



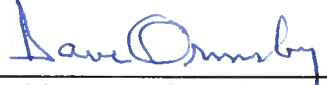
MEMORANDUM FOR RTM MEMBERS

November 22, 2011

Project Renew

For your information we are enclosing in electronic format a copy of (i) a Fact Sheet summarizing Nathaniel Witherell's current operations, (ii) a Project Information Sheet which provides detailed cost data on the principal components of Project Renew accompanied by Turner Construction Co.'s Executive Summary of that data, (iii) a Staffing Pattern showing the effect of Project Renew on Nathaniel Witherell staffing needs. Project Renew will address all of the major building system upgrades and/or repairs that we foresee over the next 20 years.

Nathaniel Witherell has also scheduled Public Hearings in the Town Hall Meeting Room on Monday, November 28 and Thursday, December 1 at 7:00 PM where representatives of the Nathaniel Witherell Board and the Town's Nathaniel Witherell Building Committee will make a brief presentation and be available to answer questions concerning Project Renew. We encourage your attendance.



David G. Ormsby, Chairman



The Nathaniel Witherell
TOWN OF GREENWICH
CONNECTICUT

Fact Sheet

American Society is aging. The Center for Disease Control estimates that by 2030 the U. S. population over age 65 will reach 71.5 million or 20% of the population. The fastest growing cohort of our present population is the group over 85. Alzheimer's disease now afflicts more than 5 Million Americans and the number is expected to triple by 2050.

The Nathaniel Witherell is a 202 bed skilled nursing and short term rehab center owned and operated by the Town of Greenwich since 1903 when it functioned as the Greenwich General Hospital.

- 38 beds = short-term rehab
- 124 beds = long-term care
- 40 beds = specialized dementia and Alzheimer's care

Short-term Rehab

- average age of short-term admission - 80 years
- oldest short-term rehab age upon discharge - 103
- youngest short term rehab age upon discharge - 40 years
- average length of short-term rehab stay - 28 days

Long-term Care

- average age of long-term admission - 86 years
- average length of long-term stay – 507 Days
- oldest current resident - 106 years
- No. of centenarians currently - 8
- youngest current resident - 46 years
- historically youngest resident - 21 years

Total admissions in FY 2011 were 363 (323 short-term rehab and 40 long-term care). Nearly all of our residents were Town residents or have family members who reside in Greenwich. Greenwich and Stamford Hospitals are important referral sources for our short-term rehab admissions although last year we admitted 31 persons (9.5% of our short-term admissions) from other hospitals.

Funding for approximately 60% of our long-term care residents is provided exclusively by the Medicaid program eligibility for which requires that the resident have assets of less than \$1,600 (other than his or her home if occupied by a spouse). Nathaniel Witherell loses approximately \$2.4 Million annually on the delivery of care to its

Medicaid residents. This loss is offset by revenues attributable to its private pay and commercial insurance residents (25%) and its Medicare (short-term rehab) residents (15%).

The Nathaniel Witherell has a 7% annual Staff turnover rate while the median for nursing homes nationally is 46.9% a year. Many of the nursing staff have worked at Nathaniel Witherell for between 10 to 30 years. Our low staff turnover permits us to operate with a stable staffing model in which our nurses are assigned permanently to specific residents. This fosters accountability on the part of the nursing staff, allows our nursing staff to detect subtle changes in the condition of a resident which can be addressed immediately and builds a rapport with resident family members.

TNW enjoys a 5-star rating (signifying “much above average”) from Medicare (a distinction granted to only 12% of the nursing homes in the United States) and outcores other nursing homes in most of the clinical outcomes monitored by Federal and State authorities. TNW is one of only two nursing homes in the Greenwich/Stamford area which has a 5 star rating and accepts Medicaid residents.

The Nathaniel Witherell Staff (156 full time and 124 part time employees) is backed up by more than 300 volunteers of all ages who collectively contributed more than 11,000 hours of love and support to our residents last year.

Project Renew is the culmination of a process which began in 2002 and will achieve the remediation of Nathaniel Witherell’s most serious deficiencies, including (i) elimination of the ten 4 bed, single toilet rooms, (ii) increasing the number of private rooms from 26 to 64, (iii) expansion of the undersized Rehabilitation Unit (physical therapy, occupational therapy, speech and language pathology), (iv) installation of a fire sprinkler and suppression system in the 1933 Administration Building, (v) modernization of the heating and hot water systems and (vi) improvements to the central plant HVAC electrical and mechanical systems, including upgrading our emergency generator to comply with current Health Code requirements. Project Renew will bring 200 new construction jobs to Greenwich, CT.

The effect of Project Renew on the existing configuration of Nathaniel Witherell is shown below:

Type	Existing Bed Configuration			New Bed Configuration		
	Short Term	Long Term	Total Beds	Short Term	Long Term	Total Beds
Private	6	16	22	40	22	62
Balconies		4	4		0	0
Semi private	32	104	136	0	140	140
Quads		40	40		0	0
Total	38	164	202	40	162	202

A brief history of Project Renew to date is shown below:

- 2002 - 2006: Proposed razing of present facility and construction of smaller facility (190 beds). Estimated construction cost \$45 Million plus. Rejected by present Board as too costly.
- 2007- 2010: Initial Project Renew estimated construction cost \$37 Million. State refuses to issue Certificate of Need based on financial condition of State.
- 2010 - 2011: Downsized Project Renew estimated construction cost \$22.5 Million approved by State of CT which will reimburse Nathaniel Witherell for up to \$12 Million in construction costs depending on Medicaid census.

Nathaniel Witherell's operating results for the last five years were:

Operating Profit (Loss)

2007	\$ (1,258,340)
2008	\$47,169
2009	\$90,941
2010	\$408,020
2011	\$208,769

In addition to operating without cost to the taxpayers of the Town of Greenwich for 4 years, during the last 5 years Nathaniel Witherell has contributed \$2.8 Million in cash to the Town for various Town department services allocated to it by the Town.

An important assumption and target in the Board's Long Range Business Plan is a 95% occupancy level at TNW. The average occupancy of the 240 nursing homes currently operating in CT is 91% (86% for the United States generally). For FY 2011 our census or occupancy level was 92.5%. Historically we have operated as high as 97% (in 2004 and 2005). We are currently operating at approximately 93.5 %.

