

# Oregon Board of Chiropractic Examiners



## 2025-27 Governor's Budget

Agency Reference Materials

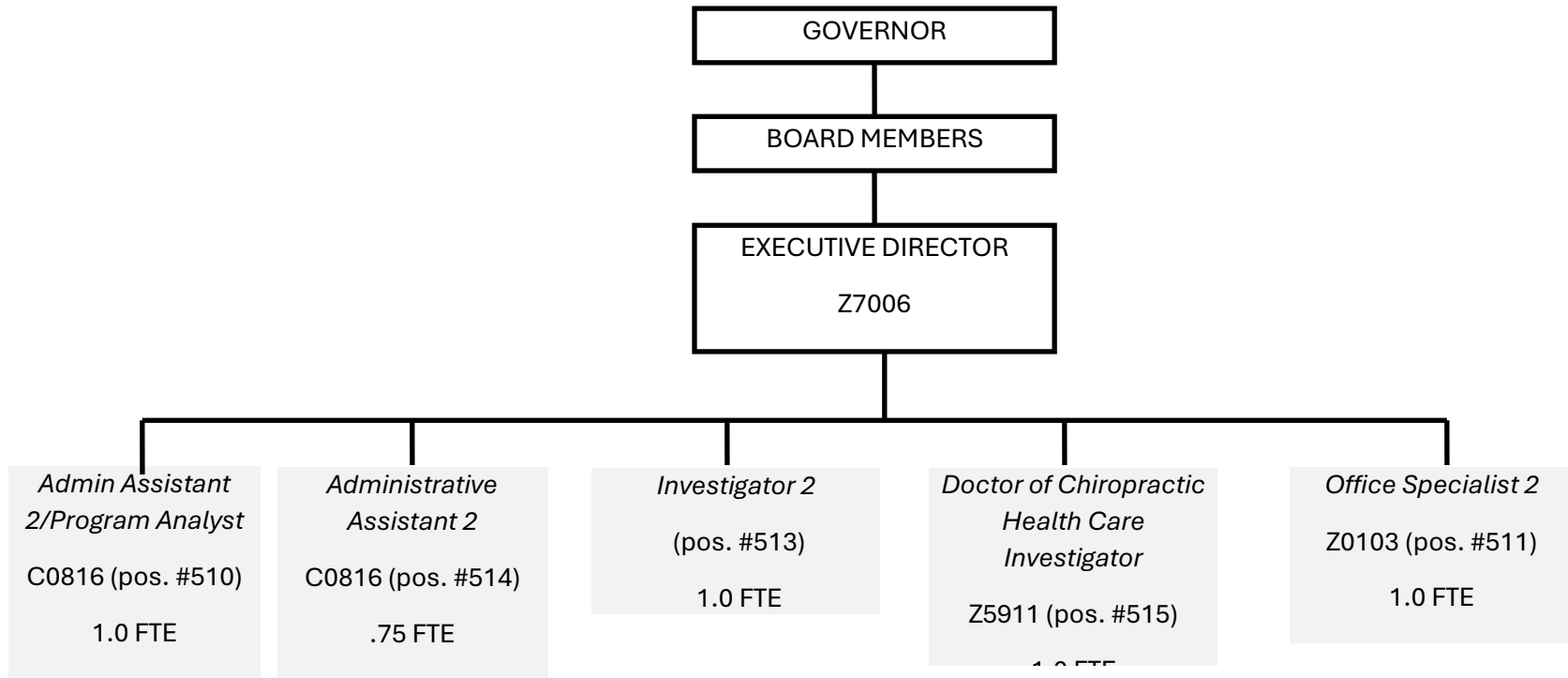
## OBCE Mission, Vision, and Values

<b>The business we are in</b>	<p style="text-align: center;"><b>Agency Mission:</b></p> <p style="text-align: center;">The mission of the Oregon Board of Chiropractic Examiners is to protect the public by regulating the practice of chiropractic. (2019)</p>
<b>What we want to be known for</b>	<p style="text-align: center;"><b>Vision</b></p> <p style="text-align: center;">To protect the health, safety, and welfare of the public in all matters of chiropractic care by setting a national standard in educating, licensing, and regulating our licensees.</p>
<b>What beliefs guide our actions</b>	<p style="text-align: center;"><b>Values</b></p> <ol style="list-style-type: none"><li>1. Integrity – a commitment to acting honestly, ethically, and fairly.</li><li>2. Accountability – a willingness to accept responsibility for actions in a transparent manner.</li><li>3. Excellence – an expectation of the highest quality work and innovation.</li><li>4. Professionalism – a dedication to provide equitable, caring service to all Oregonians with compassion and respect.</li><li>5. Equity – create and foster a consistent environment where everyone has access and opportunity to thrive.</li></ol>

# BUDGET NARRATIVE

## ORGANIZATION CHART Oregon Board of Chiropractic Examiners

2023-25



Agency Request

Governor's Budget

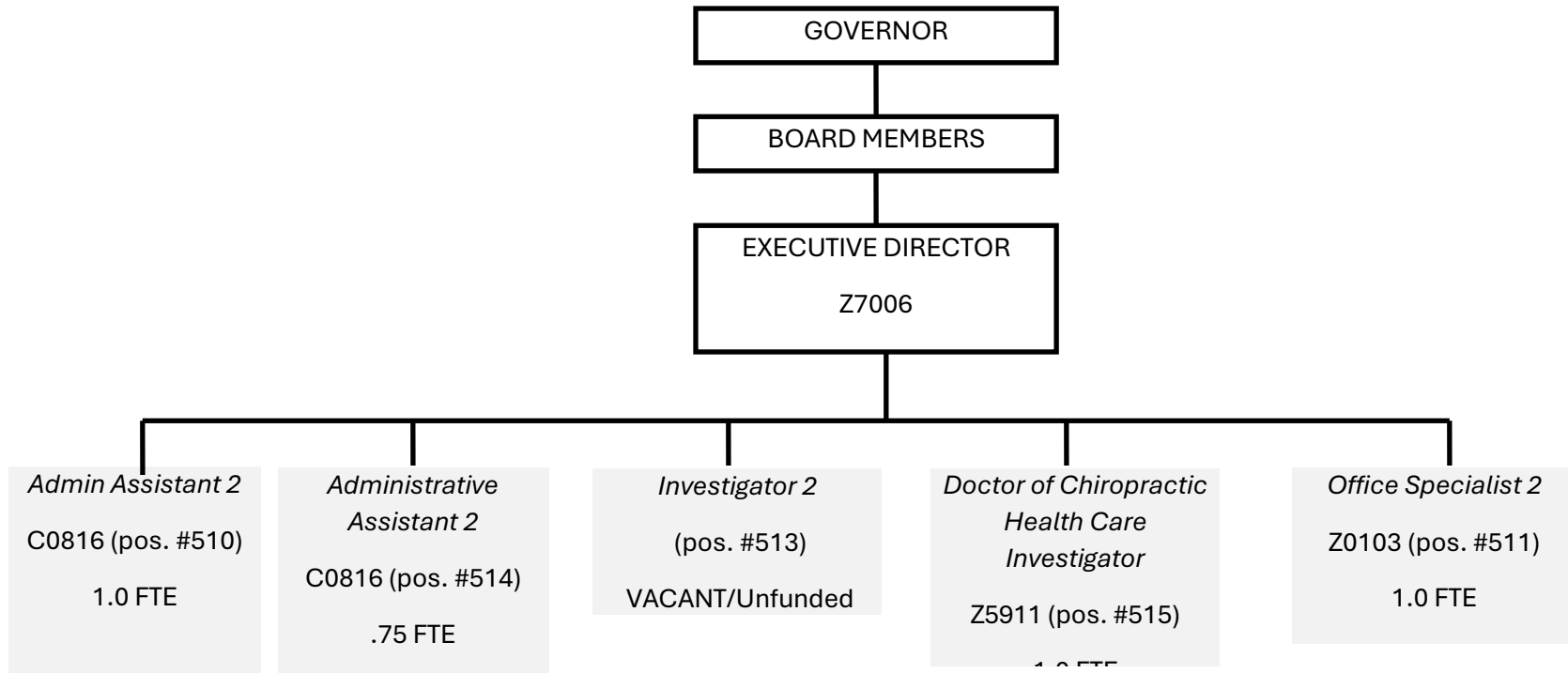
Legislatively Adopted

Budget Page \_\_\_\_

# BUDGET NARRATIVE

## ORGANIZATION CHART Oregon Board of Chiropractic Examiners

2025-27 Proposed



Agency Request

Governor's Recommended

Legislatively Adopted

Budget Page

	9/1/2024	10/1/2024	11/1/2024	12/1/2024	1/1/2025	2/1/2025	3/1/2025	4/1/2025	5/1/2025
<b>CHIROS</b>	Using ACCESS Query "STATS DC 27 28 65 71"								
(Active) 27	1244	1252	1279	1274	1282	1298			
(Inactive) 28	211	216	215	217	220	222			
(Senior) 65	399	399	396	375	367	385			
(Initial) 71	103	109	126	131	133	138			
<b>TOTALS</b> (overall inc/dec)	1957	1976	2016	1997	2002	2043	0	0	0
<b>CAs</b>	Using ACCESS Query "STATS CCA Movement Proj"								
(Initial) 29	589	607	629	663	696	720			
(Renewing) 30	1470	1513	1569	1586	1618	1621			
<b>TOTALS</b> (overall inc/dec)	2059	2120	2198	2249	2314	2341	0	0	0
Eff 7/1/19, the stats will not include "expired" (dropped) or "non-renew" (licensee notifies b									

