



OREGON
LONG-TERM CARE
OMBUDSMAN



Residential
Facilities
Ombudsman
Program

Office of the Long-Term Care Ombudsman – Reference Materials

Mission Statement and Statutory Authority

The Office of the Long-Term Care Ombudsman is an independent state agency whose overarching mission is to protect individual rights, promote independence, and ensure quality of life for those with decisional limitations and also Oregonians living in long-term care and residential facilities. The agency, comprised of three programs, protects individual rights and maximizes independence of vulnerable Oregonians, in large part through a modest sized staff and the use of highly dedicated, trained volunteers serving their fellow community members via our programs.

The Office of the Long-Term Care Ombudsman reports to the Governor's Office. It derives its statutory authority from ORS 441.402 – 441.419. The statute states in part "The Office of the Long-Term Care Ombudsman is established. The Long-Term Care Ombudsman shall function separately and independently from any other state agency...". The Agency is monitored and supported by the Residential Ombudsman and Public Guardian Advisory Board, per ORS 441.416, as amended.

The three agency programs provide the following services to the following individuals:

1. LTCO Program:

The LTCO program serves residents of licensed long-term care facilities through complaint investigation, resolution and advocacy for improvements in resident care. The role of the Long-Term Care Ombudsman, established under Title VII of the Older Americans Act (OAA), is to investigate and resolve complaints made by, or on behalf of, persons who are residents of licensed long-term care and to advocate for their interests. **Oregon's citizens living in licensed nursing facilities, assisted living facilities, memory care communities and adult foster and group homes deserve high quality care. They have the right to make choices about their care and be free from abuse or neglect.**

The program is led by the State Long-Term Care Ombudsman, who also serves as the Agency Director. The State LTCO is appointed by the Governor and confirmed by the Senate. An Annual Report is sent by the program to the Administration for Community Living (ACL) at the federal level, detailing the specific resident complaints and emerging issues arising from its advocacy for residents of licensed long-term care facilities in Oregon.

2. **RFO Program: Mental Health and Intellectual and/or Developmental Disabilities**
 The RFO program provides children and adults living in licensed or certified homes for Mental Health or Intellectual and/or Developmental Disabilities (herein “Residential Facilities”) with complaint investigation, resolution, rights education and advocacy for improvements in resident care and quality of life. **Oregon's citizens living in residential care homes and facilities have the right to high-quality, self-directed care while remaining free from abuse or neglect.**

The program is led by the Residential Facilities Ombudsman (statutory authority ORS 443.382 - 443.396) who is appointed in four-year terms.

3. **OPG Program: Oregonians who lack decision-making capacity**
The program serves adults in need of guardian and conservator services who have no resources to obtain these services in the private sector, nor any other individuals in their lives who are able to serve in this capacity. As ordered by a Court, the Public Guardian is responsible for developing individual care plans for the state's most difficult-to-serve incapacitated clients when their circumstances are not conducive to any less costly or invasive interventions. The program is limited to serving individuals that lack cognitive capacity and would be at high risk of harm or death without public guardianship services.

The program is led by the Oregon Public Guardian (Statutory authority ORS 125.675 – 125.691) appointed in four year terms.

Funding over last 6 years:

Program	AY21	AY21 FTE	AY19	AY19 FTE	AY17	AY17 FTE	AY15	AY15 FTE
LTCO GF	3,707,526.00	15.64	2,966,762.00	13.00	2,672,378.00	12.00	2,250,209.00	11.75
LTCO OF	906,418.00		710,650.00		657,916.00		743,321.00	
RFO GF	2,000,718.00	7.50	1,741,752.00	7.50	1,448,467.00	7.50	585,488.00	2.81
RFO OF	205,046.00		197,407.00		80,000.00			
OPG GF	1,850,150.00	6.00	1,693,038.00	5.00	2,185,910.00	5.00	949,183.00	2.25
Total	8,669,858.00	29.14	7,309,609.00	25.50	7,044,671.00	24.50	4,528,201.00	16.81

