



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

Board of Directors Meeting Minutes February 26, 2018

- Present:** Laurence B. Simon, Chairman; Karen Sadik-Khan, Vice Chairman; Louise Puschel, Secretary; Frank Ennis, MD; Nisha Hurst; Richard W. Kaplan
- Absent:** Lloyd Bankson; Suzanne Hogan; Elizabeth Siderides, MD
- Staff:** 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
- Guests:** Bill Drake, BET; Alma Rutgers, Greenwich Time Columnist; Paul Scholtes, Family Council

Mr. Simon noted a quorum was present and opened the meeting at 5:31 PM in the TNW Board Room.

Medical Director's Report – presented by Dr. Walsh

Dr. Walsh reported that 180 residents received the flu vaccination this season and to date there have been only six cases of the flu at Witherell. Although the CDC acknowledges this year's vaccine to be only about 30% effective, we've experienced nearly 96% effectiveness among our residents. Dr. Walsh credited the work of our infection control specialist who implemented successful practices that helped prevent the spreading of the virus. Fifty percent of the staff was vaccinated and there have been 6 reported employee cases of the flu. Ms. Bausch also noted that it has been over a month since our last resident case was diagnosed.

With regard to occupancy, Dr. Walsh reported that we are near full on short-term rehab, while Mr. Simon stated that there are currently 12 available beds in long term. Mr. Brown noted that several of those long-term vacancies have already been filled, and we will also need to utilize two of those rooms during the upcoming tower renovation project.

Mr. Simon introduced Nathaniel Witherell's new Director of Finance, Mr. Wendell (Tom) Ellis, and welcomed Tom to the team. Mr. Ellis comes to us from 10 years at RBS in Stamford, with a background in planning/budgeting, forecasting, and variance analysis.

Mr. Simon announced that he has appointed Board member, Mrs. Nisha Hurst, as the Chairman of the Board Finance Committee, succeeding Mr. Lloyd Bankson. Mr. Bankson will attend his final Board meeting in May 2018.

In the audience at tonight's meeting, Mr. Simon introduced Mr. Bill Drake, BET member and member of the BET Nathaniel Witherell Strategic Planning Committee; and, Alma Rutgers, Greenwich Time Columnist and Friends of Witherell Board Member.

Review/Approval of Minutes of January 22, 2018

A motion to approve the minutes of January 22, 2018 was made by Mrs. Sadik-Khan, seconded by Mrs. Hurst, and the minutes were approved by a vote of 5-0-0 (Mr. Kaplan was not present at the time of vote).

Executive Director's Report – presented by Allen Brown

Director of Nursing – Mr. Brown reported that we are in the early phases of recruitment for Lynn Bausch's replacement. The Town's recruitment process identified four qualified candidates who were interviewed by a panel of 4: Greenwich Assistant Director of Human Resources, Erica Mahoney; Lynn Bausch; Allen Brown; and Margaret Wayne, Associate Director of Nursing. Two of the 4 candidates continue to be of interest. Dr. Walsh and Mr. Kaplan will participate in the subsequent interviews.

DSS Rate Letter - The annual rate letter for Witherell's Medicaid per diem was received on February 12, 2018. The new per diem rate of \$268.33/day identified for FY 2018 (7/1/2017 – 6/30/2018) is \$9.52 less than the previous year's per diem rate of \$277.85. Witherell has filed an appeal of the new rate.

WeCareConnect – Reports for December and January reflect substantial improvement in Witherell's post discharge overall satisfaction compared with earlier months. Copies of these reports were attached to the Executive Director's written report. We believe the improvement resulted from staff training of nursing staff to focus more intently on welcoming customer interactions immediately upon a patient's arrival at Witherell from the hospital. We will continue to monitor the monthly reports to ensure that we are generating strong satisfaction results.

Building Committee Report - presented by Louise Puschel

The TNW Building Committee met at 3:30 pm today and discussion included the following:

- Electrical upgrade – New LED fixtures will be installed throughout the facility. Anticipated savings will result from a rebate from Eversource of approximately \$32,000 and, the annual savings from that installation will be approximately \$28K. Mr. Hornak plans to meet again with the electrical contractor and supplier this week. They will explore options for expanding the savings/rebate program to include electrical fixtures that had been planned for earlier but were not included in these savings.
- Tower and Auditorium Renovation Project – On February 14th we received an oral approval of the revised renovation plans from the State of CT DPH Building and Fire Safety Unit of the Facilities Licensing Division, and the formal letter stating the same is expected this week (received on February 27, 2018). Mr. Hornak has contacted the contractors and anticipates that the construction on the Tower will begin by the end of March and the auditorium renovation will begin April 9th. The estimated length of the Tower Renovation project is 17 months. Two rooms (4 beds) will be out of service at a given time.
- 2018 Capital Project update
 - Of the \$80K general capital allocated for the year, we have spent approximately \$41K with \$39K remaining.
 - \$13K of the \$70K allocated for kitchen equipment has been spent thus far, with the cost of an oven expected to be approximately \$50K.
 - We've spent approximately \$55K for Nursing capital; allocated amount was \$50K.
 - Water Line Replacement - This project, budgeted at \$180K, will go out to bid in the next 1-2 weeks.
- Pavilion – We will be installing wireless fire alarms in each of the 5 apartments, estimated total cost is \$7K.