## OBCE Race Statistics

	0
African American	2
American Indian	1
Asian	103
Asian, Black, Persian	1
Asian/White	2
Black/African American	13
Decline	1
Declined	1
Hispanic/Latino	57
Hispanic/Latino/Caucasian	1
Native American Indian	6
Native Hawaiian	1
Other	1
Other-Multiple	1
Pacific Islander	3
Pakistan	1
Russian	1
South American Native	1
Undetermined	465



# Diversity of Chiropractic Assistants

06-Feb-25 12:07:49 PM

<u>RACE</u>	<u>ETHNICITY</u> (if indicated)
Am Indian/Alaska/Asian/White	Am Indian Tribe
<b>Am Indian/Alaska/Asian/White 1</b>	
American Indian/Alaska Native	American Indian
<b>American Indian/Alaska Native 1</b>	
American Indian/Alaska Native, W	Alutiiq
<b>American Indian/Alaska Native, 1</b>	
American Indian/Hispanic	Am Ind/Mexican
<b>American Indian/Hispanic 1</b>	
Asian	
Asian	Asian American
Asian	Cambodian
Asian	Cambodian/Vietnamese
Asian	Cambodian; Vietnamese;
Asian	Chinese
Asian	Chinese/American
Asian	Chinese/Taiwanese
Asian	Filipino
Asian	Filipino/Hispanic
Asian	Hmong
Asian	Indian
Asian	Japanese
Asian	Japanese American
Asian	Japanese, Okinawan
Asian	Japanese; Filipino
Asian	Japanese; Russian
Asian	Korean
Asian	korean, chinese
Asian	Korean/Japanese
Asian	Kurdish/Arabic
Asian	Lao
Asian	Lao; Chinese
Asian	Laotian
Asian	Laotion
Asian	Mien
Asian	Mienh
Asian	Taiwanese
Asian	Thai
Asian	Uncertain
Asian	Vietnam
Asian	Vietnamese
Asian	Vietnamese, Chinese
Asian	Vietnamese/Mien



<u>RACE</u>	<u>ETHNICITY</u> (if indicated)
Asian	Vietnamese; European
<b>Asian</b>	<b>103</b>
Asian, Hispanic	Indian
<b>Asian, Hispanic</b>	<b>1</b>
Asian, Native Hawaiian, White	
<b>Asian, Native Hawaiian, White</b>	<b>1</b>
Asian, White	
Asian, White	Filipino, White
<b>Asian, White</b>	<b>3</b>
Asian/White	Filipino
Asian/White	Taiwanese
<b>Asian/White</b>	<b>2</b>
Asian; Black/African American	
<b>Asian; Black/African American</b>	<b>1</b>
Asian; White	Asian Indian
<b>Asian; White</b>	<b>1</b>
Black, White	
Black, White	African-American
<b>Black, White</b>	<b>2</b>
Black/African American	
Black/African American	African American
Black/African American	Haitian
Black/African American	Haitian-American
Black/African American	Hispanic
Black/African American	Latino
Black/African American	Norwegian
<b>Black/African American</b>	<b>23</b>
Black/African American, White	
<b>Black/African American, White</b>	<b>2</b>
Black/African American; White/Ca	
<b>Black/African American; White/C</b>	<b>1</b>
Black/Ethiopian	Oromo
<b>Black/Ethiopian</b>	<b>1</b>
Black/White	
<b>Black/White</b>	<b>1</b>
Declines	
<b>Declines</b>	<b>1</b>
Hispanic, Black, Caucasian	Mixed

**RACE****ETHNICITY** (if indicated)**Hispanic, Black, Caucasian****1**

Hispanic/Hawaiian

Filipino

**Hispanic/Hawaiian****1**

Hispanic/Latino

Hispanic/Latino

American Indian (Zuni)

Hispanic/Latino

American Indian Tribe

Hispanic/Latino

American Indian/Latino

Hispanic/Latino

American Mexican

Hispanic/Latino

American/Peruvian

Hispanic/Latino

Brazilian

Hispanic/Latino

Cambodian

Hispanic/Latino

Chicana

Hispanic/Latino

Chilean/Mexican

Hispanic/Latino

Columbian

Hispanic/Latino

Cuban

Hispanic/Latino

Dominican Republic

Hispanic/Latino

English/Mexican

Hispanic/Latino

Guatamalan

Hispanic/Latino

Guatemala

Hispanic/Latino

Guatemalan

Hispanic/Latino

Guetemalan

Hispanic/Latino

Hispanic

Hispanic/Latino

Hispanic/Latina

Hispanic/Latino

Honduran

Hispanic/Latino

Italian, Mexican

Hispanic/Latino

Latina

Hispanic/Latino

Latina/Mexican-American

Hispanic/Latino

Latino American

Hispanic/Latino

Latino; Italian

Hispanic/Latino

Mexican

Hispanic/Latino

Mexican American

Hispanic/Latino

Mexican, American

Hispanic/Latino

Mexican, Guatamalan

Hispanic/Latino

Mexican, Puerto Rican

Hispanic/Latino

Mexican/Guatamalan

Hispanic/Latino

Mexican; Honduran

Hispanic/Latino

Mexican; Italian; Croatian

Hispanic/Latino

Mexican-American

Hispanic/Latino

Mixican

Hispanic/Latino

Nicaraguan

Hispanic/Latino

Peruvian

Hispanic/Latino

Puerto Rican

Hispanic/Latino

Puerto Rican/Cuban

Hispanic/Latino

puertorican

Hispanic/Latino

Salvadorian

Hispanic/Latino

Salvadorian; White

<b><u>RACE</u></b>	<b><u>ETHNICITY</u></b> (if indicated)
Hispanic/Latino	Spanish
Hispanic/Latino	Spanish, Portugese
Hispanic/Latino	Spanish/Apache
<b>Hispanic/Latino</b>	<b>391</b>
Hispanic/Latino, White	Mexican American/White
<b>Hispanic/Latino, White</b>	<b>1</b>
Hispanic/Latino; American Indian	;Apache; El Salvadoran
<b>Hispanic/Latino; American India</b>	<b>1</b>
Hispanic/Latino; White	White; Mexican
<b>Hispanic/Latino; White</b>	<b>1</b>
Hispanic/Latino; White/Caucasian	Mexican
Hispanic/Latino; White/Caucasian	Mexican-American
<b>Hispanic/Latino; White/Caucasia</b>	<b>2</b>
Hispanic/Latino; White/Caucasian;	Mexican; European
<b>Hispanic/Latino; White/Caucasia</b>	<b>1</b>
Mixed	
Mixed	Black/White
<b>Mixed</b>	<b>2</b>
Mixed White/Hispanic	White/Hispanic
<b>Mixed White/Hispanic</b>	<b>1</b>
Multi	
<b>Multi</b>	<b>1</b>
Native American Indian	
Native American Indian	American Indian
Native American Indian	American Indian Lumani
Native American Indian	Cherokee
Native American Indian	Chickasaw Nation
Native American Indian	Choctaw
Native American Indian	Choctaw Nations
Native American Indian	Confederated Tribe of Gr
Native American Indian	Cow Creek band of Umpq
Native American Indian	Irish
Native American Indian	Karuk
Native American Indian	Klamath, Modock
Native American Indian	Mixed
Native American Indian	Native American
Native American Indian	Navajo
Native American Indian	Ojibwe
Native American Indian	Tongan
Native American Indian	Walker River Paiute
<b>Native American Indian</b>	<b>28</b>

