

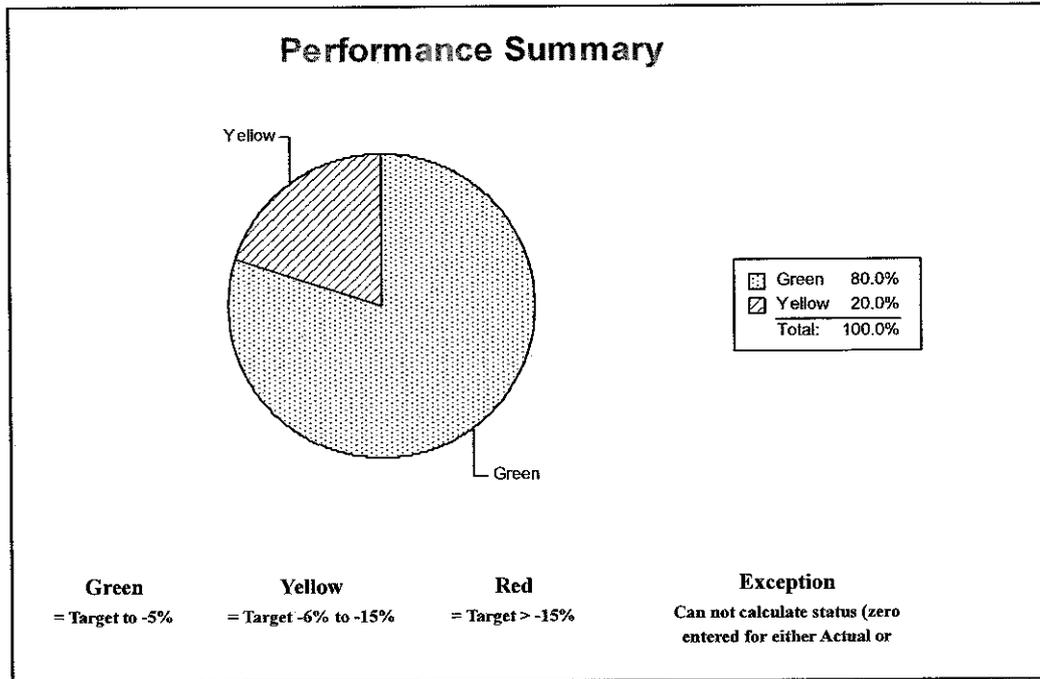
Medical Imaging, Board of
Annual Performance Progress Report (APPR) for Fiscal Year (2013-2014)

Original Submission Date: 2014

Finalize Date:

2013-2014 KPM #	2013-2014 Approved Key Performance Measures (KPMs)
3	TIMELY LICENSURE - Percent of initial and renewal license and limited permit applications from qualified applicants that are processed within 10 business days.
4	AUTOMATION - Percent of license and limited permit applications from qualified applicants that are processed using an automated procedure.
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.
6	DISCIPLINE RESOLUTION - Percentage and number of complaints resolved by means other than from formal administrative hearings within a year.
7	BEST PRACTICES - Percent of total best practices met by the Board.

Medical Imaging, Board of	I. EXECUTIVE SUMMARY
Agency Mission: The mission of the Oregon Board of Medical Imaging is to promote, preserve and protect the public health, safety and welfare of Oregonians who are undergoing medical imaging studies performed by agency licensees for the purpose of medical diagnosis and therapy.	
Contact: Ed Conlow	Contact Phone: 971-673-0216
Alternate:	Alternate Phone:



1. SCOPE OF REPORT

1.SCOPE OF REPORT The Oregon Board of Medical Imaging's primary functions are to provide superior customer service; issue licenses, in a timely manner, to eligible applicants; to investigate complaints/cases, take necessary disciplinary action, and monitor Stipulated 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 OBMI statutes and rules; and protect Oregonians by regulating and monitoring the use of ionizing radiation or other imaging practices. The Boards "Key Performance Measures" focus on: Customer Service, Licensing, Continuing Education, and Disciplinary Action.

2. THE OREGON CONTEXT

1. THE OREGON CONTEXT All Medical Imaging technologists; Radiographers, Radiation Therapists, MRI Technologists, Nuclear Medicine Technologists, Sonographers and Limited X-ray Machine Operators (LXMO) must be licensed in order to work in Oregon. LXMO 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. For limited permits, 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. Customer Service expectations remain very high by the Board and staff.

