

SPEECH-LANGUAGE PATHOLOGY & AUDIOLOGY

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

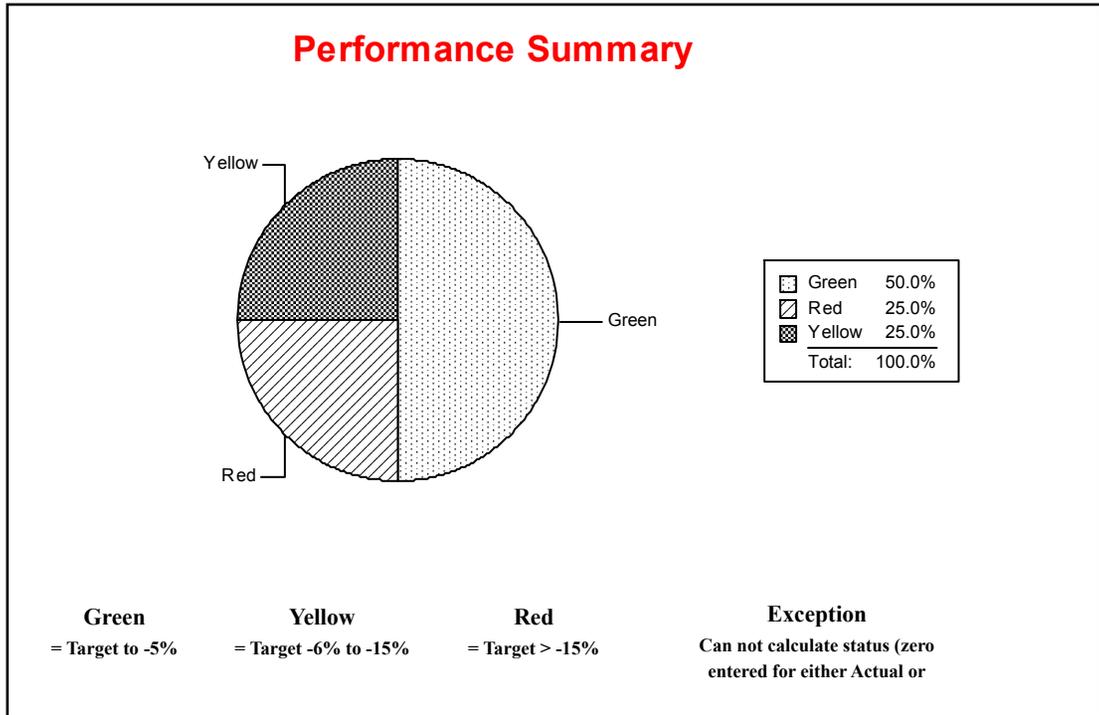
Original Submission Date: 2014

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2013-2014 KPM #	2013-2014 Approved Key Performance Measures (KPMs)
1	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	Percentage 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.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2015-2017
	Title: Rationale:

SPEECH-LANGUAGE PATHOLOGY & AUDIOLOGY		I. EXECUTIVE SUMMARY	
Agency Mission: 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). These are: compliance with Board rules regarding supervision of Speech-Language Pathology Assistants (SLPAs) and required professional development; customer service; and the Board Governance self-assessment tool adopted by the Legislature in 2007

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 2016, 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. These local training programs are expected to further increase the number of licensed speech and hearing professionals in Oregon.

The number of Oregon licensees continues to grow even faster than national projections. According to the *U.S. Occupational Outlook*, the number of audiologists is expected to grow 10% during 2006-2016, and the number of SLPs is projected to increase 11%. BSPA has already seen a 26% increase in licensees from 2006-14. Licensee counts in July over the past 4 years were:

2014—Total 2159, Active 2055, Inactive 104

2013—Total 2274, Active 2174, Inactive 73
2012—Total 1954, Active 1881, Inactive 73
2011—Total 1983, Active 1891, Inactive 92

The total number of licensees in 2014 is up 10.2% over the same time in 2012. The total licensee count in 2013 was up 13.3% from 2011. It is most relevant to compare to two years ago, because of the biennial renewal cycle.

