

VETERINARY MEDICAL EXAMINING BOARD

Annual Performance Progress Report (APPR) for Fiscal Year (2007-2008)

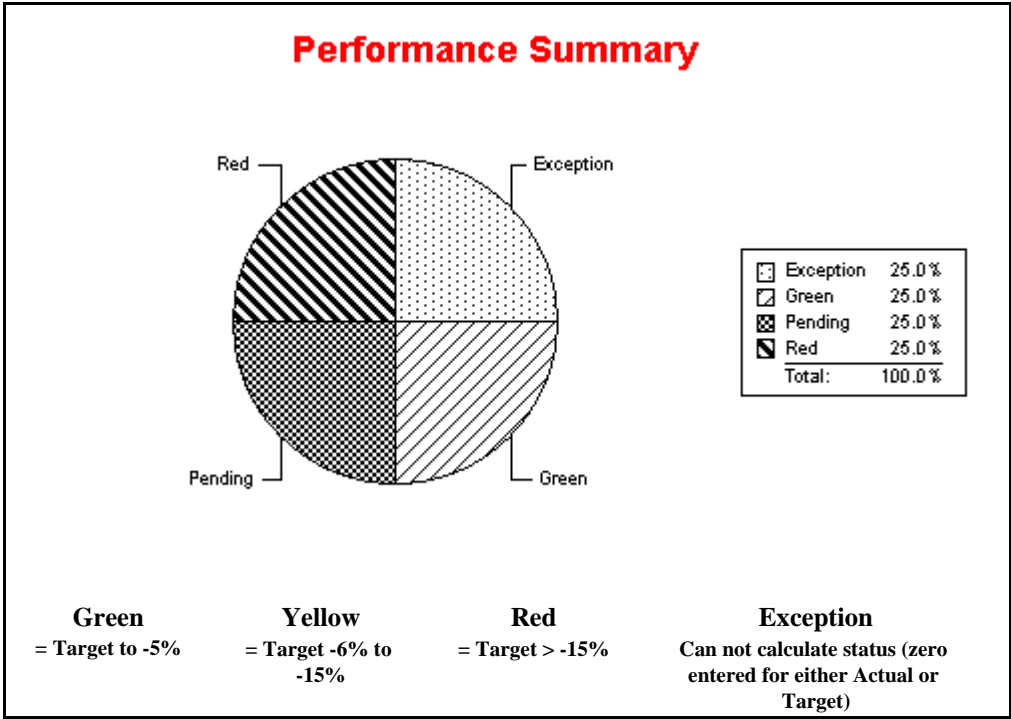
Proposed KPM's for Biennium (2009-2011)

Original Submission Date: 2008

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
1	Public Protection – Average time from receipt of a new complaint to completion of the investigation.
2	Public Protection – Percent of decisions not contested, appealed and/or upheld on appeal.
3	Customer Service – Percent of customers rating their overall satisfaction with the agency above average or excellent.
4	Best Practices – Percent of best practices met by the Board.

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	Title: Rationale:

VETERINARY MEDICAL EXAMINING BOARD		I. EXECUTIVE SUMMARY	
Agency Mission: To protect animal health and welfare, public health, and consumers of veterinary services.			
Contact: Lori Makinen		Contact Phone: 971-673-0223	
Alternate: Emilio E. DeBess, DVM		Alternate Phone: 503-731-4024	



1. SCOPE OF REPORT

This report provides information on the Board’s investigation of complaints, customer satisfaction and implementation of Best Practices for the period July 1, 2007 through the present. The Board is charged with regulating the veterinary profession to assure that consumers receive veterinary service that meets or exceeds the state’s minimum veterinary practice standards. As part of that charge, the Board strives to promptly investigate and adjudicate complaints against licensees, and to obtain and evaluate voluntary feedback from the public and licensees. Compliance with Best Practices increases Board awareness of administrative responsibilities and creates an accountability loop between the Board and its administrative staff.

2. THE OREGON CONTEXT

Oregonians expect and are entitled to well-qualified veterinary practitioners and good quality veterinary care. The Oregon Veterinary Examining Board ensures that the public is protected from sub-standard veterinary practice by granting licensure only to applicants who pass national as well as Board-administered qualifying examinations and vigorously enforcing the Veterinary Practice Act to rehabilitate or suspend or revoke the licenses of individuals whose work falls below the standard of practice.

