

OREGON STATE BOARD OF NURSING Annual Performance Progress Report (APPR) for Fiscal Year 2006-07

2007-09 Budget Form 107BF04c

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Agency Mission

The mission of the Oregon State Board of Nursing is to safeguard the public's health and wellbeing by providing guidance for, and regulation of, entry into the profession, nursing education, and continuing safe practice.

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ABOUT THIS REPORT

Purpose of Report

The purpose of this report is to summarize the agency's performance for the reporting period, how performance data are used and to analyze agency performance for each key performance measure legislatively approved for the 2005-07 biennium. The intended audience includes agency managers, legislators, fiscal and budget analysts and interested citizens.

1. PART I: EXECUTIVE SUMMARY defines the scope of work addressed by this report and summarizes agency progress, challenges and resources used.
2. PART II: USING PERFORMANCE DATA identifies who was included in the agency's performance measure development process and how the agency is managing for results, training staff and communicating performance data.
3. PART III: KEY MEASURE ANALYSIS analyzes agency progress in achieving each performance measure target and any corrective action that will be taken. This section, the bulk of the report, shows performance data in table and chart form.

KPM = Key Performance Measure

The acronym "KPM" is used throughout to indicate **Key Performance Measures. Key performance measures are those highest-level, most outcome-oriented performance measures that are used to report externally to the legislature and interested citizens. Key performance measures communicate in quantitative terms how well the agency is achieving its mission and goals. Agencies may have additional, more detailed measures for internal management.**

Consistency of Measures and Methods

Unless noted otherwise, performance measures and their method of measurement are consistent for all time periods reported.

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2005-07 KPM#	2005-07 Key Performance Measures (KPMs)	Page #
1	TIMELY CUSTOMER SERVICE - Percent of all ACD calls (Automatic Call Distributor) telephone calls answered by a live representative and not abandoned by the caller.	5
2	LICENSE VERIFICATION INFORMATION CURRENT - Percent of business days in which the license verification hotlines (telephone and internet) are, at close of business, current to the previous business day	7
3	E-COMMERCE PARTICIPATION - Percent of e-commerce RN renewals compared to total RN renewals	9
4	TIMELY RESOLUTION OF COMPLAINTS - Percent of cases investigated and referred to Board within 120 days of receipt of complaint.	11
5	REDUCTION OF RECIDIVISM - Percent of disciplined licensees with a new complaint within one year of Board closing original case with a disciplinary action.	13
6	MINIMAL CONTESTED CASE HEARINGS - Percent of complaints that were resolved via stipulated agreement or default on notices in lieu of contested case hearing.	15
7	RN EXAM PASS RATE - Percent of RN programs with a passing rate above 85% on the national exam.	17
8	LPN EXAM PASS RATE - Percent of LPN programs with a passing rate above 85% on the national exam.	19
9	CNA EXAM PASS RATE - Percent of nursing assistant training programs with a passing rate, for first-time test takers, above 85% for both the written and skill portions of the examination.	21
10	INCREASE RN POPULATION IN OREGON - Number of basic RN students graduated from Oregon nursing education programs and practicing in Oregon.	23
11	CUSTOMER SERVICE - Percent of customers their overall satisfaction with the agency services above average or excellent.	25
12	CUSTOMER SERVICE - Percent of customers rating satisfaction with agency services above average or excellent for: A. Timeliness, B. Ability, C: Helpfulness, D: Expertise E. Information Availability	25

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Contact: Pat Miles	Phone: 971-673-0640
Alternate: Joan Bouchard	Phone: 971-673-0639

1. SCOPE OF REPORT

- Most major agency programs and services are addressed by these key performance measures: customer service, investigative and disciplinary functions, and consulting with education and training programs.
- Some important agency services are not addressed by these key performance measures, although they are addressed by internal agency measurements: the Nurse Monitoring Program; the Licensing and Certification process; consulting services for specific license types; and administration/business functions such as fiscal, payroll, personnel and budgeting,

2. THE OREGON CONTEXT

The mission of the Oregon State Board of Nursing is to safeguard the public’s health and well being by providing guidance for, and regulation of, entry into the profession, nursing education, and continuing safe practice. We partner with many organizations in order to achieve our mission: the Oregon Nursing Leadership Council (ONLC), the Oregon Nurses Association (ONA), the Oregon Center for Nursing (OCN), numerous health care organizations and agencies, state universities and community colleges, and consumers of nursing care. Our goal is to protect the public by ensuring that only safe and competent nurses are allowed to practice and we continually seek new and innovative mechanisms to effectively and efficiently provide excellence in nursing regulation in Oregon.

3. PERFORMANCE SUMMARY

KPM Progress Summary	Key Performance Measures (KPMs) with Page References	# of KPMs
KPMs MAKING PROGRESS at or trending toward target achievement	TIMELY CUSTOMER SERVICE (page 5), LICENSE VERIFICATION INFORMATION CURRENT (page 7), E-COMMERCE PARTICIPATION (page 9), TIMELY RESOLUTION OF COMPLAINTS (page 11), REDUCTION OF RECIDIVISM (page 13), RN EXAM PASS RATE (page 17), LPN EXAM PASS RATE (page 19), INCREASE RN POPULATION IN OREGON (page 23), CUSTOMER SERVICE (Overall)(page 25), CUSTOMER SERVICE (page 25)	7
KPMs NOT MAKING PROGRESS not at or trending toward target achievement	MINIMAL CONTESTED CASE HEARINGS (page 15), CNA EXAM PASS RATE (page 21)	2
KPMs - PROGRESS UNCLEAR target not yet set		
Total Number of Key Performance Measures (KPMs)		12

I. EXECUTIVE SUMMARY

Agency Mission: The mission of the Oregon State Board of Nursing is to safeguard the public’s health and well being by providing guidance for, and regulation of, entry into the profession, nursing education, and continuing safe practice.

4. CHALLENGES

- In the midst of an escalating nursing shortage, unique demands are placed on the agency to get nurses licensed and on the job as quickly as possible. Recruiting an adequate number of well-trained, consistent staff and providing adequate technological resources are a major challenge.
- An increased number of complaints and an increase in the complexity of complaints has made it impossible for our investigative department to resolve complaints within a 120 day time limit. Resolution of this problem is paramount for public safety.
- The nursing shortage is putting increased pressure on Oregon nursing education programs to graduate more students. Challenges are numerous – including lack of faculty, lack of classroom capacity and lack of sites for clinical experiences. These issues need to be addressed before we can significantly increase the number of new nurses in Oregon.

5. RESOURCES USED AND EFFICIENCY

The agency budget for fiscal year 2007 was: \$5,066,599. Actual expenditures were: \$ 4,409,965.

The first 4 KPMs are efficiency measures:

1	TIMELY CUSTOMER SERVICE - Percent of all ACD calls (Automatic Call Distributor) telephone calls answered by a live representative and not abandoned by the caller.
2	LICENSE VERIFICATION INFORMATION CURRENT - Percent of business days in which the license verification hotlines (telephone and internet) are, at close of business, current to the previous business day
3	E-COMMERCE PARTICIPATION - Percent of e-commerce RN renewals compared to total RN renewals
4	TIMELY RESOLUTION OF COMPLAINTS - Percent of cases investigated and referred to Board within 120 days of receipt of complaint.

