# Agency Management Report

## KPMs For Reporting Year 2014

Finalize Date: 8/1/2014

**Agency: DENTISTRY, BOARD of**

| | Green = Target to -5% | Yellow = Target -6% to -15% | Red = Target > -15% | Pending | Exception Can not calculate status (zero entered for either Actual or Target) |
|---|---|---|---|---|---|
| **Summary Stats:** | 80.00% | 0.00% | 20.00% | 0.00% | 0.00% |

**Detailed Report:**

| KPMs | Actual | Target | Status | Most Recent Year | Management Comments |
|---|---|---|---|---|---|
| 1 - Continuing Education Compliance - Percent of Licensees in compliance with continuing education requirements. | 100 | 100 | Green | 2014 | The OBD audits 15% of all license renewals each year to see that licensees are in compliance with the Continuing Education Rules, those audts have shown a high compliance rate. |
| 2 - Time to Investigate Complaints - Average time from receipt of new complaints to completed investigation. | 10.00 | 3.50 | Red | 2014 | The OBD over past years had consistently been below the target set for the average number of days to complete an investigation and prepare a report for the Board, unfortunately this trend has changed, as a result of patients having seen multiple licensees. |
| 3 - Days to Complete License Paperwork - Average number of working days from receipt of completed paperwork to issuance of license. | 7 | 7 | Green | 2014 | The OBD has strived to complete all renewal and application paperwork in 7 days or less. |
| 4 - CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information. | 85 | 85 | Green | 2014 | The OBD continues to have around an 80% positive rating from the cusotmers who complete the Customer Service Survey. |

# Agency Management Report

## KPMs For Reporting Year 2014

Finalize Date: 8/1/2014

| KPMs | Actual | Target | Status | Most Recent Year | Management Comments |
|---|---|---|---|---|---|
| 5 - Board Best Practices - Percent of total best practices met by the Board. | 100 | 100 | Green | 2014 | The OBD continues to complete the Board Best Practices Evaluation and had a 100% compliance. |

This report provides high-level performance information which may not be sufficient to fully explain the complexities associated with some of the reported measurement results. Please reference the agency's most recent Annual Performance Progress Report to better understand a measure's intent, performance history, factors impacting performance and data gather and calculation methodology.

Print Date: 7/14/2014

# Legislatively Approved 2013-2015 Key Performance Measures

## Agency: DENTISTRY, BOARD of

Mission: To assure that the citizens of Oregon receive the highest possible quality of oral health care.

| Legislatively Proposed KPMs | Customer Service Category | Agency Request | Most Current Result | Target 2014 | Target 2015 |
|---|---|---|---|---|---|
| 1 - Continuing Education Compliance - Percent of Licensees in compliance with continuing education requirements. | | Approved KPM | 100.00 | 100.00 | 100.00 |
| 2 - Time to Investigate Complaints - Average time from receipt of new complaints to completed investigation. | | Approved KPM | 10.00 | 3.50 | 3.50 |
| 3 - Days to Complete License Paperwork - Average number of working days from receipt of completed paperwork to issuance of license. | | Approved KPM | 7.00 | 7.00 | 7.00 |
| 4 - CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information. | | Approved KPM | 83.00 | | |
| 4 - CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information. | Accuracy | Approved KPM | 86.00 | 85.00 | 85.00 |
| 4 - CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information. | Availability of Information | Approved KPM | 83.00 | 85.00 | 85.00 |
| 4 - CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information. | Expertise | Approved KPM | 79.00 | 85.00 | 85.00 |
| 4 - CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information. | Helpfulness | Approved KPM | 79.00 | 85.00 | 85.00 |

**Agency: DENTISTRY, BOARD of**

Mission: To assure that the citizens of Oregon receive the highest possible quality of oral health care.

| Legislatively Proposed KPMs | Customer Service Category | Agency Request | Most Current Result | Target 2014 | Target 2015 |
|---|---|---|---|---|---|
| 4 - CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information. | Overall | Approved KPM | 85.00 | 85.00 | 85.00 |
| 4 - CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information. | Timeliness | Approved KPM | 82.00 | 85.00 | 85.00 |
| 5 - Board Best Practices - Percent of total best practices met by the Board. | | Approved KPM | 100.00 | 100.00 | 100.00 |

