



2025 Workforce and Succession Plan

Oregon Medical Board

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Workforce and Succession Plan 2025

Assessment | Mission, Vision, and Values

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

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

Values

Integrity: a commitment to acting honestly, ethically, and fairly.

Accountability: a willingness to accept responsibility for actions in a transparent manner.

Excellence: an expectation of the highest quality work and innovation.

Customer Service: a dedication to provide equitable, caring service to all Oregonians with professionalism and respect.

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



Changes

Over the course of the year since the previous Succession Plan, there have been no changes to the mission, vision, or values of the Oregon Medical Board.

Workforce Planning

Workforce planning is a strategic process that involves analyzing and planning an organization's workforce to ensure that it 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 upcoming changes (expansion, restructure, or reduction).

Workforce Planning | Overview

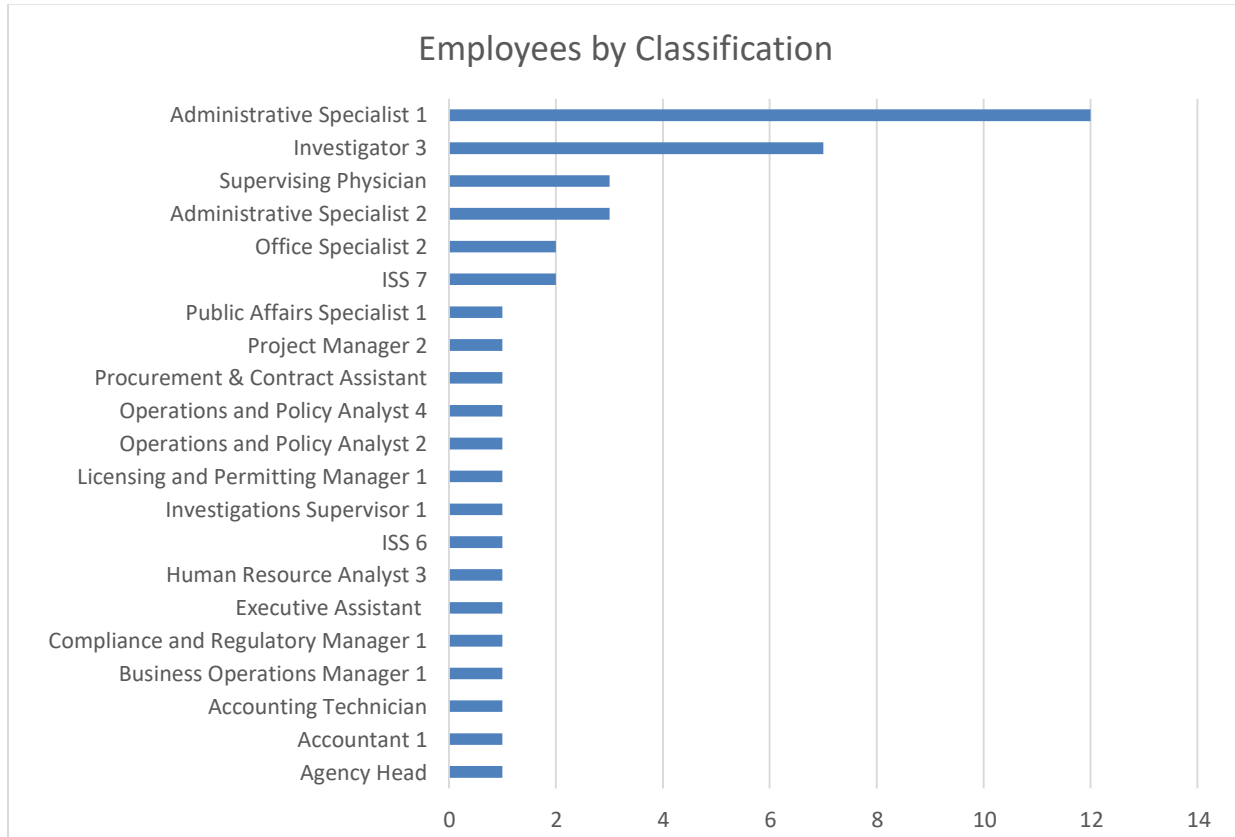
The Oregon Medical Board is a small state agency, with 43.75 budgeted positions. As a result, most positions have several functions, and many positions do not have a dedicated back-up, including the Investigations Manager and the Executive Director positions. This requires additional forethought for succession planning.

