

Mississippi State Board of Nursing Home Administrators 1755 Lelia Drive, Suite 305 Jackson, MS 39216 (601) 362-6914		
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MS State Board of Nursing Home Administrators 5-Year Strategic Plan, FY 2026 – FY 2030

1. Our Mission

The mission of the MS State Board of Nursing Home Administrators is to educate, license, regulate, and evaluate the competency of the Administrators of Mississippi-licensed nursing home facilities who provide for the health, safety, welfare, and quality of care for persons residing in long-term care facilities as mandated by federal law.

2. Our Philosophy

The MS State Board of Nursing Home Administrators is committed to the continued safeguarding of the welfare of Mississippi's nursing home residents. The philosophy of the Board is to adhere to the highest professional standards, to indiscriminately enforce regulation, and to demonstrate respect for the residents through the Board's oversight of the nursing home administrators.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1: To protect Mississippians from risks to public health and to provide them with the health-related information and access to quality healthcare necessary to increase the length and quality of their lives.

Relevant Benchmarks #1: *Access to Care*

- Number of health professional shortage areas
- Preventable hospitalizations (discharge rate among the Medicare population for diagnoses amenable to non-hospital-based care)
- Percentage of the population lacking access to mental health care
- Percentage of population lacking access to community-based mental health care
- Number of individuals on the waiting list for home and community-based services

Relevant Benchmarks #2: *Communicable Disease*

- Tuberculosis care rate per 100,000 per year
- Vaccine-preventable communicable diseases
- Facility-acquired infection rate
- Incidence of foodborne illness (salmonella)

Relevant Benchmarks #3: *Non-Communicable Disease*

- Rate of complications among diabetes patients

- Percentage of adults who are obese
- Adult compliance with recommended levels of aerobic physical activity
- Adult compliance with consumption of recommended daily portions of fruits and vegetables
- Asthma hospitalization rate
- Number of deaths due to drug injury of any intent
- Prescription drug abuse deaths
- Age-adjusted death rate

Statewide Goal #2: To ensure that Mississippians can develop to their full potential by having their basic needs met, including the need for adequate food and shelter and a healthy, stable, and nurturing family environment or a competent and caring system of social support.

Relevant Benchmarks #1: *Social Indicators*

- Rate of homelessness

Relevant Benchmarks #2: *Protective Services*

- Substantiated incidence of abuse of vulnerable adults

Relevant Benchmarks #3: *Food Assistance*

- Percentage of households with food insecurity

Statewide Goal #3: To create an efficient government and an informed and engaged citizenry that helps to address social problems through the payment of taxes, the election of capable leaders at all levels of government, and participation in charitable organizations through contributions and volunteerism.

Relevant Benchmarks #1: *Cost of Government*

- Number of government employees per 10,000 population

Relevant Benchmarks #2: *Government Efficiency*

- Administrative efficiency
- Average wait time for state government services
- Regulatory efficiency
- Number, average cost, and type of regulatory actions taken by a regulatory body
- State dollars are saved by providing government services online
- Percentage of state employees leaving state service within five years of employment

4. Overview of the Agency's 5-Year Strategic Plan:

The Mississippi State Board of Nursing Home Administrators has identified seven priorities for the next five years. First, the Board has continued to offer enhanced communication and licensing options through the online database of state-licensed administrators. This is done in several ways. First of all, the Board sends most communication (except for renewal information) by email to both the administrators' personal email address and work email address that is on file

with the Board office. Several years ago, the Board enacted that all nursing home administrators were required to fill out the renewal application online through the Board's secure database. Administrators continue to have the option of paying for their license fees online or by mail with a check or money order. Last year was a renewal year and we had 75% pay online, which in turn sped the renewal process. Each renewal period has seen more and more licensees pay online. The Board's goal is to increase this percentage to nearly 100%. At this time, the Board feels they must allow checks due to most companies paying for the license fees. Some companies use checks for accounting purposes and will only pay by paper checks. Some of the administrators who work for these companies do not have a corporate credit card. Therefore, they must request a check from his/her corporate office. Secondly, during online renewal, administrators were/are encouraged to make changes to their profiles, such as facility changes, address changes, name changes, etc. online. In addition, these changes are required to be made throughout the year – anytime a change is needed. The administrator can complete it online or can fill out a paper copy and scan and email it to the Board office. Thirdly, this database enhancement allows us to communicate through email communication instead of snail mail when any type of communication needs to be made. With all of the changes that have evolved due to COVID-19, the Board has needed to communicate consistently with the nursing home administrators and the Administrators-in-Training. We are now able to send out mass emails at any time to communicate any rule changes, policy changes, updates to staffing, etc. All of this continues to decrease office costs (stationary, postage, etc.), decrease wait time, and simplify the process of communication. In addition, the Board can send out information for conferences and information regarding continuing education. Due to COVID-19, the Board's Rules and Regulations have changed concerning the process of continuing education and the Board has been able to send out these changes via a mass email. The Board sends all mass emails to licensees' home email addresses and any work email addresses on file to make sure all administrators receive these email correspondences. This is why it is so important and the Board requires that all nursing home administrators update his/her information within seven (7) days of any change. If the change is not updated by the administrator, he/she might not receive the communication whether it is by email or by snail mail.