The first 3 achieved results at or above their targets. We are making progress on the Timely Resolution of Complaints, but improving the efficiency of the operation must be balanced with the effectiveness of the process: pushing through investigations without regard to due process and complete information may improve efficiency, but will not serve either the public or the licensee.

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

<p>1 INCLUSIVITY Describe the involvement of the following groups in the development of the agency’s performance measures.</p>	<ul style="list-style-type: none"> • Staff: One quarter of the agency staff was involved in developing the agency’s original performance measures. Five managers were involved: Licensing, Investigation, Nursing Education and CNA Consultants, Public Information Officer, and Business Manager were responsible for gathering data and writing specific narratives • Elected Officials: Member of Ways and Means reviewed, eliminated, added, and changed proposed measures during the 2005 Legislative Session. • Stakeholders: Stakeholders were involved with the Customer Satisfaction performance measures and nursing education measurements. • Citizens: Various members of the public were involved with KPM#10 relating to the nursing shortage.
<p>2 MANAGING FOR RESULTS How are performance measures used for management of the agency? What changes have been made in the past year?</p>	<p>The management team makes program decisions based on performance measurement data. Performance measurements are used to identify causes of lower than expected results and institute corrective actions to improve performance. For example, as a result of difficulties in achieving our goals in timely resolution of complaints, the Board sought, and was given, the authority to hire more investigators this biennium. The need for frequent monitoring of performance measure data has led to the development of more management data tools as well.</p>
<p>3 STAFF TRAINING What training has staff had in the past year on the practical value and use of performance measures?</p>	<p>Last year we began discussions with work units in developing internal performance measures for each unit’s processes. This year we employed a graduate student intern to work with three work units to develop purpose statements and performance measures at the ground level. This is a multi-year project intended to ultimately provide both early detection of problems and detailed data that can be used in analyzing agency-wide measures.</p>
<p>4 COMMUNICATING RESULTS How does the agency communicate performance results to each of the following audiences and for what purpose?</p>	<ul style="list-style-type: none"> • Staff: Performance measure results are shared with staff at manager and departmental meetings. Information is used to help prioritize workload on a daily basis. • Elected Officials: Results are communicated through annual reporting and budget presentations for the purpose of informing Officials about agency priorities and operations. • Stakeholders: Depending on the stakeholder, results are provided by direct reporting of specific data. For example, schools and training programs receive pass rate data in order to improve their individual performances. • Citizens: Annual reports are primarily provided through our web site. Individual data is also provided as requested.

III. KEY MEASURE ANALYSIS

Agency Mission: The mission of the Oregon State Board of Nursing is to safeguard the public’s health and well being by providing guidance for, and regulation of, entry into the profession, nursing education, and continuing safe practice.

KPM #01	TIMELY CUSTOMER SERVICE - Percent of all ACD calls (Automatic Call Distributor) telephone calls answered by a live representative and not abandoned by the caller.	Measure since: 2005
Goal	Excellent Customer Service: Responsiveness to Customers	
Oregon Context	Mission	
Data source	ACD computer program statistics.	
Owner	Customer Service Center, DeWayne Hatcher, 971-673-0659	

1. **OUR STRATEGY**

OSBN uses an Automatic Call Distributor (ACD) to ensure call-in customers are served promptly. Excellent customer service is an essential element in the relationship between the Board, its licensees, and the public. Answering calls promptly is the first step in providing excellent service.

2. **ABOUT THE TARGETS**

The targets are set high, as we desire most, if not all, calls to be answered by our staff. We do not set the target at 100%, however, as the only way to achieve that is to overstaff the call center, and we must balance our use of resources.

3. **HOW WE ARE DOING (FY 2007 = 95.6%)**

OSBN met the calls answered and not abandoned target of 95%. Performance dipped marginally below 95% (less than 1%) during December 2006, but recovered to meet the overall target at 95.6 % for the reporting period.

4. **HOW WE COMPARE**

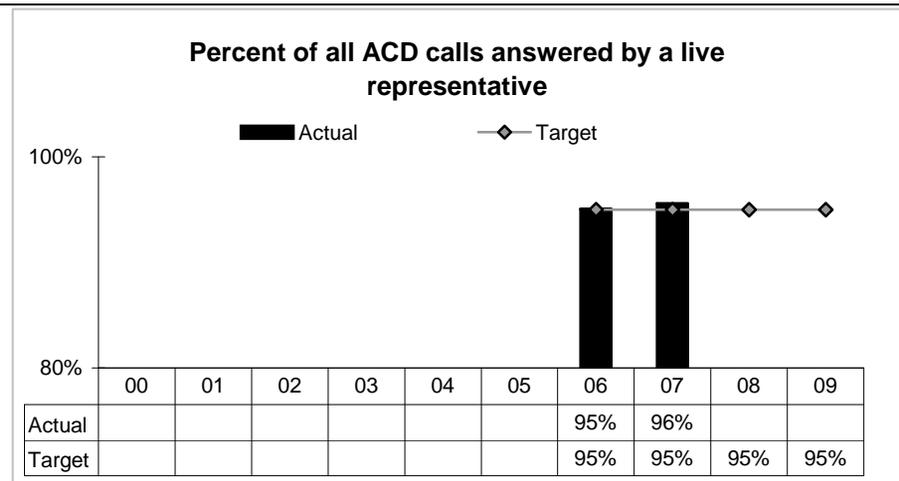
Benchmarks include the International Customer Service Institute, who uses a 5% abandoned call rate (95% answered) as its target, as well as the Vermont Department of Public Service and the Washington Utilities and Transportation Commission. Widener University in Pennsylvania has benchmarked the average abandoned call rate at 5.58 %.

5. **FACTORS AFFECTING RESULTS**

Staff vacancies and leave time affect this measure more than any other factor. Staff turnover will impact performance until recruitment and training is completed for vacancies experienced at the end of FY2007.

In June 2005, OSBN converted to a new computer server and a new type of ACD software. The new software allows call center representatives to monitor call volumes and individual performance from their desktops, which allows them to respond immediately to call volume issues.

6. **WHAT NEEDS TO BE DONE**



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Data will continue to be monitored for trends. Current staffing levels must be maintained, and short- and long-term absences managed proactively to avoid performance problems.

7. ABOUT THE DATA

The data is reported on an Oregon fiscal year basis. During a hardware conversion on June 12, 2007, 17 business days of historical data from the upgraded ACD system were unrecoverable and 13 days reported here. The data for this fiscal year covers July 1, 2006 to June 30, 2007. Management reports are now available on demand, and can be requested at the daily, weekly, monthly, or yearly level.

III. KEY MEASURE ANALYSIS

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KPM #02	LICENSE VERIFICATION INFORMATION CURRENT - Percent of business days in which the license verification hotlines (telephone and internet) are, at close of business, current to the previous business day	Measure since: 2002
Goal	Excellent Customer Service: Responsiveness to Customers	
Oregon Context	Mission	
Data source	Computer audit logs.	
Owner	Information Technology, DeWayne Hatcher, 971-673-0659	

1. **OUR STRATEGY**

Employers, licensees and other agencies need timely and up-to-date information on license statuses in order to do business efficiently and fulfill public safety requirements. The Board of Nursing provides license verifications though an IVR (Interactive Voice Response) line, and an “On-Line” web-based verification lookup, which has a link on our OSBN website. These systems are designed to be automated and available 24/7, whereby employers can ensure that nurses and nursing assistants hold an active, valid license to practice. In order to be useful to the public, this information must be kept current.

