

Presentation to the Nursing Home Oversight and Accountability Board

Update on Staffing Efforts in the Office of Licensure and Certification (OLC)

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Agenda

- Virginia Nursing Home Overview
- Nursing Home Complaints Trends
- Executive Order 52
- Workforce Development Initiatives
- Process Redesign
- 2025 Legislation

Virginia Nursing Home Overview

- Total licensed nursing homes in Virginia: 287
 - NH beds in Virginia: ~ 33,000
- Majority are certified for both Medicare and Medicaid
 - 6 nursing homes are licensed only (private pay)

Virginia Nursing Home Overview (cont.)

- VDH Office of Licensure and Certification (OLC) conducts:
 - Biennial state licensure inspections
 - Federal certification and recertification surveys in nursing homes on behalf of the Centers for Medicare and Medicaid Services (CMS)
 - Responds to and investigates complaint investigations, prioritizing those classified as Immediate Jeopardy (IJ).

Nursing Home Complaints Trends – Significant Increase Year over Year

Why the increase?

What is driving the increase?

- **Trends:**
 - **Complaints?**
 - **Facilities?**
 - **Per facility?**

Complaints received:

2024 total: 730

2025 YTD: **1,246**

2025 projected: **1,849**

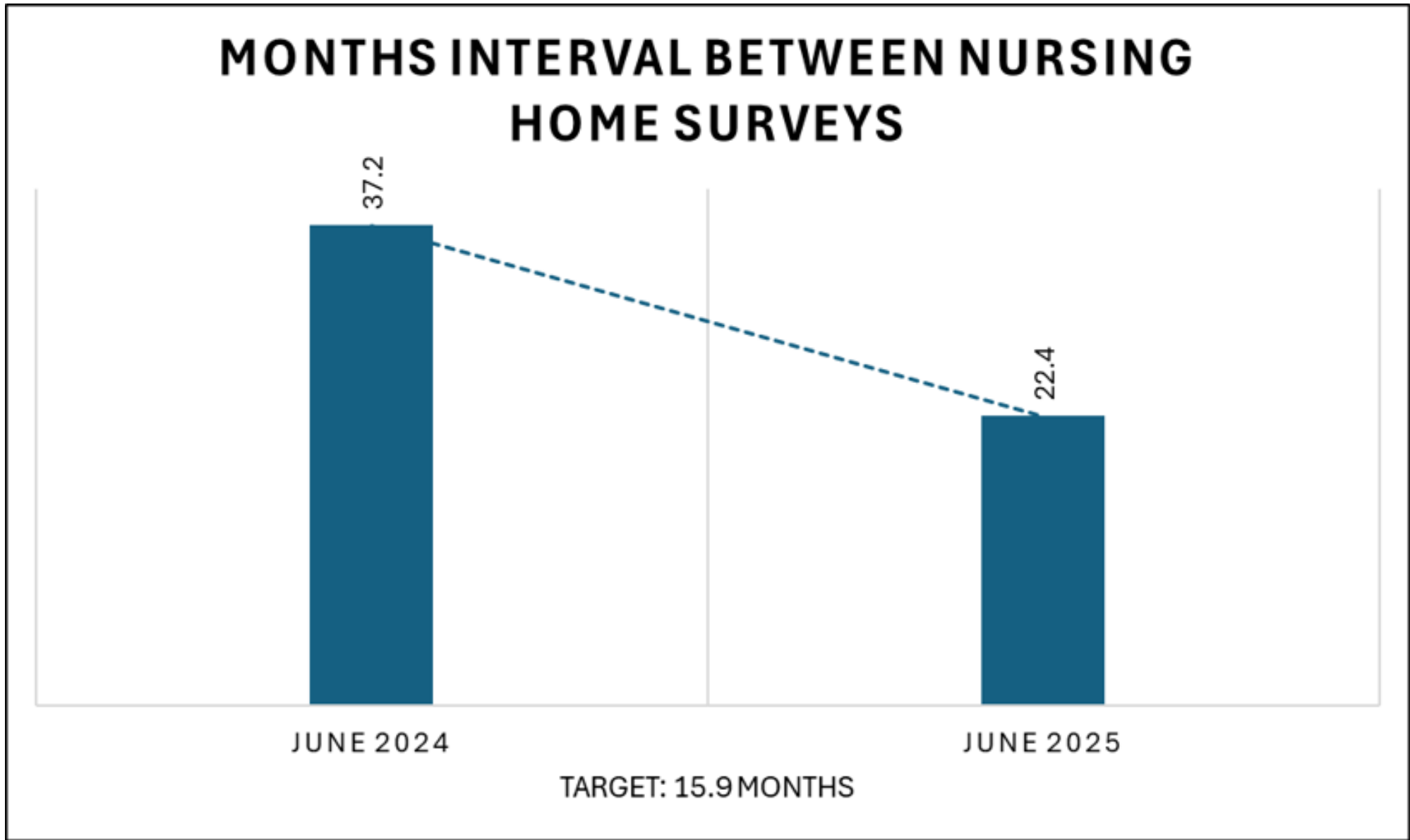
High priority complaints (IJ + NIJH)

