

# Strategic Plan

## Texas State Board of Dental Examiners

**Fiscal Years 2027 - 2031**

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**AGENCY STRATEGIC PLAN**

**FISCAL YEARS 2027 – 2031**

**TEXAS STATE BOARD OF DENTAL EXAMINERS**



<b>Board Member</b>	<b>Dates of Term</b>	<b>Hometown</b>
Dr. Bryan N. Henderson, II	2017 – 2029	Dallas, Texas
Ms. Lorie Jones, RDH	2017 – 2029	Magnolia, Texas
Dr. Robert G. McNeill	2017 – 2027	Dallas, Texas
Ms. Janessa Bock, RDH	2026 – 2031	Sugar Land, Texas
Dr. Linda T. Burke	2019 – 2031	Harlingen, Texas
Dr. Margo Y. Melchor, Ed.D.	2017 – 2027	Houston, Texas
Dr. Yvonne E. Maldonado	2021 – 2027	El Paso, Texas
Mr. Ricky Garcia	2022 – 2027	Pasadena, Texas
Ms. Sarah Lamb	2024 – 2029	Dallas, Texas
Dr. Lisa B. Masters	2026 – 2031	San Antonio, Texas
Dr. Brady Morehead	2024 – 2029	San Antonio, Texas

**DATE OF SUBMISSION:  
June 1, 2026**

Signed:

Approved:

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Casey L. Nichols, JD  
Executive Director

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Bryan N. Henderson II, 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 in a fair and impartial manner. The Board is committed 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.

### **Agency Operational Goals and Action Plan**

The agency's operational goals efficiently and effectively support the agency's mission to protect the public and enhance public safety. The Board and agency carry 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 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 oxide monitoring endorsements for hygienists and dental assistants, anesthesia permits to qualified dentists, local infiltration anesthesia permits for hygienists and registers dental labs and mobile facilities.

2. The Board protects the public health and safety by enforcing the Dental Practice Act and Board rules and ensuring safe dental care by investigating allegations of potential violations of the Act or rules, prosecuting licensees who are found to have violated the Act or rules, 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.

### **GOAL 1: Licensing and Permits**

To ensure dental professionals meet the educational, ethical, and legal requirements to provide dental care in Texas under the regulatory guidance of the Texas State Board of Dental Examiners.

#### **Specific Action Items Necessary in Achieving Goal:**

The TSBDE grants entrance into the dental profession by safeguarding the licensing and permitting process and certifying that licensees meet the requirements provided in statute and rule.

1. Maintain a timely licensing, permit, and renewal process.
2. Transition all licensees to an online application process.
3. Create an online repository to track continuing education credits.
4. Increase staffing in the licensing division.
5. Eliminate redundancies in the licensing process.
6. Provide timely and appropriate communication to licensees, stakeholders, and the public.
7. Host public licensing events, which allow staff to review and process applications on-site for same day approval.
8. Update late fees to comply with the statutory minimum required.

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

1. Accountable to tax and fee payers of Texas.  
The TSBDE is accountable to the regulated dental community and citizens of Texas for providing effective and efficient proactive licensing and permitting

processes. These actions enable the Board to set licensing fees at or below 75 percent of the national average for dentists, hygienists, and dental assistants. Pursuant to a final report issued by the State Auditor's Office in December 2023, the TSBDE will increase late fees to the statutorily required minimum.

2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.

The TSBDE values innovation and continuous improvement to optimize processes and procedures and minimize waste. The Board minimizes the waste of taxpayer dollars by utilizing paperless operations when possible. The TSBDE also recently reduced the amount of documentation required for licensees submitting an electronic prescribing waiver to further simplify and streamline the process.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.

The TSBDE is charged with developing and implementing an efficient and effective process for handling all licensing and permitting activities, which are essential in fulfilling its core functions. The licensing division continually monitors staff activities and tracks time to completion for license and permit processing to measure the division's success in achieving performance measures and to implement plans to improve that processing.

4. Attentive to providing excellent customer service.

The TSBDE licensing staff provide excellent customer service by quickly responding to phone calls, emails and in person office visits. Licensing staff are knowledgeable of agency operations and work with each division in response to calls and correspondence. The TSBDE hosts an annual Licensing Expo, to provide on-site application processing for recent dental and hygiene graduates. This event allows the agency to process a large number of applications in a single day. In 2024, the TSBDE plans to expand the event to include dental assistants.

5. Transparent such that agency actions can be understood by any Texan.

The TSBDE licensing staff provide accurate information relating to license and permit requirements and notify licensees of any changes in those requirements through email notices, newsletter articles, the agency website, in person contact, attending professional organization conferences and through phone calls. The Licensing Director routinely updates dental, dental hygiene and dental assisting schools and programs to ensure that recent graduates understand licensure requirements in an effort to decrease the amount of incomplete or deficient applications the agency receives.

## **GOAL 2: Employee Development and Retention**

To enhance employee development and to ensure that employees are compensated at a level that is commensurate with other state agencies to encourage employee retention.

### **Specific Action Items Necessary in Achieving Goal:**

1. Research and compile data regarding employee compensation, turnover rates, salary trends, and salary action information.
2. Use the compiled data to ensure that employees are compensated at a level that is commensurate with their duties, education and experience.
3. Advocate for appropriate compensation of staff as compared to similar healthcare regulatory agencies through the legislative appropriation process.
4. Reduce employee turnover by offering flexible schedules, including telework.
5. Further develop employee skills by offering training through continuing education programs.
6. Provide quality management and supervision.
7. Effectively and regularly communicate with employees to increase employee engagement.
8. Encourage participation in wellness and state employee benefit initiatives.