Link to Governor's Budget – '21-'23: <https://www.oltco.org/resources/agency-public-records.html>

Agency Strategic Business Plans

The Office of the Long-Term Care Ombudsman has three main strategic objectives:

1. Improve the quality of services provided to residents of long-term care facilities through education and advocacy focused on protection of resident rights, dignity, and quality of life. In order to accomplish this primary objective, the Agency strives to:
 - 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.
 - b. Increase the frequency and effectiveness of consumer, community, and stakeholder education regarding the LTCO program and resident rights.

2. Build upon the quality of services provided to children and adults living in homes/facilities licensed for Intellectual and Developmental Disabilities (I/DD) and Mental Health (MH) through education and advocacy focused on protection of resident rights, dignity, and quality of life. In order to accomplish this primary objective, the Agency strives to:
 - a. Continue the development, growth, and implementation of the RFO program so that every residential facility/home, case management entity and larger community receives an initial visit by an RFO staff member or volunteer.
 - b. Increase community capacity by providing direct educational outreach opportunities in the form of presentations, information sessions and forums to local business communities, educational systems, service partners, providers and families regarding the RFO program and resident rights.

3. Expand the availability of public guardianship and conservatorship services so that every Oregonian who is facing significant threats to their life and safety and who needs the assistance of a guardian and conservator, but lacks the means to obtain these services, nor has anyone able or willing to serve in this capacity, can benefit from the advocacy, support, and protection of skilled guardians and conservators.

Each of these strategic objectives has many components. Here are the principal elements:

1a. Increase the number of trained and fully qualified LTCO Certified Ombudsman volunteers so that every licensed long-term care facility has a volunteer assigned.

Context: Traditionally, the LTCO program is the only State program that provides a consistent, weekly presence in Oregon's long-term care facilities. While licensing, adult protective services and case management fill a critical role in monitoring the services provided to residents of long-term care, the frequency at which they are able or mandated

to be physically present and lay eyes on a facility or resident is minimal and often sporadic. The higher level of monitoring and presence provided by the LTCO is only possible in facilities in which a volunteer Certified Ombudsman is assigned. During the COVID-19 pandemic these visits have become increasingly difficult. Staff and volunteers are spending their time calling residents and staff of facilities as well as arranging video conferencing meetings. Additionally, we've begun training volunteers in a new online format with new volunteers signing up to work in this new way on behalf of Oregonians.

Goal: Develop and maintain a volunteer recruiting and retention program that provides a stable supply of trained and fully qualified local Certified Ombudsman volunteers to be assigned to every licensed long-term care facility in every county in the State.

Current Status: The LTCO program currently has volunteers providing coverage to approximately 47% of long-term care facilities in Oregon.

<u>District</u>	<u>County</u>	<u>Number of Facilities (No AFH)</u>	<u># of Facilities Covered by a CO</u>	<u>% of Facilities Covered</u>
101	Multnomah	114	55	48.25%
102	Clatsop, Tillamook, Yamhill, Washington	111	57	51.35%
103	Clackamas, Columbia, Hood River, Wasco	101	41	40.59%
104	Lane, Douglas	74	40	54.05%
105	Coos, Curry, Jackson, Josephine	84	51	60.71%
106	Jefferson, Crook, Deschutes, Klamath, Lake, Grant, Harney	55	29	52.73%
107	Marion, Polk	70	22	31.43%
108	Linn, Benton, Lincoln	36	17	47.22%
109	Sherman, Gilliam, Wheeler, Morrow, Umatilla, Union, Baker, Malheur	42	12	28.57%
State	Total	687	324	47.16%

Factors, considerations and strategies:

- A. **Volunteer Recruitment:** Recruitment of volunteers is the first step in achieving the goal of 100% facility coverage. A written strategic recruitment plan has been developed and

is consistently under revision as needs of the various state regions shift. Recruitment efforts are targeted in alignment with the volunteer training schedule, which is established for a calendar year and adjusted as necessary. The Agency has one and a half full-time equivalent Volunteer Recruiter positions with primary responsibility for recruiting new volunteers, primarily for the LTCO and RFO programs at this time. However, the reduction in 2019-21 General Funds, due to COVID-19 and revenue shortfalls, as well as ever-increasing costs for IT supports has resulted in cuts to volunteer recruitment efforts and volunteer supports. Any additional cuts to program services and supports would impact and impair the foundation of the LTCO program.

B. Volunteer Management: Once recruited and trained, volunteers are assigned to a paid Deputy Ombudsman whose job it is to not only manage the activities of the volunteer, but to actively engage in practices that promote volunteer retention. Without the combined efforts of recruitment and retention, it will not be possible to grow the volunteer ranks to the size necessary to achieve the goal of 100% facility coverage.

- i. Sufficient volunteer management and retention cannot occur without paid staff having the time and workload distribution to make this feasible. The program now has ten full-time LTCO Deputy Ombudsmen, nine of whom who are specifically assigned to assist and supervise Certified Ombudsman volunteers statewide. The Deputies average supervising 17 Certified Ombudsman volunteers each. The Institute of Medicine’s study of Ombudsman services recommends a paid staff to volunteer ratio of 1:20.
- ii. Deputy workload and the ability to manage and retain volunteers is further impacted by additional demands on their time. To “fill the gap” of facilities without assigned volunteers, the Deputies and volunteers in the region make occasional unscheduled visits to these facilities. Deputies also cover or assign “back up cases” in facilities without assigned volunteers in which complaints are received. Both entail a significant investment of time. And it should be noted that, while this process may resolve issues on a case-by-case basis, it does not rise to the level of service or facility coverage that the LTCO strives to provide. The goal of 100% facility coverage is reflective of an actual volunteer assigned to a facility, making weekly visits, and truly becoming a known and trusted entity within that facility. Only then can we assure that all residents have equal access to advocacy, that individual and systemic issues are identified and brought to the attention of partner agencies such as licensing, and that resident rights are adequately protected.

C. The “Math” of Volunteer Coverage:

- i. In order to provide additional facility coverage while still maintaining an environment in which both volunteers and staff can achieve success, it is the goal of the LTCO program to increase volunteer numbers to 200 by June 30, 2021, 250 by June 2022 and 300 by June 2023. That would result in Deputies averaging 22

volunteers each. At the current coverage rates, this should allow the LTCO program to have volunteers assigned to about 62% of the total number of licensed facilities in the State in 2021 and approximately 95% coverage by 2023. With the pandemic, Deputies themselves are doing more hands-on work with providers and residents. As we come out of the pandemic, we would want to move forward with a more aggressive number of volunteers in the next biennium to get back achieving these goals. We estimate that our 157 current volunteers are equal to 15 FTE if we had to have full-time state employees do the work they perform as volunteers.

1b. Increase the frequency and effectiveness of consumer, community, and stakeholder education regarding the LTCO program and resident rights.

Context: Although the LTCO program directly provides advocacy for all residents in licensed long-term care settings, it is equally important to empower individuals to do so for themselves, thus allowing for the reallocation of limited program resources to individuals who may be unable to do so. The LTCO program strives to provide resident/consumer education that promotes the ability of long-term care residents and families to advocate on their own behalf. Additionally, the Agency received CARES Act funding to do outreach and education during the pandemic and up until September of 2021.

Goals:

- 1) Increase number of online residents' right's related ads, posts, and presentations.
- 2) Increase the number of outreach presentations made to community members, groups, and organizations.
- 3) Increase the number of articles, press releases or other media products regarding the LTCO program.
- 4) Increase direct mailing and no-touch post-card drops to facilities and the community.