2. **ABOUT THE TARGETS**

Everyone using our verification systems expects to receive current information. These consumer reporting systems are highly utilized and have a direct correlation to public safety; therefore we strive to keep our information current more than 99% of the time.

3. **HOW WE ARE DOING (FY 2007 = 99.7%)**

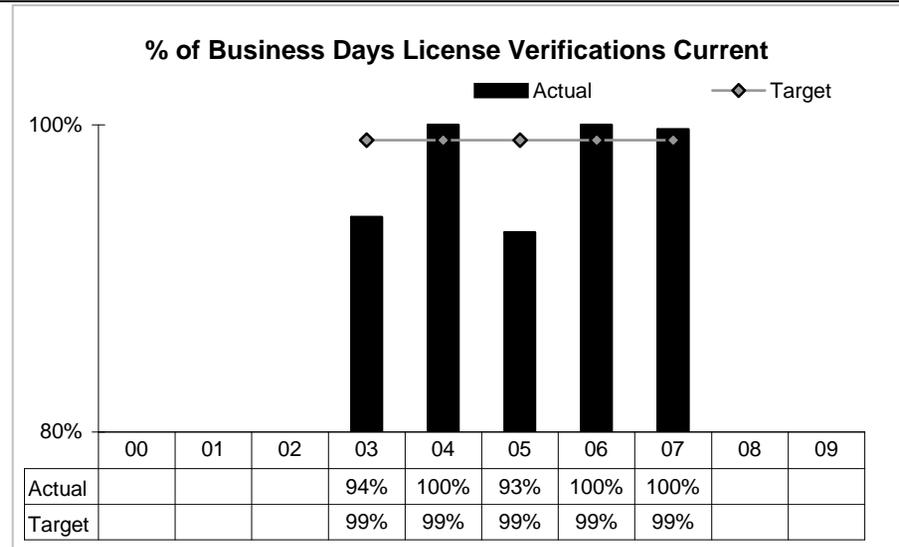
FY 2007 data shows that Targets were exceeded at 99.7 %. There was only one day in this reporting period, when the On-Line system was unavailable, due to the board office relocation. The IVR system was operational during that one-day period.

4. **HOW WE COMPARE**

At this time we know of no other benchmarks.

5. **FACTORS AFFECTING RESULTS**

Changes and problems in technology can affect results. Upgrades to the automated system may create downtime while upgrades are published.



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6. WHAT NEEDS TO BE DONE

The tight correlation between technology and our ability to provide this service means that we need to keep the operation of those systems as our highest technology priority. This function has been selected as our first Business Continuity Planning function. Our goal is that this function will never be down more than 2 days, in the event of an emergency.

7. ABOUT THE DATA

The data is reported on an Oregon fiscal year basis. The status of updates to our system is monitored by daily computer log files and customer feedback. The data is compiled by noting any days the updated information is not available.

III. KEY MEASURE ANALYSIS

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KPM #03	E-COMMERCE PARTICIPATION - Percent of e-commerce RN renewals compared to total RN renewals	Measure since: 2002
Goal	Excellent Customer Service: Efficiency of e-commerce operations	
Oregon Context	Mission	
Data source	Web software/licensing database query.	
Owner	Licensing and Certification, DeWayne Hatcher, 971-673-0659	

1. OUR STRATEGY

OSBN launched an on-line renewal application on 6/15/2004. Use of the on-line application instead of a mailed-in, paper form, reduces processing time, reduces delays caused by the mailing process, improves data integrity, and is more sustainable due to the reduced paper needed. An efficient e-commerce operation will lead licensees to use the system.

2. ABOUT THE TARGETS

The highest percentage of utilization possible is desired, however we understand that 100% utilization will not be possible until paper forms are no longer available as an option.

3. HOW WE ARE DOING

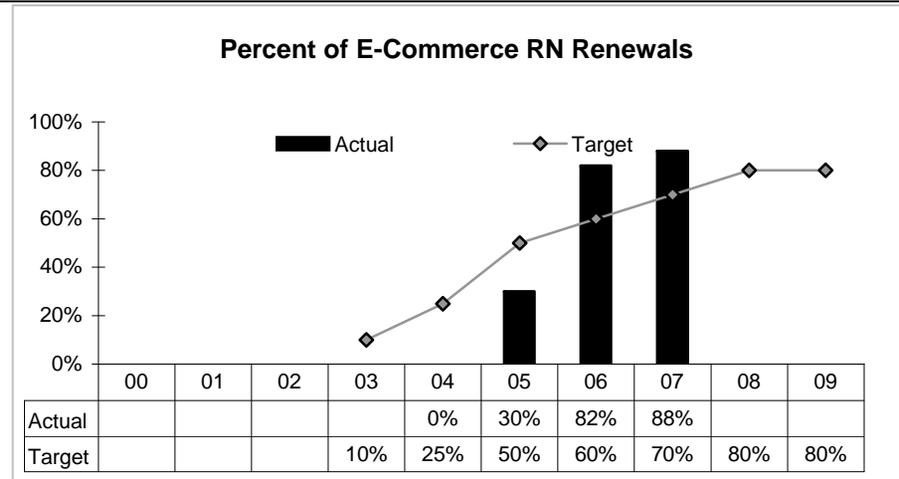
In FY 2007, we received 17,043 RN renewal applications through e-commerce, while only 2,299 were submitted on paper forms, resulting in an 88.11% adoption rate. The percentage adoption rate for all license types was 82.29%. Our target of 70% utilization in 2007 was met and exceeded. These rates continue to improve in FY 2008.

4. HOW WE COMPARE

Informal discussions with other state boards of nursing who have previously implemented on-line renewals suggest that a rate of 30% could be expected after the first year, with an increase to 60-70% in subsequent years.

5. FACTORS AFFECTING RESULTS

Initially, participation was encouraged through inserts in renewal form packets, newsletter articles, and the OSBN web site. This resulted in an adoption rate of only about 30%. In the spring and summer of 2005, we began mailing postcard reminders instead of renewal forms for all licensees living in the U.S. Licensees were given the option of renewing on-line, downloading a paper form from the internet, or calling the OSBN office to request a paper form. This resulted in a dramatic increase in participation.



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Currently, applicants who disclose disciplinary or other issues which need further evaluation are still processed by exception through a paper application process. This affects about 5% of our licensees, and creates a barrier to full participation.

6. WHAT NEEDS TO BE DONE

As with any technology, we continue to identify problems and potential improvements to the system. Currently we are in the process of identifying and prioritizing changes needed in the program that should reduce user frustrations and further improve our e-commerce adoption rate.

7. ABOUT THE DATA

The data is reported on an Oregon fiscal year basis. Statistics are available through date-range reports in our licensee database. When first developed, these reports were reconciled with hand-computed data to ensure accuracy.

