

Presentation to Joint Committee on Ways & Means Subcommittees, Spring 2013

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The attached issue of “Outcomes”, our newsletter, summarizes the activities of LTCO for the last year. We encourage you to start on pg. 6.

What We Do

The Long-Term Care Ombudsman (“LTCO”) investigates and resolves face-to-face and telephone complaints made by and on behalf of the 43,000 residents of licensed nursing homes, assisted living and residential care facilities, and adult foster homes across Oregon. We are fueled by 200+ trained volunteers who make more than 260 visits per week to these facilities.

LTCO’s mission is to enhance the quality of life, improve the level of care, protect the individual rights, and promote the dignity of each Oregonian living in a licensed long-term care facility.

Statutory Authorization

The US Older Americans Act requires that every state have a Long-Term Care Ombudsman program. The long-term objectives of the program are to:

1. Have volunteers assigned to and regularly visiting the residents of every licensed long-term care facility in Oregon,
2. Identify, respond to, and resolve resident complaints asap, or refer their concerns to DHS and other agencies/resources quickly and effectively, and
3. Advocate for continued improvement in Oregon’s long term care system by working with residents, families, providers of service, and government to improve the quality and consistency of the services provided in licensed long-term care facilities.

Office of the Long-Term Care Ombudsman (“LTCO”)

Agency Description

LTCO employs the Long-Term Care Ombudsman and 9.75 FTEs. Over 200 volunteers and staff assist about 43,000 long-term care facility residents through complaint investigation, resolution, and advocacy for improvements in resident care. About 25% of our funding is provided by the Federal Older Americans Act, and the balance is General Funds.

Most of the Agency’s work is done by Certified Ombudsman volunteers. In the Federal Fiscal Year 2012, our volunteers made 13,547 visits to these facilities - - more than 260 visits per week. In addition, we have a 1-800 number that is displayed on posters in every licensed facility in the State. We receive many inquiries and complaints by telephone. These visits and calls produced about 3,400 verified complaints ranging from billing errors and improper eviction notice procedures to allegations of abuse.

LTCO Funding History

In the fourteen years between 2001 and 2015, total LTCO expenditures (will) have increased at the annual rate of **2.97% per year**.

LTCO Funding History					
Biennium		GF	OF	Total	% Δ
01-03	LAB	\$ 593,600	\$1,126,298	\$1,719,898	
03-05	LAB	580,293	1,430,912	2,011,205	16.9%
05-07	LAB	581,337	1,487,945	2,069,282	2.9%
07-09	LAB	947,535	1,769,012	2,716,547	31.3%
09-11	LAB	1,084,316	1,708,288	2,792,604	2.8%
11-13	LAB	1,753,933	583,121	2,337,054	-16.3%
13-15	GRB	1,977,698	613,523	2,591,221	10.9%

Long Term Goals

Our major goal is to have a Certified Ombudsman Volunteer assigned to and regularly visiting the residents who live in every licensed facility in the State. The typical volunteer is assigned to 4 – 5 facilities, and some have as many as 20 facilities. There are currently about:

Office of the Long-Term Care Ombudsman (“LTCO”)

- 37 of the 139 nursing homes without a volunteer;
- 157 of the 465 assisted living and residential care facilities without a volunteer; and
- 855 of the 1,800 adult foster homes without a volunteer.

Facilities that do not have an assigned volunteer are visited by other Certified Ombudsman or by one of the six LTCO Deputies. In FFY 2012, this combination of assigned Certified Ombudsman volunteers, unassigned volunteers making occasional visits, and deputies visited:

- 97% of the 139 nursing homes;
- 90% of the 465 assisted living and residential care facilities; and
- 60% of the 1,800 adult foster homes.

We have a ways to go. The main constraints to achieving our goal are (i) the ability of the Agency to pay deputies to supervise the activities of the Certified Ombudsman volunteers, and (ii) the availability of qualified volunteers to be trained and serve as Certified Ombudsman.

How We Compare - - we are 46th lowest in staffing!

Every State LTCO reports annually to the US Administration on Aging (now called the Administration on Community Living, the “ACL”) on the activities of its programs. The staffing and volunteer data in the Federal report allows calculation of the ratio of Certified Ombudsman Volunteers to the total agency FTEs. The 2010 reports show that the ratio is **16.77** in Oregon - - 180 volunteers and 10.75 total FTEs in the Agency. Every Deputy supervises about **30** volunteers. The US average is **7.55** volunteers per FTE, and only four states have higher ratios (fewer staff) than Oregon. We use the information in the ACL annual reports to assist in establishing performance goals.

Budget Drivers and Financial Constraints

The LTCO Agency receives about 25% of its funding through the provisions of Title VII of the Older Americans Act. These funds are part of the Medicaid matching funds received by the Department of Human Services and passed

Office of the Long-Term Care Ombudsman (“LTCO”)

through, with a 5% match, to LTCO as Other Funds. The balance of the funding is provided from General Funds. LTCO has no other funding streams.

(Note about funding: Prior to the 2011 – 2013, biennium, LTCO received Medicaid funding. These funds were sufficient to provide about 75% of the total expenditures of the Agency. On July 1, 2011, the Medicaid funding was discontinued; requiring a significant increase in the amount of General Funds needed to continue the program. The Agency is grateful for the Legislative support that provided the increase in General Funds.)

In February 2013, the Agency has about 210 volunteers, including about 180 Certified Ombudsmen (the balance is administrative volunteers providing IT, finance, marketing, and advocacy support; recruiting committee members; and the members of the LTCO Advisory Committee).

We estimate that 285 – 300 Certified Ombudsman volunteers will be required to accomplish our long term objective of a volunteer assigned to every facility. 8 – 9 deputies will be needed to supervise these volunteers. In 2013 dollars, three additional deputies (and the expenses they will incur) would add about \$650,000 to the amount of General Funds required to operate the Agency for the biennium.

Without the deputies to provide supervision, the Agency cannot significantly increase the number of Certified Ombudsman volunteers.

Cost Containment Initiatives – Opportunities for Consolidation

The Older Americans Act establishes and ORS 441 requires that the Long Term Care Ombudsman be independent of other State agencies - - “. . . The Long Term Care Ombudsman shall function separately and independently from any other state agency . . .” (ORS 441.103).

The Agency has been cautious in spending, has limited travel and related expenses where possible, and has achieved considerable success in controlling expenses. LTCO has no unfilled authorized positions and achieves the 1 – 11 ratio of management supervision.

Other Matters

1. HB 2020 & HB 4131: No actions have been necessary to comply with requirements of these two bills.
2. Secretary of State audits: None.
3. Position reclassifications: None.
4. Summary of proposed legislation: None known.
5. Summary of proposed IT and capital construction projects: None.

Attachments:

1. “Outcomes”, Volume 3, Number 1, January 2013. Page 6.
2. LTCO Organization Chart. Page 7.
3. LTCO Other Funds Ending Balance Report. Page 8.
4. LTCO Reductions Report. Page 9.
5. LTCO “Annual Performance Progress Report”, 2011 - 2012.

This month we are highlighting some of the great results our volunteers and staff accomplished in Federal Fiscal Year: October, 2011 - September, 2012.

