

STATE LONG-TERM CARE OMBUDSMAN PROGRAMS: ORGANIZATIONAL STRUCTURE

The **NATIONAL LONG-TERM CARE OMBUDSMAN RESOURCE CENTER (NORC)** was established as a result of 1992 amendments to the Older Americans Act. Its purpose is to enhance the skills, knowledge and management capacity of the State Long-Term Care Ombudsman Programs. The Center provides national technical assistance, training and information dissemination, serving as a resource on Ombudsman Programs funded by State Agencies on Aging. The Center is administered by The National Consumer Voice for Quality Long-Term Care, in cooperation with the National Association of State United for Aging and Disabilities. For more information contact the Center at 1001 Connecticut, NA, Suite 632, Washington, DC 20036, (202) 332-2275, Fax: (202) 332-2949, www.ltcombudsman.org.

The **NATIONAL ASSOCIATION OF STATES UNITED FOR AGING AND DISABILITIES (NASUAD)** was founded in 1964 under the name National Association of State Units on Aging (NASUA). In 2010, the organization changed its name to NASUAD in an effort to formally recognize the work that the state agencies were undertaking in the field of disability policy and advocacy. Today, NASUAD represents the nation's 56 state and territorial agencies on aging and disabilities and support visionary state leadership, the advancement of state systems innovation and the articulation of national policies that support home and community based services for older adults and individuals with disabilities, and their caregivers. The mission of the organization is to design, improve and sustain state systems delivering home and community based services and supports for people who are older or have a disability, and their caregivers. For more information, contact: NASUAD, 1201 15th Street, NW, Suite 350, Washington, DC 20005, (202) 898-2578, Fax: (202) 898-2583.

The **NATIONAL CONSUMER VOICE FOR QUALITY LONG-TERM CARE**, founded in 1975, is a consumer-based nonprofit organization for local and state member groups and individuals, working to improve health care and the quality of life. For more information contact: The Consumer Voice at 1001 Connecticut, NW, Suite 632, Washington, DC 20036, (202)332-2275, Fax: (202) 332-2949.

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STATE LONG-TERM CARE OMBUDSMAN PROGRAMS: ORGANIZATIONAL STRUCTURE

Thank you to all the State Long-Term Care Ombudsmen who provided and reviewed information for this document.

INTRODUCTION

State Long-Term Care Ombudsman Programs Organizational Structure

By the late 1960s and early 1970s, it was becoming evident that problems of abuse, neglect and substandard care existed in nursing homes nationwide. The long-term care industry had grown unregulated and problems were evident. Substandard care was widespread and there was no recourse to address violations of residents' rights, health, and safety. The federal government began to see the need for a program to address widely reported problems.

The State Long-Term Care Ombudsman Program (SLTCOP) was created as an amendment to the Older Americans Act (OAA) in 1972. It began as a demonstration project. The original five demonstration programs were established to test different organizational structures for the program. Four of the demonstrations were located in state government agencies, and the fifth program tested a non-profit program model. In 1975, amendments to the OAA authorized the Administration on Aging (AoA) to make grants to states for the development of Nursing Home Ombudsman Programs. All states except two received grants that year and hired a Nursing Home Ombudsman Specialist.

In 1978, the program was elevated to a statutory level in the OAA with all states participating. The ombudsman program focused on complaint resolution and began to establish the framework of today's programs which rely heavily on local ombudsman staff and volunteers.

Amendments in 1981 re-named the program, the Long-Term Care Ombudsman Program (LTCOP), to reflect a broader scope of activities. In 1992, the program was added to the OAA as part of the Vulnerable Elder Rights title, Title VII, Section 712.

Since the beginning of the program, the goal has remained unchanged: to provide a voice for older adults and persons with disabilities that reside in long-term care settings. Even though all states have had the Long-Term Care Ombudsman Program for many years, there has been little change in the states' implementation of the program since its inception. In February 2015, ACL published the first regulations for the LTCOP to provide guidance so that consumers in every state and territory with an LTCOP receive effective ombudsman services. The regulations become effective July 2016.

NASUAD has compiled information from State Long-Term Care Ombudsmen regarding the SLTCOP structure within each state. As states look at their programs, this document provides information to help states assess structural changes that may be made to the program.

*NOTE: For link to LTCOP regulation, click <https://federalregister.gov/a/2015-01914>

METHODOLOGY

In early 2015, the Long-Term Care Ombudsman Program organizational structure survey information was drawn from one-on-one telephone interviews conducted by NASUAD staff with each State Long-Term Care Ombudsman. Information focused on four (4) basic topic areas:

1. Office of the State Long-Term Care Ombudsman
 - a. organization placement
 - b. state office operations and staff
2. Management of Regional/District/Local program offices
 - a. contracted or not contracted
 - b. roles and responsibilities
 - c. management relationships
3. Volunteers
4. Comments regarding current structure

All fifty (50) states and the District of Columbia¹ were contacted, and a consistent set of questions were asked of each of them during the interview process. Most interviews took approximately one hour and addressed the organizational structure of the SLTCOP and the interrelationship of staff roles. After the initial telephone interviews, all information was assembled in a state-by-state format and distributed a second time to the SLTCO for confirmation of the information and accuracy. Responses were then assembled into two formats—first a standard organizational structure chart; and the second, a flow structure with more detailed information regarding roles and responsibilities. These were then assembled into one-page information sheets for each state. The goal of this formatting was to provide an at-a-glance reference that could be used to compare one state with another.

Tabulation of information into state-by-state tables and charts has resulted in a picture of the LTCOP across the nation and a tool for state-by-state comparisons. This document should provide state agency directors and SLTCO with a quick reference to compare their state with others.

Beginning in 2015, states are using the LTCOP regulations as a catalyst to examine their SLTCOP, assess compliance with the regulations, and implement remedies if areas of noncompliance are identified. States are considering effective practices in serving citizens who find themselves relying on others for care in a long-term setting.

¹ *The U.S. territories were not contacted for this study.*

ORGANIZATIONAL CRITERIA

Nationwide, the structure of any State's LTCOP has long been identified by the placement of the State Long-Term Care Ombudsman Office; therefore, NASUAD has used that as one criterion to assess organizational structure. While this is one measure of organization, it is not the only factor affecting management and efficiency of program. For the purposes of this document, NASUAD choose to add additional criteria to better describe organizational structure.

The following criteria were used in the examination of SLTCOP structure.

1. Placement of SLTCO Office in one of 6 locations
 - a. Within Cabinet-level State Unit on Aging (SUA)
 - b. Within SUA, which itself is part of a large umbrella agency
 - c. Outside SUA but in umbrella agency that includes SUA
 - d. Within another State government agency (not the SUA)
 - e. As an independent agency within state government
 - f. Outside state government within a contracted entity
2. Roles and Responsibilities of the SLTCO
3. Placement of regional/district/local Ombudsman programs
 - a. Employees of the SLTCO office
 - b. Contracted with Area Agencies on Aging (AAAs) or non-profit entities, not employees of the state or SLTCO office
4. Volunteer programs

GENERAL FINDINGS

Basic LTCOP Structure

Centralized

A centralized structure is generally defined as an organizational arrangement in which the state ombudsman and all regional/district/local ombudsman representatives of the office are employees of a single entity. Nineteen (19) states and the District of Columbia are organized in the centralized manner. In fourteen (14) states, the SLTCO and the regional/local ombudsman are state employees. In three (3) states and the District of Columbia, the state contracts or has an agreement with a non-profit entity to house the program in its entirety.

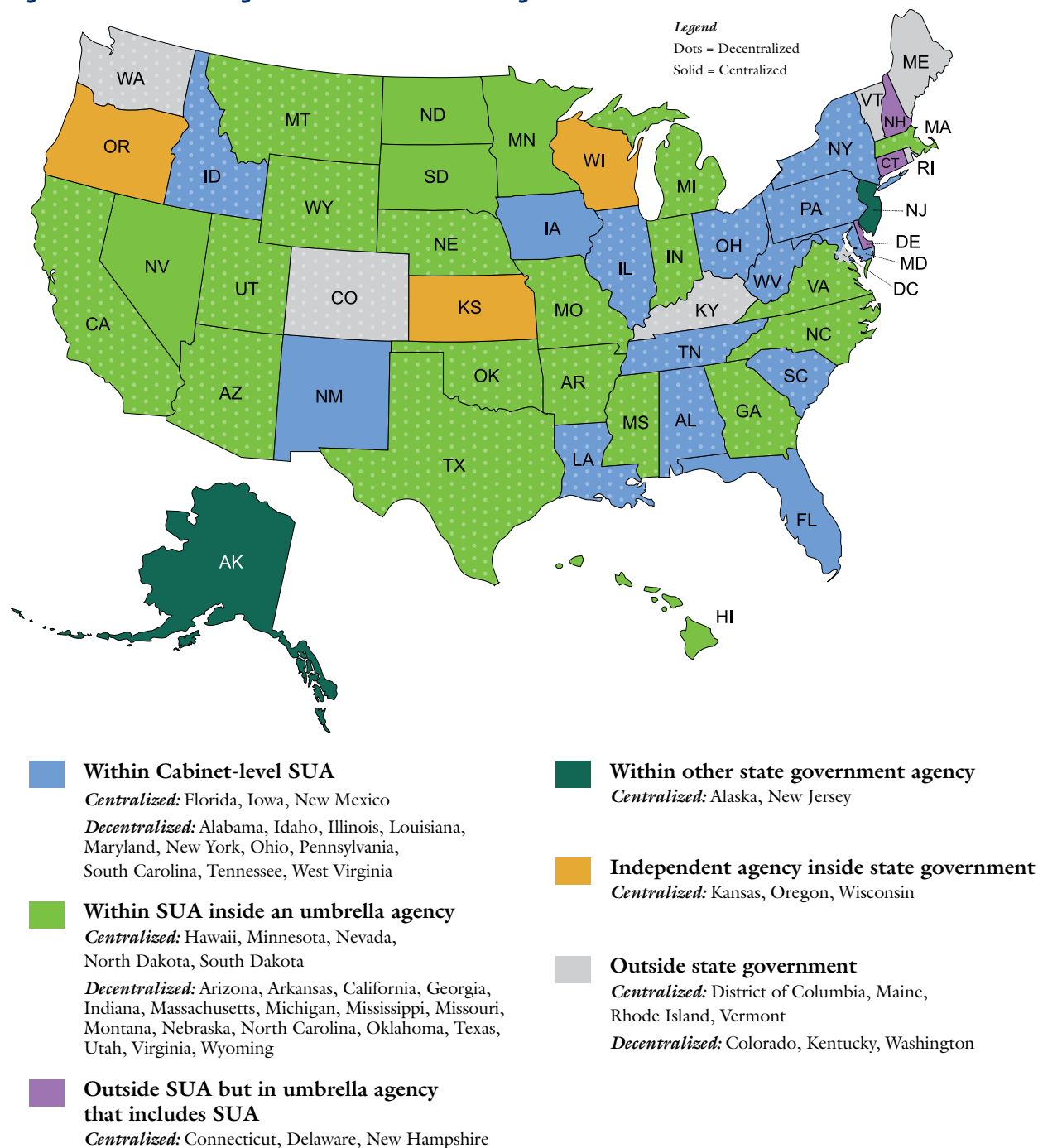
Decentralized

A decentralized structure is defined as an organizational arrangement in which the SLTCO is an employee of the state, or contracted entity, but the regional/district/local ombudsman representatives of the office are employed by another contracted entity (often the AAAs). In this structure, the SLTCO has programmatic oversight but not personnel oversight. Thirty-one (31) states are organized in this manner.

Placement of SLTCO Programs.

Figure 1 shows the location of the SLTCO programs and the basic structure as centralized or decentralized. States with centralized programs have a solid color, while states with decentralized programs have a dotted pattern.

Figure 1. Location of Long-Term Care Ombudsman Programs in States*



* Information from *Long-Term Care Ombudsman Program: Structure, Responses, Quality and Funding*, 2000 and revised through direct telephone survey by NASUAD staff January–March, 2015

Figure 2. Location of the Office of the State LTC Ombudsman

Location of SLTCOP	Centralized	Decentralized	Total
Within Cabinet-level SUA	3 FL, IA, NM	11 AL, ID, IL, LA, MD, NY, OH, PA, SC, TN, WV	14
Within SUA inside large umbrella agency	5 HI, MN, NV, ND, SD	17 AZ, AR, CA, GA, IN, MA, MI, MS, MO, MT, NE, NC, OK, TX, UT, VA, WY	22
Outside of SUA but in umbrella agency that includes SUA	3 CT, DE, NH	0	3
Within other state government agency	2 AK, NJ	0	2
Independent agency inside state government	3 KS, OR, WI	0	3
Outside state government	4 DC, ME, RI, VT	3 CO, KY, WA	7
	20	31	51

ROLES AND RESPONSIBILITIES OF THE SLTCO

The State Long-Term Care Ombudsman roles and responsibilities are clearly stated in the OAA and the LTCOP regulation. Although the SLTCO must comply with federal direction in fulfilling the duties of the office, the organizational structure can affect the execution of those responsibilities.

Most (43) SLTCO are state employees whether they have a centralized or decentralized structure. The majority are hired by the SUA director or another state agency director; two (2) are Governor’s appointees; three (3) are hired by Boards or Trusts; and seven (7) are hired by the contracted entity that has responsibility for the entire SLTCOP.

In centralized structures, the SLTCO has the management of the entire program including staff, and all activities. However, in a decentralized structure, the regional/district/local ombudsman are operationally located within a local ombudsman entity; that means the SLTCO has responsibility to designate, but does not have direct personnel management of the regional/district/local staff. The local ombudsman entity consists of representatives of the Office (ie staff and volunteers) but it is usually an entity within a larger “host agency.” Often the SUA is the contracting entity for the state which can lead to the SLTCO having limited input into contract deliverables for their program.

Twenty-one (21) programs report that they are functionally separate and independent even though they may be organizationally part of another government entity. Due to the size of some programs, a few are attached to other government agencies for services such as human resources, information technology and finance. In those cases, the program management is done only by the SLTCO.

REGIONAL/DISTRICT/LOCAL OMBUDSMAN

In the twenty (20) centralized programs, regional/district/local ombudsman are employees of the state or contracted entity and personnel management is provided by the SLTCO. Regional/district/local ombudsman may be housed in offices across the state or in the central state office but are assigned cases and regions by the SLTCO based on statewide program needs. The SLTCO manages all aspects of the statewide program.

Of the thirty-one (31) programs that are decentralized, eleven (11) SUAs use only AAAs in their state as host agencies for regional/district/local ombudsman programs. An additional twenty (20) states use both AAAs and non-profit entities to manage the regional/district/local programs. These arrangements can take the form of contracts (for all or part of OAA funded state services), MOUs, Area Aging plans (See note below), or grant awards.

In fifteen (15) states, the AAAs enter into third party contracts with host agencies to provide ombudsman services. These local programs are designated by the SLTCO as local ombudsman entities. In states that allow 3rd party agreements, the AAA or non-profit entity sets the contract standards based on the original contract between the state and the AAA or non-profit entity.

In decentralized programs, regional/district/local ombudsman are employees of the AAA or non-profit entity. The SLTCO may have some input into the hiring process but does not directly hire the ombudsmen. In addition, personnel management of the local ombudsman is done by the host agency with which the SUA has an agreement. In some states, the local ombudsmen wear multiple hats, splitting their time between more than one program. It is important for the SLTCO and the local designated entity to collaborate on contract standards in order to assure that contract deliverables meet the needs of the LTCOP.

NOTE: As part of federal OAA funding requirements, states must submit a State Plan on Aging to the Administration for Community Living, Administration on Aging. These Plans can be for terms of 2, 3, or 4 years and include documentation on outcomes and achievements that the state hopes to accomplish; translates activities, data and outcomes into effective practice; provides a blueprint that spells out activities for the state; and defines the building of capacity for LTC efforts in the state. As part of these State Plans, each state receives an Area Plan on Aging from their designated Planning and Services Areas (PSAs) called Area Agencies on Aging (AAAs).

VOLUNTEERS

SLTCOP use unpaid staff in a state or regional/district/local program to assist in performing the activities and fulfilling the responsibilities of the program. All states, except three, have Volunteers.

Some states have a long history of working with volunteers and others are new in the last few years. Since its inception, the SLTCO program recognized that volunteers could serve residents in long-term care facilities with particular person-centered connections at the community level. Paid ombudsman staff agree that the program is more accessible to residents with the help of volunteers.

The OAA requires the SLTCO to designate all representatives of the office including the unpaid volunteer staff before they can act in any ombudsman capacity.

Volunteer activities vary from state to state. Functionally, the National Ombudsman Reporting System (NORS) classifies volunteers as certified or other. Long-Term Care Ombudsman volunteers are trained as follows:

- *Friendly Visitor Volunteers* are trained to visit/meet with residents, intake complaints if needed, and refer the complaints to ombudsman paid staff for case investigation.
- *Multi-Tier Volunteers* are provided basic friendly visitor training but are allowed to continue into a more complex training to become a case investigator volunteer, if they are interested.
- *Case Investigator Volunteers* are provided training to equip them with case investigation, resolution, and reporting skills. These volunteers are most often trained in the same manner as the paid regional/district/local staff and handle complex resident cases. However, most states request that abuse, neglect, and exploitation complaints are transferred to the paid ombudsman staff.
- *Administrative Volunteers* must meet the training requirements in their state and may assist with office or other duties including publications, social media, data entry, advisory councils, or office assistance.

Volunteer programs require time and money to be successful, yet only a few states have full-time volunteer coordinators. In most states, the regional/district/local ombudsmen provide recruitment, training, and oversight of volunteers in their areas based on the standards and curriculum developed and mandated by the SLTCO.

CONSIDERATIONS FOR DETERMINING ORGANIZATIONAL STRUCTURE

The interviewed SLTCOs were invited to share their perspectives about their current organizational structure. NASUAD offers them below as considerations for assessing organizational structure changes.

For centralized structures housed in the SUA, access to other program directors and the support of administrative, IT, and fiscal staff in the larger agency can be a significant benefit. A larger agency, however, does include layers of management which made systems advocacy more challenging. Moreover, the SLTCO may be less connected to the regional/district/local staff, making staff management difficult.

Programs that were centralized or have been established as an independent agency/program felt their organizational structure provided freedom for advocacy, eliminated conflict of interest, and provided an independent ability to create a statewide Long-Term Care Ombudsman Program that served residents in long-term care settings.

For decentralized programs, SLTCOs found that because the local ombudsman is an employee of the contracted entity, not the SLTCO, they have difficulty ensuring consistent performance of the functions of the Office of the SLTCO. Without personnel management responsibilities, providing effective programmatic oversight can be problematic. Additionally, it is important for the SLTCO to have input into the contract for local ombudsman programs to ensure that all key elements are included.

CONCLUSION

The purpose of the survey was to identify different organizational structures for SLTCO programs so that states had an easy comparison tool for analysis. It does not represent an assessment or commentary on program operation or effectiveness. In fact, the federal Administration on Aging has not indicated a preference for a particular organizational structure, but instead provides flexibility for the states. The OAA provides states with flexibility in the organizational structure it chooses to use to operate the SLTCOP.

The following pages provide a graphic depiction of each state's STLCOP organizational structure. The top half of each page provides an 'at-a-glance' view of the program, while the lower half provides more details on each component of the SLTCOP.

An additional tool for state information is the *"A Primer for State Aging Directors and Executive Staff: State Long-Term Care Ombudsman Program"*. It is available electronically on the NASUAD website at www.nasuad.org or in hard copy by calling NASUAD at (202) 898-2578.

