

SPEECH-LANGUAGE PATHOLOGY & AUDIOLOGY

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

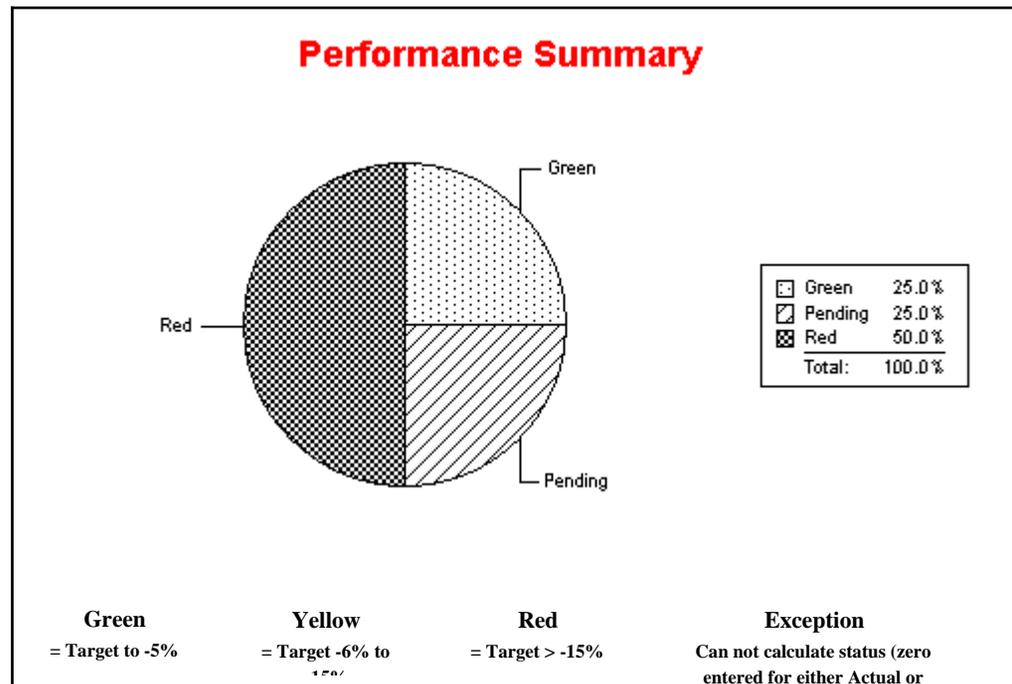
Proposed KPM's for Biennium (2009-2011)

Original Submission Date: 2008

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
1	Oregon school districts with a certified Speech Assistants - Number of Oregon school districts (out of 198) with a certified Speech Assistant on staff.
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.

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	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 multi-faceted Board Governance self-assessment tool adopted by the Legislature in 2007. We have KPMs that address the Board’s work in monitoring licensee compliance with professional education requirements and provide feedback regarding customer service. There is also a measure designed to track the use of certified Speech-Language Pathology Assistants (SLPAs) by school districts around the state, which represents the adoption of higher standards than those needed for Educational Assistants (EAs).

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 underway to develop a standard measure for all health related licensing boards.

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. They 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

3. PERFORMANCE SUMMARY

KPM's Showing Improvement - On target

Board Best Practices

School Districts using SLPS's

Licensee Compliance with Professional Development Standards

Not making progress: Customer Satisfaction

4. CHALLENGES

The agency has a small staff, consisting of 0.6FTE Executive Director (ED) and 0.8FTE 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.

The number of complaints received and investigated has increased two- to three-fold over the last few biennia, which has increased the Board's and staff's workload. State government policies and procedures create complexity that may not be optimal for a small agency.

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 many support functions such as banking, supplies, website maintenance, newsletter editing, etc.

A new Administrative Assistant was employed from December 2007 through September 2008. Staff turnover undoubtedly had a negative effect on customer service, including accuracy of information given. During Fall 2008, BSPA suffered a vacancy in the Administrative Assistant position for approximately 10 weeks. Timeliness of responses to licensee requests suffered during that period.

While agency operating costs increase annually with inflation, licensing fees have only been 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 is underway to ensure that the Board can function effectively with an appropriate revenue stream.

To improve our customer service, possibly increase cash flow, and streamline internal operations, we have implemented on-line renewal processes that will include electronic payment of fees in the 2010 renewal cycle.

