

OLC Transformation Updates

Presentation - Office of Licensure and Certification
Transformation Updates

Nursing Home Advisory Board
October 24, 2025

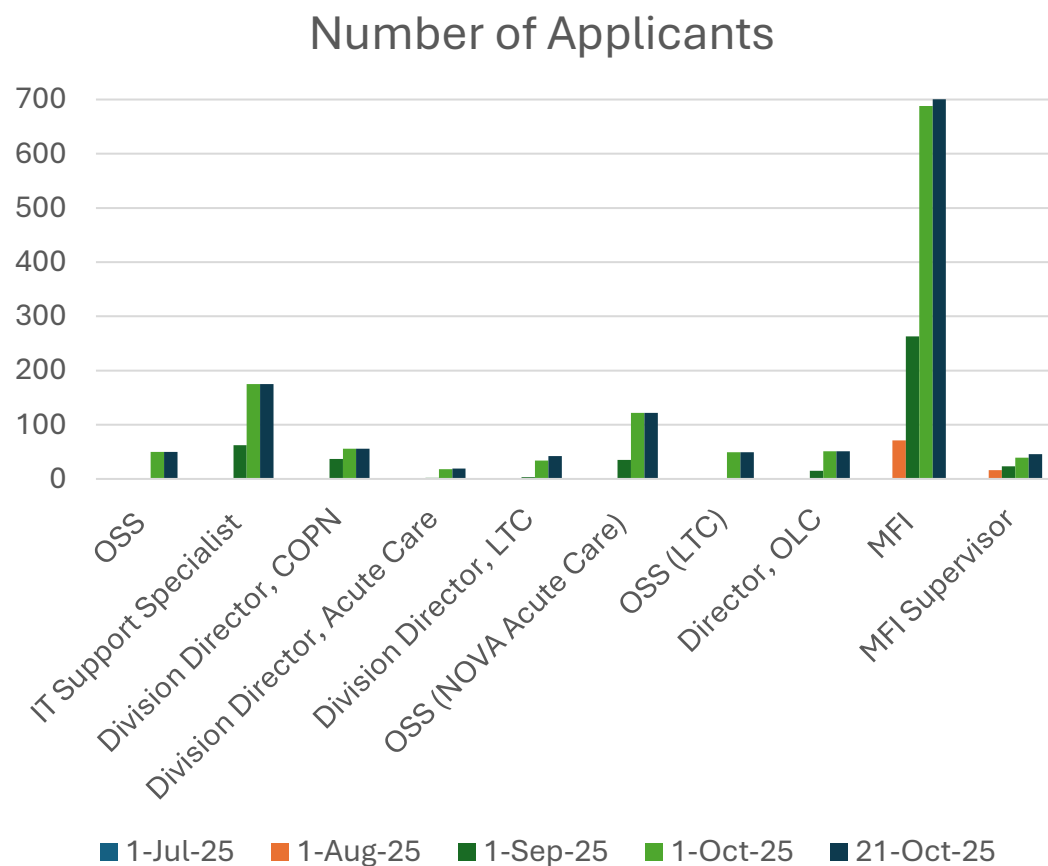
R. Christopher Lindsay
Chief Operating Officer
Virginia Department of Health

Recruitment

- **Postings:**
 - Current Postings: 9
 - 15 vacancies
- **Total Applicants since July 2025:** 1310+
- **Critical Need Roles:** Medical Facilities Inspectors (MFIs), MFI Supervisors, OLC Director, & Division Directors

***All Data in this deck is current as of 10/21/2025**

Number of Applicants



Division Director,
Certificate of
Public Need – 44
applicants

IT Services
Support
Specialist – 175
applicants

Office Services
Specialist (NOVA
Acute Care) – 122
applicants

Director, OLC – 51
applicants

Division Director,
Acute Care – 19
applicants

Division Director,
Long Term Care –
42 applicants

Office Services
Specialist (LTC)-
50 applicants

MFI- 688
applicants

MFI Supervisor-
46 applicants

Office Services
Specialist
(COPN)- 50
applicants

Training &
Compliance
Manager – 58
Applicants

Significant Recruitment Wins



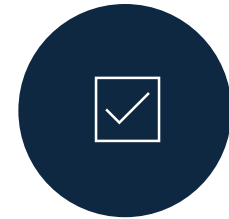
HUMAN RESOURCES TEAM
FULLY DEDICATED TO OLC
EFFORTS