The Board works closely with its 'sister' agencies, such as other states' veterinary boards, the Drug Enforcement Agency, Food and Drug Administration, Oregon Dept. of Agriculture, Attorney General, Pharmacy Board, and state and municipal animal control and law enforcement agencies. The Board also maintains positive working relationships with its private sector partners, such as the Oregon Veterinary Medical Association and regional associations, the veterinary pharmaceutical industry, and providers of veterinary Continuing Education. The Board is a member of the American Association of Veterinary State Boards (AAVSB) and the Federated Association of Regulatory Boards (FARB).

3. PERFORMANCE SUMMARY

The Board disciplined 25 veterinary licensees during the report period; only two contested the decisions. The majority of disciplinary decisions were settled by stipulated agreement (the licensee did not oppose the Board's decision or request a hearing). This is an increase from previous biennia. It is possible that increased malpractice insurance available at low cost to veterinarians in this biennium through the American Veterinary Medical Association accounts for increased resistance to discipline. Also unlike previous biennia, most of the stipulated agreements were negotiated by one or two local attorneys who specialize in representing veterinarians.

The Board has not been highly rated by the 20 individuals who completed customer satisfaction surveys during the report period. This is a significant downturn from the Board's last customer satisfaction survey results in 2003-05, in which 789 respondents gave 90 percent and higher positive ratings in service categories.

The Board offered on-line renewals for the first time this year. That along with other anticipated technological improvements in efficiency should increase user satisfaction. Posting disciplinary documents on the website will make it easier for customers to obtain vital information on licensees.

The Board has reviewed and will adopt Best Practices at its December 2007 meeting.

4. CHALLENGES

Complaint Resolution: The Board meets approximately every two months and periodically meets via teleconference. Discussion and resolution of complaints comprises most meeting agendas. Complaints that have not been resolved by staff involve complex clinical and procedural issues. The

Board is loath to make ill-considered, hasty decisions; therefore, analysis and discussion of each complaint is lengthy in order to arrive at a majority opinion that fulfills the Board's mission. Very rarely does the Board meet for less than two days. The commitment of time and loss of income for members is a determining factor in frequency and length of meetings. Telephone meetings are possible only for issues that do not require joint examination of medical records and diagnostic tools such as x-rays, thermographs, etc.

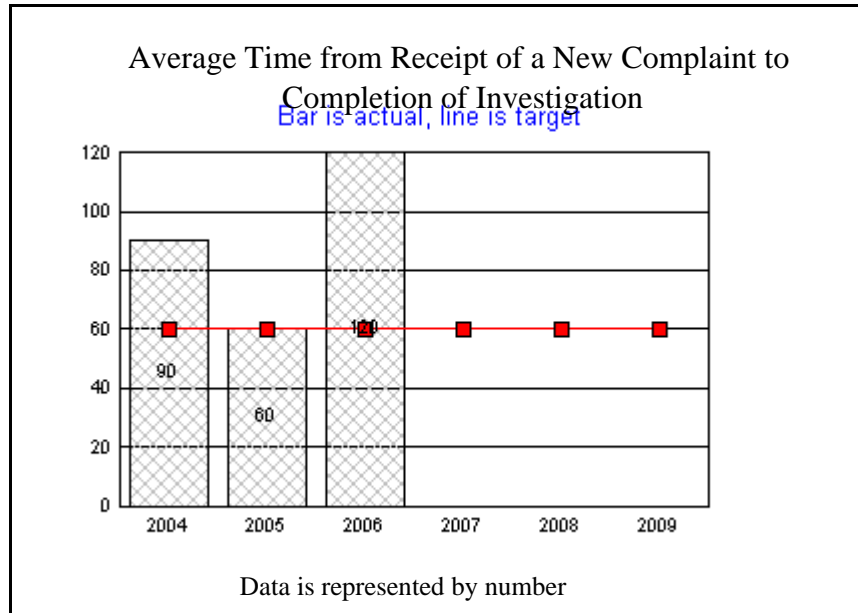
Uncontested Discipline Decisions: In 2005, the American Veterinary Medical Association began offering low-premium discipline defense insurance of up to \$25,000 to members. There is no empirical evidence available, but it is likely that this benefit will encourage veterinarians who are disciplined by the Board to challenge the decision. The proliferation of animal-related services by unlicensed entities, such as dog day-care facilities, animal massage and other alternative care methods, will likely include conduct that may cross over into actual practice of veterinary medicine. The proliferation of animal law specialties in public practice and law schools nationwide is a trend that will heavily impact the Board's work, as the public becomes more aware of the availability of these resources.

