

# Office of the Long-Term Care Ombudsman (OLTCO)



**O R E G O N**  
**LONG-TERM CARE**  
**OMBUDSMAN**



Residential  
Facilities  
Ombudsman  
Program



Oregon Public Guardian Program

## Ways and Means Subcommittee Presentation

**Presenter: Fred Steele, Agency Director and State Long-Term Care Ombudsman**

**March 3 & 4, 2025**

Office of the Long-Term Care Ombudsman  
2025-27 Budget Presentation  
March 3-4, 2025

**Day 1: March 3, 2025**

Welcome & Introduction

Agency Overview & Core Program Areas

2025-27 Budget Overview

Long-Term Care Ombudsman (LTCO) Program

Residential Facilities Ombudsman (RFO) Program

**Day 2: March 4, 2025**

Oregon Public Guardian (OPG) Program

Agency Advisory Board (ROPGAB)

Public Comment

# OLTCO

Separate, independent state agency

Uses person-centered and systems advocacy to:

- protect individual rights,
- promote independence, and
- ensure quality of life

## Our Mission

To protect individual rights, promote independence, and ensure quality of life through informed advocacy and education for Oregonians living in long-term care and residential facilities and Oregonians with decisional limitations.

### Strategic Goals:

- **Advocacy & Protection:** Strengthening resident rights and oversight
- **Access & Equity:** Ensuring fair representation for all residents
- **Education & Outreach:** Expanding volunteer engagement & community awareness
- **Accountability & Oversight:** Enhancing complaint resolution and case management
- **Operational Efficiency:** Improving internal processes and service delivery



# OLTCO Supports Oregonians who:



Live in long-term care facilities



Live in Developmental Disability or Mental Health Residential Facilities or Foster Homes



Need Significant Help making Decisions

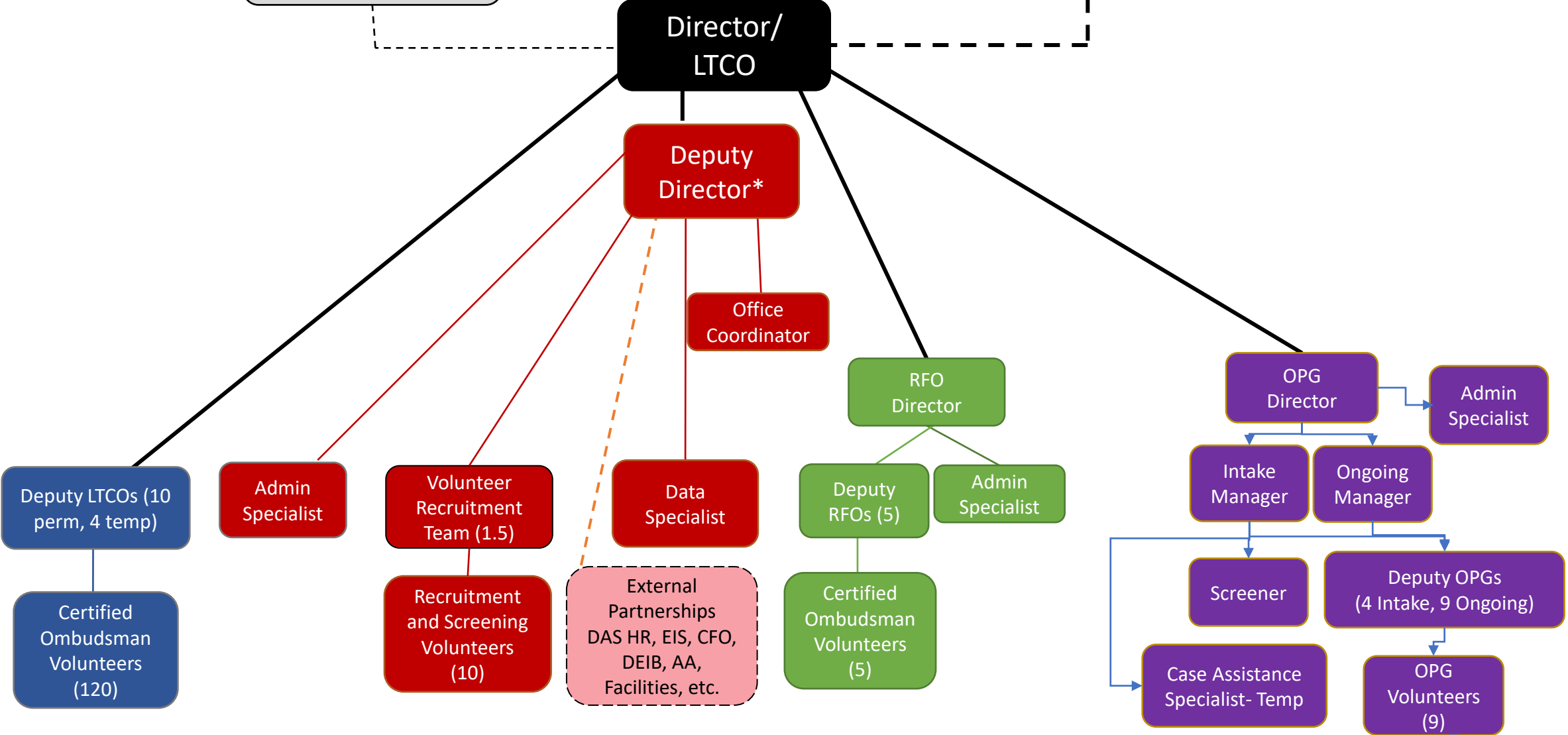
# Agency Partnerships

- Oregon Department of Human Services: Office of Developmental Disability Services, Vocational Rehabilitation, Aging and People with Disabilities Programs
- Oregon Health Authority: Behavioral Health Division, Oregon Health Plan, Health Policy Divisions
- Local Governments: County Mental Health Programs, Community Developmental Disability Programs (Developmental Disability services coordinators), county public health programs
- Other Partners: Legal aid organizations, Area Agencies on Aging, Aging and Disability Resource Centers, Community-based advocacy groups
- Volunteer Networks

Current State:  
OLTCO 2023-2025

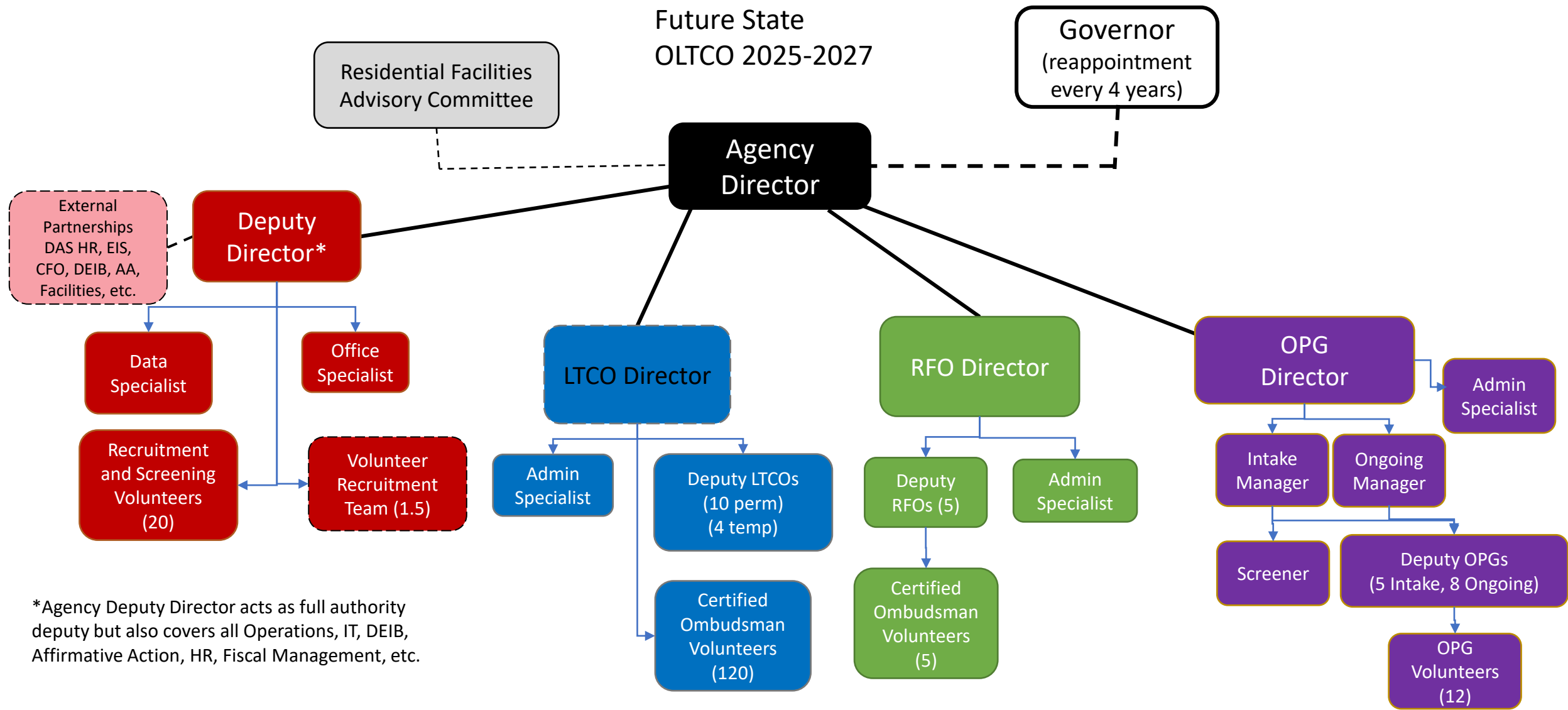
Governor

Residential Facilities  
Advisory Committee



\*Agency Deputy Director acts as full authority Deputy but also covers all Operations, IT, DEIB, Affirmative Action and Fiscal Management

Future State  
OLTCO 2025-2027



\*Agency Deputy Director acts as full authority deputy but also covers all Operations, IT, DEIB, Affirmative Action, HR, Fiscal Management, etc.

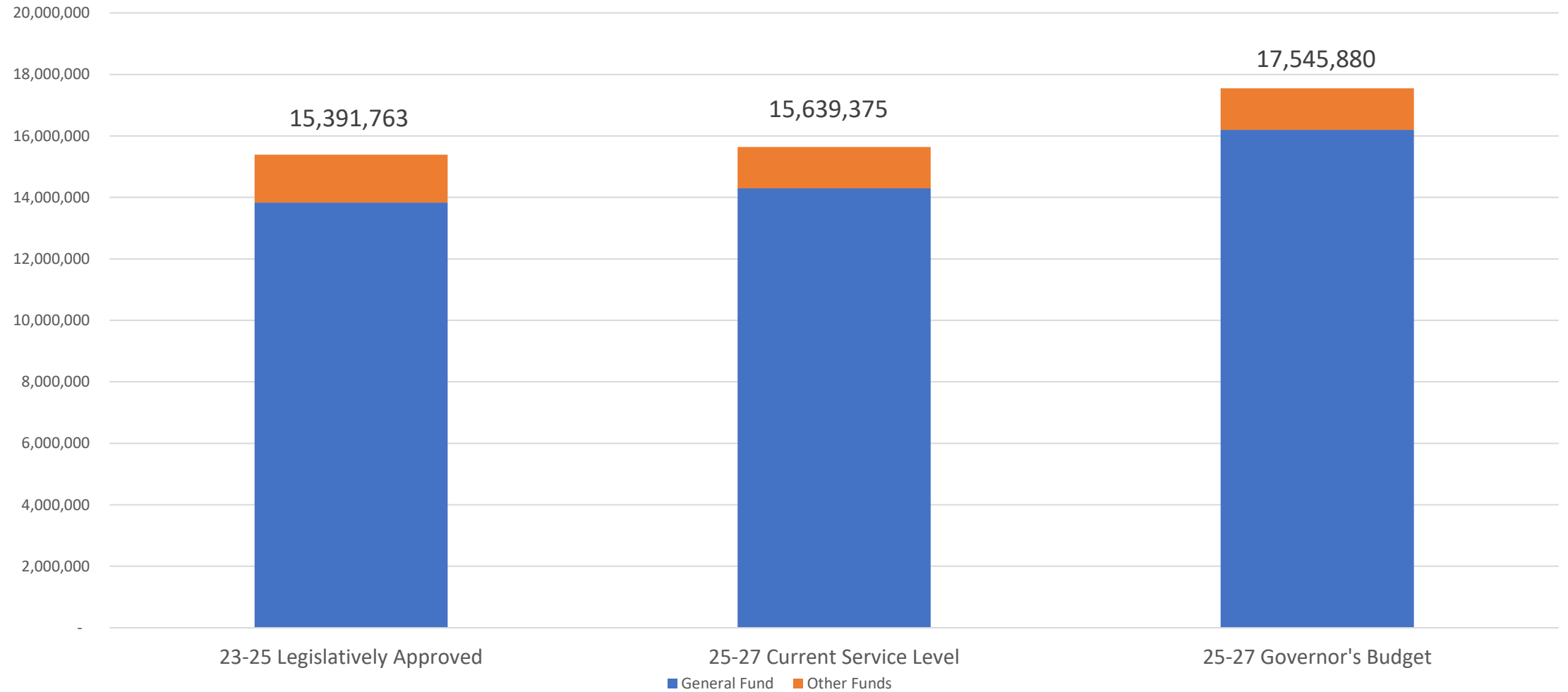
OPG: The ARB transitions some of these to permanent FTE (1 CRM and 4 PA3 positions)



# Agency Budget

Presenter: Dr. Nasreen Khan  
Agency Deputy Director, OLTCO

# OLTCO: Agency Budget



**2025-27 Total Budget Request: \$17.55M**

**Funding Sources: 92% General Fund (\$16.2M), 8% Other Funds (\$1.34M) from Older Americans Act & Civil Penalties**

# OLTCO: Agency Budget

## **Major Changes in Budget, Operations & Programs (2019-2025)**

### **2019-21:**

- Expansion of LTCO services
- Additional OPG staffing investments

### **2021-23:**

- Pandemic response funding
- Technology investments (case tracking, remote services)

### **2023-25:**

- Additional funding for Deputy Public Guardians
- Expanded volunteer recruitment and retention efforts
- Increased facility oversight and complaint resolution

# OLTCO: Agency Budget

## Key Funding Increases & Decreases

- **Key Budget Adjustments:**
  - **Policy Package 101:** 5 OPG limited-duration (LD) positions made permanent in AY27
  - **Policy Package 090:** \$210k rent savings from move to DAS-owned building

# OLTCO: Agency Budget

## Budget Drivers & Risks

## Key Factors: Funding and Position Authority Limitations

- **LTCO: currently meeting only 47% of the need with current staffing levels**
- **RFO: currently meeting only 21% of the need with current staffing levels**
- **OPG: currently meeting only 25 -50% of the need with current staffing levels**

## Budget Risks:

- **92% Agency funding is General Fund only**

# OLTCO: Agency Budget

## Budget Drivers & Risks

## Key Factors: Funding and Position Authority Limitations

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- **OPG: currently meeting only 25 -50% of the need with current staffing levels**

## Budget Risks:

- **92% Agency funding is General Fund only**

# KEY PERFORMANCE MEASURES

KPM #8 – Customer Service – 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.

| Metric                      | Target | 2023 Performance | 2024 Performance | 2023 Gap | 2024 Gap |
|-----------------------------|--------|------------------|------------------|----------|----------|
| Accuracy                    | 90%    | 78%              | 75%              | -12%     | -15%     |
| Helpfulness                 | 90%    | 70%              | 80%              | -20%     | -10%     |
| Expertise                   | 90%    | 73%              | 82%              | -17%     | -8%      |
| Overall                     | 90%    | 66%              | 80%              | -24%     | -10%     |
| Timeliness                  | 90%    | 74%              | 83%              | -16%     | -7%      |
| Availability of Information | 90%    | 67%              | 75%              | -23%     | -15%     |

Survey results showed 80% overall satisfaction, but the measure primarily reflects feedback from non-resident individuals, as obtaining input from care facility residents remains challenging due to their vulnerability and limited access

# Internal Audit Report – Key Findings & Recommendations

## Audit Date: September 15, 2023

### **Audit Objective**

- Assess performance of Long-Term Care Ombudsman (LTCO) & Residential Facilities Ombudsman (RFO) programs
- Evaluate efficiency, effectiveness, and compliance with policies

### **Key Takeaways: Why This Matters for the Budget**

- ✓ Audit findings highlight critical funding gaps that directly impact service quality & compliance.
- ✓ Without targeted investments, the agency risks inefficiencies & service limitations in LTCO & RFO.
- ✓ Strategic funding in staffing, training, and IT systems will address audit concerns while enhancing long-term cost efficiency.





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# LTCO Program Overview

## Long Term Care Ombudsman (LTCO)

Fred Steele, MPH, JD

State Long Term Care Ombudsman



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# LTCO Program Overview

## **Purpose:**

- Advocate for residents in long-term care facilities, ensuring their rights, dignity, and well-being
- Resolve complaints & disputes on behalf of residents

## **Key Services:**

- Investigating & resolving complaints related to resident rights, care, & quality of life
- Regular facility visits to build trust with residents, monitor care, and identify issues early
- Training & supporting community-based volunteers to expand advocacy efforts
- Compel systems change to improve life and care for residents



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## Settings Covered

Advocate for residents of:

- ODHS-APD licensed care settings:
  - nursing homes,
  - assisted living,
  - residential care facilities,
  - memory care communities, and
  - adult foster care homes
- Non-licensed, independent living in:
  - Continuing Care Retirement Communities



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**Systems  
Change  
Advocacy**

LTCO authorized/protected by state and federal law to:

- Investigate public agencies' "administrative actions/inactions" that impact residents
- Work with Legislature
- Provide information to media

Systems change efforts sole focus: to improve lives of Oregonians in long-term care



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## LTCO 2023-24 Highlights

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Volunteers are assigned to **34%** of the **713** facilities in Oregon

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Delivered **10,834** visits to residents living in long-term care facilities

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Assisted residents with **7,666** complaints providing some level of resolution to **83%** of cases

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**56** new volunteers trained certified (Since Oct. 2020: 146 volunteers)

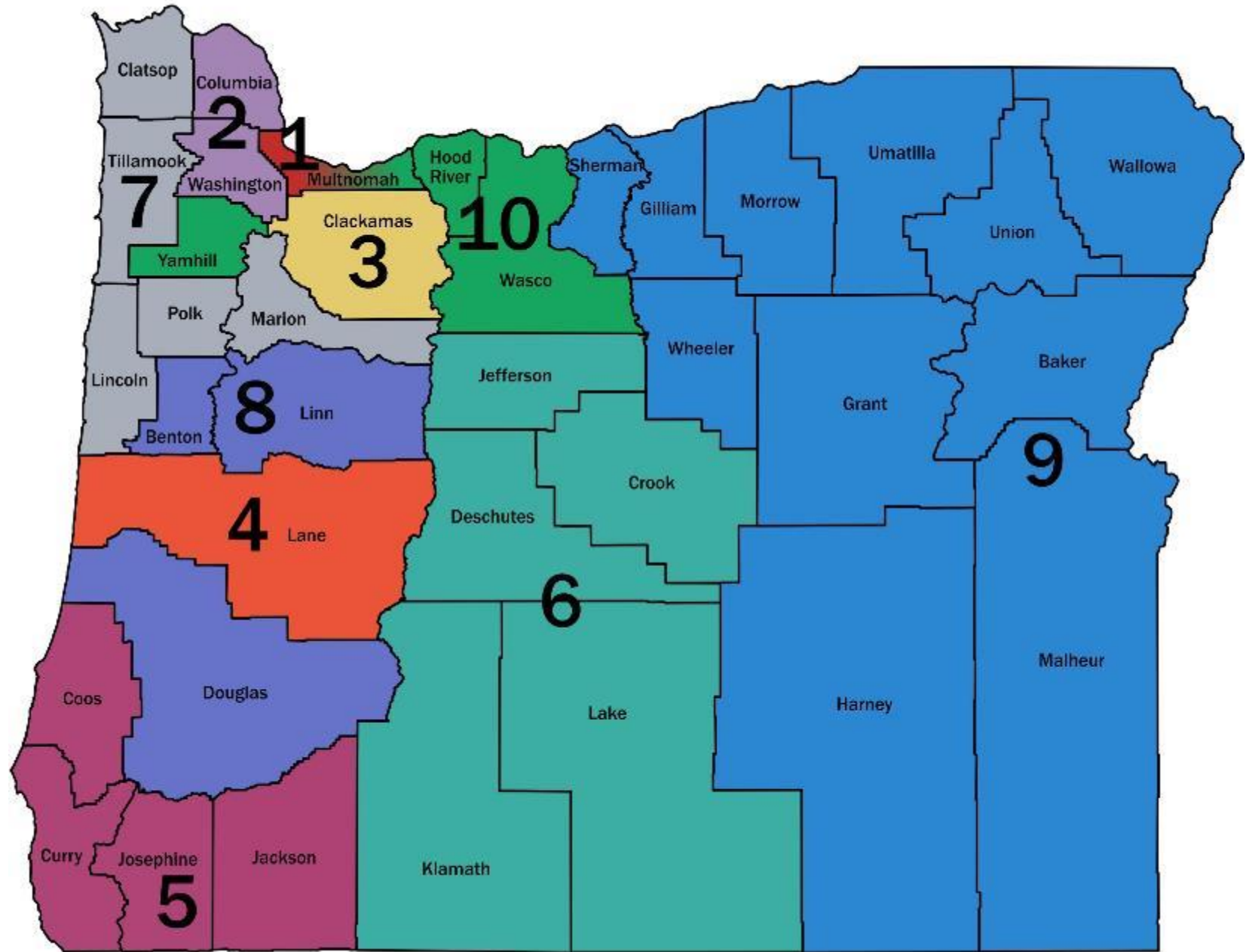
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Investigation into regulatory gaps/failures at Mt Hood Senior Living



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**LTCO Districts**





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## Top Resident Issues

- Evictions / Discharges
- Care Planning
- Billing and Charges
- Medications
- Food / Dietary Needs
- Loss of Personal Property
- Responses to Requests for Assistance
- Housekeeping, Laundry
- Staffing Issues
- Other Rights and Preferences

# Long-Term Care Ombudsman – LTCO

## Top 10 Resident Complaints SFY 2023 & 2024 Totals

| <b>Complaint</b>   | <b>Total Complaints</b> | <b>Nursing Homes</b> | <b>Residential Care</b> | <b>Assisted Living</b> | <b>Adult Foster</b> |
|--|-------------------------|----------------------|-------------------------|------------------------|---------------------|
| <b>Discharge/Eviction –</b><br>Notice, planning, procedure, implementation | 706                     | 196                  | 195                     | 236                    | 79                  |
| <b>Care Plan/Resident Assessment</b>                                       | 430                     | 97                   | 139                     | 180                    | 13                  |
| <b>Billing and Charges</b>   | 412                     | 55                   | 112                     | 222                    | 23                  |
| <b>Medication Issues</b>   | 399                     | 80                   | 85                      | 227                    | 7                   |
| <b>Food Services</b><br>Quality/Quantity/Variation/Choice                  | 395                     | 61                   | 85                      | 226                    | 22                  |
| <b>Other Rights and Preferences</b>  | 318                     | 79                   | 75                      | 132                    | 30                  |



# Long-Term Care Ombudsman – LTCO

## Top 10 Resident Complaints SFY 2023 & 2024 Totals (Continued)

| <b>Complaint</b>                             | <b>Total Complaints</b> | <b>Nursing Homes</b> | <b>Residential Care</b> | <b>Assisted Living</b> | <b>Adult Foster</b> |
|--|-------------------------|----------------------|-------------------------|------------------------|---------------------|
| <b>Response to Requests for Assistance</b>   | 267                     | 89                   | 60                      | 109                    | 9                   |
| <b>Loss of Personal Property</b>             | 255                     | 68                   | 78                      | 100                    | 8                   |
| <b>Housekeeping, Laundry, Pest Abatement</b> | 133                     | 13                   | 49                      | 69                     | 2                   |
| <b>Dignity and Respect</b>                   | 115                     | 10                   | 28                      | 66                     | 8                   |

# Long-Term Care Ombudsman (LTCO) Volunteers

Volunteers visit assigned facilities weekly, providing the most consistent and reliable State presence. Their proactive role helps identify potential issues—such as resident safety, service quality, rights protection, and environmental concerns—often before other State agencies become aware, ensuring swift and effective advocacy for those in need.

In 2023 & 2024,  
One LTCO Volunteer:



Completed 38 Facility Visits



Advocated for an average of 102 residents



Volunteers almost 100 hours per year



Visited an Average of 3.3 Facilities

And over 110 volunteers  
combined to:



Donated 28,602 hours of advocacy

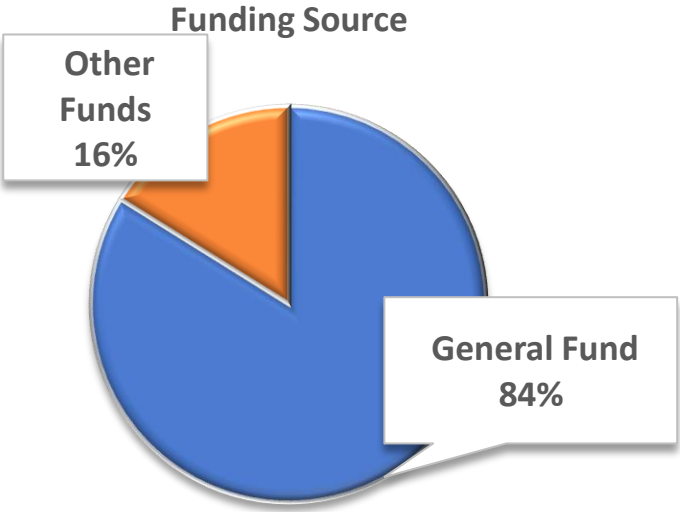
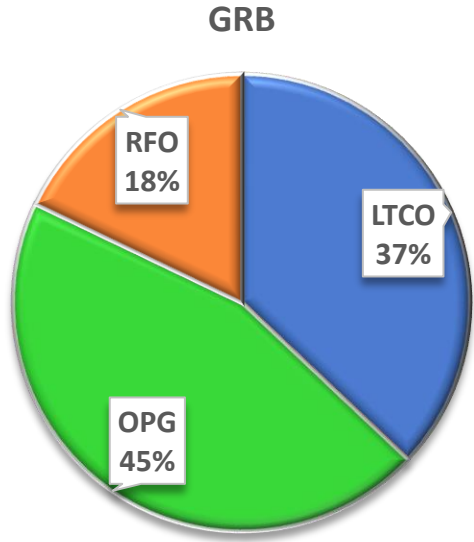
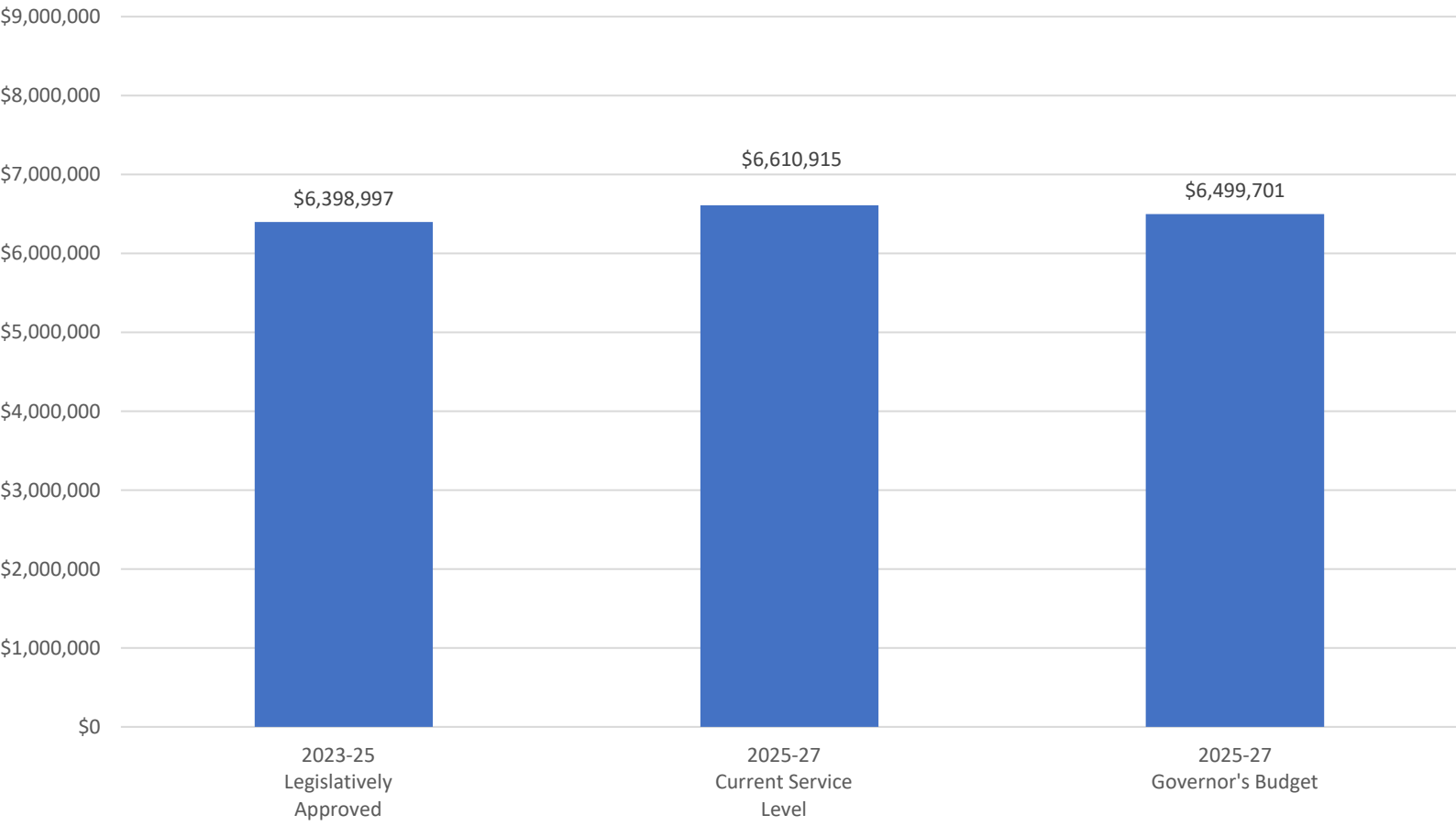


Save the State \$957,880.00



Do the work of 6+ paid FTE

# Long-Term Care Ombudsman – LTCO Budget Summary (2025-27)



# KEY PERFORMANCE MEASURES

**KPM #1** – Percentage of non-referred complaints to LTCO where action is needed that are partially or fully resolved.

| Year | Target | Performance | Gap  |
|------|--------|-------------|------|
| 2023 | 98%    | 86%         | -12% |
| 2024 | 98%    | 87%         | -11% |

LTCO resolves 87% of complaints directly handled by the program demonstrating consistent ability to address and resolve issues on behalf of residents.

**KPM #2** – Average initial response time, measured in business days, to LTCO non-referred cases.

| Year | Target   | Performance | Gap       |
|------|----------|-------------|-----------|
| 2023 | 1.5 days | 1           | -0.5 days |
| 2024 | 1.5 days | 1           | -0.5 days |

LTCO maintains an average response time of 1 day for meeting complaints.

**KPM #3** – Average time, measured in business days, to close LTCO non-referred cases.

| Year | Target  | Performance | Gap      |
|------|---------|-------------|----------|
| 2023 | 17 days | 24 days     | +7 days  |
| 2024 | 17 days | 29 days     | +12 days |

The average case closure time of 29 days exceeds the target of 17 days, reflecting an increase in case complexity and a decrease in easier, in-person complaints due to reduced volunteer visit post-pandemic.

# KEY PERFORMANCE MEASURES

**KPM #4 – Percent of NF and ALF/RCF facilities to which a Long-Term Care Certified Ombudsman is assigned.**

| Year | Target | Performance | Gap  |
|------|--------|-------------|------|
| 2023 | 70%    | 35%         | -35% |
| 2024 | 70%    | 33%         | -37% |

LTCO achieved 33% facility coverage below the 70% target, due to challenges in volunteer recruitment and retention since the pandemic, though efforts to rebuild and support volunteers continue.

**KPM #5 - LTCO – Number of hours spent in LTC facilities, recruiting new volunteers, and serving on advisory committee.**

| Year | Target | Performance | Gap            |
|------|--------|-------------|----------------|
| 2023 | 29,000 | 14,490      | -14,510 (-50%) |
| 2024 | 29,000 | 13,473      | -15,527 (-53%) |

Volunteer hours totaled significantly below the target, due to reduced volunteers and limited facilities visits as volunteers, many of whom are older adults, continue to face COVID-related challenges.



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# Questions?



Leslie Sutton, Residential Facilities Ombudsman

# Live Life



Residential  
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Program

# RFO Vision



Residential  
Facilities  
Ombudsman  
Program



Use advocacy to create  
change in people's lives and  
systems policy

so that people with  
disabilities can live full  
lives in Oregon's  
communities



# RFO Supports Oregonians who live in:

- **Adult Mental Health Residential and Foster Homes**
- **Adult Developmental Disabilities Foster or 24-hour group homes (residential facilities)**
- **Child Foster Homes, Host Homes, and 24-hour group homes**



# RFO has same powers as LTCO

- **Conduct unannounced home visits**
- **Investigate complaints, including subpoena powers**
- **Obtain records for investigations**
- **Work with facilities and system partners to resolve complaints**
- **Recommend and advocate for policy system changes**



# More RFO Duties in ORS 443.382:



Protect Rights: Provide services to residents to help them protect their health, safety, welfare and rights.

Access: Ensure residents have regular, timely, unimpeded, private access to RFO services

System change: Participate in conferences, inquiries and meetings or studies that may lead to system improvements. **Recommend changes to laws to improve health, safety, welfare and rights of residents**

Representation: represent interests of residents before government agencies and seek administrative, legal or other remedies to protect the health, safety welfare and rights of residents

# RFO Supporting Governor Priorities

## Supporting People with Disabilities to:



### **Prevent Eviction**

- Appeal Eviction Notices
- Find alternate supports instead of moving out
- Find a new place if they want or need to move



### **Build economic opportunities**

- Connect with Employment services
- Receive responses from Employment agencies and programs in a timely manner



### **Access Health Care Services**

- Access mental health services and supports
- Access to durable medical equipment
- Get the medical and disability support they need

# Systems Change Partnerships

## Mental Health

Advocated for administrative rule changes to ensure people have hearing rights when issued move out notices

## Developmental Disabilities

Recommendations on how to better support people with high support needs, including those who live in the Stabilization and Crisis Homes (SACU) and recommendations on how to streamline access to assistive technology

# Who RFO Serves:

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11,268 Oregonians with Mental Health or Developmental Disabilities

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13% live in Mental Health Facilities

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87% live in Developmental Disability Facilities

# Number of Facilities in RFO Purview



3,219 facilities and foster homes across Oregon



7% are are licensed or certified by Oregon Health Authority for people with mental health support needs



93% are licensed or certified by ODHS Office of Developmental Disability Services for people with developmental disabilities



1 in 10 homes in the Developmental Disability system are for children

What do  
people  
living in  
residential  
settings  
have in  
common?

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The desire to live their life the way they  
want

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To live with the supports they want

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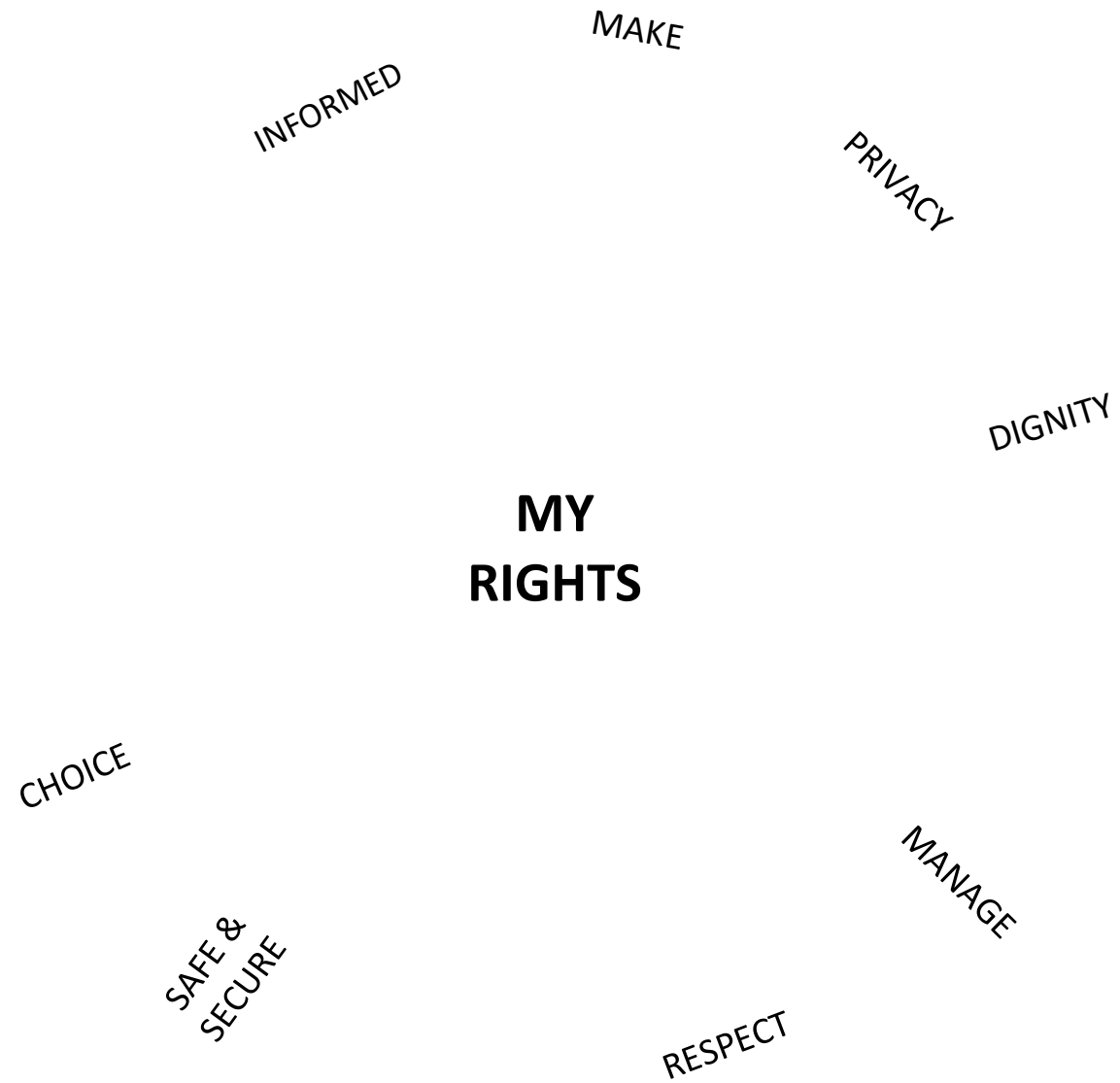
To make choices about their life and their  
care

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To be treated with respect as humans and  
adults with their own opinions and desires



# State and Federal Rights



## Case Trends Top 5 Issues

Choosing where you live

Control of your schedule and activities

30 Day/Immediate Move Out Notices/ Evictions

Choosing what you to eat and drink

Being treated as an adult with respect and dignity

- Since 2016, these issues make up 22% of all issues

**Residents in Mental Health facilities represent 20% of all cases despite representing 7% of homes served by RFO**

# Increases in RFO Population Served 2013-2025

Oregon Legislature created RFO in 2013 (ORS ORS 443.380-443.394)

Since 2013:

- 48% increase in people living in RFO covered facilities
- 77% increase in number of facilities

Since 2016:

- 829% increase in case volume



# Who Contacts RFO?

Between July 2023 and December 2024,

1 out of 4 cases came from:

Residents who  
have worked  
with RFO  
previously

Deputies and  
Volunteers  
conducting  
unannounced  
visits

case managers

## Partners like:

- Adult Protective Services
- Hospitals
- Guardians
- Providers
- Family, friends, and community members
- Other professionals such as Disability Rights Oregon, OHA Ombudsman, DD Services, SEIU, legislators

# Visits and Connections

Between January and December 2024, RFO:

- Visited 2,041 individuals in their homes
- Visited 543 homes or facilities across 743 visits
- Visited 17% of homes and 18% of people in our purview



Residential  
Facilities  
Ombudsman  
Program

# Program Structure



The Residential Facilities Ombudsman

5 Deputy Ombudsmen

2 Deputies on temporary job rotation

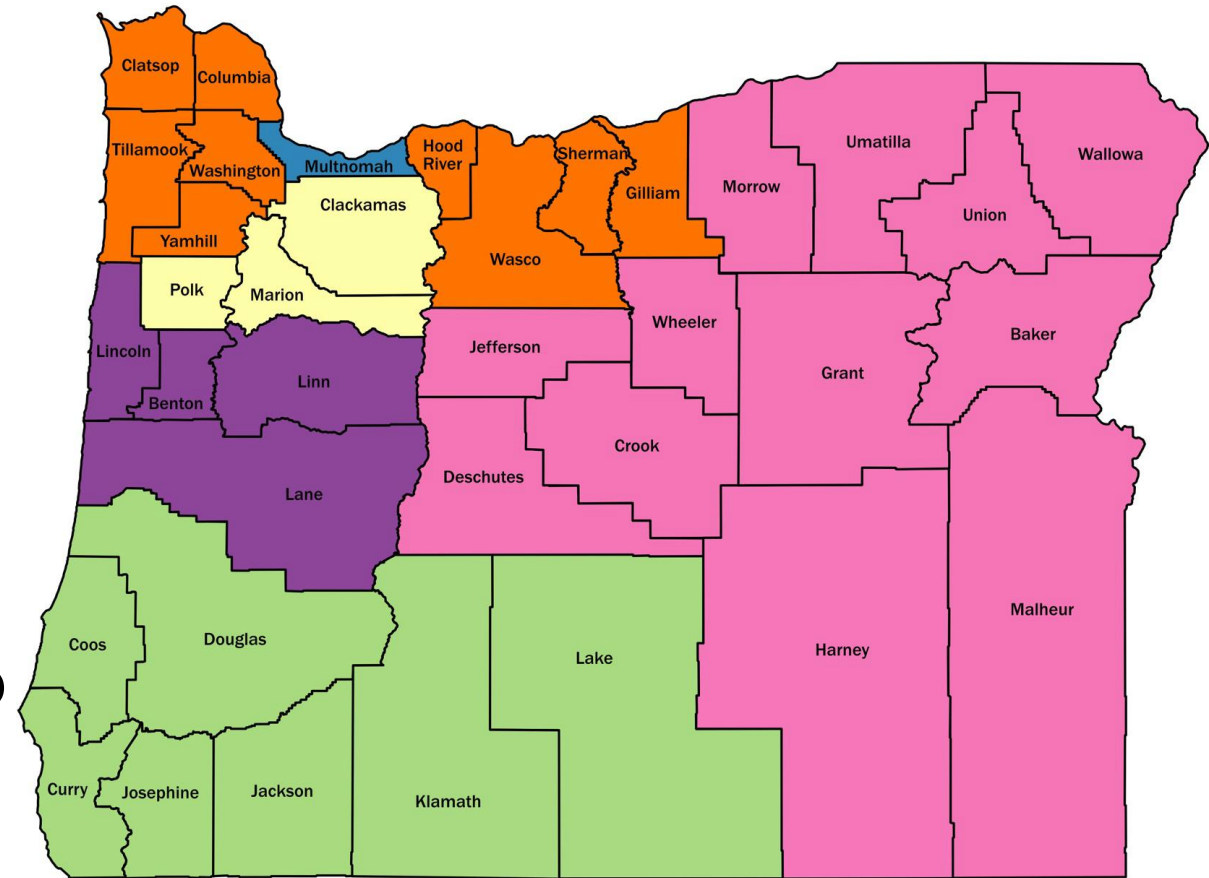
1 Program Coordinator

5 volunteers

RFO has not had a staff increase despite a 77% increase in homes and a 48% increase in individuals since 2013

# Statewide Coverage

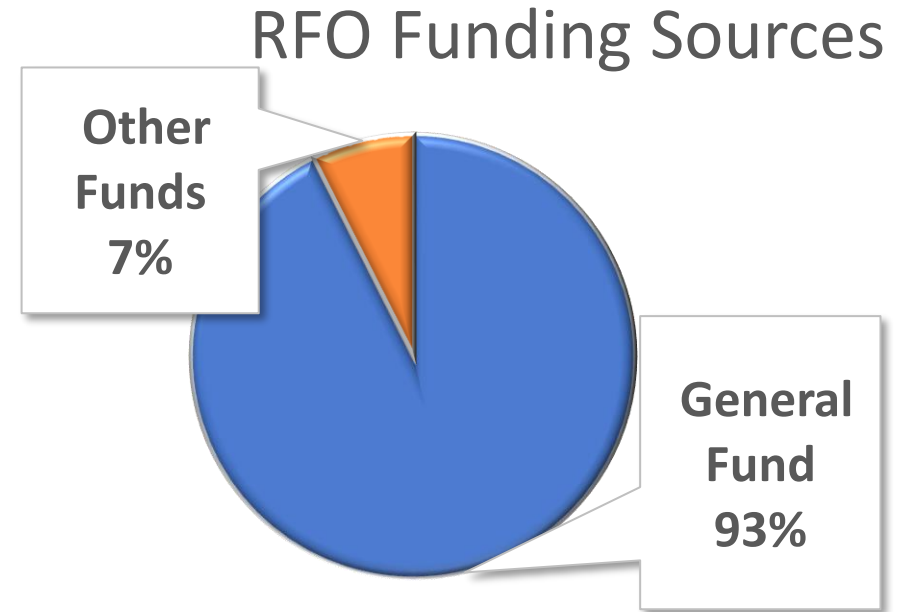
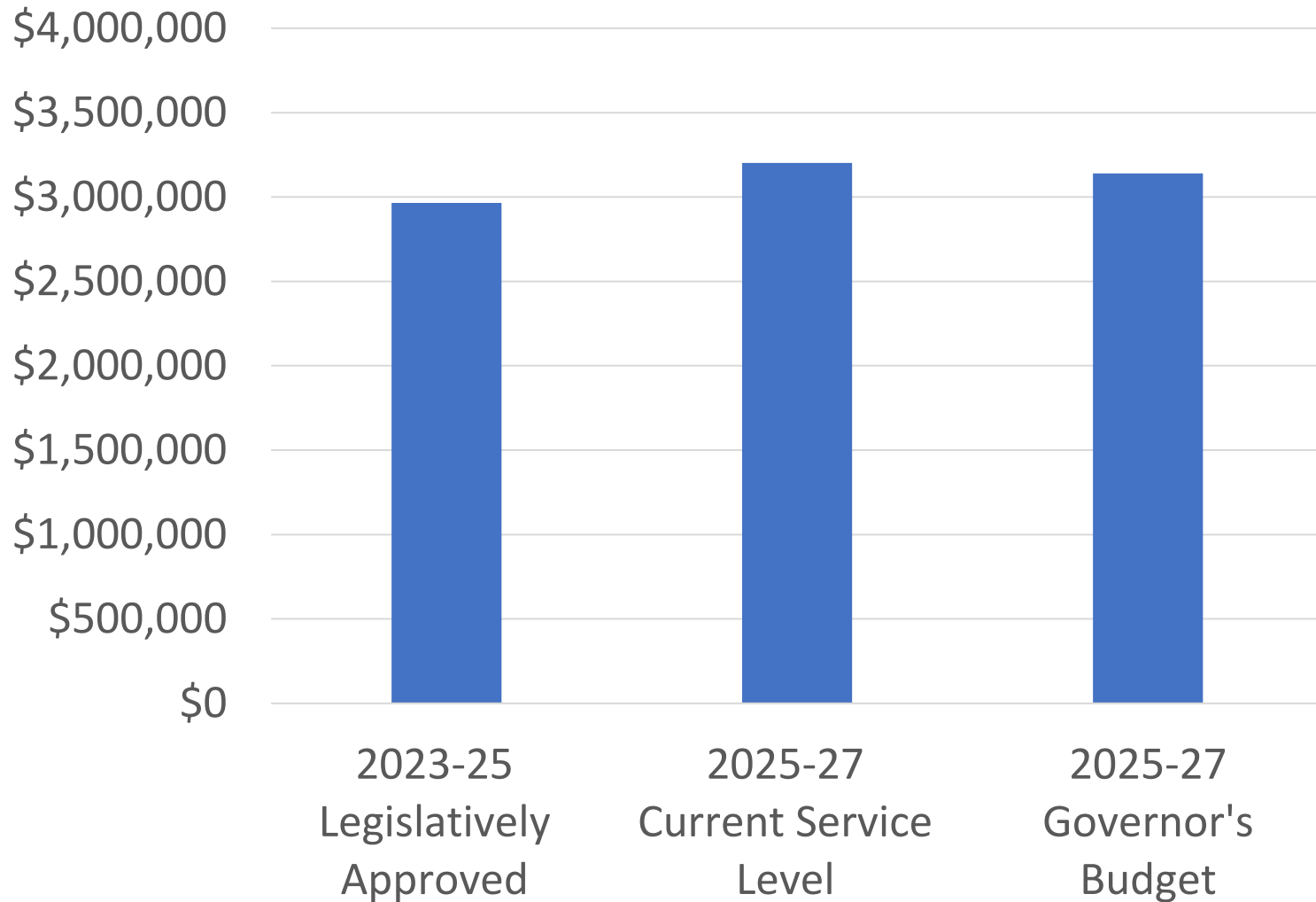
- RFO serves every area of Oregon
- Deputy Ombudsmen are assigned to a region with between 175 and 895 homes (depending on geography)
- Program Coordinator receives complaints from all over the state



Residential  
Facilities  
Ombudsman  
Program

# Residential Facilities Ombudsman – RFO

## Budget Overview



Residential  
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# RFO Key Performance Measures (KPMs)

- No 2023-2025 RFO KPMs
- Two Proposed RFO KPMs for 2025-2027

**NEW #10: Complaint Response Time:** Average time first action taken in response to request for assistance from the RFO program:

Target: 90% of requests for assistance will be responded to within 2 business days, excluding weekends and holidays.

2024: 91% of requests for assistance responded to within 2 business days

**NEW #11: Home/Facility Visits:** Percentage of RFO homes and facilities visited annually.

Target: 30% of homes and facilities visited annually.

2024: 17% of homes and facilities visited



Residential  
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# Questions?

**Leslie Sutton**  
**971-304-4183**



**Leslie.Sutton@rights.Oregon.gov**

Oregon Public Guardian (OPG)  
Program  
Presenter: Chris Rosin, Director OPG

# Oregon Public Guardian - OPG

Guardian of Last Resort: What is required for OPG to provide services?

- ✓ Significant cognitive impairment – “incapacity”
- ✓ High risk of serious harm or death without a guardian
- ✓ No less restrictive alternative available
- ✓ No appropriate alternative guardian is available



# Current resources and caseload capacity

The OPG program is a small program that lacks the resources needed to meet the full statewide need.

- Permanently funded positions: 12 FTE
  - Program Director (1 FTE)
  - Deputy Program director (1 FTE) (currently working out of class as Ongoing Guardianship Supervisor)
  - Administrative Specialist (1 FTE)
  - Screener (1 FTE)
  - 8 deputy public guardians (8 FTE)
- Temporarily funded positions: 6 FTE
  - Guardianship Intake Supervisor (1 FTE) 12 months limited duration
  - 4 deputy public guardians (4 FTE) 12 months limited duration
  - 1 deputy public guardian (1 FTE) 4-year grant from Asante Health Systems
- Volunteers: 8 trained volunteer public guardians equivalent to 0.5 FTE
- Current caseload maximum capacity: 270 clients
- Current caseload: 176 clients
- Estimated statewide need 500-1000 individuals



# What causes “Incapacity?”

Reasons for incapacity – Highly complex cases

- **63% Severe and Persistent Mental Illness (SPMI)**
  - 60% experience another co-occurring cognitively impairing condition
- **48% Major Neurocognitive Disorder (dementia)**
  - 50% experience another co-occurring cognitively impairing condition
  - 35% experience behavioral disturbances as part of their dementia
- **21% Intellectual or Developmental Disability**
  - 38% experience another co-occurring cognitively impairing condition
- **12% Brain injury**
  - 65% experience another co-occurring cognitively impairing condition
- **60% Serious chronic medical conditions**
  - Require intensive ongoing management of those conditions



# How do we serve?

## Person Centered Guardianship

- Guardianship plans are created around the protected person's values, goals and desires
  - Client wishes are primary driver of plans
- Building rapport and trust with clients
- Follow all Oregon and national ethical standards for guardianship

## Intensive screening and assessment process

- Identify less restrictive alternatives and appropriate alternate guardians whenever possible
- Assists with implementing less restrictive alternatives whenever available



# How do we help our clients?

- Apply for and secure all appropriate services and benefits for highly vulnerable adults
  - Income and financial resources
    - Apply for Social security and other sources of income
    - Access to bank accounts and other inaccessible resources
  - Medicaid benefits for medical needs and caregiving.
    - Health Insurance
    - Long term care funding (APD, ID/DD, or Mental Health)
  - Stabilize housing or obtain new
    - Independent housing options
    - Care facilities
- Authorize necessary medical and psychiatric care and treatment
- Protect from individuals that are abusive or exploitive
  - Limitations on contact
  - Restraining orders





# When is public guardianship needed?

Complex issues facing highly vulnerable adults with significant cognitive deficits

- Homeless or about to become homeless
- Unable to safely discharge from a medical or acute psychiatric hospital
- Unable to safely discharge from the Oregon State Hospital
- Serious abuse or neglect by another person that is controlling the vulnerable adult
- Development of a serious medical condition and unable to consent to evaluation or treatment.



# Hospital Discharge Challenges

Individuals with significant cognitive impairment can become stuck in a hospital when they are unable to engage in safe discharge planning

- 48% of current appointed clients were unable to safely discharge from a local hospital as part of the need for OPG intervention.
  - Includes medical hospitals, acute psychiatric hospitals
- Joint Task Force on Hospital Discharge Challenges recognized role of OPG in helping patients with cognitive impairment
  - 5 Additional staff legislatively approved for OPG in 2024 for this work
  - Created 80 slots of capacity specifically for hospital discharge related cases.
  - Final report from task force in November 2024 recommended making those positions and additional capacity permanent
    - Permanent funding was included in the Governor's Recommended Budget and HB 5020
- Oregon hospitals are facing a capacity crisis due to discharge challenges
  - OPG is part of the solution by helping the most vulnerable safely discharge



# Homelessness

Individuals with significant cognitive impairment that are homeless are at a very high risk of serious harm

- 59% of current appointed clients were homeless or about to become homeless as part of the need for OPG intervention
  - Includes homeless or facing an active eviction
- Where possible OPG can salvage current housing options
  - Resolve non-payment issues
  - Address behavioral issues leading to eviction from care facilities
- Where an individual has no housing, OPG can help find options
  - Care facilities when necessary
  - Low-income housing
  - Working with family and friends
- Oregon is experiencing a homelessness crisis
  - OPG is part of the solution for helping the most vulnerable get off the streets and onto services.



# .370 aid & assist

Individuals with significant cognitive impairment that lack appropriate supports can become behaviorally unstable and face a chronic cycle of homelessness, arrest, jail, aid and assist (often at OSH), finding of “never able” and back to homelessness.

- OPG is currently appointed as guardian for over 23 individuals previously in this aid and assist cycle
  - Almost complete elimination of new criminal charges for these individuals after OPG appointment
- By securing appropriate services, care and behavioral supports OPG can divert people from this cycle and improve their lives.
- Currently the behavioral health system in Oregon and OSH is in crisis due to aid and assist problem
  - OPG is part of the solution by helping the most vulnerable exit the cycle.



# Oregon State Hospital

Individuals with significant cognitive impairment can become stuck at OSH when they are unable to engage in safe discharge planning.

- 18% of current appointed clients were at OSH and unable to safely discharge as part of the need for OPG services.
  - Psychiatric Security review Board (PSRB)
  - Civil Admissions (civil commitment)
  - .370 Aid and assist.
- OPG can help facilitate safe discharge plans and ensure that clients get the supports they need in the community, so they don't return
  - Almost complete elimination of readmissions to OSH after OPG appointment
- OSH is facing a crisis with more individuals under court order needing to be admitted than they can handle
  - OPG is part of the solution by helping the most vulnerable safely discharge and almost never need to return.



# Major Impacts for System Partners

- ❖ **Local Hospitals** – Facilitate safe discharge of highly vulnerable adults that become stuck in hospitals and prevents chronic misuse of ER and other emergency services
- ❖ **Criminal Justice System**- Almost complete elimination of law enforcement interaction for OPG clients after appointment, stopping the chronic cycle of homelessness, arrest, aid & assist, OSH, release to homelessness
- ❖ **The Oregon State Hospital** – Facilitates safe discharge and divert people from a chronic cycle of returning, aid & assist, civil admissions and PSRB
- ❖ **Adult Protective Services** – Implement interventions to protect victims of abuse that could not otherwise be achieved by APS alone.
- ❖ **Care Facilities and Case Management** – Implementation of additional services including behavioral health supports to stabilize care plans that would otherwise be unsuccessful



# Ongoing Issues

## ✓ Limited resources

- Only 13 deputies, statewide
  - 36 counties
  - 61 hospitals
  - Large geographic districts are difficult for limited staff to cover
  - Limited ability to respond in person during emergency and other critical situations.
  - Limited capacity to conduct new case assessments creates a bottleneck to onboarding new cases

## ✓ High demand for OPG services

- Despite processing over 115 new cases through screening and assessment, the waitlist for OPG services grew during the biennium
  - 61 cases on the waitlist as of March 1<sup>st</sup>, 2023
  - 75 cases currently on the waitlist



# Successes 23-25 Biennium



Asante grant funding: In September 2023 OPG received grant funding from Asante Health Systems that allowed for the addition of one deputy public guardian in Southern Oregon



2024 legislatively approved expansion to help address hospital discharge delay challenges: 5 additional staff positions creating capacity to serve 80 new highly vulnerable adults



In July 2024 OPG successfully launched a new guardianship intake unit with the additional resources from the 2024 expansion, new case intakes are up 70% following that change



In the first 7 months of the new funding OPG has already been able to assist over 55 individuals to safely discharge from hospitals, including through appointment as guardian on 27 cases and by identifying less restrictive alternatives to assist 30 additional individuals.

