

The background of the slide features a large, faint, circular seal of the State of Oregon. The seal contains an eagle with spread wings at the top, a ship on the left, a plow and sheaf of wheat on the right, and a cow in the center. The words "STATE OF OREGON" are written around the top half of the seal, and "1859" is at the bottom. A ring of stars separates the top and bottom text.

**OREGON
MEDICAL BOARD
2027 – 2029
AGENCY REQUEST 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 Oregon 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.

☒ Agency Request

☐ Governor's Budget

☐ Legislatively Adopted

LEGISLATIVE ACTION

847 - Oregon Medical Board

Agency Contact: Carol Brandt

Date Submitted: 7/1/2026

CFO Analyst: JeaLinda Patton

Session/Eboard	Month (Eboard only)	Year	Bill Number	Short Description of Action Taken
Session		2025	HB 5022	Agency's main budget bill
Session		2025	HB 5006	Amends HB 5022
Session		2025	SB 476	Policy bill
Session		2026	HB 5204	Amends HB 5022

AGENCY SUMMARY NARRATIVE

The Oregon Medical Board (“Board” or “OMB”) is an entirely other-funded agency established in 1889 to ensure that only qualified and competent individuals are licensed to practice medicine in Oregon. The Board is responsible for licensure and regulation of the professions of medical doctor (MD), doctor of osteopathic medicine (DO), doctor of podiatric medicine (DPM), physician associate (PA), and licensed acupuncturist (LAc). The Board also registers and regulates five-needle protocol (5NP) technicians.

The 14 members of the Board (six medical doctors, two doctors of osteopathic medicine, one podiatric physician, two physician associates, 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)

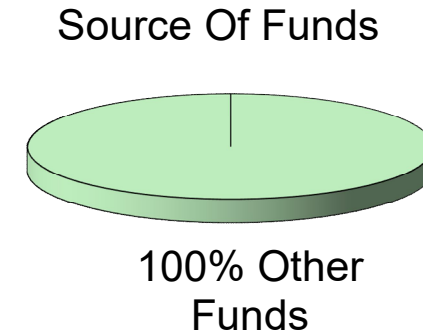
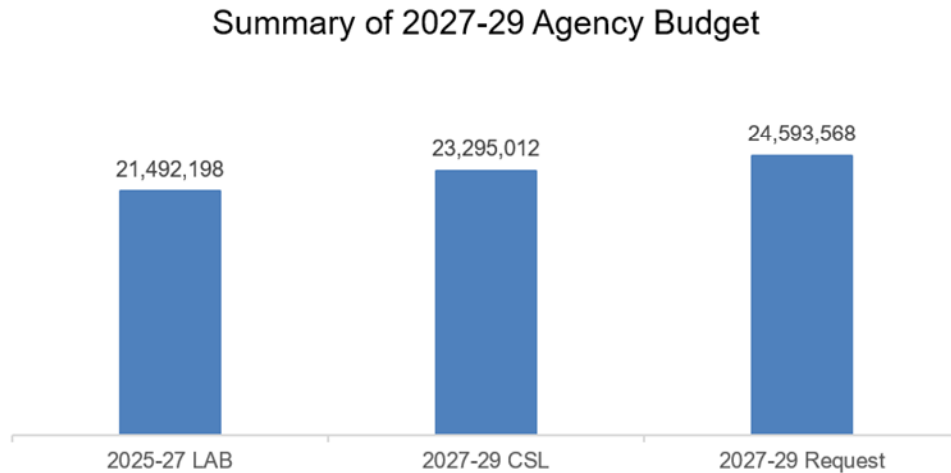
Primary Program Contact

Carol Brandt

Phone: (503) 939-5151

Email: Carol.Brandt@omb.oregon.gov

Budget Summary Graphics



Mission Statement and Statutory Authority

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

The Board is governed by Oregon Revised Statutes Chapter 677, known as the Medical Practice Act, and Oregon Administrative Rules (OAR) Chapter 847. In recognizing that the practice of medicine is a privilege, not a right, the Legislature established the Board in 1889, tasking it with the responsibility to protect the public from unauthorized or unqualified persons and from unprofessional conduct by licensed persons. The Board has proudly protected the people of Oregon for more than 135 years.

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

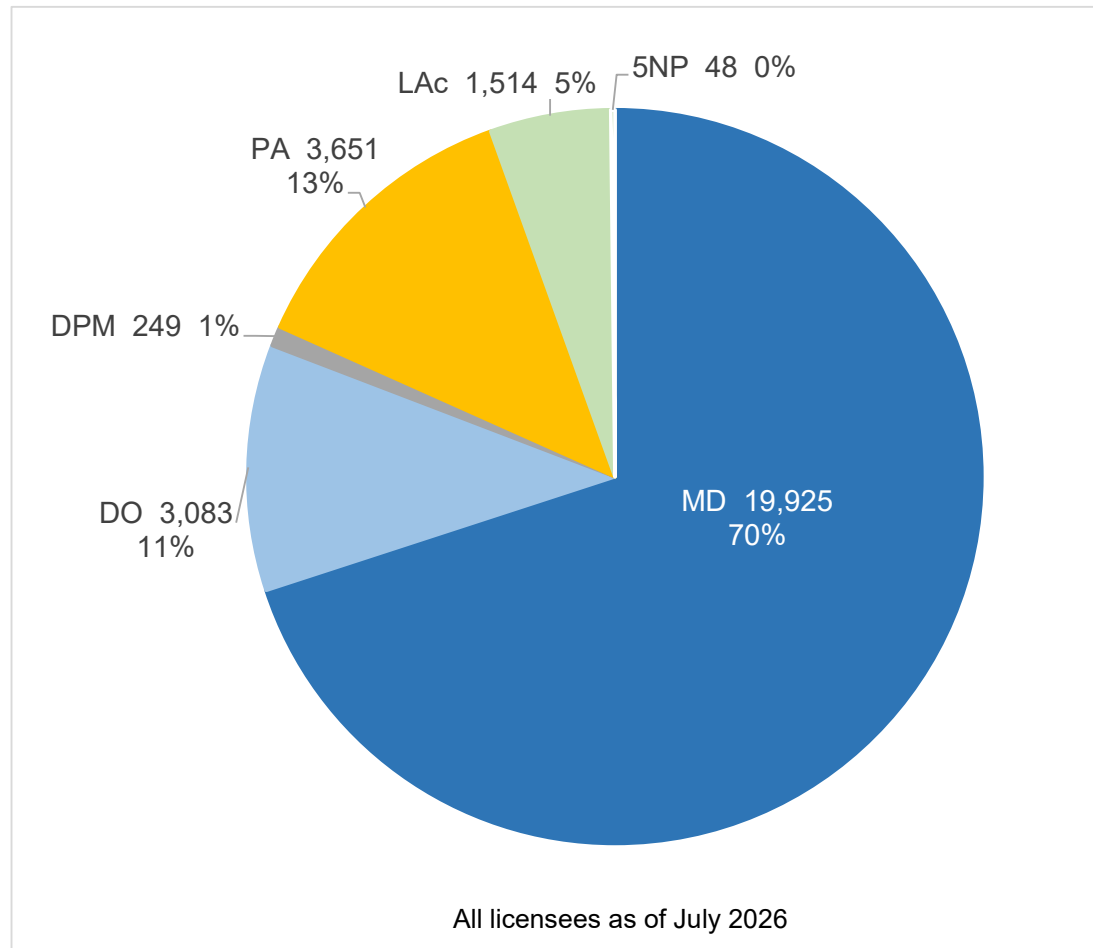
- **Integrity** – a commitment to acting honestly, ethically, and fairly
- **Accountability** – a willingness to accept responsibility for actions in a transparent manner
- **Excellence** – an expectation of the highest quality work and innovation
- **Customer Service** – a dedication to provide equitable,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



Program Unit Executive Summary

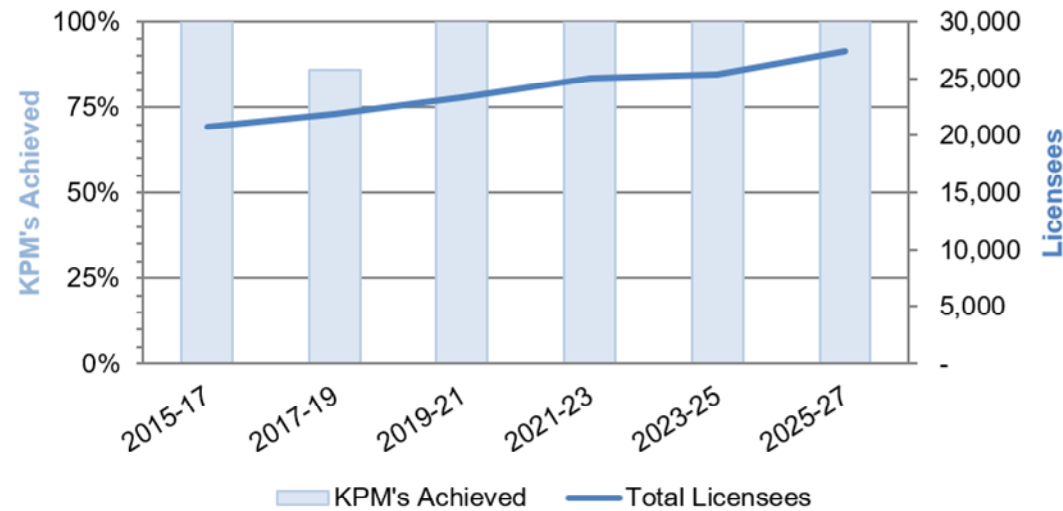
Program Overview

The Board is responsible for licensing, regulating, and disciplining the professions of medical doctor (MD), doctor of osteopathic medicine (DO), doctor of podiatric medicine (DPM), physician associate (PA), and acupuncturist (LAc) to ensure that only qualified and competent individuals are licensed to practice. The Board also registers and regulates five-needle protocol (5NP) technicians, who are authorized to perform a standardized five-point ear acupuncture treatment. The Board has only one program consisting of 42.75 FTE in several functional areas or sections.



Program Budget and Performance Over Time

Agency performance is demonstrated by Key Performance Measure results, presented on page 28, and the number of licensees served.

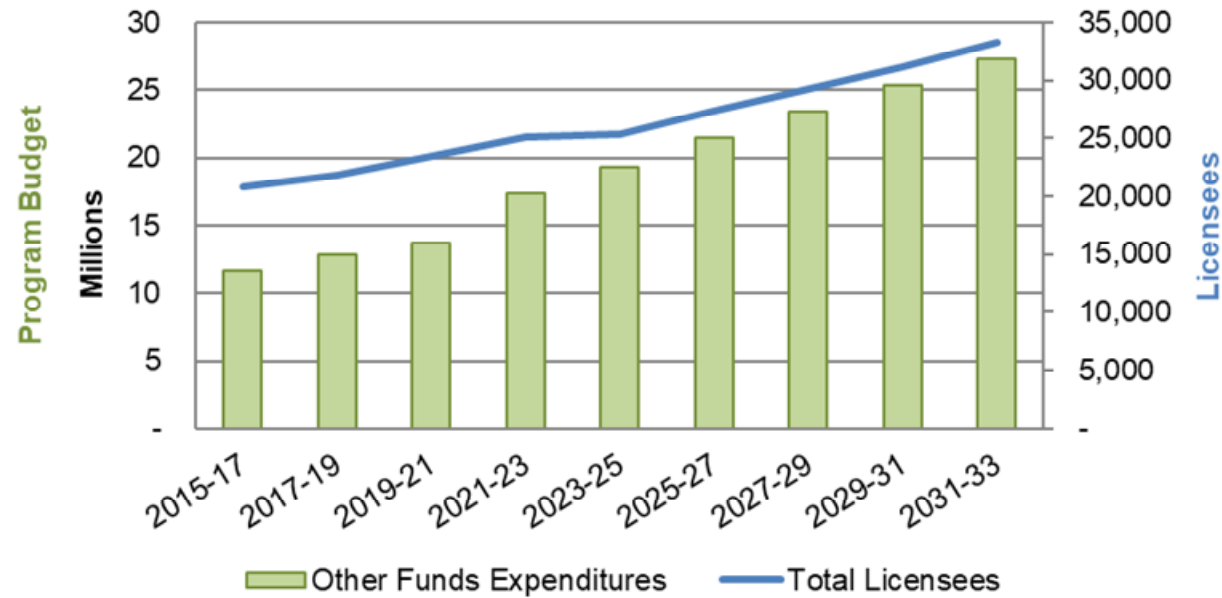


Percent of customer rating the OMB “Good” or “Excellent” for:

	Timeliness	Accuracy	Helpfulness	Expertise	Availability of information	Overall
FY 2026	98%	98%	98%	99%	95%	96%
FY 2025	97%	97%	96%	98%	94%	97%
FY 2024	95%	96%	99%	99%	94%	97%
FY 2023	96%	95%	99%	95%	95%	96%
FY 2022	89%	87%	89%	88%	87%	88%

All targets are 90%

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



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

Program Funding Request

The 2027-29 requested budget is \$24,593,568. 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 2031-33 are provided in the chart above. Estimates are based on historical budget trends and anticipated inflation.

Program Description

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

The Board grants licenses only after careful review of an applicant's education, training, employment history, and criminal background to ensure that the applicant is qualified and competent to practice medicine safely in Oregon. Licensing requirements are consistent with the rigorous standards or "best practices" recommended by the Federation of State Medical Boards and aimed at ensuring all Oregonians have access to medical providers who meet statewide standards for licensure. Patients, health systems, and insurers rely on the Board's careful and thorough evaluation of each applicant. New licenses are issued daily and renewed biennially.

The OMB's Investigations and Compliance section responds to complaints from the community alleging that licensees may have violated the Medical Practice Act, monitors disciplined licensees, reviews current licensees when questions arise during the renewal process, investigates applicants if there is a question regarding whether they meet licensing qualifications, and facilitates remediation. The OMB utilizes Oregon's Health Professionals' Service Program to monitor 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.

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

Major cost drivers:

- Increasing numbers of licensees increase overall agency workload.
- Increasing numbers of complaints against licensees increase Investigations section and Board member workload.
- Increasing personal services expenses and inflation drive the Board's expenses and fees necessary to pay for agency services.
- Increasing government service charges and Attorney General rates increase the Board's expenditures at a faster pace than licensee growth.
- New legislative mandates (e.g. mandatory continuing education, Five Needle Protocol technicians, Internationally Trained Physicians, etc.) increase agency workload and require extensive workgroups and public meetings.
- Increasing litigation at the state and federal level increases the number of hours required for Department of Justice representation.

Program Justification

The OMB provides the critical public service of ensuring that all Oregonians receive safe, quality medical care by granting the privilege to practice medicine to only qualified individuals. The OMB is essential for healthy and safe communities in Oregon.

The OMB provides regulation 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' Services 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.

Program Performance

Agency Key Performance Measure results and the number of licensees served are illustrated in the chart on page 11. The Board measures program performance through the quality and timeliness of services provided through our Key Performance Measures.

To measure the quality of program performance, the Board looks to the number of licensing and disciplinary decisions that have been overturned on appeal. A low number of overturned license denials and disciplinary actions demonstrates that the agency is appropriately licensing and disciplining. The recidivism rate, the rate at which disciplined licensees re-offend, demonstrates the Board's ability to remediate and educate licensees, enabling them to continue to safely practice.

Quality Measures of program performance:

<i>Fiscal Year:</i>	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
# License Denials Overturned	0	0	0	0	0	0	0	0	0	0
# Disciplinary Actions Overturned	0	0	1	0	1	0	0	0	0	0
% Recidivism	3.30%	2.04%	4.49%	<1%	2.8%	2.33%	1.75%	1.32%	1.28%	1.09%

In fiscal year 2019, the Court of Appeals reversed a 2014 order 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. The Court did not evaluate the merits of the case. The Board changed the structure of its Notices following the appellate decision. Very few license denials and disciplinary actions are appealed.

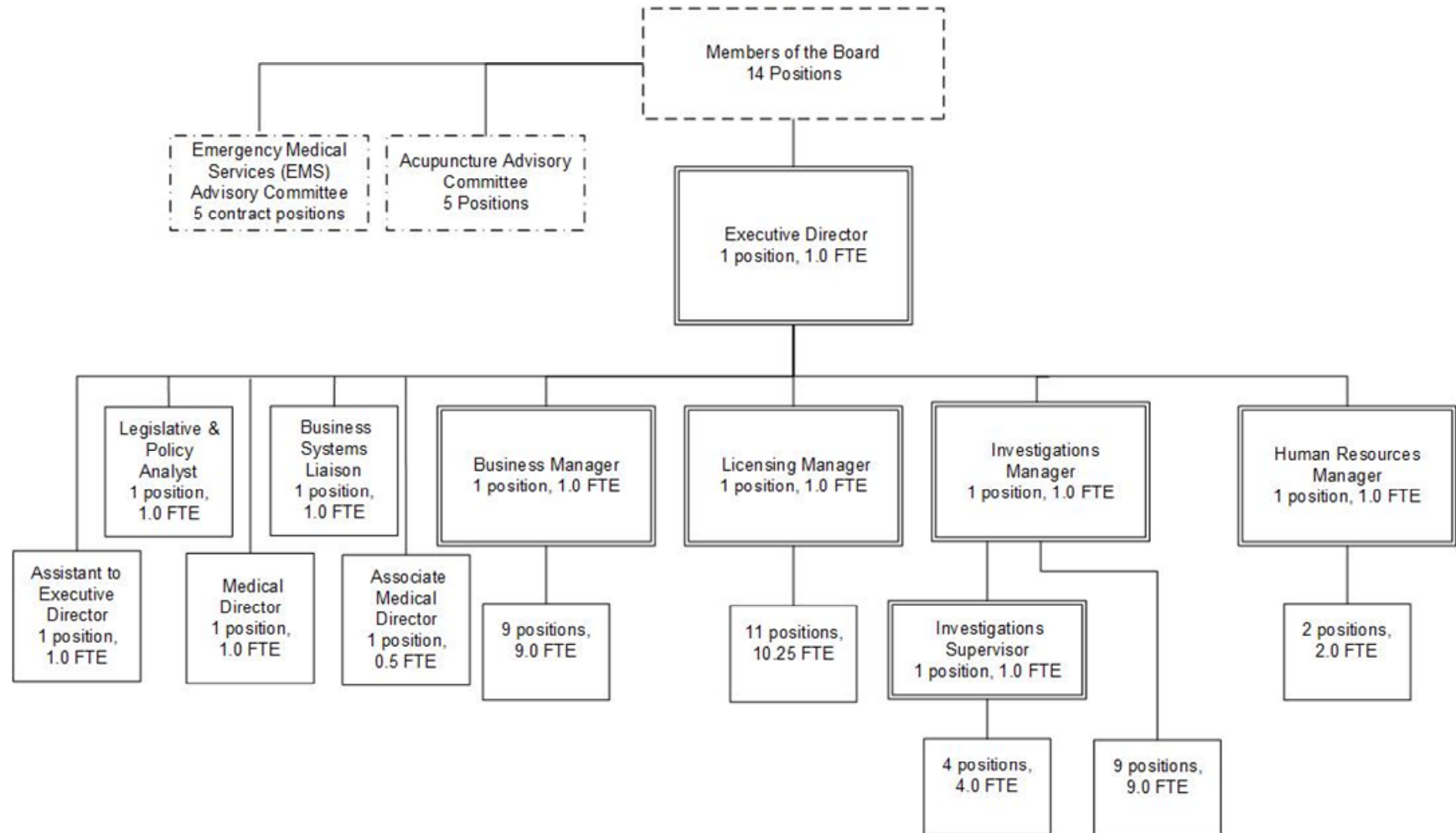
To measure the timeliness of program performance, the Board looks to the average number of calendar days from receipt of completed license application to issuance of license (days to license) and the average number of calendar days to process a license renewal (days to renew).

Timeliness measures of program performance:

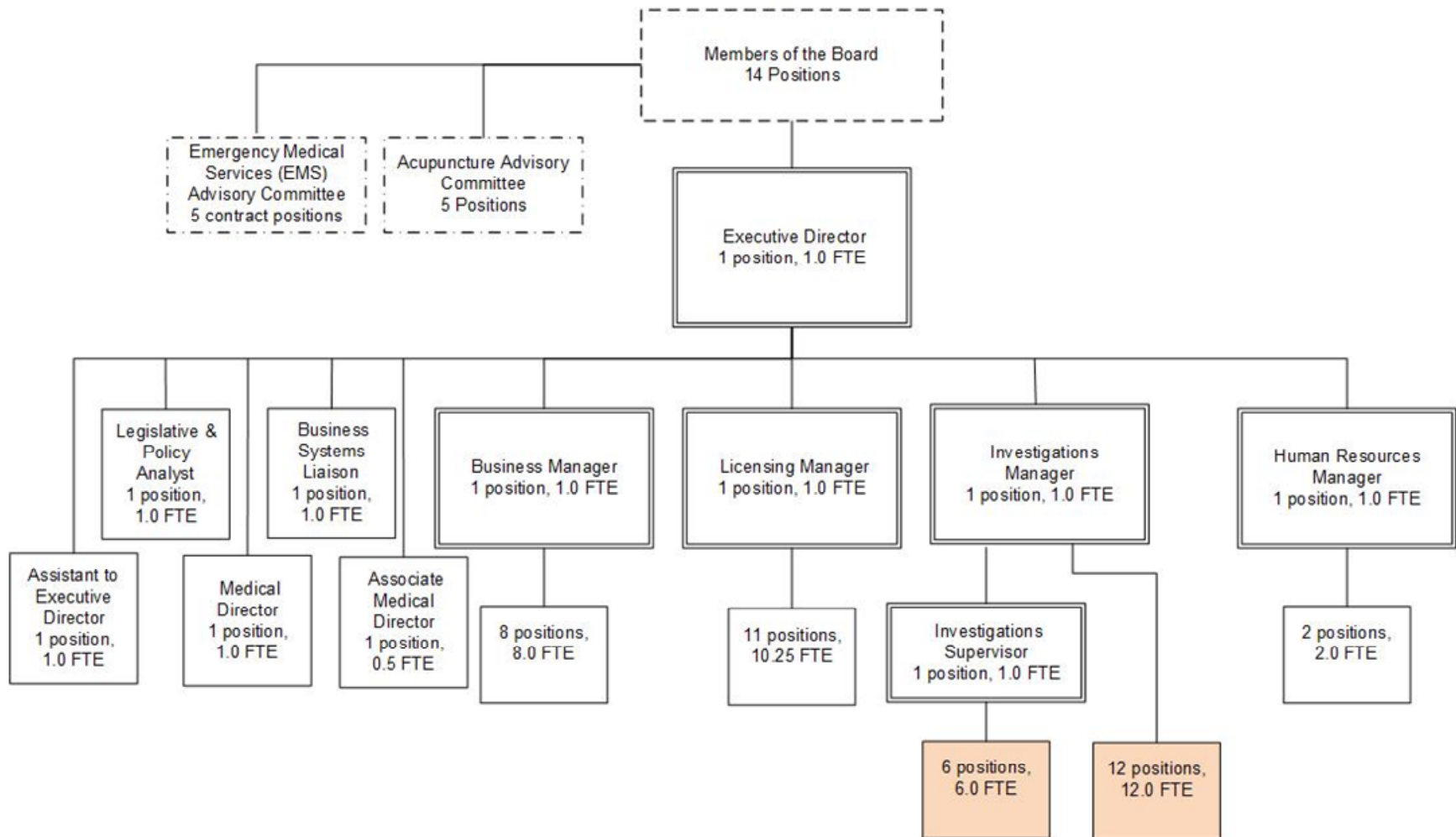
<i>Fiscal Year:</i>	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Days to license	.16	.09	.06	.11	.08	.11	.07	.07	.09	.16
Days to renew	10.91	4.42	6.57	5.36	1.06	6.03	1.57	2.39	2.09	1.31

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

Program Unit Narrative
Organizational Charts
2025-27 Organizational Chart



2027-29 Proposed Organizational Chart



Agency Functional Areas

Executive and Communications Section (7 FTE)

The Executive and Communications section is responsible for all internal and external Board operations and for ensuring that the Board carries out the goals and objectives of the agency as mandated by law and consistent with the agency's values. This section is composed of the Executive Director (who is appointed by the 14-member Board), an Operations and Policy Analyst 4 (Legislative & Policy Analyst), an Operations and Policy Analyst 2 (Business Systems Liaison), a Human Resources Manager, a Public Affairs Specialist, an Office Specialist 2 (Public Information Specialist), and an Executive Assistant.

Chief responsibilities include but are not limited to:

- Providing oversight and direction to all agency sections and operations, with direct supervision of managers and overall supervisory responsibility for the Board's 42.75 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 agency-initiated legislative concepts and proposals.
- Monitoring and providing information about agency impacts from proposed legislation.
- Overseeing the development of rules and policies for approval by Board members, overseeing promulgation and interpretation of laws and rules administered by the Board, and developing operational policies to support Legislative changes.
- Drafting, or coordinating the drafting of, all administrative rules of the Board, filing with the Secretary of State, and tracking all rules filed for amendment, repeal, or adoption, and providing copies to the public as requested.
- Undertaking, researching, and leading special projects; assisting in long- and short-range planning and development projects.
- Developing agendas for quarterly Board meetings and producing meeting minutes.
- Serving as Public Information Officer, which includes providing information to national and international media; overseeing internal and external communications of Board activities, notices, and newsletters.
- Providing education to licensees by making presentations at hospitals and professional associations; advising of rule changes; publishing a quarterly newsletter; and promoting adherence to recognized standards of practice and ethics.
- Ensuring the agency website content is consistent and accessible to all users.

- Continuously developing ways to provide information to the public about licensees through the agency's website, publications, and presentations to interested groups.
- Recruiting and developing the highest qualified staff and Board members who bring diverse and important perspectives.
- Providing human resource services, including OPEU contract management, training for staff, and new employee orientations.
- Furthering diversity, equity, and inclusion efforts and maintaining the agency's Affirmative Action Plan.
- Overseeing staff background checks.
- Maintaining emergency contact information for all employees.
- Managing employee trial service, development, and performance management.
- Administering office security and safety programs.
- Ensuring appropriate accommodations to the public so that all may have equitable access to the Board's services.
- Fulfilling public records requests for transparency and accountability.
- Providing reception desk services and public information about licensees that are readily available to Oregonians.

Investigations and Compliance Section (16.5 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 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.

Historically, this section has received 700-800 written complaints against licensees and applicants annually. The OMB launched an online complaint portal at the end of 2025 which produced a 70% increase in complaints in the months following launch. The OMB does not expect a return to pre-launch volume and anticipates we will receive approximately 1,500 written complaints against licensees in fiscal year 2027. This section conducts investigations as required by statute. With this increased workload, the agency can no longer fulfill its responsibilities with the current staffing resources and we have proposed additional staffing within [policy package 101](#).

Approximately 60% of complaints come from patients or their family/representatives. The rest come from review of malpractice cases, pharmacies, insurance companies, hospitals, nursing homes, physicians, nurses, and others in the health care field. Cases generated by the OMB's Licensing section through its application and renewal processes and criminal background checks are also forwarded to the section.

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

The Investigations section works closely with the Health Professionals' Services Program, a contracted monitoring program for health care licensees with substance use disorder and/or mental health condition that impairs their ability to practice their profession. As a result of careful long-term monitoring, combined with referral to treatment programs where indicated, many disciplined licensees are safely restored to full practice.

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

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

Investigative staff responsibilities include but are not limited to:

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

- Establishing and maintaining effective relationships with other health related boards (both in-state and out-of-state) and local and federal law enforcement authorities to affect mutual assistance in conducting investigations.
- Referring complaints and investigative reports and materials to other agencies with jurisdictional authority, such as district attorneys, professional organizations, or law enforcement agencies, if appropriate.
- Working with the Assistant Attorney General in preparing for contested case hearings as needed.
- Preparing materials for disciplinary appeals and other legal actions.
- Monitoring licensees who are under disciplinary action to ensure that all conditions of probation are being met and that it is safe for them to practice medicine.
- Assisting licensees under disciplinary action with questions regarding compliance.
- Following up on malpractice reviews conducted by the Medical Director.
- Reviewing applications and renewals in support of Licensing.

The Investigations section is vital to OMB's mission to protect the people of Oregon and is a necessity for a healthy, safe Oregon. A growing patient population, increasing numbers of agency licensees, and efforts to raise citizen awareness of the Oregon Medical Board's services have dramatically increased workload in this section.

Licensing Section (11.25 FTE)

The Licensing section is responsible for both the initial licensure or registration and 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 or registration, reactivation, or 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, registration, 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 exchanging core documents and information 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 or registration, reactivation, or renewal whose eligibility is in question due to areas of concern in their application or background.
- Maintaining a licensee database using information from renewal submissions and other sources to ensure that current information is available on addresses, phone numbers, name changes, changes of specialty, and other important data.
- Maintaining updated orientation manuals and providing them to all new licensees to inform them about the regulations and responsibilities for practice in Oregon.
- Continuously developing ways to provide information on how to apply for a license or registration.
- 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 \$22 million of anticipated revenue and controlling \$20 million in anticipated expenditures in the 2025-27 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 2,300 written verifications of licensure per year.
- Coordinating facilities and office equipment rental and maintenance.
- Coordinating agency telecommunications.

Customers and other interested parties

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

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

Agency Strategic Plan

The Oregon Medical Board's long- and short-range planning is directed by its mission and enacted through the OMB Strategic Plan. The Strategic Plan was initially completed in January 2001 and is revised regularly as objectives are met and new needs and issues arise. The OMB's high-level goals, as identified within the Strategic Plan, are shaped by the agency mission, vision, values, and commitment to equity. The plan encompasses goals, strategies, and action items for every functional area of the agency.

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

The most recent revision to the Strategic Plan was adopted by the Board in July 2026. This edition of the Strategic Plan reflects a deliberate and meaningful evolution by merging the agency's Strategic Plan, DEI Plan, and Wellness Plan into one integrated document. This is not for convenience – it is because we believe DEI and wellness are inseparable from our mission. Ensuring patient safety for all Oregonians demands equitable regulation, inclusive operations, and accessible services. It also requires cultivating a workforce that reflects the diversity of Oregonians. The full [Agency Strategic Plan](#) is provided within the Special Reports section of these budget materials.

Goals

Provide Optimal Staffing & Quality Resources

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

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

Attract and Retain Highest Qualified Board Members, Committee Members, & Consultants

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

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 & Registration

Oregon requirements for Medical Doctor (MD), Doctor of Osteopathic Medicine (DO), Doctor of Podiatric Medicine (DPM), Physician Associate (PA), Acupuncturist (LAc), and Five-Needle Protocol (5NP) Technicians must be set with **integrity** and **equity** to ensure fairness toward applicants and licensees. Processing applications and renewals efficiently is vital to **customer service** but must be balanced with the need to maintain **accountability** with thorough background checks. Continually striving to improve the license and renewal processes ensures **excellence** in services provided to licensees.

Measures of Success

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

Thoroughly and Equitably Review Complaints Against Licensees, Applicants, & Registrants

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

Measures of Success

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

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

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

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 & Education

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

Measures of Success

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

Performance Measures

The Board uses a comprehensive set of key performance measures to help assess and manage our performance. Performance measure results are reviewed regularly to quickly identify and respond to variances. The Board expects to continue to meet or exceed its KPMs in 2027-29 and beyond through streamlining and continuous process improvement.

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

Key Performance Measure	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
License Appropriately	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Discipline Appropriately	✓	✓		✓	✓	✓	✓	✓	✓	✓
Monitor Licensees who are Disciplined	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
License Efficiently	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Renew Licenses Efficiently	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Customer Satisfaction	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Board Best Practices	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

✓ Target met or exceeded

Criteria for 2027-29 Budget Development

The Oregon Medical Board's mission and the goals and action items identified in the Strategic Plan were used as criteria for developing the Board's 2027-29 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 services and achieve the outcomes in the Strategic Plan. 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? |
| | 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 package for the 2027-29 biennium. For 2027-29, the Board's proposed package serves to provide the Board with the positions and expenditure authority to enable the agency to continue to fulfill its mission and to continue to meet its performance measures. Details about the proposed package may be found later in this budget document.

Proposed Policy Package:

- [101 Investigations Resources](#)

Racial Equity Impact Statement

The Oregon Medical Board serves all Oregon citizens and respects and is inclusive of the diversity among those citizens. To conduct its mission, the OMB embraces initiatives and policies consistent with respect for diversity, equity, and inclusion (DEI) in medical regulation and patient care. We believe DEI and wellness are inseparable from our mission. Ensuring patient safety for all Oregonians demands equitable regulation, inclusive operations, and accessible services. It also requires cultivating a workforce that reflects the diversity of Oregonians. With this approach, we have integrated our DEI Plan into our agency Strategic Plan. The full [Agency Strategic Plan](#) is provided within the Special Reports section of these budget materials.

Racial Equity Impact Statement (REIS) Worksheet: Agency Questions

1. Who is completing this agency REIS?

Carol Brandt, Oregon Medical Board Business Manager

2. Does your agency have a DEIB practitioner? (Yes or No) Yes

- a. If yes, describe how you collaborated with them on this REIS.

The DEIB practitioner reviewed and supplied information for this questionnaire.

- b. If you did not collaborate with them, why not?

3. How do the agency's mission, goals and programs impact racial equity?

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 OMB's goals, as identified within the Agency Strategic Plan, are shaped by the agency mission, vision, values, and commitment to equity.

