



**OREGON
MEDICAL BOARD**

2023 – 2025

GOVERNOR'S BUDGET

INTRODUCTORY INFORMATION

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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 1st Ave. Ste. 620
Portland, OR 97201

AGENCY ADDRESS



SIGNATURE

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.

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LEGISLATIVE ACTION

HB 5021 A BUDGET REPORT and MEASURE SUMMARY

Carrier: Sen. Lieber

Joint Committee On Ways and Means

Action Date: 05/14/21

Action: Do pass the A-Eng bill.

Senate Vote

Yeas: 10 - Anderson, Frederick, Golden, Gorsek, Hansell, Johnson, Knopp, Lieber, Steiner Hayward, Taylor

Nays: 1 - Girod

Exc: 1 - Thomsen

House Vote

Yeas: 10 - Bynum, Drazan, Gomberg, Leif, McLain, Nosse, Rayfield, Sanchez, Smith G, Sollman

Exc: 1 - Stark

Prepared By: Drew Cohen, Department of Administrative Services

Reviewed By: Ben Ruef, Legislative Fiscal Office

Medical Board
2021-23

Budget Summary*

	2019-21 Legislatively Approved Budget ⁽¹⁾	2021 - 23 Current Service Level	2021-23 Committee Recommendation	Committee Change from 2019-21 Leg. Approved	
				\$ Change	% Change
Other Funds Limited	\$ 14,079,904	\$ 15,112,386	\$ 17,036,386	\$ 2,956,482	21.0%
Total	\$ 14,079,904	\$ 15,112,386	\$ 17,036,386	\$ 2,956,482	21.0%

Position Summary

Authorized Positions	41	41	42	1
Full-time Equivalent (FTE) positions	41.00	41.00	42.00	1.00

⁽¹⁾ Includes adjustments through January 2021

* Excludes Capital Construction expenditures

Summary of Revenue Changes

Funding for the Oregon Medical Board is solely from Other Funded revenues. The Board receives approximately 97 percent of its revenue from fees for licensure and registration of the following groups: medical doctors, doctors of osteopathy, podiatrists, physician assistants, and acupuncturists. Licensure and renewal of medical doctors and osteopathic physicians make-up 83 percent of the Board's revenue and increase on a net basis of approximately two percent per year. The projected ending balance is equivalent to 10 months of operating expenditures.

Summary of Human Services Subcommittee Action

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

The Human Services Subcommittee recommended a budget of \$17,036,386 Other Funds and 42 positions (42.00 FTE). This represents a 21 percent increase from the 2019-21 Legislatively Approved Budget (LAB). The budget includes an increase in one position (1.00 FTE) from the 2019-21 LAB. The Subcommittee recommended the following packages:

- **Package 099: Microsoft 365 Consolidation.** Microsoft 365 is being consolidated within the office of the State Information Officer at the E5 level of service. This cost is built into the State Government Service Charge for every agency as a cost increase for the 2021-23 biennium. This package makes a corresponding reduction to the agency base budget in an amount equivalent to what agencies should be paying in the current 2019-21 biennium for Microsoft 365 at the E3 level of service.

- Package 101: Core Business Suite Software Replacement. The Board's current core software suite is limiting business performance and unable to provide adequate updates and support. This package would provide business process improvements, new and enhanced services, improve public and stakeholder satisfaction, and improved information security. This package increases Other Funds expenditure limitation by \$1,603,000, of which \$1,091,000 is one-time funding.
- Package 102: Investigative Resources. Over the past few years, the number of investigations and volume of medical records has risen, resulting in a significant amount of investigative time dedicated to reviewing, compiling, and summarizing medical documents. To meet growing workload and remove barriers to accessing the Board's investigative services this package adds one Investigator 2 position and reclassifies five existing support positions. This package increases Other Funds expenditure limitation by \$277,921 and adds one position (1.00 FTE).
- Package 103: Information Security Management. The Board collects a variety of data from applicants and licensees, and includes personally identifying (PII), Health Insurance Portability and Accountability Act (HIPPA), and Criminal Justice Information Services (CJIS) information. This package provides one-time Other Funds expenditure limitation of \$72,000 to purchase and implement Security Information Event Management Software to meet the Oregon Statewide Information Security Plan.

Summary of Performance Measure Action

See attached Legislatively Adopted 2021-23 Key Performance Measures form.

DETAIL OF JOINT COMMITTEE ON WAYS AND MEANS ACTION

Oregon Medical Board
Drew Cohen (971) 707-8779

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS		FEDERAL FUNDS		TOTAL ALL FUNDS	POS	FTE
			LIMITED	NONLIMITED	LIMITED	NONLIMITED			
2019-21 Legislatively Approved Budget at Jan. 2021*	\$ -	\$ -	\$ 14,079,904	\$ -	\$ -	\$ -	\$ 14,079,904	41	41.00
2021-23 Current Service Level (CSL)*	\$ -	\$ -	\$ 15,112,386	\$ -	\$ -	\$ -	\$ 15,112,386	41	41.00
SUBCOMMITTEE ADJUSTMENTS (from CSL)									
SCR 84700-015 - Operations									
Package 099: Microsoft 365 Consolidation Services and Supplies	\$ -	\$ -	\$ (28,921)	\$ -	\$ -	\$ -	\$ (28,921)		
SCR 84700-015 - Operations									
Package 101: Core Business Suite Software Replacement Services and Supplies	\$ -	\$ -	\$ 1,603,000	\$ -	\$ -	\$ -	\$ 1,603,000		
SCR 84700-015 - Operations									
Package 102: Investigative Resources									
Personal Services	\$ -	\$ -	\$ 260,888	\$ -	\$ -	\$ -	\$ 260,888	1	1.00
Services and Supplies	\$ -	\$ -	\$ 17,033	\$ -	\$ -	\$ -	\$ 17,033		
SCR 84700-015 - Operations									
Package 103: Information Security Management Services and Supplies	\$ -	\$ -	\$ 72,000	\$ -	\$ -	\$ -	\$ 72,000		
TOTAL ADJUSTMENTS	\$ -	\$ -	\$ 1,924,000	\$ -	\$ -	\$ -	\$ 1,924,000	1	1.00
SUBCOMMITTEE RECOMMENDATION *	\$ -	\$ -	\$ 17,036,386	\$ -	\$ -	\$ -	\$ 17,036,386	42	42.00
% Change from 2019-21 Leg Approved Budget	0.0%	0.0%	21.0%	0.0%	0.0%	0.0%	21.0%	2.4%	2.4%
% Change from 2021-23 Current Service Level	0.0%	0.0%	12.7%	0.0%	0.0%	0.0%	12.7%	2.4%	2.4%

*Excludes Capital Construction Expenditures

Legislatively Approved 2021 - 2023 Key Performance Measures

Published: 5/11/2021 9:24:48 AM

Agency: Medical Board, Oregon

Mission Statement:

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

Legislatively Approved KPMs	Metrics	Agency Request	Last Reported Result	Target 2022	Target 2023
1. LICENSE APPROPRIATELY - Percentage of Board-Issued license denials that were upheld upon appeal.		Approved	100%	100%	100%
2. DISCIPLINE APPROPRIATELY - Percentage of disciplinary actions not overturned by appeal.		Approved	100%	100%	100%
4. MONITOR LICENSEES WITH BOARD ORDERS AND CORRECTIVE ACTION AGREEMENTS - Percentage of licensees with Board Orders or Corrective Action Agreements who have a new complaint within 3 years.		Approved	0.52%	3%	3%
6. RENEW LICENSES EFFICIENTLY - Average number of calendar days to process and mail a license renewal.		Approved	5.36	10	10
7. ASSESS CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating satisfaction with the agency's customer service as "good" or "excellent" for: overall customer service, timeliness, accuracy, helpfulness, expertise, information availability.	Helpfulness	Approved	97%	90%	90%
	Overall		90%	90%	90%
	Expertise		97%	90%	90%
	Availability of Information		95%	90%	90%
	Timeliness		97%	90%	90%
	Accuracy		96%	90%	90%
8. BOARD BEST PRACTICES - Percent of total best practices met by the Board.		Approved	100%	100%	100%
9. LICENSE EFFICIENTLY - Average number of calendar days from receipt of completed license application to issuance of license.		Approved	0.11	3	3

LFO Recommendation:

The Legislative Fiscal Office recommends approval of the 2021-23 Key Performance Measures and targets.

SubCommittee Action:

Approved the recommendation.

HB 5006 A BUDGET REPORT and MEASURE SUMMARY

Carrier: Sen. Steiner Hayward, Sen. Johnson

Joint Committee On Ways and Means

Action Date: 06/24/21

Action: Do pass the A-Eng bill.

Senate Vote

Yeas: 12 - Anderson, Frederick, Girod, Golden, Gorsek, Hansell, Johnson, Knopp, Lieber, Steiner Hayward, Taylor, Thomsen

House Vote

Yeas: 10 - Bynum, Drazan, Gomberg, Leif, McLain, Nosse, Rayfield, Sanchez, Sollman, Stark

Exc: 1 - Smith G

Prepared By: Julie Neburka, Legislative Fiscal Office

Reviewed By: Laurie Byerly and Theresa McHugh, Legislative Fiscal Office

Emergency Board

2021-23

Various Agencies

2021-23

Public Defense Services Commission

2019-21

Budget Summary*

Oregon Medical Board

Other Funds

**2019-21 Legislatively
Approved Budget**

**2021-23 Committee
Recommendation**

Committee Change

\$	(84,573)	\$	(84,573)
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HB 5202 A BUDGET REPORT and MEASURE SUMMARY**Carrier:** Sen. Steiner Hayward**Joint Committee On Ways and Means****Action Date:** 02/28/22**Action:** Do pass the A-Eng bill.**Senate Vote****Yeas:** 9 - Anderson, Frederick, Golden, Gorsek, Hansell, Knopp, Lieber, Steiner Hayward, Taylor**Nays:** 2 - Girod, Thomsen**House Vote****Yeas:** 8 - Breese-Iverson, Evans, Gomberg, McLain, Nosse, Sanchez, Smith G, Valderrama**Nays:** 3 - Bynum, Reschke, Stark**Prepared By:** Laurie Byerly, Legislative Fiscal Office**Reviewed By:** Amanda Beitel, Legislative Fiscal Office**Emergency Board****2021-23****Various Agencies****2021-23****Budget Summary***

	2021-23 Legislatively Approved Budget	2022 Committee Recommendation	Committee Change from 2021-23 Leg. Approved	
			\$ Change	% Change
<u>Oregon Medical Board</u>				
Other Funds	\$ 16,951,813	\$ 17,346,295	\$ 394,482	2.3%

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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 assistant (PA), and licensed acupuncturist (LAc).

The 14 members of the Board (seven medical doctors, two doctors of osteopathic medicine, one podiatric physician, one physician assistant, 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

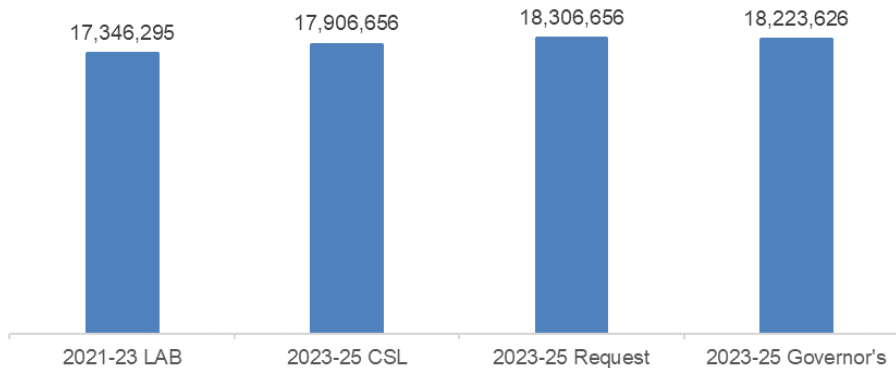
Carol Brandt

Phone: 503-939-5151

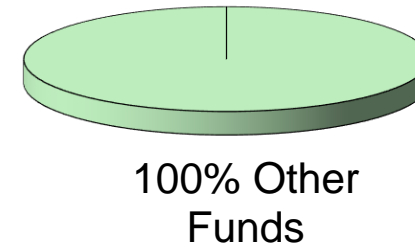
Email: Carol.A.Brandt@omb.oregon.gov

Budget Summary Graphics

Summary of 2023-25 Agency Budget



Source Of Funds



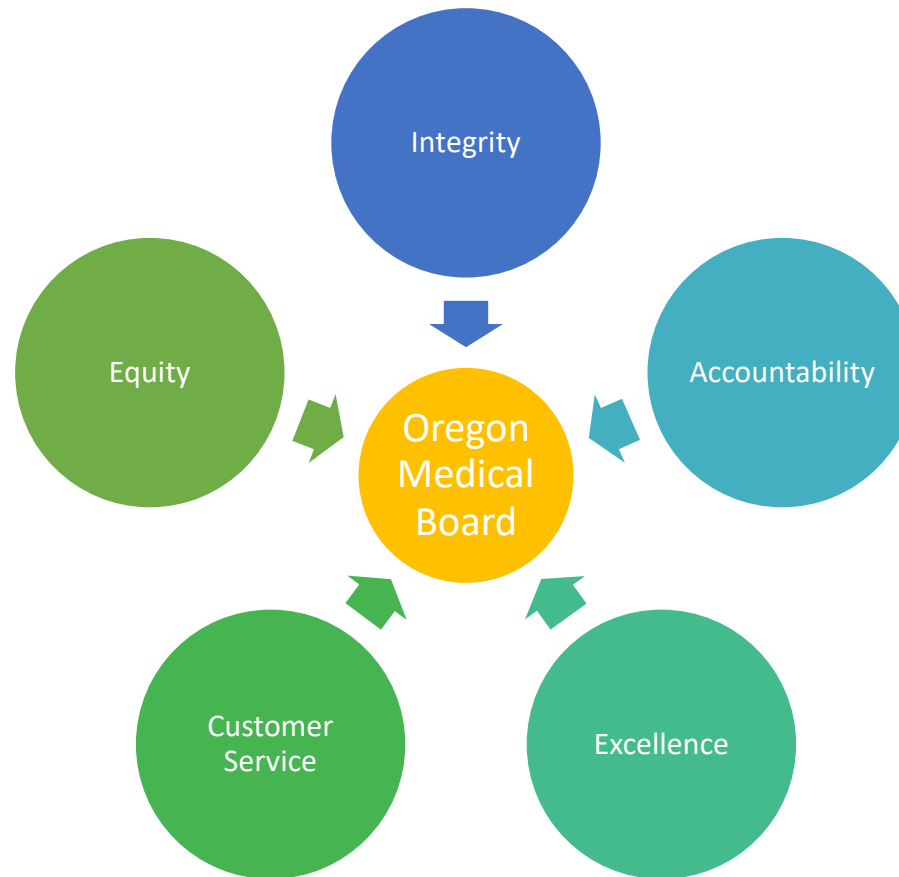
Mission Statement and Enabling Legislation

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

The Board is governed by Oregon Revised 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:

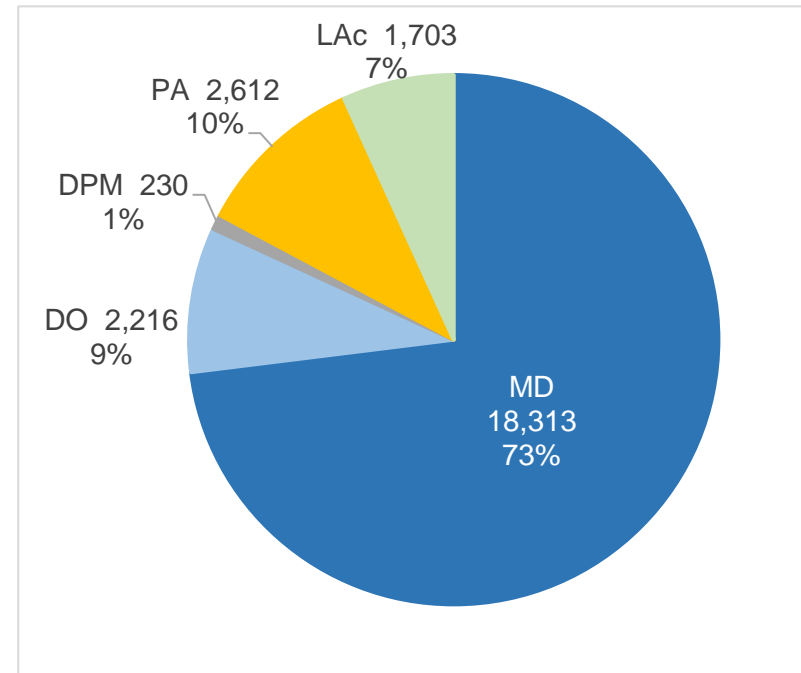
1. **Integrity** – a commitment to acting honestly, ethically, and fairly
2. **Accountability** – a willingness to accept responsibility for actions in a transparent manner
3. **Excellence** – an expectation of the highest quality work and innovation
4. **Customer Service** – a dedication to provide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



Program Unit Executive Summary

Program Overview

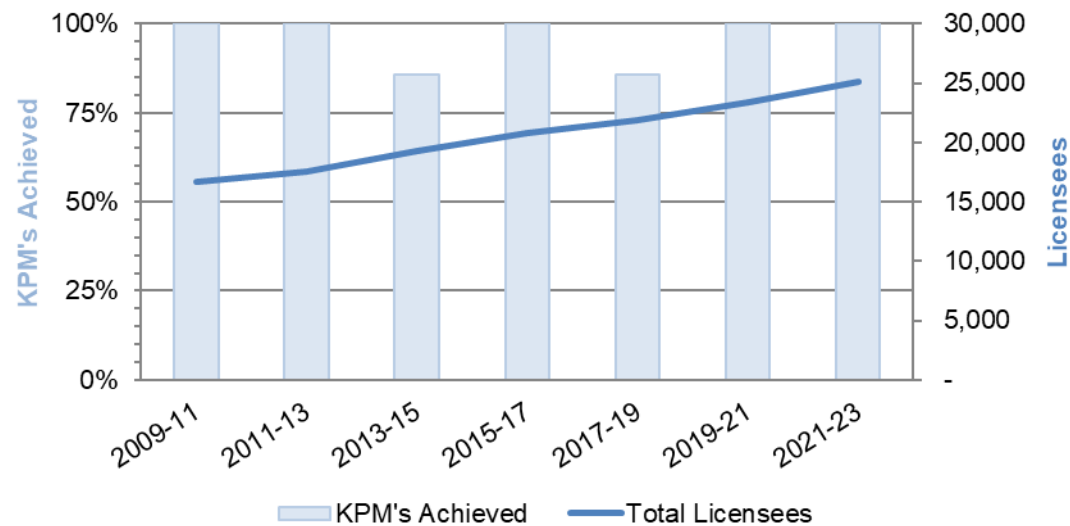
The Board is responsible for licensing, regulating, and disciplining the professions of medical doctor (MD), doctor of osteopathic medicine (DO), doctor of podiatric medicine (DPM), physician assistant (PA), and acupuncturist (LAc) to ensure that only qualified and competent individuals are licensed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



All licensees as of June 2022

Program Budget and Performance Over Time

Agency performance is demonstrated by Key Performance Measure results, presented on page 38, and the number of licensees served.

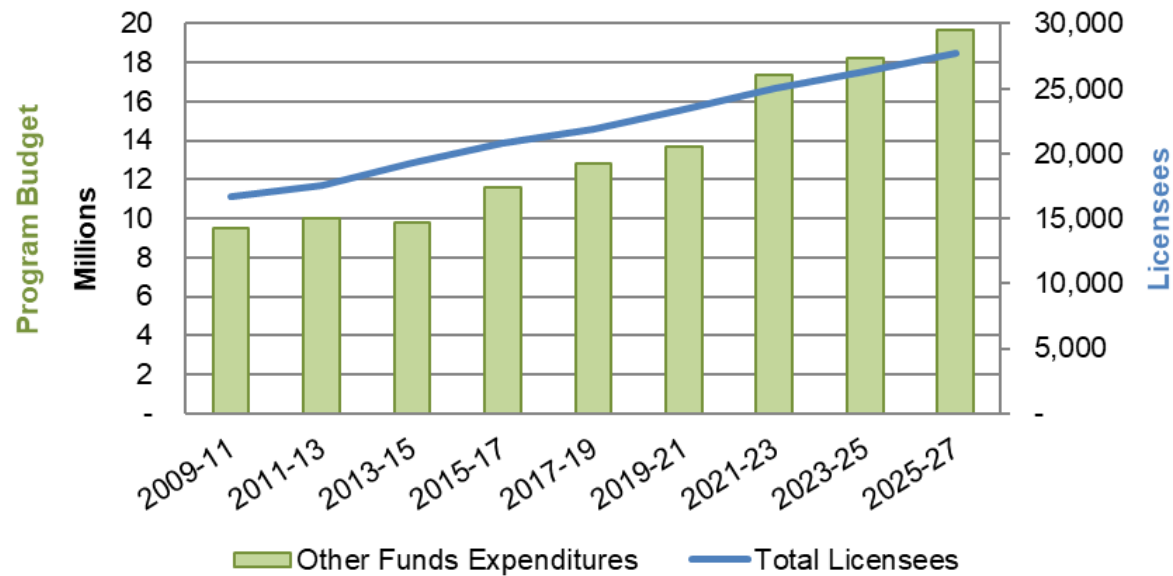


Percent of customer rating the OMB “Good” or “Excellent” for:

	Timeliness	Accuracy	Helpfulness	Expertise	Availability of information	Overall
FY 2022	89%	87%	89%	88%	87%	88%
FY 2021	93%	90%	89%	90%	91%	92%
FY 2020	97%	96%	97%	97%	95%	90%
FY 2019	94%	93%	92%	93%	93%	89%

All targets are 80% through FY 2019. Targets are increased to 90% beginning with FY 2020.

