Shiawassee County Health and Human Services Board Meeting Minutes

August 21st, 2026

Call to Order: Mrs. Knauff called the meeting to order at 10:10AM.

The following were in attendance: Londa Knauff (Board Chair), Greg Bontrager (Board Member), Shana Espinoza (Administrator), Sandy Lamb (Workforce Engagement), Jeff Smithingell (Plant Operations), Cheri Gokee (Dietary), Rachel Baldwin (PR/Marketing), Kelly Knieper (Financial Director), Theresa Delau (Director of Clinical Operations), Tabitha Woodruff (Central Supply), Michael Miller (IT), Kelly Bakousidis (Director of Nursing), Erika Tomac (Activities Director), Phil Alt (Contracted CFO- Virtual), Eric Ross (Executive Assistant), Andrew Pike (EFC), Ron Colvin (EFC), Bill Rogers (EFC), Chad Dean (Spence Brothers), Jon Carolin (Spence Brothers), Vince Drumright (Spence Brothers), John Melzarek (CLA – Virtual), Rob Silverblatt (K&L Gates – Virtual)

1. **Appreciation Minute:** The team took a moment to extend our deepest gratitude to our very own Nurse Aide, Aimee Reynolds, on being named Runner-Up for Best of the Best Nurse Aide in Shiawassee County! Aimee is truly one of a kind, and her dedication to providing exceptional care to her residents is inspiring. Aimee's compassion to our residents and staff members does not go unnoticed and we are incredibly proud to have Aimee as part of our team. From everyone at Pleasant View, thank you Aimee for all that you do!
2. **Motion to approve of the absence of Cindy Civille:**

- *Mr. Bontrager made motion to approve of the absence of Mrs. Civille for the August 21st, 2026, DHHS Board Meeting. Mrs. Knauff approved 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:**

- *Mr. Bontrager made motion to approve of the minutes of the July 15th, 2026, board meeting. Mrs. Knauff supported the motion, which passed by an all yea vote.*

4. **Public Participation:** No public participation occurred.
5. **Expansion Update:** The Spence Brothers team presented an update. Vince Drumright (Spence) stated that phase II of the planned renovations has been slightly delayed due to doors. Mr. Drumright stated that doors should be delivered towards the end of September. Mr. Drumright stated that phase III has begun. Mr. Drumright stated the expansion is gaining momentum after slights delays related to trusses. The roofing was stated as ongoing and is estimated to be completed by 9/12/26. The Board inquired as to whether

there is a cost difference between metal and asphalt roofing. Discussion occurred on pricing related to the two styles of roofing and the life expectancy of different styles of roofing. Mr. Drumright discussed the MI OSHA safety day, which took place last week. Mr. Drumright stated that this experience was beneficial for everyone involved and had the attendance of over 30 contractors and the safety team on site. Representatives from EFC were present to discuss recent updates. Mr. Pike stated that the construction project is going well and partnerships between all parties has been a great support. Mr. Colvin stated the LV portion of the project is moving along well. Mr. Rogers discussed the temporary heating for the Winter months for the garage and is getting pricing for this currently. It was stated that heating will not be necessary until October. The project remains on track with an anticipated completion of Spring 2027.

6. **Construction Contingency:** Identified for use was missed island asphalt costs in the amount of $8,009.11. Structural steel truss support in the amount $6,597 for an oversite and masonry costs for window elevation changes in the amount of $6,733.57. Overhead doors low voltage was quoted at $1,037. Administrator discussed one pending cost item $13,162 for garage demo work. Balance in the construction contingency bucket at this time is $111,763.47. The Administrator discussed the amounts related to truss support, overhead costs and LV support.
7. **Gas Disruption Emergency:** As previously discussed on 4/8/26, the main gas line to the facility was hit by construction at approximately 5:00pm. Costs and payment continue to be calculated and we will discuss future reimbursement at a later board meeting.
8. **Owner's Contingency:** The Administrator presented and discussed the owner's contingency report.
9. **Bathroom Trailer:** The Administrator discussed an operational challenge that has occurred due to interior renovations, which is the lack of restrooms for employee usage. A recent poll was placed on the PV Teams channel with most employees stating they would like the additional of a restroom trailer for the facility. This trailer was stated as being an exterior 3-stall bathroom. Discussion occurred on the pro's and con's of either renting or purchasing a restroom trailer. Administrator also mentioned the need for this style of trailer for events that occur at PV, such as Prom, Trick-or-Treating and our annual picnic. Plant Operations Director discussed specifics of the trailer, such as maintenance and upkeep of the trailer, storage and 4-season usage. Plant Operations Director stated that a local sewage/septic service will be able to assist us with the waste management of the trailer. Discussion occurred on using this trailer for County partners in case of an emergency. The Board inquired as to what an estimated life expectancy of a trailer of this style would be. Plant Operations Director stated that the life expectancy would be similar to a mobile trailer and estimated 15 years. Discussion occurred on storage of this trailer, and a car port cover was mentioned to preserve life expectancy.
10. **Meeting Trailer:** The Administrator presented the need for a meeting space trailer, as the interior renovations have taken over many of our meeting spaces. With upcoming

