

Report on Customer Service

6/1/2020

Texas State Board of Dental Examiners

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REPORT ON CUSTOMER SERVICE
Texas State Board of Dental Examiners
June 1, 2020

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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 130,000 email addresses. The actual number of licensees/registrants as of May 7, 2020 is 80,891. This number changes on an hourly basis with online account management and includes those who have active and 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 2020 – 2021 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 online continuously from the date of our last review to present. The survey was promoted on the TSBDE website, posted on Facebook and Twitter. 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 234 respondents in Fiscal Year 2019. We decided to focus on this year since it displays a complete life-cycle of our processes that includes that bump in licensing after dental school graduations and the steady yearly output of our Enforcement and Legal Departments.

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." All questions must be answered to submit the survey, though we do offer the "not applicable" option for every question. At the end of the survey, the agency offers an open-ended question inviting respondents to identify ways the TSBDE could improve its service delivery.

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Analysis of Findings

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

1. TSBDE's facilities – 3 questions

Roughly 75% of applicable respondents had positive responses; namely, they selected "Agree" or "Strongly Agree" for questions regarding the agency's physical office. Those who have visited find the facilities to be open reasonable hours, good parking, convenient, clean and orderly.

Since much of our services have gone online, 53.3% of respondents stated that facilities questions were "not applicable" in their response.

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

62.8% of applicable respondents had positive responses; namely, they selected "Agree" or "Strongly Agree" for questions regarding TSBDE's staff. Dissatisfaction is at 16.6%, where respondents recorded "Disagree" or "Strongly Disagree" to those same questions. Many of those respondents stated in the open-ended question that they want faster phone responses and faster processing of their licenses. 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. In addition, we have been looking into developing a better automated telephone system with Texas Department of Information Resources to make certain that the employees assigned to the phones are answering calls and that hold times are kept to a minimum.

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

At 62.4%, stakeholders expressed satisfaction with the explanation of the materials and services available to them. However, 20.6% have expressed dissatisfaction in our responsiveness. The percentages are consistent across the response answers that we see. This seems to indicate that we are reaching a large number of people with the correct information; however, we must be mindful of that one fifth of our communications are not meeting expectations. We will need to re-examine how our information is presented to our stakeholders and make certain that we provide clear instructions about our services and materials. Since Dr. Bush has assumed the Executive Director position, he has been very diligent about sending monthly newsletters to our stakeholders filled with each month's highlights and of events to come. In addition, the Dental Practice Director, Dr. Brooke Bell, has worked with her staff to develop routine Dental Practice memos filled with practical information about the dental profession, emerging trends in dentistry and tips for how to maintain compliance with TSBDE regulations.

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

Unsurprisingly, over 96% of respondents have access to the internet and 73.5% are able to obtain information about the services they need via the internet. 74.5% of responses to these questions

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indicate that the respondent “Agrees” or “Strongly Agrees” to the statements that the website provides clear and useful information. Only 11.2% “Disagree” or “Strongly Disagree” to these statements. This is very good to hear, since it was during FY 2019 where TSBDE revised our website to its current iteration. The IT staff spent a lot of effort working to make certain that the website was clear, concise and accessible. We are glad to see that these efforts paid off, but we will still monitor and make improvements based on stakeholder responses.

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

With 42.3% of respondents uncertain how to submit a complaint against TSBDE, this measure appears to need more attention from the agency. This information is posted on our front page and on the internet portal where licensees apply and renew their licenses. The agency will need to make an effort to distinguish how to make a complaint against the services that TSBDE provides and how to make a complaint against a dental professional to TSBDE about the services the dental professional provided.

In addition, only about half of respondents believe that their complaint “would be addressed in a timely manner.” TSBDE will need to examine how we promulgate our complaint process to the public and how we can do it better. The Enforcement Division has refined its processes in how complaints are entered and that information is transferred to analysts. In addition, the Legal Division has been steadily moving to close old and lingering cases. Without having to concentrate on these old cases, the agency is much more able to handle emerging cases in a timely manner.