The Town relies upon Nathaniel Witherell as a homeland security disaster shelter and a Red Cross emergency center with 12 beds reserved 24/7 for those purposes. During the widespread power outages of March 2010 and Hurricane Irene in September 2011, some elderly Town residents found refuge at Nathaniel Witherell.

November 15, 2011

**TOWN OF GREENWICH
CAPITAL IMPROVEMENT PLAN 2013 - 2022
PART I - PROJECT INFORMATION SHEET**

Revised 11/20/11

PROJECT DATA:

Project Name: Nathaniel Witherell Project Renew

Origination Year: 2002
Termination Year: 2015
Department: H450 Nathaniel Witherell
Account Code: 59560

PROJECT DESCRIPTION:

See Exhibit A

STATEMENT OF NEED:

See Exhibits B and B-1

ISSUES:

See Exhibit C


Revenue Dependent


Operating Costs At Completion

FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Debt Service</u>	<u>Town Support</u>	<u>Fund Raising</u>	<u>Gross Revenues</u>
2012/2013	6,537,175	24,716,683	202,575	850,000	1,000,000	23,243,205
2013/2014	11,167,594	25,666,768	196,925	850,000	2,000,000	23,525,118
2014/2015	6,100,231	27,563,991	1,917,705	850,000	2,000,000	28,092,282
2015/2016	-	28,205,654	1,912,055	850,000	100,000	28,978,852
2016/2017	-	28,802,541	1,907,404	850,000	100,000	29,672,249
2017-2022 Five Years	-	154,558,259	7,485,154	4,250,000	500,000	158,871,747
Total	23,805,000	289,513,896	13,621,818	8,500,000	5,700,000	292,383,453


Division Head


Department Head


Date

Project Description

A renovation project that will bring Nathaniel Witherell, the Town owned and operated 202-bed skilled nursing and rehabilitation facility, into compliance with current nursing home building codes and standards and CT Department of Public Health requirements and will update and modernize our facilities. The principal items of Project Renew include:

- (a) Elimination of all the existing 4-bed, single toilet, ward style rooms;
- (b) A 40-bed short term rehabilitation unit will be constructed on the garden level and first floor of the 1961 West Wing Building;
- (c) Increase from 26 private room beds to 62 private room beds;
- (d) Relocated and expanded Rehabilitation Unit, including gym;
- (e) Upgrade of the Administration Building, including DPH required sprinkler installation and fire suppression system for all 3 floors;
- (f) Upgrade of all existing elevators (3) and the installation of 1 new elevator for the new Rehabilitation Unit;
- (g) New larger and relocated Café;
- (h) Two 4800 MBH hot water boilers and circulating pumps located in the ground level mechanical equipment room, each capable of handling total building loads;
- (i) Two water cooled chillers located in the ground level mechanical equipment room will provide 45 tons of cooling for resident rooms;
- (j) A 2000-A 480/120-V, 3-Phase electrical service with step down transformers and a new 750KW, 480/120-V 3-Phase natural gas generator with new transfer switches;
- (k) The Fire Alarm system will be upgraded to a new fully addressable, voice activated, intelligent alarm system;
- (l) Renovation of the 4 floors of the Tower Building including:
 - (i) Upgraded bathrooms
 - (ii) Day spa on each floor
 - (iii) New furniture
 - (iv) New floor treatments
 - (v) New wall treatments
 - (vi) Upgraded nursing stations
 - (vii) New lighting
 - (viii) New refreshment oases
 - (ix) Kitchenette upgrades
 - (x) Personal laundry areas
- (m) New phone system;
- (n) Improved parking and traffic flow;
- (o) Improved energy efficient exterior lighting; and
- (p) New interior furnishings, including resident rooms and common area furniture, carpeting, wall surfaces, ceilings and lighting and TV
- (q) Friendship Garden. *

* Funded from CDBG and private contributions

Statement of Need:

Nathaniel Witherell has been subject to benign neglect by the Town for many years resulting in the need for major renovation. Project Renew is necessary to improve and maintain longevity, independence and quality of life for our residents. Witherell is a Town Department that faces intense competition from its area competitors. Witherell's facility needs to become more contemporary to remain competitive. The quality of life improvements reflected in this request are commonplace at the competition. The importance and necessity of Project Renew is reflected in the Certificate of Need issued by the Department of Social Services of the State of CT on February 3, 2011, a copy of which is annexed hereto as Exhibit B-1.



STATE OF CONNECTICUT

DEPARTMENT OF SOCIAL SERVICES

25 SIGOURNEY STREET • HARTFORD, CONNECTICUT 06106-5033

February 4, 2011

Allen Brown, Executive Director
The Nathaniel Witherell
70 Parsonage Road
Greenwich, CT 06830

Subject: Certificate of Need Final Decision for Docket Number 10-705

Dear Mr. Brown:

Attached, please find a copy of the Department of Social Services **CON Order** for Docket Number 10-705 regarding The Nathaniel Witherell's Certificate of Need request for capital improvements. If you have any questions, please call me at (860) 424-5103.

Sincerely,

A handwritten signature in cursive script, appearing to read "Rich Wysocki".

Rich Wysocki
Principal Cost Analyst
Office of CON and Rate Setting



STATE OF CONNECTICUT

DEPARTMENT OF SOCIAL SERVICES

OFFICE OF THE COMMISSIONER

IN THE MATTER OF: Docket Number 10-705, Nathaniel Witherell request to undertake capital improvements totaling \$22,500,000, exclusive of capitalized financing costs.

FINAL DECISION

On February 24, 2010, The Nathaniel Witherell ("Applicant", or "Nathaniel Witherell") a nursing facility as defined in Conn. Gen. Stat., § 17b-352 (a) located at 70 Parsonage Road in Greenwich, filed Certificate of Need ("CON") application material with the Department of Social Services ("DSS") to undertake \$36,883,000 in capital improvements, exclusive of capitalized financing, to the existing nursing facility. On October 20, 2010, the Applicant submitted a revised CON proposal reducing the project scope and limiting project cost to \$22,500,000, exclusive of capitalized financing.

The Applicant indicates this proposal will permit remediation of Nathaniel Witherell's most serious deficiencies, including elimination of the 10 "quad" bed rooms and the addition of up to 42 new private rooms; expansion of the undersized rehabilitation department (physical therapy, occupational therapy, speech and language pathology); installation of a fire sprinkler and suppression system in the Administration Building originally constructed in 1933; modernization of the heating and domestic hot water systems and central boilers; improvements to the central plant HVAC, electrical and mechanical systems, including upgrading the emergency generator to comply with current code requirements.