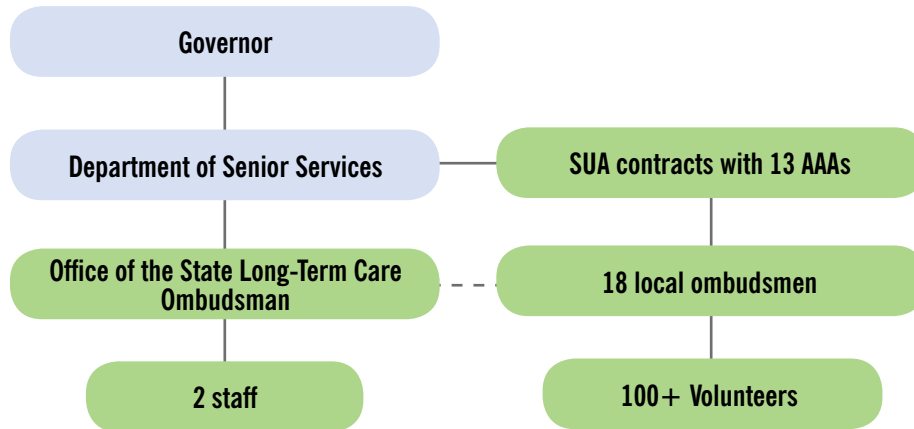


STATE-BY-STATE ORGANIZATIONAL STRUCTURE

**All data provided by telephone survey with each SLTCO.*

ALABAMA

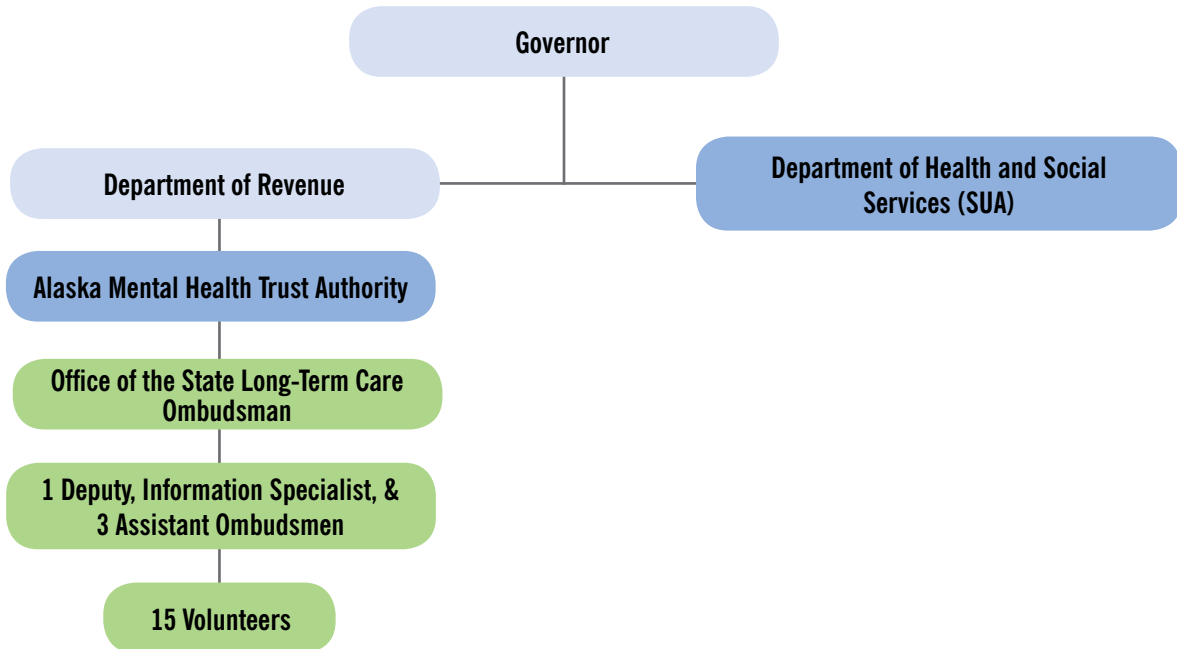
Decentralized



Governor	
Department of Senior Services (SUA)	The Department of Senior Services is a cabinet-level agency. In 2013, the Commissioner established the SLTCO program as a separate entity within the Department of Senior Services.
Office of the State Long-Term Care Ombudsman	The SLTCO is a state employee and reports directly to the Commissioner of Senior Services. As of 2013, the SLTCO Office is physically separate from the office of Senior Services. The SLTCO establishes the SLTCO policies. SUA fiscal staff are assigned to assist with fiscal management.
Staff and Local Ombudsmen	The SLTCO Office consists of the SLTCO and 2 staff. There are 18 local/ombudsmen who are employees of 13 AAAs. The SLTCO develops the scope of services for AAA contracts and approves agreements.
Volunteers	The SLTCOP currently has 100 + volunteers who are not complaint investigators. Volunteers are trained and certified by local offices and attend monthly continuing education meetings.

ALASKA

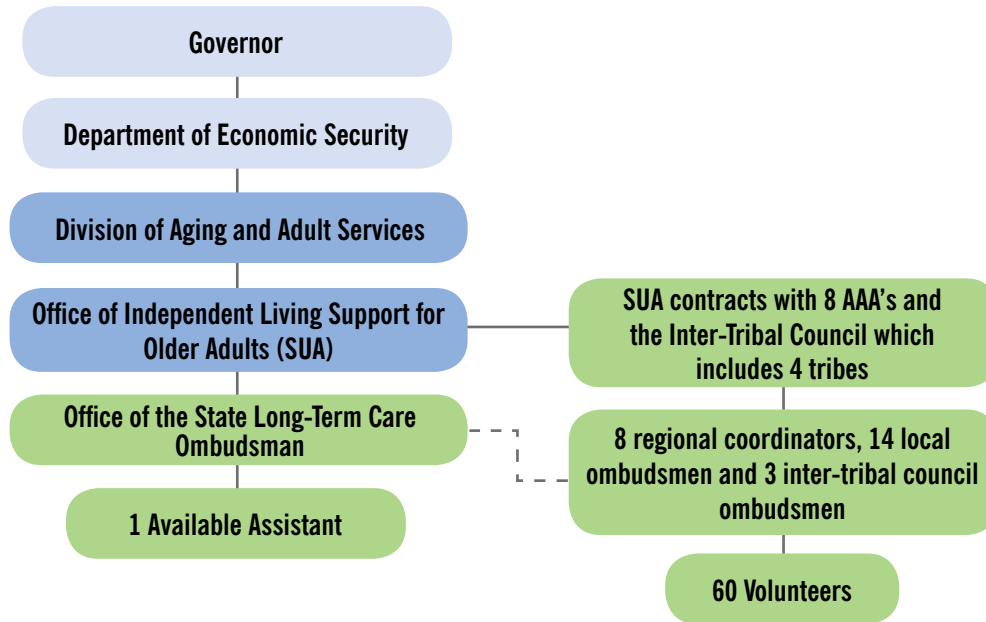
Centralized



Governor	
Department of Revenue	State funding comes through the Department of Revenue and the SUA. Federal funds for the SLTCOP program are distributed through the Department of Health and Social Services.
Alaska Mental Health Trust Authority	A multi-million dollar Trust was established with statehood to care for seniors and those with mental health issues. The Trust is managed by a Board of Trustees and includes the SLTCOP.
Office of the State Long-Term Care Ombudsman	The SLTCOP is totally independent due to structure of the Trust. The Trust hires the SLTCO. All Ombudsmen staff are state employees. The SLTCO has direct oversight and management of all aspects of the LTCO program.
Staff and Local Ombudsmen	The SLTCOP consists of the SLTCO, Deputy SLTCO, 3 Assistant Ombudsmen (local ombudsmen) and 1 Administrative Assistant. All staff are hired by the SLTCO and housed in the central state office.
Volunteers	The SLTCOP has approximately 15 volunteers who can do complaint investigation. Volunteers are trained by central office staff and have monthly continuing education meetings.

ARIZONA

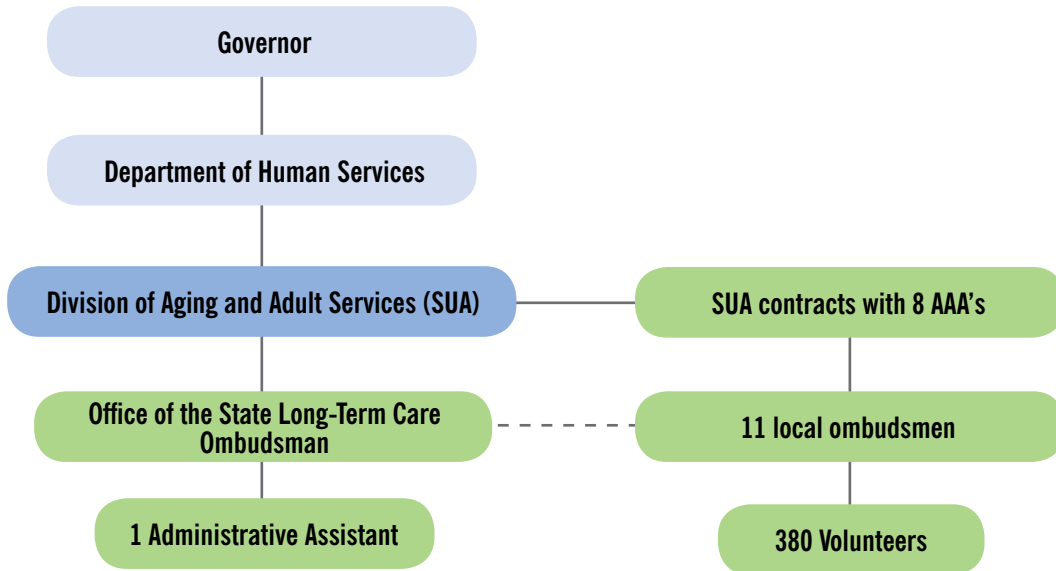
Decentralized



Governor	
Department of Economic Security	The Department of Economic Security is a cabinet-level umbrella agency.
Division of Aging and Adult Services	Within the Department of Economic Security is the Division of Aging and Adult Services.
Office of Independent Living Support for Older Adults (SUA)	The Office of Independent Living Support (ILS) for Older Adults (SUA) serves as the SUA and is part of the Department of Aging and Adult Services. The SLTCO is within the ILS. The SUA contracts with 8 AAAs and the Inter-Tribal Council to manage the program at the local level.
Office of the State Long-Term Care Ombudsman	The SLTCO is a state employee and reports directly to the ILS Director. SLTCO responsibilities include monitoring local programs, training regional coordinators, and setting statewide procedures.
Staff and Local Ombudsmen	The SLTCO Office consists of the SLTCO and 1 assistant. There are 8 regional coordinators, 14 local ombudsmen and four Inter-Tribal Council local ombudsmen who are hired by and employees of the AAAs or Inter-Tribal Council. Contracted entities may not contract out to 3rd party. Local ombudsmen are trained by the regional coordinators.
Volunteers	The SLTCOP currently has about 60 volunteers who do case investigation. Volunteers are supervised and trained at the local level. There is no state volunteer coordinator however, regional programs may have volunteer coordinators.

ARKANSAS

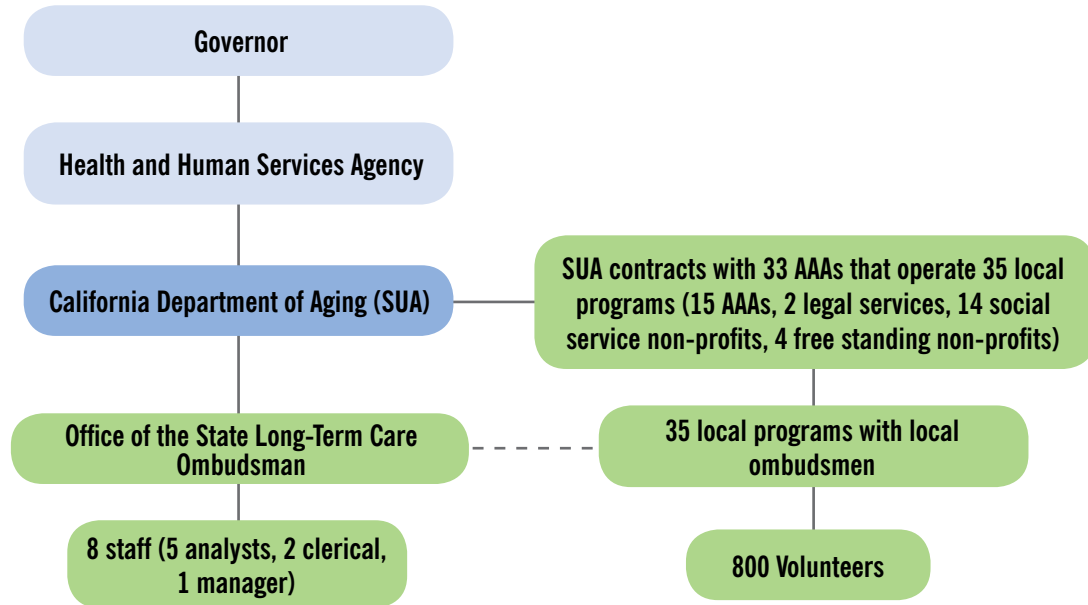
Decentralized



Governor	
Department of Human Services	The Department of Human Services is a cabinet-level umbrella agency.
Division of Aging and Adult Services (SUA)	Within the Department of Human Services is the Division of Aging and Adult Services (SUA). The SUA includes the OAA Programs, APS, SMP, LTCOP, and others. The SUA contracts with AAAs for local ombudsmen activities.
Office of the State Long-Term Care Ombudsman	The SLTCO reports to one of three Assistant Directors in the SUA as one of the operating programs. The SLTCO is a state employee and works with the SUA fiscal office on budget and line items. Policies are promulgated by legislation.
Staff and Local Ombudsmen	The SLTCO Office consists of the SLTCO and 1 administrative assistant. There are 11 local ombudsmen who work out of 8 AAAs. The SUA contracts with the AAAs with contract review by the SLTCO. The SLTCO sets training, monitoring and program oversight of local ombudsmen. The SLTCO may or may not be involved in hiring local ombudsmen. AAAs do not contract with 3rd party entities.
Volunteers	The SLTCOP currently has 380 volunteers. Volunteers are trained and certified by the SLTCO. Volunteers are supervised by the local ombudsman at the local level.

CALIFORNIA

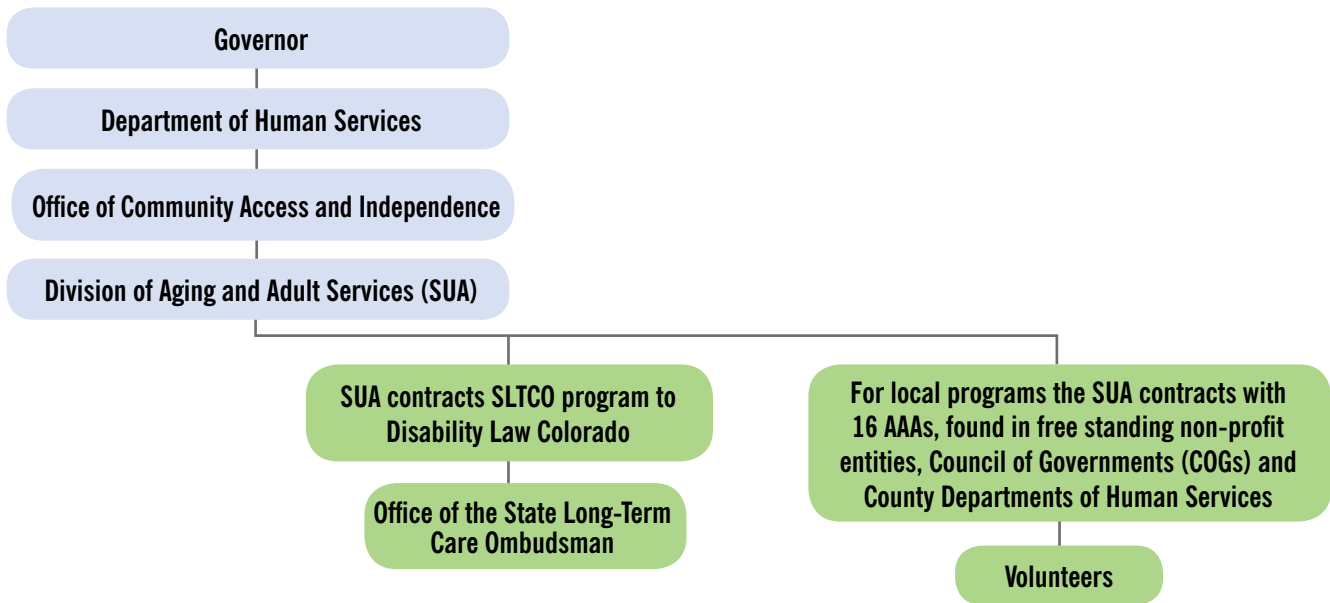
Decentralized



Governor	
Health and Human Services Agency	The Health and Human Services Agency is a cabinet-level umbrella agency which includes the California Department of Aging.
California Department of Aging (SUA)	The California Department of Aging (SUA) houses the Office of the State Long-Term Care Ombudsman. The SUA contracts with 33 AAAs for OAA program services including the LTCOP.
Office of the State Long-Term Care Ombudsman	The SLTCO is an appointee of the Governor and reports directly to the SUA Director. The SLTCO is responsible for the management and oversight of the statewide program.
Staff and Local Ombudsmen	There are 9 staff in the state office including the SLTCO, 5 analysts, 2 clerical staff who staff the crisisline, and 1 manager. The State contracts with AAAs for the local ombudsman programs. There are 35 local programs (15 in AAAs, 2 in legal services, 14 in social service non-profits, 4 in free standing non-profits). Local programs can contract out to a 3rd party entity but have to make the case they cannot provide services.
Volunteers	The SLTCOP currently has approximately 800 volunteers. Training and supervision of volunteers is done at the local level. The SLTCO sets requirements and certifies volunteers.

COLORADO

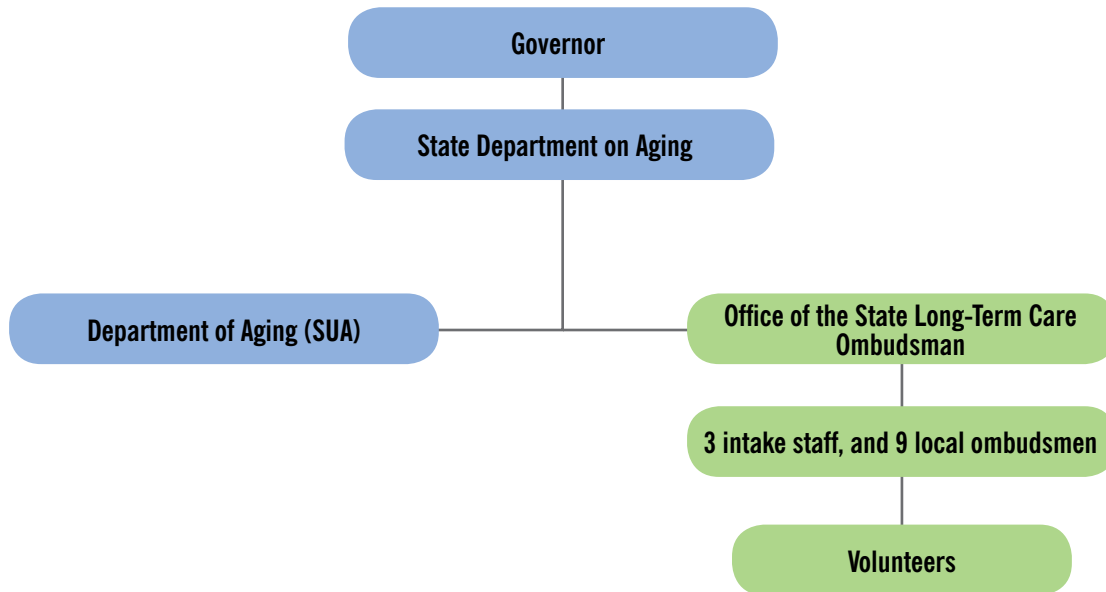
Decentralized



Governor	The Department of Human Services is a cabinet-level umbrella agency which includes the Office of Community Access and Independence.
Department of Human Services	
Office of Community Access and Independence	The Office of Community Access and Independence includes the Division of Aging and Adult Services (SUA).
Division of Aging and Adult Services (SUA)	The SUA contracts the SLTCOP to Disability Law Colorado (DLC), a non-profit entity. Funding goes directly to the DLC for the operation of the State LTC Ombudsman program. The SUA has individual AAA contracts separate from the SLTCOP which provide for implementation of the local programs.
Disability Law Colorado (DLC)	Disability Law Colorado is a non-profit entity housing 8 programs in the state of Colorado including the State Long-Term Care Ombudsman Program. The Center is headed by an Executive Director.
Office of the State Long-Term Care Ombudsman	The State Ombudsman is hired by and reports to the Executive Director of Disability Law Colorado. The SLTCO office staff includes the SLTC Ombudsman and a full time assistant. The SLTCO is responsible for the oversight and monitoring of the local programs. The SLTCO trains and certifies local ombudsman staff.
Staff and Local Ombudsmen	The SUA contracts with 16 entities made up of AAAs in counties, freestanding entities, and COGs to manage the local programs. Local entities are allowed to contract with a 3rd party. Local ombudsmen are hired by and employees of the contracted entity.
Volunteers	The SLTCOP currently has volunteers who are trained and managed by the local staff ombudsmen and who receive designation from the SLTCO.

CONNECTICUT

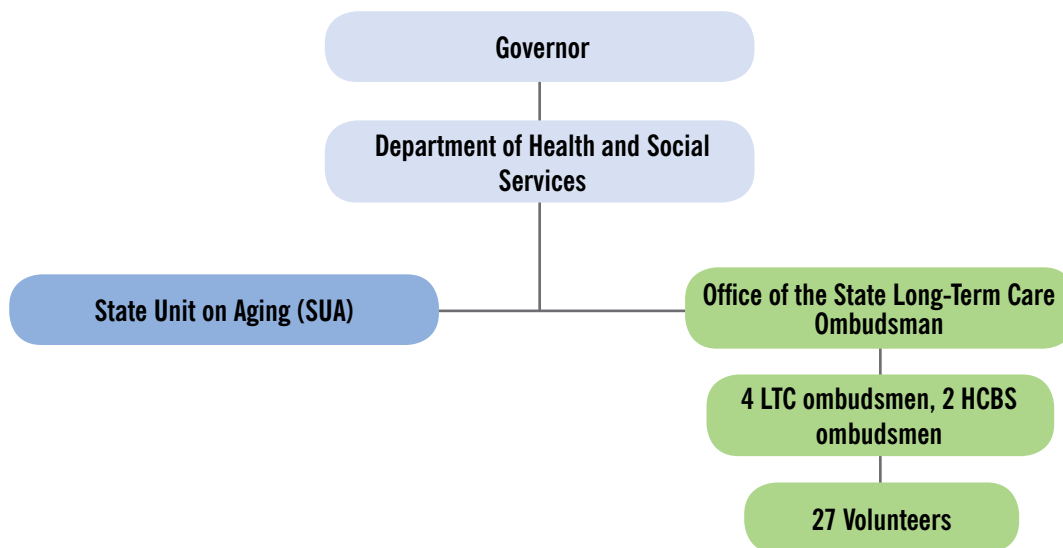
Centralized



Governor	
State Department on Aging	The State Department on Aging is a cabinet-level umbrella agency which includes the Department of Aging.
Department of Aging (SUA)	The Department of Aging is a separate department with director as Commissioner.
Office of the State Long-Term Care Ombudsman	January 1, 2013, the State Department on Aging became its own separate stand-alone agency. The SLTCOP is a totally independent office within the SUA. The head of the umbrella agency appoints the SLTCO and the position is a classified state employee.
Staff and Local Ombudsmen	The SLTCO Office consists of the SLTCO and an administrative assistant. There are 9 regional/local ombudsmen and 3 intake staff who are hired and supervised by the State Ombudsman. Regional/local ombudsmen are responsible for ombudsman activities in a specific area of the state.
Volunteers	The SLTCOP currently has a few volunteers who are trained and report to the regional/local ombudsman.

