

**LONG-TERM CARE OMBUDSMAN, Office of**  
**Annual Performance Progress Report (APPR) for Fiscal Year (2008-2009)**  
**Proposed KPM's for Biennium (2009-2011)**

Original Submission Date: 2009

Finalize Date: 1/12/2010

2008-2009 KPM #	2008-2009 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 once a quarter.
5	Percentage of assisted living and residential care facilities visited once a quarter.
6	Percentage of adult foster care homes visited once a quarter.
7	Number of request for assistance from consumers, the public, facility staff and agencies.
8	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.

**LONG-TERM CARE OMBUDSMAN, Office of**

**I. EXECUTIVE SUMMARY**

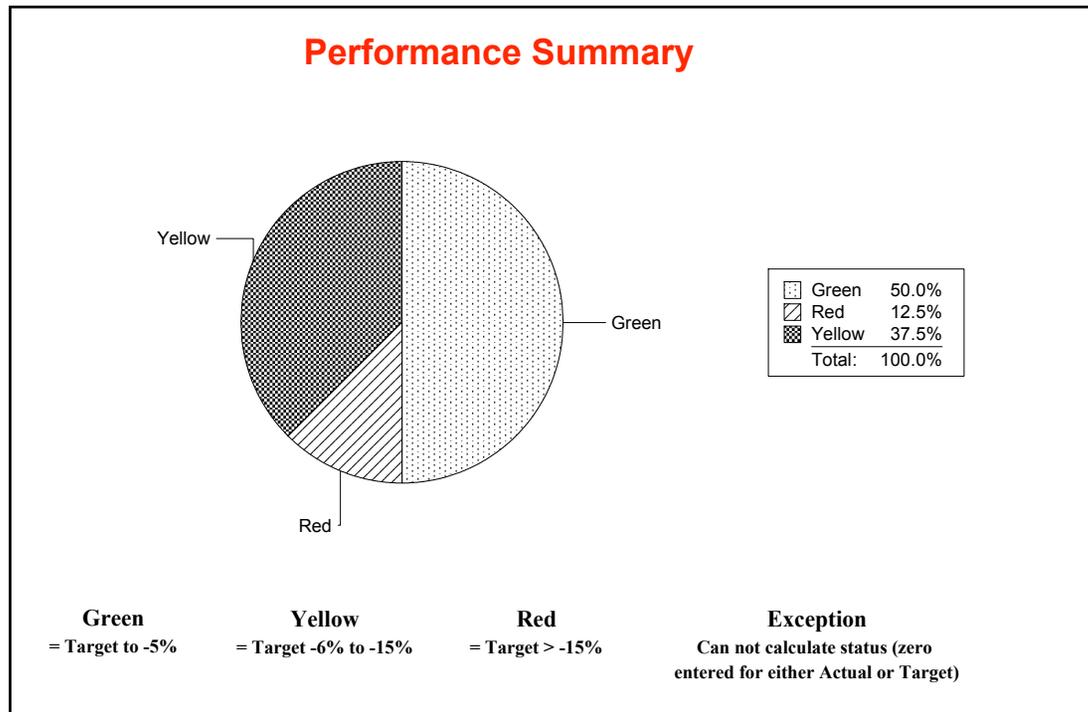
**Agency Mission:** To Enhance The Quality Of Life, Improve The Level Of Care, Protect The Rights Of The Individual And Promote The Dignity Of Each Oregon Citizen Living In A Nursing Facility, Residential Care Facility, Assisted Living Facility Or Adult Foster Care Home.

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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 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 and participation in systemic system changes to promote and protect the rights and interests of long-term care residents, as directed in the statute.

## **2. THE OREGON CONTEXT**

The Agency serves both a consumer protection and a quality assurance function for the vulnerable population of Oregonians living in nursing homes, assisted living, residential and adult foster homes. In addition to the thousands of complaints it investigates and resolves, the Agency referred almost 687 complaints to (APS) Adult Protective Services for further investigation.

