



**OREGON  
MEDICAL BOARD**

**2017 – 2019**

**AGENCY REQUEST  
BUDGET**

# TABLE OF CONTENTS

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<b>CERTIFICATION.....</b>	<b>3</b>
<b>LEGISLATIVE ACTION.....</b>	<b>5</b>
<b>AGENCY SUMMARY NARRATIVE.....</b>	<b>15</b>
<b>Budget Summary Graphics .....</b>	<b>16</b>
<b>Mission Statement and Enabling Legislation .....</b>	<b>16</b>
<b>Program Unit Executive Summary.....</b>	<b>17</b>
Program Overview .....	17
Program Budget and Performance Over Time .....	18
Program Funding Request.....	19
Program Description .....	19
Program Justification.....	20
Program Performance.....	22
<b>Program Unit Narrative .....</b>	<b>24</b>
Organizational Charts .....	24
Agency Functional Areas .....	27
<b>Agency Strategic Plan.....</b>	<b>33</b>
Goals.....	34
Performance Measures.....	38
<b>Major Information Technology Projects/Initiatives .....</b>	<b>38</b>
<b>Criteria for 2017-19 Budget Development.....</b>	<b>39</b>
Policy Packages.....	39
<b>Essential Packages .....</b>	<b>40</b>
<b>Program Prioritization.....</b>	<b>41</b>
<b>Reduction Options.....</b>	<b>42</b>
<b>Summary of 2017-19 Budget .....</b>	<b>45</b>
ORBITS Essential and Policy Packages Fiscal Impact Summary.....	51

<b>REVENUES .....</b>	<b>57</b>
<b>Revenue Forecast Narrative .....</b>	<b>57</b>
Funding Streams.....	57
Matching Funds.....	57
General Limits on Use.....	57
Detail of Lottery Funds, Other Funds, and Federal Funds Revenue .....	60
<b>Legislation.....</b>	<b>61</b>
<b>PACKAGE NARRATIVE .....</b>	<b>63</b>
<b>101 IMPLEMENT ADMINISTRATIVE EFFICIENCIES.....</b>	<b>63</b>
<b>102 INTERSTATE MEDICAL LICENSURE COMPACT .....</b>	<b>67</b>
<b>103 BOARD MEMBERSHIP .....</b>	<b>75</b>
<b>104 PHYSICIAN WELLNESS .....</b>	<b>81</b>
<b>105 INVESTIGATIVE RESOURCES .....</b>	<b>85</b>
<b>106 LICENSING RESOURCES .....</b>	<b>93</b>
<b>SPECIAL REPORTS .....</b>	<b>99</b>
Annual Performance Progress Report (APPR).....	99
Audits Response Report.....	125
Affirmative Action Report .....	145
<b>BUDGET SUPPORT DOCUMENTS.....</b>	<b>147</b>
Summary Cross Reference Listing and Packages.....	147
Policy Package List by Priority .....	148
Agency Worksheet – Revenues and Expenditures.....	149
Detail Revenues and Expenditures.....	165
Detail Revenues and Expenditures – Essential Packages.....	177
Detail Revenues and Expenditures – Policy Packages .....	185
Summary List by Pkg by Summary XREF.....	191
Summary List by Pkg by Agency.....	197
Detail Listing by Summary XREF Agency.....	199

# CERTIFICATION

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I hereby certify that the accompanying summary and detailed statements are true and correct to the best of my knowledge and belief and that the accuracy of all numerical information has been verified.

Oregon Medical Board

1500 SW 1<sup>st</sup> Avenue, Suite 620, Portland, OR 97201

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**AGENCY NAME**

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**AGENCY ADDRESS**

*Shirli Vukoman*

Chair

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**SIGNATURE**

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**TITLE**

Notice: Requests of agencies headed by a board or commission must be approved by official action of those bodies and signed by the board or commission chairperson. The requests of other agencies must be approved and signed by the agency director or administrator

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# LEGISLATIVE ACTION

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Seventy-Eighth Oregon Legislative Assembly - 2015 Regular Session

MEASURE: SB 5523 A

BUDGET REPORT AND MEASURE SUMMARY

CARRIER: Rep. Stark

**Joint Committee On Ways and Means**

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**Action:** Do Pass.

**Action Date:** 05/15/15

**Vote:**

**House**

Yeas: 10 - Buckley, Gomberg, Huffman, Komp, Nathanson, Rayfield, Read, Smith, Whitsett, Williamson

Exc: 2 - McLane, Whisnant

**Senate**

Yeas: 11 - Burdick, Devlin, Girod, Hansell, Johnson, Monroe, Roblan, Shields, Steiner Hayward, Whitsett, Winters

Exc: 1 - Thomsen

**Prepared By:** Clair Clark, Department of Administrative Services

**Reviewed By:** Matt Stayner, Legislative Fiscal Office

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Agency: Medical Board

Biennium: 2015-17

**Budget Summary\***

	2013-15 Legislatively Approved Budget <sup>(1)</sup>	2015-17 Current Service Level	2015-17 Committee Recommendation	Committee Change from 2013-15 Leg. Approved	
				\$ Change	% Change
Other Funds Limited	\$ 10,729,843	\$ 11,191,833	\$ 11,370,045	\$ 640,202	6.0%
Total	\$ 10,729,843	\$ 11,191,833	\$ 11,370,045	\$ 640,202	6.0%

**Position Summary**

Authorized Positions	39	38	39	0
Full-time Equivalent (FTE) positions	38.33	37.79	38.79	0.46

<sup>(1)</sup> Includes adjustments through December 2014

\* Excludes Capital Construction expenditures

**Revenue Summary**

The Oregon Medical Board receives approximately 98 percent of its revenue from fees for licensure and registration of the following groups: medical doctors, doctors of osteopathy, podiatrists, physician assistants and acupuncturists. Approximately two percent of the Board’s revenue is derived from sales of lists, directories or labels; from fees for license verification; and from fines or forfeitures imposed as disciplinary measures. With the Subcommittee’s recommendations, the Board’s projected ending balance is \$5,085,776, approximately equivalent to 11 months operating expenses. This projected ending balance includes a 2015-17 beginning balance adjustment of \$887,095 Other Funds.

**Summary of Human Services Subcommittee Action**

The mission of the Oregon Medical Board is to protect the health, safety, and well-being of Oregon’s citizens by regulating the practice of medicine in a manner promoting quality care. The Board is responsible for the licensure and regulation of medical doctors, doctors of osteopathic medicine, podiatric physicians, physician assistants, and licensed acupuncturists.

The Subcommittee approved a budget for the Oregon Medical Board of \$11,370,045 Other Funds and 38.79 full-time equivalent positions. This is a 6.0 percent increase from the 2013-15 Legislatively Approved Budget.

The Subcommittee approved the following recommendations:

- Package 102, Office Security and Space, provides \$45,932 Other Funds expenditure limitation for increased lease expense related to the expansion of office space leased by the Oregon Medical Board. The Board's lease expired at the end of June 2014 and the Board negotiated a new lease agreement through the Department of Administrative Services' Enterprise Asset Management Division that included an additional 1600 sq. ft. of space and \$237,330 of leasehold improvements completed by the landlord at a lower annual per square foot price for the total space of \$22.20; a reduction of \$1.34 per square foot. The additional space resulted in an increased biennial cost of \$71,040 but the agency realized a savings of \$25,109 on its original 9,369 sq. ft. space for a net additional biennial cost of \$45,932.
- Package 104, Investigative Staffing, provides \$126,326 Other Funds expenditure limitation to fund one full-time Executive Support Specialist 1 (1.00 FTE) position. This position will serve as an administrative assistant to the Medical Director, Chief Investigator, and Assistant Chief Investigator with the objective of improving investigative information provided to the Board to take disciplinary or other appropriate action.
- Package 105, Licensing Staff Adjustment, provides \$5,954 Other Funds expenditure limitation to reclassify six positions from Office Specialist 2 to Administrative Specialist 1. The Board, in coordination with the Department of Administrative Services has determined that this classification better reflects the level of decision-making responsibility required of these employees.

### **Summary of Performance Measure Action**

See attached Legislatively Adopted 2015-17 Key Performance Measures form.

**DETAIL OF JOINT COMMITTEE ON WAYS AND MEANS ACTION**

**SB 5523-A**

Oregon Medical Board  
Clair Clark -- 503-378-3117

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS		FEDERAL FUNDS		TOTAL ALL FUNDS	POS	FTE
			LIMITED	NONLIMITED	LIMITED	NONLIMITED			
2013-15 Legislatively Approved Budget at Dec 2014 *	\$ -	\$ -	\$ 10,729,843	\$ -	\$ -	\$ -	\$ 10,729,843	39	38.33
2015-17 Current Service Level (CSL)*	\$ -	\$ -	\$ 11,191,833	\$ -	\$ -	\$ -	\$ 11,191,833	38	37.79
<b>SUBCOMMITTEE ADJUSTMENTS (from CSL)</b>									
<b>SCR 015 - Operations</b>									
Package 102: Office Security and Space									
Services and Supplies	\$ -	\$ -	\$ 45,932	\$ -	\$ -	\$ -	\$ 45,932		
Package 104: Investigative Staffing									
Personal Services	\$ -	\$ -	\$ 109,114	\$ -	\$ -	\$ -	\$ 109,114	1	1.00
Services and Supplies	\$ -	\$ -	\$ 17,212	\$ -	\$ -	\$ -	\$ 17,212		
Package 105: Licensing Staff Adjustment									
Personal Services	\$ -	\$ -	\$ 5,954	\$ -	\$ -	\$ -	\$ 5,954	0	0.00
<b>TOTAL ADJUSTMENTS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 178,212</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 178,212</b>	<b>1</b>	<b>1.00</b>
<b>SUBCOMMITTEE RECOMMENDATION *</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,370,045</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,370,045</b>	<b>39</b>	<b>38.79</b>
% Change from 2013-15 Leg Approved Budget	0.0%	0.0%	6.0%	0.0%	0.0%	0.0%	6.0%		
% Change from 2015-17 Current Service Level	0.0%	0.0%	1.6%	0.0%	0.0%	0.0%	1.6%		

\*Excludes Capital Construction Expenditures

## Legislatively Approved 2015-2017 Key Performance Measures

**Agency: OREGON MEDICAL BOARD**

Mission: Protect the health, safety, and well-being of Oregonians by regulating the practice of medicine in a manner that promotes access to quality care.

Legislatively Proposed KPMs	Customer Service Category	Agency Request	Most Current Result	Target 2016	Target 2017
1 - LICENSE APPROPRIATELY - Percentage of Board-Issued license denials that were upheld upon appeal.		Approved KPM	100.00	100.00	100.00
2 - DISCIPLINE APPROPRIATELY - Percentage of disciplinary actions not overturned by appeal.		Approved KPM	100.00	100.00	100.00
4 - MONITOR LICENSEES WHO ARE DISCIPLINED - Percentage of total probationers with a new complaint within 3 years.		Approved KPM	5.65	6.00	6.00
6 - RENEW LICENSES EFFICIENTLY - Average number of calendar days to process and mail a license renewal.		Approved KPM	4.03	15.00	15.00
7 - ASSESS CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating satisfaction with the agency's customer service as "good" or "excellent" for: overall customer service, timeliness, accuracy, helpfulness, expertise, information availability.	Accuracy	Approved KPM	85.00	80.00	80.00
7 - ASSESS CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating satisfaction with the agency's customer service as "good" or "excellent" for: overall customer service, timeliness, accuracy, helpfulness, expertise, information availability.	Availability of Information	Approved KPM	84.00	80.00	80.00
7 - ASSESS CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating satisfaction with the agency's customer service as "good" or "excellent" for: overall customer service, timeliness, accuracy, helpfulness, expertise, information availability.	Expertise	Approved KPM	90.00	80.00	80.00
7 - ASSESS CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating satisfaction with the agency's customer service as "good" or "excellent" for: overall customer service, timeliness, accuracy, helpfulness, expertise, information availability.	Helpfulness	Approved KPM	89.00	80.00	80.00

**Agency: OREGON MEDICAL BOARD**

Mission: Protect the health, safety, and well-being of Oregonians by regulating the practice of medicine in a manner that promotes access to quality care.

Legislatively Proposed KPMs	Customer Service Category	Agency Request	Most Current Result	Target 2016	Target 2017
7 - ASSESS CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating satisfaction with the agency's customer service as "good" or "excellent" for: overall customer service, timeliness, accuracy, helpfulness, expertise, information availability.	Overall	Approved KPM	87.00	80.00	80.00
7 - ASSESS CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating satisfaction with the agency's customer service as "good" or "excellent" for: overall customer service, timeliness, accuracy, helpfulness, expertise, information availability.	Timeliness	Approved KPM	84.00	80.00	80.00
8 - BOARD BEST PRACTICES - Percent of total best practices met by the Board.		Approved KPM	100.00	85.00	85.00
9 - LICENSE EFFICIENTLY - Average number of calendar days from receipt of completed license application to issuance of license.		Approved KPM	0.84	5.00	5.00

**LFO Recommendation:**

Approve the 2015-2017 Key Performance Measures and targets as proposed

**Sub-Committee Action:**

The Subcommittee approved the key performance measures as recommended by LFO

BUDGET REPORT AND MEASURE SUMMARY

CARRIER: Rep. Buckley

Joint Committee On Ways and Means

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Action: Do Pass.

Action Date: 07/03/15

Vote:

House

Yeas: 11 - Buckley, Gomberg, Huffman, Komp, McLane, Nathanson, Rayfield, Read, Smith, Whitsett, Williamson

Exc: 1 - Whisnant

Senate

Yeas: 12 - Burdick, Devlin, Girod, Hansell, Johnson, Monroe, Roblan, Shields, Steiner Hayward, Thomsen, Whitsett, Winters

Prepared By: Linda Ames and Linda Gilbert, Legislative Fiscal Office

Reviewed By: Ken Rocco, Legislative Fiscal Office

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Agency: Emergency Board

Biennium: 2015-17

Agencies: Various

Biennium: 2013-15

**Adjustments to Approved 2015-17 Budgets**

**OMNIBUS ADJUSTMENTS**

Omnibus adjustments reflect budget changes in multiple agencies based on reductions in Department of Administrative Services' assessments and charges for services, Audits Division assessments, Attorney General rates, and debt service. Total savings are \$30.1 million General Fund, \$0.7 million Lottery Funds, \$28.5 million Other Funds, and \$11.1 million Federal Funds.

BUDGET REPORT AND MEASURE SUMMARY

CARRIER: Rep. Buckley

Joint Committee On Ways and Means

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Action: Do Pass The A-Eng Bill.

Action Date: 02/25/16

Vote:

House

Yeas: 11 - Buckley, Gomberg, Huffman, Komp, Nathanson, Rayfield, Read, Smith, Whisnant, Whitsett, Williamson

Exc: 1 - McLane

Senate

Yeas: 7 - Bates, Devlin, Johnson, Monroe, Roblan, Shields, Steiner Hayward

Nays: 4 - Girod, Hansell, Thomsen, Whitsett

Exc: 1 - Winters

Prepared By: Linda Ames and Theresa McHugh, Legislative Fiscal Office

Reviewed By: Daron Hill, Legislative Fiscal Office

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Emergency Board; Various Agencies

Biennium: 2015-17

**Budget Summary\***

	2015-17 Legislatively Approved Budget	2016 Committee Recommendation	Committee Change from 2015-17 Leg. Approved	
			\$ Change	% Change
<b><u>Chiropractic Examiners Board</u></b>				
Other Funds	\$ 1,889,260	\$ 1,931,737	\$ 42,477	2.2%
<b><u>Consumer and Business Services</u></b>				
Other Funds	\$ 243,170,782	\$ 246,301,771	\$ 3,130,989	1.3%
Federal Funds	\$ 16,431,616	\$ 17,320,682	\$ 889,066	5.4%
<b><u>Construction Contractors Board</u></b>				
Other Funds	\$ 14,659,027	\$ 15,051,664	\$ 392,637	2.7%
<b><u>Board of Dentistry</u></b>				
Other Funds	\$ 2,985,971	\$ 3,043,804	\$ 57,833	1.9%
<b><u>Health Related Licensing Boards</u></b>				
Other Funds	\$ 5,707,058	\$ 5,876,450	\$ 169,392	3.0%
<b><u>Bureau of Labor and Industries</u></b>				
General Fund	\$ 12,563,620	\$ 12,892,771	\$ 329,151	2.6%
Other Funds	\$ 10,831,529	\$ 11,296,258	\$ 464,729	4.3%
Federal Funds	\$ 1,476,462	\$ 1,539,652	\$ 63,190	4.3%
<b><u>Licensed Professional Counselors and Therapists. Board of</u></b>				
Other Funds	\$ 1,505,938	\$ 1,540,904	\$ 34,966	2.3%
<b><u>Licensed Social Workers, Board of</u></b>				
Other Funds	\$ 1,471,646	\$ 1,500,640	\$ 28,994	2.0%
<b><u>Board of Medical Examiners</u></b>				
Other Funds	\$ 11,269,353	\$ 11,605,454	\$ 336,101	3.0%
<b><u>Board of Nursing</u></b>				
Other Funds	\$ 15,265,753	\$ 15,573,363	\$ 307,610	2.0%

Analysis

Item 61: Department of Administrative Services

State Government Service Charges Adjustments

Analyst: Paul Siebert

**Request:** Increase the Department of Administrative Services' (DAS) Other Funds expenditure limitation by \$6,520,731, establish 22 limited duration positions (9.17 FTE), and extend six existing limited duration positions through the end of the biennium (4.29 FTE) to complete project planning to modernize the state's human resource information systems. Allocate a total of \$4,292,784 from the special purpose appropriation established for DAS assessment increases, increase Lottery Funds expenditure limitations by \$106,499, increase Other Funds expenditure limitations by \$3,346,054, and increase Federal Funds expenditure limitations by \$1,489,400 for state agencies to fund assessment increases related to continuation of the HRIS project and staffing adjustments related to the previously approved DAS Information Technology reorganization per the attached schedule.

**Recommendation:** Approve the request, as modified.

**Analysis:** The Department of Administrative Services (DAS) began planning to replace the state's existing human resource information systems in the summer of 2012 when DAS used \$5.6 million in Other Funds from over collections of assessments and rates to fund a suite of Improving Government projects that were being undertaken at the direction of the Enterprise Leadership Team. One of these projects was a \$2 million scoping project designed to inform the potential replacement of current legacy human resources applications, the Position Personnel Database (PPDB) and the Position Information Control System (PICS). This work continued through the 2013-15 biennium. During this time the IT Stage Gate review process was put in place and the project then started through the new planning review process which required additional time. During this period the agency spent considerable time researching potential solutions and working with industry experts.

An additional \$1 million was authorized in the Department's 2015-17 legislatively adopted budget to review and update the preparations in the Human Resource Information Systems (HRIS) project for business processes realignment that will be necessary with the adoption and deployment of any new HR IT system, review and update existing IT modernization plans, and study and improve conversion planning for implementation of HRIS. This funding was sufficient to get the project through Stage Gate 2 of the review process, including development of a business case and issuance of two Request for Information proposals.

DAS now needs additional funding to staff the state project team and for IT professional services contracts. Over half the funding requested is for IT professional services for independent quality assurance services (\$1,000,000) and project advisor and management services (\$2,500,000). DAS is also requesting the extension of six limited duration positions (4.29 FTE) with the reclassification of one to a Principal Executive Manager (PEM) G, and the establishment of 22 limited duration positions (9.17 FTE). This request also contains a 10% contingency component. At the end of the 2016 session, DAS received a \$453,681 Other Funds expenditure limitation increase to allow the Department to continue the HRIS project through May 2016. DAS had planned to receive all the funding needed to continue the HRIS project through the current biennium during the 2016

Increase in Agencies' 2015-17 Budgets for DAS Assessments

Agency Number	Agency Name	Chapter Law	Section/Sub	Fund	GF	LF	OF	FF	Total
63200	DEPT OF GEOLOGY AND INDUSTRIES	657 03	FF	-	-	-	-	521	521
63200	DEPT OF GEOLOGY AND INDUSTRIES	657 01	GF	5,465	-	-	-	-	5,465
63200	DEPT OF GEOLOGY AND INDUSTRIES	657 02-01	OF	-	-	-	6,022	-	6,022
63400	DEPT OF PARKS AND RECREATION	303 02-02	LF	-	53,723	-	-	-	53,723
63400	DEPT OF PARKS AND RECREATION	303 01-02	OF	-	-	-	90,809	-	90,809
63500	DEPT OF FISH AND WILDLIFE	690 01-03	GF	115,475	-	-	-	-	115,475
63500	DEPT OF FISH AND WILDLIFE	690 02-03	OF	-	-	-	192,652	-	192,652
66000	DEPT OF LAND CONSERVATION/DEVELOP	333 03	FF	-	-	-	-	4,362	4,362
66000	DEPT OF LAND CONSERVATION/DEVELOP	333 01-01	GF	9,809	-	-	-	-	9,809
66200	LAND USE APPEALS BOARD	193 01	GF	1,404	-	-	-	-	1,404
69000	DEPT OF WATER RESOURCES	597 01	GF	34,473	-	-	-	-	34,473
69000	DEPT OF WATER RESOURCES	597 03-01	OF	-	-	-	3,310	-	3,310
69100	WATERSHED ENHANCEMENT BOARD	659 05	LF	-	7,809	-	-	-	7,809
73000	OREGON DEPT OF TRANSPORTATION	761 05-11	OF	-	-	-	302	-	302
73000	OREGON DEPT OF TRANSPORTATION	761 05-09	OF	-	-	-	16,479	-	16,479
73000	OREGON DEPT OF TRANSPORTATION	761 05-07	OF	-	-	-	35,915	-	35,915
73000	OREGON DEPT OF TRANSPORTATION	761 05-02	OF	-	-	-	318,593	-	318,593
73000	OREGON DEPT OF TRANSPORTATION	761 05-16	OF	-	-	-	719,247	-	719,247
81100	CHIROPRACTIC EXAMINERS BOARD	330 01	OF	-	-	-	1,191	-	1,191
83300	HEALTH RELATED LICENSING BRDS	192 03	OF	-	-	-	390	-	390
83300	HEALTH RELATED LICENSING BRDS	192 05	OF	-	-	-	598	-	598
83300	HEALTH RELATED LICENSING BRDS	192 02	OF	-	-	-	639	-	639
83300	HEALTH RELATED LICENSING BRDS	192 04	OF	-	-	-	658	-	658
83300	HEALTH RELATED LICENSING BRDS	192 06	OF	-	-	-	660	-	660
83300	HEALTH RELATED LICENSING BRDS	192 01	OF	-	-	-	1,256	-	1,256
83400	OREGON BOARD OF DENTISTRY	191 01	OF	-	-	-	1,707	-	1,707
83900	BUREAU OF LABOR AND INDUSTRIES	693 04	FF	-	-	-	-	1,558	1,558
83900	BUREAU OF LABOR AND INDUSTRIES	693 01	GF	15,723	-	-	-	-	15,723
83900	BUREAU OF LABOR AND INDUSTRIES	693 02	OF	-	-	-	6,761	-	6,761
84500	LIQUOR CONTROL COMMISSION	817 07-00	OF	-	-	-	5,102	-	5,102
84500	LIQUOR CONTROL COMMISSION	600 01-01	OF	-	-	-	50,457	-	50,457
84700	MEDICAL EXAMINERS BOARD	409 01	OF	-	-	-	9,469	-	9,469
85100	BOARD OF NURSING	439 01	OF	-	-	-	11,667	-	11,667
85500	PHARMACY, OREGON BOARD OF	410 01	OF	-	-	-	4,638	-	4,638
86000	PUBLIC UTILITY COMMISSION	305 01-01	OF	-	-	-	14	-	14
86000	PUBLIC UTILITY COMMISSION	305 01-02	OF	-	-	-	17	-	17
86000	PUBLIC UTILITY COMMISSION	305 01-04	OF	-	-	-	25	-	25
86000	PUBLIC UTILITY COMMISSION	305 01-03	OF	-	-	-	31,246	-	31,246
86200	RACING COMMISSION	306 01-00	OF	-	-	-	3,239	-	3,239
91400	DEPT OF HOUSING/COMMUNITY SVCS	747 04	FF	-	-	-	-	4,056	4,056
91400	DEPT OF HOUSING/COMMUNITY SVCS	747 01	GF	145	-	-	-	-	145
91400	DEPT OF HOUSING/COMMUNITY SVCS	747 02	OF	-	-	-	14,736	-	14,736
91500	CONSTRUCTION CONTRACTOR BOARD	190 01	OF	-	-	-	18,306	-	18,306
91900	REAL ESTATE AGENCY	94 01	OF	-	-	-	7,322	-	7,322
					4,292,784	106,499	3,346,054	1,489,400	9,234,737

## AGENCY SUMMARY NARRATIVE

---

The Oregon Medical Board (“Board” or “OMB”) is an entirely other-funded agency established in 1889 to ensure that only qualified individuals are licensed to practice medicine in Oregon. The Board is responsible for licensure and regulation of the professions of medical doctor (MD), doctor of osteopathic medicine (DO), podiatric physician (DPM), physician assistant (PA), and licensed acupuncturist (LAc).

The thirteen members of the Board (seven medical doctors, two doctors of osteopathic medicine, one podiatric physician, one physician assistant, and two public members) are appointed by the Governor and confirmed by the Senate. The Board members have ultimate responsibility for the activities of the agency and the decisions concerning licensure and discipline, and they guide administrative rules and philosophy statements on numerous medical and ethical issues. The Board members appoint, and review the work of, the Executive Director; review the findings and recommendations of the Acupuncture and Emergency Medical Services advisory committees; guide agency initiatives and communications through the Legislative and Editorial committees; and study and advise the agency in responding to developing trends and issues in medical practice.

The Board’s purpose is public safety. Public protection is achieved through prevention, remediation, discipline, and ensuring the public is informed about their medical providers and Board processes. The Board operates in an atmosphere of constant change due to ongoing developments in the medical profession.

### Long Term Focus

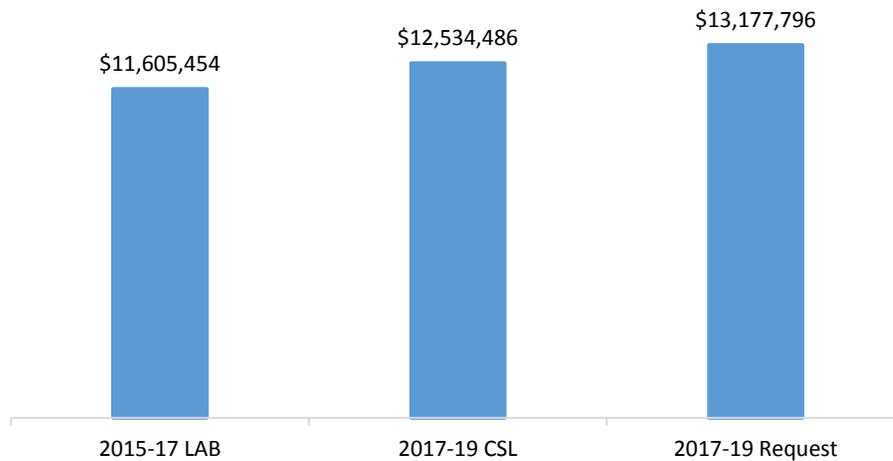
- Healthily, Safe Oregonians (primary link)
- Excellence in State Government (primary link)
- Thriving Statewide Economy (tertiary link)

### Primary Program Contact

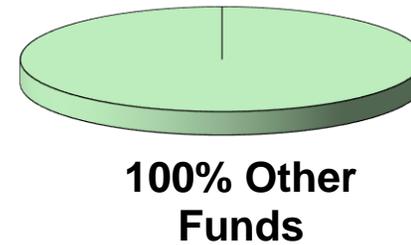
Carol Brandt  
Phone: 971-673-2679  
Email: [Carol.A.Brandt@state.or.us](mailto:Carol.A.Brandt@state.or.us)

## Budget Summary Graphics

### Summary of 2017-2019 Agency Budget



### Source Of Funds



### Mission Statement and Enabling Legislation

The mission of the Oregon Medical Board is to protect the health, safety, and wellbeing of Oregon's citizens by regulating the practice of medicine in a manner that promotes access to quality care.

The Board is governed by Oregon Revised Statute 677, known as the Medical Practice Act, and OAR Chapter 847. Recognizing that to practice medicine is not a right but a privilege, the Legislature established the Board in 1889, tasking it with the responsibility to protect the public from unauthorized or unqualified persons and unprofessional conduct by licensed persons. The Board has proudly protected the people of Oregon for over 125 years.

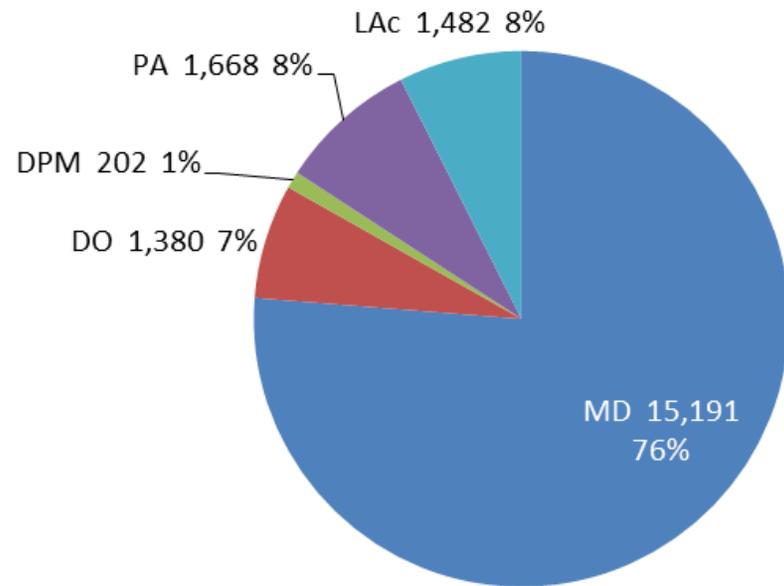
The Oregon Medical Board's values further the mission and shape the culture of the agency. In 2016, the agency Management Team with staff input determined that four core values guide the agency. These values are incorporated into the agency Strategic Plan:

1. **Integrity** – a commitment to acting honestly, ethically, and fairly
2. **Accountability** – a willingness to accept responsibility for actions in a transparent manner
3. **Excellence** – an expectation of the highest quality work and innovation
4. **Customer Service** – a dedication to provide equitable, caring service to all Oregonians with professionalism and respect

## Program Unit Executive Summary

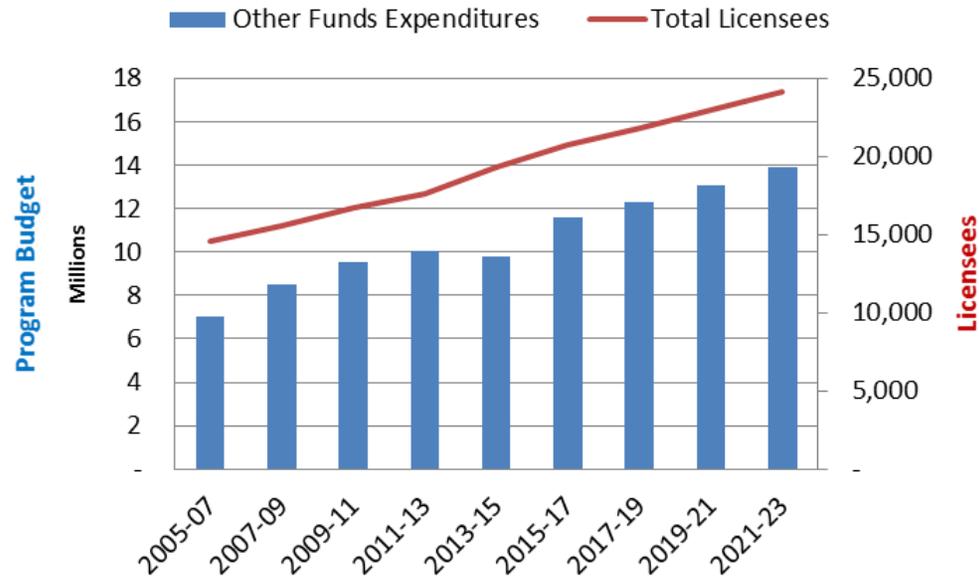
### Program Overview

The Board is responsible for licensing, regulating, and disciplining the professions of medical doctor (MD), doctor of osteopathic medicine (DO), podiatric physician (DPM), physician assistant (PA), and acupuncturist (LAc) to ensure that qualified individuals are licensed to practice. The Board has only one program which consists of 38.79 FTE in several functional areas or departments.



All licensees as of March 2016

## Program Budget and Performance Over Time



### Percent of customer rating the OMB “Good” or “Excellent” for:

	Timeliness	Accuracy	Helpfulness	Expertise	Availability of information	Overall
FY 2015	96%	80%	88%	87%	79%	83%
FY 2014	84%	85%	89%	90%	84%	87%
FY 2013	80%	83%	88%	89%	76%	83%

All targets are 80%

For additional information on the customer service ratings, please see the full APPR on [page 99](#) of this document.

## Program Funding Request

The 2017-19 requested budget is \$13,177,796. Funding the Board's requested budget will provide the resources needed to achieve the goal of improving public safety outcomes through prevention and remediation and will allow the Board to continue to meet performance measures efficiently, as described below. Estimated program costs through 2021-23 are provided in the chart above.

## Program Description

The Board's purpose is public safety. Public protection is achieved through prevention, remediation, and ensuring the public is informed about their medical providers and Board processes.

The OMB grants licenses only after careful review of an applicant's education, training, employment history, and background and criminal history checks to ensure that the applicant qualifies to practice medicine safely in Oregon. Licensing requirements are consistent with the rigorous standards or "best practices" recommended by the Federation of State Medical Boards (FSMB) and aimed at preventing harm caused by the practice of medicine by unqualified persons. New licenses are issued daily and renewed biennially.

The OMB's Investigations and Compliance Department responds to complaints against licensees for alleged violations of the Medical Practice Act, monitors disciplined licensees, reviews current licensees when questions arise during the renewal process, investigates applicants if there is a question regarding whether they meet licensing qualifications, and facilitates remediation. Disciplinary procedures are consistent with national standards and comply with state law to ensure licensees receive due process. Disciplinary orders are issued monthly after each full Board conference call.

Stakeholders include the public; applicants and licensees; other state and national boards and agencies; professional organizations; hospitals, public and private healthcare facilities; medical and osteopathic, physician assistant and acupuncture schools; and health insurance systems. The Board partners with professional associations and others to achieve common goals. The Board strives for transparency and ensures that stakeholders have access to its services and are informed of its processes and actions through interactions with agency staff, the agency website, and multiple channels of communication.

Major cost drivers:

- Increasing numbers of licenses increase agency workload.
- Increasing numbers of complaints against licensees increase Investigation Department workload.
- Increasing personal services expenses and inflation drive the Board's expenses and fees necessary to pay for agency services.

## Program Justification

The OMB provides the critical public service of ensuring that Oregon's citizens receive safe, quality medical care by allowing only qualified individuals to have the privilege to practice medicine, essential to the vision of having healthy, safe Oregonians.

The OMB provides regulation that is focused on prevention and remediation. The Board's Licensing Department ensures that only applicants who meet the statutory standards are granted a license to practice medicine, thereby preventing practice by unauthorized or unqualified persons. The Board relies on its Investigations and Compliance Department to identify and assess licensees with competency issues or who may be impaired by substance use disorders or mental health issues and can be helped through the state's Health Professionals' Services Program (HPSP). Successful remediation can return experienced professionals to practices where they can continue to be vital additions to the state's healthcare systems. Public safety is enhanced by proactively evaluating, assessing the competency of, and treating licensees before they become a danger to themselves or patients.

Through its publications, presentations, and website, including access to public information about its licensees, the OMB educates the public, licensees, and other stakeholders by providing educational outreach. Access to the Board's information services creates more knowledgeable and responsible patients who understand the Board's role and services available to them. The public is empowered to make educated choices when faced with selecting a health care provider.

The OMB also improves access to safe, quality care for Oregonians by encouraging a larger pool of medical providers in the state. This is done by streamlining licensing processes without compromising its standards and by keeping health professionals safely in the workforce or helping them safely re-enter the workforce after ceasing practice for a period of time. For example, the OMB's expedited licensure process allows practitioners with a license to practice medicine in good standing in another state to bypass some of the formal documentation requirements, thereby speeding up the licensing process without lowering qualification standards. The OMB helps providers who have had time away from clinical practice to establish a re-entry program so that they are competent when they return to practice. Between 2003 and 2015, the Board assisted 64 practitioners return to practice.

**Licenses Returned to Practice, January 2003 - December 2015**

<b>Profession</b>	<b>Number of Licensees</b>	<b>Average Time Out of Practice (Years)</b>
Physician	33	4.9
Acupuncturist	20	5
Physician Assistant	10	4.9
DPM	1	2.4

Consistent with the healthy, safe Oregonians vision, the OMB prevents harm and provides a remedy when harm does occur.

## Program Performance

The number of people served is illustrated in the graph of Total Licensees on the chart above. The Board also tracks the number of investigative cases and public orders issued per calendar year as shown in the graph below. The number of investigative cases opened increased significantly during 2011 due to a change in our tracking methodology and has remained steady or increased.



The quality of program performance is measured in several ways. A low percentage of license denials and disciplinary actions overturned on appeal demonstrates that the agency is appropriately licensing and disciplining. Note that one disciplinary action was overturned by the Oregon Court of Appeals during 2007 and during 2015. Because few disciplinary actions are appealed, a single case has a great impact on the percentage outcome. The Board partnered with Lewis and Clark Law School's externship program in 2013 to engage in research examining the Board's disciplinary consistency. The research indicates that the Board is highly

consistent in its disciplinary actions; 97% of the outcomes were consistent and the remaining 3% showed explainable differences. The recidivism rate, the rate at which disciplined licensees re-offend, demonstrates the Board’s ability to remediate and educate licensees, enabling them to continue to safely practice.