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 2023-25 requested budget is \$18,306,656. 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 2025-27 are provided in the chart on 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 monthly after each 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 assistant 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 to the vision of having 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 2017 and 2021, the Board assisted 78 practitioners in returning to practice.

Licensees Returned to Practice, January 2017 - December 2021

Profession	Number of Licensees
Physician	40
Acupuncturist	24
Physician Assistant	14
Podiatric Physician	0

Consistent with the healthy and safe communities vision, 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 19. 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 percentage 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>	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
% License Denials Overturned	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
% Disciplinary Actions Overturned	0%	0%	50%	0%	0%	0%	100%	0%	0%	0%
% Recidivism	5%	5.65%	5%	5.15%	3.3%	2%	4%	<1%	3.8%	2.33%

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 disciplinary actions are appealed; therefore, a single case has a great impact on the percentage outcome. In 2019, only one case was 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 and mail a license renewal (days to renew).

Timeliness measures of program performance:

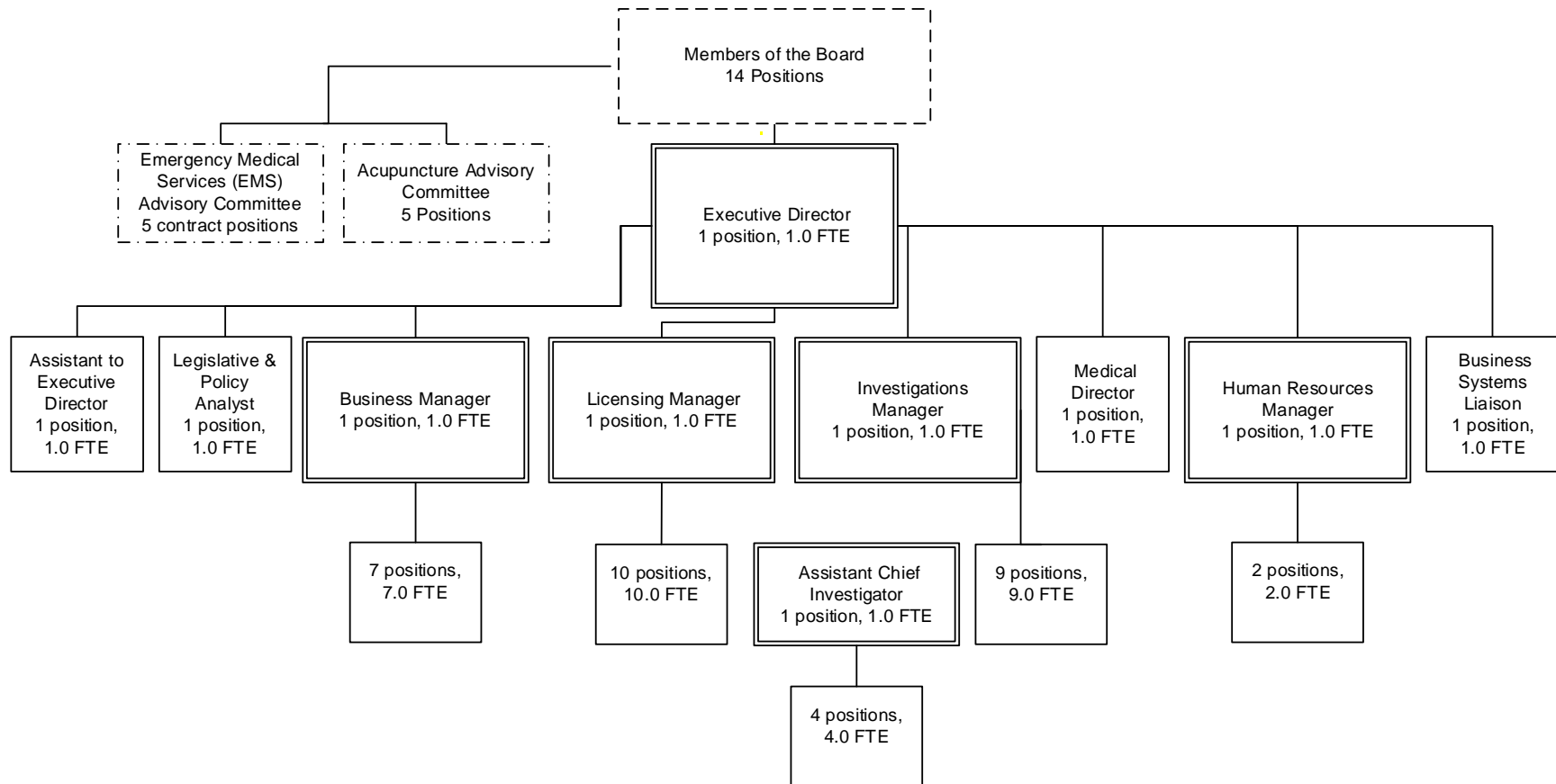
<i>Fiscal Year:</i>	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Days to license	1.2	.84	.31	.12	.16	.09	.06	.11	.08	.11
Days to renew	6.47	4	4	10.17	10.91	4.42	6.57	5.36	1.06	6.03

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

Program Unit Narrative

Organizational Charts

2021-23, 2023-25 Organizational Chart



Agencywide Program Unit Summary

Oregon Medical Board

Agency Number: 84700

**Agencywide Program Unit Summary
2023-25 Biennium**

Version: Y - 01 - Governor's Budget

Summary Cross Reference Number	Cross Reference Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
015-00-00-00000	Operations						
	Other Funds	12,974,016	16,951,813	17,346,295	18,306,656	18,223,626	-
TOTAL AGENCY							
	Other Funds	12,974,016	16,951,813	17,346,295	18,306,656	18,223,626	-

____ Agency Request
2023-25 Biennium

____ Governor's Budget
Page _____

____ Legislatively Adopted
Agencywide Program Unit Summary - BPR010

Agency Functional Areas

Administration and Communications Section (7 FTE)

The Administration 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.
- 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 outcome.

The Investigations Section works closely with the Health Professionals' Services Program, a monitoring program for health care licensees with chemical abuse/dependency and/or mental health diagnoses. As a result of careful long-term monitoring, combined with referral to treatment programs where indicated, many disciplined licensees are successfully remediated and eventually restored to full practice. House Bill 4016 (2016), effective July 1, 2017, authorized the health professional regulatory boards to establish or contract for an impaired health professional program rather than using the Oregon Health Authority to contract for such a program. This transition has allowed more administrative transparency with the vendor and increased control over vendor performance reviews. The boards are committed to ensuring that participant monitoring is uninterrupted while keeping patient safety paramount.

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 malpractice, 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 problems.
- 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.

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.
- 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 to the public on how to apply for a license and information about licensees through the agency's website, publications, and presentations to interested groups.
- 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 \$14 million of anticipated revenue and controlling \$17 million in anticipated expenditures in the 2021-23 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 telecommunications for agency.

CUSTOMERS AND OTHER INTERESTED PARTIES

- | | |
|--|---|
| <ul style="list-style-type: none"> • The general public • Applicants and licensees • Hospitals, health care systems, and medical facilities • Insurance companies • Professional organizations, associations, and societies • Local and national media | <ul style="list-style-type: none"> • Other Oregon health-related licensing boards • Local and federal law enforcement agencies • Medical, physician assistant, 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 formally completed in January 2001 and is revised regularly as objectives are met and new needs and issues arise. The plan and its goals were used as criteria for developing the Board's 2023-25 budget. The OMB mission statement and Strategic Plan drive the agency's key performance measures (KPMs), which were designed to promote quality care for Oregonians. The OMB's high-level goals, as identified within the Strategic Plan, are shaped by the agency mission and incorporate the agency's values of:

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

The most recent revision to the Strategic Plan was approved by the Board in July 2022. The full Agency Strategic Plan is provided within the Special Reports tab 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.

High-Level Outcomes

- Healthy and safe communities
- A thriving statewide economy

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 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 provide **customer service** by advocating for patient safety for all Oregonians.

High-Level Outcomes

- Healthy and safe communities

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 Assistant (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.

High-Level Outcomes

- Healthy and safe communities

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.

High-Level Outcomes

- Healthy and safe communities

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 prevents 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 licensees' progress in remediating identified issues maintains the **integrity** of the agency's enforcement functions, and evaluating their ultimate success or failure ensures **accountability** in these efforts.

High-Level Outcomes

- Healthy and safe communities

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.

High-Level Outcomes

- Healthy and safe communities

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
- Increased 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 2023-25 and beyond through streamlining and continuous process improvement.

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

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

✓ Target met or exceeded

The Oregon Medical Board has determined that several of our Key Performance Measures (KPMs) do not adequately capture the agency's targets or results. Through a series of thoughtful meetings among subject matter expert managers and staff and with approval by the Board, revisions to the KPM's are proposed as solutions to this issue. Legislatively Adopted changes to these KPMs would be effective for the fiscal year that begins July 1, 2023.

Key Performance Measure #1

Current Measure:

LICENSE APPROPRIATELY - Percentage of Board-Issued license denials that were upheld upon appeal.
Target = 100%

Problem

During most fiscal years, there are few, if any, appeals and resulting outcomes of those appeals. This has frequently resulted in a calculated result of zero because there is no data for that year. This result may make it appear we missed the target. The state's KPM reporting system does not allow entry of "not applicable" or other means of reporting there was no data. In these instances, the agency has elected to report actual results of 100%, which is an imperfect solution when there is simply no data to report.

Proposed Replacement Measure

LICENSE APPROPRIATELY – ~~Percentage~~ **Number** of Board-Issued license denials ~~upheld~~ **overturned** on appeal.
Target = ~~100%~~ **Zero**

Discussion

The revision would change the measure to report license denials overturned rather than those not overturned. Results and targets would change from percentages to numbers. Thus, a report for a year with zero appeals of licensure or zero denials overturned would meet the target. This change will provide a clearer portrayal of the outcome and underlying data.

Key Performance Measure #2

Current Measure:

DISCIPLINE APPROPRIATELY - Percentage of disciplinary actions not overturned on appeal
Target = 100%

Problem

As with KPM #1, during most fiscal years there are few, if any, appeals and resulting appellate decisions. The difficulties in reporting and agency approach to resolving the concern is the same as for KPM #1.

Proposed Replacement Measure

DISCIPLINE APPROPRIATELY – ~~Percentage~~ **Number** of disciplinary actions ~~not~~ overturned on appeal.
Target = ~~100%~~ **Zero**

Discussion

The revision would change the measure to report disciplinary actions overturned rather than those not overturned. Results and targets would change from percentages to numbers. Thus, a report for a year with zero appeals of disciplinary actions or zero disciplinary actions overturned would meet the target. This change will provide a clearer portrayal of the outcome and underlying data.

Key Performance Measure #4

Current Measure:

MONITOR LICENSEES WITH BOARD ORDERS AND CORRECTIVE ACTION AGREEMENTS - Percentage of licensees with Board Orders or Corrective Action Agreements who have a new complaint within 3 years.

Target = 3%

Problem

When established, this KPM was intended to measure licensee recidivism rates. As currently calculated, this KPM does not accurately measure recidivism as the mere existence of a new complaint within three years does not in itself indicate that the licensee has again violated the Medical Practice Act (ORS 677). In addition, reviewing complaints received within a period following a licensee's Order or Agreement is a manual process. This introduces human error and represents significant staff time to provide the data.

Proposed Replacement Measure

MONITOR LICENSEES WITH BOARD ORDERS AND CORRECTIVE ACTION AGREEMENTS - Percentage of licensees with Board Orders or Corrective Action Agreements who have a new ~~complaint~~ **Complaint and Notice of Proposed Disciplinary Action** within ~~3~~ **5** years.

Target = 3%

Discussion

Based on a review of past disciplinary outcomes, the agency requests changing the measurement period from three years to five years and changing the indicator from a mere complaint to a Complaint and Notice to better measure recidivism. A Complaint and Notice 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, and the human element (and potential error) of gathering the data will be eliminated.

Criteria for 2023-25 Budget Development

The Oregon Medical Board's long- and short-range planning is directed by both its mission and its Strategic Plan. The plan and its goals were used as criteria for developing the Board's 2023-25 budget. In developing its 2023-25 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:

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

Policy Packages

The Board's two-year plan for progressing toward its long-range goals is demonstrated by its proposed packages for the 2023-25 biennium. For 2023-25, 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 Core Business Suite Software Replacement
- 102 Registration Fees

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 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, 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 tab of these budget materials.

Information Technology Project Prioritization Matrix

Not required for 2023-25. The documents provided for the Core Business Suite Software Replacement 2021-23 budget begin on page 81.

Essential Packages

010 Vacancy Factor and Non-PICS Personal Services

The total increase for Non-PICS Personal Services is \$39,566. Package details are as follows:

\$	8,870	Vacancy Factor
	1,629	Premium Pay
	1,591	Temporary Help & Overtime
	731	OPE Related to Premium Pay, Temporary Help, and Overtime
	1,994	Mass Transit
	24,751	Pension Bond Contributions
\$	<u>39,566</u>	TOTAL

021 Costs of Phased-in Programs and Costs

With its 2023-25 budget, the agency is phasing in \$393,876 in support and maintenance costs for our Core Business Suite Software.

022 Costs of Phased-out Programs and One-time Costs

With its 2023-25 budget, the agency is phasing out \$1,163,000 for one-time 2021-23 Core Business Suite Software implementation and information security management costs.

031 Standard Inflation and State Government Service Charge

Package 031 Costs of Goods and Services increase totals \$652,824. This increase is based on the price list's 17.67% rate increase in Attorney General fees, the standard 8.8% 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 \$192,418 for State Government Service Charges, based on the price list's estimates. This represents a 52.6% increase from the 2021-23 biennium.

092 Statewide Attorney General Adjustment

Reduces Attorney General rates by 4.62 percent 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.

Program Prioritization

Program Prioritization for 2023-25

Agency Name: Oregon Medical Board																					
2023-25 Biennium																		Agency Number: 84700			
Agency-Wide																					
Program/Division Priorities for 2023-25 Biennium																					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program - Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request	
Agcy	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			3,103,394				\$ 3,103,394	11	11.00	N	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			8,983,485				\$ 8,983,485	16	16.00	N	Y	S	ORS 677		
	1	OMB	Administration and Communication	1) Provide information for board members and advisory committee decision-making 2) Represent the agency to outside entities including the media 3) Oversee the agency's 4 departments 4) Coordinate development and promulgation of laws and rules 5) Ensure provision of legal expertise 6) Provide education and publish newsletter on regulatory and disciplinary issues 7) Provide public information including: written verifications of licensure and telephoned inquiries 8) Provide Human Resources 9) Includes per diems for 14 Board Members and 10 Committee members, totaling \$168,600	7,8	4			2,868,886				\$ 2,868,886	7	7.00	N	Y	S	ORS 677		

Program Prioritization for 2023-25

Agency Name: Oregon Medical Board																					
2023-25 Biennium														Agency Number: 84700							
Agency-Wide																					
Program/Division Priorities for 2023-25 Biennium																					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request	
Agcy	Prgm/Div																				
	1	OMB	Administrative and 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) Payroll 5) Purchasing and general services 6) Contracting of medical consultants, legal, and other services 7) Office facilities rental, equipment maintenance, and telecommunications	6, 7, 8, 9	4			2,950,892				\$ 2,950,892	8	8.00	N	Y	S	ORS 677		
							-	-	17,906,657	-	-	-	\$ 17,906,657	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 (WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	Describe Reduction (DESCRIBE THE EFFECTS OF THIS REDUCTION. IDENTIFY REVENUE SOURCE FOR OF, FF. INCLUDE POSITIONS AND FTE FOR 2023-25 AND 2025-27)	Amount and Fund Type							Pos.	FTE	Rank and Justification (RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
		GF	LF	OF	NL-OF	FF	NL-FF	Total Funds			
1. Licensing and Investigations	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.			\$ 271,702				\$ 271,702			All activities/programs are identified in rank order. Rankings were based on public safety impact.
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.			\$ 145,000				\$ 145,000	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.			\$ 185,240				\$ 185,240	1	1.00	

Activity or Program	Describe Reduction	Amount and Fund Type							Pos.	FTE	Rank and Justification (RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
		GF	LF	OF	NL-OF	FF	NL-FF	Total Funds			
(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 2023-25 AND 2025-27)										
4. Investigations	Eliminate 1.0 FTE Operations & Policy Analyst 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.			\$ 249,212				\$ 249,212	1	1.00	
5. Investigations	Reduce funds budgeted for Professional Services. Reduced budget for medical consultants leaves the agency with fewer resources with which to protect the public. Threatens the Board's ability to properly protect the public through investigation and prosecution of licensees. Eliminates tools that help agency staff operate with maximum efficiency.			\$ 39,000				\$ 39,000	-	-	
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.			\$ 171,393				\$ 171,393	1	1.00	
7. Administrative & Business Services	Eliminate 1.0 FTE Payroll Analyst position. Reduces staffing in accounting functions, deteriorating agency internal operating efficiencies and weakening accounting controls. Increased workload for remaining staff may lead to employee dissatisfaction and increased staff turnover, further slowing services. The agency mission of public protection may not be fulfilled.			\$ 165,317				\$ 165,317	1	1.00	

Activity or Program	Describe Reduction	Amount and Fund Type							Pos.	FTE	Rank and Justification
		GF	LF	OF	NL-OF	FF	NL-FF	Total Funds			
(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 2023-25 AND 2025-27)										(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
8. Investigations	Eliminate 1.0 FTE Office Specialist 2 position. Reduces staffing in Investigations. Public protection is diminished. Time to complete investigations is increased. Increased workload for remaining staff may lead to employee dissatisfaction and increased staff turnover, further slowing services. Reliance on Department of Justice personnel is increased, increasing Attorney General expenses. The public may not be protected from unsafe practitioners. The agency mission of public protection may not be fulfilled.			\$ 177,409				\$ 177,409	1	1.00	
9. 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.			\$ 145,000				\$ 145,000	1	1.00	
10. Investigations	Eliminate 1.0 FTE Investigator 3 position. Reduces staffing in Investigations. Public protection is diminished. Time to complete investigations is increased. Increased workload for remaining staff may lead to employee dissatisfaction and increased staff turnover, further slowing services. Reliance on Department of Justice personnel is increased, increasing Attorney General expenses. The public may not be protected from unsafe practitioners. The agency mission of public protection may not be fulfilled.			\$ 241,171				\$ 241,171	1	1.00	
Total		0	0	\$ 1,790,444	0	0	0	\$ 1,790,444	8	8.00	

Summary of 2023-25 Biennium Budget

Summary of 2023-25 Biennium Budget

Oregon Medical Board
Oregon Medical Board
2023-25 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
2021-23 Leg Adopted Budget	42	42.00	16,951,813	-	-	16,951,813	-	-	-
2021-23 Emergency Boards	-	-	394,482	-	-	394,482	-	-	-
2021-23 Leg Approved Budget	42	42.00	17,346,295	-	-	17,346,295	-	-	-
2023-25 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	637,095	-	-	637,095	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2023-25 Base Budget	42	42.00	17,983,390	-	-	17,983,390	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	8,870	-	-	8,870	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	30,696	-	-	30,696	-	-	-
Subtotal	-	-	39,566	-	-	39,566	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	393,876	-	-	393,876	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(1,163,000)	-	-	(1,163,000)	-	-	-
Subtotal	-	-	(769,124)	-	-	(769,124)	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	460,406	-	-	460,406	-	-	-
State Gov't & Services Charges Increase/(Decrease)			192,418	-	-	192,418	-	-	-

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BDV104 - Biennial Budget Summary
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Summary of 2023-25 Biennium Budget

Oregon Medical Board
Oregon Medical Board
2023-25 Biennium

Governor's Budget
Cross Reference Number: 84700-000-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	652,824	-	-	652,824	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2023-25 Current Service Level	42	42.00	17,906,656	-	-	17,906,656	-	-	-

