

Strategic Plan

Texas State Board of Dental Examiners

Fiscal Years 2019 - 2023

AGENCY STRATEGIC PLAN

FISCAL YEARS 2019 – 2023

TEXAS STATE BOARD OF DENTAL EXAMINERS



Board Member	Dates of Term	Hometown
Dr. M. David Tillman	2017 _ 2021	Aledo, Texas
Dr. Jorge E. Quirch	2017 _ 2023	Missouri City, Texas
Dr. Bryan N. Henderson, II	2017 _ 2023	Dallas, Texas
Dr. Kimberly N. Haynes	2017 – 2019	College Station, Texas
Dr. David Yu	2017 – 2019	Austin, Texas
Ms. Lorie Jones, RDH	2017 – 2023	Magnolia, Texas
Ms. Margo Y. Melchor, Ed.D.	2017 – 2021	Houston, Texas
Dr. Robert G. McNeill	2017 – 2021	Dallas, Texas
Ms. Kathryn Sick	2018 – 2023	Spring Branch, Texas
Mr. Rodney Bustamante	2018 – 2021	Austin, Texas
Ms. Lois M. Palermo, RDH	2017 – 2019	League City, Texas

DATE OF SUBMISSION:

June 6, 2018

W. Boyd Bush, Jr., Executive Director

M. David Tillman, DDS, Presiding Officer

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Texas State Board of Dental Examiners

I. Strategic Plan

Introduction

The regulation of dentistry continues to evolve in response to the enactment of key legislation and other factors influencing the dental industry. The Texas State Board of Dental Examiners will act with the highest standard of ethics, accountability, efficiency, transparency and responsiveness. The Board will preserve the public trust by regulating the practice of dentistry with a sense of purpose and responsibility and in a fair and impartial manner. The Board will commit to excellence and professionalism in responding to the needs of the public and the regulated profession that we serve.

Agency Mission

The Mission of the Texas State Board of Dental Examiners is to protect the public health and safety and promote the highest quality and safest dental care by providing licensing, enforcement, peer assistance, and related information services to licensees and their patients. Subtitle D, Title 3, Texas Occupations Code, (Dental Practice Act, Chapters 251 et. seq.) sets the general provisions relating to the practice of dentistry and charges the Board with regulating dental practice. The Board is granted general rulemaking authority under Section 254.001 of the Dental Practice Act and is granted authority to address specific subjects related to dental practice throughout the Dental Practice Act. Further, Chapter 467, Texas Health and Safety Code, authorizes the Board to contract with and make peer assistance services available to licensees. The Board is supported in its mission by agency staff.

The agency's operational goals efficiently and effectively support the agency's mission to protect the public and enhance public safety. The agency carries out this mission through the following:

1. The Board protects the public health and safety by promoting the highest quality educational requirements for licensure and requiring renewal of licensure every two years with annual continuing education requirements for all dentists, dental hygienists and dental assistants. The Licensing Division issues licenses to dentists and dental hygienists, certificates to dental assistants who meet particular educational requirements for

radiology, nitrous monitoring endorsements for hygienists and dental assistants, anesthesia permits to qualified dentists, and registers dental labs and mobile facilities.

2. The Board protects the public health and safety by enforcing the Dental Practice Act and ensuring safe dental care by investigating allegations of potential violations of the Act, prosecuting licensees who are found to have violated the Act, and enforcing compliance with the requirements of disciplinary actions and laws affecting the practice of dentistry in Texas.
3. The Board protects the public health and safety by partnering with the Professional Recovery Network to identify, monitor, and assist with locating appropriate treatment for dental professionals whose practice is impaired or suspected of being impaired by chemical dependency, mental illness or diminished mental capacity so that they may return to practice safe dentistry.
4. The Board protects the public health and safety by serving as a source of information to the public, the profession, and governmental entities, as well as adhering to all mandated reporting requirements under state and federal law. Public information is a powerful vehicle for improving dental safety awareness.

Assessment of Issues and Trends

A thorough analysis was conducted of the Board's past Strategic Plan and considered when assessing strategic initiatives. An internal assessment revealed the need for the following strategic initiatives for this plan: establishing anesthesia permits, enhancing enforcement efforts, increasing overall agency efficiency, increasing the support of board members in their roles by enhancing board training and guidance, and strengthening anesthesia regulation and compliance.

GOAL 1a: Issuing Anesthesia Permits

The primary operational goal of this Board is to establish and maintain the highest quality educational requirements for licensure in the dental field and to require renewal of licensure every two years with annual continuing education requirements. The Licensing Division issues licenses to dentists and dental hygienists, certificates to dental assistants who meet particular educational requirements for radiology, nitrous monitoring endorsements for hygienists and

dental assistants, anesthesia permits to qualified dentists, and registers dental labs and mobile facilities.

Dental office anesthesia poses a risk of negative patient outcomes, especially in emergency situations. Dental anesthesia is very safe, but a chance of an adverse outcome is always possible because individuals react differently to anesthesia. Therefore, dentists need to be qualified to handle emergency situations for the best interest of public protection. The TSBDE is accountable to the tax and fee payers of Texas to guarantee that dentists, who hold anesthesia privileges, are educated and competent and undergo a comprehensive screening process to obtain an anesthesia permit.

Specific Action Items Necessary in Achieving Goal:

1. Review, revise and enhance requirements of anesthesia applicants.
2. Review both initial and renewal courses focused on dental anesthesia.
3. Rule review of anesthesia permit requirements.
4. Rule review of annual anesthesia continuing education requirements.
5. Create and monitor minimum standards, education and training for the four levels of anesthesia permits and the administration of nitrous oxide.
6. Implement required written emergency preparedness plans.
6. Strengthen the agency's ability to track adverse outcomes related to dental anesthesia.
7. Continue to monitor trends in the dental anesthesia field with continued efforts of the Anesthesia Committee and other important stakeholders.

Description of Goal or Action Item's Support of each Statewide Objective:

TSBDE is accountable to the regulated dental community and citizens of Texas for providing effective and efficient proactive licensing and permitting processes. The Board values innovation and continuous improvement to optimize processes and procedures and minimize waste. The Board actively monitors proactive measures designed to eliminate redundancy. TSBDE believes that engaging stakeholders will provide exemplary assistance and information for anesthesia decisions or actions led by the Board in the future. Due to the nature of this essential function, these actions will be ongoing through August 2023.

GOAL 1b: Strengthening Anesthesia Regulation

The second part to this strategic initiative is to fully implement all requirements listed in SB313 of the 85th Legislature, Regular Session. The Sunset Commission's review of the TSBDE found gaps in the regulation of dental anesthesia. Sunset's recommendations called for the strengthening of anesthesia regulation through clear enforcement tools, improved training and education requirements for permit holders, and broader avenues for stakeholder input.

Specific Action Items Necessary in Achieving Goal:

1. Create and implement rules regarding the use of anesthesia in dental practice.
2. Work with continuing education associations to deliver related anesthesia training.
3. Create and maintain an audit process for providers of anesthesia.
4. Create a process that includes pre-permit, random, and compliance inspections of all anesthesia permit holders.

Description of Goal or Action Item's Support of each Statewide Objective:

TSBDE is accountable to the regulated community and citizens of Texas by effectively and efficiently enforcing the Dental Practice Act. During the 85th regular session of the Texas Legislature, the sunset commission, and Texas legislators detailed a variety of rule changes for the TSBDE to adopt and implement. One of the major mandates set forth in legislation was the creation and operation of a risk-based inspection process for dentists administering parenteral anesthesia in the office setting. The board is charged with developing a process that includes: pre-permit, random, and compliance inspections of all anesthesia permit holders; Due to the nature of this core agency function, this action items will be ongoing through August 31, 2023.

GOAL 2: Enhancing Enforcement Efforts

Another, yet equally important, operational goal of this agency is to establish and maintain standards for the practice of dentistry under the Dental Practice Act, as well as to enforce those standards together with various other laws governing the practice of dentistry in Texas.

The Investigations Division is charged with investigating all jurisdictional complaints filed with the agency, assisting the Legal Division in the prosecution of the complaints through informal or formal disciplinary means as provided by applicable statutes, pursuing compliance with

disciplinary actions and conditions as set forth for each disciplinary case, and interacting with the public, professional societies, dental schools, state regulatory agencies, and federal agencies.

In 2013, the Dental Practice Division was created to review standard of care cases identified through the complaint process. In 2014, the dental review panel, or DRP, was established to review active patient care cases to determine if the standard of care was met by the respondent. DRP members consist of dentists and hygienists from across the state. When necessary, members of this group testify at the State Office of Administrative Hearings.

Specific Action Items Necessary in Achieving Goal:

The Board's primary enforcement functions are accountable to the tax and fee payers of Texas through the biennial legislative process and through the accessibility of upper level management, the Executive Director and General Counsel. The Board also remains accountable by virtue of an individual's right to petition both state and federal courts for any relief allowed under law. As a government agency, the Board should provide the public with swift, fair, and efficient enforcement of the Dental Practice Act. The specific actions the Board will take are as follows:

1. Investigate and reach final resolution of reported violations of the Act within a timely period.
2. Increase agency efficiency in achieving goal performance measures within the time necessary for case resolution. Increased oversight of the investigations division will create a micro-mechanism to specifically focus on the full implementation and use of the tools provided through HB3201, including the tracking of violation and allegation data, for better reporting to the Board and public, more accurate monitoring of trends, and ultimately meeting performance measures.
3. Promote compliance of licensed dental professionals under Board Orders.
4. Review and revise the Disciplinary Matrix and publish the matrix in Board Rules.

Description of Goal or Action Item's Support of each Statewide Objective:

TSBDE is accountable to the regulated community and citizens of Texas for effectively and efficiently enforcing the Dental Practice Act. The Board values modernization and intends to implement that modernization in the Investigations Division. TSBDE strives for exemplary service, clarity, and ease of use in all customer interactions, and each specific action item above is focused on maintaining accountability and high standards and finding innovative ways to increase agency efficiency. Due to the nature of this core agency function, these action items will be ongoing through August 31, 2023.

GOAL 3: Increasing Agency Efficiency

A third strategic initiative of this agency is to increase overall agency efficiency by providing for staff needs and offering professional development to form an engaged and productive workforce. The agency strives to improve all agency processes and procedures by employing and building on the latest technology and continuous technology projects.

Specific Action Items Necessary in Achieving Goal:

1. Provide employees with applicable training for professional and personal growth.
2. Enhance internal communications between divisions and staff within the agency. Encouraging constant internal communications will increase organizational engagement.
3. Ensure a well-maintained, safe, and healthy physical environment.
4. Expand the use of digital services for a more efficient work environment and to reduce the intense level of manual work required of minimally staffed divisions, such as VOIP phone system, Papervision database, and online CE audits.
5. Establish a budget for merit salary increases for deserving and competent staff to ensure the agency reduces agency turnover by retaining individuals capable of achieving agency goals. Merit salary increases will also assist the agency in replacing staff who retire or leave employment with equally competent individuals.

