

SPEECH-LANGUAGE PATHOLOGY & AUDIOLOGY

Annual Performance Progress Report (APPR) for Fiscal Year (2008-2009)

Proposed KPM's for Biennium (2009-2011)

Original Submission Date: 2009

2008-2009 KPM #	2008-2009 Approved Key Performance Measures (KPMs)
1	Oregon school districts with a certified Speech Assistants - Number of Oregon school districts (out of 198) with a certified Speech Assistant on staff.
2	Compliant Professional Development Reported - Percentage of licensees audited who are in compliance with continuing professional development requirements
3	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.
4	Best Practices - Percent of total best practices met by the Board.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2009-2011
DELETE	Title: Oregon school districts with a certified Speech Assistants - Number of Oregon school districts (out of 198) with a certified Speech Assistant on staff. Rationale:

SPEECH-LANGUAGE PATHOLOGY & AUDIOLOGY**I. EXECUTIVE SUMMARY**

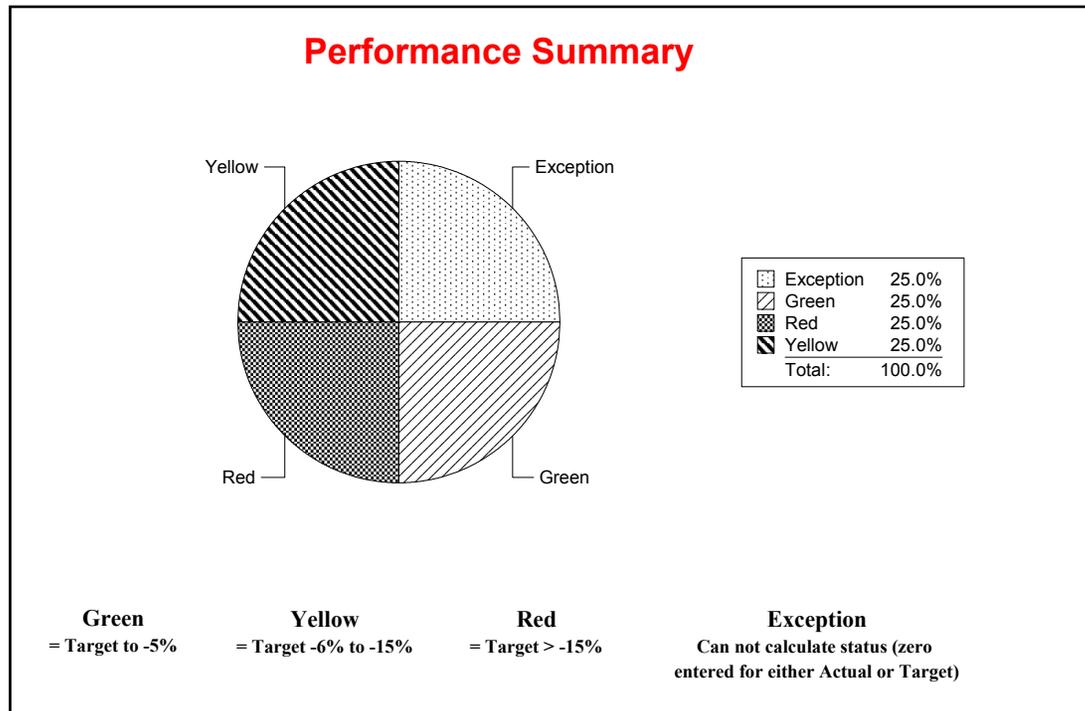
Agency Mission: The Board adopts rules governing standards of practice, investigates alleged violations and grants, denies, suspends and revokes licenses for Speech-Language Pathologists, Speech-Language Pathology Assistants, and Audiologists for consumer protection.

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**1. SCOPE OF REPORT**

The Board currently evaluates its work through four approved Key Performance Measures (KPMs), including the multi-faceted Board Governance self-assessment tool adopted by the Legislature in 2007. There is a measure designed to track the use of certified Speech-Language Pathology Assistants (SLPAs) by school districts around the state, which monitors the adoption of higher standards than those needed for Educational Assistants (EAs). (This measure will be changed in the next biennium, to reflect a new SLPA supervision audit that we are conducting annually.) Other KPMs monitor licensee compliance with professional education requirements and track feedback regarding customer service.

The Board has not established a formal KPM to track the progress of investigations, although this is monitored regularly by staff and the Board as a whole, and the Board operates in accordance with ORS Chapter 676. We are supportive of efforts underway to develop a standard measure for all health related licensing boards.

2. THE OREGON CONTEXT

Agency Purpose

The Board of Examiners for Speech-Language Pathology and Audiology (BSPA) was established in 1973, and is authorized by Oregon Revised Statute 681 (ORS 681), which is implemented through Oregon Administrative Rules Chapter 335 (OAR 335). The Board is appointed by, and responsible to, the Governor.

