

**Oregon Board of Radiologic Technology
Annual Performance Progress Report (APPR)
for Fiscal Year 2006-07**

Original Submission Date: September 30, 2007

2005 - 2007 KPM#	2005-07 Key Performance Measures (KPMs)	Page #
1	CE VERIFICATION: Number of licensees' continuing education (CE) activities evaluated for continuing education providers.	4
2	OBRT CE PRESENTATIONS: Number of continuing education activities offered by the Board for licensees.	5
3	TIMELY LICENSURE: Percent of initial and renewal license and limited permit applications from qualified applicants that are processed within 10 business days.	6
4	AUTOMATION: Percent of license and limited permit applications from qualified applicants that are processed using an automated procedure.	7
5	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.	8
6	DISCIPLINE RESOLUTION: Percentage and number of complaints resolved by means other than formal Administrative Hearings within a year.	9
7	BEST PRACTICES: Percent of total best practices met by the Board. <i>(New Measure: Reporting beginning September 30, 2008)</i>	N/A

AGENCY NAME:

II. KEY MEASURE ANALYSIS

Agency Mission: The mission of the Oregon Board of Radiologic Technology is to promote, preserve and protect the public health, safety and welfare of Oregonians when being exposed to ionizing radiation by agency licensees for the purpose of medical diagnosis or radiation therapy.

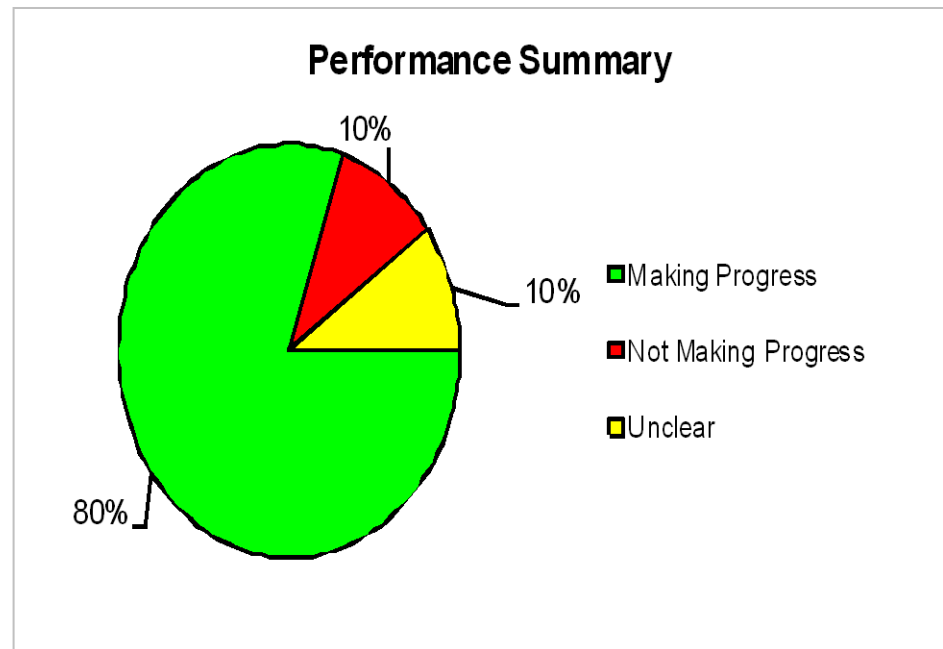
Contact: Linda Russell, Executive Director	Phone: 971-673-0216
Alternate:	Phone:

1. SCOPE OF REPORT

The Oregon Board of Radiologic Technology’s primary functions are to provide superior customer service; issue licenses, in a timely manner, to competent applicants who meet eligibility requirements; to investigate complaints/cases, take necessary consistent disciplinary action, and monitor stipulated consent, default, or final order cases until probation is complete; verify licensees complete required continuing education (CE) to renew their licensure and approved CE offerings from Oregon providers; promote and provide process to update OBRT statutes and rules; and protect Oregonians by regulating and monitoring the use of ionizing radiation or other imaging practices. The Board’s key performance measures focus on: Customer Service, Licensing, Continuing Education, Disciplinary Action, and Public Safety.

