



SAN FRANCISCO HUMAN SERVICES AGENCY

MEMORANDUM

TO: DISABILITY AND AGING SERVICES COMMISSION

THROUGH: KELLY DEARMAN, EXECUTIVE DIRECTOR

FROM: CINDY KAUFFMAN, DEPUTY DIRECTOR
ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS

DATE: JULY 2, 2025

SUBJECT: NEW GRANT: **FELTON INSTITUTE** (NONPROFIT) FOR PROVISION OF LONG-TERM CARE OMBUDSMAN SERVICES PROGRAM

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	<u>Full Term</u>	<u>Contingency</u>	<u>Total</u>	
GRANT TERM:	7/1/25- 6/30/29			
GRANT AMOUNT:	\$2,988,600	\$298,860	\$3,287,460	
ANNUAL AMOUNT:	<u>FY 25-26</u> \$747,150	<u>FY 26-27</u> \$747,150	<u>FY 27-28</u> \$747,150	<u>FY 28-29</u> \$747,150
FUNDING SOURCE:	<u>County</u> \$2,003,040	<u>State</u> \$723,484	<u>Federal</u> \$262,076	<u>Contingency</u> \$298,860
PERCENTAGE:	67%	24%	9%	100%

The San Francisco Department of Disability and Aging Services (DAS) requests authorization to enter into a new grant agreement with Felton Institute for the period of July 1, 2025 through June 30, 2029, in the amount of \$2,988,600 plus a 10% contingency for a total amount not to exceed \$3,287,460. The purpose of this grant is to provide the Long-Term Care Ombudsman Program.



Background

The Long-Term Care (LTC) Ombudsman Program, mandated by the federal Older Americans Act and the Older Californians Act, serves as a resource and advocates for residents in long-term care facilities, including skilled nursing facilities (SNFs) and residential care facilities for the elderly (RCFEs), also known as assisted living facilities (ALFs) or board-and-care homes.

In California, the LTC Ombudsman Program operates under the California Department of Aging, which provides statewide coordination, program guidance and policy support. Each of California's 33 Area Agencies on Aging manages its own local LTC Ombudsman Program. This grant will fund local LTC Ombudsman services in San Francisco's Area Agency on Aging (within the city and county of San Francisco) to support residents in long-term care facilities.

Services to be Provided

Residents living in long-term care facilities have rights that are guaranteed by federal and state regulations. The LTC Ombudsman Program will work to protect and promote these rights by providing services, which include:

- Receiving, investigating, and resolving complaints submitted by, or on behalf of, residents of long-term care facilities
- Ensuring a regular presence in long-term care facilities
- Identifying and addressing patterns of poor practices in long-term care facilities

LTC Ombudsman Program services also include a public education and advocacy component, with the goal of maximizing community awareness and involvement, influencing public policy, and ensuring effective program administration.

The LTC Ombudsman Program is based at Grantee's offices located at 6221 Geary, 3rd floor in San Francisco. Offices are open Monday through Friday during regular business hours. LTC Ombudsman staff is regularly on site at long-term care facilities to provide program services.

Selection

The Grantee was selected through RFP # 1169 issued on March 24, 2025.

Funding

Funding for this grant is provided through Federal, State, and County General Funds.

ATTACHMENTS

Appendix A, Services to be Provided

Appendix B, Budget

Appendix A – Services to be Provided
Felton Institute
Long-Term Care Ombudsman Program
July 1, 2025 - June 30, 2029

I. Purpose of Grant

The purpose of this grant is to improve the quality of life and quality of care of people living in nursing homes, residential care homes, and assisted living facilities by providing access to the Long-Term Care Ombudsman Program. The Ombudsman Program seeks to accomplish this goal by 1) receiving and responding to complaints and issues presented by, or on behalf of residents of long-term care facilities and 2) providing consultation and education on resident rights and good care practices system wide.

