



Oregon

Tina Kotek, Governor

Medical Board

1500 SW 1st Avenue, Suite 620

Portland, OR 97201-5847

(971) 673-2700

FAX (971)-673-2670

www.oregon.gov/omb



The Oregon Medical Board prioritizes diversity, equity, and inclusion as demonstrated in its affirmative action plan.

The plan that follows represents my personal and professional dedication to upholding our commitment to the citizens of Oregon. The plan also represents our commitment to equal opportunity and affirmative action in employment and public service in compliance with all applicable federal and state laws, including, but not limited to: Executive Order 11246; Title VII of the Civil Rights Act of 1964; Sections 503 and 504 of the Rehabilitation Act of 1974; the Vietnam Era Veterans Readjustment Assistance Act; and the Americans with Disabilities Act. This affirmative action plan has my complete authorization.

Nicole Krishnaswami, JD
Executive Director
Oregon Medical Board
(971) 673-2700



Oregon Medical Board

2025-2027 Affirmative Action Plan



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Body of Report

1. Agency Overview

The Oregon Medical Board (Board or OMB) is a regulatory agency created to protect the health, safety, and welfare of the people of Oregon from the practice of medicine by unauthorized or unqualified persons and from unprofessional conduct by persons licensed to practice medicine, and to promote medical excellence in Oregon. As the agency regulating medical practice statewide, the Board also develops and enforces most of the state laws, rules, and policies under which its licensees practice. There are more than 25,000 licensees under the jurisdiction of the Board.

The Oregon Legislature established the Oregon Medical Board in 1889 to regulate the practice of medicine in the state of Oregon. Lawmakers created the Board after ten years of lobbying by the Oregon State Medical Society (now known as the Oregon Medical Association or OMA). The Legislature charged the new Board with enforcing the Oregon Medical Practice Act (ORS Chapter 677). That Act required the Governor to compose the first board of “three persons from among the most competent physicians of the state.”

Board members are appointed by the Governor to adopt rules, establish policy, investigate and discipline licensees, and appoint the agency’s director. Of the fourteen members, three are public members, one is a DPM, one is a PA, two are DOs, and the remainder are MDs.

2. Agency Mission and Objectives

The mission of the Board is to protect the health, safety, and wellbeing of Oregonians by regulating the practice of medicine in a manner that promotes access to quality care.

The Board administers ORS Chapter 677 and OAR Chapter 847 to license, investigate charges against and, when appropriate, discipline medical and osteopathic physicians (MDs and DOs), doctors of podiatric medicine (DPMs), acupuncturists (LAc), and physician assistants (PAs).