DELAWARE

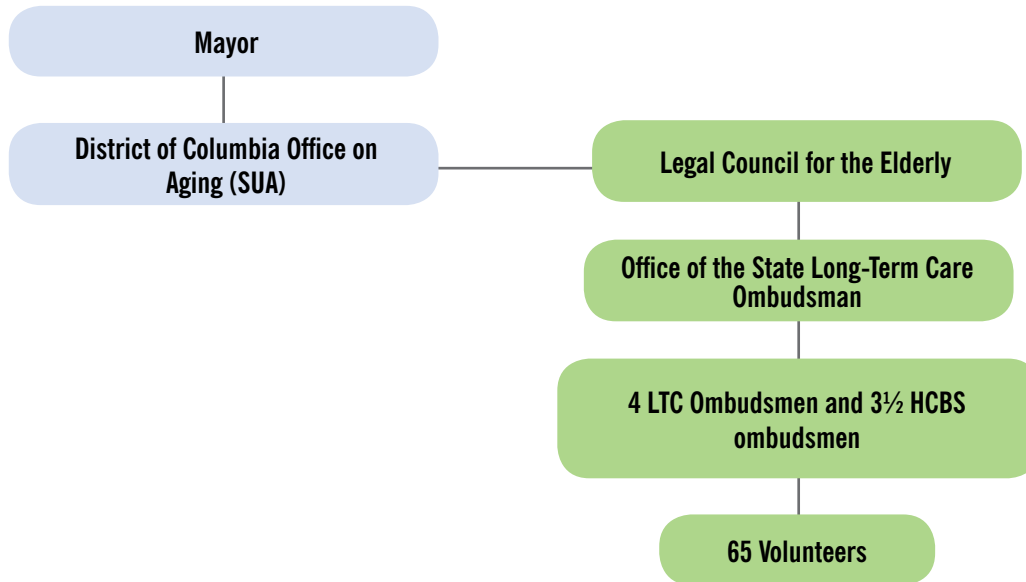
Centralized



Governor	
Department of Health and Human Services	The Department of Health and Human Services is a cabinet-level umbrella agency which includes the Office of Constituent Relations.
Office of the Secretary	The SLTCOP is operated by the DHSS Office of the Secretary.
Office of the State Long-Term Care Ombudsman	The SLTCO reports to the Office of the Secretary. Funding for the SLTCOP comes directly through an MOU with the SUA. The SLTCO is a state employee.
Staff and Local Ombudsmen	The SLTCO has direct management of all Ombudsman program activities and policies. There are no outside contracted entities. The SLTCO hires local ombudsmen and three of the four are housed in the central office.
Volunteers	The SLTCOP currently has about 27 volunteers.

DISTRICT OF COLUMBIA

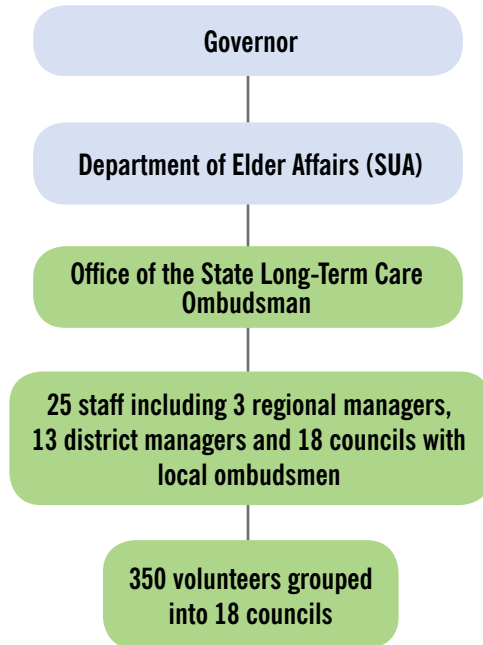
Centralized



Mayor	
District of Columbia Office on Aging (SUA)	The District of Columbia Office on Aging has a contract with the Legal Council for the Elderly to manage 7 programs including the SMP and the LTCOP.
Legal Council for the Elderly	The Legal Council for the Elderly is an affiliate of AARP.
Office of the State Long-Term Care Ombudsman	The SLTCO is hired by and reports to the Executive Director of the Legal Council for the Elderly. Management of the SLTCO Program is by the SLTCO.
Staff and Local Ombudsmen	The SLTCOP consists of the SLTCO, 4 LTCO, and 3 ½ HCBS ombudsmen. No part of the program is contracted to any 3rd party outside the Legal Council for the Elderly.
Volunteers	The SLTCOP currently has about 65 volunteers. Training and management is done by the staff as a team.

FLORIDA

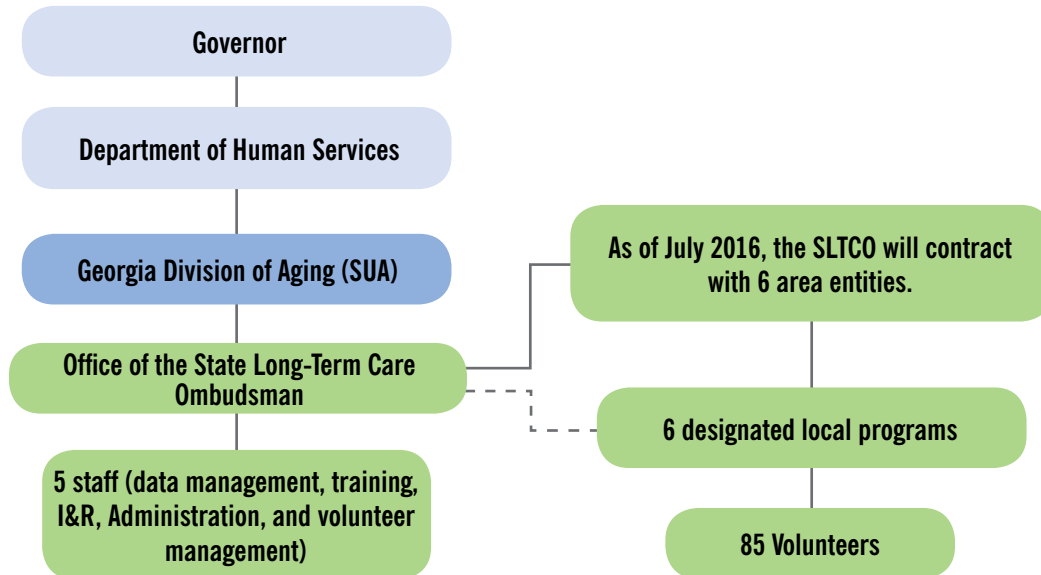
Centralized



Governor	
Department of Elder Affairs (SUA)	The Department of Elder Affairs is a cabinet-level umbrella agency.
Office of the State Long-Term Care Ombudsman	The SLTCO is a state employee and controls program funds, policies, and procedures. The SLTCO hires and manages regional/district/local ombudsmen. Local ombudsman programs are not contracted to outside entities but are kept within the SLTCOP.
Staff and Local Ombudsmen	The SLTCOP includes 18 councils and 13 districts for a total of 25 staff. All staff are state employees. There are three regions with districts in each. District managers report to the regional managers and the regional managers report to the SLTCO.
Volunteers	The SLTCOP has a complex volunteer program structure. The program currently has 350 volunteers who do case investigations. Recruitment, training, and management is done at the district level. Volunteers are grouped into 18 councils. All volunteers are certified. There is a State Council made up of representatives of the 18 district councils and 3 Secretary appointees.

GEORGIA

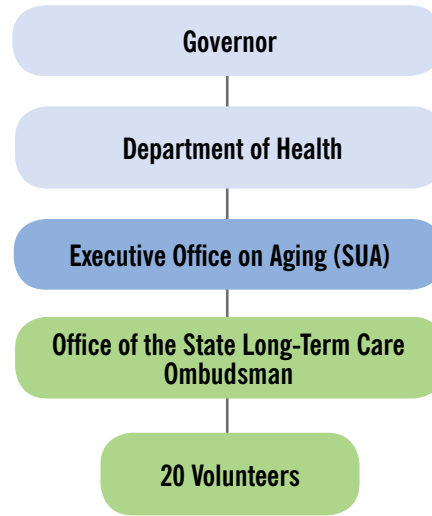
Decentralized



Governor	
Department of Human Services	The Department of Human Services is an umbrella agency which houses the Georgia Division of Aging Services (SUA).
Georgia Division of Aging Services (SUA)	The SLTCO is part of the SUA management team and receives support from the SUA. The SLTCOP is a separate office with independent advocacy. Funding allocation is determined by SLTCO. Local programs are contracted to area entities.
Office of the State Long-Term Care Ombudsman	The SLTCO is hired by the SUA Director as a state employee. The SLTCO Office includes the SLTCO and 5 staff (data management, training, Information and Referral, Administration, and volunteer management). The SLTCO does training and designation of local staff but does not have personnel management or hiring.
Staff and Local Ombudsmen	All local ombudsmen representatives are employed by the designated ombudsman entity. After July, 2016, there will be 6 area programs. Certified local ombudsmen representatives are employees of the contracted entity.
Volunteers	The SLTCOP currently has approximately 85 volunteers, a few of which are certified to do case investigations. Volunteers are recruited and supervised by local ombudsmen representatives.

HAWAII

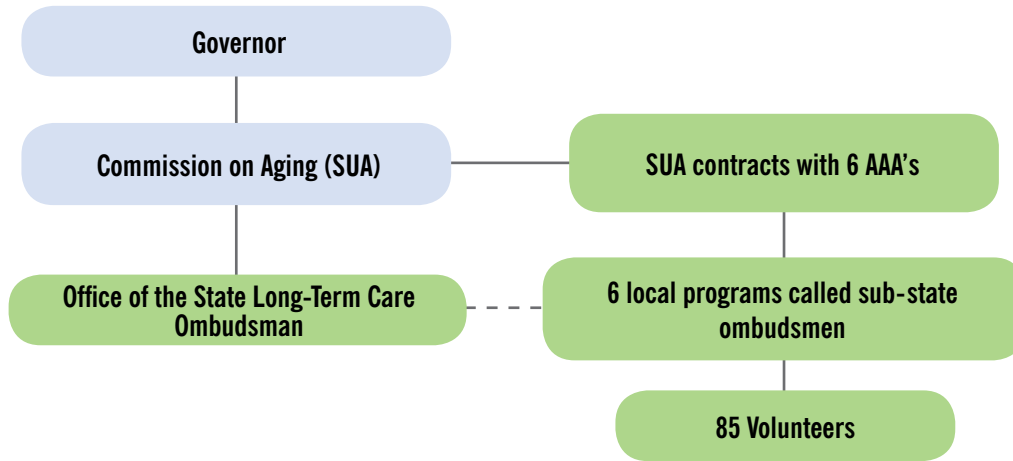
Centralized



Governor	
Department of Health	The Department of Health is a cabinet-level umbrella agency which includes multiple offices including the SUA and long-term care facility licensing departments.
Executive Office on Aging (SUA)	The SLTCOP is located in the Executive Office on Aging (SUA). The SUA Director hires the SLTCO. Funds are allocated for the program through the SUA and the SLTCO determines line item spending.
Office of the State Long-Term Care Ombudsman	The SLTCO is a state employee hired by the Director of the Executive Office on Aging. The program does not contract with outside entities. The SLTCO manages the program statewide.
Staff and Local Ombudsmen	The SLTCOP consists of the SLTCO.
Volunteers	The SLTCOP currently has about 20 volunteers working on five islands. Logistics is a particular problem in the islands.

IDAHO

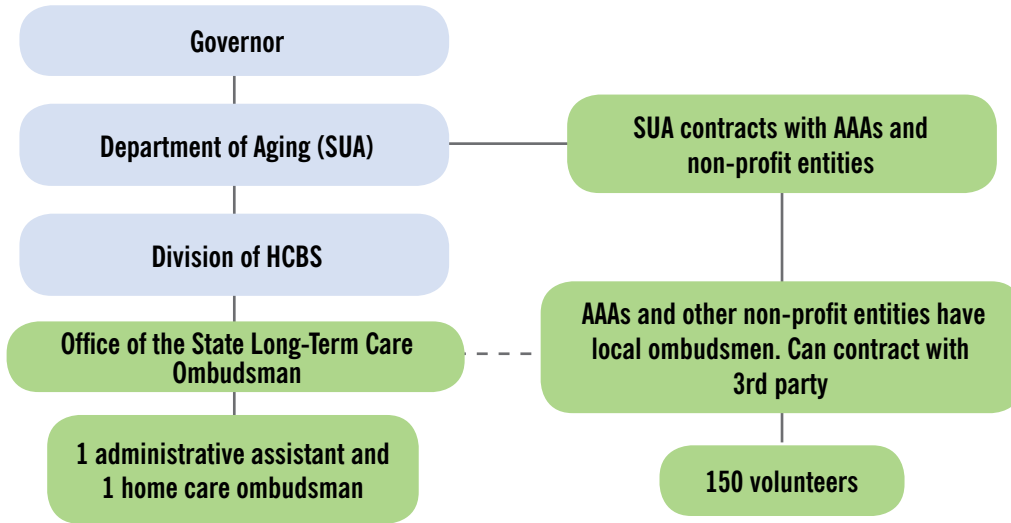
Decentralized



Governor	
Commission on Aging (SUA)	The Commission on Aging is a cabinet-level agency. The State contracts with AAAs for OAA services including the local LTCOP.
Office of the State Long-Term Care Ombudsman	The SLTCO is a state employee and reports to the Program Supervisor who reports to the Deputy Administrator of the SUA as do other program staff. The SUA enters into contracts with AAAs to provide Ombudsman and other OAA services. The SLTCO develops training materials and monitors local ombudsman activities.
Staff and Local Ombudsmen	By state statute, local ombudsmen are located in 6 AAAs and are identified as sub-state ombudsmen. These are not state employees but hired by the AAAs. The AAAs cannot contract with a third party.
Volunteers	The SLTCOP has about 85 volunteers. Training is done at the local level with a SLTCO approved curriculum. The SLTCO designates and monitors program activities.

ILLINOIS

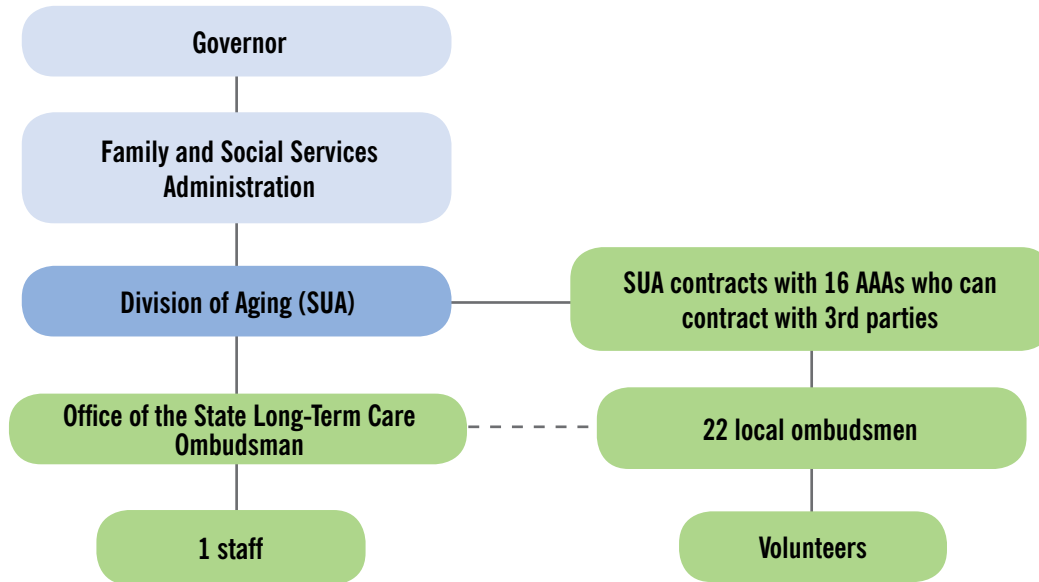
Decentralized



Governor	
Department of Aging (SUA)	The Department of Aging is a cabinet-level agency. The SUA contracts with AAAs and other non-profits to act as the local LTCO entities.
Division of HCBS	The Division of HCBS is an operating division of the SUA.
Office of the State Long-Term Care Ombudsman	The SLTCO reports to the Manager of the Division of HCBS and is a state employee. The SLTCO oversees budget, regional/local ombudsman certification, and ombudsman program activities in the AAAs and non-profit entities.
Staff and Local Ombudsmen	The SLTCO Office staff includes the SLTCO, an administrative assistant, and a Home Care Ombudsman. Local ombudsmen are employees of the AAAs. Some AAAs contract with a 3rd party. There is a system of regional ombudsmen who supervise community ombudsmen and volunteers.
Volunteers	The SLTCOP currently has 150 volunteers who have different tiers of training from peer mentoring to full case investigation.

INDIANA

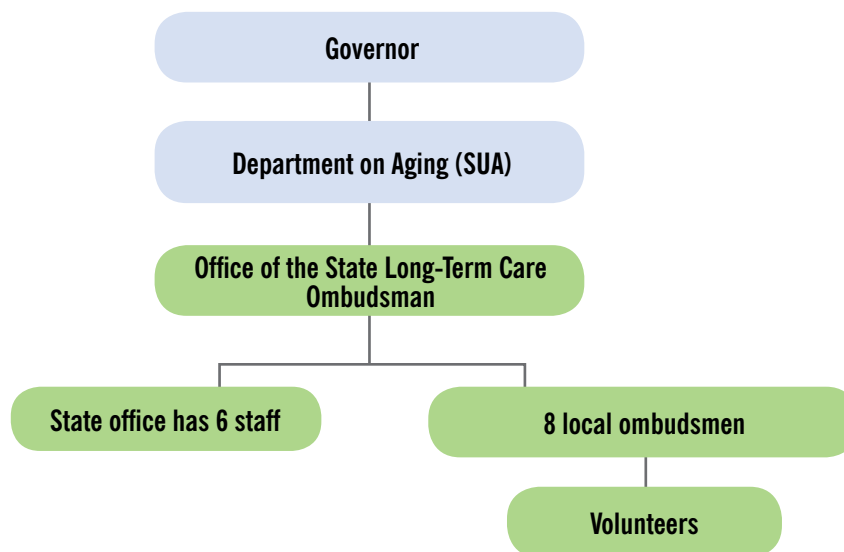
Decentralized



Governor	
Family and Social Services Administration	The Family and Social Services Administration is a cabinet-level umbrella agency housing the SUA as one of its divisions.
Division of Aging (SUA)	The State Aging Director hires the SLTCO. The SUA provides some support staff from another agency. The SUA contracts with AAAs for operation of OAA programs including the local ombudsman activities.
Office of the State Long-Term Care Ombudsman	The SLTCO is a state employee. The SLTCO develops policies and procedures and has oversight of the data but is not involved in the development of the budget. The SLTCO has input into the LTCO section of the contracts. The SLTCO provides training and designation of local ombudsmen. The SLTCO does not hire local ombudsmen but has input into the hiring process at the local level.
Staff and Local Ombudsmen	The SLTCO Office staff include the SLTCO and one staff person. There are 17 local offices with no regional or district layer. The SUA contracts with AAAs to provide local ombudsman services. There are 22 local ombudsmen who are employees of their local entities. Some of the AAAs contract with 3rd parties (2 are in non-profits, and 6 are in legal services agencies).
Volunteers	The SLTCOP has some volunteers but not all local programs are participating. In those programs that have volunteers, training and oversight is done at the local level. Designation and program development is done at the state level.