## **3. PERFORMANCE SUMMARY**

The Agency received 4,418 requests for assistance from consumers, the public, facility staff and agencies: missing the 5,000 target. Facility visitation, essential as the primary means by which facility residents access the services of the Agency, is measured by quarterly visits. Program representatives visited 50% of residential care and assisted living facilities quarterly (target 50%), fell short of the 16% target by visiting 12% of adult foster homes and also did not achieve the nursing facility quarterly target of 85% with only 75% of the nursing homes visited quarterly. The Agency partially or fully resolved 95% of complaints where action was needed, meeting the 95% target. The overall customer satisfaction rating was 84% missing the 90% target. However, the Agency showed improvement in three of the categories, including increasing overall customer satisfaction from 78% to 84%. The average initial response took 2.22 days, and while the target was 2 days, this was an improvement over the previous year, when it took 3.02 days for the initial response. In 2009, it took the Agency an average of 34 days to close non-referred cases. This is a 14-day improvement over 2008.

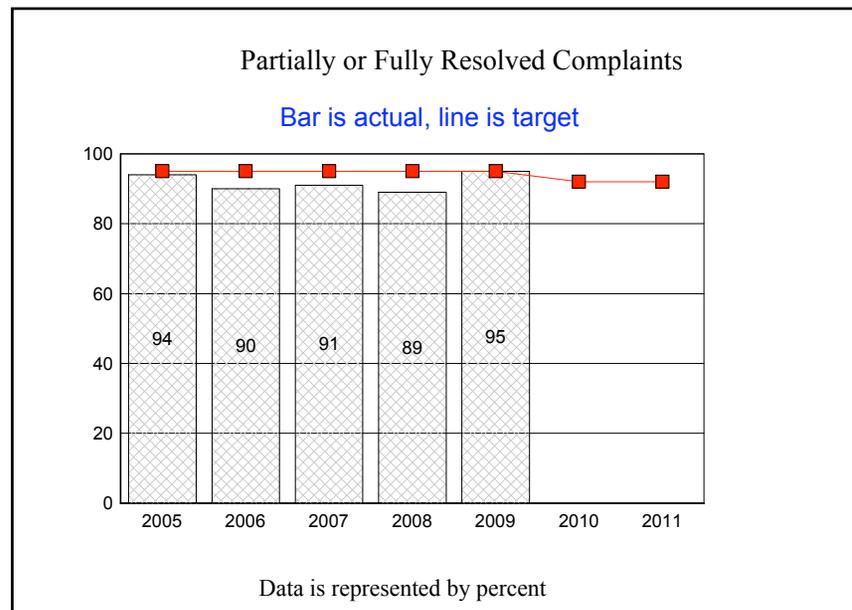
## **4. CHALLENGES**

The Agency Director and Program Administrator were placed on administrative leave in April 2009 and later separated from the Agency. A staff member served as Interim Director from April until September 2009. The new Director started in September and was confirmed on October 1, 2009. The Program Administrator position was replaced by a full-time Volunteer Recruiter/Coordinator who started in October 2009. Two additional field staff (Deputy State Long-Term Care Ombudsmen) were finally hired by summer 2009. Given these circumstances, the Agency is pleased with having met and/or come close to meeting the key performance measures.

## **5. RESOURCES AND EFFICIENCY**

Agency expenditures for FFY 2009 were \$590,266 General Fund and \$801,675 Other Funds. The volunteer workforce consists of Certified Ombudsmen, Friendly Visitors and Recruitment and Screening Committee members. Volunteers made 12,874 visits to all levels of long-term care facilities during the year. They reported 21,943 hours of activity. The value of this time is \$443,738 (based on \$20.25 per hour, a rate established by the Independent Sector.)

<b>KPM #1</b>	Percentage of non-referred complaints where action is needed that are partially or fully resolved.	2005
<b>Goal</b>	Goal #1: Identify, investigate and resolve complaints made by or on behalf of residents of long-term care facilities.	
<b>Oregon Context</b>	Federal legislation: Section 307 (a) (12) and Section 712 of the Older Americans Act, as amended. State enabling legislation: ORS 441.100-153.	
<b>Data Source</b>	From case reports submitted by ombudsman staff and volunteers.	
<b>Owner</b>	Office of the Long-Term Care Ombudsman, Mary Jaeger, Director, 503-378-5906.	