3. PERFORMANCE SUMMARY

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 Timely Licensure, Automation, Customer Service, New Measures: Discipline Resolution, Best Practices 3, 4, 5, 6, 7. KPMs 6 and 7 are new measures and have a positive trend. Total Number of Key Performance Measures (KPMs) 5

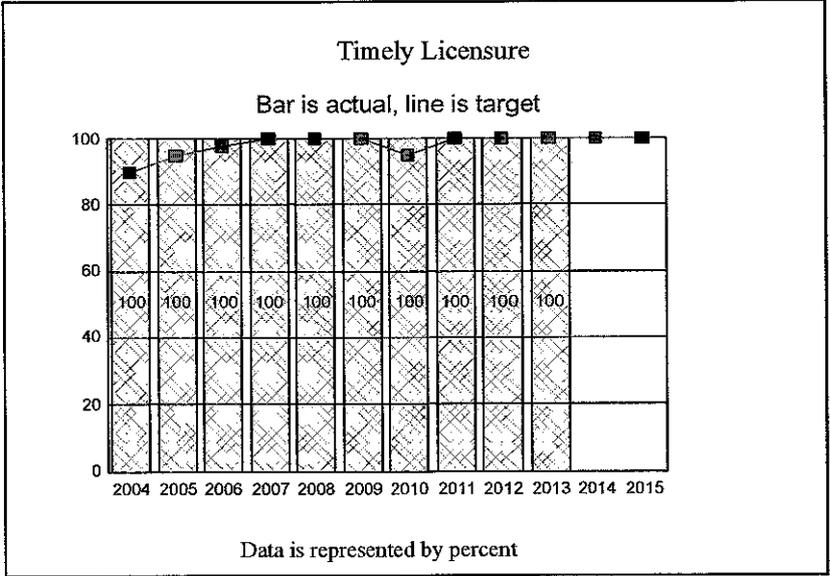
4. CHALLENGES

CHALLENGES The Board will continue to work to seek new ways to conduct business electronically to speed the processing time and to reduce handling costs. Current challenges include permit renewals that require submission of proof of continuing education, and also limited permit examination applications that must be submitted on paper. Communication with constituents is a key to improved service to licensees and improved licensee compliance with licensure requirements. In 2012 the Board initiated an e-mail newsletter to provide updates on policies governing licensure. Also, in 2014 the executive director began teaching a board jurisprudence curriculum to continuing education classes, to inform licensees of license requirements. Greater knowledge of license requirements will reduce instances of license violations.

5. RESOURCES AND EFFICIENCY

RESOURCES USED AND EFFICIENCY Agency's bottom line budget amount for the 2015-17 biennium is \$935,836, all derived from other funds collected from license fees.

KPM #3	TIMELY LICENSURE - Percent of initial and renewal license and limited permit applications from qualified applicants that are processed within 10 business days.	1999
Goal	TIMELY LICENSURE: Provide excellent customer service and assist employers with their patient care work flow by issuing a license to their employees to operate diagnostic and therapeutic equipment.	
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 fifteen to ten. In previous years before 2003 it took approximately three weeks or more to obtain a license from the Board.	
Owner	OBMI Executive Director, Ed Conlow 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 fifteen to ten and now five working days under normal circumstances, which is a third the time it took before 2003.

3. HOW WE ARE DOING

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

4. HOW WE COMPARE

OBMI has gone from a 21 day turnaround time in 2001-2003 biennium to a 5 working day timeframe under normal circumstances. The Board's staff continue to evaluate ways to further streamline the process without compromising eligibility or background checks for each licensee.

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.