IOWA

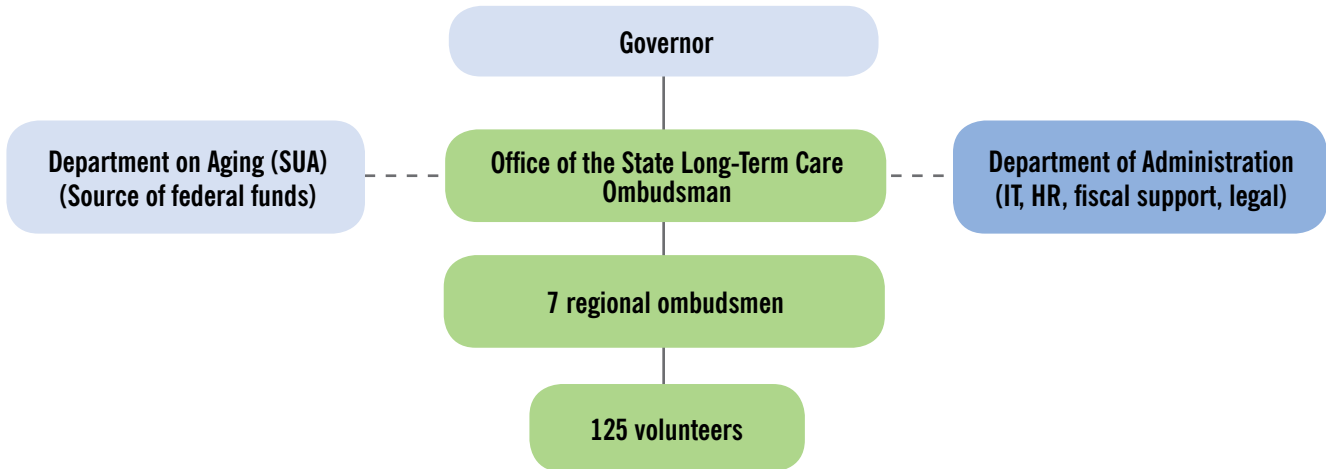
Centralized



Governor	
Department on Aging (SUA)	<p>The Department on Aging is a cabinet-level agency. The SUA director reports to the Governor.</p>
Office of the State Long-Term Care Ombudsman	<p>The SLTCO is part of the SUA management team and reports directly to the SUA director. The SLTCO does all management of the SLTCOP and employees. The SLTCO is responsible for all aspects of the program management and budget. The SLTCOP receives some support services from the SUA fiscal office and HR, if needed.</p>
Staff and Local Ombudsmen	<p>The SLTCO is hired by the SUA director and is a state employee. All Ombudsman Program employees are state employees and hired by the SLTCO. The central state office has 6 paid staff. There are 8 local ombudsmen.</p>
Volunteers	<p>The volunteer program has been redeveloped in the last few years. A volunteer coordinator manages the day to day activities. The SLTCO provides designation, training, and support. The state volunteer ombudsman program coordinator position is a full time paid position. Local ombudsmen are responsible for most of the complicated cases.</p>

KANSAS

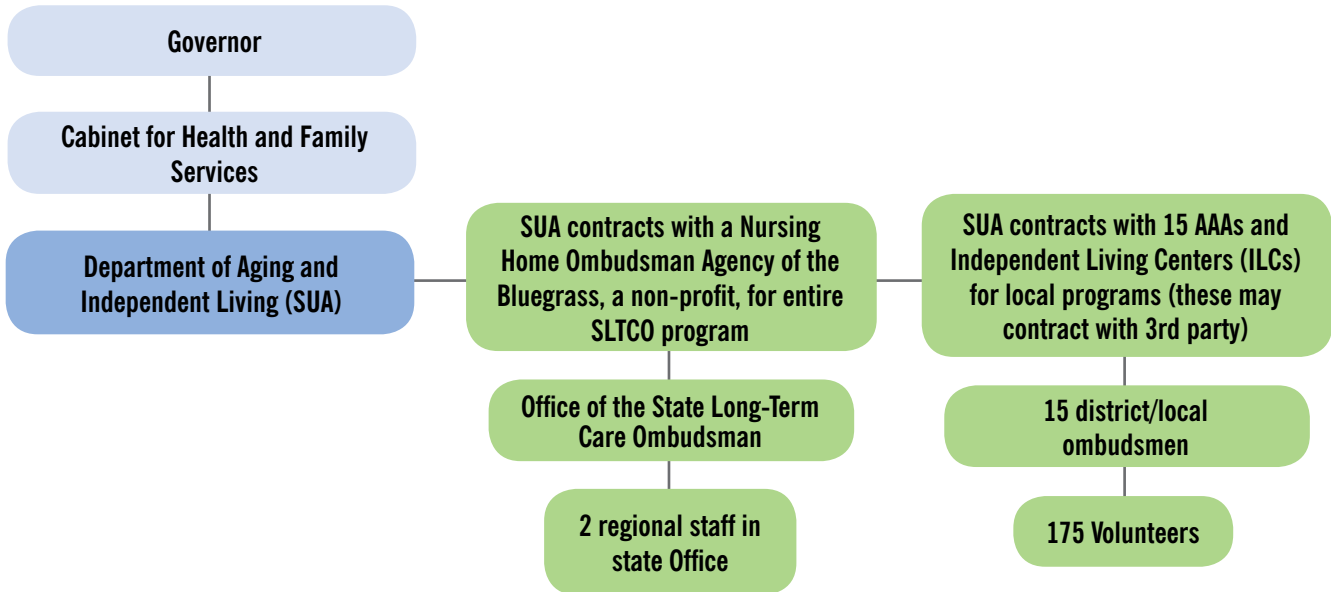
Centralized



Governor	
Department on Administration	The Department of Administration is a cabinet-level agency. Because of its size, the SLTCOP was attached to the Department of Administration for HR, IT, legal, and fiscal services as needed.
Department of Aging (SUA)	The Department of Aging (SUA) sends federal funds to the independent Office of the Long-Term Care Ombudsman.
Office of the State Long-Term Care Ombudsman	The SLTCO is appointed by the Governor and is a non-classified state employee. All aspects of the SLTCOP are managed directly by the State LTC Ombudsman.
Staff and Local Ombudsmen	Housed in the central office, staff includes the SLTCO, one administrative assistant, and 1 regional/local ombudsmen. There are 6 other regional/local ombudsmen housed in home offices or other agency offices across the state. All regional/local ombudsmen are state employees and hired by the SLTCO.
Volunteers	The SLTCOP currently has about 125 volunteers who are trained as investigative volunteer ombudsmen. Volunteers are designated by the SLTCO and are managed and trained jointly by the SLTCO and the regional/local ombudsmen.

KENTUCKY

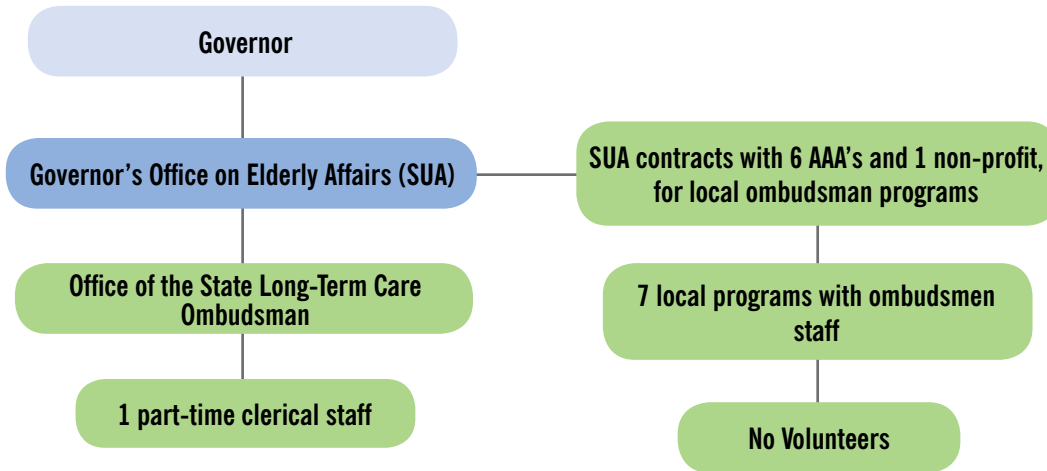
Decentralized



Governor	
Cabinet for Health and Family Services	The Cabinet for Health and Family Services is a cabinet-level umbrella agency.
Department of Aging and Independent Living (SUA)	The Department of Aging and Independent Living (SUA) is part of the umbrella agency that contracts with the Nursing Home Ombudsman Agency of the Bluegrass, a non-profit agency whose sole purpose is to manage the SLTCOP.
Nursing Home Ombudsman Agency of the Bluegrass	The Nursing Home Ombudsman Agency of the Bluegrass holds the contract and is responsible for the entire operation of the SLTCOP.
Office of the State Long-Term Care Ombudsman	The SLTCO is the President of the non-profit entity. Deliverables are determined by the OAA that direct provision of services. Funding is given in a lump sum to the contracted entity and the SLTCO manages the budget as well as all other aspects of the SLTCOP.
Staff and Local Ombudsmen	The SLTCO Office is comprised of the SLTCO and 2 regional ombudsmen. The SUA contracts with AAAs or ILCs to do the "District" or local ombudsman work. There are 15 such contracts and the AAA may sub-contract to a 3rd party at the local level.
Volunteers	The SLTCOP has about 175 volunteers, most of whom do friendly visits. Some volunteers are trained for case investigation after completing the Tier 1 training of friendly visiting. Volunteer supervision and management is done at the local level. Policies, procedures and designation are done by the SLTCO.

LOUISIANA

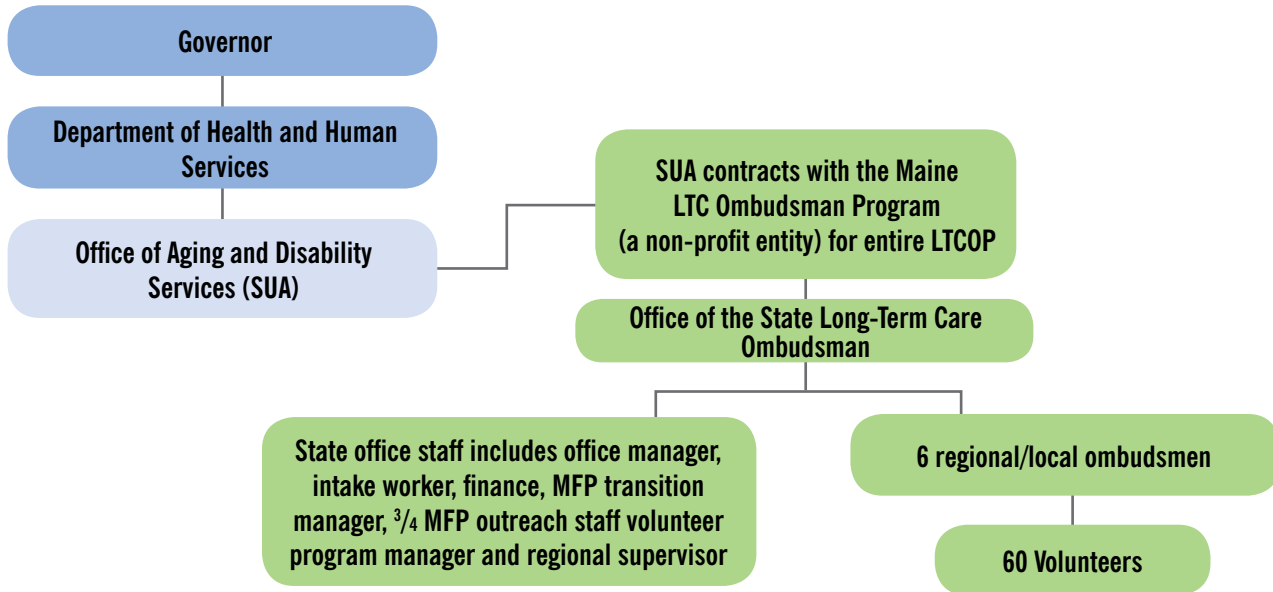
Decentralized



Governor	
Governor's Office on Elderly Affairs (SUA)	The SUA provides state supervision of the SLTCOP program and the SLTCO provides program management. The SUA contracts directly with 6 AAAs and 1 non-profit entity to provide local ombudsman services.
Office of the State Long-Term Care Ombudsman	The SLTCO is hired by the SUA and is a state employee. The SLTCO monitors contractor performance and manages program activities.
Staff and Local Ombudsmen	The SLTCO Office includes the SLTCO and a part-time clerical person. There is staff in the Governor's office that does data management and budget. Local ombudsmen report to the AAA coordinator. Each regional office has an ombudsman coordinator and one ombudsman.
Volunteers	The SLTCOP has no volunteers at this time.

MAINE

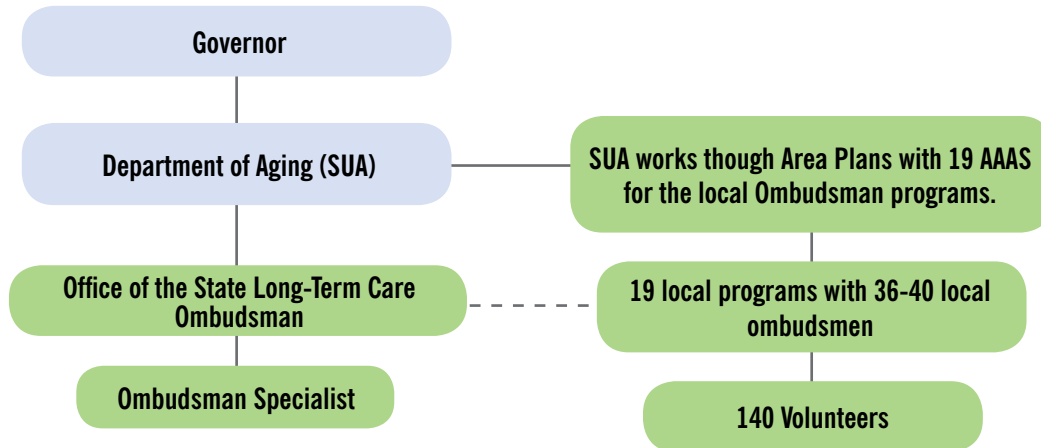
Centralized



Governor	
Department of Health and Human Services	The Department of Health and Human Services is a cabinet-level umbrella agency which includes the Office of Aging and Disability Services (SUA).
Office of Aging and Disability Services (SUA)	The Office of Aging and Disability Services (SUA) contracts with the Maine Long-Term Care Ombudsman Program, a non-profit entity, for the entire SLTCOP.
Maine LTC Ombudsman Program	The Maine LTC Ombudsman Program is a non-profit entity created in 1995 to meet OAA requirements for the SLTCO Program.
Office of the State Long-Term Care Ombudsman	The SLTCO is the Executive Director of the non-profit and serves as the SLTCO. The SUA director and SLTCO meet regularly to discuss issues. The contract is renewed annually.
Staff and Local Ombudsmen	The entire SLTCOP has 11 staff including the SLTCO, office manager, intake worker, finance, volunteer program manager, 4 regional/local ombudsmen, and regional supervisor. Some staff may telework depending on the need to be present in the field. All staff are cross trained on Home Care.
Volunteers	The SLTCOP currently has about 60 volunteers. The volunteer program manager works to train and assign volunteers. The SLTCO designates volunteers after training.

MARYLAND

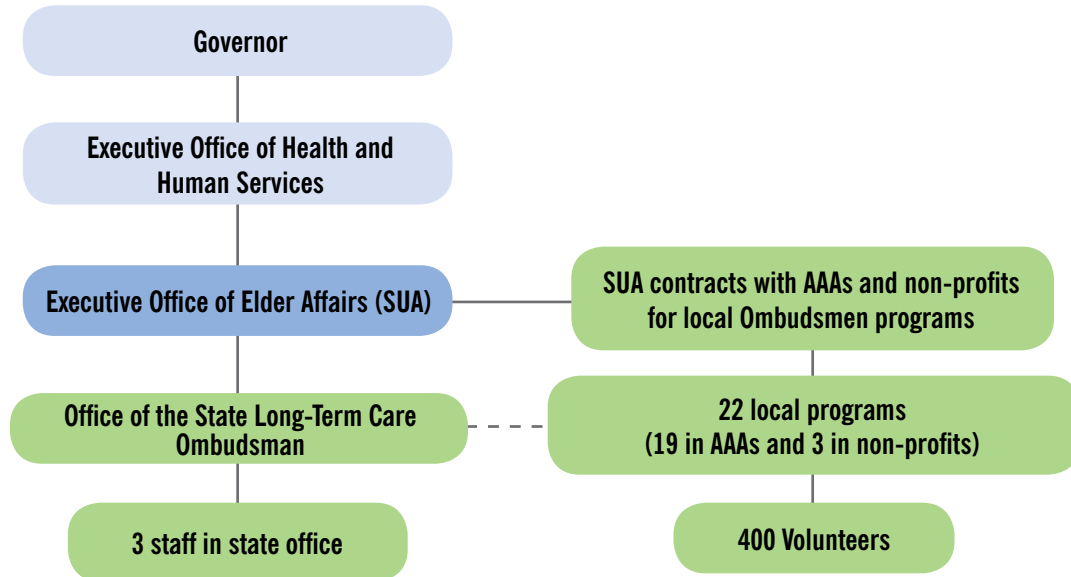
Decentralized



Governor	
Department on Aging (SUA)	The Department on Aging (SUA) is a cabinet-level agency. The Secretary is appointed by the Governor. The SUA works through the Area Plans and all AAAs have an ombudsman office. There is no contract between SUA and AAAs.
Office of the State Long-Term Care Ombudsman	The SLTCO Office includes the SLTCO and an Ombudsman Specialist. The SLTCO is hired by the SUA Director, is a state employee, and is considered part of the senior management team. The SLTCO has direct access to the Secretary but reports to the Deputy Director regularly.
Staff and Local Ombudsmen	There are 19 local ombudsman programs with a total of 36-40 FTEs some of which are part time. Local ombudsmen are hired by and employees of the AAAs. The SLTCO Office does ongoing monitoring. Local offices do data input and program data management is done at the state office.
Volunteers	The SLTCOP currently has approximately 140 volunteers, some of whom do complaint investigation. State level training is offered for all ombudsmen during the year. Ongoing training and volunteer management is done at the local level. Designation and program procedures are done by the SLTCO.

MASSACHUSETTS

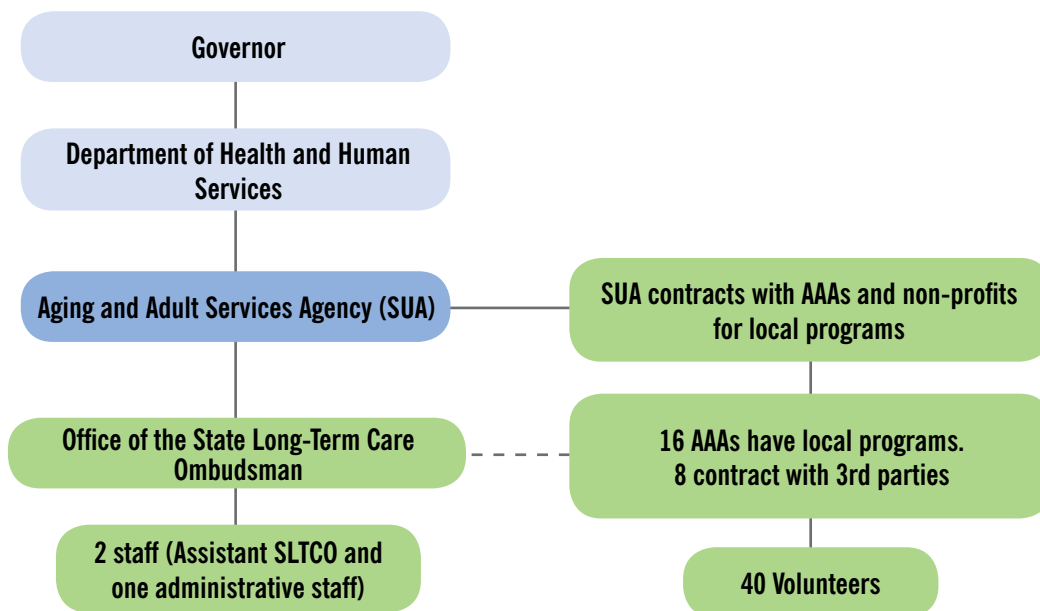
Decentralized



Governor	
Executive Office of Health and Human Services	The Executive Office of Health and Human Services is a cabinet-level umbrella agency which includes the Executive Office of Elder Affairs (SUA).
Executive Office of Elder Affairs (SUA)	The SLTCO is hired by the Secretary of Elder Affairs and is a state employee. The SLTCO reports to the Chief of Staff in the Office of Elder Affairs. The SUA contracts with outside entities for all OAA services including the SLTCOP.
Office of the State Long-Term Care Ombudsman	The SLTCO manages the operations of the program and supervision of regional programs at the local level. The SLTCO Office is comprised of 3 staff and the SLTCO. The SLTCO develops policies and procedures for the statewide program.
Staff and Local Ombudsmen	There are 22 local ombudsman programs. Nineteen (19) are in AAA's and the others are in community based non-profit agencies. The Ombudsman Program is part of a larger contract between the SUA and the AAAs. The SLTCO has oversight of program activities but AAAs and Community Based Organizations (CBOs) manage staff hiring and hours. Training, monitoring, and designation comes from the SLTCO.
Volunteers	The SLTCOP currently has about 400 volunteers. Volunteer supervision is provided at the local level. The SLTCO provides direct training and designation.