5. RESOURCES AND EFFICIENCY

BSPA's 2005-07 legislatively-approved expenditures budget was \$290,732. The Board continues to incur increasing legal fees as the number and complexity of complaints and disciplinary actions increases.

Cost savings are realized in several ways, including:

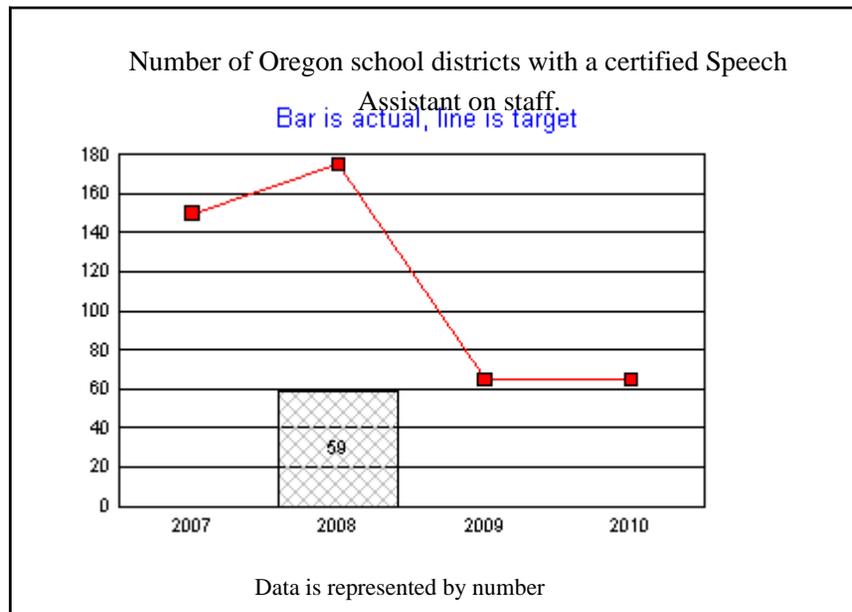
Sharing office overhead with other licensing boards in PSOB Suite 407. IT, copier, shredding, and other office support is shared to reduce individual agency costs.

The Board's increased reliance on electronic correspondence over traditional mail service continues to provide additional savings with increased efficiency and response time.

The Board conducted a preliminary online renewal in 2007 by way of electronic notice to those administrators with a current email address. Full on-line renewals and payments will be implemented before the January 2010 renewal cycle.

The Board's website remains a valuable resource for licensees and interested citizens providing readily available information, forms, and applications. Enhanced on-line information provides 24/7 customer service and reduces unnecessary inquiries to agency staff.

KPM #1	Oregon school districts with a certified Speech Assistants - Number of Oregon school districts (out of 198) with a certified Speech Assistant on staff.	0
Goal	Ensure public protection	
Oregon Context	SLP Assistants should be certified; certified SLPAs can extend limited resources for speech pathology and expand access to services.	
Data Source	BSPA licensee database showing place of employment of certified SLPAs.	
Owner	Executive Director	



1. OUR STRATEGY

KPM #1 helps ensure public protection by increasing the number of speech assistants certified by the Board who are working in schools. This measure was initiated in 2003, following the Board’s adoption of rules outlining requirements for certification of SLPAs. The Board developed

SLPA certification and the increasing employment of certified SLPAs can expand access to high quality speech-language pathology services despite continuing shortages of SLPs, especially in rural areas. By tracking school districts using SLPAs, the Board can assess whether certification is being adopted by districts as a way of increasing availability of well-qualified staff. This can also assess whether BSPA's certification requirements are known or adopted.

2. ABOUT THE TARGETS

The number of school districts targeted in 2007 was 150; in 2008, it was 175.

Some school districts have chosen by policy not to employ SLPAs, and ultimately the employment of SLPAs is not controlled by BSPA. Therefore, this target may be unreachable.

3. HOW WE ARE DOING

After an initial period of rapid growth, the number of districts using SLPAs has grown from 51 in 2004 to 59 in August 2008. The total number of districts in Oregon is 198, and the 2008 target was 175 districts.

4. HOW WE COMPARE

No comparitors found.

