

MORTUARY & CEMETERY BOARD

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

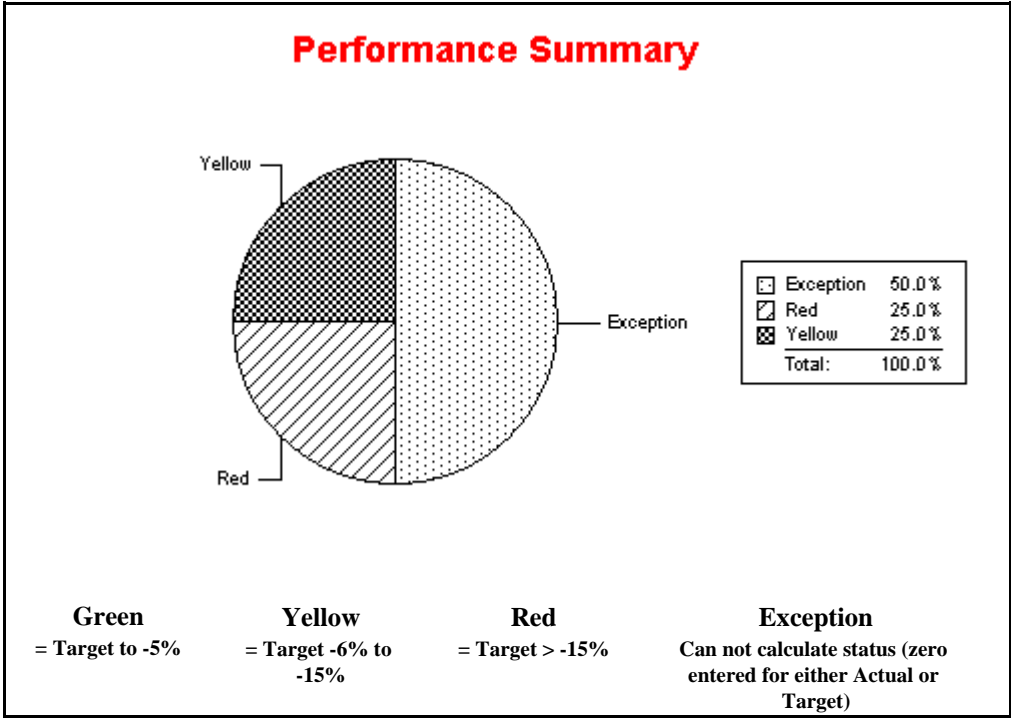
Proposed KPM's for Biennium (2009-2011)

Original Submission Date: 2008

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
1	Facility Inspection - Percent of licensed facilities inspected not less than once per biennium.
2	Complaint Investigation - Percent of investigative reports completed within six months of a complaint from any person against a licensee.
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.

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	Title: Rationale:

MORTUARY & CEMETERY BOARD		I. EXECUTIVE SUMMARY	
Agency Mission: The mission of the Oregon Mortuary and Cemetery Board is to protect public health, safety and welfare by fairly and efficiently performing its licensing, inspection and enforcement duties; by promoting professional behavior and standards in all facets of the Oregon death care industry; and, by maintaining constructive relationships with licensees, those they serve and others with an interest in the Board's activities.			
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1. SCOPE OF REPORT

Approximately 65,000 deaths will occur in Oregon during the 2007-2009 biennium. The Board's programs affect those who have suffered a loss, those who make final arrangements and those who provide death care goods and services. It is the Board's responsibility to license and regulate the practice of individuals and facilities engaged in the care, preparation, processing, transportation and final disposition of human remains. Licensees include funeral service practitioners, embalmers, apprentices, interns, preneed sales people, funeral establishments, immediate disposition companies,

cemeteries and crematories. The Board's principal activities involve: background investigation, apprenticeship, examination, licensing, facility inspection, complaint investigation and administration.

The Board is composed of eleven members appointed by the Governor: two funeral service practitioners, one embalmer, three cemetery representatives, one crematory operator and four public members. Because crematories are typically associated with funeral establishments, the Board's crematory member has always been a funeral service practitioner. The Board's six staff members are prohibited from actively engaging in any practice regulated by the Board.

The Board is funded solely by Other Funds revenue derived principally from license fees and a \$5.00 portion of the \$7.00 death registration filing fee.

The Board's key performance measures are focused on the frequency of facility inspections, the timeliness of complaint investigations and customer service. Numerical output data pertaining to licensing, examinations, inspections, investigations and background checks may be found in the Agency Summary section of the Governor's Recommended Budget.