5. RESOURCES AND EFFICIENCY

The Board's budget is \$479,984 for 2005-07. Performance efficiencies are evident in the Board's continued provision of services without having raised licensing fees for over 10 years or adding staff (currently at 2.25 FTE). Efficient use of limitation is evident in the fact that the Board has not made an Emergency Board appearance in over 10 years.

Increasing the current .5 FTE investigator position to full time in 07-09 will enable the Board to reduce investigation time.

KPM #1	Public Protection – Average time from receipt of a new complaint to completion of the investigation.	
Goal	Ensure Public Protection (Average time from receipt of a new complaint to completion of the investigation.)	
Oregon Context	Ensure Public Protection.	
Data Source	Internal investigatory downloadable data (Visual FoxPro Licensee Database, Complaints) and published Board minutes.	
Owner	Board Administrator	



1. OUR STRATEGY

Continued measurement will allow the Board to continuously review its complaint investigation process and identify and remediate obstacles to timely resolution. Reduce the time it takes to investigate and prepare each case for Board review and resolution. Partners include other enforcement entities

2. ABOUT THE TARGETS**3. HOW WE ARE DOING**

We are meeting the statutory requirement of reporting cases to the Board within 120 days. (Again, the average of 240 days to resolve relates to the decision made after a case is reviewed, evaluated, deliberated and voted on.) Cases are provided to members prior to each meeting. Some cases are resolved immediately; others may take years to complete. It is difficult to force resolution after that due to a variety of factors beyond the Board's control that delay final decisions.

4. HOW WE COMPARE

Our complaint resolution process is dictated largely by ORS ch. 676 and conforms to models used by most other health licensing boards. Some boards may establish a different case event whereon to establish 'completion.'

5. FACTORS AFFECTING RESULTS

Improvement will occur when the Board is able to hire a full-time investigator.

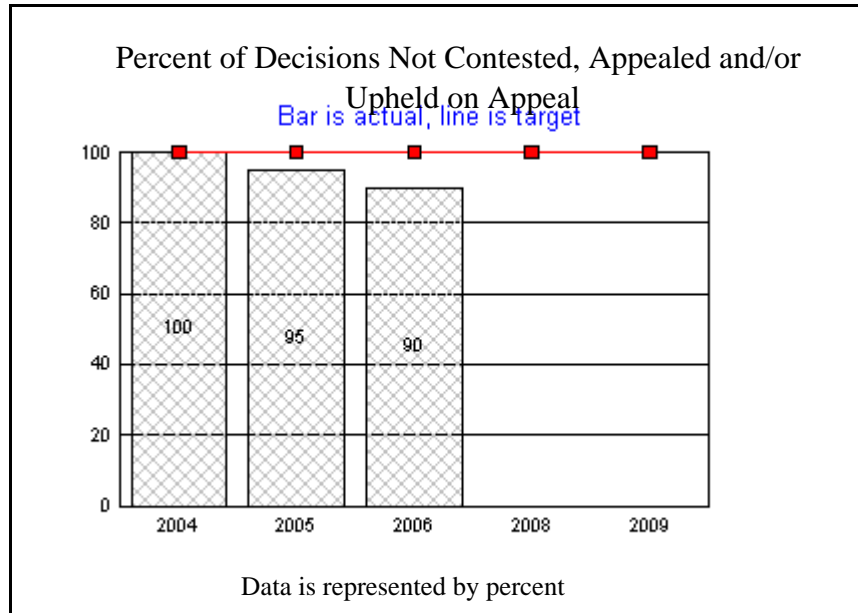
6. WHAT NEEDS TO BE DONE

Ensure cases are properly prepared for Board review.

7. ABOUT THE DATA

Maintained as part of the Board's licensee database, maintained by Confuzer, Inc. (Grant A. Moyle, pres.). Non-jurisdictional and staff resolved complaints are reported to the Board monthly. Valid complaints and resolution are published in the Board's meeting minutes.

