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The Nathaniel Witherell

TOWN OF GREENWICH
CONNECTICUT

**Board of Directors Meeting
Minutes
September 28, 2009**

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

Staff: Allen Brown, Executive Director; Lynn Bausch, Deputy and Director of Nursing; Ray Augustine, Director of Financial Operations; Jack Hornak, Director of Facility Operations; Linda Marini, Administrative Assistant; Scott Neff, Development Director FNW; Frank Walsh, MD, Medical Director; Susan Welsh, Director of Admissions

Also: Peter A. Arturi, Board of Health; MaryAnne Chiappetta, Family Council; Laura Erickson, RTM District 5; Gerald Isaacson, RTM District 5; Karen LaMonica, Commission on Aging; Leslie Tarkington, BET; Chris von Keyserling, RTM District 8

Mr. Ormsby opened the meeting at 5:35 PM in TNW Board Room.

REVIEW OF THE MINUTES OF THE 7/27/09 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 reports that the Legislation in Hartford has frozen our Medicare reimbursement rate at fiscal 2009 levels. For each Medicaid resident for each day of services received, we receive \$243.42. The cost of care for each of our residents is approximately \$304 per resident per day. This is an estimated per diem loss on each Medicaid resident of \$60.70. By freezing the Medicare reimbursement rate at the fiscal 2009 levels, we will receive no increase in the daily Medicaid reimbursement levels for 2010 or 2011.

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Chairman's Report – cont'd

The Implementer Bill which has passed the House of Representatives but not the Senate will require the Dept. of Social Services to postpone payment to nursing homes half of their June Medicaid payment until July. There will be no Fair Rent adjustments unless the nursing home holds a currently valid and approved CON through the fiscal year that ends June 30, 2011. Concerned that this meant they may cease issuing CON's for this 2 year period, Mr. Ormsby contacted the Principal Cost Analyst at the Dept. of Social Services who explained that they are still accepting applications for CON's; however, they are not currently being processed until they receive further direction from the Legislature. He did indicate that there will be an additional layer of review – the Governor's Office of Policy Management will review any decisions made by the Dept. of Social Services on CON's.

Mr. Ormsby, Mr. Brown and Ms. Bausch appeared before the Human Resource Committee of the BET to advise them generally of what opportunities we had with regard to the 21 retirements as of June 30, 2009. TNW has been aggressive, beginning in 2005, in right-sizing the permanent staff, measurably reducing the staff over the last 3 years. Messrs. Ormsby and Brown and Ms. Bausch believe that Witherell has already cut staffing numbers as low as possible, and that the failure to replace the 21 retirees would have created a major challenge to Witherell and the quality of care it provides.

Medical Director's Report – presented by Frank Walsh, MD

There was an outbreak of respiratory illness (not flu) contained to the West Wing. Through the hard work of Carol Kellogg, RN-BC Infection Control Specialist, it was kept under control.

Dr. Walsh states that historically the numbers of elective surgeries have been known to increase in the fall. He is keeping pressure on the orthopedic doctors and the utilization coordinators at Greenwich Hospital to admit patients to TNW for rehab. Also, since the Tandet Center and Edge Hill are no longer part of the Stamford Health System, TNW can be more aggressive toward referrals/admissions from Stamford Hospital.

Flu shots will be administered here during October. H1N1 can be administered as well if enough vaccine is to be had. Nursing home residents are not yet on the high priority list to receive this vaccine. Dr. Walsh would like to evaluate how the first wave of people responds to the vaccine. Dr. Walsh believes we will be forced to wait anyway because they are not making it available to the elderly right away.

Dr. Arturi announces that the Greenwich Department of Health Flu Clinics are beginning Wednesday, Sept. 30th at the Eastern Greenwich Civic Center, from

Medical Director's Report – cont'd

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2:00 PM – 6:00 PM. Lynn Bausch and five other TNW nurses will be volunteering at the flu clinic administering flu shots.

Executive Director's Report - presented by Allen Brown, Executive Director

Witherell has received the Dept. of Public Health written report concerning the unannounced survey conducted in our facility on September 8, 9, 10, 14 and 15. There were only 3 findings (those outlined in the written Executive Director's report). All three findings were defined by the State as D Tags, a lower level tag, totaling 12 points. With a total of 12 points Mr. Brown is confident that Witherell will maintain its 5 Star Rating.