3. Identification of the Following Agency Employees:

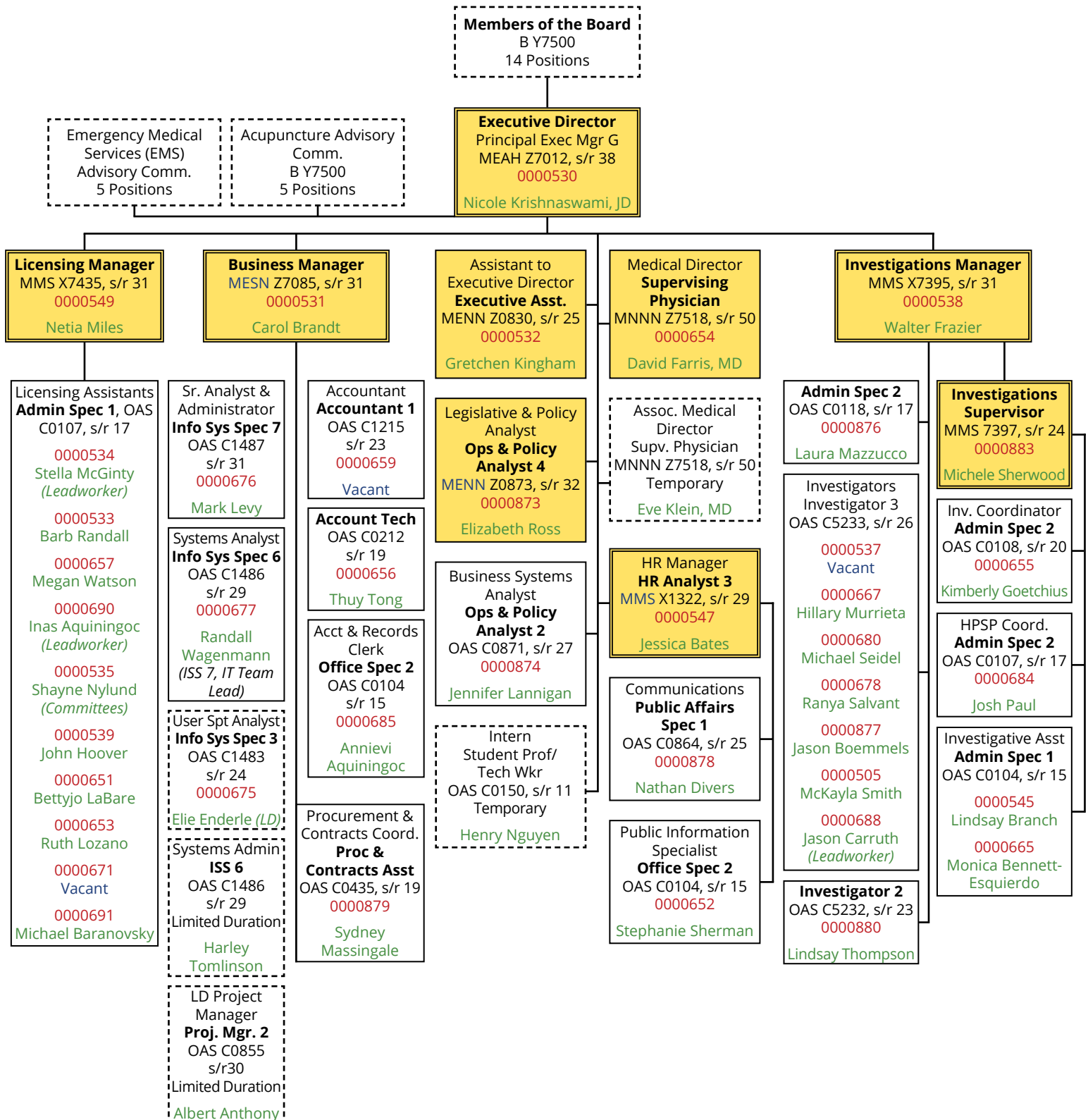
Executive Director: Nicole Krishnaswami
1500 SW 1st Ave Suite 620
Portland, OR 97201-5847
971-673-2700

Governor’s Health and Human Services Advisor: Kristina Narayan, Senior Health Advisor
kristina.narayan@oregon.gov

Affirmative Action and Diversity, Equity & Inclusion Representative: Jessica Bates
1500 SW 1st Ave Suite 620
Portland, OR 97201-5847
971-673-2697

Lead for COBID Contracting and Procurement: Carol Brandt

4. Organizational Chart (June 30, 2024)





Roles for Implementation of Affirmative Action Plan

1. Roles and Responsibilities; and 2. Accountability Mechanisms

• **Director/Administrator:**

- Foster and promote the importance of a diverse and discrimination- and harassment-free workplace to employees. Participate in cultural diversity trainings, orientations, and be a living example of cultural sensitivity. For example, addressing racial justice in all-staff emails and promoting educational opportunities on equity.
- Meet annually, or more often as needed, with the Board's Human Resource Manager to review equal employment opportunities, evaluate affirmative action and diverse work environment progress, and identify problems. Approve strategies and timetables for meeting goals.
- Held accountable through performance evaluations. Performance reviews include ratings on the Director's support and effectiveness of the agency's Affirmative Action Plan.
- Hold managers accountable for participating in and promoting affirmative action activities and for communicating this same responsibility to their subordinate supervisors and employees. The effectiveness of managers and supervisors in promoting the affirmative action activities, goals, and objectives for the OMB will be included in their performance appraisals. ORS 659A.012(1) states: *"To achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, handicap or age, every state agency shall be required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a key consideration of the manager's or supervisor's performance."*
- Further, the Communications & PR Specialist, at the direction of the Executive Director, will include articles in the OMB newsletter that express the Director's commitment to promoting a diverse workforce and environment. Examples include articles relating to equal employment opportunity, affirmative action, the ongoing development of a diverse workforce, and the efforts and progress made toward meeting the Board's goals.