**RACE****ETHNICITY** (if indicated)

Native American Indian; Black/Afri

**Native American Indian; Black/Af 1**

Native American Indian; White

**Native American Indian; White 1**

Native Hawaiian

Native Hawaiian Dutch-Indonesian, Filipino

**Native Hawaiian 6**

Native Hawaiian/Other Pacific Isla Tongan, Italian

**Native Hawaiian/Other Pacific Isl 1**

Other

Other Italian, Greek, Armenian

Other Mixed Race

Other Russian

**Other 4**

Other: Biracial/Mixed Mexican/Hawaiian/Samoa

**Other: Biracial/Mixed 1**

Other: Multiracial (including Hispa Mixed Ethnicity

**Other: Multiracial (including Hisp 1**

Pacific Islander

Pacific Islander Filipino

Pacific Islander filipino, mexican

Pacific Islander Hawaiian

**Pacific Islander 7**

Pacific Islander; White Guamanian

**Pacific Islander; White 1**

Undetermined

Undetermined German

**Undetermined 35**

Wh/Caucasian

Wh/Caucasian Acadian; German; Swedis

Wh/Caucasian America

Wh/Caucasian American

Wh/Caucasian American English

Wh/Caucasian American' German

Wh/Caucasian American, Russian

Wh/Caucasian American; Iranian

Wh/Caucasian Armenian

Wh/Caucasian Ashkenazi

Wh/Caucasian Austrian

Wh/Caucasian Bosnian

Wh/Caucasian British







**RACE****ETHNICITY** (if indicated)

Wh/Caucasian	Ukrainian, Irish
Wh/Caucasian	Welsh
Wh/Caucasian	White
Wh/Caucasian	White (English)
Wh/Caucasian	White American
Wh/Caucasian	White Caucasian
Wh/Caucasian	White/Caucasian
Wh/Caucasian	White/Caucasian America
Wh/Caucasian	White/Non Latino

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**Wh/Caucasian 1E+**

Wh/Caucasian, Hispanic/Latino Mexican

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**Wh/Caucasian, Hispanic/Latino 1**

Wh/Caucasian; Middle Eastern Iranian; Persian

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**Wh/Caucasian; Middle Eastern 1**

White

White Canadian Metis

White White

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**White 6**

White, Native American Indian Cherokee, White

White, Native American Indian Rosebud Sioux

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**White, Native American Indian 2**

White/African American African America

---

**White/African American 1**

White/Black

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**White/Black 1**

White/Caucasian,Black/African A Black and White

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**White/Caucasian,Black/African A 1**

White; American Indian Cherokee

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**White; American Indian 1**

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**Total Diversity Responses 2024**



# Who is Practicing in Oregon and What do Their Practices Look Like?

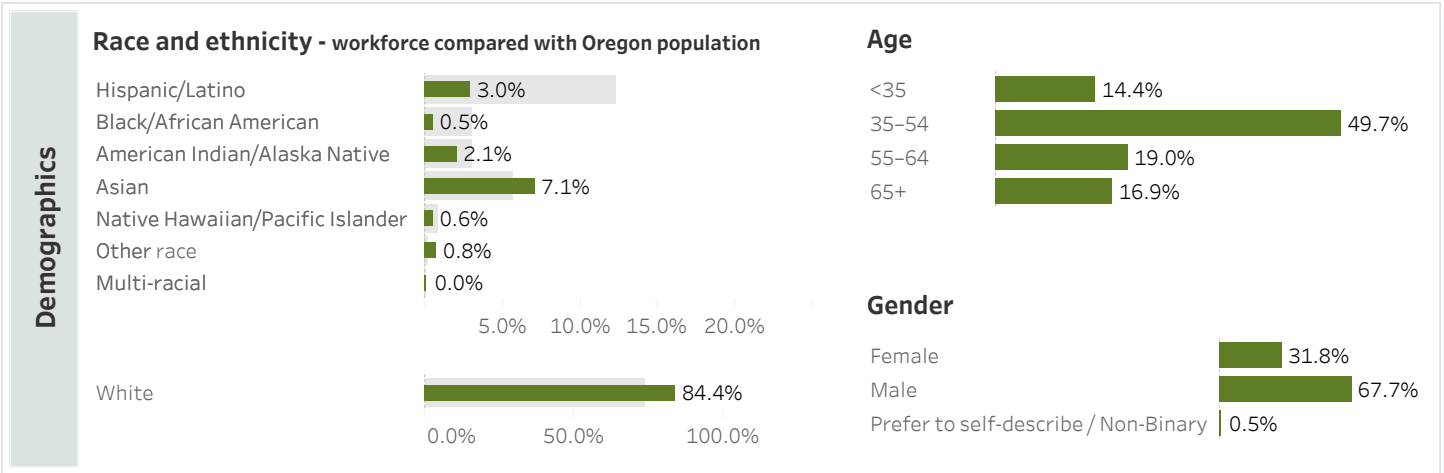


Select an occupation:  
Chiropractic physicians

Select a year:  
2022

## Chiropractic physicians practicing in Oregon in 2022

Hover over the bars in the charts for more details.



# Who is Practicing in Oregon and What do Their Practices Look Like?

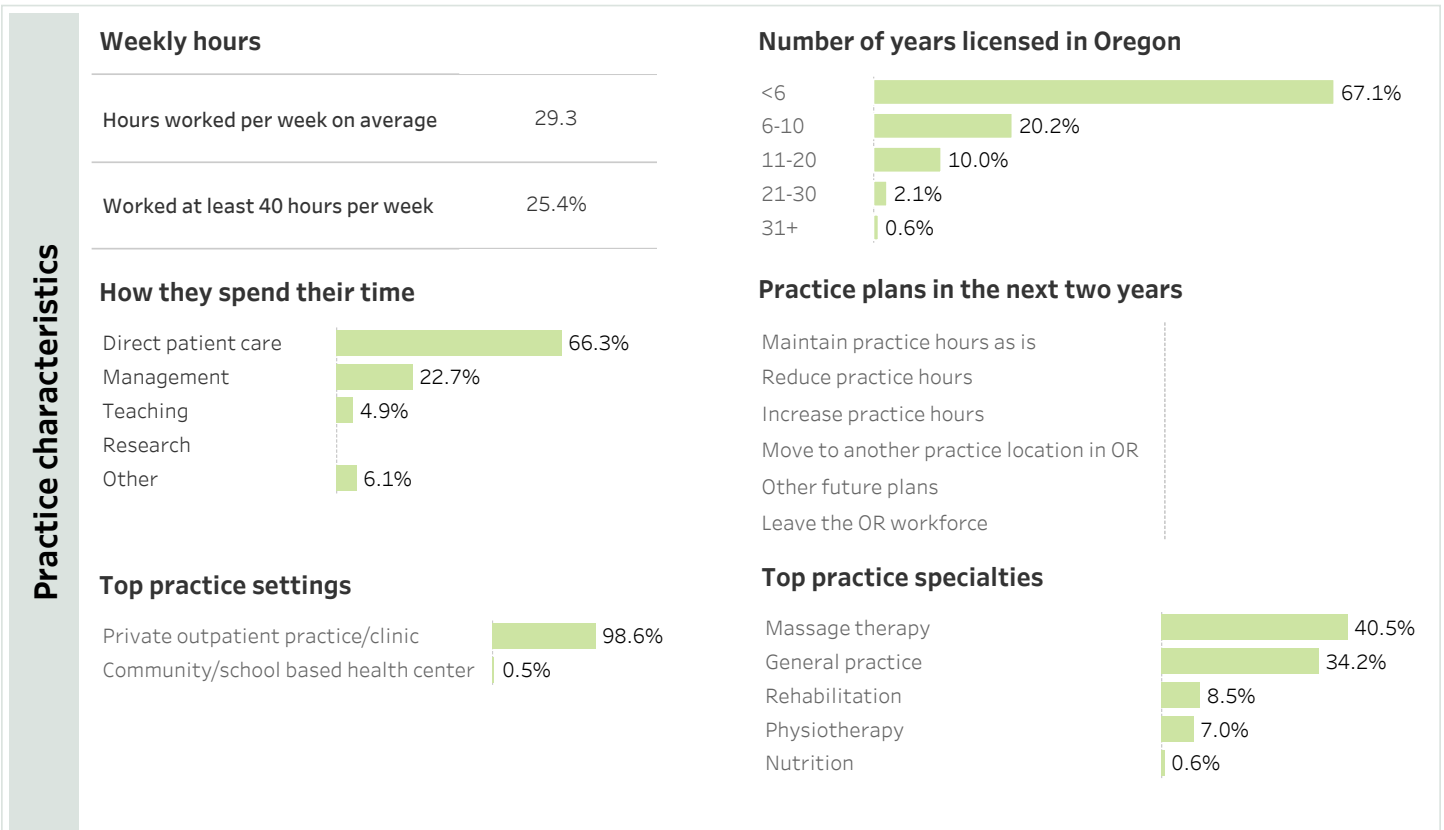
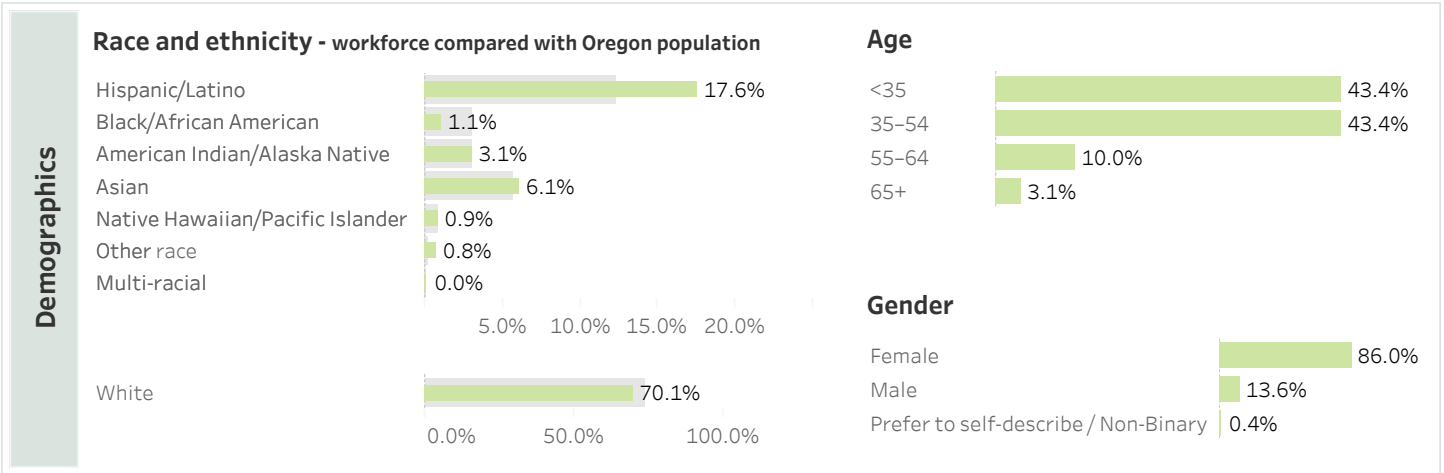


