



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

**Board of Directors Meeting Minutes
May 24, 2016**

Present: Laurence Simon, Chairman; Louise Puschel, Secretary; Lloyd Bankson; Nisha Hurst; Elizabeth Siderides, MD

Absent: Frank Ennis, MD; Karen Sadik-Khan, Vice Chairman

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; Scott Neff, FNW Development Director; Justine Vaccaro, Director of Social Work; Dr. Frank Walsh, Medical Director

Also: Mary Anne Chiappetta, Family Council; Steven Katz, Commission on Aging; Art Norton, BET Liaison

Mr. Simon noted that a quorum was present and opened the meeting at 5:33 PM in the TNW Board Room.

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

Mr. Simon congratulated Dr. Walsh on receiving the Doctors of Distinction Award earlier this month. In turn, Dr. Walsh thanked Nathaniel Witherell for the nomination.

Dr. Walsh reported that the outside service we've contracted with to help with resident behavioral issues has begun. This service, provided by CT Behavioral Health, supplements our consulting psychiatrist, Dr. Drooker, who visits our building twice a week. They provided an in-service to the nursing staff last week and explained their role. Like any independent practitioner and any of our physicians, they bill patients directly for their services; this service is being provided at no cost to Nathaniel Witherell.

Dr. Walsh noted that there continues to be a large turnover in short-term rehab patients.

Dr. Walsh reported that there have been no infection control issues since his report last month.

Mr. Bankson congratulated Dr. Walsh for the honor he received on May 3rd as a Doctor of Distinction. Mr. Brown commented that the ceremony was an impressive one with approximately 150 people in attendance, and that Dr. Walsh delivered an “elegant and humorous accounting of why he became a physician and the reasons he has enjoyed his career”.

Mr. Simon introduced new Board member, Elizabeth Siderides, MD. Dr. Siderides is an ophthalmologist, in practice for 26 years in Stamford. She is an attending physician at Stamford Hospital and partner at the Wilton Surgery Center. With the majority of her patient base over the age of 65, her knowledge of the elderly population will be beneficial to the Board.

Review/Approval of Minutes of April 25, 2016

After review by the Board, a motion to approve the minutes of April 25, 2016 was made by Ms. Hurst, seconded by Ms. Puschel, and approved unanimously by the Board.

Executive Director’s Report – presented by Allen Brown

Mr. Brown reviewed his submitted written report:

Admissions Representative position - Ann Callahan has accepted an offer of employment and will begin on Tuesday, May 31, 2016. This additional position in the Admissions office will allow Mr. Cossifos time needed to work on long-term admissions, and also afford him the time to provide outreach and relationship building with current and perspective hospital/surgical facilities.

5 Rehab Room Project – We expect the project to be complete by the week of June 13th. State DPH has been given the necessary 30-day advance notice to come for the final licensing inspection June 13th, and we are hoping for a timely inspection.

Courtyard deck and garden – The start of the deck construction has been awaiting approval from Eversource as part of the “call before you dig” safety program. They have committed to the contractor that they will be here tomorrow, 5/25, and construction can then be underway. Estimated time for completion of the deck is 2 weeks. Arrangements have been made for the tree planting, which is being contributed by the town, and Mr. Hornak has scheduled the planting of the landscaping materials for June 6th.

Select Rehab – at the urging of the Board Finance Committee, we have successfully negotiated some new terms to the Select Rehab agreement. The outpatient fee split will change from 75%/25% to 67%/33% and the payment terms will allow TNW to take credit for any denied claim that passes through a First Level Medicare appeal that disallows payment. After that appeal is unsuccessful, TNW will take a credit of the disallowed payment amount until an administrative law judge (ALJ) may reverse the rejected payment. ALJ appeals typically don’t resolve for 2 years and it was not appropriate for Select to be paid for those

services. All of the above changes are effective with July 1, 2016 dates of service going forward.