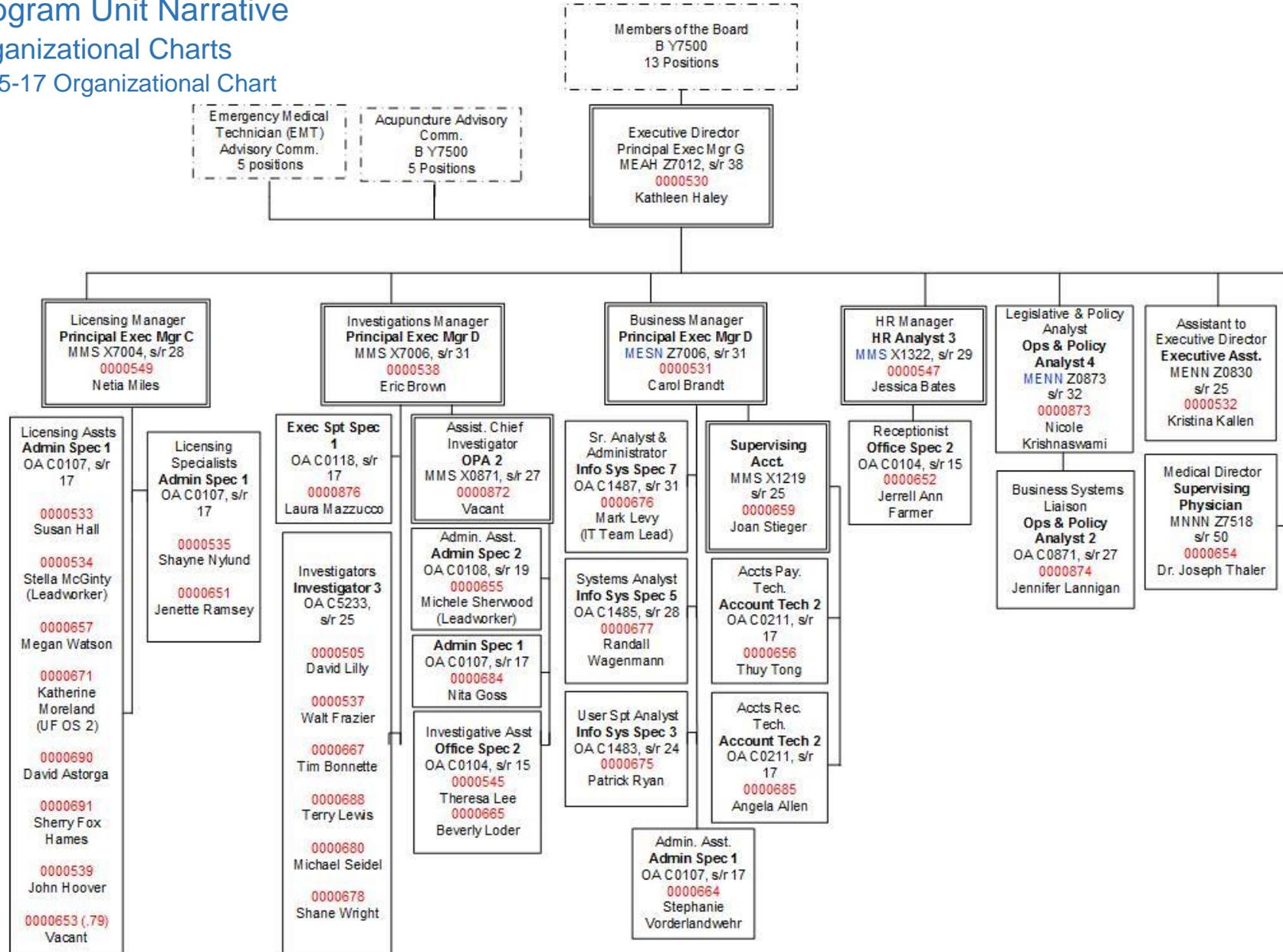
**Licensure Denials, Disciplinary Actions Overturned, and Recidivism Rates:**

<i>Fiscal Year:</i>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>% License Denials Overturned</b>	0%	0%	0%	0%	0%	0%	0%
<b>% Disciplinary Actions Overturned</b>	0%	0%	0%	0%	0%	0%	50%
<b>% Recidivism</b>	4%	5%	5%	5%	5%	5.65%	5%

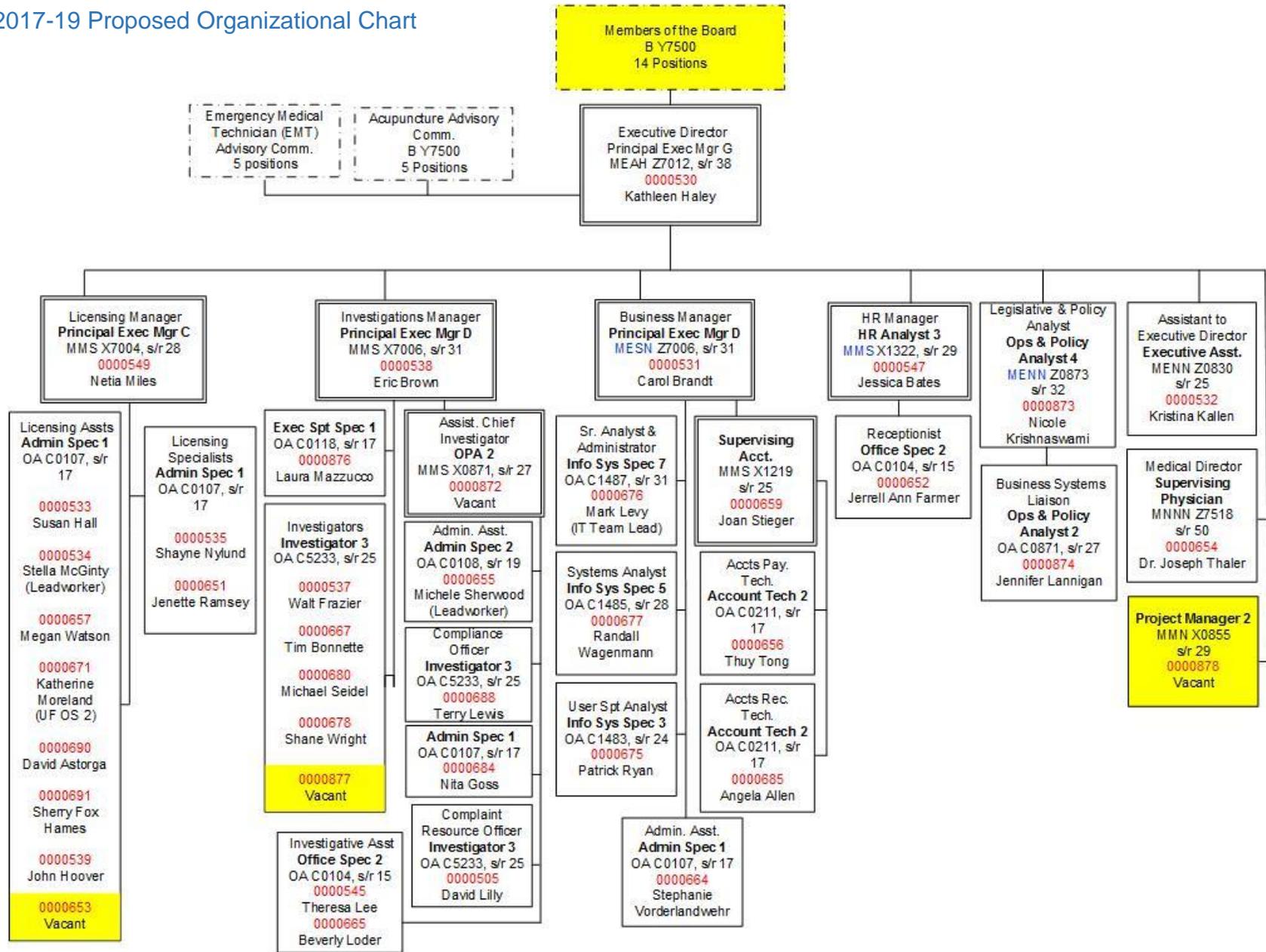
**Timeliness measures of program performance:**

- Average number of calendar days from receipt of completed license application to issuance of license (Fiscal year 2015 = 1 day)
- Average number of calendar days to process and mail a license renewal (Fiscal year 2015 = 4 days)

Program Unit Narrative  
 Organizational Charts  
 2015-17 Organizational Chart



2017-19 Proposed Organizational Chart



Agency-wide Program Unit Summary

**Oregon Medical Board**

**Agency Number: 84700**

**Agencywide Program Unit Summary  
2017-19 Biennium**

**Version: V - 01 - Agency Request Budget**

<i>Summary Cross Reference Number</i>	<i>Cross Reference Description</i>	<i>2013-15 Actuals</i>	<i>2015-17 Leg Adopted Budget</i>	<i>2015-17 Leg Approved Budget</i>	<i>2017-19 Agency Request Budget</i>	<i>2017-19 Governor's Budget</i>	<i>2017-19 Leg Adopted Budget</i>
015-00-00-00000	Operations						
	Other Funds	9,777,175	11,269,353	11,605,454	13,177,796	-	-
<b>TOTAL AGENCY</b>							
	Other Funds	9,777,175	11,269,353	11,605,454	13,177,796	-	-

## Agency Functional Areas

### Administration and Communication Department (5 FTE)

The Administration and Communication Department is responsible for all internal and external Board operations and for ensuring that the Board carries out the goals and objectives of the agency as mandated by law. This department is composed of the Executive Director (who is appointed by the thirteen-member Board), an Operations and Policy Analyst 4 (Legislative & Policy Analyst), an Operations and Policy Analyst 2 (Business Systems Liaison), a Human Resources Manager, and an Executive Assistant.

Chief responsibilities include but are not limited to:

- Provide oversight and direction to all agency departments and operations, with direct supervision of managers and overall supervisory responsibility for the Board's 38.79 FTE; advise and recommend changes to internal policies and procedures.
- Serve as liaison with individuals and organizations outside the Board, including the Governor's Office, other health-related boards, the Legislature, professional associations, professional schools, and hospitals.
- Represent the Board at meetings of partners and stakeholders.
- Ensure that the thirteen Board members and the 10 members of advisory committees for the various health professions under the Board's jurisdiction have all the information necessary to make sound decisions in the public's best interests.
- Administer biennial budget.
- Develop, draft, and educate on legislative concepts and proposals.
- Monitor and provide information about agency impacts from proposed legislation.
- Oversee development of rules and policies for approval by Board members, oversee promulgation and interpretation of laws and rules administered by the Board, and develop operational policies to support Legislative changes.
- Draft, or coordinate the drafting of, all administrative rules of the Board, file with the Secretary of State, and track all rules filed for amendment, repeal, or adoption. Provide copies to the public as requested.
- Undertake, research and lead special projects; assist in long- and short-range planning and development projects.
- Develop agendas for quarterly Board meetings and produce meeting minutes.
- Serve as Public Information Officer, which includes providing information to national and international media; oversee internal and external communications of Board activities, notices and newsletters.
- Provide education to licensees by making presentations at hospitals and professional associations; advise of rule changes; publish a quarterly newsletter; and promote adherence to recognized standards of practice and ethics.

- Ensure the agency website content is consistent and easily accessible for users of varying levels of experience.
- Provide human resource services, including recruiting and OPEU contract management, training for staff, and new employee orientations.
- Oversee staff background checks.
- Maintain emergency contact information for all employees.
- Ensure Agency is compliant with the Union Contract.
- Manage employee trial service and disciplinary actions.
- Administer office security and safety programs.

### Medical Director (1 FTE)

The Medical Director provides medical expertise for OMB Program activities. Responsibilities include but are not limited to:

- Review all complaints of malpractice, incompetence, or unprofessional conduct investigated by the Board, largely through review of medical records pertaining to each case.
- Prepare medical summaries of investigative findings for review by Board members.
- Provide medical expertise to investigative staff.
- Serve as a liaison to physician organizations and licensees.
- Serve as a resource in evaluating the credentials of applicants for licensure, particularly those with potential problems.
- Analyze medical malpractice claims for evidence of negligence, incompetence, or impairment.
- Provide education to licensees by making presentations at hospitals and professional associations to identify problem areas, advise of rule changes, and promote adherence to recognized standards of practice and ethics.

### Investigations and Compliance Department (13 FTE)

While decisions regarding disciplinary matters are made by the thirteen-member Board, this department is responsible for gathering and supplying the information on which those decisions are based. This department receives approximately 2,500 complaint and investigation-related contacts annually, receives 700-800 written complaints annually against licensees and applicants, and conducts investigations as required by statute. Each year the number of complaints and investigations increases. Between 2010 and 2015 the number of investigative cases rose by 82%. Complaints and investigations for 2016 are pacing ahead of 2015 and this trend is expected to continue. This department provides assistance to the public and Board licensees when problems arise with medical providers or medical practice and monitors licensees who are on probation to ensure that it is safe for them to continue practicing.

Approximately 50% of complaints come from patients or their associates. The rest come from review of malpractice cases, pharmacies, insurance companies, hospitals, nursing homes, physicians, nurses, and others in the healthcare field. Cases generated by the OMB's Licensing Department through its application and renewal processes and criminal background checks are also forwarded to the department. Investigations works closely with OHA's Health Professionals' Services Program (HPSP), which is a monitoring program for healthcare licensees with chemical abuse/dependency and/or mental health diagnoses. As a result of careful long-term monitoring, combined with referral to treatment programs where indicated, many disciplined licensees are successfully remediated and eventually restored to full practice.

2016 House Bill 4016, effective July 1, 2017, authorized the health profession regulatory boards to establish or contract for an impaired health professional program. The new program will replace the OHA Health Professionals' Services Program (HPSP). The health profession regulatory boards have partnered to contract a service provider and continue to work together to ensure a seamless transition for current program participants. The Boards are committed to ensuring participant monitoring is uninterrupted while keeping patient safety paramount.

Department tasks include but are not limited to:

- Receive complaints, and determine whether they involve a possible violation of the Medical Practice Act (ORS 677).
- Provide the services of a Complaint Resource Officer, who assists the public with questions and problems concerning their medical providers and who assists providers with questions about Oregon law.
- Conduct thorough investigations of apparent violations, including gathering extensive medical records, interviewing complainants, licensees and witnesses, and working with the Medical Director and medical consultants on the development of the investigation.
- Examine all available records which may have a bearing on the complaint.

- Collect evidence in oral, written or physical form to be used in Board meetings, hearings or court procedures. Safeguard evidence to prevent loss or destruction.
- Provide written summary of investigative findings and outline structure of case.
- Draft agenda for and present findings to the monthly Investigative Committee (comprised of five Board members) and to the full thirteen-member Board.
- Perform investigations to determine appropriateness of a licensee's participation in the Health Professionals' Services Program.
- Follow up on Health Professionals' Services Program participants.
- Work with the Assistant Attorney General to draft stipulated orders for licensees found to be in violation of the Medical Practice Act.
- Establish and maintain effective relationships with other health related boards (in-state and out-of-state) as well as law enforcement authorities to affect mutual assistance in conducting investigations. If appropriate, refer complaints and investigative reports and materials to other agencies having jurisdictional authority, such as district attorneys, professional organizations, or law enforcement agencies.
- Work with the Assistant Attorney General in preparing for contested case hearings as needed.
- Prepare materials for disciplinary appeals and other legal actions.
- Monitor licensees who are under disciplinary action to ensure that all conditions of probation are being met and that it is safe for them to practice.
- Assist licensees under disciplinary action with questions regarding compliance.
- Follow up on malpractice reviews conducted by the Medical Director.
- Provide public disciplinary information to the public.
- Review applications and renewals in support of Licensing.
- At the request of the Board, investigate new trends in technology which have an impact on patient care and/or the practice of medicine.

The investigation department is vital to OMB's mission to protect the people of Oregon and is a necessity for a healthy, safe Oregon. A growing patient population, increasing numbers of agency licensees, and efforts to raise citizen awareness of the Oregon Medical Board services have dramatically increased workload in this department. The number of complaints and open cases is exceeding current capacity for timely review. In response, the agency has proposed additional investigative resources within [policy package 105](#).

### License Services Department (10.79 FTE)

The License Services Department is responsible for both initial licensure and license renewal of all healthcare providers under the jurisdiction of the Board. Its mission is to ensure that only providers who meet all requirements for education, clinical training, examinations, and conduct to be granted the privilege to practice medicine in Oregon.

Tasks performed by this department include but are not limited to:

- Assist applicants for initial licensure, license reactivation, or license renewal with the processes involved, and answer questions about practicing in Oregon.
- Perform thorough background checks on all applicants to ensure that they meet all Oregon standards for licensure, reactivation, or renewal.
- Work with the Federation of State Medical Boards for purposes of portability and for establishing core documents that are required for initial licensure applications.
- Work with the Investigations and Compliance Department, the Medical Director, the Executive Director, and the Administrative Affairs Committee in reviewing applicants for licensure, reactivation, or renewal whose eligibility for Oregon licensure is in question due to areas of concern in their application or background.
- Maintain a licensee database using information from renewal submissions and other sources to ensure that current information is available on addresses, phone numbers, name changes, changes of specialty, and other important data.
- Maintain updated orientation manuals and provide to all new licensees to inform them about the regulations and responsibilities for practice in Oregon.
- Continuously develop ways to provide information to the Board's public on how to apply for a license and information on its licensees through its website, publications, and presentations to interested groups.
- Develop additions and revisions to licensure laws, rules and policies as needed, and work with staff and the Board in their establishment.
- Provide research to the Executive Director, Operations & Policy Analyst, Business Manager, and members of the Board on topics of discussion at Committee and Board meetings regarding licensure and registration issues that may result in a rule change or a proposed legislative concept (statute change).

### Administrative and Business Services Department (9 FTE)

The Administrative Services Department is organized into two main sections: Fiscal Services and Information Systems. Together, these sections support the Board's mission by providing information on licensees to the public and by providing business and technical support to all other departments and activities. Administrative and Business Services Department responsibilities include:

- Advise the Executive Director on all business matters.
- Develop and implement biennial budgets.
- Perform all accounting functions, including receipting \$12 million of revenue and controlling \$11.2 million in expenditures in the 2015-2017 biennium.
- Purchase goods and services from state contractors and private vendors.
- Ensure accurate payroll and assist staff with employee benefits.
- Contract for medical consultants and other professional services.
- Provide reception desk services and public information about licensees.
- Administer information systems, including hardware and software installation and maintenance, programming, database development, network administration, security, and website maintenance.
- Provide mailing lists and other information in electronic form to a variety of customers; provide more than 2,000 written verifications of licensure per year.
- Coordinate facilities and office equipment rental and maintenance.
- Coordinate telecommunications for agency.

## CUSTOMERS AND STAKEHOLDERS

- The general public
- Applicants and licensees
- Hospitals, pharmacies, and laboratories
- Insurance companies
- Professional organizations
- Local and national media
- Other Oregon health-related licensing boards
- Law enforcement agencies
- Medical and osteopathic, physician assistant, and acupuncture schools
- Licensing boards of other states
- Medical placement and credentialing services

The Board ensures that stakeholders have access to its services and are informed of its processes and actions. The OMB quarterly newsletter provides licensees and other interested subscribers with current information regarding the Board and the medical field in general. Licensees, applicants, medical or credentialing organizations and the public have access to a wide variety of information and helpful links on the OMB Web site. Board staff give presentations about the Board's mission and functions at hospitals, professional schools, and other medical facilities throughout the state.

## Agency Strategic Plan

The Oregon Medical Board's long- and short-range planning is directed by its mission and enacted through the OMB Strategic Plan. The Strategic Plan was formally completed in January 2001 and is revised regularly as objectives are met and new needs and issues arise. The plan and its goals were used as criteria for developing the Board's 2017-19 budget. The OMB mission statement and Strategic Plan drive the agency's key performance measures (KPMs) which were designed to promote quality care for Oregonians. The OMB's high level goals, as identified within the Strategic Plan, are shaped by the agency mission and incorporate the agency's values of:

- **Integrity** – a commitment to acting honestly, ethically, and fairly
- **Accountability** – a willingness to accept responsibility for actions in a transparent manner
- **Excellence** – an expectation of the highest quality work and innovation
- **Customer Service** – a dedication to provide equitable, caring service to all Oregonians with professionalism and respect

## Goals

### Goal 1: Streamline agency operations and implement cost efficiencies

Provide the most efficient and effective use of Board resources by assuming some independent functions while remaining accountable to state oversight and to the Board's stakeholders.

#### High Level Outcomes

- Excellence in State Government

#### Measures of Success

- Modified Semi-Independent status
- Streamlined administrative functions allow limited agency resources to be applied to mission-related activities

### Goal 2: Improve access to quality care through efficiently managing licensure & renewal of licensure.

Process licensure and renewal applications efficiently, consistent with public safety. Perform careful background checks on all applicants for licensure.

#### High Level Outcomes

- Healthy, Safe Oregonians

#### Measures of Success

- Key Performance Measure: License Appropriately
- Key Performance Measure: Renew Licenses Appropriately
- Key Performance Measure: License Efficiently

**Goal 3: Provide coordinated outreach and education to the public and licensees.**

Promote public awareness of services available through the Board and serve as a resource for complaints or concerns about a provider. Educate licensees through the *OMB Report*, the OMB website, and presentations by staff and board members. Emphasize changes in rules, positions of the Board, and new problem areas.

**High Level Outcomes**

- Excellence in State Government

**Measures of Success**

- Key Performance Measure: Customer Satisfaction with Agency Services
- Increased stakeholder feedback and involvement in agency proceedings

**Goal 4: Investigate complaints against licensees and applicants; ensure that Board members have sufficient information to take appropriate action based on the facts of the case.**

Promote public safety through investigation of complaints involving licensees and applicants in a manner that is responsive to the needs of the public and is fair to licensees and applicants.

**High Level Outcomes**

- Healthy, Safe Oregonians
- Excellence in State Government

**Measures of Success**

- Key Performance Measure: Discipline Appropriately
- Due process requirements are met
- Resources are available to investigate complaints in a timely and thorough manner

**Goal 5: Remediate licensees to safe, active, useful service to Oregon's citizens.**

Monitor licensees who come under disciplinary action to ensure compliance with their orders. Take an active stance in preventing practice problems utilizing educational outreach and participating in a health professionals program for licensees with substance use and mental health diagnoses.

**High Level Outcomes**

- Healthy, Safe Oregonians
- Excellence in State Government

**Measures of Success**

- Key Performance Measure: Monitor Licensees Who Are Disciplined
- Prevention and rehabilitation cultivate available, quality care

**Goal 6: Staffing, facilities, processes and tools are optimal in meeting dynamic OMB customer needs and providing resources that enable the agency to succeed in its mission.**

Promote employee growth, enrichment and diversity, ensuring that each staff member is equipped to serve as a responsible and innovative member of the Oregon Medical Board team. Continue to attract and retain employees with the necessary skills to carry out the Board's mission. Ensure all staff have access to the tools and resources necessary to effectively accomplish their work.

**High Level Outcomes**

- Excellence in State Government

**Measures of Success**

- Technology provides staff with tools and resources for efficient processes
- Employees are dependable and loyal
- Confidentiality is maintained as appropriate for public safety while operating transparently

### Goal 7: Recruit and retain the highest qualified board members

Board members provide a critical public service for patients and the medical profession. The thirteen member Board oversees all agency functions and makes all final decisions on the regulation of the practice of medicine. Achieving excellence in the agency's operations depends upon the Board's membership. Board members must ensure integrity through consistent and fair decisions and accountability through transparent and accessible processes. As the face of the applicants, licensees, and stakeholders.

#### **High Level Outcomes**

- Excellence in State Government
- Healthy, Safe Oregonians

#### **Measures of Success**

- Key Performance Measure: License Appropriately
- Key Performance Measure: Discipline Appropriately
- Key Performance Measure: Monitor Licensees Who Are Disciplined
- Board members are dependable and loyal
- Confidentiality is maintained as appropriate for public safety while operating transparently

## Performance Measures

The Board has created a comprehensive set of KPMs to help assess and manage our performance. Performance measure results are reviewed regularly to quickly identify and respond to variances. The Board expects to continue to meet or exceed its key performance measures in 2017-2019 and beyond, through streamlining and process improvement.

Full performance measure results can be found within the Special Reports tab of these budget materials.

Key Performance Measure	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
License Appropriately	✓	✓	✓	✓	✓	✓
Discipline Appropriately	✓	✓	✓	✓	✓	
Monitor Licensees who are Disciplined	✓	✓	✓	✓	✓	✓
License Efficiently	✓	✓	✓	✓	✓	✓
Renew Licenses Efficiently	✓	✓	✓	✓	✓	✓
Customer Satisfaction	✓	✓	✓	✓	✓	✓
Board Best Practices	✓	✓	✓	✓	✓	✓

✓ Target met or exceeded

## Major Information Technology Projects/Initiatives

None.

## Criteria for 2017-19 Budget Development

The Oregon Medical Board's long- and short-range planning is directed by both its mission and its Strategic Plan. The plan and its goals were used as criteria for developing the Board's 2017-19 budget. In developing its 2017-2019 budget, the Board determined the amount of money needed to maintain its current level of service to the public and clients, and identified ways in which it could best improve this service. The Board identified both high level and medium level goals in developing its packages.

Goal Evaluation:

- |                      |  |
|----------------------|--|
| High-level<br>Medium | 1. Does this package support the Board's fundamental mission or an Oregon benchmark?                             |
|                      | 2. Is this package essential for the Board to continue its current level of service?                             |
|                      | 3. Does the package solve or reduce a serious current problem, or will it prevent or reduce future problems?     |
|                      | 4. Will the package result in the saving or more efficient use of time or money?                                 |
|                      | 5. Will the package result in a substantial improvement in Board services?                                       |
|                      | 6. Does the package fund something that is needed but cannot be done within the budget for the current biennium? |
|                      | 7. Is the package important to the Board's major stakeholders?   |
|                      | 8. Does the package support or improve infrastructure viability?   |

## Policy Packages

The Board's two-year plan for progressing toward its long range goals is demonstrated by its proposed packages for the 2017-2019 biennium. For 2017-2019, the Board's proposed packages serve to provide the Board with the expenditure authority to enable the agency to continue to fulfill its mission and to continue to meet its performance measures. Details about proposed packages may be found later in this budget document.

### Proposed Packages:

- 101 Administrative Efficiencies
- 102 Interstate Medical Licensure Compact
- 103 Board Membership
- 104 Physician Wellness
- 105 Investigative Resources
- 106 Licensing Resources

## Essential Packages

### 010 Vacancy Factor and Non-PICS Personal Services

The total increase for Non-PICS Personal Services is \$48,700. Package details are as follows:

\$	8,662	Vacancy Factor
	1,278	Premium Pay
	1,248	Temporary Help & Overtime
	584	OPE Related to Premium Pay, Temporary Help, and Overtime
	3,830	Mass Transit
	33,098	Pension Bond Contributions
\$	<u>48,700</u>	TOTAL

### 031 Standard Inflation and State Government Service Charge

The package 031 Costs of Goods and Services increase totals \$333,910. This increase is based on the price list's 13.14% rate increase in Attorney General fees and the standard 3.7% biennial inflation factor increase in Services and Supplies Expenditures.

The Board has a net increase of \$97,189 for State Government Service Charges, based on the price list's estimates.

### 033 Above Standard Inflation with Exception Committee Approval

The Costs of Goods and Services above standard inflation is \$31,691 for merchant services fees.

### 060 Technical Adjustments

2016 HB4016 shifts the responsibility for contracting of the Health Professionals' Service Program (HPSP) monitoring services from the Oregon Health Authority (OHA) to the health professional licensing Boards. HB4016 established a work group of the Boards and directed the OMB to provide staff support. In 2015-2017, the OMB budget included a special payment to OHA for this expense. The funding is moved to ORBITS 4300, Professional Services for 2017-2019 due to the new legislation.

# Program Prioritization

Agency Name: Oregon Medical Board																				Agency Number: 84700	
2017-19 Biennium																					
Agency-Wide																					
Program/Division Priorities for 2017-19 Biennium																					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (For C, FM, and FO Only)	Comments on Proposed Changes to CSL Included in Agency Request	
Agcy	Prgrm/ Div																				
1	1		License Services	1) Process new license applications 2) Renew existing licenses 3) Answer questions from licensees and applicants 4) Work with investigators on problem applications 5) Update database records (addresses, license status, etc.) 6) Develop license policy	1, 6, 7, 9	3, 10		2,354,704				\$ 2,354,704	11	11.00	N	Y	S	ORS 677			
2	1		Investigations and Compliance	1) Investigate complaints 2) Assist Board in developing remedies 3) Coordinate contested case hearings 4) Monitor licensees under probation 5) Provide required information to national databases 6) Work with License staff on problem applications 7) Perform triage and investigative services for the Health Professionals' Services Program	2, 4, 7	3, 10		6,627,603				\$ 6,627,603	15	15.00	N	Y	S	ORS 677			
3	1		Administration and Communication	1) Provide information for board members and advisory committee decision-making 2) Represent the agency to outside entities including the media 3) Oversee the agency's 4 departments 4) Coordinate development and promulgation of laws and rules 5) Ensure provision of legal expertise 6) Provide education and publish newsletter on regulatory and disciplinary issues 7) Provide Human Resources 8) Includes per diem for 14 Board Members and 10 Committee members, totaling \$164,025	7,8	4, 10		1,301,505				\$ 1,301,505	5	5.00	N		S	ORS 677			
	1		Administrative and Business Services	1) Provide public information including: written verifications of licensure, telephoned inquiries, and electronic data requests 2) Agency network, database, and web site development and maintenance 3) Budgeting, cash receipts, and disbursement 4) Payroll and Benefits 5) Purchasing and general services 6) Contracting of medical consultants, legal, and other services 7) Office facilities rental, equipment maintenance, and telecommunications	6, 7, 8, 9	4, 10		2,849,144				\$ 2,849,144	9	9.00	N	Y	S	ORS 677			
								13,133,095				\$ 13,133,095	40	40.00							

**7. Primary Purpose Program/Activity Exists**

- 1 Civil Justice
- 2 Community Development
- 3 Consumer Protection
- 4 Administrative Function
- 5 Criminal Justice
- 6 Economic Development
- 7 Education & Skill Development
- 8 Emergency Services
- 9 Environmental Protection
- 10 Public Health
- 11 Recreation, Heritage, or Cultural
- 12 Social Support

**19. Legal Requirement Code**

- C Constitutional
- D Debt Service
- FM Federal - Mandatory
- FO Federal - Optional (once you choose to participate, certain requirements exist)
- S Statutory

Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS

**Document criteria used to prioritize activities:**

Activities were prioritized based on the following criteria:

- 1) Does the activity fulfill a statutory mandate?
- 2) Does the activity support the mission of the Oregon Medical Board?
- 3) Does the activity support the Governor's priorities?
- 4) What activities will serve the most Oregonians?

## Reduction Options

10% Reduction Options (ORS 291.216)

ACTIVITY OR PROGRAM	DESCRIBE REDUCTION	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. INCLUDE POSITIONS AND FTE IN 2017-19 AND 2019-21)	(GF, LF, OF, FF. IDENTIFY REVENUE SOURCE FOR OF, FF)	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
1. Agency wide	Eliminate printing and mailing of agency newsletter. Lessens the effectiveness of agency outreach and educational efforts in support of agency strategic plan goals.	\$ 72,000 (OF)	Activities/programs are identified in rank order. Rankings were based on public safety impact.
2. Licensing	Eliminate .79 FTE Administrative Specialist position. Increases processing time for applicants to receive a license. Decreases agency staff available to assist applicants, licensees, and the public. Agency databases may not be kept current, negatively impacting the information available to the public and other stakeholders. Increased workload for remaining staff may lead to employee dissatisfaction and increased staff turnover, further slowing services. The agency mission of public protection may not be fulfilled.	\$ 100,849 (OF)	

3. Administrative Services	Eliminate 1.0 FTE Information Support Specialist 3 position. Reduces staffing in Information Technology, deteriorating agency internal operating efficiencies. Licensing services will be impacted, slowing the time for applicants to be licensed. Services to the public and protection of the public are affected. Increased workload for remaining staff may lead to employee dissatisfaction and increased staff turnover, further slowing services The agency mission of public protection may not be fulfilled.	\$ 169,034 (OF)	
4. Investigations	Eliminate 1.0 FTE Office Specialist 2 position. Reduces staffing in Investigations. Public protection is diminished. Time to complete investigations is increased. Increased workload for remaining staff may lead to employee dissatisfaction and increased staff turnover, further slowing services. Reliance on Department of Justice personnel is increased, increasing Attorney General Expenses. The public may not be protected from unsafe practitioners. The agency mission of public protection may not be fulfilled.	\$ 140,249 (OF)	
5. Administrative Services	Eliminate 1.0 FTE Accounting Technician 2 position. Reduces staffing in accounting functions, deteriorating agency internal operating efficiencies and weakening accounting controls. Increased workload for remaining staff may lead to employee dissatisfaction and increased staff turnover, further slowing services. The agency mission of public protection may not be fulfilled.	\$ 145,430 (OF)	

6. Administrative Services	Eliminate 1.0 FTE Office Specialist 2 position. Eliminates agency public information specialist, slowing services to applicants, licensees, the public, and other stakeholders. Increased workload for remaining staff may lead to employee dissatisfaction and increased staff turnover, further slowing services. The agency mission of public protection may not be fulfilled.	\$ 126,744 (OF)	
7. Investigations	Eliminate 1.0 FTE Investigator 3 position. Reduces staffing in Investigations. Public protection is diminished. Time to complete investigations is increased. Increased workload for remaining staff may lead to employee dissatisfaction and increased staff turnover, further slowing services. Reliance on Department of Justice personnel is increased, increasing Attorney General Expenses. The public may not be protected from unsafe practitioners. The agency mission of public protection may not be fulfilled.	\$ 204,717 (OF)	
8. Investigations	Eliminate use of national practitioner databank proactive disclosure service. Threatens the Board's ability to properly protect the public through investigation and prosecution of licensees. Eliminates tools that help agency staff operate with maximum efficiency.	\$ 219,035 (OF)	
9. Investigations	Reduce funds budgeted for Attorney General Services. Reduced legal advice leaves the agency with fewer resources with which to protect the public.	\$ 75,390 (OF)	

# Summary of 2017-19 Budget

## Summary of 2017-19 Biennium Budget

Oregon Medical Board  
 Oregon Medical Board  
 2017-19 Biennium

Agency Request Budget  
 Cross Reference Number: 84700-000-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2015-17 Leg Adopted Budget	39	38.79	11,269,353	-	-	11,269,353	-	-	-
2015-17 Emergency Boards	-	-	336,101	-	-	336,101	-	-	-
<b>2015-17 Leg Approved Budget</b>	<b>39</b>	<b>38.79</b>	<b>11,605,454</b>	<b>-</b>	<b>-</b>	<b>11,605,454</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2017-19 Base Budget Adjustments</b>									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	514,731	-	-	514,731	-	-	-
Estimated Cost of Merit Increase	-	-	-	-	-	-	-	-	-
Base Debt Service Adjustment	-	-	-	-	-	-	-	-	-
Base Nonlimited Adjustment	-	-	-	-	-	-	-	-	-
Capital Construction	-	-	-	-	-	-	-	-	-
<b>Subtotal 2017-19 Base Budget</b>	<b>39</b>	<b>38.79</b>	<b>12,120,185</b>	<b>-</b>	<b>-</b>	<b>12,120,185</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Essential Packages</b>									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	8,662	-	-	8,662	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	40,038	-	-	40,038	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>48,700</b>	<b>-</b>	<b>-</b>	<b>48,700</b>	<b>-</b>	<b>-</b>	<b>-</b>
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase - In	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	268,412	-	-	268,412	-	-	-
State Gov't & Services Charges Increase/(Decrease)	-	-	97,189	-	-	97,189	-	-	-

**Summary of 2017-19 Biennium Budget**

Oregon Medical Board  
Oregon Medical Board  
2017-19 Biennium

Agency Request Budget  
Cross Reference Number: 84700-000-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	365,601	-	-	365,601	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
<b>Subtotal: 2017-19 Current Service Level</b>	<b>39</b>	<b>38.79</b>	<b>12,534,486</b>	<b>-</b>	<b>-</b>	<b>12,534,486</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Summary of 2017-19 Biennium Budget**

Oregon Medical Board  
Oregon Medical Board  
2017-19 Biennium

Agency Request Budget  
Cross Reference Number: 84700-000-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal: 2017-19 Current Service Level</b>	39	38.79	12,534,486	-	-	12,534,486	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2017-19 Current Service Level</b>	39	38.79	12,534,486	-	-	12,534,486	-	-	-
080 - E-Boards									
080 - May 2016 E-Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - Administrative Efficiencies	-	-	-	-	-	-	-	-	-
102 - Interstate Medical Licensure Compact	1	1.00	224,684	-	-	224,684	-	-	-
103 - Board Membership	-	-	44,853	-	-	44,853	-	-	-
104 - Physician Wellness	-	-	175,000	-	-	175,000	-	-	-
105 - Investigative Resources	1	1.00	173,468	-	-	173,468	-	-	-
106 - Licensing Resources	-	0.21	25,305	-	-	25,305	-	-	-
<b>Subtotal Policy Packages</b>	2	2.21	643,310	-	-	643,310	-	-	-
<b>Total 2017-19 Agency Request Budget</b>	41	41.00	13,177,796	-	-	13,177,796	-	-	-
Percentage Change From 2015-17 Leg Approved Budget	5.13%	5.70%	13.55%	-	-	13.55%	-	-	-
Percentage Change From 2017-19 Current Service Level	5.13%	5.70%	5.13%	-	-	5.13%	-	-	-

**Summary of 2017-19 Biennium Budget**

**Oregon Medical Board  
Operations  
2017-19 Biennium**

**Agency Request Budget  
Cross Reference Number: 84700-015-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2015-17 Leg Adopted Budget	39	38.79	11,269,353	-	-	11,269,353	-	-	-
2015-17 Emergency Boards	-	-	336,101	-	-	336,101	-	-	-
<b>2015-17 Leg Approved Budget</b>	<b>39</b>	<b>38.79</b>	<b>11,605,454</b>	<b>-</b>	<b>-</b>	<b>11,605,454</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2017-19 Base Budget Adjustments</b>									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	514,731	-	-	514,731	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
<b>Subtotal 2017-19 Base Budget</b>	<b>39</b>	<b>38.79</b>	<b>12,120,185</b>	<b>-</b>	<b>-</b>	<b>12,120,185</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Essential Packages</b>									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	8,662	-	-	8,662	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	40,038	-	-	40,038	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>48,700</b>	<b>-</b>	<b>-</b>	<b>48,700</b>	<b>-</b>	<b>-</b>	<b>-</b>
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase - In	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	268,412	-	-	268,412	-	-	-
State Gov't & Services Charges Increase/(Decrease)			97,189	-	-	97,189	-	-	-

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**Summary of 2017-19 Biennium Budget**

Oregon Medical Board  
 Operations  
 2017-19 Biennium

Agency Request Budget  
 Cross Reference Number: 84700-015-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	365,601	-	-	365,601	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
<b>Subtotal: 2017-19 Current Service Level</b>	<b>39</b>	<b>38.79</b>	<b>12,534,486</b>	<b>-</b>	<b>-</b>	<b>12,534,486</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Summary of 2017-19 Biennium Budget**

**Oregon Medical Board  
Operations  
2017-19 Biennium**

**Agency Request Budget  
Cross Reference Number: 84700-015-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
<b>Subtotal: 2017-19 Current Service Level</b>	<b>39</b>	<b>38.79</b>	<b>12,534,486</b>	<b>-</b>	<b>-</b>	<b>12,534,486</b>	<b>-</b>	<b>-</b>	<b>-</b>
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
<b>Modified 2017-19 Current Service Level</b>	<b>39</b>	<b>38.79</b>	<b>12,534,486</b>	<b>-</b>	<b>-</b>	<b>12,534,486</b>	<b>-</b>	<b>-</b>	<b>-</b>
080 - E-Boards									
080 - May 2016 E-Board	-	-	-	-	-	-	-	-	-
<b>Subtotal Emergency Board Packages</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Policy Packages									
101 - Administrative Efficiencies	-	-	-	-	-	-	-	-	-
102 - Interstate Medical Licensure Compact	1	1.00	224,684	-	-	224,684	-	-	-
103 - Board Membership	-	-	44,853	-	-	44,853	-	-	-
104 - Physician Wellness	-	-	175,000	-	-	175,000	-	-	-
105 - Investigative Resources	1	1.00	173,468	-	-	173,468	-	-	-
106 - Licensing Resources	-	0.21	25,305	-	-	25,305	-	-	-
<b>Subtotal Policy Packages</b>	<b>2</b>	<b>2.21</b>	<b>643,310</b>	<b>-</b>	<b>-</b>	<b>643,310</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total 2017-19 Agency Request Budget</b>	<b>41</b>	<b>41.00</b>	<b>13,177,796</b>	<b>-</b>	<b>-</b>	<b>13,177,796</b>	<b>-</b>	<b>-</b>	<b>-</b>
Percentage Change From 2015-17 Leg Approved Budget	5.13%	5.70%	13.55%	-	-	13.55%	-	-	-
Percentage Change From 2017-19 Current Service Level	5.13%	5.70%	5.13%	-	-	5.13%	-	-	-

# ORBITS Essential and Policy Packages Fiscal Impact Summary

## ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board  
 Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor

Cross Reference Name: Operations  
 Cross Reference Number: 84700-015-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
Temporary Appointments	-	-	985	-	-	-	985
Overtime Payments	-	-	263	-	-	-	263
All Other Differential	-	-	1,278	-	-	-	1,278
Public Employees' Retire Cont	-	-	294	-	-	-	294
Pension Obligation Bond	-	-	33,098	-	-	-	33,098
Social Security Taxes	-	-	193	-	-	-	193
Unemployment Assessments	-	-	97	-	-	-	97
Mass Transit Tax	-	-	3,830	-	-	-	3,830
Vacancy Savings	-	-	8,662	-	-	-	8,662
<b>Total Personal Services</b>	-	-	<b>\$48,700</b>	-	-	-	<b>\$48,700</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	48,700	-	-	-	48,700
<b>Total Expenditures</b>	-	-	<b>\$48,700</b>	-	-	-	<b>\$48,700</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(48,700)	-	-	-	(48,700)
<b>Total Ending Balance</b>	-	-	<b>(\$48,700)</b>	-	-	-	<b>(\$48,700)</b>

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Medical Board  
 Pkg: 031 - Standard Inflation

Cross Reference Name: Operations  
 Cross Reference Number: 84700-015-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Instate Travel	-	-	2,031	-	-	-	2,031
Out of State Travel	-	-	35	-	-	-	35
Employee Training	-	-	2,029	-	-	-	2,029
Office Expenses	-	-	9,432	-	-	-	9,432
Telecommunications	-	-	2,518	-	-	-	2,518
State Gov. Service Charges	-	-	97,189	-	-	-	97,189
Data Processing	-	-	704	-	-	-	704
Publicity and Publications	-	-	197	-	-	-	197
Professional Services	-	-	33,412	-	-	-	33,412
IT Professional Services	-	-	5,068	-	-	-	5,068
Attorney General	-	-	88,856	-	-	-	88,856
Employee Recruitment and Develop	-	-	1,885	-	-	-	1,885
Dues and Subscriptions	-	-	180	-	-	-	180
Facilities Rental and Taxes	-	-	39,973	-	-	-	39,973
Agency Program Related S and S	-	-	6,719	-	-	-	6,719
Other Services and Supplies	-	-	7,964	-	-	-	7,964
Expendable Prop 250 - 5000	-	-	991	-	-	-	991
IT Expendable Property	-	-	4,732	-	-	-	4,732
<b>Total Services &amp; Supplies</b>	-	-	<b>\$303,915</b>	-	-	-	<b>\$303,915</b>
<b>Capital Outlay</b>							
Other Capital Outlay	-	-	722	-	-	-	722
<b>Total Capital Outlay</b>	-	-	<b>\$722</b>	-	-	-	<b>\$722</b>

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Medical Board  
 Pkg: 031 - Standard Inflation

Cross Reference Name: Operations  
 Cross Reference Number: 84700-015-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Special Payments</b>							
Spc Pmt to Oregon Health Authority	-	-	29,273	-	-	-	29,273
<b>Total Special Payments</b>	-	-	<b>\$29,273</b>	-	-	-	<b>\$29,273</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	333,910	-	-	-	333,910
<b>Total Expenditures</b>	-	-	<b>\$333,910</b>	-	-	-	<b>\$333,910</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(333,910)	-	-	-	(333,910)
<b>Total Ending Balance</b>	-	-	<b>(\$333,910)</b>	-	-	-	<b>(\$333,910)</b>

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Medical Board  
 Pkg: 033 - Exceptional Inflation

Cross Reference Name: Operations  
 Cross Reference Number: 84700-015-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Other Services and Supplies	-	-	31,691	-	-	-	31,691
<b>Total Services &amp; Supplies</b>	-	-	<b>\$31,691</b>	-	-	-	<b>\$31,691</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	31,691	-	-	-	31,691
<b>Total Expenditures</b>	-	-	<b>\$31,691</b>	-	-	-	<b>\$31,691</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(31,691)	-	-	-	(31,691)
<b>Total Ending Balance</b>	-	-	<b>(\$31,691)</b>	-	-	-	<b>(\$31,691)</b>

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Medical Board  
 Pkg: 060 - Technical Adjustments

Cross Reference Name: Operations  
 Cross Reference Number: 84700-015-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Professional Services	-	-	820,422	-	-	-	820,422
<b>Total Services &amp; Supplies</b>	-	-	<b>\$820,422</b>	-	-	-	<b>\$820,422</b>
<b>Special Payments</b>							
Spc Pmt to Oregon Health Authority	-	-	(820,422)	-	-	-	(820,422)
<b>Total Special Payments</b>	-	-	<b>(\$820,422)</b>	-	-	-	<b>(\$820,422)</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-	-
<b>Ending Balance</b>							
Ending Balance	-	-	-	-	-	-	-
<b>Total Ending Balance</b>	-	-	-	-	-	-	-

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# REVENUES

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## Revenue Forecast Narrative

### Funding Streams

All revenue received by the Oregon Medical Board (OMB) is classified as Other Funds. The Board revenues and expenditures are paid by and dedicated to those who are served; ninety-eight percent of agency revenue comes from the licensing and renewal activities of the agency. The other 2 percent of revenue is generated by various fees for services the agency provides.