2. THE OREGON CONTEXT

The Board has no primary links to Oregon Benchmarks. The High-Level Outcome to which the Board's KPMs align is the agency mission. The death care industry controls resources essential for the final disposition of human remains. Like any other commercial enterprise, success depends upon the sale of goods and services for a profit. However, unlike ordinary customers death care consumers are often compelled to make an array of unusual, emotional and costly purchase decisions in the midst of coping with the confusing and painful loss of a loved one. Under such circumstances, providers have a special duty to observe strict standards of professional conduct.

Most states regulate funeral homes, cemeteries and crematories separately. The Board's combined regulatory scheme cuts costs, reduces overlapping regulation and promotes consumer protection.

The Board does not regulate prices. Through enforcement of a federal regulation known as the Funeral Rule, the Board promotes comparison shopping and protects the right of consumers to select only those goods and services they want to buy. In addition to establishing standards of practice, the Board protects consumers and the industry by enforcing compliance with regulations designed to: insure that human remains are treated with dignity; prohibit deceptive or unfair sales practices; and, prevent fraudulent and dishonest conduct.

3. PERFORMANCE SUMMARY

The Board has made upward progress on all existing measures in the FY2008. This is reflective of the efforts of the Board to improve practices, and has been achieved in spite of staff turnover. However, there is still ground to cover--especially on KPM #1--and this will be a key focus for the remainder of the assessment period.

4. CHALLENGES

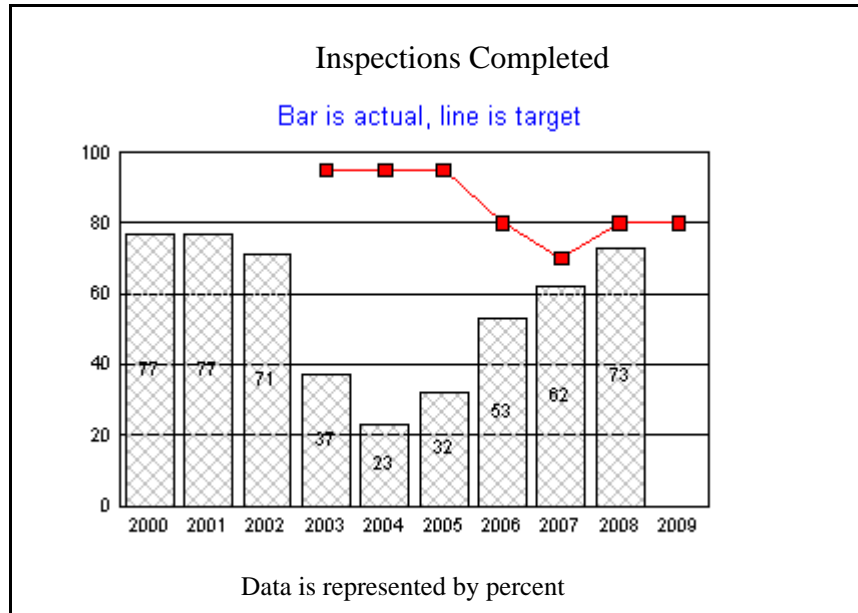
The Board's key performance challenges are increasing the frequency of facility inspections (KPM # 1) and reducing the interval between receipt of a complaint and completion of an investigative report (KPM # 2). In order to meet targets, the Board must resolve an ongoing revenue shortfall, identify and maintain the appropriate staffing level at FTE and redeploy staff more efficiently.

5. RESOURCES AND EFFICIENCY

Staffing levels and retention have been issues that have impacted efficiency, and creating stability will reduce the overhead in training which is inherent in for positions with the Board, even when they come in with experience because of the unique nature of the work.

Although forward progress has been made, the Board will continue to review operational efficiency and base staffing levels required to achieve our statutory mission.

KPM #1	Facility Inspection - Percent of licensed facilities inspected not less than once per biennium.	2005
Goal	To fairly and efficiently perform licensing, inspection and enforcement duties.	
Oregon Context	The Board has no links to Oregon Benchmarks. The High-Level Outcome to which the Board's KPMs align is the agency mission.	
Data Source	Inspection files, inspection data base, bi-monthly inspection reports	
Owner	The Board is a single program unit. Contact person: Executive Director Michelle Gaines (971) 673-1502	



1. OUR STRATEGY

Inspect licensed facilities.

2. ABOUT THE TARGETS

The Board has a statutory mandate to inspect all licensed facilities not less than once per biennium. The current target is based upon recent experience and historic data. The higher the percentage, the more progress toward meeting the target.

