

PROFESSIONAL COUNSELORS and THERAPISTS, BOARD of LICENSED

Annual Performance Progress Report (APPR) for Fiscal Year (2014-2015)

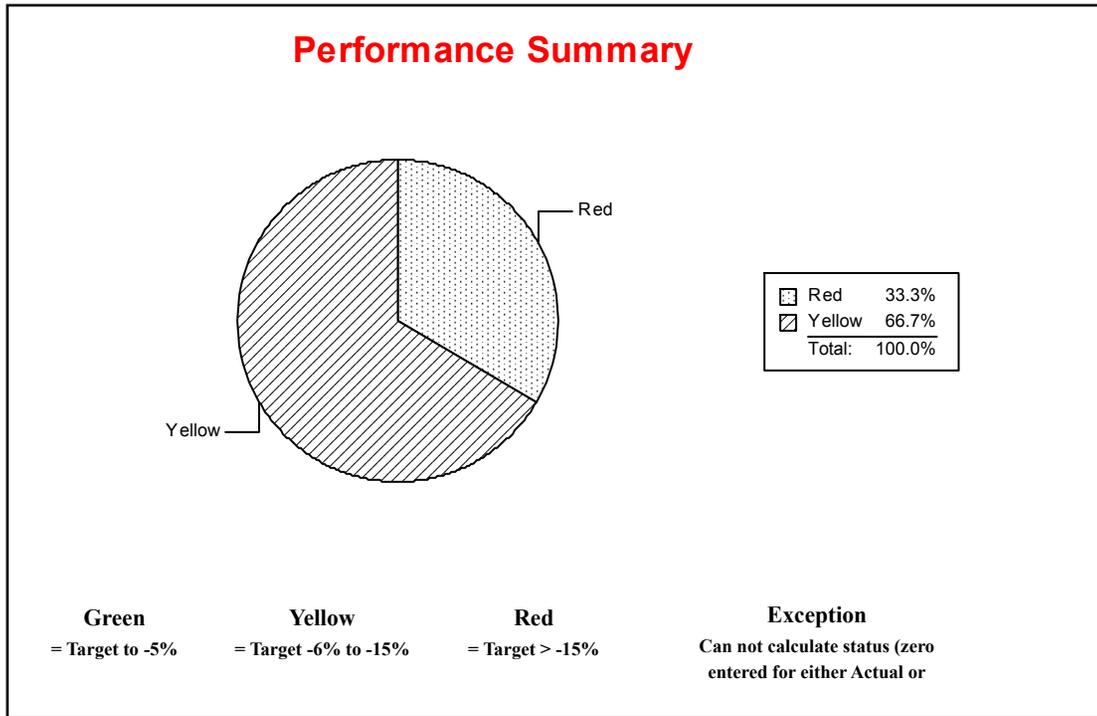
Original Submission Date: 2015

Finalize Date: 11/13/2015

2014-2015 KPM #	2014-2015 Approved Key Performance Measures (KPMs)
1	Percent of complaints presented to the Board within 90 days of receipt of complaint.
2	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.
3	Board Best Practices - Percent of total best practices met by the Board.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2015-2017
	Title: Rationale:

PROFESSIONAL COUNSELORS and THERAPISTS, BOARD of LICENSED		I. EXECUTIVE SUMMARY	
Agency Mission: To protect and benefit the public by setting strong licensing standards for professional counselors and marriage and family therapists. Standards include education, experience, and examinations. Licensees must abide by a Code of Ethics, complete continuing education, and provide clients with licensee background information and how to contact the Board.			
Contact: Charles Hill, Executive Director		Contact Phone: 503-373-1155	
Alternate: LaRee Felton, Operations Manager		Alternate Phone: 503-373-1196	



1. SCOPE OF REPORT

The performance measure report for the Oregon Board of Licensed Professional Counselors and Therapists includes the following measures: Customer service survey; Board best practices in conducting its work; and percent of complaint cases presented to the Board within 90 days of complaint receipt.