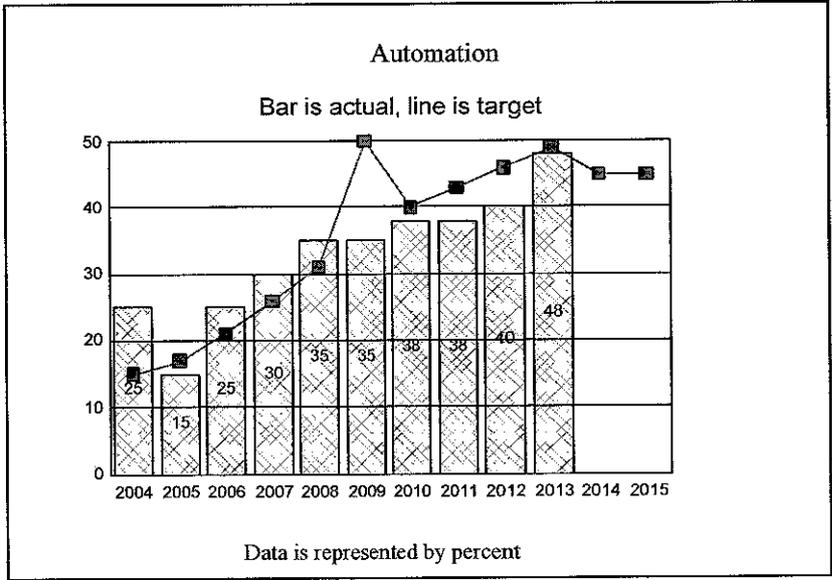
6. WHAT NEEDS TO BE DONE

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.

KPM #4	AUTOMATION - Percent of license and limited permit applications from qualified applicants that are processed using an automated procedure.	2004
Goal	Automate manual process to electronic and program database to capture data for efficiency reporting.	
Oregon Context	Provide faster service for or licensees through automation. In 2006 the Board started sending out renewals by email. In June of 2008 the first batch of online renewals were processed. Each month there has been a slight increase in the number of licensees that ar using the online process and paying with a credit card.	
Data Source	Licensee electronic files captures email and fax contact information for streamlining automation processes.	
Owner	OBMI Executive Director, Ed Conlow, 971-673-0216	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

The Board strives to improve any and all processes to an automated applications for initial and renewing licensure.

3. HOW WE ARE DOING

Most licensees still renew their licenses through U.S. mail.

4. HOW WE COMPARE

OBMI has higher expectations and will continue to strive for additional automated processes in the future. OBMI was one of the first health related licensing boards to offer online renewal payment with a credit card. This process had been desired by the Board's licensees and expressed in their customer service surveys to the Board.

5. FACTORS AFFECTING RESULTS

The OBMI database is old and sometimes does not work properly. Also, the Board sends out mail renewals including renewal forms which may tend to encourage renewal through mail rather than online. Board staff have discussed moving to an all-online renewal process with the licensee association, but there is some resistance from their end and some other technical issues that would need to be resolved.

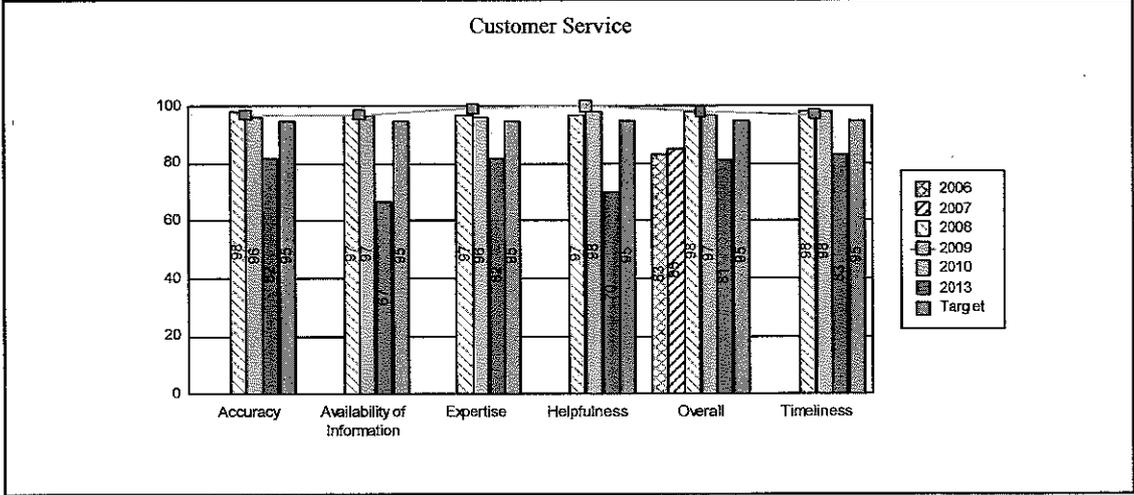
6. WHAT NEEDS TO BE DONE

The Board is scheduled for an update of its database, which will make online renewal easier. Also, the new database will provide better opportunities to communicate with licensees through electronic format, which will enable the OBMI to promote online renewal and paperless business processes.

