

INTRODUCTORY INFORMATION

Table of Contents

CERTIFICATION.....	5
LEGISLATIVE ACTION.....	7
AGENCY SUMMARY NARRATIVE	9
BUDGET SUMMARY GRAPHICS	10
MISSION STATEMENT AND STATUTORY AUTHORITY.....	10
PROGRAM UNIT EXECUTIVE SUMMARY	12
<i>Program Overview</i>	12
<i>Program Budget and Performance Over Time</i>	13
<i>Program Funding Request</i>	14
<i>Program Description</i>	15
<i>Program Justification.....</i>	16
<i>Program Performance.....</i>	18
PROGRAM UNIT NARRATIVE	20
<i>Organizational Charts</i>	20
<i>Agency Functional Areas</i>	22
AGENCY STRATEGIC PLAN	28
<i>Goals</i>	28
<i>Performance Measures.....</i>	31
CRITERIA FOR 2025-27 BUDGET DEVELOPMENT.....	32
<i>Policy Packages.....</i>	33
RACIAL IMPACT STATEMENTS.....	33
STATE-OWNED BUILDINGS AND INFRASTRUCTURE	33
INFORMATION TECHNOLOGY STRATEGIC PLAN.....	34
INFORMATION TECHNOLOGY PROJECT PRIORITIZATION MATRIX.....	34
PROGRAM PRIORITIZATION	35

REDUCTION OPTIONS	37
ESSENTIAL PACKAGES	40
ORBITS ESSENTIAL PACKAGE FISCAL IMPACT SUMMARY	42
SUMMARY OF 2025-27 BIENNIAL BUDGET	49
AGENCYWIDE PROGRAM UNIT SUMMARY	57
REVENUES.....	59
REVENUE FORECAST NARRATIVE	59
<i>Funding Streams</i>	59
<i>Matching Funds</i>	59
<i>General Limits on Use</i>	59
LEGISLATION	62
DETAIL OF FEE, LICENSE, OR ASSESSMENT REVENUE PROPOSED FOR INCREASE	63
FEE CHANGE DETAIL, COVER MEMO	65
FEE CHANGE DETAIL, FORM 107BF22	67
DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE	68
PACKAGE NARRATIVE	69
101 FEE ADJUSTMENTS <i>RECOMMENDED</i>	69
102 BUDGET ADJUSTMENTS <i>RECOMMENDED</i>	77
103 BUSINESS EFFICIENCY AND SUCCESSION PLANNING <i>RECOMMENDED</i>	79
104 HEALTH PROFESSIONALS' SERVICES PROGRAM <i>RECOMMENDED</i>	85
105 & 106 SERVICE FEES <i>RECOMMENDED</i>	89
<i>105 Criminal Background Check Fees</i>	89
<i>106 Merchant Services Fees</i>	90
SPECIAL REPORTS	95
ANNUAL PERFORMANCE PROGRESS REPORT	95
AUDITS RESPONSE REPORT	107
AFFIRMATIVE ACTION PLAN AND STATEWIDE REPORT	109
STRATEGIC PLANNING	129
<i>Agency Strategic Plan</i>	129
<i>Information Technology Strategic Plan</i>	149
DIVERSITY, EQUITY, AND INCLUSION ACTION PLAN.....	166

<i>Diversity, Equity, and Inclusion Action Plan Cover Memo</i>	166
<i>Diversity, Equity, and Inclusion Action Plan</i>	170
BUDGET SUPPORT DOCUMENTS	185
SUMMARY CROSS REFERENCE LISTING AND PACKAGES	185
POLICY PACKAGE LIST BY PRIORITY	186
DETAIL REVENUES AND EXPENDITURES – GOVERNOR’S BUDGET	187
VERSION/COLUMN COMPARISON – DETAIL, BASE BUDGET	201
PACKAGE COMPARISON – DETAIL, ESSENTIAL AND POLICY PACKAGES	206
POSITION BUDGET REPORT	223

Certification

CERTIFICATION

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 AGENCY NAME	1500 SW 1 st Ave. Ste. 620 Portland, OR 97201 AGENCY ADDRESS		
 SIGNATURE	Board Chair 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.	<input type="checkbox"/> Agency Request	<input checked="" type="checkbox"/> Governor's Budget	<input type="checkbox"/> Legislatively Adopted

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LEGISLATIVE ACTION

84700 - Oregon Medical Board

Agency Contact: Carol Brandt

Date Submitted: Jul-24

CFO Analyst: Hari Vellaipandian

Session/Eboard	Month (Eboard only)	Year	Bill Number	Short Description of Action Taken
Session		2023	SB 5522	Agency Main Budget Bill
Session		2023	SB 5506	End of Session Bill/Adjustment
Eboard	March	2024	SB 5701	Budget increase for salaries

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AGENCY SUMMARY NARRATIVE

The Oregon Medical Board (“Board” or “OMB”) is an entirely other-funded agency established in 1889 to ensure that only qualified and competent 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), doctor of podiatric medicine (DPM), physician associate (PA), and licensed acupuncturist (LAc).

The 14 members of the Board (seven medical doctors, two doctors of osteopathic medicine, one podiatric physician, one physician associate, and three public members) are appointed by the Governor and confirmed by the Senate. 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. 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 monitor and inform the agency on developing trends and issues in medical practice.

The Board’s purpose is public safety. Public protection is achieved through prevention, remediation, discipline, and ensuring members of the public are 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. In responding to these changes, the Board is guided by its values of integrity, accountability, excellence, customer service, and equity.

Long Term Focus

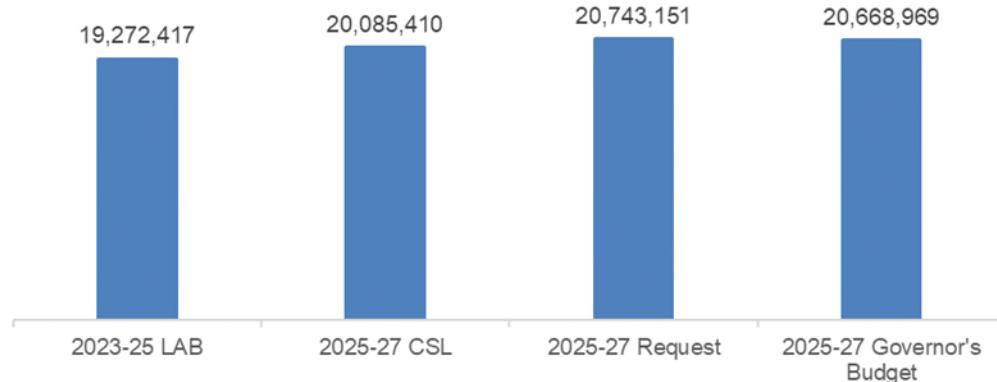
- Healthy and Safe Communities (primary link)
- A Thriving Statewide Economy (tertiary link)

Primary Program Contact

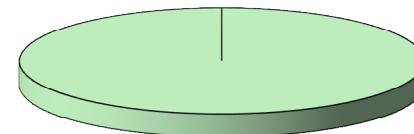
Carol Brandt
Phone: (503) 939-5151
Email: Carol.A.Brandt@omb.oregon.gov

Budget Summary Graphics

Summary of 2025-27 Agency Budget



Source Of Funds



100% Other
Funds

Mission Statement and Statutory Authority

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 Statutes Chapter 677, known as the Medical Practice Act, and Oregon Administrative Rules (OAR) Chapter 847. In recognizing that the practice of medicine is a privilege, not a right, the Legislature established the Board in 1889, tasking it with the responsibility to protect the public from unauthorized or unqualified persons and from unprofessional conduct by licensed persons. The Board has proudly protected the people of Oregon for more than 130 years.

The Oregon Medical Board's values further the mission and shape the culture of the agency. In 2018, the agency Management Team (with staff input) affirmed the five core values that guide the agency. These values are incorporated into the agency's Strategic Plan:

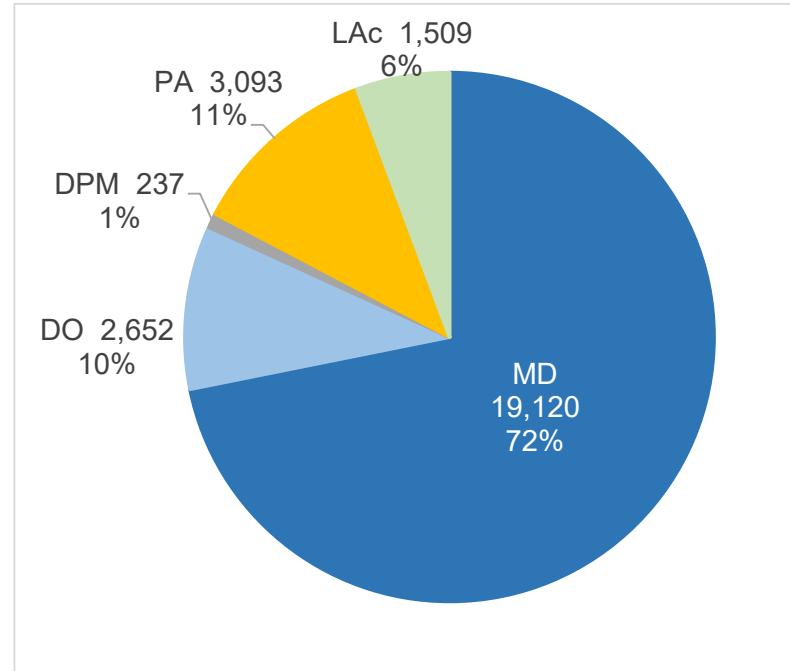
- **Integrity** – a commitment to acting honestly, ethically, and fairly
- **Accountability** – a willingness to accept responsibility for actions in a transparent manner
- **Excellence** – an expectation of the highest quality work and innovation
- **Customer Service** – a dedication to provide equitable, caring service to all Oregonians with professionalism and respect
- **Equity** – a devotion to creating and fostering an environment where everyone has access and opportunity to thrive



Program Unit Executive Summary

Program Overview

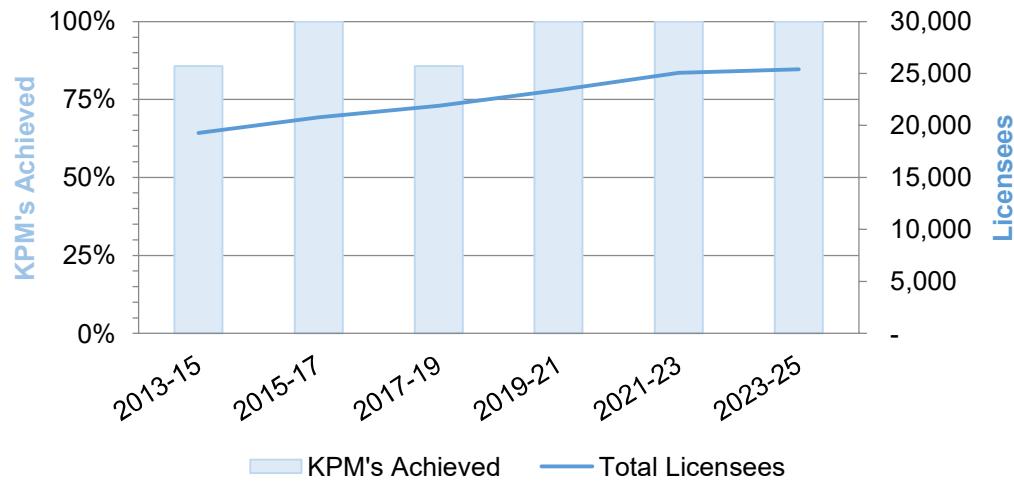
The Board is responsible for licensing, regulating, and disciplining the professions of medical doctor (MD), doctor of osteopathic medicine (DO), doctor of podiatric medicine (DPM), physician associate (PA), and acupuncturist (LAc) to ensure that only qualified and competent individuals are licensed to practice. The Board has only one program consisting of 42 FTE in several functional areas or sections.



All licensees as of July 2024

Program Budget and Performance Over Time

Agency performance is demonstrated by Key Performance Measure results, presented on page 31, and the number of licensees served.

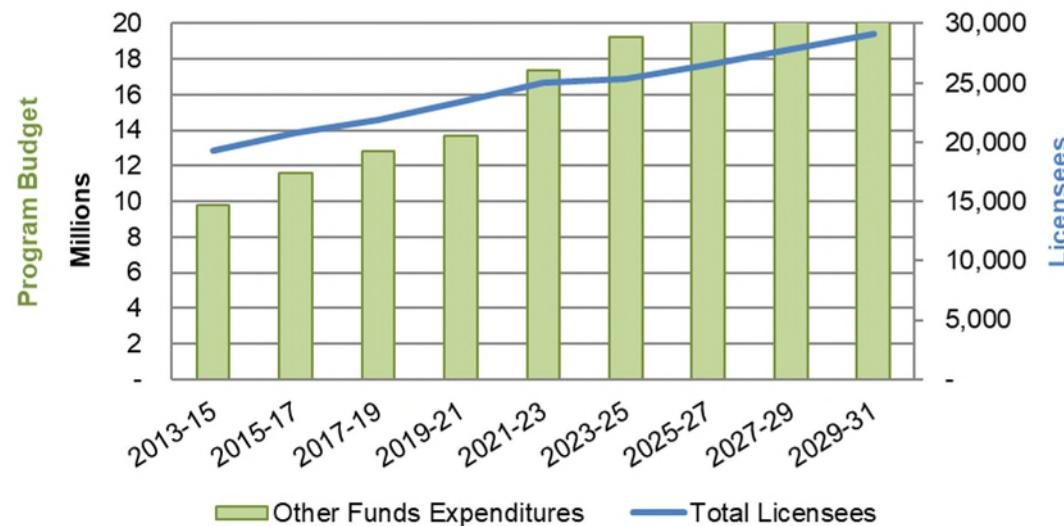


Percent of customer rating the OMB “Good” or “Excellent” for:

	Timeliness	Accuracy	Helpfulness	Expertise	Availability of information	Overall
FY 2024	95%	96%	99%	99%	94%	97%
FY 2023	96%	95%	99%	95%	95%	96%
FY 2022	89%	87%	89%	88%	87%	88%
FY 2021	93%	90%	89%	90%	91%	92%
FY 2020	97%	96%	97%	97%	95%	90%

All targets are 90%

Historical and Anticipated Total Funds Budget and Number of Licensees Served:



The standard inflation factor for services and supplies is less than anticipated licensee growth. However, agency expenditures are outpacing anticipated licensee growth due to growing Personal Services costs and increasing state government service charges.

Program Funding Request

The 2025-27 requested budget is \$20,743,151. Funding the Board's requested budget will provide the resources needed to achieve the goal of ensuring public safety through prevention and remediation. It will also allow the Board to continue to meet performance measures efficiently, as described below. Estimated program costs through 2029-31 are provided in the chart above. Estimates are based on historical budget trends and anticipated inflation.

Program Description

The Board's purpose is public safety, which is achieved through prevention, remediation, and ensuring all members of the public have needed information about their medical providers and can equally access Board services.

The Board grants licenses only after careful review of an applicant's education, training, employment history, and criminal background to ensure that the applicant is qualified and competent 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 and aimed at ensuring all Oregonians have access to medical providers who meet statewide standards for licensure. Patients, health systems, and insurers rely on the Board's careful and thorough evaluation of each applicant. New licenses are issued daily and renewed biennially.

The OMB's Investigations and Compliance Section responds to complaints from the community alleging that licensees may have violated 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. The OMB utilizes Oregon's Health Professionals' Service Program to rehabilitate licensees with substance use disorders, mental health disorders, or who have a dual diagnosis. Investigative and disciplinary procedures are consistent and adhere to state law to ensure equitable treatment of each complaint and that licensees receive expected due process. Disciplinary orders are issued after each monthly full Board conference call.

Customers include the public, applicants and licensees, other state and national boards and agencies, professional organizations, hospitals, public and private health care facilities, medical schools, physician associate programs, acupuncture schools, and health insurance systems. The Board strives to be transparent and to provide equitable access to its services. The Board provides information about agency processes and actions through interactions with agency staff, the agency website, the quarterly newsletter, community presentations, and multiple other channels of communication. The Board also partners with professional associations and others to achieve common goals.

Major cost drivers:

- Increasing numbers of licensees increase overall agency workload.
- Increasing numbers of complaints against licensees increase Investigations Section and Board member 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 all Oregonians receive safe, quality medical care by granting the privilege to practice medicine to only qualified individuals. The OMB is essential for healthy and safe communities in Oregon.

The OMB provides regulation that is focused on prevention and remediation. The Board's Licensing Section ensures that only applicants who meet the statutory requirements are granted a license to practice medicine, thereby preventing practice by unauthorized or unqualified persons. The Board relies on its Investigations and Compliance Section 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 Health Professionals' Service Program. Successful remediation can return experienced professionals to practices where they can continue to provide health care to Oregonians. Public safety is enhanced by proactively evaluating, assessing the competency of, and remediating licensees to prevent harm.

Through its publications, presentations, and website, including access to public information about its licensees, the OMB educates the public, licensees, and others by providing educational outreach. These communications provide patients with information about their medical providers and help the public understand the Board's role and available services. The Board aims to empower Oregonians to make informed decisions for their medical care.

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 to bypass some of the formal documentation requirements, thereby speeding up the licensing process without lowering qualification standards. Applicants must have a license to practice medicine and be in good standing in another state to be eligible for this expedited process. License applications and renewals are completely online, speeding the time to obtain or renew one's license. The OMB also 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 2018 and 2022, the Board assisted 91 practitioners in returning to practice.

Licensees Returned to Practice, January 2018 - December 2022

Profession	Number of Licensees
Physician	39
Acupuncturist	34
Physician Associate	18
Podiatric Physician	0

The OMB prevents harm and provides a remedy when harm does occur.

Program Performance

Agency Key Performance Measure results and the number of licensees served are illustrated in the chart on page 13. The Board measures program performance through the quality and timeliness of services provided through our Key Performance Measures.

To measure the quality of program performance the Board looks to the number of licensing and disciplinary decisions that have been overturned on appeal. A low number of overturned license denials and disciplinary actions demonstrates that the agency is appropriately licensing and disciplining. 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.

Quality Measures of program performance:

<i>Fiscal Year:</i>	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
# License Denials Overturned	0	0	0	0	0	0	0	0	0	0
# Disciplinary Actions Overturned	1	0	0	0	1	0	0	0	0	0
% Recidivism	5.00%	5.15%	3.30%	2.04%	4.49%	<1%	2.8%	2.33%	1.75%	1.32%

In fiscal year 2015, the Court of Appeals reversed a 2012 order due to what the court determined to be insufficient notice; the Court did not evaluate the merits of the case. In fiscal year 2019, the Court of Appeals reversed a 2014 order, also due to insufficient notice; however, the Court found that part of the Notice was sufficient and remanded the case to the Board for further consideration. Again, the Court did not evaluate the merits of the case. The Board has changed the structure of its Notices following these appellate decisions, but it should be noted that other Notices were issued prior to these changes and could be deemed insufficient in future appellate review. Very few license denials and disciplinary actions are appealed.

To measure the timeliness of program performance the Board looks to the average number of calendar days from receipt of completed license application to issuance of license (days to license) and the average number of calendar days to process a license renewal (days to renew).

Timeliness measures of program performance:

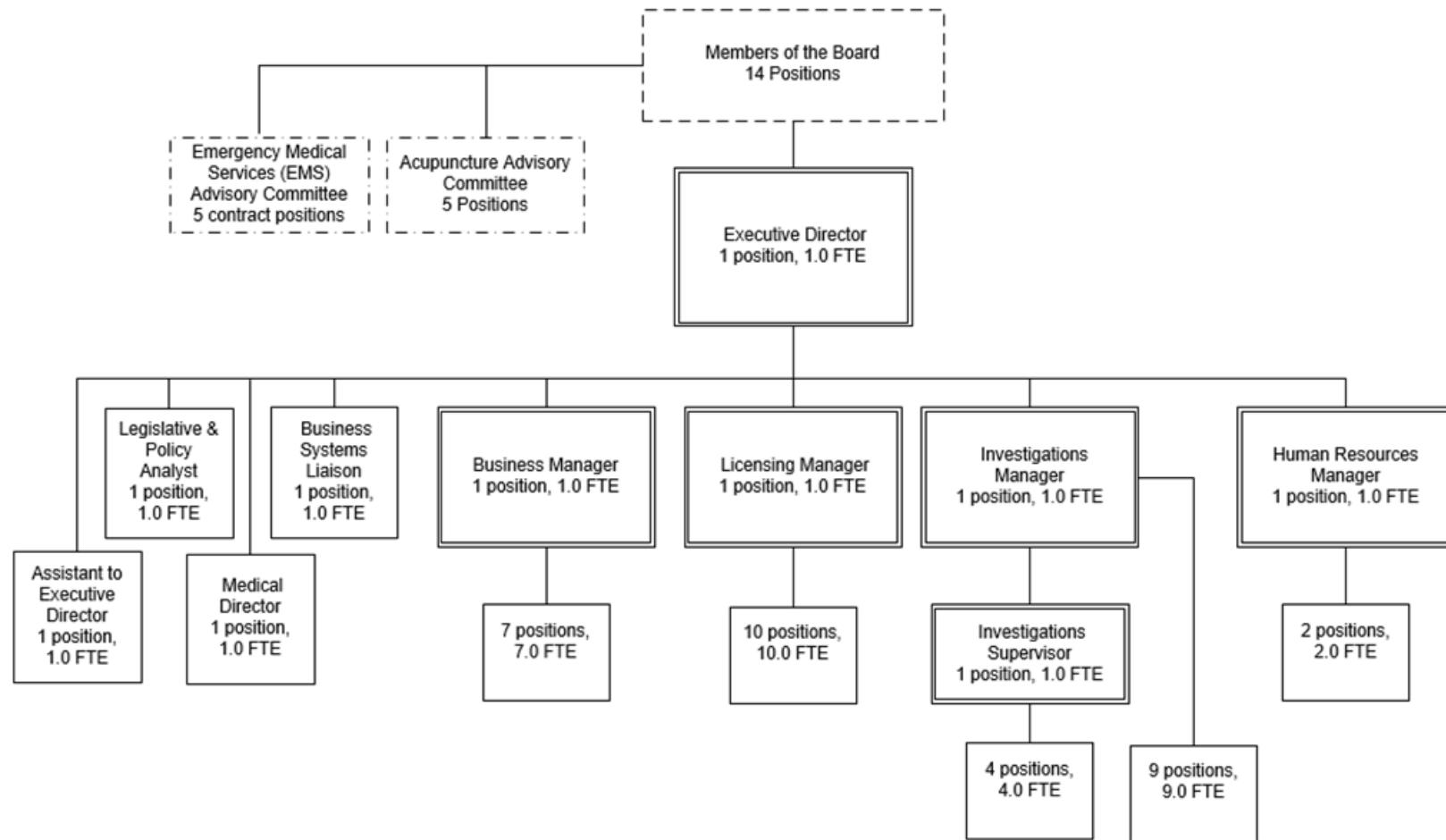
<i>Fiscal Year:</i>	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Days to license	.31	.12	.16	.09	.06	.11	.08	.11	.07	.07
Days to renew	4	10.17	10.91	4.42	6.57	5.36	1.06	6.03	1.57	2.39

The full [Annual Performance Progress Report](#) can be found within the Special Reports section of these budget materials.

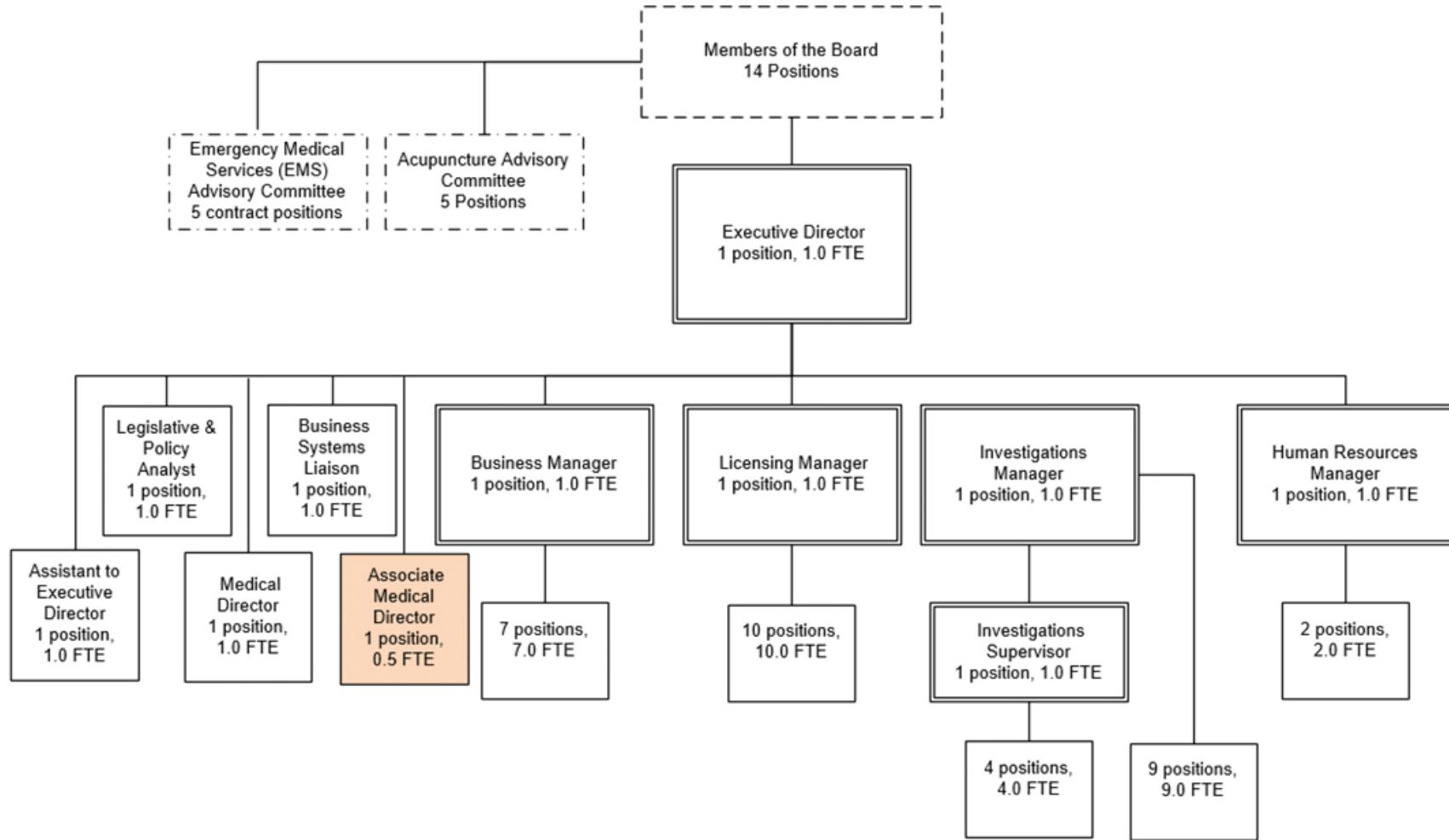
Program Unit Narrative

Organizational Charts

2023-25 Organizational Chart



2025-27 Proposed Organizational Chart



Agency Functional Areas

Executive and Communications Section (7 FTE)

The Executive and Communications Section 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 and consistent with the agency's values. This section is composed of the Executive Director (who is appointed by the 14-member Board), an Operations and Policy Analyst 4 (Legislative & Policy Analyst), an Operations and Policy Analyst 2 (Business Systems Liaison), a Human Resources Manager, a Public Affairs Specialist, an Office Specialist 2 (Public Information Specialist), and an Executive Assistant.

Chief responsibilities include but are not limited to:

- Providing oversight and direction to all agency sections and operations, with direct supervision of managers and overall supervisory responsibility for the Board's 42 FTE.
- Advising and recommending changes to internal policies and procedures.
- Serving as liaison with community members throughout the state and partner organizations, including the Governor's Office, other health-related boards, the Legislature, professional associations, professional schools, and hospitals.
- Representing the Board at meetings with partners and others.
- Ensuring that the 14 Board members, as well as 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.
- Administering the biennial budget.
- Developing, drafting, and providing education on legislative concepts and proposals.
- Monitoring and providing information about agency impacts from proposed legislation.
- Overseeing the development of rules and policies for approval by Board members, overseeing promulgation and interpretation of laws and rules administered by the Board, and developing operational policies to support Legislative changes.
- Drafting, or coordinating the drafting of, all administrative rules of the Board, filing with the Secretary of State, and tracking all rules filed for amendment, repeal, or adoption, and providing copies to the public as requested.
- Undertaking, researching, and leading special projects; assisting in long- and short-range planning and development projects.
- Developing agendas for quarterly Board meetings and producing meeting minutes.
- Serving as Public Information Officer, which includes providing information to national and international media; overseeing internal and external communications of Board activities, notices, and newsletters.

- Providing education to licensees by making presentations at hospitals and professional associations; advising of rule changes; publishing a quarterly newsletter; and promoting adherence to recognized standards of practice and ethics.
- Ensuring the agency website content is consistent and accessible to all users.
- Continuously developing ways to provide information to the public about licensees through the agency's website, publications, and presentations to interested groups.
- Recruiting and developing the highest qualified staff and Board members who bring diverse and important perspectives.
- Providing human resource services, including OPEU contract management, training for staff, and new employee orientations.
- Furthering diversity, equity, and inclusion efforts and maintaining the agency's Affirmative Action Plan.
- Overseeing staff background checks.
- Maintaining emergency contact information for all employees.
- Managing employee trial service, development, and performance management.
- Administering office security and safety programs.
- Ensuring appropriate accommodations to the public so that all may have equitable access to the Board's services.
- Fulfilling public records requests for transparency and accountability.
- Providing reception desk services and public information about licensees that are readily available to Oregonians.

[**Investigations and Compliance Section \(16 FTE\)**](#)

While decisions regarding disciplinary matters are made by the 14-member Board, this section is responsible for gathering and supplying the information on which those decisions are based. This section 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. This section assists 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 family/representatives. The rest come from review of malpractice cases, pharmacies, insurance companies, hospitals, nursing homes, physicians, nurses, and others in the health care field. Cases generated by the OMB's Licensing Section through its application and renewal processes and criminal background checks are also forwarded to the section.

The Board has adopted a trauma-informed philosophy for its investigations and has undergone training to further its understanding of the diverse backgrounds and experiences of both complainants and licensees. In its Strategic Plan, the Board has prioritized equity in investigative case reviews and final outcomes.

The Investigations Section works closely with the Health Professionals' Services Program, a contracted monitoring program for health care licensees with substance use disorder and/or mental health condition that impairs their ability to practice their profession. 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.

The Medical Director position is included in this functional area as its primary responsibility; however, this position provides medical expertise for all OMB Program activities and reports directly to the Executive Director. Medical Director responsibilities include but are not limited to:

- Reviewing all complaints of negligence, incompetence, or unprofessional conduct investigated by the Board, largely through review of medical records pertaining to each case.
- Preparing medical summaries of investigative findings for review by Board members.
- Providing medical expertise to investigative staff.
- Serving as a liaison to physician organizations and licensees.
- Serving as a resource in evaluating the credentials of applicants for licensure, particularly those with competency concerns.
- Analyzing medical malpractice claims for evidence of negligence, incompetence, or impairment.
- Providing education to licensees by making presentations at hospitals and professional associations to identify problem areas, advising of rule changes, and promoting adherence to recognized standards of practice and ethics.
- Recruiting and managing the cadre of medical consultants utilized by the Board to address conduct and care in a myriad of medical specialties.

Investigative staff responsibilities include but are not limited to:

- Receiving complaints and determining whether they involve a possible violation of the Medical Practice Act (ORS 677).
- Assisting the public with questions concerning medical providers and possible violations of the Medical Practice Act.
- Conducting thorough investigations of apparent violations, including gathering extensive medical records; reviewing written materials; interviewing complainants, licensees, and witnesses; communicating with licensees under investigation and their legal counsel; and working with the Medical Director and medical consultants on the development of the investigation.
- Collating evidence in oral, written, or physical form to be used in Board meetings, hearings, or court procedures, and safeguarding evidence to prevent loss or destruction.
- Providing a written summary of investigative findings and outlining the structure of the case.
- Drafting agendas for and presenting investigative information to the monthly Investigative Committee (composed of six Board members) and to the full 14-member Board.

- Ensuring the appropriate enrollment of licensees in the Health Professionals' Service Program; following up on reports of noncompliance; and maintaining close communication with Program administration.
- Working with the Assistant Attorney General to draft notices and orders for applicants and licensees in violation of the Medical Practice Act.
- Establishing and maintaining effective relationships with other health related boards (both in-state and out-of-state) and local and federal law enforcement authorities to affect mutual assistance in conducting investigations.
- Referring complaints and investigative reports and materials to other agencies with jurisdictional authority, such as district attorneys, professional organizations, or law enforcement agencies, if appropriate.
- Working with the Assistant Attorney General in preparing for contested case hearings as needed.
- Preparing materials for disciplinary appeals and other legal actions.
- Monitoring 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 medicine.
- Assisting licensees under disciplinary action with questions regarding compliance.
- Following up on malpractice reviews conducted by the Medical Director.
- Reviewing applications and renewals in support of Licensing.

The Investigations Section 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's services have dramatically increased workload in this section.

[Licensing Section \(11 FTE\)](#)

The Licensing Section is responsible for both the initial licensure and license renewal of all health care 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 are granted the privilege to practice medicine in Oregon.

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

- Assisting applicants for initial licensure, license reactivation, or license renewal with the processes involved, and answering questions about practicing in Oregon.
- Explaining license requirements and assisting international medical graduates through the process of applying for an Oregon medical license.

- Performing thorough background checks on all applicants to ensure that they meet all Oregon standards for licensure, reactivation, or renewal.
- Ensuring that procedures are established and followed to securely and accurately verify applicants' qualifications, using primary source information and meeting national standards for verification.
- Working with the Federation of State Medical Boards for purposes of portability and establishing core documents required for initial licensure applications.
- Working with the Investigations and Compliance Section, 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.
- Maintaining 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.
- Maintaining updated orientation manuals and providing them to all new licensees to inform them about the regulations and responsibilities for practice in Oregon.
- Continuously developing ways to provide information on how to apply for a license.
- Developing additions and revisions to licensure laws, rules, and policies as needed, and working with staff and the Board in their establishment.
- Providing research to the Executive Director, Legislative & Policy Analyst, Business Systems 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 Section (8 FTE)

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

- Advising the Executive Director on all business matters.
- Developing and implementing biennial budgets.
- Performing all accounting functions, including receipting \$16 million of anticipated revenue and controlling \$19 million in anticipated expenditures in the 2023-25 biennium.
- Purchasing goods and services from state contractors and private vendors with an emphasis on providing economic opportunities to BIPOC-owned, women-owned, veteran-owned, and emerging small businesses.
- Contracting for medical consultants and other professional services.

- Administering information systems, including hardware and software installation and maintenance, programming, database development, network administration, security, and website maintenance.
- Providing mailing lists and other information in electronic form to a variety of customers; providing more than 3,500 written verifications of licensure per year.
- Coordinating facilities and office equipment rental and maintenance.
- Coordinating agency telecommunications.

CUSTOMERS AND OTHER INTERESTED PARTIES

- The general public
- Applicants and licensees
- Hospitals, health care systems, and medical facilities
- Insurance companies
- Professional organizations, associations, and societies
- Local and national media
- Other Oregon health-related licensing boards
- Local and federal law enforcement agencies
- Medical, physician associate, and acupuncture schools
- Licensing boards of other states
- Medical placement and credentialing services

The Board ensures that customers have the ability to access its services and be informed of its processes and actions. The OMB quarterly newsletter provides licensees and other interested subscribers with current information regarding the Board and the regulation of medicine 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 website. 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 initially completed in January 2001 and is revised regularly as objectives are met and new needs and issues arise. The OMB's high-level goals, as identified within the Strategic Plan, are shaped by the agency mission, vision, values, and commitment to equity. The plan encompasses goals, strategies, and action items for every functional area of the agency.

