

VETERINARY MEDICAL EXAMINING BOARD

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

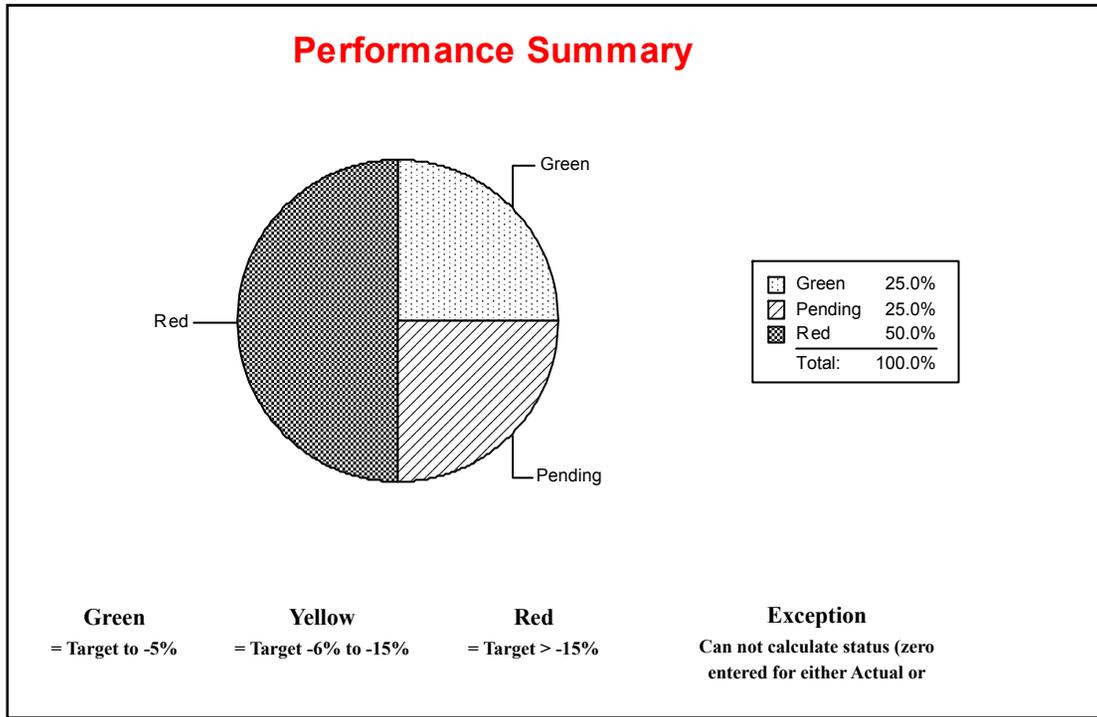
Original Submission Date: 2014

Finalize Date:

2013-2014 KPM #	2013-2014 Approved Key Performance Measures (KPMs)
1	Public Protection – Average time from receipt of a new complaint to completion of the investigation.
2	Public Protection – Percent of decisions not contested, appealed and/or upheld on appeal.
3	Customer Service – Percent of customers rating their overall satisfaction with the agency above average or excellent.
4	Best Practices – Percent of best practices met by the Board.

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

VETERINARY MEDICAL EXAMINING BOARD		I. EXECUTIVE SUMMARY	
Agency Mission: To protect animal health and welfare, public health, and consumers of veterinary services.			
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1. SCOPE OF REPORT

This report provides information on the Boards investigation of complaints, customer satisfaction and implementation of Best Practices for the period July 1, 2009 through the present. The Board is charged with regulating the veterinary profession to assure that consumers receive veterinary service that meets or exceeds the states minimum veterinary practice standards. As part of that charge, the Board strives to promptly investigate and adjudicate complaints against licensees, and to obtain and evaluate voluntary feedback from the public and licensees. Compliance with Best Practices increases Board awareness of administrative responsibilities and creates an accountability loop between the Board and its administrative staff.

