



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

**Board of Directors
Special Meeting
Minutes
October 16, 2008, 9:00 am**

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

Staff: William Kowalewski, Executive Director; Lynn Bausch; Raymond Augustine, Director of Financial Operations; Susan Welsh, Director of Admissions; Jack Hornak, Facilities Operations Manager; Christina Tholen, Development FNW

Also: Leslie Tarkington, BET; Dr. Peter Arturi, Department of Health

Mr. Ormsby calls the meeting to order at 9:06 am in TNW Board Room.

Mr. David Ormsby – Purpose of Meeting

Mr. Ormsby states the TOG TNW Building Committee met this morning at 7:30 am and approved the SLAM Collaborative to provide architectural services for Project Renew. The 8 voting members of the Town Committee voted unanimously to endorse SLAM's supplemental response to the RFP. Their architectural and engineering costs were significantly lower than JCJ, the other architectural finalist that completed the supplemental process. BL Companies concluded they did not wish to participate further and felt they had provided their

best possible pricing. The SLAM architectural and engineering fee proposal is \$1,787,550. The original budget for Project Renew has in it \$1.8M for architectural and engineering services.

Mr. Ormsby states that under the Town Charter the TNW Board of Directors is required to approve any architect that the Town Building Committee proposes to hire.

Ms. Chris Thurlow asks a question of Mr. Ormsby – it was determined that SLAM was involved in a lawsuit; will this impact TNW and Project Renew? Mr. Ormsby responds with no.

Ms. Thurlow states that BL Companies had a team approach with a Boston firm that is one of the leaders in New England in healthcare/nursing home design. She asks what SLAM will do – will they team up with a comparable company, or the same design firm? Mr. Ormsby states that the issue of experience was discussed extensively during the Building Committee meeting this morning and they were generally satisfied with their experience in that business. Do we know what their experience is in actually building nursing homes? They were the architect on the Greenwich Hospital project – showing experience in the healthcare industry and the TOG. They also were responsible for the TNW Rehab renovation.

Mr. Saccardi states his opinion differs with that of the TOG Building Committee's in relation to the extent of SLAM's experience. Their experience is hospitals, predominantly. Their design plan was that of a hospital wing and not a nursing home. He believes they will be able to do "on the job learning"; he would have preferred someone who could have "brought more to the table".

Mr. Ormsby makes the motion that the Board approve the decision by the TOG Building Committee to retain the SLAM Collaborative as the architect for Project Renew . The motion is seconded and accepted unanimously.

Mr. Ormsby introduces an item not previously on the agenda for information only. He speaks about the Finance Committee's current work on a Long Range Business Plan. This plan is being required of TNW by the BET as a condition to the approval of the remaining cost of Project Renew. Mr. Ray Augustine has been a major contributor in the modeling of that plan. The following topics are discussed:

- Future Revenues and expenses
- Staffing and current staff vacancies
- Fundraising
- New opportunities: hospice and respite care
- Person-Centered Dining
- Hiring Freeze
- TOG expenses
- Community support / capital campaign
- Donations and possible effects on Town debt
- Consulting service currently evaluating Housekeeping/Laundry

Mr. Kowalewski states his appreciation to the Board for their concern with all of the above mentioned items, and their concern with the balance they must maintain between finances versus quality of care.

Monday, October 20, 2008, the monthly Finance Committee meeting will be held at 4:00 pm.

Mr. Kowalewski refers to his Executive Director's report of September 29th, and the tables showing the substantial reduction in payroll hours from 2005 to 2008. Medicare scores have not slipped because of this reduction. But, TNW numbers of payroll hours per resident per day charted for 2007 are lower than both Fairfield County and Connecticut averages – Mr. Kowalewski states this number may be minimal enough. This may show that TNW is at a current point where hours cannot be reduced any further without impacting quality.

Mr. Kowalewski states that the site visits taken thus far have given Ms. Lynn Bausch and himself a greater sense of a new "plan of care" methodology and the way to deliver care. They have begun work on a new model of care for TNW, which is person-centered, along with a new staffing model that they are looking to implement in July of 2010.

Meeting is adjourned at 10:10 am.