

Oregon Board of Examiners for Speech-Language Pathology & Audiology

Presentation Before the Joint Ways and Means Subcommittee on Education



February 18, 2013

Sandy Leybold, MPH, Executive Director
Evan "Butch" Evans, Audiologist, Board Chair

Agency Overview



- Board established 1973; Oregon one of 1st states to regulate
- Mission to protect public through regulating audiologists (AUDs), speech-language pathologists (SLPs), & certified SLP Assistants (SLPAs)
- Seven Governor-appointed Board members:
2 public, 2 SLPs, 2 AUDs, 1 ENT MD
- Funded entirely by Other Funds (98% licensing fees, 2% administrative/disciplinary fees)
- Board members dedicated to best practices, meaningful regulation
- Agency staff: 0.6 FTE Executive Director; 0.8 FTE Admin Assistant

Professional Context



- Hearing & speech professionals treat hearing loss, balance disorders, aphasia, delayed language development, speech disorders, swallowing disorders, etc. from birth to old age, including stroke and head/neck cancer patients
- Demand increasing with medical advances and growing senior and special education populations. Employed in schools, hospitals, skilled nursing facilities, home health, private practice.



Agency Goals

- Strategic
- Financial
- Policy Development
- Investigation/Discipline
- Compliance/Audit
- Continuous Improvement



Strategic Budget Priorities

- Right-size administrative staff to carry out Board functions:
 - Executive Director increased from 0.6 FTE to full-time*
- Implement enhanced criminal background checks to improve public protection:
 - 0.5 FTE LD investigator*, add 0.2 FTE Admin Assistant

* Approved by Dec 2010 E-Board



Budget Funding Summary

- 2011-13 Ending Balance projected at \$331,861 (up \$88,798 from LAB)
- Fee increase generates \$226,425
- 2013-15 Ending Balance in GBB is \$252,325
- Fingerprint fee, pass-through to OSP: \$19,358

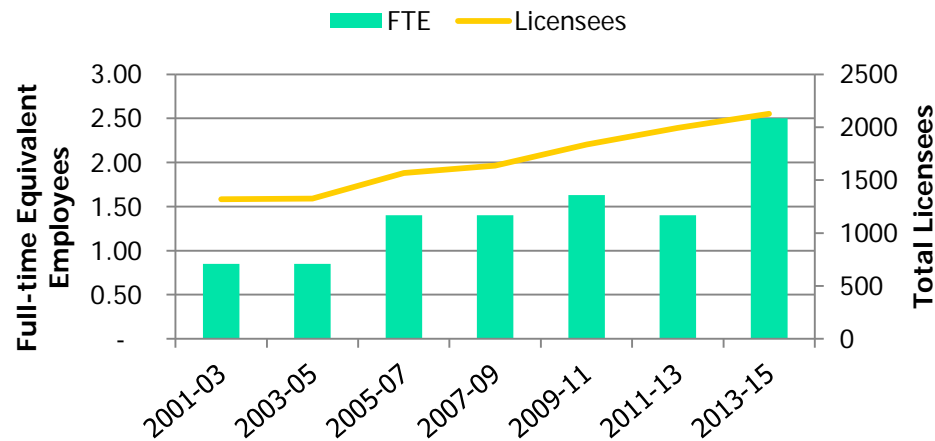


Key Drivers for Budget

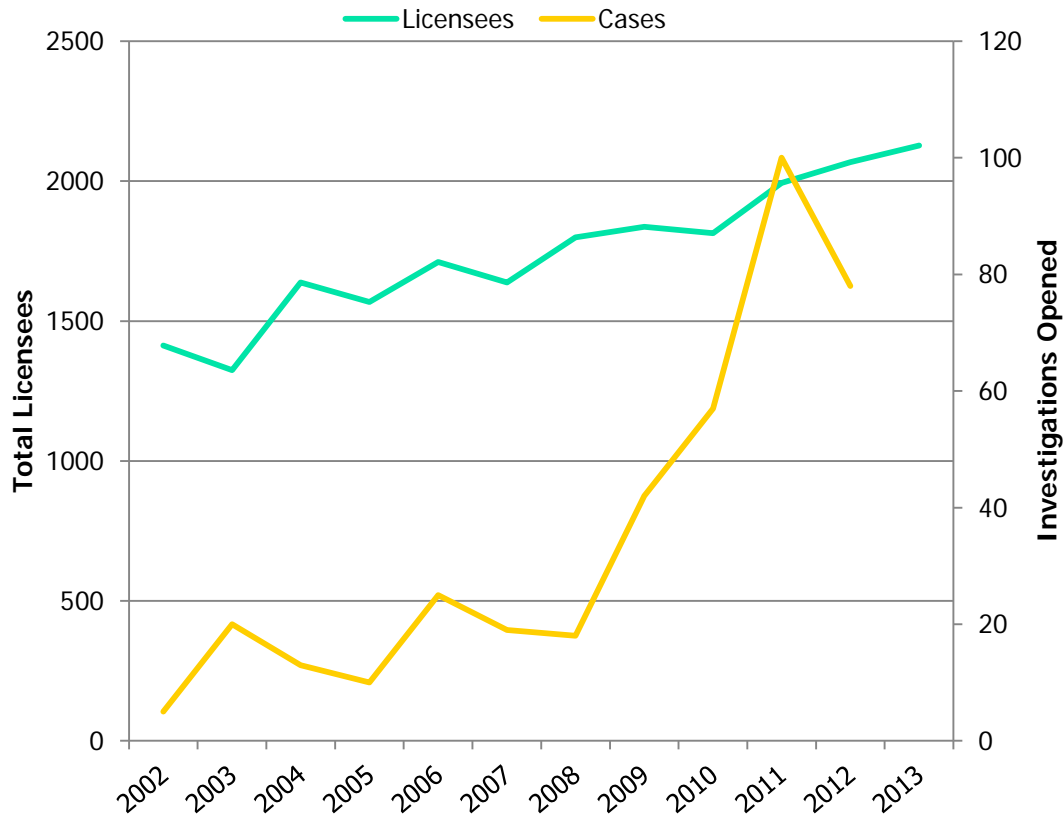
- Increased Licensing Volume
- Increased Disciplinary Caseload
- Increased Administrative Workload & Complexity
- Resources Needed to Maintain Current Operations
- Continuous Improvement—Address Policy Issues in Professions; Hone Operations; Increase Outreach
- No Legislative Initiatives

Licensing Volume

- Total Licensees (February 1, 2013): 2,155, up almost 8% since August
- Increased 36% since 2005, when last permanent staff increase
- In December 2010, E-Board approved ED to go full-time and a 0.5 FTE investigator for last 6 months of 2009-11 biennium
- Further increases: PSU, Pacific University, school districts



Disciplinary Caseload





Public Protection Actions

- Two audiologists' licenses limited related to pediatric audiology:
 - Patient age/practice limits until competence demonstrated
 - Inappropriate diagnosis/treatment of hearing loss in infants to 5-year-olds can have long-term social/emotional/learning implications
- Two SLP actions related to treatment of swallowing disorders:
 - Individuals with swallowing disorders can aspirate and asphyxiate if treated inappropriately
 - Finding of serious danger in treating senior patients--Emergency suspension/revocation of SLP license
 - Concerns about professional competence and record-keeping—Probation with required actions to restore license
- Two SLPAs issued emergency suspensions and licenses revoked:
 - Failing to maintain appropriate boundaries with a male student
 - Verbally abusing a student



Budget Impact: Disciplinary Caseload

- Increased Administrative Staff Time
 - Conduct and track investigations
 - Present findings for Board action
 - Issue Board notices of discipline
 - More frequent Board meetings
- Increased Costs
 - Attorney General fees
 - Clinical consultation costs
 - Administrative Hearings
 - Board member stipends and travel costs

Increased Administrative Workload



- Regulatory & professional environmental changes requiring rule & statute updates
- Increased transparency and effectiveness: statewide initiatives such as Information Security, Business Continuity
- Regular collaboration with other Health Professional Regulatory Boards and other states regarding best practices
- Formal audits of Key Performance Measures—and follow-up
- Customer service has declined on all dimensions except availability of information, since 2006 (when agency last expanded staff)



