



The National **Long-Term Care**  
**Ombudsman** Resource Center

# ***MENTORING AND MONITORING VOLUNTEERS***

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March 11, 2020

A stylized icon of a computer monitor with a grey frame and a dark screen.

NORC Volunteer  
Management  
Webinar Series

# Speakers

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# MONITORING STRATEGIES FOR OMBUDSMAN VOLUNTEER PROGRAMS

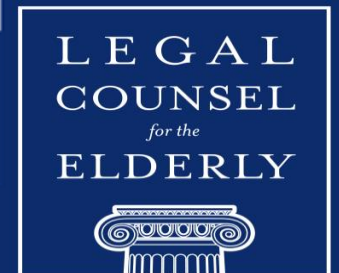
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DC Long-Term Care Ombudsman  
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Office of the D.C. Long-Term Care Ombudsman



LEGAL COUNSEL  
*for the ELDERLY*



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# Overview of the DC Long-Term Care Ombudsman Program

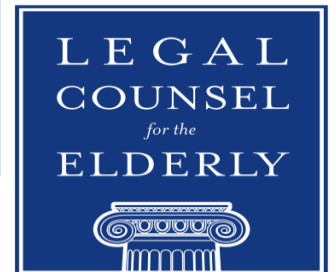
Approximately 4,500 residents live in licensed nursing facilities (NF), assisted-living residences (ALR), and community residential facilities (CRF) in the District of Columbia.

- Nursing Homes (19 with 2,779 residents)
- Assisted Living (12 with 885 residents)
- Community Residence Facilities (116 with 772 residents)

In 2019, volunteers donated more than 840 hours of service

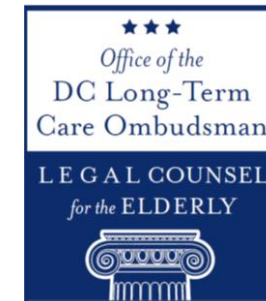


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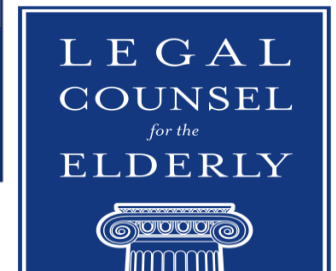




**monitoring and supporting volunteers  
ultimately empowers residents**



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# Overview of DCLTCOP's Volunteer Program

## DCLTCOP has a centralized volunteer program:

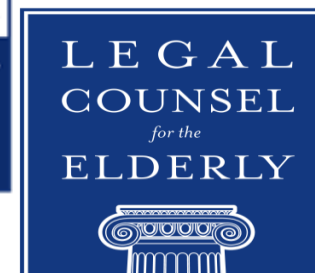
- One Volunteer Program Coordinator with support from ombudsmen assigned to the various long-term care facilities

## Specific Requirements:

- Completion of a 16-hour training course established by the Office of the D.C. Long-Term Care Ombudsman Program
- Completion of 16 hours of in the field training with an Ombudsman
- Attendance of at least 12 hours of in-service (ongoing) training per year
- Commitment to volunteer for at least 1 year



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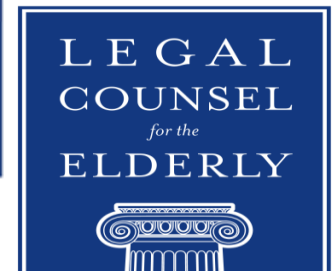


# Monitoring Starts at Volunteer Recruitment

- Develop reliable outreach methods for volunteers
- Provide written and oral information about the program including policies and procedures
- Be very clear about the volunteers' responsibilities:
  - ✓ **Obligations to Clients**
    - Background checks
    - Confidentiality
  - ✓ **Obligations to Volunteers**
    - Safety
    - Worthwhile work
  - ✓ **Obligations to Organization**
    - Waivers/Liability Release



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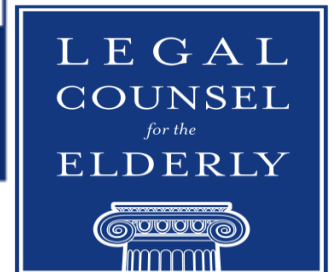
# Monitoring Volunteer Performance