The Nathaniel Witherell is owned and operated by the Town of Greenwich. The Applicant indicates the project will be financed by a bond issuance backed by the full faith and credit of the Town of Greenwich and requests recognition of \$12,000,000 in project cost for Medicaid rate setting purposes amortized over a 20 year useful life.

Pursuant to Conn. Gen. Stat., § 17b-352(b), the DSS is considering the February 24, 2010 CON material and the October 20, 2010 letter as a complete Certificate of Need Application. The DSS has reviewed this request in accordance with Conn. Gen. Stat. §§ 17b-352 through 17b-355 and has fully considered the factors set forth in statute. The Applicant's proposal will improve the quality of health care delivery in the region by improving the facility's physical environment and should have no adverse impact on the Applicant's financial condition given the resources of the Town of Greenwich.

ORDER

The Applicant's request for a CON to undertake \$22,500,000 in capital improvements at the Nathaniel Witherell, located at 70 Parsonage Road in Greenwich, is hereby approved at a maximum capital cost of \$22,500,000 exclusive of capitalized financing costs. Should the final

capital expenditure be less than the amount approved by the DSS, the Applicant is expressly limited to the expenditure, which is the lesser of \$22,500,000 or the actual costs incurred.


The DSS shall recognize 53.33% of the actual project costs for Medicaid reimbursement purposes, up to a maximum of \$12,000,000 ($\$22,500,000 \times 53.33\%$), exclusive of capitalized financing, to be amortized over 20 years with the rate of return applicable to proprietary facilities in the year of project completion.

The Applicant may seek an increase to Medicaid reimbursement associated with this CON upon full project completion, but not prior to July 1, 2013. For computation purposes, the DSS shall apply the full fair rent rate of return to fixed assets. The additional allowable property reimbursement will be added to the higher of property allowances associated with non-CON related assets in the rate year of project completion or the minimum fair rent allowance subject to applicable statutes and regulations governing nursing facility rate setting and increases associated with capital improvements. This authorization for capital improvements expires on December 31, 2015.

The Applicant shall not discharge any residents as a direct result of this CON authorization. The process of reducing the occupancy of any licensed nursing home beds while completing the capital improvements will be accomplished only through normal attrition (e.g., residents discharged to their homes, death, etc.). The Applicant shall, within approved scope and project cost, provide air conditioning throughout the facility to the fullest extent possible. The Applicant shall seek and receive approval from the Department of Public Health, the Town of Greenwich and all other governmental agencies having review authority with respect to this project.

If during the approved project period, the Applicant becomes aware of or anticipates a significant change in the scope of the project or the likelihood of the costs exceeding \$22,500,000, exclusive of capitalized financing costs, the Applicant shall submit a request for change in scope and/or a cost overrun to the DSS and capital improvements shall not commence until such time as the DSS acts on such a request. Should the Applicant fail to submit the above information to the DSS or commence capital improvements prior to DSS action on a change of scope and/or cost overrun, the Applicant waives any and all statutory rights to apply to the DSS for an increase in authorized capital cost and/or any waiver of minimum occupancy provisions of the Medicaid reimbursement system after the commencement of capital improvements. The Applicant shall neither incur a financial obligation nor expend funds in excess of the maximum capital expenditure as approved by the DSS herein, nor change the scope of this project without prior written approval of the DSS.

Should any future legislation or regulation require different treatment of the issues described herein by the DSS, this Order shall be subject to such legislation or regulation.



Michael P. Starkowski
Commissioner

2/3/11

Date

Issues:

Project Renew required a number of State and Town approvals. Principal approvals which have been obtained include: (i) Department of Social Services of the State of CT, (ii) Board of Selectmen, (iii) Inland and Wetlands Commission, (iv) Commission on Aging, (v) Planning & Zoning Commission and (vi) Architectural Review Committee. Remaining required approvals include (i) Historic District Commission, (ii) Board of Estimate and Taxation and (iii) Representative Town Meeting.

The Financing plan for Project Renew includes the issuance of \$23.805 million of indebtedness by the Town. To date \$3.6 million has been authorized (of which \$2.3 million has been spent by the Town Building Committee) in order to provide for architectural, engineering and construction manager's fees and expenses. The remaining \$20.205 million to be issued will provide for the costs of construction of Project Renew (and related financing costs) and will include the costs associated with the items outlined under Project Description in Exhibit A. Unlike other Town Departments, it is the expectation that the debt incurred by the Town can, to a significant extent, be amortized from operating revenues generated by Nathaniel Witherell as a result of the facility improvements. The Board of Directors of Nathaniel Witherell has developed a business plan and forecasted cash flows which show that over a 30 year period the operations can generate a positive cash flow after the payment of debt service although there would be a need for the Town to fund cash flow deficits from 2013 until 2030 when Nathaniel Witherell would achieve breakeven cash flow and thereafter become self-sustaining. The Board of Estimate and Taxation retained a consulting firm (Health Dimensions Group) which disagreed and forecasts a negative cash flow of \$19 million over a 30 year period with a total cash need of \$21.9 million to fund cash deficits until 2035 when Nathaniel Witherell would achieve break even cash flow and become self-sustaining. The HDG analysis eliminated \$5 million resulting from a planned capital campaign, as well as \$100,000 which the Board anticipates will be paid to Nathaniel Witherell annually commencing in 2016 by the Friends of Nathaniel Witherell (the 501(c)(3) fundraising organization established in 2007) following the capital campaign. If those amounts are added back to Witherell's anticipated cash flows and HDG's other assumptions are adopted, Town support payments of \$850,000 would be required annually for the period 2013 through 2030 in order to maintain a positive cumulative cash flow during the 30 year forecast period. Those support payments give no effect to the possible sale of historic tax credits for which Nathaniel Witherell could be eligible. However, the support payments do reflect the effect of the State's commitment to increase per diem Medicaid rates following the completion of construction of Project Renew.

