

State Long-Term Care Ombudsman Programs: Organizational Structure

The **NATIONAL LONG-TERM CARE OMBUDSMAN RESOURCE CENTER (NORC)** provides support, technical assistance, and training to the 53 State Long-Term Care Ombudsman Programs and their statewide networks. The Center's objectives are to enhance the skills, knowledge, and management capacity of the State programs to enable them to handle residents' complaints and represent resident interests in both individual and systems advocacy. Funded by the Administration for Community Living (ACL), the Center is operated by The National Consumer Voice for Quality Long-Term Care, in cooperation with ADvancing States. *For more information, visit lcombudsmen.org, or contact ombudcenter@theconsumervoice.org, 1025 Connecticut Ave, NW, Ste. 1000, Washington, DC, 20036.*

ADVANCING STATES was founded in 1964 under the name National Association of State Units on Aging (NASUA). In 2019, the association changed its name to ADvancing States. Today, ADvancing States represents the nation's 56 state and territorial agencies on aging and disabilities and long-term services and supports directors. ADvancing States supports visionary leadership, the advancement of systems innovation and the articulation of national policies that support long-term services and supports for older adults and people with disabilities. ADvancing States' mission is to design, improve, and sustain state systems delivering long-term services and supports for older adults, people with disabilities, and their caregivers. *For more information, contact: ADvancing States, 241 18th Street South, Suite 403, Arlington, VA 22202, (202) 898-2578, Fax: (202) 898-2583, www.advancingstates.org.*

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 theconsumervoice.org, info@theconsumervoice.org, or 1025 Connecticut Ave, NW, Ste. 1000, Washington, DC, 20036.*

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State Long-Term Care Ombudsmen Programs: Organizational Structure

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

Introduction

State Long-Term Care Ombudsman Programs Organizational Structure

Long-term care in the United States refers to a range of services designed to meet the health, personal care, and support needs of individuals with chronic illnesses or disabilities over an extended period. Long-term care is not limited to medical care but also includes assistance with activities of daily living (ADLs) such as bathing, dressing, eating, and mobility. For individuals with more complex health needs, nursing homes provide 24-hour skilled nursing care and supervision. By receiving appropriate care and support, individuals can experience an improved quality of life, as their physical and emotional needs are addressed. In the early 20th century, care was often inadequate, not taking into account the individuals' needs or goals. Abuse and neglect was widespread.

During the 1930s and 1940s, the Social Security Act and subsequent amendments brought about changes in the provision of long-term care, with financial assistance provided to older adults and people with disabilities. Following the 1965 passage of Medicaid and Medicare and the rapid proliferation of nursing facilities in the 1960s and 1970s, it became evident that the long-term care

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industry needed government regulations and oversight to reduce instances of abuse and enhance the quality of life of its residents. The federal government saw the need for a program to address widely reported problems of substandard care through elevating residents' rights, health, and safety.

In implementing President Nixon's 1971 Eight Point Initiative to improve nursing home care, the Health Services and Mental Health Administration funded nursing home ombudsman demonstration projects in five states. 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. In February 2015, the Administration for Community Living (ACL), the federal agency administering the LTCOP, 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 became effective in July 2016. In June 2023, ACL released a notice of proposed rulemaking for the first comprehensive regulations to the OAA, and in February 2024 ACL issued [final regulations](#) implementing the OAA. Minor revisions were made to the LTCOP regulation for clarity and to ensure consistency with the OAA.

ADvancing States has compiled and updated information from state Long-Term Care Ombudsmen regarding the LTCOP structure within each state. As states assess their programs, this document provides information to help states evaluate structural changes that may be made to the program.



NOTE: For link to LTCOP regulation, please visit <https://www.federalregister.gov/documents/2015/02/11/2015-01914/state-long-term-care-ombudsman-programs>

Methodology

The original state LTCOP organizational structure report was published by ADvancing States in 2016. Data for the 2016 report was drawn from one-on-one telephone interviews conducted by NASUAD (now ADvancing States) staff with each Long-Term Care Ombudsman (Ombudsman). Data from these interviews was then assembled into two formats – first, a standard organizational structure chart; and second, a flow structure with more detailed information regarding roles and responsibilities. These were then assembled into one-page information sheets for each state, included in the 2016 report and updated in 2023. The goal for this formatting was to provide an at-a-glance reference that could be used to compare one state with another.

Building on the 2016 report, ADvancing States again surveyed all Ombudsmen. Beginning in October 2022, ADvancing States sent out a structure survey to all state and territorial Ombudsmen. Additionally, Ombudsmen provided updates to their state organizational structure pages. Information collection was focused on four basic topic areas:

1. Office of the State Long-Term Care Ombudsman
 - a. Organizational placement
 - b. State office operations and staff
2. Management of local Ombudsman entities (i.e., regional/district/local programs)
 - a. Contracted or not contracted
 - b. Roles and responsibilities
 - c. Management relationships
3. Volunteers
4. Comments regarding current structure

Responses were collected from 49 states, the District of Columbia, and Puerto Rico. The data provides an updated picture of the LTCOP across the nation and can serve as a tool for state-by-state comparisons.

Organizational Criteria

The placement of the Office of the State Long-Term Care Ombudsman (the Office) is used as a primary criterion to assess efficiency of a program. While this is one measure of organization, it is not the only factor affecting management and efficiency of a program. For the purposes of this document, ADvancing States has added additional criteria to provide a more developed description of organizational structure.

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

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

General Findings

Basic LTCOP Structure

Centralized

A centralized structure is generally defined as an organizational arrangement in which the Ombudsman and all representatives of the Office are employees of a single entity. Nineteen states, Puerto Rico, and the District of Columbia are organized in a centralized structure.

Decentralized

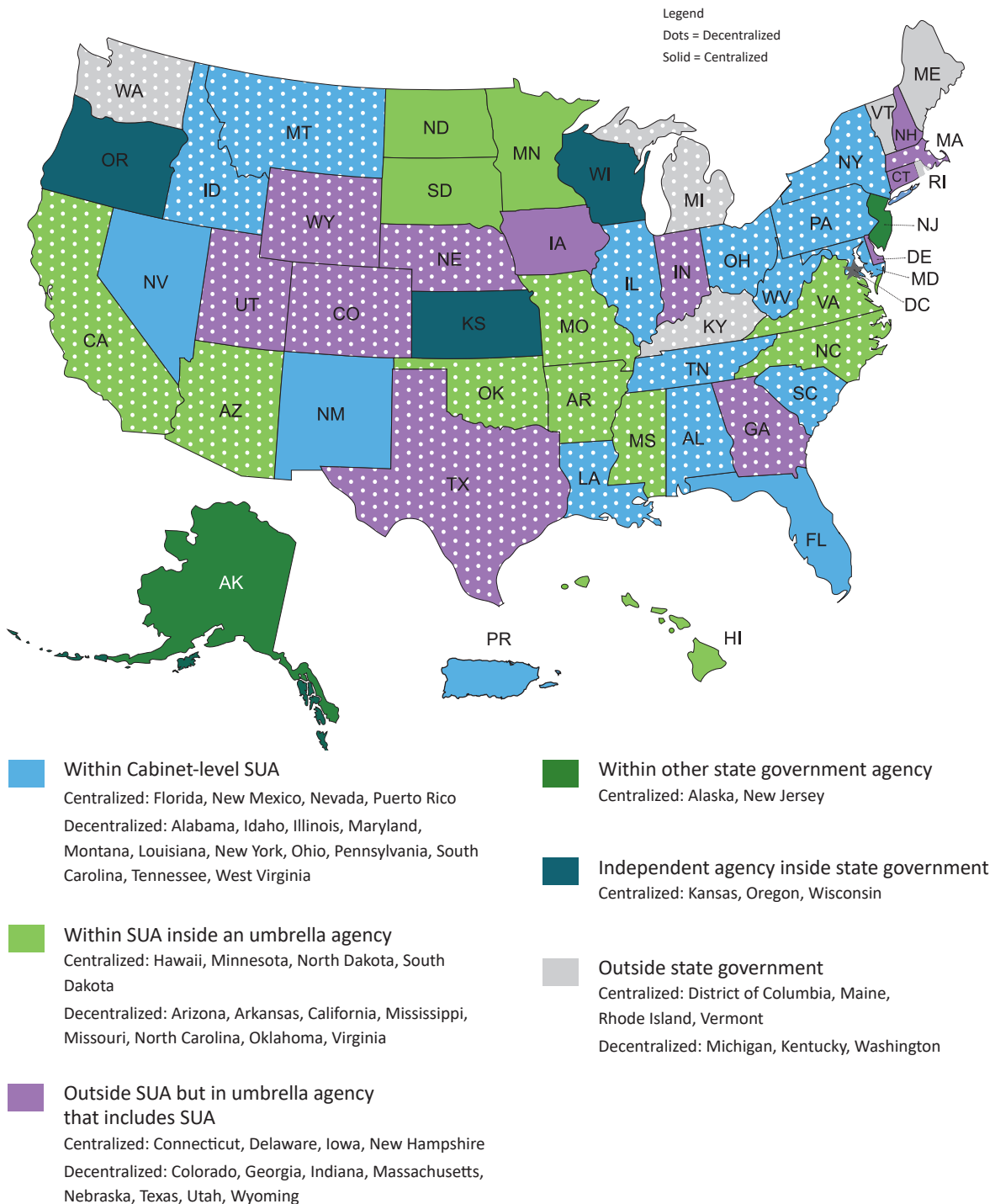
A decentralized structure is defined as an organizational arrangement in which the Ombudsman is an employee of the state, or contracted entity, but the district/local Ombudsman representatives are employed by another contracted entity (often AAAs). In this structure, the Ombudsman has programmatic oversight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

A notable recent trend has been the migration of LTCOPs out of SUAs. Since 2016, nine LTCOP have been moved outside of the SUA. Of these, seven moved from being within an SUA under an umbrella agency to being outside the SUA under an umbrella agency. One LTCOP moved from a cabinet-level SUA to being outside the SUA under an umbrella agency and one LTCOP moved from within an SUA under an umbrella agency to outside of government. Additionally, one LTCOP transitioned with its SUA when the SUA became a cabinet-level department. One state transitioned from being an entity outside of state government to within the umbrella agency that also houses the SUA. The 2015 and 2023 maps are provided below for comparison.

Current Placement of Ombudsman Programs

Figure 1 shows the location of the Ombudsman 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.

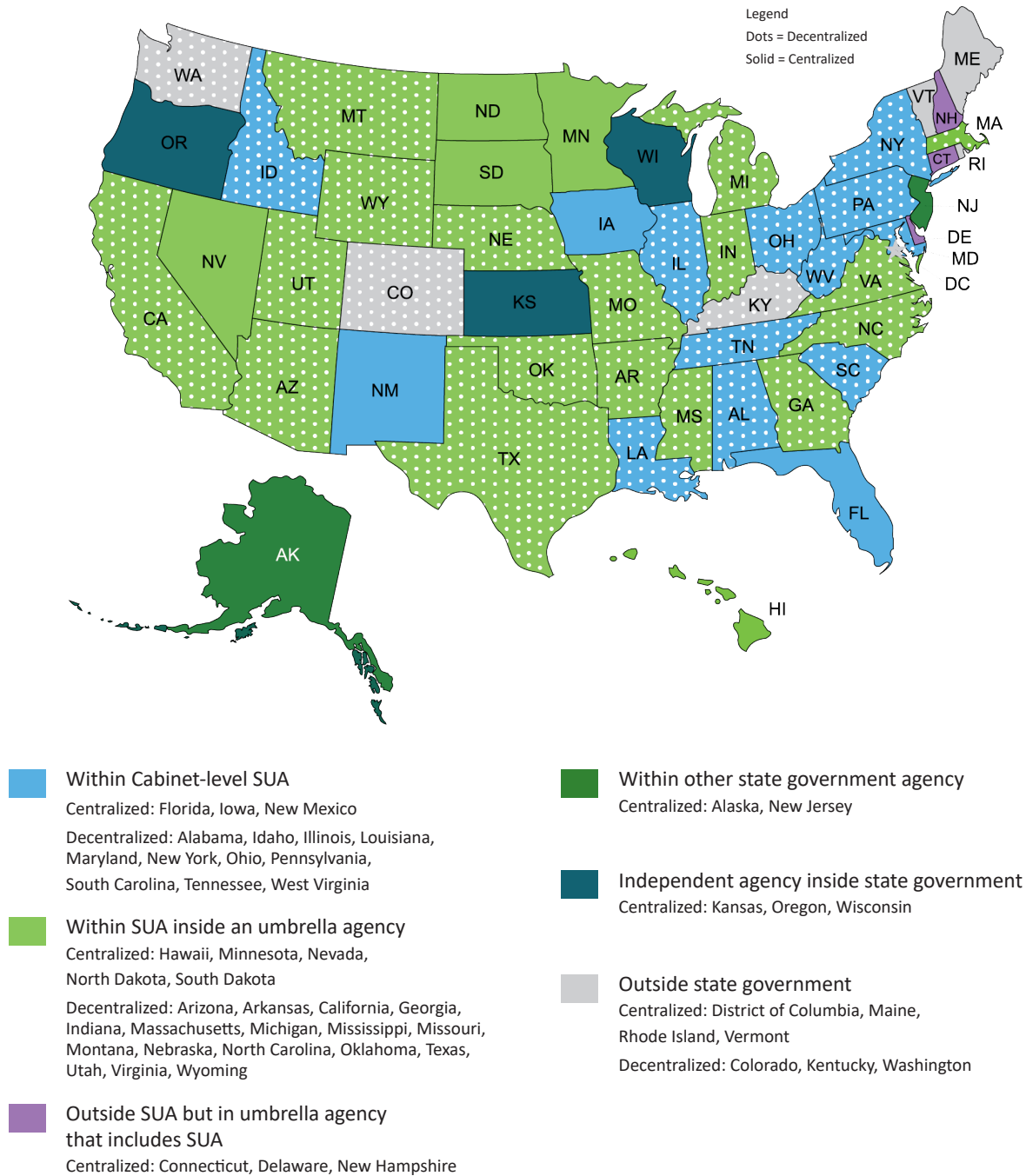
Figure 1. Location of Long-Term Care Ombudsman Programs in States



Placement of Ombudsman Programs in 2015

Figure 2 shows the location of the Ombudsman programs in 2015 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 2. Location of Long-Term Care Ombudsman Programs in States in 2015*



* 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 3. Current Location of the Office of the State LTC Ombudsman

<i>Location of the Office</i>	<i>Centralized</i>	<i>Decentralized</i>	<i>Total</i>
Within Cabinet-level SUA	FL, NM, NV, PR	AL, ID, IL, MD, MT, LA, NY, OH, PA, SC, TN, WV	16
Within SUA inside large umbrella agency	HI, MN, ND, SD	AZ, AR, CA, MS, MO, NC, OK, VA	12
Outside of SUA but in umbrella agency that includes SUA	CT, DE, IA, NH	CO, GA, IN, MA, NE, TX, UT, WY	12
Within other state government agency	AK, NJ	0	2
Independent agency inside state government	KS, OR, WI	0	3
Outside state government	DC, ME, RI, VT	KY, MI, WA	7
Total	21	31	52

Role & Responsibilities of the State Ombudsman

The state Ombudsman roles and responsibilities are clearly stated in the OAA and the LTCOP regulation. Although the Ombudsman must comply with federal direction in fulfilling the functions, responsibilities, and duties of the office, the organizational structure can affect the execution of those responsibilities.

Most (45) Ombudsmen 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 are Governor's appointees; and seven are hired by the contracted entity that has responsibility for the entire Ombudsman.

In centralized structures, the Ombudsman has the programmatic management as well as personnel management of all representatives. However, in a decentralized structure, the Ombudsman representatives are operationally located within a local Ombudsman entity; that means the Ombudsman 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 (i.e., staff and volunteers) but it is usually an entity within a larger "host agency."

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 Ombudsman.

Representatives of the Office of the State Long-Term Care Ombudsman

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

Among decentralized programs, some states use only AAAs in their state as host agencies for local Ombudsman entities. Other states use both AAAs and non-profit entities as host agencies for local Ombudsman entities. These arrangements can take the form of contracts (for all or part of OAA funded state services), memoranda of understanding (MOUs), Area Aging plans (see note below), or grant awards. In some states, the AAAs enter into third party contracts with host agencies to provide Ombudsman program services. These local programs are designated by the Ombudsman as local ombudsman entities. In states that allow third 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, Ombudsmen representatives are employees of the AAA or non-profit entity. The Ombudsman may have some input into the hiring process but does not directly hire the Ombudsman representatives. In addition, personnel management of the representatives is done by the host agency with which the SUA has an agreement. In some states, local representatives of the Office of the Ombudsman wear multiple hats, splitting their time between more than one program. It is important for the Ombudsman and the host agency of the local Ombudsman entity to collaborate on contract standards to ensure 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 two, three, or four 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 long-term care 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

Ombudsman programs work with volunteers at the state and local levels 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 Ombudsman program recognized that volunteers could serve residents in long-term care facilities with particular person-centered connections at the community level. Paid Ombudsman representatives agree that the program is more accessible to residents with the help of volunteers.

The OAA requires the Ombudsman to designate all representatives of the office including the volunteer staff before they can act in any Ombudsman program capacity. Representatives of the Office (paid and volunteer) must meet minimum training standards established by the ACL. The National Ombudsman Reporting System (NORS) classifies volunteers as certified or other. (Definitions are available in ACL NORS Table 3: Part D Staff and Volunteer Data Elements).

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 Ombudsman representatives provide recruitment, training, and oversight of volunteers in their areas based on the standards and curriculum developed and mandated by the Ombudsman.

Considerations for Determining Organizational Structure

ADvancing States offers state perspectives on current organizational structure 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 Ombudsman 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 Ombudsmen Program that served residents in long-term care settings.

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

Conclusion

The purpose of the survey was to identify different organizational structures of states' Long-Term Care Ombudsman programs to provide 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 Ombudsman program. The following pages provide a graphic depiction of each state's Ombudsman program 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 Ombudsman program. An additional tool for state information is *A Primer for State Aging Directors and Executive Staff: State Long-Term Care Ombudsman Program*. It is available electronically on the ADvancing States website at www.advancingstates.org.

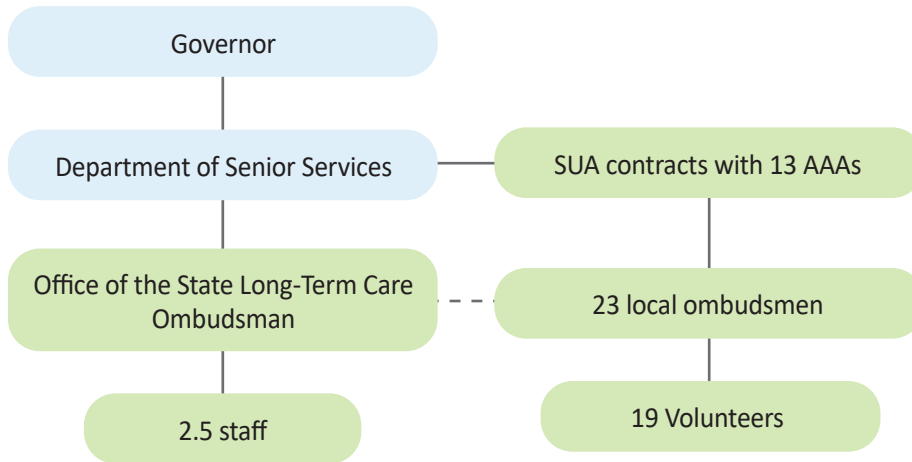
The National Long-Term Care Ombudsman Resource Center maintains information on organizational conflicts of interest. See [State LTC Ombudsman Program Organizational Level Conflict of Interest: LTCOP Organizational Conflicts of Interest — Examples of Identification, Remedies, and Removal: Office of the State Long-Term Care Ombudsman \(OOmbudsman\)](#), and, [LTCOP Organizational Conflicts of Interest — Examples of Identification, Remedies, and Removal: Local Ombudsman Entities](#).



