

OCCUPATIONAL THERAPY LICENSING BOARD

Annual Performance Progress Report (APPR)

for Fiscal Year 2007-09

2007-09 Budget Form 107BF04c

Due: September 30, 2007

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(waiting for final customer service responses)

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Agency Mission

To protect the public by supervising occupational therapy practice;
to help assure safe and ethical delivery of occupational therapy services.

Table of Contents

	Page
ABOUT THIS REPORT	
TABLE OF MEASURES	1
PART I: EXECUTIVE SUMMARY	2
PART II: USING PERFORMANCE DATA.....	3
PART III: KEY MEASURE ANALYSIS	4-7

ABOUT THIS REPORT

Purpose of Report

The purpose of this report is to summarize the agency's performance for the reporting period, how performance data are used and to analyze agency performance for each key performance measure legislatively approved for the 2007-09 biennium. The intended audience includes agency managers, legislators, fiscal and budget analysts and interested citizens.

1. PART I: EXECUTIVE SUMMARY defines the scope of work addressed by this report and summarizes agency progress, challenges and resources used.
2. PART II: USING PERFORMANCE DATA identifies who was included in the agency's performance measure development process and how the agency is managing for results, training staff and communicating performance data.
3. PART III: KEY MEASURE ANALYSIS analyzes agency progress in achieving each performance measure target and any corrective action that will be taken. This section, the bulk of the report, shows performance data in table and chart form.

KPM = Key Performance Measure

The acronym "KPM" is used throughout to indicate **Key Performance Measures. Key performance measures are those highest-level, most outcome-oriented performance measures that are used to report externally to the legislature and interested citizens. Key performance measures communicate in quantitative terms how well the agency is achieving its mission and goals. Agencies may have additional, more detailed measures for internal management.**

Consistency of Measures and Methods

Unless noted otherwise, performance measures and their method of measurement are consistent for all time periods reported.

OCCUPATIONAL THERAPY LICENSING BOARD

TABLE OF MEASURES

Agency Mission: To protect the public by supervising occupational therapy practice; to assure safe and ethical delivery of occupational therapy services.

2005-07 KPM#	2005-07 Key Performance Measures (KPMs)	Page #
1	ALL OCCUPATIONAL THERAPISTS UPDATE PROFESSIONAL SKILLS (Continuing Education) – Percentage of renewal applicants meeting continuing education requirements	4
[2]	OCCUPATIONAL THERAPISTS PROVIDE COMPETENT SERVICES (Discipline) – Percentage of complaints resolved by next Board Meeting. Since the Board <u>does</u> review and/or investigate formally all complaints we would suggested combining 2 and 3 into one KPM since all complaints are investigated and reviewed to determine whether there is need for formal or informal action.	5
2	OCCUPATIONAL THERAPISTS PROVIDE COMPETENT SERVICES (Discipline) – Percentage of complaints resolve by means other than formal administrative hearing within a year. We were granted permission to change this from the previous one of percent of complaints needing formal investigation resolved within a year. The arbitrary one year time period is satisfied by the board, though we do satisfy it, may not occur if it goes to formal administrative hearing at which point the Board has no control over delays from the licensee and/or their attorney.	5
3	CUSTOMER SATISFACTION – percentage of customers rating their satisfaction with agency’s customer service as “good” or excellent” in overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information	6
4	BOARD BEST PRACTICES - percentage of rating of the Board’s criteria under the DAS Best Practices complied with and satisfied.	7

I. EXECUTIVE SUMMARY

Agency Mission: To protect the public by supervising occupational therapy practice; to help assure safe and ethical delivery of occupational therapy services

Contact: Felicia Holgate, Director	Phone: 971-673-0198
Alternate:	Phone:

1. SCOPE OF REPORT

The Oregon Occupational Therapy Licensing Board’s primary functions are to issue licenses to qualified applicants, to investigate complaints and take appropriate action, to enforce and make rules including for continuing education, and enforce and generally supervise occupational therapy practice. The key performance measures focus on: Discipline, Continuing Education, Customer Satisfaction, and Board’s Best Practices

All the Boards primary programs and services are address by these performance measures. The one on timeliness in issuing licenses are kept internally.

2. THE OREGON CONTEXT

Occupational Therapists must be licensed in order to work in Oregon. Their applications are closely scrutinized, their continuing education is checked and all complaints are investigated. The Board expects a very high level of customer satisfaction. Our internal goal is to issue to license within 3 days of receipt of documentation required and 98 % are issued within that time frame.

PERFORMANCE SUMMARY

The Board meets its high goals and works efficiently and effectively.