Initiate monitoring from the very beginning:

- Assign the volunteer to a specific facility and ombudsman
- Require the volunteer to submit monthly reports of their activities at their assigned facility
- Conduct monthly volunteer meetings
- Continue communication between the volunteer, the ombudsman and volunteer coordinator throughout the year



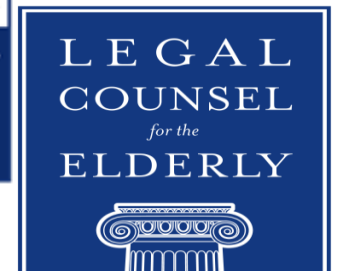
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# Best Practices for Monitoring Volunteer Performance

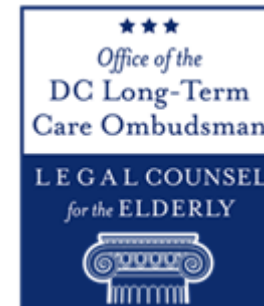
- Maintain organized and complete files on each volunteer. Make sure each file contains:
  - ✓ accurate job descriptions
  - ✓ the volunteer's agreement to perform specific services, i.e., a contract between volunteer and program
  - ✓ application, training records, job description, notes on progress and problems, and awards/recognitions
- Tell volunteers about the program's monitoring process
- Instill team spirit into volunteers



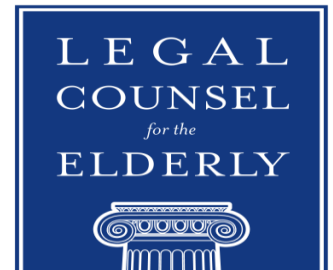
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# Monitoring Volunteer Performance From The Volunteer's Perspective

- A further step in the volunteer monitoring is to ask volunteers to evaluate their supervisor and the volunteer component of the program
  - ✓ This ensures that the volunteers know that the evaluation process is reciprocal
  - ✓ It allows volunteers to provide feedback for improving the program and feel a part of the team



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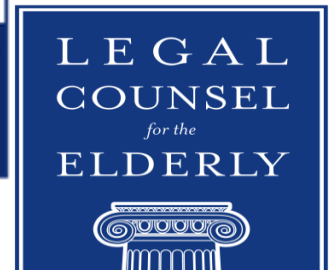
# Monitoring Process for Challenging Volunteers

## Challenging Volunteers

Over the course of a volunteer's service, ombudsman coordinators report that it is common to encounter some problems. Make decisions in advance on how you will handle likely problems.

### Eight R's to Handle Difficult Volunteers

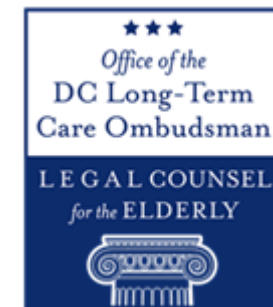
- ✓ Reconnoiter to find out what is really wrong
- ✓ Reassign the volunteer to a different staff person
- ✓ Retrain the volunteer to be able to do the job efficiently
- ✓ Revitalize the volunteer through a timeout period from responsibility
- ✓ Re-motivate the volunteer
- ✓ Rotate the volunteer to a new setting
- ✓ Refer the volunteer to another agency
- ✓ Retire the volunteer with honor



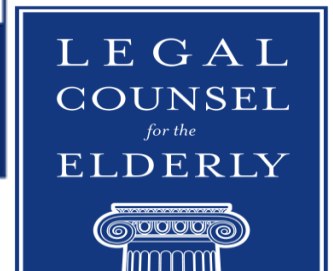
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# Monitoring Process: Use of the formal Complaint Process

- Develop a formal grievance procedure so all volunteers and paid staff are aware of the process
  - ✓ Some programs also develop a formal complaint form to be used by facilities, residents and family for serious grievances by volunteer and cannot be anonymous
  - ✓ Triggers an investigation which includes notifying the volunteer



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# When Monitoring Leads to Decertification/Termination of a Volunteer