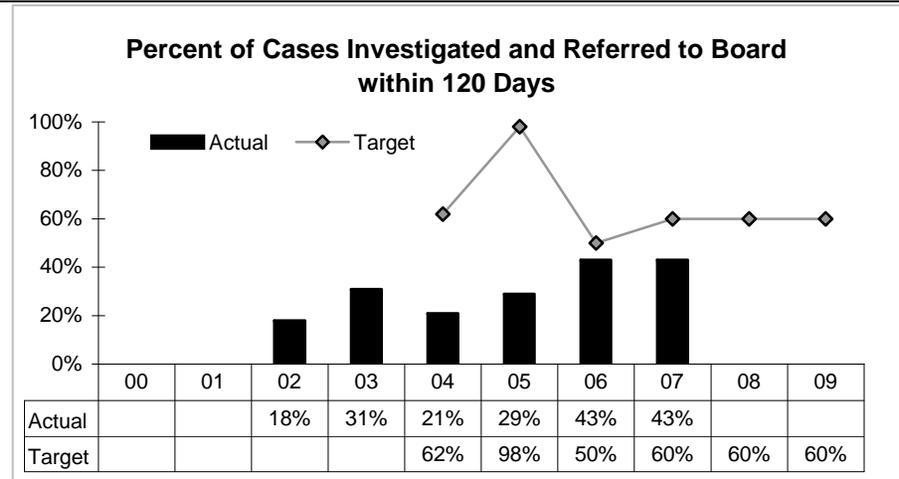
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KPM #04	TIMELY RESOLUTION OF COMPLAINTS - Percent of cases investigated and referred to Board within 120 days of receipt of complaint.	Measure since: 2003
Goal	Ensure the safety of those Oregonians who are cared for by nurses: Timeliness of complaint resolution	
Oregon Context	Mission	
Data source	Database query, board meeting documents	
Owner	Investigations and Compliance, Kim Cobrain, 971-673-0648	

1. OUR STRATEGY

The Investigations and Compliance department completes its investigations and reporting to the Board in as timely a manner as possible. This includes gathering all information necessary (including document review and witness interviews) to enable the Board to take informed and appropriate actions for violations of the Nurse Practice Act. A timely process removes violators from the workplace when and where appropriate, protecting patients from future incidents. The timeframe of this measurement is based on ORS 676.165, which provides that all complaints received by the Board regarding nursing conduct be assigned to an investigator, investigated and reported to the Board within 120 days of receipt. Although the statute provides a mechanism to extend the time period beyond the 120 days, the Board uses the base requirement as a means of indicating how efficiently we are able to process complaints.



2. ABOUT THE TARGETS

Ideally, 100% of all complaints would be resolved within the 120 day window. In reality, staffing constraints on the part of OSBN, and failure to cooperate on the part of some individuals, lengthens the process in many cases. Targets were set based on historical data and expected changes in resources.

3. HOW WE ARE DOING

In FY 2007 we closed 43% of the conduct complaint cases that were subject to the 120-day rule requirements within the initial 120-day period. This is the same result as for FY 2006.

4. HOW WE COMPARE

There are no known industry standards to provide a comparative measurement.

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5. FACTORS AFFECTING RESULTS

Recruitment and retention of investigators is a major issue for this department. This is a highly stressful career, and turnover has been high. Out of 10 investigator positions, only 5 investigators who were working at the beginning of the biennium were still working at OSBN at the end of June 2007.

At the end of FY2007, the Board moved its offices, gaining the room for additional interview rooms. Prior to the move, interview rooms were difficult to schedule, causing delays in the investigative process.

6. WHAT NEEDS TO BE DONE

The Investigations and Compliance department is currently being reorganized. Positions are being reviewed to determine if some of the investigator positions can be filled by non-nurses, who are easier to recruit. A recent performance audit pointed out several areas for improvement, which are being implemented over the next six months.

7. ABOUT THE DATA

The data is reported on an Oregon fiscal year basis. Our licensing database is queried for complaint timelines.

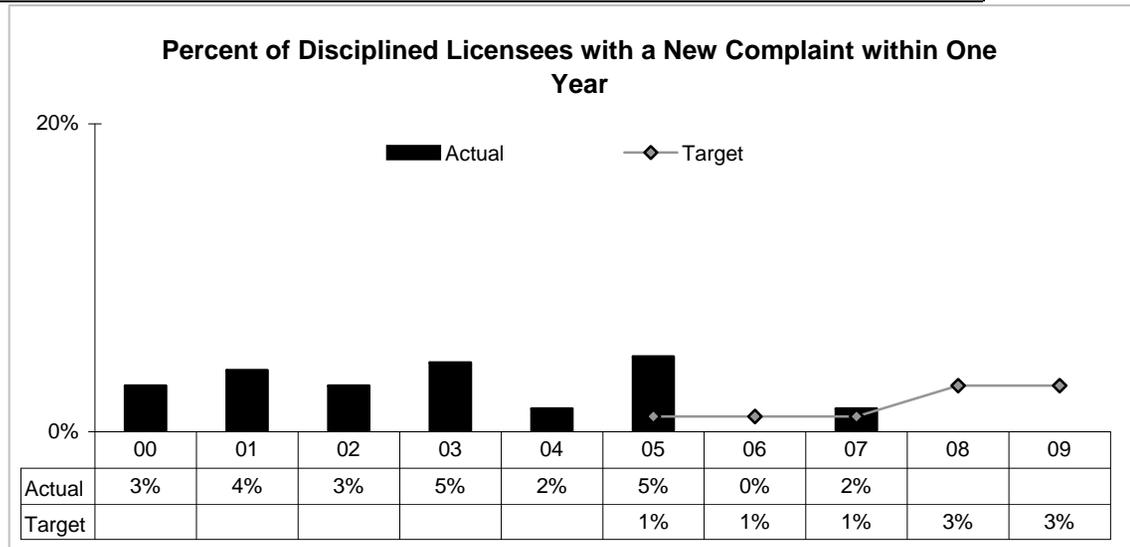
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KPM #05	REDUCTION OF RECIDIVISM - Percent of disciplined licensees with a new complaint within one year of Board closing original case with a disciplinary action.	Measure since: 2003
Goal	Ensure the safety of those Oregonians who are cared for by nurses: Effectiveness of the investigative process, discipline and remediation	
Oregon Context	Mission	
Data source	Database query for multiple complaints.	
Owner	Investigations and Compliance, Kim Cobrain, 971-673-0648	

8. **OUR STRATEGY**

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9. **ABOUT THE TARGETS**

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10. **HOW WE ARE DOING**

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11. **HOW WE COMPARE**

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There are no known industry standards to provide a comparative measurement.

12. FACTORS AFFECTING RESULTS

Recruitment and retention of investigators is a major issue for this department. This is a highly stressful career, and turnover has been high. Out of 10 investigator positions, only 5 investigators who were working at the beginning of the biennium were still working at OSBN at the end of June 2007.

At the end of FY2007, the Board moved its offices, gaining the room for additional interview rooms. Prior to the move, interview rooms were difficult to schedule, causing delays in the investigative process.

13. WHAT NEEDS TO BE DONE

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III. KEY MEASURE ANALYSIS

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KPM #06	MINIMAL CONTESTED CASE HEARINGS - Percent of complaints that were resolved via stipulated agreement or default on notices in lieu of contested case hearing.	Measure since: 1996
Goal	Ensure the safety of those Oregonians who are cared for by nurses: Effectiveness/efficiency of disciplinary process.	
Oregon Context	Mission	
Data source	Investigative records, board meeting minutes.	
Owner	Investigations and Compliance, Kim Cobrain, 971-673-0648	

1. **OUR STRATEGY**

Contested case hearings are conducted at the request of a licensee/certificate holder to challenge proposed disciplinary action. These requests are prompted either by a disagreement as to the underlying facts, whether such facts constitute a violation of the Nurse Practice Act, or objection as to the level of proposed sanction. Our strategy is to conduct thorough investigations such that the facts are clear to all parties and not a source of disagreement, to articulate how such facts are a violation of law and to explain to the licensee/certificate holder why the Board is proposing a particular level of sanction. The Board works with licensees and their legal counsel to remediate conflicts to the greatest extent possible without compromising public safety.