**LFO Recommendation:**

Recommend approval of key performance measures and targets as presented

**Sub-Committee Action:**

Approved key perfomance mesures and targets as presented

# DENTISTRY, BOARD of

## Annual Performance Progress Report (APPR) for Fiscal Year (2013-2014)

Original Submission Date: 2014

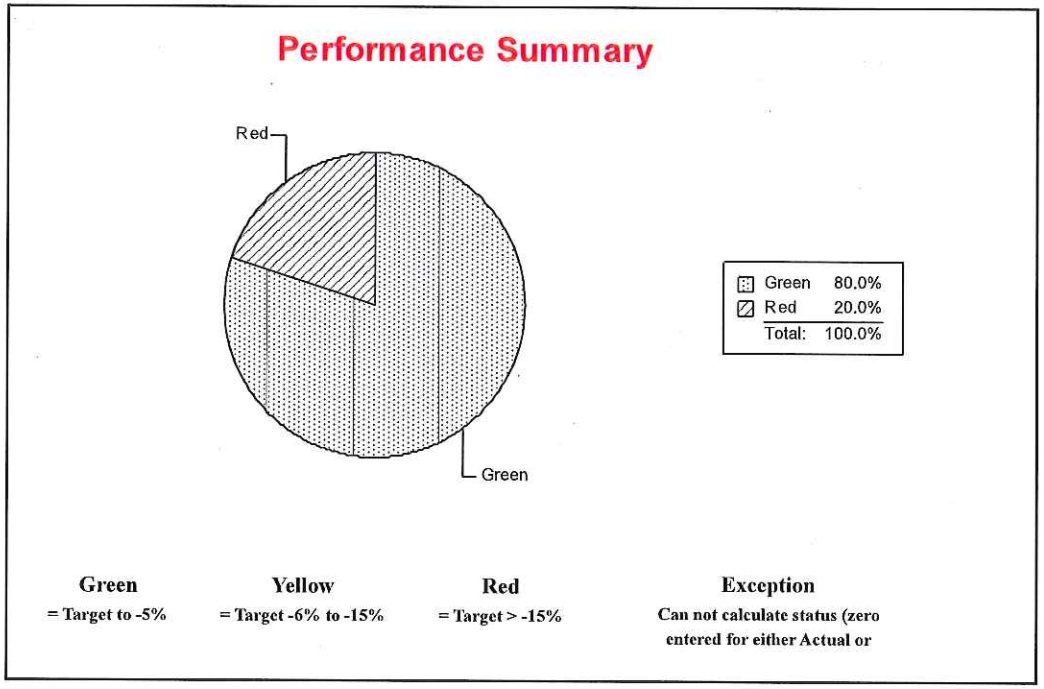
Finalize Date: 8/1/2014

| 2013-2014 KPM # | 2013-2014 Approved Key Performance Measures (KPMs) |
|---|---|
| 1 | Continuing Education Compliance - Percent of Licensees in compliance with continuing education requirements. |
| 2 | Time to Investigate Complaints - Average time from receipt of new complaints to completed investigation. |
| 3 | Days to Complete License Paperwork - Average number of working days from receipt of completed paperwork to issuance of license. |
| 4 | CUSTOMER SATISFACTION WITH AGENCY SERVICES - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information. |
| 5 | Board Best Practices - Percent of total best practices met by the Board. |

| New Delete | Proposed Key Performance Measures (KPM's) for Biennium 2015-2017 |
| --- | --- |
| | **Title:**<br><br>**Rationale:** |

| DENTISTRY, BOARD of | I. EXECUTIVE SUMMARY |
|---|---|
| **Agency Mission:** To assure that the citizens of Oregon receive the highest possible quality of oral health care. | |

| | |
|---|---|
| **Contact:** Patrick D Braatz, Executive Director | **Contact Phone:** 971-673-3200 |
| **Alternate:** | **Alternate Phone:** |