**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 paid and volunteer ombudsman worked to resolve, 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 2009, 95% of the non-referred complaints that required action were partially or fully resolved, meeting the target of 95%.

## 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 2007. It is not possible to separate out the non-referred complaints in the federal data, however, when looking at all complaints, Oregon's percentage of complaints that were not resolved is 2%, less than the 6% national figure.

## 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 96% of complaints, an increase from 90% in 2008. By contrast, staff resolved or partially resolved 94% of complaints up from 83% in 2008.

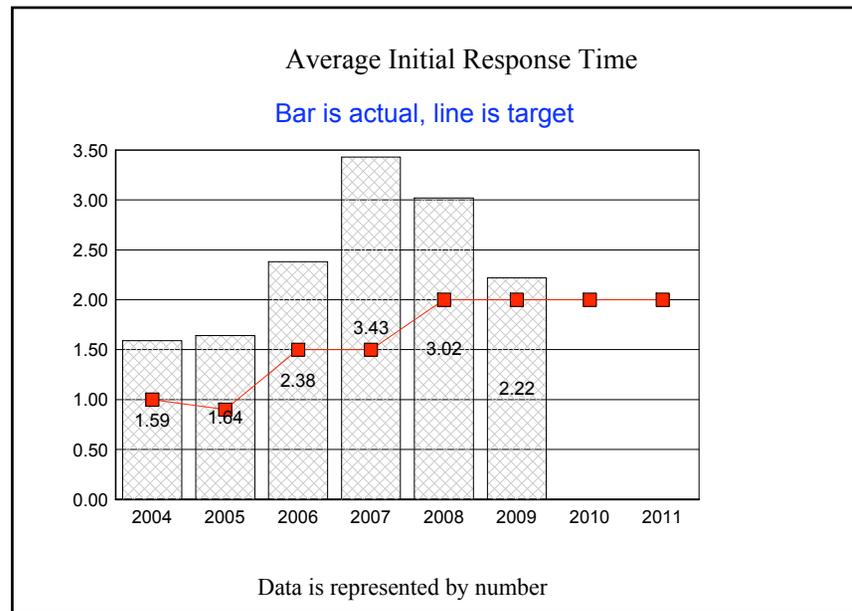
## 6. WHAT NEEDS TO BE DONE

The recent increase from four to six full-time field staff (Deputy State Long-Term Care Ombudsmen) will help improve resolution of complaints going forward. Essentially, the biggest challenge to our Agency is to increase the number of citizen volunteers deployed to 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.

## 7. ABOUT THE DATA

This data is from Federal Fiscal Year 2009 (October 2008-September 2009), 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.

<b>KPM #2</b>	Average initial response time to non-referred cases.	2003
<b>Goal</b>	Goal #1: Identify, investigate and resolve complaints made by or on behalf of residents of long-term care facilities.	
<b>Oregon Context</b>	Federal legislation: Section 307 (a) (12) and Section 712 of the Older Americans Act, as amended. State enabling legislation: ORS 441.100-153.	
<b>Data Source</b>	From case reports submitted by ombudsman staff and volunteers.	
<b>Owner</b>	Office of the Long-Term Care Ombudsman, Mary Jaeger, Director, 503-378-5906.	



### 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 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 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 2.22 days average response time is an improvement over the 2008 data, however, it misses the target of 2.00 days. The average initial response time for the Certified Ombudsman volunteers, who handled 81% of the cases was 2.36 days. The average initial response time of field staff (Deputy State Long-Term Care Ombudsmen) was 1.79 days, an improvement over 3.95 days in 2008.

## 4. HOW WE COMPARE

This data is not available.

## 5. FACTORS AFFECTING RESULTS

The improvement in the field staff's (Deputy State Long-Term Care Ombudsmen) response time results from increased education, experience on the job, and efficiency created by office teamwork.