II. Definitions

Grantee	Felton Institute.
Adult with a Disability	Person 18 years of age or older living with a disability.
California State Office of the Long-Term Care Ombudsman	Program established and operated by the California Department of Aging (CDA) to carry out the State Long-Term Care Ombudsman Program, both directly and by contract with the local Area Agencies on Aging (AAAs). As a program of CDA, the Ombudsman Program is responsible for activities that promote the development, coordination, and utilization of Ombudsman services. The program analyzes local level performance data, monitors government actions, and provides recommendations pertaining to long term care facilities and services. The program periodically updates training procedures for local Ombudsman Programs and provides them with administrative and technical assistance.
CARBON	SFHSA's web-based Contracts Administration, Reporting, and Billing On-line System
City	City and County of San Francisco, a municipal corporation.
DAS	Department of Disability and Aging Services.
Grantee	Felton Institute.
Local Ombudsman Program	Usually either a program of the Area Agency on Aging or its subcontractor that is selected to carry out the duties of the State Long-Term Care Ombudsman Program with respect to the planning or service area. The selection is in accordance with policies and procedures established by the State Ombudsman and meets the State Ombudsman's criteria for designation and concurrence.

Long-Term Care (LTC) / Long-Term Care Facility	<p>1) Any nursing or skilled nursing facility, as defined in Section 1250 of the Health and Safety Code, including distinct parts of facilities that are required to comply with licensure requirements for skilled nursing facilities.</p> <p>2) Any residential care facility for the elderly as defined in Section 1569.2 of the Health and Safety Code.</p>
Low Income	Having income at or below 100% of the federal poverty line defined by the federal Bureau of the Census and published annually by the U.S. Department of Health and Human Services. This is only to be used by consumers to self-identify their income status, not to be used as a means test to qualify for the program.
OCP	Office of Community Partnerships
Older Adult	Person who is 60 years or older, used interchangeably with the term “senior.”
RCFE	Residential Care Facility for the Elderly.
Senior	Person who is 60 years or older, used interchangeably with the term “older adult.”
SFHSA	San Francisco Human Services Agency.
SNF	Skilled Nursing Facility.
SOGI	Sexual Orientation and Gender Identity; <i>Ordinance No. 159-16</i> amended the San Francisco Administrative Code to require City departments and contractors that provide health care and social services to seek to collect and analyze data concerning the sexual orientation and gender identity of the clients they serve (<i>Chapter 104, Sections 104.1 through 104.9</i>).
Unduplicated Consumer	An individual who is eligible for and receives Ombudsman services under this Program.

III. Target Population

This program is designed to serve all people who can benefit from the services outlined in this Appendix, and particularly those demonstrating the greatest economic and social need. To ensure that the most vulnerable people are aware of and can benefit from this program, Grantee shall ensure that program services are accessible to:

1. Persons with low to moderate income,
2. Persons who are socially isolated,
3. Persons with limited English-speaking proficiency,
4. Persons from communities of color or communities that have historically been under-served,

5. Members of the LGBTQIA+ community,
6. Persons at risk of institutionalization.

IV. Eligibility for LTC Ombudsman Services

In addition, to be eligible for services, clients must be:

1. An individual who is living in a long-term care facility (as defined above) in San Francisco,
2. Or a legal representative of an individual living in a long-term care facility.

V. Description of Services

Grantee shall provide the following services during the term of this grant. In accordance with policies and procedures established by the California Department of Aging and California State LTC Ombudsman, Grantee will at minimum:

1. Identify, investigate, and resolve complaints made by, or on behalf of, residents of long-term care facilities that relate to actions, inactions, or decisions of providers or representatives of providers of long-term care services, public agencies, or health and social services agencies that may adversely affect the health, safety, welfare, or rights of residents.
2. Inform residents about the means of obtaining services delivered by the providers or agencies described in item 1.
3. Provide witnessing services for Advanced Health Care Directives.
4. Ensure that residents have regular and timely access to the services provided through the LTC Ombudsman Program and that the residents or other complainants receive timely responses from representatives of the LTC Ombudsman Program.
5. Represent the interests of the residents before governmental agencies and seek administrative, legal, and other remedies to protect the health, safety, welfare, and rights of the residents.
6. Recommend changes to relevant laws, regulations, policies, or actions as needed. This may include providing information that the office determines to be necessary to public and private agencies, legislators, and other persons, regarding the problems and concerns of residents of long-term care facilities and recommendations relating to resolving these problems and concerns.
7. Develop internal policies and procedures for recruitment, training, and retention of LTC Ombudsman certified volunteers.
8. Ensure that all LTC Ombudsman Program services are free and confidential.
9. Meet all requirements as established and requested by the California Department of Aging and State of California LTC Ombudsman Program for the operation of a local LTC Ombudsman Program.