## 1. SCOPE OF REPORT

The Board of Dentistry is charged with the regulation of the practice of dentistry and dental hygiene by setting standards for entry to practice, examination of applicants, issuance and renewal of licenses, and enforcing the standards of practice. The Board also is required by law to establish standards for the administration of anesthesia in dental offices. The Board determines dental procedures that may be delegated to dental assistants and establishes standards for training and certification of dental assistants. As of August 1, 2014, there were 3,685 dentists, and 4,215 dental hygienists holding Oregon licenses. The Board operates in an atmosphere of constant change, rapidly developing technology, changing treatment modalities, demographic and geographic disparities in access to dental care, growing public demand for a greater diversity of provider groups, and constantly shifting societal norms and values. Agency operations are

supported solely from license application, renewal, exam and permit fees, plus revenues generated from fines imposed for late renewals, civil penalties assessed, and miscellaneous receipts from the sale of mailing lists and copies of public records. The Board is composed of ten members appointed by the Governor and confirmed by the Senate for four-year terms. There are six dentists, one of whom must be a dental specialist, two dental hygienists and two public members. 7.0 FTE staff that carry out the day-to-day functions of the agency. In addition, the Board contracts with numerous dental professionals to provide expertise in specific dental specialty areas. Primary program activities are Licensing and Examination, Enforcement and Monitoring, and Administration.

## 2. THE OREGON CONTEXT

The Oregon Board of Dentistry has no Primary Links to the Oregon Benchmarks; however, Board activities support the following benchmarks as secondary links. #29 Skills Training: Percentage of Oregonians in the labor force who received at least 20 hours of skills training in the past year. #30 Volunteerism: Percentage of Oregonians who volunteer at least 50 hours of their time per year to civic, community or nonprofit activities. #44 Adult Non-smokers: Percentage of Oregonians, 18 and older who smoke cigarettes. #52 Substance Use During Pregnancy: Percentage of pregnant women who abstain from using: a. alcohol; b. tobacco. #50 Child Abuse or Neglect: Number of children, per 1,000 persons under 18, who are: a. neglected/abused; b. at a substantial risk of being neglected/abused.

## 3. PERFORMANCE SUMMARY

All but one current Performance Measures Targets are being met.

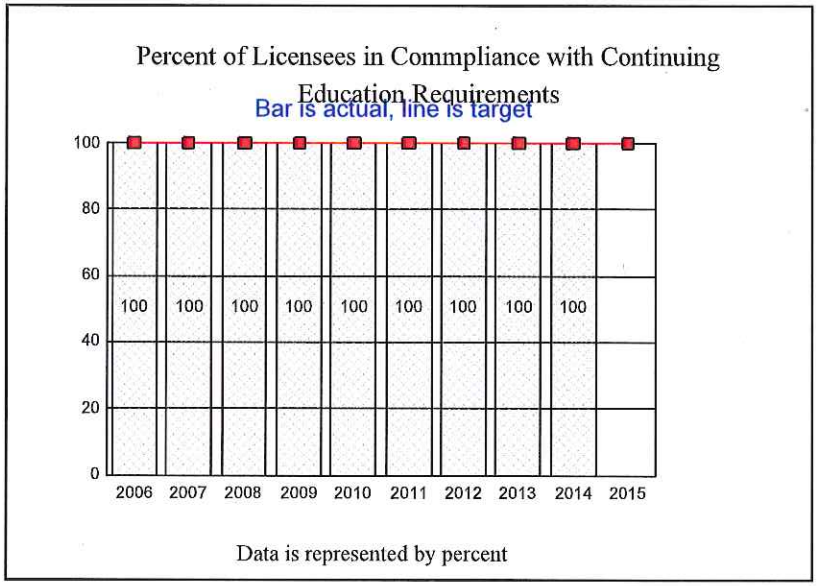
## 4. CHALLENGES

As with all state agencies, those that are funded by Other Funds continue to be challenged by adhering to all revenue and expenditure guidelines outlined by the Governor and the Legislature, although no direct taxpayer dollars fund the Oregon Board of Dentistry.