It is important to note that since over 75% of respondents are licensees, it is likely most of our traffic is from licensed or certified dental professionals looking to engage with our Licensing Division, not our Enforcement Division. This inexperience with the Enforcement Division may account for the lack of confidence. The agency will look into measures to make certain that the members of the public and the licensees know about the Customer Satisfaction Survey and will prompt them to provide more data about their experience with the TSBDE complaint process: both how to submit complaints against dental professionals and the agency itself.

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

This is another measure where we have a strong positive response at 63.6% of respondents who “Agree” or “Strongly Agree” that their concerns were addressed in a timely manner, but where we also have nearly 20% who “Disagree” or “Strongly Disagree.” This dichotomy displays that we are clearly reaching nearly two thirds of our stakeholders but clearly need to take steps to bring up the lagging 20%. To improve services, we have begun moving most of our licenses to a two-year renewal cycle. This will help ease the volume of applications that we receive and allow us to better address the concerns of our licensees. The Enforcement and Legal Divisions are 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, 34% 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

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in the past 4 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. TSBDE has attempted to make our website as clear and concise as possible to distribute our information faster and cheaper than printing paper information.

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

Overall satisfaction has remained steady over the past 4 years. In 2020, 62.3% of respondents stated that they “Agree” or “Strongly Agree” that they were satisfied with their experience. This result is similar to 2018 where 64.5% of respondents were satisfied with their experience interacting with the TSBDE and in 2016 where 62.5% were.

Unfortunately, like many of our categories, there is a significant portion of people, at 26.9%, who “Disagreed” or “Strongly Disagreed” with the question. The agency appears to be meeting the majority of respondents’ needs, but we still have areas upon which we need to focus.

Everyone who took the survey had an opportunity to provide a free-form answer to how TSBDE could improve its services. Generally, the answers fell into the following categories:

- Happy with current services.
- Difficulty connecting with a staff member via phone or email. Many suggested hiring more staff to respond to queries.
- Displeasure with the licensing process and length of time for licenses/registrations to be issued.
- Displeasure with the result of their complaint, the complaint process and the turnaround time for the Enforcement Division.
- Website navigation issues.

Additional Observations

Though the number of respondents seemed low this year, TSBDE took this as another measure to improve. It serves the public and TSBDE to have greater engagement and more responses to questions in how the agency may improve. In prior years, we have sent out an email blast to our stakeholders asking for their responses in the Customer Satisfaction Survey. While somewhat artificial in its prompting, this email blast yielded strong results to the survey. More survey results mean better and more accurate data. For voluntary surveys such as ours, only motivated typically people take the survey. This may explain why there is a sharp divide between the people who think the agency is providing excellent services and those who think we are not. For the years to come, we will strongly consider making a yearly appeal to our stakeholders to provide constructive feedback in how to better serve the public. This will hopefully serve to provide more survey data from people who might not have taken the time to provide that information.

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Customer Service Standards

Outcome Measures

- Percentage of surveyed customer respondents expressing overall satisfaction with services received (Percentage of people who selected “agree” or “strongly agree” to the question, “Overall, I am satisfied with my experience.”

62.4%

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

35.0% of the 234 respondents who completed the survey entered a positive response to our open-ended question with words of encouragement, praise and thanks. 29.0% of respondents indicated that improvements needs to be made. Their chief concerns were the wait time on the phone, the wait time for licensing applications, and more consistent information from staff. 26.9% of respondents did not provide a response, and the remaining 9.4% had individual recommendations based on their specific circumstance.

Output Measures

- Total Customers Surveyed: 234

The survey is available to all customers via the TSBDE’s website, Facebook postings, Twitter postings and in the email signatures of our staff.

- Total Customers Served:

TSBDE serves all dental patients in the state of Texas with over 81,000 licenses, registrations and certificates currently issued to dental professionals. In addition, the agency closed 1,080 jurisdictional and filed legal cases in FY 2019 based on complaints submitted to our agency.

Efficiency Measures

- Cost per Customer Surveyed

TSBDE uses an online survey website which is included in the Google Suite at no additional expense to the agency. 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.