## 6. WHAT NEEDS TO BE DONE

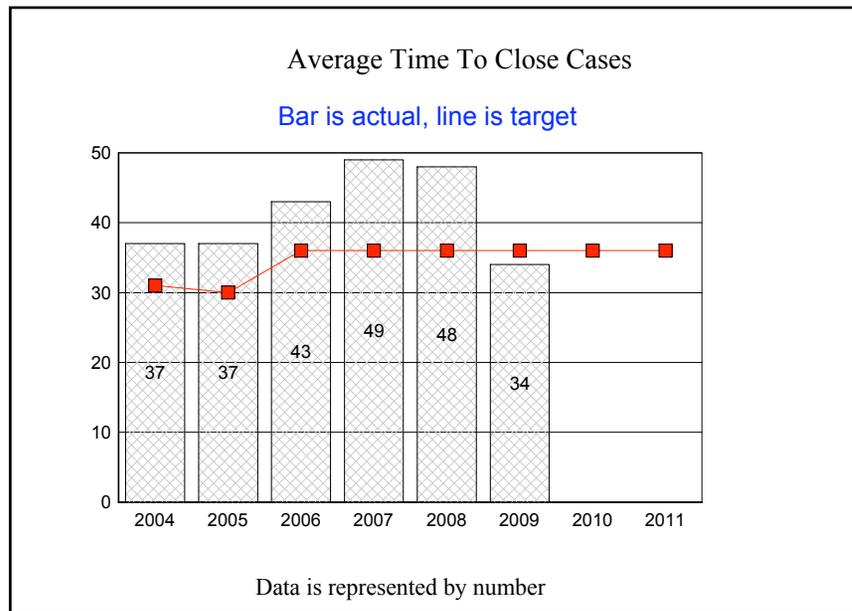
The highest priority of the Agency now is recruitment, training and retention of volunteers across the state to extend the reach of the Agency into all levels of care, and to maximize the general fund dollars used to their greatest extent.

## 7. ABOUT THE DATA

This data is from Federal Fiscal Year 2009 (October 2008-September 2009), 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 accuracy.

<b>KPM #3</b>	Average time to close non-referred cases.	2003
<b>Goal</b>	Goal #1: Identify, investigate and resolve complaints made by or on behalf of residents of long-term care facilities.	
<b>Oregon Context</b>	Federal legislation: Section 307 (a) (12) and Section 712 of the Older Americans Act, as amended. State enabling legislation: ORS 441.100-153.	
<b>Data Source</b>	From case reports submitted by ombudsman staff and volunteers.	
<b>Owner</b>	Office of the Long-Term Care Ombudsman, Mary Jaeger, Director, 503-378-5906	



**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

After three years of increases in the time taken to close cases, the Agency was able to reduce case closure time by fourteen days. The average of 34 days is below the target of 36 days.

## 4. HOW WE COMPARE

This data is not available.

## 5. FACTORS AFFECTING RESULTS

The Certified Ombudsman volunteers met the target averaging 33 days to close a case. This is an eleven day decrease over FFY 2008. Field staff (Deputy State Long-Term Care Ombudsmen) also met the target reducing their time by 35 days, taking an average of 39 days to close cases. 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

