

LFO Revised Budget Form #107BF04c

**Office of the Long-Term Care Ombudsman
Annual Performance Progress Report (APPR)
for Federal Fiscal Year 2006-07**

Due Date: January 31, 2008
Original Submission Date: January 30, 2008

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I. EXECUTIVE SUMMARY

The mission of the Office of the Long-Term Care Ombudsman is to enhance the quality of life, improve the level of care, protect the individual's rights and promote the dignity of each Oregon citizen residing in a long-term care facility. Long-term care facilities include nursing facilities, residential care facilities, adult foster care homes and assisted living facilities.

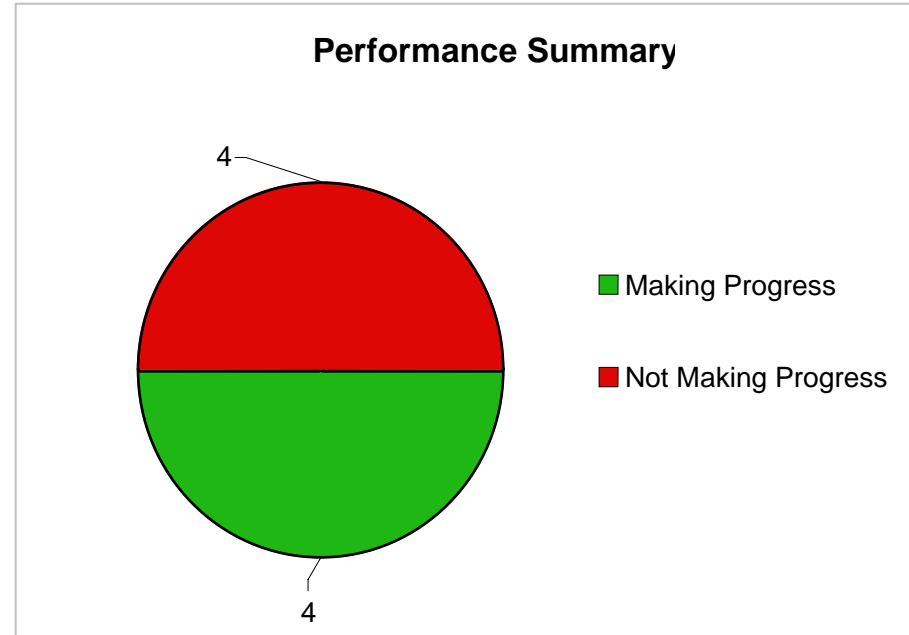
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1. SCOPE OF REPORT

- The agency's performance measures reflect essential services, including identifying, investigating and resolving complaints made by or on behalf of Oregon's long-term care facility residents; advocating on behalf of long-term care facility residents; monitoring the implementation of all federal, state and local laws, rules and policies as they affect long-term care residents; and participating in efforts to promote quality care and ensure residents' rights as citizens.
- The only essential service not reflected in the performance measures is the agency's advocacy for system changes that promote and protect the rights and interests of long-term care residents.

2. THE OREGON CONTEXT

The agency serves both a consumer protection and a quality assurance function for a vulnerable population. In addition to the thousands of complaints it investigates and resolves, the agency refers more than 700 complaints each year to adult protective services for investigation and a determination relating to abuse.



3. PERFORMANCE SUMMARY

The agency is substantially exceeding targets for facility visitation as evidenced in three performance measures. Facility visitation is the primary means by which long-term care facility residents access the services of the agency. Quarterly visits were made to 72% of the 142 nursing facilities (target: 55%), 48% of the 431 assisted living facilities and residential care facilities (target: 35%) and 17% of the 1,614 adult foster care homes (target: 10%). The agency made almost 14,000 facility visits in FFY 2007, with many facilities receiving weekly visits. Optimally, the agency would have the capacity to make weekly visits to all facilities.

I. EXECUTIVE SUMMARY

The mission of the Office of the Long-Term Care Ombudsman is to enhance the quality of life, improve the level of care, protect the individual's rights and promote the dignity of each Oregon citizen residing in a long-term care facility. Long-term care facilities include nursing facilities, residential care facilities, adult foster care homes and assisted living facilities.