VI. Location and Time of Services

The LTC Ombudsman Program is based at Grantee's offices located at 6221 Geary, 3rd floor in San Francisco. Offices are open Monday through Friday during regular business

hours. LTC Ombudsman staff is regularly on site at long-term care facilities to provide program services

VII. Units of Service and Definitions

During the term of the grant, the Grantee will record program performance in the following areas for the purpose of determining the extent and impact of services delivered:

1. Unduplicated Consumer

An individual who is eligible for and receives Ombudsman services.

SERVICE UNIT: One Unduplicated Consumer

2. Complaint/Abuse Investigation and Facility Monitoring

Activities related to receiving, verifying, investigating, or resolving a complaint. Time related to the delivery of this service includes all hours spent in facilities by staff or volunteers, traveling to and from facilities and completing required records.

SERVICE UNIT: One Hour

3. Work with Resident Councils

LTC Ombudsman Program staff or volunteer participation in Resident Council meetings at LTC facilities. LTC Ombudsman Program will provide information or instruction to Resident Council about the LTC Ombudsman Program or LTC issues.

SERVICE UNIT: One Resident Council Meeting Attended

4. Work with Family Councils

LTC Ombudsman Program staff or volunteer participation in Family Council meetings at LTC facilities. LTC Ombudsman Program will provide information or instruction to Family Council about the LTC Ombudsman Program or LTC issues.

SERVICE UNIT: One Family Council Meeting Attended

5. Information & Assistance to Facilities Staff

Count of instances of LTC Ombudsman staff or volunteer interactions with facility staff for the purpose of providing general information and assistance unrelated to a complaint. May be accomplished by telephone, letter, email, fax, or in person.

SERVICE UNIT: One Consultation

6. Information and Assistance to Individuals

Count of instances of LTC Ombudsman staff or volunteer interactions with residents, family members, friends, and others in the community for the purpose of providing general information and assistance unrelated to a complaint.

Consultation may be accomplished by telephone, letter, email, fax, or in person.

SERVICE UNIT: One Consultation

7. Community Education

LTC Ombudsman Program staff or volunteer participation in public events planned to provide information or instruction to community members about the LTC Ombudsman Program or LTC issues. The number of sessions refers to the number of events, not the number of participants.

SERVICE UNIT: One Session

8. **Facility Coverage – Nursing Facilities** (other than in response to a complaint)
 Number of nursing facilities within the service area (San Francisco) that were visited by LTC Ombudsman staff or volunteer at least once each quarter not in response to a complaint. As of June 2025, the total number of nursing facilities in the service area is currently 17. This is not a count of visits, but a count of facilities. In determining the number of facilities visited for this measure, no nursing facility may be counted more than once.
SERVICE UNIT: Percentage Visited Per Above

9. **Facility Coverage – Residential Care Facilities for the Elderly** (other than in response to a complaint)
 Number of Residential Care Facilities for the Elderly (RCFE) within the service area (San Francisco) that were visited by LTC Ombudsman staff or volunteer at least once each quarter not in response to a complaint. As of June 2025, the total number of RCFEs in the service area is currently 51. This is not a count of visits, but a count of facilities. In determining the number of facilities visited for this measure, no RCFE can be counted more than once.
SERVICE UNIT: Percentage Visited Per Above