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- Total Customer Groups Inventoried

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

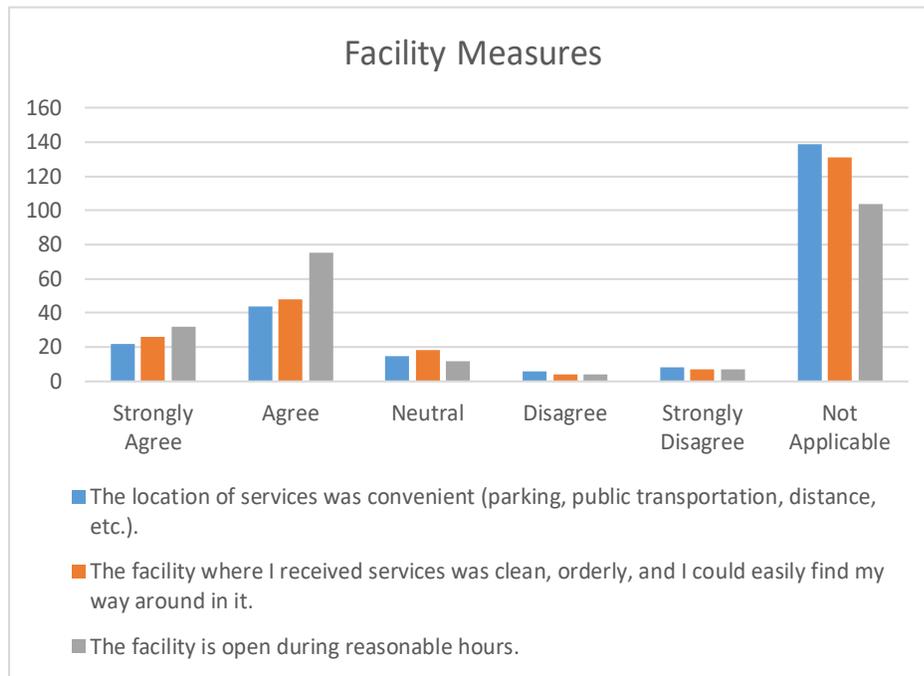
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Survey Summary

Questions about the TSBDE's facilities

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

Facility Measures	The location of services was convenient (parking, public transportation, distance, etc.).	The facility where I received services was clean, orderly, and I could easily find my way around in it.	The facility is open during reasonable hours.
Strongly Agree	22	26	32
Agree	44	48	75
Neutral	15	18	12
Disagree	6	4	4
Strongly Disagree	8	7	7
Not Applicable	139	131	104

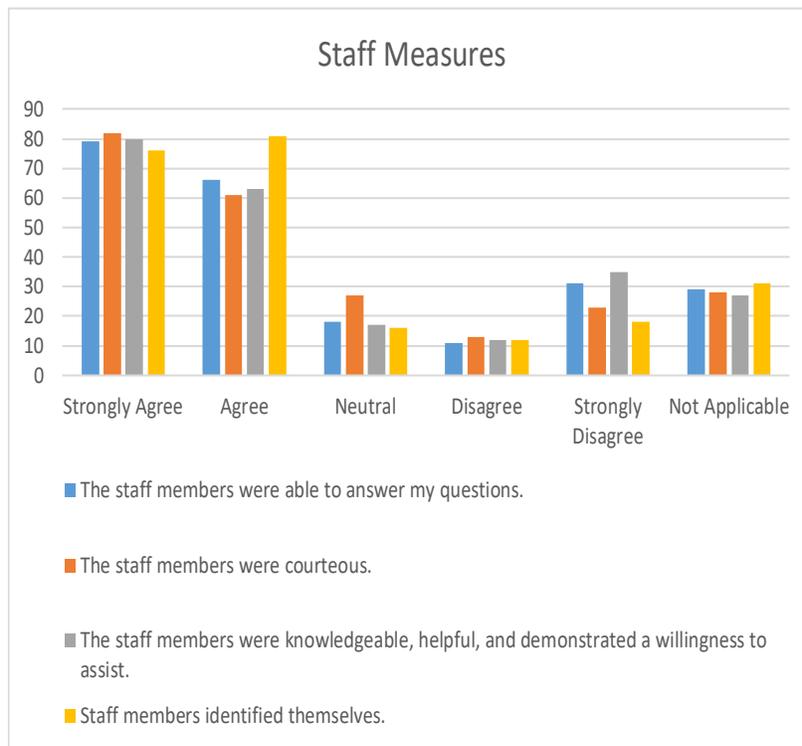


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Questions about TSBDE's staff

4. The staff members were able to answer my questions.
5. The staff members were courteous.
6. The staff members were knowledgeable, helpful and demonstrated a willingness to assist.
7. Staff members identified themselves.