In the 2025-2027 budget, the agency successfully added a 0.5 FTE Supervising Physician position for an Associate Medical Director. This addresses the critical need identified in the 2023 and 2024 Succession Plans. The OMB also received a 1.0 FTE limited duration Project Manager 2 position to assist the agency with Project Sprout (see p.3 for information), as well as a .25 FTE permanent Administrative Specialist 1 position to support the provisional licensing of internationally trained physicians, per 2025 SB 476. Additionally, Currently 5 agency employees (approximately 12% of the staff) are eligible to retire.

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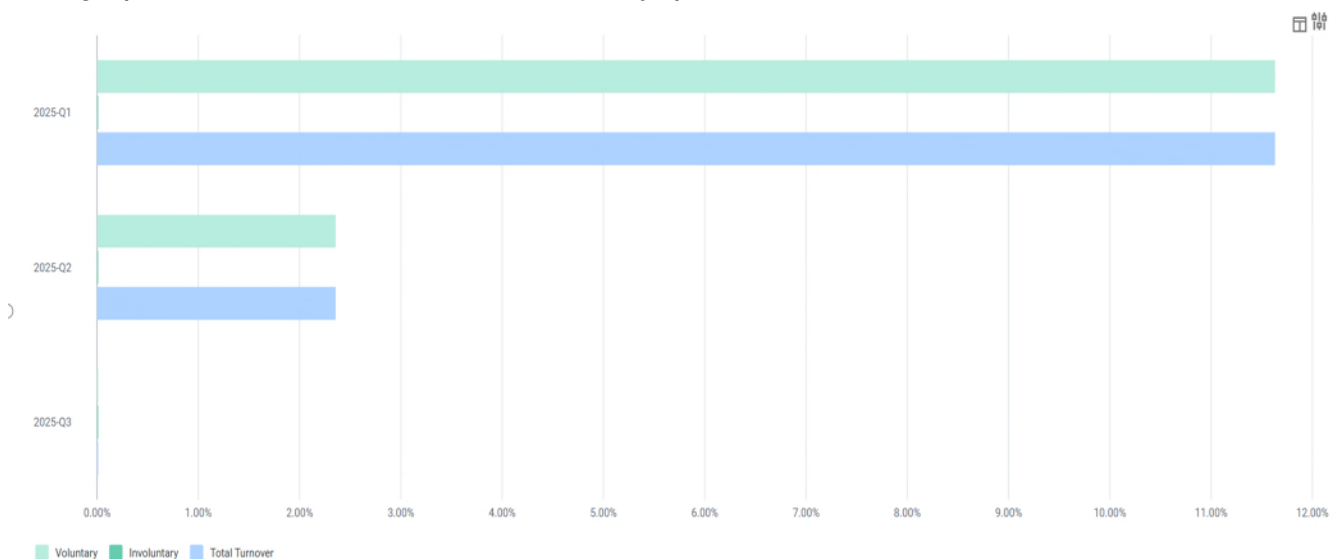
Current Workforce by Classification

This graph shows a breakdown of the various classifications occupied by OMB employees, demonstrating that many classifications are occupied by only one employee.



Turnover Rate

This graph shows a breakdown of turnover by quarter from 8/1/24 to 7/31/25.



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Current Staffing Needs | Vacancies

As of August 15, 2025, the agency has vacancies in Licensing, Investigations, and Business Services. Recruitments are underway in Investigations and Business Services, but the Licensing section expects to delay any recruitment until near the end of calendar year 2025 so as not to be training new employees during the biennial renewal period (October-December 2025) when approximately 25,000 physicians and physician associates are renewing their licenses.

Future Staffing Needs | Anticipated Needs

The Core Business Systems Replacement Project (“Project Sprout”) will require substantial IT and Business Analyst resources as it moves forward. The most experienced technical employees will focus on building, testing, and launching the new system. To maintain regular operations during this time, additional limited duration staff will be needed to fill the gaps left by senior team members working on the project.

Talent Gaps | Current and Future

Over the past several years, the agency has seen an increase in complaints from patients who have experienced trauma. Job requirements are now updated to include this safety-first expectation, prioritizing candidates with skills and experience in trauma-informed approaches.

2026 Retirement Eligibility | One-Year Forecast

Approximately 12% (5 out of 42.5) of the agency’s current workforce is eligible to retire within the next year. Of these positions, the Administrative Specialist 1 and Investigator 3 positions can be absorbed by remaining staff while recruiting and re-filling these positions. The Compliance and Regulatory Manager is the only position of its kind in the agency and would likely require a lengthy recruitment process.