Select an occupation:  
Chiropractic assistants

Select a year:  
2022

## Chiropractic assistants practicing in Oregon in 2022

Hover over the bars in the charts for more details.



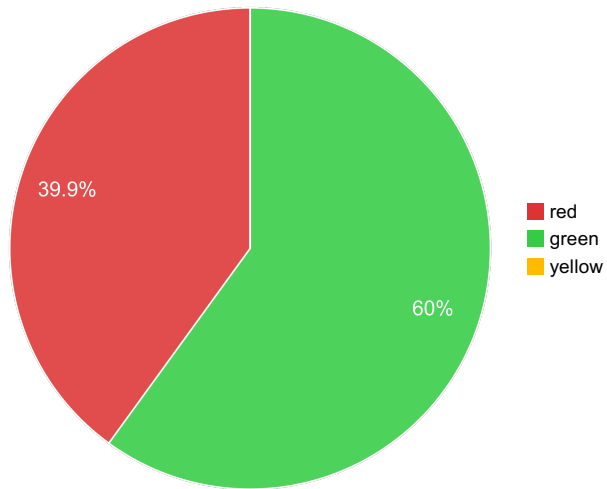
# Board of Chiropractic Examiners

Annual Performance Progress Report

Reporting Year 2024

Published: 9/24/2024 5:27:35 PM

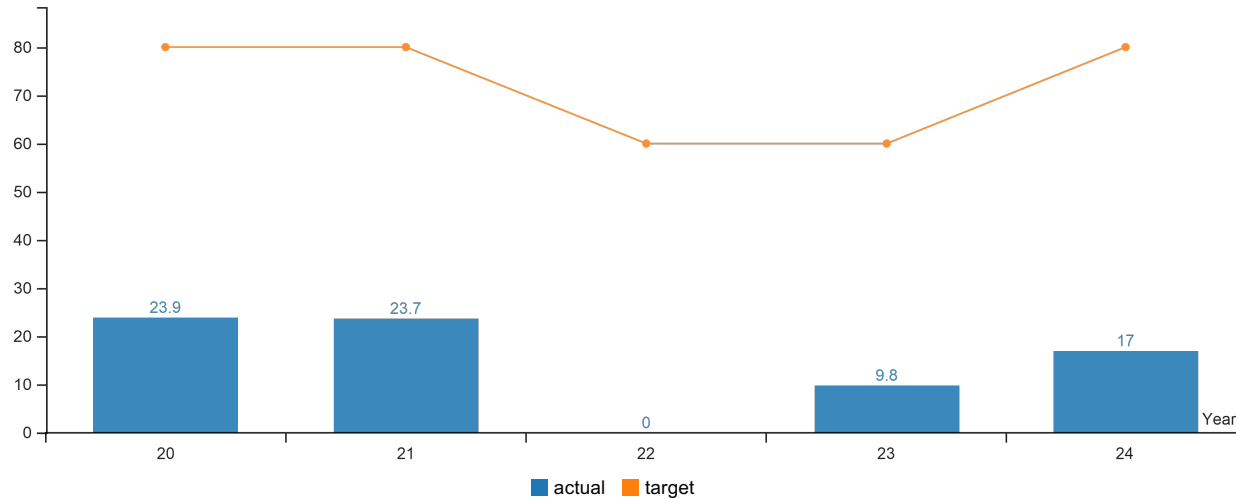
KPM #	Approved Key Performance Measures (KPMs)
1	Days between complaint receipt and investigation report finalized for Board (investigative process step one) - Percent of cases having investigative reports written within 120 days from when a complaint is received to when the investigation is prepared for Board review/action.
2	Days between investigation report finalized and presentation to the Board (investigative process step two) - Percent of cases, with a prepared investigation that is ready for Board review/action, that are presented to the Board within 60 days of completion.
3	Summary of investigative steps: Percentage of new complaints that are assessed, investigated, and presented to the board for an initial decision within 120 days. -
4	Days between Board review/initial action and case closure (investigative process step three). - Percent of cases closed within 90 days of Board review/initial action.
5	Summary of investigative steps: Average number of days to resolve a complaint. -
6	Percent of sexual misconduct/boundary complaints resolved in 180 days -
7	Percentage of chiropractic physicians meeting the annual continuing education requirements. -
8	Percentage of licenses issued within 5 days once all application components (that are the responsibility of the applicant) have been received. -
9	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.
10	Board Best Practices - Percent of total best practices met by the Board.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	60%	0%	40%

KPM #1	Days between complaint receipt and investigation report finalized for Board (investigative process step one) - Percent of cases having investigative reports written within 120 days from when a complaint is received to when the investigation is prepared for Board review/action.
	Data Collection Period: Sep 01 - Aug 31

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Complaint receipt to investigation preparation to Board.</b>					
Actual	23.90%	23.70%	0%	9.80%	17%
Target	80%	80%	60%	60%	80%

#### How Are We Doing

In our last reporting period, 37 of the 41 complaints processed (90.2%) included investigators' reports that were submitted in excess of 120 days from complaint received. Only 9.8% of the complaints processed were submitted in 120 days or less. The average days from complaint receipt to investigators' report for the 37 cases was 445 days/case. For the other cases, the average days from complaint receipt to investigators' report was 94 days/case, well below the 120 day target.

While the OBCE did not meet this target for the current reporting period, we are improving in addressing and handling our case backlog. Of the 70 complaints processed, 12 of them (17%) included investigators' reports that were submitted at or below the 120 day target. 58 cases (83%) included investigators' reports that were submitted in excess of the 120 day target.