6. Increase transparency through stakeholder and workgroup meetings and increase public information availability by continually updating the agency websites and Facebook page and issuing quarterly newsletters.
7. Promote and increase communication with legislators and other government agencies.

Description of Goal or Action Item's Support of each Statewide Objective:

TSBDE is accountable to the regulated community and citizens of Texas by providing effective and efficient processes through an engaged and high performing workforce. The Board values innovation and continuous improvements to augment processes and procedures. The Board also reduces waste and eliminates redundancy by actively monitor staff performance measures. TSBDE believes that an engaged workforce will provide exemplary service and value to applicants, licensees, and the public. Each item listed above is focused on maintaining the highest standards. Due to the nature of this core agency function, these action items will be ongoing through August 31, 2021.

GOAL 4: Increasing Support of Board members in their roles by enhancing board training and guidance.

A fourth strategic initiative of this agency is to increase the support of Board members, in their roles, by providing additional guidance, assistance, and training. The agency encourages board members to use their professional experience to guide the protection of the public. Agency staff members are confident that increasing Board training and education, including annual trainings, regarding the roles, duties and authority of board members will greatly impact the Board's ability to focus on the agency's ultimate mission with a broad view of the agency activities.

Specific Action Items Necessary in Achieving Goal:

1. Propose rules and implement existing rules related to the role of board committees.
2. Clarify the use and role of board members at informal settlement conferences.
3. Conduct annual trainings for new board members.
4. Create and maintain a board member manual outlining expectations for an individual serving as a dental board member.

Description of Goal or Action Item's Support of each Statewide Objective:

TSBDE is accountable to the regulated community and citizens of Texas by effectively and efficiently enforcing the Dental Practice Act. The agency relies heavily on the expertise and experience of its dentist board members to staff essential procedural matters, such as Informal Settlement Conferences and Emergency Suspension Hearings. Board members also participate in examinations through the Western Regional Examining Board (WREB) in addition to attending regularly scheduled board meetings. TSBDE values consistency and intends to emphasize value when assisting board members so that they may unbiasedly represent the dental professionals of Texas. TSBDE strives for exemplary service, clarity, and ease of use in all of our customer interactions, and each action item above is focused on maintaining accountability and high standards and finding new ways to increase agency efficiency. Due to the nature of this core agency function, these action items will be ongoing through August 31, 2023.

Texas State Board of Dental Board Examiners Redundancies and Impediments

TSBDE is the only agency with jurisdiction over a dentist's license to practice in Texas. While other agencies may investigate similar cases and similar allegations, the authority to take action on the dentist's license rests wholly with this agency. In addition, the agency works closely with other agencies to be sure that when this agency's casework overlaps with another agency, the agencies coordinate, rather than duplicate their efforts.

For instance, the investigation and prosecution of Medicaid fraud falls under the authority and responsibility of the Health and Human Services Commission (HHSC) Office of the Inspector General (OIG). However, the Board has authority to take action on a dentist's license based on the dentist's bad conduct within the Medicaid program. While the Board's authority to take action exists, the Board's ability to take action against a dental license for Medicaid fraud hinges entirely on the findings made by HHSC or by a criminal court. It is a common misunderstanding that the Board has the independent authority to take action on an allegation of Medicaid fraud. The Board does not independently investigate allegations of Medicaid fraud, but will pursue action against a license if a finding of Medicaid fraud results from another agency's investigation.

HHSC and the OIG can also suspend Medicaid privileges and request reimbursement for Medicaid fraud. The Board's ability to take action against the dental license for Medicaid fraud is distinct because it implicates the licensure of the dentist, whereas HHSC actions affect the dentist's ability to continue to be a Medicaid provider.

Similarly, the DEA and DPS can take action against a dentist's DEA/DPS permits for the prescribing of controlled substances when the holder of the permit violates prescribing laws. The Board can also take disciplinary action against the dentist's license for similar violations. Often, the Board's investigators work with DEA/DPS investigators on prescription abuse investigations. The Board's disciplinary action is distinct from that of DEA/DPS because it implicates the dentist's license and additionally considers whether or not the dentist is habitually intemperate in the use of drugs (e.g. dentist is self-prescribing for non-dental purposes).

In the 83rd legislative session, the legislature tasked the Board with collecting information concerning Dental Service Organizations (DSOs). This directive was to gather information and did not require the agency to license or register the entities. In the 84th legislative session, the legislature tasked the Secretary of State with registering DSOs that operate in Texas. These functions overlap to a certain degree; however, the recent legislation of SB 519 requires the Board and the Secretary of State enter a Memorandum of Understanding to enable best use of the information collected and to preclude overlapping functions. The agency would not oppose modification of Section 254.019 of the Dental Practice Act to ensure the agency does not duplicate the efforts of the Office of the Secretary of State.

Texas State Board of Dental Examiners
Schedule A – Budget Structure

A. Goal: QUALITY DENTAL CARE	2018	2019
Outcome (Result/Impact):		
Percent of Complaints Resulting in Disciplinary Action	12%	12%
Percent of Jurisdictional and Filed Complaints, Which Were Resolved during the Reporting Period, that Resulted in Remedial Action	8%	8%
Percent of Licensees with No Recent Violations: Dentist	97%	97%
Percent of Licensees Who Renew Online	85%	85%
Percent of New Individual Licenses Issued Online	25%	25%
A.1.1. Strategy: COMPLAINT RESOLUTION		
Output (Volume):		
Number of Complaints Resolved	1,000	1,000
Efficiencies:		
Average Time for Complaint Resolution (Days)	330	330
Explanatory:		
Number of Jurisdictional Complaints Received	1,075	1,075
A.1.2. Strategy: PEER ASSISTANCE PROGRAM		
Output (Volume):		
Number of Licensed Individuals Participating in a Peer Assistance Program	85	85
A.2.1. Strategy: LICENSURE/REGISTRATION/CERT		
Output (Volume):		
Number of New Licenses Issued to Individuals: Dentists	975	975
Number of Licenses Renewed (Individuals): Dentists	14,525	14,525
Number of New Licenses Issued to Individuals: Dental Hygienists	775	775
Number of Licenses Renewed (Individuals): Dental Hygienists	11,025	11,025
Number of New Registrations Issued: Dental Assistants	7,175	7,175
Number of Registrations Renewed: Dental Assistants	36,850	36,850
Explanatory:		
Total Number of Business Facilities Registered:		
Dental Labs	850	850

Texas State Board of Dental Examiners
Schedule B – Performance Measure Definitions

The TSBDE collects data and sets goals for both enforcement and licensing measures. Six enforcement measures and three licensing measures are reported quarterly.

Outcome– Percentage of Complaints Resulting in Disciplinary Action

Definition: Percent of jurisdictional and filed complaints, which were resolved during the reporting period, that resulted in disciplinary action.

Purpose: This measure is intended to show the extent to which the agency exercises its disciplinary authority in proportion to the number of jurisdictional and filed complaints resolved. It is important that both the public and licensees/registrants/certificate holders have an expectation that the agency will work to ensure fair and effective enforcement of the Dental Practice Act, and this measure seeks to indicate agency responsiveness to this expectation.

Data Source: The Enforcement Division has the primary responsibility for the receipt, processing, and assignment of complaints filed by patients or other members of the general public or dental profession against Texas dentists, dental hygienists, dental assistants, and dental laboratory registrants. An investigative file accounting for each complaint filed with the agency is maintained with the agency under the supervision of the Director of Investigations. Data concerning all complaints filed and their disposition is electronically maintained by the agency. The necessary data is extracted from the electronic database.

Methodology: The total number of jurisdictional and filed complaints resolved during the reporting period that resulted in disciplinary action by the agency (numerator) is divided by the total number of jurisdictional and filed complaints resolved during the reporting period (denominator). The result is multiplied by 100 to achieve a percentage.

Data Limitations: The agency has no control over the number of complaints it receives nor does it have any control over the substance of the complaints and whether the disciplinary action is justified based on jurisdiction and evidence.

Key Measure: Yes

Calculation Type: Noncumulative

New Measure: No

Target Attainment: Higher than target

Outcome – Percentage of Complaints Resulting in Remedial Actions

Definition: The percentage of jurisdictional and filed complaints that were resolved during the reporting period and resulted in remedial plans.

Purpose: This measure is intended to show the extent to which the agency exercises its authority to resolve jurisdictional and filed complaints using remedial action in proportion to the number of jurisdictional and filed complaints resolved.

Data Source: The Enforcement Division has the primary responsibility for the receipt, processing, and assignment of complaints filed by patients or other members of the general public or dental profession against Texas dentists, dental hygienists, dental assistants, and dental laboratory registrants. An investigative file accounting for each complaint filed with the agency is maintained with the agency under the supervision of the Director of Investigations. Data concerning all complaints filed and their disposition is electronically maintained by the agency. The necessary data is extracted from the electronic database.

Methodology: The total number of jurisdictional and filed complaints resolved during the reporting period that resulted in remedial plans (numerator) is divided by the total number of jurisdictional and filed complaints resolved during the reporting period (denominator). The result is multiplied by 100 to achieve a percentage.

Data Limitations: The agency has no control over the number of complaints it receives nor does it have any control over the substance of that complaint and whether the disciplinary action is justified based upon jurisdiction and evidence.

Key Measure: Yes

Calculation Type: Noncumulative

New Measure: No

Target Attainment: Higher than target

Outcome – Recidivism Rate for Those Receiving Disciplinary Action

Definition: The number of repeat offenders at the end of the reporting period as a percentage of all offenders during the most recent three-year period.

Purpose: This measure is intended to show the agency effectiveness in enforcing its regulatory requirements and prohibitions.

Data Source: An investigative file accounting for each complaint filed with the agency is maintained by the Enforcement Division. Data concerning all complaints filed and their disposition is electronically maintained by the agency. The necessary data is extracted from the electronic regulatory database.

Methodology: The total number of individuals against whom two or more disciplinary actions were taken by the agency within the current and preceding two fiscal years (numerator) is divided by the total number of individuals receiving disciplinary actions within the current and preceding two fiscal years (denominator). The result is multiplied by 100 to achieve a percentage.

Data Limitations: The agency has no control over the actions taken by those previously disciplined, and their acceptance of risk as to further disciplinary action which would be taken.

Key Measure: No

Calculation Type: Noncumulative

New Measure: No

Target Attainment: Lower than target

Outcome – Percentage of Documented Complaints Resolved within 6 months

Definition: The percentage of jurisdictional and filed complaints resolved during the reporting period that were resolved within a six-month period from the time they were initially filed with the agency.

Purpose: This measure is intended to show the percentage of jurisdictional and filed complaints that are resolved within a reasonable period of time.

