

Office of the Long-Term Care Ombudsman (OLTCO)

Presentation to Joint Committee on Ways & Means Subcommittee

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Agency Programs & Mission

The Office of the Long-Term Care Ombudsman (OLTCO) is comprised of three distinct but related programs. The office serves vulnerable Oregonians, including residents of long-term care and residential facilities, the elderly and persons with disabilities, including those with intellectual/developmental disabilities, psychiatric disabilities and physical disabilities. The overarching mission of the office is to protect individual rights, promote independence, and ensure quality of life of Oregonians living in long-term care and residential care facilities and Oregonians with decisional limitations.

1. **Long Term Care Ombudsman (LTCO):** Established in 1972 under the authorization of the federal Older Americans Act, the LTCO investigates and resolves complaints made by and on behalf of the over 45,000 residents of over 2,100 licensed nursing homes, assisted living and residential care facilities, and adult foster homes across Oregon. The LTCO was established as an independent state agency in 1985.

The program is comprised of 12 FTE program specific staff and 160-200 volunteers. The ***Certified Ombudsman Volunteers visit their assigned facilities on a weekly basis, making them the most consistent and frequent State presence in a long-term care facility and uniquely able to identify potential issues involving resident safety, service quality, protection of rights, and environmental factors well before any other State agency.*** In calendar year 2018, volunteers donated 26,015 hours of advocacy, the equivalent of 14.6 FTE, saving the state \$2.9 million dollars biannually. The program is currently funded at levels to cover 62% of the target population via the staff and volunteers.

LTCO 2017-2019 Overview

- 2017-2019 Legislatively approved budget = \$2,966,762
- Volunteers were assigned to 53% of long-term care facilities.
- Over 14,000 visits were made to long-term care facilities.
- 4,800+ cases were addressed.

2. **Residential Facilities Ombudsman (RFO):** Established by the 2013 legislature, the RFO investigates resident rights violations and quality of life issues in facilities licensed to serve individuals with intellectual and developmental disabilities or individuals with a mental health condition. The RFO utilizes 7.5 dedicated staff and volunteers to reach the over 8,000 residents of approximately 2400 residential facilities located in all but two counties in the state. The program is currently funded at levels to effectively cover approximately 60% of service need.

RFO 2017-2019 Overview

- 2017-2019 Legislatively Approved Budget = \$1,741,752
- Visited 100% of residential facilities in 23 of Oregon counties.
- Addressed over 1,200 resident concerns/complaints.
- Volunteer training initiated in October 2018.

3. **Oregon Public Guardian & Conservator (OPGC):** Established by the 2014 Oregon legislature, the OPGC provides surrogate decision-making, life management and advocacy services on behalf of adults who are at-risk, are incapable of making most decisions about themselves and their affairs, and have no one else to serve as a guardian or conservator for them. The OPGC has staffing sufficient to directly serve 80 protected persons. In addition, it currently has resources to assist an additional 10 persons through a contract for public guardian and conservator (G/C) services, but only for a limited geographical area in or near Clackamas County. The OPGC has funds remaining for an additional, similar contract, to potentially serve an additional 10 persons. OPGC is funded at a level that meets only 5-10% of the estimated need for its services statewide.

On average, OPGC currently receives approximately 18 requests for guardianship services per month. The OPGC seeks to divert as many cases to less restrictive alternatives as are possible, and to also attempt to identify individuals who may be able to serve as an alternative guardian where there is no less restrictive alternative to address the persons ongoing safety concern. OPGC is the guardian of last resort in Oregon and only accepts appointment where there is no other viable option. Despite these efforts, with current funding levels the OPGC expects for the next biennium to only be able to accept new cases as current clients pass away or current guardianships are terminated, which are rare and only occur where someone regains legal capacity, or a suitable alternate guardian wishes to be appointed instead of OPGC.

OPG 2017-2019 Overview:

- 2017-2019 legislatively approved budget = \$1,693,038
- Capacity increased in February 2018 to directly serve 80 individuals (with 10-20 more individuals by contract).
- Coverage expanded Statewide with the addition of deputies to serve Southern and Central Oregon (capacity is limited).
- Recent exponential increase in referrals has resulted in an expectation to hit capacity before end of this biennium.
- Local "High Risk Teams" of community partners increased from five to eight, covering 10 counties.

Statutory Authorization

1. **LTCO:** The US Older Americans Act of 1965 (PL 89-73), as amended, requires that every state have a Long-Term Care Ombudsman program. ORS 441.402 – 441.419 establishes Oregon's Long-Term Care Ombudsman program and establishes the Office of the Long-Term Care Ombudsman as an independent state agency.
2. **RFO:** ORS 443.380 – 443.396 establishes the Residential Facilities Ombudsman program to provide ombudsman services to individuals with mental illnesses and development disabilities living in licensed foster and small group homes. The RFO program is located within the Office of the Long-Term Care Ombudsman.
3. **OPG:** ORS 125.675 – 125.691 establishes the Oregon Public Guardian and Conservator program, located in the Office of the Long-Term Care Ombudsman.