The OMB mission statement and Strategic Plan drive the agency's key performance measures (KPMs), which are designed to measure the quality of services the OMB provides for Oregonians.

The most recent revision to the Strategic Plan was adopted by the Board in July 2024. The full [Agency Strategic Plan](#) is provided within the Special Reports section of these budget materials.

Goals

Provide Optimal Staffing and Quality Resources

The OMB recognizes that outstanding staff and quality resources are critical to **customer service** and achieving the mission of patient safety. The agency ensures **integrity** and **equity** in the hiring process and retention efforts. The OMB promotes employee **excellence** by encouraging training, enrichment, innovation, and diversity. The agency's management team is **accountable** for regularly reviewing the tools and resources that allow staff to effectively accomplish their work while safeguarding the information we possess.

Measures of Success

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

Recruit and Retain Highest Qualified Board and Consultants

Board members and consultants provide a critical public service for patients and the medical profession. Achieving **excellence** in executing the mission depends upon the **integrity** of the 14 Board members who serve as final decision makers for the agency. Consistent, fair, and **equitable** decisions are made through transparent and accessible processes to ensure **accountability**. Board members and consultants provide **customer service** by advocating for patient safety for all 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 and bring diverse and important perspectives
- Confidentiality is maintained as appropriate for public safety while operating transparently

Efficiently Manage Licensure

Oregon licensure requirements for Medical Doctor (MD), Doctor of Osteopathic Medicine (DO), Doctor of Podiatric Medicine (DPM), Physician Associate (PA), and Acupuncturist (LAc) must be set with **integrity** and **equity** to ensure fairness toward applicants and licensees. Processing applications and renewals efficiently is vital to **customer service** but must be balanced with the need to maintain **accountability** with thorough background checks. Continually striving to improve the license and renewal processes ensures **excellence** in services provided to licensees.

Measures of Success

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

Thoroughly and Equitably Review Complaints Against Licensees and Applicants

Patient safety relies on **integrity**, **equity**, and **accountability** in the investigation of complaints against licensees and applicants. Investigations staff provide timely, accurate, and complete information for Board members' evaluation, resulting in **excellence** demonstrated in the consistency of disciplinary outcomes. Completing the investigation process in a **customer service** oriented manner requires the Board to be responsive to the needs of the public and fair to licensees.

Measures of Success

- Key Performance Measure: Discipline Appropriately
- Resources are available to investigate complaints in a timely and thorough manner
- Investigations are conducted with a trauma-informed approach
- Due process requirements are met

Support the Health and Wellbeing of OMB Providers, Remediating Licensees and Applicants to Safe and Active Practice When Necessary

Patient and population health is dependent on healthy, well, and fully functioning Oregon health care providers. Facilitating licensees' **equitable** access to confidential, private, voluntary, and free counseling services can prevent impairment, unprofessional conduct, or poor practice habits. The Board's financial and philosophical support of the innovative, statewide wellness program and various educational resources demonstrates the agency's commitment to **excellence** and **customer service**. Monitoring available resources, program effectiveness, and fiscal responsibility is essential to the agency's **integrity** and **accountability** in health and wellbeing efforts.

Measures of Success

- Key Performance Measure: License Appropriately
- Key Performance Measure: Monitor Licensees Who Are Disciplined

- Prevention and rehabilitation cultivate available, quality care
- Licensees are dependable and healthy allowing them to continue providing care without experiencing burnout
- Confidentiality is maintained as appropriate for public safety while operating transparently

Increase Outreach and Education

Educating patients, licensees, and the general public is an important **customer service**. Board publications and resources (e.g. The *OMB Report*, the *Cultural Competency Guide*, and www.oregon.gov/OMB) have been recognized nationally for **excellence**. The Board demonstrates **integrity** and **equity** with regular presentations by staff and Board members to promote transparency, awareness of rules, positions of the Board, and other emerging issues. Outreach and partnership efforts also keep the Board **accountable** to the public and licensees by inviting direct feedback and continuing to provide accurate and timely access to public records.

Measures of Success

- Key Performance Measure: Customer Satisfaction with Agency Services
- All community groups have information about the Board's role and the ability to access its services
- Constructive customer feedback and involvement in agency proceedings

Performance Measures

The Board uses a comprehensive set of key performance measures 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 KPMs in 2025-27 and beyond through streamlining and continuous process improvement.

The full [Annual Performance Progress Report](#) can be found within the Special Reports section of these budget materials.

Key Performance Measure	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
License Appropriately	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Discipline Appropriately	✓	✓	✓	✓		✓	✓	✓	✓	✓
Monitor Licensees who are Disciplined	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
License Efficiently	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Renew Licenses Efficiently	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Customer Satisfaction	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Board Best Practices	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

✓ Target met or exceeded

Criteria for 2025-27 Budget Development

The Oregon Medical Board's long- and short-range planning is directed by both its mission and its Strategic Plan. The plan goals and action items were used as criteria for developing the Board's 2025-27 budget. In developing its 2025-27 budget, the Board determined the amount of money needed to maintain its current level of service to the public and customers, and identified ways in which it could best improve this service. The Board identified both high- and medium-level goals in developing its packages.

Goal Evaluation:

High-level

1. Does this package support the Board's fundamental mission?
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 customers?
8. Does the package support or improve infrastructure viability?

Medium

Policy Packages

The Board's two-year plan for progressing toward its long-range goals is demonstrated by its proposed packages for the 2025-27 biennium. For 2025-27, the Board's proposed packages serve to provide the Board with the revenues and 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 Fee Adjustments
- 102 Budget Adjustments
- 103 Business Efficiency and Succession Planning
- 104 Health Professionals' Services Program
- 105 Criminal Background Check Fees
- 106 Merchant Services Fees

Racial Impact Statements

The Oregon Medical Board serves all Oregon citizens, and respects and is inclusive of the diversity among those citizens. To conduct its mission, the OMB embraces initiatives and policies consistent with respect for diversity, equity, and inclusion (DEI) in medical regulation and patient care. Our full [Diversity, Equity, and Inclusion Action Plan](#) is provided within the Special Reports section of these budget materials.

State-Owned Buildings and Infrastructure

Not applicable to the Oregon Medical Board.

Information Technology Strategic Plan

In May 2022, the Oregon Medical Board embarked on a formal planning process to outline its information technology path for the next three years. The agency began its Information Technology Strategic Plan to proactively set direction and views the plan as a living work in progress rather than a static document. With the plan, we recognize that technology and the business requirements of technology change much more rapidly than agency-level strategic plans. The agency information technology team must remain flexible; the plan is reviewed and updated on a quarterly basis to reflect changes in Enterprise, legislative, agency, and technology direction as well as resource availability.

As with the Agency Strategic Plan, the Information Technology Strategic Plan directs the Oregon Medical Board in fulfilling its mission by establishing goals. Each goal is followed by a purpose statement, explaining why the goal is needed and how the goal relates to the agency's guiding values. The Information Technology Strategic Plan then identifies strategies and action items to move the agency towards fulfilling the goal.

The Information Technology Strategic Plan identified goals are as follows:

- Appropriately Secure Agency Information Assets
- Replace Core Business Suite Software
- Support Users In All Work Environments
- Maintain A Reliable Infrastructure That Utilizes Current Technology
- Respond To Evolving Legislative And Enterprise Requirements

The full [Information Technology Strategic Plan](#) is provided within the Special Reports section of these budget materials.

Information Technology Project Prioritization Matrix

The Oregon Medical Board is not undertaking significant IT investments for 2025-27.

Program Prioritization

Program Prioritization for 2025-27

Program/Division Priorities for 2025-27 Biennium																					
Agency Name: Oregon Medical Board 2025-27 Biennium Agency-wide																					
Agency Number: 84700																					
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 CSI included in Agency Request	
Agcy	Prgm/ Div																				
1	1	OMB	Licensing	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			3,664,813			\$ 3,664,813	11	11.00			Y	S	ORS 677		
2	1	OMB	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			10,128,537			\$ 10,128,537	16	16.00			Y	S	ORS 677	The agency request budget includes the addition of a .5 FTE Supervising Physician position.	
	1	OMB	Executive and Communications	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 public information including: written verifications of licensure and telephoned inquiries 8) Provide Human Resources 9) Includes compensation for 14 Board Members and 10 Committee members, totaling \$168,600	7, 8	4			3,304,195			\$ 3,304,195	7	7.00			Y	S	ORS 677		

Program Prioritization for 2025-27

Program/Division Priorities for 2025-27 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 FUND\$	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	
Agency	Prgm/ Div																				
	1	OMB	Administrative & Business Services	1) Provide public information through electronic data requests 2) Agency network, database, and web site development and maintenance 3) Budgeting, cash receipts, and disbursement 4) Purchasing and general services 5) Contracting of medical consultants, legal, and other services 6) Office facilities rental, equipment maintenance, and telecommunications	6, 7, 8, 9	4			2,987,865			\$ 2,987,865	8	8.00		Y	S	ORS 677			
						#	#	20,085,410	-	-	\$ 20,085,410	42	42.00								

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
		GF	LF	OF	NL-OF	FF	NL-FF	Total Funds	Pos.	
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. IDENTIFY REVENUE SOURCE FOR OF, FF. INCLUDE POSITIONS AND FTE FOR 2025-27 AND 2027-29)									(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
1. Licensing and Investigations and Compliance	Eliminate funding for the Oregon Wellness Program (OWP). Ongoing funding for this program was recommended by the Legislature in 2019. Reduces counseling and educational services for distressed licensees. Without these resources, licensees may become unable to practice safely. The agency mission of public protection may not be fulfilled.			\$ 283,113				\$ 283,113	-	-
2. Licensing	Eliminate 1.0 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 others. 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.			\$ 175,743				\$ 175,743	1	1.00
3. Agency wide	Eliminate 1.0 FTE Information Support Specialist 3 position. Reduces staffing in Information Technology, deteriorating agency internal operating efficiencies. Licensing and Investigations services will be impacted, slowing the time for applicants to be licensed and complaints to be resolved. 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.			\$ 211,774				\$ 211,774	1	1.00

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. IDENTIFY REVENUE SOURCE FOR OF, FF. INCLUDE POSITIONS AND FTE FOR 2025-27 AND 2027-29)									(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
4. Administrative & Business Services	Eliminate 1.0 FTE Accountant 1 position. Reduces staffing in accounting functions, deteriorating agency internal operating efficiencies and weakening accounting controls. Timely and accurate processing of financial transactions will be impacted. Services to internal and external customers, including members 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.	GF	LF	OF	NL-OF	FF	NL-FF	Total Funds	Pos.	FTE
5. Investigations and Compliance	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.			\$ 300,103				\$ 300,103	1	1.00
6. Agency wide	Eliminate 1.0 FTE Office Specialist 2 position. Eliminates agency public information specialist, slowing services to applicants, licensees, the public, and others, including public records requests. 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.			\$ 195,664				\$ 195,664	1	1.00

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. IDENTIFY REVENUE SOURCE FOR OF, FF. INCLUDE POSITIONS AND FTE FOR 2025-27 AND 2027-29)	GF	LF	OF	NL-OF	FF	NL-FF	Total Funds	Pos.	FTE
7. Executive and Communications	Eliminate 1.0 FTE Public Affairs Specialist 1 position. Reduces staffing in the communications section of the agency, deteriorating agency internal operating efficiencies. Timely and effective agency communications will be impacted. Services to internal and external customers, including members 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.			\$ 287,990				\$ 287,990	1	1.00
8. Administrative & Business Services	Eliminate 1.0 FTE Payroll Analyst position. Reduces staffing in accounting functions, deteriorating agency internal operating efficiencies and weakening accounting controls. Timely and accurate processing of financial transactions will be impacted. Services to internal and external customers, including members 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.			\$ 195,664				\$ 195,664	1	1.00
9. Licensing	Reduce 1.0 FTE Administrative Specialist position to 0.5 FTE. 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 others. 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.			\$ 85,052				\$ 85,052	-	0.50
Total		\$ -	\$ -	\$ 2,000,878	\$ -	\$ -	\$ -	\$ 2,000,878	7	7.50

Essential Packages

010 Vacancy Factor and Non-ORPICS Personal Services

The total decrease for Non-PICS Personal Services is \$94,905. Package details are as follows:

\$ <	67,408 >	Vacancy Factor
1,697		Premium Pay
1,657		Temporary Help & Overtime
824		OPE Related to Premium Pay, Temporary Help, and Overtime
588		Mass Transit
<u>\$ <</u>	<u>32,263 ></u>	Pension Bond Contributions
<u>\$ <</u>	<u>94,905 ></u>	TOTAL

022 Phased-out Programs and One-time Costs

With its 2025-27 budget, the agency is phasing out \$600,000 for one-time 2023-25 costs for its Core Business Suite Software implementation.

031 Standard Inflation and State Government Service Charges

Package 031 Costs of Goods and Services increase totals \$799,917. This increase is based on a 23.26% rate increase in Attorney General fees, the standard 6.8% biennial inflation factor increase for professional services, and the standard 4.2% biennial inflation factor increase in other Services and Supplies Expenditures.

The Board has a net increase of \$276,436 for State Government Service Charges, based on the price list's estimates. This represents a 51.72% increase from the 2023-25 biennium.

060 Technical Adjustments

The Board is shifting funds between budget accounts to correctly align budget accounts to actual expenses.

092 Statewide Attorney General Adjustment

Reduces Attorney General rates to reflect adjustments in the Governor's Budget.

093 Statewide Adjustments

Reduces State Government Service Charges and DAS service charges in the Governor's Budget.

ORBITS Essential Package Fiscal Impact Summary

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board
 Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Operations

Cross Reference Number: 84700-015-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	1,308	-	-	-	1,308
Overtime Payments	-	-	349	-	-	-	349
All Other Differential	-	-	1,697	-	-	-	1,697
Public Employees' Retire Cont	-	-	430	-	-	-	430
Pension Obligation Bond	-	-	(32,263)	-	-	-	(32,263)
Social Security Taxes	-	-	257	-	-	-	257
Unemployment Assessments	-	-	129	-	-	-	129
Paid Family Medical Leave Insurance	-	-	8	-	-	-	8
Mass Transit Tax	-	-	588	-	-	-	588
Vacancy Savings	-	-	(67,408)	-	-	-	(67,408)
Total Personal Services	-	-	(\$94,905)	-	-	-	(\$94,905)
Total Expenditures							
Total Expenditures	-	-	(94,905)	-	-	-	(94,905)
Total Expenditures	-	-	(\$94,905)	-	-	-	(\$94,905)
Ending Balance							
Ending Balance	-	-	94,905	-	-	-	94,905
Total Ending Balance	-	-	\$94,905	-	-	-	\$94,905

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board
Pkg: 022 - Phase-out Pgm & One-time Costs

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
Services & Supplies							
IT Professional Services	-	-	(600,000)	-	-	-	(600,000)
Total Services & Supplies	-	-	(\$600,000)	-	-	-	(\$600,000)
Total Expenditures							
Total Expenditures	-	-	(600,000)	-	-	-	(600,000)
Total Expenditures	-	-	(\$600,000)	-	-	-	(\$600,000)
Ending Balance							
Ending Balance	-	-	600,000	-	-	-	600,000
Total Ending Balance	-	-	\$600,000	-	-	-	\$600,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board
Pkg: 031 - Standard Inflation

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	3,210	-	-	-	3,210
Out of State Travel	-	-	42	-	-	-	42
Employee Training	-	-	3,715	-	-	-	3,715
Office Expenses	-	-	9,977	-	-	-	9,977
Telecommunications	-	-	3,366	-	-	-	3,366
State Gov. Service Charges	-	-	276,436	-	-	-	276,436
Data Processing	-	-	516	-	-	-	516
Publicity and Publications	-	-	261	-	-	-	261
Professional Services	-	-	155,530	-	-	-	155,530
IT Professional Services	-	-	9,609	-	-	-	9,609
Attorney General	-	-	234,997	-	-	-	234,997
Employee Recruitment and Develop	-	-	2,833	-	-	-	2,833
Dues and Subscriptions	-	-	40,178	-	-	-	40,178
Facilities Rental and Taxes	-	-	29,964	-	-	-	29,964
Agency Program Related S and S	-	-	8,735	-	-	-	8,735
Other Services and Supplies	-	-	13,861	-	-	-	13,861
Expendable Prop 250 - 5000	-	-	712	-	-	-	712
IT Expendable Property	-	-	5,975	-	-	-	5,975
Total Services & Supplies	-	-	\$799,917	-	-	-	\$799,917
Total Expenditures							
Total Expenditures	-	-	799,917	-	-	-	799,917
Total Expenditures	-	-	\$799,917	-	-	-	\$799,917

Agency Request
2025-27 Biennium

Governor's Budget
Page _____

Legislatively Adopted
Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board
Pkg: 031 - Standard Inflation

Cross Reference Name: Operations

Cross Reference Number: 84700-015-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(799,917)	-	-	-	(799,917)
Total Ending Balance	-	-	(\$799,917)	-	-	-	(\$799,917)

Agency Request
2025-27 Biennium

Governor's Budget
Page _____

Legislatively Adopted
Essential and Policy Package Fiscal Impact Summary - BPR013

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Professional Services	-	-	200,000	-	-	-	200,000
Dues and Subscriptions	-	-	(200,000)	-	-	-	(200,000)
Total Services & Supplies	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board
Pkg: 092 - Statewide AG Adjustment

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Attorney General	-	-	(93,024)	-	-	-	(93,024)
Total Services & Supplies	-	-	(\$93,024)	-	-	-	(\$93,024)
Total Expenditures							
Total Expenditures	-	-	(93,024)	-	-	-	(93,024)
Total Expenditures	-	-	(\$93,024)	-	-	-	(\$93,024)
Ending Balance							
Ending Balance	-	-	93,024	-	-	-	93,024
Total Ending Balance	-	-	\$93,024	-	-	-	\$93,024

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board
Pkg: 093 - Statewide Adjustment DAS Chgs

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
Services & Supplies							
State Gov. Service Charges	-	-	7,335	-	-	-	7,335
Other Services and Supplies	-	-	11,507	-	-	-	11,507
Total Services & Supplies	-	-	\$18,842	-	-	-	\$18,842
Total Expenditures							
Total Expenditures	-	-	18,842	-	-	-	18,842
Total Expenditures	-	-	\$18,842	-	-	-	\$18,842
Ending Balance							
Ending Balance	-	-	(18,842)	-	-	-	(18,842)
Total Ending Balance	-	-	(\$18,842)	-	-	-	(\$18,842)

Summary of 2025-27 Biennium Budget

Summary of 2025-27 Biennium Budget

							Governor's Budget		
							Cross Reference Number: 84700-000-00-00-00000		
Oregon Medical Board Oregon Medical Board 2025-27 Biennium									
Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2023-25 Leg Adopted Budget	42	42.00	18,442,127	-	-	18,442,127	-	-	-
2023-25 Emergency Boards	-	-	830,290	-	-	830,290	-	-	-
2023-25 Leg Approved Budget	42	42.00	19,272,417	-	-	19,272,417	-	-	-
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	707,981	-	-	707,981	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	42	42.00	19,980,398	-	-	19,980,398	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(67,408)	-	-	(67,408)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(27,497)	-	-	(27,497)	-	-	-
Subtotal	-	-	(94,905)	-	-	(94,905)	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(600,000)	-	-	(600,000)	-	-	-
Subtotal	-	-	(600,000)	-	-	(600,000)	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	523,481	-	-	523,481	-	-	-
State Gov't & Services Charges Increase/(Decrease)			276,436	-	-	276,436	-	-	-

Summary of 2025-27 Biennium Budget

Oregon Medical Board
Oregon Medical Board
2025-27 Biennium

Governor's 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
Subtotal	-	-	799,917	-	-	799,917	-	-	-
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions	-	-	-	-	-	-	-	-	-
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	42	42.00	20,085,410	-	-	20,085,410	-	-	-

Summary of 2025-27 Biennium Budget

Oregon Medical Board		Governor's Budget							
Oregon Medical Board		Cross Reference Number: 84700-000-00-00-00000							
2025-27 Biennium									
Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2025-27 Current Service Level	42	42.00	20,085,410			20,085,410			
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls									
Modified 2025-27 Current Service Level	42	42.00	20,085,410			20,085,410			
080 - E-Boards									
081 - May 2024 Emergency Board									
Subtotal Emergency Board Packages									
Policy Packages									
082 - September 2024 Emergency Board									
090 - Analyst Adjustments									
092 - Statewide AG Adjustment			(93,024)			(93,024)			
093 - Statewide Adjustment DAS Chgs			18,842			18,842			
101 - Fee Adjustments									
102 - Budget Adjustments									
103 - Business Efficiency and Succession Planning	1	0.50	342,741			342,741			
104 - Health Professionals' Services Program			125,000			125,000			
105 - Criminal Background Check Fees			110,000			110,000			
106 - Merchant Services Fees			80,000			80,000			
107 - Transfer of Acupuncture Licensure									
Subtotal Policy Packages	1	0.50	583,559			583,559			
Total 2025-27 Governor's Budget	43	42.50	20,668,969			20,668,969			

Summary of 2025-27 Biennium Budget

Oregon Medical Board										Governor's Budget
Oregon Medical Board										Cross Reference Number: 84700-000-00-00-00000
2025-27 Biennium										
<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>	
Percentage Change From 2023-25 Leg Approved Budget	2.38%	1.19%	7.25%	-	-	7.25%	-	-	-	
Percentage Change From 2025-27 Current Service Level	2.38%	1.19%	2.91%	-	-	2.91%	-	-	-	

Summary of 2025-27 Biennium Budget

Oregon Medical Board **Governor's Budget**
Operations **Cross Reference Number: 84700-015-00-00-00000**
2025-27 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2023-25 Leg Adopted Budget	42	42.00	18,442,127	-	-	18,442,127	-	-	-
2023-25 Emergency Boards	-	-	830,290	-	-	830,290	-	-	-
2023-25 Leg Approved Budget	42	42.00	19,272,417	-	-	19,272,417	-	-	-

2025-27 Base Budget Adjustments

Net Cost of Position Actions

Administrative Biennialized E-Board, Phase-Out	-	-	707,981	-	-	707,981	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	42	42.00	19,980,398	-	-	19,980,398	-	-	-

Essential Packages

010 - Non-PICS Pers Svc/Vacancy Factor

Vacancy Factor (Increase)/Decrease	-	-	(67,408)	-	-	(67,408)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(27,497)	-	-	(27,497)	-	-	-
Subtotal	-	-	(94,905)	-	-	(94,905)	-	-	-

020 - Phase In / Out Pgm & One-time Cost

021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(600,000)	-	-	(600,000)	-	-	-
Subtotal	-	-	(600,000)	-	-	(600,000)	-	-	-

030 - Inflation & Price List Adjustments

Cost of Goods & Services Increase/(Decrease)	-	-	523,481	-	-	523,481	-	-	-
State Gov't & Services Charges Increase/(Decrease)			276,436			276,436			

Summary of 2025-27 Biennium Budget

**Oregon Medical Board
Operations
2025-27 Biennium**

Governor's Budget

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

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal	-	-	799,917	-	-	799,917	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	42	42.00	20,085,410	-	-	20,085,410	-	-	-

Summary of 2025-27 Biennium Budget

Oregon Medical Board Operations 2025-27 Biennium										Governor's Budget
										Cross Reference Number: 84700-015-00-00000
Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	
Subtotal: 2025-27 Current Service Level	42	42.00	20,085,410	-	-	20,085,410	-	-	-	
070 - Revenue Reductions/Shortfall										
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-	
Modified 2025-27 Current Service Level	42	42.00	20,085,410	-	-	20,085,410	-	-	-	
080 - E-Boards										
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-	
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-	
Policy Packages										
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-	
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-	
092 - Statewide AG Adjustment	-	-	(93,024)	-	-	(93,024)	-	-	-	
093 - Statewide Adjustment DAS Chgs	-	-	18,842	-	-	18,842	-	-	-	
101 - Fee Adjustments	-	-	-	-	-	-	-	-	-	
102 - Budget Adjustments	-	-	-	-	-	-	-	-	-	
103 - Business Efficiency and Succession Planning	1	0.50	342,741	-	-	342,741	-	-	-	
104 - Health Professionals' Services Program	-	-	125,000	-	-	125,000	-	-	-	
105 - Criminal Background Check Fees	-	-	110,000	-	-	110,000	-	-	-	
106 - Merchant Services Fees	-	-	80,000	-	-	80,000	-	-	-	
107 - Transfer of Acupuncture Licensure	-	-	-	-	-	-	-	-	-	
Subtotal Policy Packages	1	0.50	583,559	-	-	583,559	-	-	-	
Total 2025-27 Governor's Budget	43	42.50	20,668,969	-	-	20,668,969	-	-	-	

Summary of 2025-27 Biennium Budget

Oregon Medical Board

Governor's Budget

Operations

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

2025-27 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Percentage Change From 2023-25 Leg Approved Budget	2.38%	1.19%	7.25%	-	-	7.25%	-	-	-
Percentage Change From 2025-27 Current Service Level	2.38%	1.19%	2.91%	-	-	2.91%	-	-	-

Agencywide Program Unit Summary

Oregon Medical Board

Agency Number: 84700

**Agencywide Program Unit Summary
2025-27 Biennium**

Version: Y - 01 - Governor's Budget

Summary Cross Reference Number	Cross Reference Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
015-00-00-00000	Operations						
	Other Funds	15,055,077	18,442,127	19,272,417	20,743,151	20,668,969	-
TOTAL AGENCY							
	Other Funds	15,055,077	18,442,127	19,272,417	20,743,151	20,668,969	-

Agency Request
2025-27 Biennium

Governor's Budget
Page _____

Legislatively Adopted
Agencywide Program Unit Summary - BPR010

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REVENUES

Revenue Forecast Narrative

Funding Streams

All revenue received by the Oregon Medical Board (OMB) is classified as Other Funds. The Board's revenues and expenditures are paid by and dedicated to those who are served; 97% of agency revenue comes from the licensing and renewal activities of the agency. The other 3% of revenue is generated by civil penalties and 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 passthrough fees from its licensees for Oregon Health Authority programs and the Oregon Health and Science University library.

Per ORS 677.290 (3), \$10 shall be paid each year 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

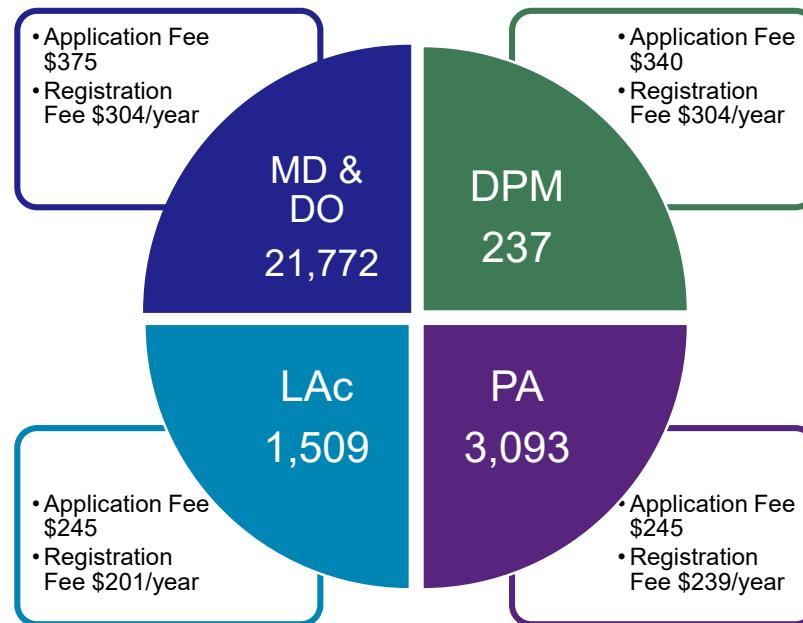
a circulating library of medical and surgical books and publications for the use of providers of medicine in this state, and when not so in use to be kept at the library of the School of Medicine and accessible to its students. The fee is collected at the time the Board collects other license renewal fees.

Per ORS 431A.880 (3) (a), “in addition to other licensing fees imposed by a board on licensees, a board shall adopt rules imposing a fee of \$35 per year on each person licensed by the board who is authorized to prescribe or dispense controlled substances. A board shall collect the fee at the same time the board collects other licensing fees imposed on licensees.” ORS 431A.880 (3) (b) provides “a board shall retain 10 percent of the fees collected under paragraph (a) of this subsection to cover the costs of administering this section.”

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. The current fee is \$2 per year.

Basis for 2025-27 Estimates

83% of agency revenue comes from the licensure and renewal of medical (MD) and osteopathic (DO) physicians. The MD and DO license group increases on a net basis approximately 2.6% per year, while licensees of other professions grow at different rates. The estimate for 2025-27 revenue is based on the current trend licensee growth and projections of this impact on fee income.



The Board is requesting an increase in fees for 2025-27. See policy package 101, beginning on page 69.

Legislation

For 2025, the Board has proposed two legislative concepts.

- Agency Legislative Concept 0550 proposes to repeal two sections in ORS 677.120 to eliminate Volunteer Emeritus licenses. House Bill 4096 (2022) created an authorization for out-of-state physicians to practice in Oregon without a license for up to 30 days each calendar year, see ORS 676.347. Compared to the volunteer practice now allowed in ORS 676.347, the OMB's Volunteer Emeritus license is more restrictive, costly, and cumbersome for out-of-state physicians. At present, zero (0) OMB licensees hold a Volunteer Emeritus license. The continuing existence of the Volunteer Emeritus license statute causes confusion for our licensees and the public and takes precious agency resources to maintain a separate license pathway that is not needed. There is no anticipated fiscal impact.
- Agency Legislative Concept 0551 seeks to define the Practice of Medicine for all OMB licensees. Chapter 677 has expanded and evolved over time, but not all parts of the chapter were updated in a consistent or holistic manner. As a result, it is unclear whether all portions of the chapter apply to all Oregon Medical Board licensees, especially licensed acupuncturists. The concept would add a new definition for the "practice of medicine" in ORS 677.010 to include allopathic, osteopathic, podiatric, and Oriental medicine. The new definition would provide cohesion in the chapter and clarify the OMB's authority to regulate all its licensed professions equally. There is no anticipated fiscal impact.

Detail of Fee, License, or Assessment Revenue Proposed for Increase

Detail of Fee, License, or Assessment Revenue Increase

Proposed For Increase/Establishment

Purpose or Type of Fee, License or Assessment	Who Pays	2023-25 Estimated Revenue	2025-27 Agency Request	2025-27 Governor's Budget	2025-27 Legislatively Adopted	Explanation
Health Professionals' Services Program Passthrough	OMB Licensees	n/a	\$ 1,250,876	\$ 1,250,876		Implement \$25/year ongoing surcharge to recover agency expenses directly related to the Health Professionals' Services Program to more transparently report agency revenue and expenses. Fee is established by rule. Proposed implementation in July, 2025.
Delinquent Acupuncture Registration Renewal	OMB Licensees	\$ 4,020	\$ 4,997	\$ 4,997		Increase of 20% to more equitably apply fees. Annual licensee volume is not anticipated to increase. Fee is established by rule. Proposed implementation in July, 2026.
Delinquent Physician Associate Registration Renewal	OMB Licensees	\$ 3,433	\$ 3,875	\$ 3,875		Increase of 20% to more equitably apply fees. Annual licensee volume is not anticipated to increase. Fee is established by rule. Proposed implementation in July, 2026.
Doctor of Medicine (MD) and Doctor of Osteopathic Medicine (DO) Registration	OMB Licensees	\$ 10,884,063	\$ 14,157,266	\$ 14,157,266		Increase of 20% to allow the Board to maintain its current service level. Includes estimated annual increase in licensee volume. Fee is established by rule. Proposed implementation in July, 2026.
Doctor of Medicine (MD) and Doctor of Osteopathic Medicine (DO) Limited License Registration	OMB Licensees	\$ 729,304	\$ 784,968	\$ 784,968		Increase of 20% to allow the Board to maintain its current service level. Annual licensee volume is not anticipated to increase. Fee is established by rule. Proposed implementation in July, 2026.
Acupuncture Registration	OMB Licensees	\$ 557,916	\$ 726,767	\$ 726,767		Increase of 20% to allow the Board to maintain its current service level. Includes estimated annual increase in licensee volume. Fee is established by rule. Proposed implementation in July, 2026.

Detail of Fee, License, or Assessment Revenue Increase

Proposed For Increase/Establishment

Purpose or Type of Fee, License or Assessment	Who Pays	2023-25 Estimated Revenue	2025-27 Agency Request	2025-27 Governor's Budget	2025-27 Legislatively Adopted	Explanation
Acupuncture Limited License Registration	OMB Licensees	\$ 75	\$ 90	\$ 90		Increase of 20% to allow the Board to maintain its current service level. Annual licensee volume is not anticipated to increase. Fee is established by rule. Proposed implementation in July, 2026.
Physician Associate Registration	OMB Licensees	\$ 1,227,067	\$ 1,597,777	\$ 1,597,777		Increase of 20% to allow the Board to maintain its current service level. Includes estimated annual increase in licensee volume. Fee is established by rule. Proposed implementation in July, 2026.
Physician Associate Limited License Registration	OMB Licensees	\$ 225	\$ 270	\$ 270		Increase of 20% to allow the Board to maintain its current service level. Annual licensee volume is not anticipated to increase. Fee is established by rule. Proposed implementation in July, 2026.
Doctor of Podiatric Medicine Registration	OMB Licensees	\$ 114,854	\$ 149,670	\$ 149,670		Increase of 20% to allow the Board to maintain its current service level. Includes estimated annual increase in licensee volume. Fee is established by rule. Proposed implementation in July, 2026.
Doctor of Podiatric Medicine Limited License Registration	OMB Licensees	\$ 4,625	\$ 5,106	\$ 5,106		Increase of 20% to allow the Board to maintain its current service level. Annual licensee volume is not anticipated to increase. Fee is established by rule. Proposed implementation in July, 2026.

Fee Change Detail, Cover Memo



Oregon

Tina Kotek, Governor

Medical Board

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Date: July 31, 2024
To: Hari Vellaipandian, Policy & Budget Analyst
From: Carol Brandt, Business Manager
cc: Nicole Krishnaswami
Re: 107BF22 Fee Change Detail Report

Attached, please find form 107BF22 Fee Change Detail Report related to the fee changes requested in 2025-27 policy package 101.

Why the fee change is required:

License renewal cycles dictate that the agency start each biennium with six months of operating reserves. Revenue projections of current fees show the agency will not have sufficient funding to begin the 2027-29 biennium without a fee increase during 2025-27.

Agency expenses have outpaced revenue due to limited fee increases, increasing personal services costs, general inflation, increased state government service charges, which are the fees the agency pays to other state agencies, and growing unfunded state mandates.

The proposed fee changes will allow the Board to maintain its current level of service. This funding is essential to provide the necessary minimum beginning balance for the 2027-29 biennium. Without increased fee revenue, the Board may be required to cut staff and services to licensees and the public, potentially impacting public safety and customer service.

Please see full details of the proposed fee changes within our Agency Request Budget narrative.

Summary of program funding:

The Board is an Other-Funded agency, generating all its own revenues.

The Board's revenues and expenditures are paid by and dedicated to those who are served; 97% of agency revenue comes from the licensing and renewal activities of the agency. The other 3% of revenue is generated by civil penalties and various fees for services the agency provides.

How long will the proposed fee sustain the program?

The agency prefers to seek larger, infrequent fee increases. The agency considered that smaller, more frequent increases spreads the impact on licensees over time and could be aligned with

individual expectations for inflation. On the other hand, larger, infrequent increases provide customers with predictable fees, require fewer legislative approvals, and are less costly to implement because every fee increase requires resources to deploy.

The Board projects that the proposed fee change will be sufficient to fund agency operations through the 2033-35 biennium. Typical agency efficiency savings during the coming biennia could increase the time before additional increases are needed.

