

SPEECH-LANGUAGE PATHOLOGY & AUDIOLOGY

Annual Performance Progress Report (APPR) for Fiscal Year (2009-2010)

Proposed KPM's for Biennium (2011-2013)

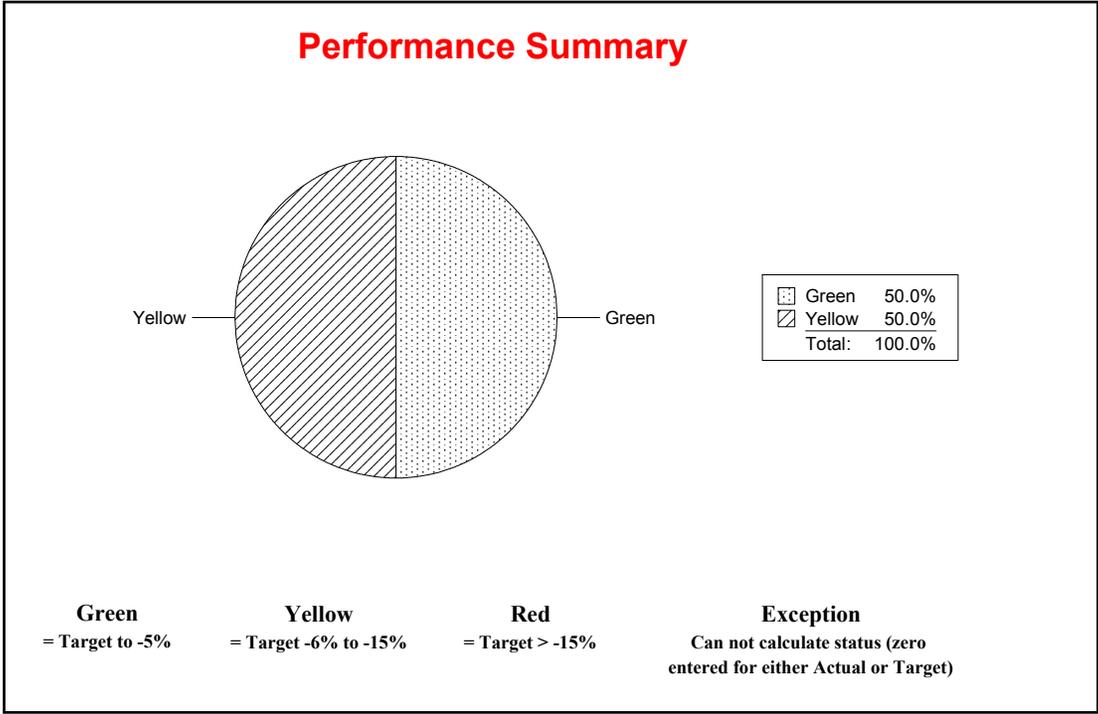
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2009-2010 KPM #	2009-2010 Approved Key Performance Measures (KPMs)
	Percentage of School District Compliance with SLPA supervision requirements outlined in OAR 335-095-0050.
2	Compliant Professional Development Reported - Percentage of licensees audited who are in compliance with continuing professional development requirements
3	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.
4	Best Practices - Percent of total best practices met by the Board.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2011-2013
	Title: Rationale:

SPEECH-LANGUAGE PATHOLOGY & AUDIOLOGY		I. EXECUTIVE SUMMARY	
Agency Mission: The Board adopts rules governing standards of practice, investigates alleged violations and grants, denies, suspends and revokes licenses for Speech-Language Pathologists, Speech-Language Pathology Assistants, and Audiologists for consumer protection.			
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1. SCOPE OF REPORT

The Board currently evaluates its work through four approved Key Performance Measures (KPMs), including the Board Governance self-assessment tool adopted by the Legislature in 2007. In 2009-11, a new measure has been adopted to track compliance with Board rules regarding supervision of Speech-Language Pathology Assistants (SLPAs). This replaces a previous measure that tracked the use of certified SLPAs by school districts. Other KPMs monitor licensee compliance with professional education requirements, customer service feedback, and Board effectiveness.

The Board has not established a formal KPM to track the progress of investigations, although this is monitored regularly by staff and the Board as a whole, and the Board operates in accordance with ORS Chapter 676. We are supportive of efforts to develop a standard measure for all health related licensing boards and to obtain adequate resources to address growing investigative needs.

2. THE OREGON CONTEXT

Agency Purpose

The Board of Examiners for Speech-Language Pathology and Audiology (BSPA) was established in 1973, and is authorized by Oregon Revised Statute 681 (ORS 681), which is implemented through Oregon Administrative Rules Chapter 335 (OAR 335). The Board is appointed by, and responsible to, the Governor.

BSPA has adopted the following mission statement:

“The Board of Examiners for Speech-Language Pathology and Audiology seeks to protect the public by licensing and regulating the performance of speech-language pathologists, speech-language pathology assistants and audiologists.”

