

1. Meeting Materials

Documents:

[DECEMBER 12, 2016 BOARD MEETING AGENDA.PDF](#)
[DECEMBER 12, 2016 BOARD MEETING MINUTES - APPROVED.PDF](#)
[DECEMBER 12, 2016 BOARD MEETING MINUTES - DRAFT.PDF](#)



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

Board Meeting
Monday, December 12, 2016

Time: **5:30 PM**

Place: **The Nathaniel Witherell Board Room**

AGENDA

1. Medical Director's Report – Frank Walsh, MD
2. Review/Approval - Minutes – Nov. 21, 2016 – Chairman
3. Executive Director's Report – Allen Brown
4. Committee Reports:
 - a. Building Committee – Louise Puschel
 - b. Finance Committee – Lloyd Bankson
5. Friends of Nathaniel Witherell – Karen Sadik-Khan
6. Resident Life Committee – Lynn Bausch
7. Chairman's Report – Laurence Simon
8. New Business-Strategic Developments
9. Adjournment

Beverages and light refreshments will be served

Next Board Meetings:

Monday, January 23, 2017

Monday, February 27, 2017

cc: Town Clerk



The Nathaniel Witherell

TOWN OF GREENWICH
CONNECTICUT

**Board of Directors Meeting Minutes
December 12, 2016**

Present: Laurence Simon, Chairman; Louise Puschel, Secretary; Lloyd Bankson; Frank Ennis, MD; Nisha Hurst; Elizabeth Siderides, MD; Richard W. Kaplan

Absent: Karen Sadik-Khan, Vice Chairman

Staff: Christopher Alexander, Director of Financial Operations; Lynn Bausch, Deputy Director & Director of Nursing; Justine Vaccaro, Director of Social Work; Dr. Frank Walsh, Medical Director

Also: John Blankley, BET; Mary Anne Chiappetta, Family Council; Gloria Guise, Family Council; Suzanne Hogan; Steven Katz, Commission on Aging; Carol Lindstrum, Family Council; Art Norton, BET

Mr. Simon opened the meeting at 5:32 PM in the TNW Board Room.

Mr. Simon introduced TNW Board nominee, Suzanne Hogan.

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

Dr. Walsh reported there has been no flu at TNW thus far, nor in Greenwich to his knowledge. 88.6% of our residents have been vaccinated along with 50.6% of our staff.

We've begun to administer the Prevnar 13 (the pneumonia vaccine), with 30 doses being administered on the 4th floor. There have been no adverse reactions to date. We will continue administering the vaccine to residents one floor at a time.

Dr. Peter Tortora, a podiatrist who has served Witherell residents for a very long time, is retiring. Dr. Walsh is inquiring about finding another podiatrist, perhaps from Dr. Tortora's medical group.

A hospitalist from Greenwich Hospital, Dr. Carolyn Lodato, has now become a Palliative Care doctor. She is very anxious to come here and serve our facility.

Review/Approval of Minutes of November 21, 2016

After review by the Board, a motion to approve the minutes of Nov. 21, 2016 was made, seconded, and approved by a vote of 7-0-0.

There was no Executive Director's Report due to Mr. Brown's absence.

Ms. Bausch reported that she and Allen Brown met with Remedy Partners on Nov. 22nd and presented our proposal for preferred provider status at Stamford Hospital. The meeting went very well, with Remedy approving all of the pathways on which we presented information.

Building Committee Report – presented by Louise Puschel

The TNW Building Committee met today at 4:40 just prior to this meeting. Discussion items included the following:

- The wheelchair bus has been delivered, the seats are installed, and the bus is in service.
- Tower renovations – The drawings and revised narratives are with the Town's Purchasing Department. We expect the RFB to be issued before Christmas, and work to begin the first week of March 2017. A copy of the plans will also be sent to the State Department of Health for their approval.
- Pavilion – The Building Committee proposed an rent increase of 15%, effective February 1, 2017. The last increase was in 2011. In addition, the tenants will be asked to remove their accumulated belongings stored in the basement. Storage options will be addressed for them later in the year. The tenants will be provided a dumpster to help dispose of unwanted items.

A motion to increase the rents at the Pavillion by 15%, effective Feb. 1, 2017, was made by Ms. Puschel, seconded by Mr. Bankson, and approved by a vote of 7-0-0.

- One letter will be sent to each Pavilion tenant informing them of their rent increase, and a second letter will be sent to all tenants instructing them to remove all personal items from the basement.
- Greenhouse – The committee is still in discussion as to how to allocate the space, but agrees that the majority of the area should be used for Rehab. Mr. Simon encouraged Board members who have not seen the greenhouse to do so before the January 23, 2017 Board meeting since a vote on the space usage may likely take place at that meeting.