## 5. RESOURCES AND EFFICIENCY

The Oregon Board of Dentistry 2013- 2015 Legislatively Adopted Budget is $2,614,968.

| KPM #1 | Continuing Education Compliance - Percent of Licensees in compliance with continuing education requirements. | 2001 |
|---|---|---|
| Goal | Public Protection - Protect the public by assuring that all licensees are competent to practice safely and ethically. | |
| Oregon Context | The Oregon Board of Dentistry has no primary links to the Oregon Benchmarks. | |
| Data Source | Agency records from continuing education audit logs. | |
| Owner | Oregon Board of Dentistry, Patrick D. Braatz, Executive Director (971) 673-3200 | |




## 1. OUR STRATEGY

The Boards strategy is that Licensees should keep current on practice issues. One way to do this is to take continuing education courses on a biennial basis. To determine if the licensees are in compliance is to audit approximately 15% of all licensees to establish a baseline.

## 2. ABOUT THE TARGETS

A target of 100% compliance seems to be an appropriate level for all licenses.

## 3. HOW WE ARE DOING

The profession is complying with the requirements to complete continuing education as a prerequisite to renewing their license.

## 4. HOW WE COMPARE

There are no outside comparisons of similar jurisdictions to use.

## 5. FACTORS AFFECTING RESULTS

There are no specific factors affecting the results

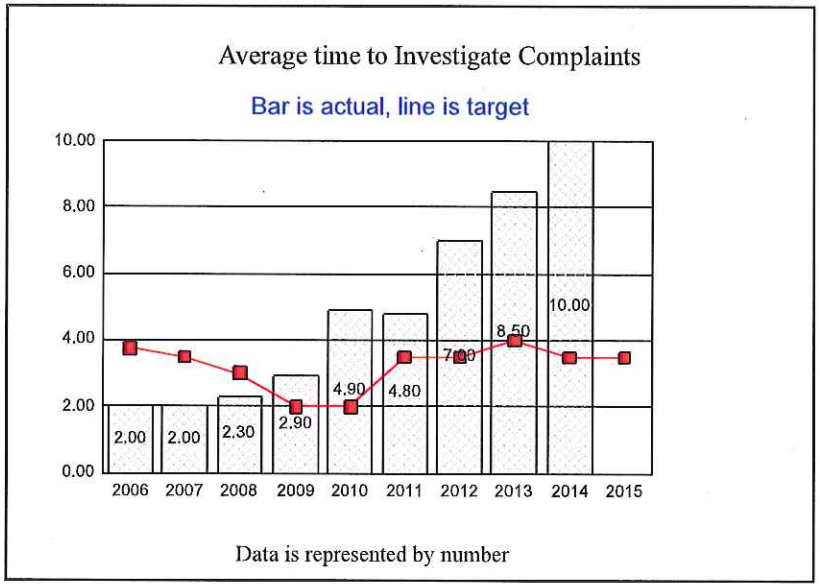
## 6. WHAT NEEDS TO BE DONE

Nothing needs to be done at this time.

## 7. ABOUT THE DATA

The reporting cycle is the Oregon fiscal year. The Board audits 15% of all licensees that are eligible for renewal, based on those that are audited and renew. We compare the Continuing Education Log that they are required to submit to see if they have met the requirements of the Law and Administrative Rules; if they are not in compliance, they are turned over for investigation of a possible violation of the Oregon Dental Practice Act.

| KPM #2 | Time to Investigate Complaints - Average time from receipt of new complaints to completed investigation. | 2000 |
|---|---|---|
| Goal | Public Protection - Protect the public by assuring that all licensees are competent to practice safely and ethically. | |
| Oregon Context | The Oregon Board of Dentistry has no primary links to the Oregon Benchmarks. | |
| Data Source | Database - investigative files. | |
| Owner | Oregon Board of Dentistry, Patrick D. Braatz, Executive Director, (971) 673-3200 | |




## 1. OUR STRATEGY

The Boards strategy is that the investigation of complaints should take place in a timely fashion. By establishing the average time from the receipt of a new complaint until the investigation is completed is a way of measuring the timeliness of the Boards workload.

