

Summer 6-29-2021

The Essence in Raising Awareness of the San Francisco Ombudsman Long-Term Care for Elders

Cryscal Cheung

Follow this and additional works at: <https://digitalcommons.law.ggu.edu/capstones>



Part of the [Business Administration, Management, and Operations Commons](#)

The Essence in Raising Awareness of the San Francisco
Ombudsman Long-Term Care for Elders

Submitted by
Cryscal Cheung
For
EMPA 396 Graduate Research Project in Public Management
Golden Gate University
San Francisco, California

Dr. Mick McGee & Dr. Joaquin Gonzalez, III

June 29, 2021

TABLE OF CONTENTS

ABSTRACT -----	3
CHAPTER 1: INTRODUCTION -----	4
CHAPTER 2: LITERATURE REVIEW -----	11
CHAPTER 3: METHODOLOGY -----	Error! Bookmark not defined.
CHAPTER 4: RESULTS AND FINDING	22
CHAPTER 5: CONCLUSIONS, RECOMMENDATIONS, AND AREAS FOR FURTHER RESEARCH	33
REFERENCES -----	38
APPENDIX 1: SURVEY QUESTIONS	42
APPENDIX 2: INTERVIEW QUESTIONS	47

Abstract

The San Francisco Long Term Care Ombudsman Program (SFLTCOP), also known as the Felton Institute, receives, responds to and investigates complaints made by residents, family members and anybody else concerned about the well-being of a resident. Long Term Care Program could trace back as far as the post-World War II, and since 1970s to late 80s, research on the long term care program had been very limited and few actually drew attention of the society until nursing home scandals and the spark of awareness of the long term care ombudsman program (LTCOP) had drawn governmental studies in the 1990s.

This research addresses the origin of the issues raised and examine the function and validity of the SFLTCOP, as well as to look into the Elderly Care section and asks questions about the impact of the work done from recent attack on Asian Elderly and any future plan to ensure the confidence of the program among local communities. Study will be conducted through literature research, surveys, utilizing online tools, and carrying out interviews with the local Ombudsman office and care centers to gain historical insight, and the importance of its existence in order to provide a more efficient and effective service to the local community.

CHAPTER 1: INTRODUCTION

BACKGROUND OF THE PROBLEM

The San Francisco Long-Term Care Ombudsman Program (SFLTCOP) and the Felton Institute (Felton) are not well-known to the residents in the San Francisco Bay Area mainly due to the high unawareness among the communities. According to the Facebook pages for both the SFLTCOP ([Facebook SFLTCOP, 2012](#)) and the Felton Institute ([Facebook Felton, 2009](#)), they were both created in 2012 April 29 and 2009 June 15, respectively. Both have been on social media from nine (9) – twelve (12) years, and SFLTCOP has 120 *Likes* and 137 *Follows* while Felton has 14,907 *Likes* and 15,092 *Follows*. This seems to be the trend on most public office websites and non-profit organizations where the Likes and Follows have been substantially lower than most common-known private entities. There is an issue about the awareness of the existing services offered by the SFLTCOP and Felton, and if residents in San Francisco are not aware of the services offered by these two agencies, those who meet the requirement to receive assistance would be left blindly and the Felton in particular would have been unable to receive a wider support from the local office, the State or even the Federal funding.

Under the Older American Act (OAA) of 1965, United States Congress aimed to respond to the lack of the community social service for elders, but it was until 1972 a pilot (or demonstrative) program be put in some states and later be introduced to the entire nation. Since then, the program had been established, but health care ethics had not received full attention, and the re-introduction of the OAA picked up where it was left off and continue to address the long term care for the elders around the nation.

“Today the Ombudsman program operates in all states, the District of Columbia, Puerto Rico and Guam, under the authorization of the OAA. Each state has an Office of the State LTC Ombudsman, headed by a full-time State LTC Ombudsman who directs the program statewide. Ombudsmen designate staff and thousands of volunteers as representatives to directly serve residents” ACL (Administration for Community Living)

The OAA is considered the major vehicle for the organization and delivery of social and nutrition services to the needed group and their caregivers; it also include community service employment for the low income older American; training, research, and demonstration activities in the field of aging; and vulnerable elder rights protection activities (ACL). In 2020, the Federal government introduced the supporting OAA to re-authorize the program through Fiscal Year 2020 to 2024. “It includes provisions that aim to remove barriers to the aging network increasing business acumen and capacity building, provide states and localities with the flexibility of deciding the allocation of National Family Caregiver Services between the populations served, and extends authorization of the RAISE Family Caregiver Act and the Supporting Grandparents Raising Grandchildren Act by one additional year.” (ACL) Prior to 2020, there had been multiple re-authorization in 2016 and 2006, although it is a positive sign to see the constant attention nationally that OAA is being recognized, one must wonder why it had to be constantly re-visited! We can only speculate that the exposure of the program had not been widely realized by the general public or those should have been provided service did not recognize the existence of such service from their state and local environment.

STATEMENT OF THE PROBLEM

A current ombudsman, retired San Francisco Police Department Captain Richard Lyons (*SF Examiner*), learnt that in our society that elders have often been neglected and resources of care for the elderly has been inadequate especially for those who have the lack of support to live

independently and had to be transferred to the assisted living condition, which resulted to the even more impossible chance to get back to the old day of being independent. The existence of the Ombudsman Program therefore is essential to help not only to the elders but all people living in nursing homes, residential care homes and assisted living facilities. The problems that the Ombudsman Program look into are often related to complaints about the well-being of residents, probably from abused cases of those receiving assistance, clients of behavior health system, developmental disability ones that reside in a long term care facility.

Although both SFLTCOP and Felton have developed their social media pages, but contents included are solely in an event reporting manner which is informative but yet not having sufficient engagement with other local organizations, such as various care centers. This research strives to identify a better strategy for the Ombudsman Program and suggest proactive approach to current issue of the up-to-date event such as recent hate crime against minority.

PURPOSE OF STUDY

While the Felton Institute conducting the long term care for those much needed, and the San Francisco Human Services Agency endorses the care service, it seems that the local community is not well aware to the existence of the Ombudsman Program. This study is trying to explore the opportunity for such program to be revised in terms of its promotion and popularity scheme and predict the growing awareness if modern approach for the outreach through social media and local community would benefit not only the Ombudsman Program's financial situation but to families who have members or friends that might utilize the service.

SIGNIFICANCE OF STUDY

The main concern of this research intends to improve the publicity of the San Francisco Ombudsman Long Term Care for Elderly (SFLTCOP), and seek to find out how social media,

community outreach and tackle on violence against Asian/Asian American would help achieve the awareness goal.

Therefore it is vital for this kind of research to be conducted to ensure our society is not missing the opportunity of the great help that our needed group of community will find.

RESEARCH QUESTION OR HYPOTHESES

The research questions of this project explore the issue from the current Ombudsman program and to learn what could be included for local care centers to consider to be sufficient enough to gain support from local communities as well as from public office. In order to address to the core issue on how the above goal to be reached, it is imperative to ask sub-questions like: In your opinion, if the SF Ombudsman program implemented a social media campaign do you think it would raise awareness in the San Francisco community of the benefits of the SF Ombudsman program? In your opinion, if the SF Ombudsman program implemented a community outreach initiative, do you think it would raise awareness in the San Francisco community of the benefits of the SF Ombudsman program? Do you know that the SF Ombudsman has programs that could help mitigate hate crimes against Asians/Asian Americans?

THEORY OF CHANGE AND ASSUMPTIONS

The Theory of Change of this research is: **if** the SF Ombudsman program were to implement a social media campaign, and when the SF Ombudsman program were to implement community outreach adding the SF Ombudsman program to implement a program to address the violence against elderly Asian-Americans then it would raise awareness in the San Francisco community of the benefits of the SF Ombudsman program.

