TABLE OF CONTENTS

EXECUTIVE SUMMARY **3**

INTRODUCTION **17**

Background and Perspective 17
Scope and Methodology 19
Compliance and Follow-up 20

EMPLOYEE SURVEY **23**

MANAGEMENT ISSUES

HRA Administrators Do Not Have Sufficient Hiring Authority 31

CHILDCARE FACILITIES

Criminal Background Checks of Childcare Employees Not Conducted 38
District Does Not Ensure that Childcare Facilities Remain Lead-Free 40
Lead Paint Inspection Fees Slow Opening of New Facilities 43
Childcare Facility Regulations, Policies, Procedures Inadequate 44
Some Childcare Workers Lack Proper First Aid Training 46
Long Delays in Processing License Requests 49
Complaints, Unusual Incidents Not Investigated Timely 51
No Reporting Requirements for Deaths, Injuries, Diseases 52

NURSING HOME TEAM

No Municipal Regulations Governing Nursing Home Operations 58
Nursing Homes Not Re-inspected 60
Nursing Homes Not Conducting National Criminal Background Checks 62

INTERMEDIATE CARE FACILITIES AND COMMUNITY RESIDENTIAL CARE FACILITIES FOR THE MENTALLY RETARDED

Annual Inspections Not Conducted Prior to License Expiration Dates 69

TABLE OF CONTENTS

HEALTHCARE PROFESSIONAL LICENSING AND CUSTOMER SERVICE DIVISION

Healthcare Professionals' Licenses Not Expeditiously Processed 77
License Verification Delays Harm Healthcare Professionals.....79
Complaints Against Healthcare Professionals Not Investigated 81
DOH Does Not Report Medicaid-Related Complaints to Proper Authorities 84
HCLCSD Storage System Has Significant Deficiencies. 86