	The staff members were able to answer my questions.	The staff members were courteous.	The staff members were knowledgeable, helpful, and demonstrated a willingness to assist.	Staff members identified themselves.
Strongly Agree	79	82	80	76
Agree	66	61	63	81
Neutral	18	27	17	16
Disagree	11	13	12	12
Strongly Disagree	31	23	35	18
Not Applicable	29	28	27	31

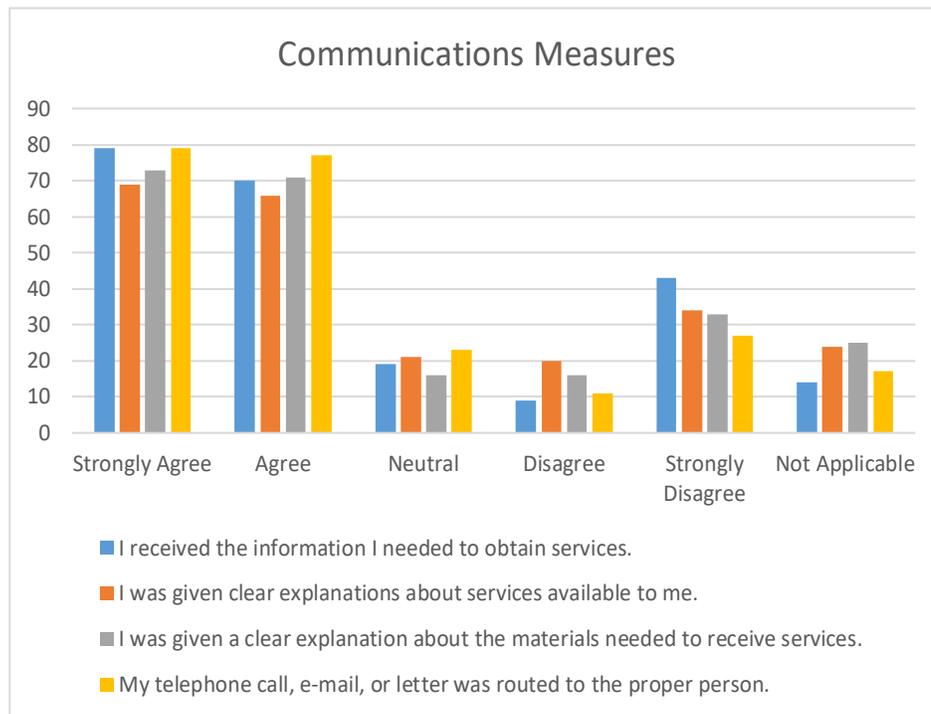


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Questions about the TSBDE’s communications

- 8. I received information I needed to obtain services.
- 9. I was given clear explanations about services available to me.
- 10. I was given a clear explanation about the materials needed to receive services.
- 11. My telephone call, email or letter was routed to the proper person.

	I received the information I needed to obtain services.	I was given clear explanations about services available to me.	I was given a clear explanation about the materials needed to receive services.	My telephone call, e-mail, or letter was routed to the proper person.
Strongly Agree	79	69	73	79
Agree	70	66	71	77
Neutral	19	21	16	23
Disagree	9	20	16	11
Strongly Disagree	43	34	33	27
Not Applicable	14	24	25	17