2. **ABOUT THE TARGETS**

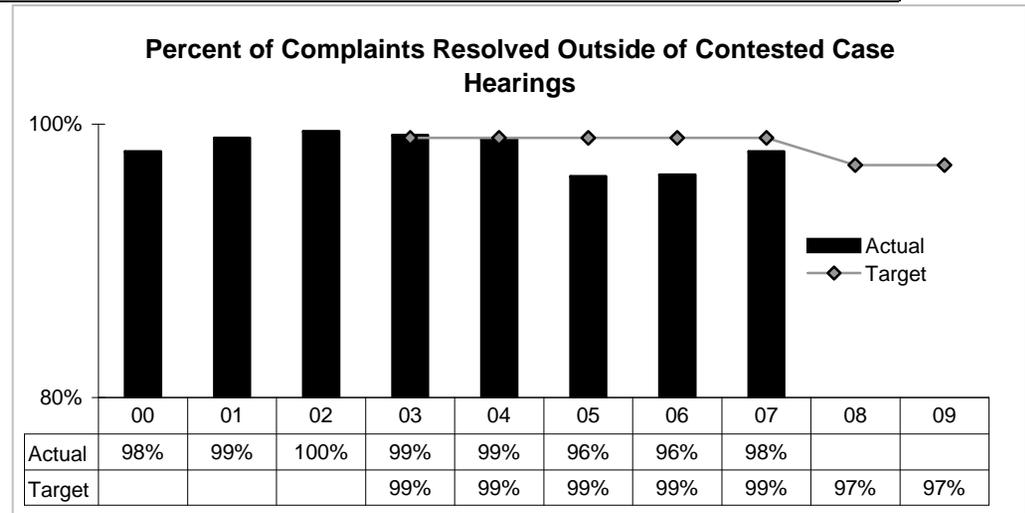
Historically, the Board has been able to resolve complaints through a stipulated agreement or no-contest acceptance of terms approximately 99% of the time, and targets have been set accordingly. However, beginning with changes to the administrative law process in 2004 we have seen a decline in this figure. More licensees are requesting hearings and more are actually being conducted. Although the cost of conducting hearings continues to increase, the Board has refused to negotiate a settlement to the detriment of public safety. While the Board is desirous of re-achieving the historical 99% target, it is unlikely to do so in the current climate.

3. **HOW WE ARE DOING**

We have improved over last year, to 98%. Of the 281 cases for which the Board found disciplinary action necessary, only 5 cases required a hearing for resolution. There is a trend toward more hearings, but there are still so few that it is difficult to identify if the volume will continue to increase or stabilize.

4. **HOW WE COMPARE**

No industry standards are known of for this or similar activities.



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5. FACTORS AFFECTING RESULTS

Changes in the administrative law process for contested cases have made challenges to Board action easier. Specifically, licensees have greater access to investigative files, and discovery requests have increased. This results in more requests for hearing as a prelude for settlement as well as more cases going to hearing rather than settling.

6. WHAT NEEDS TO BE DONE

Continuing outreach efforts to educate licensees on the appropriate standards and Board expectations is important as a means of gaining a greater breadth and depth of licensee understanding of both the investigative and disciplinary process and the rationale of Board sanctions. Greater understanding of the nature of investigative findings and potential consequences and options for the licensee should reduce the possibility for hearings.

7. ABOUT THE DATA

The data is reported on an Oregon fiscal year basis. The data is derived from an actual count of hearings held in FY 2006 and the number of disciplinary actions the Board took during that same period.

III. KEY MEASURE ANALYSIS

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KPM #07	RN EXAM PASS RATE - Percent of RN programs with a passing rate above 85% on the national exam.	Measure since: 2002
Goal	Ensure the safety of those Oregonians who are cared for by nurses: Effectiveness of Nursing Education Consultant Services.	
Oregon Context	Mission	
Data source	National Exam Service (NCLEX) reports	
Owner	Consultant Group, Karen Burke, 971-673-0637	

1. **OUR STRATEGY**

The OSBN establishes standards for nursing education in Oregon, approves nursing programs, and monitors achievement of those standards by educational programs. The national licensing examination for registered nursing provides a mechanism not only for evaluating the competence and readiness for practice of nursing program graduates, but also the effectiveness of the program in preparing graduates to meet this standard and safely enter into nursing practice. The Education Consultants for the Board monitor and work with educational programs to meet the standards.

2. **ABOUT THE TARGETS**

It is our belief that all nursing programs should achieve the standard of an 85% first-attempt pass rate for their graduates.

3. **HOW WE ARE DOING**

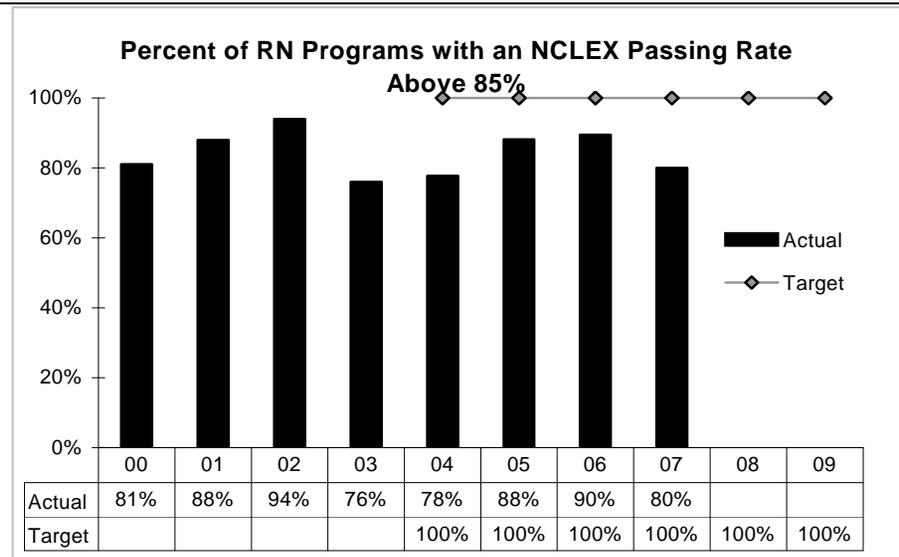
The target of 100% has not yet been met, with 16 of 20 RN programs achieving a first-attempt pass rate higher than 85%.

4. **HOW WE COMPARE**

Oregon NCLEX-RN pass rates are consistently in the top 10-15% nationally. The national first attempt pass rate on NCLEX-RN for FY 06-07 is 87.61%; Oregon’s is 91.44%, ranking #2 nationally (behind Tennessee). This consistently strong performance speaks to the quality of nursing education in Oregon.

5. **FACTORS AFFECTING RESULTS**

Small programs (those with less than 40 graduates per year) and those with significant faculty turnover continue to struggle to meet the 85% first-attempt pass rate goal for their graduates. In many cases, these programs serve rural communities where it is more difficult to attract a large applicant pool and more difficult to recruit and retain qualified, experienced nursing faculty. Four community colleges and the four campuses of OHSU implemented a new curriculum beginning Fall 06; the effect of this curriculum on NCLEX licensing examination results will not be evident until FY 07-08 and 08-09.



