The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

Board of Directors Meeting Minutes
October 24, 2016

Present: Laurence Simon, Chairman; Karen Sadik-Khan, Vice Chairman; Louise Puschel, Secretary; Lloyd Bankson; Frank Ennis, MD; Nisha Hurst; Richard W. Kaplan

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

Also: Mary Anne Chiappetta, Family Council; Gloria Guise, Family Council; Carol Lindstrum, Family Council; Art Norton, BET

Mr. Simon noted a quorum was present and opened the meeting at 5:30 PM in the TNW Board Room.

Review/Approval of Minutes of September 26, 2016

After review by the Board, a motion to approve the minutes of Sept. 26, 2016 was made by Ms. Sadik-Khan, seconded by Mr. Kaplan, and approved by a vote of 7-0-0.

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

Dr. Walsh reported that we have begun administering the flu vaccine to residents. Those 65 years of age or older are receiving the High Dose Seasonal Influenza Vaccine; residents 64 years of age or under are receiving the Quadrivalent Seasonal Influenza Vaccine. Dr. Walsh believes we made a very good choice as to when we administer the vaccine. The flu vaccine is generally effective for approximately 6-7 months. In the past several years we've seen flu

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strains active in the spring. By administering in late October/early November, it helps provide immunity into the spring months.

Dr. Walsh welcomed two additional physicians to the Nathaniel Witherell's Medical Staff: Dr. Antonios Katsigiannis and Dr. Letchia L. Weber. Following review of their credentials, they were approved to join the Medical Staff at the Oct. 19th Medical Staff meeting.

Ms. Bausch reported that the Value Manager for the Hospital for Special Surgery (HSS) recently met with our staff, toured our facility, and reviewed their care pathways. They are confident that TNW can provide the necessary care they expect for their patients.

Executive Director's Report – presented by Allen Brown

Mr. Brown reviewed his submitted written report:

State Survey Report – Our State Survey was conducted on September 19 – 22. We received the written report from DPH of their findings and responded with a Plan of Correction for the clinical deficiencies noted. 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. Once the State has approved our Plan of Correction, the survey results will eventually appear on the Medicare website. The results are also in a binder on the 1st floor of the Administration building for public access.

Draft Operating Plan – A draft of Witherell's Operating Plan was attached to the Director's report for review by the Board. The Board voted unanimously for submission of this report to the Town of Greenwich (TOG) by November 7, 2016.

Website Redesign – Mr. Brown reviewed a beta site for the redesigned Witherell website. The new site, created by Sundberg Associates, is grounded in "responsive design", so it will be equally compatible with both PC and mobile devices. Mr. Brown will share the password to the beta site via email to Board members so that they may navigate and review the site on their own. Mr. Brown asks that they forward to him their comments and suggestions.

Brochure – Mr. Brown distributed copies of the new Nathaniel Witherell brochure designed for prospective residents.

Building Committee Report – presented by Louise Puschel / Jack Hornak

The TNW Building Committee met immediately prior to this meeting. Discussion included the following items:

- Renovations to the 4 floors of the Tower and auditorium: Mr. Hornak received the final drawings today, and we are awaiting the revised narratives. This information will be sent to the TOG Purchasing Department and the committee expects the RFP to be out by mid to late November.

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- The DPH Building and Fire Safety unannounced inspection took place on Sept. 27, 2016. There were no Life Safety Code deficiencies noted during this visit – TNW was in complete compliance.
- TNW's recommended CIP Budget FY 2018, totaling $458,000.00
  - Kitchen equipment - $70,000
  - Tower Room AC unit replacements - $33,000
  - Water line replacement - $180,000
  - General Capital - $80,000
  - Nursing Capital - $50,000
  - Resident bed replacement - $45,000

  A motion was made by Mr. Bankson to approve the CIP Budget FY 2018, seconded by Ms. Sadik-Khan, and approved by the Board by a vote of 7-0.
- TNW 15 year Capital spending plan – FY 2018 Budget will be available as an Excel Spreadsheet. The Board thanks Jack Hornak for all of the work he put in to update this model.