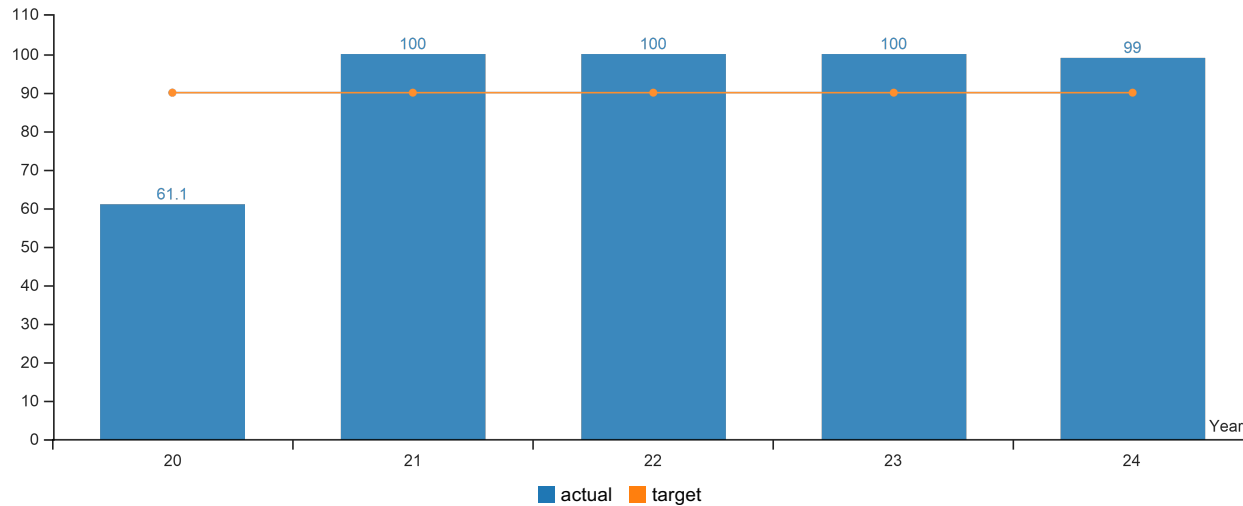
The average days from complaint receipt to investigators' report for the 58 cases was 538 days/case. For the other 12 cases, the average days from complaint receipt to investigators' report was 97 days/case, well below the 120 day target.

#### Factors Affecting Results

While we didn't meet our target, we processed almost twice as many complaints as previous years and almost doubled the amount of cases that met the target goal from last reporting cycle. Our investigators are working diligently to process the case backlog from when we were exceptionally understaffed during 2020-2022.

KPM #2	Days between investigation report finalized and presentation to the Board (investigative process step two) - Percent of cases, with a prepared investigation that is ready for Board review/action, that are presented to the Board within 60 days of completion.
	Data Collection Period: Sep 01 - Aug 31

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Days between investigation preparation and presentation to the Board.</b>					
Actual	61.10%	100%	100%	100%	99%
Target	90%	90%	90%	90%	90%

**How Are We Doing**

The 2021 Legislative session changed this KPM, allowing 60 days instead of the original 30 days, for prepared investigations to be presented to the Board due to our agency board meetings occurring every other month. For planning and administrative efficiency purposes, it is better to have the investigation reports submitted as far ahead of the board meeting in which the case is being reviewed as possible.

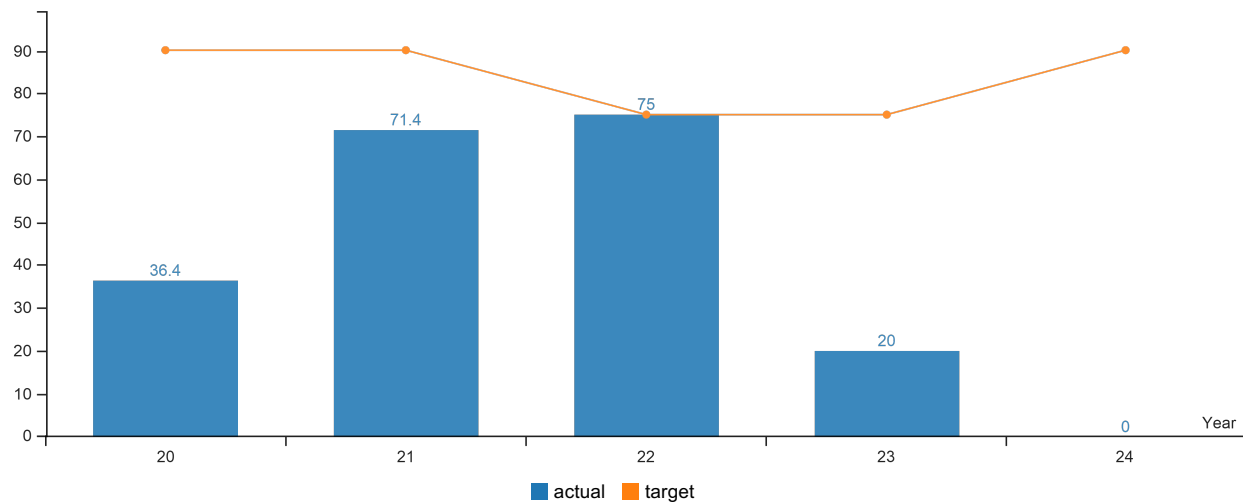
We have exceeded our target with 99% of our cases (72/73) being presented within 60 days. The one outlier case was submitted 63 days before the board meeting in which it was to be reviewed, not an actual negative outcome.

**Factors Affecting Results**

This reporting period handled 73 cases, whereas, our last reporting period handled 40 cases, and the reporting period before that handled 15. We have met and surpassed this KPM's target in each of the last 4 reporting years.

KPM #3	Summary of investigative steps: Percentage of new complaints that are assessed, investigated, and presented to the board for an initial decision within 120 days. -
	Data Collection Period: Sep 01 - Aug 31

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Percentage of complaints/investigations presented to the Board within 120 days</b>					
Actual	36.40%	71.40%	75%	20%	0%
Target	90%	90%	75%	75%	90%

#### How Are We Doing

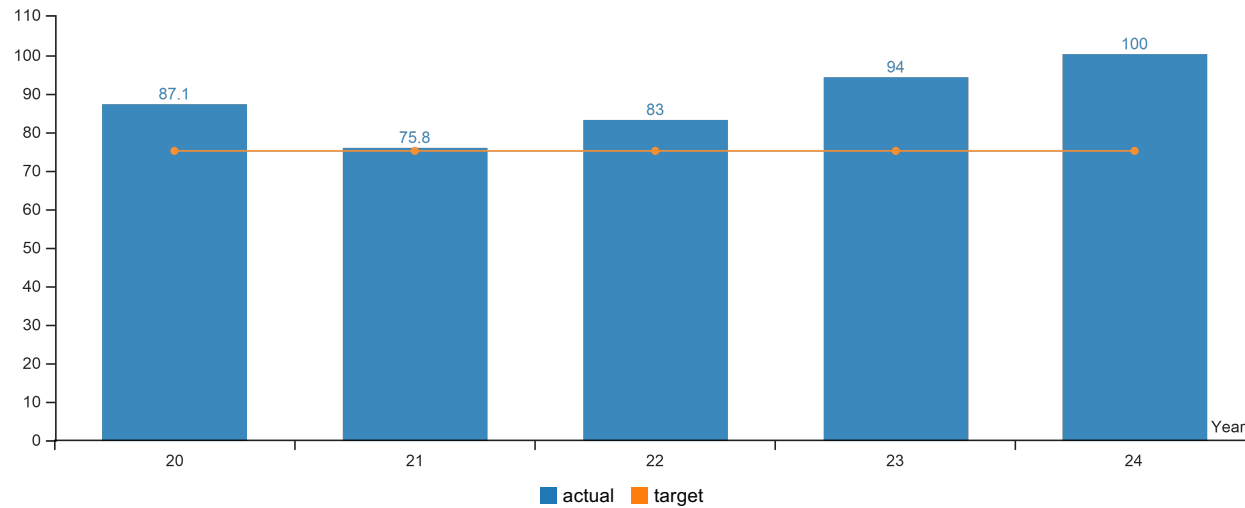
We have not met this KPM this reporting period with none of the 2 cases that were opened and closed within the reporting period being presented to the Board in less than 120 days. The first case was presented at 132 days and the second at 133 days.

#### Factors Affecting Results

Our case backlog from 2020-2022 due to our lack of investigation staff has affected all KPMs related to investigations. While we had very few cases that were opened and subsequently closed during this reporting period, we are addressing our backlog and have processed almost twice the number of cases during this reporting period as we did last year.

KPM #4	Days between Board review/initial action and case closure (investigative process step three). - Percent of cases closed within 90 days of Board review/initial action.
	Data Collection Period: Sep 01 - Aug 31

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Days between Board review/initial action and case closure.</b>					
Actual	87.10%	75.80%	83%	94%	100%
Target	75%	75%	75%	75%	75%

**How Are We Doing**

We have met and exceeded the target of this KPM at 100% for this reporting period. 39 cases that were initially reviewed by the Board in this reporting period closed within 90 days after that initial board review.

