

Presentation to the Joint Subcommittee on HHR

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), and
 - 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?

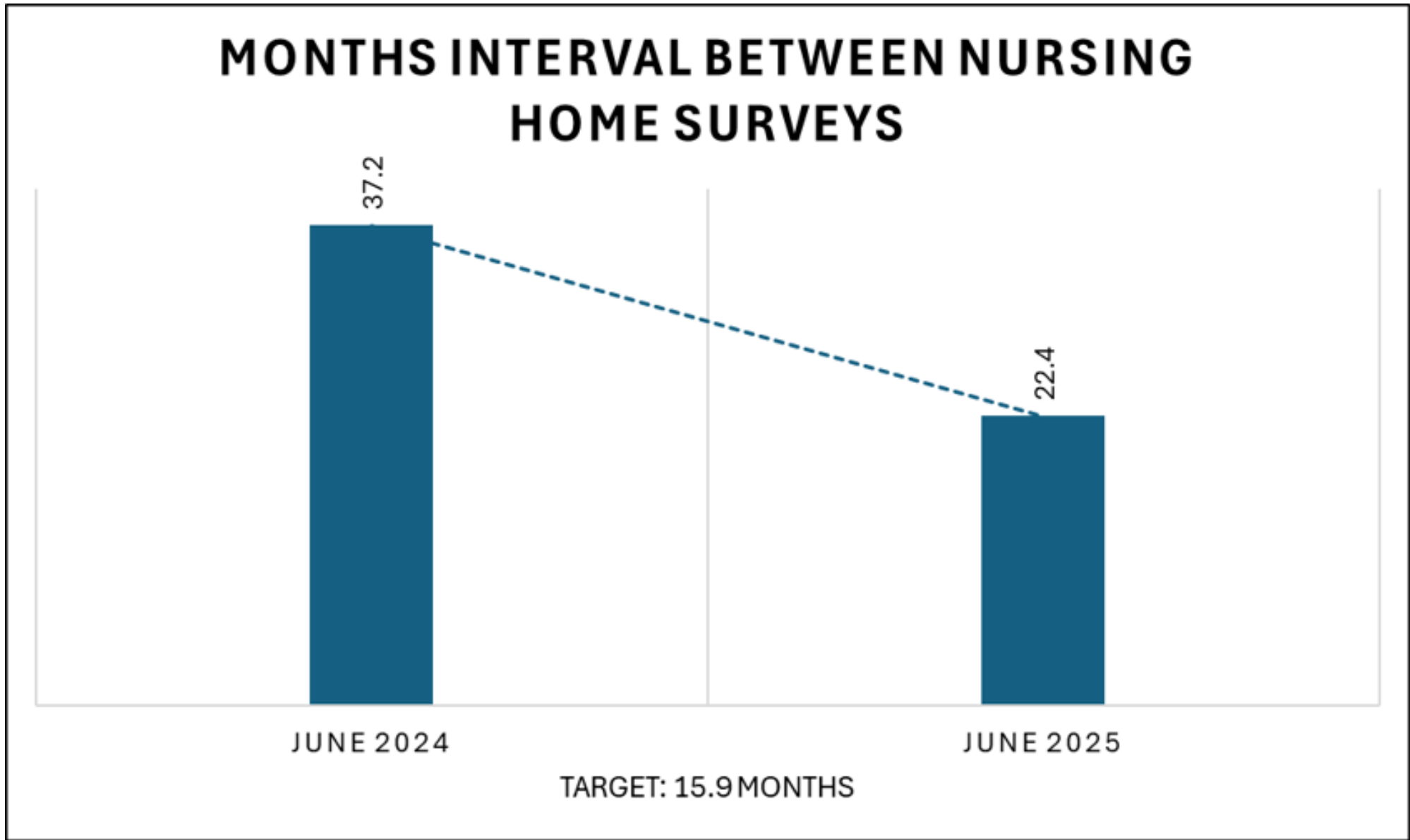
Complaints received:

2024 total: 730
2025 YTD: 1,246
2025 projected: **1,849**

High priority complaints (IJ + NIJH)

