



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

**Board of Directors Meeting
Minutes
July 29, 2008**

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

Staff: William Kowalewski, Executive Director; Lynn Bausch, Nursing Director, Raymond Augustine, Director of Financial Operations; Susan Welsh, Director of Admissions; Jack Hornak, Facilities Operations Manager, Franklin Loria, MD, Medical Director; Charity Poth, Development Director FNW

Also: Peter Arturi, Board of Health; Gerald Isaacson, RTM; Leslie Tarkington, BET; Lori Jackson, Commission on Aging; Joyce Jordan, Family Council; Mary Anne Chiappetta, Family Council

Mr. Ormsby opened the meeting 5:41 pm in TNW Board Room.

Chairman's Report – presented by David Ormsby, Chairman

Mr. Ormsby opens this meeting by citing the 'extraordinary moment this is'. TNW has operated profitably for the entire year. Net revenues of \$20.9M exceeded operating expenses by approximately \$50K. Concluding that operation of this 202 bed Rehab and Nursing facility ran at no cost to the Town of Greenwich.

With a \$1.8M Cash Flow and an Operating Profit for FY 2008 of \$47,169 Mr. Ormsby thanks the staff of TNW, and all that have kept an 'eagle eye' on expenses. He states that the staff of this facility, under the leadership of TNW's Directors and Managers, are the reason for this accomplishment, and not the

Board. An extraordinary job was done and they are the people who deserve a round of applause for this accomplishment.

Mr. Kowalewski thanks Mr. Ormsby and the members of the Board of Directors for their countless volunteer hours and the support they give to him, Ms. Bausch and the rest of the staff. He stresses how the BOD is an integral part of The Witherell Team. He states that Witherell is as good as it is because of everyone's efforts. On behalf of the entire staff he thanks the Board for their support, contribution and dedication.

REVIEW OF THE MINUTES OF THE 6/30/08 BOARD MEETING:

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

Presentation by Susan Welsh, Admissions Director **Admissions Department Annual Report Fiscal Year 2008**

Mr. Ormsby makes note of the startling increase in the number of short-term rehab admissions by 83% over the past several years. He gives kudos to Ms. Welsh and Admissions Manager, George Cossifos for this accomplishment.

Ms. Welsh begins her presentation with a description of our "product". We cannot deliver services without knowing that our "product" consists of 202 beds: 202 Medicare Licensed beds; 202 Medicaid Licensed beds; 202 Short-term beds; 202 Long-term beds; 202 Dementia beds.

With 26 Private Rooms, 68 Semi-Private Rooms and 10 Quad Rooms, in the last 30 days 3 residents have requested to be moved from semi-private to private rooms. Six residents have requested to be moved from door to window beds.

Many factors have lent to the recent successes:

- Relationships with numerous Internal and External entities, i.e., internally, TNW Management team, Interdisciplinary team, the Pastoral and the Development teams, and externally TOG BET and RTM, the media, the medical and legal communities and community at large, Market professionals and Network providers.
- The physical plant: renovation of the gym; rehab equipment; WiFi/Cablevision/Telephones; Person Centered Dining

Presentation by Susan Welsh, Admissions Director cont'd

Ms. Welsh displayed pie charts and/or graphs depicting, for FY 08:

1. Where Total Admissions come from: Greenwich Hospital 85%, Home 2%, Asst Living 1%, SNF 3%, Other hospitals 9%
2. Where Short-term Admissions come from: Greenwich Hospital 88%, Other SNF 1%, Home 2%, Other Hospitals 9%
3. Where Long-term Admission come from: Greenwich Hospital 42%, SNF Transfers 21%, Asst Living 15%, Home 11%, Other Hospitals 11%
4. Where do Short-term discharges go: Home 74%, Bed hold release 2%, SNF Transfer 1%, Asst Living 3%, End of Life care 4%, Hospitals 4%, Convert to Long-term 12%
5. Payor Mix: Private 25%, Medicare 12%, Medicaid 62%, Commercial Insurance 1%
6. Short-term Payor Mix: Private 1%, Medicare 90%, Medicaid 1%, Commercial Insurance 8%

Ms. Welsh indicated that the future success of TNW is influenced by various factors such as Name Recognition, Marketing, Progressive Linguistic Changes, and Progressive Culture Changes. It also relies on the physical plant, ie. furnishing and finishing, computer center, indoor-outdoor garden and Project Renew.

The FY 09 Marketing Strategy:

“Our overall marketing strategy is to educate the public and the feeder hospitals that Witherell provides the best possible short-term rehab experience while continuing to support our position in long-term and dementia care.”

Creative Strategy:

“We are running a series of testimonials of actual Witherell rehab ‘alumni’ telling of their own experience at Witherell. They emphasize the professionalism and friendliness of our staff, the updated facilities and their overall satisfaction with the experience. Tone of advertising will establish a brand image that is upbeat, optimistic and cheerful.”

