

ANNUAL PERFORMANCE PROGRESS REPORT - PART I, MANAGING FOR RESULTS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency: Oregon Health Licensing Agency	Date Submitted: September 30, 2005	Version No.:
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Agency Name: OREGON HEALTH LICENSING AGENCY		Agency No.: 83100
The following questions shed light on how well performance measures and performance data are leveraged within your agency for process improvement and results-based management.		
1	How are staff and stakeholders involved in the development of the agency's performance measures?	Board and council members, practitioners, small business owners and interested parties work with agency staff to continue building and improving essential regulatory functions, business operations and customer service. The customer survey responses received during the 2003-05 reporting period served as a catalyst for identifying business improvements and reducing redundancy and impediments where needed, and yielded a clear perspective on what our stakeholders want from the agency – electronic commerce capability and same-day licensing. These were proposed as new measures and approved by the 2005 Legislature. The Agency's Performance Measures Committee members meet with staff and conduct outreach to gain diverse points of view from the 15 professions regulated by the agency. Staff participates in and is responsible for data sourcing and collection, calculations and criteria used for setting each measure's targets for 2006 through 2009.
2	How are performance measures used for management of the agency?	The process provides an evaluation tool to gauge the effectiveness of attaining agency goals in the following areas: effective agency business practices and workflow procedures; proficiency and quality of customer service delivery; efficiency of resource management related to return-on-investment; and inclusiveness and responsiveness to stakeholders and consumers of multiple fields of professional practice. Performance measures directly link to a specific agency unit or function and are reviewed quarterly or semi-annually to evaluate progress and outcomes. Individual criterion is evaluated to pinpoint fluctuations, mitigating circumstance or contributing factors to the success or shortfall of meeting targets. Where underperformance is evident, management addresses factors and formulates strategies for resolving any deficiency. The measures are reported to stakeholders to gain additional participation.
3	What training has staff had in the use performance measurement?	Regular participation by agency staff at Oregon Progress Board work sessions yield valuable information that is utilized by the agency's KPM Team, especially in areas of quality of data and reporting methodology. The agency conducts monthly division meetings and periodic work sessions that are focused on attainment of agency goals and improvement -- tracking mechanisms, reviewing outcomes and pinpointing resolutions to impediments in meeting targeted goals. The agency's KPM Team attended the annual conference and quarterly work sessions sponsored by the Oregon Progress Board. In addition, specific training has been conducted one-on-one with key agency staff, and the Oregon Progress Board (Rita Conrad) provided onsite assistance in developing new measures and modifying existing measures, which have been proposed in the 2005-07 agency budget.

<p>4 How does the agency communicate performance results and for what purpose?</p>	<p>KPM team members discuss and review performance data routinely. Depending on the measure, regular progress reports are communicated to managers and supervisors. The agency reports the KPM process and results to the 50 members serving on the eight boards and councils representing agency-regulated professions during regularly scheduled public meetings. KPM news is communicated to agency staff through an internal agency communication bulletin; and is available to the public on the agency's Web site. The agency's progress in key performance areas and related policy decisions are published in profession-specific trade and association publications and/or shared with stakeholders during outreach activities, such as association meetings where agency staff participate as a keynote speaker or presenter.</p> <p>Open forum discussions have provided feedback on what agency customers want and need and how best to provide information and deliver services. Customer service satisfaction survey results facilitate communication and allow opportunity to respond to inquiries, address potential areas of change and offer additional agency resources to a wider audience through leveraging existing materials such as renewal notices, brochures, industry trade papers and law/rule packets to clarify issues that surface in survey responses.</p> <p>The agency launched a free subscription online newsletter in February 2005 to keep agency stakeholders informed. Performance results are highlighted in this communication, <i>OHLA Licensing Line</i>. To date there are more than 300 subscribers.</p> <p>www.oregon.gov/OHLA/publications.shtml</p>
<p>5 What important performance management changes have occurred in the past year?</p>	<p>The passage of House Bill 2103 by the 2005 Legislature completed the process of consolidating administrative functions and licensing and enforcement processes; and standardizing business support services such as contract and procurement, personnel, budget, accounting, information technology and communications. This legislation continues the process of regulatory streamlining and will enable the agency to issue a <i>single facility license</i> for facilities where multiple licenses are currently required for multiple professional services offered.</p> <p>The agency's Regulatory Operations Division focused on improving internal procedures to ensure that criteria for Enforcement Section efforts in responding to critical status complaints are well-defined and communicated to both office and enforcement field staff. Regulatory Operations placed greater emphasis on integrating a tracking mechanism for each critical status complaint response.</p> <p>The agency's Administrative Services Division standardized customer service surveys to provide higher quality customer satisfaction data and plans to be involved in greater survey standardization efforts through statewide programs and criteria. The agency is reviewing survey distribution options to determine the best option for securing the most representative sampling of its customers while minimizing the potential workload involved in tabulating responses. The agency's <i>Customer Connection</i> program provides an ongoing and visible backdrop to keep customer service resources accessible to customers and customer service standards at the forefront of agency staff thinking and action.</p>

	<p>After receiving input from numerous stakeholders regarding the possibility of two tiers of licensure for facial technicians (“estheticians” effective January 1, 2006), the agency proposed legislation (House Bill 2105) that was passed by the 2005 Legislature, which revises the statutory definition of this cosmetology field of practice to conform with current industry practice regarding skin care. The agency is also launching a public education campaign, <i>Facial Forward</i>, to clarify issues of interest and importance to consumers and practitioners. Stakeholder involvement was crucial in determining what type of legislation to propose and what type of regulatory direction to take.</p> <p>As a consumer protection agency, OHLA increasingly leveraged the cost of mailing monthly renewal notices to licensees by providing practical information to help improve regulatory compliance. The agency also successfully migrated its Web site content to the new www.oregon.gov enterprise system in an effort to expand its Web-based and online offerings to reach more customers at lower cost.</p> <p>The agency continued its efforts to reduce barriers to licensure by supporting legislation (House Bill 3219) to recognize the credentials of out-of-state denturists moving to Oregon to practice and is seeking to adopt a national written examination for cosmetologists to enable license-for-license recognition between states utilizing the national examination.</p> <p>Migration of the agency’s information technology to a new database management system has altered internal workflow and business processes, creating some delays in targeted efficiencies regarding online renewal capabilities (a new KPM approved by the 2005 Legislature).</p>
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