

**Pleasant View Shiawassee County Medical Care Facility
Shiawassee County Health and Human Services Board Meeting Minutes
November 17, 2023**

Call to Order: Mrs. Civile called the meeting to order at 10:05 am. The following were in attendance: Londa Knauff (Chairman), Cindy Civile (co-chair), Greg Bontrager (Board Member), Shana Espinoza (Administrator), Marque Wenzlick (Administrative Assistant to the Administrator), Sandy Lamb (Human Resources), Rachel Baldwin (PR/Marketing) Amy Conklin (Activities-remote), Erika Tomac (Activities), Hollie Downen (Infection Preventionist), Jeff Smithingell (Plant Operations), Kelly Knieper (Business Office Manager), Cheri Gokee (Dietary), Tabitha Woodruff (Central Supply Manager), David Skuczias (IT). Michael Miller (IT), Phil Alt (Contracted CFO)

1. **Employee Spotlight:** Mrs. Baldwin presented the employee spotlight for this month.
2. **Approval of the Shiawassee County Medical Care Facility/Shiawassee County Department of Health and Human Services Board Meeting Minutes:**

- Mr. Bontrager made motion to approve the minutes of the October 20, 2023 DHHS Board Meeting. Mrs. Civile supported the motion, which passed by consensus.

3. **Public Participation:** None
4. **Dialysis:** Mrs. Espinoza gave an update that we have received all final approvals from DOH and BFS. Our first date of service was October 25. We currently have 5 residents receiving Dialysis. We are open to expand more, if we need to. Dates of service will be Monday, Wednesday and Friday for now. Interviews have been done with residents and they reported they are happy with the service.
5. **Marketing/PR:** Mrs. Baldwin provided an update in Marketing/PR. There is a meeting scheduled with Memorial and Concerto to discuss dialysis services and partnership. CRT has started decorating for Christmas and are also planning a Christmas dinner for employees this year. Employee and resident surveys are complete and will be presented at a future board meeting. We will start meeting with our marketing consultant weekly in December to focus on our upcoming millage campaign. There was a letter in the local newspaper from an appreciative family member.
6. **Star rating with CMS:** Mrs. Espinoza updated everyone that we still continue to be a five-star facility.
7. **Retention Credit:** As previously discussed, we continue waiting on receipt for employee retention tax credits claimed on amended 941s filed in January. Communications continue with Mrs. Slotkins office.
8. **Recruitment and Retention Grant:** As approved at the last meeting, we are continuing to explore leadership and team building materials and training opportunities. As a reminder, invoices submitted to the MCMCFC will be reviewed by the board monthly as

well. No invoices have been submitted to date. At the last meeting discussion ensued regarding exploring further options with recruitment as well as with a bonus structure for the staff not included in the .85 cents. As a reminder, our total amount available to use is approximately \$144,000. After further review, we recommend adding the following in addition to the leadership and teambuilding approval. Performance Bonus for Retention: This applies to all employees not eligible to receive the direct care worker wage from the state. Under this proposed system, the eligible employees would have an evaluation filled out in January and again in July if still employed. Based upon performance in key expectations from the facility, the employee may receive up to \$884 in January and again in July. The estimated cost for this would be \$88,930.40 if all received the maximum benefit. This includes positions of management staff (including Administrator, Department Heads, middle management), unit secretaries, MDS, administrative staff, central supply staff, etc. This can be changed however desired, and to include whoever is desired.

-Mr. Bontrager made motion to approve the use of the recruitment and retention grant funds as written, with monthly review by the board. Mrs. Civile supported motion, which passed by consensus.

9. **Re-bill of Medicaid:** As previously reported, the Medicaid reimbursement from 10/1/21 through 9/30/23 was being paid on an interim rate and now that Medicaid was able to establish the cost-based reimbursement rate, an opportunity was provided to re-bill Medicaid claims to ensure PV receives the full balance of reimbursement. The request to re-bill was approved and ECS submitted all re-billing as of 11/1/23. Once the re-billed claims are processed, PV will request a settlement be issued, which will provide the difference between the interim rate and proper cost-based reimbursement amount, which is expected to be a significant amount. As settlement information becomes available, we will share actual amounts. FYI
10. **Financial Report:** Mr. Alt presented the unaudited September 2023 financial statements, including a balance sheet, income statement and month end recap. Discussion occurred at meeting.

- Mr. Bontrager made motion to approve the unaudited September 2023 financials. Mrs. Civile supported motion, which passed by consensus.