Ms. Leslie Tarkington asks if Ms. Welsh would outline the benefits to being a municipally run nursing facility:

1. staff, longer tenure, permanent assignments
2. accountability
3. knowledge of residents
4. doctors appreciate that the nurses know their patients

Ms. Lynn Bausch makes mention of the strong sense of community felt here at TNW. Ms. Welsh also brings attention once again to the large number of volunteers here at TNW.

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

Pharmacy and Therapeutics: focus has been on resident care, particularly dementia and diabetes; fall risk and prevention in-service was presented; diabetes mellitus in-service to be presented in August; average number of medications per residents has remained stable (between 8-9).

Medical Staff: a new Medical Director has been identified by the search committee; no new additions to the Medical staff; NP Care are recruiting an APRN, hopefully will be onsite shortly.

Quality control: education on hand washing, touching surfaces; Clinical Lab Partners has begun to service TNW, which should provide staff nurses time for tasks other than phlebotomy; it was determined that TNW wound care specialist uses ankle:brachial index (ABI) when assessing patients – this may represent uncaptured revenues.

Physical Therapy and Rehab: fourth floor remains extremely busy; many short-term rehab patients are requiring more nursing care – 54 medical admits, 41 orthopedic admits to 4th floor.

Dr. Frank Scarpa commends Dr. Loria on his performance during his tenure as Medical Director.

On behalf of the Medical Director Search Committee, Dr. Scarpa recommends the Board appoint Dr. Francis X. Walsh as the new TNW Medical Director.

The motion to offer the position of Medical Director of TNW to Dr. Francis X. Walsh was made, seconded and unanimously approved

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Executive Director's Report – presented by William Kowalewski

Mr. Kowalewski states that TNW produces some 270+ paychecks every 2 weeks. This number does not include those that are not on TOG payroll, such as Directors of Chaplaincy and Volunteers, Development. It also does not include all of the hours contributed to our facility by the numerous volunteers (upwards of 170). All of these people combined are part of the Witherell Team – they are ALL a part of the fabric of Witherell.

Best of the Gold Coast is taking place at The Hyatt in Old Greenwich on August 6, 2008. Susan Welsh, Admissions Director, is facilitating participation in this event.

R -- A -- C -- E

At this point in the meeting there was an impromptu fire drill performed by Messrs. Kowalewski and Hornak. The purpose of this exercise was to show the Board the fire drill procedures which are being tested and practiced every week by the TNW staff.

Building Committee Report – presented by Paul Toretta

TOG Building Committee: met on July 23, 2008

- committee members still have questions on the Architect Review Committees report, and have therefore not come to a conclusion as to the architect selection
- Committee wanted to have the input of all committee members for the selection, so discussion was tabled until July 31, 2008 at 7:30 am.
- Chairman, Mr. Dik Glass has resigned from the committee due to other commitments.
- There is still no RFP for Construction Manager. Mr. Toretta has obtained a CM RFP from the committee involved in the Glenville School project. He has forwarded this RFP to Mr. Christopher Lacey to his review.
- Mr. Lloyd Bankson states that he felt the general sense of the Committee meeting was pretty severe disappointment with how the Town managed this process
- Mr. Toretta states the committee felt there were a number of issues: there is an Architect Review Sub-Committee of the Building Committee, which reports back to the full committee. After this process the Town Purchasing Department prematurely informed the architects that they had been selected. The architects then had to be “un-selected”. Committee feels they will be back on track again after Committee meeting of July 31st.
- Mr. Toretta notes that the Board of Education does not engage in the same processes with the Purchasing department – it is thought that TNW may be able to use the BOE process with regard to the Construction Manager and not involve the Purchasing Department.
- It is commented on by Ms. Leslie Tarkington that the Charter gives the Town Building Committee the authority on the Architect selection without using the Town Purchasing Department. With regard to the actual construction, she states that she is not sure whether that authority goes to the Department of Public Works, it may have to go RPF, but is unsure. She suggests Wayne Fox and the Town’s legal department will give the Building Committee the necessary details of this process.
- Mr. Ormsby brings up the question of using a Project Manager. Mr. Toretta will follow-up on the status of this item.

Building Committee Report – presented by Paul Toretta cont'd

TNW Building Committee:

The committee met last on July 25, 2008 at 7:30 am

At this meeting, Mr. Jack Hornak reported on several items:

- The Walking Path – delayed until the status of the Rose Garden is determined
- Work will be done to approve the appearance of the front of the build
- Chiller
- Sewer Grinder Project – still awaiting the letter from Amy Seibert of Public Works with specifics of decision on the project; therefore, the funds have not yet been released/returned to the Town. Mr. Hornak will follow-up on the status of this item
- We will returned \$285K on other projects to the Town (generator rewiring, the fire alarm and the the tiller)
- The fire alarms
- A/C units

Ms. Chris Thurlow poses a question regarding the TOG Building Committee: if the Committee meeting presents information that requires the BOD input, there is no TNW Board of Directors meeting in August. Answer is that a Special BOD meeting will be called and Board members may participate via phone conference.

