



*The Nathaniel Witherell*  
TOWN OF GREENWICH  
CONNECTICUT

**Board of Directors Meeting  
Minutes  
December 16, 2008**

**Present:** David Ormsby, Chairman; Christopher Ann Thurlow, Vice Chairman; Thomas Saccardi, Secretary; David Ayres; Lloyd Bankson; Patricia Burns; Bruce Dixon; Dr. Frank Scarpa; Paul Toretta

**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; Christina Tholen, Development FNW

**Also:** Peter Crumbine, Selectman; Gerald Isaacson, RTM; Dr. Peter Arturi, Board of Health; Ken Borsuk, Greenwich Post; Mary Anne Chiappetta, Family Council; Joyce Jordan, Family Council; Christopher von Keyserling, RTM;

Mr. Ormsby opened the meeting 5:33 PM in TNW Board Room.

**REVIEW OF THE MINUTES OF THE 11/24/08 BOARD MEETING**

One correction on page 1 of the minutes was made by Mr. David Ayres. Following this correction, the motion to approve the minutes of this meeting was made, seconded and adopted unanimously.

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

Mr. Ormsby states that the 2009 Board of Directors Meeting Schedule has been included with the Board meeting materials.

Mr. Ormsby notes the BET meeting held the night before (12/15/08). TNW's financial progress for the 1<sup>st</sup> five months of 2009 was discussed, along with the progress for the planning for Project Renew. Mr. Ormsby states that a model of care will be accepted by the TNW Board of Directors before any actual building design takes place.

The Long Range Plan (LRP) is still being revised based on what TNW has learned over the last 18 months in administering the prior business plan. The obvious goal is to make the operations of TNW cash flow positive, after repayment of principal and interest on the debt.

Mr. Augustine state the Medicare Cost Report is due on January 31, 2009.

There will be a senior staff meeting with John Crary, Town Administrator and Peter Tesei, First Selectman on Wed., Dec. 17, 2008 to respond to the directive received on Nov. 26, 2008 to all town departments to reduce their current budgets by 10%.

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

Dr. Walsh states that the census has been extremely strong, very close to 100%.

There have been no infection outbreaks over the last month.

Dr. Walsh continues to try and recruit new physicians to come to TNW. It is difficult due to the amount of time spent in private practice. Also, some are advised not to come to nursing homes to practice.

Mr. Ormsby brings attention to an earlier Admissions Report submitted by Ms. Susan Welsh that lists other hospitals (ie Stamford Hospital, Norwalk Hospital, the Hospital for Special Surgery, Westchester Medical Center) that have been referring patients to TNW along with Greenwich Hospital.

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

#### **TOG Building Committee:**

On Thursday, Dec. 4<sup>th</sup>, the SLAM Collaborative signed the Architects Contract. Following the signing, which took place in Purchasing at the Town Hall, SLAM joined the TOG TNW Building Committee, and the TNW Management Team and Board of Directors for a luncheon at Witherell. SLAM met with several managers after the lunch for discussion of some preliminary design/program ideas and concepts.

Purchasing has issued the Construction Managers RFQ.

## TNW Building Committee:

The design of the front walkway is undergoing revision, perhaps cutting the expense of the original \$54K. The Committee has asked White Construction to estimate the costs of doing a portion of the original project.

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

### Site Visit Summary:

Mr. Kowalewski states that site visits to Person-Centered Care facilities were begun in August 2008. Two hand-outs are distributed: a written site visit summary and a Person-Centered Care summarization.

Witherell has been doing some components of Person-Centered Care for years. The most notable currently is permanent assignment of staff (no rotating of staff). Person-Centered Care is a change in philosophy, in culture and in physical plant.

Mr. Kowalewski outlines existing Person-Centered Care Models:

- The Pioneer Network
- Wellspring
- Green Houses
- Small Houses
- The Eden Alternative
- Sanctuary Model
- Neighborhood Model

The model of care Mr. Kowalewski and Ms. Bausch feel the foundation of the approach for TNW will be the Pioneer Network, with modifications. Most facilities do implement a combination of the models.

Mr. Kowalewski explains that they requested information as to which facilities to visit from nursing home associations and quality assurance programs across the Northeast. TNW wanted to see both the Person-Centered approach to care that has already been rolled out and physical plant modifications either done or in progress. They developed a list of 10 possible site visits.

Ms. Bausch defines Culture Change in nursing homes as a change in customs and how things have been done over the years. Going to Person-Centered Care is moving nursing home care from institutional based care to resident directed care. Embracing the residents and building relationships. An "Aging in place" philosophy. The resident should be at the top of the Table of Organization. The residents "drive the routine". It is a journey, involving partnership with the architects as well.