2. THE OREGON CONTEXT

Radiologic Technologists, Radiation Therapists, and Limited Permit Holders must be licensed in order to work in Oregon. Limited scope licensees are required to have a supervising licensed practitioner monitor their images. All initial or renewal applications are closely reviewed to verify they meet the requirements for licensure. Continuing education worksheets are evaluated for compliance, in order for to renew their licensure. The Board investigates all complaints and vote to approve or deny licensure. Resolution of complaints can involve stipulated agreements to allow the licensee to practice or other formal orders that are monitored closely to ensure public safety. Customer Service expectations remain very high by the Board and staff.



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3. 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	CE Verification, Timely Licensure, Automation, Customer Service, Discipline Resolution	1,3,4,5,6,
KPMs NOT MAKING PROGRESS not at or trending toward target achievement	OBRT CE Presentations	2
KPMs - PROGRESS UNCLEAR target not yet set	Best Practices; Board's measures due September 2008	7

4. CHALLENGES

The Oregon Board of Radiologic Technology continues to struggle with meeting our #2 KPM, OBRT CE Presentations is difficult to meet because the continuing education (CE) providers who used to apply for approval from the Board for their CE Seminars have continued to reduce in number over the last several bienniums. Board members and the Executive Director had been asked in the past to be a guest speaker at the various CE conferences. As online CE continues to increase and the various professional societies continues offer CE to their members, it becomes more costly for Oregon providers to put on a seminar. Their attendance has swindled to less than 50%. Unless there is a reverse trend in continuing education offerings the opportunity for the Board to participate will not improve and this measure should be deleted.

5. RESOURCES USED AND EFFICIENCY

Agency's bottom line budget amount for the fiscal year is \$264,398 and \$528,796 for the 07-09 biennium, all other funds collected from license fees.

The Board realizes a cost savings partnership with other 833 Health-Related Licensing Boards' sharing of resources and costs.

The Board's increased reliance on electronic correspondence over traditional mail service continues to provide additional savings with improved efficiency. The Board is working with it's Network Administrator, EGov-ECommerce and the State Treasury to develop online license renewals in 2008.

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KPM #1	CE VERIFICATION: Number of licensees' continuing education (CE) activities evaluated and approved for continuing education providers.	Measure since: 1999
Goal	Provide continuing education to improve the knowledge and skill level of licensee providing health care services.	
Oregon Context	Protecting, promoting, and preserving the welfare of the public through continuing education (CE) requirements.	
Data source	All applications are scrutinized for applicant compliance with required continuing education. Five percent are audited with a careful review by OBRT determines if the applicant has complied with the required continuing education. This information is found on the renewal application's CE Worksheet and checking certificates of completion for the required continuing education classes and points.	
Owner	OBRT Executive Director, Linda Russell 971-673-0216	

1. OUR STRATEGY

Working with professional societies and credentialing bodies to maintain high standards of practice through continuing education.

ABOUT THE TARGETS

2. The Board promotes Oregon providers of continuing education (CE). A steady increase in the Board's target with achievement indicates growth and opportunity for OBRT licensees to meet their CE requirements to maintain licensure.

3. HOW WE ARE DOING

The Board continues to provide efficient and effective services and supports the need for continuing education.

4. HOW WE COMPARE

OBRT continues to sit on the RCEEM committee for The American Registry of Radiologic Technologists (ARRT); the national credentialing body. Oregon had continuing education requirements prior to ARRT requiring CE to renew registration. We were asked to be on this prestigious committee which includes about 12 other states.

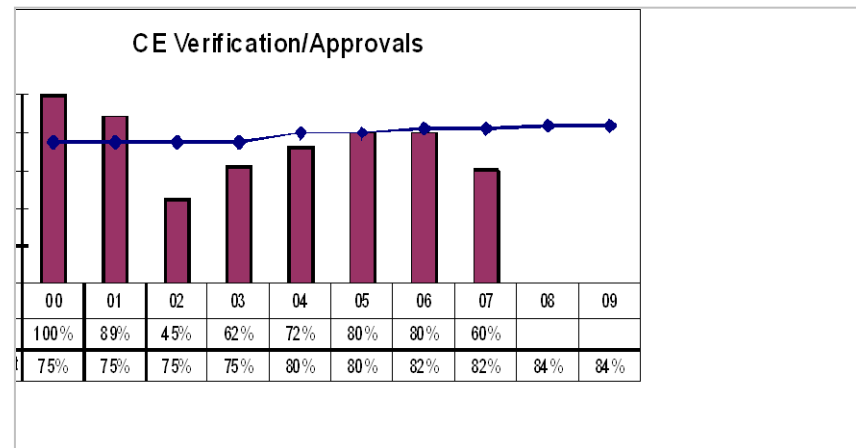
5. FACTORS AFFECTING RESULTS

The Board continues to expect and provide a high level of service will review for approval all CE offering submitted by Oregon providers