Agency & Program Goals

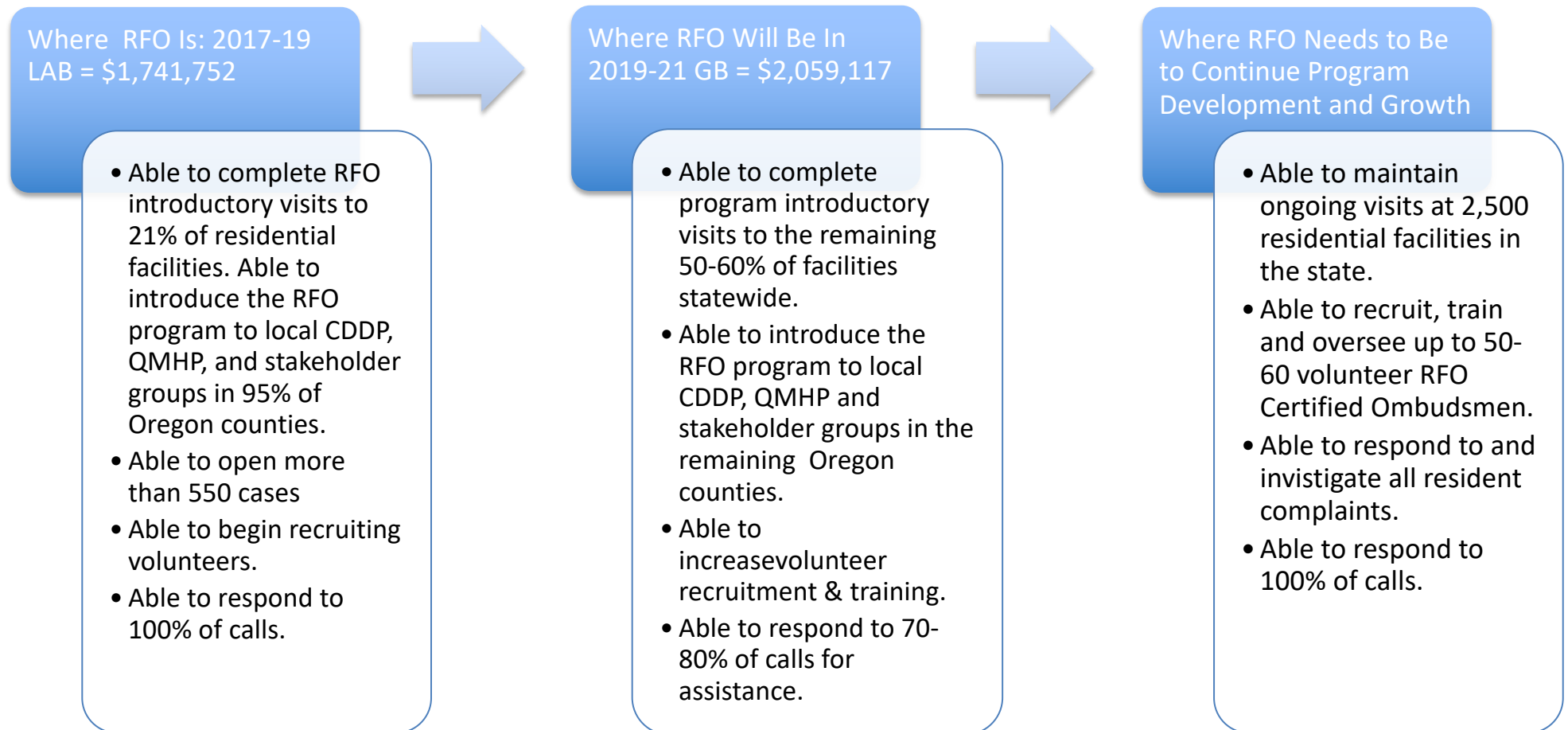
LTCO: The primary objective of the LTCO program is improving the quality of services provided to residents of long-term care facilities through education and advocacy that is focused on the protection of resident rights, dignity, and quality of life. In order to accomplish this, the following goals have been set.

- a. Increase the number of trained and fully-qualified Certified Ombudsman volunteers in order to have volunteers assigned to and advocating for residents living in every licensed long-term care facility in the State (would require additional funding for 2 Deputy Ombudsmen to effectively oversee and manage the increased volunteer corps needed).
- b. Increase the frequency and effectiveness of consumer, community, and stakeholder education regarding the LTCO program and resident rights.
- c. Increase the level of collaboration between the LTCO and other State partners who are responsible for the safety of, and services to, individuals residing in long-term care.



