



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

Board of Directors Meeting Minutes April 25, 2016

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

Absent: Elizabeth Siderides

Staff: Christopher Alexander, Director of Financial Operations; Allen Brown, Executive Director; Jack Hornak, Facilities Director; 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; Professor Norman Toy and Student Presenters from Columbia University Mailman School

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

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

Dr. Walsh reported that there has only been one case of the flu in the building, which was acquired while the patient was in the hospital. He was also happy to report that the number of staff who received the flu vaccine this year increased slightly over last year.

Dr. Walsh reported that we have contracted with an outside service, to include a psychologist and psychiatric social worker, to help with resident behavioral issues. This service, provided by CT Behavioral Health, will assist/supplement our consulting psychiatrist, Dr. Drooker, who visits our building twice a week. All such services are under the direct supervision of the Medical Director. Mr. Brown also notes that like any independent practitioner and any of our physicians, they will bill the patients directly for their services; therefore this service is being provided at no cost to Nathaniel Witherell.

Mr. Brown noted that with regard to re-admissions, The Nathaniel Witherell is far below the state and national norms for re-admission rates to hospitals from a nursing home.

Mailman School of Public Health, Project Presentation

Professor Toy introduced himself and the student team of presenters from the Mailman School of Public Health at Columbia University. Members of the team are enrolled in a capstone course with Dr. Toy for those engaged in the accelerated MPH program. In reviewing Nathaniel Witherell, the team determined that we are involved in a highly competitive market, specifically concerning short-term rehab business. They researched the origin of our patient base, services offered by TNW, overall perceptions of the facility and how best to improve and aggressively market Witherell's services. Their research led them to the conclusion that TNW was lacking a marketing tool that could effectively target new short-term and long-term admissions arriving from area hospitals. They created a brochure that they felt would target this specific area, which they distributed and reviewed with the Board. On a strictly financial basis, to address the payer mix issue, they also raised question as to whether or not a current long-term floor could be converted to short-term resident space. Their final recommendation was to distribute the newly designed TNW pamphlet as a means of analyzing/determining which admission sources produce the most occupancy. The team thanked their mentor, Professor Toy, and Mr. Brown for affording them this opportunity. A copy of the PowerPoint presentation will be provided.

Review/Approval of Minutes of March 28, 2016

After review by the Board, and with one correction noted, a motion to approve the minutes of March 28, 2016 was made by Ms. Sadik-Khan, seconded by Ms. Puschel, and approved unanimously by the Board.

BET Nathaniel Witherell Strategic Planning Committee – Mr. Art Norton reported that this committee has met on 4 occasions and that there are minutes posted for the March 29, April 6, April 12 and April 20, 2016 meetings. All meetings are open to the public. The next committee meetings will be held on May 4th at 8:30 am in the Evaristo Conference Room at Town Hall followed by Friday, May 13th, at 8:30 am, in the Mazza Room; and the Audit Committee meeting on Monday May 16th AT 8:00 am in the Gisborne Room. Minutes and agendas for this committee can be found on the Town web site under Minutes and then BET Regular meetings.

Ms. Puschel recognized Mr. Steven Katz as he was instrumental in bringing the Mailman School team to TNW. Mr. Simon also recognized a job well done by the team considering the limited time and scope they had for such a project undertaking.

Executive Director's Report – presented by Allen Brown

Mr. Brown announced that, with the help of Ms. Laura Mogil of Harrison Edwards, who compiled all the nomination materials, **Dr. Walsh** will be recognized by the Fairfield Business Journal as part of its Doctors of Distinction program "saluting physicians who go beyond the diagnosis". He'll receive a Lifetime Achievement Award at an evening ceremony at the Waveny Center on May 3rd. Information on registering to attend the ceremony was attached to Mr. Brown's written report.

Admissions Representative position - A total of 9 applications were received of which 5 were interviewed. Mr. Brown anticipates that we will make an employment offer shortly and fill the position in May. This person's schedule will be from 10 am – 7 pm and include 1 weekend day. This schedule will take care of some of the gaps in coverage we currently have, and also allow for Mr. Cossifos to do more outreach and relationship building.

5 Rehab Room Project – construction started on April 19th and we anticipate being finished by June 30th. The Facilities and Safety section of DPH has been made aware of the anticipated completion date, as was required, in order to provide advance notice of the 75% completion licensing inspection requirement.

Courtyard Deck – we're still waiting for sign-off on the sprinkler system by the Town's Fire Marshall. Construction can begin as soon as it's signed off, and they anticipate the construction will take 2 weeks.