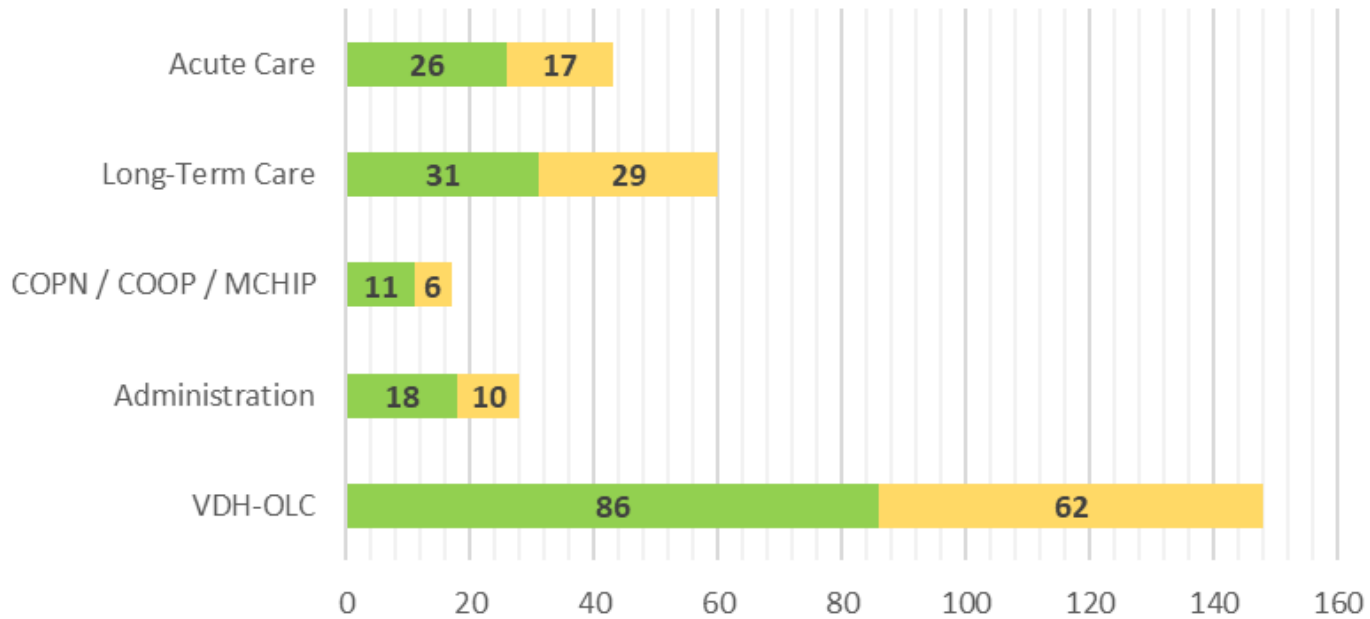
2024 total: 151
2025 YTD: 315
2025 projected: **426**

*data as of 9/5/2025



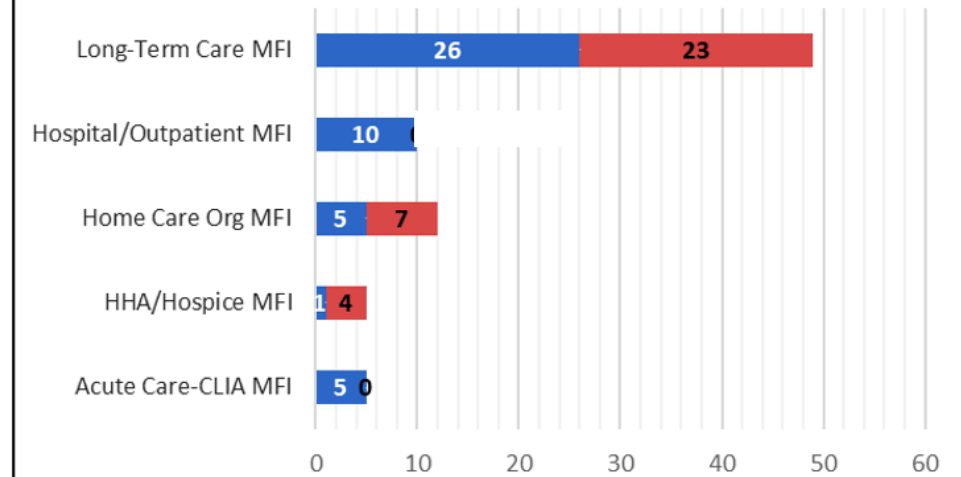
OLC VACANCY RATES BY OFFICE AND DIVISION