Data Source: The Enforcement Division has the primary responsibility for the receipt, processing, and assignment of complaints filed by patients or other members of the general public or dental profession against Texas dentists, dental hygienists, dental assistants, and dental laboratory registrants. An investigative file accounting for each complaint filed with the agency is maintained with the agency under the supervision of the Director of Investigations. Data concerning all complaints filed and their disposition is electronically maintained by the agency. The necessary data is extracted from the electronic database.

Methodology: The number of jurisdictional and filed complaints resolved within a period of six months or less from the date filed (numerator) is divided by the total number of jurisdictional and filed complaints resolved during the reporting period (denominator). The result is multiplied by 100 to receive a percentage.

Data Limitations: The agency has no control over the number of neither complaints it receives nor the complexity and seriousness of such complaints. The number of complaints impacts the workload. The complexity impacts the degree of effort required to investigate and potentially litigate the complaint. The level of seriousness is used to prioritize the effort. Any combination of these factors will impact the length of time necessary to resolve the complaint.

Key Measure: No

Calculation Type: Noncumulative

New Measure: No

Target Attainment: Lower than target

Outcome – Recidivism Rate for Peer Assistance Programs

Definition: The percentage of individuals who relapse within three years of the end of the reporting period as part of the total number of individuals who participate in the program during the preceding three years.

Purpose: The measure is intended to show the 3-year recidivism rate for those individuals who have been through the peer assistance program.

Data Source: Data maintained by the board approved peer assistance program.

Methodology: Of all individuals (derived from the peer assistance program) successfully completing the program in a fiscal year X minus 3 (where X is the current fiscal year), the percent of individuals receiving related disciplinary action from the board anytime between the beginning of fiscal year X minus 3 and the end of the fiscal year X (i.e., the current fiscal year).

Data Limitations: None

Key Measure: No

Calculation Type: Noncumulative

New Measure: No

Target Attainment: Lower than target

Outcome – One Year Completion Rate for Peer Assistance Programs

Definition: The percentage of individuals who successfully participated in the peer assistance program during the year prior to the reporting period and have not relapsed during the one year period.

Purpose: It is important because it indicates that consumers are being protected from unsafe, incompetent and unethical (professional) practice as a result of the peer assistance program.

Data Source: Data maintained by the board approved peer assistance program.

Methodology: Of all individuals who have been referred to the peer assistance program in fiscal year X minus 1 (where X is the current fiscal year), the percent who have successfully participated in the program for one year with no relapses.

Data Limitations: None

Key Measure: No

Calculation Type: Noncumulative

New Measure: No

Target Attainment: Lower than target

Outcome – Percent of Licensees with No Recent Violations, Dentist

Definition: The percentage of the total number of licensed dentists at the end of the reporting period who have not incurred a violation within the current and preceding two years (three years total).

Purpose: Licensing individuals help ensure that practitioners meet legal standards for professional education and practice, which is a primary goal of this agency.

Data Source: The Enforcement Division has the primary responsibility for the receipt, processing, and assignment of complaints filed by patients or other members of the general public or dental profession against Texas dentists. The Licensing Division has the primary responsibility for the receipt, processing, granting, and renewal of licenses for Texas dentists. The necessary data is extracted from the electronic regulatory database.

Methodology: The total number of dentists currently licensed by the agency who have not incurred a violation within the current and preceding two years divided by the total number of dentists currently licensed by the agency.

Data Limitations: This agency has no control over the number of complaints it receives, nor does it have any control over the substance of the complaints, and whether the disciplinary action is justified based on jurisdiction and evidence.

Key Measure: Yes

Calculation Type: Noncumulative

New Measure: No

Target Attainment: Higher than target

Outcome – Percent of Licensees with No Recent Violations, DH

Definition: The percentage of the total number of licensed dental hygienists at the end of the reporting period who have not incurred a violation within the current and preceding two years (three years total).

Purpose: Licensing individuals help ensure that practitioners meet legal standards for professional education and practice which is a primary goal of this agency.

Data Source: The Enforcement Division has the primary responsibility for the receipt, processing, and assignment of complaints filed by patients or other members of the general public or dental profession against Texas dental hygienists. The Licensing Division has the primary responsibility for the receipt, processing, granting, and renewal of licenses for Texas dental hygienists. The necessary data is extracted from the electronic regulatory database.

Methodology: The total number of dental hygienists currently licensed by the agency who have not incurred a violation within the current and preceding two years divided by the total number of dental hygienists currently licensed by the agency.

Data Limitations: This agency has no control over the number of complaints it receives, nor does it have any control over the substance of the complaints, and whether the disciplinary action is justified based on jurisdiction and evidence.

Key Measure: No

Calculation Type: Noncumulative

New Measure: No

Target Attainment: Higher than target

Outcome – Percent of Licensees Who Renew Online

Definition: The percentage of the total number of licensed, registered or certified individuals that initially or annually renewed their license, registration, or certificate online during the reporting period. Dental laboratories are not included in this calculation because they are an entity and not an individual.

Purpose: To track use of online initial and annual renewal technology by the licensee population.

Data Source: Data related to an online initial or annual renewal deposit is transferred from the Comptroller of Public Accounts to the agency's electronic regulatory database and then extracted for reporting purposes.

Methodology: Total number of individual licenses, registrations, or certifications initially or annually renewed online divided by the total number of individual licenses, registrations, or certifications initially or annually renewed during the reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations: The agency has no control over the number of individuals who choose to initially or annually renew their license/registration/certificate online.

Key Measure: Yes

Calculation Type: Noncumulative

New Measure: No

Target Attainment: Higher than target

Outcome – Percent of New Individual Licenses Issued Online

Definition: Percent of the total number of licensed, registered, or certified individuals that initially or annually renewed their license, registration, or certificate online during the reporting period. Dental Laboratories are not included in this calculation because they are an entity and not an individual.

Purpose: To track use of online initial and annual renewal technology by the licensee population.

Data Source: Data related to an online initial or annual renewal deposit is transferred from the Comptroller of Public Accounts to the agency's electronic regulatory database and then extracted for reporting purposes.

Methodology: Total number of individual licenses, registrations, or certifications initially or annually renewed online divided by the total number of individual licenses, registrations, or certifications initially or annually renewed during the reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations: The agency has no control over the number of individuals who choose to initially or annually renew their license/registration/certificate online.

Key Measure: Yes

Calculation Type: Noncumulative

New Measure: No

Target Attainment: Higher than target

Efficiency - Average Time for Complaint Resolution

Definition: The average length of time to resolve a jurisdictional and filed complaint, for all jurisdictional and filed complaints resolved during the reporting period.

Purpose: The measure shows the agency's efficiency in resolving jurisdictional and filed complaints.

Data Source: The Enforcement Division has the primary responsibility for the receipt, processing, and assignment of complaints filed by patients and/or other members of the general public or dental profession against Texas dentists, dental hygienists, dental assistants, and/or dental laboratory registrants. An investigative file accounting for each complaint filed with the agency is maintained under the supervision of the Director of Enforcement. Data concerning all complaints filed and their disposition is electronically maintained by the agency. The necessary data is extracted from the electronic regulatory database.

Methodology: The total number of calendar days per jurisdictional and filed complaint resolved (numerator) is divided by the total number of jurisdictional and filed complaints resolved during the reporting period (denominator). The calculation excluded complaints determined to be non-jurisdictional and jurisdictional but not filed.

Data Limitations: The agency has no control over the number of complaints it receives, or the complexity and seriousness of the complaints made. The number of complaints impacts the investigative workload. The complexity impacts the degree of effort required to investigate and potentially litigate the complaint. The level of seriousness is used to prioritize effort. Any combination of these factors will impact the length of time necessary to resolve the complaint. The agency is a law enforcement agency and investigates administrative and criminal cases. Criminal cases can be complex and increase the amount of time in complaint resolution.

Key Measure: Yes

Calculation Type: Noncumulative

New Measure: No

Target Attainment: Lower than target

Output - Number of Number of Complaints Resolved

Definition: The total number of jurisdictional and filed complaints resolved during the reporting period.

Purpose: The measure shows the workload associated with resolving jurisdictional and filed complaints.

Data Source: The Enforcement Division has the primary responsibility for the receipt, processing and assignment of complaints filed by patients and/or other members of the general public or dental profession against Texas dentists, dental hygienists, dental assistants, and/or dental laboratory registrants. An investigative file accounting for each complaint filed with the agency is maintained under the supervision of the Director of Enforcement. Data concerning all complaints filed and their disposition is electronically maintained by the agency. The necessary data is extracted from the electronic regulatory database.

Methodology: The total number of jurisdictional and filed complaints resolved during the reporting period by dismissal, remedial action or disciplinary action.

Data Limitations: The following factors have an influence on this measure: 1. Employee turnover; 2. Finding qualified applicants for investigator positions and attorney positions at the current classification; 3. Budget restrictions; 4. Case load carried by each of our investigators and attorneys; 5. The number and complexity of criminal cases. All of the above factors will affect the time it takes to resolve a complaint.

Key Measure: Yes

Calculation Type: Cumulative

New Measure: No

Target Attainment: Higher than target

Output - Number of Licensed Individuals Participating in a Peer Assistant Program

Definition: The number of licensed or certified individuals (dentists, dental hygienists and dental assistants) who participated in a peer assistance program sponsored by the agency during the fiscal year reporting period.

Purpose: This measure shows licensed/certified individuals who continue to practice in their respective field who are participating in a peer assistance substance abuse program.

Data Source: The first quarter's report includes all licensed or certified individuals participating in a peer assistance program carried forward from the prior fiscal year plus those individuals who have had disciplinary orders entered requiring the individual to participate in the peer assistance program / signed contracts with the peer assistance program during the quarter. Reports for second, third, and fourth quarters will include only the number of licensed or certified individuals who have had disciplinary orders entered / signed contracts during the respective quarter for the cumulative year-to-date number to be the total number of licensed individuals who participated in the peer assistance program during the current fiscal year. The data is provided quarterly by the Board approved peer assistance program who maintains the information in a database. This measure includes licensed or certified professionals who have signed a contract to participate and are subject to ongoing monitoring requirements.

Methodology: The summation of all individuals (dentists, dental hygienists, and dental assistants) participating in the program during the reporting period.

Data Limitations: This measure will vary from quarter to quarter depending on the number of participants who participate because of either (a) a board order issued by the State Board of Dental Examiners or (b) a dental professional was aware of his/her need to participate and participates voluntarily. By either method, a participant must sign a contract to participate in order to be counted for this measure.

Key Measure: Yes

Calculation Type: Cumulative ~~Noncumulative~~

New Measure: Yes ~~No~~

Target Attainment: Higher than target

Efficiency - Percentage of New Individual Licenses Issued within 10 days: D & DH

Definition: The percentage of initial individual license applications that were processed during the reporting period within 10 days measured from the time in days elapsed from receipt of the initial completed application until the date the license is issued.