The number of request for assistance from consumers, the public, facility staff and agencies increased by more than 250 over the previous year. The agency responded to 4,991 requests for assistance, 891 more than the agency's target.

While the agency is making progress in its efforts to reach long-term care facility residents and to make its services available to Oregonians, it has not met targets relating to complaint resolution, average initial response time and average time to close cases. Ninety-one percent of the complaints handled by the agency that needed action were fully or partially resolved. This represents a high level of success in resolving resident problems, however, the agency's target is 95%. Although the agency was not able to meet the target of an average of 36 days to close cases, 68% of cases were closed within 36 days. The Certified Ombudsman volunteers, who handled 81% of the cases, came close to the target, with an average time to close cases of 37.78 days. Similarly, the agency was not able to meet its target of an average of 1.5 days to begin working on a case (initial response time). However, 75% of cases did meet the target. The agency's first targets for Customer Satisfaction are for FFY 2008. The agency's 2007 ratings for this measure declined from 2006.

4. CHALLENGES

The overall capacity of the Office of the Long-Term Care Ombudsman to respond to the needs of long-term care facility residents is constrained by the number of staff and volunteers and the demands on their time. There is a need for continuous monitoring of effort to maximize the agency's ability to reach residents and to respond to their need for assistance.

5. RESOURCES USED AND EFFICIENCY

Operating expenditures for FFY 2007 were \$804,213.

III. KEY MEASURE ANALYSIS

Agency Mission: The mission of the Office of the Long-Term Care Ombudsman is to enhance the quality of life, improve the level of care, protect the individual’s rights and promote the dignity of each Oregon citizen residing in a long-term care facility. Long-term care facilities include nursing facilities, residential care facilities, adult foster care homes and assisted living facilities.

KPM #1	COMPLAINT RESOLUTION Percentage of non-referred complaints where action is needed that are partially or fully resolved	Measure since: 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, Meredith Cote, 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 outcomes for long-term care residents, which are reflected by higher percentages. This measure reflects those complaints where the ombudsman has control over the outcome, excluding those that are referred to another agency for action, those that are withdrawn by the complainant, and those that are not verified.

3. **HOW WE ARE DOING**

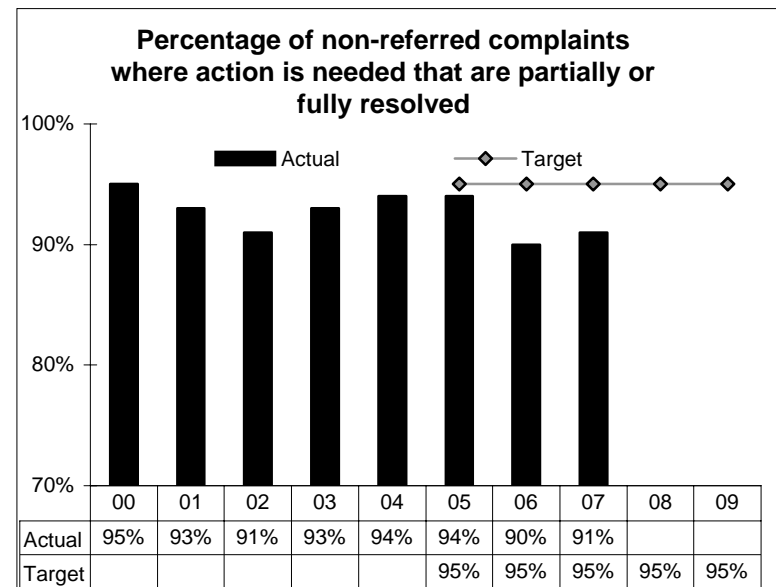
In 2007, 91% of the non-referred complaints that required action were partially or fully resolved, up 1% from 2006. This is a drop from the 94% achieved in 2004 and 2005 and from the 95% achieved in 2000. The target is 95%.

