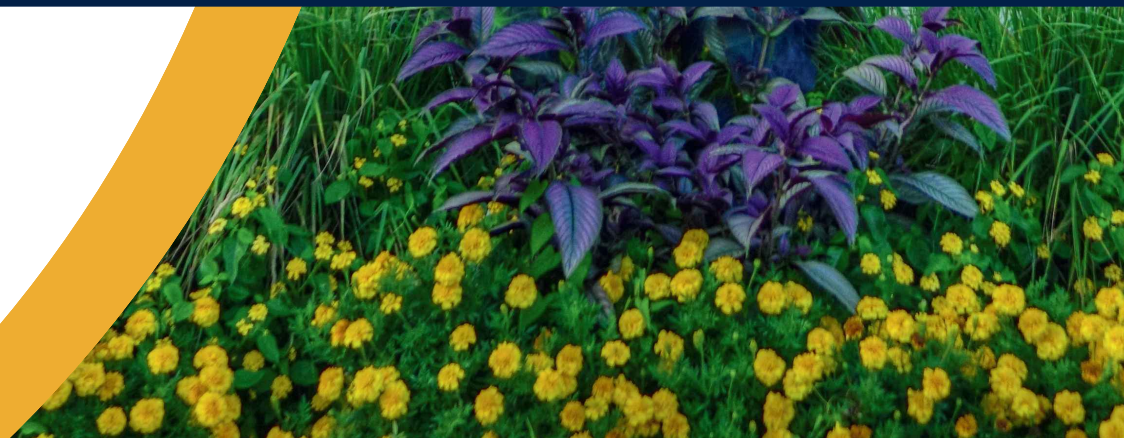




West Virginia Office of Inspector General

2027 PERFORMANCE PLAN

July 1, 2026 - June 30, 2027





Message from the Inspector General

I am proud to present the Office of Inspector General's 2027 Performance Plan. This plan outlines the Office of Inspector General's objectives for each of our nine Divisions for the State Fiscal Year beginning July 1, 2026 through June 30, 2027.

These goals translate our mission into tangible outcomes by applying rigorous industry standards and measureable objectives. By identifying risks and streamlining operations, we reinforce our role as an independent leader dedicated to safeguarding public resources and improving state program effectiveness.

We are committed to moving beyond a reactive model toward a proactive, performance-driven approach. We will measure our success through performance indicators that reflect the quality and impact of our work.

We are here to serve as your independent watchdog, promoting the good government our citizens deserve.

It is an honor to lead such a mission-driven workforce dedicated to delivering meaningful results to the people of West Virginia. For more information or to provide input, please visit our website at oig.wv.gov.



Sincerely,

Ann Urling, Inspector General



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OFFICE OF INSPECTOR GENERAL

MISSION

The Office of Inspector General's mission is to provide independent and objective oversight to promote efficiency, accountability, transparency, and integrity of the West Virginia Departments of Health, Human Services, and Health Facilities, and their programs, as well as the health, safety, and welfare of the people of West Virginia. The Office of Inspector General seeks to be an independent leader in promoting positive outcomes and change and accountable governance within the West Virginia Departments of Health, Human Services, and Health Facilities, and their programs, and in the lives of the people of West Virginia.

VISION

The Office of Inspector General envisions a West Virginia where government programs and operations are conducted with the highest standards of integrity, efficiency, and transparency. We strive to be an independent leader in promoting accountable governance, systemic improvements, and positive outcomes within the West Virginia Departments of Health, Human Services, and Health Facilities. Through oversight, investigation, audit, reporting, and education, we aim to prevent and address waste, misconduct, fraud, and abuse, ensuring that public resources are used responsibly and that the health, safety, and welfare of the people of West Virginia are safeguarded.





MEET THE INSPECTOR GENERAL



The West Virginia Office of Inspector General is led by Ann Urling, a seasoned government executive with a deep commitment to public service and a proven track record of leadership across all branches and levels of government. Her career has been defined by guiding complex programs, managing large-scale funding initiatives, and ensuring that government operates efficiently, transparently, and with integrity.

Appointed by a former administration and confirmed by the Senate, Ann later earned the designation of Certified Inspector General through the Association of Inspectors General, reflecting her dedication to professional excellence and independent oversight. A proud graduate of West Virginia University and Lloyd P. Calvert Graduate School of Banking, she combines academic expertise with hands-on experience in financial management, regulatory compliance, and strategic planning.

Throughout her career, Ann has led high-stakes programs, including managing CARES Act and American Rescue Plan Act (ARPA) funding, navigating evolving federal guidance while ensuring resources are used responsibly and effectively. She is known for building high-performing teams, fostering collaboration across agencies, and seeking opportunities to make lasting impact on public programs.

In her role as Inspector General, Ann is committed to protecting vulnerable West Virginians while strengthening accountability and transparency across the West Virginia Department of Health, Department of Human Services, and Department of Health Facilities. Over the coming year, she is particularly excited about launching initiatives designed to identify inefficiencies, recommend improvements, and ensure public resources are maximized for the benefit of all West Virginians.

Raised in Shinnston, West Virginia, Ann remains grounded in her roots and guided by a strong sense of duty to her community. With integrity, vision, and a commitment to meaningful impact, she leads the Office of Inspector General in its mission to serve the people of West Virginia every day.

OFFICE OF INSPECTOR GENERAL

GUIDING PRINCIPLES

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Accountability

We promote responsible governance by ensuring actions and decisions within state government and its programs are answerable, transparent, and in the best interest of West Virginians.



Efficiency

We work to improve systems and operations so that public resources are used wisely and government and its programs deliver the greatest benefit.



Independence

Independence is the foundation of trust at the OIG. It ensures our work is free from outside influence - so every finding, recommendation, and action is fair, factual, and focused on accountability and good governance.



Integrity

We uphold the highest ethical standards, ensuring honesty, fairness, and objectively guide every investigation and recommendation.



Transparency

We build public trust by shining light on government operations and sharing our findings openly to promote understanding and confidence.





GUIDING PRINCIPLES IN ACTION

The Office of Inspector General is committed to carrying out its mission through the guiding principles of accountability, integrity, independence, efficiency, and transparency. These principles are more than organizational values. They shape every investigation, inspection, hearing, review, outreach effort, and service provided by the Office of Inspector General. They guide how we make decisions, how we measure success, and how we remain accountable to the people of West Virginia.

As an independent oversight agency, the Office of Inspector General is entrusted with promoting public confidence through objective and impartial oversight of the programs and facilities within its jurisdiction. Independence ensures that decisions are based on facts, evidence, and applicable law. One of the most visible examples of these principles in actions the Office of Inspector General's commitment to performance measurement. Each Division establishes measurable annual performance goals that align with its statutory responsibilities and operational priorities. Throughout the year, Divisions collect, monitor, and internally report to the Inspector General data to evaluate progress, identify trends, and support continuous improvement. These efforts ensure that performance is not measured only at the end of the fiscal year but is actively monitored and managed throughout the year.

To further demonstrate our commitment to transparency and accountability, the Office of Inspector General publicly posts monthly performance metrics reports on its website ([OIG Website](#)). These reports provide legislators, stakeholders, and the public with timely information regarding the work being performed across each Division. By making this information readily available, we demonstrate our commitment to open government and provide meaningful insight into the services delivered by the agency.

While metrics are essential tools for measuring performance, the Office of Inspector General recognizes that every number represents something far greater than a statistic. Behind every investigation completed, complaint resolved, hearing conducted, background check processed, review performed, survey completed, or individual assisted is a real person whose life may be directly affected by our work. Our performance goals are designed not simply to improve operational efficiency, but to improve outcomes for the children, families, older adults, individuals with disabilities, healthcare providers, public employees, and communities we serve across West Virginia. This perspective reinforces our commitment to delivering results that matter. Success is measured not only by meeting performance targets, but by strengthening public trust, protecting vulnerable individuals, improving government operations, ensuring fair and impartial processes, and helping safeguard the responsible use of public resources. Every performance goal advances our mission and reflects our belief that effective oversight creates meaningful benefits for the people of West Virginia.