6. WHAT NEEDS TO BE DONE

The Board members and Executive Director offer to speak at no cost to the CE provider. It is an effort to promote CE opportunities for licensees to meet their CE requirement

7. **ABOUT THE DATA** The Board has paper copies of all applications submitted for each presentation, of a particular seminar or conference, and Post the approved OBRT CE Calendar on our website for licensees to access.



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KPM #2	OBRT CE PRESENTATIONS: Number of continuing education activities offered by the Board for licensees...	Measure since: 2003
Goal	Protects patient care through education and provide improved customer service from OBRT through CE offerings.	
Oregon Context	Preserve and protect Oregonians through continuing education promotion of licensees	
Data source	OBRT continuing education fiels and website's "OBRT CE Calendar: of Board approved presentation s licensees may attend for CE credit.	
Owner	OBRT Executive Director, Linda Russell 971-673-0216	

1. OUR STRATEGY

The Board Encourage Oregon continuing education (CE) providers to offer more seminars and involve Board members and Executive Director to speak at CE conferences.

2. ABOUT THE TARGETS

The Board would like to increase the CE presentations given by various members. It is a great opportunity to share information with OBRT licensees and promote good will amongst the profession.

3. HOW WE ARE DOING

The Board continues to receive favorable ratings on the evaluations returned by the CE providers completed by those in attendance.

4. HOW WE COMPARE

OBRT is committed in providing CE as a means of support of it's licensees and a way to help them fuluill their CE requirments needed to renew licensure.

5. FACTORS AFFECTING RESULTS

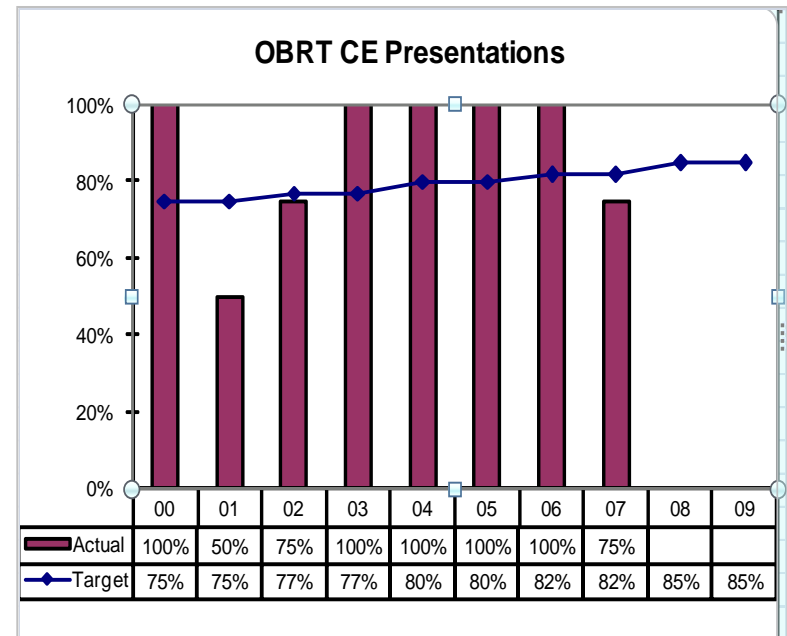
The Board can only provide presentations if we are approached by the providers

6. WHAT NEEDS TO BE DONE

The Executive Director makes suggestions to the providers or potential providers when they call or email with an inquiry.

7. ABOUT THE DATA

The Board maintains electronic and hard copies of all applications submitted for each presentation, for a particular seminar or conference, Approved presentations are posted online at www.oregon.gov/ratech/ under the OBRT CE Calendar for licensees to access.



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KPM #3	TIMELY LICENSURE: Percent of initial and renewal license and limited permit applications from qualified applicants that are processed within 10 business days.	Measure since: 1999
Goal	Provide excellent customer service.	
Oregon Context	Promotes the profession and assists health care providers deliver services to Oregonians in an expedient manner.	
Data source	Processing time has steadily improved since 2003 resulting in new wording to reduce the number of of days to process from 15 to 10.	
Owner	OBRT Executive Director, Linda Russell 971-673-0216	

1. OUR STRATEGY:

The Board streamlined processes for improved efficiency and evaluate target parameters.