4. **HOW WE COMPARE**

This performance measure looks at only the non-referred complaints that were handled by the agency and not referred elsewhere for action. The most recent national data published by the Administration on Aging for all long-term care ombudsman programs (50 states, the District of Columbia and Puerto Rico) is for Federal Fiscal Year 2006. It is not possible to separate out the non-referred complaints in the federal data, however, when looking at all complaints where action was needed, the agency partially or fully resolved 89% of the complaints, compared to 87% nationwide.

5. **FACTORS AFFECTING RESULTS**

There is a disparity between the resolution rates of staff and volunteers. The Certified Ombudsman volunteers, who handled 81% of the non-referred complaints, resolved or partially resolved 93%, the same percent as last year. By contrast, staff resolved or partially resolved 77% of the complaints they handled, which is 12% higher than last year.



III. KEY MEASURE ANALYSIS

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6. WHAT NEEDS TO BE DONE

Management will continue reviewing cases closed by staff that are not resolved to evaluate obstacles to resolution.

7. ABOUT THE DATA

This data is from Federal Fiscal Year 2007 (October 2006-October 2007), collected from case reports prepared by the Certified Ombudsman volunteers and field staff (Deputy State Long-Term Care Ombudsmen). The reports of the Certified Ombudsmen are reviewed by their supervising Deputy before being submitted 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 year's end the data files are checked thoroughly for validation errors.

III. KEY MEASURE ANALYSIS

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KPM #2	CASE RESPONSE: Average initial response time to non-referred cases.	Measure since: 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, Meredith Cote, 503-378-6533	

1. OUR STRATEGY

A timely initial response is a fundamental step towards 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

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 the issue resolved. Recognizing the importance to the residents, the agency strives to respond and resolve problems quickly, reflected in a lower response time.

3. HOW WE ARE DOING

The 3.43 days average case response time represents an increase of 1.05 days over FFY 2006. However, in 75% of the cases, the initial response time was one day or less. The average initial response time for the Certified Ombudsman volunteers, who handle 81% of the non-referred cases, was 2.79 days.

4. HOW WE COMPARE

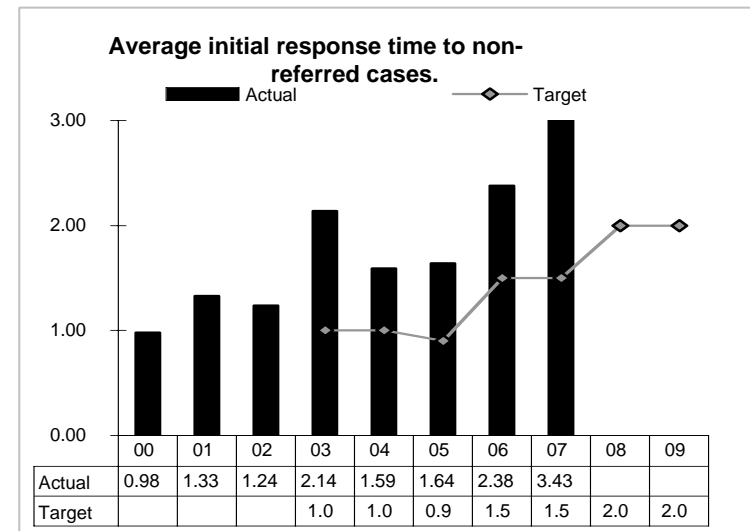
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5. FACTORS AFFECTING RESULTS

The Certified Ombudsman volunteers’ average initial response time of 2.79 days is significantly shorter than the average response time of field staff at 6.18 days. Many factors contribute to delays in staff taking a first action in a case, including those occasions when it is necessary to visit the resident and waiting for further information from a complainant. Additionally, during FFY 2007, the number of complaints the staff worked on increased by 47%.

6. WHAT NEEDS TO BE DONE

After the 2006 increase in response time was identified, field staff cases were more closely monitored to ensure they were meeting the target for the majority of their cases, resulting in a two-day improvement in the second part of FFY 2007. The agency will continue its efforts to decrease the initial response time for field staff and will extend those efforts to Certified Ombudsman volunteers.