• **Managers and Supervisors:**

- Foster and promote the importance of a diverse and discrimination- and harassment-free workplace to employees. Look for ways to increase the skills of current employees using mentoring, job rotations, and formal training to prepare them for higher level positions within the organization and the State.
- Managers and supervisors will receive an orientation on the Board's affirmative action goals, understand their own responsibilities, and evaluate how well they are achieving the Board's affirmative action goals and objectives. They will attend cultural competency training, attend orientations, and promote cultural awareness.
- Subordinate supervisors will be evaluated on their effectiveness in carrying out the responsibilities they have for participating in and promoting affirmative action activities.
- In undertaking these evaluations, managers will consider how well the supervisor fosters and promotes a diverse workforce, how well they promote the affirmative action goals and objectives, and that their staff are knowledgeable about OMB policies and procedures that encourage an inclusive environment.
- Inform applicants for vacant positions that the Board is an equal opportunity employer committed to workforce diversity. Have a copy of the Board's Affirmative Action Plan available for applicants to review upon request.
- Work with human resources to utilize State of Oregon procedures and rules in filling vacancies. Attend equal opportunity, affirmative action, and other diversity-related training in order to be informed of current issues.

- **Managers and Supervisors, continued:**

- Work to continually improve the agency's utilization of MWBE vendors for state contracting opportunities.
- Display the Board's Affirmative Action Policy Statement and have available a hard copy of the Affirmative Action Plan. An electronic copy of the Board's Affirmative Action Policy Statement will also be maintained on the OMB website.
- Act decisively and in a timely manner if they become aware of any Board employee engaging in any type of harassment.

- **Affirmative Action Representative:**

- Work with the Executive Director, managers, and supervisors to promote a diverse workforce and inclusive work environment to help attain the Affirmative Action goals of the Board. Encourage the retention of existing employees and create new learning opportunities for them.
- Report Affirmative Action activities to the Executive Director in one-on-one meetings as well as staff meetings. Obtain support for proposed changes to the Affirmative Action Plan to reach goals and objectives. Respond to Affirmative Action issues and attend Affirmative Action meetings.
- Use a variety of recruiting sources such as targeted websites, community agencies, and schools. Emphasize the Board's support of equal employment opportunity, affirmative action, and the benefits of a diverse workforce.
- Place the "An Equal Opportunity/Affirmative Action Employer" statement on every announcement and in every advertisement.
- Provide upward mobility opportunities through cross-training, job rotations, and job shadowing as appropriate. Inform all employees of career development opportunities and explain any options employees may have for meeting the minimum requirements for promotional job classifications through education and/or experience. Assist employees in the application process for state jobs and how interview skills can be improved.
- Train managers to have diverse interview panels including, when possible, at least one member who works outside the hiring section/division and at least one member from a protected class.
- Keep management informed of the latest law and rule changes in the EEO/AA area.
- Research training opportunities and topics for presentation to all staff. Actively participate in trainings.
- Have hard copies and/or electronic copies of the Board's Affirmative Action Policy Statement and Plan available for review by all managers, supervisors, and employees. Make hard or electronic copies available to applicants for employment on request. Recommend changes to the Plan and update it as required. Compile statistics and keep management informed of the Board's AA status during management meetings.
- Solicit comments from managers requesting how Human Resources can assist them in promoting affirmative action activities and how best to create a more diverse workforce.
- Discuss the State of Oregon/Board Affirmative Action Plan and Policy in New Employee Orientation. Make the orientation as welcoming as possible. Include in the discussion:
 - Our expectations surrounding a respectful workplace and talk about what that means to the agency as well as the employee.
 - Our commitment to supporting the personal and professional growth of our employees.
 - Our encouragement to contribute and participate in agency activities that will assist the agency in meeting its objectives.
 - Our doors are always open for questions and concerns.
- Train and inform managers, supervisors, and employees at New Employee Orientation as to their rights and responsibilities under the Board's affirmative action policy and other Board policies to eliminate any harassment based on any protected class status.