2. THE OREGON CONTEXT

Oregonians expect and are entitled to well-qualified veterinary practitioners and good quality veterinary care. The Oregon Veterinary Examining Board ensures that the public is protected from sub-standard veterinary practice by granting licensure only to applicants who pass national as well as Board-administered qualifying examinations and vigorously enforcing the Veterinary Practice Act to rehabilitate or suspend or revoke the licenses of individuals whose work falls below the standard of practice. The Board works closely with its sister agencies, such as other states' veterinary boards, the Drug Enforcement Agency, Food and Drug Administration, Oregon Dept. of Agriculture, Attorney General, Pharmacy Board, and state and municipal animal control and law enforcement agencies. The Board also maintains positive working relationships with its private sector partners, such as the Oregon Veterinary Medical Association and regional associations, the veterinary pharmaceutical industry, and providers of veterinary Continuing Education. The Board is a member of the American Association of Veterinary State Boards (AAVSB) and the Federated Association of Regulatory Boards (FARB).

3. PERFORMANCE SUMMARY

Regulation and Enforcement: The Board disciplined 50 licensees during the report period. Two licensees were suspended: one for substance abuse and the other for gross incompetence. The remainder were disciplined for practicing below the minimum standards mandated by the Veterinary Practice Act. There are three hearings pending, and one case on appeal. The Board periodically revisits its resolution delegation policy to ensure staff and committee parameters are appropriate. Staff reviews all complaints for jurisdiction; nonjurisdictional issues are resolved at staff level. Issues that may involve administrative or medical provisions of the Veterinary Practice Act are reviewed by either a Board-approved consultant or a three-member Board panel. The issue is then either resolved without further full Board attention or referred to the next meeting for full Board review and resolution. **Customer Satisfaction Surveys:** Seventy-nine individuals provided input on customer satisfaction. Of there, 71 responded to licensing questions, and eight were consumers. Consumers who completed their survey are dissatisfied with the Board. This is likely the result of complaint resolutions that did not meet complainants' expectations. Since a significant number of complaints relate to fees, which are not regulated by the Board, many consumers feel that the Board has not met their needs. In 2003-05, the Board hired a consultant to conduct a customer satisfaction survey of licensees. The results showed that 789 respondents (or approximately 1,800 licensees) gave 90 percent or higher positive ratings in service categories. While the online survey is anonymous, it is clear that consumers whose complaints result in discipline and fines are not reporting their satisfaction via the survey. The Board adopted Best Practices in late 2007 and has reaffirmed its commitment in April 2009 and August 2010.

