**Shiawassee County Health and Human Services Board Meeting Minutes**

**February 27th, 2026**

**Call to Order:** Mrs. Civille called the meeting to order at 10:04AM.

**The following were in attendance:** Greg Bontrager (Board Member), Cindy Civille (Board Co-chair), Shana Espinoza (Administrator), Sandy Lamb (WE), Jeff Smithingell (Plant Operations), Jackie Grams (Dietary), Rachel Baldwin (PR/Marketing), Kelly Knieper (Financial Director), Theresa Delau (DCO), Tabitha Woodruff (Central Supply), Michael Miller (IT), Kelly Bakousidis (DON), Erika Birchmeier (Activities), Phil Alt (CFO-Virtual), Cindy Garber (County), Andrew Pike (EFC), Chad Dean (Spence), Jake Golden (Spence), Jon Carolin (Spence), Vince Drumright (Spence), Pete Domas (Apex Law- Virtual), Jeff Gallant (Clarkhill- Virtual)

1. **Appreciation Minute:** The team extended their gratitude to Pleasant Views' own activities aides Tammy Heckman and Chantel Amman! The skills of our aides are always in need; whether it be within our own facility, or in the community, where their skills- quite literally- save lives. Pleasant Views' own staff assisted a restaurant patron from a life-threatening situation, while at an activity with our residents, proving that our aides are essential to us as well as the community. The team also took a moment to express their gratitude towards Cindy Garber, for assisting our Administrator at the NACo conference in Washington, D.C. . Mrs. Garber went above and beyond to advocate for Shiawassee County. Thank you for all that you do!

2. **Motion to approve the absence of Londa Knauff (Board Chair) from the Pleasant View Shiawassee County Medical Care Facility/Shiawassee County Department of Health and Human Services Board Meeting:**

   - Mrs. Civille made motion to approve the absence of Londa Knauff for the February 27th, 2026 board meeting. Mr. Bontrager supported the motion which passed by an all yea vote.

3. **Approval of the Pleasant View Shiawassee County Medical Care Facility/Shiawassee County Department of Health and human Services Board Meeting Minutes:**

   - Mrs. Civille made motion to approve the minutes of the January 16th, 2026 board meeting. Mr. Bontrager supported the motion which passed by an all yea vote.

4. **Approval of the Pleasant View Shiawassee County Medical Care Facility/Shiawassee County Department of Health and Human Services Board Closed Session Meeting Minutes:**

   - Mrs. Civille made motion to approve the closed session minutes of the January 16th, 2026 board meeting. Mr. Bontrager supported the motion which passed by an all yea vote.

5. **Public Participation:** No public participation occurred.

6. **Expansion Update:** Administrator presented expansion updates. Discussion occurred on the recent acceptance of both high-occupancy beds and behavioral (memory care) beds. The Administrator presented an acceptance letter that has been signed with agreement to the program stipulations, and the final letter is still yet to be received. Temporary parking was created to the East side of the facility, as parking continues to be a challenge. Administrator presented approval has also been given to proceed with the North parking lot as originally designed. It was noted that the cost for temporary parking will be removed from the owner's contingency unless additional savings are identified throughout the project to offset. Administrator discussed the phasing of renovations that will occur inside the building. It was noted that many operational challenges have occurred, but our team has been excellent at adapting to the changes.
   Presented at January's board meeting, it was discussed that savings were identified in not needing to relocate an existing power line. During this process, the electrical engineer would not sign off on the line staying in place. The Administrator stated that the concern raised by the electrical engineer was electromagnetic interference of the power line with medical devices and equipment. Thorough review has occurred by Elite, Spence, ELA, and PV. In addition, a conflict with storm was identified to leaving the line in place, further reducing any savings opportunity. Best

practice for future expense savings and ease of access was to move the line as planned. Administrator stated that costs in the future were a large factor in moving the line now. Mr. Bontrager asked Administrator, EFC, and Spence Brothers if the moving of this line would interfere with any additional expansion plans in the future. It was stated that the line will be moved towards the North, and potential future expansion would likely occur to the East of our facility. The Administrator reported that a gas line has been identified under our expansion, and this line must be relocated. The gas line costs will be pulled from the CM contingency , which is $7,276.50. Discussion occurred.

Administrator presented the construction contingency report and stated this report will be brought forward monthly to identify any usage of the construction contingency. Vince Drumright (Spence Brothers) was present to answer any questions from our team. Mr. Drumright gave updates on the garage renovations. It was stated that the weather has been appropriate for construction and we are track with the schedule.