RFO: The primary objective of the RFO program is improving the quality of services provided to residents of residential facilities through education and advocacy that is focused on the protection of resident rights, dignity, and quality of life. In order to accomplish this, the following goals have been set:

- a. Expand the recruitment and development of a corps of trained and fully-qualified Certified Ombudsman volunteers in order to have volunteers assigned to and advocating for residents living in every licensed residential facility in the State.
- b. Increase the frequency and effectiveness of consumer, community, and stakeholder education regarding the RFO program and resident rights.
- c. Increase the level of collaboration between the RFO and other State partners who are responsible for the safety of, and services to, individuals residing in residential care.



OPG: The primary goal of the OPG is to protect and advocate for the health, safety, interests and rights of the persons for which it has been appointed as a guardian or conservator. Given the exceptional limited availability and significant unmet need of public guardianship in Oregon, the OPG's primary objectives are:

- a. Development and delivery of public guardianship services, both through OPG's staff of professional fiduciaries and through contractual arrangements.
- b. Development of the staff, systems, and program infrastructure necessary to deliver high quality and accountable guardianship services.
- c. Increasing awareness and understanding of public guardianship, including the need for it and its benefits, as well as guardianship practice standards, best practices and alternatives to guardianship.

Where OPG Is: 2017-19
LAB = \$2,164,269

- Capacity to directly serve 80 individuals as Guardian and/or Conservator utilizing program staff.
- Capacity to serve 10-14 individuals through existing contract.
- Capacity to contract with one additional party to provide G/C services to an additional 10-14 individuals.
- Able to operate HRTs in 8-10 local areas to assess individual cases, identify alternative to G/C, and screen for OPG Services.

Where OPG Will Be In
2019-21 GB = \$1,646,169

- Capacity to directly serve 80 individuals as G/C utilizing program staff.
- Capacity to serve 10-14 individuals through existing contract.
- Capacity to contract with one additional party to provide G/C services to an additional 10-14 individuals.
- Able to operate HRTs in 8-10 local areas to assess individual cases, identify alternative to G/C, and screen for OPG Services
- Establish a volunteer program capable of serving an additional 8-10 individuals.

Where OPG Needs to Be
To Continue Program
Growth and Development

- Able to serve 200+ individuals as Guardian and/or Conservator utilizing program staff.
- Able to contract with up to 3-4 parties to provide G/C services to additional individuals.
- Able to support High Risk Teams in ten local areas to assess individual cases, identify alternative to G/C, and refer for OPG Services.
- Establish a robust volunteer program to serve 30-40 additional individuals.

Agency Description

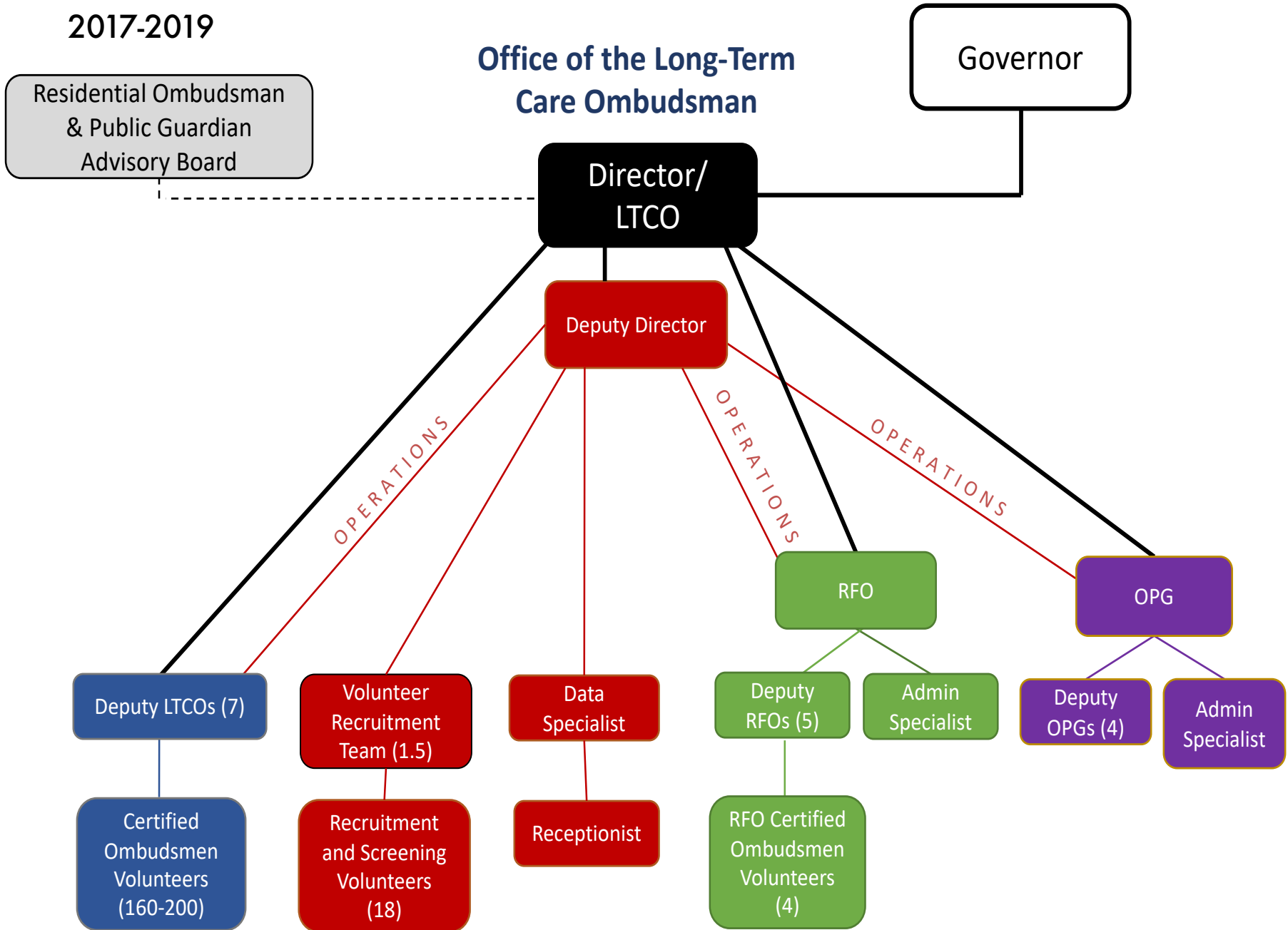
The Agency is small and depends heavily on volunteers to fulfill the mission of some of its program areas. There are five positions that serve the agency as a whole: The Agency Director (who also serves as the Oregon Long Term Care Ombudsman), the Agency Deputy Director, the volunteer recruitment team of 1.5 FTE, and the receptionist. Each program has an