As the Office of Inspector General continues to evolve, these guiding principles will remain the foundation of our work. They provide the framework for responsible leadership, informed decision making, and continuous improvement while ensuring that our focus remains where it belongs: creating real impact for real West Virginians through independent, accountable, and transparent oversight.



MEET THE DIRECTORS

Mary Agnes Argento, Director, Office of Health Facility Licensure & Certification (OHFLAC) Division



Mary Agnes Argento serves as the Director of the Office of Health Facility Licensure & Certification within the Office of Inspector General. A Registered Nurse since 1993, she earned a Bachelor of Science in Nursing from West Virginia University and brings more than 30 years of healthcare experience spanning direct patient care, case management, utilization review, quality improvement, and executive leadership. Throughout her career, she has worked to strengthen healthcare quality across West Virginia, including leading initiatives to improve nursing home care and quality outcomes. Prior to joining the Office of Inspector General in June 2024, she served for more than a decade as Vice President of Clinical Operations for a West Virginia owned and operated nursing home organization. Her extensive clinical and operational expertise support the Office's mission to ensure healthcare facilities meet state and federal standards while protecting the health, safety, and wellbeing of West Virginians.

Charla Austin, Director, Mental Health Ombudsman Division



Charla Austin serves as the Director of the Mental Health Ombudsman Division within the Office of Inspector General. A licensed social worker in West Virginia, she holds both bachelor's and master's degrees in Social Work with a concentration in Policy, Administration, and Community Practice from Arizona State University. She brings more than a decade of experience in social services, including leadership roles in skilled nursing care, Medicaid case management, and administration of the West Virginia Senior Community Service Employment Program. Throughout her career, Ms. Austin has focused on advancing person centered services, protecting vulnerable populations, and promoting dignity and self-determination. Her professional expertise and commitment to advocacy support the Division's mission of safeguarding the rights and wellbeing of individuals receiving mental health services across West Virginia.



MEET THE DIRECTORS

Jessica Bryant, Director, Foster Care Ombudsman Division



Jessica Bryant serves as Director of the Foster Care Ombudsman Division within the Office of Inspector General, a position she has held since December 2025. She brings more than 20 years of experience in social work, advocacy, and human services, including service as a Child Protective Services Case Manager and 17 years working in long term care with a focus on advocacy, systems navigation, and regulatory compliance. Ms. Bryant earned a Bachelor of Social Work from Marshall University, is a licensed social worker in West Virginia, and is a Certified Inspector General Evaluator (CIGE). Her professional expertise, combined with her personal experience as a kinship caregiver and permanent legal guardian, provides a unique perspective that strengthens the Division's mission to advocate for children, foster families, and kinship caregivers while promoting positive outcomes for families across West Virginia.

Carissa Davis, Olmstead Coordinator, Olmstead Division



Carissa Davis serves as the Olmstead Coordinator for the Office of Inspector General within the Olmstead Office Division, a role she has held since June 2019. With more than 20 years of experience advocating for people with disabilities, she has dedicated her career to expanding opportunities for individuals to live, work, and thrive in the most integrated settings possible. Prior to joining the Office of Inspector General, she served with the West Virginia Statewide Independent Living Council and the Take Me Home, West Virginia Money Follows the Person Initiative. Ms. Davis earned both her bachelor's and master's degrees from West Virginia University and brings extensive expertise in disability advocacy, community integration, and person centered services to her leadership of the Olmstead Office Division.



MEET THE DIRECTORS

Mark Elswick, Director, West Virginia Clearance for Access: Registry & Employment Screening (WV CARES) Division



Mark Elswick serves as Director of the West Virginia Clearance for Access: Registry & Employment Screening Division within the Office of Inspector General. He holds an associate degree and completed the West Virginia Division of Personnel's Managing for Excellence program in 2024. Mr. Elswick brings nearly three decades of state government service, including 25 years with the West Virginia State Police, where he retired at the rank of Sergeant. Prior to joining his current role within the Office of Inspector General, he served as an Investigator with the Human Rights Commission Division. Since becoming the Director in 2023, he has led the WV CARES Division, drawing on his extensive experience in investigations, public safety, and leadership to support the Division's mission of protecting vulnerable populations through comprehensive background screening and employment eligibility determinations.

Robert Lane, Director, Quality Control Division



Robert Lane serves as Director of the Quality Control Division within the West Virginia Office of Inspector General. He earned a Bachelor of Arts from Glenville State College and holds an Investigator Certification from the Association of Inspectors General. With nearly three decades of state government service, including more than 25 years with the Office of Inspector General, Mr. Lane has served in a variety of roles, including Economic Service Worker, Family Support Specialist, Investigator, Criminal Investigations Supervisor, Investigations Deputy Director, and Quality Control Director. His extensive experience in program integrity, investigations, and quality assurance provides a strong foundation for leading the Division's efforts to promote accuracy, accountability, and compliance in public assistance programs throughout West Virginia.



MEET THE DIRECTORS

Andrew Petitt, Acting Director, Investigations & Fraud Management Division



Andrew Petitt serves as one of the two Deputy Directors of the Investigations & Fraud Management Division within the Office of Inspector General. In this leadership role, Andrew provides oversight and direction for complex investigative operations, ensuring accountability, integrity, and efficiency in detecting and preventing fraud, waste, and abuse of government resources. With extensive experience in investigative management, Andrew has led high-profile and sensitive cases, developed standard operating procedures, and implemented staff training programs that strengthen the Division's overall effectiveness. His commitment to operational excellence, data-driven decision-making, and workforce development supports the Office of Inspector General's mission to promote transparency, efficiency, and accountability within West Virginia's health and human services programs.

Michael Taylor, Deputy Director, Investigations & Fraud Management Division



Michael Taylor serves as one of the two Deputy Directors of the Investigations & Fraud Management Division within the Office of Inspector General. With extensive experience in healthcare fraud investigations, Michael has led complex criminal and civil cases involving healthcare fraud, waste, abuse, neglect, and financial exploitation of vulnerable adults. His leadership has contributed to substantial financial recoveries and the development of innovative data-driven approaches to detect and prevent fraud, waste, and abuse within the West Virginia Medicaid Program. Known for his strong analytical skills and commitment to integrity, Michael plays a key role in advancing the Division's mission to protect program integrity through effective oversight, collaboration, and continuous improvement.



MEET THE DIRECTORS

Donna Toler, Director, Board of Review Division



Donna Toler serves as Director and Chair of the Board of Review Division within the Office of Inspector General. She attended Marshall University, where she studied elementary education, and brings nearly two decades of state government service, including 14 years with the Office of Inspector General. Before joining state government, Ms. Toler built extensive experience as a paralegal and office manager in both plaintiff and defense law firms, developing a strong foundation in due process and administrative law. She joined the Office of Inspector General as a State Hearing Officer before serving as Deputy Director and later as the Director and Chair of the Board of Review. Her extensive knowledge of administrative hearings, public assistance programs, and fair and impartial decision making supports the Division's mission of ensuring due process and independent review for West Virginians.

Tia Welch, Director, Human Rights Commission Division



Tia Welch serves as Director of the Human Rights Commission within the West Virginia Office of Inspector General. She holds a bachelor's degree in Communications from West Virginia State University and a Master of Ministry degree. With extensive leadership experience in public service, equal employment opportunity, human rights, and civil rights, Ms. Welch is dedicated to expanding access to justice and ensuring individuals have equal opportunities free from unlawful discrimination in employment, housing, and places of public accommodation. Appointed as the Director of the Human Rights Commission in 2021, she brings a servant leader approach that emphasizes integrity, accountability, collaboration, and public trust. Her leadership supports the Division's mission of protecting civil rights and fostering fair and inclusive communities throughout West Virginia.



MEET THE DIVISIONS



Board of Review



Foster Care Ombudsman



Human Rights
Commission



Investigations &
Fraud Management



Mental Health
Ombudsman



OHFLAC



Olmstead Office



Quality Control



WV CARES



DIVISION OVERVIEW

The Office of Inspector General promotes accountability, transparency, integrity, and quality across the Departments of Health, Human Services, and Health Facilities. Through independent oversight and objective review, the Office of Inspector General works to protect the health, safety, rights, and well being of West Virginians. This mission is carried out through nine specialized Divisions, each serving a unique role in strengthening government programs and services.

