

**OREGON HEALTH LICENSING AGENCY**

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

**Proposed KPM's for Biennium (2009-2011)**

Original Submission Date: 2008

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
1	Percent of contested case actions that are resolved through informal settlement resolution and prior to a formal hearing before the Central Hearing Officer Panel.
2	Percent of "critical" status complaints investigated within one week of receipt (unlicensed activity and high risk health issues).
3	Percent of online renewals compared to total renewals processed by agency.
4	Percent of completed business license applications received by the agency that are processed and attain a "same day licensing" approval.
5	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.

New Delete	<b>Proposed Key Performance Measures (KPM's) for Biennium 2009-2011</b>
NEW	<p><b>Title:</b> Proposed Order Actions - Percent of proposed order actions resolved through the completion of infection control training in lieu of administrative action.</p> <p><b>Rationale:</b> This KPM will be used as a workload indicator, a cost savings indicator and will help to evaluate Regulatory outreach and communication efforts.</p>
NEW	<p><b>Title:</b> Completed Inspections - Percent of individual Facility and Independent Contractor inspections completed annually compared to total active Facility licenses and Independent Contractor registrations held.</p> <p><b>Rationale:</b> This KPM will be used as a workload indicator for the Regulatory Operations Division. If the frequency of inspections can be increased, Regulatory Operations expects an overall reduction in violations.</p>
NEW	<p><b>Title:</b> Efficient Renewal Process - Average number of days to process a renewal payment and mail a license.</p> <p><b>Rationale:</b> This KPM will be used as a workload indicator that will ensure efficient internal operations and present the Agency's mission effectively.</p>
NEW	<p><b>Title:</b> Efficient Licensure Process - Average number of days to process a qualified applicant's transaction and mail the original license.</p> <p><b>Rationale:</b> This KPM will be used as a workload indicator that will ensure efficient internal operations and present the Agency's mission effectively.</p>

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2009-2011
DELETE	<p><b>Title:</b> Percent of completed business license applications received by the agency that are processed and attain a “same day licensing” approval.</p> <p><b>Rationale:</b> In tracking this KPM since 2004, it has been determined that there are too many factors beyond the Agency’s control for this measurement to be useful in improving performance. Which method of application the customer chooses is a personal choice. If the applicant has completed all licensure qualifications they can very easily receive their license the same day if they come in person to the Health Licensing Agency, fill out an application, pay the required fees and wait while the license is issued. An applicant could also choose to apply via regular mail. Virtually 100% of all OHLA customers who seek “same-day” licensing receive a license if qualified. This KPM addresses a goal which has been accomplished.</p>
DELETE	<p><b>Title:</b> Percent of contested case actions that are resolved through informal settlement resolution and prior to a formal hearing before the Central Hearing Officer Panel.</p> <p><b>Rationale:</b> This KPM has been measured since 2001 and will no longer be beneficial to the agency because of the following reasons: 1. We have found that no less than 98.5% of contested case actions are resolved through informal settlement resolution in lieu of a formal hearing. The five year average is 99.1%. Because of the volume of contested case actions, a target of 100% is not realistic. 2. The Agency has determined that this KPM illustrates a goal which has been achieved. The Agency will propose a KPM that better analyzes our current regulatory processes.</p>

