

STRATEGIC PLAN | 2024-2026

Oregon Medical Board

July 2024



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WHO WE ARE

Our Mission

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

Our Vision

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

Our Commitment to Equity

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

Our Values

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

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

OMB STRATEGIC PROCESS

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

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

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



OUR PRIORITIES

Goals, Strategies, & Action Items

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

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

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

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



Provide Optimal Staffing & Quality Resources

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

Strategies

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

1.15 Purchase goods and services from diverse businesses; and

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

Actions

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

Attract & Retain Highest Qualified Board Members & Consultants

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

Strategies

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

Actions

Initiatives	Responsible Section(s)	Due Date
Create a Navigating Board Meeting Materials guide to help new Board members navigate their first few meetings.	Executive	July 1, 2024
Create a side-by-side comparison of current specialties list vs. preferred list.	Executive	July 1, 2024
Discuss the importance of consistency in Board actions at quarterly Board meeting or annual Board development meeting.	Executive, Legal	Oct. 31, 2024

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

WHAT

BOARD SERVICE

ENTAILS

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

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



Efficiently Manage Licensure

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

Strategies

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

Actions

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

Thoroughly & Equitably Review Complaints Against Licensees & Applicants

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

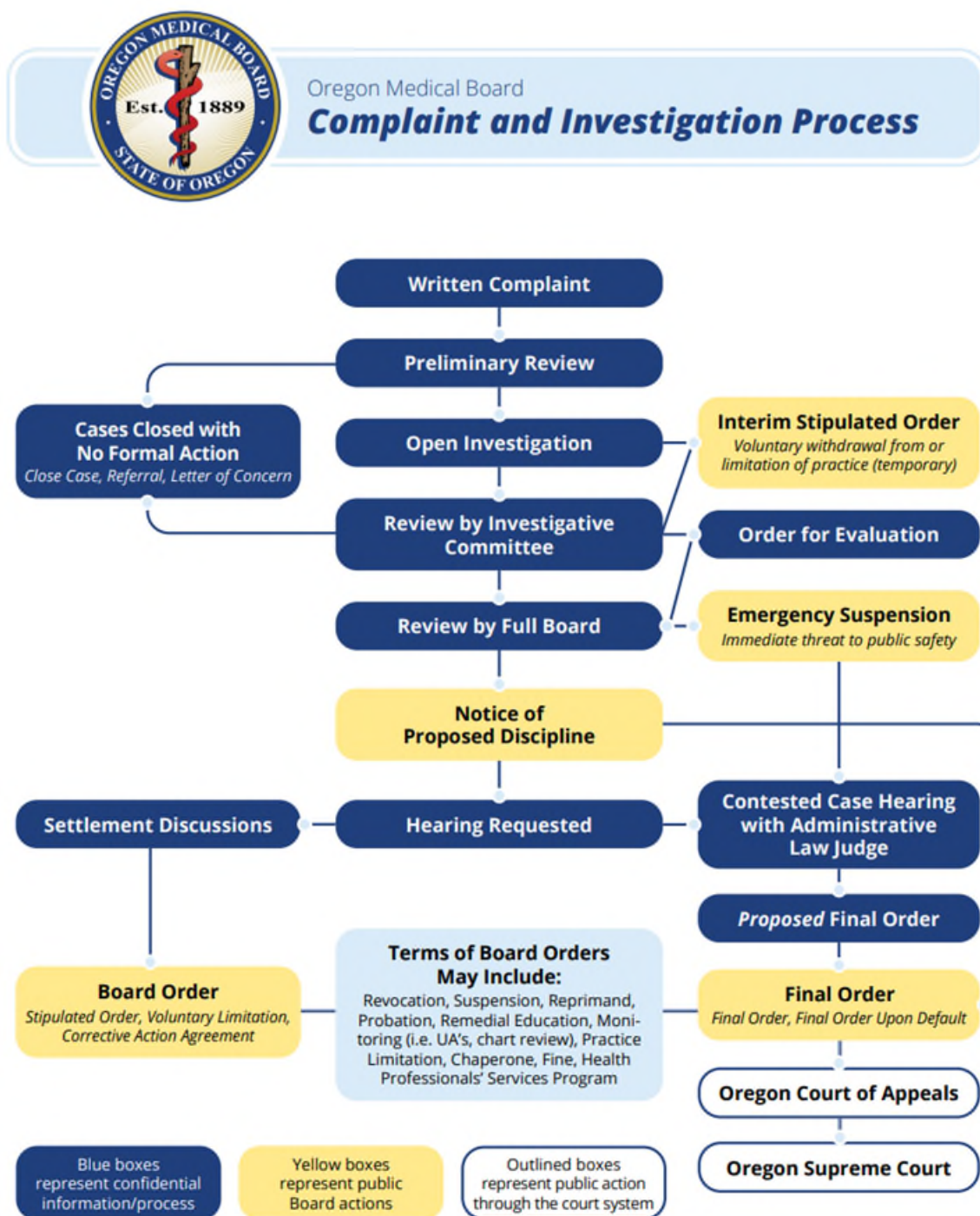
Strategies

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

Actions

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

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



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

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

Strategies

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

Actions

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

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



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

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

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

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

Increase Outreach & Education

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

Strategies

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

Actions

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

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

ACCOUNTABILITY

Tracking Our Progress

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

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

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



OMB GUIDING DOCUMENTS

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

[Affirmative Action Plan](#)

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

[Diversity, Equity, and Inclusion Action Plan](#)

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

[Information Technology Strategic Plan](#)

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