Volume 3, Number 1 January, 2013



By the Numbers: Highlights of Federal Fiscal Year 2011/2012

\$1.175 million = our total program budget for the year

76% = the percentage of our budget coming from the State of Oregon General Fund

24% = the percentage of our budget coming from the Federal Government

43,000 = the number of licensed beds we serve

97% of 139 Nursing Facilities visited

90% of 465 Residential Care / Assisted Living Facilities visited

60% of 1700+ Adult Foster Homes visited

200+ = the total number of volunteers across the state

13,547 = the visits to Oregon's licensed long-term care facilities (**97%** by volunteers)

85% = the percentage of complaints/concerns handled by volunteers

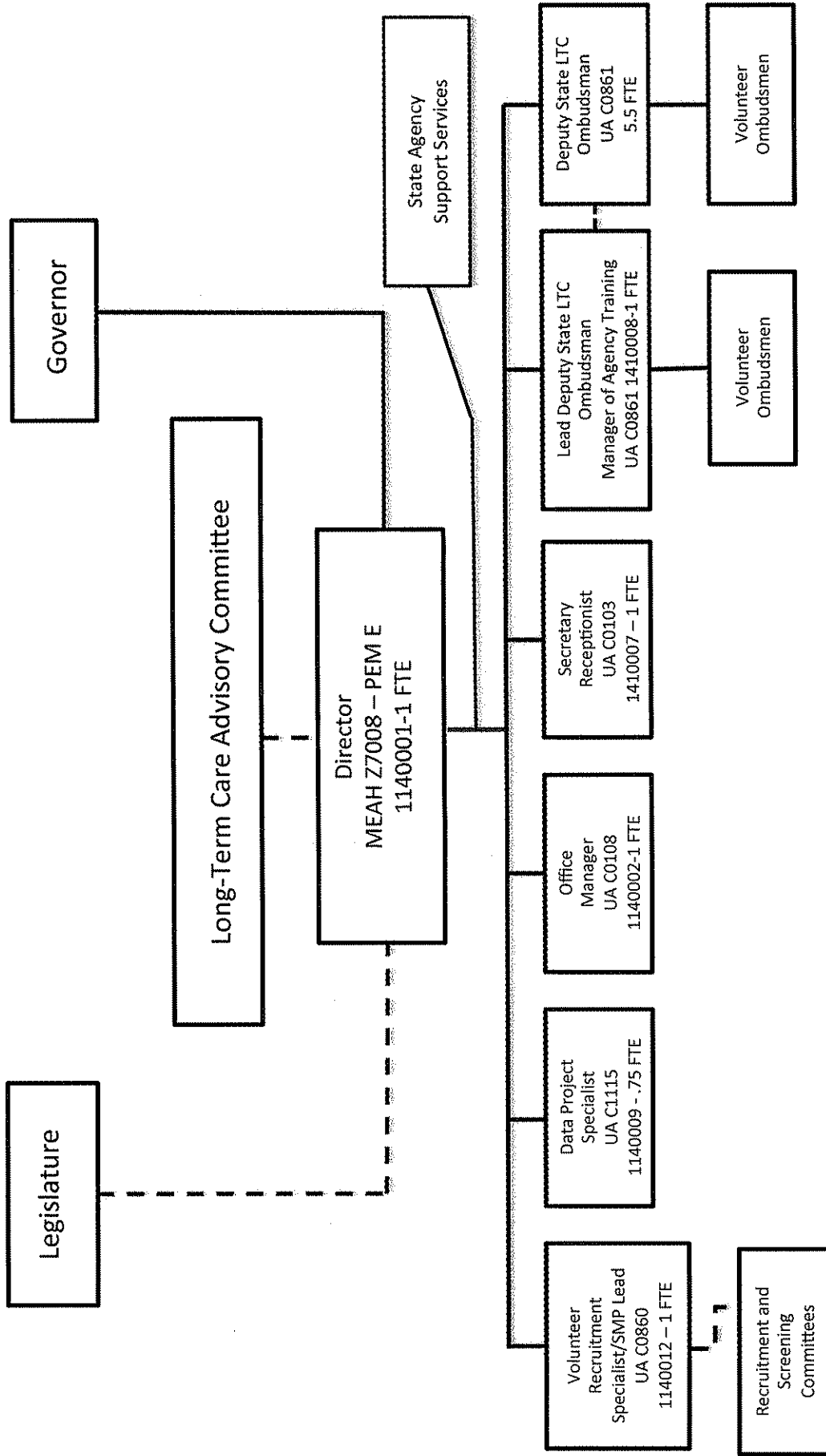
96% = the percentage of complaints resolved, or mostly resolved

29,000+ = the hours of documented volunteer service

\$600,000+ = the value of volunteer services contributed to the State of Oregon

For more "LTCO by the Numbers" metrics, please check out our website at <http://www.oregon.gov/LTCO>.

Office of the Long-Term Care (LTC) Ombudsman 2013-2015 Agency Organizational Chart



Office of the Long-Term Care Ombudsman ("LTCO")

LTCO Reductions Report

Long Term Care Ombudsman												Agency Number:		11400	
2013 - 2015 Biennium															
Detail of 15% Reduction to 2013-15 Current Service Level Budget															
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
Priority (ranked with highest priority first)	Dept. Initials	Prgm. or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL- OF	FF	NL- FF	TOTAL FUNDS	Pos.	FTE	Impact of Reduction on Services and Outcomes		
Dept	Prgm														
LTCO		LTCO		5% Reductions:											
			a. Reduce 1 fte deputy to 1/2 time.	75,400						75,400	0.50	0.50	Reduce volunteer supervision and site visits by 8.3%.		
			b. Reduce S&S expense to balance.	23,485						23,485			Reduce S&S expenses by 4.2%.		
			5% Reductions							98,885					
			10% Reductions:												
			a. Eliminate 1 fte deputy.	75,400						75,400	0.50	0.50	Eliminate one deputy, reduce supervision by 1/6th.		
			b. Reduce 1 fte recruiter to .80 time	28,652						28,652	0.20	0.20	Reduce capacity to recruit LTCO volunteers.		
			10% Reductions:							202,937					
			15% Reductions:												
			a. Reduce 1 fte recruiter to half-time	42,978						42,978	0.30	0.30	Compromise volunteer recruiting by half.		
			b. Reduce 1 fte deputy to .75 time	37,700						37,700	0.25	0.25	Reduce total volunteer supervision by 21%.		
			c. Reduce S&S expense to balance	13,040						13,040			Reduce S&S expenses by 6.4%		
			15% Reductions:							296,655					
				296,655						\$ 296,655	1.75	1.75			
Notes: 2011-2013 CSL before Administrative Reductions is \$2,656,345, consisting of \$2,031,596										5% Target	\$	98,885			
from General Funds and \$624,765 from Other Funds. The GRB reduced the GF to \$1,977,698										Difference		0			
and the OF to \$613,523. The three 5 reduction targets are therefore:										10% Target		197,770			
										Difference		5,167			
										15% Target		296,655			
										Difference		0			
JMW/LTCO/2.15.13															

LONG-TERM CARE OMBUDSMAN, Office of
Annual Performance Progress Report (APPR) for Fiscal Year (2011-2012)