- **Affirmative Action Representative, continued:**

- Respond to and investigate complaints. Enforce policies and procedures. Provide counseling to employees related to discrimination complaints and advise of the consequences of retaliation.
- Analyze the Statewide Exit Survey for trends in data. If it appears that discrimination or harassment was a factor in employee separation, investigate and take appropriate action. Inform the Executive Director of the results.
- Evaluate revised and new policies for possible adverse impact on the Board's commitment to affirmative action and equal employment opportunities.
- Serve as a liaison between the Board and the state and federal agencies that protect civil rights.
- Ensure agency training opportunities are offered free of discrimination on the basis of race, religion, national origin, age, gender, sexual orientation, veteran status, or disability.

3. Executive Staff

See Director/Administrator and Affirmative Action Representative sections above.

4. Management staff

See Managers and Supervisors section above.

5. Other Staff

All employees are responsible for reading and understanding our policies and procedures and acting accordingly. They are held accountable for their actions.



2023-2025 Affirmative Action Plan Progress Report

Progress towards program strategies and goals presented in the 2023-2025 Affirmative Action Plan are as follows:

- **GOAL: Increase outreach and resources to improve hiring of qualified candidates.**
 - **PROGRESS:** This is an ongoing effort.
- **STRATEGY: Employment, specifically Hiring, Retention, and Promotion.**
 - **PROGRESS:** This is an ongoing effort. The OMB currently utilizes hybrid and in-person interviews at the discretion of the hiring manager. As a small agency, costs for posting jobs in targeted media sources can often be prohibitive. We intend to use all avenues available to increase the scope of our outreach and attract the best qualified candidates from every sector.
- **STRATEGY: Training, Education and Development Plan (TEDP).**
 - **PROGRESS:** All employees are trained and informed through the New Employee Orientation (NEO) process, which includes reading and understanding all policies and procedures. Additionally, all required trainings are provided and managed through Workday on an annual basis. Though not required, the OMB provides staff with training and other resources around cultural understanding, such as guest speakers and a section of the agency's intranet dedicated to "Equity & Cultural Humility in Health Care."
- **STRATEGY: Leadership Development/Training Program(s).**
 - **PROGRESS:** The Oregon Medical Board does not currently have a formal leadership development program; however, managers encourage employees to participate in development opportunities and trainings in support of their career goals. Periodically, we are able to send a member of the management team to the year-long Leadership Oregon program offered by the state for development of leadership skills. We also send employees to state and national conferences, DAS trainings, and other opportunities.
- **STRATEGY: Programs; Internship, Mentorship, Diversity Awareness.**
 - **PROGRESS:** The OMB continues to foster a relationship with Lewis and Clark Law School to provide internship opportunities. Interns typically perform research projects related to board issues. The agency has not yet been able to devote resources to a formal mentorship program, but we do encourage and allow for employees to grow and develop. While we do not have a formal Diversity Council or ERG's, we support awareness of diversity through communication, including equity in our organizational values, and requesting and following up on suggestions from staff. During most final interviews, candidates are asked about their understanding of DEI to ensure alignment with the OMB's values.
- **STRATEGY: Community Engagement.**
 - **PROGRESS:** In 2023, the Executive Director gave numerous presentations at institutions such as OHSU, National University of Natural Medicine, and Pacific University, as well as the AIM Certified Medical Board Licensing Specialist Program. The Executive Director was elected Chair-Elect of the International Association of Medical Regulatory Authorities (IAMRA) in 2023 and served as a member of several statewide and national workgroups and advisory councils such as the Federation of State Medical Boards (FSMB), Oregon Health Authority (OHA), and Linfield University. Additionally, the Board's Medical Director and Legislative and Policy Analyst presented at various institutions including Evergreen Family Medicine, the OAMSS Annual Spring Conference, Aviva Health, and the CPCCO Substance Use Disorder Summit.