AGENCY NAME Office of the Long-Term Care Ombudsman

III. KEY MEASURE ANALYSIS

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7. ABOUT THE DATA

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III. KEY MEASURE ANALYSIS

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KPM #3	CASE CLOSURE: Average time to close non-referred cases.	Measure since: 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, Meredith Cote, 503-378-6533	

1. **OUR STRATEGY**

The timely resolution 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 shorter the time it takes to resolve 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 the issue resolved. Recognizing the importance to the residents, the agency strives to respond and resolve problems quickly.

3. **HOW WE ARE DOING**

The case resolution time increased by 5.51 days in FFY 2007, continuing an upward trend since 2002. It should be noted that the increase is driven by a subset of the cases: 68% of cases were closed within 36 days; the average length of time to close these cases was 12 days.

4. **HOW WE COMPARE**

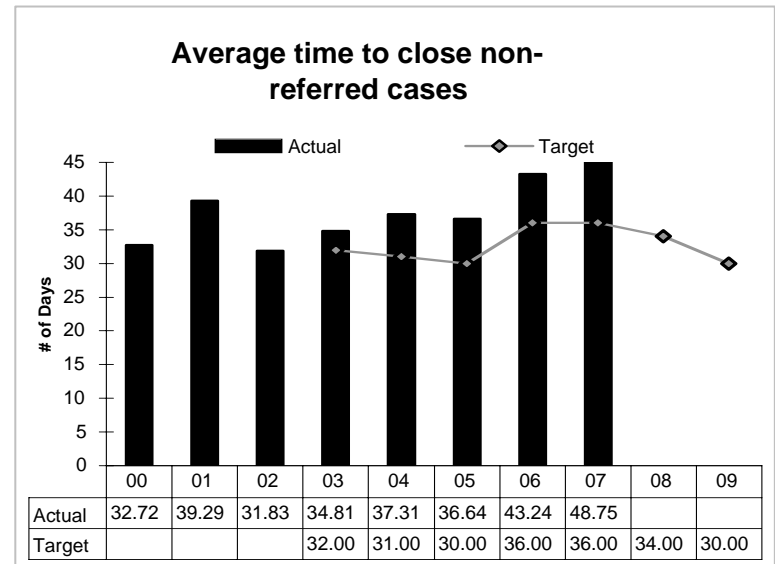
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5. **FACTORS AFFECTING RESULTS**

The Certified Ombudsman volunteers are close to meeting the target, with an average time to close cases of 37.78 days. However, field staff (4.00 FTE Deputy State Long-Term Care Ombudsmen) is averaging 96.51 days to close cases. The complexity of some of the cases handled by field staff may contribute to the longer time to close cases, as well as competing demands on their time.

6. **WHAT NEEDS TO BE DONE**

Management will continue reviewing field staff cases exceeding the target for resolution in order to prioritize agency resources and continue improvements. Field staff will extend this oversight to the volunteer Certified Ombudsmen.



III. KEY MEASURE ANALYSIS

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7. ABOUT THE DATA

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KPM #4	NF VISITATION: Percentage of nursing facilities visited once a quarter	Measure since: 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	From monthly activity reports submitted by staff and volunteers.	
Owner	Office of the Long-Term Care Ombudsman, Meredith Cote, 503-378-6533	

1. OUR STRATEGY

Regular facility visitation 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 quarterly, the greater the number of residents having access to ombudsman services. The targets are set based on the number of volunteers and staff available. Ideally, all facilities would be visited by an ombudsman weekly, and many facilities do receive weekly visits throughout the year. 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 visited 72% of Oregon’s nursing facilities at least quarterly in FFY 2007, exceeding the target by 17%. Visitation has trended upward since 2001, when 49% of nursing facilities were visited quarterly.