The Board has only one program consisting of 42.75 FTE in several functional areas or sections. The Board is responsible for licensing, regulating, and disciplining the professions of medical doctor (MD), doctor of osteopathic medicine (DO), doctor of podiatric medicine (DPM), physician associate (PA), and acupuncturist (LAc) to ensure that only qualified and competent individuals are licensed to practice. The Board also registers and regulates five-needle protocol (5NP) technicians, who are authorized to perform a standardized five-point ear acupuncture treatment.

Because the Board's licensing, investigation, and disciplinary functions directly affect patient safety and access to care for all Oregonians, agency work has both direct and indirect impacts on racial equity. The OMB's 2026–2028 Strategic Plan integrates the agency's Strategic Plan, DEI Plan, and Wellness Plan into one document organized around six priority areas — staffing and resources, qualified public servants, licensure, complaints and investigations, licensee wellness, and outreach and education — so that equity is considered alongside every major agency function rather than as a separate initiative.

The Complaints and Investigations priority area is most directly tied to racial equity: it commits the Board to embedding equity checkpoints into investigative procedures and case documentation, training investigators and Board members on implicit bias and cultural humility, and analyzing investigative data annually for patterns of disparate treatment. An under-resourced or

inconsistent investigative process can produce disparate outcomes for licensees and uneven protection for patients, so the capacity and consistency of this program is itself an equity issue.

4. What barriers exist in your agency's mission, goals, and programs that could hinder the advancement of racial equity?

As a small, lean agency (42.75 FTE) operating as an Other Funds agency, the Board does not have the capacity to staff a dedicated team focused specifically on racial equity work; instead, this work is expected of all staff as part of their core duties. The Board does not currently have the ability to collect race and ethnicity data from complainants, which limits the ability to identify and disaggregate disparities in the complaint and investigative process. Rising complaint volume — including a 70% increase in submissions following the 2025 launch of the online complaint portal — strains the agency's capacity to pursue new equity initiatives in the investigative process. Finally, the Board's jurisdiction is limited to its licensees; it has no authority over institutions, health insurers, research organizations, or other systems that impact racial equity on a systemic or structural level.

5. What opportunities exist in your agency's mission, goals, and programs that could help advance racial equity?

The Board's integrated 2026–2028 Strategic Plan and DEI Action Plan creates several opportunities to advance racial equity:

- conducting an equity audit of licensure and registration processes to identify requirements that may disproportionately burden applicants from underrepresented backgrounds;
- implementing a language access plan and expanding multilingual, multi-format communications;
- deepening government-to-government relationships with Oregon's nine federally recognized tribes;
- training investigators, Board members, and Committee members on implicit bias and cultural humility;
- and conducting annual equity evaluations of investigative and disciplinary outcomes (responsive to Secretary of State Audit Recommendation #3).

Securing adequate staffing in high-volume functions such as Investigations, and modernizing the agency's core business systems, would also create the capacity needed to build out equity checkpoints, collect demographic data, and respond to community feedback consistently rather than on an ad hoc basis.

6. How is community voice included in your assessments of progress, equity, and racial disparities?

The OMB incorporated community voice into its 2026–2028 Strategic Plan through a survey of licensees, staff, partners, and the public — 576 respondents answered open-ended questions on the agency’s strengths and weaknesses, challenges and opportunities, and where resources should be allocated; that feedback specifically identified Investigations as an area in urgent need of additional staffing. The Strategic Plan also commits the Board to hosting community listening sessions and educational forums in underserved areas of Oregon, including rural, tribal, and urban underserved communities (target date 12/31/27), and to building relationships with community-based organizations and tribal nations to broaden community engagement. The agency’s Strategic Plan further commits the Board to ongoing engagement with DEI-focused community partners and to building a trusted network of community-based organizational partners to inform policymaking. The OMB also incorporates community voice into its workgroups, including for implementation of Five-Needle Protocol (5NP) and Internationally Trained Physician provisional licensure. These workgroups advise the OMB on equity and racial impact as we work to implement new services.

7. What measures are you using to track equity changes over time?

The Board tracks progress on equity-related action items through quarterly Management Team reviews and annual reporting to the Board, made publicly available through the Board’s website and annual report. Within Investigations specifically, the Board monitors the volume of complaints received through the online portal monthly, and the Strategic Plan commits the agency to conducting annual evaluations of equity in investigative disciplinary outcomes (responsive to Secretary of State Audit Recommendation #3) and to analyzing investigative data annually for patterns of disparate treatment. The agency also carefully monitors, reviews, and is responsive to the customer service feedback we receive on a continuous basis.

8. Describe any racial disparities or trends you are noticing across your agency, programs, and data.

The Board’s most complete demographic dataset is on licensees, not complainants. As of 2025, active licensees who self-reported race/ethnicity were predominantly White, with smaller shares identifying as Asian, Hispanic or Latino/a, Black or African American, Middle Eastern or Northern African, American Indian or Alaska Native, and Native Hawaiian or Pacific Islander; a substantial share of licensees either declined to answer or did not report this information, which limits the Board’s ability to identify disparities in licensure outcomes by race. A full report of the racial makeup of OMB licensees is available in the [Affirmative Action Plan](#).

State-Owned Buildings and Infrastructure

Not applicable to the Oregon Medical Board.

Information Technology Strategic Plan

In May 2025, the Oregon Medical Board adopted its 2025-2028 Information Technology Strategic Plan. The plan outlines its information technology path for the next three years. The plan is a living work in progress rather than a static document. With the plan, we recognize that technology and the business requirements of technology change much more rapidly than agency-level strategic plans. The agency information technology team must remain flexible; the plan is reviewed and updated on a quarterly basis to reflect changes in Enterprise, legislative, agency, and technology direction as well as resource availability.

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

The Information Technology Strategic Plan identified goals are as follows:

- Appropriately Secure Agency Information Assets
- Modernize 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 and External Party Needs

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

IT Readiness Workbook

The Oregon Medical Board is not undertaking significant IT investments for 2027-29. The [IT Readiness Workbook](#) is provided within the Special Reports section of these budget materials.

Program Prioritization

Program Prioritization for 2027-29																					
Agency Name: Oregon Medical Board																					
2027-29 Biennium																			Agency Number: 84700		
Agency-Wide																					
Program/Division Priorities for 2027-29 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, 4, 5, 7	3		4,230,651				\$ 4,230,651	12	11.25	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, 3, 5	3		12,095,111				\$ 12,095,111	17	16.50	Y		Y	S	ORS 677		Agency Request budget policy package 101 includes additional positions and funding limitation to support continued achievement of the agency mission and key performance measures.

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	Executive and Communications	1) Provide information for board members and advisory committee decision-making 2) Represent the agency to outside entities including the media 3) Oversee the agency's 4 departments 4) Coordinate development and promulgation of laws and rules 5) Ensure provision of legal expertise 6) Provide education and publish newsletter on regulatory and disciplinary issues 7) Provide public information including: written verifications of licensure and telephoned inquiries 8) Provide Human Resources 9) Includes compensation for 14 Board Members and 10 Committee members, totaling \$168,600	5, 6	4			3,651,187				\$ 3,651,187	7	7.00	N	Y	S	ORS 677			
1	OMB	Administrative & Business Services	1) Provide public information through electronic data requests 2) Agency network, database, and web site development and maintenance 3) Budgeting, cash receipts, and disbursement 4) Purchasing and general services 5) Contracting of medical consultants, legal, and other services 6) Office facilities rental, equipment maintenance, and telecommunications	4, 5, 6, 7	4			3,318,063				\$ 3,318,063	8	8.00	N	Y	S	ORS 677			
						-	-	23,295,012	-	-	-	\$ 23,295,012	44	42.75							

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?

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

Reduction Options

10% Reduction Options (ORS 291.216)

Activity or Program	Describe Reduction	Amount and Fund Type				Rank and Justification
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. IDENTIFY REVENUE SOURCE FOR OF, FF. INCLUDE POSITIONS AND FTE FOR 2025-27 AND 2027-29)	OF	Total Funds	Pos.	FTE	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
1. Licensing and Investigations and Compliance	Eliminate funding for the Oregon Wellness Program (OWP). Ongoing funding for this program was recommended by the Legislature in 2019. Reduces counseling and educational services for distressed licensees. Without these resources, licensees may become unable to practice safely. The agency mission of public protection may not be fulfilled.	\$ 296,986	\$ 296,986	-	-	All activities/programs are identified in rank order. Rankings were based on public safety impact.
2. Licensing	Eliminate .25 FTE Administrative Specialist 1 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.	\$ 51,108	\$ 51,108	1	0.25	
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.	\$ 247,607	\$ 247,607	1	1.00	
4. Licensing	Eliminate 1.0 FTE Administrative Specialist 1 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.	\$ 204,429	\$ 204,429	1	1.00	

10% Reduction Options (ORS 291.216)

Activity or Program	Describe Reduction	Amount and Fund Type				Rank and Justification
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. IDENTIFY REVENUE SOURCE FOR OF, FF. INCLUDE POSITIONS AND FTE FOR 2025-27 AND 2027-29)	OF	Total Funds	Pos.	FTE	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
5. Licensing	Eliminate 1.0 FTE Administrative Specialist 1 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.	\$ 237,186	\$ 237,186	1	1.00	
6. Agency-wide	Eliminate 1.0 FTE Office Specialist 2 position. Eliminates agency public information specialist, slowing services to applicants, licensees, the public, and others, including public records requests. Increased workload for remaining staff may lead to employee dissatisfaction and increased staff turnover, further slowing services. The agency mission of public protection may not be fulfilled.	\$ 220,330	\$ 220,330	1	1.00	
7. Executive and Communications	Eliminate 1.0 FTE Public Affairs Specialist 1 position. Reduces staffing in the communications section of the agency, deteriorating agency internal operating efficiencies. Timely and effective agency communications will be impacted. Services to internal and external customers, including members of the public are affected. Increased workload for remaining staff may lead to employee dissatisfaction and increased staff turnover, further slowing services. The agency mission of public protection may not be fulfilled.	\$ 326,249	\$ 326,249	1	1.00	
8. Administrative & Business Services	Eliminate 1.0 FTE Office Specialist 2 position. Reduces staffing in accounting and public records functions, deteriorating agency internal operating efficiencies and weakening accounting controls. Timely and accurate processing of financial transactions will be impacted. Services to internal and external customers, including members of the public are affected. Increased workload for remaining staff may lead to employee dissatisfaction and increased staff turnover, further slowing services. The agency mission of public protection may not be fulfilled.	\$ 220,330	\$ 220,330	1	1.00	

10% Reduction Options (ORS 291.216)

Activity or Program	Describe Reduction	Amount and Fund Type				Rank and Justification
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. IDENTIFY REVENUE SOURCE FOR OF, FF. INCLUDE POSITIONS AND FTE FOR 2025-27 AND 2027-29)	OF	Total Funds	Pos.	FTE	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
9. Licensing	Eliminate 1.0 FTE Administrative Specialist 1 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.	\$ 204,429	\$ 204,429	1	1.00	
10. Investigations and Compliance	Eliminate 1.0 FTE Investigator 3 position. Reduces staffing in Investigations. Public protection is diminished. Time to complete investigations is increased. Increased workload for remaining staff may lead to employee dissatisfaction and increased staff turnover, further slowing services. Reliance on Department of Justice personnel is increased, increasing Attorney General expenses. The public may not be protected from unsafe practitioners. The agency mission of public protection may not be fulfilled.	\$ 266,757	\$ 266,757	1	1.00	
Total		\$ 2,275,411	\$ 2,275,411	9	8.25	

Essential Packages

010 Vacancy Factor and Non-ORPICS Personal Services

The total decrease for Non-PICS Personal Services is \$9,998. Package details are as follows:

\$	<	19,941	>	Vacancy Factor
		2,063		Premium Pay
		2,015		Temporary Help & Overtime
		937		OPE Related to Premium Pay, Temporary Help, and Overtime
		157		Unemployment
		4,771		Mass Transit
\$	<	9,998	>	TOTAL

021 Phased-In Programs and One-time Costs

With its 2027-29 budget, the agency is phasing in \$339,875 to recover funds allocated to a limited duration position for 2025-27.

031 Standard Inflation and State Government Service Charges

Package 031 Costs of Goods and Services increase totals \$735,438. This increase is based on the standard 9.3% biennial inflation factor increase for Attorney General fees and professional services and the standard 4.9% biennial inflation factor increase in other Services and Supplies Expenditures.

The Board has a net increase of \$209,950 for State Government Service Charges, based on the price list's estimates. This represents a 25% increase from the 2025-27 biennium.

032 Above Standard Inflation

With package 032, the Chief Financial Office approved additional inflation for Facilities Rental based on our facilities lease.

060 Technical Adjustments

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

ORBITS Essential Package Fiscal Impact Summary

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Operations

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	1,591	-	-	-	1,591
Overtime Payments	-	-	424	-	-	-	424
All Other Differential	-	-	2,063	-	-	-	2,063
Public Employees' Retire Cont	-	-	615	-	-	-	615
Social Security Taxes	-	-	312	-	-	-	312
Unemployment Assessments	-	-	157	-	-	-	157
Paid Family Medical Leave Insurance	-	-	10	-	-	-	10
Mass Transit Tax	-	-	4,771	-	-	-	4,771
Vacancy Savings	-	-	(19,941)	-	-	-	(19,941)
Total Personal Services	-	-	(\$9,998)	-	-	-	(\$9,998)
Total Expenditures							
Total Expenditures	-	-	(9,998)	-	-	-	(9,998)
Total Expenditures	-	-	(\$9,998)	-	-	-	(\$9,998)
Ending Balance							
Ending Balance	-	-	9,998	-	-	-	9,998
Total Ending Balance	-	-	\$9,998	-	-	-	\$9,998

Agency Request
2027-29 Biennium

Governor's Budget
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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							
IT Professional Services	-	-	300,575	-	-	-	300,575
Dues and Subscriptions	-	-	39,300	-	-	-	39,300
Total Services & Supplies	-	-	\$339,875	-	-	-	\$339,875
Total Expenditures							
Total Expenditures	-	-	339,875	-	-	-	339,875
Total Expenditures	-	-	\$339,875	-	-	-	\$339,875
Ending Balance							
Ending Balance	-	-	(339,875)	-	-	-	(339,875)
Total Ending Balance	-	-	(\$339,875)	-	-	-	(\$339,875)

____ Agency Request
2027-29 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: 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	-	-	3,902	-	-	-	3,902
Out of State Travel	-	-	51	-	-	-	51
Employee Training	-	-	5,175	-	-	-	5,175
Office Expenses	-	-	10,414	-	-	-	10,414
Telecommunications	-	-	4,092	-	-	-	4,092
State Gov. Service Charges	-	-	209,950	-	-	-	209,950
Data Processing	-	-	627	-	-	-	627
Publicity and Publications	-	-	318	-	-	-	318
Professional Services	-	-	239,358	-	-	-	239,358
IT Professional Services	-	-	7,061	-	-	-	7,061
Attorney General	-	-	131,488	-	-	-	131,488
Employee Recruitment and Develop	-	-	1,470	-	-	-	1,470
Dues and Subscriptions	-	-	37,207	-	-	-	37,207
Facilities Rental and Taxes	-	-	36,426	-	-	-	36,426
Agency Program Related S and S	-	-	16,021	-	-	-	16,021
Other Services and Supplies	-	-	22,760	-	-	-	22,760
Expendable Prop 250 - 5000	-	-	613	-	-	-	613
IT Expendable Property	-	-	7,386	-	-	-	7,386
Total Services & Supplies	-	-	\$734,319	-	-	-	\$734,319
Capital Outlay							
Other Capital Outlay	-	-	1,119	-	-	-	1,119
Total Capital Outlay	-	-	\$1,119	-	-	-	\$1,119

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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	-	-	735,438	-	-	-	735,438
Total Expenditures	-	-	\$735,438	-	-	-	\$735,438
Ending Balance							
Ending Balance	-	-	(735,438)	-	-	-	(735,438)
Total Ending Balance	-	-	(\$735,438)	-	-	-	(\$735,438)

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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							
Facilities Rental and Taxes	-	-	128,909	-	-	-	128,909
Total Services & Supplies	-	-	\$128,909	-	-	-	\$128,909
Total Expenditures							
Total Expenditures	-	-	128,909	-	-	-	128,909
Total Expenditures	-	-	\$128,909	-	-	-	\$128,909
Ending Balance							
Ending Balance	-	-	(128,909)	-	-	-	(128,909)
Total Ending Balance	-	-	(\$128,909)	-	-	-	(\$128,909)

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Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board
Pkg: 060 - Technical Adjustments

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Other Services and Supplies	-	-	7,449	-	-	-	7,449
IT Expendable Property	-	-	16,500	-	-	-	16,500
Total Services & Supplies	-	-	\$23,949	-	-	-	\$23,949
Capital Outlay							
Other Capital Outlay	-	-	(23,949)	-	-	-	(23,949)
Total Capital Outlay	-	-	(\$23,949)	-	-	-	(\$23,949)
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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2027-29 Biennium

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Essential and Policy Package Fiscal Impact Summary - BPR013

Net Package Fiscal Impact Report

POS116 - Net Package Fiscal Impact Report

2027-29 Biennium

Current Service Level

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
No records for the phase: CSL														
				General Funds						0	0	0		
				Lottery Funds						0	0	0		
				Other Funds						0	0	0		
				Federal Funds						0	0	0		
				Total Funds						0	0	0	0	0.00

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POS116 - Net Package Fiscal Impact Report
POS116

Summary of 2027-29 Biennium Budget

Summary of 2027-29 Biennium Budget

Oregon Medical Board
Oregon Medical Board
2027-29 Biennium

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

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2025-27 Leg Adopted Budget	45	43.75	20,967,892	-	-	20,967,892	-	-	-
2025-27 Emergency Boards	-	-	524,306	-	-	524,306	-	-	-
2025-27 Leg Approved Budget	45	43.75	21,492,198	-	-	21,492,198	-	-	-
2027-29 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(1)	(1.00)	608,590	-	-	608,590	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2027-29 Base Budget	44	42.75	22,100,788	-	-	22,100,788	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(19,941)	-	-	(19,941)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	9,943	-	-	9,943	-	-	-
Subtotal	-	-	(9,998)	-	-	(9,998)	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	339,875	-	-	339,875	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	339,875	-	-	339,875	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	654,397	-	-	654,397	-	-	-
State Gov't & Services Charges Increase/(Decrease)			209,950	-	-	209,950	-	-	-

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BDV104 - Biennial Budget Summary
BDV104

Summary of 2027-29 Biennium Budget

Oregon Medical Board
Oregon Medical Board
2027-29 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	864,347	-	-	864,347	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2027-29 Current Service Level	44	42.75	23,295,012	-	-	23,295,012	-	-	-

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Summary of 2027-29 Biennium Budget

Oregon Medical Board
Oregon Medical Board
2027-29 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2027-29 Current Service Level	44	42.75	23,295,012	-	-	23,295,012	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2027-29 Current Service Level	44	42.75	23,295,012	-	-	23,295,012	-	-	-
080 - E-Boards									
081 - June 2026 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - Investigative Resources	5	5.00	1,298,556	-	-	1,298,556	-	-	-
Subtotal Policy Packages	5	5.00	1,298,556	-	-	1,298,556	-	-	-
Total 2027-29 Agency Request Budget	49	47.75	24,593,568	-	-	24,593,568	-	-	-
Percentage Change From 2025-27 Leg Approved Budget	8.89%	9.14%	14.43%	-	-	14.43%	-	-	-
Percentage Change From 2027-29 Current Service Level	11.36%	11.70%	5.57%	-	-	5.57%	-	-	-

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BDV104 - Biennial Budget Summary
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Summary of 2027-29 Biennium Budget

Oregon Medical Board
Operations
2027-29 Biennium

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

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2025-27 Leg Adopted Budget	45	43.75	20,967,892	-	-	20,967,892	-	-	-
2025-27 Emergency Boards	-	-	524,306	-	-	524,306	-	-	-
2025-27 Leg Approved Budget	45	43.75	21,492,198	-	-	21,492,198	-	-	-
2027-29 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(1)	(1.00)	608,590	-	-	608,590	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2027-29 Base Budget	44	42.75	22,100,788	-	-	22,100,788	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(19,941)	-	-	(19,941)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	9,943	-	-	9,943	-	-	-
Subtotal	-	-	(9,998)	-	-	(9,998)	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	339,875	-	-	339,875	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	339,875	-	-	339,875	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	654,397	-	-	654,397	-	-	-
State Gov't & Services Charges Increase/(Decrease)			209,950	-	-	209,950	-	-	-

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BDV104 - Biennial Budget Summary
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Summary of 2027-29 Biennium Budget

**Oregon Medical Board
Operations
2027-29 Biennium**

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	864,347	-	-	864,347	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2027-29 Current Service Level	44	42.75	23,295,012	-	-	23,295,012	-	-	-

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BDV104 - Biennial Budget Summary
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Summary of 2027-29 Biennium Budget

Oregon Medical Board
Operations
2027-29 Biennium

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

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2027-29 Current Service Level	44	42.75	23,295,012	-	-	23,295,012	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2027-29 Current Service Level	44	42.75	23,295,012	-	-	23,295,012	-	-	-
080 - E-Boards									
081 - June 2026 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - Investigative Resources	5	5.00	1,298,556	-	-	1,298,556	-	-	-
Subtotal Policy Packages	5	5.00	1,298,556	-	-	1,298,556	-	-	-
Total 2027-29 Agency Request Budget	49	47.75	24,593,568	-	-	24,593,568	-	-	-
Percentage Change From 2025-27 Leg Approved Budget	8.89%	9.14%	14.43%	-	-	14.43%	-	-	-
Percentage Change From 2027-29 Current Service Level	11.36%	11.70%	5.57%	-	-	5.57%	-	-	-

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BDV104 - Biennial Budget Summary
BDV104

Agencywide Program Unit Summary

Oregon Medical Board

Agency Number: 84700

Agencywide Program Unit Summary
2027-29 Biennium

Version: V - 01 - Agency Request Budget

Summary Cross Reference Number	Cross Reference Description	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
015-00-00-00000	Operations						
	Other Funds	16,952,954	20,967,892	21,492,198	24,593,568	-	-
TOTAL AGENCY							
	Other Funds	16,952,954	20,967,892	21,492,198	24,593,568	-	-

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Agencywide Program Unit Summary - BPR010

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

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

Oregon Medical Board
2027-29 Biennium

Agency Number: 84700

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

Source	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	18,152,996	22,683,667	22,683,667	25,533,628	-	-
Charges for Services	62,919	80,718	80,718	63,014	-	-
Fines and Forfeitures	156,110	227,815	227,815	154,267	-	-
Sales Income	20,038	21,875	21,875	20,060	-	-
Other Revenues	283,397	-	-	-	-	-
Transfer In - Intrafund	4,912	-	-	-	-	-
Transfer Out - Intrafund	(132)	-	-	-	-	-
Transfer to Public Universities	(391,810)	(399,416)	(399,416)	(446,071)	-	-
Tsfr To Oregon Health Authority	(1,660,373)	(1,705,245)	(1,705,245)	(2,033,827)	-	-
Total Other Funds	\$16,628,057	\$20,909,414	\$20,909,414	\$23,291,071	-	-

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2027-29 Biennium

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Detail of LF, OF, and FF Revenues - BPR012

REVENUES

Revenue Forecast Narrative

Funding Streams

All revenue received by the Oregon Medical Board (OMB) is classified as Other Funds. The Board's revenues and expenditures are paid by and dedicated to those who are served; 97% of agency revenue comes from the licensing and renewal activities of the agency. The other 3% of revenue is generated by civil penalties and various fees for services the agency provides.

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

Matching Funds

The OMB receives no revenue subject to matching rates.

General Limits on Use

In the powers granted to the Oregon Medical Board under ORS 677.265 (1)(a), the Board has the power of "establishing fees and charges to carry out its legal responsibilities, subject to prior approval by the Oregon Department of Administrative Services and a report to the Emergency Board prior to adopting the fees and charges." It also states that the fees and charges shall be within the budget authorized by the Legislative Assembly as that budget may be modified by the Emergency Board. The fees and charges established under this section may not exceed the cost of administering the program or the purpose for which the fee or charge is established.

In addition to the fees the Board has established to support Board programs, the Board collects several passthrough fees from its licensees for Oregon Health Authority programs and the Oregon Health and Science University library.

Per ORS 677.290 (3), \$10 shall be paid each year to the Oregon Health and Science University for each in-state physician licensed under this chapter, which amount is continuously appropriated to the Oregon Health and Science University to be used in maintaining a circulating library of medical and surgical books and publications for the use of providers of medicine in this state, and when not so in use to be kept at the library of the School of Medicine and accessible to its students. The fee is collected at the time the Board collects other license renewal fees.

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

Per ORS 676.410 (6), “in addition to renewal fees that may be imposed by a health care workforce regulatory board, the authority [Oregon Health Authority] shall establish fees to be paid by individuals applying to renew a license with a health care regulatory board. The amount of fees established under this subsection must be reasonably calculated to reimburse the actual cost of obtaining or reporting information [for the state workforce database].” The fee is collected at the time the Board collects other license renewal fees. The current fee is \$4 per year.

Basis for 2027-29 Estimates

83% of agency revenue comes from the licensure and renewal of medical (MD) and osteopathic (DO) physicians. The MD and DO license group increases on a net basis approximately 2.9% per year, while licensees of other professions grow at different rates. The estimate for 2027-29 revenue is based on the current trend in licensee growth and projections of this impact on fee income.

	Number of Practitioners	Application Fee	Registration Fee
Medical (MD) and Osteopathic (DO) Doctors	23,008	\$375	\$304/year
Doctor of Podiatric Medicine (DPM)	249	\$340	\$304/year
Physician Associate (PA)	3,651	\$245	\$239/year
Licensed Acupuncturist (LAc)	1,514	\$245	\$201/year
Five-Needle Protocol (5NP) Technician	48	\$100	\$50/year
TOTAL	28,470		

For 2027-29, the Board is not proposing changes in revenue sources or fees.

Legislation

For 2027, the Board has proposed one legislative concept.

- Legislative Concept 396 proposes to amend ORS 677.190, 677.205, and ORS 677.990 to authorize the Oregon Medical Board to sanction/fine individuals who practice medicine or traditional Eastern medicine (acupuncture) without a license. This amendment would align the Board's enforcement tools with those of other health regulatory boards and provide the Board with a faster, more effective tool to protect the public from Individuals who attempt to treat patients without the appropriate demonstration of qualifications and competency. Based on experience, the Board does not anticipate many additional investigations and expects the workload can be absorbed within existing resources. In addition, because there are few cases expected and because the Board's civil penalty authority is statutorily set at \$10,000 per violation, this legislative concept is not expected to result in a source of revenue. Therefore, there is no anticipated fiscal impact.

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

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

Oregon Medical Board 2027-29 Biennium				Agency Number: 84700 Cross Reference Number: 84700-000-00-00-00000		
Source	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	18,152,996	22,683,667	22,683,667	25,533,628	-	-
Charges for Services	62,919	80,718	80,718	63,014	-	-
Fines and Forfeitures	156,110	227,815	227,815	154,267	-	-
Sales Income	20,038	21,875	21,875	20,060	-	-
Other Revenues	283,397	-	-	-	-	-
Transfer In - Intrafund	4,912	-	-	-	-	-
Transfer Out - Intrafund	(132)	-	-	-	-	-
Transfer to Public Universities	(391,810)	(399,416)	(399,416)	(446,071)	-	-
Tsfr To Oregon Health Authority	(1,660,373)	(1,705,245)	(1,705,245)	(2,033,827)	-	-
Total Other Funds	\$16,628,057	\$20,909,414	\$20,909,414	\$23,291,071	-	-

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Detail of LF, OF, and FF Revenues - BPR012

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

Source	Fund	ORBITS Revenue Acct	2023-25 Actual	2025-27 Leg Adopted	2025-27 Estimates	2027-29		
						Agency Requested	Governor's Budget	Legislatively Adopted
Licenses & Fees	Other	205	18,152,996	22,683,667	23,948,841	25,533,628		
Charges for Services	Other	410	62,919	80,718	63,014	63,014		
Fines & Forfeitures	Other	505	156,110	227,815	154,267	154,267		
Sales Income	Other	705	20,038	21,875	20,060	20,060		
Other Revenues	Other	975	283,397	-		-		
Transfer In- Intrafund	Other	1010	4,912	-		-		
Transfer Out- Intrafund	Other	2010	(132)	-		-		
Transfer to Public Universities	Other	2048	(391,810)	(399,416)	(418,061)	(446,071)		
Transfer to OHA	Other	2443	(1,660,373)	(1,705,245)	(1,781,278)	(2,033,827)		
Total	Other		16,628,057	20,909,414	21,986,843	23,291,071		

2027-29

107BF07

PACKAGE NARRATIVE

101 INVESTIGATIVE RESOURCES

Purpose

This is fundamentally a public safety request. Primarily due to the development of the online complaint portal in the fall of 2025, the Investigations section lacks the capacity to investigate complaints and monitor disciplined licensees promptly and thoroughly, resulting in potentially unsafe or impaired practitioners continuing to treat Oregon patients while cases and monitoring queues wait for available staff.

The Oregon Medical Board (OMB) requests \$1,298,556 in funding and position authority for five new permanent positions and related services and supplies in the Investigations section for the 2027–29 biennium: three Investigator 3 positions, one Administrative Specialist 1 (AS1) position, and one Administrative Specialist 2 (AS2) position, both dedicated to investigative support.

The Investigations section exists to ensure the safe practice of medicine for Oregonians. It investigates alleged violations of the Medical Practice Act and monitors licensees under Board-ordered remediation or discipline. These activities are statutorily required, not discretionary: every complaint received must be reviewed for risk to patients, every investigative case must be reviewed within statutory and procedural timelines, and every licensee under Board action must be monitored until the action is satisfied.

The section can no longer sustain the expectations of the agency and its customers at current staffing levels due to three converging, durable trends that are driving an increase in workload. First, on November 1, 2025, the OMB began accepting complaints via an online portal (rather than requiring complaints to be submitted by mail or fax). As a result, the number of complaints increased by 70% – from 556 to 945 – in the eight months after launching the online portal. The OMB does not expect a return to pre-launch volume. While the agency is proud that this functionality has removed barriers to filing complaints, we also must address the increased volume of investigations. Second, the agency's licensee population continues to grow at approximately 3.35% per year, expanding the pool of potential investigation subjects. Despite the growth in licensees, the agency has not added an Investigator 3 position since 2017 or an investigative support position since 2015. Third, the number of licensees under active Board-ordered monitoring has grown from 114 in 2021 to 132 as of May 2026.

This request directly supports OMB's mission and statutory mandate to protect Oregon patients by ensuring that only qualified and competent individuals practice medicine, and it supports the agency's Legislatively Approved Key Performance Measures for

discipline appropriately and monitoring licensees with Board orders and corrective action agreements. Absent additional capacity, the Board's investigations will be slower and monitoring may be less rigorous, and KPM performance is expected to decline.

If these five positions are not approved, the Investigations section will continue to receive and review every complaint, but existing staff will not be able to process the increasing volume of complaints and investigations at the pace patients, licensees, Board members, and elected officials expect. The risks of inaction are concrete and fall most heavily on patient safety:

- Patient safety – investigations are delayed and monitoring of licensees under Board Orders or Agreements develops gaps, allowing potentially unsafe or impaired practitioners to continue practicing while resolution is deferred.
- Statutory – increased risk of extensions to the procedural timelines set by ORS 676 governing the Board's investigative and disciplinary process.
- Legal – increased exposure to legal challenge where investigative or monitoring delays weaken the record supporting Board action.
- Public trust – erosion of public confidence in the Board's ability to protect Oregon patients as resolution of cases involving alleged misconduct is extended, with possible legislative and audit scrutiny.
- Workforce – sustained overload accelerates burnout and turnover among experienced Investigators and administrative staff; the cost of recruiting, onboarding, and replacing lost institutional knowledge is significant and recurring.

Patient safety is the central rationale for this request. Delaying this investment does not reduce the Board's statutory workload. Delaying this investment increases risks to Oregon patients.

How Achieved

The five positions would restore capacity in the investigative business function – intake and administrative processing, investigation, reporting to the Board, supporting the legal/contested case process, and monitoring of licensees under Board actions. The three Investigator 3 positions will absorb new investigative caseload and licensee monitoring; the AS1 position will add capacity for complaint intake, data entry, and case preparation; and the AS2 position will add capacity for preliminary investigative coordination, Contested Case Hearing support, and training of new staff.

The investigative business function operates as a five-stage pipeline, and each stage is currently under measurable strain:

- Intake and Administrative Process – every complaint is reviewed by an AS1 and entered into the case management system; the AS2 then enters allegation details and, with the Investigations Manager and Lead Investigator, reviews all complaints at the weekly Intake Meeting to determine whether the matter is a case to open, a case to decline, or a non-licensee matter. This stage sets the pace for every stage that follows.
- Investigation – the assigned Investigator notifies the licensee, requests records, issues notices and subpoenas, interviews witnesses, reviews medical records, and prepares the case for review, while AS1 staff track incoming information and maintain the case file and AS2 staff compile and distribute materials to the Investigative Committee and Board. Each Committee meeting agenda currently includes approximately 80 to 90 investigations for consideration.
- Board Review – the Investigative Committee, a subgroup of the Board, depends on administrative staff to review case materials for completeness, process Medical Director reports, and prepare files for its monthly meetings, then document the Committee's direction for the assigned Investigator.
- Legal Process – when the Board confirms remediation or restriction, the licensee may request a Contested Case Hearing; AS1 and AS2 staff provide extensive discovery preparation, scheduling, and coordination, and many licensees request a hearing solely to obtain discovery information. A backlog already exists of cases in which the Board has voted to take action but notices have not yet issued, and that backlog is expected to grow with case volume.
- Monitoring Board Actions – once a licensee agrees to the terms of a Board action, an Investigator monitors compliance with that Order or Agreement, often for years. Investigators conducting this monitoring are typically the first to detect and investigate new potential violations by a licensee already under Board action – a critical, ongoing patient-safety function that does not diminish even as backlogs grow elsewhere in the process.

