

OREGON MEDICAL BOARD

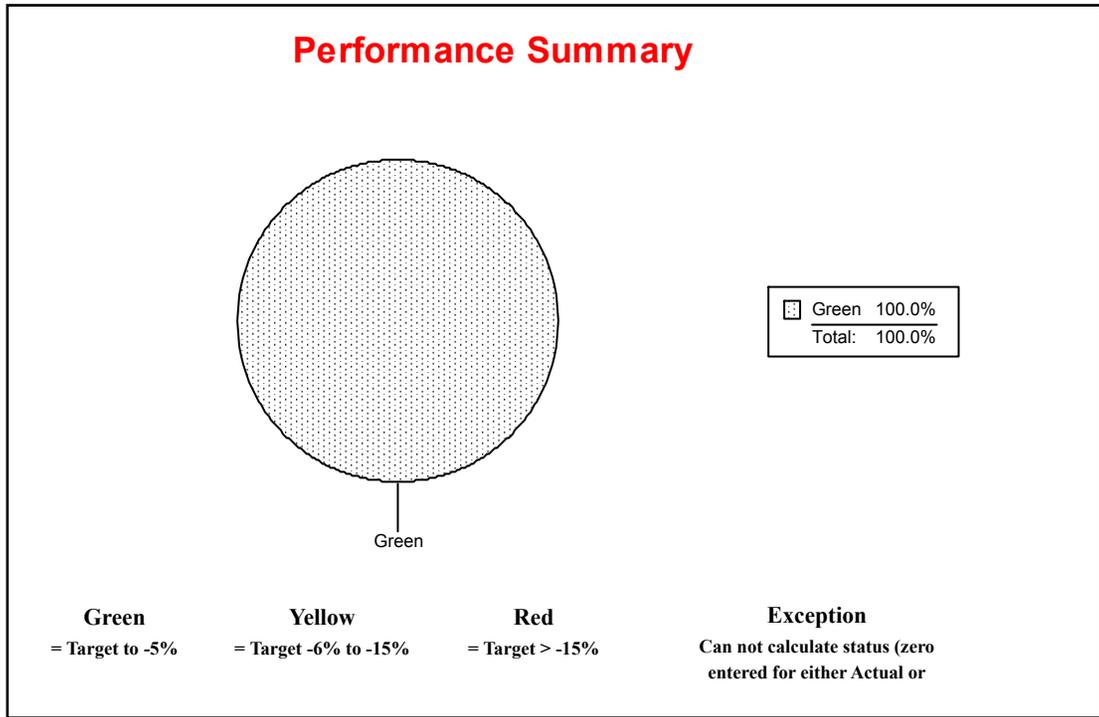
Annual Performance Progress Report (APPR) for Fiscal Year (2011-2012)

Original Submission Date: 2012

Finalize Date: 8/13/2012

2011-2012 KPM #	2011-2012 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.

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

Our key performance measures cover our Licensing, Investigations, and Administrative functions.

2. THE OREGON CONTEXT

Mission: Protect the health, safety, and well being of Oregonians by regulating the practice of medicine in a manner that promotes quality care. Three 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 three 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, their malpractice information and their disciplinary history on our website. All of these mission-level goals and activities are measured.

3. PERFORMANCE SUMMARY

The Board is making progress (within 5% of targets) on 100% of its measures.

