



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

Board of Directors Meeting Minutes November 19, 2018

- Present:** Laurence B. Simon, Chairman; Louise Puschel, Secretary; Nelson Bonheim, MD; Nisha Hurst; Richard Kaplan; Elizabeth Siderides, MD
- Absent:** Suzanne Hogan; Joan Merrill; Nirmal Patel, MD
- Staff:** Allen Brown, Executive Director; Tom Ellis, Director of Financial Operations; Jack Hornak, Facilities Director; Linda Marini, Assistant to Executive Director; Scott Neff, Executive Director FNW; Edward Omondi, Deputy and DON
- Guests:** Rita Baker, Selectmen's Nominations Advisory Committee (SNAC).; Paul Scholtes, Family Council; Ellen Wolfson, Commission on Aging

Mr. Simon opened the meeting at 5:32 PM in the TNW Board Room and noted that a quorum was present.

Medical Director's Report – Dr. Frank Walsh

Dr. Walsh reported that flu vaccinations were administered to residents and staff beginning the third week of October 2018. All residents have been vaccinated (unless medically contraindicated or for religious reasons); and, Mr. Omondi noted that to date, nearly 70% of our staff has also received the flu vaccine.

There have been no viral outbreaks over the last two months and Witherell residents have experienced general good health.

Dr. Walsh noted that there were 7 admissions to short-term rehab on Saturday, November 17, 2018 and 3 today, Monday, November 19, 2018; 3 admissions are scheduled for Thanksgiving Day. Overall census currently is 185.

Ms. Puschel commented that the benefit in honor of Dr. Walsh was a wonderful event. The large number of people from the community as well as Dr. Walsh's family, who attended, are a testament to how much he is appreciated and respected.

Mr. Simon introduced new Board member, Dr. Nelson Bonheim. Dr. Bonheim's term expires June 30, 2019 at which time he can elect to be nominated for a full 3-year term to the Board.

Mr. Simon also introduced Ms. Rita Baker. Ms. Baker is the liaison to the Nathaniel Witherell for the Selectmen's Nominations Advisory Committee (SNAC).

Review/Approval of Minutes of Sept. 24, 2018 and Oct. 22, 2018

A motion to approve the minutes of Sept. 24, 2018, with changes noted by Ms. Hogan (p. 7, version 3), was made by Mr. Kaplan, seconded by Ms. Puschel and the minutes were approved by a vote of 5-0-1.

A motion to approve the minutes of Oct. 22, 2018 was made by Ms. Hurst, seconded by Mr. Kaplan, and the minutes were approved by a vote of 6-0-0.

Executive Director's Report – presented by Allen Brown

At the annual service award ceremony at Town Hall on November 14th, Linda Marini was selected by the Town as Employee of the Year. Her nomination was reviewed by a selection committee from various Town Departments. We will celebrate Linda's selection with cake and coffee tomorrow, Tuesday, November 20th, 2 PM.

Room Rates - Our practice has been to review private pay charges at the end of each year and set rates for the next year, effective January 1st. Since 30 days written notice of a rate increase is required, the Board must determine rates at this meeting. The current room and board rates are shown in bold below, followed by the approved rates:

<u>Accommodation</u>	<u>Daily charge (annually)</u>	<u>Approved Rates for CY 2019</u>
Private	\$555/day (\$202,575)	\$571 (\$208,986 annually)
Private (dementia)	\$575/day (\$209,875)	\$591 (\$216,306 annually)
Semi-private	\$520/day (\$189,800)	\$536 (\$196,176 annually)
Semi-pvt. (dementia)	\$535/day (\$195,275)	\$556 (\$203,496 annually)

Following discussion by the Board, a motion was made by Mr. Kaplan to increase the room rate for Semi-private (dementia) from \$551 to \$556. The motion was accepted unanimously by a vote of 6-0-0.

A motion was made by Mr. Simon to increase Room Rates effective January 1, 2019 as follows: Private, \$571; Private (dementia); \$591; Semi-private, \$536; Semi-private (dementia), \$556. The motion was accepted unanimously by a vote of 6-0-0.

Annual Report (revised) – Mr. Brown distributed the last change suggested for the annual report. The final two changes were: 1.) p.1 use of the Budgeted amount for Capital Costs for this year rather than the Actual amount; and 2.) p.3 corrections to Board member terms. The report is due to the Town Hall by December 14, 2018.

A motion to approve the draft Annual Report as amended was made by Ms. Hurst, seconded by Ms. Puschel and approved by a vote of 6-0-0.

Dietary – Mr. Brown announced that a new Director of Dining Services has been appointed, Mr. Kyle Cimiotti, and he will start on Monday, November 26, 2018. Mr. Cimiotti has a 15-year history in food service management.

