

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

Nathaniel Witherell Strategic Planning Committee Meeting

Wednesday, May 15, 2019
Mazza Room

- Committee: Arthur D. Norton, Chairman; William Drake, Andreas Duus, Elizabeth K. Krumeich, Jeffrey Ramer, Nancy Weissler, Jill K. Oberlander (Ex Officio)
- Staff: Allen Brown, Executive Director, the Nathaniel Witherell (TNW); Peter Mynarski, Comptroller
- BET: Leslie Moriarty, Leslie Tarkington
- PUBLIC: Ken Borsuk, Report, *Greenwich Time*; Bruce Dixon, Friends of TNW; David Ormsby, Chairman, Friends of TNW; Nirmal Patel, MD, MPH, Member, TNW Board of Directors; Alma Rutgers, Member, Friends of TNW and Columnist, *Greenwich Time*; Laurence Simon, Chairman, TNW Board of Directors; Valerie Storm, Friends of TNW

The meeting was called to order at 2:02 P.M.

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

Mr. Drake made a motion, seconded by Mr. Ramer, to accept the Minutes of the BET Nathaniel Witherell Strategic Planning Committee Meeting of April 17, 2019 as amended. The Committee voted 4-0-0. Motion carried.

2. Review with The Nathaniel Witherell (TNW) management the HDG Consultant Report and the PKF O'Connor Davies Report

Mr. Simon offered responses to a list of PKF O'Connor Davies recommendations for TNW financial reporting and controls and expressed concern that the Consultant's recommendations were unclear. He commented on each recommendation and provided examples as context for their applicability and complexity of implementation. Members of the Committee asked how to be of assistance conforming information from TNW software (Matrix) output with the Town's software (MUNIS) coding and resolving the discrepancies.

To address operational efficiencies, the Committee proposed meeting with Mr. Simon, Mr. Marien and Mr. Ellis to clarify recommendations to understand the issues identified by PKF O'Connor and to prioritize solutions into an action plan before the end of the Town's current fiscal year, June 30, 2019. The date of June 19, 2019 at 2:00 P.M. was selected for the joint discussion with a request that prior to the meeting a catalog of the recommendations be prepared and circulated by June 19. A new quality-measurement software system is being tested by TNW's Business Office to track patient care and services billing as one possible solution. Other suggestions included revisions to the Admission Form to accommodate collectability and posting of Medicare/Medicaid retro payments and private pay billing;

transition cost of conversion to employee Paid-Time-Off from current Vacation policy; and future changes in Medicare reimbursement practices.

Ms. Oberlander encouraged the Committee to prepare a plan of action for remediating 2017 deficiencies cited by the State that caused the downgrading of TNW's Star-rating. A new evaluation is anticipated between May and October 2019.

3. To refer to the TOG Audit Committee, the PKF O'Connor Davies Observations and Recommendations

The Committee discussed the timing of referring PKF O'Connor Davies' observations about financial practices and internal controls to the BET Audit Committee for review.

Mr. Duus made a motion, seconded by Mr. Drake, to request the BET Audit Committee to add an internal audit of TNW to its calendar after the June 19 meeting of TNW Board Chair, senior management and members of the BET TNW Strategic Planning Committee to clarify the meaning of some of PKF O'Connor Davies recommendations. The Committee voted 4-0-0. Motion carried.

4. Labor Cost Analysis Discussion

No Discussion

5. Next steps

- **Presentation to the Community of Sub-Committees' Reports**

Mr. Drake distributed a memo describing the scope and mission of the Nathaniel Witherell Strategic Planning Committee and asked Committee members to review the memo and objectives in the Committee's 2017 Report for discussion at the Committee's June 19 meeting.

6. Schedule of Future Meetings

May 22, 2019 - 2:00 P.M.
June 19, 2019 - 2:00 P.M.

5. Adjournment

Mr. Ramer made a motion, seconded by Mr. Drake, to adjourn at 4:37 P.M. The Committee voted 4-0-0. Motion carried.

Catherine Sidor, Recording Secretary

Arthur D. Norton, Chairman