The Board's second priority is to continue to encourage all of its applicants to complete the Administrator-in-Training (A.I.T.), Endorsement, Universal Recognition of Occupational Licensing Act (UROLA), and Reinstatement Applications online. Within the past year or two, the Board has seen an increase in online applications for Endorsement Applicants, UROLA Applicants, Temporary Permit Applicants, and Reinstatement Applicants. Now that the Board has UROLA applicants, so far, all the applicants have completed their applications online. When office staff speaks with individuals applying for the Administrator-in-Training Program we highly encourage the applicant to complete the "main" application online since it accelerates the process of getting approved for the applicant to begin the A.I.T. Program. In addition, the Executive Director speaks at Preceptor Certification Programs and during her presentation, she requests all preceptors to encourage any A.I.T. applicants to complete the application online. The Board would like to complete migration to online applications only but this will take time. Applying online simplifies and decreases the length of time it takes the Board's staff to process and review the application. This will increase the time available for staff to complete other administrative tasks as required by the Board and the State.

The Board's third priority will continually be a goal: to improve the quality and relevancy of the six-month pre-licensure course (Administrator-in-Training Program) including training the trainer (Preceptor) and intern (A.I.T.), the reporting mechanisms, and the examination process. The Board plans to continue to work on updating the processes for both the Preceptor and the A.I.T. This includes the annual training workshop for the Preceptor and the monthly reporting of the A.I.T. The Executive Director will continue to update and train the Preceptors through the annual Preceptor Certification Program. After each Preceptor Certification Program, the Executive Director sends out surveys soliciting suggestions. New ideas for the annual Preceptor Certification Program are frequently developed. In addition, the Executive Director will continue to meet with the A.I.T.s as a group every six months. During this meeting, the Executive Director goes over the Board's Rules and Regulations and prepares the A.I.T. for the State Exam, and instructs them on how to register for the NAB (federal) Exam.

The Board's fourth priority is to continue to update the A.I.T. monthly reports. Last year the Board revamped the A.I.T. monthly reports and created new "Sample Reports" to try and help the A.I.T.s when filling out and submitting the reports to make sure the Board has adequate information to know what the A.I.T. is learning and doing each day. In addition, we update the "Guidelines When Reporting" annually. We send out these "Sample Reports" and "Guidelines" to each A.I.T. and any new A.I.T.s and have, in addition, send them out to all "Preceptors" and given them a copy in their Preceptor Notebook they receive at the annual Preceptor Certification Program. The Executive Director goes into extensive detail to those Preceptors at the annual training program as to what is expected and gives out models, etc. to help prepare them for training an A.I.T. In addition, the Executive Director goes over the reporting to all A.I.T.s during the mandated four-day A.I.T. Course. The Executive Director and her Assistant request that all A.I.T.s email one of them a draft of his/her Monthly Report to review and communicate any edits if needed. This speeds up the process of the acceptance of Monthly Reports drastically as it helps prevent any Monthly Reports from needing to be "redone" and resubmitted to the Board office. These are board-required reports that assure that the A.I.T. is learning and completing the A.I.T. Program.

The Board's fifth priority is to begin to add at least one continuing education program each year for training currently licensed nursing home administrators in the field. Within the past two years, the Board has been able to add two online continuing education programs. The Board would like to offer an in-person continuing education program within the next couple of years. This takes time to obtain a topic relevant to nursing home administration, a speaker, a conference room, and the registration for the licensees. The goal of offering this continuing education program would be to help better prepare administrators on how to administer a nursing home. The Board desires to keep these administrators abreast of the most current topics that hit nursing homes and their fields of study as the nursing home field is evolving every day.

The sixth priority will be to encourage all Continuing Education Sponsors to complete the Continuing Education (C.E.) Sponsor Application online instead of through paper. The database allows them to complete the application and pay the sponsorship fees. Within the past year, the Board has seen an extensive increase in those applications being applied online. At this time, there is only around one continual CE Sponsor that submits their association's CE Programs by paper. With only around one CE Sponsor, this has been a huge increase in online submissions.