**TOWN OF GREENWICH
CAPITAL IMPROVEMENT PLAN 2013 - 2022
PART II - PROJECT COST WORKSHEET**

Revised 11/20/11

Project Name:		Nathaniel Witherell Project Renew						
Description	Item #	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017-2022	Total
Construction Costs								
Elimination Quad Rooms	a	43,000	185,000	43,000				271,000
40 Bed Short Term Rehab Unit	b & c	320,000	1,358,913	320,000				1,998,913
Expand Physical Therapy	d	138,000	138,000					276,000
Auto-Sprinklers Admin & West Wing	e	180,000	211,000	75,000				466,000
Elevator upgrade & one new	f		132,000					132,000
Relocate Café	g	75,000	155,000					230,000
New boilers	h	225,000	880,180					1,105,180
New chillers	i	368,000	1,103,449					1,471,449
Electrical service & emergy generator	j	220,000	655,000					875,000
Fire alarm system	k		121,174					121,174
Tower renovations	l	400,000	1,000,000	1,070,000				2,470,000
New phone system	m		110,000					110,000
Improved parking	n	60,000	273,000	60,000				393,000
Exterior lighting	o		45,000	46,750				91,750
New interior finishes	p	80,000	270,534	150,000				500,534
Site work		100,000	203,000	700,000				1,003,000
General/special requirements		1,000,000	500,000	349,000				1,849,000
Trade costs, insurance, permits, fees		500,000	1,250,000	1,359,000				3,109,000
Total Construction Costs		3,709,000	8,591,250	4,172,750	0	0	0	16,473,000
Other Project Costs								
CM Contingency @ 10.8%		278,175	644,344	862,481				1,785,000
Owner hard costs		150,000	666,000	150,000				966,000
Furniture fixtures & equipment		100,000	498,000	100,000				698,000
Design/precon costs		2,000,000	418,000	418,000				2,836,000
Non-const Contingency & other costs		50,000	50,000	192,000				292,000
Total Project Costs (Note A)		6,287,175	10,867,594	5,895,231	0	0	0	23,050,000
Financing/Placement Costs								
Debt placement costs				205,000				205,000
Pre construction financing		100,000						100,000
Construction period interest		150,000	300,000					450,000
Total Debt Financing Placement Costs		250,000	300,000	205,000	0	0	0	755,000
Total Project Renew Financing Costs		6,537,175	11,167,594	6,100,231	0	0	0	23,805,000
Comments								
<p style="text-align: center;">Cost allocations by years are best estimates and remain subject to change.</p> <p>Note A: See Attached Turner Construction Co Design Development Estimate. (Excluding 60 page Turner detailed cost information available in the Executive Directors Office at Nathaniel Witherell)</p> <p>Note B: See Attached Entech Study June 9, 2006 Status as of 11/1/11</p>								

EXECUTIVE SUMMARY

Construction Costs:

Administration Building

Make Ready & Admin Addtn Kitchen / Laundry C&	6,029 gsf	\$18.91	\$114,000
Admin Reno Kitchen / Laundry	7,406 gsf	\$102.08	\$756,000
Admin Reno Garden Level / Infrastructure	10,412 gsf	\$175.28	\$1,825,000
Admin Reno 1st Floor - Fitout	13,859 gsf	\$147.99	\$2,051,000
Admin Reno 2nd Floor - Fitout	4,666 gsf	\$84.44	\$394,000
Admin Reno 3rd Floor - Fitout	3,597 gsf	\$79.51	\$286,000
Admin Reno 1st Floor P-T - Fitout	4,633 gsf	\$186.49	\$864,000

Subtotal Administration Building: 44,573 gsf \$141.12 \$6,290,000

West Wing

23,535 gsf \$260.34 \$6,127,000

Tower Building

Tower Garden Lvl / Infrastructure	13,460 gsf	\$26.00	\$350,000
Tower 1st to 4th	55,705 gsf	\$44.34	\$2,470,000

Subtotal Tower Building: 69,165 gsf \$40.77 \$2,820,000

Subtotal Building Costs:

137,273 gsf \$111.00 \$15,237,000

Sitework

\$1,236,000

Subtotal Construction Costs:

\$16,473,000

Other "Soft" Costs

CM - Contingency 10.8% \$1,785,000

Owner Hard Costs

Permit, Plan Review, Gov Inspection, right-of Way, Impact Environment		\$50,000
Environmental Remediation & Testing During Abatement		\$450,000
Utility Charges assoc. w/Tap/Frontage/Capacity Issues		\$35,000
Utility charges assoc. w/Augmenting and / or Changing Service		<<with above>>
Site Improvement or and work not within boundary of Site		<<with Contingency>>
Traffic Control Systems	<<Assume Not Required>>	\$0
Builders Risk Insurance		\$30,000
Security Systems Hardware		\$70,000
Telephone Systems hardware		\$30,000
Data System Equipment / Hardware / Software		\$40,000
Independent Testing / Inspections Services		\$30,000
Construction Permit	1.4%	\$211,000
Other Owner Hard Costs - Temporary Space		\$20,000

Total Owner Hard Costs \$966,000

Owner Furniture / Fixtures / Equipment

Furniture		\$500,000
Specialty & Food Service Equipment		\$90,000
Audio / Visual Equipment		<<with above>>
Signage and Graphics		\$25,000
Window Treatment - Specialty		\$30,000
Dumpsters Associated with Owners Move In		\$5,000
Moving Costs		\$30,000
Final Cleaning		\$18,000
Other Owner Furniture/Fixtures/Equipment		\$0

Total Owner F, F & E \$698,000

Design / Precon Costs

Architectural / Engineering Services		
Original Design		\$1,352,000
Original Contract Administration		\$224,000
Rework Design & Additional CA		\$489,000
A / E reimbursable Expense		\$80,000
Structural Peer Review & Other Professionals		\$50,000
Environmental Investigation/Testing's		\$20,000
Geotech Sub surface Investigation		\$15,000
Phase 1 Environmental	<<Assume Not Required>>	\$0
Survey Existing Conditions and Grade Plane		\$20,000
Site Survey prior to Construction	<<Assume Not Required>>	\$0
Zoning / Permitting Legal / Expediting		\$88,000
Pre-Construction CM Fees		\$300,000
Rework Design (\$285K + \$150K = \$435K)		\$150,000
Owner's Projects Staffing		\$0
Pre-Construction Reimbursable Expense		\$25,000
Design Contingency	<<See Contingency - Non Construction Costs Below>>	\$0
Other Design/Precon Costs		\$23,000

Total Design / Precon Costs \$2,836,000

Owner Other Costs

CON Costs		\$20,500
Legal Services/Contracts/CON		\$100,000
Accounting Services		\$9,500
Financing Costs & Services		\$0
Printing Marketing/PR costs		\$8,000
Other Owner Other Costs		\$25,000

