

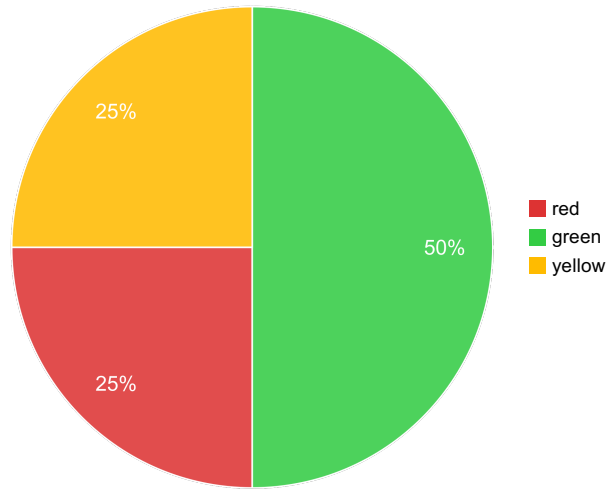
Board of Licensed Professional Counselors and Therapists

Annual Performance Progress Report

Reporting Year 2023

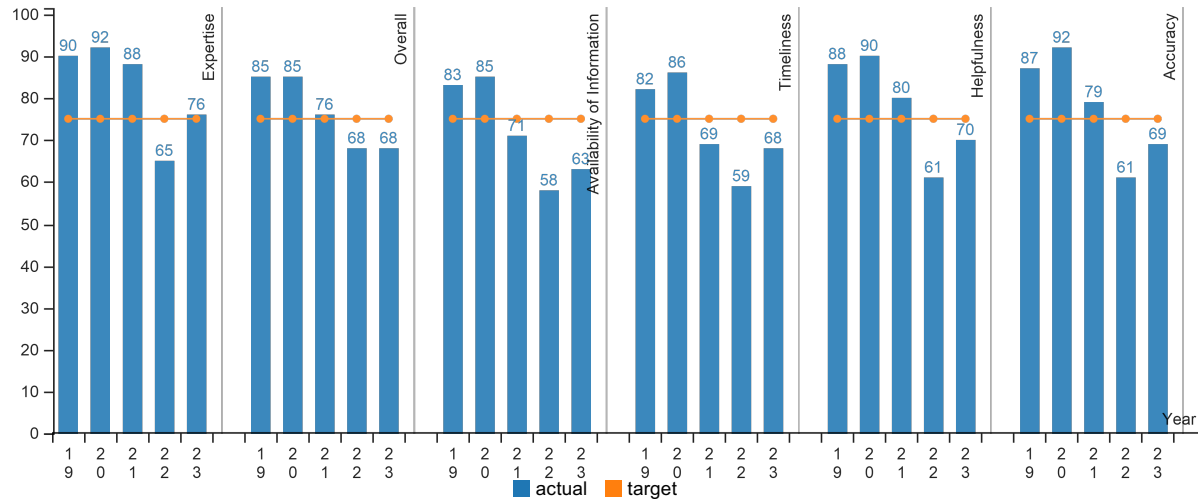
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KPM #	Approved Key Performance Measures (KPMs)
1	CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.
2	Board Best Practices - Percent of total best practices met by the Board.
3	Timely Investigations - Percent of complaints presented to the Board within 180 days of receipt of complaint.
4	Efficient Application Processing - Average number of calendar days from completed license application file to application approval.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	50%	25%	25%

KPM #1	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.
	Data Collection Period: Jan 01 - Dec 31



Report Year	2019	2020	2021	2022	2023
Expertise					
Actual	90%	92%	88%	65%	76%
Target	75%	75%	75%	75%	75%
Overall					
Actual	85%	85%	76%	68%	68%
Target	75%	75%	75%	75%	75%
Availability of Information					
Actual	83%	85%	71%	58%	63%
Target	75%	75%	75%	75%	75%
Timeliness					
Actual	82%	86%	69%	59%	68%
Target	75%	75%	75%	75%	75%
Helpfulness					
Actual	88%	90%	80%	61%	70%
Target	75%	75%	75%	75%	75%
Accuracy					
Actual	87%	92%	79%	61%	69%
Target	75%	75%	75%	75%	75%

How Are We Doing

The Board fell below its target of 75% in all but one area of customer service in 2023. However, there were improvements over the prior year in four out of five areas. **Overall Customer Satisfaction** remained the same at 68%, which is seven points below target. From 2022 to 2023, **Accuracy** increased by 8 points from 61% to 69%, but still six points below target. **Helpfulness** increased from 61% to 70%, now just five points below target. **Expertise** increased the most significantly by 11 points from 65% to 76%, which is one point above target. **Timeliness** increased by nine points from 59% to 68%, and finally, **Availability of Information** increased by five points from 58% to 63%, but remains the lowest ranked area of customer satisfaction for the past two years.