Position	Eligible to Retire Now	Eligible to Retire \leq 1 Year
Investigations Manager	1	
Admin Spec 1 (Licensing)	3	
Investigator 3	1	

Workforce Planning | Challenges

Challenge: Workload and resources for Project Sprout

- Goal: Secure additional funding and staff to complete the project.
- Additional Resources: potential budget request in short session.
- Potential Partners: DAS EIS to complete stage gates within target timeline.
- Target completion date: July 2029
- Contingencies: Potential staffing/funding shortages.

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Challenge: Workload and resources for legislative requirements, specifically 5NP and ITPs

- a. Goal: Meet legislative timelines and outcomes for 5NP (Five Needle Protocol) and ITP (Internationally Trained Physicians) legislative directives.
- b. Additional Resources: Hire additional staff to address these new workloads without overburdening existing staff.
- c. Potential Partners: International Association of Medical Regulatory Authorities (IAMRA), the Federation of State Medical Boards (FSMB), the Educational Commission for Foreign Medical Graduates (ECFMG), the World Federation for Medical Education (WFME), the Accreditation Commission for Graduate Medical Education (ACGME), the American Board of Medical Specialties (ABMS), the Oregon Medical Association (OMA), the Osteopathic Physicians and Surgeons of Oregon (OPSO), the Oregon Association of Acupuncturists (OAA), the People’s Organization of Community Acupuncture (POCA), National Acupuncture Detoxification Association (NADA), and other interested parties.
- d. Target completion date: March 1, 2026, for 5NP implementation, and January 1, 2027, for ITP implementation.
- e. Contingencies: Potential staffing/funding shortages as well as the need to be responsive to the needs of the communities affected by this legislation.

Succession Planning

Succession Plan 2025 | Review Previous Plan Year to Current

Summary of gains made from previous succession plan.

Position(s) Identified in 2024	2024 Status (critical, highly critical)	2025 Status (non-critical, critical, highly critical)	Reason Provide brief narrative of why status changed or stayed the same
IT Positions	Highly Critical	Highly Critical	Existing IT positions are required for the multi-year core business suite replacement project
Medical Director	Critical	Non-Critical	A 0.5 FTE Associate Medical Director position as added in the 2025-27 budget
Investigations Manager	Critical	Critical	Current incumbent has not yet retired. Will need to recruit once vacant.
Executive Director	Not Identified	Critical	Agency’s management team identified this role as not having sufficient back-up

Workforce and Succession Plan 2025

Highly Critical

1. Position number one: IT Positions

- a. Competencies of position: The IT positions are critical to the OMB's ability to securely and efficiently utilize the vast amounts of sensitive data involved in effectively licensing and regulating the practice of medicine in Oregon. With the shift in the agency's database replacement project to focus potentially on in-house IT talent rather than an outside vendor, these competencies have become paramount to the agency's continued success. These competencies include database architecture, software development, quality assurance and testing, and data security.
- b. Why identified as highly critical (see factors): The risk of not successfully completing the database replacement project is that the agency becomes increasingly likely to have a significant issue with the ability to continue to provide licensing services as well as managing the investigations processes and effectively overseeing compliance cases. The current agency database was developed by a vendor that is no longer supporting it, which has necessitated the support moving internal to the agency, and prompted the need for a replacement solution. This puts additional pressure on the internal IT team of 3 FTE to support the current aging database while taking on the added work of building, testing and implementing the new database solution. Additionally, these positions are challenging to recruit if replacements were needed due to specialized knowledge required and the learning curve for new staff to understand agency processes and business needs.
- c. Was this position identified on your 2024 Succession Plan? Yes.

Critical

2. Position number two: Executive Director

- a. Competencies of position: The Executive Director position is critical to the OMB in that regulating the practice of medicine in a manner that protects Oregonians requires effective and efficient review of applications for licensure and investigations alleging that a licensee is an immediate danger to the health, safety, or wellbeing of Oregonians. The competencies for this critical position include leadership skills, the ability to manage the nexus of legal and medical challenges, an understanding of and ability to apply complex laws, as well as the capacity to work within a team.
- b. Why identified as critical (see factors): The Executive Director is the only position authorized to act on the Board's behalf and direct the agency staff in several scenarios. For example, only the OMB Executive Director may close the office, deploy the continuity of operations plan (COOP), oversee per diem and expense reimbursements, and oversee contracts.
- c. Was this position identified on your 2024 Succession Plan: No