2. ABOUT THE TARGETS:

The Board expects a very high level of customer satisfaction. The length of time taken to process an individual license in order for them to be able to practice is extremely important. The Board has changed the target from 15 to 10 working days or less, which is a third the time.

3. HOW WE ARE DOING:

The Board continues to provide efficient and effective services and is constantly monitoring it's accomplishments to make sure expectations are being met.

4. HOW WE COMPARE:

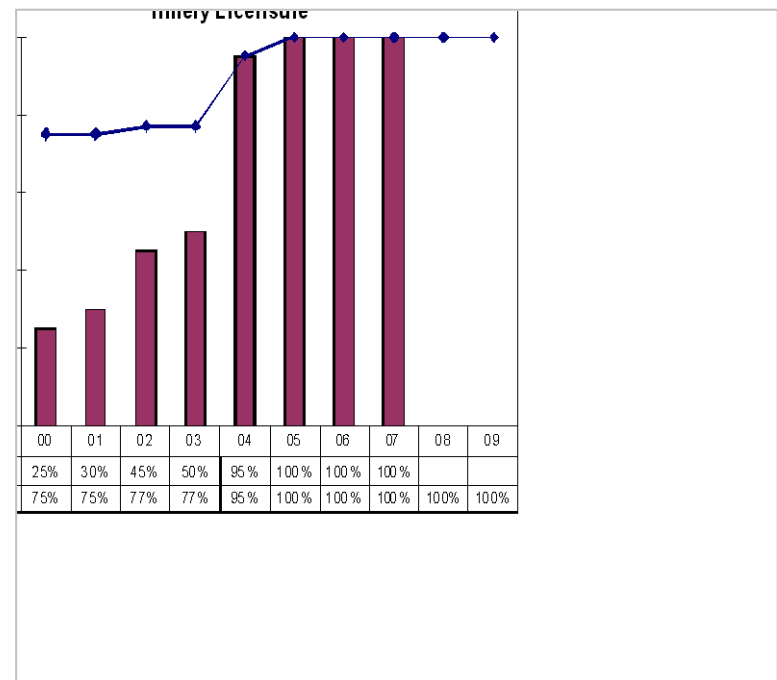
OBRT has gone from a 21 day turnaround time in 2001-2003 biennium to a 10 day or less timeframe.

5. FACTORS AFFECTING RESULTS: The Board received approval for 3 FTE from 2.5; this has allowed staff to evaluate processes and fine tune certain areas needing improvement.

6. WHAT CAN BE DONE:

Continue to review processes and try alternative ideas to evaluate their effectiveness.

7. ABOUT THE DATA: The Board's licensee records, paper and electronic track the processing time to issue licensure. Applications are processed in the order they are received in office of the Board.



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KPM #4	AUTOMATION: Percent of license and limited permit applications from qualified applicants that are processed using an automated procedure	Measure since: 2004
Goal	Automate manual process to electronic and program database to capture data for efficiency reporting.	
Oregon Context	Provide faster services for our licensees through automation. In 2006 the Board began sending out renewals by email.	
Data source	Licensee electronic files captures email and fax contact information for streamlining automation processes.	
Owner	OBRT Executive Director, Linda Russell 971-673-0216	

1. OUR STRATEGY

The Board will continue to work with the Network Administrator to identify areas of database automation to continue automation processes.

2. ABOUT THE TARGETS

The Board strives to improve any and all processes to an automated application

3. HOW WE ARE DOING

OBRT just implemented a new fax, scanner and double sided printer that has minimal copying abilities. This process allows for double sided renewals rather than manual printing to one side and then manual printing on the opposite side. Allows staff to focus on other tasks while they a printing. Overall improves service levels.

4. HOW WE COMPARE

OBRT has a higher expectations and will continue to strive for automation efforts in the future.