INCREASED APPLICANTS
FROM EXTERNAL JOB
BOARDS INCLUDING
NURSING ASSOCIATIONS
AND OTHER PROFESSIONAL
NETWORKS



FAST TRACK ONGOING
RECRUITMENT BY OFFERING
SIGN ON BONUS AND
FRONT-LOADED LEAVE



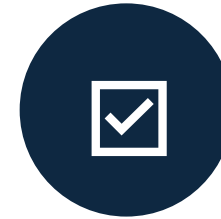
1 LTC MFI
SUPERVISOR
HIRED, 1 AC MFI
SUPERVISOR
HIRED



OLC DIRECTOR OFFER
ACCEPTED AND 11/10
TENTATIVE START DATE



COMPLAINT INTAKE
COORDINATOR POSITION
FILLED



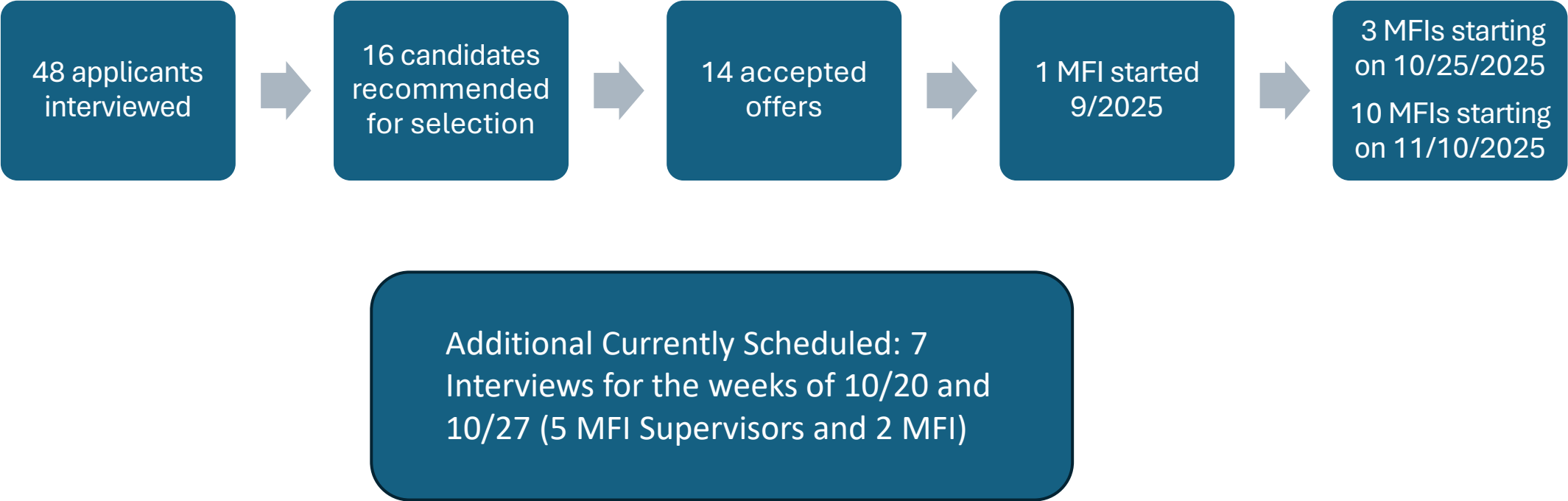
ACUTE CARE DIVISION
DIRECTOR ACCEPTED
WITH TENTATIVE 11/10
START