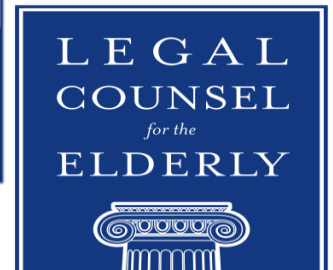
If you have exhausted all alternatives and the only alternative is to decertify the volunteer, your goal is to make the transition as smooth as possible. Here are some ideas to consider:

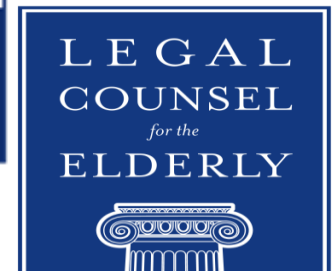
- DOCUMENT, DOCUMENT, DOCUMENT
- Personal counseling – discuss the ***specific*** problem
- Send formal letter of decertification
- Obtain all materials back from volunteer
- If you have to decertify, you can refer to other volunteer opportunities if appropriate
- Don't allow one volunteer to undermine the program

Again, If your program has a Grievance Procedure, make sure all paid staff and volunteers are aware of it and understand the process.



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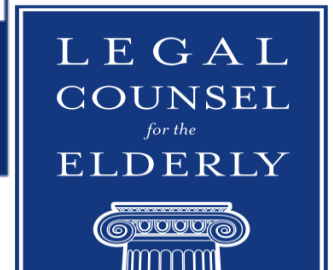
# Resources:

National Consumer Voice

<http://theconsumervoice.org/>

National Long-Term Care Ombudsman Resource  
Center

<http://ltcombudsman.org/>



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# Contact Information

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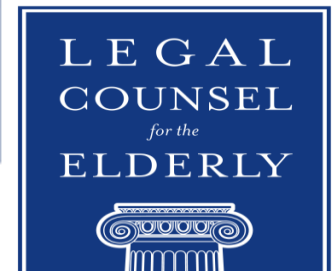
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# The Volunteer's Perspective

Joseph Rodrigues

California State Long-Term Care Ombudsman

# Listening

- Why do people stay?
- Why do people leave?
- What keeps people in the Program?
- What drives people away?

# The Volunteer Experience



**California's Long Term Care  
Ombudsman Program:**  
Assessing the Volunteer  
Experience

# Why?

- The aim of the research was to provide information that could be used to improve the recruitment and retention of volunteers.
- At the time, nearly 90% of the Ombudsman workforce was unpaid.
  - Recruitment, training, and retention of volunteers are crucial.
  - Increase in staffing for a volunteer recruitment initiative, but the beginning of a trend resulting in a net loss in volunteers.
  - An annual turnover rate of 30%.
- As prospective volunteers come to fully understand the responsibility entrusted to them, as many as 50% do not complete their certification training.
  - Difficult to investigate painful situations.
  - Frustration with trying to improve the system.
  - Changes in health or relocation.

# Survey

- Telephone interview with a sample of more than 250 current and former volunteer Ombudsman representatives.
  - Uncover factors that have an impact on volunteer recruitment and retention, especially by looking at differences by region type and by agency type.
- Themes
  - Mentoring, staff support/communication, less paperwork, progressive responsibilities, frustration with lack of action by authorities
  - Flexibility in hours, case discussions, continuing education, time/burden, limit duties, mileage reimbursement, financial incentives

# Recommendations

- Response time to calls
- Contact with staff
- Support on legal issues
- Accompanied first visits
- Less paperwork
- Mileage reimbursement
- Flexible administrative policies
- Varied scheduling of regular meetings
- Feedback
- Follow-through and follow-up

# Assessment is Ongoing

STATE OF CALIFORNIA  
HEALTH AND HUMAN SERVICES AGENCY

CALIFORNIA DEPARTMENT OF AGING  
OFFICE OF THE STATE LONG-TERM CARE OMBUDSMAN

## VOLUNTEER ASSESSMENT OF LOCAL OMBUDSMAN PROGRAM

As part of our continued effort to improve the Ombudsman Program, we would like your responses to the following questions. Please be as complete and candid as possible. The Analyst from the California Department of Aging (CDA) Office of the State Long-Term Care Ombudsman (OSLTCO) will collect your assessment during his or her visit to your Program.