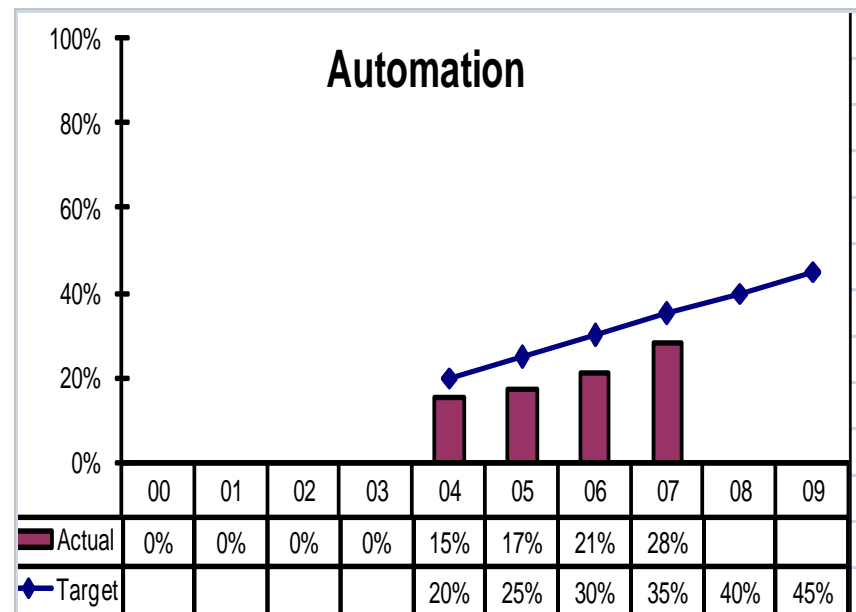
5. FACTORS AFFECTING RESULTS

Budgetary constraints and controlling licensing fees prohibit automation growth.

6. WHAT NEEDS TO BE DONE

We will continue to survey the licensing base, to see if they would support a fee increase as a means for additional automated services.

7. ABOUT THE DATA



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II. KEY MEASURE ANALYSIS

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KPM #5	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.	Measure since: 2005
Goal	CUSTOMER SERVICE: To provide consistent sterling customer service level. In order to better serve the public and licensees, OBRT attempts to work efficiently and provide a very high level of customer service on a consistent basis.	
Oregon Context	High level of customer service satisfaction	
Data source	Initial applicants and renewal applications are sent questionnaires to determine the customer satisfaction with board services. Staff has surveys linked to their emails and it is available on the OBRT website,	
Owner	OBRT Executive Director, Linda Russell 971-673-0216	

1. OUR STRATEGY:

The Board mails out questionnaires with all correspondence and applications to check customer satisfaction. OBRT has the ability to request surveys be taken online with outcome scores electronically collated and sent to the Director. This is a tremendous time and cost saving opportunity. The Board encourages applicants, licensees, facilities, temp services, and professional societies to submit feedback on OBRT service levels so we can improve services for them.

2. ABOUT THE TARGETS:

The Board expects a very high level of customer satisfaction so puts the target at 90%, with room to raise the bar as targets are consistently met. Currently many of the actual levels are higher which shows excellent results.

3. HOW WE ARE DOING:

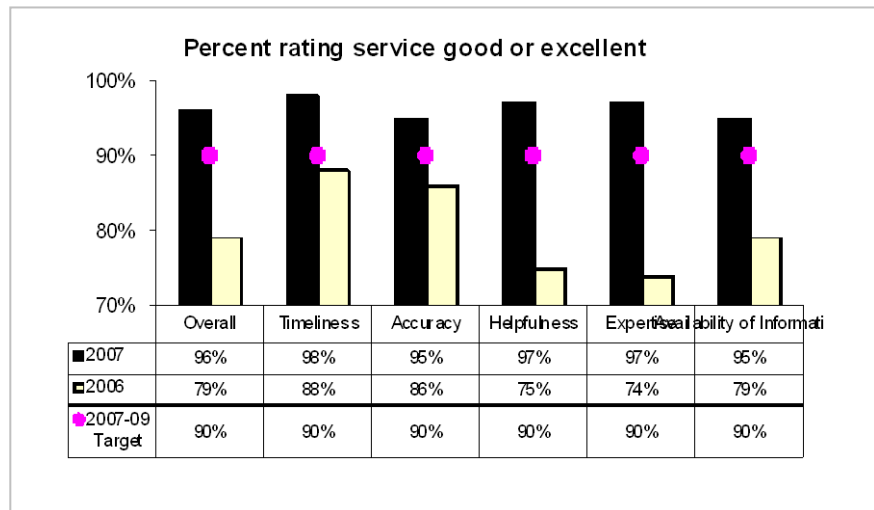
The Board continues to provide efficient and effective services and evaluates each survey answers to determine how to improve and better service our licensees and constituents.

