MORTUARY & CEMETERY BOARD

Annual Performance Progress Report (APPR) for Fiscal Year (2014-2015)

Original Submission Date: 2015

Finalize Date: 10/21/2015

2014-2015 KPM #	2014-2015 Approved Key Performance Measures (KPMs)
1	Facility Inspection - Percent of licensed facilities inspected not less than once per biennium.
2	Complaint Investigation - Percent of investigative reports completed within six months of a complaint from any person against a licensee.
3	Customer Service - Percent of customers rating their satisfaction with the agency?s customer service as ?good? or ?excellent?: overall, timeliness, accuracy, helpfulness, expertise, availability of information.
4	Best Practices - Percent of total best practices met by the Board.

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

MORTUARY & CEMETERY BOARD	I. EXECUTIVE SUMMARY

Agency Mission: The mission of the Oregon Mortuary and Cemetery Board is to protect public health, safety and welfare by fairly and efficiently performing its licensing, inspection and enforcement duties; by promoting professional behavior and standards in all facets of the Oregon death care industry; and, by maintaining constructive relationships with licensees, those they serve and others with an interest in the Board's activities.

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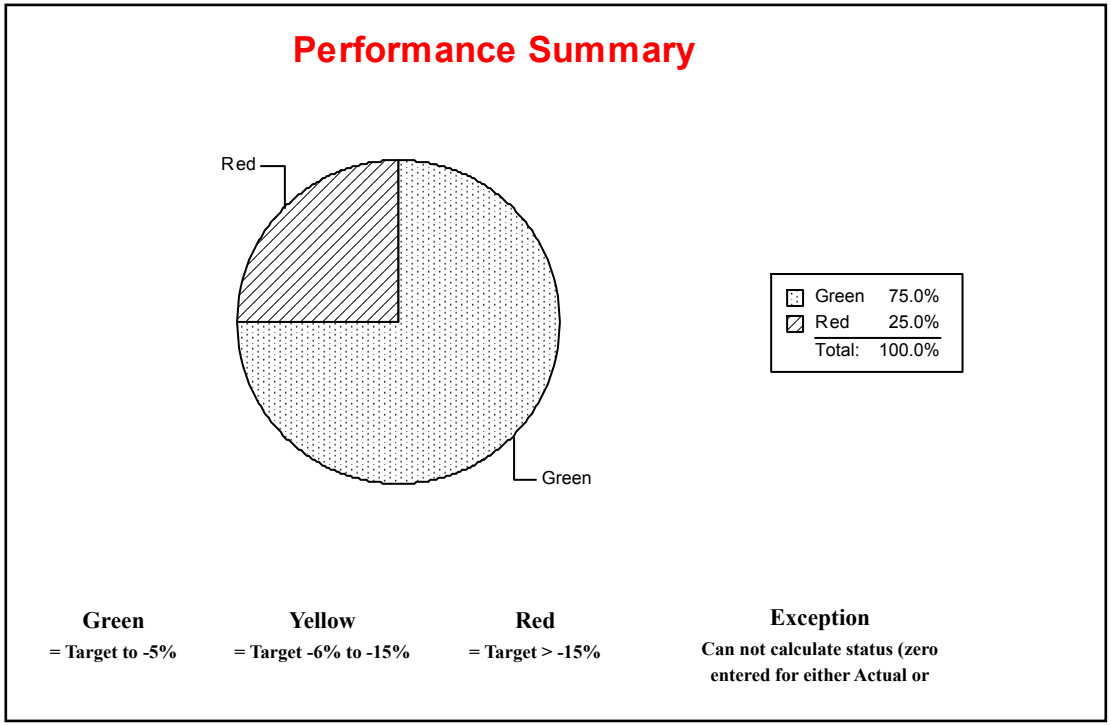