Total Owner Other Costs \$163,000

Contingency - Non Construction Costs 4.6% \$129,000

Subtotal Other "Soft" Costs:

4.6% \$6,577,000

Total Project Costs:

\$23,050,000

Item	Quantity	Unit	Cost	Subtotal	Total k	Remarks
Total Sitework	137,273	gsf	7.31	1,003,000		
Total General Reqmts & Sitework	137,273	gsf	13.92	1,911,000		
Subtotal Direct Work	137,273	gsf	97.35	13,364,000		
Escalation	13,364,000	\$\$'s	-0.51%		-68,000	
Design Contingency	13,296,000	\$\$'s	4.00%		532,000	
Construction Contingency	13,296,000	\$\$'s	0.00%			
Construction Contingency	13,828,000	\$\$'s	5.00%		691,000	
Subtotal Trade Costs	14,519,396			14,519,000		
Construction Manager's Fee	14,519,000	\$\$'s	2.75%		399,000	2.42%
General Conditions	14,519,000	\$\$'s	8.30%		1,205,000	
Building Permit	16,123,000	\$\$'s	0.00%			By Owner
CM Payment and Performance Bond	16,123,000	\$\$'s	1.08%		175,000	1.062%
CM GL Insurance	16,298,000	\$\$'s	1.06%		173,000	1.050%
TOTAL	137,273	gsf	119.99	16,471,000	22,236,000	
			23%			

The Nathaniel Withereil
Entech Study June 9, 2006
Status as of 11/1/11

Note B

Location	Category	Type	ID	Item	Renew Y/N	Priority	Entech Year	Inflation Rate	2007 Cost	2011 Cost	Status	O-Open	C-Complete	TNW Start	Completed	Additional	Grand Total
Administration Tower	Capital Improvements	Fire Protection Systems	17	Sprinkler Installation	Y	2-High	2007	584,684	643,152	0				2012	0	120,500	643,152
Administration Tower	Deferred Maintenance	Building Management Sys		Building Management System	Y	1-Immediate								2012	0	50,000	120,500
Administration Tower	Capital Improvements	Grease Trap Install		Grease Trap	Y	1-Immediate								2012	0	170,500	813,652
Administration Tower	Capital Renewal	Exterior Closure	21	Exterior Painting	Y	1-Immediate	2012	584,684	643,152					2012 Total	0		813,652
Administration Tower	Capital Renewal	Exterior Closure	22	Exterior Painting	Y	1-Immediate	2017	14,968	16,465					2013			11,034
Administration Tower	Capital Renewal	Interior Finishes	76	Wall Finish Renewal-2nd and 3rd Floors	Y	3-Medium	2014	2,369	2,606					2013			16,465
Administration Tower	Capital Renewal	Interior Finishes	37	Carpet Replacement-2nd and 3rd Floors	Y	2-High	2009	78,291	86,120	NA				2013			2,606
Administration Tower	Capital Renewal	Interior Finishes	34	Carpet Replacement-First Floor	Y	2-High	2010	97,718	107,489					2013			86,120
Administration Tower	Capital Renewal	Interior Finishes	35	Carpet Replacement-First Floor	Y	2-High	2016	121,005	133,106					2013			107,489
Administration Tower	Deferred Maintenance	Conveying Systems	18	Elevator Upgrade	Y	3-Medium	2007	189,481	208,429					2013			133,106
Administration Tower	Deferred Maintenance	Exterior Closure	5	Exterior Painting	Y	1-Immediate	2007	2,009	2,209					2013			2,209
Administration Tower	Deferred Maintenance	Exterior Closure	23	Window Replacement	Y	1-Immediate	2007	204,639	225,103					2013			225,103
Administration Tower	Deferred Maintenance	Interior Finishes	39	Wall Finish Renewal-First Floor	Y	1-Immediate	2007	15,158	16,674					2013			16,674
Administration Tower	Deferred Maintenance	Interior Finishes	19	Elevator Upgrade	Y	4-Low	2009	371,157	408,273					2013			16,674
Administration Tower	Capital Renewal	Conveying Systems		Elevator Upgrade	Y	4-Low	2009	1,106,826	1,217,509					2013 Total	0	0	408,273
Administration Tower	Capital Renewal	Chapel Window Replace		Chapel Window Replace	N	3-Medium								2014		35,000	1,217,509
Administration Tower	Deferred Maintenance	Conveying Systems	43	Stair Replacement-Exterior Metal	Y	1-Immediate	2007	24,254	26,679					2014			35,000
Administration Tower	Deferred Maintenance	Exterior Closure	1214	Water Table Repairs	N	2-High	2007	5,414	5,955					2014			26,679
Administration Tower	Deferred Maintenance	HVAC	15	Roof Fan Replacement	N	3-Medium	2007	18,407	20,247					2014			5,955
Administration Tower	Capital Renewal	Balcony		Shower Room Upgrade	Y	2-High								2014		200,000	20,247
Administration Tower	Capital Renewal	Fire Panel		Balcony Renovations	Y	3-Medium								2014		200,000	200,000
Administration Tower	Capital Renewal	HVAC		Fire Panel Replacement	Y	2-High								2014		150,000	150,000
Administration Tower	Capital Renewal	HVAC	81	Window Cabinet Units Replacement	Y	3-Medium	2008	316,918	348,610	O/C-5				2014	200,000	7,500	7,500