10. **Number of Full-Time (FTE) Equivalent Staff**
 This number may only include staff time legitimately charged to the LTC Ombudsman Program. Time spent working for or in other programs may not be included in this number. For example, in a local LTC Ombudsman Program that considers full-time employment to be 40 hours per week, the FTE for a staff member who works in the LTC Ombudsman Program 20 hours a week should be a 0.5 FTE, even if the staff member works an additional 20 hours in another program.
SERVICE UNIT: Full Time Equivalent (FTE)

11. **Number of Certified LTC Ombudsman Volunteers**
 The utilization of LTC Ombudsman volunteers is essential to completing the program mission. Grantee will recruit and train volunteers to assist with program functions. Volunteers will meet the initial and ongoing training requirements as established by the California State LTC Ombudsman Program for certified volunteer status.
SERVICE UNIT: One Certified LTC Ombudsman Volunteer

VIII. Service Objectives

On an annual basis, Grantee shall meet the following service objectives:

1. Grantee will attend at least **35** Resident Council meetings,
2. Grantee will attend at least **6** Family Council meetings,
3. Grantee will provide at least **200** Information and Assistance (consultations) to facilities,
4. Grantee will provide at least **600** Information and Assistance to individuals,
5. Grantee will participate in at least **10** community education events sessions,

6. Grantee will meet a minimum **100%** for nursing facility coverage,
7. Grantee will meet a minimum **75%** for RCFE facility coverage,
8. Grantee will maintain a minimum **7.65 FTE** certified Ombudsman equivalent(staff/volunteer),
9. Grantee will recruit, train, and maintain at least **20** certified LTC Ombudsman volunteers.

In addition, on an annual basis, Grantee will report:

10. Number of unduplicated consumers,
11. Number of hours spent investigating complaint/abuse and facility monitoring,
12. Demographic data including SOGI, primary language and English fluency of clients and residents in long-term care facilities.

IX. Outcome Objectives

On an annual basis Grantee will meet the following outcome objectives:

1. Complaints investigated and addressed by the Long-Term Care Ombudsman are resolved to residents' satisfaction. Target: 78% or above. (Complaint resolution rate is calculated as follows: number of complaints resolved plus number of complaints partially resolved divided by total number of complaints received.)
2. Clients report the Long-Term Care Ombudsman helped them understand their rights as a long-term care facility resident, including rights pertaining to discharge. Target: 85%*
3. Clients feel the Long-Term Care Ombudsman listened to and understood their concerns. Target: 85%*
4. Clients feel the Long-Term Care Ombudsman accurately advocated for their concerns. Target: 85%*

* Grantee is expected to survey a minimum of 35% of people receiving Long-Term Care Ombudsman services annually.

X. Data Collection and Reporting Requirements

1. Grantee shall input all required data into the State Ombudsman Data Integration Network (ODIN) and National Ombudsman Reporting System (NORS) databases as required for Local Ombudsman Program.
2. Grantee is also responsible for providing reports as scheduled and requested by the California Department of Aging, ensuring that copies are shared with Office of Community Partnerships (OCP) program analyst
3. Grantee shall conduct annual client surveys and submit response rates and aggregated data from the survey to the assigned OCP staff member by March 15th of each grant year. Client survey shall be reviewed and approved by the OCP Analyst prior to administering. The Grantee is expected to survey a minimum of 35% of the program clients annually

4. Grantee shall collect and provide clients' demographic data including SOGI, demographic, primary language and English fluency of clients and residents in long-term care facilities
5. Grantee program staff shall complete the California Department of Aging (CDA) Security Awareness training and DAS Elder Abuse Prevention and Mandated Reporter training on an annual basis. Grantee shall maintain the evidence of staff's completion of the trainings.
6. Grantee shall be compliant with the Health Insurance Portability and Accountability Act of 1996 (HIPAA) privacy and security rules to the extent applicable and to take all reasonable efforts to implement HIPAA requirements.
7. Grantee will provide Ad Hoc reports as required by the Department.
8. Quarterly and Annual Reports will be entered into the Contracts Administration, Reporting, and Billing Online (CARBON) system.