1. SCOPE OF REPORT

Approximately 63,000 deaths will occur in Oregon during the biennium. The Board's programs affect those who have suffered a loss, those who make final arrangements and those who provide death care goods and services. It is the Board's responsibility to license and regulate the practice of individuals and facilities engaged in the care, preparation, processing, transportation and final disposition of human remains. Licencees include funeral service practitioners, embalmers, apprentices, interns, pre-need sales people, funeral establishments, immediate disposition companies, cemeteries and crematories. The Board's

principal activities involve: background investigation, apprenticeship, examination, licensing, facility inspection, complaint investigation and administration. The Board is composed of eleven members appointed by the Governor: two funeral service practitioners, one embalmer, three cemetery representatives, one crematory operator and four public members. Because crematories are typically associated with funeral establishments, the Board's crematory member has always been a funeral service practitioner. The Board's staff members are prohibited from actively engaging in any practice regulated by the Board. The Board is funded solely by Other Funds revenue derived principally from license fees and a $14.00 portion of the $20.00 death registration filing fee, which was legislatively set in 2009. The Board's key performance measures are focused on the frequency of facility inspections, the timeliness of complaint investigations and customer service. Numerical output data pertaining to licensing, examinations, inspections, investigations and background checks may be found in the Agency Summary section of the Governor's Recommended Budget.

2. THE OREGON CONTEXT

The Board has no primary links to Oregon Benchmarks. The High-Level Outcome to which the Board's KPMs align is the agency mission. The death care industry controls resources essential for the final disposition of human remains. Like any other commercial enterprise, success depends upon the sale of goods and services for a profit. However, unlike ordinary customers, death care consumers are often compelled to make an array of unusual, emotional, and costly purchase decisions in the midst of coping with the confusing and painful loss of a loved one. Under such circumstances, providers have a special duty to observe strict standards of professional conduct. Most states regulate funeral homes, cemeteries and crematories separately. The Board's combined regulatory scheme cuts costs, reduces overlapping regulation and promotes consumer protection. The Board does not regulate prices. Through enforcement of a federal regulation known as the Funeral Rule, the Board promotes comparison shopping and protects the right of consumers to select only those goods and services they want to buy. In addition to establishing standards of practice, the Board protects consumers and the industry by enforcing compliance with regulations designed to: ensure that human remains are treated with dignity; prohibit deceptive or unfair sales practices; and prevent fraudulent and dishonest conduct.

3. PERFORMANCE SUMMARY

The Board has not been able to sustain traction in improving performance due to a number of factors. Performance has been generally consistent for the last several years, with minor fluctuation, and the Board is not satisfied with this outcome. However, the FY2014 results do not reflect the most recent state of the Board. This calendar year, 2014, the Board has been able to greatly impact the results, and we are trending to hit over 90% on both inspections and investigations, if not 100%. These have been the two areas most impacted by staffing and other factors.

4. CHALLENGES

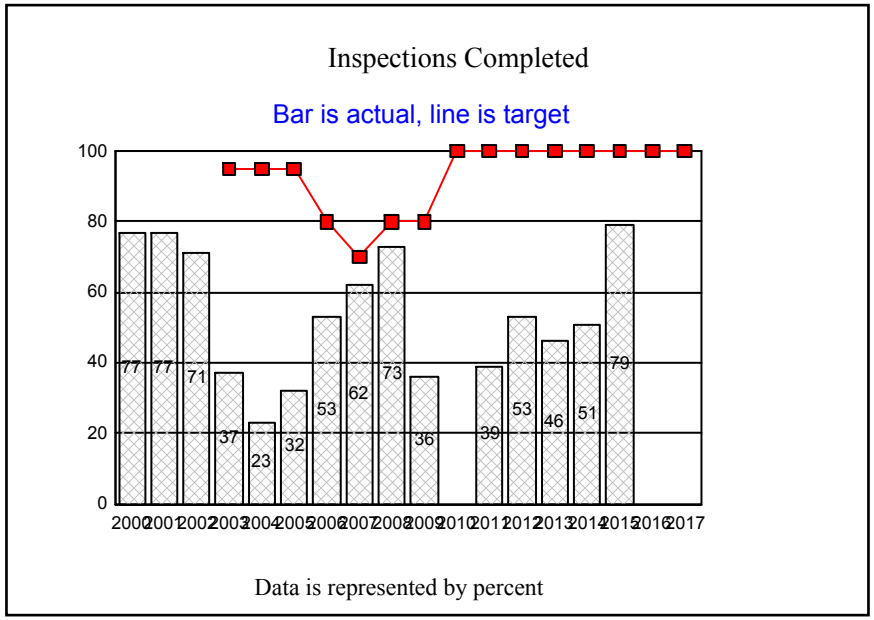
The Board's key performance challenges have been increasing the frequency of facility inspections (KPM # 1) and reducing the interval between receipt of a complaint and completion of an investigative report (KPM # 2). Because of a small staff size, large cases or other critical work negatively impacts the ability of staff to complete inspections and reports. In FY2014, we added additional temporary and limited duration staff in order to address these shortfalls and bring the back log to a close. While not complete prior to the end of the Fiscal Year, significant progress has been acheived and will be reflected in the FY2015

data.Customer Satisfaction (KPM #3) is based on annonymous surveys in the email footers of Board staff communication. The survey information, while a reflection of the pulse of stakeholder opinion, does not provide direct, actionable data in order to target corrective actions. The Board is actively looking to improve the survey--or create a second tool--that will create actionable data.