April 2016 Admissions Report – The year before we closed beds for Project Renew, the highest number of admissions was 374. Since Project Renew’s completion, we’ve been running in excess of 500 admissions per year. This represents a huge increase in attracting short-term rehab business to the facility. Mr. Brown noted that this is a direct reflection on how Project Renew has benefited our community and us.

Building Committee Report – presented by Jack Hornak

The TNW Building Committee met earlier today. Discussion included:

- 5 Rehab Room project – all required town inspections (i.e. plumbing, electrical, framing and insulation) have been passed and the project should be complete by mid to late June. Final DPH inspection is required at project end.
- Courtyard deck/garden – discussed earlier during the Executive Director’s report.
- Renovations to the 4 floors of the Tower – these renovations will include carpeting, walls, wall treatments, replacing the ceilings, renovating the shower areas, and furniture. The architect and interior designers have provided TNW with the design boards, and design decisions should be made in approximately 1 week. Also working with Eversource to incorporate energy efficient lighting for this project in the Tower and in the rest of the facility. Mr. Hornak hopes the RFQ will go out by the beginning of July.

Next FY Capital Projects (approved with our budget at the May 9th meeting of the RTM) will include: replacing the 9 passenger wheelchair bus (through the TOG Fleet Dept.); replacing 4 dryers (current dryers are 15 years old and need to be updated to meet fire & safety code) and 1 extractor in the laundry; the auditorium will fall into the same renovation project as the Tower, following the same architectural design, and will include new ceilings, wall paper and wall treatments, and carpeting.

Finance Committee Report - presented by Lloyd Bankson / Christopher Alexander

Mr. Bankson reported that the main issue we continue to have financially is the lack of Private Pay business. April 2016 Private Pay Revenue was \$193,065 below Budget, and YTD Private Pay Revenues are \$6,270,192 vs. a Budget of \$7,391,579. Private Pay should be the point of focus going forward into next year.

Also noted by Mr. Bankson, the next year’s budget shows Revenues of \$27M versus \$26M this year; approximately half of that difference will be generated from the 5 new short-term rehab rooms.

Mr. Alexander reported that the Finance Committee met prior to this Board meeting and reviewed where we stand at the final 2 months of the fiscal year. Results show there has been little change from April’s projections for fiscal 2016.

Also discussed was how FY17 reflects against this current year, and what items/factors will change, i.e. the new 5 short term rehab beds; upcoming capital projects; rate changes; and the Select Rehab contract amendments.

Discussion also included review of profit and loss by certain business segments.

Mr. Alexander remains highly confident on both Expense and Revenue sides for FY17.

Mr. Bankson noted that we owe thanks to Alexis Voulgaris, Health and Human Services Committee, for making a motion to reinstate our Budget at the May 9th RTM meeting.

Mr. Alexander reports that the expected increase from this year's projected revenues to next year's budgeted revenues is 4.8%; facility expenses to increase less than 2%.

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

Mr. Neff reported that the lecture on aging, co-sponsored by Friends, the Greenwich Commission on Aging, Sterling Care and the Greenwich Library, on May 19th, was a success, with about 120 people in attendance. The topic of featured speaker, Dr. John Rowe, gerontologist, professor and author, was "The Challenges and Opportunities of an Aging Society". FNW hopes to offer more community education events in the future.

Thus far, the dinner to be held in honor of David Ormsby on Thursday, June 23rd, 6:30 pm, at the Greenwich Country Club, has been receiving very good response.

Nursing Department Updates – Lynn Bausch

Ms. Bausch reported that we currently partner with Norwalk Community College for clinical sections of their RN and CNA nursing program. Beginning this summer, TNW will also be a clinical rotation site for Fairfield University's BSN nursing students.

Ms. Bausch also reported on the status of electronic medical record documentation for the clinical team, which is a huge undertaking. We currently use about 30% of the electronic clinical program. Ms. Bausch anticipates substantial training over the next several months, which should get us to about 70% electronic this year. The remaining 30% will hopefully be rolled out next year.