Summary of 2023-25 Biennium Budget

Oregon Medical Board
Oregon Medical Board
2023-25 Biennium

Governor's Budget
Cross Reference Number: 84700-000-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2023-25 Current Service Level	42	42.00	17,906,656	-	-	17,906,656	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2023-25 Current Service Level	42	42.00	17,906,656	-	-	17,906,656	-	-	-
080 - E-Boards									
081 - June 2022 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
091 - Additional Analyst Adjustments	-	-	-	-	-	-	-	-	-
092 - Statewide AG Adjustment	-	-	(49,708)	-	-	(49,708)	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	(33,322)	-	-	(33,322)	-	-	-
101 - Core Business Suite Replacement	-	-	400,000	-	-	400,000	-	-	-
102 - Registration Fees	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	-	-	316,970	-	-	316,970	-	-	-
Total 2023-25 Governor's Budget	42	42.00	18,223,626	-	-	18,223,626	-	-	-
Percentage Change From 2021-23 Leg Approved Budget									
Percentage Change From 2021-23 Leg Approved Budget	-	-	5.06%	-	-	5.06%	-	-	-
Percentage Change From 2023-25 Current Service Level	-	-	1.77%	-	-	1.77%	-	-	-

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BDV104 - Biennial Budget Summary
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Summary of 2023-25 Biennium Budget

**Oregon Medical Board
Operations
2023-25 Biennium**

**Governor's Budget
Cross Reference Number: 84700-015-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2021-23 Leg Adopted Budget	42	42.00	16,951,813	-	-	16,951,813	-	-	-
2021-23 Emergency Boards	-	-	394,482	-	-	394,482	-	-	-
2021-23 Leg Approved Budget	42	42.00	17,346,295	-	-	17,346,295	-	-	-
2023-25 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	637,095	-	-	637,095	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2023-25 Base Budget	42	42.00	17,983,390	-	-	17,983,390	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	8,870	-	-	8,870	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	30,696	-	-	30,696	-	-	-
Subtotal	-	-	39,566	-	-	39,566	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	393,876	-	-	393,876	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(1,163,000)	-	-	(1,163,000)	-	-	-
Subtotal	-	-	(769,124)	-	-	(769,124)	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	460,406	-	-	460,406	-	-	-
State Gov't & Services Charges Increase/(Decrease)			192,418	-	-	192,418	-	-	-

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Summary of 2023-25 Biennium Budget

**Oregon Medical Board
Operations
2023-25 Biennium**

**Governor's Budget
Cross Reference Number: 84700-015-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	652,824	-	-	652,824	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2023-25 Current Service Level	42	42.00	17,906,656	-	-	17,906,656	-	-	-

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Summary of 2023-25 Biennium Budget

**Oregon Medical Board
Operations
2023-25 Biennium**

**Governor's Budget
Cross Reference Number: 84700-015-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2023-25 Current Service Level	42	42.00	17,906,656	-	-	17,906,656	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2023-25 Current Service Level	42	42.00	17,906,656	-	-	17,906,656	-	-	-
080 - E-Boards									
081 - June 2022 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
091 - Additional Analyst Adjustments	-	-	-	-	-	-	-	-	-
092 - Statewide AG Adjustment	-	-	(49,708)	-	-	(49,708)	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	(33,322)	-	-	(33,322)	-	-	-
101 - Core Business Suite Replacement	-	-	400,000	-	-	400,000	-	-	-
102 - Registration Fees	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	-	-	316,970	-	-	316,970	-	-	-
Total 2023-25 Governor's Budget	42	42.00	18,223,626	-	-	18,223,626	-	-	-
Percentage Change From 2021-23 Leg Approved Budget	-	-	5.06%	-	-	5.06%	-	-	-
Percentage Change From 2023-25 Current Service Level	-	-	1.77%	-	-	1.77%	-	-	-

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BDV104 - Biennial Budget Summary
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ORBITS Essential and Policy 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: 84700-015-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	1,256	-	-	-	1,256
Overtime Payments	-	-	335	-	-	-	335
All Other Differential	-	-	1,629	-	-	-	1,629
Public Employees' Retire Cont	-	-	352	-	-	-	352
Pension Obligation Bond	-	-	24,751	-	-	-	24,751
Social Security Taxes	-	-	247	-	-	-	247
Unemployment Assessments	-	-	124	-	-	-	124
Paid Family Medical Leave Insurance	-	-	8	-	-	-	8
Mass Transit Tax	-	-	1,994	-	-	-	1,994
Vacancy Savings	-	-	8,870	-	-	-	8,870
Total Personal Services	-	-	\$39,566	-	-	-	\$39,566
Total Expenditures							
Total Expenditures	-	-	39,566	-	-	-	39,566
Total Expenditures	-	-	\$39,566	-	-	-	\$39,566
Ending Balance							
Ending Balance	-	-	(39,566)	-	-	-	(39,566)
Total Ending Balance	-	-	(\$39,566)	-	-	-	(\$39,566)

Agency Request
2023-25 Biennium

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Legislatively Adopted
Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board
Pkg: 021 - Phase-in

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Dues and Subscriptions	-	-	393,876	-	-	-	393,876
Total Services & Supplies	-	-	\$393,876	-	-	-	\$393,876
Total Expenditures							
Total Expenditures	-	-	393,876	-	-	-	393,876
Total Expenditures	-	-	\$393,876	-	-	-	\$393,876
Ending Balance							
Ending Balance	-	-	(393,876)	-	-	-	(393,876)
Total Ending Balance	-	-	(\$393,876)	-	-	-	(\$393,876)

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Essential and Policy Package Fiscal Impact Summary - BPR013

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							
Data Processing	-	-	(32,000)	-	-	-	(32,000)
IT Professional Services	-	-	(1,002,000)	-	-	-	(1,002,000)
Other Services and Supplies	-	-	(129,000)	-	-	-	(129,000)
Total Services & Supplies	-	-	(\$1,163,000)	-	-	-	(\$1,163,000)
Total Expenditures							
Total Expenditures	-	-	(1,163,000)	-	-	-	(1,163,000)
Total Expenditures	-	-	(\$1,163,000)	-	-	-	(\$1,163,000)
Ending Balance							
Ending Balance	-	-	1,163,000	-	-	-	1,163,000
Total Ending Balance	-	-	\$1,163,000	-	-	-	\$1,163,000

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2023-25 Biennium

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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: 84700-015-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	3,886	-	-	-	3,886
Out of State Travel	-	-	41	-	-	-	41
Employee Training	-	-	3,565	-	-	-	3,565
Office Expenses	-	-	9,575	-	-	-	9,575
Telecommunications	-	-	2,828	-	-	-	2,828
State Gov. Service Charges	-	-	192,418	-	-	-	192,418
Data Processing	-	-	2,913	-	-	-	2,913
Publicity and Publications	-	-	251	-	-	-	251
Professional Services	-	-	184,995	-	-	-	184,995
IT Professional Services	-	-	11,430	-	-	-	11,430
Attorney General	-	-	161,569	-	-	-	161,569
Employee Recruitment and Develop	-	-	3,122	-	-	-	3,122
Dues and Subscriptions	-	-	20,264	-	-	-	20,264
Facilities Rental and Taxes	-	-	28,756	-	-	-	28,756
Agency Program Related S and S	-	-	8,383	-	-	-	8,383
Other Services and Supplies	-	-	11,490	-	-	-	11,490
Expendable Prop 250 - 5000	-	-	684	-	-	-	684
IT Expendable Property	-	-	5,734	-	-	-	5,734
Total Services & Supplies	-	-	\$651,904	-	-	-	\$651,904
Capital Outlay							
Other Capital Outlay	-	-	920	-	-	-	920
Total Capital Outlay	-	-	\$920	-	-	-	\$920

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2023-25 Biennium

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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: 84700-015-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	652,824	-	-	-	652,824
Total Expenditures	-	-	\$652,824	-	-	-	\$652,824
Ending Balance							
Ending Balance	-	-	(652,824)	-	-	-	(652,824)
Total Ending Balance	-	-	(\$652,824)	-	-	-	(\$652,824)

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Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board
Pkg: 032 - Above Standard Inflation

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Attorney General	-	-	-	-	-	-	-
Total Services & Supplies	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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2023-25 Biennium

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Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board
Pkg: 092 - Statewide AG Adjustment

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Attorney General	-	-	(49,708)	-	-	-	(49,708)
Total Services & Supplies	-	-	(\$49,708)	-	-	-	(\$49,708)
Total Expenditures							
Total Expenditures	-	-	(49,708)	-	-	-	(49,708)
Total Expenditures	-	-	(\$49,708)	-	-	-	(\$49,708)
Ending Balance							
Ending Balance	-	-	49,708	-	-	-	49,708
Total Ending Balance	-	-	\$49,708	-	-	-	\$49,708

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2023-25 Biennium

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Essential and Policy Package Fiscal Impact Summary - BPR013

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	-	-	(29,331)	-	-	-	(29,331)
Other Services and Supplies	-	-	(3,991)	-	-	-	(3,991)
Total Services & Supplies	-	-	(\$33,322)	-	-	-	(\$33,322)
Total Expenditures							
Total Expenditures	-	-	(33,322)	-	-	-	(33,322)
Total Expenditures	-	-	(\$33,322)	-	-	-	(\$33,322)
Ending Balance							
Ending Balance	-	-	33,322	-	-	-	33,322
Total Ending Balance	-	-	\$33,322	-	-	-	\$33,322

____ Agency Request
2023-25 Biennium

____ Governor's Budget
Page _____

____ Legislatively Adopted
Essential and Policy Package Fiscal Impact Summary - BPR013

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 pass-through 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

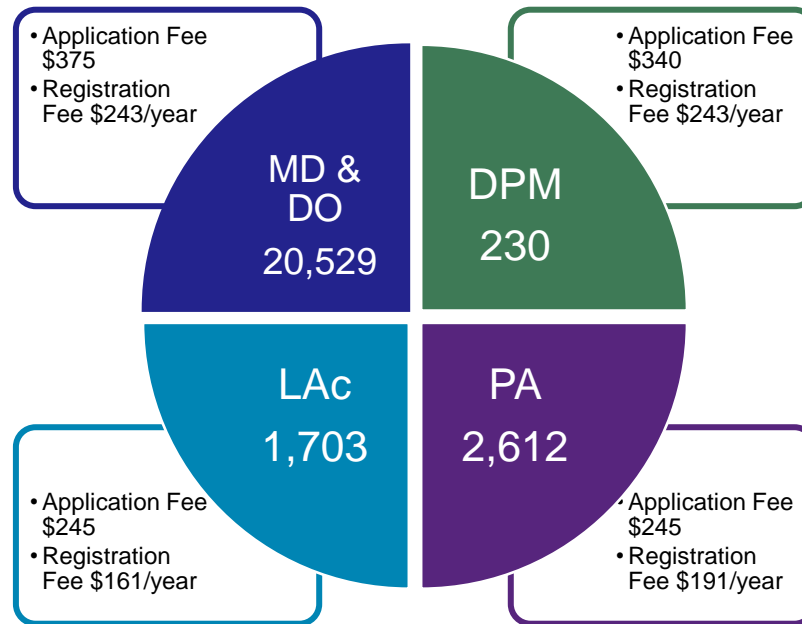
a circulating library of medical and surgical books and publications for the use of providers of medicine in this state, and when not so in use to be kept at the library of the School of Medicine and accessible to its students. The fee is collected at the time the Board collects other license renewal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

Basis for 2023-25 Estimates

82% of agency revenue comes from the licensure and renewal of medical and osteopathic physicians. The MD and DO license group increases on a net basis approximately 2.7% per year, while licensees of other professions grow at different rates. The estimate for 2023-25 revenue is based on the current trend in fee income which shows that between 2018 and 2022, fee receipts from all licensees increased by an average of 2.8% per year.



The Board is requesting an increase in license registration fees for 2023-25. See policy package 102, beginning on page 75.

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	2021-23 Estimated Revenue	2023-25 Agency Request	2023-25 Governor's Budget	2023-25 Legislatively Adopted	Explanation
Doctor of Medicine (MD) and Doctor of Osteopathic Medicine (DO) Registration	OMB Licensees	\$10,011,989	\$13,128,632	\$13,128,632		Increase of 25% to allow the Board to maintain its current service level. Includes estimated 2.8% annual increase in volume. Fee is established by rule. Proposed implementation in July, 2023.
Acupuncture Registration	OMB Licensees	\$554,758	\$727,419	\$727,419		Increase of 25% to allow the Board to maintain its current service level. Includes estimated 2.8% annual increase in volume. Fee is established by rule. Proposed implementation in July, 2023.
Physician Assistant Registration	OMB Licensees	\$1,072,474	\$1,408,748	\$1,408,748		Increase of 25% to allow the Board to maintain its current service level. Includes estimated 2.8% annual increase in volume. Fee is established by rule. Proposed implementation in July, 2023.
Doctor of Podiatric Medicine Registration	OMB Licensees	\$113,886	\$149,377	\$149,377		Increase of 25% to allow the Board to maintain its current service level. Includes estimated 2.8% annual increase in volume. Fee is established by rule. Proposed implementation in July, 2023.

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

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

Oregon Medical Board
2023-25 Biennium

Agency Number: 84700

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

Source	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	14,475,266	15,055,712	15,055,712	18,964,091	18,964,091	-
Charges for Services	83,905	82,657	82,657	83,894	83,894	-
Fines and Forfeitures	201,427	166,780	166,780	201,817	201,817	-
Sales Income	22,405	20,860	20,860	22,305	22,305	-
Other Revenues	49,378	47,526	47,526	33,504	33,504	-
Transfer to Public Universities	(325,280)	(316,867)	(316,867)	(359,283)	(359,283)	-
Tsfr To Oregon Health Authority	(1,024,654)	(1,059,487)	(1,059,487)	(1,547,393)	(1,547,393)	-
Total Other Funds	\$13,482,447	\$13,997,181	\$13,997,181	\$17,398,935	\$17,398,935	-

Agency Request
2023-25 Biennium

Governor's Budget
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Legislatively Adopted
Detail of LF, OF, and FF Revenues - BPR012

Legislation

For 2023, the Board has proposed two legislative concepts.

- Senate Bill 232, proposes amending ORS 677.137 regarding exceptions to Oregon licensure for an out-of-state physician or physician assistant to provide temporary, intermittent follow up care to patients located in Oregon via telemedicine. The proposal clarifies that an out-of-state physician or physician assistant may provide care via telemedicine to a person in Oregon for the purpose of business, work, education, or vacation, if they have a previously established provider-patient relationship. The concept would add that an out-of-state physician or physician assistant may provide temporary or intermittent follow up care if they have an established provider-patient relationship with a patient located in Oregon. The OMB proposes including rulemaking authority to allow the OMB to establish policies and procedures for the administration and enforcement of this section. In Oregon Laws 2022, chapter 45, Section 14, the proposal adds a section clarifying the practice of medicine occurs where the patient is located. Lastly, the OMB proposes amendments to ORS 677.080 to exclude these telemedicine licensure exceptions from the prohibited acts under the Medical Practice Act (ORS 677). There is no anticipated fiscal impact.
- Legislative Concept 559, proposes amending ORS 677.510, 677.515, 677.085, and 677.095 to clarify that physician assistants practice medicine; specify that a physician assistant's scope of practice is based on the physician assistant's education, training, and experience as defined by an OMB rule if needed; and clarify a physician assistant's responsibilities by including them in the duty of care statutory provision. There is no anticipated fiscal impact.

PACKAGE NARRATIVE

101 CORE BUSINESS SUITE SOFTWARE REPLACEMENT *Recommended*

Purpose

In conducting OMB programs, board staff use GLSuite software, which contains data on all current and former licensees and new applicants. The system performs nearly all of the Board's core business functions including licensing and investigative case management. GLSuite's programmatic architecture limits the performance and further sustainability of the system. The vendor who built the software is unable to provide adequate updates to the software or support it to the level required. The agency does not have access to all of the source code, severely limiting OMB's ability to improve and secure the system.

Continuing with the current GLSuite software puts OMB's mission fulfillment at risk due to the difficulty of modifying the software to meet changing business needs, insufficient security controls and the lack of third-party support. To reduce the risk to OMB functions and to improve services, the agency recommends transitioning to a more modern, platform as a service (PaaS) system. A modern system will bring efficiencies and flexibility, providing the agency opportunities to enhance service delivery to their customers.

How Achieved

The need for this software replacement project was reviewed during the 2021 Legislative Session, and the agency received approval and budget authority in its 2021-23 budget to proceed with procuring and implementing a replacement Core Business Software Suite. At the time, the OMB anticipated that the procurement and system configuration could be completed and the funds expended within the 2021-23 biennium.

As of June 2022, the Board is in the final procurement stages for a replacement solution and associated professional system integration services to configure the solution and train agency staff. A lengthy procurement process has delayed the anticipated project completion, which will push a portion of the expenditures into the 2023-25 biennium. While the procurement has proceeded slower than initially estimated, the project is otherwise on track and meeting targets.

With this package, the OMB seeks 2023-25 budget authority to expend funds that were budgeted but unspent during the 2021-23 biennium.

The project meets the thresholds for Enterprise project prioritization and stage gate oversight. DAS EIS has approved the project for stage gates 1 through 3. The 2021-23 project prioritization matrix, Information Technology Investment Form, and Business Case documents are included in the Special Reports tab of these budget materials. See the Business Case for full project details.

Staffing Impact

There are no changes to positions or full-time equivalent required for the above actions.

Quantifying Results

Please see the agency Business Case in the Special Reports tab of these budget materials for more detailed information on anticipated benefits and how those benefits will be measured.

We anticipate a new system will help to improve access to services for licensees, particularly in rural Oregon. A new system will be Americans with Disabilities Act (ADA) compliant in areas our current system is not and allow us to more equitably serve a more diverse community. This project aligns with the agency's Strategic Plan and supports the agency core values of excellence, customer service, and equity.

The project will also ensure a user-friendly, reliable, and secure state technology system consistent with the Governor's Action Plan (September 2018) and the objectives outlined by Enterprise Information Services.

Revenue Source

The total requested budget limitation increase is \$400,000 for 2023-25. These funds were approved but unspent during the 2021-23 biennium and phased out of the agency's 2023-25 budget. At the time of package submission, the final contracted project costs are estimated based on the vendor proposals. The agency will work with the Chief Financial Office and Legislative Fiscal Office to make additional adjustments as necessary.

This package is not expected to impact Board revenue sources. The Board generates all of its own revenues through fees for licensure and services. The Board is entirely funded through its charges for services; the Board receives no General, Lottery, or Federal funds. Approval will not materially impact the need for a fee increase, proposed in accompanying policy package 102.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board
Pkg: 101 - Core Business Suite Replacement

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							
Data Processing	-	-	-	-	-	-	-
IT Professional Services	-	-	400,000	-	-	-	400,000
Total Services & Supplies	-	-	\$400,000	-	-	-	\$400,000
Total Expenditures							
Total Expenditures	-	-	400,000	-	-	-	400,000
Total Expenditures	-	-	\$400,000	-	-	-	\$400,000
Ending Balance							
Ending Balance	-	-	(400,000)	-	-	-	(400,000)
Total Ending Balance	-	-	(\$400,000)	-	-	-	(\$400,000)

102 REGISTRATION FEES *Recommended*

Purpose

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

In the powers granted to the Oregon Medical Board, ORS 677.265 (1)(a) states in part that the Board has the power of “Establishing fees and charges to carry out its legal responsibilities...” and that such “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 shall not exceed the cost of administering the program or the purpose for which the fee or charge is established...” Board fees are set by administrative rule and ratified by the Legislature.

The Board scrutinizes expenditures carefully, seeking every opportunity to use efficiencies to save money and avoid fee increases. Fees are kept 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. The last time the Board exercised the power to increase fees was in 2013, when the annual registration fee for medical licensure increased from \$222 to \$243.

The Board has made every effort to avoid a fee increase for as long as possible. Where feasible, the Board has simplified, automated, or eliminated tasks and business activities to streamline activities and reduce expenses. The following are just a few examples of cost-saving changes made since the last fee increase.

- 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 expense.

- 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 expenses down, expenses have continued to rise due to increasing personal services costs, general inflation, and increased state government service charges, which are the fees the agency pays to other state agencies. Since the last fee increase, the number of licensees served by the agency has increased by 30%, necessitating the addition of two positions, a 9.5% increase, to handle the increasing workload as well as increased service expectations from licensees, the medical community, and the public.

As an entirely Other Funded agency, the Board carefully monitors its cash flow, ensuring that it has funds for anticipated costs and a reserve to cover unanticipated costs. Unanticipated costs are typically 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.