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

1. Accountable to tax and fee payers of Texas.  
The TSBDE's demonstrates accountability to tax and fee payers of Texas by attempting to reduce employee turnover through employee development initiatives. A reduction in employee turnover results in a reduction in lost revenue to the agency and the state of Texas. When possible, the agency cross-trains employee to maximize employee time and talents.
2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.  
Waste of taxpayer dollars is minimized through the agencies efforts to support employee engagement. All staff members are encouraged to participate in free and low-cost services and trainings offered to state employees. The agency also uses a portion of the budget to offer employees continuing education opportunities. Unfortunately, the agency turnover rate is typically higher than the statewide turnover rate due to lower compensation rates.
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.

The TSBDE effectively fulfills its core functions by utilizing employee strengths and skills. The institutional knowledge of longtime employees is invaluable to the agency's success and is a key reason the TSBDE is able to achieve performance measures. Employees are cross-trained so that each employee is familiar with all the processes in their division. Cross-training allows the agency to continue operations without delay if an employee is temporarily out or leaves the agency.

4. Attentive to providing excellent customer service.

The TSBDE provides excellent customer service by efficiently handling a high volume of phone calls, emails and mail from licensees, stakeholders and the public. In order to provide the highest level of customer service, the agency must maintain trained, qualified and engaged employees.

5. Transparent such that agency actions can be understood by any Texan.

The TSBDE provides transparency in its process so that licensees, stakeholders and the public are informed about its processes through information provided on the agency website, Board rules, stakeholder meetings, quarterly newsletters and through phone calls, emails, and in person communications.

### **GOAL 3: Enhancing Enforcement Efforts**

To efficiently and effectively enforce the Dental Practice Act and the rules of the Texas State Board of Dental Examiners. The Board will investigate and enforce compliance with all legal requirements of the dental profession to ensure timely, fair, and effective disciplinary actions for violators and to require the re-education and rehabilitation of persons violating state dental laws and Board rules.

#### **Specific Action Items Necessary in Achieving Goal:**

The TSBDE investigates and enforces compliance with all legal requirements of the dental profession to ensure timely, fair, and effective disciplinary actions for violators and to require the re-education and rehabilitation of persons violating state dental laws and Board rules.

1. Investigate and resolve reported violations of dental laws and rules within a timely period in the interest of public safety.
2. Increase agency efficiency in achieving goal performance measures within the time necessary for case resolution.
3. Increase oversight of the investigations division by using analytics to track violation and allegation data, reporting collected data to the Board and public, monitoring trends in the reported data, and using the data to ensure performance measures are met.

4. Promote compliance of licensed dental professionals practicing under Board orders.
5. Continue to work with appropriate dental organizations to share information concerning habitual violations of state dental laws and Board rules.
6. Continually research innovative investigative approaches and network with other healthcare regulatory agencies to share best practices.
7. Continually review and modify processes for quality control.
8. Promote continued education for investigators and inspectors.

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

1. Accountable to tax and fee payers of Texas.  
The TSBDE is accountable to the regulated community and citizens of Texas for effectively and efficiently enforcing the Dental Practice Act. By tracking and revising performance measures, the investigations division ensures all complaints are appropriately investigated and all actions taken comply with appropriate statutes and rules.
2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.  
The TSBDE Investigation division's staff collaborate with appropriate members of other divisions to research and analyze complaints and utilize centralized databases to minimize errors, maintain consistent information between divisions, and eliminate unnecessary tasks and redundancies.
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.  
The TSBDE values modernization and intends to implement that modernization within the agency and specifically in the Investigations Division to fulfill the Board's core functions, measure success in achieving performance measures, and implement improvement plans. The division's policies are updated appropriately in conjunction with statute and rules and to meet industry practices.
4. Attentive to providing excellent customer service.  
The TSBDE strives for exemplary service, clarity, and ease of use in all customer interactions. Each specific action item listed above is focused on maintaining accountability and high standards and finding innovative ways to increase agency efficiency. The Board attempts to hire employees with the necessary skill sets to maintain and improve the services it provides to the public.
5. Transparent such that agency actions can be understood by any Texan.

The Investigations Division documents all interactions between agency staff, complainants, and respondents to ensure all activities are traceable and comply with applicable statutes and rules. The TSBDE utilizes a disciplinary matrix when determining disciplinary action to eliminate inconsistencies and guesswork concerning Board actions.

#### **GOAL 4: Increasing Agency Efficiency**

To optimize overall agency efficiencies for the Texas State Board of Dental Examiners.

#### **Specific Action Items Necessary in Achieving Goal:**

The TSBDE is accountable to the dental community and citizens of Texas by providing effective and efficient processes through an engaged and high performing workforce.

1. Enhance internal communications between divisions and staff within the agency.
2. Enhance external communications between staff and stakeholders, such as dental and hygiene schools, professional associations, regional examining boards, and licensees.
3. Expand the use of digital services, such as VOIP phone system, Papervision database, and online continuing education audits, for a more efficient work environment and to reduce the high level of manual labor required of minimally staffed divisions.
4. Reduce data storage costs by purging documents from the Papervision database pursuant to the agency's records retention schedule.
5. Provide employees the infrastructure necessary to transition to a fully paperless process.
6. Continually review agency processes to identify redundancies and to find efficient solutions.
7. Offer employees alternative schedules, including telework, to continue operations during public health events, weather events, or any event which may impact an employee's ability to work from the TSBDE office.

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

1. Accountable to tax and fee payers of Texas.  
The TSBDE ensures accountability to the fee payers of Texas by continually seeking to increase efficiencies in agency operations and to reduce waste through the elimination of unnecessary processes.
2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and

non-core functions.