A bottleneck at any one of these five stages has a ripple effect on all the others, and ultimately on Oregon patients. External pressures the Board cannot control – delays in licensee cooperation, difficulty obtaining medical records, a limited pool of qualified consultants and evaluators, extended timelines for court-ordered skills or substance-use evaluations, and a backlog of cases pending Department of Justice review – compound this internal strain. The five requested positions add capacity at the points in this process where the Board can control outcomes: intake, investigation, and administrative support, allowing the agency to absorb both the external pressures and the sustained increase in complaint volume.

What the Five Positions Will Do:

Investigator 3 — Case Investigation (3.0 FTE)

This position absorbs the increased volume of new investigative cases resulting from online reporting and licensee growth. The position will investigate complaints assigned through the Intake Meeting; serve as the point of contact for licensees and counsel; prepare investigative summaries for Investigative Committee review; coordinate with consultants, evaluators, and the Medical Director on cases requiring expert review; maintain accurate, current data on licensees under monitoring; assist licensees in remaining compliant with Board terms so they can return to unencumbered practice; and support contested case hearing preparation when required.

Outcome: measurable reduction of open cases per Investigator to a sustainable level, sustained capacity to investigate new cases without compromising current standards and timelines at the monitoring or intake stages, and ultimately a decrease in average days from intake to closure.

Administrative Specialist 1 — Intake and Case Preparation (1.0 FTE)

This position adds capacity at the intake and case-preparation stages, which impacts every downstream activity. The position will analyze and process incoming complaints and malpractice reports; enter complaint information into the Board's case management system; collaborate with investigations staff on case assignment, management, monitoring the status of board-issued subpoenas, action items, and closure letters after Board review; uploading and bookmarking medical records for review by the medical director, consultants, board members; research, assemble, and edit information for opening and closing decisions; ensure Board legal documents are distributed to the appropriate parties; and assist the Medical Director and Investigations Manager with correspondence to complainants, consultants, licensees, attorneys, and other agencies.

Outcome: more efficient intake, processing, tracking, and completion of investigative information.

Administrative Specialist 2 — Intake Administration and Preliminary Investigation Coordination (1.0 FTE)

This position adds capacity in the two areas where current AS2 staff are most constrained: managing the intake processes and monitoring the investigative administrative functions. The position will cross-train with the existing AS2 to gather investigative information for preliminary cases; analyze state regulations on reporting and information-sharing requirements and how they apply to each individual licensee's circumstances; review reports of other state board actions; coordinate and conduct training of new Investigators and administrative staff on departmental procedures and the Board's case management system; respond to complainants with information about the investigative process and the limitations of the Board's authority; liaise between the

investigators and the agency's leadership team regarding investigations; and maintain the Investigations section's written procedures.

Outcome: avoid backlog of preliminary cases, increase efficiency of the intake process and monitoring investigative administration functions to keep current, provide continuity of coverage in the event that the other AS2 is unavailable, and ensure a sustainable training process for new staff.

Implementation strategy and timeline:

Recruitment and onboarding are expected to proceed on a standard hiring timeline beginning at the start of the 2027–29 biennium, with investigative positions prioritized first given the immediate caseload backlog, followed by the administrative support hires. New staff will complete standard onboarding and training on OMB's case management system and investigative procedures, coordinated by the Investigations Manager, Investigations Supervisor, and Lead Investigator.

Planning and stakeholder involvement:

This request was developed from sustained caseload and complaint-volume data reviewed by the Investigations Manager and Lead Investigator and complements a parallel business-process review already underway within the section. That process-improvement effort will continue independent of this staffing request, since complaint volume growth outpaces the efficiency gains achievable through process improvement alone.

Alternatives considered:

- Contracted or temporary investigators – rejected as a sole solution. Investigative work requires statutory authority delegated to Board staff, confidential case management system access, sustained licensee relationships, and institutional knowledge of the Medical Practice Act; contracted alternatives also cost more per case. Further, this is not a temporary increase in workload. The number of complaints is not expected to return to the same volume received prior to the development of the agency's online complaint platform.
- Process improvement alone – rejected. Complaint volume growth outpaces the gains achievable through business-process improvement alone.

- Reprioritization of existing FTE – rejected. Current Investigations section staff are already at or above sustainable workload, with no lower-priority work available to reassign.
- Lower classifications (e.g., Investigator 2, AS1 in place of AS2) – rejected. The work requires independent investigative judgment and interpretation of statutes and rules that lower classifications are not authorized to perform.

Coordination and impacts on other entities:

No statutory changes are required to implement this request.

The Investigations section coordinates with the Department of Justice on cases pending Board action, the Board's legal counsel on Contested Case Hearings, and outside medical knowledge, clinical competency, and substance-use evaluators and consultants. Additional investigative staffing is not expected to create new burdens on other agencies; continued understaffing, by contrast, has contributed to a backlog of cases pending DOJ and Board action.

Staffing Impact

This package establishes 5.0 permanent, ongoing FTE. These are not phased positions; the full staffing impact is realized in the 2027–29 biennium:

Position	Classification	FTE	2027-29 Biennial Cost (Salaries & OPE)	Primary Functions
Investigator (3 Positions)	Investigator 3 OAS C5233	3.0	\$803,287	Investigates complaints, coordinates consultants and evaluators, prepares case summaries for Board review, serves as point of contact for licensees and counsel, and monitors licensee compliance with Board orders.
Investigative Assistant	Administrative Specialist 1 OAS C0107	1.0	\$191,055	Performs complaint intake and initial analysis, supports Investigators in case management and preparation for Board review, and prepares case correspondence.
Investigative Support Specialist	Administrative Specialist 2 OAS C0108	1.0	\$212,964	Gathers preliminary investigative information, provides Contested Case Hearing coordination and discovery support, monitors case administrative activities, and trains new staff.
Total		5.0	\$1,207,256	

Because these are permanent positions, the full 24-month staffing impact carries forward into the 2029–31 biennium at the same 5.0 FTE level. The 2029–31 biennial cost is expected to consist primarily of ongoing salary and OPE plus ongoing services and supplies, also added as a permanent budget increase.

Quantifying Results

OMB will measure the success of this investment against four operational metrics, each currently well outside a sustainable target given complaint volume growth:

Stage	Current Pressure Indicator	Sustainable Target	Gap (Current less Target)
Complaint Duration – <i>Average days from complaint open to close</i>	345 days	315 days	30 days
Investigation – <i>Average number of cases assigned per month per Investigator</i>	8 cases	5 cases	3 cases
Initial Processing – <i>Average number of cases initially processed per AS1 per month</i>	61 cases	35 cases	26 cases
Preliminary Cases – <i>Average number of preliminary cases processed per AS2 per month</i>	23 cases	10 cases	13 cases

These are not simply efficiency metrics: each is directly related to patient-safety risk. Longer complaint duration and higher per-Investigator caseloads mean unresolved allegations of unsafe practice remain open longer; slower initial and preliminary processing delays the Board's first assessment of whether a patient is at risk. Closing these gaps is how OMB will demonstrate that this investment translated into faster protection for Oregon patients.

Timeline and milestones: within 12 months of hire, OMB will report on these four measures with year-over-year comparisons, providing executive leadership with a transparent basis for evaluating the return on this investment in subsequent biennia. These internally tracked operational metrics supplement OMB's existing Legislatively Approved Key Performance Measures.

Revenue Source

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

Racial Equity Impact Statement (REIS) Worksheet: Policy Option Package (POP) Questions

Program Overview

1. Please describe the POP being proposed.

Package 101, Investigative Resources

2. Why is the POP being proposed?

The proposed package serves to provide the Board with the positions and expenditure authority to enable the agency to continue to fulfill its mission and meet its Key Performance Measures.

Consultation

3. Who is completing this REIS?

Carol Brandt, Oregon Medical Board Business Manager

4. Who is responsible for tracking equity outcomes? What method(s) are they using to track outcomes?

Agency leadership tracks progress towards agency priorities through a quarterly review of action items identified within our Strategic Plan.

5. Does your agency have a DEIB practitioner (Yes or no)? Yes

- a. If yes, describe how you collaborated with them on this REIS.

The DEIB practitioner reviewed and supplied information for this questionnaire.

- b. If they were not involved in the development of this REIS, please explain why. Describe what you did instead to incorporate equity expertise and community input (e.g. listening sessions, advisory review, analysis of existing community feedback, partnering with trusted community partners, etc.).

6. Did you collaborate with your agency's data analysts, community engagement managers, outreach managers, and/or others that regularly interact with underserved and marginalized communities on this REIS? (Yes, no, or not applicable) No

- a. If yes, describe how you collaborated with them on this REIS.

- b. If they were not involved in the development of this REIS, please explain why. Describe what you did instead to incorporate equity expertise and community input (e.g. listening sessions, advisory review, analysis of existing community feedback, partnering with trusted community partners, etc.).

As a 42.75 FTE agency, the OMB does not have positions dedicated solely to data analysis or community engagement. In developing this REIS, the Business Manager consulted with the Investigations Manager and Lead Investigator, who have direct, ongoing contact with complainants and licensees throughout the investigative process, regarding workload data and the impacts of the proposed positions. The Board's broader community engagement work — including the feedback survey of 576 respondents used to inform the 2026–2028 Strategic Plan, which specifically identified Investigations as a priority area for additional staffing — also informed this request.

Community Engagement and Data

- 7. Identify the specific racial groups and communities that may be impacted by this POP, both directly and indirectly. In your answer, include responses to the following questions:

Because the Board does not collect race or ethnicity data from complainants or investigated licensees, it cannot precisely identify which racial or ethnic groups are most affected by current capacity constraints in the Investigations section. The populations most likely to experience disproportionate impact include patients and licensees in rural and underserved areas of Oregon, who have fewer alternative providers if a case involving their provider is delayed; non-English-speaking complainants and licensees, who may have greater difficulty navigating a slower, backlogged process without expanded interpretation capacity; and the broader population of patients statewide, since delayed investigations and monitoring directly affect patient safety.

- a. How did you identify these impacted groups?

These groups were identified using standard definitions of underserved and under-resourced communities (including rural, Tribal, immigrant, limited-English-proficiency, and economically disadvantaged Oregonians), combined with operational knowledge of where the investigative backlog has the greatest practical impact.

- b. What data are you using to validate your assessment? If possible, use outreach and engagement feedback to gather information and insight.

This assessment is based on internal case volume and processing-time data (complaint and case-opening trends, average days from complaint open to closure, and caseload-per-investigator figures, described in the policy package), rather than complainant demographic data, since the Board does not collect race and ethnicity data on complainants.

- c. If possible, disaggregate the data by race, ethnicity, geography, income level, and other relevant characteristics. If disaggregated data is not available, please describe why.

The Board cannot disaggregate this request's impact by race, ethnicity, or income level because demographic data is not collected from complainants. The Board has general geographic data on where licensees practice but the Board currently has no basis to disaggregate complaint or case volume by race or ethnicity.

- d. How are communities impacted by this POP? What are the disproportionate impacts? Please be specific.

Without the requested positions, all complainants and licensees experience longer timelines, but rural patients with fewer alternative providers, non-English-speaking participants, and patients with disabilities or limited digital access face the most severe consequences, because they have the least capacity to seek alternative recourse or independently track a delayed case. Longer timelines to resolve Board investigations are harmful to the licensees under investigation, the complainants waiting for a resolution, the health systems who are uncertain of their provider's status, and the larger community who depends on the OMB to ensure their medical providers are safe and competent to practice medicine. The five requested positions are intended to restore consistent processing times for every complainant regardless of background, and to maintain capacity for multilingual and accessible communications throughout the investigative process, consistent with the Board's Strategic Plan commitment to remove access barriers for complainants from underserved communities.

- 8. How did you ensure multiple perspectives were part of the decision-making process for this POP? In your answer, include responses to the following questions:

- a. Identify how you have or are planning to engage multiple perspectives and impacted groups to provide feedback on this POP (e.g. program design, budget, policy decisions, etc.). Please give specific examples.

This request was shaped by direct input from Investigations section staff — the Investigations Manager, Lead Investigator, and current AS1/AS2 staff — regarding workload, case backlog, and the operational effects of the 70% increase in online complaint submissions. It also reflects feedback gathered during the 2026–2028 Strategic Plan process, in which 576 survey respondents (including licensees, staff, and members of the public) identified

Investigations as the area most in need of additional staffing. Engagement specific to this individual budget request was limited to anonymous feedback from internal staff and the Strategic Plan survey process described above.

- b. If community engagement is not part of your approach, please explain why and what you did instead to incorporate community perspectives. In your response, describe the following: the decision-making process used to determine engagement was not feasible or appropriate, the specific barriers (beyond general time or capacity), and how you mitigated the risk of missing community input (e.g. using existing feedback, partnering with trusted organizations, review from advisory bodies, etc.).

Impacts and Accountability

- 9. If this POP is not funded, please describe the following:

- a. Which racial or ethnic communities would be most impacted.

Because the Board does not collect complainant demographic data, it cannot identify with precision which racial or ethnic communities would be most impacted if this POP is not funded. The communities most likely to experience disproportionate harm are those described above — rural and underserved Oregonians with fewer alternative providers, non-English-speaking complainants and licensees, and patients with disabilities or limited digital access — because they have the least capacity to absorb longer timelines or navigate a backlogged process independently.

- b. How disparities would likely persist or worsen.

Without additional staffing, complaint duration, caseloads per investigator, and the preliminary case backlog will continue to exceed sustainable targets (see the Workload Pressure and Capacity Gaps data in the policy package). Continued strain increases the risk of delayed monitoring of licensees under Board Orders, missed statutory timelines, and reduced capacity to maintain equity checkpoints, multilingual support, and other practices intended to ensure consistent outcomes regardless of background — meaning existing access barriers for underserved communities would likely persist or worsen rather than improve.

- 10. Who will be monitoring racial equity outcomes over time for this POP?

The Investigations Manager, in coordination with Executive leadership, will monitor outcomes for the positions funded under this POP, consistent with the Board's existing structure for tracking action items in its Strategic Plan.

- a. How will progress be reported?

Progress will be reported through the four performance measures identified in the policy package — average days from complaint to closure, average cases assigned per investigator per month, average cases processed per AS1 per month, and average preliminary cases processed per AS2 per month — tracked beginning 12 months after hire, with year-over-year comparisons reported to agency leadership.

b. How will leadership be informed of equity impacts?

Leadership will be informed through the Management Team's quarterly review of Strategic Plan action items and through regular Investigations section reporting to the Executive Director as well as quarterly reviews of all open cases by the Investigations Manager, Medical Director, and Executive Director.

c. How will the community be involved in monitoring outcomes?

The Board intends to incorporate community and public input into the annual equity evaluations of investigative and disciplinary outcomes referenced above. The agency carefully monitors, reviews, and is responsive to the customer service feedback we receive on a continuous basis.

ORBITS Policy Package Fiscal Impact Summary

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board
Pkg: 101 - Investigative Resources

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	739,200	-	-	-	739,200
Empl. Rel. Bd. Assessments	-	-	395	-	-	-	395
Public Employees' Retire Cont	-	-	182,731	-	-	-	182,731
Social Security Taxes	-	-	56,549	-	-	-	56,549
Paid Family Medical Leave Insurance	-	-	2,956	-	-	-	2,956
Worker's Comp. Assess. (WCD)	-	-	190	-	-	-	190
Mass Transit Tax	-	-	4,435	-	-	-	4,435
Flexible Benefits	-	-	220,800	-	-	-	220,800
Total Personal Services	-	-	\$1,207,256	-	-	-	\$1,207,256
Services & Supplies							
Office Expenses	-	-	26,075	-	-	-	26,075
Telecommunications	-	-	10,245	-	-	-	10,245
Employee Recruitment and Develop	-	-	12,480	-	-	-	12,480
Expendable Prop 250 - 5000	-	-	30,000	-	-	-	30,000
IT Expendable Property	-	-	12,500	-	-	-	12,500
Total Services & Supplies	-	-	\$91,300	-	-	-	\$91,300
Total Expenditures							
Total Expenditures	-	-	1,298,556	-	-	-	1,298,556
Total Expenditures	-	-	\$1,298,556	-	-	-	\$1,298,556

____ Agency Request
2027-29 Biennium

____ Governor's Budget
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Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Medical Board
Pkg: 101 - Investigative Resources

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(1,298,556)	-	-	-	(1,298,556)
Total Ending Balance	-	-	(\$1,298,556)	-	-	-	(\$1,298,556)
Total Positions							
Total Positions							5
Total Positions	-	-	-	-	-	-	5
Total FTE							
Total FTE							5.00
Total FTE	-	-	-	-	-	-	5.00

____ Agency Request
2027-29 Biennium

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Essential and Policy Package Fiscal Impact Summary - BPR013

Net Package Fiscal Impact Report

POS116 - Net Package Fiscal Impact Report

Operations

2027-29 Biennium

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

Agency Request Budget

Package Number: 101

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
890	1448733		OAS C5233 A P	INVESTIGATOR 3	26	PF	24	5	6,982	167,568	99,189	266,757	1	1.00
890	1448733		OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	5	4,584	0	0	0	0	0.00
891	1449773		OAS C5233 A P	INVESTIGATOR 3	26	PF	24	5	6,982	167,568	99,189	266,757	1	1.00
892	1449774		OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	5	4,584	110,016	80,329	190,345	1	1.00
892	1449774		OAS C5233 A P	INVESTIGATOR 3	26	PF	24	5	6,982	0	0	0	0	0.00
893	1449775		OAS C5233 A P	INVESTIGATOR 3	26	PF	24	5	6,982	0	0	0	0	0.00
893	1449775		OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PF	24	5	5,270	126,480	85,725	212,205	1	1.00
894	1449791		OAS C5233 A P	INVESTIGATOR 3	26	PF	24	5	6,982	167,568	99,189	266,757	1	1.00
894	1449791		OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PF	24	5	5,270	0	0	0	0	0.00
4715	1448714		OAS C5233 A P	INVESTIGATOR 3	26	PF		5	6,982	0	0	0	0	0.00
General Funds										0	0	0		
Lottery Funds										0	0	0		
Other Funds										739,200	463,621	1,202,821		
Federal Funds										0	0	0		
Total Funds										739,200	463,621	1,202,821	5	5.00

07/09/26

Page 1 of 1

POS116 - Net Package Fiscal Impact Report

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POS116

SPECIAL REPORTS

IT Project Prioritization Matrix

Not applicable

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IT Project Readiness Workbook

Budget

Agency Name	Legislative Program Area	IT Project Name / Budget	PPM Idea/ Project ID	PPM Idea/Project Name	Mandate	Short Description	New or Continuing	Start Date	End Date	Policy Option Package Request (Y/N)	POP # / Budget	Cost Type	Biennium	Funding Source	ORBITS Budget Category	Line Item Description	Budget Amount
Medical Board, Oregon	Consumer and Business Services	Budget	n/a	n/a	None	CSL Budget		07/01/27	06/30/29	No	Budget	Operating	2027-29	Other Funds	3XXX - Personnel Services	Salaries for positions noted on the Positions Input worksheet	1,422,034
Medical Board, Oregon	Consumer and Business Services	Budget	n/a	n/a	None	CSL Budget		07/01/27	06/30/29	No	Budget	Operating	2027-29	Other Funds	4200 - Telecommunications	Telephone & internet services	87,610
Medical Board, Oregon	Consumer and Business Services	Budget	n/a	n/a	None	CSL Budget		07/01/27	06/30/29	No	Budget	Operating	2027-29	Other Funds	4250 - Data Processing	DAS network & computing service charges	13,423
Medical Board, Oregon	Consumer and Business Services	Budget	n/a	n/a	None	CSL Budget		07/01/27	06/30/29	No	Budget	Operating	2027-29	Other Funds	4315 - IT Professional Services	Contracted IT services, including A/V systems and systems security	383,557
Medical Board, Oregon	Consumer and Business Services	Budget	n/a	n/a	None	CSL Budget		07/01/27	06/30/29	No	Budget	Operating	2027-29	Other Funds	4715 - IT Expendable Property	Hardware and peripherals	175,435
Medical Board, Oregon	Consumer and Business Services	Budget	n/a	n/a	None	CSL Budget		07/01/27	06/30/29	No	Budget	Operating	2027-29	Other Funds	4XXX Other Services and Supplies	4400 Dues and Subscriptions : all subscription-based software licensing. Includes various productivity, continuity, and security tools.	825,837

Positions

Agency Name	Legislative Program Area	Position Number	Classification	Working Title	Policy Option Package	POP # / Budget	Describe need for new positions
Medical Board, Oregon	Consumer and Business Services	675	Information Systems Specialist 3 - 1483	User Support Specialist	No	Budget	
Medical Board, Oregon	Consumer and Business Services	676	Information Systems Specialist 7 - 1487	Software and Systems Administrator	No	Budget	
Medical Board, Oregon	Consumer and Business Services	677	Information Systems Specialist 6 - 1486	Software and Systems Administrator	No	Budget	
Medical Board, Oregon	Consumer and Business Services	874	Operations & Policy Analyst 2 - 0871	Business Analyst	No	Budget	

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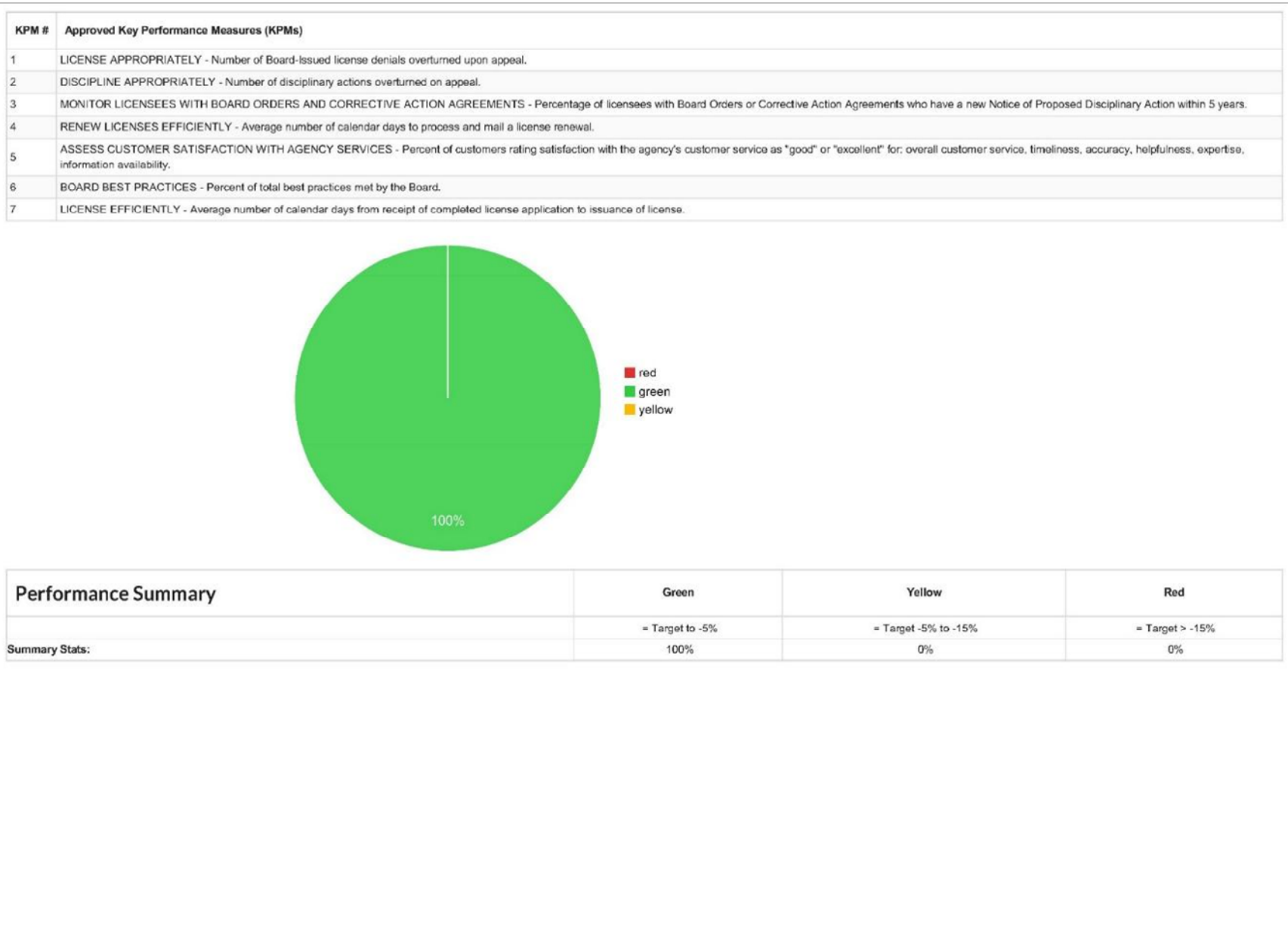
Annual Performance Progress Report

Oregon Medical Board

Annual Performance Progress Report

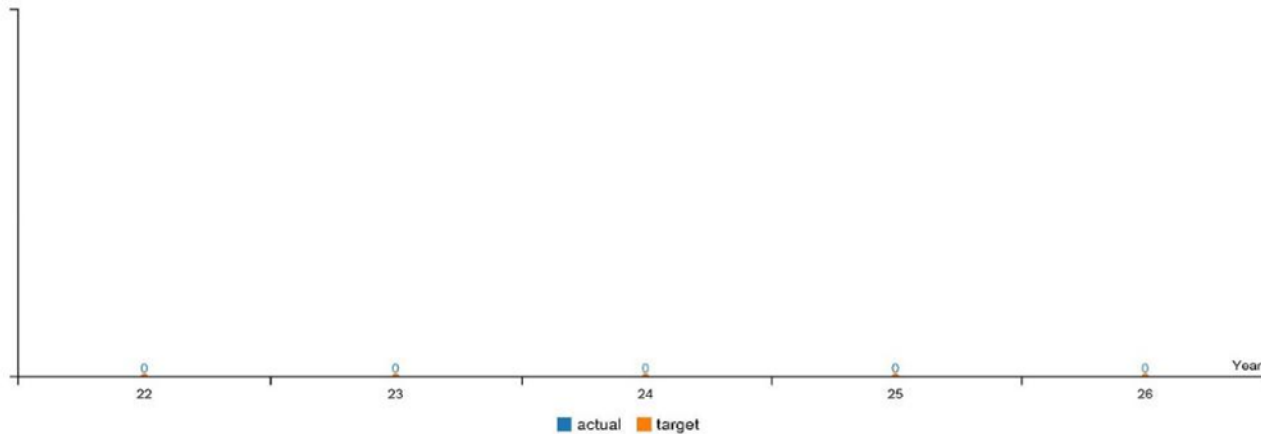
Reporting Year 2026

Published: 7/23/2026 8:24:44 AM



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

* Upward Trend = negative result



Report Year	2022	2023	2024	2025	2026
LICENSE APPROPRIATELY					
Actual	0	0	0	0	0
Target	0	0	0	0	0

How Are We Doing

This measure demonstrates that we are appropriately licensing. There have been no successful challenges to the Board's licensing decisions since the agency began collecting this data in 2002. For fiscal year 2026, the Board issued 2,668 full licenses. There were no Final Orders denying licensure during this fiscal year and no appeals.

Fiscal Year	2022	2023	2024	2025	2026
Licenses Issued	2,048	2,372	2,404	2,635	2,668
Final Orders Denying Licensure	0	1	1	4	0
Orders and Agreements Appealed	0	0	0	0	0
Orders and Agreements Upheld on appeal	0	0	0	0	0
Orders and Agreements Overturned on appeal	0	0	0	0	0
Appeals Pending at Close of Fiscal Year	0	0	0	0	0

In 2024, the Oregon Secretary of State Audits Division issued a report on equity in the OMB's disciplinary processes. The auditors did not find any evidence of inequity, but they recommended the OMB implement sanctioning guidelines and/or a sanction matrix to help reduce the risk of inconsistent and inequitable case decisions. In response, the OMB developed [The OMB Disciplinary](#)

Guidelines. The guidelines promote consistency in the Oregon Medical Board's (OMB) case resolutions for failure to qualify for licensure. The guidelines are for reference only and are not binding on the OMB. The individual facts and unique circumstances of each case inform the final outcome.

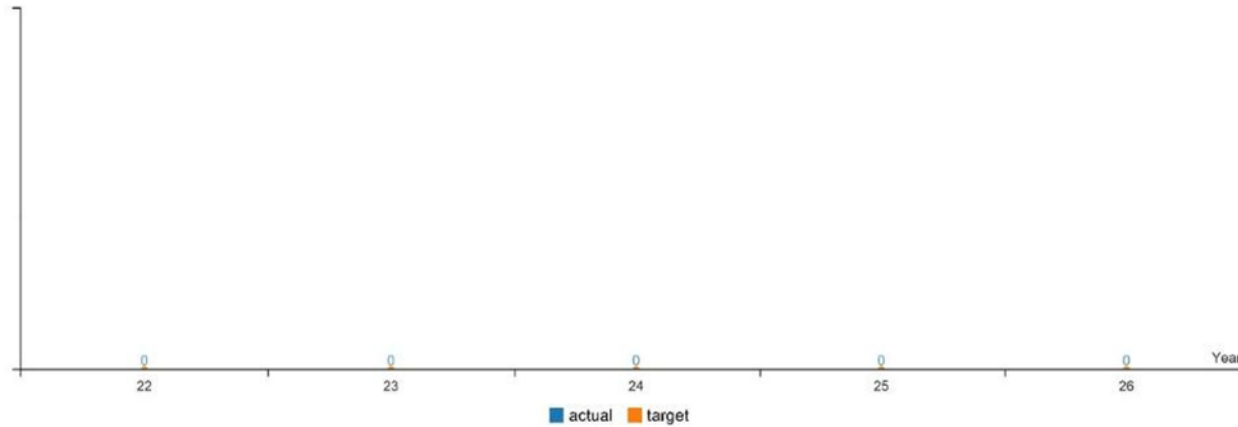
This measure is associated with our strategic plan goal of efficiently managing licensure and renewal of licensure.

Factors Affecting Results

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

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

* Upward Trend = negative result



Report Year	2022	2023	2024	2025	2026
DISCIPLINE APPROPRIATELY					
Actual	0	0	0	0	0
Target	0	0	0	0	0

How Are We Doing

This measure demonstrates the Board's disciplinary actions that are overturned on appeal, an indication of the appropriateness of the Board's decisions. Results for this measure include all public disciplinary orders that have been appealed. For fiscal year 2026, 31 orders and agreements were issued which were reportable to the National Practitioner Data Bank; none were appealed. The Board has no appeals pending at the end of fiscal year 2026, and the Board began this fiscal year with no pending appeals. The Board tailors disciplinary outcomes to the facts of each case.

Fiscal Year	2022	2023	2024	2025	2026
Investigations Closed	820	830	839	826	1,066
Orders and Agreements Issued	77	63	51	53	31
Orders and Agreements Appealed	2	0	0	0	0
Orders and Agreements Upheld on appeal	2	1	1	0	0
Orders and Agreements Overturned on appeal	0	0	0	0	0
Orders and Agreements Withdrawn or Closed without Opinion/Judgement	1	1	0	0	0
Appeals Pending at Close of Fiscal Year	3	1	0	0	0

In 2024, the Oregon Secretary of State Audits Division issued a report on equity in the OMB's disciplinary processes. The auditors did not find any evidence of inequity, but they recommended the OMB implement sanctioning guidelines and/or a sanction matrix to help reduce the risk of inconsistent and inequitable case decisions. In response, the OMB developed [The OMB Disciplinary Guidelines](#). The guidelines promote consistency in the Oregon Medical Board's (OMB) case resolutions for violations of the Medical Practice Act (ORS chapter 677) and other state and federal laws pertaining to the practice of medicine, podiatry, and acupuncture. The guidelines are for reference only and are not binding on the OMB. The individual facts and unique circumstances of each case inform the final outcome.

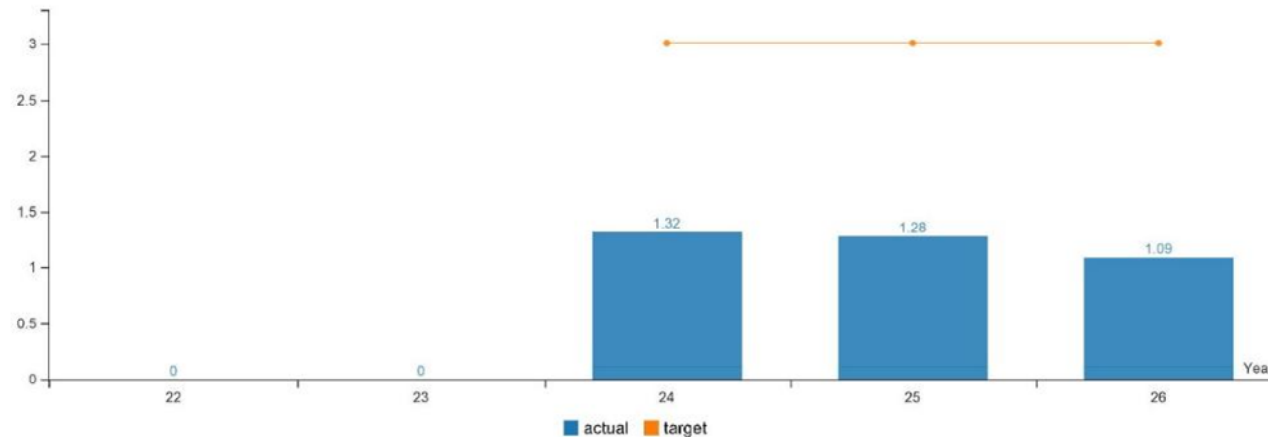
This measure is associated with our strategic plan goal of equitably reviewing complaints against licensees and applicants.