Who pays the fee and who are the stakeholders in the program?

The modified fees are paid by all Board licensees. Other stakeholders include employers, typically health systems, of Board licensees.

Overview of customer/fee payer participation:

The members of the Board, including those who are licensees and will be affected by these changes, support the proposed changes.

The agency Executive Director, Nicole Krishnaswami, has briefed the associations who represent agency licensees during regular meetings. At this point there have been no objections to the proposal. The agency is committed to ongoing dialogue and information gathering with partner associations.

Fee Change Detail, Form 107BF22

FEE CHANGE DETAIL REPORT

Fee Title/Description	ORS/OAR	Who Pays Fee	Increase, Establish, or Decrease	Date of Last Change	Amount of Last Change	Effective Date of Requested Change	Current Fee	Proposed Fee	Amount of Proposed Fee Change	Number of 2023-25 Transactions with New Fee	Estimated Impact on 2023-25 Revenue	Total 2023-25 Revenue	Projected 2025-27 Transactions with New Fee	Impact on 2025-27 Revenue	Total 2025-27 Revenue	Legislative Concept Number	Policy Package Number
Health Professionals' Services Program Passthrough		OMB Licensees	Establish	n/a	n/a	7/1/2025	n/a	\$25	n/a	n/a	n/a	n/a	50,035	1,250,876	\$1,250,876	n/a	101
Delinquent Acupuncture Registration Renewal	OAR 847-005-006 (b)	OMB Licensees	Increase	7/13/2011	\$5	7/1/2026	\$80	\$96	\$16	n/a	n/a	\$4,020	49	\$789	\$4,997	n/a	101
Delinquent Physician Associate Registration Renewal	OAR 847-005-006 (c)	OMB Licensees	Increase	7/13/2011	\$5	7/1/2026	\$80	\$96	\$16	n/a	n/a	\$3,433	18	\$281	\$3,875	n/a	101
Doctor of Medicine (MD) and Doctor of Osteopathic Medicine (DO) Registration	OAR 847-005-005 (1)(b)	OMB Licensees	Increase	7/1/2024	\$61	7/1/2026	\$304	\$365	\$61	n/a	n/a	\$10,884,063	3,592	\$219,088	\$14,157,266	n/a	101
Doctor of Medicine (MD) and Doctor of Osteopathic Medicine (DO) Limited License Registration	OAR 847-005-005 (1)(d)	OMB Licensees	Increase	8/3/1999	\$45	7/1/2026	\$185	\$222	\$37	n/a	n/a	\$729,304	1,135	\$41,995	\$784,968	n/a	101
Acupuncture Registration	OAR 847-005-005 (2)(b)	OMB Licensees	Increase	7/1/2024	\$40	7/1/2026	\$201	\$242	\$41	n/a	n/a	\$557,916	234	\$9,614	\$726,767	n/a	101
Acupuncture Limited License Registration	OAR 847-005-005 (2)(d)	OMB Licensees	Increase	8/3/1999	\$25	7/1/2026	\$75	\$90	\$15	n/a	n/a	\$75	1	\$15	\$90	n/a	101
Physician Associate Registration	OAR 847-005-005 (3)(b)	OMB Licensees	Increase	7/1/2024	\$48	7/1/2026	\$239	\$287	\$48	n/a	n/a	\$1,227,067	615	\$29,508	\$1,597,777	n/a	101
Physician Associate Limited License	OAR 847-005-005 (3)(d)	OMB Licensees	Increase	8/3/1999	\$25	7/1/2026	\$75	\$90	\$15	n/a	n/a	\$225	3	\$45	\$270	n/a	101
Doctor of Podiatric Medicine Registration	OAR 847-005-005 (4)(b)	OMB Licensees	Increase	7/1/2024	\$61	7/1/2026	\$304	\$365	\$61	n/a	n/a	\$114,854	22	\$1,331	\$149,670	n/a	101
Doctor of Podiatric Medicine Limited License Registration	OAR 847-005-005 (4)(d)	OMB Licensees	Increase	8/3/1999	\$45	7/1/2026	\$185	\$222	\$37	n/a	n/a	\$4,625	13	\$481	\$5,106	n/a	101
										-	-	-	-	-	-		

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

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

Oregon Medical Board 2025-27 Biennium		Agency Number: 84700 Cross Reference Number: 84700-000-00-00000				
Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	15,969,723	16,094,971	16,094,971	22,683,667	22,683,667	-
Charges for Services	80,939	83,894	83,894	80,718	80,718	-
Fines and Forfeitures	227,815	201,817	201,817	227,815	227,815	-
Sales Income	21,875	22,305	22,305	21,875	21,875	-
Other Revenues	46,002	33,504	33,504	-	-	-
Transfer Out - Intrafund	(504)	-	-	-	-	-
Transfer to Public Universities	(364,530)	(359,283)	(359,283)	(399,416)	(399,416)	-
Tsfr To Oregon Health Authority	(1,176,910)	(1,547,393)	(1,547,393)	(1,705,245)	(1,705,245)	-
Total Other Funds	\$14,804,410	\$14,529,815	\$14,529,815	\$20,909,414	\$20,909,414	-

PACKAGE NARRATIVE

101 FEE ADJUSTMENTS *Recommended*

Purpose

The purpose of this package is to ensure that the Oregon Medical Board (OMB or Board) has the financial support to fulfill its mission of protecting the public. Increased revenue is necessary to provide the Board with sufficient funding for increasing agency expenses.

The agency is entirely funded through its charges for services; the Board receives no General or Federal Funds. Fees paid by licensees, applicants, and customers must be sufficient to cover all agency expenses to provide the essential services to protect the citizens of Oregon and promote access to quality health care.

Most OMB licenses expire December 31st of the odd-numbered calendar year. Thus, the Board receives the bulk of its biennial revenue at the end of the second quarter of each biennium. This requires the Board to retain a minimum of six months of ending balance at the end of each biennium.

The Board estimates it will have less than six months of ending balance with which to begin the 2027-29 biennium unless revenue is increased during 2025-27. The OMB proposes to modify fees as discussed in the “How Achieved” section below.

The Board strives to keep fees low to help encourage providers to come to Oregon and stay in Oregon to practice, improving access to healthcare by encouraging a large pool of medical providers, and the OMB scrutinizes expenditures carefully, making sure our licensees’ dollars are used appropriately. Consistent with the OMB’s values of integrity, accountability, excellence, customer service, and equity, the Board works to be good stewards of licensee dollars.

The Board continuously works to simplify, automate, or eliminate tasks and business activities to streamline activities to reduce costs. The following are just a few examples of cost-saving changes made in recent years.

- Transitioned to paperless processes, including the creation of a secure online portal allowing licensees to provide documents electronically, reducing document handling time and printing costs.
- Integrated consultant access to medical records with existing applicant and licensee online portal to streamline the process and reduce staff handling time. Ongoing improvements to the online portal reduce the need for applicants and licensees to call the agency for assistance.
- Developed mechanism to allow licensees to print their own certificate of registration, eliminating printing and mailing expenses.
- Implemented electronic, automated processes for internal management of draft Orders, streamlining the process and reducing errors.
- During the COVID-19 pandemic, transitioned meetings from in-person to video conference, reducing travel and other meeting expenses. Streamlining meeting processes has reduced the hours necessary to complete agency business, further reducing meeting expenses, including staff overtime.

In spite of the agency efforts to keep costs down, expenses have continued to outpace revenues due to increasing personal services costs, general inflation, increased state government service charges, which are the fees the agency pays to other state agencies, and growing unfunded state mandates.

As an entirely Other Funded agency, the Board carefully monitors its cash flow, ensuring that it has funds for anticipated costs, most often those associated with disciplinary activities. These expenses are unpredictable and can vary widely from case to case based on the complexity of the case, the contracted professional expertise required, the legal time and expense, and the costs for Administrative Law Judge services. A single case can cost tens of thousands of dollars. The Board needs to have funds in reserve to pay these expenses.

The Board last increased registration fees on July 1, 2024 as approved in the agency's 2023-25 legislatively adopted budget, but at that time it was noted that this fee increase would be insufficient to sustain the Board. This previous fee increase was in 2013.

In planning for the July 2024 fee increase, the Board recognized that substantial increases would be needed to carry the board through multiple biennia and that we were facing unknown changes in our expenses due to pending changes within the Health Professionals' Services Program (HPS). The current contract with the provider of the Oregon HPS expires in June 2025. A new contract is expected for future services and program costs under the new contract are unknown, particularly because other participating boards suggested they may discontinue participation.

Currently, OMB registration fees include the substantial costs of the HPSP. To promote transparency in licensing fees, the OMB proposes implementing HPSP fees as a line-item charge similar to the practice of other state medical boards, including the Washington Medical Commission. The agency chose not to move forward with this proposal within its 2023-25 budget because we wanted more time to consider this approach and engage with our customers and partners. The agency requested a smaller fee increase for 2023-25 than we otherwise would have so we could better consider this approach and present that with our 2025-27 budget when we had better information about future program expenses.

The consumer price index has increased an annualized average rate of 3.51% since 2013. For this same period, the OMB's fees increased at an annualized average rate of 2.06%. The proposed increase will allow the OMB to meet inflationary costs now and for several biennia to come.

How Achieved

The decision to revise fees was not taken lightly, and the agency understands that fee increases impact licensees differently. When considering the fee increase, the OMB focused on fairness in fee structures by considering the impact of fees on individuals from diverse socioeconomic backgrounds and aimed to minimize any disproportionate burden.

To mitigate any adverse effects and uphold our commitment to equity, we implemented the following measures during the budget development process:

- Transparency: Clear communication about how fees are utilized, ensuring accountability and trust.
- Inclusive Engagement: Ongoing engagement with our partner organizations to gather feedback and address concerns, ensuring diverse voices are heard in our decision-making processes.

The agency prefers to seek larger, infrequent fee increases. The agency considered that smaller, more frequent increases spreads the impact on licensees over time and could be aligned with individual expectations for inflation. On the other hand, larger, infrequent increases provide customers with predictable fees, require fewer legislative approvals, and are less costly to implement because every fee increase requires resources to deploy.

The proposed fee change in this policy package is expected to meet long-term agency revenue needs so we aren't asking for fee increases again in the next biennium.

The agency proposes the following fee adjustments:

1. To sustain the Health Professionals' Services Program (HPSP), implement a passthrough fee of \$25/year per licensee, effective 7/1/2025. This fee would be paid by most of our licensees during the license renewal in the fourth quarter of calendar year 2025. This is expected to increase 2025-27 revenue by \$1,250,876.
2. To improve equity among OMB licensees, implement a 20% late registration fee increase for physician associates (PAs) and acupuncturists, effective 7/1/2026. This fee is assessed to the small number of licensees who renew late. Although this is a small amount of revenue for the agency, the OMB proposes increasing these fee amounts to promote equity among the professions we regulate. This fee would first be paid by a handful of our licensees in the first quarter of calendar year 2027. This is expected to increase 2025-27 revenue by \$1,070.
3. To continue to fulfill the OMB's mission of ensuring patient safety in Oregon, implement a 20% increase for full and limited license registration fees, effective 7/1/2026. With this implementation date, most licensees would not pay this increased amount until the fourth quarter of calendar year 2027. This is expected to increase 2025-27 revenue by \$302,078.

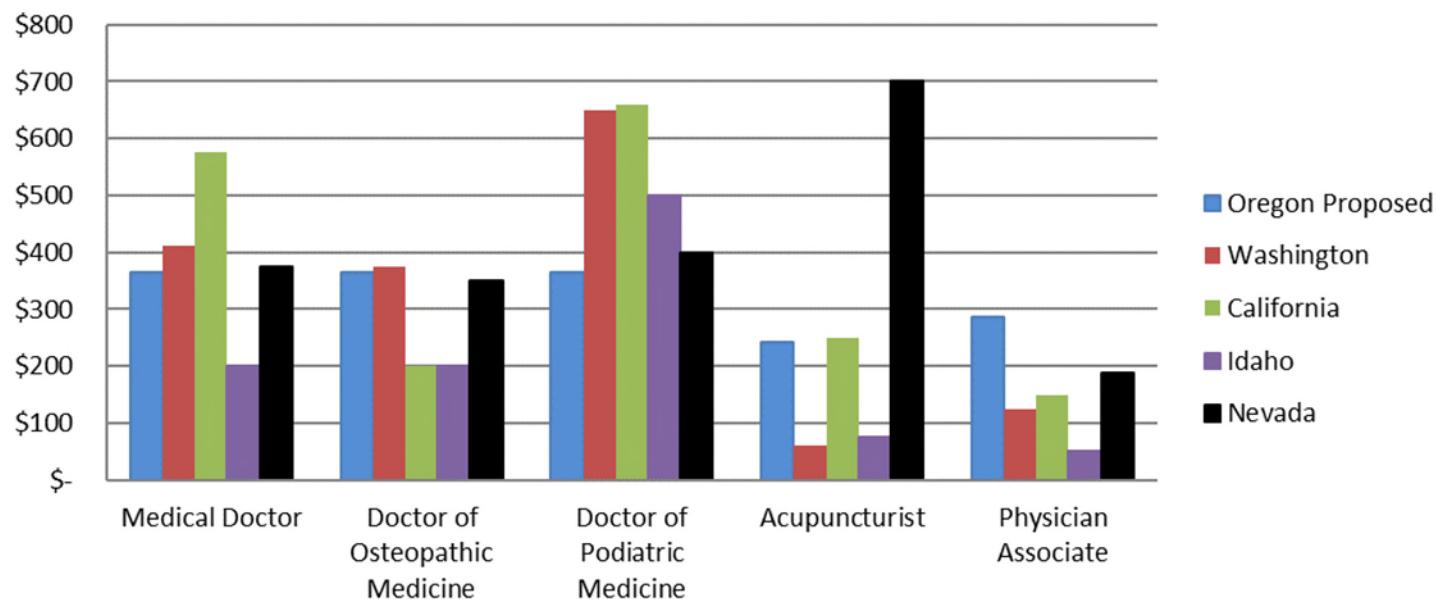
The Board is not proposing to increase license application or other service fees.

The overall impact is a phase in of revenue over 2025-27 and 2027-29, with most of the increased revenue coming in 2027-29. The agency projects this will provide sufficient ending balance to meet our needs without further fee increases through the 2033-35 biennium.

Most (83%) of the Board's funding comes from medical doctor and doctor of osteopathy licensure and renewal fees. The proposed registration fee for these licensees is \$365 per year, an increase of \$61, plus an additional \$25 passthrough fee for the Health Professionals' Services Program. Registration fees for other professions would also increase; the fees for podiatrists would increase to \$365, physician associates would increase to \$287, and acupuncturists would increase to \$242. These professions would also be assessed the \$25 passthrough for the Health Professionals' Services Program.

The proposed registration fee increase keeps the Oregon Medical Board's annual registration fees generally comparable to our surrounding states.

Annual Registration Fees



Note that the Oregon proposed registration fee only includes those funds the Board retains; it does not include the proposed Health Professionals' Services Program passthrough, the fees that the Oregon Medical Board collects and distributes to fund the Oregon Health and Science University library per ORS 677.290, the Oregon Health Authority workforce database per ORS 676.410, or the Prescription Drug Monitoring Program established under ORS 431A.880.

Staffing Impact

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

Quantifying Results

Sufficient revenue is critical to ensure that the OMB can continue to fulfill its mission of protecting the public and continue to provide the personnel and services necessary to meet its key performance measures. The additional revenue is necessary to allow the Board to maintain its current level of service and provide essential funding to begin the 2027-29 biennium.

Without increased revenue, the Board may be required to make cuts to staff and services, potentially impacting public safety and customer service.

The Board projects that these changes will be sufficient to fund agency operations through the 2033-35 biennium.

Revenue Source

The agency is entirely funded through its charges for services. Specifically, the Board generates its own revenues through fees for licensure and services. The Board receives no General or Federal Funds, and this package adds no new revenue sources.

This package will increase agency revenues by \$1,554,023 for 2025-27.

The approval of the expenditures proposed in other 2025-27 policy packages will not materially impact the agency's need for a fee increase.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board
Pkg: 101 - Fee Adjustments

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
Revenues							
Business Lic and Fees	-	-	1,554,023	-	-	-	1,554,023
Total Revenues	-	-	\$1,554,023	-	-	-	\$1,554,023
Ending Balance							
Ending Balance	-	-	1,554,023	-	-	-	1,554,023
Total Ending Balance	-	-	\$1,554,023	-	-	-	\$1,554,023

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102 BUDGET ADJUSTMENTS *Recommended*

Purpose

The purpose of this package is to align the agency budget to actual expenses.

How Achieved

While the agency's legal expenses are continuing to grow, efficiency in operations has reduced our office expenses. To be good stewards of licensee funds, the agency proposes to shift \$35,000 in budget from office expenses to attorney general expenses.

With this transfer of funds, we are committed to:

- Transparency: Clear communication to our customers about the fund transfer, its purposes, and how the funds will be used.

Staffing Impact

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

Quantifying Results

This budget realignment allows the agency to transparently report expenses.

Revenue Source

The agency is entirely funded through its charges for services; the Board receives no General or Federal Funds. This is a net neutral package; it adds no additional revenue or expenditures.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board
Pkg: 102 - Budget Adjustments

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
Services & Supplies							
Office Expenses	-	-	(35,000)	-	-	-	(35,000)
Attorney General	-	-	35,000	-	-	-	35,000
Total Services & Supplies	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

Agency Request
2025-27 Biennium

Governor's Budget
Page _____

Legislatively Adopted
Essential and Policy Package Fiscal Impact Summary - BPR013

103 BUSINESS EFFICIENCY AND SUCCESSION PLANNING *Recommended*

Purpose

The Oregon Medical Board's current staffing includes a single Medical Director who provides medical expertise for all OMB programs; we have no other medical expertise on staff. The responsibilities of this position include but are not limited to:

- Reviewing all complaints of negligence, incompetence, or unprofessional conduct investigated by the Board, largely through review of medical records pertaining to each case.
- Preparing medical summaries of investigative findings for review by Board members.
- Providing medical expertise to investigative staff.
- Serving as a liaison to physician organizations and licensees.
- Serving as a resource in evaluating the credentials of applicants for licensure, particularly those with potential competency concerns.
- Analyzing medical malpractice claims for evidence of negligence, incompetence, or impairment.
- Providing education to licensees by making presentations at hospitals and professional associations to identify problem areas, advising of rule changes, and promoting adherence to recognized standards of practice and ethics.
- Recruiting and managing the cadre of medical consultants utilized by the Board to address conduct and care in a myriad of medical specialties.

With only a single employee with medical expertise, agency business processes are impacted by the volume of work assigned and availability of this individual.

The Medical Director position has historically been performed by physicians who are at or near retirement. This position pays significantly less than the incumbents can earn if actively engaging in the practice of medicine and providing patient care. As a result, licensed physicians perceive this position as "retirement" employment intended to maintain engagement in the practice of medicine without actively engaging in direct patient care. Incumbents are often surprised at the workload and intensity of cases they are involved in.

The Medical Director is required to be a licensed physician in the State of Oregon and the physician must be willing to work full-time, weekdays with a set schedule and with oversight by the agency Executive Director. This is distinct from active medical practice, where physicians manage their own schedules and are not under the direction of a non-physician supervisor or manager. The length and intensity of training required to become a physician and the cost of that training mean that the labor pool of licensed physicians is quite small. There is no developmental training path for this type of education within the State.

The Board prioritized an Associate Medical Director position in the agency Succession Plan because without a back-up medical professional, the agency has a significant potential competency gap, and any vacancy in the position will result in delays in granting licenses and completing investigations, which will directly impact public safety and customer service. Further, any vacancy in the position is challenging to fill, and because there is no internal career ladder for this position, any vacancy is most often filled from the general medical community and is therefore resource intensive.

In keeping with the agency Succession Plan, the Board proposes adding a permanent, part-time Associate Medical Director position.

How Achieved

In the past, the agency has tried to cover vacancies in the Medical Director position by using contracted medical consultants to fulfil the most critical position duties. This is not an ideal solution. Learning the duties of the position requires time and experience. It was challenging to find individuals willing and able to take on the workload for more than short periods of time, which resulted in a lack of continuity and consistency.

During the 2023-25 biennium, the agency created a temporary position for an “Associate Medical Director” who is available during the Medical Director’s leave (e.g. family medical leave, sick leave, and scheduled vacation time) and during times of heavy workload. This has been highly successful.

The introduction of the Associate Medical Director role expanded our team, relieving workload and providing consistency in decision making. Further, staffing new positions always brings in new perspectives and experiences which enrich our organizational culture and process improvement opportunities. The OMB wishes to build on the success of the temporary position by adding a permanent, part-time Associate Medical Director position.

Adding a permanent position will allow the workload to continue to be shared between two staff members and ensure the position duties are always covered, improving customer service. This builds agency bench strength and a potential career ladder for the Medical Director position. We anticipate that the Medical Director position will be more attractive to potential employees if there is a backup position in place.

As with all agency recruitments, our recruitment process for this position will be guided by principles of fairness and transparency, ensuring that all candidates have an equal opportunity to succeed. We are committed to:

- Inclusive Hiring Practices: Actively seeking diverse candidates through broad outreach efforts and partnerships with organizations that represent underrepresented groups.
- Equitable Evaluation: Implementing unbiased evaluation criteria to assess candidates based on their skills, experiences, and potential to contribute to our mission.
- Supportive Onboarding: Providing comprehensive onboarding and continuous professional development to support the success and growth of the new hire.

Staffing Impact

This package adds a permanent .5 FTE Supervising Physician position.

Quantifying Results

As the only licensed medical provider on staff, the Medical Director position is critical to the OMB's ability to meet its mission. The risk of this position being unfilled for any length of time will impact our investigations of complaints regarding medical care and our ability to be timely with resolving cases.

With the creation of the Associate Medical Director position, we also hope to extend the longevity of the tenure for the Medical Director position, as the workload will be distributed, and the Medical Director can feel supported in taking vacation or sick leave time, promoting wellbeing in our workforce. Many qualified job candidates may have retired from the clinical practice of medicine; therefore, a part-time position may be more sustainable for some candidates and thereby improve retention.

The addition of this position supports the agency mission, key performance measures, and the following strategic plan goals:

- Thoroughly and Equitably Review Complaints Against Licensees and Applicants
- Support the Health and Wellbeing of OMB Providers, Remediating Licensees and Applicants to Safe and Active Practice When Necessary
- Provide Optimal Staffing and Quality Resources
- Increase Outreach and Education

Revenue Source

The agency is entirely funded through its charges for services; the Board receives no General or Federal Funds. This package is not expected to impact Board revenue sources.

The total requested on-going budget limitation increase is \$342,741 for 2025-27.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board
Pkg: 103 - Business Efficiency and Succession Planning

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
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	249,036	-	-	-	249,036
Empl. Rel. Bd. Assessments	-	-	36	-	-	-	36
Public Employees' Retire Cont	-	-	52,397	-	-	-	52,397
Social Security Taxes	-	-	19,051	-	-	-	19,051
Paid Family Medical Leave Insurance	-	-	996	-	-	-	996
Worker's Comp. Assess. (WCD)	-	-	21	-	-	-	21
Flexible Benefits	-	-	21,204	-	-	-	21,204
Total Personal Services	-	-	\$342,741	-	-	-	\$342,741
Total Expenditures							
Total Expenditures	-	-	342,741	-	-	-	342,741
Total Expenditures	-	-	\$342,741	-	-	-	\$342,741
Ending Balance							
Ending Balance	-	-	(342,741)	-	-	-	(342,741)
Total Ending Balance	-	-	(342,741)	-	-	-	(342,741)
Total Positions							
Total Positions							1
Total Positions	-	-	-	-	-	-	1

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board

Pkg: 103 - Business Efficiency and Succession Planning

Cross Reference Name: Operations

Cross Reference Number: 84700-015-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							0.50
Total FTE	-	-	-	-	-	-	0.50

Agency Request
2025-27 Biennium

Governor's Budget
Page _____

Legislatively Adopted
Essential and Policy Package Fiscal Impact Summary - BPR013

104 HEALTH PROFESSIONALS' SERVICES PROGRAM *Recommended*

Purpose

Licensee health and wellness is a critical component in achieving the Oregon Medical Board's mission of protecting all patients while promoting access to quality care. The agency has recognized this with our strategic plan goal "Support the Health and Wellbeing of OMB Providers, Remediating Licensees and Applicants to Safe and Active Practice When Necessary" and its related strategies.

The Health Professionals' Services Program (HPSP) was established in 2010 as a consolidated statewide program to assist health care providers with substance use or mental health disorders so they may continue to safely serve the people of Oregon. Since the program was established, the Oregon Medical Board, the Oregon State Board of Nursing, the Oregon Board of Pharmacy, and the Oregon Board of Dentistry have jointly participated in the program with program costs shared among the four boards based on the number of professionals licensed by each board and the number of licensees participating in the program.

In 2023, the Oregon State Board of Nursing ceased ongoing participation in the Health Professionals' Services Program. The result is that the program costs were then split among three boards rather than four, resulting in an increased cost to the remaining participating boards. In 2024, the Oregon Board of Dentistry announced it would also withdraw from the program due to increasing costs. The Oregon Medical Board requests an ongoing limitation increase to cover anticipated costs to continue participation in this program that ensures physicians, physician associates, and acupuncturists with an impairing health care condition are safe to continuing providing care to Oregon patients.

How Achieved

The Health Professionals' Services Program is a contracted monitoring program for health care licensees with a substance use disorder and/or mental health condition that impairs their ability to practice their profession. HPSP supports these goals through careful monitoring of licensees' participation in substance use disorder/mental health treatment, random toxicology testing, and workplace safe practice. HPSP resources are paid for by the participating healthcare professional licensing boards and the individual licensees enrolled in the program.

The foremost mission of the Oregon Medical Board (Board) is the protection of Oregon's citizens from the practice of medicine by unqualified, incompetent or impaired medical providers. Secondarily, the Board supports its licensees in remaining in or returning to

the safe practice of medicine. To that end, the Board participates in the HPSP. The Board strives to assure licensees with a substance use or mental health diagnosis that their future success is one of the Board's goals. Substance use or mental health conditions do not have to destroy a professional's career, personal life, or professional standing. With proper treatment and monitoring, licensees can continue the successful practice of their medical profession.

Licensees who participate in treatment and monitoring are very often successful in returning to safe and productive practice. Experience in Oregon and nationally indicates that anything short of this standard of comprehensive monitoring leads to a markedly higher failure rate. The Board encourages licensees to attend to any substance use or mental health diagnosis and has adopted the following referral policy regarding the HPSP monitoring program.

Self-referral: Licensees may participate in HPSP through a "self-referral" if there has been no impact on patient care and no impairment in the workplace or in the licensee's ability to practice. Voluntary HPSP participants require no further action relative to licensure, and they will not be reported to the Board so long as they successfully engage in the program.

Board referral: Licensees may be referred to HPSP by the Board through an investigation or through the license application process when the licensee has a substance use or mental health diagnosis that does or may impair the ability to practice safely. Licensees who have been impaired in the workplace or while scheduled to work (including on call) are referred to HPSP through the investigative and disciplinary process. If the Board believes a licensee is not safe to practice without monitoring through HPSP, and if the licensee chooses not to participate in or comply with the terms of the HPSP agreement, the licensee will be subject to denial of licensure or discipline, up to and including suspension or revocation of licensure.

The Board recognizes that self-referral is vastly superior to disciplinary action. Early identification and treatment, prior to impairment, is the obvious preference. All licensees and their organizations are encouraged to promote early intervention. When the Board refers a licensee to HPSP through the disciplinary process, it is often possible for the licensee to return to practice as soon as they are successfully participating in the program and they have been deemed safe to practice by an appropriate health care provider.

The Board understands that monitoring can impact individuals differently. Our approach is guided by principles of fairness, inclusivity, and respect for all participants. Our commitment includes:

- **Non-discriminatory Practices:** Ensuring the program is implemented without bias, discrimination, or stigma towards any individual or group.

- Supporting Health and Wellbeing: Providing resources and support to licensees struggling with medication misuse, addiction, or mental health issues.
- Equitable Access to Resources: Offering equitable access to monitoring resources, counseling, and treatment options for all participants, particularly those from underserved and marginalized communities.
- Transparency: Maintaining open and transparent communication about the program's goals, processes, and outcomes.
- Regular Assessments: Conducting regular assessments to evaluate the program's effectiveness and impact on different demographic groups, adjusting as necessary to enhance equity.

The HPSP contract with the boards is structured such that fewer participants lowers overall program costs but there remains a minimum cost to maintain the program. The Board requests an ongoing budget limitation increase of \$125,000 to cover the estimated additional cost for continued program participation. The contract for this program expires June 30, 2025, and is in the process of solicitation for a new contract to begin July 1, 2025. Future program expenses for the OMB are estimated based on the current contract.

Staffing Impact

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

Quantifying Results

The above funding request supports the agency mission, key performance measures, and the strategic plan goal to Support the Health and Wellbeing of OMB Providers, Remediating Licensees and Applicants to Safe and Active Practice When Necessary.

Revenue Source

The agency is entirely funded through its charges for services; the Board receives no General or Federal Funds. This package is not expected to impact Board revenue sources. The total requested on-going budget limitation increase is \$125,000 for 2025-27.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board
Pkg: 104 - Health Professionals' Services Program

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
Services & Supplies							
Professional Services	-	-	125,000	-	-	-	125,000
Total Services & Supplies	-	-	\$125,000	-	-	-	\$125,000
Total Expenditures							
Total Expenditures	-	-	125,000	-	-	-	125,000
Total Expenditures	-	-	\$125,000	-	-	-	\$125,000
Ending Balance							
Ending Balance	-	-	(125,000)	-	-	-	(125,000)
Total Ending Balance	-	-	(\$125,000)	-	-	-	(\$125,000)

105 & 106 SERVICE FEES *Recommended*

Purpose

The purpose of this package is to increase agency budget limitation to cover growing expenses for applicant and licensee criminal background checks and merchant fees associated with payments made by credit card so we may continue to fulfill our mission to protect the public.

How Achieved

105 Criminal Background Check Fees

The OMB is dedicated to fostering a safe, inclusive, and equitable environment in which all Oregonians can receive quality health care. As part of this commitment, all applicants and employees must complete a criminal background check. We recognize that background checks can have significant implications for individuals and are committed to conducting them in a manner that is fair, transparent, and inclusive. Our approach includes:

- Non-discriminatory Practices: Ensuring that the background check process is free from bias and discrimination, and that all individuals are treated with fairness and respect.
- Transparency: Clearly communicating the purpose, process, and criteria of background checks to all applicants and employees, ensuring they understand their rights and the procedures involved.
- Consideration of Context: Considering the context of any findings, including the relevance to the safe practice of medicine or the position and any evidence of rehabilitation or positive contributions since the event.

With our 2005-07 Budget, the agency was provided with limitation for criminal background check fees paid to the Oregon State Police. These fees are collected from licensees as revenue and passed on to the Oregon State Police as an expense. The quantity of criminal background checks performed has been growing over time as our licensee base increases. Our budget limitation for these fees has been insufficient to cover these expenses for several biennia but has been managed by savings in other areas. We are no longer able to meet our needs with the current limitation. The board requests an ongoing budget limitation increase of \$110,000 to cover these expenses.

106 Merchant Services Fees

We are committed to an environment of inclusivity, accessibility, and fairness in all aspects of our operations, including the acceptance of payments. We recognize the importance of ensuring that all individuals, regardless of their background or circumstances, have equal access to services. As part of our commitment to equity, we pledge to uphold the following principles in our payment processes:

- Accessibility for All: adhere to accessibility standards and guidelines to ensure that our payment interfaces are usable by all members of our community.
- Security and Privacy: prioritize the security and privacy of individuals' payment information, implementing robust measures to safeguard against unauthorized access and data breaches.
- Continuous Improvement: ongoing evaluation and improvement of our payment processes to ensure that they remain equitable and accessible.

With our 2009-11 Budget, the agency was provided with limitation for merchant fees associated with license application and renewals payments made by credit card. Since that time, customer adoption of credit card payments and the number of licensees have grown. Our budget limitation for merchant fees has been insufficient to cover these expenses for several biennia but has been managed by savings in other areas. We are no longer able to meet our needs with the current limitation. The board requests an ongoing budget limitation increase of \$80,000 to cover these expenses.

Staffing Impact

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

Quantifying Results

Continued screening of applicants and licensees through criminal background checks is essential to fulfilling our mission to protect the public.

Acceptance of electronic forms of payment is the most efficient and effective way to accept funds. The online payment system we utilize protects the agency from potential financial fraud. This relates to our strategic plan goal to Provide Optimal Staffing and Quality Resources.

Revenue Source

The agency is entirely funded through its charges for services; the Board receives no General or Federal Funds. This package is not expected to impact Board revenue sources.

The total requested on-going budget limitation increase is \$190,000 for 2025-27, distributed as follows:

Criminal Background Check Fees: 4575 Agency Program-Related Supplies & Services, \$110,000

Merchant Services Fees: 4650 Other Services and Supplies, \$80,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board
Pkg: 105 - Criminal Background Check Fees

Cross Reference Name: Operations
Cross Reference Number: 84700-015-00-00-0000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Agency Program Related S and S	-	-	110,000	-	-	-	110,000
Total Services & Supplies	-	-	\$110,000	-	-	-	\$110,000
Total Expenditures							
Total Expenditures	-	-	110,000	-	-	-	110,000
Total Expenditures	-	-	\$110,000	-	-	-	\$110,000
Ending Balance							
Ending Balance	-	-	(110,000)	-	-	-	(110,000)
Total Ending Balance	-	-	(\$110,000)	-	-	-	(\$110,000)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board
Pkg: 106 - Merchant Services Fees

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
Services & Supplies							
Other Services and Supplies	-	-	80,000	-	-	-	80,000
Total Services & Supplies	-	-	\$80,000	-	-	-	\$80,000
Total Expenditures							
Total Expenditures	-	-	80,000	-	-	-	80,000
Total Expenditures	-	-	\$80,000	-	-	-	\$80,000
Ending Balance							
Ending Balance	-	-	(80,000)	-	-	-	(80,000)
Total Ending Balance	-	-	(80,000)	-	-	-	(80,000)

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SPECIAL REPORTS

Annual Performance Progress Report

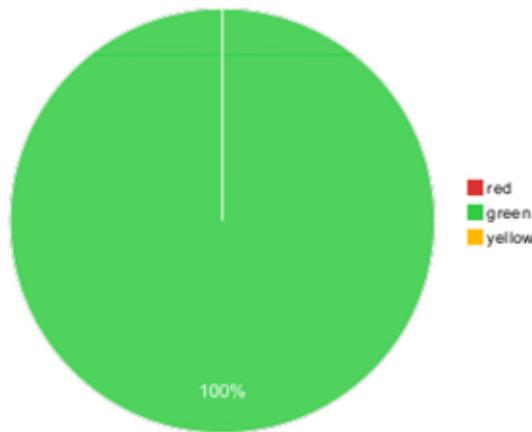
Oregon Medical Board

Annual Performance Progress Report

Reporting Year 2024

Published: 7/29/2024 10:46:21 AM

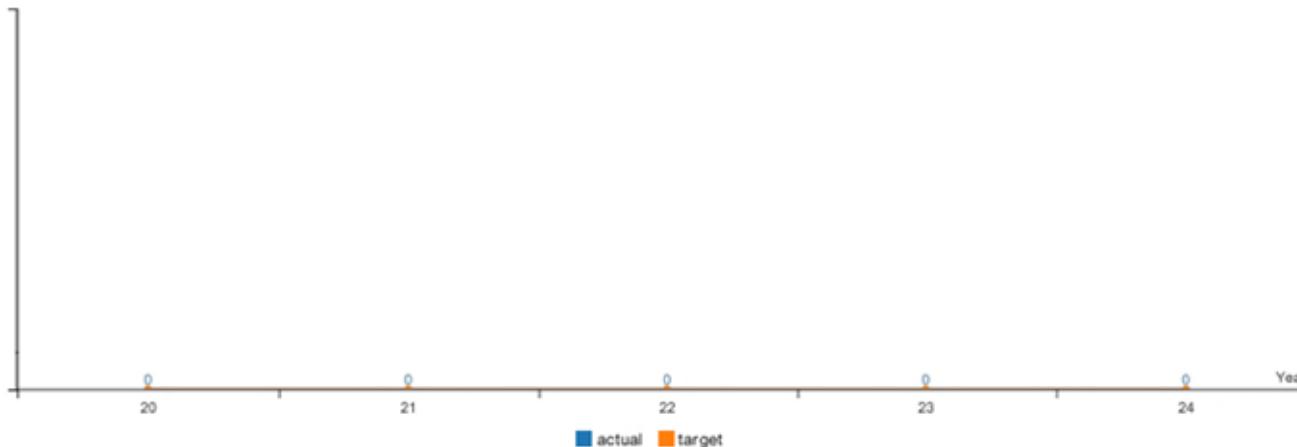
KPM #	Approved Key Performance Measures (KPMs)
1	LICENSE APPROPRIATELY - Number of Board-Issued license denials overturned upon appeal.
2	DISCIPLINE APPROPRIATELY - Number of disciplinary actions overturned on appeal.
4	MONITOR LICENSEES WITH BOARD ORDERS AND CORRECTIVE ACTION AGREEMENTS - Percentage of licensees with Board Orders or Corrective Action Agreements who have a new Notice of Proposed Disciplinary Action within 5 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.