Current Status:

- In 2019, there were 509 resident right presentations and attendance at resident council meeting.
- In 2019 there were 233 community education activities performed by staff and volunteers.
- In 2019 there were 12 media contacts with the LTCO.

Considerations: Accomplishing these goals is predicated on having the volunteers and staff time available to do so. While all of these activities have not traditionally been part of the LTCO program in prior years, we have been forced to adapt to the ever-changing landscape presented by COVID-19. We continue our core work around resolving more

immediate resident concerns and addressing time-sensitive issues, but we are also innovating around how to reach residents, families and potential volunteers.

2a. Continue the development, growth, and implementation of the RFO program so that every residential facility/home, case management entity and community, receives an initial visit by an RFO staff member or volunteer.

Context: The RFO program began visiting homes/facilities on July 1, 2016. Individuals living in these settings experience unique barriers to knowledge of RFO services as well as barriers to access such services. Direct visits to homes to introduce the program to both individuals and providers has proven successful as indicated by an increase in requests for assistance following RFO contact. The pandemic has created barriers requiring the RFO to pivot to redefine how services can be delivered.

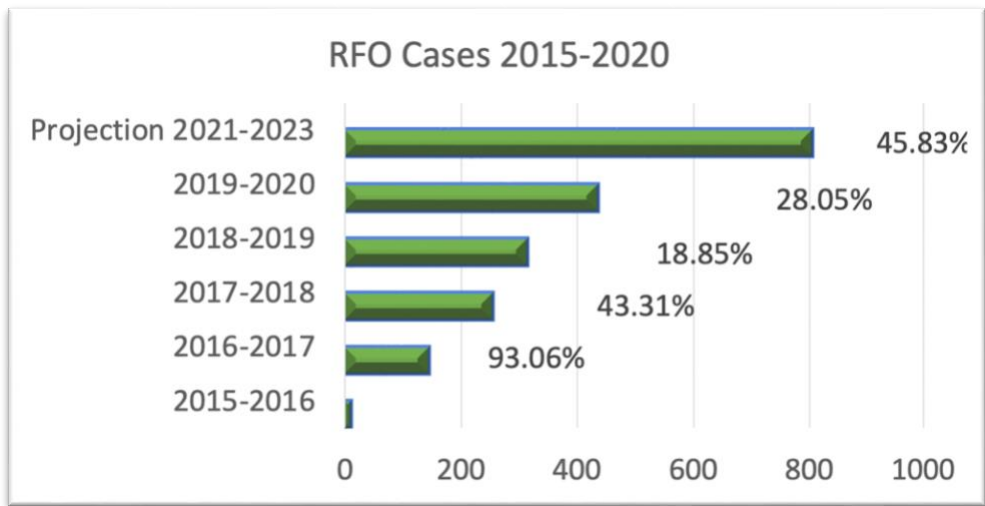
Goals:

- 1) Continue to provide in-home and facility visits to all the licensed or certified locations where individuals live in order to introduce and directly offer program services through RFO program staff and volunteers. RFO has responded to the ever-changing landscape presented by COVID-19 through innovation of how to continue person to person contact. We are innovating solutions around how to provide this service through no contact methods that reach residents, families and potential volunteers.
- 2) Recruit a broad range of volunteer types to meet the expanding need for outreach to homes and continue the community capacity building to provide short and long-term opportunities. Volunteer activities must now include necessary no-contact options.
- 3) Adapt current materials and design/implement a hybrid online and in-person training for RFO volunteer certified ambassadors, certified ombudsmen, and special project volunteers.

Current Status: Since active outreach began July 2016, RFO deputies and volunteers have completed initial home visits to 25 of Oregon's 36 counties, geographically covering 69% of the state. Across the state RFO has visited 843 homes and 2,464 individuals. The remaining 11 counties are comprised of the highest concentration of homes in the state at 1,876 homes (79%). Outreach for these counties is underway. The volunteer training was launched in fall of 2018 with the first volunteer Ambassadors being certified in 2019. Due to COVID-19 volunteers have not been allowed entry into homes, however volunteer recruitment efforts have continued. In response to the pandemic the RFO program pivoted creating an alternate way to reach and provide services to the populations RFO serves. This includes but is not limited to no-contact porch deliveries of program introductory and educational material and required posters.