renovations to the auditorium, the facility will require additional meeting spaces for large meeting such as Board Meetings and Department Head meetings. The Administrator discussed the need for this trailer by October 1st. The estimated cost for this trailer from October 1st through the end of the project is $6,400. Plant Operations Director is currently looking into heating this unit in the Winter months. Discussion occurred.

11. **Construction Check Register:** Administrator presented the construction check register with a date of 07/31/26 for the bond activity in the amount of $176,880.69.
12. **Owner's Savings:** Administrator reminded the group that the adjustment of $170,000 additional was made and approved at the last board meeting. Costs were removed for approved items as previously discussed. Electrical floor boxes, door sweeps, IT exhaust fan, and dinex plate cover were all utilized from this savings. Total in the bucket at this time is $145,740.54. Discussion occurred.
13. **Low Voltage:** The Administrator discussed the most recent updates to our Low Voltage needs. Administrator stated that the Low voltage items with our internal partner (Common Angle) are being finalized. The following items are needed for the expansion: switches, access points, and battery back-ups. Administrator noted that the switches are in short supply with a long lead time. The Administrator stated she signed to lock them in at a reduced price of $42,889.25. The cost for the other items is being finalized as we are looking for cost-saving options. Current estimate is $50,575. Administrator noted that we are also determining if any items in the current building need to be upgraded at the same time. The Board inquired as to whether these costs were previously factored into the budget, and the Administrator stated that no, these costs were not previously voted on at this point but did state that we have known these potential costs and left a financial cushion to account for this.

- *Mr. Bontrager made motion to approve of the low voltage needs as written, not to exceed $100,000. Mrs. Knauff supported the motion which passed by an all yea vote.*
- *Mr. Bontrager made motion to approve of the Construction Contingency report as written. Mrs. Knauff supported the motion which passed by an all yea vote.*
- *Mr. Bontrager made motion to approve the payment of check register date 07/31/26 for the bond activity in the amount of $176,880.69. Mrs. Knauff supported the motion which passed by an all yea vote.*
- *Mr. Bontrager made motion to approve of the rental of a meeting trailer in an amount not to exceed $10,000. Mrs. Knauff supported the motion which passed by an all-yea vote.*
- *Mr. Bontrager made motion to approve of the purchase of the restroom trailer in an amount not to exceed $55,000. Mrs. Knauff supported the motion which passed by an all yea vote.*
- *Mr. Bontrager made motion to approve of the Owner's Contingency report as written, inclusive of FF&E/Signage. Mrs. Knauff supported the motion which passed by an all yea vote.*

14. **Retention Credit:** The Administrator reminded the group that lawsuit was filed on 4/10/26. K&L continues to review legal strategy. Rob Silverblatt was present via zoom to discuss. Discussion occurred surrounding updates. We were recently asked by the DOJ if we would hold our lawsuit pending another case they wanted to see through. This was discussed and declined and the DOJ accepted the reasons for the decline and our case continues. Mr. Silverblatt requested additional funding for the remainder of 2026 to continue our case. Mr. Silverblatt stated that other nursing facilities outcomes may assist with our case. Mr. Silverblatt stated that a potential settlement to the government should be offered. The Board asked Mr. Silverblatt if he believes the decision to file lawsuit after many other facilities have filed swayed the outcome and Mr. Silverblatt stated that he does not believe this would have swayed the governments decision.
- *Mr. Bontrager made motion to approve an additional $50,000 of expense with K&L Gates for the lawsuit purposes. Mrs. Knauff supported the motion which passed by an all yea vote.*
- *Mr. Bontrager made motion to support K&L Gates proposal for a 80% settlement. Mrs. Knauff supported the motion which passed by an all yea vote.*

15. **Financial Report:** Phil Alt (CFO) presented the June 2026 unaudited financial statements, including the summarized balance sheet, income statement, and month-end recap. Discussion occurred.
- *Mr. Bontrager made motion to approve the unaudited June 2026 financials. Mrs. Civille supported the motion which passed by an all yea vote.*