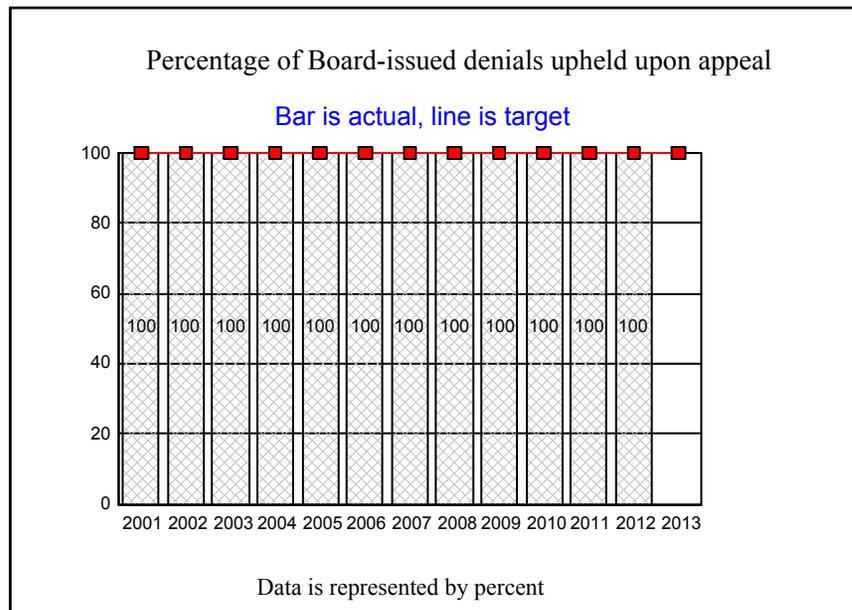
4. CHALLENGES

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 #6- Renew Licenses Efficiently, #7- Assess Customer Satisfaction with Agency Services and KPM #9-License Efficiently. Please refer to #4, Challenges above and to the individual Key Measure Analysis (Part II) which follows.

KPM #1	LICENSE APPROPRIATELY - Percentage of Board-Issued license denials that were upheld upon appeal.	2002
Goal	LICENSE APPROPRIATELY - Determine requirements for licensure and ensure that all applicants granted licensure meet Oregon requirements	
Oregon Context	Relates to agency mission	
Data Source	Agency Investigative and Licensing Databases.	
Owner	Board Members (971) 673-2700	



1. OUR STRATEGY

Continue to provide thorough and complete administrative due process for applicants who do not meet Oregon's standards for medical licensure.

2. ABOUT THE TARGETS

Targets are set at 100% based on past history and the 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 2012, we had 1,260 license applications of which none 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.

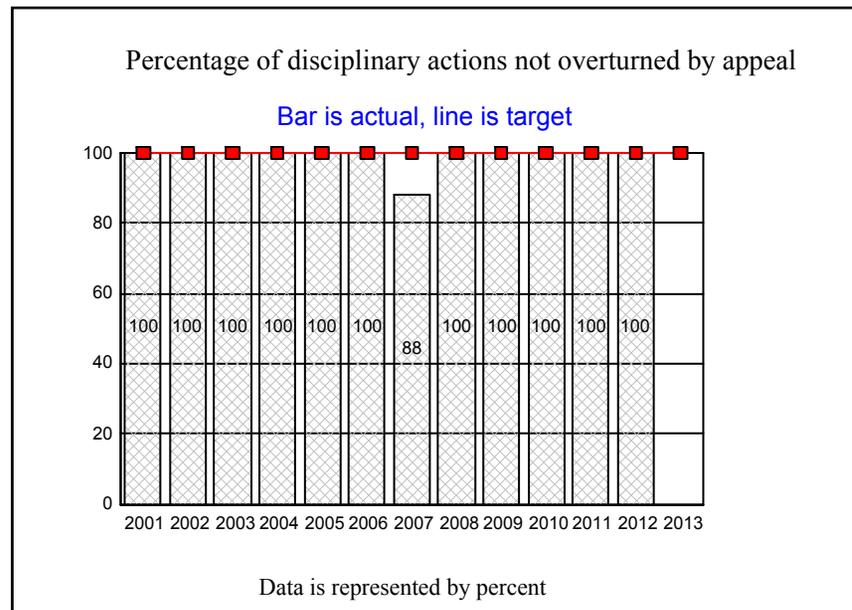
6. WHAT NEEDS TO BE DONE

Continue with our current successful practices.

7. ABOUT THE DATA

Reporting cycle is Oregon's fiscal year.

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



1. OUR STRATEGY

Continue to provide thorough and complete administrative due process for licensees under investigation for possible violation of the Medical Practice Act.

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 as there had been no successful challenges to the Boards disciplinary decisions until fiscal year 2007. 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, or Final Orders. In fiscal year 2012, 53 orders were issued. Of these, one order was appealed and is still pending. There were two other appeals pending at the close of fiscal year 2011 that are now closed. One of these orders was upheld in its entirety. In the other case, the Board findings were upheld but the Board penalty was rescinded.