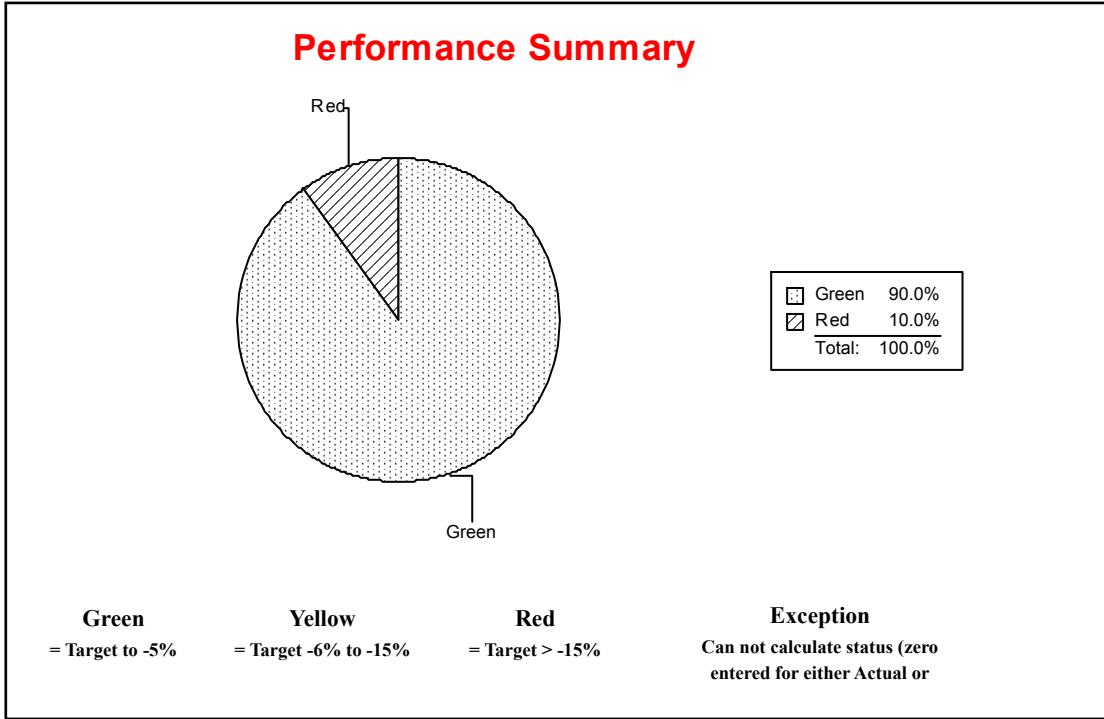
Original Submission Date: 2012

Finalize Date: 1/17/2013

2011-2012 KPM #	2011-2012 Approved Key Performance Measures (KPMs)
1	Percentage of non-referred complaints where action is needed that are partially or fully resolved.
2	Average initial response time to non-referred cases.
3	Average time to close non-referred cases.
4	Percentage of nursing facilities visited at least once annually.
5	Percentage of assisted living and residential care facilities visited at least once annually.
6	Percentage of adult foster care homes visited at least once annually.
7	Number of requests for assistance from consumers, the public, facility staff and agencies.
8	Participation in system-wide advocacy meetings at the local, regional, state and national levels.
9	Total number of certified ombudsmen volunteer hours annually.
10	Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2013-2015
	Title: Rationale:

LONG-TERM CARE OMBUDSMAN, Office of		I. EXECUTIVE SUMMARY	
Agency Mission: To Enhance The Quality Of Life, Improve The Level Of Care, Protect The Rights Of The Individual And Promote The Dignity Of Each Oregon Citizen Living In A Nursing Facility, Residential Care Facility, Assisted Living Facility Or Adult Foster Care Home.			
Contact: Mary Jaeger		Contact Phone: 503-378-6533	
Alternate: Tracey Behnke		Alternate Phone: 503-378-6533	



1. SCOPE OF REPORT

The Agency's performance measures reflect essential services; including identifying, investigating and resolving complaints made by, or on behalf of, Oregon's licensed long-term care facility residents; advocating on behalf of long-term care facility residents; monitoring the implementation of federal, state and local laws, rules and policies as they affect long-term care residents; and participating in efforts to promote quality and ensure residents' rights as citizens. The Agency now participates in a wide variety of systemic change-related activities and committees which promote and protect vulnerable long term care residents.

2. THE OREGON CONTEXT

The Agency serves both a consumer protection and a quality assurance function for the vulnerable population of 43,000 potential Oregon residents living in licensed nursing homes, assisted living, residential and adult foster homes. In addition to the thousands of complaints it investigates and resolves, the Agency referred complaints to (APS) Adult Protective Services, Licensing, and other agencies for further investigation, action and resolution.

3. PERFORMANCE SUMMARY

The Agency received 5,691 requests for assistance from consumers, the public, facility staff and agencies. This number is greater than the 5,000 target, and larger than the previous year's total. Facility visitation, essential as the primary means by which facility residents access the services of the Agency, is measured by annual visits. Program representatives visited 90% of residential care and assisted living facilities (target 80%), 59% of adult foster homes (target 40%) and 97% of the nursing facilities (target 100%). The Agency partially or fully resolved 96% of complaints where action was needed. The overall customer satisfaction rating was 86%, exceeding the 80% target. The average initial response took 1.9 days and the target was 2 days. In 2012, it took the Agency an average of 36 days to close non-referred cases.

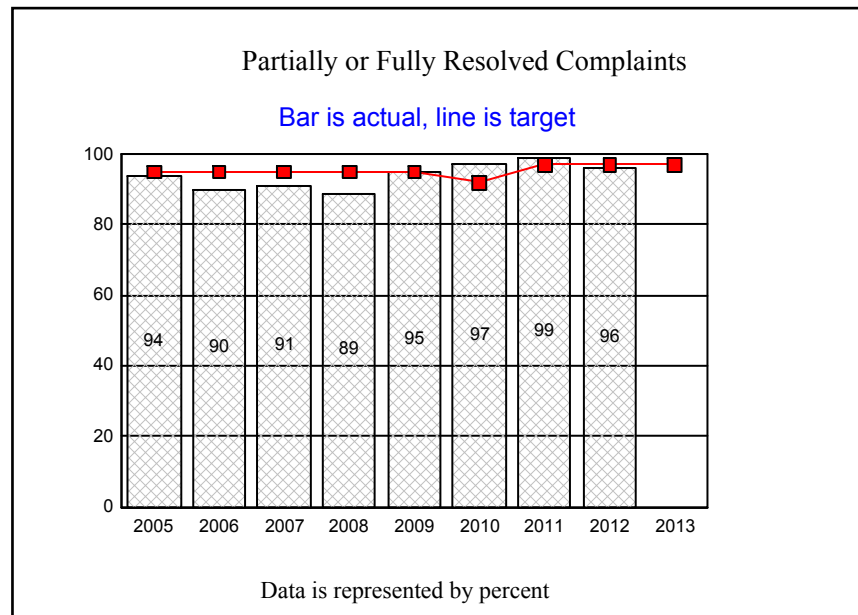
4. CHALLENGES

(a.) The Agency needs more than 275 total volunteers to serve unmet needs of 43,000 Oregon long term care residents. (We currently have approximately 200 volunteers.) This number will also cover attrition of existing sworn volunteers. If we are successful in this recruitment, we will also need at least 3 more FTE Deputy Ombudsmen to guide the efforts of the new recruits. (b.) The agency lost its Medicaid-related funding on June 30, 2011 and received General Funds to replace the revenue. (c.) We anticipate the need for more volunteer ombudsmen serving in all levels of care across the state as Oregonians who live in long term care facilities continue to be more frail and vulnerable than in other states.

5. RESOURCES AND EFFICIENCY

Agency expenditures for FFY 2012 were \$683,432 General Funds and \$422,410 Other Funds. The volunteer workforce consists of Certified Ombudsmen, Recruitment and Screening Committee members, IT and Finance Volunteers, Legislative Advocacy Volunteers and Administrative Volunteers. Certified ombudsmen volunteers made 13,549 visits to all levels of long-term care facilities during the year. They reported 28,079 hours of activity, up substantially from 2011. The value of this time donated to the State of Oregon is valued at \$600,000 (based on \$21.36 per hour, a rate established by the Independent Sector.)

KPM #1	Percentage of non-referred complaints where action is needed that are partially or fully resolved.	2005
Goal	Goal #1: Identify, investigate and resolve complaints made by or on behalf of residents of long-term care facilities.	
Oregon Context	Federal legislation: Section 307 (a) (12) and Section 712 of the Older Americans Act, as amended. State enabling legislation: ORS 441.100-153.	
Data Source	From case reports submitted by ombudsman staff and volunteers.	
Owner	Office of the Long-Term Care Ombudsman, Mary Jaeger, Director, 503-378-6533.	



1. OUR STRATEGY

This measure contributes to the Agency's mission to improve the level of care and enhance the quality of life for Oregon's long-term care residents.

2. ABOUT THE TARGETS

The Agency strives to bring about positive changes for long-term care residents, which are reflected by higher percentages. This measure reflects those complaints that the volunteer ombudsman and paid staff worked to resolve. This measure excludes complaints which are referred to another Agency for action.

3. HOW WE ARE DOING

In 2012, 96% of the non-referred complaints that required action were partially or fully resolved, slightly missing the target of 97%.

4. HOW WE COMPARE

This performance measure looks only at the non-referred cases that were handled by the Agency and not referred anywhere else for action. The most recent national data published by the Administration on Aging is for Federal Fiscal Year 2011. Oregon's percentage of complaints that were not resolved is 1% less than in 2012, compared to the national rate.