Administration Tower	Capital Renewal	Interior Finishes	64	Wall Finish Renewal-Elevator Lobbies	Y	2-High	2012	2,212	2,433					2014			148,610
Administration Tower	Capital Renewal	Interior Finishes	65	Wall Finish Renewal-Elevator Lobbies	Y	2-High	2017	2,627	2,890					2014			2,433
Administration Tower	Deferred Maintenance	Interior Finishes	61	Wall Finish Renewal-Elevator Lobbies	Y	2-High	2007	1,862	2,049					2014			2,890
Administration Tower	Deferred Maintenance	Interior Finishes	60	Wall Finish Renewal-Corridors	Y	2-High	2007	86,620	95,282					2014			2,049
Administration Tower	Capital Renewal	Interior Finishes	58	Carpet Replacement-Residence Floors	Y	2-High	2018	43,614	47,975					2014			95,282
Administration Tower	Capital Improvements	Interior Construction	28	Panic Hardware Installation	Y	1-Immediate	2007	501,927	552,119					2014 Total	200,000	592,500	47,975
Administration Tower	Capital Improvements	Interior Construction	29	ADA Door Hardware	Y	1-Immediate	2007	15,234	16,758					2015			944,619
Administration Tower	Capital Renewal	Electrical Systems	1216	Emergency Generator Replacement	Y	4-Low	2011	23,155	25,470					2015			16,758
Administration Tower	Capital Renewal	Library Upgrade		Library Upgrade	Y	4-Low		130,515	143,566					2015			25,470
Administration Tower	Deferred Maintenance	Basement HVAC	80	Through-The-Wall Units Replacement	Y	3-Medium	2008	51,325	56,458					2015		15,000	143,566
Administration Tower	Deferred Maintenance	HVAC	46	Split AC Units Replacement	Y	3-Medium	2009	134,545	147,999					2015		50,000	15,000
Administration Tower	Capital Renewal	Bathroom		Bathroom Upgrades	Y	2-High								2015		550,000	50,000
Administration Tower	Deferred Maintenance	Interior Finishes	56	Door Finish Renewal	Y	2-High	2007	11,331	12,464					2015			56,458
Administration Tower	Deferred Maintenance	Interior Finishes	73	Door Finish Renewal	Y	2-High	2012	13,458	14,803					2015			12,464
Administration Tower	Deferred Maintenance	Interior Finishes	74	Door Finish Renewal	Y	2-High	2017	15,983	17,582					2015			14,803
Administration Tower	Deferred Maintenance	Interior Finishes	55	Ceiling System Replacement-Kitchen	N	2-High	2007	30,255	33,281					2015			17,582
Administration Tower	Capital Renewal	Interior Finishes	71	Door Finish Renewal	Y	2-High	2012	2,809	3,089					2015			33,281
Administration Tower	Capital Renewal	Interior Finishes	72	Door Finish Renewal	Y	2-High	2017	3,336	3,669					2015			3,089
Administration Tower	Deferred Maintenance	Exterior Closure	24	Window Replacement	Y	1-Immediate	2007	77,958	85,754					2015			3,669
Administration Tower	Deferred Maintenance	HVAC	20	Roof Top AC Units Replacement	Y	3-Medium	2007	509,903	560,893					2015 Total	0	615,000	85,754
Administration Tower	Deferred Maintenance	Interior Finishes	31	Carpet Replacement-Basement	Y	2-High	2008	242,535	266,789					2016			1,175,893
Administration Tower	Deferred Maintenance	Interior Finishes	78	Carpet Replacement-Basement	Y	2-High	2016	60,499	66,549					2016			266,789
Administration Tower	Capital Renewal	Equipment	1217	Laundry Equipment Replacement	Y	4-Low	2018	79,666	87,632					2016			66,549
Administration Tower	Capital Renewal	HVAC		Tower AHU Replace	N	2-High		47,871	52,658					2016		200,000	87,632
Administration Tower	Capital Renewal	Equipment	1215	Kitchen Equipment Upgrade	N	4-Low	2015	809,561	890,517					2016			52,658
Administration Tower	Capital Renewal	HVAC	47	Split AC Units Replacement	N	3-Medium	2008	80,686	88,755					2016			200,000
Administration Tower	Capital Renewal	Room Renovations	1189	Restroom Fixture Replacement	N	2-High	2010	340,331	374,364					2016			890,517
Administration Tower	Deferred Maintenance	Interior Finishes	54	Ceiling Tile Replacement-Corridors/Caeteria	N	2-High	2007	119,674	131,641					2016			88,755
Administration Tower	Deferred Maintenance	Room Renovations	1191	Restroom Renovations-Basement Corridor	N	2-High	2009	22,678	24,945					2016			374,364
Administration Tower	Deferred Maintenance	Exterior Closure	67	Exterior Door Refinishing	Y	3-Medium	2007	812	893					2016			131,641
Administration Tower	Deferred Maintenance	Interior Finishes	70	Door Finish Renewal	Y	2-High	2007	2,365	2,601					2016			24,945
Administration Tower	Deferred Maintenance	Interior Finishes	69	Ceiling Tile Replacement-Residence Rooms/Basement	Y	2-High	2007	75,359	82,895					2016			893