Key Performance Measures Summary

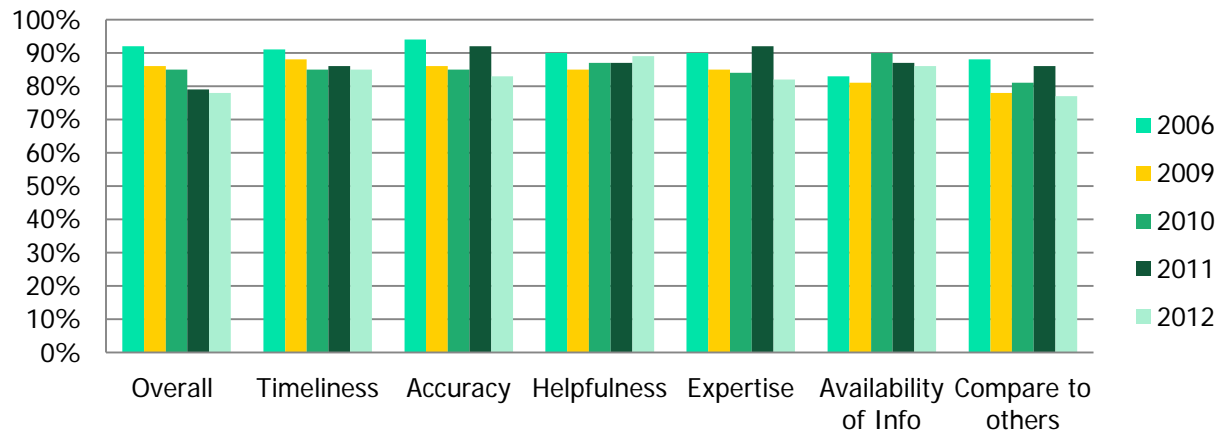
- **KPM #1:** Percentage of School District Compliance with SLPA Supervision Requirements (audited annually)
Target: 60%; **Result 40%** (Red)
**Change to % of compliance among district employees—keep target*
- **KPM #2:** Licensee Compliance with Continuing Education Requirements (audited biennially)
Target: 85%; **Result: 90%** (Green)
- **KPM #3:** Customer Service: Overall, timeliness, accuracy, helpfulness, expertise, & availability of info (annual survey + ongoing feedback via email or website) **Change target to 85%*
Target: 94%; **Result 83%**. (Yellow)
- **KPM #4:** Board Best Practices Self-Evaluation (annual)
Target: 100%; **Result: 100%**. (Green)

Customer Service Surveys

- Positive comments: timeliness of issuing licenses, quality of interaction when staff available, Board actions to preserve quality of care
- Mostly positive comments: on-line renewals
- Negative comments: limited office hours, delayed responses
- A few complaints: fees, need for licensure

Customer Service Survey Results

(October/November)





Policy Option Packages

- 180: Increased Administrative/Compliance Workload:
 - Executive Director from 0.6 FTE to 1.0 FTE (E-Board 12/2010)
 - Addresses increased licensing and case volume, agency process improvement efforts, Board policy goals & statewide initiatives

- 182: Enhanced Investigation/Background Checks:
 - Recruit Limited Duration 0.5 FTE Investigator (E-Board 12/2010)
 - Administrative Assistant from 0.8 FTE to 1.0 FTE to support workload associated with fingerprint collection and OSP/FBI checks

- 181: Criminal Background Check Fees:
 - Collect \$44.50 per applicant for fingerprint-based background checks—100% passed through to Oregon State Police.



Fee Increase Required

- Fee Schedule Approved by Board in August 2012
- Supported by Oregon Speech-Language Hearing Association, Oregon Academy of Audiology
- Essential resources for operations, compliance, policy work
- Funding for both staffing packages
- Sufficient ending balance (cash flow) for continued operations
- Previous fee increases 1995, 2005
- Administrative 2009 increase effective only in 2009-11 biennium—reverted to 2005 levels
- Proposed fees \leq WA, OHLA; consistent with other states, agencies



Fee History

BSPA Fee Schedule								
Fee	Fee Amount 1995	Fee Amount 2005	Fee Amount 2008	Fee Amount 2009	Fee Amount 2011	Proposed Fee 2013	Payor	Biennial/ One Time/ Annual
Application Fee	30	40	40	200	40	150	ALL	One Time
Biennial Active License/Renewal Fee	100	160	160	275	160	250	SLP/AUD	Biennial
Biennial Inactive License/Renewal Fee	20	50	50	50	50	50	SLP/AUD	Biennial
Conditional License/Renewal Fee	50	50	50	125	50	50	SLP/AUD	One Time/ Annual
Biennial Certificate/Renewal Fee	--	50	50	150	50	75	SLPA	Biennial
Biennial Inactive Certificate/Renewal Fee	--	20	20	20	20	20	SLPA	Biennial
Delinquent Fee	10	50	50	200	50	150	ALL	When Applicable
Permissions Fee	--	--	80	NA	NA	NA	SLP	Annual
Temporary License	--	--	--	--	--	75	SLP/AUD	When Applicable
Temporary Certificate	--	--	--	--	--	50	SLPA	When Applicable
Limited Term License	--	--	--	--	--	75	SLP/AUD	When Applicable
Limited Term Certificate	--	--	--	--	--	50	SLPA	When Applicable
OSP Background Check	--	--	--	--	--	44.5	ALL	One Time



Conclusion

- Board takes its mission in public protection very seriously
- Appropriate staffing level and other resources are needed
- Agenda for continuous improvement is underway:
 - Enhanced background checks: public protection
 - Update of statute & rules: 2009, 2011, 2013: best practices
 - Increased compliance audits & complaint investigations
 - Improved Board effectiveness: training
 - Updating licensing data system (on-line renewals & e-payment done)
 - Regular collaboration with other agencies (HPRBs, TSPC)
 - Increased outreach to public, licensees, associations, & universities
 - Enhanced availability of information on web & through office
 - Upcoming policy issues: telepractice, audiology assistants

SPEECH-LANGUAGE PATHOLOGY & AUDIOLOGY

Annual Performance Progress Report (APPR) for Fiscal Year (2011-2012)

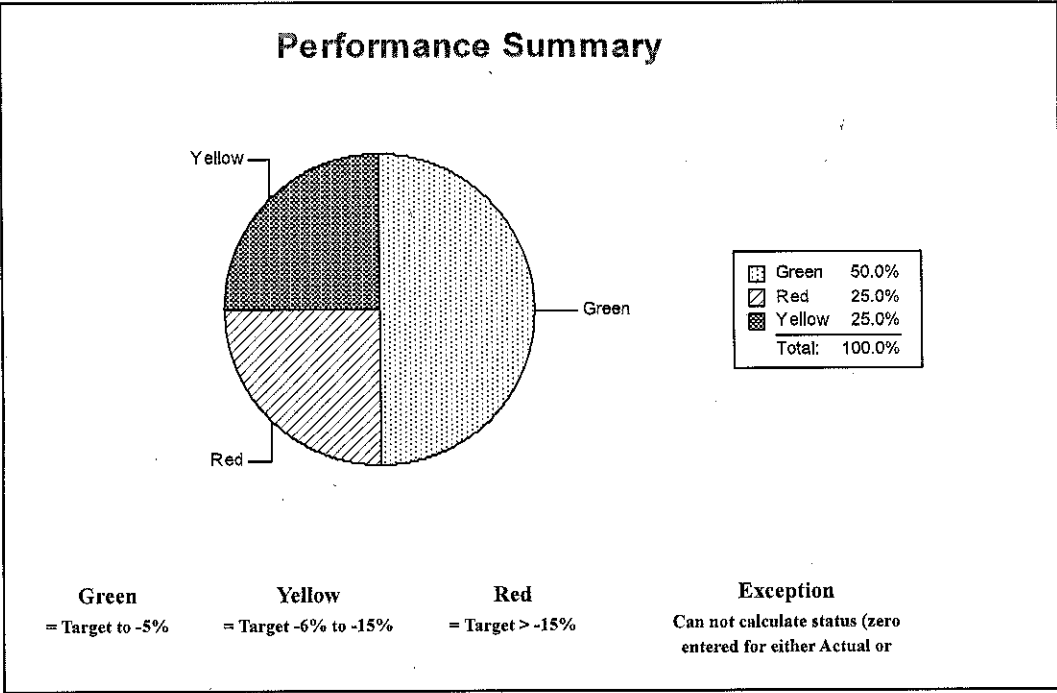
Original Submission Date: 2012

Finalize Date: 1/28/2013

2011-2012 KPM #	2011-2012 Approved Key Performance Measures (KPMs)
	Percentage of School District Compliance with SLPA supervision requirements outlined in OAR 335-095-0050.
2	Compliant Professional Development Reported - Percentage of licensees audited who are in compliance with continuing professional development requirements
3	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.
4	Best Practices - Percent of total best practices met by the Board.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2013-2015
	Title: Rationale:

SPEECH-LANGUAGE PATHOLOGY & AUDIOLOGY		I. EXECUTIVE SUMMARY	
Agency Mission: The Board adopts rules governing standards of practice, investigates alleged violations and grants, denies, suspends and revokes licenses for Speech-Language Pathologists, Speech-Language Pathology Assistants, and Audiologists for consumer protection.			
Contact: Sandy Leybold, Executive Director		Contact Phone: 971-673-0087	
Alternate:		Alternate Phone:	



1. SCOPE OF REPORT

The Board currently evaluates its work through four approved Key Performance Measures (KPMs), including the Board Governance self-assessment tool adopted by the Legislature in 2007; compliance with Board rules regarding supervision of Speech-Language Pathology Assistants (SLPAs) and required professional development; and customer service.

2. THE OREGON CONTEXT

Agency PurposeThe Board of Examiners for Speech-Language Pathology and Audiology (BSPA) was established in 1973, and is authorized by Oregon Revised Statute 681 (ORS 681), which is implemented through Oregon Administrative Rules Chapter 335 (OAR 335). The Board is appointed by, and responsible to, the Governor.

BSPA has adopted the following mission statement:

“The Board of Examiners for Speech-Language Pathology and Audiology seeks to protect the public by licensing and regulating the performance of speech-language pathologists, speech-language pathology assistants and audiologists.”

Statute and Rules outline the Board’s role in regulating the activities of these professions by insuring that education, training, and professional conduct requirements are met prior to initial and renewed licensure. Additionally, the Board reviews and investigates complaints against licensees, and takes necessary disciplinary action that may include license revocation and/or civil penalties.

Societal Outcomes Informed by the Board’s Work

Speech-language pathologists (SLPs), audiologists, and SLPAs provide vital clinical and rehabilitative services in various settings, including educational service districts, schools, private practice, hospitals, clinics, and rehabilitation facilities. Audiologists also may consult with businesses and industries to prevent hearing loss. Speech and hearing professionals prevent and treat disabilities and disorders that impact individuals’ ability to function in schools, families and workplaces; decrease quality of life; and can even be life-threatening (such as swallowing disorders).

SLPs evaluate, diagnose and treat speech, language, cognitive-communication and swallowing disorders in persons of all ages, from infants to the elderly. Audiologists address hearing and balance impairments and their relationship to communication disorders. Audiologists also identify, assess, diagnose, and treat individuals with impairment of peripheral or central auditory and/or vestibular function, and strive to prevent such impairments. Audiologists also may fit and dispense hearing aids in their practice. Board-certified SLPAs assist speech-language pathologists in treating communication disorders, under the regular supervision of licensed SLPs.

The need for speech and hearing professionals is expected to grow faster than average through the year 2014, as “baby boomers” increasingly develop age-related neurological disorders and associated speech, language, swallowing, and hearing impairments. The demand for speech-language pathology services has also increased in treating premature infants, trauma and stroke victims. Federal law guarantees special education and related services to all eligible children with disabilities. Greater awareness of the importance of early identification and diagnosis of speech, language, swallowing, and hearing disorders is also increasing the need for speech professionals.

Oregon universities have responded to these increased needs by increasing the supply of new professionals. Oregon now has three programs (Portland State, Pacific University, and University of Oregon) that confer master’s degrees in speech-language pathology. This is the entry-level credential for the field. Chemeketa Community College trains SLPAs in a certificate program equivalent to an associate’s degree. The entry level credential in audiology was previously a master’s degree, but as of 2007, a clinical doctoral degree (Aud.D) is required. Pacific University began a doctoral program in Audiology in 2012. PSU also increased its cohort size by 50% in 2012, increasing the number of SLP graduates in Oregon.

As of August 1, 2012, the breakdown of current licensees was:

Speech-Language Pathologists (SLPs) – 1340 Active, 52 Inactive, 1 Limited, 1 Probation, 57 Conditional*

Audiologists – 249 Active, 1 Limited**, 1 Probation, 9 Inactive

Dual Licensees – 10 active, 0 Inactive, 0 Conditional

Speech-Language Pathology Assistants (SLPAs) – 271 Active, 15 Inactive

This is a total of 1870 Active Licensees, 73 Inactive, 2 Limited, 1 Probation, and 57 Conditional. The number of actively licensed SLPs increased 1.5%, Audiologists 0%, and SLPAs 3% since August 2011. However, it is more relevant to look at the volume compared to the same time two years ago, because of the biennial licensing cycle. When compared to August

2010, active SLP licensees are up 12%, audiologists up 7%, and SLPAs up 18%.

Government Partners

The Board statute allows that SLPs employed exclusively in K-12 districts are not required to obtain licensure from BSPA; rather they may be licensed by the Teacher Professional Standards Commission (TSPC). To eliminate the confusion and duplication of regulatory oversight for speech professionals, in August 2009 TSPC voted to “get out of the business” of licensing SLPs. In early 2010, the Commission changed its direction, but further efforts to coordinate SLP licensing are underway at the professional association and inter-agency level.

Hearing aid dispensers are regulated by the Oregon Health Licensing Agency (OHLA), which oversees contracts with consumers regarding these devices. Audiologists may dispense hearing aids within the scope of their professional practice.

SLPAs are certified only by BSPA.

3. PERFORMANCE SUMMARY

1. KPMS TARGETS MAKING PROGRESS

- Compliance with SLPA Supervision Rules
- Compliant Professional Development Reported
- Customer Satisfaction
- Board Best Practices

2. KPMS NOT MAKING PROGRESS

None.

3. KPMS NOT MEASURED IN 2011-12

None.

4. CHALLENGES

The agency has a small staff, consisting of 0.6 FTE Executive Director (ED) and 0.8 FTE Administrative Assistant. The Executive Director is responsible for policy development and implementation, agency administrative oversight, and staffing all Board functions. The ED also serves as investigative officer, with some support from contracted clinical consultants and volunteer peer reviewers. The ED must comply with State policy and procedures, and communicate regularly with multiple constituents. The administrative workload and complexity are beyond what can be handled by existing staff positions.

The number of complaints received and other cases investigated has increased geometrically in the last few years:

Year	Number of Cases Opened
2006	3
2007	18
2008	16

2009
41
2010
57
2011
100
2012
58 through 9/30/12

The Board is engaged in more compliance activities related to its KPM audits, and is communicating more frequently with other jurisdictions regarding complaints filed elsewhere. These factors are increasing the investigative work load for Board and staff, and increasing legal fees and other costs of doing business. Additional staff needed to support these regulatory and administrative functions were requested in the 2011-13 Governor's Balanced Budget (and were temporarily approved by the E-Board in December 2010), but not approved by the 2011 Legislature. They are again requested in the 2013-15 Governor's Recommended Budget. A fee increase was implemented administratively in July 2009 to ensure that the Board could function effectively. This fee schedule was not ratified by the Oregon Legislature, and the fees have been rolled back to pre-2009 levels. A fee increase is again requested for 2013-15 to support the higher staffing levels.

5. RESOURCES AND EFFICIENCY

BSPA's 2011-13 legislatively-adopted expenditures budget is \$403,043. This represents an 8% increase over the previous biennium.