7. **Construction Check Register**: For the payment of accounts payable for check register date 01/31/26 for the bond activity in the amount of $170,721.27.

   - Mr. Bontrager made motion to approve the payment of check register date of 01/31/26 in the amount of $170,721.27. Mrs. Civille supported the motion which passed by an all yea vote.

   - Mr. Bontrager made motion to approve of the construction contingency report as written. Mrs. Civille supported the motion which passed by an all yea vote.

8. **Closed Session:** Mr. Bontrager made motion to enter closed session pursuant to Section 8(h) of the Michigan Open Meetings Act to discuss a confidential communication from legal counsel. Mrs. Civille supported the motion which passed by an all yea vote.

   - The meeting entered closed session at 10:40AM

- The meeting exited closed session at 10:51AM

9. **Second Closed Session:** Mr. Bontrager made motion to enter closed session pursuant to Section 8(h) of the Michigan Open Meetings Act to discuss a confidential communication from legal counsel. Mrs. Civille supported the motion which passed by an all yea vote.

    - The meeting entered closed session at 10:51AM
    - The meeting exited closed session at 11:05AM

10. **Memorial Healthcare Contract:** Mr. Bontrager made motion to approve the contract with Memorial Healthcare as written. Mrs. Civille supported the motion which passed by an all yea vote.

11. **Financial Report:** Phil Alt (CFO) presented December 2025's unaudited financial statements, including summarized balance sheet, income statement, and month-end recap. Kelly Knieper (Financial Director) and CFO both gave commentary on the recent audit. Members of the Board stated that they also were in contact with the auditors and had received praise from the great job our team at PV has done in regard to the audit.

    - Mr. Bontrager made motion to approve the unaudited December 2025 financials. Mrs. Civille supported the motion, which passed by an all yea vote.

12. **Accounts Payable:** The Administrator presented the check registers for the pay period dated 01/16/26 and 01/30/26.

    - Mr. Bontrager made motion to approve payment of check register date 01/16/26 for the period of 01/03/26-01/16/26 in the amount of $780,788.38. Mrs. Civille supported the motion which passed by an all yea vote.

    - Mr. Bontrager made motion to approve payment of check register date 01/30/26 for the period of 01/17/26-01/30/26 in the amount of $475,475.72. Mrs. Civille supported the motion which passed by an all yea vote.

13. **Occupancy Data:** Kelly Bakousidis (Director of Nursing) presented the occupancy data for the month of December. Our current census is at 131 with 5 at the hospital.

14. **Write-Off's:** None to present this month.

15. **Write-Off's less than $1000:** Administrator presented the write-off's less than $1,000. Discussion occurred.

16. **AR Reconciliation:** Financial Director presented the AR reconciliation form. Discussion occurred.

17. **Letter from Phil Alt:** Administrator presented a letter from CFO Phil Alt which details his fee changes to his services. Administrator discussed structure options and stated these service rate changes will not occur until 4/1/2026.

18. **Community Relations Team (CRT) Funds Transfer:** Transfers of funds related to CRT expenses were presented to the Board, detailing a summary of CRT expenses for October 2025 through December 2025. The Administrator informed the group that we have transferred the total expenses back to the operating fund, as staff recognition expenses are not to be expensed through general operating funds.

19. **Star Rating with CMS**: The Administrator presented that the facility remains at a 5-star rating!

20. **State:** Director of Nursing presented that we have 2 outstanding FRI's as of today. Director of Nursing explained the new process with FRI locations. Pleasant View will treat the FRI's as though they are open until we have confirmation that they are closed. The state has visited our facility and left with no concerns.

21. **Involuntary Discharge:** Board education was provided on the involuntary discharge process. Administrator stated that this process is quite uncommon, and typically

only occurs in situations with drastic safety concerns or in situations of non-payment.

22. **Updated Policies and Contracts:** No policies or contracts were presented at this meeting.

23. **Dialysis:** Director of Nursing presented the current dialysis census, which is at 7.

24. **Incident/Accident Report Data:** Director of Nursing presented the incident/accident report data for the months of November 2025 through January 2026.

25. **Workforce Engagement Updates:** Workforce Engagement Director presented updates from the WE department for the month of February. WE Director stated the WE team has been focusing on working with contractors for background checks, finding new payroll companies to partner with and recruiting for each department.

26. **Payroll:** WE Director presented the payroll summaries for pay periods 12/29/25-01/11/26 and 01/12/26-01/25/26.

    - Mr. Bontrager made motion to approve payroll from 12/29/25-01/11/26 in the amount of $568,262.25. Mrs. Civille supported the motion which passed by an all yea vote.

