

RADIOLOGIC TECHNOLOGY

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

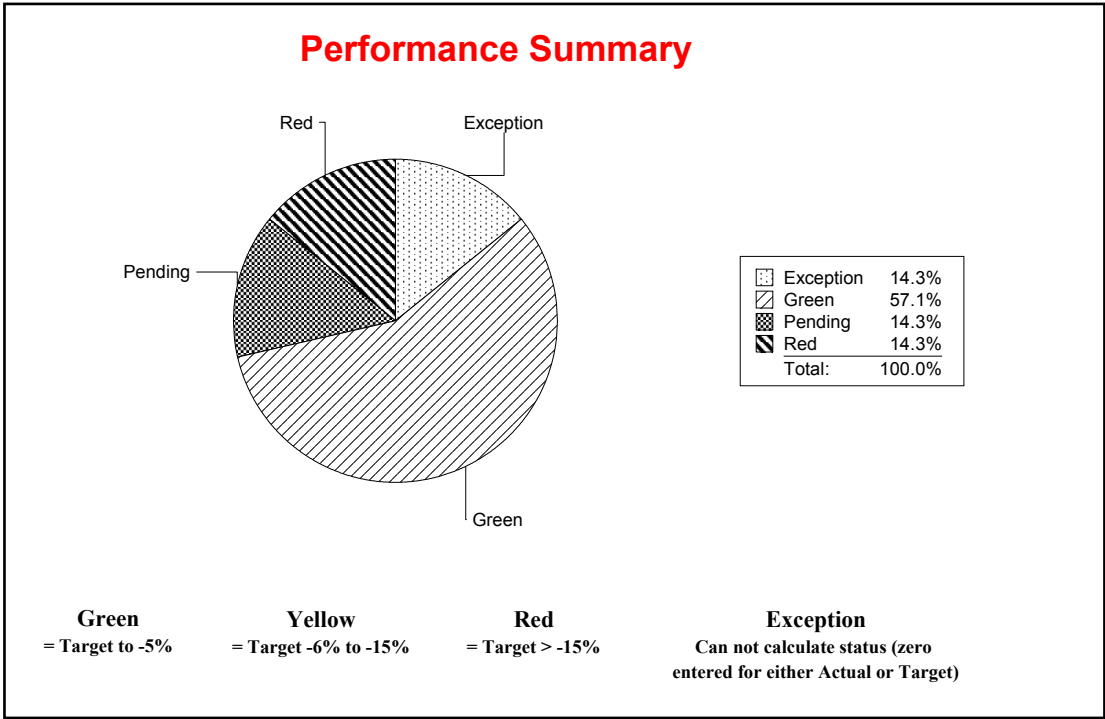
Proposed KPM's for Biennium (2009-2011)

Original Submission Date: 2009

2008-2009 KPM #	2008-2009 Approved Key Performance Measures (KPMs)
1	CE VERIFICATION - Number of licensees'; continuing education (CE) activities evaluated for continuing education providers.
2	OBRT CE PRESENTATIONS - Number of continuing education activities offered by the Board for licensees.
3	TIMELY LICENSURE - Percent of initial and renewal license and limited permit applications from qualified applicants that are processed within 10 business days.
4	AUTOMATION - Percent of license and limited permit applications from qualified applicants that are processed using an automated procedure.
5	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.
6	DISCIPLINE RESOLUTION - Percentage and number of complaints resolved by means other than from formal administrative hearings within a year.
7	BEST PRACTICES - Percent of total best practices met by the Board.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2009-2011
DELETE	Title: CE VERIFICATION - Number of licensees'; continuing education (CE) activities evaluated for continuing education providers. Rationale:
DELETE	Title: OBRT CE PRESENTATIONS - Number of continuing education activities offered by the Board for licensees. Rationale:

RADIOLOGIC TECHNOLOGY		I. EXECUTIVE SUMMARY	
Agency Mission: The mission of the Oregon Board of Radiologic Technology is to promote, preserve and protect the public health, safety and welfare of Oregonians when being exposed to ionizing radiation by agency licensees for the purpose of medical diagnosis or radiation therapy.			
Contact: Linda A. Russell		Contact Phone: 971-673-0216	
Alternate:		Alternate Phone:	



1. SCOPE OF REPORT

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The Oregon Board of Radiologic Technologys primary functions are to provide superior customer service; issue licenses, in a timely manner, to eligible applicants; to investigate complaints/cases, take necessary disciplinary action, and monitor Stipulated Order cases until probation is complete; verify licensees complete required continuing education (CE) to renew their licensure and approved CE offerings from Oregon providers; promote and provide process to update OBRT statutes and rules; and protect Oregonians by regulating and monitoring the use of ionizing radiation or other imaging practices. The Boards "Key Performance Measures" focus on: Customer Service, Licensing, Continuing Education, and Disciplinary Action,

2. THE OREGON CONTEXT

1. THE OREGON CONTEXT

Radiologic Technologists, Radiation Therapists, and Limited Permit Holders must be licensed in order to work in Oregon. Limited scope licensees are required to have a supervising licensed practitioner monitor their images. All initial or renewal applications are closely reviewed to verify they meet the requirements for licensure. Continuing education worksheets are evaluated for compliance, in order for to renew their licensure. The Board investigates all complaints and vote to approve or deny licensure. Resolution of complaints can involve stipulated agreements to allow the licensee to practice. Customer Service expectations remain very high by the Board and staff.