Agency Alignment of Affirmative Action, DEI, and Strategic Plans

The Oregon Medical Board's mission to protect the health, safety, and wellbeing of Oregon citizens is informed by the agency's five core values:

- **Integrity:** A commitment to acting honestly, ethically, and fairly.
- **Accountability:** A willingness to accept responsibility for actions in a transparent manner.
- **Excellence:** An expectation of the highest quality work and innovation.
- **Customer Service:** A dedication to provide equitable, caring service to all Oregonians with professionalism and respect.
- **Equity:** A devotion to creating and fostering an environment where everyone has access and opportunity to thrive.

These values serve as a guidepost for every agency endeavor, including the Affirmative Action, DEI, and Strategic Plans.

Leadership Evaluation

ORS 659A.012 requires agencies "to achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, disability or age, every state agency shall be required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a consideration of the manager's or supervisor's performance." This requirement is met through quarterly check-ins with all supervisory roles to ensure that this is kept as a focus.



Workforce Demographic Data & Analysis

Employees by Generation

	Agency Total	Administrative Support	Officials & Administrators	Professionals	Technicians
Baby Boomers (1947-1964)	9 (19.1%)	4	2	2	2
Generation X (1965-1980)	18 (38.3%)	5	2	8	8
Millennials (1981-1996)	19 (40.4%)	7	1	11	11
Generation Z (1997-Current)	1 (2.1%)	1	0	1	1

Employees by Race/Ethnicity

	Agency Total	Administrative Support	Officials & Administrators	Professionals	Technicians
Native Hawaiian or Other Pacific Islander	2 (4.3%)	2	0	0	0
Prefer Not to Answer	2 (4.3%)				
Asian	2 (4.3%)	2	0	0	1
Hispanic or Latino	3 (6.4%)	2	0	1	0
Black or African American	6 (12.8%)	0	3	0	1
White or Caucasian	32 (68.1%)	11	2	18	0

Employees by Gender

	Agency Total	Administrative Support	Officials & Administrators	Professionals	Technicians
Female	28 (59.6%)	12	3	12	0
Male	19 (40.4%)	5	2	10	1

Employees by Veteran Status

	Agency Total	Administrative Support	Officials & Administrators	Professionals	Technicians
Veteran	2 (4.3%)	1	0	1	0
Not a Veteran	45 (95.7%)	16	5	21	1

Employees by Disability Status

	Agency Total	Administrative Support	Officials & Administrators	Professionals	Technicians
Reported Disability	2 (4.3%)	0	0	2	0
No Reported Disability	45 (95.7%)	17	5	20	1
Prefer Not to Answer	1 (2.3%)				

Note: some employees are counted toward multiple categories.



2025-2027 Affirmative Action Plan

1. Employment

• Agency Equity Implementation

- **Hiring:** The Oregon Medical Board strives to implement equity in the hiring process by ensuring that candidates are interviewed by panels of multiple people, through multiple rounds of interviews, including employees from protected classes, such as women and people of color.

Additionally, we have included an interview question in the final round of interviews that addresses our commitment to equity and asks the candidate to define what equity means to them. This allows us to assess the alignment of the candidate's values with our organizational value of equity and establishes the agency culture with potential employees.

- **Retention:** The Executive Director has made significant efforts to ensure that all employees of the board feel valued and have the opportunity to voice any concerns. She has met with each staff member individually to have one-on-one conversations about what motivates them, what they would like to see more of, etc. In essence, these are "stay" interviews as opposed to "exit" interviews, designed to ensure that employees can communicate why they stay at their job, and what we can do as an organization to continue that. While there is no specifically targeted "equity" question or element to these interviews, the hope is that all of our employees know that they have access to the top of the organization and that they are valued and heard.

Furthermore, the position descriptions for the organization include that employees are expected to participate and contribute to an inclusive work environment. Quarterly check ins with employees include the expectation that all employees uphold the agency's values, including equity.

- **Promotion:** The Oregon Medical Board posts positions for promotion through the hiring process outlined above, consistent with collective bargaining agreements. Qualified internal candidates are encouraged to apply.