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3. Position number three: Investigations Manager

- a. Competencies of position: The Investigations Manager position is critical to the OMB in that regulating the practice of medicine requires addressing complaints efficiently and effectively. The competencies for this critical position include leadership skills, the ability to manage the nexus of legal and medical challenges, understand and apply complex laws, as well as work within a team.
- b. Why identified as critical (see factors): The current Investigations Manager is eligible for retirement, and the risk of this position being unfilled for any significant amount of time would be that a section of the agency would be without direct leadership and guidance, directly impacting the ability to meet the agency’s mission.
- c. Was this position identified on your 2024 Succession Plan: Yes

POSITION IDENTIFICATION REFERENCE CHART

NOT A CRITICAL POSITION	<ul style="list-style-type: none"> • Vacancy would cause limited impact • Limited specialized knowledge or skills required • Strong recruitment potential • Competitive compensation package • Limited direct promotional opportunities
CRITICAL POSITION	<ul style="list-style-type: none"> • Vacancy would cause an impact • Some specialized knowledge or skills required • Challenging recruitment • Moderately competitive compensation package • Skill set in demand • Promotional opportunities • Anticipate vacancy within the next 1 to 5 years
HIGHLY CRITICAL POSITIONS	<ul style="list-style-type: none"> • Vacancy would cause a significant impact • Specialized knowledge or skills required • Very challenging recruitment • No competitive compensation package/compression issues • Skill set in high demand • Promotional opportunities • Anticipate vacancy within the next year

Highly Critical

1. Position number one: IT Positions

- a. *How can competency be developed? How are you going to build the bench strength for this position?*

The intention for these positions is to focus on retention and to allow current staff to continue to develop their skillsets at the ISS 7 levels developing the new database solution. As the database development and implementation has moved in-house, we would look to hire additional IT limited duration positions to support the ongoing day-to-day needs of the rest of the agency. Once the project is completed successfully, we will need to re-assess the ongoing agency IT needs regarding permanent positions.

- b. *Gaps: what are potential recruitment or retention challenges for this position?*

These positions are challenging to recruit due to the specialized knowledge required and due to the ISS classification series itself. Recruiting to specific IT competencies is challenging, in addition to the learning curve for new staff to understand agency processes and business needs.

- c. *What are the skill development challenges in relation to the existing and future workforce (i.e., current employees need to develop new skills, specialized skills/degree/license are required, etc.), and how do you plan to overcome them?*

In the IT profession, it is not unusual for people to be hired on a project or contract basis, so the need to fill the positions as limited duration hires should not be exceptionally hard to overcome. However, training them to the agency's needs would challenge the existing IT staff while they are working on the database replacement project. To overcome this, the agency plans to continue the current LDs through the duration of the project to allow senior staff to focus on the critical project work.

Critical

2. Position number two: Executive Director

- a. *Development plan for competency development. How are you going to build the bench strength for this position?*

The OMB plans to continue to develop staff internally to build leadership skills, and recruit when appropriate to fill the position, as well as any additional vacancies that may be created in the event of an internal hire.

- b. *Gaps: what are potential recruitment or retention challenges for this position?*

The recruitment challenges are that this particular skill set (legal aspects of regulating medical care) are difficult to find, and so the need to recruit for leadership skills, the ability to manage the nexus of legal and medical challenges, team focus, political savvy, and equity mindedness can be challenging.

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- c. *What are the skill development challenges in relation to the existing and future workforce (i.e., current employees need to develop new skills, specialized skills/degree/license are required, etc.), and how do you plan to overcome them?*

Our plan is to continue to develop staff internally by providing opportunities to take on leadership tasks but also be prepared to widen our search outside the agency and the state if necessary to fill the role with the best possible candidate.

3. Position number three: Investigations Manager

- a. *Development plan for competency development. How are you going to build the bench strength for this position?*

The OMB plans to continue to develop staff internally to build leadership skills, and recruit when appropriate to fill the position, as well as any additional vacancies that may be created in the event of an internal hire.

- b. *Gaps: what are potential recruitment or retention challenges for this position?*

The recruitment challenges are that this particular skill set (investigations in medical care) are difficult to find, and so the need to recruit for leadership skills, investigations skills, team focus, and equity mindedness can be challenging. For the past several people in this position, they have been promoted internally from an investigator position or a supervisory role within the agency. That may not be an option with the next iteration of this role.