The Statute and Rules provide details regarding the Board’s role in regulating the activities of these professions by insuring that education, training, and professional conduct requirements are met prior to initial and renewed licensure. Additionally, the Board reviews and investigates complaints against licensees, and takes necessary disciplinary action that may include license revocation and/or civil penalties.

Societal Outcomes Informed by the Board’s Work

Speech-language pathologists (SLPs), audiologists, and SLPAs provide vital clinical and rehabilitative services in a variety of settings, including educational service districts, schools, private practice, hospitals, clinics, and rehabilitation facilities. Audiologists may also consult with businesses and industries to prevent hearing loss. Speech and hearing professionals prevent and treat disabilities and disorders that impact individuals’ ability to function in schools, families and workplaces; decrease quality of life; and can even be life-threatening (such as swallowing disorders).

SLPs evaluate, diagnose and treat speech, language, cognitive-communication and swallowing disorders in individuals of all ages, from infants to the elderly. Audiologists address hearing and balance impairments and their relationship to disorders of communication. Audiologists also identify, assess, diagnose, and treat individuals with impairment of either peripheral or central auditory and/or vestibular function, and strive to prevent such impairments. Audiologists also may fit and dispense hearing aids as part of their practice. Oregon has created a certification for SLPAs to assist speech-language pathologists in treating communication disorders, under the regular supervision of licensed SLPs.

The need for speech and hearing professionals is expected to grow faster than average through the year 2014, as “baby boomers” increasingly develop age-related neurological disorders and associated speech, language, swallowing, and hearing impairments. As medical advances have improved the survival rate of premature infants and trauma and stroke victims, the demand for speech-language pathology services has also increased. Federal law guarantees special education and related services to all eligible children with disabilities. Greater awareness of the importance of early identification and diagnosis of speech, language, swallowing, and hearing disorders will also increase demand for speech professionals.

Oregon has only two programs (Portland State and University of Oregon) that confer master’s degrees in speech-language pathology. This is the entry-level credential for the field. These programs admit a small cohort of students (PSU only admits approximately 20% of applicants) due to the high cost of running these programs. Chemeketa Community College created an innovative SLPA program in response to these challenges; however, it also has many more qualified applicants than it can serve. In audiology, the entry level credential was historically a master’s degree, but is currently a clinical doctoral degree (Aud.D). When this change occurred, PSU ceased its audiology training program, and there are no longer programs in Oregon granting professional degrees in audiology.

While the demand for hearing and speech professionals is rising, the supply remains relatively fixed. As baby boomers retire, this shortage will intensify. The increasing demand for services and flat/declining workforce creates pressure on the Board to maintain high professional standards while ensuring public access to professional speech and hearing services. Oregonians expect and are entitled to services from well-qualified speech and hearing professionals, and BSPA plays an important role in maintaining access to these professionals. As of August 2010, the breakdown of current licensees is:

Speech-Language Pathologists (SLPs) – 1201 Active, 73 Inactive, 42 Conditional*
Audiologists – 231 Active, 2 Limited**, 10 Inactive
Dual Licensees – 10 active, 0 Inactive, 0 Conditional
Speech-Language Pathology Assistants (SLPAs) – 229 Active, 16 Inactive

This is about 100 fewer SLPs, and about the same number of other licensees as in September 2009.

Government Partners

The regulatory structure in Oregon for hearing and speech professionals is complex in that SLPs employed exclusively in K-12 districts are not required to obtain licensure from BSPA; rather they may be licensed by the Teacher Professional Standards Commission (TSPC), which licenses teachers. TSPC has almost 1000 active SLPs under their jurisdiction. SLPAs are certified only by BSPA, although they work primarily in school settings.

To eliminate the confusion and duplication of regulatory oversight for speech professionals, in August 2009 TSPC voted to “get out of the business” of licensing SLPs. This was the result of several conversations between BSPA and TSPC representatives, along with members of the educational community, from September 2008-August 2009. In early 2010, the Commission changed its direction, and further discussions regarding the coordination of licensing by these two agencies are underway both at the professional association and inter-agency level.

Hearing aid dispensers are regulated by the Oregon Health Licensing Agency (OHLA), which oversees contracts with consumers regarding these devices. Audiologists may dispense hearing aids within the scope of their professional practice; yet until 2009, audiologists needed to hold dual licensure with OHLA for this purpose. The passage of HB3232 in the 2009 Legislative Session eliminated this duplication, and as of January 1, 2010, audiologists are no longer required to hold dual licensure for hearing aid dispensing in Oregon. BSPA and OHLA worked closely to create a smooth transition for audiologist dual licensees.