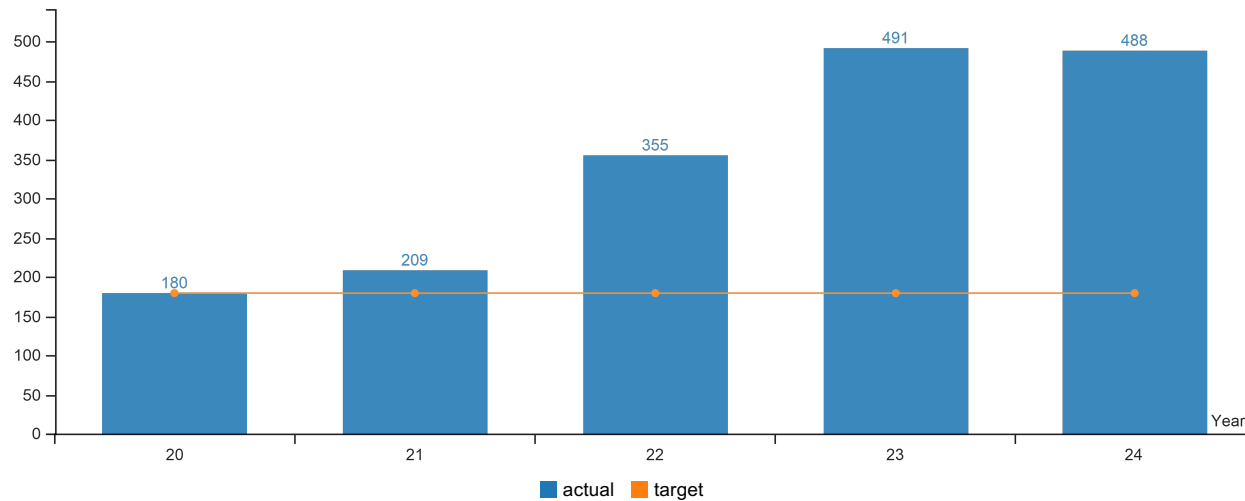
**Factors Affecting Results**

This will be at least the 6th year in a row of meeting or exceeding the 75% target on this KPM and I anticipate similar results in the future. Once staff receives the Board's determinations on cases, we work diligently to execute those outcomes as efficiently and effectively as possible.



KPM #5	Summary of investigative steps: Average number of days to resolve a complaint. -
	Data Collection Period: Sep 01 - Aug 31

\* Upward Trend = negative result



Report Year	2020	2021	2022	2023	2024
<b>Average number of days to resolve a complaint.</b>					
Actual	180	209	355	491	488
Target	180	180	180	180	180

#### How Are We Doing

The average number of days to resolve a complaint for our last reporting period (2023) was 491. 36 cases were closed during this reporting period with 33 cases closing over the 180 day target. Of these 36 cases, 28 Oregon licensed DCs were involved (1.5% of the total 1881 licensed DCs as of 9/1/2023). The 33 cases were open for an average of 523 days. 4 DCs (0.2% of the DC licensee base) were responsible for 6 cases (18%), which were open an average of 677 days and which resulted in license suspensions, license revocations, and large civil penalties.

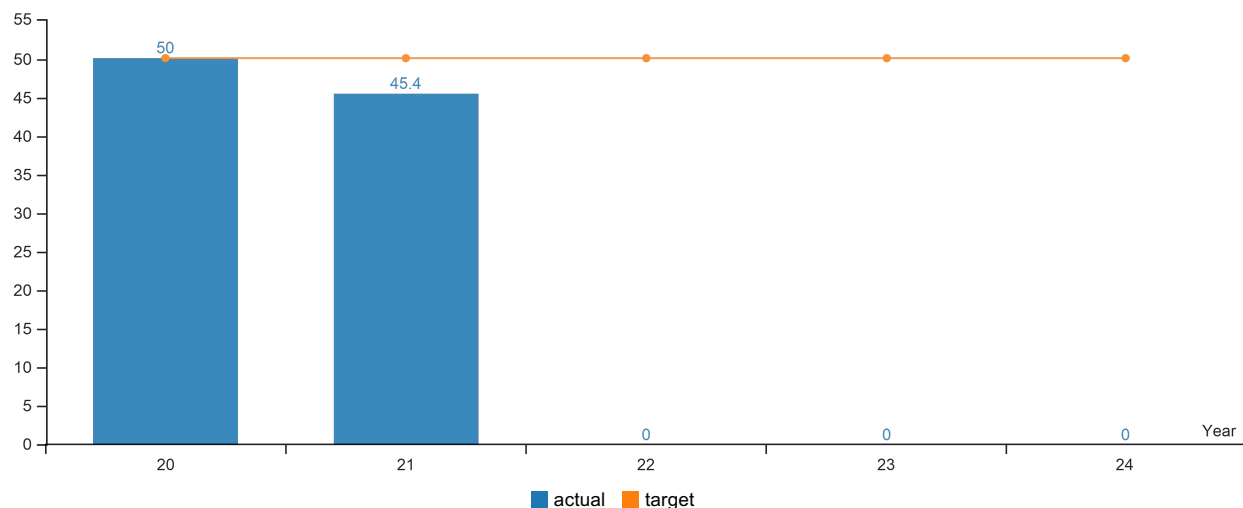
For our current reporting period, we have not yet met our target, with the average number of days to resolve a complaint being 488. 44 cases were closed during this reporting period with 36 closing over the 180 day target. Of these 36 cases, 33 Oregon licensed DCs were involved (1.7% of the total 1900 licensed DCs as of 9/1/2024). The 36 cases were open for an average of 571 days.

#### Factors Affecting Results

Our severe understaffing in 2020-2022 has greatly affected our KPMs related to investigations. While we have not met this KPM target as of yet, we continue to address the case backlog this understaffing created and are slowly improving, and will continue to improve, our outcomes.

KPM #6	Percent of sexual misconduct/boundary complaints resolved in 180 days -
	Data Collection Period: Sep 01 - Aug 31

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Percent of sexual misconduct/boundary complaints resolved in 180 days</b>					
Actual	50%	45.40%	0%	0%	0%
Target	50%	50%	50%	50%	50%

### How Are We Doing

We have not met the target for this reporting period. There was a total of 5 sexual misconduct/boundary cases that were closed during this time, 3 of which included multiple victims, law enforcement agencies, or witnesses who eluded interviewing and resulted in either license revocation, suspension, or license surrender with fines. These 3 cases were open an average of 642 days. 2 of the cases were either closed for lack of evidence or closed for ultimate lack of jurisdiction.

### Factors Affecting Results

Generally, these types of cases are much more complex and time consuming than non-sexual misconduct cases (e.g. recordkeeping, over treatment, etc.) often due to multiple and/or very traumatized victims (adults and minors) and witnesses, involvement of multiple licensing and law enforcement agencies, cross jurisdictional (state and country) issues, and engagement of expert review for psycho-or psychosexual evaluation of the perpetrating physician. During the cases that involve multiple law enforcement or state agencies (sheriff departments, local police, DHS, DOJ, county District Attorneys, school districts, etc.), our cases and investigations are often opened when we receive a complaint or notice an arrest and then often put on hold until the closure of the criminal proceedings, greatly increasing our resolution time period.

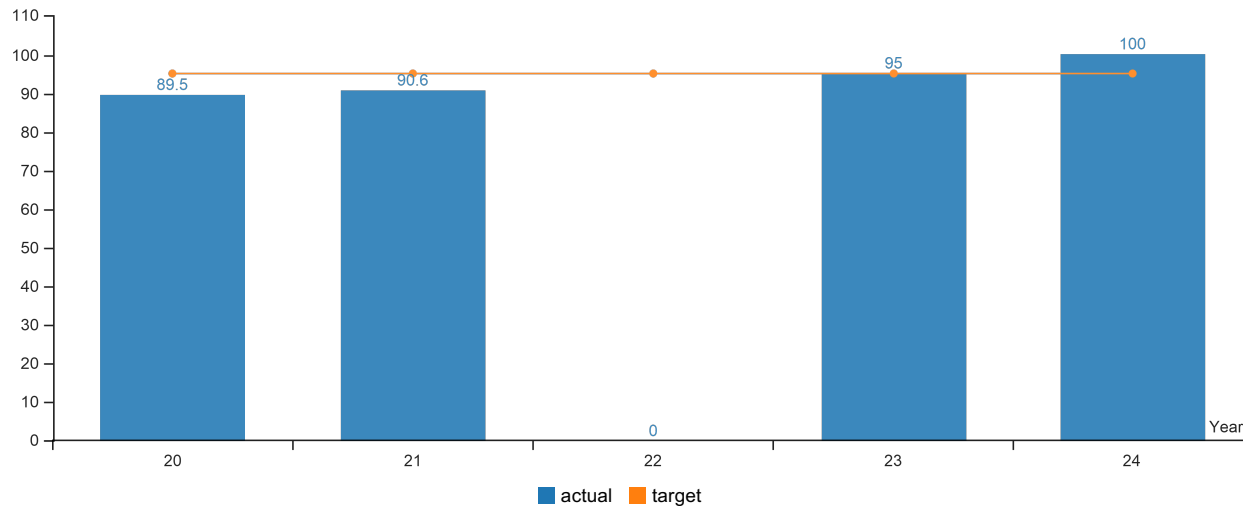
Also, because these cases involve the possibility of strong discipline - suspension or revocation of a DC's license - DCs more often than not hire defense counsel to represent them, which is fully within their due process rights. The fact that defense counsel is involved, however, significantly increases the time in which these cases are resolved. Counsel often utilize all tools available to them to allow their clients to continue to work during the pendency of the disciplinary proceedings. In essence, prolonging the process before their clients are fully held accountable. This may include scheduling conflicts, filing an abundance of pleadings, cross-filing cases in multiple jurisdictions/courts regarding the same matter or parties, filing multiple motions, requesting a hearing, prolonged settlement negotiations, preparing for hearing just to settle at the last minute, or going to hearing and filing for judicial review on appeal once the Final Order is issued, post-hearing. More often than

not, the majority of these cases settle immediately before hearing, after prolonged pre-hearing engagement with the agency.