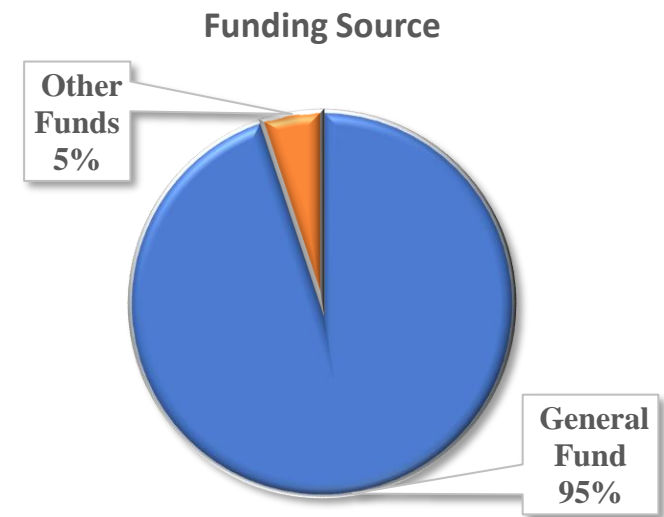
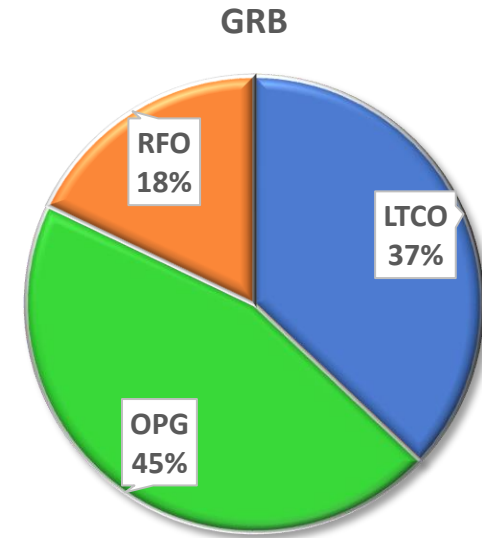
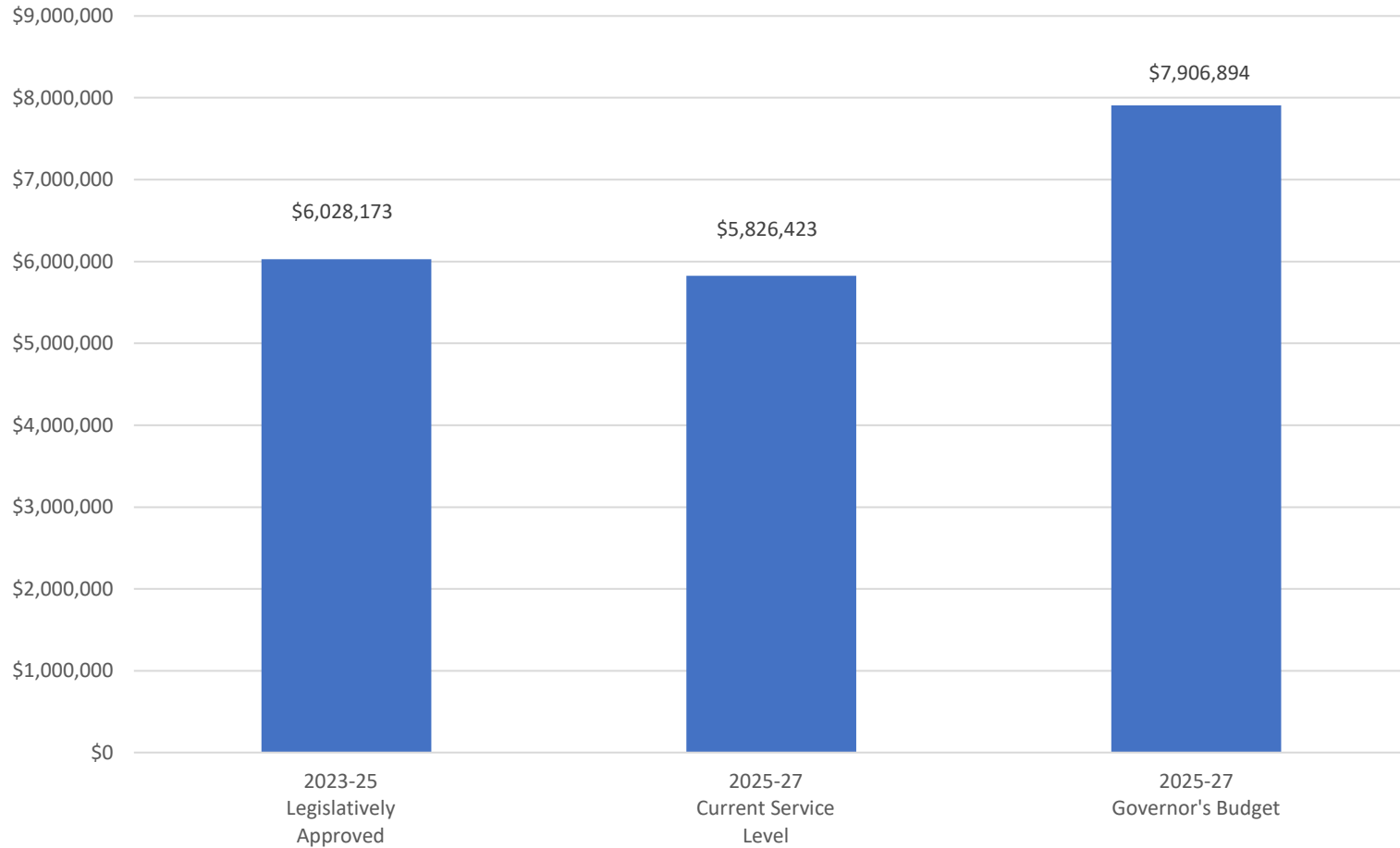


Continued growth of the OPG volunteer program - 8 OPG clients are currently being served by trained volunteers





# Oregon Public Guardian/Conservator OPG Budget Overview



# OPG KEY PERFORMANCE MEASURES

## Current KPMs

**KPM #6** Number of hospitalizations, ER visits, arrests, or psychiatric holds of OPG clients during the reporting period.

| Year | Target | Performance | Gap          |
|------|--------|-------------|--------------|
| 2023 | 1      | 1.31        | +0.31 (+31%) |
| 2024 | 1      | 1.36        | +0.36 (+36%) |

OPG clients experienced a slight increase in negative health and safety incidents, influenced by the severity of client conditions, reduced care placement options

**KPM #7** Number of referrals diverted away from OPG by finding less restrictive alternatives

| Year | Target | Performance | Gap  |
|------|--------|-------------|------|
| 2023 | 65%    | 48%         | -17% |
| 2024 | 65%    | 53%         | -12% |

Limited resources and referral quality remain key challenges in meeting the 65% target; new KPMs are proposed for 2025 to better align with program goals

## Proposed New KPMs for 2025

**New KPM #7:** Comparison of the number of days OPG clients were hospitalized for the 1 year prior to OPG appointment as guardian and the current reporting year while under guardianship.

Significant reduction in days hospitalized is expected and will show efficacy of OPG creating better health outcomes for highly vulnerable adults.

**New KPM #8:** Comparison of the number of ER visits for OPG clients for the 1 year prior to OPG appointment as guardian and the current reporting year while under guardianship.

Significant reduction in ER visits is expected and will show efficacy of OPG in creating better health outcomes for highly vulnerable adults.

**New KPM #9:** Comparison of the number of new criminal counts OPG clients were charged with for the 1 year prior to OPG appointment as guardian and the current reporting year while under guardianship.

Significant reduction in new arrests and charges is expected and will show efficacy of OPG in creating safety and stability for highly vulnerable adults.

Residential Ombudsman & Public  
Guardian Advisory Board  
(ROPGAB)

Presenter: Mark Williams, Chair

# Residential Ombudsman & Public Guardian Advisory Board

Established under ORS 441.416

Eleven Member Board

## 441.417 Duties:

- **Monitor the Long-Term Care Ombudsman Program.**
- **Advise the Governor and the Legislative Assembly on the agency and its programs.**
- **Nominate, after interviews and according to prescribed criteria, three persons to fill a vacancy in the agency director position.**

# ROPGAB 2025 Priorities



Support OLTCO in advocacy, access, education, protection, & accountability



Support program volunteers across the agency



Advocate for increased support for OLTCO's programs



Questions?

[www.oltco.org](http://www.oltco.org)



Oregon Public Guardian  
Program



Residential  
Facilities  
Ombudsman  
Program