**All of the information on this form is anonymous and confidential. After you complete your assessment, please keep it until your meeting with the OSLTCO Analyst.**

1. How long have you been volunteering with the Ombudsman Program?  
Less than 1 Year ☐ 1-5 Years ☐ More than 5 Years ☐
2. How did you first become aware of the Ombudsman Program?
3. What do you like best about being an Ombudsman? What do you like least?
4. What functions are you currently involved in?  
A. Investigate and resolve complaints ☐  
B. Make visits to facilities not in response to complaints and report problems ☐  
C. Assist in the development of resident and family councils ☐  
D. Provide educational programs for: Facilities ☐ Residents ☐ Other Community Groups ☐  
E. Witness Advance Health Care Directives (AHCDs) ☐  
F. Participate in Systems Advocacy ☐  
G. Other
5. How many Residential Care Facilities for the Elderly (RCFEs) do you visit on a regular basis?  
  
How often do you visit? Weekly ☐ Monthly ☐ Other
6. How many Skilled Nursing Facilities (SNFs) and Intermediate Care Facilities (ICFs) do you visit on a regular basis?  
  
How often do you visit? Weekly ☐ Monthly ☐ Other
7. To what extent do you think the Ombudsman Program's paid staff accepts volunteers?  
Well accepted ☐ Generally accepted, some exceptions ☐  
Mixed reception ☐ Generally not, some exceptions ☐ Not well-accepted ☐

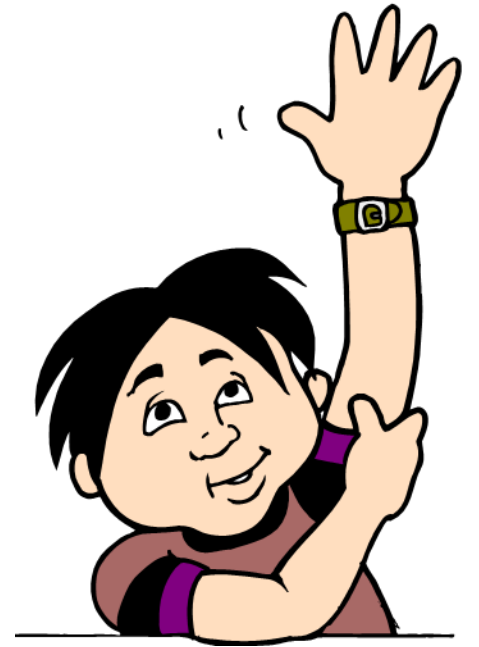
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CALIFORNIA DEPARTMENT OF AGING  
OFFICE OF THE STATE LONG-TERM CARE OMBUDSMAN

8. Do you feel you have adequate ongoing communication with the Ombudsman Program staff?  
Yes ☐ Somewhat ☐ No ☐ Don't know ☐
9. Do you feel that you received sufficient orientation and initial training to begin your work as an Ombudsman?  
Yes ☐ Somewhat ☐ No ☐ Don't know ☐
10. Do you receive sufficient continuing education to effectively carry out your assignments?  
Yes ☐ Somewhat ☐ No ☐ Don't know ☐
11. Are you kept up-to-date on current happenings and new information?  
Yes ☐ Somewhat ☐ No ☐ Don't know ☐
12. Are you provided with sufficient feedback from your supervisor?  
Yes ☐ Somewhat ☐ No ☐ Don't know ☐
13. Do you think that you have sufficient opportunity for increased responsibility?  
Yes ☐ Somewhat ☐ No ☐ Don't know ☐
14. Are there other ways that volunteers could be used in the Ombudsman Program?
15. Do you have any comments/suggestions on ways you feel the Ombudsman Program could be improved?

Thank you for taking the time to answer this questionnaire, and most of all, thank you for being an Ombudsman.