Finance Committee Report – presented by Lloyd Bankson

Mr. Bankson reports:

- Total Occupancy June 2008 was Actual 97.4%%, and Budget 96.3%, YTD Actual 95.9%, and YTD Budget 96.3%
- Operating Gain for the Month of June was \$49,155, YTD 2008 \$47,169. The month of June was critically important to the financial success.
- TNW Resident Revenue, Private Pay YTD 2008 Actual 31.5% over Budget of 28.2% - \$807K above budget, this was the main generator of the funds
- YTD 2008 Revenues of \$21,494,063, YTD 2008 Expenses of \$20,905,606
- Operating Profit of \$47,169

Mr. Ray Augustine comments:

- Operating Profit for 2008 of \$47,169 outstanding compared to Operating Deficit for 2007 of \$1,163,000
- Year Cash Receipts 2007: \$20,047,414
- Cash Receipts 2008 are \$22,190,471

Friends of Nathaniel Witherell – presented by Patricia Burns

Ms. Burns commends everyone on a great job done on the Witherell Invitational, July 28, 2008. It was a great success, great time, and great day. Made front-page news of the Greenwich Time. FNW has a number of participants who expressed interest in participating again next year.

Mr. Ormsby thanks everyone who had a hand in this event. There was a general great feeling about the entire day.

Resident Life Committee Report – presented by Christopher Ann Thurlow

Family Council held their meeting on Sunday, July 13, 2008 at 2 pm in the TNW Auditorium. It was the best attended ever with over 50 people present.

- They voted on officers
- Revised by-laws
- Tony Correale spoke about pastoral care at TNW.
- Dr. Martin Drooker, Psychiatrist at TNW spoke about “Antipsychotic drug use in the elderly”
- Mr. Peter Tesei, First Selectman, Town of Greenwich, attended as the Council’s special guest.
- Mr. Tesei and family members were taken on a tour of the proposed garden area

It has been calculated that for 2008 the total number of volunteer hours equal 9,900 – this number is the equivalent to 5 full time staff members.

Mr. Thurlow, Ms. Mary Bruce, Mr. Kowalewski, and Mr. Jack Hornak met with Rich Green and his design associate to review plans for the garden:

- Plans were wonderful, they totaling listened to our needs/wants
- Want to make this garden totally portable
- This garden will provide our dementia residents access to the outdoors
- We are seeking community support
- Figure could run approximately \$70K - \$90K
- The garden will be structured to fit the financing available only

CQI Committee – presented by Dr. Frank Scarpa

The Executive Director's report has listed all departmental initiatives which were requested by Mr. Kowalewski and Ms. Bausch of each department:

1. Admissions – Susan Welsh – To launch a mailed Resident Satisfaction Questionnaire
2. Dining Services – Jeffrey Enchura – To conduct annual Meal Satisfaction Surveys with annual improvement goals
3. Maintenance/Facilities – Jack Hornak – To initiate an internal Customer Satisfaction Survey
4. Recreation Therapy – Mary Bruce – To initiate the Camelot Garden by January 1, 2009 and to track the volume of usage
5. Housekeeping – Michel Baptiste – Wheelchair and carpet cleaning – to track the cleaning frequency of each and to achieve a percentage increase of frequency over a defined time period
6. Pastoral Care – Heather Parkinson-Webb – To apply the Spiritual Assessment universally; to quantify volume of services delivered; to implement Hospice enhancements
7. Social Work - Depression Scales – To correlate the findings of the Depression Scale recently implemented to the frequency of actual implementation
8. Nursing – Lynn Bausch – To further reduce the administration of anti-psychotic drugs; to track the pick up of cases following Nursing assessment
9. Administration – To enforce and quantify compliance regarding the wearing of ID badges; to conduct an Employee Evaluation and Morale Survey using an outside vendor tool
10. Rehab – Ai Linh Tu – to audit timely Progress Notes and reduce non-compliance
11. Volunteers – Sally VanLeeuwen – To conduct a Volunteer recruitment Open House – to track success by both attendance and number of new volunteers recruited.
12. Laundry – Michel Baptiste – TBA

Emphasis is on reducing the usage of anti-psychotic drugs in our residents. The committee agrees it would be helpful to have the Board of Directors hear from Dr. Drooker on this topic.

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

Mr. Ormsby adjourned the meeting at 7:55 pm.

Respectfully Submitted,

Thomas Saccardi
Secretary