## 2. ABOUT THE TARGETS

The targets provide for a realistic time frame to complete investigations based on the complexity of the issues and the staff available to conduct the investigation. The targets appear to be reasonable and in the past have shown how a gradual decline in the number of average months to complete an investigation since this Performance Measure was established, until 2010.

## 3. HOW WE ARE DOING

The Board has seen a significant increase in the kind of complaints and the complexity of the complaints during the current economic downturn, these complaints are requiring a full investigation and the end result is that they are monetary in nature and thus not truly wihtin the jurisidiction of the Board..

## 4. HOW WE COMPARE

There are no outside comparisons of similar jurisdictions to use.

## 5. FACTORS AFFECTING RESULTS

The complexity of the cases that are being investigated has changed, most cases used to involve one licensee now complaints have seen multiple licensees which require the review of multiple patient records from many different licensees.

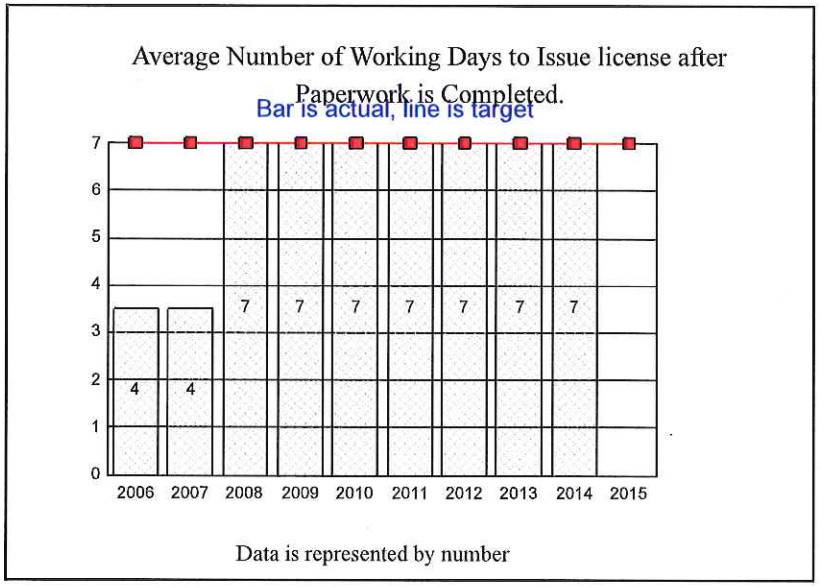
## 6. WHAT NEEDS TO BE DONE

The enforcement staff is working at an increased pace to try to eliminate the time it takes to investigate compalints.

## 7. ABOUT THE DATA

The reporting cycle is the Oregon fiscal year, and is generated from the computerized database that is used to track all complaints.

| | | |
|---|---|---|
| **KPM #3** | Days to Complete License Paperwork - Average number of working days from receipt of completed paperwork to issuance of license. | 2003 |
| **Goal** | Public Protection - Protect the public by assuring that all licensees are competent to practice safely and ethically. | |
| **Oregon Context** | The Oregon Board of Dentistry has no primary links ot the Oregon Benchmarks | |
| **Data Source** | Database- licensing information | |
| **Owner** | Oregon Board of Dentistry, Patrick D. Braatz, Executive Director, (971) 673-3200 | |




## 1. OUR STRATEGY

The Boards strategy is that the processing of completed paperwork for the issuance of a license, either new or a renewal, should take place in a reasonable period of time to assure public protection and to assure that those desiring to work in Oregon can do so in a timely fashion.

## 2. ABOUT THE TARGETS

The targets provide for a realistic time frame to issue a license or to renew a license when all paperwork has been completed in accordance with all of the Boards rules and regulations.

## 3. HOW WE ARE DOING

The targets as established have been met or been exceeded.

## 4. HOW WE COMPARE

There are no outside comparisons of similar jurisdictions to use.

## 5. FACTORS AFFECTING RESULTS

There are no specific factors affecting the results.