Performance Summary		Green	Yellow	Red
		= Target < -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:		100%	0%	0%

KPM #1	LICENSE APPROPRIATELY - Number of Board-Issued license denials overturned upon appeal.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2020	2021	2022	2023	2024
LICENSE APPROPRIATELY					
Actual	0	0	0	0	0
Target	0	0	0	0	0

How Are We Doing

This measure demonstrates that we are appropriately licensing. There have been no successful challenges to the Board's licensing decisions since the agency began collecting this data in 2002. For fiscal year 2024, the Board issued 2,404 licenses. There was one Final Order denying licensure during this fiscal year and no appeals.

Fiscal Year	2020	2021	2022	2023	2024
Licenses Issued	1,675	1,785	2,048	2,372	2,404
Final Orders Denying Licensure	2	0	0	1	1
Orders and AgreementsAppealed	1	0	0	0	0
Orders and Agreements Upheld on appeal	0	1	0	0	0
Orders and Agreements Overtumped on appeal	0	0	0	0	0
Appeals Pending at Close of Fiscal Year	1	0	0	0	0

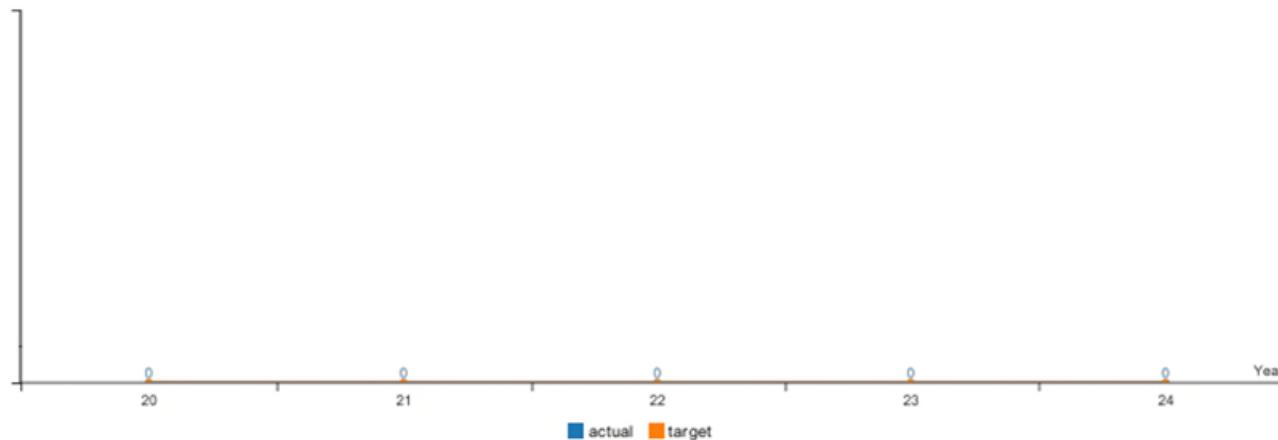
This measure is associated with our strategic plan goal of efficiently managing licensure.

Factors Affecting Results

The Board provides extensive due process to all applicants to ensure appropriate outcomes. The target is set at zero based on past history and the expectation that there will continue to be no successful appeals of our licensure decisions. The lower the results, the better we are doing at meeting this performance measure.

KPM #2	DISCIPLINE APPROPRIATELY - Number of disciplinary actions overturned on appeal.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2020	2021	2022	2023	2024
DISCIPLINE APPROPRIATELY					
Actual	0	0	0	0	0
Target	0	0	0	0	0

How Are We Doing

This measure demonstrates the Board's disciplinary actions that are overturned on appeal, an indication of the appropriateness of the Board's decisions. Results for this measure include all public disciplinary orders that have been appealed. For fiscal year 2024, 51 orders and agreements were issued which were reportable to the National Practitioner Data Bank; none were appealed. One appeal that began in a prior year was closed during this fiscal year. The Board has no appeals pending at the end of fiscal year 2024. The Board tailors disciplinary outcomes to the facts of each case.

Fiscal Year	2020	2021	2022	2023	2024
Investigations Closed	743	880	820	830	839
Orders and Agreements Issued	79	85	77	63	51
Orders and Agreements Appealed	2	1	2	0	0
Orders and Agreements Upheld on appeal	0	0	2	1	1
Orders and Agreements Overturned on appeal	0	0	0	0	0
Orders and Agreements Withdrawn or Closed without Opinion/Judgement	0	0	1	1	0
Appeals Pending at Close of Fiscal Year	3	4	3	1	0

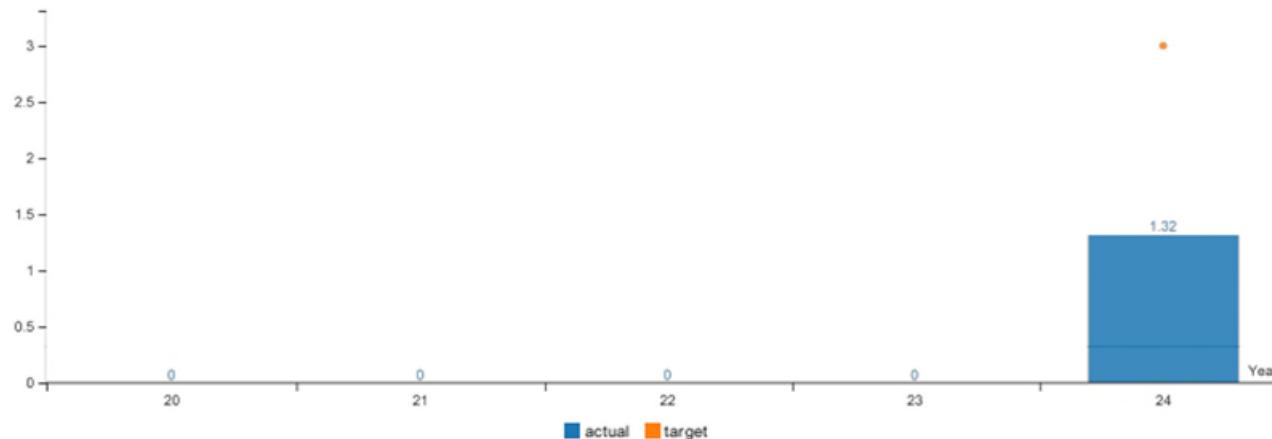
This measure is associated with our strategic plan goal of equitably reviewing complaints against licensees and applicants.

Factors Affecting Results

The Board provides extensive due process to all applicants and licensees to ensure appropriate outcomes. The target is set at zero based on past history and the expectation that there will continue to be no successful appeals of our disciplinary decisions. The lower the results, the better we are doing at meeting this performance measure.

KPM #4	MONITOR LICENSEES WITH BOARD ORDERS AND CORRECTIVE ACTION AGREEMENTS - Percentage of licensees with Board Orders or Corrective Action Agreements who have a new Notice of Proposed Disciplinary Action within 5 years.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2020	2021	2022	2023	2024
MONITOR LICENSEES WITH BOARD ORDERS AND CORRECTIVE ACTION AGREEMENTS					
Actual					1.32%
Target					3%

How Are We Doing

This measure reflects how we are doing to ensure that our licensees are safe to practice medicine. Some licensees, due to the existence of an Order or Agreement issued by the Board, require some degree of monitoring by the Board's Compliance Officer. Monitoring is done through phone calls, emails, letters, meetings, and interviews by the agency Compliance Officer and Board members.

This measure is associated with our strategic plan goal of remediating licensees to safe and active practice.

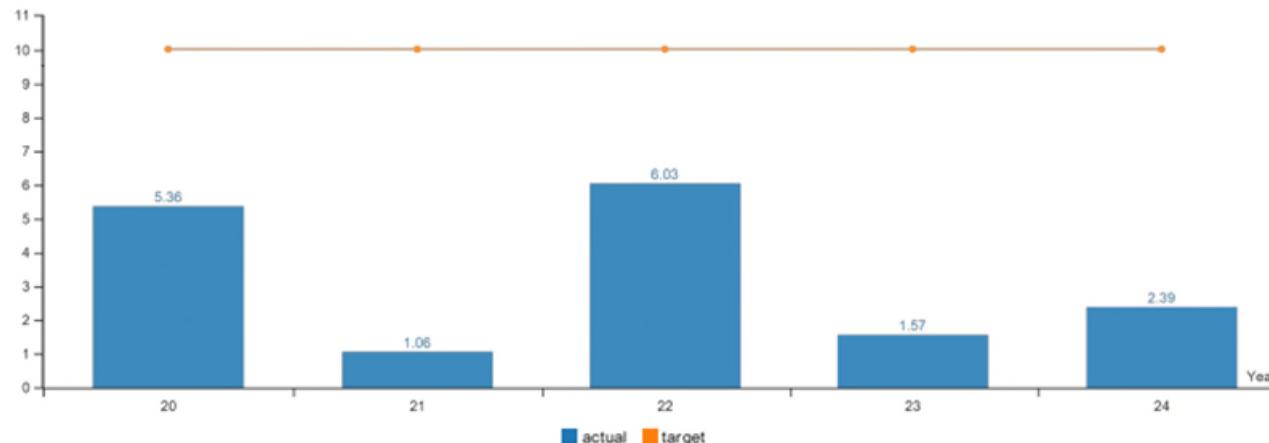
Factors Affecting Results

There are relatively few licensees with Board Orders or Corrective Action Agreements. Thus, results are significantly impacted by one or two cases. The lower the percentage, the better the Board is doing at remediating licensees and preventing recidivism.

For fiscal year 2023, this measure replaced a similar previous measure, changing the measurement period from three years to five years and changing the indicator from a mere complaint to a Notice of Proposed Disciplinary Action to better measure recidivism. A Notice of Proposed Disciplinary Action is a legal document issued by the Board after a complaint has been investigated when the Board believes that a violation of the Medical Practice Act has occurred. The need for this subsequent disciplinary action, even if unrelated to the prior disciplinary action, would be considered recidivism. Data is not available for fiscal years prior to 2024.

KPM #6	RENEW LICENSES EFFICIENTLY - Average number of calendar days to process and mail a license renewal.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2020	2021	2022	2023	2024
Average number of calendar days to process and mail a license renewal					
Actual	5.36	1.06	6.03	1.57	2.39
Target	10	10	10	10	10

How Are We Doing

This measure demonstrates our efficiency in renewing health care professionals' licenses. We process renewal applications efficiently and consistently while also ensuring public safety by thoroughly evaluating each application.

The data presented includes those renewals that are outliers, with problems or concerns that need to be reviewed by staff which can add significant time to the renewal process. The renewal of most physician, physician associate, podiatrist, and acupuncture licenses (approximately 23,283 individuals in fiscal year 2024) generally occurs biennially during even numbered fiscal years. This results in a 3-month period of high activity for all agency staff.

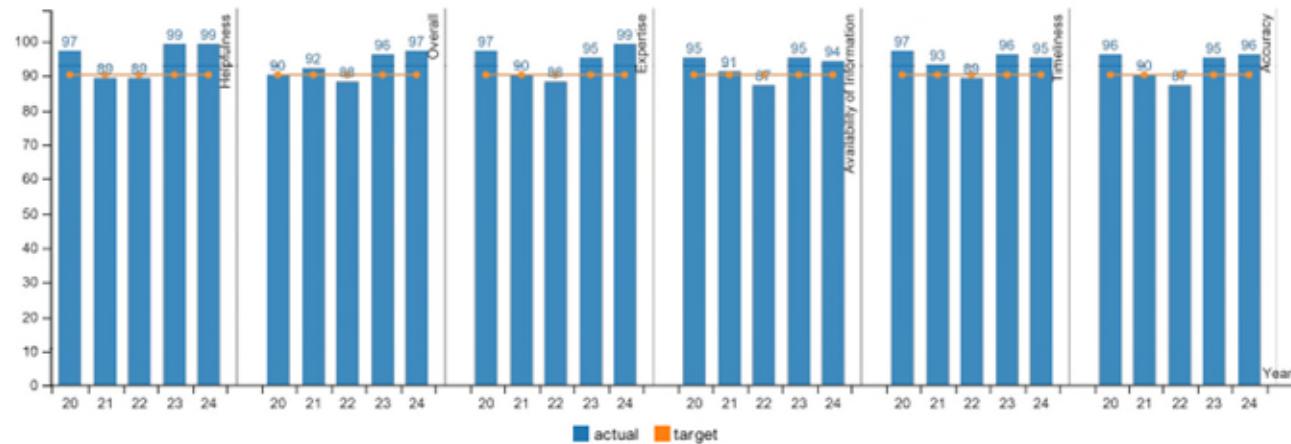
The Board has been able to exceed the target since 2008. This measure is associated with our strategic plan goal of efficiently managing licensure.

Factors Affecting Results

While operating efficiently is our goal, rushing licensure renewal, and possibly compromising patient safety, is not. Preparing a thorough check of all information provided by renewing licensees is essential to ensuring the licensee meets state requirements and will continue to practice safely.

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.

Data Collection Period: Jul 01 - Jun 30



Report Year	2020	2021	2022	2023	2024
Helpfulness					
Actual	97%	89%	89%	99%	99%
Target	90%	90%	90%	90%	90%
Overall					
Actual	90%	92%	88%	96%	97%
Target	90%	90%	90%	90%	90%
Expertise					
Actual	97%	90%	88%	95%	99%
Target	90%	90%	90%	90%	90%
Availability of Information					
Actual	95%	91%	87%	95%	94%
Target	90%	90%	90%	90%	90%
Timeliness					
Actual	97%	93%	89%	96%	95%
Target	90%	90%	90%	90%	90%
Accuracy					
Actual	96%	90%	87%	95%	96%
Target	90%	90%	90%	90%	90%

How Are We Doing

This measure demonstrates our customers' opinions on their level of satisfaction with the services we provide. We manage a continuous survey process that utilizes SurveyMonkey, an Internet survey tool, and postcards. All survey data collected, both electronically and through postcards, is 100% anonymous.

The agency's Management Council monitors the survey results on a continuous basis, and we use the feedback from our customers to improve our systems and processes. Our success is demonstrated by the consistently positive feedback from our customers.

For fiscal year 2024 we had a population (surveys sent) of 27,200. We received 399 total responses, a 1% response rate.

Factors Affecting Results

We provide a survey to each new licensee, each licensee who renewed their license, each licensee who reactivated their license, and all complainants whose complaints resulted in an investigation (surveys are sent at the close of the case). Results for each individual group are retained by the agency and used at a management and team level.

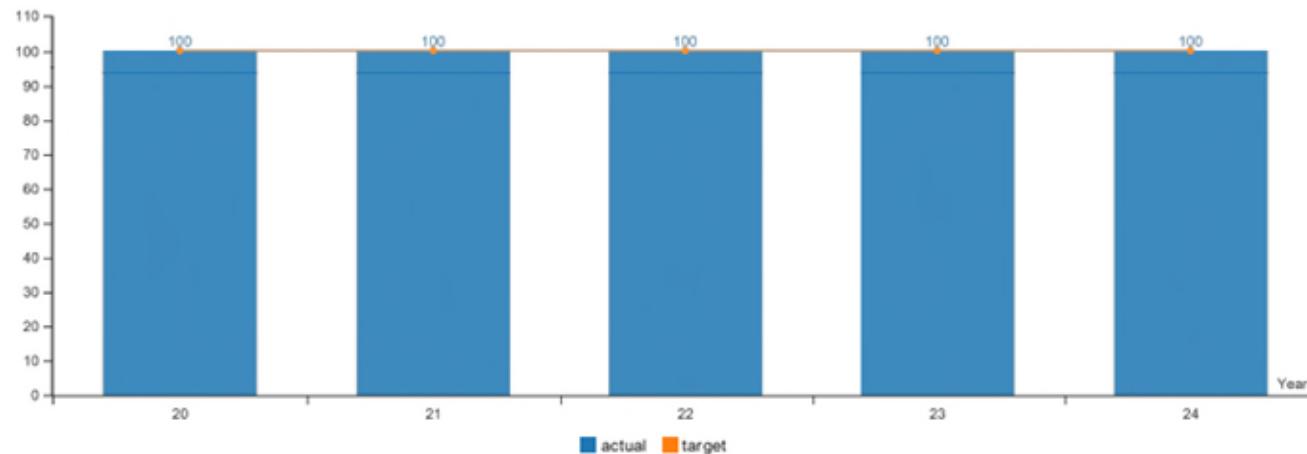
The Board's Investigations Department reviews all complaints to determine whether state law (the Medical Practice Act) may have been violated. Each complaint is considered on its own merits with its specific set of circumstances to determine whether one of the Medical Practice Act's 27 separate grounds for discipline exist. The Board investigates complaints and disciplines appropriately and in accordance with state statutes, as evidenced by our KPM number 2. Although the Board has thoroughly investigated and determined the appropriate outcome in accordance with state statutes, complainants are often unhappy when the Board determines that the complaint is outside of its jurisdiction or does not constitute a violation of the Medical Practice Act and no disciplinary actions are taken. This is not an indication that the agency is not operating correctly or effectively, only that the customer was dissatisfied with the outcome. In reviewing response rates, we found that these customers were disproportionately impacting the agency wide results. With fiscal year 2023, the responses from complainants whose complaints resulted in an investigation were removed from the overall agency-wide survey results. The feedback from these surveys will continue to be reviewed and appropriately acted upon. All other survey results are combined to reach an agency wide result for reporting purposes. Equal weighting was given to each response.

Based on legislative direction, the target was changed to 90% beginning in fiscal year 2020.

The higher the percentage, the higher our customers' satisfaction with our services.

KPM #8	BOARD BEST PRACTICES - Percent of total best practices met by the Board.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
Percent of total best practices met by the Board					
Actual	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%

How Are We Doing

This measure demonstrates that we are meeting management best 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, and fiscal oversight and board management. 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.

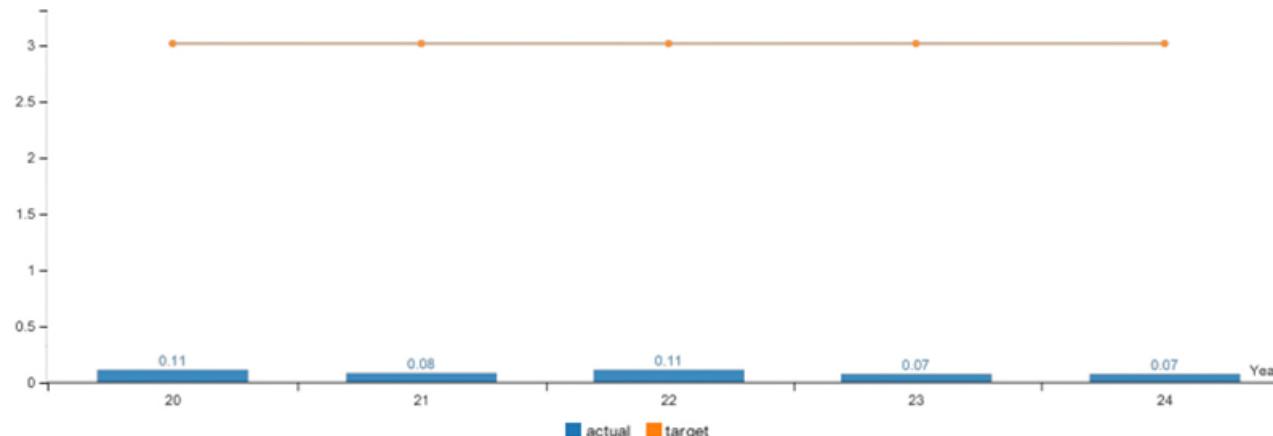
The Board has been able to meet the target since the measure was implemented in 2007.

Factors Affecting Results

For consistency with the other health regulatory boards, the target changed to 100% beginning in fiscal year 2018. However, it should be noted that if the Oregon Medical Board were to have a dissenting Board member, we would not meet this target. The higher the percentage, the better the Board is doing at fulfilling governance best practices.

KPM #9	LICENSE EFFICIENTLY - Average number of calendar days from receipt of completed license application to issuance of license.
Data Collection Period: Jul 01 - Jun 30	

* Upward Trend = negative result



Report Year	2020	2021	2022	2023	2024
Average number of days to process an application for medical licensure					
Actual	0.11	0.08	0.11	0.07	0.07
Target	3	3	3	3	3

How Are We Doing

This measure demonstrates our efficiency in licensing health care professionals and the customer service we provide to the citizens of Oregon. We process applications efficiently and consistently with public safety. We perform careful background checks on all applicants for licensure. The 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. For fiscal year 2024 there were 2,404 licenses granted.

The Board has been able to exceed the target since the measure was implemented in 2009. This measure is associated with our strategic plan goal of efficiently managing licensure and renewal of licensure.

Factors Affecting Results

While operating efficiency is our goal, rushing licensure for applicants, and possibly compromising patient safety, 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.

Audits Response Report

As of January 1, 2025

In January 2024, the Oregon Secretary of State published an audit of the Oregon Medical Board with four recommendations to further OMB's efforts to address the risk of inequitable disciplinary decisions, [SOS Report 2024-02](#). The OMB agreed with all four and below is a summary of OMB's plans and ongoing work in each recommendation.

Recommendation 1: Implement sanctioning guidelines and/or a sanction matrix to help reduce the risk of inconsistent and inequitable case decisions, target date July 1, 2025 and ongoing.

OMB staff reviewed guidelines utilized by other state medical boards and other boards in Oregon for insight. Staff then compiled an initial draft guideline with violation ranges and a list of aggravating and mitigating factors informed by prior case data. OMB is hosting a series of public workgroup meetings to solicit feedback from interested parties. The workgroup's recommendations will be reviewed and approved by the members of the Board.

Recommendation 2: Add the ability to categorize cases by primary or most serious complaint type, or another effective categorization system, to the agency's forthcoming new data system, target date July 1, 2025.

Upon review, the OMB's current database captures "complaint category" when a complaint is received. This is not adequate for analyzing the equity and consistency of disciplinary outcomes. Staff have created a new "case closure category" in the investigative database. The field will be populated by the Executive Director in consultation with the Assistant Attorney General and Investigations Manager during the order drafting process.

Recommendation 3: Use complaint data to conduct regular, systematic reviews of past cases to help monitor for and ensure equity and consistency, target date July 1, 2026.

A full year's data will be necessary for meaningful analysis. Staff plan to determine the key data collection points, perform quality assurance on the data, and develop a framework for analysis in 2025 as the work on recommendations 1 and 2 is formalized.

Recommendation 4: Develop and implement written policies and procedures for analyzing board disciplinary decisions for equity and consistency, target date July 1, 2026.

Based on the work for other recommendations, a plan will be developed for this recommendation in 2025.

Affirmative Action Plan and Statewide Report

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Oregon

Tina Kotek, Governor

Medical Board

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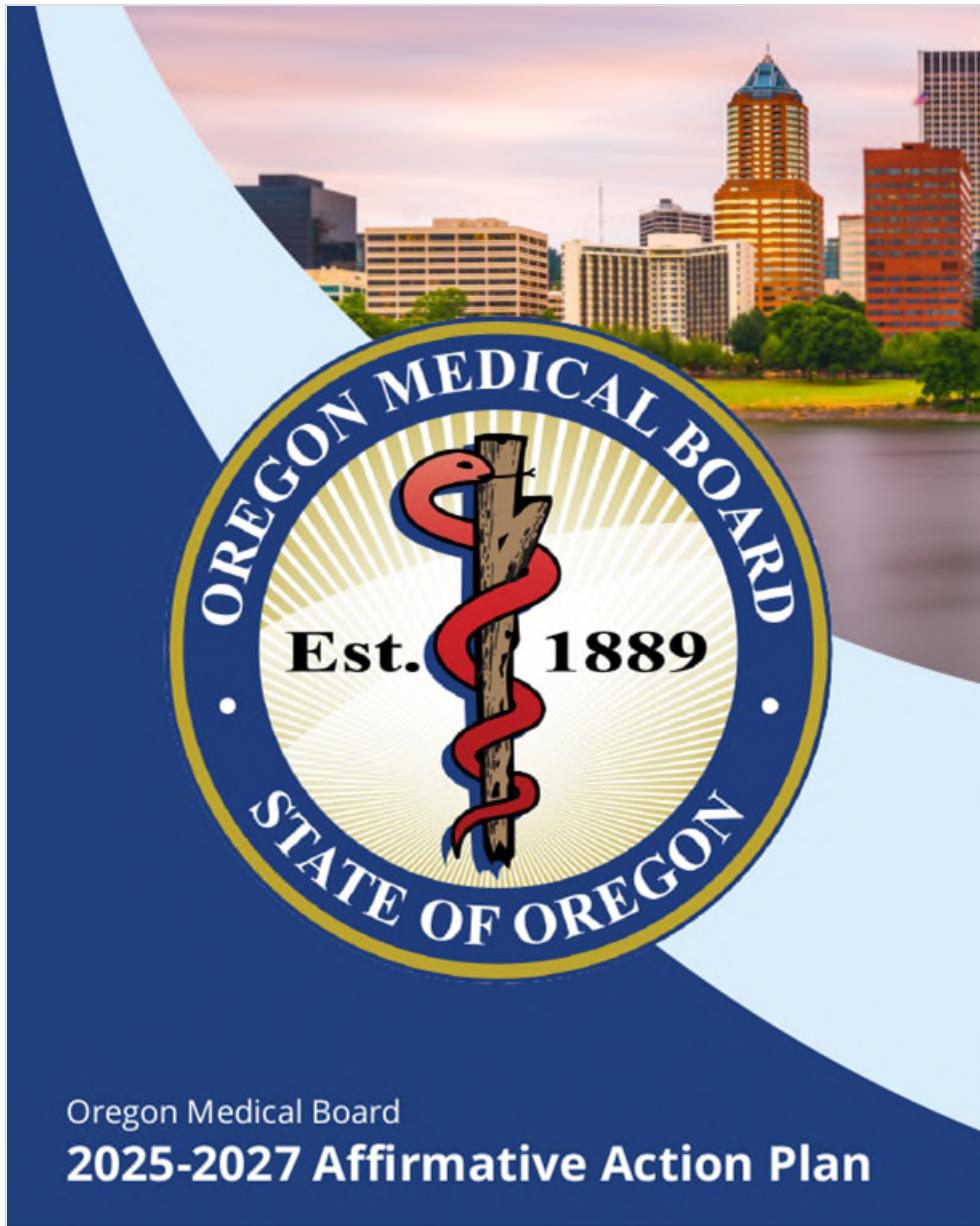
www.oregon.gov/omb



The Oregon Medical Board prioritizes diversity, equity, and inclusion as demonstrated in its affirmative action plan.

The plan that follows represents my personal and professional dedication to upholding our commitment to the citizens of Oregon. The plan also represents our commitment to equal opportunity and affirmative action in employment and public service in compliance with all applicable federal and state laws, including, but not limited to: Executive Order 11246; Title VII of the Civil Rights Act of 1964; Sections 503 and 504 of the Rehabilitation Act of 1974; the Vietnam Era Veterans Readjustment Assistance Act; and the Americans with Disabilities Act. This affirmative action plan has my complete authorization.

Nicole Krishnaswami, JD
Executive Director
Oregon Medical Board
(971) 673-2700



Oregon Medical Board
2025-2027 Affirmative Action Plan



Table of Contents

Body of Report.....	2
Agency Overview	
Agency Mission and Objectives	
Agency Employees	
Organizational Chart	
Roles for Implementation of Affirmative Action Plan.....	4
Roles, Responsibilities, and Accountability Mechanisms	
Executive, Management, and Other Staff	
2023-2025 Affirmative Action Plan Progress Report.....	7
Goals and Strategies	
Agency Alignment	
Leadership Evaluation	
Workforce Demographic Data & Analysis.....	9
2025-2027 Affirmative Action Plan.....	10
Employment	
Training, Education, and Development Plan	
Leadership Development/Training Programs	
Programs	
Community Engagement	
Complaint Options.....	14
Succession Plan.....	15
Contracting.....	16
Appendix.....	17



Body of Report

1. Agency Overview

The Oregon Medical Board (Board or OMB) is a regulatory agency created to protect the health, safety, and welfare of the people of Oregon from the practice of medicine by unauthorized or unqualified persons and from unprofessional conduct by persons licensed to practice medicine, and to promote medical excellence in Oregon. As the agency regulating medical practice statewide, the Board also develops and enforces most of the state laws, rules, and policies under which its licensees practice. There are more than 25,000 licensees under the jurisdiction of the Board.

The Oregon Legislature established the Oregon Medical Board in 1889 to regulate the practice of medicine in the state of Oregon. Lawmakers created the Board after ten years of lobbying by the Oregon State Medical Society (now known as the Oregon Medical Association or OMA). The Legislature charged the new Board with enforcing the Oregon Medical Practice Act (ORS Chapter 677). That Act required the Governor to compose the first board of "three persons from among the most competent physicians of the state."

Board members are appointed by the Governor to adopt rules, establish policy, investigate and discipline licensees, and appoint the agency's director. Of the fourteen members, three are public members, one is a DPM, one is a PA, two are DOs, and the remainder are MDs.

2. Agency Mission and Objectives

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

The Board administers ORS Chapter 677 and OAR Chapter 847 to license, investigate charges against and, when appropriate, discipline medical and osteopathic physicians (MDs and DOs), doctors of podiatric medicine (DPMs), acupuncturists (LAc), and physician assistants (PAs).

3. Identification of the Following Agency Employees:

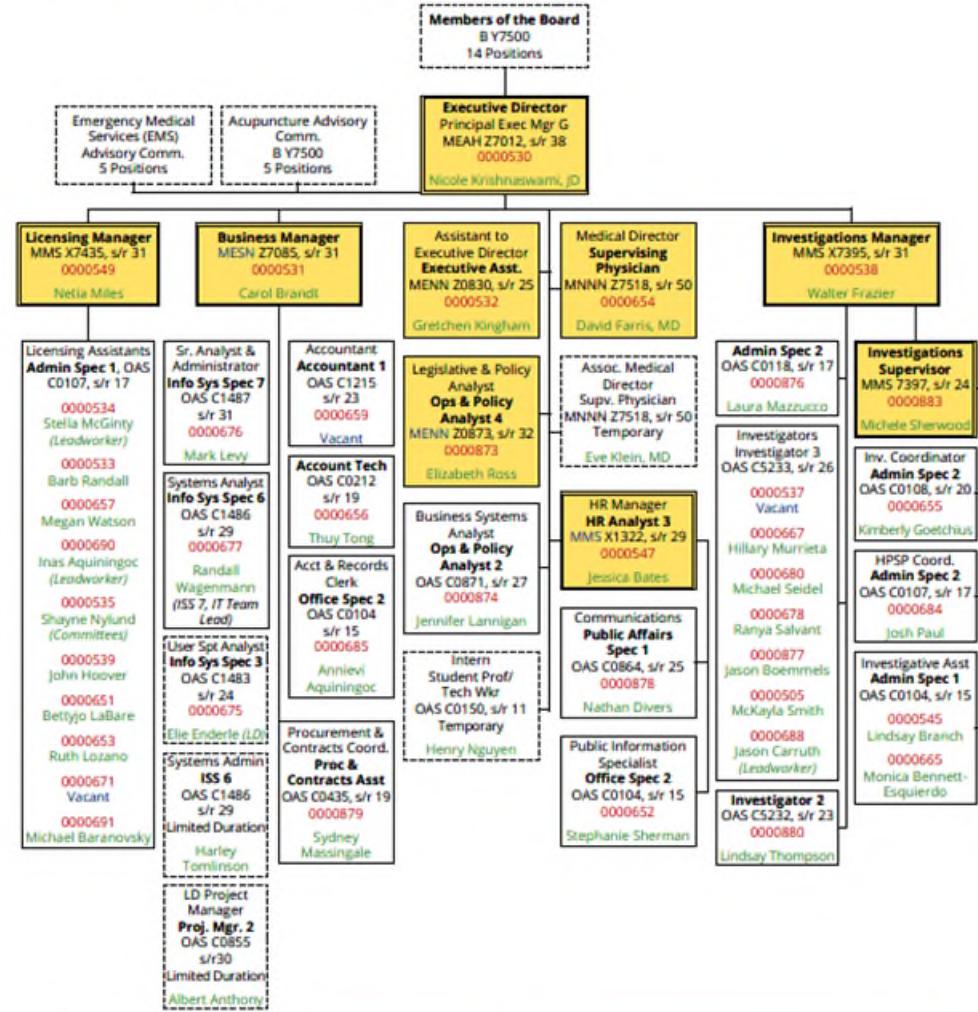
Executive Director: Nicole Krishnaswami
1500 SW 1st Ave Suite 620
Portland, OR 97201-5847
971-673-2700

Governor's Health and Human Services Advisor: Kristina Narayan, Senior Health Advisor
kristina.narayan@oregon.gov

Affirmative Action and Diversity, Equity & Inclusion Representative: Jessica Bates
1500 SW 1st Ave Suite 620
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Lead for COBID Contracting and Procurement: Carol Brandt

4. Organizational Chart (June 30, 2024)





Roles for Implementation of Affirmative Action Plan

1. Roles and Responsibilities; and 2. Accountability Mechanisms

- **Director/Administrator:**

- Foster and promote the importance of a diverse and discrimination- and harassment-free workplace to employees. Participate in cultural diversity trainings, orientations, and be a living example of cultural sensitivity. For example, addressing racial justice in all-staff emails and promoting educational opportunities on equity.
- Meet annually, or more often as needed, with the Board's Human Resource Manager to review equal employment opportunities, evaluate affirmative action and diverse work environment progress, and identify problems. Approve strategies and timetables for meeting goals.
- Hold accountable through performance evaluations. Performance reviews include ratings on the Director's support and effectiveness of the agency's Affirmative Action Plan.
- Hold managers accountable for participating in and promoting affirmative action activities and for communicating this same responsibility to their subordinate supervisors and employees. The effectiveness of managers and supervisors in promoting the affirmative action activities, goals, and objectives for the OMB will be included in their performance appraisals. ORS 659A.012(1) states: *"To achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, handicap or age, every state agency shall be required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a key consideration of the manager's or supervisor's performance."*
- Further, the Communications & PR Specialist, at the direction of the Executive Director, will include articles in the OMB newsletter that express the Director's commitment to promoting a diverse workforce and environment. Examples include articles relating to equal employment opportunity, affirmative action, the ongoing development of a diverse workforce, and the efforts and progress made toward meeting the Board's goals.