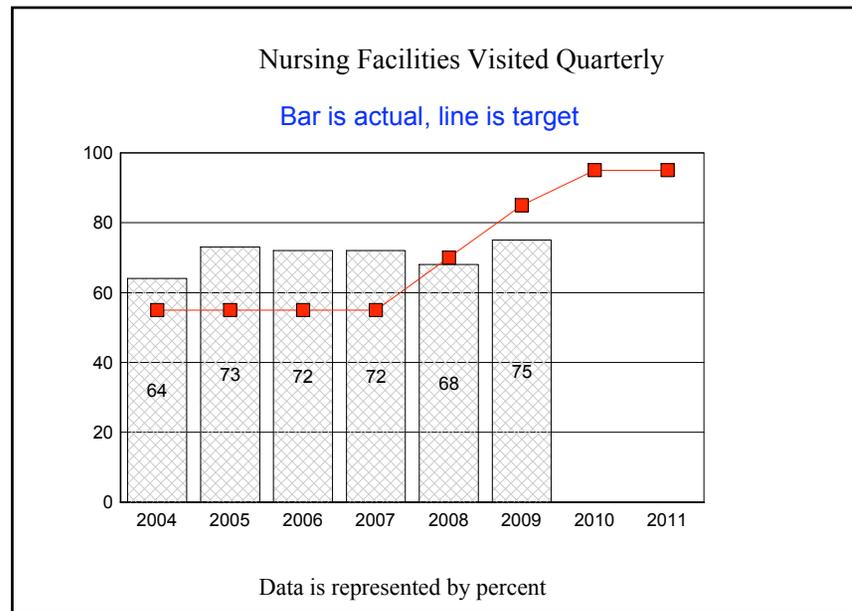
With both new program staff positions added in 2009, the Agency is optimistic that the length of time it takes for field staff (Deputy State Long-Term Care Ombudsmen) to complete cases will continue to decline. In addition, the new position of Volunteer Recruiter will enhance the number of volunteers greatly! (This position replaces the previous Program Administrator position which was eliminated in June 2009.)

## 7. ABOUT THE DATA

This data is from Federal Fiscal Year 2009 (October 2008-September 2009), 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.

<b>KPM #4</b>	Percentage of nursing facilities visited once a quarter.	2003
<b>Goal</b>	Goal #2: Establish a routine presence in long-term care facilities using a cadre of trained program volunteers.	
<b>Oregon Context</b>	Federal legislation: Section 307 (a) (12) and Section 712 of the Older Americans Act, as amended. State enabling legislation: ORS 441.100-153.	
<b>Data Source</b>	Monthly activity reports submitted by staff and volunteers.	
<b>Owner</b>	Office of the Long-Term Care Ombudsman, Mary Jaeger, Director, 503-378-5906.	



**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 long-term care facility buildings in Oregon.

## 2. ABOUT THE TARGETS

The higher the percentage of facilities receiving visits at least quarterly, the greater the number of residents having access to volunteer and paid 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 visited 75% of Oregon's nursing facilities at least quarterly in FFY 2009, missing the 85% target. (Note: 1% of facility visits were by Friendly Visitors which are organized by this Agency.)

## 4. HOW WE COMPARE

The most recent national data published by the Administration on Aging for all long-term care ombudsman programs is for Federal Fiscal Year 2007, when 79% of nursing facilities received quarterly visits. In 2008-2009 75% of Oregon facilities had visits.

## 5. FACTORS AFFECTING RESULTS

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

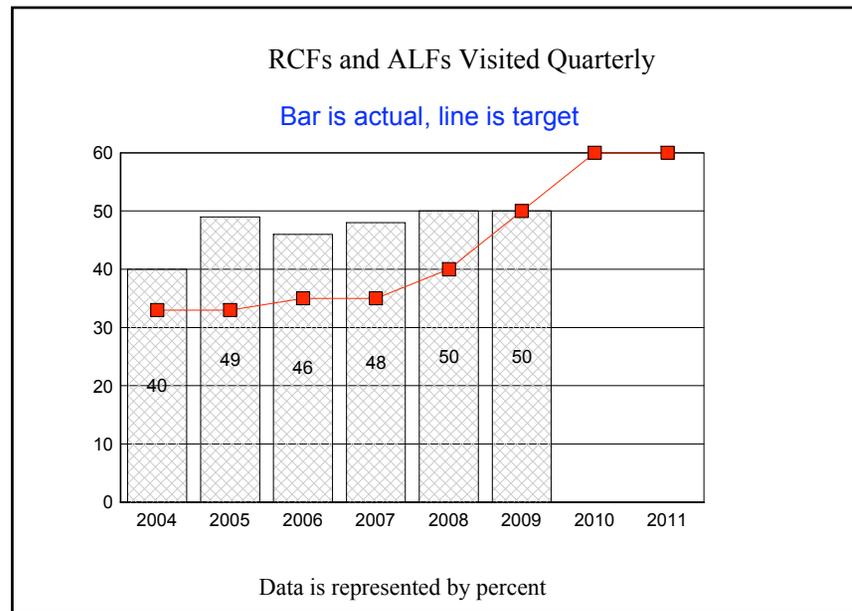
## 6. WHAT NEEDS TO BE DONE

Increased visibility, transparency and public relations efforts are occurring in order to increase volunteer numbers statewide.