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.

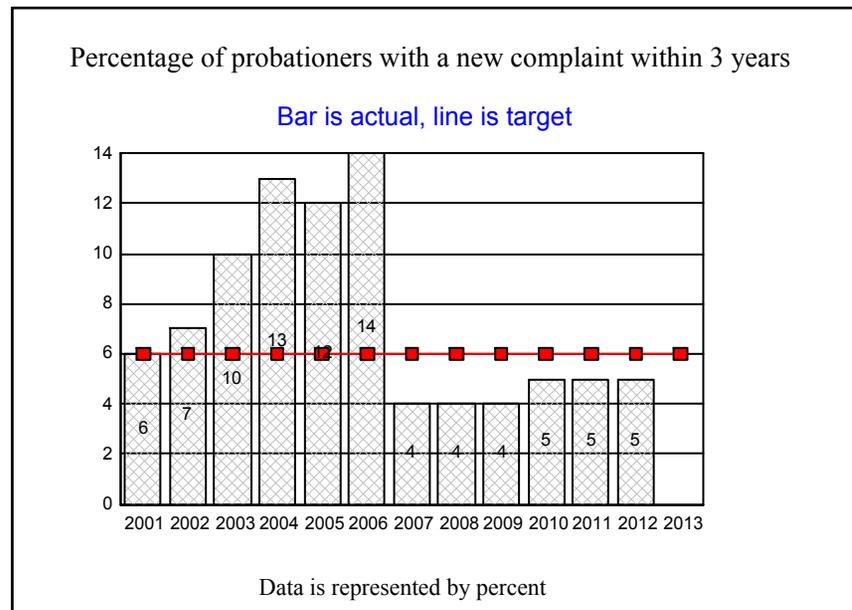
6. WHAT NEEDS TO BE DONE

Although we did not meet our target for fiscal year 2007, the Board considers a single successful appeal during the last 12 years 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.

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



1. OUR STRATEGY

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 Boards compliance officer. Our strategy is to monitor licensees under Board order to ensure they comply with its terms. This monitoring is done through meetings and

interviews by agency Compliance Officers.

2. ABOUT THE TARGETS

A target of 6% was established at the time the measure was established based on the results available at that time. We had been unable to achieve the target since the measure was established 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 2012, we had 177 probationers, 9 of whom had a new investigation opened within 3 years of the original Board order. We have been able to meet our target for a sixth straight year. Please see Factors Affecting Results below.

4. HOW WE COMPARE

There is no comparative data available.

5. FACTORS AFFECTING RESULTS

This is a goal that initially had been difficult to achieve because of an increasing caseload and turnover in the original Compliance Officer position. We received authority for an additional .5 FTE Compliance Officer beginning with the 2005-07 biennium. We had difficulty filling both of the Compliance Officer positions. Results of the additional FTE have been demonstrated in outcomes for this measure beginning in fiscal year 2007. Additional staffing for compliance monitoring has helped to reduce the recidivism rate. Because of the small population of licensees who have Board orders, one or two cases can have a significant effect on the percentage outcome.

