



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

**Board of Directors Meeting
Minutes
November 24, 2008**

Present: David Ormsby, Chairman; Thomas Saccardi, Secretary; David Ayres; Lloyd Bankson; Bruce Dixon; Dr. Frank Scarpa; Paul Toretta; Lin Lavery, Board of Selectmen

Staff: William Kowalewski, Executive Director; Lynn Bausch, Director of Nursing; Raymond Augustine, Director of Financial Operations; Susan Welsh, Director of Admissions; Jack Hornak, Facilities Operations Manager, Frank Walsh, MD, Medical Director; Rev. Heather Parkinson-Webb; Christina Tholen, Development FNW

Also: Gerald Isaacson, RTM; Leslie Tarkington, BET; Karen LaMonica, Commission on Aging; Mary Anne Chiappetta, Family Council

Mr. Ormsby opened the meeting 5:40 pm in TNW Board Room.

Presentation by Rev. Heather Parkinson-Webb, Department of Pastoral Care

Rev. Parkinson-Webb begins her presentation by showing the Greenwich Chaplaincy Services DVD.

Rev. Parkinson-Webb explains that the Department of Pastoral Care has been developed this year and revised their policies and procedures. The Department meets monthly.

The Department of Pastoral Care has worked with Ms. Lynn Bausch in Continuous Quality Development. They have implemented job tracking to determine how many people are attending programs and worship services. They have also enhanced their spiritual assessment tool.

Rev. Parkinson-Webb states that one of her greatest feelings of joy this year was working with an interdisciplinary team of staff on the development of the Hospice Basket. This basket includes several items for family members. One item is a Tip Sheet for Loved Ones with recommendations for family to take a break, go home for a while; it explains how family members can order a guest meal tray; how to obtain music and how to obtain spiritual and/or emotional support.

For the past four years that Greenwich Chaplaincy Services (GCS) has served The Nathaniel Witherell (TNW) there was no formal agreement in place. Over this past year GCS worked to develop a strategic plan and some long-term goals including some direction toward revenue generation. This past week, a Letter of Agreement was developed and signed between GCS and TNW.

Dr. Walsh states how “up-lifting” it is to hear the music from the Chapel when you walk into the facility, regardless of the denomination. Rev. Parkinson-Webb states that we have many wonderful volunteers from the community that bring their musical talents here to TNW for our residents.

REVIEW OF THE MINUTES OF THE 10/27/08 BOARD MEETING

The motion to approve the minutes of this meeting was made, seconded and adopted unanimously.

Chairman’s Report – presented by David Ormsby

Mr. Ormsby reports that on Tuesday, November 18, 2008 Mr. Lloyd Bankson, Dr. Frank Scarpa, and Mr. Ormsby were all approved unanimously for another term on the TNW Board of Directors by the Appointments Committee of the RTM.

Mr. Ormsby included in each Board members packet a copy of a document that states why TNW would like to be taken out of the normal financial reporting screen of the TOG and converted to a revolving fund status. Copies of this document were also sent to the three Selectmen; Peter Mynarski, Comptroller; Roland Geiger, Budget & Systems Director; and selected members of the BET with interest in this subject.

There is no time line on how rapidly this proposal will move forward but it is now with the Finance Department of the TOG for its consideration.

Mr. Ormsby states that we are in the process of modifying the TNW Long Range Business Plan based on the last 18 months of actual operating experience. The aim of the TNW Board of Directors is to construct a model which will give the town confidence that proceeding with Project Renew can be done at minimal or no cost to the taxpayers of the Town of Greenwich.

Medical Director's Report – presented by Francis X. Walsh, MD

Dr. Walsh states that we have had two physicians resign from the staff of TNW. One was our outgoing Medical Director. The second physician left for personal reasons. The 22 residents who were mostly under the care of our outgoing Medical Director have been reassigned to other physicians at TNW.

Dr. Walsh is continuing to encourage the orthopedists from Greenwich Hospital to send their patients here to TNW for rehab. There currently appears to be more activity along those lines. Dr. Walsh has also spoken to the new Case Manager for Orthopedics at Greenwich Hospital. She is unfamiliar with TNW and is planning to come in the near future to learn about us and our Rehab services.

One small outbreak of a respiratory infection occurred this past month at this facility. Several residents were affected by it but it was not a serious infection.