Finance Committee Report - presented by Lloyd Bankson

Mr. Bankson noted that with the meeting being held so early in the month, most figures are not available as yet.

Mr. Alexander reported on preliminary Census numbers:

- The month of November was close to Budget on Commercial Insurance and on Medicaid; however, we ran an unfavorable variance on Medicare. November also showed a good month from the Private Pay perspective.

Mr. Simon requested copies of the census for Dec. 11 and 12 from Ms. Bausch. He noted that for the first five months of the fiscal year, the census was the lowest during the month of November.

Mr. Alexander reported that the Finance Committee is recommending a Private Pay room rate increase of 3% beginning the next calendar year.

A motion to increase the Private Pay room rate by 3% beginning January 1, 2017, unless precluded by regulation, was made by Mr. Bankson, seconded by Ms. Hurst and approved by a vote of 7-0-0.

Mr. Bankson shared that he spoke with many long-term residents, whom he had not spoken with before, at the Christmas party this past Saturday, and they expressed their genuine happiness with the Nathaniel Witherell.

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

In Mr. Neff and Ms. Sadik-Khan's absence, Ms. Bausch reported that we continue to receive donations to this year's Community Appeal.

Resident Life Committee – presented by Lynn Bausch

Ms. Bausch reported the following:

- Our Annual Holiday Party held on December 10th provided a wonderful time for our long-term residents and their families.
- There are a large number of singing groups, including those from many local schools, visiting Witherell during December.
- The residents' Christmas party will be held on December 16th with an appearance by Santa Claus!

New Business - Strategic Developments

Mr. Simon introduced Steven Katz, President and owner of Sterling Care. Mr. Simon and Mr. Brown met with Mr. Katz last week to discuss expanding our partnership opportunities in home health care. Mr. Katz reviewed Sterling Care's presentation:

"Sterling Care is a locally owned and operated certified home health agency, homemaker & companion agency, and geriatric care management practice. The Sterling Care business model is based upon providing our clients with the highest quality of home care including a highly supervised person-centered holistic care with evidence based best practices."

Mr. Katz discussed the challenges and opportunities of the overall state of various components of the Home Health Industry:

- Medical Home Health
 - It is a highly regulated industry.
 - This industry has seen a decline in reimbursements over the past several years.
 - CMS has increased enforcement concerning fraud and abuse within the industry.
 - CMS is encouraging bundled payment initiatives.
 - Partnerships with home health care providers can significantly reduce hospital readmissions, and benefit the home health agency and SNF financially.
 - Home Health Agencies with quality specialized programs will continue to be profitable.
- Private Duty Home Care
 - There is a lot of competition in this area because of ease of entry into the business.
 - Elimination of companion exemptions due to changes in overtime regulations has increased labor costs and, changes to healthcare laws put pressure on labor costs as well.
 - Families will pay a higher costs for high quality private duty home care when they understand the benefits of that service.
 - The agencies reputation and delivery of their services is key.
 - There's currently room for expansion and for new entrants into the marketplace.
 - Innovative programming between private duty care, medical home health agencies and SNFs can lower hospital readmissions and increase referrals to SNFs.

Private Duty Homecare Strategic Partnership options for Nathaniel Witherell:

1. Preferred provider arrangement with Sterling Care for Private Duty Homecare based on referrals by NW
2. A separate 'Nathaniel At-Home' type division of Sterling, marketed separately by run by Sterling Care.
3. A separate 'Nathaniel At-Home' private entity owned as partners with FNW and Sterling Care.
4. A separate 'Nathaniel At-Home' private entity solely owned by FNW or NW and run by a service organization established by Sterling Care.

Chairman's Report – presented by Laurence Simon

Mr. Simon offered a holiday toast to the Board, the staff, and everyone who makes Nathaniel Witherell the "truly wonderful place that it is". He also commented on what a great event the Holiday Party was last Saturday.

Mr. Simon noted that it's been a great year for NW. It's very important to look back and see that the Board and the organization have accomplished a lot. He toasts everyone who has been a part of it. Cheers to all!

Mr. Simon noted that a year from now, this Board will look back and be pleased with the changes they've made internally to the building and with what they've done with marketing and branding.

Ms. Hogan introduced herself, and explained that she has worked for the past 28 years in brand and brand-building for a professional services firm for many major corporations. Mr. Simon believes she will be able to help a great deal with our marketing efforts. Ms. Hogan's nomination to this Board should be confirmed at tonight's RTM Meeting, and will officially join our Board in January 2017(subsequently changed to April 1, 2017 by the RTM).