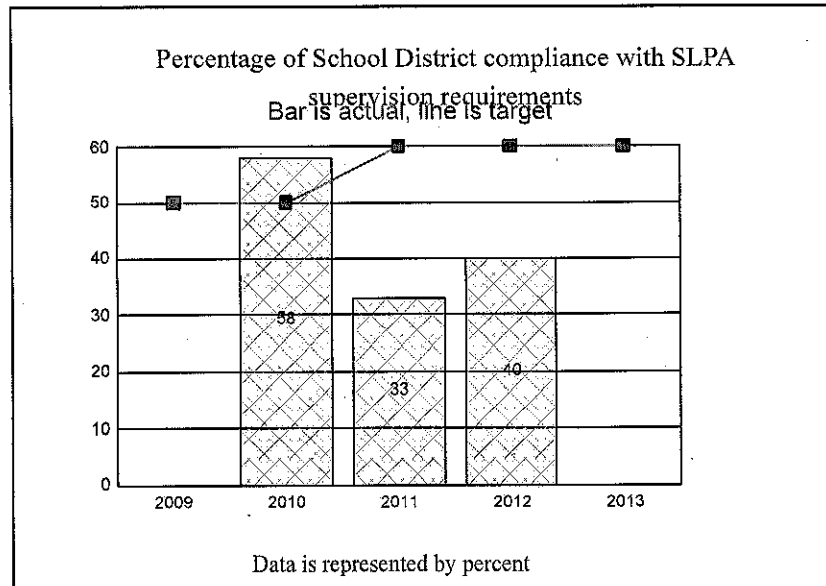
Cost savings are realized in several ways, including:

- Sharing office overhead (IT, copier, shredding, etc.) with other licensing boards in PSOB Suite 407
- Using electronic correspondence whenever appropriate.
- Implementing on-line renewals, including payment, in January 2010.
- Enhancing information on the website to improve 24/7 customer service and reduce unnecessary inquiries to agency staff.
- Executive Director working beyond budgeted FTE to meet administrative demands.

SPEECH-LANGUAGE PATHOLOGY & AUDIOLOGY

II. KEY MEASURE ANALYSIS

KPM #	Percentage of School District Compliance with SLPA supervision requirements outlined in OAR 335-095-0050.	2010
Goal	Ensure public protection: the percentage of school districts complying with SLPA supervision requirements as outlined in OAR 335-095-0050 is an indicator of quality of services provided by SLPAs and SLPs in educational settings.	
Oregon Context	OAR Chapter 335	
Data Source	Audit responses from Oregon school districts and Educational Service Districts are surveyed annually to determine which SLPAs are employed therein, and which SLPs are supervising them. In addition to employment census, the SLPA clinical logs are submitted to the Board for review against rules regarding types and hours of supervision provided.	
Owner	Agency ED	



1. OUR STRATEGY

KPM #1 monitors compliance with Board rules regarding the SLP-SLPA supervisory relationship, and the hours and type of supervision received. Since most SLPAs work in school districts, the Board has requested audit responses from school administrators. This also provides a way to link supervision compliance to administrative decisions regarding staffing.

2. ABOUT THE TARGETS

This measure was initiated in 2010, with a target of 50%. The 2012 target was 60%.

In 2012, the Board requested audit responses from 5 ESDs and school districts. This represented 25 SLPAs (about 10% of those licensed), and 140 monthly logs. Districts are evaluated based on compliance with reporting requirements (“Were supervisory relationships reported on a timely basis to the Board?”) and with documentation requirements (clinical logs showing appropriate hours of direct and indirect supervision for each caseload), and with rules regarding supervisor qualifications.

Thus, each district has many data points that need to be evaluated. It is probably unreasonable to expect that a “pass” should require a district to have 100% accuracy for each of 5 variables on each log submitted. Large districts submitted 40 or 60 logs; smaller districts only 8. The target should be revised to remove this bias. Also, a passing score of less than 100% compliance on all variables should be considered, such as 90%.

3. HOW WE ARE DOING

Of the 5 districts audited, only 2 passed using the standard of 100% of logs for 100% of variables. This means that only 40% of districts passed the audit. However, if each district’s performance is looked at individually, the number of compliant logs per district ranged from 63% to 100%, and overall 88% of the logs submitted were completely compliant. This may be a more relevant measure of performance on SLPA supervision and its documentation.

4. HOW WE COMPARE

The Board is not aware of other entities auditing this function.

5. FACTORS AFFECTING RESULTS

- Board supervision requirements are specific, and outlined in OARs that licensees are requested to review before initial licensure and regularly thereafter.
- Board staff created a “smart form” that automatically calculates the required percentages of supervision. This convenient tool has helped increase the level of compliance.
- In 2010, compliance was vastly improved due to July 1, 2009 rule changes that streamlined and clarified SLPA supervision rules. The 2011 audit revealed ongoing confusion about

the time period for which percentages of supervision need to be calculated. Further rule clarifications were implemented in 2011.

- Statutory changes in 2011 reinforce the need for TSPC-licensed SLPs to follow Board rules when supervising SLPAs.

6. WHAT NEEDS TO BE DONE

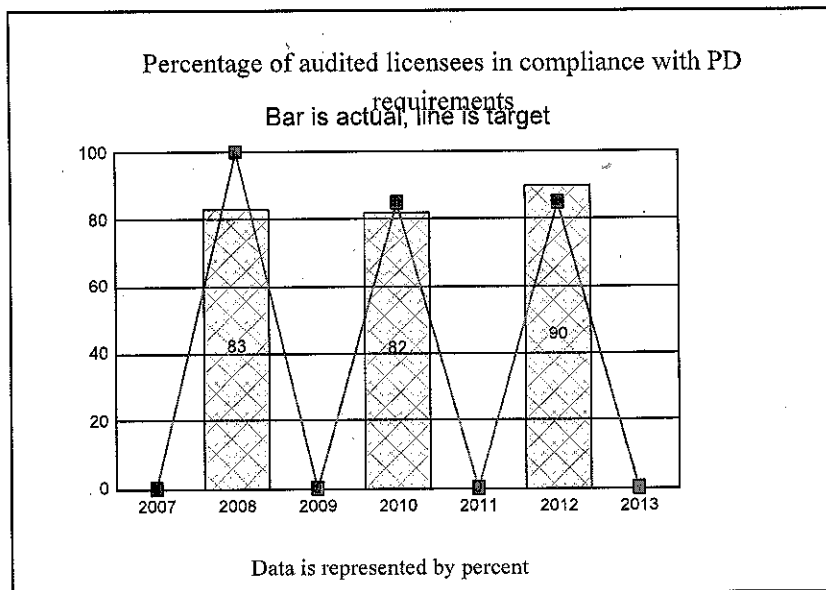
- Ongoing education and feedback on SLPA supervision requirements and audit results in Board newsletters and regular licensee communications.
- Ongoing regular consultation and communication about SLPA supervision and other issues regarding SLP and SLPA practice in schools with Oregon School Personnel Association (OSPA), Oregon Department of Education (ODE), Teachers Standards and Practices Commission (TSPC) and other groups.
- Consider revising the measure to avoid disadvantaging larger districts.

7. ABOUT THE DATA

Currently, data is expected to be collected annually in the spring, for two months (fall and spring) of each academic year. These data points should encompass staffing patterns that are established, and possibly changed, during the course of each school year.

- In 2012, data were collected and analyzed from 5 districts, as well as 1 individual SLPA. This was consistent with the 2011 plan to reduce the number of auditees to focus on entities that had not passed previous audits.
- Audits continue to be time-consuming for Board staff. Unless the requested staff increase is implemented in 2013, the Board will likely recommend a shift to biennial rather than annual audits.
- Several districts employ many SLPAs, and two log forms are required for each SLPA. If an SLPA is supervised by more than one SLP, then two forms are required per SLPA-SLP pair.