11. **Additional Funding of Pension Liability:** Upon reviewing the MERS actuarial report for the year ending 12/31/22, the Pleasant View divisions carry an unfunded liability of \$5,041,876. Pension status and other options will also be presented at the next meeting. Discussion ensued to update the investment policy to authorize the Administrator to move funds to the MI Class.
12. **Accounts Payable:** Mrs. Espinoza presented the check registers for the pay period dated 09/30/2023-10/13/2023 and 10/14/2023-10/27/2023.

- Mrs. Civile made motion to approve payment of check register date of 10/13/2023 in the amount of \$539,180.35. Mr. Bontrager supported the motion, which passed by consensus.

-Mr. Bontrager made the motion to approve payment of check register dated 10/27/2023 in the amount of \$553,943.74. Mrs. Civile supported the motion, which passed by consensus.

13. Payroll: Mrs. Lamb presented the payroll summaries for pay periods dated 09/25/2023 to 10/08/2023 and 10/09/2023 to 10/22/2023.

- Mrs. Civile made motion to approve payroll summaries for the dates of 09/25/2023 to 10/08/2023 in the amount of \$426,157.23. Mr. Bontrager supported the motion, which passed by consensus.

-Mr. Bontrager made motion to approve payroll summaries for the dates 10/09/2023 to 10/22/2023 in the amount of \$443,913.09. Mrs. Civile supported the motion, which passed by consensus.

14. Occupancy data comparison: Mrs. Espinoza presented the graphs from 9/2023 which aligns with the September Financials. Daily census was reported at 134.

15. Write Offs: There were no write-offs this month.

16. Write offs less than \$500: There were no write-offs less than \$500 this month.

17. AR Reconciliation: Mrs. Knieper presented the AR reconciliation form.

18. Medicaid Outstation Worker Quarterly Report: Mrs. Knieper presented the quarterly report regarding the Medicaid outstation worker.

19. Budget for 2024: Mrs. Knieper presented the budget proposal for 2024. Discussion occurred at the meeting.

-Mr. Bontrager made motion to approve the 2024 annual operating budget. Mrs. Civile supported the motion, which passed by consensus.

20. State: Mrs. Espinoza stated as previously discussed, we continue to have the outstanding Life safety waivers through November. We also have 3 outstanding FRIs.

21. Physician Services: Mrs. Espinoza explained As requested, we continue to keep a line item on the agenda as it relates to the new Physician Services group, Theoria. Our Medical Director and NP continue to work well with our facility. Communication continues to improve.

22. Strategic Planning/Expansion: As requested by the board, we have continued a line item on the agenda to discuss strategic initiatives and expansion goals for Pleasant View. Since the last meeting, planning for a strategic session continues to be explored. Land purchase discussions have continued with Memorial. Desired layout and acreage have been shared with Memorial, and they are currently reviewing with their development corporation. Discussions have continued with legal in order to better understand the process regarding

land purchase and subsequent building expansion opportunities. Review occurred of the overall process. We also continue communications with the CON process regarding obtaining additional beds for expansion with . As a reminder, up to 20 beds may be applied for if 92% occupancy was maintained within a 12-month period, and 90% in the 12 months prior to that. We have confirmed we are eligible for this. In addition, there are specialty pool beds available for consideration that we continue to assess. The behavioral beds continue to be the most likely opportunity but we are looking for a better definition of behavioral. However, we need to strategically plan how to utilize these beds. Our next step in this process will be to meet with the County Coordinator as we will need County approval for all these plans.

-Mr. Bontrager made motion to approve the consulting agreement with Wheeler and Associates following legal review. Mrs. Civile supported motion, which passed by consensus.

- 23. Updated Policies: Administrator Job Description:** Discussion ensued recommending Changes to the Administrators spending limit was increased to \$10,000 at the last meeting. At the prior meeting it was reported that the Administrators job description would need to be updated to reflect the new spending limit. It was discovered this item is not included in the job description any longer following last years update. No need to update at this time.
- 24. Updated Contracts:** Mr. Alt presented an update related to his new rates for services in 2024.
- 25. MMRMA Renewal:** Michigan Municipal Risk Management Authority (MMRMA) is who we utilize for our insurance needs (excluding work comp). We have received our renewal rates for 2024. Our renewal is \$133,193. Last year it was \$129,025. The board should be aware that there was a recent concern with another MCF home in which coverage may be denied by MMRMA related to a claim from COVID. This is an unfolding situation in which our insurance representative is working to get more details. Coverages for viruses and pathogens is typically an exclusion in coverage. Our insurance representative Mr. Craig Manser has offered to present to the board at the December meeting once further information on the potential denied situation has been compiled. Other options are being explored as well that will be most beneficial for the facility. No vote occurred, agreed to meet with Craig at the next meeting.
- 26. MDS:** As discussed at the last meeting, we reviewed an opportunity for Engage consulting to train our entire MDS staff. We are continuing to utilize Engage Consulting to contract out portions of the MDS submissions, but this will transition back to our team as a part of the training. This has provided tremendous support to date. Services with Engage can be stopped or reduced at any time with a 30-day notice. This has been a huge benefit to help train all our MDS staff.
- 27. Trainings:** The Administrator and the Business Office Manager attended the MCMCFC Fall Financial Conference November 2nd and 3rd. FYI.
- 28. Incident/Accident Report data:** Mrs. Downen presented incident and accident reports from August 2023 through October 2023.

