

Mississippi State Board of Nursing Home Administrators
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MS State Board of Nursing Home Administrators 5-Year Strategic Plan, FY 2028 – FY 2032

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 eight key priorities for the next five years.

1. Enhancing Communication and Licensing Options Through the Online Database

The Board is continuing to enhance its communication and licensing processes through a secure online database for Mississippi licensed administrators. Most Board communication, other than initial and final renewal notices, is communicated through email. These emails are sent to both the personal and work addresses administrators have provided. Several years ago, the Board required all administrators to complete their license renewal applications through the online LMS 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—a hopeful trend that improves processing renewals faster. The Board would like to see an increase in these numbers each cycle, but the Board understands that some facilities or companies require paper checks for internal recordkeeping, and so online payment cannot be required.

Administrators are required to update their profiles (e.g., facility, address, or name changes) within seven days of any change throughout the year. They are encouraged to make these updates through the online portal. If these updates are not made throughout the year they are not allowed to renew until these updates are made during the renewal process. 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 making sure administrators and Administrators-in-Training (A.I.T.s) receive critical updates at a quicker speed.

2. Increasing Online Application Submissions

This priority has continued throughout the past several years. The Board requests all applicants, made either through 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, with all recent UROLA and Reinstatement applications submitted and paid for online. In addition, most Endorsement applicants now apply online as well.

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 Board has seen more A.I.T. Applicants apply online as well. At the annual Preceptor Certification Program, the Executive Director also requests that the Preceptors encourage this online process by asking preceptors to request online applications among their trainees.

This complete transition to online applications remains a long-term goal, but the Board continues to focus on continued growth in hopes that this becomes an 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

This priority is also a continuing process. 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.

Every 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 continues to use monthly A.I.T. reports to identify both best training aids and areas for improvement. These insights inform the Executive Director of updates to be made to the Guidelines for Reporting and to the Sample Monthly Reports, which are distributed to A.I.T.s before the program begins and to Preceptors when they attend the Preceptor Certification Program.

The Executive Director reviews expectations and requirements 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. In addition, this cuts back the time and money to redo and mail in the revised reports. These reports ensure accountability and through these reports they display to the Board the A.I.T.'s progress through the program.

5. Increasing the Number of Licensees

For the past couple of years, the Board has noticed a decrease in applicants applying for nursing home administrator licenses. The Board recognizes that many licensees are at the point of retirement and the numbers are decreasing. The Board is working with both of its Associations to figure out a way to get more applicants.

In addition, within the past several years, the Board has seen a decrease in A.I.T.s completing the A.I.T. Program due to not passing the National Exam (NAB Exam). The Board is working with the Mississippi Health Care Association (MHCA) which provides a four-day course to all A.I.T.s with the purpose of preparing the A.I.T.s for the NAB Exam to strategize on how to help these A.I.T.s. The Board is also working with all of

the Preceptors to help those A.I.T.s that are struggling in teaching them skills to bring back to their A.I.T.s.

At the May 2027 Preceptor Certification Program, the Executive Director invited a speaker from Hinds Community College that specializes in exam taking skills to come and speak with the Preceptors to teach them how to help their A.I.T.s pass exams. The Board Chairman was in attendance at the Program; and, he and the Executive Director both heard very positive feedback from the Preceptors on how this presentation might help the A.I.T.s. The Chairman and the Executive Director brought this to the Board at a May 2027 Board Meeting to discuss how the Board can create this specific portion of the Program available to the A.I.T.s. The speaker from Hinds Community College (Hinds) proposed that she with the approval of Hinds would be willing to teach this hour program to the A.I.T.s twice a year. The Board voted to approve this and to encourage all A.I.T.s to take this free course by allowing the A.I.T. to earn a continuing education hour upon completion of licensure. The Board is encouraged that this one-hour study skill course will improve the passing rate of the NAB Exam and will improve the number of those A.I.T.s who complete all licensure requirements.

6. Increasing Continuing Education Opportunities for Licensed Administrators

The Board seeks to add at least one new continuing education program per year for currently licensed administrators. The Executive Director recently asked the Mississippi Department of Health (MSDH) with Licensure and Certification to perform a continuing education this fall for all administrators. The Executive Director requests a survey to be filled out at every annual Preceptor Program questioning objective or suggestions for topics licensed administrators are interested in for continuing education. This past year, there were several suggestions requesting more information on the survey process which is done through the MSDH/Licensure and Certification department. There were other topics suggested that the Executive Director has reviewed and plans to bring to the Board other continuing education opportunities. In addition, in the past four years, two online continuing education programs have been launched. The Board would like to continue these continuing education opportunities at least annually.

The Board recognizes that planning an in-person session involves identifying a relevant topic, securing a qualified speaker, booking a venue, and managing registration. Even through webinars it requires thought and processes that take time and effort. These programs are designed to help administrators stay current on developing challenges and trends in nursing home administration, with the goal of supporting better care and regulatory compliance across the field.

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

The Board encourages CE Sponsors to submit their applications and fees through the secure online LMS system. This requested process has grown significantly, with only three regular CE Sponsors still submitting paper applications.

When CE Sponsors reach out to the Executive Director stating they are planning a CE Program, the Executive Director speaks to the CE Sponsor about the benefits of online submission. This includes 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.

8. Monitoring A.I.T. and Administrator Competency by 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, which prompts the Board to increase 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 A.I.T. was accused of not communicating effectively and with concern to a resident's family member. The Board member who investigated this complaint spoke with the A.I.T. and have guidance on how to diffuse an upset family member which ultimately helped the A.I.T. learn how to communicate more effectively. This coaching illustrates the Board's commitment not only to accountability but also to practical leadership development. The Board's intention is not to discipline each applicant, A.I.T., or administrator who has a complaint filed against him/her. The Board's goal is to train and lead those in these circumstances with other options of how to handle situations that occur.

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