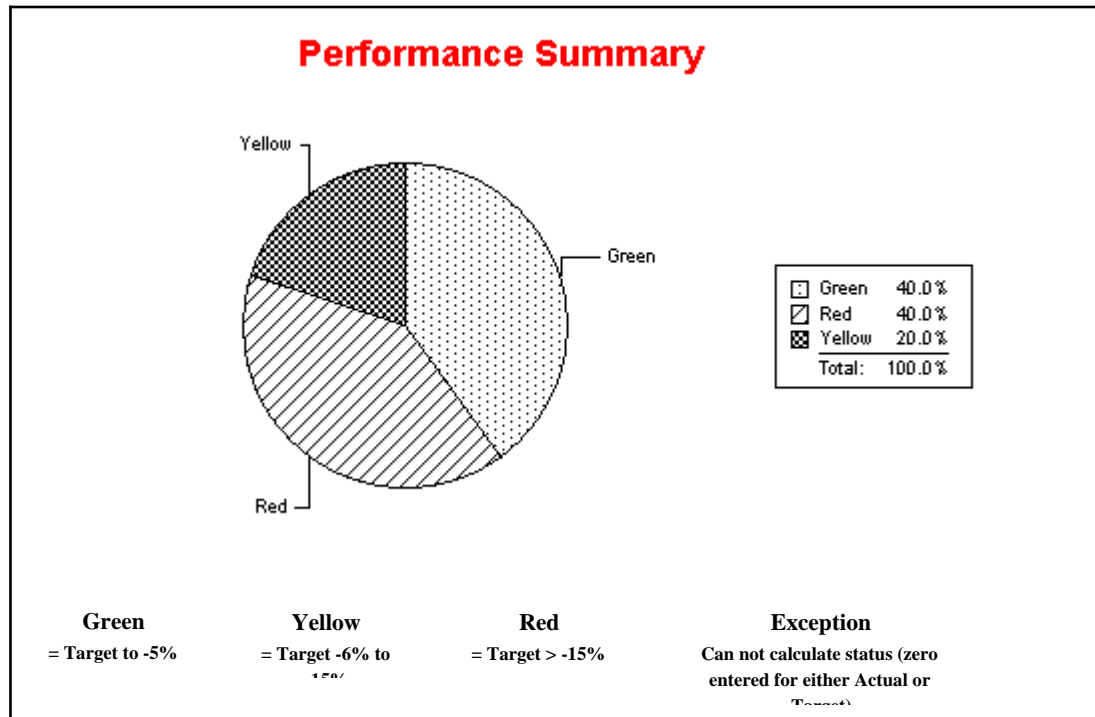
**Agency Mission:** The Oregon Health Licensing Agency (OHLA) protects Oregon citizens from harm by setting, communicating and enforcing uniform regulatory standards for multiple health and related professions while promoting a positive business environment that puts Oregonians to work.

**Contact:** Mike Simpson, Program and Statistical Analyst

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**Alternate:** Samantha Patnode, Program Coordinator

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**1. SCOPE OF REPORT**

OHLA’s performance measures align with the agency’s mission and goals, which are to:

- Actively promote consumer protection through education, compliance and partnerships
- Promote a positive business environment by reducing barriers to professional practice and putting Oregonians to work

The agency currently oversees more than 70,000 authorizations to practice and provide services among multiple health related professions. This oversight protects Oregon consumers while putting qualified Oregonians to work.

## **2. THE OREGON CONTEXT**

The agency contributes to the state's health and safety through establishment of professional standards and maintaining practitioner compliance through education and training. OHLA contributes to the economic well being of the state by reducing barriers to practice and supporting a positive business climate.

OHLA partners with agencies to address sometimes contentious scope of practice issues and strives to develop a dialogue to resolve these issues. Partnering with law enforcement and public health agencies promotes efficient and effective response to critical public safety issues, from unlicensed activity to potential infection outbreaks.

The agency's efforts link to several Oregon benchmarks: economic diversification, cost of doing business, infant mortality, perceived health status (through licensing standards for/monitoring of a variety of health and related professions), and cooperative policing.

## **3. PERFORMANCE SUMMARY**

The latest data show the agency is making progress in customer service-related performance areas, with a nine-percent increase in online license renewals and a 23% increase over target goal for same-day licensing for business applicants.

Customer service satisfaction survey results showed a slight decrease in some areas from an average of 80 percent of respondents indicating agency service was "good" or "excellent." The decrease was slight enough not to be statistically, or practically, significant.

The agency's ability to respond to critical status complaints was hampered by instability in agency regulatory staffing. The agency's timely response to and investigation of complaints with high-risk factors to public health and safety fell from 76% to 65% of total critical status complaints received.

