



*The Nathaniel Witherell*  
TOWN OF GREENWICH  
CONNECTICUT

**Board of Directors Meeting  
Minutes  
June 30, 2008**

**Present:** David Ormsby, Chairman; Chris Thurlow, Vice Chairman; Thomas Saccardi, Secretary; David Ayres; Lloyd Bankson; Patricia Burns; Bruce Dixon; Frank Scarpa; Paul Toretta; Lin Lavery, Board of Selectmen

**Staff:** William Kowalewski, Executive Director; Raymond Augustine, Director of Financial Operations; Susan Welsh, Director of Admissions; Franklin Loria, MD, Medical Director; Charity Poth, Development Director FNW

**Also:** Peter Arturi, Board of Health; Gerald Isaacson, RTM; Karen LaMonica, Commission on Aging; Stu Reider, GCTV; Leslie Tarkington, BET

Mr. Ormsby opened the meeting 5:39 pm in TNW Board Room.

**REVIEW OF THE MINUTES OF THE 5/19/08 BOARD MEETING:**

The motion to approve these minutes was made, seconded and adopted unanimously.

## **Chairman's Report – presented by David Ormsby, Chairman**

Mr. Ormsby recommends moving the July 2008 Board Meeting to Tuesday, July 29<sup>th</sup> because the Witherell Invitational will take place on Monday the 28<sup>th</sup>. The Board agrees to reschedule meeting.

Mr. Ormsby draws attention to The New York Times article of June 24, 2008 included in the Board packet, "Doctors Say Medication is Overused in Dementia". He suggests Mr. Kowalewski also share its contents with TNW staff and management.

## **Presentation by Ai Linh Tu, Rehabilitation Director** **"Overview of SNF PPS"**

Ms. Tu began her presentation with background information on PPS:

- PPS was implemented to control increasing costs of sub-acute care
- PPS uses the RUG classification system – 53 categories as of 2006 with 15 pertaining to the therapy case mix
- In 2006 when the Nursing and Therapy case mix was recalibrated, 9 new RUG categories were added with regard to non-therapy ancillary costs – therapy case mix rates stayed the same.

Ms. Tu explains that the case mix weight for each rehab category is determined by the frequency and duration of therapy provided during the reference assessment period:

- ADL Score calculation for Medicare payment is explained
- Assessment periods are outlined
- Criteria for Therapy RUG classifications is reviewed (Ultra High, Very High, High, Medium, and Low)

9 New RUGs groups for Rehabilitation are defined:

1. Rehab Ultra High plus Extensive Services, High
2. Rehab Ultra High plus Extensive Services, Low
3. Rehab Very High plus Extensive Services, High
4. Rehab Very High plus Extensive Services, Low
5. Rehab High plus Extensive Services, High
6. Rehab High plus Extensive Services, Low
7. Rehab Medium plus Extensive Services, High
8. Rehab Medium plus Extensive Services, Low
9. Rehab Low plus Extensive Services

### **Presentation by Ai Linh Tu, cont'd.**

Ms. Tu reviews the Universal Mandates from the Health Care Financing Administration, and the Medicare criteria for determining coverage and ongoing treatment for all patients.

Ms. Tu reviews the documentation requirements of Rehab.

A series of graphs is shown comparing the 5 rehab RUG categories achieved between July 2006 – May 2007 and July 2007 – May 2008. There is an increase in all Rehab categories from July of 2007 to May of 2008.

Mr. Ormsby asks if there have been any Medicare denials while Select Rehabilitation has been at TNW. Mr. Kowalewski will ask Margaret Wayne, Associate Director of Nursing, to supply us with this information at the July 2008 BOD Meeting (none as determined by M. Wayne)

Mr. Ormsby asks how Medicare reimbursements are submitted. Mr. Augustine answers that they are submitted electronically through MDI.

Ms. Tu completes her presentation while making note that Select can bring in therapists on Saturdays and Sundays for those patients who may have missed a day of therapy.

Ms. Tu commends the Volunteers who help them tremendously in the transport of patients, which in turn saves them valuable rehab time with their patients.

### **Mr. David Ormsby initiates a change to the order of tonight's Agenda**

Mr. Ormsby introduces one of this evening's guests, Mr. Stu Reider, Chairman of Greenwich Community Television (GCTV). Greenwich Community Television's mission is to provide Greenwich residents with quality, noteworthy programming.

