

Oregon Board of Examiners of Nursing Home Administrators Annual Performance Progress Report (APPR) for Fiscal Year 2006-07

Original Submission Date: October 11, 2007

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AGENCY NAME Oregon Board of Nursing Home Administrators

I. EXECUTIVE SUMMARY

Agency Mission: The mission of the Board of Examiners of Nursing Home Administrators (BENHA) is to protect the public by developing, imposing, and enforcing standards which shall be met by individuals in order to receive and retain a license as an Oregon nursing home administrator.

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1. SCOPE OF REPORT

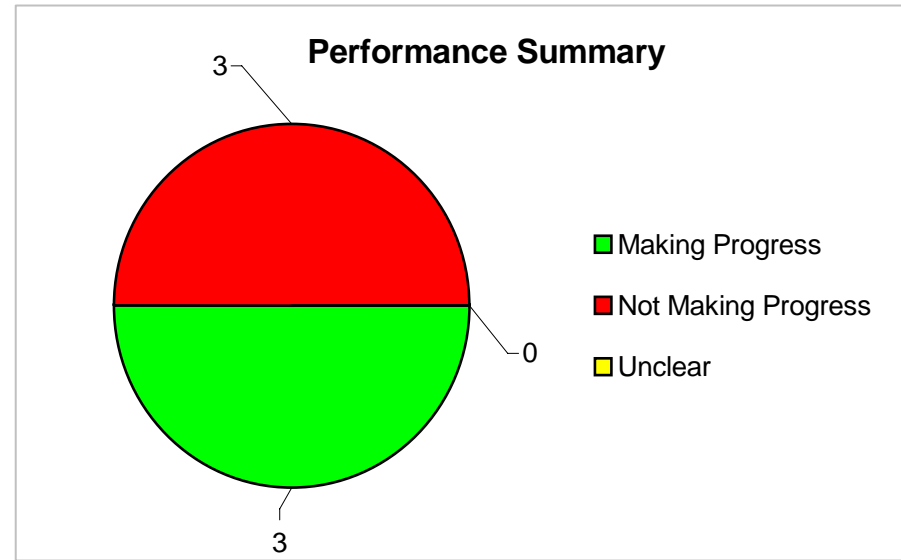
- The Board of Examiners of Nursing Home Administrators consists of one program that insures education, training, and examination requirements are satisfied prior to licensure and that continuing education requirements are completed prior to license renewal. Additionally, the Board reviews and investigates complaints against licensees that may result in disciplinary action ranging from a civil penalty to license revocation.
- The approved KPMs sufficiently represent the essential operations of the program and support the Board’s mission and goals.

2. THE OREGON CONTEXT

- A nursing home administrator is responsible for planning, organizing, directing, and controlling the operation of a nursing home. They are critical players in the fostering the environment in a nursing home. The Board was created in 1971 to carryout a federal mandate—established in 1967 via amendments to the Social Security Act—that required the licensing of nursing home administrators. The Board develops, imposes, and enforces licensing and professional standards which shall be met by individuals in order to receive and retain a license as a nursing home administrator. The Board works with the Department of Human Services and the Office of the Long-Term Care Ombudsman to protect residents of Oregon nursing homes.

3. PERFORMANCE SUMMARY

- **KPMs TARGETS MAKING PROGRESS**
 - ✓ Nursing Homes Receiving Substandard Letters (page 6)
 - ✓ Administrator-in-Training Program Hours (page 10)
 - ✓ Continuing Education Requirement (page 12)



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- KPMs NOT MAKING PROGRESS¹
 - ✓ Administrator-In-Training Experience (page 4)
 - ✓ Complaint Review and Response (page 8)
 - ✓ Customer Satisfaction (page 14)

- KPMs UNCLEAR
 - ✓ None

4. CHALLENGES

The Board continues to face a revenue deficit due to a declining license pool that is relative to the declining number of Oregon nursing homes. Given that, the Board’s challenge is to maintain essential services within a limited budget and to identify opportunities for increased efficiency and delivery of these services.

The Board employs one part-time FTE who is responsible for administrative support and program operations. Accordingly, a heavy workload and competing priorities present an ongoing challenge to board staff.

The Board is continually challenged with an ever-changing professional environment and in developing a training program that prepares entry-level administrators for the demands of a highly regulated environment and needs of an increasingly diverse staff and residents.