How Achieved

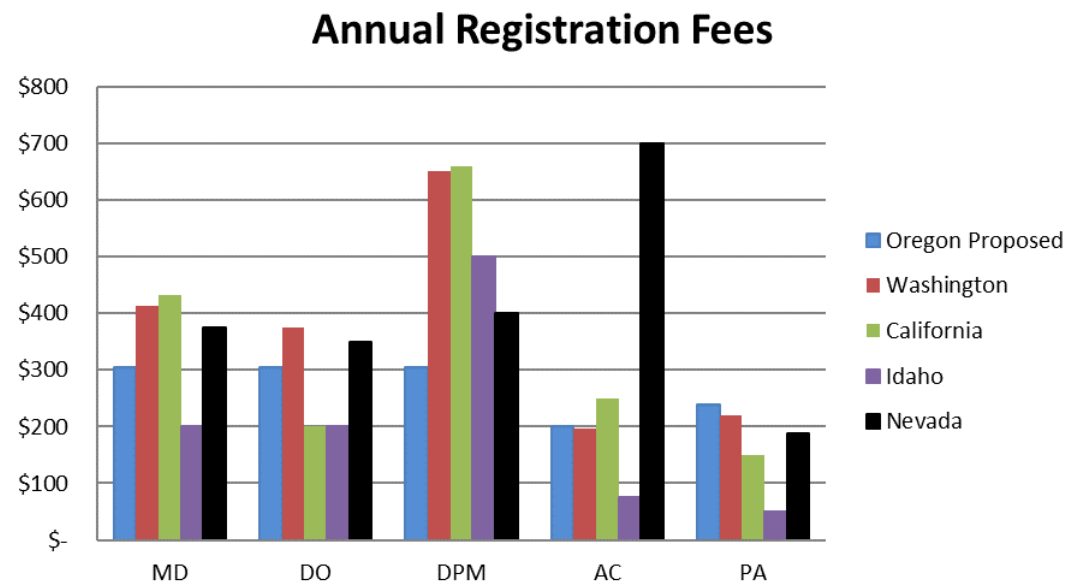
Most OMB licenses expire December 31st of the odd-numbered calendar year. Thus, the Board receives the bulk of its biennial revenue at the end of the second quarter of each biennium. This requires the Board to retain a minimum of six months of ending balance at the end of each biennium.

The Board estimates it will have less than six months of operating expense to begin 2025-27 unless fees are increased during 2023-25. The OMB proposes to raise license registration fees by 25% for all license types. The Board is not proposing to increase license application or other service fees.

The agency prefers to seek larger, infrequent fee increases. 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. Smaller, regular increases were considered, but the increases required to achieve a six-months reserve at the beginning of each biennium would be substantial for the first two biennia.

Most (83%) of the Board's funding comes from medical doctor and doctor of osteopathy licensure and renewals. The proposed registration fee for these licensees is \$304 per year, an increase of \$61. Registration fees for other professions would also increase; the fees for podiatrists would increase to \$304, physician assistants would increase to \$239, and acupuncturists would increase to \$201.

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



Note that the Oregon proposed fee only includes those funds the Board retains; it does not include 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.

In planning for this proposed fee increase and reviewing fees of our neighboring states, the Board recognized that the state of Washington has imposed an annual surcharge of \$50 to support the Washington physician health program, a program similar to the Oregon Health Professionals' Services Program discussed on page 30. OMB registration fees have, to date, been structured to cover the substantial costs of the Health Professionals' Services Program. In the interest of transparency, the OMB anticipates seeking a change to our funding structure with our 2025-27 budget to implement a licensee surcharge similar to that assessed in Washington. The OMB is not seeking this change with our 2023-25 budget because the current contract with the provider of the Health Professionals' Services Program expires in June 2025; a new contract is expected for future year services. The Board expects to have better information about the future program costs when we prepare our 2025-27 budget request. The currently requested fee increase was established with an expectation that a new surcharge would be requested to begin in 2025-27.

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 critical to allow the Board to maintain its current level of service and provide essential funding to begin the 2025-27 biennium.

Without increased fee revenue, the Board will be required to make cuts to staff and services, potentially impacting public safety.

The Board projects that this increase will be sufficient to fund agency operations through the 2027-29 biennium. Without additional changes to the OMB's funding structure, further changes are projected to be necessary in the 2029-31 biennium. Typical agency efficiency savings during the coming biennia could increase the time before additional increases are needed.

Revenue Source

This package adds no new revenue sources to the Board, which generates its own revenues through fees for licensure and services. It will increase the revenues received from existing sources by \$3,066,260 for 2023-25.

The agency is entirely funded through its charges for services; the Board receives no General or Federal Funds.

The approval of the expenditures proposed in policy package 101, Core Business Suite Software Replacement will not materially impact the agency's current need for a fee increase.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board
Pkg: 102 - Registration Fees

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Business Lic and Fees	-	-	3,066,260	-	-	-	3,066,260
Total Revenues	-	-	\$3,066,260	-	-	-	\$3,066,260
Ending Balance							
Ending Balance	-	-	3,066,260	-	-	-	3,066,260
Total Ending Balance	-	-	\$3,066,260	-	-	-	\$3,066,260

SPECIAL REPORTS

Information Technology Reports

2021-23 Budget Spreadsheet

Agency	Policy Group	IT Investment Name	Mandate	Project	Start Date	End Date	Total Cost	Previous Biennia OF Cost	Current Biennium OF Cost	Future Biennia OF Cost	Policy Option Package Request	Short Description		
OMB	Healthy People	Core Business Suite Replacement	None	Yes	2020-06-01	2023-06-30	\$ 4,499,563	\$ 653,562	\$ 1,938,792	\$ 1,907,209	Yes	This project is undertaken to replace the agency's aging core business software suite.		



EIS IT Investment form

Investment Name:	Core Business Suite Replacement	Date:	5/26/2020
Agency:	Oregon Medical Board	Owner / Sponsor:	Nicole Krishnaswami, JD
Agency Division:		Business Contact:	Carol Brandt
Related Program:		IT Contact:	Mark Levy
Policy Option Package:	101 Core Business Suite Replacement	Mandate:	

Investment Type: ☐ Non-Project ☒ Project ☐ Program Initiation

Estimated Scope / Description:

The Oregon Medical Board (OMB) is the State of Oregon's licensing agency for the following healthcare professionals: medical doctors, doctors of osteopathic medicine, doctors of podiatric medicine, physician assistants and acupuncturists.

In conducting OMB programs, board staff use GLSuite software, which contains data on all current and former licensees and new applicants. The system performs nearly all of the Board's core business functions including licensing and investigative case management. GLSuite's programmatic architecture limits the performance and further sustainability of the system. The vendor who built the software is unable to provide adequate updates to the software or support it to the level required. The agency does not have access to all of the source code, severely limiting the OMB's ability to improve and secure the system.

To reduce the risk to agency functions and to improve services, the agency recommends transitioning to a more modern, platform as a service (PaaS) system. Continuing with the current GLSuite software puts agency mission fulfillment at risk due to difficulty of modifying the software to meet changing business needs, insufficient security controls, the pending obsolescence of Internet Explorer, and the lack of third-party support.

A modern system will bring efficiencies and flexibility, providing the agency opportunities to enhance service delivery to our customers.

See complete project details within the project Business Case.

Estimated Schedule:		Start Date: <u>6/1/2020</u>	End Date: <u>6/30/2023</u>
----------------------------	--	-----------------------------	----------------------------

Estimated Budget:	
Implementation Cost	5 –Year Operating Cost
Hardware: _____	Hardware: _____
Software: _____	Software: _____
Contracts/Services: <u>\$1,359,716</u>	Contracts/Services: <u>\$1,907,209</u>
Personnel: <u>\$1,232,638</u>	Personnel: _____
Total: <u>\$2,592,354</u>	Total: <u>\$1,907,209</u>
Funding Source: <u>Other Funds</u>	Total Cost*: <u>\$4,499,563</u>
Contract NTE: _____	

* Total cost includes implementation plus 5 years of operating cost

Security Considerations:

As the system providing core services to the agency and stakeholders, it is expected to be highly available while maintaining complete integrity and confidentiality of data. OMB data includes Level 1 to Level 4 protection requirements. Data types include HIPPA, CJIS, PCI DSS, and OCIPA.

To meet these needs, OMB anticipates contracting with mature, reputable platform and software vendors, providing information security resources not currently available within this small agency. This model of service provision would be a cloud service. The agency would require all data be hosted within the United States.

Applicable Oversight Threshold(s): (DAS Policies [107-004-130](#) and [107-004-150](#))

- | | |
|---|--|
| <input checked="" type="checkbox"/> ≥\$150k Total Cost* | <input checked="" type="checkbox"/> Cloud / Hosted and High Remediation Cost |
| <input type="checkbox"/> ≥\$1m Total Cost*, Internal Development | <input checked="" type="checkbox"/> Cloud / Hosted and System of Record |
| <input checked="" type="checkbox"/> ≥Level 3 Information Classification | <input checked="" type="checkbox"/> EIS Required |

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Business Case for *Core Business Suite Replacement*





Oregon Medical Board

Date: May 27, 2020

Version: 1

Authorizing Signatures

The person signing this section is attesting to reviewing and approving the business case as proposed.

Agency Head or Designee	
Nicole Krishnaswami, JD	
	05/27/2020
Agency Executive Sponsor	
Nicole Krishnaswami, JD	
	05/27/2020
Agency Chief Information Officer (CIO) or Agency Technology Manager	
Carol Brandt	
	05/27/2020
Business Analyst or Business Case Author	
Carol Brandt	
	05/27/2020

Executive Summary

The mission of the Oregon Medical Board (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. OMB is the State of Oregon's licensing and regulatory agency for the following healthcare professionals: medical doctors, doctors of osteopathic medicine, doctors of podiatric medicine, physician assistants and acupuncturists. The Board issues full practice licenses, limited (training) licenses and courtesy (temporary) authorizations.

In conducting OMB programs, board staff use GLSuite software, which contains data on all current and former licensees and new applicants. The system performs nearly all of the Board's core business functions including licensing and investigative case management. GLSuite's programmatic architecture limits the performance and further sustainability of the system. The vendor who built the software is unable to provide adequate updates to the software or support it to the level required. The agency does not have access to all of the source code, severely limiting OMB's ability to improve and secure the system.

In reviewing options for moving forward, the agency has reviewed and considered several alternatives. These alternatives are:

1. Do nothing
2. Platform as a Service Solution, hosted by vendor
3. Commercial Off-The-Shelf Solution, hosted on premise
4. Software as a Service Solution, hosted by vendor

To reduce the risk to agency functions and to improve agency services, transitioning to a more modern system is recommended. The Board has determined that purchasing a solution from a vendor provides the most value for stakeholders.

The Board recommends finalizing complete system requirements, determining how to procure a PaaS solution, and proceeding with contracting and system implementation. The procurement may be able to leverage existing state contracts for software. If existing state contracts cannot be utilized, a Request for Proposal (RFP) would be developed.

Continuing with the current GLSuite software puts agency mission fulfillment at risk due to difficulty of modifying the software to meet changing business needs, insufficient security controls, the pending obsolescence of Internet Explorer, and the lack of third-party support.

A modern system will bring efficiencies and flexibility, providing the agency opportunities to enhance service delivery to our customers.

The Board is entirely supported by Other Funds generated principally through licensing fees; no General Fund dollars will be spent for this project. The agency has sufficient ending balance to fund this project without the immediate need for fee increases. Investment would be over a five-year period from June 01, 2020 through June 30, 2025. This would cover the planning, execution and first two years of monitoring and control phases of the project. Total cost over a 5-year period is expected to be \$4.4 million.

Overview and Background

Background and Current State

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.

OMB is the State of Oregon's licensing and regulatory agency for the following healthcare professionals: medical doctors, doctors of osteopathic medicine, doctors of podiatric medicine, physician assistants and acupuncturists. The Board issues full practice licenses, limited (training) licenses and courtesy (temporary) authorizations. The Board currently has approximately 23,000 licensees who renew their licenses mostly on a two-year schedule. The Board receives approximately 3,500 new license applications per year. License renewals happen at specified times of the year. Board staff and the system are especially busy during these times.

The Board is also responsible for accepting complaints regarding licensees, conducting investigations and issuing decisions concerning such investigations. These disciplinary decisions can result in fines or suspension of licensees. The Board receives approximately 850 complaints per year. About 45% of these are determined to be a possible violation of the Medical Practice Act, leading to further investigation and possible discipline.

The Board is subject to the State of Oregon's public records laws. Its current license management system allows the public to perform self-service lookups on the general status of licensees; over 1 million verification searches are performed annually. In addition, the Board processes about 1,400 detailed public records requests per year.

All of these core functions along with most of the Board's administrative business functions are performed using a single, integrated system, GLSuite. The system was procured from GL Solutions and went live in 2009. GLSuite is hosted on premises in the agency's office. Initially, support, maintenance, and enhancement of the system was shared between the agency's internal information technology staff and GL Solutions. The vendor was unable to meet agency needs and contractual requirements. In 2016, the support contract with the vendor was ended and the system has since been entirely supported internally by two information technology staff.

The system captures all data relevant to an applicant or licensee, including investigative cases. Varying levels of sensitive data can be included on each person's record. The system currently holds PII, HIPAA, and CJIS information. As such, information in the system is considered to meet the State's level 3 classification for all applicants and licensees with a few licensees marked as having level 4 classified data. Level 4 data is held securely on paper outside the system.

The Board uses GLSuite in nearly every aspect of its business processes. GLSuite supports the following business operations:

- Licensing: initial application, license issuance, license maintenance
- Investigations: complaint intake, case management, investigative activities, resolution
- Enforcement of Board Orders
- Meeting materials production and meeting management
- Supervising Physician/Physician Assistant Practice agreements
- Cash receipts processing and accounts receivable management
- Contracting with licensees to serve as medical consultants
- Newsletter enrollment

- Public records search and request tracking

The OMB's primary stakeholders are:

- The people of Oregon – Oregon healthcare consumers rely on the OMB to appropriately license, investigate complaints, and discipline the professionals we regulate to protect their health and wellbeing.
- Applicants and Licensees —applicants and licensees need a system that allows them to easily maintain their data and submit accurate initial license and renewal applications with supporting information.
- Board Members (14)—Board members have fiduciary responsibility for the Boards' operations. They need to have access to accurate and timely information and especially rely on system documented data related to investigations.
- Agency Staff (41)—staff depend on the system to complete day-to-day tasks.
- Healthcare employers and insurance companies – these entities rely on OMB information in managing their business activities.
- Other State Agencies—OMB is subject to a variety of reporting requirements and must be able to provide information from our systems. The agency provides information to the Governor's Office, the Legislature, Department of Revenue, Department of Justice, Child Support Division, Oregon Health Authority, and the Department of Administrative Services.
- Professional Associations, Public Consumers and Other Stakeholders—OMB is required to promptly respond to public records requests and other requests for information. The GLSuite system is the main source for agency information.

Problem Analysis

Due to the high degree of configurability and openness of the GLSuite platform, the Board has successfully extended its life by adding reports, business logic and a public web front end to the system. However, the fundamental programmatic architecture limits the performance and further sustainability of the system.

- GLSuite does not allow the agency to meet several elements of the Statewide Information Security Plan (SISP) or Statewide Information Security Standards (SISS). The Board employs compensating controls to the extent possible. The deviations are as follows:
 - SISP - 12.1.4 Separation of development, testing and production environments and 14.3.1 Protection of test data. GL Suite does not have mechanisms to prevent Level 3 or higher information from being copied into the testing and development environments.

- SISP - 12.4.1 Event Logging. GL Suite does not have mechanisms to log what was changed or by who in Practice Agreements between physicians and physician assistants. The system does not have mechanisms to log security relevant files.
- SISS – AC-6 Security implementation is not robust enough to enforce least privilege at an individual user level.
- SSIS – AC-7 & AU-2 Staff logins are not recorded or logged. Unable alert on invalid internal login attempts.
- SISS – IA-2 Two factor authentication is not support and system passwords are stored within the database as clear text.
- SISS – AU-3 System audit records are incomplete.
- The internal or “back office” component only functions on Internet Explorer. Internet Explorer has an estimated end of life October, 2025. Currently Internet Explorer is only being patched by Microsoft for major security flaws. In addition, the system does not support Internet Explorer versions 9 or greater, requiring use of a specially configured legacy mode to utilize the system.
- The system does not allow the agency to appropriately manage access to level 4 data. The workaround has been to purge level 4 data from the system and retain in external paper form to which access is controlled and logged.
- GLSuite does not meet accessibility standards for internal users.
- Document management within the system has been unreliable; the agency is unable to determine if documents stored on the record are accurate.
- The system has performance limitations which constrain the number of licensees able to access online services at any one time. This limitation is regularly encountered during busy renewal periods.
- The system’s core is designed around serial processing of individual records. As record sizes continue to grow, the system grows progressively slower, less reliable and requires alteration of some internal processes.

Without vendor support, the system cannot be upgraded to resolve these issues. Based on past experience, commencing support with and seeking upgrades from GL Solutions is not a viable alternative. Given the vendor’s software changes since the system was implemented and time elapsed since it has been supported, the resulting endeavor would be indistinguishable from a transition to completely different software.

This project has been approved by the members of Board and the agency’s management team. Before deciding to undertake this project, the Business Manager and Information Technology staff evaluated the need to replace the system against the business needs. An initial market assessment was performed to ensure the availability of systems and vendors that might fulfill agency requirements. The agency’s management team directed and advised on appropriate project timing. Once Board and management approval was received, the project was initiated and the agency started collecting the information needed to initiate the project.

Alignment

Replacement of GLSuite is undertaken in keeping with the agency's Strategic Plan goal of modernizing and optimizing technology tools to simplify and streamline agency functions as well as position the agency for future technology needs. See [attached](#) Agency Strategic Plan, Strategy 1. Replacing GLSuite with a product which uses more modern architecture will allow the agency to improve internal efficiency and improve the usability and feature set offered so we may continue to provide our customers with excellent service.

The project supports the Governor's vision of user-friendly, reliable, and secure state technology systems as well as the Enterprise Information Services (EIS) modernization objectives.

The Board has been able to leverage the licensing systems requirements developed by EIS to issue a Request for Information to gather information about available products. The Board continues to partner with EIS and other licensing boards to share knowledge and experience in provisioning licensing software.

Scope

Description

The Board seeks an easily configurable replacement solution that fulfills all functions of the current system and allows the agency to add other needed functionality. The project will consist of reviewing and acquiring a single system that can replace the current one. A partnership with the vendor is important to the agency; vendor compatibility with the agency's vision and culture is as important as the product itself. The vendor will document and understand the agency's current processes and build or configure a system to adhere to them. All existing essential functions of the current system should be enacted in the new. Quality assurance will be performed on the system to ensure all functionality meets the agency's needs. Data in the existing system will be migrated,

including all historical data that may not be referenced within new processes. Training will be provided by the vendor to ensure agency staff and IT can utilize and configure the new system.

Project Deliverables

- Provide a system that allows varying degrees of access by role.
- Create all components needed for internal Licensing staff to administer their current licensing process.
- Create all components needed for internal Investigations staff to administer their investigation processes.
- Create all components needed for internal Administrative Services staff to administer their administrative process.
- Build a public facing customer portal for applicants and licensees to apply and maintain licensure.
- Develop a public facing portal for the public to search licensed and disciplined individuals.
- Train IT staff in configuring the system.
- Train internal staff in performing their processes.
- Provide system specifications on the configuration of the system.

Acceptance Criteria

- Licensing staff are able to effectively and securely complete their day-to-day activities in the new system.
- Investigations staff are able to effectively and securely complete their day-to-day activities in the new system.
- Administrative staff are able to effectively and securely complete their day-to-day activities in the new system.
- Agency IT has the ability and know-how to configure the system.
- Public facing customer portal allows applicants and licensees to effectively and securely apply and maintain licensure.
- The public can search for current and previous licensees along with individuals who may have been disciplined.

Exclusions

- No more than 10% of the project effort should go into new functionality that is not in the current system.

Research

The agency compiled a list of vendors with potential products by consulting with other state agencies, EIS, agencies outside the state, and through internet and news searches. Each vendor and their associated product(s) were reviewed for capabilities and how much potential they had to deliver a compatible product. The agency then compiled a set of high-level requirements to provide vendors an idea of what the agency was looking for. In March 2020, the agency issued an informal RFI, [attached](#), to gauge the marketplace and begin to develop a policy package for the 2021-23 biennium. The below alternatives analysis is based on the responses to this RFI.

The agency has monitored similar initiatives across the state. Contact with EIS has been maintained to keep apprised of other licensing system projects and their requirements. The OMB has sought information from other agencies about the products and vendors they evaluated as well as their final choice of product. The Board finds that other agencies with seemingly similar needs have documented requirement differences. An attempt to share services with other agencies would increase the scope, complexity, implementation time and project risk.

Responses to the RFI led to the classification of all products by their service type: platform as a service (PaaS), software as a service (SaaS), and commercial off-the-shelf solutions (COTS). The agency then evaluated the customer configurability of each solution. This allowed further classification of products as highly, moderately, or not configurable by agency staff, enabling the agency to gauge ongoing dependence on the vendor. The agency determined a preference towards a highly configurable PaaS as the service type that best aligns with agency needs and results in least risk. A highly configurable PaaS product provides a solution that can be

easily modified as business needs evolve and managed using a combination of internal and external parties to ensure resource availability.