KPM Progress Summary	Key Performance Measures (KPMs) with Page References	# of KPMs
KPMs MAKING PROGRESS at or trending toward target achievement	1. Updating Professional Skills - CONTINUING EDUCATION (page 4), Occupational Therapists Providing Competent Services - DISCIPLINE (page 5), CUSTOMER SATISFACTION (page 6) and Board BEST PRACTICES	4
KPMs NOT MAKING PROGRESS not at or trending toward target achievement	N/A	
KPMs - PROGRESS UNCLEAR target not yet set	N/A	
Total Number of Key Performance Measures (KPMs)		4

3. CHALLENGES

The Oregon Occupational Therapy Licensing Board performs well and its consumer survey shows a high level of satisfaction. The amount of time for Customer Satisfaction to be mailed is now done by e-mail and collated automatically, a great savings in time and money.

RESOURCES USED AND EFFICIENCY

Agency’s bottom line budget amount for the fiscal year 07-09 is \$290,133, all other funds is collected from license fees.

OCCUPATIONAL THERAPY LICENSING BOARD

II. USING PERFORMANCE DATA

Agency Mission: To protect the public by supervising occupational therapy practice; to assure safe and ethical delivery of occupational therapy services.

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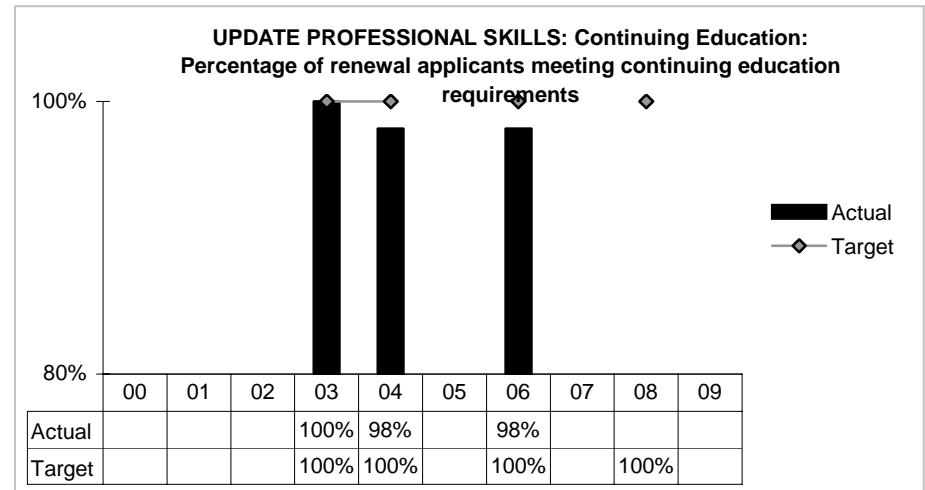
The following questions indicate how performance measures and data are used for management and accountability purposes.	
<p>1 INCLUSIVITY Describe the involvement of the following groups in the development of the agency’s performance measures.</p>	<ul style="list-style-type: none"> • Staff: The Director works on all performance measure issues and takes all training available, and advises the Board. • Elected Officials: The web site is available to all; interested parties are sent information, legislators receive performance measure reports during budget hearings. • Stakeholders: All applicants and licensees have information available on the web site, are provided information through the newsletter, e-mail, and letters. • Citizens: Anyone can receive information, check the web site or contact the board.
<p>2 MANAGING FOR RESULTS How are performance measures used for management of the agency? What changes have been made in the past year?</p>	<p>The Director prioritizes work with guidance from the board so that complaints are always handled quickly and the Board takes action. The Board looks at the kind of case and may determine that education or mediation may be a better way of dealing with the matter rather than discipline. Protecting the public is always the primary mission. All cases are resolved by Consent Order between the board and licensee. Continuing Education is audited and information continues to be provided to all through the web site, by e-mail, letter, and newsletter and answers by the staff. The Board educates in the areas it sees problems – supervision, and scope of practice for example. After the Board’s very successful two-year licensing, we are now working to providing online licensing with credit card payments in the March – June 2008 Renewal period with secure credit card payments. Services are shared with other health licensing board to save cost and be more efficient and effective.</p>
<p>3 STAFF TRAINING What training has staff had in the past year on the practical value and use of performance measures?</p>	<p>The Director attends small agency meetings and performance measure meetings that are available. The Agency FTE is 1.2 so the Director handles all performance measure issues.</p>
<p>4 COMMUNICATING RESULTS How does the agency communicate performance results to each of the following audiences and for what purpose?</p>	<ul style="list-style-type: none"> • Staff: The Director notified Board members and licensees of progress made on the web site, newsletters etc. • Elected Officials: Any elected official can obtain information about agency performance measures; committee members receive performance measure reports with their Agency Budgets. • Stakeholders: Notices are sent to interested parties on the board’s list; added to the web site and sent in newsletters. • Citizens: All information is posted on the web site, or can be received by contacting the Board office.