3. HOW WE ARE DOING

The Board inspected 77% of licensed facilities in 2000 and 2001. That number diminished to 23% in 2004. Though the trend has improved to 72%, the results remain unsatisfactory as they are still below target, and are not compliant with statute.

4. HOW WE COMPARE

The Board has historically compared performance with how the Board has done in the past. While this will still be a basis for comparison, the Board will also work with other health-related boards and other similar agencies to determine if there are any other appropriate benchmarks.

5. FACTORS AFFECTING RESULTS

The number of inspections that can be completed is a factor of available resources. Current staffing levels are allocated to all Board functions, and focus in the last several years in reducing an investigative backlog has impacted staff ability to complete all inspections.

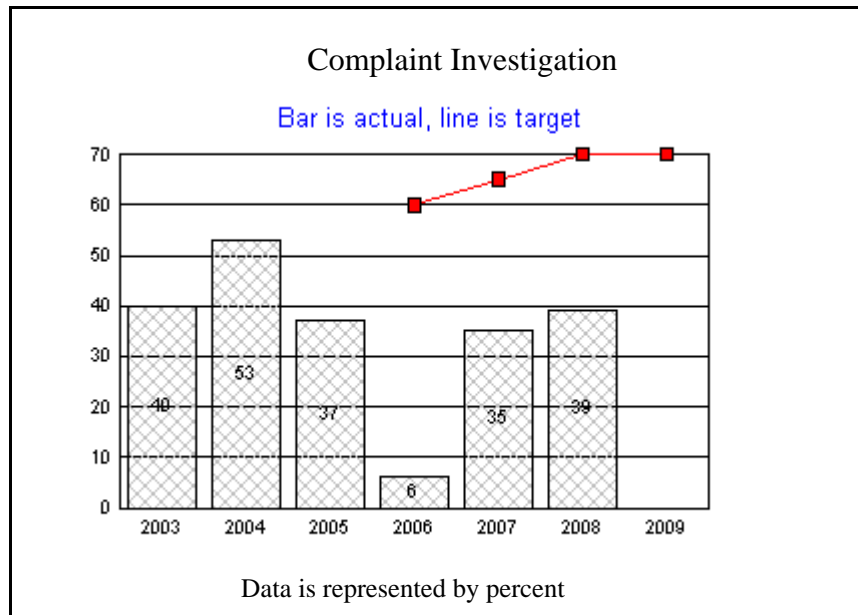
6. WHAT NEEDS TO BE DONE

The Board now needs to resolve a revenue shortfall, identify and establish the required staffing level, reduce staff turnover and deploy current staff more efficiently.

7. ABOUT THE DATA

The Board uses the Oregon fiscal year for reporting inspection data. Although the number of licensed facilities varies slightly over time, the percentage reported remains highly reliable because the number of inspections conducted is derived from straightforward counting. Additional information as to the actual number of inspections conducted by facility type may be found in the Agency Summary section of the Governor's Recommended budget.

KPM #2	Complaint Investigation - Percent of investigative reports completed within six months of a complaint from any person against a licensee.	2005
Goal	To fairly and efficiently perform licensing, inspection and enforcement duties.	
Oregon Context	The Board has no links to Oregon Benchmarks. The High-Level Outcome to which the Board's KPMs align is the agency mission.	
Data Source	Investigative files, investigative reports and investigative data base	
Owner	The Board is a single program unit. Contact person: Executive Director Michelle Gaines (971) 673-1502	



1. OUR STRATEGY

Investigate complaints and write reports.

2. ABOUT THE TARGETS

The Board's current targets establish a reasonable expectation for improvement. The higher the percentage, the more progress.

3. HOW WE ARE DOING

After improving from 40% in 2003 to 53% in 2004, there has been a significant downward trend.

4. HOW WE COMPARE

The Board is not aware of any rationale basis for comparison.

5. FACTORS AFFECTING RESULTS

During the past couple of years, the Board has made significant progress in eliminating an investigative backlog. On November 1, 2004, the Board had 347 open cases. Today there are 69, with only 39 cases pending completion of an investigative report. Completing investigative reports on so many old cases dramatically reduced the percentage of reports completed within six months. The complexity of investigations is a crucial factor in how quickly reports can be completed. However, with the elimination of the backlog, the percentage of investigative reports completed within six months is expected to increase considerably.