2. THE OREGON CONTE

The Oregon Board of Licensed Professional Counselors and Therapists has no primary links to the Oregon Benchmarks; however, all Board activities further the agency mission.

3. PERFORMANCE SUMMARY

During 2014-2015, this Board stayed consistent in most of the performance measures.

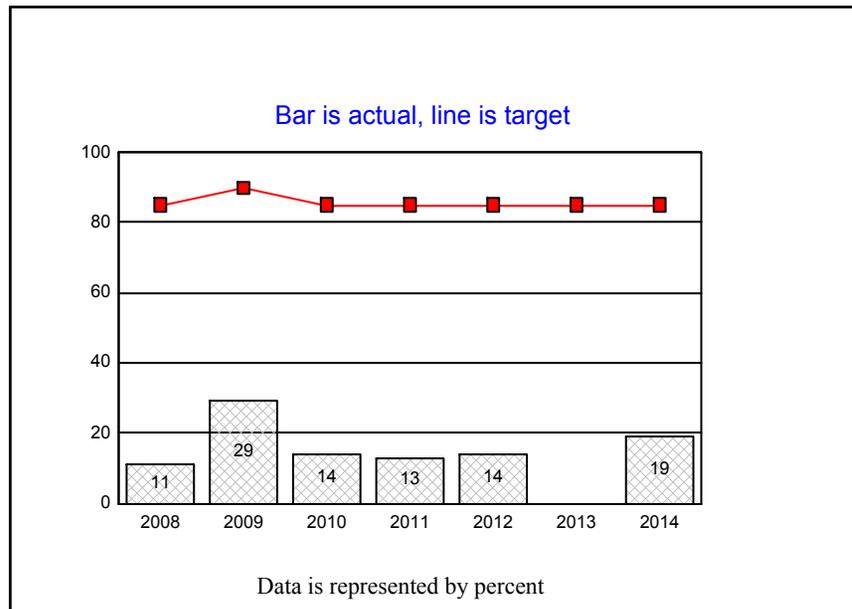
4. CHALLENGES

The primary challenges faced by the Board this year has been turnover in management and staff. With a small FTE of 4.5, staffing levels can greatly impact operations.

5. RESOURCES AND EFFICIENCY

This Board continues to look for and implement cost savings and efficiencies in operating. The Board is currently operating in interagency agreement to share resources with the Oregon Board of Psychologist Examiners, including management staff. In addition, the agency is currently implementing a paperless office to save staff time, resources and space.

KPM #1	Percent of complaints presented to the Board within 90 days of receipt of complaint.	2008
Goal	Public Protection- The agency's goal is to reduce the time taken to investigate complaints against licensees, interns and unlicensed practitioners.	
Oregon Context	Complaint presentation to Board is not linked to an Oregon Benchmark.	
Data Source	Source of data for this measure is from agency's licensing database. Data is entered as complaints are received and include the date cases were received and the date cases were initially presented to the Board for action.	
Owner	Oregon Board of Licensed Professional Counselors and Therapists, Charles Hill, (503) 373-1155.	



1. OUR STRATEGY

The Board continually reviews the complaint investigation process, making adjustments as needed within our resource means.

2. ABOUT THE TARGETS

The agency's goal is to have 85% of complaints reach the Board within 90 days after receipt. The target is very ambitious. Oregon law allows 120 days from time complaint received until presentation of investigation report to the Board. The Board desires these numbers to trend in a higher direction, reflecting quicker processing of complaints filed by consumers.

3. HOW WE ARE DOING

This measure has remained relatively consistent over the past five years, however it is far below the target. In 2014, the 19% of investigations were submitted for Board review within the desired timeframe. Note that this data is not available for 2013. The current data does show a 5 point improvement from 2012, which was 14%.

4. HOW WE COMPARE

ORS 676 allows for 120 days from the time a case is opened to when it is presented to the Board, and with authority to grant extensions beyond 120 days. All health related licensing boards in Oregon are required to follow the process in ORS 676.

