



OREGON DEPARTMENT OF
Human Services

Nov. 17, 2025



Office of Aging and People with Disabilities (APD)

Update to the House Committee On Early Childhood and Human Services: Alvarez and Marsal (A&M) Reports and Implementation Plan

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Agenda

- Background
- Safety Action Plan
- A&M key findings and recommendations
- Accomplishments
- Challenges
- Work ahead

Safety and regulatory transformation milestones

- New APD Director makes safety one of three top priorities
- APD restructured, creating a deputy director of safety and regulatory oversight

2022

- APD SWOT conducted
- Safety process mapping initiated

- A&M hired by ODHS to conduct independent assessment of Safety Oversight and Quality (SOQ) unit
- Comprehensive plan to strengthen safety drafted

2023

- APD Deputy Director for Safety and Regulatory Oversight hired
- Role oversees all safety, regulatory and emergency response operations

2024

- Began work on federal critical incident requirements
- SOQ and Adult Protective Services administrators hired

2025

- **A&M Final Report**, SWOT of SOQ, Rapid Response Report
- **Passage of Senate Bill 739**
- Regulatory implementation planning initiated

Safety and regulatory action plan drivers

Consultant A&M recommendations



- Rapid Response Report, SWOT
- Final Report

Legislation



- Senate Bills 296, 714, 739, 1556
- House Bill 4129
- Provider rates



Safety Action Plan

- Abuse investigation
- Regulatory oversight
- Emergency response
- Serious incident response

A&M Rapid Response recommendations achieved



Improve protocols and address discrepancies	<ul style="list-style-type: none">• Updated Immediate Jeopardy protocols• Serious incident huddles twice a week• Manager guidance developed for Letters of Agreement• Compliance Framework Guide updated• License Complaint Unit investigation timelines set
Workshops, training and staff support	<ul style="list-style-type: none">• Statutory workshop held in November 2025• Hired Human Services Group to develop process mappings• Licensing Complaint and Survey unit in-person trainings held
Align resources with work	<ul style="list-style-type: none">• Integrated implementation project plan developed to identify resource shortages and barriers• Hiring to fill positions launched

A&M Final Report key findings (June 30)

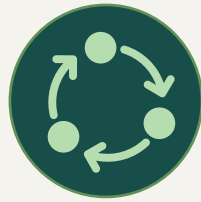
- Insufficient shared understanding of responsibilities across licensing and regulatory staff
- Uneven workload distribution between staff
- Inability of some units to meet regulatory deadlines because of workload
- Lack of:
 - Documented practices, procedures and training resources
 - Internal communication from managers
- Staff frustration

A&M Final Report key recommendations

Develop a framework for processes to:



Realign staff with the workload



Update practices for efficiency



Clarify procedures for state and federal regulations



Increase ongoing training for staff



Create an integrated project plan to implement new legislation.

A&M recommendations implementation

A&M Report	Impact	Risks / Barriers	Work Underway
Vacancies and Personnel Investments	Competing responsibilities for current vacancies and the 39 new positions; added strain from recruitment and onboarding processes	Timelines may be impacted due to HR and DAS resource constraints to process new legislatively approved positions	Worked with HR executive recruitment to fill vacant survey positions. Recruitment and onboarding of 10 of the 39 positions anticipated by late January
Team Reorganization and Workplace Culture	Onboarding plan updates for new staff; development of coaching / mentoring plans; updates to training to ensure team standardization and support multiple classification levels	Overlap between A&M and SB 739 implementation may delay foundational culture and reorganization efforts	Working with external contractor Human Services Group (HSG) to complete business process design mapping of core processes. Awaiting final recommendations in Dec. 2025 which will inform possible reorganization needs and strategies for improving workplace culture

A&M recommendations implementation cont.

A&M Report	Impact	Risks / Barriers	Work Underway
Management and Staff Understanding of Statute / OARs	Ongoing work to educate staff on current Statutes/OARs and to structure updates per A&M recommendations; SB 739 rulemaking has taken priority, delaying OAR update project	Engagement timelines dependent on external partner availability; limited resources and capacity may cause delays	Training for management held Nov. 12/13 and training for all SOQ staff is anticipated to be completed by end of Jan. 2026
Technology and Data Systems for Workload Management / Performance Metrics	Review of system change needs, data structure, and metrics for dashboards to support workload and performance tracking	Resource and capacity limitations could delay system updates	HSG is conducting business process design sessions of core SOQ work which will help inform performance metrics

A&M recommendations implementation cont.

A&M Report	Impact	Risks / Barriers	Work Underway
Policies and Procedures (Immediate Jeopardy, Letter of Agreement, SOPs)	Updates needed across policies, procedures, manuals, and forms to align with new/amended rules	Limited resources and overlapping policy/form reviews could extend project timelines	HSG is conducting business process design sessions of core SOQ work which will help inform the gaps and needs in SOQ policies. Policies on Immediate Jeopardy and Letters of Agreement are anticipated to be completed by end of November due to delays in provider feedback.

Work ahead

- Work continues to grow in size and complexity
- Investments needed to strengthen operations
- Prepare APD for future demand



Thank you!



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