With the increasing age of the baby-boom generation, the recruitment and retention of nursing home administrators remains a concern for the Board and nursing home owners and operators. Nursing home administrators experience a significantly high burnout and withdrawal from the profession that may be attributed to a harsh regulatory environment, compensation disproportionate with responsibility, long hours, staffing shortages, and negative media portrayal.

5. RESOURCES USED AND EFFICIENCY

The most beneficial and cost savings partnership realized is the co-located Health-Related Licensing Boards’ sharing of resources and costs. Without this sharing of expenses, the Board could not exist as efficiently as it does today.

The Board’s increased reliance on electronic correspondence over traditional mail service continues to provide additional savings with improved efficiency.

The Board recently moved from printing and mailing hardcopy newsletters to notifying licensees via postcard of the quarterly newsletter’s availability on its website. Other agency notices are also being mailed via postcard rather than by letter.

The Board conducted a preliminary online renewal in 2007 by way of electronic notice to those administrators with a current email address. While there was no significant savings realized in this initial effort due to IT costs, these costs should decrease over time and as the process evolves into a more efficient and utilized renewal alternative.

¹ While not making progress, all KPMs are meeting established targets.

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The Board continues to explore credit card and bank card payment options with a focus on cost verses benefit and the impact on Board revenue.

The Board’s website remains a valuable resource for licensees and interested citizens providing readily available information, forms, and applications.

The Board’s efficiency measure relates to Customer Satisfaction with customers consistently reporting a high level of satisfaction. The measure has met or exceeded targets since the first report period in 2003.

2005-07 Legislatively Approved Budget: \$201,982. (Other Funds)

KPM #1	ADMINISTRATOR-IN-TRAINING EXPERIENCE	Measure since: 2003
	Percent of Administrators-In-Training (AIT) that report a satisfactory training experience/program.	
Goal	SERVE & PROTECT: Protect nursing home residents from unethical and/or incompetent nursing home practices.	
Oregon Context	Agency Mission	
Data source	Midway and final AIT interviews and surveys collected from AIT participants	
Owner	Janet Bartel, Executive Director Ph: 971-673-0196	

1. OUR STRATEGY

Maintain record of AIT interview recommendations and collect AIT surveys to identify training program strengths and weaknesses.

2. ABOUT THE TARGETS

Initial targets appeared high at 90 percent and were lowered during the 2005 legislative session. Amendments to the training program guidelines in 2006 led to increased program satisfaction ratings. Accordingly, the 2008 and 2009 targets were raised back to the original level. The higher target is desirable with this KPM.

3. HOW WE ARE DOING

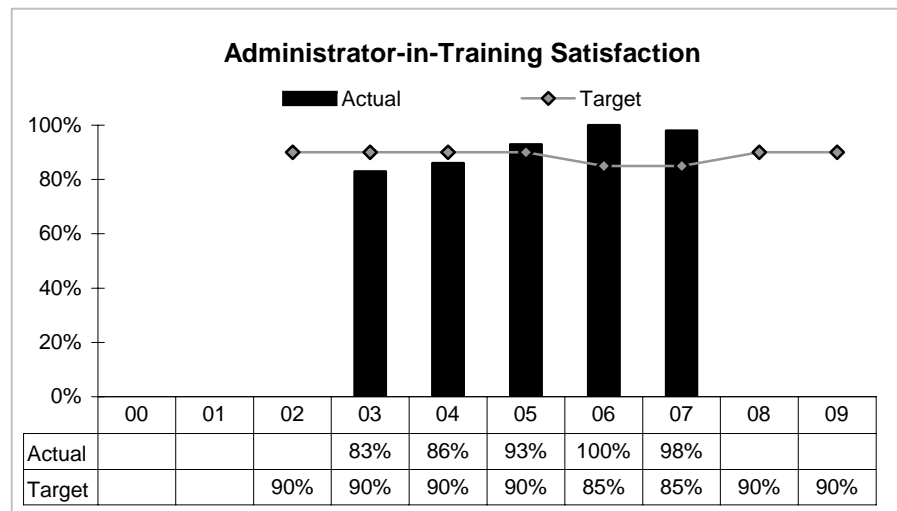
Trainee satisfaction remains high with a 98 percent rating in report year 2007. This represents a 2 percent decline from report year 2006.

4. HOW WE COMPARE

An Internet search failed to provide a comparable measure in either the public or private sector.

