



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

**Board of Directors Meeting
Minutes
October 27, 2008**

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

Staff: William Kowalewski, Executive Director; Lynn Bausch, Director of Nursing; Susan Welsh, Director of Admissions; Jack Hornak, Facilities Operations Manager, Frank Walsh, MD, Medical Director; Sally Van Leeuwen, Volunteer Coordinator; Christina Tholen, Development FNW

Also: Peter Arturi, Board of Health; Leslie Tarkington, BET; Sam Deibler, Commission on Aging; Irene Theriot, Family Council Vice Chairman; Mary Anne Chiappetta, Family Council; Joyce Jordan, Family Council; Meredith Blake, Greenwich Time

Mr. Ormsby opened the meeting 5:38 pm in TNW Board Room.

Presentation by Sally Van Leeuwen, Volunteer Coordinator
“Nathaniel Witherell Volunteers”

Ms. Van Leeuwen begins her presentation by outlining the number of areas available for Volunteers:

- Escorting residents – to rehab & beauty salon
- Plant care
- Sharing one’s pet – TV 10/55 will be coming to TNW on Wednesday to cover our Cat Therapy program
- Facilitating the weekly workshop services
- One-on-one visitation

- Gift shop staff – proceeds of the Gift Shop used to go to the TNW Auxillary now go to the Friends of Witherell
- Sharing of musical talent
- Assisting with recreation activities
- Assisting with administrative tasks

Ms. Van Leeuwen explains the various ways she has recruited Volunteers:

- A flyer was developed – available in TNW lobby as well as circulated at the library, schools, resident's families, churches
- We are a part of the Greenwich Time Weekly Saturday Caring/Sharing section. The Greenwich Time covers TNW often and very positively.
- We are on a few websites: Community Answers, the Volunteer Center of Southwestern Connecticut
- Word of mouth
- Open House was held on Thursday, Oct. 23, which brought 7 new Volunteers to TNW along with several phone calls from individuals showing interest in volunteering.

The training process includes an application form, the signing of a HIPAA form, explanation of the TB requirements, discussions related to the 4 page Volunteer handout (especially fire safety procedures, wheelchair safety, and hygiene), introductions and a tour of the facility.

Volunteer hours were not logged for many years before Ms. Van Leeuwen's start at TNW. Now that she has been in this job role for 15 months, she has begun to gather data to use as a base of comparison. She has been vigilant with asking Volunteers to sign in and log their hours of service.

Mr. Ormsby notes that if the volunteer hours logged for the 1st quarter of 08/09 are annualized, and you compare it to a 40 hour work week of a paid employee, TNW is operating at a Volunteer rate equal to that of 5.2 FTE equivalency.

Ms. Van Leeuwen makes note of the phenomenal number of Volunteer hours logged by our teen Volunteers this past summer. Total for the months of June, July and August 2008, TNW logged 48 teen Volunteers performing a total of 633.25 Volunteer hours.

The Volunteers, and the invaluable services they provide, are recognized by TNW by:

- Annual spring luncheon
- A new tradition – the Holiday Buffet in December
- Volunteer Center of Southwester CT, Volunteer Awards for Greenwich

Special recognition is given to Ms. Nancy Chang, Volunteer, and her diligent and accurate logging of data for the Admissions Office. Ms. Susan Welsh commends Ms. Chang's dedication to a tedious, State required task, and explains how crucial this recordkeeping was when reviewed by the State Surveyors in September.

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

Dr. Walsh explains that with patient care always first, his second priority has been to determine ways to increase the number of patients and referrals to TNW, especially for short-term rehab. The Westchester Medical Group is one practice of interest.

Dr. Walsh states that in the area of improving the quality of care here at TNW, he has not seen an area that is lacking. He states that the quality of care here at TNW has always been high.

Dr. Walsh explains he feels his basic role as Medical Director is to assure that every patient has a doctor – if they don't, then it is his place to find one, or he himself will assume that role.

Flu vaccinations will begin this week (week of Oct. 27, 2008)

It is suggested that the Hospital for Special Surgery in NYC would be a very good prospect for rehabilitation patient referrals.

REVIEW OF THE MINUTES OF THE 9/29/08 BOARD MEETING and the SPECIAL BOARD MEETINGS OF 8/8/08 AND 10/16/08:

The motion to approve the minutes of three meetings was made, seconded and adopted unanimously.

Chairman's Report – presented by David Ormsby

There has been discussion with Town of Greenwich leadership in regard to changing the accounting presentations of TNW from a traditional Town department system with emphasis on expenditures, to a Revolving Fund system.

This system permits a financial presentation more typical of a “not-for-profit” organization showing Total Revenue and Expense. One important characteristic of this system as TNW approaches Project Renew, is the ability to carry-over from year to year the excess cash flow that TNW has been able to generate.

While there has been Town support toward this change, Mr. Ormsby states that TNW take the steps necessary to initiate this process. He has drafted a case statement for placing TNW on a Revolving Fund basis – this does not change any Town responsibilities for TNW (ie. procurement policies, submission of operating and capital budgets to RTM and BET). It allows TNW a form of presenting TNW operating results in a different way. After Mr. Bankson and Mr. Dixon have reviewed this case draft, Mr. Ormsby will circulate it to the entire Board for input.

Mr. Ormsby and the Board will need to determine the procedure necessary to put this process in motion.

Executive Director’s Report – presented by William Kowalewski

Mr. Kowalewski distributes the State Survey scoring grid. In his opinion and that of Ms. Bausch, this survey was better than last year. We will not know the complete outcome of the survey until we receive the written report.