The TSBDE operates primarily using licensing and surcharge fee revenue collected through the Board's biennial licensing and licensing renewal process and deposited in the general revenue fund. A portion of that fee revenue is appropriated to the Board for its operations. The Board continually identifies measures to reduce costs in its operations. Each agency division is identifying the steps necessary to implement paperless processes to achieve additional cost savings.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.

The TSBDE each quarter reports performance measures and continuously develops and implements plans to improve in the provision of services related to the Board's core functions. The Board works diligently to retain agency staff who fulfill core functions by providing employee training and appropriate compensation. Because staff compensation is still below the compensation received by the staff of other licensing and healthcare regulatory agencies, the Board will continue to advocate for measures to raise staff salaries to appropriate levels.

4. Attentive to providing excellent customer service.

The TSBDE's desire to efficiently serve the public through its trained staff have resulted in the Board's provision of excellent customer service. The Board continually examines its processes to provide more responsive and capable services to the public. The Board attempts to hire employees with the necessary skill sets to maintain and improve the services it provides to the public.

5. Transparent such that agency actions can be understood by any Texan.

The TSBDE responds timely to public information requests, maintains a website to provide the public with easy access to Board information and services, and attempts to make available all Board policies, rules, and services in formats easily usable by and accessible to the licensees it serves and the public.

### **GOAL 5: Rule Making.**

To establish, implement, and maintain appropriate standards for Texas dental professionals in compliance with the Dental Practice Act and legislative directives. The Texas State Board of Dental Examiners will adopt rules to protect the public and meet the requirements for certification, licensure, and practice throughout the state.

### **Specific Action Items Necessary in Achieving Goal:**

The TSBDE regulates the dental profession by keeping abreast of emerging issues

related to the welfare of the dental public and adopting rules to protect dental professionals and the Texas public.

1. Monitor legislative bills that may impact the dental community.
2. Monitor dental community changes and, if necessary, adopt rules to protect the citizens of Texas.
3. Hold stakeholder meetings and utilize stakeholder feedback during the rule making process.
4. Utilize the services of the Regulatory Compliance Division of the Office of the Governor, to conduct an independent review of rules that may affect market competition.
5. Review and revise Board rules on a quadrennial schedule and as needed.
6. Implement and maintain a consistent rule review process.

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

1. Accountable to tax and fee payers of Texas.  
The TSBDE demonstrates accountability by convening stakeholder meetings to obtain tax and fee payer input during the rule making process. Most recently, the Board held a stakeholder meeting to collect public input on the implementation of a new rule allowing hygienists to administer local infiltration anesthesia pursuant to House Bill 3824, which was passed during the 88<sup>th</sup> Texas Legislature, Regular Session (2023).
2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.  
The TSBDE achieves efficiency through a consistent review of Board rules to eliminate redundancy. The TSBDE strives to ensure that Board rules are current and up to date with the dental community and changing technology; with an emphasis on patient protection.
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.  
The TSBDE maintains accountability for fulfilling the Board's core functions through tracking and reporting of legislatively mandated performance measures and implementing agency-tracking systems.
4. Attentive to providing excellent customer service.  
The TSBDE is committed to providing excellent customer service through continued interaction with stakeholders, legislators, and the public. The Board's governance structure assures attentiveness to the needs of both external and internal customers through its continuous monitoring of all Board activities.

5. Transparent such that agency actions can be understood by any Texan.  
The TSBDE ensures accountability and transparency through open meetings of the Board and committees, public and stakeholder participation in rule-making, publication of agency information, actions, and processes, and fulfillment of all state agency reporting and audit requirements.

**Texas State Board of Dental Board Examiners  
Redundancies and Impediments**

**I. Statutory Updates**

<b>Service, Statute, Rule or Regulation (Provide Specific Citation If Applicable)</b>	<b>Describe why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations</b>	<b>Provide Agency Recommendation for Modification or Elimination</b>	<b>Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change</b>
<p>Statute: Texas Occupations Code Sec. 256.1017</p>	<p>Per statute, the Board adopted rules relating to the issuance of a military limited volunteer license, which allows military licensees to practice at a clinic that primarily treats indigent patients without receiving compensation for services rendered. The Board has two rules in place for licensing military service members, veterans and military spouses pursuant to Sec. 471.001 of the Government Code and Sec. 55.0041(a) of the Texas Occupations Code. The limited volunteer license is confusing to many military applicants, because most apply for this license without realizing it has very specific criteria for use when they are seeking a full privileged license.</p>	<p>Elimination</p>	<p>This change will save time and resources for both Board staff and military applicants. Military applicants often require expediated services and eliminating potential confusion during the application process will assist Board staff in expediting processing times.</p>

<p>Statute: Texas Occupations Code Sec. 257.001(d)</p>	<p>Per statute, upon the approval of a dental or dental hygiene application, a license number is issued for 30 days but with an expired status. This is called the "initial renewal" or license activation period. Once the licensee pays the activation fee, the license status is then moved from expired to active, with a future expiration date from 18-30 months depending on the licensees' birth month. The removal of subsection (d) would eliminate the expired status and allow licensing staff to place the license in active status with a future expiration date from 18-30 months, without requiring further activation.</p>	<p>Elimination</p>	<p>This change will save time and resources for Board staff, dental and dental hygiene applicants. The change will streamline the application process and eliminate a redundancy in the process.</p>
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<p>Statute: Texas Occupations Code Sec. 263.077(f-1)(1)</p>	<p>This subsection provides that on the fifth anniversary of the date a remedial plan is issued, the board may remove from the board's website any public information regarding the dentist or dental hygienist with respect to the plan, <i>unless the complaint was related to the delivery of health care</i>. The majority of the board's investigations involve violations pertaining to the delivery of health care services. These cases are resolved at informal settlement conferences (ISC), where the ISC panel recommends a resolution of the case. If the case involves certain factors, such as low risk of patient harm and various other mitigating factors, then the panel may recommend a remedial plan to resolve the case. Agency staff believes that because a majority of issued remedial plans have allegations involving the delivery of health care, licensees will not be eligible to remove their remedial plan from the board's website in accordance with subsection (f-1)(1).</p>	<p>Modification</p>	<p>Modifying the language in the statute to remove the verbiage "<i>unless the complaint was related to the delivery of health care,</i>" will assist the agency in meeting the statute's intent of allowing licensees to remove remedial plans from the board's website. Remedial plans are a non-disciplinary action used to resolve cases.</p>
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## **II. Application Programming Interface (API)**