Factors Affecting Results

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

KPM #3	MONITOR LICENSEES WITH BOARD ORDERS AND CORRECTIVE ACTION AGREEMENTS - Percentage of licensees with Board Orders or Corrective Action Agreements who have a new Notice of Proposed Disciplinary Action within 5 years.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2022	2023	2024	2025	2026
MONITOR LICENSEES WITH BOARD ORDERS AND CORRECTIVE ACTION AGREEMENTS					
Actual			1.32%	1.28%	1.09%
Target			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.

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

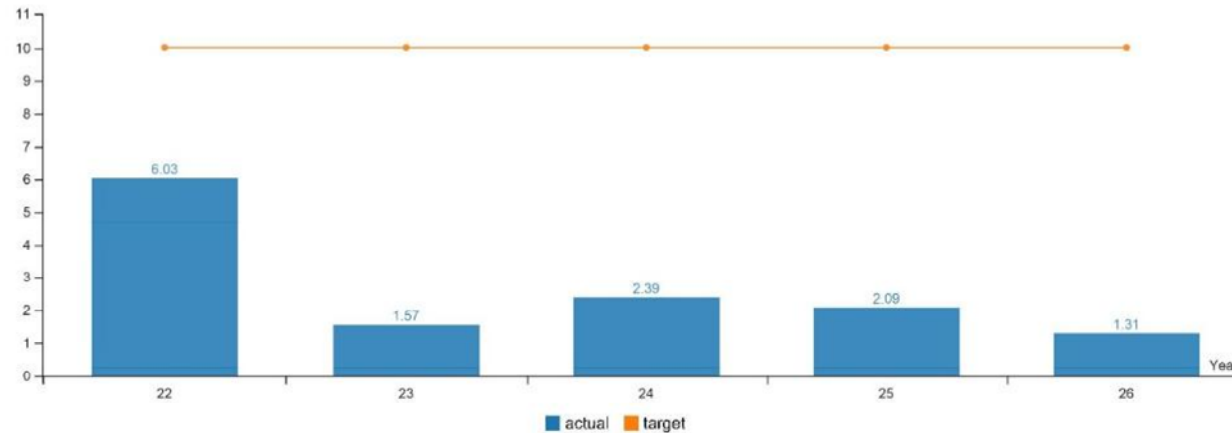
Factors Affecting Results

With relatively few licensees under investigation having prior Board Orders or Corrective Action Agreements, results are significantly impacted by one or two cases. The Board issued 275 orders during the five-year period. Of these, only three impacted licensees with a prior Board Order or Corrective Action Agreement. The lower the percentage, the more effective the Board is at remediating licensees and preventing recidivism.

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

KPM #4	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	2022	2023	2024	2025	2026
Average number of calendar days to process and mail a license renewal					
Actual	6.03	1.57	2.39	2.09	1.31
Target	10	10	10	10	10

How Are We Doing

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

The data presented includes those renewals that are outliers, with problems or concerns that need to be reviewed by staff which can add significant time to the renewal process. The renewal of most physician, physician associate, podiatrist, and acupuncture licenses (approximately 25,078 individuals in fiscal year 2026) generally occurs biennially during even numbered fiscal years. This results in a 3-month period of high activity for all agency staff.

The Board has exceeded the target since 2008. This measure is associated with our strategic plan goal of efficiently managing licensure and renewal of licensure.

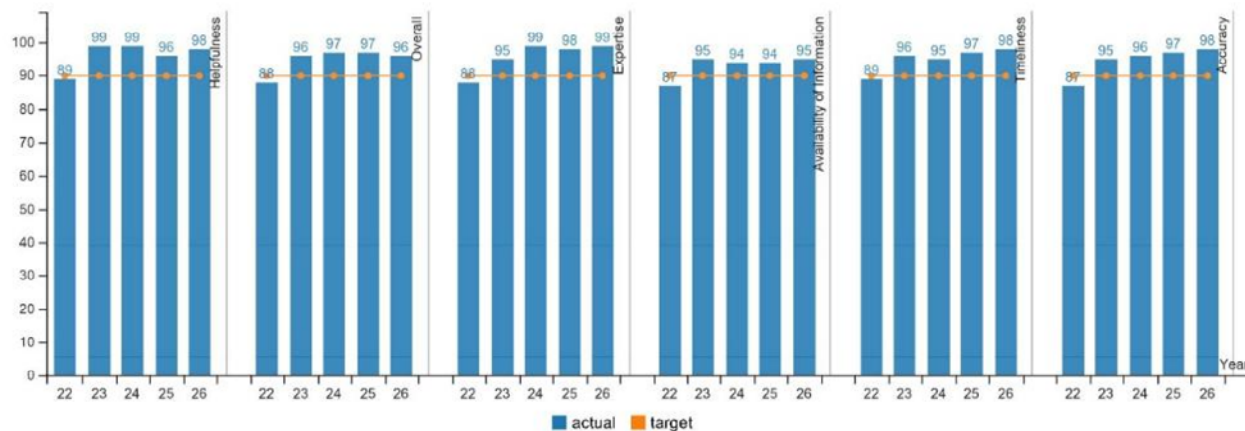
Factors Affecting Results

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

KPM #5

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	2022	2023	2024	2025	2026
Helpfulness					
Actual	89%	99%	99%	96%	98%
Target	90%	90%	90%	90%	90%
Overall					
Actual	88%	96%	97%	97%	96%
Target	90%	90%	90%	90%	90%
Expertise					
Actual	88%	95%	99%	98%	99%
Target	90%	90%	90%	90%	90%
Availability of Information					
Actual	87%	95%	94%	94%	95%
Target	90%	90%	90%	90%	90%
Timeliness					
Actual	89%	96%	95%	97%	98%
Target	90%	90%	90%	90%	90%
Accuracy					
Actual	87%	95%	96%	97%	98%
Target	90%	90%	90%	90%	90%

How Are We Doing

This measure demonstrates our applicants and licensees' level of satisfaction with the services we provide. We manage a continuous survey process that utilizes SurveyMonkey, an Internet survey tool. All survey data collected 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 received from our customers.

For fiscal year 2026 we had a population (surveys sent) of 29,031. We received 296 total responses, a 1% response rate.

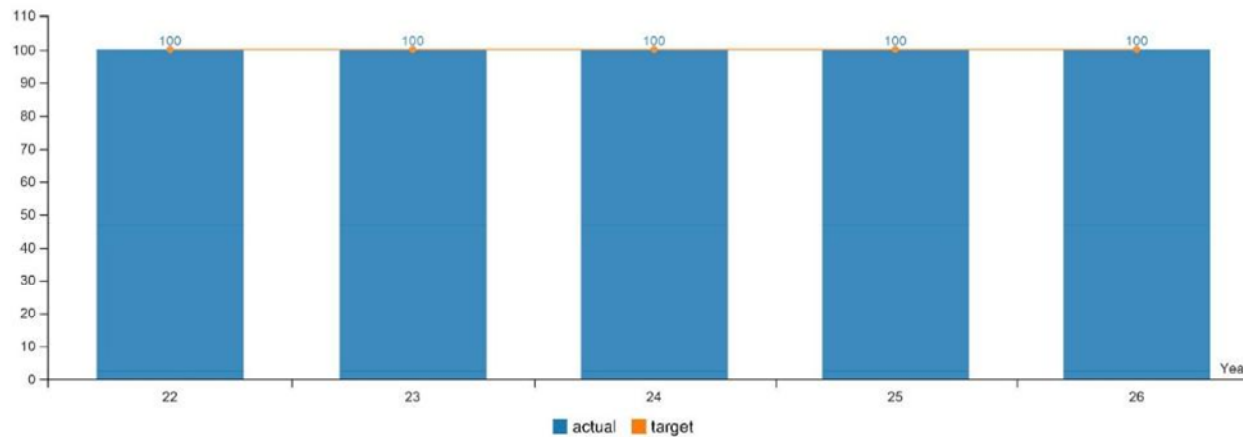
Factors Affecting Results

We provide a survey to each new licensee, each licensee who renewed their license and each licensee who reactivated their license. All survey results are combined to reach an agency-wide result for reporting purposes. Equal weighting is given to each response. Results for each individual group are retained by the agency and used at a management and team level.

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

KPM #6	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	2022	2023	2024	2025	2026
Percent of total best practices met by the Board					
Actual	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%

How Are We Doing

This measure demonstrates that we are meeting management best practices with respect to governance oversight by our Board. The criteria being evaluated includes Executive Director performance expectations and feedback, strategic management and policy development, and fiscal oversight and board management. The Oregon Medical Board engages in an ongoing strategic planning process that addresses several of the issues 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.

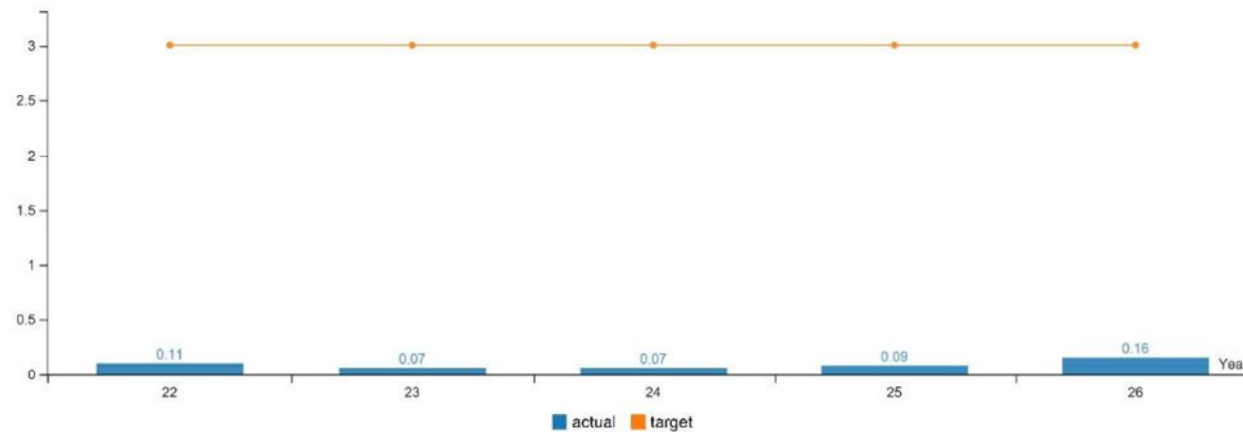
The Board has been able to meet the target since the measure was implemented in 2007.

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 #7	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	2022	2023	2024	2025	2026
Average number of days to process an application for medical licensure					
Actual	0.11	0.07	0.07	0.09	0.16
Target	3	3	3	3	3

How Are We Doing

This measure demonstrates our efficiency in licensing health care professionals and the customer service we provide to the citizens of Oregon. We process applications efficiently and consistently with public safety. We perform careful background checks on all applicants for licensure. The measure reflects the time to licensure within direct control of the agency - the number of days to license after the applicant has submitted all necessary documents. For fiscal year 2026 there were 2,668 full licenses granted.

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

Factors Affecting Results

While operating efficiency is our goal, rushing licensure for applicants, and possibly compromising patient safety, is not. Preparing a thorough check of all credentials provided by applicants is essential to making sure the applicant meets state requirements for providing medical care.

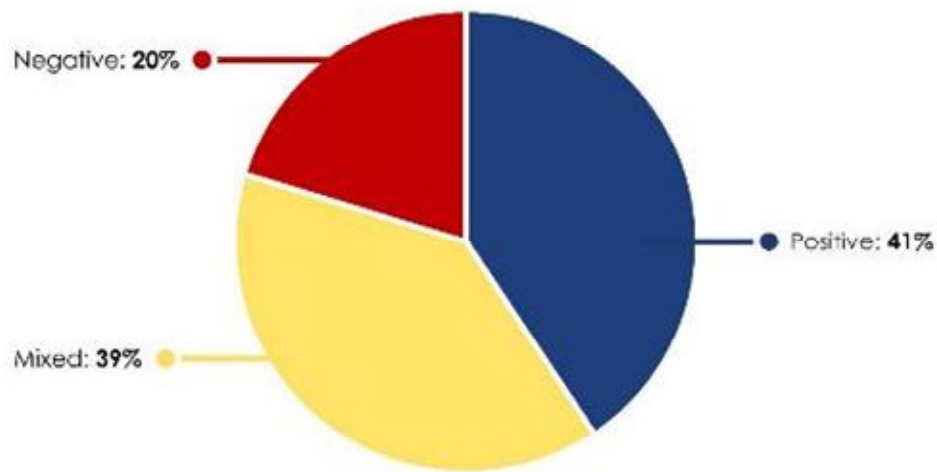
Customer Service Feedback Summaries



Customer Satisfaction Survey Comments

FY2026, Q1

Between **July 1** and **September 30, 2025**, the OMB's Customer Satisfaction Survey received **64** total comments. Of those comments, **26** were positive, **13** were negative, and the remaining **25** contained mixed feedback or suggestions for improvement.



This quarter, the **Applicant/Licensee Services** survey received **48** comments and the **General** survey received **16**.



Recurring Feedback

Application Navigation

- "If there [were] a graphical representation in the form of a line diagram with multiple points showing what step is completed and what is yet to be completed it would be great."
- "A navigation tab on the side to permit for the applicant to jump to specific areas in the application would be useful. Sometimes, the information needed to complete the form is not immediately available, so requires a later input."
- "Should be a "to do" or "next step" task alert box to help guide providers through the process."

Unclear Questions & Instructions

- "It was unclear what type of medical license to choose if I intended to practice telemedicine and volunteer in medical or sporting events in Oregon."
 - "It was very difficult to see what materials were needed for the license application."
 - "No clear flow of finding outstanding tasks or working on uncompleted steps."
-

Areas of Excellence

- "I experienced excellent assistance on multiple occasions when I called and emailed the OMB with questions."
 - "I learned a lot about suitable forms of verification by calling into the Board. Everyone I spoke to was kind and very helpful."
 - "When I have called with questions I have been responded to in a welcoming and professional manner."
 - "No recommendations as the process was easy and very user friendly!!"
 - "It took only a phone call to set things in motion and I received [an] email and phone call to confirm the issue was being addressed."
-

Kudos to OMB Staff

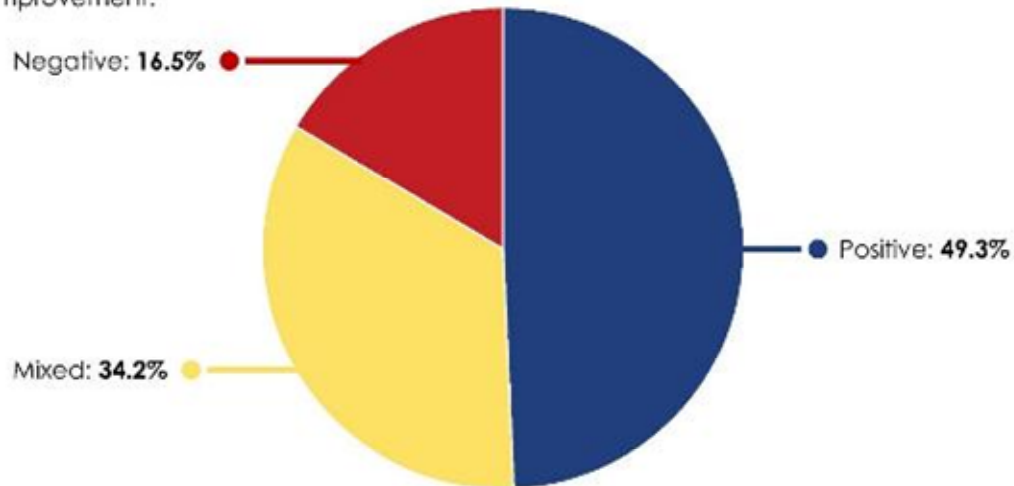
- "Special thanks to **Walt Frazier**, Investigations Manager, who wrote such a thorough and detailed letter to me on the completion of the investigation."
- "**Ms. Miles** met and exceeded my overall expectations."
- "The response time and delivery of service by **Ms. Stella McGinty** was stellar!"
- "Thank you to all the [investigations] team who worked on this case. I appreciate it very much. I feel I can put this issue to rest now."



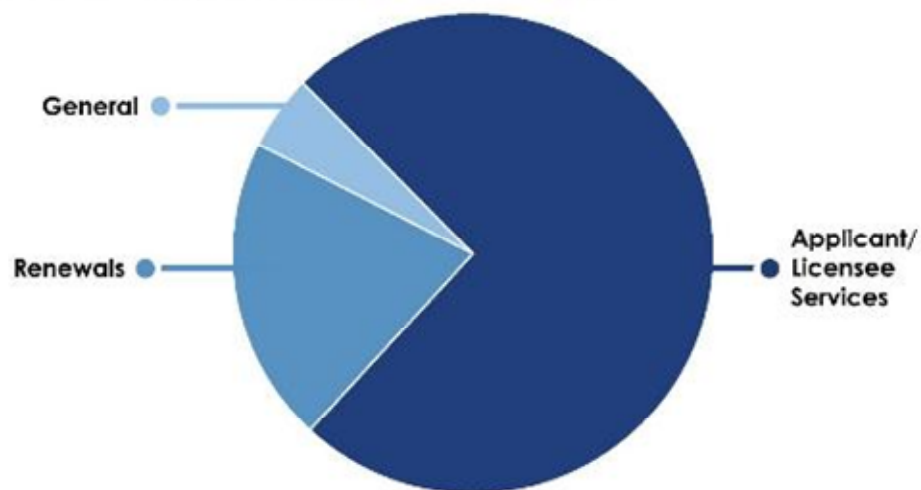
Customer Satisfaction Survey Comments

FY2026, Q2

Between **October 1** and **December 31, 2025**, the OMB's Customer Satisfaction Survey received **655** total comments. Of those comments, **323** were positive, **108** were negative, and the remaining **224** contained mixed feedback or suggestions for improvement.



The category that generated the most comments was **Applicant/Licensee Services** with 487, followed by **Renewals** (135) and **General** (33).



Recurring Feedback

Clarity and communication issues regarding CME requirements

- "The question about how many hours of culture competency was confusing. I am not sure if it is asking about the last 2 years since my last renewal or the last 4 years."
- "It is unclear exactly the process and what is needed from us... I am still confused as to how to fulfill the cultural competency requirement."
- "It would have been helpful to list and link the 'required' CME classes at the beginning - prior to starting the actual application."
- "I couldn't tell if I was supposed to upload all of my CME documentation (or just save it in case I was asked for it later)."

Add save/resume functionality

- "When logging back in to renew DO license, the website takes you to the beginning of the question pages. Even if you used the 'save and log out' button, it takes you back to the beginning."
- "I could not complete my license renewal in 1 sitting but the 'save and logout' did not work. I had to start over."
- "The system did not save my progress very well when I had to step away and return to it."

Consider reduced requirements/fees for those who recently obtained an initial license

- "Do you think it's ethical to make me pay for an Oregon medical license less than 3 months ago and now make me renew it because I am a new graduate of a residency program?"
- "It was unclear when I submitted my initial application Sept 29th that I would have to renew licensing within 3 months. I wish this had been clear so that I could have saved time and money."
- "I had just gotten my initial Oregon license maybe less than half a year before this renewal was required. It is a bit cumbersome to complete the Oregon license process twice in the same year."

Improve website navigation

- "Hard to find initial tab to actually renew!"
- "Please improve website to alert us when renewal date will be possible. We are reminded of expiring license earlier than renewal is possible, and navigating the website is very confusing."
- "This process is very user friendly, however navigating from the main page to this site was cumbersome."

Adopt a more comprehensive list of practice specialty/board certification options

- "Does not list board certified subspecialty: 'Complex Family Planning'."
- "Please add transplant surgery or abdominal transplant surgery to the dropdown for specialties."
- "There is no 'urgent care' option under 'specialty.'"
- "Please add Obesity Medicine as a specialty. Many of us are board certified and practicing."
- "Breastfeeding and lactation medicine is a subspecialty not listed."
- "Please add National Board of Physicians & Surgeons to the options for Board Certification"
- "ABFM is not listed for family medicine board certification"
- "ABOS is not listed as a board certification option"
- "I am certified by the American Board of Oral & Maxillofacial surgery (ABOMS). This is not an option on your renewal forms"

Areas of Excellence & Kudos to OMB Staff

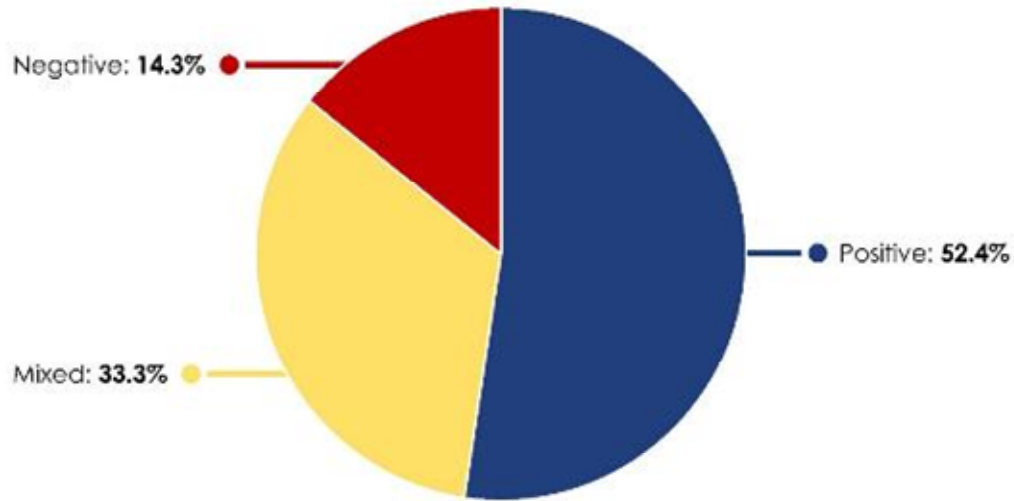
- "This online system is very nice and efficient. I especially like the prepopulated list of hospital drop down and the additional licensing page having the option of selecting multiple states on one screen. Thank you!"
- "It helps a ton that you allow physician to write in their plan of work in the state if they are active in process for further credentialing."
- "The online system for license renewal and all other services for physicians is one of the best in the many states in which I am licensed to use. Easy to navigate, easy to understand, and comprehensive. Thank you."
- "I am completely satisfied with the online system and appreciate the OMB's efforts to insure the integrity of the profession."
- "I am extremely impressed by the Oregon Medical Board team that I have interacted with over the phone thus far."
- "I really can not think of anything to add to your renewal process as I realize the importance of thoroughness in staffing Oregon with good, compassionate and caring physician."
- "The OMB staff made this process easy. As I was applying from out of the country (for a locum tenens license), and thought the process would be a nightmare. But your staff members were consistently helpful and friendly."
- "I am extremely impressed by the Oregon Medical Board team that I have interacted with over the phone thus far. Thank you for being so kind and available in answering the various questions that come up in a complex process."
- "The people who support physicians with licensing have been so helpful to me over the years. All of the staff members have been pleasant and have gone out of their way to be helpful. Thank you."
- "**Susan Hall** was very helpful and efficient in handling my case."
- "Somewhat complicated situation, untangled professionally with kindness, concern, and personal extra effort by **Barbara**. A very good agent who made an unpleasant task for me acceptable."
- "**Stella McGinty** is an amazing and wonderful representative of how our best professionals should conduct business with the public! I have worked with her over the years and have always received precise answers to my questions, immediate and accurate information and her responses have always been given with the kindest and most caring attitude. Her desire to be helpful at every level is clearly reflected by her stellar listening skills and focus on resolving issues while reducing stress; she recognizes that each of us brings a different set of concerns with us and she takes the time and energy to target and reduce any areas of stress that might surround our individual needs or situations. Ms. McGinty is a true reflection of what we crave as a resource in today's climate of change; when I think of her it always make me feel that the OMB stands out as a true model for other businesses to follow when they look for optimal representatives and resourceful individuals who work with the public. I am grateful to know her in this capacity and would hope that the OMB recognizes how valuable she is in the position that she holds! THANK YOU!"



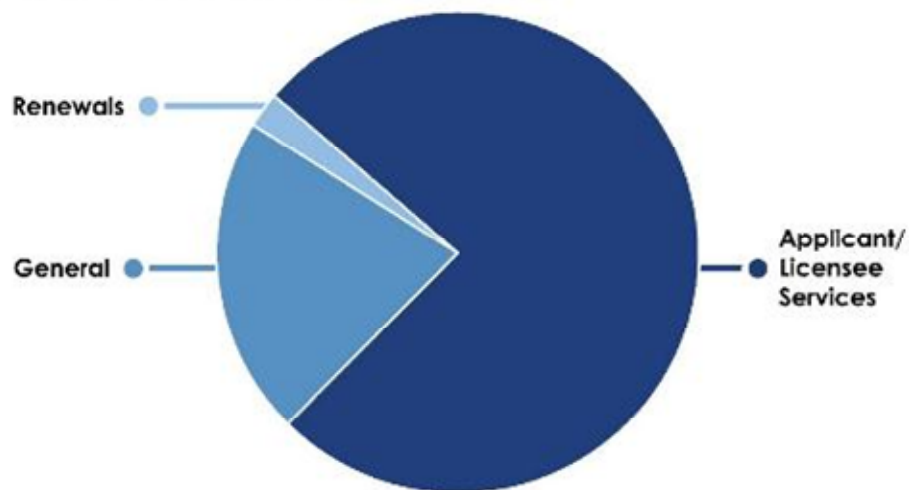
Customer Satisfaction Survey Comments

FY2026, Q3

Between **January 1** and **March 31, 2026**, the OMB's Customer Satisfaction Survey received **84** total comments. Of those comments, **44** were positive, **12** were negative, and the remaining **28** contained mixed feedback or suggestions for improvement.



The category that generated the most comments was **Applicant/Licensee Services** with 64, followed by **General** (18) and **Renewals** (2).



Recurring Feedback

Navigation & Progress Tracking

- "The initial application is frustrating because one cannot go back and forth between questions."
- "Would be helpful to return to the last section completed when logging in from a previously saved session when re-logging in."
- "The only improvement would be a sidebar that allows you to see all sections, skip ahead to the not-completed sections and see your progress."

Unclear Instructions & Guidance

- "It would be helpful to have more detailed notes relevant to applicants who are still completing boards, like telling the applicant how to answer some of the questions related to being certified. (I.e. "Answer no here if you are still in process of completing your certification exams, and provide an explanation in the notes section.) It would help streamline the application process."
- "A carrot or question mark icon (hovering or clicking to provide more info) next to certain fillable or selectable fields in the online form may be helpful to clarify instructions"
- "I would have liked for the email reminders about the status of my application to include a bulleted list of the missing items. A couple of times I received the email and logged in to download the PDF, but the PDF was not up-to-date with which items were still outstanding, which delayed me tracking down the missing pieces."

Areas of Excellence & Kudos to OMB Staff

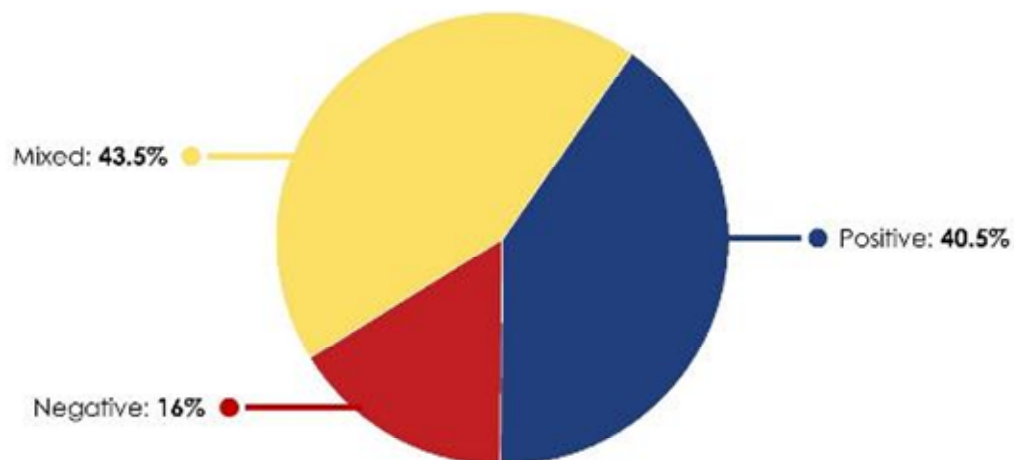
- "You guys were amazing! Very easy process."
- "**Shayne** was very helpful in finding my employment verification."
- "I have been very impressed by this portal - well done!"
- "I feel like the online system was great, very organized, and user friendly."
- "Big thanks to **Stella!**"
- "The staff was very responsive over the phone and willing to help. I appreciate you!"
- "I want to say thank you to the Oregon Medical Board staff members who helped me with the expedited endorsement. Everybody I spoke with was incredibly helpful, kind and informative. Please relay my gratitude to everybody in the application office."
- "I have 4 state licenses. OMB has far and away been the most helpful and courteous. And consistently so. Thank you!"
- "**Inas** was very helpful."
- "I haven't practiced in Oregon in years but I still get your **board report** and am constantly pleasantly surprised how informative and lovely it is. New Mexico, Wisconsin, and Utah have never held a candle to you in terms of transparency and availability so congrats and thank you for doing what you do!"
- "Overall Board staff are helpful. **Nicole** in particular is professional, represents the Board to the public including all constituents of the Board, and is known to be fair and reasonable while protecting Oregonians."
- "**Stephanie Sherman**, Public Information Specialist at OBME, was kind, professional and helpful. She returned email and phone message promptly and provided a confirmation email also subsequently."
- "**Director Krishnaswami** continually goes above and beyond in assistance to other medical boards. She drives research and initiatives to continually strive for proper standards of medical professionals in collaboration with the medical boards."



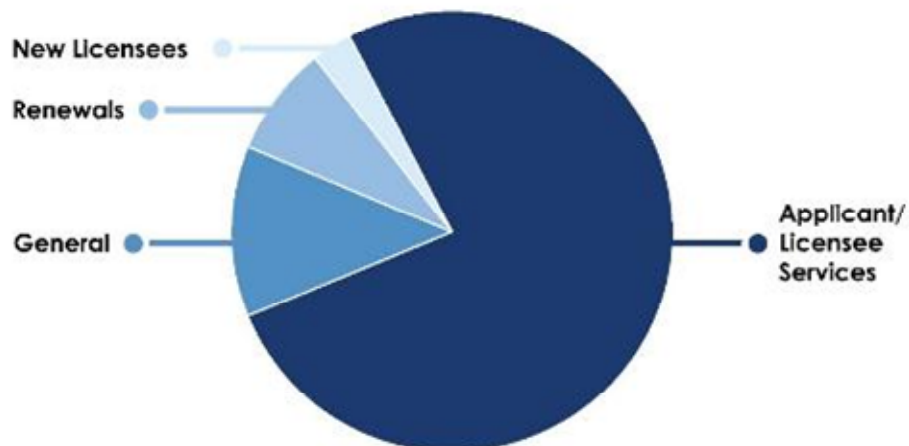
Customer Satisfaction Survey Comments

FY2026, Q4

Between **April 1** and **June 30, 2026**, the OMB's Customer Satisfaction Survey received **131** total comments. Of those comments, **53** were positive, **21** were negative, and the remaining **57** contained mixed feedback or suggestions for improvement.



The category that generated the most comments was **Applicant/Licensee Services** with **104**, followed by **General (17)**, **Renewals (11)**, and **New Licensees (4)**.



Recurring Feedback

Document Upload and Verification

- "Give a list of what items have been uploaded/submitted, and then a checkbox for when it has been "verified." The gap is confusing when you submit and then it doesn't show up until a week later."
- "I'd like to see what uploaded, to make sure it uploaded properly."
- "The uploading documents was not as easy as it could be... once files are added there shouldn't be yet another button to upload them too. One step is better."
- "There is no way to tell whether attachments have successfully been added, and no way to remove attachments added by accident. Out of caution, I think I added my attachments too many times."

Unclear Instructions & Guidance

- "I did not realise that I needed to have completed the pain course before filling out my application. It would be useful to have a short list at the beginning of the application which lists what we need to have completed to be able to complete the application."
- "Clarify what is meant by the "usage" field in privilege listings."
- "The instructions for this application are unclear and counterintuitive."
- "Clarify timeline when asking about cultural competency hours and suicide prevention hours—is the question asking about hours within the last year? within the last renewal period? within the last 4 years (cultural competency question references last 4 years)? etc."

Update Needed: Change NCCAOM to NCBAM

- Multiple licensees noted that we are still using the old name/acronym for the National Certification Board for Acupuncture and Herbal Medicine.

Areas of Excellence & Kudos to OMB Staff

- "**Stephanie Sherman** responded to my emailed question within hours. Her response was cheerful and had exactly the information I needed to address my concern and resolve it right away. I am thankful for the professionalism of the Public Information Specialist."
- "**Ms. Stella McGinty** did an excellent job assisting me with recredentialing."
- "The person assisting me with renewal (**Shayne**) was attentive and truly wanted to help me."
- "I appreciate the help I received from the OMB staff with questions regarding my application. They were friendly and professional."
- "Every part of the licensing renewal process is clear, easy to understand, and well-organized. I particularly appreciate the less invasive questions about behavioral health."
- "Overall easy to understand and utilize. Better than my other licensing experiences."
- "You guys have been absolutely amazing to work with thank you."
- "One of the most user friendly application processes that I have been exposed to."
- "Grateful for this easy to navigate, well crafted platform for online renewal. I used to come in person during the blues festival, and ever so slightly miss the opportunity just to say hello to our medical board personnel! Thanks for all you do!!"