Board of Review: The Board of Review Division provides fair and impartial administrative hearings for individuals appealing agency decisions. By ensuring due process and issuing timely decisions, the Division protects the rights of citizens and promotes confidence in the administrative review process.

Foster Care Ombudsman: The Foster Care Ombudsman Division serves as an independent resource for children, families, foster parents, and caregivers involved in the child welfare system. The Division investigates complaints, identifies systemic concerns, and works to improve outcomes for West Virginia's children.

Human Rights Commission: The Human Rights Commission Division investigates complaints of unlawful discrimination in employment, housing, and places of public accommodations. Through investigation, education, mediation, and enforcement, the Division promotes equal opportunity and fair treatment under the law.

Investigations & Fraud Management: The Investigations & Fraud Management Division investigates fraud, waste, abuse, and misconduct, and other matters affecting public programs. The Division protects taxpayer resources while strengthening accountability and program integrity.

Mental Health Ombudsman: The Mental Health Ombudsman Division assists individuals receiving services in designated behavioral health programs by investigating complaints, protecting patient rights, and helping resource concerns to improve quality of care.

Office of Health Facility Licensure & Certification (OHFLAC): The Office of Health Facility Licensure & Certification Division licenses, certifies, and monitors health care facilities across West Virginia. Through inspections, surveys, complaint investigations, and regulatory oversight, the Division helps ensure compliance with state and federal standards.

Olmstead Office: The Olmstead Office Division promotes community integration for individuals with disabilities and older adults by coordinating the state's Olmstead Plan, supporting community based services, and expanding opportunities for independent living.

Quality Control Division: The Quality Control Division conducts federally required reviews of SNAP, Medicaid, and Children's Health Insurance Program cases to measure payment accuracy, improve program performance, and support responsible stewardship of public resources.

West Virginia Clearance for Access: Registry & Employment Screening (WV CARES): The WV CARES Division administers the state's centralized background screening program for employees with direct access to vulnerable populations. By conducting comprehensive background reviews and maintaining required registries, the Division helps protect children, older adults, and individuals with disabilities.

BOARD OF REVIEW DIVISION

MISSION

The Board of Review's mission is to ensure accountability and fairness with West Virginia's Department of Health and Department of Human Services programs by providing impartial hearings and timely decisions. Committed to integrity, transparency, and efficiency, the Board of Review protects due process and promotes public confidence in the systems that the people of West Virginia.

VISION

The Board of Review envisions a system where every individual served by West Virginia's Department of Health and Department of Human Services programs experiences fair, transparent, and timely resolution of their concerns. We strive to be a trusted leader in due process - advancing integrity, strengthening accountability, and fostering confidence in public services that support the well-being of all West Virginians.





BOARD OF REVIEW FY2027 PERFORMANCE GOALS

The Board of Review provides an independent and impartial administrative appeals process for individuals seeking review of decisions affecting public assistance and other programs under its jurisdiction. Through timely hearings, fair decisions, and consistent application of state and federal law, the Division helps protect due process while promoting accountability and public confidence.



Goal 1: Strengthen Professional Development & Consistency in Decision Making

The Board of Review will ensure all Hearing Officers maintain the knowledge and expertise necessary to conduct impartial administrative hearings by achieving 100% compliance with required quarterly meetings and annual professional development. Quarterly meetings will focus on emerging case trends, legal updates, and operational consistency, while annual training will include opportunities through the National Association of Hearing Officials, the National Judicial College, Continuing Legal Education programs, and the West Virginia State Bar Administrative Law Judge Subcommittee. Progress will be monitored through attendance records and participation documentation.



Goal 2: Ensure Timely Case Processing and Compliance with Statutory Deadlines

The Board of Review will maintain at least 95% compliance with all applicable statutory deadlines while ensuring 100% of new appeals are entered into the case management system within two business days of receipt. The Division will continue to monitor compliance with federally and state mandated timelines for programs including Emergency Assistance, Low Income Energy Assistance Program (LIEAP), WIC, SNAP, and Medicaid. Performance will be measured through the Board of Review's Microsoft CRM case management system, which generates comprehensive reports to track case assignments, pending appeals, scheduling, written decisions, timeliness, and overall workflow. These reports are reviewed regularly to identify trends, monitor performance, and ensure timely resolution of appeals.



Goal 3: Provide Responsive Customer Service

The Board of Review will respond to 100% of telephone inquiries within one business day to ensure timely communication with appellants, representatives, and stakeholders. Performance will be measured through



BOARD OF REVIEW FY2027 PERFORMANCE GOALS

weekly supervisory reviews of telephone logs and electronic phone system timestamps to verify response times and maintain a high standard of customer service.



Goal 4: Schedule Hearings Promptly to Prevent Case Backlogs

The Board of Review will issue scheduling orders within 14 calendar days for cases involving non-attorney representatives and within 21 calendar days for cases involving attorneys. Timely scheduling helps prevent case backlogs, supports compliance with federal and agency requirements, and promotes efficient resolution of appeals. Supervisors will monitor performance through the Division's Microsoft CRM case management system, utilizing automated reports and monthly reviews that track hearing requests, assignments, scheduling order issuance dates, and care representation.



Goal 5: Deliver Timely Written Decisions

The Board of Review will issue final written decisions in benefit cases within 30 calendar days of the hearing date to ensure timely resolution for the appellants while meeting agency performance standards. Compliance will be monitored through supervisory review of the Microsoft CRM reports that track hearing completion dates, decision issuance, and overall case timeliness. Regular performance monitoring allows the Division to identify potential delays and maintain efficient case processing throughout the fiscal year.

The Board of Review remains committed to providing a fair, impartial, and efficient administrative appeals process that protects the rights of appellants while ensuring compliance with applicable state and federal requirements. Through continued investment in professional development, timely care management, responsive customer service, and data driven performance monitoring, the Division will strengthen operational excellence and maintain public confidence in its decision making. These performance goals reflect the Board of Review's ongoing commitment to due process, accountability, and delivering high quality service to the people of West Virginia.

FOSTER CARE OMBUDSMAN DIVISION

MISSION

The Foster Care Ombudsman's mission is to provide independent, impartial review of West Virginia's child welfare system to promote accountability, transparency, and continuous improvements in the delivery of child welfare services. The Foster Care Ombudsman serves as a neutral and confidential third party that investigates complaints related to the child welfare and juvenile justice systems. Our ombudsmen work to resolve concerns by engaging directly with youth, families, caregivers, and professionals involved in these systems - always striving for fair and constructive resolutions.

VISION

The Foster Care Ombudsman Division envisions a child welfare system that is transparent, accountable, and trustworthy, where every child and family is treated fairly, their voices are heard, and concerns are addressed promptly and impartially. The Foster Care Ombudsman Division's goal is to foster a supportive, safe, and collaborative environment where children, families, and caregivers are empowered, and positive, lasting improvements in the system are achieved.





FOSTER CARE OMBUDSMAN FY2027 PERFORMANCE GOALS

The Foster Care Ombudsman Division is committed to providing independent, timely, and effective advocacy for children, youth, foster families, kinship caregivers, and others involved in West Virginia's child welfare system. During State Fiscal Year 2027, the Division's performance goals emphasize timely complaint resolution, identifying systemic issues, improving transparency and accountability, strengthening oversight, expanding public outreach, and promoting continuous improvement within the child welfare system.



Goal 1: Timely, Consistent, and High Quality Complaint Resolution

The Foster Care Ombudsman Division will ensure every complaint is reviewed, assigned, investigated, and resolved in a timely, consistent, and quality driven manner. Performance targets include acknowledging 100% of complaints within one business day, assigning 95% of complaints within one business day, completing all intake screenings and initial contact attempts within one business day, resolving at least 85% of standard complaints within 12 to 14 business days unless documented circumstances justify an extension, reviewing all identified systemic complaints within 10 business days, and maintaining quarterly case quality review scores of at least 90%. Performance will be measured through response and closure times, overdue case tracking, documented extensions, quality review scores, and customer service measures, with results verified through internal reports, monthly performance tracking, quarterly case reviews, and supervisory review.