5. FACTORS AFFECTING RESULTS

The Board reviews credentials of SLPAs and grants certifications to those meeting initial requirements. The Board also reviews logs of supervision provided to renew certification for SLPAs.

In August 2008, the Board issued a temporary rule allowing school districts and educational service districts experiencing severe SLP staffing

students.

Sometimes uncertified Educational Assistants are used by school districts since Human Resources directors are more familiar with TSPC, which has no certification of assistants.

Districts prefer to use SLPs when it is possible to budget and recruit successfully for them, since SLPs can diagnose conditions as well as treat students.

6. WHAT NEEDS TO BE DONE

Evaluate whether to make a permanent rule change to allow petitions for lower SLPA supervision requirements in periods of severe SLP staff shortages.

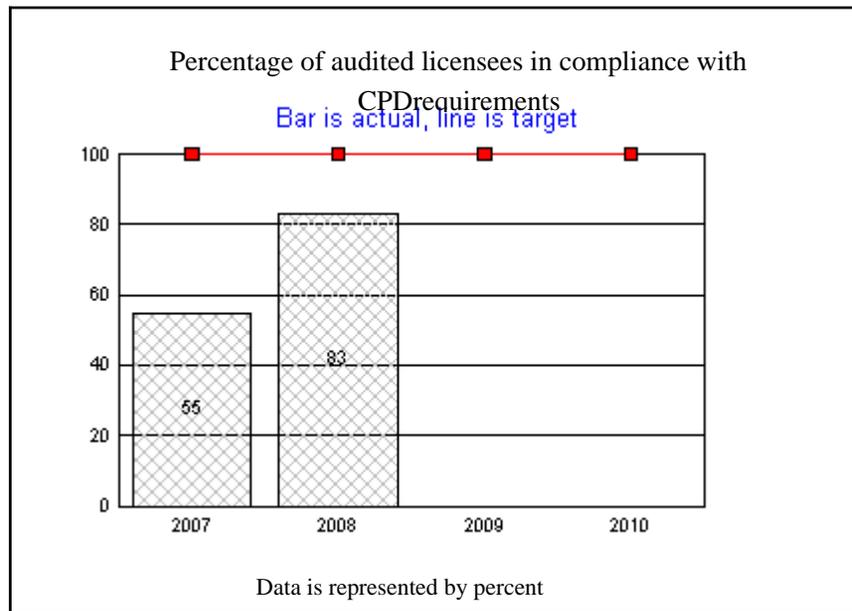
BSPA can continue to promote awareness of SLPA certification through meetings and newsletters of the Oregon Speech-Language Hearing Association (OSHA), Confederation of School Administrators, and Oregon School Personnel Association.

7. ABOUT THE DATA

There is concern that SLPA employment is not controllable by BSPA.

Since some districts do not use SLPAs by policy, the Board is considering changing the measure, such as to track the number of certified SLPAs

KPM #2	Compliant Professional Development Reported - Percentage of licensees audited who are in compliance with continuing professional development requirements	0
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.

2. ABOUT THE TARGETS

BSPA's current professional development standard is 40 hours per biennial renewal period. This standard is the highest in the nation, and is shared by only two other states.

The target since 2006 for this KPM has been 100% compliance with BSPA's professional development standard.

3. HOW WE ARE DOING

In 2008, the 2 licensees who were unable to document compliance with professional development requirements upon audit were approved for inactive license status. Thus in the end, 100% of active licensees audited met continuing education requirements.

4. HOW WE COMPARE

BSPA's current professional development standard is 40 hours per biennial renewal period. This standard is the highest in the nation, and is 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.

5. FACTORS AFFECTING RESULTS

As it relates to licensing renewal, different agencies handle non-compliance differently, so that it is difficult to compare "apples to apples". BSPA practice includes allowing licensees a grace period (typically 2-3 months) to complete their professional development requirements before suspending a license. In the case of licensees who have limited practices or have had health issues, BSPA allows non-compliant licensees to convert to inactive status if they do not intend to continue active practice. This is not counted as non-compliance since the licensee is no longer seeking active status.