3. PERFORMANCE SUMMARY

PERFORMANCE SUMMARY

The Board meets its high goals and works efficiently and effectively.

KPM Progress Summary Key Performance Measures (KPMs) with Page References

# of KPMs	
KPMs MAKING PROGRESS at or trending toward target achievement	
Timely Licensure, Automation, Customer Service, New Measures: Discipline Resolution, Best Practices	3, 4, 5, 6, 7
KPMs NOT MAKING PROGRESS not at or trending toward target achievement	
CE Verifications, OBRT CE Presentations	1, 2
KPMs - PROGRESS UNCLEAR target not yet set	
KPMs 6 and 7 are new measures and have a positive trend.	
	Total Number of Key Performance Measures (KPMs)
	7

4. CHALLENGES

1. CHALLENGES

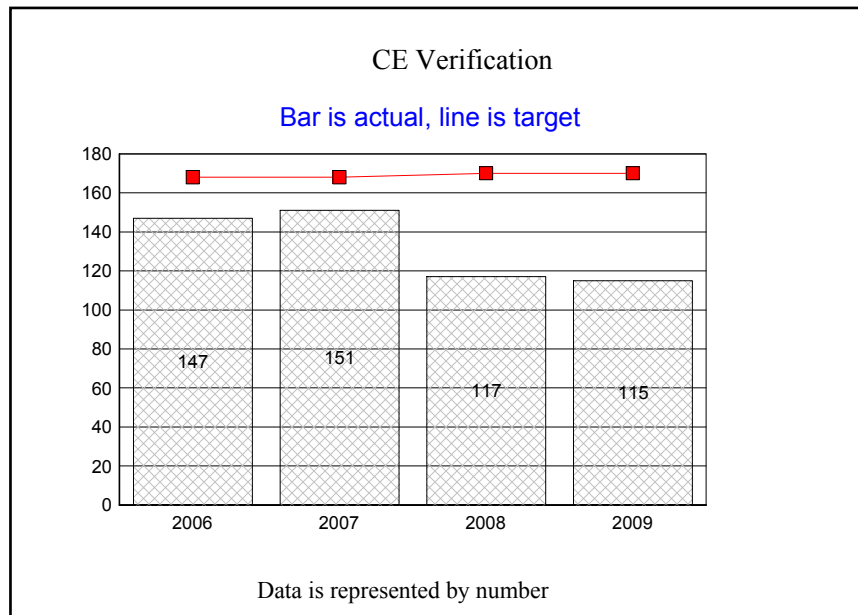
The Oregon Board of Radiologic Technology continues to struggle with meeting our #2 KPM, OBRT CE Presentations. It remains difficult to meet because those continuing education (CE) providers who use to apply for approval from the Board for their CE Seminars have continued to reduce in number over the last several bienniums. In the past, Board members and the Executive Director had been asked to be a guest speaker at the various CE conferences. As online CE provided by the various professional societies continues to increase at a reduced cost. It has become more costly for Oregon providers to put on a seminar because their attendance has swindled to about 50%. Unless there is a reverse trend in todays continuing education offerings the opportunity for the Board to participate will not improve.

5. RESOURCES AND EFFICIENCY

RESOURCES USED AND EFFICIENCY

Agencys bottom line budget amount for the 2007-2009 biennium is \$528,796, all other funds collected from license fees.

KPM #1	CE VERIFICATION - Number of licensees'; continuing education (CE) activities evaluated for continuing education providers.	1999
Goal	CE VERIFICATION: Provide continuing education to improve the knowledge and skill level of licensee providing health care services.	
Oregon Context	Protecting, promoting, and preserving the welfare of the public through continuing education (CE) requirements.	
Data Source	All applications are scrutinized for applicant compliance with required continuing education. Five percent are audited with a careful review by OBRT determines if the applicant has complied with the required continuing education. This information is found on the renewal application's CE Worksheet and checking certificates of completion for the required continuing education classes and points.	
Owner	OBRT Executive Director, Linda Russell 971-673-0216.	



1. OUR STRATEGY

Working with professional societies and credentialing bodies to maintain high standards of practice through continuing education. The OBRT is one of the twelve states privileged to sit on the American Registry of Radiologic Technologists (ARRT) national continuing education committee called the RCEEM, which meets nationally every two years to discuss the important changes in continuing education (CE) and the benefits relating to the overall performance of professionals in

each state. The credentialing bodies the Board is associated with are: The ARRT, the American Registry Diagnostic Medical Sonography (ARDMS), Certified Nuclear Medicine Technologists (CNMT), and the American Registry Magnetic Resonance Imaging Technologists (ARMRIT). Some of the professional societies are: The Oregon Society of Radiologic Technologists (OSRT), the American Society of Radiologic Technologists (ASRT), and the Society of Diagnostic Medical Sonographers (SDMS). OBRT has been working with the Governor's office and the House Committee of Health Care, Chair Rep. Mitch Greenlick and Senator Laurie Monnes Anderson to regulate and license Diagnostic Medical Sonographers, Nuclear Medicine and MRI Technologists,. The Board attempted to accomplish this goal during the 2007 Session with SB 144 and was not successful. The Board worked with all parties during the fall of 2007 and spring of 2008 to develop proposed language to take forward as the Board's legislative concept, which is now HB 2245 for the 2009 session. The Board has very strong feelings that all health care providers or professionals should be subject to regulatory oversight and licensure as a means of protecting patient care for Oregonians.