3. PERFORMANCE SUMMARY

1. KPMs TARGETS MAKING PROGRESS

Compliance with SLPA Supervision Rules (measured for first time in 2010)

Customer Satisfaction

2. KPMs NOT MAKING PROGRESS

Compliant Professional Development Reported(new target for 2010)

Board Best Practices

4. CHALLENGES

The agency has a small staff, consisting of 0.6 FTE Executive Director (ED) and 0.8 FTE Administrative Assistant. The Executive Director is responsible for policy development and implementation, agency administrative oversight, and staffing all Board functions. The ED also serves as investigative officer, with some support from a contracted professional and volunteer Board members and peer reviewers. The ED must comply with State policy and procedures, and communicate regularly with multiple constituents. State government policies and procedures create complexity that is not optimal for a small agency. The administrative workload and complexity are beyond what can be handled by existing staff positions.

The number of complaints received and investigated has increased geometrically in the last few years.

Year

Number of Cases Opened
 2006
 3
 2007
 18
 2008
 16
 2009
 41
 2010
 47 through August 1st

The Board is initiating more of its own investigations and is communicating more frequently with other jurisdictions regarding complaints filed elsewhere. All these factors are increasing the investigative work load for Board and staff, and increasing legal fees and other costs of doing business.

The Administrative Assistant is primarily responsible for routine licensing of professionals within guidelines established by the ORS, OARs and Board policy. Exceptions are investigated and determined by the ED or full Board. The Assistant also handles numerous inquiries from potential applicants and licensees, and is responsible for support functions such as banking, accounts payable, supplies, website maintenance, and newsletter production.

Budget limitations in staff continue to create challenges. The limitation has been exacerbated by mandatory leaves (FMLA and mandatory furloughs).

While agency operating costs increase annually with inflation, licensing fees were previously only increased in 1995 and 2005. BSPA provides some services at no cost for which other state licensing boards charge transaction fees. A thorough evaluation of the fee structure was undertaken in 2008-09, and increases were implemented in July 2009 to ensure that the Board can function effectively with an appropriate revenue stream.

To improve customer service, increase cash flow and streamline internal operations, BSPA implemented on-line renewal processes that expanded in 2010 to include electronic payment of renewal fees. Transaction fees (1.9% of revenue) were incurred, but convenience to the customers was increased.

5. RESOURCES AND EFFICIENCY

BSPA's 2009-11 legislatively-adopted expenditures budget was \$314,657. The Board continues to incur increasing legal fees as the number and complexity of complaints and disciplinary actions increases, which is creating pressure on budgeted amounts for DOJ legal fees and OAH administrative hearings. Increased staff is necessary in the 2011-13 biennium to meet increasing disciplinary caseload, serve more licensees, and address increased administrative complexity and workload.

Cost savings are realized in several ways, including:

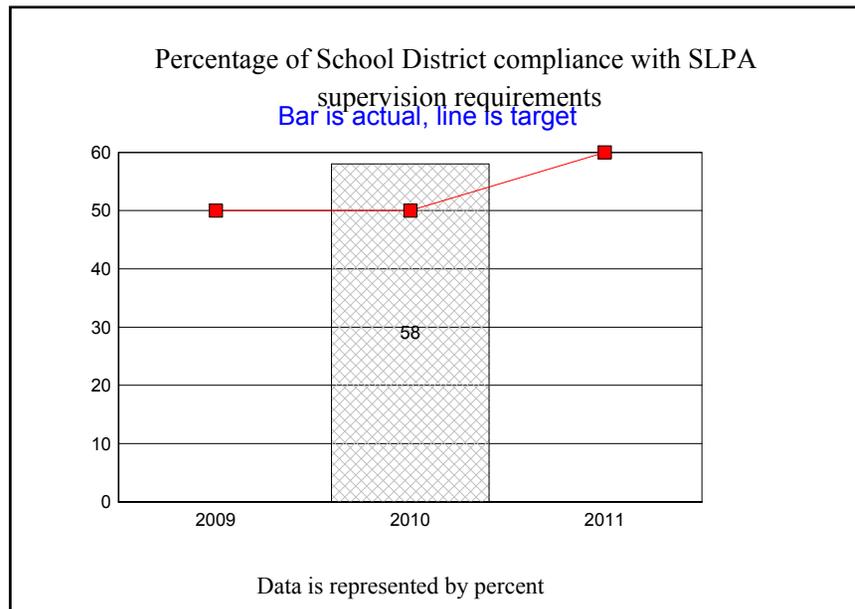
Sharing office overhead with other licensing boards in PSOB Suite 407. IT, copier, shredding, and other office support is shared to reduce individual agency costs and duplication of effort.

In keeping with E-government initiatives and the changing nature of communications, BSPA now has a strong preference for electronic correspondence whenever appropriate. Email reduces costs and increases agency efficiency and response time. Electronic communications will be further facilitated by 2009 legislation (HB2118) that allows the Board to keep confidential licensees' personal email addresses.

Implementing the on-line renewal option, including payment, in January 2010.

The Board's website remains a valuable resource for licensees and interested citizens, providing ready access to licensing policies, procedures, and forms, as well as information regarding complaints and disciplinary actions. Further enhancements to the Board's website will improve 24/7 customer service and reduce unnecessary inquiries to agency staff.

