

ANNUAL PERFORMANCE PROGRESS REPORT - EXECUTIVE SUMMARY

STATE BOARD OF CLINICAL SOCIAL WORKERS

TIME PERIOD: FISCAL YEAR 2006 – 2007

Performance Measure Target Achievement	
Total Number of Key Performance Measures	4
Number of Performance Measures at target for this reporting period	1
Number of Performance Measures not at target for this reporting period	3

Degree and type of Agency influence on Benchmarks and High-level Outcomes.

The Oregon State Board of Clinical Social Workers was created by the Legislature as a public protection agency. The primary mission of the Board is to protect the citizens of Oregon by setting a strong standard of practice and ethics through the regulation of clinical social workers. The Board seeks to provide excellent customer service while effectively accomplishing its mission. The pursuit of its mission of public protection and quality customer service does not contribute to any specific Oregon Benchmark. Nevertheless, the Board currently tracks its performance through four Performance Measures.

Summarize the year's successes and barriers to achieving Performance Measure Targets.

In Fiscal Year 2007, this agency exceeded the targets for two performance measures and did not meet the target for two performance measures.

For the sixth year in a row the agency exceeded the target set for Performance Measure #2 since at least 99.9% of licensees whose Continuing Education coursework was audited, had in fact taken the required number of accredited coursework to maintain licensure. Those under licensure by this Board obviously take their responsibility for continuing education very seriously. The Board is committed to maintaining this strong tradition of continuing education excellence as one important component of providing the citizens of Oregon with properly educated therapists.

For the first time the agency barely missed the target set for Performance Measure #4. 97.3% of those who responded to the customer survey included in the renewal packet rated the agency's "overall" customer service as "above average" or "excellent". The Board had set

a very ambitious target of 98%. The Board is committed to having staff that provides effective and efficient service to the public and the licensee base who contact the agency for any reason.

In addition to narrowly missing the target in the “overall” customer service category, the Board also barely missed the target of 98% for each of the five specific sub-questions asked in the customer service survey with the following results: Timeliness 96.9%; Accuracy 97.3%; Helpfulness 97.8%; Expertise 97.0%; and Information Availability 95.8%.

For the third year in a row the agency did not meet the target set for Performance Measure #1 that tracks the percent of complaints upon which the Board makes a decision within six months of when the complaint is received in the Board office. The target for fiscal year 2007 was 85%. The agency actually resolved 74.2% of the complaints within six months of when they were received in the Board office. The Board has a responsibility to process complaints thoroughly and fairly. The Board also seeks to resolve complaints expeditiously. Whenever there is tension between the need to be thorough and fair and the desire to be expeditious, the Board always honors the mandate for thoroughness. The Board has also witnessed two small trends in the last two budget cycles. First, the overall number of complaints filed with the Board has decreased slightly. The Board received 81 complaints in the '97-'99 biennium, 51 complaints in '99-'01, 72 complaints in '01-03, 41 complaints in '03-'05, and 60 complaints in the '05-'07 biennium. Second, the complexity and seriousness of the complaints has increased with a resultant increase in the need to take public action. For the past three years the Board has been able to settle all public disciplinary actions through stipulation. While resolving a complaint through stipulation is significantly quicker than the contested case process, it always takes more than 6 months from when a complaint is received in the office to when the public action is finally taken.

For the third year in a row the agency did not meet the target set for Performance Measure #3 that tracks the percent of licensee base against whom the Board takes public action. The Board's goal is to have a licensee base that is both ethical and effective in their practice of social work. It is the Board's goal that they would find a serious enough ethical violation among the submitted complaints to take public action against less than .1% of the licensee base in any given fiscal year. Currently the Board has approximately 3,300 people under its jurisdiction. To meet the goal for this Measure would mean that the Board would take public action against not more than three licensees per year. As noted above, the Board has experienced an increase in the seriousness of the complaints submitted the past three years. The Board will continue to take disciplinary action against licensees when appropriate to protect the public. The Board will also continue to encourage best practice among the licensee base.

Looking Ahead

The Board requested no changes to any of its Performance Measures. The Board of Clinical Social Workers has made good progress in developing Performance Measures to help them gauge if they are effectively meeting their mission of protecting the public while providing excellent customer service. The Board will continue to analyze the data from these Measures as one way of assessing its ability to achieve its mission and program objectives in the coming years.