State-By-State Organizational Structure

Alabama

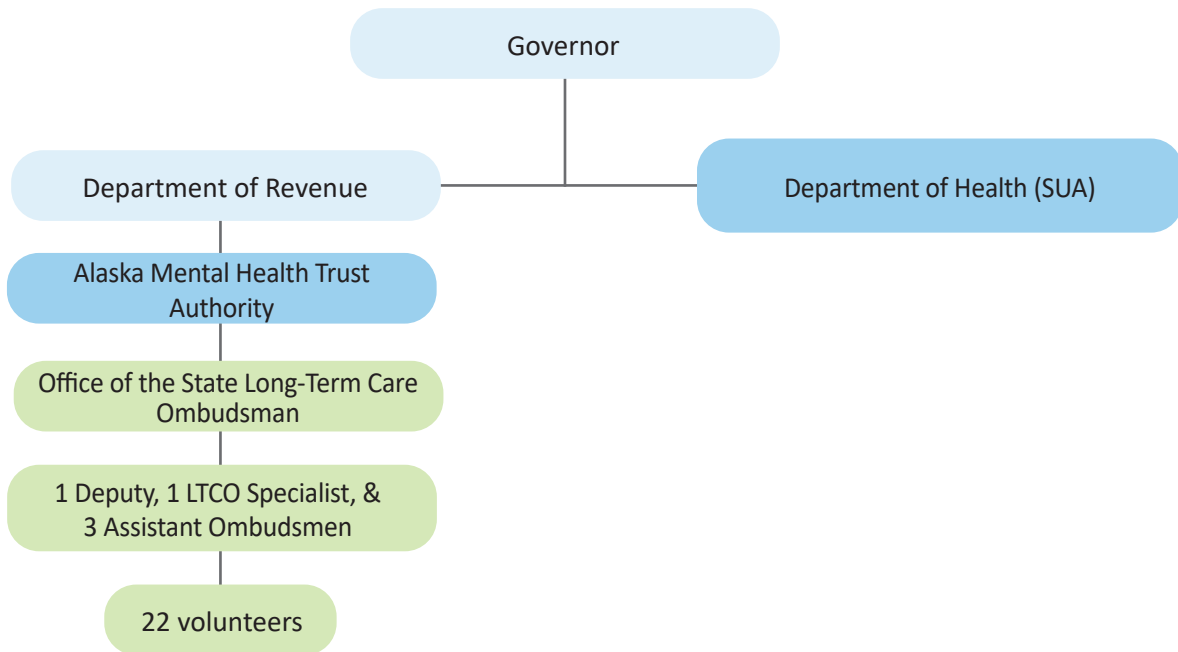
Decentralized



Governor	
Department of Senior Services (SUA)	The Department of Senior Services is a cabinet-level agency. In 2013, the Commissioner established the Ombudsman program as a separate entity within the Department of Senior Services.
Office of the State Long-Term Care Ombudsman	The Ombudsman is a state employee and reports directly to the Commissioner of Senior Services. Since 2013, the Ombudsman Office is physically separate from the office of Senior Services. The Ombudsman establishes the Ombudsman policies. SUA fiscal staff are assigned to assist with fiscal management.
Staff and Local Ombudsmen	The Ombudsman Office consists of the Ombudsman and 2.5 staff. There are 23 local/ombudsmen who are employees of 13 AAAs. The Ombudsman develops the scope of services for AAA contracts and approves agreements.
Volunteers	The Ombudsman program has approximately 19 volunteers.

Alaska

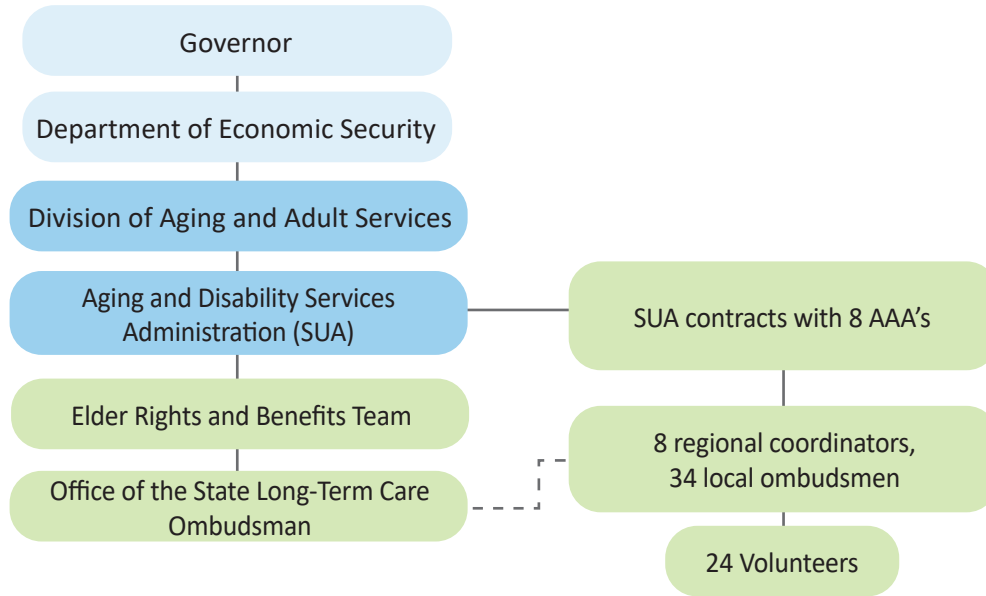
Centralized



Governor	State funding comes through the Department of Revenue and the SUA. Federal funds for the Ombudsman program are distributed through the Department of Health.
Department of Revenue	
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 Ombudsman program.
Office of the State Long-Term Care Ombudsman	The Ombudsman is totally independent due to structure of the Trust. The Trust hires the Ombudsman. All Ombudsmen staff are state employees. The Ombudsman has direct oversight and management of all aspects of the Ombudsman program.
Staff and Local Ombudsmen	The Ombudsman program consists of the Ombudsman, Deputy Ombudsman, three Assistant Ombudsmen (local ombudsmen) and one Administrative Assistant. All staff are hired by the Ombudsman and housed in the central state office. There is one full time temporary Ombudsman this year and that position is based on temporary funding through ACL to help us provide regular routine facility visits to Residential Care Communities (Assisted Living Homes).
Volunteers	The Ombudsman program has approximately 22 volunteers who can do complaint investigation. Volunteers are trained by central office staff and have monthly continuing education meetings.

Arizona

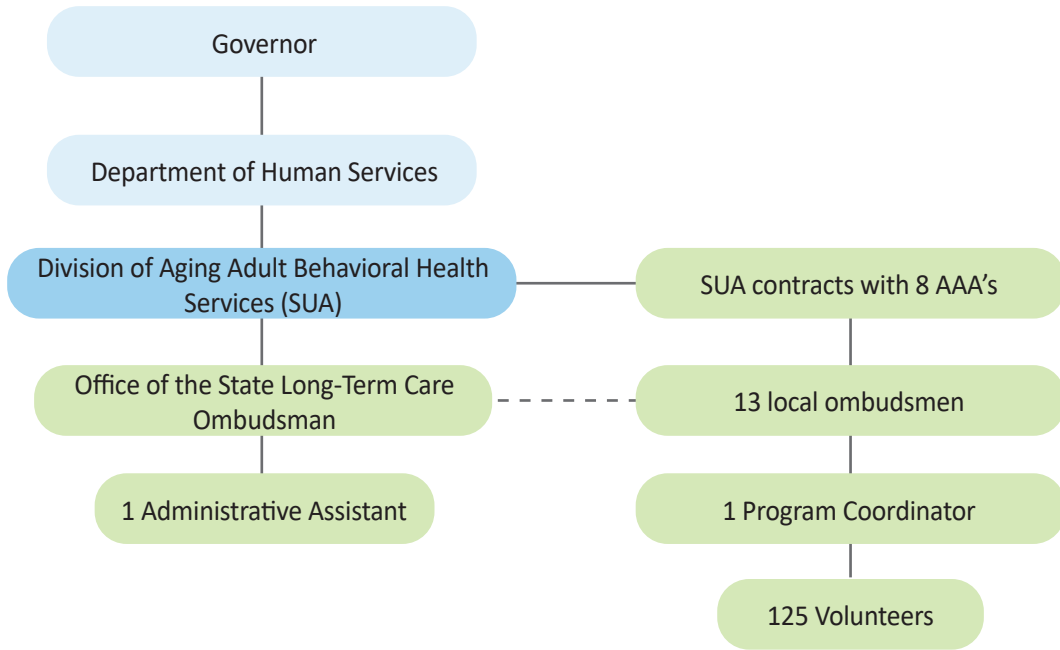
Decentralized



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.
Aging and Disability Services Administration (SUA)	The Aging and Disability Services Administration (ADS) serves as the SUA and is part of the Division of Aging and Adult Services, within the Department of Economic Security, the state's umbrella social services agency. The SUA contracts with eight AAAs to employ ombudsmen at the local level.
Elder Rights and Benefits Team	The office directly reports to the Elder Rights & Disability Manager. The Elder Rights & Benefits Team is housed within the Aging & Disability Administration (SUA) and reports directly to the Aging & Disability Administrator.
Office of the State Long-Term Care Ombudsman	The Ombudsman is a state employee and reports directly to the Elder Rights and Benefits Manager. Ombudsman responsibilities include oversight and management of the statewide program.
Staff and Local Ombudsmen	The Ombudsman consists of the Ombudsman and two other staff members. There are eight regional coordinators and 34 local ombudsmen that are employees of the AAAs with programmatic direction coming from the Ombudsman. Local ombudsmen can be trained by the Ombudsman or AAA regional coordinators.
Volunteers	The Ombudsman program currently has about 24 volunteers who assist with program activities. Training can be done by either or in combination with the office and the regional staff. Supervision of volunteers is done at the regional level.

Arkansas

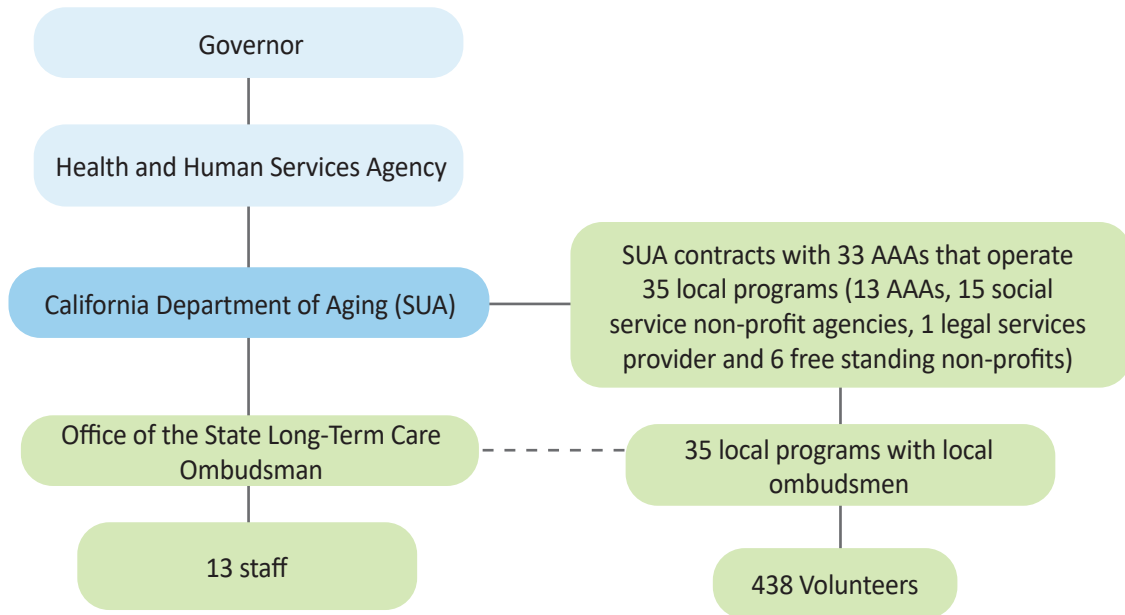
Decentralized



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 Ombudsman reports to one of three Assistant Directors in the SUA as one of the operating programs. The Ombudsman 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 Office consists of the Ombudsman and one administrative assistant. There are 13 local ombudsmen who work out of 8 AAAs. There is one program coordinator. The SUA contracts with the AAAs with contract review by the Ombudsman. The Ombudsman sets training, monitoring and program oversight of local ombudsmen. The Ombudsman may or may not be involved in hiring local ombudsmen. AAAs do not contract with third party entities.
Volunteers	The Ombudsman program currently has 125 volunteers. Volunteers are trained and certified by the Ombudsman. Volunteers are supervised by the local ombudsman at the local level.

California

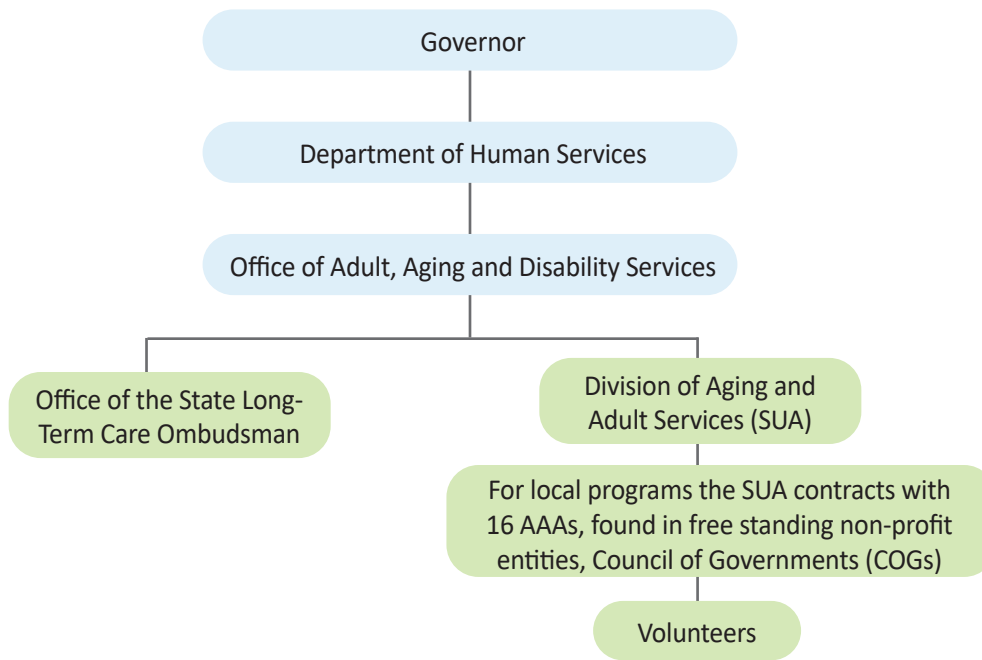
Decentralized



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 Ombudsman program.
Office of the State Long-Term Care Ombudsman	The Ombudsman is an appointee of the Governor and reports directly to the SUA Director. The Ombudsman is responsible for the management and oversight of the statewide program.
Staff and Local Ombudsmen	There are 13 staff in the state office, in addition to the Ombudsman, (two Managers, one Health Policy Specialist, three Staff Services Analysts, five Associate Gov't Program Analysts, one Training Officer, one Clerical staff). The State contracts with AAAs for the local ombudsman programs. There are 35 local programs (13 in AAAs, 15 in social service non-profits, one in legal services, and six in free-standing non-profits). Local programs can contract out to a third party entity but must demonstrate they are unable to provide these services.
Volunteers	The Ombudsman program currently has approximately 438 volunteers. Training and supervision of volunteers is done at the local level. The Ombudsman sets requirements and certifies volunteers.

Colorado

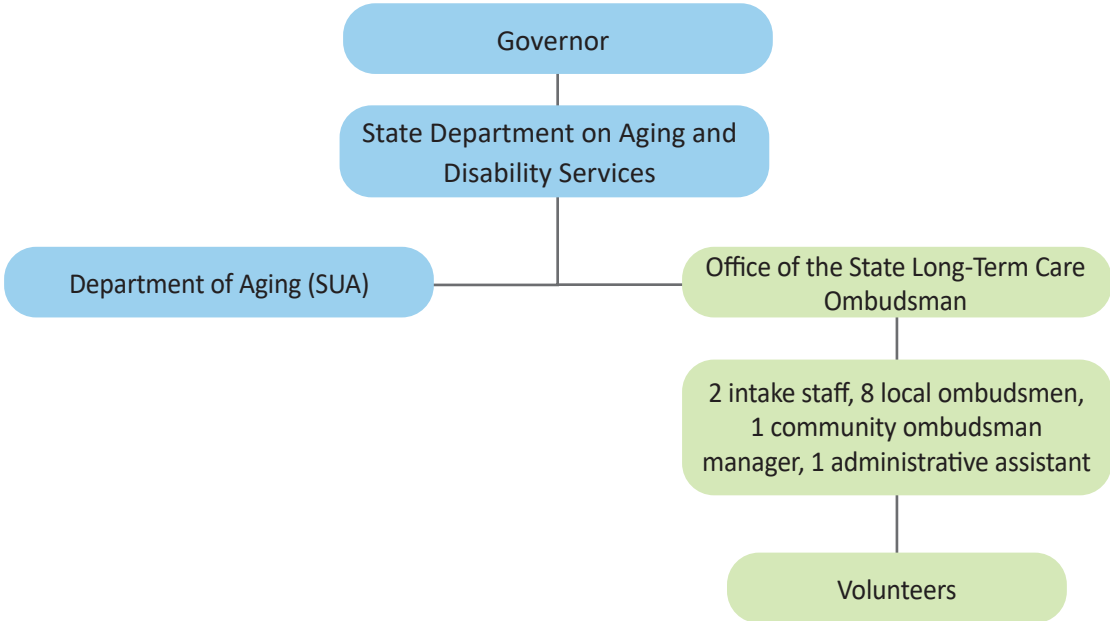
Decentralized



Governor	
Department of Human Services	The Department of Human Services is a cabinet-level umbrella agency which includes the Office of Adult, Aging and Disability Services.
Office of Adult, Aging and Disability Services	As of June 2023, the Office is administered through the state government, Colorado Department of Human Services.
Division of Aging and Adult Services (SUA)	The Department of Human Services includes the Division of Aging and Adult Services (SUA). The Office is outside of the SUA.
Office of the State Long-Term Care Ombudsman	The Ombudsman is hired by and reports to the Deputy Director of the Office of Adult, Aging and Disability Services. The Office staff includes the Ombudsman, a Deputy Ombudsman, Quality Assurance Manager, and a PACE Ombudsman. The Ombudsman is responsible for the oversight and monitoring of the local programs. The Ombudsman trains and certifies local ombudsman staff.
Staff and Local Ombudsmen	
Volunteers	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 third party. Local ombudsmen are hired by and employees of the contracted entity.
	The Ombudsman program currently has volunteers who are trained and managed by the local staff ombudsmen and who receive designation from the Ombudsman.

Connecticut

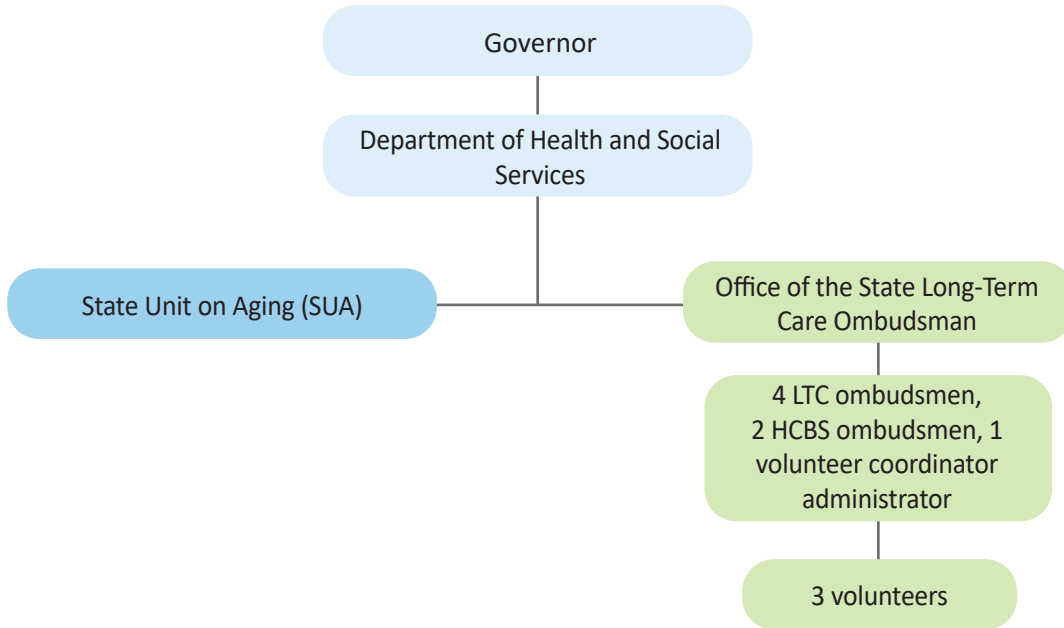
Centralized



Governor	
State Department on Aging and Disability Services	The State Department on Aging and Disability Services 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	On January 1, 2013, the State Department on Aging became its own separate stand-alone agency. The Ombudsman program is a totally independent office within the SUA. The head of the umbrella agency appoints the Ombudsman and the position is a classified state employee.
Staff and Local Ombudsmen	The Ombudsman Office consists of the Ombudsman and an administrative assistant. There are 8 regional/local ombudsmen and two intake staff who are hired and supervised by the State Ombudsman. There is also one community Ombudsman Manager and one Administrative assistant. Regional/local ombudsmen are responsible for ombudsman activities in a specific area of the state.
Volunteers	The Ombudsman program currently has a few volunteers who are trained and report to the regional/local ombudsman.