5. FACTORS AFFECTING RESULTS

AIT satisfaction ratings are based on a limited number of survey responses, thus a single response may impact the overall rating. Additionally, the relationship between a Preceptor (trainer of news administrators) and trainee has significant bearing on a trainee’s satisfaction in their program. Other factors include trainees’ expectations and their suitability for the profession.



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6. WHAT NEEDS TO BE DONE

The Board will continue to consider survey responses from trainees and to closely monitor the AIT program. The Board will act accordingly when deficiencies are noted and changes are warranted. The Board will also continue its focus on and participation in the training workshops provided to Preceptors—licensees who are responsible for the oversight and training of new administrators.

7. ABOUT THE DATA

Reporting Cycle: Oregon fiscal year

The Board has changed its survey process since 2003, which has resulted in an increased number of survey responses. Nonetheless, survey responses remain low due to the limited number of AIT participants (30-50 per biennium). Program data is collected and entered by board staff and maintained within a database, thus the information is assumed reliable. Survey responses are available for review upon request at the board office located in the Portland State Office Building.

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KPM #2	NURSING HOMES RECEIVING SUBSTANDARD LETTERS Percent of surveyed nursing homes with administrators on the job for at least two years that receive substandard letters from DHS, Seniors and People with Disabilities.	Measure since: e.g. 2003
Goal	SERVE & PROTECT: Protect nursing home residents from unethical and/or incompetent nursing home practices.	
Oregon Context	Agency Mission	
Data source	Civil penalty and nursing home survey data received from the Department of Human Services, Seniors and People with Disabilities	
Owner	Janet Bartel, Executive Director Ph: 971-673-0196	

1. OUR STRATEGY

Monitor DHS civil penalties, substandard letters and survey data to identify the need for improved and/or increased training.

2. ABOUT THE TARGETS

The initial targets established for this KPM were flawed in that they should have decreased rather than increased over time. Given that, the 2005 legislature approved adjustments decreasing the 2006-07 targets marginally. The 2008-09 targets provide for a continued decline in the number of substandard survey letters. The lower target is desirable with this KPM.

3. HOW WE ARE DOING

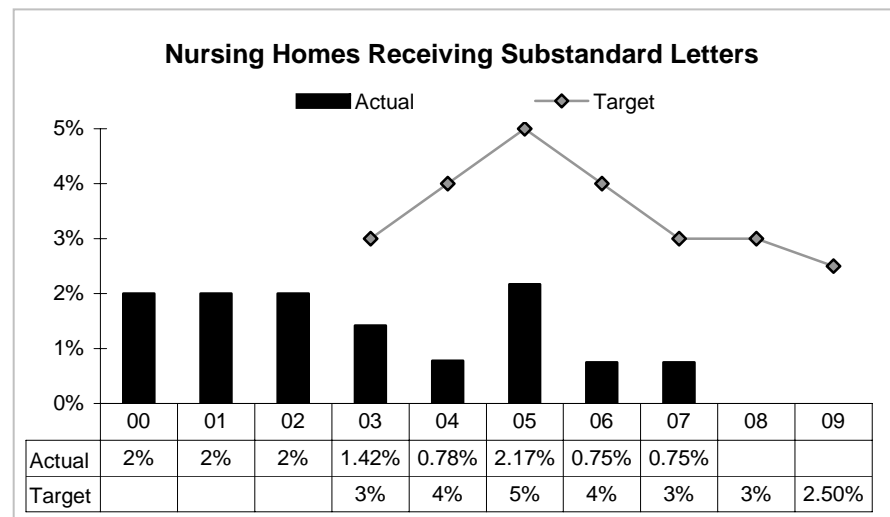
Historically, the data reveals a relatively small percentage of substandard survey letters with minor fluctuation. The percentage of substandard letters has consistently fallen below established targets in report years 2003 through 2007, with 2.17 percent the highest recorded percentage in report year 2005 and a notable decline to .75 percent in report years 2006 and 2007. Again, the initial targets established were flawed and the lower targets are desirable with this KPM.

4. HOW WE COMPARE

This measure indicates a relatively high level of administrator competency and facility compliance. There is no practical comparison of this measure with other states due to the varying state regulations and guidelines that warrant substandard letters.

5. FACTORS AFFECTING RESULTS

Administrators may lack the corporate support and financial resources to address and resolve facility deficiencies. Given these conditions, a facility may experience a high administrator turnover and lack of consistent leadership that impacts facility operations, staff, and residents. Staffing shortages can affect the level of care provided leading to violations of the Department of Human Services' nursing home regulations.