Audits Response Report

Not applicable

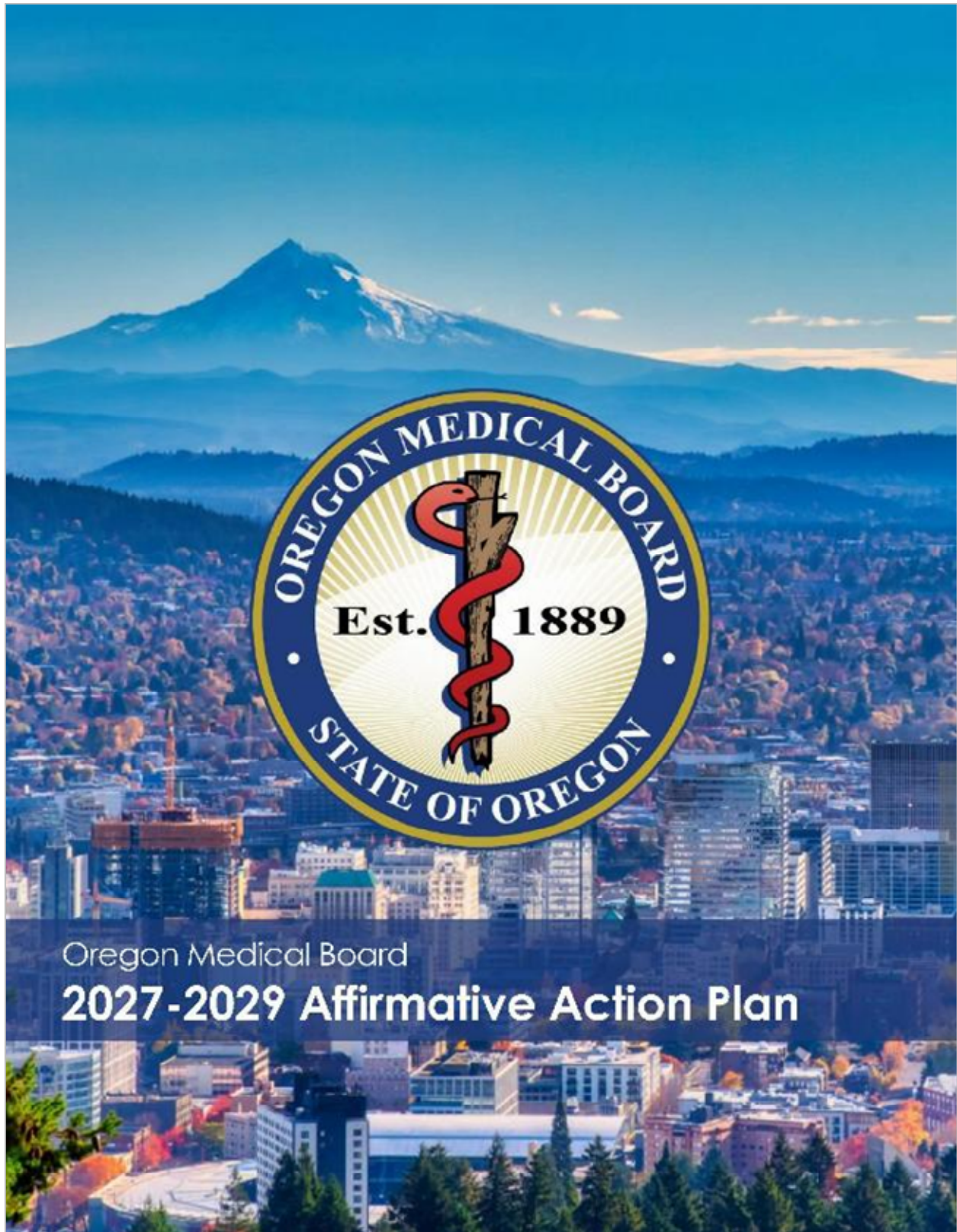
Affirmative Action Plan and Statewide Report

Begins on the next page.

For an accessible version of this plan, visit

<https://www.oregon.gov/omb/board/about/Documents/OMB%20Affirmative%20Action%20Plan.pdf>

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Oregon Medical Board
2027-2029 Affirmative Action Plan



Oregon

Tina Kotek, Governor

Medical Board

1500 SW 1st Avenue, Suite 620

Portland, OR 97201-5847

(971) 673-2700

FAX (971)-673-2670

www.oregon.gov/omb



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

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

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



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About the Oregon Medical Board

1. Agency Overview

The Oregon Medical Board (Board or OMB) is the regulatory agency created in 1889 to protect the health, safety, and welfare of the people of Oregon from the practice of medicine by unauthorized or unqualified persons and from unprofessional conduct by persons licensed to practice medicine, and to promote medical excellence in Oregon. As the agency regulating medical practice statewide, the Board also develops and enforces state laws, rules, and policies under which physicians (MD, DO, and DPM), physician associates (PA), and acupuncturists (LAc) practice. There are more than 28,000 licensees under the jurisdiction of the Board.

The Oregon Medical Practice Act, ORS chapter 677, establishes the Oregon Medical Board and its duties and specifies that the 14 Board members are appointed by the Governor and confirmed by the Oregon Senate to adopt rules, establish policy, investigate and discipline licensees, and appoint the agency's director. Of the 14 members, three are public members, one is a DPM, two are PAs, two are DOs, and six are MDs.

2. Agency Mission and Objectives

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

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

3. Identification of the Following Agency Employees:

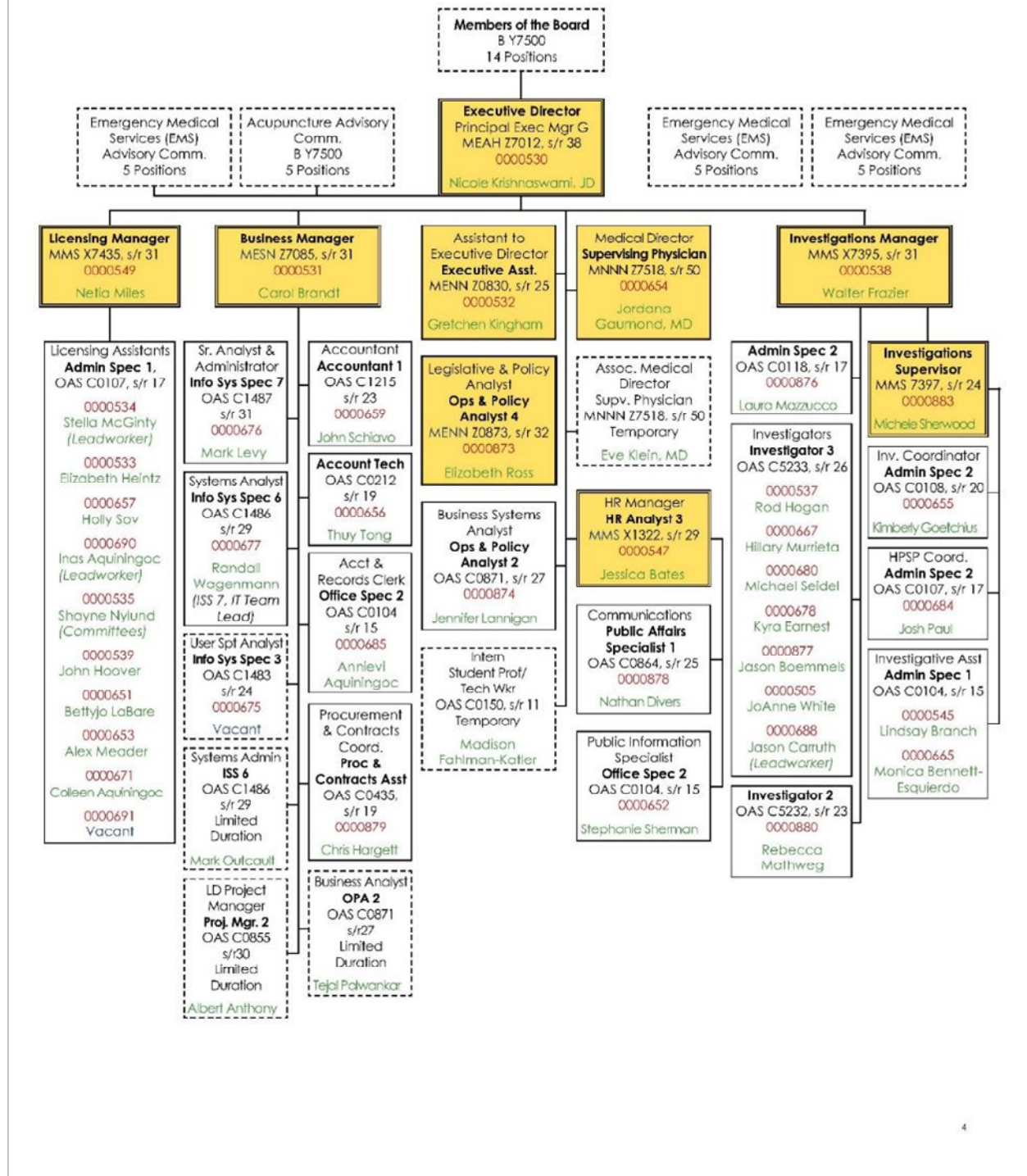
Executive Director: Nicole Krishnaswami, JD
1500 SW 1st Ave Suite 620, Portland, OR 97201-5847
971-673-2700

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

Affirmative Action and Diversity, Equity & Inclusion Representative: Jessica Bates
1500 SW 1st Ave Suite 620, Portland, OR 97201-5847
971-673-2697

Lead for COBID Contracting and Procurement: Carol Brandt

4. Organizational Chart (June 30, 2026)





Implementation of Affirmative Action Plan

1. Roles and Responsibilities; and 2. Accountability Mechanisms

• **Director/Administrator:**

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

• **Managers and Supervisors:**

- Foster and promote the importance of a diverse and discrimination- and harassment-free workplace to employees. Look for ways to increase the skills of current employees using mentoring, job rotations, and formal training to prepare them for higher level positions within the organization and the State.
- Understand responsibilities and evaluate their progress toward the Board's affirmative action goals and objectives.
- Attend cultural competency training, attend orientations, and promote cultural awareness.
- Foster and promote a diverse workforce, promote the affirmative action goals and objectives, and ensure that their staff is knowledgeable about OMB policies and procedures that encourage an inclusive environment.
- Inform applicants for vacant positions that the Board is an equal opportunity employer committed to workforce diversity. Have a copy of the Board's Affirmative Action Plan available for applicants to review upon request.
- Work with human resources to utilize State of Oregon procedures and rules in filling vacancies. Attend equal opportunity, affirmative action, and other diversity-related training to stay informed of current issues.

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

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- Train and inform managers, supervisors, and employees at New Employee Orientation as to their rights and responsibilities under the Board's affirmative action policy and other Board policies to eliminate any harassment based on any protected class status.
- Respond to and investigate complaints. Enforce policies and procedures. Provide counseling to employees related to discrimination complaints and advise of the consequences of retaliation.
- Analyze the Statewide Exit Survey for trends in data. If it appears that discrimination or harassment was a factor in employee separation, investigate and take appropriate action. Inform the Executive Director of the results.
- Evaluate revised and new policies for possible adverse impact on the Board's commitment to affirmative action and equal employment opportunities.
- Serve as a liaison between the Board and the state and federal agencies that protect civil rights.
- Ensure agency training opportunities are offered free of discrimination on the basis of race, religion, national origin, age, gender, sexual orientation, veteran status, or disability.

3. Executive Staff

See Director/Administrator and Affirmative Action Representative sections above.

4. Management staff

See Managers and Supervisors section above.

5. Other Staff

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



2025-2027 Affirmative Action Plan Progress Report

Progress toward program strategies and goals presented in the 2025-2027 Affirmative Action Plan are as follows:

- **GOAL: Increase outreach and resources to improve hiring of qualified candidates.**
 - **PROGRESS:** This is an ongoing effort.
- **STRATEGY: Employment, specifically Hiring, Retention, and Promotion.**
 - **PROGRESS:** This is an ongoing effort. The OMB currently utilizes hybrid and in-person interviews at the discretion of the hiring manager. As a small agency, costs for posting jobs in targeted media sources can often be prohibitive. We intend to use all avenues available to increase the scope of our outreach and attract the best qualified candidates from every sector.
- **STRATEGY: Training, Education and Development Plan (TEDP).**
 - **PROGRESS:** All employees are trained and informed through the New Employee Orientation (NEO) process, which includes reading and understanding all policies and procedures. Additionally, all required trainings are provided and managed through Workday on an annual basis. Though not required, the OMB provides staff with training and other resources around cultural understanding, such as guest speakers and a section of the agency's intranet dedicated to "Equity & Cultural Humility in Health Care."
- **STRATEGY: Leadership Development/Training Program(s).**
 - **PROGRESS:** The Oregon Medical Board does not currently have a formal leadership development program; however, managers encourage employees to participate in development opportunities and trainings in support of their career goals. Periodically, we are able to send a member of the management team to the year-long Leadership Oregon program offered by the state for development of leadership skills. We also send employees to state and national conferences, DAS trainings, and other opportunities.
- **STRATEGY: Programs; Internship, Mentorship, Diversity Awareness.**
 - **PROGRESS:** The OMB continues to foster a relationship with Lewis and Clark Law School to provide internship opportunities. Interns typically perform research projects related to board issues. The agency has not yet been able to devote resources to a formal mentorship program, but we do encourage and allow for employees to grow and develop. While we do not have a formal Diversity Council or ERG's, we support awareness of diversity through communication, including equity in our organizational values, and requesting and following up on suggestions from staff. During most final interviews, candidates are asked about their understanding of DEI to ensure alignment with the OMB's values.
- **STRATEGY: Community Engagement.**
 - **PROGRESS:** The Executive Director regularly gives numerous presentations at institutions such as OHSU, National University of Natural Medicine, and Pacific University, as well as the AIM Certified Medical Board Licensing Specialist Program. The Executive Director was elected Chair of the International Association of Medical Regulatory Authorities (IAMRA) in 2025, the global association of medical regulators representing all seven world regions. The OMB's Executive Director is the first United States medical regulator to serve as Chair of IAMRA since the organization's inception 25 years ago. In addition, she serves as a member of several state, national, and international workgroups, councils, and panels with partner organizations such as the Oregon Health Authority (OHA), the Federation of State Medical Boards (FSMB), the World Federation for Medical Education (WFME), and others. Additionally, the Board's Medical Director and Legislative and Policy Analyst presented at various institutions, including the OAMSS Annual Conference, the Oregon Rural Health Conference, and several lectures at educational institutions.

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Agency Alignment of Affirmative Action, DEI, and Strategic Plans

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

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

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

Leadership Evaluation

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



Workforce Demographic Data

Employees by Generation

	Agency Total	
Generation Z {1997-Current}	8.9%	4
Millennials {1981-1996}	42.2%	19
Generation X {1965-1980}	37.8%	17
Baby Boomers {1947-1964}	11.1%	5
Traditionalists {1917-1946}	0%	0

Employees by Ethnicity

	Agency Total	
Native Hawaiian or Other Pacific Islander	6.7%	3
Prefer Not to Answer	2.2%	1
Asian	8.9%	4
Hispanic or Latino	4.4%	2
Black or African American	6.7%	3
White or Caucasian	68.9%	31

Employees by Gender

	Agency Total	
Female	62.2%	28
Male	35.6%	16
Blank	2.2%	1

Employees by Veteran Status

	Agency Total	
Veteran	8.9%	4
Not a Veteran	91.1%	41

Employees by Disability Status

	Agency Total	
Reported Disability	0%	0
No Reported Disability	97.8%	44
Blank	2.2%	1

Note: some employees are counted toward multiple categories.

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2027-2029 Affirmative Action Plan

Goals: To hire, promote and retain the best qualified staff to achieve agency objectives.

- **What would improve, mitigate or enhance the condition? What activities will you execute to achieve your goals?**
 - **Recruitment and Selection:** The Oregon Medical Board strives to implement equity in the hiring process by ensuring that candidates are interviewed by panels of multiple people, through multiple rounds of interviews, including employees from protected classes, such as women and people of color.

We typically have two or three rounds of interviews, depending on the position, and the manager's determination of how to best evaluate candidates. We will often start with a phone or Zoom interview, then proceed to in-person interviews. Interview questions are vetted by the Human Resources manager to ensure that they are appropriate. Additionally, we have included an interview question in the final round of interviews that addresses our commitment to equity and asks the candidate to define what equity means to them. This allows us to assess the alignment of the candidate's values with our organizational value of equity and establishes the agency culture with potential employees.

The OMB does not often have the resources to attend career fairs, community or trade events. We have been very successful in hiring talented staff through the state's recruitment process. For positions that are more difficult to fill, such as our Medical Director, we have engaged with trade groups such as the Oregon Medical Association, DO association, the Lund group, FSMB, etc., to promote the opening.

Candidates apply for open positions through the State's system, Workday.

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

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

- **Retention:** The Executive Director has made significant efforts to ensure that all employees of the board feel valued and have the opportunity to voice any concerns. The hope is that all of our employees know that they have access to the top of the organization and that they are valued and heard. Managers develop relationships with their staff on a one on one basis to ensure that employees have access to leadership to address any questions or concerns, as well as enhance their skills and knowledge.

Although we do not have a formal mentorship or career development program, we encourage staff to work with their manager if there are skills they would like to learn and we have an Employee Development policy that allows for staff to pursue additional educational programs.

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

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

- **Activities**

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

- **Outcomes or Results**

- The OMB typically runs at around a 10% vacancy rate, or lower. While this may seem high, this represents 4 to 5 positions. In a small agency, each position is a higher percentage. Additionally, while we recruit for some positions using evergreen recruitments to fill multiple vacancies in the same classification, we are not always successful in filling each of those vacancies in every recruitment. Additionally, as the workforce ages, we have more staff who become eligible for retirement, creating additional vacancies as they choose to leave the workforce.

- **Measures**

- **Tools and resources:** We use Workday as our recruitment system, and post jobs on internal and external sites. When needed, we advertise positions to specific audiences through newsletters, publications, and websites.
- **Success:** We endeavor to reduce our turnover rate, provide opportunities for promotion internally, and hire the best qualified candidates. We have an amazing staff, and many of them with over a decade of service with the agency. We evaluate the success of our efforts on an ongoing basis in alignment with our Strategic Plan action items. All managers are involved in achieving these objectives.

- **Employee Engagement**

- With 43.75 budgeted FTE, we do not have any formal DEI council, committee or designated group. All staff are encouraged at monthly staff meetings to ask any questions they might have for managers, and the management team has an informal "open door" policy.

Several small groups have gathered during lunch times, such as a Gardening group and a fiber arts group. These are staff led and participation has fluctuated over time.

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- **Employee Surveys**
 - The OMB participates in the Gallup poll for small agencies.
- **Mentorship Program(s):** As a small agency, our organization does not currently have a formal mentorship program, but we do encourage and allow employees to grow and develop.
- **Diversity Awareness Program(s):**
 - **Agency-Wide Diversity Council/Employee Resource Groups (ERGs)/Affinity Groups:** Our agency does not have a Diversity Council or employee Affinity Groups. However, we support and enhance the awareness of diversity by:
 - Communicating with all staff through a variety of mediums about the importance of diversity and its impact on the Board's success rate;
 - Asking staff to focus on the organization and provide suggestions to improve our diversity performance. Actively converting that input into action, providing training, and continually evaluating and evolving our diversity and inclusion program;
 - The Diversity and Inclusion Representative is responsible for reporting the progress of the program periodically to management and the Executive Director and providing training and support in meeting the objectives and goals of the plan;
 - Encouraging existing employees to learn new skills and apply them for career advancement opportunities both within the OMB and the state;
 - Drawing upon different sources to advertise our recruitments such as Workday, and increase awareness of our openings by contacting minority and community organizations (hopefully through a statewide contract with Partners in Diversity);
 - Promoting a respectful workplace by offering training on diversity awareness, improving communications, conflict management, and an open atmosphere to talk about problems and ideas; and
 - Creating a welcoming environment by fostering an acceptance of people's differences and treating everyone with respect and professionalism whether they are staff or customers.
- **Community Engagement**
 - **Career Fairs:** We attend career fairs as our resources allow.
 - **Community Events/Festivals:** Our Executive Director makes presentations to community organizations such as health care groups and higher educational facilities about the work of the OMB, creating interest in our jobs.

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

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

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

In addition, our agency supports our programs by:

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



Complaint Options

Formal/Informal

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

Contact Information

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

Complaint Information (Intake, Processing, Timeframe, Procedure)

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

How do employees access the complaint process?

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



Succession Plan

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



OREGON MEDICAL BOARD Agency Succession Plan

1. Agency Name: Oregon Medical Board (OMB)

2. Name of person/people designated to lead succession planning efforts:

- Agency Champion: Jessica Bates
- HR Facilitator: Jessica Bates
- Diversity Officer: Jessica Bates
- Other Team Members: N/A

Succession planning efforts will be led by Jessica Bates, who will serve as the HR Facilitator, and Diversity Officer.

Section 1. Strategic Direction/Assess Mission, Vision, and Challenges

3. The OMB anticipates changes to its mission, services, or operations in the next three to five years.

Yes
No

If yes, please specify in:

The OMB does not anticipate any changes to its mission, services or operations in the next three to five years.

4. The OMB anticipates funding, legislative, or regulatory changes that will significantly impact the agency in the next three to five years.

Yes
No

If yes, please specify in:

At this time, the OMB does not anticipate any funding, legislative or regulatory changes that will significantly impact the agency in the next three to five years. However, legislation are not always predictable, and the OMB will respond to any anticipated changes.

5. The OMB plans to consolidate, close, or open new agency locations in the next three to five years.

Yes
No X

If yes, please specify in:

The OMB does not currently have any plans to consolidate, close or open new agency locations in the next three to five years.



OREGON MEDICAL BOARD Agency Succession Plan

6. Based on efforts to improve service delivery and current business trends, the OMB expects the following skills (not currently available in the workforce) will be needed in the future:

- The OMB is currently in the process of transitioning our database to a new Salesforce platform. It is possible that we will need Information Technology team members with Salesforce expertise and experience in 50 before we fully transition to this technology.
- The OMB currently has a single Medical Director with no other medical staff on staff. In the current term, we have created a temporary position for a "Associate Medical Director" who can be available during the Medical Director's leave (e.g. family medical leave, sick leave, and scheduled vacation time) and during times of heavy workload. This has been identified as an ongoing, high-priority need and should be addressed through the addition of a part-time permanent position in the organization.

7. There are occupation short- or long-term workforce trends that are likely to impact the OMB's ability to recruit and/or retain employees.

Yes X
No

If yes, please specify in:

Economic and workforce trends are constantly in flux, and we anticipate that the current trend of hybrid work schedules and inflationary pressures will continue for the next few years.

Section 2. Identify Critical Positions and Competencies

To identify challenges in filling positions, an agency must identify critical and highly critical positions. Here is a guide to help (for information can also be found in the Succession Planning Guide).

Not Critical	• Vacancy would cause limited impact • Limited specialized knowledge or skills required • Strong recruitment potential • Competitive compensation package • Limited direct promotional opportunities
Critical	• Vacancy would cause impact • Some specialized knowledge or skills • Challenging recruitment • Moderately competitive compensation package • Skill set in demand • Promotional opportunities • Anticipate vacancy within the next 1 to 5 years
	• Vacancy would cause significant impact • Specialized knowledge or skills required



Contracting

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

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

Medical Consultant Demographic Data

Consultants by Ethnicity

	Total	
Black or African American	0.4%	1
West Asian/North African	0.4%	1
Hispanic or Latino	1.3%	3
Multi-Racial	3.9%	9
Prefer Not to Answer	12.7%	29
Asian	16.6%	38
White or Caucasian	64.7%	148

Consultants by Generation

	Total	
Millennials (1981-1996)	21.0%	48
Generation X (1965-1980)	58.5%	134
Baby Boomers (1947-1964)	19.2%	44
Traditionalists (1917-1946)	1.3%	3

Consultants by Gender

	Total	
Female	31.7%	85
Male	62.9%	144



Appendix

Oregon Medical Board: DEI-Focused Plans & Policies

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

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

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

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

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

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

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

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

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

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

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

Available online: omb.oregon.gov/About

- **Oregon Medical Board Strategic Plan**

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

Available online: omb.oregon.gov/About

Strategic Planning

Agency Strategic Plan

Begins on the next page.

For an accessible version of this plan, visit [OMB Strategic Plan](#)

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STRATEGIC PLAN | 2026-2028

Oregon Medical Board

July 2026



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

MESSAGE FROM THE EXECUTIVE DIRECTOR

On behalf of the Oregon Medical Board (OMB or Board), I am proud to share the Board's 2026–2028 Strategic Plan, a dynamic, living document that sets a path to furthering the Board's goals over the next two years. This Plan reaffirms the OMB's commitment to our mission of more than 135 years: protecting the health, safety, and wellbeing of every Oregonian by regulating the practice of medicine in a manner that promotes access to quality care.

This edition of the Strategic Plan reflects a deliberate and meaningful evolution by merging the agency's Strategic Plan, DEI Plan, and Wellness Plan into one integrated document. This is not for convenience – it is because we believe DEI and wellness are inseparable from our mission. Ensuring patient safety for all Oregonians demands equitable regulation, inclusive operations, and accessible services. It also requires cultivating a workforce that reflects the diversity of Oregonians.

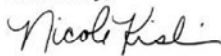
This integrated approach provides a clearer picture of the OMB's priorities and enables better, more equitable resource decisions. The plan focuses on six priority areas: staffing and resources; qualified public servants; licensure; complaints and investigations; licensee wellness; and outreach and education. It was shaped by thoughtful input from OMB employees, licensees, community leaders, partner organizations, and interested parties. Customer and partner feedback and data collection will continue to inform action items, ensure progress, transparency, and accountability.

"Ensuring patient safety for all Oregonians demands equitable regulation, inclusive operations, and accessible services. It also requires cultivating a workforce that reflects the diversity of the communities we serve."

This Strategic Plan is our commitment to protecting every Oregonian by regulating with fairness and equity and building an organization worthy of the trust placed in us through transparency and a demonstration of accountability.

Questions or feedback on this Strategic Plan are always welcome at info@omb.oregon.gov.

Sincerely,



Nicole Krishnaswami
Executive Director

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WHO WE ARE

The Oregon Medical Board

The Oregon Medical Board governs the practice of medicine and protects Oregonians by regulating physicians (medical, osteopathic, and podiatric), physician associates, and acupuncturists who practice medicine in the state of Oregon. With the authority granted to the Board in Oregon Revised Statutes chapter 677 (the Medical Practice Act), the Board licenses, conducts investigations, imposes disciplinary action, and supports rehabilitation, education, and research to protect and inform the citizens of Oregon.

Our Mission

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

Our Vision

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

Our Commitment to Equity

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

Our Values

The Oregon Medical Board's values support the mission and shape the culture of the agency. In 2018, the Management Team identified five core values that guide the agency. These values are incorporated throughout the Strategic Plan:

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

OMB STRATEGIC PROCESS

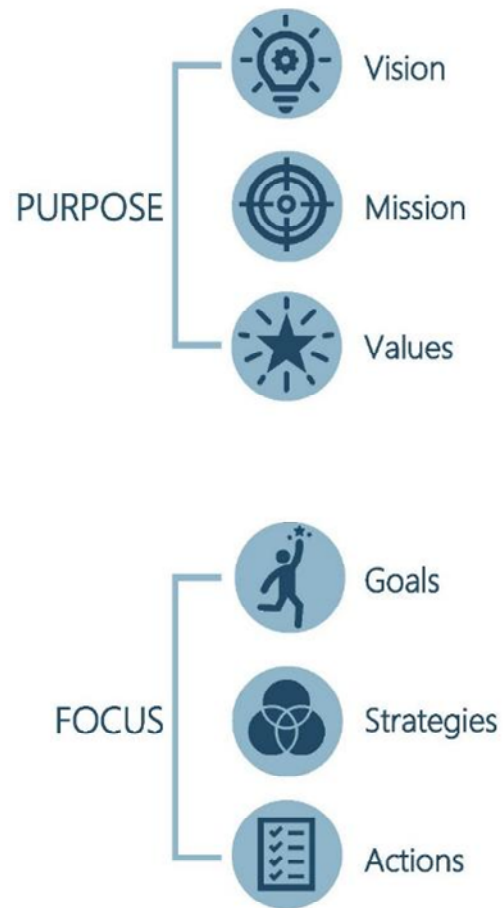
The Oregon Medical Board's Strategic Plan is the result of a 27-year-long effort. In 1999, the Board embarked on a formal planning process to outline its path for the next two years. This process began to set direction more proactively and has been updated every biennium since its inception. The OMB sees its Strategic Plan as a living work in progress rather than a static document.

The OMB undertook a comprehensive and inclusive approach to developing its 2026-28 Strategic Plan, drawing on multiple perspectives and analytical frameworks to ensure the plan reflects both internal organizational realities and external environmental factors.

The management team conducted a thorough SWOC analysis to identify the agency's strengths, weaknesses, opportunities, and challenges, while also examining political, economic, social, technological, legal, and environmental (PESTLE) trends that could impact the Board's ability to fulfill its mission of public protection.

To ensure the plan incorporated diverse viewpoints and addressed real-world concerns, the Board surveyed three critical stakeholder groups: staff members who carry out the day-to-day work of regulation, partner organizations who collaborate with the Board, and licensees who are directly affected by Board policies and processes.

This multi-faceted approach provided a robust foundation for strategic decision-making that is both evidence-based and responsive to the needs of those the Board serves.



WHAT WE LEARNED

Strengths, Weaknesses, Opportunities, and Challenges

The Oregon Medical Board approached its 2026-28 planning period from a position of organizational strength while acknowledging areas requiring improvement. The agency's foundation rests on its mission-driven workforce, characterized by high integrity, dedication, and willingness to adapt. Low staff turnover preserves institutional knowledge, and the Board benefits from supportive leadership, including an established Executive Director and high-quality and deeply engaged Board members.

The organization has embedded diversity, equity, and inclusion as a core value, supported by comprehensive employee wellness resources. Strong relationships with professional associations and operating as an Other Funds agency strengthen operational capacity.

The Board's lean organizational structure poses a risk of staff burnout due to increasing workload and new external demands. As a small agency, the Board also lacks a traditional career ladder for advancement.

Looking ahead at the agency's opportunities, system modernization remains a priority. In addition, the Board can explore ways to deepen partnerships, support licensee mental health, examine systemic biases in regulations, create pathways for internationally trained physicians, and integrate artificial intelligence.

The Board faces several challenges, including increasing expectations despite declining resources and rising monetary and performance assessments. Complaint volumes continue to increase while the Board operates within strict jurisdictional constraints and no authority over unlicensed practice. The political environment creates uncertainty, while interstate compacts, cybersecurity risks, and misinformation add complexity to the regulatory landscape.

As the Board developed its 2026-28 Strategic Plan, it leveraged its strong organizational culture and dedicated workforce to navigate resource constraints while seizing opportunities for modernization, expanded access, and enhanced public protection in an increasingly complex healthcare environment.

Political, Economic, Social, Technological, Legal, and Environmental factors

The Oregon Medical Board's PESTLE analysis revealed complex external forces shaping its 2026-28 work.

Politically, the Board must implement legislation from the 2025 and 2026 sessions, including 5 needle protocol (5NP) and provision licensure for internationally trained physicians (ITPs), at the same time, anticipating the 2027 session. Federal policy shifts around immigration, reproductive healthcare and gender-affirming care, student loans, vaccine schedules, and Medicare reimbursement affect licensees and patients.

Economic pressures mount from multiple directions. Rising cost of living affects staff retention and licensee practice, while pressure to treat medicine as business challenges professional norms. Reimbursement rates squeeze providers, and internationally trained physicians face visa costs and potential loss of loan forgiveness. Health insurance subsidy elimination threatens patient access and workforce stability.

Social trends present both challenges and opportunities. Evolving workplace expectations create tension between the need to foster a collaborative, trusting team and the employees' desire for remote or hybrid work. Electronic platforms allow self-service and 24-hour access to many of the agency's services, but this also creates a customer expectation for an instant, electronic response.

Technology evolves rapidly, creating opportunities and risks. Artificial intelligence (AI) adoption outpaces training and implementation. The Board must leverage AI while addressing security concerns. Staff must work with state-level technology constraints.

Legal considerations remain central. The Board manages subpoenas and lawsuits requiring significant resources. Physicians increasingly challenge Orders for Evaluation. Disciplinary guidelines require careful implementation to ensure consistency and fairness across licensee populations.

The Board monitors environmental challenges, including wildfires, extreme heat, and shifting disease patterns affecting medical practice regulation.

FEEDBACK SURVEYS

Of those surveyed, 576 individuals responded to five open-ended questions:

1. What are the Oregon Medical Board's strengths and weaknesses?

Respondents consistently praised the OMB's responsiveness and communication, noting that staff are helpful, kind, and quick to reply to emails and phone calls. The online systems for licensing and renewals are seen as user-friendly and well-organized. Many highlighted the agency's strong sense of mission and the dedication of its people, describing a team-oriented culture with committed staff who genuinely care about serving the public and maintaining ethical standards.

