



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

Board of Directors Meeting Minutes July 23, 2018

Present: Laurence B. Simon, Chairman; Louise Puschel, Secretary; Nisha Hurst; Elizabeth Siderides, MD

Absent: Suzanne Hogan; Richard Kaplan; Joan Merrill

Staff: Allen Brown, Executive Director; Tom Ellis, Director of Financial Operations; Jack Hornak, Facilities Director; Linda Marini, Assistant to the Director; Scott Neff, Executive Director FNW; Edward Omondi, Deputy and DON; Justine Vaccaro, Director of Social Work; Frank Walsh, MD, Medical Director

Guests: Jeanne Pici; Paul Scholtes, Family Council; Ellen Wolfson, Commission on Aging

Mr. Simon opened the meeting at 5:33 PM in the TNW Board Room and noted that a quorum was not present and that no votes will be taken.

Review/Approval of Minutes of June 25, 2018

Since no quorum was present, the minutes of the June 25, 2018 meeting of the Board of Directors will be voted on during the September 24, 2018 Board meeting.

Executive Director's Report – presented by Allen Brown

Project Update

- 4th floor - Mr. Brown reported that the 4th floor renovations are almost complete. All of the work is finished except for the chair rail and the cove base molding installation. Also, some flooring materials in the elevator alcove and the day room still need to be installed.
- 2nd floor - Residents who were temporarily relocated from the 2nd floor short hall to the rehab unit returned to their rooms on Wednesday, July 18th. The short hall is done

except for some wallpapering and carpeting. The day room is complete and the dining room will be finished tomorrow, 7/24/18, or Wednesday, 7/25/18. The long hall is under the process of ceiling renovations, phased in 2-3 room increments. This phasing pattern is required to comply with DPH/fire code restrictions but the phasing of smaller sections of the corridor has the advantage of not requiring us to utilize rehab beds to accommodate dislocated long-term care residents. On the other hand, there is a disadvantage in that this construction methodology requires a longer time frame to complete the renovations.

DPH Annual Survey – A survey team of 7, 5 nurses and 2 fire and safety surveyors, conducted Witherell’s annual DPH/CMS licensing survey on July 10th, 11th & 12th, 2018. The official report of survey findings was received on Wednesday, July 18th and our Plan of Correction (POC) is due by July 31, 2018. As anticipated, 6 findings of deficiency with respect to CMS/DPH regulations were identified, all with low severity. Mr. Brown will distribute copies of the POC and the State Survey to the Board members when the POC is complete.

Director of Dietary – Mr. Brown reported that, unfortunately, we will be losing our recently hired food service manager, Craig Dumont; he has been offered an Administrator position at a facility in Waterbury. He will be leaving Witherell at the close of business, August 10, 2018. Recruitment for Mr. Dumont’s replacement has already been initiated.

Service Enhancements - Dr. Amishi Dharia has joined our medical staff as a consulting Physiatrist (Physical Medicine and Rehabilitation physician). Physiatrists treat a wide variety of medical conditions affecting the brain, spinal cord, nerves, bones, joints, ligaments, muscles, and tendons. Their focus is rehabilitation, restoration of function and a return to a high quality of life. Dr. Dharia will assist our attending physicians and therapy staff to assess and treat pain, manage disabilities and restore or maximize function. She will start her consultative practice within the next two weeks. She will be billing residents directly, with no cost/charge to NW.

We will also be making enhancements to our Psychiatry and Respiratory Care Services. Mr. Brown will discuss further when the details of these enhancements are finalized.

Building Committee Report - presented by Louise Puschel

The TNW Building Committee met at 4:00 pm today, July 23, 2018, and discussion included the following:

- Fire and Building Safety Survey – Two DPH Fire and Safety surveyors performed NW’s annual inspection on July 10, 2018. No building citations were issued as a result of this survey.
- New CMS Regulations – Mr. Hornak reported that CMS has required that DPH implement 4 new policies:
 - Annual Bed Entrapment Inspection and Compliance
 - Legionella – all healthcare facilities are required to comply with federal regulations for the purpose of reducing the risk of growth and spread of Legionella and other pathogens in the water system.

- Annual Fire Door Inspection and Compliance
 - Emergency Preparedness Plan (EPP) – SNFs must plan for all issues that could be problematic to such a facility, i.e. an active shooter in the building; loss of power; high winds; floods; tornado; etc. We have enlisted the help of Facility Compliance Services, LLC (FCS) to update our EPP in order to abide by the new CMS code requirements.
- Renovations
- Ms. Puschel stated that the 4th floor is fully operational, with a few minor punch list items remaining that will be finished within 1 to 2 weeks.
 - The 2nd floor renovations are progressing well with anticipated completion to be the 1st week in October.
 - Ms. Puschel noted that by mid-October the committee will have an update on the construction/renovation budget and how it's progressing.
- Auditorium renovation – this project was completed on time and on budget. All furniture is in; awaiting delivery of 90" screen TV due this week.
- Water Line Replacement – the water line replacement project was completed on time and \$42K under budget.
- Pavilion – the committee is waiting for 2 more estimates for the 15 windows to be replaced. Once the window replacement is complete, the building carpeting will be replaced, and then some minor exterior concrete repairs will be done.