Goal 2: Identify Systemic Issues and Drive Child Welfare Improvements

The Division will identify recurring concerns, systemic barriers, and emerging trends affecting children, youth, families, foster parents, providers, and the child welfare system while developing recommendations that improve safety, permanency, well being, and service delivery. The Division will complete four quarterly systemic trend reviews, issue a minimum of six formal systemic recommendations annually, complete all initiated systemic reviews, monitor the top statewide complaint categories, produce quarterly systemic trend dashboards, and track recommendation implementation. Progress will be measured through completed systemic reviews, identified concerns, recommendations issued and implemented, and recurring complaint trends, with results validated through internal dashboards, review reports, recommendation tracking logs, and public reporting.



FOSTER CARE OMBUDSMAN FY2027 PERFORMANCE GOALS



Goal 3: Strengthen Data Reporting, Transparency, and Accountability

The Foster Care Ombudsman Division will improve transparency, accountability, and informed decision making by maintaining accurate and meaningful statewide data related to complaints, outcomes, outreach activities, and systemic trends. The Division will maintain internal performance dashboards, produce four quarterly data reports, achieve a data accuracy rate of at least 95%, complete monthly trend analyses, and consistently report key performance metrics. Success will be measured through dashboard and report completion, data accuracy, corrected data quality findings, and trend analyses, with verification through internal data audits, published reports, and leadership review.



Goal 4: Enhance Oversight of Child Fatalities and Critical Incidents

The Division will provide independent oversight and analysis of child fatality and critical incident information to identify systemic concerns, service gaps, policy issues, and opportunities to strengthen West Virginia's child welfare system. Performance goals include participating in all authorized Child Incident Review Team meetings and reviews, reviewing all critical incident materials received, documenting identified systemic concerns, producing an annual child fatality and critical incident oversight summary, and issuing recommendations when trends or systemic issues are identified. Progress will be measured through completed reviews, identified concerns, recommendations issued, oversight reports, and follow up actions, with verification through meeting records, review documentation, recommendation logs, and supervisory oversight.



Goal 5: Expand Outreach and Increase Public Awareness

The Division will increase awareness of the Foster Care Ombudsman Division and improve access to complaint resolution services through targeted outreach and engagement with youth, foster parents, kinship caregivers, providers, schools, and community stakeholders. Performance objectives include conducting at least 10 outreach events annually, providing youth focused outreach in at least four regions of the state, increasing youth awareness opportunities by 20%, monitoring complaint referral sources quarterly, conducting at least two stakeholder roundtable discussions annually, and documenting stakeholder needs and follow up actions. Success will be measured through outreach activities, stakeholder engagement, referral trends, and website or QR code usage, with verification through outreach reports, attendance records, meeting documentation, and complaint source reports.



FOSTER CARE OMBUDSMAN FY2027 PERFORMANCE GOALS



Goal 6: Evaluate Child Welfare Practices and Promote Continuous Improvement

The Division will evaluate child welfare practices, screening decisions, placement practices, documentation, and policy implementation to identify opportunities for improvement while strengthening accountability and consistency across the child welfare system. The Division will complete quarterly compliance and quality reviews, review at least 25 screened complaints, Child Protective Services decisions, or selected case actions each quarter, issue policy clarification recommendations when trends are identified, prepare an annual policy improvement report, and identify root causes contributing to policy deviations. Performance will be measured through the number of cases reviewed, policy deviations identified, recommendations issued, and corrective actions tracked, with verification through quarterly compliance review summaries, recommendation tracking logs, annual reporting, and supervisory review.

The Foster Care Ombudsman Division remains committed to providing independent, impartial oversight that strengthens accountability, protects the rights of children and families, and promotes meaningful improvements throughout West Virginia's child welfare system. Through timely complaint resolution, data driven oversight, systemic analysis, collaborative outreach, and continuous evaluation of child welfare practices, the Division will work to identify opportunities for improvement while advocating for safer, more responsive services. These performance goals establish clear, measurable expectations that support transparency, informed decision making, and the Division's ongoing mission to improve outcomes for the children, youth, and families it serves.

HUMAN RIGHTS COMMISSION DIVISION

MISSION

The West Virginia Human Rights Commission's mission is to promote fairness and protect individuals from discrimination in employment, housing, and spaces of public accommodation. Through education, investigation, mediation, and enforcement of the West Virginia Human Rights Act, the Commission fosters respect, accountability, and understanding among all West Virginians.

VISION

The West Virginia Human Rights Commission envisions a state where every individual can pursue opportunities, access services, and participate fully in community life without fear of bias or unfair treatment. We aspire to a West Virginia where respect, integrity, and accountability guide the actions of individuals, institutions, and communities alike. By fostering understanding, encouraging dialogue, and upholding the principles of fairness, the Commission seeks to create an environment in which all people are empowered to thrive, contribute, and live with dignity, knowing their rights are protected and their voices are valued.





HUMAN RIGHTS COMMISSION FY2027 PERFORMANCE GOALS

The Human Rights Commission Division is committed to enforcing West Virginia's Human Rights Act through fair, impartial, and timely investigations of discrimination complaints involving employment, housing, and public accommodations. During the July 1, 2026 through June 30, 2027 performance period, the Division will focus on meeting federal contract requirements, maintaining efficient case processing, and expanding education and outreach efforts across the state. These goals support accountability, strengthen public confidence, and help ensure that all West Virginians have access to equal opportunity and protection under the law.



Goal 1: Timely Resolution of HUD Dual Filed Housing Cases

The Human Rights Commission will meet its contractual obligations with the U.S. Department of Housing and Urban Development (HUD) by closing at least 40 dual filed housing discrimination cases during the performance period. The Division will ensure that 100% of housing case closures are accurately processed and documented using the appropriate disposition categories, including Probable Cause, No Probable Cause, Administrative Closure, Withdrawal, Conciliation, and Notice of Election. Performance will be measured by maintaining an average case processing time of 100 days or less, and utilizing three full time investigators to meet established productivity expectations. Progress will be verified through monthly Division case metrics, the federal Housing Enforcement Management System (HEMS), and HUD case closure reporting and reimbursement records.



Goal 2: Fulfill EEOC Employment Contract Performance Requirements

The Human Rights Commission will meet its contractual obligations with the U.S. Equal Employment Opportunity Commission (EEOC) by closing 160 dual filed employment discrimination cases during the applicable federal contract period. The Division will ensure that all employment case closures are properly processed and documented using approved disposition categories, including Probable Cause, No Probable Cause, Administrative Closure, Withdrawal, Conciliation, and Requests for Notice of Right to Sue. Performance will be measured by submitting at least 25% of the contracted case closures each quarter and earning credit for 100% of the contracted cases by the conclusion of the contract period. Progress will be monitored through monthly Division case metrics, the EEOC's federal ARC database, and EEOC case closure reimbursement records.



HUMAN RIGHTS COMMISSION FY2027 PERFORMANCE GOALS



Goal 3: Maintain Timely Resolution of Public Accommodations Complaints

The Division will continue to investigate and resolve public accommodations discrimination complaints in a timely manner to protect the rights of individuals throughout West Virginia. The Division will ensure that all assigned public accommodations cases are fully investigated and documented using approved disposition categories, including Probable Cause, No Probable Cause, Administrative Closure, Withdrawal, Conciliation, and Notice of Right to Sue. Success will be measured by maintaining a quarterly variance of no more than 20% between the number of new public accommodations complaints received and the number of cases closed, demonstrating the Division's ability to effectively manage its caseload while providing timely resolutions. Performance will be tracked through monthly Division case management metrics.



Goal 4: Expand Statewide Outreach Education and Community Outreach

The Human Rights Commission will strengthen public awareness of civil rights protections by expanding education and outreach efforts across West Virginia. During the performance period, the Division will conduct educational seminars, workshops, public information sessions, and community events focused on preventing discrimination in employment, housing, and public accommodations. The Division will also build partnerships with organizations that promote equal opportunity for all West Virginians. Performance will be measured by conducting at least six educational seminars or workshops, participating in at least four public outreach events with informational vendor tables, and collaborating with at least two community stakeholders. Beginning in State Fiscal Year 2027, monthly performance metrics will document all outreach activities by event type, subject matter, and partnership to evaluate the Division's impact and support continuous improvement.