However, staffing constraints emerged as a significant weakness. Multiple respondents noted there simply are not enough people to handle the workload, leading to stress and turnover. Some staff experienced frustrating bureaucratic delays, with several reporting enterprise-wide issues that severely impacted their ability to get work done.

2. What are the challenges and opportunities facing the OMB?

Multiple respondents expressed deep concern about federal policy changes, potential authoritarian overreach, and threats to public health systems and evidence-based medicine. The survey identified significant anxiety about how these macro-level shifts might impact the Board's ability to maintain standards and support ethical medical practice.

Oregon struggles to attract and retain physicians. Within the agency itself, staff workloads continue to increase while staffing levels remain static, creating stress, turnover, and the potential for errors. Financial pressures are widespread, with budget constraints affecting both the agency's operations and licensees' ability to practice affordably.

On the opportunity side, respondents see potential for the OMB to expand its educational and advocacy role. There's interest in the Board taking stronger stances on healthcare equity, physician wellness, and patient safety. Some see opportunities to modernize systems, streamline processes, and adapt to emerging technologies like AI. Several respondents urged the Board to show institutional courage in supporting universal healthcare and speaking out against policies that harm patients and providers.

3. How can the Oregon Medical Board better serve you?

Licensees and partners want the OMB to reduce barriers to practice by lowering licensing fees and simplifying continuing medical education requirements. Many feel Oregon has made itself financially unattractive compared to neighboring states and want the Board to advocate for physicians, particularly those in rural and underserved areas who face unique challenges that are not always recognized by Portland-centric policies.

There is also a strong desire for the OMB to take a more active advocacy role on behalf of evidence-based medicine, physician welfare, and healthcare equity. Some respondents want the Board to provide guidance to practitioners on navigating the current political climate while maintaining ethical standards.

Internal staff had a strong call to identify what can be streamlined or eliminated and for cross-training in order to break down departmental silos and build institutional knowledge.

4. Where should the agency be allocating resources?

Both staff and external partners emphasized that the agency desperately needs more people, particularly in Licensing and Investigations. The volume of work continues to increase without corresponding increases in personnel.

Technology and IT infrastructure are the second major priority, as respondents want updated systems, better computers, and the agency to stay ahead of emerging technologies like AI.

Many respondents also want resources directed toward provider support and education, particularly for rural practitioners who have fewer colleagues to consult.

Several staff suggested reclassifying positions to better reflect actual job responsibilities. Some Licensees want resources allocated toward advocacy for physician wellness, burnout prevention, and ensuring that medicine in Oregon is practiced according to appropriate standards of care.

5. Is there anything else you would like the Board to consider when developing this plan?

Several respondents returned to themes of ethics and advocacy, urging the Board to take stands on healthcare equity and access. Practical concerns centered on making Oregon more attractive to physicians.

Staff expressed gratitude for being asked for input and requested ongoing engagement given how quickly things are changing.

Throughout all responses runs a thread of appreciation for the OMB's mission combined with a recognition that the agency is at a critical juncture, needing to balance increasing demands with limited resources while navigating a challenging and uncertain external environment.

Using survey participants' insightful feedback, the Oregon Medical Board developed strategies and action items that maximize the agency's strengths, address weaknesses, build on opportunities, and overcome challenges.

OUR PRIORITIES

Goals, Strategies, and Action Items

The Board's Strategic Plan supports the agency's mission of patient safety and access to quality medical care.



The Plan's six overarching **GOALS** are the highest priorities of the agency. A **PURPOSE STATEMENT** explains why each goal is needed and how the goal honors the agency's core values. A number of **STRATEGIES** are then offered as a means for achieving each goal.

Finally, the Plan provides specific **ACTIONS**, which are specific, measurable, achievable, relevant, and time-based deliverables to further each major goal. Each action item relates to one or more strategies to support one or more goals. The OMB Management Team reviews action items regularly to ensure the actions are relevant, timely, and complete.

Executive Director Krishnaswami engaged in consultation with Senior Health Advisor, Kristina Narayan, to inform and shape the agency's priorities, ensuring alignment with the governor's broader goals and administrative vision.



Provide Optimal Staffing & Quality Resources

The OMB is committed to customer service by providing outstanding staff and quality resources. The agency upholds integrity and equity in hiring and retention and promotes employee excellence by fostering training, innovation, and an inclusive environment. Agency leadership is accountable for ensuring staff has the tools and resources to effectively accomplish their work while safeguarding information in the agency's possession.

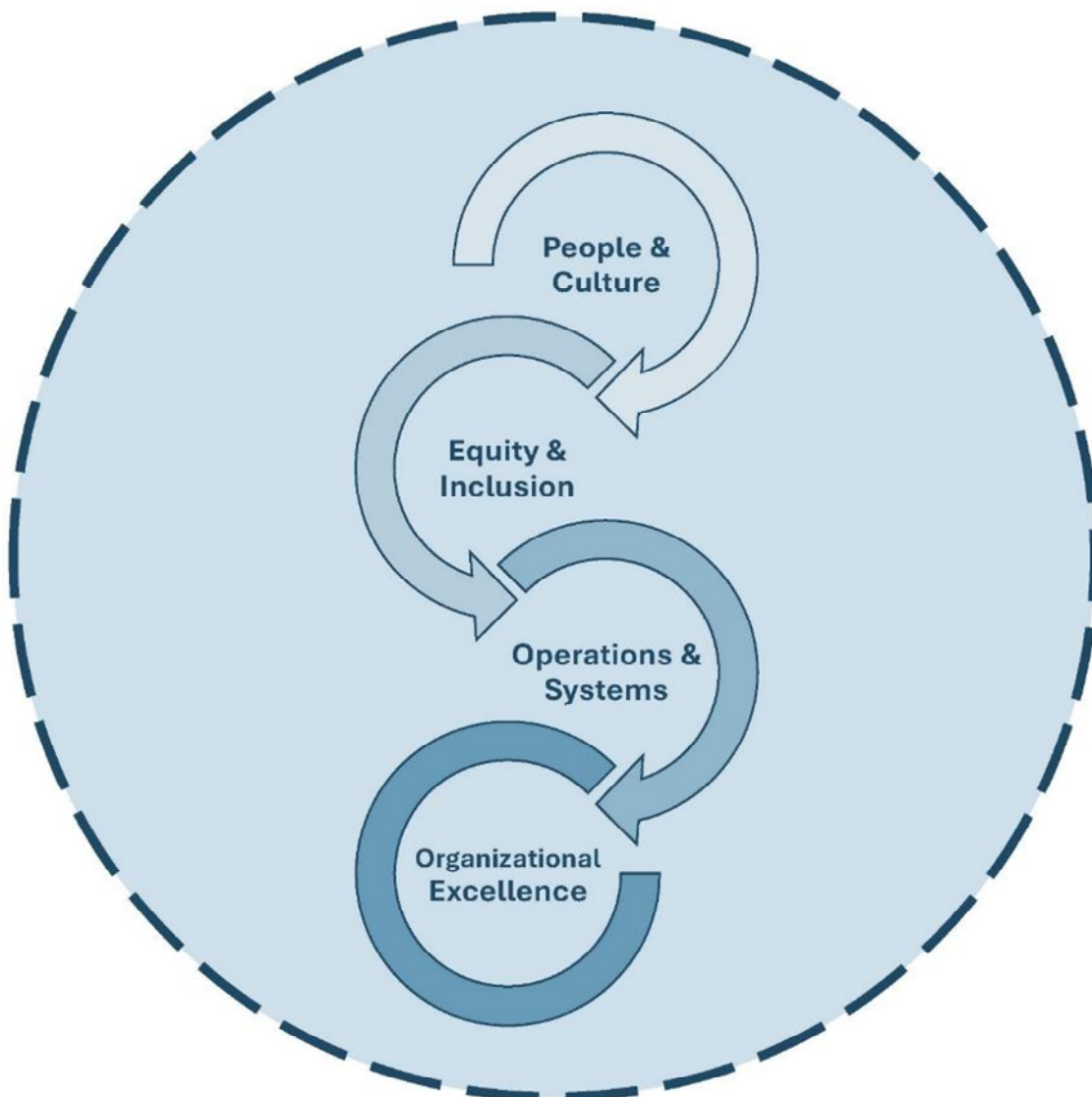
Strategies

- 1.1 Build and retain a high-quality workforce by investing in employee wellbeing, growth, and development;
- 1.2 Champion diversity, inclusion, and pay equity in recruitment and retention by communicating the full value of total compensation;
- 1.3 Make all workspaces, technologies, and communications fully accessible to all staff;
- 1.4 Require regular training on implicit bias, cultural humility, and equity-centered decision-making to build an inclusive workplace culture;
- 1.5 Conduct regular, focused Performance Accountability Feedback (PAF) check-ins that set clear expectations and accountability measures;
- 1.6 Recognize and incorporate employees' strengths into quarterly PAFs, and identify opportunities to use those strengths to motivate and inspire employee engagement;
- 1.7 Support employee wellbeing through flexible scheduling, team-building, career development, and meaningful collaboration on agency initiatives;
- 1.8 Foster a safe, healthy, and professional working environment through suitable facilities and a safety-oriented culture;
- 1.9 Protect dedicated staff time for agency initiatives and professional development;
- 1.10 Embed DEI practices agency-wide and hold supervisors and leaders accountable to DEI competencies in performance evaluations;
- 1.11 Modernize technology tools to streamline agency operations and meet evolving needs;
- 1.12 Steward agency resources responsibly in full compliance with applicable statutes, rules, policies, and labor contracts;
- 1.13 Partner with other entities to enhance operational efficiency and process improvement;
- 1.14 Cultivate a culture of preparedness and resilience, supported by the agency's Continuity of Operations Plan (COOP);
- 1.15 Maintain policies and procedures to meet staff and business needs, and patient safety;
- 1.16 Practice transparent business processes;
- 1.17 Protect sensitive agency information consistent with State and industry best practices and standards;
- 1.18 Provide agency-wide trainings to meet evolving needs;
- 1.19 Prioritize procurement from Minority Business Enterprises (MBEs), Women Business Enterprises (WBEs), and Service-Disabled Veteran-Owned Small Businesses (SDVOBs); and
- 1.20 Modernize core business suite functionality to improve efficiency, reliability, and long-term supportability.

Actions

Initiatives	Responsible Section(s)	Due Date
With a trauma-informed approach, incorporate emotional health, lack of physical activity, poor nutrition, and tobacco use/vaping into Wellness Wednesday email.	Admin Services, Executive	06/30/27
Schedule one wellness event per quarter.	Human Resources, Admin Services	06/30/27
Maintain annual staff in-service day.	Human Resources, Investigations, Admin Services	06/30/27
Establish DEI training as a core competency by providing quarterly training to include topics such as implicit bias, cultural humility, health equity, and inclusive communication.	All Managers	06/30/27
Provide staff opportunities to learn about non-monetary benefits offered by the state, such as the Oregon Savings Growth Plan and Employee Assistance Program.	Human Resources	06/30/27
Update the Library meeting room to improve teleconference capabilities.	Admin Services	12/31/27
Review agency forms, policies, and procedures for potential bias in gender, race, ethnicity, etc.	All Managers	06/30/28
Develop agency policy on workspace sharing.	All Managers	06/30/28
Seek additional resources to manage increased numbers of complaints resulting from the introduction of online complaint submission opportunities.	All Departments	12/31/29
Implement Gallup Employee Engagement recommendations: - Development - Identify and incorporate Clifton Strengths results into PAFs and consider opportunities that best suit each employee - Incorporate development assessments and goal setting into PAFs and hold employee accountable - Opportunity to do best - Be aware of and recognize each employee's Clifton Strengths - At PAFs, check in and make adjustments to align work, when possible, with employees' strengths	Admin Services, Executive	06/30/27
Evaluate whether the agency's workplace health program is comprehensive by completing the CDC Worksite Health ScoreCard, annually.	Human Resources, Admin Services	06/30/27
Repurpose the break room to better support staff needs.	Human Resources, Investigations, Admin Services	06/30/27
Review workflows and organizational structure in each department & agency-wide to evaluate for potential streamlining and efficiencies.	All Managers	06/30/27
Offer educational opportunities for staff in each department and track participation.	Human Resources	06/30/27

Modernize core business suite software: - Managers actively participate in the process and assist SMEs with major decision making and workload. - IT team develops solutions as necessary to fulfill user stories and acceptance criteria. - Business Analysts and subject matter experts test all functionality to ensure requirements are met. - Agency staff will be trained on new or revised functionality as it is deployed to production. Detailed in the Information Technology Strategic Plan.	IT, Admin Services	12/31/27
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Attract and Retain Highest Qualified Board Members, Committee Members, & Consultants

Board members, Acupuncture and EMS Advisory Committee members, and consultants serve patients and the medical profession with a commitment to excellence and integrity. Transparent, equitable processes ensure accountability in all decisions. Together, they deliver customer service by advocating for patient safety for all Oregonians.

Strategies

- 2.1 Build and retain a high-quality, diverse Board, committees, and consultant pool who provide diverse and important perspectives;
- 2.2 Actively recruit candidates from historically underrepresented communities by partnering with organizations representing medical professionals of color, women in medicine, LGBTQ+ healthcare providers, rural practitioners, and providers who serve underserved populations;
- 2.3 Communicate ideal qualifications needed in Board members, as well as expectations and responsibilities for Board membership;
- 2.4 Equip Board and Committee Chairs to lead, mentor, and manage meetings⁴;
- 2.5 Partner with professional associations and the Governor's office to efficiently identify candidates for Board membership and consultants;
- 2.6 Educate and support Board members, Committee members, and consultants to help them understand the complex work and role of the Board as quickly as possible;
- 2.7 Manage the workload of Board members to reduce burnout and engage members for two full terms;
- 2.8 Build and maintain a diverse pool of expert consultants across medical specialties to provide case review reports, investigative interviews and testimony to assist Board investigations;
- 2.9 Ensure adequate attendance and participation at Board and Committee meetings;
- 2.10 Deliver Board process training to meet evolving needs;
- 2.11 Provide stipends, travel reimbursements, or other financial supports to reduce economic barriers for qualified candidates from rural or underrepresented communities; and
- 2.12 Require implicit bias, cultural humility, and health equity training at onboarding, as well as periodically throughout their service.

Actions

Initiatives	Responsible Section(s)	Due Date
Initiate orientation for Acupuncture and EMS Committee members.	Licensing, Executive	09/30/26
Create Acupuncture and EMS Committee manuals.	Licensing, Executive	09/30/26
Create a resource binder Board and Committee members can physically reference during case review.	Executive	09/30/26
Conduct quarterly Department of Justice refresher trainings.	DOJ	10/31/26
Implement IC member training on how to conduct a high-quality IC interview.	DOJ, Investigations, Executive	10/31/26
Actively recruit Board Members, Committee Members, and Consultants from underrepresented communities, including providers of color, those serving rural/frontier populations, LGBTQ+ providers, and those with lived experience of health disparities.	Executive	12/31/26
Update the Consultant Review - Workflow and Process procedure to include a formal process for the use of consultants prior to IC review.	Medical Director, Investigations	12/31/26
Invite Board lobbyist to provide annual overview of what to expect each legislative session.	Executive	01/31/27
Implement Investigative Committee orientation for new members.	Executive, Investigations	02/28/27
Improve Board member access to meeting materials and provide the ability to take case notes within the system, through core business suite modernization. Detailed in the Information Technology Strategic Plan.	IT, SMEs	03/31/27
Include sample case reviews in Board member orientation and tips on navigating board materials, preparing case reviews, and case disposition options.	Executive, Investigations	03/31/27
Research AI for Board members; can AI be safely incorporated into data review processes.	IT, Executive	06/30/28

WHAT BOARD SERVICE ENTAILS

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

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

Efficiently Manage Licensure & Registration

Oregon licensure and registration requirements for physicians (medical, osteopathic, and podiatric) physician associates, acupuncturists, and 5-needle protocol (5NP) technicians must be grounded in integrity and equity to ensure fairness for all applicants and licensees. Efficient application and renewal processing supports customer service while maintaining accountability with thorough background checks. Ongoing process improvements reflect a commitment to excellence in serving licensees.

Strategies

- 3.1 Continuously streamline licensure, registration, and renewal processes by implementing efficiencies, reviewing internal consistency, and improving access to information;
- 3.2 Collaborate with other Oregon, national, and international licensing boards to track emerging trends and participate in relevant pilot projects;
- 3.3 Adopt tools that streamline internal audits of initial applications and renewals;
- 3.4 Monitor and evaluate interstate licensure compacts to inform agency policy and practice;
- 3.5 Audit licensure and registration processes for disparate impact on applicants from underrepresented communities and applicants with disabilities, and implement reforms to remove identified barriers;
- 3.6 Deliver application materials and communications in multiple languages and provide language access support throughout the application process to reflect Oregon's linguistic diversity;
- 3.7 Design and communicate equitable licensure re-entry pathways to remove barriers for applicants returning to practice after caregiving, military service, health-related leave, or other circumstances more common among underrepresented groups;
- 3.8 Partner with community health organizations to identify and reduce licensure barriers that contribute to health care workforce shortages in rural, frontier, and underserved communities; and
- 3.9 Ensure that digital and technology meet accessibility standards, WCAG 2.1 AA or higher.

Actions

Initiatives	Responsible Section(s)	Due Date
Partner with credentialing organizations to simplify data sharing.	Licensing, IT, Executive	09/30/26
Evaluate equity in administrative case reviews and final outcomes.	Executive, Licensing	12/31/26
Implement Internationally Trained Physician provisional licensure as required by SB 476 (2025) • Workgroup • Rulemaking • IT • Communication	Licensing, IT, Executive	12/31/26
Conduct an updated review of employment verifications in the licensure application process.	Licensing	06/30/27
Administer supportive resources for ITPs and supervisors once ITP is implemented.	Executive	06/30/27
Review licensing policies and procedures for potential bias in gender, race, ethnicity, etc.	Licensing, Executive	06/30/27
Implement Five-Needle Protocol Technician renewal as required by HB 2143 (2025). • Adopt procedures for 5NP registration. • Adopt procedures for 5NP renewal.	Licensing, IT, Executive	09/30/27
Streamline online license renewal, through core business suite modernization.	Licensing, IT	09/30/27
Study sharing primary source documents with credentialing organizations and other medical regulators.	Executive	12/31/27
Conduct equity audit of licensure and registration processes to identify policies or requirements that may disproportionately burden applicants from underrepresented backgrounds.	Executive, Licensing	12/31/27
Transition acupuncturists' renewal cycle to align with other professions.	IT, Licensing, Executive	03/31/28

Thoroughly and Equitably Review Complaints Against Licensees, Applicants, & Registrants

Patient safety depends on integrity, equity, and accountability throughout the complaint investigation process. Staff deliver timely, accurate, and complete information for Board members' evaluation and consistent outcomes that reflect excellence. A customer service approach ensures the Board remains responsive to the public while treating licensees fairly.

Strategies

- 4.1 Inform licensees, registrants, and applicants under investigation about the process;
- 4.2 Deliver a transparent, user-friendly investigative process by maintaining ongoing communication with both licensees and complaints and acting on customer service survey feedback;
- 4.3 Protect confidentiality, due process, equity, and consistency by regularly reviewing processes, identifying case movement efficiencies, and monitoring timeliness and thoroughness;
- 4.4 Maintain investigative timeline for communications to licensees and complainants;
- 4.5 Embed equity checkpoints into investigative procedures and case documentation to identify and correct standards that may produce disparate outcomes for licensees from underrepresented or under-resourced settings;
- 4.6 Analyze investigative data annually for patterns of disparate treatment and report findings to Board leadership;
- 4.7 Provide qualified interpretation, translation services, and multi-lingual that all standard investigative communications are available in multiple languages;
- 4.8 Train investigators, Board members, and Committee members on implicit bias, cultural humility, and equitable decision-making to ensure that race, ethnicity, gender, national origin, disability, or practice context do not improperly influence investigative or disciplinary outcomes;
- 4.9 Establish a structured equity review process to audit closed cases for consistency across license demographics, and use findings to inform investigative policy revisions; and
- 4.10 Remove access barriers for complainants from underserved communities, including patients with disabilities, limited English proficiency, or limited digital access.

The [Oregon Medical Board Disciplinary Guidelines](#) aim to promote consistency in the Oregon Medical Board's (OMB) case resolutions for violations of the Medical Practice Act (ORS chapter 677) and other state and federal laws pertaining to the practice of medicine, podiatry, and acupuncture. These guidelines are for reference only and are not binding on the OMB. The individual facts and unique circumstances of each case will inform the final outcome.

Actions

Initiatives	Responsible Section(s)	Due Date
Report on the volume of complaints coming in through online complaint system, monthly.	Investigations, Executive	09/30/26
Review the Disciplinary Guidelines, annually, and encourage Board members to reference when considering case resolutions for violations of the Medical Practice Act.	Executive	10/31/26
Examine Orders for Evaluation process; triage to determine urgency depending on license status and immediate risks to the public.	Executive, Investigations	10/31/26
Monitor caseloads for investigators and Investigative Committee meeting agendas and consider the need for additional IC meetings and/or IC interview days either before Board meetings or on a designated day.	Investigations	12/31/26
Reconvene the Disciplinary Guidelines Workgroup to review the first annual evaluation of disciplinary guidelines consistency and make any necessary recommendations for improvements.	Executive, Investigations	12/31/26
Implement updated records retention policy, OMB Special Retention Schedule Number: 2023-0002, Program Records 004 – 008.	Investigations, Admin Services	12/31/26
Create information sheet on evaluation types and organizations the Board uses to perform these evaluations.	Investigations, Executive	01/31/27
Develop telemedicine investigative guidelines.	Investigations, Executive	01/31/27
Train all complaint reviewers and investigators on implicit bias and its role in medical discipline disparities.	Investigations	06/30/27
Conduct annual evaluations on equity in investigative disciplinary outcomes; SOS Audit Recommendation #3.	Executive, Investigations	06/30/27
Include additional investigation staff and resources as a Policy Option Package in the 2027/29 budget proposal.	Executive, Investigations, Admin Services, Human Resources	06/30/27
Explore the agency's authority over unlicensed practice of medicine.	Executive	06/30/27
Set transparent expectations regarding Order negotiations to avoid prolonging case resolution.	Executive, Investigations	06/30/27
Review investigative policies, and procedures for potential bias in gender, race, ethnicity, etc.	Executive, Investigations	09/30/27
Research potential solutions to medical records management issues.	Investigations, IT	12/31/27
Review investigative processes, procedures, and workflows to identify potential streamlining and efficiencies.	Investigations	06/30/28

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

Healthy, thriving medical providers are essential to patient and population health. The Board supports equitable access to confidential, voluntary counseling services to prevent burnout and poor practice habits. Investment in a statewide wellness program and various educational resources reflects the agency's commitment to excellence and customer service. Ongoing monitoring of resources, program effectiveness, and fiscal responsibility is essential to the agency's integrity and accountability in wellbeing efforts.

Strategies

- 5.1 Encourage licensees to access counseling before impairment and to engage in treatment when a diagnosis or potential impairment is identified;
- 5.2 Prioritize mental health and wellness for Board members;
- 5.3 Fund the Oregon Wellness Program (OWP) to provide equitable access to counseling statewide, including in rural and frontier areas, while sustaining ongoing education, research, and fiscal responsibility;
- 5.4 Advance licensee and applicant wellbeing by partnering with the Wellness Coalition, provider organizations, and community resources to deliver preventive and rehabilitative services;
- 5.5 Support the Health Professionals' Services Program (HPSP) and facilitate program enrollment for licensees and applicants who need intervention;
- 5.6 Hold the HPSP to rigorous standards of fiscal responsibility and Board accountability;
- 5.7 Support licensees in completing all required monitoring and educational conditions;
- 5.8 Maintain a current, Board-approved roster of evaluators and treatment providers and a list of criteria for substance use and mental health issues;
- 5.9 Dismantle barriers to wellness program participation for licensees from underrepresented communities by addressing cultural including stigma, language access, and geographic isolation in rural and frontier areas; and
- 5.10 Partner with organizations representing physicians from underrepresented communities to deliver targeted outreach about wellness resources.

Actions

Initiatives	Responsible Section(s)	Due Date
Remove stigmatizing language from order summaries posted on the website.	Communications, Investigations	09/30/26
Earn Lorna Breen Wellbeing First Champion recognition every year.	Executive	Fall 2026/27
Redesign the Wellness webpage.	Communications	12/31/26
Review Oregon Wellness Program annual report for outcomes and possible improvements.	Executive, Admin Services	04/30/27
Fund Oregon Wellness Program and support efforts for other OWP funding sources.	Executive, Admin Services	06/30/27
Redact orders with potentially stigmatizing allegations, facts, or terms.	Executive, Investigations	06/30/27
Research tools and techniques to help Board members anticipate and mitigate countertransference.	Executive	12/31/27
Communicate, through presentations, newsletter articles, and website content, that supporting licensee wellness improves access to quality care by keeping licensees in practice.	Executive, Communications	03/31/28
Audit remediation programs, assessments, and support services for equitable accessibility.	Executive, Investigations	06/30/28



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

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

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

Increase Outreach & Education

Educating patients, licensees, and the public is a core customer service. Board publications and resources have been recognized nationally for excellence. Regular presentations by staff and Board members demonstrate the agency's integrity and commitment to equity through transparent communication on rules and emerging issues. Outreach and partnership efforts keep the Board accountable by welcoming direct feedback and ensuring timely access to public records.

Strategies

- 6.1 Provide comprehensive, accessible online resources that meet WCAG 2.1 AA standards or higher;
- 6.2 Expand targeted outreach to communities of color, rural communities, tribal nations, LGBTQ+ communities, and non-English-speaking populations;
- 6.3 Educate licensees about the Medical Practice Act, Board processes, Statements of Philosophy, etc.;
- 6.4 Pursue partnerships with external entities to strengthen education, outreach, and operational efficiency;
- 6.5 Accurately and promptly respond to public records and data requests;
- 6.6 Use Board communications and presentations to consistently demonstrate the agency's commitment to transparency;
- 6.7 Build relationships with community-based organizations and leaders to open new lines of communication and broaden community engagement;
- 6.8 Deepen government-to-government relationships with Oregon's confederated tribes by honoring tribal sovereignty and integrating tribal health perspectives into Board education and policy;
- 6.9 Implement a language access plan that makes Board resources and communications available in the most commonly spoken languages and provides interpretation at public meetings and community engagements; and
- 6.10 Develop targeted licensee education on culturally responsive practice, implicit bias in clinical decision-making, health disparities, and the Board's expectations for equitable patient care.

Actions

Initiatives	Responsible Section(s)	Due Date
Update the investigations section of the website for clarity and transparency, meeting WCAG 2.1 AA accessibility standards or higher.	Communications, Investigations	12/31/26
Support rural providers by highlighting rural health care in the quarterly newsletter.	Communications	01/31/27
Partner with other state agencies such as Workforce Committee and OIRA to engage in workforce development and retention efforts.	Executive	06/30/27
Update Telemedicine Statement of Philosophy	Executive	07/31/27
Offer webinar for avoiding common issues before the Board.	Executive, Communications	09/30/27
Host community listening sessions and educational forums in underserved areas of Oregon, including rural, tribal, and urban underserved communities.	Executive	12/31/27
Collaborate with HPRB to align health care provider CME requirements and possible legislative changes.	Executive	12/31/27
Create instructional videos for key online services, in multiple languages reflective of Oregon's linguistic diversity.	Communications	06/30/28
Create videos regarding laws, rules, Board processes, etc., in multiple languages reflective of Oregon's linguistic diversity.	Communications	06/30/28
Research and implement automated public records request system.	Executive, IT	06/30/28
Provide Education or Resources on: • Renewal cycle: Why does the OMB renew everyone in the same 3-month period? • Fees: Where does the money go? • Agency: Transparency of the Board as a state agency (function, structure, scope of authority, partners, etc.) • Compacts: Why Oregon has not joined the IMLC or other compacts • CME requirements	Communications	06/30/28

ACCOUNTABILITY

Tracking Our Progress

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

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

To ensure transparency, staff will report to the Board annually. These reports will be accessible to the public through the Board's website, annual report, and upon request.

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



OMB GUIDING DOCUMENTS

In addition to the Strategic Plan, the Oregon Medical Board has implemented the following additional plans to ensure the agency meets its mission.

Affirmative Action Plan

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

Information Technology Strategic Plan

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

Workforce and Succession Plan

The Oregon Medical Board's succession plan ensures that the agency has the right people with the right skills in the right places at the right time with a focus on recruiting and maintaining a diverse workforce, addressing environmental changes, and preparing for anticipated changes (retirements, reorganization, or reduction).

Information Technology Strategic Plan

Begins on the next page.

For an accessible version of this plan, visit [OMB IT Strategic Plan](#)

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2025 - 2028 OREGON MEDICAL BOARD INFORMATION TECHNOLOGY STRATEGIC PLAN

Adopted May 29, 2025

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AGENCY DRIVERS

MISSION

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

VISION

The Oregon Medical Board's vision is to foster for every Oregonian a thriving, consistently excellent community of medical professionals.

OUR COMMITMENT TO EQUITY

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

VALUES

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

- **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.



GOALS, STRATEGIES, AND ACTION ITEMS

The Oregon Medical Board's Strategic Plan goals are the highest priority purposes of the agency. Along with the Mission Statement, the OMB's goals describe the agency's desired strategic position. Each goal includes a purpose statement, explaining why the goal is needed and how the goal relates to the agency's guiding values. The Strategic Plan then identifies high-level strategies for meeting each goal and establishes action items to ensure the Oregon Medical Board is

moving towards its goals. The OMB Management Team reviews action items regularly to ensure the actions are completed, current, and relevant.

The following is a list of the Board's chief agency-wide goals. Full details may be viewed in the complete [Agency Strategic Plan](#).



Provide Optimal Staffing and Quality Resources

Information Technology Influence

- Streamline new employee integration by ensuring technology is ready on day one, providing comprehensive orientation to agency systems, and personalizing technology training to various learning styles and roles.
- Implement and maintain systems that enhance productivity through intuitive interfaces, automation of routine tasks, and seamless integration between applications used across departments.
- Maintain a multi-channel support system for technical issues with quick response times, prioritization based on mission impact, and transparency in resolution progress.
- Appropriately secure systems, protecting agency data from unplanned disclosure and providing all parties with access to only the data they are authorized to use.
- Enable systems that allow staff to retain records in compliance with state retention policies.
- Ensure all digital systems and tools are accessible to employees of all abilities, with accommodations readily available to support the agency's commitment to diversity and inclusion.



Recruit and Retain Highest Qualified Board and Consultants

Information Technology Influence

- Provide staff with technology tools which furnish information needed to recruit a diverse pool of Board members and Consultants
- Ensure systems are intuitive and assist Board members and consultants in finding and understanding the information needed to provide recommendations and make decisions.
- Allow multiple methods to request support, provide clear expectations on availability of support, and provide timely responses in resolving issues.



Efficiently Manage Licensure

Information Technology Influence

- Maintain and improve systems utilized by staff to effectively manage licensure and ensure timely responses when support is needed.
- Maintain and improve systems utilized by applicants and licensees, ensuring they are reliable and available when needed.
- Collect feedback and continuously work to improve the customer portal to streamline the licensure process and provide a positive customer experience.

- Provide external system integrations and internal system optimizations to minimize the time and effort required by staff, applicants, and licensees.



Thoroughly and Equitably Review Complaints Against Licensees and Applicants

Information Technology Influence

- Utilize technology and implement systems to make the investigative process user friendly.
- Ensure information is accurate and properly retained to enable appropriate decisions throughout the process.
- Develop systems to facilitate case movement through complex workflows, freeing staff to focus on reviewing information.
- Ensure security standards are in place and regularly audited to properly secure confidential information.



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

Information Technology Influence

- Implement and support systems to help staff efficiently and appropriately manage licensees referred to the Health Professional's Services Program.
- Implement and support systems to help staff efficiently and appropriately work with the Health Professional's Services Program.



Increase Outreach and Education

Information Technology Influence

- Provide staff systems and guidance to provide up-to-date information health professionals can easily access.
- Implement and support systems that enable staff to timely and accurately respond to requests for public records and agency data.
- Maintain and improve systems that allow staff to engage with individuals outside of the agency.
- Ensure systems are in place to allow customer feedback to be collected and regularly reviewed.

CURRENT IT LANDSCAPE

The agency operates with a small but highly effective IT team consisting of three technical specialists and one manager. Our team is responsible for managing all agency technology assets and services, including:

- Agency workstations, servers, and network infrastructure
- Core proprietary business system (internally developed and maintained)
- Multiple cloud services supporting agency operations
- Security compliance with state, federal (CJIS, PCI), and industry standards
- Continuous business process improvement through technology optimization



Key Operational Metrics and Performance

Our IT operations support approximately 42 employees, 14 board members, and 25,000 external users. Key performance indicators include:

- Annual service volume: approximately 1,000 helpdesk tickets resolved
- Core business system availability: 99% uptime over the past 12 months
- Security compliance: 87-92% scores across security controls (2023 EIS audit)
- Data governance maturity: Level 3 (Managed) with Level 4 (Proactive) in security areas
- Project management maturity: Level 2 (Defined) per EIS assessment

Mission-Critical Applications

- **TechMed** – Internal business suite software used for licensing, case management, and other mission critical agency business processes.
- **Applicant/Licensee Services** – External web application portal for health professionals to apply and maintain licensure, consultants to review and provide input on cases, and the public and users to verify licensure and malpractice information
- **Box** - Cloud based document management system housing over 30TB of data and 16 million files.