Government Partners

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. In 2012-13, BSPA and TSPC directors jointly wrote a newsletter article for Board licensees and distributed information to school personnel to clarify licensing requirements for SLPs in the schools. Importantly, we clarified that districts may not require a TSPC license for SLPs working in the schools as long as that SLP is acting within their professional scope (and is not being asked to perform educator duties). This has allowed many SLPs to drop their dual licensure.

In 2014, BSPA developed a Legislative Concept that would eliminate TSPC licensing new applicants as of July 1, 2016. The Commission voted on August 31, 2014 to support this legislative concept in the 2015 Session.

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.

3. PERFORMANCE SUMMARY

1. KPMs TARGETS MAKING PROGRESS

- Customer Satisfaction
- Compliant Professional Development Reported (exceeded target—maintained 90%)
- Board Best Practices (maintained 100%)

2. KPMs NOT MAKING PROGRESS

- Compliance with SLPA Supervision Rules

3. KPMS NOT MEASURED IN 2013-14

- None.

4. CHALLENGES

Although the Board was granted additional administrative FTE in 2013-15, the requested 0.5 FTE Investigator was not approved. Complaints are investigated by the Executive Director, with input from clinical consultants. As of October 2013, BSPA also contracts with a licensed private investigator, but the professional services budget only provides for about a half-day a week of investigator time. The Board reviews the investigative report and relevant records, and may vote to revoke, suspend, reprimand, or deny a license, and/or to impose a

civil penalty. The Board also is authorized to impose legal costs on a licensee.

Investigative cases have increased five-fold since 2008, due to improved public education and awareness of the Board's role in public protection, and increased Board-initiated compliance activities. This has increased investigative, administrative and legal costs, and slowed down the time to complete investigations and issue disciplinary notices. Implementation of enhanced criminal background checks will further increase the investigative caseload.

It will be a challenge to expand criminal background checks for applicants and licensees and to keep up with the investigative work without the requested half-time investigator position. It has been requested again for 2015-17.

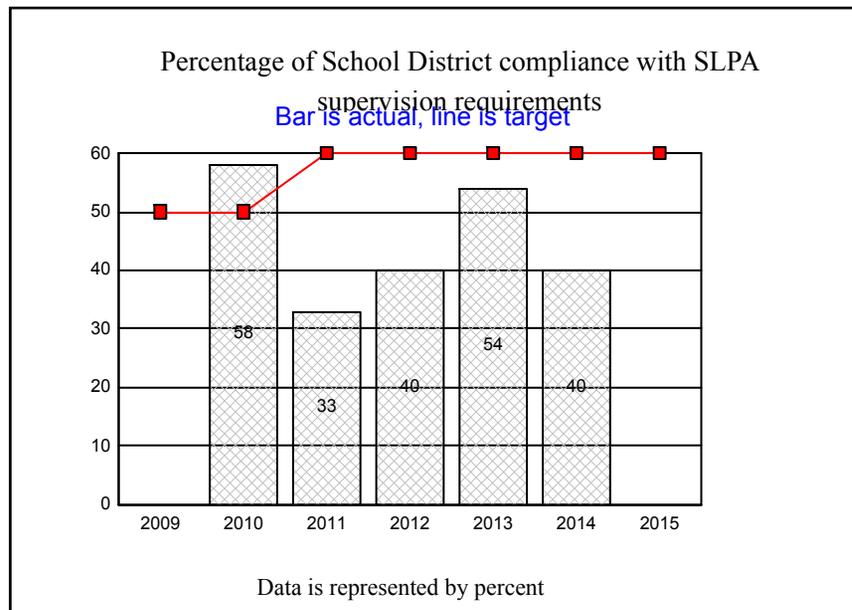
5. RESOURCES AND EFFICIENCY

In 2013, the Legislature approved a budget that increased BSPA's administrative staff from 1.4 to 2.0 FTE, and included a fee increase to cover this increase. The 2013-15 budget Legislatively Approved revenues are 464,358, and expenditures are budgeted at \$529,895. The increased licensing volume in the first year of the biennium has allowed the Board to realize more revenue than budgeted.