The TSBDE would greatly benefit from the use of an application programming interface (API) in our existing online programs. An API is a connection between computers or between computer programs. The agency currently uses an online licensing portal called Versa. If Versa was able to connect to other programs, it would eliminate the need to manually download, extract and send information and documentation to a secure site. For example, an API would be helpful when the agency is processing a continuing education audit. Currently, board staff manually upload the continuing education information and send it to another IT team at Health Professions Counsel (HPC), who then manually pull audit results and import them into the Versa system, twice weekly. Also, having an API will ensure licensees and applicants are correctly taking the required jurisprudence course which corresponds with their license. This information would be automatically sent to Versa, ensuring compliance both when the applicant is initially licensed and at the time of renewal.

Similarly, establishing API with the Department of Public Safety (DPS) would streamline the background check process. Currently, staff must manually enter background results, including state identification numbers. When the TSBDE abolished the need for dental assistants to obtain coronal polishing and pit and fissure registrations, the agency began conducting background checks on dental assistant applicants, which resulted in over 40,000+ background checks. The ability to automate this process would significantly reduce the amount of time and resources spent on manually processing this information.

## **III. Updated Phone System**

The TSBDE would benefit from an updated phone system which would allow calls to remain in a queue instead of sending callers to voicemail after a certain number of rings. Ideally, the system would also not allow a caller to leave a voicemail when the office is closed. Instead, the caller would be prompted to call back during normal business hours. This would reduce the time employees spend listening to voicemails, logging the information and returning calls.

## **IV. Verification of Licensure Portal**

The TSBDE would also benefit from automating the license verification process through a portal on the agency website. Currently, when a licensee requires a verification of licensure certificate, the licensee must log in to their TSBDE account, complete the online request form, pay a fee, and wait 3-5 business days for staff to manually print, stamp, seal and mail or email the verification. Many states have automated this process with an online license verification process which allows a user to enter a licensee's name, verify their licensure status online and immediately generate a verification certificate. Automating this process will save time and resources for employees and licensees.

**Texas State Board of Dental Examiners  
Schedule A – Budget Structure**

A. Goal: QUALITY DENTAL CARE	2026	2027
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%
A.1.1. Strategy: COMPLAINT RESOLUTION		
Output (Volume):		
Number of Complaints Resolved	1,100	1,100
Efficiencies:		
Average Time for Official Complaint Resolution (Days)	400	400
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	1,007	1,007
Number of Licenses Renewed (Individuals): Dentists	9,000	9,000
Number of New Licenses Issued to Individuals: Dental Hygienists	791	791
Number of Licenses Renewed (Individuals): Dental Hygienists	7,016	7,016
Number of New Registrations Issued: Dental Assistants	2,816	2,816
Number of Registrations Renewed: Dental Assistants	19,832	19,832
Explanatory:		
Total Number of Individuals Licensed: Dentists	23,302	23,502
Total Number of Individuals Licensed: Dental Hygienists	17,000	17,500
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 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 agency 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:** Percent of the total number of licensed, registered or certified individuals that initially renewed or renewed their license, registration, or certificate online during the reporting period. Dental laboratories and mobile dental facilities are not included in this calculation because they are an entity and not an individual.

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

**Data Source:** Data related to an online initial renewal or 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 renewed or renewed online divided by the total number of individual licenses, registrations, or certifications renewed initially or 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 renew or 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 all new licenses/registrations, where an online application deposit is received during the reporting period. Dental Laboratories and mobile dental facilities 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 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 new licenses/registrations, where an online application deposit is received, divided by the total number of new licenses/registrations issued to individuals 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 apply for a 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 agency has the 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. 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. TSBDE has no control over the timeline for case consideration when a case when a case is referred to the State Office of Administrative Hearings (SOAH).

**Key Measure:** Yes

**Calculation Type:** Noncumulative

**New Measure:** No

**Target Attainment:** Lower than target

## **Output - 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.

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

**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

**New Measure:** 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 or complete the application process.

**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 individual license initial renewal and 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 individual licenses initially renewed or renewed within 7 days divided by the total number of licenses initially renewed or renewed 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 dental laboratories and mobile dental facilities registered at the end of the reporting period.

**Purpose:** This measure shows the number of dental laboratories and mobile dental facilities 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 and mobile dental facilities. Data concerning licensing is electronically maintained by the agency. The necessary data is extracted from the electronic regulatory database.

**Methodology:** The total number of dental laboratories and mobile dental facilities 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 ISBDE, 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 or complete the application process.

**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 renewed or 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 dentist licenses renewed initially or renewed during the reporting period.

**Data Limitations:** The agency has no control over the number of individuals who choose 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 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 ISBDE, 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 or complete the application process.

**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 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 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 TSBDE, 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 or complete the application process.

**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 renewed their license during the 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 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**

Pursuant to Texas Government Code, §2161.062(e), the Board is required to make a good faith effort to comply with Vet HUB requirements, facilitating the agency's good faith effort to increase Vet HUB participation, preparing and submitting Vet HUB reports, monitoring contracts for Vet HUB compliance and coordinating Vet HUB marketing and outreach efforts.