2. ABOUT THE TARGETS

The Board promotes Oregon providers of continuing education (CE). A steady increase in the Board's target with achievement indicates growth and opportunity for OBRT licensees to meet their CE requirements to maintain licensure at the time of renewal. Licensees are required to complete one hour of (CE) per month or twenty-four hours during the two year license period.

3. HOW WE ARE DOING

The Board continues to provide efficient and effective services and supports the need for continuing education.

4. HOW WE COMPARE

OBRT continues to sit on the RCEEM committee for The American Registry of Radiologic Technologists (ARRT); the national credentialing organization. Oregon had continuing education requirements prior to ARRT requiring CE to renew registration. We were asked to be on this prestigious committee which includes 12 other states and other professional societies. The registry will accept any continuing education presentations approved by the Board and give their registrants credit.

5. FACTORS AFFECTING RESULTS

The Board continues to expect and provide a high level of service and will review for approval all CE presentations submitted by Oregon providers for OBRT approval, which is accepted nationally by the American Registry of Radiologic Technologists (ARRT).

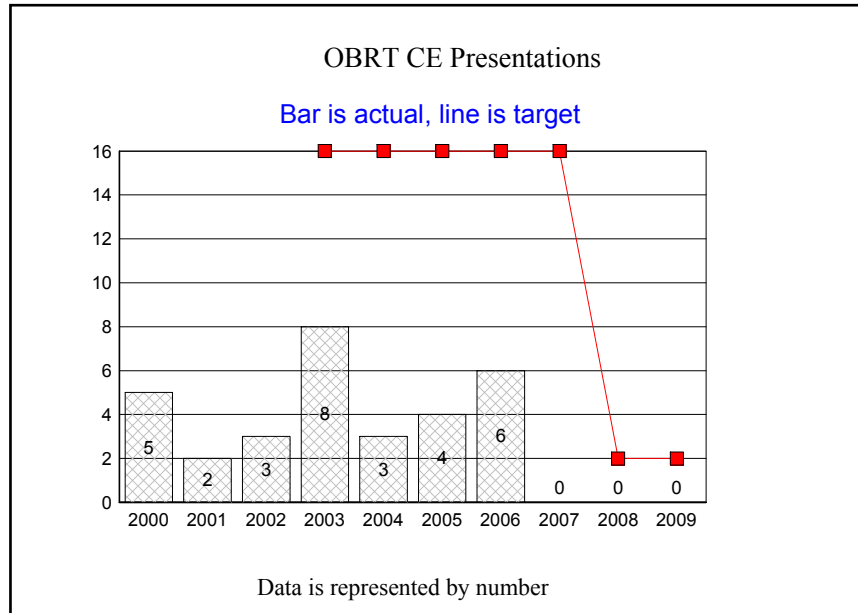
6. WHAT NEEDS TO BE DONE

The Board needs to comply with the continuing education (CE) changes set by the registry's RCEEM committee. OBRT continues to expect and provide a high level of service. The Board will review all CE offerings submitted by Oregon providers and approve, assign a CE approval number and post it to the Board's website under the "CE Calendar", which is updated monthly so that licensees can use it as a tool to meet their CE requirement for license renewal.

7. ABOUT THE DATA

The Board has paper copies of all applications submitted for each presentation, or a particular seminar or conference, and post the approved OBRT CE Calendar on our website for licensees to access.

KPM #2	OBRT CE PRESENTATIONS - Number of continuing education activities offered by the Board for licensees.	2003
Goal	OBRT CE PRESENTATIONS: Protects patient care through updated continuing education (CE). Technologists, therapists and limited scope licensees learn innovative techniques and skills being used in the field and have an opportunity to share their thoughts and concerns with a group of their peers. CE offerings given by Board members and the Executive Director improve and promote customer service through the presentation's content and by answering the questions asked by the audience, who are the Board's licensees for the most part.	
Oregon Context	Preserve and protect Oregonians through continuing education promotion of licensees	
Data Source	OBRT continuing education files and website's "OBRT CE Calendar: of Board approved presentations licensees may attend for CE credit. They must complete one hour of CE per month or a total of twenty-four CE hours in a two-year licensing cycle.	
Owner	OBRT Executive Director, Linda Russell 971-673-0216	



1. OUR STRATEGY

The Board encourages Oregon continuing education (CE) providers to offer more seminars and involve Board members and Executive Director to speak at CE conferences.

2. ABOUT THE TARGETS

The Board would like to increase the CE presentations given by various members. It is a great opportunity to share information with OBRT licensees and promote good will amongst the profession

3. HOW WE ARE DOING

The Board continues to receive favorable ratings on the evaluations returned by the CE providers completed by those in attendance

4. HOW WE COMPARE

OBRT is committed to providing CE as a means of support of it's licensees and help them fulfill their CE requirements to renew their licensure.