Mr. Peter Crumbine, Selectman, brought to Mr. Ormsby's attention GCTV's immediate need for office/storage/'studio' space. Because the departure of Greenwich Adult Day Care (GADC) leaves available space on TNW's lower level, it was asked if a portion of that space might be allocated to GCTV on a temporary, very minimal cost to no-cost basis.

TNW Board votes unanimously in favor of allowing GCTV to occupy this space, temporarily, with no special provisions, and accepting all constraints (i.e. the start of Project Renew, Architect/Construction Management space needed)

### **Medical Director's Report – presented by Franklin Loria, MD**

Dr. Loria states there have been no cases of flu here at TNW. He once again complements the training work and persistence of Carol Kellogg, TNW Infection Control Nurse.

Dr. Loria reports that TNW drug utilization rates remain what they have been. TNW numbers are still better than the national and state averages. The use of anti-psychotic drugs is decreasing.

Dr. Loria met with a representative of the sellers of Lovinox, a drug used for the prevention of blood clots (blood clots can become common in sedentary/bed-bound patients and residents). However, in order for the use of this product to be considered, it is necessary to determine criteria as to who should receive this drug, when they should receive it, how often and/or for how long, etc.

Dr. Loria states that there has been a movement also to issue medication on a regular basis to prevent fractures (especially in patients with osteoporosis). Standard criteria will need to be developed.

Dr. Loria announces that his tenure as Medical Director at The Nathaniel Witherell will end as of June 30, 2008. He will remain as Acting Medical Director until a replacement is hired. Mr. Kowalewski states that a selection committee has been created, comprised of himself, Ms. Lynn Bausch, Dr. Frank Scarpa, and Dr. Loria. The committee has already met several times and discussed criteria and possible candidates for this position.

Mr. Ormsby expresses his thanks on behalf of the Board of Directors for Dr. Loria's service, his guidance and leadership and his dedication to the residents he has served here at The Nathaniel Witherell.

### **Finance Committee Report – presented by Lloyd Bankson**

Mr. Bankson asks Mr. Ray Augustine to begin report. Mr. Augustine states that TNW has \$27,789.26 in Uncollected Receivables. The Finance Committee proposes to write these items off. It will have no effect on the bottom line. Permission will need to be asked of the Town Comptroller to write off these items once the Board of Directors approves.

A motion to ask permission of the Town Comptroller to write off the Uncollected Receivables totaling \$27,789.26 is made, seconded and adopted unanimously.

## **Finance Committee Report cont'd**

Mr. Ray Augustine states that Finance Committee will also be requesting Object Code Transfers. They will request that \$100K be added to Salary and Wages, and taken from Service Expenses. Explanation for transfer:

1. Direct care staffing increased in the Nursing Department to support short term admissions and discharges
2. reduction of staff included in the request for Person Centered Dining did not transpire due to project delay
3. Medical Directors contract was reviewed and increased to be market competitive
4. In February 2008 the lab vendor increased its rates from 55% of list prices to 75% of list

The motion to request the transfer of \$100K from the BET was made, seconded and adopted unanimously.

Mr. Bankson reports:

- Total Occupancy May 2008 was Actual 94.6%, and Budget 96.3%
- TNW Resident Revenue May 2008 was Actual \$1,839,117, and Budget \$1,795,785
- Net TNW Revenue May 2008 was Actual \$1,791,426, and Budget \$1,732,871
- Operating Gain for the Month of May was \$40,902
- YTD Revenue up \$422,175 with Actual YTD \$19,140,419 compared to Budget YTD \$18,718,244

Mr. Bankson commends the TNW team on all of their efforts. He noted the continued increases in Cash Receipts each year since 2005:

- Year Cash Receipts 2005: \$17,286,001
- Year Cash Receipts 2006: \$19,024,489
- Year Cash Receipts 2007: \$20,047,414
- Eleven months YTD Cash Receipts 2008 are \$20,356,932.58
- Anticipated Estimated Cash Flow Surplus of \$1.5M

Ms. Chris Thurlow commends the entire staff, including each and every department, on the successes TNW is experiencing. She asks Mr. Kowalewski to extend the Board's congratulations to all staff.

## **Executive Director's Report – presented by William Kowalewski**

Mr. Kowalewski thanks Dr. Loria for his dedication to The Nathaniel Witherell and the consistent care he has shown to all of our residents during his time here as Medical Director.