KPM #2	Public Protection – Percent of decisions not contested, appealed and/or upheld on appeal.	
Goal	Ensure Public Protection (Percent of decisions not contested or appealed, or upheld on appeal.)	
Oregon Context	Aligns to agency goals.	
Data Source	Internal investigatory downloadable data and published Board minutes.	
Owner	Board Administrator	



1. OUR STRATEGY

The Board demonstrates its effective and efficient use of statutory authority by making reasoned, sound and appropriate disciplinary decisions. The Board plans to meet this measure by thorough and expert evaluation of all jurisdictional complaints and objective and vigorous enforcement of the provisions of the Veterinary Practice Act. Continued measurement will provide historic data from which the Board can evaluate likelihood of future

licensee reaction to disciplinary actions.

2. ABOUT THE TARGETS

Reduce licensee resistance to accepting Board's disciplinary decisions. If the Board is making sound and reasonable discipline decisions, the number of requests for contested case hearings, or of cases appealed will be low. A low percentage of requests for hearings or cases appealed indicates that the Board is exercising its regulatory appropriately and in the public interest.

3. HOW WE ARE DOING

This measure was at target in 2003 and 2004. It has dropped slightly in 2005 and 2006. The two pending hearings are expected to uphold the Board's decision.

4. HOW WE COMPARE

Our complaint resolution process is dictated largely by ORS ch. 676 and conforms to models used by most other health licensing boards.

5. FACTORS AFFECTING RESULTS

Improved licensee access to legal representation has resulted in delays in decisions due to increased negotiations. Cheap malpractice insurance provides \$25,000 per year to contest board actions. Licensees have little to lose by exercising due process rights, even if they ultimately end up settling out of hearing. The impact on the Board will be either to increase its Attorney General limitation to deal with the increase in paperwork and filings or to decrease its imposition of discipline.

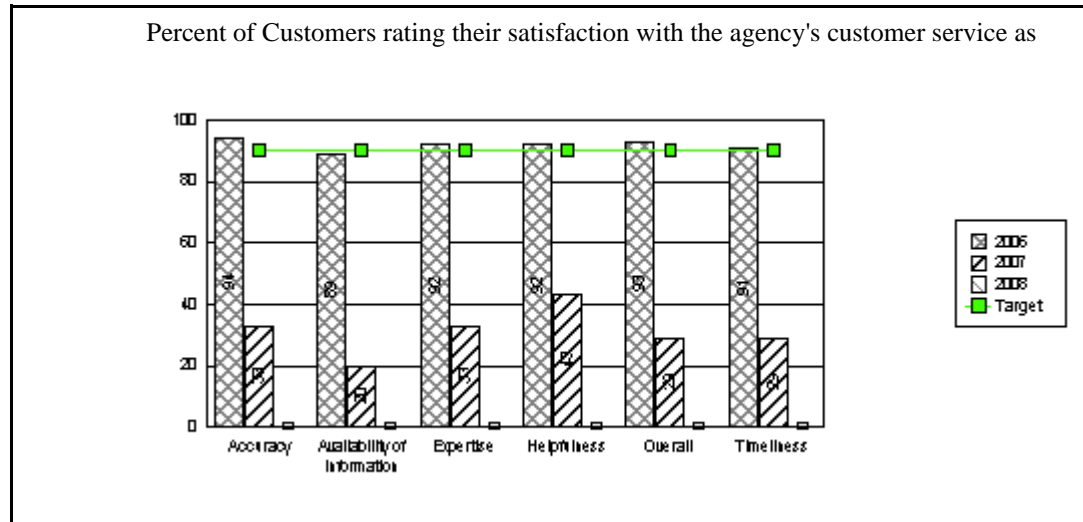
6. WHAT NEEDS TO BE DONE

At this time, resistance to Board discipline is not significant enough to warrant expenditure of time or resources.

7. ABOUT THE DATA

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KPM #3	Customer Service – Percent of customers rating their overall satisfaction with the agency above average or excellent.	
Goal	Customer Service (Percent of customers rating their overall satisfaction with the agency above average or excellent.)	
Oregon Context	Common measure for all state agencies.	
Data Source	Survey tool available on web site managed by independent contractor. Neither Board nor staff has access to input data.	
Owner	Board Administrator	



1. OUR STRATEGY

Continued measurement will help the Board identify perceived insufficiencies in customer and licensee service and make improvements.