Administrative Specialist who, among the three of them, divide a number of agency-wide administrative support needs.

1. **LTCO:** The LTCO program is staffed by the State Long Term Care Ombudsman (who is also the Agency Director, 7 Deputy Ombudsmen, 1 Data Analyst, and 1 Administrative Assistant. However, a majority of LTCO's mission and work is achieved through 160-200 well-trained community volunteers. The Deputy Ombudsmen cover designated regions of the state and supervise the volunteers in their respective regions.
2. **RFO:** The RFO program is staffed by the Residential Facilities Ombudsman, 5 Deputy Ombudsmen, and 1 Administrative Specialist. Volunteer recruitment activities have been implemented, with the first volunteers trained in October 2018. The program is projected to utilize as many as 105 volunteers by December 2020.
3. **OPGC:** The OPG program is staffed by the Oregon Public Guardian and Conservator, 4 Deputy Public Guardians and 1 Administrative Assistant. While the OPGC has not yet utilized volunteers or interns, it has plans to do so in the future.
4. **Volunteer Recruitment team:** The agency has recently combined the 1.0 FTE volunteer recruiter for LTCO and the 0.5 volunteer recruiter for RFO for purposes of more coordinated statewide recruitment efforts for both the LTCO and RFO programs currently, and eventually the OPG program.

When all three programs are fully staffed there are 26.5 FTE total positions. The organizational chart on the following page reflects the current organizational structure:

2017-2019



Agency's Advisory Board

Residential Ombudsman and Public Guardianship Advisory Board (ROPGAB)

When the agency was established in 1985, an advisory body was established as well to monitor and advise the semi-independent Long-Term Care Ombudsman, and to advise the Governor and Legislative Assembly on issues related to the Long-Term Care Ombudsman program. The current name of the Advisory Board acknowledges the growth of the agency with the addition of the Residential Facilities Ombudsman and Public Guardian programs, resulting in a broadened scope of the Advisory Board. 11 individuals comprise the Advisory Board with varying backgrounds reflective of the populations served by the agency. 7 members are Governor-appointed, 1 is appointed by the Senate President, 1 by the Speaker of the House, and 1 each by the two legislative minority leaders.

Key Performance Measures

KPM # 2017 Approved Key Performance Measures (KPMs)

1. Percentage of non-referred complaints to LTCO where action is needed that are partially or fully resolved.
2. Average initial response time to close LTCO non-referred cases.
3. Average time to close LTCO 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. Customer Service - 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.

KPM # Proposed changes:

1. Remains the same
2. Average initial response time, measured in business days, to close LTCO non-referred cases.
3. Average time, measured in business days, to close LTCO non-referred cases.
4. Percent of NF and ALF/RCF facilities to which a Long-Term Care Certified Ombudsman is assigned. (combines current KPMs 4 & 5 and add CO assignments)
5. Long-Term Care Certified Ombudsman hours (was KPM 9)
6. Number of hospitalizations, ER visits, arrests, or psychiatric holds of OPGC clients during the reporting period. (New for OPG and deletes KPM 6)
7. Number of referrals diverted away from OPGC by finding less restrictive alternatives. (New for OPG and deletes KPM 7)
8. Customer Service - 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. (renumbered from previous KPM 10 and deletes previous KPM 8)

Explanation of Proposed Changes to OLTCO KPMs

The Office of the Long-Term Care Ombudsman is requesting changes to a number of Key Performance Measures to better reflect the agency's work in achieving its mission. These changes are being requested in coordination with a need to develop KPMs for the new programs added to the agency.