BSPA has adopted the following mission statement: The Board of Examiners for Speech-Language Pathology and Audiology seeks to protect the public by licensing and regulating the performance of speech-language pathologists, speech-language pathology assistants and audiologists.

The Statute and Rules provide details regarding the Board's role in regulating the activities of these professions by insuring that education, training, and professional conduct requirements are met prior to initial and renewed licensure. Additionally, the Board reviews and investigates complaints against licensees, and takes necessary disciplinary action that may include license revocation and/or civil penalties.

Societal Outcomes Informed by the Board's Work

Speech-language pathologists (SLPs), audiologists, and SLPAs provide vital clinical and rehabilitative services in a variety of settings, including educational service districts, schools, private practice, hospitals, clinics, and rehabilitation facilities. Audiologists may also consult with businesses and industries to prevent hearing loss. Speech and hearing professionals prevent and treat disabilities and disorders that impact individuals' ability to function in schools, families and workplaces; decrease quality of life; and can even be life-threatening (such as swallowing disorders).

SLPs evaluate, diagnose and treat speech, language, cognitive-communication and swallowing disorders in individuals of all ages, from infants to the elderly. Audiologists address hearing and balance impairments and their relationship to disorders of communication. Audiologists also identify, assess, diagnose, and treat individuals with impairment of either peripheral or central auditory and/or vestibular function, and strive to prevent such impairments. Audiologists also may fit and dispense hearing aids as part of their practice. Oregon has created a certification for SLPAs to assist speech-language pathologists in treating communication disorders, under the regular supervision of licensed SLPs.

The need for speech and hearing professionals is expected to grow faster than average through the year 2014, as baby boomers increasingly develop age-related neurological disorders and associated speech, language, swallowing, and hearing impairments. As medical advances have improved the survival rate of premature infants and trauma and stroke victims, the demand for speech-language pathology services has also increased. Federal law guarantees special education and related services to all eligible children with disabilities. Greater awareness of the importance of early identification and diagnosis of speech, language, swallowing, and hearing disorders will also increase demand for speech professionals.

Oregon has only two programs (Portland State and University of Oregon) that confer masters degrees in speech-language pathology. This is the entry-level credential for the field. These programs admit a small cohort of students (PSU only admits approximately 20% of applicants) due to the high cost of running these programs. Chemeketa Community College created an innovative SLPA program in response to these challenges; however, it also has many more qualified applicants than it can serve. In audiology, the entry level credential was historically a masters degree, but is currently a clinical doctoral degree (Aud.D). When this change occurred, PSU ceased its audiology training program, and there are no longer programs in Oregon granting professional degrees in audiology.

While the demand for hearing and speech professionals is rising, the supply remains relatively fixed. As baby boomers retire, this shortage will intensify. The increasing demand for services and flat/declining workforce creates pressure on the Board to maintain high professional standards while ensuring public access to professional speech and hearing services.

Oregonians expect and are entitled to services from well-qualified speech and hearing professionals, and BSPA plays an important role in maintaining access to these professionals. As of September 23, 2009, BSPA regulates approximately 1300 active SLPs, 234 active audiologists, and 254 SLPAs; as well as 98 inactive licensees and 44 holders of Permits to Supervise SLPAs.

Government Partners

The regulatory structure in Oregon for hearing and speech professionals is complex in that SLPs employed exclusively in K-12 districts are not required to obtain licensure from BSPA; rather they may be licensed by the Teacher Professional Standards Commission (TSPC), which licenses teachers. However, all SLPs who supervise SLPAs must be licensed or granted a Permit to Supervise SLPAs by this Board. TSPC has almost 1000 active SLPs under their jurisdiction. SLPAs are certified only by BSPA, although they work primarily in school settings.

To eliminate the confusion and duplication of regulatory oversight for speech professionals, in August 2009 TSPC voted to get out of the business of licensing SLPs. This was the result of several conversations between BSPA and TSPC representatives, along with members of the educational community, from September 2008-August 2009.

A transition plan is currently under collaborative development by BSPA and TSPC to implement this change.

Hearing aid dispensers are regulated by the Oregon Health Licensing Agency (OHLA), which oversees contracts with consumers regarding these devices. Audiologists may dispense hearing aids within the scope of their professional practice; yet until 2009, audiologists needed to hold dual licensure with OHLA for this purpose. The passage of HB3232 in the 2009 Legislative Session eliminated this duplication, and as of January 1, 2010, audiologists will no longer be required to hold dual licensure for hearing aid dispensing in Oregon. BSPA and OHLA are currently collaborating to create a smooth transition for audiologist dual licensees.

The consolidation of regulatory oversight for speech and language professionals into BSPA represents a recognition of the technical complexities in reviewing the credentials and ongoing professional competence of SLPs and audiologists. Under BSPA, licensees will be reviewed consistently by a Board that has specialized expertise in these fields.