KPM #	Percentage of School District Compliance with SLPA supervision requirements outlined in OAR 335-095-0050.	2010
Goal	Ensure public protection: the percentage of school districts complying with SLPA supervision requirements as outlined in OAR 335-095-0050 is an indicator of quality of services provided by SLPAs and SLPs in educational settings.	
Oregon Context	OAR Chapter 335	
Data Source	Audit responses from Oregon school districts and Educational Service Districts are surveyed annually to determine which SLPAs are employed therein, and which SLPs are supervising them. In addition to employment census, the SLPA clinical logs are submitted to the Board for review against rules regarding types and hours of supervision provided.	
Owner	Agency ED	



1. OUR STRATEGY

KPM #1 monitors compliance with Board rules regarding the SLP-SLPA supervisory relationship, and the hours and type of supervision received. Since most SLPAs work in

school districts, the Board has requested audit responses from school administrators. This also provides a way to link supervision compliance to administrative decisions regarding staffing.

This measure was initiated in 2010, replacing a previous measure (initiated in 2003) that tracked the number of school districts employing SLPAs. Many districts collaborate for special education services and/or contract with an Educational Service District (ESD), so that the number of districts that might employ SLPAs varies based on these arrangements. The Board has no control over these decisions.

2. ABOUT THE TARGETS

In 2009, the Board initiated its first audit of SLPA supervision, surveying a sample of 17 Oregon school districts and ESDs. This baseline audit revealed a number of deficiencies. For this new measure, the Board adopted a target of 50% for 2010 and 60% for 2011. Approximately 60 school districts were reported as work addresses for licensed SLPAs; however, many are contracted from nearby Educational Service Districts.

3. HOW WE ARE DOING

In 2010, the Board requested audit responses from 21 ESDs and school districts. Districts were evaluated based on compliance with reporting requirements (“Were supervisory relationships reported on a timely basis to the Board?”) and with documentation requirements (clinical logs showing appropriate hours of direct and indirect supervision for each caseload). Of the 19 that employ SLPAs, 11 (58%) passed both the measures. Reporting requirements were not met in 1/19 (5%) cases and documentation was not complete in 6/19 (32%) of cases. Neither reporting nor documentation requirements were met by one district (5%).

4. HOW WE COMPARE

The Board is not aware of other entities auditing this function.

5. FACTORS AFFECTING RESULTS

Board supervision requirements are specific, and outlined in OARs that licensees are requested to review before initial licensure and regularly thereafter.

In March 2009, the Board conducted a baseline audit, and found that the reporting mechanism for SLPA supervision used by most SLPs and SLPAs did not facilitate an accurate assessment of whether the requirements were being met.

The Board staff created a new “smart form” to be used as a clinical log form by licensees. This form automatically calculates the required percentages of supervision, and has been greatly appreciated by licensees. Virtually all audit responses were in the “smart form” format, showing that it has been adopted by licensees as a convenient tool.

The Board staff have answered many questions about supervision compliance as a result of publishing the “smart form”. We believe this increased the level of compliance with the audit.

In 2010, the compliance was vastly improved due to July 1, 2009 rule changes that streamlined and clarified SLPA supervision rules, increased communication with SLPAs, SLPs,

and educational administrators about these rules, and the widespread adoption of the smart form.

6. WHAT NEEDS TO BE DONE

Further training about SLPA supervision requirements through Board newsletters and other licensee communication.

Further communication about SLPA supervision and other issues regarding SLP and SLPA practice in schools through meetings, emails, and other outreach to the Confederation of School Administrators (COSA), and Oregon School Personnel Association (OSPA), Oregon Department of Education (ODE), Teachers Standards and Practices Commission (TSPC) and other groups.

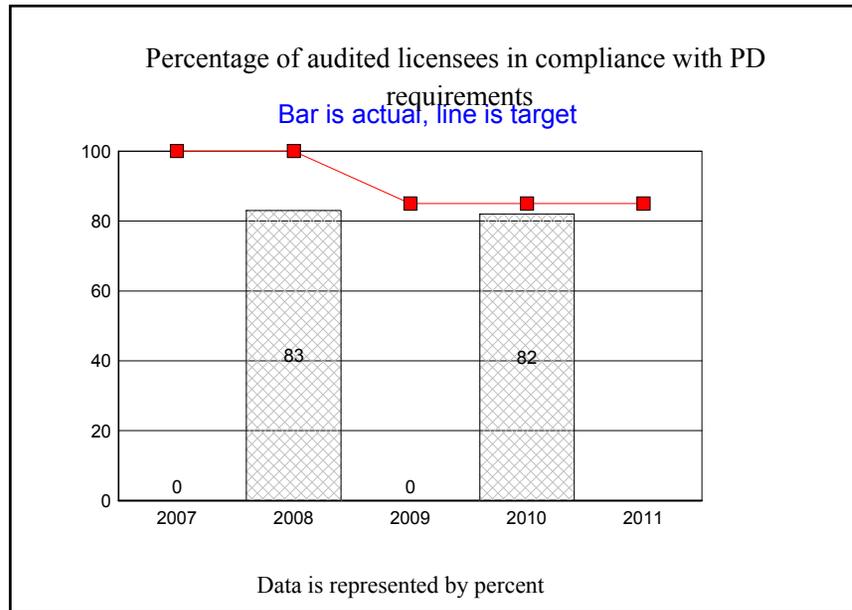
7. ABOUT THE DATA

Data were collected and analyzed from 19 districts, in addition to the 17 previously sampled in the baseline audit.

