

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

Nathaniel Witherell Strategic Planning Committee Meeting

Wednesday, June 19, 2019
Mazza Room

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

Staff: Allen Brown, Director, Nathaniel Witherell; Peter Mynarski, Comptroller

BET: Jill Oberlander, Chair; Leslie Moriarty

Public: Alma Rutgers, Columnist, *Greenwich Time and Member*, Friends of Nathaniel Witherell; Laurence Simon, Chairman, Nathaniel Witherell Board of Directors

The meeting was called to order at 2:00 P.M.

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

SUBJECT TO APPROVAL

Upon a motion by Mr. Ramer, seconded by Mr. Duus, the Committee voted 4-0-0 to approve the Meeting Minutes of May 15, 2019. Motion carried.

Upon a motion by Mr. Ramer, seconded by Mr. Duus, the Committee voted 4-0-0 to approve the Meeting Minutes of May 22, 2019 as amended. Motion carried.

2. Discussion with the Nathaniel Witherell Board (BOD), consultants' reports prepared for the BET Nathaniel Witherell Strategic Planning Committee:

• PKF O'Connor Davies Report

Mr. Simon, Board of Directors Chairman, described his discussion with PKF O'Connor Davies to clarify their Report recommendations for changes and implementation priorities for The Nathaniel Witherell Business Office. Adjustments to the Nathaniel Witherell (TNW) MUNIS reporting have been instituted. There are open issues of the State's Medicaid "take back" process, "zero balance" account closures, and trust account reconciliation. We are researching among other hospitals for alternative methods to resolve the outstanding issues. The Committee asked Mr. Simon for a periodic update.

• Health Dimensions Group (HDG) Report

Mr. Simon informed the Committee of two significant changes that would begin October 1, 2019:

- TNW's patient medical records would now be subject to cyber security indemnification imposing "exclusion reporting" for security maintenance.

Institutions that receive federal funds (e.g. Medicare/Medicaid reimbursements) they will be required to survey their employees and vendors for private financial transaction delinquency. This could necessitate replacing vendors and employees which will impose a financial burden on TNW;

- The new patient driven reimbursement model (PDPM) will require management and staff training for functionally-focused treatment to replace the current calculation based on use of the institution's resources.

Ms. Oberlander asked how TNW would measure its effectiveness in the new regulatory and patient care environment. Mr. Brown responded that there would be a measurable difference in revenue per patient day due to new coding training, nursing staff skill-set expansion and opportunity through referral relationship-building from neighboring hospitals.

Mr. Simon will forward HDG's list of one-hundred recommendations to enable the Committee to collaborate on change implementation. Mr. Drake suggested retaining PKF O'Connor Davies (PKF) to update its 2018 FASB financial review for 2019. He recommended requesting "work papers" from their 2018 review to facilitate TNW Business Office record preparation for the Town's annual audit. Mr. Mynarski volunteered Finance Department cooperation converting 2019 FASB records to GASB accounting format.

Ms. Oberlander thanked Mr. Simon for his willingness to prepare the background information to meet the Committee's need for reporting progress to the BET.

3. Next steps

- **Begin the preparation of Committee's Report for the BET**

The Committee Chairman emphasized the Committee obligation to review and report on actions items in the December 2017 Report and to prepare a final report.

New Sub-committees were formed to define Action Plans for the four potential outcome scenarios that would identify, qualify and determine the terms to consider in its proposed options for TNW's future:

- to maintain status quo while increasing effectiveness (Oberlander, Weissler);
- to sell or lease TNW to a 501(c)3 (Krumeich, Duus);
- to sell or lease TNW to a for-profit organization (Ramer, Drake);
- to reduce TNW's size, close the facility or set up a Trust with the proceeds to care for Greenwich residents as suggested by Mr. Duus (Ramer, Drake)

Ms. Moriarty expressed the opinion that each Sub-Committee be unbiased in their presentation of the benefits, implications, and disadvantages for each scenario. Mr. Norton asked Ms. Krumeich to follow-up with the Law Department regarding the property's equity issue. Ms. Weissler asked if there is still interest in obtaining a legal opinion on labor law for possible impediments to the four potential scenarios. The Chairman requested that each Sub-committee prepare outlines for the next Committee meeting anticipating the Committee's initial draft by late October and a presentation to the BET at its November meeting.

5. Schedule of Future Meetings

July 10, 2019 - 1:00 P.M.
August 19, 2019 - 2:00 P.M.
September 5, 2019 - 2:00 P.M.
September 24, 2019 - 2:00 P.M.
October 17, 2019 - 2:00 P.M.
November 7, 2019 - 2:00 P.M.
December 4, 2019 - 2:00 P.M.

6. Adjournment

Mr. Drake made a motion, seconded by Mr. Duus, to adjourn at 4:00 P.M.
The Committee voted 4-0-0. Motion carried.

Catherine Sidor, Recording Secretary

Arthur D. Norton, Chairman

SUBJECT TO APPROVAL