In this request are two new measures specific to the Oregon Public Guardian and Conservator (OPGC) program. These measures are reflective of performance goals of the program in its current, early stages of development, and are expected to similarly continue to be reflective of program performance goals in the future as well. No new KPMs are being proposed at this time for the Residential Facilities Ombudsman (RFO) program as a key foundational feature – a volunteer program – is still in its infancy and will significantly impact how that program is being measured. The plan is to propose KPMs for RFO in the 2021 legislative session.

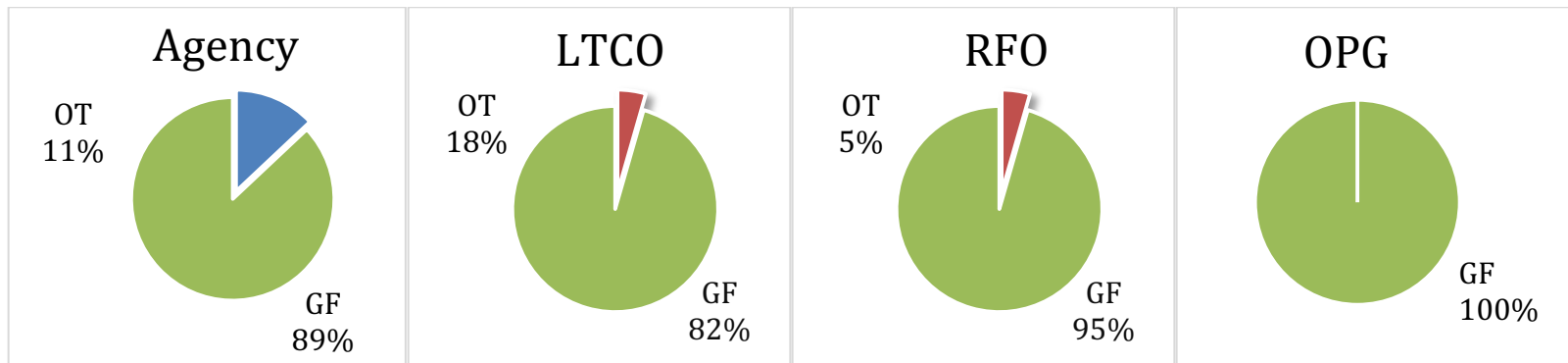
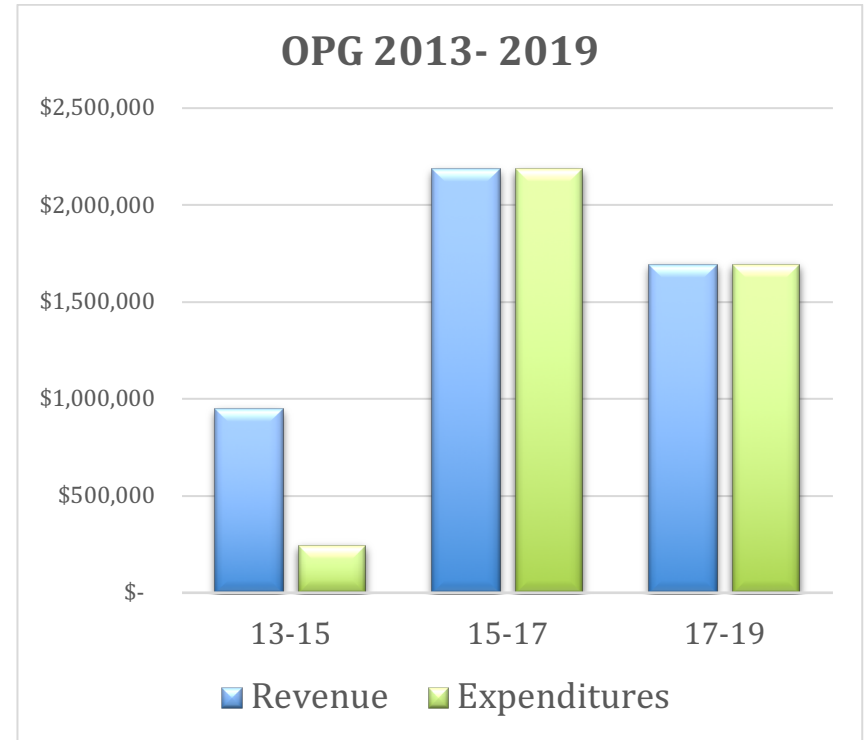
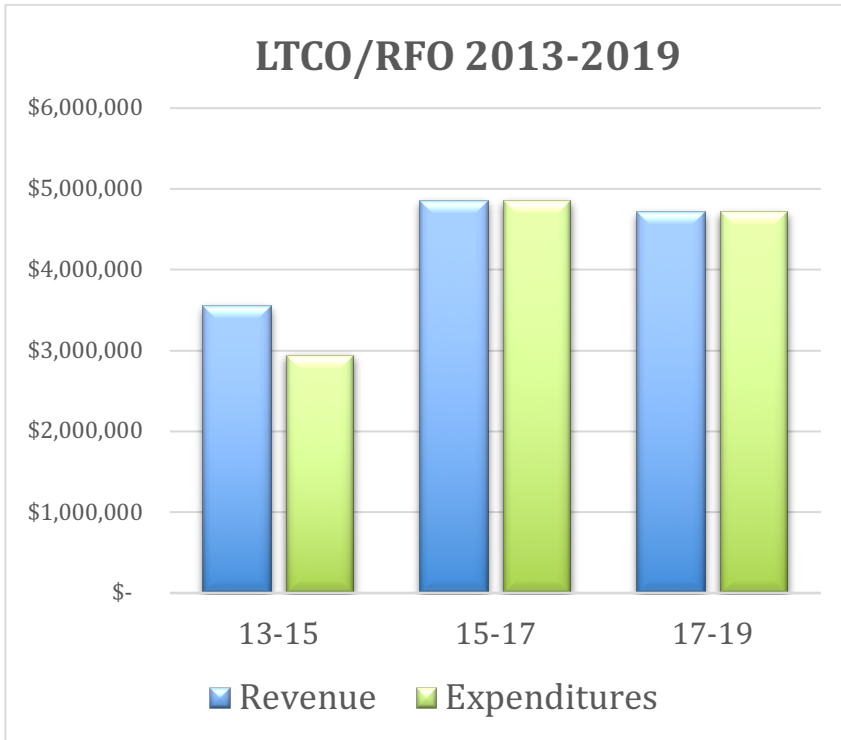
The reasons for the requested changes are:

- KPMs 2 & 3, as currently established, require the LTCO program to track important program functions in calendar days. The proposed changes would change this to business days. Given that program staff are addressing a fair number of complaints as well as being frequently consulted by the volunteers on cases they identify, tracking these functions in the business days that staff are working better reflects the program's ability to fully provide ombudsman services.
- Proposed KPM 4 proposes two changes: 1) it blends current KPMs 4 & 5 to acknowledge that LTCO approaches ombudsman activities in nursing facilities the same as in residential care/assisted living facilities; 2) it changes the focus from visiting a facility once per year – an inadequate goal – to instead measure the number of facilities to which a volunteer is assigned. Visiting facilities once per year is simply a poor approach for Ombudsman services and not a focus of our efforts. Rather the program is most effective in having volunteers assigned to facilities where volunteers can regularly visit residents and build a level of trust for facility residents to convey concerns to a trusted source. This change will also better identify where the program is under-resourced by identifying the percent of Oregonians living in care facilities that the program cannot support through volunteers.
- Proposed KPMs 6 & 7 are the two new proposed measures for the OPG program.
- Currently existing KPM 6 tracks once per year visits to over 1,400 Adult Foster Homes. However, as stated above, simply visiting an adult foster home once/year is not an effective approach for ombudsman services. Rather, our internal goals are to respond to all complaints in those homes. If improved coverage by volunteers of larger facilities can be achieved – as identified in the proposed KPM 4 – then the program would be able to move to an ultimate goal of 3-4 visits per year per adult foster home. For now, the request is to delete currently existing KPM 6.
- Currently existing KPM 7 is a reflection of receptionist workload, but not a reflection of program performance. This measure is being proposed for deletion.
- Currently existing KPM 8 is similarly a reflection of workload, but not necessarily a reflection of program performance. Additionally, the measure can only be tracked by hand-counting meetings. It is of course important for system advocacy to occur to improve state and local systems that support vulnerable adults living in care facilities, but tracking the number of meetings attended is not a significant measure of ombudsman services or program performance. Therefore, KPM 8 is being proposed for deletion.

OLTCO Funding History

LTCO/RFO:

OPG:



Budget Drivers

The OLTCO budget is comprised of 89% General Fund and 11% Other Funds. As a result, any reductions in its State General Funds will have a significant impact on agency operations. None of the OLTCO program areas generate fees, charge for services or have other means of revenue production.

OLTCO: Included in the 2019-21 Governor's Budget is funding to allow for sufficient ongoing IT support. In the 17-19 biennium funds for recruitment, training and support for volunteers were re-directed to cover IT costs for all three programs contained in the OLTCO. Prior to the 15-17 biennium IT support needs for the OLTCO were for eleven staff. With the addition of the RFO and OPG programs staff has nearly tripled; many work in the field and in remote locations. Agency staff and volunteers utilize specialized software and submit critical data that requires integrity and security in the system structure.