7. ABOUT THE DATA

Budgetary records indicate automation requests as well as customer survey information from OBMI licensees.

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.	2005
Goal	CUSTOMER SERVICE: To provide consistent sterling customer service level. In order to better serve the public and licensees, OBMI 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 OBMI website	
Owner	OBMI Executive Director, Ed Conlow 971-673-0216	



1. OUR STRATEGY

The Board encourages applicants, licensees, facilities, temp services, professional registries and societies to submit feedback on OBMI service levels so we can improve services for them. The Board instituted community meetings in 2012 to solicit feedback in person from licensees and the public. The Board

intends to continue to hold community meetings in communities outside the Portland area, to give licensees and the public in different parts of the state a better chance to participate in person.

2. ABOUT THE TARGETS

The Board expects a very high level of customer satisfaction so puts the target at 80 -85%, 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

OBMI continues to provide very high level of services and many licensee comments assure their satisfaction.

5. FACTORS AFFECTING RESULTS

The Board continues to expect and provide a high level of service and satisfaction of its services in all areas.

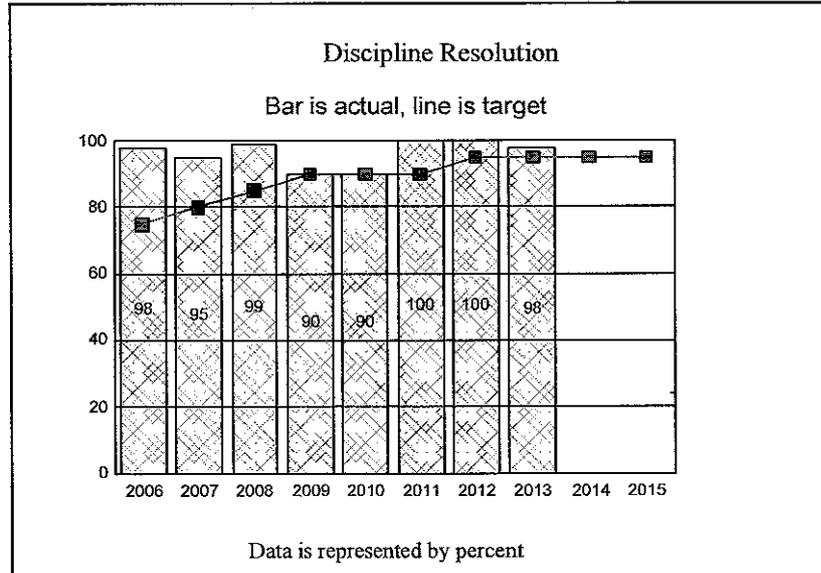
6. WHAT NEEDS TO BE DONE

New database is expected to provide the Board with better tools to electronically communicate with licensees. Staff discusses strategic ways to improve excellent customer service on a consistent basis.

7. ABOUT THE DATA

The Board has copies of previous years surveys along with the new questionnaires on file and recorded electronically. OBMI has an online survey which can be calculated automatically online each month. Data can be found in the Board's office.

KPM #6	DISCIPLINE RESOLUTION - Percentage and number of complaints resolved by means other than from formal administrative hearings within a year.	2006
Goal	DISCIPLINE RESOLUTION: Raise awareness for public protection, improved patient care through education, and monitored stipulated agreements, Consent Orders, Default Orders and Final Orders instead of formal hearings. Disciplinary action taken by the Board must be consistent and time management is essential.	
Oregon Context	Agency Mission	
Data Source	Manual review of the agency's disciplinary cases hard files. Staff prepares an investigative caseload summary of new investigative or disciplinary monitored cases during the interim between Board meetings. The Board's meeting minutes reflect the action taken to resolve complaints and investigative cases. Cases are logged and tracked on an Excel spreadsheet. The licensing database also has a tab which includes investigative information on the licensee's specific cases.	
Owner	OBMI Executive Director, Ed Conlow 971-673-0216	



1. OUR STRATEGY

The Board encourages licensees to disclose any substance abuse or disciplinary violations prior to a complaint process or investigation the Board would initiate. The Board educates its licensees, hospitals and clinics on the importance of self-disclosure and also promotes treatment and outpatient therapy in conjunction with disciplinary action taken or as an alternative based on the violation. The Board believes that it is vitally important to be consistent in the manner investigative cases are disciplined and monitored.