Leadership Recruitment Tracking

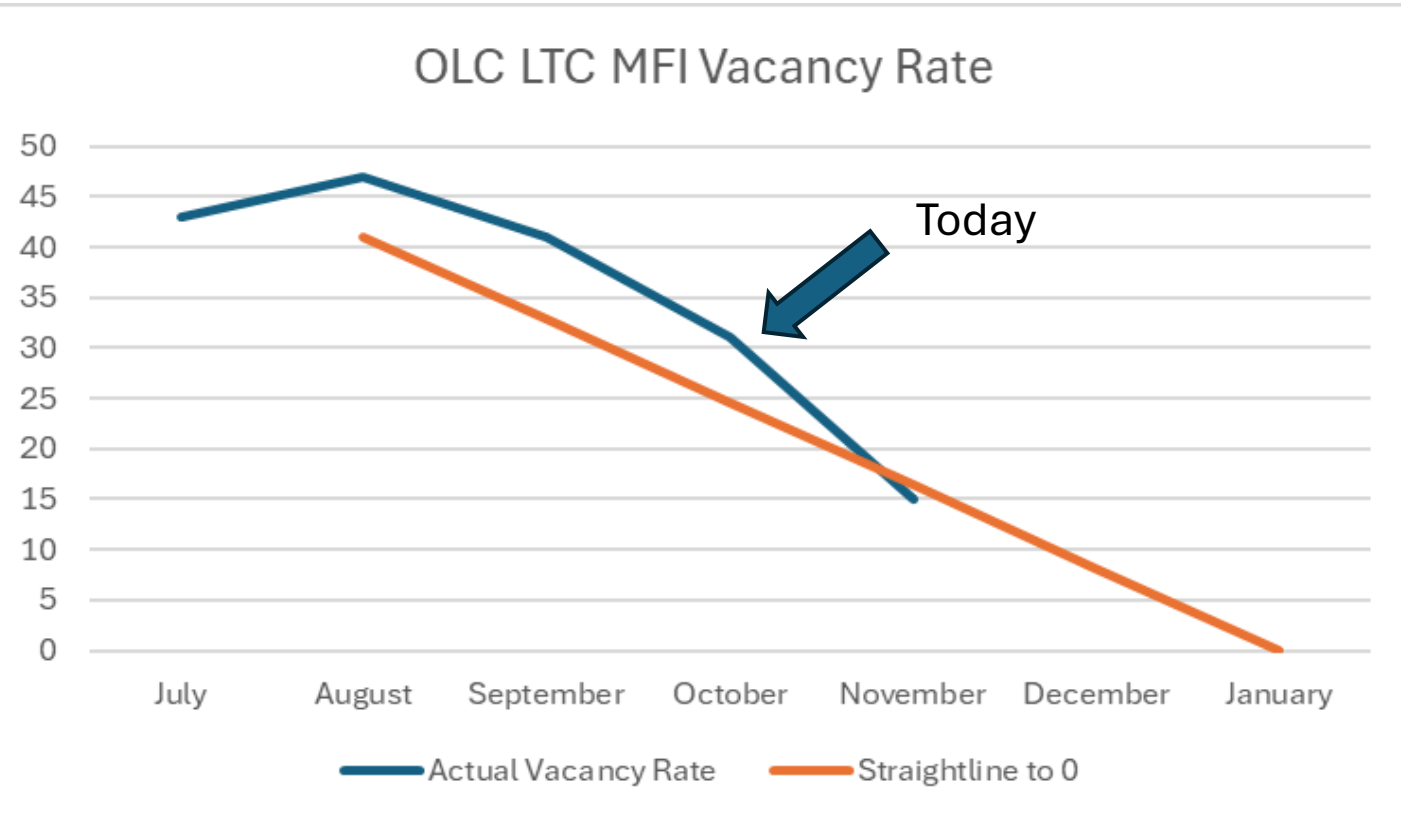
Leadership Positions

<u>Position</u>	<u>Posting Date</u>	<u>Interview Date(s)</u>	<u>Offer Extended</u>	<u>Position Filled</u>
OLC Director	8/27- 9/16	10/9/2025	Yes	☒
LTC Director	8/29 - 10/22	10/21 & 10/27		☐
Acute Care Director	8/29 - 10/21	10/17/2025	Yes	☒
Training Manager Multihire	9/24- Open until filled			☐
MFI Supervisor AC Tidewater	10/3- Open until filled			☐
MFI Supervisor LTC Multihire (3 positions)	7/25 - 8/8/25	9/4 & 9/5, 10/22	1 of 3	☐
MFI Supervisor LTC NOVA	10/22 - Open until filled			☐
MFI Supervisor AC HCO NOVA	10/22 - Open until filled			☐

MFI Interview Progress & Candidate Selection since July 2025



Long Term Care MFI Vacancy Rate



- Since July 2025, the vacancy rate of MFI and MFI supervisor positions has steadily decreased. Projecting that all MFI positions will be offered by January 2026.