When the Executive Director speaks with continuing education sponsors, she has been encouraging the CE Sponsors to fill out the applications online. This has been a slow process but has seen an increase more and more. The Board plans to continue pushing forward in this as it speeds up the approval process drastically and cuts down on the amount of time it takes staff to input all of the information into the database to upload the approved CE Program to the website. In addition, the CE Sponsors can pay for the CE Sponsor fees online through the database when they submit their CE Applications online. This also speeds up the process as the office staff does not have to create and send an invoice to the CE Sponsor for payment. There are still several CE Sponsors that insist on paying with paper checks and that is Board approved.

The seventh priority is also a continuing priority: for the Board to continue to monitor the competency and effectiveness of the licensed administrators through monitoring of continuing education, investigating complaints, and renewing licenses. Within the past couple of years, the Board has seen a drastic increase in complaints and investigation of complaints. The Board is looking into the reason for this and how to educate administrators on the proper way to run a nursing home. During one recent investigation, the board member investigating the complaint suggested to the A.I.T. how he would have handled the situation and defused a situation that could have been avoided. This A.I.T. took this advice and addressed the family member the way the investigating board member suggested. Due to this advice, this situation was diffused.

5. Agency's External/Internal Assessment

- 1) Availability of facilities with funds to hire Administrators-in-Training (AITs) impacts the number of applicants and collection of fees.
- 2) Amount of time required to train and supervise AITs impacts the number of trainers (Preceptors)
- 3) Increased propensity of the public to file formal complaints impacts the budget necessary to pay investigative costs
- 4) Increased amount of time required by volunteer Board members impacts the expediency of Board action
- 5) Aging population will increase demand for nursing homes impacting need for qualified licensed Administrators
- 6) Increased number of licensed administrators approaching retirement impacts number of renewals
- 7) Recruitment of new AITs and licensed administrators from other states will impact fee income
- 8) Automated documentation by interactive website will impact personnel productivity
- 9) Potential change in federal requirements may impact the Board's mission and activity
- 10) Actions proposed by state trade organizations may impact the Board's programs and priorities.

The Board meets quarterly to make decisions on requests, provide direction for the Executive Director, and set forth policies and rules as needed. At these meetings Board members evaluate the progress made toward established goals and objectives and make changes when appropriate.

The Board continues an on-going process of evaluating all aspects of duties and responsibilities under the Board's mandate. This includes staff, standards set forth in the Rules & Regulations, training programs offered by the Board, the intern program and requirements, as well as standards/processes for license renewal.

6. Agency Goals, Objectives, Strategies and Measures by Program

6.1 Agency Goals by Program

Program 1: Licensure & Regulation

GOAL A: Issue licenses to individuals who meet set standards and qualifications (Miss. Code Ann. Section 73-17-9 & 73-17-11)

OBJECTIVE A.1. Develop and impose standards which must be met by individuals in order to receive a license as a nursing home administrator

Outcome: Better qualified nursing home administrators

Outcome: Change in number of nursing home administrator complaints

A.1.1. STRATEGY: Provide a comprehensive application that requires proof of good moral character and meeting minimum qualifications to serve as nursing home administrators.

Output: Number of applications downloaded from website

Efficiency: Online access reduces office costs

A.1.2. STRATEGY: Approve each individual based on their completed application.

Output: Number of applications received

Efficiency: Cost per application review offset by fee

OBJECTIVE A.2. Devise and implement educational programs to assist individuals in preparing for careers in nursing home administrations

Outcome: Better qualified nursing home administrators

Outcome: Change in number of nursing home administrator complaints

A.2.1. STRATEGY: Provide an internship program for training new administrators

Output: Number of interns enrolled

Efficiency: Online access reduces office costs

A.2.2. STRATEGY: Monitor and assess the progress of interns throughout the six-month training program.

Output: Number of interns enrolled in program

Efficiency: Cost per monthly report review

A.2.3. STRATEGY: Manage six-month intern (AIT) training program*Output:* Executive Director audits monthly reports*Output:* Board approving new AIT applications and ratifying preapproved applications each quarter*Output:* AITs enter program monthly*Output:* Number of AITs participating*Efficiency:* Costs of board travel; administration; number of AITs paying program fee*Explanatory:* Pre-approval by Executive Director reduces costs and increases number of AITs; Online database reduces administration costs**A.2.4. STRATEGY:** Provide training and certification for Preceptors*Output:* Annual training program*Output:* Number of Administrators participating*Output:* Number of CEUs issued*Efficiency:* Cost of speaker(s), training materials, facility, administrative*Explanatory:* Costs offset by fee; Costs reduced through online registration and payment**OBJECTIVE A.3.** Examine applicants for entry level competency prior to licensing.*Outcome:* Better qualified nursing home administrators*Outcome:* Change in number of nursing home administrator complaints**A.3.1. STRATEGY:** Administer an examination that individuals must pass before being granted a Mississippi license.*Output:* Number of exams administered*Efficiency:* Cost of administering test offset by fee*Efficiency:* Number administered per number of applications; Rate of passage of examinations*Explanatory:* Administration costs offset by fee**A.3.2. STRATEGY:** Update State Exam when necessary to reflect changes in board, federal, or state mandate.*Output:* Executive Director reviews annually*Output:* Board reviews and make changes when appropriate*Efficiency:* Costs of board travel, report preparation, education**GOAL B: Regulate and enforce the laws governing licensed nursing home administrators** (Miss. Code Ann. Section 73-17-9)**OBJECTIVE B.1.** Establish procedures to ensure compliance with standards, laws and rules.