5. FACTORS AFFECTING RESULTS

The resolution rates of staff and volunteers is very similar. The Certified Ombudsman volunteers, who handled 85% of the non-referred complaints, resolved or partially resolved over 99% of complaints, similar to 2011. Staff resolved, or partially resolved, 96% of complaints.

6. WHAT NEEDS TO BE DONE

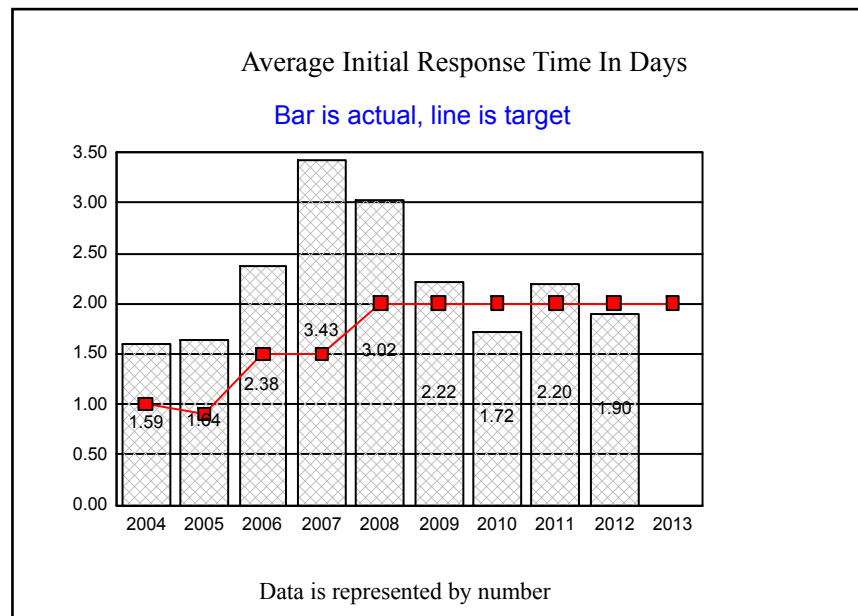
The biggest challenge to our Agency continues to be the need to increase the number of citizen volunteers assigned to licensed long term care facilities across the state. These volunteers are supervised on a 1 to about 25-30 ratio by paid agency program staff called Deputy State Long-Term Care Ombudsmen. Oregon continues to rank among the lowest of all 50 states in the ratio of paid staff to number of long term care beds, according to the Administration on Aging (now called ACL).

7. ABOUT THE DATA

This data is from Federal Fiscal Year 2012 (October 2011-September 2012), collected from case and activity reports prepared by the State Ombudsman, Deputy Ombudsmen and volunteers. The reports of the volunteers are reviewed by their supervising Deputy before submission for data entry, where all reports

are reviewed for technical accuracy before being entered. The data files are checked periodically for accuracy throughout the year, and at the end of the year all data is further validated and checked for consistency in the development of this report and a similar report for the Federal Administration on Aging. In addition, the introduction of electronic case and activity reporting in mid 2010 has significantly improved both the timeliness and accuracy of the Agency data. Approximately 75% of our current volunteers now report electronically. The Agency also has a volunteer IT committee, chaired by a member of the Long Term Care Advisory Committee established by ORS 441.137.

KPM #2	Average initial response time to non-referred cases.	2003
Goal	Goal #1: Identify, investigate and resolve complaints made by or on behalf of residents of long-term care facilities.	
Oregon Context	Federal legislation: Section 307 (a) (12) and Section 712 of the Older Americans Act, as amended. State enabling legislation: ORS 441.100-153.	
Data Source	From case reports submitted by ombudsman staff and volunteers.	
Owner	Office of the Long-Term Care Ombudsman, Mary Jaeger, Director, 503-378-6533.	



1. OUR STRATEGY

A timely first step on a case is the fundamental step toward the agency goal to identify, investigate and resolve complaints made by or on behalf of residents of licensed long-term care facilities in Oregon.

2. ABOUT THE TARGETS

Many of the individuals who contact this agency for assistance have been unsuccessful at solving the problem on their own and feel a sense of urgency in getting an issue resolved. Recognizing the importance to the residents, our Agency strives to respond and resolve problems quickly, reflected in a lower response time.

3. HOW WE ARE DOING

The 1.9 days average response time is better than the 2011 data, and is better than the target of 2.00 days. The average initial response time for the Certified Ombudsman volunteers, who handled 85% of the cases was 2.01 days. The average initial response time of field staff (Deputy State Long-Term Care Ombudsmen) which handled 15% of the cases was 1.1 days!

4. HOW WE COMPARE

This data is not available.

5. FACTORS AFFECTING RESULTS

In 2011 the Agency continued to see an increase in the recruitment and training of new volunteers. We believe we have now stabilized staff and hope to see even faster response times for the next reporting period. The Agency was awarded the Governors Award for a statewide volunteer Agency in FFY 2012, and is proud to be considered as such!

6. WHAT NEEDS TO BE DONE

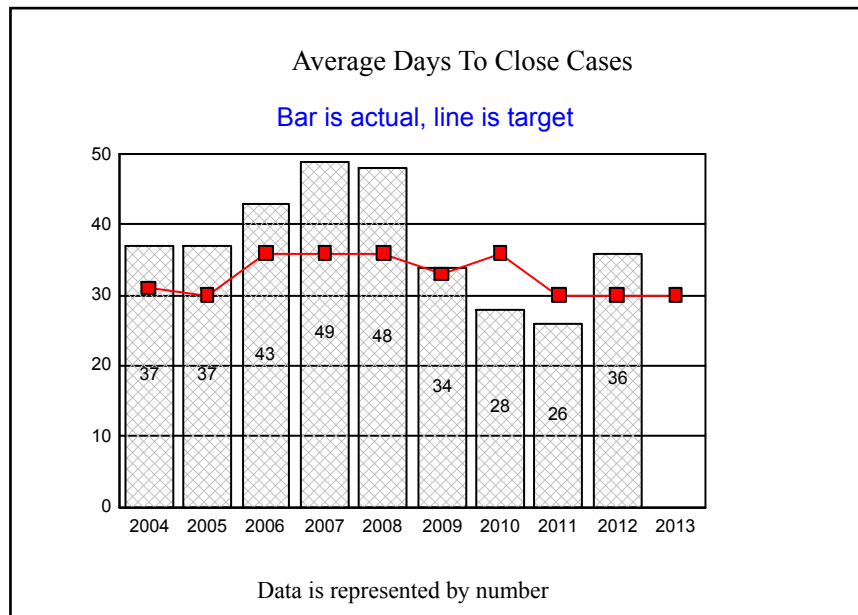
The highest priority of the Agency is recruitment, training and retention of volunteers across the state to extend the reach of the Agency into all levels of care, and to maximize the general fund dollars used to their greatest extent. The Agency is restricted by the numbers of paid staff who work with volunteers to operationalize the mission.

7. ABOUT THE DATA

This data is from Federal Fiscal Year 2012 (October 2011-September 2012), collected from case and activity reports prepared by the State Ombudsman,

Deputy Ombudsmen and volunteers. The reports of the volunteers are reviewed by their supervising Deputy before submission for data entry, where all reports are reviewed for technical accuracy before being entered. The data files are checked periodically for accuracy throughout the year, and at the end of the year all data is further validated and checked for consistency in the development of this report and a similar report for the Federal Administration on Aging.

KPM #3	Average time to close non-referred cases.	2003
Goal	Goal #1: Identify, investigate and resolve complaints made by or on behalf of residents of long-term care facilities.	
Oregon Context	Federal legislation: Section 307 (a) (12) and Section 712 of the Older Americans Act, as amended. State enabling legislation: ORS 441.100-153.	
Data Source	From case reports submitted by ombudsman staff and volunteers.	
Owner	Office of the Long-Term Care Ombudsman, Mary Jaeger, Director, 503-378-6533.	



1. OUR STRATEGY

The timely completion or closure of cases contributes to the Agency goal to identify, investigate and resolve complaints made by or on behalf of residents of long-term care facilities.