- **Managers and Supervisors:**

- Foster and promote the importance of a diverse and discrimination- and harassment-free workplace to employees. Look for ways to increase the skills of current employees using mentoring, job rotations, and formal training to prepare them for higher level positions within the organization and the State.
- Managers and supervisors will receive an orientation on the Board's affirmative action goals, understand their own responsibilities, and evaluate how well they are achieving the Board's affirmative action goals and objectives. They will attend cultural competency training, attend orientations, and promote cultural awareness.
- Subordinate supervisors will be evaluated on their effectiveness in carrying out the responsibilities they have for participating in and promoting affirmative action activities.
- In undertaking these evaluations, managers will consider how well the supervisor fosters and promotes a diverse workforce, how well they promote the affirmative action goals and objectives, and that their staff are knowledgeable about OMB policies and procedures that encourage an inclusive environment.
- Inform applicants for vacant positions that the Board is an equal opportunity employer committed to workforce diversity. Have a copy of the Board's Affirmative Action Plan available for applicants to review upon request.
- Work with human resources to utilize State of Oregon procedures and rules in filling vacancies. Attend equal opportunity, affirmative action, and other diversity-related training in order to be informed of current issues.

- **Managers and Supervisors, continued:**
 - Work to continually improve the agency's utilization of MWBE vendors for state contracting opportunities.
 - Display the Board's Affirmative Action Policy Statement and have available a hard copy of the Affirmative Action Plan. An electronic copy of the Board's Affirmative Action Policy Statement will also be maintained on the OMB website.
 - Act decisively and in a timely manner if they become aware of any Board employee engaging in any type of harassment.
- **Affirmative Action Representative:**
 - Work with the Executive Director, managers, and supervisors to promote a diverse workforce and inclusive work environment to help attain the Affirmative Action goals of the Board. Encourage the retention of existing employees and create new learning opportunities for them.
 - Report Affirmative Action activities to the Executive Director in one-on-one meetings as well as staff meetings. Obtain support for proposed changes to the Affirmative Action Plan to reach goals and objectives. Respond to Affirmative Action issues and attend Affirmative Action meetings.
 - Use a variety of recruiting sources such as targeted websites, community agencies, and schools. Emphasize the Board's support of equal employment opportunity, affirmative action, and the benefits of a diverse workforce.
 - Place the "An Equal Opportunity/Affirmative Action Employer" statement on every announcement and in every advertisement.
 - Provide upward mobility opportunities through cross-training, job rotations, and job shadowing as appropriate. Inform all employees of career development opportunities and explain any options employees may have for meeting the minimum requirements for promotional job classifications through education and/or experience. Assist employees in the application process for state jobs and how interview skills can be improved.
 - Train managers to have diverse interview panels including, when possible, at least one member who works outside the hiring section/division and at least one member from a protected class.
 - Keep management informed of the latest law and rule changes in the EEO/AA area.
 - Research training opportunities and topics for presentation to all staff. Actively participate in trainings.
 - Have hard copies and/or electronic copies of the Board's Affirmative Action Policy Statement and Plan available for review by all managers, supervisors, and employees. Make hard or electronic copies available to applicants for employment on request. Recommend changes to the Plan and update it as required. Compile statistics and keep management informed of the Board's AA status during management meetings.
 - Solicit comments from managers requesting how Human Resources can assist them in promoting affirmative action activities and how best to create a more diverse workforce.
 - Discuss the State of Oregon/Board Affirmative Action Plan and Policy in New Employee Orientation. Make the orientation as welcoming as possible. Include in the discussion:
 - Our expectations surrounding a respectful workplace and talk about what that means to the agency as well as the employee.
 - Our commitment to supporting the personal and professional growth of our employees.
 - Our encouragement to contribute and participate in agency activities that will assist the agency in meeting its objectives.
 - Our doors are always open for questions and concerns.
 - Train and inform managers, supervisors, and employees at New Employee Orientation as to their rights and responsibilities under the Board's affirmative action policy and other Board policies to eliminate any harassment based on any protected class status.

- **Affirmative Action Representative, continued:**
 - Respond to and investigate complaints. Enforce policies and procedures. Provide counseling to employees related to discrimination complaints and advise of the consequences of retaliation.
 - Analyze the Statewide Exit Survey for trends in data. If it appears that discrimination or harassment was a factor in employee separation, investigate and take appropriate action. Inform the Executive Director of the results.
 - Evaluate revised and new policies for possible adverse impact on the Board's commitment to affirmative action and equal employment opportunities.
 - Serve as a liaison between the Board and the state and federal agencies that protect civil rights.
 - Ensure agency training opportunities are offered free of discrimination on the basis of race, religion, national origin, age, gender, sexual orientation, veteran status, or disability.

3. Executive Staff

See Director/Administrator and Affirmative Action Representative sections above.

4. Management staff

See Managers and Supervisors section above.

5. Other Staff

All employees are responsible for reading and understanding our policies and procedures and acting accordingly. They are held accountable for their actions.



2023-2025 Affirmative Action Plan Progress Report

Progress towards program strategies and goals presented in the 2023-2025 Affirmative Action Plan are as follows:

- **GOAL: Increase outreach and resources to improve hiring of qualified candidates.**
 - **PROGRESS:** This is an ongoing effort.
- **STRATEGY: Employment, specifically Hiring, Retention, and Promotion.**
 - **PROGRESS:** This is an ongoing effort. The OMB currently utilizes hybrid and in-person interviews at the discretion of the hiring manager. As a small agency, costs for posting jobs in targeted media sources can often be prohibitive. We intend to use all avenues available to increase the scope of our outreach and attract the best qualified candidates from every sector.
- **STRATEGY: Training, Education and Development Plan (TEDP).**
 - **PROGRESS:** All employees are trained and informed through the New Employee Orientation (NEO) process, which includes reading and understanding all policies and procedures. Additionally, all required trainings are provided and managed through Workday on an annual basis. Though not required, the OMB provides staff with training and other resources around cultural understanding, such as guest speakers and a section of the agency's intranet dedicated to "Equity & Cultural Humility in Health Care."
- **STRATEGY: Leadership Development/Training Program(s).**
 - **PROGRESS:** The Oregon Medical Board does not currently have a formal leadership development program; however, managers encourage employees to participate in development opportunities and trainings in support of their career goals. Periodically, we are able to send a member of the management team to the year-long Leadership Oregon program offered by the state for development of leadership skills. We also send employees to state and national conferences, DAS trainings, and other opportunities.
- **STRATEGY: Programs; Internship, Mentorship, Diversity Awareness.**
 - **PROGRESS:** The OMB continues to foster a relationship with Lewis and Clark Law School to provide internship opportunities. Interns typically perform research projects related to board issues. The agency has not yet been able to devote resources to a formal mentorship program, but we do encourage and allow for employees to grow and develop. While we do not have a formal Diversity Council or ERG's, we support awareness of diversity through communication, including equity in our organizational values, and requesting and following up on suggestions from staff. During most final interviews, candidates are asked about their understanding of DEI to ensure alignment with the OMB's values.
- **STRATEGY: Community Engagement.**
 - **PROGRESS:** In 2023, the Executive Director gave numerous presentations at institutions such as OHSU, National University of Natural Medicine, and Pacific University, as well as the AIM Certified Medical Board Licensing Specialist Program. The Executive Director was elected Chair-Elect of the International Association of Medical Regulatory Authorities (IAMRA) in 2023 and served as a member of several statewide and national workgroups and advisory councils such as the Federation of State Medical Boards (FSMB), Oregon Health Authority (OHA), and Linfield University. Additionally, the Board's Medical Director and Legislative and Policy Analyst presented at various institutions including Evergreen Family Medicine, the OAMSS Annual Spring Conference, Aviva Health, and the CPCCO Substance Use Disorder Summit.

Agency Alignment of Affirmative Action, DEI, and Strategic Plans

The Oregon Medical Board's mission to protect the health, safety, and wellbeing of Oregon citizens is informed by the agency's five core values:

- **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.
- **Equity:** A devotion to creating and fostering an environment where everyone has access and opportunity to thrive.

These values serve as a guidepost for every agency endeavor, including the Affirmative Action, DEI, and Strategic Plans.

Leadership Evaluation

ORS 659A.012 requires agencies "to achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, disability or age, every state agency shall be required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a consideration of the manager's or supervisor's performance." This requirement is met through quarterly check-ins with all supervisory roles to ensure that this is kept as a focus.



Workforce Demographic Data & Analysis

Employees by Generation	Agency Total	Administrative Support	Officials & Administrators	Professionals	Technicians
Baby Boomers (1947-1964)	9 (19.1%)	4	2	2	2
Generation X (1965-1980)	18 (38.3%)	5	2	8	8
Millennials (1981-1996)	19 (40.4%)	7	1	11	11
Generation Z (1997-Current)	1 (2.1%)	1	0	1	1

Employees by Race/Ethnicity	Agency Total	Administrative Support	Officials & Administrators	Professionals	Technicians
Native Hawaiian or Other Pacific Islander	2 (4.3%)	2	0	0	0
Prefer Not to Answer	2 (4.3%)				
Asian	2 (4.3%)	2	0	0	1
Hispanic or Latino	3 (6.4%)	2	0	1	0
Black or African American	6 (12.8%)	0	3	0	1
White or Caucasian	32 (68.1%)	11	2	18	0

Employees by Gender	Agency Total	Administrative Support	Officials & Administrators	Professionals	Technicians
Female	28 (59.6%)	12	3	12	0
Male	19 (40.4%)	5	2	10	1

Employees by Veteran Status	Agency Total	Administrative Support	Officials & Administrators	Professionals	Technicians
Veteran	2 (4.3%)	1	0	1	0
Not a Veteran	45 (95.7%)	16	5	21	1

Employees by Disability Status	Agency Total	Administrative Support	Officials & Administrators	Professionals	Technicians
Reported Disability	2 (4.3%)	0	0	2	0
No Reported Disability	45 (95.7%)	17	5	20	1
Prefer Not to Answer	1 (2.3%)				

Note: some employees are counted toward multiple categories.



2025-2027 Affirmative Action Plan

1. Employment

- **Agency Equity Implementation**

- **Hiring:** The Oregon Medical Board strives to implement equity in the hiring process by ensuring that candidates are interviewed by panels of multiple people, through multiple rounds of interviews, including employees from protected classes, such as women and people of color.

Additionally, we have included an interview question in the final round of interviews that addresses our commitment to equity and asks the candidate to define what equity means to them. This allows us to assess the alignment of the candidate's values with our organizational value of equity and establishes the agency culture with potential employees.

- **Retention:** The Executive Director has made significant efforts to ensure that all employees of the board feel valued and have the opportunity to voice any concerns. She has met with each staff member individually to have one-on-one conversations about what motivates them, what they would like to see more of, etc. In essence, these are "stay" interviews as opposed to "exit" interviews, designed to ensure that employees can communicate why they stay at their job, and what we can do as an organization to continue that. While there is no specifically targeted "equity" question or element to these interviews, the hope is that all of our employees know that they have access to the top of the organization and that they are valued and heard.

Furthermore, the position descriptions for the organization include that employees are expected to participate and contribute to an inclusive work environment. Quarterly check ins with employees include the expectation that all employees uphold the agency's values, including equity.

- **Promotion:** The Oregon Medical Board posts positions for promotion through the hiring process outlined above, consistent with collective bargaining agreements. Qualified internal candidates are encouraged to apply.

- **Methods**

- We believe that our methods are effective in hiring, retention, promotion, and inclusivity. Our employees tell us that the mission of the organization, doing work that matters, and the people they work with are their biggest motivators. Having a diversified staff with multiple races, generations, and backgrounds adds to the welcoming culture of our workplace. Having leadership that demonstrates a vested interest in each individual further engages staff.

2. Training, Education, and Development Plan (TEDP)

- **Training Overview:** All employees are trained and informed through the New Employee Orientation (NEO) process, which includes reading and understanding all policies and procedures. They are provided information as to their rights and responsibilities under the Board's Affirmative Action Plan and other Board policies to eliminate discrimination or harassment on the basis of age, color, marital status, mental or physical disability, national origin, race, religion, sex, sexual orientation, or any reason prohibited by state or federal statute. Further, ongoing and periodic training is provided to ensure consistency in applying these expectations. Various methods of training will be utilized.

Managers and employees have been required to attend Cultural Competency training. The commitment to Cultural Competency by the Board is well established.

- **Employees:** Managers and employees will attend training in the areas of affirmative action/EEO, valuing diversity, and preventing harassment. Training may be in the form of guest speakers during monthly all-staff meetings, formal classes, electronic learning, sharing of information from the Governor's Affirmative Action Office, and/or one-on-one discussions. Managers will be evaluated for their adherence to this Affirmative Action Plan.

Employees are encouraged to identify trainings of interest and pursue those opportunities. Managers are supportive of employee development goals.

- **Volunteers:** The Oregon Medical Board does not currently have any volunteers.
- **Contractors/Vendors:** When contracts are established or renewed, the OMB provides vendors with a copy of the Affirmative Action Plan and/or directs them to the Board's website where the Plan is available for public viewing.

3. Leadership Development/Training Program(s)

- **Equal Employment Opportunity Data of Trainees:** We have had the opportunity to periodically send one manager or member of the executive team to the year-long Leadership Oregon program offered by the state for development of leadership skills.
- **Results of Development/Training Program:** We encourage employees to seek out opportunities to develop within the organization and engage in training and development toward their career goals. For instance, we have had several staff encouraged to participate in Emerging Manager training and other similar development opportunities.

4. Programs

The Oregon Medical Board uses a number of approaches in executing a diversity program and bringing new people into the work force, creating opportunities for existing employees, and promoting an environment that is welcoming, inclusive, and supportive. Some of the initiatives and activities include:

- **Internship Program(s):** Our internship program is informal and includes:
 - Identifying tasks well-suited for interns and that are related to their career goals;
 - Recruiting for interns at our local higher educational facilities;
 - Depending on budget restraints, hiring at least one intern a year; and
 - Using interns to teach young people about the mission of the Oregon Medical Board and show them possible employment opportunities.

Todate, we have typically had law students as interns who perform research projects related to board issues, such as consistency of disciplinary measures taken against licensees over the past five years, necessity of personal history questions probing mental health and substance use, and potential licensing streamlining and consistency efforts. While these projects are useful to the board, once the students graduate, they are usually seeking employment opportunities in the legal profession, and we do not have those types of jobs within our agency. Therefore, we have not looked at internships as a method for developing pipelines of candidates for future openings, but rather as a way to expose these students to the world of public service. At least two former interns have begun a career within Oregon state government.

11

- **Mentorship Program(s):** As a small agency, our organization does not currently have a formal mentorship program, but we do encourage and allow for employees to grow and develop.

- **Diversity Awareness Program(s):**

- Agency-Wide Diversity Council
- Employee Resource Groups (ERGs)/Affinity Groups

Our agency does not have a Diversity Council, or employee Affinity Groups. However, we support and enhance the awareness of diversity by:

- Communicating to all staff in a variety of mediums the importance of diversity and how it impacts the Board's success rate;
- Asking staff to focus on the organization and provide suggestions to improve our diversity performance. Actively converting that input into action, providing training, and continually evaluating and evolving our diversity and inclusion program;
- The Diversity and Inclusion Representative is responsible for reporting the progress of the program periodically to management and the Executive Director and provide training and support in meeting the objectives and goals of the plan;
- Encouraging existing employees to learn new skills and apply them for career advancement opportunities both within the OMB and the state;
- Drawing upon different sources to advertise our recruitments such as Workday, and increase awareness of our openings by contacting minority and community organizations (hopefully through a statewide contract with Partners in Diversity);
- Promoting a respectful workplace by offering training on diversity awareness, improving communications, conflict management, and an open atmosphere to talk about problems and ideas; and
- Creating a welcoming environment by fostering an acceptance of people's differences and treating everyone with respect and professionalism whether they are staff or customers.

5. Community Engagement

- **Career Fairs:** We attend career fairs as our resources allow.
- **Community Events/Festivals:** Our Executive Director makes presentations to community organizations such as health care groups and higher educational facilities about the work of the OMB, creating interest in our jobs.

The Executive Director travels and lectures in order to conduct outreach, promote the services of the Oregon Medical Board, and develop and maintain ties to the medical and regulatory community locally, nationally, and internationally. For example, the Executive Director is currently a member of the International Association of Medical Regulatory Authorities (IAMRA) Board of Directors, the Federation of State Medical Boards (FSMB) Artificial Intelligence Taskforce, and serves as Chair of IAMRA's Physician Information Exchange Working Group.

- **Trade-Specific Events:** The Executive Director has been an actively engaged member of the Federation of State Medical Boards and participated in national and international committees.

The Medical Director acts as an ambassador to the medical community, traveling and speaking to various audiences to engage the licensee population.

In addition, our agency supports our programs by:

- Posting notices and forwarding emails that talk about cultural activities and other information that supports diversity and inclusion;
- Displaying the agency's commitment to our Affirmative Action Plan by publicizing it on our website and having hard copies available in strategic locations for everyone to read; and
- Supporting our Affirmative Action Representative in joining local organizations that are aligned with our Affirmative Action goals.



Complaint Options

Formal/Informal

The Oregon Medical Board has a Professional & Harassment-Free Workplace Procedures document that all employees are required to read upon hire and periodically thereafter. The Procedures document outlines the process for reporting incidents, what information is required, and the process for addressing those issues. The Procedures document is included in the appendix. Additionally, employees can address concerns directly with their managers or executive staff on an informal basis.

Contact Information

Employees have the opportunity to address any issues to their manager, HR, or the Executive Director. Contact information for management staff is available to all Board employees.

Complaint Information (Intake, Processing, Timeframe, Procedure)

Other than what has been outlined in the Procedures document, no timelines have been designated. Each case/incident must be evaluated and addressed on a case-by-case basis, which may necessitate ad hoc timelines to ensure all involved parties are adequately included.

How do employees access the complaint process?

Employees can access the complaint process through several avenues. They can present their complaint to HR, their direct manager, or the Executive Director. Contact information for management staff is available to all Board employees.



Succession Plan

The Oregon Medical Board's Succession Plan is available to read in full at omb.oregon.gov/SuccessionPlan.

OREGON MEDICAL BOARD Agency Succession Plan							
3. Agency Name: Oregon Medical Board (OMB)							
2. Name of person/people designated to lead succession planning efforts:	<ul style="list-style-type: none">Agency Champion: Jessica BatesHR Facilitator: Jessica BatesDesignee of Board: Jessica BatesOther Team Member: N/A						
Succession planning efforts will be led by Jessica Bates, who will serve as the HR Facilitator and Diversity Officer.							
Section 2: Strategic Director/Assess Mission, Vision, and Challenges							
3. The OMB anticipates changes to its mission, services, or operations in the next three to five years.	<p><input type="checkbox"/> Yes _____ <input checked="" type="checkbox"/> No _____</p> <p>If yes, please explain:</p> <p>The OMB does not anticipate any changes to its mission, services or operations in the next three to five years.</p>						
4. The OMB anticipates funding, legislative, or regulatory changes that will affect the agency in the next three to five years.	<p><input type="checkbox"/> Yes _____ <input checked="" type="checkbox"/> No _____</p> <p>If yes, please explain:</p> <p>At this time, the OMB does not anticipate any funding, legislative or regulatory changes that will affect the agency in the next three to five years. However, legislative changes could occur, and the OMB will respond to any unanticipated changes.</p>						
5. The OMB plans to consolidate, close, or open new agency locations in the next three to five years.	<p><input type="checkbox"/> Yes _____ <input checked="" type="checkbox"/> No _____</p> <p>If yes, please explain:</p> <p>The OMB does not currently have any plans to consolidate, close or open any locations in the next three to five years.</p>						
6. Based on efforts to improve service delivery and current business needs, the OMB expects the following skills (not currently available in the workforce) will be needed in the future:							
<ul style="list-style-type: none">The OMB is currently in the process of transitioning our database to a new Salesforce platform. It is anticipated that we will need individuals that bring knowledge from members with experience and expertise in Salesforce once we fully transition to the technology.The OMB currently has a single Medical Director with no other medical expertise on staff. In the current vacancies, we have created a temporary position for an "Associate Medical Director" who will be available during the Medical Director's leave (e.g., family medical leave, sick leave, and scheduled vacation time) and during times of heavy workload. This has been identified as an ongoing, high-priority need and should be addressed through the addition of a part-time permanent position within the organization.							
7. There are occupational shifts or long-term workforce trends that are likely to impact the OMB's ability to recruit and/or retain employees.							
<p><input type="checkbox"/> Yes _____ <input checked="" type="checkbox"/> No _____</p> <p>If yes, please explain:</p> <p>Economic and workforce trends are constantly in flux, and we anticipate that the current trend of hybrid work schedules and telecommuting practices will continue for the next few years.</p>							
Section 3: Identify Critical Positions and Competencies							
To identify challenges in filling positions, an agency must identify critical and highly critical positions. Here is a guide to help. This information can also be found in the Succession Planning Guide.							
<table border="1"><thead><tr><th>Not Critical</th><th>Critical</th><th>Highly Critical</th></tr></thead><tbody><tr><td><ul style="list-style-type: none">Voluntarily would cause minimal impactLimited specialized knowledge or skills requiredStrong recruitment potentialCompetitive compensation packageRelatively low cost to replace</td><td><ul style="list-style-type: none">Voluntarily would cause major impactStrong specialized knowledge or skillsChallenging recruitmentModerately competitive compensation packageRelatively high cost to replacePromotional opportunitiesIdentifies vacancy within the next 1 to 5 years</td><td><ul style="list-style-type: none">Voluntarily would cause significant impactSpecialized knowledge or skills required</td></tr></tbody></table>		Not Critical	Critical	Highly Critical	<ul style="list-style-type: none">Voluntarily would cause minimal impactLimited specialized knowledge or skills requiredStrong recruitment potentialCompetitive compensation packageRelatively low cost to replace	<ul style="list-style-type: none">Voluntarily would cause major impactStrong specialized knowledge or skillsChallenging recruitmentModerately competitive compensation packageRelatively high cost to replacePromotional opportunitiesIdentifies vacancy within the next 1 to 5 years	<ul style="list-style-type: none">Voluntarily would cause significant impactSpecialized knowledge or skills required
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Contracting

Contracting with Minority-Owned Businesses (ORS 659A.015)

The Oregon Medical Board makes every effort to utilize COBID firms for contracting opportunities. The majority of our contractors are Medical Consultants from many specialties who contribute to investigations of licensees.

Medical Consultant Demographic Data

Generation

Baby Boomers (1947-1964)	41
Generation X (1965-1980)	89
Millennials (1981-1996)	23

Gender

Female	51
Male	104

Race/Ethnicity

Native Hawaiian or Other Pacific Islander	1
Black or African American	2
Hispanic or Latino	3
More Than One Race	6
Asian	22
Prefer Not to Answer	23
White or Caucasian	97



Appendix

Oregon Medical Board: DEI-Focused Plans & Policies

- **Employee Development (847-201-004)**

The purpose of this policy is to provide resources and learning opportunities for Oregon Medical Board employees to perform the duties of their current positions and to encourage their career development in state service. It is the goal of the Oregon Medical Board to provide all employees with the necessary training regarding work skills and knowledge to ensure efficient and effective operations as required by or related to their job.

Available online: oregon.gov/omb/board/Documents/OMB-Employee-Development.pdf

- **Professional & Harassment-Free Workplace Procedures (847-201-006)**

This document details the steps the Oregon Medical Board takes to ensure the agency remains a professional workplace free of discrimination and harassment.

Available online: oregon.gov/omb/board/Documents/OMB-Professional-Workplace.pdf

- **Reasonable Accommodation Procedures (847-201-003)**

This procedure ensures that the Oregon Medical Board is able to provide accommodations for any employee to successfully complete their duties, and that members of the public who may need assistance to access the agency's services.

Available online: oregon.gov/omb/board/Documents/OMB-Reasonable-Accommodation.pdf

- **Oregon Medical Board Diversity, Equity, and Inclusion (DEI) Action Plan**

This document details the Oregon Medical Board's dedication to ensuring the health, safety, and wellbeing of all Oregonians by taking active measures against harassment, discrimination, racism, xenophobia, stigmatization, violence, and hate crimes in the practice of medicine.

Available online: omb.oregon.gov/About

- **Oregon Medical Board Strategic Plan**

This document highlights the Oregon Medical Board's mission, values, goals, and strategies in successfully regulating the practice of medicine and ensuring the safety of all Oregonians.

Available online: omb.oregon.gov/About

Strategic Planning

Agency Strategic Plan

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STRATEGIC PLAN | 2024-2026

Oregon Medical Board

July 2024



Contact us for ADA accommodations or assistance in other languages.
971-673-2700 or 877-254-6263
info@omb.oregon.gov

CONTENTS

04

Who We Are

Our Mission, Vision, Commitment
to Equality, and Values

05

Strategic Process

Building Our Plan

06

Priorities

Our Goals, Strategies, and
Action Items

18

Accountability

Tracking Our Progress

WHO WE ARE

Our Mission

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

Our Vision

To foster for every Oregonian a thriving, consistently excellent community of medical professionals.

Our Commitment to Equity

The Oregon Medical Board serves all Oregon citizens, and respects and is inclusive of the diversity among those citizens; only by embracing the variety of backgrounds, perspectives, and cultures of Oregon's citizens can the Oregon Medical Board provide the best possible service to the public, applicants, and licensees.

Our Values

The Oregon Medical Board's values further the mission and shape the culture of the agency. In 2022, the Management Team restated that five core values guide the agency. These values are incorporated into the Strategic Plan:

- **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.
- **Equity**
a devotion to creating and fostering an environment where everyone has access and opportunity to thrive.

OMB STRATEGIC PROCESS

In October 1999, the Oregon Medical Board embarked on a formal planning process to outline its path for the next two years. It began this important project to set direction more proactively and sees the plan as a living work in progress rather than a static document. It has been updated every biennium since 1999.

The Oregon Medical Board's strategic plan is the result of a 25-year-long effort. The goal has always been to update the agency's strategic plan, bi-annually, through a repeatable, inclusive, and forward-looking planning process.

These efforts ultimately provide goals that will directly inform the OMB's strategic plan. During the planning process, and in the years this plan will guide, the OMB remembers and honors its charge from the legislature and from Oregon's citizens. The Board's ultimate responsibility is to regulate the practice of medicine in order to protect the health, safety, and wellbeing of Oregon citizens and to promote access to quality care for Oregon citizens.



OUR PRIORITIES

Goals, Strategies, & Action Items

The Strategic Plan directs the Board in fulfilling its mission by establishing goals. The Oregon Medical Board's goals are the highest-priority purposes of the agency. Along with the Mission Statement, the OMB's goals describe the agency's desired strategic position.

Each goal is followed by a purpose statement, explaining why the goal is needed and how the goal relates to the agency's guiding values. The Strategic Plan then identifies high-level strategies for meeting each goal.

To ensure the Oregon Medical Board is moving towards its goals, action items are established. Each action item relates to one or more strategies to support one or more goals. The OMB Management Team reviews action items regularly to ensure the actions are completed, current, and relevant.

The following is a list of the Board's chief goals, along with a purpose statement, and the strategies designed to achieve them. These strategies are expressed as directions, approaches, or policies.



Provide Optimal Staffing & Quality Resources

The OMB recognizes that outstanding staff and quality resources are critical to **customer service** and achieving the mission of patient safety. The agency ensures **integrity** and **equity** in the hiring process and retention efforts. The OMB promotes employee **excellence** by encouraging training, enrichment, innovation, and diversity. The agency's management team is **accountable** for regularly reviewing the tools and resources that allow staff to effectively accomplish their work while safeguarding the information we possess.

Strategies

- 1.1 Attract, train, and retain the highest quality staff who provide diverse and important perspective by supporting employee wellbeing, growth, and development;
- 1.2 Emphasize diversity, inclusion, equity (including pay equity), and the value of the total compensation package, including the non-monetary benefits, in the recruitment process;
- 1.3 Maintain interactive and focused Performance Accountability Feedback check-ins that provide clear expectations;
- 1.4 Ensure employees thrive by building employee engagement through collaborative decision-making, advocating for employee emotional well-being through the encouragement of taking daily breaks and utilizing time off benefits in order to step away from the pressures of the work, and providing tangible benefits through things such as shift flexibility, team-building activities, professional career path training, etc.
- 1.5 Foster a safe, healthy, and professional working environment through suitable facilities and a safety-oriented culture;
- 1.6 Dedicate and protect staff time to work on agency initiatives (e.g. the CORE business suite project);
- 1.7 Modernize and optimize technology tools to meet evolving business needs and simplify and streamline agency functions;
- 1.8 Responsibly steward agency resources in compliance with Oregon Revised Statutes, Oregon Administrative Rules, the Oregon Accounting Manual, state and agency policies, and labor contracts;
- 1.9 Partner with other entities to enhance operational efficiency and process improvement;
- 1.10 Cultivate a culture of disaster preparedness and resiliency to aid the agency in response and recovery from all manner of business interruptions through our Continuity of Operations Plan (COOP);
- 1.11 Maintain policies, procedures, and rules to ensure they are meeting staff and business needs, and patient-safety;
- 1.12 Practice transparent business processes;
- 1.13 Protect sensitive agency information consistent with State and industry best practices and standards;
- 1.14 Deliver agency-wide trainings to meet evolving needs;

1.15 Purchase goods and services from diverse businesses; and

1.16 Transition all core business functionality within Licensing, Investigations, Board Management, Communications, and Administrative & Business Services, to a more modern, sustainable, cloud-based, flexible platform as a service (PaaS) system, Salesforce ("CORE" business suite software).

Actions

Initiatives	Responsible Section(s)	Due Date
Propose a permanent position for the Associate Medical Director as a policy package (POP) for the 2025-2027 agency request budget.	Executive, HR, Administrative Services	July 1, 2024
Analyze revenue and expenditures projections, collaborate with partner organizations, and introduce fee adjustments as a policy package (POP) for the 2025-2027 agency request budget.	Executive, Administrative Services	July 1, 2024
Institute an annual in-service day for each department or the entire agency, focused on team building and professional development.	Management Team	Dec. 31, 2024
Conduct periodic employee satisfaction surveys to encourage employee engagement and ideas to build employee engagement, improve employee wellbeing, and generally improve Board processes.	Management Team	Dec. 31, 2024
Replace CORE business suite software: <ul style="list-style-type: none"> ▪ Subject matter experts (SMEs) work with Coastal Cloud to develop workflow stories. ▪ SMEs develop detailed and thoughtful acceptance criteria to be tested in Salesforce software. ▪ Managers actively participate in the process and assist SMEs with major decision making and workload. ▪ IT team work with Project manager and Coastal Cloud on all technological needs. ▪ Successfully implement Salesforce as the OMB's CORE business suite software. 	All Departments	June 30, 2025
Review Oregon Administrative Rules, policies, and procedures for potential bias in gender, race, ethnicity, etc.	Management Team	Dec. 31, 2025
Review and document compliance with relevant Center for Internet Security (CIS) controls and Statewide Security Standards.	IT	Dec. 31, 2025
Send at least 6 non-management staff members to a professional development course or conference.	Management Team	June 30, 2026
Review and document compliance with relevant National Institute of Standards and Technology (NIST) controls.	IT	June 30, 2026

Attract & Retain Highest Qualified Board Members & Consultants

Board members and consultants provide a critical public service for patients and the medical profession. Achieving **excellence** in executing the mission depends upon the **integrity** of the 14 Board members who serve as final decision makers for the agency. Consistent, fair, and **equitable** decisions are made through transparent and accessible processes to ensure **accountability**. Board members and consultants provide **customer service** by advocating for patient safety for all Oregonians.

Strategies

- 2.1 Attract, train, and retain the highest quality Board members and consultants who provide diverse and important perspectives;
- 2.2 Communicate ideal qualifications needed in Board members, as well as expectations and responsibilities for Board membership;
- 2.3 Support Board Chair and Committee Chairs in leading, mentoring, recruiting, and managing workload;
- 2.4 Partner with professional associations and the Governor's office to efficiently identify candidates for Board membership and consultants;
- 2.5 Educate and support Board members and consultants to help them understand the complex work and role of the Board as quickly as possible;
- 2.6 Manage the workload of Board members to reduce burnout and engage members for two full terms;
- 2.7 Develop a pool of high-quality expert consultants in a variety of medical specialties to provide case review, licensee evaluations, written reports, expert testimony, and investigative interviews in support of Board members;
- 2.8 Ensure adequate attendance and participation at Board and Committee meetings; and
- 2.9 Deliver Board member training to meet evolving needs.

Actions

Initiatives	Responsible Section(s)	Due Date
Board Chair and Executive Director to meet with new Board members at the conclusion of their first Board meeting to debrief and answer questions.	Executive	April 30, 2024
Create a Navigating Board Meeting Materials guide to help new Board members navigate their first few meetings.	Executive	July 1, 2024
Create a side-by-side comparison of current specialties list vs. preferred list.	Executive	July 1, 2024

Discuss the importance of consistency in Board actions at quarterly Board meeting or annual Board development meeting.	Executive, Legal	Oct. 31, 2024
Include health equity training, presented by a member of an underrepresented population group, at annual Board development meetings.	Executive	Oct. 31, 2024
Research other states' consultant use (# of consultants on each case, training before serving as a consultant, pay rate, how the consultant opinion(s) are being used/provided to the board)	Executive	December 31, 2024
Create Administrative Affairs Committee Orientation Manual.	Licensing, Executive, Legal	Dec. 31, 2024
Update Board member off-boarding process to ask them to sign up as consultants.	HR, Executive	Jan. 31, 2025
Research the possibility of providing CME credit for serving as a Board member or consultant.	Executive	June 30, 2025
Access meeting materials online, directly from the core business system to eliminate large PDF file that isn't dynamic.	IT, Executive	June 30, 2025

WHAT

BOARD SERVICE

ENTAILS

Board members provide a critical public service for patients and their families by evaluating qualifications for the licensure of Medical Doctors (MD), Doctor of Osteopathic Medicine (DO), Doctors of Podiatric Medicine (DPM), Physician Assistants/Associates (PA), and Acupuncturists (LAc). Board members are also charged with reviewing allegations that a licensee has engaged in unprofessional conduct or is impaired or incompetent.

Members of the Board are appointed by the Governor and confirmed by the Oregon Senate for a three-year term; members may be reappointed for a second term. Of the 14 Board members, there are six MDs, two DOs, one DPM, two PAs, and three members of the public who represent patients.



Efficiently Manage Licensure

Oregon licensure requirements for Medical Doctor (MD), Doctor of Osteopathic Medicine (DO), Doctor of Podiatric Medicine (DPM), Physician Assistant/Associate (PA), and Acupuncturist (LAc) must be set with **integrity** and **equity** to ensure fairness toward applicants and licensees. Processing applications and renewals efficiently is vital to **customer service** but must be balanced with the need to maintain **accountability** with thorough background checks. Continually striving to improve the license and renewal processes ensures **excellence** in services provided to licensees.

Strategies

- 3.1 Continuously streamline and expedite licensure and renewal processes and access to information;
- 3.2 Continuously identify and implement efficiencies and ensure consistency in licensure, renewal, and re-entry processes through internal reviews and external partner feedback;
- 3.3 Collaborate with other Oregon, national, and international licensing boards to stay abreast of national medical and licensure trends and participate in pilot projects where feasible;
- 3.4 Identify tools to streamline internal audits of initial applications and renewals; and
- 3.5 Monitor development of interstate licensure compacts.