## 7. ABOUT THE DATA

This data is from Federal Fiscal Year 2009 (October 2008-September 2009), collected from detailed activity reports prepared by program volunteers and field staff (Deputy State Long-Term Care Ombudsmen). All reports are reviewed for accuracy as they are entered into the database. The data files are verified periodically for accuracy throughout the year.

<b>KPM #5</b>	Percentage of assisted living and residential care facilities visited once a quarter.	2003
<b>Goal</b>	Goal #2: Establish a routine presence in long-term care facilities using a cadre of trained program volunteers.	
<b>Oregon Context</b>	Federal legislation: Section 307 (a) (12) and Section 712 of the Older Americans Act, as amended. State enabling legislation: ORS 441.100-153.	
<b>Data Source</b>	Monthly activity reports submitted by staff and volunteers.	
<b>Owner</b>	Office of the Long-Term Care Ombudsman, Mary Jaeger, Director, 503-378-5906.	



**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 quarterly, the greater the number of residents having access to volunteer and paid ombudsman services. The targets are set based on the number of volunteers and staff available.

## 3. HOW WE ARE DOING

Program representatives visited 50% of Oregon's assisted living and residential care facilities at least quarterly in FFY 2009, similar to 2008. This met the target and visitation has trended up wards since 2000.

## 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 2007, when the percentage visited quarterly for all programs was 46%, and Oregon's was 23%.

## 5. FACTORS AFFECTING RESULTS

Visitation has been limited by the number of program staff and volunteers. A new Agency director, two additional field staff (Deputy State Long-Term Care Ombudsmen) and a full-time volunteer recruiter have joined the staff since June 2009. Volunteer recruitment, trainings and support are now our highest priority.

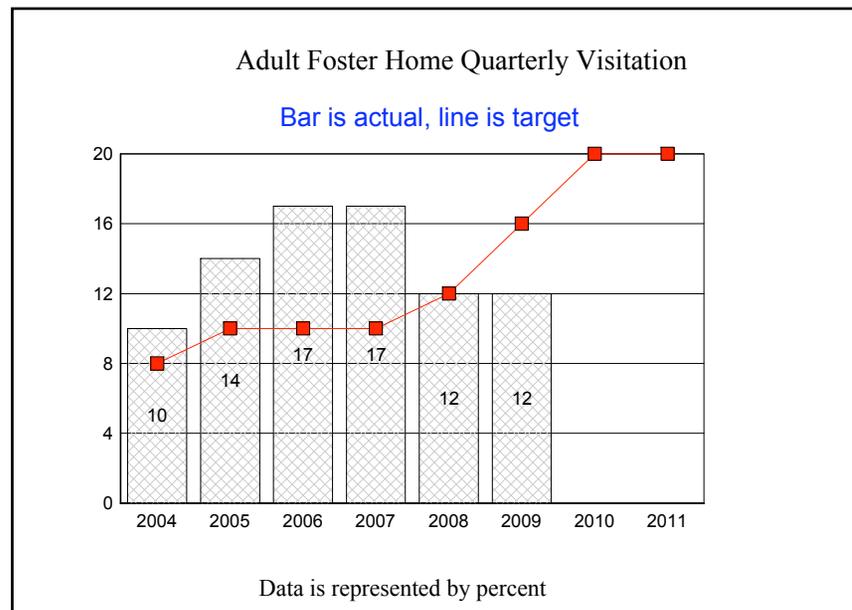
## 6. WHAT NEEDS TO BE DONE

The Agency will continue to monitor facility visitation to ensure that targets are met.