SWOT Analysis

★ STRENGTHS

- Highly skilled team with diverse technical expertise
- Agile development capabilities enabling rapid response to legislative changes
- Strong security posture with compliance across multiple frameworks
- Customer-centric approach with high satisfaction ratings

⚠ WEAKNESSES

- Limited resources to manage fluctuations in demand
- Small agency size fosters external assumptions of limited technical expertise and business complexity
- Reliance on internal expertise for critical business systems

🚀 OPPORTUNITIES

- New enterprise-ready open-source solutions offer potential for cost-effective system enhancements without the limitations and cost of proprietary cloud services
- Internal expertise and resources provide the opportunity to provide services tailored towards agency requirements and customer needs
- Focus on security assessments and audits allow the agency to focus on improving its security standards and controls

⚡ THREATS

- Increasing security regulations, requiring more resources to assess and comply
- External demands, reducing capacity to complete agency business
- Challenges in recruiting highly skilled IT talent

Budget Overview

The IT function operates with a biennial budget of about \$2 million, representing approximately 10% of the agency's total operational budget.



Service Catalog Highlights

Our IT team delivers a comprehensive range of services to the agency:

- End-user support and workstation management
- Server and network infrastructure management
- Business application development and enhancement
- Data security and regulatory compliance
- Cloud service integration and management
- Business process optimization through technology enablement

Value Realization

The IT team delivers exceptional value to the agency through:

- Continuous enhancement of the core business system, responding to legislative mandates and operational needs with on-time delivery
- Maintenance of high security standards, protecting sensitive customer data
- Development and optimization of customer focused systems, creating a highly rated user experience
- Cost-effective management of technology resources through internal expertise rather than costly vendor contracts
- Agile response to changing business requirements, enabling the agency to quickly adapt to internal and external demands

IT CONTEXT

IT MISSION

The mission of the Oregon Medical Board information technology team is to deliver secure, reliable, and customer friendly information technology services through continuous innovation and data-driven decision making that enable the Oregon Medical Board to protect the health, safety, and wellbeing of Oregonians.

IT VISION

To be a forward-thinking technology steward that empowers the Oregon Medical Board through innovative, secure, and accessible digital solutions that enhance regulatory effectiveness, streamline internal operations, and enable exceptional service to healthcare professionals and the public.

IT GUIDING PRINCIPLES



Customer Experience

Design and deliver all services with healthcare professionals and the public of Oregon as our primary focus; ensure systems are intuitive, accessible, and valuable to those we serve; continuously improve the external user experience based on feedback and usage data.



Empower Staff

Create tools and systems that make OMB employees' work easier, more efficient, and more effective; minimize administrative burden through thoughtful automation; provide responsive support and training that enables staff to best serve Oregonians.



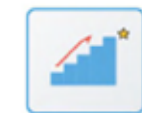
Invisible Security

Implement robust security controls and meet regulatory requirements in ways that remain largely transparent to users; balance protection with usability; secure sensitive data while maintaining streamlined processes for authorized access.



Practical Innovation

Evaluate new technologies based on tangible benefits to our mission rather than industry trends; implement advancements only when they provide clear value; introduce changes gradually with minimal disruption to users' established workflows.



Commitment to Excellence

Establish and uphold rigorous standards in all aspects of our technology services; continuously evaluate the customer experience; pursue ongoing improvements even when current standards are met; benchmark against best practices while adapting them to our unique regulatory context; foster a culture where exceeding expectations is the norm rather than the exception.

IT STRATEGIC INITIATIVES AND ROADMAP

The information technology of the agency must support the agency's business strategy; this Information Technology Strategic Plan supports and facilitates the agency's goals.

As with the agency Strategic Plan, it is organized into goals and each goal includes a purpose statement, explaining why the goal is needed and how the goal relates to the agency's guiding values. Each goal also includes initiatives designed to achieve the goal. These initiatives are expressed as directions, approaches, or policies. Agency information technology goals and initiatives are documented in Exhibit A.

Our IT roadmap is expressed through action items. IT action items are identified to help ensure the Oregon Medical Board is moving toward agency and information technology goals. Each action item relates to one or more initiatives to support the goal. The action items identified are activities or projects which are estimated to require a week or more of effort to accomplish. This strategic plan does not capture the hundreds of other one-off tasks requiring minutes to days of effort that will be accomplished simultaneously. A "week of effort" is an estimated 40 hours of dedicated time for a member of the Information Technology Team, though the time investment generally will not occur all at once; the project may take weeks or months to complete. Weeks of effort does not account for the required effort of OMB staff outside of the Information Technology Team.

This plan as adopted does not include unknown work that will be required as an outcome of an FBI Audit, audits by the state, legislative changes, changing Enterprise Information Services (EIS) mandates and state policies, planned external penetration testing, mitigation of vulnerabilities discovered in systems and hardware, and ongoing self-assessments. Additional action items are expected to be added during progress reviews.

Action items identified at the time this Information Technology Strategic Plan is adopted are documented in Exhibit B. This is a point in time capture of action items, presented to provide an initial action plan.

METRICS AND TARGETS

The agency establishes due dates for all strategic plan action items. Due dates may be a general target or required, based on the impact to agency business and legal or Enterprise requirements. The agency expects that 100% of action items with a required deadline will be completed by that deadline and 70% of action items with a general target deadline will be completed by that deadline.

The timely completion of action items is dependent upon the Legislative and Enterprise requirements imposed. Limited internal resources are frequently diverted to these requirements, impacting the agency's ability to achieve other strategic activities.

IT STRATEGY COMMUNICATION

This Information Technology Strategic Plan is developed by the agency information technology Governance Committee and provided to the agency Executive Director for feedback and approval. Once approved, it is shared with the agency management team, so all agency leadership understand the information technology activities that support their business functions. This Information Technology Strategic Plan is available on the agency website.

Annual Information Technology Strategic Plan Progress Reports are developed by the information technology Governance Committee and approved by the agency Executive Director. Approved Progress Reports are provided to the agency management team and posted to the agency website.

IT STRATEGY CONTINUOUS LIFECYCLE

The high-level goals of the agency and information technology section do not change rapidly. Thus, this Information Technology Strategic Plan is established for a period of four years and will be revised on this schedule. The agency provides annual Information Technology Strategic Plan Progress Reports, so agency leadership and other interested parties receive updates on agency information technology activities and performance.

The agency and information technology action items, those activities that help us meet our goals, are updated more frequently. To respond to changes, the OMB Information Technology Team reviews action items quarterly to ensure actions are completed, current, and relevant. Quarterly reviews help us remain flexible and adapt to changing circumstances. During quarterly reviews, we consider existing action items in the context of emerging issues, add new action items in response to those emerging issues, monitor action items underway, and prioritize future action items so we can be most responsive to the needs and goals of the agency and Enterprise.

The agency utilizes Jira software to track action items. Action items are recorded in Jira when identified and the information is updated as work is performed and/or during quarterly reviews. Use of Jira for tracking action items allows the agency to maintain high visibility on identified action items and plan out activities to complete action items in priority order.

EXHIBIT A: OMB INFORMATION TECHNOLOGY GOALS AND INITIATIVES



APPROPRIATELY SECURE AGENCY INFORMATION ASSETS

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

Initiatives

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

Agency Strategic Plan Strategy 1.13

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

Measures of Success

- Third-party assessments of agency security rate the agency as meeting or exceeding standards
- Provision of staff security training, annually and as needed
- Ongoing participation in statewide security-focused meetings



MODERNIZE CORE BUSINESS SUITE SOFTWARE

To continue providing **excellence** in **customer service**, the Board must replace its aging Core Business Suite Software. The Board demonstrates its commitment to **equity** through user-centered software design with project governance maintaining **integrity** and **accountability** to our customers and partners.

Initiatives

- 2.1 Follow state and agency policies and procedures throughout the process of modernization. *Agency Strategic Plan Strategy 1.7*

- 2.2 Collaborate with agency staff to design, configure and deploy the new system. *Agency Strategic Plan Strategy 1.7*
- 2.3 Ensure no essential current system capabilities are lost or degraded at any point in the transition to the new system. *Agency Strategic Plan Strategy 1.7*
- 2.4 Work with agency staff to discover, design, and implement opportunities for new and improved processes. *Agency Strategic Plan Strategy 1.7*
- 2.5 Ensure the new system is configured using best practices for software development. *Agency Strategic Plan Strategy 1.7*
- 2.6 Minimize project impact on day-to-day business operations. *Agency Strategic Plan Strategy 1.7*

Measures of Success

- The agency achieves stage gate approvals
- The agency transitions to a new system without reducing the efficiency of business processes
- Agency customers are minimally impacted by the transition



SUPPORT USERS IN ALL WORK ENVIRONMENTS

The agency has proven to be capable of providing **excellence** whether working in the office or working remotely. The Board must provide its staff and Board members with **customer service** in this hybrid work model. All staff and Board members must have **equitable** opportunity to be productive regardless of work location. At the same time, the Board must maintain the **integrity** and **accountability** of work regardless of variations in work locations.

Initiatives

- 3.1 Enact preventative changes and solutions to improve the security, efficiency and reliability of systems while keeping the frequency and impact to users at a minimum. *Agency Strategic Plan Strategy 1.7*
- 3.2 Ensure systems are user friendly and ease changes in the use of technology through communication, training, and help documentation. *Agency Strategic Plan Strategy 1.14*
- 3.3 Ensure all users have the capability of working in and out of the office on their own schedule with minimal technological disruptions. *Agency Strategic Plan Strategy 1.7*
- 3.4 Implement quality solutions to issues reported by staff and Board members. *Agency Strategic Plan Strategy 1.7*

Measures of Success

- Ticket counts do not significantly increase as a result of technological changes
- Tickets for repeat issues are minimal
- Overall satisfaction survey feedback from internal staff users and external customers is positive



MAINTAIN A RELIABLE INFRASTRUCTURE THAT UTILIZES CURRENT TECHNOLOGY

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

Initiatives

- 4.1 Update and improve the technology infrastructure to improve efficiency, reliability, availability and limit the risk of issues with compatibility, failure, and lack of support. *Agency Strategic Plan Strategy 1.7*
- 4.2 Favor simplicity in design and operation to improve maintainability and reliability without compromising on the agency's complex needs. *Agency Strategic Plan Strategy 1.7*
- 4.3 Remedy known vulnerabilities and harden infrastructure as necessary to keep it secure. *Agency Strategic Plan Strategy 1.13*
- 4.4 Provide a robust and reliable document management system that meets agency needs, maintains security compliance, and supports legal requests. *Agency Strategic Plan Strategy 1.7*

Measures of Success

- Monthly vulnerability assessment meets or exceeds EIS goals
- Unsupported systems and software are not used
- Time spent on infrastructure activities is less than time spent focused on customers
- Downtime due to changes or failures of infrastructure is minimal



RESPOND TO EVOLVING LEGISLATIVE AND ENTERPRISE REQUIREMENTS AND EXTERNAL PARTY NEEDS

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

Initiatives

- 5.1 Ensure agency resources comply with Oregon Revised Statutes, Oregon Administrative Rules, the Oregon Accounting Manual, state and agency policies, and labor contracts. *Agency Strategic Plan Strategy 1.8*
- 5.2 Engage with Enterprise-level partners at EIS and Department of Administrative Services (DAS) to keep abreast of Enterprise initiatives and advocate for agency business needs. *Agency Strategic Plan Strategy 1.8*
- 5.3 Establish agency technology professionalism and reliability by remaining attuned to technology industry direction and adopting recognized technology best practices. *Agency Strategic Plan Strategy 1.8*
- 5.4 Collaborate with external partners to help them meet their goals and further healthcare in this state. *Agency Strategic Plan Strategy 1.9*

Measures of Success

- The agency implements changes based on statutory requirements by required deadlines
- The agency appropriately responds to EIS initiatives by required deadlines
- Ongoing participation in statewide meetings focused on information sharing

EXHIBIT B: ACTION ITEMS

This Information Technology Strategic plan is flexible, changing as business needs and circumstances change. The table below represents the action items identified at the time this Information Technology Strategic Plan is adopted. This is a point in time capture of action items, presented to provide an initial action plan. This plan as adopted does not include unknown work that will be required as an outcome of audits, legislative changes, changing Enterprise Information Services (EIS) mandates and state policies, planned external penetration testing, mitigation of vulnerabilities discovered in systems and hardware, and ongoing self-assessments. Additional action items are expected to be added and items that no longer align to business needs will be removed during periodic progress reviews.

Target Year	Summary	Key	Strategic Goal
2025	Complete CSS CIS Controls Assessment	ST-20	Respond to Evolving Legislative and Enterprise Requirements
2025	Case categorization in response to SOS Audit	ST-33	Respond to Evolving Legislative and Enterprise Requirements
2025	Complete EIS Tenable migration	ST-1	Respond to Evolving Legislative and Enterprise Requirements
2025	Add new HPSP passthrough fee	ST-14	Respond to Evolving Legislative and Enterprise Requirements
2025	2025 Participate in statewide meetings and engage with partners and colleagues	ST-37	Respond to Evolving Legislative and Enterprise Requirements
2025	Criminal Conviction Determination - SB 1552 (2024) section 44	ST-43	Respond to Evolving Legislative and Enterprise Requirements
2025	Upgrade Infrastructure	ST-48	Maintain a Reliable Infrastructure that Utilizes Current Technology
2025	Replace OCR service	ST-49	Maintain a Reliable Infrastructure that Utilizes Current Technology
2025	2025 Annually, deliver agency-wide information security training to refresh staff information security knowledge and increase awareness of new security developments.	ST-6	Appropriately Secure Agency Information Assets
2025	Modernize the Techmed interface	ST-28	Replace CORE Business Suite Software

Target Year	Summary	Key	Strategic Goal
2025	Finalize User Stories	ST-46	Replace CORE Business Suite Software
2025	Upgrade workstations to Windows 11	ST-4	Support Users in All Work Environments
2025	Implement AI chat on external website	ST-27	Support Users in All Work Environments
2025	Add the ability to receive complaints online	ST-21	Support Users in All Work Environments
2025	Replace Bing Maps	ST-47	Support Users in All Work Environments
2026	PA Modernization - Phase 3 (HB 3036)	ST-17	Respond to Evolving Legislative and Enterprise Requirements
2026	2026 Participate in statewide meetings and engage with partners and colleagues	ST-22	Respond to Evolving Legislative and Enterprise Requirements
2026	Apply and reinstitute retention policies	ST-30	Respond to Evolving Legislative and Enterprise Requirements
2026	Open Data Initiative	ST-19	Respond to Evolving Legislative and Enterprise Requirements
2026	Implement changes for the 5-point needling protocol	ST-12	Respond to Evolving Legislative and Enterprise Requirements
2026	Provisional licenses for internationally trained physicians	ST-44	Respond to Evolving Legislative and Enterprise Requirements
2026	Migrate on premise SharePoint DCS#5010544	ST-18	Maintain a Reliable Infrastructure that Utilizes Current Technology
2026	Replace and Decommission SCCM	ST-16	Maintain a Reliable Infrastructure that Utilizes Current Technology
2026	Simplify and streamline network configuration	ST-25	Maintain a Reliable Infrastructure that Utilizes Current Technology

Target Year	Summary	Key	Strategic Goal
2026	Review and document compliance with relevant Center for Internet Security (CIS) controls	ST-24	Appropriately Secure Agency Information Assets
2026	Update CJIS compliance with new standards	ST-15	Appropriately Secure Agency Information Assets
2026	Review and document compliance with Statewide Information Security Standards.	ST-13	Appropriately Secure Agency Information Assets
2026	Review and document compliance with relevant National Institute of Standards and Technology (NIST) controls, the most commonly used government IT security standards.	ST-7	Appropriately Secure Agency Information Assets
2026	Create or procure a governance, risk, and compliance (GRC) system to streamline assessment and reporting of compliance with various security standards.	ST-9	Appropriately Secure Agency Information Assets
2026	2026 Annually, deliver agency-wide information security training to refresh staff information security knowledge and increase awareness of new security developments.	ST-40	Appropriately Secure Agency Information Assets
2026	Implement password manager for agency use	ST-23	Support Users in All Work Environments
2026	Transition from VPN to ZTNA	ST-26	Support Users in All Work Environments
2027	Complete EIS Intune migration for workstations	ST-2	Respond to Evolving Legislative and Enterprise Requirements
2027	2027 Participate in statewide meetings and engage with partners and colleagues	ST-38	Respond to Evolving Legislative and Enterprise Requirements
2027	Update Certificate Authority to current technology standards	ST-31	Maintain a Reliable Infrastructure that Utilizes Current Technology

Target Year	Summary	Key	Strategic Goal
2027	Migrate to a container-based architecture	ST-5	Maintain a Reliable Infrastructure that Utilizes Current Technology
2027	2027 Annually, deliver agency-wide information security training to refresh staff information security knowledge and increase awareness of new security developments.	ST-41	Appropriately Secure Agency Information Assets
2027	Improve the process to bookmark, share, and review medical records	ST-10	Replace CORE Business Suite Software
2027	Improve the process to store, share, and review medical images	ST-11	Replace CORE Business Suite Software
2027	Look into the potential to use a RAG for medical records	ST-8	Replace CORE Business Suite Software
2027	Access meeting materials online, directly from the core business system	ST-45	Replace CORE Business Suite Software
2027	Investigate the viability of Macs	ST-29	Support Users in All Work Environments
2027	Build an agency RAG with access to all documents	ST-3	Support Users in All Work Environments
2028	Open Data Initiative	ST-32	Respond to Evolving Legislative and Enterprise Requirements
2028	2028 Participate in statewide meetings and engage with partners and colleagues	ST-39	Respond to Evolving Legislative and Enterprise Requirements
2028	2028 Annually, deliver agency-wide information security training to refresh staff information security knowledge and increase awareness of new security developments.	ST-42	Appropriately Secure Agency Information Assets

Supervisory Ratio

Not applicable

BUDGET SUPPORT DOCUMENTS

Summary Cross Reference Listing and Packages

Oregon Medical Board

Summary Cross Reference Listing and Packages

Agency Number: 84700

2027-29 Biennium

BAM Analyst: Patton, Jealinda

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

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
015-00-00-00000	Operations	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
015-00-00-00000	Operations	021	0	Phase-in	Essential Packages
015-00-00-00000	Operations	022	0	Phase-out Pgm & One-time Costs	Essential Packages
015-00-00-00000	Operations	031	0	Standard Inflation	Essential Packages
015-00-00-00000	Operations	032	0	Above Standard Inflation	Essential Packages
015-00-00-00000	Operations	033	0	Exceptional Inflation	Essential Packages
015-00-00-00000	Operations	040	0	Mandated Caseload	Essential Packages
015-00-00-00000	Operations	050	0	Fundshifts	Essential Packages
015-00-00-00000	Operations	060	0	Technical Adjustments	Essential Packages
015-00-00-00000	Operations	070	0	Revenue Shortfalls	Policy Packages
015-00-00-00000	Operations	081	0	June 2026 Emergency Board	Policy Packages
015-00-00-00000	Operations	101	0	Investigative Resources	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
2027-29 Biennium

Agency Number: 84700

BAM Analyst: Patton, Jealinda

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

<i>Priority</i>	<i>Policy Pkg Number</i>	<i>Policy Pkg Description</i>	<i>Summary Cross Reference Number</i>	<i>Cross Reference Description</i>
0	070	Revenue Shortfalls	015-00-00-00000	Operations
	081	June 2026 Emergency Board	015-00-00-00000	Operations
	101	Investigative Resources	015-00-00-00000	Operations

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Policy Package List by Priority
BSU-004A

Agency Worksheet – Revenues and Expenditures

Oregon Medical Board

Agency Number: 84700

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Oregon Medical Board

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

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	9,225,203	5,638,154	-	5,638,154	10,256,456	10,256,456
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	18,152,996	22,683,667	-	22,683,667	25,533,628	25,533,628
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	62,919	80,718	-	80,718	63,014	63,014
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	156,110	227,815	-	227,815	154,267	154,267
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	20,038	21,875	-	21,875	20,060	20,060
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	283,397	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						

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BDV001A - Agency Worksheet - Revenues & Expenditures
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Oregon Medical Board**Agency Number: 84700****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84700-000-00-00-00000****Oregon Medical Board**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	4,912	-	-	-	-	-
REVENUES						
3400 Other Funds Ltd	18,680,372	23,014,075	-	23,014,075	25,770,969	25,770,969
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(132)	-	-	-	-	-
2048 Transfer to Public Universities						
3400 Other Funds Ltd	(391,810)	(399,416)	-	(399,416)	(446,071)	(446,071)
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(1,660,373)	(1,705,245)	-	(1,705,245)	(2,033,827)	(2,033,827)
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	(2,052,315)	(2,104,661)	-	(2,104,661)	(2,479,898)	(2,479,898)
TOTAL TRANSFERS OUT	(\$2,052,315)	(\$2,104,661)	-	(\$2,104,661)	(\$2,479,898)	(\$2,479,898)
AVAILABLE REVENUES						
3400 Other Funds Ltd	25,853,260	26,547,568	-	26,547,568	33,547,527	33,547,527
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	7,300,816	8,446,514	375,525	8,822,039	9,286,658	9,286,658

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BDV001A - Agency Worksheet - Revenues & Expenditures

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Oregon Medical Board**Agency Number: 84700****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84700-000-00-00-00000****Oregon Medical Board**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3115 Board Member Stipend						
3400 Other Funds Ltd	109,526	-	-	-	-	-
3160 Temporary Appointments						
3400 Other Funds Ltd	133,355	32,460	-	32,460	32,460	34,051
3170 Overtime Payments						
3400 Other Funds Ltd	80,167	8,660	-	8,660	8,660	9,084
3180 Shift Differential						
3400 Other Funds Ltd	1,479	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	47,859	42,110	-	42,110	42,110	44,173
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	7,673,202	8,529,744	375,525	8,905,269	9,369,888	9,373,966
TOTAL SALARIES & WAGES	\$7,673,202	\$8,529,744	\$375,525	\$8,905,269	\$9,369,888	\$9,373,966
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	1,877	3,150	-	3,150	3,377	3,377
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	1,304,110	1,754,874	111,739	1,866,613	2,269,495	2,270,110
3221 Pension Obligation Bond						
3400 Other Funds Ltd	341,689	314,246	(271)	313,975	-	-

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BDV001A - Agency Worksheet - Revenues & Expenditures

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Oregon Medical Board**Agency Number: 84700**

Agency Worksheet - Revenues & Expenditures

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Oregon Medical Board

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3230 Social Security Taxes						
3400 Other Funds Ltd	563,253	627,196	40,627	667,823	687,428	687,740
3240 Unemployment Assessments						
3400 Other Funds Ltd	9,165	3,206	-	3,206	3,206	3,363
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	29,126	31,729	-	31,729	34,826	34,836
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	1,480	1,837	-	1,837	1,624	1,624
3260 Mass Transit Tax						
3400 Other Funds Ltd	45,389	48,287	3,186	51,473	51,473	56,244
3270 Flexible Benefits						
3400 Other Funds Ltd	1,513,962	1,855,350	-	1,855,350	1,887,840	1,887,840
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	3,810,051	4,639,875	155,281	4,795,156	4,939,269	4,945,134
TOTAL OTHER PAYROLL EXPENSES	\$3,810,051	\$4,639,875	\$155,281	\$4,795,156	\$4,939,269	\$4,945,134
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(120,668)	-	(120,668)	(120,668)	(140,609)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	142	-	142	-	-

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Oregon Medical Board

Agency Number: 84700

Agency Worksheet - Revenues & Expenditures

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Oregon Medical Board

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(120,526)	-	(120,526)	(120,668)	(140,609)
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$120,526)	-	(\$120,526)	(\$120,668)	(\$140,609)
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	11,483,253	13,049,093	530,806	13,579,899	14,188,489	14,178,491
TOTAL PERSONAL SERVICES	\$11,483,253	\$13,049,093	\$530,806	\$13,579,899	\$14,188,489	\$14,178,491
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	25,150	79,629	-	79,629	79,629	83,531
4125 Out of State Travel						
3400 Other Funds Ltd	-	1,050	-	1,050	1,050	1,101
4150 Employee Training						
3400 Other Funds Ltd	104,703	92,159	-	92,159	105,620	110,795
4175 Office Expenses						
3400 Other Funds Ltd	178,919	212,531	-	212,531	212,531	222,945
4200 Telecommunications						
3400 Other Funds Ltd	91,637	83,518	-	83,518	83,518	87,610
4225 State Gov. Service Charges						
3400 Other Funds Ltd	534,502	836,915	-	836,915	836,915	1,046,865
4250 Data Processing						

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Oregon Medical Board**Agency Number: 84700****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84700-000-00-00-00000****Oregon Medical Board**

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	3,058	12,796	-	12,796	12,796	13,423
4275 Publicity and Publications						
3400 Other Funds Ltd	2,038	6,487	-	6,487	6,487	6,805
4300 Professional Services						
3400 Other Funds Ltd	1,549,516	2,573,742	-	2,573,742	2,573,742	2,813,100
4315 IT Professional Services						
3400 Other Funds Ltd	79,121	75,921	-	75,921	75,921	383,557
4325 Attorney General						
3400 Other Funds Ltd	934,868	1,413,853	-	1,413,853	1,413,853	1,545,341
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	20,354	70,290	-	70,290	30,000	31,470
4400 Dues and Subscriptions						
3400 Other Funds Ltd	207,301	759,330	-	759,330	759,330	835,837
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	749,283	743,391	-	743,391	743,391	908,726
4575 Agency Program Related S and S						
3400 Other Funds Ltd	290,951	326,961	-	326,961	326,961	342,982
4650 Other Services and Supplies						
3400 Other Funds Ltd	414,573	438,985	(6,500)	432,485	464,485	494,694
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	7,816	17,671	-	17,671	12,500	13,113

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Oregon Medical Board**Agency Number: 84700**

Agency Worksheet - Revenues & Expenditures
 2027-29 Biennium
 Oregon Medical Board

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

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
4715 IT Expendable Property						
3400 Other Funds Ltd	243,087	150,740	-	150,740	150,740	174,626
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	5,436,877	7,895,969	(6,500)	7,889,469	7,889,469	9,116,521
TOTAL SERVICES & SUPPLIES	\$5,436,877	\$7,895,969	(\$6,500)	\$7,889,469	\$7,889,469	\$9,116,521
CAPITAL OUTLAY						
5550 Data Processing Software						
3400 Other Funds Ltd	7,197	-	-	-	-	-
5600 Data Processing Hardware						
3400 Other Funds Ltd	19,214	-	-	-	-	-
5900 Other Capital Outlay						
3400 Other Funds Ltd	6,413	22,830	-	22,830	22,830	-
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	32,824	22,830	-	22,830	22,830	-
TOTAL CAPITAL OUTLAY	\$32,824	\$22,830	-	\$22,830	\$22,830	-
EXPENDITURES						
3400 Other Funds Ltd	16,952,954	20,967,892	524,306	21,492,198	22,100,788	23,295,012
ENDING BALANCE						
3400 Other Funds Ltd	8,900,306	5,579,676	(524,306)	5,055,370	11,446,739	10,252,515
TOTAL ENDING BALANCE	\$8,900,306	\$5,579,676	(\$524,306)	\$5,055,370	\$11,446,739	\$10,252,515

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Oregon Medical Board**Agency Number: 84700**

Agency Worksheet - Revenues & Expenditures

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Oregon Medical Board

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	42	45	-	45	44	44
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	42.00	43.75	-	43.75	42.75	42.75

Oregon Medical Board**Agency Number: 84700****Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Operations****Version: V - 01 - Agency Request Budget
Cross Reference Number: 84700-015-00-00-00000**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	9,225,203	5,638,154	-	5,638,154	10,256,456	10,256,456
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	18,152,996	22,683,667	-	22,683,667	25,533,628	25,533,628
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	62,919	80,718	-	80,718	63,014	63,014
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	156,110	227,815	-	227,815	154,267	154,267
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	20,038	21,875	-	21,875	20,060	20,060
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	283,397	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						

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Oregon Medical Board

Agency Number: 84700

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Operations

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

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	4,912	-	-	-	-	-
REVENUES						
3400 Other Funds Ltd	18,680,372	23,014,075	-	23,014,075	25,770,969	25,770,969
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(132)	-	-	-	-	-
2048 Transfer to Public Universities						
3400 Other Funds Ltd	(391,810)	(399,416)	-	(399,416)	(446,071)	(446,071)
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(1,660,373)	(1,705,245)	-	(1,705,245)	(2,033,827)	(2,033,827)
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	(2,052,315)	(2,104,661)	-	(2,104,661)	(2,479,898)	(2,479,898)
TOTAL TRANSFERS OUT	(\$2,052,315)	(\$2,104,661)	-	(\$2,104,661)	(\$2,479,898)	(\$2,479,898)
AVAILABLE REVENUES						
3400 Other Funds Ltd	25,853,260	26,547,568	-	26,547,568	33,547,527	33,547,527
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	7,300,816	8,446,514	375,525	8,822,039	9,286,658	9,286,658

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Oregon Medical Board**Agency Number: 84700**

Agency Worksheet - Revenues & Expenditures
 2027-29 Biennium
 Operations

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

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3115 Board Member Stipend						
3400 Other Funds Ltd	109,526	-	-	-	-	-
3160 Temporary Appointments						
3400 Other Funds Ltd	133,355	32,460	-	32,460	32,460	34,051
3170 Overtime Payments						
3400 Other Funds Ltd	80,167	8,660	-	8,660	8,660	9,084
3180 Shift Differential						
3400 Other Funds Ltd	1,479	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	47,859	42,110	-	42,110	42,110	44,173
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	7,673,202	8,529,744	375,525	8,905,269	9,369,888	9,373,966
TOTAL SALARIES & WAGES	\$7,673,202	\$8,529,744	\$375,525	\$8,905,269	\$9,369,888	\$9,373,966
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	1,877	3,150	-	3,150	3,377	3,377
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	1,304,110	1,754,874	111,739	1,866,613	2,269,495	2,270,110
3221 Pension Obligation Bond						
3400 Other Funds Ltd	341,689	314,246	(271)	313,975	-	-

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Oregon Medical Board**Agency Number: 84700**

Agency Worksheet - Revenues & Expenditures
 2027-29 Biennium
 Operations

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

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3230 Social Security Taxes						
3400 Other Funds Ltd	563,253	627,196	40,627	667,823	687,428	687,740
3240 Unemployment Assessments						
3400 Other Funds Ltd	9,165	3,206	-	3,206	3,206	3,363
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	29,126	31,729	-	31,729	34,826	34,836
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	1,480	1,837	-	1,837	1,624	1,624
3260 Mass Transit Tax						
3400 Other Funds Ltd	45,389	48,287	3,186	51,473	51,473	56,244
3270 Flexible Benefits						
3400 Other Funds Ltd	1,513,962	1,855,350	-	1,855,350	1,887,840	1,887,840
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	3,810,051	4,639,875	155,281	4,795,156	4,939,269	4,945,134
TOTAL OTHER PAYROLL EXPENSES	\$3,810,051	\$4,639,875	\$155,281	\$4,795,156	\$4,939,269	\$4,945,134
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(120,668)	-	(120,668)	(120,668)	(140,609)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	142	-	142	-	-

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Oregon Medical Board

Agency Number: 84700

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Operations

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

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(120,526)	-	(120,526)	(120,668)	(140,609)
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$120,526)	-	(\$120,526)	(\$120,668)	(\$140,609)
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	11,483,253	13,049,093	530,806	13,579,899	14,188,489	14,178,491
TOTAL PERSONAL SERVICES	\$11,483,253	\$13,049,093	\$530,806	\$13,579,899	\$14,188,489	\$14,178,491
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	25,150	79,629	-	79,629	79,629	83,531
4125 Out of State Travel						
3400 Other Funds Ltd	-	1,050	-	1,050	1,050	1,101
4150 Employee Training						
3400 Other Funds Ltd	104,703	92,159	-	92,159	105,620	110,795
4175 Office Expenses						
3400 Other Funds Ltd	178,919	212,531	-	212,531	212,531	222,945
4200 Telecommunications						
3400 Other Funds Ltd	91,637	83,518	-	83,518	83,518	87,610
4225 State Gov. Service Charges						
3400 Other Funds Ltd	534,502	836,915	-	836,915	836,915	1,046,865
4250 Data Processing						

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Oregon Medical Board**Agency Number: 84700**

Agency Worksheet - Revenues & Expenditures
 2027-29 Biennium
 Operations

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

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	3,058	12,796	-	12,796	12,796	13,423
4275 Publicity and Publications						
3400 Other Funds Ltd	2,038	6,487	-	6,487	6,487	6,805
4300 Professional Services						
3400 Other Funds Ltd	1,549,516	2,573,742	-	2,573,742	2,573,742	2,813,100
4315 IT Professional Services						
3400 Other Funds Ltd	79,121	75,921	-	75,921	75,921	383,557
4325 Attorney General						
3400 Other Funds Ltd	934,868	1,413,853	-	1,413,853	1,413,853	1,545,341
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	20,354	70,290	-	70,290	30,000	31,470
4400 Dues and Subscriptions						
3400 Other Funds Ltd	207,301	759,330	-	759,330	759,330	835,837
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	749,283	743,391	-	743,391	743,391	908,726
4575 Agency Program Related S and S						
3400 Other Funds Ltd	290,951	326,961	-	326,961	326,961	342,982
4650 Other Services and Supplies						
3400 Other Funds Ltd	414,573	438,985	(6,500)	432,485	464,485	494,694
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	7,816	17,671	-	17,671	12,500	13,113

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BDV001A - Agency Worksheet - Revenues & Expenditures
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Oregon Medical Board**Agency Number: 84700**