Executive Director's Report – presented by William Kowalewski

Mr. Kowalewski proudly reports three of our employees received Town of Greenwich Employee Awards this year:

Carol Kellogg, Award of Excellence
Mynor Quintana, Customer Service Award
Daniella Regouis, Personal Achievement Award

These employees received their awards at a Town sponsored ceremony at the Greenwich Library Cole Auditorium on Thursday, Nov. 20, 2008. Forty-six TNW employees will receive longevity awards (awarded at 5, 10, 15, 20, 25 and 30 years of service) at a small ceremony here at Witherell Tuesday, 11/25/08 at 3:00 pm. All are invited.

Mr. Kowalewski invites everyone to view the binder entitled Alzheimer Memory Walk 2008. This binder contains some wonderful photos of the approximate 26 TNW employees and friends who walked for Team Witherell in October. The TNW Team was successful in raising more money for Alzheimer research this year than last.

Mr. Kowalewski has included the proposed Annual Operating Plan with the Board packets.

Mr. Ormsby asks for a definition of the Pioneer Network as a model of Person – Centered Care. Mr. Kowalewski explains that the foundation of all of these models gives the ability to the organization programmatically to develop a more home-like environment and to give residents a greater level of independence.

This Pioneer Network Model is the model that Mr. Kowalewski and Ms. Bausch feel will be the best fit for Nathaniel Witherell.

Mr. Kowalewski's report on all the site visits that have been taken will be complete in early December.

Mr. Toretta questions whether the Architects start should be delayed until the final program model is developed. Mr. Saccardi suggests that a delay is not necessary – that a presentation of the Pioneer Network would perhaps give the Board a direction of programming which they would like to present to the architects. He suggests we inform the architects of our programming intentions and ask them also to present TNW with ideas and suggestions in that vein. Mr. Ormsby notes that there is a great deal of work to be done by the architects, preliminarily, so their time will be well spent – a delay of start for them does not seem necessary. The architects also will have plans and specifications that the Board endorsed a year ago. Their review and questions regarding these plans will also require time.

Review of State and Federal Surveys – Lynn Bausch, Jack Hornak and William Kowalewski

Ms. Bausch reviews the 2008 Survey and the associated Plan of Correction for the Statement of Deficiencies identified during the October 6, 7, 8 and 9, 2008 re-certifications survey.

	2008 SURVEY
Length of Survey	4 days
Resident Charts Reviewed	70
Delinquent Charts	3
Severity *	1 @ C 7 @ D 3 @ E
Areas of Recommendation	Staff Treatment of Residents Dignity Accommodation of Needs Housekeeping/Maintenance Comprehensive Assessment Comprehensive Care Planning Accidents Sanitary Conditions Pharmacy Food Service
Department Responsible	Nursing 8 Dining Services 2 Housekeeping/Maintenance 1
Highest Severity	E

* Please see Attachment I

The Building and Fire Safety Survey took place on October 28, 2008.

Mr. Jack Hornak reported that on the State of Connecticut Building and Fire Safety Survey, the state reported NO deficiencies. The Federal Survey did reveal 3 building deficiencies that are currently being addressed.

Presentation of the 2010 Operating Budget – presented by Lloyd Bankson and Ray Augustine

This budget was approved by the Finance Committee of the Board of Directors, today, November 24, 2008.

2010 Budget to include:

- 2010 Budget Revenue of \$22,180,633 represent a 5.03% increase in Revenues.
- 2010 Total Spending of \$16,973,627 represent a 3.89% increase in spending/expenses which was adjusted downward from 4.9% following a series of three meetings with trustees, one which included the full Finance Committee.

A motion was made to accept the 2010 Operating Budget. Vote as follows:

6 in favor: Mr. David Ormsby, Mr. Thomas Saccardi, Mr. David Ayres,
Mr. Bruce Dixon,

2 absent: Ms. Chris Thurlow, Ms. Patricia Burns

1 abstention: Mr. Paul Toretta

2010 Operating Budget was accepted by the Board of Directors.

Building Committee Report – presented by Paul Toretta

TOG Building Committee:

The Architect firm now has submitted all necessary materials and Mr. Jim Latham, TOG Purchasing, is finalizing the Architect's Contract – it will be ready to go by Dec. 8, 2008.