Factors Affecting Results

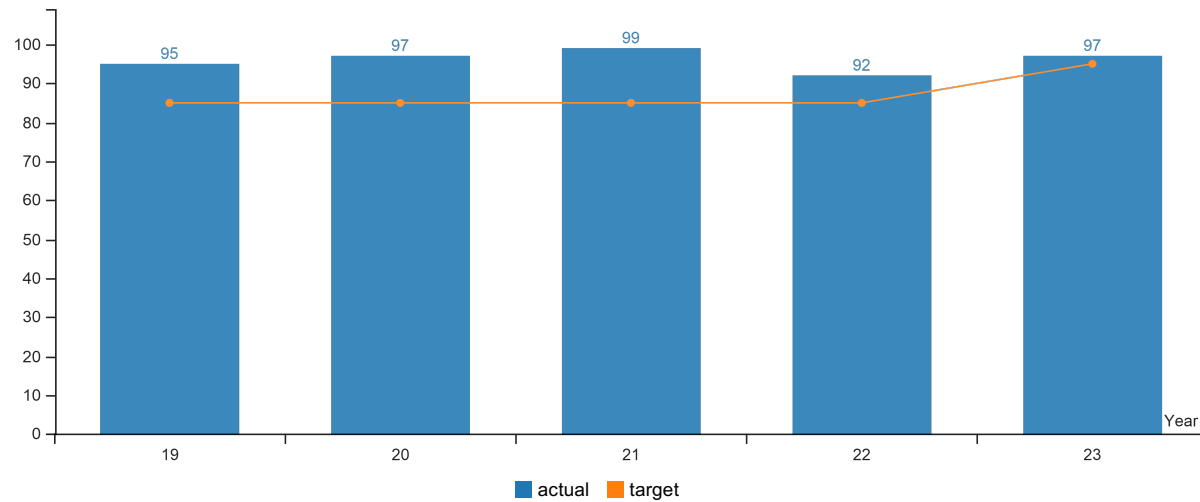
The main factors affecting the 2023 survey results (which reflect customer satisfaction in the year 2022) are the ongoing effects of the COVID-19 pandemic, economic conditions, and growth. We have experienced encouraging recovery coming out of the pandemic, but are still below target in customer service. It has been difficult to maintain consistent customer service with significant staffing turnover in the Board's licensing section during this time, a continued smaller pool of applicants for positions, and significant delays in filling vacancies through DAS CHRO. During vacancies, other staff members must step up to fill in the gaps, often working overtime. Onboarding continues to be challenging because of the steep learning curve. These clerical/licensing positions are highly demanding in terms of difficulty and volume, but yet are classified arguably low. These factors lead to employee dissatisfaction, burnout, and staff members seeking higher paying and less intensive positions at other, typically larger agencies or in the private sector.

Board leadership and staff members have worked diligently to recover from these setbacks, though unfortunately these factors continue to impact service levels, as reflected in the Board's key performance measures. Board staff must keep pace with a continued growth in the number of licensure applications received, license renewals processed, and compliance investigations. The BLPCT licensee base has grown by an average of 9.4% per year over the last decade, more than doubling in size from 2013 to 2022. The volume of licensure applications received grew by 13.7% over the prior year, from 1,338 in 2021 to 1,521 in 2022. By year end 2022, Board staff was managing 6,338 licensees and 1,811 registered associates, along with their questions and concerns over license renewals, continuing education requirements, complaints, etc. Board staff must review each applicant, licensee, and registrant professional disclosure statements (PDS) initially and every time there is a change, to determine if it meets the statutory criteria for content in accordance with ORS 675.755. In 2022, staff reviewed at least 7,679 PDS submissions. With the Board's continued growth, this requirement has become exceedingly burdensome, and essentially requires one full FTE to maintain.