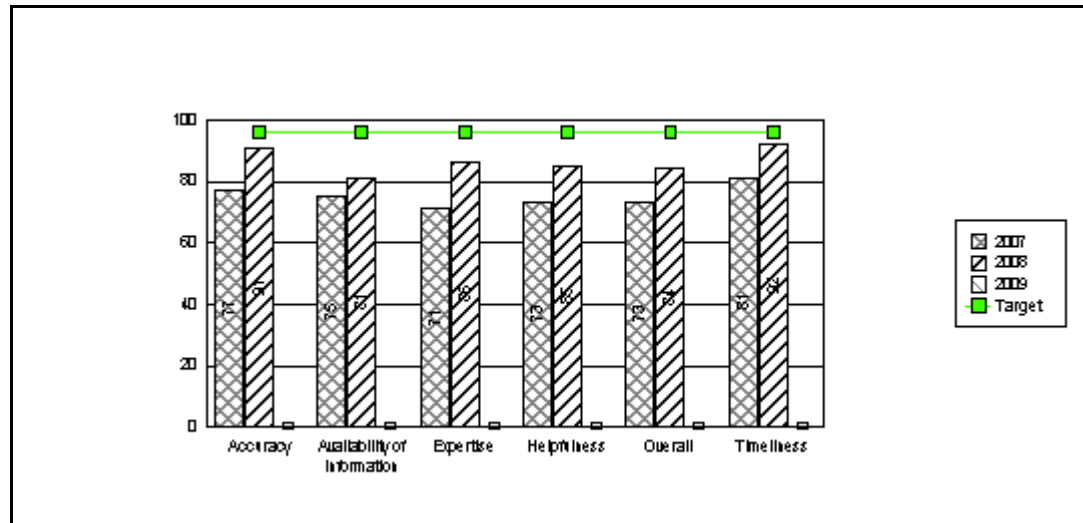
6. WHAT NEEDS TO BE DONE

The Board now needs to resolve a revenue shortfall, identify and establish the required staffing level, reduce staff turnover and deploy current staff more efficiently, and more closely monitor the time taken to complete an investigative report.

7. ABOUT THE DATA

The Board uses the Oregon fiscal year for reporting investigative data. Since the interval between receipt of a complaint and completion of an investigative report is a calendar function, data on the percentage of reports completed within six months is considered highly reliable. Additional information as to the actual number of investigations opened and closed, as well as outcome data, may be found in the Agency Summary section of the Governor's Recommended budget.

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.	2007
Goal	Excellent Customer Service	
Oregon Context	The Board has no links to Oregon Benchmarks. The High-Level Outcome to which the Board's KPMs align is the agency mission.	
Data Source	Data from anonymous surveys on http://omcb.oregonsurveys.com	
Owner	The Board is a single program unit. Contact person: Executive Director Michelle Gaines (971) 673-1502	



1. OUR STRATEGY

The Board strives to: fairly and efficiently perform licensing, inspection and enforcement duties; uniformly administer rules and statutes; provide prompt, courteous service that is responsive to customer needs and public protection.

2. ABOUT THE TARGETS

The high target is an incentive to achieving the excellent customer service goal. The higher the percentage, the more progress toward meeting the target

3. HOW WE ARE DOING

At last report, 73% of recent survey respondents rated the Board's overall customer service good or excellent. This figure has increased to 84%; however, there are still issues to be addressed.

4. HOW WE COMPARE

Customer service survey data for other state agencies may be found in their Annual Performance Progress Reports.
<http://www.oregon.gov/DAS/OPB/APPR06.shtml/>

5. FACTORS AFFECTING RESULTS

As a regulatory agency, the Board conducts unannounced facility inspections, background investigations and complaint investigations. Those adversely affected by such compliance activities are more likely to have an unfavorable opinion of the services provided by the Board.

The current survey also reflects a relatively small sample size, and is both voluntary and anonymous.

6. WHAT NEEDS TO BE DONE

The Board needs to continually review survey data and identify opportunities to improve customer service. The Board should also consider other means of reaching and surveying stakeholders.

7. ABOUT THE DATA

The Board uses the Oregon fiscal year for reporting customer service survey data.

The Board did not contract with a private polling service in FY 2006 due to the cost. Instead, the Board posted a customer service survey on its web site, but the response was negligible. In late 2006, the Board set up an anonymous online survey through Oregon Surveys. An appeal for response with a link to the online survey was then sent to all licensees for whom the Board has an email address. Staff also includes a request for survey response and a link to the survey in outgoing emails to consumers, licensees and others with an interest in the Board's activities.