The Nathaniel Witherell
Entech Study June 9, 2006
Status as of 11/1/11

Note B

Location	Category	Type	ID	Item	Project Renew Y/N	Priority	Entech Year	Inflation Rate 2007 Cost	110.0% 2011 Cost	C-Complete Status	TNW Start 2016 Total	Completed	Additional	Grand Total
Administration	Capital Improvements	Electrical Systems	7	Critical Systems UPS Installation	Y	4-Low	2007	19,706	21,677	O	2017	0	200,000	2,270,241
Administration	Capital Improvements	Interior Construction	30	Automatic Door Openers-GADC	Y	1-Immediate	2007	20,464	22,510	O	2017	0	0	22,510
Administration	Deferred Maintenance	Roofing	40	Roof Ladder Enclosure	N	1-Immediate	2007	2,707	2,978	O	2017	0	0	2,978
Tower	Deferred Maintenance	Plumbing		Plumbing Infrastructure Repair	N	2-High					2017	0	360,000	360,000
West Wing	Capital Improvement	HVAC	9	Boiler Replacement/Energy Evaluation	Y	3-Medium	2007	0	500,000	O	2017	0	0	500,000
West Wing	Capital Renewal	HVAC	7	Boiler Burners Replacement	Y	3-Medium	2008	77,324	85,057	O	2017	0	0	85,057
West Wing	Deferred Maintenance	Equipment	77	Locker Replacement	Y	3-Medium	2010	40,720	44,792	O	2017	0	0	44,792
West Wing	Deferred Maintenance	Exterior Closure	68	Masonry Repairs and Maintenance	Y	1-Immediate	2007	15,158	16,674	O	2017	0	0	16,674
West Wing	Deferred Maintenance	HVAC	48	Split AC Units Replacement	Y	3-Medium	2008	71,497	78,647	O	2017	0	0	78,647
West Wing	Deferred Maintenance	Room Renovations	1190	Restroom Fixture Replacement	Y	2-High	2007	61,392	67,531	O	2017	0	360,000	67,531
Administration	Capital Renewal	Electrical Systems	49	Electrical Switchgear and Fused Switch Replacement	N	3-Medium	2009	308,968	839,865	O	2017 Total	0	0	1,199,865
Administration	Deferred Maintenance	Stairways	89	Railing Replacement-Basement Stairwell	Y	1-Immediate	2007	206,456	227,102	O	2018	0	0	227,102
Administration	Deferred Maintenance	Stairways	41	Handrail Retrofit	Y	1-Immediate	2007	8,445	9,290	O	2018	0	0	9,290
Tower	Capital Renewal	HVAC		Kitchen AHU Replace	N	2-High		13,101	14,411	O	2018	0	200,000	14,411
Tower	Deferred Maintenance	Cooling Tower		Cooling Tower Replace	Y	2-High					2018	0	150,000	150,000
Tower	Deferred Maintenance	Exterior Closure	25	Masonry Cleaning	N	2-High	2007	99,883	109,872	O	2018	0	0	109,872
West Wing	Capital Improvement	Plumbing Systems	1195	Water Cooler Installation	N	3-Medium	2007	9,745	10,719	O	2018	0	0	10,719
West Wing	Deferred Maintenance	Interior Finishes	42	Floor Tile Replacement-Basement Corridor	Y	1-Immediate	2007	13,825	15,207	O	2018	0	0	15,207
Administration	Deferred Maintenance	Room Renovations	27	Restroom Renovations-1st and 2nd Floor	N	1-Immediate	2007	351,456	386,602	O	2018 Total	0	350,000	736,602
Tower	Capital Improvements	Furnishings	53	Nurse's Station Replacement	Y	3-Medium	2007	42,340	46,574	O	2019	0	0	46,574
Tower	Deferred Maintenance	HVAC	45	Mechanical Room AC Units Replacement	Y	3-Medium	2008	41,404	45,545	O	2019	0	0	45,545
Tower	Deferred Maintenance	Roofing	1196	Roof Ladder Enclosure	N	1-Immediate	2007	2,707	2,978	O	2019	0	0	2,978
West Wing	Deferred Maintenance	Electrical Systems	10	Electrical Panel Boards Replacement	Y	3-Medium	2007	57,494	63,243	O	2019	0	0	63,243
West Wing	Deferred Maintenance	Electrical Systems	51	Electrical Switchgear and Fused Switch Replacement	Y	3-Medium	2009	63,561	69,917	O	2019	0	0	69,917
Administration	Deferred Maintenance	Electrical Systems	6	Electrical Panel Boards Replacement	Y	3-Medium	2007	344,224	378,646	O	2019 Total	0	0	378,646
Administration	Deferred Maintenance	Roofing	1	Roof Replacement-Low Slope Roof Areas	N	2-High	2007	64,261	70,687	O	2020	0	0	70,687
Tower	Capital Renewal	Electrical Systems	13	Electrical Panel Boards Replacement	N	3-Medium	2008	255,601	281,161	O	2020	0	0	281,161
Tower	Deferred Maintenance	HVAC	44	Roof Top AC Unit Replacement	N	3-Medium	2008	154,425	169,867	O	2020	0	0	169,867
Tower	Capital Renewal	Electrical Systems	50	Electrical Switchgear and Fused Switch Replacement	Y	3-Medium	2009	15,129	16,642	O	2020	0	0	16,642
Tower	Deferred Maintenance	Electrical Systems	2	Roof Replacement-Low Slope Roof	N	2-High	2010	489,415	538,357	O	2020 Total	0	0	538,357
Administration	Capital Renewal	Interior Finishes	75	Wall Finish Renewal-2nd and 3rd Floors	N	3-Medium	2007	292,286	321,515	O	2021	0	0	321,515
Administration	Capital Renewal	Interior Finishes	38	Carpet Replacement-2nd and 3rd Floors	N	2-High	2017	321,083	353,192	O	2021	2,049	0	353,192
Administration	Deferred Maintenance	Roofing	52	Roof Repairs-Slate	Y	1-Immediate	2007	1,862	2,049	C	2018	0	0	2,049
Administration	Deferred Maintenance	Roofing	1197	Roof Replacement-Patio Areas	Y	1-Immediate	2007	103,094	113,404	NA	2018	11,910	0	113,404
Tower	Capital Improvements	Plumbing Systems	66	Water Cooler Replacement	N	1-Immediate	2007	10,827	11,910	C	2018	21,974	0	21,974
Tower	Capital Renewal	HVAC	16	Roof Fans Replacement	N	3-Medium	2007	19,977	21,974	C	2018	9,766	0	21,974
Tower	Deferred Maintenance	Interior Finishes	59	Stairwell Painting	N	3-Medium	2009	8,879	9,766	C	2019	8,398	0	9,766
Tower	Deferred Maintenance	Interior Finishes	88	Stairwell Painting	N	3-Medium	2009	43,093	47,403	C	2018	11,846	0	11,846
Tower	Deferred Maintenance	Interior Finishes	11	Roof Infrared Study	N	1-Immediate	2007	7,635	8,398	C	2018	8,398	0	8,398
West Wing	Capital Renewal	HVAC	4	Roof Fans Replacement	N	3-Medium	2008	3,534	3,888	NA	2019	0	0	3,888
West Wing	Capital Renewal	HVAC	12	Roof Top AC Unit Replacement	Y	3-Medium	2008	20,172	22,189	C	2019	22,189	0	22,189
West Wing	Capital Renewal	Interior Finishes	57	Carpet Replacement-Residence Floors	Y	2-High	2010	64,997	71,497	C	2020	71,497	0	71,497
West Wing	Deferred Maintenance	Comprehensive Renovation	14	Main Boiler Condensate Receiver/Feed Tank/Pumps	N	1-Immediate	2007	33,121	36,433	C	2021	50,023	0	50,023
West Wing	Deferred Maintenance	HVAC	82	Through-The-Wall Units Replacement	Y	3-Medium	2007	45,475	50,023	C	2021	31,919	0	31,919
West Wing	Deferred Maintenance	Roofing	3	Roof Replacement-Low Slope Roof	N	2-High	2007	289,599	318,559	C	2021 Total	318,559	0	318,559
								1,305,422	1,435,965		2021 Grand Total	560,131	2,288,000	875,834
								7,384,862	8,623,348		Grand Total	760,131	2,288,000	10,151,217