16. **Accounts Payable:** The Administrator presented the check registers for the pay period dated 07/04/26-07/17/26 and 07/18/26-07/31/26.
- *Mr. Bontrager made motion to approve payment of check register date of 07/17/26 in the amount of $630,086.87. Mrs. Knauff supported the motion which passed by an all yea vote.*
- *Mr. Bontrager made motion to approve payment of check register date of 07/31/26 in the amount of $749,419.75. Mrs. Knauff supported the motion which passed by an all yea vote.*

17. **Occupancy Data:** Director of Clinical Operations stated that the current census of the facility was 135, leaving only 1 bed open. Our wait list and referrals were discussed. Director of Nursing stated that we have had no decline in referral activity.
18. **Write-Off's:** There were no write-off's to present for this month.
19. **Write-Off's Less Than $1000:** There were no write-off's to present for this month.
20. **AR Reconciliation:** Financial Director presented the AR reconciliation form. Discussion occurred.
21. **Medicaid Outstation Worker Quarterly Report:** The Financial Director presented the Medicaid Outstation Worker Quarterly Report. Financial Director Stated that the DHHS Outstation Worker does an excellent job in her area and is a consistent help with keeping up to do date on all changes and there is a need for this position.

22. **Community Relations Team (CRT) Funds Transfer:** Administrator presented the Community Relations Team Funds Transfer information. The summary showed the CRT expenses for April 2026 through June 2026. It was stated the facility has transferred the total expenses back to the operating fund, as staff recognition expenses are not to be expensed through the general operating funds.
23. **Private Pay Rate Discussion:** The Administrator presented a Medicaid rate projection along with information related to private pay rate recommendations. Administrator stated that PV is dedicated to providing the highest quality of care at an appropriate price for residents. Administrator noted that a 60-day notice is required to change the private pay rate. CFO stated that the rate had an increase of $15, to a total of $525. Administrator stated that this rate needs to remain above the Medicaid rate or an impact to all rates would occur otherwise. Discussion occurred.

- *Mr. Bontrager made motion to set the private pay rate to $525 effective 11/1/26. Mrs. Knauff supported the motion which passed by an all yea vote.*

24. **Star Rating with CMS:** We remain at a 5-star! We continue to follow the star system rating, and any changes that are made.
25. **State:** Director of Nursing stated that the facility currently has 15 outstanding FRI's and that we are in our annual survey window. The state arrived on 7/1/26 and exited on 7/2/26 for a complaint survey. It was stated that the facility has received two citations and a Plan of Correction has been enacted for both. Administrator discussed a risk-based survey, which would be a shorter survey process through the state which Pleasant View would qualify for. DCO stated that currently, 73 of the 124 homes throughout the state have qualified for this reduced survey.
26. **Pursue Tech:** Administrator presented a contract for services through Pursue Tech. It was stated the Pursue Tech can assist Pleasant View with document integration through PCC, which will streamline workflow processes. The total yearly cost for this is $1,788, within the Administrators budget.
27. **Dialysis:** DON stated the current census for dialysis was at 5. Discussion occurred regarding a recent dip in dialysis census. Marketing Director is reaching out to partners to acquire more referrals.
28. **Provider Services Transition:** The Administrator stated that the recent provider transition continues to run smoothly. Our team continually assesses the transition. Administrator mentioned that the new PA has started as of July 1st. Administrator requested to remove this line item with the approval of the Board. The Board was in favor of this decision.
29. **Incident/Accident Report:** Director of Nursing presented the Incident/Accident report for the months of May 2026 through July 2026. Director of Nursing led discussion of these statistics.

30. **Workforce Engagement Updates:** Workforce Engagement Director presented a summary of the WE department. Workforce Engagement Director discussed the most updates for the CNA classes through Baker College.
31. **Payroll:** Workforce Engagement Director presented the payroll summaries for pay periods 06/15/26-06/28/26, 06/29/26-07/12/26 and 07/13/26-07/26/26. Discussion occurred.

- *Mr. Bontrager made motion to approve payroll from 06/15/26-06/28/26 in the amount of $562,322.38. Mrs. Knauff supported the motion which passed by an all yea vote.*
- *Mr. Bontrager made motion to approve payroll from 06/29/26-07/12/26 in the amount of $595,367.26. Mrs. Knauff supported the motion which passed by an all yea vote.*
- *Mr. Bontrager made motion to approve payroll from 07/13/26-07/26/26 in the amount of $566,937.46. Mrs. Knauff supported the motion which passed by an all yea vote.*