• Methods

- We believe that our methods are effective in hiring, retention, promotion, and inclusivity. Our employees tell us that the mission of the organization, doing work that matters, and the people they work with are their biggest motivators. Having a diversified staff with multiple races, generations, and backgrounds adds to the welcoming culture of our workplace. Having leadership that demonstrates a vested interest in each individual further engages staff.

2. Training, Education, and Development Plan (TEDP)

- **Training Overview:** All employees are trained and informed through the New Employee Orientation (NEO) process, which includes reading and understanding all policies and procedures. They are provided information as to their rights and responsibilities under the Board's Affirmative Action Plan and other Board policies to eliminate discrimination or harassment on the basis of age, color, marital status, mental or physical disability, national origin, race, religion, sex, sexual orientation, or any reason prohibited by state or federal statute. Further, ongoing and periodic training is provided to ensure consistency in applying these expectations. Various methods of training will be utilized.

Managers and employees have been required to attend Cultural Competency training. The commitment to Cultural Competency by the Board is well established.

- **Employees:** Managers and employees will attend training in the areas of affirmative action/EEO, valuing diversity, and preventing harassment. Training may be in the form of guest speakers during monthly all-staff meetings, formal classes, electronic learning, sharing of information from the Governor's Affirmative Action Office, and/or one-on-one discussions. Managers will be evaluated for their adherence to this Affirmative Action Plan.

Employees are encouraged to identify trainings of interest and pursue those opportunities. Managers are supportive of employee development goals.

- **Volunteers:** The Oregon Medical Board does not currently have any volunteers.
- **Contractors/Vendors:** When contracts are established or renewed, the OMB provides vendors with a copy of the Affirmative Action Plan and/or directs them to the Board's website where the Plan is available for public viewing.

3. Leadership Development/Training Program(s)

- **Equal Employment Opportunity Data of Trainees:** We have had the opportunity to periodically send one manager or member of the executive team to the year-long Leadership Oregon program offered by the state for development of leadership skills.
- **Results of Development/Training Program:** We encourage employees to seek out opportunities to develop within the organization and engage in training and development toward their career goals. For instance, we have had several staff encouraged to participate in Emerging Manager training and other similar development opportunities.

4. Programs

The Oregon Medical Board uses a number of approaches in executing a diversity program and bringing new people into the work force, creating opportunities for existing employees, and promoting an environment that is welcoming, inclusive, and supportive. Some of the initiatives and activities include:

- **Internship Program(s):** Our internship program is informal and includes:
 - Identifying tasks well-suited for interns and that are related to their career goals;
 - Recruiting for interns at our local higher educational facilities;
 - Depending on budget restraints, hiring at least one intern a year; and
 - Using interns to teach young people about the mission of the Oregon Medical Board and show them possible employment opportunities.

To date, we have typically had law students as interns who perform research projects related to board issues, such as consistency of disciplinary measures taken against licensees over the past five years, necessity of personal history questions probing mental health and substance use, and potential licensing streamlining and consistency efforts. While these projects are useful to the board, once the students graduate, they are usually seeking employment opportunities in the legal profession, and we do not have those types of jobs within our agency. Therefore, we have not looked at internships as a method for developing pipelines of candidates for future openings, but rather as a way to expose these students to the world of public service. At least two former interns have begun a career within Oregon state government.

- **Mentorship Program(s):** As a small agency, our organization does not currently have a formal mentorship program, but we do encourage and allow for employees to grow and develop.
- **Diversity Awareness Program(s):**
 - Agency-Wide Diversity Council
 - Employee Resource Groups (ERGs)/Affinity Groups

Our agency does not have a Diversity Council, or employee Affinity Groups. However, we support and enhance the awareness of diversity by:

- Communicating to all staff in a variety of mediums the importance of diversity and how it impacts the Board's success rate;
- Asking staff to focus on the organization and provide suggestions to improve our diversity performance. Actively converting that input into action, providing training, and continually evaluating and evolving our diversity and inclusion program;
- The Diversity and Inclusion Representative is responsible for reporting the progress of the program periodically to management and the Executive Director and provide training and support in meeting the objectives and goals of the plan;
- Encouraging existing employees to learn new skills and apply them for career advancement opportunities both within the OMB and the state;
- Drawing upon different sources to advertise our recruitments such as Workday, and increase awareness of our openings by contacting minority and community organizations (hopefully through a statewide contract with Partners in Diversity);
- Promoting a respectful workplace by offering training on diversity awareness, improving communications, conflict management, and an open atmosphere to talk about problems and ideas; and
- Creating a welcoming environment by fostering an acceptance of people's differences and treating everyone with respect and professionalism whether they are staff or customers.