Onboarding, Training, & Preceptorship for Incoming MFIs and Supervisors Initial Training



4-6 Months-Leased Trainers

1 Trainer: 2-3 Novice MFIs



Formalized, standardized contractor incorporated program in line with CMS requirements



8 weeks of classroom & CMS required education & scenarios prior to being allowed to move to preceptorship



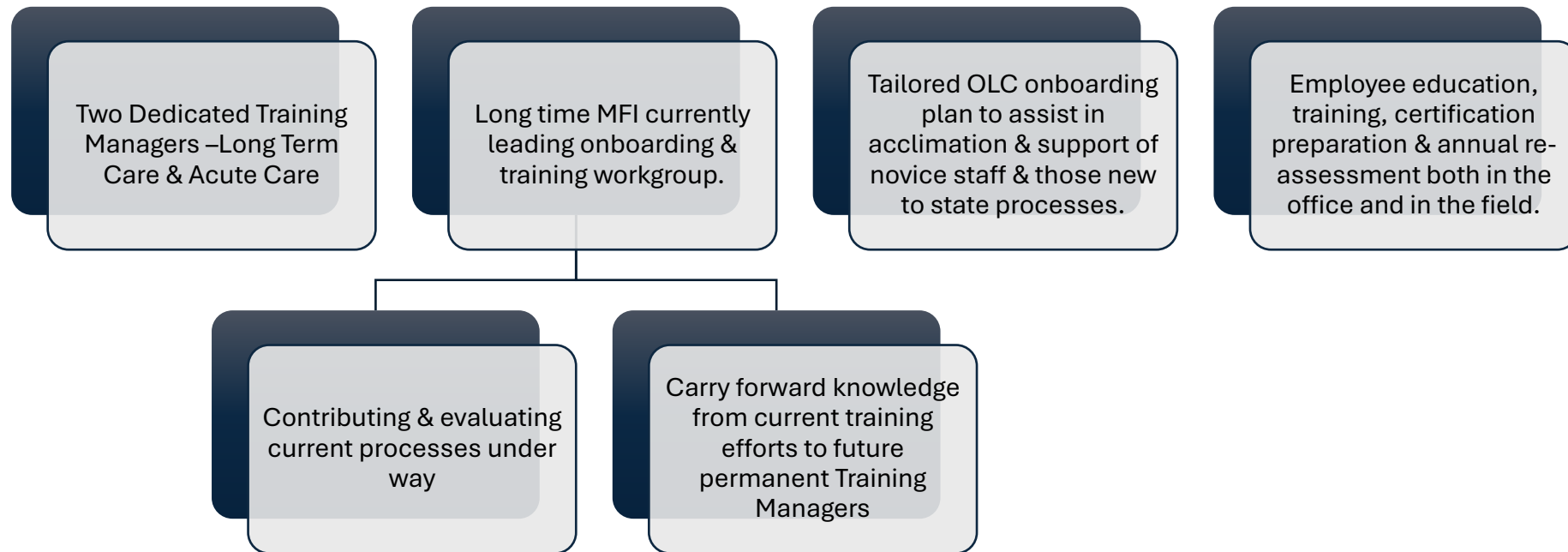
4–6-month preceptorship of first 10 MFIs in the field with contract labor survey teams