4. HOW WE COMPARE

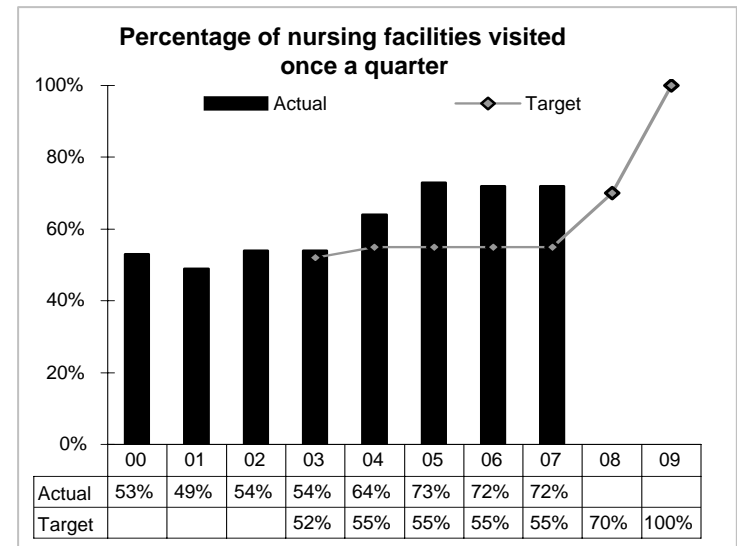
The most recent national data published by the Administration on Aging for all long-term care ombudsman programs (50 states, the District of Columbia and Puerto Rico) is for Federal Fiscal Year 2006. In that year, 79% of nursing facilities received quarterly visits nationally. Oregon visited 72%.

5. FACTORS AFFECTING RESULTS

Visitation has been limited by the number of program staff and volunteers. With two new professional staff positions added in the 2007-09 biennium, the agency will increase visitation, reaching 100% of the nursing facilities in 2009.

6. WHAT NEEDS TO BE DONE

The agency will continue to monitor facility visitation to maintain the current efforts.



AGENCY NAME Office of the Long-Term Care Ombudsman

III. KEY MEASURE ANALYSIS

Agency Mission: The mission of the Office of the Long-Term Care Ombudsman is to enhance the quality of life, improve the level of care, protect the individual's rights and promote the dignity of each Oregon citizen residing in a long-term care facility. Long-term care facilities include nursing facilities, residential care facilities, adult foster care homes and assisted living facilities.

7. ABOUT THE DATA

This data is from Federal Fiscal Year 2007 (October 2006-October 2007), collected from activity reports prepared by program volunteers and the field staff. The volunteer reports are reviewed by their supervisors before being submitted 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.

III. KEY MEASURE ANALYSIS

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KPM #5	ALF AND RCF VISITATION: Percentage of assisted living and residential care facilities visited once a quarter.	Measure since: 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	From monthly activity reports submitted by staff and volunteers.	
Owner	Office of the Long-Term Care Ombudsman, Meredith Cote, 503-378-6533	

1. **OUR STRATEGY**

Regular facility visitation 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 quarterly, the greater the number of residents having access to ombudsman services. The targets are set based on the number of volunteers and staff available. Ideally, all facilities would be visited by an ombudsman weekly, and many facilities do receive weekly visits throughout the year. 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 visited 48% of Oregon’s assisted living and residential care facilities at least quarterly in FFY 2007, exceeding the target by 13%. This is a 2% increase from FFY 2006, and visitation has trended upward since 2000, when 30% of assisted living and residential care facilities were visited quarterly. During this time, the number of these facilities increased by more than 100.

4. **HOW WE COMPARE**

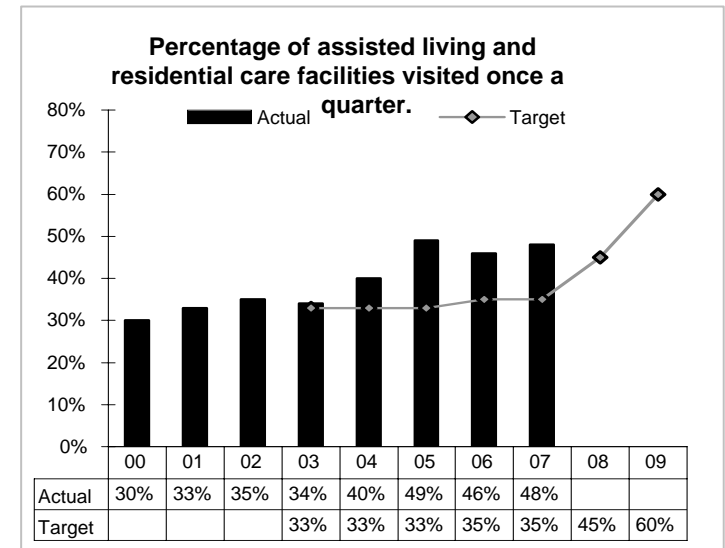
National data collected by the Administration on Aging combines all community-based care facilities together, including adult foster care homes. The most recent national data available is for 2006, when the percentage of community-based care facilities visited quarterly by all long-term care ombudsman programs was 42%. Oregon’s percentage for 2006 was 23%, which includes visits to assisted living facilities, residential facilities and adult foster care homes. This is a 1% increase over the previous year.