MICHIGAN

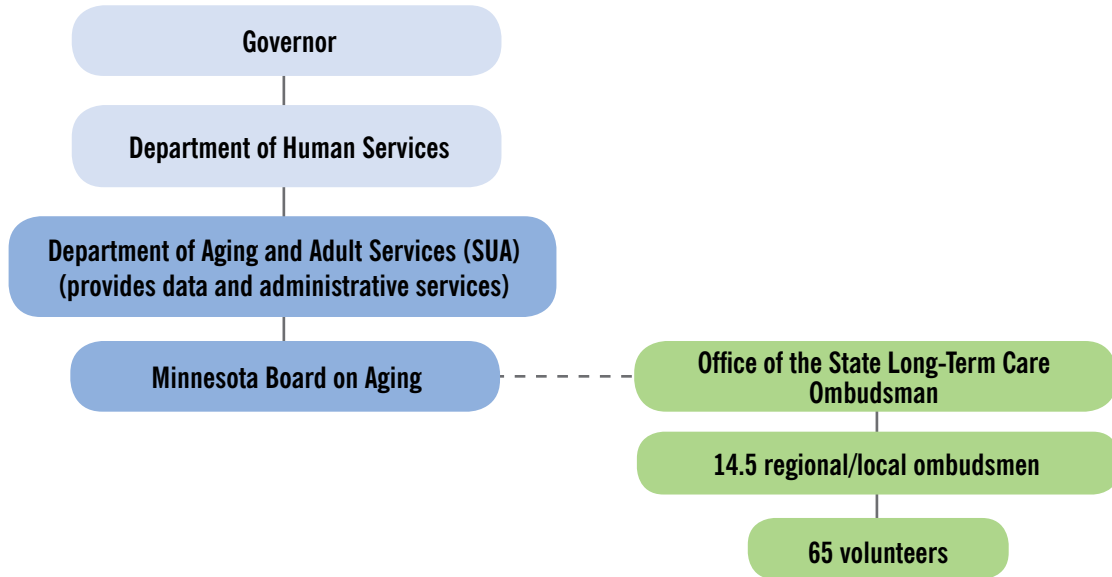
Decentralized



Governor	
Department of Health and Human Services	The Department of Health and Human Services is a cabinet-level umbrella agency which includes the Aging and Adult Services Agency (SUA).
Aging and Adult Services Agency (SUA)	The SUA is an agency within the Department of Health and Human Services. The SUA director reports to the Governor. The Ombudsman program is an independent division in the SUA. The SUA contracts with AAAs and non-profit entities for OAA ombudsman services including the SLTCOP. State law in 1987 set up the AAAs to do the local ombudsman work as part of the contract.
Office of the State Long-Term Care Ombudsman	The SLTCO reports directly to the SUA Director. The SLTCO is a state employee hired by the SUA. The SLTCO has input into budget through the SUA fiscal office. The SLTCO designates local programs, provides standardized training, and has oversight over ombudsman program activities at the local ombudsman level.
Staff and Local Ombudsmen	The SLTCOP office includes the SLTCO, an assistant SLTCO, and one administrative staff. There are 16 AAAs that have contracts for the local ombudsman programs. 8 programs sub contract with 3rd party non-profit entities. Local ombudsmen are employees of the AAA or non-profit.
Volunteers	The SLTCOP currently has about 40 volunteers that operate in the local areas. Training, and oversight is done at the local level. The SLTCO designates and develops program implementation.

MINNESOTA

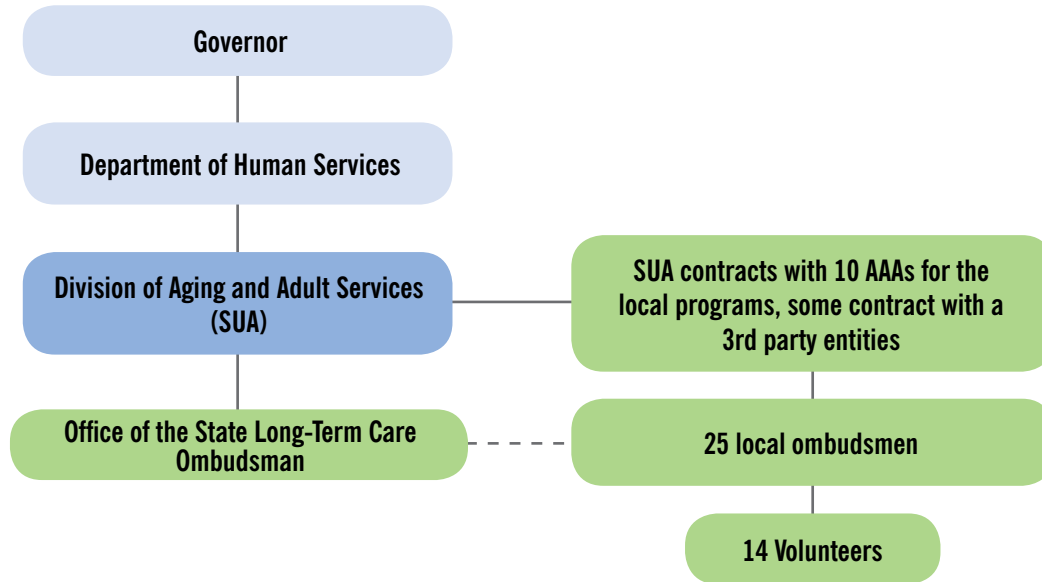
Centralized



Governor	
Department of Human Services	The Department of Human Services is a cabinet-level umbrella agency which includes Medicaid and the SUA.
Department of Aging and Adult Services (SUA)	The Department of Aging and Adult Services (SUA) has multiple operating divisions. The state does not contract with outside entities for the local programs.
Minnesota Board on Aging	The Board on Aging is a separate entity and independent of the government agencies.
Office of the State Long-Term Care Ombudsman	The SLTCO is hired by the Executive Director of the Board of Aging and is a state employee. The SLTCOP is completely independent. The SLTCO Office relies on the Office on Aging for data and administrative services.
Staff and Local Ombudsmen	Local ombudsmen are state employees hired by the SLTCO. There are 14.5 regional/local programs all directly managed by the SLTCO. Six regional ombudsmen work out of the state office and the remainder work from home offices or office space in their regions. All employees are full time ombudsmen. All training, designation, and oversight is managed by the SLTCO.
Volunteers	The SLTCOP currently has about 45 volunteers. Volunteers have the ability to assist regional/local ombudsmen with complaint investigations as well as provide “friendly visits”, when needed. Volunteers are trained and managed at the regional/local level. Program policies and procedures, as well as designation, is done at the state level.

MISSISSIPPI

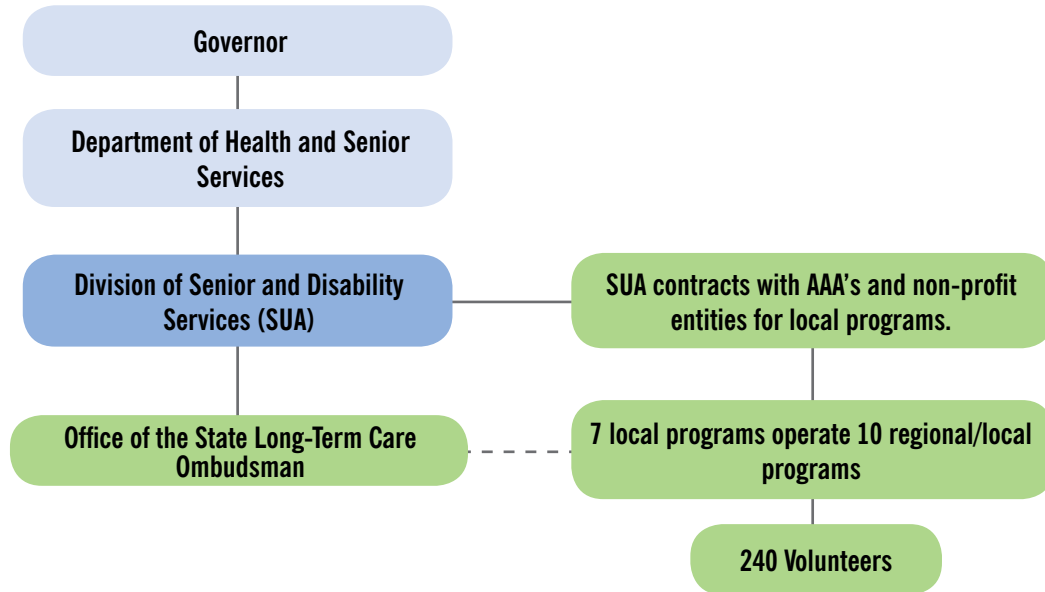
Decentralized



Governor	
Department of Human Services	The Department of Human Services is a cabinet-level umbrella agency. The SUA is one of several operating divisions.
Division of Aging and Adult Services (SUA)	The SLTCOP is one program in the SUA. The SUA contracts with the AAAs for OAA services including the SLTCOP. AAAs can and do subcontract with 3rd party non-profit entities like Community Action Agencies.
Office of the State Long-Term Care Ombudsman	The SLTCO is hired by the SUA director and is a state employee. The SLTCO monitors the contracted programs and the contracted entity monitors the 3rd party contractors. The SLTCO has limited input into budget, develops policies and procedures, and certifies staff and local entities.
Staff and Local Ombudsmen	The district/local ombudsmen are hired by and employees of the AAA. District/local ombudsmen report to the SLTCO for program issues and the 3rd party contract ombudsmen report to the AAA staff. There are 10 district/local programs with 25 staff. So not all 25 district staff are full time ombudsmen; some must split time, so not all 30 staff are full time ombudsmen.
Volunteers	The SLTCOP currently has about 14 volunteers most of whom do not do complaint investigation. There is a second tier of training if volunteers want to do investigation. Certification and program development are done with the SLTCO. Training, oversight and management are done at the district/local level.

MISSOURI

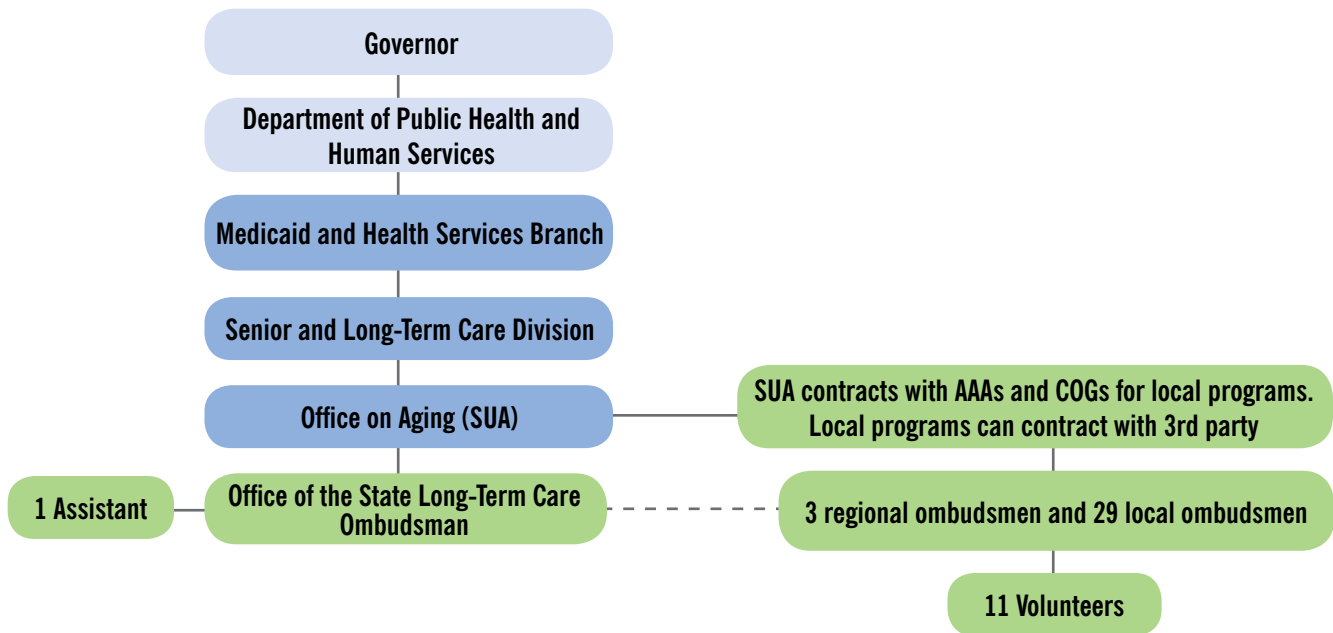
Decentralized



Governor	
Department of Health and Senior Services	The Department of Health and Senior Services is a cabinet-level umbrella agency which includes the SUA.
Division of Senior and Disability Services (SUA)	The SUA is the agency that includes the SLTCOP. The state contracts with AAAs and non-profit entities for the regional/local programs.
Office of the State Long-Term Care Ombudsman	The SLTCO is hired by the SUA director and is a state employee. The SLTCO Office receives support for fiscal and administration from the SUA. The SLTCO is not involved in contracting. The SLTCO is responsible for standardized training, monitoring regional activity, and data reporting.
Staff and Local Ombudsmen	There are 10 regional/local offices operated by 7 programs. Regional/local staff are hired by and employees of the AAAs or local entities. The regional/local staff train, designate, and manage the program at the regional/local level. Some regional/local ombudsmen split their time.
Volunteers	The SLTCOP currently has about 230 volunteers who do case investigation with supervision. Regional/local ombudsmen recruit, train, designate, and manage the volunteers.

MONTANA

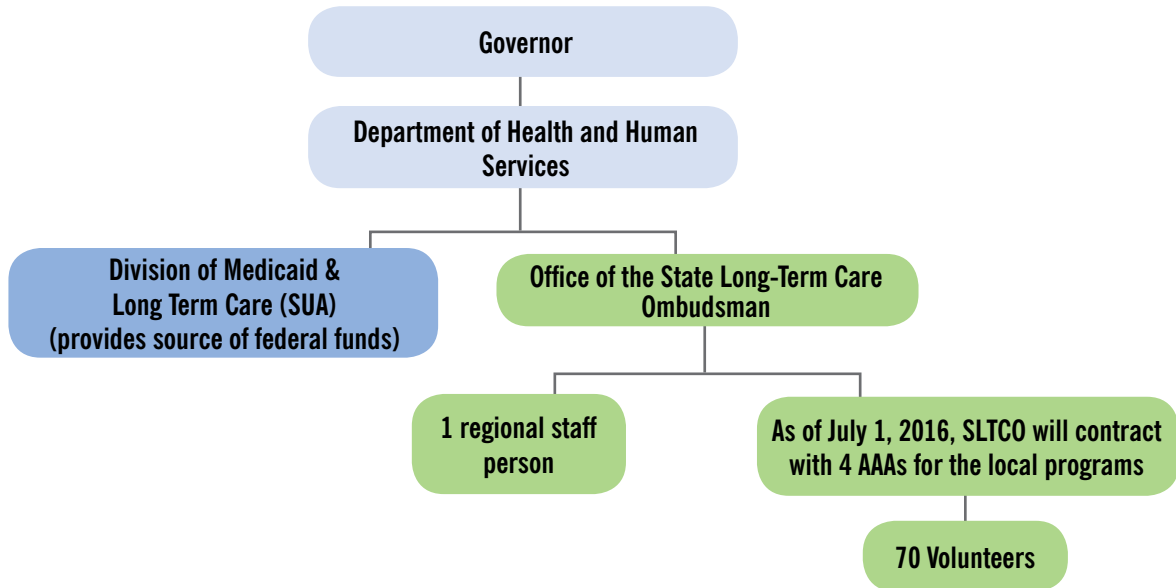
Decentralized



Governor	
Department of Public Health and Human Services	The Department of Public Health and Human Services is a cabinet-level umbrella agency which includes the Medicaid and Health Services Branch.
Medicaid and Health Services Branch	The Medicaid and Health Services Branch is the operating unit that includes the Senior and Long-Term Services Division.
Senior and Long-Term Care Division	The Senior and Long-Term Care Division is the host agency for specific population services and includes the Office on Aging.
Office on Aging (SUA)	The Office on Aging (SUA) includes the LTCOP, APS, HR, IT and other OAA programs. The SUA sub-contracts with AAAs and Councils on Aging for all OAA. These services include a regional/local ombudsmen program services. The local entities can sub-contract to a 3rd party.
Office of the State Long-Term Care Ombudsman	The SLTCO is hired by the SUA Office Chief, is a state employee, and reports directly to the Bureau Chief. The SLTCO develops policies and procedures with the approval of the Office Chief. The SUA provides budget and financial management.
Staff and Local Ombudsmen	The SLTCO Office includes the SLTCO and an Assistant SLTCO. There are 4 regional ombudsmen that manage 29 local programs. Regional and local staff are employees of the contract entity. Regional staff receive reports from local staff and manage activities of the program. Regional staff then report to an assigned staff person or the state ombudsman.
Volunteers	The SLTCOP currently has about 11 volunteers who are recruited and trained in the local area. Some are trained as friendly visitors and some are trained as case investigators.

NEBRASKA

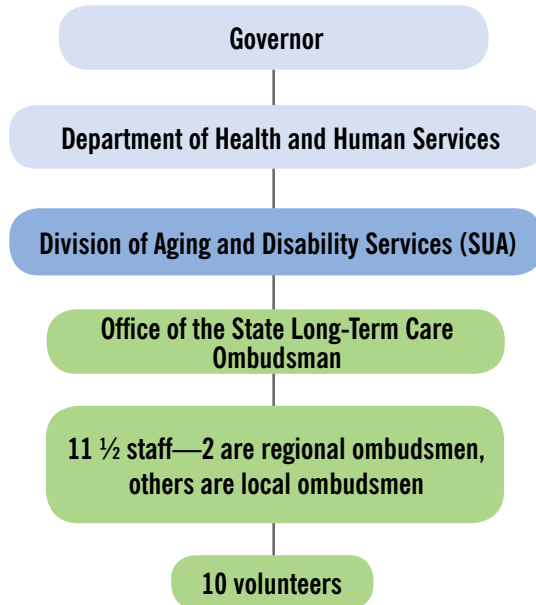
Decentralized



Governor	
Department of Health and Human Services	The Department of Health and Human Services is a cabinet-level umbrella agency which includes the Division of Medicaid and Long Term Care.
Division of Medicaid & Long Term Care (SUA)	The State Unit on Aging is a separate office. Federal funds come to SUA then are sent to the SLTCOP for distribution. The Division of Medicaid and Long Term Care is the operating Unit that includes the State Unit on Aging (SUA).
Office of the State Long-Term Care Ombudsman	The SLTCO is a state employee and reports to the Chief Executive Officer of the Department of Health and Human Services. The SLTCO determines local and state office funding, develops statewide policies and procedures, training, designation, and oversees the local ombudsman programs. As of July 1, 2016, the SLTCO will contract with 4 AAAs to administer 4 local ombudsman programs.
Staff and Local Ombudsmen	The SLTCO Office includes the SLTCO and one state regional staff person who covers the western part of the state. There are 4 local programs. Local program staff are employees of the AAAs. The SLTCO manages program activities of these local staff.
Volunteers	The SLTCOP has about 70 volunteers, all of whom do investigations. Training and oversight is done by local ombudsmen. Designation and program implementation is provided by the SLTCO.

NEVADA

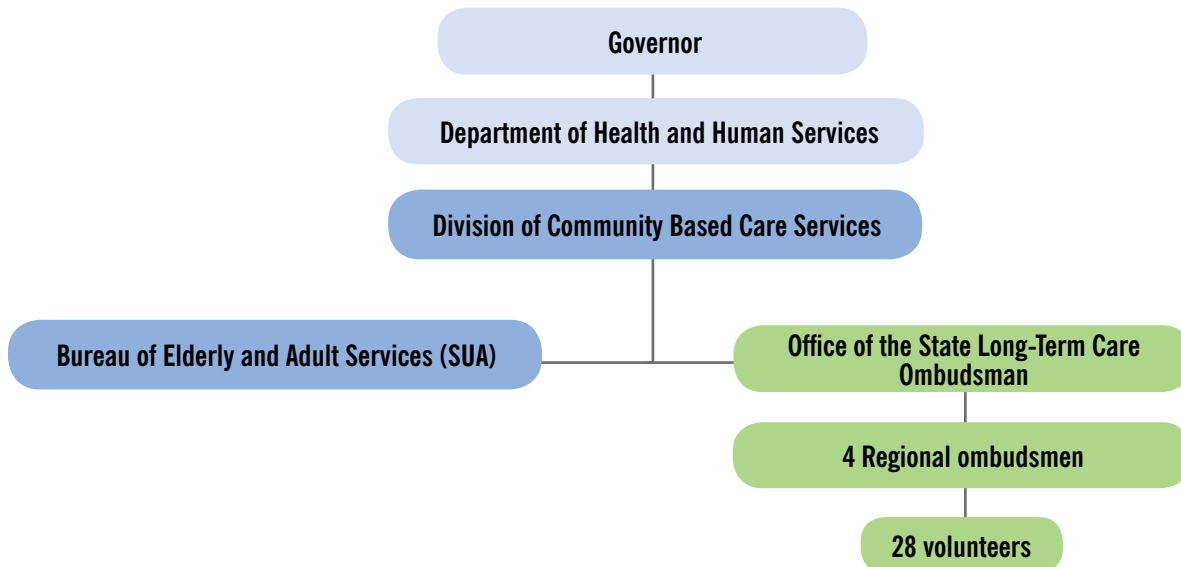
Centralized



Governor	
Department of Health and Human Services	The Department of Health and Human Services is a cabinet-level umbrella agency including the SUA and multiple agencies.
Division of Aging and Disability Services (SUA)	The Division of Aging and Disability Services (SUA) does not contract with outside entities for SLTCOP services.
Office of the State Long-Term Care Ombudsman	The SLTCO reports to the Chief of the Supportive Services Unit and is a classified state employee. The SLTCOP budget is set by the division fiscal unit.
Staff and Local Ombudsmen	There are 11 ½ employees, two of whom are regional supervisors with responsibility to oversee the local ombudsmen. All are state employees. Program activities are developed by the SLTCO and implemented at the regional/local level.
Volunteers	Developed 3 years ago, the volunteer program has 10 volunteers. Regional supervisors have oversight of volunteers for training, performance, and reporting. The SLTCO does certification and program development.