Finance Committee Report - presented by Lloyd Bankson / Christopher Alexander

Mr. Bankson reported that occupancy is very good, running at approximately 95% for the month, and 95.6% year to date. Payor mix was not quite what was expected. Medicare is slightly down, but Private Pay is "holding its own". Orthopedic short-term admissions are turning over more quickly than expected therefore lowering our Medicare occupancy and total bed days.

Sept. 2016 Actual Census: Total Occupancy was 95.3%: Private Pay 22.3%; Commercial Insurance 5.1%; Medicaid 56.4%; Medicare 16.2%.

Sept. 2016 Actual YTD Census: Total Occupancy was 95.6%: Private Pay 22.7%; Commercial Insurance 4.0%; Medicaid 56.3%; Medicare 17.0%.

Sept. 2016 Actual Facility Operating Results was -$236,508 versus a budgeted loss of -$288,173 resulting in a positive variance of $51,665.

Sept. 2016 Actual YTD Facility Operating Results was -$382,789 versus. a budgeted loss -$839,223 resulting in a positive variance of $456,434.

Mr. Alexander agreed with Mr. Bankson that the Payor Mix was not quite as expected; but they are pleased with the revenues. Also, facility expenses and Town allocated expenses are both looking positive compared to budget thus far.

Mr. Alexander will distribute the Pro Forma Statement of Operations to the Board via email tomorrow.

There are FY18 Operating Budget work sessions scheduled for Nov. 8th and 15th.

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The Board will vote for the Operating Budget's submission to the TOG at the Nov. 21, 2016 Board meeting.

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

Ms. Sadik-Khan reported that invitations have gone out for the breakfast on Oct. 31st to celebrate the opening of the Friendship Garden. Members of Hortulus, a large donor for this garden project, have been invited, and Ms. Sadik-Khan encourages Board members, both FNW and TNW, to attend.

This years' Community Appeal will be mailed at the beginning of next week, to approximately 25,000 households in the Greenwich community. Ms. Sadik-Khan shared a mock-up of the mail piece that was developed by FNW and Harrison Edwards, public relations firm.

Resident Life Committee – presented by Lynn Bausch

- Dr. Siderides reviewed the ophthalmology plan that we have in place with Health Drive and was pleased with their program provided to us.
- Electronic health record update – this Thursday Ms. Bausch will be doing a work session analysis of how the implementation went. Next step will be physician orders and medications.
- We currently have CNA and RN students from Norwalk Community College and RN students from Fairfield University here training at TNW for their fall semester.
- Our Biennial Memorial Service will be held on Tuesday, Oct. 25, 2:30 pm, in the TNW Chapel, in memory of those residents who passed away from January to July of 2016.
- Saturday, Oct. 29th, Halloween Pooches on Parade at 2:00 PM
- Monday, Oct. 31st, Halloween Monster Mash with a pumpkin carving contest.
- The Annual Holiday Party will be held on Dec. 10th from 2-4 pm. Mr. Simon encouraged Board members to attend this event.
- Short Term Satisfaction Survey – the results are compiled quarterly. As we receive negative comments they are forwarded to the respective department head. Ms. Bausch prefers that if a resident has a complaint that it's brought to her attention right away so that it may be dealt with as soon as possible. Mr. Kaplan noted that it would be interesting to track the return rate of the surveys.

Chairman's Report – presented by Laurence Simon

Mr. Simon reported the following:

- The Board will vote on the Operating Budget at the Nov. 21st Board meeting.
- Census has been good and above budget.
- Mr. Simon is looking to recruit someone with marketing, branding and social media skills to fill the one open seat on the Board.
- Mr. Simon would like to see more Board involvement in projects such as the new website design and other marketing efforts.
- Our efforts should be focused on increasing our outreach and our presence in the community

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- We are in a very dynamic environment. We need to work even harder to increase census - length of stay for short-term rehab is decreasing and there is increased competition within the nursing home industry. We'll need to focus over the next 2-3 months on how to best position TNW within the marketplace and how to compete with different entities.
- Dec. 22nd, at 10 AM, the Glenville School fifth grade class will visit our building to sing for our residents.

New Business – at 6:30 PM the Board entered into an Executive Session.

The meeting was adjourned at 6:55 PM following Executive Session.

Respectfully Submitted,
Louise Puschel, Board Secretary
Oct. 27, 2016

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