    - Mr. Bontrager made motion to approve payroll from 01/12/26-01/25/26 in the amount of $540,383.57.

27. **Bonus:** The Administrator presented the total cost for the nurse bonus since the last payroll presented at the previous meeting is $0. Last time was $8,400. We have also had to utilize our emergency bonus structure for the certified nurse aides. This amount has totaled $2,620. Last time it totaled $1,840. Discussion occurred.

28. **Expansion Staffing Needs:** The Administrator stated that the team is working on assessing workflow and operations to finalize staff needs to successfully open and operate the new expansion in 2027. Discussion occurred regarding creating an

outline for Board review and approval, which will detail staffing and training timelines. Discussion occurred surrounding staffing as percentage of revenue. Administrator stated that this item will remain on future agendas.

29. **HRIS Company:** Workforce Engagement Director presented a recommendation to switch from our current HRIS (Human Resource Information System) company (Paychex) to a new company (UKG). WE Director stated that she partnered with both companies in October to trial them. She reported that UKG was user friendly and mostly electronic and talked them into a 1-year agreement. It was stated that this full switchover will not be implemented until October 1st, 2026. Discussion occurred.

    - Mr. Bontrager made motion to approve the UKG transition as written. Mrs. Civille supported the motion which passed by an all yea vote.

30. **Plant Operation List:** Jeff Smithingell (Plant Operations Director) discussed plant operations updates.

31. **Waste Management and Cardboard Recycling:** Plant operations Director presented a recommendation to change to Republic Services for both waste management and cardboard recycling. Plant Operations Director presented the proposed contract from Republic, which has been fully reviewed by legal, along with project summary and cost estimates. Discussion occurred.

    - Mr. Bontrager made motion to approve the contract as written with Republic Services. Mrs. Civille supported the motion which passed by an all yea vote.

32. **Quality Measure Report:** Director of Clinical Operations discussed the quality measure (CASPER) report. Discussion occurred.

33. **Marketing/PR Updates:** Rachel Baldwin (Marketing Director) presented marketing/PR updates for the month of February.

34. **Activities General Update:** Erika Birchmeier presented general updates from the activities department for the month of March.

35. **Planned Activities:** Erika Birchmeier presented the planned activities for March.

36. **Dietary Updates:** Jackie Grams (CDM) presented updates from the dietary department for February.

37. **Central Supply Update:** Tabitha Woodruff (Central Supply Director) presented the Central Supply updates for the month of February.

38. **IT Updates:** Michael Miller (IT Team Lead) presented the IT updates for the month of February.

39. **Strategic Planning:** Administrator and Workforce Engagement Director presented that the strategic plan outline is complete and work has begun on the 4 strategic initiatives. Administrator also stated that a scorecard is being developed to measure metrics and set goals within the strategic focus areas. Primary focus has been on the quality and safety pillar and now recruitment and retention. Workforce Engagement Director discussed a leadership training program that will be a 4-week training, working 1-on-1 with the Workforce Engagement Director. These training courses are intended to be passed down from upper-level management to lower-level management.

40. **Retention Credit:** Administrator presented an update that was provided by K&L Gates. Under the new appeals officer, six homes have now been offered an 80% settlement. Administrator stated K&L Gates is assessing how this can impact our facility. No lawsuit has been filed with our facility yet, though this remains an option that continues to be assessed. Discussion occurred on assessing the appropriate time to file a lawsuit from PV, if chosen. There will be additional information presented at the March meeting. The Board inquired if K&L Gates continues to discuss their rationale for a potential lawsuit. It was stated that K&L Gates has been helpful and transparent throughout the process. Discussion then occurred regarding the 340B drug pricing program. A potential partnership with Memorial Healthcare relating to the 340B program was discussed.

41. **Third Closed Session:** Mr. Bontrager made motion that the Board meet in closed session pursuant to Section 8(a) for the purpose of conducting a periodic personnel evaluation of Shana Espinoza (per her request). Mrs. Civille supported the motion, which passed by an all yea vote.

- The meeting entered closed session at 12:27PM.
- The meeting exited closed session at 12:45PM.
- Mr. Bontrager made motion to approve the wage increase for Shana Espinoza at 10% and to adopt the wage scale as written. Mrs. Civille supported the motion which passed by an all yea vote.

42. **Next Meeting Date:** March 20th, 2026 at 10AM.

43. **Adjourn:** Mrs. Civille made motion to adjourn the meeting. Mr. Bontrager supported the motion which passed by an all yea vote. The meeting adjourned at 12:47PM.

Cindy Civille