For assistance with reporting requirements or submission of reports, contact:

Margarita.Gatam@sfgov.org

Contract Manager, Office of Contract Management, SFHSA

or

Erica.Maybaum@sfgov.org

Program Analyst, Department of Disability and Aging Services, Division of Office of Community Partnerships, SFHSA

XI. Monitoring Activities

1. Program Monitoring: Program monitoring will include review of client eligibility, and back-up documentation for reporting progress towards meeting service and outcome objectives.
2. Fiscal Compliance and Contract Monitoring: Fiscal monitoring will include review of the Grantee's organizational budget, the general ledger, quarterly balance sheet, cost allocation procedures and plan, State and Federal tax forms, audited financial statement, fiscal policy manual, supporting documentation for selected invoices, cash receipts and disbursement journals. The compliance monitoring will include review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subcontracts, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

HUMAN SERVICES AGENCY BUDGET SUMMARY BY PROGRAM

Grantee/Contractor: FELTON INSTITUTE				Full Term:	7/1/25 - 6/30/29
Program: LONG-TERM CARE OMBUDSMAN SERVICES				Est. Effective Date:	7/1/2025
New <input checked="" type="checkbox"/> Modification <input type="checkbox"/> Revision <input type="checkbox"/> (Check One)				Modification #	
	7/1/25 - 6/30/26	7/1/26 - 6/30/27	7/1/27 - 6/30/28	7/1/28 - 6/30/29	7/1/25 - 6/30/29
Expenses	Original	Original	Original	Original	Total
Salaries & Benefits	\$560,046	\$560,046	\$560,046	\$560,046	\$2,240,184
Operating-Direct	\$89,650	\$89,650	\$89,650	\$89,650	\$358,600
Subtotal	\$649,696	\$649,696	\$649,696	\$649,696	\$2,598,784
Indirect Percentage (%)	15%	15%	15%	15%	15%
Indirect Costs (Line 12 X Line 13)	\$97,454	\$97,454	\$97,454	\$97,454	\$389,816
Consultant/Subcontractor (\$25,000+)					
Direct Client Pass-Through					
Capital Expenses					
Total Expenses	\$747,150	\$747,150	\$747,150	\$747,150	\$2,988,600
HSA / DAS Revenues					
General Fund	\$500,760	\$500,760	\$500,760	\$500,760	\$2,003,040
Federal	\$65,519	\$65,519	\$65,519	\$65,519	\$262,076
State	\$180,871	\$180,871	\$180,871	\$180,871	\$723,484
Total HSA / DAS Revenues	\$747,150	\$747,150	\$747,150	\$747,150	\$2,988,600
Grantee/Contractor Revenues (incl. In-Kind)					
Total Grantee/Contractor Revenues					
Total Revenues	\$747,150	\$747,150	\$747,150	\$747,150	\$2,988,600
Prepared By & Date: Ray Mallett, Finance Director, 4/18/2025					
Telephone No. & Email: 510-844-8244 rmallett@felton.org				HSA Budget Form (3/24)	