Delaware

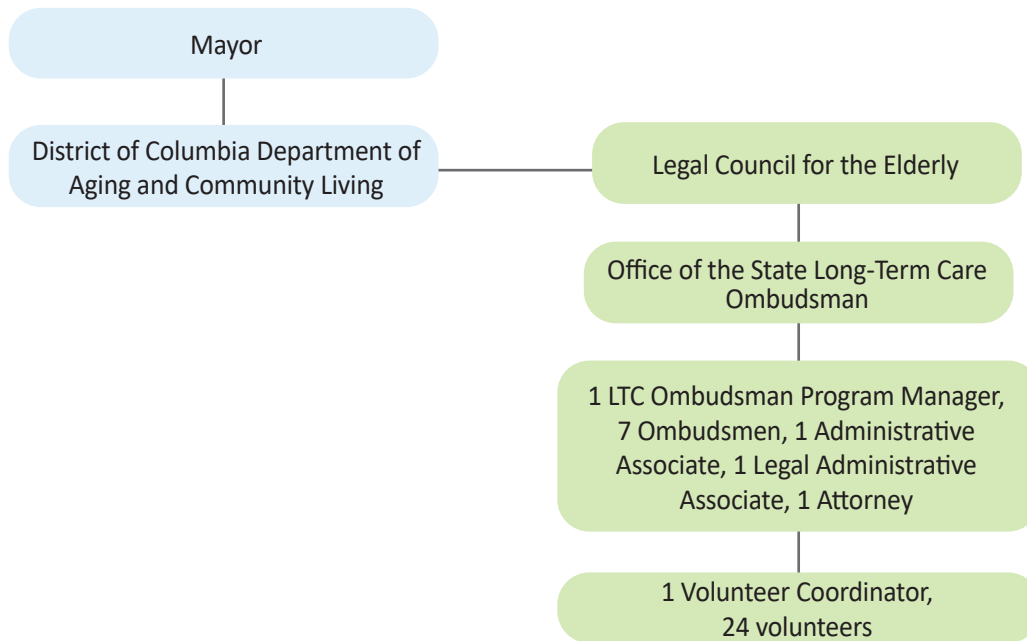
Centralized



Governor	
Department of Health and Human Services	The Department of Health and Human Services is a cabinet-level umbrella agency.
Office of the Secretary	The Ombudsman program is housed in the DHSS Office of the Secretary.
Office of the State Long-Term Care Ombudsman	The Ombudsman reports to the Office of the Secretary. Funding for the Ombudsman program comes directly through an MOU with the SUA. The Ombudsman is a state employee.
Staff and Local Ombudsmen	The Ombudsman has direct management of all Ombudsman program activities and policies. There are no outside contracted entities. The program also has an ombudsman resource specialist and a volunteer coordinator/administrator.
Volunteers	The Ombudsman program currently has about three volunteers.

District of Columbia

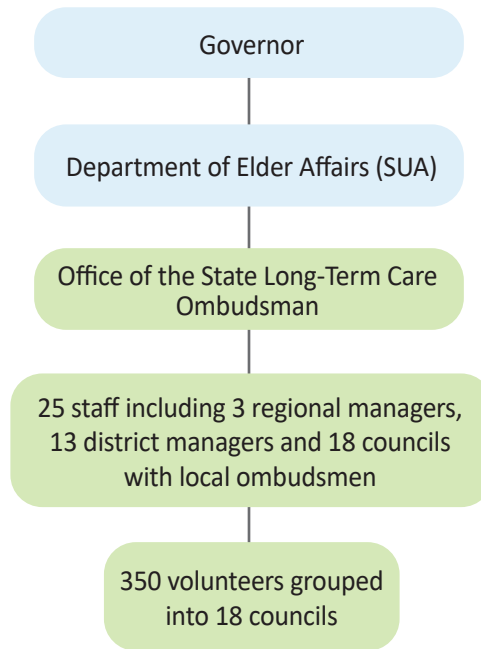
Centralized



Mayor	
District of Columbia Department of Aging and Community Living	The District of Columbia Office on Aging has a contract with the Legal Council for the Elderly to manage the Ombudsmen program.
Legal Council for the Elderly	The Legal Council for the Elderly is a non-profit affiliate of AARP.
Office of the State Long-Term Care Ombudsman	The Ombudsman is hired by and reports to the Executive Director of the Legal Council for the Elderly. Management of the Ombudsman Program is by the Ombudsman.
Staff and Local Ombudsmen	The Ombudsman program consists of the Ombudsman, an Ombudsman Program Manager, seven ombudsmen, a volunteer coordinator, an administrative associate, a legal administrative associate, and an attorney. No part of the program is contracted to any third party outside the Legal Council for the Elderly.
Volunteers	The Ombudsman program currently has about 24 volunteers. Training and management is done by the staff as a team.

Florida

Centralized



Governor
Department of Elder Affairs (SUA)
Office of the State Long-Term Care Ombudsman
Staff and Local Ombudsmen
Volunteers

The Department of Elder Affairs is a cabinet-level umbrella agency.

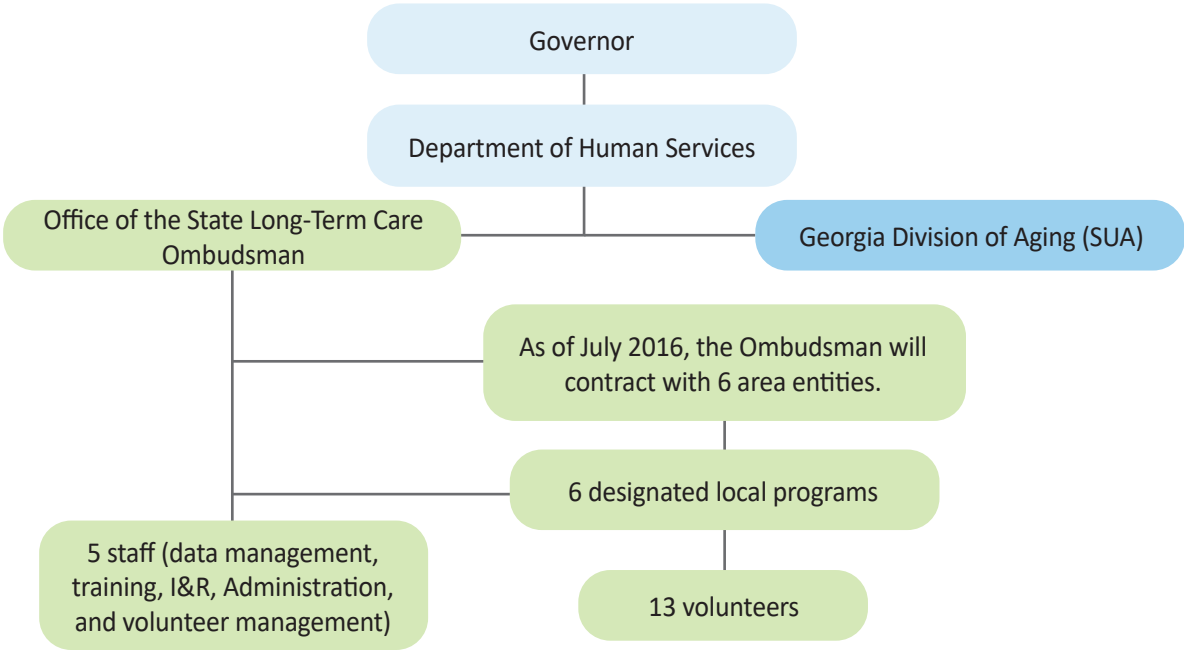
The Ombudsman is a state employee and controls program funds, policies, and procedures. The Ombudsman hires and manages regional/district/local ombudsmen. Local ombudsman programs are not contracted to outside entities but are kept within the Ombudsman program.

The Ombudsman program 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 Ombudsman.

The Ombudsman program 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 three Secretary appointees.

Georgia

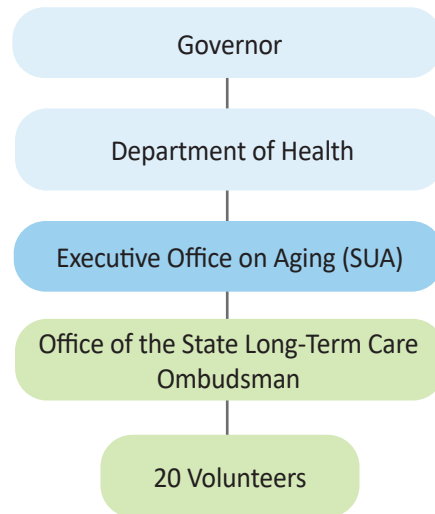
Decentralized



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 Ombudsman receives support from the SUA. The Ombudsman program is a separate office with independent advocacy. Funding allocation is determined by the Ombudsman. Local programs are contracted to area entities.
Office of the State Long-Term Care Ombudsman	The SUA Director, as the umbrella agency commissioner’s designee, hires the Ombudsman. The Ombudsman is a state employee. The Ombudsman Office includes the Ombudsman and 5 staff (data management, training, Information and Referral, Administration, and volunteer management). The Ombudsman 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. Certified local ombudsmen representatives are employees of the contracted entity.
Volunteers	The Ombudsman program currently has approximately 13 volunteers, seven of which are certified to investigate complaints. Volunteers are recruited and supervised by local ombudsmen representatives.

Hawaii

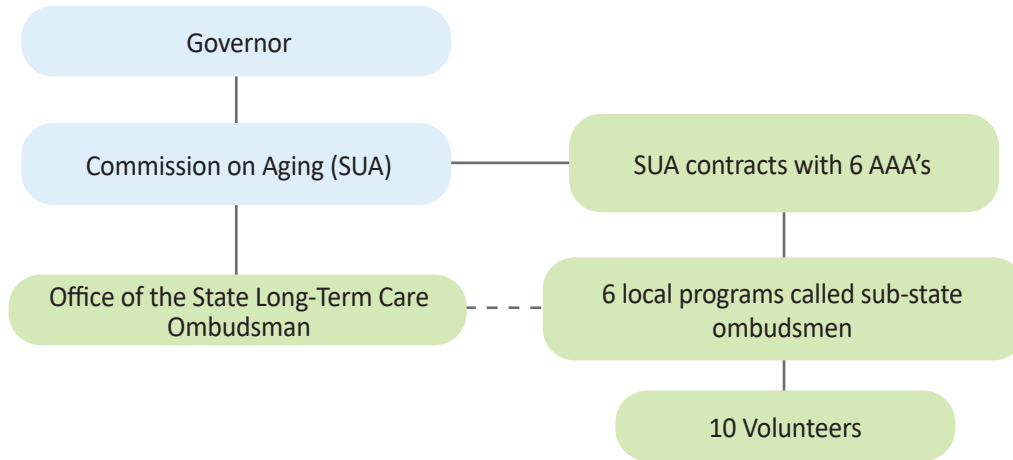
Centralized



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 Ombudsman program is located in the Executive Office on Aging (SUA). The SUA Director hires the Ombudsman. Funds are allocated for the program through the SUA and the Ombudsman determines line item spending.
Office of the State Long-Term Care Ombudsman	The Ombudsman is a state employee hired by the Director of the Executive Office on Aging. The program does not contract with outside entities. The Ombudsman manages the program statewide.
Staff and Local Ombudsmen	The Ombudsman program consists of the Ombudsman. There are six full-time Ombudsmen and the Ombudsman.
Volunteers	The Ombudsman program currently has about 20 volunteers working on six islands. There is one full-time Ombudsman Volunteer Coordinator. Logistics is a particular problem in the islands.

Idaho

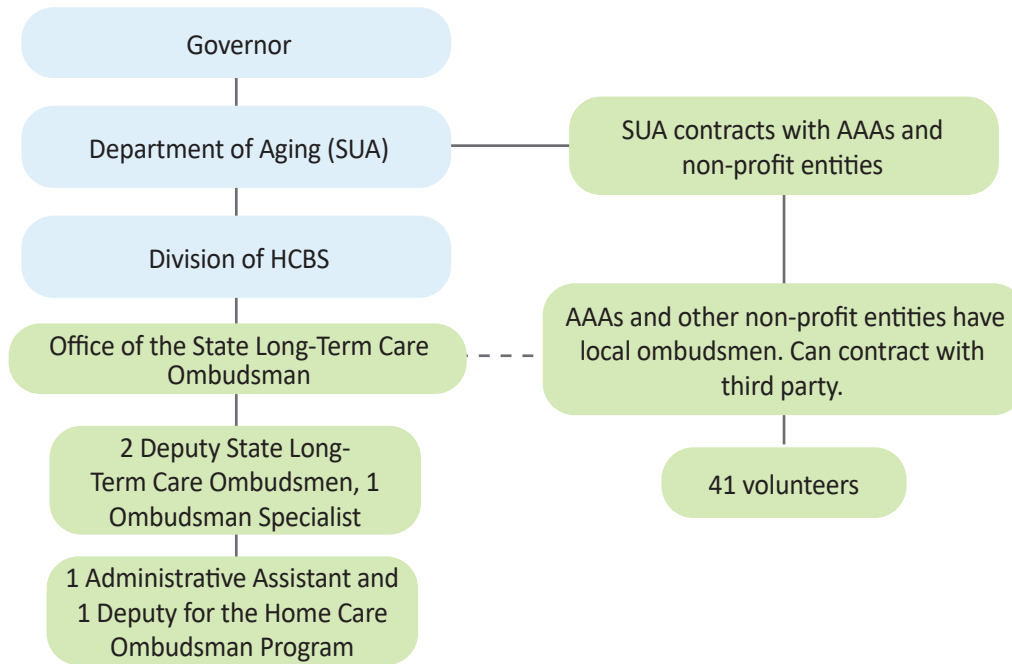
Decentralized



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 Ombudsman program.
Office of the State Long-Term Care Ombudsman	The Ombudsman is a state employee and reports directly to the SUA Administrator. The SUA enters into contracts with AAAs to provide Ombudsmen and other OAA services. The Ombudsman develops training materials and monitors local ombudsman activities.
Staff and Local Ombudsmen	By state statute, local ombudsmen are located in six 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 Ombudsman program has about 10 volunteers. Training is done at both the state and local level with Ombudsman approved curriculum. The Ombudsman designates, directs and monitors program activities.

Illinois

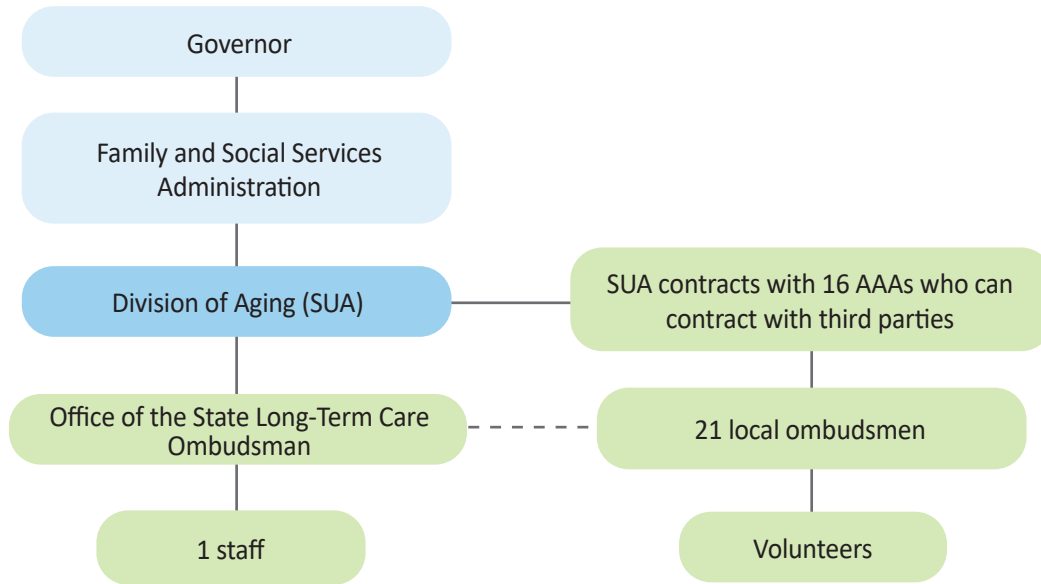
Decentralized



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 ombudsman entities.
Division of HCBS	The Division of HCBS is an operating division of the SUA.
Office of the State Long-Term Care Ombudsman	The Ombudsman reports to the Director of the Department on Aging. The Ombudsman is an employee of the State of Illinois. The Ombudsman oversees budget, regional/local ombudsman certification, and ombudsman program activities in the AAAs and non-profit entities.
Staff and Local Ombudsmen	The Ombudsman Office staff includes the Ombudsman, two Deputy State Long-Term Care Ombudsmen, one Ombudsman Specialist, an Administrative Assistant, and a Home Care Ombudsman. Local ombudsmen are employees of the AAAs. Some AAAs contract with a third party. There is a system of regional ombudsmen who supervise community ombudsmen and volunteers.
Volunteers	The Ombudsman program currently has 41 volunteers who have different tiers of training from peer mentoring to full case investigation.

Indiana

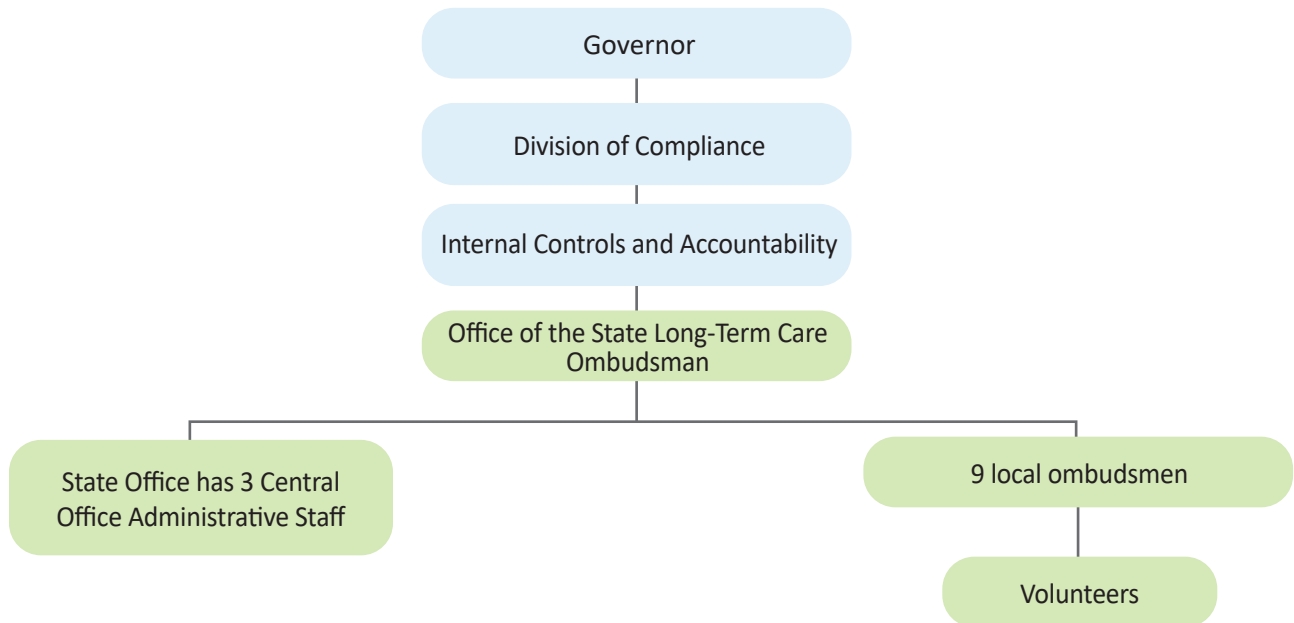
Decentralized



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 Ombudsman. 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 Ombudsman is a state employee. The Ombudsman develops policies and procedures and has oversight of the data but is not involved in the development of the budget. The Ombudsman has input into the ombudsman section of the contracts. The Ombudsman provides training and designation of local ombudsmen. The Ombudsman does not hire local ombudsmen but has input into the hiring process at the local level.
Staff and Local Ombudsmen	The Office includes the Ombudsman, Deputy Director, and a temporary contractor (through 09-30-2025) who functions as the Ombudsman Program Assisted Living Specialist. The SUA contracts with AAAs to provide local ombudsmen services. There are 16 local offices with no regional or district layers; 21 local ombudsmen are employed by local entities. Four AAAs in the state act as the host organization for the Ombudsman program; ten AAAs subcontract the program to a statewide legal services provider; one AAA splits its Ombudsman program contract with a 501(c)(3) organization and the same legal services provider organization; one AAA subcontracts with a 501(c)(3).
Volunteers	The Ombudsman program is developing a statewide volunteer program and will hire a Volunteer Program/Social Media Coordinator to focus on volunteer recruitment, engagement, recognition, and retention. One 501(c)(3) has had volunteers for several years and provides training and oversight at the local level; however, designation and program development is performed at the state level. The Office has one administrative volunteer who assists the Ombudsman with budgetary issues only.