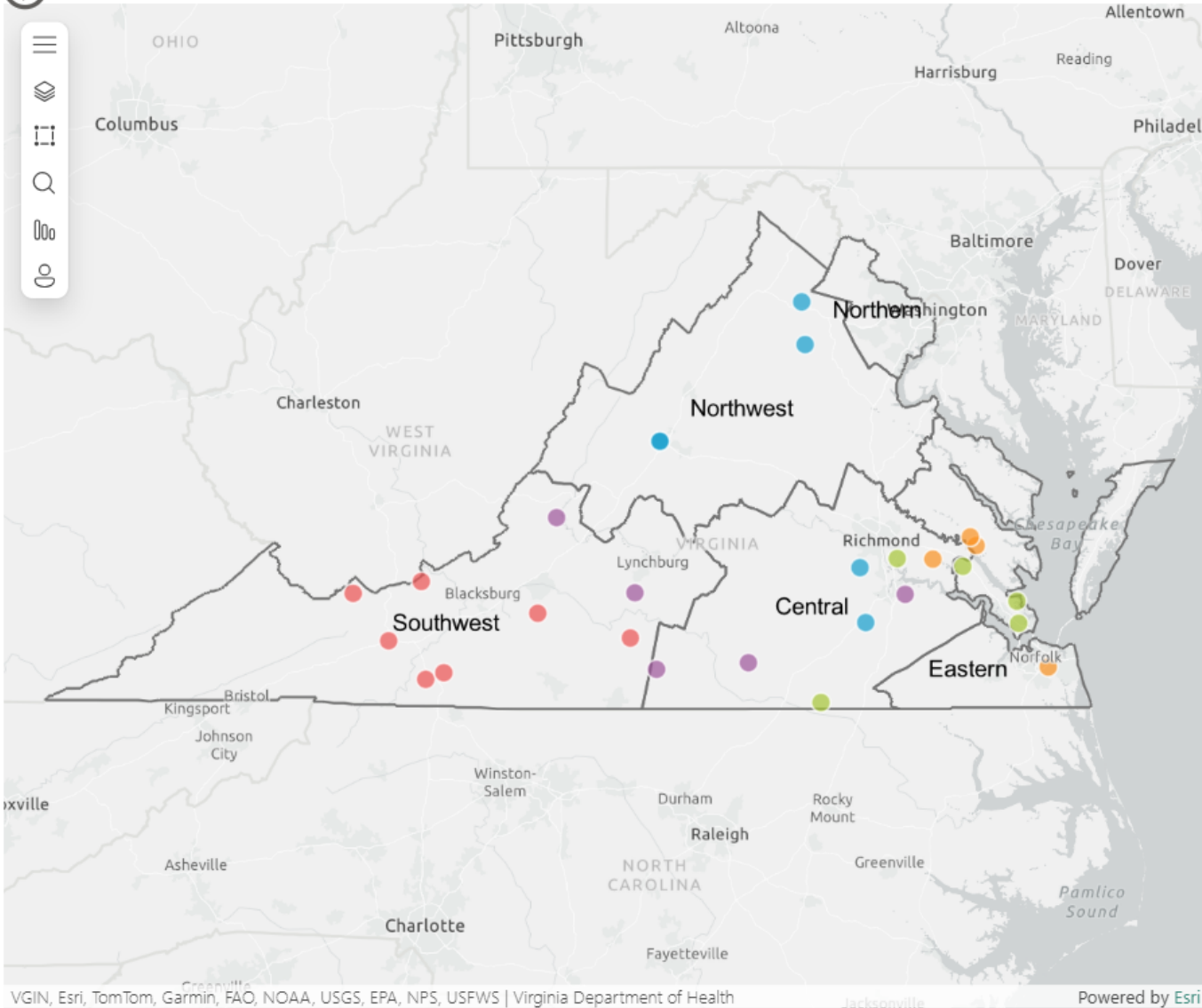
Upon completion of CMS required skills checklist, surveyors are eligible to sit for required SQMT certification test

Onboarding, Training, & Preceptorship

Long Term Training



Long-Term Care Medical Facilities Inspector (MFI) Locations by Region Assignment



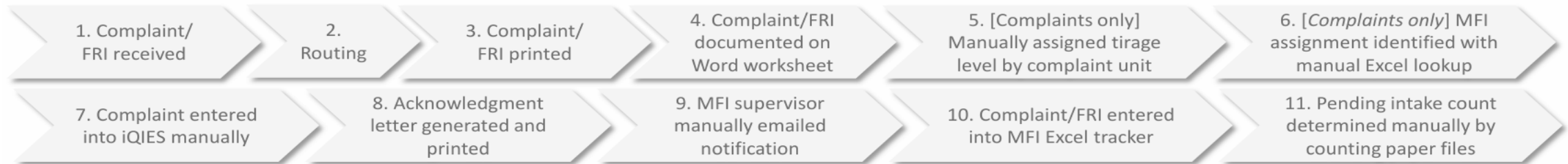
**Future State:
Regional
Teams Aligned
with Facilities**

*Team names do not correspond with VDH Health Regions

Complaint System – Under Development

Moving from an 11-step, manual process to an automated workflow will expedite reviews, reduce manual effort, and increase accountability, transparency, and efficiency.

