



*The Nathaniel Witherell*  
TOWN OF GREENWICH  
CONNECTICUT

**Board of Directors Meeting  
Minutes  
February 23, 2009**

- Present:** David Ormsby, Chairman; Christopher Ann Thurlow, Vice Chairman; Thomas Saccardi, Secretary; David Ayres; Lloyd Bankson (by phone); Bruce Dixon; Dr. Frank Scarpa (by phone); 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; Scott Neff Development Director FNW
- Also:** Dr. Peter Arturi, Board of Health; Meredith Blake, Greenwich Time; Mary Anne Chiappetta, Family Council; Laura Erickson, RTM District #5; Andy Fox, TOG TNW Building Committee; Mike Harris, SNAC; Gerald Isaacson, RTM; Joyce Jordan, Family Council; Sara Poirier, Greenwich Post; Christopher vonKeyserling, RTM District #8

Mr. Ormsby opened the meeting 5:32 PM in TNW Board Room.

**REVIEW OF THE MINUTES OF THE 1/26/09 BOARD MEETING**

The motion to approve the minutes of this meeting was made, seconded and adopted unanimously.

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

Mr. Ormsby makes a motion to amend tonight's Agenda to provide that the Board consider and act upon the Long Range financial projections which will be presented at this meeting.

The motion to amend the Agenda was made, seconded and adopted unanimously.

With the announcement of Mr. Kowalewski's resignation from TNW, Mr. Ormsby has asked several Board members to join him on a search committee to determine a successor. Committee members are Mr. Ormsby, Ms. Thurlow, Mr. Saccardi, Dr. Scarpa and Ms. Lynn Bausch. Mr. Ormsby met with the Family Council leadership and they assure us of their full support. The Family Council will be asked to assist in the final interview process of the candidates.

Nurse Practitioner services - Mr. Ormsby announced that Nurse practitioners will be here on a full time basis. The Nurse Practitioners will work under the direction of the Medical Director, Dr. Frank Walsh. They also will be working closely with Lynn Bausch, Nursing Director.

The Nurse Practitioners help with clinical documentation, see ill residents, make pharmacy recommendations, etc. They are able to prescribe, and they keep in daily contact with physicians here when they do prescribe. We will contract with a firm who employs the Nurse Practitioners. It will be of no cost to TNW since the Nurse Practitioners bill Medicare directly.

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

### **Executive Director's Report - William Kowalewski and Lynn Bausch**

Mr. Kowalewski delivers to the Board the two-page diagram of the new Model of Care:

1. A typical Household – the smallest operating function under the new model of care is the 16 bed unit (with some exceptions). Services that make the household function are based globally at the household. Resident aide, a new title for TNW are people who would assist in all tasks of household life, along with CNA's, housekeepers and dining service persons.
2. The Entire Model of Care will consist of a total of 12 households; general services remain in the administrative level supporting the households. It is at the household level where we strive to increase residents' independence and decision-making.
3. Short-term (rehab) households will total 42 beds. The staffing ratios are most favorable using a least common denominator of 8. Because the intensity of short-term rehab is different than the rest of the building, we have moved toward an aggregate of 42. This number is within the range specified in the Long Range Plan.

Mr. Kowalewski presents the 5 graphs used most recently at the Budget meeting of the BET. They depict over the last 6 years both Actual progress and Budgeted progress of TNW across many measurable variables:

1. Total Munis Hours / Total Admissions
2. Total Admissions and Admissions by Long Term Care and Short Term
3. Staffing Analysis – Total Munis Hours
4. Analysis of Staffing Hours – FTE's with Contractor Hours, Munis FTE's, TOG Full Time Positions
5. Revenues

Mr. Ormsby comments on how strongly chart #1 reflects Munis hours and full time employee numbers decreasing while Admissions numbers climb. Another important achievement pointed out by Mr. Ormsby is that TNW has in the past year reversed an Operating Loss of approximately \$1.1M to a profit this last year. Indications are TNW will end profitably also for this fiscal year.

Mr. Saccardi comments that “relative units” have clearly increased while staff has decreased. Our unit of measure = a Resident day of Care

Ms. Thurlow brings attention to the fact that while the Board is complemented on “a job well done”, all of the positive results should be credited to the incredible work of the staff and the greater load of responsibility they have been willing to accept – nursing, housekeeping, etc. Success has been attained both departmentally and organizationally. Quality has been held, if not improved, while employee hours were being cut back.

Mr. Kowalewski distributed his farewell letter, and reminds all “Never to lose focus on why you are here .... The residents”.

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

TOG TNW Building Committee: presented by Andy Fox

The Building Committee has been working through the Programming phase with SLAM. They have developed 3-4 scenarios based on the Model of Care being worked on (both financially and programmatically). Once one of the schemes is approved by the Building Committee it will be presented to the Board.

Next Architects meeting is scheduled for Tuesday, March 3<sup>rd</sup> at 9:00 AM.

The town has received 14 responses to the RFQ for Construction Manager. They are currently being scored by the Committee, the top 4-5 point earning firms will be selected to submit an RFP, and the top 3 will be chosen to be interviewed. This process should be completed within the next 6 weeks.