## 7. ABOUT THE DATA

This data is from Federal Fiscal Year 2009 (October 2008-September 2009), collected from activity reports prepared by program volunteers and field staff (Deputy State Long-Term Care Ombudsmen). All reports are reviewed for accuracy as they are entered into the database. The data files are checked periodically for accuracy throughout the year.

<b>KPM #6</b>	Percentage of adult foster care homes visited once a quarter.	2003
<b>Goal</b>	Goal #2: Establish a routine presence in long-term care facilities using a cadre of trained program volunteers.	
<b>Oregon Context</b>	Federal legislation: Section 307 (a) (12) and Section 712 of the Older Americans Act, as amended. State enabling legislation: ORS 441.100-153.	
<b>Data Source</b>	Monthly activity reports submitted by staff and volunteers.	
<b>Owner</b>	Office of the Long-Term Care Ombudsman, Mary Jaeger, Director, 503-378-5906.	



**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 quarterly, 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. 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 12% of Oregon's adult foster homes at least quarterly, (Note: 1% were made by Friendly Visitors). This misses the target by 4% for this measure. However visitation in adult foster homes has increased significantly since 2001, when the program visited 1.5%.

## 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 2007, when the percentage visited quarterly for all programs was 46%, and Oregon's was 23%.

## 5. FACTORS AFFECTING RESULTS

Visitation is limited by the number of field staff (Deputy State Long-Term Care Ombudsmen) and including volunteers and the sheer number of adult foster homes (approximately 1,650 statewide). With new Agency management, the addition of two field staff (Deputy State Long-Term Care Ombudsmen) to work with volunteers and a full-time Volunteer Recruiter, our goals are to increase volunteers across the state.

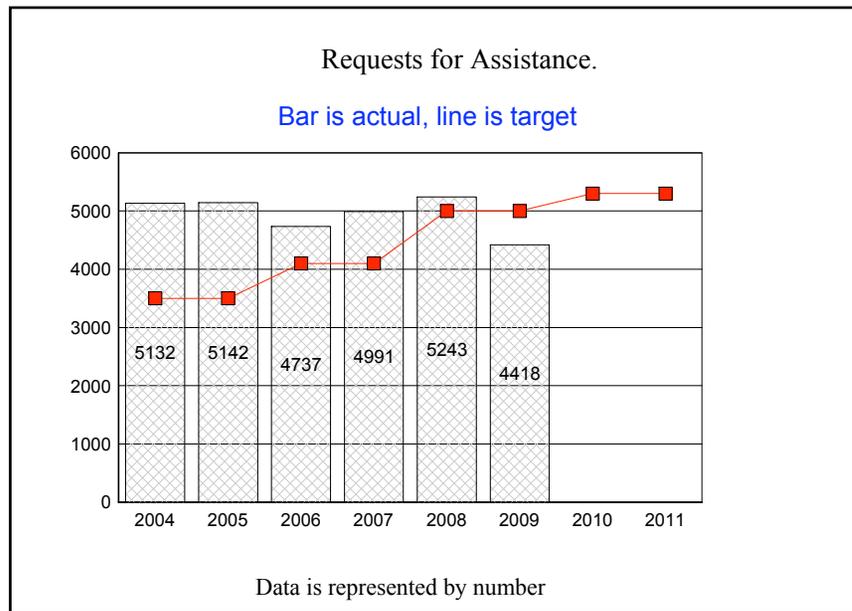
## 6. WHAT NEEDS TO BE DONE

The Agency will continue to monitor facility visitation to ensure that targets are met.

## 7. ABOUT THE DATA

This data is from Federal Fiscal Year 2009 (October 2008-September 2009), collected from activity reports prepared by program volunteers and field staff (Deputy State Long-Term Care Ombudsmen). All reports are reviewed for accuracy as they are entered into the database. The data files are checked periodically for accuracy throughout the year.

<b>KPM #7</b>	Number of request for assistance from consumers, the public, facility staff and agencies.	2003
<b>Goal</b>	Goal #3: Ensure that consumers, the public, facility staff and agencies are aware of the Ombudsman program and its services.	
<b>Oregon Context</b>	Federal legislation: Section 307 (a) (12) and Section 712 of the Older Americans Act, as amended. State enabling legislation: ORS 441.100-153.	
<b>Data Source</b>	From case and activity reports submitted by ombudsman staff and volunteers.	
<b>Owner</b>	Office of the Long-Term Care Ombudsman, Mary Jaeger, Director, 503-378-5906.	