5 Star Report – The Qualidigm 5-Star Report, for the quarter ended June 30, 2018 was attached to Mr. Brown’s written report for the Board’s information. This report focuses on the Quality Measures, which comprise part of the 5-Star rating, indicating where NW rates in comparison to the industry average.

Dr. Bonheim noted that the therapy statistics suggested a decline in mobility of the long-term residents. Mr. Omondi explained that the data used to generate these reports is input through the MDS reporting system. This data is scrutinized to ensure that information is being coded correctly. Mr. Omondi will be meeting with the MDS Coordinators tomorrow to determine if the data in these reports is a true reflection of what is happening; and, if not, additional training on MDS coding will be needed. If they determine that the data appearing in these reports concerning therapy for long-term residents is representative of their true medical records, Mr. Simon asked Mr. Omondi to report back at the January 2019 Board meeting with the steps being taken to address the situation.

At this point in the meeting Mr. Simon modified the Agenda to have Mr. Omondi report on Resident Life.

Resident Life - presented by Edward Omondi

Mr. Omondi mentioned several events, which were part of the resident recreation program during the months of October and November:

- October 27th - Halloween Pooches on Parade; a great article with photos of the event appeared on the front page of the Greenwich Time.
- October 31st - Resident Halloween Party with face painting
- Out-trip to St. Mary Church for a Healing Mass and luncheon
- Out-trip to the Greenwich Senior Center for a Thanksgiving Luncheon this week
- November 12th – “Honoring our Veterans” program; we honored 9 of our residents who are Veterans.
- Greenwich Botanical Center’s monthly floral arranging class – after each class the residents are able to keep their arrangement.

Onshift – Mr. Omondi reviewed that in October 2018 the Nursing department began using Onshift, an automated staff scheduling system. The system allows managers to immediately communicate open shifts (due to unscheduled call outs) via phone, text, or email and review the real-time payroll status of employees who identify themselves as available to pick up an extra shift. This allows managers to assess the cost of a replacement worker before assigning extra duty work to them. Before Onshift, Mr. Omondi noted that our overtime percentage was approximately 8%; over the last 2 months with the use of Onshift, overtime

expenditure has declined and averaged between 5%-7%. Onshift is a very helpful tool for our scheduling team and supervisors, allowing them to make informed decisions. The staff has also been very receptive to this new system.

Building Committee Report - presented by Louise Puschel

The TNW Building Committee met at 4:30 today, November 19, 2018, and discussion included the following:

- Tower renovations: Ms. Puschel reported that with the TOG's approval of an additional \$450K, construction has begun on Tower 3rd floor. The ceiling on the short hall and half of the ceiling on the long hall has been installed. The bathing area has been abated and construction has started. Completion is anticipated between late January 2019 and early February 2019.
- Pavilion – 19 new double hung windows have been installed and the remaining 2 windows have been ordered. All exterior trim has been sanded and painted. Further interior trim repair, sanding and painting will be completed by December 31st.
- Greenhouse/Rehab Expansion: Drawings and narratives are complete and have been sent to the Town Purchasing department for review and completion of the RFB proposal. Since a portion of this project will be funded by the CT-DPH, Contracts & Grant Management Section STEAP Grant, (Small Town Economic and Assistance Program), the proper RFB format is required. Pre-bid and RFB issuing date is to be determined; but, the expectation is that the RFB will be issued by the end of December 2018, and anticipated project initiation by March 2019.
- 2020 Capital Improvement Plan – Witherell has received approval to submit for final consideration all the projects preliminarily submitted in September 2018; 11 projects were submitted with a total capital request of \$824,000.

Finance Committee Report - presented by Tom Ellis

Mr. Ellis reviewed the Pavilion apartment rent increases proposed for January 1, 2019. A suggested 2% increase in rent was proposed, effective January 1, 2019. The Board elected to make this increase effective February 1, 2019, to remain consistent with the prior years' increase.

The new leases are still with Larry Simon for further revision.

A motion to approve the 2% Pavilion apartment rent increase, effective February 1, 2019 through January 31, 2020, was made by Mr. Kaplan, seconded by Ms. Puschel, and approved by the Board by a vote of 6-0-0.