5. **FACTORS AFFECTING RESULTS**

Visitation has been limited by the number of program staff and volunteers. With two new professional staff positions added in the 2007-09 biennium, the agency will be able to increase visitation.

6. **WHAT NEEDS TO BE DONE**

The agency will continue to monitor facility visitation to maintain the current efforts.



AGENCY NAME Office of the Long-Term Care Ombudsman

III. KEY MEASURE ANALYSIS

Agency Mission: The mission of the Office of the Long-Term Care Ombudsman is to enhance the quality of life, improve the level of care, protect the individual's rights and promote the dignity of each Oregon citizen residing in a long-term care facility. Long-term care facilities include nursing facilities, residential care facilities, adult foster care homes and assisted living facilities.

7. ABOUT THE DATA

This data is from Federal Fiscal Year 2007 (October 2006-October 2007), collected from activity reports prepared by program volunteers and the field staff. The volunteer reports are reviewed by their supervisors before being submitted 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.

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KPM #6	AFH VISITATION: Percentage of adult foster care homes visited once a quarter.	Measure since: 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	From monthly activity reports submitted by staff and volunteers.	
Owner	Office of the Long-Term Care Ombudsman, Meredith Cote, 503-378-6533	

1. **OUR STRATEGY**

Regular facility visitation 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 quarterly, the greater the number of residents having access to ombudsman services. The targets are set based on the number of volunteers and staff available. Ideally, all facilities would be visited by an ombudsman weekly, and many facilities do receive weekly visits throughout the year. 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 visited 17% of Oregon’s adult foster homes at least quarterly in FFY 2007, exceeding the target of 10%. This matches the visitation rate for the previous year. The visitation rate has increased significantly since 2001.

4. **HOW WE COMPARE**

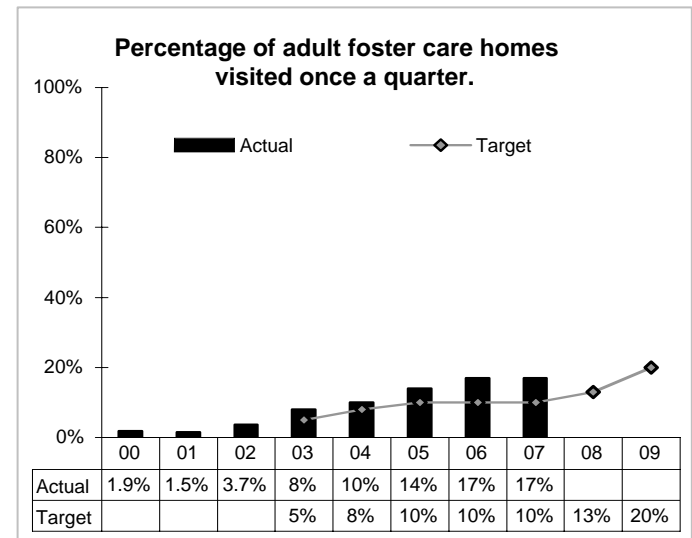
National data collected by the Administration on Aging combines all community-based care facilities together, including adult foster care homes. The most recent national data available is for 2006, when the percentage of community-based care facilities visited quarterly by all long-term care ombudsman programs was 42%. Oregon’s percentage for 2006 was 23%, which includes visits to assisted living facilities, residential facilities and adult foster care homes. This is a 1% increase over the previous year.

