

TOWN OF GREENWICH  
BOARD OF ESTIMATE AND TAXATION  
NATHANIEL WITHERELL STRATEGIC PLANNING COMMITTEE

MINUTES – Gisborne Conference Room, Town Hall

Friday, April 28, 2017

Committee: Arthur D. Norton; Jill Oberlander; Nancy Weissler

Others: Peter Mynarski, Comptroller; Tom McGarrity, Member RTM District 8; Rommel Nobay, Member RTM Health & Human Services Committee; Ken Borsuk, Reporter, *Greenwich Times*

The meeting was called to order at 8:45 A.M.

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

Draft minutes of the April 12, 2017 meeting and the April 6, 2017 tour of The Osborn were distributed. Ms. Weissler offered clarifications to the draft minutes of The Osborn tour.

Upon a motion made and seconded, the Committee voted to consider the April 12, 2017 meeting minutes and the April 6, 2017 tour minutes at the next scheduled meeting.

**2. Discussion of Nathaniel Witherell Business, Financial Models**

Mr. Norton provided an overview of the Committee's work for the RTM members in attendance. Referencing The Nathaniel Witherell's (TNW) legacy as a licensed home for the aged, Mr. Norton stated that TNW must comply with GASB (Governmental Accounting Standards Board) requirements and is operating under municipal labor contracts, both of which challenge TNW's financials compared to peer facilities. Changes in the marketplace and alternative care options for orthopedic rehabilitation have resulted in a decrease in the average length of stay for Medicare patients. At the same time, TNW's competitors have benefitted from a continuum of care by both drawing patients to the facility and providing the ability to support additional recovery once the patients return home.

Mr. Nobay commented that skilled nursing facilities face a significant business challenge in recording treatment accurately to capture the highest possible government reimbursement. To measure a facility's effectiveness on a macro level, Mr. Nobal recommended looking at whether a facility's actual expense for care is higher than the predicted expense.

Mr. McGarrity advised the Committee that his family has a long history with TNW: his mother is a resident and his sister was the volunteer director, and asked about the potential for an endowment that would support TNW. Mr. Norton replied that the Committee discussed this issue with representatives from the Friends of TNW and Town ownership discourages private charity support. Ms. Weissler stated that both Waveny and The Osborn have investment funds that help support operations.

In discussing the 2011 long-term plan projections and report, the Committee highlighted the changes in the market as well as government reimbursement formulas.

### **3. Preliminary Outline and Discussion of Final Report**

Mr. Norton explained the report's preliminary structure to the RTM members in attendance. After outlining the history, legal and governmental requirements and financial considerations, the Committee anticipates that the report will outline 4 possible future scenarios for TNW. The Committee does not expect to recommend one scenario over another.

In response to a question by Mr. McGarrity regarding care, the Committee affirmed the Town's commitment to provide high level care to TNW residents. Mr. Nobay suggested Nursing Home Compare as a means to compare the quality of services provided based on ownership structure.

### **4. Items for Future Committee Meetings**

The next scheduled meetings are May at 8:30 A.M. and June 5<sup>th</sup> at 4:00 P.M., locations to be determined.

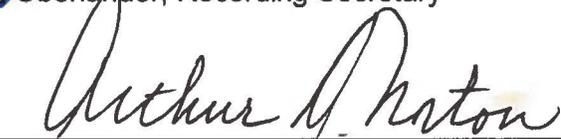
### **5. Adjournment**

On a motion duly made and seconded, the Committee voted 3 to 0 to adjourn the meeting at 10:56 A.M.



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Jill Oberlander, Recording Secretary



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Arthur D. Norton, Chairman