2. ABOUT THE TARGETS

The less time it takes to complete a case, the better the service to the resident. Many of the individuals who contact this Agency for assistance have been unsuccessful at solving the problem on their own and feel a sense of urgency to get an issue resolved. Recognizing the importance to the residents, the Agency strives to respond and resolve problems as quickly as possible.

3. HOW WE ARE DOING

The Agency case closure time was 36 days: Volunteer Ombudsmen took 38.5 days, and staff took 19.8 days, for an overall average of 36 days.

4. HOW WE COMPARE

This data is not available.

5. FACTORS AFFECTING RESULTS

The Agency recruited many new ombudsman volunteers during this period. Their increase in time to close cases is anticipated to drop in the next time period as reporting procedures become more familiar. Field staff met the target and improved year over year by 5 days. Cases are identified, opened, resolved, and closed by Certified Ombudsman volunteers and Deputy State Long-Term Care Ombudsmen. In practice, the more complicated cases are handled by field staff (Deputy State Long-Term Care Ombudsmen).

6. WHAT NEEDS TO BE DONE

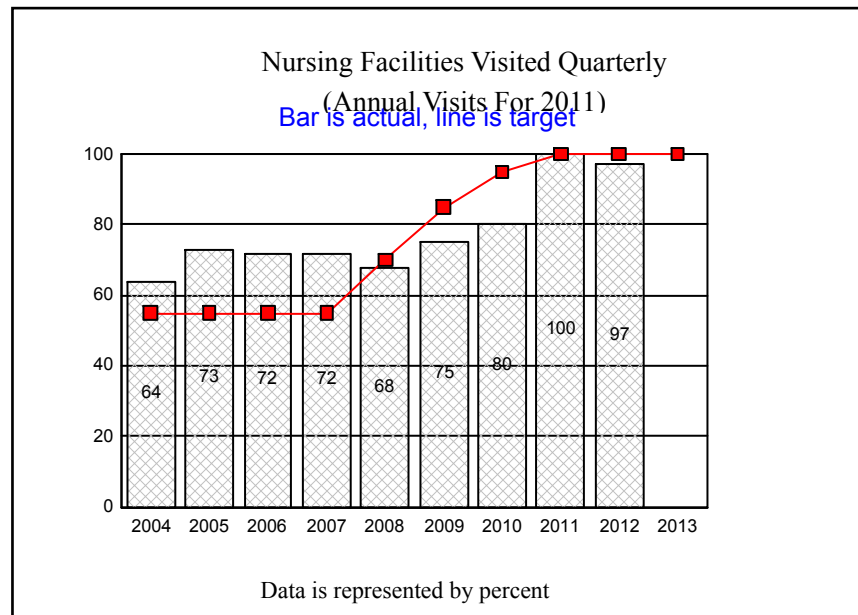
The Agency will continue to focus on reducing case closing times through repeated reporting training.

7. ABOUT THE DATA

This data is from Federal Fiscal Year 2012 (October 2011-September 2012), collected from case and activity reports prepared by the State Ombudsman, Deputy Ombudsmen and volunteers. The reports of the volunteers are reviewed by their supervising Deputy before submission for data entry, where all reports are reviewed for technical accuracy before being entered. The data files are checked periodically for accuracy throughout the year, and at the end of the year

all data is further validated and checked for consistency in the development of this report and a similar report for the Federal Administration on Aging.

KPM #4	Percentage of nursing facilities visited at least once annually.	2003
Goal	Goal #2: Establish a routine presence in long-term care facilities using a cadre of trained program volunteers.	
Oregon Context	Federal legislation: Section 307 (a) (12) and Section 712 of the Older Americans Act, as amended. State enabling legislation: ORS 441.100-153.	
Data Source	Monthly activity reports submitted by staff and volunteers.	
Owner	Office of the Long-Term Care Ombudsman, Mary Jaeger, Director, 503-378-6533.	



1. OUR STRATEGY

Regular facility visitation by volunteers and field staff (Deputy State Long-Term Care Ombudsmen) is the primary method of delivering the Agency's services to Oregon's long-term care residents. A secondary method is rapid response to complaint calls to our 1-800 number, which is posted in all levels of licensed

long-term care facility buildings in Oregon. We also are receiving more requests for services and information via email requests and via our Agency website.

2. ABOUT THE TARGETS

The higher the percentage of facilities receiving visits annually, the greater the number of residents having access to ombudsman services. The targets are set based on the number of volunteers and staff available. For purposes of federal oversight and reporting, the Agency also tracks the number of facilities receiving a visit at least quarterly.

3. HOW WE ARE DOING

Program representatives visited 97% of Oregon's nursing facilities in FFY 2012.

4. HOW WE COMPARE

This information is not available on an annual basis.

5. FACTORS AFFECTING RESULTS

Visitation is limited by the number of program volunteer and staff. A statewide volunteer recruitment effort continues to increase volunteer presence in all areas of Oregon, thereby increasing visitation to facilities, especially adult foster care homes.

6. WHAT NEEDS TO BE DONE

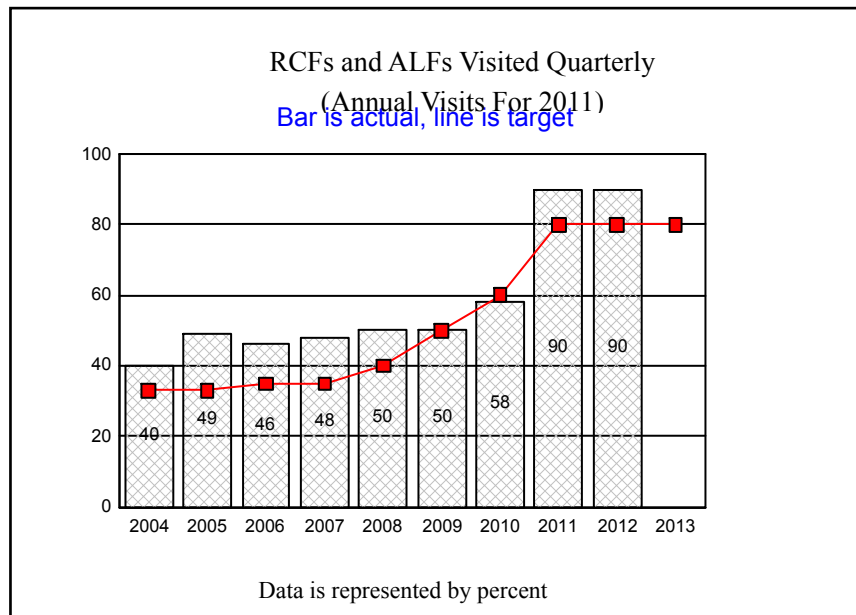
Increased visibility, transparency, public relations efforts, and the dedicated efforts of a full time Volunteer Recruiter are increasing volunteer numbers in all areas.

7. ABOUT THE DATA

This data is from Federal Fiscal Year 2012 (October 2011-September 2012), collected from case and activity reports prepared by the State Ombudsman, Deputy Ombudsmen and volunteers. Effective October 1, 2010 the agency goal for this measure changed from quarterly visits to annual visits. The reports of the volunteers are reviewed by their supervising Deputy before submission for data entry, where all reports are reviewed for technical accuracy before being

entered. The data files are checked periodically for accuracy throughout the year, and at the end of the year all data is further validated and checked for consistency in the development of this report and a similar report for the Federal Administration on Aging.

KPM #5	Percentage of assisted living and residential care facilities visited at least once annually.	2003
Goal	Goal #2: Establish a routine presence in long-term care facilities using a cadre of trained program volunteers.	
Oregon Context	Federal legislation: Section 307 (a) (12) and Section 712 of the Older Americans Act, as amended. State enabling legislation: ORS 441.100-153.	
Data Source	Monthly activity reports submitted by staff and volunteers.	
Owner	Office of the Long-Term Care Ombudsman, Mary Jaeger, Director, 503-378-6533.	