Mr. Simon reported that the Appointments Committee will be realigning the terms of service for Board members, so that 3 member terms will expire on each year. Also, going forward terms will expire on June 30th instead of March 31st.

Mr. Simon closed the meeting saying that NW is on a good path with a lot of work in front of us. We need to continue to keep our focus and continue to expand our brand and image.

Ms. Puschel thanked Mr. Simon for his leadership on the Board, which led to a great deal of productivity this past year.

The meeting was adjourned at 6:48 PM.

Respectfully Submitted,
Louise Puschel, Board Secretary
Dec. 21, 2016



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

**Board of Directors Meeting Minutes
December 12, 2016**

- Present:** Laurence Simon, Chairman; Louise Puschel, Secretary; Lloyd Bankson; Frank Ennis, MD; Nisha Hurst; Elizabeth Siderides, MD; Richard W. Kaplan
- Absent:** Karen Sadik-Khan, Vice Chairman
- Staff:** Christopher Alexander, Director of Financial Operations; Lynn Bausch, Deputy Director & Director of Nursing; Justine Vaccaro, Director of Social Work; Dr. Frank Walsh, Medical Director
- Also:** John Blankley, BET; Mary Anne Chiappetta, Family Council; Gloria Guise, Family Council; Suzanne Hogan; Steven Katz, Commission on Aging; Carol Lindstrum, Family Council; Art Norton, BET

Mr. Simon opened the meeting at 5:32 PM in the TNW Board Room.

Mr. Simon introduced TNW Board nominee, Suzanne Hogan.

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

Dr. Walsh reported there has been no flu at TNW thus far, nor in Greenwich to his knowledge. 88.6% of our residents have been vaccinated along with 50.6% of our staff.

We've begun to administer the Prevnar 13 (the pneumonia vaccine), with 30 doses being administered on the 4th floor. There have been no adverse reactions to date. We will continue administering the vaccine to residents one floor at a time.

Dr. Peter Tortora, a podiatrist who has served Witherell residents for a very long time, is retiring. Dr. Walsh is inquiring about finding another podiatrist, perhaps from Dr. Tortora's medical group.

A hospitalist from Greenwich Hospital, Dr. Carolyn Lodato, has now become a Palliative Care doctor. She is very anxious to come here and serve our facility.

Review/Approval of Minutes of November 21, 2016

After review by the Board, a motion to approve the minutes of Nov. 21, 2016 was made, seconded, and approved by a vote of 7-0-0.

There was no Executive Director's Report due to Mr. Brown's absence.

Ms. Bausch reported that she and Allen Brown met with Remedy Partners on Nov. 22nd and presented our proposal for preferred provider status at Stamford Hospital. The meeting went very well, with Remedy approving all of the pathways on which we presented information.

Building Committee Report – presented by Louise Puschel

The TNW Building Committee met today at 4:40 just prior to this meeting. Discussion items included the following:

- The wheelchair bus has been delivered, the seats are installed, and the bus is in service.
- Tower renovations – The drawings and revised narratives are with the Town's Purchasing Department. We expect the RFB to be issued before Christmas, and work to begin the first week of March 2017. A copy of the plans will also be sent to the State Department of Health for their approval.
- Pavilion – The Building Committee proposed an rent increase of 15%, effective February 1, 2017. The last increase was in 2011. In addition, the tenants will be asked to remove their accumulated belongings stored in the basement. Storage options will be addressed for them later in the year. The tenants will be provided a dumpster to help dispose of unwanted items.

A motion to increase the rents at the Pavillion by 15%, effective Feb. 1, 2017, was made by Ms. Puschel, seconded by Mr. Bankson, and approved by a vote of 7-0-0.

- One letter will be sent to each Pavilion tenant informing them of their rent increase, and a second letter will be sent to all tenants instructing them to remove all personal items from the basement.
- Greenhouse – The committee is still in discussion as to how to allocate the space, but agrees that the majority of the area should be used for Rehab. Mr. Simon encouraged Board members who have not seen the greenhouse to do so before the January 23, 2017 Board meeting since a vote on the space usage may likely take place at that meeting.

Finance Committee Report - presented by Lloyd Bankson

Mr. Bankson noted that with the meeting being held so early in the month, most figures are not available as yet.

Mr. Alexander reported on preliminary Census numbers:

- The month of November was close to Budget on Commercial Insurance and on Medicaid; however, we ran an unfavorable variance on Medicare. November also showed a good month from the Private Pay perspective.

Mr. Simon requested copies of the census for Dec. 11 and 12 from Ms. Bausch. He noted that for the first five months of the fiscal year, the census was the lowest during the month of November.