5. RESOURCES AND EFFICIENCY

Staffing levels and retention have been issues that have impacted efficiency, and creating stability will reduce the overhead in training which is inherent for positions with the Board, even when they come in with experience because of the unique nature of the work. Although forward progress has been made, the Board will continue to review operational efficiency and base staffing levels required to achieve our statatory mission.

KPM #1	Facility Inspection - Percent of licensed facilities inspected not less than once per biennium.	2005
Goal	To fairly and efficiently perform licensing, inspection and enforcement duties.	
Oregon Context	The Board has no links to Oregon Benchmarks. The High-Level Outcome to which the Board's KPMs align is the agency mission.	
Data Source	Inspection files, inspection data base, bi-monthly inspection reports	
Owner	The Board is a single program unit. Contact person: Executive Director Michelle Gaines (971) 673-1502	



1. OUR STRATEGY

Inspect licensed facilities. We currently prioritize inspections based on risk until such time we are able to inspect all facilities within a biennium.

2. ABOUT THE TARGETS

The Board has a statutory mandate to inspect all licensed facilities not less than once per biennium. The current target is based upon recent experience and historic data. The higher the percentage, the more progress toward meeting the target.

3. HOW WE ARE DOING

Historical context: The Board inspected 77% of licensed facilities in 2000 and 2001. That number diminished to a low of 23% in 2004. While upward progress had been made from 2004 through 2008, staffing shorfalls, turnover and overall workload in a small agency has stalled progress beyond approximately 55%. We have cleared the workload issues and have stablized staffing, and we are currently on track to hit 100% In the current FY2015, we are at 79%

4. HOW WE COMPARE

The Board is one of only two health related licensing boards that license and inspect facilities. The only other Board--the Board of Pharmacy--relies on a combination of self-inspection reporting and several inspectors that verify and audit the self-inspections. Because of this, the Board has typically self-compared performance.

5. FACTORS AFFECTING RESULTS

The number of inspections that can be completed is a factor of available resources. Current staffing levels are allocated to all Board functions, and focus in the last several years in reducing an investigative backlog has impacted staff ability to complete all inspections.

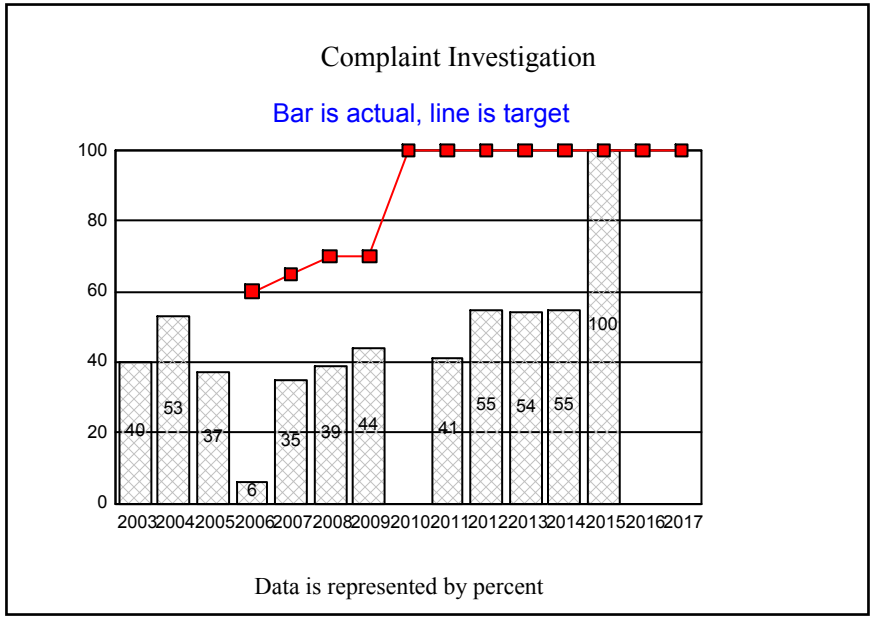
6. WHAT NEEDS TO BE DONE

The Board has already been working on improving inspections extensively. We have reviewed all our related processes, practices and forms, and have streamlined many aspects. We are on track for now, but are also seeking additional partial staffing and a legislative concept to allow for self-inspections as part of our program for well-qualified facilities (meaning, exemplary inspection history and no active concerns). This will make this program more resilient to increases in workload from related investigations, when they arise.