1. OUR STRATEGY

Regular facility visitation by volunteers and field staff (Deputy State Long-Term Care Ombudsmen) is the primary method of delivering the Agency's services to Oregon's long-term care residents.

2. ABOUT THE TARGETS

The higher the percentage of facilities receiving visits, the greater the number of residents having access to ombudsman services. The targets are set based on the number of volunteers and staff available. For purposes of federal oversight and reporting, the Agency tracks the number of facilities receiving a visit at least quarterly.

3. HOW WE ARE DOING

Program representatives again visited 90% of Oregon's licensed assisted living and residential care facilities at least once during FFY 2012. The Agency visitation schedule correlates directly with the number of volunteers and staff. This result surpassed the goal of 80% annually.

4. HOW WE COMPARE

This information is not available.

5. FACTORS AFFECTING RESULTS

Visits are limited only by the number of staff and volunteers. The agency strives to visit as many settings as possible given the limited volunteer and paid resources available.

6. WHAT NEEDS TO BE DONE

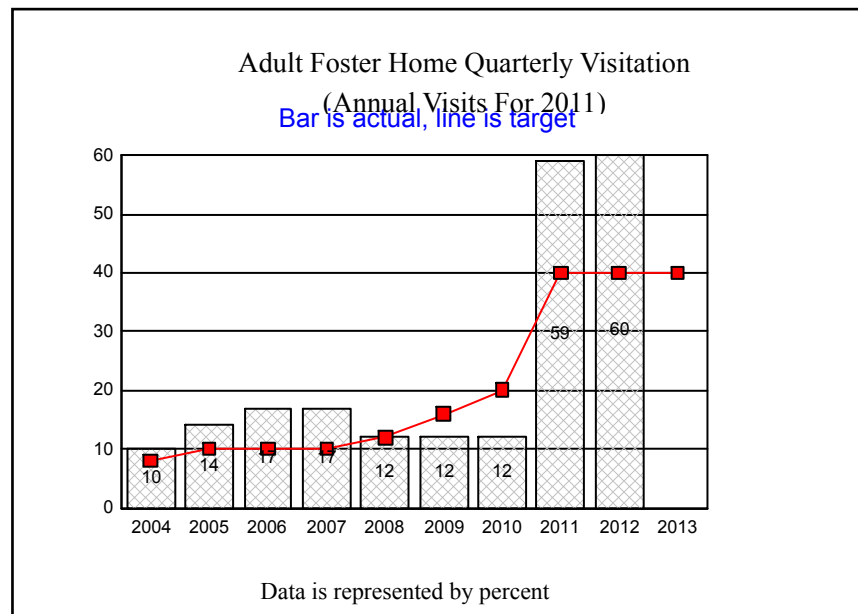
Because visits are limited by actual number of volunteers and staff, the Agency will continue to recruit, train and supervise as many volunteers as possible!

7. ABOUT THE DATA

This data is from Federal Fiscal Year 2012 (October 2011-September 2012), collected from case and activity reports prepared by the State Ombudsman, Deputy Ombudsmen and volunteers. Effective October 1, 2010 the agency goal for this measure changed from quarterly visits to annual visits. The reports of the volunteers are reviewed by their supervising Deputy before submission for data entry, where all reports are reviewed for technical accuracy before being entered. The data files are checked periodically for accuracy throughout the year, and at the end of the year all data is further validated and checked for

consistency in the development of this report and a similar report for the Federal Administration on Aging.

KPM #6	Percentage of adult foster care homes visited at least once annually.	2003
Goal	Goal #2: Establish a routine presence in long-term care facilities using a cadre of trained program volunteers.	
Oregon Context	Federal legislation: Section 307 (a) (12) and Section 712 of the Older Americans Act, as amended. State enabling legislation: ORS 441.100-153.	
Data Source	Monthly activity reports submitted by staff and volunteers.	
Owner	Office of the Long-Term Care Ombudsman, Mary Jaeger, Director, 503-378-6533.	



1. OUR STRATEGY

Regular facility visitation by volunteers and field staff (Deputy State Long-Term Care Ombudsmen) is the primary method of delivering the Agency's services to Oregon's long-term care residents.

2. ABOUT THE TARGETS

The higher the percentage of facilities receiving visits at least annually, the greater the number of residents having access to volunteer ombudsman services. The targets are set based on the number of volunteers and staff available.

3. HOW WE ARE DOING

Program representatives visited 60% of Oregon's adult foster homes at least once this period. This surpassed the target of 40% for this measure!

4. HOW WE COMPARE

National data collected by the Administration on Aging combines all community-based care facilities together, including adult foster care homes. The most recent national data available is for 2008, when the percentage visited quarterly for all programs was 46%, and Oregon's was 20%.

5. FACTORS AFFECTING RESULTS

Visitation is limited by the number of field staff (Deputy State Long-Term Care Ombudsmen), volunteers and the large number of adult foster homes (approximately 1,700 statewide).

6. WHAT NEEDS TO BE DONE

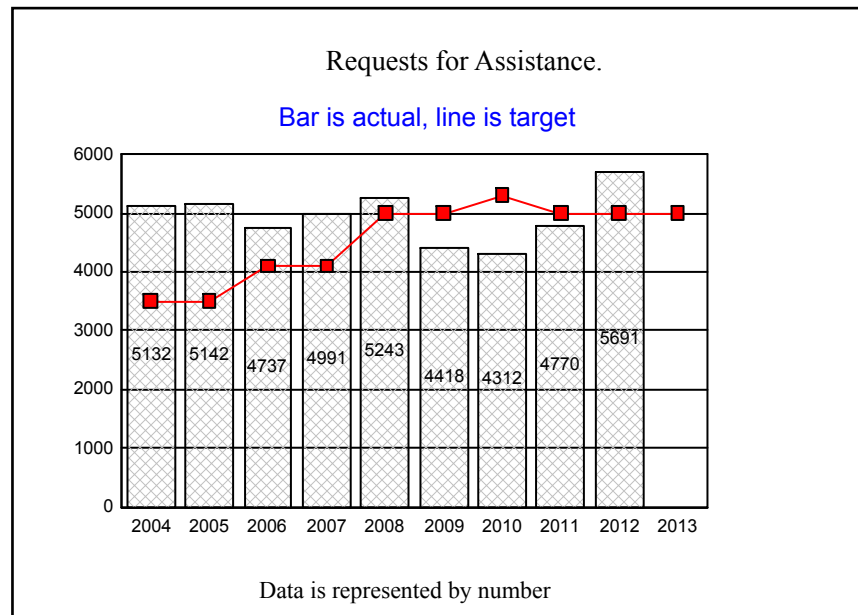
By adjusting the frequency of foster home visits, we expanded our coverage to AFH facilities significantly across the state. We plan to continue this approach and plan that increased numbers of volunteers will positively impact our presence in licensd adult foster homes.

7. ABOUT THE DATA

This data is from Federal Fiscal Year 2012 (October 2011-September 2012), collected from case and activity reports prepared by the State Ombudsman, Deputy Ombudsmen and volunteers. Effective October 1, 2010 the agency goal for this measure changed from quarterly visits to annual visits. The reports of the volunteers are reviewed by their supervising Deputy before submission for data entry, where all reports are reviewed for technical accuracy before being entered. The data files are checked periodically for accuracy throughout the year, and at the end of the year all data is further validated and checked for

consistency in the development of this report and a similar report for the Federal Administration on Aging.

KPM #7	Number of requests for assistance from consumers, the public, facility staff and agencies.	2003
Goal	Goal #3: Ensure that consumers, the public, facility staff and agencies are aware of the Ombudsman program and its services.	
Oregon Context	Federal legislation: Section 307 (a) (12) and Section 712 of the Older Americans Act, as amended. State enabling legislation: ORS 441.100-153.	
Data Source	From case and activity reports submitted by ombudsman staff and volunteers.	
Owner	Office of the Long-Term Care Ombudsman, Mary Jaeger, Director, 503-378-6533.	