2. ABOUT THE TARGETS

The Board's process for reviewing complaints and investigations changed in 2004 from a committee format to requiring applicants and licensees with possible disciplinary concerns to appear before the entire Board at its next regularly scheduled Board Meeting. The applicants or licensees appear during the Board's Executive Session, for approval or denial of their application process. The Board also established policy giving the Executive Director the authority to resolve complaints or investigations based on specific set criteria. A huge shift in self-reporting came about with this change, from the licensees and care facilities and co-workers. This has resulted in a positive decline in the number of hearing requests compared to past years and has opened the doors of communication with the profession and case resolution.

3. HOW WE ARE DOING

All complaints and licensees who self-disclose violations of the Board's Oregon Revised Statutes (ORS), Chapter 688 or the Oregon Administrative Rules (OAR), Chapter 337 are investigated. The Board makes a consistent determination based on the violation or criminal history. If disciplinary action is warranted, the Board will issue a notice of findings and proposed disciplinary action to be taken and may include a Civil Penalty as defined in statute or rule. When a Civil Penalty is used it is listed on the Stipulated Agreement, Consent Order or Final Order signed by the applicant or licensee or on the Default Order after the specific timelines have passed. The Board may choose to issue a reprimand for minor concerns or unsubstantiated complaints in the form of a "Letter of Concern". This is a tool used to educate the licensee and remains in their hard file, as a future reference should another incident occur. A "Letter of Concern" is not considered formal discipline and does not appear on the agency's website under "Licensee Verification." Probationary cases are monitored by the Board, ensuring the disciplined licensee is adhering to their agreed terms or stipulations and remain in regulatory compliance. The Board will issue an "Emergency Suspension" to those licensees whose violation or case demonstrates an immediate danger to the public. Public protection is the highest priority of the Board. Case management is the essential key to disciplinary resolution and results in fewer administrative hearings.

4. HOW WE COMPARE

No public or private comparison has been performed. The Board's staff responds to complaints in the most expedient manner possible. All complaints filed with the Board are immediately referred to the OBMI investigator to complete an investigation. If the investigation determines that a complaint is valid, the Executive Director and the OBMI investigator, in consultation with the Board Chair, will prepare the case to appear before the Board at its next regularly scheduled meeting, unless it is an emergency situation based upon concern that there is an immediate danger to the public. If immediate danger is a concern, the Board's Executive Director will contact the Board Chair to determine if a special Board meeting or conference call is warranted, in consultation with the Board's attorney.

5. FACTORS AFFECTING RESULTS

The Board meets quarterly, which could delay the review and processing of complaints. Cases are reviewed by the Board no longer than the 120 days as required by statute. Regardless, the Board continually strives to expedite its response and processing of complaints and its investigative cases.

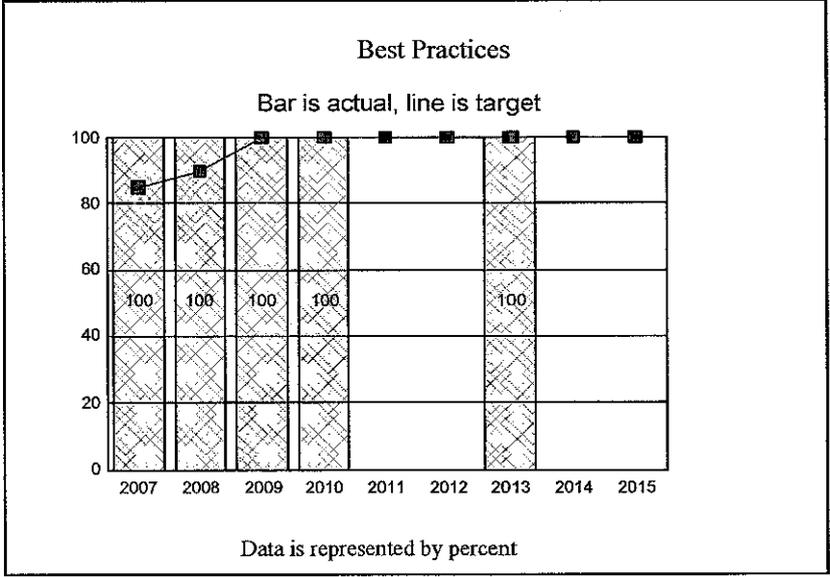
6. WHAT NEEDS TO BE DONE

The Board and staff will continue to monitor complaint timelines to ensure public safety by expediting complaints and investigations cases.