5. FACTORS AFFECTING RESULTS

The Board strives to review complaint investigations within 90 days, however there are many factors affecting our ability to complete investigations. These include case complexity, traveling time, coordinating witness interviews, coordinating licensee and attorney schedules for interviews, waiting for necessary records to be submitted, emergency cases that take staff resources away from older cases, and staffing. The Board meets bimonthly, so timing is often a factor as well. Licensees have 30 days to respond to a complaint, creating a frequent wait time for a response before further investigation. Also, the board has seen significant increases in the number of license applications and licensees and in the number of complaints received.

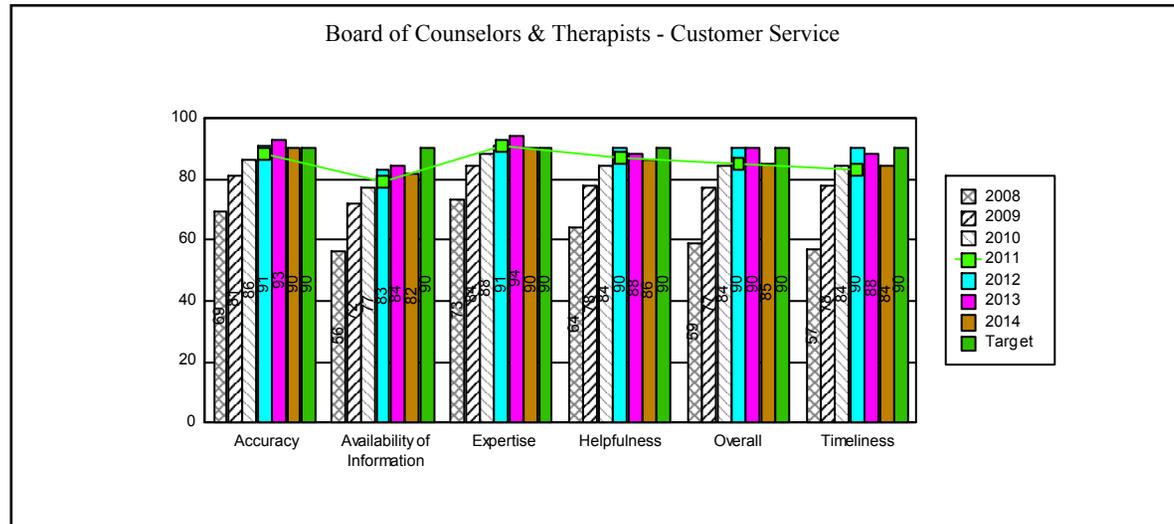
6. WHAT NEEDS TO BE DONE

The agency has hired new management and investigative staff in 2015 who are prioritizing more efficient operations and customer service. In addition, new clerical staff will assist with case data entry so that the investigator may dedicate more time to investigative work.

7. ABOUT THE DATA

The reporting cycle for this measure is the calendar year. Data is entered routinely into the Board's electronic database as part of the case management process. Data is verified and reviewed by the Operations Manager and the Investigator and is reported to the Board regularly.

KPM #2	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.	2008
Goal	CUSTOMER SERVICE A measure of customer satisfaction, measuring the percent of completed survey responses with a rating of Good or Excellent. The survey measures Timeliness, Accuracy, Helpfulness, Expertise, Availability of information, Comparison with other licensing boards, and Overall.	
Oregon Context	Customer Service is not linked to an Oregon Benchmark	
Data Source	The Board sends a customer satisfaction survey to all licensees and registered interns for response. The survey is sent electronically with the ability to respond electronically. The number of responses increases each year.	
Owner	Oregon Board of Licensed Professional Counselors and Therapists, Charles Hill, (503) 373-1155.	