# Questions





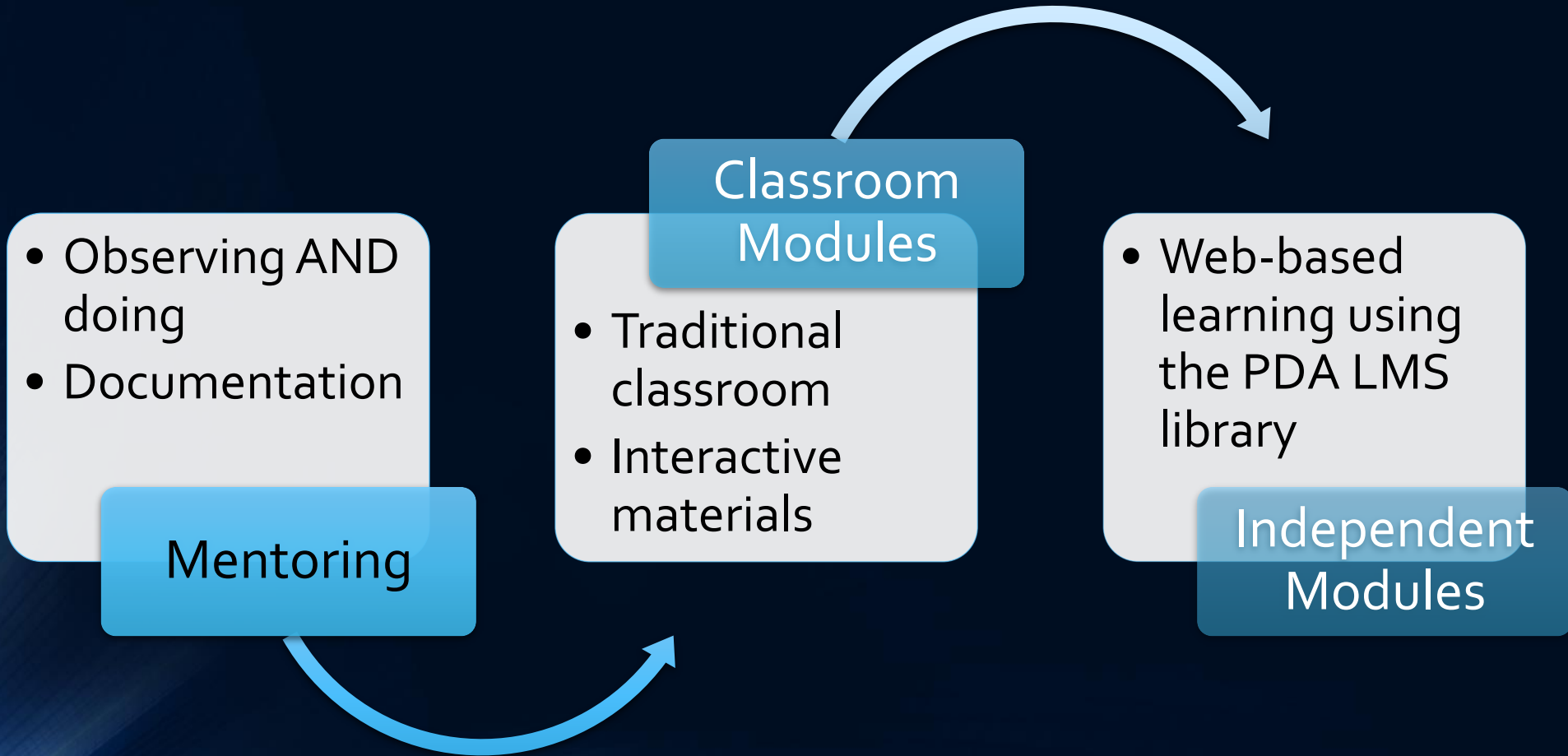
# Mentoring New Ombudsmen

OFFICE OF THE LTC OMBUDSMAN  
PENNSYLVANIA DEPARTMENT OF AGING  
MARCH 2020



The "WHY"