KPM #2	Compliant Professional Development Reported - Percentage of licensees audited who are in compliance with continuing professional development requirements	2000
Goal	Protect the public from sub-standard practice in Oregon	
Oregon Context	Agency Mission	
Data Source	5-15% of professional development reported on biennial license renewals audited for conformance to OAR 335-070-0030 and evidence of completion/attendance.	
Owner	Executive Director	



1. OUR STRATEGY

The Board's mission is to protect the public by ensuring that speech and hearing services are provided competently. Licensees demonstrate their competency

by meeting initial licensing standards based upon their training, and by meeting ongoing professional development requirements to stay current with new practices in the field.

2. ABOUT THE TARGETS

Effective with the January 2010 renewal cycle, the Board revised its administrative rules to require only 30 hours per biennium for SLPs and audiologists, and 15 hours for SLPAs. The target since 2006 for this KPM has been 100% compliance with BSPA's professional development standard. By policy, no active licenses are renewed that are not in compliance, so that we achieve 100% compliance of all active licensees. The Board decided to revise the KPM target to clarify that it wants to measure initial audit findings, and lower the target for 2010 to 85%. This is both more valid and realistic.

The Board is now separating timeliness of response from compliance in its analysis. Audit responses should be both timely and meet the Board's professional development requirements to be fully compliant. The criteria for passing remain the same: the right number of approved PD hours completed within the time period, as documented by certificates of completion. Since this measure is only reported biennially with the renewal cycle, the target is 0 in odd-numbered years.

3. HOW WE ARE DOING

In 2012, a total of 103 licensees (5.2%) were selected for audit. Of those, 12 individuals did not have to complete the audit since they were not renewing. This left 91 auditees. Of those, 82, or 90%, passed by meeting all criteria on the first submission. Six auditees (7%) required follow-up to pass; i.e., they could correct missing documents or improper coding of activities in order to pass the audit. Only 3 auditees (3%) did not/could not meet audit requirements, and did not pass. The KPM measures the percentage who pass the initial audit without follow-up.

4. HOW WE COMPARE

The American Speech-Language Pathology & Hearing Association (ASHA) maintains a program of professional certification; ASHA requires only 30 hours every 3 years for SLPs and audiologists.

5. FACTORS AFFECTING RESULTS

The Board's professional development requirements are very specific regarding the types of activities that are allowed, and the timeliness with which they need to be approved and reported.

Delinquent fees and/or disciplinary action may be issued to licensees found non-compliant.

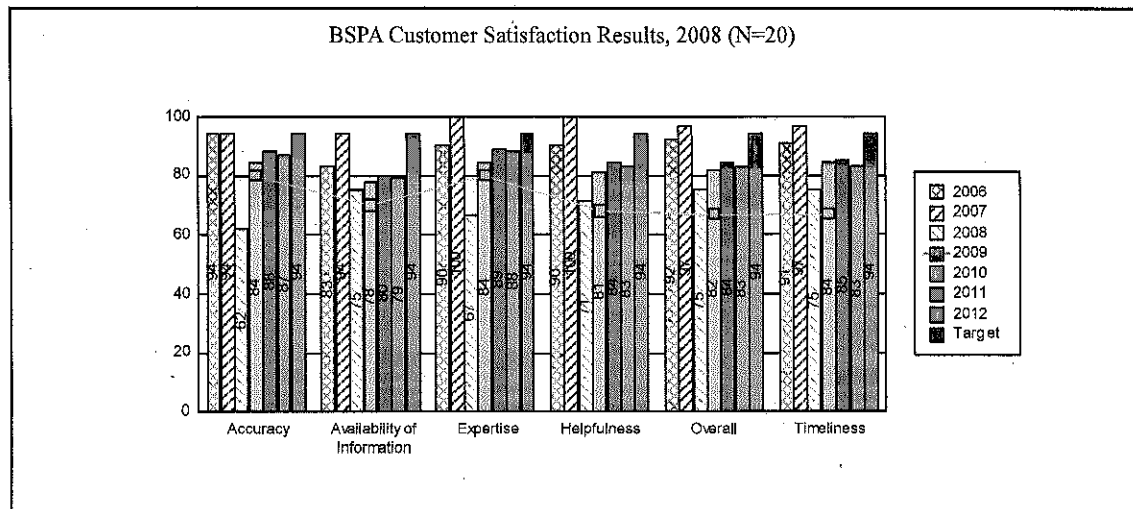
6. WHAT NEEDS TO BE DONE

- Continue to audit professional development documentation on 5-15% of licensees seeking renewal in 2014;
- Remind licensees of professional development requirements in Board newsletters and other communication throughout the licensing cycle.
- The Board is currently revising professional development rules to clarify requirements. This will not change the number of hours required. The rule-making process has raised awareness of PD rules among licensees, and may improve compliance.

7. ABOUT THE DATA

Reporting cycle: every two years, with license renewal.

KPM #3	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.	2006
Goal	Provide excellent customer service.	
Oregon Context	Agency Mission, shared measure for all state agencies.	
Data Source	Data compiled from anonymous surveys on http://bspa.oregonsurveys.com	
Owner	Executive Director	



1. OUR STRATEGY

The Board endeavors to provide excellent customer service to citizens, licensees, and stakeholders. The Board's primary mission is to protect the public. A positive interaction with customers is essential to the Boards work in promoting citizen involvement and trust. The Board's interaction with licensees and stakeholders is equally important in fostering compliance, collaboration, and positive working relationships. The Board measures its customer service rating through customer service surveys that are reviewed annually. Areas for improvement are identified and reasonable changes implemented.

2. ABOUT THE TARGETS

The targets establish a level of customer service rating the Board aspires to achieve. Targets have been set at 94% since 2008. However, these may be too high given national benchmarks and agency staffing limitations.

The ratings are used to determine whether the Board is meeting its targeted performance goal in the areas measured. Ancillary comments are also considered to identify specific areas for improvement.

3. HOW WE ARE DOING

For July 2011-June 2012, BSPA's overall agency customer satisfaction rating was 83%, down from 84% in 2011. This small variance may not be meaningful. Ratings for the separate dimensions measured were: Timeliness (83%), Accuracy (87%), Helpfulness (83%), Expertise (88%), Availability of Information (79%), and Comparison to Others (81%). Timeliness was down 2% from 2011; Accuracy, Helpfulness, Expertise and Availability of Information were all down 1% from 2011. Comparison to Others was up 1% from 2011. These results were based on 294 responses (about 15% of active licensees), a significantly lower N than in 2011, which had 485 responses.

4. HOW WE COMPARE

The American Customer Satisfaction Index reports customer satisfaction ratings with all surveyed federal government agencies at 66.9% for 2011. Ratings were somewhat higher for public administration/government (67.0 %) and local government (garbage/police) 67.1%. BSPA well exceeds these averages with an 83% overall satisfaction rating.

5. FACTORS AFFECTING RESULTS

·Licensees interacting either positively or negatively with the agency do not generally take time to complete a survey. At the same time, many compliments are given agency staff on a regular basis during phone calls with applicants or licensees.

·Sometimes a licensee does not agree with Board rules or policies, and it is difficult to satisfy that customer regardless of the quality of the staff interaction.

·Limited and part-time staffing (1.4 FTE total) to handle the agency's workload and shifting priorities impacts customer service.

·The long-time Administrative Assistant was frequently absent due to family medical issues, and resigned in late April 2012. Timeliness and accuracy may have been impacted by absenteeism and the learning curve of new employees.

·Being small has the advantage of allowing Board staff to stay close to the customer. We do not need to transfer of calls between departments, and we license applicants on a daily basis. For example, most applicants are pleasantly surprised to find that BSPA generally issues licenses within one week of receiving all application materials.

6. WHAT NEEDS TO BE DONE

- Additional administrative staff is being requested for 2013-15 to handle increasing administrative complexity and volume of work, and to continue to improve customer satisfaction. The Legislature did not approve this request in 2011.
- Evaluate and improve the Board's website so that accurate information is available on-line 24/7.
- Continue to survey licensees in the fall so to improve the validity of customer service data.
- Consider revising the targets, since they are much higher than external ratings of government agencies, and may be unrealistic.