1. OUR STRATEGY

Board staff strives to provide excellent customer service every day. Strategies for improving customer service come largely from the comments section of the Board's annual Customer Satisfaction Survey, as well as regular feedback received from stakeholders. In addition, the Board typically holds a public forum at Board meetings to gather stakeholder input. Basic strategies for improving

customer satisfaction include continual review of our information and processes to improve accessibility and clarity, regularly updating the Board's website, providing information via the quarterly newsletter, staff customer service and communication training, improving Board forms, reducing paperwork, continually reviewing materials and revising documents utilizing the Plain Language model, and cross-training staff when possible.

2. ABOUT THE TARGETS

The targets are ambitious. A licensing and compliance agency with a primary goal of consumer protection will likely always have dissatisfied licensure applicants and licensees. The Board desires these numbers to trend in a higher direction, reflecting high levels of customer satisfaction.

3. HOW WE ARE DOING

Overall Customer Satisfaction has improved over the last five years, from 77% in 2009 to 85% in 2014. However, it has decreased by five points from last year, from 90% to 85%. From 2013 to 2014, **Accuracy** decreased by three points (90%), **Helpfulness** decreased by two points (86%), **Expertise** decreased by four points (90%), **Timeliness** decreased by four points (84%), and **Availability of Information** decreased by two points (82%). The agency met its target of 90% in only accuracy and expertise, and fell short in the other areas.

4. HOW WE COMPARE

There are no outside comparisons of similar jurisdictions to use. However, note that many survey responses come from those who have experience with licensing boards in other states.

5. FACTORS AFFECTING RESULTS

The Board has experienced some staff and management turnover, which may have affected the survey results. The number of new licensees has increased at an average rate of 20% per year over the past five years, making it more difficult to respond quickly to inquiries and maintain workloads. In addition, sometimes stakeholders who have experienced an adverse licensure action or do not agree with laws or rules that the Board is charged with enforcing or the policy direction of the Board will respond "poor" to each satisfaction area, regardless of their experience with agency staff.

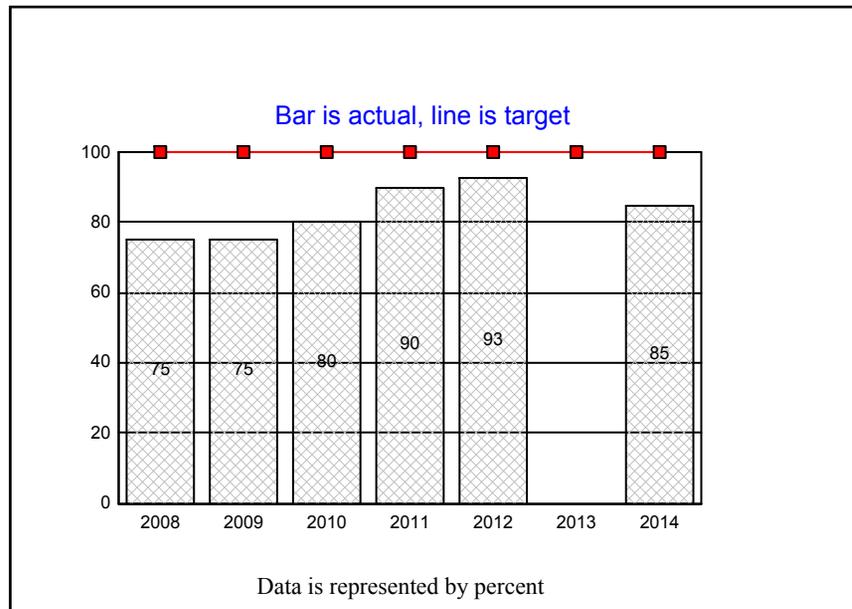
6. WHAT NEEDS TO BE DONE

Agency management plans to focus on customer service as a high priority, including staff training. The legislature approved two new part-time positions, which has begun to help with workload, however the agency does intend to request additional staffing in the next session to further address these issues. Also, the agency will focus on increasing the availability and clarity of information on the website and improving navigation.