3. PERFORMANCE SUMMARY

KPM's Showing Improvement

Board Best Practices

Licensee Compliance with Professional Development Standards*,**

Not making progress:

School Districts using SLPA's*, ***

Customer Satisfaction

* Targets unrealistic and/or ambiguous. **Targets revised for 2009-11*** Will be replaced by KPM#5 in 2009-11.

4. CHALLENGES

The agency has a small staff, consisting of 0.6 FTE Executive Director (ED) and 0.8 FTE Administrative Assistant. The Executive Director is responsible for policy development and implementation, agency administrative oversight, and staffing all Board functions. The ED also serves as investigative officer, with some support from a contracted professional and volunteer Board members and peer reviewers. The ED must comply with State policy and procedures, and communicate regularly with multiple constituents. State government policies and procedures create complexity that may not be optimal for a small agency.

The number of complaints received and investigated has increased geometrically in the last few years. From 1989-2005, only 2-3 outside complaints per year were received by the Board. In 2007, the Board opened 18 cases. In 2008, 16 cases were opened. In 2009 (as of September), 36 cases have been opened. The Board is initiating more of its own investigations and is communicating more frequently with other jurisdictions regarding complaints filed elsewhere. All these factors are increasing the investigative work load for Board and staff, and increasing legal fees and other costs of doing business.

The Administrative Assistant is primarily responsible for routine licensing of professionals within guidelines established by the ORS, OARs and Board policy. Exceptions are investigated and determined by the ED or full Board. The Assistant also handles numerous inquiries from potential applicants and licensees, and is responsible for support functions such as banking, accounts payable, supplies, website maintenance, and newsletter production.

Beginning in late September 2008, BSPA suffered a vacancy in the Administrative Assistant position for approximately 10 weeks, so that the new Executive Director was fielding questions and complaints and issuing licensees on her own. The previous Administrative Assistant was re-hired in December 2008, and continues to date.

While agency operating costs increase annually with inflation, licensing fees were previously only increased in 1995 and 2005. BSPA provides some services at no cost for which other state licensing boards charge transaction fees. A thorough evaluation of the fee structure was undertaken in 2008-09, and increases were implemented in July 2009 to ensure that the Board can function effectively with an appropriate revenue stream.

To improve customer service, possibly increase cash flow and streamline internal operations, BSPA has implemented on-line renewal processes that will expand to include electronic payment of fees in the 2010 renewal cycle. Electronic payment transaction fees (1.9% of revenue) will be absorbed through the fee increase.

5. RESOURCES AND EFFICIENCY

BSPAs 2007-09 legislatively-adopted expenditures budget was \$290,732. For 2009-11, this increased to \$338,982.

The Board continues to incur increasing legal fees as the number and complexity of complaints and disciplinary actions increases, and may find it difficult to operate within its legal budget.

Increased staff will be necessary in the 2011-13 biennium as the Boards number of licensees increases by 25% or more due to the TSPC transition.

Cost savings are realized in several ways, including:

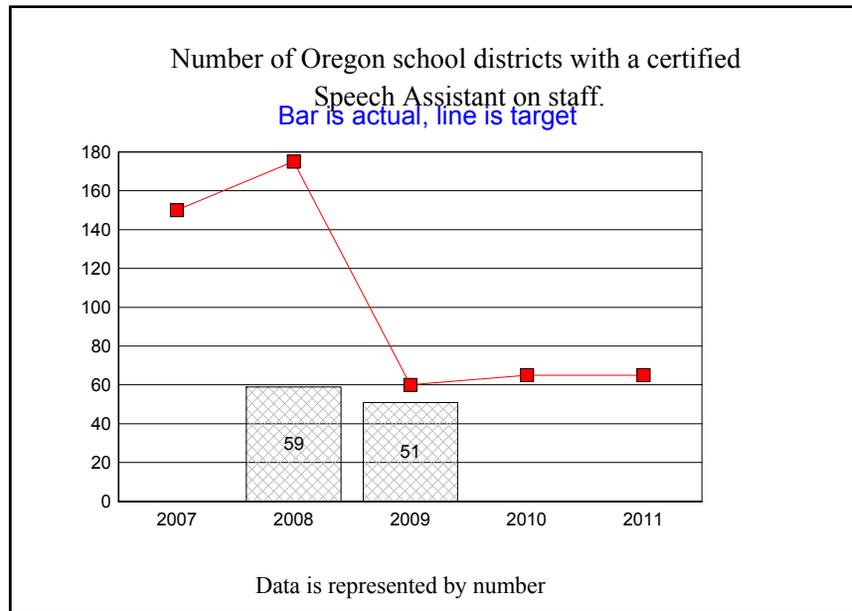
Sharing office overhead with other licensing boards in PSOB Suite 407. IT, copier, shredding, and other office support is shared to reduce individual agency costs and duplication of effort.