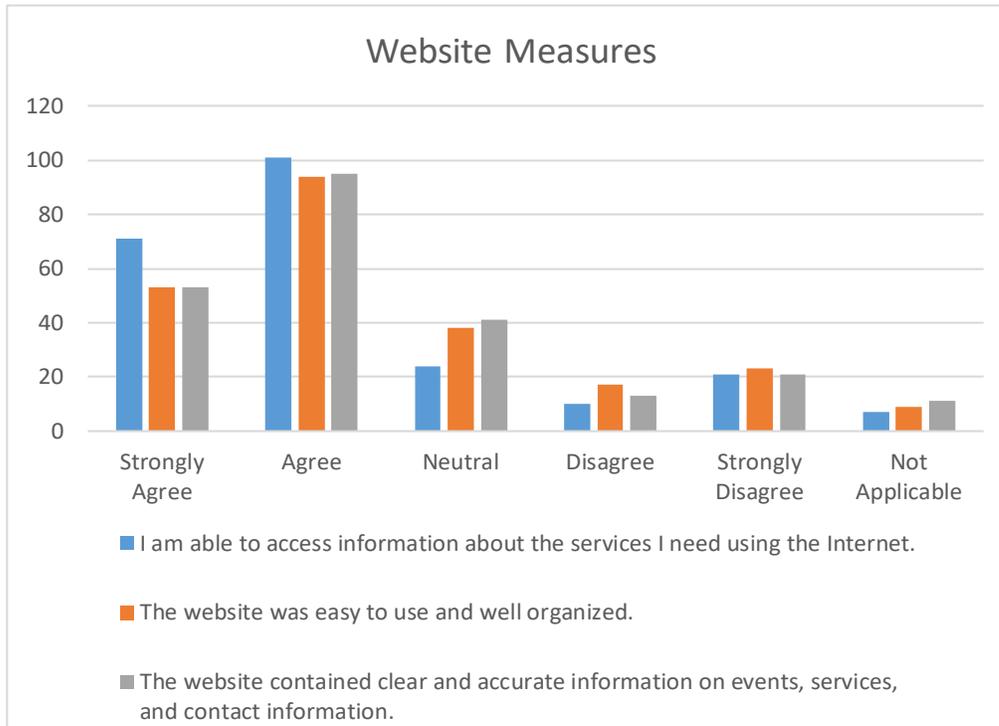


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Questions about internet access and the TSBDE's website

- 12. I have access to the internet at home or at work.
- 13. I am able to access information about the services I need using the internet.
- 14. The website was easy to use and well organized.
- 15. The website contained clear and accurate information on events, services, and contact information.

	I am able to access information about the services I need using the Internet.	The website was easy to use and well organized.	The website contained clear and accurate information on events, services, and contact information.
Strongly Agree	71	53	53
Agree	101	94	95
Neutral	24	38	41
Disagree	10	17	13
Strongly Disagree	21	23	21
Not Applicable	7	9	11



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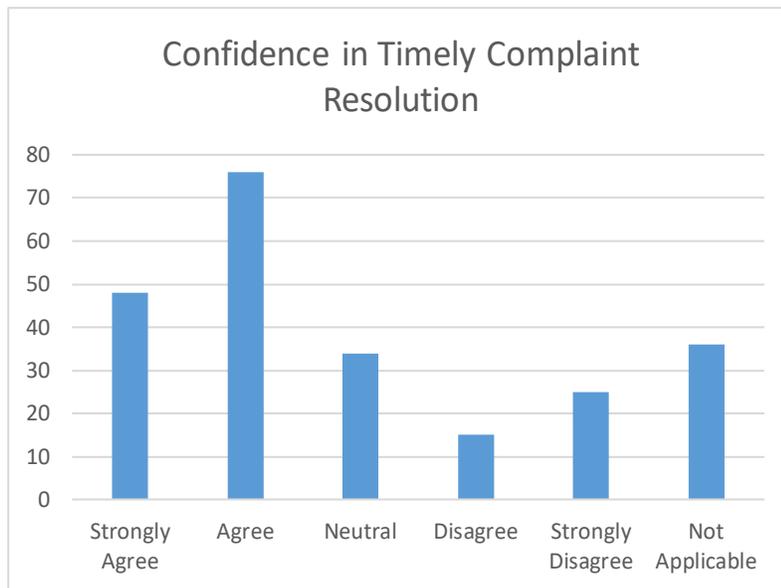
Questions about the TSBDE’s consumer complaint-handling processes