5. FACTORS AFFECTING RESULTS

The Board can only provide presentations if we are approached by the Oregon CE providers.

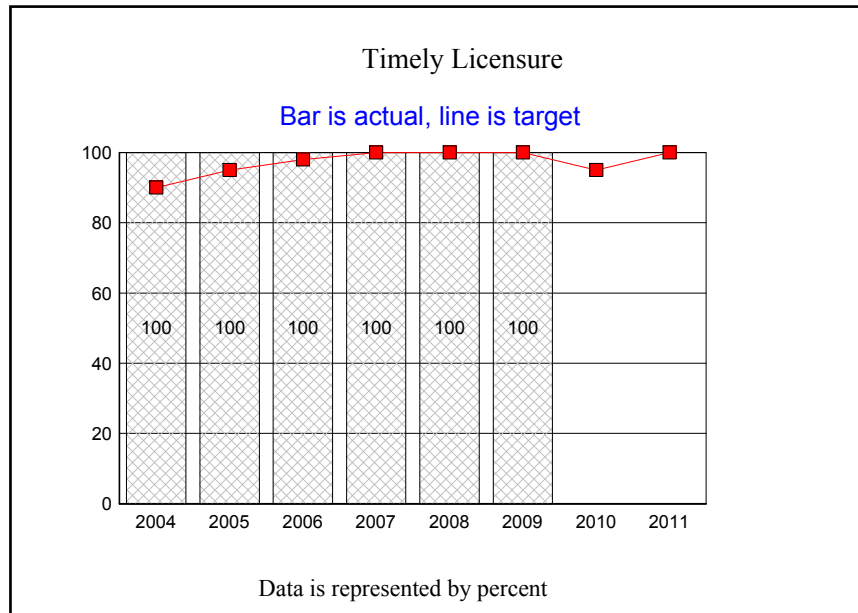
6. WHAT NEEDS TO BE DONE

The Executive Director makes suggestions to the providers or potential providers when they call or email with an inquiry.

7. ABOUT THE DATA

The Board has paper copies of all applications submitted for each presentation, of a particular seminar or conference, and post the approved OBRT CE Calendar on our website for licensees to access.

KPM #3	TIMELY LICENSURE - Percent of initial and renewal license and limited permit applications from qualified applicants that are processed within 10 business days.	1999
Goal	TIMELY LICENSURE: Provide excellent customer service and assist employers with their patient care work flow by issuing a license to their employees to operate diagnostic and therapeutic equipment.	
Oregon Context	Promotes the profession and assists health care providers deliver services to Oregonians in an expedient manner.	
Data Source	Processing time has steadily improved since 2003 resulting in new wording to reduce the number of of days to process from fifteen to ten. In previous years before 2003 it took approximatley three weeks or more to obtain a license from the Board.	
Owner	OBRT Executive Director, Linda Russell 971-673-0216	



1. OUR STRATEGY

The Board streamlined processes for improved efficiency and evaluate target parameters.

2. ABOUT THE TARGETS

The Board expects a very high level of customer satisfaction. The length of time taken to process an individual license in order for them to be able to practice is extremely important. The Board has changed the target from fifteen to ten working days or less, which is a third the time it took before 2003.

3. HOW WE ARE DOING

The Board continues to provide efficient and effective services and is constantly monitoring it's accomplishments to make sure expectations are being met.

4. HOW WE COMPARE

OBRT has gone from a 21 day turnaround time in 2001-2003 biennium to a 10 day or less timeframe. The Board's staff continue to evaluate ways to further streamline the process without compromising eligibility and background checks for each licensee.

5. FACTORS AFFECTING RESULTS

The Board received approval for 3 FTE from 2.5; this has allowed staff to evaluate processes and fine tune certain areas needing improvement.

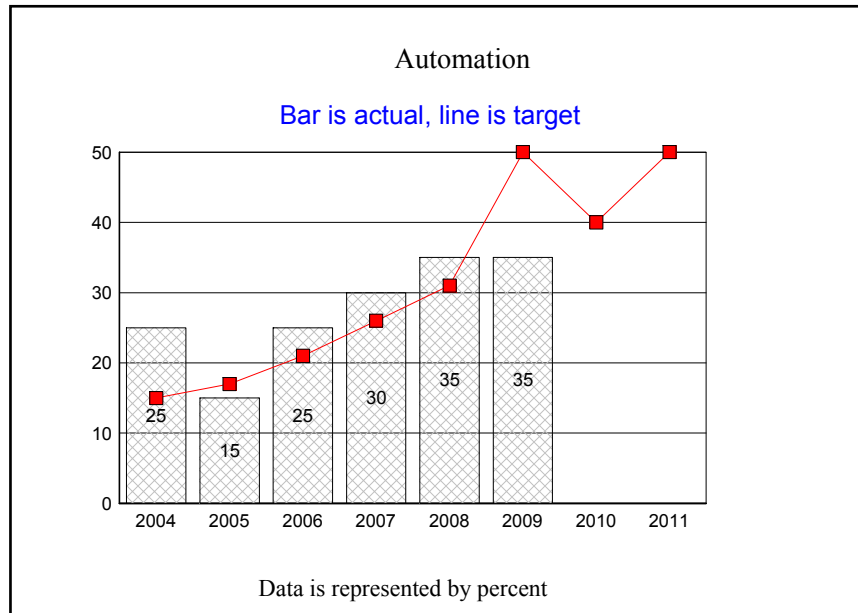
6. WHAT NEEDS TO BE DONE

Continue to review processes and try alternative ideas to evaluate their effectiveness.