LTCO: The LTCO program receives approximately 80% of its funding from State General Fund with the remainder consisting of Federal Funds provided through the Older Americans Act. The 2019-21 Governor's Budget recommends funding for the addition of a LTCO Deputy Ombudsman (1.0 FTE). The additional Deputy will allow for the supervision, support and management of an additional 35 Certified Ombudsman Volunteers. For every additional volunteer, an average of 2.3 facilities are assigned, which provides increased advocacy services to 138 residents.

Where LTCO Is: 2017-19 Legislatively Approved Budget = \$2,966,762

- Able to do at least one time visits at over 69% of long-term care facilities per year.
- Able to have volunteers assigned to 53% of long-term care facilities.
- Able to complete 14,000+ visits per year to long-term care facilities.
- Able to open 3200+ cases per year.



Where LTCO Will Be In 2019-21: Governor's Budget = \$3,443,301

- Able to do at least one time visits at 80% of long-term care facilities per year.
- Able to have volunteers assigned to 65% of long-term care facilities.
- Able to complete 17,500+ visits per year to long-term care facilities.
- Able to open 3,900+ cases per year.

RFO: The RFO program receives nearly 100% of its funding from State General Fund. However, other funds in the form of Quality Care Funds generated from fines and civil penalties levied against I/DD and MH licensed providers are dedicated to the RFO program. In 17-19 biennium this has accounted for nearly \$165,000 in revenue, a number that is expected to remain constant.

The 2019-21 Governor's Budget recommends \$58,858 in Personal Services to increase the current allocation for the .5 FTE volunteer recruiter position to 1.0 FTE. The expansion of the volunteer recruiter position will allow the agency to develop a two-person recruitment team for more effective recruitment of volunteers throughout the entire state for all three agency programs. This equates to increased recruitment of volunteers; increased coverage of facilities; increased community, education and outreach events increased advocacy for Oregonians, whether in care facilities or served by public guardianship.

Where RFO Is: 2017-19 Legislatively Approved Budget = \$1,741,752

- Able to roll out RFO Services and complete visits to 30% of residential facilities.
- Able to introduce the RFO program to local CDDP, QMHP, and stakeholder groups in 95% of Oregon counties.
- Able to open more than 550 cases
- Able to begin recruiting volunteers.
- Able to resolve 100% of cases.



Where RFO Will Be In 2019-21: Governor's Budget = \$2,059,117

- Able to complete program roll out to the remaining 50-60% of facilities statewide.
- Able to introduce the RFO program to local CDDP, QMHP and stakeholder groups in the remaining Oregon counties.
- Able to continue recruiting and training volunteers.
- Able to resolve 67% of cases.

OPG: The OPG program is funded entirely by State General Funds. The Governor’s Budget supports an adjustment of \$111,855 in Personal Service fund for the two Deputy Guardian positions created in the 2018 legislative session. These positions were filled with highly qualified candidates at classification steps higher than the standard allotted in the legislative budget process.

Where OPG Is: 2017-19 Legislatively Approved Budget = \$1,693,038

- Capacity to directly serve 80 individuals as Guardian and/or Conservator utilizing program staff.
- Capacity to serve 10-14 individuals through existing contract.
- Capacity to contract with one additional party to provide G/C services to an additional 10-14 individuals.
- Able to operate HRTs in 8-10 local areas to assess individual cases, identify alternative to G/C, and screen for OPG Services.



Where OPG Will Be In 2019-21: Governors Balanced Budget = \$2,050,689

- Capacity to directly serve 80 individuals as Guardian and/or Conservator utilizing program staff.
- Capacity to serve 10-14 individuals through existing contract.
- Capacity to contract with one additional party to provide G/C services to an additional 10-14 individuals.
- Able to operate HRTs in 8-10 local areas to assess individual cases, identify alternative to G/C, and screen for OPG Services
- Establish a volunteer program capable of serving an additional 8-10 individuals.

Cost Containment Initiatives – Opportunities for Efficiencies

The Agency has continued the practice of out-stationing Deputy Ombudsman and Public Guardian staff into the districts in which they both live and serve. This has increased the coverage and reduced the costs of serving the Oregonians in the various geographic regions of the state. Currently, the **LTCO** Deputies serving Clackamas, Multnomah, Lane and Central Oregon live in those areas as well. Similarly, the **OPG** Deputies serving Central Oregon and Southern Oregon live and work in those areas. **RFO** Deputies work remotely at times as well as in the office.

The **LTCO** program is increasingly using metrics and measurable data to assess workload distribution, monitor staff performance, target volunteer recruitment efforts, and target volunteer training and support needs. The databases and software recently put in place for the **RFO** and **OPG** programs is designed to afford these same opportunities for very efficient and streamlined development of reports, program monitoring and operational management

Reassignment of Deputy Director to assess, streamline, and manage technology needs, Agency fiscal status, HR issues, Agency policies and procedures, administrative support functions, and overall workflow.