2024 total: 151

2025 YTD: **315**

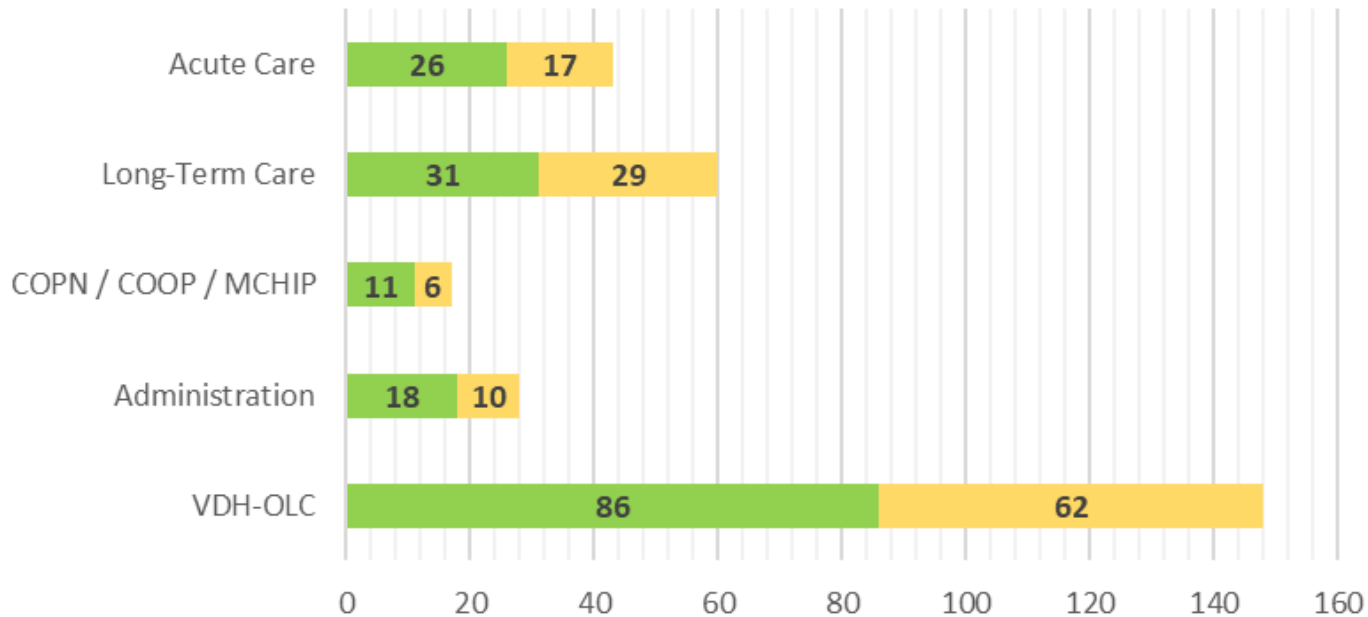
2025 projected: **426**

*data as of 9/5/2025



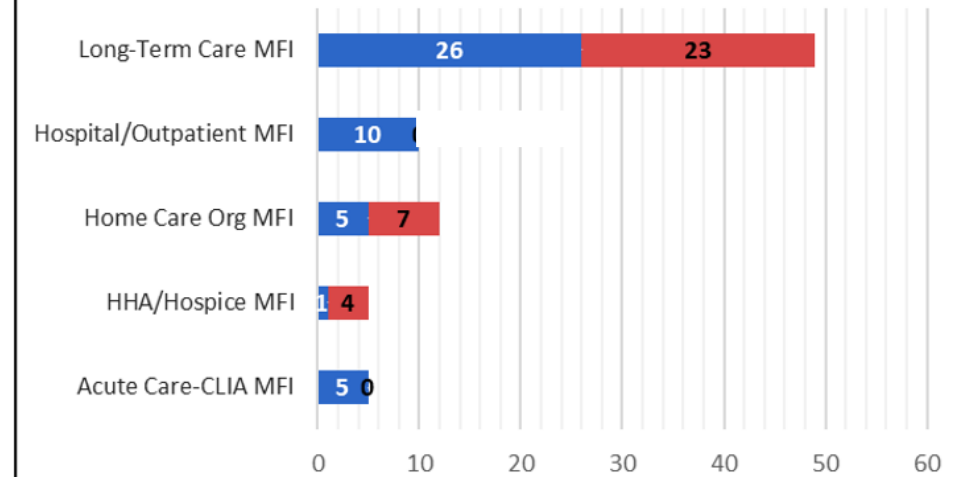
OLC VACANCY RATES BY OFFICE AND DIVISION