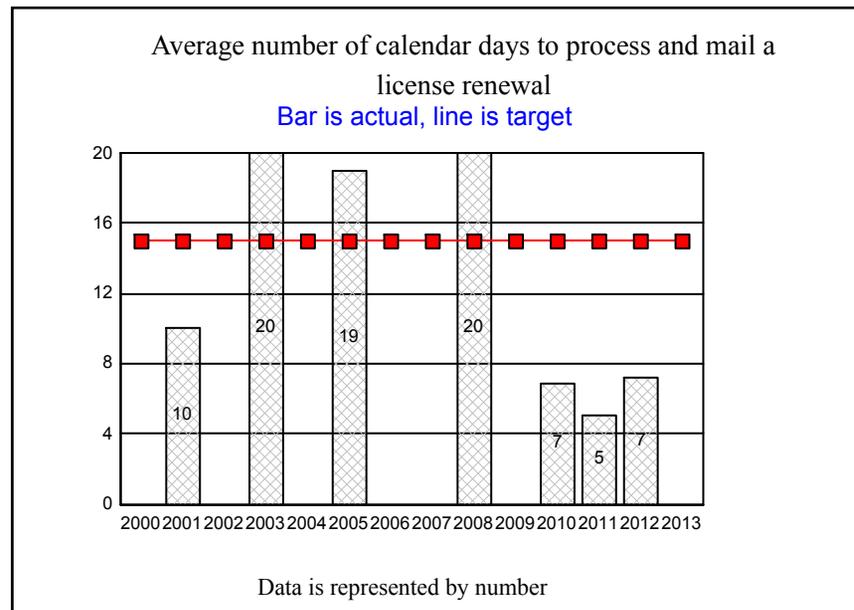
6. WHAT NEEDS TO BE DONE

Continue with our current successful practices.

7. ABOUT THE DATA

The reporting cycle is Oregon's fiscal year.

KPM #6	RENEW LICENSES EFFICIENTLY - Average number of calendar days to process and mail a license renewal.	2000
Goal	LICENSE APPROPRIATELY - Determine requirements for licensure and ensure that all applicants granted licensure meet Oregon requirements.	
Oregon Context	Relates to agency mission	
Data Source	Agency Licensing Database	
Owner	Licensing, Catherine Stelzer (971) 673-2700	



1. OUR STRATEGY

Improve the renewal process through internal operational changes and provide better training to agency staff. Online license renewal became available in October, 2009, streamlining this process.

2. ABOUT THE TARGETS

Our original results ranged from 10 to 20 days. Thus, we selected a mid-range target of 15 days.

3. HOW WE ARE DOING

The measure demonstrates our efficiency in renewing a health care professional's license. With the launching of online renewal in October, 2009, there was a significant decrease in the time it took to process a renewal.

4. HOW WE COMPARE

There is no comparative data available.

5. FACTORS AFFECTING RESULTS

While operating efficiency 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 16,500 in all) occurs biennially. 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.

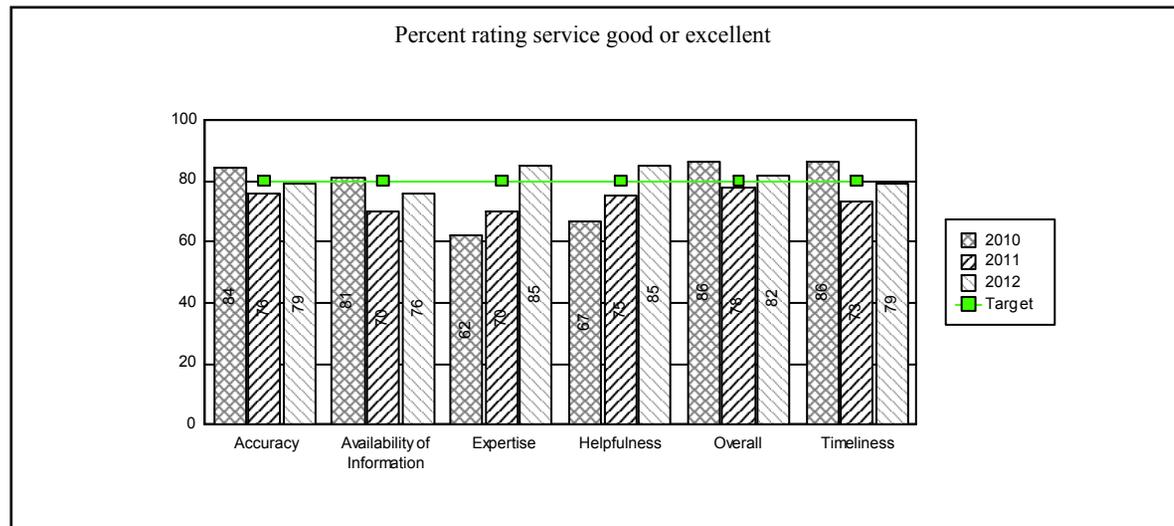
6. WHAT NEEDS TO BE DONE

The agency is modifying its internal organization and procedures to ensure that licensees are given timely and complete information about their responsibilities towards completing the renewal process. The agency has replaced its entire database system 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 now provides the ability to report results for the few licensees who renew on an annual basis.