Actions

Initiatives	Responsible Section(s)	Due Date
Evaluate equity in administrative case reviews and final outcomes.	Executive, Licensing	Dec. 31, 2024
Conduct an updated review of employment verifications in the licensure application process.	Executive, Licensing	Dec. 31, 2024
Innovate audit process for internal audits of application and renewal files.	Executive, Licensing	Dec. 31, 2025
Update application and renewal forms with submission instructions as to whether the document may be submitted through the Upload Portal and/or by email and research the elimination of paper verification forms to begin accepting source documents electronically.	Executive, Licensing	Dec. 31, 2025
Gather information on the PA, podiatric, and EMS interstate compacts.	Executive, Licensing	June 30, 2025
Successfully shepherd a concept through the 2025 Legislative Session to eliminate Volunteer Emeritus licensure (ORS 677.120).	Executive, Licensing	June 30, 2025
Successfully pass a concept in the 2025 Legislative Session that will include all OMB-licensed professions in the definition of "practice of medicine" (ORS 677.010).	Executive, Licensing, Investigations	June 30, 2025
Update White Paper on interstate compacts, if necessary.	Executive, Licensing	Dec. 31, 2025

Thoroughly & Equitably Review Complaints Against Licensees & Applicants

Patient safety relies on **integrity, equity, and accountability** in the investigation of complaints against licensees and applicants. Investigations staff provide timely, accurate, and complete information for Board members' evaluation, resulting in **excellence** demonstrated in the consistency of disciplinary outcomes. Completing the investigation process in a **customer service-oriented** manner requires the Board to be responsive to the needs of the public and fair to licensees.

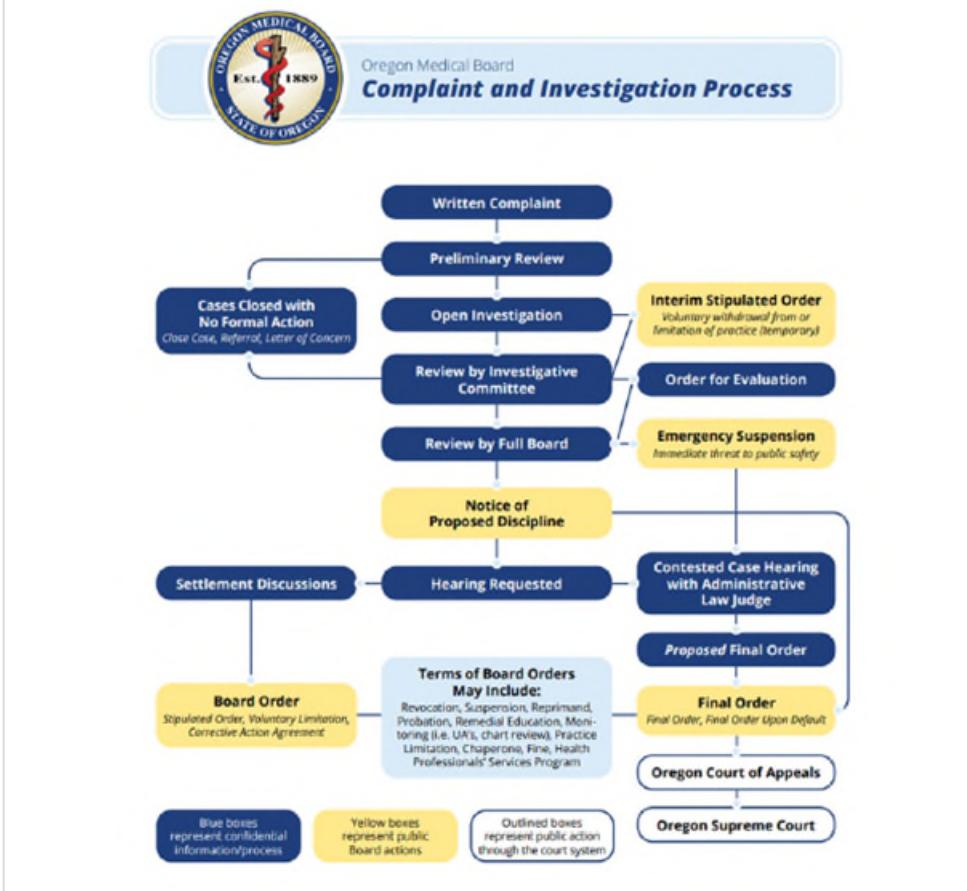
Strategies

- 4.1 Inform licensees and applicants under investigation about the process;
- 4.2 Ensure the investigative process is "user-friendly," communicating throughout the investigative process to both licensee and complainant, and monitoring customer service survey feedback;
- 4.3 Ensure confidentiality, due process, equity, and consistency for licensees and applicants under investigation;
- 4.4 Review Board and Committee processes to protect confidentiality and identify efficiencies in the movement of investigative cases while monitoring timeliness, consistency, and thoroughness;
- 4.5 Maintain investigative timeline for communications to licensees and complainants; and
- 4.6 Implement, document, and revise procedures for investigative steps and case documentation.

Actions

Initiatives	Responsible Section(s)	Due Date
Explore streamlining option of implementing administrative fines for ORS 677.415(4) violations.	Executive, Investigations	Dec. 31, 2024
Accept complaints via online webform.	IT, Executive, Investigations	June 30, 2025
Implement sanctioning guidelines and/or a sanction matrix to help reduce the risk of inconsistent and inequitable case decisions. <i>SOS Audit Recommendation #1</i>	Executive, Investigations	June 30, 2025
Add the ability to categorize cases by primary or most serious complaint type, or another effective categorization system, to the agency's forthcoming new data system. <i>SOS Audit Recommendation #2</i>	Executive, Investigations, IT	June 30, 2025
Research potential solutions to medical records management issues (e.g. access, organization, readability, and more).	Executive, Investigations	Dec. 31, 2025
Develop and implement written policies and procedures for analyzing board disciplinary decisions for equity and consistency. <i>SOS Audit Recommendation #4</i>	Executive, Investigations	Dec. 31, 2025

Support transition of a new Assistant Attorney General as primary contact counsel for the OMB, including developing and solidifying procedures to protect the integrity and confidentiality of OMB investigations.	Executive, Investigations	June 30, 2025
Evaluate equity in investigative case reviews and final outcomes. <i>SOS Audit Recommendation #3</i>	Executive, Investigations	June 30, 2026



Support the Health & Wellbeing of OMB Providers, Remediating Licensees & Applicants to Safe & Active Practice when Necessary

Patient and population health is dependent on healthy, well, and fully functioning Oregon health care providers. Facilitating licensees' **equitable** access to confidential, private, voluntary, and free counseling services can prevent impairment, unprofessional conduct, or poor practice habits. The Board's financial and philosophical support of the innovative, statewide wellness program and various educational resources demonstrates the agency's commitment to **excellence** and **customer service**. Monitoring available resources, program effectiveness, and fiscal responsibility is essential to the agency's **integrity** and **accountability** in health and wellbeing efforts.

Strategies

- 5.1 Encourage licensees to seek counseling before they become impaired and to engage in treatment when a diagnosis or potential impairment is identified;
- 5.2 Fund equitable access to counseling through the Oregon Wellness Program (OWP), including in rural and frontier areas, and ongoing education and research to support licensee wellness, and ensure the program is fiscally responsible;
- 5.3 Promote wellbeing of applicants and licensees through outreach and collaboration with provider evaluation programs, healthcare provider organizations, the Wellness Coalition, local or regional organizations engaged in patient safety initiatives or healthcare provider education, and other resources to provide preventive and rehabilitative services;
- 5.4 Support safety interventions such as the Health Professionals' Services Program (HPSP) and facilitate program enrollment for licensees and applicants, when necessary;
- 5.5 Ensure the HPSP is fiscally responsible and accountable to the Board;
- 5.6 Facilitate completion of monitoring or educational requirements for licensees; and
- 5.7 Maintain a list of evaluators and treatment providers who have been approved for utilization by licensees for substance use disorders or mental health issues.

Actions

Initiatives	Responsible Section(s)	Due Date
Collaborate with other health licensing boards to examine HPSP structure and funding structure, revise as appropriate.	Executive, Administrative Services	July 1, 2024
Collaborate with other health licensing boards to develop a Request for Proposals (RFP) that reflects desired changes in HPSP structure to solicit proposals for a new contract to begin July 1, 2025.	Executive, Administrative Services	July 1, 2024
Evaluate licensing fees necessary to fund HPSP and propose modifications to licensing fee amounts and timing of fee changes to restructure program funding.	Executive, Administrative Services	June 30, 2024

Restructure licensing fees to reflect a pass-through of revenue collected from licensees and distributed to fund the contracted HPSP, As a part of the agency's 2025-27 budget.	Executive, Administrative Services	Sept. 30, 2024
Pursue changes to ORS 676.185 to 676.200, as necessary to modify HPSP.	Executive, Administrative Services	Dec. 31, 2024
Create Topic of Interest page to provide licensees with resources regarding the stress of malpractice suits.	Executive, Communications	Dec. 31, 2024
Issue RPF, evaluate proposals, and contract with a vendor to begin July 1, 2025.	Executive, Administrative Services	Dec. 31, 2024
Engage with the OWP to evaluate program performance, research findings, and long-term program sustainability.	Executive, Administrative Services	Dec. 31, 2024
Engage with the Oregon credentialing committee in an effort to closer align their personal history questions with the Boards.	Executive	June 30, 2025



Licensee health and wellness is a critical component in achieving the Oregon Medical Board's mission of protecting patients while promoting access to quality care. As stated in the American Medical Association's policy on Physician Health and Wellness, "When health or wellness is compromised, so may the safety and effectiveness of the medical care provided."

The **Dr. Lorna Breen Heroes' Foundation** challenged all medical boards to audit licensure and renewal mental health questions, change invasive or stigmatizing language, and communicate these changes to licensees. In April 2023, the OMB became an **All In WellBeing First Champion** when the Board voted to remove intrusive and stigmatizing language around mental health care and treatment from licensure applications and renewals, to better support licensees in seeking the care they need without anxiety or trepidation. The advisory statement uses supportive language around mental health and holds licensees and applicants accountable for their own wellbeing. The model makes it clear that self-care is patient care.

The Board supports a proactive, broad approach to licensee wellness. The Board's prevention, treatment, and rehabilitation efforts have led to the inception of a statewide initiative known as the **Oregon Wellness Program**. This program "promotes the wellness of health care professionals through education, coordinated regional counseling services, telemedicine services, and research." Services are currently available statewide for both in-person and telehealth visits.

The **Health Professionals' Services Program** was established in 2010 as a statewide program to assist health care providers with substance use or mental health disorders so they may continue to safely serve the people of Oregon. The program monitors health care providers with the goal of rehabilitation. HPSP provides information and education to employers, licensee associations and support networks, treatment programs, and other stakeholders.

Increase Outreach & Education

Educating patients, licensees, and the general public is an important **customer service**. Board publications and resources (e.g. The *OMB Report*, the *Cultural Competency Guide*, and www.oregon.gov/OMB) have been recognized nationally for **excellence**. The Board demonstrates **integrity** and **equity** with regular presentations by staff and Board members to promote transparency, awareness of rules, positions of the Board, and other emerging issues. Outreach and partnership efforts also keep the Board **accountable** to the public and licensees by inviting direct feedback and continuing to provide accurate and timely access to public records.

Strategies

- 6.1 Deliver robust online resources;
- 6.2 Improve outreach to diverse groups;
- 6.3 Educate licensees about the Medical Practice Act, Board processes, Statements of Philosophy, etc.;
- 6.4 Explore collaborations with other entities for education, efficiencies, and outreach;
- 6.5 Accurately and promptly respond to public records and data requests;
- 6.6 Seek opportunities to showcase the Board's commitment to transparency by utilizing Board communications and presentations;
- 6.7 Identify community-based organizations and leaders to establish lines of communication and engage with new community groups; and
- 6.8 Strengthen relationship with Oregon's confederated tribes.

Actions

Initiatives	Responsible Section(s)	Due Date
Provide additional pain management resources to Topic of Interest page, such as pain medication contract and informed consent forms templates, similar to the FDA and other state medical boards.	Executive	July 1, 2024
Connect with Oregon's confederated tribes through Executive Director letter that emphasizes the Board's willingness to assist tribes with relevant OMB services and resources.	Executive	July 31, 2024
Research and attend Oregon-focused, health care-related conferences.	All Departments	Dec. 31, 2024
Translate the Public Access to Medical Records Packet, as well as other high-use public resources documents into multiple languages.	Communications	Dec. 31, 2024

Cultivate relationships with licensee specialty groups and diverse health care organizations, such as Women in Healthcare – Oregon Chapter, Oregon Physicians for Social Responsibility, etc. in order to emphasize the Board's willingness to assist these organizations with OMB services and resources.	Executive	June 30, 2025
Research other state medical boards' interactions with tribal communities to elicit best practices.	Executive	June 30, 2025
Research and implement automated public records request system.	Executive, Administrative Services	Dec. 31, 2025
Create instructional videos for key online services.	All Departments	December 31, 2025
Create videos regarding laws, rules, developing issues in the professions, Board processes, positions of the Board, etc.	Executive, Communications	June 30, 2026
Research patient-focused webinars.	Executive, Communications	June 30, 2026

ACCOUNTABILITY

Tracking Our Progress

Action items provide a framework for Oregon Medical Board goals and strategies to produce measurable progress toward achieving the strategic priorities.

Establishing roles, responsibilities, and timelines for each action item ensures accountability. OMB action items clearly define what initiatives will occur, who will carry out these initiatives, and when they are expected to be completed.

The Oregon Medical Board views its Strategic Plan as a living (rather than a static) document. Executive leadership and management meet quarterly to ensure actions are completed, current, and relevant. If the Board's focus changes, action items may be revised and new initiatives may be created in order to meet the current needs of our licensees, applicants, partner organizations, and Oregon patients.



OMB GUIDING DOCUMENTS

In addition to the Strategic Plan, the Oregon Medical Board has implemented further plans to ensure the agency meets its mission to protect the health, safety, and wellbeing of Oregon citizens by regulating the practice of medicine in a manner that promotes access to quality care.

Affirmative Action Plan

The Oregon Medical Board prioritizes diversity, equity, and inclusion as demonstrated in its affirmative action plan. The plan also represents our commitment to equal opportunity and affirmative action in employment and public service in compliance with all applicable federal and state laws, including, but not limited to: Executive Order 11246; Title VII of the Civil Rights Act of 1964; Sections 503 and 504 of the Rehabilitation Act of 1974; the Vietnam Era Veterans Readjustment Assistance Act; and the Americans with Disabilities Act. This affirmative action plan has my complete authorization.

Diversity, Equity, and Inclusion Action Plan

The Oregon Medical Board serves all Oregon citizens, and respects and is inclusive of the diversity among those citizens. To conduct its mission, the OMB embraces initiatives and policies consistent with respect for diversity, equity, and inclusion (DEI) in medical regulation and patient care. The Oregon Medical Board DEI Action Plan was created through guidance from the [Federation of State Medical Boards 2022 Diversity, Equity and Inclusion in Medical Regulation and Patient Care Interim Report](#) and the [2021 State of Oregon Diversity, Equity, and Inclusion Action Plan](#).

Information Technology Strategic Plan

With this plan the Oregon Medical Board recognizes technology and the business requirements of technology change much more rapidly than agency-level strategic plans. The agency information technology team must remain flexible; this plan will be reviewed and updated on a quarterly basis to reflect changes in Enterprise, legislative, agency, and technology direction as well as resource availability.

Information Technology Strategic Plan

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2022 - 2025
OREGON MEDICAL BOARD
**INFORMATION TECHNOLOGY
STRATEGIC PLAN**

TABLE OF CONTENTS

Mission	2
Values	2
Introduction	2
Goals and Strategies	2
 Appropriately Secure Agency Information Assets	4
 Replace CORE Business Suite Software	6
 Support Users in All Work Environments	8
 Maintain a Reliable Infrastructure that Utilizes Current Technology	10
 Respond to Evolving Legislative and Enterprise Requirements	12
Change Log	14

MISSION

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

VALUES

The Oregon Medical Board's values further the mission and shape the culture of the agency. In 2022, the Management Team restated that five core values guide the agency. These values are incorporated into the agency and Information Technology Strategic Plans:

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.
5. **EQUITY** – a devotion to creating and fostering an environment where everyone has access and opportunity to thrive.

INTRODUCTION

In May 2022, the Oregon Medical Board (in this document also called the "Board" or the "OMB") embarked on a formal planning process to outline its information technology path for the next three years. The agency began this Information Technology Strategic Plan to proactively set direction and sees the plan as a living work in progress rather than a static document. With this plan we recognize that technology and the business requirements of technology change much more rapidly than agency-level strategic plans. The agency information technology team must remain flexible; this plan will be reviewed and updated on a quarterly basis to reflect changes in Enterprise, legislative, agency, and technology direction as well as resource availability.

As with the [Agency Strategic Plan](#), this Information Technology Strategic Plan directs the Oregon Medical Board in fulfilling its mission by establishing goals. Each goal is followed by a purpose statement, explaining why the goal is needed and how the goal relates to the agency's guiding values. The Information Technology Strategic Plan then identifies strategies and action items to move the agency towards fulfilling the goal.

GOALS, STRATEGIES, AND ACTION ITEMS

The Oregon Medical Board's Strategic Plan goals are the highest-priority purposes of the agency. Along with the Mission Statement, the OMB's goals describe the agency's desired strategic position. This Information Technology Strategic Plan supports and facilitates the agency goals.

The following provides OMB's information technology chief goals, along with a purpose statement and the strategies designed to achieve them. These strategies are expressed as directions, approaches, or policies. The action items help ensure the Oregon Medical Board is moving toward its goals. Each action item relates to one or more strategies to support the goal. The OMB Information Technology Team reviews action items regularly to ensure the actions are completed, current, and relevant. The action items noted are projects which are estimated to require a week or more of effort to accomplish. This strategic plan does not capture the hundreds of other one-off tasks requiring minutes to days of effort that will be accomplished simultaneously. A "week of effort" should be considered an estimated 40 hours of dedicated time for a member of the Information Technology Team, though the time investment generally will not occur all at once; the project may take weeks or months to complete. Weeks of effort noted does not account for the required effort of OMB staff outside of the Information Technology Team.

Page 2 of 15

Finally, this plan as adopted does not include unknown work that will be required as an outcome of an FBI Audit, audits by the state, legislative changes, changing state policies, planned external penetration testing, mitigation of vulnerabilities discovered in systems and hardware, and ongoing self-assessments. Additional action items are expected to be added during progress reviews. A change log is included to help identify changes in planned activities over time.

Page 3 of 15



APPROPRIATELY SECURE AGENCY INFORMATION ASSETS

As the custodian of significant amounts of highly confidential information about people, including criminal history, the Board is accountable for safeguarding our information assets and ensuring employees handle the information with integrity. At the same time, the Board provides customer service to the public through equitable access to agency data in compliance with public records requirements. The Board demonstrates excellence through compliance with recognized standards and best practices.

PRIMARY STAFF RESOURCE(S): 1557 POSITIONS, SUPPORTED BY 1553 AND LIMITED DURATION SYSTEMS ADMINISTRATOR

STRATEGIES

- 1.1 Protect sensitive agency information by obtaining and documenting compliance with relevant information security standards, including but not limited to:
 - a. Center for Internet Security (CIS) controls
 - b. National Institute of Standards and Technology (NIST) controls
 - c. Criminal Justice Information Services (CJIS) Security Standards
 - d. State of Oregon Information and Cyber Security Standards

Agency Strategic Plan Strategy 1.13

- 1.2 Keep current with changes in security threats and security tools. *Agency Strategic Plan Strategy 1.13*
- 1.3 Keep staff informed of changing security threats and provide tactics and tools to protect them from compromise. *Agency Strategic Plan Strategy 1.14*
- 1.4 Provide a reliable and tested plan for business continuity of technology and information in the event of a disaster. *Agency Strategic Plan Strategy 1.10*

ACTIONS

Due	Action	Tickets	Weeks of Effort	Strategy
2022				
22.1.a	Participate in and implement fixes to findings from FBI Audit of compliance with Criminal Justice Information (CJI) Security policy, required for storing CJI.	HD-5721 DONE	2 (All)	1.1
22.1.b	Participate in and remedy findings from state Cyber Security Services (CSS) assessment on the Center for Internet Security (CIS) controls, the most commonly used IT security standards.	HD-5059 DONE	1 (All)	1.1
22.1.c	Review and document compliance with relevant Center for Internet Security (CIS) controls.	HD-688 HD-1610 HD-4408 HD-4409 HD-4410	3 (All)	1.1
22.1.d	Review and implement fixes to findings from penetration testing.	HD-5109 DONE	(All)	1.2

Page 4 of 15

Due	Action	Tickets	Weeks of Effort	Strategy
22.1.e	Evaluate, procure, and implement Security Information Event Management software (SIEM) to centralize the storage of system logs, improve compliance with all standards, and increase detection of suspicious behavior.	HD-3125 HD-4815 DENIED by EIS	4 (All)	1.2
22.1.f	Review and update agency information Technology Disaster Recovery Plan and other elements of the agency Continuity of Operations Plan (COOP).	HD-5630 HD-5733	0.5 (ISS7)	1.2
2023				
23.1.a	Store Workstation images on Box to issue workstations more easily if the office or its systems become unavailable.	HD-432 NOT PURSUING	(SA)	1.4
23.1.b	Add Continuity of Operations Plan (COOP) webpage in SharePoint to improve agency COOP response.	HD-150	(ISS3)	1.4
23.1.c	Annually, deliver agency-wide information security training to refresh staff information security knowledge and increase awareness of new security developments.	DONE	1 (ISS3)	1.3
2024				
24.1.a	Annually, deliver agency-wide information security training to refresh staff information security knowledge and increase awareness of new security developments.		1 (ISS3)	1.3
24.1.b	Review and document compliance with relevant National Institute of Standards and Technology (NIST) controls, the most commonly used government IT security standards.		5 (All)	1.1
24.1.c	Review and document compliance with Statewide Information Security Standards.	HD-337 HD-442 HD-443 HD-446 HD-477 HD-478	4 (All)	1.1
24.1.d	Update CJIS compliance with new standards	HD-6079	5 (ISS6)	1.1
2025				
25.1.a	Annually, deliver agency-wide information security training to refresh staff information security knowledge and increase awareness of new security developments.		1 (ISS3)	1.3
25.1.b	Create or procure a governance, risk, and compliance (GRC) system to streamline assessment and reporting of compliance with various security standards.		3 (All)	1.2



REPLACE CORE BUSINESS SUITE SOFTWARE

To continue providing excellence in customer service, the Board must replace its aging Core Business Suite Software. The Board demonstrates its commitment to integrity and equity through the fair and open procurement of replacement software with project governance maintaining accountability to our customers and partners.

PRIMARY STAFF RESOURCE(S): ISS7 POSITIONS

STRATEGIES

- 2.1 Select a Systems Implementor who can partner with the agency to meet OMB needs for a successful implementation and long-term support. *Agency Strategic Plan Strategy 1.7*
- 2.2 Collaborate with the Systems Implementor and agency staff to design, configure and deploy the new system. *Agency Strategic Plan Strategy 1.7*
- 2.3 Ensure no current system capabilities are lost or degraded at any point in the transition to the new system. *Agency Strategic Plan Strategy 1.7*
- 2.4 Work with Systems Implementor to discover, design and implement opportunities for new and improved processes. *Agency Strategic Plan Strategy 1.7*
- 2.5 Ensure new system is configured using best practices. *Agency Strategic Plan Strategy 1.7*
- 2.6 Minimize project impact on day-to-day business operations. *Agency Strategic Plan Strategy 1.7*

ACTIONS

	Action	Tickets	Weeks of Effort	Strategy
2022				
	22.2.a Work with DAS Procurement Services, DOJ, and agency internal team to review and score Systems Implementor RFP Proposals.	HD-4072 HD-4462 HD-4488 HD-4513 DONE	5	2.1

Page 6 of 15

	Action	Tickets	Weeks of Effort	Strategy
22.2.b	<p>Utilize a Limited Duration Systems Administrator position to maintain existing agency technical infrastructure and provide user support throughout system implementation, freeing current OMB technology staff to devote their expertise in agency business processes and custom systems to the project. Collaborate with the agency Human Resources Manager to develop position description, appropriately classify, recruit, and fill the position.</p> <p>Target completion dates:</p> <ul style="list-style-type: none"> Position description developed- June 20, 2022 Position description reviewed and classified- July 15, 2022 Recruitment opened- August 1, 2022 Target hire date – October 1, 2022 	HD-4937 DONE	2	2.6
22.2.c	Work with DAS Procurement Services, DOJ, and agency internal team to negotiate contract statement of work, licensing, delivery schedule, and terms with selected Systems Implementor.	HD-4847 DONE	1	2.1
22.2.d	Engage in discovery and assessment sessions with Systems Implementor and agency staff to ideate and plan system configuration elements, test strategy, data migration strategy, cutover strategy, and schedule of project activities.		2	2.3 2.5
2023				
23.2.a	Work with Systems Implementor and agency staff to design, develop, test, and release functional system through iterative sprints.		5	2.3 2.5
23.2.b	Collaborate with Systems Implementor and agency staff to clean and migrate agency data to the new system.	HD-5598	2	2.3
23.2.c	Engage with Systems Implementor to document system functionality in a manner that works for long-term use by all agency staff.		2	2.5
23.2.e	Seek an online mechanism for accepting and loading customer complaints into the CORE system while minimizing the opportunities for abuse by external users.		3	2.4
23.2.f	Seek modifications in access to Board meeting materials with a goal of direct, online information from the CORE system to eliminate the use of large PDF files.		2	2.4
2024				
24.2.a	Transition agency staff to utilizing the new system (Go Live/Cutover).		2	2.2
24.2.b	Devise a system for storing and viewing medical images so they can be reviewed by internal and external users.			2.4
24.2.c	Transition techMed to end of service, maintaining only as needed to meet retention requirements.		2	2.2
24.2.e	Enter long-term maintenance and operations with the new system that includes a balance of support between the agency and the external Systems Implementor.			2.2
24.2.f	Build out automated tests	HD-6632	8	2.5

2025	Action	Tickets	Weeks of Effort	Strategy
25.2.a	Improve the process of managing medical records so they involve less processing for staff and are easier for internal and external users to review.		2	2.4



SUPPORT USERS IN ALL WORK ENVIRONMENTS

The agency has proven to be capable of providing excellence whether working in the office or working remotely. The Board must provide its staff and Board members with customer service in this new work model. All staff and Board members must have equitable opportunity to be productive regardless of work location. At the same time, the Board must ensure the integrity and accountability of work is not compromised by the increased flexibility in work locations.

PRIMARY STAFF RESOURCE(S): ISS3 POSITION, SUPPORTED BY ISS7S AND LIMITED DURATION SYSTEMS ADMINISTRATOR

STRATEGIES

- 3.1 Enact preventative changes and solutions to improve the security, efficiency and reliability of systems while keeping the frequency and impact to users at a minimum. *Agency Strategic Plan Strategy 1.6*
- 3.2 Ease changes in the use of technology through communication, training, and documentation. *Agency Strategic Plan Strategy 1.14*
- 3.3 Ensure all users have the capability of working in and out of the office on their own schedule with minimal technology disruptions. *Agency Strategic Plan Strategy 1.6*
- 3.4 Implement quality solutions to issues reported by staff and Board members. *Agency Strategic Plan Strategy 1.6*

ACTIONS

Year	Action	Tickets	Weeks of Effort	Strategy
2022				
22.3.a	Recruit, hire, and onboard an ISS3 User Support Specialist.	DONE	4 (ISS7)	3.3
22.3.b	Replace staff desktops with laptops to give all staff the capability of working remotely and flexibly within the office.	HD-3531 DONE	2 (ISS3)	3.3
22.3.c	Develop help documentation and upgrade staff to Office for M365 so they will be on the latest version of Office before the current version's mainstream support ends.	HD-5217	1 (ISS3)	3.1 3.2
22.3.d	Consider implementing a password manager for agency use to improve the ease and security of managing passwords.	HD-963	1 (ISS3/ ISS6)	3.4
2023				
23.3.a	Migrate staff to SSL VPN to make setting up and connecting to VPN easier.	HD-5072 NOT PURSUING	1 (ISS6)	3.3
2024				
24.3.a	Migrate and update OMB Help	HD-5489	5 (ISS3)	
2025				

Page 9 of 15



MAINTAIN A RELIABLE INFRASTRUCTURE THAT UTILIZES CURRENT TECHNOLOGY

To provide customer service to all internal and external users, the Board's technology infrastructure must maintain a level of excellence in its availability and reliability. All users must have equitable access appropriate to their role and have accountability in accessing and modifying systems and data. All systems must enforce the integrity of the system and any data residing within it.

PRIMARY STAFF RESOURCE: LIMITED DURATION SYSTEMS ADMINISTRATOR

STRATEGIES

- 4.1 Update and improve the technology infrastructure to improve efficiency, reliability, availability and limit the risk of issues with compatibility, failure, and lack of support. *Agency Strategic Plan Strategy 1.6*
- 4.2 Favor simplicity in design and operation to improve maintainability and reliability without compromising on the agency's complex needs. *Agency Strategic Plan Strategy 1.6*
- 4.3 Remedy known vulnerabilities and harden infrastructure as necessary to keep it secure. *Agency Strategic Plan Strategy 1.13*
- 4.4 Provide a robust and reliable document management system that meets agency needs, maintains security compliance, and supports legal requests. *Agency Strategic Plan Strategy 1.6*

ACTIONS

Year	Action	Tickets	Weeks of Effort	Strategy
2022				
	22.4.a Upgrade the server that centrally stores logs for sensitive systems to ensure continued vendor support.	HD-3891 DONE	1	4.1
	22.4.b Replace the agency's chat software with Teams to reduce the number of services and systems requiring maintenance.	HD-5150 HD-5434 DONE	1	4.2
	22.4.c Migrate systems to Windows Update to reduce the time required to deploy updates and support the current deployment system.	HD-3729	1	4.2
	22.4.d Implement the patch for the high-risk Spectre/Meltdown vulnerability on the techMed database server to keep our licensee data secure.	HD-777 DONE	1	4.3
	22.4.e Implement fixes from the June 2020 penetration testing to reduce system vulnerability.	HD-1818 HD-1819 DONE	1	4.3

Page 10 of 15

Year	Action	Tickets	Weeks of Effort	Strategy
22.4.f	Enable additional security policies on the firewall. Denial of service protection will make it less vulnerable to being overwhelmed by attackers. Data Leakage protection will alert when sensitive information is sent outside the agency.	HD-1386 DONE	1	4.3
22.4.g	Disable sharing of the top-level folders in Box to eliminate the risk of inadvertent sharing of files and folders outside of the agency.	HD-3577 NOT PURSUING	1	4.3
22.4.h	Set up the Board and Conference rooms to allow for Board meetings, committee meetings, and interviews to be held with a mixture of participants inside and outside the office.	HD-4393 HD-5407 HD-5535 HD-5138 DONE	2	4.1
2023				
23.4.a	Migrate Jira to the cloud prior to February 15, 2024 version end of life and product support.	HD-4144 DONE	2	4.1
23.4.b	Explore using a cloud service to sign into services, such as Box, reducing IT effort to maintain current servers.	NOT PURSUING	1	4.2
23.4.c	Investigate the potential migration of files from Box to another cloud provider to make file management more reliable and easier for staff.	NOT PURSUING	2	4.4
23.4.d	Upgrade server storage infrastructure for backups, servers, and other system needs.	HD-5011 HD-5482 HD-5727 DONE	3	4.1
2024				
24.4.a	Decommission SCCM	HD-5175	5	4.2
2025				
25.4.a	Replace servers providing essential business services that were purchased in 2015 to reduce risk of system failure.	HD-6033	4	4.1
25.4.b	Migrate on-premises SharePoint prior to July 14, 2026 version end of life and product support.	HD-4731 HD-473	2	4.1
25.4.c	Upgrade all servers to the latest version of Windows to reinstate mainstream support and updates that improve security and performance.	HD-6032	4	4.1
25.4.d	Streamline firewall management by replacing network devices with the same brand as our firewall and restructuring configuration.		2	4.2



RESPOND TO EVOLVING LEGISLATIVE AND ENTERPRISE REQUIREMENTS

The Board demonstrates its excellence and accountability to the public and licensees through compliance with state regulations. We work to remain compliant while keeping customer service paramount, acting with integrity and equity in all that we do.

PRIMARY STAFF RESOURCE(S): **1557** POSITIONS, SUPPORTED BY **LIMITED DURATION SYSTEMS ADMINISTRATOR**

STRATEGIES

- 5.1 Ensure agency resources comply with Oregon Revised Statutes, Oregon Administrative Rules, the Oregon Accounting Manual, state and agency policies, and labor contracts. *Agency Strategic Plan Strategy 1.8*
- 5.2 Engage with Enterprise-level partners at Enterprise Information Services (EIS) and DAS to keep abreast of Enterprise initiatives and advocate for agency business needs. *Agency Strategic Plan Strategy 1.8*
- 5.3 Establish agency technology professionalism and reliability by remaining attuned to technology industry direction and adopting recognized technology best practices. *Agency Strategic Plan Strategy 1.8*

ACTIONS

Year	Action	Tickets	Weeks of Effort	Strategy
2022				
22.5.a	Participate in regular meetings and engage with partners and colleagues to keep apprised of Statewide events, gain perspective from other agencies, build interagency relationships, and share information. Examples include: <ul style="list-style-type: none">• Assigned EIS Senior IT Portfolio Manager (SIPM) and Assistant State Chief Information Officer• Chief Information Officer Council• Information Security Council• Chief Information Officers and other staff within other state agencies	DONE	2 (1557)	5.2 5.3
22.5.b	Transition agency email and email archive to Enterprise M365 Tenant.	HD-3109 DONE	2 (1557)	5.1
22.5.c	Build out an IT Strategic plan as requested by EIS.	HD-4551 DONE	1 (1557)	5.1 5.2
22.5.d	Complete secondary phase of physician assistant modernization requirements of 2021 HB 3036.	HD-3420 DONE	3 (1557)	5.1
22.5.e	In response to the Enterprise Data Governance Policy, create an agency Data Governance Plan, establishing metrics for reporting the efficacy and efficiency of the agency's data governance program and training of staff on data quality requirements.	HD-4677 DONE	2 (1557)	5.1 5.2 5.3
22.5.f	Transition agency systems and staff to utilize two-factor authentication to utilize M365 and Workday.	HD-4729 DONE	2 (1557)	5.1

Page 12 of 15

Year	Action	Tickets	Weeks of Effort	Strategy
22.5.g	Add correspondence in Techmed to capture Board member votes on recommendations.	HD-4944 DONE	1	5.1
22.5.h	Configure Techmed to support the practice of Volunteer Practitioners according to HB 4096.	HD-4880 DONE	3	5.1
22.5.i	Rename Complaint and Notice orders to Notice of Proposed Disciplinary Action	HD-5053 DONE	2	5.1
22.5.j	Replace vulnerability scanners with State controlled devices.	HD-4992 DONE	2	5.2
2023				
23.5.a	Participate in regular meetings and engage with partners and colleagues to keep apprised of Statewide events, gain perspective from other agencies, build interagency relationships, and share information. Examples include: <ul style="list-style-type: none"> Assigned EIS Senior IT Portfolio Manager (SIPM) and Assistant State Chief Information Officer Chief Information Officer Council Information Security Council Chief Information Officers and other staff within other state agencies 	DONE	2 (ISS7)	5.2 5.3
23.5.b	Initiate final phase of physician assistant modernization requirements of 2021 HB 3036.	HD-3421 DONE	1 (ISS7)	5.1
23.5.c	Integrate all agency systems into the state's Endpoint Detection and Response (EDR) solution which would provide immediate response when detecting suspicious program behavior.	HD-5015 NOT PURSUING	1 (SA)	5.1 5.2 5.3
23.5.d	In response to the Enterprise Open Data initiative, assess privacy protections, cleaning data, and testing publishing of agency-held licensee public data. Consider potential new data sets available from the new CORE system.	DONE	1 (ISS7)	5.1 5.2 5.3
2024				
24.5.a	Participate in regular meetings and engage with partners and colleagues to keep apprised of Statewide events, gain perspective from other agencies, build interagency relationships, and share information. Examples include: <ul style="list-style-type: none"> Assigned EIS Senior IT Portfolio Manager (SIPM) and Assistant State Chief Information Officer Chief Information Officer Council Information Security Council Chief Information Officers and other staff within other state agencies 		2 (ISS7)	5.2 5.3
24.5.b	Complete final phase of physician assistant modernization requirements of 2021 HB 3036.	HD-3421	2	5.1

Year	Action	Tickets	Weeks of Effort	Strategy
24.5.c	In response to the Enterprise Open Data initiative, assess privacy protections, cleaning data, and testing publishing of agency-held licensee public data. Consider potential new data sets available from the new CORE system.		2 (ISS7)	5.1 5.2 5.3
24.5.d	Integrate agency cell phones into the state's Mobile Device Management (MDM) solution as required by the state to standardize management, security, and lower cost for these devices.	HD-6610	2 (ISS3/ ISS6)	5.1 5.2 5.3
24.5.e	HB 4010 Rename Physician Assistant to Physician Associate		5	5.1
2025				
25.5.a	Participate in regular meetings and engage with partners and colleagues to keep apprised of Statewide events, gain perspective from other agencies, build interagency relationships, and share information. Examples include: <ul style="list-style-type: none"> Assigned EIS Senior IT Portfolio Manager (SiPM) and Assistant State Chief Information Officer Chief Information Officer Council Information Security Council Chief Information Officers and other staff within other state agencies 		2 (ISS7)	5.2 5.3
25.5.b	In response to the Enterprise Open Data initiative, assess privacy protections, cleaning data, and publishing agency-held licensee public data. Consider potential new data sets for publication.		1 (ISS7)	5.1 5.2 5.3

CHANGE LOG

Action item numbering strategy: Year.Goal Number.Action Item Identifier

Date	Action Item	Change	Made by
07/20/2022		Document Adopted	
10/20/2022		Quarterly review and update	Carol Brandt, Randall Wagenmann, Mark Levy, Jen Lannigan

Date	Action Item	Change	Made by
2/9/2023		Quarterly review and update	Carol Brandt, Randall Wagenmann, Mark Levy, Jen Lannigan, Harley Tomlinson
5/3/2023		Quarterly review and update	Carol Brandt, Randall Wagenmann, Mark Levy, Jen Lannigan, Harley Tomlinson
8/1/2023		Quarterly review and update	Carol Brandt, Randall Wagenmann, Jen Lannigan, Harley Tomlinson, Elie Enderle
3/21/2024		Quarterly review and update	Carol Brandt, Randall Wagenmann, Jen Lannigan, Harley Tomlinson, Elie Enderle

Diversity, Equity, and Inclusion Action Plan

Diversity, Equity, and Inclusion Action Plan Cover Memo

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Oregon

Tisa Kotek, Governor

Medical Board

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Date: July 31, 2024
To: Hari Vellaipandian, Policy & Budget Analyst
From: Nicole Krishnaswami, JD, Executive Director
cc: Carol Brandt
Re: Diversity, Equity, and Inclusion Plan

The OMB's Diversity, Equity, and Inclusion Plan states, "the Oregon Medical Board serves all Oregon citizens, and respects and is inclusive of the diversity among those citizens. To conduct its mission, the OMB embraces initiatives and policies consistent with respect for diversity, equity, and inclusion in medical regulation and patient care. The OMB embraces its responsibility to Oregonians of all genders, ages, races, national origins, colors, ethnicities, religions, physiological and psychological disabilities, sexual orientations, and those with veteran status. Individuals in all these categories should expect that the practice of medicine will be regulated to protect their health, safety, and wellbeing. They should further expect that they will have the ability to have their voices heard in pursuit of these goals."