Our goal, and mission, is to protect the public and, by thoroughly investigating all aspects of these cases, respecting our complainants and witnesses, fully respecting our licensees' due process rights, and successfully representing our agency and the public in negotiations, at hearing, and during appeal, we accomplish that end. Resolving these cases sooner is what we strive for, but not at the expense of public safety.

KPM #7	Percentage of chiropractic physicians meeting the annual continuing education requirements. -
	Data Collection Period: Sep 01 - Aug 31

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Percentage of chiropractic physicians meeting the annual continuing education requirements.</b>					
Actual	89.50%	90.60%	0%	95%	100%
Target	95%	95%	95%	95%	95%

### How Are We Doing

For this reporting period, we rolled out our new software as a service database management system (InLumon) to replace our legacy licensing and compliance Microsoft Access database. In so doing, a lot of our automated functions, such as audits, were put on hold during the initial roll out and troubleshooting stages.

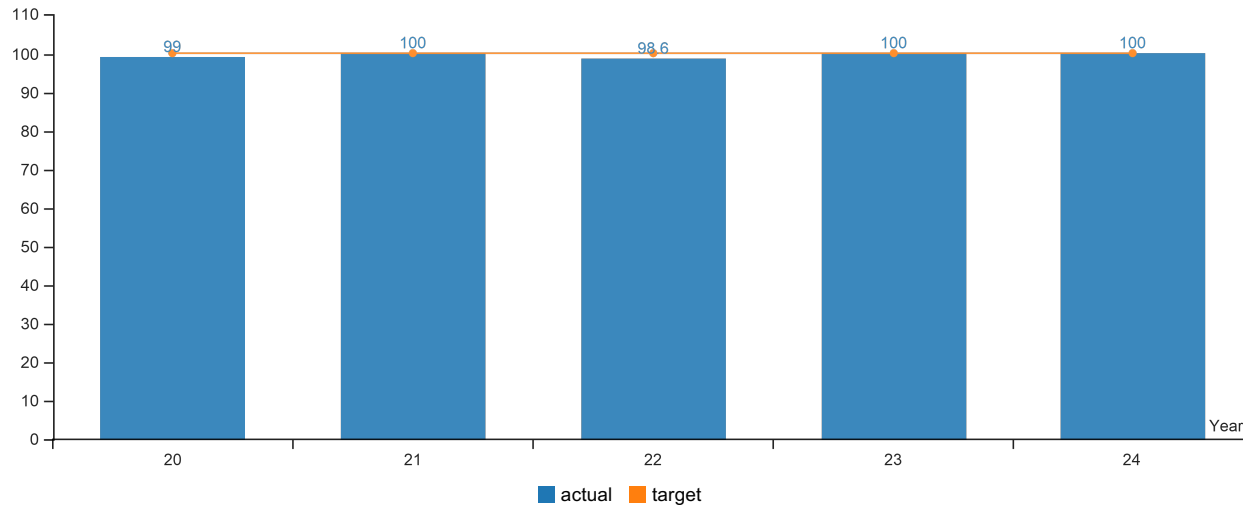
That said, we were able to complete one audit of the DC licensee base which resulted in a total compliance rate of 100% of those who complied with the audit within 30 days, meeting or exceeding our target.

### Factors Affecting Results

Regularly scheduled audits will commence when InLumon is fully operational but we anticipate similar results as the new system allows applicants and licensees to upload proof of their continuing education directly into their license file. When licensees are audited, all the material should already be within their electronic file with no lag time in tracking proof of completion down and sending/uploading it to staff members.

KPM #8	Percentage of licenses issued within 5 days once all application components (that are the responsibility of the applicant) have been received. -
	Data Collection Period: Sep 01 - Aug 31

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Time to process chiropractor applications</b>					
Actual	99%	100%	98.60%	100%	100%
Target	100%	100%	100%	100%	100%

#### How Are We Doing

We met this target for this reporting period. 57 applicants were processed with 100% licenses being issued within the 5 day target.

The following percentages were completed in the following time frames:

Same day: 82% (47/57)

Within 1 day: 93% (53/57)

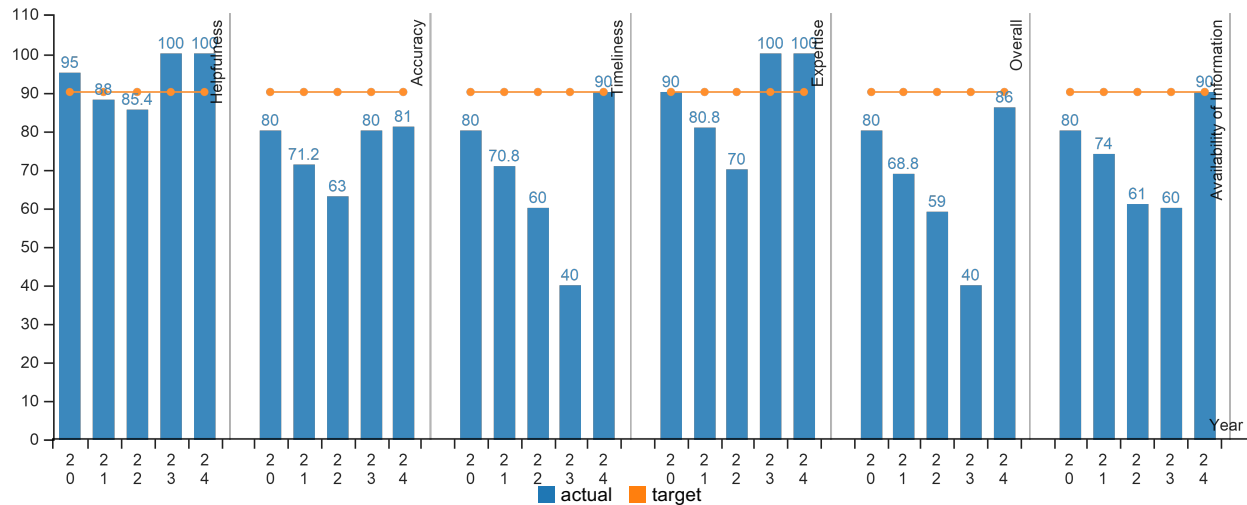
Within 2 days: 95% (54/57)

Within 3 days: 100% (57/57)

#### Factors Affecting Results

With our utilization of our new InLumon database management system, it is anticipated that this KPM may become moot as licensees have online access to the real time status of their applications and what is needed for completion. Once their application file is complete and reviewed by staff, licenses will be issued within minutes, that same day.