Types Of Funds	Percentage of Revenue
General Funds	0%
Lottery Funds	0%
Other Funds	100%
Federal Funds	0%

### Matching Funds

The OMB receives no revenue subject to matching rates.

### General Limits on Use

In the powers granted to the Oregon Medical Board under ORS 677.265 (1)(a), the Board has the power of "establishing fees and charges to carry out its legal responsibilities, subject to prior approval by the Oregon Department of Administrative Services and a report to the Emergency Board prior to adopting the fees and charges." It also states that:

- The fees and charges shall be within the budget authorized by the Legislative Assembly as that budget may be modified by the Emergency Board. The fees and charges established under this section may not exceed the cost of administering the program or the purpose for which the fee or charge is established.

In addition to the fees the Board has established to support Board programs, the Board collects several pass-through fees from its licensees for the Oregon Health Authority and Oregon Health Sciences University.

ORS 677.290 (3) requires the following revenue transfer:

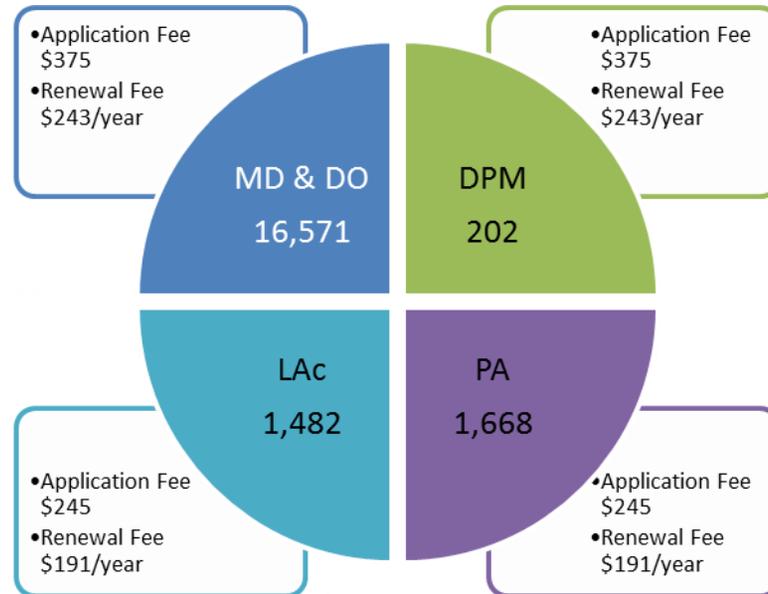
Each year \$10 shall be paid to the Oregon Health and Science University for each in-state physician licensed under this chapter, which amount is continuously appropriated to the Oregon Health and Science University to be used in maintaining a circulating library of medical and surgical books and publications for the use of providers of medicine in this state, and when not so in use to be kept at the library of the School of Medicine and accessible to its students. The fee is collected at the time the Board collects other license renewal fees.

Per ORS 431A.880 (2) (a), "... a board shall adopt rules imposing a fee of \$25 per year on each person licensed by the board who is authorized to prescribe or dispense controlled substances." The fee is collected at the time the Board collects other license renewal fees.

Per ORS 676.410 (6), "In addition to renewal fees that may be imposed by a health care workforce regulatory board, the authority [Oregon Health Authority] shall establish fees to be paid by individuals applying to renew a license with a health care regulatory board. The amount of fees established under this subsection must be reasonably calculated to reimburse the actual cost of obtaining or reporting information [for the state workforce database]." The fee is collected at the time the Board collects other license renewal fees.

### Basis for 2017-19 Estimates

85% of agency revenue comes from licensure and renewal of Medical and Osteopathic physicians. The MD and DO license group increases on a net basis approximately 2% per year. Licensees of other professions grow at different rates. The estimate for 2017-2019 revenue is based on the current trend in fee income which shows that between 2012 and 2016, fee receipts from all licensees increased by an average of 2.55% per year.



Board fees have increased more slowly than the Consumer Price Index (CPI) and are generally lower than those of surrounding states.

### Changes in Revenue

There are no significant changes in revenue. The Board is not proposing to increase fees during the 2017-2019 Biennium.

Detail of Lottery Funds, Other Funds, and Federal Funds Revenue

**DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE**

Oregon Medical Board  
2017-19 Biennium

Agency Number: 84700

Cross Reference Number: 84700-000-00-00-00000

<i>Source</i>	2013-15 Actuals	2015-17 Leg Adopted Budget	2015-17 Leg Approved Budget	2017-19 Agency Request Budget	2017-19 Governor's Budget	2017-19 Leg Adopted Budget
<b>Other Funds</b>						
Business Lic and Fees	12,118,821	12,090,130	12,090,130	13,318,618	-	-
Charges for Services	61,131	72,070	72,070	92,554	-	-
Fines and Forfeitures	200,887	120,359	120,359	173,634	-	-
Sales Income	35,140	46,950	46,950	35,550	-	-
Other Revenues	20,475	-	-	-	-	-
Transfer to Public Universities	-	-	-	(283,979)	-	-
Transfer to Other	-	(264,045)	(264,045)	-	-	-
Tsfr To Oregon Health Authority	(846,398)	(854,061)	(854,061)	(937,552)	-	-
Tsfr To Or Health & Science U	(256,810)	-	-	-	-	-
<b>Total Other Funds</b>	<b>\$11,333,246</b>	<b>\$11,211,403</b>	<b>\$11,211,403</b>	<b>\$12,398,825</b>	-	-

## Legislation

For 2017, the Board has proposed three legislative concepts.

- Legislative Concept 652 proposes that the Oregon Medical Board transition to a modified semi-independent state agency as defined by ORS 182.454. See Policy Package 101.
- Legislative concept 653 proposes that the Oregon Medical Board participate in the Interstate Medical Licensure Compact. See Policy Package 102.
- Legislative Concept 654 proposes to add a public member to the Oregon Medical Board and allow emeritus members to serve on the board in times of absence. See Policy Package 103.

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# PACKAGE NARRATIVE

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## 101 IMPLEMENT ADMINISTRATIVE EFFICIENCIES

### **Purpose**

As a small, other-funded agency, the Oregon Medical Board's resources are limited. Rising administrative costs and requirements directly impact the funding for programs and the services that board staff can provide to Oregonians. The time and expense in executing the existing budget process is disproportionate to the agency's overall budget and FTE. In building its budget, the Board works with the professional associations who represent our licenses but not every licensee is represented by these associations so the process lacks direct involvement with licensees whose fees fund Board services. In addition, state government incurs costs to support administrative functions that could be provided directly through the Board's existing staff at a lower cost.

This package is the companion to legislative concept 652.

### **How Achieved**

Legislative concept 652 would achieve administrative efficiencies by shifting the Oregon Medical Board to a modified semi-independent state agency under ORS 182.454. This legislative concept creates new layers of budget review unique to the Oregon Medical Board while exempting the Board from some requirements that are not well-suited to a small, other-funded agency with a stable, self-supporting infrastructure. State oversight and accountability to the Governor, the Legislature, and the public are maintained.

Although the Board would be exempt from some administrative statutes, it remains transparent and subject to robust oversight by the state and its stakeholders. This modified semi-independent model would benefit the OMB, its licensees, the State, and the public by achieving the most efficient and effective use of resources. The concept would allow the Board to better allocate its limited resources toward achieving its mission of patient safety.

### *Efficiencies and Effectiveness*

The semi-independent form of governance saves both time and money by streamlining administrative and operational functions, exempting the agency from statutes intended for larger agencies, shortening the budget cycle, and allowing the agency to perform comparison shopping when spending agency funds. These agencies save the state resources, freeing up resources for health care, education, and public safety. This model is ideal for the OMB, an Other-Funded agency that already performs its own bookkeeping, financial reporting, accounts payable, contracting, human resources, payroll and benefits, and information and technical systems and services.

The Oregon Medical Board is completely self-funded. Its operation and quality of service depend on the ability to respond to the requests and changing needs of internal and external customers in a timely manner. Although the Board is self-funded, the agency is subject to state government administrative costs which are in some cases unnecessary.

The Board worked with several agencies already included in ORS 182.454 to identify and evaluate potential efficiencies and to learn from their experience. This collaboration will ensure that a transition to the modified semi-independent model will not negatively impact patient safety. Established as semi-independent in 1997, these agencies have a proven track record and demonstrate that the change in organizational structure enhanced their effectiveness.

The proposed modified semi-independent model finds a balance between minimizing costs and providing valuable services by utilizing a more streamlined approach. Under this model, the Board would work more effectively and efficiently, benefitting the public, the Board's licensees, and the State as follows:

- Time and state resources will be saved by reducing resources supporting the Board; support services allocated to the Board can be made available to other agencies.
- With less bureaucracy involved, the Board's processing and response times will be decreased, resulting in better and faster customer service for licensees and the public.
- The ability to purchase goods and services on the open market rather than through state contracting will allow the Board to comparison shop for cost, performance, and convenience. This will provide for more timely procurements and faster responses to Agency needs.

### *Accountability*

Administrative processes of semi-independent agencies are perfectly tailored for other-funded agencies. While the Board will be exempt from requirements that were designed for the management of larger agencies, it will continue to be an agent of state government and subject to the state's oversight and accountability. The Board has worked closely with its partners and stakeholders to ensure their needs will continue to be met. These groups were closely involved in the development of the legislative concept and will be key collaborators in the biennial budget process.

Under this model, costs are reduced but the Board would remain transparent and accountable, continuing to be subject to robust State oversight and increasing the oversight from its stakeholders:

- The budget is reviewed and approved through rule-making notice and public hearings, which will provide more transparency and allow stakeholders to have more access and involvement while streamlining and simplifying the process.
- The budget is also subject to State reporting requirements, Legislative review, and audits by the Secretary of State.
- The Governor and the Legislature continue to appoint and confirm Board members, who continue to serve at the pleasure of the Governor.
- The Department of Administrative Services reviews personnel policies, contract and purchasing policies, and the State CIO approves significant IT and telecommunications procurements.
- The Department of Justice continues to provide advice and counsel.
- Fees are limited by statute to "amounts necessary for the purpose of carrying out the functions of the board."
- Public records and meetings laws are unchanged, providing for transparency and public access to the agency.

### **Staffing Impact**

There are no changes to positions or full-time equivalent required. Medical Board staff remain state employees and members of the union.

## **Quantifying Results**

While not directly tied to agency performance measure results, the transition to a modified semi-independent status will allow the agency to meet the following strategic plan goals:

- Streamline agency operations and implement cost efficiencies
- Optimize staffing, facilities, processes and tools to meet dynamic customer needs and provide resources to enable the agency to succeed in its mission

### *Semi-Independence Transition Timeline*

The Oregon Medical Board would transition to semi-independence using a phased timeline with a fully operational date of January 1, 2018. The first phase of the transition would include rules development and procurement of software essential to agency administrative functions for accounting and human resources management. The next phase would include implementation of rules and software systems. The final phase will be a transition to maintenance of rules and ongoing evaluations of agency efficiency and effectiveness

## **Revenue Source**

Should this bill become law, the Board expects a decrease in expenses but the potential savings are not fully known. Other state agencies who have shifted to this model have saved time, resources, and operational costs. Semi-independent agencies are able to purchase goods and services on the open market rather than through state contracting. Semi-independent agencies also have a tailored system for budget oversight that decreases the staff time required for this administrative process.

Based on the transition timeline, the Board does not expect to realize savings until the 2019-21 biennium.

The Board is entirely funded through its charges for services; the Board receives no General or Federal Funds. The approval of this package will not require an increase in fees.

## 102 INTERSTATE MEDICAL LICENSURE COMPACT

### **Purpose**

Physician shortages directly affect Oregonians' access to medical care. Shortages are expected to continue due to the influx of new patients into the health care system and the expected retirement of a significant percentage of practicing physicians. In addition, there is a growing need to support access to health care for individuals in underserved or rural communities through the use of telemedicine. While recognizing the importance of state-based licensing for patient safety, proponents of telemedicine have cited the process for obtaining state-by-state licensure as one barrier to telemedicine's growth. The Compact is the national response to improving access to patient care.

This package is the companion to legislative concept 653.

### **How Achieved**

The legislative concept would allow Oregon to enter into the Interstate Medical Licensure Compact (Compact). The Compact proposes to make it faster and easier for physicians to obtain licenses to practice in multiple states while at the same time strengthening public protection by enhancing the ability of states to share investigative and disciplinary information with one another. The Compact maintains state-based physician licensure but provides a new pathway for obtaining multiple state licenses.

The Compact is an instrument of interstate cooperation, governed by appointed representatives of the adopting states. This pathway to licensure would be available only to physicians with exemplary practice histories who pass a criminal background check. State licensure processes will remain in place for physicians who ineligible for licensure via the compact or choose not to seek it.

Under the proposed Compact, a physician will receive licensure in the following manner:

- Physician selects a "state of principal license" (or "home state").
- Home state reviews qualifications, performs criminal background check.
- Home state certifies to Compact Commission that physician qualifies under the Compact.
- Compact Commission collects state license fees and Compact processing fees; notifies "receiving state" and passes along state fees.
- Receiving state grants license.

As a participant in the Compact, the Oregon Medical Board would become responsible for certifying qualifications of physicians for whom Oregon is the home state or state of principal license. To be qualified under the Compact, the physician must meet the following criteria:

- Active licensure in a “Compact state”
- Eligible to claim “State of Principal License”
- Specialty Board certified
- Accredited medical education
- Passed licensing exam within three attempts
- No criminal convictions for any offense
- No discipline by a licensing agency
- No active investigations by licensing agency
- No action against prescribing privileges

The Compact is governed by a Compact Commission (Commission). The Commission is composed of representatives of each state licensing board that has adopted the compact. The Commission is newly formed and is working to create Bylaws and rules, establish budget and financial oversight methods, create policies and procedures for operations, develop communication strategies and processes, and determine needs for information technology.

To participate in the Compact, Oregon Medical Board expects to incur one-time and ongoing expenses to implement and participate in the Compact.

- Newsletter publication and staff travel expenses to educate policy makers and stakeholders about the Compact.
- Legal expenses to ensure the Compact requirements are implemented in conformance with Oregon laws.
- Professional consultation services to assist the Board in integrating this new pathway to licensure with existing electronic information systems, processes, and procedures.
- Board member and staff per diems and travel expenses to participate in Commission meetings.
- Assessments to the Commission. **The potential assessments to the Commission are unknown and have not been included in this limitation request.**

The public and other stakeholders rely on the Board to ensure Oregon practitioners are fully qualified and to provide information about those practitioners through the Board's website. Integrating Interstate Medical Licensure Compact licensing with existing Board electronic information systems, processes, and procedures must be carefully planned and executed to ensure stakeholder needs and expectations continue to be achieved. The Board proposes to hire a full-time Project Manager 2 position to oversee the integration.

The individual in this position will be responsible for working with agency licensing and technology staff to identify and implement changes, ensuring the agency remains efficient and effective as the Compact process evolves. Some specific responsibilities of this position:

- Develop and present educational outreach material regarding the Compact to educate Licensees and the healthcare industry.
- Work with the Board rules coordinator and Licensing Manager to ensure that all ORS and OARs for licensure are updated for Compact processes.
- Educate the OMB's board members about the Compact.
- Coordinate legal and professional services required to implement the Compact.
- Ongoing education of Board staff to ensure accurate, transparent information is related to the Board's licensees and the public.
- Ensure agency website is up to date with information about the Compact.
- Research compact implementation in other jurisdictions to ensure Oregon licensing requirements are fulfilled.
- Actively work with other state licensing boards and the Compact staff to establish timelines, milestones, and create/improve processes.
- Oversee and monitor all related expenses and perform contract administrator duties relating to the Compact.
- Monitor utilization of the compact process to evaluate and improve effectiveness towards improving access to quality health care.

**Staffing Impact**

This package adds a 1.0 FTE Project Manager, position number 000878, and increases funding for two Board or staff members to attend Commission meetings.

**Quantifying Results**

The Compact proposes to make it faster and easier for physicians to obtain licenses to practice in multiple states while at the same time strengthening public protection by enhancing the ability of states to share investigative and disciplinary information with one another. This supports the following agency performance measures:

- License Appropriately
- Renew Licenses Efficiently
- License Efficiently

This is also consistent with two agency strategic plan goals:

- Efficient licensure and renewal of license
- Optimal staffing, facilities, processes and tools to meet dynamic OMB customer needs and provide resources to enable the agency to succeed in its mission

Sufficient expenditure limitation is essential to ensure that the OMB has the financial resources to provide the personnel and services to meet the needs and expectations of its stakeholders. Participation in the Compact will allow the Board to continue fulfilling its mission to protect the public by promoting access to quality care. The Compact will also provide an avenue to address ongoing and evolving factors in health care.

**Revenue Source**

The total requested limitation increase is \$224,684 in Services and Supplies for 2017-19.

The Compact collaboration has been sponsored by the Federation of State Medical Board's Foundation (Foundation). The Foundation has established a grant program to assist state boards in implementing the Compact. The Board applied for and has received a grant of \$10,000 to help offset anticipated expenses. The Board proposes to utilize these grant funds for legal and professional services expenses incurred to institute Compact licensure.

Expenditures above those covered by the Foundation grant are expected to be as follows:

<b>Expense Category</b>	<b>Cost</b>	<b>What Is Included</b>
Personal Services with OPE	\$201,943	New Project Manager position and increased Board salaries *Ongoing adjustment to base*
Travel Expenses, Out of State	\$10,816	Travel to Commission meetings *Ongoing adjustment to base*
Travel Expenses, In State	\$1,050	In state education of stakeholders
Professional Services	\$4,375	Professional consulting to aid in transition
Attorney General Expenses	\$3,500	Legal review
Office Expenses	\$3,000	Special edition newsletter to educate stakeholders

This package is not expected to significantly impact Board revenue sources. While some practitioners will choose to pay the associated fees and be licensed in Oregon under the Compact, these are likely to be practitioners who would otherwise have applied for licensure in the traditional manner. The Board generates all of its own revenues through fees for licensure and services. The Board is entirely funded through its charges for services; the Board receives no General, Lottery, or Federal funds. This package is funded through agency reserves; approval will not require an increase in fees.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Medical Board

Cross Reference Name: Operations

Pkg: 102 - Interstate Medical Licensure Compact

Cross Reference Number: 84700-015-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
Class/Unclass Sal. and Per Diem	-	-	133,544	-	-	-	133,544
Empl. Rel. Bd. Assessments	-	-	57	-	-	-	57
Public Employees' Retire Cont	-	-	23,966	-	-	-	23,966
Social Security Taxes	-	-	10,218	-	-	-	10,218
Worker's Comp. Assess. (WCD)	-	-	69	-	-	-	69
Mass Transit Tax	-	-	753	-	-	-	753
Flexible Benefits	-	-	33,336	-	-	-	33,336
<b>Total Personal Services</b>	-	-	<b>\$201,943</b>	-	-	-	<b>\$201,943</b>
<b>Services &amp; Supplies</b>							
Instate Travel	-	-	1,050	-	-	-	1,050
Out of State Travel	-	-	10,816	-	-	-	10,816
Employee Training	-	-	-	-	-	-	-
Office Expenses	-	-	3,000	-	-	-	3,000
Professional Services	-	-	4,375	-	-	-	4,375
Attorney General	-	-	3,500	-	-	-	3,500
<b>Total Services &amp; Supplies</b>	-	-	<b>\$22,741</b>	-	-	-	<b>\$22,741</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	224,684	-	-	-	224,684
<b>Total Expenditures</b>	-	-	<b>\$224,684</b>	-	-	-	<b>\$224,684</b>

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Medical Board  
 Pkg: 102 - Interstate Medical Licensure Compact

Cross Reference Name: Operations  
 Cross Reference Number: 84700-015-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(224,684)	-	-	-	(224,684)
<b>Total Ending Balance</b>	-	-	<b>(\$224,684)</b>	-	-	-	<b>(\$224,684)</b>
Total Positions							
Total Positions							1
<b>Total Positions</b>	-	-	-	-	-	-	<b>1</b>
Total FTE							
Total FTE							1.00
<b>Total FTE</b>	-	-	-	-	-	-	<b>1.00</b>

07/14/16 REPORT NO.: PPDPPISCAL  
 REPORT: PACKAGE FISCAL IMPACT REPORT  
 AGENCY:84700 OREGON MEDICAL BOARD  
 SUMMARY XREF:015-00-00 Operations

DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM

PAGE  
 2017-19  
 PROD FILE  
 PICS SYSTEM: BUDGET PREPARATION

PACKAGE: 102 - Interstate Medical Licensure C

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
0000878	MMN X0855 AA	PROJECT MANAGER 2	1	1.00	24.00	02	5,231.00		125,544 67,032			125,544 67,032
0004701 B	Y7500 AE	BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		14,204- 1,086-			14,204- 1,086-
0004701 B	Y7500 AE	BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		18,204 1,393			18,204 1,393
0004702 B	Y7500 AE	BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		14,204- 1,086-			14,204- 1,086-
0004702 B	Y7500 AE	BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		18,204 1,393			18,204 1,393
TOTAL PICS SALARY									133,544			133,544
TOTAL PICS OPE									67,646			67,646
TOTAL PICS PERSONAL SERVICES =			1	1.00	24.00				201,190			201,190

## 103 BOARD MEMBERSHIP

### **Purpose**

The Oregon Medical Board is a working board. The workload demands are significant, requiring Board members to spend potentially multiple days each month reviewing Board materials and attending Board and Committee meetings. Some Board members have had to use personal vacation time to be away from their professional careers and dedicate that time to the public service of Board membership.

The ideal Board Professional member is a leader in his or her area of practice, which results in a Board member with many demands on his or her time. These busy professionals occasionally cannot attend Board or Committee meetings due to other professional commitments. As a result, some Committee meetings have struggled to achieve a quorum.

In addition, a public member must be present whenever investigative material is presented. With only two public members on the thirteen-member Board and competing demands for a public member's time, it has been difficult in recent years to ensure that a public member could attend all assigned meetings.

The Oregon Medical Board seeks to ensure that Board and Committee meetings have a quorum of members who are prepared and able to take actions so Board activities can be undertaken timely and efficiently. The addition of another public member will also help OMB reach its strategic goal of recruiting and retaining the highest qualified board members.

This package is the companion to legislative concept 654.

### **How Achieved**

The legislative concept would add a third public member to the Oregon Medical Board and would allow past (emeritus) members who have served on the Board within the previous three years to fill in for a currently appointed Board member's planned absence. This would give the Board greater assurance of having a quorum at any given Board or Committee meeting and allow the public members to lessen their Board-assigned duties by splitting committee meetings.

Members of the Board are currently compensated for time spent in attendance at Board and Committee meetings. However, each member must spend countless hours preparing for each meeting, often reviewing thousands of pages of materials. This time is not currently compensated. The Board proposes to begin compensating each member \$100 to prepare for each Board or Investigative Committee meeting attended. The proposed compensation would in no way adequately compensate the Board member for his or her time but will help to demonstrate appreciation for their commitment to the citizens of Oregon.

### **Staffing Impact**

This package adds a 1.0 FTE Board public member position and increases funding for Board members to compensate them for meeting preparation.

### **Quantifying Results**

This package directly ties to the agency's key performance measures for licensing and disciplining appropriately. The above actions will also allow the agency to meet the following strategic plan goals:

- Ensure Board members have sufficient information to take appropriate action
- Remediate licensees to safe, active, and useful service to Oregon's citizens
- Optimal staffing, facilities, processes and tools to meet dynamic OMB customer needs and provide resources to enable the agency to succeed in its mission
- Recruit and retain highly qualified Board members

Sufficient expenditure limitation is essential to ensure that the OMB has the financial resources to provide the personnel and services to meet the needs and expectations of its stakeholders, continue to fulfill its mission of protecting the public, and to continue to meet its performance measures.

**Revenue Source**

The total requested on-going budget limitation increase is \$44,853 for 2017-19. Expenditures are as follows:

<b>Expense Category</b>	<b>Cost</b>	<b>What Is Included</b>
Personal Services with OPE	\$37,037	New Board member position and meeting preparation compensation
Travel Expenses	\$4,048	New Board member attendance at Board and committee meetings
Agency Program Related Expenses	\$1,318	Increased meeting expenses for an additional Board member
IT Expendable Property	\$1,950	Equipment necessary for an additional Board member
Office Expenses	\$500	Increased expenses for an additional Board member

This package is not expected to impact Board revenue sources. The Board generates all of its own revenues through fees for licensure and services. The Board is entirely funded through its charges for services; the Board receives no General, Lottery, or Federal funds. This package is funded through agency reserves; approval will not require an increase in fees.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Medical Board  
 Pkg: 103 - Board Membership

Cross Reference Name: Operations  
 Cross Reference Number: 84700-015-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
Class/Unclass Sal. and Per Diem	-	-	34,405	-	-	-	34,405
Social Security Taxes	-	-	2,632	-	-	-	2,632
<b>Total Personal Services</b>	-	-	<b>\$37,037</b>	-	-	-	<b>\$37,037</b>
<b>Services &amp; Supplies</b>							
Instate Travel	-	-	4,048	-	-	-	4,048
Office Expenses	-	-	500	-	-	-	500
Agency Program Related S and S	-	-	1,318	-	-	-	1,318
IT Expendable Property	-	-	1,950	-	-	-	1,950
<b>Total Services &amp; Supplies</b>	-	-	<b>\$7,816</b>	-	-	-	<b>\$7,816</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	44,853	-	-	-	44,853
<b>Total Expenditures</b>	-	-	<b>\$44,853</b>	-	-	-	<b>\$44,853</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(44,853)	-	-	-	(44,853)
<b>Total Ending Balance</b>	-	-	<b>(\$44,853)</b>	-	-	-	<b>(\$44,853)</b>

PACKAGE: 103 - Board Membership

POSITION NUMBER	CLASS	COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
0004703	B	Y7500 AE	BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		8,204-628-			8,204-628-
0004703	B	Y7500 AE	BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		10,388795			10,388795
0004704	B	Y7500 AE	BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		8,204-628-			8,204-628-
0004704	B	Y7500 AE	BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		10,388795			10,388795
0004705	B	Y7500 AE	BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		8,204-628-			8,204-628-
0004705	B	Y7500 AE	BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		10,388795			10,388795
0004706	B	Y7500 AE	BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		8,205-628-			8,205-628-
0004706	B	Y7500 AE	BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		10,388795			10,388795
0004707	B	Y7500 AE	BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		8,205-628-			8,205-628-
0004707	B	Y7500 AE	BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		10,388795			10,388795
0004708	B	Y7500 AE	BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		8,205-628-			8,205-628-
0004708	B	Y7500 AE	BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		10,388795			10,388795
0004709	B	Y7500 AE	BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		8,205-628-			8,205-628-
0004709	B	Y7500 AE	BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		10,388795			10,388795
0004710	B	Y7500 AE	BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		8,205-628-			8,205-628-
0004710	B	Y7500 AE	BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		10,388795			10,388795

07/14/16 REPORT NO.: PDPFISCAL  
 REPORT: PACKAGE FISCAL IMPACT REPORT  
 AGENCY:84700 OREGON MEDICAL BOARD  
 SUMMARY XREF:015-00-00 Operations

DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM

PAGE 3  
 2017-19  
 PROD FILE  
 PICS SYSTEM: BUDGET PREPARATION

PACKAGE: 103 - Board Membership

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	PF SAL/OPE	LF SAL/OPE	AF SAL/OPE
0004711	B	Y7500 AE BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		8,205-628-			8,205-628-
0004711	B	Y7500 AE BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		10,388795			10,388795
0004712	B	Y7500 AE BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		8,205-628-			8,205-628-
0004712	B	Y7500 AE BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		10,388795			10,388795
0004713	B	Y7500 AE BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		8,205-628-			8,205-628-
0004713	B	Y7500 AE BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		10,388795			10,388795
0004714	B	Y7500 AE BOARD AND COMMISSION MEMBER		.00	.00	00	0.00		10,389795			10,389795
TOTAL PICS SALARY									34,405			34,405
TOTAL PICS OPE									2,632			2,632
TOTAL PICS PERSONAL SERVICES =									---	---	---	---
				.00	.00				37,037			37,037

## 104 PHYSICIAN WELLNESS

### **Purpose**

Health care professionals are exposed to and endure some of the most difficult themes life has to offer. That is part of the sacred covenant of medicine. Physicians share an intimate connection with their patients that is unmatched by any other cohort of professionals in any domain. Those relationships are usually wonderful and add immeasurably to physicians' life experiences. However, they can be difficult, emotionally disruptive, and occasionally destructive. These too are the responsibility of the physician to work through, put into perspective and live with. Unresolved, these stresses can lead to career dissatisfaction, addiction, illness, disruptive behavior, burnout, and even death. More than twice as many physicians commit suicide than age and demographically-matched peer groups. There is no formal part of any medical school or graduate medical education or continuing medical education curriculum that prepares physicians for managing this stress.

Physicians are human and should have the support of colleagues and other professionals to help temper both celebrations and defeats. Physicians need mentors and more experienced individuals to help guide them through the emotional highs and lows of their profession. Peer support and counsel can help the physician moderate and learn from their experiences, improve their own life, and, in turn, provide improved patient care.

The OMB formed a Coalition that includes the Foundation for Medical Excellence, the Oregon Medical Association, the Oregon Psychiatry Association, the Medical Society of Metropolitan Portland, the Lane County Medical Society, and the Oregon Health & Science University Resident and Faculty Wellness Program. This Coalition is working to develop a suite of services which are accessible, confidential, and helpful to physicians.

The Oregon Medical Board is committed to supporting these programs because healthy and happy physicians provide the cornerstone of our mission to promote access to quality care.

### **How Achieved**

The need for physician wellness programs was recognized within the medical community more than 10 years ago, leading to a handful of programs already available to some physicians. These programs are primarily sponsored by local medical societies or health systems, generally within urban areas of the state. The programs have been successful in helping physicians deal with the

stresses of their profession but these disparate, localized, efforts have resulted in a gap in coverage. Practitioners outside the state's urban centers, who may already lack a strong peer support system, do not have access to these beneficial programs.

The Coalition partners, a cross-section of public and private stakeholders, are committed to developing a state-wide program that provides local delivery of support services. Building such a program has been underway since the Coalition formed in 2014. To date, the Coalition has identified program protocols and organizational goals to ensure the program is well-planned, transparent, and accountable in use of funds provided. Confidentiality, trust, and the removal of financial barriers will be important ingredients for program success. While initially targeting physicians, the Coalition anticipates that other professions will be supported in the future. The Foundation for Medical Excellence and the OMB are providing central core services and leadership for the Coalition efforts.

The Coalition continues to develop the program model and resources. It is anticipated that the wellness program will focus on intervening early, supporting distressed physicians and helping them to find the necessary resources to build sustainable medical practices and rewarding personal lives by addressing stress, burnout, and depression through a suite of services. The Program will create a safe harbor where physicians can seek counseling and coaching services that are tailored to physicians' needs.

It is important to note that this program will not shield physicians from the consequences of their actions; safe, quality patient care is paramount. Counseling will not be reportable. Impairment will be.

To launch this crucial state-wide initiative, the Board proposes to provide initial startup costs to the Foundation for Medical Excellence as one-time "seed money" for the program that they will administer in partnership with counties who don't have wellness services available to practitioners. Counties that wish to participate will be required to help fund the services.

The startup funding from the Board will provide the Foundation for Medical Excellence a base to begin building local resources while program development and further fundraising efforts continue. While the Board will not be responsible for the program, it is invested in its success. The Board will continue to be a collaborating partner in the Coalition throughout the development and launch of the program.

### **Staffing Impact**

There are no changes to positions or full-time equivalent required.

## **Quantifying Results**

While not directly tied to agency performance measure results, this initiative supports the agency mission of promoting access to quality care. This cooperative program is anticipated to bring the following benefits:

- Enhanced workplace productivity, efficiency, quality patient care and patient safety, reducing malpractice litigation.
- Reduced inappropriate prescribing.
- Prevention of physician impairment.
- Enhanced physician recruitment and retention, reduced staff turnover, and improved availability of physicians.
- Enhanced patient satisfaction.

As the program is further developed, program performance measures are anticipated to be implemented to foster continuous program improvement. The initiative will also contain a research component to measure and monitor the effectiveness of the services provided.

### *Physician Wellness Timeline*

The Board would provide the authorized funding to the Foundation for Medical Excellence during the 2017-19 biennium. It is anticipated that the program will be fully developed by July 2019.

## **Revenue Source**

The total requested one time limitation increase is \$175,000 in Professional Services for 2017-19. This request is based on Coalition estimates and start-up costs for existing localized programs. The funds will help to provide program administrative resources such as a database to help track long-term program efficacy as well as development of a program website and other educational tools to help promote the program.

This package adds no new revenue sources to the Board, which generates all of its own revenues through fees for licensure and services. The Board is entirely funded through its charges for services; the Board receives no General, Lottery, or Federal funds. This package is funded through agency reserves; approval will not require an increase in fees.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Medical Board  
 Pkg: 104 - Physician Wellness

Cross Reference Name: Operations  
 Cross Reference Number: 84700-015-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Services &amp; Supplies</b>							
Professional Services	-	-	175,000	-	-	-	175,000
<b>Total Services &amp; Supplies</b>	-	-	<b>\$175,000</b>	-	-	-	<b>\$175,000</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	175,000	-	-	-	175,000
<b>Total Expenditures</b>	-	-	<b>\$175,000</b>	-	-	-	<b>\$175,000</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(175,000)	-	-	-	(175,000)
<b>Total Ending Balance</b>	-	-	<b>(\$175,000)</b>	-	-	-	<b>(\$175,000)</b>

## 105 INVESTIGATIVE RESOURCES

### **Purpose**

Workload in the Investigations department of the Board has consistently risen over the last several years. The Board has not added new investigative staff since 2010.

In 2010 the Investigations section assigned 234 investigative cases for follow-up investigations beyond the initial screening. By 2015 that number rose by 82% to 427 cases. To date, 2016 is on track to exceed 2015. Over the last year, the average caseload per investigator has grown from 54.5 cases to 62.5 cases. More cases make it difficult to provide licensees with timely due process when a complaint has been made. Further, delays in OMB response to a complaint could put the public at risk.

Driving the growing workload is an increasing patient population due to rising State population; the Affordable Care Act has resulted in more people entering the health care system as patients. As Oregon's population has increased, so have the number of healthcare professionals licensed by the Board. The number of overall licensees grew by 20% since the Board last increased investigative staff. During this same period, licenses issued per year grew by 32%, about 4% per year. This growth trend is expected to continue. Growing numbers of licensees leads to an escalation in the number of complaints requiring Board investigation.

In addition, the public is becoming more informed about standards of practice and about services available from the medical profession. This leads to heightened expectations for service when seeking medical care and improves the likelihood that the patient will seek legal recourse when these expectations are not met. The Board seeks to be their first resource and the doubling of e-mail inquiries between 2010 and 2015 reflects its success.

