

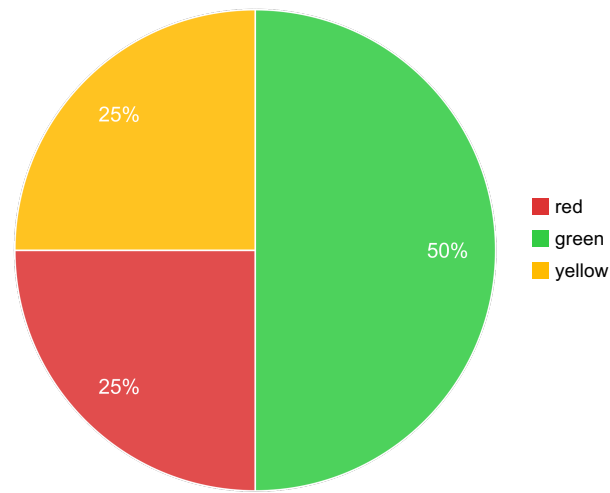
Board of Licensed Professional Counselors and Therapists

Annual Performance Progress Report

Reporting Year 2026

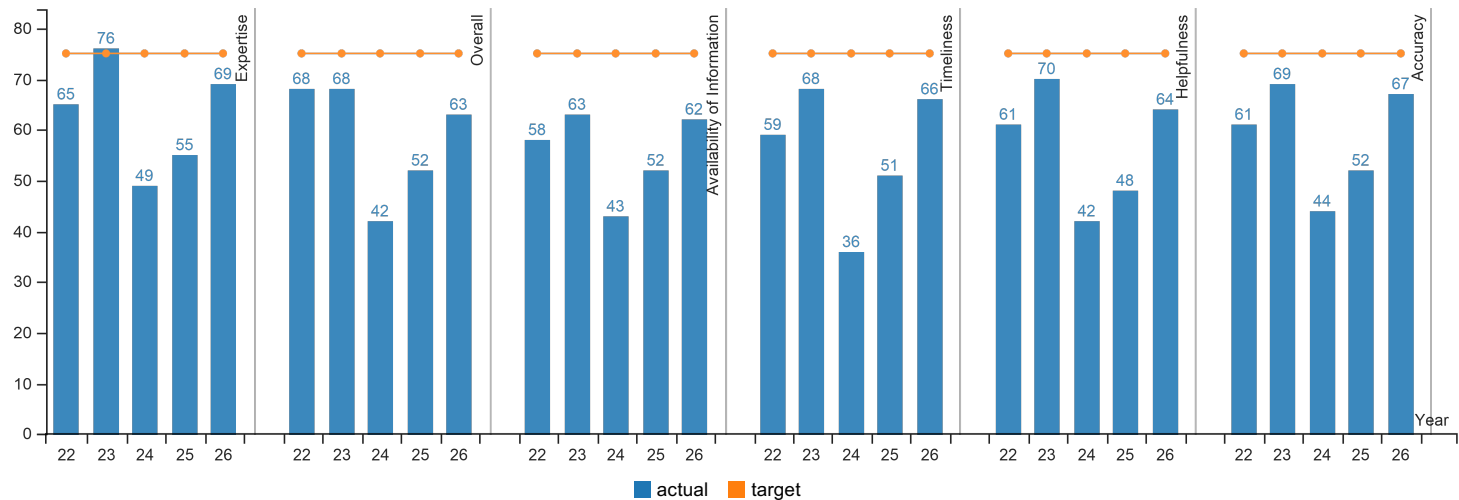
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KPM #	Approved Key Performance Measures (KPMs)
1	CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.
2	Board Best Practices - Percent of total best practices met by the Board.
3	Timely Investigations - Percent of complaints presented to the Board within 180 days of receipt of complaint.
4	Efficient Application Processing - Average number of calendar days from completed license application file to application approval.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	50%	25%	25%

KPM #1	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.
	Data Collection Period: Jan 01 - Dec 31



Report Year	2022	2023	2024	2025	2026
Expertise					
Actual	65%	76%	49%	55%	69%
Target	75%	75%	75%	75%	75%
Overall					
Actual	68%	68%	42%	52%	63%
Target	75%	75%	75%	75%	75%
Availability of Information					
Actual	58%	63%	43%	52%	62%
Target	75%	75%	75%	75%	75%
Timeliness					
Actual	59%	68%	36%	51%	66%
Target	75%	75%	75%	75%	75%
Helpfulness					
Actual	61%	70%	42%	48%	64%
Target	75%	75%	75%	75%	75%
Accuracy					
Actual	61%	69%	44%	52%	67%
Target	75%	75%	75%	75%	75%

How Are We Doing

Customer service ratings have increased across the board over the past two years, but unfortunately still fell below the target of 75% in all areas of customer service in 2026. **Overall Customer Satisfaction** increased by 11 points, from 52% to 63%, which is still 8 points below target. From 2025 to 2026, **Accuracy** increased by 15 points, from 52% to 67%, which is 8 points below target. **Availability of Information** increased the least amount by 10 points, from 52% to 62%, and is the lowest ranked area at 13 points below target. **Expertise** increased by 14 points and at 6 points below target is now the highest ranked area. **Helpfulness** showed the greatest increase of 16 points, now at 11 points below target. And finally, **Timeliness** increased by another 15 points, from 51% to 66%.

