



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

**Board of Directors Meeting Minutes
September 26, 2016**

Present: Laurence Simon, Chairman; Karen Sadik-Khan, Vice Chairman; Louise Puschel, Secretary; Lloyd Bankson (via telephone); Nisha Hurst; Richard W. Kaplan; Elizabeth Siderides, MD

Absent: Frank Ennis, MD

Staff: Christopher Alexander, Director of Financial Operations; Lynn Bausch, Deputy Director & Director of Nursing; Allen Brown, Executive Director; Jack Hornak, Facilities Director; Linda Marini, Administrative Assistant; Justine Vaccaro, Director of Social Work; Dr. Frank Walsh, Medical Director

Also: Mary Anne Chiappetta, Family Council; Steven Katz, Commission on Aging; Carol Lindstrum, Family Council

Mr. Simon opened the meeting at 5:34 PM in the TNW Board Room.

Medical Director's Report – presented by Dr. Frank Walsh

Dr. Walsh reported that this year we will be administering the flu vaccine sometime between the end of October and the beginning of November. The flu vaccine is generally effective for approximately 6-7 months. In the past several years we've seen flu strains active in the spring. By administering in late October/early November, it will help provide immunity into the spring months. Dr. Walsh received a notice from the Yale New Haven Health System (which includes Greenwich Hospital) stating that it is mandatory for all staff to receive the flu vaccine unless prohibited by religion or allergy. Dr. Walsh conferred with Dr. Sabetta, Infectious Disease Medicine, Greenwich Hospital, who believes they may receive legal challenge to this mandate. It is not a mandatory directive to staff this year here at Nathaniel Witherell. Mr. Kaplan noted that in New York State it is mandated that every health care employee receive the flu shot or they must wear a mask.

Dr. Walsh reported that Hospital for Special Surgery (HSS) has opened offices at the new Stamford Hospital. Ms. Bausch added that HSS has reached out to TNW and we will be meeting with them in the near future. They would like to discuss a preferred provider partnership.

Review/Approval of Minutes of July 25, 2016

After review by the Board, a motion to approve the minutes of July 25, 2016 was made by Mr. Kaplan, seconded by Ms. Sadik-Khan, and approved by a vote of 7-0-0.

Executive Director's Report – presented by Allen Brown

Mr. Brown reviewed his submitted written report:

Employee Recognition – The Town of Greenwich celebrated Employee Recognition Day on Friday, Sept. 16th at Town Hall. Fredson Hamlet, Food Service Worker at TNW, received Honorable Mention as Employee of the Year. Mr. Hamlet was one of many TNW employees who were nominated as employee of the year candidates.

Home Care – Mr. Brown met with representatives of two home care agencies who have made inquiries about working with TNW towards a potential collaboration. After further research, more information will be discussed with the Board at a later date.

Website Redesign – development of the new website with Sundberg Associates is winding down and we anticipate having the final page designs by the end of October. At that time, a “mock site” should be available for Board review. The new website will be both PC and mobile compatible. Costs for the website design are being split between Friends of Nathaniel Witherell (FNW) and TNW.

Appeal of CMS deficiency F-323 – following the unsuccessful Informal Dispute Resolution (IDR), our attempt to appeal through the Administrative Law Judge has also been unsuccessful. Mr. Brown believes we have exhausted this appeal and it is time for us to move on.

Friendship Garden – we've received the Certificate of Occupancy (CO) for the deck and it is being enjoyed by many. We've opened the newly installed fountain; however, the Town has declared a water emergency so we are unable to run it currently. The sculpture identified by the Rosenberg family was not approved by the Board of Directors. Members of the TNW Building Committee have agreed to research other suitable statuary that will be in keeping with the Friendship Garden design aesthetic.

State Survey Results – Our State Survey was conducted on September 19 – 22. We are awaiting the written report from DPH of their findings and will be required to respond with a Plan of Correction for any deficiencies noted in a timely fashion. This survey which focuses on regulatory compliance with the CT Public Health Code, State Operations Manual and Federal Medicare guidelines, contributes 50% of the scoring for a facility's 5-star rating. The remaining 50% is derived from comparison with other facilities related to staffing levels and

clinical quality measures. The DPH team leader commented that most SNF's currently are struggling with low census, indicating that it was unusual to see a facility operating above 90% occupancy. Today, TNW's census is 196, or 97%.

Building Committee Report – presented by Louise Puschel / Jack Hornak

The TNW Building Committee met on Wed., Sept. 21st. Discussion included the following:

- Renovations to the 4 floors of the Tower: the narratives from the architects are good; Mr. Hornak reviewed the drawings and identified a few slight design changes that need to be made. These renovations will also incorporate the auditorium renovations so that a cohesive space is created. The RFP should be out by mid-October.
- Friendship Garden (already discussed during the Executive Director's Report)
- Ms. Puschel wanted it noted that the Chapel ceiling is in desperate need of replacement/repair. Mr. Hornak agreed to get an estimate for replacement of the Chapel ceiling, recognizing the budget constraints.