Once the CM is chosen it will take approximately 30 days to have a contract negotiated with them for pre-construction services that will entail taking the floor plan and producing the 1<sup>st</sup> budget for the financial model.

Mr. Fox notes that the proposed person-centered care staffing model works with our existing space, specifically with the Tower building.

Mr. Toretta reiterates that all 202 beds will remain occupied throughout all construction.

Anticipated Years of Actual Construction: 2011 – 2013

TNW Building Committee: Presented by Paul Toretta

This committee did not meet this month.

The third floor is in need of necessary repair, specifically carpeting. Mr. Toretta agreed to have Mr. Hornak utilize 4 hours of the Architects time to rely on their expertise and ask them to make recommendations as to materials, colors, etc. staying in line with the new construction and new developments.

### **Finance Committee Report – presented by Thomas Saccardi**

Although January 2009 Financials are not available for reporting at the time of this meeting, it is noted that for the Month of January 2009 Revenues exceeded Budget of 2009 and YTD 2009 actual performance exceeded that of the prior year 2008.

- YTD Dec. 2008 Revenue = \$10.8M; YTD Dec. 2008 Expenses = \$10.97M; Operating Deficit of \$213K
- Actual Revenues were favorable to Budget
- Dec. 2008 Short-Term Resident Revenue, Medicare A and Commercial Insurance, was favorable to Budget; Dec. 2008 Occupancy was favorable to Budget
- Occupancy Dec. 2008 YTD was less than Budget but offset by Private Pay by which is above Budget by \$397K; Private Occupancy Rate Dec. 2008 YTD at 25.2% significantly higher than the Budget of 22.6%.
- Revenue for the month of Dec. 2008 of \$1.8M and Dec. 2008 YTD of \$10.8M both exceeded Budget
- Operating Loss for the month of Dec. 2008 of \$2.7K – This was *significantly* better than the Budget loss of \$24K. YTD 2008 Operating Loss of \$213K

Long Range Plan – Lloyd Bankson, David Ayres, Bruce Dixon, Thomas Saccardi, Ray Augustine

The Nathaniel Witherell Long Range Plan was approved by the Board Finance Committee during Executive Session on Feb. 23, 2009.

This Long Range Plan was presented to the Board of Directors by the Finance Committee for review and approval.

A Motion is made by Mr. Ormsby to approve the Long Range Plan, and to direct that these projections, subject to Finance Committee refinements (ie typographical errors), be turned over to the BET and the Town Finance Department. This motion is seconded.

Motion is carried by a vote of 7 – 1 with Mr. Toretta voting against the plan.

During discussion:

Lin Lavery brings the Boards attention to the article in today's Greenwich Time which speculates that the Department of Social Services may have to outsource their Home Health Care Aides. There are current 143 frail and/or elderly being take care of by these aides. Some of these residents may become residents of TNW.

Mr. Saccardi brings attention to the diligence of TNW constantly looking to improve Contract prices, ie. pharmacy, xray, insurance.

Mr. Toretta wants to be assured the staffing numbers will support the new model.

Mr. Ormsby expresses his confidence in Ms. Bausch's and Mr. Kowalewski's staffing numbers and models.

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

Calendar of activities includes nearly 100 activities in a month -- everything to assist our residents with their social, spiritual, emotional needs. Most of these events are driven by recreation but involve Chaplaincy and a huge number of volunteers.

On Feb. 1, 2009 we had 5 retiring staff members honored at a Town Hall ceremony for their years of service: Joseph Andre, Justine Benoit, Elia Bernadel, Patsy Crichlow and Bea Laverick. Combined they have over 112 years of dedicated service to TNW.

Great party was had by all on Super Bowl Sunday.

Family Council Meeting – attended by approximately 50 family members and friends.

William Kowalewski shared the Pioneer Network video with the audience. And reported further on the concept and progression of Person-Centered Care.

Lynn Bausch explained what the Witherell's 5 Star Medicare Rating consists of.

There were several compliments this month from residents on the new food delivery methods:

“nice to have a *hot* breakfast”; “food was delicious”; “liked having the flexibility as to the time I eat”

**Friends of Nathaniel Witherell – presented by Christopher Ann Thurlow**

Ms. Thurlow is acting President of FNW now since the resignation of Patricia Burns.

On March 2<sup>nd</sup> the Requests for Bids for the Friendship Garden Project will be published in the Greenwich Time newspaper.

A letter is being sent to civic organizations and various garden groups within town telling them of the opportunities to participate in the Garden. The benches, birdhouses and the slate have been chosen. The Garden Education Center has written a lovely letter to all of their members telling them about the ordering of the plants for their May Market this year. They have included a paragraph on the importance of the Friendship Garden as a therapeutic environment for those with cognitive disabilities, and encouraged all to purchase plants to be given to our Garden.

The Annual Appeal is progressing positively.

Golf Tournament – moved to Monday, September 21<sup>st</sup> at The Griff. A golf committee is in formation.

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

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

At this point the Board entered into Executive Session.

Respectfully Submitted,

Thomas Saccardi, Secretary  
March 3, 2009