



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

**Board of Directors Meeting Minutes
March 20, 2017**

- Present:** Laurence Simon, Chairman; Karen Sadik-Khan, Vice Chairman; Louise Puschel, Secretary; Elizabeth Siderides, MD
- Absent:** Lloyd Bankson; Frank Ennis, MD; Nisha Hurst; Richard W. Kaplan
- Staff:** Lynn Bausch, Deputy Director & Director of Nursing; Allen Brown, Executive Director; Jack Hornak, Facilities Director; Linda Marini, Admin. Asst.; Scott Neff, FNW Development Director; Dr. Frank Walsh, Medical Director
- Also:** Mary Anne Chiappetta, Family Council; Gloria Guise, Family Council; Suzanne Hogan; Paul Horowitz, Greenwich Homecare

Mr. Simon opened the meeting without a quorum at 5:35 PM in the TNW Board Room, noting that no votes would be taken unless a quorum was present.

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

Dr. Walsh noted that there has been a lot of turnover in short-term rehab; this past Saturday he had 10 admissions, which included many medical admissions. Ms. Bausch stated more medical patients are being admitted because more orthopedic cases are going straight home from hospital instead of to rehab.

Dr. Walsh reported that there have been no outbreaks since his last report.

Dr. Walsh reported that the respiratory therapist program has been very successful. This program for the medical patients (i.e. COPD, CHF) we admit in the short-term rehab program is helping to prevent re-hospitalization.

Unfortunately, due to contractual issues, the Palliative Care doctor that was going to come to TNW has resigned. Ms. Bausch assured the Board that there are no negative implications of her resignation on the Palliative Care given here. We have had a very strong, involved

Palliative Care team in place for quite some time prior to her coming on-board; she would have been a nice enhancement to the program.

We've seen no incidents of the flu and the season is just about over. Last month's viral outbreak was handled very well by our staff and well contained by keeping those residents on their unit; subsequently there were no cases reported on any other floors.

Mr. Brown shared an article from Mcknight's, "SNF occupancy down despite 'significant' flu season and Medicaid admissions up". It reviewed how SNF occupancy was down even though the national flu index was up significantly. Mr. Brown noted that the national occupancy statistics percentages are in the low 80's which compares unfavorably to TNW's occupancy rate of close to 94%. As Dr. Walsh mentioned, the flu season here in our building was mild, but not so throughout the rest of the country.

Executive Director's Report - presented by Allen Brown

Mr. Brown introduced Ms. Susan Levine, the new Director of Rehab Services. Ms. Levine has a previous history with Nathaniel Witherell as she had served as the Rehab Manager here when Witherell contracted its' services through the Greenwich Hospital. Ms. Levine gave a synopsis of her background and experience. Welcome aboard!

Mr. Simon noted that we do not have a quorum this evening, and therefore, we will proceed as an informational meeting only and no votes will be taken.

Patent Infringement - Mr. Brown reported that TNW has agreed to a settlement of the claim, which will provide for retroactive and permanent use of the patent. Our contribution to the settlement will be \$4,950 and the TOG Law Department will be issuing that check shortly.

Matrix Implementation – Implementation of the MD orders and eMAR modules is still on schedule for the first week in April. Ms. Bausch has been coordinating all training sessions with the Matrix training department as well as personally working with nursing staff to ensure their competencies in working with the new system.

Snow Storm – As a result of several factors concerning this storm, (i.e. the National Weather Service characterized it as a 'blizzard', the Governor announced a travel ban, the Town Hall was closed by the First Selectman, and Metro North was shut down) getting staff to work was difficult. Some staff slept at Witherell, many double shifts were worked, and other staff members picked up some employees at their homes.

Therapy Contract – Four bids have been received by the Town Purchasing Department in response to the RFP for therapy services. The bidders include Select Rehab, Genesis, Healthpro Heritage and Theradynamics Management. Dr. Siderides, Board member, agreed to join Ms. Bausch and Messrs. Alexander and Brown in evaluating the proposals and choosing the contractor.

Five Star Rating – Mr. Brown attached the most recent 5 star analysis for Witherell to his March Report for the Board's review. Mr. Brown noted that in the 9 year history of the 5 star

report, TNW has always received 5 stars in Quality Measures, even though there is a variation in each quality measure from report to report. Mr. Brown encouraged Board members to contact him or Ms. Bausch with any questions they may have concerning the data in this report.

Nathaniel at Home – A draft RFP for a potential partnership with a home health agency provider will be submitted to the Town Purchasing Department this month. We're optimistic that will result in a home health collaboration which will help to expand our presence into Greenwich and some surrounding communities.

Building Committee Report – presented by Louise Puschel

The TNW Building Committee met earlier today prior to this meeting.