29. Performance and Wage Evaluation: The yearly performance evaluations have begun. HR and the Administrator have begun reviewing all non-union wages. What we are finding for this year is that the market continues to change rapidly. We are also struggling to find wages we can compare with. With the growing work load, and potential to continue increasing services, we believe there may be a need for a market adjustment to the wages, primarily for many of the higher-level positions. We need support to create a wage scale based on new data rooted in the job tasks and our real competition. We would like to hire a company to assist us with this task and to utilize the recruitment and retention grant dollars to do so. Planning for a firm update at the December meeting.

30. Work Comp Renewal: Our current carrier is Argent West Bend. The renewal for plan year 12/20/2023 until 12/19/2024 is estimated at \$211,280 which is a savings since we started with Argent West Bend in December of 2021. Our estimated renewal last year was \$212,798 with an adjustment to \$228,058 due to payroll audit. Argent West Bend also gave us the opportunity to select a dividend plan option. A dividend plan allows us to take part in the profits earned by their insurers. The dividend plan would break even at \$75,000. We are not recommending the dividend plan at this point. We are recommending renewing with Argent West Bend for the estimated \$211,280.

-Mrs. Civile made motion to approve the renewal with Argent West Bend as written. Mr. Bontrager supported motion, which passed by consensus.

31. Insurance Benefits Renewal: We continue to look at medical insurance options. Due to the 37% renewal increase, significant time was spent reviewing options. Union negotiations have been slowed as a part of this process. Opportunities with another insurance sales agency were explored, but did not yield savings. During 2024, HR and the Administrator will be looking at options throughout the year to consider for 2025. With the changing landscape of medical insurance, continuous assessment is needed. No vote needed at this time until Union Negotiations are complete.

32. Vision Insurance through BSBS: Our voluntary vision benefit through BCBS has decreased for 2024. Discussion occurred at meeting. There are no changes to the plan.

-Mr. Bontrager made motion to approve the BCBS Vision Insurance for 2024. Mrs. Civile supported motion, which passed by consensus.

33. Mutual of Omaha: Mutual of Omaha provides our Basic life and Short-term disability coverages. See the attached price breakdown. There is no increase in price. This will be a two-year rate lock.

-Mrs. Civile made motion to approve Mutual of Omaha plans as currently in place. Mr. Bontrager supported motion, which passed by consensus.

34. CMS Proposed Minimum Staffing for LTC: No further updates at this time. HR is still working to see where we stand with the rules as of today. More information to follow.

- 35. Nurse Bonus:** As discussed at the last board meeting, we have been facing some extreme staffing challenges with our nurses and as such designed a bonus structure that began with the dates of 9/29/23 and was approved through November. In recent weeks we have seen improvement in staffing and have slowed on offering bonuses for many of the shifts. FYI.
- 36. Plant Operations Concerns list:** Mr. Smithingell presented a list containing maintenance updates.
- 37. General Nursing Update:** Continued assessments of workflow with the loss of a nurse manager and two open supervisor positions. Working closely on morning report and care coordination needs. QA reviews are underway due to an increase in falls with fractures.
- 38. Quality Measure report:** Mrs. Downen presented the CASPER report with an update.
- 39. Planned Activities:** Mrs. Tomac presented a list of activities planned for December 2023.
- 40. Dietary:** Mrs. Gokee reported an update from Dietary. November 10th we celebrated our veterans with a meal of their choosing including our veteran employees and outside guests. We are planning our holiday meal, that we are going to move to a winter fest meal in light of illnesses circulating. We are hoping to open this meal to residents, staff, and resident families.
- 41. Central Supply:** Mrs. Woodruff presented a summary for Central Supply. Central Supply has continued to organize the department. Audits have been modified and updated. Storage rooms, sheds, shelves and CS garage storage areas are continually being looked at, cleaned, audited, and organized. Central Supply Director attended a three-day UDI forum. Last Thursday the Central Supply Director did a walk-through of Memorial's supply areas. Central Supply Director and Assistant had a few more quarterly meetings with reps to obtain item reports and learn what the new year may hold. Quotes and orders were reviewed and placed for the 2024 replacement equipment.
- 42. Door system:** Our current door system throughout the entire facility is outdated. Shortly after moving in to the new building, it was discovered that the design was not to the standard expected. We worked with legal to come to a compromise. Of most importance is our inability to secure doors for safety when needed, and slow functionality of the doors causing staff work flow to slow. We have found a solution we believe can meet our need at a lower rate than previously seen. Onsite reviews have been done by our IT team. The recommended company is Thumb Area Systems. The cost is \$295,426.17.