Assumption 1 (A1): **IF** the SF Ombudsman program were to implement a social media campaign **THEN** it would raise awareness in the San Francisco community of the benefits of the SF Ombudsman program;

Assumption 2 (A2): **IF** the SF Ombudsman program were to implement community outreach **THEN** it would raise awareness in the San Francisco community of the benefits of the SF Ombudsman program;

Assumption 3 (A3): **IF** the SF Ombudsman program were to implement a program to address the violence against elderly Asian-Americans **THEN** it would raise awareness in the San Francisco community of the benefits of the SF Ombudsman program;

LIMITATIONS:

This research will not dive into the Ombudsman Agency's ability to prosecute although its power to investigate because it will include a volume of cases that might have been brought forth in front of a court which derails the focus of raising awareness of the program. Another part of the limitation is the lack of public record of existing cases being handled because of the national archives not being available other than to the agency and very specific scholastic studies.

Other limitation includes how much of the interaction with other care centers the agency is willing to share, how they operate to current event such as senior abuses or violence against seniors, especially among minority, Asian. Survey participants might also be reluctant to provide grass-root answer to their own domestic situation from Nextdoor.com since members are identity genuine on such platform owing to privacy concern.

Above all, this research focus on the awareness of the Ombudsman Program and violence against elderly Asian American, and would not touch on other services like homelessness outside

of the elderly, drug abuses and et al, but not limiting to mentioning of the above to prove their valuable service.

DEFINITION OF TERMS

In this paper, there are few terms that readers will need to familiarize with, such as the definition of Ombudsman in general, its functionality in general, and its specific functionality in the usage in United States of America. The introduction of the Older American Act 1965 and its development; the terms of services by the Ombudsman Program such as clients of the behavioral health system, and the developmentally disabled service clients.

San Francisco Long Term Care Ombudsman Program – as the government organization under the San Francisco Human Service Agency to improve both the quality of life and care of people living in nursing homes, residential and assisted living environment. ([SFLTCOP, 2016](#))

The Older American Act 1965 - the first federal level initiative aimed at providing comprehensive services for older adults. (*ACL*)

Social media campaign - interactive technologies that allow the creation or sharing/exchange of information, ideas, career interests, and other forms of expression via virtual communities and networks. (*DigitalLogic, 2021*)

Community outreach – a bridge built between two parties where one is a service provider and the other is the community.

EXPECTED IMPACT OF THIS RESEARCH

There are various directional impacts from this research and they are to provide the Felton ideas to reach out to a wider local community. The Ombudsman idea also need to network with different care centers including those in small and medium sizes to enhance the outreach function. In the end, Ombudsman service is able to gain traction with locals as well as

on the social media platforms. This allows the San Francisco Ombudsman Program to realize its operational obstacle in terms of raising awareness. Lastly, local communities are aware of the mitigating role in combat to violence against seniors (including Asian and Asian American from the recent social development) from the SF Ombudsman Program.

CHAPTER 2: LITERATURE REVIEW

INTRODUCTION

The Ombudsman Program in comparison has far less references than a lot of other academic subjects in the US library resources but might appear in different terminology and writing that could give hints to this particular topic.

This research will borrow resource from the publishing of the Congress bill to the Older American Act (OAA), its concern on the long term care program, such as the 1986 Congress by the House Select Committee on Aging; the State of California's legislature on the LTCOP; the variety articles and studies that surround the Ombudsman to support the continuous promotion of the program.

LITERATURE REVIEW

Theme 1: Ombudsman/Advocate and social media campaign

Shelley, Greg K & Castro, Carmen, & Cron, Stanley G. (2015) in their work agreed that utilizing online tools help to increase volunteer ombudsmen presence in long-term care. *Elsevier Inc.* also supports the usage of the online social media tools to the work of the recruitment and retention for volunteering position in long term care ombudsman program. It depicted the positive side of the consistency of online communication, training opportunities and the availability of vast resources for the work of the long term care program. In another line of work, Chou, Wen-Ying in "Social media use in the United States: implications for health communication (2009)" stressed the importance of utilizing the internet use and social media by developing a better understanding of the technological side in order to capture the growing trend of the social media and practice a healthcare communication version of Customer Relationship Management (CRM). Gitterman (2008)

Waters, Richard D & Burnett, Emily & Lamm, Anna & Lucas, Jessica. (2009) also supported the idea of engaging stakeholders through social networking: how nonprofit organizations are using Facebook. *Elsevier Inc.* This work explained the important role of the social media platforms to non-profit organizations (NGO) to advance their mission and programs, and with careful planning and research from these NGOs, they could strengthen their relationships with their stakeholders.

Theme 2: Ombudsman/Advocate and outreach

Gelman, C & Sokoloff, T & Graziani, N & Arias, E & Peralta, A. (2014) in “The Caregiver Ombudsman Outreach Program (Co-Op): Lessons Learned for Engaging Students and Impacting the Community. *Gerontology & Geriatrics Education*” reviewed a program from a community-based agencies and a school of social work to provide service to ethnically-diverse caregivers of elders in an under-resourced region in New York City. It provided an image of how community outreach to be conducted across the broad spectrum of demographic and how they built and maintain a strong network.

On another work, Pérez, Leda M. & Martinez, Jacqueline (2008) in “Community health workers: social justice and policy advocates for community health and well-being. *American Journal of Public Health*.” promoted the idea that community health worker are the natural researcher for their communities, and they contribute to the best practice while bridging their recipients with transparent information on the need to know basis. While Gelman (2014) talked about engaging numbers of community groups and social work program to provide service to a dynamic ethnic elders in an under-resourced area of New York. Gelman supported the fullest use of an already limited resources but suggesting building a stronger web of network in support would compensate the limitation. Such outreach approach will then create a rich and mutual

understanding between parties of care-receivers and providers which in turn bring about an increase level of interest as well as stronger commitment for the work to be done.

Wojciechowska, Ewelina. (2016) in “Adam Bodnar citizen ombudsman – an example of successful advocacy campaign. *The Copernicus Journal of Political Studies*.” displayed the power of data collection in qualitative research to lobby to the public office and politicians whom were the decision makers for the candidacy of a new Ombudsman back in 2015-2020. The main focus from this work outline the significant of the network between citizen and the advocates to enrich outreach program to a more effective and efficient level.

Theme 3: Ombudsman/Advocate and violence against Asian-American Elderly

Weiler, Richard L (1988) in “Police-Community Relations: Minority Complaints Filed with the City of Flint's Ombudsman's Office. *University of Michigan*.” illustrated the argument that unfair treatment from the Police department towards minority in Flint City, Michigan reflected the culture back in 1988. Although this work did not address to the Asian-American Elderly, but it provided an insightful trend on why such prejudice occurred.

On the other hand, Izsák R. (2014) in “Report of the Special Rapporteur on minority issues (In English). *Human Right Council, United Nation*.” provided updates on activities in hate speech, and incitement to hatred against minorities in the media. It provided an insight from an angle to understand factors which influenced and perpetuated hate crime towards minority so that audience would be able to identify and in the case of preparation to combat against such conduct by public policy. This particular report was published to the Human Right Council in United Nation back in 2014, which signaled it as a landmark analytical document.

Greenlee, Kathy. (2020) in “Our national shame: Little to no funding for elder abuse prevention and response. *Taking Action Against Elder Mistreatment*.” although did not address to

hate crime topic directly but pointed out the lack of funding to seniors in the United States on a side angle depicted a group of community being neglected in front of the public eyes, which gave ideas to abuser a feeling of “nothing will happen to them” even if they publicly assault the elders. From this work, it covered an area in budget allocation for the Ombudsman program which dragged along for several decades although the issue had always been re-visited.

CONCLUSION

The above literatures give the fundamental idea of the current standing of the LTCOP, the principle of designing and managing Ombudsman program, and the example of elder’s right to open up room to include more subsequent discussions on how to provide effective services and expose the area for improvement.

CHAPTER 3: METHODOLOGY

INTRODUCTION

This chapter introduces the methods taken to collect opinion and views from bystanders in and outside of the San Francisco Bay Area community on the knowledge and awareness of the Ombudsman Program across demographics. It serves to combine both the general response and scholastic works to form an acceptable consumption which awareness problem should be looked at in order to provide a more efficient and effective LTCOP.