Iowa

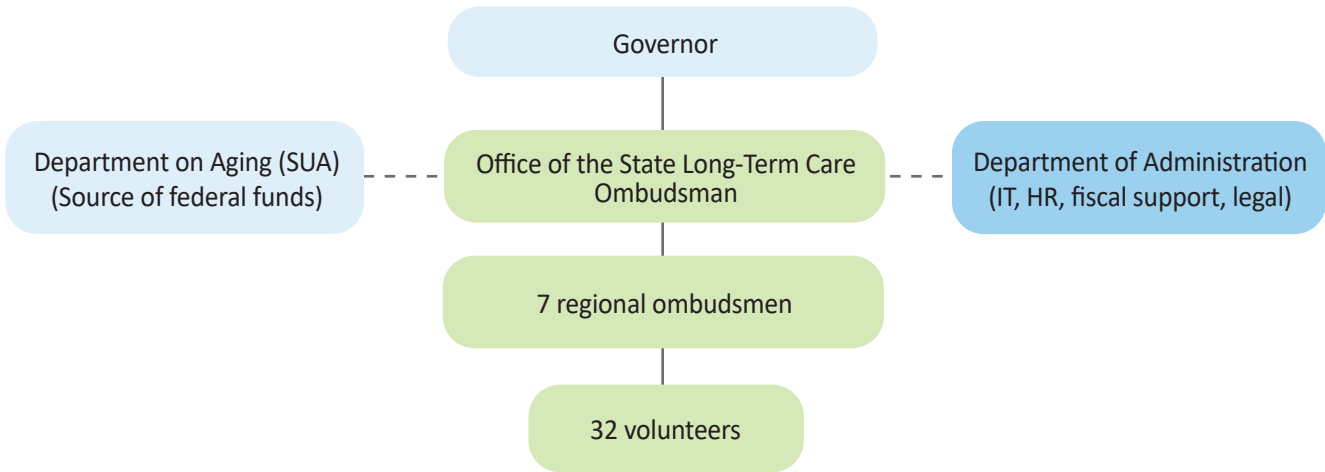
Centralized



Governor	
Compliance/Internal Controls and Accountability	Compliance and Internal Controls and Accountability are divisions under Health and Human Services.
Office of the State Long-Term Care Ombudsman	The Ombudsman is part of the SUA management team and reports directly to the Director of Internal Controls and Accountability and works closely with the SUA. The Ombudsman does all management of the Ombudsman program and employees. The Ombudsman is responsible for all aspects of the program management and budget.
Staff and Local Ombudsmen	The Ombudsman is hired by the SUA director and is a state employee. All Ombudsman Program employees are state employees and hired by the Ombudsman. The central state office has three paid staff. There are nine local ombudsmen who work with MLTSS consumers on managed care plans and provide guidance to volunteers.
Volunteers	The Ombudsman and staff manage the day to day activities of volunteers. The Ombudsman provides designation, training, and support. The state volunteer Ombudsman program coordinator position is a full-time paid position.

Kansas

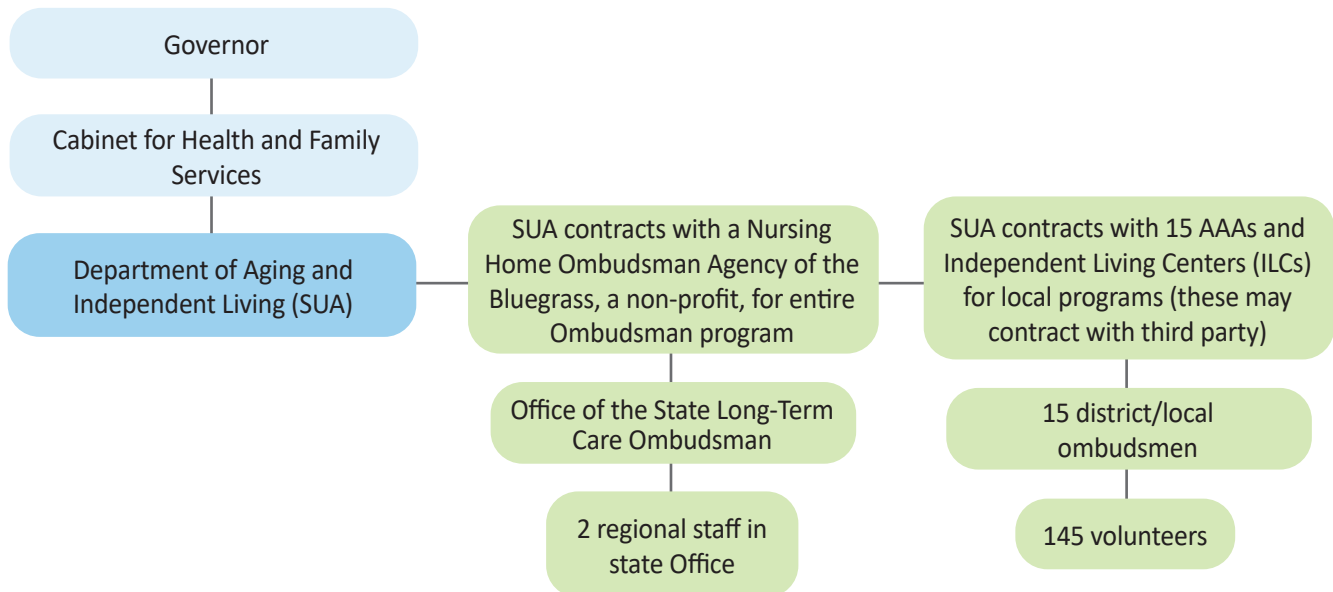
Centralized



<p>Governor</p> <p>Department on Administration</p>	<p>The Department of Administration is a cabinet-level agency. Because of its size, the Ombudsman program was attached to the Department of Administration for HR, IT, legal, and fiscal services as needed.</p>
<p>Department of Aging (SUA)</p>	<p>The Department of Aging (SUA) sends federal funds to the independent Office of the Long-Term Care Ombudsman.</p>
<p>Office of the State Long-Term Care Ombudsman</p>	<p>The Ombudsman is appointed by the Governor and is a non-classified state employee. All aspects of the Ombudsman program are managed directly by the Ombudsman.</p>
<p>Staff and Local Ombudsmen</p>	<p>Housed in the central office, staff includes the Ombudsman, one administrative assistant, and one regional/local ombudsmen. There are six 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 Ombudsman.</p>
<p>Volunteers</p>	<p>The Ombudsman program currently has about 32 volunteers who are trained as investigative volunteer ombudsmen. Volunteers are designated by the Ombudsman and are managed and trained jointly by the Ombudsman and the regional/local ombudsmen.</p>

Kentucky

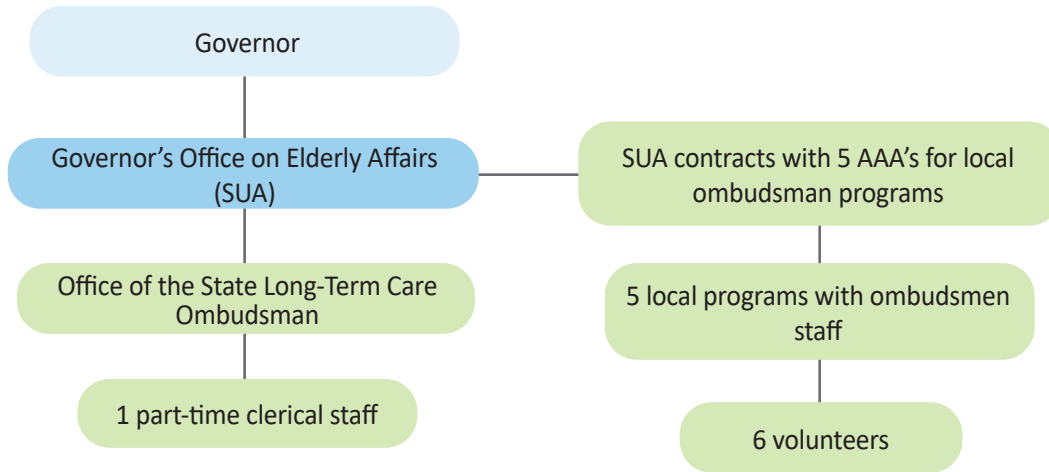
Decentralized



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 long-term care ombudsman programs.
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 Ombudsman program.
Office of the State Long-Term Care Ombudsman	Deliverables are determined by the OAA that direct provision of services. Funding is given in a lump sum to the contracted entity and the Ombudsman manages the budget as well as all other aspects of the Ombudsman program.
Staff and Local Ombudsmen	The Ombudsman Office is comprised of the Ombudsman and two 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 third party at the local level.
Volunteers	The Ombudsman program has 145 volunteers. 77 volunteers are certified ombudsmen and 68 are either friendly visitors or local ombudsman advisory council members. Certified ombudsmen complete at least 36 hours of classroom and field training and pass a test to receive certification. Volunteer supervision and management is done at the local level. Policies, procedures and designation are done by the Ombudsman.

Louisiana

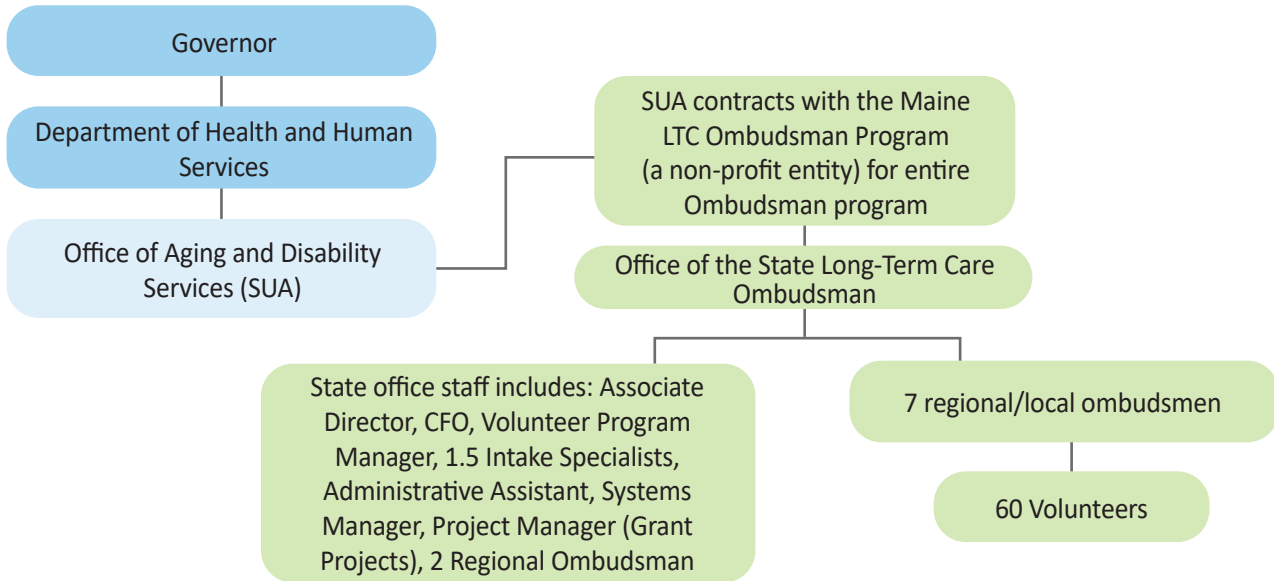
Decentralized



Governor	
Governor's Office on Elderly Affairs (SUA)	The SUA provides program management of Ombudsman program and the local ombudsman entity provides personnel program management. The SUA contracts directly with five AAAs to provide local ombudsman services.
Office of the State Long-Term Care Ombudsman	The Ombudsman is hired by the SUA and is a state employee. The Ombudsman monitors contractor performance and manages program activities.
Staff and Local Ombudsmen	The Office includes the Ombudsman and a part-time clerical person. Local ombudsmen report to the AAA director for personnel matters and the state Ombudsman for programmatic matters. Each regional office has an Ombudsman Coordinator and one or more ombudsmen.
Volunteers	The Ombudsman program has six volunteers at this time.

Maine

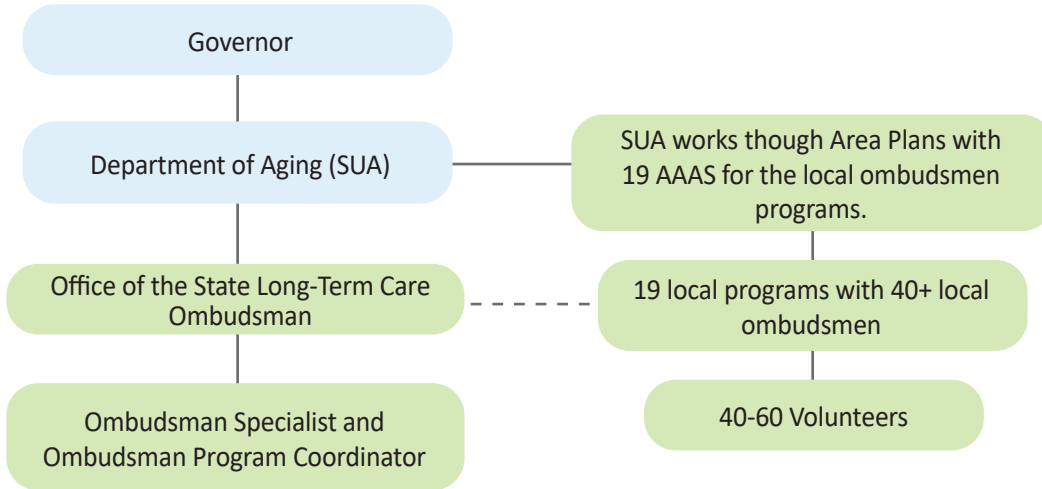
Centralized



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 Ombudsman program.
Maine LTC Ombudsman Program	The Maine Ombudsman Program is a non-profit entity created in 1995 to meet OAA requirements for the Ombudsman program.
Office of the State Long-Term Care Ombudsman	The Ombudsman is the Executive Director of the non-profit and serves as the Ombudsman. The SUA director and Ombudsman meet regularly to discuss issues. The contract is renewed annually.
Staff and Local Ombudsmen	The entire Ombudsman program has 21 staff including the Ombudsman, 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. There is one MFP Transition manager, one assistant to the project manager, and two contractors for software maintenance/data collection.
Volunteers	The Ombudsman program currently has about 60 volunteers. The volunteer program manager works to train and assign volunteers. The Ombudsman designates volunteers after training.

Maryland

Decentralized



Governor
Department on Aging (SUA)
Office of the State Long-Term Care Ombudsman
Staff and Local Ombudsmen
Volunteers

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.

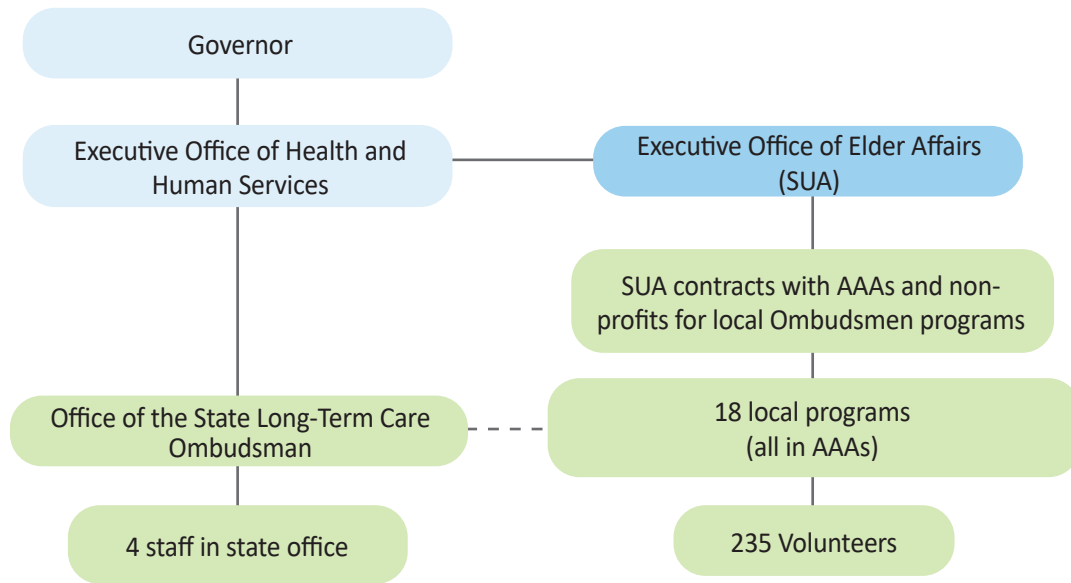
The Office includes the Ombudsman, an Ombudsman Specialist, and an Ombudsman Program Coordinator. The Ombudsman is hired by the SUA Director, is a state employee, and is considered part of the senior management team. The Ombudsman has direct access to the Secretary but reports to the Deputy Director regularly.

There are 19 local ombudsman programs with a total of 40+ FTEs some of which are part time. Local ombudsmen are hired by and employees of the AAAs. The Ombudsman Office does ongoing monitoring. Local offices do data input and program data management is done at the state office.

The Ombudsman program currently has approximately 40-60 volunteers, all 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 Ombudsman.

Massachusetts

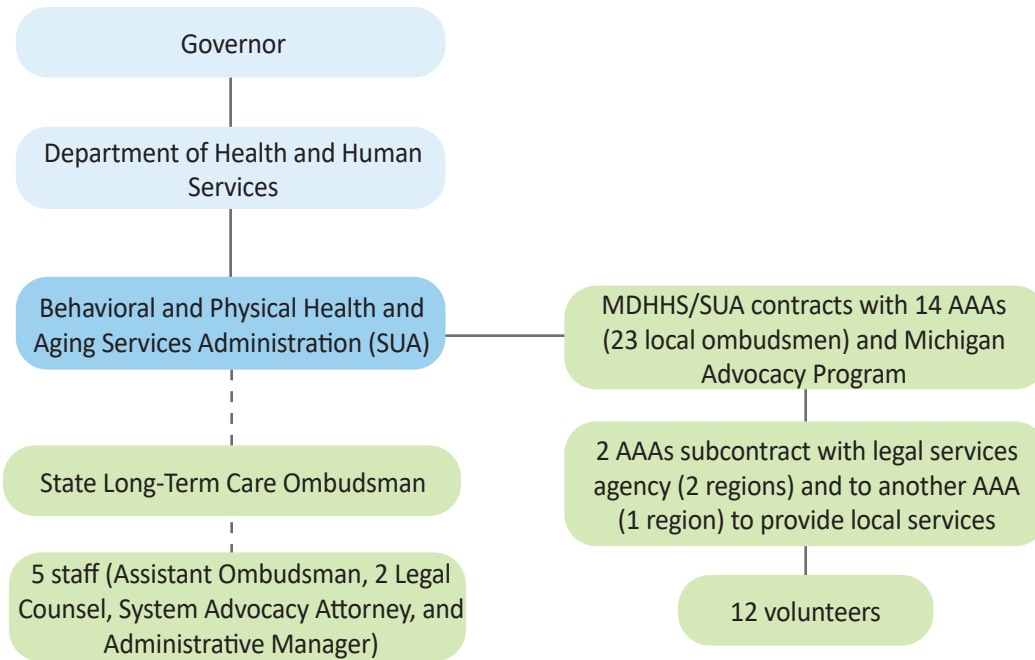
Decentralized



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). The Ombudsman reports to the Chief of Staff in the Office of Health and Human Services.
Executive Office of Elder Affairs (SUA)	The Ombudsman is hired by the Secretary of Elder Affairs and is a state employee. The SUA contracts with outside entities for all OAA services including the Ombudsman program.
Office of the State Long-Term Care Ombudsman	The Ombudsman manages the operations of the program and supervision of regional programs at the local level. The Ombudsman Office is comprised of four staff and the Ombudsman. The Ombudsman develops policies and procedures for the statewide program.
Staff and Local Ombudsmen	There are 18 local ombudsman programs. All are in AAA's. The Ombudsman program is part of a larger contract between the SUA and the AAAs. The Ombudsman has oversight of program activities but AAAs and Community Based Organizations (CBOs) manage staff hiring and hours. Training, monitoring, and designation comes from the Ombudsman.
Volunteers	The Ombudsman program currently has about 235 volunteers. Volunteer supervision is provided at the local level. The Ombudsman provides direct training and designation.

