OLC Transformation Updates

Nursing Home Advisory Board October 24, 2025

R. Christopher Lindsay Chief Operating Officer Virginia Department of Health



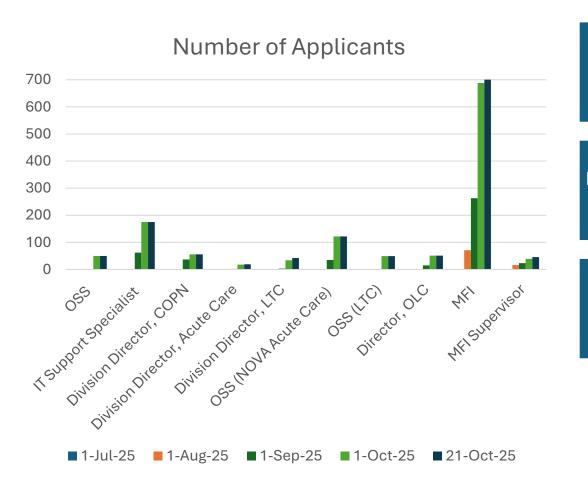
Recruitment

- 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>	Posting Date	Interview Date(s)	Offer Extended	Position Filled
OLC Director	8/27- 9/16	10/9/2025	Yes	< >
LTC Director	8/29 - 10/22	10/21 & 10/27		0
Acute Care Director	8/29 - 10/21	10/17/2025	Yes	<u> </u>
Training Manager Multihire	9/24- Open until filled			0
MFI Supervisor AC Tidewater	10/3- Open until filled			0
MFI Supervisor LTC Multihire (3 positions)	7/25 - 8/8/25	9/4 & 9/5, 10/22	1 of 3	0
MFI Supervisor LTC NOVA	10/22 - Open until filled			
MFI Supervisor AC HCO NOVA	•			



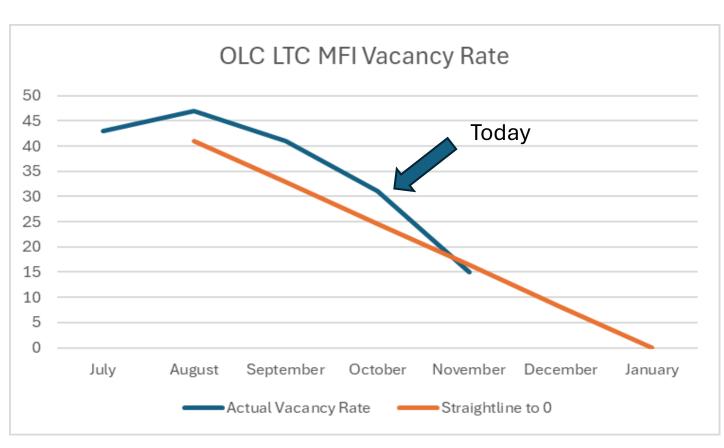
MFI Interview Progress & Candidate Selection since July 2025



Additional Currently Scheduled: 7
Interviews for the weeks of 10/20 and 10/27 (5 MFI Supervisors and 2 MFI)



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

Two Dedicated Training Managers –Long Term Care & Acute Care Long time MFI currently leading onboarding & training workgroup.

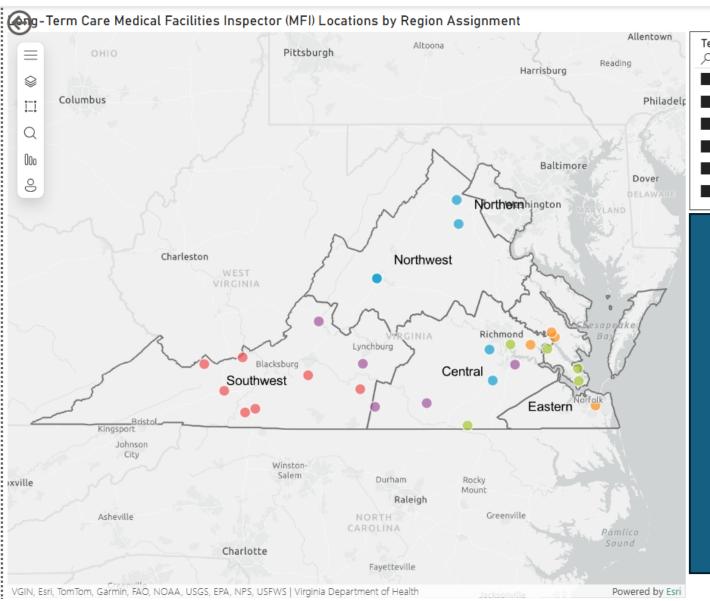
Tailored OLC onboarding plan to assist in acclimation & support of novice staff & those new to state processes.

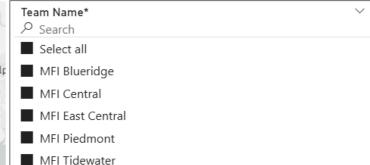
Employee education, training, certification preparation & annual reassessment both in the office and in the field.

Contributing & evaluating current processes under way

Carry forward knowledge from current training efforts to future permanent Training Managers







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

1. Complaint/ FRI received

- 2. Routing
- 3. Complaint/ FRI printed
- 4. Complaint/FRI documented on Word worksheet

- 5. [Complaints only]
 Manually assigned tirage
 level by complaint unit
- [Complaints only] MFI assignment identified with manual Excel lookup

7. Complaint entered into iQIES manually

8. Acknowledgment letter generated and printed

9. MFI supervisor manually emailed notification

10. Complaint/FRI entered into MFI Excel tracker

11. Pending intake count determined manually by counting paper files

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

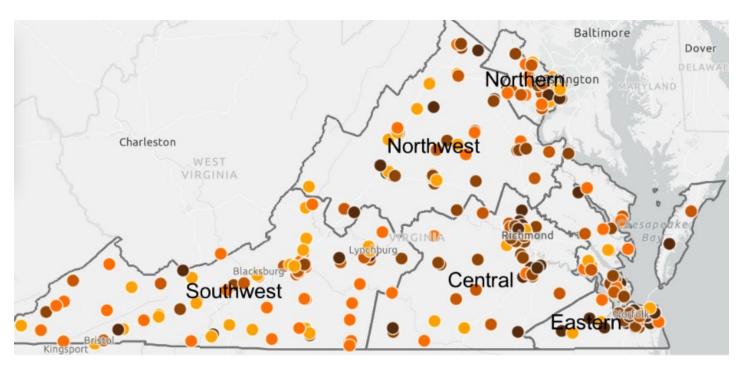
- Complaint incident received directly into ServiceNow
- 2. Automated confirmation of receipt to complaint submitter
- 3. Automated Routing and MFI notification
- (Complaint only)
 Triage level assigned by complaint unit*
- 5. Manual entry into iQIES*
- 6. Automated reporting dashboards



Public Facing Portal Goal:11/15 Launch

CMS 5-Star Rating System

12345



Ability to drill down by Facility

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





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