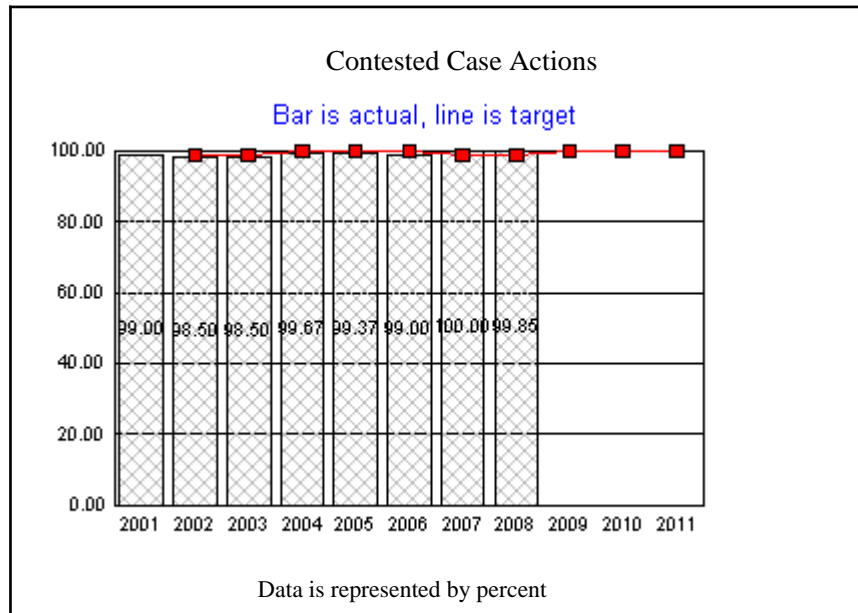
## **4. CHALLENGES**

The primary challenge is continuing to refine the agency's efforts to achieve even higher performance results. Developing new and creative strategies to maintain those performance levels over time will also be crucial. For each KPM, there are foreseen and unforeseen challenges that must be addressed and solutions implemented to enhance and expand the agency's impact as a consumer protection agency.

## **5. RESOURCES AND EFFICIENCY**

Resources used were OHLA's budget document and data for the 2007-09 fiscal year which is approximately \$3 million. The KPM's that are considered efficiency measures are #3 and #4. Both KPM efficiency measures are showing continued progress toward targeted goals. The agency is proposing to reduce the targets for KPM #4.

<b>KPM #1</b>	Percent of contested case actions that are resolved through informal settlement resolution and prior to a formal hearing before the Central Hearing Officer Panel.	2001
<b>Goal</b>	Contested Case Actions: Actively promote consumer protection through education, enforcement and partnerships.	
<b>Oregon Context</b>	Agency Mission: Goal is linked to OHLA Mission Statement	
<b>Data Source</b>	Regulatory Operations Division case files and database	
<b>Owner</b>	Administrative Services Division, Quality Assurance Unit, Mike Simpson, Program and Statistical Analyst (503) 373-1948.	



**1. OUR STRATEGY**

To increase practitioner compliance with applicable laws and professional practice standards through informal resolution to contested case actions.

**2. ABOUT THE TARGETS**

The agency continues to set targets at 100 percent and achieve nearly 100 percent due to OHLA's emphasis on informal, cost-effective compliance measures such as informal resolution. The agency is requesting to have KPM #1 removed since the agency has hit its target since its inception.

**3. HOW WE ARE DOING**

OHLA continues to regulate in a manner that avoids costly and time-consuming disciplinary proceedings in nearly 100 percent of contested case actions. The agency foresees this trend to continue.

**4. HOW WE COMPARE**

The agency is unaware of other state agencies measuring this performance area. Some agencies measures are similar; for example, the Board of Medical Examiners measures the percentage of disciplinary actions overturned by appeal and also performs at or near 100 percent.

**5. FACTORS AFFECTING RESULTS**

Contested case actions that reach a formal hearing hold the potential for lengthy and costly litigation. OHLA actively promotes education of the disciplinary process among its licensees, including their due-process rights, and the benefits to both parties of informal resolution to prevent such litigation.

