Mississippi State Board of Nursing Home Administrators
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MS State Board of Nursing Home Administrators
5-Year Strategic Plan, FY 2027 – FY 2031

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 key priorities for the next five years.

1. Enhancing Communication and Licensing Options Through the Online Database

The Board continues to strengthen its communication and licensing processes via a secure online database for state-licensed administrators. Most Board communication—excluding initial and final renewal notices—is sent by email to both the personal and work addresses administrators provide. Several years ago, the Board required all administrators to complete their license renewal applications through the online system. Administrators may pay fees online or by mailing a check or money order.

During the most recent renewal period, 90% of administrators paid online—an encouraging trend that has improved processing speed. While the Board aims to increase that percentage with each cycle, it acknowledges that some facilities or companies require paper checks for internal recordkeeping, and so online payment cannot be mandated.

Administrators are encouraged to update their profiles (e.g., facility, address, or name changes) through the online portal during renewal—and are required to do so within seven days of any change throughout the year. Updates may be submitted directly online or scanned and emailed using a paper form.

The online system has significantly streamlined communication, allowing the Board to send timely mass emails regarding rule and policy updates, staffing reminders, continuing education opportunities, and more. This reduces costs for postage and printing while ensuring administrators and Administrators-in-Training (A.I.T.s) receive critical updates promptly. To ensure successful communication, it is essential that administrators maintain current contact information on file.

2. Increasing Online Application Submissions

The Board encourages all applicants—whether for the Administrator-in-Training Program, Endorsement, Universal Recognition of Occupational Licensing Act (UROLA), or Reinstatement—to apply online. Usage of the secure database for these applications has increased significantly, with all recent UROLA and Reinstatement applications submitted and paid for online. Most Endorsement applicants now also apply online.

For A.I.T. applicants, Board staff and the Executive Director strongly recommend online submission of the primary application, as it expedites pre-approval for program participation. The Executive Director also reinforces this during the annual Preceptor Certification Program by asking preceptors to encourage online applications among their trainees.

While a complete transition to online applications remains a long-term goal, current efforts are focused on continued growth in adoption. Online submissions reduce processing time, simplify administrative tasks, and free staff to focus on other essential Board and State responsibilities

3. Improving the Quality of the Administrator-in-Training (A.I.T.) Program

The Board remains committed to enhancing the six-month pre-licensure Administrator-in-Training Program by improving training for both Preceptors and A.I.T.s, strengthening reporting processes, and refining examination preparation. This includes ongoing updates to the Preceptor training, monthly reporting by A.I.T.s, and instruction on both the State and NAB (federal) exams.

Each year, the Executive Director leads the Preceptor Certification Program, gathering feedback through post-session surveys to improve content, speakers, and topics. These insights are used to enhance existing training and create new continuing education opportunities. Additionally, the Executive Director meets with all A.I.T.s every six months during the required Domains of Practice Course to review Board rules, exam preparation, and program expectations.

4. Enhancing Monthly A.I.T. Reporting and Support Materials

The Board uses monthly A.I.T. reports to identify both best practices and areas for improvement. These insights inform updates to the Guidelines for Reporting and Sample Monthly Reports, which are distributed to A.I.T.s and Preceptors before the program begins and at the Preceptor Certification Program.

The Executive Director reviews expectations with Preceptors and A.I.T.s in detail during the training and the mandated four-day course. A.I.T.s are asked to submit a draft of their first monthly report by email for review. This step enables staff to provide feedback before formal submission by mail, minimizing errors and delays. These reports ensure accountability and track the A.I.T.'s progress through the program.

5. Expanding Continuing Education Opportunities for Licensed Administrators

The Board seeks to add at least one new continuing education program per year for currently licensed administrators. In the past three years, two online continuing education programs have been launched. The Board now aims to offer an in-person event in the near future.

Planning an in-person session involves identifying a relevant topic, securing a qualified speaker, booking a venue, and managing registration. These programs are designed to help administrators stay current on evolving challenges and trends in nursing home management, ultimately supporting better care and compliance across the field.

6. Increasing Online Submission of Continuing Education (CE) Sponsor Applications

The Board encourages CE Sponsors to submit their applications and fees through the secure online system. Adoption of the online system has grown significantly, with only three CE Sponsors still submitting paper applications.

When speaking with CE Sponsors, the Executive Director continues to promote the benefits of online submission, which include faster processing and reduced administrative burden. Sponsors can also pay fees online, eliminating the need for invoicing and manual payment processing. While some Sponsors prefer to pay by paper check—and are permitted to do so—the Board will continue to promote online submission as the preferred method.

7. Monitoring Administrator Competency and Addressing Complaints

The final priority is an ongoing one: ensuring that licensed administrators maintain high standards of competency and professionalism. This is achieved by monitoring continuing education compliance, processing license renewals, and thoroughly investigating complaints.

In recent years, the Board has seen a notable rise in serious complaints, prompting increased focus on educating administrators about effective facility leadership. In one case, a board member offered guidance during an investigation that helped an A.I.T. defuse a difficult situation. This real-world coaching illustrates the Board's commitment not only to accountability but also to practical leadership development.

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

<u>**Program 1: Licensure & Regulation**</u>

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