence Simon
8. Adjournment

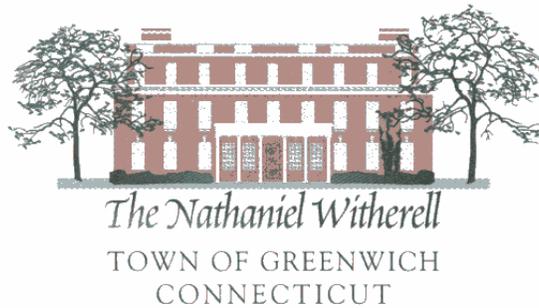
Beverages and light refreshments will be served

Next Board Meetings:

Monday, December 12, 2016

Monday, January 23, 2017

cc: Town Clerk



Board of Directors Meeting Minutes November 21, 2016

Present: Laurence Simon, Chairman; Karen Sadik-Khan, Vice Chairman; Louise Puschel, Secretary; Lloyd Bankson; Frank Ennis, MD; Nisha Hurst; Elizabeth Siderides, MD

Absent: Richard W. Kaplan

Staff: Christopher Alexander, Director of Financial Operations; Lynn Bausch, Deputy Director & Director of Nursing; Allen Brown, Executive Director; Linda Marini, Administrative Assistant; Scott Neff, FNW Development Director; Justine Vaccaro, Director of Social Work; Dr. Frank Walsh, Medical Director

Also: Mary Anne Chiappetta, Family Council; Gloria Guise, Family Council; Steven Katz, Commission on Aging; Carol Lindstrum, Family Council

Mr. Simon noted a quorum was present and opened the meeting at 5:33 PM in the TNW Board Room.

Mr. Simon modified the order of the Agenda.

Review/Approval of Minutes of October 24, 2016

After review by the Board, a motion to approve the minutes of Oct. 24, 2016 was made by Mr. Bankson, seconded by Ms. Sadik-Khan, and approved by a vote of 7-0-0.

Building Committee Report – presented by Louise Puschel

The TNW Building Committee met today prior to this meeting. Discussion included the following items:

- The wheelchair bus has arrived and the new seats have been installed. The bus is ready for use.
- Tower renovations – TOG has all the paperwork required to proceed with an RFP. We are waiting for a slight adjustment on the drawings from the architect; the TOG has

- requested that the drawings for the Tower public spaces be presented separately from the Auditorium drawings.
- The committee is still in discussions as to how the greenhouse space should be allocated between rehab space and greenhouse space. Allen Brown agreed to confirm, with the TOG, that a frost wall is required. The Greenhouse is above grade and the addition of a frost wall would increase the renovation costs considerably. In addition, Mr. Brown was going to confirm that the STEAP Grant (\$100,000) would not be affected by a space reallocation.

Executive Director's Report – presented by Allen Brown

Mr. Brown reviewed his submitted written report:

Annual Report – A draft of the annual report to the Town of Greenwich was attached to the ED's report for Board review. A motion to approve the Annual Report for submission to the Town was made by Mr. Simon, seconded by Ms. Sadik-Khan and approved by the Board by a vote of 6-0-1 (Bankson abstained).

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

Dr. Walsh reported that all resident flu shots have been administered to residents and approximately 50% of the staff has also received the vaccine. There has been no flu reported in Greenwich thus far.

A current hospitalist from Greenwich Hospital, Dr. Lodato, is becoming a Palliative Care physician and is interested in learning more about TNW. Dr. Walsh will introduce her at the next Witherell Medical Staff meeting.

Ms. Bausch reported that we have begun to administer the Prevnar (Pneumonia vaccine) and should be done by the end of January 2017. The facility bills Medicare Part B for this vaccine.

Executive Director's Report – (cont'd)

State Survey – We had a follow-up visit from DPH to review the State Survey Plan of Correction on Thursday, Nov. 17th. At the completion of that visit they confirmed that we are in "complete compliance". The Plan of Correction is available to the public in a binder on the wall adjacent to the elevator on the main floor of the Administration building. It will also be posted on the Medicare website within a few weeks.

Remedy Partners – On behalf of Stamford Hospital, Remedy Partners requested that we submit a proposal to become a preferred provider. This proposal identifies Witherell's clinical capabilities and quality outcomes, which are fast becoming the primary focus of hospitals in recommending sub-acute providers to their patients. We received a great amount of support from Select Rehab on the orthopedic pathways portion of this document. A copy of our proposal was circulated at the Board meeting for the Board's perusal.