In keeping with E-government initiatives and the changing nature of communications, BSPA now has a strong preference for electronic correspondence whenever appropriate. Email reduces costs and increases agency efficiency and response time. Electronic communications will be further facilitated by 2009 legislation (HB2118) that allows the Board to keep confidential licensees personal email addresses.

The Board began transitioning to online renewals in 2008, issuing electronic notices to those licensees with a current email address. The on-line renewal option, including payment, will be fully operational for the January 2010 renewal cycle.

The Boards website remains a valuable resource for licensees and interested citizens, providing ready access to licensing policies, procedures, and forms, as well as information regarding complaints and disciplinary actions. Further enhancements to the Boards website will improve 24/7 customer service and reduce unnecessary inquiries to agency staff.

KPM #1	Oregon school districts with a certified Speech Assistants - Number of Oregon school districts (out of 198) with a certified Speech Assistant on staff.	2003
Goal	Ensure public protection	
Oregon Context	SLP Assistants should be certified; certified SLPAs can extend limited resources for speech pathology and expand access to services.	
Data Source	BSPA licensee database showing place of employment of certified SLPAs.	
Owner	Executive Director	



1. OUR STRATEGY

KPM #1 helps ensure public protection by tracking the increasing number of speech assistants certified by the Board who are working in schools. This measure was initiated in 2003, following the Boards adoption of rules outlining requirements for certification of SLPAs. The Board developed certification requirements for SLPAs to ensure that these staff members have consistent educational preparation and clinical training before becoming certified. In addition, OAR 335-095-0050 outlines ongoing requirements for supervision of employed SLPAs by licensed Speech-Language Pathologists.

SLPA certification and the increasing employment of certified SLPAs can expand access to high quality speech-language pathology services despite continuing shortages of SLPs, especially in rural areas. By tracking school districts using SLPAs, the Board can assess whether certification is being adopted by districts as a way of increasing availability of well-qualified staff. This can also assess whether BSPAs certification requirements are known or adopted.

2. ABOUT THE TARGETS

The total number of Oregon school districts is 198. Early targets were for this KPM were 20-60 school districts. The actual number of districts employing SLPAs increased steadily from 21 in 2003 to 59 in August 2008. However, in 2005, an erroneous measure of 126 was made, and the KPM target was increased dramatically to 125-185 for the years 2006-09. Targets were revised downwards for 2009-11. The number of school districts targeted in 2008 was 60. Many school districts have chosen by policy not to employ SLPAs, and ultimately the employment of SLPAs is not controlled by BSPA. Therefore, this target may be unreachable.

3. HOW WE ARE DOING

As of September, 2009, BSPA records show 51 school districts employing SLPAs.

4. HOW WE COMPARE

No comparitors found.

5. FACTORS AFFECTING RESULTS

The Board reviews credentials of SLPAs and grants certifications to those meeting initial requirements. The Board also reviews logs of supervision provided to renew certification for SLPAs.

In August 2008, the Board issued a temporary rule allowing school districts and educational service districts experiencing severe SLP staffing shortages to apply for temporary exceptions to certain SLPA supervisory requirements. These exceptions allow for a greater proportion of Indirect Supervision (via video- or audio-taping of clinical interactions) and a greater ratio of SLPAs to SLPs supervising them. This should help students receive need speech services while still maintaining quality standards for supervision of SLPAs. It may also encourage educational facilities to increase the number of SLPAs employed. Three rural districts applied for and received these exceptions.

Sometimes uncertified Educational Assistants are used by school districts since Human Resources directors are more familiar with TSPC, which has no certification of assistants. The Board is closely monitoring this satiation, however, to ensure that the SLPA scope of duties is only being performed by licensed SLPAs. Districts prefer to use SLPs when it is possible to budget and recruit successfully for them, since SLPs can diagnose conditions as well as treat students. Also, it appears that some school districts risk losing funds budgeted for an SLP position by reclassifying it as an SLPA position. For this reason, SLPA positions are seldom advertised, and it is difficult for an SLPA seeking work to know where vacancies exist.

6. WHAT NEEDS TO BE DONE

The Board received approval from the legislature to replace this measure with a new KPM #5: Percentage of audited school districts determined to be in compliance with SLPA supervision requirements, determined through an annual audit. A baseline audit was conducted in March 2009. The first audit performed under the new KPM will be reported in 2010.