Grantee/Contractor: FELTON INSTITUTE																					Appendix B, Page 2
Program: LONG-TERM CARE OMBUDSMAN SERVICES																					
Salaries & Benefits Detail																					
	Agency Totals		HSA Program		7/1/25 - 6/30/26	Agency Totals		HSA Program		7/1/26 - 6/30/27	Agency Totals		HSA Program		7/1/27 - 6/30/28	Agency Totals		HSA Program		7/1/28 - 6/30/29	7/1/25 - 6/30/29
POSITION TITLE	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Total
Program Director Emeritus	\$97,243	1.00	55%	0.55	\$53,787	\$97,243	1.00	55%	0.55	\$53,787	\$97,243	1.00	55%	0.55	\$53,787	\$97,243	1.00	55%	0.55	\$53,787	\$215,148
ProgramDirector	\$94,366	1.00	94%	0.94	\$88,468	\$94,366	1.00	94%	0.94	\$88,468	\$94,366	1.00	94%	0.94	\$88,468	\$94,366	1.00	94%	0.94	\$88,468	\$353,872
Volunteer Manager	\$86,400	1.00	94%	0.94	\$81,000	\$86,400	1.00	94%	0.94	\$81,000	\$86,400	1.00	94%	0.94	\$81,000	\$86,400	1.00	94%	0.94	\$81,000	\$324,000
Residential Care/Transition Advocate	\$80,557	1.00	94%	0.94	\$75,522	\$80,557	1.00	94%	0.94	\$75,522	\$80,557	1.00	94%	0.94	\$75,522	\$80,557	1.00	94%	0.94	\$75,522	\$302,088
Administrative Assistant	\$51,605	1.00	38%	0.38	\$19,352	\$51,605	1.00	38%	0.38	\$19,352	\$51,605	1.00	38%	0.38	\$19,352	\$51,605	1.00	38%	0.38	\$19,352	\$77,408
Bilingual Ombudsman Specialist	\$82,133	1.00	90%	0.90	\$73,920	\$82,133	1.00	90%	0.90	\$73,920	\$82,133	1.00	90%	0.90	\$73,920	\$82,133	1.00	90%	0.90	\$73,920	\$295,680
Volunteer Support Specialist	\$69,056	1.00	38%	0.38	\$25,896	\$69,056	1.00	38%	0.38	\$25,896	\$69,056	1.00	38%	0.38	\$25,896	\$69,056	1.00	38%	0.38	\$25,896	\$103,584
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TOTALS	\$561,360	7.00	5.02	5.02	\$417,945	\$561,360	7.00	5.02	5.02	\$417,945	\$561,360	7.00	5.02	5.02	\$417,945	\$561,360	7.00	5.02	5.02	\$417,945	\$1,671,780
FRINGE BENEFIT RATE	34%					34%					34%					34%					
EMPLOYEE FRINGE BENEFITS					\$142,101					\$142,101					\$142,101					\$142,101	\$568,404
TOTAL SALARIES & BENEFITS					\$560,046					\$560,046					\$560,046					\$560,046	\$2,240,184
HSA Budget Form (3/24)																					

Grantee/Contractor: FELTON INSTITUTE
Program: LONG-TERM CARE OMBUDSMAN SERVICES

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Operating Expenses Detail

Expenditure Category

Rental of Property
 Utilities(Elec, Water, Gas, Phone, Garbage)
 Office Supplies, Postage
 Building Maintenance Supplies and Repair
 Printing and Reproduction
 Insurance
 Staff Training
 Staff Travel-(Local & Out of Town)
 Rental of Equipment

7/1/25 - 6/30/26 Original	7/1/26 - 6/30/27 Original	7/1/27 - 6/30/28 Original	7/1/28 - 6/30/29 Original	7/1/25 - 6/30/29 Total
\$36,000	\$36,000	\$36,000	\$36,000	\$144,000
\$6,034	\$6,034	\$6,034	\$6,034	\$24,136
\$2,088	\$2,088	\$2,088	\$2,088	\$8,352
\$800	\$800	\$800	\$800	\$3,200
\$4,500	\$4,500	\$4,500	\$4,500	\$18,000
\$3,444	\$3,444	\$3,444	\$3,444	\$13,776
\$2,500	\$2,500	\$2,500	\$2,500	\$10,000
\$5,900	\$5,900	\$5,900	\$5,900	\$23,600
\$3,700	\$3,700	\$3,700	\$3,700	\$14,800

Consulting/Professional Services

Other

Communications and IT
 Volunteer Recruitment and Retention
 Organizational Dues
 Program Outreach and Marketing
 Misc. Program Expenses

\$13,000	\$13,000	\$13,000	\$13,000	\$52,000
\$4,500	\$4,500	\$4,500	\$4,500	\$18,000
\$2,700	\$2,700	\$2,700	\$2,700	\$10,800
\$2,484	\$2,484	\$2,484	\$2,484	\$9,936
\$2,000	\$2,000	\$2,000	\$2,000	\$8,000

Total Operating Expense

\$89,650	\$89,650	\$89,650	\$89,650	\$358,600
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HSA Budget Form (3/24)