



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

Board of Directors Meeting Minutes July 24, 2017

- Present:** Laurence Simon, Chairman; Louise Puschel, Secretary; Lloyd Bankson; Suzanne Hogan; Nisha Hurst; Richard W. Kaplan
- Absent:** Karen Sadik-Khan, Vice Chairman; Frank Ennis, MD; Elizabeth Siderides, MD
- Staff:** Christopher Alexander, Finance Director; Lynn Bausch, Deputy Director & Director of Nursing; Allen Brown, Executive Director; Jack Hornak, Facilities Director; Linda Marini, Assistant to the Director; Scott Neff, Executive Director FNW; Justine Vaccaro, Social Work Director; Dr. Frank Walsh, Medical Director
- Also:** Mary Anne Chiappetta, Family Council; Gloria Guise, Family Council; Carol Lindstrum, Family Council; Art Norton, BET; Paul Scholtes, Family Council; Ellen Wolfson, Commission on Aging

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

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

Dr. Walsh reported that we now have a pulmonary service that comes to NW for 6 hours, three times a week. He noted that it is a very good service and we're considering expanding to 5 days a week. As any independent practitioner, they bill patients directly for their services; therefore, these services are provided at no cost to Witherell.

Dr. Walsh reported that there have been no recent outbreaks of virus/illness.

Dr. Walsh reported that they had a productive Medical Staff meeting last week (July 19th).

Review/Approval of Minutes of June 26, 2017

A motion to approve the minutes of June 26, 2017 was made by Mr. Bankson, seconded by Mr. Kaplan, and the minutes were approved by a vote of 6-0-0.

Executive Director's Report - presented by Allen Brown

Mr. Brown reported that a CT State Department of Health team of nurse surveyors entered the building this morning, unannounced, to conduct our annual licensing survey. We've finished the first day today, and it will most likely end mid-day on Thursday with an exit conference. A written report from the DPH will be sent to NW, usually within a couple weeks of the survey, which will require a plan of correction (POC) written reply. Results of the survey will have an eventual impact on the Star rating from CMS.

Food Services Management contract – The RFP soliciting bids for food service management services went out on Friday, July 21st. The contract is a combined contract, technically a NW contract with a sub-contract to the Greenwich Senior Center. Mr. Simon appointed two board members, Richard Kaplan and Suzanne Hogan to participate on the RFP evaluation committee, which will also be comprised of members of the Witherell and Senior Center management teams.

Electronic Health Record – Mr. Brown reported that Therapy Evaluations, Progress Notes and Discharge Summaries are now importing into Resident Documents. This represents the integration of two software programs, Rehab Optima (used by Select Rehab for clinical record keeping and billing) and MatrixCare, Witherell's electronic data system (accounting/financial admissions/discharge/transfer, medical records).

Tower Renovations – On Tuesday, 7/11/17, The BET approved an additional appropriation of \$377,000 to provide funding to renovate the personal hygiene centers (i.e. shower/tub/bathroom facilities) on each of the four tower nursing units. \$200,000 of the appropriation will be contributed by the Friends of Nathaniel Witherell, utilizing funds that remain on account with FNW from its Project Renew fundraising. An RTM vote on the additional appropriation is scheduled for 9/18/17. The architectural plans for the renovations await approval from the DPH Division of Licensing and Inspections and issuance of a building permit by the Town of Greenwich.

Volunteer Coordinator recruitment – Interviews with 3 candidates to replace Sally VanLeeuwen began the week of July 16th. Since the position reports to the Friends, Mr. Neff has been coordinating these interviews with members of the Witherell management team in advance of presenting final candidates to the FNW board.

Witherell at Home – The evaluation committee comprised of Mses. Hurst and Vaccaro, and Messrs. Alexander, Brown and Simon, chose Sterling Care as the home care provider to work with collaboratively in offering non-medical home services, helping to expand our

presence in the community. We are now in contract development phase of the process and hope to finalize this aspect of the project within the next few weeks.