Mr. Alexander reported that the Finance Committee is recommending a Private Pay room rate increase of 3% beginning the next calendar year.

A motion to increase the Private Pay room rate by 3% beginning January 1, 2017, unless precluded by regulation, was made by Mr. Bankson, seconded by Ms. Hurst and approved by a vote of 7-0-0.

Mr. Bankson shared that he spoke with many long-term residents, whom he had not spoken with before, at the Christmas party this past Saturday, and they expressed their genuine happiness with the Nathaniel Witherell.

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

In Mr. Neff and Ms. Sadik-Khan's absence, Ms. Bausch reported that we continue to receive donations to this year's Community Appeal.

Resident Life Committee – presented by Lynn Bausch

Ms. Bausch reported the following:

- Our Annual Holiday Party held on December 10th provided a wonderful time for our long-term residents and their families.
- There are a large number of singing groups, including those from many local schools, visiting Witherell during December.
- The residents' Christmas party will be held on December 16th with an appearance by Santa Claus!

New Business - Strategic Developments

Mr. Simon introduced Steven Katz, President and owner of Sterling Care. Mr. Simon and Mr. Brown met with Mr. Katz last week to discuss expanding our partnership opportunities in home health care. Mr. Katz reviewed Sterling Care's presentation:

“Sterling Care is a locally owned and operated certified home health agency, homemaker & companion agency, and geriatric care management practice.. The Sterling Care business model is based upon providing out clients with the highest quality of home care including a highly supervised person-centered holistic care with evidence based best practices.”

Mr. Katz discussed the challenges and opportunities of the overall state of various components of the Home Health Industry:

- Medical Home Health
 - It is a highly regulated industry.
 - This industry has seen a decline in reimbursements over the past several years.
 - CMS has increased enforcement concerning fraud and abuse within the industry.
 - CMS is encouraging bundled payment initiatives.
 - Partnerships with home health care providers can significantly reduce hospital readmissions, and benefit the home health agency and SNF financially.
 - Home Health Agencies with quality specialized programs will continue to be profitable.
- Private Duty Home Care
 - There is a lot of competition in this area because of ease of entry into the business.
 - Elimination of companion exemptions due to changes in overtime regulations has increased labor costs and, changes to healthcare laws put pressure on labor costs as well.
 - Families will pay a higher costs for high quality private duty home care when they understand the benefits of that service.
 - The agencies reputation and delivery of their services is key.
 - There's currently room for expansion and for new entrants into the marketplace.
 - Innovative programming between private duty care, medical home health agencies and SNFs can lower hospital readmissions and increase referrals to SNFs.

Private Duty Homecare Strategic Partnership options for Nathaniel Witherell:

1. Preferred provider arrangement with Sterling Care for Private Duty Homecare based on referrals by NW
2. A separate 'Nathaniel At-Home' type division of Sterling, marketed separately by run by Sterling Care.
3. A separate 'Nathaniel At-Home' private entity owned as partners with FNW and Sterling Care.
4. A separate 'Nathaniel At-Home' private entity solely owned by FNW or NW and run by a service organization established by Sterling Care.

Chairman's Report – presented by Laurence Simon

Mr. Simon offered a holiday toast to the Board, the staff, and everyone who makes Nathaniel Witherell the “truly wonderful place that it is”. He also commented on what a great event the Holiday Party was last Saturday.

Mr. Simon noted that it's been a great year for NW. It's very important to look back and see that the Board and the organization have accomplished a lot. He toasts everyone who has been a part of it. Cheers to all !

Mr. Simon noted that a year from now, this Board will look back and be pleased with the changes they've made internally to the building and with what they've done with marketing and branding.

Ms. Hogan introduced herself, and explained that she has worked for the past 28 years in brand and brand-building for a professional services firm for many major corporations. Mr. Simon believes she will be able to help a great deal with our marketing efforts. Ms. Hogan's nomination to this Board should be confirmed at tonight's RTM Meeting, and will officially join our Board in January 2017(subsequently changed to April 1, 2017 by the RTM).

Mr. Simon reported that the Appointments Committee will be realigning the terms of service for Board members, so that 3 member terms will expire on each year. Also, going forward terms will expire on June 30th instead of March 31st.

Mr. Simon closed the meeting saying that NW is on a good path with a lot of work in front of us. We need to continue to keep our focus and continue to expand our brand and image.

Ms. Puschel thanked Mr. Simon for his leadership on the Board, which led to a great deal of productivity this past year.

The meeting was adjourned at 6:48 PM.

Respectfully Submitted,
Louise Puschel, Board Secretary
Dec. 21, 2016

Subject to Approval