III. KEY MEASURE ANALYSIS

Agency Mission: To protect the public by supervising occupational therapy practice; to assure safe and ethical delivery of occupational therapy services.

KPM #1	OCCUPATIONAL THERAPISTS UPDATE PROFESSIONAL SKILLS: CONTINUING EDUCATION Percentage of applicants meeting continuing education requirements	Measure since: 2003
Goal	ALL OCCUPATIONAL THERAPISTS UPDATING PROFESSIONAL SKILLS (change name to CONTINUING EDUCATION): In order to better protect the public and assure safe and ethical delivery of occupational therapy services the Occupational Therapy Licensing Board requires all licensees to complete mandatory 30 points of continuing education every two years; all applicants must sign their application form stating that they have complied and five percent are audited by board members in detail to confirm that the applicant has completed all required continuing education requirements. The goal is to have 100 % compliance. There is no audit in 2007 since we do not renew until 2008. There is a new requirements for all Occupational Therapist to complete 7 hours of Pain Management CE by 2010.	
Oregon Context	Public Protection	
Data source	All applications are scrutinized for applicant compliance with required continuing education. Five percent are audited with a careful review by board members and director to determine that the applicant has complied with the required continuing education. This information is found on the application, on a log form and checking certificates of completion for the required continuing education classes and points.	
Owner	OTLB Director, Felicia Holgate 971-673-0198	

- OUR STRATEGY:** The Board checks the continuing education completed by all applicants to determine that they have complied with the continuing education requirements and have documentation.
- ABOUT THE TARGETS:** The Board expects every applicant to complete the continuing education requirements, so the target is 100 %. If the applicant does not complete the requirement for continuing education they are not issued a license. The actual is close to 100 %. Since we have two year licensing, results will only show every other even year. The next will be in spring 2008
- HOW WE ARE DOING:** The Board continues to carefully scrutinize applications to confirm that continuing education requirements are met. The target is 100% is met by almost all applicants. The very few who do not meet the target are not issued a license (not more than one or two per licensing period). We are working on new Pain CE credits.
- HOW WE COMPARE:** Health licensing boards will be high in this performance measure since most boards, like the OTLB does not issue a license if the applicant does not complete the requirements.
- FACTORS AFFECTING RESULTS:** The Board continues to expect very high actual numbers in this performance measure and keeps high target numbers.
- WHAT NEEDS TO BE DONE:** Continue the same strategy: Educate and check documentation showing proof of compliance by auditing a percentage.
- ABOUT THE DATA:** The Board licenses every two years in May every even year so the reporting cycles is calendar even years. All applications, continuing education log forms and certificates are carefully scrutinized by the Director and Board members. Data is available on these documents.



OCCUPATIONAL THERAPY LICENSING BOARD

III. KEY MEASURE ANALYSIS

Agency Mission: To protect the public by supervising occupational therapy practice; to assure safe and ethical delivery of occupational therapy services.

KPM #2	OCCUPATIONAL THERAPISTS PROVIDE COMPETENT SERVICES change to DISCIPLINE Percentage of complaints resolved by means other than formal administrative hearing within a year	Measure since: 2002 (modify 06)
Goal	PROVIDE COMPETENT SERVICES: DISCIPLINE: In order to better protect the public and assure safe and ethical delivery of occupational therapy services the Occupational Therapy Licensing Board investigates <u>all</u> complaints and takes action through education, a private letter of concern, or by issuing consent orders for reprimands, suspension, or probation. The Board has not been required to go to administrative hearing in any cases in the last seven years, resolving the cases through consent orders signed by both the Board and applicant/licensee. Often the Board does educational programs, in some cases a more appropriate method to improve services. The goal is to protect the public and by using informal and appropriate methods the Board protects the public through these efficient and cost effective methods within a one year time frame. If cases do go to hearing it may be out of the Board's hands whether they are resolved within a year.	
Oregon Context	Public Protection	
Data source	All complaints are investigated and the Board determines whether the conduct violates any Board statutes or rules. If it does the Board issues a notice of findings and proposed discipline such as public reprimand, suspension, or probation. The board can also issue a private letter of concern or do some education or mediation in the less serious cases. The goal is to protect the public, and by being sure of the findings the board is not required to go to administrative hearing since the applicant/licenee agrees to the Order and signs a consent order. The information is found in the discipline files.	
Owner	OTLB Director, Felicia Holgate 971-673-0198	