Throughout these challenges, however, the Board has maintained customer service as a high priority. Generally, survey results reflect some stakeholders who have experienced an adverse enforcement action, do not agree with laws or rules that the Board is charged with enforcing, or are unsatisfied the policy direction of the Board or State Government in general. These individuals will often respond "poor" to each satisfaction area, regardless of their experience with Board staff.

KPM #2	Board Best Practices - Percent of total best practices met by the Board.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2019	2020	2021	2022	2023
Metric Value					
Actual	95%	97%	99%	92%	97%
Target	85%	85%	85%	85%	95%

How Are We Doing

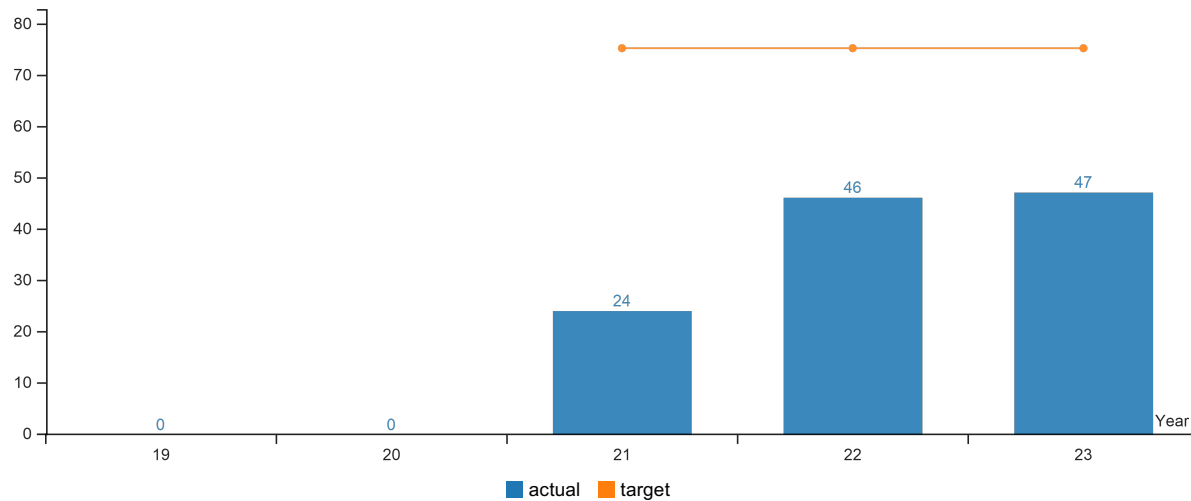
In the past five years, the Board has exceeded the target in Board best practices. The most recent score for the 2023 reporting period was 97%, which represents a five-point increase from the 2022 reporting period. Previously in 2022 the Board was seven points above target; in 2023 it is 3 points above target, since the Legislative Fiscal Office increased the target from 85% to 95% beginning in 2023.

Factors Affecting Results

Agency leadership continues to look for opportunities for improved performance and increased transparency, regardless of the Board members' reports of success. Board staff sends materials with this survey to help clarify the survey questions and explain how they directly relate to agency operations; however, members report on their perceptions of best practices which could reflect aspirational rather than actual performance levels. The survey will fall below 100% if just one of the eight Board members indicates that any one of the 15 best practice measures are not being met.

KPM #3	Timely Investigations - Percent of complaints presented to the Board within 180 days of receipt of complaint.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2019	2020	2021	2022	2023
Timely Investigations					
Actual			24%	46%	47%
Target			75%	75%	75%

How Are We Doing

For the 2023 reporting year, 47% of complaints were presented to the Board within 180 days of receipt, which falls below the target of 75%, but represents an improvement over the 46% result in 2022, and far exceeds the 24% result in 2021. Note that this is a new KPM approved in 2021, so there is no data prior to this time.