- c. *What are the skill development challenges in relation to the existing and future workforce (i.e., current employees need to develop new skills, specialized skills/degree/license are required, etc.), and how do you plan to overcome them?*

Several of the current investigative staff have supervisory or leadership experience from previous roles. The challenge for staffing this position is developing more of the soft skills, political tact, coaching, etc. to be successful in this role. We will continue to provide opportunities for staff to develop their skills in these areas.

Agency-wide plans for competency development

The OMB continues to be committed to developing staff for opportunities within the agency and within the enterprise of State government. Several investigations staff have attended training from the Council on Licensure, Enforcement and Regulation (CLEAR) for a national certification. In addition, two Licensing staff have attended a Licensing Specialist training through the Administrators in Medicine (AIM). On the management team, many members have completed Leadership Oregon, and the new Medical Director is currently enrolled in an MBA program with an educational subsidy from the OMB.

What are the agency's plans to evaluate and revisit this plan to ensure the agency is on track (i.e. "The agency's leadership team will evaluate this succession plan quarterly and make adjustments as necessary")? Further areas to refine your evaluation strategies are included below.

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Overall Plan Review

How will the agency review the plan in its entirety (i.e. quarterly/annually and by whom)?

The OMB's Executive Director, Human Resources Manager, and Public Affairs Specialist review the agency's succession plan annually.

Highly Critical/Critical Positions

Has the work changed and has how the work is done changed or new programs added?

The work involved in developing the new IT database takes contributions from subject matter experts across the agency, which has increased the workload, and will continue as program features are developed and tested. All the agency's work is also being done with consideration towards the increase in national and international collaboration regarding the medical workforce, as a shortage of qualified healthcare professionals is an ongoing issue everywhere.

As a small agency, many positions are one of a kind within the agency, which can be perceived as all positions being critical for the agency's ongoing success. In particular, the Agency Head, or Executive Director, could be seen as a critical position although there is no reason to think this position will become vacant in the foreseeable future. Given that the agency is small, and there is no Deputy Director position, this could be a vulnerability. In recognition of this, authority has been delegated for specific tasks and responsibilities in the absence of the Executive Director to the Business Manager, the Legislative and Policy Analyst, and the Medical Director. While there is no reason to believe these delegations will be needed, but a plan is in place should it be required.

Competency Adjustment

How will the agency evaluate and adjust competencies?

The agency continues to use the Performance and Accountability Feedback quarterly reviews to open conversations regarding goals and development opportunities with all staff. This is the primary tool for assessing staff competencies and providing growth options. Additionally, the agency has engaged experts to train staff in a trauma-informed approach to the complaints and investigations processes, which is a developing competency area for public-facing staff.

Employee Goals

How will the agency evaluate employee goals (i.e., PAF guidelines to discuss employee interest and cross-training/promotional opportunities)?

The OMB will evaluate employee goals through quarterly check-ins between managers and their supervised employees.

The OMB's Strategic Plan also sets targets for professional development opportunities for staff, and the management team is intentional in identifying opportunities and making those available for staff.

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Recruitment Strategies

What is the evaluation process to determine if the current and future recruitment and retention strategies are working and how will they be adjusted as needed?

The OMB continues to work toward the Governor's expectations of a 50-day recruitment and has been able to successfully recruit for most positions over the past year, with a couple of failed recruitments. As of August 15, 2025, the agency has opened 10 requisitions year to date, with more on the horizon.

Retention strategies include quarterly PAF meetings with employees, which provide an opportunity for feedback from staff, including goals for development and growth. Additionally, staff are encouraged to seek training opportunities and discuss them with their manager.

Adjustments to recruitment and retention strategies will be discussed and developed with Human Resources, the agency management team, and the Executive Director. As part of the Strategic Plan and DEI Plan, these strategies are reviewed quarterly for progress toward stated goals.

Action Plan

In 2024, the agency instituted an Annual in-service day for the entire staff, which was very successful and well-received. Another in-service day is planned for October 2025.

The goal of sending six staff members to attend training to develop their skills and expertise has been met or exceeded. Employee development will continue at the same rate.

Conclusion

The agency's Succession Plan works in conjunction with the Strategic Plan, Affirmative Action Plan and DEI Action Plan. The management team reviews the action items from these various plans periodically throughout the year to ensure the agency is on track to meet stated goals and objectives. The OMB remains committed to ensuring optimal staffing and providing quality resources to enable staff to do their best work in support of the agency's mission.