The audit responses took approximately 20 hours to review and evaluate; follow-up with districts another 10 hours. Unless additional staff resources are approved in the budget, the Board may need to change this audit to a biennial rather than an annual basis.

Currently, data is expected to be collected annually in the spring, for two months (fall and spring) of each academic year. These data points should encompass staffing patterns that are established, and possibly changed, during the course of each school year.

KPM #2	Compliant Professional Development Reported - Percentage of licensees audited who are in compliance with continuing professional development requirements	2000
Goal	Protect the public from sub-standard practice in Oregon	
Oregon Context	Agency Mission	
Data Source	5-15% of professional development reported on biennial license renewals audited for conformance to OAR 335-070-0030 and evidence of completion/attendance.	
Owner	Executive Director	



1. OUR STRATEGY

The Board's mission is to protect the public by ensuring that speech and hearing services are provided competently. Licensees demonstrate their competency by meeting initial licensing standards based upon their training, and by meeting ongoing professional development requirements to stay

current with new practices in the field.

Licensee compliance with Board professional development rules has been audited since 2000. In renewal years, 5- 15% of the renewal applicants are audited. These licensees must provide the detailed documentation of the professional development activities that they are reporting to meet their renewal requirements. In 2010, the Board implemented a new interpretation of this standard, with new targets approved by the 2009 Legislature.

2. ABOUT THE TARGETS

In recent years, BSPA's professional development standard has been 40 hours per biennial renewal period for SLPs and audiologists (20 hours for SLPAs). Because this standard was the highest in the nation (shared by only two other states), the Board revised its administrative rules to require only 30 hours per biennium for SLPs and audiologists, and 15 hours for SLPAs, effective with the January 2010 renewal cycle.

The target since 2006 for this KPM has been 100% compliance with BSPA's professional development standard. By policy, no active licenses are renewed that are not in compliance, so that we achieve 100% compliance of all active licensees.

The Board decided to revise the KPM target to clarify that it wants to measure initial audit findings, and lower the target for 2010 to 85%. This is both more valid and realistic.

The Board separated out timeliness of response from compliance in this analysis. Audit responses should be both timely and meet the Board's professional development requirements to be fully compliant.

3. HOW WE ARE DOING

KPM data reported for 2006 and 2008 (55% and 83%) represent the number of licensees who passed the initial audit without any issues or warnings. Those receiving warnings were granted additional time to provide appropriate documentation, which occurred in 90% and 99% of the cases, respectively. In 2008, the 2 licensees who were unable to document compliance with professional development requirements were approved for inactive license status. Thus in the end, 100% of active licensees audited met continuing education requirements.

The Board considers it a more valid measure of licensee compliance to track the number of licensees who pass the initial audit without any issues or warnings. Therefore the target for 2010 was revised to 85% (up from the 83% actual in 2008). The actual initial compliance in 2010 was slightly below target at 82%.

Thus initial compliance (timely and complete) with the audit was 82%, and another 1% was found to be compliant after staff follow-up with questions/clarifications. Another 6% met requirements, but were late in responding.

Eleven percent (11%) either did not renew or renewed as inactive. These licensees do not need to meet professional development requirements, so are considered "not applicable". It is possible that these licensees chose not to renew as active because they were non-compliant; however, that is not known.

4. HOW WE COMPARE

BSPA's previous professional development standards were among the highest in the nation, and shared by only two other states. The American Speech-Language Pathology & Hearing Association (ASHA) maintains a program of professional certification; ASHA requires only 30 hours every 3 years for SLPs and audiologists.

5. FACTORS AFFECTING RESULTS

The Board's professional development requirements are very specific regarding the types of activities that are allowed, and the timeliness with which they need to be approved and reported.

The total number of required hours was reduced for this renewal cycle, and this was well-publicized.

Licensees continue to be confused about what types activities qualify for the Board's professional development requirements. This may have contributed to non-compliance.