Beyond the soaring number of cases, investigations are becoming more time-consuming and complex to administer. In the interest of public safety, the Board can place limits on a licensee's practice while an investigation is completed. This is a labor-intensive legal process that takes agency staff away from other duties. During 2012, the Board issued 12 such limitations. In 2016 the Board has issued 19 limitations as of July.

OMB's strategic plan identifies technology as a factor influencing the Board in carrying out its mission. Electronic health records are a technological change impacting agency workload. Medical records are a key component of many investigations and require detailed

review. Electronic health records have significantly increased the volume of medical records that are produced and maintained in the course of a licensee providing care to a patient. The result is about 50% more documentation for Board and staff to review during an investigation.

In the past, the agency has been able to absorb the rising workload through the use of technology and streamlining processes. The Board has been proactive in the development of efficiencies and has sought outside experts to assist in this effort. Many improvements have been made in agency work flow. Information for the public and licensees is readily available on the Board's website. Even with these improvements the Board is losing ground in the timely processing of investigative cases. The agency can no longer simply absorb the increasing workload because of the sheer volume. The average time required to complete an investigation has risen by 11%, from 231 days in 2010 to 257 days in 2015. This represents the entirety of an investigation, from the date the complaint is evaluated and the case opened until the case is closed following all review and action by the Board.

Appropriate levels of staffing are essential to fulfilling our mission to protect the public and promote access to quality care. Additional investigative resources are essential to enable timely investigation of complaints and protect public safety.

#### **How Achieved**

This policy package proposes to add a new 1.0 FTE Investigator 3 position. The position is expected to perform several important functions.

1. Conduct investigations in response to allegations of Medical Practice Act violations.
  - a. Receive verbal and/or written complaints against licensees or applicants of the Board. Respond to or refer complainant to another agency if appropriate.
  - b. At the direction of the Chief Investigator or Assistant Chief Investigator, conduct detailed investigations of alleged violations of the Medical Practice Act or the Oregon Administrative Rules.
  - c. Interview complainant(s), locate and interview witnesses, physicians, nurses, and other professionals. Analyze and evaluate testimony.
  - d. Arrange for recording of statements or depositions of individuals interviewed and obtain signatures as necessary.
  - e. Examine all available records which may have a bearing on the complaint.

- f. Collect evidence in oral, written or physical form to be used in Board meetings, hearings or court procedures. Safeguard evidence to prevent loss or destruction.
  - g. Arrange for laboratory analyses of materials collected as evidence when needed.
  - h. Establish and maintain effective relationships with other health related boards (in-state and out-of-state) as well as law enforcement authorities to affect mutual assistance in conducting investigations. If appropriate, refer complaints and investigative reports and materials to other agencies having jurisdictional authority, such as district attorneys, professional organizations, or law enforcement agencies.
  - i. Prepare case information for Board review.
  - j. Provide written summary of investigative findings and outline structure of case.
  - k. Participate in case discussion and provide investigative case analysis during Investigative Committee and Board meetings.
  - l. Investigate complaints regarding the unlicensed practice of medicine.
  - m. At the request of the Board, investigate new trends in technology which have an impact on patient care and/or the practice of medicine.
  - n. Coordinate consultant review of cases as needed.
2. Prepare and present testimony, notice of complaint, and settlement.
- a. Prepare detailed and comprehensive reports of field investigations, testimony and laboratory analysis.
  - b. Assemble information, prepare reports, statements or affidavits to be used in Board hearings or court procedures.
  - c. Work closely with assistant attorney general (AAG) or consultants to determine steps necessary to prepare and present cases.
  - d. Attend board meetings, provide case information and answer Board Member questions regarding cases completed or under investigation.
  - e. Testify before Board hearings and courts regarding investigations conducted.
  - f. Support the Attorneys General Office whenever needed, including:
    - Research of issues which occur during contested case hearings.
    - Draft the Complaint and Notice, Orders, agreements and limitations.
    - Prepare cases of unlicensed medical practice for presentation to the civil courts.
    - Draft responses to civil actions and appeals against the Board filed in state and federal courts.

3. Perform additional investigative duties.
  - a. Periodically visit licensee's practice location to examine records, talk with licensee and/or staff members.
  - b. Monitor licensees under Board orders, agreements or limitations and answer their questions.
  - c. Contact and receive reports from pharmacists and other sources regarding prescription-writing activities of licensees with limited prescribing privileges.
  - d. Where appropriate, obtain random urine or hair samples for drug screening.
  - e. As assigned, visit licensees who have "Dispensing Physician" status to examine records and conduct an inventory of controlled substances.
  - f. Evaluate security measures for storing and accessing controlled substances along with procedures for reporting missing substances.
  - g. Open a formal investigation if there are significant problems regarding the dispensing procedures or inventory assessment.
  - h. Prepare a written report of audits and submit to the Chief Investigator for review.
  - i. Cross train with other Investigative staff members to cover absences, prepare cases for Investigative Committee or Board review and assist in workload distribution to ensure service levels are maintained.
  - j. Meet with investigators, directors, or staff members from OMB and other state and federal agencies on cases or when referring a complaint as needed.
  - k. Assist with Board committees, or staff, regarding cases, applicants and legislative matters.
  - l. And perform other specialized duties as assigned.

**Staffing Impact**

This package adds a new permanent 1.0 FTE Investigator 3, position number 0000877.

## **Quantifying Results**

Staffing within our Investigations department directly influences the following agency performance measures:

- Discipline Appropriately
- Monitor Licensees Who Are Disciplined

Ideal staffing is also critical for the agency to meet three strategic plan goals:

- Ensure that Board members have sufficient information to take appropriate action based on the facts of the case
- Remediate licensees to safe, active, useful service to Oregon's citizens
- Optimal staffing, facilities, processes and tools to meet dynamic OMB customer needs and provide resources to enable the agency to succeed in its mission

Sufficient expenditure limitation is essential to ensure that the OMB has the financial resources to provide the personnel and services to meet the needs and expectations of its stakeholders, continue to fulfill its mission of protecting the public, and to continue to meet its performance measures.

## **Revenue Source**

The total requested ongoing limitation increase is \$17,201 in Services and Supplies in addition to position authority and funding of \$156,267 for 2017-19. This package is not expected to impact Board revenue sources. The Board generates all of its own revenues through fees for licensure and services. The agency is entirely funded through its charges for services; the Board receives no General, Lottery, or Federal funds. This package is funded through agency reserves; approval will not require an increase in fees.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Medical Board  
 Pkg: 105 - Investigative Resources

Cross Reference Name: Operations  
 Cross Reference Number: 84700-015-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
Class/Unclass Sal. and Per Diem	-	-	101,208	-	-	-	101,208
Empl. Rel. Bd. Assessments	-	-	57	-	-	-	57
Public Employees' Retire Cont	-	-	13,248	-	-	-	13,248
Social Security Taxes	-	-	7,742	-	-	-	7,742
Worker's Comp. Assess. (WCD)	-	-	69	-	-	-	69
Mass Transit Tax	-	-	607	-	-	-	607
Flexible Benefits	-	-	33,336	-	-	-	33,336
<b>Total Personal Services</b>	-	-	<b>\$156,267</b>	-	-	-	<b>\$156,267</b>
<b>Services &amp; Supplies</b>							
Office Expenses	-	-	6,779	-	-	-	6,779
Telecommunications	-	-	1,810	-	-	-	1,810
Employee Recruitment and Develop	-	-	2,112	-	-	-	2,112
Expendable Prop 250 - 5000	-	-	5,500	-	-	-	5,500
IT Expendable Property	-	-	1,000	-	-	-	1,000
<b>Total Services &amp; Supplies</b>	-	-	<b>\$17,201</b>	-	-	-	<b>\$17,201</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	173,468	-	-	-	173,468
<b>Total Expenditures</b>	-	-	<b>\$173,468</b>	-	-	-	<b>\$173,468</b>

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Medical Board  
 Pkg: 105 - Investigative Resources

Cross Reference Name: Operations  
 Cross Reference Number: 84700-015-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Ending Balance</b>							
Ending Balance	-	-	(173,468)	-	-	-	(173,468)
<b>Total Ending Balance</b>	-	-	(\$173,468)	-	-	-	(\$173,468)
<b>Total Positions</b>							
Total Positions							1
<b>Total Positions</b>	-	-	-	-	-	-	<b>1</b>
<b>Total FTE</b>							
Total FTE							1.00
<b>Total FTE</b>	-	-	-	-	-	-	<b>1.00</b>

07/14/16 REPORT NO.: PDPFISCAL  
 REPORT: PACKAGE FISCAL IMPACT REPORT  
 AGENCY:84700 OREGON MEDICAL BOARD  
 SUMMARY XREF:015-00-00 Operations

DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM

PAGE  
 2017-19  
 PROD FILE  
 PICS SYSTEM: BUDGET PREPARATION

PACKAGE: 105 - Investigative Resources

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
0000877	OA	C5233 AA INVESTIGATOR 3	1	1.00	24.00	02	4,217.00		101,208 54,452			101,208 54,452
TOTAL PICS SALARY									101,208			101,208
TOTAL PICS OPE									54,452			54,452
TOTAL PICS PERSONAL SERVICES =			1	1.00	24.00				155,660			155,660

## 106 LICENSING RESOURCES

### **Purpose**

The number of practitioners licensed by the Board continues to increase annually. The Board has not increased the number of staff available to process license applications since 2009.

During the period of 2009 to 2016, the number of overall licensees grew by 20%. During this same period, licenses issued per year grew by 32%, about 4% per year. Of those licensed by the Board, Physician Assistants are the fastest growing profession, with 12% annual growth in licenses issued, a total of 141% growth since 2009. This growth trend is expected to continue.

According to the Oregon Health Authority's 2014 report Projected Demand for Physicians, Nurse Practitioners, and Physician Assistants in Oregon: 2013-2020, baseline growth in demand for physicians and physician assistants is expected to be 16%. Under some of the potential scenarios, the growth is expected to be significantly greater. The baseline projection of clinician demand represents only clinicians necessary to meet a growing need. It does not include additional clinicians needed to replace those who will retire, reduce their practice hours, or relocate out of state. This is an important consideration because the report found that nearly 42% of Oregon's physicians, nurse practitioners, and physician assistants are aged 55 or older.

Appropriate levels of staffing are essential to fulfilling our mission to protect the public and promote access to quality care. In the past, the agency has been able to absorb the increasing number of applicants and licensees through the use of technology and streamlining of processes. It has become increasingly difficult to meet our performance target of processing licensing materials within three days of receipt. Our stakeholders expect the Board to process incoming materials timely to improve the availability of health care providers.

### **How Achieved**

This policy package proposes to increase position number 0000653 from .79 FTE to 1.0 FTE. The overall increase in FTE and cost to the agency is small but will help the agency to fulfill its mission to protect the public and improve access to quality care.

Although licensing activities are performed at many agencies within the state, the licensing of a medical practitioner, who interacts with patients in their most vulnerable and trusting state, is of the utmost importance. Issuing a medical license is, and should be, held

to the highest standard; the level of scrutiny, review, and discernment applied to each and every applicant is extremely rigorous so that we may fulfill our mission of public safety.

Individuals in this position process applications for licensure and renewal of license for medical doctors, doctors of osteopathic medicine, podiatric physicians, physician assistants and acupuncturists. The incumbent is responsible for many critical tasks, including:

- Performing thorough background checks on the applicants
- Understanding, applying, and often explaining complex and changing Oregon statutes and administrative rules for licensure and license renewal.
- Assisting applicants for licensure and license renewal, hospitals, and others with questions about requirements, forms, or processes.

With the safety of the public as stake, our expectations for work quality in this positions is exceedingly high. The work is exacting, with significant pressure to make sure only qualified applicants are licensed but also to provide licensure quickly to ensure citizens have access to care.

The Board has recently experienced repeated difficulties in the recruitment of quality candidates and continues to experience unprecedented vacancies within the licensing positions. We have been fortunate to have dedicated staff who can work overtime to minimize the impact these vacancies have on the services we provide. This is not a cost-effective long term solution. In evaluating the situation, the Board found that it is difficult to recruit for a .79 FTE position. Further, this is one of six positions classified alike with similar duties. This provides the agency with the resources to provide cross-coverage and staffing for contingencies. The workload and performance among the positions is continually monitored and adjusted as necessary. With one of the six positions not scheduled for full time work, it becomes challenging to manage and adjust the workload appropriately.

Increasing the budgeted FTE for this position will help the Board recruit, retain, and manage the quality staff necessary for this important work.

### **Staffing Impact**

This package proposes to increase position number 0000653 from .79 FTE to 1.0 FTE.

## **Quantifying Results**

Staffing within our licensing department directly influences the following agency performance measures:

- License Appropriately
- Renew Licenses Efficiently
- License Efficiently

Ideal staffing is also critical for the agency to meet two strategic plan goals:

- Efficient licensure and renewal of license
- Optimal staffing, facilities, processes and tools to meet dynamic OMB customer needs and provide resources to enable the agency to succeed in its mission

Sufficient expenditure limitation is essential to ensure that the OMB has the financial resources to provide the personnel and services to meet the needs and expectations of its stakeholders, continue to fulfill its mission of protecting the public, and to continue to meet its performance measures.

## **Revenue Source**

The total requested limitation increase is \$25,305 for 2017-19.

This package is not expected to impact Board revenue sources. The Board generates all of its own revenues through fees for licensure and services. The Board is entirely funded through its charges for services; the Board receives no General, Lottery, or Federal funds. This package is funded through agency reserves; approval will not require an increase in fees.

**ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY**

Oregon Medical Board  
Pkg: 106 - Licensing Resources

Cross Reference Name: Operations  
Cross Reference Number: 84700-015-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
<b>Personal Services</b>							
Class/Unclass Sal. and Per Diem	-	-	14,994	-	-	-	14,994
Empl. Rel. Bd. Assessments	-	-	12	-	-	-	12
Public Employees' Retire Cont	-	-	1,963	-	-	-	1,963
Social Security Taxes	-	-	1,147	-	-	-	1,147
Worker's Comp. Assess. (WCD)	-	-	15	-	-	-	15
Mass Transit Tax	-	-	90	-	-	-	90
Flexible Benefits	-	-	7,084	-	-	-	7,084
<b>Total Personal Services</b>	-	-	<b>\$25,305</b>	-	-	-	<b>\$25,305</b>
<b>Total Expenditures</b>							
Total Expenditures	-	-	25,305	-	-	-	25,305
<b>Total Expenditures</b>	-	-	<b>\$25,305</b>	-	-	-	<b>\$25,305</b>
<b>Ending Balance</b>							
Ending Balance	-	-	(25,305)	-	-	-	(25,305)
<b>Total Ending Balance</b>	-	-	<b>(\$25,305)</b>	-	-	-	<b>(\$25,305)</b>
<b>Total FTE</b>							
Total FTE							0.21
<b>Total FTE</b>	-	-	-	-	-	-	<b>0.21</b>

07/14/16 REPORT NO.: PPDPPISCAL  
 REPORT: PACKAGE FISCAL IMPACT REPORT  
 AGENCY:84700 OREGON MEDICAL BOARD  
 SUMMARY XREF:015-00-00 Operations

DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM

2017-19  
 PICS SYSTEM: BUDGET PREPARATION  
 PAGE  
 PROD FILE

PACKAGE: 106 - Licensing Resources

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
0000653	OA	C0107 AA ADMINISTRATIVE SPECIALIST 1		.21	5.10	02	2,940.00		14,994 10,221			14,994 10,221
TOTAL PICS SALARY									14,994			14,994
TOTAL PICS OPE									10,221			10,221
TOTAL PICS PERSONAL SERVICES =			---	.21	5.10			-----	25,215	-----	-----	25,215

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# **SPECIAL REPORTS**

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Annual Performance Progress Report (APPR)

## **OREGON MEDICAL BOARD**

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

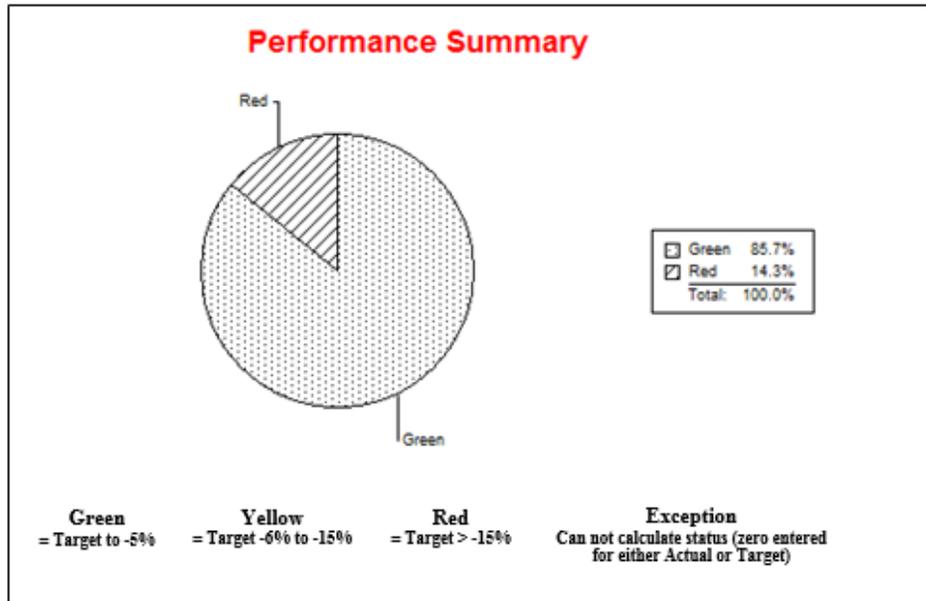
Original Submission Date: 2015

Finalize Date: 8/14/2015

2014-2015 KPM #	2014-2015 Approved Key Performance Measures (KPMs)
1	LICENSE APPROPRIATELY - Percentage of Board-Issued license denials that were upheld upon appeal.
2	DISCIPLINE APPROPRIATELY - Percentage of disciplinary actions not overturned by appeal.
4	MONITOR LICENSEES WHO ARE DISCIPLINED - Percentage of total probationers with a new complaint within 3 years.
6	RENEW LICENSES EFFICIENTLY - Average number of calendar days to process and mail a license renewal.
7	ASSESS CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating satisfaction with the agency's customer service as "good" or "excellent" for: overall customer service, timeliness, accuracy, helpfulness, expertise, information availability.
8	BOARD BEST PRACTICES - Percent of total best practices met by the Board.
9	LICENSE EFFICIENTLY - Average number of calendar days from receipt of completed license application to issuance of license.

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

<b>OREGON MEDICAL BOARD</b>		<b>I. EXECUTIVE SUMMARY</b>	
<b>Agency Mission:</b> Protect the health, safety, and well-being of Oregonians by regulating the practice of medicine in a manner that promotes access to quality care.			
<b>Contact:</b> Kathleen Haley, JD		<b>Contact Phone:</b> 971-673-2700	
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**1. SCOPE OF REPORT**

Our key performance measures cover our Licensing, Investigations, and Administrative functions. The measures are representative of overall agency functioning and performance.

**2. THE OREGON CONTEXT**

Two of our measures directly influence Oregon Benchmark #45, Premature death: years of life lost before age 70. These measures have to do with discipline of licensees and compliance with Board orders. Absent the Board's rehabilitative effect on problematic licensees, more Oregonians would experience premature death. These two measures also directly influence a second Oregon Benchmark, #46, The percentage of adults whose self-perceived health status is very good or excellent. Confidence in one's doctor is essential to confidence in one's health. To enable Oregonians to be assured that their primary care providers meet minimal levels of competency at the time of licensure, the Oregon Medical Board does careful background checks on each applicant, and follows up on each complaint regarding care. The Oregon Medical Board also encourages the public to check out their doctors' malpractice and disciplinary history on our website. The Board's other five measures are linked to the agency mission or have been legislatively mandated.

### **3. PERFORMANCE SUMMARY**

The Board is meeting or exceeding targets on 6 out of 7 of its measures.

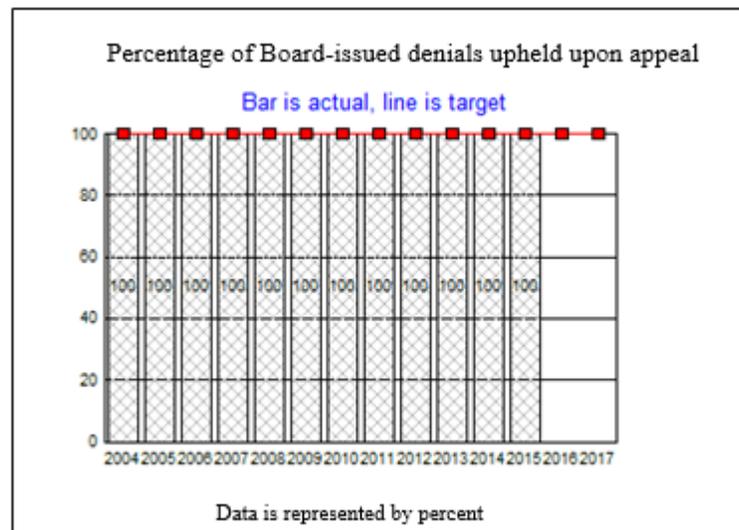
### **4. CHALLENGES**

The Board is tied to the State in matters such as budgeting and human resources. Political and legal decisions affect the Board's ability to raise fees, license, investigate, and discipline. The Board has experienced a diversion of its resources to cover other statewide initiatives while responding to ever-increasing and unfunded demands to develop and implement new policies. The agency's funds are paid by and dedicated to those who are regulated; ninety-eight percent of our revenue comes from the licensing and renewal activities of the agency. As such, our licensees and stakeholders expect their service needs to be met. The Board has worked hard to continue to meet licensee and stakeholder expectations within the legislatively determined budget constraints. The Board's processes, procedures, and technology are constantly evolving to incorporate efficiencies and service improvements.

### **5. RESOURCES AND EFFICIENCY**

Our budget amount for the fiscal year, measured as one-half of our biennial Legislatively Adopted expenditure limitation, is \$5,014,275. Our measures of efficiency are KPM #6- Renew Licenses Efficiently, KPM #7- Assess Customer Satisfaction with Agency Services and KPM #9-License Efficiently. Efficiency improvements are detailed within the individual Key Measure Analysis (Part II) which follows.

<b>KPM #1</b>	LICENSE APPROPRIATELY - Percentage of Board-Issued license denials that were upheld upon appeal.	2002
<b>Goal</b>	Improve access to quality care through efficiently managing licensure and renewal of licensure	
<b>Oregon Context</b>	Relates to agency mission	
<b>Data Source</b>	Agency Investigative and Licensing Databases	
<b>Owner</b>	Board Members (971) 673-2700	



**I. OUR STRATEGY**

Determine requirements for Oregon licensure as a Medical Doctor (MD), Doctor of Osteopathic Medicine (DO), Podiatric Physician (DPM), Physician Assistant (PA) and Acupuncturist (LAc). Process licensure applications and renewals efficiently and consistently with public safety. Perform careful

background checks on all applicants for licensure.

## **2. ABOUT THE TARGETS**

Targets are set at 100% based on past history and expectation that there will continue to be no successful appeals of our licensure decisions. The higher the percentage, the better we are doing at licensing appropriately.

## **3. HOW WE ARE DOING**

The measure demonstrates that we are appropriately licensing as there have been no successful challenges to the Boards licensing decisions since the measure was enacted in 2002. For fiscal year 2015, we had 1,546 license applications none of which were denied.

## **4. HOW WE COMPARE**

There is no comparative data available.

## **5. FACTORS AFFECTING RESULTS**

The Board provides extensive due process to all applicants, ensuring an appropriate outcome.

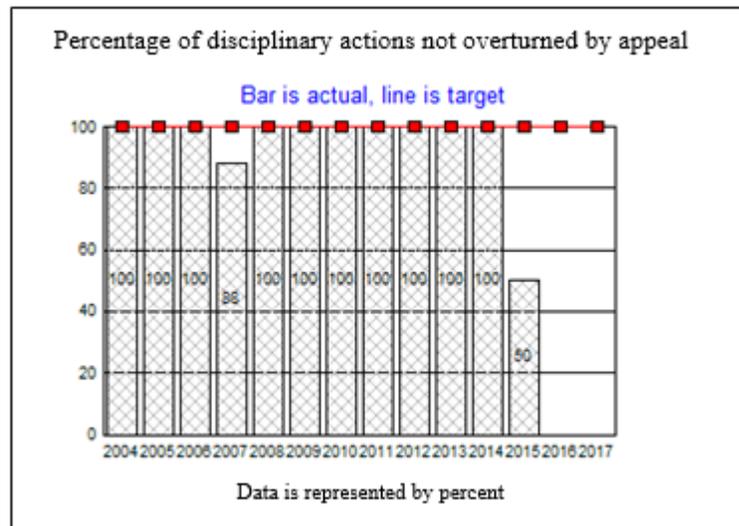
## **6. WHAT NEEDS TO BE DONE**

Continue with our current successful practices.

## **7. ABOUT THE DATA**

Reporting cycle is Oregon's fiscal year.

<b>KPM #2</b>	DISCIPLINE APPROPRIATELY - Percentage of disciplinary actions not overturned by appeal.	2002
<b>Goal</b>	Investigate complaints against licensees and applicants; ensure that Board members have sufficient information to take appropriate action based on the facts of the case	
<b>Oregon Context</b>	OBM 45: PREVENTABLE DEATH and OBM 46: PERCEIVED HEALTH STATUS	
<b>Data Source</b>	Agency Investigative Database	
<b>Owner</b>	Board members (971) 673-2700	



**1. OUR STRATEGY**

Investigate complaints of potential violations of state law in a manner that is responsive to the needs of the public, is fair to licensees and applicants and that provides the Board with the information it needs to resolve complaints.

**2. ABOUT THE TARGETS**

Targets are set at 100% based on past history and the expectation that a successful appeal of our disciplinary decisions is highly undesirable. The higher the percentage, the better the Board is doing at disciplining appropriately.

**3. HOW WE ARE DOING**

The measure demonstrates that the Board is appropriately disciplining. In addition to this measure, the Board partnered with Lewis and Clark Law School's externship program in 2013 to engage an extern to examine the consistency of Board disciplinary actions. The research indicates that the Board is highly consistent in its disciplinary actions- 97% of the outcomes were consistent and the remaining 3% had explainable inconsistencies. The Board tailors the outcome to the facts of the case. Discipline is defined as any case closed with a public order that is reportable to the National Practitioner Databank. These orders include any Stipulated Orders, Voluntary Limitations, and Corrective Action Orders reportable to the National Practitioner Databank or Final Orders. In fiscal year 2015, 52 orders were issued for 68 cases. Of these, 2 orders were appealed. There was one order pending at the close of fiscal year 2013 that is still pending. There were two other appeals pending at the close of fiscal year 2013 that were closed during fiscal year 2015, in one of which the Board's decision was reversed.

**4. HOW WE COMPARE**

There is no comparative data available.

**5. FACTORS AFFECTING RESULTS**

The Board provides extensive due process to all applicants, ensuring an appropriate outcome. Achieving this goal is disproportionately affected by the small population of disciplinary action appeals. With a small data set, a single successful appeal has a great effect on the percentage outcome.

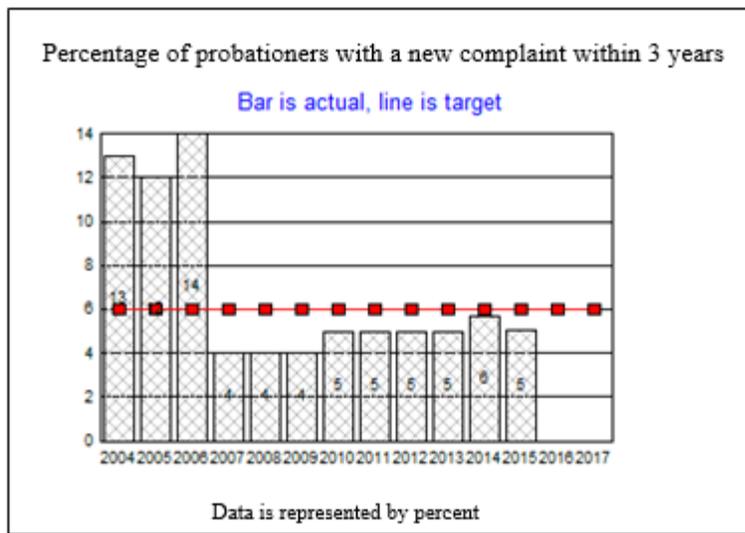
**6. WHAT NEEDS TO BE DONE**

Although we did not meet our target for fiscal year 2015, the Board considers a single successful appeal since 2008 to be evidence that it is disciplining appropriately. We intend to continue with our current successful practices.

**7. ABOUT THE DATA**

Reporting cycle is Oregon's fiscal year.

<b>KPM #4</b>	MONITOR LICENSEES WHO ARE DISCIPLINED - Percentage of total probationers with a new complaint within 3 years.	2002
<b>Goal</b>	Restore and remediate licensees to active, useful service to Oregon's citizens while protecting public safety	
<b>Oregon Context</b>	OBM 45: PREVENTABLE DEATH and OBM 46: PERCEIVED HEALTH STATUS	
<b>Data Source</b>	Agency Investigative Database	
<b>Owner</b>	Investigations, Eric Brown (971) 673-2700	



**1. OUR STRATEGY**

When possible, address practice problems through remedial actions. Monitor licensees who come under disciplinary action to ensure compliance with their terms of probation. Take an active stance in preventing practice problems that endanger patients by utilizing educational outreach, and participating in

a monitoring program for licensees with chemical abuse/dependency and mental health diagnoses. Probationer is defined as a licensee or applicant who, due to the existence of an order issued by the Board, requires some degree of monitoring by the Board's compliance officer. Monitoring is done through meetings and interviews by the agency Compliance Officer and Board members.

## **2. ABOUT THE TARGETS**

A target of 6% was established in 2002 based on the results available at that time. We were unable to achieve the target until fiscal year 2007 when we added a second compliance officer. The lower the percentage, the better we are doing to protect patient safety.

## **3. HOW WE ARE DOING**

This measure reflects how well we are doing ensuring that our licensees are safe to practice medicine. For fiscal year 2015, we had 178 probationers, 9 of whom had a new investigation opened within 3 years of the original Board order, a recidivism rate of 5.06%. We have been able to meet our target for a ninth straight year.

## **4. HOW WE COMPARE**

There is no comparative data available.

## **5. FACTORS AFFECTING RESULTS**

The target of 6% was established when the measure was instituted in 2002 based on results available at that time. During the years that followed, we were unable to achieve the target, in part due to staff turnover. The Board has reorganized workload and is now able to consistently meet the target. There are relatively few licensees with Board orders. Thus, results are significantly impacted by one or two cases.

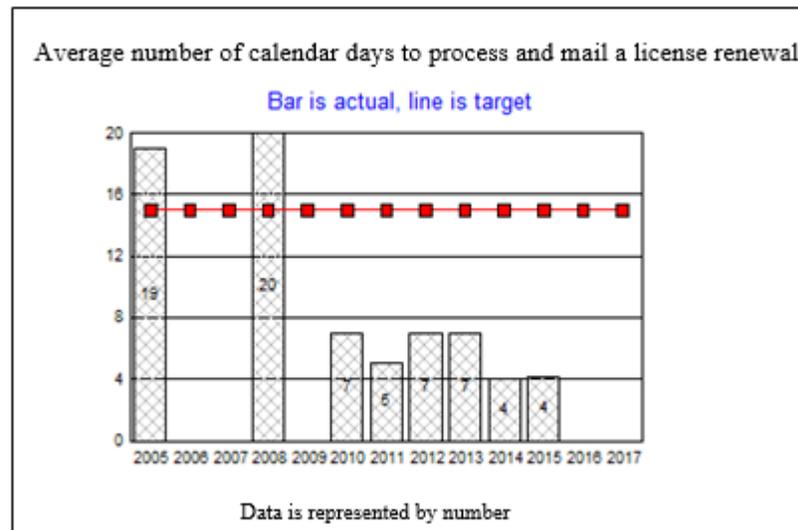
## **6. WHAT NEEDS TO BE DONE**

Continue with our current successful practices.

## **7. ABOUT THE DATA**

The reporting cycle is Oregon's fiscal year.

<b>KPM #6</b>	RENEW LICENSES EFFICIENTLY - Average number of calendar days to process and mail a license renewal.	2000
<b>Goal</b>	Improve access to quality care through efficiently managing licensure and renewal of licensure	
<b>Oregon Context</b>	Relates to agency mission	
<b>Data Source</b>	Agency Licensing Database	
<b>Owner</b>	Licensing, Netia Miles (971) 673-2700	



**1. OUR STRATEGY**

Determine requirements for Oregon licensure as a Medical Doctor (MD), Doctor of Osteopathic Medicine (DO), Podiatric Physician (DPM), Physician Assistant (PA) and Acupuncturist (LAc). Process licensure applications and renewals efficiently and consistently with public safety. Perform careful

background checks on all applicants for licensure.

## **2. ABOUT THE TARGETS**

A target of 15 days was selected in 2001 based on actual results at that time.

## **3. HOW WE ARE DOING**

The measure demonstrates our efficiency in renewing a health care professional's license. Since the launch of online license renewal in October, 2009, there has been a significant decrease in the time it takes to process a renewal.

## **4. HOW WE COMPARE**

There is no comparative data available.

## **5. FACTORS AFFECTING RESULTS**

While operating efficiently is our goal, rushing licensure renewal, and possibly compromising patient care, is not. Preparing a thorough check of all information provided is essential to ensuring the licensee meets state requirements and will continue to practice safely. The data presented includes those renewals that are outliers and have problems/concerns that need to be reviewed by staff which can add significant time to the renewal process. The renewal of most of our MD, DO, DPM and PA licenses (approximately 17,350 in all) occurs biennially during even-numbered fiscal years. This results in a 3-month period of high activity for all agency staff but the majority of the renewal tasks are performed by a small team of permanent staff plus a few seasonal temporary staff.

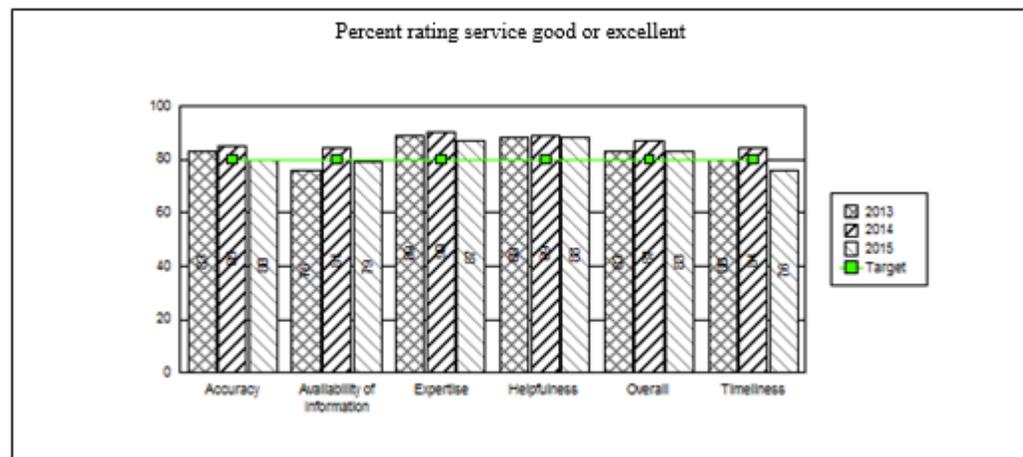
## **6. WHAT NEEDS TO BE DONE**

The agency continues to modify its internal organization and procedures to ensure that licensees are given timely and complete information about their responsibilities in the renewal process. The agency replaced its entire database to modernize our processes. This licensing and case management system was implemented in June, 2009. We implemented online renewal in October, 2009. Online license renewals and a more efficient computer system have helped us to meet our targets.

## **7. ABOUT THE DATA**

The reporting cycle is fiscal year and calendar days. Most licenses are renewed every other year. In the past, data has only been available during the final months of odd-numbered years. A change to the reporting cycle from calendar year to fiscal year resulted in a gap in data availability for 2006 and 2007. As of fiscal year 2010, our new database provides the ability to report results for the few licensees who renew on an annual basis.

<b>KPM #7</b>	ASSESS CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating satisfaction with the agency's customer service as "good" or "excellent" for: overall customer service, timeliness, accuracy, helpfulness, expertise, information availability.	2006
<b>Goal</b>	CUSTOMER SATISFACTION- Statewide customer satisfaction measures	
<b>Oregon Context</b>	Legislatively mandated	
<b>Data Source</b>	Data from anonymous post-card surveys and SurveyMonkey internet surveys	
<b>Owner</b>	Licensing, Investigations. Kathleen Haley, JD (971) 673-2700	



**1. OUR STRATEGY**

This measure was added to all state agencies in 2006.

**2. ABOUT THE TARGETS**

Targets have been established at 80%. Higher percentages reflect higher customer satisfaction.

### **3. HOW WE ARE DOING**

This measure demonstrates our customers' opinions on their level of satisfaction with the services we provide. We began our continuous survey process in January, 2006.

### **4. HOW WE COMPARE**

There is little comparative data available. We did perform some comparisons of customer satisfaction results of other licensing Boards. However, we found that Boards are surveying in different ways and including different customers.

### **5. FACTORS AFFECTING RESULTS**

It is important to understand the role of the Oregon Medical Board in the lives of those responding to the survey. The Oregon Medical Board is a regulatory agency. As such, our customers, be they licensees or complainants, may not agree with the Board's actions. Customers may not receive desired outcomes. This may tend to lower our customer satisfaction rating. The Board works to temper this effect through continued improvements in the services we provide and in our communication with our customers.

### **6. WHAT NEEDS TO BE DONE**

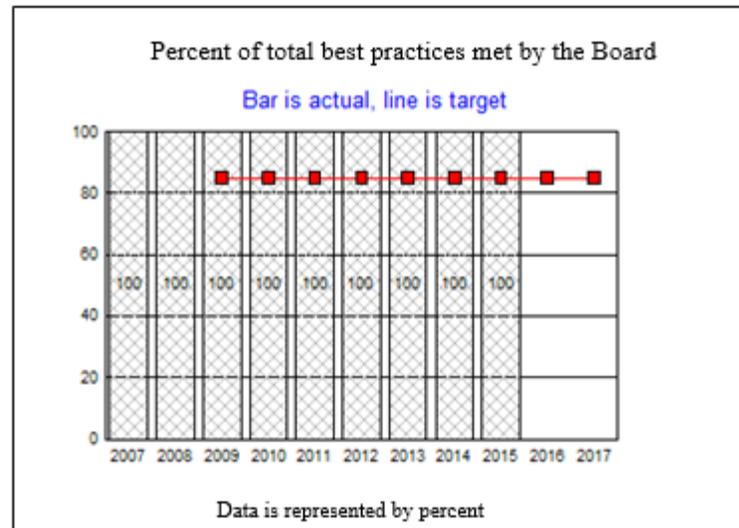
We have used these results to focus our attention on areas within the agency in which responses show less satisfaction than do others. Our Management Council monitors the survey results on a continuous basis and we continue to work to improve our perceived quality of services in all areas. One area in which we have consistently struggled is availability of information. The state of Oregon has recently had the opportunity to work with professional website designers to redesign and restructure our website. This project was completed within fiscal year 2014. The revised website provides our stakeholders better access to the information they need from the Board.

