

OREGON STATE BOARD OF NURSING, Agency 85100
INTRODUCTION TO ANNUAL PERFORMANCE REPORT

Joan Bouchard, Executive Director
January 16, 2004

The Oregon State Board of Nursing strives to protect and promote the public's health, safety and well being by regulating nursing practice and education.

The performance measures submitted by the Oregon State Board of Nursing in the 2003-05 budget review were developed with the assistance and participation of Board staff, basing their work on direction given by the Board. The process included training sessions, review of program procedures and goals, and consideration of meaningful and useful tools to determine whether Board goals are being met.

Performance Accomplishments

Several new performance measures were developed, and many were modified in preparation for the 03-05 budget review. A major change to the development methodology was to group measures under goals and subgoals to give balance to the measures as a reflection of agency operations and values.

Four major goals were identified for the agency: Excellent customer service, ensuring the safety of those Oregonians care for by nurses, regulating in a manner that sustains a maximum number of nurses available to the workplace without jeopardizing public safety, and effectiveness of joint efforts of agency, statewide educators and the business community to address the nursing shortage.

The first goal, excellent customer service, is measured by several key performance measures affecting the sub-goals of customer satisfaction and operational effectiveness. Three key measures deserve mention:

PM 85100-2 Percent of all ACD (Automated Call Distributor) telephone calls answered by a live representative within 10 seconds.

This performance measure was developed in response to a change in business practice for the agency. In May 2002, the Board opened a customer service center dedicated to serving licensees directly. Prior to this, calls were handled, through an automated attendant, by the technicians who were also processing applications. This led to a conflict in priorities for the technicians, and reduced services to customers, as only one person was able to answer each type of call, and processing times were adversely affected by call volume. For 2002, the first (partial) year of operation, 70% of all calls were answered within 10 seconds. The average wait-time for callers was actually below 10 seconds, but we are striving for the greatest level of service to the greatest number of customers. For 2003, the first full year of operation, the data has changed little. Staffing did not change during this period, where much of the call center staff came from

temporary workers. Tracking of 2004 data should help us to discover whether the targets we set in 2002 can be achieved.

PM 85100-4 Percent of renewal applications processed within 5 working days.

This performance measure was modified in 2002. In its previous form, we measured the average number of days it took to process renewals, which was about 7 days. We changed the measure, because we felt that, with the large volume of renewals the agency processes (25-28,000 per year), the average was not a meaningful yardstick of our performance. As in PM 85100-2, we wanted to challenge our employees to meet a standard on a daily basis, and to produce the greatest service for the greatest number of customers. Even with an average of 7 days to process renewals in 2002, the percentage that was processed within our 5 working day standard was only 35% of the total. In 2003, that number rose to 73%. This is short of our original target, but an impressive achievement compared to the base data. Results for this performance measure have influenced streamlining of the process. Implementation of e-commerce is expected to further improve our performance in this area.

PM 85100-8 Percent of e-commerce RN renewals compared to total RN renewals

This performance measure was developed based on an anticipated implementation of e-commerce by the agency. The implementation is imminent, but not achieved to date. The agency licenses 64,000 licensees, so the impact of automating the process of renewal and reducing the inconveniences of “snail mail” for our licensees will be tremendous.

Degree and type of agency influence on benchmarks and high level outcomes

The Oregon State Board of Nursing has not identified any Oregon Benchmarks that are affected by its mission statement and regulatory activities. The performance measures were developed based on the Board's mission statement and values. The four goals outlined above support two core values: Public Protection and Customer Service. It is anticipated that the Board's influence on these core values will be evident through the performance measures.

In addition to the efforts the agency makes within itself, members of the Board and staff participate in initiatives throughout the nursing community, partnering with educators, employers, professional organizations, and others to address emerging industry issues. In particular, the Oregon Nursing Leadership Council (ONLC) and the Oregon Center for Nursing work with the Board in setting goals for nursing and member organizations. The current emphasis is on the nursing shortage and the variety of areas that will contribute to a solution.

Future Challenges

The process of identifying performance measures and setting targets was very useful in documenting and prioritizing our ongoing efforts to improve agency performance. With an excessive retirement rate in our management staff this year, the challenge of 2003 was to test the measures as meaningful and measurable. We see the 2003-05 timeframe as a time to focus on measures and improvement of results. Some of our work will focus on standardizing practices so that data can be more easily extracted, more easily used. The challenge of maintaining quality service while continuing to perform our regulatory functions has always existed, but becomes greater as the nursing shortage continues and state government resources become more scarce.

ANNUAL PERFORMANCE PROGRESS REPORT

PART I, MANAGING FOR RESULTS

Agency: Oregon State Board of Nursing	
Contact: Pat Miles	Phone: (503)731-4745
Alternate:	Phone:

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 were staff and stakeholders involved in the development of the agency's performance measures?	One quarter of the agency staff was involved in developing the agency's performance measures. More than 50% of the performance measures were based on industry standards or measures used by the Board for many years that are considered to be essential for maintaining program quality.
2 How are performance measures used for management of the agency?	The management team makes program decisions based on performance measurement data. The most dramatic example of this is the major change made in Fall 2003 to improve staffing of the various agency functions.
3 What training has staff had in the use of performance measurement?	To date, selected employees have trained on the development of performance measures and the collection of data. Most employees have been made aware of section goals, however, a general orientation to the performance measurement program is planned for the near future.
4 How does the agency communicate performance results and for what purpose? (Please include your agency's URL for Performance Measures and this Annual Report)	We are in the process of updating our communications plan, which will include performance measurements. Currently, results are reported on our web site at: www.osbn.state.or.us/performance.htm
5 What important changes have occurred in the past year?	In FY2003, the main emphasis of the agency has been on developing permanent staffing in critical performance areas. Major changes occurred in FY2000-02, primarily related to the nursing shortage that left the agency struggling to meet its past standards. In 2003, the agency experienced 6 times the normal number of retirements, giving us a turnover rate of more than 15%. In responding to this challenge, the performance measures were used as tools in setting priorities for change.

