



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: Older adults and people with physical disabilities in licensed long-term care.**

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	AY23	AY23 FTE	AY21	AY21 FTE	AY19	AY19 FTE	AY17	AY17 FTE
LTCO GF	4,910,305.00	16	3,707,526.00	15.64	2,966,762.00	13	2,672,378.00	12
LTCO OF	676,402		906,418.00		710,650.00		657,916.00	
RFO GF	2,555,417.00	7.5	2,000,718.00	7.5	1,741,752.00	7.5	1,448,467.00	7.5
RFO OF	220,189		205,046.00		197,407.00		80,000.00	
OPG GF	4,468,313.00	12	1,850,150.00	6	1,693,038.00	5	2,185,910.00	5
OPG OF	7,060.00							
Total	12,837,686.00	35.5	8,669,858.00	29.14	7,309,609.00	25.5	7,044,671.00	24.5

Agency Strategic Business Plans

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

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. 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. To accomplish this primary objective, the Agency strives to:
 - a. Continue the growth of the RFO program so that every care home/facility resident receives timely visits and Ombudsman supports, especially for complaints needing immediate responses, 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 as well as volunteer recruitment.

3. Expand the availability of public guardianship services so that every Oregonian who is facing significant threats to their life and safety and who needs the assistance of a guardian, 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.

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 in a facility, or lay eyes on residents, 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 in-person visits decreased dramatically by all agencies. Staff and volunteers spent time calling residents and staff of facilities as well as arranging video conferencing meetings. The agency also began training volunteers in a new online format with new volunteers signing up to work in this new way on behalf of Oregonians. For the past year, in-person visits have steadily increased but we still have a number of volunteers who are unwilling to go in-person to facilities due to COVID-19 still being prevalent in high numbers in many long-term care facilities.

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.

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 updated as 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 for all three agency programs.
- 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

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 DHS licensing, and that resident rights are adequately protected.

C. The current and future of Volunteer Coverage:

- i. With the pandemic, Deputies themselves are doing more hands-on work with providers and residents. As we continue to come out of the pandemic, we want to move forward with a more aggressive number of volunteers in the next biennium to get back achieving these goals. However, having additional state employees to provide regular, direct advocacy for Oregonians in long-term care is critical to ensure Oregonians are protected and empowered. We estimate that our 140 current volunteers are equal to 6.5 FTE over the course of the biennium if we had to have full-time state employees do the work they perform as volunteers.

Facility Coverage for Nursing, Assisted Living, Memory Care Facilities:

<u>DISTRICT</u>	<u>COUNTIES</u>	<u>Number of Beds</u>	<u># of Beds Covered by a Volunteer</u>	<u>% of Beds Covered</u>
101	Multnomah	8125	3872	47.66%
102	Yamhill, Washington	7009	2225	31.74%
103	Clackamas, Columbia, Hood River, Wasco	6285	2408	38.31%
104	Lane, Douglas	5052	2331	46.14%
105	Coos, Curry, Jackson, Josephine	4932	1209	24.51%
106	Jefferson, Crook, Deschutes, Klamath, Lake, Grant, Harney	2784	1892	67.96%
107	Clatsop, Tillamook, Marion, Polk	4894	1364	27.87%
108	Linn, Benton, Lincoln	2692	684	25.41%
109	Sherman, Gilliam, Wheeler, Morrow, Umatilla, Union, Baker, Malheur	1682	499	29.67%
State	Total	43455	16484	37.93%

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 several additional federal funding opportunities to do outreach, education as well as hire temp positions to increase assistance to residents of long-term care. Some of this funding lasts up through September of 2024.

Goals:

- 1) Increase number of online and in-person resident rights related ads, mailings, social media posts, and presentations.
- 2) Increase the number of outreach presentations made to community members, groups, and organizations.
- 3) Increase direct mailing and no-touch door hangers and post-card drops to facilities and the community.
- 4) Increase the numbers of in-person visits through the additions of the temp positions.

Current Status:

- In 2020 and 2021 there were over 3,751 instances of providing information and assistance
- In 2020 and 2021 there were 298 resident council meetings attended by staff and volunteers.
- In 2020 and 2021 there were 30 community education activities performed by staff and volunteers.