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.
- Processing renewals 100% online, including payments.
- Enhancing information on the website to improve 24/7 customer service and reduce unnecessary inquiries to agency staff.

KPM #1	Percentage of School District Compliance with SLPA supervision requirements outlined in OAR 335-095-0050.	2010
Goal	Ensure public protection	
Oregon Context	OAR Chapter 335	
Data Source	Audit responses from school district administrators	
Owner	Executive Director	



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 2014 target was 60%.

In 2014, the Board requested audit responses from 12 ESDs and school districts. This represented 36 SLPAs (about 13.5% of those licensed), and 168 monthly logs. [Additionally, 18 SLPAs not working in schools were audited, and they submitted 16 logs.] Districts are evaluated based on compliance with reporting requirements (“Were supervisory relationships reported on a timely basis to the Board?”), documentation requirements (clinical logs showing appropriate hours of direct and indirect supervision for each caseload), and 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 20 or 40 logs; smaller districts only 6-10 logs. The target should be revised to remove this bias. Alternatively, a passing score of less than 100% compliance on all variables should be considered, such as 90%.

3. HOW WE ARE DOING

Of the 12 districts audited, 2 did not employ SLPA’s, so of the remaining 10, 4 (40%) passed with 100% of logs meeting all audit criteria. This is slightly down from the 7 districts in 2013. [Of the SLPAs audited individually, 55% passed with a perfect score.]

If each district’s performance is looked at individually, the number of compliant logs per district ranged from 0% to 100%, and overall 77% of the logs submitted were completely compliant, down from 83% in 2013. 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.
- All logs submitted must be perfect for a school district to “pass”, which seems to be an unrealistic target.

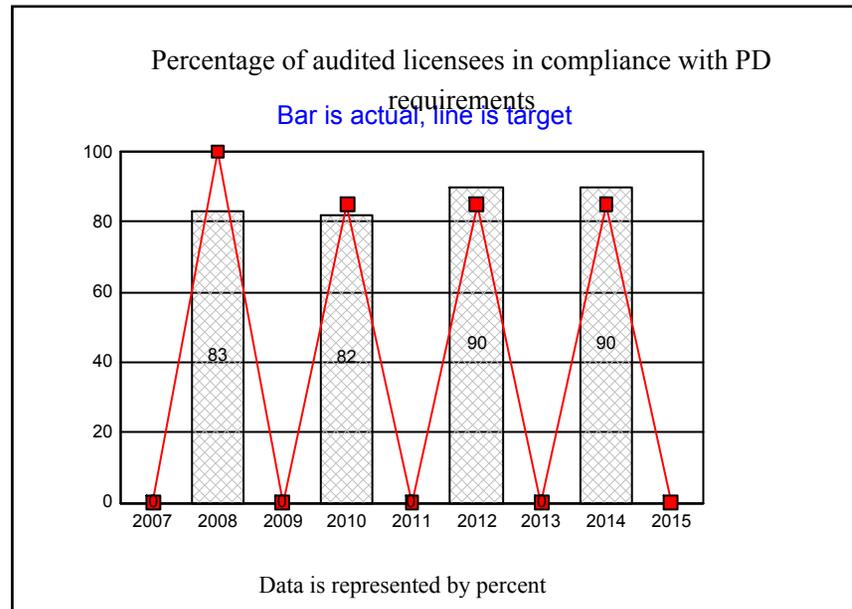
6. WHAT NEEDS TO BE DONE

- 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, and/or create a passing score less than 100%.