KPM #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.	2006
Goal	CUSTOMER SATISFACTION- Statewide customer satisfaction measures.	
Oregon Context	Relates to agency mission	
Data Source	Data from anonymous post-card surveys and SurveyMonkey internet surveys	
Owner	Licensing, Investigations. Kathleen Haley, JD (971) 673-2700	



1. OUR STRATEGY

Conduct customer service survey; review and act on ratings and comments. This measure was added to all state agencies in 2006.

2. ABOUT THE TARGETS

Targets have been established at 80%. Higher percentages reflect higher satisfaction from our customers.

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. The Oregon Medical Board renews most of its licensees in the even numbered fiscal years. Thus, there is a significantly higher number of surveys and responses in the even numbered fiscal years. These higher numbers tend to indicate a higher satisfaction rating than from the lower results of odd numbered fiscal years.

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's 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 could tend to lower our customer satisfaction rating. We hope 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

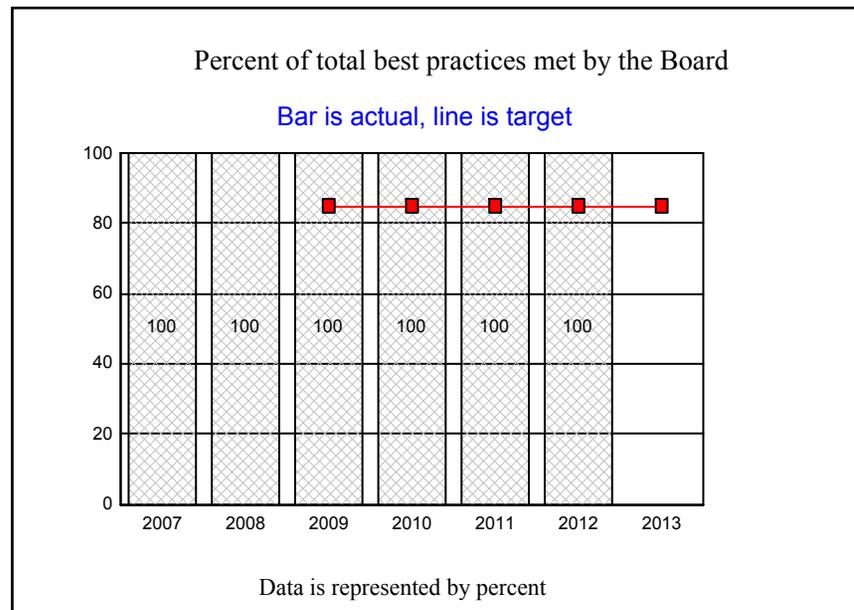
We have used these results to focus our attention on areas within the agency whose responses show less satisfaction than do others. Our Management Council is monitoring the survey results on a continuous basis and we hope to continue to improve our perceived quality of services in all areas.

7. ABOUT THE DATA

Our survey is a continuous survey. For fiscal year 2012, we had a population (surveys sent) of 19,023. 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 2,576 total responses, a 14% response rate, giving our results a 1% 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 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 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.

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



1. OUR STRATEGY

Conduct Board Member Best Practices Self-Assessment; review and act on ratings and comments.

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.

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.