A survey was promoted through local online community as well as online survey platforms to grasp the basic understanding from people across both the local and outside on the awareness of the concept of Ombudsman. Besides from basic background questions like gender, age group, family size and if senior present in the family, other questions such as how knowledgeable of the concept of Ombudsman; and if residents were aware of the service provided by the SFLTCOP and the Felton; if they had acquired the services from the SFLTCOP and the Felton; how long had residents been receiving the services; what were their view and satisfactory level of the services, was asked.

Then the survey went into asking if they were aware of any social media interaction from the SFLTCOP and the Felton; would they have followed their social media pages and recommending to their friends and families.

Interview with subject matter expert such as personnel from the Felton would be beneficial to the online public survey, and it served to have a more definite acknowledgement of its operation and concern as well as their own limitation.

MAIN RESEARCH QUESTION AND SUB QUESTIONS

The main research question investigated in this study is that: are you aware of the San Francisco Ombudsman Program in our City? Questions on how much general public knows about the terminology and the service exist from Ombudsman is critical, and utilization of the services from the Sub-questions will provide insight of the awareness of the program will determine if promotional outreach is the direction in the modern era should follow.

The following research sub-questions were examined: In your opinion, if the SF Ombudsman program implemented a social media campaign do you think it would raise awareness in the San Francisco community of the benefits of the SF Ombudsman program? In your opinion, if the SF Ombudsman program implemented a community outreach initiative, do you think it would raise awareness in the San Francisco community of the benefits of the SF Ombudsman program? Do you know that the SF Ombudsman has programs that could help mitigate hate crimes against Asians/Asian Americans?

THEORY OF CHANGE AND ASSUMPTIONS

The Theory of Change of this research is: **if** the SF Ombudsman program were to implement a social media campaign, and when the SF Ombudsman program were to implement community outreach adding the SF Ombudsman program to implement a program to address the violence against elderly Asian-Americans then it would raise awareness in the San Francisco community of the benefits of the SF Ombudsman program.

Assumption 1 (A1): **IF** the SF Ombudsman program were to implement a social media campaign **THEN** it would raise awareness in the San Francisco community of the benefits of the SF Ombudsman program;

Assumption 2 (A2): **IF** the SF Ombudsman program were to implement community outreach **THEN** it would raise awareness in the San Francisco community of the benefits of the SF Ombudsman program;

Assumption 3 (A3): **IF** the SF Ombudsman program were to implement a program to address the violence against elderly Asian-Americans **THEN** it would raise awareness in the San Francisco community of the benefits of the SF Ombudsman program;

OPERATIONAL DEFINITIONS

Ombudsman: An Ombudsman is a person in a government agency to whom people can go to for assistance with navigating the programs or policies of the agency.

Elderly Asian Americans – a group of elder people with ethnic background from Asia heritage

Elderly – Per SF Ombudsman and SFHSA, older individuals, 60 years of age or older, or dependent adults (18 - 60 years) who are residents of long-term care facilities (nursing, skilled nursing, distinct part nursing facilities, residential care facilities for the older adults, and other adult care homes similar to these facilities) regardless of their income. The program may serve residents under 60 years of age if a majority of the facility residents are over age 60.

San Francisco Long Term Care Ombudsman Program – as the government organization under the San Francisco Human Service Agency to improve both the quality of life and care of people living in nursing homes, residential and assisted living environment. (SFLTCOP, 2016)

Social media campaign - interactive technologies that allow the creation or sharing/exchange of information, ideas, career interests, and other forms of expression via virtual communities and networks. (Michelle Cyca, 2020)

Reference: Cyca, Michelle. 2020, August 19. 7 of the best social media campaigns (and what

you can learn from them). Hootsuite. Retrieved from: <https://blog.hootsuite.com/social-media-campaign-strategy/>

Public awareness: if general public's acknowledgement about the Ombudsman Program is widely accepted, or if people are not aware of the term or the agency.

Community outreach – a bridge built between two parties where one is a service provider and the other is the community.

Violence against elderly – reports of abuse for elder adults,

Violence prevention activities – program or event partnership with local law enforcement or volunteer watch.

Raise Awareness: A measurement sufficient for the SFLTCOP and the Felton be recognized as the primary source for local community to seek help in matters of abuse in elderly, assisted living for seniors.

POPULATION SAMPLING STRATEGY AND PROCEDURE

In order to have a better picture from the general public of their view on the Ombudsman concept and its establishment, a sampling pool from the local online community as well as from the greater internet community was gathered. The group of the people participating in the survey will be random and the response will be very straight forward.

PROCEDURE

Survey was conducted on Nextdoor.com and survey sites like *SurveyPlanet*. A list of questions was posted and a section of demographic questions was also asked in order to understand the view of the bystanders. The criteria for participants to qualify for the survey was that they had to be a resident in the City and County of San Francisco.

Interview was arranged in the format of telephoning owing to restriction of the COVID-19 pandemic with the Felton Institute for their vision and plan in the future, to gain insight of their operation because of their work background that directly related to serving the elderly. There were also interviews conducted with various care centers and community groups, where they had the first-hand experience in serving the senior communities especially during the 2020 pandemic year and faced with violence against elderly group, to obtain their acknowledgement of the Ombudsman service in order to distinguish their level of awareness. Another important factor contributed to their involvement in the interview process was the distinguished skill-set to identify what was the most essential elements in improving the elderly services, e.g. knowledge of lack of staffs, lack of skilled volunteers; or what matters the most for the elderly group, e.g. what type of complaints occurred the most from the elderly, and what kind of quality of life best suited for this group hence to better strategize the awareness program.

Secondary Data:

Another half of the resources was from library and online resources where the said subject matter was discussed and studied through past decades. This paper summarizes the findings with the latest development on the LTCOP, e.g. the FY2020 reauthorization on LTCOP for FY2020-2024.

Data Processing and Analysis

This research did not use any data analytics tool, and most likely sticking with written material plus survey format to cast the picture of the future recommendation for the SFLTCOP.

First, there was a need to understand the measurement level, e.g. nominal scale, ordinal scale, interval scale and the ratio scale. For this research and the type of survey produced, nominal scale was most likely to be employed. Then quantitative analysis was conducted by

using the statistics collected to draw conclusion. In the process, there was a need to use cross-tabulation to better understand the target audience to pinpoint the relationships between variables, e.g. demographics vs knowledge of the Ombudsman Program, demographics vs willingness to acquire Ombudsman services, et. al. This allowed a better understanding of the statistical significance hence to be able to select an arbitrary group of individuals from a larger sampling pool in order to help create a more diverse sample of survey responses. Finally, there was a need to take into consideration causation vs correlation, which strengthened the analysis and knowing the conclusions being drawn were accurate.

Internal and External Validity

Survey was analyzed to form basis of the general opinion from the bystanders on understanding of the Ombudsman service and its taking on recent violence against Asian Elderly American. Written material was abstracted first then further in-depth for academic analysis. The survey provided a strong indicator of the acknowledgement from general participants so that this research could draw assumption on the level of awareness from topics on social media, community outreach, and opinion on violence against Asian Elderly American.

External validity was also conducted through research from articles and publishing to find the background and history of the ombudsman trend as well as crime against minority with non-specific to Asian community. This allowed the audience to see patterns in human behavior in area of abuses, so to understand the importance of unmasking ugly acts like such.

Limitations

There was a slightly different outcome from interviewing feedback and timely materials being returned, e.g. email and calls were being returned by the associated and limited knowledge was concluded therefore required repeated contacting; and the length of details being shared

from the interviewees from the Ombudsman contact and on the topic covering recent attack on Asian Elders. There were feedbacks from survey participant that did not fully validate the assumption(s) not because of the concept but had question on the procedure, however negative outcome was also analyzed in a genuine manner.

Conclusion or summary

This research relied on both the survey and written materials from library resources on the relevancy of the subject matter, and it was likely that it would cast a realistic picture of how and what the SFLTCOP has done so far and in the future, and recommendations have been made to provide a potential viable and doable plan.