The **OLTCO** implemented the following efficiency strategies to address budget constraints in the 2017-19 biennium.

- Temporarily reduced mileage reimbursement to volunteers, cessation of volunteer recruitment and training for six months, and indefinite suspension of Statewide Training Event for volunteers, to help alleviate budget deficits.
- Utilization of volunteer programs provided by other agencies, such as the Easter Seals SCEP program, to complete tasks and projects not able to be completed by paid staff due to work load constraints. Increased use of the SPOTS card for appropriate expenditures to achieve time efficiency and fiscal rebates.
- Elimination of approximately eight office phone “land-lines.”
- Transmittal of documents electronically and in person to reduce postage costs.
- Reassessment of the use of motor pool vehicles vs. private and rental vehicles as well as other alternative transportation options to maintain presence in outer reaches of state in a cost efficient and time efficient manner.
- Increased use of technology to connect with volunteers and stakeholders in an effective manner without incurring extensive travel costs (though this has resulted in increased IT costs).

- Re-evaluation of purchasing practices related to training supplies, business cards, e-mail services, security alarm services and other operations to assure the lowest cost options are being utilized.
- Examination and reduction of staff time in meetings in which their attendance is non-essential or is duplicative of other staff presence.

Budget Reduction Impact

The current service level is already presenting some budgetary constraints and challenges for the agency. The impact of an additional 10% reduction will affect the agency and its programs as follows:

Reduction of LTCO Volunteer Recruitment, Retention, and Supports:

- Eliminates components of volunteer supports, including recruitment and retention.
- Eliminates funding in the categories of Instate Travel, Employee Training, Professional Services, and Agency Program Related Services and Supplies used to recruit, train, and support 160-190 volunteers of the Long-Term Care Ombudsman program.
- All training events, intended to bring most program volunteers together for what used to be an annual training session, would be eliminated.
- It is estimated that 10-15 volunteers could leave the program without the training and retention program thus eliminating Ombudsman services for approximately 1450-2175 Oregonians living in care facilities.

Loss of .5 LTCO Deputy Ombudsman:

- Reduces the number of LTCO volunteers able to be supported. Currently LTCO volunteers provide the state with over 26,000 hours of volunteer service annually.
- Will reduce LTCO Deputy staffing and eliminate the ability to oversee 15-20 volunteers.
- Reduces advocacy services to 2175-2900 vulnerable Oregonians. Each volunteer currently provides advocacy to an

average of 145 individuals residing in long term care.

- Consequently, a reduction in volunteer numbers, also impacts the ability to perform the mission and federally mandated services of community and consumer education, volunteer training, and response to the toll-free complaint line.

Reduction of OPG Professional Services:

- Directly impacts the number of incapacitated and vulnerable individuals able to receive guardianship and conservatorship services.
- Eliminate an existing contract with a non-profit, system partner delivering guardianship services, and will prevent the establishment of a planned contract with another system partner in another critical area of the state. The elimination of these contracts would reduce by 20-25 the number of vulnerable adults who can be served by the program.

Loss of RFO .5 Volunteer Recruiter:

- Elimination of the .5 Volunteer Recruiter position for RFO would have a significant and long-term impact at a critical phase of development and outreach for the program.
- Restrict the growth that will enable the program to reach the maximum number of individuals and provide an ongoing presence in homes.
- Require RFO Deputy Ombudsmen to absorb the duties of the volunteer recruiter. The diversion of duties would require the elimination of direct staffing to a minimum of one of the five existing rural regions in the state
- Will directly reduce visits to homes from roughly 450 homes a year to 240 homes a year and will eliminate the ability to advocate for approximately 2200 vulnerable individuals.

Reduction of RFO travel/media/publications:

- Results in a dramatic impact on all aspects of delivery of services for Intellectual and/or Developmental Disabilities and

Mental Health.

- Travel to homes to introduce the program to the remaining 6,000 individuals in 1,900 homes would be dramatically reduced.
- Reduces the ability to travel to meet and resolve issues for individuals.
- Ability to conduct trainings, support volunteers and reimburse for travel would be cut to minimum levels.
- Required program information as well as media development and distribution to reach the distinct populations would be further reduced.
- Ongoing services for all 8,500 individuals in 2,500 homes will be affected.

Inflation:

- Eliminates the inflation rate calculated from the 19-21 LAB to arrive at CSL in all Services and Supplies categories EXCEPT State Government Service Charges, IT Professional Services, Data Processing, Telecommunication, and Attorney General Costs. This occurs for all three programs within the agency.

Other

Secretary of State audits: None.

Summary of proposed IT and capital construction projects: None.

New hires: During this 17-19 biennium the OLTCO continued to hire the staff legislatively appropriated for the OPG and RFO programs. Vacancies were filled the agency Deputy Director and the full-time volunteer recruiter. d for