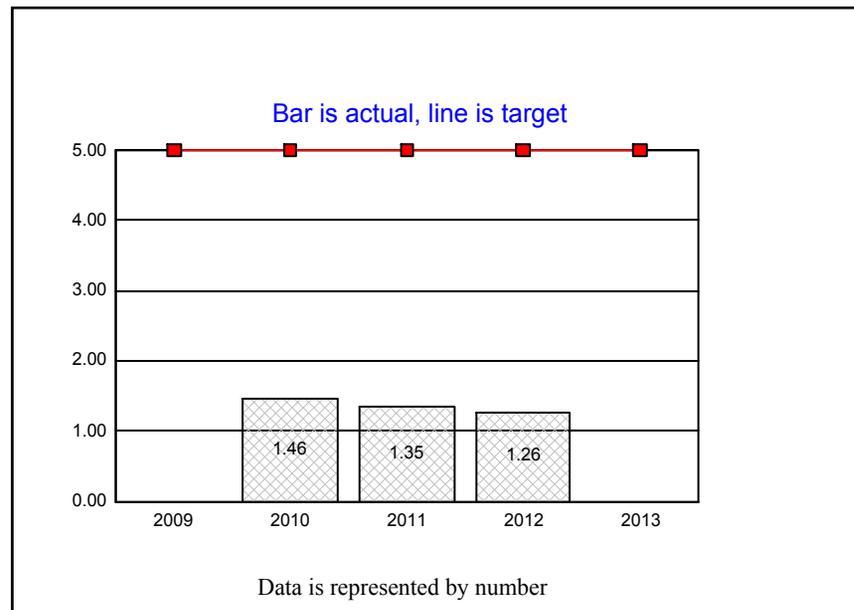
6. WHAT NEEDS TO BE DONE

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.

KPM #9	LICENSE EFFICIENTLY - Average number of calendar days from receipt of completed license application to issuance of license.	2009
Goal	LICENSE APPROPRIATELY - Determine requirements for licensure and ensure that all applicants granted licensure meet Oregon requirements.	
Oregon Context	Relates to agency mission	
Data Source	Agency Licensing Database	
Owner	Licensing, Catherine Stelzer (971) 673-2700	



1. OUR STRATEGY

Improve licensing process through internal operational changes and provide better training to agency staff.

2. ABOUT THE TARGETS

This is a new Measure in 2010, a calculation of the numbers of days it takes to process an application once the file is complete. The target is set at 5 days. The fewer days required, the more efficiently we are licensing.

3. HOW WE ARE DOING

The measure demonstrates our efficiency in licensing a health care professional 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 counts those days after the applicant has submitted all necessary documents.

4. HOW WE COMPARE

There is no comparable data at this time.

5. FACTORS AFFECTING RESULTS

This is a new measure. Long term results are not yet known.

6. WHAT NEEDS TO BE DONE

The agency has significantly modified 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 has replaced its entire database system with a new licensing and case management software solution as of June, 2009. This new system has reduced redundant data entry and improved efficiency. This new system also has an online portion that is 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 paperwork and documents and the date the license was issued.

OREGON MEDICAL BOARD	III. USING PERFORMANCE DATA
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Agency Mission: Protect the health, safety, and well being of Oregonians by regulating the practice of medicine in a manner that promotes quality care.

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

1. INCLUSIVITY	<p>* Staff: Each of the managers of the 4 divisions within the Board (Administration, Investigations, Licensing, and Administrative 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>* Elected Officials: The Legislature approved these performance measures during our budget hearing during the 2011 Legislative Assembly.</p> <p>* Stakeholders: The Oregon Medical Association and the Osteopathic Physicians and Surgeons of Oregon reviewed our budget and performance measures.</p> <p>* Citizens: The stakeholder public as represented by the Legislature approved these performance measures during our budget hearing during the 2011 Legislative Assembly.</p>
2 MANAGING FOR RESULTS	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.
3 STAFF TRAINING	The Board's Business Manager has received formal training in Performance Measurement development from Department of Administrative Services and Progress Board classes. Staff have received training in gathering data for these measures and are involved in meeting measurement goals as well as correctly entering data that will affect measure calculations.
4 COMMUNICATING RESULTS	<p>* Staff: Performance measure results are communicated to Board staff at management and staff meetings.</p> <p>* Elected Officials: The Board communicates results to the Legislature during budget presentations and annual Performance Progress Reports. Results are also communicated biennially during formal presentations to the Boards assigned Department of Administrative Services Budget Analyst and the Legislative Fiscal Officer.</p>

* **Stakeholders:** 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, and the Boards Physician Assistant and Acupuncture Advisory Committees to review the agency's budget and performance measures.

* **Citizens:** Results are communicated to the public on the Boards website at <http://www.oregon.gov/OMB/performance.shtml>