Factors, considerations and strategies:

- A. Since the inception of the RFO program in 2015, the number of homes and facilities under the RFO program responsibility has increased by an estimated 26% as reported from the licensing agencies. Increasing from 2,100 homes to over 2,600 today. Correspondingly, the number of individuals served in the homes has increased by 23%. Each of the current 5 deputies is responsible for an average of 526 facilities and 1,871 individuals across multiple counties. In addition, a new type of children’s residential home was added to the RFO purview.
- B. The RFO program is the only program of its type to respond to and advocate exclusively with a client-directed approach to the issues facing these two populations traditionally not seen or heard. RFO staff have remained “essential visitors” during the pandemic. RFO certified volunteers have been restricted from entry into all settings since March 2020.
- C. Calls for assistance tend to follow the RFO direct visits to homes and communities.
- D. Published anticipated budget cuts in 21-23 in both DHS/ODDS and OHA/Behavior Health proposed future program cuts to areas directly affecting the residential systems for both of these vulnerable populations. RFO program services provide a critical quality assurance activity if budget reductions directed at reduced case management /monitoring activities and reductions in provider payments – resulting in staffing deficits. RFO must be in the position of responding to requests for assistance as a result.



**RFO projects at least a 45% increase in the number of requests for assistance in the '21-'23 biennium based upon the data collected since 2015.*

2b. Increase community capacity and education regarding the RFO program services, resident rights, issues facing individuals experiencing an intellectual and/or developmental disability or chronic mental health condition residing in licensed or certified homes and facilities.

Context: Informed communities and partners help to connect vulnerable individuals to RFO services who experience barriers to doing so on their own. The contacts for assistance are often generated from someone other than the individual. Providing targeted communication and outreach activities is critical to reaching the individual through their circle of connection and encourages volunteer recruitment.

Goals:

- 1) Expand direct educational outreach opportunities in the form of presentations, information sessions and forums to local business communities, educational systems, service partners, providers and families.
- 1) Increase recruitment of multiple types of program volunteers in their own communities.

Current Status: RFO has continued to develop and revise outreach materials including required posters, brochures and written materials as need has dictated. Communication of program mission, individual rights and access to services and delivery of methods of outreach in this area are being developed to consider post-COVID need and giving consideration of the Intellectual and/or Developmental Disability, Mental health and children populations.

Factors, considerations and strategies:

- In response to the restrictions of entry of volunteers and visitors in residential facilities resulting from the pandemic RFO has and will continue to be innovative in implementation of outreach efforts in order achieve consistent contact with residents.

3. Expanding the availability of public guardianship and conservatorship services so that every incapacitated Oregonian who needs the assistance of a guardian and conservator, but lacks the means to obtain these services, nor has anyone able or willing to serve in this capacity, can benefit from the advocacy, support, and protection of skilled guardians and conservators.

Context: This program began on July 1, 2014 having been established by SB 1553 in the February 2014 legislative session. Much of the 15-17 biennium was devoted to the development and roll out of the program. The 17-19 biennium was spent expanding on the foundation that was laid and onboarding a large volume of cases. The 19-21 biennium has

been focused on maintaining cases and exploring opportunities for program capacity growth as caseload expansion is largely stagnant after full capacity was reached by the beginning of the biennium and no further expansion occurred.

Goal: Increase the capacity of the Oregon Public Guardian Program through the efficient use of paid and volunteer positions and contracted resources.