1. OUR STRATEGY: The Board investigates all complaints. Formerly the goal was to take action within 1 year for those with or without formal investigation. Since the board investigates or review all complaints we proposed to combine these. A one year period is a somewhat arbitrary goal since once a case goes to administrative hearing the Board may have no control over the time frame. Instead the modified goal is to resolve cases by other means that are more effective in protecting the public and more efficient and cost effective such as mediation, education or consent orders for reprimand, suspension or probation. Presently all actions are taken within a year of receipt.

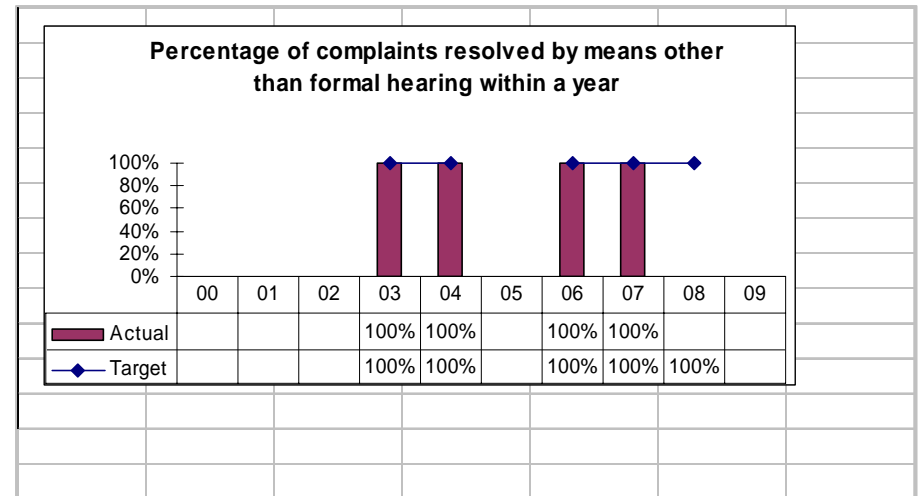
2. ABOUT THE TARGETS: The Board investigates and takes action on all complaints, by means such as education, consent order for probation, suspension or consent order or mediation, all within a year of receipt of the complaint. The target is 100 %. The Board meets that goal. There are relative few complaints that reach the board (2 – 8 a year). In 2005 there were no formal action taken. In 2007 two cases were closed, one pending, and one recommended mediation.

3. HOW WE ARE DOING: The Board continues to carefully investigate and scrutinize all complaints in a timely manner and takes appropriate action if a violation is found.

4. HOW WE COMPARE: The Occupational Therapy Licensing Board has relatively few cases on a yearly basis and no cases go to hearing so it is hard to compare with other Boards who have much more discipline and do have cases going to administrative hearing.

5. FACTORS AFFECTING RESULTS: The Occupational Therapy Licensing Board has very few cases per year.

6. ABOUT THE DATA: The Board has a file on each discipline case.



OCCUPATIONAL THERAPY LICENSING BOARD

III. KEY MEASURE ANALYSIS

Agency Mission: To protect the public by supervising occupational therapy practice; to assure safe and ethical delivery of occupational therapy services.

KPM #3	CUSTOMER SERVICE Percentage of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”; overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	Measure since: 2004
Goal	CUTOMER SERVICE: In order to better serve the public and licensees, the Occupational Therapy Licensing Board attempts to work efficiently and provide a very high level of customer service.	
Oregon Context	High level of customer service satisfaction	
Data source	A statistically significant number of renewal applicants were sent questionnaires to determine the customer satisfaction with board services. The questionnaires were collated to determines the satisfaction in all areas.	
Owner	OTLB Director, Felicia Holgate 971-673-0198	

1. OUR STRATEGY: The Board sent questionnaires to 2/3 of all licensees, lapsed licensees, and interested parties by e-mail. We now have online automatic collation of all customer satisfaction responses that come in. They cannot be accessed by the staff, except for the results which are shown on the right. Being able to collate online is a huge savings in time and cost.

2. ABOUT THE TARGETS: The Board expects a very high level of customer satisfaction so puts the target at 80 %. The actual levels are higher. It is interesting to note that some responded that they received no services assuming that getting their license is not a service.