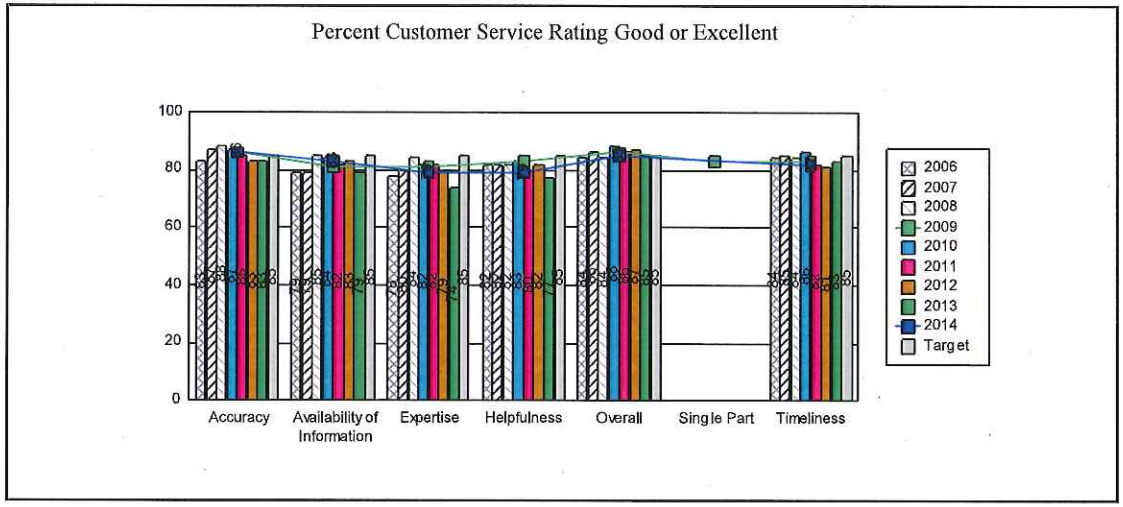
## 6. WHAT NEEDS TO BE DONE

Nothing needs to be done at this time.

## 7. ABOUT THE DATA

The reporting cycle is the Oregon fiscal year, and is generated from the computerized database that is used to track all application and renewal files.

| KPM #4 | CUSTOMER SATISFACTION WITH AGENCY SERVICES - 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** | Agency Overall Satisfaction Percent of customers rating their overall satisfaction with the agency above average or excellent and Customer Satisfaction Percent of customers rating satisfaction with agency services above average or excellent for: A: Timeliness; B: Accuracy; C; Helpfulness; D: Expertise; E: Information Availability | |
| **Oregon Context** | The Oregon Board of Dentistry has no primary links to the Oregon Benchmarks. | |
| **Data Source** | Customer Service Surveys completed and returned July 1, 2013 through June 30, 2014. | |
| **Owner** | Oregon Board of Dentistry, Patrick D. Braatz, Executive Director, (971) 673-3200 | |




## 1. OUR STRATEGY

In compliance with the Oregon Legislatures directive, the Board conducted a Customer Service Survey as one tool to determine the customer satisfaction with the accuracy of carrying out the Mission of the Board

**2. ABOUT THE TARGETS**

The Targets provide a realistic and attainable goal for overall positive ratings for customer service.

**3. HOW WE ARE DOING**

Those completing the survey rated the Board as having an 85% overall satisfaction level and approximately 10% gave an unsatisfactory response.

**4. HOW WE COMPARE**

There are no outside comparisions of similar jurisdictions to use.

**5. FACTORS AFFECTING RESULTS**

There are no specific factors affecting the results.