Finance Committee Report - presented by Lloyd Bankson / Christopher Alexander

Mr. Bankson remains optimistic for the year because we remain above budget for the first two months of the fiscal year.

August 2016 Actual YTD Net Facility Operating Result was \$1,058,283 Vs. Budget of \$723,123, resulting in a positive variance of \$335,161.

August 2016 Actual YTD Census: Private Pay 22.8%; Commercial Insurance 3.6%; Medicaid 56.3%; Medicare 17.3%. Even though August was not as strong as July, due to the Revenues involved, higher revenues were actually made in Medicare and Long Term Private Pay than in Medicaid, which represents 56.3% of our occupancy.

Mr. Alexander confirmed that two months into the new year we are ahead of Budget; both in Revenues and under Budget with expenses. The census was stronger than budgeted for those two months. To date, the September 2016 census has been stronger than we budgeted.

The budget process has begun for next year: the Finance Committee will be working on the capital budget as well as the Revenue, Census and Expense budgets.

Messrs. Simon, Bankson, Brown, Alexander, Hornak and Ms. Bausch will begin preliminary work on the Capital Budget over the next couple of weeks.

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

Ms. Sadik-Khan thanked everyone who participated in the annual golf tournament, which was held on Wednesday September 21st at the Griff. It was a perfect day weather-wise, and a big success involving 73 golfers.

This years' Annual Appeal will be a broad-based community appeal mailed to approximately 22,000 households in the Greenwich community.

Resident Life Committee – presented by Lynn Bausch

- We recently had the wife of a prominent orthopedic surgeon as a satisfied short term Rehab patient.
- Tomorrow, Lori Renzuli, a representative from Remedy (the Medicare demonstration project) is coming here along with a Stamford Hospital representative for a tour of our facility
- Ms. Bausch, from Nursing, and Mr. Courtney Morgan, from Dining Services, were invited to the September Resident Council meeting because there have been some ongoing issues with both Nursing and Dining Services. Since their attendance at the meeting was very well received, they plan to attend twice a year.

New Business

2017 Board of Director's Calendar

The Board voted unanimously for Calendar option #1 for 2017. Schedule for Board of Director's Meetings will be as follows:

Monday, Jan. 23	Monday, July 24
Monday, Feb. 27	No August meeting
Monday, Mar. 27	Monday, Sep. 25
Monday, Apr. 24	Monday, Oct. 23
Monday, May 22	Monday, Nov. 20
Monday, June 26	Monday, Dec. 11

Chairman's Report – presented by Laurence Simon

Mr. Simon reported the following:

- Although the Census for September 2016 is above Budget thus far, it is below the census figures for July and August. Mr. Simon emphasized that we need to increase to 197 patients, continuously, in order to charge for bed hold days for Medicaid patients; we've been very close to 197 on some days.
- Mr. Simon would like to see more Board involvement in projects such as the new website design and other marketing efforts.
- Mr. Simon is looking to recruit someone with marketing, branding and social media skills to fill the one open seat on the Board.

- The BET's TNW Strategic Plan Committee is having its next meeting on Sept. 28th. We await the report of their findings.
- The Budget Overview Committee issued a document asking "why should Greenwich have a nursing home?" Mr. Simon argues that is not an accurate question; it is, we *have* a nursing home, what should we do?
- The Board will vote on the Capital Budget at the November Board meeting.
- The Operating Budget is due to the Town in December. As a Revolving Fund, all of TNW's revenues go to the Town, all expenses are paid by the Town. Our goal for the next year is to keep the deficit under \$3M (so far we are trending below that mark), and to see what progress we make. Currently, the biggest unknown factor is healthcare fringe benefits costs. This cost will be dependent on whether unions choose to go with the state health care plan or not.
- Mr. Simon noted that everyone should understand that we're in a very dynamic environment: i.e. Medicare rule changes; new ownership of nursing homes in Stamford and Norwalk; Home Health Care expansion
- The TNW Board is solely responsible for the administration of the Pavilion. Mr. Simon would like to assign a Board member to inspect the facility, review the leases and recommend any increases in rent and required capital improvements. Mr. Bankson volunteered, Ms. Puschel volunteered to assist.
- A more formal set of Board committees and members will be established in the spring once the Budget Process is finished, and once we have started the final major project for the renovation (4 tower floors/auditorium).

The meeting was adjourned at 6:50 PM.

Respectfully Submitted,
Louise Puschel, Board Secretary
Sept. 28, 2016