Through these performance goals, the Human Rights Commission Division will continue to provide fair, efficient, and effective enforcement of West Virginia's civil rights laws while meeting important federal performance standards. By improving case management, fulfilling contractual obligations, and expanding public education and community partnerships, the Division will strengthen equal opportunity protections and promote greater awareness of the rights and responsibilities established under the West Virginia Human Rights Act.

INVESTIGATIONS & FRAUD MANAGEMENT DIVISION

MISSION

The Investigations & Fraud Management Division's mission is to protect the integrity of the West Virginia Department of Health, Department of Human Services, and Department of Health Facilities' programs by investigating and auditing various aspects and concerns related to internal misconduct and suspected fraud, waste, and abuse. Guided by the principles of accountability, transparency, efficiency, and public trust, this Division works to ensure that public resources are used responsibly and that services to West Virginians are delivered with fairness and integrity.

VISION

The Investigations & Fraud Management Division envisions a trusted and accountable West Virginia health and human services systems, where public resources are safeguarded, fraud and abuse are prevented, and services are delivered with fairness, integrity, and transparency. Through diligent oversight and proactive investigations, the Division strives to ensure efficiency, protect the public trust, and uphold the highest standards of ethical conduct.





INVESTIGATIONS & FRAUD MANAGEMENT FY2027 PERFORMANCE GOALS

The Investigations & Fraud Management Division plays a critical role in protecting the integrity of public programs by investigating allegations of fraud, waste, abuse, and misconduct while ensuring accountability in the administration of state and federally funded services. During the July 1, 2026 through June 30, 2027 performance period, the Division will focus on improving operational efficiency, strengthening investigative processes, enhancing staff development, expanding audit activities, modernizing internal procedures, and maximizing financial recoveries to better serve the citizens of West Virginia.



Goal 1: Improve Investigation Timelines and Case Closures

The Investigations & Fraud Management Division will increase the total number of investigations closed by five percent over the previous state fiscal year while maintaining a goal of completing investigations within six months whenever possible. Progress will be measured through monthly and annual statistical reports tracking investigation closures and the average time required to complete investigations. By reducing case processing times and increasing timely resolutions, the Division will improve responsiveness and strengthen oversight of fraud, waste, abuse, and misconduct investigations.



Goal 2: Enhance SNAP Investigation Efficiency

The Division will improve the timeliness of Supplemental Nutrition Assistance Program (SNAP) fraud investigations by reducing the average number of days cases remain open by two percent, with a target average of 120 days from referral activation to case closure. Performance will be monitored through quarterly statistical reporting submitted to the United States Department of Agriculture, Food and Nutrition Administration using the FNS-366B reporting requirements. Achieving this goal will improve investigative efficiency while ensuring compliance with federal performance expectations.



Goal 3: Strengthen Staff Training and Professional Development

The Division will develop, maintain, and implement a comprehensive annual internal training program for all



INVESTIGATIONS & FRAUD MANAGEMENT FY2027 PERFORMANCE GOALS

staff by the end of the state fiscal year. The training program will be incorporated into the Division's Policies and Procedures Manual and will support consistent investigative practices, professional development, and improved operational performance. Success will be measured by completion of the training program for all staff and documented through monthly performance reports.



Goal 4: Expand Audit Activities and Oversight

The Division will strengthen its oversight activities by completing at least four audits during the state fiscal year, averaging one completed audit each quarter. Regular audit engagements will promote accountability, identify opportunities for operational improvement, and support compliance with applicable laws, regulations, and internal policies. Progress will be monitored through monthly and annual audit statistics.



Goal 5: Modernize Division Policies and Procedures

The Division will complete a comprehensive revision of its internal Policies and Procedures Manual by September 30, 2026, with final approval targeted by December 31, 2026. Updating these procedures will ensure that investigative practices remain current, standardized, and aligned with applicable laws, regulations, and Office of Inspector General policies. Progress will be documented through monthly performance reporting, with completion and approval serving as key performance milestones.

Through these strategic performance goals, the Division is committed to improving efficiency, accountability, and fiscal stewardship while strengthening investigative operations and audit activities. By reducing case processing times, investing in staff development, updating internal procedures, enhancing oversight, and maximizing financial recoveries, the Division will continue to safeguard public resources and support the Office of Inspector General's mission to promote integrity, transparency, and responsible government for the people of West Virginia.

MENTAL HEALTH OMBUDSMAN DIVISION

MISSION

The Mental Health Ombudsman's mission is to promote the health, wellbeing, and rights of individuals receiving services in mental health facilities, state hospitals, and behavioral health programs across West Virginia. Through independent, impartial, and confidential oversight, the Mental Health Ombudsman works to resolve complaints, amplify consumer voices, and foster meaningful change. The Mental Health Ombudsman seeks to ensure that every person is treated with dignity, compassion, and respect while supporting continuous improvement in the state's mental health systems.

VISION

The Mental Health Ombudsman Division envisions a West Virginia where every individual receiving mental health services is treated with dignity, respect, and fairness, and where their voices are heard and valued. Through independent oversight, compassionate advocacy, and the promotion of responsible practices, the Division strives to help build a mental health system that is accountable, transparent, and trustworthy. By empowering consumers, fostering collaboration, and driving meaningful improvements, the Division seeks to create a culture of care that not only resolves complaints but also inspires confidence, strengthens communities, and enhances the well-being of all West Virginians.





MENTAL HEALTH OMBUDSMAN FY2027 PERFORMANCE GOALS

The Mental Health Ombudsman Division serves as an independent advocate for individuals receiving services in West Virginia's state owned psychiatric hospitals and behavioral health programs by protecting patient rights, addressing concerns, and promoting improvements in the quality of care. During the July 1, 2026 through June 30, 2027 performance period, the Division will focus on timely complaint resolution, responsive constituent services, proactive engagement with facilities, and identifying opportunities for systemic improvement. These performance goals support transparency, accountability, and continuous improvement while helping ensure that the rights and well being of patients remain a priority.



Goal 1: Timely Resolution of Accepted Complaints

The Mental Health Ombudsman Division is committed to resolving accepted complaints in a timely and consistent manner by achieving a 90% response rate within five business days of intake. Each accepted complaint will be thoroughly reviewed and resolved through an appropriate determination, including approval, denial, or referral to another agency when appropriate. Performance will be measured by the total number of complaints resolved, the average time required to reach a resolution, and the Division's ability to consistently meet its response target. Accuracy and timeliness will be verified through validated data, optimized case tracking systems, and regular audits of complaint tracking and case management records.



Goal 2: Responsive Communications and Constituent Assistance

The Mental Health Ombudsman Division will respond to all inquiries within one business day to ensure individuals, families, advocates, and stakeholders receive timely assistance and information. The Division will monitor response rates, the total volume of inquiries received, and communication across all contact methods, including telephone, email, written correspondence, and in person interactions. Performance will be supported through efficient case tracking and validated using routine data reviews, optimized tracking systems, and audits of inquiry records to ensure accuracy, responsiveness, and accountability.



MENTAL HEALTH OMBUDSMAN FY2027 PERFORMANCE GOALS



Goal 3: Strengthening Facility Engagement Through Site Visits and Education

The Mental Health Ombudsman Division will conduct at least two annual visits to each state owned psychiatric hospital and provide at least one formal in service training or educational resource each year. These visits and educational opportunities are intended to strengthen communication, reinforce patient rights, identify emerging concerns, and promote best practices within each facility. Performance will be evaluated through completion of scheduled site visits, delivery of training, participant feedback, and post training assessments. Results will be validated through documented observations, standardized review checklists, record reviews, analysis of major grievances and systemic issues, and feedback from facility leadership and staff.



Goal 4: Promoting Systemic Improvement and Accountability

The Mental Health Ombudsman Division will identify and formally report at least one systemic issue or policy or procedural recommendation to the appropriate regulatory bodies during the performance period. In addition, the Division will provide quarterly reports to each state owned psychiatric hospital summarizing Mental Health Ombudsman recommendations, observations, and notable trends. Performance will be measured by the identification of systemic issues, the completion of quarterly reports, and the timeliness and effectiveness of recommendations. Validation will include systemic audits of issues affecting multiple patients or units, medical record reviews, analysis of applicable West Virginia laws and patient rights requirements, and electronic data verification to support meaningful and evidence based recommendations.