7. ABOUT THE DATA

The Board uses the Oregon fiscal year for reporting inspection data. Although the number of licensed facilities varies slightly over time, the percentage reported remains highly reliable because the number of inspections conducted is derived from straightforward counting. Additional information as to the actual number of inspections conducted by facility type may be found in the Agency Summary section of the Governor's Recommended budget.

KPM #2	Complaint Investigation - Percent of investigative reports completed within six months of a complaint from any person against a licensee.	2005
Goal	To fairly and efficiently perform licensing, inspection and enforcement duties.	
Oregon Context	The Board has no links to Oregon Benchmarks. The High-Level Outcome to which the Board's KPMs align is the agency mission.	
Data Source	Investigative files, investigative reports, and investigative data base	
Owner	The Board is a single program unit. Contact person: Executive Director Michelle Gaines (971) 673-1502	



1. OUR STRATEGY

Investigate complaints effeciently. Manage timelines for report generation given Board meeting schedule. Prioritize cases based on risk.

2. ABOUT THE TARGETS

The Board's current targets establish a reasonable expectation for improvement. The higher the percentage, the more progress.

3. HOW WE ARE DOING

The Board had historically been underperforming in this KPM, due to the number and complexity of cases that have been before the Board. Many cases would have hundreds of violations and several dozen witnesses or complainants. The Board made significant changes in 2014, has utilized additional staffing, and has cleared the backlog. As of the end of calendar year 2014, we are at 100% and this was maintained through the current reporting period. NOTE: The Board will not report partially investigated cases to the Board in the context of this KPM--so even though the Board may be aware of complaints and cases, and the cases have had many hours of work, they are not counted until they are final.

4. HOW WE COMPARE

The Board is not aware of any rationale basis for comparison.

5. FACTORS AFFECTING RESULTS

Complexity and number of complaints and resultant cases, hearings and appeals.

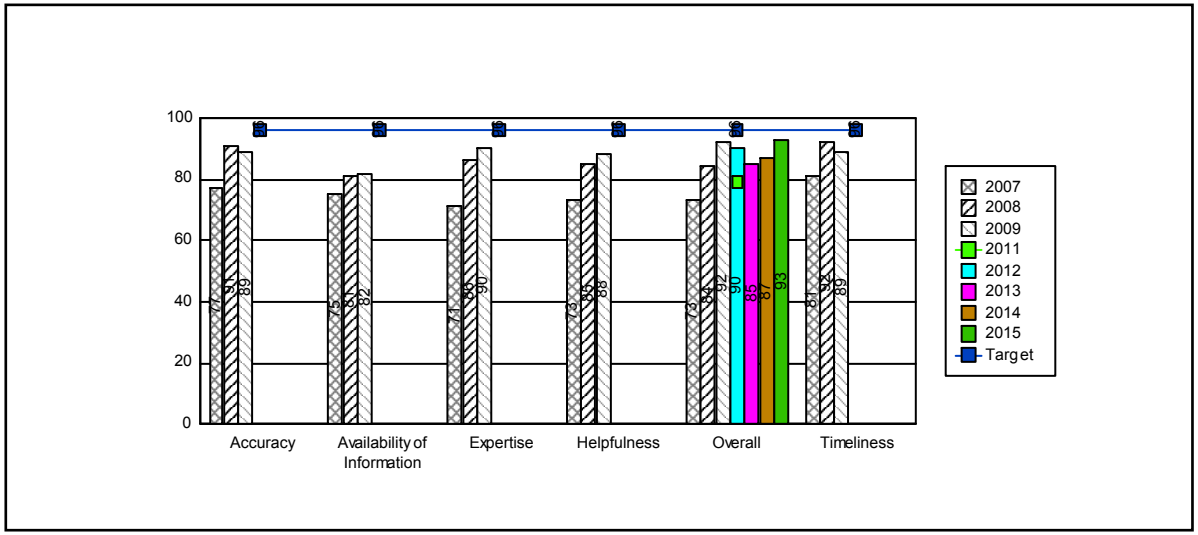
6. WHAT NEEDS TO BE DONE

The Board needs to solidify the changes recently made and make sure that we stay on target.