**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

An increase in contacts indicates that individuals are aware of the program and are accessing its services.

## 3. HOW WE ARE DOING

In FFY 2009, there were 4,418 requests for assistance, missing the target of 5000.

## 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 2008-2009, program representatives made 13,657 visits. 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, including participating now in various online volunteer recruitment sites. The Agency's website is another key method of reaching the public

## 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.

## 7. ABOUT THE DATA

This data is from Federal Fiscal Year 2009 (October 2008-September 2009), 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 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.

<b>KPM #8</b>	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
<b>Goal</b>	To achieve excellent customer satisfaction.	
<b>Oregon Context</b>	Federal legislation: Section 307 (a) (12) and Section 712 of the Older Americans Act, as amended. State enabling legislation: ORS 441.100-153.	
<b>Data Source</b>	Survey of customers who contacted the Agency for assistance.	
<b>Owner</b>	Office of the Long-Term Care Ombudsman, Mary Jaeger, Director, 503-378-5906.	



**1. OUR STRATEGY**

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

**2. ABOUT THE TARGETS**

Higher percentages reflect better perception of service by customers.

### 3. HOW WE ARE DOING

84% of customers rated the Agency's overall customer service as good or excellent, the same as ratings in 2008. The highest rated category (94%) was the "knowledge of the responder", followed closely by the "willingness to help" (92%) and "accuracy" (91%) and "timeliness" at 90%. The lowest rating was for "availability of information" at 64%. This is most likely due to the complex nature of records and regulations around long term care and resident medical information.

### 4. HOW WE COMPARE

The rating for the Agency's overall customer service was 84%. Two other Agencies' results were available to the Agency: the Public Utility Commission's customer satisfaction rating was 66%, and the Department of Consumer and Business Services was 88%.

### 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 the complete universe of the sample. However, this method is not entirely satisfactory, because for the most part, an elderly resident can be difficult to survey. 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 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.

### 6. WHAT NEEDS TO BE DONE

The Agency continues to explore new avenues for increasing community awareness of the program and to increase volunteer participation. Now that the Agency is fully staffed, we expect more volunteers across the state to address resident concerns and visit living environments across all levels of care.

**7. ABOUT THE DATA**

Our calls were made throughout the year, closer to the closing of the case. From a sample of 143, only 39 were reached and completed the survey. We are creating a system to allow for more immediate feedback, including follow up letters, postcards, and a feedback section we are adding to our website that the public can access easily.

**LONG-TERM CARE OMBUDSMAN, Office of****III. USING PERFORMANCE DATA**

**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:** Tracey Behnke

**Contact Phone:** 503-378-6396

**Alternate:** Mary Jaeger

**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 also supervise volunteer ombudsman. Their collective insights and input are being used to continue the Agency mission and recruit/retain more volunteers across the state.

\* **Elected Officials:** The appointed Long-Term Care Advisory Committee which 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. The Agency will now share a brief progress report with Agency highlights with Legislators.

\* **Stakeholders:** The monthly meetings of the Long-Term Care Advisory Committee served as the source of stakeholder involvement.

\* **Citizens:** Because the meetings of the Long Term Care Advisory Committee are public, citizens are invited to attend. Monthly meeting notices are now posted on our website, per Public Meetings regulations.

**2 MANAGING FOR RESULTS**

Data on key performance measures are reviewed quarterly. This information will be 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 with staff and now will be shared with the Long Term Care Advisory Committee on a quarterly basis.

**4 COMMUNICATING RESULTS**

\* **Staff:** The performance measures are now 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 a biennial report regarding Agency performance; the Agency

communicates performance results pursuant to the budgetary 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. In October 2007, a comprehensive report on program data was distributed to all program volunteers.

\* **Citizens:** The performance measures and the annual report are posted on the Agency's website.