Mr. Kowalewski asks Ms. Bausch to comment on this year’s survey. Ms. Bausch explains that it is called a QIS Survey, more of a ‘quality of life’ survey:

- More resident and family interviews, in-depth
- More focused on the resident’s dignity, their preferences, and good quality care
- Reviewed 70 records (in years past it had been 28-30 records)
- Once we receive the written report we must respond with Plan of Correction, very detailed and labor intensive. Then there will be a re-survey.

Mr. Kowalewski distributes the Governor’s Actuarial Report on the outlook for Medicaid.

Mr. Kowalewski and Ms. Susan Welsh introduce the new TNW ad in our marketing campaign. That which speaks of the story of Essie Armistead and the nurses on the 4th floor – “They saved my life”.

Building Committee Report – presented by Paul Toretta

TOG Building Committee:

The Building Committee did select an architect and their recommendation was made to this Board of Directors. The SLAM Collaborative was approved and the contract is now in negotiation.

At Mr. Jim Latham's request, Mr. Ormsby and Mr. Dixon spoke with the CFO of SLAM and they are fully satisfied with their financial status. It is their hope that Purchasing will make the award to SLAM this week.

The committee is working their way through the process of securing a Construction Manager.

TNW Building Committee:

Met in Emergency Meeting on October 15, 2008 to approve the CIP List. In our business plan we are allowed to spend \$320,000. Mr. Kowalewski and the TNW Management Team developed a list of projects which were reviewed, approved and the list sent to the BET.

TNW Building Committee also then met at their regularly scheduled meeting on October 23, 2008 and discussed the following:

- Walking Path – front door design, which included the walking path to the Rose Garden. They have approved 6 design elements that the committee will get pricing on: raise the asphalt, replacement concrete left/right of entrance, new concrete Rose Garden entrance walkway, recess concrete pads for benches, and a small railing at the end of path and pavers as a buffer along the front of the walkway. There was a 7th item discussed, planters - a decision will be made about this in the spring.
- Sewer manhole access. Approval of this project was given to Mr. Hornak to proceed with this project. The road will be 100 feet long and 12 feet wide, dirt/gravel road to allow sewer access.

Finance Committee Report – presented by Lloyd Bankson

Mr. Bankson reports:

- TNW Expenses MTD 2008 Actual \$1.378M, MTD Budget \$1.313M, variance of (\$65,279) - \$44.8K of this variance comes from salary expense and \$20K from supply expense.
- Variance of (\$15,819) in Employee Benefits
- Variance on Salaries YTD 2008 (\$171,874), added to variance YTD on Employee Benefits of (\$39,789) totals variance of over (\$200,000) – with Operating Loss of (\$120,000)

- Finance Committee has had discussion with Nursing, Dining and Housekeeping/Laundry to review plan of action to improve employee hours variance numbers.
- Productive session with Mr. Al Cava as a pre-cursor to February 2009 negotiations.
- Draws attention to Table E of Executive Director's Report – Current YTD Short Term = 95 Admissions to last year Short Term Admissions of 66
- Occupancy: Private YTD 2008 Actual of 25.6% with a YTD 2008 Budget of 22.6%; This is \$1,778,911 (32%) of 2008 YTD Revenues
- Medicare is 19.1% YTD 2008 Actual, YTD 2008 Budget 20.8%
- TNW Total Revenues MTD Variance September 2008 \$13,597; YTD September 2008 Variance \$66,085

Mr. Ormsby asks for an update on Person-Centered Dining. Ms. Bausch responds that lunch has been in place for some time. Supper is moving along, some issue being with start time of the meal for residents. It is anticipated that breakfast will begin at the end of January 2009. Ms. Bausch sees the window of time for breakfast to be anytime from 8am – 11am to respond to those residents waking early and wanting to eat early, as well as those who prefer to wake later and eat later.

Return to Executive Director's Report – presented by William Kowalewski

Mr. Kowalewski refers to Table I, 6 charts of Continuous Quality Improvement – where TNW stands in comparison against State and National averages in percentage of patients:

1. Chart 1 – percentage of TNW patients against State and National averages that are experiencing pain (Long Term residents)
2. Chart 2 – percentage of TNW patients against State and National averages that are experiencing pain (Short Term residents)
3. Chart 3 - percentage of high risk TNW patients against State and National averages that are experiencing pressure ulcers
4. Chart 4 – percentage of post acute care TNW patients against State and National averages that are experiencing pressure ulcers.

Mr. Bankson brings question to the very good numbers that TNW receives on these charts. Ms. Bausch and Dr. Scarpa state that these numbers have been collected via a national database.

The good ratings of TNW are directly related to the accuracy in assessment of residents, putting proper protocols in place, and meeting residents needs.

5. Chart 5 - percentage of TNW patients against State and National averages that require physical restraints.
6. Chart 6 - percentage of TNW patients against State and National averages that experience depression – new screenings, interventions have been put into place here at TNW.

Mr. Kowalewski invites all to attend the next Continuous Quality Improvement Committee meeting to be held on December 4, 2008.

Ms. Thurlow comments that the Board should recognize that the information just given in Mr. Kowalewski's charts reflects incredibly well on the dedication of the nursing staff and the entire staff at TNW.

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

No Report

Friends of Nathaniel Witherell – presented by Patricia Burns

The Annual Appeal should be out within the next several weeks.

“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 7:17 pm.

Minutes Approved at November 24, 2008 Board of Directors Meeting