6. WHAT NEEDS TO BE DONE

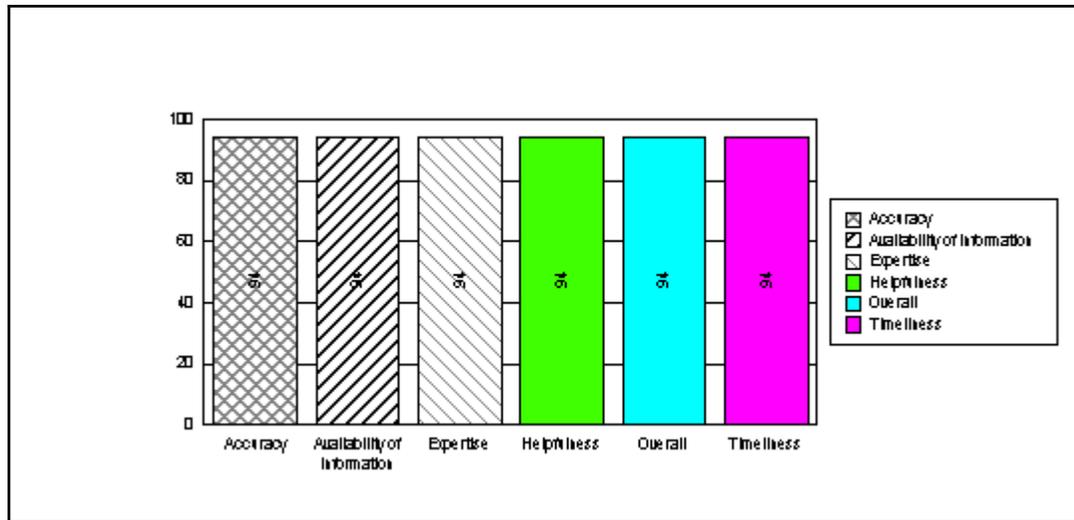
Continue to audit professional development documentation on 5-15% of licensees seeking renewal;

7. ABOUT THE DATA

This KPM has been tracked since 2000; however, this measure is subject to interpretation, and it appears that the 2006 and later data is not consistent with data reported earlier.

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.

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.	0
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.

3. HOW WE ARE DOING

Results of the customer service survey showed ratings of “good” or “excellent” for 92% and 97% of the respondents in 2006 and 2007, respectively. In 2006, 330 responses were recorded; in 2007, there were total 34 responses.

In 2008, BSPA’s overall rating declined to only 75% good or excellent. Ratings for the separate dimensions measured were: Timeliness (75%), Accuracy (62%), Helpfulness (71%) and Expertise (67%), and a four percent increase in the area of Information Availability (75%). Only 20 responses were recorded during the calendar year.

The overall satisfaction rating was only 69% for January - August 2008.

4. HOW WE COMPARE

The American Customer Satisfaction Index reports customer satisfaction ratings at 72.9 percent for federal agencies during the third quarter of 2008 and 75.2 nationally in the first quarter of 2008

5. FACTORS AFFECTING RESULTS

Relatively small number of total licensees limits the number of potential respondents.

Limited staffing (1.4 FTE total) to handle the agency’s workload and shifting priorities can directly compete with providing timely customer service.

of the survey would yield more valid results.

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.

6. WHAT NEEDS TO BE DONE

Continue to review survey responses to identify areas for improvement, and evaluate the costs and benefits of improving aspects of customer satisfaction. At some point, additional staffing may be required to meet customer satisfaction needs.

Continue to evaluate and improve information available on the Board's website so that accurate information is available on-line 24/7.

Continue to improve documentation of all Board policies and procedures so that consistent information is provided by all staff.

Formalize the survey process by soliciting response within a set time period so that the number and validity of responses can be improved.