CHAPTER 4: RESULTS AND FINDINGS

Introduction

This chapter presents the results, findings and analyses of the qualitative and quantitative data collected using an online survey with *SurveyPlanet* and completion of subject matter expert interviews. Each of the questions in the survey were multiple choice; a few of the questions offered an additional opportunity for the respondents to provide qualitative responses to the questions. With an initial goal of at least 30-50 respondents participated in the survey. The following individuals were selected and interviewed for their subject matter expertise and provided additional qualitative responses:

Restate Assumption #1

Assumption 1 (A1): IF the SF Ombudsman program were to implement a social media campaign THEN it would raise awareness in the San Francisco community of the benefits of the SF Ombudsman program;

Quantitative Results

From the survey, feedback re-instated our assumption that people have low awareness of the Ombudsman program, especially on social media. However, majority of the feedback so far have utilized the SF Ombudsman program which is quite a shocking finding while some feedback on NEVER utilizing the SF Ombudsman program. This could display the dis-integration of the part-taking of the survey which might suggest a further collection of the data with a bigger size of the pool.

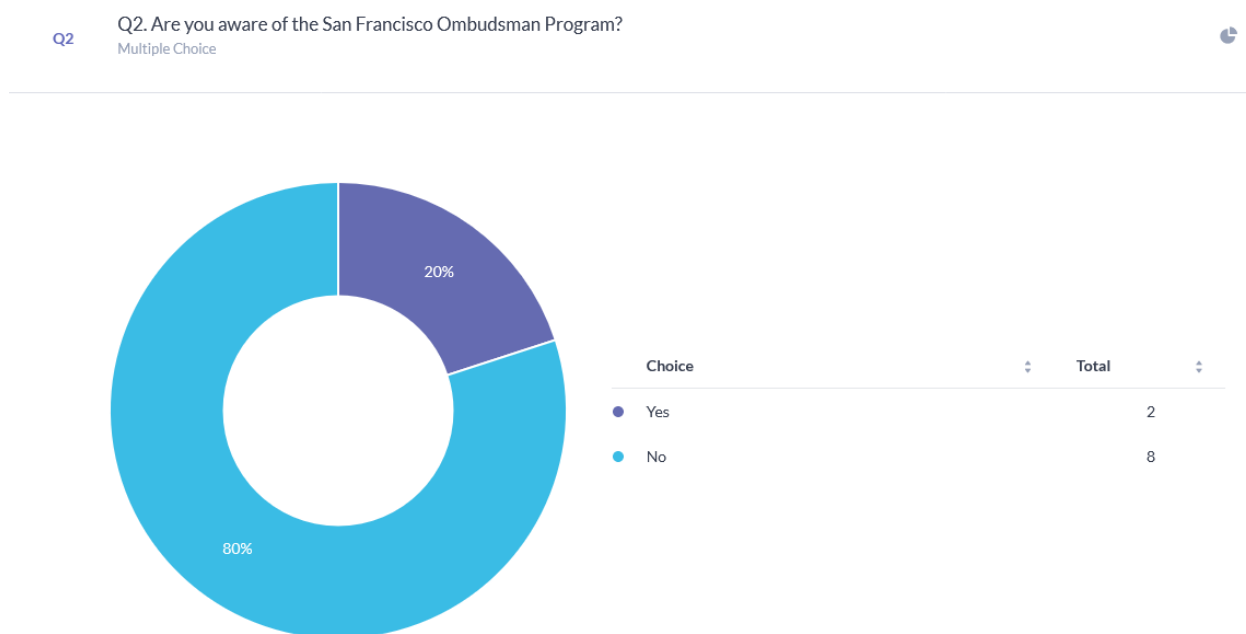
Fortunately, majority of the participants agreed that they would like to see more “promotion” from the SF Ombudsman program on Facebook, Twitter, YouTube and Others, which suggests there are newer platform than the “traditional” social media platforms.

Here are few highlights of the feedback:

“Not sure. Elders do not tend to use these options. Perhaps their children or grandchildren...” – support social media but focus onto seniors’ younger family members

“Never have used the Ombudsman, don’t yet know what that means” – participants are new to this term, not even aware of its online presence

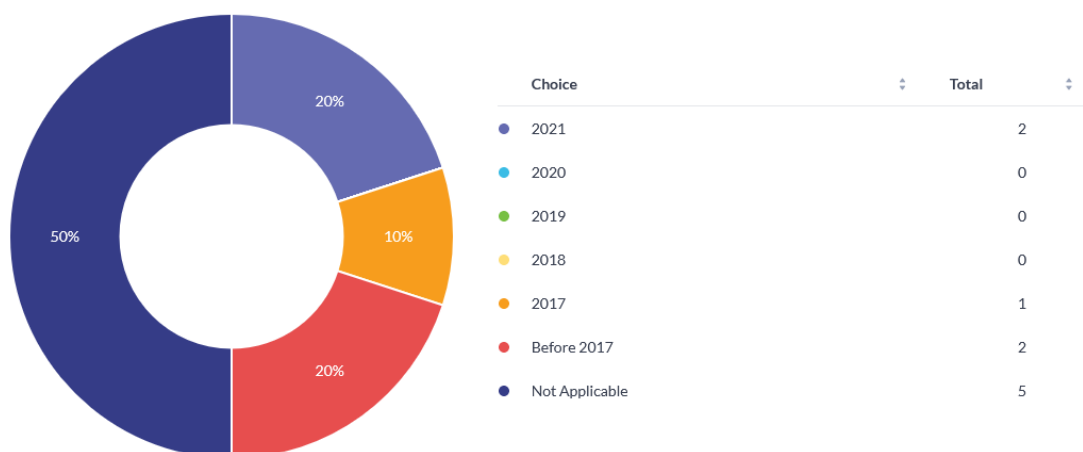
“Better web site experience. Links from other more popular elderly care sites that complement Ombudsman services and target ads to caregivers”
– (survey participant)



Question 2 is deem to find out if participants are aware of the San Francisco Ombudsman Program in their community, and only 20% of the participants knows about the program.

Q7

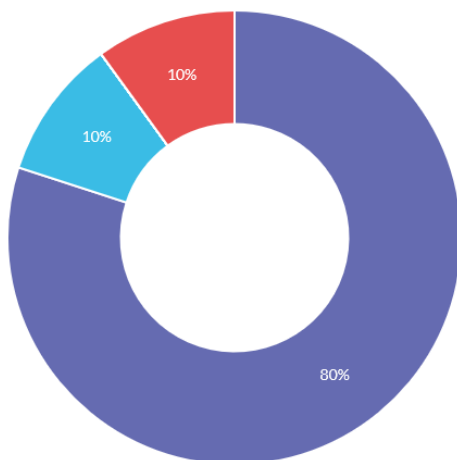
Q7. When was the last time you utilized any of the San Francisco Ombudsman Program services?
Multiple Choice



Question 7 is deemed to find out if those who have heard or are aware of the San Francisco Ombudsman Program have used the service, and provide the time of the last usage. 30% of the participants used it before 2017; and 20% used it during 2021. Half of the participants never used the service.

Q8

Q8. How many times have you used the San Francisco Ombudsman service?
Multiple Choice

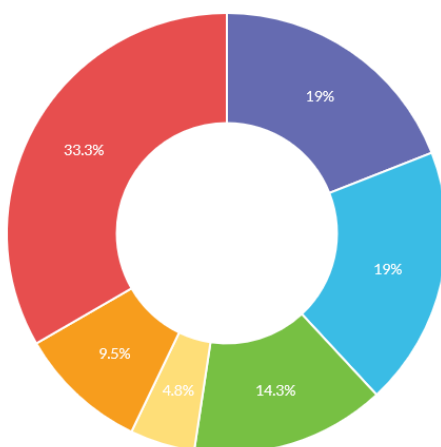


Choice	Total
Never	8
1	1
2	0
3	0
4	0
5 or more	1

Question 8 is deemed to find out the number of times participants have used the service. This could have or have not any correlation with Question 7. Eighty percent (80%) of participants have never used the service; ten percent (10%) have used once; remaining ten percent (10%) have used 5 times or more.