7. ABOUT THE DATA

- Audits continue to be time-consuming for Board staff.
 - 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.
- A revision of the audit measure may be warranted so that districts continue to be audited, but that their performance is rated based on the number of compliant logs. If this measure were applied to these audit results, there would have been 77% compliance

KPM #2	Compliant Professional Development Reported - Percentage of licensees audited who are in compliance with continuing professional development requirements	2000
Goal	Protect the public from sub-standard practice in Oregon	
Oregon Context	Agency Mission	
Data Source	5-15% of professional development reported on biennial license renewals audited for conformance to OAR 335-070-0030 and evidence of completion/attendance.	
Owner	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 (PD) 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 PD 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 lowered the target for 2010 to 85%. This is both more valid and realistic.

The Board separates 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.

3. HOW WE ARE DOING

In 2014, a total of 123 licensees (5.3%) were selected for audit. Of those, 15 individuals did not have to complete the audit since they were not renewing. This left 108 auditees. Of those, 97, or 90%, passed by meeting all criteria on the first submission. Eleven auditees (10%) required follow-up to pass; i.e., they could correct missing documents or improper coding of activities in order to pass the audit. Only 2 auditees (2%) 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. Despite multiple communications with licensees, this was the first audit cycle under the new rules, and the Board decided to take not to issue discipline for non-compliance with PD requirements. However, delinquent fees were charged as part of the renewal process for those submissions that did not meet requirements on the first submission.

- In 2012, BSPA revised its PD rules to clarify what is accepted, based on the Activity (type), Topic, and Sponsor. This “triple test” is designed to provide a logical rubric for licensees to determine if a PD activity is accepted, needs special approval, or is not accepted.
- The topics are evaluated using a subject listing created and maintained by ASHA. This is intended to provide consistency between PD that is acceptable to the Board and to ASHA for re-certification at the national level.
- The number of hours required was not changed; BSPA requirements remain higher than ASHA’s.
- The rule-making process raised awareness of PD rules among licensees, and may improve compliance.
- Some licensees did not understand the need for programs sponsored by non-employers to obtain special approval.

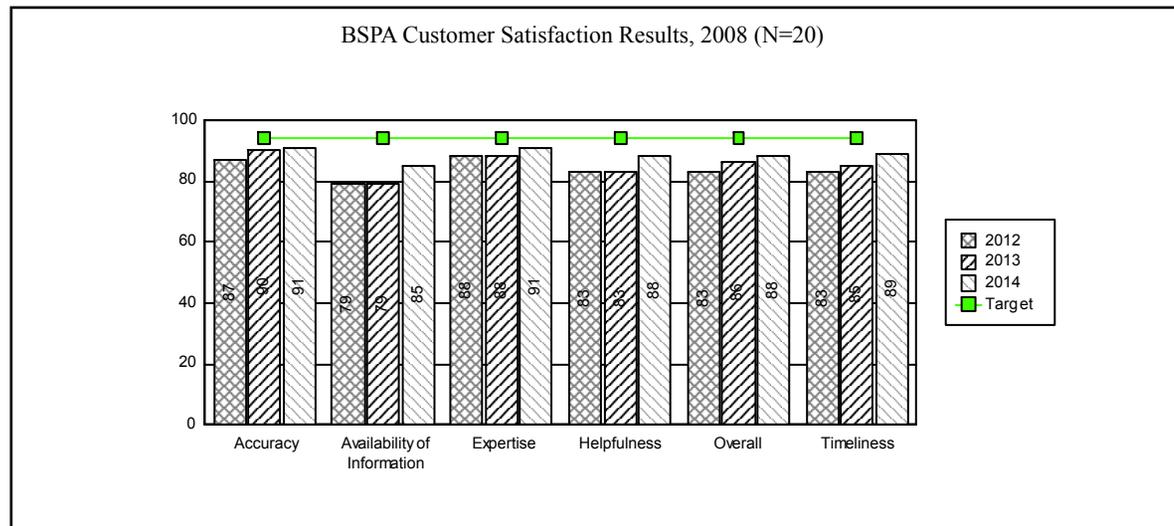
6. WHAT NEEDS TO BE DONE

- Continue to audit professional development documentation on 5-15% of licensees seeking renewal in 2016;
- Remind licensees of professional development requirements in Board newsletters and other communication throughout the licensing cycle.