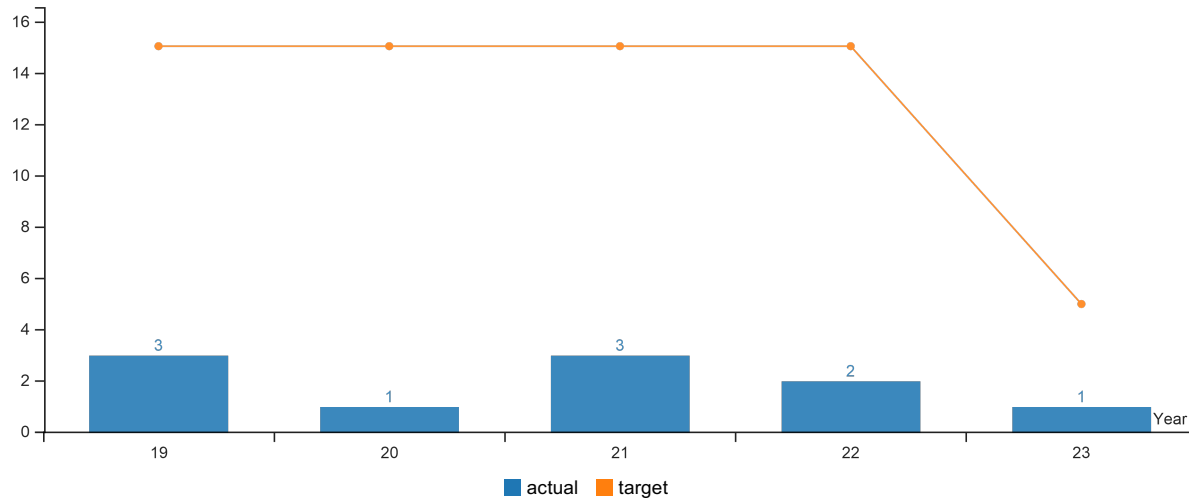
Factors Affecting Results

The Agency has set an ambitious goal to present complaint investigations to the Board within 180 days of receipt; however, there are many factors affecting our ability to expediently resolve a complaint. These include the varying complexity of cases, increasing volume of complaints received, arranging witness interviews, travel time, coordinating respondent, attorney, and witness schedules for interviews, and waiting for necessary records to be submitted (including issuing and enforcing subpoenas). Sometimes the Board receives emergency high-priority cases involving serious public protection concerns that take staff resources away from other cases. The goal is to present a thorough and complete investigation report to the Board the first time, which often is not possible to achieve within the required 180 days. The Board meets bimonthly, so timing is a major factor as well. In the current reporting period (reflecting investigations opened in 2022), the COVID-19 pandemic, economic conditions, and significant growth continued to contribute to challenges in maintaining timeliness, which negatively affected customer service as described under KPM #1. The volume of new investigations increased by 38.6% from 2020 to 2021, and then another 10.0% from 2021 to 2022, significantly adding to the Compliance Section workload and making it a challenge to keep up. The Board continues to receive pressure from respondents, their attorneys, and the professional association to allow respondents more and more time to respond to allegations and produce records, which reduces investigators' ability to achieve timeliness goals. The Agency was approved for one additional 1.0 FTE permanent Investigator 2 position in the 2023-25 biennium, and this is expected to help the investigative team keep up with the ever-increasing caseload. The Agency has been working diligently to hire and train new staff members and improve complaint-processing speed, but without compromising the integrity of the investigation process. However, the time to recruit, the ability to offer a competitive wage, and delays in hiring new staff members through DAS CHRO in 2021 and 2022 has continued to create barriers to an adequately staffed compliance section. The Board expects to show improvement in the 2024 report with a sufficiently staffed and

trained compliance section that is dedicated to clearing out the backlog.

KPM #4	Efficient Application Processing - Average number of calendar days from completed license application file to application approval.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = negative result



Report Year	2019	2020	2021	2022	2023
Efficient Application Processing					
Actual	3	1	3	2	1
Target	15	15	15	15	5

How Are We Doing

The Board has well surpassed its goal to take an average of no more than five calendar days to approve a completed licensure application. The 2022 report reflects an average of just one day, which is lower than the average of two days in the 2022 report.

Factors Affecting Results

As part of the newer Agency organization under Mental Health Regulatory Agency, management has continued to implement streamlined processes and best-practice sharing between the two regulated boards that has enabled more efficient application processing. Despite these good results, the Agency is still continuously looking for ways to improve, including staff retention, cross-training to help cover for absences and vacancies, and continuous feedback.