

**TOWN OF GREENWICH
BOARD OF ESTIMATE AND TAXATION**

Nathaniel Witherell Strategic Planning Committee Meeting

MINUTES – Mazza Room
Monday, April 1, 2019

Committee: Arthur D. Norton, Chairman; William Drake, Andreas Duus, Elizabeth K. Krumeich, Jeffrey Ramer, Nancy Weissler

Staff: Peter Mynarski, Comptroller

BET: Leslie Tarkington

The meeting was called to order at 9:05 A.M.

1. Approval of the BET Nathaniel Witherell Strategic Planning Committee Meeting Minutes:

Upon a motion by Mr. Drake, seconded by Mr. Ramer, the Committee voted 4-0-0 to approve the Minutes of the BET Nathaniel Witherell Strategic Planning Committee Meeting of March 18, 2019.

Upon a motion to amend by Ms. Krumeich, seconded by Mr. Ramer, the Committee voted 4-0-0 to make changes to the BET Nathaniel Witherell Strategic Planning Committee Meeting of March 18, 2019.

Mr. Drake made a motion, seconded by Mr. Ramer, to approve the Minutes of the BET Nathaniel Witherell Strategic Planning Committee Meeting of March 18, 2019 as amended by Ms. Krumeich. Motion carried.

2. Review of Contract #6668 Town of Greenwich and Health Dimensions Group (HDG) Report:

- **Review of issues identified in the Report** - Chairman Norton remarked that the two consultants' reports have been presented and that they have provided what was requested. Each report identified separately different issues and headwinds for TNW. The Committee will schedule meetings with the TNW Chair, the Board of Directors, and TNW Senior Management to discuss the two Consultant Reports and the recommendations.
 - HDG indicates that TNW is and will encounter demand difficulties with their present model, and that they have serious staffing model constraints.
 - The PKF O'Connor Davies Report identifies the lack of Internal Controls, and the lack of Best Business Practices.
- The Chairman encouraged the Committee to utilize the highlighted issues of the report to begin the discussion with TNW Board of Directors. Committee members discussed

how to approach next steps, whether with a checklist of recommendations to track progress, ask TNW Board for a point-by-point response to HDG's Report, or arrange a meeting with TNW senior staff, its Board, and Chairman, Mr. Simon.

- It was decided to take the recommendations from both the HDG and PKF O'Connor Davies reports as workshop topics to discuss revenue, labor costs, the wage/benefit scale, five-star vs. four-star rating and staffing and TNW Business Office's financial processes and procedures with TNW Chairman and Board of Directors and senior management. The Committee proposed a variety of dates to begin these meetings. TNW Strategic Planning Committee will take up its discussion of strategic options at a future meeting.

Mr. Drake made a motion, seconded by Mr. Ramer, that the Committee invite the Nathaniel Witherell senior management, Board of Directors and its Chairman to a work session where management can communicate observations and early action plans in response to the HDG and PKF reports. The Committee voted 4-0-0. Motion carried.

Mr. Duus made a motion, seconded by Mr. Drake, to change the date of a follow-up meeting of the BET and TNW Board of Directors from December 16 to October 18 or 22, 2019. The Committee voted 4-0-0. Motion carried.

- Ms. Krumeich will follow-up with the Law Department to learn progress on TNW title search.

3. Review of Contract # 6740 Town of Greenwich and PKF O'Connor Davies

- **Review of issues identified in the Report** – Mr. Drake commented that he and Ms. Oberlander were in the process of drafting a summary and preparing an analysis of the PKF O'Connor Davies financial statements with comments and observations. Mr. Norton noted that he had spoken to Mr. Weisbrod, Chairman of the BET Audit Committee, to consider TNW for a possible audit review.

4. Labor Cost Analysis Discussion

- Mr. Ramer suggested that Mr. Cava be invited to an future TNW Strategic Planning Committee meeting to clarify questions of any potential changes in a 501c(3) staffing model. Mr. Duus will contact HDG for background information on staffing patterns used for recommendations in HDG's report. Ms. Tarkington reminded the Committee that TNW original staffing model was designed for a 5-unit nursing home and after the Project Renew renovation, it became a 6.5-unit facility.

5. Next steps

- **Presentation to the Community of the sub-committees' reports**
Not discussed.

6. Schedule of Future Meetings

April 17, 2019 3:00 P.M. Committee Meeting (alternative date suggested if TNW not available)
April 18, 2019 after 10:30 A.M)
April 22, 2019 after 11:00 A.M. Committee Meeting or TNW Workshop alternative date
May 10, 2019 9:00 A.M.

5. Adjournment

Upon a motion by Mr. Ramer, seconded by Mr. Drake, the Committee voted 4-0-0 to adjourn at 10:28 A.M.

Catherine Sidor, Recording Secretary

Arthur D. Norton, Chairman

SUBJECT TO APPROVAL