Website – Following many comments and suggestions from the Board and others on the design of the new website, Mr. Brown reviewed a second draft of the beta website. He will send the link and password for the beta site to all Board members and Family Council Board members for their review. If there are no further significant changes, it can likely be up and running within a week. Additional changes can continue to be made as things progress.

Finance Committee Report - presented by Lloyd Bankson

Mr. Bankson reported the following as of October 2016:

YTD Census: Total Occupancy was 95.1%: Private Pay 23%; Commercial Insurance 4.3%; Medicaid 55.9%; Medicare 16.8%.

Monthly Census: Total Occupancy was 93.7%: Private Pay 23.9%; Commercial Insurance 5.1%; Medicaid 54.7%; Medicare 16.3%.

YTD Net Revenue was \$9,291,173 versus a budgeted amount of \$8,976,408 resulting in a very favorable variance of \$314,765.

Monthly Net Revenue was \$2,354,402 versus a budgeted amount of \$2,226,898 resulting in a favorable variance of \$127,504.

YTD Expenses were \$7,193,812 versus a budgeted amount of \$7,355,038 resulting in a favorable variance of \$161,226.

Monthly Expenses were \$1,693,090 versus a budgeted amount of \$1,777,869 resulting in a favorable variance of \$84,779.

YTD Facility Net Operating Results were \$2,097,361 versus budget of \$1,621,370, resulting in a positive variance of \$475,991

Monthly Facility Net Operating Results were \$661,312 versus budget of \$449,029, resulting in a positive variance of \$212,283.

The Board next discussed the FY 2018 operating budget to be submitted to the Town by the first week in December.

A motion to approve and submit the 2018 Budgeted Revenue amount of \$27,916,081 to the Town was made by Mr. Bankson, seconded by Dr. Siderides, and approved by the Board by a vote of 7-0-0.

A motion to approve and submit the 2018 Budgeted Expense amount of \$29,146,992 to the Town was made by Mr. Bankson, seconded by Ms. Puschel, and approved by the Board by a vote of 7-0-0.

Friends of Nathaniel Witherell (FNW) - presented by Karen Sadik-Khan

Ms. Sadik-Khan reported that this year's Community Appeal has been mailed to 25,580 households in the Greenwich community. It was mailed 3 weeks earlier than last year so a year over year comparison of donations is not possible at this time.

Resident Life Committee – presented by Lynn Bausch

Ms. Bausch reported the following:

- As discussed during the ED's Report, we will be submitting our proposal to Remedy Partners tomorrow for preferred provider status at Stamford Hospital.
- Continuation of the implementation of the Electronic Health Record may have some budget implications – more discussion and details to follow.
- We have a new dietician through Morrison.
- Our Medical Records Technician resigned - we will begin recruitment shortly to fill that position.
- There is a new, much more specific Resident Bill of Rights. Mr. Brown will email a copy to the Board and the Family Council Board.
- Masonicare and TNW co-sponsored a ceremony honoring our Veterans on November 9th. Both residents and community members participated.
- Our Annual Holiday Party will be held on December 10th, 2-4 pm. Board members are encouraged to attend.
- The Resident Clothing Store will be here on November 29th.
- Rev. Pam Strobel has joined the Greenwich Chaplaincy.

Chairman's Report – presented by Laurence Simon

1. Mr. Simon thanked everyone for how nice the Friendship Garden looks and the overall addition it makes to TNW.
2. Mr. Simon stated that the focus for the next seven months should continue to be:
 - a. Stay within our operating budget for FY17.
 - b. Work with the BET and the RTM to understand and approve the FY18 Budget. We are tentatively scheduled to go before the BET Budget Committee on the 13th, 14th or 15th of February 2017.
 - c. Continue to increase admissions and build bridges to hospitals.
 - d. Work on branding, web site, social media and marketing efforts. To that end, Suzanne Hogan has been nominated by the BOS to be on our Board.
 - e. Look at and explore potential synergies with Home Health Care providers.
 - f. Finish the capital construction projects that are the last pieces of transforming TNW. We are making progress but it is slower than expected and promised.
 - g. Continue to navigate the changes in Medicare reimbursement and see how those changes affect us both on more admissions but also shorter length of stays.
 - h. Expand our services to the community including more respite care.
3. Mr. Simon wants to develop a plan concerning the Pavilion and determine what level of rents we should be charging, what capital needs exist and what liabilities if any we have. Ms. Puschel and Mr. Bankson have accepted that charge.

4. Resolve the issue of the green house and rehab space and implement this project.
5. Mr. Simon reported that we will have election of officers in April 2017. The following committees exist in our by-laws:
 - a. Finance
 - b. Building
 - c. Resident Life
 - d. Legal Affairs
 - e. Public Affairs
 - f. Business Development
 - g. Resident Centered Care
 - h. Nominating

Mr. Simon will review all of these committees to see which ones are still needed at the Board level. Board members should notify Mr. Simon as to which committee they would like to serve on.