Current State Process



DIGITAL COMPLAINT INTAKE

While the future state process will continue to support multiple sources of complaint submission, the expectation is that most of the complaints volume will be handled by the Digital Form as the primary source. The complaint intake process will include routing logic and automated reporting dashboards to help make the workflow more efficient.



VDH OLC Website
Digital Form



Email



Phone



Mail



eFax

Future Process



Public Facing Portal

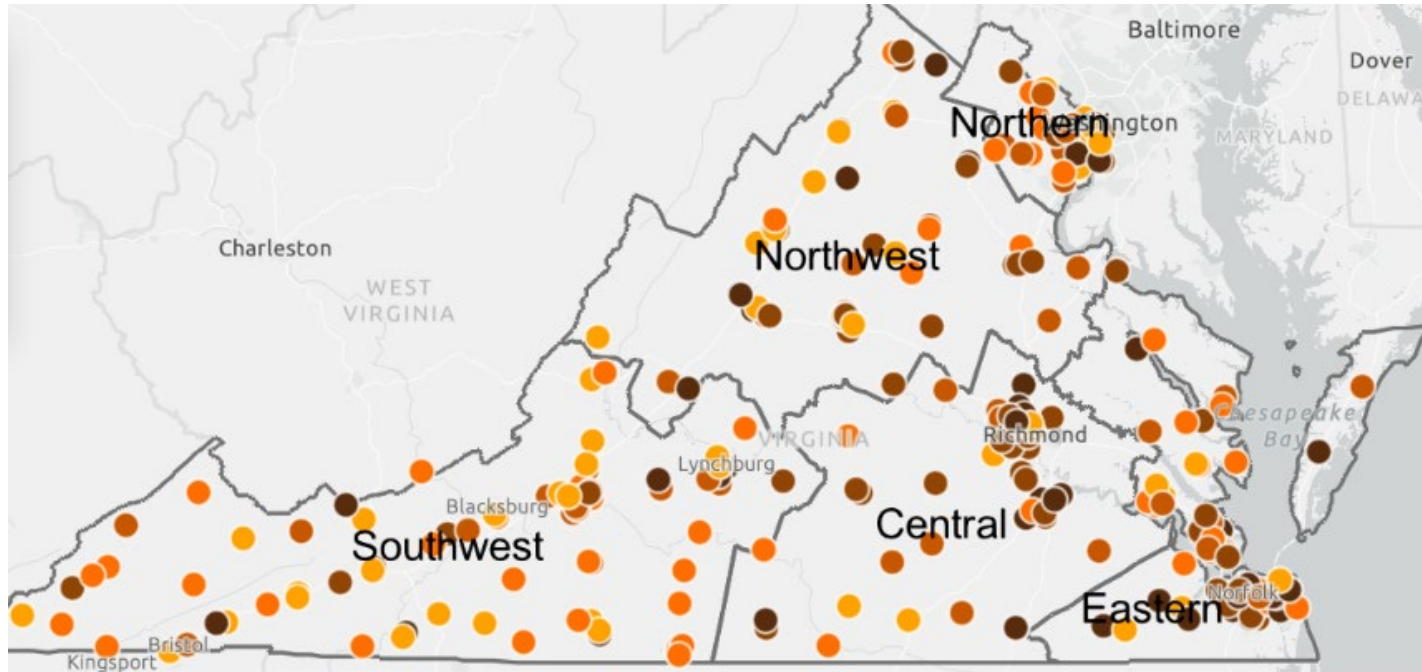
Goal: 11/15 Launch

CMS 5-Star Rating System

1 2 3 4 5

Ability to drill down by Facility

- Deficiencies (over 3 survey time periods)
- Complaints
- Survey Reports
- Penalties/Fines
- Plans of Corrections



Thank you

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