Through these performance goals, the Mental Health Ombudsman Division will continue to strengthen its role as an independent advocate for individuals receiving behavioral health services in West Virginia's state owned psychiatric hospitals and behavioral health programs. By emphasizing timely responsiveness, proactive facility engagement, ongoing education, and meaningful systemic improvements, the Division remains committed to protecting patient rights, improving accountability, and fostering positive outcomes that enhance the quality of care for some of West Virginia's most vulnerable citizens.

OFFICE OF HEALTH FACILITY LICENSURE & CERTIFICATION DIVISION

MISSION

The Office of Health Facility Licensure & Certification's mission is to provide independent oversight to ensure healthcare facilities meet state licensure or registration and federal certification standards, promoting health, safety, and wellbeing of consumers, clients, patients, and residents through quality services, accountability, and regulatory compliance.

VISION

The Office of Health Facility Licensure and Certification Division envisions a West Virginia where every healthcare facility consistently delivers safe, high-quality, and person-centered care. Through transparent oversight, rigorous regulatory compliance, and a commitment to continuous improvement, the Office of Health Facility Licensure and Certification strives to cultivate environments where clients, patients, and residents are protected, respected, and supported. We aim to strengthen public trust, elevate accountability, and ensure that all healthcare facilities operate with integrity.





OFFICE OF HEALTH FACILITY LICENSURE & CERTIFICATION FY2027 PERFORMANCE GOALS

The Office of Health Facility Licensure & Certification Division is responsible for protecting health, safety, and welfare of West Virginians through the oversight of healthcare facilities and providers across the state. During the July 1, 2026 through June 30, 2027 performance period, the Division will focus on ensuring timely investigations, maintaining compliance with state and federal survey requirements, and strengthening oversight of nurse aide training programs. These goals support quality healthcare, regulatory compliance, and continued accountability for providers serving West Virginians residents.

Goal 1: Ensure Timely Initiation of Complaint and Facility Incident Investigations

The Division will achieve at least 95% compliance rate for the timely initiation of complaint and facility incident investigations in accordance with all applicable state and federal requirements. Investigation response times will vary based on provider type and the level of risk identified through the triage process, with immediate jeopardy and imminent danger complaints receiving the highest priority and requiring initiation within two or three business days, depending on federal or state requirements. Lower priority complaints will be initiated within established regulatory timeframes specific to each provider type. Compliance will be measured by comparing the actual time between receipt of a complaint or incident report and the initiation of the investigation against required performance standards. Timeliness and accuracy will be verified through data collection and reporting within the Centers for Medicare & Medicaid Services (CMS) Internet Quality Improvement and Evaluation System (iQIES), ensuring the Division consistently responds to allegations that may affect the health and safety of residents and patients.

Goal 2: Maintain Timely Licensure, Certification, and Recertification Surveys

The Division will achieve a 95% compliance rate for the timely initiation of all required initial, annual, non-annual licensure, certification, and recertification surveys across regulated healthcare facilities. Additional objectives include achieving 100% compliance with required Rural Health Clinic survey requirements and End Stage Renal Disease outcomes surveys while meeting all applicable CMS Nursing Home Corrective Action Plan performance measures. These measures include timely initiation of immediate jeopardy surveys, maintaining established targets for off hour nursing home surveys, reducing citation downgrades through the Independent Dispute Resolution process, and resolving outstanding dispute reviews within established



OFFICE OF HEALTH FACILITY LICENSURE & CERTIFICATION FY2027 PERFORMANCE GOALS

benchmarks. Survey schedules will be monitored according to state and federal requirements for each provider type, including nursing homes, hospitals, behavioral health providers, assisted living residences, home health agencies, hospices, intermediate care facilities, and other licensed providers. Performance will be verified through comparative analysis of survey eligibility and completed survey activity using CMS ASPEN and iQIES data systems to ensure compliance with regulatory requirements and continued oversight of healthcare providers.



Goal 3: Strengthen Oversight of Nurse Aide Training Programs

To promote high quality nurse aide education and regulatory compliance, the Division will conduct on site reviews of 50 to 75% of all approved long term care operated nurse aide training programs that offer more than two classes under an active program number. Initial program reviews will be completed within one year of approval, with subsequent reviews conducted every two years or more frequently when warranted by program performance, regulatory changes, or identified quality concerns. Because the number of active training programs may fluctuate based on factors such as Civil Money Penalty reinvestment funding, findings of substandard quality of care, or extended survey activity, the Division will continuously monitor program eligibility throughout the performance period. Compliance will be measured through systemic audits of the OHFLAC Nurse Aide Program tracking system by comparing required review dates with actual completion dates to ensure timely oversight and continued program quality.

Through these performance goals, the Office of Health Facility Licensure & Certification will continue to strengthen regulatory oversight, ensure timely responses to complaints and incidents, and maintain rigorous survey and inspection activities across West Virginia's healthcare system. By meeting state and federal performance standards, utilizing reliable data systems to monitor results, and focusing on quality improvement, the Division remains committed to protecting the health, safety, and well being of residents while promoting accountability, compliance, and excellence among healthcare providers throughout the state.

OLMSTEAD DIVISION

MISSION

The *Olmstead* Office's mission is to advance West Virginia's commitment to the rights of people with disabilities by developing and overseeing the implementation of a comprehensive *Olmstead* Plan. Through independent monitoring, strategic collaboration, and a focus on accountability, the *Olmstead* Office promotes equal opportunity and access to community-based services in the most integrated settings of choice. In alignment with Title II of the Americans with Disabilities Act, the Office works to ensure transparency, integrity, and measurable progress towards a more fair West Virginia.

VISION

The *Olmstead* Office envisions a West Virginia where individuals with disabilities fully participate in all aspects of community life, with equal access to housing, education, employment, and social opportunities. Guided by principles of accountability, integrity, transparency, and efficiency, the *Olmstead* Office seeks to be a trusted leader in empowering choice and ensuring that every West Virginian can live, learn, work, and thrive in the community of their choice.





OLMSTEAD OFFICE FY2027 PERFORMANCE GOALS

The Olmstead Office Division is committed to advancing opportunities for individuals with disabilities and older adults to live, work, and receive services in the most integrated setting appropriate to their needs. Through collaboration, outreach, timely program administration, and engagement with community partners, the Division works to support the implementation of the Olmstead Decision and strengthen home and community based services throughout West Virginia. The following performance goals outline the Office's priorities for the State Fiscal Year 2027 performance period.



Goal 1: Provide Timely and Responsive Customer Service

The Olmstead Office Division will provide prompt and reliable customer service by responding to 100% of phone calls and emails within one business day, unless this single staff Division is on approved leave. Timely communication is essential to ensuring individuals, families, providers, and community partners receive accurate information and assistance without unnecessary delays. Performance will be measured by the percentage of phone calls and emails responded to within one business day and verified through reviews of phone logs, call records, and email timestamps.



Goal 2: Expand Community Outreach and Professional Engagement

The Division will strengthen community partnerships by researching and participating in outreach opportunities and professional training each quarter through organizations focused on home and community based services, aging, and disability services. Continued engagement with community organizations promotes awareness of available resources, enhances collaboration, and supports informed service delivery across the state. Success will be measured by the number of outreach and training events attended and verified through event reports, documentation, and photographs.



Goal 3: Strengthen Collaboration Through Council and Committee Participation

The Division will maintain at least a 95% attendance rate at state government and community council and committee meetings that support implementation of Olmstead activities and objectives. Active participation ensures ongoing collaboration planning, and advances initiatives that improve community integration for West Virginians. Progress will be measured by the percentage of meetings attended and validated through



OLMSTEAD OFFICE FY2027 PERFORMANCE GOALS

monthly reviews of meeting invitations, calendars, and attendance records.