32. **Bonus:** Administrator presented the total cost for the nurse bonus since the last payroll presented at the previous meeting, which is $6,150. Last time it was $1,950. We have also had to utilize our emergency bonus structure for the certified nurses aides. This amount was stated to have totaled $5,520. Last time it totaled $600. Administrator stated that a firm application to the attendance policy has contributed to the turnover, and additional reviews are being completed. The turnover rate was noted at 16 percent. The Administrator mentioned that call-ins are the facilities number one problem when it comes to staffing. Discussion occurred regarding many recent employees who have filed step-3 grievances in order to return to work.
33. **RESD Opportunity:** The Administrator reminded the group that in our previous Board meeting, we had finalized the contract for the RESD CNA program. The Administrator reminded the group that RESD had sought Pleasant View's assistance to provide instructor support. Administrator stated that the full-time nurse position was approved and filled by PV. The DCO is following the program as it rolls out to track successes and opportunities.
34. **Expansion Staffing Needs:** The Administrator reminded the group that in previous meetings, the expansion staffing plan for the 2027 expansion opening was approved. It was stated that the team has worked on assessing workflow and operations to finalize staff needs to successfully open and operate the new expansion in 2027. The Administrator stated that a need has been found in some departments, and with those needs, both maintenance and nurse scheduling would require additional assistance. Administrator presented the need for a part-time scheduler and a full-time maintenance employee.

- *Mr. Bontrager made motion to approve of the addition of a part-time scheduler and a full-time maintenance worker. Mrs. Knauff supported the motion which passed by an all yea vote.*

35. **Plant Operations List:** Plant Operations Director presented the most recent updates to plant operations. Discussion occurred.

36. **Quality Measure Report:** Director of Nursing presented the CASPER report. Discussion occurred.
37. **Marketing/PR Updates:** Marketing Director presented the most recent updates from the Marketing/PR department. Marketing Director gave a shoutout to her Marketing/PR Assistant, Janelle Fuja, for her assistance with the facilities Facebook page. Discussion occurred.
38. **Activities Update:** Activities Director presented the most recent updates from the activities department. Discussion occurred.
39. **Planned Activities:** Activities Director presented the list of scheduled events for the month of September.
40. **Dietary Updates:** Dietary Director discussed the most recent updates from the dietary department. Discussion occurred.
41. **Central Supply:** Central Supply Director discussed the most recent updates from the Central Supply Department. Discussion occurred and included FF&E updates.
42. **San Antonio Conference:** Central Supply Director discussed her recent trip to San Antonio for the Association for Health Care Resource and Materials Management Conference, which took place from July 26th-28th. Central Supply Director gave 'thanks' to the Board for their support at this conference. Discussion occurred regarding topics of discussion and educational sessions.
43. **IT Updates:** IT Team Lead presented the updates from the IT department. Discussion occurred.
44. **NACo Summary:** Administrator discussed highlights from her recent NACo Conference which occurred in New Orleans. Administrator stated she was thankful for the Board's support at this conference. Administrator also gave thanks to Shiawassee County Commissioner Cindy Garber, who was also present at the NACo conference. Discussion occurred on educational sessions and meetings. Administrator informed the group she will continue to advocate for Pleasant View and for our community.
45. **Strategic Planning:** Administrator presented the flow sheets for the four strategic initiatives. Administrator stated that the scorecard for goals surrounding financial are complete. John Melzarek from CLA was present to discuss. CFO also gave commentary. Administrator stated the need for this scorecard and how it will be utilized. Mr. Melzarek stated this scorecard will assist us by being able to view many different metrics related to financials. The Administrator stated there will be upcoming sessions for various levels of management to discuss financial situations. These will be financial educational sessions which will be utilized throughout the facility. The Administrator also stated that a financial committee will be created to address anything financial related. The Administrator then presented the proposed scorecard for Talent Growth and Retention. Administrator stated that this scorecard will assist with tracking turnover and would be able to categorize these events into 'avoidable' and 'unavoidable', with the aim to set attainable goals for our staff.

46. **Staffing Discussion:** The Administrator stated that the facility wishes to work with legal counsel regarding FMLA. It was stated that many nurses have FMLA and often use this as a preventative measure for being mandated. Burnout from many call-ins was cited as a deciding factor for this decision. Administrator discussed Grant Pecor from Miller Canfield as a legal option, who also counsels many medical care facilities. The Board supported this decision.
- *Mr. Bontrager made motion to approve of contracting for services as needed with Miller Canfield. Mrs. Knauff supported the motion which passed by an all yea vote.*

47. **Next meeting Date:** Friday, September 18th, 2026 at 10AM.
48. **Adjourn:** *Mr. Bontrager made motion to adjourn. Mrs. Knauff supported the motion which passed by an all yea vote. The meeting adjourned at 12:55PM.*

Londa Knauff