7. ABOUT THE DATA

The Board's licensee records, paper and electronic track the processing time to issue licensure. Applications are processed in the order they are received in office of the Board.

KPM #4	AUTOMATION - Percent of license and limited permit applications from qualified applicants that are processed using an automated procedure.	2004
Goal	Automate manual process to electronic and program database to capture data for efficiency reporting.	
Oregon Context	Provide faster service for or licensees through automation. In 2006 the Board started sending out renewals by email. In June of 2008 the first batch of online renewals were processed. Each month there has been a slight increase in the number of licensees that ar using the online process and paying with a credit card.	
Data Source	Licensee electronic files captures email and fax contact information for strealining automation processes.	
Owner	OBRT Executive Director, Linda Russell 971-673-0216	



1. OUR STRATEGY

The Board will continue to encourage staff to work with the Network Administrator to identify areas of database automation, which will continue the automation processes.

2. ABOUT THE TARGETS

The Board strives to improve any and all processes to an automated applications for initial and renewing licensure.

3. HOW WE ARE DOING

OBRT just implemented a new fax, scanner and double sided printer that has minimal copying abilities. This process allows for double sided renewals rather than manual printing to one side and then manual printing on the opposite side. Allows staff to focus on other tasks while they a printing. Overall improves service levels.

4. HOW WE COMPARE

OBRT has higher expectations and will continue to strive for additional automated processes in the future. OBRT was one of the first health related licensing boards to offer online renewal payment with a credit card. This process had been desired by the Board's licensees and expressed in their customer service surveys to the Board.

5. FACTORS AFFECTING RESULTS

Budgetary constraints and controlling licensing fees prohibits automation growth.

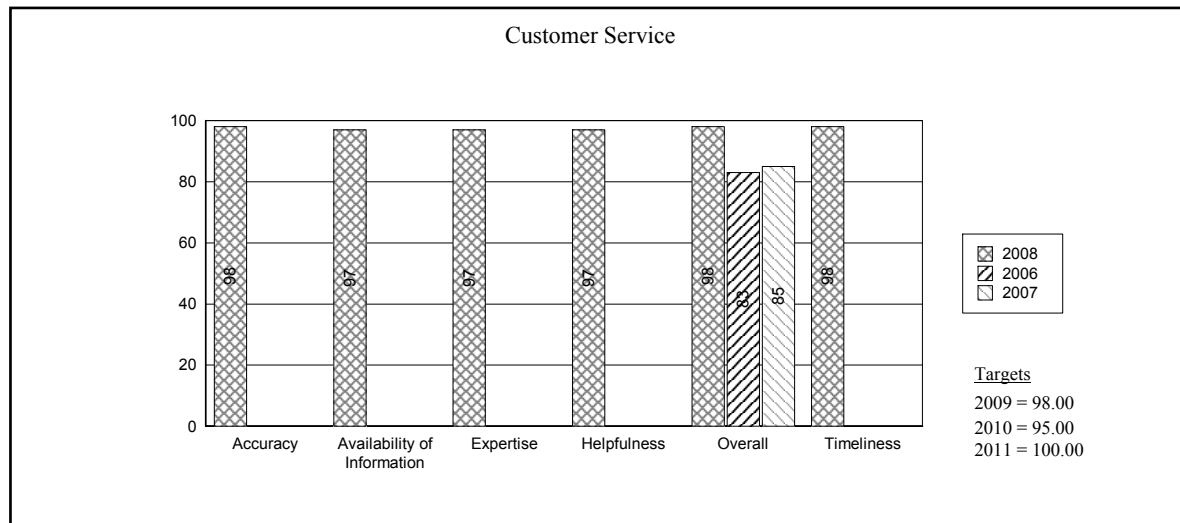
6. WHAT NEEDS TO BE DONE

We will continue to survey the licensing base to see if they would support a fee increase for increased services. It is apparent that online automation is the choice for the future and through automation services the Board will continue to provide excellent customer service to its licensees, health care providers, and Oregonians.

7. ABOUT THE DATA

Budgetary records show automation requests as well as customer survey information from OBRT licensees.

KPM #5	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.	2005
Goal	CUSTOMER SERVICE: To provide consistent sterling customer service level. In order to better serve the public and licensees, OBRT attempts to work efficiently and provide a very high level of customer service on a consistent basis.	
Oregon Context	High level of customer service satisfaction.	
Data Source	Initial applicants and renewal applications are sent questionnaires to determine the customer satisfaction with board services. Staff has surveys linked to their emails and it is available on the OBRT website.	
Owner	OBRT Executive Director, Linda Russell 971-673-0216	



1. OUR STRATEGY

The Board sends out questionnaires with all correspondence and applications to check customer satisfaction. OBRT has the ability to request questionnaires be taken online and sent in with the calculation being done automatically. This is a tremendous savings in time and cost. The Board encourages applicants, licensees, facilities, temp services, and professional societies to submit feedback on OBRT service levels so we can improve services from them.