**6. WHAT NEEDS TO BE DONE**

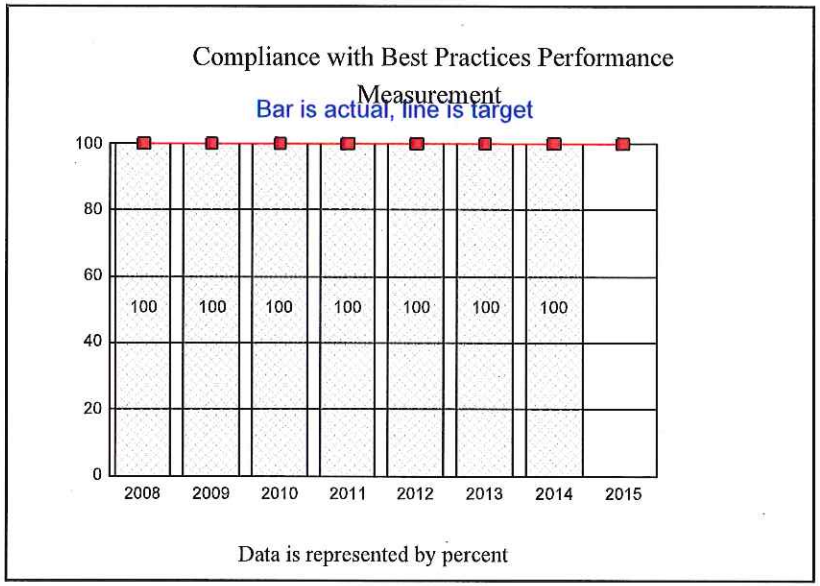
Nothing needs to be done at this time.

**7. ABOUT THE DATA**

The reporting cycle is the Oregon fiscal year, and is generated from the computerized database that is used to track all application and renewal files.

| DENTISTRY, BOARD of | II. KEY MEASURE ANALYSIS |
|---|---|

| KPM #5 | Board Best Practices - Percent of total best practices met by the Board. | 2007 |
|---|---|---|
| Goal | To have 100% compliance with the Best Practice Perfromance Measures for Governing Boards and Commissions | |
| Oregon Context | The Oregon Board of Dentistry has no primary links to Oregon Benchmarks. | |
| Data Source | Evaluation completed by the Oregon Board of Dentistry Members at August 22, 2014 Board Meeting. | |
| Owner | Oregon Board of Dentistry, Patrick D. Braatz, Executive Director (971) 673-3200 | |




## 1. OUR STRATEGY

The Board's strategy is to be in 100% compliance with Best Practices Performance Measurements for Governing Boards and Commissions.

**2. ABOUT THE TARGETS**

A target of 100% compliance seems to be an appropriate level for the Board.

**3. HOW WE ARE DOING**

The Board is in compliance with the Best Practices Perfromance Measurement for Governing Boards and Commissions.

**4. HOW WE COMPARE**

The Agency continues to perform at a 100% rating.

**5. FACTORS AFFECTING RESULTS**

There are no specific factors affecting the results.

**6. WHAT NEEDS TO BE DONE**

Nothing needs to be done at this time.

**7. ABOUT THE DATA**

The Board Members completed the Self Assessment Best Practices list during the July 30, 2010 Board Meeting.

| DENTISTRY, BOARD of | III. USING PERFORMANCE DATA |
|---|---|
| **Agency Mission:** To assure that the citizens of Oregon receive the highest possible quality of oral health care. | |

| | |
|---|---|
| **Contact:** Patrick D Braatz, Executive Director | **Contact Phone:** 971-673-3200 |
| **Alternate:** | **Alternate Phone:** |

| **The following questions indicate how performance measures and data are used for management and accountability purposes.** | |
|---|---|
| **1. INCLUSIVITY** | * **Staff :** Review of current performance measures on an annual basis.<br>* **Elected Officials:** Approving an making changes to legislatively approved performance measures.<br>* **Stakeholders:** Reviewing letters, telephone calls and e-mails regarding the Board's performance measures.<br>* **Citizens:** Reviewing letters, telephone calls and e-mails regarding the Board's performance measures. |
| **2 MANAGING FOR RESULTS** | All data collected on performance measures is reviewed and presented to the Board and Staff. All appropriate changes are made regarding continued compliance with performance measures. |
| **3 STAFF TRAINING** | Staff has been informed of all comments provided to the Executive Director regarding performance measures. |
| **4 COMMUNICATING RESULTS** | * **Staff :** At staff meetings and through e-mails and memos on customer satisfaction.<br>* **Elected Officials:** Use of Web-site, testimony before Legislatiure and responding to direct inquiries.<br>* **Stakeholders:** Use of Web-site, presentations and responding to direct inquiries.<br>* **Citizens:** Use of Web-site, presentations and responding to direct inquiries. |