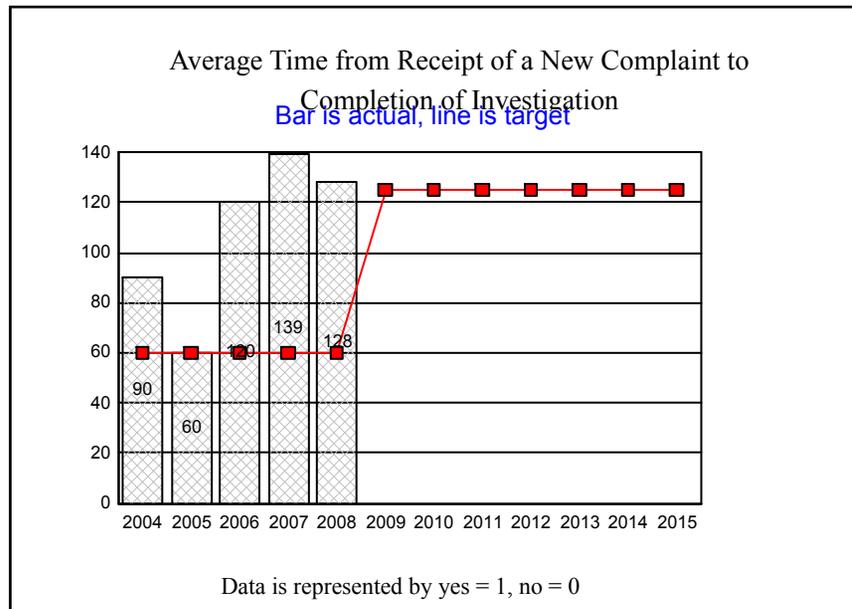
4. CHALLENGES

Complaint Resolution: The Board meets approximately every two months and periodically meets via teleconference. Discussion and resolution of complaints comprise most meeting agendas. The commitment of time and loss of income for members is a determining factor in frequency and length of meetings. Telephone meetings are possible only for issues that do not require joint examination of medical records and diagnostic tools such as x-rays, thermographs, etc.

5. RESOURCES AND EFFICIENCY

The Board's budget is \$658,855 for 2009-11. Performance efficiencies are evident in the Board's continued provision of services without having raised licensing fees for over 12 years or adding staff (currently at 2.25 FTE). Efficient use of limitation is evident in the fact that the Board has not made an Emergency Board appearance in over 10 years.

KPM #1	Public Protection – Average time from receipt of a new complaint to completion of the investigation.	
Goal	Ensure Public Protection (Average time from receipt of a new complaint to completion of the investigation.)	
Oregon Context	Ensure Public Protection.	
Data Source	Internal investigatory downloadable data (Visual FoxPro Licensee Database, Complaints) and published Board minutes.	
Owner	Board Administrator	



1. OUR STRATEGY

Continued measurement will allow the Board to continuously review its complaint investigation process and identify and remediate obstacles to timely resolution. Reduce the time it takes to investigate and prepare each case for Board review and resolution. Partners include other enforcement entities

2. ABOUT THE TARGETS

Because of the relatively low "n" of cases and the pronounced tendency for some cases to run longer than one year, we consider a cumulative normalized average of days to be more informative than a yearly expression (which may be unduly impacted by case volume changes). For this reason we are asking that our targets be adjusted accordingly to reflect the actual statistical distribution of open days as provided by BAM Performance Management Coordinator. By switching to this approach we are more readily able to apply process improvement efforts and see their results, statistically.

3. HOW WE ARE DOING

We are meeting the statutory requirement of reporting cases to the Board within 120 days. (Again, the average of 128 days to resolve relates to the decision made after a case is reviewed, evaluated, deliberated and voted on.) Cases are provided to members prior to each meeting. Some cases are resolved immediately; others may take years to complete. It is difficult to force resolution after that due to a variety of factors beyond the Boards control that delay final decisions.

4. HOW WE COMPARE

Our complaint resolution process is dictated largely by ORS ch. 676 and conforms to models used by most other health licensing boards. Some boards may establish a different case event whereon to establish completion.

5. FACTORS AFFECTING RESULTS

Improvement will occur when the Board is able to hire a full-time investigator.

6. WHAT NEEDS TO BE DONE

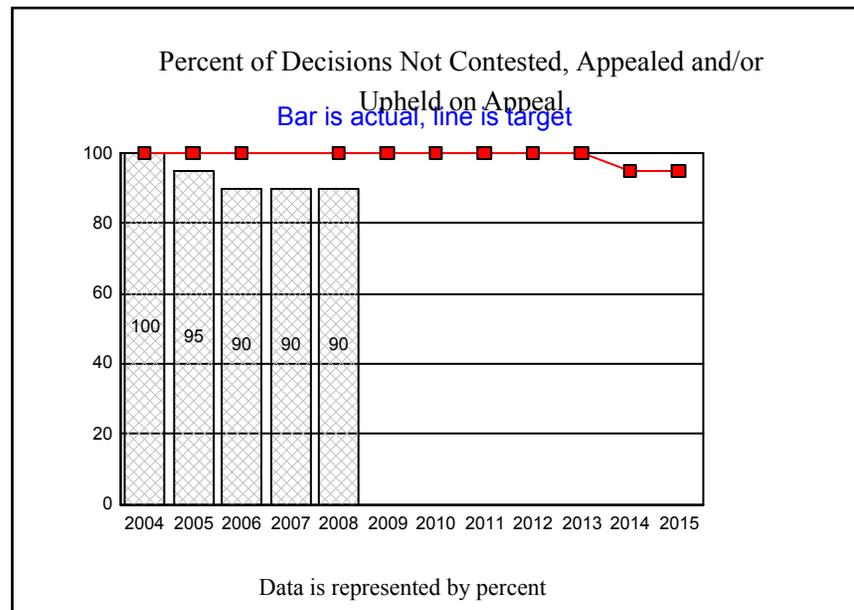
Ensure cases are properly prepared for Board review.