Michigan

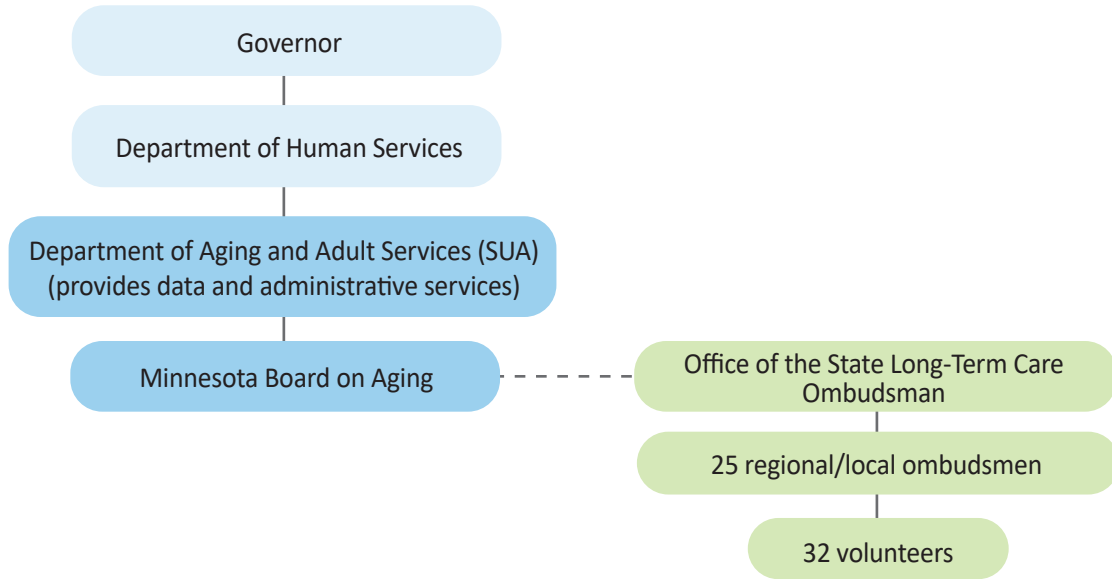
Decentralized



Governor	
Department of Health and Human Services	The Department of Health and Human Services is a cabinet-level umbrella agency which includes the Behavioral and Physical Health and Aging Services Administration.
Behavioral and Physical Health and Aging Services Administration (SUA)	MDHHS/SUA contracts with Michigan Advocacy Program (non-profit legal services agency) for the Michigan Long Term Care Ombudsman Program (MLTCOP) and with AAAs. Two AAAs subcontract with legal services agency (2 regions) and one AAA subcontracts with another AAA (1 region) to provide local ombudsman services.
State Long-Term Care Ombudsman	The Ombudsman is not a state employee and has autonomy for legislative, regulatory, and other advocacy efforts, but does coordinate with the Grant Manager on many aspects of the Ombudsman program. The Ombudsman designates local host agencies and ombudsmen and provides consultation and oversight over ombudsman program activities at the local ombudsman level including initial designation training and quality improvement programming. The Economic Stability Administration serves as the grant manager for the Ombudsman Program.
Staff and Local Ombudsmen	The Ombudsman program is staffed with the Ombudsman (1 FTE), one Assistant State Ombudsman (1 FTE), one Senior Legal Counsel (.4 FTE), one Legal Counsel (1 FTE), one System Advocacy Attorney (.4 FTE) and one Administrative Manager (.8 FTE). There are 23 local ombudsmen. Local ombudsmen are employees of the AAA or non-profit.
Volunteers	The Ombudsman program currently has 12 active volunteers that serve as local ombudsmen. Mentoring and oversight is done at the local level while designation training and program implementation is done at the state level. The Ombudsman designates volunteers once training and mentoring requirements are completed.

Minnesota

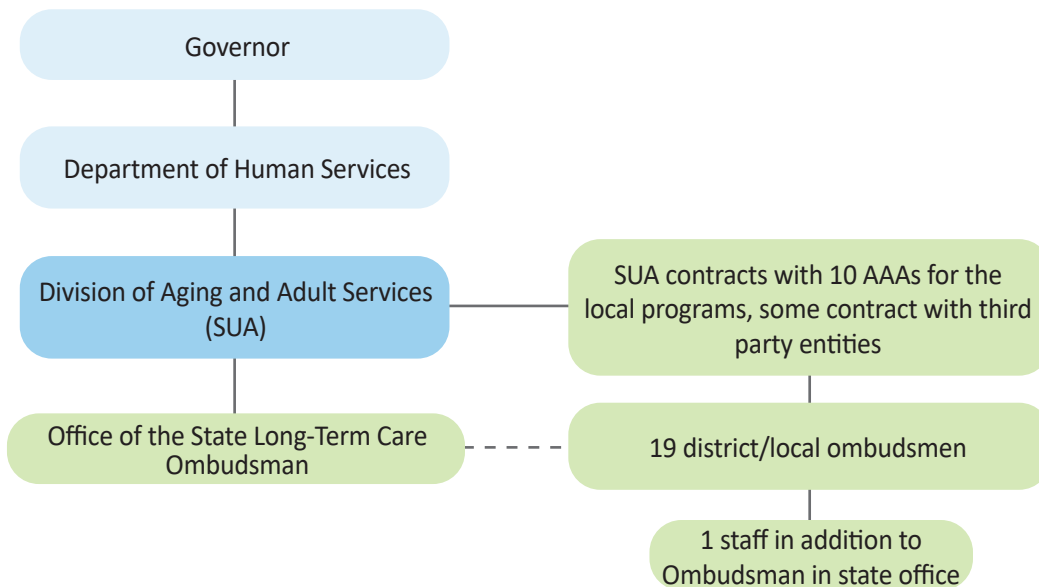
Centralized



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 Ombudsman is hired by the Executive Director of the Board of Aging and is a state employee. The Ombudsman program is completely independent. The Office relies on the Office on Aging for data and administrative services.
Staff and Local Ombudsmen	Local ombudsmen are state employees hired by the Ombudsman. There are 25 regional/local programs all directly managed by the Ombudsman. 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 Ombudsman.
Volunteers	The Ombudsman program currently has about 32 volunteers. Volunteers have the ability to assist regional/local ombudsmen with complaint investigations as well as provide a presence statewide serving people in long-term care settings. 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

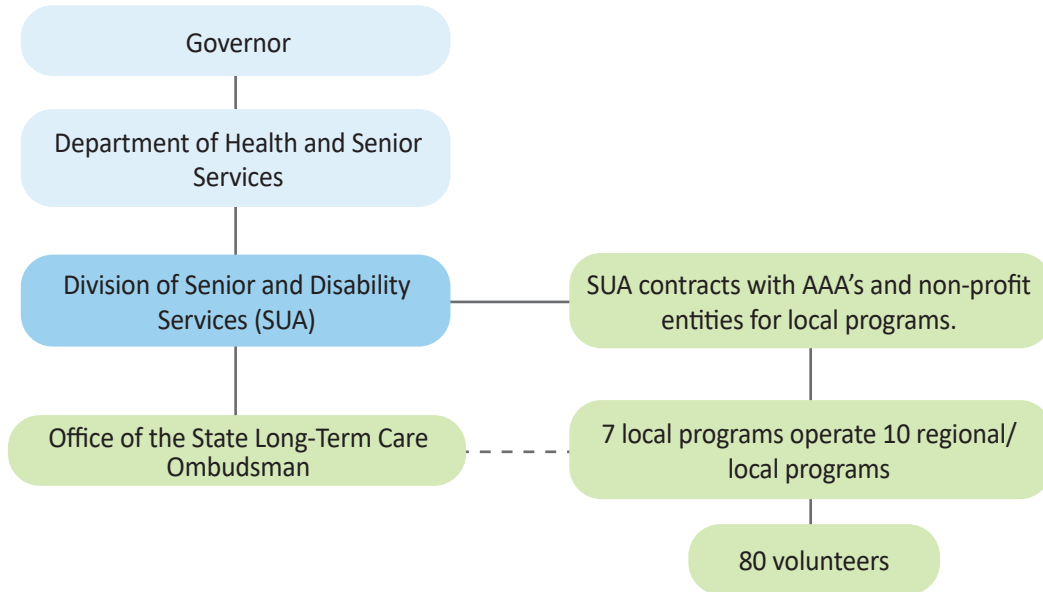
Decentralized



Governor	
Department of Human Services	The Department of Human Services is a cabinet-level umbrella agency in which the Division of Aging and Adult Services(SUA) is housed.
Division of Aging and Adult Services (SUA)	The Ombudsman program is part of the SUA management team and receives support from the SUA. The Ombudsman is a separate and distinct office with independent advocacy authority. Funding allocation is determined by the Ombudsman. Local programs are contracted to area entities.
Office of the State Long-Term Care Ombudsman	The Ombudsman is hired by the SUA director and is a state employee. The Ombudsman office includes the Ombudsman and one staff member. The Ombudsman does all training and designation of all local staff but does not have administrative management or hiring responsibilities of district/local ombudsmen. The Ombudsman maintains strict programmatic oversight of all local programs and representatives of the office.
Staff and Local Ombudsmen	District/local ombudsmen are hired by and are employees of the AAA or designated ombudsman entity. One AAA contracts with a third party. In some AAA's ombudsmen are required to split their time between the Ombudsman program and other Aging Services.

Missouri

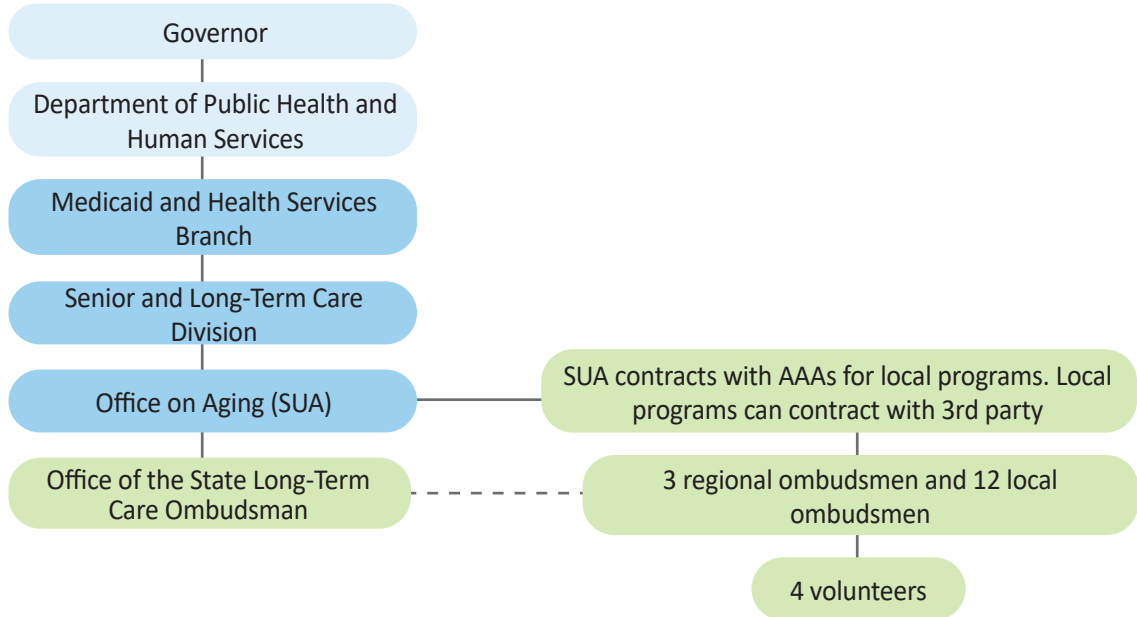
Decentralized



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 Ombudsman program. The state contracts with AAAs and non-profit entities for the regional/local programs.
Office of the State Long-Term Care Ombudsman	The Ombudsman is hired by the SUA director and is a state employee. The Ombudsman Office receives support for fiscal and administration from the SUA. The Ombudsman is not involved in contracting. The Ombudsman is responsible for standardized training, designation, monitoring regional activity, and data reporting.
Staff and Local Ombudsmen	There are ten regional/local offices operated by seven 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 Ombudsman program currently has about 80 volunteers who do case investigation with supervision. Regional/local ombudsmen recruit, train, designate, and manage the volunteers.

Montana

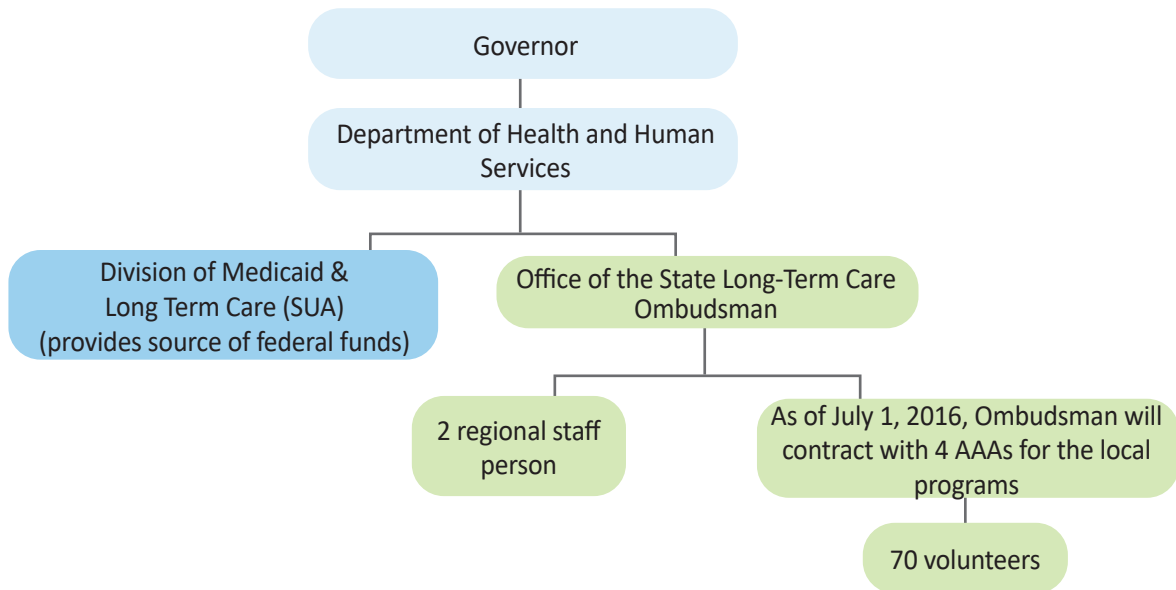
Decentralized



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 Ombudsman program, APS, 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 third party.
Office of the State Long-Term Care Ombudsman	The Ombudsman is hired by the SUA Office Chief, is a state employee, and reports directly to the Bureau Chief. The Ombudsman develops policies and procedures with the approval of the Office Chief. The SUA provides budget and financial management.
Staff and Local Ombudsmen	The Office includes the Ombudsman. There are three regional ombudsmen that manage 12 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 the state ombudsman.
Volunteers	The Ombudsman program currently has about four volunteers who are recruited and trained in the local area. Some are trained as friendly visitors.

Nebraska

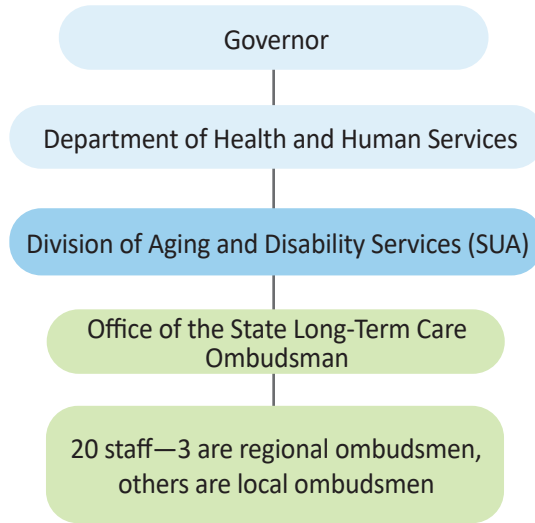
Decentralized



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 Ombudsman program 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 Ombudsman is a state employee and reports to the Chief Executive Officer of the Department of Health and Human Services. The Ombudsman 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 Ombudsman will contract with four AAAs to administer four local ombudsman programs.
Staff and Local Ombudsmen	The Office includes the Ombudsman and one state regional staff person who covers the western part of the state and one state regional staff person who covers the southeastern part of the state. There are four local programs. Local program staff are employees of the AAAs. The Ombudsman manages program activities of these local staff.
Volunteers	The Ombudsman program 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 Ombudsman.

Nevada

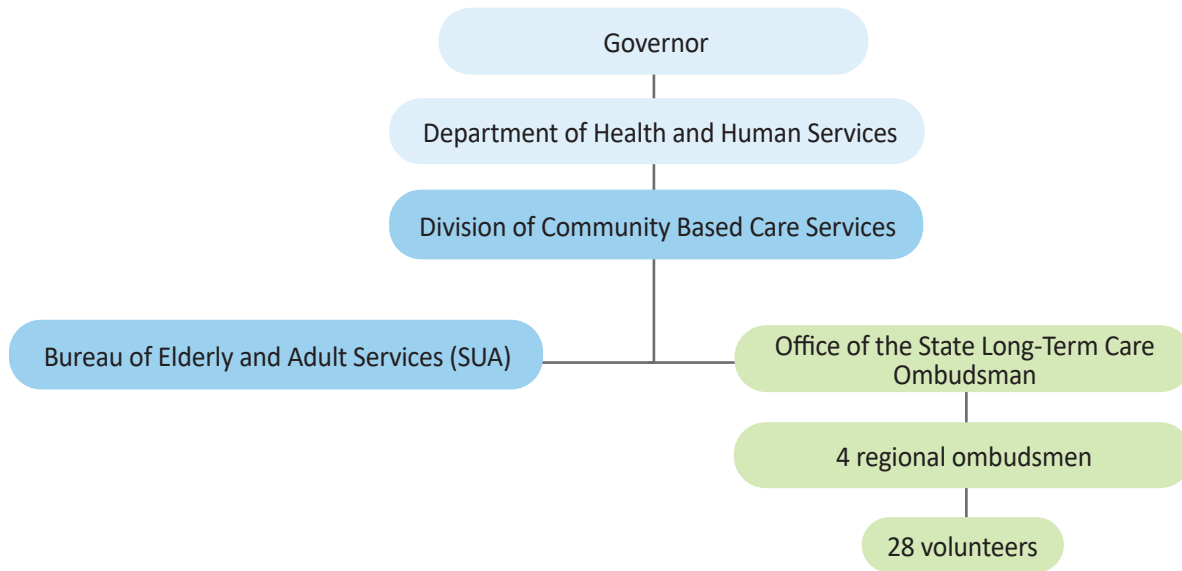
Centralized



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 Ombudsman program services.
Office of the State Long-Term Care Ombudsman	The Ombudsman reports to the Chief of the Quality Assistance Unit and is a classified state employee. The Ombudsman program budget is set by the division fiscal unit.
Staff and Local Ombudsmen	There are 20 employees, three of whom are regional supervisors with responsibility to oversee the local ombudsmen. All are state employees. Program activities are developed by the Ombudsman and implemented at the regional/local level.
Volunteers	Developed three years ago, the volunteer program currently has no volunteers. Regional supervisors have oversight of volunteers for training, performance, and reporting. The Ombudsman does certification and program development.