PERFORMANCE MEASURE DATA SUMMARY

Please read the instructions for this form before completing. Instructions can be found in Appendix C of the 2005-07 Budget Instructions and online at www.oregon.gov/DAS/OPB.

Agency Name: Oregon State Board of Nursing	Last Updated: 6/30/2004
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Agency Name: Oregon State Board of Nursing

Agency No.: 85100

Budget Form # 107BF04d

Col-1	Col-2	Col-3	Col-4	Col-5	Col-6	Col-7	Col-8	Col-9	Col-10	Col-11	Col-12
PM No.	Key Performance Measure		1999	2000	2001	2002	2003	2004	2005	2006	2007
01	Percent of customers who rate the Board positively in the following service areas: (a)accuracy of information, (b)courtesy of staff, (c)ease of access to staff	Target					94%	94.5%	95%	95%	95%
		Data		86%	93%	92%	90%	98%	98%	98%	98%
02	Proposed: Percent of all ACD calls (Automatic Call Distributor) telephone calls answered by a live representative and not abandoned by the caller.	Target							95%	95%	95%
		Data									
02	Original: Percent of all ACD (Automated Call Distributor) telephone calls answered by a live representative within 10 seconds.	Target					80%	90%	95%		
		Data		N/A	N/A	70%	71%				
03	Percent of business days in which the license verification hotlines (telephone and internet) are, at close of business, current to the previous business day	Target					99%	99%	99%	99%	99%
		Data		N/A	N/A	95%	94%				
04	Percent of renewal applications processed within 5 working days. (Defined as reviewing and either issuing the license or notifying the person of application deficiencies.)	Target					90%	95%	97%	97%	97%
		Data		N/A	N/A	35%	73%				
05	Percent of initial applications processed within 5 working days. (Defined as reviewing and either issuing the license, notifying the person of application deficiencies, or scheduling the person for testing.)	Target					75%	85%	97%	97%	97%
		Data		N/A	49%	52%	63%				
06	Average number of daily visits to agency web site.	Target					350	400	500	550	600

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Date Submitted: 1/16/2004

Col-1	Col-2	Col-3	Col-4	Col-5	Col-6	Col-7	Col-8	Col-9	Col-10	Col-11	Col-12
PM No.	Key Performance Measure		1999	2000	2001	2002	2003	2004	2005	2006	2007
		Data		N/A	220	325	474				
07	Average number of people reached by informational presentations by staff per month.	Target					200	250	300	300	300
		Data		214	219	185	140				
08	Percent of e-commerce RN renewals compared to total RN renewals (implemented June 2004)	Target					10%	25%	50%	60%	70%
		Data		N/A	N/A	N/A	N/A				
09	Percent of cases investigated and referred to Board within 120 days of receipt of complaint. (Cases that do not require an extension.)	Target							98%	50%	60%
		Data				18%	31%	21%			
10	Percent of disciplined licensees with a new complaint within one year of Board closing original case with a disciplinary action. ("Repeat offenders"—Licensees who continue to receive complaints despite having been disciplined or remediated.)	Target							1%	1%	1%
		Data		3%	4%	3%	4.5%	1.5%			
11	Percent of complaints that were resolved via stipulated agreement or default on notices in lieu of contested case hearing. (The respondent accepted the decision and/or action of the agency.)	Target					99%	99%	99%	99%	99%
		Data		98%	99%	99.5%	99.2%	98.9%			
12	Percent of successful participants in the 5-year Nurse Monitoring Program. (Participants who graduated or are still participating in the program in good standing.)	Target					80%	85%	90%	80%	80%
		Data		81%	79%	79%	75.6%	75.7%			
13	Percent of all renewal applications that are processed through the Law Enforcement Data System (LEDS) and have any arrests, convictions or other court actions recorded. (A successful screening process will reduce the number of repeat offenders licensed by the Board.)	Target							1%	1%	1%
		Data		2%	N/A	1.11%	1.15%	0.79%			
14	Percent of RN programs with a passing rate above 85% on the national exam.	Target		100%	100%	100%	100%	100%	100%	100%	100%
		Data		81%	88%	94%	76%				
15	Percent of LPN programs with a passing rate above 85% on the national exam.	Target		100%	100%	100%	100%	100%	100%	100%	100%
		Data		100%	100%	100%	100%				

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PM No.	Key Performance Measure		1999	2000	2001	2002	2003	2004	2005	2006	2007
16	Proposed: Percent of nursing assistant training programs with a passing rate, for first-time test takers, above 85% for both the written and skill portions of the examination.	Target								80%	85%
		Data					77%				
16	Original: Percent of nursing assistant programs with a passing rate above 85% for both written and skill examinations.	Target					95%	95%	95%		
		Data		45%	72%	95%					
17	Percent of agency Administrative Rules that are periodically reviewed and evaluated within 3 years (statutory requirement) for unnecessary barriers that might prevent eligible nurses/nursing assistants from practicing nursing in Oregon	Target			80%	85%	90%	95%	100%	90%	90%
		Data		67%	85%	70%	81%				
18	Percent of emerging public policy issues resolved within 6 months of coming to the Board's attention.	Target					100%	100%	100%	90%	90%
		Data		N/A	75%	78%	80%				
19	Number of basic RN students graduated from Oregon nursing education programs and practicing in Oregon.	Target					750	800	900	900	950
		Data		681	609	700	740				
		Data									