16. I know how to make a complaint regarding services at this agency.

17. If I complained, I believe it would be addressed in a reasonable manner.

I know how to make a complaint regarding services at this agency.		Percentage
Yes	135	57.69%
No	99	42.31%

If I submitted a complaint, I believe it would be addressed in a reasonable manner.		Percentage
Strongly Agree	48	20.51%
Agree	76	32.48%
Neutral	34	14.53%
Disagree	15	6.41%
Strongly Disagree	25	10.68%
Not Applicable	36	15.38%

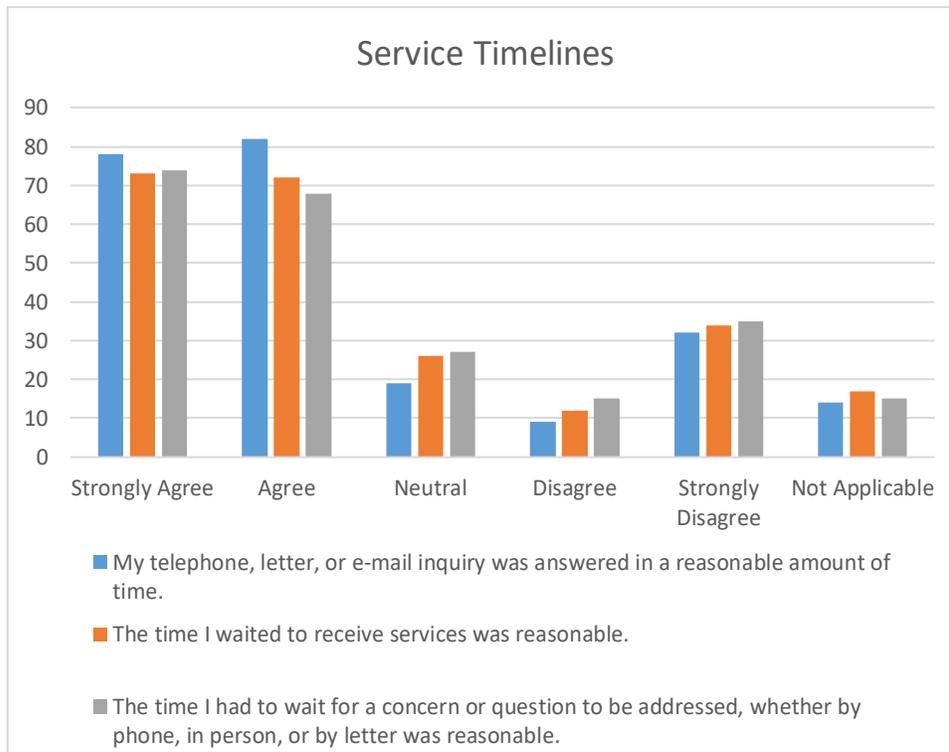


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Questions about the TSBDE's service timeliness

- 18. My telephone, letter, or email inquiry was answered in a reasonable amount of time.
- 19. The time I waited to receive services was reasonable.
- 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.

	My telephone, letter, or e-mail inquiry was answered in a reasonable amount of time.	The time I waited to receive services was reasonable.	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 Agree	78	73	74
Agree	82	72	68
Neutral	19	26	27
Disagree	9	12	15
Strongly Disagree	32	34	35
Not Applicable	14	17	15