### **7. ABOUT THE DATA**

Our survey is a continuous survey. For fiscal year 2015, we had a population (surveys sent) of 3,611. We provided a survey to each new licensee, each

licensee who had recently renewed their license, and all complainants whose complaints resulted in an investigation (surveys were sent at the close of the case). We received 815 total responses, a 23% response rate, a 2% margin of error at a 95% confidence level. SurveyMonkey, an Internet survey tool, was used for all new licenses and renewals, and an anonymous post-card was used for all investigations. Results for each individual group sampled are retained by the agency and the information that these results provide is used at a management and team level. We have combined the results for all groups to reach an agency wide result for reporting as the results for each group contain too few responses to produce meaningful data. Equal weighting was given to each response.

<b>KPM #8</b>	BOARD BEST PRACTICES - Percent of total best practices met by the Board.	2008
<b>Goal</b>	BOARD BEST PRACTICES - Statewide Board Best Practices measure	
<b>Oregon Context</b>	Relates to Agency Mission	
<b>Data Source</b>	Survey of agency Board members	
<b>Owner</b>	Board Members, (971) 673-2700	



**1. OUR STRATEGY**

This measure was added to all Boards and Commissions in 2008.

**2. ABOUT THE TARGETS**

A target of 85% has been established. While the Agency has been able to achieve 100% since the measure was introduced, a single dissenting Board member would have a significant effect on the percentage outcome.

**3. HOW WE ARE DOING**

The measure demonstrates that we are meeting best management practices with respect to governance oversight by our board. The criteria being evaluated includes Executive Director performance expectations and feedback, strategic management and policy development, fiscal oversight and board management. The Board instituted this measure in 2007; it was mandated for Boards and Commissions by the Legislature in 2008.

**4. HOW WE COMPARE**

Results are comparable with other licensing boards.

**5. FACTORS AFFECTING RESULTS**

The Oregon Medical Board engages in an ongoing strategic planning process that addresses several of the issues that are evaluated in this measure. Board members discuss oversight and governance activities at the Administrative Affairs Committee and Board meetings. The Board Chair is in constant communication with the agency Executive Director on management issues.

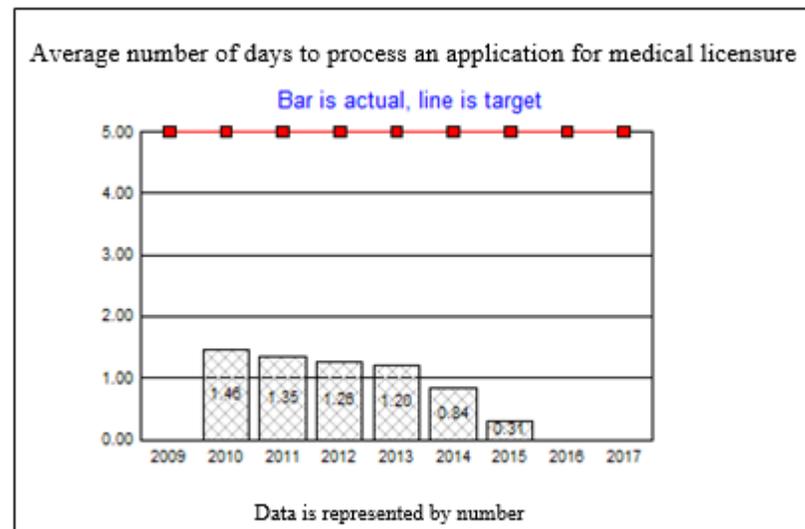
**6. WHAT NEEDS TO BE DONE**

We will continue with our current successful practices and use these results to focus our attention on areas that may need attention in the future.

**7. ABOUT THE DATA**

Reporting cycle is Oregon's fiscal year.

<b>KPM #9</b>	LICENSE EFFICIENTLY - Average number of calendar days from receipt of completed license application to issuance of	2009
<b>Goal</b>	Improve access to quality care through efficiently managing licensure and renewal of licensure	
<b>Oregon Context</b>	Relates to agency mission	
<b>Data Source</b>	Agency Licensing Database	
<b>Owner</b>	Licensing, Netia Miles (971) 673-2700	



**1. OUR STRATEGY**

Determine requirements for Oregon licensure as a Medical Doctor (MD), Doctor of Osteopathic Medicine (DO), Podiatric Physician (DPM), Physician Assistant (PA) and Acupuncturist (LAc). Process licensure applications and renewals efficiently and consistently with public safety. Perform careful

background checks on all applicants for licensure.

## **2. ABOUT THE TARGETS**

The target of 5 days was established in 2009 based on the agency weekly approval schedule. The agency currently approves licenses more frequently but given available information, the 5-day target is comparable to other state medical licensing boards.

## **3. HOW WE ARE DOING**

The measure demonstrates our efficiency in licensing health care professionals and the customer service we provide to the citizens of Oregon. While operating efficiency is our goal, rushing licensure for applicants, and possibly compromising patient care, is not. Preparing a thorough check of all credentials provided by applicants is essential to making sure the applicant meets state requirements for providing medical care. This measure reflects the time to licensure within direct control of the agency- the number of days to license after the applicant has submitted all necessary documents.

## **4. HOW WE COMPARE**

The Oregon Medical Board is processing licenses faster than other state's medical licensing boards for which information is available.

## **5. FACTORS AFFECTING RESULTS**

None have been identified.

## **6. WHAT NEEDS TO BE DONE**

The agency continues to modify its internal organization and procedures to ensure that applicants are given timely and complete information about their responsibilities towards completing the licensing process. The agency replaced its entire database with a new licensing and case management software solution in June, 2009. This new system reduced redundant data entry and improved efficiency. This new system also has an online component now implemented for all license applications and renewals.

## **7. ABOUT THE DATA**

Results are based on actual number of calendar days to issue an unlimited license between the date an applicant has submitted all necessary documentation and the date the license was issued.

<b>OREGON MEDICAL BOARD</b>	<b>III. USING PERFORMANCE DATA</b>
<b>Agency Mission:</b> Protect the health, safety, and well-being of Oregonians by regulating the practice of medicine in a manner that promotes access to quality	
<b>Contact:</b> Kathleen Haley, JD	<b>Contact Phone:</b> 971-673-2700
<b>Alternate:</b> Carol Brandt	<b>Alternate Phone:</b> 971-673-2700

<b>The following questions indicate how performance measures and data are used for management and accountability purposes.</b>	
<b>1. INCLUSIVITY</b>	<p>* <b>Staff:</b> Each of the managers of the 4 divisions within the Board (Administration and Communications, Investigations, Licensing, and Administrative and Business Services) was tasked with developing performance measures for their division. Staff within the division assisted by refining definitions and identifying reliable data sources.</p> <p>* <b>Elected Officials:</b> The Legislature approved these performance measures during our budget hearing during the 2013 Legislative Assembly.</p> <p>* <b>Stakeholders:</b> The Oregon Medical Association, the Osteopathic Physicians and Surgeons of Oregon, the Oregon Podiatric Medical Association, the Oregon Society of Physician Assistants and the Oregon Association of Acupuncture and Oriental Medicine review our budget and performance measures.</p> <p>* <b>Citizens:</b> The stakeholder public as represented by the Legislature approved these performance measures during our budget hearing during the 2013 Legislative Assembly.</p>
<b>2 MANAGING FOR RESULTS</b>	In 2001, the Board created its first formal Strategic Plan. This document integrates the Boards' goals, strategies for attaining goals, action plans, and performance measures. The Plan is updated regularly by managers and staff with Board oversight. Action plans and performance measure results are regularly reviewed by managers and the Board to ensure the agency is making progress towards goals identified.
<b>3 STAFF TRAINING</b>	The Board's Business Manager has received formal training in Performance Measurement development through Department of Administrative Services and Oregon Progress Board classes. Staff have received training in gathering data for these measures and are involved in meeting measurement targets as well as correctly entering data that will affect measure calculations.
<b>4 COMMUNICATING RESULTS</b>	<p>* <b>Staff:</b> Performance measure results are communicated to Board staff at management and staff meetings.</p> <p>* <b>Elected Officials:</b> The Board communicates results to the Legislature during budget presentations and annual</p>

	<p>Performance Progress Reports. Results are also communicated biennially during formal presentations to the Board's assigned Department of Administrative Services Budget Analyst and Legislative Fiscal Officer.</p> <p>* <b>Stakeholders:</b> The Executive staff of the Board meet with representatives of the Oregon Medical Association, the Osteopathic Physicians and Surgeons of Oregon, the Oregon Podiatric Medical Association, the Oregon Society of Physician Assistants and the Oregon Association of Acupuncture and Oriental Medicine to review the agency's budget and performance measures.</p> <p>* <b>Citizens:</b> Results are communicated to the public on the Boards website at <a href="http://www.oregon.gov/omb/board/about/Pages/Annual-Performance-Measures.aspx">http://www.oregon.gov/omb/board/about/Pages/Annual-Performance-Measures.aspx</a></p>
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# Audits Response Report

## Secretary of State Audit Report

Kate Brown, Secretary of State

Gary Blackmer, Director, Audits Division



### Health Professional Regulatory Boards: General Review

#### Summary

Oregon has over 250 boards, commissions, and councils to help protect the health, welfare, and safety of the public. Board members are often subject matter experts and represent diverse stakeholder views. This allows boards to better fulfill governmental functions and engage interested citizens in state government. Boards offer varying perspectives and expertise that can help government be more effective in specialized areas.

Oregon has 20 health professional regulatory boards that license and regulate healthcare professionals. Seventeen operate with their own staff as autonomous agencies, while three operate as a part of larger state agencies. The general mission of health professional regulatory boards is to protect the public and promote the quality of health services.

The objective of this audit was to determine if the governance and delivery of services provided by Oregon's health professional regulatory boards can be improved to better promote the quality of health services, and protect the public health, safety and welfare. We performed broad scale audit work to examine the management efforts of the 17 autonomous boards in the areas of professional licensing, complaint-handling and investigation, and governance. Of these boards, 15 licensed 5,000 or fewer professionals and facilities, while the Pharmacy Board licensed about 24,000 and the Nursing Board about 44,000 in 2012.

In general, boards have policies and procedures in place to address their core functions and appear to be actively engaged in promoting quality health services through their efforts. We verified that activities were performed and processes were in place at the 17 autonomous boards, but because of the broad scale of the audit, we did not evaluate how well each process was carried out.

We found that most boards perform initial criminal background checks of applicants, except for the Veterinary, Occupational Therapy, and Speech Pathology and Audiology Boards. Of the boards that do initial background checks, most perform a national fingerprint-based FBI check. However, most boards do not conduct subsequent checks upon renewal, and some professionals have never been checked.

We examined the complaint-handling, investigative and disciplinary processes of the boards. We found that most boards documented and informed board members of complaints received, and followed procedures for investigating them. Most boards had investigators on staff or under contract to investigate complaints, some of whom had expertise in the health profession. Boards generally separate the investigative process from the disciplinary decision making process. Boards receive assistance from the Attorney General's Office, and a process for licensees to contest board decisions is available through the Office of Administrative Hearings. Disciplinary decisions are reported as required by state and federal law.

We also examined the governance structures and processes of health professional regulatory boards. Studies indicate there is no single most effective governance model to achieve a board's objectives. A third of states have governance structures where boards operate as autonomous agencies. Other states have structures with varying degrees of board collaboration with a central agency and several states have centralized licensing agencies that limit boards to an advisory capacity.

Health professional regulatory boards are responsible for developing policy and enforcing regulations. We found that board members were actively engaged on key matters such as licensing, complaint investigations and discipline, and practice-related issues. In addition, boards delegate many functions to the executive director and staff to carry out, and provide feedback on their efforts. For example, 16 chairpersons reported that they conduct annual evaluations of the executive director.

We found that the boards made reasonable efforts to demonstrate transparency through website content, newsletters, and outreach efforts. This content informs licensing applicants, practitioners, and the public.

To assess board efforts, the 2009 Legislature required boards undergo a periodic peer review. The five board reviews completed to date identified board strengths and made recommendations for improvement.

The Legislature provides some board oversight, as it establishes priorities and sets public policy through the state's budget process. However, boards reported they have experienced difficulty in receiving legislative approval to increase staff and the associated fees to handle increases in workload.

The boards use various methods to obtain specialized services and support. For example, boards rely upon the Attorney General's Office for legal services, and many use the Department of Administrative Services for payroll and purchasing. In addition, 12 of the boards share a location with at least one other board, which allows them to share space and facilitates collaboration. Nonetheless, some benefits could result from more state-sponsored training for board members and a stronger operational connection to the Governor's Office.

We recommend boards give further consideration to background check policies for professionals who handle drugs or interact with vulnerable

populations. In addition, we recommend the Governor consider more operational support and board member training on roles and responsibilities.

### Agency Response

The agency response is attached at the end of the report.

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## Background

Oregon state boards, commissions, and councils incorporate subject matter experts and diverse stakeholder views to fulfill governmental functions and engage interested citizens in Oregon government. Boards offer varying perspectives and expertise that can help government be more effective in specialized areas. Like government in general, boards help protect the health, welfare, and safety of the public.

Oregon has over 250 boards and commissions, or similar entities, which may be either policy-making or advisory boards. Policy-making boards create policies and enforce rules. They can also be governing boards, which are responsible for directing an agency and/or appointing the director. Advisory boards research and advise on policy matters, but do not have authority to make or enforce rules. Licensing boards, which can be either policy making or advisory boards, examine and license members of a profession or occupation to practice in Oregon. Some also have the power to discipline members of the regulated profession or occupation, and to suspend or revoke licenses.

### *Health professional regulatory boards*

Among the State's many boards and commissions are 20 health professional regulatory boards that license professionals and facilities. Seventeen of these boards are policy-making boards and operate as autonomous entities, while three function as advisory boards to larger state agencies. Our audit focused on the 17 autonomous boards, which create policies, license professionals, investigate complaints, make disciplinary decisions, and are responsible for directing the board and appointing its Director. Two of these boards also license and inspect facilities. Figure 1 lists the boards included in the audit.

The mission of health professional regulatory boards (hereafter referred to as boards) is to promote the quality of health services and protect the public's health, safety and welfare. They do this by maintaining a scope of practice, verifying initial qualifications for licensure, ensuring that licensees practice with professional skill and safety, regularly inspecting licensed facilities, and by addressing impairment among licensees. Boards promote the quality of services and protect the public through the licensing and complaint investigation processes. Several key activities of boards include testing licensees to ensure competency, regulating services, handling complaints against licensees, holding hearings to decide the outcome of complaints, and imposing discipline up to and including license revocation. These boards help ensure citizens receive honest, competent, and safe services from licensed health professionals. They also provide an objective way for consumers to seek resolution of grievances.

Boards license health professionals and regulate professions through rule enforcement and policy development. Boards play an important role in

policy development by recommending legislation and preparing rules applicable to the board's profession.

**Figure 1: Health Professional Regulatory Boards**

	2013-15 Adopted Budget*	Full Time Equivalent Employees	Number of Licenses Issued in 2012***	Number of Licenses as of 12/31/2013
State Board of Chiropractic Examiners (Chiropractic)	\$1,455,000	4.88	3,967	3,388
Oregon Board of Licensed Professional Counselors and Therapists (Counselors and Therapists)	\$1,097,000	3.5	3,842	3,715
Oregon Board of Dentistry (Dentistry)	\$2,581,000	7	3,970	7,892
State Board of Massage Therapists ✓ (Massage Therapists)	\$1,746,000	5	3,951	7,353
Oregon Medical Board*** (Medical)	\$10,454,000	38.79	3,848	18,331
Board of Medical Imaging (Medical Imaging)	\$837,000	3	3,017	6,045
State Mortuary and Cemetery Board** (Mortuary and Cemetery)	\$1,409,000	5.71	1,052	2,116
Oregon Board of Naturopathic Medicine (Naturopathic)	\$631,000	2.5	1,029	1,029
Oregon Board of Nursing (Nursing)	\$14,196,000	47.8	44,132	80,092
Occupational Therapy Licensing Board (Occupational Therapy)	\$368,000	1.25	1,820	2,082
Oregon Board of Optometry ✓ (Optometry)	\$699,000	2.2	1,276	1,232
Oregon Board of Pharmacy** (Pharmacy)	\$5,783,000	19	24,438	24,496
Physical Therapist Licensing Board ✓ (Physical Therapist)	\$1,000,000	2.8	4,664	5,002
State Board of Psychologist Examiners (Psychologist)	\$1,006,000	3.5	873	1,716
State Board of Licensed Social Workers (Social Workers)	\$1,350,000	6	4,770	5,024
State Board of Examiners for Speech-Language Pathology and Audiology (Speech Pathology and Audiology)***	\$530,000	2	2,011	2,331
Oregon State Veterinary Medical Examining Board (Veterinary)	\$740,000	2.75	3,465	3,365

✓ Semi-independent board

\*Budget figures are rounded to the nearest \$1,000.

\*\*Board also license facilities; count includes number of licensed facilities.

\*\*\* The Medical and Speech Pathology and Audiology boards conduct renewals biennially. In 2011, these boards reported issuing 18,664 and 212 licenses, respectively.

In Oregon, members of boards are comprised largely of practitioners from the professions they represent. The Governor appoints, and the Oregon Senate confirms, the members of the 17 autonomous boards included in this audit. Board members are selected based on their ability, professional experience, and interest in serving. The Governor can also remove board members under certain circumstances.

The primary responsibility of boards is to work for the benefit of the public first, before the good of a certain profession or industry. Health boards are separate entities from professional associations. However, professional associations may recommend individuals for board appointments based on their technical expertise or point of view.

The boards we reviewed are responsible for making policy decisions and enforcing regulations as outlined in statute and rule. Chairpersons reported several responsibilities as chair such as conducting board meetings, communicating regularly and working closely with the board's Executive Director (director), and addressing practice related issues. Board members regularly schedule 4 to 11 sessions per year to meet publicly, depending on the board, to accomplish board business. In

addition, boards hold committee meetings. Certain matters, such as investigations, are discussed in confidential executive session as required by law.

Each board is required to appoint a director who serves at the pleasure of the Governor under the direct supervision of the appointing board. The principal role of the director and staff is to carry out the rules, policies and programs developed by the board. The director is charged with keeping all records of the board, completing duties as delegated by the board, and preparing a report on the monitoring and investigative activities of the board. The board can delegate additional duties to the director and board staff.

The number of staff and licensees at the boards we reviewed varies. Half of the boards have less than four full-time equivalent staff (FTE), while three have 18 or more staff. Figure 1 shows the FTE by board. All have a director, and some have licensing and investigative staff. While most of these boards issued less than 5,000 licenses in 2012, the Nursing and Pharmacy Boards together issued more than 68,000 new and renewal licenses, which was more than all the other boards combined. Two of the boards, Pharmacy and Mortuary and Cemetery, also license and inspect facilities. Figure 1 shows the number of staff and licenses issued at each board.

Although some aspects of health boards are governed by the same statute, each board also has its own specific statutes. Individual board statutes delineate the scope of practice for the profession, identify specific sanction authority, as well as specify the composition of the board, including the number and professional background of board members. Board policies and procedures are often outlined in the board's governing statutes and administrative rules. These include qualifications of applicants for licensure and grounds for license denial, suspension and revocation. Governing statutes also define board jurisdiction, which spells out those activities within the board's scope of authority to regulate.

Boards are funded with license fees and fines paid primarily by license holders; they do not receive state General Funds. The 2013-15 adopted budget for each board is shown in Figure 1. The Legislature approves each board's biennial budget, except for semi-independent boards which have a different budget process.

In 2009, the Legislature passed a bill requiring Oregon's health professional regulatory boards to receive periodic peer reviews focusing on the board's public safety mission. Since then, five boards have had a detailed peer review identifying strengths, weaknesses, opportunities for improvement, and challenges within the board's core functions. The peer review reports are distributed to the Governor's Office and each board director.

In 2009, Governor Kulongoski established a Reset Cabinet for restructuring State government. A number of subcommittees were formed to identify barriers, efficiencies, and best practices, and to suggest changes specific to

health professional regulatory boards. In 2010, the health professional regulatory board subcommittees produced reports on background checks, complaint investigations, board member training, budget reporting, Department of Justice services, human resources issues, and information technology.

In 2012, we conducted an audit of boards and commissions that provided an overview of the structure, operations, and functions of state boards in Oregon, and identified opportunities for improvement in the governance and operations of boards to promote accountability. This audit is a continuation of our examination of state boards.

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## Audit Results

We performed audit work to examine processes at the 17 autonomous health professional licensing boards in the areas of licensing, complaint investigation, and governance. In general, boards appear to be actively engaged in efforts to regulate their professions and protect the public. We verified certain activities were performed by the 17 boards and staff, but because of the broad scale of the audit, we did not evaluate how well each was carried out.

All of the boards have licensing processes and procedures in place guided by state statutes and administrative rules specific to each profession and board, some of which are similar across boards. We found that most boards perform initial background checks of applicants, and less than half perform background checks of renewing licensees. Some boards have licensed professionals who have never received a background check. The number of licenses issued varies widely by board.

All of the boards have complaint investigation processes and procedures in place to protect the public and maintain professional standards. Most boards have staff dedicated to complaint investigation. The investigative files we reviewed at most boards included complete information, including an indication that tasks or processes were completed and an investigative report or summary. Board disciplinary decisions follow established procedures and disciplinary actions were reported to the public.

While all of the boards included in our audit operate autonomously, they are subject to legislative and executive oversight. Boards use a variety of methods to foster transparency. Boards share some services and many have realized the benefits of formal and informal collaboration.

There are opportunities for additional oversight, advocacy and training for boards. Staffing for board oversight and support, at the Governor's Office remains limited. Boards reported a desire for improved contact, communications, and clarity of direction from the Governor's Office. Some boards reported challenges associated with obtaining approval from the Legislature to increase staffing and the associated fee increases. We also noted additional opportunities for board member training on roles and responsibilities.

### Boards evaluate credentials and license health professionals

Health professional regulatory boards protect the public through the licensing process, ensuring licensees practice with professional skill and safety. Boards are responsible for ensuring applicants have the appropriate education, experience, and skills to perform their professional duties. Two boards also license related facilities.

### **Licensing process**

The licensing process at each board is guided by state statutes and administrative rules specific to each profession and board. For example, Oregon's Veterinary Practice Act outlines procedures for obtaining a license or permit, which include: graduation from a veterinary department of a college or university, completion of an application, passing several exams, and verification of experience. Oregon statutes regulating medical doctors list similar requirements for licensure of physicians: graduation from a school of medicine, post-graduate training, and an examination.

Boards can issue multiple types of licenses through similar processes. For example, the Nursing Board issues seven different types of nursing licenses, such as Registered Nurse, Nurse Practitioner, and Certified Nursing Assistant. Two boards also license facilities. The Mortuary & Cemetery Board inspect and licenses funeral homes, cemeteries, and other related facilities. The Pharmacy Board licenses drug outlets. Pharmacies are inspected annually; other drug outlets are inspected as time allows. Licenses are valid for one to two years, depending on the profession.

Boards use similar processes for licensing health professionals. Generally, new applicants fill out a manual application for initial licensing, which board staff enters into the board's electronic database. Applicants pay a fee to the board for licensure, which varies based on the license. Applicants must also provide documentation of required education, such as official higher education transcripts and/or certifications.

Applicants are often required to demonstrate their professional competence through a national and state exam. Most boards (16 of 17) reported having national licensing standards such as an exam. The Massage Therapists board reported not having a national uniform licensing standard. Two boards, the Dentistry and the Board of Massage Therapists Boards, also conduct state practical exams. In addition, most boards require applicants to demonstrate their knowledge of state laws and rules regarding their profession through a jurisprudence exam.

As discussed in more detail below, most boards (14 of 17) require a criminal background check for initial licensure. Boards may also consult the U.S. Department of Health and Human Services' National Health Practitioner Data Bank (Data Bank) for instances of professional misconduct or discipline in other states. For example, the Dentistry Medical, Nursing, and Optometry boards receive continuous updates of incidents pertaining to their licensees through the Data Bank. Boards can also receive similar notifications from their affiliated national organizations.

Applicants who are in good standing and have been licensed in another state may apply for license by endorsement at some boards. For example, Registered Nurses and Licensed Practical Nurses may apply for licensure by endorsement at the Nursing Board if they have met certain requirements for education, practice hours, and verification of current or

most recent licensure. Similar to initial applicants, individuals applying by endorsement must also complete an application, pass a background check, and pay a fee.

Boards often use checklists to ensure applications are processed consistently and standards are met, and to show a review and/or receipt of application materials. Often these are manual checklists. For example, the Speech Pathology and Audiology Board uses a manual checklist to ensure all required documentation for licensing has been received. Alternately, the Nursing and Pharmacy Boards reported having checklists for each license type built into their databases, and the Medical Board has an interactive checklist that is updated and accessible by both staff and the individual applicant at any time.

Generally, staff or board members reported they review the completed applications or a selection of the applications. For example, Psychologists Board members review basic information on all license applications before approving them. At the Chiropractic Board, the director reviews all license applications, while at the Nursing Board the Licensing Manager reviews a random sample of applications.

Like initial applicants, licensed professionals must apply and pay a fee to renew their license. Boards typically conduct annual or biennial renewals. In addition, some boards set a standard renewal date for all licensees, while other boards distribute the renewals over the year. For example, the Nursing Board uses the license holder's birthday as the renewal date.

When they apply for a license renewal, applicants are required by statute to self-report criminal or professional violations that occurred since the last licensing period. Board investigators or compliance staff may follow up on reported incidents.

Nearly all boards (16 of 17) require continuing education and that renewal applicants attest to meeting the requirements. Several boards reported auditing a percentage of license holders' adherence to continuing education requirements, including the Counselors and Therapists, Massage Therapists, Medical, Naturopathic, Nursing, Occupational Therapy, Pharmacy, Physical Therapists, and Speech Pathology and Audiology Boards. The Optometry Board reported conducting a complete review of each licensee's continuing education at renewal. The Mortuary and Cemetery Board is the only board that does not currently require continuing education. However, the board reported they are developing a continuing education program that they plan to implement by the end of 2014.

### **License numbers varies by board**

The number of new and renewed licenses issued varies dramatically among the 17 boards. In 2012, the total number of new and renewed licenses issued ranged from 873 at the Psychologist Board to over 44,000 at the Nursing Board. All boards have issued an increasing number of licenses

since 2007, except the Mortuary and Cemetery Board, which had a slight decline from 2007 to 2012. Appendix C at the end of our report shows the number of new and renewal licenses issued per board between 2007 and 2012. Figure 2 shows the number of new and renewal licenses issued per board in 2012.

**Figure 2: Number of new and renewal licenses issued per board in 2012**

	New Licenses	Renewal Licenses	Total Licenses Issued
Chiropractic	579	3,388	3,967
Counselors and Therapists	665	3,187	3,842
Dentistry	364	3,606	3,970
Massage Therapists	574	3,377	3,951
Medical**	2,132	1,716	3,848
Medical Imaging	681	2,336	3,017
Mortuary and Cemetery*	258	794	1,052
Naturopathic	78	951	1,029
Nursing	8,011	36,121	44,132
Occupational Therapy	192	1,628	1,820
Optometry	47	1,229	1,276
Pharmacy*	3,360	21,078	24,438
Physical Therapist	359	4,305	4,664
Psychologist	62	811	873
Social Workers	1,736	3,034	4,770
Speech Pathology and Audiology**	305	1,706	2,011
Veterinary	248	3,217	3,465

\*Board also license facilities; count includes number of licensed facilities.

\*\* The Medical and Speech Pathology and Audiology boards conduct biennial renewals. In 2011, these boards reported issuing 18,664 and 212 licenses, respectively.

Six boards reported an increase over 15% in new licenses from 2007 to 2012:

- Chiropractic
- Counselors and Therapists
- Physical Therapists
- Medical
- Social Workers
- Speech Pathology and Audiology

Renewal licenses constitute the bulk of licenses issued at each board, although initial licensure can be a greater workload. In 2012, renewals accounted for over 80% of the licenses issued at most of the boards. Boards reported the number of renewal licenses issued in 2012 ranged from 794 at Mortuary and Cemetery Board to over 36,000 at the Nursing Board.

**Efficiencies from online licensing**

Most boards (14 of 17) reported having an online process for license renewal. Boards noted the online renewal process is generally more efficient, saves staff resources and money, improves customer service,

minimizes hard copy documentation, and increases accuracy. Staff at the Counselors and Therapists and Physical Therapist Boards also reported the online renewal process makes the workload more manageable. For example, the Physical Therapists Board eliminated the need to hire temporary staff during the renewal processing period after switching to an online process. The three boards without an online process - the Chiropractic, Psychologist, and Optometry Boards - use a manual process for renewal applications and reported looking to move to an online process in the future.

In contrast to renewals, initial licensing is a manual process for nearly all boards. Only the Medical Board reported having a complete online application process for initial licenses. However, the majority of boards reported having considered using an online application for initial licensing. Boards noted various challenges to moving to an online licensing system, including information technology or database capabilities, a lack of funding for development and implementation, and the need for primary source or notarized documentation. One board also cited the need to review individual transcripts and exam scores, along with needing a photograph of the applicant.

**Extent of criminal background checks varies**

In addition to professional requirements, boards also ensure public safety through criminal background checks. We found most boards (14 of 17) perform criminal background checks at initial licensing; only the Veterinary, Occupational Therapy, and Speech Pathology and Audiology Boards do not. More than half of boards do not regularly perform subsequent criminal background checks after initial licensing. In addition, many boards have some portion of their licensees who have never received a criminal background check since they were initially licensed before such checks were implemented.

Criminal background checks, especially national checks, permit boards to look into the past of applicants and judge if they meet the ethical standards of the profession. For example, these checks identify criminal incidents that might compromise a professional's ability to perform their job and therefore put the public at risk. Healthcare professionals are often in a position of power with their clients who trust and depend on them for care. Licensees of the health regulatory boards' work with inherently vulnerable populations and many licensed professionals are mandatory reporters of abuse and neglect of children, the elderly, and those with developmental disabilities. For example, Occupational Therapists work on-on-one with individuals with physical, mental, emotional, and cognitive limitations. Licensees at the Board of Psychologist Examiners work with those afflicted with behavioral, emotional, and mental disorders. In addition, some licensees of the Mortuary and Cemetery Board work with loved ones of the recently deceased.

**FBI criminal background checks are the most comprehensive**

The Oregon Legislature granted health boards the authority to conduct national fingerprint-based criminal records checks through the Federal Bureau of Investigations (FBI) beginning in January, 2010. While health boards were given the authority for criminal background checks, state law does not require the boards to perform them.

The two most common types of criminal background checks the boards perform are a fingerprint-based FBI background check, and an Oregon Law Enforcement Data System (LEDS) background check. Two boards check the Oregon Judicial Information Network (OJIN) in addition to a LEDS background check. An FBI fingerprint-based background check is the most comprehensive type of check performed by the boards. Below are common types of criminal background checks:

- A fingerprint-based FBI background check is a national criminal history check across all 50 states and includes information provided by the FBI, as well as federal, military, state, local and foreign criminal justice agencies and authorized courts.
- A LEDS background check is a check of an individual's criminal history in Oregon using name and date of birth within several databases. LEDS includes current criminal history records, fingerprints, and court case outcomes of individuals in Oregon. It does not include criminal history outside of the state, military records, or federal criminal history.
- OJIN is Oregon's electronic court case system that can be used to check an individual's history within Oregon, such as the outcomes of proceedings in trial and appellate courts. It does not include an individual's arrest history and is not an official case record. OJIN staff reported it should not be used as the only tool while performing a criminal background check.

A review of selected states' health licensing entities across the country revealed variations in the types of criminal backgrounds checks. Most licensing entities we reviewed required background checks for initial licensure, but not for renewals. A fingerprint-based FBI background check was the most common background check found for the boards reviewed.

In September 2010, a subcommittee comprised of health professional regulatory boards recommended the state align the process requirements for fingerprint-based background checks across all licensing boards. However, we noted that the type of background checks boards perform still varies across the boards, for both the initial and subsequent background checks. Currently, 10 of the 17 boards perform a fingerprint-based FBI criminal background check on initial licensure applicants. Figure 3 shows the type of criminal background checks performed at each board.

**Most boards perform initial criminal background checks**

Most boards (14 of 17) perform a criminal background check on initial applicants. Of these, 12 perform a national background check and two

perform a state background check. Nearly all boards performing a national background check use a fingerprint-based FBI check. However, the Mortuary and Cemetery, and Physical Therapist Boards reported performing a national background check through private firms.

We noted that the Occupational Therapy, Speech Pathology and Audiology, and Veterinary Boards do not perform initial criminal background checks on applicants despite the possibility of past criminal incidents that could compromise a licensee's ability to perform their job and put the public at risk. Occupational Therapists and Speech-Language Pathologists and Audiologists work with vulnerable populations, including children and the elderly. However, professionals who work in facilities such as schools and may be subject to criminal background checks. Veterinarians have prescribing power and access to medications that are at risk for misuse. Yet applicants for these licenses do not undergo any type of criminal background check. In contrast, pharmacists, who also have access to medications, undergo criminal background checks for both initial and renewal licensure.

**Figure 3: Criminal Background Checks by Board**

	Initial background check type	Renewal background check type
Chiropractic	FBI*	None
Counselors and Therapists	FBI	None
Dentistry	FBI	None
Massage Therapists	FBI	LEDS
Medical	FBI	None
Medical Imaging	LEDS and OJIN	LEDS
Mortuary and Cemetery	LEDS and National	None
Naturopathic	FBI	None
Nursing	FBI	LEDS
Occupational Therapy	None	None
Optometry	LEDS and OJIN	LEDS
Pharmacy	FBI	LEDS
Physical Therapist	National	LEDS
Psychologist	FBI	None
Social Workers	FBI	None
Speech Pathology and Audiology	None	None
Veterinary	None	None

\* Chiropractic Assistants receive an OJIN background check.

**Most boards do not routinely perform subsequent criminal background checks**

Subsequent criminal background checks are a tool boards can use to provide additional protection to the public. These checks may be performed after the initial licensure to detect criminal incidents or patterns of behavior. Checks can occur in conjunction with renewal applications or when issues or complaints against a licensee arise. However, most boards do not regularly perform subsequent background checks.

Only six of 17 boards reported routinely performing criminal background checks of renewal applicants. Five boards check all license holders at

renewal – the Massage Therapists, Medical Imaging, Nursing, Optometry, and Pharmacy Boards. The Physical Therapist Board performs background checks on 10% of their license holders at renewal. Beginning in 2010, the Counselors and Therapists Board began performing criminal background checks on all license holders every five years. Appendix B at the end of our report shows the boards who perform renewal criminal background checks and the percent of licensees checked.

While six boards perform criminal background checks of renewal applicants, the other 11 boards rely on complaints or peer and self-reporting to identify subsequent issues. Beginning in 2010, state law requires health professionals to report prohibited or unprofessional conduct of peers within 10 days. Licensees are also required by state law to self-report felony arrests, and felony or misdemeanor convictions to their board within 10 days.

***Most boards have not performed criminal background checks on all licensees***

Eleven boards have some portion of their licensees who have never had a background check conducted by their licensing board. Only six boards have performed criminal background checks on their entire population of licensees and have policies to maintain a population where all licensees have received a criminal background check:

- Counselors and Therapists
- Massage Therapists
- Medical Imaging
- Nursing
- Optometry
- Pharmacy (Note: does not include facilities)

The Occupational Therapy Board performed a LEADS criminal background check on its entire population in 2013, but it does not currently have policies in place to perform background checks on initial applicants, so new license holders will not be checked. The board requested funding for the 2009-11 biennium to conduct FBI fingerprint-based criminal background checks, but the request was denied. The Occupational Therapy Board reported it will conduct future LEADS criminal background checks and is in the process of developing policies.

In addition, the boards that have checked all licensees performed a LEADS criminal background check, which is limited to Oregon and does not capture national criminal histories. Six of these boards perform LEADS checks as part of the license renewal process. One additional board, the Counselors and Therapists Boards, elected to perform a one-time LEADS check on their entire population and has policies in place to perform background checks on initial applicants and all licensees every five years.

Board staff described several factors limiting their ability to perform criminal background checks. These factors included: workload and strained resources, growth in the number of licensees, cost of implementation, inconvenience to licensees, and timeliness of initial and renewal licensing processes. The Speech Pathology and Audiology Board requested, but was denied funding for an investigator in the 2013-15 budget and as a result reported it lacks the infrastructure needed to handle the records and investigate incidents discovered in criminal background checks.

**Complaints are investigated to protect the public and maintain professional standards**

Investigating complaints and making disciplinary decisions are two of the primary functions of health professional regulatory boards and are central to their mission of regulating the profession and protecting the public. State law requires these boards to assign one or more people to investigate complaints against licensees, applicants or others alleged to be practicing in violation of law.

Complaints originate from a variety of sources, including the public, other licensed professionals, employers and insurance companies. However, most complaints originate from the public. Although complaints can be brought to the board through various means, boards reported a preference for written complaints using a complaint form, email, or letter. Boards can also initiate investigations for reasons such as claims of unlicensed practice, information self-disclosed by applicants and licensees, or information obtained through the criminal background check process.

When a complaint is received, it is generally recorded in a database or logging sheet. Boards typically assess the complaints for jurisdiction, which means they determine if the board has the authority to investigate the complaint, determine a course of action, or impose discipline. Boards also assess whether or not the issue at hand, if true, would constitute a violation. Figure 4 shows the number of investigations opened by each of the 17 boards in 2012. Appendix D at the end of our report shows the number of investigative cases between 2007 and 2012.

**Figure 4: Opened Investigative Cases by Board, 2012**

	Investigations Opened
Chiropractic	143
Counselors and Therapists	65
Dentistry	231
Massage Therapists	217
Medical	756
Medical Imaging	73
Mortuary and Cemetery	101
Naturopathic	38
Nursing	2,451
Occupational Therapy	9
Optometry	11
Pharmacy	611
Physical Therapist	44
Psychologist	73
Social Workers	73
Speech Pathology and Audiology	78
Veterinary	14

Boards record the complaint assessment in a variety of ways. For example, the Social Workers Board uses a detailed form to document the complaint and guide the investigative staff in determining jurisdiction. The Medical Board incorporates the assessment into its complaint form with user-friendly check boxes. The Dentistry Board has developed a series of codes to indicate the type of investigation.

Boards may receive complaints outside their jurisdiction. Some boards inform the complainant the issue is outside the board's jurisdiction, or refer these complaints to the proper agency. For example, Veterinary Board staff keeps track of complaints that are not within the board's jurisdiction or do not constitute a rule violation and reports this information to the board. According to board staff, most of the boards receive a report or are otherwise informed of all complaints received, including those not investigated.

Generally, complaints within the board's jurisdiction are assigned to an investigator employed by the board. An investigator is required to collect evidence, interview witnesses, and make a confidential report to the board describing the results of the investigation and any prior disciplinary history of the licensee. Our review of complaint files showed a majority of boards (14 of 17) created an investigative report summarizing the actions taken during the investigation and the facts gathered. Board staff generally includes a licensee's prior disciplinary history in reports to board. After receiving an investigative report, members of the board can vote on a disciplinary decision or request further investigation.

Instead of investigative reports, the Speech Pathology and Audiology and Optometry Boards use case tracking reports and provide a summary of the issues and evidentiary documents to board members for review. The

Optometry Board also maintains investigative actions in a confidential activity log. The file review at the Chiropractic Board revealed files that did not consistently contain investigative reports or similar indication of investigative tasks or processes completed. The director has since instructed staff to add tracking reports to future case files.

**Health expertise aids complaint investigations**

Investigating complaints often requires professional experts who can evaluate and investigate the technical aspects of the complaint. For example, a pharmacist can evaluate prescriptions, records, and drug interactions and more easily uncover violations. A dentist can evaluate dental records and x-rays to determine if a bridge properly fits a patient's mouth and adequate patient care was provided. In addition, a nurse can determine whether a practitioner properly administered drugs to a patient. Other complaints which are not practice-related, such as billing irregularities, may not require this type of technical expertise.