- As discussed last month, the low bidder for the Tower renovation was disqualified which caused the project to go back out to bid last Friday, March 17th. Bids are expected to come in within a month.
- The low bidder for the Tower renovation was also the low bidder for the auditorium renovation. Although we had planned on awarding that contractor the Auditorium project, that contractor has been disqualified as a result of their lack of experience in executing project of this magnitude.
- Pavilion –The basement has been cleaned out and the public hallways and lobby were painted. We are in the process of obtaining estimates on a high efficiency gas boiler (the current boiler is 30/40 years old).
- Greenhouse – In addition to an architect designed greenhouse, the committee is researching pre-fabricated greenhouses. They met with Parrish Conservatory, a Bridgeport company, who has constructed a large number of greenhouses in Greenwich. Once Mr. Hornak receives the estimates from them this week, it will be determined if the STEAP Grant funds will be sufficient to cover the costs. A large portion of the greenhouse space (85%) will be allocated to extend the Rehab area.

Finance Committee Report - presented by Laurence Simon

Mr. Simon reported the following for the month of February 2017:

Census was slightly above budget with Total Occupancy for the Month of February 2017 at 5,236 days vs. a Budget of 5,224 days.

February 2017 TNW Net Revenue was \$1,983,245 compared to a Budget of \$2,099,472 resulting in a negative variance of \$116,226.

February 2017 Total TNW Facility Expenses were \$1,703,797 compared to a Budget of \$1,792,606 resulting in a positive variance of \$88,809.

For Year to Date February 2017:

YTD February 2017 TNW Net Revenue was \$18,123,249 compared to a Budget of \$17,864,207 resulting in a positive variance of \$259,042.

YTD February 2017 Total TNW Facility Expenses were \$14,490,937 compared to a Budget of \$14,777,662 resulting in a favorable variance of \$286,725.

YTD February 2017 Total Town Allocations & Debt was \$4,750,502 compared to a Budget of \$5,019,053 resulting in a favorable variance of \$268,551.

YTD February 2017 Net Facility Operating Results were \$3,632,312 compared to a Budget of \$3,086,545 resulting in a favorable variance of \$545,768.

Mr. Simon noted that most likely in May, we will need to go back to the BET to reallocate funds from some of our expense categories to Personal Services because the amount of overtime being spent is over budget.

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

A revised Save the Date postcard was mailed with the details concerning the Friends' May 24th luncheon with the guest speaker to be held at the Greenwich Country Club.

Once again FNW participated in the Fairfield County Giving Day, held this year on March 9th. This is a powerful 24-hour online fundraising competition, with 414 participating non-profit organizations that unites the community around local causes close to your heart. FNW had 109 donors: 50% were staff or contacts of staff; 10% from Friends donors; 10% from Board members; 10% from family members; and 20% from volunteers. The Friends ranked 28th out of 414 charities participating in this event for total number of donors. Ms. Sadik-Khan gave kudos to Mr. Neff for his work in organizing this event for FNW and for its success.

Resident Life Committee – presented by Lynn Bausch

Ms. Bausch reported that the St. Patrick's Day party took place this past Friday. It's always one of the best-received events with a performance by the Greenwich Bagpipe Band.

One of our residents turned 100 years old today, a momentous occasion. Ms. Bausch also noted that the oldest resident at Witherell is 109 years old.

New requirements of the revised Patient Bill of Rights states that every resident must be involved in their care plan. This is not new to us as our patients have always been involved with the development of their care plans, and they have always been allowed to see it if and when they would ask to

Ms. Bausch reported that there are at least 900 hours that need to be devoted to training and data input with regard to the implementation of Matrix.

Marketing and Website Development – presented by Suzanne Hogan

Ms. Hogan reported that articles on Palliative Care and the Respiratory Therapy program were posted on the website. Modifications will have to be made due to the resignation of the Palliative Care physician. We were also going to post an article in the Fairfield County Business Journal on our Palliative Care, but this is on hold until a new physician comes on board. Ms. Bausch reiterated that we've had a very strong, involved Palliative Care team in place for quite some and we are not reliant on, nor actively seeking, a Palliative Care physician.

On Wednesday, March 22nd, Google analytics will be reviewed by Harrison Edwards at 10 am during the Friends of Nathaniel Witherell monthly Board meeting.

Website training will be taking place this week on content management. Participating in the training will be Messrs. Brown, Neff and Cossifos, and Ms. Marini.

Chairman's Report – presented by Laurence Simon

Mr. Simon reported that Ms. Suzanne Hogan will be officially appointed to the Board on April 1st.

The minutes of the February 27, 2017 meeting and the minutes of the March 20, 2017 meeting will both be voted on at the April 24, 2017 Board meeting .

The Board will vote on the Bad Debt write off at the April meeting as well, which will be \$119K vs a budget of \$135K.

Cicile Brown, TOG HR, promised Mr. Simon that the part time Social Worker position will be posted by the end of this week.

Mr. Simon's focus for Nathaniel Witherell continues to be on:

- Admissions and census
- Productive Building Committee meetings which work to improve the overall physical appearance of Nathaniel Witherell
- Five Star Rated medical care
- Marketing and Branding

The meeting concluded at 6:27 PM.

Respectfully Submitted,
Louise Puschel, Board Secretary
March 23, 2017