Purpose: This measures the ability of the agency to process new applications in a timely manner and its responsiveness to primary constituent groups.

Data Source: The Licensing Division has the primary responsibility for the receipt, processing, granting and renewal of licenses for the Texas dentists and dental hygienists. Data concerning licensing is electronically maintained by the agency. The necessary data is extracted from the electronic regulatory database.

Methodology: Total number of new individual licenses issued within 10 days divided by the total number of new individual licenses issued and multiply the result by 100 to represent a percentage. Individuals who formerly held a Texas license, but are no longer under the jurisdiction of the agency and have subsequently applied for another license should be considered 'new' for the purposes of this calculation.

Data Limitations: The agency has no control over the number of applicants who seek licensure.

Key Measure: No

Calculation Type: Noncumulative

New Measure: No

Target Attainment: Higher than target

Efficiency - Percentage of New Individual Licenses Issued within 7 days: D & DH

Definition: The percentage of initial individual license and annual renewal applications that were processed during the reporting period within 7 days or receipt, measured from the time (calendar days) elapsed from receipt of the initial completed renewal application until the date the renewal license is issued.

Purpose: This measures the ability of the agency to process renewal applications in a timely manner and its responsiveness to primary constituent groups.

Data Source: The Licensing Division has the primary responsibility for the receipt, processing, granting and renewal of licenses for the Texas dentists and dental hygienists. Data concerning licensing is electronically maintained by the agency. The necessary data is extracted from the electronic regulatory database.

Methodology: Total number of new individual licenses issued within 7 days divided by the total number of new individual licenses issued and multiply the result by 100 to represent a percentage. Individuals who formerly held a Texas license, but are no longer under the jurisdiction of the agency and have subsequently applied for another license should be considered 'new' for the purposes of this calculation.

Data Limitations: The agency has no control over the number of applicants who seek licensure.

Key Measure: No

Calculation Type: Noncumulative

New Measure: No

Target Attainment: Higher than target

Explanatory - Total Number of Individuals Licensed: Dentists

Definition: Total number of licensed dentists at the end of the reporting period.

Purpose: This measure shows the total number of individual licenses currently issued which indicates the size of one of the agency's primary constituencies.

Data Source: The Licensing Division has the primary responsibility for the receipt, processing, granting and renewal of licenses for the Texas dentists. Data concerning licensing is electronically maintained by the agency. The necessary data is extracted from the electronic regulatory database.

Methodology: The total number of licensed dentists at the end of the reporting period. This measure includes licensees whose status is active, expired or retired.

Data Limitations: The number is dependent upon outside individuals seeking initial licensure or renewing their current license. These are choices made by individuals and are not within the control of the agency.

Key Measure: No

Calculation Type: Noncumulative

New Measure: No

Target Attainment: Higher than target

Explanatory - Total Number of Individuals Licensed: Dental Hygienists

Definition: Total number of licensed dental hygienists at the end of the reporting period.

Purpose: This measure shows the total number of individual licenses currently issued which indicates the size of one of the agency's primary constituencies.

Data Source: The Licensing Division has the primary responsibility for the receipt, processing, granting and renewal of licenses for the Texas dental hygienists. Data concerning licensing is electronically maintained by the agency. The necessary data is extracted from the electronic regulatory database.

Methodology: The total number of licensed dental hygienists at the end of the reporting period. This measure includes licensees whose status is active, expired or retired.

Data Limitations: The number is dependent upon outside individuals seeking initial licensure or renewing their current license. These are choices made by individuals and are not within the control of the agency.

Key Measure: No

Calculation Type: Noncumulative

New Measure: No

Target Attainment: Higher than target

Explanatory - Total Number of Individuals Licensed: Dental Assistants

Definition: Total number of licensed dental assistants at the end of the reporting period.

Purpose: This measure shows the total number of individual licenses currently issued which indicates the size of one of the agency's primary constituencies.

Data Source: The Licensing Division has the primary responsibility for the receipt, processing, granting and renewal of registrations/certificates for the Texas dental assistants. Data concerning licensing is electronically maintained by the agency. The necessary data is extracted from the electronic regulatory database.

Methodology: The total number of licensed dental assistants at the end of the reporting period. This measure includes licensees whose status is active, expired or retired.

Data Limitations: The number is dependent upon outside individuals seeking initial registration/certification or renewing their current registration/certification. These are choices made by individuals and are not within the control of the agency.

Key Measure: No

Calculation Type: Noncumulative

New Measure: No

Target Attainment: Higher than target

Explanatory - Total Number of Business Facilities Registered

Definition: Total number of licensed dental laboratories registered at the end of the reporting period.

Purpose: This measure shows the number of dental laboratories regulated by the agency.

Data Source: The Licensing Division has the primary responsibility for the receipt, processing, granting and renewal of registrations for the Texas dental laboratories. Data concerning licensing is electronically maintained by the agency. The necessary data is extracted from the electronic regulatory database.

Methodology: The total number of licensed dental laboratories registered by the agency is counted. This measure includes active and expired laboratories.

Data Limitations: The number is dependent upon outside individuals seeking initial registration or renewing their current registration. These are choices made by individuals and are not within the control of the agency.

Key Measure: Yes

Calculation Type: Noncumulative

New Measure: No

Target Attainment: Higher than target

Output - Number of New Licenses Issued to Individuals: Dentists

Definition: The number of licenses issued to previously unlicensed dentists during the reporting period.

Purpose: A successful licensing structure must ensure that legal standards for professional education and practice are met prior to licensure. This measure is a primary workload indicator which is intended to show the number of unlicensed persons who were documented to have successfully met all licensure criteria established by statute and rule as verified by the agency during the reporting period.

Data Source: The Licensing Division has the primary responsibility for the receipt, processing, granting and renewal of licenses for the Texas dentists. Data concerning licensing is electronically maintained by the agency. The necessary data is extracted from the electronic regulatory database.

Methodology: This measure counts the total number of licenses issued to previously unlicensed individuals during the reporting period, regardless of when the application was originally received. Those individuals who had a license in the previous reporting period are not counted. Only new licenses are counted. Individuals who formerly held a Texas license or registration but are no longer under the jurisdiction of the SBDE, and have subsequently applied for another license, should be considered 'new' for the purposes of this calculation.

Data Limitations: The agency has no control over the number of applicants who seek licensure.

Key Measure: Yes

Calculation Type: Cumulative

New Measure: No

Target Attainment: Higher than target

Output - Number of Licenses Renewed (Individuals): Dentists

Definition: The number of licensed dentists who held licenses previously and initially or annually renewed their license during the current reporting period.

Purpose: Licensure renewal is intended to ensure that persons who want to continue to practice in their respective profession satisfy current legal standards established by statute and rule for professional education and practice. This measure is intended to show the number of licenses that were issued during the reporting period to individuals who currently held a valid license.

Data Source: The Licensing Division has the primary responsibility for the receipt, processing, granting and renewal of licenses for the Texas dentists. Data concerning licensing is electronically maintained by the agency. The necessary data is extracted from the electronic regulatory database.

Methodology: Total number of dentists licensed initially or annually renewed during the reporting period.

Data Limitations: The agency has no control over the number of applicants who seek licensure.

Key Measure: Yes

Calculation Type: Cumulative

New Measure: No

Target Attainment: Higher than target

Output - Number of New Licenses Issued to Individuals: Dental Hygienists

Definition: The number of licenses issued to previously unlicensed dental hygienists during the reporting period.

Purpose: A successful licensing structure must ensure that legal standards for professional education and practice are met prior to licensure. This measure is a primary workload indicator which is intended to show the number of unlicensed persons who were documented to have successfully met all licensure criteria established by statute and rule as verified by the agency during the reporting period.

Data Source: The Licensing Division has the primary responsibility for the receipt, processing, granting and renewal of licenses for the Texas dental hygienists. Data concerning licensing is electronically maintained by the agency. The necessary data is extracted from the electronic regulatory database.

Methodology: This measure counts the total number of licenses issued to previously unlicensed individuals during the reporting period, regardless of when the application was originally received. Those individuals who had a license in the previous reporting period are not counted. Only new licenses are counted. Individuals who formerly held a Texas license or registration but are no longer under the jurisdiction of the SBDE, and have subsequently applied for another license, should be considered 'new' for the purposes of this calculation.

Data Limitations: The agency has no control over the number of applicants who seek licensure.

Key Measure: Yes

Calculation Type: Cumulative

New Measure: No

Target Attainment: Higher than target

Output - Number of Licenses Renewed (Individuals): Dental Hygienists

Definition: The number of licensed dental hygienists who held licenses previously and initially or annually renewed their license during the current reporting period.

Purpose: Licensure renewal is intended to ensure that persons who want to continue to practice in their respective profession satisfy current legal standards established by statute and rule for professional education and practice. This measure is intended to show the number of licenses that were issued during the reporting period to individuals who currently held a valid license.

Data Source: The Licensing Division has the primary responsibility for the receipt, processing, granting and renewal of licenses for the Texas dental hygienists. Data concerning licensing is electronically maintained by the agency. The necessary data is extracted from the electronic regulatory database.

Methodology: Total number of dental hygienist licenses initially or annually renewed during the reporting period.

Data Limitations: The agency has no control over the number of individuals who chose to renew their license.

Key Measure: Yes

Calculation Type: Cumulative

New Measure: No

Target Attainment: Higher than target

Output - Number of New Licenses Issued to Individuals: Dental Assistants

Definition: The number of registrations/certificates issued to previously unregistered/uncertified dental assistants during the reporting period.

Purpose: A successful licensing structure must ensure that legal standards for professional education and practice are met prior to registration/certification. This measure is a primary workload indicator which is intended to show the number of dental assistants who successfully met all registration/certification criteria established by statute and rule as verified by the agency during the reporting period.

Data Source: The Licensing Division has the primary responsibility for the receipt, processing, granting and renewal of licenses for the Texas dental assistants. Data concerning licensing is electronically maintained by the agency. The necessary data is extracted from the electronic regulatory database.

Methodology: This measure counts the total number of registrations/certificates issued to previously uncertified dental assistants during the reporting period, regardless of when the application was originally received. Those individuals who received a certificate in the previous reporting period are not counted. Only new registrations/certificates are counted. Individuals who formerly held a Texas registration/certificate but are no longer under the jurisdiction of the SBDE, and have subsequently applied for another registration/certificate, should be considered 'new' for the purposes of this calculation.

Data Limitations: The agency has no control over the number of applicants who seek licensure.

Key Measure: Yes

Calculation Type: Cumulative

New Measure: No

Target Attainment: Higher than target

Output - Number of Registrations Renewed: Dental Assistants

Definition: The number of registered/certified dental assistants who held registrations/certifications previously and initially or annually renewed their license during the current reporting period.

Purpose: To determine the number of dental assistants who renew their Texas registration/certificate. This measure can be used to determine the impact to the agency workload during the current reporting period.