Only by embracing the variety of cultures embodied by Oregon's citizens can the OMB provide the best possible service to the public, applicants, and licensees. The OMB continues to strive to improve the lives of those living within the borders of this state and will continue to improve as the agency moves forward. The OMB's commitment to all Oregonians comes from its Board, management team, and includes all staff.

Who benefits from agency programs, both directly and indirectly?

The Oregon Medical Board (OMB) was established in 1889 to ensure patient safety through the regulation of the practice of medicine. The Board regulates medical doctors (MD), doctors of osteopathic medicine (DO), podiatric physicians (DPM), physician associates (PA), and acupuncturists (LAc) in Oregon. The mission of the OMB is to protect the health, safety, and wellbeing of Oregon citizens by regulating the practice of medicine in a manner that promotes access to quality care.

The citizens of Oregon, OMB licensees, and their employers directly and indirectly benefit from agency programs.

Who will be burdened by agency programs?

The OMB Diversity, Equity, and Inclusion Plan was designed to eliminate burdens created by inequities in access to quality health care on underserved communities. Board licensees may initially feel burdened by mandatory cultural competency continuing education due to the rising health care provider shortages and increased burnout in health care professions.

How does the agency increase or decrease racial equity? Do proposed new programs have potential unintended/racial equity consequences? What benefits may result from the program?

Racial equity is a theme through all five goals outlined in the Board's DEI plan. While there are no newly created programs regarding DEI, the actions outlined in the plan were created to increase racial equity in health care. Examples of these actions are:

- Adopting a [Statement of Philosophy](#) clearly defining explaining the board's position on diversity, equity, and inclusion, outlining the value of health equity for patients, the Board's commitment to equitable processes for licensees, and the Board's position against discrimination of any sort as a professional expectation.
 - Approved at the April 4, 2024, Board meeting.
- Adding "discrimination in the practice of medicine/acupuncture," as a definition of unprofessional conduct to make it grounds for discipline under ORS 677.190(1)(a) and ORS 677.190(17).
 - A public hearing about the proposed change is scheduled for August 26, 2024.
 - [Rules Proposed and Adopted](#)
- Creating a policy for complainants to feel safe to file complaints regarding racism, hate, harassment, and discrimination complaints, establishing a process for reviewing discrimination using a trauma-informed lens.
 - Board staff is currently working towards completing this policy with an anticipated completion no later than the end of 2024.

All Oregonians may benefit from the OMB's Diversity, Equity, and Inclusion Plan, both directly and indirectly. Indirectly, it is the goal of the Oregon Medical Board's DEI plan to reduce systemic racism, discrimination, and structural inequities which causes many Oregonians to experience alarming levels of disparity in access to health care resources and in achieving quality health outcomes.

Whose voices and perspectives are not at the table? Why?

The OMB's DEI plan was created through guidance from the [Federation of State Medical Boards 2022 Diversity, Equity and Inclusion in Medical Regulation and Patient Care Interim Report](#), the

2021 State of Oregon Diversity, Equity, and Inclusion Action Plan, and input from the diverse members of the Board. The current plan does not contain diverse voices or perspectives represented by partner organizations due to the time restraints of completing the 2023 plan, however, the 2024-2026 Oregon Medical Board Strategic Plan directs staff to research local partner organizations that will bring diverse voices to the next OMB's Diversity, Equity, and Inclusion plan development process. Currently, Board staff has identified local organizations that assist the Asian, Black, Latinx, and LGBTQ+ communities with navigating the health care system. The OMB is committed to partnering with these groups during the next DEI planning process and outside the DEI process to promote their voices on an ongoing basis through communication with the Board's physician, physician associate, and acupuncturist licensees.

What does the agency do to ensure multiple perspectives are part of our decision-making process?

The plan implements opportunities for diverse voices to directly interact with the Board through community outreach and partner organization involvement. Additionally, the plan encourages continued diverse recruiting initiatives for both staff and members.

Diversity, Equity, and Inclusion Action Plan

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Oregon Medical Board

Diversity, Equity, and Inclusion

Action Plan



A Message from Executive Director

Nicole Krishnaswami

The Oregon Medical Board serves all Oregon citizens, and respects and is inclusive of the diversity among those citizens. To conduct its mission, the OMB embraces initiatives and policies consistent with respect for diversity, equity, and inclusion (DEI) in medical regulation and patient care.

Systemic racism, discrimination, and structural inequities cause many Oregonians to experience alarming levels of disparity in access to health care resources and in achieving quality health outcomes. The OMB embraces its responsibility to ensure health equity for all genders, ages, races, national origins, colors, ethnicities, religions, physiological and psychological disabilities, sexual orientations, and those with veteran status in Oregon. Individuals in all these categories should expect that the practice of medicine will be regulated to protect their health, safety, and wellbeing. They should further expect that they will have the ability to have their voices heard in pursuit of these goals.

Many studies find significant inequitable outcomes among groups according to differences in race and ethnicity. In April 2021, Rochelle P. Walensky, Director, Centers for Disease Control and Prevention, declared that racism is a serious public health threat that directly affects the well-being of millions of Americans¹. The Oregon Medical Board is committed to supporting equitable patient care by identifying and working to address discriminatory practices which have no place in medical regulation.

Only by embracing the variety of cultures embodied by Oregon's citizens can the OMB provide the best possible service to the public, applicants, and licensees. The OMB continues to strive to improve the lives of those living within the borders of this state and will continue to improve as the agency moves forward. The OMB's commitment to Oregonians comes from its Board, management team, and includes all staff.

The Oregon Medical Board DEI Action Plan was created through guidance from the [Federation of State Medical Boards 2022 Diversity, Equity and Inclusion in Medical Regulation and Patient Care Interim Report²](#) and the [2021 State of Oregon Diversity, Equity, and Inclusion Action Plan³](#). This plan stands for my personal and professional dedication to upholding our commitment to the citizens of Oregon.

Sincerely,

Nicole Krishnaswami, JD

Table of Contents

Introduction	4
Definitions	5
Health Equity	5
Racial Equity	5
Equity	5
Diversity	5
Inclusion	5
OMB Mission	6
Racial Equity Vision	6
OMB Values	6
Racial Equity Goals	6
DEI Action Plan Objectives and Approach	7
Objectives	7
Approach	7
DEI Action Plan Strategies	8
Strategy 1: Inclusion and Anti-Racism	8
Strategy 2: Community Engagement	9
Strategy 3: Inclusive Communications and Services	10
Strategy 4: Data	11
Strategy 5: Budget and Contract Equity	12
Strategy 6: Diversifying the OMB Workforce and Creating an Inclusive Workplace	13
References	14

Introduction

Oregonians are growing increasingly diverse, and inequities in access to quality health care are apparent. For the Board to promote and work towards equity in medical regulation and patient care, the Oregon Medical Board (OMB or the Board) must acknowledge inequities are not acceptable, gain a better understanding of what contributes to inequity, and commit to addressing inequities.

As Oregon changes demographically, the Board must formulate innovative approaches to ensure all residents can live and thrive in our state, across their identities. That is why the OMB DEI Action Plan:

- Acknowledges the history and current realities of inequities and how a DEI action plan can be applied to address disparities that exist in medical regulation and patient care.
- Addresses the most persistent disparities while shifting to a more permanent framework to protect the health, safety, and wellbeing of Oregonians.
- Recognizes intersectionality, through acknowledgment of the interconnected nature of social categorizations such as race, gender, sexuality, and class as they apply to a given individual or group, which creates systems of discrimination or disadvantage.
- Emphasizes that targeted strategies are necessary to eliminate racial disparities, including individual, interpersonal, institutional, and structural racism, as well as other identity-based disparities, such as marginalization by gender, sexuality, age, disability status, immigration status, and other identities, in medical regulation and patient care.
- Focuses on the institutional level to address all areas of marginalization, while creating an all-inclusive institutional approach to health equity.
- Operationalizes the OMB's racial equity and DEI work.

The Oregon Medical Board's Diversity, Equity, and Inclusion Action Plan defines our historically and currently underserved and under-resourced communities, including Oregonians who identify as:

- Native American, Oregon's Nine Federally Recognized Tribes, American Indian, Alaskan Natives
- Black, African, African American
- Latina, Latino, Latinx, Hispanic
- Asian
- Pacific Islander (including Compact of Free Association Citizens)
- Immigrants, Refugees, Asylum-Seekers, Deferred Status Holders, Temporary Protected Status
- Undocumented, Deferred Action for Childhood Arrivals (DACA), "Dreamers," Non-Immigrant Visa Holders
- Linguistically Diverse, English Language Learners (ELL)
- Economically Disadvantaged
- People with Disabilities
- LGBTQIA2S+
- Farmworkers, Migrant Seasonal
- Workers

Definitions

Racial Equity means closing the gaps so that race can no longer predict any person's success, which simultaneously improves outcomes for all.

To achieve racial equity, we must transform our institutions and structures to create systems that provide the infrastructure for communities to thrive equally. This commitment requires a change in basic assumptions on our path to recovery through the intentional integration of racial equity in every decision.

Equity acknowledges that not all people, or all communities, are starting from the same place due to historic and current systems of oppression.

Equity is the effort to provide various levels of support based on an individual's or group's needs to achieve fairness in outcomes. Equity actionably empowers communities most impacted by systemic oppression and requires the redistribution of resources, power, and opportunity to those communities.

Diversity means honoring and including people of diverse backgrounds, identities, and experiences collectively and as individuals.

It emphasizes the need for sharing power and increasing representation of communities that are systemically underrepresented and under-resourced. These differences are strengths that maximize the state's competitive advantage through innovation, effectiveness, and adaptability.

Inclusion is a state of belonging when persons of diverse backgrounds, experiences, and identities are valued, integrated, and welcomed equitably as decision-makers, collaborators, and colleagues.

Inclusion is the environment that organizations create to allow these differences to thrive.



Health Equity
the absence of disparities or avoidable differences among socioeconomic and demographic groups or geographical areas in health status and health outcomes, such as disease, disability, or mortality.

OMB Mission

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

Racial Equity Vision

Within this context of historical harms, changing demographics, intersectional identities, and more; our vision for the next five years and beyond is to:

- **Eradicate** institutional and structural racism within the Board and its licensees, and by doing so, have resounding impacts on health care equity for all Oregonians.
- **Ensure** an equitable regulatory system where everyone has the opportunity to thrive, and everyone's voice is heard.
- **Provide** an inclusive and welcoming agency by celebrating our collective diversity of race, ethnicity, culture, color, disability, gender, gender identity, marital status, national origin, age, religion, sex, sexual orientation, socio-economic status, veteran status, and immigration status.

OMB Values

The Oregon Medical Board's values further the mission and shape the culture of the agency.

- **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.
- **Equity**: a devotion to creating and fostering an environment where everyone has access and opportunity to thrive.

Racial Equity Goals

The State of Oregon and the Oregon Medical Board share the following goals:



DEI Action Plan Objectives and Approach

As long as structural and systemic inequities exist in society, they threaten medical regulation and patient care. Acknowledging and understanding inequities in access to quality health care in Oregon and working to achieve health equity through diversity and meaningful inclusion are fundamental to caring for the public we serve. The Oregon Medical Board has committed to prioritizing diversity, equity, and inclusion in its work.

Objectives

The objectives of the Board's DEI Action Plan, which promotes health equity, are guided by the [Government Alliance on Race & Equity \(GARE\) Racial Equity Action Plans Manual](#)⁴ and are as follows:

- **Normalize** the concepts of racial justice – acknowledge history, prioritize, and make urgent efforts to put racial equity at the forefront.
- **Organize** efforts and build organizational capacity across internal and external partnerships for connected, cohesive, and amplified impacts.
- **Operationalize** and embed equity into every part of the OMB, putting DEI strategies into practice.
- **Guide** and direct operationalizing of racial equity and DEI work.
- **Inspire** expansion of equity by sharing and collaborating to build on what is already happening.

Approach

The Oregon Medical Board will work in ways, to promote health equity, that regularly include the process steps recommended by the National Equity Project's [Leading for Equity Framework](#)⁵:

- **See:** Identify systemic and institutional barriers that hinder progress toward a more diverse and inclusive workforce.
- **Engage:** Work within the agency, across the enterprise when applicable, and with communities to create meaningful, intentional, and inclusive processes for change to result.
- **Act:** Develop and implement solutions to address barriers and improve service delivery to all Oregonians.

DEI Action Plan Strategies

Strategy 1: Inclusion and Anti-Racism

In a healthy and safe Oregon, all people and their diverse backgrounds are celebrated. The Board can ensure the health, safety, and wellbeing all Oregonians by taking active measures against harassment, discrimination, racism, xenophobia, stigmatization, violence, and hate crimes. The OMB must be recognized as an institutional power to protect and serve those who have endured discrimination, racism, and hatred, often resulting in health disparities.

Actions:

- Adopt a Statement of Philosophy clearly defining explaining the board's position on diversity, equity, and inclusion, outlining the value of health equity for patients, the Board's commitment to equitable processes for licensees, and the Board's position against discrimination of any sort as a professional expectation.
 - Timeline: January 2024
- Create a policy and/or procedure for complainants to feel safe to file complaints regarding racism, hate, harassment, and discrimination complaints, establishing a process for reviewing discrimination using a trauma-informed lens.
 - Timeline: January 2024
- Add a new definition for unprofessional conduct that includes "discrimination in the practice of medicine/acupuncture," which would make it grounds for discipline under 677.190(1)(a) and 677.190(17).
 - Timeline: April 2024
- Add "discrimination" category of complaint to better track and be able to analyze data involving discrimination in the practice of medicine and acupuncture.
 - Timeline: December 2024 (to align with the implementation of the new business system)
- Review Oregon Administrative Rules, policies, and procedures for potential bias in gender, race, ethnicity, etc.
 - Timeline: December 2024

Strategy 2: Community Engagement

Community engagement means sharing power by proactively collaborating with the community and building meaningful partnerships to inform decision-making. Engaging impacted communities ensures that OMB plans are relevant, effective, and build on the existing solutions, ideas, and strengths that Oregon's diverse communities have to offer. Fundamental to the role of the Board is the maintenance and strengthening of public trust in the practice of medicine and in professional self-regulation.

Actions:

- Participate in statewide efforts to diversify the health care workforce (e.g., those spearheaded by OHA).
 - Timeline: July 2023
- Conduct a landscape review to identify partners at the local, state, and national levels that have a nexus to DEI and can support the board's DEI efforts.
 - Timeline: December 2023
- Encourage diverse members of the public and licensees to apply for Board membership by partnering with state and local organizations representing communities that have been marginalized to identify potential appointees.
 - Timeline: Fall 2023 for 2024 Vacancies
- Build on and collaborate with the trusted network of community-based organizational partners to aid in policymaking and ensure that we proactively address policy gaps.
 - Timeline: December 2024



Strategy 3: Inclusive Communications and Services

Collaborative and coordinated communication efforts are needed to reach people who have not been provided information sufficiently in the past. Services must be delivered equitably so that all Oregonians can access and benefit from the OMB's work.

Actions:

- Regularly update the OMB website with DEI information and resources, i.e., education on health inequities, mitigating bias or other opportunities to promote equity, peer reviewed data about DEI in the field of medicine and acupuncture, etc.
 - Timeline: August 2023
- Publish articles in the quarterly *OMB Report*, featuring authors of diverse racial and ethnic communities and with a focus on DEI in medical regulation, education, or patient care.
 - Timeline: August 2023
- Post public session meeting materials on website to increase transparency to the public and licensees.
 - Timeline: October 2023
- Offer multiple pathways for filing complaints to make the complaints process more accessible to the public, considering whether language barriers exist whether disability status presents a barrier to the complaints process.
 - Timeline: December 2023
- Audit the accuracy and consistency of the civil penalty process.
 - Timeline: December 2023
- Review forms and written materials, identify high-use documents, and translate them into additional languages.
 - Timeline: January 2024
- Recognize trauma due to marginalization, inequity, violence, PTSD, and other structural factors and remove language and messages that worsen these inequities.
 - Timeline: January 2024
- Review licensing criteria to ensure consistency and standardization to avoid candidate bias, applying an equity lens in all application reviews.
 - Timeline: July 2024
- Provide information and education to patients about what constitutes discriminatory or otherwise inequitable care, and how the OMB is working to address it.
 - Timeline: December 2024
- Create video and audio recordings to increase accessibility.
 - Timeline: July 2025

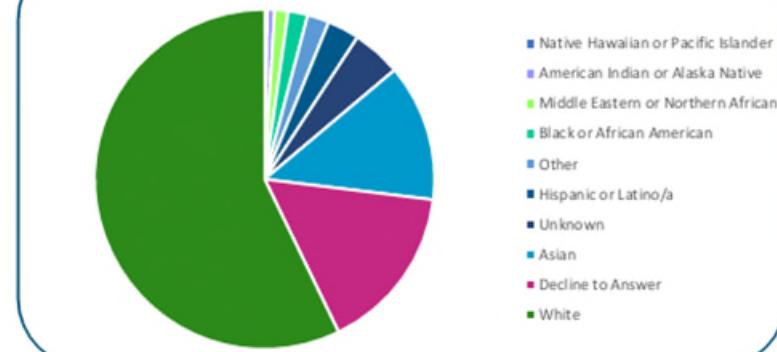
Strategy 4: Data

The role of data is to help identify disparities and opportunities for improvement.

Actions:

- Prepare annual reports to transparently show the work of the Board through data.
 - Timeline: January 2024
- Apply policy to data use so data collection and interpretation are done in trustworthy, effective, and inclusive ways.
 - Timeline: January 2024
- Analyze data, with a DEI lens, to influence policy change and improve service delivery.
 - Timeline: July 2024
- Allocate resources based on where data shows they are most needed and effective.
 - Timeline: July 2024 for 2025/2027 Budget
- Evaluate equity in administrative case reviews and final outcomes.
 - Timeline: December 2024
- Collect diversity data from complainants after resolution of an investigative case.
 - Timeline: January 2025
- Evaluate equity in investigative case reviews and final outcomes.
 - Timeline: December 2025

2022 Active Licensees by Racial and Ethnic Background



Note: Licensees may select more than one option.

Strategy 5: Budget and Contract Equity

The Board's work around equity entails the provision of economic opportunities for all Oregon businesses. The OMB must use the budget process to ensure the impact of our services and investments reach all Oregonians. It is important to acknowledge and address the roots of inequity that currently exist whenever making revenue, procurement, and contract decisions. The Board will apply equitable contracting and purchasing practices to promote recovery and community economic development for minority-owned, women-owned, service-disabled veteran-owned, and emerging small businesses.

Actions:

- Provide easily accessible information to current and forecasted contract opportunities.
 - Timeline: July 2023
- Embed equity lens in the entirety of a project life cycle: from concept, planning, project development, procurement, administering, to close out of the project.
 - Timeline: January 2024
- Conduct regular equity assessments of budget decisions.
 - Timeline: June 2024 for 2025/2027 Budget
- Create and incorporate equity impact statements for agency budget processes.
 - Timeline: July 2024 for 2025/2027 Budget
- Increase initiative-taking outreach to minority-owned, women-owned, service-disabled veteran-owned, and emerging small business to build better business relationships and engagement.
 - Timeline: January 2025



12

Strategy 6: Diversifying the OMB Workforce and Creating an Inclusive Workplace

The OMB promotes public service through intentional and purposeful recruitment, hiring, and retention of culturally and ethnically diverse staff, Board members, and committee members while ensuring a safe, inclusive, accessible, and belonging working environment for all.

Actions:

- Promote equal employment opportunities and pay equity in the workplace.
 - Timeline: July 2023
- Ensure Board and committees represent communities of color, Tribal communities, and communities representing people with disabilities when recruiting for new Board members; the Board should be comprised of individuals who reflect the demography of the state's population.
 - Timeline: Fall 2023 for 2024 Vacancies
- Track and monitor hiring processes, including recruitment, interview procedures, and hiring outcomes.
 - Timeline: December 2023
- Provide trainings and professional development opportunities to diversify future leadership and for agency succession planning.
 - Timeline: December 2023
- Review and update recruitment, hiring, retention, and succession planning processes and policies.
 - Timeline: January 2024
- Provide DEI trainings topics such as anti-discrimination, health disparities and inequities, trauma-informed processes, and bias recognition, ensuring Board members and staff have understandings of how health inequities relate to the patient safety mission of the Board.
 - Timeline: June 2024
- Review and update position descriptions to include state equity vision, values, and goals and use gender neutral language.
 - Timeline: December 2024

References

¹ Media Statement from CDC Director Rochelle P. Walensky, MD, MPH, on Racism and Health, April 2021, <https://www.cdc.gov/media/releases/2021/s0408-racism-health.html>

² Federation of State Medical Board, April 2022, *Diversity, Equity and Inclusion in Medical Regulation and Patient Care Interim Report*, Interim Report of the FSMB Workgroup on Diversity, Equity and Inclusion in Medical Regulation and Patient Care. <https://www.fsmb.org/siteassets/advocacy/policies/dei-interim-report-april-2022-final.pdf>

³ State of Oregon, August 2021, *State of Oregon Diversity, Equity, and Inclusion Action Plan: A Roadmap to Racial Equity and Belonging*. https://www.oregon.gov/lcd/Commission/Documents/2021-09_Item-2_Directors-Report_Attachment-A_DEI-Action-Plan.pdf

⁴ Government Alliance on Race & Equity (GARE), November 2016, *Racial Equity Action Plans: A how-to Manual*. <https://www.racialequityalliance.org/wp-content/uploads/2016/11/GARE-Racial-Equity-Action-Plans.pdf>

⁵ National Equity Project, Leading for Equity Framework. <https://static1.squarespace.com/static/5e32157bff63c7446f3f1529/t/5f6e66a6d1d25776dce676c4/1601070759743/NEP-LFE+Framework-1pg.pdf>

BUDGET SUPPORT DOCUMENTS

Summary Cross Reference Listing and Packages

Oregon Medical Board

Summary Cross Reference Listing and Packages

Agency Number: 84700

2025-27 Biennium

IV Analyst: Vellaipandian, Harikrishnan

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

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
015-00-00-00000	Operations	010	0	Vacancy Factor and Non-ORPICS Personal Services	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	040	0	Mandated Caseload	Essential Packages
015-00-00-00000	Operations	050	0	Fundshifts	Essential Packages
015-00-00-00000	Operations	060	0	Technical Adjustments	Essential Packages
015-00-00-00000	Operations	070	0	Revenue Shortfalls	Policy Packages
015-00-00-00000	Operations	081	0	May 2024 Emergency Board	Policy Packages
015-00-00-00000	Operations	082	0	September 2024 Emergency Board	Policy Packages
015-00-00-00000	Operations	090	0	Analyst Adjustments	Policy Packages
015-00-00-00000	Operations	092	0	Statewide AG Adjustment	Policy Packages
015-00-00-00000	Operations	093	0	Statewide Adjustment DAS Chgs	Policy Packages
015-00-00-00000	Operations	101	1	Fee Adjustments	Policy Packages
015-00-00-00000	Operations	102	2	Budget Adjustments	Policy Packages
015-00-00-00000	Operations	103	3	Business Efficiency and Succession Planning	Policy Packages
015-00-00-00000	Operations	104	4	Health Professionals' Services Program	Policy Packages
015-00-00-00000	Operations	105	5	Criminal Background Check Fees	Policy Packages
015-00-00-00000	Operations	106	6	Merchant Services Fees	Policy Packages
015-00-00-00000	Operations	107	0	Transfer of Acupuncture Licensure	Policy Packages

12/19/24

Page 1 of 1

Summary Cross Reference Listing and Packages

Policy Package List by Priority

Oregon Medical Board

Policy Package List by Priority

Agency Number: 84700

2025-27 Biennium

BAM Analyst: Vellaipandian, Harikrishnan

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

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
0	070	Revenue Shortfalls	015-00-00-00000	Operations
	081	May 2024 Emergency Board	015-00-00-00000	Operations
	082	September 2024 Emergency Board	015-00-00-00000	Operations
	090	Analyst Adjustments	015-00-00-00000	Operations
	092	Statewide AG Adjustment	015-00-00-00000	Operations
	093	Statewide Adjustment DAS Chgs	015-00-00-00000	Operations
	107	Transfer of Acupuncture Licensure	015-00-00-00000	Operations
1	101	Fee Adjustments	015-00-00-00000	Operations
2	102	Budget Adjustments	015-00-00-00000	Operations
3	103	Business Efficiency and Succession Planning	015-00-00-00000	Operations
4	104	Health Professionals' Services Program	015-00-00-00000	Operations
5	105	Criminal Background Check Fees	015-00-00-00000	Operations
6	106	Merchant Services Fees	015-00-00-00000	Operations

Detail Revenues and Expenditures – Governor's Budget

Oregon Medical Board

Agency Number: 84700

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 84700-000-00-00000

2025-27 Biennium

Oregon Medical Board

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	9,475,870	6,606,598	6,606,598	5,638,154	5,638,154	-
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	15,969,723	16,094,971	16,094,971	22,683,667	22,683,667	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	80,939	83,894	83,894	80,718	80,718	-
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	227,815	201,817	201,817	227,815	227,815	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	21,875	22,305	22,305	21,875	21,875	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	46,002	33,504	33,504	-	-	-
REVENUE CATEGORIES						
3400 Other Funds Ltd	16,346,354	16,436,491	16,436,491	23,014,075	23,014,075	-
TOTAL REVENUE CATEGORIES	\$16,346,354	\$16,436,491	\$16,436,491	\$23,014,075	\$23,014,075	-
TRANSFERS OUT						

12/19/24
8:30 AM

Page 1 of 14

BDV103A - Budget Support - Detail Revenues & Expenditures
BDV103A

Oregon Medical Board**Agency Number: 84700****Budget Support - Detail Revenues and Expenditures****Cross Reference Number: 84700-000-00-00-00000****2025-27 Biennium****Oregon Medical Board**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(504)	-	-	-	-	-
2048 Transfer to Public Universities						
3400 Other Funds Ltd	(364,530)	(359,283)	(359,283)	(399,416)	(399,416)	-
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(1,176,910)	(1,547,393)	(1,547,393)	(1,705,245)	(1,705,245)	-
TRANSFERS OUT						
3400 Other Funds Ltd	(1,541,944)	(1,906,676)	(1,906,676)	(2,104,661)	(2,104,661)	-
TOTAL TRANSFERS OUT	(\$1,541,944)	(\$1,906,676)	(\$1,906,676)	(\$2,104,661)	(\$2,104,661)	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	24,280,280	21,136,413	21,136,413	26,547,568	26,547,568	-
TOTAL AVAILABLE REVENUES	\$24,280,280	\$21,136,413	\$21,136,413	\$26,547,568	\$26,547,568	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	6,278,904	6,942,830	7,582,256	8,213,690	8,213,690	-
3160 Temporary Appointments						
3400 Other Funds Ltd	59,920	31,152	31,152	32,460	32,460	-
3170 Overtime Payments						
3400 Other Funds Ltd	131,168	8,311	8,311	8,660	8,660	-
3180 Shift Differential						
3400 Other Funds Ltd	1,182	-	-	-	-	-

12/19/24

Page 2 of 14

BDV103A - Budget Support - Detail Revenues & Expenditures

8:30 AM

BDV103A

Oregon Medical Board**Agency Number: 84700****Budget Support - Detail Revenues and Expenditures****Cross Reference Number: 84700-000-00-00-00000****2025-27 Biennium****Oregon Medical Board**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3190 All Other Differential						
3400 Other Funds Ltd	50,894	40,413	40,413	42,110	42,110	-
SALARIES & WAGES						
3400 Other Funds Ltd	6,522,068	7,022,706	7,662,132	8,296,920	8,296,920	-
TOTAL SALARIES & WAGES	\$6,522,068	\$7,022,706	\$7,662,132	\$8,296,920	\$8,296,920	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	1,898	2,226	2,226	3,060	3,060	-
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	1,071,904	1,224,823	1,371,612	1,705,888	1,705,888	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	340,246	373,129	346,509	314,246	314,246	-
3230 Social Security Taxes						
3400 Other Funds Ltd	477,780	514,530	580,084	609,385	609,385	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	-	3,077	3,077	3,206	3,206	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	7,560	25,667	25,667	30,798	30,798	-
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	1,563	1,932	1,932	1,785	1,785	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	38,570	42,558	47,699	48,287	48,287	-
3270 Flexible Benefits						

12/19/24
8:30 AM

Page 3 of 14

BDV103A - Budget Support - Detail Revenues & Expenditures
BDV103A

Oregon Medical Board**Agency Number: 84700****Budget Support - Detail Revenues and Expenditures****Cross Reference Number: 84700-000-00-00-00000****2025-27 Biennium****Oregon Medical Board**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	1,325,839	1,663,200	1,663,200	1,802,340	1,802,340	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	3,265,360	3,851,142	4,042,006	4,518,995	4,518,995	-
TOTAL OTHER PAYROLL EXPENSES	\$3,265,360	\$3,851,142	\$4,042,006	\$4,518,995	\$4,518,995	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(53,260)	(53,260)	(120,668)	(120,668)	-
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	88,552	88,552	-	-	-
P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	35,292	35,292	(120,668)	(120,668)	-
TOTAL P.S. BUDGET ADJUSTMENTS	-	\$35,292	\$35,292	(\$120,668)	(\$120,668)	-
PERSONAL SERVICES						
3400 Other Funds Ltd	9,787,428	10,909,140	11,739,430	12,695,247	12,695,247	-
TOTAL PERSONAL SERVICES	\$9,787,428	\$10,909,140	\$11,739,430	\$12,695,247	\$12,695,247	-
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	15,660	96,419	96,419	79,629	79,629	-
4125 Out of State Travel						
3400 Other Funds Ltd	-	1,008	1,008	1,050	1,050	-
4150 Employee Training						
3400 Other Funds Ltd	41,556	88,444	88,444	92,159	92,159	-
4175 Office Expenses						

12/19/24

8:30 AM

Page 4 of 14

BDV103A - Budget Support - Detail Revenues & Expenditures

BDV103A

Oregon Medical Board**Agency Number: 84700****Budget Support - Detail Revenues and Expenditures****Cross Reference Number: 84700-000-00-00000****2025-27 Biennium****Oregon Medical Board**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	164,714	237,554	237,554	212,531	212,531	-
4200 Telecommunications						
3400 Other Funds Ltd	79,348	70,152	70,152	83,518	83,518	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	365,859	534,502	534,502	810,938	818,273	-
4250 Data Processing						
3400 Other Funds Ltd	10,705	72,280	72,280	12,796	12,796	-
4275 Publicity and Publications						
3400 Other Funds Ltd	1,048	6,226	6,226	6,487	6,487	-
4300 Professional Services						
3400 Other Funds Ltd	1,558,528	2,287,212	2,287,212	2,567,742	2,567,742	-
4315 IT Professional Services						
3400 Other Funds Ltd	188,230	741,312	741,312	350,921	350,921	-
4325 Attorney General						
3400 Other Funds Ltd	1,046,935	1,010,306	1,010,306	1,280,303	1,187,279	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	25,483	77,457	77,457	70,290	70,290	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	84,621	896,616	896,616	796,794	796,794	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	572,514	713,427	713,427	743,391	743,391	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	256,603	207,986	207,986	326,721	326,721	-

12/19/24
8:30 AM

Page 5 of 14

BDV103A - Budget Support - Detail Revenues & Expenditures
BDV103A

Oregon Medical Board**Agency Number: 84700****Budget Support - Detail Revenues and Expenditures****Cross Reference Number: 84700-000-00-00-00000****2025-27 Biennium****Oregon Medical Board**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
4650 Other Services and Supplies						
3400 Other Funds Ltd	418,601	310,032	310,032	423,893	435,400	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	10,063	16,959	16,959	17,671	17,671	-
4715 IT Expendable Property						
3400 Other Funds Ltd	329,297	142,265	142,265	148,240	148,240	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	5,169,765	7,510,157	7,510,157	8,025,074	7,950,892	-
TOTAL SERVICES & SUPPLIES	\$5,169,765	\$7,510,157	\$7,510,157	\$8,025,074	\$7,950,892	-
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
3400 Other Funds Ltd	31,072	-	-	-	-	-
5600 Data Processing Hardware						
3400 Other Funds Ltd	61,000	-	-	-	-	-
5900 Other Capital Outlay						
3400 Other Funds Ltd	5,812	22,830	22,830	22,830	22,830	-
CAPITAL OUTLAY						
3400 Other Funds Ltd	97,884	22,830	22,830	22,830	22,830	-
TOTAL CAPITAL OUTLAY	\$97,884	\$22,830	\$22,830	\$22,830	\$22,830	-
EXPENDITURES						
3400 Other Funds Ltd	15,055,077	18,442,127	19,272,417	20,743,151	20,668,969	-
TOTAL EXPENDITURES	\$15,055,077	\$18,442,127	\$19,272,417	\$20,743,151	\$20,668,969	-
ENDING BALANCE						