**6. WHAT NEEDS TO BE DONE**

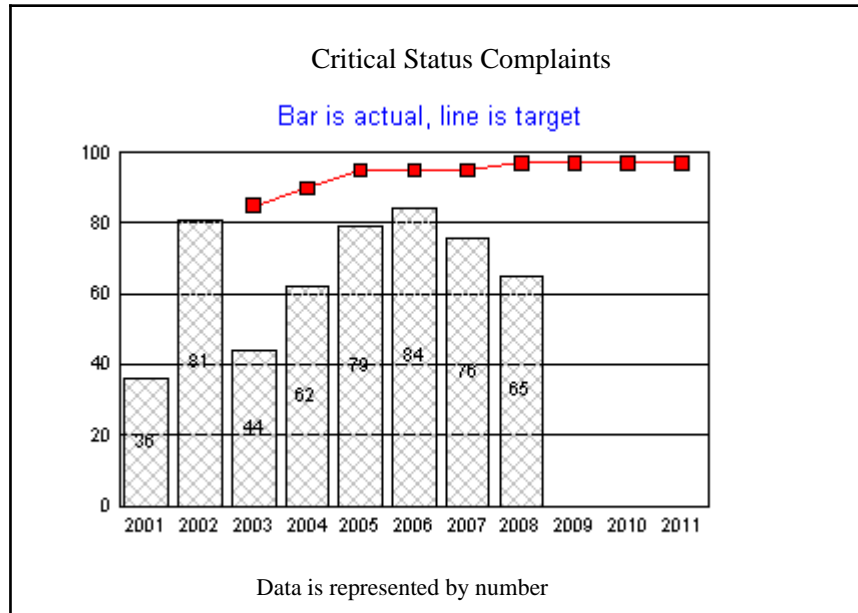
OHLA will continue to emphasize informal resolution.

**7. ABOUT THE DATA**

Reporting cycle is Oregon fiscal year from July 1, 2007 to June 30, 2008. OHLA tracks total disciplinary final orders and those orders that are

resolved informally (approximately 1,300 annually) compared to the few contested cases that proceed to a formal hearing.

<b>KPM #2</b>	Percent of “critical” status complaints investigated within one week of receipt (unlicensed activity and high risk health issues).	2001
<b>Goal</b>	Critical Complaints: Actively promote consumer protecting through education, compliance and partnerships.	
<b>Oregon Context</b>	Agency Mission: Goal linked to OHLA Mission Statement.	
<b>Data Source</b>	Regulatory Operations Division written and verbal complaints received that meet critical status criteria.	
<b>Owner</b>	Administrative Services Division, Quality Assurance Unit, Mike Simpson, Program and Statistical Analyst (503) 373-1948	



**1. OUR STRATEGY**

To respond to and investigate critical status public health and safety issues in a timely and effective manner by identifying and prioritizing complaints related to unlicensed activity, infection outbreaks and other high-risk situations.

**2. ABOUT THE TARGETS**

OHLA maintains that critical status complaints are the highest of priorities and should preserve a high target goal due to their potential for harming the public, necessitating effective and immediate action.

**3. HOW WE ARE DOING**

OHLA was showing gradual improvement in this performance category but, due to instability in agency regulatory staffing, the agency was temporarily unable to continue that upward trend.

**4. HOW WE COMPARE**

To the agency's knowledge there are no other state agencies that measure response to complaints in the same immediate and prioritized manner. Other agencies measure how long the entire investigatory process takes, rather than how quickly they initially respond to a complaint that may pose greater and immediate public risk.

**5. FACTORS AFFECTING RESULTS**

Beginning in June 2007 the agency initiated complete reorganization including an office re-model, change in management and staff as well as modifications in agency processes and procedures. The restructure added four additional inspectors in January 2008 and key operational changes to the Regulatory Operations Division. New staff underwent training and development of positions during the first six months of the year allowing for improved response to critical status complaints during that period and in the future.