7. ABOUT THE DATA

The Board uses the Oregon fiscal year for reporting investigative data. Since the interval between receipt of a complaint and completion of an investigative report is a calendar function, data on the percentage of reports completed within six months is considered highly reliable. Additional information as to the actual number of investigations opened and closed, as well as outcome data, may be found in the Agency Summary section of the Governor's Recommended budget.

KPM #3	Customer Service - Percent of customers rating their satisfaction with the agency?s customer service as ?good? or ?excellent?: overall, timeliness, accuracy, helpfulness, expertise, availability of information.	2007
Goal	Excellent Customer Service	
Oregon Context	The Board has no links to Oregon Benchmarks. The High-Level Outcome to which the Board's KPMs align is the agency mission.	
Data Source	Data from anonymous surveys on http://omcb.oregonsurveys.com	
Owner	The Board is a single program unit. Contact person: Executive Director Michelle Gaines (971) 673-1502	



1. OUR STRATEGY

The Board strives to: fairly and efficiently perform licensing, inspection and enforcement duties; uniformly administer rules and statutes; provide prompt, courteous service that is responsive to customer needs and public protection.

2. ABOUT THE TARGETS

The high target is an incentive to achieving the excellent customer service goal. The higher the percentage, the more progress toward meeting the target

3. HOW WE ARE DOING

At last report, 87% of recent survey respondents rated the Board's overall customer service good or excellent.

4. HOW WE COMPARE

Customer service survey data for other state agencies may be found in their Annual Performance Progress Reports.
http://www.oregon.gov/DAS/OPB/APPR06.shtml/

5. FACTORS AFFECTING RESULTS

As a regulatory agency, the Board conducts unannounced facility inspections, background investigations, and complaint investigations. Those adversely affected by such compliance activities are more likely to have an unfavorable opinion of the services provided by the Board. The current survey also reflects a relatively small sample size, and is both voluntary and anonymous.

6. WHAT NEEDS TO BE DONE

The Board needs to continually review survey data and identify opportunities to improve customer service. The Board should also consider other means of reaching and surveying stakeholders.

7. ABOUT THE DATA

The Board uses the Oregon fiscal year for reporting customer service survey data. The Board did not contract with a private polling service in FY 2006 due to the cost. Instead, the Board posted a customer service survey on its web site, but the response was negligible. In late 2006, the Board set up an anonymous online survey through Oregon Surveys. An appeal for response with a link to the online survey was then sent to all licensees for whom the Board has an email address. Staff also includes a request for survey response and a link to the survey in outgoing emails to consumers, licensees and others with an interest in the Board's activities. The Board's online survey has the advantage of being independent and anonymous. Responses go to Oregon Surveys, not the Board. Respondents remain anonymous unless they elect to identify themselves. Oregon Surveys reports results to the Board. Survey data in this report were derived

from about 40 responses. The weakness of the Board's survey lies in the fact that it is not scientific. Survey Name: Oregon Surveys (online version) Surveyor: Staff and electronic collection method Date Conducted: Continuous Population: Compliers, Consumers, Constituents Sampling Frame: Customers who have had recent interaction with the agency Sampling procedure: Convenience sample Sample Characteristics: N/A Weighting: N/A

KPM #4	Best Practices - Percent of total best practices met by the Board.	2008
Goal	Board Best Practices - Percent of total best practices met by the Board.	
Oregon Context	OMCB board members are required to self-evaluate the Board's adherence to a set of standard board governance best practices established by the Oregon legislature in 2006-2007, with first reporting by September 30th, 2008. These results will continue to be reported each year as part of our Annual Performance Progress Report.	
Data Source	Board member self-survey based on best practice examples provided.	
Owner	Michelle Gaines, Executive Director Oregon Mortuary and Cemetery Board 971.673.1502	