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 growth of the RFO program so that every care home/facility resident receives timely visits and Ombudsman supports, especially for complaints needing immediate responses, 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. Regular, direct visits to homes for both the individual residents and providers is necessary for complaints/concerns to be filed with RFO, thus allowing RFO to improve residents' quality of life and quality of care, particularly in the context of their dignity and rights.

Goals:

- 1) Increase regular in-home and facility visits, post COVID restrictions, to all the licensed or certified locations where individuals live in order to regularly offer direct program services through RFO program staff and volunteers.
- 2) Continue to respond to issues of concern for individual residents which are projected to increase

Current Status: To date, RFO deputies and/or volunteers have visited face-to-face in over 1640 homes and facilities. COVID restrictions interrupted the ability to enter facilities for a prolonged period requiring the RFO to pivot in order to reach individual residents. In addition to the above, RFO deputies and/or volunteers have made no-contact visits during the pandemic to an additional 1300 homes. While during COVID-19 restrictions volunteers were not allowed entry into homes, volunteer recruitment efforts, however, continued. In response to the pandemic the RFO program pivoted creating an alternate way to reach and provide services to the populations RFO serves and create continued opportunities for volunteers. This included no-contact porch deliveries of program introductory and educational material and required posters.

Factors, considerations and strategies:

- A. **Number of homes served by RFO has increased dramatically:** Since the inception of the RFO program in 2013, the number of homes and facilities under the RFO program responsibility has increased by 40%. Increasing from about 1890 homes to over 2,650 today. Correspondingly, the number of individuals served in the homes has increased by nearly 45%. Each of the current 5 deputies is responsible for an average of 530 facilities and 2,000 individuals across multiple counties. In addition, a new type of children's residential home was added to the RFO purview.
- B. **More homes/facilities will be added in the immediate future:** Both DHS/ODDS and OHA/Behavior Health in the past year have been approved and are targeting funding (\$80M and \$130M for each) to the increased development of residential homes and facilities for mental health and developmental disabilities. These are homes and

facilities that will be added to the RFO purview. RFO program services provide a critical quality assurance activity when other system oversight activities are being reduced: case management monitoring, local and state licensing entities and abuse investigation activities.

- C. **Increase in cases despite pandemic restrictions for two years:** While RFO deputies remained “essential visitors” during the pandemic access to homes and facilities were significantly curtailed due to active outbreak status controlled by local county health departments. In addition, RFO certified volunteers were completely restricted from entry into all settings March 2020 – May 2021. Despite the inability to enter and the barriers to individuals contacting we continue to experience a modest growth in cases.

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.
- 2) Continue to recruit certified volunteer ombudsman to meet the expanding need for outreach to homes and continue the community capacity building to provide short and long-term opportunities.

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. A hybrid online/in-person volunteer certified ombudsman training has been developed and completed that supports 24/7 access and multiple learning styles for the continued recruitment of volunteers in local communities.

Factors, considerations and strategies:

- In response to the restrictions of entry of volunteers and visitors in residential facilities due to continued outbreak status RFO has and will continue to be innovative in implementation of outreach efforts in order to achieve consistent contact with residents.
- For the period of March 2020 – May 2021 RFO volunteers were barred from entry into homes and facilities under DHS and OHA. Restrictions of entry into homes now only applies to those locations experiencing an active outbreak and under local quarantine. From May 2021 thru present, while volunteers have been allowed into homes and facilities the majority have not returned to visiting citing concerns with their own health, continued masking requirements in the homes/facilities, not feeling comfortable being in the homes and facilities or unavailability due to work schedules. RFO staff continues to work with current volunteers offering evening and weekend shadowing opportunities to fit their schedules and facilitate services. Pairing volunteers for visits is also supported in order to encourage re-entry into settings.

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 was focused on maintaining cases and exploring opportunities for program capacity growth as caseload expansion was largely stagnant after full capacity was reached by the beginning of the biennium and no further expansion occurred. The 21-23 biennium has been focused on program expansion and onboarding a large number of new cases thanks to the additional resources provided by the legislature in 2021.