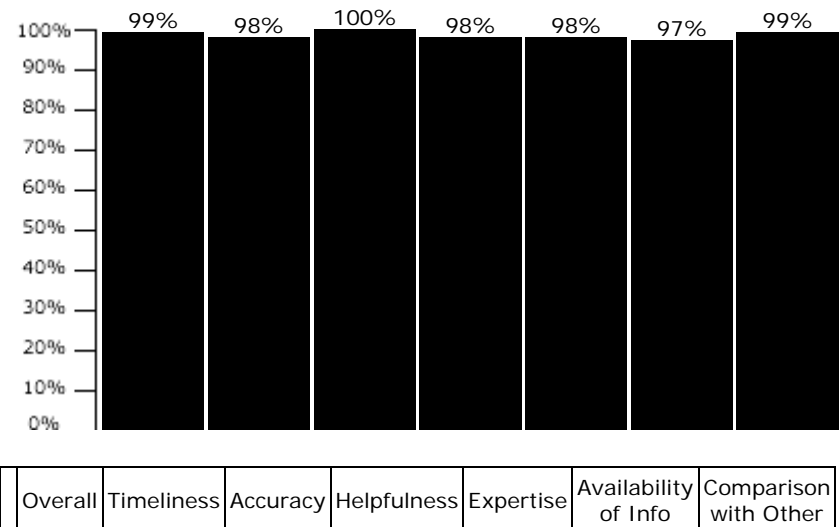
3. HOW WE ARE DOING: The Board continues to provide efficient and effective services and evaluates that survey answers to determine how to improve services. The internal goal of the director is to license within 3 days of receipt of all documentation. That goal is reached for almost every applicant.

4. HOW WE COMPARE: The Occupational Therapy Licensing Board continues to provide very high level of services and customers respond with a high level of satisfaction.

5. FACTORS AFFECTING RESULTS: The Board continues to expect and provide a high level of service and satisfaction of its services in all areas.

6. ABOUT THE DATA: The Board has all copies of the paper surveys and now the online survey which is collated automatically each month. Data is all found on the results of the surveys and can be viewed in the Board office.

Percent Rating Service Good or Excellent



III. KEY MEASURE ANALYSIS

Agency Mission: To protect the public by supervising occupational therapy practice; to assure safe and ethical delivery of occupational therapy services.

KPM #3	BOARD BEST PRACTICES Percentage of BEST PRACTICES set out by the State of Oregon that are followed by the Oregon Occupational Therapy Licensing Board.	Measure since: 2006
Goal	CUTOMER SERVICE: In order to better serve the public and licensees, the Occupational Therapy Licensing Board attempts to work efficiently and perform all its functions within the State of Oregon BEST PRACTICE criteria and guidelines.	
Oregon Context	Follow all areas of Board BEST PRACTICES	
Data source	In August 2006 and August 2007 the Board reviewed the State of Oregon BEST PRACTICES and rated itself as following all areas of the best practice guidelines.	
Owner	OTLB Director, Felicia Holgate 971-673-0198	

1. OUR STRATEGY: The Board reviewed the State of Oregon’s Best Practices and reported the results in July Board minutes in 2006 and 2007. The Board complies in all the areas.

2. ABOUT THE TARGETS: The Board and Director expect to comply with all Best Practices criteria for the State of Oregon.

3. HOW WE ARE DOING: The Board comply with all criteria.

4. HOW WE COMPARE: This is a new Performance Measure so it is hard to compare with other boards.

5. FACTORS AFFECTING RESULTS: The Board and Director continue to comply with all state criteria for Best Practices.

6. ABOUT THE DATA: The Board has copies of the results of their ratings and Publish results in the July 2006 and August 2007 Board minutes.

Best Practices Criteria	Yes	No
1. Executive Director’s performance expectations are current.	X	
2. Executive Director’s performance has been evaluated in the last year.	X	
3. The agency’s mission and high-level goals are current and applicable.	X	
4. The agency has submitted the current <i>Annual Performance Progress Report</i> .	X	
5. The board is appropriately involved in review of agency’s key communications.	X	
6. The board is appropriately involved in policy-making activities.	X	
7. The agency’s policy option packages are aligned with their mission and goals.	X	
8. The board reviews all proposed budgets.	X	
9. The board periodically reviews key financial information and audit findings.	X	
10. The board is appropriately accounting for resources.	X	
11. The agency adheres to accounting rules and other relevant financial controls.	X	
12. Board members act in accordance with their roles as public representatives.	X	
13. The board coordinates with others where responsibilities and interests overlap.	X	
14. The board reviews its management practices to ensure best practices are utilized.	X	
15. Others		
Total Number		
Percentage of Total	100 %	