At Mr. Simon's suggestion, Mr. Neff asked Mrs. Sally Rosenberg and family if they would be available to attend a reception to recognize their gift to the Auditorium/Solarium and unveil a plaque in memory of their daughter, Kim, to coincide with the September 24th Board meeting. Mr. Neff has not yet received confirmation from Mrs. Rosenberg.

Mr. Simon noted that we will have to go back to the BET/RTM during November or December 2018 to request additional funds to finish the renovation of all four Tower floors. This overspending is a result of the delays in the project caused by State inspections and failure to respond to our plans in a timely manner.

Finance Committee Report - presented by Nisha Hurst and Tom Ellis

Mrs. Hurst stated that the Finance Committee met last Wednesday, July 18, 2018, and focused on setting their goals for the next fiscal year. One goal will be to create a calendar of events which will detail when reports are due to the Town, BET meeting dates, etc. This calendar will help improve organization and also keep the Board well informed. There will also be changes in the format of the financial reports, making them easier to read, and including more analysis in order to promote better understanding of the numbers.

Mrs. Hurst noted that the numbers being presented today are preliminary, June 30, 2018, end of year financials. In September the final year-end numbers for FY18 will be presented in the new format.

Mr. Ellis reported the following monthly information for June 2018:

June 2018 Total Census was 88.3% (5,354 days) compared to a Budget of 96.4% (5,846 days) resulting in a negative variance of 492 days.

June 2018 TNW Net Revenue was \$2,091,580 compared to a Budget of \$2,393,529 resulting in a negative variance of (\$301,949).

YTD June 2018 TNW Net Revenue was \$26,623,692 compared to a Budget of \$27,889,544 resulting in a negative variance of (\$1,265,852).

- As Mr. Ellis noted, Bad Debt was significantly higher than it has been in the past few years, due to a significant one-time write off on one resident, which we do not expect to happen on a regular basis.
- Mr. Simon commented that the \$500K loss on Medicaid rate reimbursement (currently under appeal), and the \$150K Bad Debt write-off increase from prior years, are large contributing factors to where we currently stand, at \$650K negative variance to Budget.

June 2018 Total TNW Facility Expense was \$2,721,090 compared to a Budget of \$1,870,477 resulting in a negative variance of (\$850,613). This was due to year end encumbrances which may not come to pass and accruals for the LIUNA retroactive pay settlement.

YTD June 2018 Total TNW Facility Expense was \$22,160,775 compared to a Budget of \$22,757,475 resulting in a positive variance of \$596,700.

YTD June 2018 Operating Results were (\$1,970,450) compared to a Budget of (\$1,228,203) resulting in a negative variance of (\$742,246).

All of these numbers are preliminary for the Fiscal Year and a final report which will match MUNIS will be produced in September.

Medical Director's Report – presented by Dr. Walsh

Dr. Walsh reported that the Medical Staff had a productive meeting on Wednesday, July 18, 2018. We will now have a consulting Physiatrist on staff. Physiatrists treat a wide variety of medical conditions affecting the brain, spinal cord, nerves, bones, joints, ligaments, muscles, and tendons. They will assist our attending physicians and therapy staff to assess and treat pain, manage disabilities and restore or maximize function. Dr. Amishi Dharia will be starting within the next two weeks.

Dr. Walsh noted that census had fallen during the month of June, perhaps due to surgeon vacations; but in July the census is now 'booming.' Mr. Simon said that TNW is trying to determine the quietest 2-week period during which time Long Term Patients from the first floor short hall can be temporarily relocated to the Rehab unit; it appears that may be the last 2 weeks in August.

Harrison Edwards marketing reports for June 2018 were distributed to the Board.

Friends of Nathaniel Witherell (FNW) - presented by Scott Neff

Mr. Neff reported that four open house events for RTM and BET members were held in June. The open houses provided tours of our facility to new and existing RTM and BET members. Although slightly disappointed at the low response (total attendance was 15), Mr. Brown and Mr. Neff asked the members who attended to report back to their districts and encourage others to visit NW as well. Mr. Brown noted that there was one very positive Facebook post by one attendee following his visit to NW.

There is no confirmed speaker as of yet for the November 1, 2018 dinner event.

Chairman's Report – presented by Laurence Simon

Mr. Simon reported that he and Mr. Brown attended the BET TNW Select Committee kick-off meeting with Health Dimensions Group (HDG). HDG will be doing a study to determine the future direction of TNW. They will be on-site for three days from Tuesday, September 11th to Thursday September 13th, 2018, to interview people and gain additional data for their study.

Mr. Simon has developed a draft calendar of Board meetings for 2019. The Board will vote on it at the September 24, 2018 Board meeting. He is also proposing to delete the December 2018 Board meeting.

There are two new Board candidates who will be interviewed by the Board of Selectman and if nominated by the BOS will be on the call for the RTM September 2018 Meeting.

Mr. Simon noted that the Board will begin a busy time in September. Work will start on the FY20 Capital Budget, the Operating Budget and the two RFPs from the BET. He stated that he is encouraged by the BET's RFPs as he believes they will produce information that will help TNW evaluate our direction and future planning.

Mr. Simon expressed to Mr. Brown and the TNW staff that a good state survey result this year is very important. Returning to our 5-star rating will benefit our marketing initiative.

New Business – none

Mrs. Hurst motioned to adjourn the meeting, seconded by Mrs. Puschel. Mr. Simon adjourned the meeting at 6:30 PM.

Respectfully Submitted,
Linda Marini for Louise Puschel, Board Secretary
July 26, 2018