Requirements

See the [attached](#) preliminary system requirements.

Examples of desired additional functionality:

- Board member access to meeting materials. These materials are currently being converted into encrypted PDF files that are distributed to the Board members via Dropbox to agency owned and secured laptops. These files can be as large as 2GB and contain 10,000 pages or more, making this a challenging process and inefficient tool for Board members and staff.
- Third-party provision of payments. Many provider organizations choose to pay licensing fees for their employees but there is currently no mechanism for them to do this online. The alternative is for these organizations to pay with checks or provide the agency with credit card information for manual processing. A secure, online, system allowing the entity to pay by credit card improves efficiency and reduces the risk inherent in handling of funds.
- Third-party provision of source documents. Throughout agency business processes we require information from third parties that must be manually managed. A modern system would allow data integrations to improve efficiencies and data source integrity.
- Integration with the state's financial system. Cash receipts and accounts receivable collections are recorded in GLSuite but the information must then be manually transferred into the state's financial system, SFMS. Integration would improve efficiencies.
- Improved workflow visibility and management. The current system does a poor job of allowing users to visualize workflows and track items needed to complete them. As complex as internal requirements can be, the agency needs a system that makes it easier for staff and customers to track workflows and understand what needs to be completed.
- Meeting security and accessibility standards. The current system is limited in what security standards it can meet and does not adhere to any accessibility standards.
- Integrated email, allowing secure email interactions with customers directly through the online portal as well as reliable and customizable mass email capabilities.

Measurable Business Benefits

- Business Process Improvements or Transformation
 - Staff Utilization: staff may be able to be redeployed to other duties.
 - Streamlined process: No redundant steps, fewer steps, manual processes automated.
 - Reduced processing time: meeting statutory timeframes for reporting.
 - Improved internal controls: Accountability and increased audit compliance & recordkeeping.
 - Achieved policy objectives: Citizens receive better quality & timely services.
 - More stable IT environment: Business continuity, reduced errors.
 - Configurable: Allow greater staff visibility and control of processes.
- New or Enhanced Service
 - New or improved service: Automated transactions, ability to receive additional services on line.
 - Access to Information: Ability to view and/or purchase public records.
 - Increased availability of business and operational reporting: improved decision-making and transparency.
- Public/Stakeholder Satisfaction
 - Legislative or regulatory compliance: More adaptable to law changes.
 - More timely information: More effective decision-making ability backed by accurate information.
 - Streamlined processes: Easier for public to do business with government.
 - Increased responsiveness to customer needs.
- Strategic Alignment
 - Directly supports state and agency strategy, mission or business plans.
 - Alignment with agency modernization plan.
- Security: compliance, data integrity, risk reduction

Benefit and Measurement

Benefit	Measurement
Allow third parties to pay on behalf of customers.	Receipt of payments from a third parties.
System can handle all licensees during renewal periods.	Licensees are not prevented from accessing the system during renewal period high loads.
Reduce time spent fixing bugs.	Compare percentage of bug fixes in old system to new.
Reduce time implementing new features.	Compare time to release new features in old system to new.
Improve customer engagement and responsiveness throughout business processes.	Compare feedback of customers and time between staff requesting feedback and customers providing it.
Level 4 data can be securely stored.	System adheres to the State standards for storing Level 4 data.
Reduce time compiling Board meeting materials and distributing to the Board members.	Compare time staff spend assembling and distributing materials for Board meetings.
Improve document management.	Documents can be tracked through an approval process and versions can be reviewed by staff.
Increase system uptime.	Reduced monthly service updates downtime.
Less IT time spent maintaining servers and network through adequate vendor support and robust architecture.	Reduced server and network maintenance time.
Fewer staff data entry errors through improved workflow and data validation.	Reduced data entry errors.

Benefit	Measurement
Eliminate need for staff use of Excel and other tools to track processes and information.	Eliminated duplicate entry across informal tracking tools.
Reduced staff training time through improved workflows and visibility of processes.	Reduced time to train staff on the system.
Reduced investigation time through improved workflows and visibility.	Reduced time from initial complaint receipt to case closure.
<i>Optional, not included in initial system requirements:</i> More secure and traceable interactions with applicants, licensees and entities related to investigations with integrated secure email.	Improved traceability of interactions with applicants, licensees and entities.

Assumptions & Constraints

Assumptions

- The Board's leadership and staff support this project.
- The agency has both the internal resources and the funding to pursue the project.
- Agency information technology staff will remain consistent throughout the project.
- Access to subject matter experts (SMEs) throughout the project will be available as needed.
- The OMB assumes that an integrated software solution from a stable and reliable vendor can be obtained that will meet our requirements without the need to custom build. See [attached](#) list of preliminary mandatory and optional requirements.
- The proposed project timeline can be achieved, see [Appendix 1](#).

Constraints

- As an Other Funds agency, revenue from licensee fees must support agency operations and initiatives.
- As a relatively small agency, the number of SMEs is limited, and day-to-day, mission-related activities must be continued.
- Agency renewal cycles dictate that a new system cannot go live during the final three months of any odd-numbered year.
- Implementation must be completed before the current GLSuite software becomes non-operational.

Alternatives

1. Do Nothing

Under this option, the Board would take no action and continue to use the on-premise GLSuite software. The OMB considers this to be the highest risk, least beneficial, alternative.

Identified risks:

- End of life for Internet Explorer will introduce irreparable incompatibility with the application.
- Future operating system upgrades may be incompatible with the application.
- One or both agency information technology staff leave the agency, significantly reducing or entirely preventing the ability to manage or enhance the system.
- Record size grows over time, reducing system responsiveness to staff, licensees, and applicants.
- Unforeseen issues managing documents may result in lost information.
- Unforeseen core code bug could cause data loss or unreliability.
- New statutory requirements may not be able to be met due to system limitations.
- Ongoing management of hardware.
- Potential infrastructure unavailability.
- Limited capacity management and scaling of resources.
- Continued deviation from Statewide information security plan and standards.
- Inability to provide other agencies and organizations with real time data.

Benefits Identified:

- No additional costs.
- No requirement to manage change or transition data and business processes.

Anticipated 5-year costs: \$ 2.2 million

2. Platform as a Service Solution, Hosted

Under this option, the Board would procure and implement a Platform as a Service (PaaS) solution.

Identified risks:

- Relies on a third-party to provide required infrastructure, capacity management and scaling.
- Relies on a third-party to safeguard agency information.
- Platform and/or software vendor may cease business.
- Agency has less control of data.
- Platform and/or software updates may not meet the needs of the agency.
- Creates vendor lock-in.
- Licensing model and costs could change.

Benefits Identified:

- Most likely to allow No-code/Low-code development, providing opportunities for non-technical users to make system changes, increasing options to maintain and improve the system.
- Highly configurable modern architecture, allowing agency business processes to be efficiently designed.
- Highly flexible as statutory requirements change and business processes evolve.
- Hosted off site with system failovers, reducing risk of system unavailability.
- Vendor support provides resources for ongoing maintenance and system enhancements.
- Platform provides information security resources not able to be provided by a small agency.

Anticipated 5-year costs: \$ 4.4 million

3. Commercial Off-The-Shelf Solution, On Premise

Under this option, the Board would procure and customize a Commercial Off-The-Shelf solution (COTS), hosting on premise.

Identified risks:

- Ongoing management of hardware.
- Agency responsibility for capacity management and scaling.
- Potential infrastructure unavailability.
- Software vendor may cease business.
- Agency may have limited opportunity to self-manage software functioning and feature enhancements.
- Software updates may not meet the needs of the agency.
- New statutory requirements may not be able to be met due to system limitations.
- Most likely only developers would be able to make system changes, limiting support resources available to the agency.

Benefits Identified:

- Generally configurable modern architecture, allowing agency business processes to be efficiently designed.
- Moderately flexible as statutory requirements change and business processes evolve.
- Vendor support provides resources for ongoing maintenance and system enhancements.
- Agency has more control of data.
- More likely agency could own the source code and be able to support the system if the vendor cannot.

Anticipated 5-year costs: \$ 4.6 million

4. Software as a Service Solution, Hosted

Under this option, the Board would procure and implement a Software as a Service (SaaS) solution, hosted by the software vendor.

Identified risks:

- Relies on a third-party to provide required infrastructure, capacity management and scaling.

- Relies on a third-party to safeguard agency information.
- Software vendor ceases business.
- Agency has less control of data.
- Agency may have limited opportunity to self-manage software functioning and feature enhancements.
- Software updates may not meet the needs of the agency.
- Creates vendor lock-in.
- Licensing model and costs could change drastically.
- Likely only vendor developers could make major system changes.
- Provides the agency the least ability to configure the system.

Benefits Identified:

- Moderately configurable modern architecture, allowing agency business processes to be efficiently designed.
- Moderately flexible as statutory requirements change and business processes evolve.
- Hosted off site with system failovers, reducing risk of system unavailability.
- Vendor support provides resources for ongoing maintenance and system enhancements.
- Vendor and cloud host provide information security resources not able to be provided by a small agency.

Anticipated 5-year costs: \$ 5.6 million

Conclusions

Based on the analysis of responses to our RFI and review of the anticipated risks and benefits of the solutions identified, the OMB has determined that a Platform as a Service (PaaS) approach is the best solution for the agency. This method of service delivery provides the best balance of flexibility, stability, and agency control.

The OMB recommends finalizing complete system requirements, determining how to procure a PaaS solution, and proceeding with contracting and system implementation. The procurement may be able to leverage existing state contracts for software. If existing state contracts cannot be utilized, a Request for Proposal (RFP) would be developed.

Continuing with the current GLSuite software puts agency mission fulfillment at risk due to difficulty of modifying the software to meet changing business needs, insufficient security controls, the pending obsolescence of Internet Explorer, and the lack of third-party support.

A modern system will bring efficiencies and flexibility, providing the agency opportunities to enhance service delivery to our customers.

Appendixes and References

[Appendix 1](#)- Proposed Project timeline

[Appendix 2](#)- Preliminary mandatory and optional requirements

[Appendix 3](#)- Informal Request For Information (RFI)

Appendix 1

Proposed Project Timeline

Stages	Project Initiation	Planning	Execution	Operations & Control
Timeline	January – June, 2020	July 2020 - December 2021	January 2022 – June 2023	July 2023+
EIS Stage Gate	Stage Gate 1	Stage Gate 2 & 3	Stage Gate 4	
Key Deliverables & Activities	<ul style="list-style-type: none"> • Market Research/RFI • Business Case • Early Budget development • IT Investment Form • Initial Complexity Assessment • Project Charter 	<ul style="list-style-type: none"> • Project Management Plan • Business Requirements and Project Scope • Deliverable Management Plan • Requirements Traceability Matrix • Cloud Workbook • System Security Plan • RFP and Vendor Selection 	<ul style="list-style-type: none"> • Contract Execution • Software Configuration • Vendor Management • Project Management • Budget Management • Risk Management • Operations and Maintenance Plan • System Security Plan • Go-Live 	<ul style="list-style-type: none"> • Software Support • Change Management • Ongoing Documentation

Appendix 2

Preliminary Mandatory and Optional Requirements



Modernization
Preliminary Requirem

Appendix 3

Informal Request For Information (RFI)



OMB-RFI-Spring2020.pdf



RFI Requirements
Workbook.xlsx



RFI Alternatives
Analysis.xlsx

2021-23 Project Prioritization Matrix

Project Prioritization Matrix			Core Business Suite Replacement	
TOTAL PROJECT SCORE (0-100)			85	
CRITERIA	WEIGHT	SCORING GUIDE		
Technology & Strategic Alignment	35%	WEIGHTED SUBTOTAL & PERCENT OF TOTAL PROJECT SCORE	29	34%
Alignment to Strategic Plans Does the Agency adhere to the Governor's Strategic Plan (<i>Action Plan: User Friendly, Reliable and Secure: Modernizing State Information Technology Systems and Oversight</i>) and the Enterprise Information Services Strategic Plan? Does the investment align with IT best practices (e.g. transparency by design, easily retrievable data, early value delivery, modular implementation, security principles, modern hosting technologies such as cloud, configuration over customization, etc.) How does this investment integrate into the agency's strategic plan?		3 - Mastery (High)	3	
		Investment incorporates multiple elements of state technical vision, is strategically consistent with agency strategic vision and IT best practices. Proposed solution is technically consistent with State vision for User-friendly, Reliable and Secure systems.		
		2 - Competent (Medium)		
		Mostly aligned with Mastery		
		1 - Adequate (Low)		
		Partially aligned with Mastery		
Diversity, Equity, Inclusion, and Accessibility Does the Agency adhere to the Governor's Office of Diversity, Equity, Inclusion/Affirmative Action mission and objectives? Does the Agency have processes in place ensuring Oregon's government develops, maintains, and embeds a diverse and inclusive culture throughout state systems, institutions, and deliverables and plan to incorporate them into this investment? Does the Agency address how the solution will meet or exceed Oregon Accessibility Standards?		0 - Insufficient (None)	2	
		Investment is inconsistent with elements of the Enterprise and/or Agency state technical vision and does not incorporate the state's technical values or consider IT best practices.		
		3 - Mastery (High)		
		Agency intentionality makes equity, inclusion and accessibility a priority in change management, customer service, leadership development, and community engagement. Investment demonstrates and incorporates diligence in employment, from hiring to retention, promotion, and succession planning. Agency plans to work with Procurement on COBID certified firms. Project substantially benefits underserved communities-including rural communities, low income communities or communities of color.		
		2 - Competent (Medium)		
		Mostly aligned with Mastery		
		1 - Adequate (Low)		
		Partially aligned with Mastery		
		0 - Insufficient (None)		
		Agency does not have adequate existing processes to intentionally promote diversity, equity, inclusion or accessibility and has only nominally considered incorporating them in to this investment.		

CRITERIA	WEIGHT	SCORING GUIDE	PROJECT SCORES
Business & Customer Driven Technology	25%	WEIGHTED SUBTOTAL & PERCENT OF TOTAL PROJECT SCORE	22 26%
Customer Centered Approach How does this technology investment take into consideration the number of users and place an emphasis on providing customer value? If the investment addresses public facing technology, is it customer-focused? If the investment is for agency use, does it improve the agency users' experience? Does the implementation plan focus on user experience/feedback?		3 - Mastery (High)	2
		Investment is focused on providing customer value. For public services, the customer experience is primary. Potential for use by all Oregonians. For agency investments, provides tangible benefits to agency users. Investment plan includes customer stakeholders and addresses methods to incorporate user experience/feedback.	
		2 - Competent (Medium)	
		Mostly aligned with Mastery	
		1 - Adequate (Low)	
		Partially aligned with Mastery	
		0 - Insufficient (None)	
Business Process Transformation Does this technology investment contribute to business process improvement/transformation? How does this technology investment intersect with measurable business outcomes including the return on investment, if applicable?		Investment is being implemented in isolation from customers and end users or will not be used by many users.	3
		3 - Mastery (High)	
		Business outcomes will be improved as a result of this investment. Investment implementation is being driven by business process transformation to improve service delivery. If public facing, customer interaction with business process is improved as a result of this investment. Solution will modernize processes. Specific examples of measurable business improvements are provided in the business case (i.e. cost savings, streamlined processes, improved controls, access to information). Investment is consistent with the agency's internal strategic plan and direction.	
		2 - Competent (Medium)	
		Mostly aligned with Mastery, includes measurable outcomes	
		1 - Adequate (Low)	
		Partially aligned with Mastery, does not include measurable outcomes.	
		0 - Insufficient (None)	
		Investment implementation is nominally considering business processes and their integration with technology. Investment has no relationship with an agency's business processes. Agency is thinking 'tool first' to solve business problems. Investment does not cohere with agency strategy.	

CRITERIA	WEIGHT	SCORING GUIDE	PROJECT SCORES
Investment Risk Does this investment need to be implemented during this budget cycle? What is the impact of not doing this investment during this cycle? Would the agency, state, or its customer be exposed to a risk or impact if the service/product is not offered (e.g., security, safety, legal, funding source, or any other related risk)? Is an existing service at risk? Do other current services/products depend on it?		3 - Mastery (High) Investment addresses a currently unmet, time sensitive mandate (legislative, federal, state) or risk, and/or addresses audit findings requiring urgent action or not implementing this solution puts existing services at risk. 2 - Competent (Medium) Mostly aligned with Mastery 1 - Adequate (Low) Partially aligned with Mastery 0 - Insufficient (None) Investment provides an opportunity to improve services, but does not introduce new capability or address imminent risks.	3
Agency Readiness & Solution Appropriateness	40%	WEIGHTED SUBTOTAL & PERCENT OF TOTAL PROJECT SCORE	33 39%
Organizational Change Management How does this technology investment impact operations throughout the organization? What are the agency plans to address and mitigate risk through formal Organizational Change Management? (Organizational Change Management (OCM) is a framework for managing the effect of new business processes or systems.)		3 - Mastery (High) Investment demonstrates complete consideration and resources for OCM. Efforts are proportional to the size of the change taking place. 2 - Competent (Medium) Mostly aligned with Mastery 1 - Adequate (Low) Partially aligned with Mastery 0 - Insufficient (None) Investment dramatically underestimates OCM requirements for this effort, or OCM efforts inadequate to address the impact of the change in the organization.	2
Solution Scale What is the scope and size of the agency's proposed technology investment? Is this the right-sized appropriate scaled type of solution to address this problem?		3 - Mastery (High) Investment is appropriate size and scale for the agency's business needs. The investment addresses the agency's needs sufficiently and holistically. Criteria evaluation focuses on how this specific solution is right sized for the agency's need. 2 - Competent (Medium) Mostly aligned with Mastery 1 - Adequate (Low) Partially aligned with Mastery 0 - Insufficient (None) Investment is inappropriately sized to address agency need. Investment narrowly targets agency needs and the proposed solution does not serve all areas that would be impacted by the investment.	3

CRITERIA	WEIGHT	SCORING GUIDE	PROJECT SCORES
Capacity Has the Agency given consideration for adequate staffing inclusive of project resources, subject matter experts (SMEs), leadership availability and capability to effectively support this technology investment? Will this technology investment detract from the Agency's ability to deliver on its core business functions? Has the Agency addressed capacity requirements needed to effectively resource this initiative to cover core business functions?		3 - Mastery (High)	3
		Investment has completely considered SME availability and resource backfilling. Investment and agency normal business is adequately staffed for duration of project. Availability of resources include: project team, SMEs, other technical resources, and backfilled resources.	
		2 - Competent (Medium)	
		Mostly aligned with Mastery	
		1 - Adequate (Low)	
		Partially aligned with Mastery	
Governance Processes What elements do the Agency's project governance process consist of? Project Governance standards are inclusive of executive sponsorship and steering, vendor/contract management, change control, Quality Assurance, Independent Verification & Validation (IV&V), stakeholder feedback for decision making.		0 - Insufficient (None)	2
		Investment has only nominally considered resource availability. Investment is not adequately staffed for duration of project.	
		3 - Mastery (High)	
		Agency has existing governance processes in place or is introducing new ones to adequately oversee this investment. Processes include multiple of the following elements: engaged executive sponsorship, steering committees, vendor and contract management, change control, QA, IV&V, and stakeholder representation processes.	
		2 - Competent (Medium)	
		Mostly aligned with Mastery	
		1 - Adequate (Low)	
		Partially aligned with Mastery	
		0 - Insufficient (None)	
		Agency does not have adequate existing governance processes and has only nominally considered incorporating them in to this investment.	