■ 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

**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

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

Recognition of
efforts

Rewards 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:

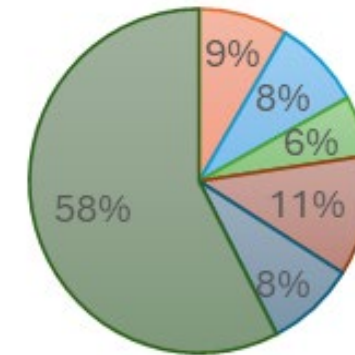
- Targeted Marketing Campaign
- Community outreach
- Public Relations engagement

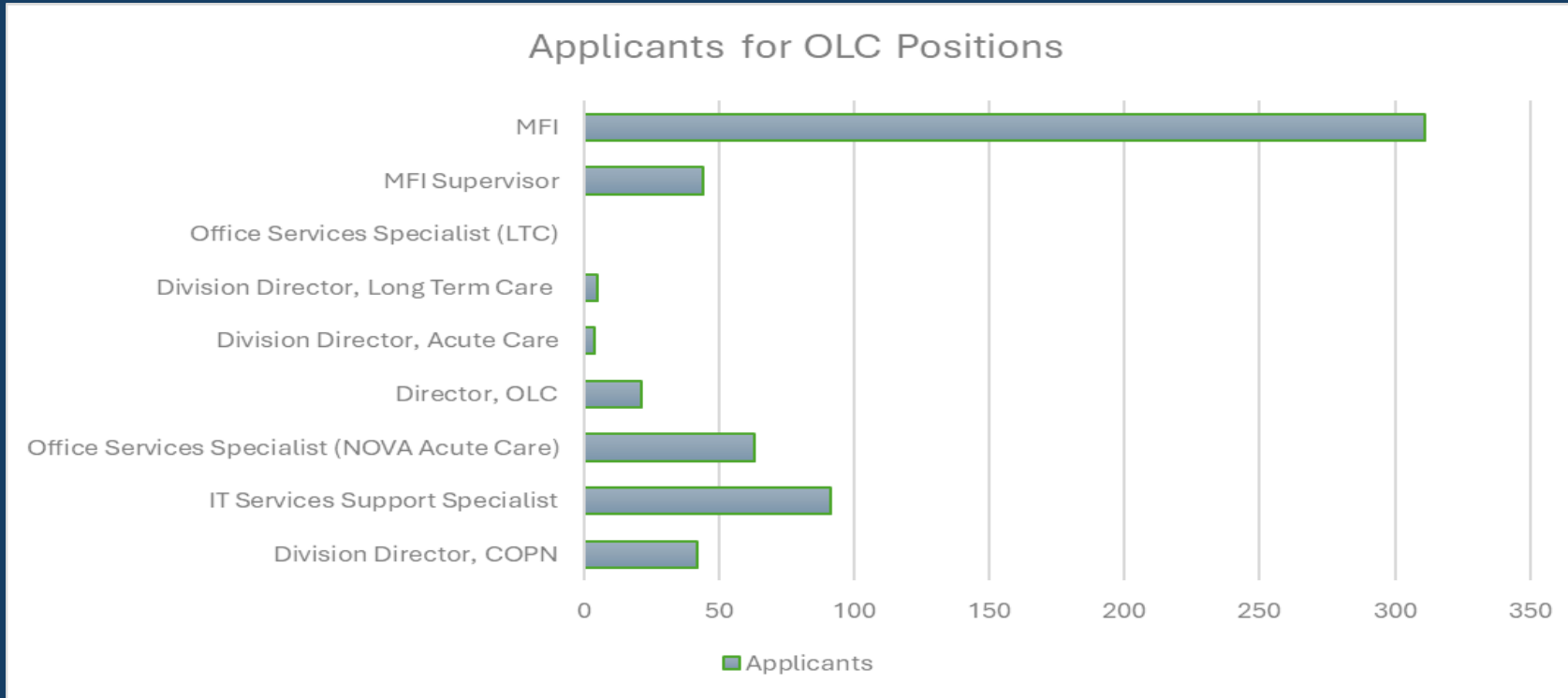
MFI Recruiting Results to date since July 25th:

20 positions posted

Applicants: 311

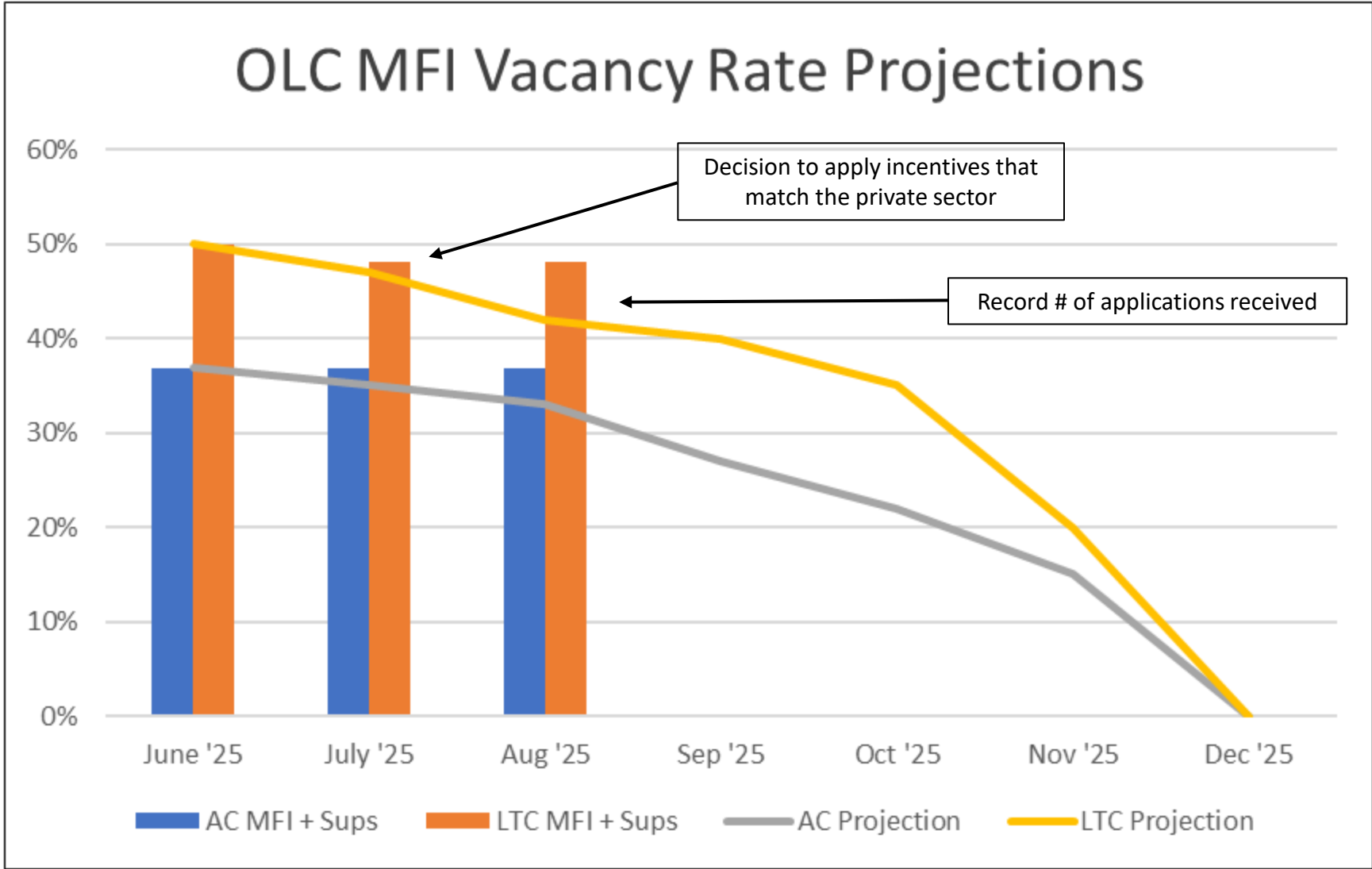
Candidate Pool Composition





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.