New Business – none

The meeting was adjourned at 6:38 PM.

Respectfully Submitted,
Louise Puschel, Board Secretary
Nov. 29, 2016



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

Board of Directors Meeting Minutes November 21, 2016

Present: Laurence Simon, Chairman; Karen Sadik-Khan, Vice Chairman; Louise Puschel, Secretary; Lloyd Bankson; Frank Ennis, MD; Nisha Hurst; Elizabeth Siderides, MD

Absent: Richard W. Kaplan

Staff: Christopher Alexander, Director of Financial Operations; Lynn Bausch, Deputy Director & Director of Nursing; Allen Brown, Executive Director; Linda Marini, Administrative Assistant; Scott Neff, FNW Development Director; Justine Vaccaro, Director of Social Work; Dr. Frank Walsh, Medical Director

Also: Mary Anne Chiappetta, Family Council; Gloria Guise, Family Council; Steven Katz, Commission on Aging; Carol Lindstrum, Family Council

Mr. Simon noted a quorum was present and opened the meeting at 5:33 PM in the TNW Board Room.

Mr. Simon modified the order of the Agenda.

Review/Approval of Minutes of October 24, 2016

After review by the Board, a motion to approve the minutes of Oct. 24, 2016 was made by Mr. Bankson, seconded by Ms. Sadik-Khan, and approved by a vote of 7-0-0.

Building Committee Report – presented by Louise Puschel

The TNW Building Committee met today prior to this meeting. Discussion included the following items:

- The wheelchair bus has arrived and the new seats have been installed. The bus is ready for use.

- Tower renovations – TOG has all the paperwork required to proceed with an RFP. We are waiting for a slight adjustment on the drawings from the architect; the TOG has requested that the drawings for the Tower public spaces be presented separately from the Auditorium drawings.
- The committee is still in discussions as to how the greenhouse space should be allocated between rehab space and greenhouse space. Allen Brown agreed to confirm, with the TOG, that a frost wall is required. The Greenhouse is above grade and the addition of a frost wall would increase the renovation costs considerably. In addition, Mr. Brown was going to confirm that the STEAP Grant (\$100,000) would not be affected by a space reallocation.

Executive Director's Report – presented by Allen Brown

Mr. Brown reviewed his submitted written report:

Annual Report – A draft of the annual report to the Town of Greenwich was attached to the ED's report for Board review. A motion to approve the Annual Report for submission to the Town was made by Mr. Simon, seconded by Ms. Sadik-Khan and approved by the Board by a vote of 6-0-1 (Bankson abstained).

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

Dr. Walsh reported that all resident flu shots have been administered to residents and approximately 50% of the staff has also received the vaccine. There has been no flu reported in Greenwich thus far.

A current hospitalist from Greenwich Hospital, Dr. Lodato, is becoming a Palliative Care physician and is interested in learning more about TNW. Dr. Walsh will introduce her at the next Witherell Medical Staff meeting.

Ms. Bausch reported that we have begun to administer the Prevnar (Pneumonia vaccine) and should be done by the end of January 2017. The facility bills Medicare Part B for this vaccine.

Executive Director's Report – (cont'd)

State Survey – We had a follow-up visit from DPH to review the State Survey Plan of Correction on Thursday, Nov. 17th. At the completion of that visit they confirmed that we are in "complete compliance". The Plan of Correction is available to the public in a binder on the wall adjacent to the elevator on the main floor of the Administration building. It will also be posted on the Medicare website within a few weeks.

Remedy Partners – On behalf of Stamford Hospital, Remedy Partners requested that we submit a proposal to become a preferred provider. This proposal identifies Witherell's clinical capabilities and quality outcomes, which are fast becoming the primary focus of hospitals in recommending sub-acute providers to their patients. We received a great amount of support

from Select Rehab on the orthopedic pathways portion of this document. A copy of our proposal was circulated at the Board meeting for the Board's perusal.

Website – Following many comments and suggestions from the Board and others on the design of the new website, Mr. Brown reviewed a second draft of the beta website. He will send the link and password for the beta site to all Board members and Family Council Board members for their review. If there are no further significant changes, it can likely be up and running within a week. Additional changes can continue to be made as things progress.

Finance Committee Report - presented by Lloyd Bankson

Mr. Bankson reported the following as of October 2016:

YTD **Census**: Total Occupancy was 95.1%: Private Pay 23%; Commercial Insurance 4.3%; Medicaid 55.9%; Medicare 16.8%.