Oregon Medical Board**Agency Number: 84700****Budget Support - Detail Revenues and Expenditures****Cross Reference Number: 84700-000-00-00-00000****2025-27 Biennium****Oregon Medical Board**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	9,225,203	2,694,286	1,863,996	5,804,417	5,878,599	-
TOTAL ENDING BALANCE	\$9,225,203	\$2,694,286	\$1,863,996	\$5,804,417	\$5,878,599	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	42	42	42	43	43	-
TOTAL AUTHORIZED POSITIONS	42	42	42	43	43	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	42.00	42.00	42.00	42.50	42.50	-
TOTAL AUTHORIZED FTE	42.00	42.00	42.00	42.50	42.50	-

Oregon Medical Board**Agency Number: 84700****Budget Support - Detail Revenues and Expenditures****Cross Reference Number: 84700-015-00-00-00000****2025-27 Biennium****Operations**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	9,475,870	6,606,598	6,606,598	5,638,154	5,638,154	-
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	15,969,723	16,094,971	16,094,971	22,683,667	22,683,667	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	80,939	83,894	83,894	80,718	80,718	-
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	227,815	201,817	201,817	227,815	227,815	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	21,875	22,305	22,305	21,875	21,875	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	46,002	33,504	33,504	-	-	-
REVENUE CATEGORIES						
3400 Other Funds Ltd	16,346,354	16,436,491	16,436,491	23,014,075	23,014,075	-
TOTAL REVENUE CATEGORIES	\$16,346,354	\$16,436,491	\$16,436,491	\$23,014,075	\$23,014,075	-
TRANSFERS OUT						

12/19/24
8:30 AM

Page 8 of 14

BDV103A - Budget Support - Detail Revenues & Expenditures
BDV103A

Oregon Medical Board**Agency Number: 84700****Budget Support - Detail Revenues and Expenditures****Cross Reference Number: 84700-015-00-00-00000****2025-27 Biennium****Operations**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(504)	-	-	-	-	-
2048 Transfer to Public Universities						
3400 Other Funds Ltd	(364,530)	(359,283)	(359,283)	(399,416)	(399,416)	-
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(1,176,910)	(1,547,393)	(1,547,393)	(1,705,245)	(1,705,245)	-
TRANSFERS OUT						
3400 Other Funds Ltd	(1,541,944)	(1,906,676)	(1,906,676)	(2,104,661)	(2,104,661)	-
TOTAL TRANSFERS OUT	(\$1,541,944)	(\$1,906,676)	(\$1,906,676)	(\$2,104,661)	(\$2,104,661)	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	24,280,280	21,136,413	21,136,413	26,547,568	26,547,568	-
TOTAL AVAILABLE REVENUES	\$24,280,280	\$21,136,413	\$21,136,413	\$26,547,568	\$26,547,568	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	6,278,904	6,942,830	7,582,256	8,213,690	8,213,690	-
3160 Temporary Appointments						
3400 Other Funds Ltd	59,920	31,152	31,152	32,460	32,460	-
3170 Overtime Payments						
3400 Other Funds Ltd	131,168	8,311	8,311	8,660	8,660	-
3180 Shift Differential						
3400 Other Funds Ltd	1,182	-	-	-	-	-

12/19/24

8:30 AM

Page 9 of 14

BDV103A - Budget Support - Detail Revenues & Expenditures

BDV103A

Oregon Medical Board**Agency Number: 84700****Budget Support - Detail Revenues and Expenditures****Cross Reference Number: 84700-015-00-00000****2025-27 Biennium****Operations**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3190 All Other Differential						
3400 Other Funds Ltd	50,894	40,413	40,413	42,110	42,110	-
SALARIES & WAGES						
3400 Other Funds Ltd	6,522,068	7,022,706	7,662,132	8,296,920	8,296,920	-
TOTAL SALARIES & WAGES	\$6,522,068	\$7,022,706	\$7,662,132	\$8,296,920	\$8,296,920	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	1,898	2,226	2,226	3,060	3,060	-
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	1,071,904	1,224,823	1,371,612	1,705,888	1,705,888	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	340,246	373,129	346,509	314,246	314,246	-
3230 Social Security Taxes						
3400 Other Funds Ltd	477,780	514,530	580,084	609,385	609,385	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	-	3,077	3,077	3,206	3,206	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	7,560	25,667	25,667	30,798	30,798	-
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	1,563	1,932	1,932	1,785	1,785	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	38,570	42,558	47,699	48,287	48,287	-
3270 Flexible Benefits						

12/19/24
8:30 AM

Page 10 of 14

BDV103A - Budget Support - Detail Revenues & Expenditures
BDV103A

Oregon Medical Board**Agency Number: 84700****Budget Support - Detail Revenues and Expenditures****2025-27 Biennium****Operations**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	1,325,839	1,663,200	1,663,200	1,802,340	1,802,340	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	3,265,360	3,851,142	4,042,006	4,518,995	4,518,995	-
TOTAL OTHER PAYROLL EXPENSES	\$3,265,360	\$3,851,142	\$4,042,006	\$4,518,995	\$4,518,995	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(53,260)	(53,260)	(120,668)	(120,668)	-
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	88,552	88,552	-	-	-
P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	35,292	35,292	(120,668)	(120,668)	-
TOTAL P.S. BUDGET ADJUSTMENTS	-	\$35,292	\$35,292	(\$120,668)	(\$120,668)	-
PERSONAL SERVICES						
3400 Other Funds Ltd	9,787,428	10,909,140	11,739,430	12,695,247	12,695,247	-
TOTAL PERSONAL SERVICES	\$9,787,428	\$10,909,140	\$11,739,430	\$12,695,247	\$12,695,247	-
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	15,660	96,419	96,419	79,629	79,629	-
4125 Out of State Travel						
3400 Other Funds Ltd	-	1,008	1,008	1,050	1,050	-
4150 Employee Training						
3400 Other Funds Ltd	41,556	88,444	88,444	92,159	92,159	-
4175 Office Expenses						

Oregon Medical Board**Agency Number: 84700****Budget Support - Detail Revenues and Expenditures****Cross Reference Number: 84700-015-00-00-00000****2025-27 Biennium****Operations**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	164,714	237,554	237,554	212,531	212,531	-
4200 Telecommunications						
3400 Other Funds Ltd	79,348	70,152	70,152	83,518	83,518	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	365,859	534,502	534,502	810,938	818,273	-
4250 Data Processing						
3400 Other Funds Ltd	10,705	72,280	72,280	12,796	12,796	-
4275 Publicity and Publications						
3400 Other Funds Ltd	1,048	6,226	6,226	6,487	6,487	-
4300 Professional Services						
3400 Other Funds Ltd	1,558,528	2,287,212	2,287,212	2,567,742	2,567,742	-
4315 IT Professional Services						
3400 Other Funds Ltd	188,230	741,312	741,312	350,921	350,921	-
4325 Attorney General						
3400 Other Funds Ltd	1,046,935	1,010,306	1,010,306	1,280,303	1,187,279	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	25,483	77,457	77,457	70,290	70,290	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	84,621	896,616	896,616	796,794	796,794	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	572,514	713,427	713,427	743,391	743,391	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	256,603	207,986	207,986	326,721	326,721	-

Oregon Medical Board**Agency Number: 84700****Budget Support - Detail Revenues and Expenditures****Cross Reference Number: 84700-015-00-00-00000****2025-27 Biennium****Operations**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
4650 Other Services and Supplies						
3400 Other Funds Ltd	418,601	310,032	310,032	423,893	435,400	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	10,063	16,959	16,959	17,671	17,671	-
4715 IT Expendable Property						
3400 Other Funds Ltd	329,297	142,265	142,265	148,240	148,240	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	5,169,765	7,510,157	7,510,157	8,025,074	7,950,892	-
TOTAL SERVICES & SUPPLIES	\$5,169,765	\$7,510,157	\$7,510,157	\$8,025,074	\$7,950,892	-
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
3400 Other Funds Ltd	31,072	-	-	-	-	-
5600 Data Processing Hardware						
3400 Other Funds Ltd	61,000	-	-	-	-	-
5900 Other Capital Outlay						
3400 Other Funds Ltd	5,812	22,830	22,830	22,830	22,830	-
CAPITAL OUTLAY						
3400 Other Funds Ltd	97,884	22,830	22,830	22,830	22,830	-
TOTAL CAPITAL OUTLAY	\$97,884	\$22,830	\$22,830	\$22,830	\$22,830	-
EXPENDITURES						
3400 Other Funds Ltd	15,055,077	18,442,127	19,272,417	20,743,151	20,668,969	-
TOTAL EXPENDITURES	\$15,055,077	\$18,442,127	\$19,272,417	\$20,743,151	\$20,668,969	-
ENDING BALANCE						

12/19/24
8:30 AM

Page 13 of 14

BDV103A - Budget Support - Detail Revenues & Expenditures
BDV103A

Oregon Medical Board**Agency Number: 84700****Budget Support - Detail Revenues and Expenditures****Cross Reference Number: 84700-015-00-00000****2025-27 Biennium****Operations**

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	9,225,203	2,694,286	1,863,996	5,804,417	5,878,599	-
TOTAL ENDING BALANCE	\$9,225,203	\$2,694,286	\$1,863,996	\$5,804,417	\$5,878,599	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	42	42	42	43	43	-
TOTAL AUTHORIZED POSITIONS	42	42	42	43	43	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	42.00	42.00	42.00	42.50	42.50	-
TOTAL AUTHORIZED FTE	42.00	42.00	42.00	42.50	42.50	-

Version/Column Comparison – Detail, Base Budget

Oregon Medical Board

Agency Number: 84700

Version / Column Comparison Report - Detail

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

2025-27 Biennium
Operations

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance 3400 Other Funds Ltd	5,638,154	5,638,154	0	-
REVENUE CATEGORIES				
LICENSES AND FEES				
0205 Business Lic and Fees 3400 Other Funds Ltd	21,129,644	21,129,644	0	-
CHARGES FOR SERVICES				
0410 Charges for Services 3400 Other Funds Ltd	80,718	80,718	0	-
FINES, RENTS AND ROYALTIES				
0505 Fines and Forfeitures 3400 Other Funds Ltd	227,815	227,815	0	-
SALES INCOME				
0705 Sales Income 3400 Other Funds Ltd	21,875	21,875	0	-
TOTAL REVENUES				
3400 Other Funds Ltd	21,460,052	21,460,052	0	-
TRANSFERS OUT				
2048 Transfer to Public Universities 3400 Other Funds Ltd	(399,416)	(399,416)	0	-
2443 Tsfr To Oregon Health Authority 3400 Other Funds Ltd	(1,705,245)	(1,705,245)	0	-
TOTAL TRANSFERS OUT				

12/19/24
8:30 AM

Page 1 of 5

ANA100A - Version / Column Comparison Report - Detail
ANA100A

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	(2,104,661)	(2,104,661)	0	-
AVAILABLE REVENUES				
3400 Other Funds Ltd	24,993,545	24,993,545	0	-
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
3400 Other Funds Ltd	7,964,654	7,964,654	0	-
3160 Temporary Appointments				
3400 Other Funds Ltd	31,152	31,152	0	-
3170 Overtime Payments				
3400 Other Funds Ltd	8,311	8,311	0	-
3190 All Other Differential				
3400 Other Funds Ltd	40,413	40,413	0	-
TOTAL SALARIES & WAGES				
3400 Other Funds Ltd	8,044,530	8,044,530	0	-
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
3400 Other Funds Ltd	3,024	3,024	0	-
3220 Public Employees' Retire Cont				
3400 Other Funds Ltd	1,653,061	1,653,061	0	-
3221 Pension Obligation Bond				
3400 Other Funds Ltd	346,509	346,509	0	-
3230 Social Security Taxes				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	590,077	590,077	0	-
3240 Unemployment Assessments				
3400 Other Funds Ltd	3,077	3,077	0	-
3241 Paid Family Medical Leave Insurance				
3400 Other Funds Ltd	29,794	29,794	0	-
3250 Worker's Comp. Assess. (WCD)				
3400 Other Funds Ltd	1,764	1,764	0	-
3260 Mass Transit Tax				
3400 Other Funds Ltd	47,699	47,699	0	-
3270 Flexible Benefits				
3400 Other Funds Ltd	1,781,136	1,781,136	0	-
TOTAL OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	4,456,141	4,456,141	0	-
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	(53,260)	(53,260)	0	-
TOTAL PERSONAL SERVICES				
3400 Other Funds Ltd	12,447,411	12,447,411	0	-
SERVICES & SUPPLIES				
4100 Instate Travel				
3400 Other Funds Ltd	76,419	76,419	0	-
4125 Out of State Travel				
3400 Other Funds Ltd	1,008	1,008	0	-
4150 Employee Training				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	88,444	88,444	0	-
4175 Office Expenses				
3400 Other Funds Ltd	237,554	237,554	0	-
4200 Telecommunications				
3400 Other Funds Ltd	80,152	80,152	0	-
4225 State Gov. Service Charges				
3400 Other Funds Ltd	534,502	534,502	0	-
4250 Data Processing				
3400 Other Funds Ltd	12,280	12,280	0	-
4275 Publicity and Publications				
3400 Other Funds Ltd	6,226	6,226	0	-
4300 Professional Services				
3400 Other Funds Ltd	2,287,212	2,287,212	0	-
4315 IT Professional Services				
3400 Other Funds Ltd	741,312	741,312	0	-
4325 Attorney General				
3400 Other Funds Ltd	1,010,306	1,010,306	0	-
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	67,457	67,457	0	-
4400 Dues and Subscriptions				
3400 Other Funds Ltd	956,616	956,616	0	-
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	713,427	713,427	0	-
4575 Agency Program Related S and S				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	207,986	207,986	0	-
4650 Other Services and Supplies				
3400 Other Funds Ltd	330,032	330,032	0	-
4700 Expendable Prop 250 - 5000				
3400 Other Funds Ltd	16,959	16,959	0	-
4715 IT Expendable Property				
3400 Other Funds Ltd	142,265	142,265	0	-
TOTAL SERVICES & SUPPLIES				
3400 Other Funds Ltd	7,510,157	7,510,157	0	-
CAPITAL OUTLAY				
5900 Other Capital Outlay				
3400 Other Funds Ltd	22,830	22,830	0	-
TOTAL EXPENDITURES				
3400 Other Funds Ltd	19,980,398	19,980,398	0	-
ENDING BALANCE				
3400 Other Funds Ltd	5,013,147	5,013,147	0	-
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	42	42	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	42.00	42.00	0	-

Package Comparison – Detail, Essential and Policy Packages

Oregon Medical Board		Agency Number: 84700			
Package Comparison Report - Detail		Cross Reference Number: 84700-015-00-00-00000			
2025-27 Biennium		Package: Vacancy Factor and Non-ORPICS Personal Services			
Operations		Pkg Group: ESS Pkg Type: 010 Pkg Number: 010			
Description		Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
		Column 1	Column 2		
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3160 Temporary Appointments					
3400 Other Funds Ltd		1,308	1,308	0	0.00%
3170 Overtime Payments					
3400 Other Funds Ltd		349	349	0	0.00%
3190 All Other Differential					
3400 Other Funds Ltd		1,697	1,697	0	0.00%
SALARIES & WAGES					
3400 Other Funds Ltd		3,354	3,354	0	0.00%
TOTAL SALARIES & WAGES		\$3,354	\$3,354	\$0	0.00%
OTHER PAYROLL EXPENSES					
3220 Public Employees Retire Cont					
3400 Other Funds Ltd		430	430	0	0.00%
3221 Pension Obligation Bond					
3400 Other Funds Ltd		(32,263)	(32,263)	0	0.00%
3230 Social Security Taxes					
3400 Other Funds Ltd		257	257	0	0.00%

Oregon Medical Board**Agency Number: 84700****Package Comparison Report - Detail**

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

2025-27 Biennium

Package: Vacancy Factor and Non-ORPICS Personal Services

Operations

Pkg Group: ESS Pkg Type: 010 Pkg Number: 010

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3240 Unemployment Assessments				
3400 Other Funds Ltd	129	129	0	0.00%
3241 Paid Family Medical Leave Insurance				
3400 Other Funds Ltd	8	8	0	0.00%
3260 Mass Transit Tax				
3400 Other Funds Ltd	588	588	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	(30,851)	(30,851)	0	0.00%
TOTAL OTHER PAYROLL EXPENSES		(\\$30,851)	\\$0	0.00%
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	(67,408)	(67,408)	0	0.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	(94,905)	(94,905)	0	0.00%
TOTAL PERSONAL SERVICES		(\\$94,905)	\\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	(94,905)	(94,905)	0	0.00%
TOTAL EXPENDITURES		(\\$94,905)	\\$0	0.00%
ENDING BALANCE				

Oregon Medical Board**Agency Number: 84700****Package Comparison Report - Detail****Cross Reference Number: 84700-015-00-00-00000****2025-27 Biennium****Operations****Package: Vacancy Factor and Non-ORPICS Personal Services****Pkg Group: ESS Pkg Type: 010 Pkg Number: 010**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	94,905	94,905	0	0.00%
TOTAL ENDING BALANCE	\$94,905	\$94,905	\$0	0.00%

Package Comparison Report - Detail

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

2025-27 Biennium

Package: Phase-out Pgm & One-time Costs

Operations

Pkg Group: ESS Pkg Type: 020 Pkg Number: 022

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES**SERVICES & SUPPLIES****4315 IT Professional Services**

3400 Other Funds Ltd	(600,000)	(600,000)	0	0.00%
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SERVICES & SUPPLIES

3400 Other Funds Ltd	(600,000)	(600,000)	0	0.00%
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TOTAL SERVICES & SUPPLIES

	(\$600,000)	(\$600,000)	\$0	0.00%
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EXPENDITURES

3400 Other Funds Ltd	(600,000)	(600,000)	0	0.00%
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TOTAL EXPENDITURES

	(\$600,000)	(\$600,000)	\$0	0.00%
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ENDING BALANCE

3400 Other Funds Ltd	600,000	600,000	0	0.00%
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TOTAL ENDING BALANCE

	\$600,000	\$600,000	\$0	0.00%
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Package Comparison Report - Detail

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

2025-27 Biennium

Package: Standard Inflation

Operations

Pkg Group: ESS Pkg Type: 030 Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

SERVICES & SUPPLIES

4100 Instate Travel

3400 Other Funds Ltd 3,210 3,210 0 0.00%

4125 Out of State Travel

3400 Other Funds Ltd 42 42 0 0.00%

4150 Employee Training

3400 Other Funds Ltd 3,715 3,715 0 0.00%

4175 Office Expenses

3400 Other Funds Ltd 9,977 9,977 0 0.00%

4200 Telecommunications

3400 Other Funds Ltd 3,366 3,366 0 0.00%

4225 State Gov. Service Charges

3400 Other Funds Ltd 276,436 276,436 0 0.00%

4250 Data Processing

3400 Other Funds Ltd 516 516 0 0.00%

4275 Publicity and Publications

3400 Other Funds Ltd 261 261 0 0.00%

4300 Professional Services

Oregon Medical Board**Agency Number: 84700****Package Comparison Report - Detail****Cross Reference Number: 84700-015-00-00-00000****2025-27 Biennium****Package: Standard Inflation****Operations****Pkg Group: ESS Pkg Type: 030 Pkg Number: 031**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	155,530	155,530	0	0.00%
4315 IT Professional Services				
3400 Other Funds Ltd	9,609	9,609	0	0.00%
4325 Attorney General				
3400 Other Funds Ltd	234,997	234,997	0	0.00%
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	2,833	2,833	0	0.00%
4400 Dues and Subscriptions				
3400 Other Funds Ltd	40,178	40,178	0	0.00%
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	29,964	29,964	0	0.00%
4575 Agency Program Related S and S				
3400 Other Funds Ltd	8,735	8,735	0	0.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	13,861	13,861	0	0.00%
4700 Expendable Prop 250 - 5000				
3400 Other Funds Ltd	712	712	0	0.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	5,975	5,975	0	0.00%

Oregon Medical Board**Agency Number: 84700****Package Comparison Report - Detail****Cross Reference Number: 84700-015-00-00000****2025-27 Biennium****Package: Standard Inflation****Operations****Pkg Group: ESS Pkg Type: 030 Pkg Number: 031**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
SERVICES & SUPPLIES				
3400 Other Funds Ltd	799,917	799,917	0	0.00%
TOTAL SERVICES & SUPPLIES	\$799,917	\$799,917	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	799,917	799,917	0	0.00%
TOTAL EXPENDITURES	\$799,917	\$799,917	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(799,917)	(799,917)	0	0.00%
TOTAL ENDING BALANCE	(\$799,917)	(\$799,917)	\$0	0.00%

Oregon Medical Board**Agency Number: 84700****Package Comparison Report - Detail****Cross Reference Number: 84700-015-00-00-00000****2025-27 Biennium****Package: Technical Adjustments****Operations****Pkg Group: ESS Pkg Type: 060 Pkg Number: 060**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES**SERVICES & SUPPLIES****4315 IT Professional Services**

3400 Other Funds Ltd	200,000	200,000	0	0.00%
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4400 Dues and Subscriptions

3400 Other Funds Ltd	(200,000)	(200,000)	0	0.00%
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SERVICES & SUPPLIES

3400 Other Funds Ltd	-	-	0	0.00%
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TOTAL SERVICES & SUPPLIES

	-	-	\$0	0.00%
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EXPENDITURES				
3400 Other Funds Ltd	-	-	0	0.00%

TOTAL EXPENDITURES				
	-	-	\$0	0.00%

ENDING BALANCE

3400 Other Funds Ltd	-	-	0	0.00%
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TOTAL ENDING BALANCE				
	-	-	\$0	0.00%

Oregon Medical Board**Agency Number: 84700****Package Comparison Report - Detail****Cross Reference Number: 84700-015-00-00-00000****2025-27 Biennium****Package: Statewide AG Adjustment****Operations****Pkg Group: POL Pkg Type: 090 Pkg Number: 092**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES**SERVICES & SUPPLIES****4325 Attorney General**

3400 Other Funds Ltd	-	(93,024)	(93,024)	100.00%
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SERVICES & SUPPLIES

3400 Other Funds Ltd	-	(93,024)	(93,024)	100.00%
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TOTAL SERVICES & SUPPLIES

	-	(\$93,024)	(\$93,024)	100.00%
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EXPENDITURES

3400 Other Funds Ltd	-	(93,024)	(93,024)	100.00%
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TOTAL EXPENDITURES

	-	(\$93,024)	(\$93,024)	100.00%
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ENDING BALANCE

3400 Other Funds Ltd	-	93,024	93,024	100.00%
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TOTAL ENDING BALANCE

	-	\$93,024	\$93,024	100.00%
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Oregon Medical Board**Agency Number: 84700****Package Comparison Report - Detail**

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

2025-27 Biennium

Operations

Package: Statewide Adjustment DAS Chgs

Pkg Group: POL Pkg Type: 090 Pkg Number: 093

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES**SERVICES & SUPPLIES****4225 State Gov. Service Charges**

3400 Other Funds Ltd - 7,335 7,335 100.00%

4650 Other Services and Supplies

3400 Other Funds Ltd - 11,507 11,507 100.00%

SERVICES & SUPPLIES

3400 Other Funds Ltd - 18,842 18,842 100.00%

TOTAL SERVICES & SUPPLIES

- \$18,842 \$18,842 100.00%

EXPENDITURES

3400 Other Funds Ltd - 18,842 18,842 100.00%

TOTAL EXPENDITURES

- \$18,842 \$18,842 100.00%

ENDING BALANCE

3400 Other Funds Ltd - (18,842) (18,842) 100.00%

TOTAL ENDING BALANCE

- (\$18,842) (\$18,842) 100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

LICENSES AND FEES

0205 Business Lic and Fees

3400 Other Funds Ltd	1,554,023	1,554,023	0	0.00%
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AVAILABLE REVENUES

3400 Other Funds Ltd	1,554,023	1,554,023	0	0.00%
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TOTAL AVAILABLE REVENUES

	\$1,554,023	\$1,554,023	\$0	0.00%
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ENDING BALANCE

3400 Other Funds Ltd	1,554,023	1,554,023	0	0.00%
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TOTAL ENDING BALANCE

	\$1,554,023	\$1,554,023	\$0	0.00%
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Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES**SERVICES & SUPPLIES****4175 Office Expenses**

3400 Other Funds Ltd	(35,000)	(35,000)	0	0.00%
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4325 Attorney General

3400 Other Funds Ltd	35,000	35,000	0	0.00%
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SERVICES & SUPPLIES

3400 Other Funds Ltd	-	-	0	0.00%
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TOTAL SERVICES & SUPPLIES

	-	-	\$0	0.00%
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EXPENDITURES

3400 Other Funds Ltd	-	-	0	0.00%
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TOTAL EXPENDITURES

	-	-	\$0	0.00%
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ENDING BALANCE

3400 Other Funds Ltd	-	-	0	0.00%
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TOTAL ENDING BALANCE

	-	-	\$0	0.00%
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Oregon Medical Board**Agency Number: 84700****Package Comparison Report - Detail**

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

2025-27 Biennium

Package: Business Efficiency and Succession Planning

Operations

Pkg Group: POL Pkg Type: POL Pkg Number: 103

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES**PERSONAL SERVICES****SALARIES & WAGES****3110 Class/Unclass Sal. and Per Diem**

3400 Other Funds Ltd	249,036	249,036	0	0.00%
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SALARIES & WAGES

3400 Other Funds Ltd	249,036	249,036	0	0.00%
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TOTAL SALARIES & WAGES

\$249,036	\$249,036	\$0	0.00%
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OTHER PAYROLL EXPENSES**3210 Empl. Rel. Bd. Assessments**

3400 Other Funds Ltd	36	36	0	0.00%
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3220 Public Employees Retire Cont

3400 Other Funds Ltd	52,397	52,397	0	0.00%
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3230 Social Security Taxes

3400 Other Funds Ltd	19,051	19,051	0	0.00%
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3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd	996	996	0	0.00%
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3250 Workers Comp. Assess. (WCD)

3400 Other Funds Ltd	21	21	0	0.00%
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Oregon Medical Board**Agency Number: 84700****Package Comparison Report - Detail**

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

2025-27 Biennium

Package: Business Efficiency and Succession Planning

Operations

Pkg Group: POL Pkg Type: POL Pkg Number: 103

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3270 Flexible Benefits				
3400 Other Funds Ltd	21,204	21,204	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	93,705	93,705	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	\$93,705	\$93,705	\$0	0.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	342,741	342,741	0	0.00%
TOTAL PERSONAL SERVICES	\$342,741	\$342,741	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	342,741	342,741	0	0.00%
TOTAL EXPENDITURES	\$342,741	\$342,741	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(342,741)	(342,741)	0	0.00%
TOTAL ENDING BALANCE	(\$342,741)	(\$342,741)	\$0	0.00%
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	1	1	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	0.50	0.50	0.00	0.00%

Oregon Medical Board**Agency Number: 84700****Package Comparison Report - Detail**

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

2025-27 Biennium

Package: Health Professionals' Services Program

Operations

Pkg Group: POL Pkg Type: POL Pkg Number: 104

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES**SERVICES & SUPPLIES****4300 Professional Services**

3400 Other Funds Ltd	125,000	125,000	0	0.00%
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SERVICES & SUPPLIES

3400 Other Funds Ltd	125,000	125,000	0	0.00%
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TOTAL SERVICES & SUPPLIES

\$125,000	\$125,000	\$0	0.00%
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EXPENDITURES

3400 Other Funds Ltd	125,000	125,000	0	0.00%
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TOTAL EXPENDITURES

\$125,000	\$125,000	\$0	0.00%
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ENDING BALANCE

3400 Other Funds Ltd	(125,000)	(125,000)	0	0.00%
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TOTAL ENDING BALANCE

(\$125,000)	(\$125,000)	\$0	0.00%
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Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

SERVICES & SUPPLIES

4575 Agency Program Related S and S

3400 Other Funds Ltd	110,000	110,000	0	0.00%
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SERVICES & SUPPLIES

3400 Other Funds Ltd	110,000	110,000	0	0.00%
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TOTAL SERVICES & SUPPLIES

	\$110,000	\$110,000	\$0	0.00%
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EXPENDITURES

3400 Other Funds Ltd	110,000	110,000	0	0.00%
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TOTAL EXPENDITURES

	\$110,000	\$110,000	\$0	0.00%
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ENDING BALANCE

3400 Other Funds Ltd	(110,000)	(110,000)	0	0.00%
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TOTAL ENDING BALANCE

	(\$110,000)	(\$110,000)	\$0	0.00%
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Oregon Medical Board**Agency Number: 84700****Package Comparison Report - Detail****Cross Reference Number: 84700-015-00-00-00000****2025-27 Biennium****Package: Merchant Services Fees****Operations****Pkg Group: POL Pkg Type: POL Pkg Number: 106**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES**SERVICES & SUPPLIES****4650 Other Services and Supplies**

3400 Other Funds Ltd	80,000	80,000	0	0.00%
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SERVICES & SUPPLIES

3400 Other Funds Ltd	80,000	80,000	0	0.00%
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TOTAL SERVICES & SUPPLIES

	\$80,000	\$80,000	\$0	0.00%
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EXPENDITURES

3400 Other Funds Ltd	80,000	80,000	0	0.00%
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TOTAL EXPENDITURES

	\$80,000	\$80,000	\$0	0.00%
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ENDING BALANCE

3400 Other Funds Ltd	(80,000)	(80,000)	0	0.00%
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TOTAL ENDING BALANCE

	(\$80,000)	(\$80,000)	\$0	0.00%
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Position Budget Report

PIC100 - Position Budget Report

Oregon Medical Board

2025-27 Biennium

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

Budget Preparation

Governors Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
Total Salary											-	-	8,213,690	-	8,213,690
Total OPE											-	-	4,136,003	-	4,136,003
Total Personal Services						43	42.50				-	-	12,349,693	-	12,349,693

PIC100 - Position Budget Report

Operations

2025-27 Biennium
Budget Preparation

Cross Reference Number: 84700-015-01-00-00000
Governors Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0000505	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	4	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0000530	MEAH Z7586 HF	AGENCY HEAD 6	39X	PF	1	1.00	24	10	17336	SAL	-	-	416,064	-	416,064
										OPE	-	-	158,350	-	158,350
0000531	MESN Z7085 AF	BUSINESS OPERATIONS MANAGER 1	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0000532	MENN Z0830 AF	EXECUTIVE ASSISTANT	25	PF	1	1.00	24	9	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	100,147	-	100,147
0000533	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
0000534	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
0000535	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
0000537	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0000538	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0000539	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
0000545	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
0000547	MMS X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	9	10021	SAL	-	-	240,504	-	240,504
										OPE	-	-	112,485	-	112,485
0000549	MMS X7435 AP	LICENSING AND PERMITTING MANAGE	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0000651	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	6	4499	SAL	-	-	107,976	-	107,976
										OPE	-	-	73,932	-	73,932
0000652	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0000653	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056

12/19/24
8:11 AM

Page 2 of 6

PIC100 - Position Budget Report
PIC100

PIC100 - Position Budget Report
Operations
**2025-27 Biennium
Budget Preparation**
**Cross Reference Number: 84700-015-01-00-00000
Governors Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0000654	MNNN Z7518 AF	SUPERVISING PHYSICIAN	50	PF	1	1.00	24	9	27788	SAL	-	-	80,355	-	80,355
										OPE	-	-	666,912	-	666,912
0000655	OAS C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	6	5965	SAL	-	-	214,766	-	214,766
										OPE	-	-	143,160	-	143,160
0000656	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5965	SAL	-	-	84,168	-	84,168
										OPE	-	-	143,160	-	143,160
0000657	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
0000659	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0000665	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
0000667	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	7	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0000671	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	5	4300	SAL	-	-	103,200	-	103,200
										OPE	-	-	72,543	-	72,543
0000675	OAS C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	3	5463	SAL	-	-	131,112	-	131,112
										OPE	-	-	80,662	-	80,662
0000676	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	10800	SAL	-	-	259,200	-	259,200
										OPE	-	-	117,924	-	117,924
0000677	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	9765	SAL	-	-	234,360	-	234,360
										OPE	-	-	110,697	-	110,697
0000678	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	7	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0000680	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0000684	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0000688	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567

 12/19/24
8:11 AM

Page 3 of 6

 PIC100 - Position Budget Report
PIC100

PIC100 - Position Budget Report

Operations

2025-27 Biennium

Cross Reference Number: 84700-015-01-00-00000

Budget Preparation

Governors Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0000690	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
0000691	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	4	4118	SAL	-	-	98,832	-	98,832
										OPE	-	-	71,272	-	71,272
0000873	MENN Z0873 AF	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	123,354	-	123,354
0000874	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0000876	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0000877	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0000878	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0000879	OAS C0435 AP	PROCUREMENT AND CONTRACT ASSIS	19	PF	1	1.00	24	5	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
0000880	OAS C5232 AP	INVESTIGATOR 2	23	PF	1	1.00	24	3	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
0000883	MMS X7397 AP	INVESTIGATIONS SUPERVISOR 1	24X	PF	1	1.00	24	10	7863	SAL	-	-	188,712	-	188,712
										OPE	-	-	97,418	-	97,418
0000884	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0000887	MNNN Z7518 AF	SUPERVISING PHYSICIAN	50	PP	1	0.50	12	3	20753	SAL	-	-	249,036	-	249,036
										OPE	-	-	93,705	-	93,705
0004701	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	16,581	-	16,581
										OPE	-	-	1,268	-	1,268
0004702	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	16,581	-	16,581
										OPE	-	-	1,268	-	1,268
0004703	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	10,582	-	10,582
										OPE	-	-	810	-	810
0004704	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	10,582	-	10,582

12/19/24

8:11 AM

Page 4 of 6

PIC100 - Position Budget Report

PIC100

PIC100 - Position Budget Report**Operations****2025-27 Biennium****Cross Reference Number: 84700-015-01-00-00000****Budget Preparation****Governors Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0004705	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	OPE	-	-	810	-	810
										SAL	-	-	10,582	-	10,582
										OPE	-	-	810	-	810
0004706	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	10,582	-	10,582
										OPE	-	-	810	-	810
0004707	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	10,582	-	10,582
										OPE	-	-	810	-	810
0004708	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	10,582	-	10,582
										OPE	-	-	810	-	810
0004709	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	10,582	-	10,582
										OPE	-	-	810	-	810
0004710	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	10,582	-	10,582
										OPE	-	-	810	-	810
0004711	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	10,582	-	10,582
										OPE	-	-	810	-	810
0004712	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	10,582	-	10,582
										OPE	-	-	810	-	810
0004713	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	10,581	-	10,581
										OPE	-	-	809	-	809
0004714	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	4,300	-	4,300
										OPE	-	-	329	-	329
0009001	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	550	-	550
										OPE	-	-	42	-	42
0009002	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	550	-	550
										OPE	-	-	42	-	42
0009003	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	550	-	550
										OPE	-	-	42	-	42
0009004	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	550	-	550
										OPE	-	-	42	-	42
0009005	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	551	-	551
										OPE	-	-	42	-	42

12/19/24
8:11 AM

Page 5 of 6

PIC100 - Position Budget Report
PIC100

PIC100 - Position Budget Report**Operations****2025-27 Biennium****Cross Reference Number: 84700-015-01-00-00000****Budget Preparation****Governors Budget**

Position Number	Classification	Classification Name	Sal	Pos	Pos	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
			Rng	Type	Cnt						GF	LF	OF	FF	AF
Total Salary											-	-	8,213,690	-	8,213,690
Total OPE											-	-	4,136,003	-	4,136,003
Total Personal Services						43	42.50				-	-	12,349,693	-	12,349,693