Q13

Q13. To increase awareness about its services, do you think the Ombudsman program should increase social media presence in? (check all that apply)
Multiple Choice



Choice	Total
Facebook	4
Twitter	4
YouTube	3
Snapchat	1
LinkedIn	2
Other	7

Question 13 focuses on which online venue to better serve to raise the awareness for the SF Ombudsman program.

Qualitative Results

Interview went well with unexpected outcome. Feedback came with extra concern and the need for outreach is greatly needed and will be appreciated by care-takers across the care industry. Social media outreach has the potential through families and friends of the seniors. All of the respondents agreed that senior would have a greater chance to catch up with the Ombudsman program if there are taught with technological volunteers on how to operate computers and searching skills online.

It somewhat supported the social media outreach strategy but at the current time and for the local community in San Francisco Bay Area, it seems to miss the first priority position.

“They don’t know how to use the computer and go online”

– (a care-center supervisor told about the reluctance from the seniors)

“We have few volunteers to teach the seniors how to use smartphone, and basic computer usage”

– educating seniors to browse online is highly desired

– (care center provider)

“We have a Facebook page but we lack enough resource to explore more activities, therefore, if we could have more volunteers, situation will improve”

- (Felton contact)

Restate Assumption #2

Assumption 2 (A2): IF the SF Ombudsman program were to implement community outreach THEN it would raise awareness in the San Francisco community of the benefits of the SF Ombudsman program;

Quantitative Results

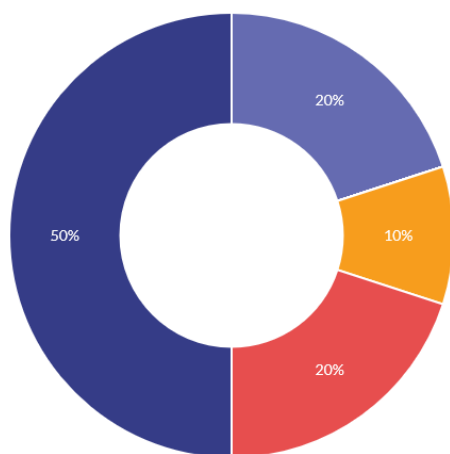
Survey feedback suggests that Ombudsman organized activity, booth display with staff present are top favorable scenes for the community to learn about its function and existence.

“Professionals aware of LTC Ombudsman role. Volunteer numbers do not support your ideas. Who will sit at the street fair table? There can be no perceived conflict of interest. Perhaps there should be a supervised placement option from SFSU /USF business schools? Focus on increasing the volunteer numbers and you will increase presence/exposure/ good in the world.”

– (survey participant)

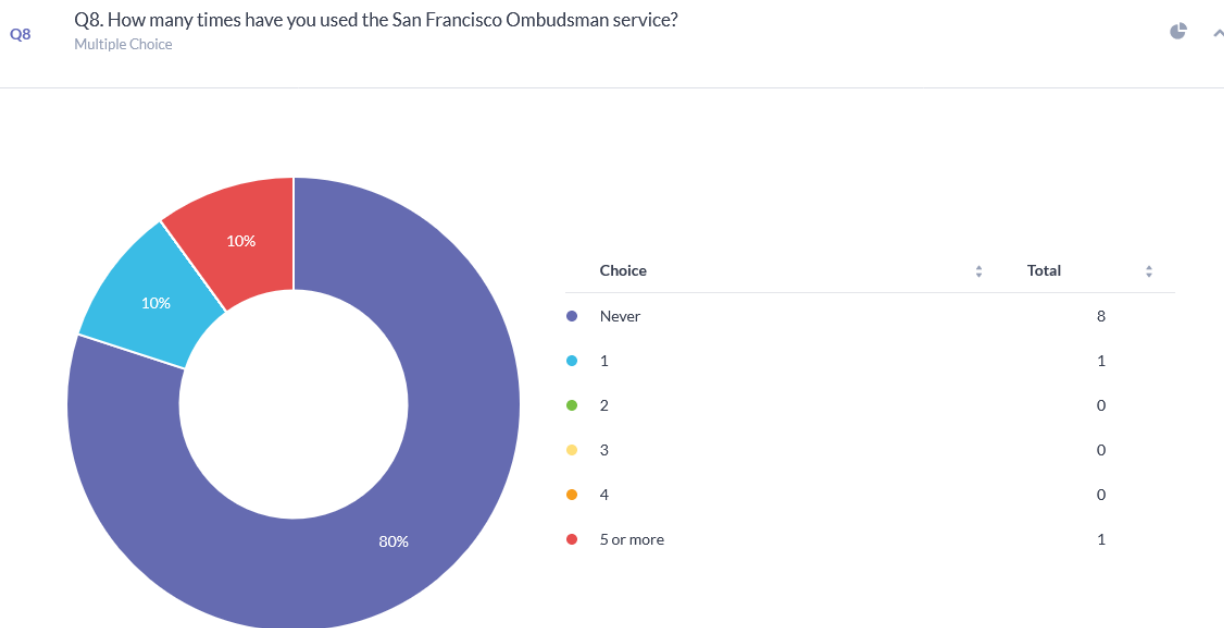
Q7

Q7. When was the last time you utilized any of the San Francisco Ombudsman Program services?
Multiple Choice



Choice	Total
2021	2
2020	0
2019	0
2018	0
2017	1
Before 2017	2
Not Applicable	5

Question 7 aims to find out the recent time the survey participant had utilized the SF Ombudsman service.

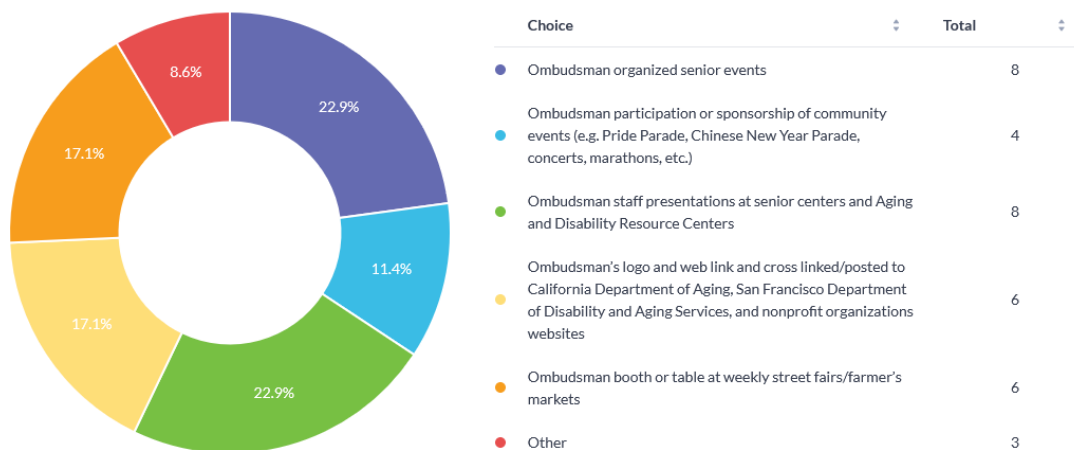


Question 8 aims to find out the number of times survey participant(s) have utilized the SF Ombudsman service.

Q14

Q14. To increase awareness about its services, which community outreach activities should the Ombudsman organize, partner, or participate in (select all that apply)

Multiple Choice



Question 14 aims to find out opinion from survey participants which outreach activities best to help to raise awareness of the SF Ombudsman Program.

Qualitative Results

Interview feedback came with strong support on the community outreach. Current outreach from participants includes event with local law enforcement outreach activity on what precautions steps to be taken from the care-centers as well as what the seniors need to act on when hate crime or abuses occur.