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 Vet Hubs. Specifically, the Board will make a good faith effort to utilize Vet Hubs in the Board's procurements and contracts with the following statewide goals.

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

- compliance with Vet 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 Vet HUB purchasing procedures and requirements established by the CPA's Texas Procurement and Support Services division;
- attendance at Vet HUB Coordinator meetings, Vet HUB small business trainings and Vet HUB agency functions;
- utilization of Vet HUB resellers from the Department of Information Resources' contracts; and
- promotion of Vet 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 2026 and 2027, 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.

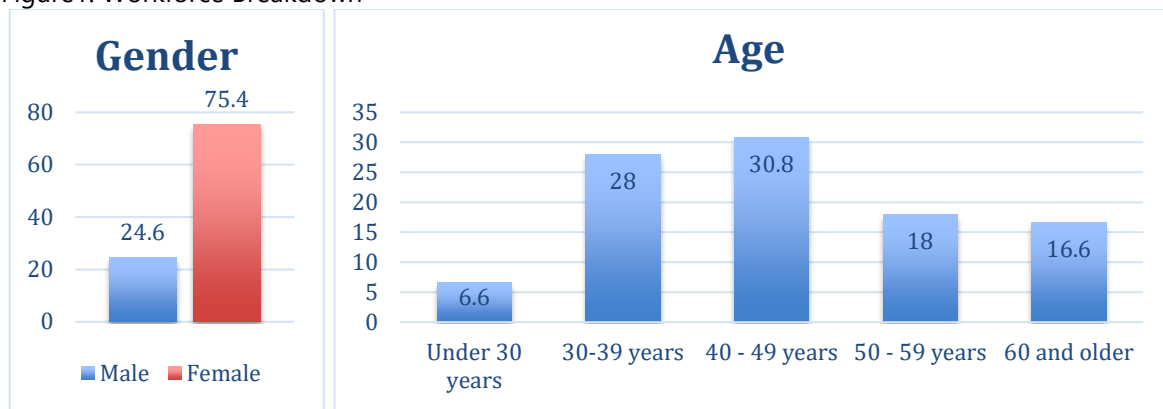
**Texas State Board of Dental Examiners**  
**Schedule F – Agency Workforce Plan and the Texas Workforce System Strategic Plan**

**Current Workforce Profile**

The Board had the following workforce profile in FY2024:

- 75.4% female and 24.6% male
- 53.1% white, 10.4% black, 31.8% Hispanic, and 4.7% other
- 6.6% under 30 years, 28% 30 – 39 years, 30.8% 40 – 49 years, 18% 50 – 59 years, and 16.6% over 60 years; and
- 26.5% less than 2 years’ service, 23.2% 2 – 4 years, 35.6% 5 – 9 years, 12.8% 10 – 14 years and 1.9% 15 years or more.

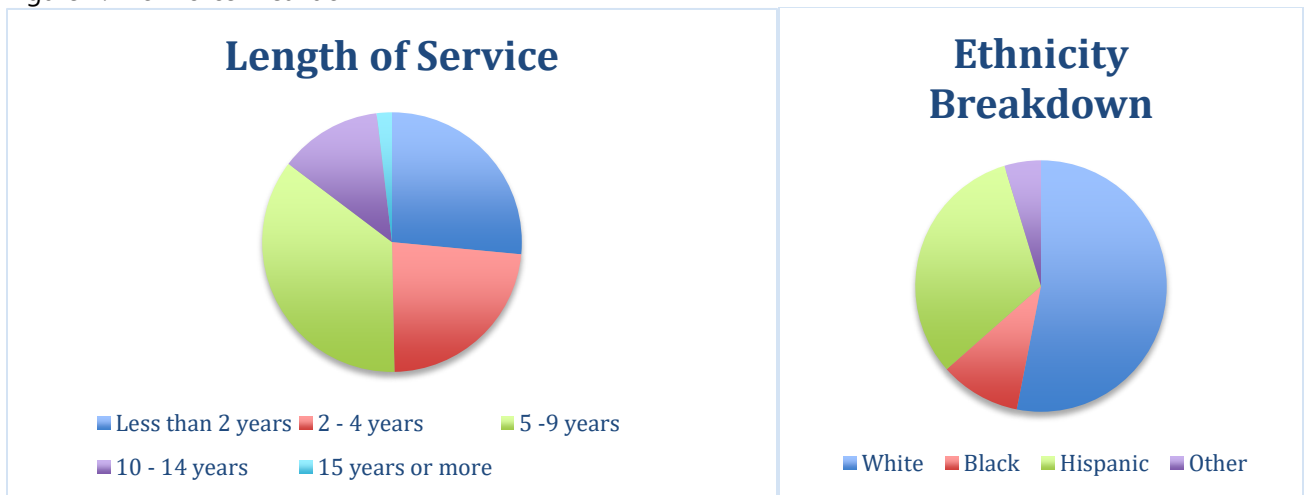
Figure1. Workforce Breakdown



**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 FYs 2024 and 2025 was 28.2 percent. Figure 9 of the State Auditor's Office report 26-703 listed the State Board of Dental Examiners as one of 9 agencies with high turnover. Results from the Survey of Employee Engagement indicated that employees are most dissatisfied with their salary levels and staff do not feel their salaries are competitive with similar jobs in the community.

## **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 needed 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
- 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
- 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 of \$58,558 in fiscal year 2024 an increase of only 14.5 percent compared to the average agency salary in fiscal year 2020 which is disproportionate to inflation. In fiscal year 2024, 77 percent of employees were paid below the midpoint salary range to which they were

assigned. As such, the potential 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 significant salary increases for performance.