7. ABOUT THE DATA

Reporting cycle: every two years, with license renewal.

KPM #3	Percentage of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall, timeliness, accuracy, helpfulness, expertise, availability of information.	
Goal	Provide excellent customer service	
Oregon Context	Agency mission; Common measure for all state agencies	
Data Source	Data compiled from anonymous surveys on http://bspa.oregonsurveys.com	
Owner	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. The 2013 Legislature approved some additional staff for the agency; as this new level is experienced, it will become clearer whether the targets should be lowered. 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 2013-June 2014, BSPA's overall agency customer satisfaction rating was 88%, up from 86% in 2013. Ratings for the separate dimensions measured were: Timeliness (89%), Accuracy (91%), Helpfulness (88%), Expertise (91%), Availability of Information (85%), and Comparison to Others (87%). Not only was the overall rating up by 3% from last year, but each of the dimensions experienced increased ratings. Timeliness was up 4% from 2013; Accuracy was up 1% from 2013; Helpfulness was up 5%, Expertise up 3% and Availability of Information and Comparison to Others were each up 6% from 2013. These results were based on 617 responses (about 28% of active licensees), more than three times as many responses as in 2013, with only 168 responses, or 8% of licensees.

4. HOW WE COMPARE

The American Customer Satisfaction Index reports national customer satisfaction ratings as 76.2% in the first quarter of 2014. They report "the drop in satisfaction in the first three months of 2014 was one of the largest in the 20-year history of the Index—down 0.8% to a score of 76.2 on the ACSI's 100-point scale, from 76.8 the previous quarter". Public Administration/Government is the sector that shows the least satisfaction: 66.1% for the federal government and 70.4% for local government. These scores were down 1-2% from the previous year. BSPA well exceeds these comparators.

5. FACTORS AFFECTING RESULTS

- In 2014, the number of responses was significantly higher than usual. This increases the validity of the data. As a small agency, BSPA is close to the customer. We do not need to transfer calls between departments, and we issue licenses on a daily basis. Most applicants are pleasantly surprised to find that BSPA often issues licenses within a day or two of receiving all application materials.
- 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. • The current Administrative Assistant was hired in December 2012. Although the reporting period was still early in his tenure, there is a close working relationship between him and the Executive Director, and significant effort has been put into training and improved documentation of policies and procedures. So the consistency and availability of information would be expected to be improved over 2012-13, when there was a vacancy and turnover that degraded customer service. This improvement did occur in 2013-14.

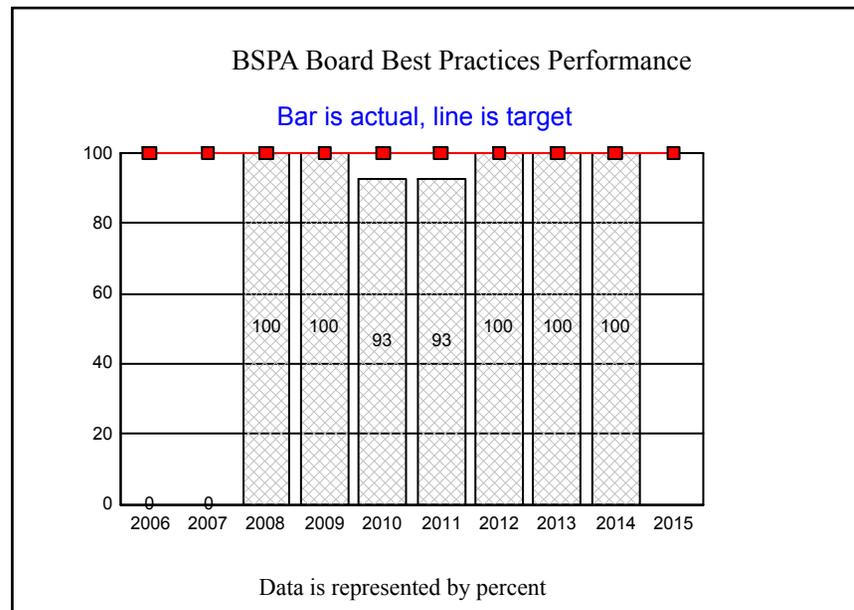
6. WHAT NEEDS TO BE DONE

- Additional administrative staff has been approved for 2013-15 to handle increasing administrative complexity and volume of work, and to continue to improve customer satisfaction.
- 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. Also, BSPA specifically solicits responses from licensees through broadcast emails each October-November 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.