Quality Improvement – Mr. Brown notes that although the DPH survey results constitute the single most important aspect of a facility's 5 star rating, the measurement of comparative quality outcomes is another critical factor in determining a facility's rating. Staffing ratios make up the third aspect of a facility's rating. As an addendum to the written report a copy of the Nursing Home Checklist from the Medicare website is included. This is a tool regarding how to choose a Nursing Home.

The Survey Plan of Correction is due to the state DPH by October 5th.

Mr. Toretta commends Mr. Jack Hornak on a plant survey from DPH that returned no "Life Safety Code" deficiencies.

Presentation – TNW Marketing Strategies – presented by Susan Welsh, Director of Admissions and Marketing

Ms. Welsh begins her presentation by stating the Mission Statement of The Nathaniel Witherell. She emphasizes that all marketing strategies implemented work toward this Mission.

Ms. Welsh reviews the strengths of Witherell's product along with the challenges faced in selling our product.

The overall marketing strategy is to bring Witherell success stories to the core Greenwich community and expand into neighboring communities.

- Running a series of resident and alumni testimonials, emphasizing the quality of care and the benefits of person-centered care.
- Tone of advertising to be upbeat, optimistic and cheerful
- Overall marketing objective is to attract a favorable payor and case mix: Our Payor Mix/Reimbursement for services includes Medicare, commercial insurance, private, and Medicaid.

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Presentation – TNW Marketing Strategies – cont'd

- Case Mix embraces both the younger individuals with rehab needs following elective surgeries for non-medically complex conditions, and the frail elderly of our community who have medically complex needs.
- Payor / Case Mix goal is to generate revenue to offset costs/losses (Medicaid reimburses approximately \$60.00 less per day than our cost for service)

Marketing objectives:

1. Promote Witherell's strengths
2. Demonstrate to public and feeder hospitals that TNW provides the best possible short-term rehab for diverse needs
3. Continue to promote long-term care program
4. Increase awareness of Dementia Program.
5. Get the Witherell message out to the medical community and consumers
6. Drive additional traffic to TNW's website:
 - use Search Engine Optimization (SEO) techniques via META and Title Tags
 - reduce the risk for people to "click away"
 - convey Witherell's uniqueness and 5 Star Quality Rating
 - maximize resources inherent in TNW Media Marketing Campaign
 - design initiative to reduce confusion on the TOG website

Ms. Welsh also brought everyone's attention to the 2009 Alzheimer Association Memory Walk taking place at Calf Pasture Beach, in Norwalk on Sunday, October 4, 2009. Nathaniel Witherell is sponsoring a team of approximately 20 walkers and will graciously accept any monetary donations to the Association in support our team.

Building Committee Report – presented by Paul Toretta

TNW Building Committee:

The committee did not meet this past month. No open items at this time.

Mr. Toretta again reports that the plant survey from DPH returned no "Life Safety Code" deficiencies. He commends Mr. Jack Hornak and his team for this excellent result.

The building experienced no issues with air conditioning through the summer.

Building Committee Report – cont'd

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TOG Building Committee:

Mr. Toretta defers this report to the Update on Project Renew that will be presented by Andy Fox, Committee Co-Chairman, later in this meeting.

Finance Committee Report – presented by Lloyd Bankson, Ray Augustine

- Total Occupancy for YTD August 2009 is 11,842 (94.6%), compared to a Budget of 11,896 (95%), a Variance of approximately (54) days.
- Net TNW Revenue for YTD August 2009 \$3,686,594, compared to a Budget of \$3,725,365, for a reduction for 2 months of \$38,771.
Note: there was a 1.5% Medicaid Rate increase in the Budget that was voted down by the State of CT, which basically eliminates the \$38,771 deficit had we known and the Budget had been adjusted at that time. Mr. Bankson comments that there was great effort made by several Board members reaching out and communicating with our State Representatives over the summer – unfortunately to no gain.
- Operating Loss for YTD August 2009 is \$22,848 compared to a Budgeted Loss of \$12,284; again the majority of this loss is due to not receiving the 1.5% Medicaid rate increase.
- Last year we were at \$93,651 less in our revenues than the current year.
- For the first 2 months of 2009 we had loss of \$141K; this year currently running at a loss of \$22K for the first 2 months

Resident's Life Committee – presented by Christopher Ann Thurlow

There has been a considerable amount of activity at the Witherell recently:

- We have enjoyed the last of the summer backyard barbeques for the year for the season
- Along with our Catholic and Protestant weekly services, this month we are also celebrating Rosh Hashanah and the Day of Atonement
- August 28th was the Annual Luau with the Peter Lawrence Band
- Residents were treated to Ice Cream al fresco compliments of Jean Brennan. Special thanks to Ms. Brennan.
- Residents and staff enjoyed an Ice Cream Social with a Calypso Jazz Band
- There has been cooking class in the Camelot unit

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Resident's Life Committee – cont'd

- A resident art show opened on August 1 that show-cased three of Witherell's own artist's work along with members of the Al Fresco art group
- A new club has formed called the Card Sharks
- Healing Touch volunteers have been visiting twice a month.
- Today, Sept. 28th, featured an exotic creatures program with a tarantula, a scorpion, several Madagascar cockroaches and a flying squirrel!

Volunteers continue to supply TNW with approximately 1000 hours of service each month. Ms. Thurlow attributes the success of the program to the efforts and dedication of our Volunteer Coordinator Sally Van Leeuwan.

Jeffrey Enchura, Director of Dining Services, continues to work on perfecting the food delivery. The accuracy and approval scores from the resident dining satisfaction surveys continue to improve.

The new residents for July and August averaged 45 years each living in Greenwich (that includes new residents admitted who were not Greenwich residents).

On October 22 TNW will host a Seminar for Caregivers of Persons with Dementia. Seats are limited to 40, pre-registration is required.

Horticultural classes will begin again on October 6th.

The Witherell Revue will be delayed a bit, but Ms. Luci Nevin continues to develop more lyrics and music in the interim.

On Aug. 6th a beautiful luncheon, coordinated by Mary Bruce, was held to thank the Women's Club of Greenwich for their generous donation of \$15K that they raised during their Home Tour event.

The Friends of Nathaniel Witherell – presented by Christopher Ann Thurlow, Scott Neff

Mr. Scott Neff was pleased to announce that the Second Annual Witherell Invitational, held at the Griffith E. Harris Golf Course, the Town facility, was a great success. With the participation of 116 golfers (compared to 64 of last year) the event grossed approximately \$60K, netting just over \$37K.

This event was successful due to the efforts, enthusiasm and participation of everyone involved, specifically Tommy Reale, Family Council, many Town and community members, family members and staff volunteers, and the committee. Mr. Ormsby comments that the success of the event was highly contributable to all of the effort and talents of Mr. Neff and Ms. Thurlow. Ms. Thurlow thanks the Old Timers Association for their input and assistance.

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The Friends of Nathaniel Witherell – cont'd

The date has been set for the 3rd Annual Witherell Invitational – Sept. 20, 2010

Project Renew Update – presented by Andy Fox and Paul Toretta, Building Committee Co-Chairmen

The committee has been working for the last two years. S/L/A/M Collaborative was hired in January of 2009 as our architects. They have completed the schematic design documents.

A letter of intent was issued at the beginning of August to Turner Construction to provide construction services. The committee intends to have a formal agreement signed with Turner on or around 10/8/09.

With Turner on board, the committee has reconciled 3 schematic design budgets: 1 from the architects, 1 from Turner and 1 from a third party estimating firm. All three budgets came in within 1% of each other.

The committee is now readying to start design/development documents, which are necessary to stay on schedule.

Mr. Fox confirms that the majority of the budget is going to the benefit of the long-term residents.

Budget Breakdown:

52% (\$14.7M) Tower renovations

21% (\$5.9M) West Wing

24% (\$6.7M) Administration – this amount is deceiving because many MEP moneys are allocated here.

3% site

Permit documents – Mr. Fox would like to get the permit documents ready for the CON as well as the town's Planning & Zoning and Wetlands committees, by November 2009.

Before these documents are filed, Mr. Fox requests to make a formal presentation to the TNW Board of Directors at the October 26, 2009, once the initial phasing plan is developed (currently looks to be about 8 phases).

When presenting to the Board at the end of October, the committee will outline floor plans, elevations, phasing, an updated schedule and an updated budget. Once this is agreed upon the permit process can begin. The permitting process is estimated to take 8-10 months.

Mr. Fox estimates getting the CON started in the December '09 /January '10 timeframe.

TOG TNW Building Committee will meet on October 7, 2009. Mr. Ormsby encourages all Board members to attend.

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Old/New Business

None

Mr. Ormsby adjourned the meeting at 7:36 PM.

Respectfully submitted,
Thomas Saccardi, Secretary
October 8, 2009