“we have police officers coming with us to meet with some of the local community” – (care center supervisor)

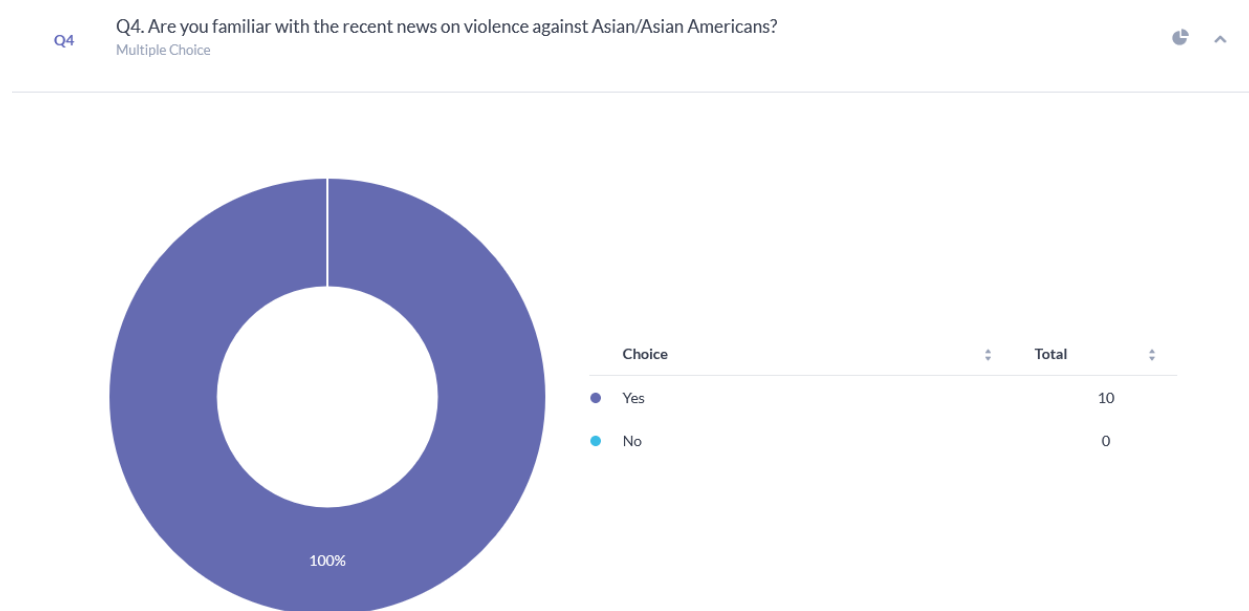
“seniors are afraid to go out in the last 15 months and community outreach has been tough during the pandemic” – (care center supervisor)

There is also a differential outreach activity on both the residential home verse in-house care-centers, so that local families and friends are aware of what is offered.

Restate Assumption #3

Assumption 3 (A3): IF the SF Ombudsman program were to implement a program to address the violence against elderly Asian-Americans THEN it would raise awareness in the San Francisco community of the benefits of the SF Ombudsman program;

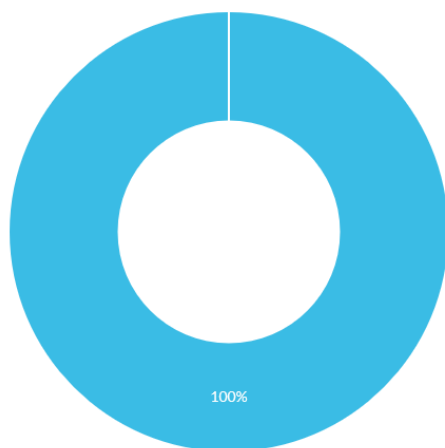
Quantitative Results



Question 4, related to our Assumption #3, aims to find out if survey participants are aware of the recent violence against Asian/Asian American.

Q5

Q5. Do you know that the SF Ombudsman has programs that could help mitigate hate crimes against Asians/Asian Americans?
Multiple Choice

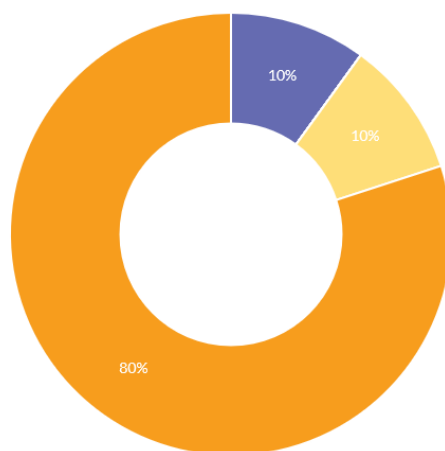


Choice	Total
Yes	0
No	10

Question 5 aims to collect survey participants' opinion on how they feel about SF Ombudsman program on hate crimes against Asians/Asian Americans.

Q9

Q9. Which San Francisco Ombudsman services have you utilized? (Select as many of the choices listed below)
Multiple Choice



Choice	Total
Ombudsman	1
Hate crime report	0
Assisted living services	0
Long Term Care for Elders	1
Other	8

Question 9 aims to find out what service have survey participants utilized in the Ombudsman Program if applicable.

Qualitative Results

Interview feedback came back with activity with local law enforcement teaching seniors what to do if hate crime against them occurred. Local community helpers also embrace a program called “walkers” to accompany seniors on their daily activity since most of the seniors are worried about going outside with the spike on Asian (seniors) hate crime during the early 2021.

Summary:

Interview process went very well, with more than adequate information and suggested a broader coverage on the Ombudsman service for seniors. Survey feedback seems to be a bit contradictory in minor area, e.g. question 4 asked if participants were aware of the recent hate crime against Asian/Asian American with 100% responding YES; while question 5 asked if they know if the San Francisco Ombudsman Program that could help mitigate hate crime against Asian/Asian American with 100% responding NO, which not only proves the point of the very need of spread the news about SFLTCOP but also suggests a continuous observation hoping to gain more insight from a bigger pool of participant from local communities.

Chapter 5: Conclusions, Recommendations, and Areas for Further Research

Introduction:

The results and finding from both the quantitative and qualitative analysis support the theory of change and all three assumptions. Both assumption **A1** and **A2** were validated by survey, showing social media presence of San Francisco Ombudsman service was indeed not were known amongst the communities.

In the section for community outreach, while quantitative findings suggest full support to embrace more activities and event planning to show presence to the local communities, few argued if the ombudsman service with a huge volunteer base would make sense. Feedback from interviewees, especially one major respondent whom had worked for the Ombudsman Services agreed that outreach program will greatly bring immediate attention of what the long term care program to communities but worried that there would not be sufficient resources to carry out the implementation.

Conclusions

Assumption 1 [A1] (validated)

The feedback indicated the need to draw more attention to Ombudsman' Service on social media so that local communities could learn about the issues for elderly.

Assumption 2 [A2] (validated)

Survey feedback supported the need to have community outreach although with degree of involvement, and the type of personnel choices, e.g. volunteers or paid staffs. Key informants definitely support the community event will help boost the publicity of the San Francisco Ombudsman Program.

Assumption 3 [A3] (validated)

Assumption **A3** provided a somewhat controversial finding. In the quantitative analysis, while all participants were fully aware of the recent violence against Asian/Asian American community as reported and seen from the media including online social media, none of the feedback gave sight of their awareness that the San Francisco Ombudsman Program has a function to deal with the hate issue presented to the public. This affirmed that if SF Ombudsman service could utilize **A1** and **A2** to promote their message to the general public, there will likely be a greater involvement to the helping hands from the locals.

Recommendation section:

While a continuous research could lead to a clearer path to spot out the most effective way of help raising awareness for the San Francisco Ombudsman Long Term Care for Elderly, it is important to periodically look back at the current methodology and fine tune the direction, the tool or even the type of audiences as Pyrczak (2018) in chapter 1 of his work suggested, that agenda with narrowly crafted issues often took precedence which could create a blind spot for researchers on subject matter. In this research, the assumptions were focus on “raising awareness” through better utilization of online social media, such as creating and providing more interactive contents on platforms like Facebook, Twitter, Instagram and others that could attract attention and retain interest of general public in each serving community; and then outreach activities should be in certain ways and formats. Or if locals recognize the serving function to combat violence act or crime against elderly in minority from the San Francisco Ombudsman Program, then it will definitely gain support. However, Pyrczak cautions researchers that quite often, a fantasized world is being created to just to fit our narrative even with a legitimate quantitative and qualitative methodology. The findings from this methodology provide only a glimpse of the suggested direction in light to support a much more recognizable ombudsman

function and its presence in local community where people could think of it as a resourceful station.