Outcome: Uniform qualifications of nursing home administrators

Outcome: Change in number of nursing home administrator complaints

Outcome: Change in number of qualified nursing home administrators

B.1.1. STRATEGY: Propose state statute changes when necessary to reflect changes in board, federal, or state mandate.

Output: Board reviews annually

Output: Board proposes changes to state statute through legislature

Efficiency: Costs of legal counsel, board travel, report preparation, legislative education

Explanation: Amount of time billed by legal counsel based on the number of changes

OBJECTIVE B.2. Regulate and enforce state laws and rules.

Outcome: Uniform qualifications of nursing home administrators

Outcome: Change in number of nursing home administrator complaints

Outcome: Change in number of qualified nursing home administrators

B.2.1. STRATEGY: Renew administrators license biannually

Output: Number of renewal applications received

Efficiency: Online renewal reduces administrative costs

Explanatory: Costs reduced through online renewal and payment; associated fee offsets

B.2.2. STRATEGY: Track compliance with requirement to keep up to date information regarding current facility and contact information.

Output: Number of changes logged

Efficiency: Cost per change to enter by staff

Explanatory: Online updating reduces cost

B.2.3. STRATEGY: Require continuing education credits (CEU) for each renewal cycle

Output: Require 40 CEUs per cycle

Output: Limit to 10 distance learning

Output: Limit CEUs to pre-approved hours

Efficiency: Administrative costs to process and report CEUs

B.2.4. STRATEGY: Keep accurate records of continuing education credits required to maintain license

Output: Log continuing education units in database

Efficiency: Cost per credit report to enter by staff

Explanatory: Online reporting reduces cost

B.2.5. STRATEGY: Communicate changes and/or updates to state rules and regulations when necessary

Output: Number of newsletters posted on website

Output: Number of direct mail pieces

Output: Number of email notifications

Efficiency: Online dissemination of information reduces costs

OBJECTIVE B.3. Conduct on-going studies to provide effective programs for conducting competency evaluation.

Outcome: Uniform qualifications of nursing home administrators

Outcome: Change in number of nursing home administrator complaints

Outcome: Change in number of qualified nursing home administrators

B.3.1. STRATEGY: Develop a survey to be completed by new licensees regarding improvements in application process.

Output: Surveys provided to each intern

Efficiency: Percentage of returned surveys

Explanation: Anonymity of source protects professional relationships

B.3.2. STRATEGY: Develop a survey to be completed by the Preceptor regarding improvements in the internship process.

Output: Surveys provided to each Preceptor

Efficiency: Percentage of returned surveys

Explanation: Online return reduces time commitment

B.3.3. STRATEGY: Monitor best practices by participation in the national board meetings.

Output: Executive Director attends NAB meetings twice yearly

Efficiency: Costs of attendance

Explanation: NAB covers base costs for Executive Director

B.3.4. STRATEGY: Monitor best practices by participation in the state association meetings.

Output: Board members attend state association meetings

Output: Executive Director invited to address participants

Efficiency: Costs of attendance

Explanation: Costs covered by facility and association

B.3.5. STRATEGY: Utilize existing education providers for instruction in domains of practice

Output: Number of providers offering CEUs per cycle

Output: Numbers of “domains of practice” addressed per cycle

Output: Number of college credit hours approved

Efficiency: Revenue received from provider approval, individual approval fees

OBJECTIVE B.4. Conduct complaint investigations as appropriate.

Outcome: Uniform qualifications of nursing home administrators

Outcome: Change in number of nursing home administrator complaints

Outcome: Change in number of qualified nursing home administrators

B.4.1. STRATEGY: Follow established policy for investigating any charge or complaint against a licensed administrator

Output: Number of complaints registered with the Board

Efficiency: Cost of investigation of complaint

Explanatory: Variation in legal fees based on time to investigate the complaint

B.4.2. STRATEGY: Revoke or suspend licenses when it is determined necessary

Output: Number of complaints investigated by the Board

Output: Reduction of number of licensed administrators

Efficiency: Cost of investigation and court costs of action

Explanatory: Variation in legal fees based on time to investigate the complaint