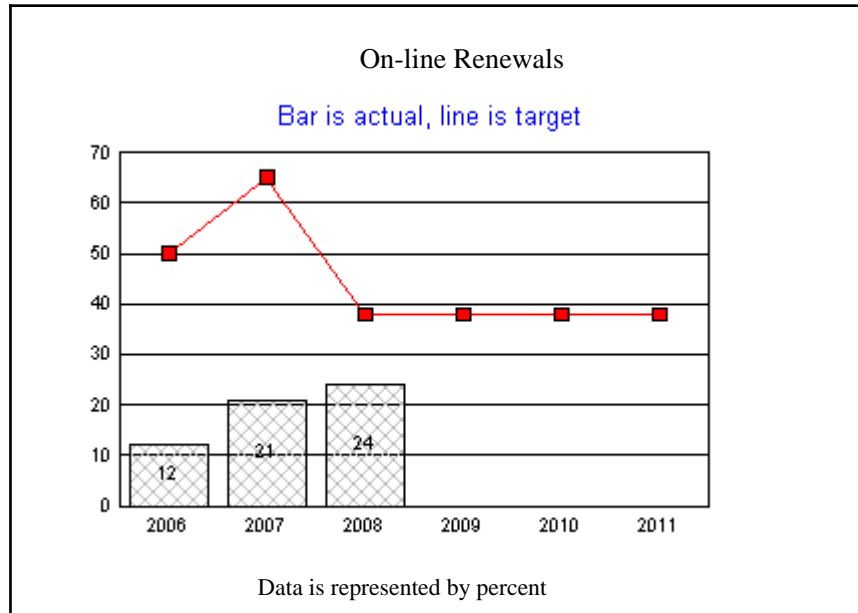
**6. WHAT NEEDS TO BE DONE**

When the agency hired four inspectors it reduced the heavy workload of individual staff members, allowing the agency to better respond to critical status complaints. OHLA regulatory staff will continue to emphasize the importance of responding to critical status complaints.

**7. ABOUT THE DATA**

Reporting cycle is Oregon fiscal year from July 1, 2007 to June 30, 2008. Since March, 2008 after the new inspectors were hired critical status complaints have been responded to within seven days 80% of the time. All other complaints were investigated within 14 days of receipt, reduction from 30 days previously.

<b>KPM #3</b>	Percent of online renewals compared to total renewals processed by agency.	2005
<b>Goal</b>	Customer Service: Provide excellent customer service to agency stakeholders.	
<b>Oregon Context</b>	Agency Mission: goal is linked to OHLA Mission Statement.	
<b>Data Source</b>	Agency paper and electronic records	
<b>Owner</b>	Administrative Services Division, Quality Assurance Unit, Mike Simpson, Program and Statistical Analyst (503) 373-1948.	



**1. OUR STRATEGY**

To provide 24-hour access to OHLA customers via the Internet. Customers include licensees, business owners and other stakeholders. In anticipation for an increased demand for convenience of licensing, license renewal and other agency services, OHLA continues to expand, streamline and promote on-line services.

**2. ABOUT THE TARGETS**

The agency is proposing to keep the target at 38% because the target is practical and we feel we can meet this target with expanded outreach and new updates being proposed for implementation to the online renewal system.

**3. HOW WE ARE DOING**

Trends show that the agency continues to increase in the percentage of individuals renewing on-line. From 2006 to 2008 the total number of customers renewing on-line increased by 12%.

**4. HOW WE COMPARE**

The Oregon State Board of Nursing (OSBN) has a much higher rate of on-line renewals than OHLA in 2005-06 of (approximately 18,000 licensees, 14,832 renewed on-line). A review of OSBN process showed that in 2005 the OSBN gave licensees limited options on how to renew, including on-line and downloadable renewal forms. Currently OHLA's on-line renewal process is strictly voluntary; however the agency is exploring how to increase on-line renewals, including incentives such as discounted fees.

**5. FACTORS AFFECTING RESULTS**

Currently the agency is not requiring on-line renewal but is promoting it within renewal notices, publications and at outreach events. A majority of agency licensees are not regular computer users making it difficult to migrate them from paper renewals to on-line renewals. The wording of the performance measure includes total renewals while the agency's on-line system doesn't currently allow for late renewals or renewals by licensees with outstanding disciplinary actions against them, further reducing the performance data results.