Annual Performance Progress Report

Medical Board, Oregon

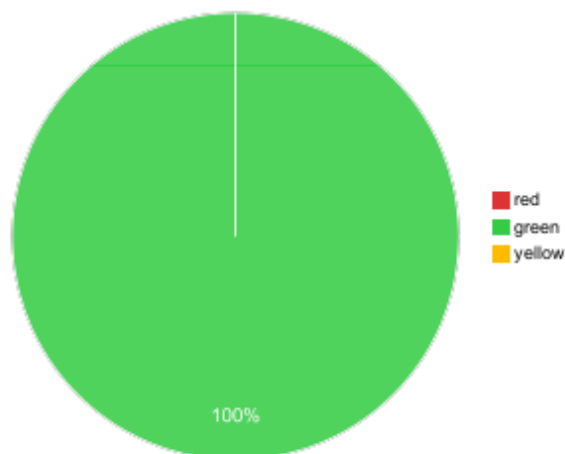
Annual Performance Progress Report

Reporting Year 2022

Published: 9/26/2022 3:00:13 PM

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

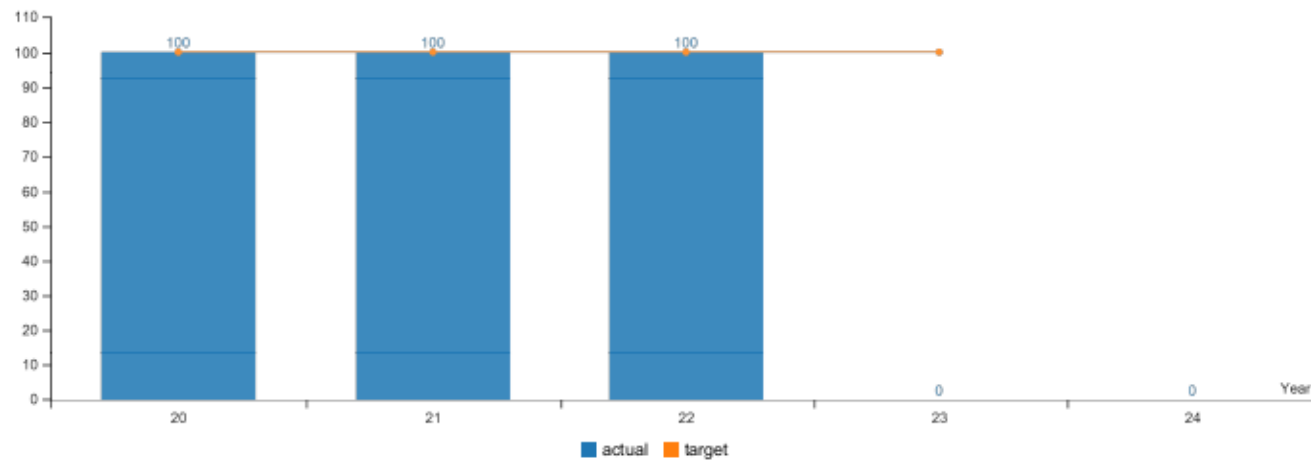
Proposal	Proposed Key Performance Measures (KPMs)
Delete	LICENSE APPROPRIATELY - Percentage of Board-issued license denials that were upheld upon appeal.
New	LICENSE APPROPRIATELY - Number of Board-issued license denials overturned upon appeal.
Delete	DISCIPLINE APPROPRIATELY - Percentage of disciplinary actions not overturned by appeal.
New	DISCIPLINE APPROPRIATELY - Number of disciplinary actions overturned on appeal.
Delete	MONITOR LICENSEES WITH BOARD ORDERS AND CORRECTIVE ACTION AGREEMENTS - Percentage of licensees with Board Orders or Corrective Action Agreements who have a new complaint within 3 years.
New	MONITOR LICENSEES WITH BOARD ORDERS AND CORRECTIVE ACTION AGREEMENTS - Percentage of licensees with Board Orders or Corrective Action Agreements who have a new Complaint and Notice of Proposed Disciplinary Action within 5 years.



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

KPM #1	LICENSE APPROPRIATELY - Percentage of Board-Issued license denials that were upheld upon appeal.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
Percentage of Board-Issued denials upheld upon appeal					
Actual	100%	100%	100%		
Target	100%	100%	100%	100%	

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 measure was enacted in 2002. For fiscal year 2022, the Board issued 2,048 licenses. There were no Final Orders denying licensure during this fiscal year.

Fiscal Year:	2018	2019	2020	2021	2022
Licenses Issued	1,612	1,784	1,675	1,785	2,048
Final Orders Denying Licensure	0	0	2	0	0
Orders and Agreements Appealed	0	0	1	0	0
Orders and Agreements Upheld on Appeal	0	0	0	1	0
Orders and Agreements Overturned on Appeal	0	0	0	0	0
Appeals Pending at Close of Fiscal Year	0	0	1	0	0

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

Factors Affecting Results

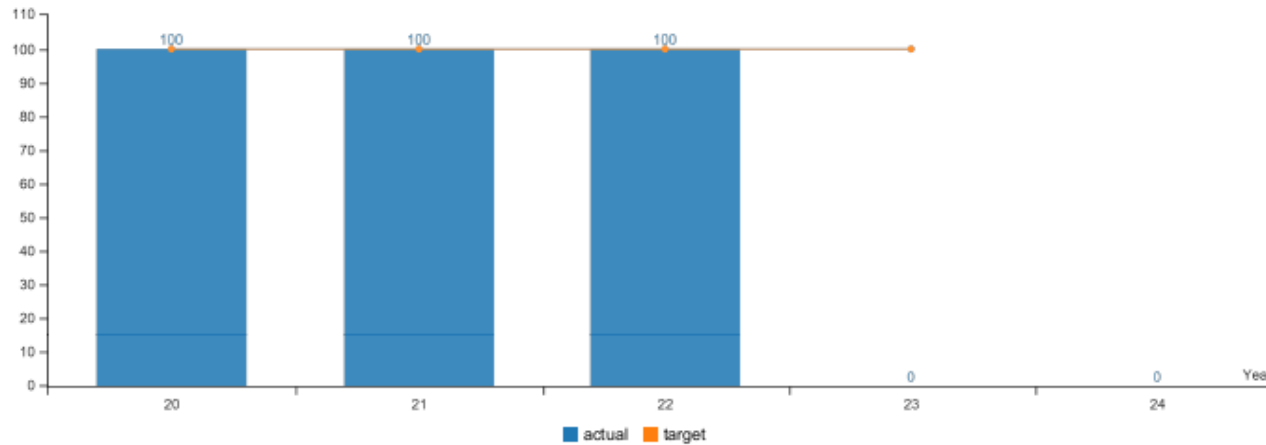
The Board provides extensive due process to all applicants to ensure appropriate outcomes. The target is set at 100% based on past history and the expectation that there will continue to be no successful appeals of our licensure decisions. The higher the percentage, the better we are doing at meeting this performance measure.

When the measure was established and the target set to 100%, the agency did not consider that during most fiscal years there are few, if any, appeals and thus few, if any, appeals outcomes. This has frequently resulted in a calculated result of zero, which is not an indication that we missed the target, only that there is no data for that year. The KPM reporting tool does not allow entry of "not applicable" or other actual results that would indicate no data to report. In these instances, the agency has elected to report actual results of 100% rather than leaving the actual results blank. Blank actual reports are considered to not meet the target which is not accurate when there is simply no data to report.

The agency has proposed changes to this measure for 2023-25 to correct for this situation.

KPM #2	DISCIPLINE APPROPRIATELY - Percentage of disciplinary actions not overturned by appeal.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
Percentage of disciplinary actions not overturned by appeal					
Actual	100%	100%	100%		
Target	100%	100%	100%	100%	

How Are We Doing

This measure represents the Board's disciplinary actions that are not overturned on appeal, an indication of the appropriateness of the Board's decisions. Results for this measure include all cases closed with a public disciplinary order that is reportable to the National Practitioner Data Bank.

In fiscal year 2022, 77 orders and agreements were issued which were reportable to the National Practitioner Data Bank; two were appealed. Three appeals were closed during this fiscal year, two appeals were upheld and one was closed without opinion. The Board has 3 appeals still pending at the end of fiscal year 2022. The Board tailors disciplinary outcomes to the facts of each case.

Fiscal Year:	2018	2019	2020	2021	2022
Investigations Closed	745	805	743	880	820
Orders and Agreements Issued	55	41	79	85	77
Orders and Agreements Appealed	0	1	2	1	2
Orders and Agreements Upheld on Appeal	1	0	0	0	2
Orders and Agreements Overturned on Appeal	0	1	0	0	0
Orders and Agreements Closed without Opinion/Judgement	0	0	0	0	1
Appeals Pending at Close of Fiscal Year	1	1	3	4	3

The Board has had only two successful appeals of its disciplinary actions since 2008. 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 have been issued that could be deemed insufficient in future appellate review.

Since the Board has not been reversed on the merits of any case since 2008, the Board considers its disciplinary actions to be appropriate and has addressed deficiencies in process as they are identified.

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

Factors Affecting Results

The Board affords extensive due process to all applicants and licensees to ensure appropriate outcomes. Results for this Key Performance Measure are disproportionately affected by the small population of disciplinary action appeals. With a small data set, a single successful appeal has a significant effect on the outcome.

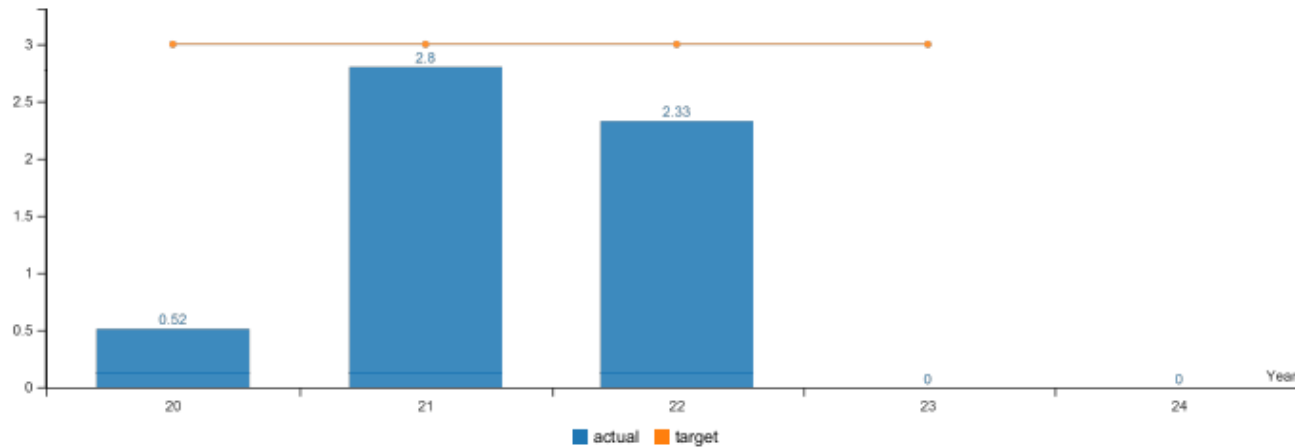
Target is set at 100% based on past history and the expectation that a successful appeal of our disciplinary decisions is highly undesirable. The higher the percentage, the better the Board is doing at disciplining appropriately.

When the measure was established and the target set to 100%, the agency did not consider that during most fiscal years there are few, if any, appeals and thus few, if any, appeals outcomes. This has frequently resulted in a calculated result of zero, which is not an indication that we missed the target, only that there is no data for that year. The KPM reporting tool does not allow entry of "not applicable" or other actual results that would indicate no data to report. In these instances, the agency has elected to report actual results of 100% rather than leaving the actual results blank. Blank actual reports are considered to not meet the target which is not accurate when there is simply no data to report.

The agency has proposed changes to this measure for 2023-25 to correct for this situation.

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 complaint within 3 years.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2020	2021	2022	2023	2024
Percentage of licensees with Board Orders or Corrective Action Agreements who have a new complaint within 3 years.					
Actual	0.52%	2.80%	2.33%	0%	
Target	3%	3%	3%	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.

In fiscal year 2022, there were five licensees subject to a new investigation regarding the same or similar issues for which they had received a Board Order or Agreement within the previous three fiscal years (2020-2022). Because there were a total of 215 Board Orders and Corrective Action Agreements issued over the past three fiscal years, this represents a recidivism rate of 2.33%.

We have been able to exceed the target since fiscal year 2007.

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.

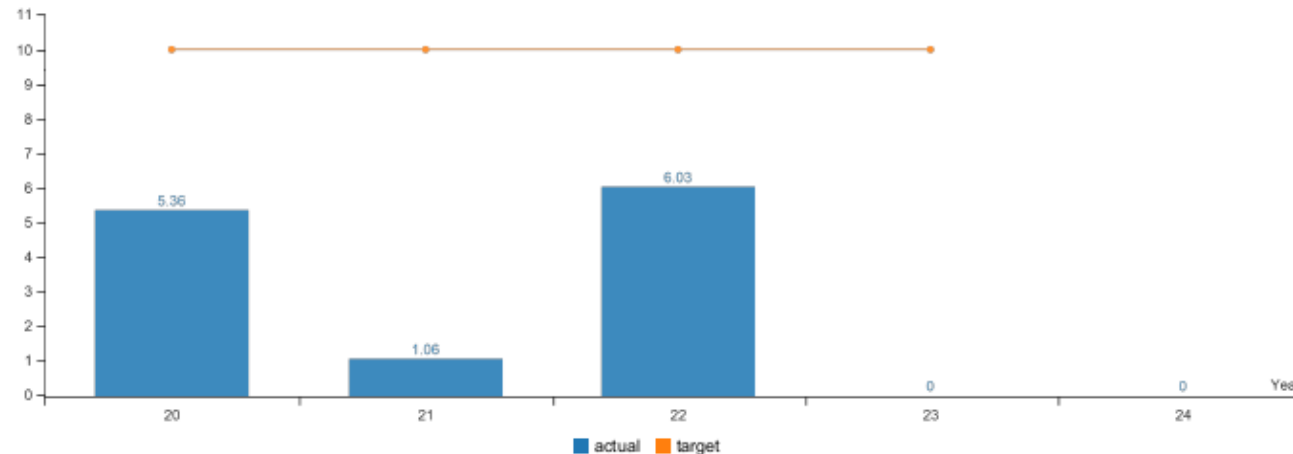
Based on legislative direction, the target was changed to 3 percent beginning in fiscal year 2020.

When established, this KPM was intended to measure licensee recidivism rates. As currently calculated, this KPM does not accurately measure recidivism as the mere existence of a new complaint within three years does not in itself indicate that the licensee has again violated the Medical Practice Act (ORS 677). In addition, reviewing complaints received within a period following a licensee's Order or Agreement is a manual process. This introduces human error and represents significant staff time to provide the data.

The agency has proposed changes to this measure for 2023-25, changing the measurement period from three years to five years and changing the indicator from a mere complaint to a Complaint and Notice to better measure recidivism. A Complaint and Notice 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, and the human element (and potential error) of gathering the data will be eliminated.

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		
Target	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 MD, DO, DPM and PA licenses (approximately 21,691 individuals in calendar year 2021), generally occurs biennially during even numbered fiscal years. This results in a 3-month period of high activity for all agency staff. Approximately 1,646 acupuncture licenses were also renewed during fiscal year 2022.

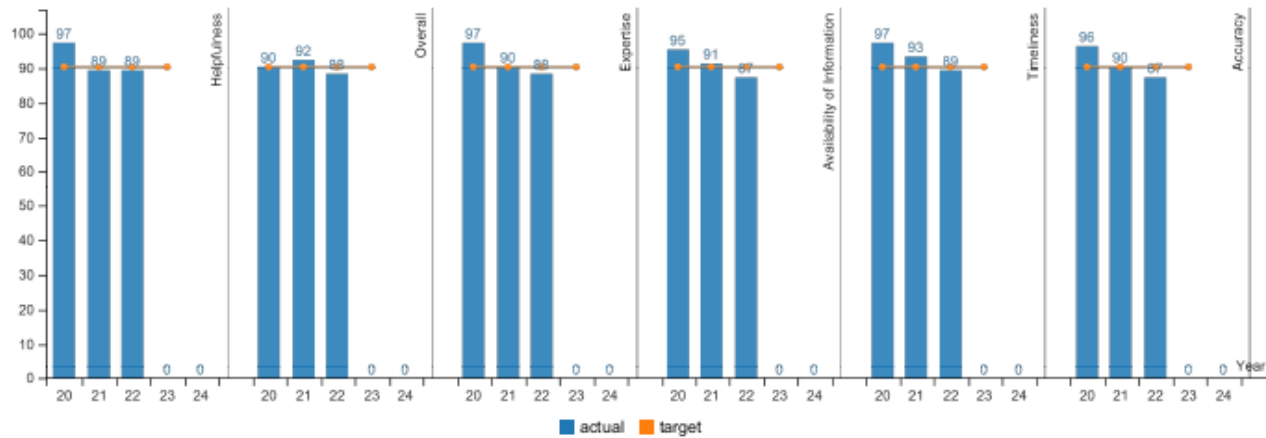
The Board has been able to exceed the target since 2008. This measure is associated with our strategic plan goal of efficiently managing licensure.

Factors Affecting Results

While operating efficiently is our goal, rushing licensure renewal, and possibly compromising patient care, 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.

Since the launch of online license renewal in October 2009, the time to process a renewal significantly decreased until 2016. During fiscal years 2016 through 2020, the agency experienced a high rate of staff turnover. Despite the vacancies, we were able to exceed our target through streamlining of the licensing process and technological improvements.

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%		
Target	90%	90%	90%	90%	
Overall					
Actual	90%	92%	88%		
Target	90%	90%	90%	90%	
Expertise					
Actual	97%	90%	88%		
Target	90%	90%	90%	90%	
Availability of Information					
Actual	95%	91%	87%		
Target	90%	90%	90%	90%	
Timeliness					
Actual	97%	93%	89%		
Target	90%	90%	90%	90%	
Accuracy					
Actual	96%	90%	87%		
Target	90%	90%	90%	90%	

How Are We Doing

This measure demonstrates our customer's 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 2022 we had a population (surveys sent) of 25,949. We received 405 total responses for a 2% response rate and a 3% margin of error at 95% confidence level.

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. All results are combined to reach an agency wide result for reporting purposes. Equal weighting was given to each response.

As described above, there were 25,949 surveys distributed during fiscal year 2022, whereas there were 4,556 surveys distributed in fiscal year 2021. The increase in surveys sent for fiscal year 2022 is due to the biennial license renewal cycle. 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. When the Board determines that the complaint is outside of its jurisdiction or does not constitute a violation of the Medical Practice Act, complainants are often unhappy even after the Board has thoroughly investigated and determined the appropriate outcome in accordance with state statutes. These survey responses drive down the overall agency results. This is not an indication that the agency is not operating correctly or effectively, only that the customer was dissatisfied with the outcome. The Board investigates complaints and disciplines appropriately and in accordance with state statutes, as evidenced by our KPM number 2.

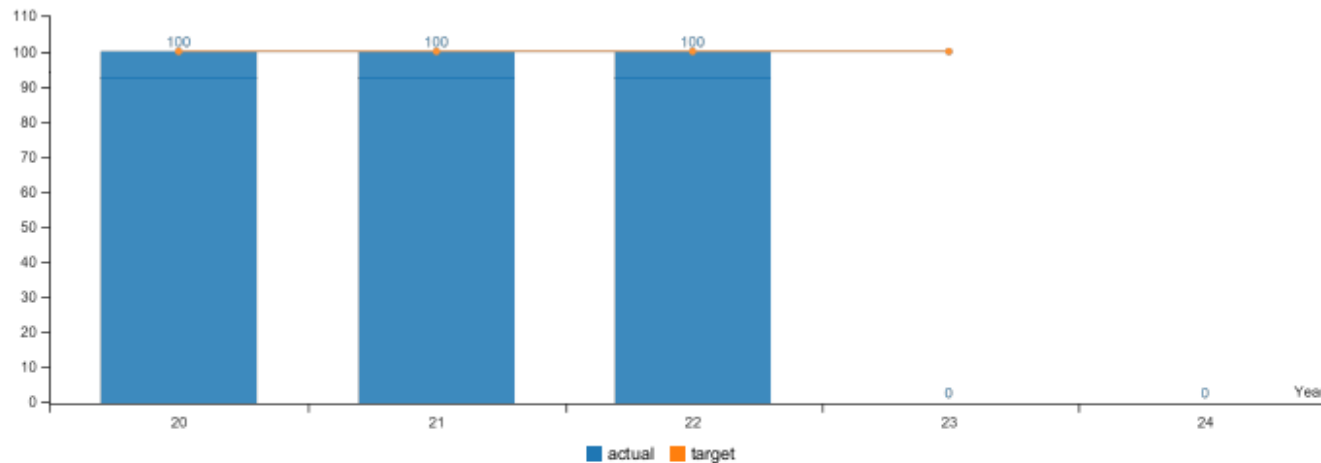
During fiscal year 2022, agency services continued to be impacted by the COVID-19 pandemic and resulting public health emergency. We are proud of how the agency adapted to maintain a high level of service despite the interruption in normal business processes and the impact on the way agency staff fulfilled their responsibilities to our customers.

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

The higher the percentage, the higher our customer's 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%		
Target	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.

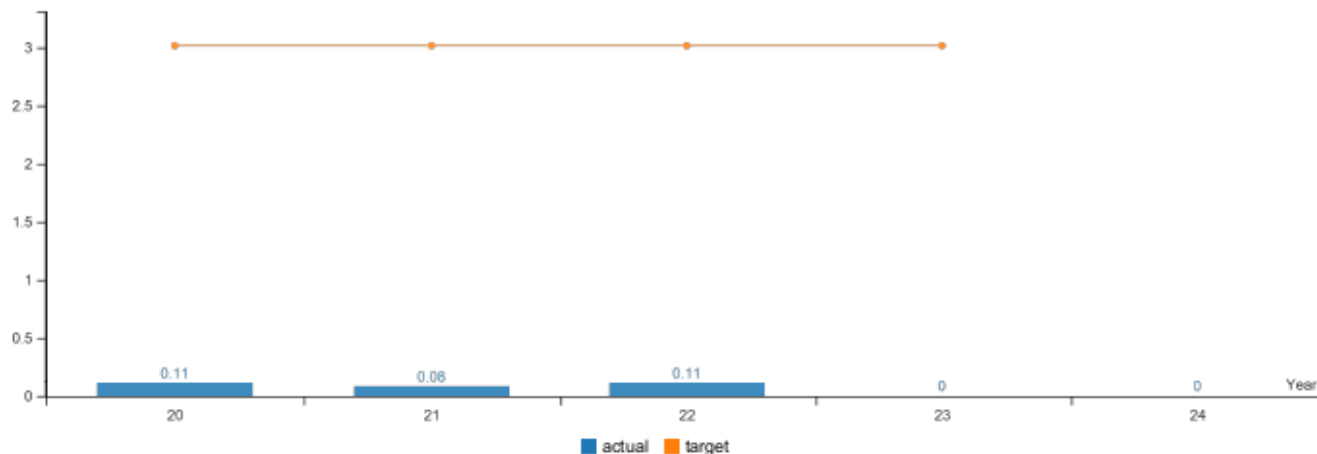
The Board has been able to meet the target since the measure was implemented in 2007.