7. ABOUT THE DATA

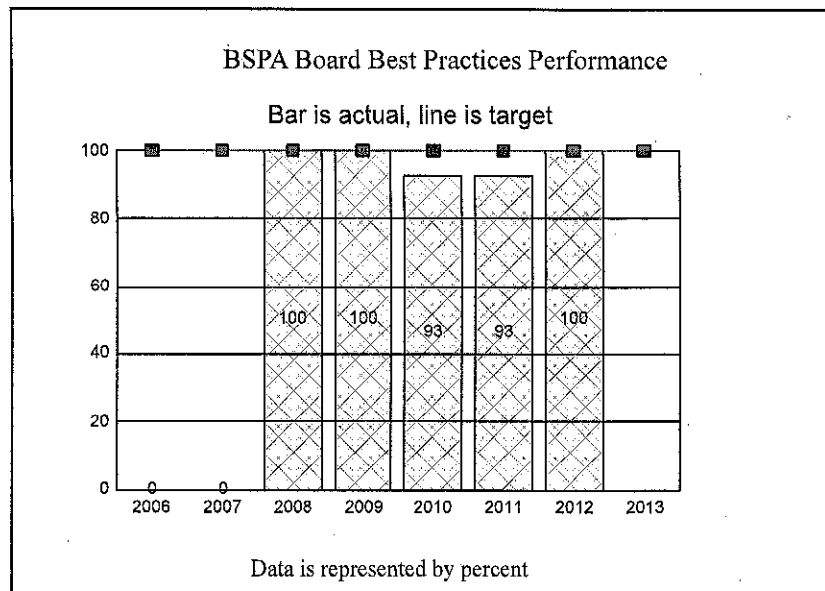
Reporting cycle: Data from routine web- or email-based input is compiled monthly, and reviewed and reported annually. The Board has implemented a formal survey at least biennially to boost response rates and obtain more valid data.

Every email transmittal by the board office includes a link to the online customer service survey providing equal and ample opportunity for customers to share their opinion on the level of service received. A link is also on the website.

Customer satisfaction data is collected electronically via an online survey tool managed by independent IT contractor. This tool offers convenience and anonymity to participants while increasing the efficiency and integrity of data collected. Board members and staff do not have access to data input.

Customer service data may be viewed upon request at the Board office located in the Portland State Office Building.

KPM #4	Best Practices - Percent of total best practices met by the Board.	2008
Goal	Ensure public protection; Achieve efficient, effective, transparent government	
Oregon Context	Best practices established for all state agencies (boards and commissions) by 2007 legislature.	
Data Source	Annual self-assessment by Board members and Executive Director.	
Owner	Executive Director	



1. OUR STRATEGY

The Board is committed to 100% compliance with the Best Practices performance measure. The Board's primary mission is to protect the public. To carry out its mission, the Board institutes best practices to promote effective governance, accountability for agency operations, and effective and efficient use of agency resources.

funds. Best practices are measured in 15 areas, including executive director selection, expectations, and feedback; strategic management; strategic policy development; fiscal oversight; and board management.

2. ABOUT THE TARGETS

In 2006, the Department of Administrative Services (DAS) identified 15 best practices for Oregon Boards and Commissions that have governance oversight (such as licensing boards), have their own budgets, and hire the agency's executive director. BSPA is one of approximately 45 such Boards. These best practices were combined into a performance measure during the 2007 Legislature Joint Ways and Means process, and included in the listing of final Key Performance Measures for 2007-2009. The target is 100% compliance with the best practices identified in a self-assessment survey.

3. HOW WE ARE DOING

On May 11, 2012, at its regular Board meeting, the BSPA conducted its self-evaluation. Methods of meeting these objectives are tailored to the BSPA's needs and resources. The Board assessed itself as being in compliance for all 15 best practices. Budget savings in other line items in 2009-11 and resources budgeted in 2011-13 allowed the Executive Director and two Board members to attend valuable national meetings of CLEAR (Council on Licensing, Enforcement and Regulation) and NCSB (National Council of State Boards). The Executive Director also attended a CLEAR training on investigation techniques, which is critical since the ED must serve as the Board's primary investigator along with her other duties. This allowed the Board to assess itself as compliant with best practice #14, which it was not in 2010-11.

4. HOW WE COMPARE

The Board and Executive Director hope to receive feedback through the APPR process to compare our results to those of the other Boards and Commissions participating in this self-assessment. The best practices themselves reflect effective management principles applied in government, private industry, and non-profit governance and management.

5. FACTORS AFFECTING RESULTS

The current Executive Director has 30 years of experience in management in complex non-profit and governmental roles, including previous experience reporting to, and supporting Boards. Board members are engaged and dedicated to their roles.

- With only seven members (5 professional), the Board must focus on licensing and professional issues, and it is difficult to schedule time for Board development.
- Formal self-assessment and goal-setting are now scheduled annually, and most meetings include a formal Executive Director update on agency goals and financial status.
- Funds are extremely limited for Board or management training and travel.
- Funds are limited for Board per-diem, and the limitation on PERS employees makes BSPA essentially a volunteer Board. Thus, Board meetings need to focus on top priorities and

tasks.

- A full-time Executive Director is needed to carry out the Board's functions and policy directives and to maintain best practices.

6. WHAT NEEDS TO BE DONE

- Continue to conduct annual self-assessments to evaluate compliance and identify areas for improvement;
- Seek opportunities for Board training, and to increase training and travel budgets to meet this need;
- Continue to seek approval for needed investigation and administrative staff resources
- Continue to work collaboratively with other Health Related Licensing Board directors to share cost-effective solutions for health professional regulation
- Request necessary staffing in the 2013-15 budget cycle.

7. ABOUT THE DATA

Reporting cycle: Oregon fiscal year. Survey data is based on a self-assessment, and is qualitative.

SPEECH-LANGUAGE PATHOLOGY & AUDIOLOGY		III. USING PERFORMANCE DATA	
Agency Mission: The Board adopts rules governing standards of practice, investigates alleged violations and grants, denies, suspends and revokes licenses for Speech-Language Pathologists, Speech-Language Pathology Assistants, and Audiologists for consumer protection.			
Contact: Sandy Leybold, Executive Director		Contact Phone: 971-673-0087	
Alternate:		Alternate Phone:	

The following questions indicate how performance measures and data are used for management and accountability purposes.

<p>1. INCLUSIVITY</p>	<p>* Staff: The Executive Director and the seven Board members consider the Board's mission and goals during the development of its performance measures. Emphasis is placed on public protection, agency efficiency, and customer satisfaction.</p> <p>* Elected Officials: Agency KPMs are reviewed and approved by the Oregon Legislative Assembly.</p> <p>* Stakeholders: The Board conducts an annual review of KPMs during a meeting that is open to the public. Stakeholders and citizens are welcome to attend and invited to express their views and opinions as time allows</p> <p>* Citizens: Customer survey responses are considered when developing agency performance measures and operational goals.</p>
<p>2 MANAGING FOR RESULTS</p>	<p>Agency KPMs demonstrate program accomplishments, identify areas for increased efficiencies, and confirm that internal and external expectations are met. KPMs are utilized with other relevant factors to determine uses of agency funds and resources, to identify areas for improvement, and to evaluate operational effectiveness. In June 2008, the Board hired a new Executive Director and elected a new Chair. These changes prompted a re-evaluation of all Board policies, procedures and practices, with efforts to adopt best practices identified through attending statewide and national peer networking and training sessions. Significant changes to statute and rules were implemented in 2011 and are underway for 2013.</p> <p>BSPA's budget is challenged by the rising costs of investigating and resolving an increased volume and complexity of complaints, as well as ever-increasing costs of state government services.</p>
<p>3 STAFF TRAINING</p>	<p>Training of staff and Board members is critical to effective performance. Membership in the National Council of State Boards of Speech-Language Pathology & Audiology (NCSB) facilitates on-line networking about regulatory issues in the speech and hearing professions. Sending two Board members per year to the NCSB training/conference would be extremely beneficial. National organizations such as the Federated Association of Regulatory Boards (FARB) and Council on Licensing, Enforcement and Regulation (CLEAR) also conduct training courses and conferences that would provide additional skills for BSPA Board and staff. A solid understanding of legal proceedings is critical to the Board's work. BSPA would welcome additional training sessions conducted by the Attorney General's office.</p>