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

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.

Best practices are measured in 15 areas, including executive director selection, expectations, and feedback; strategic management; strategic policy development; fiscal oversight; and board management. The target is 100% compliance with the best practices identified in a self-assessment survey.

3. HOW WE ARE DOING

On August 8, 2014, 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 Self-Assessment shows that we are currently meeting best practice objectives in all areas in ways that are appropriate for such a small agency.

4. HOW WE COMPARE

Other agencies' policies and practices are shared through formal and informal mechanisms, such as regular communication with directors of other Health Related Licensing Boards.

A formal peer review process for these agencies has been implemented, and the first two reviews completed. BSPA's Peer Review was conducted in September 2013, with a report issued in December. BSPA was also part of an audit of all health related licensing boards by the Secretary of State Audits Division in fall 2013, with the final report issued in March 2014.

Methods of meeting Board objectives and statewide program directives need to be tailored to the BSPA's needs and resources.

5. FACTORS AFFECTING RESULTS

- The current Executive Director has over 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.

- The current Administrative Assistant has been on board since December 2012, and considerable time has been spent updating and training on agency policies and procedures.

- The Executive Director and Administrative Assistant positions were approved for full-time as of July 2013; this has increased the time available for operations, policy, and compliance issues, as well as planning initiatives and disciplinary caseload. That said, there is still a significant workload for two people.

· Audits provided positive feedback and suggestions for further enhancements that may now be implemented as resources were approved, and as additional resources are requested for 2015-17.

· The Board has only 7 members, and operates as a “committee of the whole”. The Board and Executive Director work together to create practical and cost-effective ways to implement best practices.

· Formal self-assessment and goal-setting are scheduled annually, and regular meetings include a formal Executive Director update on agency goals and financial status.

· Funds have been successfully budgeted to cover annual national meetings for Board and management training.

· Funds are limited for Board per-diem, and the limitation on PERS employees makes BSPA essentially a volunteer Board. Thus, Board meetings need to focus on top priorities and tasks.

6. WHAT NEEDS TO BE DONE

The Board should continue ongoing processes to:

- Perform Board self-assessment;
- Obtain increased permanent funding to carry out Board’s mission;
- Continue to fund for Board training;
- Use input from peer review activities; and
- Implement fingerprint-based criminal background checks as resources permit.

7. ABOUT THE DATA

Reporting cycle: Oregon fiscal year. Survey data is based on a self-assessment, and is qualitative.

SPEECH-LANGUAGE PATHOLOGY & AUDIOLOGY	III. USING PERFORMANCE DATA
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Agency Mission: 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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The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY	<p>* Staff: 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>* Elected Officials: Agency KPMs are reviewed and approved by the Oregon Legislative Assembly.</p> <p>* Stakeholders: The Board conducts an annual review of KPMs during a meeting that is open to the public.</p> <p>* Citizens: Customer survey responses are considered when developing agency performance measures and operational goals.</p>
2 MANAGING FOR RESULTS	<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. 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>
3 STAFF TRAINING	<p>Training of staff and Board members is critical to effective performance. Membership in the National Council of State Boards of Speech-Language Pathology & 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> <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>
4 COMMUNICATING RESULTS	<p>* Staff: The Executive Director is responsible for collecting, compiling, and reporting results regarding KPM</p>

performance. 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 to DAS and on to the Legislature. The most recent progress report is included in its biennial budget request document.

* **Stakeholders:** Specific KPM results may be featured in newsletter articles, and are incorporated into Board goals, policies and procedures.

* **Citizens:** The agency posts a link to past and current KPM progress reports on the home page of its website.