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		
Target	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 2022 there were 2,048 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 care, is not. Preparing a thorough check of all credentials provided by applicants is essential to making sure the applicant meets state requirements for providing medical care.

The target of five days was established in 2009 based on the agency weekly license approval schedule. The agency currently approves licenses more frequently. The target changed to one day beginning with fiscal year 2018. Based on legislative direction, the target was changed to 3 days beginning in fiscal year 2020.

Affirmative Action Report

A review of the current report through June 30, 2022 shows the work force for the Oregon Medical Board includes 58% women and 20% people of color. When compared with the report used for the 2021-23 Budget, the current report shows that employment of protected classes has increased. However, with each single employee representing 2.4% of our workforce, a single retirement can have a significant impact on our representation in several categories.

AFFIRMATIVE ACTION SUMMARY REPORT

EEO JOB CATEGORY	W	AF	H	A	NA	HPI	D
A-Official/Administrator	2	2	0	0	0	0	0
B-Professionals	20	2	0	0	0	0	0
F-Administrative Support	14	0	1	2	0	2	1
PROGRAM TOTALS	36	2	1	2	0	2	1

KEY: W=Women, AF=African American, H=Hispanic, A=Asian, NA=Native American, HPI=Native Hawaiian or other Pacific Islander, D=Disabled

There is currently one employee who self-identifies as disabled. Additionally, the OMB has 5 employees who are veterans (12.5%) and three generations in our workforce.

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

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

Strategic Planning

Agency Strategic Plan



22-24 Strategic
Plan.docx.pdf

Information Technology Strategic Plan



22-25 OMB IT
Strategic Plan.pdf

BUDGET SUPPORT DOCUMENTS

Summary Cross Reference Listing and Packages

Oregon Medical Board

Summary Cross Reference Listing and Packages

2023-25 Biennium

Agency Number: 84700

BAM Analyst: Michelson, Alicia

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

<i>Cross Reference Number</i>	<i>Cross Reference Description</i>	<i>Package Number</i>	<i>Priority</i>	<i>Package Description</i>	<i>Package Group</i>
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	070	0	Revenue Shortfalls	Policy Packages
015-00-00-00000	Operations	081	0	June 2022 Emergency Board	Policy Packages
015-00-00-00000	Operations	090	0	Analyst Adjustments	Policy Packages
015-00-00-00000	Operations	091	0	Additional 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	0	Core Business Suite Replacement	Policy Packages
015-00-00-00000	Operations	102	0	Registration Fees	Policy Packages

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Summary Cross Reference Listing and Packages
BSU-003A

Policy Package List by Priority

Oregon Medical Board

Policy Package List by Priority
2023-25 Biennium

Agency Number: 84700

BAM Analyst: Michelson, Alicia

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	June 2022 Emergency Board	015-00-00-00000	Operations
	090	Analyst Adjustments	015-00-00-00000	Operations
	091	Additional 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
	101	Core Business Suite Replacement	015-00-00-00000	Operations
	102	Registration Fees	015-00-00-00000	Operations

Budget Support – Detail Revenues and Expenditures

Oregon Medical Board

Agency Number: 84700

Budget Support - Detail Revenues and Expenditures

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

2023-25 Biennium

Oregon Medical Board

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	8,967,439	8,685,787	8,685,787	6,606,598	6,606,598	-
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	14,475,266	15,055,712	15,055,712	18,964,091	18,964,091	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	83,905	82,657	82,657	83,894	83,894	-
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	201,427	166,780	166,780	201,817	201,817	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	22,405	20,860	20,860	22,305	22,305	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	49,378	47,526	47,526	33,504	33,504	-
REVENUE CATEGORIES						
3400 Other Funds Ltd	14,832,381	15,373,535	15,373,535	19,305,611	19,305,611	-
TOTAL REVENUE CATEGORIES	\$14,832,381	\$15,373,535	\$15,373,535	\$19,305,611	\$19,305,611	-

TRANSFERS OUT

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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****2023-25 Biennium****Oregon Medical Board**

<i>Description</i>	<i>2019-21 Actuals</i>	<i>2021-23 Leg Adopted Budget</i>	<i>2021-23 Leg Approved Budget</i>	<i>2023-25 Agency Request Budget</i>	<i>2023-25 Governor's Budget</i>	<i>2023-25 Leg. Adopted Budget</i>
2048 Transfer to Public Universities						
3400 Other Funds Ltd	(325,280)	(316,867)	(316,867)	(359,283)	(359,283)	-
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(1,024,654)	(1,059,487)	(1,059,487)	(1,547,393)	(1,547,393)	-
TRANSFERS OUT						
3400 Other Funds Ltd	(1,349,934)	(1,376,354)	(1,376,354)	(1,906,676)	(1,906,676)	-
TOTAL TRANSFERS OUT	(\$1,349,934)	(\$1,376,354)	(\$1,376,354)	(\$1,906,676)	(\$1,906,676)	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	22,449,886	22,682,968	22,682,968	24,005,533	24,005,533	-
TOTAL AVAILABLE REVENUES	\$22,449,886	\$22,682,968	\$22,682,968	\$24,005,533	\$24,005,533	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	5,426,300	6,281,726	6,581,908	7,013,126	7,013,126	-
3160 Temporary Appointments						
3400 Other Funds Ltd	44,657	29,896	29,896	31,152	31,152	-
3170 Overtime Payments						
3400 Other Funds Ltd	83,979	7,976	7,976	8,311	8,311	-
3180 Shift Differential						
3400 Other Funds Ltd	544	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	48,965	38,784	38,784	40,413	40,413	-

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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****2023-25 Biennium****Oregon Medical Board**

<i>Description</i>	<i>2019-21 Actuals</i>	<i>2021-23 Leg Adopted Budget</i>	<i>2021-23 Leg Approved Budget</i>	<i>2023-25 Agency Request Budget</i>	<i>2023-25 Governor's Budget</i>	<i>2023-25 Leg. Adopted Budget</i>
SALARIES & WAGES						
3400 Other Funds Ltd	5,604,445	6,358,382	6,658,564	7,093,002	7,093,002	-
TOTAL SALARIES & WAGES	\$5,604,445	\$6,358,382	\$6,658,564	\$7,093,002	\$7,093,002	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	1,835	2,436	2,436	2,226	2,226	-
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	832,614	1,057,243	1,126,154	1,237,421	1,237,421	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	300,653	356,178	348,378	373,129	373,129	-
3230 Social Security Taxes						
3400 Other Funds Ltd	410,532	477,109	507,884	519,907	519,907	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	10,247	2,953	2,953	3,077	3,077	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	-	-	-	25,948	25,948	-
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	1,622	1,932	1,932	1,932	1,932	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	33,207	38,150	40,564	42,558	42,558	-
3270 Flexible Benefits						
3400 Other Funds Ltd	1,266,607	1,605,744	1,605,744	1,663,200	1,663,200	-
OTHER PAYROLL EXPENSES						

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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****2023-25 Biennium****Oregon Medical Board**

<i>Description</i>	<i>2019-21 Actuals</i>	<i>2021-23 Leg Adopted Budget</i>	<i>2021-23 Leg Approved Budget</i>	<i>2023-25 Agency Request Budget</i>	<i>2023-25 Governor's Budget</i>	<i>2023-25 Leg. Adopted Budget</i>
3400 Other Funds Ltd	2,857,317	3,541,745	3,636,045	3,869,398	3,869,398	-
TOTAL OTHER PAYROLL EXPENSES	\$2,857,317	\$3,541,745	\$3,636,045	\$3,869,398	\$3,869,398	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(62,130)	(62,130)	(53,260)	(53,260)	-
PERSONAL SERVICES						
3400 Other Funds Ltd	8,461,762	9,837,997	10,232,479	10,909,140	10,909,140	-
TOTAL PERSONAL SERVICES	\$8,461,762	\$9,837,997	\$10,232,479	\$10,909,140	\$10,909,140	-
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	32,864	92,533	92,533	96,419	96,419	-
4125 Out of State Travel						
3400 Other Funds Ltd	-	967	967	1,008	1,008	-
4150 Employee Training						
3400 Other Funds Ltd	46,208	84,878	84,878	88,444	88,444	-
4175 Office Expenses						
3400 Other Funds Ltd	182,467	227,979	227,979	237,554	237,554	-
4200 Telecommunications						
3400 Other Funds Ltd	68,966	67,324	67,324	70,152	70,152	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	295,279	365,958	365,958	558,376	529,045	-
4250 Data Processing						
3400 Other Funds Ltd	11,177	565,368	565,368	72,280	72,280	-

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Oregon Medical Board**Agency Number: 84700****Budget Support - Detail Revenues and Expenditures****Cross Reference Number: 84700-000-00-00-00000****2023-25 Biennium****Oregon Medical Board**

<i>Description</i>	<i>2019-21 Actuals</i>	<i>2021-23 Leg Adopted Budget</i>	<i>2021-23 Leg Approved Budget</i>	<i>2023-25 Agency Request Budget</i>	<i>2023-25 Governor's Budget</i>	<i>2023-25 Leg. Adopted Budget</i>
4275 Publicity and Publications						
3400 Other Funds Ltd	1,266	5,975	5,975	6,226	6,226	-
4300 Professional Services						
3400 Other Funds Ltd	1,613,399	2,102,217	2,102,217	2,287,212	2,287,212	-
4315 IT Professional Services						
3400 Other Funds Ltd	66,195	1,131,882	1,131,882	541,312	541,312	-
4325 Attorney General						
3400 Other Funds Ltd	762,110	914,369	914,369	1,075,938	1,026,230	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	57,433	74,335	74,335	77,457	77,457	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	102,358	5,476	5,476	896,616	896,616	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	691,639	684,671	684,671	713,427	713,427	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	191,224	204,603	204,603	207,986	207,986	-
4600 Intra-agency Charges						
3400 Other Funds Ltd	-	8,649	8,649	-	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	309,085	370,916	370,916	285,055	281,064	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	7,359	34,275	34,275	16,959	16,959	-
4715 IT Expendable Property						

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Oregon Medical Board

Agency Number: 84700

Budget Support - Detail Revenues and Expenditures

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

2023-25 Biennium

Oregon Medical Board

<i>Description</i>	<i>2019-21 Actuals</i>	<i>2021-23 Leg Adopted Budget</i>	<i>2021-23 Leg Approved Budget</i>	<i>2023-25 Agency Request Budget</i>	<i>2023-25 Governor's Budget</i>	<i>2023-25 Leg. Adopted Budget</i>
3400 Other Funds Ltd	73,225	149,531	149,531	142,265	142,265	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	4,512,254	7,091,906	7,091,906	7,374,686	7,291,656	-
TOTAL SERVICES & SUPPLIES	\$4,512,254	\$7,091,906	\$7,091,906	\$7,374,686	\$7,291,656	-
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3400 Other Funds Ltd	-	21,910	21,910	22,830	22,830	-
EXPENDITURES						
3400 Other Funds Ltd	12,974,016	16,951,813	17,346,295	18,306,656	18,223,626	-
TOTAL EXPENDITURES	\$12,974,016	\$16,951,813	\$17,346,295	\$18,306,656	\$18,223,626	-
ENDING BALANCE						
3400 Other Funds Ltd	9,475,870	5,731,155	5,336,673	5,698,877	5,781,907	-
TOTAL ENDING BALANCE	\$9,475,870	\$5,731,155	\$5,336,673	\$5,698,877	\$5,781,907	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	41	42	42	42	42	-
TOTAL AUTHORIZED POSITIONS	41	42	42	42	42	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	41.00	42.00	42.00	42.00	42.00	-
TOTAL AUTHORIZED FTE	41.00	42.00	42.00	42.00	42.00	-

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Oregon Medical Board**Agency Number: 84700****Budget Support - Detail Revenues and Expenditures****Cross Reference Number: 84700-015-00-00-00000****2023-25 Biennium****Operations**

<i>Description</i>	<i>2019-21 Actuals</i>	<i>2021-23 Leg Adopted Budget</i>	<i>2021-23 Leg Approved Budget</i>	<i>2023-25 Agency Request Budget</i>	<i>2023-25 Governor's Budget</i>	<i>2023-25 Leg. Adopted Budget</i>
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	8,967,439	8,685,787	8,685,787	6,606,598	6,606,598	-
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	14,475,266	15,055,712	15,055,712	18,964,091	18,964,091	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	83,905	82,657	82,657	83,894	83,894	-
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	201,427	166,780	166,780	201,817	201,817	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	22,405	20,860	20,860	22,305	22,305	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	49,378	47,526	47,526	33,504	33,504	-
REVENUE CATEGORIES						
3400 Other Funds Ltd	14,832,381	15,373,535	15,373,535	19,305,611	19,305,611	-
TOTAL REVENUE CATEGORIES	\$14,832,381	\$15,373,535	\$15,373,535	\$19,305,611	\$19,305,611	-
TRANSFERS OUT						

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Oregon Medical Board**Agency Number: 84700****Budget Support - Detail Revenues and Expenditures****Cross Reference Number: 84700-015-00-00-00000****2023-25 Biennium****Operations**

<i>Description</i>	<i>2019-21 Actuals</i>	<i>2021-23 Leg Adopted Budget</i>	<i>2021-23 Leg Approved Budget</i>	<i>2023-25 Agency Request Budget</i>	<i>2023-25 Governor's Budget</i>	<i>2023-25 Leg. Adopted Budget</i>
2048 Transfer to Public Universities						
3400 Other Funds Ltd	(325,280)	(316,867)	(316,867)	(359,283)	(359,283)	-
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(1,024,654)	(1,059,487)	(1,059,487)	(1,547,393)	(1,547,393)	-
TRANSFERS OUT						
3400 Other Funds Ltd	(1,349,934)	(1,376,354)	(1,376,354)	(1,906,676)	(1,906,676)	-
TOTAL TRANSFERS OUT	(\$1,349,934)	(\$1,376,354)	(\$1,376,354)	(\$1,906,676)	(\$1,906,676)	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	22,449,886	22,682,968	22,682,968	24,005,533	24,005,533	-
TOTAL AVAILABLE REVENUES	\$22,449,886	\$22,682,968	\$22,682,968	\$24,005,533	\$24,005,533	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	5,426,300	6,281,726	6,581,908	7,013,126	7,013,126	-
3160 Temporary Appointments						
3400 Other Funds Ltd	44,657	29,896	29,896	31,152	31,152	-
3170 Overtime Payments						
3400 Other Funds Ltd	83,979	7,976	7,976	8,311	8,311	-
3180 Shift Differential						
3400 Other Funds Ltd	544	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	48,965	38,784	38,784	40,413	40,413	-

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Oregon Medical Board**Agency Number: 84700****Budget Support - Detail Revenues and Expenditures****Cross Reference Number: 84700-015-00-00-00000****2023-25 Biennium****Operations**

<i>Description</i>	<i>2019-21 Actuals</i>	<i>2021-23 Leg Adopted Budget</i>	<i>2021-23 Leg Approved Budget</i>	<i>2023-25 Agency Request Budget</i>	<i>2023-25 Governor's Budget</i>	<i>2023-25 Leg. Adopted Budget</i>
SALARIES & WAGES						
3400 Other Funds Ltd	5,604,445	6,358,382	6,658,564	7,093,002	7,093,002	-
TOTAL SALARIES & WAGES	\$5,604,445	\$6,358,382	\$6,658,564	\$7,093,002	\$7,093,002	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	1,835	2,436	2,436	2,226	2,226	-
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	832,614	1,057,243	1,126,154	1,237,421	1,237,421	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	300,653	356,178	348,378	373,129	373,129	-
3230 Social Security Taxes						
3400 Other Funds Ltd	410,532	477,109	507,884	519,907	519,907	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	10,247	2,953	2,953	3,077	3,077	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	-	-	-	25,948	25,948	-
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	1,622	1,932	1,932	1,932	1,932	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	33,207	38,150	40,564	42,558	42,558	-
3270 Flexible Benefits						
3400 Other Funds Ltd	1,266,607	1,605,744	1,605,744	1,663,200	1,663,200	-
OTHER PAYROLL EXPENSES						

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Oregon Medical Board**Agency Number: 84700****Budget Support - Detail Revenues and Expenditures****Cross Reference Number: 84700-015-00-00-00000****2023-25 Biennium****Operations**

<i>Description</i>	<i>2019-21 Actuals</i>	<i>2021-23 Leg Adopted Budget</i>	<i>2021-23 Leg Approved Budget</i>	<i>2023-25 Agency Request Budget</i>	<i>2023-25 Governor's Budget</i>	<i>2023-25 Leg. Adopted Budget</i>
3400 Other Funds Ltd	2,857,317	3,541,745	3,636,045	3,869,398	3,869,398	-
TOTAL OTHER PAYROLL EXPENSES	\$2,857,317	\$3,541,745	\$3,636,045	\$3,869,398	\$3,869,398	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(62,130)	(62,130)	(53,260)	(53,260)	-
PERSONAL SERVICES						
3400 Other Funds Ltd	8,461,762	9,837,997	10,232,479	10,909,140	10,909,140	-
TOTAL PERSONAL SERVICES	\$8,461,762	\$9,837,997	\$10,232,479	\$10,909,140	\$10,909,140	-
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	32,864	92,533	92,533	96,419	96,419	-
4125 Out of State Travel						
3400 Other Funds Ltd	-	967	967	1,008	1,008	-
4150 Employee Training						
3400 Other Funds Ltd	46,208	84,878	84,878	88,444	88,444	-
4175 Office Expenses						
3400 Other Funds Ltd	182,467	227,979	227,979	237,554	237,554	-
4200 Telecommunications						
3400 Other Funds Ltd	68,966	67,324	67,324	70,152	70,152	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	295,279	365,958	365,958	558,376	529,045	-
4250 Data Processing						
3400 Other Funds Ltd	11,177	565,368	565,368	72,280	72,280	-

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Oregon Medical Board**Agency Number: 84700****Budget Support - Detail Revenues and Expenditures****Cross Reference Number: 84700-015-00-00-00000****2023-25 Biennium****Operations**

<i>Description</i>	<i>2019-21 Actuals</i>	<i>2021-23 Leg Adopted Budget</i>	<i>2021-23 Leg Approved Budget</i>	<i>2023-25 Agency Request Budget</i>	<i>2023-25 Governor's Budget</i>	<i>2023-25 Leg. Adopted Budget</i>
4275 Publicity and Publications						
3400 Other Funds Ltd	1,266	5,975	5,975	6,226	6,226	-
4300 Professional Services						
3400 Other Funds Ltd	1,613,399	2,102,217	2,102,217	2,287,212	2,287,212	-
4315 IT Professional Services						
3400 Other Funds Ltd	66,195	1,131,882	1,131,882	541,312	541,312	-
4325 Attorney General						
3400 Other Funds Ltd	762,110	914,369	914,369	1,075,938	1,026,230	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	57,433	74,335	74,335	77,457	77,457	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	102,358	5,476	5,476	896,616	896,616	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	691,639	684,671	684,671	713,427	713,427	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	191,224	204,603	204,603	207,986	207,986	-
4600 Intra-agency Charges						
3400 Other Funds Ltd	-	8,649	8,649	-	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	309,085	370,916	370,916	285,055	281,064	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	7,359	34,275	34,275	16,959	16,959	-
4715 IT Expendable Property						