5. **FACTORS AFFECTING RESULTS**

Visitation has been limited by the number of program staff and volunteers. With two new professional staff positions added in the 2007-09 biennium, the agency will be able to increase visitation.

6. **WHAT NEEDS TO BE DONE**

The agency will continue to monitor facility visitation to maintain the current efforts.



AGENCY NAME Office of the Long-Term Care Ombudsman

III. KEY MEASURE ANALYSIS

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7. ABOUT THE DATA

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KPM #7	CONSUMER REQUESTS: Number of requests for assistance from consumers, the public, facility staff and agencies.	Measure since: 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, Meredith Cote, 503-378-6533	

1. **OUR STRATEGY**

Increasing awareness of the agency and its services is essential for ensuring that Oregonians know to call the agency when they have questions about long-term care or concerns about residents.

2. **ABOUT THE TARGETS**

A higher number of contacts is good, indicating that individuals are aware of the program and are accessing its services.

3. **HOW WE ARE DOING**

In FFY 2007, there were 4,991 requests for assistance, 891 more than the target, and 254 more than in FFY 2006.

4. **HOW WE COMPARE**

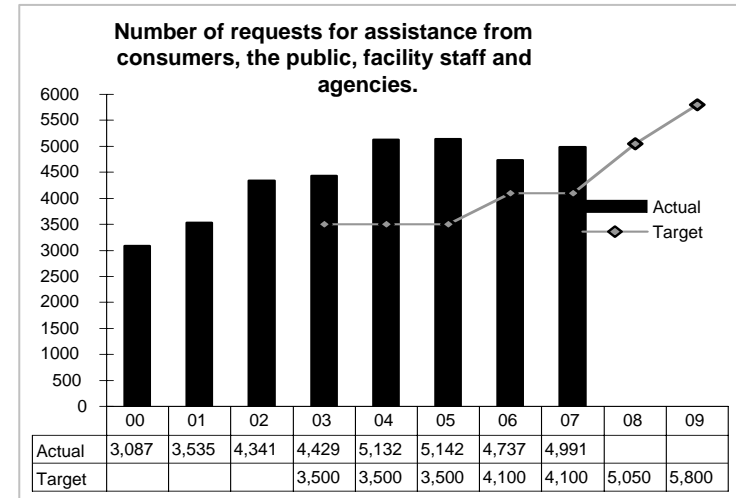
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5. **FACTORS AFFECTING RESULTS**

The volunteers' visits to facilities are the primary means of increasing program awareness. In 2007, program representatives made almost 14,000 facility visits. The agency's website is another key method of reaching the public. The agency places newspaper articles, participates in health fairs and other community events, distributes brochures and takes other steps to increase public awareness of the program.

6. **WHAT NEEDS TO BE DONE**

The agency will continue its efforts to increase community awareness.



AGENCY NAME Office of the Long-Term Care Ombudsman

III. KEY MEASURE ANALYSIS

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KPM #8	CUSTOMER SATISFACTION: 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.	Measure since: 2006
Goal	To achieve excellent customer service.	
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 agency for assistance.	
Owner	Office of the Long-Term Care Ombudsman, Meredith Cote, 503-378-6533	

1. **OUR STRATEGY**

Providing excellent customer service is essential to improving the agency’s performance and achieving its goals.

2. **ABOUT THE TARGETS**

The higher the percentage, the better the customers’ perception of the service the agency is providing. FFY 2006 was the baseline year; the first targets are for the 2007-09 biennium.

3. **HOW WE ARE DOING**

78% of customers rated the agency’s overall customer service as good or excellent. The highest rated categories were expertise and helpfulness at 91%; the lowest was availability of information at 75%.

4. **HOW WE COMPARE**

In comparison, the overall customer satisfaction for the Oregon Public Utility Commission was 72%; for the Oregon State Library, it was 94%; for the Oregon Youth Authority, it was 67%; and it was 93% for the Oregon Department of Veteran's Affairs.