Data Source: The Licensing Division has the primary responsibility for the receipt, processing, granting and renewal of registrations/certifications for the Texas dental assistants. Data concerning licensing is electronically maintained by the agency. The necessary data is extracted from the electronic regulatory database.

Methodology: Total number of dental assistant registrations/certifications initially or annually renewed during the reporting period.

Data Limitations: The agency has no control over the number of individuals who chose to renew their license.

Key Measure: Yes

Calculation Type: Cumulative

New Measure: No

Target Attainment: Higher than target

Texas State Board of Dental Examiners
Schedule C – Historically Underutilized Business Plan

In accordance with Sections 2161.181-182, Texas Government Code, and Section 111.11 of the Texas Administrative Code, the Board is required to make a good faith effort to utilize historically underutilized businesses (HUBs) in contracts for construction, services (including professional and consulting services), and commodity procurements. The Board’s internal HUB Program, administered by the Finance and Administration Division, works to procure products and services for agency users. The Director of Finance and Administration identifies HUBs to ensure they have an equal opportunity to bid on agency contracts and related subcontracts.

The Goal of the TSBDE is to establish and carry out policies governing purchasing and public works contracting that foster meaningful and substantive inclusion of HUBs. Specifically, the Board will make a good faith effort to utilize HUBs in the Board’s procurements and contracts with the following statewide goals in mind:

- 23.7% for professional services contracts;
- 26.0% for all other services contracts; and
- 21.1% for commodities contracts.

In an effort to meet the Board’s goal, the Board has established the following strategies:

- compliance with HUB planning and reporting requirements;
- utilization of the Texas Procurement and Support Services’ (TPASS) Centralized Master Bidder List and other sources in bidding for delegated services;
- adherence to the HUB purchasing procedures and requirements established by the CPA’s Texas Procurement and Support Services division;
- attendance at HUB Coordinator meetings, HUB small business trainings and HUB agency functions;
- utilization of HUB resellers from the Department of Information Resources’ contracts; and
- promotion of HUBs in the competitive bid process on all goods and services.

Texas State Board of Dental Examiners
Schedule D – Statewide Capital Planning

The TSBDE does not anticipate having any projects requiring capital expenditures, between 2019 and 2023, for:

- (1) Land acquisition;
- (2) Construction of building and other facilities;
- (3) Renovations of buildings and other facilities estimated to exceed \$1million in the aggregate for a single state agency or institution of higher education; or
- (4) Major information resources projects estimated to exceed \$1million.

Texas State Board of Dental Examiners
Schedule E – Health and Human Services Strategic Plan

This schedule is not applicable to the TSBDE because the Board is not one of the Health and Human Service Agencies identified in Subchapter A, Chapter 531, Texas Government Code.

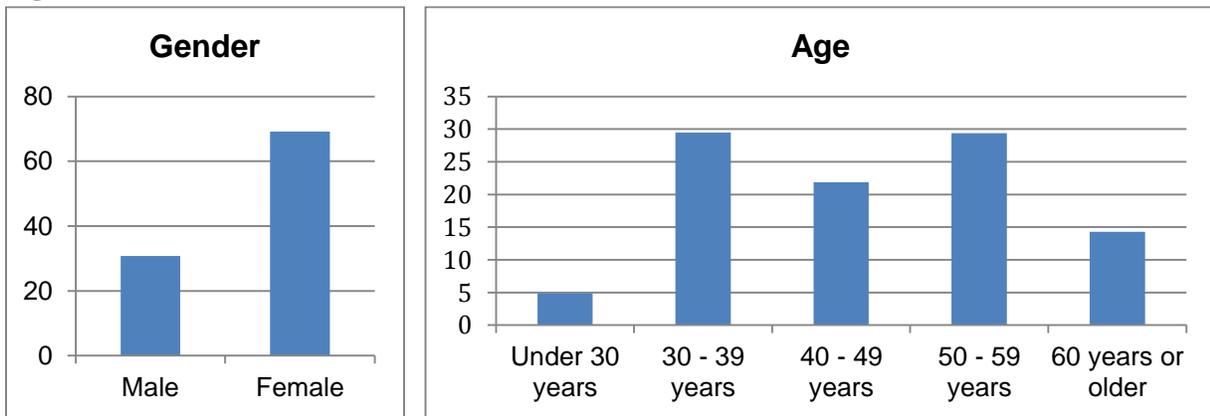
Texas State Board of Dental Examiners
Schedule F – Agency Workforce Plan and the Texas Workforce System Strategic Plan

Current Workforce Profile

The Board had the following workforce profile in FY2016:

- 69.2% female and 30.8% male
- 69.6% white, 13.6% black, 14.7% Hispanic, and 2.1% other
- 5.2% under 30 years, 30.9% 30 – 39 years, 23% 40 – 49 years, 30.4% 50 – 59 years, and 10.5% over 60 years; and
- 57.7% less than 2 years' service, 20.9% 2 – 4 years, 16.2% 5 – 9 years, 5.2% 10 – 14 years and 0% 15 years or more.

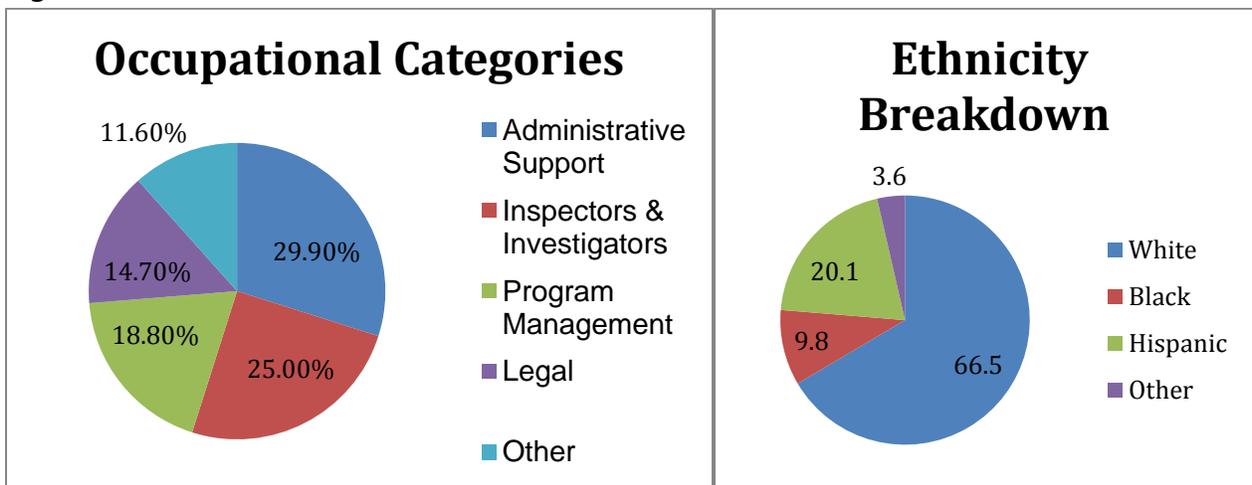
Figure1. Workforce Breakdown



Current Staffing Levels

The Board's full-time-equivalent (FTE) cap is currently 59 FTEs.

Figure 2. Workforce Breakdown



Employee Turnover

The employee turnover rate for FY 2016 was 14.3 percent, which was lower compared to the statewide employee turnover rate of 17.6 percent and higher than the turnover rate for regulatory agencies in general. The high turnover rate is most likely based on gaps in staffing levels and low salary levels. Results from the Survey of Employee Engagement indicated that employees are most dissatisfied with their salary levels and an informal employee survey indicates that employees feel high amounts of stress to “get work done” and do not have a good work-life balance.

The projected turnover rate for the next five years should gradually fall more in line with 14.0 percent. Due to increases in staffing levels and moderate salary increases, it is expected that the turnover rate will, at the very least, decrease from the FY 2016 level. Additionally, the workforce plan will also include other measures to increase employee retention.

Workforce Skills Critical to the Board’s Mission and Goal

The regulation of dentistry is specialized and requires a variety of critical workforce skills and credentials in order to perform the core business functions. Based on the agency’s mission and goals, the following identify the critical workforce skills and credentials for the agency to successfully administer and provide services to our stakeholders, public, legislators, and other interested parties:

- Decision Making
- Independent Judgment
- Detail Oriented
- Problem Solving I
- Communication
- Customer Service
- Interpersonal Relationships
- Proficiency with Basic Technology
- Knowledge of Legislative Process
- Knowledge of Rulemaking Process
- Skill in Policy Development and Implementation
- Risk Assessment
- Data Analysis/Management
- Certified Peace Officers
- Investigation
- Interviewing and Information Gathering

- Compliance Regulation
- Dental Degree and License
- Dental Practice Standard of Care
- Law Degree and License
- Litigation
- Negotiation
- Mediation/Conflict Resolution
- Research/Writing/Editing
- Administrative Law
- Paralegal Credentials
- Emerging and Advanced Computer Technology
- Telecommunication Technology
- Computer/Automated Services Skills.

Salary Levels

Due to overall budgetary constraints, the Board has hired new employees at the minimum of the salary range for their positions. The average salary for the Board staff is \$48,832, which is 16.2 percent less than the average salary of all regulatory agencies. The Board consistently sees employees transferring to other agencies for a higher salary. As such, the high turnover rate is harmful to the agency productivity when skilled workers leave and the agency population contains a high percentage of novice workers. The current budget constraints limit the Board's ability to provide salary increases for performance or even one-time merit increases.

Future Workforce Profile

Expected Workforce Changes

To continue to meet the Board's workload and legislative and public needs, the agency must make better use of available budget/FTEs, cross-train within and outside of departments, establish automated procedures to provide efficiency and streamline processes, improve communication across departments, prepare and plan for changes in staff and management, and increase the use of technology throughout the agency.

Future Workforce Skills Needed

The critical skills described above will continue to be needed in the future. With a new focus on communication, the future workforce will need to increase communication and customer

service skills. This will be accomplished through staff training and an enhanced customer focus by management. With new technology initiatives, the future workforce will also be required to gain proficiency with new software programs, which will be accomplished with training and documented procedures.

Workforce and Gap Analysis

Similar to many other small agencies, recruitment and retention of staff is frequently a challenge, primarily due to uncompetitive salary levels. Key managerial staff and employees assigned to perform critical functions for the agency are unable to commit to the Board for extended period of times because of the need for an increased salary. Many positions on the Board staff are seen as entry level positions and not long-term career positions. Succession Planning and knowledge transfer is necessary in this climate and must be a focus for the Board in the future. Currently, the Board is lacking in these areas, with insufficient documented procedures.

The Board's workforce should be used efficiently and effectively. As such, staff should be provided effective education and training in cases where such education and training would result in better organizational and individual performance.