■ Filled ■ Open



CLINICAL MFI SURVEYOR VACANCIES

■ Filled ■ Open



*Data as of 9/5/25

**Governor Youngkin's
Executive Order 52
*Strengthening Oversight of
Virginia's Nursing Homes***

Increase VDH Office
of Licensure and
Certification
Workforce Capacity

Accelerate Training
and Onboarding

Assess Workflow
Automation and
Process Redesign

Advance Nursing
Home Oversight and
Accountability

Establish a Northern
Virginia regional
OLC

**Governor Youngkin's
Executive Order 52
*Strengthening Oversight of Virginia's
Nursing Homes*
Advisory Board on Nursing
Home Oversight and Accountability**

Advise the Commissioner on quality oversight initiatives that elevate facility standards and improve resident well-being and quality of care

Provide an annual report to the Governor outlining recommendations, including budgetary, legislative, or administrative measures

On September 4, 2025, Governor Youngkin announced Advisory Board members, and the first meeting is scheduled for September 15, 2025.

Increase Workforce Capacity:

**Improve
recruitment and
retention of MFIs**

**Address key
vacancies in
Leadership**

**Training,
education, and
onboarding**

**Enhance
Automation and
resources**

**Overall Culture
in OLC**

Retention Action Steps Currently in Progress

**Increased communication
through teams &
individuals**

Leadership Development

**Supporting Mobile Worker
benefits**

**Regional Deployment of
Staff**

**Career Advancement with
Acting MFI Supervisors**

**Incorporating front-line staff
into panel interviews for
new positions**

Retention Action Steps In Development

Incentives for
efforts &
accomplishments

Salary de-
compression

Career
Advancement

Leadership
Development

Team building with
individual
regionalized teams

OLC Leadership Positions in Recruitment

**OLC Director – 31
applicants**

**Acute Care Division
Director – 4 applicants**

**Long Term Care
Division Director – 5
applicants**

**COPN Director – 42
applicants**

**MFI Supervisors (5
positions posted) - 44
applicants**

Recruitment

**Aggressive strategic
approach to market
Medical Facilities
Inspectors (MFIs)
opportunities**

Completed:

- **New:**
 - **Incentivized hiring**
 - **Up-front leave: 80 hours**
 - **Sign-on bonus: \$5,000**
 - **Dedicated multi-level HR support**
 - **Bi-weekly COO-led recruitment meetings**
 - **NOVA office**

In Progress:

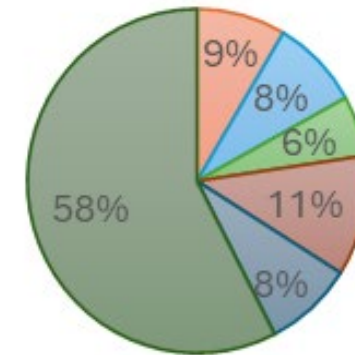
- **Targeted Marketing Campaign**
- **Community outreach**
- **Public Relations engagement**