### **Future Workforce Profile**

#### **Expected Workforce Changes**

To continue to meet the Board's workload, 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 the agency's 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 periods because of the need for a salary increase. Many Board staff positions are seen as entry level 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.

The Board's workforce should be used efficiently and effectively. As such, effective education and training in cases where such education and training should be provided resulting 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.

The Board continues to experience difficulty in recruiting professional employees, particularly in the positions that require dental, legal, or investigative expertise. As the Board continues to operate within its current budget constraints that do not allow for salary increases, it is 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 – promote from within the agency, 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
- Flexible Schedules and Telework- allow employees to work flexible schedules, including telework, with appropriate oversight by their direct supervisor, to encourage employee satisfaction and retention.
- 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 – Workforce Development System Strategic Planning**

Not applicable to the State Board of Dental Examiners.

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

The TSBDE report on Customer Service was submitted on May 26 and is attached.

# Customer Service Report

## Fiscal Years 2027 - 2031



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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; trade associations; continuing education providers; dental patients and the general public; as well as non-registered persons working in the dental profession. Our newsletter list includes over 77,000 email addresses and our Facebook page has approximately 8,400 followers. The actual number of licensees/registrants as of this report was 94,559 an increase of 13,757 over 17% from the past report's 80,802 licensees and registrants. Please note, this number changes on an hourly basis with online account management and includes those who have active and renewable statuses. Lastly, between March 18, 2024 and March 18, 2026 the agency received 2,574 complaints and resolved 2,113. This is up from the last reporting period of 2,078 received complaints and 1,691 resolved complaints, a jump of 24% and 25% respectively.

## Customer Service-Related Strategies

TSBDE's responsibilities to both members of the public and dental community are reflected in strategies set out in the TSBDE Strategic Plan. For the 2023 – 2027 period, these strategies are:

- Licensing and Permits
- Employee Development and Retention
- Enhancing Enforcement Efforts
- Increasing Agency Efficiency
- Rule Making

## Information Gathering Methods

During this biennium, TSBDE obtained stakeholder feedback from an online customer service survey accessible continuously from the date of our last review to present. The survey was promoted on the TSBDE website, our monthly newsletter, and posted on Facebook. 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 353 participants between March 18, 2024 and March 18, 2026.

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.

For simplicity, during this report I will be using the phrases "positive" and "negative" responses. I will be using the descriptor "positive" when respondents have chosen "Strongly Agree" or "Agree" for their response. When respondents select "Strongly Disagree" or "Disagree," I will

describe these choices as “negative” responses. This language choice follows the logic and tone of the survey.

## Analysis of Findings

An important part of the analysis of our customer satisfaction survey results is to review the populations that took the survey. TSBDE asks all survey participants to identify themselves by one of the categories below. In addition, you can see the total numbers of participants in that group and their relative percentage:

Category	Number	Percentage
I am applying for a license	152	43.06%
I am currently licensed	122	34.56%
I have filed a complaint against a licensee	34	9.63%
A complaint has been filed against me	8	2.27%
Other	37	10.48%
Total	353	100.00%

A large number of participants come from our licensing pool. Namely, the 43.06% of new applicants, the 34.56% of current licensees and the 2.27% of licensees who have had cases filed against them. These three populations add up to be 79.89% of total survey takers. This is important to understand moving through this analysis since most of the results come from our main client base—the licensees and registrants. In addition, there is roughly 10% of response from the public with complaints against our licensees or registrants. This is a good reminder for the agency to reach out to the greater public regarding our services since our mission is to serve the people of Texas.

Sample size: The two-year period of the survey yielded a relatively small amount of responses. The 353 responses compared with our population of 94,559 licensees and registrants and the greater population of Texans who use dental services is just a small fraction. On one hand this shows that we need to reach a wider audience. On the other, it may be an indication that we are hitting our targets and we are accomplishing our mission. With such a small sample size, one explanation is that only the people who have had a particularly good experience with us or an especially bad experience with us will take the time and effort to seek out a survey and fill it out. There are times when people do not agree with decisions the board makes. In these instances, it is important to remind the agency to deliver both our mission and quality customer service. Regardless of the numbers, it is helpful to see our faults and try to correct them while acknowledging the good we do and strive to continue it.

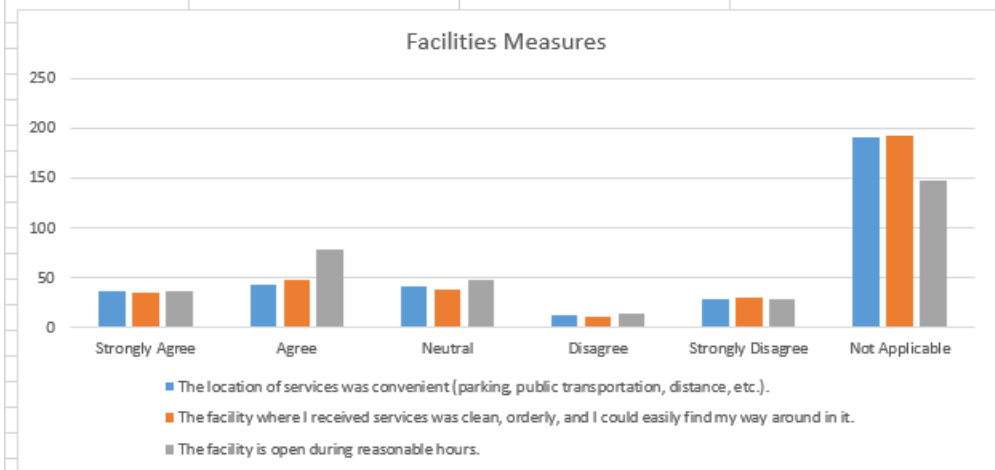
The survey focuses on the eight areas of customer service relevant to TSBDE’s operations: its facilities, staff, communications, website, complaints, service timeliness, printed material, and overall satisfaction. You will find the results of these customer service areas in this section.