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6. WHAT NEEDS TO BE DONE

Administrator retention issues need to be evaluated and addressed in those facilities with high administrator turnover. Consistent leadership insures accountability and lends to the environment of a facility and the satisfaction of its staff and residents.

7. ABOUT THE DATA

Reporting cycle: Oregon fiscal year

The survey and substandard letter data is provided by the Department of Human Services, Seniors and People with Disabilities section. Administrator licensing and employment tenure records are maintained by the Board. There is no identified weakness in the survey and substandard letter data and the data is assumed reliable; however, administrator tenure records are based on employment change notifications and may not accurately reflect employment tenure in some cases. Nursing home survey and administrator employment data is available for review upon request at the board office located in the Portland State Office Building.

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KPM #3	COMPLAINT REVIEW AND RESPONSE	Measure since: 2003
	Average time to review and act on a complaint.	
Goal	SERVE & PROTECT: Protect nursing home residents from unethical and/or incompetent nursing home practices	
Oregon Context	Agency Mission	
Data source	Agency investigation files and investigation log	
Owner	Janet Bartel, Executive Director Ph: 971-673-0196	

1. OUR STRATEGY

Immediate review by staff to determine warranted action and/or referral with a full Board review as needed.

2. ABOUT THE TARGETS

The initial targets were established at 120 days and based on the average time to complete an investigation from the receipt of a complaint. The measure’s language was amended by the 2005 legislature and the focus realigned to consider the time to review and act on a complaint. Accordingly, the targets were adjusted down to 90 days, the average length of time between quarterly board meetings. The lower target is desirable with this KPM.

3. HOW WE ARE DOING

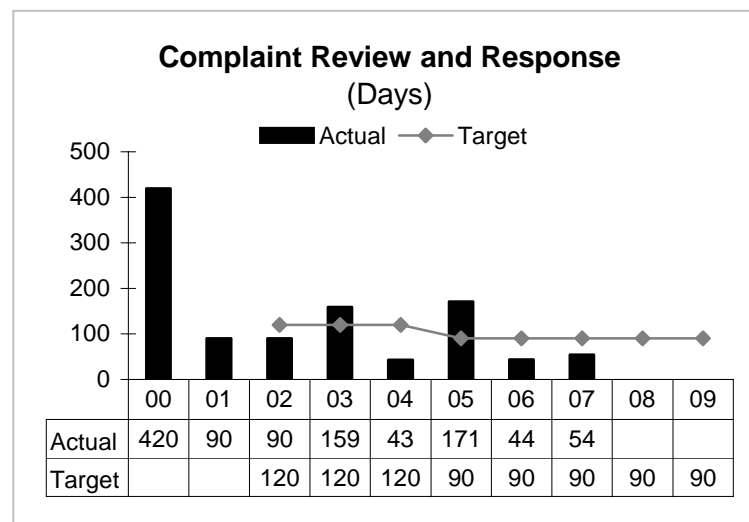
In most years, the Board has stayed below the target indicating that it is efficiently addressing complaints received. The length of time to “review and act” increased from 44 days in 2006 to 54 days in 2007, although still below the 90-day target. Lengthy investigations concluded in report years 2003 and 2005 impacted the results for those years. The Board takes seriously complaints filed by citizens and endeavors to efficiently address their concerns.

4. HOW WE COMPARE

No public or private comparison has been performed. The board office responds to complaints in the most expedient manner allowable; however, the Board meets quarterly, which often delays the review and processing of complaints. Regardless, the Board continually strives to expedite its response and processing of citizens’ complaints.

5. FACTORS AFFECTING RESULTS

The Board investigates a relatively low number of nursing home administrator complaints due to the limited number of nursing homes in Oregon. The Department of Human Services (DHS) licenses the nursing facilities and establishes the regulations for these facilities. Complaints received often relate more directly to DHS regulations than this Board’s laws. Complaints are considered by the Board during quarterly meetings, thus the 90-day targets established take into account this factor. The Board relies upon its sole employee, the Executive Director, to refer, investigate, and process complaints.



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6. WHAT NEEDS TO BE DONE

While the time to review and act on a complaint is a good indicator of program responsiveness, the outcome is equally important but not effectively captured with this KPM. This area of the program would be better served with the increased support and direction of legal counsel and the expertise of a contracted investigator.