7. ABOUT THE DATA

Maintained as part of the Boards licensee database, maintained by Confuzer, Inc. (Grant A. Moyle, pres.). Non-jurisdictional and staff resolved complaints are reported to the Board monthly. Valid complaints and resolution are published in the Boards meeting minutes. Raw data was provided to the BAM

Performance Management Coordinator who did the analysis reflected in this report.

KPM #2	Public Protection – Percent of decisions not contested, appealed and/or upheld on appeal.	
Goal	Ensure Public Protection (Percent of decisions not contested or appealed, or upheld on appeal).	
Oregon Context	Aligns to agency goals.	
Data Source	Internal investigatory downloadable data and published Board minutes.	
Owner	Board Administrator	



1. OUR STRATEGY

The Board demonstrates its effective and efficient use of statutory authority by making reasoned, sound and appropriate disciplinary decisions. The Board plans to meet this measure by thorough and expert evaluation of all jurisdictional complaints and objective and vigorous enforcement of the provisions of the

Veterinary Practice Act. Continued measurement will provide historic data from which the Board can evaluate likelihood of future licensee reaction to disciplinary actions.

2. ABOUT THE TARGETS

Reduce licensee resistance to accepting Boards disciplinary decisions. If the Board is making sound and reasonable discipline decisions, the number of requests for contested case hearings, or of cases appealed will be low. A low percentage of requests for hearings or cases appealed indicates that the Board is exercising its regulatory appropriately and in the public interest.

3. HOW WE ARE DOING

This measure is close to target for 2008-2009. Of 136 disciplinary decisions, only four were contested. All are expected to be affirmed by an administrative law judge.

4. HOW WE COMPARE

Our complaint resolution process is dictated largely by ORS ch. 676 and conforms to models used by most other health licensing boards.

5. FACTORS AFFECTING RESULTS

Improved licensee access to legal representation has resulted in delays in decisions due to increased negotiations. Cheap malpractice insurance provides \$25,000 per year to contest board actions. Licensees have little to lose by exercising due process rights, even if they ultimately end up settling out of hearing. The impact on the Board will be either to increase its Attorney General limitation to deal with the increase in paperwork and filings or to decrease its imposition of discipline.