NEW HAMPSHIRE

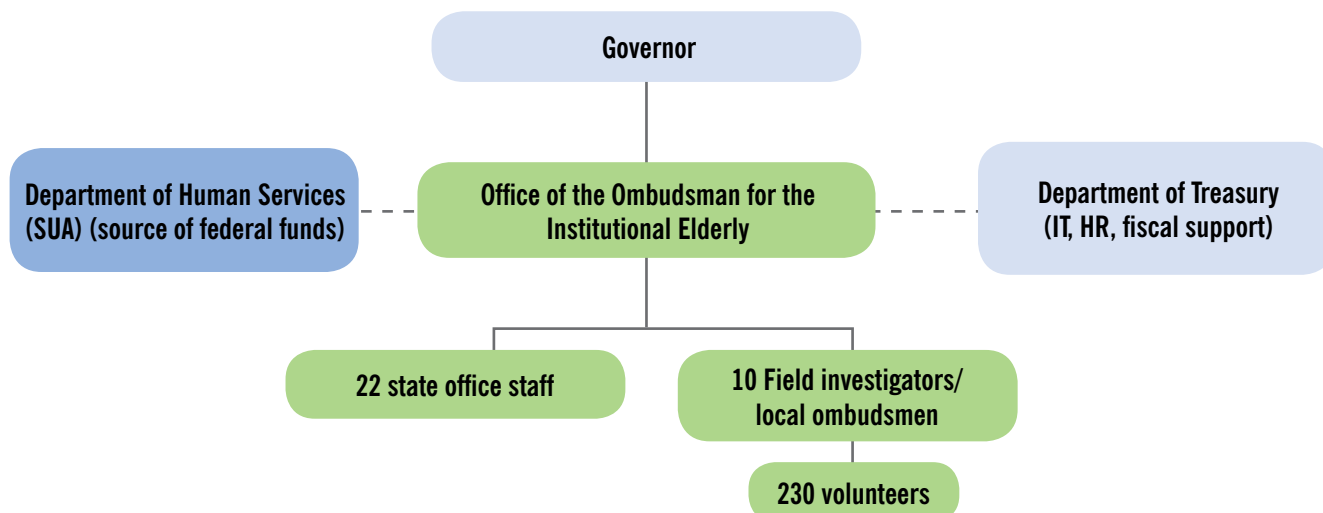
Centralized



Governor	
Department of Health and Human Services	The Department of Health and Human Services is a cabinet-level umbrella agency with multiple divisions including the Division of Community Based Care Services.
Division of Community Based Care Services	The Division of Community Based Care Services includes the SUA.
Bureau of Elderly and Adult Services (SUA)	The Bureau of Elderly and Adult Services (SUA) provides fiscal and personnel support. The SLTCO has considerable input over budget. The SUA is a single state agency since there are no AAAs in New Hampshire. State does not contract with outside entities for local ombudsman duties.
Office of the State Long-Term Care Ombudsman	The SLTCO is a state employee and has a separate, independent office. Program operations are directed by SLTCO.
Staff and Local Ombudsmen	There are 4 staff in the SLTCOP plus the state Ombudsman. All staff are state employees, and hired by the SLTCO. There are no local offices, everyone works out of central office and teleworks. All staff do case investigation.
Volunteers	The SLTCOP has about 28 volunteers. The state is divided into 4 areas to accommodate volunteer locations. Volunteer training and oversight is done by ombudsmen staff assigned to regional areas.

NEW JERSEY

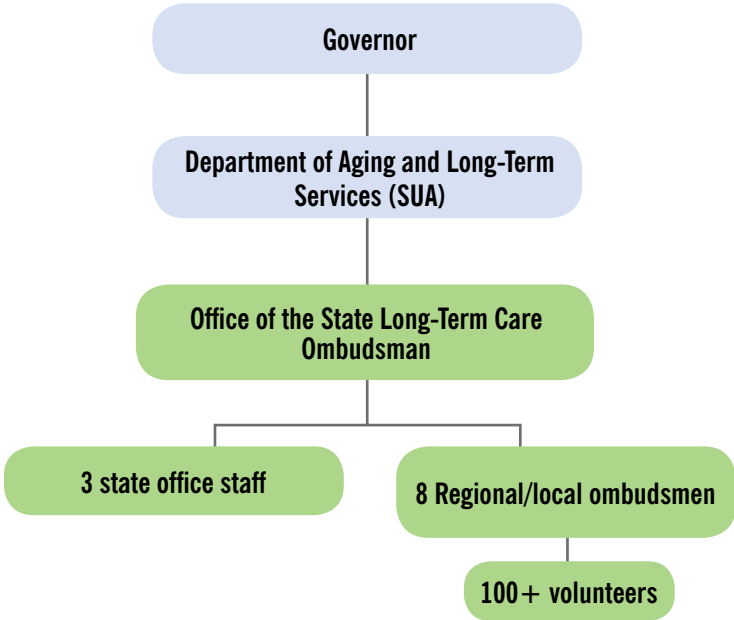
Centralized



Governor	
Department of Treasury	The Department of Treasury is a cabinet-level agency. SLTCOP receives IT, HR, and fiscal support from the Department.
Department of Human Services (SUA)	The Department of Human Services (SUA) provides federal funds, but the SUA has no input into SLTCOP.
Office of the State Long-Term Care Ombudsman	The SLTCO is appointed by the Governor and is a direct report to the Governor. The SLTCO is a state employee and has a separate and independent office. The SLTCO is responsible for all program procedures and policies, training, oversight, and designation of field staff.
Staff and Local Ombudsmen	There are 31 staff in the SLTCOP (10 are field investigators in the state plus the state ombudsman). Field investigators are retired law enforcement or registered nurses. All staff are state employees and hired by the SLTCO through the state HR system. The state is divided into 5 territories. All staff do case investigation and are assigned to central office assignments as needed.
Volunteers	The SLTCOP currently has volunteers who are called volunteer advocates. Volunteer advocates are designated by SLTCO. Training and oversight is provided by regional coordinators and field investigators.

NEW MEXICO

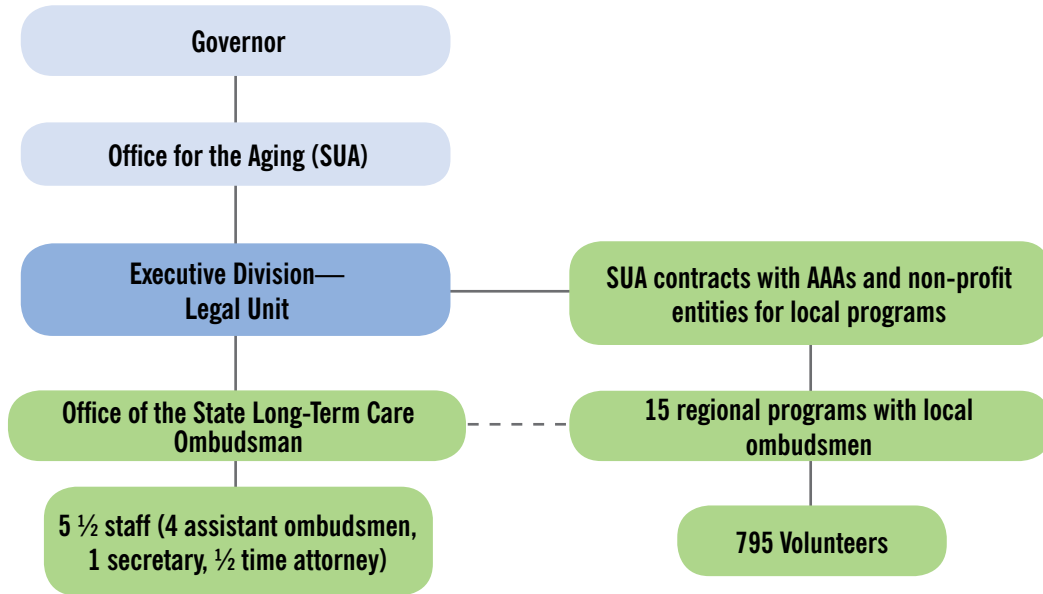
Centralized



Governor	
Department of Aging & Long-Term Services	The Department of Aging & Long-Term Services is a cabinet-level umbrella agency including the SUA. The state does not contract with local entities for the local or state program.
Office of the State Long-Term Care Ombudsman	The SLTCO is a classified state employee and reports to the department director. The SLTCO is directly responsible for all aspects of the SLTCOP including fiscal management.
Staff and Local Ombudsmen	All staff are state employees and are hired by the SLTCO. There are 8 regional ombudsmen. Some regional staff are located in the state office, others have regional offices. There is one full time education and outreach coordinator.
Volunteers	The SLTCOP currently has 100+ volunteers. There is a 2 tiered volunteer program. Some volunteers do case investigation after experience and training. Volunteer monitoring and oversight is provided by the regional ombudsmen. Training is in coordination with the education and outreach coordinator.

NEW YORK

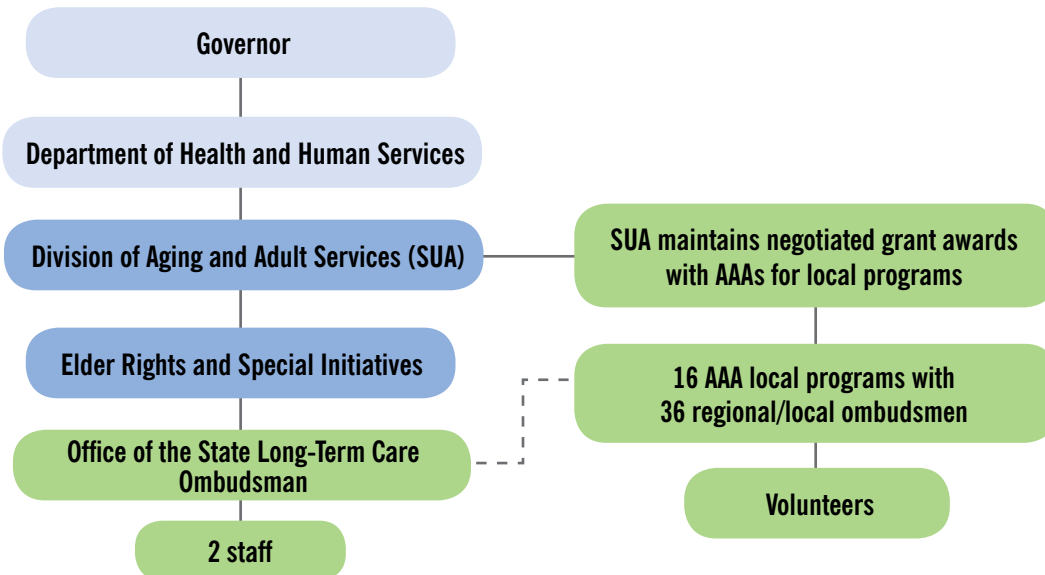
Decentralized



Governor	The State Office for the Aging is a cabinet-level agency. The SUA Director is appointed by the Governor. The Department houses multiple divisions including fiscal, program, and executive. The State contracts with AAAs and non-profit entities through grant awards with specific responsibilities for the SLTCO Program.
Office for the Aging (SUA)	
Executive Division—Legal Unit	The Legal Unit is within the Executive Division of the SUA.
Office of the State Long-Term Care Ombudsman	The SLTCOP is under the executive division in the Legal Unit. The SLTCO is a state employee and serves at the pleasure of the governor. Technically the Governor appoints the SLTCO at the recommendation of the SUA director.
Staff and Local Ombudsmen	The SLTCO Office includes the SLTCO, 4 assistant ombudsmen (one is senior and supervises others), 1 secretary, and 1/2 time attorney. Each regional ombudsman program has a designated ombudsman coordinator. The regional programs are not part of the area plans. All regional/local ombudsmen report to the SLTCO but are hired by the AAAs or non-profits.
Volunteers	The SLTCOP has approximately 795 volunteers who do case investigations. Oversight is provided by local ombudsmen. The SLTCO designates volunteers and develops training and program activities.

NORTH CAROLINA

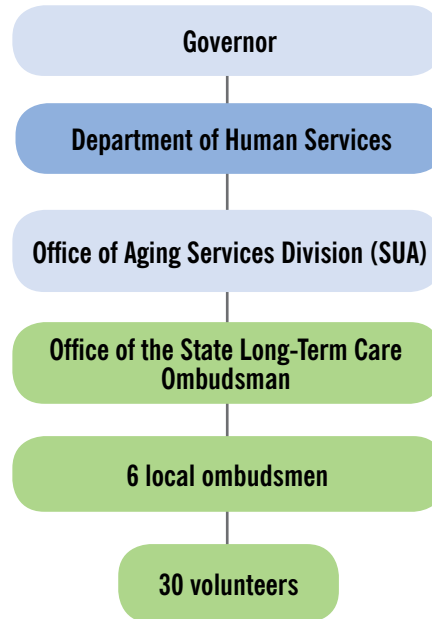
Decentralized



Governor	
Department of Health and Human Services	The Department of Health and Human Services is a cabinet-level umbrella agency with multiple operating agencies including the Division of Aging and Adult Services (SUA).
Division of Aging and Adult Services (SUA)	The Division of Aging and Adult Services (SUA) houses multiple programs including APS, HCBS, Elder Rights, MFP, Budget and Planning. The SUA provides grant awards to AAAs to provide OAA services including the SLTCO services. By state statute, all 100 counties are grouped into 16 regions called "Councils of Government" (COGs). The AAAs are placed in the COGs by state statute.
Elder Rights and Special Initiatives	The SLTCOP is in the Elder Rights and Special Initiatives section of the SUA. Elder Rights includes the legal services developer, Title V programs, and the LTC Ombudsman Program.
Office of the State Long-Term Care Ombudsman	The SLTCO is a state employee and reports to the Chief of the Elder Rights/Special Initiatives section.
Staff and Local Ombudsmen	There are 2 staff plus the SLTCO in the SLTCO Office. The SLTCOP staff includes 36 regional ombudsmen in 16 AAAs per the COGs. All are trained as investigative ombudsmen. The SLTCO office provides training, and oversight but the AAA provides employee management.
Volunteers	The volunteer program is managed at the regional level with the state ombudsman program providing training curriculum and certification. All volunteers are trained to investigate cases but send major complaint issues to the regional staff.

NORTH DAKOTA

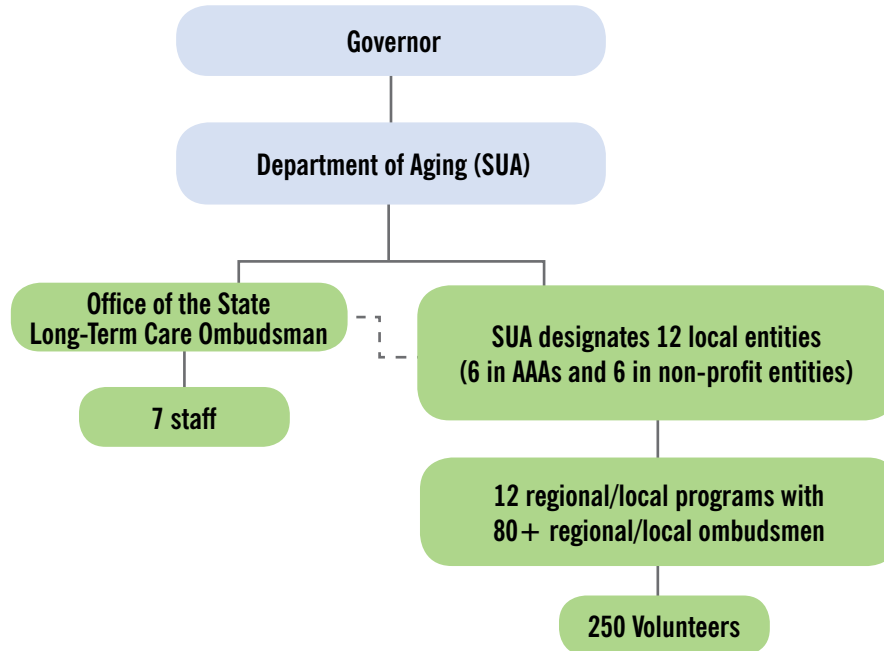
Centralized



Governor	
Department of Human Services	The Department of Human Services is a cabinet-level umbrella agency which includes the Office of Aging Services Division (SUA).
Office of Aging Services Division (SUA)	The Office of Aging Services Division (SUA) is an operating agency within the umbrella agency. The state does not contract with outside entities for the state or local LTCOP.
Office of the State Long-Term Care Ombudsman	The SLTCO is state employee hired by staff at SUA. The SLTCO has responsibility for the statewide LTCOP and receives support from SUA fiscal and legal offices. The SLTCO provides training, oversight and develops policies and procedures for program.
Staff and Local Ombudsmen	The SLTCO Office includes 6 local ombudsmen and the SLTCO. All local ombudsmen are state employees and are hired by the SLTCO. Most local ombudsmen are housed in the Department on Aging regional services centers. Local Ombudsmen report directly to the SLTCO.
Volunteers	The SLTCOP has about 30 volunteers who have training and oversight provided by the local ombudsmen. The SLTCO provides designation and overall program oversight.

OHIO

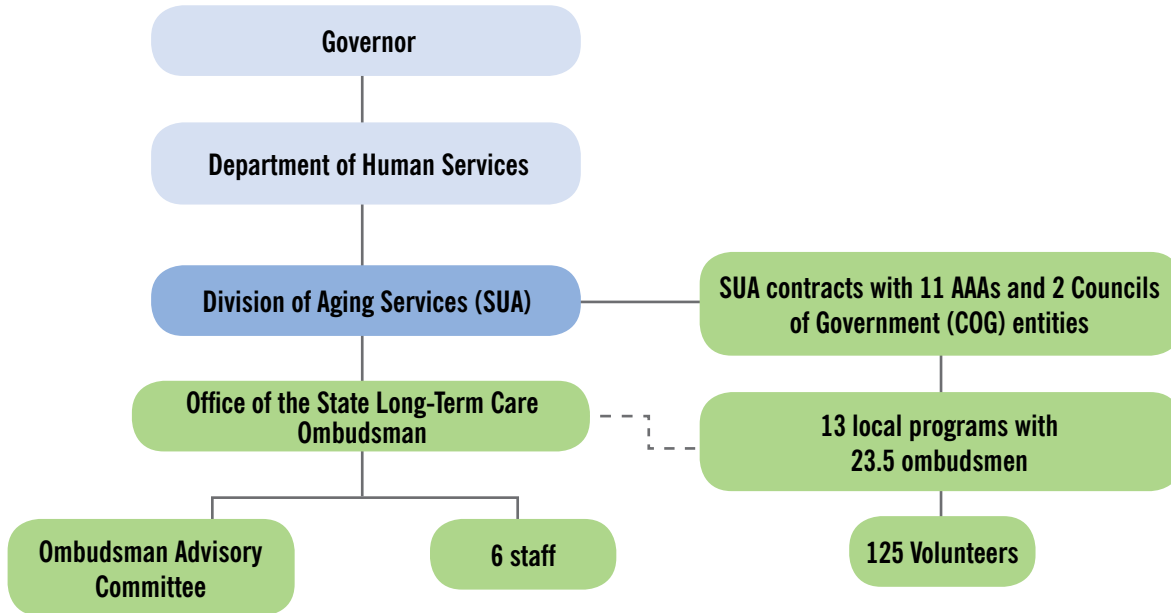
Decentralized



Governor	
Department on Aging (SUA)	The Department on Aging (SUA) is a cabinet-level agency. The SUA director is hired and reports to the Governor. SUA executes grant agreements with AAAs and/or non-profit entities to provide SLTCOP requirements. The SLTCO designates 12 local entities to provide local ombudsmen activities.
Office of the State Long-Term Care Ombudsman	The SLTCO is a unclassified state employee and hired by the SUA director. The SLTCO determines statewide program policies and procedures and designates regional ombudsmen and entities according to the LTC Ombudsman Rule. Training and designation of staff is determined by the SLTCO.
Staff and Local Ombudsmen	There are 12 regional programs—6 in AAAs and 6 through non profit entities. Each designated entity has an ombudsman program director who receives additional training and manages the regional program. There are 80+ staff state wide.
Volunteers	The SLTCOP has about 250 volunteers trained for varying levels of investigation. Training is done at the regional level with the SLTCO created curriculum. Designation and program activities are determined by the SLTCO.

OKLAHOMA

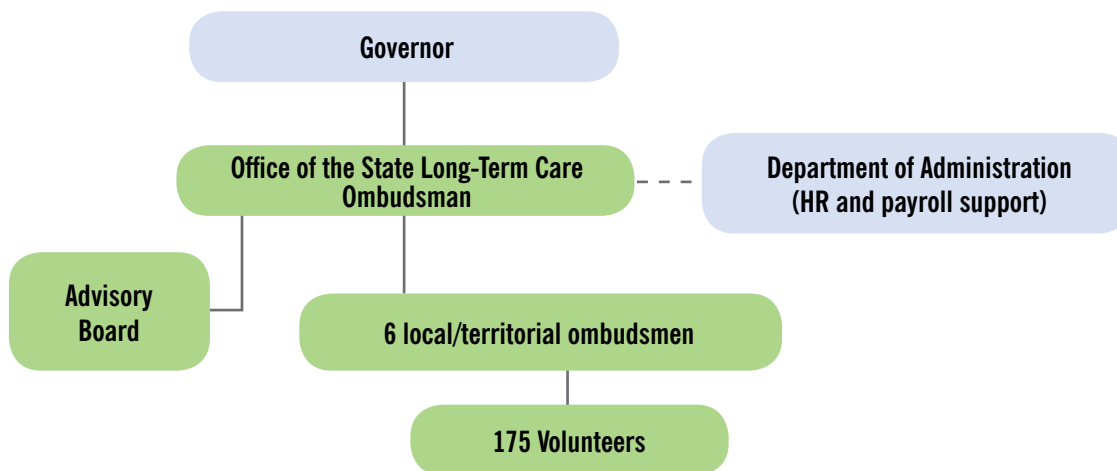
Decentralized



Governor	
Department of Human Services	The Department of Human Services is a cabinet-level umbrella agency which includes the Division of Aging Services (SUA).
Division of Aging Services (SUA)	The Division of Aging Services (SUA) contracts with the AAAs and non-profit entities to provide OAA services. Agreements must include SLTCOP services.
Office of the State Long-Term Care Ombudsman	The SLTCO is a state employee and reports to the SUA director and is part of the administrative team. There is an Ombudsman Advisory Council with 8 members—4 from provider entities and 4 from the general public over 60 years of age. The SLTCO develops program initiatives and manages all statewide ombudsman activities.
Staff and Local Ombudsmen	There are 6 employees at the SLTCOP Office—the SLTCO, 1 deputy SLTCO, 2 ombudsman program field representatives, and 2 office support personnel. All Local ombudsman programs are contracted with AAAs and COGs. There are 23.5 ombudsman supervisors in two levels at the local programs. Designation, training, and program oversight is done by the SLTCO. Employment supervision is done by the contracting agency.
Volunteers	The SLTCOP currently has about 125 volunteers who are all case investigators. Training and oversight is done at the local ombudsman supervision level. Designation and program management is done at the SLTCO level.

OREGON

Centralized



Governor
Department of Administration
Office of the State Long-Term Care Ombudsman
Staff and Local Ombudsmen
Volunteers

The Department of Administration is a cabinet-level umbrella agency. The SLTCOP is independent and only attached to Department of Administration (DoA) for HR and payroll. DoA has no authority in the SLTCOP for any program work.

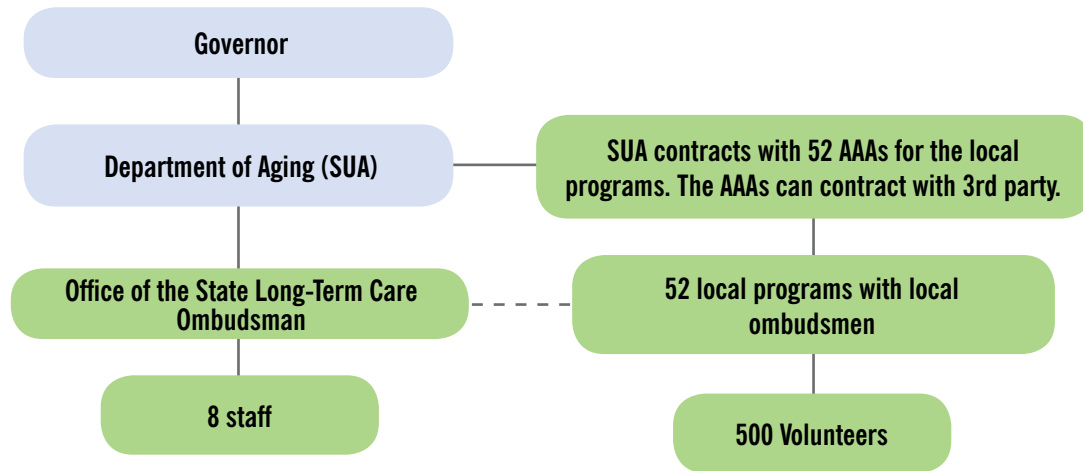
The SLTCOP is independent in state government. The SLTCO is hired by the Governor from a short list of recommendations by the Advisory Board. The SLTCO reports to the Governor. The twelve member Advisory Board is comprised of 1/3 Governor appointees, 1/3 House appointees, and 1/3 Senate appointees.

All employees are state employees who are hired by and report directly to the SLTCO. There are 7 deputy LTCO. Each deputy manages a district—6 districts are geographic and one staffs the 800 support number. Two deputies are in the central office and 4 work across the state and are in the state office one day a week. Training and management of the program comes directly from the SLTCO.

The SLTCOP currently has 175 volunteers. Deputy ombudsmen provide training and oversight in each district. The SLTCO oversees the statewide program, develops training, and does designation after training.

PENNSYLVANIA

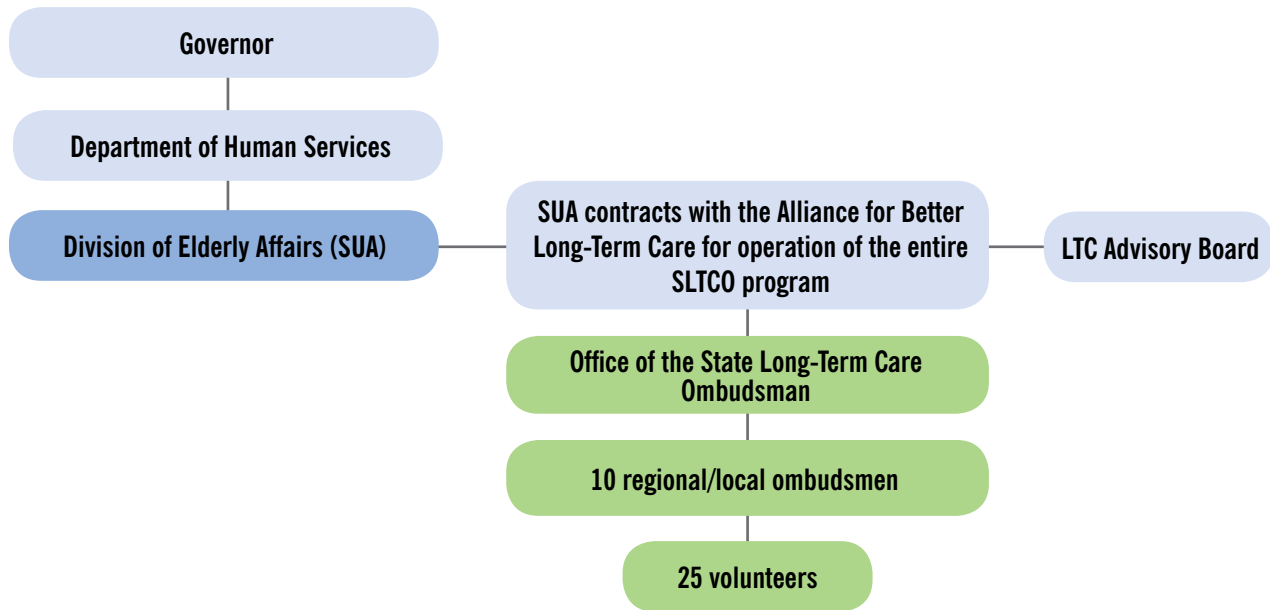
Decentralized



Governor	
Department on Aging (SUA)	The Department on Aging (SUA) is a cabinet-level agency. The SUA contracts with AAAs for the local ombudsman programs.
Office of the State Long-Term Care Ombudsman	The SLTCO is a state employee, part of the senior staff, and reports directly to the deputy director of the SUA who reports to the Director. The SLTCO is responsible for all aspects of the statewide program, including trainings, certification, performance measures, data, policies and procedures and the volunteer program.
Staff and Local Ombudsmen	The SLTCOP has a staff of 8 employees and contractors. There are 52 AAAs that house the local programs, 11 of these sub-contract to 3rd party non-profit entities. Contracts run for 5 years. Local ombudsmen are not state employees. All staff are trained in the two tier system—basic and advanced. The advanced training prepares for investigation.
Volunteers	The SLTCOP currently has about 500 volunteers. Local programs are required to have a volunteer program. Generally the volunteer reports to the local ombudsman representative, and representative and the local ombudsmen report to the SLTCO. Volunteers follow the two tier training and have continuing education at the local level. Oversight of volunteers is provided at the local level. Volunteers who complete certification can do case investigations.

RHODE ISLAND

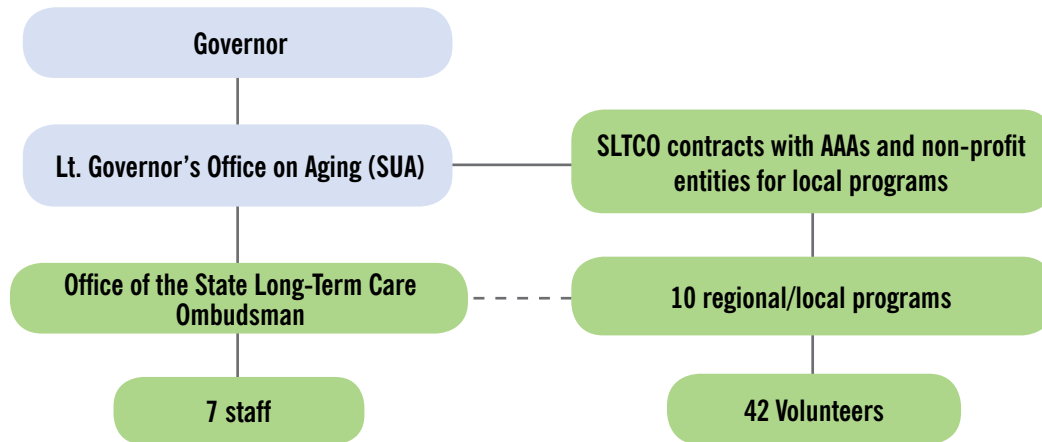
Centralized



Governor	The Department of Human Services is a cabinet-level umbrella agency.
Department of Human Services	The Department of Elderly Affairs (SUA) contracts with the Alliance for Better Long-Term Care to operate the entire SLTCOP.
Division of Elderly Affairs (SUA)	The Alliance for Better Long-Term Care (Alliance) is a non-profit entity that operates the entire SLTCOP.
Alliance for Better Long-Term Care	The SLTCO is an employee of the Alliance for Better Long-Term Care and works 100% time as the SLTCO. There is a Long-Term Care Advisory Board as part of the Alliance. The SLTCO is responsible for all aspects of the SLTCOP.
Office of the State Long-Term Care Ombudsman	
Staff and Local Ombudsmen	There are 10 full time staff and all are housed in the central office. All staff are employees of the Alliance and supervised by the SLTCO.
Volunteers	The SLTCOP has about 25 volunteers who report to the SLTCO office. There is a full time staff person who works as the volunteer coordinator.

SOUTH CAROLINA

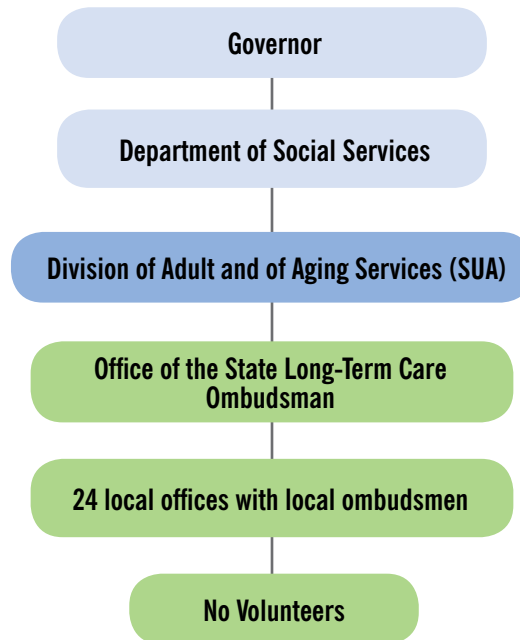
Decentralized



Governor	
Lt. Governor's Office on Aging (SUA)	The Lt. Governor's Office on Aging includes the SUA with the SLTCOP under the SUA director. The state contracts directly with the AAAs or non-profit entities to implement the SLTCOP activities.
Office of the State Long-Term Care Ombudsman	The SLTCO reports directly to the SUA Director and is a state employee. The SLTCO contracts with local entities and has responsibility for oversight and management. Paid staff training is provided from the SLTCO office.
Staff and Local Ombudsmen	The SLTCO office includes the SLTCO, 1 administrative assistant and 6 ombudsmen supervisors who are all state employees. There are 10 regions with grants/contracts going to AAAs and non profit entities. The regional/local staff are employees of the AAAs but report to the SLTCO for ombudsman activities. Training is provided by the state office.
Volunteers	The SLTCOP began the volunteer program about 7 years ago and currently has about 42 volunteers who are not in every region. Volunteers are trained as friendly visitors and can move to level 1 training if they wish to do uncomplicated case resolution. Training is done in combination between the state office staff and the regional staff. Management and supervision is done at the regional level.

SOUTH DAKOTA

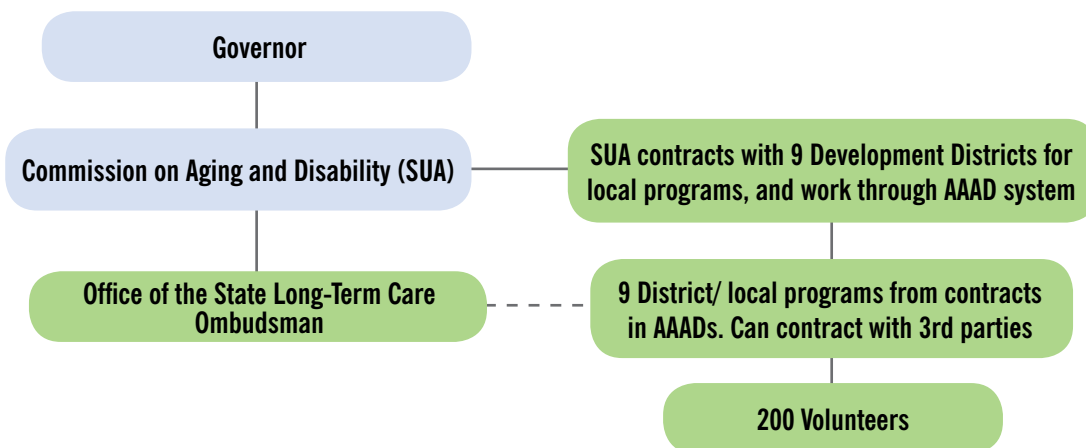
Centralized



Governor	
Department of Social Services	The Department of Social Services is a cabinet-level umbrella agency which includes the Division of Adult and Aging Services (SUA).
Division of Adult and Aging Services (SUA)	The Division of Adult and Aging Services (SUA) houses programs for all services except mental health including victim services, ADRC, HCBS waiver, Title III, Adult Day, Transportation, SHIP, and SLTCOP. The SUA does not contract with outside entities for SLTCOP.
Office of the State Long-Term Care Ombudsman	The SLTCO is a state employee hired by the division director and the deputy division director. The SLTCO reports to the deputy division director and is responsible for ensuring that the program directives are carried out.
Staff and Local Ombudsmen	Regional offices are part of the division field offices and the staff are state employees. There are 24 local offices and each may have more than one ombudsman. There are 51 local staff with 10 supervising staff. Typically ombudsmen are not full time local ombudsmen but have other tasks in the field office. The SLTCO does training Local ombudsmen have other duties and are not 100% Ombudsmen.
Volunteers	The SLTCOP has no volunteer program.

TENNESSEE

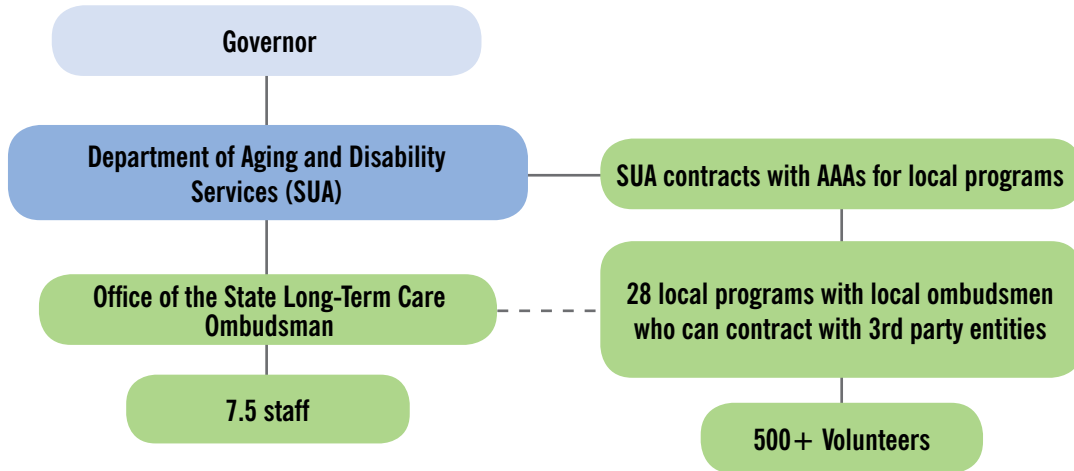
Decentralized



Governor	
Commission on Aging and Disability (SUA)	The Commission on Aging and Disability (SUA) is a freestanding designated SUA. The Commissioner is hired by a 21 member Commission and is approved by the Governor. Technically, it is not a cabinet position but a hired position. The SUA contracts with 9 Development Districts in the state for the local ombudsman work. Development Districts work through the AAAD network to local provider agencies, most are legal aid and small non profits.
Office of the State Long-Term Care Ombudsman	The SLTCOP is an independent operating unit within the SUA. The SLTCO is hired by the SUA director and is a state employee. The SLTCO writes the scope of services and can approve hiring of local ombudsmen. The SLTCO is the only staff in SLTCO Office.
Staff and Local Ombudsmen	There are 9 district/local LTCO offices in the state. The development districts go through the AAAD network. Many AAADs further contract with 3rd party local providers who are generally legal aid centers and small non profit entities. District ombudsmen are hired at the local office but report on ombudsman program activities to the SLTCO.
Volunteers	The SLTCOP currently has 200 volunteers in the state. Volunteers sometimes do case investigation. Training and volunteer supervision is done at the district level. Designation and program development is done by the SLTCO.

TEXAS

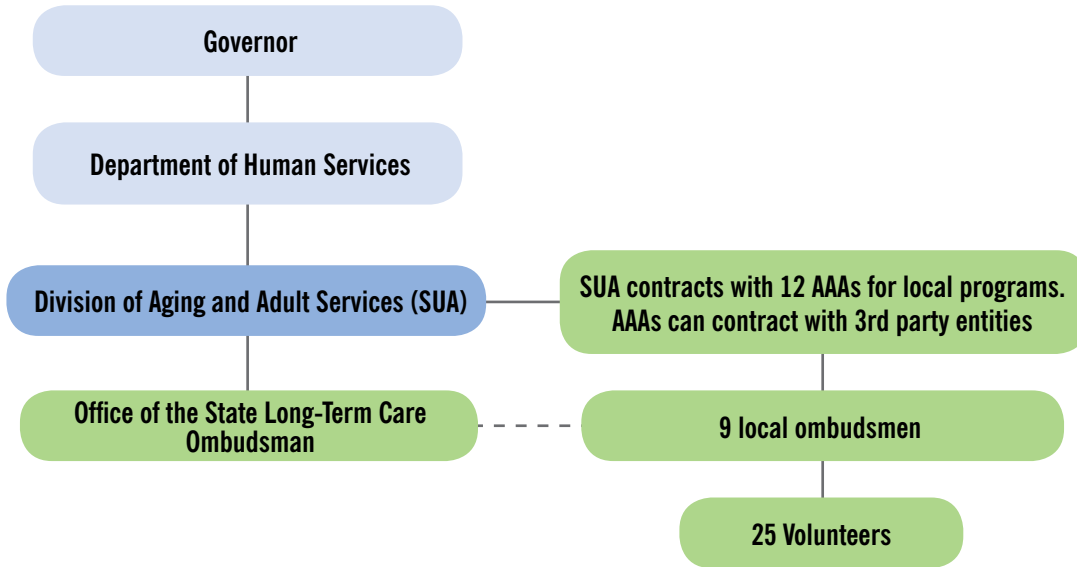
Decentralized



Governor	
Department of Aging and Disability Services (SUA)	The Department of Aging and Disability Services (SUA) is an umbrella agency which has multiple operation and program departments including Survey and Certification, Public Guardianship, and the SLTCOP. The SUA contracts with AAAs to provide OAA services including the SLTCOP activities.
Office of the State Long-Term Care Ombudsman	The SLTCO is a state employee hired by and reporting to the Deputy Commissioner of the SUA. The SLTCO coordinates with the SUA finance office on budget related issues. Policies and procedures are developed by the SLTCO for the statewide program.
Staff and Local Ombudsmen	There are 7.5 full time employees in the SLTCO office. The state contracts with 28 AAAs to provide staff for local ombudsman activities. The local staff are employees of the AAAs. AAAs can further contract to a third party. Only two (2) local programs have 3rd party contracts.
Volunteers	The SLTCOP currently has about 500+ volunteers who identify, investigate, and resolve complaints. Volunteer recruitment and training development is done at the state office where there is a full time ombudsman development specialist. The SLTCO provides program direction and certification. Training and oversight of volunteers is done at the local level.