Goal 4: Ensure Timely Administration of the Transition and Diversion Program

The Olmstead Office Division will process 100% of the applications and correspondence for the Olmstead Transition and Diversion Program within five business days, unless staff are on approved leave, while continuing to present complete applications for monthly review by the Application Review Committee of the Olmstead Council. Timely processing supports efficient access to community based services and helps eligible individuals receive decisions without unnecessary delay. Performance will be measured by the percentage of applications and letters processed within the established timeframe, along with monthly application reviews, and verified through the program's tracking log.



Goal 5: Support Effective Governance of the Olmstead Council

The Division will facilitate the work of the Olmstead Council by holding four Council meetings during performance period, along with committee and workgroup meetings as needed to fulfill the Council's bylaws and advance the mission and vision of both the Olmstead Office and the Office of Inspector General. Regular meetings promote accountability, strategic planning, and collaboration among stakeholders working to expand opportunities for community living. Achievement of this goal will be measured by the number of meetings conducted and verified through meeting agendas, attendance records, and official meeting minutes.

During State Fiscal Year 2027 performance period, the Olmstead Office Division will continue to focus on timely service, collaborative partnerships, effective program administration, and strong stakeholder engagement to support the implementation of the Olmstead Decision throughout West Virginia. By maintaining high standards of responsiveness, expanding outreach efforts, strengthening governance, and ensuring efficient program operations, the Office remains committed to promoting greater independence, community integration, and improved quality of life for individuals served across the state.

QUALITY CONTROL DIVISION

MISSION

The Quality Control Division's mission is to uphold the integrity of the West Virginia Department of Human Services' benefits programs by impartially evaluating program benefit determinations. Quality Control is committed to fostering accountability, ensuring transparency, and promoting efficiency in all processes to ensure accuracy of benefit decisions, improve program operations, and reduce errors in determinations.

VISION

The Quality Control Division envisions a human services system where every benefit determination is accurate, equitable, and transparent, ensuring that those in need receive the support they are entitled to. The Division strive to be a model of accountability and efficiency, continuously enhancing our processes, leveraging data-driven insights, and promoting best practices across programs. By upholding the highest standards of integrity, we aim to strengthen public trust, improve program outcomes, and make a meaningful impact on the communities we serve.





QUALITY CONTROL FY2027 PERFORMANCE GOALS

The Quality Control Division plays a critical role in ensuring the accuracy and integrity of public assistance programs through independent case reviews conducted in partnership with federal agencies. The Division's performance goals for State Fiscal Year 2027 emphasize professional development, compliance with federal requirements, timely customer service, and collaboration with the Department of Human Services to improve program accuracy. Together, these goals support accountability, strengthen program integrity, and help ensure eligibility West Virginians receive the benefits to which they are entitled.



Goal 1: Strengthen Staff Training and Professional Development

The Quality Control Division will achieve 100% staff compliance with mandatory quarterly virtual meetings and annual training requirements during the performance period. Throughout the performance period, reviewers will participate in quarterly meetings to discuss federal policy updates, error trends, changes to the Food and Nutrition Administration 310 Handbook, and state policy revisions affecting program reviews. Staff will also complete continuing education and job related training opportunities offered through the Association of Inspectors General, the American Public Human Services Association, the Food and Nutrition Association, and the Centers for Medicare and Medicaid Services, as applicable. Progress will be measured through attendance records, training completion documentation, and monthly operational reports submitted to the Inspector General and the Department of Human Services that track case activity, review statistics, error trends, and program performance.



Goal 2: Ensure Timely Federal Reporting and Case Processing

The Division will maintain at least 95% compliance with all required federal deadlines while ensuring 100% of completed Quality Control reviews are entered into the appropriate federal systems within established reporting timeframes. The Division will meet all Food and Nutrition Administration submission deadlines and continue timely Medicaid and Children's Health Insurance Program reporting in accordance with Centers for Medicare and Medicaid Services requirements throughout the review cycle. Performance will be measured through adherence to federal reporting schedules and database generated reports that document case tracking, review activity, interview completion, error statistics, savings data, and other key performance measures.



QUALITY CONTROL FY2027 PERFORMANCE GOALS



Goal 3: Provide Responsive Customer Service

The Division will respond to 100% of phone inquiries within one business day to provide timely assistance to individuals, partners, and stakeholders. Prompt communication supports transparency, improves customer service, and ensures questions related to Quality Control reviews are addressed efficiently. Performance will be monitored through internal phone logs, customer service tracking, and monthly operational reports that verify response times while also supporting broader performance monitoring through case management and program statistics.



Goal 4: Strengthen Collaboration to Reduce Program Errors

The Quality Control Division will achieve 100% attendance at monthly error review meetings conducted with Department of Human Services staff to identify program error trends and support continuous improvement efforts. Every 30 days, the Division will provide SNAP and Medicaid and Children's Health Insurance Program error notices and supporting documentation for discussion during State Error Analysis Team meetings. These collaborative meetings will focus on identifying the root causes of errors, recommending corrective actions, and improving overall program accuracy. Success will be measured through attendance records, error notices, error packets, and trend reports that demonstrate ongoing analysis and performance improvement.

Through these performance goals, the Quality Control Division remains committed to maintaining the highest standards of accuracy, accountability, and customer service while meeting all applicable federal requirements. By investing in staff development, ensuring timely reporting, providing responsive service, and collaborating with program partners to reduce errors, the Division will continue strengthening program integrity and supporting the effective administration of vital public assistance programs that serve the people of West Virginia.

WEST VIRGINIA CLEARANCE FOR ACCESS: REGISTRY & EMPLOYMENT SCREENING (WV CARES) DIVISION

MISSION

The West Virginia Clearance for Access: Registry & Employment Screening (WV CARES) Division's mission is to strengthen the safety, accountability, and integrity of West Virginia's health and human services systems by ensuring that individuals entrusted with direct access to vulnerable populations meet rigorous background screening standards. As a Division of the Office of Inspector General, WV CARES promotes public trust through an efficient, secure background check process.

VISION

WV CARES Division envisions a safer, more transparent, and accountable system of care across West Virginia - one in which every provider and facility is strengthened by innovative, reliable background screening practices. We strive to set the standard for safeguarding vulnerable populations by ensuring that those who serve them meet the highest levels of integrity and qualification. Through continuous improvement, strong partnerships, and a commitment to public trust, WV CARES aims to support a workforce that enhances the quality, safety, and confidence of care throughout the state."





WV CARES FY2027 PERFORMANCE GOALS

The West Virginia Clearance for Access: Registry and Employment Screening (WV CARES) Division plays a vital role in protecting vulnerable populations by conducting background screening and employment eligibility determinations for individuals seeking positions that provide direct care and services. Through timely processing, compliance with state and federal requirements, and collaboration with employers, the Division helps ensure qualified individuals enter the workforce while maintaining public trust in the background screening process. The following performance goals outline the Division's priorities for the performance period.



Goal 1: Maintain Timely Background Check Determinations

The WV CARES Division will maintain an average of 2,500 completed eligibility determinations each month by efficiently reviewing criminal history background checks and processing all submitted applications. Performance will be measured by the total number of determinations completed each month, ensuring applicants and employers receive timely decisions that support workforce needs while maintaining compliance with statutory requirements. Progress will be verified through daily and monthly system generated metrics reports that track completed determinations.



Goal 2: Resolve Federal Criminal History Missing Dispositions Within Seven Days

The Division will review, process, and obtain dispositions for federal criminal history background check results that contain missing disposition information within seven calendar days of receipt. Cases requiring additional federal research will be monitored daily, with reminder notifications issued after three days to promote timely resolution. Performance will be measured by the number of cases resolved within the established timeframe and validated through daily reviews of the federal missing disposition queue.



Goal 3: Resolve State Criminal History Missing Dispositions Within Two Days

The Division will review, process, and obtain dispositions for state criminal history background check results that contain missing disposition information within two business days of receipt. Cases placed in the state research queue will be reviewed daily, with reminder notifications issued after one day to prevent unnecessary delays. Performance will be measured by compliance with the two day processing standard and verified through daily monitoring of the state missing disposition queue.