-Mrs. Civile made motion to approve the new door security system with Thumb Area Systems at a cost of \$295,426.17 following legal review of the contract and following finalized review from the facility contracted IT company. Mr. Bontrager supported motion, which passed by consensus.

- 43. Email System:** As previously mentioned to the board, our email system is due for review. The system becomes outdated in 2024 and needs to be updated. Current standard is Microsoft 365. With a switch to this system, we will begin to incur monthly costs we did not have previously. In our previous set-up we paid for an email system

that we owned approximately every four-years, with the last being a cost of approximately \$32,614. In this new system, we will pay approximately \$2,913/month for the system. This system has been recommended by our consultant IT company for several years. This should help with some of the recent attacks and system shut downs we had. There is no set start date, but if approved we plan to roll this out in the first quarter of 2024. We wanted to get the information presented to the board for budgetary considerations. Please also note that this system does not give every employee that currently has an email system, another email system. Positions that do not need an email account, and only utilize the current emails for internal communications, will be switched to Teams communication under this new set-up. This was decided due to the per user monthly charge.

-Mr. Bontrager made motion to approve the transition to Microsoft 365 in 2024 as written. Mrs. Civile supported motion, which passed by consensus.

44. General IT update: Phase 2 of the server replacement involves migrating data over. This is currently taking place. When that is finished we will move to phase 3; decommissioning the old servers. Will keep the board updated.

45. Proposed 2024 Board Meeting Schedule: Mrs. Espinoza presented the proposed schedule for 2024 DHHS Board Meetings. February's date has been changed.

-Mrs. Civile recommended motion to approve the 2024 Board Meeting Schedule as amended. Mr. Bontrager supported motion, which passed by consensus.

46. Closed Session: Mr. Bontrager made motion to enter Closed session pursuant to Open Meetings Act Section 8(c) for a strategy session connected with the negotiation of collective bargaining agreements. Legal will be present. Mrs. Civile supported motion, which passed by consensus. Motion carried with 3 yeas; Londa Knauff, Greg Bontrager and Cindy Civile.

- The meeting entered closed session at 11:50 am.
- The meeting exited 1st closed session at 12:24 pm.

47. Return to open session: Mr. Civile made motion to return to open session, Mr. Bontrager supported motion, which passed by an all yeas vote.

48. Union Negotiations: Union negotiations have not been completed. Looking into all insurance options. As such, union negotiations will continue in to December. In order to complete by January 1st, if negotiations go well, we may need to request a special meeting from the board to vote. If negotiations run in to other concerns, they could extend in to the new year. We will keep the board informed.

49. Board Legal Council: Discussion ensued the board legal counsel with the upcoming retirement of Steve Girard. The board has selected Warner Norcross and Judd, with Steve as their primary contact. When Mr. Girard retires this will continue with Warner Norcross and Judd, with Mr. DeAndre' Harris as the primary contact. In addition, Mr. Girard has offered to continue, if needed to assist, in an individual capacity with union

negotiations in 2024 as well as for County governance needs should they arise. Mr. Girard shared insight on Mr. Harris and other attorneys at WNJ. Jeff Segal was another attorney that was recommended. The board will set up a time to meet Mr. Harris and Mr. Segal at a future meeting for them to introduce themselves and discuss there practices and what they do for MCF's.

50. Next Meeting date: Next meeting date December 15, 2023 at 10:00am.

51. Adjourn: Mrs. Civile made motion to adjourn the meeting. Mr. Bontrager supported the motion, which passed by the consensus.

52. The meeting adjourned at 12:50 pm.

Londa Knauff
12/15/2023