6. WHAT NEEDS TO BE DONE

Continue to audit professional development documentation on 5-15% of licensees seeking renewal in 2010;

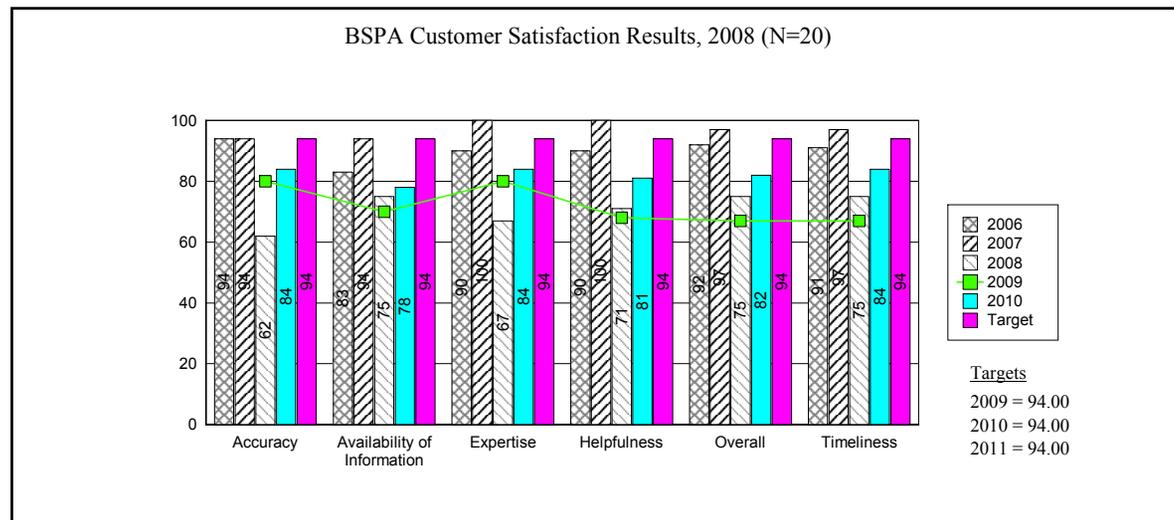
Remind licensees of professional development requirements in Board newsletters and other communication throughout the licensing cycle.

7. ABOUT THE DATA

The data have been re-characterized and the target amended in 2010 to be more meaningful. The next audit will be performed in 2012.

Data is collected biennially, at the time of license renewal.

KPM #3	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.	2006
Goal	Provide excellent customer service.	
Oregon Context	Agency Mission, shared measure for all state agencies.	
Data Source	Data compiled from anonymous surveys on http://bspa.oregonsurveys.com	
Owner	Executive Director	



1. OUR STRATEGY

The Board endeavors to provide excellent customer service to citizens, licensees, and stakeholders. The Board's primary mission is to protect the public. A positive interaction with customers is essential to the Board's work in promoting citizen involvement and trust. The Board's interaction with licensees and stakeholders is equally important in fostering compliance, collaboration, and positive working relationships. The Board measures its customer service rating through customer service surveys that are reviewed annually. Areas for improvement are identified and reasonable

changes implemented.

2. ABOUT THE TARGETS

The targets establish a level of customer service rating the Board aspires to achieve. In 2006, the overall satisfaction target was 90%; these targets increased to 92% in 2007 and 94% in 2008. The ratings are used to determine whether the Board is meeting its targeted performance goal in the areas measured. Ancillary comments are also considered to identify specific areas for improvement.

The targets establish a level of customer service rating the Board aspires to achieve. Targets have been set at 94% since 2008. However, these may be too high given national benchmarks and agency staffing limitations.

The ratings are used to determine whether the Board is meeting its targeted performance goal in the areas measured. Ancillary comments are also considered to identify specific areas for improvement.

3. HOW WE ARE DOING

Overall satisfaction ratings of good or excellent were 67% in January-September 2009 (N=25). This is a decrease from 2008 calendar year ratings of 75% (N=20). In October/November 2009, a formal survey increased the total annual response rate, so that the 2010 data are based on N=315. For June 2009-July 2010, the overall agency rating was 82%, an increase over both 2008 and 2009. Ratings for the separate dimensions measured were: Timeliness (84%)*, Accuracy (84%)*, Helpfulness (68%)*, Expertise (84%)*, Availability of Information (78%)*, and Comparison to Others (76%)*. Those marked with an asterisk were dimensions showing improvement since 2009.

4. HOW WE COMPARE

The American Customer Satisfaction Index reports customer satisfaction ratings with all surveyed federal government agencies at 68.9% for 2008, and the four regulatory agencies in their sample range from 51-72% satisfaction during that period. From 1994-2007, public agencies scored from 59% to 70% in ACSI ratings. It appears that our targets may be unrealistic when compared to these external ratings.

5. FACTORS AFFECTING RESULTS

In 2007, the relatively small number of total licensees limited the number of potential respondents. A survey in fall 2009 brought the number of respondents up to 315, and the satisfaction up to an overall measure of 82%, with some measures reaching 84%.

Limited and part-time staffing (1.4 FTE total) to handle the agency's workload and shifting priorities makes it difficult to provide regular, timely customer service.

Mandatory leaves (FMLA for the Administrative Assistant and furloughs for both staff) further challenged staff coverage of the office, including during the peak renewal period.