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6. WHAT NEEDS TO BE DONE

The Education Consultants for the Board continue to work closely with nursing programs, particularly those in the process of development and those that fail to meet the 85% benchmark for more than one year. When necessary, programs are required to analyze contributing factors and present a plan of improvement to the Board. This has consistently resulted in improved pass rates over time. The Board will continue to monitor and report data. In addition, a Board task force currently is drafting revisions to the administrative rules for nursing education. These standards, while sensitive to the difficulty recruiting and retaining nursing faculty and appropriate clinical practice experiences, establish a high expectation for nursing education programs in Oregon.

7. ABOUT THE DATA

The data is provided by the National Council of State Boards of Nursing and the contacted testing corporation. Every effort is made by these bodies to ensure the reliability and validity of the data. It is reported to the Board and to nursing educational programs quarterly and summarized annually.

III. KEY MEASURE ANALYSIS

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KPM #08	LPN EXAM PASS RATE - Percent of LPN programs with a passing rate above 85% on the national exam.	Measure since: 2002
Goal	Ensure the safety of those Oregonians who are cared for by nurses: Effectiveness of Nursing Education Consultant Services.	
Oregon Context	Mission	
Data source	National Exam Service (NCLEX) reports	
Owner	Consultant Group, Karen Burke, 971-673-0637	

1. **OUR STRATEGY**

The OSBN establishes standards for nursing education in Oregon, approves nursing programs, and monitors achievement of those standards by educational programs. The national licensing examination for practical nursing provides a mechanism not only for evaluating the competence and readiness for practice of nursing program graduates, but also the effectiveness of the program in preparing graduates to meet this standard and safely enter into nursing practice. The Education Consultants for the Board monitor and work with educational programs to meet the standards.

2. **ABOUT THE TARGETS**

It is our belief that all nursing programs should achieve the standard of an 85% first-attempt pass rate for their graduates.

3. **HOW WE ARE DOING**

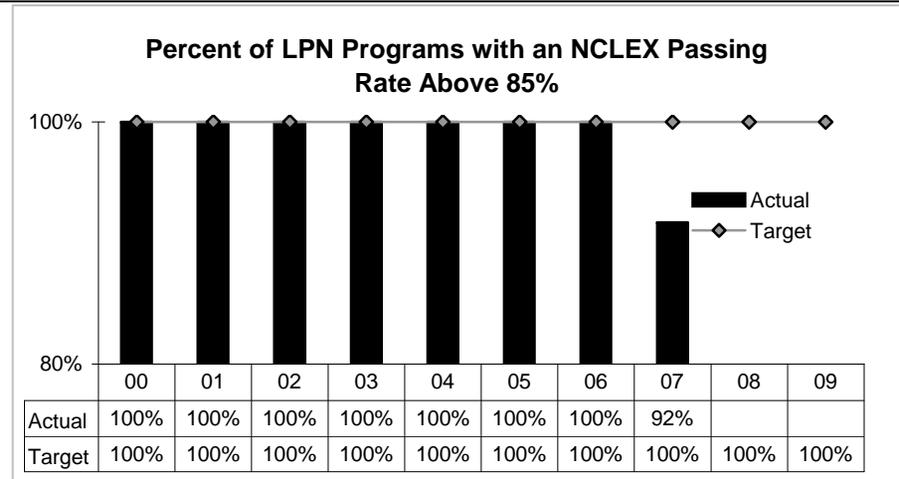
The target of 100% of practical nursing programs with a first-time pass rate of 85% on NCLEX-PN was not met for this year, with one of the 12 existing programs failing to achieve an 85% first-attempt pass rate.

4. **HOW WE COMPARE**

Oregon NCLEX-PN pass rates are consistently in the top 15% nationally. The national first attempt pass rate on NCLEX-PN for FY 06-07 is 87.44%; Oregon’s is 94.85%. This consistently strong performance speaks to the quality of nursing education in Oregon.

5. **FACTORS AFFECTING RESULTS**

In Oregon, practical nursing education has traditionally occurred within the setting of community college nursing programs. The majority of current PN programs in Oregon are incorporated with associate degree RN programs, and meet standards for ADN programs, a higher standard than those for PN programs. This year’s data reflects two graduate cohorts from a private career college (vocational school), a relatively new phenomenon in Oregon. We



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anticipate that Oregon's PN first attempt pass rate is likely to drop further as more career college graduates test for licensure. Potential factors contributing to a lower pass rate for career college programs include: (1) less rigorous admission standards; (2) fewer program prerequisites and program prerequisites that are not as academically rigorous as those for ADN programs; and (3) more difficulty obtaining diverse clinical experiences for practical nursing students.

6. WHAT NEEDS TO BE DONE

The Education Consultants for the Board continue to work closely with nursing programs, particularly those in the process of development. Four career college nursing programs have students enrolled; only one of these programs has graduated students and been through the full approval process. The Board is working closely with several programs to ensure that they meet the standards. The Board will continue to monitor and report data.

7. ABOUT THE DATA

The data is provided by the National Council of State Boards of Nursing and the contacted testing corporation. Every effort is made by these bodies to ensure the reliability and validity of the data. It is reported to the Board and to nursing educational programs quarterly and summarized annually.

III. KEY MEASURE ANALYSIS

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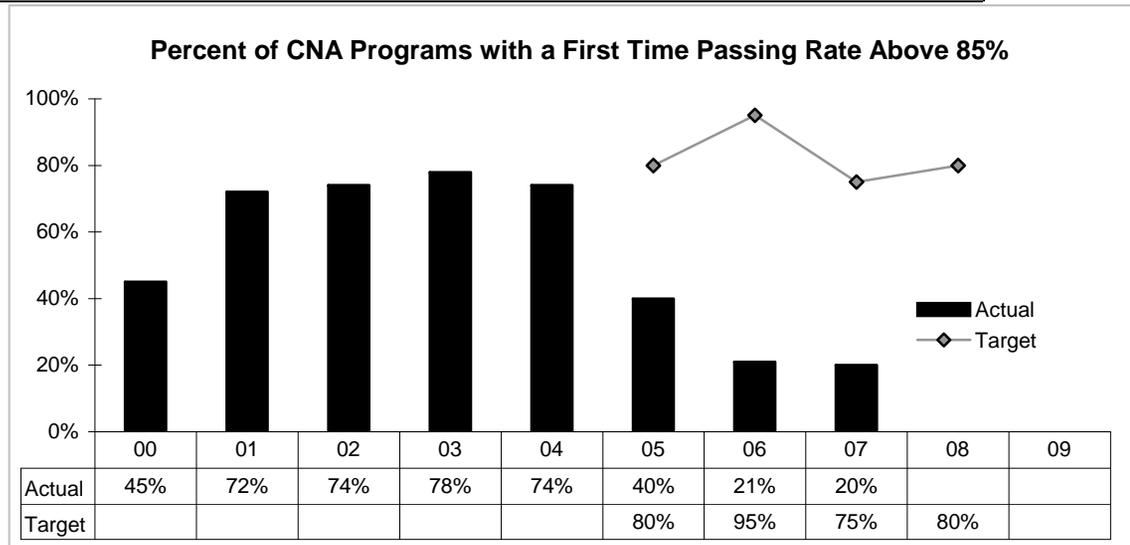
KPM #09	CNA EXAM PASS RATE - Percent of nursing assistant training programs with a passing rate, for first-time test takers, above 85% for both the written and skill portions of the examination.	Measure since: 2005
Goal	Ensure the safety of those Oregonians who are cared for by nurses: Effectiveness of Nursing Assistant Program Consultant Services.	
Oregon Context	Mission	
Data source	CNA exam service vendor reports	
Owner	Consultant Group, Debbie Buck, 971-673-0636	

1. **OUR STRATEGY**

OSBN establishes standards for nursing assistant training in Oregon, approves training programs, and monitors achievement of those standards. The certifying examination for nursing assistants provides a mechanism not only for evaluating the competence of nursing assistants, but also the effectiveness of the training programs in preparing their students. The quality of training for nursing assistants directly affects the number of qualified nursing assistants in the workforce, and the cost of healthcare, as most training costs are borne by employer.

