



# Strengthening regulatory oversight

## January 2026

The Office of Aging and People with Disabilities (APD) has three units devoted to safety:

- **Adult Protective Services**, which investigates abuse in most licensed care settings and in the community.
- **Safety, Oversight and Quality (SOQ)**, which licenses and provides regulatory oversight of long-term care providers including nursing, assisted living and residential care facilities as well as adult foster homes.
- **Safety and Emergency Response**, which plans for and responds to emergencies and is involved in addressing serious incidents that occur in licensed care settings as well as in the community.

APD in 2024 adopted a comprehensive plan for continuous improvements to safety including processes to strengthen its oversight of licensed long-term care providers. The table below provides an overview of changes made compared with practices prior to safety planning. Changes to date include recommendations from consultants Alvarez & Marsal and Human Services Group as well as ongoing work to implement Senate Bill 739 (2025).

Management and Staff Training	
Prior Practice	Improvement
Safety planning was primarily developed in silos within individual APD units.	<b>Safety planning is coordinated</b> across APD safety units.
Prior Practice	Improvement
Internal communication on practices did not consistently connect with overarching strategies.	<b>Monthly staff communications</b> are aligned with strategic priorities.
Prior Practice	Improvement
Guidance on requirements and practices was provided by individual managers without a vetted curriculum that was kept up to date.	<b>Training</b> is provided on statutory requirements, policies and rules along with licensing core competencies.
Prior Practice	Improvement
Unit-wide performance measures were not consistently used.	<b>Metrics</b> track team performance and improve accountability.

## Policy Development and Engagement

Prior Practice	Improvement
Efforts to get staff and partner input on policy and practice development was inconsistent.	A <b>Policy and Procedure Advisory Committee</b> facilitates input from staff and partners. Further, all new and revised policies and practices are socialized with impacted parties prior to implementation.
Prior Practice	Improvement
ODHS and Oregon Health Authority programs outside of APD did not routinely participate in the rule making process.	Other ODHS and Oregon Health Authority programs routinely engage in rulemaking. Their involvement helps prevent conflicts in policies across the programs.
Prior Practice	Improvement
There was misalignment between some statutory requirements and practice.	A <b>Statutory Workgroup</b> actively aligns legislative requirements with practices for core work.
Prior Practice	Improvement
Existing rules were not routinely reviewed for needed updates.	Rules are reviewed and updated regularly.
Prior Practice	Improvement
Standards for communication practices were not used across the unit.	<b>Communication practices</b> with providers and partners are codified in a plan that <b>includes monthly meetings with partners.</b>
Prior Practice	Improvement
Involvement of interested parties in Rule Advisory Committees was inconsistent.	An <b>engagement plan</b> is embedded in the Rule Advisory Committee process. It guides engagement with community partners, Tribal communities and includes an equity review.

## Safety Response

Prior Practice	Improvement
Response times to suspicious deaths were not specified.	Staff begins investigation within <b>24 hours</b> of a suspicious death report.
Prior Practice	Improvement
Practices in the event of an Immediate Jeopardy finding were not prescribed.	Immediate Jeopardy finding protocols provide <b>practice guidance and timelines.</b>
Prior Practice	Improvement
Clear criteria were not in place for how staff should prioritize complaint investigations for assisted living and residential care facilities.	<b>Investigation of complaints</b> about assisted living and residential care facilities, including those with memory care, <b>are triaged based on the seriousness of the complaint.</b>
Prior Practice	Improvement
Fatality reviews were not held consistently.	<b>Fatality reviews</b> are held quarterly.
Prior Practice	Improvement
Leadership relied on APD staff for information about licensed providers.	APD executive leaders make <b>unannounced in-person visits to long-term care providers</b> that include speaking with residents and facility staff.
Prior Practice	Improvement
The public's options to report a complaint about assisted living and residential care facilities by phone, text or email did not include prompts for the details needed. The lack of a centralized complaint input system was inefficient.	An online form available on APD's website makes it more convenient for Oregonians to report complaints about assisted living and residential care facilities. A centralized complaint input system increases efficiency.  <a href="#">Explore the online form.</a>

## Transparency and Communications with the Public

### Prior Practice

Information summarizing residents' experience with assisted living and residential care facilities was available only in a separate report from the Quality Measurement Program.

### Improvement

APD's Residential Quality Measurement Program survey results, that reflect how well every assisted living or residential care facility in the state met residents' needs, are incorporated into the [Licensed Long-Term Care Settings website](#) along with all other regulatory compliance information.

### Prior Practice

No single, easily accessible source of information was provided on facilities with restrictions on admission or those that required additional monitoring because of compliance issues.

### Improvement

A dedicated [licensing updates web page](#) lists long-term care facilities and adult foster homes with [current restrictions on new admissions](#) or that require additional monitoring due to compliance issues.

### Prior Practice

Updates on safety improvement work underway within APD were not readily available for the public.

### Improvement

APD's [safety project highlights web page](#) provides updates to the public on significant projects and initiatives.



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