Ms. Bausch continues by discussing the Care Model Issues:

Decentralization of Staff	Table of Organization	Silos of Departments
Job Descriptions	Skill Sets	Neighborhood Leaders
Clinical to Community	Training	Model Selection
Staffing patterns	Culture Swing	Resident's Independence
Size of neighborhoods	Size of Households	Aging in Place
Home-Like	De-institutionalize	Resident before Task

Mr. Kowalewski reviews the physical plant issues that must be considered:

Privacy	Private vs Double Rooms	Home-like
Country Kitchens	Dining Rooms	Resident pets
Floor Coverings	Nursing Stations	Signage
Lobby	Computer Labs/Libraries	Sitting Areas
Carpeting	Wireless	Bathing Suites
Code Modifications	Gardens	Lighting
Wall Finishes	Rehab location/size	

Mr. Kowalewski continues his presentation with approximately 75 photographs of the facilities that were visited. Photographs were categorized as follows:

- Kitchens and Dining Rooms
- Nursing Stations
- Double Rooms, Toe to Toe
- Single Rooms
- Hallways
- Rehab
- Signage, Name Boards
- Libraries and Computer Labs
- Beauty Salons
- Public Sitting Areas
- Outdoor Gardens
- Cafeterias
- Main Street
- Lobby
- Tub Rooms
- Shadow Boxes
- Covered Entrances
- Front Drives

All those that attended these visits commented on and discussed the various facilities relating their similarities/differences, their programming, their environments, and the overall “feelings” of the facilities.

Ms. Lynn Bausch clarifies the definition of Culture Change. “Culture” in a nursing home is its customs. TNW is looking to move away from Institution-like culture and moving toward “resident based” culture.

### **Finance Committee Report – presented by Raymond Augustine, Lloyd Bankson**

Full November 2008 Financials are not complete at this time due to the early scheduling of this December meeting.

- Occupancy for the month of Nov. 2008 Actual of 96.3% compared to a Budget of 96.1%
- Revenues of \$1,799,771 Nov. 2008 Actual compared to a Budget of \$1,719,000; \$80K favorable to budget for the month
- Projected estimate for bottom line of a positive \$20K for the month of Nov. 2008, first time this year TNW has turned a favorable bottom line
- Payroll figures are favorable to the Budget for the month of November 2008
- YTD Occupancy is 94.9%, 29,328 days; 37 days favorable to last year
- Payor Mix is extremely favorable
- Net Revenues of \$8.9M; favorable to Budget by \$187K
- Overall Operating Loss approximately \$200K YTD

Mr. Bankson gives kudos to Mr. Ray Augustine for his hard work and effort on the Long Range Plan. Mr. Augustine presented the existing modified Long Range Plan along with approximately 8 assumptions, “peeling” away each layer, discussing with TNW management, and gaining consensus on each point. Final conclusion is that the debt can be repaid.

TNW will be called before the BET in either January or February 2009 to present the numbers and the plan – there will be a consultant who will review it all – Mr. Bankson is looking forward to this discussion.

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

Holiday Dinners on December 13 and 14 were attended by nearly 500 residents, family and friends. Three Board members were present along with all 3 Selectmen and 2 BET members.

The Holiday Volunteer Luncheon will be held on Monday, Dec. 22, 2008, in the Auditorium from 12:00 PM – 1:30 PM.

Family Council will be serving meals to the staff at Midnight on Dec. 24<sup>th</sup> and on Noon on the 25<sup>th</sup>.

Plans are in the works for the New Years Eve Party.

Residents Council – 2 issues of major concern: 1.) Lost or misplaced clothing and 2.) meals, portion size, standard items

CQI – hoping to initiate a Resident/Family Survey for early 2009  
New work schedules and staffing concepts for Housekeeping and Laundry

Dining Survey Results = “Good” rating. Dining Services is currently working on an action plan to further improve this rating.

Boxwood Christmas Tree activity sponsored by the Garden Club/Garden Education Center was enjoyed by many residents.

Most Reverend William E. Lori, Bishop of Bridgeport, was a special guest to TNW on Dec. 11<sup>th</sup>. He visited with the Catholic residents and celebrated Mass with them in the Chapel. The 35 volunteers who provide Catholic ministry at TNW also joined in the Mass and had lunch with the Bishop afterwards.

The Social Work Department is targeting Summer 2009 to begin a dementia support group.

Beginning January 2009, all Admissions will be screened for Depression. The use of Antipsychotic drugs has decreased from 47% to 33% since 2006.

Next Family Council meeting is scheduled for Sunday, January 25, 2009.

Ms. Lynn Bausch states that Medicare and CMS scored Witherell a FIVE STAR nursing home as a result of their newly initiated rating system.

### **Friends of Nathaniel Witherell – presented by David Ormsby**

The Annual Appeal is progressing well.

The 2<sup>nd</sup> Annual Witherell Invitational golf outing is scheduled for July 13, 2009.

Mr. Ormsby makes note that he would like all Board Members to review the Healthcare Services Group, Inc. ‘Housekeeping and Laundry Operations Review’ prepared for TNW dated 10/31/08..

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

Mr. Ormsby adjourned the meeting at 7:25 pm.

Respectfully Submitted,

Thomas Saccardi, Secretary  
Dec. 23, 2008