Satisfaction Surveys – As the health care industry continues to undergo dramatic change, influenced by the newly implemented CMS Requirements of Participation, the BPCI demonstration program, and the political and economic pressures on insurance providers, providers have become increasingly responsible and accountable for quality outcomes. This requires that Witherell follow up with patients even after their discharge. Beginning in August we will initiate a service with WeCare Connect to make phone calls to discharged patients at 24 hours, 72 hours, 7 days and 21 days after they go home. Not only will this extend our ability to track satisfaction issues, but also to monitor such quality indicators as to: a) whether the patient/resident has filled their prescriptions; b) whether their pain is under control; c) if they have a fever/chills; d) whether they've followed up with their physician(s); and e) whether their home care provider has engaged in accordance with their discharge plan. These are important quality indicators that will ultimately determine how well we compete for business from hospitals and other providers that refer to SNFs.

Building Committee Report – presented by Louise Puschel

The TNW Building Committee met prior to today's Board meeting at 3:30 PM. Discussion included the following:

- Ms. Puschel reported that the September approval by the RTM of the additional \$377K will allow us to proceed with waterline replacements, which we originally thought may need to be postponed.
- Pavilion – The committee is working on a long-range plan of improvements/maintenance for the building. They are getting a 2nd estimate for window replacement, Mr. Hornak and Ms. Puschel have selected new carpeting, painting touch-ups have been done, and new stoves have been ordered for four of the five apartments. Being added to the long-range capital plan for the building is a new driveway and to repave the front and side courtyard areas.
- 2018 Capital Projects:
 - Kitchen equipment, \$70K
 - Tower room A/C unit replacements, \$33K
 - Waterline replacement, \$180K
 - General Capital, \$80K
 - Resident bed replacement, \$45K
 - Nursing Capital, \$50K

Finance Committee Report - presented by Lloyd Bankson

Mr. Bankson reported the following:

YTD June 2017 Total Occupancy was 69,340 days (94.0%), compared to a Budget of 68,050 days (92.3%) resulting in a positive variance of 1,290 days.

YTD June 2017 TNW Net Revenue was \$27,183,950 compared to a Budget of \$27,174,650 resulting in a positive variance of \$9,300.

Mr. Bankson noted that for YTD June 2017 there were positive variances in all Expense categories. YTD June 2017 Total Facility Expense of \$22,053,080 was better than Budget by \$238,092.

YTD June 2017 Sum Total Expenses of \$29,039,679 compared to a Budget of \$29,698,869 resulted in a positive variance of \$659,190.

The combination of total annual revenue and total annual expenses, resulted in TNW returning \$360,625 to the Town for fiscal year 2017, as a result of unspent budgeted expense allocations and revenues in excess of budget.

Mr. Simon summarized: we projected a deficit of \$2.5M and reported an actual of \$1.855M, a 25% improvement over the reduction in deficit; which resulted from a combination of lowering expenses, slightly higher revenue, and a greater cash contribution toward debt. A steady improvement, losing less than \$2M per year. Next year the projection is to go down to a deficit of \$1.3M.

Marketing and Website Development – presented by Suzanne Hogan

Ms. Hogan distributed the June 2017 Harrison Edwards report to the Board that reports activities they are involved in for us, such as media coverage, advertising, etc.

Ms. Hogan reported on the marketing planning meeting which took place last Wednesday. In attendance at that meeting were: Ms. Sadik-Khan, Ms. Lash, Mr. McDonald, of the Friends Board; Mr. Neff, FNW Director; Ms. Cronin, Ms. Mendelker, Mr. Knight, of Harrison Edwards; and Ms. Bausch, Mr. Brown, and Mr. Cossifos of TNW, along with Ms. Hogan.

Ms. Hogan noted that the positioning strategy for TNW had not been reviewed since 2014, thus the impetus for this meeting. Topics discussed during that meeting included:

1. Trends in the industry
2. Competitive threats
3. Key audiences – who are they and getting them to know us
4. Gaining positioning input

Ms. Hogan emphasized that marketing is more than communications; it's also experience. Many things drive the experience of the brand, which in turn drives the overall reputation.