Electronic renewals offered the convenience of on-line payment; however, there were also systems glitches and "growing pains" associated with the implementation of this new

capability.
Licensees interacting either positively or negatively with the agency do not generally take time to complete a survey. At the same time, many compliments are given agency staff on a regular basis during phone calls with applicants or licensees. For example, most applicants are pleasantly surprised to find that BSPA generally issues licenses within one week of receiving all application materials.
Sometimes a licensee does not agree with Board rules or policies, and it is difficult to satisfy that customer regardless of the quality of the staff interaction.

6. WHAT NEEDS TO BE DONE

Request additional administrative staff to handle increasing administrative complexity and volume of work, while maintaining or improving customer satisfaction. Ideally, a full-time Administrative Assistant would be available to respond to routine calls.
Continue to evaluate and improve information available on the Board's website so that accurate information is available on-line 24/7.
A significant effort has been made since December 2008 to improve documentation of all Board policies and procedures so that consistent information is provided by staff.
Formalize the survey process by soliciting response within a set time period so that the number and validity of responses can be improved.
Consider revising the targets, since they are much higher than external ratings of government agencies, and may be unrealistic.

7. ABOUT THE DATA

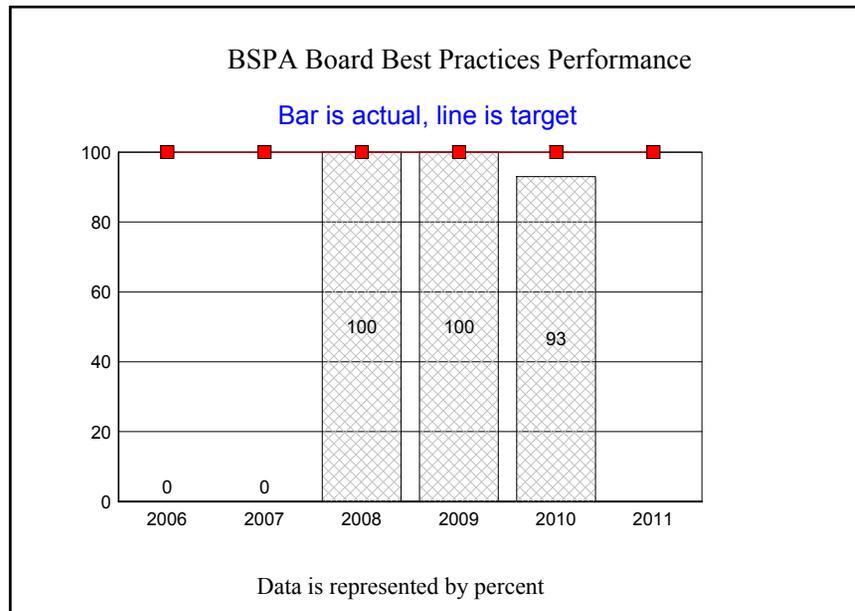
Reporting cycle: Data is compiled monthly, and reviewed and reported annually. From 2006 - summer 2009, response rates were very low. The Board has decided to implement a formal survey at least biennially to boost response rates and obtain more valid data.

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. A link is also on the website.

Customer satisfaction data is collected electronically via an online survey tool managed by independent IT contractor. This tool offers convenience and anonymity to participants while increasing the efficiency and integrity of data collected. Board members and staff do not have access to data input.

Customer service data may be viewed upon request at the board office located in the Portland State Office Building.

KPM #4	Best Practices - Percent of total best practices met by the Board.	2008
Goal	Ensure public protection; Achieve efficient, effective, transparent government	
Oregon Context	Best practices established for all state agencies (boards and commissions) by 2007 legislature.	
Data Source	Annual self-assessment by Board members and Executive Director.	
Owner	Executive Director	



1. OUR STRATEGY

The Board is committed to 100% compliance with the Best Practices performance measure. The Board's primary mission is to protect the public. To carry out its mission, the Board institutes best practices to promote effective governance, accountability for agency operations, and effective and efficient use of agency funds. Best practices are measured in 15 areas, including executive director selection, expectations, and feedback; strategic

management; strategic policy development; fiscal oversight; and board management.

With 1.4 FTE staff and 7 Board members who operate as a “committee of the whole”, it is important that the Board and ED work together to create practical and cost-effective ways to conduct these best practices.

2. ABOUT THE TARGETS

In 2006, the Department of Administrative Services (DAS) identified 15 best practices for Oregon Boards and Commissions that have governance oversight (such as licensing boards), have their own budgets, and hire the agency's executive director. BSPA is one of approximately 45 such Boards. These best practices were combined into a performance measure during the 2007 Legislature Joint Ways and Means process, and included in the listing of final Key Performance Measures for 2007-2009. The target is 100% compliance with the best practices identified in a self-assessment survey.

3. HOW WE ARE DOING

BSPA Board members completed their annual self-assessment in a meeting on June 4, 2010. In June 2008 and June 2009, the Board's self-assessment on these measures yielded 100% compliance, with objectives for further improvement. However, in June 2010, the Board scored itself only 93% because it has not been able to accomplish adequate Board training. Resources requested for this in the last budget cycle were not approved, and DAS has cut its training due to budget cutbacks as well.