Health professional regulatory boards obtain expertise for evaluating and investigating complaints in a variety of ways, including using investigators with a background in the field, consultants, and board members. Most boards (14 of 17) have dedicated investigative staff. Six boards have one or more staff investigators who are also practitioners:

- Chiropractic
- Dentistry
- Medical Imaging
- Nursing
- Pharmacy
- Physical Therapist

Three of these boards, the Chiropractic, Dentistry, and Nursing Boards, have both practitioner-investigators who can handle practice related complaints and non-practitioner investigators with law enforcement or investigative backgrounds who handle non-practice related complaints. For example, the Nursing Board has five nurse investigators and five non-nurse investigators, and assigns cases based on type of complaint. The investigations that are specific to the practice of nursing are assigned to nurse investigators, while non-practice related issues, such as drug theft, are assigned to investigators with law enforcement or investigative backgrounds. Eight other boards have dedicated investigative staff with backgrounds in law enforcement or investigations.

Three boards do not have dedicated investigative staff positions: Optometry, Speech Pathology and Audiology, and Occupational Therapy. In lieu of dedicated staff, the Speech Pathology and Audiology Board contracts with investigators with a background in law enforcement or investigations and utilizes the director, who is trained in complaint investigation. The Occupational Therapy Board contracts with practitioner-investigators and the Optometry Board utilizes its director and administrative staff to

complete investigations. Many directors and staff have prior experience and/or received training in complaint investigation such as training offered by the Oregon Department of Justice and/or the Council on Licensure, Enforcement & Regulation (CLEAR), which is an international professional body.

Boards with non-practitioner investigators obtain technical expertise in complaint investigations through various means. Most boards reported they contract with consultants or peer professionals as needed to aid investigations. Some, such as the Optometry Board, utilize the technical expertise of board members. However, any board members involved in investigations should recuse themselves from board deliberations of those cases. Other boards, like the Social Workers and Psychology Boards, use both a board committee and contracted professionals to provide expertise. The Naturopath Board requires their investigative staff to have experience in investigations of a medical nature to include charting, medical records, and knowledge of prescription drugs. The Mortuary and Cemetery Board requires industry training in addition to investigative expertise. The Medical Board's Medical Director reviews the investigative work of all practice-related complaints and a board committee also reviews investigative cases.

Having an investigator with a background in the field could be more efficient and save boards time and money, as they may not need to contract with consultant professionals for investigations as often. One board received legislative approval to hire an additional investigator with a health background in the 2013-15 biennium. However, another board reported pressure from the Legislature to justify investigators with professional backgrounds in the field. Boards also cited challenges to hiring health practitioners as investigators which can be more expensive and more difficult to staff because a health professional may be able to earn a greater wage working as a professional in the field.

***Board disciplinary decisions follow established procedures***

Board disciplinary decisions follow established procedures such as separating the investigative process from decision-making, imposing sanctions based on the specific laws or rules violated, utilizing assistance from the Oregon Attorney General's Office, and handling of contested investigative cases.

Boards make disciplinary decisions based on the investigative information presented as well as the laws and rules governing violations and penalties. Board members generally separate decision-making and discipline from the complaint investigation process. Boards have a variety of sanctions available to them for discipline of licensees or individuals practicing without a license. The sanctions largely depend on the severity of the infraction committed and include reprimand, probation, fines, education, license restrictions, license suspension and license revocation. Boards may also issue a confidential letter of concern to a licensee when the

investigative process has not revealed or substantiated a specific rule violation, but the board is concerned about an area of the licensee's practice or behavior.

The Oregon Attorney General's office assists boards in the investigative and disciplinary process. Boards reported using the Attorney General's services in a variety of ways, including reviewing investigative work, performing background checks, training investigative staff and board members, attending investigative interviews, and advising the board on potential rule or law violations. The Attorney General's office also represents the board during contested case hearings and appeals of board decisions.

There are established procedures in place for boards to make disciplinary decisions and for disciplined parties to contest such decisions. Boards can resolve disputes through a consent order or stipulated agreement, which is a voluntary binding agreement between the board and disciplined party. However, if the board and disciplined party are unable to come to an agreement, the board can make a judgment and the disciplined party has the right to accept or contest the board's decision. Contested decisions are referred to the Office of Administrative Hearings and which assigns an independent Administrative Law Judge. During the contested case hearing, disciplined parties have the opportunity to retain counsel, present evidence, and respond to evidence presented by the board. The Board or Administrative Law Judge issues findings and an order. The disciplined party has the right to appeal the final order to the Oregon Court of Appeals.

***Disciplinary actions are reported***

By statute, board final orders are public records which are subject to disclosure. These public records include disciplinary sanctions, emergency suspensions, and consent or stipulated agreements involving licensee or applicant conduct. Boards reported disclosing these records through various means including board meeting minutes, posting on the board's website, through a licensee look-up feature, in agency newsletters, and in separate discipline reports.

Federal law also requires reporting of disciplinary actions taken by boards. Specifically, all state health licensing and certification authorities are required to report disciplinary actions to the U.S. Department of Health and Human Services' National Practitioner Data Bank (Data Bank), except for decisions by the Mortuary and Cemetery Board and the Veterinary Board, which reports its decisions to the American Association of State Veterinary State Boards. Some boards report to a national board or entity, which in turn reports to the Data Bank. For example, the Nursing Board reports discipline to a profession-specific entity called NURSIS, the national database for nurses, which reports to the Data Bank.

## Board governance, oversight and support

As public entities, boards must exercise proper stewardship of the resources entrusted to them and ensure they are accountable and transparent. Oregon's Governor has pledged to maintain a system of boards and commissions that is both transparent and accountable to the citizens of Oregon. Accountability to the public and healthcare professionals can be achieved in part through oversight functions of the boards and board staff, and through public transparency. Board activities are also subject to both legislative and executive oversight. Overall policy guidance and direction are provided by the Governor, as the state's chief executive officer, and by the Legislature, which writes laws and appropriates operating funds. The Department of Administrative Services (DAS) provides certain administrative services and support.

### *Models for governance of health boards vary in other states*

The governance models of health regulatory boards across the country range from autonomous boards to centralized licensing agencies. Oregon's model of predominantly autonomous health professional regulatory boards is similar to 16 other states. The remaining states have governance models with less board autonomy and more coordination with a central agency, or have boards consolidated within a central agency. Three states have boards that share administrative functions through a central agency. Twenty-one states operate under a model in which autonomous boards share authority with a central agency in matters such as budgets, personnel management, and complaint investigations. Six states operate within a structure where there is limited board authority for decision-making and board actions, and decisions are subject to central agency review. The remaining three states have completely centralized licensing agencies where boards serve in an advisory capacity and decision-making is carried out by a central licensing agency.

Studies indicate there is no single most effective model or common set of best practices for governance models of health licensing boards. Experts disagree on which models may provide superior public protection, efficiency, customer service, or accountability. One study suggests that resources, rather than structure, have a bigger impact on board performance. Similarly, some experts have concluded that structure may matter less than funding, staffing, or leadership. Another study states the best practices of boards are not dependent on governance structure. Some studies suggest autonomous boards may have advantages in disciplinary matters, customer service, and processing time for applications. Other experts suggest an oversight entity may be beneficial in working with the Legislature on rule or law changes and resolving conflicts with the public and disputes among professions. In addition, a 1997 DAS evaluation of the organizational structure of credentialing entities in Oregon found there was no one best model even within the state.

### *Most Oregon health professional licensing boards operate autonomously*

In Oregon, 17 of the 20 health professional regulatory boards are policy-making boards that are regulatory in nature and operate autonomously under their governing statutes. These boards are independent of one another, and are not part of a centralized agency. Three of the 17 boards we reviewed operate as semi-independent agencies within state government. Semi-independent boards do not have all of the same regulations as other state agencies, and have differences in the budget process, administrative support structure, and degree of legislative review.

The other three health professional licensing boards not included within the scope of our audit operate as advisory boards within two larger state agencies: the Oregon Health Authority (OHA) and the Oregon Health Licensing Agency (OHLA). In July 2014, OHLA will transition to become an office within the Oregon Health Authority. There are notable differences between regulatory and advisory boards. For example, advisory boards do not have final decision making authority in matters such as whether to take disciplinary action against a licensed professional, while regulatory boards such as those we reviewed do have this authority.

### *Boards delegate authority for key functions*

Boards have delegated authority to directors and staff to carry out key board functions. Each board is required to appoint a director who serves under the direct supervision of the board, at the pleasure of the Governor. The director is charged with duties delegated by the board, keeping all records of the board, and reporting on the monitoring and investigative activities of the board. Delegated functions include: preparing for board meetings, supervising staff, processing complaints, conducting investigations, reviewing applications for licensure and renewal, preparing budget requests, and coordinating testimony before legislative committees. Although the director and staff perform administrative functions, the board makes final decisions regarding disciplinary actions.

Delegation of authority requires board members to be actively engaged with board staff to provide oversight and ensure board staff is accountable. Effective board members ensure proper oversight through regular attendance, preparation, and engagement at board meetings and by thoroughly reading and reviewing reports, proposals, and other documents prepared by board staff. In addition, boards are required by administrative rule to complete an annual performance evaluation of their director. Sixteen of the 17 board chairpersons reported their board conducted an annual evaluation of their executive director. These evaluations aid in ensuring proper oversight of delegated authority. However, there is no formal process in place to annually evaluate the performance of the Veterinary Board's director.

Active communication with board staff by board members can help to keep the board informed of day-to-day operations and provide oversight of delegated functions. We found board members were actively involved with

communicating and working with directors, and were attentive to matters regarding licensing, discipline, and topics concerning the board's profession.

**Boards use a variety of methods to create transparency**

Health professional regulatory boards can create transparency by communicating their role in public safety, the complaint process, disciplinary actions, and regulatory requirements of the board's profession. Board transparency promotes accountability to health professionals, lawmakers, and the public.

We found that boards demonstrated transparency through website content, newsletters, and other outreach efforts. Our review of boards' websites found that most make information available to the public through posting notifications of upcoming board meetings and agendas, and past board meeting minutes. Also, boards' websites generally include instructions on how to apply for and obtain a professional license or renewal, how to file a complaint against a licensee, and a description of the complaint investigation process. Boards reported that information about disciplinary actions was included on board websites and in board meeting minutes, newsletters, and through an online look-up of health professionals' license status and discipline.

Boards also create transparency through outreach to practitioners, such as communicating regulatory requirements of the boards' profession. For example, boards reported going to colleges and universities to connect with future practitioners, such as Dentistry Board staff who explain the application procedure and hand out fingerprint cards to students close to graduation. Among other boards, the Massage, Social Work, Speech Pathology and Audiology Board speak with students about the licensing process, and laws and rules of the profession. Some boards also reported being involved with their professional organization on a state and national level. For instance, the Physical Therapist Board's director is on the Federation of State Board's of Physical Therapy's board of directors and previously served on numerous workgroups charged with setting national physical therapy standards.

**Peer reviews focus on public safety mission**

In 2009, the Legislature passed a bill requiring Oregon's health professional regulatory boards to undergo periodic peer reviews focusing on the boards' public safety mission. Since then, the following five boards have undergone a detailed peer review:

- Speech Pathology and Audiology (2013)
- Nursing (2013)
- Massage Therapists (2012)
- Optometry (2011)
- Occupational Therapy (2010)

The peer reviews identified areas of strengths, weaknesses, opportunities, and challenges within the boards' operations. Strengths included a convenient and timely renewal process for one board and outreach and transparency efforts of other boards. One peer review identified a weakness related to the composition of the board, with the report stating it may not be best for the board's mission. Another found that administrative staff and board members involvement in the investigative process was a weakness, stating that trained investigators have certain skills laypeople lack. Yet another raised doubts about the presumption that applicants are truthful when reporting past criminal behavior. The rising number of complaints, heavy workloads, staffing constraints, and process issues in investigations were other challenges the peer reviews reported. The opportunity to network and share ideas and processes with other health licensing boards was identified as an opportunity.

**Challenges in obtaining additional staffing**

The Legislature establishes priorities and sets public policy through its administration of the state's budget. Fourteen of the boards we reviewed go through the standard state agency budget process, but none are funded through General Funds. Rather, all 17 boards are funded entirely through Other Funds, primarily fees paid by licensees, such as those for licensure or as part of disciplinary action. The 2013-15 budgets for the boards vary widely, from about \$368,000 at the Occupational Therapy Board to about \$14,196,000 at the Nursing Board.

The budget process is one of the Legislature's accountability mechanisms for health boards. The Legislature sets their budget and number of staff positions through the standard state agency budget process. Because board budgets are primarily made up of fees, any budgetary increase necessitates a fee increase, which must be approved by the Legislature.

Semi-independent health boards go through a different process and do not present their budgets in legislative hearings. Instead, they prepare their budgets through public hearings, with the results adopted by administrative rule. Unlike the other boards, semi-independent boards may adjust fees without legislative approval. Semi-independent boards submit a report to the Legislative Fiscal Office (LFO) biennially and obtain a financial review or financial audit conducted by a certified public accountant.

Nearly half of the boards reported challenges in obtaining legislative approval for additional staff positions. For instance, the Speech Pathology and Audiology Board requested a part-time investigator in the 2011-13 and 2013-15 biennia, but both requests were denied. The Legislature approved the Board's request to charge licensees for the cost of FBI criminal background checks for the 2013-15 biennium, but the Board reported it is challenged to begin without investigative staff to follow up on the checks. This board reported a 333% increase in the number of complaints and a 24% increase in licensees from 2007 to 2012. In addition, the Naturopathic

Board requested an investigator position for three biennia before obtaining legislative approval for a limited duration investigator in the 2013-15 biennium. It has also reported significant increases, with an increase of 124% in the number of complaints and 33% increase of licensees from 2007 to 2012.

A number of boards included in our audit reported they found the budget process burdensome, and wanted more control over their budgets through a simplified process such as that of semi-independent boards. For instance, a 2010 subcommittee on health professional regulatory boards proposed that the legislative presentation portion of the budgetary process be streamlined, but the recommendation was not approved.

***Board members could benefit from additional training***

Audits in Oregon and other states have found members of boards may not fully understand their role in creating and upholding the board's system of internal controls. For example, our 2012 report on boards and commissions noted the need for board member training regarding internal controls, compliance and performance. As representatives of public entities, board members need adequate training in order to exercise proper stewardship of the resources entrusted to them.

Currently, DAS offers online training for state board and commission members based on the Governor's Membership Handbook for Boards and Commissions. However, more than half of board chairs we spoke with were unsure if the state offered any training for board members. In previous years, DAS provided in-person training for board members. Some board chairs and directors reported the previous DAS training was valuable and reinstatement of such training would benefit boards. The Governor's Office is currently working with DAS to arrange a meeting of board administrators to provide them with a general overview of the executive appointments process, board member expectations and to clarify the roles and responsibilities of board members.

To compensate for a lack of state sponsored, in-person training, some boards have utilized other training resources such as training offered by national organizations. In addition, some boards offer training to new members through on-the-job training or new member orientation provided by board staff or other board members.

***Benefits of shared services and collaboration***

In Oregon, health professional regulatory boards utilize a number of support services including DAS Shared Client Services, information technology (IT), Department of Justice (DOJ) legal services, and Oregon State Police background checks. Thirteen boards use the same private vendor for IT services and support, such as secondary database support, and database management. Twelve boards rely on DAS' Shared Client Services division to provide services such as payroll and accounting. Board directors also attend agency head meetings conducted by the DAS Chief

Operating Officer, budget meetings held by the DAS Chief Financial Officer, and Legislative Coordinators meetings.

All of the boards utilize the DOJ for legal services. Boards reported using their Assistant Attorney General within DOJ to review investigative work, provide training for investigative staff and board members, advise boards on potential rule or law violations, and assist in background checks. Boards requiring FBI fingerprint background checks utilize the Oregon State Police to perform the checks. Several boards have also contracted over the last several years with the Nursing Board to perform LEDS background checks.

In addition to sharing services, boards have formed collaborative networks through which they are able to share information and benefit from each other's experiences. Health board directors meet monthly in a workgroup for peer learning, mentoring, and sharing best practices and challenges. The workgroup discusses matters such as peer review audits, legislative session updates, and updates from the Governor's Office. Semi-independent boards participate in the Semi-Independent Boards Agencies group (SIBA) to address the unique challenges associated with their semi-independent status. Some directors reported these groups were also valuable to new directors in learning about their role and responsibilities, and in facilitating their on-the-job training.

In addition to formal avenues for coordination, informal cooperation and peer mentoring was evident from speaking with board staff and observations at boards that are co-located. Eight of the seventeen boards are located in the same building in Portland and four other boards are located in the same building in Salem. Co-locating allows boards to share office supplies and equipment, build social capital, and share best practices. Board staff who are co-located regularly converse with each other, ask questions, and share experiences to better address board issues and concerns. The effects of co-location were cited in a 2003 national study of health professional regulatory boards, including boards in Oregon, which noted that co-location was perceived as beneficial for boards, and allowed staff to share information and experiences.

***Additional opportunities for oversight and advocacy***

While mechanisms exist for board accountability, the Governor's Office does not currently have the resources to ensure consistent oversight. The Governor's Executive Appointment's Office, which is responsible for appointments to boards and commissions, only has two staff, the Director and a part-time Program Representative, who is charged with filling over 1,900 appointments to over 200 boards, as well as other responsibilities.

Boards reported they faced challenges and suggested opportunities for improved communication and clarity of direction from the Governor's Office. For example, directors reported not always being informed of hearings for new board members. One board reported their request to include a health professional licensee on their board was denied, despite the board members' desire to include what they believed to be a valuable

licensee perspective. Boards noted that their involvement in developing legislation impacting board regulatory responsibilities or licensees can be an afterthought. For instance, the new law requiring electronic fingerprinting to go into effect in 2014 has a significant impact on boards' licensing processes, but they were not included in the process until just before the bill was passed. Directors also suggested it would be valuable for a representative from the Governor's Office to attend the monthly executive director workgroup meetings, as well as those of individual boards.

In our 2012 report on Oregon boards and commissions, we recommended the Governor's Office establish a periodic and systematic monitoring and reporting structure all for boards and commissions. The Governor's Office staff reported that they are currently developing a template for a quarterly report that will be used by all boards. The report will contain information about ongoing work of the board, any notable fiscal issues and an assessment of the board's overall performance. In addition, the Governor's Office has also stated they will work with DAS to determine who will review and respond to the information provided by boards, as there is no current system in place to manage and respond to issues that might arise from these reports. Because of this gap, the Governor's Office is including this issue in the 2015-17 budget discussions.

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## Recommendations

We recommend boards give further consideration to background check policies for professionals who handle drugs or interact with vulnerable populations. In addition, we recommend the Governor consider providing more operational support and board member training on roles and responsibilities.

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## Objectives, Scope and Methodology

Our audit objective was to determine if governance and delivery of services provided by Oregon's Health Professional Boards can be improved to better promote the quality of health services provided, protect the public health, safety and welfare. The scope of our audit included 17 of Oregon's Health Professional Regulatory Boards:

- State Board of Examiners for Speech-Language Pathology and Audiology
- State Board of Chiropractic Examiners
- State Board of Licensed Social Workers
- Oregon Board of Licensed Professional Counselors and Therapists
- Oregon Board of Dentistry
- State Board of Massage Therapists (semi-independent, ORS 182.45)
- State Mortuary and Cemetery Board
- Oregon Board of Naturopathic Medicine
- Oregon Board of Nursing
- Oregon Board of Optometry (semi-independent, ORS 182.45)
- State Board of Pharmacy
- Oregon Medical Board
- Occupational Therapy Licensing Board
- Physical Therapist Licensing Board (semi-independent, ORS 182.45)
- State Board of Psychologist Examiners
- Board of Medical Imaging
- Oregon State Veterinary Medical Examining Board

To answer the audit objective, we gained an understanding of the Boards' licensing processes, the complaint, investigations and discipline processes, as well as the boards' governance and oversight. We performed site visits at all 17 boards and conducted interviews of each Board Chair and Executive Director. We also interviewed board staff and Governor's office staff. We reviewed a limited number of licensing and investigation files to gain an understanding of the boards processes and obtain documentation. We reviewed Oregon Revised Statutes, Oregon Administrative Rules pertaining to Boards' authorities, duties, and responsibilities. We surveyed boards for pertinent information, including the number of complaints and licenses issued between 2007 and 2012. We performed internet research and reviewed budget documentation and reports.

We performed limited research on health licensing boards from other states to determine governance structures. To determine which states and boards require background checks, fourteen health licensing agencies in ten states were chosen to get a sample of the spectrum of board governance types from autonomous boards through consolidated state agencies.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

## About the Secretary of State Audits Division

The Oregon Constitution provides that the Secretary of State shall be, by virtue of her office, Auditor of Public Accounts. The Audits Division exists to carry out this duty. The division reports to the elected Secretary of State and is independent of the Executive, Legislative, and Judicial branches of Oregon government. The division audits all state officers, agencies, boards, and commissions and oversees audits and financial reporting for local governments.

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The courtesies and cooperation extended by officials and employees of the health professional regulatory boards during the course of this audit were commendable and sincerely appreciated.

## Appendix A – General Information

	Year Established	Semi- Independent	Number of Board Members	Number of Time Board Meets per Year*	Adopted Budget 2013-2015	Full Time Equivalent Employees
Chiropractic	1915		7	8	\$1,454,717	4.88
Counselors and Therapists	1989		8	6	\$1,096,822	3.5
Dentistry	1887		10	6	\$2,581,266	7
Massage Therapists	1971	✓	7	6	\$1,746,000	5
Medical	1889		12	4	\$10,453,997	38.79
Medical Imaging	1977		12	4	\$836,832	3
Mortuary and Cemetery	1921		11	7	\$1,409,105	5.71
Naturopathic	1927		7	6	\$631,110	2.5
Nursing	1911		9	11	\$14,196,228	47.8
Occupational Therapy	1977		5	4	\$367,857	1.25
Optometry	1905	✓	5	4	\$698,511	2.2
Pharmacy	1891		7	7	\$5,783,198	19
Physical Therapist	1971	✓	8	6	\$1,000,000	2.8
Psychologist	1963		9	6	\$1,005,553	3.5
Social Workers	1979		7	11	\$1,350,215	6
Speech Pathology and Audiology	1973		7	5	\$529,895	2
Veterinary	1903		8	6	\$740,203	2.75

\*These are the regularly scheduled sessions. Boards may conduct additional meetings.

## Appendix B – Background Checks

	Background Checks Performed	Initial Background Check Type	Renewal Background Check Type	Percent of Population Checked at Renewal	Background Checks Completed on all License Holders
Chiropractic	✓	FBI*	None		
Counselors and Therapists	✓	FBI	None		✓
Dentistry	✓	FBI	None		
Massage Therapists	✓	FBI	LEDS	All	✓
Medical	✓	FBI	None		
Medical Imaging	✓	LEDS and OJIN	LEDS	All	✓
Mortuary and Cemetery	✓	LEDS and National	None		
Naturopathic	✓	FBI	None		
Nursing	✓	FBI	LEDS	All	✓
Occupational Therapy		None	None		
Optometry	✓	LEDS and OJIN	LEDS	All	✓
Pharmacy	✓	FBI	LEDS	All	✓
Physical Therapist	✓	National	LEDS	10%	
Psychologist	✓	FBI	None		
Social Workers	✓	FBI	None		
Speech Pathology and Audiology		None	None		
Veterinary		None	None		

\* Chiropractic Assistants receive an OJIN check.

## Appendix C – Licenses Issued, 2007-2012

	New Licenses Issued					
	2007	2008	2009	2010	2011	2012
Chiropractic	443	427	427	465	474	579
Counselors and Therapists	167	170	211	324	451	655
Dentistry	364	328	291	335	358	364
Massage Therapists	734	610	603	603	568	574
Medical	1,801	1,934	1,964	1,930	2,087	2,132
Medical Imaging	665	722	595	1,669	779	681
Mortuary and Cemetery	285	267	249	288	191	258
Naturopathic	77	72	82	80	80	78
Nursing	7,657	7,314	7,998	7,889	8,134	8,011
Occupational Therapy	243	124	236	162	372	192
Optometry	56	44	48	46	53	47
Pharmacy	3,452	5,266	3,622	3,748	3,191	3,360
Physical Therapist	283	308	352	346	403	359
Psychologist	69	87	97	90	100	62
Social Workers	725	764	768	964	1,506	1,736
Speech Pathology and Audiology	198	229	185	230	212	305
Veterinary	258	225	206	223	204	248

	Renewal Licenses Issued					
	2007	2008	2009	2010	2011	2012
Chiropractic	2,624	2,651	2,823	2,976	3,032	3,388
Counselors and Therapists	2,468	2,506	2,628	2,769	2,833	3,187
Dentistry	3,166	3,296	3,343	3,482	3,417	3,606
Massage Therapists	2,645	3,089	2,957	3,325	3,310	3,377
Medical	13,618	1,833	15,757	1,636	16,577	1,716
Medical Imaging	1,791	1,714	1,887	1,584	1,773	2,336
Mortuary and Cemetery	822	720	724	768	781	794
Naturopathic	695	750	785	850	875	951
Nursing	29,934	31,478	32,523	33,187	33,929	36,121
Occupational Therapy	1,330	1,429	1,437	1,488	1,649	1,628
Optometry	1,168	1,223	1,213	1,217	1,228	1,229
Pharmacy	15,766	12,505	17,543	18,435	19,585	21,078
Physical Therapist	3,767	3,723	3,850	3,948	4,112	4,305
Psychologist	693	731	728	1,558	908	811
Social Workers	2,649	2,750	2,864	2,840	2,885	3,034
Speech Pathology and Audiology	-	1,423	-	1,570	-	1,706
Veterinary	2,594	2,127	3,897	2,945	3,526	3,217

\*Some boards renew licenses annually and some biennially.

	Total Licenses Issued					
	2007	2008	2009	2010	2011	2012
Chiropractic	3,067	3,078	3,250	3,441	3,506	3,967
Counselors and Therapists	2,635	2,676	2,839	3,093	3,284	3,842
Dentistry	3,530	3,624	3,634	3,817	3,775	3,970
Massage Therapists	3,379	3,699	3,560	3,928	3,878	3,951
Medical	15,419	3,767	17,721	3,566	18,664	3,848
Medical Imaging	2,456	2,436	2,482	3,253	2,552	3,017
Mortuary and Cemetery	1,107	987	973	1,056	972	1,052
Naturopathic	772	822	867	930	955	1,029
Nursing	37,591	38,792	40,521	41,076	42,063	44,132
Occupational Therapy	1,573	1,553	1,673	1,650	2,021	1,820
Optometry	1,224	1,267	1,261	1,263	1,281	1,276
Pharmacy	19,218	17,771	21,165	22,183	22,776	24,438
Physical Therapist	4,050	4,031	4,202	4,294	4,515	4,664
Psychologist	762	818	825	1,648	1,008	873
Social Workers	3,374	3,514	3,632	3,804	4,391	4,770
Speech Pathology and Audiology	198	1,652	185	1,800	212	2,011
Veterinary	2,852	2,352	4,103	3,168	3,730	3,465

\*Some boards renew licenses annually and some biennially.

## Appendix D – Investigations

	Dedicated Investigative Staff	Boards with Practitioner-Investigators	Number of Investigative Cases Opened					
			2007	2008	2009	2010	2011	2012
Chiropractic	✓	✓	95	72	78	69	130	143
Counselors and Therapists	✓		37	28	38	59	65	65
Dentistry	✓	✓	307	293	255	258	228	231
Massage Therapists	✓		61	145	197	157	173	217
Medical	✓		572	573	552	711	746	756
Medical Imaging	✓	✓	38	32	37	47	35	73
Mortuary and Cemetery	✓		113	211	142	117	146	101
Naturopathic	✓		17	30	25	30	37	38
Nursing	✓	✓	2,111	2,416	2,617	2,777	2,724	2,451
Occupational Therapy			5	5	7	13	7	9
Optometry			26	20	23	23	24	11
Pharmacy	✓	✓	499	652	675	598	698	611
Physical Therapist	✓	✓	32	46	45	37	39	44
Psychologist	✓		54	84	77	124	74	73
Social Workers	✓		36	47	57	55	69	73
Speech Pathology and Audiology			18	16	41	57	100	78
Veterinary	✓		37	39	46	34	41	14

February 28, 2014

Mr. Will Garber, CGFM, MPA  
Deputy Director, Audits Division  
Oregon Secretary of State Audits Division  
255 Capitol Street NE, Suite 500  
Salem, OR 97310

RE: Health Professional Regulatory Boards Report

Dear Mr. Garber,

The Health Professional Regulatory Boards thank the Secretary of State Audits Division for its comprehensive review of the governance and delivery of services by the 17 boards reviewed. As concluded in the team's report, all boards are actively engaged in promoting quality health services while providing an objective way for consumers to seek resolution of grievances. The boards also regularly collaborate with one another and achieve transparency through outreach efforts.

Board members are actively involved in key board business and contribute significantly to patient safety in Oregon. The public and professional members of these health boards contribute an important public service on an essentially volunteer basis.

The boards agree with the report's recommendations and are taking the following actions.

*Give Further Consideration to Criminal Background Checks*

Thorough background checks represent one of the many important methods boards use to ensure that applicants meet the ethical and safety standards of the profession. The report finds that most boards perform thorough initial administrative and criminal background checks of applicants, including a fingerprint-based FBI criminal background check; and the few that do not will continue to explore the feasibility.

In checking with other entities around the country the reviewers found that the Oregon boards' criminal background checks are similar to those of other states; however, the boards will continue to evaluate the benefits and challenges of performing additional checks on professionals at license renewal. Boards will seek any necessary increase in budget limitations, fees or legislation in the 2015 session.

*Consider More Operational Support and Board Member Training*

Health regulatory boards have the benefit of actively engaged board members. There are a dozen accountability mechanisms in place for boards through the executive and legislative branches as well as the Secretary of State Audits Division. Accountability

begins with enabling legislation and the appointment process for board members as identified in the report. The boards agree that additional resources and better coordination with the Governor's Office, supporting the role of boards and commissions in the State overall, would be of benefit. New members are given board-specific orientations. However, given the scope and complexity of these roles, the health regulatory boards welcome additional training and support.

In reviewing best practices and operations and in comparing the effectiveness of various agency models, several boards have voted to move to a semi-independent model if the option is available. The semi-independent model offers a nimble and cost-effective way of administering health regulatory boards while ensuring accountability. The boards would like to further explore this model and its potential benefits for the state, licensees and the public.

In closing, thank you for your Division's work, insights and openness. We appreciate the collaborative approach in achieving the audit's objective.

Sincerely,

Oregon Board of Chiropractic Examiners  
Oregon Board of Dentistry  
Oregon Board of Examiners for Speech-Language Pathology and Audiology  
Oregon Board of Licensed Professional Counselors and Therapists  
Oregon Board of Licensed Social Workers  
Oregon Board of Massage Therapists  
Oregon Board of Medical Imaging  
Oregon Board of Naturopathic Medicine  
Oregon Board of Optometry  
Oregon Board of Pharmacy  
Oregon Health Licensing Agency  
Oregon Medical Board  
Oregon Mortuary and Cemetery Board  
Oregon Occupational Therapy Licensing Board  
Oregon Physical Therapist Licensing Board  
Oregon State Board of Nursing  
Oregon Veterinary Medical Examining Board



JOHN A. KITZHABER, MD  
Governor

March 4, 2014

Secretary Kate Brown  
State Capitol Building  
900 Court Street NE, Suite 136  
Salem, Oregon 97310

The Governor's Office would like to thank the Secretary of State Audits Division for their detailed and comprehensive audit of Oregon health licensing boards and commissions.

As noted in the report, health licensing boards, commissions, councils, and similar entities play a vital role here in Oregon, as they allow for direct public participation in the administration of health care policy areas. The opportunity for subject matter expertise and direct stakeholder engagement in government makes the end result better. Therefore, it is essential that we pay close attention to the overall purpose and function of health licensing boards, so that they—like all public entities—are accountable, effective and transparent. This importance is highlighted by the regular focus on the creation, structure and function of boards in administration after administration, for over a hundred years. Simply put, boards are an essential part of what makes for effective government.

The Governor's Office agrees with and is prepared to continue addressing the underlying recommendation in the report. The Governor's Office is actively working to develop a "deliberate and cohesive" governance structure for Oregon boards in partnership with the Department of Administrative Services (DAS) and the Legislature, as well as other stakeholders. The following are a few examples of ways in which the Governor's Office is actively working to address the audit's recommendations:

In response to the issue related to the flow of information from the Governor's Office to the Administrators of health licensing boards, the Governor's Office is very open to a collaborative approach to recruitment with the understanding that the decision to appoint is ultimately up to the Governor. While appointments that are made by the Governor may not always provide Administrators with their preferred candidate, the Governor's Office has established a process of information sharing that creates opportunities for Administrators to provide the Governor with their perspective on their particular needs for specialists, skill sets and work styles for new board members.

Since moving from a strictly paper-based appointments process to a largely electronic-based appointments process, the Governor's Office can now provide Administrators with complete electronic folders that includes all applications to their respective boards or commissions. Administrators have been invited to make suggestions about current applicants as well as providing the Governor's Office with additional candidates who are a better fit for their needs. Board Administrators are now invited to and encouraged to contact the final candidate prior to their confirmation hearings.

The Governor's Office has also begun including Administrators who are receiving new board members in all information that is sent to board candidates during and after their confirmation process. This includes

the board candidate's confirmation packet, dates and times of confirmation hearings, and information regarding the required paperwork that follows confirmation.

As noted in the audit report, the Governor's Office is currently developing a template for a quarterly report that will be used by all boards so that accurate and consistent information regarding the performance and expectations of boards and commissions can be tracked and documented. Additionally, the Governor's Office, in partnership with the Department of Administrative services, will gather a group of four Administrators for two meetings to help create the report template. We are working to generate these meetings before April 11, 2014 in order to consolidate information and prepare documents for large trainings for board administrators and Commission Chairs in late April. These trainings are designed to provide an understanding of Executive Appointment process and clarify board expectations by all Executive Directors and Commission Chairs. This will include issues that are:

Procedural: Relating to appointments and board members

Operational: Relating to Executive Directors and the agencies

Policy: Relating to an agency's rules or procedures

Finally, regarding issues related to increasing the oversight of boards and commissions, the Governor's Office is in the process of determining the most appropriate and efficient pathway to solving this issue. Because over 50% of the Governor's appointments require Senate confirmation, it is critical that our office works in concert with the Oregon Legislature and the Department of Administrative Services to make decisions about this issue. As noted in the audit report, the Governor's Office currently has a significant staff capacity issue which will need to be thoughtfully analyzed as we examine oversight questions. We will work with legislative and administrative partners to determine the right procedural and fiscal fixes to providing greater oversight to our health licensing and other boards in the future.

The Governor's Office will also work with DAS and the Legislature, as well as stakeholders, to clarify or establish enabling legislation and practices that accomplish the recommended outcomes contained in the audit. We look forward to this process, and the outcomes of our responses to the Secretary of State's audit.

Sincerely,

Governor A. Kitzhaber M.D.  
Governor

## Affirmative Action Report

A review of the current report (NAAPRGS) through June 30, 2016 shows the work force for the Oregon Medical Board includes 66% women, and 24% people of color. When compared with the report used for the 2015-17 Budget, the current report shows that employment of protected classes has decreased. However, with each single employee representing 2.5% of our workforce, a single retirement can have a significant impact on our representation in several categories.

The under-goals summary report (AAPRGRS-02) below shows that the Oregon Medical Board is still below parity by three women, one Hispanic, two people with disabilities and fractionally below parity in other protected-group categories.

### AFFIRMATIVE ACTION UNDER-GOALS SUMMARY REPORT

EEO JOB CATEGORY	W	AF	H	A	NA	D
A-Official/Administrator	.0	.1	.1	.0	.0	.1
B-Professionals	3.0	.0	.3	.3	.0	.6
F-Administrative Support	.0	.0	.6	.0	.0	1.0
<b>PROGRAM TOTALS</b>	<b>3.0</b>	<b>.1</b>	<b>1.0</b>	<b>.3</b>	<b>.0</b>	<b>1.7</b>

KEY: W=Women, AF=African American, H=Hispanic, A=Asian, NA=Native American, D=Disabled

The Oregon Medical Board will follow the practices outlined in the Board's Affirmative Action Plan. In order to fulfill its commitment to a diverse work force, the Board's Affirmative Action goals are:

1. The Oregon Medical Board will continue creating applicant pools and interviewing processes that are welcoming to all people, and helping staff understand the benefits of a diverse workforce.
2. The Oregon Medical Board will utilize creative means to advertise vacancies to people of color, disabled individuals and women. These may include attendance at job fairs, community and specialized organizations, various web sites, and using the services of the Governor's Affirmative Action Office. Rotation and mentorship opportunities will be offered to increase current employee growth options.
3. The Oregon Medical Board will support activities that develop a work environment that is attractive to a diverse pool of applicants, retains employees, and is accepting and respectful of employees' differences. An inclusive environment will be created a number of ways - by sharing e-mail activity notices from the Governor's Affirmative Action Office, posting posters and flyers in the break room, encouraging employees to share their thoughts and ideas, responding to issues quickly and efficiently, etc.
4. The Oregon Medical Board will continue to offer and encourage career development, mentorship and training opportunities for all employees particularly those of color, employees with disabilities and female employees to prepare them for advancement. The Board will utilize employee retention ideas that include offering flexible schedules, having open door policies, listening respectfully and responding quickly to problems.
5. The Oregon Medical Board will continue to encourage managers to use interns when they have projects that fit within an intern's timeframe. Using interns will bring a fresh perspective to the way we conduct business.