Factors, considerations and strategies:

- A. The current in-house capacity of the OPG program with four deputy guardians is a total of 80-100 cases (20-25 each) at a time. Current estimates are that there is need for no less than 1200-1300 public guardianships statewide excluding Multnomah and Jackson County, which are the only counties in Oregon with a public guardian program.
- B. Contract capacity currently stands at an additional 5 individuals.
- C. Operations needs to continue to occur in a fiscally efficient and responsible manner. This includes conservative use of Department of Justice Counsel, mindful out-stationing of staff to achieve maximum travel savings and contracting for intake/assessment and case management activities in portions of the state not easily reached by Salem-based staff.
- D. Without available public guardianship resources, those in need of services instead wind up inappropriately and significantly utilizing law enforcement, hospital and state hospital resources.

Program Descriptions

The Office of the Long-Term Care Ombudsman (OLTCO) is comprised of three program areas described below. An Agency Director, who also serves as the State Long-Term Care Ombudsman, oversees the agency. The agency has a Deputy Director who oversees operations for the agency as a whole. All remaining staff are divided into the three following program areas:

1. Long-Term Care Ombudsman

The Long-Term Care Ombudsman (LTCO) program is mandated by the Federal Older Americans Act and by Oregon statute. The office functions separately and independently from any other State agency. The LTCO program relies heavily on Certified Ombudsman volunteers to fulfill its statutory duty and mission. Nine paid Deputy Ombudsmen supervise these volunteers throughout the state, numbering 150-190 in recent years. Both staff and volunteers identify, address, and resolve complaints and concerns made by or on behalf of long-term care facility residents, protecting both their rights and dignity. There are over 45,000 Oregonians served by LTCO who live in 130 nursing homes, 316 residential care facilities, 240 assisted living facilities and approximately 1435 adult foster homes throughout the state at this time. It is the goal

of the program to have a Certified Ombudsman volunteer assigned to every licensed facility. Fortunately, dedicated volunteer and paid staff routinely make visits to adult foster homes and facilities without an assigned Certified Ombudsman to meet with residents and to address specific complaints that have been called into the LTCO program.

Deputy Ombudsmen also coordinate all training efforts for paid staff and volunteers, address the concerns of individuals calling the statewide toll-free number, and provide technical assistance to fellow Deputies and volunteers. The LTCO program is further supported by a volunteer recruiter, an administrative staff person, and a data analyst. Complaint data is utilized to make recommendations to the Oregon Legislature and Governor regarding existing and emerging long-term care issues. The program strives to maintain productive relationships in the highly political environment of senior and disability organizations, advocacy groups, professional associations and other state agencies that impact the lives and care of facility residents.

2. **Residential Facilities Ombudsman**

SB 626 (2013) established the Residential Facilities Ombudsman program within the OLTCO on July 1, 2014. The Residential Facilities Ombudsman authority and program directives were fully established during the 2017 session and codified in ORS 443.382 - 443.396. The program serves both adults and children experiencing Intellectual and/or Developmental Disabilities as well as adults experiencing chronic Mental Health conditions residing in licensed or certified homes (herein "Residential Facilities"). The Residential Facilities Ombudsman was hired in September 2015 to design and develop a program for these three unique populations and residential types:

- Mental Health – Adults residing in treatment homes, facilities and Adult Foster Homes
- Intellectual and/or Developmental Disabilities – Adults residing in Adult Foster Homes and group homes
- Intellectual and/or Developmental Disabilities – Children residing in Child Foster Homes and group homes

There are an estimated 10,000 individuals living in approximately 2,600 adult and child foster homes, group homes, residential treatment homes and facilities throughout Oregon. These residential types include those represented by ODDS Stabilization and Crisis Unit (SACU) as well as the Psychiatric Security Review Board (PSRB). Communication styles, abilities and lack of ready access to forms of external communication without assistance are consistently encountered in providing services to individuals. These individuals and homes are served by five deputy ombudsmen covering every county in Oregon. As a newer program one of the main goals of the RFO

program is to visit each home in order to introduce the program services directly to individuals in order to introduce the program to the community and systems as well as identify, respond, and help resolve issues from the perspective of the individual.