KPM #9	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.
	Data Collection Period: Sep 01 - Aug 31



Report Year	2020	2021	2022	2023	2024
<b>Helpfulness</b>					
Actual	95%	88%	85.40%	100%	100%
Target	90%	90%	90%	90%	90%
<b>Accuracy</b>					
Actual	80%	71.20%	63%	80%	81%
Target	90%	90%	90%	90%	90%
<b>Timeliness</b>					
Actual	80%	70.80%	60%	40%	90%
Target	90%	90%	90%	90%	90%
<b>Expertise</b>					
Actual	90%	80.80%	70%	100%	100%
Target	90%	90%	90%	90%	90%
<b>Overall</b>					
Actual	80%	68.80%	59%	40%	86%
Target	90%	90%	90%	90%	90%
<b>Availability of Information</b>					
Actual	80%	74%	61%	60%	90%
Target	90%	90%	90%	90%	90%

How Are We Doing

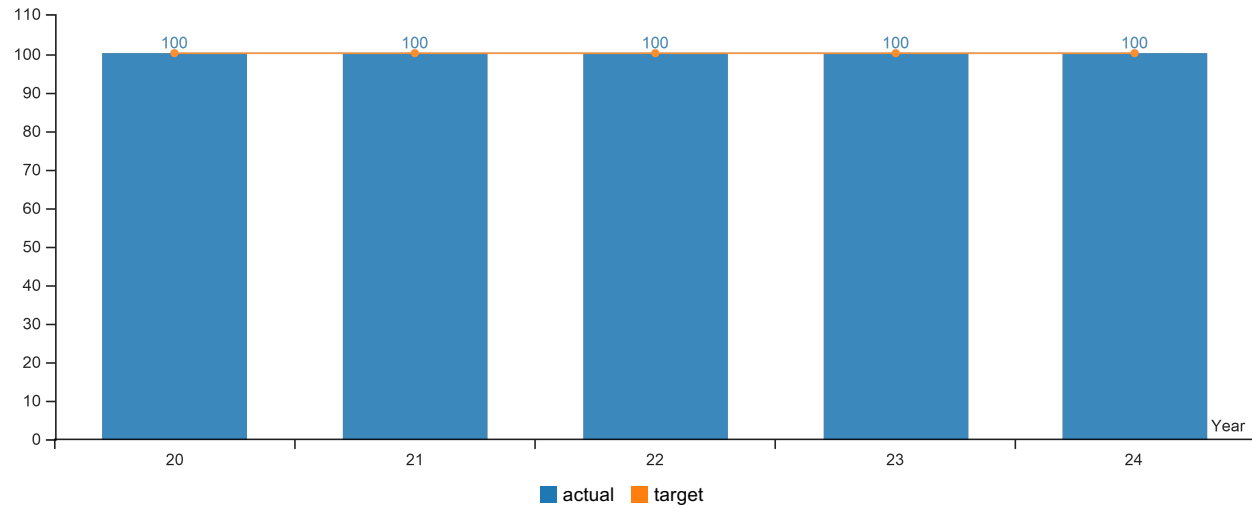
We met or exceeded our targets in 4 of the 6 measures within this customer satisfaction survey: Helpfulness, Timeliness, Expertise, and Availability of Information. We have dramatically improved our efforts and outcomes in customer service since last reporting period.

**Factors Affecting Results**

Because our staff are now more experienced and have made concerted, mindful efforts in responding timely and accurately to customers, those results are reflected within this survey. While the rollout of our new licensing database management system caused (and continues to cause) some operational hiccups, we communicated well with and prepared our licensee base for the transition and are grateful for their patience.

KPM #10	Board Best Practices - Percent of total best practices met by the Board.
	Data Collection Period: Sep 01 - Aug 31

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Board Best Practices - Percent of total best practices met by the Board.</b>					
Actual	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%

#### How Are We Doing

All 7 board members provided a response to the Board Best Practices KPM and assessed a 100% aggregate score, meeting our target for this reporting period.

#### Factors Affecting Results



State/Jxn	Fee type	Current Fee	30%	35%	40%	45%	50%
Oregon	DC Application	\$166.25	\$202.25	\$208.25	\$214.25	\$220.25	\$226.25
	DC Initial License Fee	\$180.00	\$234.00	\$243.00	\$252.00	\$261.00	\$270.00
	Senior Active DC	\$378.00	\$491.40	\$510.30	\$529.20	\$548.10	\$567.00
	DC Active Renewal	\$510.00	\$663.00	\$688.50	\$714.00	\$739.50	\$765.00
	DC Inactive Renewal	\$270.00	\$351.00	\$364.50	\$378.00	\$391.50	\$405.00
	CA Application	\$146.25	\$176.25	\$181.25	\$186.25	\$191.25	\$196.25
	CA License	\$60.00	\$78.00	\$81.00	\$84.00	\$87.00	\$90.00
	CA Renewal	\$90.00	\$117.00	\$121.50	\$126.00	\$130.50	\$135.00
Washington	DC Application	\$741.00					
	DC Active renewal	\$566.00					
	DC Late renewal	\$791.00					
	DC Expired license reissuance	\$302.00					
	DC Inactive license renewal	\$257.00					
	DC Inactive expired license reissuance	\$157.00					
	DC Duplicate license	\$30.00					
	DC Verification of license	\$30.00					

California	DC Application	\$345.00
	DC Reciprocal Application	\$283.00
	DC Initial License	\$137.00
	DC License Renewal	\$336.00
	DC License Restoration	\$672.00
	DC Duplicate/Replacement License	\$71.00
	Satellite Certificate Application	\$69.00
	Satellite Certificate Renewal	\$50.00
	Satellite Duplicate/Replacement License	\$71.00
	Petition for Early Termination of Probation of Reduction of Penalty	\$3,195
	Petition for Reinstatement of a Revoke of Surrendered License	\$4,185
Idaho	DC Application	\$83.00
	DC Initial license	\$200.00
	DC Annual renewal	\$200.00
	DC Inactive license	\$150.00

	Reinstatement of expired license	\$35.00
	Reinstatement of inactive license	\$150.00
	Temporary permit	\$150.00
	Intern permit	\$150.00
Oklahoma	DC Application	\$300.00
	DC Active Renewal	\$275.00
	DC Inactive Resident	\$100.00
	DC Inactive Non-Resident	\$175.00
	DC Retired	\$50.00
	CA Application	\$50.00
	CA exam	\$50.00
	CA renewals (2 years)	\$50.00
Utah	Application	\$200
	Renewal fee	\$103 (\$20 late fee if renewed w/in 30 days of expiration; \$50 late fee if within 2 years of expiration date)
Montana	Application	\$300
	Active Renewal	\$200
	Inactive Renewal	\$100

	Impairment evaluator	\$25
	Temporary permit	\$100
	Application for impairment evaluators	\$250
Nevada	DC Application	\$200
	DC Initial License	\$200
	DC Biennial Renewal	\$700
	DC Exam	\$125
	DC Reinstatement (Expired to Active)	\$500
	DC Status Change (Inactive to Active)	\$300
	DC Temporary License	\$50
	CA Application	\$100
	CA Exam	\$75
	CA Renewal	\$120
		\$70
North Dakota	DC Application	\$300
	DC Renewal (Active)	\$400
	DC Renewal (Inactive)	\$100

	DC Renewal Admin Late Fee	\$300
	CCCA Application	\$50
	CCCA Renewal	\$50
Arizona	DC Licensure by Examination	\$325.00
	DC Licensure by Reciprocity	\$325.00
	DC Licensure by Endorsement	\$500.00
	DC Licensure by Universal Recognition	\$500.00
	Annual Renewal Fee	\$225.00
	Specialty Certification	\$125.00
	Issuance Fee for both Applications & Certifications	\$125.00
Texas	DC license application	\$200.00
	Initial license	\$10-\$120 (prorated)
	Biennial license renewal	\$300.00
	Late license renewal	\$450 (less than 90 days) \$600 (90 days – 1 year) Calculated (1-3 years, good cause)
	Reinstatement	\$145
	Renewal from inactive	\$300.00

	Duplicate wall certificate	\$25.00
	Duplicate pocket certificate	\$10.00
	Letter of good standing	\$25.00
	Criminal history eligibility letter	\$150.00
	Continuing education course approval	\$100.00
Missouri	Application Fee	\$200.00
	Renewal Fee	\$125.00
	Inactive Status Fee	\$100.00
	License Reinstatement Fee \$100	\$100.00
	Continuing Education Late Fee \$	\$150.00
	Temporary License Fee	\$100.00
	Renewal Temporary License	\$25.00
Kansas	Application for Federal or Active license	\$300.00
	Application for exempt or inactive license	\$150.00
	Application for resident active license	\$100.00

Application for reentry	\$300.00
Annual renewal of active or federally active license	\$430.00 (paper) \$360.00 (online)
Annual renewal of inactive license	\$150.00 (paper & online)
Annual renewal of exempt license	\$150.00 (paper & online)
Annual renewal of resident active	\$100.00
Annual renewal of reentry active	\$300.00
Conversion from inactive to active	\$175.00
Conversion from exempt to active	\$175.00
Late renewal fee for active/federal renewal	\$230.00
Late fee for inactive license renewal	\$80.00 (paper) \$55.00 (online)
Late fee for exempt renewal	\$80.00 (paper) \$55.00 (online)
Institutional license	\$230.00
Biennial renewal of institutional license	\$200.00
Visiting clinical professor license	\$200.00

	Annual renewal of visiting clinical professor license	\$115.00
	Limited permit	\$30.00
	Annual renewal of limited permit	\$15.00
	Postgraduate training permit	\$50.00
	Reinstatement of cancelled license	\$400.00
	Reinstatement of revoked license	\$1,000.00