New Hampshire

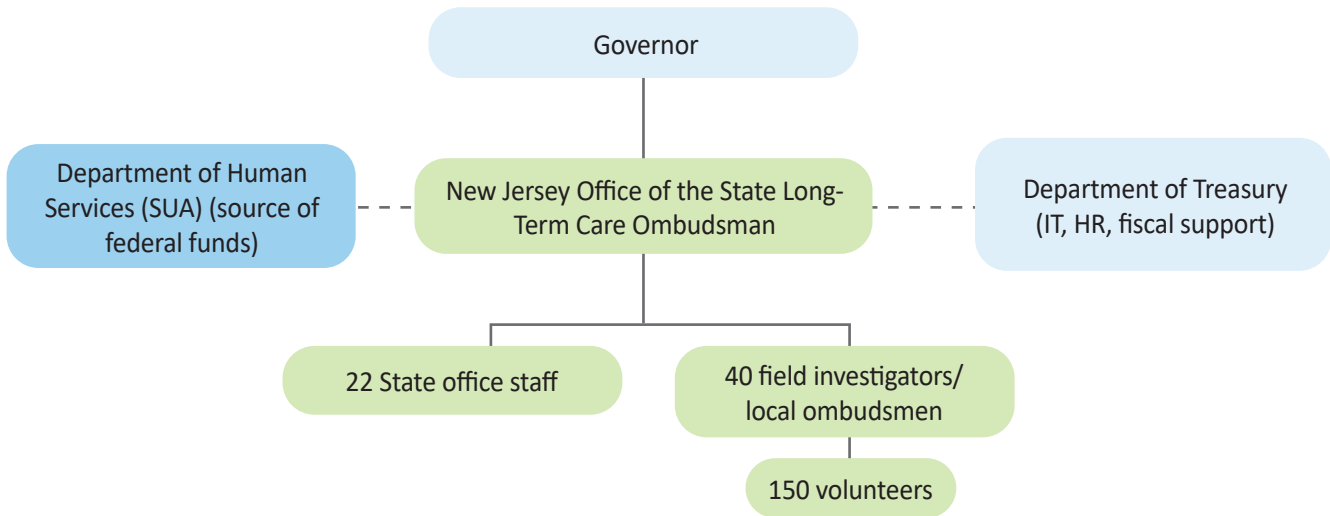
Centralized



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 Ombudsman has considerable input over budget. The SUA is a single state agency since there are no AAAs in New Hampshire. The state does not contract with outside entities for local ombudsman duties.
Office of the State Long-Term Care Ombudsman	The Ombudsman is a state employee and has a separate, independent office. Program operations are directed by Ombudsman.
Staff and Local Ombudsmen	There are four staff in the Ombudsman program plus the state Ombudsman. All staff are state employees, and hired by the Ombudsman. There are no local offices, everyone works out of central office and teleworks. All staff do case investigation.
Volunteers	The Ombudsman program has about 28 volunteers. The state is divided into four areas to accommodate volunteer locations. Volunteer training and oversight is done by ombudsmen staff assigned to regional areas.

New Jersey

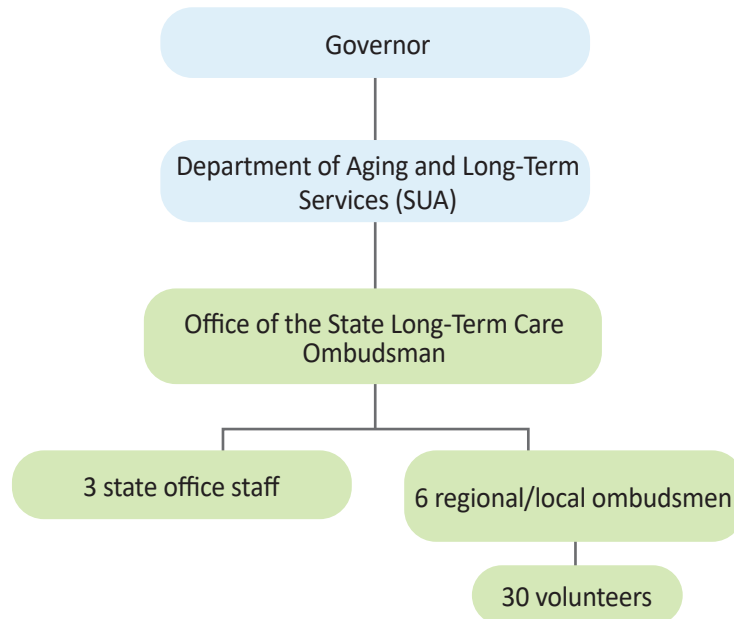
Centralized



Governor	
Department of Treasury	The Department of Treasury is a cabinet-level agency. Ombudsman program 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 Ombudsman program.
Office of the State Long-Term Care Ombudsman	The Ombudsman is appointed by the Governor and is a direct report to the Governor. The Ombudsman is a state employee and has a separate and independent office. The Ombudsman is responsible for all program procedures and policies, training, oversight, and designation of field staff.
Staff and Local Ombudsmen	There are 50 staff in the Ombudsman program (40 are field investigator/advocates). Field staff are retired law enforcement, registered nurses, social workers and certified recreational therapists. All staff are state employees and hired by the Ombudsman through the state HR system. Field staff conduct investigations and/or make proactive visits to long-term care facilities.
Volunteers	The Ombudsman program currently has volunteers who are called volunteer advocates. Volunteer advocates are designated by Ombudsman. Training and oversight is provided by regional coordinators and field investigators.

New Mexico

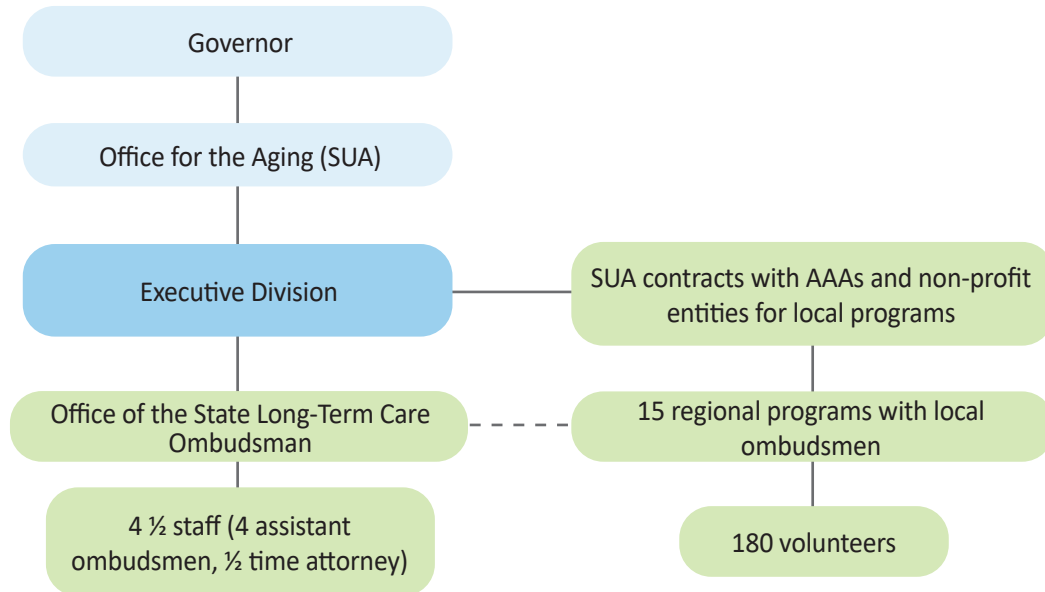
Centralized



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 Ombudsman is appointed by and serves at the pleasure of the Governor and reports directly to the ALTSD cabinet secretary. The Ombudsman is directly responsible for all aspects of the Ombudsman program including fiscal management.
Staff and Local Ombudsmen	All staff are state employees and are hired by the Ombudsman. There are six regional ombudsmen. Some regional staff are located in the state office, others have regional offices.
Volunteers	The Ombudsman program currently has 30+ volunteers. There is a two tiered volunteer program, associate and certified. All volunteers are expected to build competency in case investigation through experience and training. Volunteer monitoring and oversight is provided by the regional ombudsmen.

New York

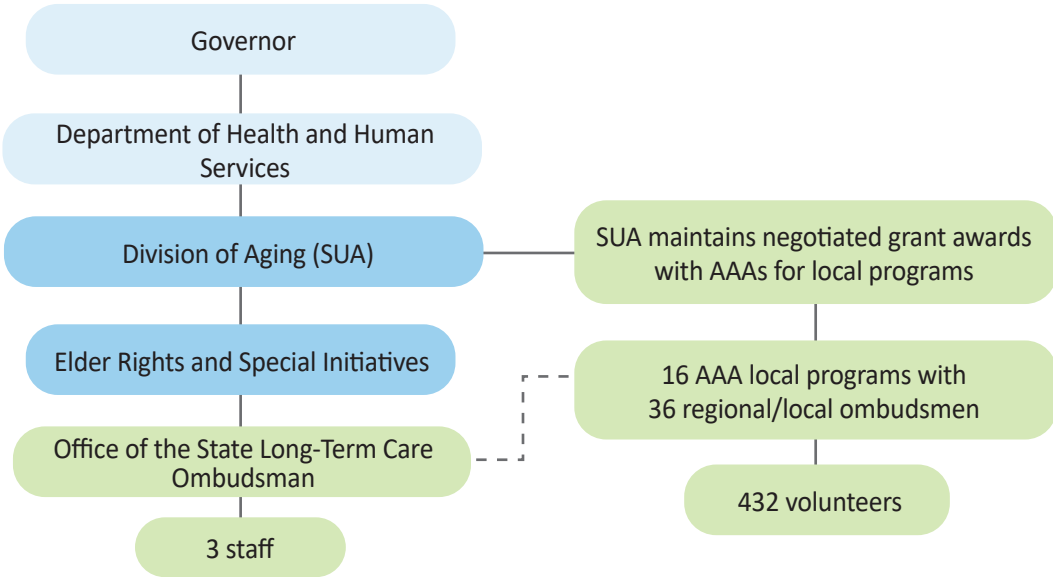
Decentralized



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 Ombudsman program.
Office for the Aging (SUA)	
Executive Division	The Executive Division manages the multiple programs within the SUA.
Office of the State Long-Term Care Ombudsman	The Ombudsman program is an independent office administratively housed under the executive division of the SUA. The Ombudsman is a state employee and serves at the pleasure of the Governor. Technically the Governor appoints the Ombudsman at the recommendation of the SUA director.
Staff and Local Ombudsmen	The Office includes the Ombudsman, four assistant ombudsmen (one is senior and supervises others), and a 1/2 time attorney. Each regional ombudsman program has a designated regional ombudsman coordinator. All regional/local ombudsmen report to the Ombudsman but are hired by the AAAs or non-profits.
Volunteers	The Ombudsman program has approximately 180 volunteers who do case investigations and may also do administrative work. Oversight is provided by the regional ombudsman coordinator. The Ombudsman designates volunteers and develops training and program activities.

North Carolina

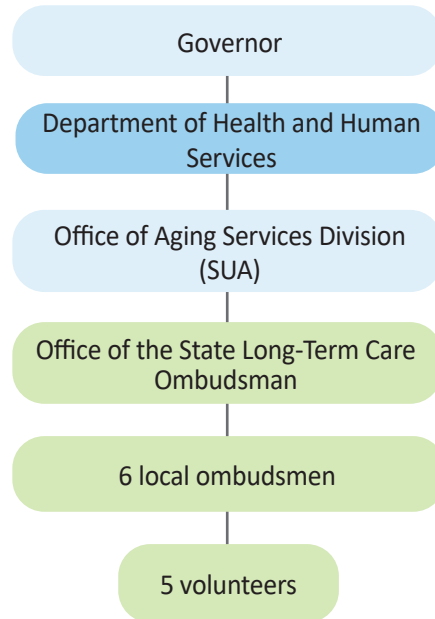
Decentralized



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 (SUA)	The Division of Aging (SUA) houses multiple programs including HCBS, Elder Rights, and Budget and Planning. The SUA provides grant awards to AAAs to provide OAA services including the Ombudsman services.
Elder Rights and Special Initiatives	The Ombudsman program is in the Elder Rights and Special Initiatives section of the SUA. Elder Rights includes the legal services developer, Title V programs, and the Ombudsman program.
Office of the State Long-Term Care Ombudsman	The Ombudsman is a state employee and reports to the Chief of the Elder Rights/ Special Initiatives section.
Staff and Local Ombudsmen	There are three staff plus the Ombudsman in the Office. The Ombudsman program staff includes 36 regional ombudsmen in 16 AAAs per the COGs. All are trained as investigative ombudsmen. The 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
Office of Aging Services Division (SUA)
Office of the State Long-Term Care Ombudsman
Staff and Local Ombudsmen
Volunteers

The Department of Human Services is a cabinet-level umbrella agency which includes the 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 Ombudsman program.

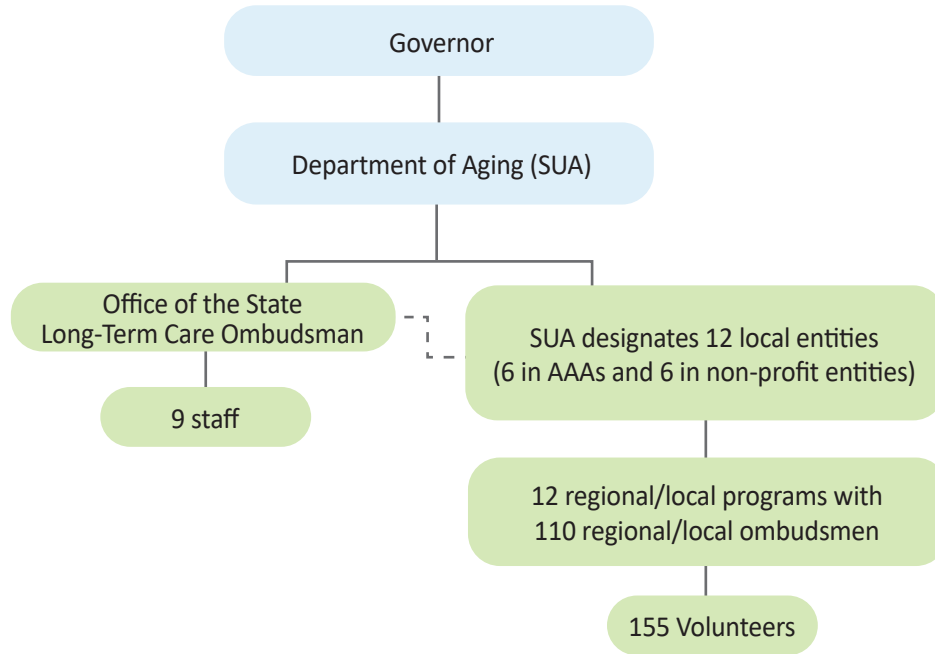
The Ombudsman is state employee hired by staff at SUA. The Ombudsman has responsibility for the statewide Ombudsman program and receives support from SUA fiscal and legal offices. The Ombudsman provides training, oversight and develops policies and procedures for the program.

The Office includes six local ombudsmen and the Ombudsman. All local ombudsmen are state employees and are hired by the Ombudsman. Most local ombudsmen are housed in the Department on Aging regional services centers. Local Ombudsmen report directly to the Ombudsman.

The Ombudsman program has five volunteer representatives who have training and oversight provided by the local ombudsmen. The Ombudsman provides designation and overall program oversight.

Ohio

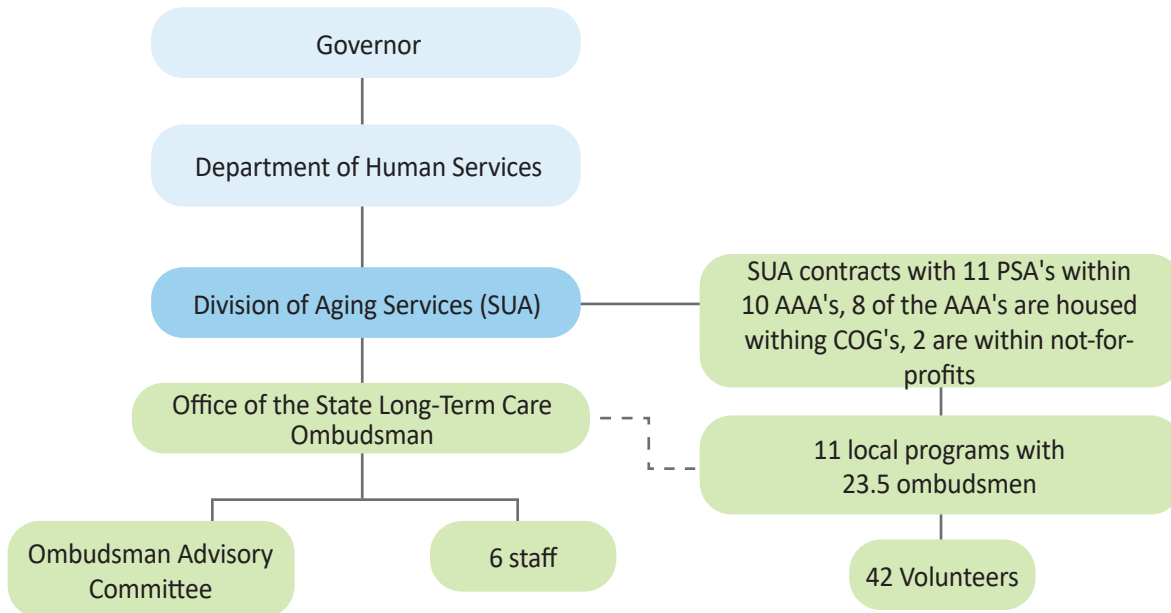
Decentralized



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.
Office of the State Long-Term Care Ombudsman	The Ombudsman is an unclassified state employee and hired by the SUA director. The Ombudsman determines statewide program policies and procedures and designates regional ombudsmen and entities according to the Ombudsman Rule. Training and designation of staff is determined by the Ombudsman.
Staff and Local Ombudsmen	There are 12 regional programs— six in AAAs and six 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 Ombudsman program has about 155 volunteers trained for varying levels of investigation. Training is done at the regional level with the Ombudsman created curriculum. Designation and program activities are determined by the Ombudsman.

Oklahoma

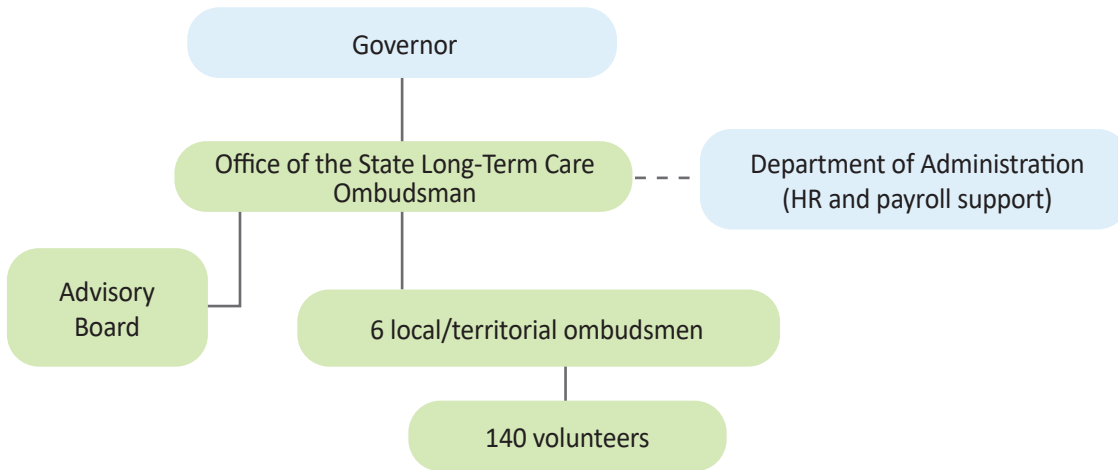
Decentralized



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 Ombudsman program services.
Office of the State Long-Term Care Ombudsman	The Ombudsman is a state employee and reports to the SUA director and is part of the administrative team. There is an Ombudsman Advisory Council with eight members— four from provider entities and four from the general public over 60 years of age. The Ombudsman develops program initiatives and manages all statewide ombudsman activities.
Staff and Local Ombudsmen	There are five employees in the Ombudsman program office The Ombudsman, one Deputy Ombudsman, three Program Managers and one contract staff member. There are 23.5 Ombudsman in two levels at the local programs. Designation, training, and program oversight is done by the Ombudsman. Employment supervision is done by the contracting agency.
Volunteers	The Ombudsman program currently has about 42 volunteers who are all case investigators. Training and oversight is done in a combination off the state and local ombudsman supervision level. Designation and program management is done at the Ombudsman level.