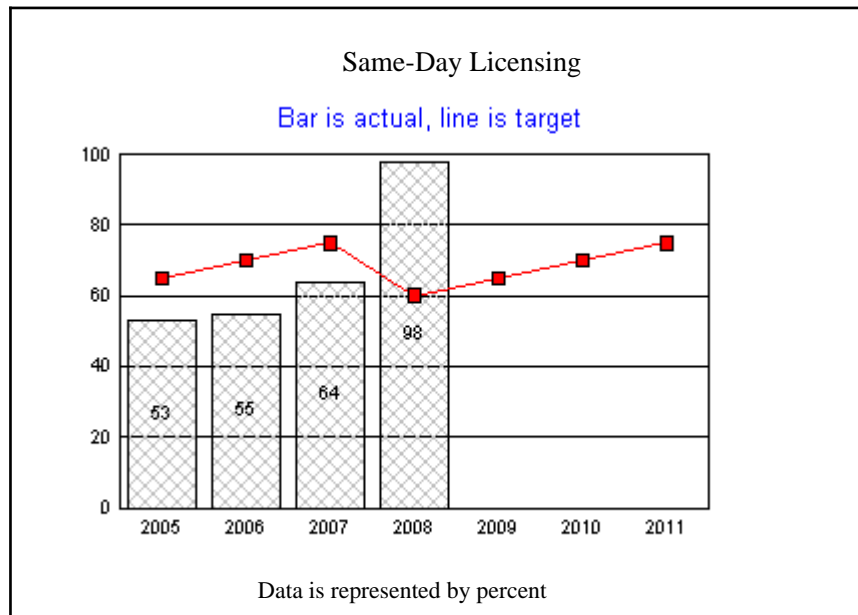
**6. WHAT NEEDS TO BE DONE**

The original targets for this measure were set in 2006. Currently the agency is not meeting the targets and will be requesting target adjustments to meet the actual number of on-line renewals forecasted for the future. OHLA will continue to promote on-line services and other options for renewal to better streamline the process. The agency plans to expand on-line renewals to include late renewals among other e-commerce features.

**7. ABOUT THE DATA**

Reporting cycle is Oregon fiscal year from July 1, 2007 to June 30, 2008.

<b>KPM #4</b>	Percent of completed business license applications received by the agency that are processed and attain a “same day licensing” approval.	2005
<b>Goal</b>	Promote Business and Reduce Barriers: Promote a positive business environment by reducing barriers to professional practice and putting Oregonians to work	
<b>Oregon Context</b>	Agency Mission: goal is linked to OHLA Mission Statement	
<b>Data Source</b>	Licensing records, business applications and computer statistics	
<b>Owner</b>	Administrative Services Division, Quality Assurance Unit, Mike Simpson, Program and Statistical Analyst (503) 373-1948.	



**1. OUR STRATEGY**

Continue to provide timely and effective business licensing services, particularly related to same-day licensing, in order to provide qualified applicants with quick access to the Oregon job market.

**2. ABOUT THE TARGETS**

Targets are based on historical rates for facility and independent contractor same-day licensing. Projected targets are based on the agency's ability to identify and implement uniform business processes, qualification checks and to eliminate artificial barriers and inconsistencies in the licensing process for OHLA's regulated professions.

**3. HOW WE ARE DOING**

Progress on this performance measure has exceeded the agencies 2008 target by nearly 23%.

**4. HOW WE COMPARE**

The agency's programs are among the few statewide that have a separate practitioner, independent contractor business and facility license; other professional boards and councils typically license only the individual or practice. The Oregon Medical Board issues licenses in an average 55 days. While the qualification verification process admittedly may be more involved for physicians than for example, a barber or nail technician, OHLA licenses 17 different health and related professions with varying degrees of qualifiers, from body piercers to sex offender therapists.

**5. FACTORS AFFECTING RESULTS**

During the 2008 fiscal year the agency underwent a complete reorganization and transformation. This change included streamlined processes, increased number of staff and flexibility with payment options. These changes made it easier, faster and cheaper to get individuals licensed in the same day. The agency is proposing to delete this KPM. A new KPM has been proposed which will measure the total number of individuals licensed in the same day including licensees, certificates, and registrations in addition to businesses and independent contractors.