## 1. TSBDE's facilities – 3 questions

### Questions about 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.

	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	36	34	36
Agree	43	48	78
Neutral	42	38	48
Disagree	13	10	14
Strongly Disagree	28	30	29
Not Applicable	191	193	148
Total	353	353	353



	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	10.20%	9.63%	10.20%
Agree	12.18%	13.60%	22.10%
Neutral	11.90%	10.76%	13.60%
Disagree	3.68%	2.83%	3.97%
Strongly Disagree	7.93%	8.50%	8.22%
Not Applicable	54.11%	54.67%	41.93%
Total	100.00%	100.00%	100.00%

2024-2026 Current	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.
Positive	22.38%	23.23%	32.29%
Neutral	11.90%	10.76%	13.60%
Negative	11.61%	11.33%	12.18%

Most of TSBDE’s services are available online, so it is no surprise that the majority of responses for this category are “not applicable.” This can be seen with the “not applicable” choice being selected for 54% for the question regarding the convenience of the facility, 54% for the cleanliness of the facility, and 42% for our hours.

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

Of the remaining 45% of responses in the category about half 22.38% believe our location is convenient. The remaining half is split nearly equally between neutral and negative. The reality is our office is in a high traffic area of the city. The parking is limited and expensive and over the past two years there has been a lot of construction in and around our offices. As we work with customers who use our offices, we need to bear in mind their ability to access our facility.

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

This question broke down very similarly to the last. As the George HW Bush Building has been moving from construction site to working office over the past two years, there have been challenges on the interior of the building as well. Water fountains broke, the kitchens did not work, the bathrooms were dirty, construction material was present, and the front desk was not manned. In the past two years, the building has hired a guard, construction is ongoing but reaching an end, public rooms are now available for meetings, and cleaning operations have been improved. We hope these measures will increase customer satisfaction in this area.

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

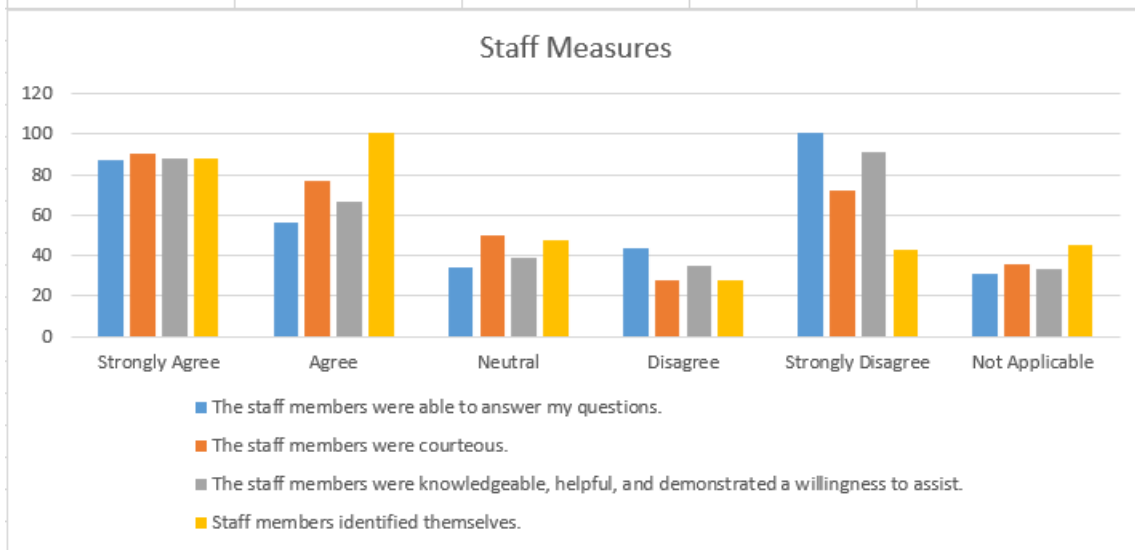
TSBDE’s hours are 8:00 AM to 5:00 PM Monday through Friday and many of our services are always available online. This measure followed a similar trend as the past two, but with about 10% more responses. My interpretation is that 10% of responses accessed their needs online, which provides 24-hour service. This is a good reminder to make it clearer and easier to access our processes online, which was the complaint from many of our responses.

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

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	87	90	88	88
Agree	56	77	67	101
Neutral	34	50	39	48
Disagree	44	28	35	28
Strongly Disagree	101	72	91	43
Not Applicable	31	36	33	45
Total	353	353	353	353



Strongly Agree	24.65%	25.50%	24.93%	24.93%
Agree	15.86%	21.81%	18.98%	28.61%
Neutral	9.63%	14.16%	11.05%	13.60%
Disagree	12.46%	7.93%	9.92%	7.93%
Strongly Disagree	28.61%	20.40%	25.78%	12.18%
Not Applicable	8.78%	10.20%	9.35%	12.75%
Total	100.00%	100.00%	100.00%	100.00%

2024-2026 Current	The staff members were able to answer my questions.	The staff members were courteous.	The staff members were knowledgeable, etc.	Staff members identified themselves.
Positive	40.51%	47.31%	43.91%	53.54%
Neutral	9.63%	14.16%	11.05%	13.60%
Negative	41.08%	28.33%	35.69%	20.11%

These measures demand some attention. Our positive and negative numbers are both high in this category. While we can celebrate our successes, we do need address our failures. Bear in mind, these numbers are percentages of survey-takers and not our full customer base. However, if our service was subpar enough to elicit these responses, we want to ensure that even when the board fails or decides not in their favor, we treat our customer with dignity and respect.