WV CARES FY2027 PERFORMANCE GOALS



Goal 4: Complete Variance Appeals in Compliance with State Requirements

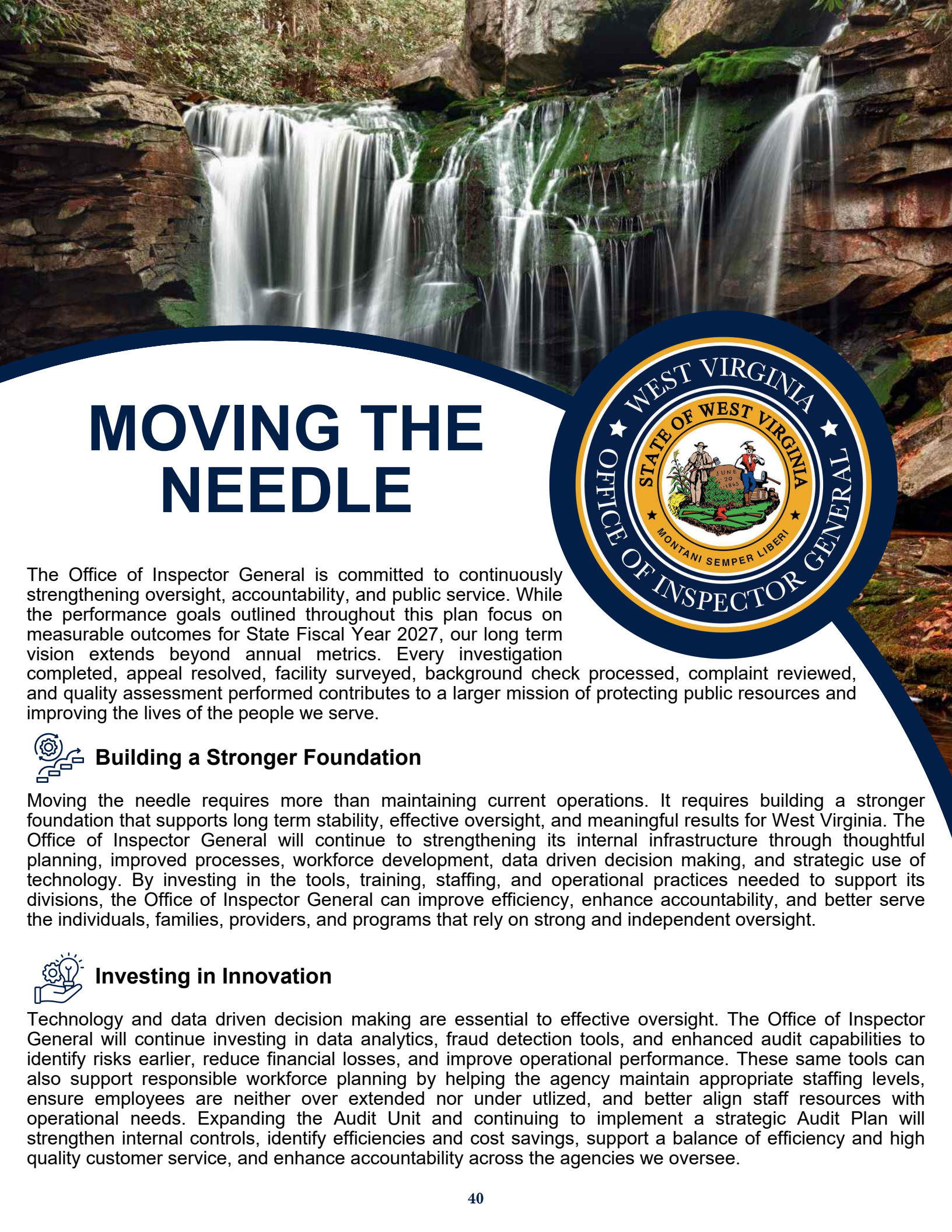
The Division will review and complete variance appeals in accordance with applicable state code and legislative rule while maintaining timely processing standards. Appeals submitted with an initial application will be completed within 60 days or less, while appeals submitted following an ineligible determination will be completed within 30 days or less. The Division also aims to complete an average of 110 or more variance appeals each month. Performance will be monitored through variance processing queues that track remaining processing time and validated using monthly metrics that measure average completion times.



Goal 5: Strengthen Employer Engagement Through Quarterly Outreach

The WV CARES Division will strengthen communication and collaboration with employers by conducting quarterly employer meetings to provide system updates, discuss operational issues, answer general questions, and gather stakeholder feedback. The Division will establish a baseline participation goal of 30 employers per quarterly meeting to encourage meaningful engagement and improve customer service. Performance will be measured through meeting frequency and employer participation, with attendance verified by documentation of accepted meeting invitations and participation records.

During State Fiscal Year 2027 performance period, the WV CARES Division will remain committed to providing timely, accurate, and efficient background screening services that protect vulnerable West Virginians while supporting employers across the state. By maintaining strong processing standards, ensuring compliance with state and federal requirements, resolving cases promptly, and fostering collaboration with stakeholders, the Division will continue to promote public safety, accountability, and confidence in the WV CARES Division.



MOVING THE NEEDLE



The Office of Inspector General is committed to continuously strengthening oversight, accountability, and public service. While the performance goals outlined throughout this plan focus on measurable outcomes for State Fiscal Year 2027, our long term vision extends beyond annual metrics. Every investigation completed, appeal resolved, facility surveyed, background check processed, complaint reviewed, and quality assessment performed contributes to a larger mission of protecting public resources and improving the lives of the people we serve.



Building a Stronger Foundation

Moving the needle requires more than maintaining current operations. It requires building a stronger foundation that supports long term stability, effective oversight, and meaningful results for West Virginia. The Office of Inspector General will continue to strengthening its internal infrastructure through thoughtful planning, improved processes, workforce development, data driven decision making, and strategic use of technology. By investing in the tools, training, staffing, and operational practices needed to support its divisions, the Office of Inspector General can improve efficiency, enhance accountability, and better serve the individuals, families, providers, and programs that rely on strong and independent oversight.



Investing in Innovation

Technology and data driven decision making are essential to effective oversight. The Office of Inspector General will continue investing in data analytics, fraud detection tools, and enhanced audit capabilities to identify risks earlier, reduce financial losses, and improve operational performance. These same tools can also support responsible workforce planning by helping the agency maintain appropriate staffing levels, ensure employees are neither over extended nor under utilized, and better align staff resources with operational needs. Expanding the Audit Unit and continuing to implement a strategic Audit Plan will strengthen internal controls, identify efficiencies and cost savings, support a balance of efficiency and high quality customer service, and enhance accountability across the agencies we oversee.



MOVING THE NEEDLE



Driving Operational Excellence

Strong oversight begins with efficient operations. We will continue streamlining processes across all Divisions to eliminate duplication, improve collaboration, and maximize available resources. Transitioning key administrative functions in house will reduce reliance on external processes while strengthening independence, improving consistency, enhancing oversight, and reducing long term costs.



Investing in Our Workforce

Our employees are our greatest resource. The Office of Inspector General remains committed to investing in professional training, certifications, leadership development, and workforce planning. Preparing for future retirements through succession planning and knowledge transfer will preserve institutional knowledge while creating opportunities for the next generation of public servants. These investments strengthen our ability to deliver accurate, timely, and high quality services while maintaining the highest standards of professionalism and integrity.



Ensuring Long Term Sustainability

Sustainable funding is critical to achieving our mission. We will continue seeking funding strategies that address staffing and resource needs while responsibly leveraging existing resources, including interest earnings where authorized by law, to support operations across all Divisions. Building a stable financial foundation ensures continuity of services, strengthens compliance, and positions the Office of Inspector General to respond effectively to future challenges.



Real Impact for West Virginians

Throughout this Performance Plan, every Division has established measurable goals that support the Office of Inspector General's mission of promoting accountability, transparency, efficiency, and integrity. Behind every performance measure is a real person, a real family, a healthcare facility, a provider, or a taxpayer who depends on government services being delivered fairly and effectively. Our publicly reported metrics represent more than numbers. They reflect safer communities, stronger programs, better stewardship of public resources, and improved outcomes for the people of West Virginia.

Through responsible stewardship, independent oversight, and a commitment to continuous improvement, we will build a stronger, more efficient organization that earns and maintains the trust placed in us by the Legislature and the people we proudly serve.



THANK YOU

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