The new rents are as follows:

Unit A: \$808.57 an increase of \$15.85

Unit B: \$966.55 an increase of \$18.95

Unit C: \$808.89 an increase of \$15.86
Unit D: \$840.00 an increase of \$16.47
Unit E: \$995.55 an increase of \$19.52

Referencing the 2020 TNW Budget Summary and Assumptions, Mr. Ellis reported the following:

Census Targets: 38 short-term, 148 long-term, Total 186

Average resident Payer mix (15-month average): Private, 26.3%; Commercial Insurance, 1.2%; Medicare, 18%; Medicaid, 54.5%

History and Projections:

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Proposed 2020</u>
Revenues	\$27,158,384	\$27,133,439	\$28,632,001	\$29,090,221
Expenses	\$29,620,143	\$29,564,828	\$30,546,005	\$31,157,562

Note: General guidance from the Town was to increase line items no more than 2% over the current budget; except in certain instances, such as Healthcare, which increased 10%.

Concerning Medicare, Mr. Kaplan stated that in October 2019 reimbursement will change dramatically with the start of the Patient-Driven Payment Model (PDPM). Under this model, therapy minutes are removed as the basis for payment in favor of resident classifications and anticipated resource needs during the course of a patient's stay. With the implementation of this system, it should be considered that the scores of patients with a rehab RUG are going to decrease, while those with a more medically complex RUG will increase. Medically complex cases will be more desirable for reimbursement. Mr. Kaplan believes that going forward, how we market NW's services and how nursing homes chose to dedicate their resources, will change considerably.

A motion was made by Ms. Hurst to approve the Operating Budget of \$31,157,562, as modified during this meeting. The motion was accepted unanimously by the Board, with a vote of 6-0-0.

Referencing the 2018-2019 Results as of October 31, 2018, Mr. Ellis reported the following:

YTD October 2018 Management Operating Target Actual was (\$600,279) compared to a Budget of (\$776,718) resulting in a positive variance of \$176,439.

YTD October 2018 Margin Before Debt and Allocation Actual was (\$1,430,218) compared to a Budget of (\$1,571,064) resulting in a negative variance of (\$140,845).

YTD October 2018 Revenues were \$8,602,777 compared to a Budget of \$9,530,820 resulting in a negative variance of (\$928,043).

YTD October 2018 Expenses were (\$7,172,559) compared to a Budget of (\$7,959,756) resulting in a positive variance of \$787,197.

Mr. Simon noted that for the first four months of 2018/2019, we are running 10% under in Expenses.

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

The Google Analytics presentation prepared by Harrison Edwards took place on Wednesday, November 14, 2018 during the FNW Board Meeting. Mr. Simon noted that the presentation was very informative and showed how our social media presence has improved. Mr. Neff distributed copies of the PowerPoint used for that presentation for the Board's information.

Mr. Neff reported that there were 266 people in attendance at the tribute dinner for Dr. Walsh on November 1st. He thanked the Board for their support and participation in this successful event.

The Community Appeal was mailed to 25,590 households in Greenwich on Tuesday, October 30, 2018. Last years' appeal received contributions from 473 donors; Mr. Neff hopes to increase the number of donors with this years' appeal.

Chairman's Report – presented by Laurence Simon

The BET has invited the NW Board to attend a Heath Dimensions Group (HDG) presentation on Wednesday, January 23, 2019, between 5 pm – 6:30 pm in the Town Hall Meeting Room. HDG will present the findings and results of their Nathaniel Witherell study. An email invitation from the BET should be forthcoming.

Mr. Simon noted that the calendar of Board meetings for 2019 includes 7 meetings, of which the next 2 are January 28, 2019 and March 25, 2019.

Mr. Simon commented that 5 Board members have a term that expires June 30, 2019. Over the next several months Mr. Simon will speak with each member to determine their intentions for upcoming terms. He noted that this has been a great Board to work with and he hopes everyone choses to continue their service.

Mr. Simon thanked the Board for their support of the Dr. Walsh tribute dinner. There were many positive comments and good feelings shared that night for the work being done at Nathaniel Witherell. The money raised helps keep Witherell in the news as a focus of being an important part of the Town.

Mr. Simon reminded the Board of the resident and family Holiday Party, being held on Saturday, December 15, 2018, from 2-4 pm, and encourages Board members to attend.

The Volunteer Luncheon is scheduled for Tuesday, December 11, 2018 at 12 noon, and again, Mr. Simon encourages Board members to attend. With some 13,000 volunteer hours accumulated for 2018, this is good time for the Board to thank the volunteers for all that they do here at the Witherell.

New Business – none

Mr. Simon wished everyone a healthy and Happy Thanksgiving, Happy Holiday, and Happy New Year.

A motion was made by Mr. Kaplan to adjourn the meeting, seconded by Ms. Puschel, and Mr. Simon adjourned the meeting at 7:02 PM.

Respectfully Submitted,
Linda Marini for Louise Puschel, Board Secretary
November 27, 2018