Monthly **Census**: Total Occupancy was 93.7%: Private Pay 23.9%; Commercial Insurance 5.1%; Medicaid 54.7%; Medicare 16.3%.

YTD **Net Revenue** was \$9,291,173 versus a budgeted amount of \$8,976,408 resulting in a very favorable variance of \$314,765.

Monthly **Net Revenue** was \$2,354,402 versus a budgeted amount of \$2,226,898 resulting in a favorable variance of \$127,504.

YTD Expenses were \$7,193,812 versus a budgeted amount of \$7,355,038 resulting in a favorable variance of \$161,226.

Monthly Expenses were \$1,693,090 versus a budgeted amount of \$1,777,869 resulting in a favorable variance of \$84,779.

YTD Facility Net Operating Results were \$2,097,361 versus budget of \$1,621,370, resulting in a positive variance of \$475,991

Monthly Facility Net Operating Results were \$661,312 versus budget of \$449,029, resulting in a positive variance of \$212,283.

The Board next discussed the FY 2018 operating budget to be submitted to the Town by the first week in December.

A motion to approve and submit the 2018 Budgeted Revenue amount of \$27,916,081 to the Town was made by Mr. Bankson, seconded by Dr. Siderides, and approved by the Board by a vote of 7-0-0.

A motion to approve and submit the 2018 Budgeted Expense amount of \$29,146,992 to the Town was made by Mr. Bankson, seconded by Ms. Puschel, and approved by the Board by a vote of 7-0-0.

Friends of Nathaniel Witherell (FNW) - presented by Karen Sadik-Khan

Ms. Sadik-Khan reported that this year's Community Appeal has been mailed to 25,580 households in the Greenwich community. It was mailed 3 weeks earlier than last year so a year over year comparison of donations is not possible at this time.

Resident Life Committee – presented by Lynn Bausch

Ms. Bausch reported the following:

- As discussed during the ED's Report, we will be submitting our proposal to Remedy Partners tomorrow for preferred provider status at Stamford Hospital.
- Continuation of the implementation of the Electronic Health Record may have some budget implications – more discussion and details to follow.
- We have a new dietician through Morrison.
- Our Medical Records Technician resigned - we will begin recruitment shortly to fill that position.
- There is a new, much more specific Resident Bill of Rights. Mr. Brown will email a copy to the Board and the Family Council Board.
- Masonicare and TNW co-sponsored a ceremony honoring our Veterans on November 9th. Both residents and community members participated.
- Our Annual Holiday Party will be held on December 10th, 2-4 pm. Board members are encouraged to attend.
- The Resident Clothing Store will be here on November 29th.
- Rev. Pam Strobel has joined the Greenwich Chaplaincy.

Chairman's Report – presented by Laurence Simon

1. Mr. Simon thanked everyone for how nice the Friendship Garden looks and the overall addition it makes to TNW.
2. Mr. Simon stated that the focus for the next seven months should continue to be:
 - a. Stay within our operating budget for FY17.
 - b. Work with the BET and the RTM to understand and approve the FY18 Budget. We are tentatively scheduled to go before the BET Budget Committee on the 13th, 14th or 15th of February 2017.
 - c. Continue to increase admissions and build bridges to hospitals.
 - d. Work on branding, web site, social media and marketing efforts. To that end, Suzanne Hogan has been nominated by the BOS to be on our Board.
 - e. Look at and explore potential synergies with Home Health Care providers.
 - f. Finish the capital construction projects that are the last pieces of transforming TNW. We are making progress but it is slower than expected and promised.

- g. Continue to navigate the changes in Medicare reimbursement and see how those changes affect us both on more admissions but also shorter length of stays.
 - h. Expand our services to the community including more respite care.
3. Mr. Simon wants to develop a plan concerning the Pavilion and determine what level of rents we should be charging, what capital needs exist and what liabilities if any we have. Ms. Puschel and Mr. Bankson have accepted that charge.
4. Resolve the issue of the green house and rehab space and implement this project.
5. Mr. Simon reported that we will have election of officers in April 2017. The following committees exist in our by-laws:
 - a. Finance
 - b. Building
 - c. Resident Life
 - d. Legal Affairs
 - e. Public Affairs
 - f. Business Development
 - g. Resident Centered Care
 - h. Nominating

Mr. Simon will review all of these committees to see which ones are still needed at the Board level. Board members should notify Mr. Simon as to which committee they would like to serve on.

New Business – none

The meeting was adjourned at 6:38 PM.

Respectfully Submitted,
Louise Puschel, Board Secretary
Nov. 29, 2016