5. Community Engagement

- **Career Fairs:** We attend career fairs as our resources allow.
- **Community Events/Festivals:** Our Executive Director makes presentations to community organizations such as health care groups and higher educational facilities about the work of the OMB, creating interest in our jobs.

The Executive Director travels and lectures in order to conduct outreach, promote the services of the Oregon Medical Board, and develop and maintain ties to the medical and regulatory community locally, nationally, and internationally. For example, the Executive Director is currently a member of the International Association of Medical Regulatory Authorities (IAMRA) Board of Directors, the Federation of State Medical Boards (FSMB) Artificial Intelligence Taskforce, and serves as Chair of IAMRA's Physician Information Exchange Working Group.

- **Trade-Specific Events:** The Executive Director has been an actively engaged member of the Federation of State Medical Boards and participated in national and international committees.

The Medical Director acts as an ambassador to the medical community, traveling and speaking to various audiences to engage the licensee population.

In addition, our agency supports our programs by:

- Posting notices and forwarding emails that talk about cultural activities and other information that supports diversity and inclusion;
- Displaying the agency's commitment to our Affirmative Action Plan by publicizing it on our website and having hard copies available in strategic locations for everyone to read; and
- Supporting our Affirmative Action Representative in joining local organizations that are aligned with our Affirmative Action goals.



Complaint Options

Formal/Informal

The Oregon Medical Board has a Professional & Harassment-Free Workplace Procedures document that all employees are required to read upon hire and periodically thereafter. The Procedures document outlines the process for reporting incidents, what information is required, and the process for addressing those issues. The Procedures document is included in the appendix. Additionally, employees can address concerns directly with their managers or executive staff on an informal basis.

Contact Information

Employees have the opportunity to address any issues to their manager, HR, or the Executive Director. Contact information for management staff is available to all Board employees.

Complaint Information (Intake, Processing, Timeframe, Procedure)

Other than what has been outlined in the Procedures document, no timelines have been designated. Each case/incident must be evaluated and addressed on a case-by-case basis, which may necessitate ad hoc timelines to ensure all involved parties are adequately included.

How do employees access the complaint process?

Employees can access the complaint process through several avenues. They can present their complaint to HR, their direct manager, or the Executive Director. Contact information for management staff is available to all Board employees.



Succession Plan

The Oregon Medical Board's Succession Plan is available to read in full at omb.oregon.gov/SuccessionPlan.



OREGON MEDICAL BOARD Agency Succession Plan

1. Agency Name: **Oregon Medical Board (OMB)**
2. Name of person/people designated to lead succession planning efforts:
 - Agency Champion: Jessica Bates
 - HR Facilitator: Jessica Bates
 - Diversity Officer: Jessica Bates
 - Other Team Members: N/A

Succession planning efforts will be led by Jessica Bates, who will serve as the HR Facilitator, and Diversity Officer.

Section 1. Strategic Direction/Assess Mission, Vision, and Challenges

3. The OMB anticipates changes to its mission, services, or operations in the next three to five years.
Yes ☐
No ☒
If yes, please explain: _____

The OMB does not anticipate any changes to its mission, services or operations in the next three to five years.

4. The OMB anticipates funding, legislative, or regulatory changes that will significantly impact the agency in the next three to five years.
Yes ☐
No ☒
If yes, please explain: _____

At this time, the OMB does not anticipate any funding, legislative or regulatory changes that will significantly impact the agency in the next three to five years. However, legislative and regulatory changes are not always predictable, and the OMB will respond to any unanticipated changes.

5. The OMB plans to consolidate, close, or open new agency locations in the next three to five years.
Yes ☐
No ☒
If yes, please explain: _____

The OMB does not currently have any plans to consolidate, close or open new agency locations in the next three to five years.