Courtyard garden – Ms. Sadik-Khan noted that once the deck begins construction they will discuss the planting schedule. The Tree Warden has approved the planting of the trees (necessary because it's Town property) and the Tree Conservancy is donating the trees. The Greenwich Tree Conservancy will provide for the planting of the trees. Ms. Sadik-Khan will confirm that Shemin's is in the process of pricing the plant material.

Re-pointing of the Admin Building – Mr. Hornak reported that he's meeting with the contractor tomorrow and hopes to begin the re-pointing in the Courtyard area by May 5th. The contractor will do the side of the building where the deck is planned first in order to be out of the way of construction as soon as possible.

Census – Mr. Brown reported that the average daily census in March was 190, the highest this fiscal year. Copies of the March Admissions Report and the YTD Admissions QA Report were attached to his written report.

Building Committee Report – presented by Jack Hornak

The TNW Building Committee met earlier today. Discussion included all agenda items:

- Capital Projects updates
- STEAP grant updates
- Courtyard deck
- Stonehouse bill

Not discussed during the Board meeting were the Tower common space renovations. Mr. Hornak reported that he will be meeting with the architect this Thursday and he hopes to have the design boards from them at that time so that design decisions can be made. He anticipates having the RFQ out by July 1. It is the Board's intention to include the auditorium renovation at the same time in order to have one contractor and one look throughout both projects.

Mr. Hornak also reported that Carrier has been contracted to build and install a soundproofing container to go around and substantially minimize the noise level of the chiller.

Finance Committee Report - presented by Lloyd Bankson / Christopher Alexander

Mr. Bankson reported that March was a great month for Medicare: Medicare Census for the month of March 2016 was 1,193, with Medicare Revenues at \$706,500.

Mr. Bankson is encouraged that the Tower common area and auditorium renovations will promote more Private Pay admissions. Private Pay Census for the month of March was budgeted at 25.1%, actual was 20.2%; YTD Private Pay Census was budgeted at 25.2%, actual was 22.9%.

Mr. Alexander reported that the Finance Committee met prior to this Board meeting and discussion included the following:

- As noted earlier this meeting by Mr. Brown, March was the best Medicare month of the fiscal year.
- As the budget process is continuing, Mr. Alexander will compile a memo with regard to the FY17 Budget for Board members who may be attending various RTM meetings to explain the budget and describe the variances from FY16.
- Mr. Alexander stated that the goal has been to deliver a FY17 budget that is more accurate and on-point, and in reviewing 2016 results thus far, it's close to what was anticipated.

Mr. Simon emphasized the immediate necessity to hire the new Admissions staff member that is currently in process, who can bring in admissions at some of those 'off times', and the need to work on improving/increasing our referral sources and contacts. Through close monitoring of expenses we have been well within our cost budget. The emphasis and focus needs to be on greater strength in the admissions area: finding more referrals and processing every possible admission that makes sense within this facility.

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

Ms. Sadik-Khan reported that along with the Greenwich Commission on Aging, Sterling Care and the Greenwich Library, the Friends is sponsoring a lecture on aging, entitled "The Challenges and Opportunities of an Aging Society" with featured speaker Dr. John Rowe, gerontologist, professor and author. It is being held on May 19th, 7 pm, at the Cole Auditorium, Greenwich Library.

The Friends is sponsoring a dinner on Thursday, June 23rd, 6:30 pm, at the Greenwich Country Club, in honor of David Ormsby and his dedication to the Witherell and Friends Boards. Invitations will be mailed by the second week of May.

Resident Life Committee – none

Chairman's Report – presented by Laurence Simon

Mr. Simon noted that the past month has been preoccupied with the FY17 Budget. He submitted our responses to the questions asked of us by the RTM Budget Overview Committee. The committee feels they have been answered thoroughly and, having no more questions, has excused TNW from their meeting on April 27th.

There are two RTM Committee meetings the week of May 2nd: Finance Committee at 7:30 pm on Monday, May 2nd , and Health and Human Services on Tuesday, May 3rd at 9 pm.

The RTM district meetings are on Wed., 5/4 and Thurs., 5/5. The BET has assigned someone to attend each of the district meetings. Mr. Simon has had no requests thus far from any of the district chairmen to have someone from TNW attend a District meeting.

Mr. Simon will attend the RTM meeting on May 9th.

Mr. Simon stated that the focus currently should be on finishing this year's budget, and then as we prepare next year's budget during the summer, we will work on updating the capital plan.

During May, Mr. Simon will be reviewing Mr. Brown's objectives from the past year and setting his new objectives for the year to come. This is part of the Town required M&C (Managerial/Confidential) evaluation process.

New Business - none

The meeting was adjourned at 6:47 PM.

Respectfully Submitted,
Louise Puschel, Board Secretary
April 29, 2016