The RFP for the Construction Managers has been approved and Mr. Latham will be sending it out to perspective contractors.

TNW Building Committee:

Obtained pricing from three contractors for the work on the front walk. Mr. Jack Hornak explained that the two town approved contractors both came in with a

competitive price. Committee has chosen to go with White Contractors. Work should begin early April 2009.

Finance Committee Report – presented by Lloyd Bankson

Mr. Bankson brings attention to Mr. Kowalewski's Executive Director's Report, October 2008 – Att. B, Table V. This table shows strong evidence of the changes that are taking place here at TNW and how they affect all aspects of this organization:

2004 Actual Short Term Admissions = 0
2008 Actual Short Term Admissions = 274

2004 Actual Long Term Admissions = 117
2008 Actual Long Term Admissions = 19

- Occupancy: Private October 2008 Actual private resident days were 27.8% of total occupancy, and generated \$622,812, which is 33.2% of Total Revenue.
- Total Occupancy: October 2008 Actual of 93.9% with YTD 2008 Actual of 94.6%; YTD 2008 Budget of 96.1%
- Medicaid Revenues October 2008 Actual of 44.9%; YTD 2008 Actual of 46.0%
- Net TNW Revenue October 2008 Actual \$1,817,380 which was \$40,908 favorable to Budget. YTD 2008 Actual \$7,143,216 was \$106,992 favorable to Budget.
- Note: that although the census is down, the strong Payor Mix is keeping revenues favorable.
- Operating Loss for the month of October 2008 was (\$22,717); Operating Loss YTD 2008 was (\$226,220); Variance YTD 2008 (\$174,947).
 - Largest contributor to this negative variance is the negative variance in Salary & Fee Expense along with Employee Benefits

Resident Life Committee Resident Life Committee Report – presented by William Kowalewski

Ms. Thurlow would like to urge all Board members to attend at least one, and preferably both, of the Holiday Dinner celebrations at Nathaniel Witherell. They are scheduled for Saturday, December 13, and Sunday, December 14 in TNW auditorium, starting at noon each day. It is very meaningful for the residents, their families and friends, and the staff to see the Board members. It reflects the Board's high degree of interest and commitment to them and their lives.

On Dec. 22nd, TNW is hosting a Holiday Buffet Luncheon to honor the myriad of volunteers who dedicate their time and energy to the lives of our residents. The Luncheon will be held between 12:00 p.m. and 1:30 p.m. in the auditorium. Ms.

Thurlow would be grateful for the attendance of TNW Board Members, to personally thank the volunteers, who provide such invaluable service and help us reach our budget targets by assisting the staff.

TNW will be hosting a "Holly Days" Boutique in the auditorium on December 6 and 7 from 10:00 a.m. to 4:00 p.m. as a fundraiser sponsored by The Friends of Nathaniel Witherell.

Tai Chi is now being offered on Thursday mornings -- it is an ancient Chinese art which enhances balance, correct breathing techniques, and actually assists in lowering blood pressure.

Life Line screening will be offered on Tuesday, Nov. 25.

We have a new member of our Physical Therapy staff: John Rostkowski, who will be focusing on assisting neurological/cardiopulmonary and orthopedic patients

November activities will include a great Thanksgiving Feast on Thursday, with the meals served to the accompaniment of Thalia Cokkinos on harp.

Friends of Nathaniel Witherell – presented by David Ormsby

The Annual Appeal went out this week.

"Holly Days Boutique", December 6th and 7th from 10:00 am – 4:00 pm in the TNW Auditorium.

Mr. Ormsby asked if there needed to be any further discussion on old or new business – none noted.

Mr. Ormsby adjourned the meeting at 7:35 pm.

Respectfully Submitted,

Thomas Saccardi, Secretary
Dec. 4, 2008

Attachment I

Scope of Deficiency

	Isolated	Pattern	Widespread
<i>Severity of the Deficiency</i>	J	K	L
	G	H	I
	D	E	F
	A	B	C
Immediate Jeopardy to Resident Health or Safety			
Actual Harm that is Not Immediate Jeopardy			
No Actual Harm with Potential for More Than Minimal Harm, but Not Immediate Jeopardy			
No Actual Harm with Potential for Minimal Harm			