**TOWN OF GREENWICH
CAPITAL IMPROVEMENT PLAN 2013 - 2022
PART III - PROJECT REVENUES**

Revised 11/20/11

Project Name: Nathaniel Witherell Project Renew							
Description	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017-2022	Total
Private Pay	7,316,770	7,035,507	8,245,562	9,021,209	9,593,526	52,793,289	94,005,863
Commercial Insurance	786,955	802,696	820,758	841,566	858,123	4,591,547	8,701,645
Medicaid	9,171,193	9,187,340	9,992,443	9,950,598	9,946,430	52,645,827	100,893,831
Medicaid Fair Rent	0	0	523,013	509,356	497,938	2,464,146	3,994,453
Medicare A	5,464,865	5,996,640	7,957,873	8,089,862	8,198,288	43,286,598	78,994,126
Medicare B	341,211	336,404	374,381	383,689	391,448	2,093,826	3,920,959
Apartment Rental	44,432	45,987	47,022	48,080	49,162	262,905	497,588
Pavilion Rental	38,698	40,633	41,547	42,482	43,438	232,295	439,093
Café Witherell	68,026	68,856	78,628	80,955	82,841	446,039	825,345
Other Revenue	11,055	11,055	11,055	11,055	11,055	55,275	110,550
Total Gross Revenue	23,243,205	23,525,118	28,092,282	28,978,852	29,672,249	158,871,747	292,383,453
Cash Revenue from Other Sources							
Friends of Nathaniel Witherell	1,000,000	2,000,000	2,000,000	100,000	100,000	500,000	5,700,000
Town Project Support	850,000	850,000	850,000	850,000	850,000	4,250,000	8,500,000
							0
							0
							0
							0
Total Net Project Revenues/Cash	48,336,410	49,900,236	59,034,564	58,907,704	60,294,498	322,493,494	598,966,906
Comments							
Total Gross Revenue is as per the Health Dimensions Group Long Range Plan dated September 6, 2011.							

**TOWN OF GREENWICH
CAPITAL IMPROVEMENT PLAN 2013 - 2022
PART IV- OPERATING COSTS**

Revised 11/20/11

Project Name: Nathaniel Witherell Project Renew							
Description	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017-2022	Total
Salary & Wages	12,010,935	12,483,154	13,230,811	13,590,852	13,898,130	74,707,821	139,921,703
Fringe Benefits	5,090,124	5,287,446	5,526,833	5,588,966	5,706,617	30,635,836	57,835,822
Professional Fees Non Variable	896,675	939,093	962,070	985,621	989,760	5,332,571	10,105,790
Short Term Resident Variable Expenses	1,982,628	2,142,293	2,724,562	2,800,305	2,861,322	15,410,422	27,921,532
Supply Expense	1,372,409	1,410,043	1,563,297	1,605,991	1,642,592	8,852,142	16,446,474
Service Expense	1,053,548	1,079,611	1,106,677	1,134,742	1,162,811	6,264,147	11,801,536
Maintenance Expense	160,620	178,595	183,073	187,709	192,358	1,036,255	1,938,610
Insurance Expense	265,415	272,051	278,852	285,824	292,969	1,578,437	2,973,548
Town Department Support Expense	546,855	560,526	574,539	588,903	603,626	3,252,188	6,126,637
Capital TOG	330,050	338,301	346,759	355,428	364,314	1,962,830	3,697,682
Bad Debts & Medicaid Credits	109,752	105,533	123,683	135,318	143,903	791,900	1,410,089
User Fees	873,149	844,986	917,071	919,587	917,071	4,587,871	9,059,735
Sewer Taxes	24,523	25,136	25,764	26,408	27,068	145,839	274,738
Total Operating Costs	24,716,683	25,666,768	27,563,991	28,205,654	28,802,541	154,558,259	289,513,896
Debt Service							0
Debt Repayment	113,000	113,000	762,880	795,374	830,492	2,727,026	5,341,772
Debt Interest	89,575	83,925	1,154,825	1,116,681	1,076,912	4,758,128	8,280,046
Total Debt Service Payments	202,575	196,925	1,917,705	1,912,055	1,907,404	7,485,154	13,621,818
							0
Total Project Renew Financing Costs	24,919,258	25,863,693	29,481,696	30,117,709	30,709,945	162,043,413	303,135,714
Note: Additional costs must be included in the department operating budget.							
Comments							
Operating Expense is as per the Health Dimensions Group Long Range Plan dated September 6, 2011. Reduction made to Debt Placement and BAN's Interest cost totaling \$550,000 as proposed by the Town Comptroller at the BET Budget Meeting November 15, 2011.							

**The Nathaniel Witherell
Project Renew Witherell
Long Range Plan
Staffing Pattern**

Full Time Equivalents (= FTE's 2080 Hours Annually)

	Fiscal Year 6/30/2011	Month End 9/30/2011	Post Construction 2015
Administration	1.9	1.8	1.9
Business Office	6.0	6.3	6.1
Admissions	2.6	2.8	2.6
Dietary	21.8	22.2	21.6
Facility Maintenance	23.2	23.0	25.3
Nursing	148.0	147.9	151.8
Recreation	5.4	5.5	6.4
Social Services	2.0	2.5	2.6
Dietary Consultants	5.2	5.3	5.1
Rehabilitation Consultants	8.3	9.4	11.0
Totals	224.5	226.7	234.4
Full Time FTE's	156	156	158

**Compared
To Actual
6/30/11**

New Positions Rehab Units:	
Registered Nurses	3.3
Housekeeping	2.1
Social Services (2012 Budget Increase)	0.6
Recreation (Employee Turnover 2011)	1.0
Rehabilitation Consultants	2.7
Other Net	0.2
Total Increase FTE's	9.9

Hours Per Patient Day (HPPD)

	Fiscal Year 6/30/2011	Post Construction 2015	2010 (Medicaid Cost Reports)	
			State Average	Fairfield Average
Director of Nursing & Assistant	0.06	0.06	0.06	0.06
C N A's	2.92	2.85	2.89	3.00
RN's & LPN's	1.45	1.42	1.64	1.74
Dietary	0.82	0.79	0.64	0.69
Housekeeping Laundry	0.59	0.63	0.57	0.54
Administrative	0.40	0.48	0.32	0.35
Maintenance	0.12	0.13	0.10	0.10
Recreation	0.17	0.19	0.15	0.16
Social Services	0.06	0.08	0.13	0.11
Rehabilitation Consultants	0.25	0.33	0.41	0.33
Total Hours Per Patient Day	6.84	6.95	6.91	7.08