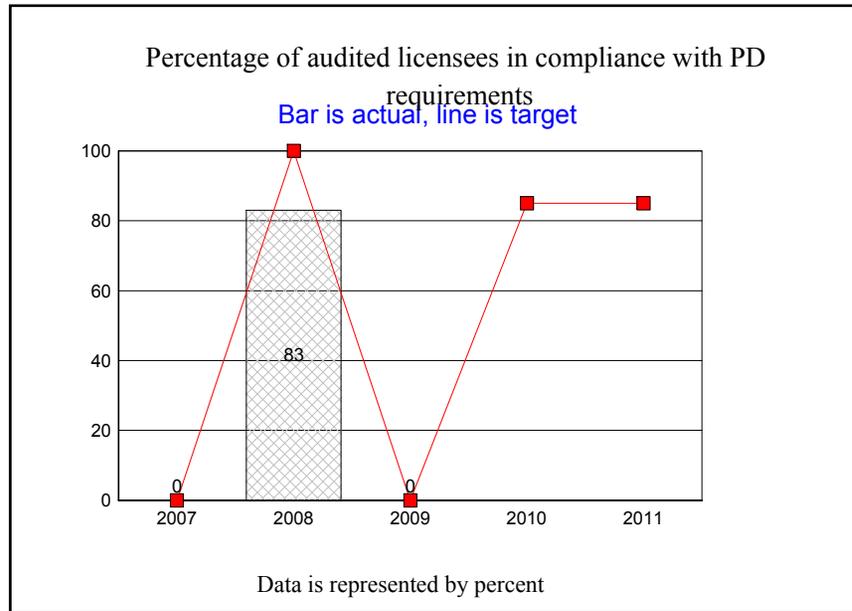
BSPA continues to promote awareness of SLPA certification through meetings and newsletters of the Oregon Speech-Language Hearing Association (OSHA), Confederation of School Administrators, and Oregon School Personnel Association.

7. ABOUT THE DATA

There is concern that SLPA employment is not controllable by BSPA, and some districts do not use SLPAs by policy.

The school year has just begun. Also, the temporary rule granting certain SLPA supervision exceptions was made permanent on July 1, 2009. As staffing patterns continue to be established for the current school year, additional SLPAs may be hired. Thus, the Board database may be lagging in school employment information, which could understate the number of school districts with SLPAs.

KPM #2	Compliant Professional Development Reported - Percentage of licensees audited who are in compliance with continuing professional development requirements	2000
Goal	Protect the public from sub-standard practice in Oregon	
Oregon Context	Agency Mission	
Data Source	5-15% of professional development reported on biennial license renewals audited for conformance to OAR 335-070-0030 and evidence of completion/attendance.	
Owner	Executive Director	



1. OUR STRATEGY

The Boards mission is to protect the public by ensuring that speech and hearing services are provided competently. Licensees demonstrate their competency by meeting initial licensing standards based upon their training, and by meeting ongoing professional development requirements to stay current with new practices in the field.

2. ABOUT THE TARGETS

In recent years, BSPAs professional development standard has been 40 hours per biennial renewal period for SLPs and audiologists (20 hours for SLPAs). Because this standard was the highest in the nation (shared by only two other states), the Board recently revised its administrative rules to require only 30 hours per biennium for SLPs and audiologists, and 15 hours for SLPAs. These new standards will be in effect for the next evaluation period, the January 2010 renewal cycle.

The target since 2006 for this KPM has been 100% compliance with BSPAs professional development standard. By policy, no active licenses are renewed that are not in compliance, so that we achieve 100% compliance of all active licensees.

The Board decided to revise the KPM target to clarify that it wants to measure initial audit findings, and lower the target for 2010 to 85%. This is both more valid and realistic.

3. HOW WE ARE DOING

There is no data for 2009, since this measure is evaluated through biennial audits tied to license renewal.

4. HOW WE COMPARE

BSPA's previous professional development standards were among the highest in the nation, and shared by only two other states. The American Speech-Language Pathology & Hearing Association (ASHA) maintains a program of professional certification; ASHA requires only 30 hours every 3 years for SLPs and audiologists.

5. FACTORS AFFECTING RESULTS

There has been confusion and some licensee concern about BSPAs professional development hour requirement, since it has been higher than other states and than ASHA. This may have contributed to non-compliance.

6. WHAT NEEDS TO BE DONE

Continue to audit professional development documentation on 5-15% of licensees seeking renewal in 2010;