2. ABOUT THE TARGETS

Increase public perception of competent service.

3. HOW WE ARE DOING

Not meeting this target.

4. HOW WE COMPARE

Unknown.

5. FACTORS AFFECTING RESULTS

The Board was excoriated for revoking a Coos Bay veterinarian's license (for gross incompetence). The Board was excoriated for not revoking a Portland veterinarian's license (for lack of evidence of animal abuse - however, the Board has since revoked the license for other reasons, but neither the media nor the public has sung our praises.).

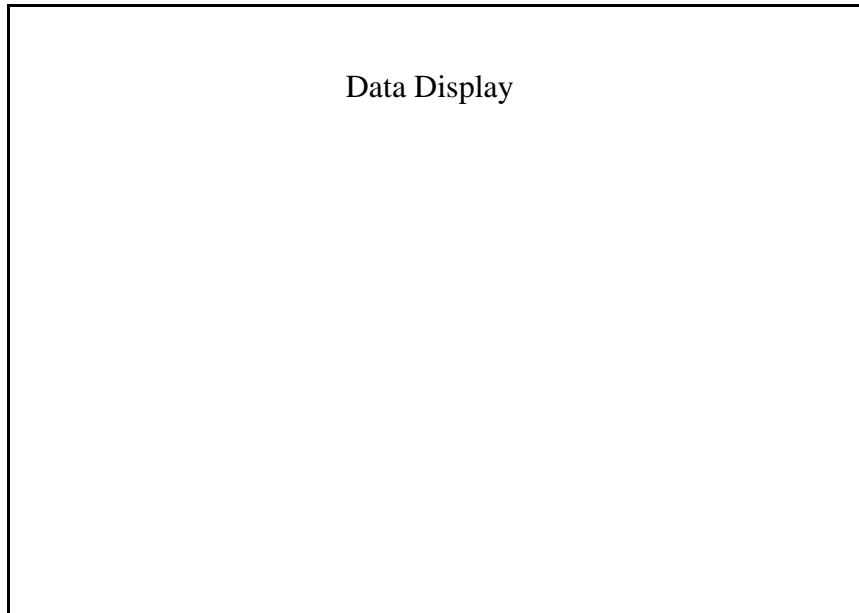
6. WHAT NEEDS TO BE DONE

Review customer service protocols; enhance staff customer service skills. Try to increase survey return rate.

7. ABOUT THE DATA

Managed by Confuzer, Inc. (Grant A. Moyle, pres.). Tweak-proof. There were only seven scorable responses to the survey. This results in a highly distorted result.

KPM #4	Best Practices – Percent of best practices met by the Board.	
Goal	Best Practices (Percent of Best Practices met by the Board.)	
Oregon Context		
Data Source	Board self rating: published Board minutes.	
Owner	Board Administrator	



1. OUR STRATEGY

To be determined upon adoption and implementation of Best Practices.

2. ABOUT THE TARGETS

To be determined.

3. HOW WE ARE DOING

NA

4. HOW WE COMPARE

NA

5. FACTORS AFFECTING RESULTS

NA

6. WHAT NEEDS TO BE DONE

NA

7. ABOUT THE DATA

NA

VETERINARY MEDICAL EXAMINING BOARD**III. USING PERFORMANCE DATA****Agency Mission:** To protect animal health and welfare, public health, and consumers of veterinary services.**Contact:** Lori Makinen**Contact Phone:** 971-673-0223**Alternate:** Emilio E. DeBess, DVM**Alternate Phone:** 503-731-4024**The following questions indicate how performance measures and data are used for management and accountability purposes.****1. INCLUSIVITY**

- * **Staff :** Staff and Board use data to evaluate process and performance; adjust for improvements.
- * **Elected Officials:**
- * **Stakeholders:**
- * **Citizens:**

2 MANAGING FOR RESULTS**3 STAFF TRAINING**

Director and investigator attends conferences, when fiscally feasible, of the following organizations:

Federated Association of Regulatory Boards(FARB)
 American Association of Veterinary State Boards (AAVSB)
 Council on Licensing, Enforcement and Regulation (CLEAR)
 Attorney General's Public Law Conference

4 COMMUNICATING RESULTS

- * **Staff :**
- * **Elected Officials:**
- * **Stakeholders:**
- * **Citizens:**