2. **ABOUT THE TARGETS**

While we would like to have all training programs reach the 85% pass rate, the obstacles to this continue to make that goal unrealistic in the near future. We are currently striving to have over half of our programs achieve this goal, based on past experience. The 85% pass rate was selected to reflect the nursing pass rate. The difference is that the CNA exam is composed of both a written and clinical part, both of which must be passed.



3. **HOW WE ARE DOING**

We did not meet the current goal of 75% for FY 2007. The percentage of nursing assistant training programs with a passing rate above 85% for first time test takers on both the written and skill portions of the examination for FY2007 was only 20%. There were 65 training programs in FY 2007 that had students take the state certification exam. 99% of those programs had a 100% pass rate for first time test takers on the written portion of the examination, but, overall, Oregon nursing assistant candidates pass the entire exam on the first try 74% of the time. First time failures occur generally because they do not pass the clinical portion of the exam where the candidate demonstrates the proper procedures for patient care.

51% of the nursing assistant training programs have a passing rate above 70% for both the written and skill portions of the examination. At least 85% of the nursing assistants in Oregon were trained in programs with a 50% or better passing rate for both the written and skill portions of the examination.

III. KEY MEASURE ANALYSIS

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4. **HOW WE COMPARE**

While we are using a national testing vendor, there is not a reasonable comparison between Oregon and the other states using the same testing vendor because the administration of the examination varies from state to state. For example, each state selects which skills they test on. Also, other states publish the specific criteria for the skills exam. In Oregon, the candidates are taught steps for the skills that include the criteria built into the procedure, but are not given the specific “answers” prior to taking the exam.

5. **FACTORS AFFECTING RESULTS**

The barriers challenging the programs’ pass rates include:

- A decrease in the number of experienced instructors due to the nursing shortage.
- An increase in the number of responsibilities added to the instructor role so there is less time to concentrate on the training.
- An increase in the turnover of instructors within the programs.
- An increase in the number of students where English is a second language.

6. **WHAT NEEDS TO BE DONE**

We believe that there are several activities that could improve performance:

- 1) Revision of the current skill procedure steps would add clarity for instructors and students.
- 2) New instructors need training on effective teaching strategies and adult learning principles. We have started working in cooperation with outside vendors to have this training more readily available in Oregon.
- 3) An annual workshop for instructors would give them an opportunity to share best practices, teaching strategies, and receive information on the certification and examination processes.
- 4) Increased on site support for the training programs is needed. A site visit by Board staff once every two years does not meet the needs of the instructors with the constant turnover.

7. **ABOUT THE DATA**

The data is reported on an Oregon fiscal year basis. Results are computed using reports produced by the CNA testing contractor. Data is available on a quarterly, as well as annual basis.

III. KEY MEASURE ANALYSIS

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KPM #10	INCREASE RN POPULATION IN OREGON - Number of basic RN students graduated from Oregon nursing education programs and practicing in Oregon.	Measure since: 2002
Goal	Effectiveness of joint efforts of agency, statewide educators & business community to address nursing shortage.	
Oregon Context	Mission	
Data source	Licensing database query.	
Owner	Consultant Group, Karen Burke, 971-673-0637	

1. **OUR STRATEGY**

The OSBN works with nursing leadership organizations and nursing education programs to increase the number of practicing nurses in Oregon. The Board and its educational consultants work with existing nursing programs and other educational institutions to develop additional nursing education opportunities.

2. **ABOUT THE TARGETS**

In anticipation of the projected nursing shortage, we have identified increasing target goals for the number of RN graduates practicing in Oregon.

3. **HOW WE ARE DOING**

While the trend toward increasing number of Oregon nursing program graduates licensed and practicing in Oregon has been evident since 2001, data for 2006-07 FY shows a significant increase.

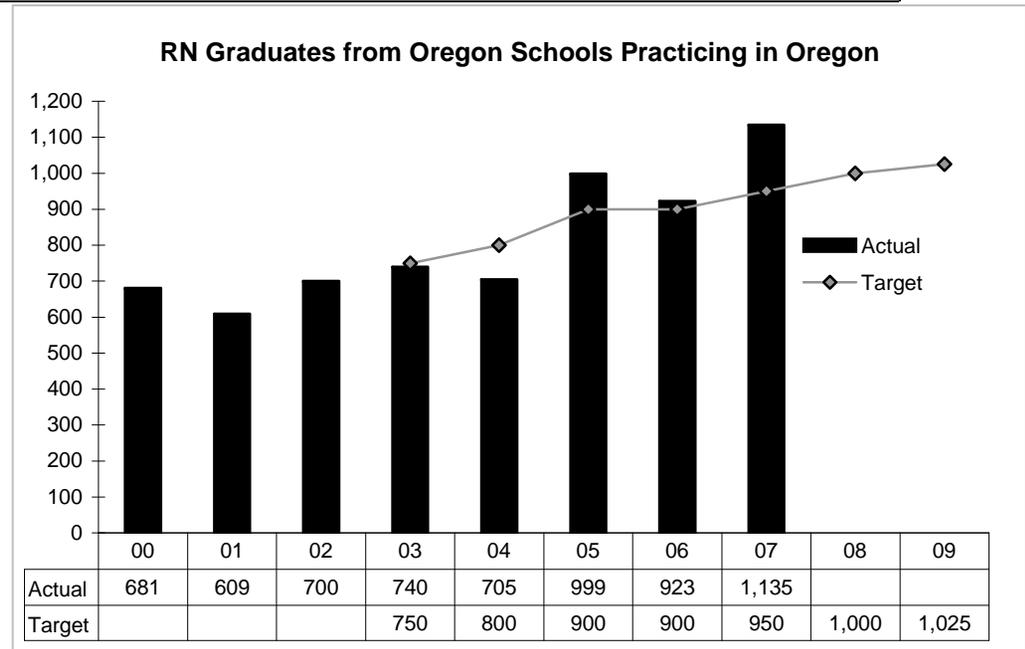
4. **HOW WE COMPARE**

It is difficult to find national data with which to compare Oregon’s numbers. All states are either experiencing or anticipating a nursing shortage; therefore, most states are engaging in or supporting measures to improve the number of RNs being educated and licensed.