2. ABOUT THE TARGETS

The Board expects a very high level of customer satisfaction so puts the target at 80 -85%, with room to raise the bar as targets are consistently met. Currently many of the actual levels are higher which shows excellent results.

3. HOW WE ARE DOING

The Board continues to provide efficient and effective services and evaluates each survey answers to determine how to improve and better service our licensees and constituents.

4. HOW WE COMPARE

OBRT continues to provide very high level of services and many licensee comments assure their satisfaction.

5. FACTORS AFFECTING RESULTS

The Board continues to expect and provide a high level of service and satisfaction of its services in all areas.

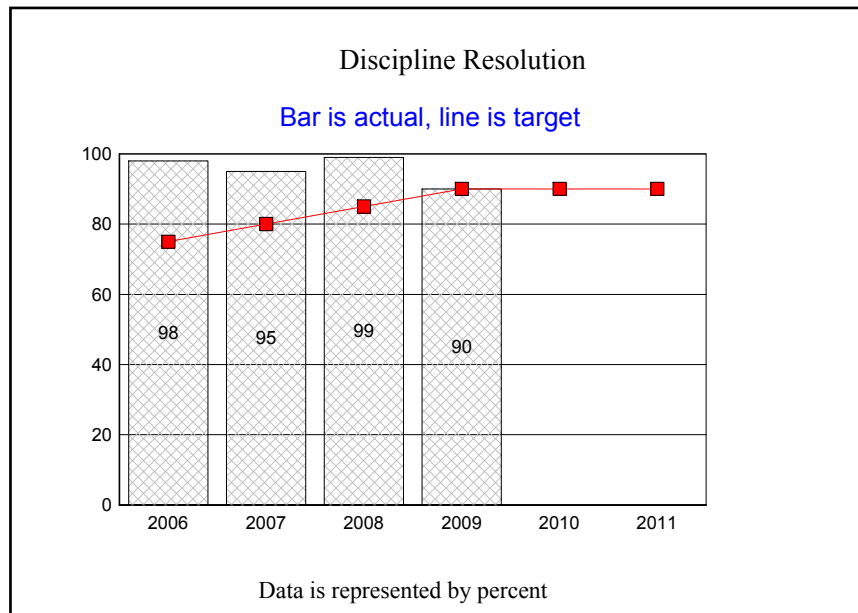
6. WHAT NEEDS TO BE DONE

Staff discusses strategic ways to improve excellent customer service on a consistent basis.

7. ABOUT THE DATA

The Board has copies of previous years surveys along with the new questionnaires on file and recorded electronically. OBRT has an online survey which can be calculated automatically online each month. Data can be found in the Boards office.

KPM #6	DISCIPLINE RESOLUTION - Percentage and number of complaints resolved by means other than from formal administrative hearings within a year.	2006
Goal	DISCIPLINE RESOLUTION: Raise awareness for public protection, improved patient care through education, and monitored stipulated agreements i.e. Consent Orders, Default Orders and Final Orders instead of formal hearings. Disciplinary action taken by the Board must be consistent and time management is essential	
Oregon Context	Agency Mission	
Data Source	Manual review of the agency's disciplinary cases hard files. Staff prepares an investigative caseload summary of new investigative or disciplinary monitored cases during the interim between Board meetings. The Board's meeting minutes reflect the action taken to resolve or discipline its complaints and investigative cases. Cases are logged into an electronic Excel spreadsheet which dates back to 1999. Electronic cases now mirror the hard files. The licensing database also has a tab which includes investigative information on the licensee's specific cases. Our IT Administrator continues to improve the reporting fields within the licensing database, making this information a more useful tool the agency can use for analysis and reporting purposes.	
Owner	OBRT Executive Director, Linda Russell 971-673-0216	



1. OUR STRATEGY

The Board encourages licensees to disclose any substance abuse or disciplinary violations prior to a complaint process or investigation the Board would initiate. The Board educates its licensees, hospitals and clinics on the importance of self-disclosure and also promotes treatment and outpatient therapy in conjunction with disciplinary action taken or as an alternative based on the violation. The Board believes that it is vitally important to be consistent in the manner investigative cases are disciplined and monitored.

2. ABOUT THE TARGETS

The Board's process for reviewing complaints and investigations changed in 2004 from a committee format to requiring applicants and licensees with possible disciplinary concerns to appear before the entire Board at its next regularly scheduled Board Meeting. The applicants or licensees appear during the Board's Executive Session, for approval or denial of their application process. The Board also established policy giving the Executive Director the authority to resolve complaints or investigations based on specific set criteria. A huge shift in self-reporting came about with this change, from the licensees and care facilities and co-workers. This has resulted in a positive decline in the number of hearing requests compared to past years and has opened the doors of communication with the profession and case resolution.