It is confident to observe that, however, this survey type and the interview did accomplished what it was originally planned for. In this section, a SMART criteria is construed to represent few highlights for each assumption to be implemented more effectively.

	Recommendation 1	Recommendation 2	Recommendation 3
Specific	The San Francisco Ombudsman Service should recruit IT volunteers to work on social media CRM	The San Francisco Ombudsman Service should work with local office and communities	The San Francisco Ombudsman Service should work with local law enforcement & community watch program for seniors
Measurable	The San Francisco Ombudsman Service should work with local online communities	The San Francisco Ombudsman Service should work with local household (friends and families of seniors)	The San Francisco Ombudsman Service should law enforcement whom has already hosted events with care centers and seek communities awareness on social media
Achievable	The San Francisco Ombudsman Service should spread the news on social media along with regular community engagement	The San Francisco Ombudsman Service should lobby with public office	The San Francisco Ombudsman Service should have continuous engagement with local communities on informing the hate crime situation against any group of ethnicity
Realistic	Volunteers on teaching seniors some computer usage skills; walking partner program	The San Francisco Ombudsman Service should work with local and state office to get fundings, lobby with congress for continuous support for Long-term care for elderly	The San Francisco Ombudsman Service should spread the message through local businesses & local online communities
Time	Begin on July 1, 2021.	Begin July 1, 2021 as city fiscal year starts in July, and ongoing for 1-2 years (Short- term) and 3-5 years (medium term)	Begin on July 1, 2021 and with 1-3 years progression plan

Recommendation 1:

The San Francisco Ombudsman Service should recruit IT volunteers to work on social media Customer Relationship Management (CRM) in order to understand what audiences are more interested in and would provide both constant feedback and data collecting for decision

making. Along with this skill set, Ombudsman Service should recruit local volunteers to educate seniors on how to use basic computing so that they could have a chance to interact with other online users on social media platforms. This should start as soon as new fiscal year, which is July 1 in San Francisco, kicks in.

Recommendation 2:

As mentioned in recommendation 1 about the new fiscal year timeline, lobbying with the local public officers and politicians will start gaining momentum right away as community outreach will use some tax dollar, in local, state and then all the way up to congress for federal funding. SF Ombudsman Program should start right away as only few days left towards the month of July.

Recommendation 3:

For **A3** hate crime issue, San Francisco Ombudsman Program should have a constant and continuous engagement with the local law enforcement to ensure seniors are able to know the action plan when hate crime against them occurs. Such engagement will attract traction within each community in the City of San Francisco and serve an example for the nearby cities and counties with hope that be a standard practice across the state and the nation.

Area For further research:

This capstone project is faced with the most current challenge especially during the year 2020, a pandemic year, when social distancing and face covering create an invisible barrier between individual within each community. Those who are in their golden age are the one being hit the hardest, and often being neglected when public office from the local and state are tied up with health challenges in all age groups in our society. There will be a need to dig into the statistics of how senior treatment from these arenas with an urging manner, so that a more

realistic picture could be presented to the Ombudsman Service, hence for public disclosure to realize what could be looked at and done about.

Another topic this project has seldom to touch on heavily is the budget allocation from the local, state and federal to each of the Ombudsman agencies around the nation. San Francisco Ombudsman Program is a hard hit region according to the Felton Institute, and the frustration I learnt from interviewing is heartening and should be paid with more attention. A formal researches on fund allocation directed to this line of service should be carried out professional, and presented to congress and it is believed that situation will become more enlightened.

Another area of further study involves the possibility of offering an additional tax relief in full term for businesses whom share their support to their local Ombudsman service. This will not only create awareness amongst the corporate world and enhance a new culture to think about the ones who spent their life to make contribution and sacrifice for our nowadays society and this generation's well-being, but it will also encourage private entity to engage in local matter like program that takes care of the elders.

Reference:

- Alshabasy, Shrien & Lesiak, Benjamin & Berman, Amy & Fulmer, Terry. (2020). Connecting models of care to address elder mistreatment. *Journal of the American Society on Aging*.
- Chou, Wen-Ying & Hunt, Yvonne M. & Beckjord, Ellen Burke & Moser, Richard P. & Hesse, Bradford W. (2009 Nov. 27). Social media use in the United States: implications for health communication. PubMed.gov. Retrieved from:
<https://pubmed.ncbi.nlm.nih.gov/19945947/>
- Congress of the U.S.. (1986). The Long-Term Care Ombudsman Program: A Decade of Service to the Institutionalized Elderly. Hearing before the Subcommittee on Human Services of the Select Committee on Aging. House of Representatives, Ninety-Ninth Congress, First Session (September 10, 1985). *House Select Committee on Aging*. Retrieved from:
<https://eric.ed.gov/?id=ED272818>
- DigitalLogic (2021) Home [https://www.digitallogic.co/]. What is a social media campaign. DigitalLogic. <https://www.digitallogic.co/blog/what-is-a-social-media-campaign/>
- Dorris, Caitlin. (2017). A history of the long-term care ombudsman program in America: A changing aging population. *University of Kentucky*. Retrieved from:
<https://uknowledge.uky.edu/cgi/viewcontent.cgi?article=1007&context=oswald>
- Estes, Carroll L & Lohrer, Steven P & Goldberg, Sheryl & Grossman, Brian R & Nelson, Milena & Koren, Mary Jane & Hollister, Brooke. (2010). Factors associated with perceived effectiveness of local long-term care ombudsman programs in New York and California. *Journal of Aging and Health*.

Felton Institute. (2009). Home [<https://www.facebook.com/search/top?q=felton%20institute>].

Facebook. Retrieved June 15, 2009, from

<https://www.facebook.com/search/top?q=felton%20institute>

Gelman, C & Sokoloff, T & Graziani, N & Arias, E & Peralta, A. (2014). The Caregiver Ombudsman Outreach Program (Co-Op): Lessons Learned for Engaging Students and Impacting the Community. *Gerontology & Geriatrics Education*.

Gitterman, A., & Germain, C. (2008). The life model of social work practice: Advances in theory and practice (3rd ed.). New York, NY: Columbia University Press.

Greenlee, Kathy. (2020). Our national shame: Little to no funding for elder abuse prevention and response. *Taking Action Against Elder Mistreatment*.

Izsák R. (2014). Report of the Special Rapporteur on minority issues (In English). *Human Right Council, United Nation*.

Karpachova, Nina. (2017). The ombudsman and current challenge to human rights and freedoms establishment of the ombudsman intuition as a response to human rights challenges. *European Political and Law Discourse*.

Long-Term Care Ombudsman Program. By San Francisco Human Services Agency. Retrieved from: <https://www.sfhsa.org/services/access-empowerment/safety-care-facilities>

Lyons, K. S., Zarit, S. H., Sayers, A., G., & Whitlatch, C. J. (2002). Caregiving as a dyadic process: Perspectives from caregiver and receiver. *Journal of Gerontology: Psychological Sciences*, 57B, P195–P204.

- Lyons, Richard. (2020, February). Long term care ombudsmen provide essential support for seniors. *SF Examiner*. Retrieved from: <https://www.sfexaminer.com/opinion/long-term-care-ombudsmen-provide-essential-support-for-seniors/>
- Madow, Daniel L. (2013) Why many meritorious elder abuse cases in California are not litigated. *University of San Francisco Law Review*.
- Magruder, Karen J. (2019, March). Abuse, neglect and exploitation in assisted living: An examination of long- term care ombudsman complaint data. *Taylor & Francis, UK*.
- Netting, F. Ellen & Huber, Ruth & Paton, Ruth Nelson & Kautz III, James R. (1993). Elder rights and the long-term care ombudsman program. *Social Work*.
- Nguyen, Kim & Scolese, Jennifer & Downie, Sarah & Neishi, Kristen & Taylor, Kathleen & Mulcahy, Tim. (2019), September. Final report: Process evaluation of the long-term care ombudsman program. *University of Chicago*.
- Older Americans Act and Ombudsman FAQ. By Administration for Community Living. Retrieved from: <https://acl.gov/about-acl/authorizing-statutes/older-americans-act>
- Pérez, Leda M. & Martinez, Jacqueline. (2008). Community health workers: social justice and policy advocates for community health and well-being. *American Journal of Public Health*.
- Pyrczak, Fred & Tcherni-Buzzeo, Maria (2018). Evaluating research in academic journals: a practical guide to realistic evaluation. *Routledge*.
- Roberto, Karen A. (2016). The complexities of elder abuse. *American Psychologist*.
- San Francisco Long-term care ombudsman program. (2012.). Home [https://www.facebook.com/sfltcop]. Facebook. Retrieved April 29, 2012, from <https://www.facebook.com/sfltcop>

San Francisco Long-Term Care Ombudsman Program. (2016) Home [<https://www.sfltcop.net>].