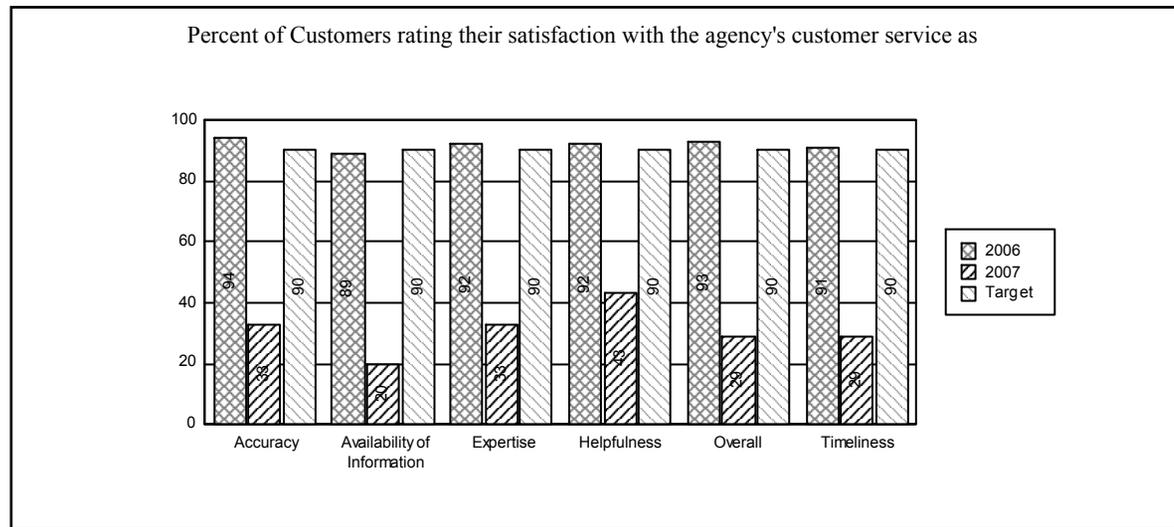
6. WHAT NEEDS TO BE DONE

At this time, resistance to Board discipline is not significant enough to warrant expenditure of time or resources.

7. ABOUT THE DATA

Maintained as part of the Boards licensee database, maintained by Confuzer, Inc. (Grant A. Moyle, pres.). Non-jurisdictional and staff resolved complaints are reported to the Board monthly. Valid complaints and resolution are published in the Boards meeting minutes.

KPM #3	Customer Service – Percent of customers rating their overall satisfaction with the agency above average or excellent.	
Goal	Customer Service (Percent of customers rating their overall satisfaction with the agency above average or excellent.)	
Oregon Context	Common measure for all state agencies.	
Data Source	Survey tool available on web site managed by independent contractor. Neither Board nor staff has access to input data.	
Owner	Board Administrator	



1. OUR STRATEGY

Continued measurement will help the Board identify perceived insufficiencies in customer and licensee service and make improvements.

2. ABOUT THE TARGETS

Increase public perception of competent service.

3. HOW WE ARE DOING

In 2004, the Board commissioned Performa Consulting, an international public relations and consulting firm, to conduct a customer satisfaction survey. The survey was sent to all veterinarians and veterinary technicians licensed in Oregon. The survey was completed by 46 percent of licensees. Almost 80 percent of respondents rated the overall services of the Board 'above average.' As customer service became one of the Board's Key Performance Measures, and the prohibitive cost of conducting an additional, private survey could not be borne, the Board instead began to rely on a simple survey tool available on its website. Survey results are anonymous; however, it is clear from the minimal responses provided that Board actions are either insufficient or over-reaching, according to the respondent's point of view. Additionally, a recent reduction in eligibility criteria for the Veterinary Technician National Exam has provoked disappointment in respondents, even though the criteria change is not specifically identified. The Board does not wish to rely solely on licensees' opinions of its service, since the vast majority of licensees do not encounter the Board's disciplinary functions. Likewise, the general public's opinion will never be an accurate measure of performance, since the public usually expects the Board to harshly sanction licensees regardless of its limiting statutes or due process rights of licensees. The Board plans to rely on DAS for future assistance and guidance in designing and measuring a survey that will factor in environmental biases to most accurately assess the Board's job performance. As of January 2010, the Board's customer overall satisfaction rating is as follows: 21% of respondents don't know 19% rated the Board 'poor' 8% rated the Board 'fair' 25% rated the Board 'good' 30% rated the Board 'excellent' Of 96 responses, four reflected consumer complaint issues, and 92 reflected licensee input. Comments related to the complaint responses indicate a perception that the Board is underfunded, understaffed and does a poor job of protecting the public. Negative licensee reactions concerned short turnaround time on Veterinary Technician renewals and the online renewal process, and dissatisfaction with the Board's staff. The latter issues can be addressed by increasing renewal notification time in 2011 and staff counseling.