# BUDGET SUPPORT DOCUMENTS

## Summary Cross Reference Listing and Packages

### ***Oregon Medical Board***

**Summary Cross Reference Listing and Packages  
2017-19 Biennium**

**Agency Number: 84700  
BAM Analyst: Medina, Anthony  
Budget Coordinator: Brandt, Carol - (971)673-2679**

<b><i>Cross Reference Number</i></b>	<b><i>Cross Reference Description</i></b>	<b><i>Package Number</i></b>	<b><i>Priority</i></b>	<b><i>Package Description</i></b>	<b><i>Package Group</i></b>
015-00-00-00000	Operations	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
015-00-00-00000	Operations	021	0	Phase - In	Essential Packages
015-00-00-00000	Operations	022	0	Phase-out Pgm & One-time Costs	Essential Packages
015-00-00-00000	Operations	031	0	Standard Inflation	Essential Packages
015-00-00-00000	Operations	032	0	Above Standard Inflation	Essential Packages
015-00-00-00000	Operations	033	0	Exceptional Inflation	Essential Packages
015-00-00-00000	Operations	060	0	Technical Adjustments	Essential Packages
015-00-00-00000	Operations	080	0	May 2016 E-Board	Policy Packages
015-00-00-00000	Operations	101	0	Administrative Efficiencies	Policy Packages
015-00-00-00000	Operations	102	0	Interstate Medical Licensure Compact	Policy Packages
015-00-00-00000	Operations	103	0	Board Membership	Policy Packages
015-00-00-00000	Operations	104	0	Physician Wellness	Policy Packages
015-00-00-00000	Operations	105	0	Investigative Resources	Policy Packages
015-00-00-00000	Operations	106	0	Licensing Resources	Policy Packages

# Policy Package List by Priority

## Oregon Medical Board

Policy Package List by Priority  
2017-19 Biennium

Agency Number: 84700

BAM Analyst: Medina, Anthony

Budget Coordinator: Brandt, Carol - (971)673-2679

<i>Priority</i>	<i>Policy Pkg Number</i>	<i>Policy Pkg Description</i>	<i>Summary Cross Reference Number</i>	<i>Cross Reference Description</i>
0	080	May 2016 E-Board	015-00-00-00000	Operations
	101	Administrative Efficiencies	015-00-00-00000	Operations
	102	Interstate Medical Licensure Compact	015-00-00-00000	Operations
	103	Board Membership	015-00-00-00000	Operations
	104	Physician Wellness	015-00-00-00000	Operations
	105	Investigative Resources	015-00-00-00000	Operations
	106	Licensing Resources	015-00-00-00000	Operations

# Agency Worksheet – Revenues and Expenditures

Oregon Medical Board

Agency Number: 84700

Agency Worksheet - Revenues & Expenditures  
 2017-19 Biennium  
 Oregon Medical Board

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 84700-000-00-00-00000

DESCRIPTION	2013-15 Actuals	2015-17 Leg Adopted Budget	2015-17 Emergency Boards	2015-17 Leg Approved Budget	2017-19 Base Budget	2017-19 Current Service Level
<b>BEGINNING BALANCE</b>						
0025 Beginning Balance						
3400 Other Funds Ltd	4,240,657	4,357,323	-	4,357,323	6,059,826	6,059,826
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	887,095	-	887,095	-	-
<b>TOTAL BEGINNING BALANCE</b>						
3400 Other Funds Ltd	4,240,657	5,244,418	-	5,244,418	6,059,826	6,059,826
<b>TOTAL BEGINNING BALANCE</b>	<b>\$4,240,657</b>	<b>\$5,244,418</b>	-	<b>\$5,244,418</b>	<b>\$6,059,826</b>	<b>\$6,059,826</b>
<b>REVENUE CATEGORIES</b>						
<b>LICENSES AND FEES</b>						
0205 Business Lic and Fees						
3400 Other Funds Ltd	12,118,821	12,090,130	-	12,090,130	13,318,618	13,318,618
<b>CHARGES FOR SERVICES</b>						
0410 Charges for Services						
3400 Other Funds Ltd	61,131	72,070	-	72,070	92,554	92,554
<b>FINES, RENTS AND ROYALTIES</b>						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	200,887	120,359	-	120,359	173,634	173,634
<b>SALES INCOME</b>						
0705 Sales Income						

**Oregon Medical Board**

**Agency Number: 84700**

Agency Worksheet - Revenues & Expenditures  
 2017-19 Biennium  
 Oregon Medical Board

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 84700-000-00-00-00000

<i>DESCRIPTION</i>	<i>2013-15 Actuals</i>	<i>2015-17 Leg Adopted Budget</i>	<i>2015-17 Emergency Boards</i>	<i>2015-17 Leg Approved Budget</i>	<i>2017-19 Base Budget</i>	<i>2017-19 Current Service Level</i>
3400 Other Funds Ltd	35,140	46,950	-	46,950	35,550	35,550
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	20,475	-	-	-	-	-
REVENUES						
3400 Other Funds Ltd	12,436,454	12,329,509	-	12,329,509	13,620,356	13,620,356
TRANSFERS OUT						
2048 Transfer to Public Universities						
3400 Other Funds Ltd	-	-	-	-	(283,979)	(283,979)
2050 Transfer to Other						
3400 Other Funds Ltd	-	(264,045)	-	(264,045)	-	-
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(846,398)	(854,061)	-	(854,061)	(937,552)	(937,552)
2590 Tsfr To Or Health & Science U						
3400 Other Funds Ltd	(256,810)	-	-	-	-	-
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	(1,103,208)	(1,118,106)	-	(1,118,106)	(1,221,531)	(1,221,531)
<b>TOTAL TRANSFERS OUT</b>	<b>(\$1,103,208)</b>	<b>(\$1,118,106)</b>	<b>-</b>	<b>(\$1,118,106)</b>	<b>(\$1,221,531)</b>	<b>(\$1,221,531)</b>
AVAILABLE REVENUES						
3400 Other Funds Ltd	15,573,903	16,455,821	-	16,455,821	18,458,651	18,458,651

Oregon Medical Board

Agency Number: 84700

Agency Worksheet - Revenues & Expenditures

Version: V - 01 - Agency Request Budget

2017-19 Biennium

Cross Reference Number: 84700-000-00-00-00000

Oregon Medical Board

DESCRIPTION	2013-15 Actuals	2015-17 Leg Adopted Budget	2015-17 Emergency Boards	2015-17 Leg Approved Budget	2017-19 Base Budget	2017-19 Current Service Level
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
<b>SALARIES &amp; WAGES</b>						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	3,833,644	4,449,390	302,103	4,751,493	5,080,297	5,080,297
3160 Temporary Appointments						
3400 Other Funds Ltd	96,872	26,629	-	26,629	26,629	27,614
3170 Overtime Payments						
3400 Other Funds Ltd	23,886	7,104	-	7,104	7,104	7,367
3180 Shift Differential						
3400 Other Funds Ltd	2	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	77,852	34,546	-	34,546	34,546	35,824
<b>TOTAL SALARIES &amp; WAGES</b>						
3400 Other Funds Ltd	4,032,256	4,517,669	302,103	4,819,772	5,148,576	5,151,102
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$4,032,256</b>	<b>\$4,517,669</b>	<b>\$302,103</b>	<b>\$4,819,772</b>	<b>\$5,148,576</b>	<b>\$5,151,102</b>
<b>OTHER PAYROLL EXPENSES</b>						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	1,198	1,716	-	1,716	2,154	2,154
3220 Public Employees' Retire Cont						

Oregon Medical Board

Agency Number: 84700

Agency Worksheet - Revenues & Expenditures  
 2017-19 Biennium  
 Oregon Medical Board

Version: V - 01 - Agency Request Budget  
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DESCRIPTION	2013-15 Actuals	2015-17 Leg Adopted Budget	2015-17 Emergency Boards	2015-17 Leg Approved Budget	2017-19 Base Budget	2017-19 Current Service Level
3400 Other Funds Ltd	546,334	690,604	43,533	734,137	772,752	773,046
<b>3221 Pension Obligation Bond</b>						
3400 Other Funds Ltd	249,174	273,735	(9,478)	264,257	264,257	297,355
<b>3230 Social Security Taxes</b>						
3400 Other Funds Ltd	297,950	336,862	23,111	359,973	381,266	381,459
<b>3240 Unemployment Assessments</b>						
3400 Other Funds Ltd	10,194	2,630	-	2,630	2,630	2,727
<b>3250 Worker's Comp. Assess. (WCD)</b>						
3400 Other Funds Ltd	2,313	2,691	-	2,691	2,676	2,676
<b>3260 Mass Transit Tax</b>						
3400 Other Funds Ltd	23,274	27,077	-	27,077	27,077	30,907
<b>3270 Flexible Benefits</b>						
3400 Other Funds Ltd	1,044,776	1,190,592	(23,168)	1,167,424	1,293,020	1,293,020
<b>TOTAL OTHER PAYROLL EXPENSES</b>						
3400 Other Funds Ltd	2,175,213	2,525,907	33,998	2,559,905	2,745,832	2,783,344
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$2,175,213</b>	<b>\$2,525,907</b>	<b>\$33,998</b>	<b>\$2,559,905</b>	<b>\$2,745,832</b>	<b>\$2,783,344</b>
<b>P.S. BUDGET ADJUSTMENTS</b>						
<b>3455 Vacancy Savings</b>						
3400 Other Funds Ltd	-	(39,515)	-	(39,515)	(39,515)	(30,853)
<b>TOTAL PERSONAL SERVICES</b>						

**Oregon Medical Board**

**Agency Number: 84700**

Agency Worksheet - Revenues & Expenditures

Version: V - 01 - Agency Request Budget

2017-19 Biennium

Cross Reference Number: 84700-000-00-00-00000

Oregon Medical Board

DESCRIPTION	2013-15 Actuals	2015-17 Leg Adopted Budget	2015-17 Emergency Boards	2015-17 Leg Approved Budget	2017-19 Base Budget	2017-19 Current Service Level
3400 Other Funds Ltd	6,207,469	7,004,061	336,101	7,340,162	7,854,893	7,903,593
<b>TOTAL PERSONAL SERVICES</b>	<b>\$6,207,469</b>	<b>\$7,004,061</b>	<b>\$336,101</b>	<b>\$7,340,162</b>	<b>\$7,854,893</b>	<b>\$7,903,593</b>
<b>SERVICES &amp; SUPPLIES</b>						
4100 Instate Travel						
3400 Other Funds Ltd	52,576	54,894	-	54,894	54,894	56,925
4125 Out of State Travel						
3400 Other Funds Ltd	387	957	-	957	957	992
4150 Employee Training						
3400 Other Funds Ltd	77,037	54,828	-	54,828	54,828	56,857
4175 Office Expenses						
3400 Other Funds Ltd	193,752	254,930	-	254,930	254,930	264,362
4200 Telecommunications						
3400 Other Funds Ltd	38,256	68,055	-	68,055	68,055	70,573
4225 State Gov. Service Charges						
3400 Other Funds Ltd	150,110	190,014	-	190,014	195,166	292,355
4250 Data Processing						
3400 Other Funds Ltd	25,815	19,033	-	19,033	19,033	19,737
4275 Publicity and Publications						
3400 Other Funds Ltd	1,379	5,322	-	5,322	5,322	5,519
4300 Professional Services						

Oregon Medical Board

Agency Number: 84700

Agency Worksheet - Revenues & Expenditures  
 2017-19 Biennium  
 Oregon Medical Board

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DESCRIPTION	2013-15 Actuals	2015-17 Leg Adopted Budget	2015-17 Emergency Boards	2015-17 Leg Approved Budget	2017-19 Base Budget	2017-19 Current Service Level
3400 Other Funds Ltd	451,152	814,930	-	814,930	814,930	1,668,764
<b>4315 IT Professional Services</b>						
3400 Other Funds Ltd	238,221	123,607	-	123,607	123,607	128,675
<b>4325 Attorney General</b>						
3400 Other Funds Ltd	403,014	676,229	-	676,229	676,229	765,085
<b>4375 Employee Recruitment and Develop</b>						
3400 Other Funds Ltd	48,142	52,098	-	52,098	50,954	52,839
<b>4400 Dues and Subscriptions</b>						
3400 Other Funds Ltd	5,039	4,878	-	4,878	4,878	5,058
<b>4425 Facilities Rental and Taxes</b>						
3400 Other Funds Ltd	527,199	579,314	-	579,314	579,314	619,287
<b>4575 Agency Program Related S and S</b>						
3400 Other Funds Ltd	157,143	181,586	-	181,586	181,586	188,305
<b>4650 Other Services and Supplies</b>						
3400 Other Funds Ltd	240,187	219,262	-	219,262	215,254	254,909
<b>4700 Expendable Prop 250 - 5000</b>						
3400 Other Funds Ltd	27,553	26,787	-	26,787	26,787	27,778
<b>4715 IT Expendable Property</b>						
3400 Other Funds Ltd	43,776	127,903	-	127,903	127,903	132,635
<b>TOTAL SERVICES &amp; SUPPLIES</b>						

Oregon Medical Board

Agency Number: 84700

Agency Worksheet - Revenues & Expenditures  
 2017-19 Biennium  
 Oregon Medical Board

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 84700-000-00-00-00000

DESCRIPTION	2013-15 Actuals	2015-17 Leg Adopted Budget	2015-17 Emergency Boards	2015-17 Leg Approved Budget	2017-19 Base Budget	2017-19 Current Service Level
3400 Other Funds Ltd	2,680,738	3,454,627	-	3,454,627	3,454,627	4,610,655
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$2,680,738</b>	<b>\$3,454,627</b>	-	<b>\$3,454,627</b>	<b>\$3,454,627</b>	<b>\$4,610,655</b>
<b>CAPITAL OUTLAY</b>						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	31,847	-	-	-	-	-
5600 Data Processing Hardware						
3400 Other Funds Ltd	31,296	-	-	-	-	-
5900 Other Capital Outlay						
3400 Other Funds Ltd	16,874	19,516	-	19,516	19,516	20,238
<b>TOTAL CAPITAL OUTLAY</b>						
3400 Other Funds Ltd	80,017	19,516	-	19,516	19,516	20,238
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$80,017</b>	<b>\$19,516</b>	-	<b>\$19,516</b>	<b>\$19,516</b>	<b>\$20,238</b>
<b>SPECIAL PAYMENTS</b>						
6443 Spc Pmt to Oregon Health Authority						
3400 Other Funds Ltd	808,951	791,149	-	791,149	791,149	-
<b>EXPENDITURES</b>						
3400 Other Funds Ltd	9,777,175	11,269,353	336,101	11,605,454	12,120,185	12,534,486
<b>ENDING BALANCE</b>						
3400 Other Funds Ltd	5,796,728	5,186,468	(336,101)	4,850,367	6,338,466	5,924,165
<b>TOTAL ENDING BALANCE</b>	<b>\$5,796,728</b>	<b>\$5,186,468</b>	<b>(\$336,101)</b>	<b>\$4,850,367</b>	<b>\$6,338,466</b>	<b>\$5,924,165</b>

**Oregon Medical Board**

**Agency Number: 84700**

Agency Worksheet - Revenues & Expenditures  
 2017-19 Biennium  
 Oregon Medical Board

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 84700-000-00-00-00000

<i>DESCRIPTION</i>	<i>2013-15 Actuals</i>	<i>2015-17 Leg Adopted Budget</i>	<i>2015-17 Emergency Boards</i>	<i>2015-17 Leg Approved Budget</i>	<i>2017-19 Base Budget</i>	<i>2017-19 Current Service Level</i>
<b>AUTHORIZED POSITIONS</b>						
8150 Class/Unclass Positions	38	39	-	39	39	39
<b>AUTHORIZED FTE POSITIONS</b>						
8250 Class/Unclass FTE Positions	37.79	38.79	-	38.79	38.79	38.79

Agency Worksheet - Revenues & Expenditures  
2017-19 Biennium  
Operations

Version: V - 01 - Agency Request Budget  
Cross Reference Number: 84700-015-00-00-00000

DESCRIPTION	2013-15 Actuals	2015-17 Leg Adopted Budget	2015-17 Emergency Boards	2015-17 Leg Approved Budget	2017-19 Base Budget	2017-19 Current Service Level
<b>BEGINNING BALANCE</b>						
0025 Beginning Balance						
3400 Other Funds Ltd	4,240,657	4,357,323	-	4,357,323	6,059,826	6,059,826
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	887,095	-	887,095	-	-
<b>TOTAL BEGINNING BALANCE</b>						
3400 Other Funds Ltd	4,240,657	5,244,418	-	5,244,418	6,059,826	6,059,826
<b>TOTAL BEGINNING BALANCE</b>	<b>\$4,240,657</b>	<b>\$5,244,418</b>	-	<b>\$5,244,418</b>	<b>\$6,059,826</b>	<b>\$6,059,826</b>
<b>REVENUE CATEGORIES</b>						
<b>LICENSES AND FEES</b>						
0205 Business Lic and Fees						
3400 Other Funds Ltd	12,118,821	12,090,130	-	12,090,130	13,318,618	13,318,618
<b>CHARGES FOR SERVICES</b>						
0410 Charges for Services						
3400 Other Funds Ltd	61,131	72,070	-	72,070	92,554	92,554
<b>FINES, RENTS AND ROYALTIES</b>						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	200,887	120,359	-	120,359	173,634	173,634
<b>SALES INCOME</b>						
0705 Sales Income						

Oregon Medical Board

Agency Number: 84700

Agency Worksheet - Revenues & Expenditures

Version: V - 01 - Agency Request Budget

2017-19 Biennium

Cross Reference Number: 84700-015-00-00-00000

Operations

DESCRIPTION	2013-15 Actuals	2015-17 Leg Adopted Budget	2015-17 Emergency Boards	2015-17 Leg Approved Budget	2017-19 Base Budget	2017-19 Current Service Level
3400 Other Funds Ltd	35,140	46,950	-	46,950	35,550	35,550
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	20,475	-	-	-	-	-
REVENUES						
3400 Other Funds Ltd	12,436,454	12,329,509	-	12,329,509	13,620,356	13,620,356
TRANSFERS OUT						
2048 Transfer to Public Universities						
3400 Other Funds Ltd	-	-	-	-	(283,979)	(283,979)
2050 Transfer to Other						
3400 Other Funds Ltd	-	(264,045)	-	(264,045)	-	-
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(846,398)	(854,061)	-	(854,061)	(937,552)	(937,552)
2590 Tsfr To Or Health & Science U						
3400 Other Funds Ltd	(256,810)	-	-	-	-	-
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	(1,103,208)	(1,118,106)	-	(1,118,106)	(1,221,531)	(1,221,531)
TOTAL TRANSFERS OUT	(\$1,103,208)	(\$1,118,106)	-	(\$1,118,106)	(\$1,221,531)	(\$1,221,531)
AVAILABLE REVENUES						
3400 Other Funds Ltd	15,573,903	16,455,821	-	16,455,821	18,458,651	18,458,651

Agency Worksheet - Revenues & Expenditures  
2017-19 Biennium  
Operations

Version: V - 01 - Agency Request Budget  
Cross Reference Number: 84700-015-00-00-00000

DESCRIPTION	2013-15 Actuals	2015-17 Leg Adopted Budget	2015-17 Emergency Boards	2015-17 Leg Approved Budget	2017-19 Base Budget	2017-19 Current Service Level
<b>EXPENDITURES</b>						
<b>PERSONAL SERVICES</b>						
<b>SALARIES &amp; WAGES</b>						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	3,833,644	4,449,390	302,103	4,751,493	5,080,297	5,080,297
3160 Temporary Appointments						
3400 Other Funds Ltd	96,872	26,629	-	26,629	26,629	27,614
3170 Overtime Payments						
3400 Other Funds Ltd	23,886	7,104	-	7,104	7,104	7,367
3180 Shift Differential						
3400 Other Funds Ltd	2	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	77,852	34,546	-	34,546	34,546	35,824
<b>TOTAL SALARIES &amp; WAGES</b>						
3400 Other Funds Ltd	4,032,256	4,517,669	302,103	4,819,772	5,148,576	5,151,102
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$4,032,256</b>	<b>\$4,517,669</b>	<b>\$302,103</b>	<b>\$4,819,772</b>	<b>\$5,148,576</b>	<b>\$5,151,102</b>
<b>OTHER PAYROLL EXPENSES</b>						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	1,198	1,716	-	1,716	2,154	2,154
3220 Public Employees' Retire Cont						

DESCRIPTION	2013-15 Actuals	2015-17 Leg Adopted Budget	2015-17 Emergency Boards	2015-17 Leg Approved Budget	2017-19 Base Budget	2017-19 Current Service Level
3400 Other Funds Ltd	546,334	690,604	43,533	734,137	772,752	773,046
<b>3221 Pension Obligation Bond</b>						
3400 Other Funds Ltd	249,174	273,735	(9,478)	264,257	264,257	297,355
<b>3230 Social Security Taxes</b>						
3400 Other Funds Ltd	297,950	336,862	23,111	359,973	381,266	381,459
<b>3240 Unemployment Assessments</b>						
3400 Other Funds Ltd	10,194	2,630	-	2,630	2,630	2,727
<b>3250 Worker's Comp. Assess. (WCD)</b>						
3400 Other Funds Ltd	2,313	2,691	-	2,691	2,676	2,676
<b>3260 Mass Transit Tax</b>						
3400 Other Funds Ltd	23,274	27,077	-	27,077	27,077	30,907
<b>3270 Flexible Benefits</b>						
3400 Other Funds Ltd	1,044,776	1,190,592	(23,168)	1,167,424	1,293,020	1,293,020
<b>TOTAL OTHER PAYROLL EXPENSES</b>						
3400 Other Funds Ltd	2,175,213	2,525,907	33,998	2,559,905	2,745,832	2,783,344
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$2,175,213</b>	<b>\$2,525,907</b>	<b>\$33,998</b>	<b>\$2,559,905</b>	<b>\$2,745,832</b>	<b>\$2,783,344</b>
<b>P.S. BUDGET ADJUSTMENTS</b>						
<b>3455 Vacancy Savings</b>						
3400 Other Funds Ltd	-	(39,515)	-	(39,515)	(39,515)	(30,853)
<b>TOTAL PERSONAL SERVICES</b>						

Oregon Medical Board

Agency Number: 84700

Agency Worksheet - Revenues & Expenditures  
 2017-19 Biennium  
 Operations

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 84700-015-00-00-00000

DESCRIPTION	2013-15 Actuals	2015-17 Leg Adopted Budget	2015-17 Emergency Boards	2015-17 Leg Approved Budget	2017-19 Base Budget	2017-19 Current Service Level
3400 Other Funds Ltd	6,207,469	7,004,061	336,101	7,340,162	7,854,893	7,903,593
<b>TOTAL PERSONAL SERVICES</b>	<b>\$6,207,469</b>	<b>\$7,004,061</b>	<b>\$336,101</b>	<b>\$7,340,162</b>	<b>\$7,854,893</b>	<b>\$7,903,593</b>
<b>SERVICES &amp; SUPPLIES</b>						
4100 Instate Travel						
3400 Other Funds Ltd	52,576	54,894	-	54,894	54,894	56,925
4125 Out of State Travel						
3400 Other Funds Ltd	387	957	-	957	957	992
4150 Employee Training						
3400 Other Funds Ltd	77,037	54,828	-	54,828	54,828	56,857
4175 Office Expenses						
3400 Other Funds Ltd	193,752	254,930	-	254,930	254,930	264,362
4200 Telecommunications						
3400 Other Funds Ltd	38,256	68,055	-	68,055	68,055	70,573
4225 State Gov. Service Charges						
3400 Other Funds Ltd	150,110	190,014	-	190,014	195,166	292,355
4250 Data Processing						
3400 Other Funds Ltd	25,815	19,033	-	19,033	19,033	19,737
4275 Publicity and Publications						
3400 Other Funds Ltd	1,379	5,322	-	5,322	5,322	5,519
4300 Professional Services						

DESCRIPTION	2013-15 Actuals	2015-17 Leg Adopted Budget	2015-17 Emergency Boards	2015-17 Leg Approved Budget	2017-19 Base Budget	2017-19 Current Service Level
3400 Other Funds Ltd	451,152	814,930	-	814,930	814,930	1,668,764
<b>4315 IT Professional Services</b>						
3400 Other Funds Ltd	238,221	123,607	-	123,607	123,607	128,675
<b>4325 Attorney General</b>						
3400 Other Funds Ltd	403,014	676,229	-	676,229	676,229	765,085
<b>4375 Employee Recruitment and Develop</b>						
3400 Other Funds Ltd	48,142	52,098	-	52,098	50,954	52,839
<b>4400 Dues and Subscriptions</b>						
3400 Other Funds Ltd	5,039	4,878	-	4,878	4,878	5,058
<b>4425 Facilities Rental and Taxes</b>						
3400 Other Funds Ltd	527,199	579,314	-	579,314	579,314	619,287
<b>4575 Agency Program Related S and S</b>						
3400 Other Funds Ltd	157,143	181,586	-	181,586	181,586	188,305
<b>4650 Other Services and Supplies</b>						
3400 Other Funds Ltd	240,187	219,262	-	219,262	215,254	254,909
<b>4700 Expendable Prop 250 - 5000</b>						
3400 Other Funds Ltd	27,553	26,787	-	26,787	26,787	27,778
<b>4715 IT Expendable Property</b>						
3400 Other Funds Ltd	43,776	127,903	-	127,903	127,903	132,635
<b>TOTAL SERVICES &amp; SUPPLIES</b>						

Oregon Medical Board

Agency Number: 84700

Agency Worksheet - Revenues & Expenditures  
 2017-19 Biennium  
 Operations

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 84700-015-00-00-00000

DESCRIPTION	2013-15 Actuals	2015-17 Leg Adopted Budget	2015-17 Emergency Boards	2015-17 Leg Approved Budget	2017-19 Base Budget	2017-19 Current Service Level
3400 Other Funds Ltd	2,680,738	3,454,627	-	3,454,627	3,454,627	4,610,655
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$2,680,738</b>	<b>\$3,454,627</b>	-	<b>\$3,454,627</b>	<b>\$3,454,627</b>	<b>\$4,610,655</b>
<b>CAPITAL OUTLAY</b>						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	31,847	-	-	-	-	-
5600 Data Processing Hardware						
3400 Other Funds Ltd	31,296	-	-	-	-	-
5900 Other Capital Outlay						
3400 Other Funds Ltd	16,874	19,516	-	19,516	19,516	20,238
<b>TOTAL CAPITAL OUTLAY</b>						
3400 Other Funds Ltd	80,017	19,516	-	19,516	19,516	20,238
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$80,017</b>	<b>\$19,516</b>	-	<b>\$19,516</b>	<b>\$19,516</b>	<b>\$20,238</b>
<b>SPECIAL PAYMENTS</b>						
6443 Spc Pmt to Oregon Health Authority						
3400 Other Funds Ltd	808,951	791,149	-	791,149	791,149	-
<b>EXPENDITURES</b>						
3400 Other Funds Ltd	9,777,175	11,269,353	336,101	11,605,454	12,120,185	12,534,486
<b>ENDING BALANCE</b>						
3400 Other Funds Ltd	5,796,728	5,186,468	(336,101)	4,850,367	6,338,466	5,924,165
<b>TOTAL ENDING BALANCE</b>	<b>\$5,796,728</b>	<b>\$5,186,468</b>	<b>(\$336,101)</b>	<b>\$4,850,367</b>	<b>\$6,338,466</b>	<b>\$5,924,165</b>

DESCRIPTION	2013-15 Actuals	2015-17 Leg Adopted Budget	2015-17 Emergency Boards	2015-17 Leg Approved Budget	2017-19 Base Budget	2017-19 Current Service Level
<b>AUTHORIZED POSITIONS</b>						
8150 Class/Unclass Positions	38	39	-	39	39	39
<b>AUTHORIZED FTE POSITIONS</b>						
8250 Class/Unclass FTE Positions	37.79	38.79	-	38.79	38.79	38.79

# Detail Revenues and Expenditures

**Oregon Medical Board**

**Agency Number: 84700**

**Detail Revenues & Expenditures - Requested Budget  
2017-19 Biennium  
Oregon Medical Board**

**Version: V - 01 - Agency Request Budget  
Cross Reference Number: 84700-000-00-00-00000**

Description	2017-19 Base Budget	Essential Packages	2017-19 Current Service Level	Policy Packages	2017-19 Agency Request Budget
<b>BEGINNING BALANCE</b>					
0025 Beginning Balance					
3400 Other Funds Ltd	6,059,826	-	6,059,826	-	6,059,826
<b>REVENUE CATEGORIES</b>					
<b>LICENSES AND FEES</b>					
0205 Business Lic and Fees					
3400 Other Funds Ltd	13,318,618	-	13,318,618	-	13,318,618
<b>CHARGES FOR SERVICES</b>					
0410 Charges for Services					
3400 Other Funds Ltd	92,554	-	92,554	-	92,554
<b>FINES, RENTS AND ROYALTIES</b>					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	173,634	-	173,634	-	173,634
<b>SALES INCOME</b>					
0705 Sales Income					
3400 Other Funds Ltd	35,550	-	35,550	-	35,550
<b>TOTAL REVENUES</b>					
3400 Other Funds Ltd	13,620,356	-	13,620,356	-	13,620,356
<b>TRANSFERS OUT</b>					
2048 Transfer to Public Universities					
3400 Other Funds Ltd	(283,979)	-	(283,979)	-	(283,979)
2443 Tsfr To Oregon Health Authority					
3400 Other Funds Ltd	(937,552)	-	(937,552)	-	(937,552)

Detail Revenues & Expenditures - Requested Budget  
 2017-19 Biennium  
 Oregon Medical Board

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 84700-000-00-00-00000

Description	2017-19 Base Budget	Essential Packages	2017-19 Current Service Level	Policy Packages	2017-19 Agency Request Budget
<b>TOTAL TRANSFERS OUT</b>					
3400 Other Funds Ltd	(1,221,531)	-	(1,221,531)	-	(1,221,531)
<b>AVAILABLE REVENUES</b>					
3400 Other Funds Ltd	18,458,651	-	18,458,651	-	18,458,651
<b>EXPENDITURES</b>					
<b>PERSONAL SERVICES</b>					
<b>SALARIES &amp; WAGES</b>					
<b>3110 Class/Unclass Sal. and Per Diem</b>					
3400 Other Funds Ltd	5,080,297	-	5,080,297	284,151	5,364,448
<b>3160 Temporary Appointments</b>					
3400 Other Funds Ltd	26,629	985	27,614	-	27,614
<b>3170 Overtime Payments</b>					
3400 Other Funds Ltd	7,104	263	7,367	-	7,367
<b>3190 All Other Differential</b>					
3400 Other Funds Ltd	34,546	1,278	35,824	-	35,824
<b>TOTAL SALARIES &amp; WAGES</b>					
3400 Other Funds Ltd	5,148,576	2,526	5,151,102	284,151	5,435,253
<b>OTHER PAYROLL EXPENSES</b>					
<b>3210 Empl. Rel. Bd. Assessments</b>					
3400 Other Funds Ltd	2,154	-	2,154	126	2,280
<b>3220 Public Employees' Retire Cont</b>					
3400 Other Funds Ltd	772,752	294	773,046	39,177	812,223
<b>3221 Pension Obligation Bond</b>					

**Oregon Medical Board**

**Agency Number: 84700**

**Detail Revenues & Expenditures - Requested Budget  
2017-19 Biennium  
Oregon Medical Board**

**Version: V - 01 - Agency Request Budget  
Cross Reference Number: 84700-000-00-00-00000**

Description	2017-19 Base Budget	Essential Packages	2017-19 Current Service Level	Policy Packages	2017-19 Agency Request Budget
3400 Other Funds Ltd	264,257	33,098	297,355	-	297,355
<b>3230 Social Security Taxes</b>					
3400 Other Funds Ltd	381,266	193	381,459	21,739	403,198
<b>3240 Unemployment Assessments</b>					
3400 Other Funds Ltd	2,630	97	2,727	-	2,727
<b>3250 Worker's Comp. Assess. (WCD)</b>					
3400 Other Funds Ltd	2,676	-	2,676	153	2,829
<b>3260 Mass Transit Tax</b>					
3400 Other Funds Ltd	27,077	3,830	30,907	1,450	32,357
<b>3270 Flexible Benefits</b>					
3400 Other Funds Ltd	1,293,020	-	1,293,020	73,756	1,366,776
<b>TOTAL OTHER PAYROLL EXPENSES</b>					
3400 Other Funds Ltd	2,745,832	37,512	2,783,344	136,401	2,919,745
<b>P.S. BUDGET ADJUSTMENTS</b>					
<b>3455 Vacancy Savings</b>					
3400 Other Funds Ltd	(39,515)	8,662	(30,853)	-	(30,853)
<b>TOTAL PERSONAL SERVICES</b>					
3400 Other Funds Ltd	7,854,893	48,700	7,903,593	420,552	8,324,145
<b>SERVICES &amp; SUPPLIES</b>					
<b>4100 Instate Travel</b>					
3400 Other Funds Ltd	54,894	2,031	56,925	5,098	62,023
<b>4125 Out of State Travel</b>					
3400 Other Funds Ltd	957	35	992	10,816	11,808

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**Oregon Medical Board**

**Agency Number: 84700**

**Detail Revenues & Expenditures - Requested Budget  
2017-19 Biennium**

**Version: V - 01 - Agency Request Budget  
Cross Reference Number: 84700-000-00-00-00000**

**Oregon Medical Board**

Description	2017-19 Base Budget	Essential Packages	2017-19 Current Service Level	Policy Packages	2017-19 Agency Request Budget
<b>4150 Employee Training</b>					
3400 Other Funds Ltd	54,828	2,029	56,857	-	56,857
<b>4175 Office Expenses</b>					
3400 Other Funds Ltd	254,930	9,432	264,362	10,279	274,641
<b>4200 Telecommunications</b>					
3400 Other Funds Ltd	68,055	2,518	70,573	1,810	72,383
<b>4225 State Gov. Service Charges</b>					
3400 Other Funds Ltd	195,166	97,189	292,355	-	292,355
<b>4250 Data Processing</b>					
3400 Other Funds Ltd	19,033	704	19,737	-	19,737
<b>4275 Publicity and Publications</b>					
3400 Other Funds Ltd	5,322	197	5,519	-	5,519
<b>4300 Professional Services</b>					
3400 Other Funds Ltd	814,930	853,834	1,668,764	179,375	1,848,139
<b>4315 IT Professional Services</b>					
3400 Other Funds Ltd	123,607	5,068	128,675	-	128,675
<b>4325 Attorney General</b>					
3400 Other Funds Ltd	676,229	88,856	765,085	3,500	768,585
<b>4375 Employee Recruitment and Develop</b>					
3400 Other Funds Ltd	50,954	1,885	52,839	2,112	54,951
<b>4400 Dues and Subscriptions</b>					
3400 Other Funds Ltd	4,878	180	5,058	-	5,058
<b>4425 Facilities Rental and Taxes</b>					

Oregon Medical Board

Description	2017-19 Base Budget	Essential Packages	2017-19 Current Service Level	Policy Packages	2017-19 Agency Request Budget
3400 Other Funds Ltd	579,314	39,973	619,287	-	619,287
<b>4575 Agency Program Related S and S</b>					
3400 Other Funds Ltd	181,586	6,719	188,305	1,318	189,623
<b>4650 Other Services and Supplies</b>					
3400 Other Funds Ltd	215,254	39,655	254,909	-	254,909
<b>4700 Expendable Prop 250 - 5000</b>					
3400 Other Funds Ltd	26,787	991	27,778	5,500	33,278
<b>4715 IT Expendable Property</b>					
3400 Other Funds Ltd	127,903	4,732	132,635	2,950	135,585
<b>TOTAL SERVICES &amp; SUPPLIES</b>					
3400 Other Funds Ltd	3,454,627	1,156,028	4,610,655	222,758	4,833,413
<b>CAPITAL OUTLAY</b>					
<b>5900 Other Capital Outlay</b>					
3400 Other Funds Ltd	19,516	722	20,238	-	20,238
<b>SPECIAL PAYMENTS</b>					
<b>6443 Spc Pmt to Oregon Health Authority</b>					
3400 Other Funds Ltd	791,149	(791,149)	-	-	-
<b>TOTAL EXPENDITURES</b>					
3400 Other Funds Ltd	12,120,185	414,301	12,534,486	643,310	13,177,796
<b>ENDING BALANCE</b>					
3400 Other Funds Ltd	6,338,466	(414,301)	5,924,165	(643,310)	5,280,855
<b>AUTHORIZED POSITIONS</b>					
8150 Class/Unclass Positions	39	-	39	2	41

**Oregon Medical Board**

**Agency Number: 84700**

**Detail Revenues & Expenditures - Requested Budget  
2017-19 Biennium  
Oregon Medical Board**

**Version: V - 01 - Agency Request Budget  
Cross Reference Number: 84700-000-00-00-00000**

Description	2017-19 Base Budget	Essential Packages	2017-19 Current Service Level	Policy Packages	2017-19 Agency Request Budget
AUTHORIZED FTE 8250 Class/Unclass FTE Positions	38.79	-	38.79	2.21	41.00

Detail Revenues & Expenditures - Requested Budget  
2017-19 Biennium

Version: V - 01 - Agency Request Budget  
Cross Reference Number: 84700-015-00-00-00000

Operations

Description	2017-19 Base Budget	Essential Packages	2017-19 Current Service Level	Policy Packages	2017-19 Agency Request Budget
<b>BEGINNING BALANCE</b>					
0025 Beginning Balance					
3400 Other Funds Ltd	6,059,826	-	6,059,826	-	6,059,826
<b>REVENUE CATEGORIES</b>					
<b>LICENSES AND FEES</b>					
0205 Business Lic and Fees					
3400 Other Funds Ltd	13,318,618	-	13,318,618	-	13,318,618
<b>CHARGES FOR SERVICES</b>					
0410 Charges for Services					
3400 Other Funds Ltd	92,554	-	92,554	-	92,554
<b>FINES, RENTS AND ROYALTIES</b>					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	173,634	-	173,634	-	173,634
<b>SALES INCOME</b>					
0705 Sales Income					
3400 Other Funds Ltd	35,550	-	35,550	-	35,550
<b>TOTAL REVENUES</b>					
3400 Other Funds Ltd	13,620,356	-	13,620,356	-	13,620,356
<b>TRANSFERS OUT</b>					
2048 Transfer to Public Universities					
3400 Other Funds Ltd	(283,979)	-	(283,979)	-	(283,979)
2443 Tsfr To Oregon Health Authority					
3400 Other Funds Ltd	(937,552)	-	(937,552)	-	(937,552)

Operations

Description	2017-19 Base Budget	Essential Packages	2017-19 Current Service Level	Policy Packages	2017-19 Agency Request Budget
<b>TOTAL TRANSFERS OUT</b>					
3400 Other Funds Ltd	(1,221,531)	-	(1,221,531)	-	(1,221,531)
<b>AVAILABLE REVENUES</b>					
3400 Other Funds Ltd	18,458,651	-	18,458,651	-	18,458,651
<b>EXPENDITURES</b>					
<b>PERSONAL SERVICES</b>					
<b>SALARIES &amp; WAGES</b>					
<b>3110 Class/Unclass Sal. and Per Diem</b>					
3400 Other Funds Ltd	5,080,297	-	5,080,297	284,151	5,364,448
<b>3160 Temporary Appointments</b>					
3400 Other Funds Ltd	26,629	985	27,614	-	27,614
<b>3170 Overtime Payments</b>					
3400 Other Funds Ltd	7,104	263	7,367	-	7,367
<b>3190 All Other Differential</b>					
3400 Other Funds Ltd	34,546	1,278	35,824	-	35,824
<b>TOTAL SALARIES &amp; WAGES</b>					
3400 Other Funds Ltd	5,148,576	2,526	5,151,102	284,151	5,435,253
<b>OTHER PAYROLL EXPENSES</b>					
<b>3210 Empl. Rel. Bd. Assessments</b>					
3400 Other Funds Ltd	2,154	-	2,154	126	2,280
<b>3220 Public Employees' Retire Cont</b>					
3400 Other Funds Ltd	772,752	294	773,046	39,177	812,223
<b>3221 Pension Obligation Bond</b>					

**Oregon Medical Board**

**Agency Number: 84700**

**Detail Revenues & Expenditures - Requested Budget  
2017-19 Biennium  
Operations**

**Version: V - 01 - Agency Request Budget  
Cross Reference Number: 84700-015-00-00-00000**

Description	2017-19 Base Budget	Essential Packages	2017-19 Current Service Level	Policy Packages	2017-19 Agency Request Budget
3400 Other Funds Ltd	264,257	33,098	297,355	-	297,355
<b>3230 Social Security Taxes</b>					
3400 Other Funds Ltd	381,266	193	381,459	21,739	403,198
<b>3240 Unemployment Assessments</b>					
3400 Other Funds Ltd	2,630	97	2,727	-	2,727
<b>3250 Worker's Comp. Assess. (WCD)</b>					
3400 Other Funds Ltd	2,676	-	2,676	153	2,829
<b>3260 Mass Transit Tax</b>					
3400 Other Funds Ltd	27,077	3,830	30,907	1,450	32,357
<b>3270 Flexible Benefits</b>					
3400 Other Funds Ltd	1,293,020	-	1,293,020	73,756	1,366,776
<b>TOTAL OTHER PAYROLL EXPENSES</b>					
3400 Other Funds Ltd	2,745,832	37,512	2,783,344	136,401	2,919,745
<b>P.S. BUDGET ADJUSTMENTS</b>					
<b>3455 Vacancy Savings</b>					
3400 Other Funds Ltd	(39,515)	8,662	(30,853)	-	(30,853)
<b>TOTAL PERSONAL SERVICES</b>					
3400 Other Funds Ltd	7,854,893	48,700	7,903,593	420,552	8,324,145
<b>SERVICES &amp; SUPPLIES</b>					
<b>4100 Instate Travel</b>					
3400 Other Funds Ltd	54,894	2,031	56,925	5,098	62,023
<b>4125 Out of State Travel</b>					
3400 Other Funds Ltd	957	35	992	10,816	11,808