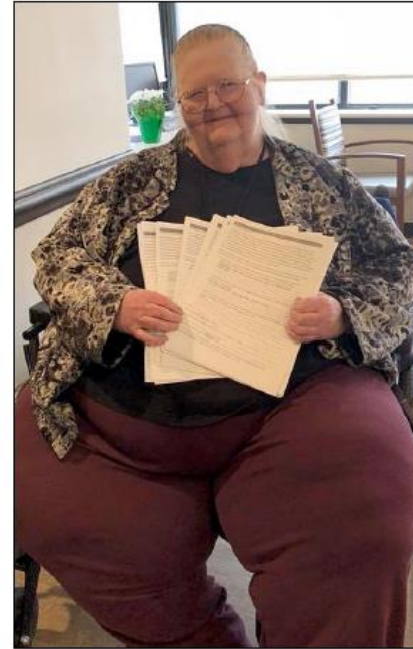
# Pennsylvania Certification Curriculum





# PA Curriculum Catalog

## STAGE 3



### The Three C's (Case/Complaint/Consultation)

*Class room/n-Pers on  
90 minutes*

**Prerequisite:** All Stage 1 and Stage 2 training modules

Learning Objectives:

- Definition of case, complaint and consultation, and identification of each
- Essential Elements of a Case
- Researching regulations to provide guidance to residents

### Risk

*Independent Learning (online module #5)  
40 minutes*

Learning Objectives:

- Types of risk the ombudsman might encounter
- Ways to manage and/or mitigate risk
- Risk as it relates to resident choice

### Ombudsman/Facility Staff Relationship AND Interpersonal Skills

*Class room/n-Pers on  
90 minutes*

**Prerequisite:** All Stage 1 and Stage 2 training modules

Learning Objectives:

- Rapport building
- Interaction with residents
- Interaction with facility staff
- Tips for effective/empathetic communication

### Intro to Documentation: Facility Visit Forms

*Independent Learning (online module #6)  
40 minutes*

**Prerequisite:** All Stage 1, Stage 2 and Stage 3 training modules

Learning Objectives:

- Components of an effective, impartial visit
- Documentation of a facility visit and consultations (how this differs from a case)
- Basic documentation standards (no abbreviations, objective language, etc.)
- Standard acronyms used (handout in manual)

### Shadow/Mentoring

*Ongoing*

Refer to manuals for specific activities.

# Required "Shadowed" Experiences:

## Office of the LTC Ombudsman Trainee Checklist: Updated FY 19-20

This checklist will guide you through the training curriculum. It will help you to track your progress and plan your shadowing and mentoring.

- Each stage of training must be completed in order to qualify for certification, but you can move through the stages at whatever pace works best for you
- Shadowing activities do NOT have to be completed in the sequence shown – but all must be completed prior to certification
- Pay close attention to pre-requisites required for some of the classroom modules
- Review the manuals and the course catalog for specific regarding each component
- Boxes marked N/A do not need to be completed for the title topic.

| Stage 1                                               |                | Independent Modules     |                | Classroom Modules       |                | Shadowing/Mentoring     |         | Signatures |  |
|-------------------------------------------------------|----------------|-------------------------|----------------|-------------------------|----------------|-------------------------|---------|------------|--|
| Title                                                 | Date Completed | Date Reviewed by Mentor | Date Completed | Date Reviewed by Mentor | Date Completed | Date Reviewed by Mentor | Trainee | Mentor     |  |
| Onboarding/Interview                                  | N/A            | N/A                     | N/A            | N/A                     |                |                         |         |            |  |
| Welcome to the Office of the Long-Term Care Ombudsman |                |                         | N/A            | N/A                     | N/A            | N/A                     |         |            |  |
| Aging Resources                                       |                |                         | N/A            | N/A                     | N/A            | N/A                     |         |            |  |
| Facility Visit                                        | N/A            | N/A                     | N/A            | N/A                     |                |                         |         |            |  |
| Stage 2                                               |                | Independent Modules     |                | Classroom Modules       |                | Shadowing/Mentoring     |         | Signatures |  |
| Title                                                 | Date Completed | Date Reviewed by Mentor | Date Completed | Date Reviewed by Mentor | Date Completed | Date Reviewed by Mentor | Trainee | Mentor     |  |
| Pennsylvania's Ombudsman Program Structure            |                |                         | N/A            | N/A                     | N/A            | N/A                     |         |            |  |
| Ethics                                                |                |                         | N/A            | N/A                     | N/A            | N/A                     |         |            |  |
| Abuse and Individual Conflicts of Interest            | NA             | N/A                     |                |                         | N/A            | N/A                     |         |            |  |
| Confidentiality, Consent & Resident Direction         | N/A            | N/A                     |                |                         | N/A            | N/A                     |         |            |  |