Also discussed were some short-term marketing thoughts, such as reinforcing our continuum of care, understanding perceptions of a broader community and reinforcing our value to medical feeders.

Ms. Hogan stated that also important is determining how to ensure that NW remains vital in the years to come. Developing a longer-term marketing plan requires an updated business strategy plan. The Witherell Board would like to discuss a longer-term business plan. Mr. Simon stated that all Board members may choose to participate in that discussion. The Board would also like to have Harrison Edwards make a presentation in October on the trends and threats to the industry.

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

Mr. Neff noted that Harrison Edwards is a Google beta site which proved to be extremely helpful during our process of improving the website. It helped tremendously in making our search items for the new website for Google prospects more powerful. Harrison Edwards also proved to be very helpful in the Project Renew Capital Campaign.

The Friends are working on some Community Appeal ideas and should have the major themes of the Appeal outlined by September.

We are moving forward with the Witherell Walk, set for October 1st, at 10 am. It will be a 1.5 mile walk around this general neighborhood. Following the walk, there will be some events here on the campus for residents, families and other participants.

In the search for Ms. Van Leeuwen's replacement, Mr. Neff did a preliminary screening of the candidates followed by interviews by Mr. Brown and Ms. Mary Bruce. The next step will be for members of the Friends Board to meet with the top contenders. They hope to have a new Volunteer Coordinator named by Sept. 1st.

Clinical Update - Ms. Bausch reported that we have received only one candidate for the Infection Control/Staff Development nurse position, opening due to the retirement of Carol Kellogg. Ms. Bausch also invited the Board to attend Ms. Kellogg's retirement luncheon, Wednesday, August 2nd, 2pm, TNW Chapel.

Resident Life Committee – presented by Lynn Bausch

Our Summer Barbeques continue, every Wednesday at noon throughout the summer in the Rose Garden. Again, Board members are encouraged to attend.

Residents shared some concerns during their July Resident Council meeting about dining, such as, how they're treated in the dining rooms and the response time. Ms. Bausch and Mr. Courtney Morgan, Dietary Director, are working with nursing and dining staffs to address these concerns.

The Recreation Department held their biannual Tag Sale on July 3rd and 4th. All proceeds go directly to resident life activities.

The Recreation Department is looking for two Bridge players for a couple of interested resident Bridge players.

Ms. Bausch was pleased to report that we have grown and harvested some lettuce and sugar snap peas from our Wellness Garden. Many family members of Bob Willis, the initiator of the garden who has since passed away, have worked many hours planting and taking care of the garden. A blog item was also posted about it on our website.

Ms. Bausch commented with regard to the State DPH Survey – Facilities are supposed to be surveyed once a year, although the state surveyors can come as early as 9 months and as late as 15 months. Nathaniel Witherell has now been surveyed 3 times in the last 18 months.

Chairman's Report – presented by Laurence Simon

As mentioned during Mr. Brown's report, meetings with Sterling Care will begin this week. Mr. Simon requested that Ms. Hurst be the Board liaison through the implementation of this contract.

Mr. Simon noted the existence of Board by-laws, dated 1976, last updated April 2008. He has asked the Law Department for their input on how the Board should proceed in that regard.

The RTM vote on the additional appropriation of \$377K requested to help complete the Tower renovation, is scheduled for 9/18/17. Assuming the State DPH approves our plans, work will be able to begin the last week of September.

Mr. Simon stated that it was important to note that we did finish the last fiscal year with a positive variance, exceeded the revenue target, kept expenses under budget, and we returned \$378K to the Town (combined extra revenue and lowered expenses), contributing to the overall Town fund balance of \$12M.

We'll continue to keep our focus the same in this new fiscal year, including long-term admissions and the control of expenses.

The next Board meeting is on Monday, Sept. 25th. The 2018 Board calendar will be approved at that meeting, and work will begin on the operating and capital budgets.

New Business - none

The meeting was adjourned at 6:33 pm.

Respectfully Submitted,
Louise Puschel, Board Secretary
July 27, 2017