4. **HOW WE COMPARE:** OBRT continues to provide very high level of services and many licensee comments assure their satisfaction.

5. **FACTORS AFFECTING RESULTS:** OBRT continues to expect and achieve a high level of service and satisfaction of its services in all areas.

6. **WHAT CAN BE DONE:** Staff discusses strategic ways to improve service on a consistent basis. Individual one on one website training is done by staff to teach licensees and applicants how to utilize information on a 24/7 basis, raising the bar for helpfulness.

7. **ABOUT THE DATA:** The Board has copies of previous year's surveys along with the new questionnaires on file and recorded electronically. OBRT has an online survey which can be collated automatically online each month. Data can be found in the Board's office.



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KPM #6	DISCIPLINE RESOLUTION: Percentage and number of complaints resolved by means other than formal Administrative Hearings within a year.	Measure since: e.g. 2007
Goal	DISCIPLINE RESOLUTION: Investigate complaints and take necessary formal disciplinary action in a timely manner resulting in resolution if possible.	
Oregon Context	Agency Mission	
Data source	Agency investigation files and investigation log	
Owner	OBRT Executive Director, Linda Russell 971-673-0216	

1. OUR STRATEGY

Immediate review by staff and the Executive Director to determine warranted action, investigation, or appearance request before the Board in Executive Session.

2. ABOUT THE TARGETS

The targets were set at 90 days, which is the average length of time between quarterly board meetings. On occasion it may take additional time; if the agenda is full or if a case is setup after the agenda deadline. Those cases must be set over to the next regularly scheduled Board meeting for review and resolution.

3. HOW WE ARE DOING

This is a new KPM for the Board and does not reflect adequate data to make an accurate comparison. The Board is very concerned and investigates complaints in an efficient and expedient manner to ensure public safety.

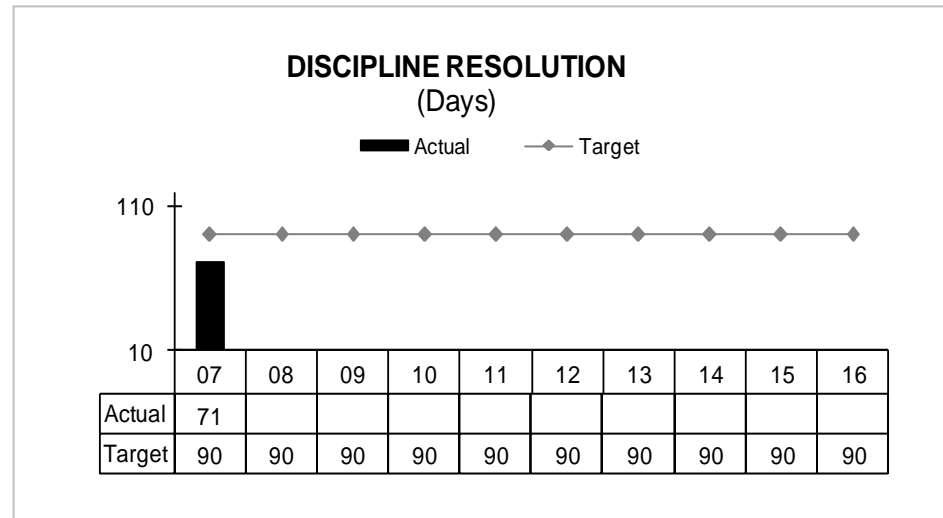
4. HOW WE COMPARE

No public or private comparison has been performed. The board office responds to complaints in the most expedient manner allowable.

5. FACTORS AFFECTING RESULTS: The Board meets quarterly, which often delays the review and processing of complaints. Regardless, the Board continually strives to expedite its response and processing of complaints.

6. WHAT CAN BE DONE: The Board and staff will continue to monitor complaint timelines to ensure public safety by expediting investigations.

7. ABOUT THE DATA: The Data for this KPM is kept in investigative logs and case files, at the office of the Board in paper and electronic form.



AGENCY NAME:

III. USING PERFORMANCE DATA

Agency Mission: The mission of the Oregon Board of Radiologic Technology is to promote, preserve and protect the public health, safety and welfare of Oregonians when being exposed to ionizing radiation by agency licensees for the purpose of medical diagnosis or radiation therapy.