3. HOW WE ARE DOING

All complaints and licensee's who self-disclose violations of the Board's Oregon Revised Statutes (ORS), Chapter 688 or the Oregon Administrative Rules (OAR), Chapter 337 are investigated. The Board makes a consistent determination based on the violation or criminal history. If disciplinary action is warranted the Board, will issue a notice of findings and proposed disciplinary action to be taken and may include a Civil Penalty as defined in statute or rule. When a Civil Penalty is used it is listed on the Stipulated Agreement, Consent Order or Final Order signed by the applicant or licensee or on the Default Order after the specific timelines have passed. The Board may choose to issue a public reprimand for minor concerns or unsubstantiated complaints with a "Letter of Concern". This is a tool used to educate the licensee and remains in their hard file, as a future reference should another incident occur. A "Letter of Concern" is not considered formal discipline and does not appear on the agency's website under "Licensee Verification.". Probationary cases are monitored by the Board, ensuring the disciplined licensee is adhering to their agreed terms or stipulations and remain in regulatory compliance. The Board will issue an "Emergency Suspension" to those licensees whose violation or case demonstrates an immediate danger to the public. Public protection is the highest priority of the Board. The Board has not had any cases that have gone through a complete administrative hearing process, in the last 2 1/2 bienniums. The Board's Senior Assistant Attorney General (AAG) has resolved these cases during the first pre-hearing phone conference. Case management is the essential key to disciplinary resolution and results in fewer administrative hearings

4. HOW WE COMPARE

No public or private comparison has been performed. The Board's staff responds to complaints in the most expedient manner allowable. The director and the administrative LEADS specialist prepare these cases to appear before the Board at its next regularly scheduled meeting; unless it is an emergency situation. If necessary, the Board's executive director will contact the Board Chair to determine if a special Board meeting or conference call is warranted.

5. FACTORS AFFECTING RESULTS

The Board meets quarterly, which could delay the review and processing of complaints. Cases are reviewed by the Board no longer than the 120 days as required by statute. Regardless, the Board continually strives to expedite its response and processing of complaints, and its investigative cases.

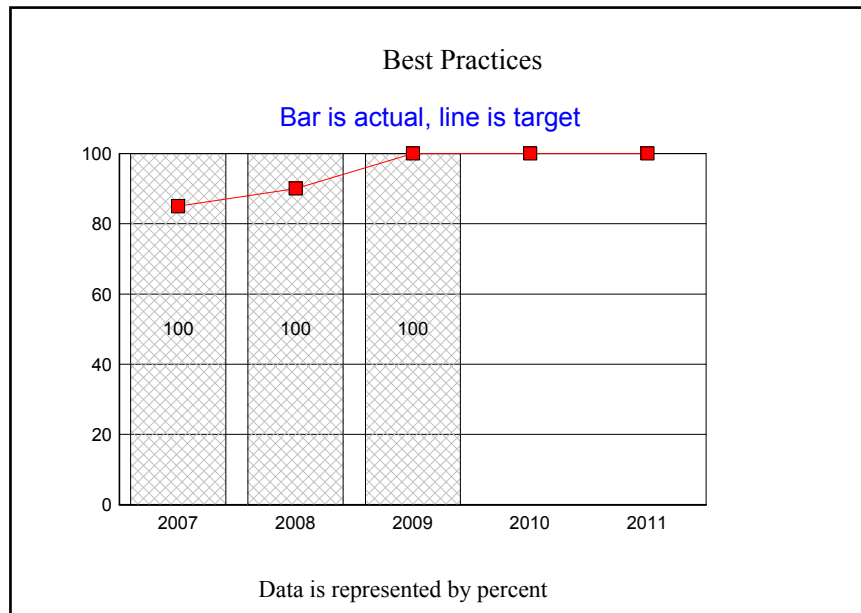
6. WHAT NEEDS TO BE DONE

The Board and staff will continue to monitor complaint timelines to ensure public safety by expediting complaints and investigations cases

7. ABOUT THE DATA

The Data for this KPM is kept in investigative logs and case files, at the office of the Board in paper and electronic form.

KPM #7	BEST PRACTICES - Percent of total best practices met by the Board.	2007
Goal	To provide performance guidelines for the Board members giving them a tool to successfully evaluate the needs of the agency and to ensure their mission is being met in an efficient effective manner.	
Oregon Context	The Board's "Best Practices" are aligned with the agency's mission to protect the public and promote the profession.	
Data Source	The Board has adopted the 15 best practices established by the Oregon Progress Board in conjunction with LFO. In 2007 BAM and LFO joined to create a meaningful new system for reporting KPM. The Board's Chair has signed off on the Best Practices for 2008 and 2008. During the 2008 Strategic Planning meeting the Board decided to use a format similar to what the Oregon Medical Board is using, after they have reviewed all the Best Practices and make any necessary modifications specific to the Board. At each Board meeting, beginning in October 2008 the Board will review five of the practices so that a letter can be sent out to each Board member along with the newly revised Best Practices checklist. A return envelope will be sent so they can evaluate their performance and the results will be shared at the July 2009 Strategic Planning Meeting. Once approved by the Board they will be used to achieve the goal for that reporting year. These will be kept on file at the office of the board.	
Owner	Linda Russell, Executive Director, 971-673-0216	



1. OUR STRATEGY

The Board is very proactive and is conducting a review and making a final decision on the suggested Best Practices. They realize the importance of the Best Practices and intent to use them to improve their performance and effectiveness as a Board.