- Onboarding/Interview/Facility Visit
- Additional Facility Visits
- Information & Assistance
- Resident Council Meeting
- Licensing Survey or Activity
- Facility Staff Training
- OM Documentation
- Community Education
- PEER Training/Meeting
- Casework – all steps/elements
- Volunteer Management
- Care Plan Meeting

# Mentoring Tools:

- Experience
- Commitment
- Patience
- Enthusiasm
- Mentor-training webinar
- Mentor Manual
- Trainee Manual



# Documenting the Shadowed Activity

Trainee Journals

## Office of the LTC Ombudsman: Trainee Journal

Trainee Name: \_\_\_\_\_

Date of Activity: \_\_\_\_\_ Facility: \_\_\_\_\_

Date of Journal Entry: \_\_\_\_\_ Activity Observed: **Information & Assistance**

Info & Assistance provided to \_\_\_\_\_ Resident \_\_\_\_\_ Family \_\_\_\_\_ Staff and/or provider

How did the resident/inquirer contact the ombudsman? \_\_\_\_\_

What was the topic of the Info & Assistance? \_\_\_\_\_

What information was provided to the resident/inquirer? \_\_\_\_\_

An Information & Assistance is very different from a case. In an Information & Assistance, the ombudsman provides information and guidance only – the ombudsman takes no action on behalf of the consumer. Information & Assistance can become cases when the resident is unable to achieve resolution on their own and they request ombudsman direct involvement.

How would you ensure that the resident/inquirer knew additional assistance is available through the ombudsman office? \_\_\_\_\_

What resources did the ombudsman use to provide the assistance? \_\_\_\_\_

Complete this documentation record for the Information & Assistance you observed:

# The Mentor...

- Conducts initial screening and onboarding
- Secures access to training- both classroom and web-based LMS
- Serves as a "guide" throughout the process
- Reviews knowledge checks from independent modules and journals from experiential training (shadowing)
- Documents the trainees progress in Wellsky's Ombudsman for certification purposes.



**“Preparation is  
the key to success”**

# Monitoring Volunteers

- Volunteer Risk Management Considerations for LTCOPs Worksheet

<https://ltcombudsman.org/uploads/files/support/risk-management-considerations-for-ltcop-worksheet.pdf>

- Webinar: Supporting Volunteer LTC Ombudsmen and Minimizing Risk

[https://ltcombudsman.org/omb\\_support/training/trainings-and-conference-calls/2015-trainings-conference-calls-webinars](https://ltcombudsman.org/omb_support/training/trainings-and-conference-calls/2015-trainings-conference-calls-webinars)

# Mentoring Resources

- Letter to new and experienced LTCO regarding mentoring (New York)  
<https://ltcombudsman.org/uploads/files/library/NY-mentorship-packet.pdf>
- Position description for Volunteer Ombudsman Mentor (Virginia)  
<https://ltcombudsman.org/uploads/files/library/VA-mentor-position-description.pdf>
- Volunteer Shadow Evaluation - Used by New Ombudsman (Salt Lake County, Utah)  
<https://ltcombudsman.org/uploads/files/library/UT-shadow-evaluation.pdf>
- Shadowing Experience Evaluation – Used by Mentor (Salt Lake County, Utah)  
<https://ltcombudsman.org/uploads/files/library/UT-shadow-rotation.pdf>

# Questions and Discussion



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## The National Long-Term Care Ombudsman Resource Center

*Connect with us:*

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

[ombudcenter@theconsumervoice.org](mailto:ombudcenter@theconsumervoice.org)



The National LTC Ombudsman Resource Center



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Get our app! Search for "LTC Ombudsman Resource Center" in the Apple Store or Google Play

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