Due to budget constraints, it is difficult for departments to attract and retain staff with the skills needed to address change management, process re-engineering, and problem solving at a supervisory level. Ongoing internal training to match the agency culture and expectations could assist with this deficit as well as additional funding for salaries. It is the Board's goal to have all management positions trained in these areas within the next five years.

The Board continues to experience difficulty in recruiting professional employees, particularly in the positions that require dental, legal, or law enforcement expertise. As the Board continues to operate within its current budget constraints that do not allow for salary increases, it's likely that the agency will find itself with the same shortage of professional staff in the future.

Workforce Strategies

In order to address workforce gaps, the Board's goal is to focus efforts on the strategies listed below. Throughout the Workforce and Strategic Plans, the Board has described the need to focus on these areas. Without a strong workforce, the Board will not be able to perform its critical services and meet the needs of the public and licensees.

- Recruitment and Retention – find and hire qualified candidates and encourage current employees to stay due to increased job satisfaction
- Staff and Management Development – prepare employees and management to perform required job skills
- Succession Planning and Knowledge Transfer – ensure there are qualified employees to fill critical positions that become open and then transfer the required knowledge to perform the job from the departing employee to the new employee
- Reorganization – redeploy staff and make necessary organizational adjustments to respond to changes due to legislative mandates and technology improvements
- Position Classifications – add new job classifications and rewrite job descriptions to better reflect future functional requirements
- Salary Actions – institute equity adjustments, promotions, and merit increases as needed to meet future needs and encourage retention.

Subsequent to implementation of the strategies, ongoing evaluation and adjustments to the Workforce Plan will be necessary for continuous improvement.

**Texas State Board of Dental Examiners
Schedule G – Report of Customer Service**

The TSBDE report on Customer Service was submitted on June 1, 2016 and is attached.



REPORT ON CUSTOMER SERVICE

Texas State Board of Dental Examiners

June 1, 2018

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Inventory of External Customers

The Texas State Board of Dental Examiners (TSBDE) external customer base includes licensed dentists, licensed dental hygienists, registered dental assistants, registered dental laboratories, and registered mobile facilities; students and examination candidates of these professions; legal representatives of parties to a complaint; other state and law enforcement agencies; continuing education providers; dental patients and the general public; as well as non-registered persons working in the dental profession. Our customer list includes more than 75,000 email addresses. The actual number of licensees/registrants as of May 26, 2018 is 92,762. This number changes on an hourly basis with online account management and includes active and those who have renewable statuses.

Customer Service Related Strategies

TSBDE's responsibilities to both members of the public and dental community are reflected in strategies set out in the General Appropriations Act. For the 2018 – 2019 biennium, those strategies are:

- Complaint Resolution
- Peer Assistance Program
- Licensure and Registration

Information Gathering Methods

During this biennium, TSBDE obtained stakeholder feedback from an online customer service survey accessible continuously from September 1, 2017 through May 27, 2018. The survey was promoted on the TSBDE website, posted on Facebook and emailed to our entire database of licensees and stakeholders. A link to the survey was also included in the signature line of all of TSBDE's Licensing Division employees. The survey was taken by 2,999 respondents with 1,378 completing the entire survey.

The survey asked the respondent to rate TSBDE's processes and staff interaction based on statements. Each statement could be rated as "strongly agree," "agree," "neutral," "disagree," "strongly disagree," or "not applicable." One open-ended question invited respondents to identify ways the TSBDE could improve its service delivery.

Analysis of Findings

The survey focused on the eight areas of customer service highlighted below:

1. TSBDE's facilities – 3 questions

The majority of respondents answered "not applicable" to questions about our facilities as most stakeholders do not have occasion to visit the TSBDE's Austin office. Those who have visited find the facilities to be open reasonable hours, convenient, and clean and orderly.

2. The ability of the TSBDE's staff to assist individuals contacting the agency – 4 questions

More than a third of respondents answered "not applicable" to questions about their interactions with staff. The remaining survey responses indicate continued satisfaction among respondents communicating with TSBDE staff. Dissatisfaction tops out at 4.9% on one question in this category. It is important to note that a large number of respondents indicated in the open-ended question that they have difficulty getting a staff member on the phone and that emailed questions take a long time to be answered. We are aware of this issue and we are currently in the process of making improvements. We have also expanded the list of email contacts listed on the TSBDE website to reduce issues with routing questions to the appropriate division.

3. TSBDE's communications: the accuracy and clarity of procedures and information provided to individuals contacting the agency – 4 questions

Stakeholders expressed satisfaction with the explanation of the materials and services available to them. Approximately a third of respondents selected "not applicable" in response to these questions. We believe that this set of questions could be improved to gather better feedback by narrowing the focus to determine what the source of the information they are rating was.

4. The overall impression of the TSBDE's website and the respondent's access to the internet – 4 questions

Unsurprisingly, nearly 96% of respondents have access to the internet and 83% are able to obtain information about the services they need via the internet. In 2014, 42.2% of respondents found the website contained clear and accurate information on events, services and contact information. This number rose to 60.8% in 2016 and

to 83.1% in 2018. Feedback gathered in the open-ended question showed that many licensees had trouble accessing and completing the online renewal process. The online renewal process is conducted on a website managed by the Health Professions Council. Improving this workflow could enhance the user experience with the TSBDE's website. To avoid any confusion in the future, these questions will be more specific to differentiate between the TSBDE's website and the Health Professions Council website.

5. TSBDE's complaint handling process for agency operations – 2 questions

Respondents are confident that complaints about agency operations would be handled in a reasonable manner and they feel confident in their ability to file a complaint.

6. TSBDE's ability to provide services in a reasonable amount of time – 3 questions

Overall, the responses to this set of questions were positive. To improve services, the Licensing Division has also been revamping the application process to clarify the process and reduce confusion about required materials. Often there are delays in processing applications related to receiving incomplete application documents. The Enforcement Division is also updating their processes to reduce the number of days to case resolution.

7. The availability and quality of printed materials distributed by the TSBDE – 3 questions

Approximately, 36% of respondents selected "not applicable" in response to these questions because the TSBDE has not distributed any printed information in the form of books, handouts and brochures in the past 2 years. The only printed materials we send on a regular basis are renewal reminder postcards to licensees and status update letters sent to complainants every 90 days.

8. The respondent's overall satisfaction with their experience in dealing with the TSBDE – 1 question

Overall satisfaction has improved over the past four years. In 2018, 64.5% of respondents were satisfied with their experience interacting with the TSBDE. This result is significantly higher than the 44.8% who reported satisfaction in 2014 and 62.5% in 2016.

There were 433 free-text responses to a question that asked for suggestions on how the TSBDE can improve its service. Generally, the answers fell into the following categories:

- Difficulty connecting with a staff member via phone or email. Many suggested hiring more staff to respond to queries.
- Issues with renewing online through HPC portal.
- Happy with current services.
- Displeasure with the length of time for licenses/registrations to be issued.
- Website navigation issues.

Customer Service Standards

Outcome Measures

- Percentage of surveyed customer respondents expressing overall satisfaction with services received:

64.5%

- Percentage of Surveyed Customer Respondents Identifying Ways to Improve Service Delivery

31.4% of the 1,378 respondents who completed the survey entered a response to our open-ended question that asks for suggestions for improvement. Many of these responses are positive words of encouragement or “n/a,” rather than areas of concern.

Output Measures

- Total Customers Surveyed

The survey is available to all customers via the TSBDE’s website and Facebook postings. 1,621 customers completed part of the survey and 1,378 completed all questions.

- Total Customers Served

TSBDE serves all dental patients in the state of Texas with over 82,000 licenses, registrations and certificates currently issued to dental professionals.

Efficiency Measures

- Cost per Customer Surveyed

TSBDE uses an online survey website with an annual fee of \$900. The survey website is used to administer various survey needs throughout the agency. Promotion of the survey is accomplished via existing customer communications vehicles and does not present an additional cost to the agency.

Explanatory Measures

- Total Customers Identified

TSBDE serves all dental patients in the state of Texas with over 82,000 licenses, registrations and certificates currently issued to dental professionals.

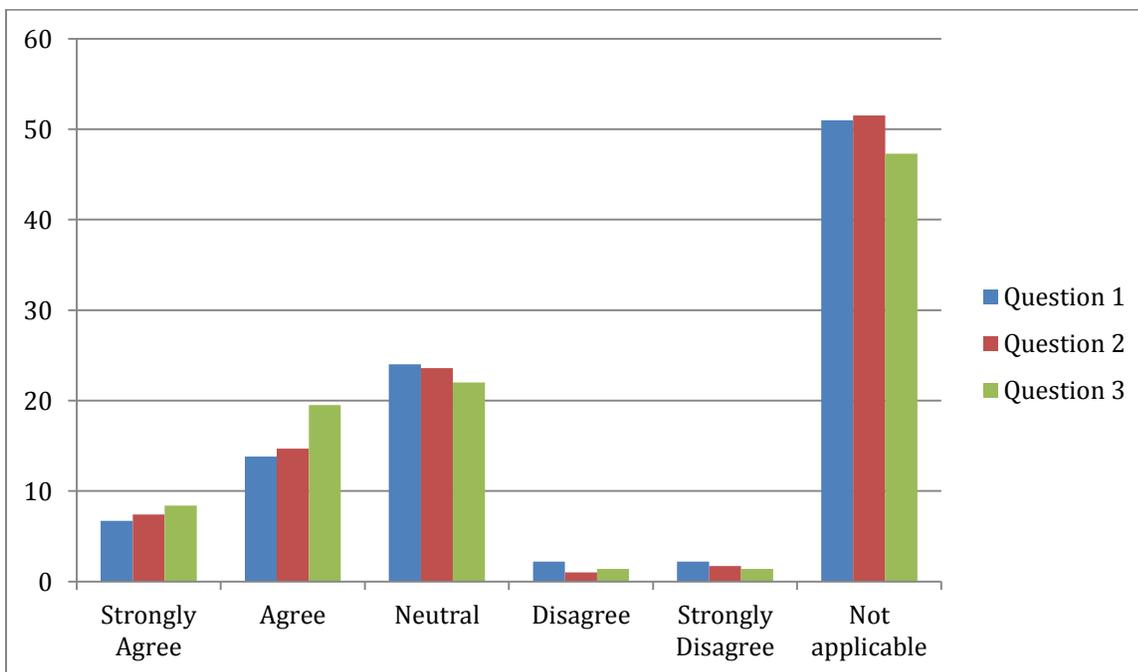
- Total Customer Groups Inventoried

5 - Licensees; Applicants; Complainants and parties related to a complaint; General Public, Other