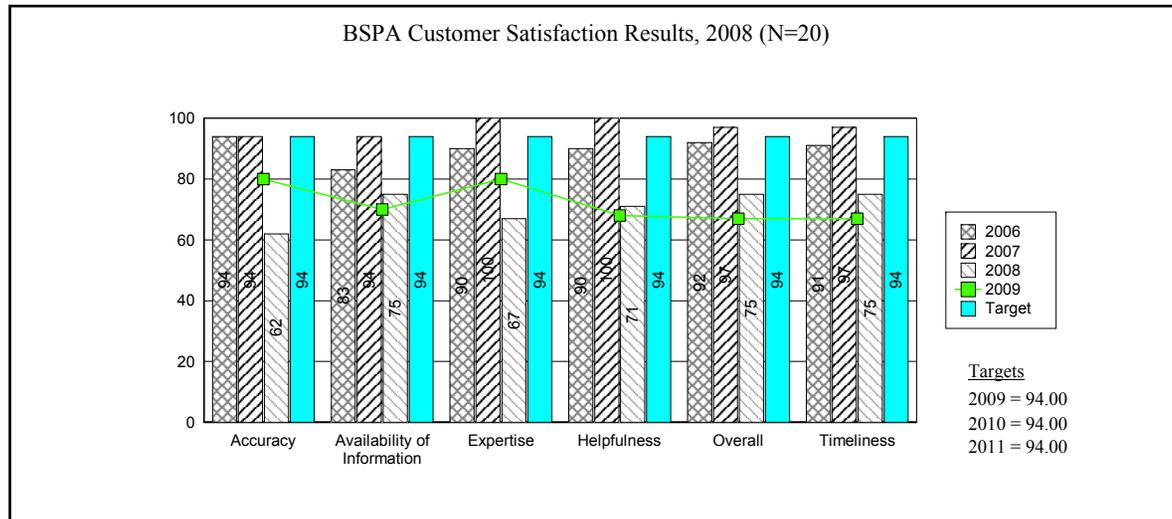
To provide more consistency with other states, and to better address the issue of current professional knowledge for all licensees, the Board implemented rule changes in July 2009 that reduced the number of professional development hours required to 30 for SLPs and audiologists, and to 15 for SLPAs. At the same time, evidence of recent professional development is now required for initial licensure of mid-career professionals. In particular, those professionals returning to practice after more than four years are now required to demonstrate recent professional development, along with those returning after a shorter period of time.

The Board recommended to the Legislature that the KPM target is revised to clarify that we are measuring initial audit findings, and lower the target for 2010 to 85%. This change will be implemented in the 2010 reporting cycle.

7. ABOUT THE DATA

There is no data for 2009, since this measure is evaluated through biennial audits tied to license renewal.

KPM #3	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.	2006
Goal	Provide excellent customer service.	
Oregon Context	Agency Mission, shared measure for all state agencies.	
Data Source	Data compiled from anonymous surveys on http://bspa.oregonsurveys.com	
Owner	Executive Director	



1. OUR STRATEGY

The Board endeavors to provide excellent customer service to citizens, licensees, and stakeholders. The Board's primary mission is to protect the public. A positive interaction with customers is essential to the Board's work in promoting citizen involvement and trust. The Board's interaction with licensees and stakeholders is equally important in fostering compliance, collaboration, and positive working relationships.

The Board measures its customer service rating through customer service surveys that are reviewed annually. Areas for improvement are identified and reasonable changes implemented.

2. ABOUT THE TARGETS

The targets establish a level of customer service rating the Board aspires to achieve. In 2006, the overall satisfaction target was 90%; these targets increased to 92% in 2007 and 94% in 2008.

The ratings are used to determine whether the Board is meeting its targeted performance goal in the areas measured. Ancillary comments are also considered to identify specific areas for improvement.

3. HOW WE ARE DOING

Overall satisfaction ratings of good or excellent were 67% in January-September 2009 (N=25). This is a decrease from 2008 calendar year ratings of 75% (N=20). For the first nine months of 2009, BSPAs ratings for the separate dimensions measured were: Timeliness (67%), Accuracy (80%)*, Helpfulness (68%)*, Expertise (80%)*, Availability of Information (70%), and Comparison to Others (73%). Only 25 total responses were recorded during January - September 2009. Those marked with an asterisk were dimensions showing improvement since 2008.

4. HOW WE COMPARE

The American Customer Satisfaction Index reports customer satisfaction ratings with all surveyed federal government agencies at 68.9% for 2008, and the four regulatory agencies in their sample range from 51-72% satisfaction during that period. From 1994-2007, public agencies have scored from 59% to 70% in ACSI ratings. It appears that our targets may be unrealistic when compared to these external ratings.

5. FACTORS AFFECTING RESULTS

Relatively small number of total licensees limits the number of potential respondents. Limited staffing (1.4 FTE total) to handle the agency's workload and shifting priorities can directly compete with providing timely customer service. While one of the employees is always scheduled in the office, complete cross-coverage does not occur. It can be 24 hours before a call is returned. The survey responses were very few (25 so far in 2009) compared to the approximately 30-40 contacts per day between the staff and the licensees/public. A more regular, broad distribution of the survey would yield more valid results. Licensees interacting either positively or negatively with the agency do not generally take time to complete a survey. At the same time, many compliments are given agency staff on a regular basis during phone calls with applicants or licensees. For example, most applicants are pleasantly surprised to find that BSPA generally issues licenses within one week of receiving all application materials.

6. WHAT NEEDS TO BE DONE

Continue to review survey responses to identify areas for improvement, and evaluate the costs and benefits of improving aspects of customer satisfaction. Ideally, a full-time Administrative Assistant would be available to respond to routine calls. Continue to evaluate and improve information available on the Board's website so that accurate information is available on-line 24/7. A significant effort has been made since December 2008 to improve documentation of all Board policies and procedures so that consistent information is provided by staff.

Formalize the survey process by soliciting response within a set time period so that the number and validity of responses can be improved. Consider revising the targets, since they are much higher than external ratings of government agencies, and may be unrealistic.