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 format.

KPM #7	BEST PRACTICES - Percent of total best practices met by the Board.	2007
Goal	To provide performance guidelines for the Board members giving them a tool to successfully evaluate the needs of the agency and to ensure their mission is being met in an efficient effective manner.	
Oregon Context	The Board's "Best Practices" are aligned with the agency's mission to protect the public and promote the profession.	
Data Source	The Board adopted the 15 best practices established by the Oregon Progress Board in conjunction with Legislative Fiscal Office (LFO).	
Owner	Ed Conlow, Executive Director, 971-673-0216	



1. OUR STRATEGY

The Board is very proactive and takes their best practices very seriously and realize the importance of the their best practices. They intend to use them to improve their performance and effectiveness as a Board.

2. ABOUT THE TARGETS

These 15 Board best practices and their targets need to reflect an opportunity for improvement. The Board strives to be the best they can and expects a high outcome from themselves as well as the staff.

3. HOW WE ARE DOING

The Board continues to provide efficient and effective services and will continue to evaluate their performance progress to ensure that they stay on track and hold themselves to the highest outcome.

4. HOW WE COMPARE

Since this is a relatively new KPM it is difficult to compare their actual performance. If you review the last two yearly check off lists, signed off by the Board Chair, their performance is at 100%. Their 100% performance certainly compares with some Boards and would excel over others. The Board views their best practices as a tool they can use to improve or acknowledge their performance.

5. FACTORS AFFECTING RESULTS

Since it is a self-evaluation by each of the Board members, the validity could be compromised. It will be important to establish a useable base line.

6. WHAT NEEDS TO BE DONE

Continue to monitor aspects involving the various Best Practices and bring them to the Board members attention when they occur, if possible. Recognizing and understanding the data will be critical to receiving high outcomes.

7. ABOUT THE DATA

The data reflects the overall self-evaluation of the Board on their "Best Practices", the process will be greatly improved over the next reporting year as the members review and modify their levels of performance in a meaningful manner.

Medical Imaging, Board of		III. USING PERFORMANCE DATA	
Agency Mission: The mission of the Oregon Board of Medical Imaging is to promote, preserve and protect the public health, safety and welfare of Oregonians who are undergoing medical imaging studies performed by agency licensees for the purpose of medical diagnosis and therapy.			
Contact: Ed Conlow		Contact Phone: 971-673-0216	
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The following questions indicate how performance measures and data are used for management and accountability purposes.	
1. INCLUSIVITY	<p>* Staff: The agency's Executive Director and the twelve 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.</p> <p>* Elected Officials: Legislators receive KPMs with the agency's budget binders and are reviewed, amended, and approved during budget hearings before the Ways and Means committee.</p> <p>* Stakeholders: 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.</p> <p>* Citizens: 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.</p>
2 MANAGING FOR RESULTS	<p>Performance Management 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. 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 5 working days. In most cases we are surpassing this timeline. The Executive Director has worked with the Administrative LEADS 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. Continuing Education (CE) compliance is audited on all renewal applications</p>

	<p>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 OBMI 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. The Board has successfully incorporated emailed renewals for those who wish to participate and are working with others and have begun to process 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. 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>
<p>3 STAFF TRAINING</p>	<p>The Executive Director reviews the performance measurement information, recommendations, and guidelines developed by the Legislative Fiscal Office 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 KPMs.</p>
<p>4 COMMUNICATING RESULTS</p>	<ul style="list-style-type: none"> * Staff: 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. * Elected Officials: The agency prepares and submits annual KPM progress reports and includes the most recent progress report in its biennial budget request document. * Stakeholders: 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. 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. * Citizens: All information is posted on the website, or can be received by contacting the Board office.