1. OUR STRATEGY

Increasing awareness of the Agency and its services to vulnerable Oregonians helps assure that residents and families know to call our Agency when they have questions and or concerns about long-term care practices. In addition, all facilities with an assigned volunteer have a poster with the volunteer's name and

direct phone contact information.

2. ABOUT THE TARGETS

An increase in contacts indicates that individuals, their families and other agencies and programs are aware of the program and are accessing our services.

3. HOW WE ARE DOING

In FFY 2012, there were 5,691 requests for assistance, significantly higher than the target of 5,000.

4. HOW WE COMPARE

This information is not available.

5. FACTORS AFFECTING RESULTS

The volunteers' visits to facilities are the primary means of increasing program awareness. In 2011-2012, program representatives made 13,547 visits, up from the previous year by nearly 1,000 visits (10%). The Agency places online requests, newspaper articles, participates in health fairs and other community events, distributes brochures and takes other steps to increase public awareness of the program, including participating in various online volunteer recruitment sites. The Agency's website is another key method of reaching the public. In addition, articles are placed in local newspapers about individual volunteers when they are certified and recognizing service years.

6. WHAT NEEDS TO BE DONE

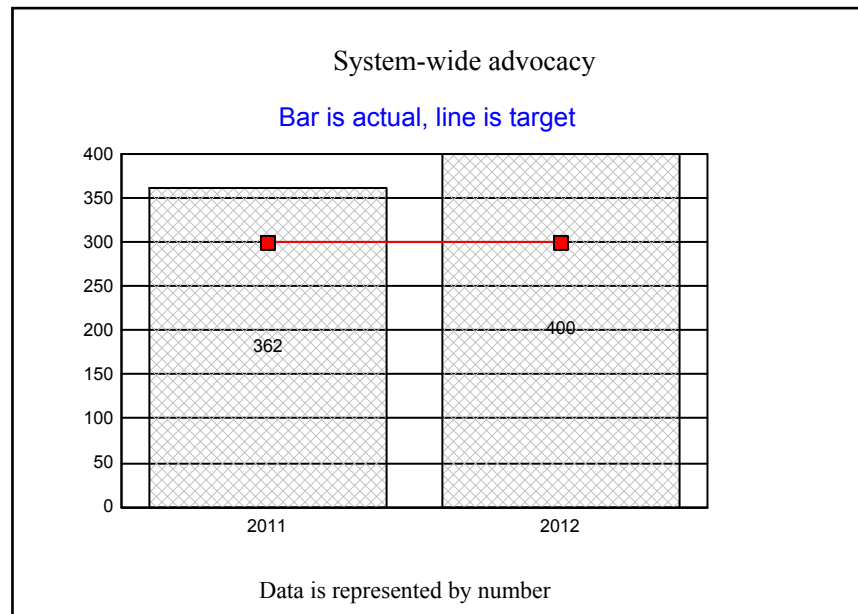
The Agency will continue its efforts to increase public awareness and transparency of the program with the goal of increasing volunteers statewide, as well as raising awareness of the 800 number for consumers and residents to call. The Agency redesigned the 800 number poster, and other collateral materials which support the program. Many complaints now also arrive at the Agency via email.

7. ABOUT THE DATA

This data is from Federal Fiscal Year 2012 (October 2011-September 2012), collected from case and activity reports prepared by the State Ombudsman,

Deputy Ombudsmen and volunteers. The reports of the volunteers are reviewed by their supervising Deputy before submission for data entry, where all reports are reviewed for technical accuracy before being entered. The data files are checked periodically for accuracy throughout the year, and at the end of the year all data is further validated and checked for consistency in the development of this report and a similar report for the Federal Administration on Aging.

KPM #8	Participation in system-wide advocacy meetings at the local, regional, state and national levels.
Goal	Ensure participation and representation by LTCO in Advocacy meetings at local and national levels.
Oregon Context	State enabling legislation: ORS 441.100-153.
Data Source	From activity reports submitted by staff and volunteers.
Owner	Office of the Long-Term Care Ombudsman, Mary Jaeger, Director, 503-378-6533.



1. OUR STRATEGY

Historically the State Long Term Care Ombudsman conducted all system advocacy for the agency. By including staff and a wide variety of volunteers in this measure our Federal and State mandates for system advocacy will have broader reach across Oregon and result in positive system changes.

2. ABOUT THE TARGETS

Analysis of activity and time reports demonstrated that staff and volunteers were already participating in select system advocacy events and efforts. By seeking out and participating in specific advocacy venues, staff and volunteers expanded the Agency's input into systemic long-term care issues.

3. HOW WE ARE DOING

Analysis of activity reports and timesheets shows increased participation in a wide variety of system advocacy by staff and volunteers. By emphasizing participation at all levels and across all state regions, we hope to impact statewide long term care issues. We exceeded our initial target of 300 by 100, which is 33% over the goal.

4. HOW WE COMPARE

This data is not available.

5. FACTORS AFFECTING RESULTS

Volunteers and staff have a primary responsibility to resident complaints, concerns and follow-up before participation in system advocacy efforts. We are hopeful that statewide efforts impact the overall improvement of the system of care for vulnerable Oregonians.

6. WHAT NEEDS TO BE DONE

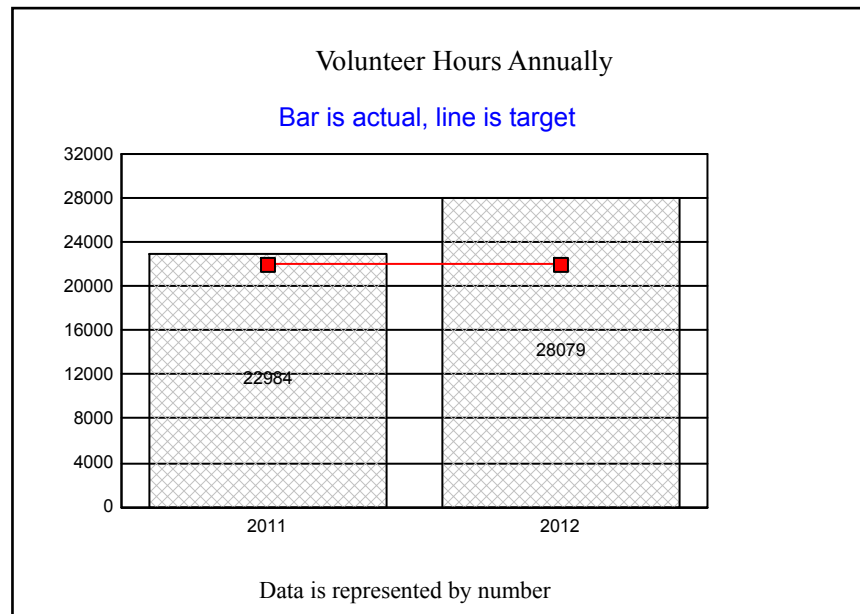
Management anticipates that increased participation by volunteers and staff at the local, regional and state levels will have a positive impact on quality of care in Oregon's licensed long-term care facilities.

7. ABOUT THE DATA

This data is from Federal Fiscal Year 2012 (October 2011-September 2012), collected from case and activity reports prepared by the State Ombudsman, Deputy Ombudsmen and volunteers; including our Long Term Care Advisory Committee members. The reports of the volunteers are reviewed by their supervising Deputy before submission for data entry, where all reports are reviewed for technical accuracy before being entered. The data files are checked periodically for accuracy throughout the year, and at the end of the year all data is further validated and checked for consistency in the development of this

report and a similar report for the Federal Administration on Aging.

KPM #9	Total number of certified ombudsmen volunteer hours annually.	
Goal	Ensure documentation of completed volunteer hours.	
Oregon Context	State enabling legislation: ORS 441.100-153.	
Data Source	From activity reports submitted by staff and volunteers.	
Owner	Office of the Long-Term Care Ombudsman, Mary Jaeger, Director, 503-378-6533.	



1. OUR STRATEGY

The best return on Oregon's investment in our Agency is the volunteer to staff ratio. One paid FTE Deputy Ombudsman can supervise 25 to 30 trained volunteers, increasing our coverage of facilities across the state exponentially. Therefore, the Agency will focus on maintaining our recruiting, training and

retention strategies to maximize total volunteer hours contributed.