Oregon

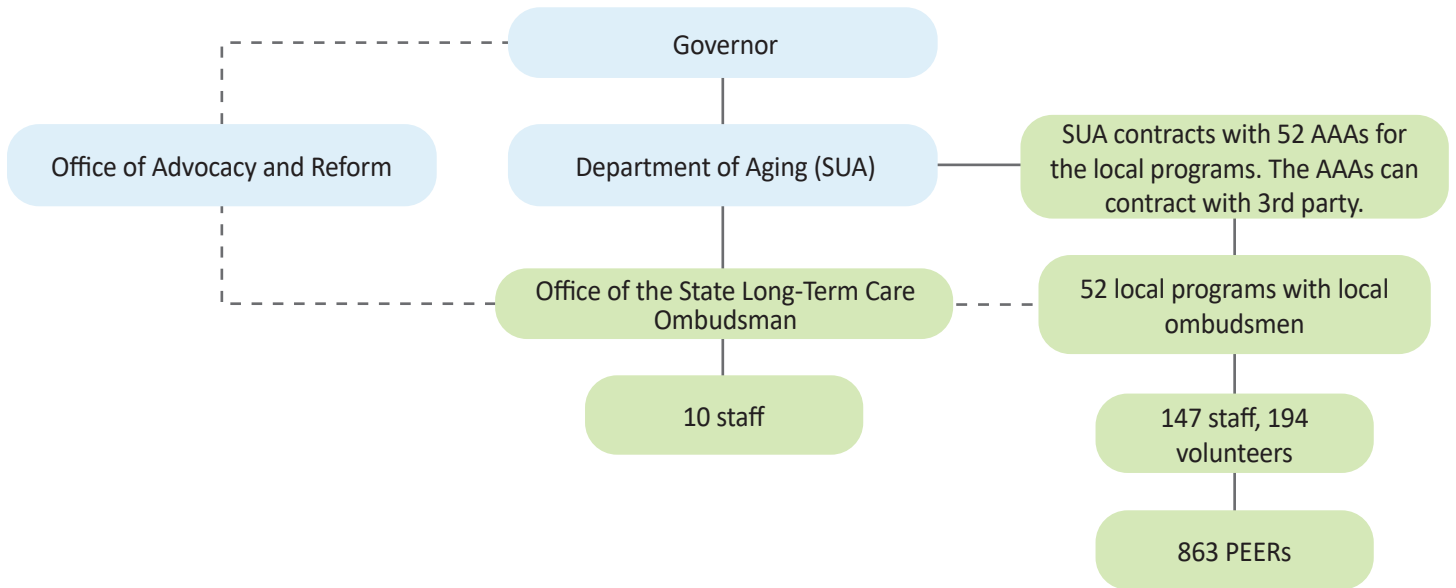
Centralized



Governor	
Department of Administration	The Department of Administration is a cabinet-level umbrella agency. The Ombudsman program is independent and only attached to Department of Administration (DoA) for HR and payroll. DoA has no authority in the Ombudsman program for any program work.
Office of the State Long-Term Care Ombudsman	The Ombudsman program is independent in state government. The Ombudsman is hired by the Governor from a short list of recommendations by the Advisory Board. The Ombudsman reports to the Governor. The eleven member Advisory Board is comprised of 1/3 appointed by legislative leadership and 2/3 appointed by the governor.
Staff and Local Ombudsmen	All employees are state employees who are hired by and report directly to the Ombudsman. There are 10 deputy ombudsmen. Each deputy manages a district—nine districts are geographic and one staffs the 800 support number. Most live in their district and do not come into the central office. Training and management of the program comes directly from the Ombudsman.
Volunteers	The Ombudsman program currently has 140 volunteers. Deputy ombudsmen provide training and oversight in each district. The Ombudsman oversees the statewide program, develops training, and does designation after training.

Pennsylvania

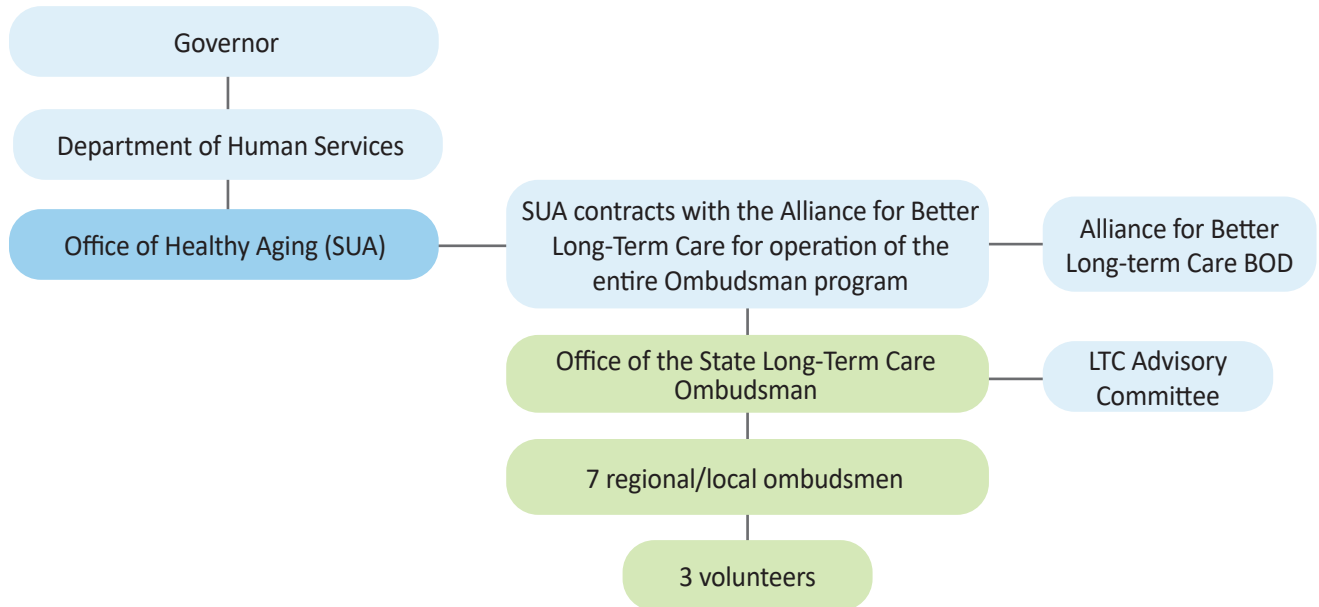
Decentralized



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 Ombudsman is a state employee, part of the senior staff, and reports directly to the Secretary of Aging (SUA director). The Ombudsman 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 Ombudsman program has a staff of ten employees and contractors. There are 52 Area Agencies of Aging in the Commonwealth, some of which sub-contract ombudsman duties to third-party, non-profit entities. Contracts run for five years. Local ombudsmen are not state employees. All staff undergo a comprehensive training program prior to certification.
Volunteers	Local programs are required to have a volunteer program. The volunteer reports to the local ombudsman representative; representatives and the local ombudsmen report to the Ombudsman. Volunteers train and receive continuing education at the local level. Oversight of volunteers is provided at the local level. Volunteers who complete certification can do case investigations. PEERs (Pennsylvania Empowered Expert Residents) are uncertified long-term care residents who are trained to self-advocate and empower their fellow residents to improve their quality of life and quality of care in long-term care facilities.

Rhode Island

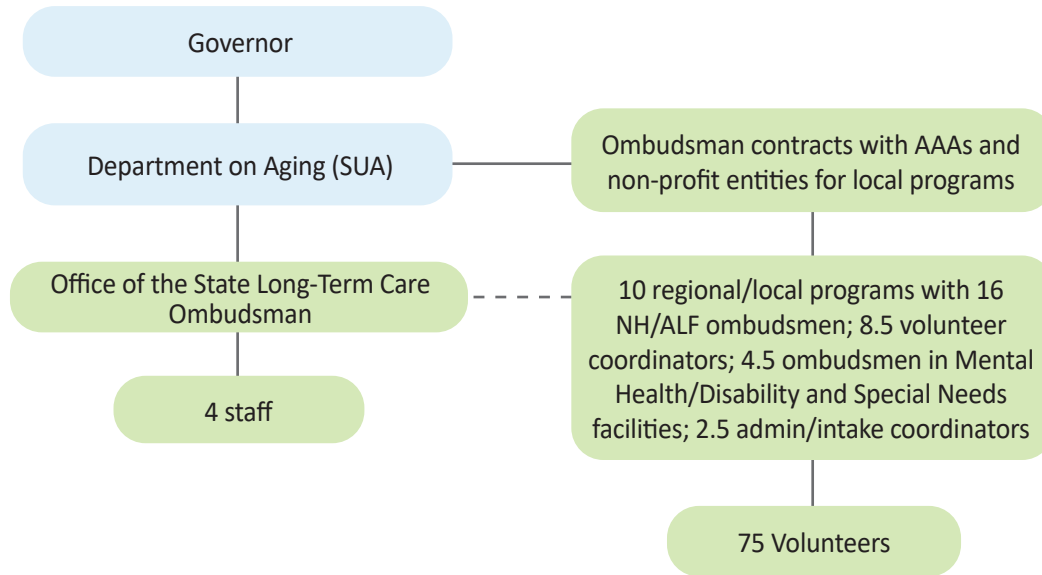
Centralized



Governor	
Department of Human Services	The Department of Human Services is a cabinet-level umbrella agency.
Office of Healthy Aging (SUA)	The Office of Health Aging (SUA) contracts with the Alliance for Better Long-Term Care to operate the entire Ombudsman program.
Alliance for Better Long-Term Care	The Alliance for Better Long-Term Care (Alliance) is a non-profit entity that operates the entire Ombudsman program.
Office of the State Long-Term Care Ombudsman	The Ombudsman program is outside of government. The Ombudsman is an employee of the Alliance for Better Long-Term Care and reports to the Alliance Board of Directors. The Ombudsman is responsible for all activities of the Office, including budget, data, personnel management, and policies and procedures. Meets quarterly with LTC Ombudsman Advisory Committee.
Staff and Local Ombudsmen	There are six full time staff and one part-time staff, and all are housed in the Alliance office. All staff are employees of the Alliance and supervised by the Ombudsman.
Volunteers	The SLTCOP has about 5 certified volunteer representatives of the Office. Training and oversight is done by the Program Facilitator/Volunteer Coordinator. The Ombudsman certifies the volunteers.

South Carolina

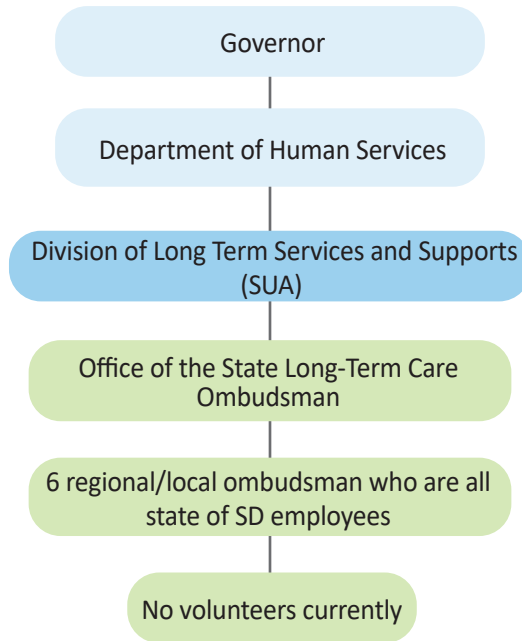
Decentralized



Governor	
Department on Aging (SUA)	The Department on Aging includes the SUA with the Ombudsman program under the SUA director. The state contracts directly with the AAAs or non-profit entities to implement the Ombudsman program activities.
Office of the State Long-Term Care Ombudsman	The Ombudsman reports directly to the SUA Director and is a state employee. The Ombudsman contracts with local entities and has responsibility for oversight and management. Paid staff training is provided from the Ombudsman program office.
Staff and Local Ombudsmen	The Office includes the Ombudsman, one administrative coordinator, one training/volunteer coordinator, and one ombudsman (works in Mental Health and Disability and Special Needs facilities). There are 10 regions with grants/contracts going to AAAs and non-profit entities. The 31.5 regional/local staff are employees of the AAAs but report to the Ombudsman for ombudsman activities.
Volunteers	The Ombudsman program currently has about 75 volunteers who are not in every region. 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

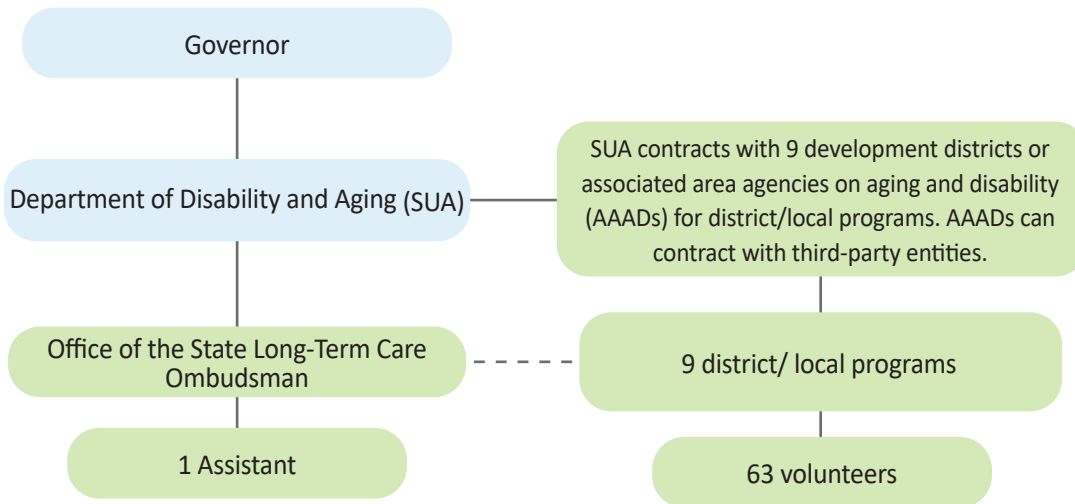
Centralized



Governor	The Department of Human Services is a cabinet-level umbrella agency which includes the Division of Long Term Services and Supports (LTSS) which is designated as the State Unit on Aging (SUA).
Department of Human Services	
Division of Long-Term Services and Supports	The Division of Long Term Services and Supports (SUA) houses the following programs: ADRC, APS, HCBS, Title III, Adult Day, Transportation, SHIP, SHIINE, and the LTCOP.
Office of the State Long-Term Care Ombudsman	The Ombudsman is a state employee hired by the division director and deputy division director. The Ombudsman reports directly to the division director and is responsible for carrying out the functions of the Office with support from the Department's fiscal and legal offices.
Staff and Local Ombudsmen	Six regional/local ombudsman are state employees hired by the Ombudsman who report directly to the Ombudsman. The six staff are located strategically around the state. The Ombudsman provides training and designation.
Volunteers	The Ombudsman program has no volunteers currently, but is working on developing a volunteer program.

Tennessee

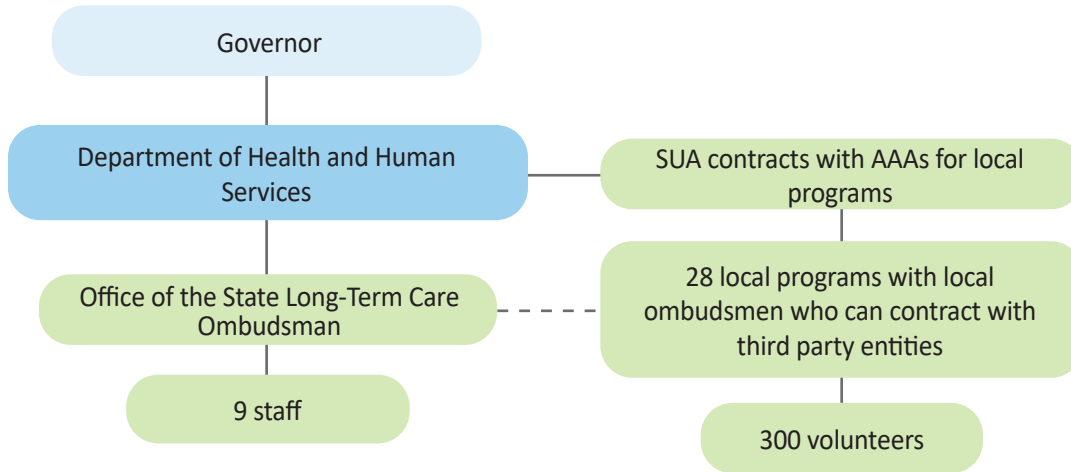
Decentralized



Governor	
Department of Disability and Aging (SUA)	The Department of Disability and Aging (SUA) is a cabinet level agency. The Commissioner is appointed by the Governor. The Department contracts with nine development districts or their associated area agencies on aging and disability (AAADs). AAADs may further contract with third-party entities that provide direct services.
Office of the State Long-Term Care Ombudsman	The Ombudsman is a state employee hired staff of the SUA. The Ombudsman determines statewide policies and procedures, participates in the selection and hiring of district/local ombudsmen, and monitors local ombudsman programs. The SUA finance department assists the Ombudsman with budget-related issues.
Staff and Local Ombudsmen	The Ombudsman is the only staff person in the Office. There are nine district/local offices in the state--five in AAADs and four through third-party contracts-- with approximately 19 staff ombudsmen. District ombudsmen are hired by local offices, in consultation with the Ombudsman, and report to the Ombudsman on ombudsman activities. District ombudsmen receive training from the Ombudsman and are certified by the Ombudsman.
Volunteers	The Ombudsman program currently has about 63 volunteers. Volunteers assist with regular presence visitation and, in some instances, case investigation. Training is done at the local level using a curriculum developed by the Ombudsman. District/ local ombudsman offices manage and supervise volunteers.

Texas

Decentralized



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

The Department of Health and Human Services is an umbrella agency which has multiple operation and program departments including Survey and Certification, Public Guardianship, and the Ombudsman program. The SUA contracts with AAAs to provide OAA services including the Ombudsman program activities.

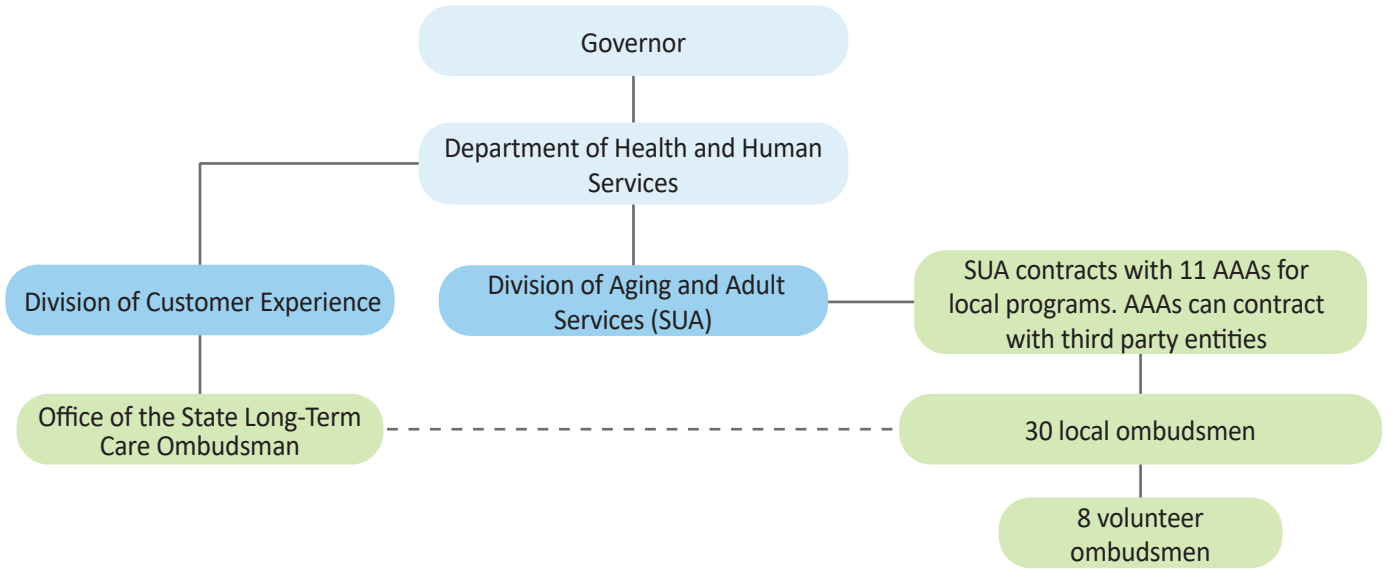
The Ombudsman is a state employee hired by and reporting to the Director of the Office of the Ombudsman. The Ombudsman coordinates with the SUA finance office on budget related issues. Policies and procedures are developed by the Ombudsman for the statewide program.