SFLTCOP. Retrieved 2016 from <https://www.sfltcop.net/about-us>

Shelley, Greg K & Castro, Carmen, & Cron, Stanley G. (2015). Utilizing online tools to increase volunteer ombudsmen presence in long-term care. *Elsevier Inc*

Turner, Jenny Maria. (2019), May. Elder abuse in skilled nursing facilities: A qualitative study with ombudsman from Fresno, Madera, and Merced counties. *California State University, Fresno*.

Waters, Richard D & Burnett, Emily & Lamm, Anna & Lucas, Jessica. (2009). Engaging stakeholders through social networking: how nonprofit organizations are using Facebook. *Elsevier Inc*.

What is Ombudsman. By CA.gov. Retrieved from:

<https://www.dhcs.ca.gov/services/mh/Pages/MH-Ombudsman.aspx>

Weiler, Richard L (1988). Police-Community Relations: Minority Complaints Filed with the City of Flint's Ombudsman's Office. *University of Michigan*.

Wojciechowska, Ewelina. (2016). Adam Bodnar citizen ombudsman – an example of successful advocacy campaign. *The Copernicus Journal of Political Studies*. Retrieved from: www.apcz.umk.pl/czasopisma/index.php/CJPS

Ziegenfuss, James T., Jr. and O'Rourke, Patricia. (2010), Dec. 9. The Ombudsman Handbook : Designing and Managing an Effective Problem-Solving Program. *McFarland & Company, Incorporated Publishers*

Appendix A: Survey Questions

SURVEY: San Francisco Ombudsman's Services

INFORMED CONSENT: My name is Cryscal Cheung and I am an Executive Master of Public Administration (EMPA) candidate at Golden Gate University. My capstone project is on “The essence in raising awareness of the San Francisco Ombudsman Long-Term Care for Elders”. Your survey responses are secure, confidential, and anonymous. These questions only take less than 3 minutes of your time. If you have further questions, please email me at: ccheung@my.ggu.edu.

Definition: San Francisco Long Term Care Ombudsman Program – as the government organization under the San Francisco Human Service Agency to improve both the quality of life and care of people living in nursing homes, residential and assisted living environment.

Q1. Are you are resident of the City and County of San Francisco?

- a) Yes
- b) No, thank you for your participation.

Q2.Are you aware of the **San Francisco Ombudsman Program**?

- a) Yes
- b) No

Q3. The online website of the SF Ombudsman's office is sufficient for learning about its services.

- a) Strongly agree
- b) Agree
- c) Disagree
- d) Strongly disagree

e) I don't know

Q4. Are you familiar with the recent news on violence against Asian/Asian Americans?

a) Yes

b) No

Q5. Do you know that the SF Ombudsman has programs that could help mitigate hate crimes against Asians/Asian Americans?

a) Yes

b) No

Q6. Have you utilized any of the San Francisco Ombudsman's services of the? (*If No, skip to 11?*)

a) Yes

b) No

Q7. When was the last time you utilized any of the **San Francisco Ombudsman Program** services?

a) 2021

b) 2020

c) 2019

d) 2018

e) 2017

f) Before 2017

Q8. How many times have you used the **San Francisco Ombudsman** service?

a) Never

b) 1

- c) 2
- d) 3
- e) 4
- f) 5 or more

Q9. Which **San Francisco Ombudsman** services have you utilized? (Select as many of the choices listed below)

- a) Ombudsman
- b) Hate crime report
- c) Assisted living services
- d) Long Term Care for Elders
- e) Other (please specify): _____

Q10. Which **San Francisco Ombudsman** service have you utilized the most?

- a) Ombudsman;
- b) Hate crime report;
- c) Assisted living services
- d) Long Term Care for Elders
- e) Others: _____

Q11. How satisfied were you with the outcome provided by the **San Francisco Ombudsman Program**?

- a) Completely satisfied
- b) Satisfied
- c) Somewhat satisfied
- d) Not satisfied

e) Very unsatisfied

Q12. How likely are you share and recommend the Ombudsman Long Term Care for Elders to your family and friends?

a) Very likely

b) Likely

c) Neutral

d) Less likely

e) Very unlikely

Q13. To increase awareness about its services, do you think the Ombudsman program should increase social media presence in? **(check all that apply)**

a) Facebook

b) Twitter

c) YouTube

d) Snapchat

e) LinkedIn

f) Others: _____

Q14. To increase awareness about its services, which community outreach activities should the Ombudsman organize, partner, or participate in (select all that apply):

a) Ombudsman organized senior events

b) Ombudsman participation or sponsorship of community events (e.g. Pride Parade, Chinese New Year Parade, concerts, marathons, etc.)

c) Ombudsman staff presentations at senior centers and Aging and Disability Resource Centers

- d) Ombudsman's logo and web link and cross linked/posted to California Department of Aging, San Francisco Department of Disability and Aging Services, and nonprofit organizations websites
- e) Ombudsman booth or table at weekly street fairs/farmer's markets
- f) Others:_____

REFERRAL: Thank you very much for your time and support in my research project. Please feel free to share any additional thoughts on this survey in the space before. If you know a friend, relative or co-worker who might be able to assist, please kindly write their contact information in the space below. Your help is appreciated. Thank you!

Appendix B: Key informant Questionnaire

Interview guide: Awareness campaign for Long Term Care Ombudsman Program

INFORMED CONSENT: My name is Criscal Cheung and I am an Executive Master of Public Administration (EMPA) candidate at Golden Gate University. My capstone project is on “The essence in raising awareness of the San Francisco Ombudsman Long-Term Care for Elders”.

Your interview responses are secure, confidential, and anonymous if you wish. These questions only take less than 20 minutes of your time. If you have further questions, please email me at: ccheung@my.ggu.edu.

Definition: San Francisco Long Term Care Ombudsman Program – as the government organization under the San Francisco Human Service Agency to improve both the quality of life and care of people living in nursing homes, residential and assisted living environment.

Interviewing Questions:

1. In your opinion, if the SF Ombudsman program implemented a social media campaign do you think it would raise awareness in the San Francisco community of the benefits of the SF Ombudsman program? Please elaborate.
2. In your opinion, if the SF Ombudsman program implemented a community outreach initiative, do you think it would raise awareness in the San Francisco community of the benefits of the SF Ombudsman program? Please elaborate.
3. Which Ombudsman program services, if any, have you utilized? (*If None, skip to **Question #10***)
4. When was the last time you utilized any of your Ombudsman Program services?
5. How many times have you used the Ombudsman Program services?

6. How many times have you used hate crime reporting services?
7. How many times have you used assisted living services?
8. How satisfied have you been with the Ombudsman services' outcome follow up?
9. How satisfied are you with the Ombudsman Long Term care for Elders service?
10. In your opinion, if the SF Ombudsman program implemented a program to address the violence against elderly Asian-Americans, do you think it would raise awareness in the San Francisco community of the benefits of the SF Ombudsman program? Please elaborate.
11. What are your thoughts on sharing and recommending the Ombudsman Long Term Care for Elders to your family and friends?
12. How would you like the issue against violence on Asians and Pacific Islanders to be presented through social media through Ombudsman program?
13. How does demographics, like age, gender, ethnicity, family size, whether a senior resides in the household, affect delivery and nature of outcomes of Ombudsman program services to the community?

REFERRAL: If you know a colleague who will be able to help me, kindly provide the contact name and email information in the space below or forward to them this questionnaire. Thank you very much for your kind support!