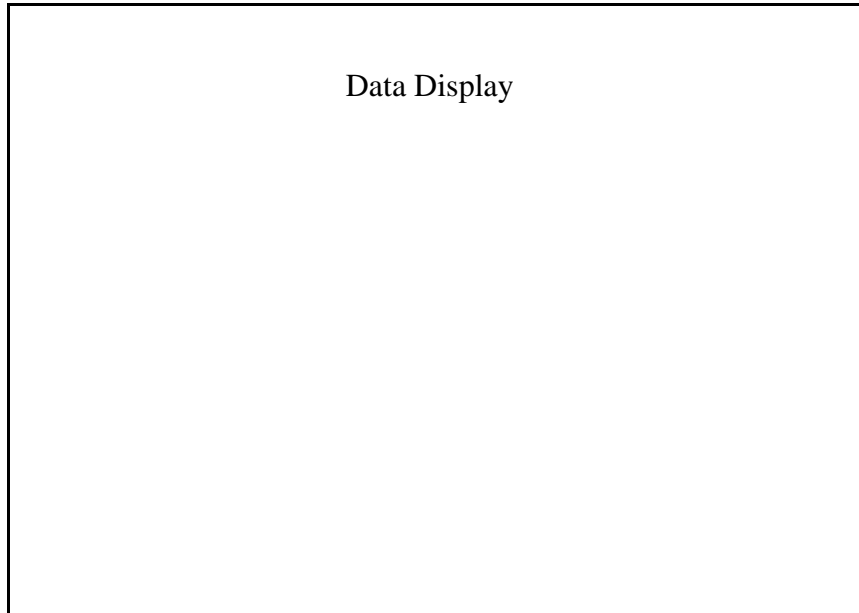
The Board's online survey has the advantage of being independent and anonymous. Responses go to Oregon Surveys, not the Board. Respondents

remain anonymous unless they elect to identify themselves. Oregon Surveys reports results to the Board. Survey data in this report were derived from about 40 responses. The weakness of the Board's survey lies in the fact that it is not scientific.

- Survey Name: Oregon Surveys (online version)
- Surveyor: Staff and electronic collection method
- Date Conducted: Continuous
- Population: Compliers, Consumers, Constituents
- Sampling Frame: Customers who have had recent interaction with the agency
- Sampling procedure: Convenience sample
- Sample Characteristics: N/A
- Weighting: N/A

MORTUARY & CEMETERY BOARD	II. KEY MEASURE ANALYSIS
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KPM #4	Best Practices - Percent of total best practices met by the Board.	2008
Goal	Board Best Practices - Percent of total best practices met by the Board.	
Oregon Context		
Data Source		
Owner		



1. OUR STRATEGY

2. ABOUT THE TARGETS

3. HOW WE ARE DOING

4. HOW WE COMPARE

5. FACTORS AFFECTING RESULTS

6. WHAT NEEDS TO BE DONE

7. ABOUT THE DATA

MORTUARY & CEMETERY BOARD**III. USING PERFORMANCE DATA**

Agency Mission: The mission of the Oregon Mortuary and Cemetery Board is to protect public health, safety and welfare by fairly and efficiently performing its licensing, inspection and enforcement duties; by promoting professional behavior and standards in all facets of the Oregon death care industry; and, by maintaining constructive relationships with licensees, those they serve and others with an interest in the Board's activities.

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The following questions indicate how performance measures and data are used for management and accountability purposes.

<p>1. INCLUSIVITY</p>	<ul style="list-style-type: none"> * Staff : Propose measures, execute strategy, compile data, evaluate results, propose changes. * Elected Officials: Approve measures, evaluate results, add, delete, amend measures * Stakeholders: Provide comment, attend advisory meetings, Board meetings and legislative hearings * Citizens: Provide comment, attend advisory meetings, Board meetings and legislative hearings
<p>2 MANAGING FOR RESULTS</p>	<p>Performance measures are used to gage progress toward mission critical goals. In the past year, the Board has:</p> <ol style="list-style-type: none"> 1) established a limited duration Inspector position to increase the frequency of facility inspections (KPM # 1); 2) reduced investigative backlog, allowing future investigations to be completed in a more timely manner (KPM # 2); 3) initiated a web-based customer service survey (KPM # 3).
<p>3 STAFF TRAINING</p>	<p>In house training at staff meetings, implementation of Performance Measure Guidelines for Oregon State Agencies and self study of publications posted on the Progress Board web site</p>
<p>4 COMMUNICATING RESULTS</p>	<ul style="list-style-type: none"> * Staff : annual progress report, staff meetings, board meetings, web site * Elected Officials: annual progress report, Agency Request Budget, Governor's Recommended Budget, legislative hearings, web site * Stakeholders: annual progress report, web site, Board meetings

	* Citizens: annual progress report, web site, Board meetings
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