Survey Summary

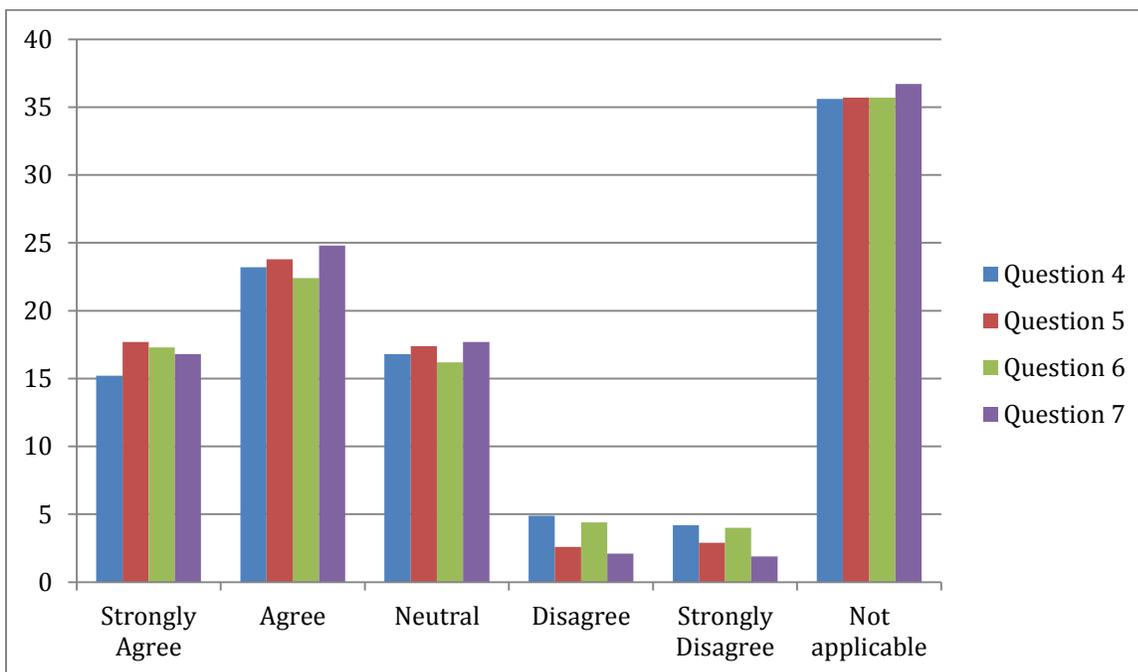
Questions about the TSBDE's facilities

1. The location of services was convenient (parking, public transportation, distance, etc.). (2,049 responses)
2. The facility where I received services was clean, orderly and I could easily find my way around in it. (2,031 responses)
3. The facility is open during reasonable hours. (2,033 responses)



Questions about TSBDE's staff

4. The staff members were able to answer my questions. (1,793 responses)
5. The staff members were courteous. (1,786 responses)
6. The staff members were knowledgeable, helpful and demonstrated a willingness to assist. (1,782 responses)
7. Staff members identified themselves. (1,783 responses)



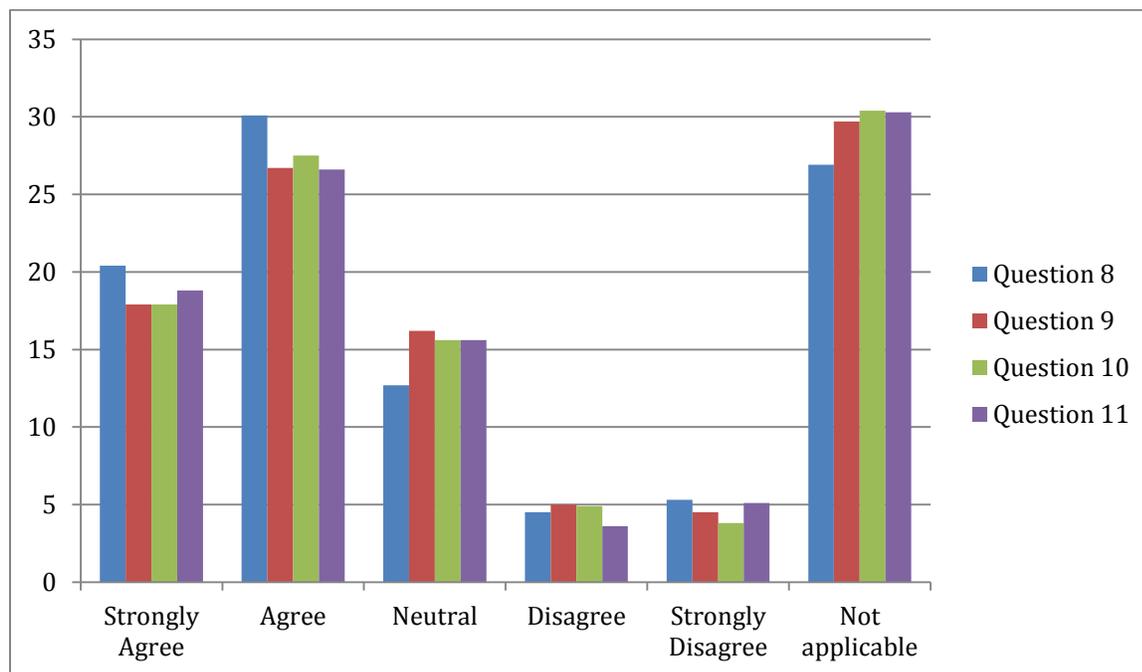
Questions about the TSBDE's communications

8. I received information I needed to obtain services. (1,596 responses)

9. I was given clear explanations about services available to me. (1,594 responses)

10. I was given a clear explanation about the materials needed to receive services. (1,591 responses)

11. My telephone call, email or letter was routed to the proper person. (1,593 responses)



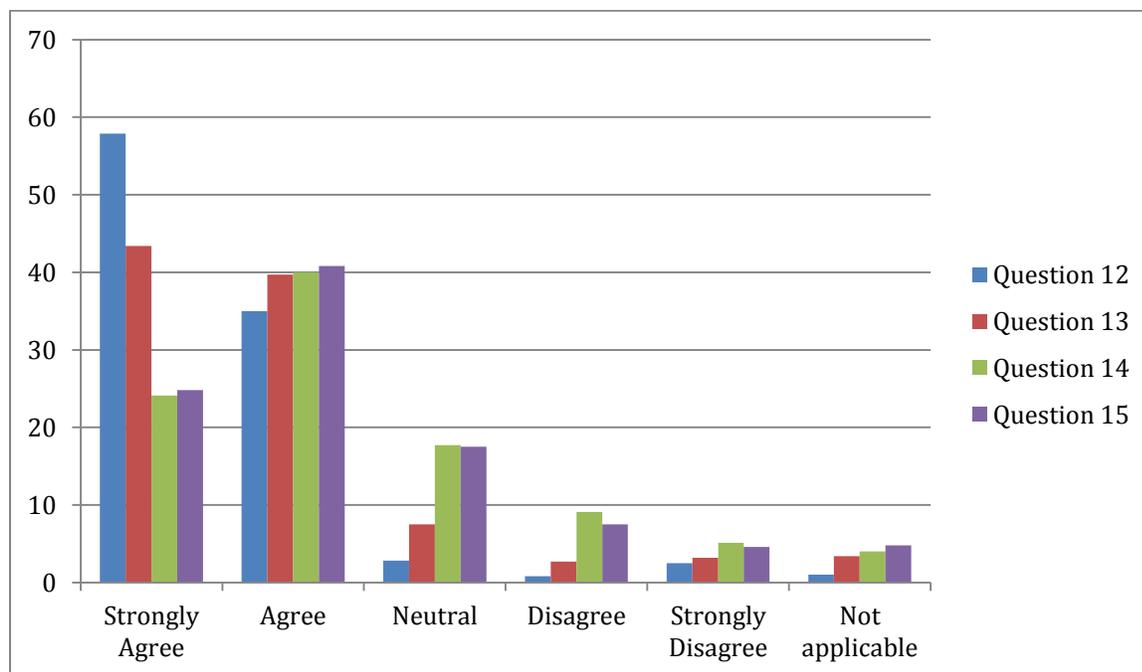
Questions about internet access and the TSBDE's website

12. I have access to the internet at home or at work. (1,514 responses)

13. I am able to access information about the services I need using the internet. (1,512 responses)

14. The website was easy to use and well organized. (1,512 responses)

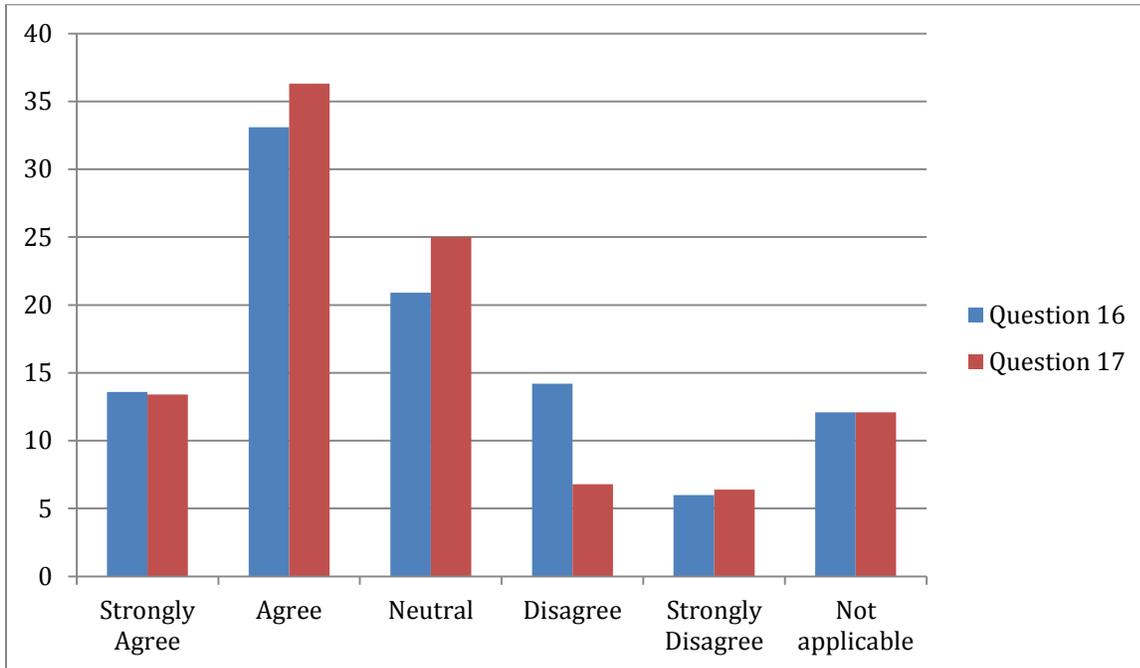
15. The website contained clear and accurate information on events, services, and contact information. (1,511 responses)