5. **FACTORS AFFECTING RESULTS**

Virtually all nursing programs in Oregon have increased their enrollment in recent years, an increase finally reflected in the FY06-07 data. Schools on the quarter system (as all public colleges and universities in Oregon are) had a late graduation in 2007 (~ June 16) and a change in license by examination rules resulted in a longer gap between graduation and licensure. This would seem to indicate that this increase is a real increase in the number of available nurses in Oregon.

6. **WHAT NEEDS TO BE DONE**



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The Education Consultants for the Board continue to work closely with nursing programs, particularly those in the process of development. Within the past five years, five new practical nursing programs, one associate degree RN program, and two bachelor's degree RN programs have been developed and are currently preparing nursing students for entry into practice. Of these new programs, only one practical nursing program and one BSN program have graduates reflected in current data.

7. ABOUT THE DATA

The data is obtained from the Oregon State Board of Nursing license data base.

III. KEY MEASURE ANALYSIS

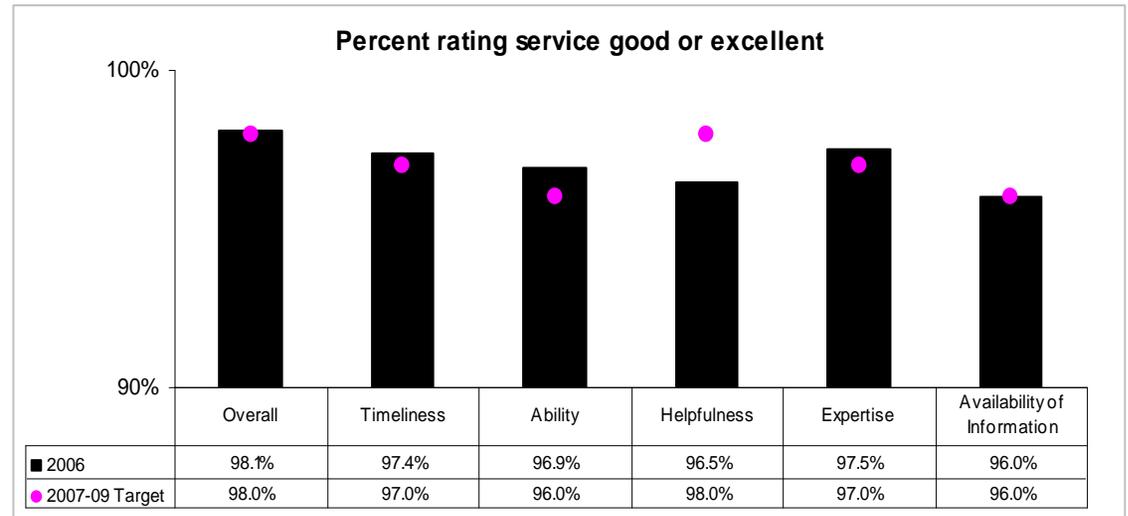
Agency Mission: The mission of the Oregon State Board of Nursing is to safeguard the public’s health and well being by providing guidance for, and regulation of, entry into the profession, nursing education, and continuing safe practice.

KPMs #11 & #12	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	Measure since: 2006
Goal	Excellent Customer Service: Customer satisfaction with the licensure application process.	
Oregon Context	Mission	
Data source	Customer Service Surveys sent out with licenses.	
Owner	Customer Service Center, DeWayne Hatcher, 971-673-0659	

1. **OUR STRATEGY**

The OSBN Customer Service Survey was developed following the *Recommended Statewide Customer Service Performance Measures Guidance*. Respondents were asked to rate select criteria as excellent, good, fair, poor or don’t know. The Guidelines define customer satisfaction as the percentage sum of good and excellent ratings for six service criteria: timeliness, accuracy, helpfulness, expertise, information availability and overall quality.

While the current performance measure has been standardized and implemented state-wide, OSBN has been conducting similar surveys since 1996. As an agency supported entirely by its constituency, excellent customer service is essential to sustaining operations and meeting the agency mission. Surveys have historically been performed biennially. The next scheduled survey is 2008.



2. **ABOUT THE TARGETS**

We set our customer service expectations high, based on previous survey results. Because this is a slightly different survey, however, targets have not been established for FY 2006. Future reports will provide a more comprehensive assessment of OSBN’s customer service performance results as compared to this year’s baseline and established performance targets. As our customer base is very large, at over 61,000 people, 100% satisfaction may not be attainable; however we have been able to progressively inch all of our satisfaction categories over 95%, so we expect no less from future surveys.

III. KEY MEASURE ANALYSIS

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3. **HOW WE ARE DOING**

The table below summarizes the results of the survey in 2006. (Surveys have historically been performed biennially. The next scheduled survey is 2008.)

Category	Timeliness	Ability	Helpfulness	Expertise	Information Availability	Overall
Poor	0.99%	0.88%	0.32%	0.57%	0.59%	0.21%
Fair	1.66%	2.23%	3.19%	1.94%	3.44%	1.67%
Good & Excellent	97.35%	96.90%	96.49%	97.49%	95.97%	98.13%

4. **HOW WE COMPARE**

Customer satisfaction is highly subjective, at least from one population to another. We are unaware of any comparison data either in other state boards of nursing or other Oregon agencies. Future reports will provide a more comprehensive assessment of customer service performance results as compared to this year’s baseline and established performance targets.

5. **FACTORS AFFECTING RESULTS**

Many factors can affect results in customer satisfaction. Adequate and well-trained staff, technology that enables customers to interact with us in a variety of ways, and clear guidelines that can be communicated simply and understandably to licensees are major contributors to our high ratings. Significant improvements in satisfaction have changed historically in response to 1) establishing a customer service center, 2) implementing e-commerce renewals, and 3) cross-training employees.

6. **WHAT NEEDS TO BE DONE**

Continue to provide opportunities for staff to provide excellent service through training and feedback. Promote awareness of customer service principles and values throughout the agency so that service continues to be viewed as a core competency. Continue to seek opportunities to implement technology that enhances, rather than hamper, customer service.

7. **ABOUT OUR CUSTOMER SERVICE SURVEY**

5000 surveys were sent out between 3/22/06 and 6/14/06 to anyone receiving a new or renewal license. Initial applications for licensure are on demand, and renewals are biennial and by birth date, therefore the sampling is random. This was a convenience sample of 8% of the total population. We received 1526 return surveys, or 30.52 %. Those surveyed were provided with a postage paid return envelope.

The survey questions were exactly as recommended in the *Statewide Customer Service Performance Measures Guidance*, and as follows:

- How do you rate the timeliness of the services provided by the OSBN?
- How do you rate the ability of the OSBN to provide services correctly the first time?
- How do you rate the helpfulness of OSBN employees?

III. KEY MEASURE ANALYSIS

Agency Mission: The mission of the Oregon State Board of Nursing is to safeguard the public’s health and well being by providing guidance for, and regulation of, entry into the profession, nursing education, and continuing safe practice.

- How do you rate the knowledge and expertise of OSBN employees?
- How do you rate the availability of information at the OSBN?
- How do you rate the overall quality of service provided by the OSBN?

Answer choices were as follows:

- Poor
- Fair
- Good
- Excellent
- Don’t Know

The statistical model used was as recommend in the *Statewide Customer Service Performance Measures Guidance* http://www.polarismr.com/education/tools_stat_moe_prop.html with the following results.

Confidence Level	95%	99%
Proportion	30.5%	30.5%
Sample Size	5000	5000
Population Size	61628	61628
Margin of Error	1.2%	1.6%