Agency Worksheet - Revenues & Expenditures
 2027-29 Biennium
 Operations

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

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
4715 IT Expendable Property						
3400 Other Funds Ltd	243,087	150,740	-	150,740	150,740	174,626
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	5,436,877	7,895,969	(6,500)	7,889,469	7,889,469	9,116,521
TOTAL SERVICES & SUPPLIES	\$5,436,877	\$7,895,969	(\$6,500)	\$7,889,469	\$7,889,469	\$9,116,521
CAPITAL OUTLAY						
5550 Data Processing Software						
3400 Other Funds Ltd	7,197	-	-	-	-	-
5600 Data Processing Hardware						
3400 Other Funds Ltd	19,214	-	-	-	-	-
5900 Other Capital Outlay						
3400 Other Funds Ltd	6,413	22,830	-	22,830	22,830	-
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	32,824	22,830	-	22,830	22,830	-
TOTAL CAPITAL OUTLAY	\$32,824	\$22,830	-	\$22,830	\$22,830	-
EXPENDITURES						
3400 Other Funds Ltd	16,952,954	20,967,892	524,306	21,492,198	22,100,788	23,295,012
ENDING BALANCE						
3400 Other Funds Ltd	8,900,306	5,579,676	(524,306)	5,055,370	11,446,739	10,252,515
TOTAL ENDING BALANCE	\$8,900,306	\$5,579,676	(\$524,306)	\$5,055,370	\$11,446,739	\$10,252,515

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BDV001A - Agency Worksheet - Revenues & Expenditures
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Oregon Medical Board**Agency Number: 84700****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84700-015-00-00-00000****Operations**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	42	45	-	45	44	44
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	42.00	43.75	-	43.75	42.75	42.75

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BDV001A - Agency Worksheet - Revenues & Expenditures
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Detail Revenues and Expenditures – Agency Request Budget

Oregon Medical Board

Agency Number: 84700

Detail Revenues & Expenditures - Requested Budget

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Oregon Medical Board

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	10,256,456	-	10,256,456	-	10,256,456
REVENUE CATEGORIES					
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	25,533,628	-	25,533,628	-	25,533,628
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	63,014	-	63,014	-	63,014
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	154,267	-	154,267	-	154,267
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	20,060	-	20,060	-	20,060
TOTAL REVENUES					
3400 Other Funds Ltd	25,770,969	-	25,770,969	-	25,770,969
TRANSFERS OUT					
2048 Transfer to Public Universities					
3400 Other Funds Ltd	(446,071)	-	(446,071)	-	(446,071)
2443 Tsfr To Oregon Health Authority					
3400 Other Funds Ltd	(2,033,827)	-	(2,033,827)	-	(2,033,827)

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BDV002A - Detail Revenues & Expenditures - Requested Budget

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Oregon Medical Board**Agency Number: 84700****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84700-000-00-00-00000****Oregon Medical Board**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
TOTAL TRANSFERS OUT					
3400 Other Funds Ltd	(2,479,898)	-	(2,479,898)	-	(2,479,898)
AVAILABLE REVENUES					
3400 Other Funds Ltd	33,547,527	-	33,547,527	-	33,547,527
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	9,286,658	-	9,286,658	739,200	10,025,858
3160 Temporary Appointments					
3400 Other Funds Ltd	32,460	1,591	34,051	-	34,051
3170 Overtime Payments					
3400 Other Funds Ltd	8,660	424	9,084	-	9,084
3190 All Other Differential					
3400 Other Funds Ltd	42,110	2,063	44,173	-	44,173
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	9,369,888	4,078	9,373,966	739,200	10,113,166
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	3,377	-	3,377	395	3,772
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	2,269,495	615	2,270,110	182,731	2,452,841
3230 Social Security Taxes					

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BDV002A - Detail Revenues & Expenditures - Requested Budget

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Oregon Medical Board**Agency Number: 84700**

Detail Revenues & Expenditures - Requested Budget

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Oregon Medical Board

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	687,428	312	687,740	56,549	744,289
3240 Unemployment Assessments					
3400 Other Funds Ltd	3,206	157	3,363	-	3,363
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	34,826	10	34,836	2,956	37,792
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	1,624	-	1,624	190	1,814
3260 Mass Transit Tax					
3400 Other Funds Ltd	51,473	4,771	56,244	4,435	60,679
3270 Flexible Benefits					
3400 Other Funds Ltd	1,887,840	-	1,887,840	220,800	2,108,640
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	4,939,269	5,865	4,945,134	468,056	5,413,190
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(120,668)	(19,941)	(140,609)	-	(140,609)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	14,188,489	(9,998)	14,178,491	1,207,256	15,385,747
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	79,629	3,902	83,531	-	83,531
4125 Out of State Travel					
3400 Other Funds Ltd	1,050	51	1,101	-	1,101

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Oregon Medical Board**Agency Number: 84700**

Detail Revenues & Expenditures - Requested Budget

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Oregon Medical Board

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
4150 Employee Training					
3400 Other Funds Ltd	105,620	5,175	110,795	-	110,795
4175 Office Expenses					
3400 Other Funds Ltd	212,531	10,414	222,945	26,075	249,020
4200 Telecommunications					
3400 Other Funds Ltd	83,518	4,092	87,610	10,245	97,855
4225 State Gov. Service Charges					
3400 Other Funds Ltd	836,915	209,950	1,046,865	-	1,046,865
4250 Data Processing					
3400 Other Funds Ltd	12,796	627	13,423	-	13,423
4275 Publicity and Publications					
3400 Other Funds Ltd	6,487	318	6,805	-	6,805
4300 Professional Services					
3400 Other Funds Ltd	2,573,742	239,358	2,813,100	-	2,813,100
4315 IT Professional Services					
3400 Other Funds Ltd	75,921	307,636	383,557	-	383,557
4325 Attorney General					
3400 Other Funds Ltd	1,413,853	131,488	1,545,341	-	1,545,341
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	30,000	1,470	31,470	12,480	43,950
4400 Dues and Subscriptions					
3400 Other Funds Ltd	759,330	76,507	835,837	-	835,837
4425 Facilities Rental and Taxes					

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Oregon Medical Board**Agency Number: 84700****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84700-000-00-00-00000****Oregon Medical Board**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	743,391	165,335	908,726	-	908,726
4575 Agency Program Related S and S					
3400 Other Funds Ltd	326,961	16,021	342,982	-	342,982
4650 Other Services and Supplies					
3400 Other Funds Ltd	464,485	30,209	494,694	-	494,694
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	12,500	613	13,113	30,000	43,113
4715 IT Expendable Property					
3400 Other Funds Ltd	150,740	23,886	174,626	12,500	187,126
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	7,889,469	1,227,052	9,116,521	91,300	9,207,821
CAPITAL OUTLAY					
5900 Other Capital Outlay					
3400 Other Funds Ltd	22,830	(22,830)	-	-	-
TOTAL EXPENDITURES					
3400 Other Funds Ltd	22,100,788	1,194,224	23,295,012	1,298,556	24,593,568
ENDING BALANCE					
3400 Other Funds Ltd	11,446,739	(1,194,224)	10,252,515	(1,298,556)	8,953,959
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	44	-	44	5	49
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	42.75	-	42.75	5.00	47.75

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Oregon Medical Board**Agency Number: 84700**

Detail Revenues & Expenditures - Requested Budget

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Operations

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	10,256,456	-	10,256,456	-	10,256,456
REVENUE CATEGORIES					
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	25,533,628	-	25,533,628	-	25,533,628
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	63,014	-	63,014	-	63,014
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	154,267	-	154,267	-	154,267
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	20,060	-	20,060	-	20,060
TOTAL REVENUES					
3400 Other Funds Ltd	25,770,969	-	25,770,969	-	25,770,969
TRANSFERS OUT					
2048 Transfer to Public Universities					
3400 Other Funds Ltd	(446,071)	-	(446,071)	-	(446,071)
2443 Tsfr To Oregon Health Authority					
3400 Other Funds Ltd	(2,033,827)	-	(2,033,827)	-	(2,033,827)

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Oregon Medical Board**Agency Number: 84700****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84700-015-00-00-00000****Operations**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
TOTAL TRANSFERS OUT					
3400 Other Funds Ltd	(2,479,898)	-	(2,479,898)	-	(2,479,898)
AVAILABLE REVENUES					
3400 Other Funds Ltd	33,547,527	-	33,547,527	-	33,547,527
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	9,286,658	-	9,286,658	739,200	10,025,858
3160 Temporary Appointments					
3400 Other Funds Ltd	32,460	1,591	34,051	-	34,051
3170 Overtime Payments					
3400 Other Funds Ltd	8,660	424	9,084	-	9,084
3190 All Other Differential					
3400 Other Funds Ltd	42,110	2,063	44,173	-	44,173
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	9,369,888	4,078	9,373,966	739,200	10,113,166
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	3,377	-	3,377	395	3,772
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	2,269,495	615	2,270,110	182,731	2,452,841
3230 Social Security Taxes					

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Oregon Medical Board**Agency Number: 84700**

Detail Revenues & Expenditures - Requested Budget

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Operations

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	687,428	312	687,740	56,549	744,289
3240 Unemployment Assessments					
3400 Other Funds Ltd	3,206	157	3,363	-	3,363
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	34,826	10	34,836	2,956	37,792
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	1,624	-	1,624	190	1,814
3260 Mass Transit Tax					
3400 Other Funds Ltd	51,473	4,771	56,244	4,435	60,679
3270 Flexible Benefits					
3400 Other Funds Ltd	1,887,840	-	1,887,840	220,800	2,108,640
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	4,939,269	5,865	4,945,134	468,056	5,413,190
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(120,668)	(19,941)	(140,609)	-	(140,609)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	14,188,489	(9,998)	14,178,491	1,207,256	15,385,747
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	79,629	3,902	83,531	-	83,531
4125 Out of State Travel					
3400 Other Funds Ltd	1,050	51	1,101	-	1,101

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Oregon Medical Board**Agency Number: 84700****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84700-015-00-00-00000****Operations**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
4150 Employee Training					
3400 Other Funds Ltd	105,620	5,175	110,795	-	110,795
4175 Office Expenses					
3400 Other Funds Ltd	212,531	10,414	222,945	26,075	249,020
4200 Telecommunications					
3400 Other Funds Ltd	83,518	4,092	87,610	10,245	97,855
4225 State Gov. Service Charges					
3400 Other Funds Ltd	836,915	209,950	1,046,865	-	1,046,865
4250 Data Processing					
3400 Other Funds Ltd	12,796	627	13,423	-	13,423
4275 Publicity and Publications					
3400 Other Funds Ltd	6,487	318	6,805	-	6,805
4300 Professional Services					
3400 Other Funds Ltd	2,573,742	239,358	2,813,100	-	2,813,100
4315 IT Professional Services					
3400 Other Funds Ltd	75,921	307,636	383,557	-	383,557
4325 Attorney General					
3400 Other Funds Ltd	1,413,853	131,488	1,545,341	-	1,545,341
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	30,000	1,470	31,470	12,480	43,950
4400 Dues and Subscriptions					
3400 Other Funds Ltd	759,330	76,507	835,837	-	835,837
4425 Facilities Rental and Taxes					

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Oregon Medical Board

Agency Number: 84700

Detail Revenues & Expenditures - Requested Budget

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Operations

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	743,391	165,335	908,726	-	908,726
4575 Agency Program Related S and S					
3400 Other Funds Ltd	326,961	16,021	342,982	-	342,982
4650 Other Services and Supplies					
3400 Other Funds Ltd	464,485	30,209	494,694	-	494,694
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	12,500	613	13,113	30,000	43,113
4715 IT Expendable Property					
3400 Other Funds Ltd	150,740	23,886	174,626	12,500	187,126
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	7,889,469	1,227,052	9,116,521	91,300	9,207,821
CAPITAL OUTLAY					
5900 Other Capital Outlay					
3400 Other Funds Ltd	22,830	(22,830)	-	-	-
TOTAL EXPENDITURES					
3400 Other Funds Ltd	22,100,788	1,194,224	23,295,012	1,298,556	24,593,568
ENDING BALANCE					
3400 Other Funds Ltd	11,446,739	(1,194,224)	10,252,515	(1,298,556)	8,953,959
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	44	-	44	5	49
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	42.75	-	42.75	5.00	47.75

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Detail Revenues and Expenditures – Essential Packages

Oregon Medical Board

Agency Number 84700

BDV004B

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Oregon Medical Board

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3160 Temporary Appointments

3400 Other Funds Ltd	1,591	1,591	-	-	-	-
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3170 Overtime Payments

3400 Other Funds Ltd	424	424	-	-	-	-
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3190 All Other Differential

3400 Other Funds Ltd	2,063	2,063	-	-	-	-
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SALARIES & WAGES

3400 Other Funds Ltd	4,078	4,078	-	-	-	-
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TOTAL SALARIES & WAGES	\$4,078	\$4,078	-	-	-	-
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OTHER PAYROLL EXPENSES

3220 Public Employees Retire Cont

3400 Other Funds Ltd	615	615	-	-	-	-
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3230 Social Security Taxes

3400 Other Funds Ltd	312	312	-	-	-	-
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3240 Unemployment Assessments

3400 Other Funds Ltd	157	157	-	-	-	-
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3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd	10	10	-	-	-	-
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3260 Mass Transit Tax

3400 Other Funds Ltd	4,771	4,771	-	-	-	-
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Detail Revenues & Expenditures - Essential Packages

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BDV004B

Oregon Medical Board

Agency Number 84700

BDV004B

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Oregon Medical Board

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	5,865	5,865	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	\$5,865	\$5,865	-	-	-	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(19,941)	(19,941)	-	-	-	-
PERSONAL SERVICES						
3400 Other Funds Ltd	(9,998)	(9,998)	-	-	-	-
TOTAL PERSONAL SERVICES	(\$9,998)	(\$9,998)	-	-	-	-
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	3,902	-	-	3,902	-	-
4125 Out of State Travel						
3400 Other Funds Ltd	51	-	-	51	-	-
4150 Employee Training						
3400 Other Funds Ltd	5,175	-	-	5,175	-	-
4175 Office Expenses						
3400 Other Funds Ltd	10,414	-	-	10,414	-	-
4200 Telecommunications						
3400 Other Funds Ltd	4,092	-	-	4,092	-	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	209,950	-	-	209,950	-	-

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Detail Revenues & Expenditures - Essential Packages

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BDV004B

Oregon Medical Board

Agency Number 84700

BDV004B

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Oregon Medical Board

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
4250 Data Processing						
3400 Other Funds Ltd	627	-	-	627	-	-
4275 Publicity and Publications						
3400 Other Funds Ltd	318	-	-	318	-	-
4300 Professional Services						
3400 Other Funds Ltd	239,358	-	-	239,358	-	-
4315 IT Professional Services						
3400 Other Funds Ltd	307,636	-	300,575	7,061	-	-
4325 Attorney General						
3400 Other Funds Ltd	131,488	-	-	131,488	-	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	1,470	-	-	1,470	-	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	76,507	-	39,300	37,207	-	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	165,335	-	-	36,426	128,909	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	16,021	-	-	16,021	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	30,209	-	-	22,760	-	7,449
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	613	-	-	613	-	-
4715 IT Expendable Property						

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BDV004B

Oregon Medical Board

Agency Number 84700

BDV004B

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Oregon Medical Board

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-In Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
3400 Other Funds Ltd	23,886	-	-	7,386	-	16,500
SERVICES & SUPPLIES						
3400 Other Funds Ltd	1,227,052	-	339,875	734,319	128,909	23,949
TOTAL SERVICES & SUPPLIES	\$1,227,052	-	\$339,875	\$734,319	\$128,909	\$23,949
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3400 Other Funds Ltd	(22,830)	-	-	1,119	-	(23,949)
EXPENDITURES						
3400 Other Funds Ltd	1,194,224	(9,998)	339,875	735,438	128,909	-
TOTAL EXPENDITURES	\$1,194,224	(\$9,998)	\$339,875	\$735,438	\$128,909	-
ENDING BALANCE						
3400 Other Funds Ltd	(1,194,224)	9,998	(339,875)	(735,438)	(128,909)	-
TOTAL ENDING BALANCE	(\$1,194,224)	\$9,998	(\$339,875)	(\$735,438)	(\$128,909)	-

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Detail Revenues & Expenditures - Essential Packages
BDV004B

Oregon Medical Board

Agency Number 84700

BDV004B

Version: V - 01 - Agency Request Budget

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

Operations

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3160 Temporary Appointments

3400 Other Funds Ltd	1,591	1,591	-	-	-	-
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3170 Overtime Payments

3400 Other Funds Ltd	424	424	-	-	-	-
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3190 All Other Differential

3400 Other Funds Ltd	2,063	2,063	-	-	-	-
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SALARIES & WAGES

3400 Other Funds Ltd	4,078	4,078	-	-	-	-
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TOTAL SALARIES & WAGES	\$4,078	\$4,078	-	-	-	-
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OTHER PAYROLL EXPENSES

3220 Public Employees Retire Cont

3400 Other Funds Ltd	615	615	-	-	-	-
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3230 Social Security Taxes

3400 Other Funds Ltd	312	312	-	-	-	-
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3240 Unemployment Assessments

3400 Other Funds Ltd	157	157	-	-	-	-
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3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd	10	10	-	-	-	-
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3260 Mass Transit Tax

3400 Other Funds Ltd	4,771	4,771	-	-	-	-
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Detail Revenues & Expenditures - Essential Packages

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Oregon Medical Board

Agency Number 84700

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

Operations

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	5,865	5,865	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	\$5,865	\$5,865	-	-	-	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(19,941)	(19,941)	-	-	-	-
PERSONAL SERVICES						
3400 Other Funds Ltd	(9,998)	(9,998)	-	-	-	-
TOTAL PERSONAL SERVICES	(\$9,998)	(\$9,998)	-	-	-	-
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	3,902	-	-	3,902	-	-
4125 Out of State Travel						
3400 Other Funds Ltd	51	-	-	51	-	-
4150 Employee Training						
3400 Other Funds Ltd	5,175	-	-	5,175	-	-
4175 Office Expenses						
3400 Other Funds Ltd	10,414	-	-	10,414	-	-
4200 Telecommunications						
3400 Other Funds Ltd	4,092	-	-	4,092	-	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	209,950	-	-	209,950	-	-

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Detail Revenues & Expenditures - Essential Packages

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Oregon Medical Board

Agency Number 84700

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Version: V - 01 - Agency Request Budget

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

Operations

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-In Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
4250 Data Processing						
3400 Other Funds Ltd	627	-	-	627	-	-
4275 Publicity and Publications						
3400 Other Funds Ltd	318	-	-	318	-	-
4300 Professional Services						
3400 Other Funds Ltd	239,358	-	-	239,358	-	-
4315 IT Professional Services						
3400 Other Funds Ltd	307,636	-	300,575	7,061	-	-
4325 Attorney General						
3400 Other Funds Ltd	131,488	-	-	131,488	-	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	1,470	-	-	1,470	-	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	76,507	-	39,300	37,207	-	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	165,335	-	-	36,426	128,909	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	16,021	-	-	16,021	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	30,209	-	-	22,760	-	7,449
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	613	-	-	613	-	-
4715 IT Expendable Property						

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Oregon Medical Board

Agency Number 84700

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

Operations

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
3400 Other Funds Ltd	23,886	-	-	7,386	-	16,500
SERVICES & SUPPLIES						
3400 Other Funds Ltd	1,227,052	-	339,875	734,319	128,909	23,949
TOTAL SERVICES & SUPPLIES	\$1,227,052	-	\$339,875	\$734,319	\$128,909	\$23,949
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3400 Other Funds Ltd	(22,830)	-	-	1,119	-	(23,949)
EXPENDITURES						
3400 Other Funds Ltd	1,194,224	(9,998)	339,875	735,438	128,909	-
TOTAL EXPENDITURES	\$1,194,224	(\$9,998)	\$339,875	\$735,438	\$128,909	-
ENDING BALANCE						
3400 Other Funds Ltd	(1,194,224)	9,998	(339,875)	(735,438)	(128,909)	-
TOTAL ENDING BALANCE	(\$1,194,224)	\$9,998	(\$339,875)	(\$735,438)	(\$128,909)	-

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Detail Revenues & Expenditures - Essential Packages
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Detail Revenues and Expenditures – Policy Packages

Oregon Medical Board

Agency Number 84700

BDV004B

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Oregon Medical Board

Description	Total Policy Packages	Pkg: 101 Investigative Resources				
		Priority: 00				

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	739,200	739,200
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd	395	395
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3220 Public Employees Retire Cont

3400 Other Funds Ltd	182,731	182,731
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3230 Social Security Taxes

3400 Other Funds Ltd	56,549	56,549
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3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd	2,956	2,956
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3250 Workers Comp. Assess. (WCD)

3400 Other Funds Ltd	190	190
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3260 Mass Transit Tax

3400 Other Funds Ltd	4,435	4,435
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3270 Flexible Benefits

3400 Other Funds Ltd	220,800	220,800
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OTHER PAYROLL EXPENSES

3400 Other Funds Ltd	468,056	468,056
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TOTAL OTHER PAYROLL EXPENSES	\$468,056	\$468,056
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Detail Revenues & Expenditures - Policy Packages

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Oregon Medical Board**Agency Number 84700**

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Version: V - 01 - Agency Request Budget

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

Oregon Medical Board

Description	Total Policy Packages	Pkg: 101 Investigative Resources Priority: 00				
PERSONAL SERVICES						
3400 Other Funds Ltd	1,207,256	1,207,256				
TOTAL PERSONAL SERVICES	\$1,207,256	\$1,207,256				
SERVICES & SUPPLIES						
4175 Office Expenses						
3400 Other Funds Ltd	26,075	26,075				
4200 Telecommunications						
3400 Other Funds Ltd	10,245	10,245				
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	12,480	12,480				
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	30,000	30,000				
4715 IT Expendable Property						
3400 Other Funds Ltd	12,500	12,500				
SERVICES & SUPPLIES						
3400 Other Funds Ltd	91,300	91,300				
TOTAL SERVICES & SUPPLIES	\$91,300	\$91,300				
EXPENDITURES						
3400 Other Funds Ltd	1,298,556	1,298,556				
TOTAL EXPENDITURES	\$1,298,556	\$1,298,556				
ENDING BALANCE						
3400 Other Funds Ltd	(1,298,556)	(1,298,556)				

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Oregon Medical Board**Agency Number 84700**

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Version: V - 01 - Agency Request Budget

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

Oregon Medical Board

Description	Total Policy Packages	Pkg: 101 Investigative Resources				
		Priority: 00				
TOTAL ENDING BALANCE	(\$1,298,556)	(\$1,298,556)				

AUTHORIZED POSITIONS

8150 Class/Unclass Positions	5	5
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AUTHORIZED FTE

8250 Class/Unclass FTE Positions	5.00	5.00
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Detail Revenues & Expenditures - Policy Packages
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Cross Reference Number: 84700-015-00-00-00000

Operations

Description	Total Policy Packages	Pkg: 101 Investigative Resources				
		Priority: 00				

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	739,200	739,200
----------------------	---------	---------

OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd	395	395
----------------------	-----	-----

3220 Public Employees Retire Cont

3400 Other Funds Ltd	182,731	182,731
----------------------	---------	---------

3230 Social Security Taxes

3400 Other Funds Ltd	56,549	56,549
----------------------	--------	--------

3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd	2,956	2,956
----------------------	-------	-------

3250 Workers Comp. Assess. (WCD)

3400 Other Funds Ltd	190	190
----------------------	-----	-----

3260 Mass Transit Tax

3400 Other Funds Ltd	4,435	4,435
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3270 Flexible Benefits

3400 Other Funds Ltd	220,800	220,800
----------------------	---------	---------

OTHER PAYROLL EXPENSES

3400 Other Funds Ltd	468,056	468,056
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TOTAL OTHER PAYROLL EXPENSES	\$468,056	\$468,056
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Detail Revenues & Expenditures - Policy Packages

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Oregon Medical Board**Agency Number 84700****BDV004B****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84700-015-00-00-00000****Operations**

Description	Total Policy Packages	Pkg: 101 Investigative Resources				
		Priority: 00				
PERSONAL SERVICES						
3400 Other Funds Ltd	1,207,256	1,207,256				
TOTAL PERSONAL SERVICES	\$1,207,256	\$1,207,256				
SERVICES & SUPPLIES						
4175 Office Expenses						
3400 Other Funds Ltd	26,075	26,075				
4200 Telecommunications						
3400 Other Funds Ltd	10,245	10,245				
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	12,480	12,480				
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	30,000	30,000				
4715 IT Expendable Property						
3400 Other Funds Ltd	12,500	12,500				
SERVICES & SUPPLIES						
3400 Other Funds Ltd	91,300	91,300				
TOTAL SERVICES & SUPPLIES	\$91,300	\$91,300				
EXPENDITURES						
3400 Other Funds Ltd	1,298,556	1,298,556				
TOTAL EXPENDITURES	\$1,298,556	\$1,298,556				
ENDING BALANCE						
3400 Other Funds Ltd	(1,298,556)	(1,298,556)				

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Detail Revenues & Expenditures - Policy Packages

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Oregon Medical Board**Agency Number 84700****BDV004B
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Operations****Version: V - 01 - Agency Request Budget
Cross Reference Number: 84700-015-00-00-00000**

Description	Total Policy Packages	Pkg: 101 Investigative Resources				
		Priority: 00				
TOTAL ENDING BALANCE	(\$1,298,556)	(\$1,298,556)				

AUTHORIZED POSITIONS

8150 Class/Unclass Positions 5 5

AUTHORIZED FTE

8250 Class/Unclass FTE Positions 5.00 5.00

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Detail Revenues & Expenditures - Policy Packages
BDV004B

Position Budget Report

PIC100 - Position Budget Report

Oregon Medical Board

2027-29 Biennium

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

Budget Preparation

Agency Request 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											-	-	10,025,858	-	10,025,858
Total OPE											-	-	5,329,092	-	5,329,092
Total Personal Services						49	47.75				-	-	15,354,950	-	15,354,950

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PIC100 - Position Budget Report
PIC100

PIC100 - Position Budget Report

Operations

2027-29 Biennium

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

Budget Preparation

Agency Request 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	11	9300	SAL	-	-	223,200	-	223,200
										OPE	-	-	117,420	-	117,420
0000530	MEAH Z7586 HF	AGENCY HEAD 6	39X	PF	1	1.00	24	11	19390	SAL	-	-	465,360	-	465,360
										OPE	-	-	190,416	-	190,416
0000531	MESN Z7085 AF	BUSINESS OPERATIONS MANAGER 1	31X	PF	1	1.00	24	11	12332	SAL	-	-	295,968	-	295,968
										OPE	-	-	141,266	-	141,266
0000532	MENN Z0830 AF	EXECUTIVE ASSISTANT	25	PF	1	1.00	24	10	9234	SAL	-	-	221,616	-	221,616
										OPE	-	-	116,900	-	116,900
0000533	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	7	5026	SAL	-	-	120,624	-	120,624
										OPE	-	-	83,805	-	83,805
0000534	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	11	6054	SAL	-	-	145,296	-	145,296
										OPE	-	-	91,890	-	91,890
0000535	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	11	6054	SAL	-	-	145,296	-	145,296
										OPE	-	-	91,890	-	91,890
0000537	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	11	9300	SAL	-	-	223,200	-	223,200
										OPE	-	-	117,420	-	117,420
0000538	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA	31X	PF	1	1.00	24	11	12332	SAL	-	-	295,968	-	295,968
										OPE	-	-	141,266	-	141,266
0000539	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	11	6054	SAL	-	-	145,296	-	145,296
										OPE	-	-	91,890	-	91,890
0000545	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	11	6054	SAL	-	-	145,296	-	145,296
										OPE	-	-	91,890	-	91,890
0000547	MMS X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	10	11219	SAL	-	-	269,256	-	269,256
										OPE	-	-	132,512	-	132,512
0000549	MMS X7435 AP	LICENSING AND PERMITTING MANAGE	31X	PF	1	1.00	24	11	12332	SAL	-	-	295,968	-	295,968
										OPE	-	-	141,266	-	141,266
0000651	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5776	SAL	-	-	138,624	-	138,624
										OPE	-	-	89,704	-	89,704
0000652	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	11	5525	SAL	-	-	132,600	-	132,600
										OPE	-	-	87,730	-	87,730
0000653	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	8	5270	SAL	-	-	126,480	-	126,480

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PIC100 - Position Budget Report

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PIC100

PIC100 - Position Budget Report

Operations

2027-29 Biennium

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

Budget Preparation

Agency Request 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
										OPE	-	-	85,725	-	85,725
0000654	MNNN Z7518 AF	SUPERVISING PHYSICIAN	50	PF	1	1.00	24	10	31101	SAL	-	-	746,424	-	746,424
										OPE	-	-	263,970	-	263,970
0000655	OAS C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	8	6982	SAL	-	-	167,568	-	167,568
										OPE	-	-	99,189	-	99,189
0000656	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	11	6661	SAL	-	-	159,864	-	159,864
										OPE	-	-	96,664	-	96,664
0000657	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	11	6054	SAL	-	-	145,296	-	145,296
										OPE	-	-	91,890	-	91,890
0000659	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	11	8059	SAL	-	-	193,416	-	193,416
										OPE	-	-	107,659	-	107,659
0000665	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	8	5270	SAL	-	-	126,480	-	126,480
										OPE	-	-	85,725	-	85,725
0000667	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	9	8446	SAL	-	-	202,704	-	202,704
										OPE	-	-	110,703	-	110,703
0000671	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	6	4795	SAL	-	-	115,080	-	115,080
										OPE	-	-	81,989	-	81,989
0000675	OAS C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	5	6381	SAL	-	-	153,144	-	153,144
										OPE	-	-	94,463	-	94,463
0000676	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	11	12053	SAL	-	-	289,272	-	289,272
										OPE	-	-	139,071	-	139,071
0000677	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	11	10902	SAL	-	-	261,648	-	261,648
										OPE	-	-	130,019	-	130,019
0000678	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	5	6982	SAL	-	-	167,568	-	167,568
										OPE	-	-	99,189	-	99,189
0000680	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	11	9300	SAL	-	-	223,200	-	223,200
										OPE	-	-	117,420	-	117,420
0000684	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	11	6968	SAL	-	-	167,232	-	167,232
										OPE	-	-	99,079	-	99,079
0000688	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	11	9300	SAL	-	-	223,200	-	223,200
										OPE	-	-	117,420	-	117,420

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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
0000690	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	11	6054	SAL	-	-	145,296	-	145,296
										OPE	-	-	91,890	-	91,890
0000691	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	7	5026	SAL	-	-	120,624	-	120,624
										OPE	-	-	83,805	-	83,805
0000873	MENN Z0873 AF	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	10	12957	SAL	-	-	310,968	-	310,968
										OPE	-	-	146,181	-	146,181
0000874	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	11	9733	SAL	-	-	233,592	-	233,592
										OPE	-	-	120,825	-	120,825
0000876	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	11	6968	SAL	-	-	167,232	-	167,232
										OPE	-	-	99,079	-	99,079
0000877	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	11	9300	SAL	-	-	223,200	-	223,200
										OPE	-	-	117,420	-	117,420
0000878	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	PF	1	1.00	24	11	8849	SAL	-	-	212,376	-	212,376
										OPE	-	-	113,873	-	113,873
0000879	OAS C0435 AP	PROCUREMENT AND CONTRACT ASSIS	19	PF	1	1.00	24	5	5026	SAL	-	-	120,624	-	120,624
										OPE	-	-	83,805	-	83,805
0000880	OAS C5232 AP	INVESTIGATOR 2	23	PF	1	1.00	24	8	6982	SAL	-	-	167,568	-	167,568
										OPE	-	-	99,189	-	99,189
0000883	MMS X7397 AP	INVESTIGATIONS SUPERVISOR 1	24X	PF	1	1.00	24	11	8799	SAL	-	-	211,176	-	211,176
										OPE	-	-	113,480	-	113,480
0000884	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	11	5525	SAL	-	-	132,600	-	132,600
										OPE	-	-	87,730	-	87,730
0000887	MNNN Z7518 AF	SUPERVISING PHYSICIAN	50	PP	1	0.50	12	7	26874	SAL	-	-	322,488	-	322,488
										OPE	-	-	127,818	-	127,818
0000889	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PP	1	0.25	6	7	5026	SAL	-	-	30,156	-	30,156
										OPE	-	-	20,952	-	20,952
0000890	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	5	6982	SAL	-	-	167,568	-	167,568
										OPE	-	-	99,189	-	99,189
0000891	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	5	6982	SAL	-	-	167,568	-	167,568
										OPE	-	-	99,189	-	99,189
0000892	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	5	4584	SAL	-	-	110,016	-	110,016

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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
										OPE	-	-	80,329	-	80,329
0000893	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	5	5270	SAL	-	-	126,480	-	126,480
										OPE	-	-	85,725	-	85,725
0000894	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	5	6982	SAL	-	-	167,568	-	167,568
										OPE	-	-	99,189	-	99,189
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
										OPE	-	-	810	-	810
0004706	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	10,582	-	10,582
										OPE	-	-	810	-	810
0004707	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	10,582	-	10,582
										OPE	-	-	810	-	810
0004708	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	10,582	-	10,582
										OPE	-	-	810	-	810
0004709	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	10,582	-	10,582
										OPE	-	-	810	-	810
0004710	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	10,582	-	10,582
										OPE	-	-	810	-	810
0004711	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	10,582	-	10,582
										OPE	-	-	810	-	810
0004712	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	10,582	-	10,582
										OPE	-	-	810	-	810
0004713	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	10,581	-	10,581
										OPE	-	-	809	-	809

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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
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											-	-	10,025,858	-	10,025,858
Total OPE											-	-	5,329,092	-	5,329,092
Total Personal Services					49	47.75					-	-	15,354,950	-	15,354,950

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