4. HOW WE COMPARE

The Board and Executive Director hope to receive feedback through the APPR process to compare our results to those of the other Boards and Commissions participating in this self-assessment. The best practices themselves reflect effective management principles applied in government, private industry, and non-profit governance and management.

5. FACTORS AFFECTING RESULTS

The Board has historically met only 3 times a year. The amount and urgency of Board business is increasing, and the time requirements have increased dramatically. With only seven members (5 professional), the Board must focus on licensing and professional issues, and it is difficult to schedule time for Board development. Formal self-assessment and goal-setting are now scheduled annually, and periodically, the Executive Director provides an update on agency goals and financial status. Funds are extremely limited for Board or management training and travel, and the agency request for additional funds in 2009-11 for this purpose was denied. Funds are limited for Board per-diems, and the limitation on PERS employees makes BSPA essentially a volunteer Board. Thus, Board meetings need to focus on top priorities and tasks. The current Executive Director has 30

years of experience in management in complex non-profit and governmental roles, including previous experience reporting to, and supporting Boards. Board members are engaged and dedicated to their roles.

6. WHAT NEEDS TO BE DONE

- Continue self-assessment;
- Seek increased funding and opportunities for Board training;
- Expand staff assistance to the Board to do its work in an efficient manner;
- Look for support services in other areas of state government to increase their support of Board work;
- Look to other states and Canada for best practices in regulatory policy and processes.

Continue to work collaboratively with other Health Related Licensing Board directors to share cost-effective solutions for health professional regulation.

7. ABOUT THE DATA

Reporting cycle: Oregon fiscal year. Survey data is based on a self-assessment, and is qualitative.

SPEECH-LANGUAGE PATHOLOGY & AUDIOLOGY	III. USING PERFORMANCE DATA
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Agency Mission: The Board adopts rules governing standards of practice, investigates alleged violations and grants, denies, suspends and revokes licenses for Speech-Language Pathologists, Speech-Language Pathology Assistants, and Audiologists for consumer protection.

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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 Executive Director and the seven Board members consider the Board's mission and goals during the development of its performance measures. Emphasis is placed on public protection, agency efficiency, and customer satisfaction.</p> <p>* Elected Officials: Agency KPMs are reviewed and approved by the Oregon Legislative Assembly.</p> <p>* Stakeholders: The Board conducts an annual review of KPMs during a meeting that is open to the public. Stakeholders and citizens are welcome to attend and invited to express their views and opinions as time allows</p> <p>* Citizens: Customer survey responses are considered when developing agency performance measures and operational goals.</p>
2 MANAGING FOR RESULTS	<p>Agency KPMs demonstrate program accomplishments, identify areas for increased efficiencies, and confirm that results are being achieved and internal and external expectations are met. KPMs are utilized with other relevant factors to determine uses of agency funds and resources, to identify areas for improvement, and to evaluate operational effectiveness. As of June 2008, the Board hired a new Executive Director and elected a new Chair. These changes prompted a re-evaluation of all Board policies, procedures and practices, with efforts made to adopt best practices identified through attending statewide and national peer networking and training sessions.</p> <p>BSPA's budget is challenged by the rising costs of investigating and resolving an increased volume and complexity of complaints, as well as ever-increasing costs of state government services.</p>
3 STAFF TRAINING	<p>Training of staff and Board members is critical to effective performance of agency functions. Membership in the National Council of State Boards of Speech-Language Pathology & Audiology (NCSB) facilitates on-line networking about regulatory issues in the speech and hearing professions. In fall 2008, the Executive Director and Board Chair attended the NCSB annual meeting and day-long training for Board members. In 2010, one new Board member will be sent to the NCSB training. However, staff and Board member training continues to be underfunded.</p> <p>Additional resources are needed in the agency budget to support Board and staff training. At a minimum, sending two Board members per year to the NCSB training/conference would be extremely beneficial.</p>

In addition, national organizations such as the Federated Association of Regulatory Boards (FARB) and Council on Licensing, Enforcement and Regulation (CLEAR) conduct training courses and conferences that would provide additional skills for BSPA Board and staff.

A solid understanding of legal proceedings is critical to the Board's work. BSPA would welcome additional training sessions conducted by the Attorney General's office. Since travel time and expense for training is a major constraint for our small agency, it would be helpful if DAS, DOJ, and other state agencies would provide regular tele-conferencing opportunities for all administrative meetings and trainings.

4 COMMUNICATING RESULTS

* **Staff:** The Executive Director is responsible for collecting, compiling, and reporting results regarding KPM performance. 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 DAS and on to the Legislature. The most recent progress report is included in its biennial budget request document.

* **Stakeholders:** The availability of current KPM reports is announced on the web home page and in the agency newsletter. Specific KPM results may be featured in newsletter articles, and are incorporated into Board goals, policies and procedures.

* **Citizens:** The agency posts a link to past and current KPM progress reports on the home page of its website.