UTAH

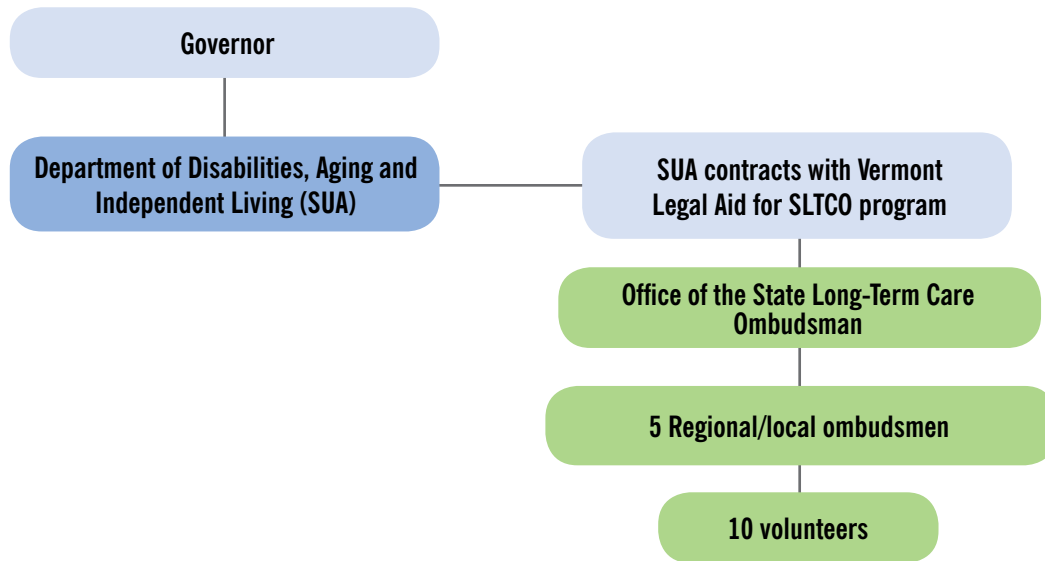
Decentralized



Governor	
Department of Human Services	The Department of Human Services is a cabinet-level umbrella agency which includes the Division of Aging and Adult Services (SUA).
Division of Aging and Adult Services (SUA)	The Division of Aging and Adult Services (SUA) is an umbrella agency, which houses APS as well as the SLTCOP and other operating offices. The SUA contracts with AAAs and non-profit entities to provide local OAA services including the SLTCOP.
Office of the State Long-Term Care Ombudsman	The SLTCO is a state employee hired by a panel including the SUA director, assistant SUA director, and the APS director. The SLTCO reports directly to the SUA director.
Staff and Local Ombudsmen	The SLTCO is the only staff in the SLTCO office. Local ombudsmen are hired by outside entities and are their employees. Most local ombudsmen are part time ombudsmen and have other duties and roles as determined by the AAA director. AAAs can contract with a 3rd party entities. Training and oversight is done at the state and local level. The SLTCO does certification when an individual completes training.
Volunteers	The SLTCOP has about 25 volunteers who are certified and assistant ombudsmen. Training and management is done at the local level. The SLTCO develops training, policies, and provides certification.

VERMONT

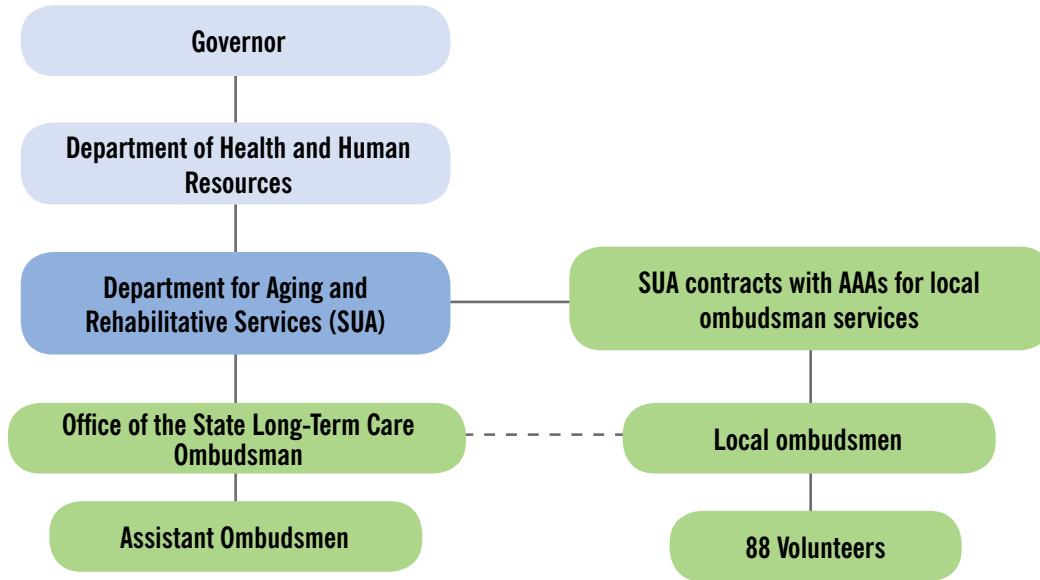
Centralized



Governor	
Department of Disabilities, Aging and Independent Living (SUA)	The Department of Disabilities, Aging and Independent Living (SUA) is a cabinet-level agency. The SUA contracts with Vermont Legal Aid for SLTCOP services.
Vermont Legal Aid	Vermont Legal Aid Inc. is an independent entity. There are 8 projects within the Vermont Legal Aid including Disability Law, Fair Housing, and the SLTCOP.
Office of the State Long-Term Care Ombudsman	The SLTCOP is outside of government. The SLTCO is an employee of the Vermont Legal Aid and reports to the Executive Director of Legal Aid. The SLTCO is responsible for all ombudsman activities including budget, data, personnel management, and policies and procedures.
Staff and Local Ombudsmen	Regional/local offices are part of 5 Legal Aid offices across the state. All staff are employees of Legal Aid. All hiring and supervision of regional/local ombudsmen is done by the SLTCO. All staff report directly to the SLTCO.
Volunteers	The SLTCOP currently has about 10 volunteers who are certified and trained to do case investigation. Supervision of volunteers is done at the regional/local level. Training is done in combination with regional/local and state wide sessions. The state has one regional/local staff person that does 20% time as volunteer coordinator for the entire state.

VIRGINIA

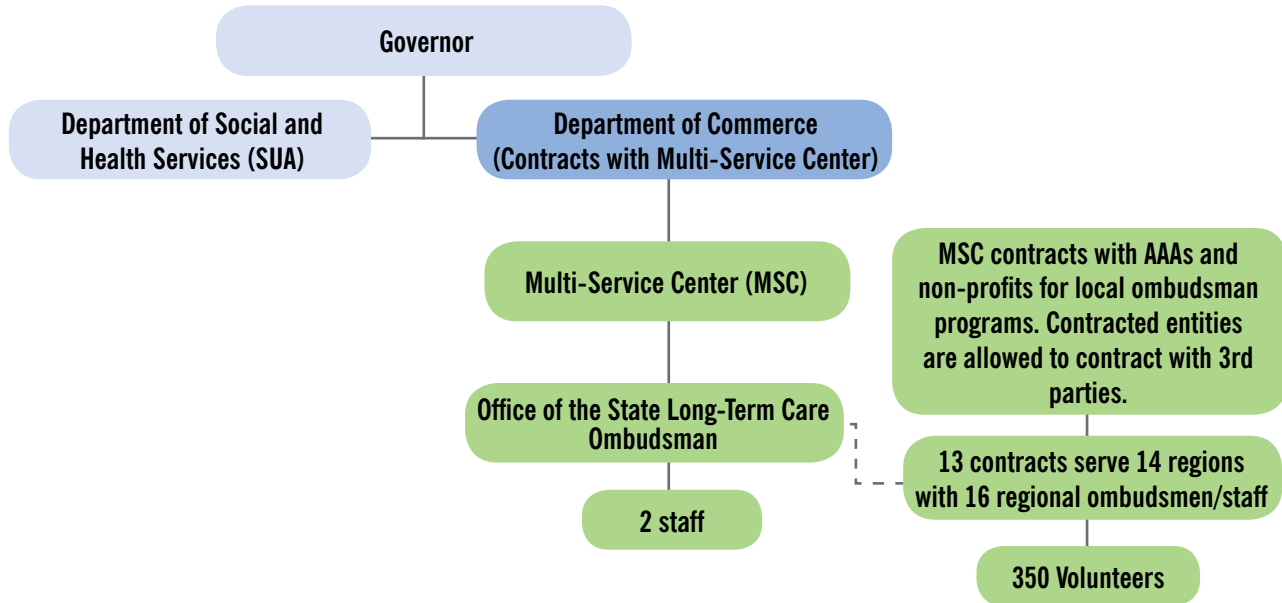
Decentralized



Governor	
Department of Health and Human Resources	The Department of Health and Human Resources is a cabinet-level umbrella agency which includes the Department for Aging and Rehabilitative Services (SUA).
Department for Aging and Rehabilitative Services (SUA)	The Department for Aging and Rehabilitative Services (SUA) houses multiple operating departments including APS and the SLTCOP. The SUA contracts with AAAs and non-profit entities for local ombudsman program implementation.
Office of the State Long-Term Care Ombudsman	The SLTCO is a state employee hired by the SUA director and is part of the SUA director's management team. The SLTCO is responsible for state level policies, procedures, data, and overall budget.
Staff and Local Ombudsmen	Local ombudsmen are employees of the AAAs and non-profit entities and report to the agency supervisor for general management and oversight and simultaneously to the SLTCO for program activities. Training is done at the state level and local ombudsmen are certified by the SLTCO.
Volunteers	The SLTCOP has about 88 volunteers currently. Training and oversight is at the local level. Certification is done by the SLTCO.

WASHINGTON

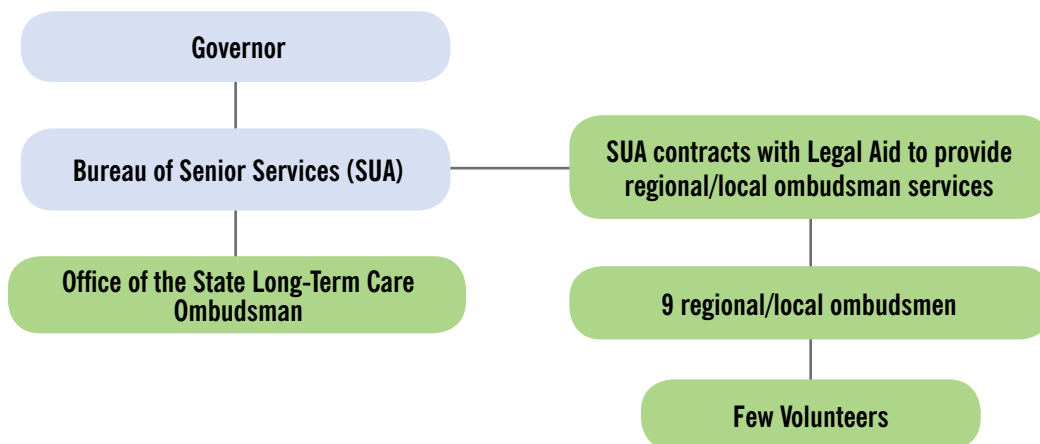
Decentralized



Governor	The Department of Social and Health Services (SUA) is a cabinet-level umbrella agency. The SUA has an interagency agreement with the Department of Commerce to implement the SLTCOP since the mid 1990s. The Department of Commerce was chosen because they have no health care connection.
Department of Social and Health Services (SUA)	
Department of Commerce	The Department of Commerce is a cabinet-level umbrella agency. The Department of Commerce contracts with the private non-profit Multi Service Center, a Community Action Program, to operate the SLTCOP.
The Multi-Service Center	The Multi-Service Center (MSC) operates the SLTCOP under specifics of the contract. The Multi-Service Center contracts with AAAs and non-profit institutions for the local ombudsman programs.
Office of the State Long-Term Care Ombudsman	The SLTCO is an employee of the MSC. There are 3 full time staff in the SLTCO Office including the SLTCO, 1 assistant SLTCO and one program administrator. The SLTCO determines budget and policies and procedures. Reports come to SLTCO from regional supervisors. Designation is done by SLTCO.
Staff and Local Ombudsmen	There are 16 regional ombudsmen/staff who are not employees of the SLTCO or the MSC, they are employees of the AAAs or non-profits. There are 13 contracts which serve 14 regions. The majority are AAAs, one is an independent non-profit and some are in Community Action Programs (CAPs). These are allowed to further contract with 3rd party, only one entity does this.
Volunteers	The SLTCOP currently has about 350 volunteers who accept, investigate, and resolve cases. The volunteer program is part of the contract which requires the local contracted entity hire a regional ombudsman, establish an office, and recruit/train volunteers. The SLTCO certifies volunteers after the regional confirms training.

WEST VIRGINIA

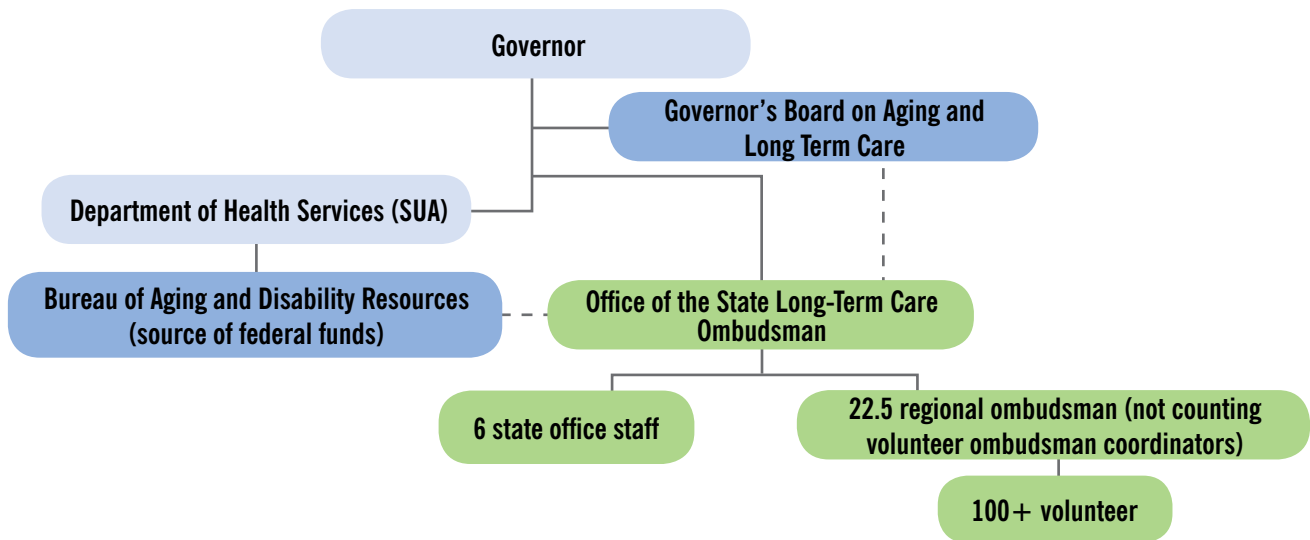
Decentralized



Governor	
Bureau of Senior Services (SUA)	The Bureau of Senior Services (SUA) is a cabinet-level agency.
Office of the State Long-Term Care Ombudsman	The SLTCO is a state employee hired by the SUA director. The SLTCO reports to the Title V and Legal Services Developer. The state office shares administrative support with other agencies. The LTCOP is a separate unit of Legal Aid. The SLTCO monitors compliance with the contract, OAA, and state law regulations. The SLTCO provides direction for program, monitoring, and certification of program staff.
Legal Aid	The SUA contracts with Legal Aid, a statewide legal services provider, for regional/local ombudsman services.
Staff and Local Ombudsmen	Legal Aid hires the local ombudsman with pre-screening by the LTCO. There are 9 regional ombudsmen. There is one 3/5 FTE attorney who works primarily on financial exploitation issues. Training and oversight are done at the local level. The SLTCO and the SUA Director designate and certify local ombudsman.
Volunteers	The SLTCOP has very few volunteers. Volunteers are not permitted to conduct investigations. Regional ombudsmen train and oversee the volunteers. The SLTCO and the SUA Director designate and certify volunteers.

WISCONSIN

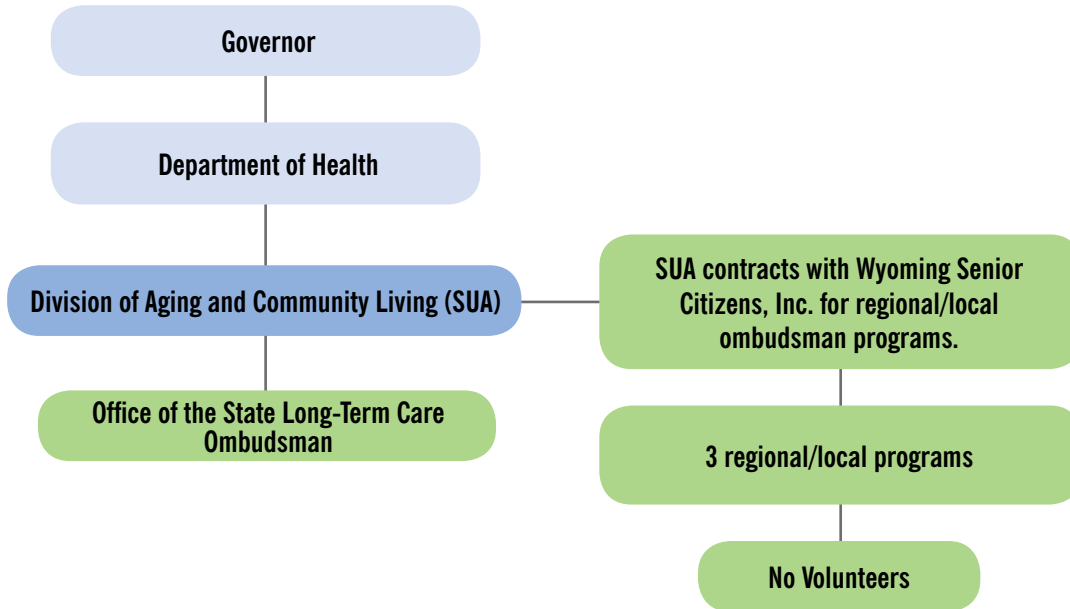
Centralized



Governor	
Department of Health Services (SUA)	The Department of Health Services (SUA) is a cabinet-level umbrella agency.
Bureau of Aging and Disability Resources	The Bureau of Aging and Disability Resources provides the pass through of funds to the SLTCOP.
Office of the State Long-Term Care Ombudsman	The Office of the State Long-Term Care Ombudsman is an independent state agency and reports to a 7 member Citizen Board appointed by the Governor and confirmed by the Senate. The SLTCOP is not part of the Governor's cabinet but meets with Governor's staff regularly. On the organization chart, the SLTCO appears as the Executive Director.
State Long-Term Care Ombudsman	The SLTCO is a state employee and directly responsible for management of all aspects of SLTCO including staff, advocacy, budget, data, training, and programs and procedures. All the OAA SLTCOP rules are in state statute. The SLTCO is responsible for flow of funds as well as MOUs with other agencies for IT, HR, and finance.
Staff and Local Ombudsmen	Staff are hired by the SLTCO and include the Deputy Ombudsman, attorney, office manager, ombudsman supervisor, ombudsmen, Volunteer services supervisor, 5 volunteer coordinators, 22.5 regional/local Ombudsmen and volunteers. Regional/local staff do managed care ombudsman work as well as facility and home care case work. In 2016 the SLTCOP will add ½ time Veteran Specialist, in 2017 will add 3 FT ombudsmen positions.
Volunteers	The SLTCOP currently has about 120 volunteers. Training is provided by volunteer coordinator and the regional/local ombudsmen. Volunteer oversight is provided by the regional/local ombudsmen. There is a full time volunteer ombudsman supervisor plus volunteer ombudsman coordinators.

WYOMING

Decentralized



Governor	
Department of Health	The Department of Health is a cabinet-level umbrella agency which includes the Division of Aging and Community Services.
Division of Aging and Community Services	The SLTCOP is part of the Division of Aging and Community Services (SUA). The SUA contracts with the Wyoming Senior Citizens Inc., for regional/local ombudsman program implementation.
Office of the State Long-Term Care Ombudsman	The SLTCO is a state employee and is hired by and reports to the SUA CLS manager. The SLTCO does certification, and monitors program activities starting 10/1/15.
Staff and Local Ombudsmen	There are 3 regional/local offices under general contract with the Wyoming Senior Center Inc. The Executive Director of the Senior Center hires and manages the regional staff. Regional staff are employees of the Center and are full time staff.
Volunteers	The SLTCOP has no volunteer program.

NOTES

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**National Association of States
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