OREGON MEDICAL BOARD Agency Succession Plan

6. Based on efforts to improve service delivery and current business trends, the OMB expects the following skills (not currently available in the workforce) will be needed in the future:

- The OMB is currently in the process of transitioning our database to a new Salesforce platform. It is possible that we will need Information Technology team members with experience and expertise in Salesforce once we fully transition to this technology.
- The OMB currently has a single Medical Director with no other medical expertise on staff. In the current biennium, we have created a temporary position for an "Associate Medical Director" who can be available during the Medical Director's leave (e.g. family medical leave, sick leave, and scheduled vacation time) and during times of heavy workload. This has been identified as an ongoing, high-priority need and should be addressed through the addition of a part-time, permanent position in the organization.

7. There are occupational short- or long-term workforce trends that are likely to impact the OMB's ability to recruit and/or retain employees.

Yes ☒
No ☐

If yes, please explain: _____

Economic and workforce trends are constantly in flux, and we anticipate that the current trend of hybrid work schedules and inflationary pressures will continue for the next few years.

Section 2. Identify Critical Positions and Competencies

To identify challenges in filling positions, an agency must identify critical and highly critical positions. Here is a guide to help (this information can also be found in the Succession Planning Guide).

Not Critical	• Vacancy would cause limited impact • Limited specialized knowledge or skills required • Strong recruitment potential • Competitive compensation package • Limited direct promotional opportunities
Critical	• Vacancy would cause impact • Some specialized knowledge or skills • Challenging recruitment • Moderately competitive compensation package • Skill set in demand • Promotional opportunities • Anticipate vacancy within the next 1 to 5 years
Highly Critical	• Vacancy would cause significant impact • Specialized knowledge or skills required



Contracting

Contracting with Minority-Owned Businesses (ORS 659A.015)

The Oregon Medical Board makes every effort to utilize COBID firms for contracting opportunities. The majority of our contractors are Medical Consultants from many specialties who contribute to investigations of licensees.

Medical Consultant Demographic Data

Generation

Baby Boomers (1947-1964)	41
Generation X (1965-1980)	89
Millennials (1981-1996)	23

Gender

Female	51
Male	104

Race/Ethnicity

Native Hawaiian or Other Pacific Islander	1
Black or African American	2
Hispanic or Latino	3
More Than One Race	6
Asian	22
Prefer Not to Answer	23
White or Caucasian	97



Appendix

Oregon Medical Board: DEI-Focused Plans & Policies

- **Employee Development (847-201-004)**

The purpose of this policy is to provide resources and learning opportunities for Oregon Medical Board employees to perform the duties of their current positions and to encourage their career development in state service. It is the goal of the Oregon Medical Board to provide all employees with the necessary training regarding work skills and knowledge to ensure efficient and effective operations as required by or related to their job.

Available online: oregon.gov/omb/board/Documents/OMB-Employee-Development.pdf

- **Professional & Harasment-Free Workplace Procedures (847-201-006)**

This document details the steps the Oregon Medical Board takes to ensure the agency remains a professional workplace free of discrimination and harassment.

Available online: oregon.gov/omb/board/Documents/OMB-Professional-Workplace.pdf

- **Reasonable Accommodation Procedures (847-201-003)**

This procedure ensures that the Oregon Medical Board is able to provide accommodations for any employee to successfully complete their duties, and that members of the public who may need assistance to access the agency's services.

Available online: oregon.gov/omb/board/Documents/OMB-Reasonable-Accommodation.pdf

- **Oregon Medical Board Diversity, Equity, and Inclusion (DEI) Action Plan**

This document details the Oregon Medical Board's dedication to ensuring the health, safety, and wellbeing of all Oregonians by taking active measures against harassment, discrimination, racism, xenophobia, stigmatization, violence, and hate crimes in the practice of medicine.

Available online: omb.oregon.gov/About

- **Oregon Medical Board Strategic Plan**

This document highlights the Oregon Medical Board's mission, values, goals, and strategies in successfully regulating the practice of medicine and ensuring the safety of all Oregonians.

Available online: omb.oregon.gov/About