Contact: OBRT Executive Director, Linda Russell	Phone: 971-673-0216
Alternate:	Phone:

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

<p>1. INCLUSIVITY</p> <p>Describe the involvement of the following groups in the development of the agency's performance measures.</p>	<ul style="list-style-type: none"> • <u>Staff:</u> The agency's Executive Director and the nine members comprising the Board considered the agency's mission and goals during the development of its performance measures. Placing emphasis on public protection, agency efficiency, and customer satisfaction. • <u>Elected Officials:</u> Legislators receive KPMs with the agency's budget binders and are reviewed, amended, and approved during budget hearings before the Ways and Means committee. . • <u>Stakeholders:</u> The agency reviews its KPMs during its quarterly meeting which is open to the public. Stakeholders including applicants and licensees are welcome to attend and invited to express their views and opinions as time allows. Additionally, this information is available on the Board's website and is also shared through publications, email and phone conversations. • <u>Citizens:</u> The agency places high priority on survey responses from Oregonians from the public sector as well as the profession. These responses are considered in developing new or amending the agency's performance measures.
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<p>2.MANAGING FOR RESULTS</p> <p>How are performance measures used for management of the agency? What changes have been made in the past year?</p>	<p><u>Performance Management</u></p> <p>Agency KPMs demonstrate program accomplishments, identify areas for increased efficiencies, and confirm that results are being achieved and expectations met, both within and without. KPMs are utilized with other relevant factors to determine distribution of agency funds and resources, to identify areas for improvement, and to evaluate program effectiveness.</p> <p><u>Changes in the Last Year</u></p> <p>Timely licensure will continue to be the main focus of the Board and staff. The Executive Director and staff have made significant strides in changing the turnaround time to obtain a license. It has gone from licensing that took 21 days to process to now 10 working days. In most cases we are surpassing this timeline.</p> <p>The Executive Director has worked with the Administrative LEDS Specialist to prioritize workloads and ensure the Board's complaints and investigative cases receive expedient resolution either through disciplinary action or dismissal. Cases are reviewed before the Board and they take appropriate disciplinary action needed to carry out the agency's mission.</p> <p>Continuing Education (CE) compliance is audited on all renewal applications and the Board has formed a new three member sub-committee to approve CE presentations for Oregon providers. Staff has been trained to update the online OBRT CE Calendar as soon as the committee approves each CE offering. The Board and Executive Director continue to provide education in the agency's areas of concern including higher standards of practice, supervision, and inspections of approved limited permit schools.</p> <p>The Board has successfully incorporated emailed renewals for those who wish to participate and are working with others to develop online renewals that accept credit card payment. Services and resources are shared with other health-related licensing boards to save cost and be more efficient and effective</p> <p>The Board continues to promote its online customer service survey ensuring customers' anonymity and increasing the efficiency and integrity of data collected. Staff has been working with the Executive Director to focus on delivering a consistent service level to be proud of. Time is set aside to discuss positive and negative feedback as an opportunity to grow and improve,</p>
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AGENCY NAME:

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<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 Executive Director reviews the performance measurement information, recommendations, and guidelines developed by the Oregon Progress Board with staff and the Board members. Additional information and collaborative ideas are entertained during regular staff meetings as a means to keep the communications open and to improve the agency's KPM s.</p>
<p>4. COMMUNICATING RESULTS How does the agency communicate performance results to each of the following audiences and for what purpose?</p>	<p>Audience</p> <ul style="list-style-type: none">• <u>Staff:</u> The Executive Director who is responsible for the dissemination of KPM surveys and reporting of survey results. The Executive Director assists the Board with the development and review of agency KPMs.• <u>Elected Officials:</u> The agency prepares and submits annual KPM progress reports and includes the most recent progress report in its biennial budget request document.• <u>Stakeholders:</u> The agency sends notices to interested parties. The Board posts KPM progress reports on its website. This information is also shared during public meetings and newsletters.• <u>Citizens:</u> All information is posted on the website, or can be received by contacting the Board office. <p>Purpose</p> <p>KPMs are utilized with other relevant factors to determine distribution of agency funds and resources, evaluate program effectiveness, and to illustrate the benefit to licensees, stakeholders, and Oregonians.</p>