7. ABOUT THE DATA

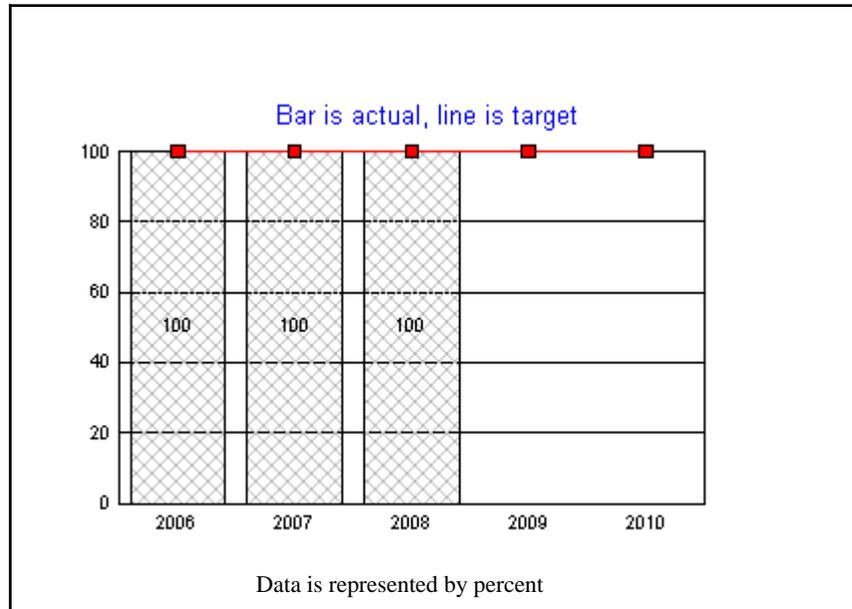
Reporting cycle: Data is compiled monthly, and reviewed and reported annually

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.

In 2007 and 2008, response rates were very low, because there was no formal survey period. Every email transmittal by the board office includes a

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.	0
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 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.

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 self-assessment in a meeting on June 19, 2008. The survey demonstrated full compliance with the best practice measures. One measure was considered not applicable, since it related to Policy Option Packages submitted as part of the budget process, and there were none proposed for the 2009-11 biennium. However, the Board has appropriately addressed that issue in prior biennia.

Methods of meeting these objectives must be tailored to the BSPA's needs and resources. With 1.4 FTE staff and seven Board members who operate primarily as a "committee of the whole", the Board and Executive Director work together to create practical and cost-effective ways to conduct these best practices.

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

With only seven members (5 professional), the Board must primarily focus on licensing and professional issues

Funds are very limited for Board or management training and travel

Funds are limited for Board per-diems, and the limitation on PERS employees makes BSPA almost a volunteer Board. Thus, Board meetings need to focus on top priorities and tasks.

On a positive note, the new Executive Director has over 29 years of experience in management in complex non-profit and governmental roles, including previous experience reporting to, and supporting Boards.

6. WHAT NEEDS TO BE DONE

Continue to conduct annual self-assessments to evaluate compliance and identify areas for improvement;

Seek opportunities for Board training, and increase training and travel budgets to meet this need;

Provide consistent staff assistance;

Call on support services in other areas of state government;

Establish a regular schedule for many Board activities; and

Meet more frequently to accomplish the Board's work.

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

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

- * **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.
- * **Elected Officials:** Agency KPMs are reviewed and approved by the Oregon Legislative Assembly.
- * **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
- * **Citizens:** Customer survey responses are considered when developing agency performance measures and operational goals.

2 MANAGING FOR RESULTS

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.

In June 2008, the Board hired a new Executive Director due to the retirement of the former Director. Also, a new Board Chair took over from one who had held the office for three years. These changes have facilitated a re-evaluation of all Board policies, procedures and practices. KPM performance was reviewed at the June 19, 2008 and September 5, 2008 Board meetings. The Board is now prioritizing a list of goals that were generated through KPM review and through comparing BSPA’s policies and procedures to best practices identified through attending peer networking meetings and a national conference/board training session.

The Board successfully implemented a preliminary online renewal in January 2008, and will fully implement

	<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 (overhead).</p>
<p>3 STAFF TRAINING</p>	<p>Training of staff and Board members is critical to effective performance of agency functions. In fall 2008, the Executive Director and Board Chair attended the National Council of State Boards of Speech-Language Pathology & Audiology (NCSB) annual meeting and day-long training for Board members. NCSB membership also facilitates on-line networking about regulatory issues in the speech and hearing professions.</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. BSPA is encouraging the NCSB to hold its 2010 meeting in Portland, so that travel costs for our Board members would be minimized.</p> <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 background and skills for BSPA Board and staff.</p> <p>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 teleconferencing opportunities for all administrative meetings and trainings.</p>
<p>4 COMMUNICATING RESULTS</p>	<ul style="list-style-type: none"> * 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 Oregon Progress Board and includes 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.
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