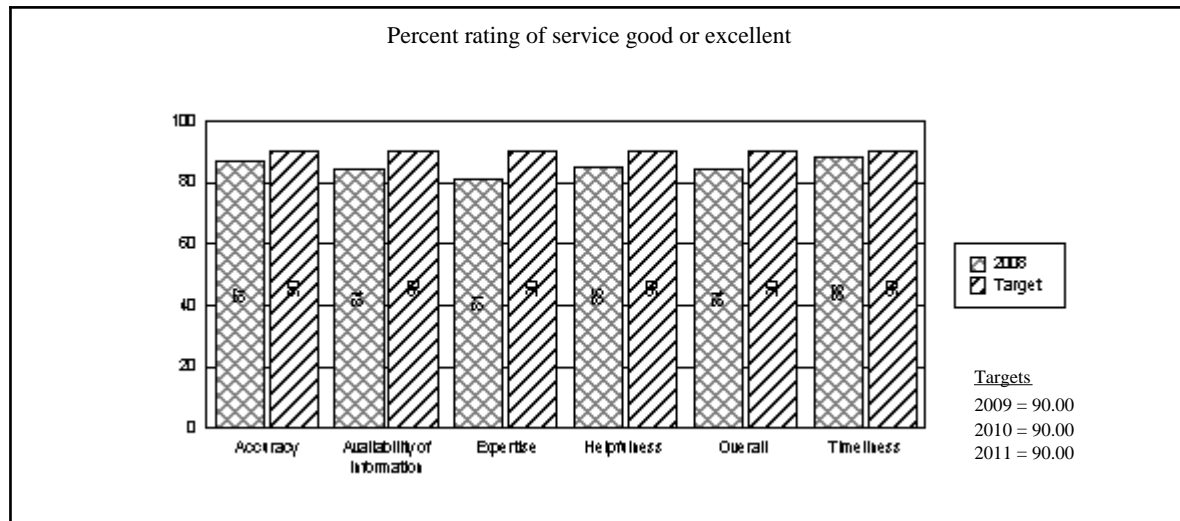
**6. WHAT NEEDS TO BE DONE**

OHLA continues to work with the Department of Administrative Services to add increased on-line capabilities including on-line applications, late renewals and civil penalty payments targeted for 2009-11 which will provide practitioners and business owners easier access to licensure and further enhance opportunities for same-day licensing for the majority of OHLA's professions.

**7. ABOUT THE DATA**

Reporting cycle is Oregon fiscal year from July 1, 2007 to June 30, 2008.

<b>KPM #5</b>	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.	2005
<b>Goal</b>	Customer Service: Provide excellent customer service to agency stakeholders.	
<b>Oregon Context</b>	Agency Mission: Goal is linked to OHLA Mission Statement.	
<b>Data Source</b>	Online, over-the-counter, and mailed survey results.	
<b>Owner</b>	Administrative Services Division, Quality Assurance Unit, Mike Simpson, Program and Statistical Analyst (503) 373-1948.	



1. OUR STRATEGY

The agency has implemented a new online survey replacing the 10 percent cross section survey method. The agency continues to maintain a transparent relationship with stakeholders including private career school owners, licensees and other government agencies in an effort to keep the lines of communication open and meet the needs of our customers.

## **2. ABOUT THE TARGETS**

Targets are based on the agency's belief that a high percentage of licensees should have a "good" or "excellent" experience when interacting with the agency.

## **3. HOW WE ARE DOING**

The agency met or exceeded the targeted goals for timeliness and accuracy, both steadily increasing since the inception of the measure in 2006. Expertise, helpfulness and availability did not meet the targets and overall the agency is slightly lower than the projected target for the year.

## **4. HOW WE COMPARE**

OHLA's customer satisfaction response percentages are among some of the highest statewide.

## **5. FACTORS AFFECTING RESULTS**

Beginning in June 2007 the agency initiated a complete reorganization including an office re-model, change in management and staff as well as modifications in agency processes and procedures. According to survey results the agency has overcome the challenges of the reorganization process and is improving in all areas of customer service.

## **6. WHAT NEEDS TO BE DONE**

OHLA will continue to emphasize customer service standards as one of its three key agency goals and utilization of the actual data to increase opportunities to provide excellent customer service. The agency will conduct on-line surveying during the renewal process to gain a larger pool of customer service feedback.

**7. ABOUT THE DATA**

The agency conducted the customer service satisfaction survey during the 2008 fiscal year July 1, 2007, through June 30, 2008. Strengths in the data included a diverse group of customers surveyed from varying backgrounds and professions. The agency continues to explore strategies to increase survey response; approximately 12% of surveys distributed were completed and returned with response. According to survey results customers who walked into the office received better customer service than those who transacted business with the agency through the mail.

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

**1. INCLUSIVITY**

**\* Staff :** OHLA is a state consumer protection agency providing centralized regulatory oversight for multiple health and related professions. The volunteer citizen boards and councils under the OHLA agency's administration provide profession-specific expertise and consultation but are not responsible for agency operations. The OHLA has administrative oversight for licensing, investigations and disciplinary authority for the professions under its jurisdiction. The agency was established to provide a uniform structure and accountability for the multiple boards and councils under its administration and maintains an open, transparent and inclusive environment for policy formulation and decision-making. For more information on the agency's model, visit OHLA's Web site at [http://www.oregon.gov/OHLA/about\\_us.shtml](http://www.oregon.gov/OHLA/about_us.shtml).