3. Oregon Public Guardian

SB 1553 (2014) established the Oregon Public Guardian (OPG) program and housed it within the OLTCO. The Public Guardian serves as a statewide court-appointed guardian and/or conservator, trustee and payee for incapacitated Oregonians. These individuals have no resources to pay someone to serve in such a capacity, nor any interested parties able or willing to serve in the capacity, and there is no less restrictive alternative that meets their health and safety needs. The individuals served by the OPG are the state's most difficult-to-serve incapacitated clients, who are at significant risk of harm or death without a fiduciary appointed to serve on their behalf. Once appointed, the Public Guardian program serves as a fiduciary in a variety of areas, including estate issues, making all health, placement and fiscal decisions for clients, and taking legal action if necessary.

The Public Guardian employed two Deputy Guardians, with the capacity to serve approximately 20 protected persons each, from the inception of the program through July 2018. At that time two additional Deputy Guardians were added by the legislature, more than doubling the in-house capacity of the program. The program now serves over 80 individuals by direct staff. The OPG has also endeavored to meet the need for services by contracting with other private and public guardianship agencies or individuals to increase their capacity for service. Currently, a contract is in place with the Senior Citizens Council of Clackamas County to increase this capacity of this long-standing program to serve their community. The utilization of that contract was decreased during the August 2020 special session – currently five clients are served under that contract, and that number will not be able to be increased under current resources.

Key program infrastructure development includes local high-risk teams established in a number of counties throughout the state to screen referrals, seek less intrusive alternatives or resources, and only forward those cases truly requiring the services of the OPG.

The program is authorized to utilize trained volunteers at the discretion and direction of the Public Guardian and is currently planning this component for the program; however, such a program is currently impractical due to highly limited staff resources to support volunteers and has been further put on hold due to the COVID-19 global pandemic.

All three program areas are represented on the Residential Ombudsman and Public Guardianship Advisory Board (ROPGAB) which meets on a monthly basis and is comprised of 11 citizen volunteers.

Agency Efforts, Improvements and Initiatives

In order to implement and achieve the strategic business plans of the agency, the following efforts and initiatives have taken place in the 19-21 biennium and will be carried forward into the 21-23 biennium:

1. Fiscal efficiencies: The OLTCO is always looking for ways in which it can conserve resources and has implemented the following strategies within the current biennium.
 - a. Indefinite suspension of Statewide Training Event for volunteers (but implemented online free webinars), to help rebalance the state budget.
 - b. Utilization of volunteer programs provided by other agencies, such as the Easter Seals SCSEP program, to complete tasks and projects not able to be completed by paid staff due to workload constraints.
 - c. Increased use of the SPOTS card for appropriate expenditures to achieve time efficiency and fiscal rebates.
 - d. Elimination of all but six land-line phones
 - e. Transmittal of documents electronically and in person to reduce postage costs.
 - f. 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.
 - g. 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).
 - h. 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.
 - i. Examination and reduction of staff time in meetings in which their attendance is non-essential or is duplicative of other staff presence.

2. Operational efficiencies:
 - a. Increased use of metrics and measurables to assess workload distribution, monitor staff performance, target volunteer recruitment efforts, and target volunteer training and support needs.
 - b. 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 Governor's Budget:

- 1) Continues funding for core services and personnel for LTCO and RFO which is critical in this time of intensive needs due to COVID-19 within our licensed care settings.
- 2) Invests in OPG by including the Policy Option Package which increases the program by 6 FTE to better-serve Oregonians in need of a surrogate decision-maker.
- 3) With the proposed investment in OPG, the overall OLTCO agency budget is proposed to be 27.7% higher than the 2019-2021 Legislatively Approved Budget.
- 4) Includes reductions in our DOJ allocations, expendable property, expendable IT property, unemployment assessment and services and supplies budgets.