Finance Committee Report - presented by Nisha Hurst

The TNW Finance Committee met at 4:30 pm today.

Mrs. Hurst reported that the Finance Committee has set a goal of having Nov. 2017 through Feb. 2018 Monthly Financial Reports available for the March 26, 2018 Board meeting.

The February 2018 YTD Revenue Budget is \$27,816,000. As of January 31, 2018 the Revenue Budget would be \$16,385,000. Actual Revenue as of January 31st was \$16,262,000, a negative variance of \$123K. January 2018 was a good month with Actual Revenue of \$2,399,706.

Mrs. Hurst reported that although we have a small Revenue shortfall, we are running under budget on Expenses. Current expenses through February 21st were \$18,461,000. If done on a straight-line budget, Expenses would be slightly over \$30M.

Mr. Simon noted that we will go to the BET in May to request a transfer of funds into Fixed Charges due to under-budgeting for health care.

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

To date the Community Appeal has received gifts from 466 donors (compared to 432 of last year), with a total gift amount favorable to last year. The Appeal will continue through March 1, 2018.

Once again FNW will participate in the Fairfield County Giving Day on March 1st, a 24-hour online fundraising competition, with 437 participating non-profit organizations that unites the community around local causes.

The Witherell Walk is being postponed until May 2019.

The next FNW function will be the annual luncheon with a guest speaker in the fall.

Ms. Bausch reported on the following clinical items:

Quality Assurance and Performance Improvement 1/17/18 Meeting Minutes

- Social Work will be implementing a new project involving resident interviews. Responses/feedback from residents will prove very important with regard to yearly state surveys.
- Anti-psychotic drug usage – over the last 6 months this percentage has increased from 14% to 20%. The team will be working with Dr. Drooker, consulting psychologist, on this issue.

Electronic Health Record

- NW is transitioning our consulting psychologist into the electronic arena.
- Over the next month they'll be working on a laboratory interface with Matrix.
- On March 19th, Slava Manevich, RN, will begin as Patient Care Coordinator on the Main Level Rehab.

Resident Life Committee – presented by Lynn Bausch

January Residents' Council meeting minutes outlined some resident food concerns - dietary, nursing and some residents are working jointly on these issues (i.e. meal ticket accuracy, service by nursing assistants).

There was discussion among the Board regarding food quality, timing of meals, how tray service is facilitated, and the differences between short and long term meal service. Ms. Bausch suggested the Board accompany her to one of the resident units for a meal so that they can experience the resident food and service first hand.

Chairman's Report – presented by Laurence Simon

Mr. Simon, Mr. Brown and Mr. Hornak attended the BET meeting on Monday, Feb. 12th to present Nathaniel Witherell's current year revenues and expenses, FY19 budget and FY19 capital. The BET Budget Committee voted no changes to the Operating Budget intact, but deleted the \$29K from the Capital Budget for the Pavilion Capital Plan. They have asked that we either re-purpose the \$182K STEAP Grant funds, determine a way to complete the project for less money, or find other sources of funds for the \$90,000 balance to complete this project. NW has until the BET meeting in March to answer/resolve this issue.

Mr. Simon has been attending the meetings of the TNW Strategic Planning Committee of the BET. The committee will present its' report to the Health and Human Services Committee of the RTM on March 6th. A decision on whether or not they will present to the NW Board will be determined after their presentations to the RTM and to the Board of Selectmen.

A re-write of the TNW Board By-Laws continues to be on the agenda for 2018.

Mr. Simon would still like the Board to engage in a strategic planning conference. A decision on when and where this conference would best be facilitated still needs to be determined. Mr. Simon will contact the Board via email.

The contract for our Non-Medical Home Health Care affiliation is in the Town Finance Department awaiting final approval. This contract was sent to TNW on Thursday March 1, 2018.

New Business – none

A motion to adjourn the meeting was made by Mr. Kaplan, seconded by Mrs. Puschel, and the meeting was adjourned at 6:34 PM.

Respectfully Submitted,
Linda Marini for Louise Puschel, Board Secretary
March 1, 2017