Factors Affecting Results

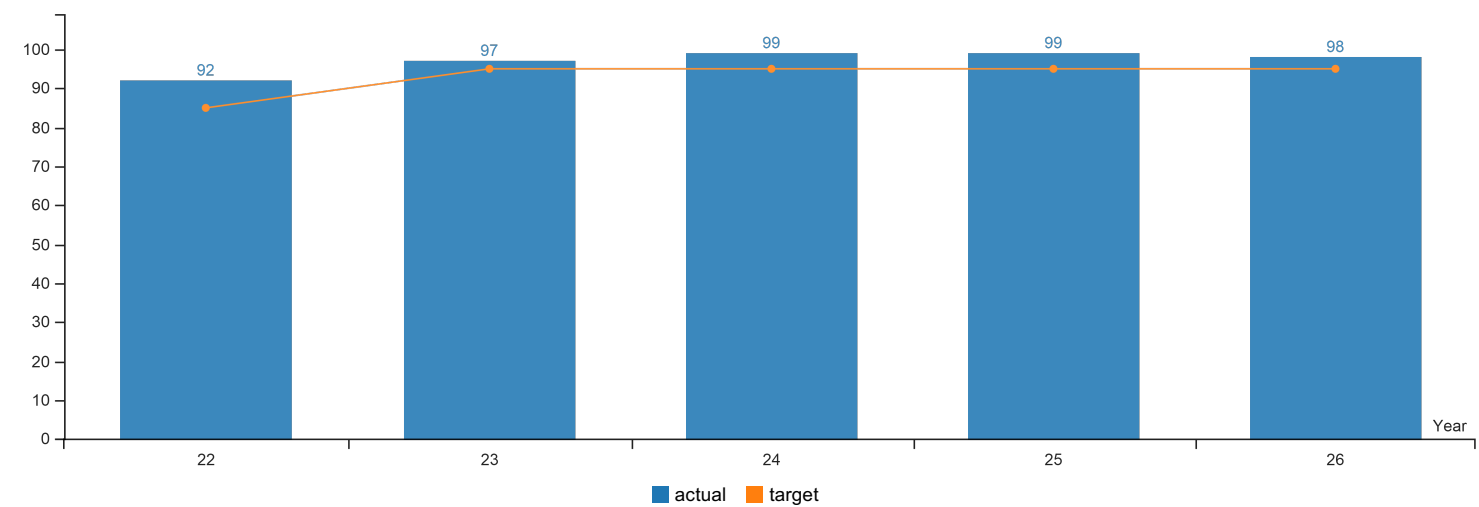
The main factors affecting the improvements seen in 2026 survey results (which reflect customer satisfaction in the year 2025) are restored staff retention, ongoing and enhanced training, and improved morale under the leadership of the MHRA Executive Director since he assumed his role in July 2024. In the 2024 report (reflecting 2023 survey results), customer service rankings reached an all-time low as a result of poor former management of the Agency Licensing Section. Simple positive changes and the corresponding shift in Agency culture have resulted in a remarkable 135-point overall improvement in customer service ratings over the past two years. In June 2025, the Agency implemented a new Customer Service Policy that included a one-day response timeline for incoming emails and voicemails along with other standards for equitable and quality service. Additionally, the new investigator and administrative specialist positions (2.0 FTE, effective 7/1/25) have improved service levels and supported staff capacity to manage the increasing volume of licenses and complaints.

While significant improvement has been made, it will take time for the survey results to catch up. Some respondents will still report the negative service they experienced under former management until they experience the improved service firsthand. However, it is expected that ratings will continue to improve until they are restored to meeting or exceeding target.

Generally, survey results reflect some stakeholders who have experienced an adverse enforcement action, do not agree with laws or rules that the Board is charged with enforcing, or are unsatisfied with the policy direction of the Board or State Government in general. These individuals will often respond "poor" to each satisfaction area, regardless of their experience with Board staff. One factor limiting improvement in recent survey results is the ongoing pressure to keep pace with the continued growth in licensure applications, renewals, and compliance investigations. The number of new applications received- which represents the most significant workload burden for front-line staff- has been increasing by an average of 13.4% annually over the last 5 years. From 2024 to 2025 the number of new investigations increased by 43% and shows no signs of slowing in 2026. A new licensing system and additional staffing resources requested for the 2027-29 biennium are expected to allow the Agency to sustain the continued growth while maintaining good customer service and improved survey results. Board leadership and staff members will continue to work diligently to recover from prior setbacks and challenges, centering excellent customer service in everything we do.