5. **FACTORS AFFECTING RESULTS**

The sample for the survey was pulled from the customers whose initial request for assistance came into the Salem Office. This subset is more likely to be available for a telephone survey and because it is not dependant on reports coming in from volunteers from the field, the agency has the complete universe of the sample. However, this method does exclude surveying the customers who initiate services directly with the local ombudsman assigned to their facility and have the benefit of regular and direct contact with the ombudsman volunteer. These individuals are most likely to be the agency’s primary client: the long-term care facility resident.

For a number of the 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.



III. KEY MEASURE ANALYSIS

Agency Mission: The mission of the Office of the Long-Term Care Ombudsman is to enhance the quality of life, improve the level of care, protect the individual's rights and promote the dignity of each Oregon citizen residing in a long-term care facility. Long-term care facilities include nursing facilities, residential care facilities, adult foster care homes and assisted living facilities.

6. WHAT NEEDS TO BE DONE

The agency will explore new avenues for increasing community awareness of the program and its services in response to the difficulties some customers experience in identifying the agency as a source of help. In addition, the agency added a .50 FTE Data Specialist at the beginning of this biennium, which will allow surveys to be conducted throughout the year, enabling the agency to determine customer satisfaction more proximate to closing a case. This will allow the agency to more closely monitor progress towards the targets and respond accordingly.

7. ABOUT THE DATA

Agency staff conducted a telephone survey from December 2007-January 2008, contacting callers who had contacted the Salem office for assistance and whose consultation or non-referred case had been closed between June and September 2007. From a sample of 279 customers, 102 were reached and completed the survey.

AGENCY NAME: Office of the Long-Term Care Ombudsman

III. USING PERFORMANCE DATA

Agency Mission: Agency Mission: The mission of the Office of the Long-Term Care Ombudsman is to enhance the quality of life, improve the level of care, protect the individual’s rights and promote the dignity of each Oregon citizen residing in a long-term care facility. Long-term care facilities include nursing facilities, residential care facilities, adult foster care homes and assisted living facilities.

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The following questions indicate how performance measures and data are used for management and accountability purposes.	
<p>1 INCLUSIVITY Describe the involvement of the following groups in the development of the agency’s performance measures.</p>	<ul style="list-style-type: none"> • Staff: Staff input was continuously elicited as the performance measures were being developed. • Elected Officials: • Stakeholders and citizens: The monthly meetings of the Long-Term Care Advisory Committee served as the source of stakeholder involvement as the input of Committee and audience members was actively encouraged.
<p>2 MANAGING FOR RESULTS How are performance measures used for management of the agency? What changes have been made in the past year?</p>	<p>Data on key performance measures are reviewed regularly. Reports on quarterly facility visits are produced as early as possible in the third month of each quarter, providing staff information to assist them in planning volunteer ombudsman facility assignments to best meet the agency targets.</p> <p>Since the implementation of the performance measures, the staff reviews case records regularly, focusing on data tied to the performance measures. These reviews are to ensure that there is a timely and appropriate response to cases. The collaborative review helps stimulate fresh direction on cases that are difficult to resolve.</p>
<p>3 STAFF TRAINING What training has staff had in the past year on the practical value and use of performance measures?</p>	<p>Staff training on the performance measures occurred as soon as the measures were finalized. The performance measures are often discussed at weekly meetings of all staff. Regular reports reflect their use.</p>
<p>4 COMMUNICATING RESULTS How does the agency communicate performance results to each of the following audiences and for what purpose?</p>	<ul style="list-style-type: none"> • Staff: Agency staff review performance results and serve as a link between individual performance and achievement of agency goals. <ol style="list-style-type: none"> 1. Elected Officials: The Long-Term Care Advisory Committee that monitors the Program for the Governor and the Legislature produces a biennial report regarding agency performance; the agency communicates performance results pursuant to the budgetary process and upon request. 2. Stakeholders: The agency has communicated performance results through written reports and presentations, including reports to the Long-Term Care Advisory Committee. In October 2007, a comprehensive report on program data was distributed to all program volunteers. 3. Citizens: The performance measures and the annual report are posted on the agency’s website.