2. ABOUT THE TARGETS

This is a new measure and the targets need to reflect an opportunity for improvement. The Board strives to be the best they can and expects a high outcome from themselves as well as the staff.

3. HOW WE ARE DOING

The Board continues to provide efficient and effective services and will continue to evaluate their performance progress to ensure that they stay on track and hold themselves to the highest outcome.

4. HOW WE COMPARE

Since this is a new KPM it is difficult to compare their actual performance. If you review the last two yearly check off lists, signed off by the Board Chair, their performance is at 100%. Their 100% performance certainly compares with some Boards and would excel over others. Since they are going to honestly review each "Best Practices" over the next reporting year, the outcome will be a tool they can use to improve or acknowledge their performance.

5. FACTORS AFFECTING RESULTS

Since it is a self-evaluation by each of the Board members, the validity could be compromised. It will be important to establish a useable base line.

6. WHAT NEEDS TO BE DONE

Continue to monitor aspects involving the various Best Practices and bring them to the Board members attention when they occur, if possible. Recognizing and understanding the data will be critical to receiving high outcomes.

7. ABOUT THE DATA

The data reflects the overall self-evaluation of the Board on their "Best Practices", the process will be greatly improved over the next reporting year as the members review and modify their levels of performance in a meaningful manner.

RADIOLOGIC TECHNOLOGY	III. USING PERFORMANCE DATA
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Agency Mission: The mission of the Oregon Board of Radiologic Technology is to promote, preserve and protect the public health, safety and welfare of Oregonians when being exposed to ionizing radiation by agency licensees for the purpose of medical diagnosis or radiation therapy.

Contact: Linda A. Russell	Contact Phone: 971-673-0216
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Alternate:	Alternate Phone:
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The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY	<p>* Staff : The 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. Placing emphasis on public protection, agency efficiency, and customer satisfaction.</p> <p>* Elected Officials: Legislators receive KPMs with the agency’s budget binders and are reviewed, amended, and approved during budget hearings before the Ways and Means committee.</p> <p>* Stakeholders: The agency reviews its KPMs during its quarterly meeting which is open to the public. Stakeholders including applicants and licensees are welcome to attend and invited to express their views and opinions as time allows. Additionally, this information is available on the Board’s website and is also shared through publications, email and phone conversations.</p> <p>* Citizens: The agency places high priority on survey responses from Oregonians from the public sector as well as the profession. These responses are considered in developing new or amending the agency’s performance measures.</p>
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2 MANAGING FOR RESULTS	<p>Performance Management 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. Changes in the Last Year Timely licensure will continue to be the main focus of the Board and staff. The Executive Director and staff have made significant strides in changing the turnaround time to obtain a license. It has gone from licensing that took 21 days to process to now 5 working days. In most cases we are surpassing this timeline. The Executive Director has worked with the Administrative LEADS Specialist to prioritize workloads and ensure the Board’s complaints and investigative cases receive expedient resolution either through disciplinary action or dismissal. Cases are reviewed before the Board and they take appropriate disciplinary action needed to carry out the agency’s mission. Continuing Education (CE) compliance is audited on all renewal applications and the Board has formed a new three member sub-committee to approve CE presentations for Oregon providers. Staff has been trained to update the online OBRT CE Calendar as soon as the committee approves each CE offering. The Board and Executive Director continue to provide education in the agency’s areas of concern including higher standards of practice, supervision, and inspections of approved limited permit schools. The Board has successfully incorporated emailed renewals for those who wish to participate and are working with others and have begun to process online renewals that accept credit card payment. Services and resources are shared with other health-related licensing boards to save cost and be more efficient and effective. The Board continues to promote its online customer service survey</p>
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	<p>ensuring customers' anonymity and increasing the efficiency and integrity of data collected. Staff has been working with the Executive Director to focus on delivering a consistent service level to be proud of. Time is set aside to discuss positive and negative feedback as an opportunity to grow and improve,</p>
<p>3 STAFF TRAINING</p>	<p>The Executive Director reviews the performance measurement information, recommendations, and guidelines developed by the Oregon Progress Board with staff and the Board members. Additional information and collaborative ideas are entertained during regular staff meetings as a means to keep the communications open and to improve the agency's KPM s.</p>
<p>4 COMMUNICATING RESULTS</p>	<p>* Staff : The Executive Director who is responsible for the dissemination of KPM surveys and reporting of survey results. The Executive Director assists the Board with the development and review of agency KPMs.</p> <p>* Elected Officials: The agency prepares and submits annual KPM progress reports and includes the most recent progress report in its biennial budget request document.</p> <p>* Stakeholders: The agency sends notices to interested parties. The Board posts KPM progress reports on its website. This information is also shared during public meetings and newsletters.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 Oregonians.</p> <p>* Citizens: All information is posted on the website, or can be received by contacting the Board office.</p>