7. ABOUT THE DATA

The reporting cycle for this measure is the calendar year. The electronic survey is a useful tool to quickly, efficiently and accurately survey stakeholders.

KPM #3	Board Best Practices - Percent of total best practices met by the Board.	2008
Goal	To assure effective governance of administrative responsibilities.	
Oregon Context	#35, Public Management Quality	
Data Source	The data is derived from an anonymous electronic survey completed by Board members.	
Owner	Oregon Board of Licensed Professional Counselors and Therapists, Charles Hill, (503) 373-1155.	



1. OUR STRATEGY

The agency's strategy is to conduct an annual review of best practices and assess level of achievement to ensure effective governance.

2. ABOUT THE TARGETS

The Board has set an ambitious target at 100%. The agency desires these numbers to trend in a higher direction.

3. HOW WE ARE DOING

In 2011, the agency achieved a 90% score on the Best Practices KPM, and this increase to 93% in 2012. The survey was not administered for 2013. In 2014, the agency was rated at 85, which represents a worsening and is below the target of 100%. The particular areas cited as needing improvement include annual performance feedback of the executive director, Board review and involvement with key performance measures and communications, best practices, and Board member training.

4. HOW WE COMPARE

There are no outside comparisons of similar jurisdictions to use.

5. FACTORS AFFECTING RESULTS

Due to budgetary restrictions, there are limited resources for board member training. In addition, information provided to the Board appears to historically have been somewhat limited.

6. WHAT NEEDS TO BE DONE

Agency management will look for opportunities for improved performance and increased transparency. There will be an increased focus on board member training, finding creative solutions.

7. ABOUT THE DATA

The reporting cycle for this measure is the calendar year. The Board receives regular reports and provides input into the day to day functioning of the agency, as well as high level decisions such as the biennial budget via the Board and committee meetings. Board staff sends with the survey materials to clarify the survey questions and explain how they directly relate to agency operations; however, members report on their perceptions of best practices which could reflect aspirational rather than actual performance levels.

PROFESSIONAL COUNSELORS and THERAPISTS, BOARD of LICENSED**III. USING PERFORMANCE DATA**

Agency Mission: To protect and benefit the public by setting strong licensing standards for professional counselors and marriage and family therapists. Standards include education, experience, and examinations. Licensees must abide by a Code of Ethics, complete continuing education, and provide clients with licensee background information and how to contact the Board.

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

1. INCLUSIVITY

- * **Staff :** Staff is directly involved in the results of key performance measures. We discuss customer service and the status of licensee complaints during weekly staff meetings.
- * **Elected Officials:** N/A
- * **Stakeholders:** The agency works primarily with licensed professional counselors, licensed marriage and family therapists, and interns working toward licensure. Other stakeholders include consumers of mental health services and colleges and universities that offer graduate degrees in mental health fields. The Executive Director meets several times each year with graduate students to provide information about Board processes and ethics.
- * **Citizens:** An eight member Board oversees the administration of the agency. Board members, appointed by the Governor and confirmed by the Senate, are volunteers and represent the counseling and therapy professions, universities, and the public. Others are included through work group participation.

2 MANAGING FOR RESULTS

Based on customer service survey responses, the agency has improved and will continue to use the information from the survey to make changes to processes, administrative rules, and information on the website to increase responsiveness to consumers and stakeholders.

3 STAFF TRAINING

The agency will work to improve customer satisfaction through continual staff training. The Board will also continue to review staff and stakeholder feedback.

4 COMMUNICATING RESULTS

- * **Staff :** Information from performance measures are shared with Board members and staff via email and written and oral reports during public Board meetings. Weekly staff meetings provide ongoing and regular opportunities to share progress toward performance measure goals and problem solve as issues arise.

* **Elected Officials:** Key performance measures are available as part of the agency's budget, or on request.

* **Stakeholders:** Key performance measures are available as part of the agency's budget, or on request.

* **Citizens:** Key performance measures are available as part of the agency's budget, or on request.