Resident Life Committee – presented by Lynn Bausch

National Nursing Home week was May 8th – May 14th. This year's theme was "Country Western Witherell", with events such as 'Rodeo Bingo', 'Holstein Bowling', and the "Down to Nashville" musical performance by The Larry Ayce Band. Recreation did a great job as always.

The Spring Tea Party for our long term residents was held on Saturday, May 7th. It was a great event with wonderful treats from food service and participation from the whole team

The Travelling Clothing Store, organized by the Social Work Dept., will be here Thursday, May 26th, for residents and their families to share a day of shopping for shoes, clothes, perfume and much more!

Our resident Summer Barbeques will begin on Wednesday, June 15th. Each week half of the long term unit is invited, along with all short-term rehab patients, to participate in the festivities in the Rose Garden. Mr. Simon encouraged Board members to come and enjoy these Wednesday cookouts at noon each week and share some time with our residents.

“Patriotic Pooches on Parade” is scheduled for Saturday, May 28th, at 2 pm. All friendly, well-behaved dogs are invited.

BET Nathaniel Witherell Strategic Planning Committee - Mr. Norton noted that he cancelled the May 25th meeting. He also noted that the time for the committee’s site visit to Maplewood on June 14th has changed from 1 pm to 2:30 pm. Per Mr. Norton, Elaine Brown, Finance Dept. Town Hall, should be emailed by Board members if they would like to attend any of these visits. Mr. Simon requested that Ms. Marini email the Board members with Ms. Brown’s email address.

Chairman’s Report – presented by Laurence Simon

Mr. Simon reviewed his written Chairman’s Report distributed prior to this meeting:

- A. BET Nathaniel Witherell Strategic Planning Committee Meeting Dates
 1. ~~May 25, 2016 @ 8:30 am in Parks and Recreation Conference Room (2nd Floor)~~
Mr. Norton noted this May 25th meeting has been cancelled.
 2. June 8, 2016 @ ~~8:00 am~~ in Mazza Room (1st Floor); John Wetmore, re: land deeds ;tax credits
Mr. Norton noted that the time will change to 8:00 am
 3. June 8, 2016 @ 3:00 pm Site Visit to Waveny Care Center in New Canaan
 4. June 14, 2016 @ ~~4:00 pm~~ Site Visit to Maplewood in Darien
Mr. Norton noted that this time was changed to 2:30 pm
 5. June 16, 2016 @ 11:00 am Site Visit to Greenwich Woods
- B. The BET released \$1,800,000, which was subject to approval. This occurred at the May16, 2016 meeting.
- C. Richard Kaplan has been nominated by the Board of Selectman to be on the TNW Board. He will go before the RTM on June 13th and if approved will join the Board in June. That will leave one vacancy (expiring 3/31/2017) remaining on the Board to be filled this fall.
- D. There are five assignments that Mr. Simon would like to make for one or more members of the Board:

1. Chairman of the Building Committee
2. Strategic Planning Committee with regard to Medicare Bundled payments and analyzing relationships with Acute Care providers.
3. Special Financial Analysis in response to BET Questions (partial list).
 - a. How does our revenue and cost differ for Dementia Care versus other Long Term Care?
 - b. For Short Term Care, determine the Profit and Loss for each CI carrier based upon our existing contracts. Look at both total and variable cost. Determine the source of each CI admission (i.e. which hospitals are sending these admissions to us).
4. Review and refine the admissions process to make certain that we have a Responsible Party (RP) for every admission who has signed the Admissions agreement; and, determine what our strategy should be for those who do not have a signed agreement.
5. Develop and Implement an Overall Marketing Strategy that will coincide with the completion of the Tower and Auditorium Renovations. The strategy should have at least two objectives:
 - a. Attracting more Long Term Private Pay patients.
 - b. Strengthening relationships with Acute Care Providers (may need to hire a consultant in this area).

E. Allen Brown's annual review and self-appraisal will be completed and submitted by June 13th.

New Business - none

The meeting was adjourned at 6:32 PM.

Respectfully Submitted,
Louise Puschel, Board Secretary
May 27, 2016