	<p>Since travel time and expense for training is a major constraint for our small agency, it would be helpful if other state agencies would provide regular tele-conferencing opportunities for all administrative meetings and trainings.</p>
<p>4 COMMUNICATING RESULTS</p>	<p>* Staff: The Executive Director is responsible for collecting, compiling, and reporting results regarding KPM performance. The Executive Director assists the Board with the development and review of agency KPMs.</p> <p>* Elected Officials: The agency prepares and submits annual KPM progress reports to DAS and on to the Legislature. The most recent progress report is included in its biennial budget request document.</p> <p>* Stakeholders: Specific KPM results may be featured in newsletter articles, and are incorporated into Board goals, policies and procedures.</p> <p>* Citizens: The agency posts a link to past and current KPM progress reports on the home page of its website.</p>

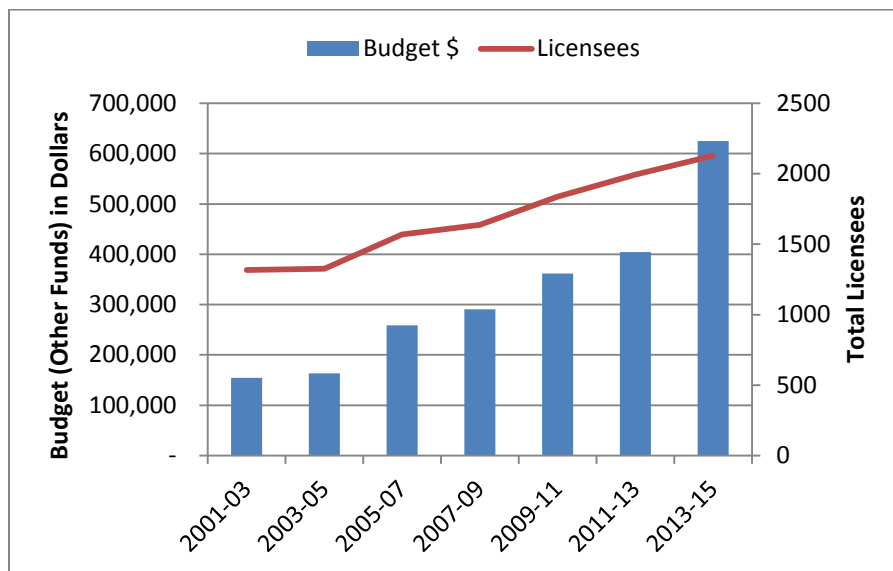
Agency Name: Oregon State Board of Examiners for Speech-Language Pathology & Audiology

Primary Outcome Area: Safety
Secondary Outcome Area: N/A
Agency/Program Contact: Sandy Leybold, Executive Director, 971-673-0087

Executive Summary

The Oregon State Board of Examiners for Speech-Language Pathology & Audiology (BSPA) is the agency that protects the public through the regulation of the practice of speech-language pathologists (SLPs), speech-language pathology assistants (SLPAs) and audiologists in Oregon. The agency comprises one program. BSPA's functions are entirely supported by Other Funds.

The Board has seven members who are appointed by the Governor: two audiologists, two SLPs, one physician specializing in otolaryngology, and two public members. The agency has two part-time staff: an Executive Director (0.6 FTE) and an Administrative Assistant (0.8 FTE).



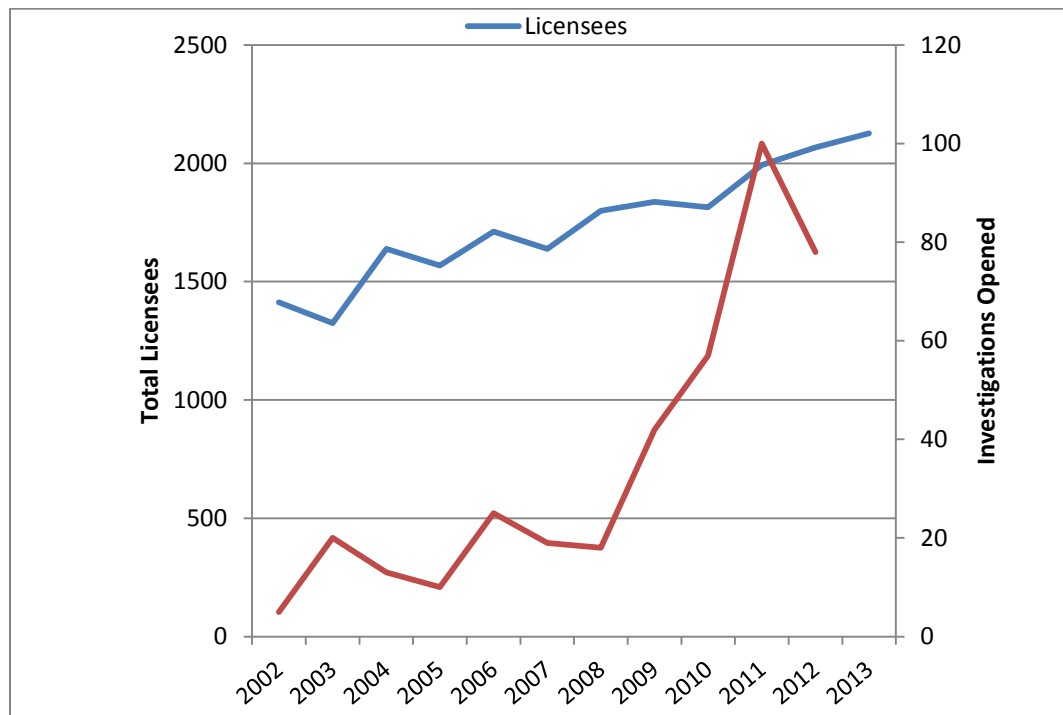
Program Description

BSPA regulates the professional practice of speech-language pathology and audiology through reviewing credentials for licensure, ongoing monitoring of licensees through compliance audits, and investigating complaints regarding professional competence and conduct. BSPA issues licenses to qualified applicants on an ongoing basis, and renews licenses biennially.

BSPA references national standards developed by the American Speech-language Hearing Association (ASHA) regarding scope of practice, required education and training, and professional and ethical standards. BSPA also solicits input from the Oregon Academy of Audiology (OAA) and Oregon Speech-language Hearing Association (OSHA) regarding issues important to licensees.

Cost Drivers

- **Licensee Volume:** As of January 2012, the Board had almost 2,100 licensees —an increase of 15% since 2008. This impacts licensing, customer service, and investigation/compliance workload.
- **Volume of Complaints & Disciplinary Actions:** Complaints are investigated by the Executive Director, with input from clinical consultants. The Board reviews the investigative report and relevant records, and may vote to revoke, suspend, reprimand, or deny a license, and/or to impose a civil penalty. The Board also is authorized to impose legal costs on a licensee. Investigative cases have increased five-fold since 2008, due to improved public education and awareness of the Board’s role in public protection, and increased Board-initiated compliance activities. This has increased investigative, administrative and legal costs, and slowed down the time to complete investigations and issue disciplinary notices. Implementation of enhanced criminal background checks will further increase the investigative caseload.



- **Statewide Initiatives:** Efforts such as information security and other planning and budgeting processes require significant agency administrative resources.
- **Policy Initiatives:** Researching and adopting best practices in the regulation of these professions requires administrative and legal resources. BSPA statute and rules were updated significantly in 2010-11. Since then, Board policy goals have been scaled back in light of limited staffing.

Stakeholders and Partners

BSPA works with applicants, licensees, national and state professional associations, other Oregon health professional regulatory boards, licensing boards in other states, members of the public, professional training programs, insurance companies, and state Medicaid representatives. Collaboration with these partners helps inform the Board’s policy decisions, rule-making and compliance activities, and adoption of best practices.

Since many of our licensees work in public schools, BSPA also works regularly with Oregon’s Teacher Standards and Practices Commission (TSPC) and Department of Education (ODE) on issues of mutual interest.