There are 8 full time employees in the Office, two positions are temporary through 2025. 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. Three local programs have 3rd party contracts.

The Ombudsman program currently has about 300 volunteers who identify, investigate, and resolve complaints. Training is developed by the state office and recruitment and training support are provided by a full-time Ombudsman Developer. The Ombudsman provides program direction, policies, and certification decisions. Training and daily oversight of volunteers is done at the local level.

Utah

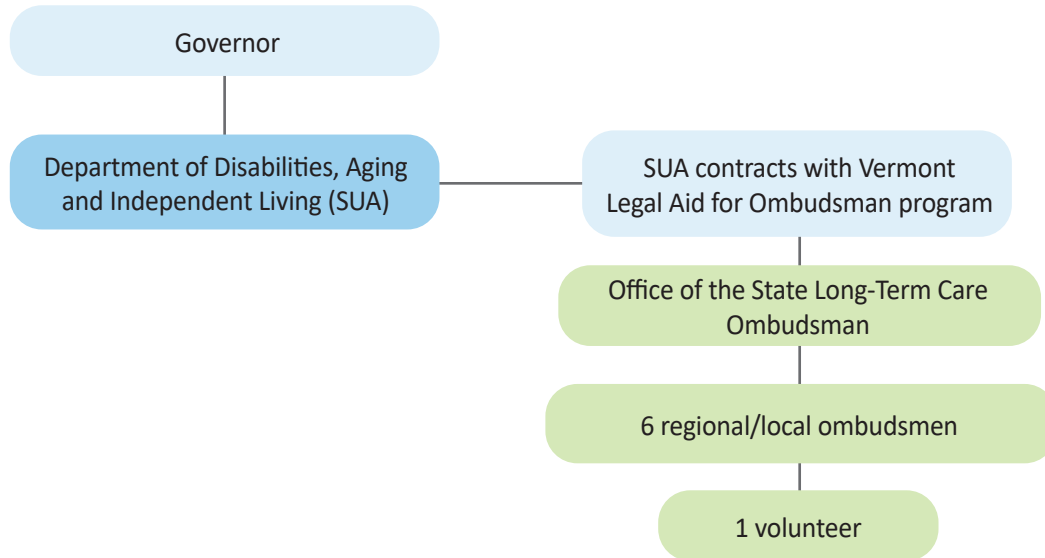
Decentralized



Governor	
Department of Human Services	The Department of Health and Human Services is a cabinet-level umbrella agency which includes the Division of Aging and Adult Services (SUA) and the Division of Customer Experience.
Division of Aging and Adult Services (SUA)	The Division of Aging and Adult Services (SUA) is an umbrella agency, which houses APS along with other operating offices. The SUA contracts with AAAs and non-profit entities to provide local OAA services including the Ombudsman program.
Office of the State Long-Term Care Ombudsman	The Division of Customer Experience is an umbrella agency which houses the Office of Ombuds, which includes the Long-Term Care Ombudsman program as well as the Child Protection Ombudsman and the Disability Ombudsman.
Staff and Local Ombudsmen	The Ombudsman is the only staff in the Ombudsman 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 third party entities. Training and oversight is done at the state and local level. The Ombudsman does certification when an individual completes training.
Volunteers	The Ombudsman program has about eight volunteers who are certified ombudsmen. Training and management is done at the local level. The Ombudsman develops training, policies, and provides certification.

Vermont

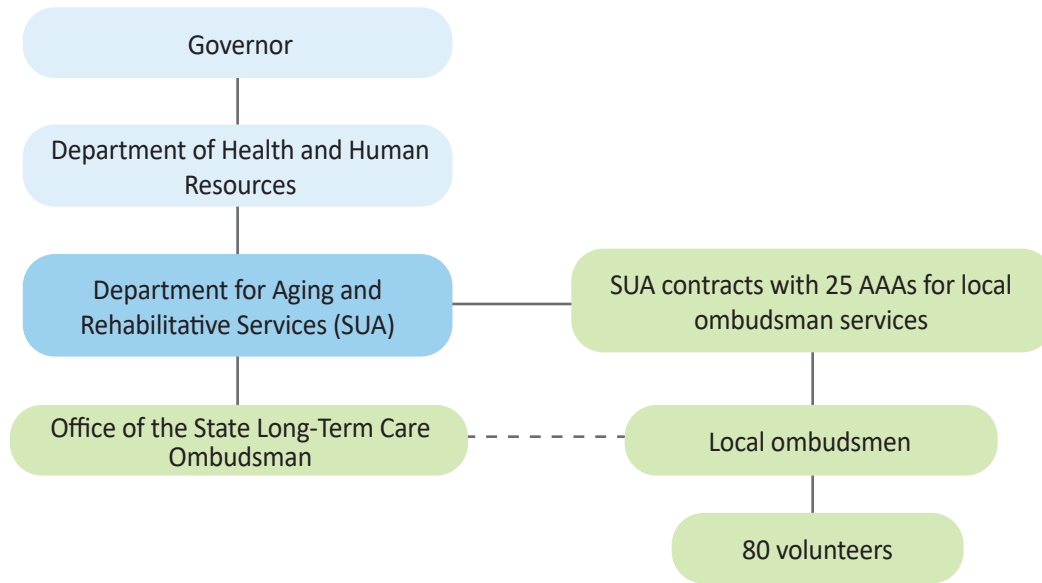
Centralized



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 Ombudsman services.
Vermont Legal Aid	Vermont Legal Aid Inc. is an independent entity. There are 11 projects within the Vermont Legal Aid including Disability Law, Fair Housing, and the Ombudsman program.
Office of the State Long-Term Care Ombudsman	The Ombudsman program is outside of government. The Ombudsman is an employee of the Vermont Legal Aid and reports to the Executive Director of Legal Aid. The Ombudsman 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 five 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 Ombudsman. All staff report directly to the Ombudsman.
Volunteers	The Ombudsman program currently has 1 volunteer who is 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.

Virginia

Decentralized



- Governor
- Department of Health and Human Resources
- Department for Aging and Rehabilitative Services (SUA)
- Office of the State Long-Term Care Ombudsman
- Staff and Local Ombudsmen
- Volunteers

The Department of Health and Human Resources is a cabinet-level umbrella agency which includes the Department for Aging and Rehabilitative Services (SUA).

The Department for Aging and Rehabilitative Services (SUA) houses multiple operating departments including APS and the Ombudsman program. The SUA contracts with AAAs and non-profit entities for local ombudsman program implementation.

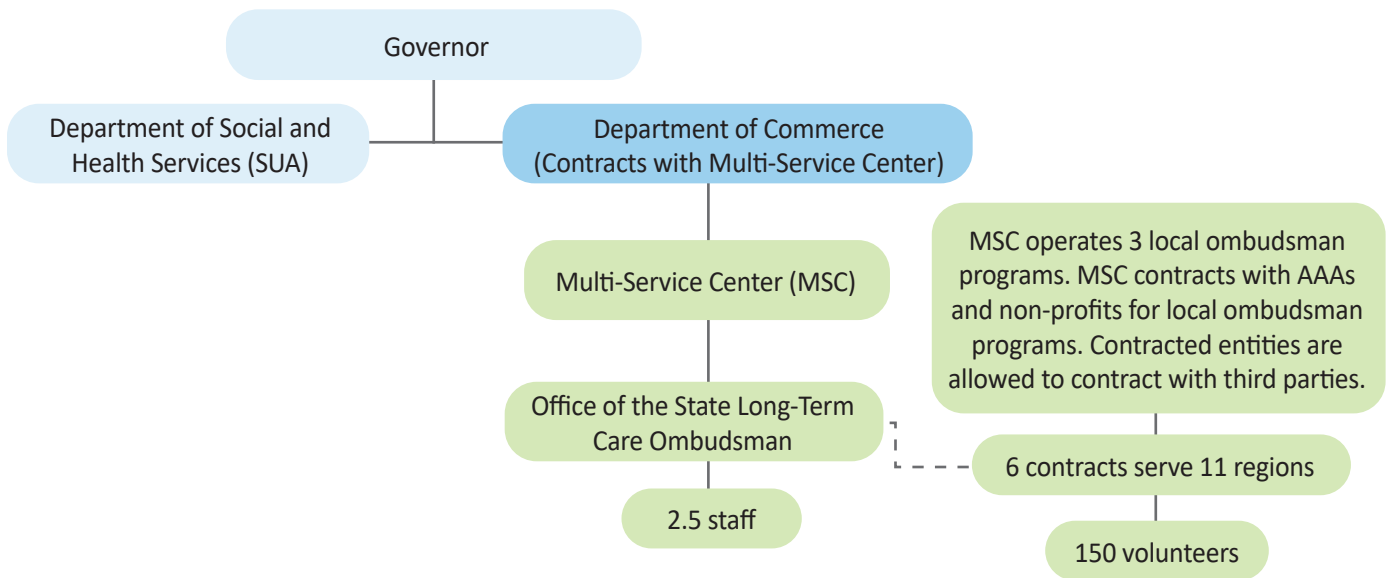
The Ombudsman is a state employee hired by the SUA director and is part of the SUA director’s management team. The Ombudsman is responsible for state level policies, procedures, data, and overall budget.

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 Ombudsman for program activities. Training is done at the state level and local ombudsmen are certified by the Ombudsman.

The Ombudsman program has about 80 volunteers currently. Training and oversight is at the local level. Certification is done by the Ombudsman.

Washington

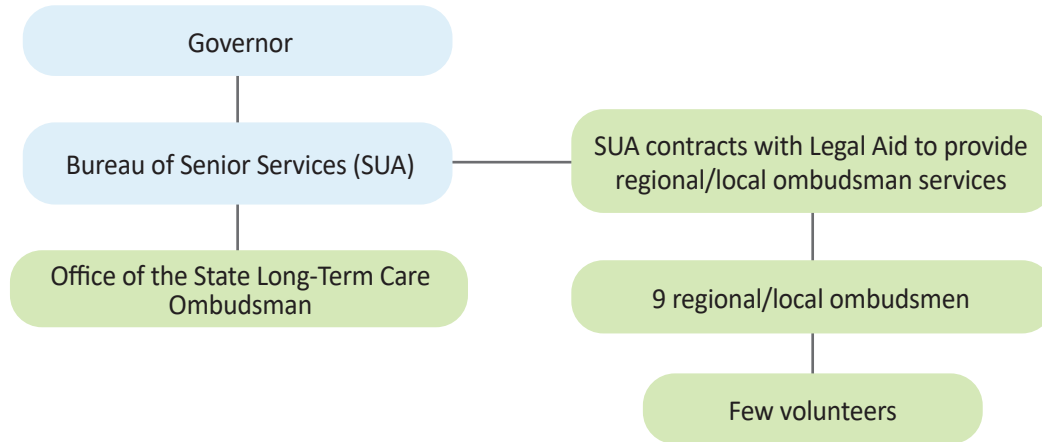
Decentralized



Governor	The Department of Social and Health Services (SUA) is a cabinet-level agency. The SUA has an interagency agreement with the Department of Commerce to implement the Ombudsman program since the mid 1990s. The Department of Commerce was chosen because they have no health care organizational conflicts of interest.
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 Ombudsman program.
The Multi-Service Center	The Multi-Service Center (MSC) operates the Ombudsman program under a contract. The Multi-Service Center contracts with AAAs and non-profit institutions for the local ombudsman programs. MSC also operates three local ombudsman programs.
Office of the State Long-Term Care Ombudsman	The Ombudsman is an employee of the MSC. There are 2.5 full time staff in the Office including the Ombudsman, one assistant Ombudsman, one program administrator, PT communications and outreach coordinator, one nursing consultant. The Ombudsman determines budget and policies and procedures. Reports come to Ombudsman from regional supervisors. Designation is done by Ombudsman.
Staff and Local Ombudsmen	There are six contracts which serve 11 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 third party, only one entity does this. There are 23.5 FTEs total in local ombudsman programs. Three local programs are operated by the state host entity.
Volunteers	The Ombudsman program currently has about 150 volunteers who accept, investigate, and resolve cases. The volunteer program is part of the contract which requires the local entity hire a regional ombudsman, establish an office, and recruit/train volunteers. The Ombudsman certifies volunteers after the regional confirms all requirements are met. The state ombudsman designates all local program entities.

West Virginia

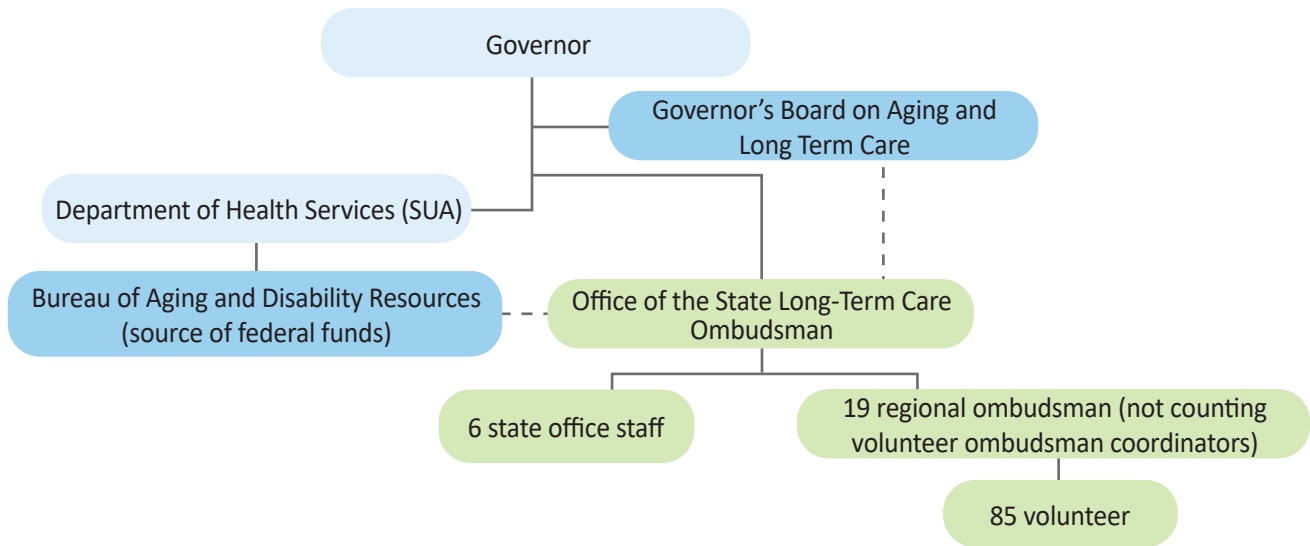
Decentralized



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 Ombudsman is a state employee hired by the SUA director. The Ombudsman reports to the Deputy SUA a separate unit of Legal Aid of West Virginia. The Ombudsman monitors compliance with the contract, OAA, regulations. The Ombudsman provides program, monitoring, direction, and designation/certification of program.
Legal Aid	The SUA contracts with Legal Aid, a statewide legal services provider, for regional/local ombudsman services. The Ombudsman monitors compliance with the contract, OAA, and regulations.
Staff and Local Ombudsmen	Legal Aid of West Virginia employs the local ombudsman after pre-screening by the Ombudsman. The Ombudsman and the SUA Director designate and certify local ombudsmen. Local ombudsman report directly to the local ombudsman program director also employed by Legal Aid of West Virginia. Training and oversight are provided collaboratively by the Ombudsman and local ombudsman program director.
Volunteers	The Ombudsman program has very few volunteers. The Ombudsman certifies and designates volunteers. Training and oversight are provided collaboratively by the Ombudsman, local ombudsman program director, and relevant local ombudsman.

Wisconsin

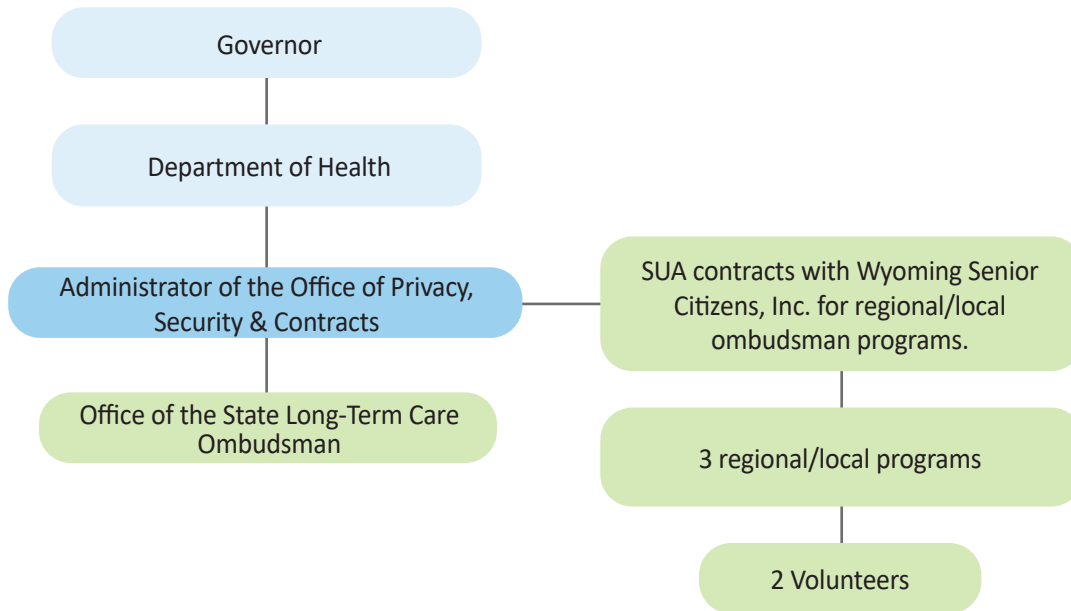
Centralized



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 Ombudsman program.
Office of the State Long-Term Care Ombudsman	The Office is an independent state agency and reports to a seven member Citizen Board appointed by the Governor and confirmed by the Senate. The Ombudsman program is not part of the Governor's cabinet but meets with Governor's staff regularly. On the organization chart, the Ombudsman reports to the Executive Director.
State Long-Term Care Ombudsman	The Ombudsman is a state employee and directly responsible for management of all aspects of Ombudsman including staff, advocacy, budget, data, training, and programs and procedures. All the OAA Ombudsman program rules are in state statute. The Ombudsman 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 Executive Director and the Ombudsman and include the attorney, office manager, two ombudsmen supervisors, four ombudsmen leads, 19 Regional Ombudsmen, one intake specialist, one volunteer services supervisor, one volunteer program lead, and five volunteer coordinators. Regional/local staff provide managed care long-term care advocacy, self-directed supports advocacy, as well as facility-based advocacy.
Volunteers	The Ombudsman program currently has about 85 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.
Administrator of the Office of Privacy, Security & Contracts	The Ombudsman is now housed under the Director's Office, Administrator of the Office of Privacy, Security & Contracts. The SUA contracts with the Wyoming Senior Citizens Inc., for regional/local ombudsman program implementation.
Office of the State Long-Term Care Ombudsman	The Ombudsman is a state employee and is hired by and reports to the Administrator of the Office of Privacy, Security and Contracts. WSCI provides the Administrative/ Employment side and the Ombudsman provides the Programmatic piece to the Regionals.
Staff and Local Ombudsmen	There are three 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 Ombudsman program has two volunteers.

Notes



Notes





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