Mr. Kowalewski states that we are re-opening the search for a Director of Social Work. Ms. Bette Bonne has currently assumed the position as Interim Director.

Mr. Kowalewski reports that the Medical Director Search Committee has not publicly requested applications yet. Dr. Scarpa states that they have acknowledged at least 2 individuals who have shown interest in the position.

There were 7 safety issues that arose since the May 2008 BOD meeting:

- 3 electrical outages
- 1 water shortage/outage
- 3 fallen tree limbs

We have an Emergency Preparedness Manual which comes into effect when any and all of these emergencies may occur. All 7 events were referred to our Safety Committee for analysis, follow-up and whatever corrective action plans are indicated. The Committee is in the process of its investigation of these occurrences and will report to the Board at the July 29<sup>th</sup> Board Meeting. Dr. Arturi states that Joanna Lipson is the Public Health Emergency Preparedness Coordinator at the Board of Health. The Safety Committee may want to contact her for her input.

Mr. Kowalewski expresses his thanks for the wonderful back-up support that TOG departments provided to TNW during, and with regard to, all of these events.

Mr. Kowalewski was asked by Mr. Bankson to clarify TNW's prevalence level scores with regard to State and Federal levels specified in his Director's Report:

- TNW scored below State and Federal prevalence levels in 23 of 34 QM areas
- TNW scored below State or Federal prevalence levels in 4 of 34 QM areas

The Quality Assurance Committee is to analyze this report.

Mr. Ormsby questions the Long-Term admissions variance number on the May 2008 Admissions Report (-50%). Ms Welsh explains the analysis and how this number is calculated. She also explains how the 'hesitation' of people to suggest they are looking for Long Term care may affect this calculation.

## **Building Committee Report – presented by Paul Toretta**

TNW Building Committee: met on June 26, 2008

- Met with Landscape Architect, Jim Dalalla for discussion on the Walking Path – committee may choose to do parts of the plan only. Committee has asked the architect for an elevation study. Possibility of some ‘moveable’ planters and other items was discussed because of the ensuing Project Renew.
- Sewer Grinder project – Amy Siebert is suggesting access be built into the manhole, which may be to no cost to TNW. Ms. Siebert was optimistic that this would be resolved this month. This would allow TNW to turn back over to the Town the \$500K that we have ear-marked for this project.
- Person-Centered Dining – July 14<sup>th</sup> is the estimated start date. Some new software has been added to the project to help monitor its progress.
- Power outages and water loss were reviewed, and, as mentioned before, are being investigated by the Safety Committee
- HVAC failures (not power related) – TNW has purchased 35 units for replacements, and this is under the maintenance program and budget.
- A \$20K or \$25K encumbrance has been agreed to for 4<sup>th</sup> floor carpeting (also under the maintenance budget)

Lloyd Bankson asks that ‘thanks’ be given to Ed Walsh, Maintenance, for all of his hard work during the various power and water situations.

TOG Building Committee:

On June 26, 2008 at 9:00 am a final walk-thru of the TNW facility was conducted for the 3 Architectural finalists - supervised by Jim Latham, Purchasing, Town of Greenwich.

All Architectural Designs must be submitted by July 14, 2008.

Architect presentations are scheduled for July 15<sup>th</sup> and 16<sup>th</sup>. Evaluation Committee members are the only people who may converse and ask questions during these presentations. Evaluation Committee members will evaluate each firm, using the same evaluation form/criteria scorecard, immediately following each presentation. Other attendees may observe only.

Mr. Ormsby states that he is hopeful, once they have heard the Architect Evaluation Committee’s recommendation, and the recommendation from the Town Building Committee, that the Board will have a decision made by the July 29, 2008 Board of Directors Meeting.

**Resident Life Committee Report – presented by Christopher Ann Thurlow**

Indoor/outdoor Garden – There have already been residents out to that area enjoying the space. However, there are no new developments regarding space design. Ms. Thurlow, Mary Bruce and Bill Kowalewski met with someone to speak about possible/potential designs. Designs are defined as ‘possibilities’ because of Project Renew and its’ implications. They would like to come up with a name other than the ‘Dementia Garden’.

This year’s Resident and Family Picnic on June 14<sup>th</sup> was a huge success, with the biggest number of residents and family attending ever.

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

Mr. Ormsby adjourned the meeting at 8:02 pm.

Respectfully Submitted,

Thomas Saccardi  
Secretary