Data Display

1. OUR STRATEGY

Board Best Practice Assessment Process 1. A subcommittee was appointed in October 2008 to prepare materials and develop specific assessment criteria to

facilitate a consistent evaluation of each best practice criteria. These criteria were developed in a forward-looking manner so that they can be used year over year, and may reference meetings or procedures that have just been established. 2. Individual board members should review the attached scorecard and most current status report prior to each meeting and identify any questions or concerns on any of the criteria for discussion at each Board meeting. 3. The Board will formally discuss the status update and current activities at every other Board meeting. 4. At the July meeting of each year, each Board member will individually complete a scorecard for that review year (July through June). 5. The Board will discuss the results--particularly the results for those areas where there are disparate responses, or where the group agrees that they are not adhering to a best practice. 6. The group's joint response to each best practice will be recorded on a composite score card. If consensus is not achieved on a line item, the Board is required to record the response as no. This composite score will be used to determine the percentage of best practices met. 7. Once the above table has been completed, the Board will discuss responses to the following questions. Responses will be integrated into the Annual Performance Progress Report, which is due from agencies on or around September 30th of each year. How are we doing? How do we compare to others and/or to our target? (Once this data is available.) What factors are affecting our results? What needs to be done to improve future performance?

2. ABOUT THE TARGETS

The target is standardized across all boards and commissions at 100% compliance of the minimum best practice criteria. The Board developed specific, objective evaluation criteria for each best practice that must be tracked and met in order for the board to meet each criteria.

3. HOW WE ARE DOING

The Board has completed the first year of asessment, covering the 2008 fiscal year. The board rated itself as meeting none of the best practices based on our established evaluation criteria during this period. Since that time, the Board has established a process for regular review and discussion of items that affect the assessment criteria at Board meetings, and the Board has completed a quarterly review at the January meeting, finding that all items are on track for a 100% compliance rating at the end of that review period. In FY2009, one Board member noted a question on "Agency has six to ten year strategic plan" and "Agency goals and objectives are linked to long term plan" as the member did not feel they knew the status of these items at the time of the annual assessment.

4. HOW WE COMPARE

Obviously, the Board had a low rating in FY2008; however the fact that the Board was willing to accurately and fully consider the criteria, and assess an accurate rating is a possitive indicator of the board's understanding of the purpose behind this criteria, as well as demonstrating a willingness to proactively manage to specific outcomes.

5. FACTORS AFFECTING RESULTS

The Board selected a new Executive Director in July 2008 and has been working to operationalize best practices since that time.

6. WHAT NEEDS TO BE DONE

The Board needs to continue to proactively consider and review progress to goals and take corrective and preventative actions when necessary. The Board discussed how to better keep members informed of the current status of information, and how best to continually keep the discussion top of mind when applying the the best practice assessment. The Board decided to add a quarterly review at meetings led by a Board member to address questions and discuss operational reports in the context of how they further best practices.

7. ABOUT THE DATA

The reporting cycle was FY2015

MORTUARY & CEMETERY BOARD	III. USING PERFORMANCE DATA

Agency Mission: The mission of the Oregon Mortuary and Cemetery Board is to protect public health, safety and welfare by fairly and efficiently performing its licensing, inspection and enforcement duties; by promoting professional behavior and standards in all facets of the Oregon death care industry; and, by maintaining constructive relationships with licensees, those they serve and others with an interest in the Board's activities.

Contact: Michelle Sigmund-Gaines, Executive Director	**Contact Phone:** 971-673-1502
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The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY	*** Staff :** Propose measures, execute strategy, compile data, evaluate results, propose changes. *** Elected Officials:** Approve measures, evaluate results, add, delete, amend measures *** Stakeholders:** Provide comment, attend advisory meetings, Board meetings and legislative hearings *** Citizens:** Provide comment, attend advisory meetings, Board meetings and legislative hearings
2 MANAGING FOR RESULTS	Performance measures are used to gauge progress toward mission critical goals. In the past year, the Board has: 1) established a limited duration Inspector position to increase the frequency of facility inspections (KPM # 1); 2) reduced investigative backlog, allowing future investigations to be completed in a more timely manner (KPM # 2); 3) initiated a web-based customer service survey (KPM # 3).
3 STAFF TRAINING	In-house training at staff meetings, implementation of Performance Measure Guidelines for Oregon State Agencies, and self study of publications posted on the Progress Board web site
4 COMMUNICATING RESULTS	*** Staff :** Annual progress report, staff meetings, board meetings, web site *** Elected Officials:** annual progress report, Agency Request Budget, Governor's Recommended Budget, legislative hearings, web site *** Stakeholders:** Annual progress report, web site, Board meetings *** Citizens:** Annual progress report, web site, Board meetings