7. ABOUT THE DATA

Reporting cycle: Oregon fiscal year

A relatively low number of qualifying complaints limit the data considered. Given that, a single outlier may adversely impact the entire report year. Complaint and case data is collected and entered by board staff and maintained within a complaint/compliance log, thus the information is assumed reliable. Confidential complaint data is not made available for public inspection; however, non-protected data may be viewed upon request at the board office located in the Portland State Office Building.

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KPM #4	ADMINISTRATOR-IN-TRAINING PROGRAM HOURS	Measure since: 2006
	Percent of Administrators-In-Training (AIT) that complete more training than the required 960 hours.	
Goal	SERVE & PROTECT: Protect nursing home residents from unethical and/or incompetent nursing home practices.	
Oregon Context	Agency Mission	
Data source	AIT and licensee records	
Owner	Janet Bartel, Executive Director Ph: 971-673-0196	

1. OUR STRATEGY

Monitor and collect reported training hours and utilize data to determine adequacy of existing training requirement.

2. ABOUT THE TARGETS

The targets were initially established at 50 percent, a relatively conservative level. A majority of the Board’s trainees voluntarily exceeded the training requirements in report years 2005 through 2007 indicating that the targets should be adjusted to a higher expectation. The higher target is desirable with this KPM.

3. HOW WE ARE DOING

The Board clearly exceeded expectation in report years 2005 through 2007. This trend is expected to continue with the majority of trainees exceeding the 960-hour training requirement.

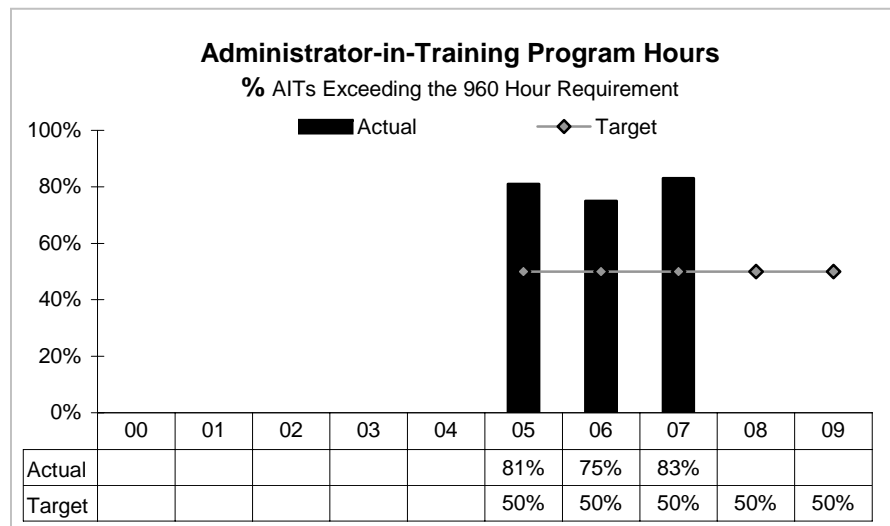
4. HOW WE COMPARE

There is no current “Model AIT Program”, and many states’ AIT programs have digressed significantly from the original model of years past. In addition to program length, training opportunities and experiences lend to a trainee’s preparation for the national examination, which is utilized as a measure of entry-level competency. Oregon’s pass rate for first-time test takers in report year 2007 was 89.5 percent compared to the national average of 69.5.

AIT training requirements vary considerably from state to state (from 200 to over 2000 hours) depending on the qualifications of the candidate. A 2004 report titled *A Legal Practice Environment Index for Nursing Home Administrators in the Fifty States* prepared by the Center for Health Workforce Studies identified 31 states requiring experience and 47 states requiring some hours in an AIT program. Oregon’s 960-hour training requirement falls in the median range compared to other states, with most states reporting an AIT program duration of less than one year.

5. FACTORS AFFECTING RESULTS

Corporate training programs developed to satisfy the minimum requirement may be a factor in some training programs; however, a number of corporate training programs voluntarily exceed the requirement. While trainees are encouraged to exceed the 960-hour requirement, they are not required to report these hours.



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6. WHAT NEEDS TO BE DONE

Encourage trainees and corporations to view the 960-hour requirement as a minimum standard. Encourage trainees to report hours completed that exceed the requirement.

7. ABOUT THE DATA

Reporting cycle: Oregon fiscal year

A relatively low number of trainees limit the data considered. Program data is collected and entered by board staff and maintained within a training log, thus the information is assumed reliable. Administrator-in-Training data may be viewed upon request at the board office located in the Portland State Office Building.

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KPM #5	CONTINUING EDUCATION REQUIREMENT	Measure since: 2006
	Percent of licensees that complete more continuing education than required.	
Goal	SERVE & PROTECT: Protect nursing home residents from unethical and/or incompetent nursing home practices.	
Oregon Context	Agency Mission	
Data source	Renewing licensees Continuing Education Report log and random audit records	
Owner	Janet Bartel, Executive Director Ph: 971-673-0196	

1. OUR STRATEGY

Collect continuing education reports to insure compliance and determine percentage of licensees exceeding requirement.

2. ABOUT THE TARGETS

The initial targets were established at 50 percent, a relatively conservative level. A majority of the Board’s licensees voluntarily exceeded the continuing education requirement in report year 2005 indicating that the targets should be adjusted to a higher expectation. The higher target is desirable with this KPM.

3. HOW WE ARE DOING

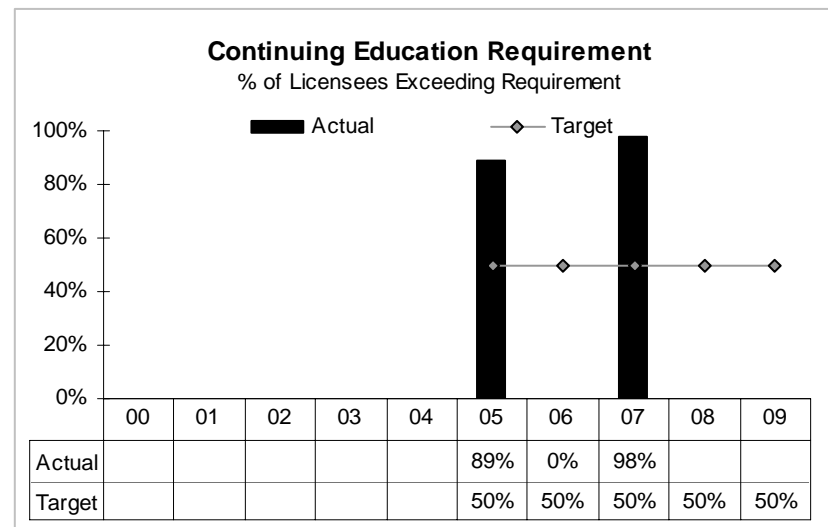
The Board clearly exceeded expectations in report years 2005 and 2007. This trend is expected to continue with a high percentage of licensees exceeding the 30-60 hour continuing education requirement.

4. HOW WE COMPARE

Nationally, there is significant variation in states’ continuing education requirements for nursing home administrators with the highest requirements in the states of Oregon, Kentucky, and Louisiana (30 credits annually/60 credits biennially).

5. FACTORS AFFECTING RESULTS

Regular nursing home administrator licenses are renewed biennially, thus data is limited to odd-numbered years (e.g., 2007). Additionally, ACTIVE licensees (licensees who are employed as nursing home administrators) generally encounter more opportunities to satisfy the continuing education requirements than INACTIVE licensees (licensees who are not employed as nursing home administrators). Accordingly, ACTIVE licensees’ continuing education requirement is set higher than INACTIVE licensees (60 verses 30 respectively). Renewing licensees are provided a rollover allowance for hours exceeding the Board’s continuing education requirement thereby providing licensees an incentive to exceed the minimum required hours.



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6. WHAT NEEDS TO BE DONE

Continue to post and maintain the “Approved CE Activities” table, an online resource provided to assist licensees in meeting their continuing education requirement. Continue to review and process providers’ continuing education approval requests. Encourage licensees to report continuing education hours that exceed the 30-60 hour requirement and continue to allow limited rollover of these hours.

7. ABOUT THE DATA

Reporting cycle: Oregon fiscal year

Data results consider both ACTIVE and INACTIVE license renewals occurring during renewal in odd-numbered years. Program data is collected and entered by board staff and maintained within the licensing database, thus the information is assumed reliable. Licensing, renewal, and continuing education data may be viewed upon request at the board office located in the Portland State Office Building.

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KPM #6	CUSTOMER SATISFACTION	Measure since: e.g. 2006
	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.	
Goal	SERVE & PROTECT: Protect nursing home residents from unethical and/or incompetent nursing home practices.	
Oregon Context	Agency Mission; EO 03-01 and EO 03-02	
Data source	Random and targeted surveys completed by applicants, licensees, and other agency customers	
Owner	Janet Bartel, Executive Director Ph: 971-673-0196	

1. OUR STRATEGY

Conduct customer service surveys, review results, identify and implement needed improvements.

2. ABOUT THE TARGETS

The target was established at 80 percent for initial report year 2002 and increased to 100 percent in report years 2003-05. The Board achieved the 100 percent target in only one of the four reported years indicating this to be an unrealistic goal to maintain. The targets were adjusted to a more realistic goal of 95 percent for report years 2006-07. The Board proposes to continue the 95 percent target into report years 2008-09. The higher target is desirable with this KPM.

3. HOW WE ARE DOING

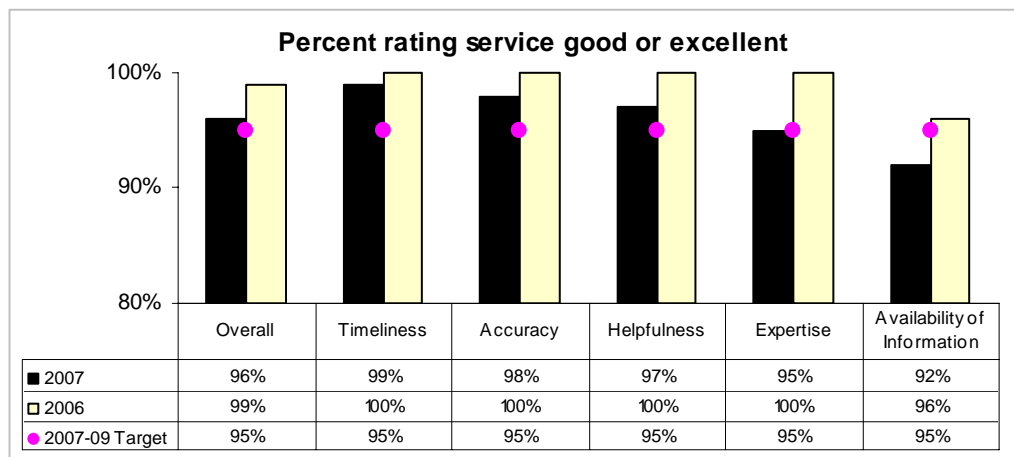
Survey results demonstrate a consistently high overall rating in the area of customer satisfaction. The Board exceeded its customer satisfaction targets for report year 2007 in all areas except “Availability of Information”.

4. HOW WE COMPARE

Historically, the program has received high customer service ratings with a 96 percent overall rating in report year 2007. In comparison, the *American Customer Satisfaction Index reports* customer satisfaction ratings at 72.3 points for federal agencies and 74.9 points in private sector services (scale 1-100 points).

5. FACTORS AFFECTING RESULTS

The Board’s customer base is relatively small in comparison to similar licensing boards, thus survey data is somewhat limited; however, the Board realized an increased survey response, primarily from licensees, in report year 2007. The Board employs one FTE who is responsible for all administrative and executive support and the overall operation of the program. At times, agency workload and program priorities directly compete with a customer’s needs. In most cases, however, the level of service far exceeds customer expectations. The program’s limited funds may restrict or prevent the implementation of some efficiency related improvements.



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6. WHAT NEEDS TO BE DONE

Continue to review survey responses to identify areas for improvement. The Board will consider the needs of customers and explore ways to increase efficiencies and the availability of information posted on its website. The Board will continue to solicit survey responses from outside customers and program licensees and will extend its survey efforts to outside stakeholders who are directly impacted by the program (e.g., professional associations, nursing home owners/operators, etc.).

7. ABOUT THE DATA

Reporting cycle: Oregon fiscal year

Program data is collected electronically via an online survey and by board staff. The Board’s online survey feature offers convenience and anonymity to participants while increasing the efficiency and integrity of data collected. 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. Online survey and hardcopy data are entered by board staff and maintained within a customer service database, thus the information is assumed reliable. Customer service data may be viewed upon request at the board office located in the Portland State Office Building.