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

Factors, considerations and strategies:

- A. The current in-house capacity of the OPG program with eight deputy guardians is a total of 160-175 cases (20 each, plus additional capacity created by volunteers) at a time. Current estimates are that at any given time there is need for no less than 500-1000 persons in need of, but lacking public guardianship, statewide.

- B. Volunteer guardians will provide some additional caseload capacity for the program; however, due to the extreme complexity of most clients served by OPG as well as the complex nature of guardianship generally, only a fraction of total OPG clients will be appropriate to be served by volunteers. The goal of the Volunteer program will be that one day, up to 25% of OPG clients will be served by a volunteer.
- 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
- D. Without available public guardianship resources, those in need of services instead wind up inappropriately and significantly utilizing law enforcement, local 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. There is also 1.5 FTE that comprises a volunteer recruitment team that oversees volunteer recruitment efforts agency-wide. 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 120-190 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 711 nursing homes, residential care, memory care and assisted living facilities and approximately 1332 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 two administrative staff 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 (RFO) authority and expanded program directives for developmental disabilities and mental health were then 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”) under the Oregon Health Authority as well as the Department of Human Services. The Residential Facilities Ombudsman was hired in the final quarter of 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 under the **Oregon Health Authority, Behavioral Health system**
- Intellectual and/or Developmental Disabilities – Adults residing in residential training homes, facilities and Adult Foster Homes under the **Department of Human Services, Office of Developmental Disabilities Services system**
- Intellectual and/or Developmental Disabilities – Children residing in residential training homes, facilities, host homes and Child Foster Homes under the **Department of Human Services, Office of Developmental Disabilities Services system**

These residential types include those represented by ODDS Stabilization and Crisis Unit (SACU) as well as individuals placed in these homes thru 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 reaching and providing services to individuals in these settings. 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 and introduce the program services directly to individuals who do not have access to services and help respond, resolve or identify issues from the perspective of the resident. Many times in these settings individuals do not know what they are experiencing is abuse or a violation of their rights.

3. Oregon Public Guardian

SB 1553 (2014) authorized the establishment of the Oregon Public Guardian and Conservator (OPG) program unit within the OLTCO. The Public Guardian serves as a statewide court-appointed guardian 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 employs eight Deputy Guardians, with the capacity to serve approximately 20 protected persons each. The OPG has also developed a volunteer program to allow for 1 to 2 more protected persons to be served by each trained volunteer. Through July of 2018, OPG employed two Deputy Guardians, with the capacity to serve approximately 20 protected persons each. At that time two additional Deputy Guardians were added by the legislature, more than doubling the in-house capacity of the program. The program was further expanded during the 2021 legislative session, with the addition of six new positions, including 4 additional Deputy Guardians. The program now has capacity to serve 160-175 individuals and is currently serving 130 as of September 1st 2022. Based on current rate of intake, the program is projected to reach full caseload capacity during the spring of 2023, and without further expansion will be unable to serve additional highly vulnerable adults at that time.

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 was able to start a small volunteer program with resources from the 2021 legislative expansion. OPG currently has 6 certified volunteer guardians.

All three program areas are monitored by the Residential Ombudsman and Public Guardianship Advisory Board (ROPGAB) which meets on a monthly basis and is comprised of 11 citizen volunteers. 7 ROPGAB members are appointed by the Governor, with the other 4 members being appointed by legislative leadership.

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 21-23 biennium and will be carried forward into the 23-25 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. Assessment of true office space needs, resulting in a significant downsizing of our central office.
 - b. Ongoing utilization of online technology platforms for training, meetings and gatherings. This included holding our Statewide Training Event both in person but also online.
 - 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. Continual 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. 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.
 - h. 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.

Reduction Options – Up to 15% of total budget

The reductions put forth would all significantly impact an agency of our size, because we aren't able to easily absorb reductions. To achieve a 15% reduction target we put forth the elimination of FTE employees who are doing critical and life-saving work for some of Oregon's most vulnerable populations. Other reductions are around reduction of travel, reduction of supports to volunteers, elimination of volunteer training meetings and other support that helps us to maintain the integrity of our programs.

2023 – 2025 Governor's Budget

The Governor's Budget:

- 1) Continues funding for core services and personnel for LTCO, RFO and OPG at current service level.