KPM #2	Board Best Practices - Percent of total best practices met by the Board.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2022	2023	2024	2025	2026
Metric Value					
Actual	92%	97%	99%	99%	98%
Target	85%	95%	95%	95%	95%

How Are We Doing

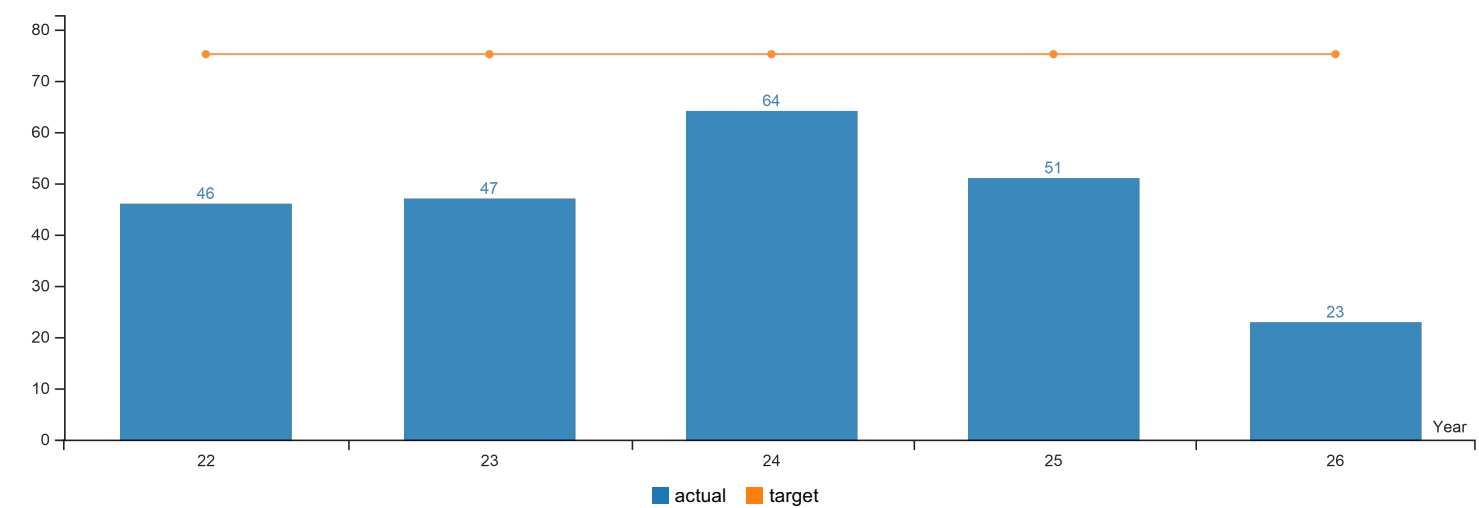
In the past five years, the Board has exceeded the target in Board best practices. The most recent result for the 2026 reporting period was 98%, reflecting a one-point decrease from the prior period.

Factors Affecting Results

Agency leadership continues to look for opportunities for improved performance and increased transparency, regardless of the Board members' reports of success. When sending this survey to Board members, staff will send additional information to help 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. The survey will fall below 100% if just one of the eight Board members indicates that any one of the 15 best practice measures are not being met. In this case, one out of six responding members indicated that two measures were unmet.

KPM #3	Timely Investigations - Percent of complaints presented to the Board within 180 days of receipt of complaint.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2022	2023	2024	2025	2026
Timely Investigations					
Actual	46%	47%	64%	51%	23%
Target	75%	75%	75%	75%	75%

How Are We Doing

In the 2026 reporting year, 23% of complaints were presented to the Board within 180 days of receipt. This falls below the target of 75% by 52 points, and represents a 28-point decrease from the 51% result in 2025.