07/15/16  
8:48 AM

Detail Revenues & Expenditures - Requested Budget  
 2017-19 Biennium  
 Operations

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 84700-015-00-00-00000

Description	2017-19 Base Budget	Essential Packages	2017-19 Current Service Level	Policy Packages	2017-19 Agency Request Budget
<b>4150 Employee Training</b>					
3400 Other Funds Ltd	54,828	2,029	56,857	-	56,857
<b>4175 Office Expenses</b>					
3400 Other Funds Ltd	254,930	9,432	264,362	10,279	274,641
<b>4200 Telecommunications</b>					
3400 Other Funds Ltd	68,055	2,518	70,573	1,810	72,383
<b>4225 State Gov. Service Charges</b>					
3400 Other Funds Ltd	195,166	97,189	292,355	-	292,355
<b>4250 Data Processing</b>					
3400 Other Funds Ltd	19,033	704	19,737	-	19,737
<b>4275 Publicity and Publications</b>					
3400 Other Funds Ltd	5,322	197	5,519	-	5,519
<b>4300 Professional Services</b>					
3400 Other Funds Ltd	814,930	853,834	1,668,764	179,375	1,848,139
<b>4315 IT Professional Services</b>					
3400 Other Funds Ltd	123,607	5,068	128,675	-	128,675
<b>4325 Attorney General</b>					
3400 Other Funds Ltd	676,229	88,856	765,085	3,500	768,585
<b>4375 Employee Recruitment and Develop</b>					
3400 Other Funds Ltd	50,954	1,885	52,839	2,112	54,951
<b>4400 Dues and Subscriptions</b>					
3400 Other Funds Ltd	4,878	180	5,058	-	5,058
<b>4425 Facilities Rental and Taxes</b>					

**Oregon Medical Board**

**Agency Number: 84700**

**Detail Revenues & Expenditures - Requested Budget  
2017-19 Biennium**

**Version: V - 01 - Agency Request Budget  
Cross Reference Number: 84700-015-00-00-00000**

**Operations**

Description	2017-19 Base Budget	Essential Packages	2017-19 Current Service Level	Policy Packages	2017-19 Agency Request Budget
3400 Other Funds Ltd	579,314	39,973	619,287	-	619,287
<b>4575 Agency Program Related S and S</b>					
3400 Other Funds Ltd	181,586	6,719	188,305	1,318	189,623
<b>4650 Other Services and Supplies</b>					
3400 Other Funds Ltd	215,254	39,655	254,909	-	254,909
<b>4700 Expendable Prop 250 - 5000</b>					
3400 Other Funds Ltd	26,787	991	27,778	5,500	33,278
<b>4715 IT Expendable Property</b>					
3400 Other Funds Ltd	127,903	4,732	132,635	2,950	135,585
<b>TOTAL SERVICES &amp; SUPPLIES</b>					
3400 Other Funds Ltd	3,454,627	1,156,028	4,610,655	222,758	4,833,413
<b>CAPITAL OUTLAY</b>					
<b>5900 Other Capital Outlay</b>					
3400 Other Funds Ltd	19,516	722	20,238	-	20,238
<b>SPECIAL PAYMENTS</b>					
<b>6443 Spc Pmt to Oregon Health Authority</b>					
3400 Other Funds Ltd	791,149	(791,149)	-	-	-
<b>TOTAL EXPENDITURES</b>					
3400 Other Funds Ltd	12,120,185	414,301	12,534,486	643,310	13,177,796
<b>ENDING BALANCE</b>					
3400 Other Funds Ltd	6,338,466	(414,301)	5,924,165	(643,310)	5,280,855
<b>AUTHORIZED POSITIONS</b>					
8150 Class/Unclass Positions	39	-	39	2	41

07/15/16  
8:48 AM

Page 11 of 12

BDV002A - Detail Revenues & Expenditures - Requested Budget  
BDV002A

Operations

Description	2017-19 Base Budget	Essential Packages	2017-19 Current Service Level	Policy Packages	2017-19 Agency Request Budget
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	38.79	-	38.79	2.21	41.00

# Detail Revenues and Expenditures – Essential Packages

**Oregon Medical Board**

**Agency Number 84700**

**BDV004B**

**Version: V - 01 - Agency Request Budget**

**2017-19 Biennium**

**Cross Reference Number: 84700-000-00-00-00000**

**Oregon Medical Board**

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor	Pkg: 031 Standard Inflation	Pkg: 033 Exceptional Inflation	Pkg: 060 Technical Adjustments	
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	

**EXPENDITURES**

**PERSONAL SERVICES**

**SALARIES & WAGES**

**3160 Temporary Appointments**

3400 Other Funds Ltd 985 985 - - -

**3170 Overtime Payments**

3400 Other Funds Ltd 263 263 - - -

**3190 All Other Differential**

3400 Other Funds Ltd 1,278 1,278 - - -

**SALARIES & WAGES**

3400 Other Funds Ltd 2,526 2,526 - - -

**TOTAL SALARIES & WAGES \$2,526 \$2,526 - - -**

**OTHER PAYROLL EXPENSES**

**3220 Public Employees Retire Cont**

3400 Other Funds Ltd 294 294 - - -

**3221 Pension Obligation Bond**

3400 Other Funds Ltd 33,098 33,098 - - -

**3230 Social Security Taxes**

3400 Other Funds Ltd 193 193 - - -

**3240 Unemployment Assessments**

3400 Other Funds Ltd 97 97 - - -

**3260 Mass Transit Tax**

3400 Other Funds Ltd 3,830 3,830 - - -

07/15/16

Page 1 of 8

Detail Revenues & Expenditures - Essential Packages

8:48 AM

BDV004B

BDV004B

Version: V - 01 - Agency Request Budget

2017-19 Biennium

Cross Reference Number: 84700-000-00-00-00000

Oregon Medical Board

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor	Pkg: 031 Standard Inflation	Pkg: 033 Exceptional Inflation	Pkg: 060 Technical Adjustments	
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	
<b>OTHER PAYROLL EXPENSES</b>						
3400 Other Funds Ltd	37,512	37,512	-	-	-	
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$37,512</b>	<b>\$37,512</b>	-	-	-	
<b>P.S. BUDGET ADJUSTMENTS</b>						
<b>3455 Vacancy Savings</b>						
3400 Other Funds Ltd	8,662	8,662	-	-	-	
<b>PERSONAL SERVICES</b>						
3400 Other Funds Ltd	48,700	48,700	-	-	-	
<b>TOTAL PERSONAL SERVICES</b>	<b>\$48,700</b>	<b>\$48,700</b>	-	-	-	
<b>SERVICES &amp; SUPPLIES</b>						
<b>4100 Instate Travel</b>						
3400 Other Funds Ltd	2,031	-	2,031	-	-	
<b>4125 Out of State Travel</b>						
3400 Other Funds Ltd	35	-	35	-	-	
<b>4150 Employee Training</b>						
3400 Other Funds Ltd	2,029	-	2,029	-	-	
<b>4175 Office Expenses</b>						
3400 Other Funds Ltd	9,432	-	9,432	-	-	
<b>4200 Telecommunications</b>						
3400 Other Funds Ltd	2,518	-	2,518	-	-	
<b>4225 State Gov. Service Charges</b>						
3400 Other Funds Ltd	97,189	-	97,189	-	-	

BDV004B

Version: V - 01 - Agency Request Budget

2017-19 Biennium

Cross Reference Number: 84700-000-00-00-00000

Oregon Medical Board

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor	Pkg: 031 Standard Inflation	Pkg: 033 Exceptional Inflation	Pkg: 060 Technical Adjustments	
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	
<b>4250 Data Processing</b>						
3400 Other Funds Ltd	704	-	704	-	-	
<b>4275 Publicity and Publications</b>						
3400 Other Funds Ltd	197	-	197	-	-	
<b>4300 Professional Services</b>						
3400 Other Funds Ltd	853,834	-	33,412	-	820,422	
<b>4315 IT Professional Services</b>						
3400 Other Funds Ltd	5,068	-	5,068	-	-	
<b>4325 Attorney General</b>						
3400 Other Funds Ltd	88,856	-	88,856	-	-	
<b>4375 Employee Recruitment and Develop</b>						
3400 Other Funds Ltd	1,885	-	1,885	-	-	
<b>4400 Dues and Subscriptions</b>						
3400 Other Funds Ltd	180	-	180	-	-	
<b>4425 Facilities Rental and Taxes</b>						
3400 Other Funds Ltd	39,973	-	39,973	-	-	
<b>4575 Agency Program Related S and S</b>						
3400 Other Funds Ltd	6,719	-	6,719	-	-	
<b>4650 Other Services and Supplies</b>						
3400 Other Funds Ltd	39,655	-	7,964	31,691	-	
<b>4700 Expendable Prop 250 - 5000</b>						
3400 Other Funds Ltd	991	-	991	-	-	
<b>4715 IT Expendable Property</b>						

**Oregon Medical Board**

**Agency Number 84700**

**BDV004B**

**Version: V - 01 - Agency Request Budget**

**2017-19 Biennium**

**Cross Reference Number: 84700-000-00-00-00000**

**Oregon Medical Board**

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor	Pkg: 031 Standard Inflation	Pkg: 033 Exceptional Inflation	Pkg: 060 Technical Adjustments	
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	
3400 Other Funds Ltd	4,732	-	4,732	-	-	
<b>SERVICES &amp; SUPPLIES</b>						
3400 Other Funds Ltd	1,156,028	-	303,915	31,691	820,422	
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$1,156,028</b>	<b>-</b>	<b>\$303,915</b>	<b>\$31,691</b>	<b>\$820,422</b>	
<b>CAPITAL OUTLAY</b>						
<b>5900 Other Capital Outlay</b>						
3400 Other Funds Ltd	722	-	722	-	-	
<b>SPECIAL PAYMENTS</b>						
<b>6443 Spc Pmt to Oregon Health Authority</b>						
3400 Other Funds Ltd	(791,149)	-	29,273	-	(820,422)	
<b>EXPENDITURES</b>						
3400 Other Funds Ltd	414,301	48,700	333,910	31,691	-	
<b>TOTAL EXPENDITURES</b>	<b>\$414,301</b>	<b>\$48,700</b>	<b>\$333,910</b>	<b>\$31,691</b>	<b>-</b>	
<b>ENDING BALANCE</b>						
3400 Other Funds Ltd	(414,301)	(48,700)	(333,910)	(31,691)	-	
<b>TOTAL ENDING BALANCE</b>	<b>(\$414,301)</b>	<b>(\$48,700)</b>	<b>(\$333,910)</b>	<b>(\$31,691)</b>	<b>-</b>	

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor	Pkg: 031 Standard Inflation	Pkg: 033 Exceptional Inflation	Pkg: 060 Technical Adjustments	
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3160 Temporary Appointments

3400 Other Funds Ltd 985 985 - - -

3170 Overtime Payments

3400 Other Funds Ltd 263 263 - - -

3190 All Other Differential

3400 Other Funds Ltd 1,278 1,278 - - -

SALARIES & WAGES

3400 Other Funds Ltd 2,526 2,526 - - -

**TOTAL SALARIES & WAGES**

**\$2,526 \$2,526 - - -**

OTHER PAYROLL EXPENSES

3220 Public Employees Retire Cont

3400 Other Funds Ltd 294 294 - - -

3221 Pension Obligation Bond

3400 Other Funds Ltd 33,098 33,098 - - -

3230 Social Security Taxes

3400 Other Funds Ltd 193 193 - - -

3240 Unemployment Assessments

3400 Other Funds Ltd 97 97 - - -

3260 Mass Transit Tax

3400 Other Funds Ltd 3,830 3,830 - - -

BDV004B  
2017-19 Biennium  
Operations

Version: V - 01 - Agency Request Budget  
Cross Reference Number: 84700-015-00-00-00000

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor	Pkg: 031 Standard Inflation	Pkg: 033 Exceptional Inflation	Pkg: 060 Technical Adjustments	
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	
<b>OTHER PAYROLL EXPENSES</b>						
3400 Other Funds Ltd	37,512	37,512	-	-	-	
<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$37,512</b>	<b>\$37,512</b>	-	-	-	
<b>P.S. BUDGET ADJUSTMENTS</b>						
<b>3455 Vacancy Savings</b>						
3400 Other Funds Ltd	8,662	8,662	-	-	-	
<b>PERSONAL SERVICES</b>						
3400 Other Funds Ltd	48,700	48,700	-	-	-	
<b>TOTAL PERSONAL SERVICES</b>	<b>\$48,700</b>	<b>\$48,700</b>	-	-	-	
<b>SERVICES &amp; SUPPLIES</b>						
<b>4100 Instate Travel</b>						
3400 Other Funds Ltd	2,031	-	2,031	-	-	
<b>4125 Out of State Travel</b>						
3400 Other Funds Ltd	35	-	35	-	-	
<b>4150 Employee Training</b>						
3400 Other Funds Ltd	2,029	-	2,029	-	-	
<b>4175 Office Expenses</b>						
3400 Other Funds Ltd	9,432	-	9,432	-	-	
<b>4200 Telecommunications</b>						
3400 Other Funds Ltd	2,518	-	2,518	-	-	
<b>4225 State Gov. Service Charges</b>						
3400 Other Funds Ltd	97,189	-	97,189	-	-	

BDV004B  
 2017-19 Biennium  
 Operations

Version: V - 01 - Agency Request Budget  
 Cross Reference Number: 84700-015-00-00-00000

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor  Priority: 00	Pkg: 031 Standard Inflation  Priority: 00	Pkg: 033 Exceptional Inflation  Priority: 00	Pkg: 060 Technical Adjustments  Priority: 00	
<b>4250 Data Processing</b>						
3400 Other Funds Ltd	704	-	704	-	-	
<b>4275 Publicity and Publications</b>						
3400 Other Funds Ltd	197	-	197	-	-	
<b>4300 Professional Services</b>						
3400 Other Funds Ltd	853,834	-	33,412	-	820,422	
<b>4315 IT Professional Services</b>						
3400 Other Funds Ltd	5,068	-	5,068	-	-	
<b>4325 Attorney General</b>						
3400 Other Funds Ltd	88,856	-	88,856	-	-	
<b>4375 Employee Recruitment and Develop</b>						
3400 Other Funds Ltd	1,885	-	1,885	-	-	
<b>4400 Dues and Subscriptions</b>						
3400 Other Funds Ltd	180	-	180	-	-	
<b>4425 Facilities Rental and Taxes</b>						
3400 Other Funds Ltd	39,973	-	39,973	-	-	
<b>4575 Agency Program Related S and S</b>						
3400 Other Funds Ltd	6,719	-	6,719	-	-	
<b>4650 Other Services and Supplies</b>						
3400 Other Funds Ltd	39,655	-	7,964	31,691	-	
<b>4700 Expendable Prop 250 - 5000</b>						
3400 Other Funds Ltd	991	-	991	-	-	
<b>4715 IT Expendable Property</b>						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor	Pkg: 031 Standard Inflation	Pkg: 033 Exceptional Inflation	Pkg: 060 Technical Adjustments	
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	
3400 Other Funds Ltd	4,732	-	4,732	-	-	
<b>SERVICES &amp; SUPPLIES</b>						
3400 Other Funds Ltd	1,156,028	-	303,915	31,691	820,422	
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$1,156,028</b>	<b>-</b>	<b>\$303,915</b>	<b>\$31,691</b>	<b>\$820,422</b>	
<b>CAPITAL OUTLAY</b>						
<b>5900 Other Capital Outlay</b>						
3400 Other Funds Ltd	722	-	722	-	-	
<b>SPECIAL PAYMENTS</b>						
<b>6443 Spc Pmt to Oregon Health Authority</b>						
3400 Other Funds Ltd	(791,149)	-	29,273	-	(820,422)	
<b>EXPENDITURES</b>						
3400 Other Funds Ltd	414,301	48,700	333,910	31,691	-	
<b>TOTAL EXPENDITURES</b>	<b>\$414,301</b>	<b>\$48,700</b>	<b>\$333,910</b>	<b>\$31,691</b>	<b>-</b>	
<b>ENDING BALANCE</b>						
3400 Other Funds Ltd	(414,301)	(48,700)	(333,910)	(31,691)	-	
<b>TOTAL ENDING BALANCE</b>	<b>(\$414,301)</b>	<b>(\$48,700)</b>	<b>(\$333,910)</b>	<b>(\$31,691)</b>	<b>-</b>	

# Detail Revenues and Expenditures – Policy Packages

**Oregon Medical Board**

**Agency Number 84700**

BDV004B

Version: V - 01 - Agency Request Budget

2017-19 Biennium

Cross Reference Number: 84700-000-00-00-00000

Oregon Medical Board

Description	Total Policy Packages	Pkg: 102 Interstate Medical Licensure Compact  Priority: 00	Pkg: 103 Board Membership  Priority: 00	Pkg: 104 Physician Wellness  Priority: 00	Pkg: 105 Investigative Resources  Priority: 00	Pkg: 106 Licensing Resources  Priority: 00
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**EXPENDITURES**

**PERSONAL SERVICES**

**SALARIES & WAGES**

**3110 Class/Unclass Sal. and Per Diem**

3400 Other Funds Ltd	284,151	133,544	34,405	-	101,208	14,994
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**OTHER PAYROLL EXPENSES**

**3210 Empl. Rel. Bd. Assessments**

3400 Other Funds Ltd	126	57	-	-	57	12
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**3220 Public Employees Retire Cont**

3400 Other Funds Ltd	39,177	23,966	-	-	13,248	1,963
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**3230 Social Security Taxes**

3400 Other Funds Ltd	21,739	10,218	2,632	-	7,742	1,147
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**3250 Workers Comp. Assess. (WCD)**

3400 Other Funds Ltd	153	69	-	-	69	15
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**3260 Mass Transit Tax**

3400 Other Funds Ltd	1,450	753	-	-	607	90
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**3270 Flexible Benefits**

3400 Other Funds Ltd	73,756	33,336	-	-	33,336	7,084
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**OTHER PAYROLL EXPENSES**

3400 Other Funds Ltd	136,401	68,399	2,632	-	55,059	10,311
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<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$136,401</b>	<b>\$68,399</b>	<b>\$2,632</b>	<b>-</b>	<b>\$55,059</b>	<b>\$10,311</b>
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**PERSONAL SERVICES**

3400 Other Funds Ltd	420,552	201,943	37,037	-	156,267	25,305
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07/15/16  
8:48 AM

**Oregon Medical Board**

**Agency Number 84700**

BDV004B

Version: V - 01 - Agency Request Budget

2017-19 Biennium

Cross Reference Number: 84700-000-00-00-00000

Oregon Medical Board

Description	Total Policy Packages	Pkg: 102 Interstate Medical Licensure Compact  Priority: 00	Pkg: 103 Board Membership  Priority: 00	Pkg: 104 Physician Wellness  Priority: 00	Pkg: 105 Investigative Resources  Priority: 00	Pkg: 106 Licensing Resources  Priority: 00
<b>TOTAL PERSONAL SERVICES</b>	<b>\$420,552</b>	<b>\$201,943</b>	<b>\$37,037</b>	<b>-</b>	<b>\$156,267</b>	<b>\$25,305</b>

**SERVICES & SUPPLIES**

**4100 Instate Travel**

3400 Other Funds Ltd	5,098	1,050	4,048	-	-	-
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**4125 Out of State Travel**

3400 Other Funds Ltd	10,816	10,816	-	-	-	-
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**4175 Office Expenses**

3400 Other Funds Ltd	10,279	3,000	500	-	6,779	-
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**4200 Telecommunications**

3400 Other Funds Ltd	1,810	-	-	-	1,810	-
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**4300 Professional Services**

3400 Other Funds Ltd	179,375	4,375	-	175,000	-	-
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**4325 Attorney General**

3400 Other Funds Ltd	3,500	3,500	-	-	-	-
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**4375 Employee Recruitment and Develop**

3400 Other Funds Ltd	2,112	-	-	-	2,112	-
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**4575 Agency Program Related S and S**

3400 Other Funds Ltd	1,318	-	1,318	-	-	-
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**4700 Expendable Prop 250 - 5000**

3400 Other Funds Ltd	5,500	-	-	-	5,500	-
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**4715 IT Expendable Property**

3400 Other Funds Ltd	2,950	-	1,950	-	1,000	-
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**SERVICES & SUPPLIES**

07/15/16  
8:48 AM

**Oregon Medical Board**

**Agency Number 84700**

BDV004B

Version: V - 01 - Agency Request Budget

2017-19 Biennium

Cross Reference Number: 84700-000-00-00-00000

Oregon Medical Board

Description	Total Policy Packages	Pkg: 102	Pkg: 103	Pkg: 104	Pkg: 105	Pkg: 106
		Interstate Medical Licensure Compact	Board Membership	Physician Wellness	Investigative Resources	Licensing Resources
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	Priority: 00
3400 Other Funds Ltd	222,758	22,741	7,816	175,000	17,201	-
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$222,758</b>	<b>\$22,741</b>	<b>\$7,816</b>	<b>\$175,000</b>	<b>\$17,201</b>	<b>-</b>
<b>EXPENDITURES</b>						
3400 Other Funds Ltd	643,310	224,684	44,853	175,000	173,468	25,305
<b>TOTAL EXPENDITURES</b>	<b>\$643,310</b>	<b>\$224,684</b>	<b>\$44,853</b>	<b>\$175,000</b>	<b>\$173,468</b>	<b>\$25,305</b>
<b>ENDING BALANCE</b>						
3400 Other Funds Ltd	(643,310)	(224,684)	(44,853)	(175,000)	(173,468)	(25,305)
<b>TOTAL ENDING BALANCE</b>	<b>(\$643,310)</b>	<b>(\$224,684)</b>	<b>(\$44,853)</b>	<b>(\$175,000)</b>	<b>(\$173,468)</b>	<b>(\$25,305)</b>
<b>AUTHORIZED POSITIONS</b>						
8150 Class/Unclass Positions	2	1	-	-	1	-
<b>AUTHORIZED FTE</b>						
8250 Class/Unclass FTE Positions	2.21	1.00	-	-	1.00	0.21

Description	Total Policy Packages	Pkg: 102 Interstate Medical Licensure Compact  Priority: 00	Pkg: 103 Board Membership  Priority: 00	Pkg: 104 Physician Wellness  Priority: 00	Pkg: 105 Investigative Resources  Priority: 00	Pkg: 106 Licensing Resources  Priority: 00
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	284,151	133,544	34,405	-	101,208	14,994
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd	126	57	-	-	57	12
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3220 Public Employees Retire Cont

3400 Other Funds Ltd	39,177	23,966	-	-	13,248	1,963
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3230 Social Security Taxes

3400 Other Funds Ltd	21,739	10,218	2,632	-	7,742	1,147
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3250 Workers Comp. Assess. (WCD)

3400 Other Funds Ltd	153	69	-	-	69	15
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3260 Mass Transit Tax

3400 Other Funds Ltd	1,450	753	-	-	607	90
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3270 Flexible Benefits

3400 Other Funds Ltd	73,756	33,336	-	-	33,336	7,084
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OTHER PAYROLL EXPENSES

3400 Other Funds Ltd	136,401	68,399	2,632	-	55,059	10,311
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<b>TOTAL OTHER PAYROLL EXPENSES</b>	<b>\$136,401</b>	<b>\$68,399</b>	<b>\$2,632</b>	<b>-</b>	<b>\$55,059</b>	<b>\$10,311</b>
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PERSONAL SERVICES

3400 Other Funds Ltd	420,552	201,943	37,037	-	156,267	25,305
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Description	Total Policy Packages	Pkg: 102 Interstate Medical Licensure Compact  Priority: 00	Pkg: 103 Board Membership  Priority: 00	Pkg: 104 Physician Wellness  Priority: 00	Pkg: 105 Investigative Resources  Priority: 00	Pkg: 106 Licensing Resources  Priority: 00
<b>TOTAL PERSONAL SERVICES</b>	<b>\$420,552</b>	<b>\$201,943</b>	<b>\$37,037</b>	<b>-</b>	<b>\$156,267</b>	<b>\$25,305</b>
<b>SERVICES &amp; SUPPLIES</b>						
4100 Instate Travel						
3400 Other Funds Ltd	5,098	1,050	4,048	-	-	-
4125 Out of State Travel						
3400 Other Funds Ltd	10,816	10,816	-	-	-	-
4175 Office Expenses						
3400 Other Funds Ltd	10,279	3,000	500	-	6,779	-
4200 Telecommunications						
3400 Other Funds Ltd	1,810	-	-	-	1,810	-
4300 Professional Services						
3400 Other Funds Ltd	179,375	4,375	-	175,000	-	-
4325 Attorney General						
3400 Other Funds Ltd	3,500	3,500	-	-	-	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	2,112	-	-	-	2,112	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	1,318	-	1,318	-	-	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	5,500	-	-	-	5,500	-
4715 IT Expendable Property						
3400 Other Funds Ltd	2,950	-	1,950	-	1,000	-
<b>SERVICES &amp; SUPPLIES</b>						

**Oregon Medical Board**

**Agency Number 84700**

**BDV004B  
2017-19 Biennium  
Operations**

**Version: V - 01 - Agency Request Budget  
Cross Reference Number: 84700-015-00-00-00000**

Description	Total Policy Packages	Pkg: 102	Pkg: 103	Pkg: 104	Pkg: 105	Pkg: 106
		Interstate Medical Licensure Compact	Board Membership	Physician Wellness	Investigative Resources	Licensing Resources
		Priority: 00	Priority: 00	Priority: 00	Priority: 00	Priority: 00
3400 Other Funds Ltd	222,758	22,741	7,816	175,000	17,201	-
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$222,758</b>	<b>\$22,741</b>	<b>\$7,816</b>	<b>\$175,000</b>	<b>\$17,201</b>	<b>-</b>
<b>EXPENDITURES</b>						
3400 Other Funds Ltd	643,310	224,684	44,853	175,000	173,468	25,305
<b>TOTAL EXPENDITURES</b>	<b>\$643,310</b>	<b>\$224,684</b>	<b>\$44,853</b>	<b>\$175,000</b>	<b>\$173,468</b>	<b>\$25,305</b>
<b>ENDING BALANCE</b>						
3400 Other Funds Ltd	(643,310)	(224,684)	(44,853)	(175,000)	(173,468)	(25,305)
<b>TOTAL ENDING BALANCE</b>	<b>(\$643,310)</b>	<b>(\$224,684)</b>	<b>(\$44,853)</b>	<b>(\$175,000)</b>	<b>(\$173,468)</b>	<b>(\$25,305)</b>
<b>AUTHORIZED POSITIONS</b>						
8150 Class/Unclass Positions	2	1	-	-	1	-
<b>AUTHORIZED FTE</b>						
8250 Class/Unclass FTE Positions	2.21	1.00	-	-	1.00	0.21

# Summary List by Pkg by Summary XREF

07/14/16 REPORT NO.: PPDPLEBUDCL DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM PAGE 1  
 REPORT: SUMMARY LIST BY PKG BY SUMMARY XREF 2017-19 PROD FILE  
 AGENCY: 84700 OREGON MEDICAL BOARD PICS SYSTEM: BUDGET PREPARATION  
 SUMMARY XREF: 015-00-00 000 Operations

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	B	Y7500	AE BOARD AND COMMISSION MEMBER		.00	.00	0.00		121,411			121,411
000	MEAHZ7010	HA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	9,987.00		239,688			239,688
000	MENNZ0830	AA	EXECUTIVE ASSISTANT	1	1.00	24.00	4,320.00		103,680			103,680
000	MENNZ0873	AA	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	7,714.00		185,136			185,136
000	MESNZ7006	AA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	7,714.00		185,136			185,136
000	MMN X0872	AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	7,000.00		168,000			168,000
000	MMS X1219	AA	SUPERVISING ACCOUNTANT	1	1.00	24.00	5,770.00		138,480			138,480
000	MMS X1322	AA	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	7,000.00		168,000			168,000
000	MMS X7004	AA	PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	5,496.00		131,904			131,904
000	MMS X7006	AA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	7,714.00		185,136			185,136
000	MNNZ7518	AA	SUPERVISING PHYSICIAN	1	1.00	24.00	17,620.00		422,880			422,880
000	OA C0104	AA	OFFICE SPECIALIST 2	3	3.00	72.00	3,514.33		253,032			253,032
000	OA C0107	AA	ADMINISTRATIVE SPECIALIST 1	12	11.79	282.90	3,395.50		962,910			962,910
000	OA C0108	AA	ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	4,432.00		106,368			106,368
000	OA C0118	AA	EXECUTIVE SUPPORT SPECIALIST 1	1	1.00	24.00	3,847.00		92,328			92,328
000	OA C0211	AA	ACCOUNTING TECHNICIAN 2	2	2.00	48.00	3,934.50		188,856			188,856
000	OA C0871	AA	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	5,607.00		134,568			134,568
000	OA C1483	IA	INFO SYSTEMS SPECIALIST 3	1	1.00	24.00	4,658.00		111,792			111,792
000	OA C1485	IA	INFO SYSTEMS SPECIALIST 5	1	1.00	24.00	6,777.00		162,648			162,648
000	OA C1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	7,668.00		184,032			184,032
000	OA C5233	AA	INVESTIGATOR 3	6	6.00	144.00	5,793.83		834,312			834,312
000				39	38.79	930.90	3,397.45		5,080,297			5,080,297

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
102	B	Y7500	AE BOARD AND COMMISSION MEMBER		.00	.00	0.00		8,000			8,000
102	MMN	X0855	AA PROJECT MANAGER 2	1	1.00	24.00	5,231.00		125,544			125,544
102				1	1.00	24.00	1,046.20		133,544			133,544

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
103	B	Y7500	AE BOARD AND COMMISSION MEMBER		.00	.00	0.00		34,405			34,405
103					.00	.00	0.00		34,405			34,405

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
105	OA	C5233	AA INVESTIGATOR 3	1	1.00	24.00	4,217.00		101,208			101,208
105				1	1.00	24.00	4,217.00		101,208			101,208

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
106	OA	C0107	AA ADMINISTRATIVE SPECIALIST 1		.21	5.10	2,940.00		14,994			14,994
106					.21	5.10	2,940.00		14,994			14,994
				41	41.00	984.00	2,413.54		5,364,448			5,364,448
				41	41.00	984.00	2,413.54		5,364,448			5,364,448



# Summary List by Pkg by Agency

07/14/16 REPORT NO.: PPDPLAGYCL DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM PAGE  
 REPORT: SUMMARY LIST BY PKG BY AGENCY 2017-19 PROD FILE  
 AGENCY: 84700 OREGON MEDICAL BOARD PICS SYSTEM: BUDGET PREPARATION

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
103	B	Y7500	AE BOARD AND COMMISSION MEMBER		.00	.00	0.00		163,816			163,816
000	MEAHZ7010	HA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	9,987.00		239,688			239,688
000	MENNZ0830	AA	EXECUTIVE ASSISTANT	1	1.00	24.00	4,320.00		103,680			103,680
000	MENNZ0873	AA	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	7,714.00		185,136			185,136
000	MESNZ7006	AA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	7,714.00		185,136			185,136
102	MMN X0855	AA	PROJECT MANAGER 2	1	1.00	24.00	5,231.00		125,544			125,544
000	MMN X0872	AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	7,000.00		168,000			168,000
000	MMS X1219	AA	SUPERVISING ACCOUNTANT	1	1.00	24.00	5,770.00		138,480			138,480
000	MMS X1322	AA	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	7,000.00		168,000			168,000
000	MMS X7004	AA	PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	5,496.00		131,904			131,904
000	MMS X7006	AA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	7,714.00		185,136			185,136
000	MNNNZ7518	AA	SUPERVISING PHYSICIAN	1	1.00	24.00	17,620.00		422,880			422,880
000	OA C0104	AA	OFFICE SPECIALIST 2	3	3.00	72.00	3,514.33		253,032			253,032
106	OA C0107	AA	ADMINISTRATIVE SPECIALIST 1	12	12.00	288.00	3,360.46		977,904			977,904
000	OA C0108	AA	ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	4,432.00		106,368			106,368
000	OA C0118	AA	EXECUTIVE SUPPORT SPECIALIST 1	1	1.00	24.00	3,847.00		92,328			92,328
000	OA C0211	AA	ACCOUNTING TECHNICIAN 2	2	2.00	48.00	3,934.50		188,856			188,856
000	OA C0871	AA	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	5,607.00		134,568			134,568
000	OA C1483	IA	INFO SYSTEMS SPECIALIST 3	1	1.00	24.00	4,658.00		111,792			111,792
000	OA C1485	IA	INFO SYSTEMS SPECIALIST 5	1	1.00	24.00	6,777.00		162,648			162,648
000	OA C1487	IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	7,668.00		184,032			184,032
105	OA C5233	AA	INVESTIGATOR 3	7	7.00	168.00	5,568.57		935,520			935,520
				41	41.00	984.00	2,413.54		5,364,448			5,364,448



# Detail Listing by Summary XREF Agency

07/14/16 REPORT NO.: PPDPLWSEUD DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM PAGE 1  
 REPORT: DETAIL LISTING BY SUMMARY XREF AGENCY 2017-19 PROD FILE  
 AGENCY: 84700 OREGON MEDICAL BOARD PICS SYSTEM: BUDGET PREPARATION  
 SUMMARY XREF: 015-00-00 102 Operations

POSITION NUMBER	AUTH NO	ORG STRUC	PKG Y	F POS TYP	CLASS COMP	RNG P	S T POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
0000878	001282040	015-01-00-00000	102 0	PF	MMN X0855 AA	29 02	1	1.00	5,231.00	24.00		125,544			
EST DATE: 2017/07/01 EXP DATE: 9999/01/01															
0004701	000500860	015-01-00-00000	102 0	PP B	Y7500 AE	00 00		.00	0.00	.00		14,204-			B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01															
0004701	000500860	015-01-00-00000	102 0	PP B	Y7500 AE	00 00		.00	0.00	.00		18,204			B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01															
0004702	000500870	015-01-00-00000	102 0	PP B	Y7500 AE	00 00		.00	0.00	.00		14,204-			B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01															
0004702	000500870	015-01-00-00000	102 0	PP B	Y7500 AE	00 00		.00	0.00	.00		18,204			B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01															
			102				1	1.00		24.00		133,544			

REPORT: DETAIL LISTING BY SUMMARY XREF AGENCY

2017-19

PROD FILE

AGENCY: 84700 OREGON MEDICAL BOARD

PICS SYSTEM: BUDGET PREPARATION

SUMMARY XREF: 015-00-00 103 Operations

POSITION NUMBER	AUTH NO	ORG STRUC	F POS PKG Y TYP	CLASS COMP	S		BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
					RNG P	CNT							
0004703	000500880	015-01-00-00000	103 0 PP B	Y7500 AE	00	00	.00	0.00	.00		8,204-		B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01													
0004703	000500880	015-01-00-00000	103 0 PP B	Y7500 AE	00	00	.00	0.00	.00		10,388		B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01													
0004704	000500890	015-01-00-00000	103 0 PP B	Y7500 AE	00	00	.00	0.00	.00		8,204-		B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01													
0004704	000500890	015-01-00-00000	103 0 PP B	Y7500 AE	00	00	.00	0.00	.00		10,388		B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01													
0004705	000500900	015-01-00-00000	103 0 PP B	Y7500 AE	00	00	.00	0.00	.00		8,204-		B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01													
0004705	000500900	015-01-00-00000	103 0 PP B	Y7500 AE	00	00	.00	0.00	.00		10,388		B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01													
0004706	000500910	015-01-00-00000	103 0 PP B	Y7500 AE	00	00	.00	0.00	.00		8,205-		B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01													
0004706	000500910	015-01-00-00000	103 0 PP B	Y7500 AE	00	00	.00	0.00	.00		10,388		B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01													
0004707	000500920	015-01-00-00000	103 0 PP B	Y7500 AE	00	00	.00	0.00	.00		8,205-		B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01													
0004707	000500920	015-01-00-00000	103 0 PP B	Y7500 AE	00	00	.00	0.00	.00		10,388		B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01													
0004708	000500930	015-01-00-00000	103 0 PP B	Y7500 AE	00	00	.00	0.00	.00		8,205-		B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01													
0004708	000500930	015-01-00-00000	103 0 PP B	Y7500 AE	00	00	.00	0.00	.00		10,388		B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01													
0004709	000500940	015-01-00-00000	103 0 PP B	Y7500 AE	00	00	.00	0.00	.00		8,205-		B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01													
0004709	000500940	015-01-00-00000	103 0 PP B	Y7500 AE	00	00	.00	0.00	.00		10,388		B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01													
0004710	000500950	015-01-00-00000	103 0 PP B	Y7500 AE	00	00	.00	0.00	.00		8,205-		B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01													
0004710	000500950	015-01-00-00000	103 0 PP B	Y7500 AE	00	00	.00	0.00	.00		10,388		B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01													

REPORT: DETAIL LISTING BY SUMMARY XREF AGENCY

2017-19

PROD FILE

AGENCY: 84700 OREGON MEDICAL BOARD

PICS SYSTEM: BUDGET PREPARATION

SUMMARY XREF: 015-00-00 103 Operations

POSITION NUMBER	AUTH NO	ORG STRUC	F POS PKG Y TYP	CLASS COMP	RNG P	S T POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
0004711	000500960	015-01-00-00000	103 0 PP B	Y7500 AE	00 00		.00	0.00	.00		8,205-			B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01														
0004711	000500960	015-01-00-00000	103 0 PP B	Y7500 AE	00 00		.00	0.00	.00		10,388			B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01														
0004712	000974700	015-01-00-00000	103 0 PP B	Y7500 AE	00 00		.00	0.00	.00		8,205-			B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01														
0004712	000974700	015-01-00-00000	103 0 PP B	Y7500 AE	00 00		.00	0.00	.00		10,388			B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01														
0004713	001261200	015-01-00-00000	103 0 PP B	Y7500 AE	00 00		.00	0.00	.00		8,205-			B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01														
0004713	001261200	015-01-00-00000	103 0 PP B	Y7500 AE	00 00		.00	0.00	.00		10,388			B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01														
0004714	001285430	015-01-00-00000	103 0 PP B	Y7500 AE	00 00		.00	0.00	.00		10,389			B
EST DATE: 2017/07/01 EXP DATE: 9999/01/01														
							103		.00	.00	34,405			

REPORT: DETAIL LISTING BY SUMMARY XREF AGENCY

2017-19

PROD FILE

AGENCY: 84700 OREGON MEDICAL BOARD

PICS SYSTEM: BUDGET PREPARATION

SUMMARY XREF: 015-00-00 105 Operations

POSITION NUMBER	AUTH NO	ORG STRUC	F POS		CLASS	COMP	S		FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
			PKG	Y TYP			RNG	P								
0000877	001282030	015-01-00-00000	105	0 PF	OA	C5233	AA	25 02	1	1.00	4,217.00	24.00		101,208		
EST DATE: 2017/07/01			EXP DATE: 9999/01/01													
			105						1	1.00		24.00		101,208		

POSITION NUMBER	AUTH NO	ORG STRUC	F POS	PKG Y TYP	CLASS COMP	RNG P	S T POS	CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
0000653	001117310	015-01-00-00000	106	0 PF	OA	C0107 AA	17 02		.21	2,940.00	5.10		14,994			
			106						.21		5.10		14,994			
								2	2.21		53.10		284,151			
								2	2.21		53.10		284,151			

POSITION NUMBER	AUTH NO	ORG STRUC	F POS PKG Y TYP	CLASS COMP	S T POS RNG P	CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
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						2	2.21		53.10				284,151	
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