7. ABOUT THE DATA

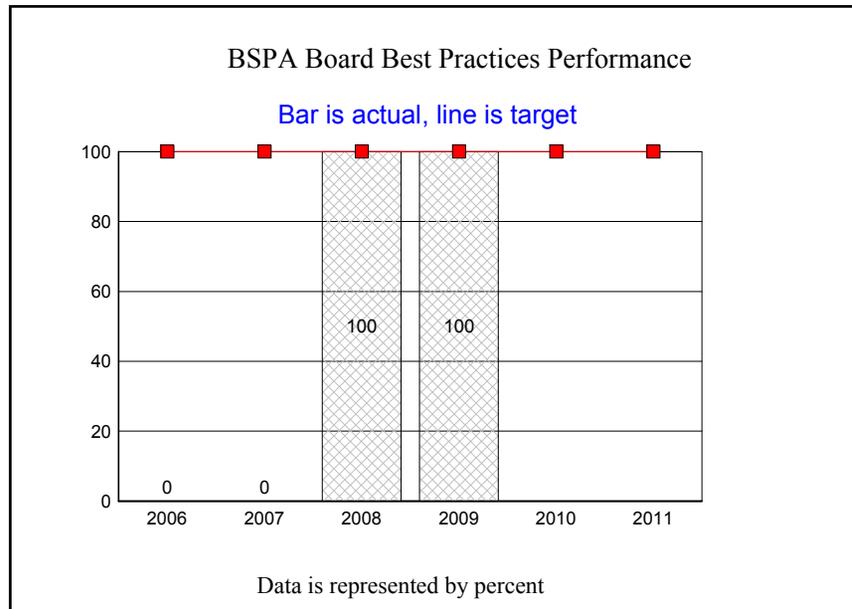
Reporting cycle: Data is compiled monthly, and reviewed and reported annually. Since 2006, response rates have been very low, because there was no formal survey period.

Every email transmittal by the board office includes a link to the online customer service survey providing equal and ample opportunity for customers to share their opinion on the level of service received. A link is also on the website.

Customer satisfaction data is collected electronically via an online survey tool managed by independent IT contractor. This tool offers convenience and anonymity to participants while increasing the efficiency and integrity of data collected. Board members and staff do not have access to data input.

Customer service data may be viewed upon request at the board office located in the Portland State Office Building.

KPM #4	Best Practices - Percent of total best practices met by the Board.	2008
Goal	Ensure public protection; Achieve efficient, effective, transparent government	
Oregon Context	Best practices established for all state agencies (boards and commissions) by 2007 legislature.	
Data Source	Annual self-assessment by Board members and Executive Director.	
Owner	Executive Director	



1. OUR STRATEGY

The Board is committed to 100% compliance with the Best Practices performance measure. The Board's primary mission is to protect the public. To carry out its mission, the Board institutes best practices to promote effective governance, accountability for agency operations, and effective and efficient use of agency funds. Best practices are measured in 15 areas, including executive director selection, expectations, and feedback; strategic management; strategic policy development; fiscal oversight; and board management.

2. ABOUT THE TARGETS

In 2006, the Department of Administrative Services (DAS) identified 15 best practices for Oregon Boards and Commissions that have governance oversight (such as licensing boards), have their own budgets, and hire the agency's executive director. BSPA is one of approximately 45 such Boards. These best practices were combined into a performance measure during the 2007 Legislature Joint Ways and Means process, and included in the listing of final Key Performance Measures for 2007-2009. The target is 100% compliance with the best practices identified in a self-assessment survey.

3. HOW WE ARE DOING

BSPA Board members completed their annual self-assessment in a meeting on August 14, 2009. The survey demonstrated 100% compliance with the best practice measures. One measure was considered not applicable, since it related to Policy Option Packages submitted as part of the budget process, and there were none proposed for the 2009-11 biennium. However, the Board has appropriately addressed that issue in prior biennia. Methods of meeting these objectives must be tailored to the BSPAs needs and resources. With 1.4 FTE staff and seven Board members who operate primarily as a committee of the whole, the Board and Executive Director work together to create practical and cost-effective ways to conduct these best practices.

4. HOW WE COMPARE

The Board and Executive Director hope to receive feedback through the APPR process to compare our results to those of the other Boards and Commissions participating in this self-assessment. The best practices themselves reflect effective management principles applied in government, private industry, and non-profit governance and management.