Questions about the TSBDE's consumer complaint-handling processes

16. I know how to make a complaint regarding services at this agency. (1,490 responses)

17. If I complained, I believe it would be addressed in a reasonable manner. (1,490 responses)

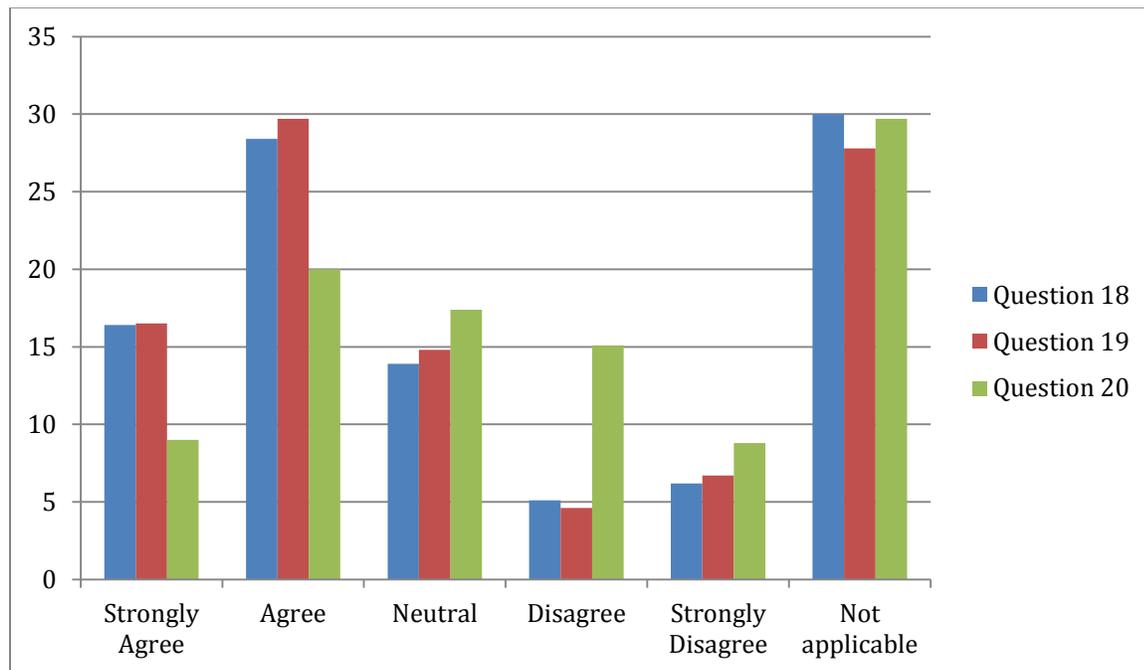


Questions about the TSBDE’s service timeliness

18. My telephone, letter, or email inquiry was answered in a reasonable amount of time. (1,441 responses)

19. The time I waited to receive services was reasonable. (1,443 responses)

20. The time I had to wait for a concern or question to be addressed, whether by phone, in person, or by letter was reasonable. (1,442 responses)

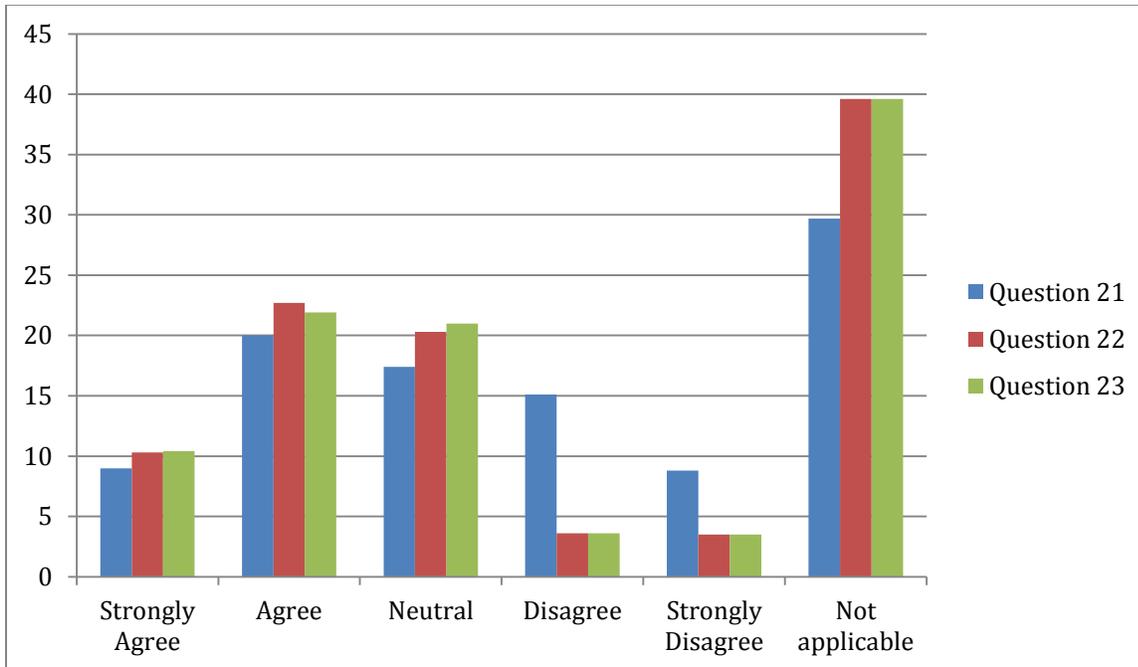


Questions about the TSBDE's printed information

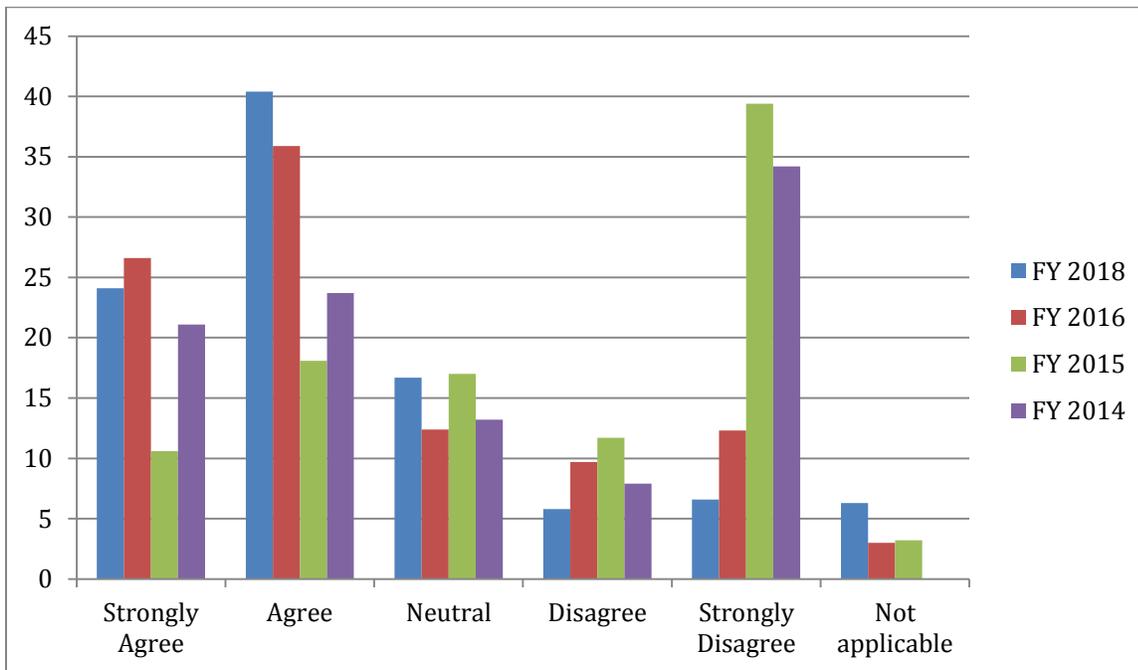
21. I have received printed information (such as brochures, handouts, books, etc.) explaining the services available. (1,442 responses)

22. The printed information was clear and understandable. (1,417 responses)

23. Printed material provided thorough and accurate information. (1,417 responses)



24. Overall, I am satisfied with my experience.



Year	Number of responses
2018	1,380
2016	699
2015	94
2014	38

Appendix

Customer Service Survey Questions

Survey Introduction

In order to serve you better, the Texas State Board of Dental Examiners would like to know your experiences with us. Please take a few minutes to answer the questions below and click the submit button when finished.

Customer Group

*1) Which category best describes you?**

() I am applying for a license

() I am currently licensed

() I have filed a complaint against a licensee

() A complaint has been filed against me

() Other

Facilities

*2) The location of services was convenient (parking, public transportation, distance, etc.).**

() Strongly Disagree () Disagree () Neutral () Agree () Strongly Agree () Not Applicable

*3) The facility where I received services was clean, orderly, and I could easily find my way around in it.**

() Strongly Disagree () Disagree () Neutral () Agree () Strongly Agree () Not Applicable

4) *The facility is open during reasonable hours.**

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Staff

5) *The staff members were able to answer my questions.**

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

6) *The staff members were courteous.**

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

7) *The staff members were knowledgeable, helpful, and demonstrated a willingness to assist.**

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

8) *Staff members identified themselves.**

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Communications

9) *I received the information I needed to obtain services.**

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

10) I was given clear explanations about services available to me.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

11) I was given a clear explanation about the materials needed to receive services.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

12) My telephone call, e-mail, or letter was routed to the proper person.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Internet Sites

13) I have access to the Internet at home or at work.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

14) I am able to access information about the services I need using the Internet.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

15) The website was easy to use and well organized.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

16) The website contained clear and accurate information on events, services, and contact information.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Customer Service Complaints

17) I know how to make a complaint regarding services at this agency.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

18) If I complained, I believe it would be addressed in a reasonable manner.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Customer Service Timeliness

19) My telephone, letter, or e-mail inquiry was answered in a reasonable amount of time.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

20) The time I waited to receive services was reasonable.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

21) The time I had to wait for a concern or question to be addressed, whether by phone, in person, or by letter was reasonable.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Printed Information

22) I have received printed information (such as brochures, handouts, books, etc.) explaining the services available.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

23) *The printed information was clear and understandable.**

() Strongly Disagree () Disagree () Neutral () Agree () Strongly Agree () Not Applicable

24) *Printed material provided thorough and accurate information.**

() Strongly Disagree () Disagree () Neutral () Agree () Strongly Agree () Not Applicable

Overall Experience

25) *Overall, I am satisfied with my experience.**

() Strongly Disagree () Disagree () Neutral () Agree () Strongly Agree () Not Applicable

26) *Please identify ways that the Board can improve its service delivery.*

Thank You!

Thank you for taking our survey. Your response is very important to us.

Texas State Board of Dental Examiners
Schedule H – Assessment of Advisory Committees

As of May 31, 2018, the TSBDE also has the following committees which were created by the board: Anesthesia Committee, Licensing Committee, Dental Practice Committee and the Disciplinary Review Committee.

For more information, please contact:

Texas State Board of Dental Examiners

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