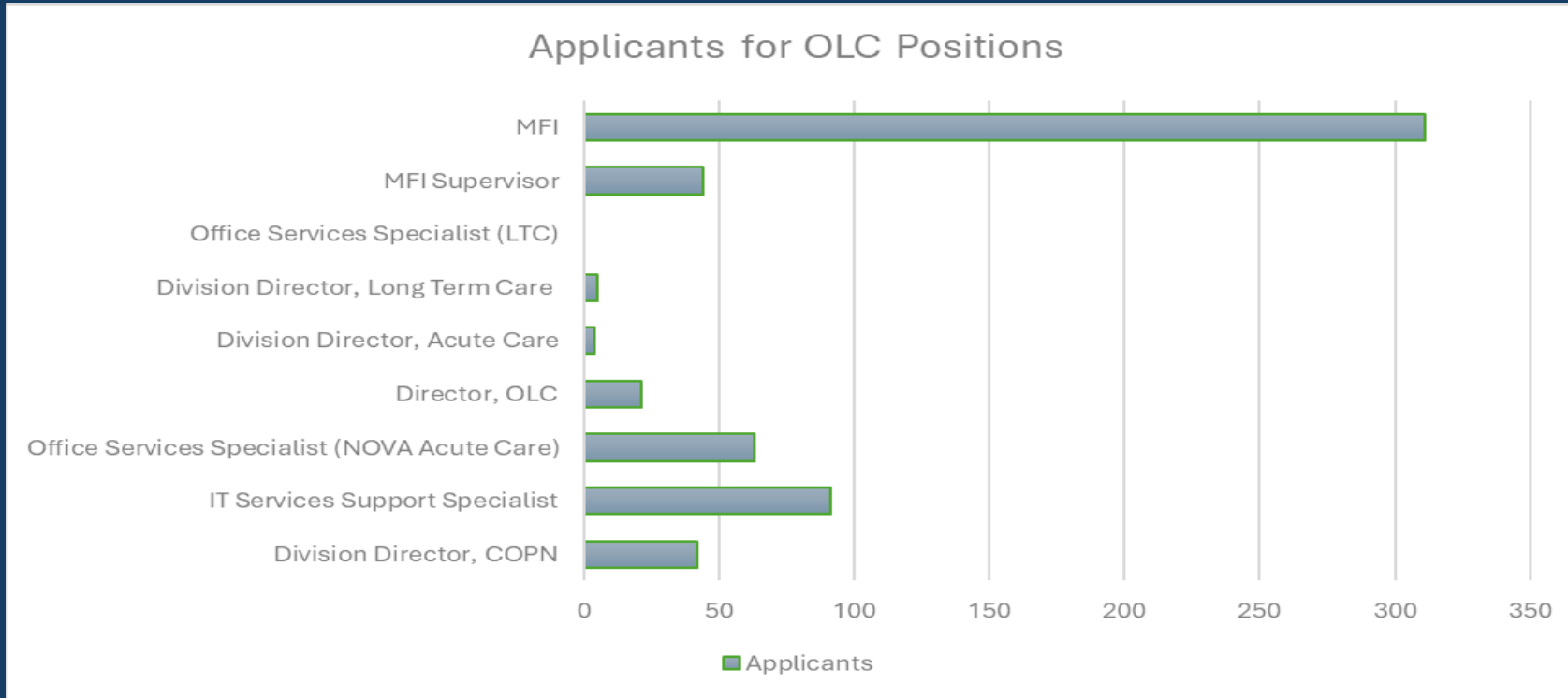
MFI Recruiting Results to date since July 25th:

20 positions posted

Applicants: 311

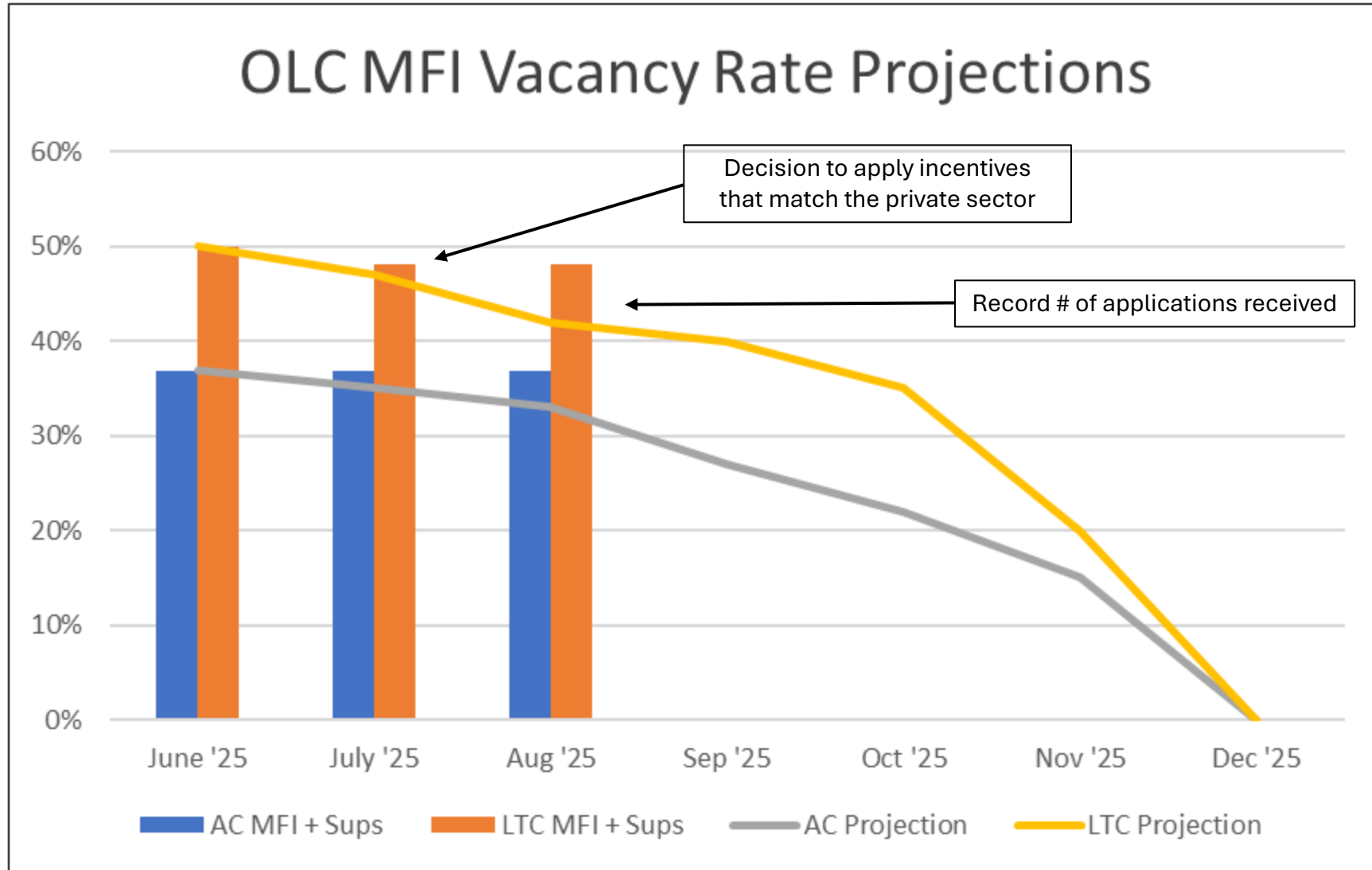
Candidate Pool Composition





Recruitment Snapshot

- **Active Postings:** 20
- **Total Active Applicants:** 550+



Plan to Address Training Needs

Short-Term

- 6 Months-Leased Trainers
- Formalized, standardized Program in line with CMS requirements
- Preceptorship of first MFIs with contract labor survey teams
- Partnership with peer states for preceptor opportunities

Long-Term

- Dedicated Training Manager – position to post week of 9/8
- Recruiting 2 Trainers dedicated to Acute Care & Long-Term Care
- Employee education, training, certification preparation & annual re-assessment

Complaints Intake Process

Current state for Complaint Processing

- Complaints received by phone, fax, email, or mail
- Triaged by a person, who assigns to MFI teams
- Same MFI teams that conduct surveys process complaint surveys
- Multiple opportunities for failure

Goal: Establish a comprehensive process with automated intake, triaging, notifications, and dedicated complaint investigation teams

Complaints Intake Process

Plan for Complaints Intake Process

- Routing intake process to phone call or online portal
- Automate phone calls into transcripts
- Leverage AI to scan complaints & categorize information
- Objective, CMS-guided triaging of violations
- Automatic notification to facilities of receipt of complaint
- Automated notification of VDH leadership
- Dashboard: Types of complaints, time, past complaints, & responses.

With dedicated teams of MFIs that solely process complaint investigations, freeing separate teams to concentrate on federal and state surveys

New OLC Leadership

Acting Director of OLC:
James L. Jenkins, Jr.

Acting Deputy Director of OLC:
Darryl Hellams

Executive Advisor of Healthcare Operations:
Esther Desimini

**Nursing Home
Accountability for
Protecting the
Health and Safety of
Residents
2025 Legislation**

- **VDH is developing procedures to utilize existing statutory authority to suspend / restrict new admissions or to suspend/revoke licenses.**
 - **Presently, such action must comply with the Administrative Process Act requirements.**
 - **This can result in a significant time lapse between an incident/event and any sanction.**
 - **VDH has no summary authority.**
- **VDH is initiating a regulatory action to implement intermediate sanctions authorized by the 2025 legislation.**
- **VDH is initiating a regulatory action to establish a new licensure fee structure for nursing homes, as authorized by 2025 legislation.**