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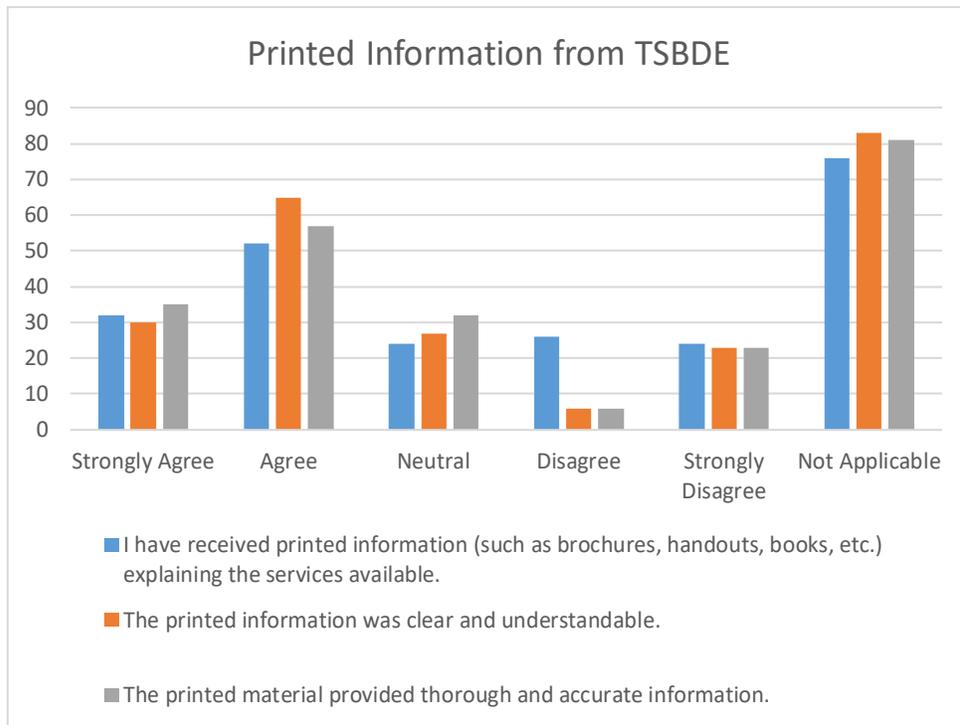
Questions about the TSBDE's printed information

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

22. The printed information was clear and understandable.

23. Printed material provided thorough and accurate information.

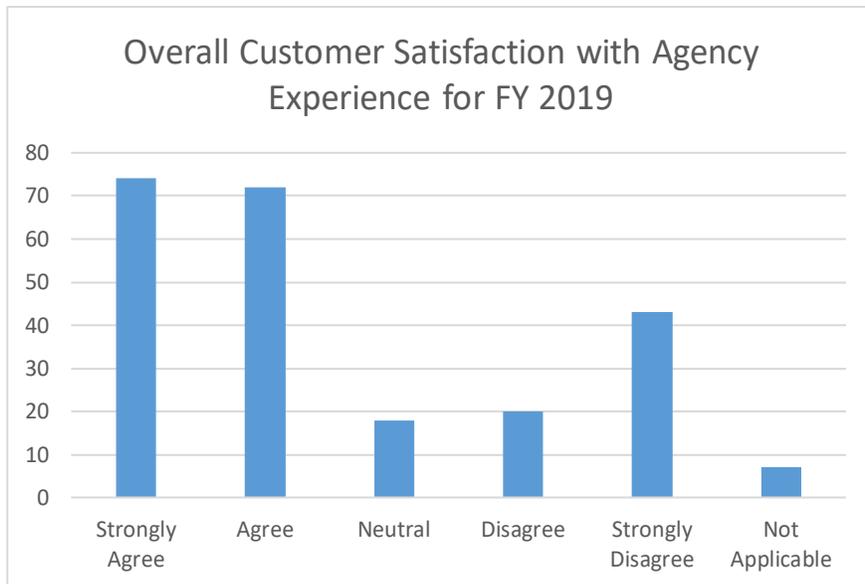
	I have received printed information (such as brochures, handouts, books, etc.) explaining the services available.	The printed information was clear and understandable.	The printed material provided thorough and accurate information.
Strongly Agree	32	30	35
Agree	52	65	57
Neutral	24	27	32
Disagree	26	6	6
Strongly Disagree	24	23	23
Not Applicable	76	83	81



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24. Overall, I am satisfied with my experience.

Overall, I am satisfied with my experience.	
Strongly Agree	74
Agree	72
Neutral	18
Disagree	20
Strongly Disagree	43
Not Applicable	7



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

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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

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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

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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

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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.

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For more information, please contact:

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