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Oregon Medical Board

Agency Number: 84700

Budget Support - Detail Revenues and Expenditures

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

2023-25 Biennium

Operations

<i>Description</i>	<i>2019-21 Actuals</i>	<i>2021-23 Leg Adopted Budget</i>	<i>2021-23 Leg Approved Budget</i>	<i>2023-25 Agency Request Budget</i>	<i>2023-25 Governor's Budget</i>	<i>2023-25 Leg. Adopted Budget</i>
3400 Other Funds Ltd	73,225	149,531	149,531	142,265	142,265	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	4,512,254	7,091,906	7,091,906	7,374,686	7,291,656	-
TOTAL SERVICES & SUPPLIES	\$4,512,254	\$7,091,906	\$7,091,906	\$7,374,686	\$7,291,656	-
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3400 Other Funds Ltd	-	21,910	21,910	22,830	22,830	-
EXPENDITURES						
3400 Other Funds Ltd	12,974,016	16,951,813	17,346,295	18,306,656	18,223,626	-
TOTAL EXPENDITURES	\$12,974,016	\$16,951,813	\$17,346,295	\$18,306,656	\$18,223,626	-
ENDING BALANCE						
3400 Other Funds Ltd	9,475,870	5,731,155	5,336,673	5,698,877	5,781,907	-
TOTAL ENDING BALANCE	\$9,475,870	\$5,731,155	\$5,336,673	\$5,698,877	\$5,781,907	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	41	42	42	42	42	-
TOTAL AUTHORIZED POSITIONS	41	42	42	42	42	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	41.00	42.00	42.00	42.00	42.00	-
TOTAL AUTHORIZED FTE	41.00	42.00	42.00	42.00	42.00	-

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Agency Number: 84700

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

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Operations

Description	Agency Request Budget (V-01) 2023-25 Base Budget	Governor's Budget (Y-01) 2023-25 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	6,606,598	6,606,598	0	-
REVENUE CATEGORIES				
LICENSES AND FEES				
0205 Business Lic and Fees				
3400 Other Funds Ltd	15,897,831	15,897,831	0	-
CHARGES FOR SERVICES				
0410 Charges for Services				
3400 Other Funds Ltd	83,894	83,894	0	-
FINES, RENTS AND ROYALTIES				
0505 Fines and Forfeitures				
3400 Other Funds Ltd	201,817	201,817	0	-
SALES INCOME				
0705 Sales Income				
3400 Other Funds Ltd	22,305	22,305	0	-
OTHER				
0975 Other Revenues				
3400 Other Funds Ltd	33,504	33,504	0	-
TOTAL REVENUES				
3400 Other Funds Ltd	16,239,351	16,239,351	0	-
TRANSFERS OUT				
2048 Transfer to Public Universities				
3400 Other Funds Ltd	(359,283)	(359,283)	0	-

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Oregon Medical Board**Agency Number: 84700**

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2023-25 Biennium

Operations

Description	Agency Request Budget (V-01) 2023-25 Base Budget	Governor's Budget (Y-01) 2023-25 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
2443 Tsfr To Oregon Health Authority				
3400 Other Funds Ltd	(1,547,393)	(1,547,393)	0	-
TOTAL TRANSFERS OUT				
3400 Other Funds Ltd	(1,906,676)	(1,906,676)	0	-
AVAILABLE REVENUES				
3400 Other Funds Ltd	20,939,273	20,939,273	0	-
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
3400 Other Funds Ltd	7,013,126	7,013,126	0	-
3160 Temporary Appointments				
3400 Other Funds Ltd	29,896	29,896	0	-
3170 Overtime Payments				
3400 Other Funds Ltd	7,976	7,976	0	-
3190 All Other Differential				
3400 Other Funds Ltd	38,784	38,784	0	-
TOTAL SALARIES & WAGES				
3400 Other Funds Ltd	7,089,782	7,089,782	0	-
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
3400 Other Funds Ltd	2,226	2,226	0	-
3220 Public Employees' Retire Cont				
3400 Other Funds Ltd	1,237,069	1,237,069	0	-

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Operations

Description	Agency Request Budget (V-01) 2023-25 Base Budget	Governor's Budget (Y-01) 2023-25 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3221 Pension Obligation Bond				
3400 Other Funds Ltd	348,378	348,378	0	-
3230 Social Security Taxes				
3400 Other Funds Ltd	519,660	519,660	0	-
3240 Unemployment Assessments				
3400 Other Funds Ltd	2,953	2,953	0	-
3241 Paid Family Medical Leave Insurance				
3400 Other Funds Ltd	25,940	25,940	0	-
3250 Worker's Comp. Assess. (WCD)				
3400 Other Funds Ltd	1,932	1,932	0	-
3260 Mass Transit Tax				
3400 Other Funds Ltd	40,564	40,564	0	-
3270 Flexible Benefits				
3400 Other Funds Ltd	1,663,200	1,663,200	0	-
TOTAL OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	3,841,922	3,841,922	0	-
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	(62,130)	(62,130)	0	-
TOTAL PERSONAL SERVICES				
3400 Other Funds Ltd	10,869,574	10,869,574	0	-
SERVICES & SUPPLIES				
4100 Instate Travel				
3400 Other Funds Ltd	92,533	92,533	0	-

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Operations

Description	Agency Request Budget (V-01) 2023-25 Base Budget	Governor's Budget (Y-01) 2023-25 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4125 Out of State Travel				
3400 Other Funds Ltd	967	967	0	-
4150 Employee Training				
3400 Other Funds Ltd	84,879	84,879	0	-
4175 Office Expenses				
3400 Other Funds Ltd	227,979	227,979	0	-
4200 Telecommunications				
3400 Other Funds Ltd	67,324	67,324	0	-
4225 State Gov. Service Charges				
3400 Other Funds Ltd	365,958	365,958	0	-
4250 Data Processing				
3400 Other Funds Ltd	101,367	101,367	0	-
4275 Publicity and Publications				
3400 Other Funds Ltd	5,975	5,975	0	-
4300 Professional Services				
3400 Other Funds Ltd	2,102,217	2,102,217	0	-
4315 IT Professional Services				
3400 Other Funds Ltd	1,131,882	1,131,882	0	-
4325 Attorney General				
3400 Other Funds Ltd	914,369	914,369	0	-
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	74,335	74,335	0	-
4400 Dues and Subscriptions				
3400 Other Funds Ltd	482,476	482,476	0	-

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Description	Agency Request Budget (V-01) 2023-25 Base Budget	Governor's Budget (Y-01) 2023-25 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	684,671	684,671	0	-
4575 Agency Program Related S and S				
3400 Other Funds Ltd	199,603	199,603	0	-
4650 Other Services and Supplies				
3400 Other Funds Ltd	402,565	402,565	0	-
4700 Expendable Prop 250 - 5000				
3400 Other Funds Ltd	16,275	16,275	0	-
4715 IT Expendable Property				
3400 Other Funds Ltd	136,531	136,531	0	-
TOTAL SERVICES & SUPPLIES				
3400 Other Funds Ltd	7,091,906	7,091,906	0	-
CAPITAL OUTLAY				
5900 Other Capital Outlay				
3400 Other Funds Ltd	21,910	21,910	0	-
TOTAL EXPENDITURES				
3400 Other Funds Ltd	17,983,390	17,983,390	0	-
ENDING BALANCE				
3400 Other Funds Ltd	2,955,883	2,955,883	0	-
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	42	42	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	42.00	42.00	0	-

Package Comparison Report - Detail

Oregon Medical Board

Agency Number: 84700

Package Comparison Report - Detail
2023-25 Biennium
Operations

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

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3160 Temporary Appointments

3400 Other Funds Ltd	1,256	1,256	0	0.00%
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3170 Overtime Payments

3400 Other Funds Ltd	335	335	0	0.00%
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3190 All Other Differential

3400 Other Funds Ltd	1,629	1,629	0	0.00%
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SALARIES & WAGES

3400 Other Funds Ltd	3,220	3,220	0	0.00%
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TOTAL SALARIES & WAGES	\$3,220	\$3,220	\$0	0.00%
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OTHER PAYROLL EXPENSES

3220 Public Employees Retire Cont

3400 Other Funds Ltd	352	352	0	0.00%
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3221 Pension Obligation Bond

3400 Other Funds Ltd	24,751	24,751	0	0.00%
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3230 Social Security Taxes

3400 Other Funds Ltd	247	247	0	0.00%
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Oregon Medical Board**Agency Number: 84700**

Package Comparison Report - Detail
2023-25 Biennium
Operations

Cross Reference Number: 84700-015-00-00-00000
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		
3240 Unemployment Assessments				
3400 Other Funds Ltd	124	124	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	1,994	1,994	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	27,476	27,476	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	\$27,476	\$27,476	\$0	0.00%
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	8,870	8,870	0	0.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	39,566	39,566	0	0.00%
TOTAL PERSONAL SERVICES	\$39,566	\$39,566	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	39,566	39,566	0	0.00%
TOTAL EXPENDITURES	\$39,566	\$39,566	\$0	0.00%
ENDING BALANCE				

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Oregon Medical Board**Agency Number: 84700**

Package Comparison Report - Detail
2023-25 Biennium
Operations

Cross Reference Number: 84700-015-00-00-00000
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	(39,566)	(39,566)	0	0.00%
TOTAL ENDING BALANCE	(\$39,566)	(\$39,566)	\$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

2023-25 Biennium

Package: Phase-in

Operations

Pkg Group: ESS Pkg Type: 020 Pkg Number: 021

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				
4400 Dues and Subscriptions				
3400 Other Funds Ltd	393,876	393,876	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	393,876	393,876	0	0.00%
TOTAL SERVICES & SUPPLIES	\$393,876	\$393,876	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	393,876	393,876	0	0.00%
TOTAL EXPENDITURES	\$393,876	\$393,876	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(393,876)	(393,876)	0	0.00%
TOTAL ENDING BALANCE	(\$393,876)	(\$393,876)	\$0	0.00%

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Oregon Medical Board**Agency Number: 84700****Package Comparison Report - Detail
2023-25 Biennium
Operations****Cross Reference Number: 84700-015-00-00-00000
Package: Phase-out Pgm & One-time Costs
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				
4250 Data Processing				
3400 Other Funds Ltd	(32,000)	(32,000)	0	0.00%
4315 IT Professional Services				
3400 Other Funds Ltd	(1,002,000)	(1,002,000)	0	0.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	(129,000)	(129,000)	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	(1,163,000)	(1,163,000)	0	0.00%
TOTAL SERVICES & SUPPLIES	(\$1,163,000)	(\$1,163,000)	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	(1,163,000)	(1,163,000)	0	0.00%
TOTAL EXPENDITURES	(\$1,163,000)	(\$1,163,000)	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	1,163,000	1,163,000	0	0.00%
TOTAL ENDING BALANCE	\$1,163,000	\$1,163,000	\$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

2023-25 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	3,886	3,886	0	0.00%
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4125 Out of State Travel

3400 Other Funds Ltd	41	41	0	0.00%
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4150 Employee Training

3400 Other Funds Ltd	3,565	3,565	0	0.00%
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4175 Office Expenses

3400 Other Funds Ltd	9,575	9,575	0	0.00%
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4200 Telecommunications

3400 Other Funds Ltd	2,828	2,828	0	0.00%
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4225 State Gov. Service Charges

3400 Other Funds Ltd	192,418	192,418	0	0.00%
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4250 Data Processing

3400 Other Funds Ltd	2,913	2,913	0	0.00%
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4275 Publicity and Publications

3400 Other Funds Ltd	251	251	0	0.00%
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4300 Professional Services

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Oregon Medical Board**Agency Number: 84700****Package Comparison Report - Detail****Cross Reference Number: 84700-015-00-00-00000****2023-25 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	184,995	184,995	0	0.00%
4315 IT Professional Services				
3400 Other Funds Ltd	11,430	11,430	0	0.00%
4325 Attorney General				
3400 Other Funds Ltd	161,569	161,569	0	0.00%
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	3,122	3,122	0	0.00%
4400 Dues and Subscriptions				
3400 Other Funds Ltd	20,264	20,264	0	0.00%
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	28,756	28,756	0	0.00%
4575 Agency Program Related S and S				
3400 Other Funds Ltd	8,383	8,383	0	0.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	11,490	11,490	0	0.00%
4700 Expendable Prop 250 - 5000				
3400 Other Funds Ltd	684	684	0	0.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	5,734	5,734	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****2023-25 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	651,904	651,904	0	0.00%
TOTAL SERVICES & SUPPLIES	\$651,904	\$651,904	\$0	0.00%
CAPITAL OUTLAY				
5900 Other Capital Outlay				
3400 Other Funds Ltd	920	920	0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	652,824	652,824	0	0.00%
TOTAL EXPENDITURES	\$652,824	\$652,824	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(652,824)	(652,824)	0	0.00%
TOTAL ENDING BALANCE	(\$652,824)	(\$652,824)	\$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

2023-25 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	-	(49,708)	(49,708)	100.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	(49,708)	(49,708)	100.00%
TOTAL SERVICES & SUPPLIES	-	(\$49,708)	(\$49,708)	100.00%
EXPENDITURES				
3400 Other Funds Ltd	-	(49,708)	(49,708)	100.00%
TOTAL EXPENDITURES	-	(\$49,708)	(\$49,708)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	49,708	49,708	100.00%
TOTAL ENDING BALANCE	-	\$49,708	\$49,708	100.00%

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Oregon Medical Board**Agency Number: 84700****Package Comparison Report - Detail
2023-25 Biennium
Operations****Cross Reference Number: 84700-015-00-00-00000
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	-	(29,331)	(29,331)	100.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	-	(3,991)	(3,991)	100.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	(33,322)	(33,322)	100.00%
TOTAL SERVICES & SUPPLIES	-	(\$33,322)	(\$33,322)	100.00%
EXPENDITURES				
3400 Other Funds Ltd	-	(33,322)	(33,322)	100.00%
TOTAL EXPENDITURES	-	(\$33,322)	(\$33,322)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	33,322	33,322	100.00%
TOTAL ENDING BALANCE	-	\$33,322	\$33,322	100.00%

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Oregon Medical Board**Agency Number: 84700****Package Comparison Report - Detail
2023-25 Biennium
Operations****Cross Reference Number: 84700-015-00-00-00000****Package: Core Business Suite Replacement****Pkg Group: POL Pkg Type: POL Pkg Number: 101**

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	400,000	400,000	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	400,000	400,000	0	0.00%
TOTAL SERVICES & SUPPLIES	\$400,000	\$400,000	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	400,000	400,000	0	0.00%
TOTAL EXPENDITURES	\$400,000	\$400,000	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(400,000)	(400,000)	0	0.00%
TOTAL ENDING BALANCE	(\$400,000)	(\$400,000)	\$0	0.00%

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Oregon Medical Board**Agency Number: 84700****Package Comparison Report - Detail
2023-25 Biennium
Operations****Cross Reference Number: 84700-015-00-00-00000****Package: Registration Fees****Pkg Group: POL Pkg Type: POL Pkg Number: 102**

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	3,066,260	3,066,260	0	0.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	3,066,260	3,066,260	0	0.00%
TOTAL AVAILABLE REVENUES	\$3,066,260	\$3,066,260	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	3,066,260	3,066,260	0	0.00%
TOTAL ENDING BALANCE	\$3,066,260	\$3,066,260	\$0	0.00%

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ANA101A - Package Comparison Report - Detail

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Position Budget Report

PIC100 - Position Budget Report

Oregon Medical Board

2023-25 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											-	-	7,013,126	-	7,013,126
Total OPE											-	-	3,435,574	-	3,435,574
Total Personal Services											-	-	10,448,700	-	10,448,700

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PIC100 - Position Budget Report
PIC100

PIC100 - Position Budget Report

Operations

**2023-25 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	10	7327	SAL	-	-	175,848	-	175,848
										OPE	-	-	85,366	-	85,366
0000530	MEAH Z7586 HF	AGENCY HEAD 6	39X	PF	1	1.00	24	10	15277	SAL	-	-	366,648	-	366,648
										OPE	-	-	130,009	-	130,009
0000531	MESN Z7085 AF	BUSINESS OPERATIONS MANAGER 1	31X	PF	1	1.00	24	10	9718	SAL	-	-	233,232	-	233,232
										OPE	-	-	100,269	-	100,269
0000532	MENN Z0830 AF	EXECUTIVE ASSISTANT	25	PF	1	1.00	24	9	7274	SAL	-	-	174,576	-	174,576
										OPE	-	-	85,036	-	85,036
0000533	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4776	SAL	-	-	114,624	-	114,624
										OPE	-	-	69,467	-	69,467
0000534	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4776	SAL	-	-	114,624	-	114,624
										OPE	-	-	69,467	-	69,467
0000535	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4776	SAL	-	-	114,624	-	114,624
										OPE	-	-	69,467	-	69,467
0000537	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	10	7327	SAL	-	-	175,848	-	175,848
										OPE	-	-	85,366	-	85,366
0000538	MMS X7145 AP	COMPLIANCE AND REGULATORY MANAG	31X	PF	1	1.00	24	10	9718	SAL	-	-	233,232	-	233,232
										OPE	-	-	100,269	-	100,269
0000539	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	8	4356	SAL	-	-	104,544	-	104,544
										OPE	-	-	66,849	-	66,849
0000545	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	4555	SAL	-	-	109,320	-	109,320
										OPE	-	-	68,089	-	68,089
0000547	MMS X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	9	8831	SAL	-	-	211,944	-	211,944
										OPE	-	-	94,741	-	94,741
0000549	MMS X7435 AP	LICENSING AND PERMITTING MANAGER	31X	PF	1	1.00	24	10	9718	SAL	-	-	233,232	-	233,232
										OPE	-	-	100,269	-	100,269
0000651	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	3	3483	SAL	-	-	83,592	-	83,592
										OPE	-	-	61,408	-	61,408
0000652	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4356	SAL	-	-	104,544	-	104,544
										OPE	-	-	66,849	-	66,849
0000653	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	3	3483	SAL	-	-	83,592	-	83,592

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**PIC100 - Position Budget Report
PIC100**

PIC100 - Position Budget Report

Operations

**2023-25 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	24488	OPE	-	-	61,408	-	61,408
										SAL	-	-	587,712	-	587,712
										OPE	-	-	172,830	-	172,830
0000655	OAS C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	7	5503	SAL	-	-	132,072	-	132,072
										OPE	-	-	73,998	-	73,998
0000656	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5256	SAL	-	-	126,144	-	126,144
										OPE	-	-	72,459	-	72,459
0000657	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4776	SAL	-	-	114,624	-	114,624
										OPE	-	-	69,467	-	69,467
0000659	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	8	5771	SAL	-	-	138,504	-	138,504
										OPE	-	-	75,669	-	75,669
0000665	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	4555	SAL	-	-	109,320	-	109,320
										OPE	-	-	68,089	-	68,089
0000667	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	9	6982	SAL	-	-	167,568	-	167,568
										OPE	-	-	83,216	-	83,216
0000671	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	5	3790	SAL	-	-	90,960	-	90,960
										OPE	-	-	63,321	-	63,321
0000675	OAS C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	3	4814	SAL	-	-	115,536	-	115,536
										OPE	-	-	69,704	-	69,704
0000676	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	9517	SAL	-	-	228,408	-	228,408
										OPE	-	-	99,017	-	99,017
0000677	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	8606	SAL	-	-	206,544	-	206,544
										OPE	-	-	93,339	-	93,339
0000678	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	10	7327	SAL	-	-	175,848	-	175,848
										OPE	-	-	85,366	-	85,366
0000680	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	10	7327	SAL	-	-	175,848	-	175,848
										OPE	-	-	85,366	-	85,366
0000684	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	8	5019	SAL	-	-	120,456	-	120,456
										OPE	-	-	70,982	-	70,982
0000685	OAS C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	3	4155	SAL	-	-	99,720	-	99,720
										OPE	-	-	65,597	-	65,597

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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0000688	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	8	6664	SAL	-	-	159,936	-	159,936
										OPE	-	-	81,235	-	81,235
0000690	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	7	4155	SAL	-	-	99,720	-	99,720
										OPE	-	-	65,597	-	65,597
0000691	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	4	3629	SAL	-	-	87,096	-	87,096
										OPE	-	-	62,318	-	62,318
0000872	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	6930	SAL	-	-	166,320	-	166,320
										OPE	-	-	82,892	-	82,892
0000873	MENN Z0873 AF	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	10203	SAL	-	-	244,872	-	244,872
										OPE	-	-	103,292	-	103,292
0000874	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	7678	SAL	-	-	184,272	-	184,272
										OPE	-	-	87,555	-	87,555
0000876	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5503	SAL	-	-	132,072	-	132,072
										OPE	-	-	73,998	-	73,998
0000877	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	8	6664	SAL	-	-	159,936	-	159,936
										OPE	-	-	81,235	-	81,235
0000878	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	PF	1	1.00	24	8	6350	SAL	-	-	152,400	-	152,400
										OPE	-	-	79,278	-	79,278
0000879	OAS C0435 AP	PROCUREMENT AND CONTRACT ASSIST	19	PF	1	1.00	24	10	5256	SAL	-	-	126,144	-	126,144
										OPE	-	-	72,459	-	72,459
0000880	OAS C5232 AP	INVESTIGATOR 2	23	PF	1	1.00	24	5	5019	SAL	-	-	120,456	-	120,456
										OPE	-	-	70,982	-	70,982
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
										OPE	-	-	810	-	810
0004705	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	10,582	-	10,582

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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0004706	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
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
Total Salary											-	-	7,013,126	-	7,013,126
Total OPE											-	-	3,435,574	-	3,435,574

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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 Personal Services												-	-	10,448,700	-	10,448,700

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