4. HOW WE COMPARE

In response to the question of how the Board compares with licensing boards in other states: 56% don't know 15% rated the Board 'poor' 4% rated the Board 'fair' 12% rated the Board 'good' 16% rated the Board 'excellent'

5. FACTORS AFFECTING RESULTS

Two consumer complaint survey responses are thought to relate to a Board action that the consumer disagreed with. The consumer escalated the issue to the Governor, and has been warned by the police not to continue harassing the licensee.

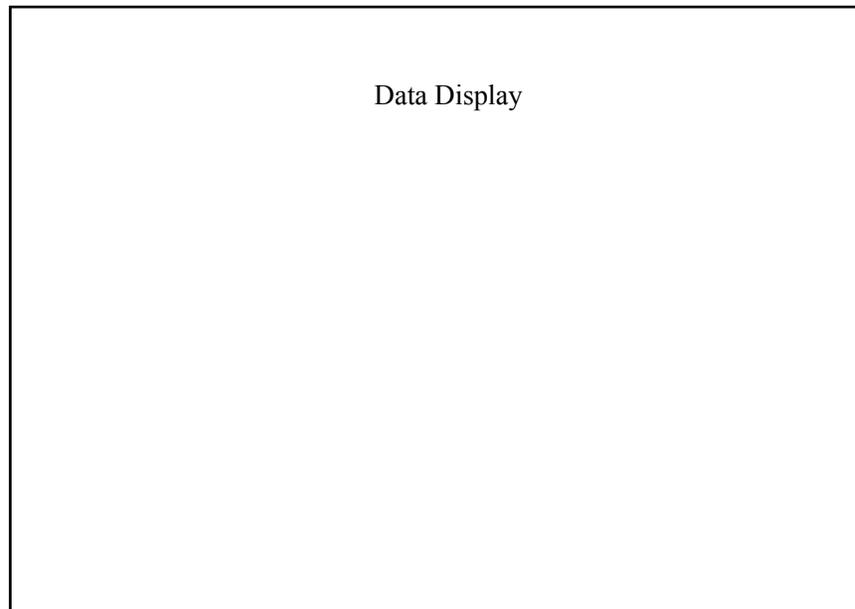
6. WHAT NEEDS TO BE DONE

Improve notification time for license renewals. Review customer service protocols; enhance staff customer service skills.

7. ABOUT THE DATA

Managed by Confuzer, Inc. (Grant A. Moyle, pres.). Tweak-proof. There were only seven scorable responses to the survey. This results in a highly distorted result.

KPM #4	Best Practices – Percent of best practices met by the Board.	
Goal	Best Practices (Percent of Best Practices met by the Board.)	
Oregon Context		
Data Source	Board self rating; published Board minutes.	
Owner	Board Administrator	



1. OUR STRATEGY

To be determined upon adoption and implementation of Best Practices by the board (2009).

2. ABOUT THE TARGETS

To be determined.

3. HOW WE ARE DOING

NA

4. HOW WE COMPARE

NA

5. FACTORS AFFECTING RESULTS

NA

6. WHAT NEEDS TO BE DONE

NA

7. ABOUT THE DATA

NA

VETERINARY MEDICAL EXAMINING BOARD	III. USING PERFORMANCE DATA
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Agency Mission: To protect animal health and welfare, public health, and consumers of veterinary services.

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The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY	<ul style="list-style-type: none"> * Staff : Staff and Board use data to evaluate process and performance; adjust for improvements. * Elected Officials: * Stakeholders: * Citizens:
2 MANAGING FOR RESULTS	
3 STAFF TRAINING	Director and investigator attends conferences, when fiscally feasible, of the following organizations: Federated Association of Regulatory Boards(FARB) American Association of Veterinary State Boards (AAVSB) Council on Licensing, Enforcement and Regulation (CLEAR) Attorney General’s Public Law Conference
4 COMMUNICATING RESULTS	<ul style="list-style-type: none"> * Staff : * Elected Officials: * Stakeholders: * Citizens: