

**SPEECH-LANGUAGE PATHOLOGY & AUDIOLOGY**

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

Original Submission Date: 2012

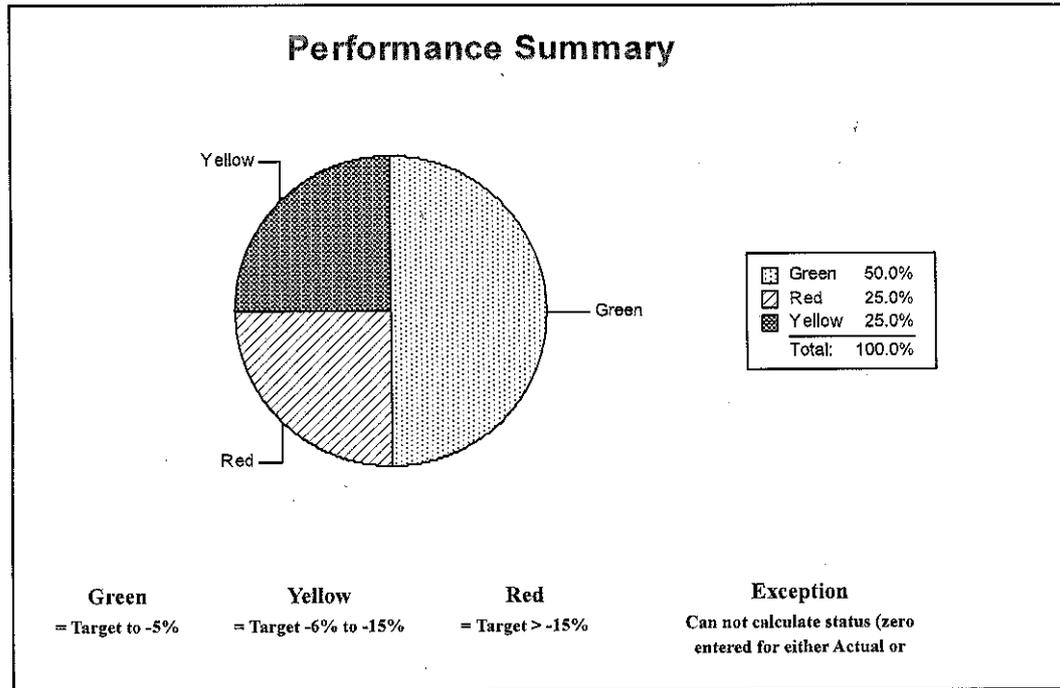
Finalize Date: 1/28/2013

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.

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



<b>SPEECH-LANGUAGE PATHOLOGY &amp; AUDIOLOGY</b>		<b>I. EXECUTIVE SUMMARY</b>	
<b>Agency Mission:</b> 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.			
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**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 Purpose**The 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.

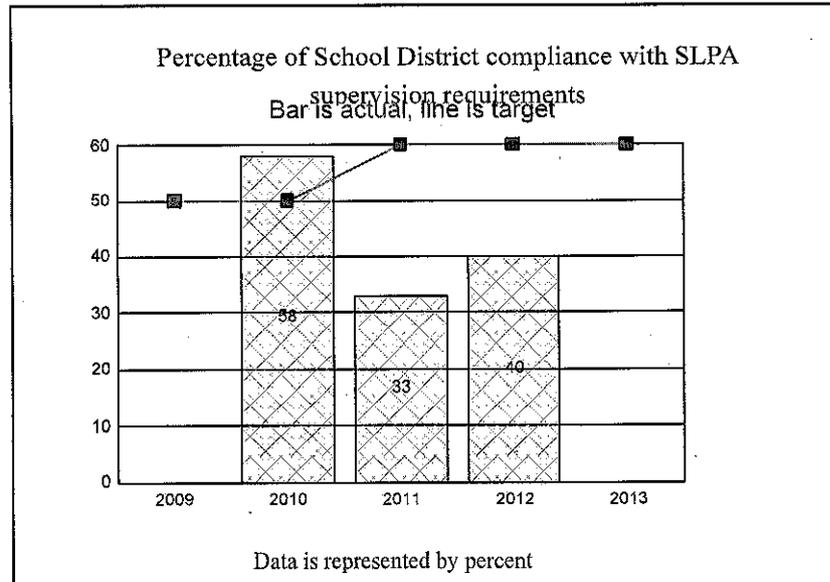
## **5. RESOURCES AND EFFICIENCY**

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.

<b>KPM #</b>	Percentage of School District Compliance with SLPA supervision requirements outlined in OAR 335-095-0050.	2010
<b>Goal</b>	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.	
<b>Oregon Context</b>	OAR Chapter 335	
<b>Data Source</b>	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.	
<b>Owner</b>	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**

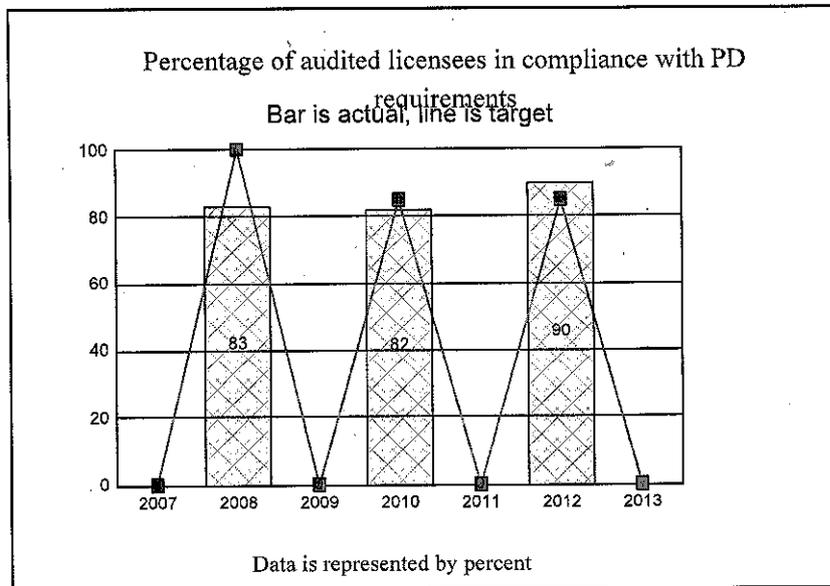
Currently, data is expected to be collected annually in the spring, for two months (fall and spring) of each academic year. These data points should encompass staffing patterns that are established, and possibly changed, during the course of each school year.

- 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.

**SPEECH-LANGUAGE PATHOLOGY & AUDIOLOGY**

**II. KEY MEASURE ANALYSIS**

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

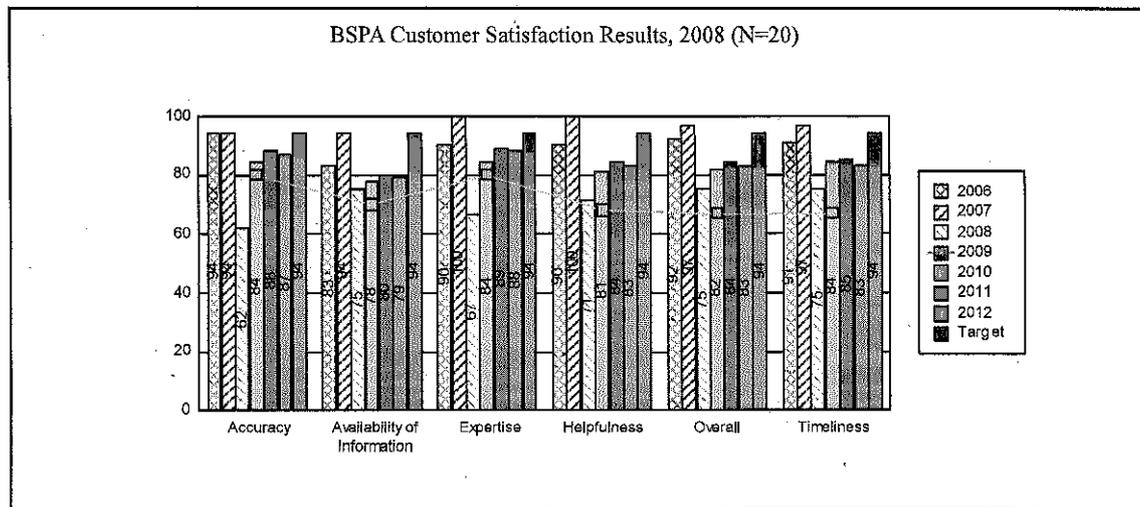
**6. WHAT NEEDS TO BE DONE**

- 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.

<b>KPM #3</b>	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
<b>Goal</b>	Provide excellent customer service.	
<b>Oregon Context</b>	Agency Mission, shared measure for all state agencies.	
<b>Data Source</b>	Data compiled from anonymous surveys on <a href="http://bspa.oregonsurveys.com">http://bspa.oregonsurveys.com</a>	
<b>Owner</b>	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 Board's 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**

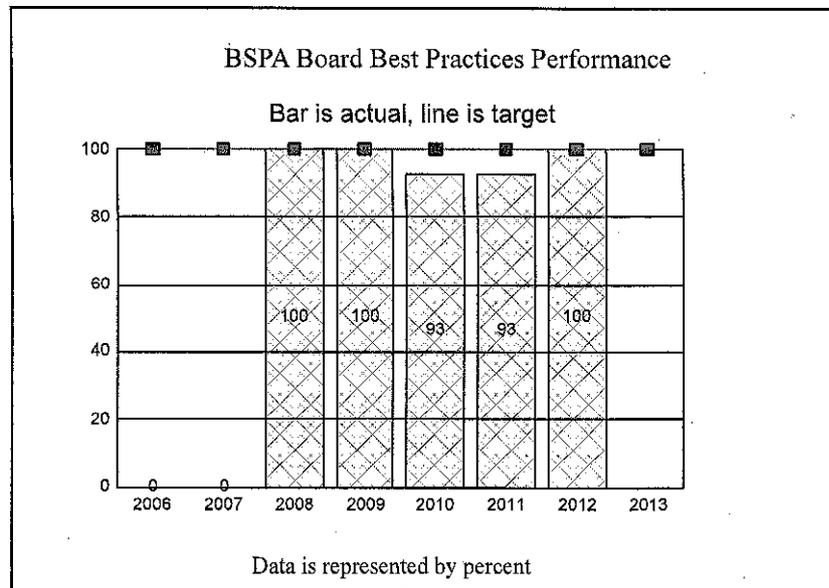
Reporting cycle: Data from routine web- or email-based input is compiled monthly, and reviewed and reported annually. The Board has implemented a formal survey at least biennially to boost response rates and obtain more valid data.

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.

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

<b>SPEECH-LANGUAGE PATHOLOGY &amp; AUDIOLOGY</b>	<b>III. USING PERFORMANCE DATA</b>
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<b>Agency Mission:</b> 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.
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<b>Alternate:</b>	<b>Alternate Phone:</b>
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<b>The following questions indicate how performance measures and data are used for management and accountability purposes.</b>
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<b>1. INCLUSIVITY</b>	<p>* <b>Staff:</b> 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>* <b>Elected Officials:</b> Agency KPMs are reviewed and approved by the Oregon Legislative Assembly.</p> <p>* <b>Stakeholders:</b> 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>* <b>Citizens:</b> Customer survey responses are considered when developing agency performance measures and operational goals.</p>
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<b>2 MANAGING FOR RESULTS</b>	<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>
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<b>3 STAFF TRAINING</b>	<p>Training of staff and Board members is critical to effective performance. Membership in the National Council of State Boards of Speech-Language Pathology &amp; 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>
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	<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><b>4 COMMUNICATING RESULTS</b></p>	<p>* <b>Staff:</b> 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>* <b>Elected Officials:</b> 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>* <b>Stakeholders:</b> Specific KPM results may be featured in newsletter articles, and are incorporated into Board goals, policies and procedures.</p> <p>* <b>Citizens:</b> The agency posts a link to past and current KPM progress reports on the home page of its website.</p>