2. ABOUT THE TARGETS

Paid agency staff cannot begin to cover all of the licensed beds in Oregon. By utilizing volunteers in all parts of the state more residents' concerns can be addressed. Our ratio of volunteers is 25-30 per paid deputy ombudsman and we hope to continue to increase our coverage through minor staff increases.

3. HOW WE ARE DOING

The Agency has increased the number of volunteers over the past three years. With a focus on total volunteer hours, rather than the actual number of volunteers, the Agency can better track growth and consistency over time. We exceeded the target of 22,000 by 6,079 hours donated by volunteers.

4. HOW WE COMPARE

The 2011 AOA National Ombudsman report shows that Oregon, with 197 volunteers and 7.5 program staff, had 26 volunteers per paid program staff member. Based on this report, Oregon ranks 49th highest in volunteers per staff. Only Arkansas, North Carolina and Texas reported more volunteers per paid staff member. The national average in 2010 was 7.55 volunteers per staff. For this same 2010 reporting period, Oregon had 5,790 licensed long term care beds per paid LTCO staff. The US average was 2,527 beds per staff. Based on 2010 data, Oregon still ranked 50th out of 51 state and territory programs.

5. FACTORS AFFECTING RESULTS

Numbers of supervised volunteers are directly affected by the number of paid deputy ombudsmen. Current staff is essentially at capacity now, due to aggressive recruiting and retention. Without deputy ombudsmen supervision, volunteers will likely become discouraged and leave our program. We are attentive to volunteer retention strategies, particularly because of the demographics of our volunteers.

6. WHAT NEEDS TO BE DONE

Agency will continue to recruit, train and supervise as many volunteers as possible, despite limited agency budget. We will also continue vigilance around volunteer retention.

7. ABOUT THE DATA

The data is from Federal Fiscal Year 2012 (October 2011-September 2012), collected from case and activity reports prepared by the State Ombudsman, Deputy Ombudsmen and volunteers. The reports of the volunteers are reviewed by their supervising Deputy before submission for data entry, where all reports are reviewed for technical accuracy before being entered. The data files are checked periodically for accuracy throughout the year, and at the end of the year all data is further validated and checked for consistency in the development of this report and a similar report for the Federal Administration on Aging. In addition, the Agency has recruited and is utilizing, the professional skills of I.T. and Finance executives who contribute numerous hours of free consultation to the program.

KPM #10	Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	2006
Goal	To achieve excellent customer satisfaction.	
Oregon Context	Federal legislation: Section 307 (a) (12) and Section 712 of the Older Americans Act, as amended. State enabling legislation: ORS 441.100-153.	
Data Source	Survey of customers who contacted the Agency for assistance.	
Owner	Office of the Long-Term Care Ombudsman, Mary Jaeger, Director, 503-378-6533.	



1. OUR STRATEGY

Providing excellent customer service to facility residents is important to improving the Agency's performance and achieving its goals.

2. ABOUT THE TARGETS

Higher percentages could reflect better perception of service by customers. However, our biggest challenge is actually getting feedback from extremely vulnerable seniors who often do not have the capacity or access for responding to questions and surveys.

3. HOW WE ARE DOING

86% of customers rated the Agency's overall customer service as good or excellent. The two highest rated categories were at 93% "helpfulness and knowledge". These are followed by "timeliness and availability" at 91%. These were followed by "accuracy" at 89%, which is 7 points higher than last year. These scores are most likely due to the complex nature of records and regulations around long term care and resident medical information as well as misunderstandings by complainants about what is possible under the law.

4. HOW WE COMPARE

The rating for the Agency's overall customer service was 86%. Comparable data from other agencies is not available.

5. FACTORS AFFECTING RESULTS

The sample for the survey was selected from the customers who directly contacted the Salem office for assistance. This subset is more likely to be available for a telephone survey, and because it is not dependent on reports coming in from the volunteers from the field, the Agency has good control of the sample. However, this method is not entirely satisfactory, because for the most part, an elderly resident can be difficult to survey either in person or through other methods. Long-term care facility residents typically initiate services directly with the local Certified Ombudsman Volunteer assigned to their facility and have the benefit of regular and direct contact. Furthermore, it is the resident who the Agency is working to satisfy, not necessarily other callers, whose wishes can sometimes be different or contradictory, from those of the resident. For a number of respondents, the lower satisfaction with the availability of information was tied to difficulties they had in initially identifying the Agency as a source of help, and looking to our agency to solve or resolve questions beyond our statutory scope.

6. WHAT NEEDS TO BE DONE

The Agency continues to explore new avenues for increasing customer satisfaction responses by using new survey tools and methods. The survey is now available on our website.

7. ABOUT THE DATA

Our phone calls and surveys are done throughout the year, closer to the closing of the case. Our QA data is statistically insignificant, due to the rate of return on surveys. From a sample of 650, only 44 were reached and completed the survey. We created a system to allow for more immediate feedback, including follow up letters, postcards, and a feedback section added to our website that the public can access easily. We are continuing to explore other methods, survey tools and ideas from other state ombudsman programs who use feedback measures.

Agency Mission: To Enhance The Quality Of Life, Improve The Level Of Care, Protect The Rights Of The Individual And Promote The Dignity Of Each Oregon Citizen Living In A Nursing Facility, Residential Care Facility, Assisted Living Facility Or Adult Foster Care Home.

Contact: Mary Jaeger

Contact Phone: 503-378-6533

Alternate: Tracey Behnke

Alternate Phone: 503-378-6533

The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY

- * **Staff:** Agency staff primarily supervise volunteer ombudsmen. Their collective insights and input are used to continue the Agency mission and recruit/retain more volunteers across the state in accordance with our Oregon Statute and the Federal Older Americans Act.
- * **Elected Officials:** The appointed Long-Term Care Advisory Committee which monitors the program for the Governor and the Legislature, produces an annual report regarding the state of long term care in Oregon and items related to long term care policy; the Agency communicates performance results as part of the budgetary process, and, upon request. The Agency also shares a progress report with Agency highlights with Legislators, community partners, and concerned citizens.
- * **Stakeholders:** The monthly meetings of the Long-Term Care Advisory Committee served as the source of public and stakeholder involvement and input. The Committee follows Public Meetings Laws and posts both agendas and minutes on the Agency website.
- * **Citizens:** Because the meetings of the Long Term Care Advisory Committee are public meetings, citizens are invited to attend and Public Meeting protocols are followed. Monthly meeting notices and minutes are posted on our website, per Public Meetings protocols and emailed to our communication list.

2 MANAGING FOR RESULTS

Data on key performance measures are reviewed quarterly. This information is used to positively impact Oregon policies regarding residents of long term care facilities. Since the implementation of performance measures, the staff reviews cases regularly, focusing on data tied to the measures. These reviews assure a timely and appropriate response to requests for assistance.

3 STAFF TRAINING

Performance measures are reviewed quarterly and as needed with staff and are shared with the Long Term Care Advisory Committee on a quarterly basis.

4 COMMUNICATING RESULTS

* **Staff :** The performance measures are reviewed with staff on a quarterly basis. In addition, progress on recruiting and training new volunteers is reviewed at each weekly staff meeting.

* **Elected Officials:** The Long-Term Care Advisory Committee which monitors the program for the Governor and the Legislature, produces an annual report to the Legislature and Governor about agency performance, recommendations and aging related issues; the Agency communicates performance results about the budget process and upon request. The Agency will now share a brief progress report with Agency highlights with Legislators.

* **Stakeholders:** The Agency communicates performance results through written reports and presentations, including reports to the Long-Term Care Advisory Committee. Program and agency information is routinely distributed to agency staff, volunteers, legislators and stakeholders in order to reinforce Agency progress and transparency. The Agency also distributes a report titled "Ombudsman Outcomes" to the legislature and public which highlights volunteer activities.

* **Citizens:** The performance measures and the annual report are posted on the Agency's website, along with other relevant agency information.