ANNUAL PERFORMANCE PROGRESS REPORT - PART I, MANAGING FOR RESULTS

TIME PERIOD: FISCAL YEAR 2006 – 2007

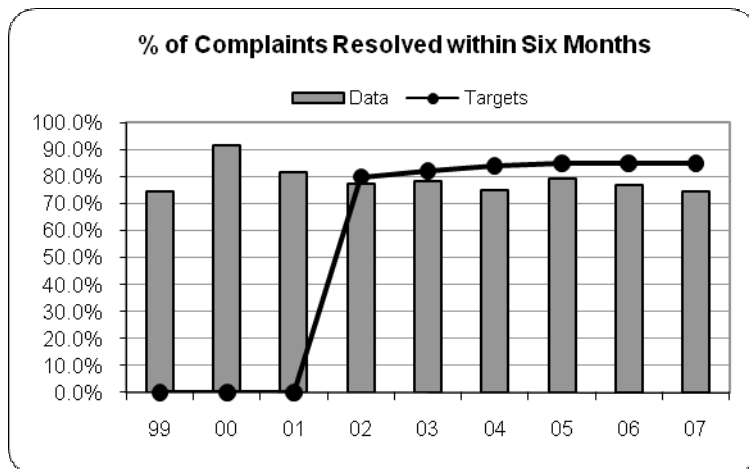
Agency: State Board of Clinical Social Workers	Date Submitted: October 26, 2007	Version No.: 1
Contact: Jon F. Langenwatler	Phone: 503-378-5735, ext. 34	
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Agency Name: State Board of Clinical Social Workers		Agency No.: 12400
<p>The following questions shed light on how well performance measures and performance data are leveraged within your agency for process improvement and results-based management.</p>		
1	How were staff and stakeholders involved in the development of the agency's performance measures?	The two primary groups of stakeholders, the public and the licensees under the Board's jurisdiction, are effectively represented through the three public members and the four licensees appointed by the Governor to serve on the Board. Input in the modification of the performance measures is solicited from licensees through newsletter articles and through the Board's contact with the National Association of Social Workers/Oregon Chapter, the professional organization that represents many social workers across the state. The staff is involved at every stage of the performance measure process: development, implementation, modification, tracking, and reporting data.
2	How are performance measures used for management of the agency?	The Performance Measures are used to gauge progress toward targeted goals. Having the Performance Measures in place helps the Board stay focused on its primary mission of public protection and the resolving of consumer complaints in a timely, fair, and thorough manner even while providing excellent customer service to those who contact the Board.
3	What training has staff had in the use performance measurement?	The Agency Administrator participated in the Oregon Progress Board training to ensure that Measures were developed and tracked according to the state-wide protocols. After the Agency's Measures were approved by the Legislature, the staff was trained on compiling and reporting the appropriate data.
4	How does the agency communicate performance results and for what purpose?	The Agency staff periodically share the latest performance data with the Board. This information is also distributed to licensees through Board publications. Performance Measure data is posted on the Agency website, URL http://www.oregon.gov/bcsw . This shared information allows the public to determine if the Board is accomplishing its mission of public protection while the Board's staff seeks to provide excellent customer service.
5	What important performance management changes have occurred in the past year?	In order to effectively monitor performance, some functions were changed in the Agency's data base system so that the staff could easily input, maintain, monitor, and report the performance data. The data is regularly reviewed by the staff and the Board.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS
TIME PERIOD: FISCAL YEAR 2006 – 2007

Agency Name: State Board of Clinical Social Workers		Agency No.: 12400								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# 01 - Percent of complaints upon which the Board makes a decision within six months of when the complaint is received in the Board office.	Target				80%	82%	84%	85%	85%	85%
	Data	74.5%	91.3%	81.5%	77.1%	78.4%	75.0%	79.3%	76.9%	74.2%

Data Source: Agency Consumer Protection Complaint Log



Note: It is impossible to have a true “outcome” measure of an agency’s performance in the area of consumer protection. It is appropriate to have an “output” measure which is what the agency has done with this performance measure.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

The goal of public protection by measuring the timeliness of complaint resolution.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

N/A

How does the performance measure demonstrate agency progress toward the goal?

The measure reveals the rate at which the agency is processing and resolving complaints in a timely manner.

Compare actual performance to target and explain any variance.

The Board's primary mission of public protection requires them to be thorough and fair in the process of investigating and resolving complaints. They seek to process complaints as expeditiously as possible but always choose thoroughness over speed. As the complexity and seriousness of the complaints has increased the past three years, the Board has not been able to meet the goal for this Measure.

The data reported above is in the form of the per cent of complaints that were resolved within the target of six months. It is at least as informative to view the raw data and see a comparison between the "easier" complaints to resolve (those that take six months or less to resolve) and the more "complex" cases that take longer than six months. The data for the last three fiscal years is:

- 2005 - 29 complaints resolved:
 - 23 complaints took a total of 66.5 months to resolve for an average of 2.9 months each.
 - 6 complaints took a total of 56.5 months to resolve for an average of 9.4 months each.
- 2006 - 26 complaints resolved:
 - 20 complaints took a total of 72.5 months to resolve for an average of 3.6 months each.
 - 6 complaints took a total of 44 months to resolve for an average of 7.3 months each.

- 2007 - 31 complaints resolved:
 - 25 complaints took a total of 89 months to resolve for an average of 3.6 months each.
 - 8 complaints took a total of 67 months to resolve for an average of 8.5 months each.

Summarize how actual performance compares to any relevant public or private industry standards.

There is no comparable data from other jurisdictional Boards that license Clinical Social Workers.

What is an example of a department activity related to the measure?

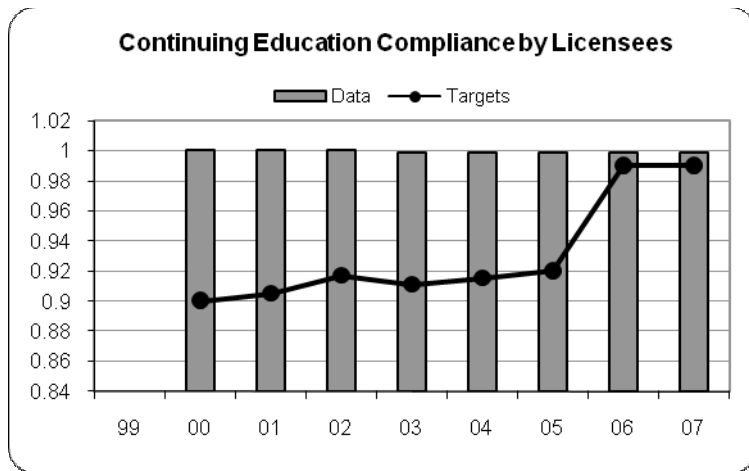
The Board has recently revised the complaint process tracking form which has increased the ability of members to effectively track the process and progress on each complaint. While this has helped the process stay focused, it has so far not increased the speed in which complaints are resolved.

What needs to be done as a result of this analysis?

The Board realizes that there will always be some tension between the desire for expediency and the need to be thorough and fair in the complaint resolution process. The Board will continue to live with that tension since they understand the need for thoroughness is more important than the need for quickness.

Agency Name: State Board of Clinical Social Workers		Agency No.: 12400								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# 02 - Percent of license renewal CE audits that meet the requirement for accredited coursework.	Target		90%	90.5%	90.7%	91.1%	91.5%	92%	99%	99%
	Data		100%	100%	100%	99.9%	99.9%	99.9%	99.9%	99.9

Data Source: Agency random audit of 10% of Continuing Education Reports in annual renewal process.



Note: It is impossible to have a true “outcome” measure of an agency’s performance in the area of competency. It is appropriate to have an “output” measure which is what the agency has done with this performance measure.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

The goal of public protection by requiring licensees to take coursework that keeps them aware of the most current information in their therapeutic specialties.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

N/A

How does the performance measure demonstrate agency progress toward the goal?

The measure reveals the extent of licensee compliance with the Board’s policy of taking 20 hours of appropriately credentialed Continuing Education Units (CEUs) each year.

Compare actual performance to target and explain any variance.

The targets for the percent of licensees who meet the Board’s requirement for continuing education have been exceeded in each year since the Board started tracking this information. Even though it appears that the target will always be met or exceeded, the Board continues to report on this Measure as a constant reminder to licensees and the public that continuing education is very important in maintaining professional ability in order to provide effective and safe therapeutic support to Oregonians.

During the past four years, the Board has not accepted the renewal application of from 1 to 3 LCSWs for lack of sufficient CEUs. In all cases those individuals took additional credentialed coursework and re-applied for licensure, which was granted.

Summarize how actual performance compares to any relevant public or private industry standards.

There is no comparable data from other jurisdictional Boards that license Clinical Social Workers.

What is an example of a department activity related to the measure?

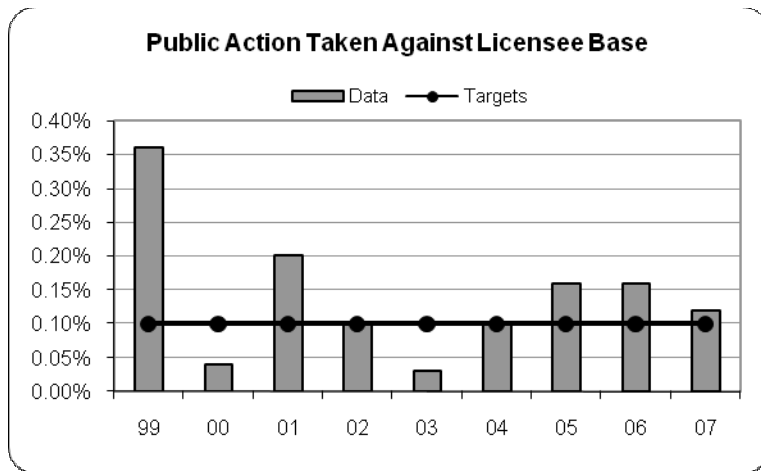
The Board continues to audit 10% of the continuing education reports sent in with renewals each month to ensure that licensees are taking at least 20 hours of credentialed coursework each year. The agency frequently highlights some aspect of the continuing education requirements in newsletter articles.

What needs to be done as a result of this analysis?

The agency’s current processes are working well.

Agency Name: State Board of Clinical Social Workers		Agency No.: 12400								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# 03 - Percent of licensee base against whom the Board takes public action.	Target						.1%	.1%	.1%	.1%
	Data	.36%	.04%	.2%	.1%	.03%	.1%	.16%	.16%	.12%

Data Source: Agency question included in annual renewal packet.



Note: It is impossible to have a true “outcome” measure of an agency’s performance in the area of consumer protection. It is appropriate to have an “output” measure which is what the agency has done with this performance measure.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

The goal of public protection by monitoring the percentage of the overall licensure base against whom the Board takes public action in a given fiscal year. In a “perfect world” all licensees would be practicing so ethically that the Board would never have to take public action against a License. Until that “perfect world” is achieved, the Board has set an ambitious goal of taking public action against .1% of its licensee base in any given fiscal year. While acknowledging that the “perfect world” has not been reached, that goal expects that the Board will work proactively with the licensee base to continually encourage ethical and best practice.

With a licensee base of approximately 3,300, the goal is to take public action against not more than three (3) licensees per fiscal year. But even saying that does not convey a full picture since the Board has several options to choose from if they propose taking public disciplinary action against a licensee. From least to most severe, those possibilities include: Letter of Reprimand; Probation; Suspension; and Revocation. Additionally, the Board can assess a penalty of not more than \$1,000 in conjunction with each of those public action options. The graph on the following page shows the specific actions taken by the Board during the past six fiscal years.

<u>PUBLIC ACTION TAKEN:</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
Letter of Reprimand	0	0	3	1	1	0
Assess a Civil Penalty	0	0	0	0	1	0
Probation	1	0	1	2	1	0
Suspension	0	0	0	0	0	0
Revocation	2	1	2	2	2	0
Total for Fiscal Year:	3	1	6	5	5	0*

(Note: The Board is still processing 5 complaints that were filed in fiscal year 2007. These figures will be updated once all cases have been resolved.)

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

N/A

How does the performance measure demonstrate agency progress toward the goal?

The measure reveals that the Board is proactively encouraging “best practice” among the licensee base.

Compare actual performance to target and explain any variance.

The Board is committed to continuing to explore methods to encourage licensees to utilize “best practice” standards as they provide mental health services to Oregonians.

Summarize how actual performance compares to any relevant public or private industry standards.

There is no comparable data from other jurisdictional Boards that license Clinical Social Workers.

What is an example of a department activity related to the measure?

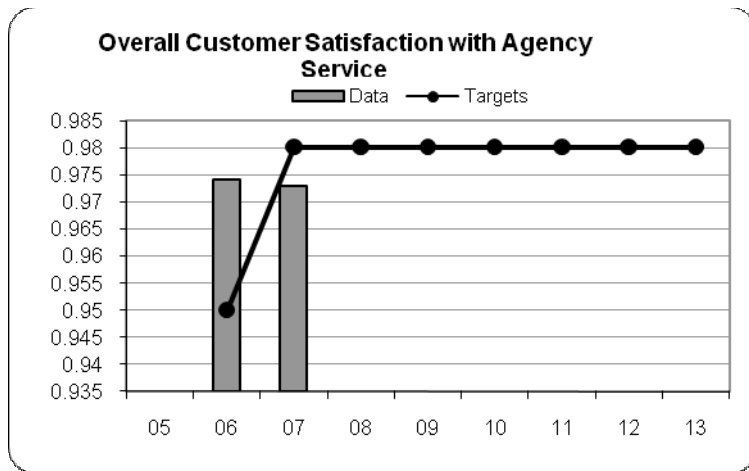
The Board collaborated with the National Association of Social Workers/Oregon Chapter to develop a “best practice” document in the area of child custody evaluations. This is the one area of practice that generates the largest number of complaints. The Board is currently in the process of working on similar protocols in the areas of dual relationships and clinical records, two other areas of significant complaint history.

What needs to be done as a result of this analysis?

The Board is committed to encouraging “best practice” among its licensees and will work both proactively and disciplinarily to achieve that goal.

#	CUSTOMER SERVICE – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.										Rates to 2005-07 KPMs	
Goal(s): Provide Effective Customer Service HLO(s): Agency Mission Strategy: Conduct customer service survey with every renewal packet Source: Agency Data Base Owner: Jon Langenwalter (503) 378-5735, ext. 34											Measure since: 2006 “X” any changes:	
											New wording	
											New data	
											New measure	
#4 Overall	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Data Cycle:	
Actual							97.4%	97.3%			FFY	
Target							95%	98%	98%	98%		
#4a Timeliness												
Actual							97.5%	96.9%				
Target							95%	98%	98%	98%		
#4b Accuracy												
Actual							98.0%	97.3%				
Target							95%	98%	98%	98%		
#4c Helpfulness												
Actual							97.2%	97.8%				
Target							95%	98%	98%	98%		
#4d Expertise												
Actual							95.9%	97.0%				
Target							95%	98%	98%	98%		
#4e Availability of Information												
Actual							97.3%	95.8%				
Target							95%	98%	98%	98%		

Data Source: Agency question included in annual renewal packet.



Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

The goal of providing excellent customer service to the public and the agency’s licensee base.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

N/A

How does the performance measure demonstrate agency progress toward the goal?

The measure reveals the extent to which the Board and its staff are appropriately responding to requests from the public and licensee base.

Compare actual performance to target and explain any variance.

The target was narrowly missed in fiscal year '07. The Board and its staff are committed to continuing to provide excellent service to the public and the licensee base. While the Board and its staff exceeded the target for fiscal year '06, please note that the target was raised from a goal of 95% to 98% from '06 to '07.

Summarize how actual performance compares to any relevant public or private industry standards.

There is no comparable data from other jurisdictional Boards that license Clinical Social Workers.

What is an example of a department activity related to the measure?

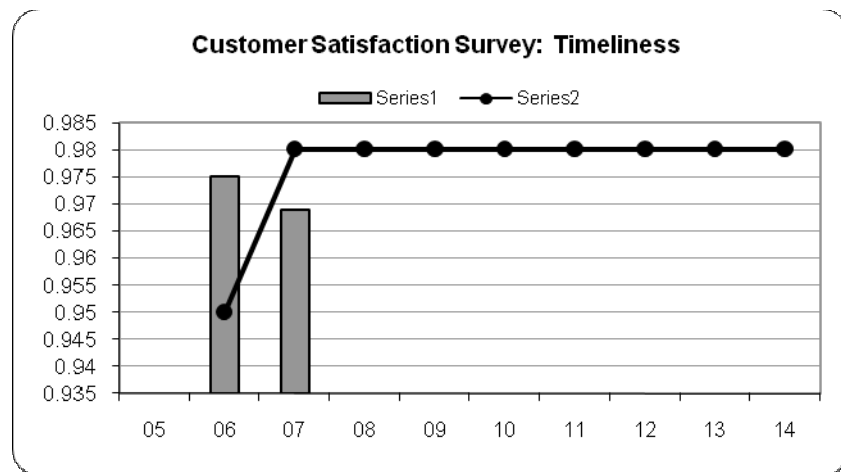
The Board and staff continually review forms and processes so that they are more “user friendly” and provide greater office efficiency.

What needs to be done as a result of this analysis?

The agency’s current processes are working well.

Agency Name: State Board of Clinical Social Workers			Agency No.: 12400							
Key Performance Measure (KPM)		2006	2007	2008	2009	2010	2011	2012	2013	2014
# 04A - Percent of customers rating satisfaction with agency services above average or excellent for Timeliness.	Target	95%	98%	98%	98%	98%	98%	98%	98%	98%
	Data	97.5%	96.9%							

Data Source: Agency question included in annual renewal packet.



Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

The goal of providing timely customer service to the public and the agency's licensee base.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

N/A

How does the performance measure demonstrate agency progress toward the goal?

The measure reveals the extent to which the Board and its staff respond timely to requests from the public and licensee base.

Compare actual performance to target and explain any variance.

The target was barely missed in fiscal year '07. The Board and its staff are committed to providing timely response to public and licensee base requests for service or action. While the Board and its staff exceeded the target for fiscal year '06, please note that the target was raised from a goal of 95% to 98% from '06 to '07.

Summarize how actual performance compares to any relevant public or private industry standards.

There is no comparable data from other jurisdictional Boards that license Clinical Social Workers.

What is an example of a department activity related to the measure?

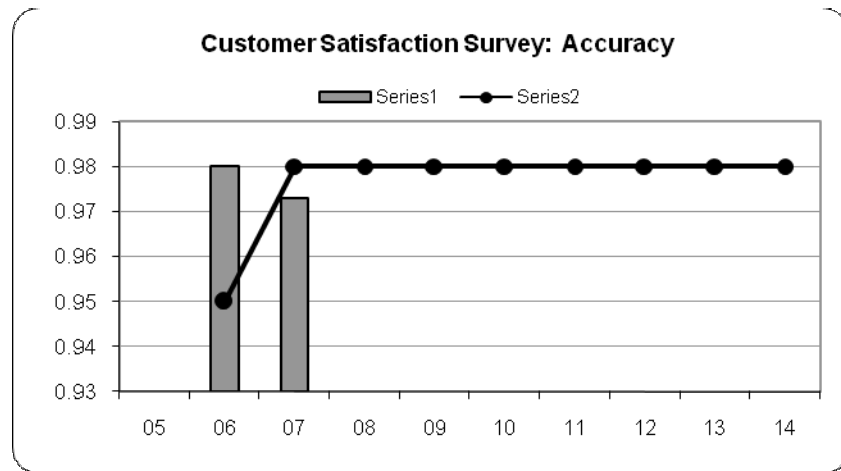
The Board and staff continually review processes for greatest office efficiency which results in timely response to public and licensee requests for service or action.

What needs to be done as a result of this analysis?

The agency's current processes are working well.

Agency Name: State Board of Clinical Social Workers		Agency No.: 12400								
Key Performance Measure (KPM)		2006	2007	2008	2009	2010	2011	2012	2013	2014
# 04B - Percent of customers rating satisfaction with agency services above average or excellent for Accuracy.	Target	95%	98%	98%	98%	98%	98%	98%	98%	98%
	Data	98.0%	97.3%							

Data Source: Agency question included in annual renewal packet.



Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

The goal of providing accurate customer service to the public and the agency's licensee base.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

N/A

How does the performance measure demonstrate agency progress toward the goal?

The measure reveals the extent to which the Board and its staff process and provide information accurately.

Compare actual performance to target and explain any variance.

The target was narrowly missed in fiscal year '07. The Board and its staff are committed to accurately processing Board information. While the Board and its staff exceeded the target for fiscal year '06, please note that the target was raised from a goal of 95% to 98% from '06 to '07.

Summarize how actual performance compares to any relevant public or private industry standards.

There is no comparable data from other jurisdictional Boards that license Clinical Social Workers.

What is an example of a department activity related to the measure?

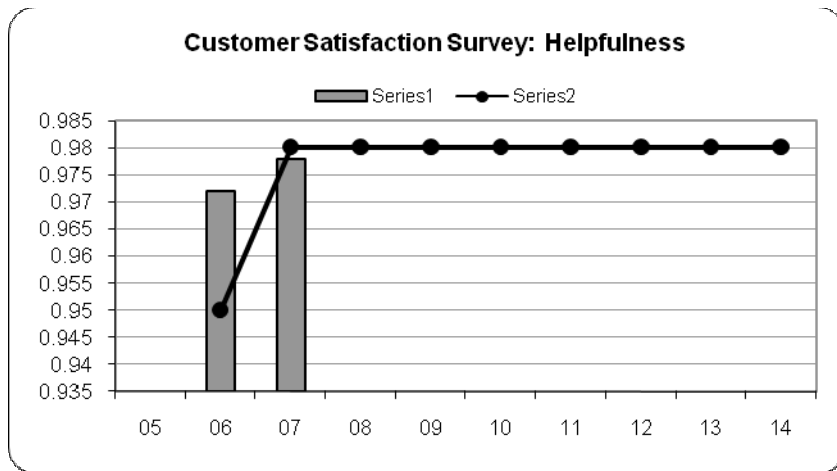
The staff meets weekly, and more frequently when necessary, to ensure that policies and procedures are being uniformly applied. The Administrator frequently consults with the Board Chair, the Chairs of the relevant Board Committee, or the Assistant Attorney General to ensure that the staff's response to an inquiry or concern accurately interprets and relays the statutes and rules which govern Board activity.

What needs to be done as a result of this analysis?

The agency's current processes are working well.

Agency Name: State Board of Clinical Social Workers		Agency No.: 12400								
Key Performance Measure (KPM)		2006	2007	2008	2009	2010	2011	2012	2013	2014
# 04C - Percent of customers rating satisfaction with agency services above average or excellent for Helpfulness.	Target	95%	98%	98%	98%	98%	98%	98%	98%	98%
	Data	97.2%	97.8%							

Data Source: Agency question included in annual renewal packet.



Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

The goal of providing helpful customer service to the public and the agency's licensee base.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

N/A

How does the performance measure demonstrate agency progress toward the goal?

The measure reveals the extent to which the Board and its staff respond in a helpful manner to requests from the public and licensee base.

Compare actual performance to target and explain any variance.

The target was barely missed in fiscal year '07. The Board and its staff are committed to providing helpful support to public and licensee base requests for service or action. While the Board and its staff exceeded the target for fiscal year '06, please note that the target was raised from a goal of 95% to 98% from '06 to '07.

Summarize how actual performance compares to any relevant public or private industry standards.

There is no comparable data from other jurisdictional Boards that license Clinical Social Workers.

What is an example of a department activity related to the measure?

The Board and staff continually review processes to ensure that they respond as helpfully as possible to public and licensee requests for service or action.

What needs to be done as a result of this analysis?

The agency's current processes are working well.

Agency Name: State Board of Clinical Social Workers		Agency No.: 12400								
Key Performance Measure (KPM)		2006	2007	2008	2009	2010	2011	2012	2013	2014
# 04D - Percent of customers rating satisfaction with agency services above average or excellent for Expertise.	Target	95%	98%	98%	98%	98%	98%	98%	98%	98%
	Data	95.9%	97.0%							

Data Source: Agency question included in annual renewal packet.



Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

The goal of providing expert response to questions or concerns from the public and the agency's licensee base.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

N/A

How does the performance measure demonstrate agency progress toward the goal?

The measure reveals the extent to which the Board and its staff are perceived to convey expert information to questions and concerns from the public and licensee base.

Compare actual performance to target and explain any variance.

The target was narrowly missed in fiscal year '07. The Board and its staff are committed to responding expertly to public and licensee base requests for service or action. While the Board and its staff exceeded the target for fiscal year '06, please note that the target was raised from a goal of 95% to 98% from '06 to '07.

Summarize how actual performance compares to any relevant public or private industry standards.

There is no comparable data from other jurisdictional Boards that license Clinical Social Workers.

What is an example of a department activity related to the measure?

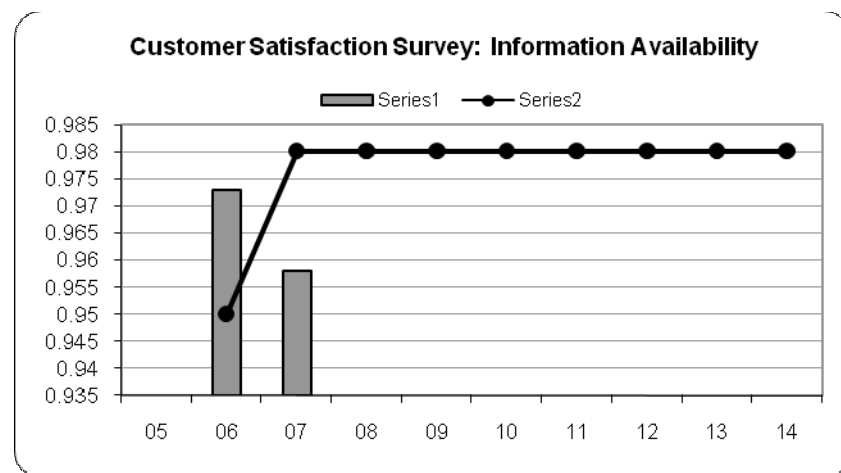
The staff meets weekly, and more frequently when necessary, to ensure that policies and procedures are being uniformly applied. The Administrator frequently consults with the Board Chair, the Chairs of the relevant Board Committee, or the Assistant Attorney General to ensure that the staff's response to an inquiry or concern expertly interprets and relays the statutes and rules which govern Board activity.

What needs to be done as a result of this analysis?

The agency's current processes are working well.

Agency Name: State Board of Clinical Social Workers		Agency No.: 12400								
Key Performance Measure (KPM)		2006	2007	2008	2009	2010	2011	2012	2013	2014
# 04E - Percent of customers rating satisfaction with agency services above average or excellent for Information Availability.	Target	95%	98%	98%	98%	98%	98%	98%	98%	98%
	Data	97.3%	95.8%							

Data Source: Agency question included in annual renewal packet.



Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

The goal of having information readily available to the public and the agency's licensee base.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

N/A

How does the performance measure demonstrate agency progress toward the goal?

The measure reveals the extent to which the Board and its staff have Board forms and other Board information readily available and accessible to the public and licensee base.

Compare actual performance to target and explain any variance.

The target was barely missed in fiscal year '07. The Board and its staff are committed to having Board forms and other Board information readily available and accessible to the public and licensee base. While the Board and its staff exceeded the target for fiscal year '06, please note that the target was raised from a goal of 95% to 98% from '06 to '07.

Summarize how actual performance compares to any relevant public or private industry standards.

There is no comparable data from other jurisdictional Boards that license Clinical Social Workers.

What is an example of a department activity related to the measure?

The Board's staff has a long-established policy of answering at least 95% of all incoming phone calls. Those that do wind up in voice mail are responded to within one business day. Likewise, the staff responds to requests for information or forms within one business day. When forms are created or revised, they are immediately placed on the Board's website for easy access by the public and the licensee base. Board meeting agendas and minutes are timely posted to the website. Currently about half of the licensee base receives the newsletter and other Board mailings through the internet. Recently the Board posted all of the public disciplinary actions on the website which has aided insurance companies who need access to that information as well as consumers.

What needs to be done as a result of this analysis?

The agency's current processes are working well.