Factors Affecting Results

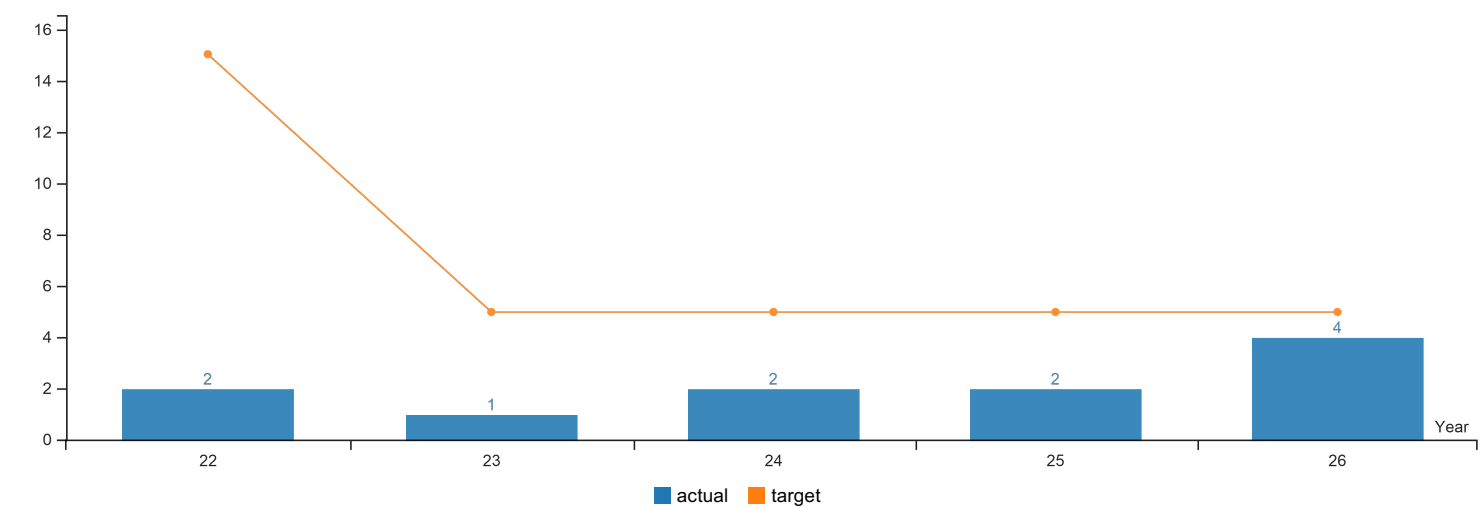
The Agency has set an ambitious goal to present most complaint investigations to the Board within 180 days of receipt; however, there are many factors affecting our ability to expediently resolve a complaint. These include the varying complexity of cases, increasing volume of complaints received, arranging witness interviews, travel time, coordinating respondent, attorney, and witness schedules for interviews, and waiting for necessary records to be submitted (including issuing and enforcing subpoenas). Sometimes the Board receives emergency high-priority cases involving serious public protection concerns that take staff resources away from other cases.

The goal is to present a thorough and complete investigation report to the Board the first time, which often is not possible to achieve within the required 180 days. The Board meets bimonthly, so timing is a major factor as well. Compliance staff continue to receive pressure from respondents, their attorneys, and the local professional association to allow respondents more and more time to respond to allegations and produce records, which reduces the Board's ability to achieve timeliness goals. In the current reporting period (reflecting investigations opened in 2025), significant growth in the licensee base and compliance caseload continued to contribute to challenges in maintaining timeliness. The volume of new investigations increased by 18.9% from 2023 to 2024, and by an unprecedented 43% from 2024 to 2025, adding to the Compliance Section workload and making it a challenge to keep up. The continued surge of cases is posing a significant challenge and creating a growing backlog.

A new licensing system and additional staffing resources- including one new 1.0 FTE investigator- requested for the 2027-29 biennium are expected to better position the Agency to sustain the continued growth. Agency leadership will continue to monitor for additional staffing needs and review caseloads and compliance workflow to identify any streamlining opportunities. We will continue to work diligently to hire and train new staff members and improve complaint-processing speeds- without compromising the integrity of the investigation process- and remain dedicated to addressing the backlog despite extraordinary complaint volume.

KPM #4	Efficient Application Processing - Average number of calendar days from completed license application file to application approval.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = negative result



Report Year	2022	2023	2024	2025	2026
Efficient Application Processing					
Actual	2	1	2	2	4
Target	15	5	5	5	5

How Are We Doing

The Board has surpassed its goal to take an average of no more than five calendar days to approve a completed licensure application. The 2026 report, which reflects applications processed during the 2025 calendar year, shows an average of four days. This represents a two-day increase from the prior year.

Factors Affecting Results

Efficient application processing has been highly prioritized by the Board, as it is a crucial step in ensuring licensed behavioral health providers can quickly provide necessary services to Oregonians. Agency leadership has continued to implement streamlined processes and best practice sharing between the two regulated boards that has enabled more efficient application processing. While applications are typically processed within a day or less, outlier cases (e.g., those requiring more detailed review due to character and fitness or other concerns) take longer to process and can significantly inflate the average processing time. Despite the current good results, the Agency is still continuously looking for ways to improve, including staff retention, cross-training to help cover absences and vacancies, improvements in the licensing system and website, and continuous feedback. While speed of service is important, so too is the quality of customer service we provide along the way, which as described in KPM #1 continues to represent a major focus area for improvement.