8. ABOUT OUR CUSTOMER SERVICE SURVEY

- Survey Name: a) Customer Service Questionnaire (hardcopy survey); b) Oregon Surveys (online version)
- Surveyor: Staff and electronic collection method
- Date Conducted: Continuous
- Population: Compliers, Consumers, Constituents
- Sampling Frame: Licensees and customers who have had recent interaction with the agency
- Sampling procedure: Convenience sample
- Sample Characteristics: N/A
- Weighting: N/A

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

<p>1 INCLUSIVITY Describe the involvement of the following groups in the development of the agency's performance measures.</p>	<ul style="list-style-type: none">• Staff: The agency's Executive Director and the nine members comprising the Board considered the agency's mission and goals during the development of its performance measures. Emphasis was placed on public protection, agency efficiency, and customer satisfaction.• Elected Officials: Agency KPMs were reviewed and amended and approved by the 2007 Oregon Legislative Assembly.• Stakeholders: The agency conducts an annual review of KPMs during its quarterly meeting which is open to the public. Stakeholders and Citizens are welcome to attend and invited to express their views and opinions as time allows. Additionally, the agency considers Stakeholders' survey responses when developing agency performance measures.• Citizens: The agency places high priority on Citizens' survey responses when developing agency performance measures.
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<p>2 MANAGING FOR RESULTS</p> <p>How are performance measures used for management of the agency? What changes have been made in the past year?</p>	<p>Performance Management</p> <p>Agency KPMs demonstrate program accomplishments, identify areas for increased efficiencies, and confirm that results are being achieved and expectations met, both within and without. KPMs are utilized with other relevant factors to determine distribution of agency funds and resources, to identify areas for improvement, and to evaluate program effectiveness.</p> <p>Past Year Changes</p> <p>The Board continues to focus on the administrator training program with minor changes to processes in report year 2007. This focus extends to the preparation of incoming Preceptors, the trainers of new administrators, with an emphasis on imparting information related to program guidelines and Board expectations.</p> <p>The Board approved the Oregon Health Care Association’s Preceptor Training workshop, a six-hour course that covers program guidelines and requirements and affords a practical approach to the development and oversight of an administrator training program.</p> <p>The Board successfully implemented a preliminary online renewal in April 2007. This is the first step toward a complete online renewal process and provides a greater perspective on the feasibility and costs associated with online renewals.</p> <p>The Board continues to promote its online customer service survey ensuring customers’ anonymity and increasing the efficiency and integrity of data collected. Every email transmittal 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. Board staff reviews survey comments as they are received with the full Board reviewing the results annually. Program changes are considered and implemented when feasible and within the Board’s approved budget limitation.</p> <p>Licensee survey responses have increased significantly due to in part to a monthly email communication transmitted to licensees, a process that was implemented in early 2007. The resulting survey responses from licensees are generally positive. Licensee responses are considered and program changes implemented when warranted.</p> <p>The Board successfully reduced it newsletter costs while maintaining a valued service to licensees. The Board publishes a quarterly newsletter that was previously printed and mailed to licensees and interested persons. Due to budget constraints, the Board transitioned to a post card notification whereby licensees are directed to the Board’s website to download the newsletter. The post card notices are well received and licensees are provided the option to request a hardcopy newsletter.</p>
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II. KEY MEASURE ANALYSIS

Agency Mission: Agency Mission: The mission of the Board of Examiners of Nursing Home Administrators (BENHA) is to protect the public by developing, imposing, and enforcing standards which shall be met by individuals in order to receive and retain a license as an Oregon nursing home administrator.

<p>3 STAFF TRAINING What training has staff had in the past year on the practical value and use of performance measures?</p>	<p>Agency staff reviews the performance measurement information, recommendations, and guidelines developed by the Oregon Progress Board. Additional information is gathered through Internet research, and performance measurement Webinar offerings (www.performancesoft.com).</p>
<p>4 COMMUNICATING RESULTS How does the agency communicate performance results to each of the following audiences and for what purpose?</p>	<p>Audience</p> <ul style="list-style-type: none">• Staff: The agency’s budget authorizes employment of one part-time FTE, the Executive Director who is responsible for the dissemination of KPM surveys and the collection, compilation, and reporting of survey results. 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 in its biennial budget request document.• Stakeholders: The agency announces within its website and quarterly newsletter the posting of KPM progress reports on its website. Individual KPM results may be discussed in various newsletter articles and in emailed notices to licensees.• Citizens: The agency posts a link to past and current KPM progress reports on the home page of its website. <p>Purpose</p> <p>KPMs are utilized with other relevant factors to determine distribution of agency funds and resources, evaluate program effectiveness, and to illustrate the benefit to licensees, stakeholders, and citizens.</p>