5. FACTORS AFFECTING RESULTS

The Board has historically met only 3 times a year. In 2008, the Board held 4 regular meetings plus 5 phone meetings. In 2009, the Board is scheduled to meet 6 times, and has already held 3 additional telephone meetings. The amount and urgency of Board business is increasing, and the time requirements have increased dramatically. With only seven members (5 professional), the Board must focus on licensing and professional issues, and it is difficult to schedule time for Board development. Formal self-assessment and goal-setting are now scheduled annually, and each meeting includes a formal Executive Director update on agency goals and financial status. Funds are extremely limited for Board or management training and travel, and the agency request for additional funds in 2009-11 for this purpose was denied. Funds are limited for Board per-diems, and the limitation on PERS employees makes BSPA essentially a volunteer Board. Thus, Board meetings need to focus on top priorities and tasks. The current Executive Director has 30 years of experience in management in complex non-profit and governmental roles, including previous experience reporting to, and supporting Boards. Board members are engaged and dedicated to their roles.

6. WHAT NEEDS TO BE DONE

Continue to conduct annual self-assessments to evaluate compliance and identify areas for improvement;
Seek opportunities for Board training, and increase training and travel budgets to meet this need;
Continue to review and revise ORS and OARs to reflect national and local best practices, and consolidation of regulatory authority for SLPs and audiologists within BSPA
Thoroughly analyze staffing needs for 2011-13 budget cycle, to include investigation resources and administrative staff
Continue to work collaboratively with other Health Related Licensing Board directors to share cost-effective solutions for health professional regulation

7. ABOUT THE DATA

Reporting cycle: Oregon fiscal year. Survey data is based on a self-assessment, and is qualitative.

SPEECH-LANGUAGE PATHOLOGY & AUDIOLOGY	III. USING PERFORMANCE DATA
Agency Mission: The Board adopts rules governing standards of practice, investigates alleged violations and grants, denies, suspends and revokes licenses for Speech-Language Pathologists, Speech-Language Pathology Assistants, and Audiologists for consumer protection.	

Contact: Sandy Leybold, Executive Director	Contact Phone: 971-673-0087
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The following questions indicate how performance measures and data are used for management and accountability purposes.	
1. INCLUSIVITY	<p>* Staff : The Executive Director and the seven Board members consider the Board's mission and goals during the development of its performance measures. Emphasis is placed on public protection, agency efficiency, and customer satisfaction.</p> <p>* Elected Officials: Agency KPMs are reviewed and approved by the Oregon Legislative Assembly.</p> <p>* Stakeholders: The Board conducts an annual review of KPMs during a meeting that is open to the public. Stakeholders and citizens are welcome to attend and invited to express their views and opinions as time allows</p> <p>* Citizens: Customer survey responses are considered when developing agency performance measures and operational goals.</p>
2 MANAGING FOR RESULTS	<p>Agency KPMs demonstrate program accomplishments, identify areas for increased efficiencies, and confirm that results are being achieved and internal and external expectations are met.</p> <p>KPMs are utilized with other relevant factors to determine uses of agency funds and resources, to identify areas for improvement, and to evaluate operational effectiveness.</p> <p>In June 2008, the Board hired a new Executive Director due to the retirement of the former Director. Also, a new Board Chair took over from one who had held the office for three years. These changes have prompted a re-evaluation of all Board policies, procedures and practices, referencing best practices identified through attending peer networking meetings and a national conference/board training session.</p> <p>BSPA's budget is challenged by the rising costs of investigating and resolving an increased volume and complexity of complaints, as well as ever-increasing costs of state government services (overhead).</p>
3 STAFF TRAINING	<p>Training of staff and Board members is critical to effective performance of agency functions. Membership in the National Council of State Boards of Speech-Language Pathology & Audiology (NCSB) facilitates on-line networking about regulatory issues in the speech and hearing professions. In fall 2008, the Executive Director and Board Chair attended the NCSB annual meeting and day-long training for Board members.</p> <p>Additional resources are needed in the agency budget to support Board and staff training. At a minimum, sending two Board members per year to the NCSB training/conference would be extremely beneficial.</p> <p>In addition, national organizations such as the Federated Association of Regulatory Boards (FARB) and Council on Licensing, Enforcement and Regulation (CLEAR) conduct training courses and conferences that would provide additional background</p>

	<p>and skills for BSPA Board and staff.</p> <p>A solid understanding of legal proceedings is critical to the Boards work. BSPA would welcome additional training sessions conducted by the Attorney Generals office. Since travel time and expense for training is a major constraint for our small agency, it would be helpful if DAS, DOJ, and other state agencies would provide regular tele-conferencing opportunities for all administrative meetings and trainings.</p>
<p>4 COMMUNICATING RESULTS</p>	<ul style="list-style-type: none"> * Staff : The Executive Director is responsible for collecting, compiling, and reporting results regarding KPM performance. The Executive Director assists the Board with the development and review of agency KPMs. * Elected Officials: The agency prepares and submits annual KPM progress reports to Oregon Progress Board and includes the most recent progress report is included in its biennial budget request document. * Stakeholders: The availability of current KPM reports is announced on the web home page and in the agency newsletter. Specific KPM results may be featured in newsletter articles, and are incorporated into Board goals, policies and procedures. * Citizens: The agency posts a link to past and current KPM progress reports on the home page of its website.