**Agency Staff:** The agency's three division managers (Administrative Services; Policy & Strategic Planning, and Regulatory Operations) established performance measures for each division. Staff from the Quality Assurance Section participate in and are responsible for analysis, data sourcing and collection, calculations and criteria used for setting each measure's targets to ensure reliability and relevance.

**\* Elected Officials:** Elected Officials: The Legislature approved the agency's 2007-09 measures during the agency's budget hearing before the 2007 Legislative Assembly.

**\* Stakeholders:** Stakeholders: The agency continues to generate support from and participation of its 57 board

	<p>and other regulatory and governmental agencies. Outcomes are reported at regularly scheduled board and council meetings as well as special outreach events as a means to improve essential regulatory functions, business operations and customer service, and information is available for review and comment from interested parties in attendance at meetings.</p> <p>* <b>Citizens:</b> Citizens: The number of public/citizens, practitioners and other related professional representatives attending agency public meetings has remained an important objective. The public's involvement is clearly tied to the agency's mission as a consumer protection agency</p>
<p><b>2 MANAGING FOR RESULTS</b></p>	<p>Performance measures directly link to a specific agency unit or function and are evaluated periodically to gauge progress and assess outcomes. Individual criterion is used to pinpoint fluctuations, mitigating circumstances or contributing factors to the success or shortfall of meeting targeted objectives.</p> <p>The agency has continued efforts during the 2007-09 reporting period at collaborative fact finding with regulatory partners to improve agency administration and regulation. Regulatory streamlining – initiatives to make regulation faster, cheaper and easier for licensees – plays a instrumental role in OHLA budget development, strategic planning, and evaluating outcomes of Key Performance Measures. The agency's primary objective is public protection commensurate with reducing artificial barriers to professional practice and providing customers with timely, accurate and helpful service. OHLA is currently surveying facility owners to gain feedback on how well the inspection process is going,</p> <p>Efficiencies implemented during the 2007-08 fiscal year improved customer access including staying open during the lunch hour, accepting over-the-phone payments and increasing the number of frontline staff while cross training staff. Overall customer satisfaction increased compared to the previous fiscal year from 81% to 84%. Reorganization of agency divisions, staff and management brought about many changes within OHLA including streamlining of processes and procedures and increased education in regulation and professional development.</p>
<p><b>3 STAFF TRAINING</b></p>	<p>The agency conducts monthly division meetings and periodic work sessions that are focused on attainment of agency goals and improvement -- tracking mechanisms, reviewing outcomes and pinpointing resolutions to impediments in meeting targeted goals. Agency staff attend the periodic conferences, work sessions and brown bag luncheons sponsored by the Oregon Progress Board (OPB) and also make use of the expertise of Oregon Progress Board staff – relying on their advice and direction to ensure sound principles and practices are in place for setting reasonable but attainable targets, current standards and result tracking.</p>

#### 4 COMMUNICATING RESULTS

\* **Staff :** Staff: Performance measures are communicated to agency staff and board/council members at scheduled meetings and internal manager/staff meetings.

\* **Elected Officials:** Elected Officials: Results are communicated to the Legislature through the Oregon Progress Board reports and biennially to the Legislature during agency budget hearings before the Ways and Means Committee. Performance measures are reviewed and discussed biannually during budget development and review with the Department of Administrative Services Budget Analyst and also with the Legislative Fiscal Office / Budget Analyst.

\* **Stakeholders:** Stakeholders: The agency's Licensing Line is a FREE bimonthly e-mail newsletter from the Oregon Health Licensing Agency (OHLA) featuring the latest news from the OHLA agency and the multiple health and related professions the agency regulates. Nearly 2000 subscriptions are currently sent to elected officials, other agencies, practitioners and stakeholders.

\* **Citizens:** Citizens: The number of public/citizens, practitioners and other related professional representatives attending agency public meetings has remained an important objective during 2007-08. The public's involvement is clearly tied to the agency's mission as a consumer protection agency. The increased outreach has generated a sharper focus on educating the public on what to look for in selecting a practitioner and articulating consumer rights for full disclosure of facts in making an informed decision concerning services. Results are communicated to all interested parties on the agency's Web site at <http://www.oregon.gov/OHLA/>.