Program Justification and Link to 10-Year Outcome

Safety Outcome Strategy 5 is to “Provide education, advocacy and regulatory efforts to ensure the safety, soundness and availability of markets for goods, services, financial products and labor”. BSPA’s mission is to protect the public as it relates to the practice of speech-language pathology and audiology. Board functions address professional competence and professional conduct, focusing on remediation and prevention.

SLPs, SLPAs, and audiologists provide services to children, seniors, and disabled and/or vulnerable adults. SLPs treat swallowing disorders in patients with traumatic brain injury or stroke, and their clinical judgment can mean life or death for these patients at risk for aspiration. Incompetent hearing and speech professionals can have a significant negative impact on the appropriate development or rehabilitation of patients in their care. Any licensee exhibiting inappropriate behavior such as client abuse, boundary issues, and professional impairment can endanger or otherwise victimize Oregonians. Recent Board actions have addressed all these issues. For example, in one case of endangerment of elderly patients in a skilled nursing facility through incompetent care by an SLP, the Board acted swiftly to issue an emergency suspension and license revocation.

Professional Competence

The Board has established educational and training standards for initial and renewed licensure for all licensees and audits the professional supervision of SLPAs by SLPs. Board rules also require licensees to accurately represent their credentials to their clients and the public.

BSPA has adopted ASHA standards for licensing SLPs and audiologists, who must hold graduate degrees (a master’s for SLPs and a clinical doctorate for audiologists), complete a year of supervised clinical experience, and pass a national examination. Holders of the ASHA credential experience streamlined processing of their Oregon license applications. ASHA has developed national guidelines for SLP and Audiology practice, and the Board frequently refers to ASHA policy statements and scope of practice when determining whether licensees meet the Board rule requiring that licensees perform all services competently. There is no national credential for SLPAs. SLPA licensure began in Oregon in 2003 as a response to SLP workforce and recruiting concerns, especially in rural areas. Oregon SLPA certification standards include the equivalent of an associate’s degree, plus a 100-hour supervised clinical practicum. These measures support Strategy 5 by coordinating state regulations with national guidelines to improve mobility of the workforce.

Ongoing competence is addressed through Board rules for professional development (PD) for all licensees. BSPA monitors compliance through random biennial audits. Licensees failing an audit are sanctioned and re-audited. Also, licenses are not renewed unless licensees attest to completing required PD.

Competence is also addressed through Board rules regarding the SLPA scope of practice and ongoing professional supervision of SLPAs by qualified SLPs. Compliance is monitored through an annual audit, and violations are subject to disciplinary action.

Professional Conduct

Board rules define unprofessional conduct and prohibit acts that abuse, defraud, mislead, or endanger clients or the public. BSPA monitors professional conduct by screening applicants for criminal or disciplinary history and by investigating complaints against licensees. BSPA conducts a rudimentary background check based on self-reported behavior of applicants for initial or renewed licenses, and the verification of good standing from other reported licensing jurisdictions for new applicants. No independent verification occurs. Raising Board standards to include fingerprint based checks and verification of Oregon law enforcement history is a priority to improve the Board’s role in public protection.

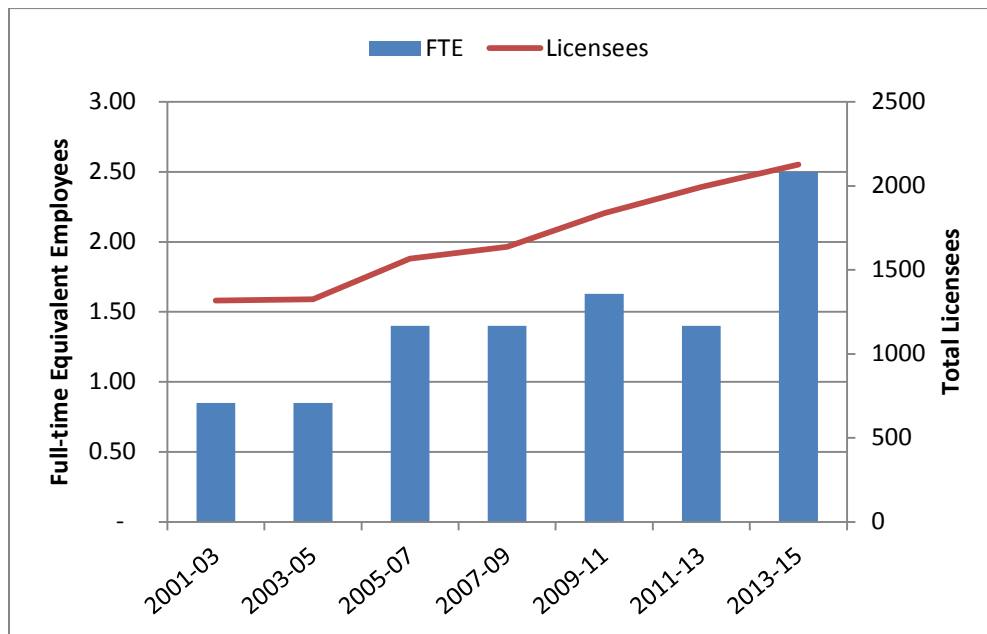
Education/Outreach Efforts

A complaint form is available on line for members of the public, patients, or professionals to complete. Frequently concerns are reported via phone, then documented in writing and submitted to the Board. Complaints are investigated by the Executive Director, with input from clinical consultants. The Board reviews the investigative report and relevant records, and may vote to revoke, suspend, reprimand, or deny a license, and/or to impose a civil penalty. The Board also is authorized to recover from a licensee the costs of disciplinary proceedings as a civil penalty. Legal fees paid to the Department of Justice are a significant and rising budget line item.

The Executive Director and Board members regularly present information at professional meetings and training programs to educate speech and hearing professionals and students about the Board’s standards and its role in public protection. The Executive Director publishes a newsletter for all licensees and stakeholders 2-3 times per year, to educate interested parties about policy matters and to help prevent violations of Board rules.

Program Performance

Staffing has remained constant since 2005, with the exception of a temporary increase approved in December 2010 by the E-Board. As of January 2012, the number of licensees was up 32% since 2005, and the number of cases was up almost eight-fold through 2011. These increased volumes, the need to meet quality benchmarks for background checks, and increasing administrative and compliance activities clearly require additional administrative and investigative resources.



Enabling Legislation/Program Authorization

Statutory authority for this regulation is provided in ORS Chapter 681 and ORS Chapter 676 (for Health Professions Generally), and implemented through OAR Chapter 335.

Funding Streams

BSPA’s functions are entirely supported by Other Funds. Licensing fees provide 98% of agency revenue; the remainder is from delinquent/late fees, civil penalties, interest income, and sales of licensee mailing lists.

Significant Proposed Program Changes from 2011-13

To support the increased volume of cases and licensees, the executive director position will be increased from 0.6 FTE to 1.0 FTE. This will enable BSPA to conduct its licensing, compliance, complaint investigation, discipline, outreach, and policy initiatives.

Importantly, BPSA plans to enhance its criminal background checks to include fingerprint-based FBI checks, implementing the statutory authority granted in the 2009 Legislative Session. Currently BSPA relies on self-reported criminal history in reviewing applicants for licensure. To implement these background checks for applicants for licensure and support the related increased case volume, a limited duration investigator will be hired for 0.5 FTE, and the administrative assistant will be increased from 0.8 FTE to full-time. This will bring the total agency staff from 1.4 FTE to 2.5 FTE.

The increased staffing will be supported by an increase in licensing and delinquent fees as well as a draw-down of cash from the 2013-15 beginning balance. The budget includes projected revenue of \$545,534 to support the total expenditures of \$625,070. A new fee schedule was determined by the Board based on multiple policy parameters, and is supported by both professional associations representing licensees. A new fee will also be collected by BSPA and entirely passed through to the Oregon State Police to cover their costs for running criminal background checks.

Since the preparation of budget documents, licensing volume has continued to grow: total licensees are up 7.7% over August 2012. If this trend continues, the Board would likely be able to revise its proposed fee schedule while still supporting the policy packages.