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

This measure had the highest divide, nearly split between positive and negative. TSBDE has experienced a lot of turnover in the past two years, especially around our receptionist positions. Training new employees on our systems takes time and resets if the position is vacant. To mitigative this, we have enhanced our phone systems so our queues are more accurate and our customers spend less time on hold. However, we always want to be cognizant of our customer’s time, especially as it relates to important events in their life, namely their licensure or their complaint.

**The staff members were courteous.**

This measure shared similar numbers as the past, with a notable 12% migrating from negative to neutral and positive numbers. While the past measure rated the knowledge of our employees, this measure rates their customer service and attitude. I think this shows that our staff is naturally courteous even if they cannot help the customer in the moment. But we still want to win over that 28%, whom we did not impress.

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

This measure is a fusion of the past two, where knowledge meets customer service. The negative numbers are lower and the positive numbers higher, but it still shows a stark divide. Much of this may be related to customer volume and hold times, which we try to mitigate. However, this is also understanding that customer service comes down to a willingness to share one’s knowledge, be helpful and assist the customer. The agency works with people’s health and our professionals’ livelihoods, these can be tense moments in our customer’s lives. It is important to remember that we try to help our customers navigate our licensing, complaint and legal systems.

**Staff members identified themselves.**

This measure skews more positive with over half of the responses positive at 54% and only 20% negative. Similarly, to the question about courteousness, this shows that even when a staff member does not know the answer—identifying oneself, being courteous and willing to help goes a long way.

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

Questions about the TSBDE’s communications

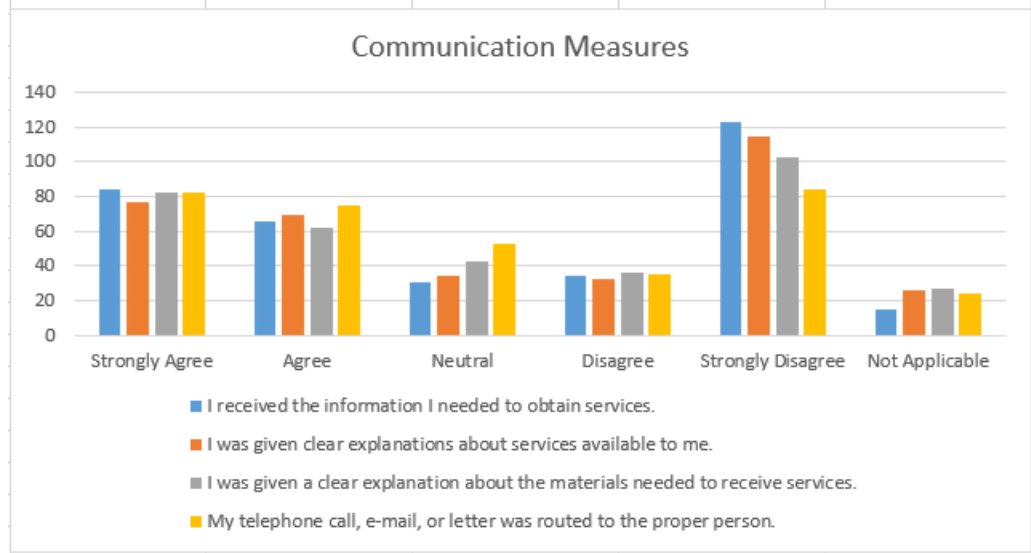
8. I received information I needed to obtain services.

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	84	77	82	82
Agree	66	69	62	75
Neutral	31	34	43	53
Disagree	34	32	36	35
Strongly Disagree	123	115	103	84
Not Applicable	15	26	27	24
Total	353	353	353	353



Strongly Agree	23.80%	21.81%	23.23%	23.23%
Agree	18.70%	19.55%	17.56%	21.25%
Neutral	8.78%	9.63%	12.18%	15.01%
Disagree	9.63%	9.07%	10.20%	9.92%
Strongly Disagree	34.84%	32.58%	29.18%	23.80%
Not Applicable	4.25%	7.37%	7.65%	6.80%
Total	100.00%	100.00%	100.00%	100.00%

2024-2026 Current	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.
Positive	42.49%	41.36%	40.79%	44.48%
Neutral	8.78%	9.63%	12.18%	15.01%
Negative	44.48%	41.64%	39.38%	33.71%

These measures assess the agency’s customer service in regards to communications. The responses seem to follow a similar trend as seen throughout this survey, namely, highly polarized responses. The analysis for each question will be very similar, namely, take particular patience and care with customers who need our services but may not be sure how best to access them. Some of these questions are a little vague and may need to be refined to better understand where our customers’ pain points are to alleviate them.

**I received information I needed to obtain services.**

This question can be interpreted to include both information received from staff and information present on the website. The negative numbers may once again reflect our staff turnover rate, but we also have to be careful about presenting all of the options available to the public.

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

This question delves into a difficulty that the dental board has as a regulatory body. Many things that our customers ask us to do cannot be done without a change in statute. For example, providing compensation to patients or reinstating licenses outside of normal processes. However, regardless of what we can do, we should still take the time and effort to be courteous and willing to help a customer with the options they have and an explanation of what each option entails.

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

This question follows the same trend as the first two questions, where the positive and negative responses are virtually the same. Once again, it is important to remember to slow down and provide information agency information to each customer individually. Many of our processes take many steps and require a lot of documentation. Being aware of this and being patient with our customers is the key to improving this metric.

**My telephone call, email or letter was routed to the proper person.**

The responses for this measure are slightly better than the rest in the category. This is a good reminder that being courteous even when not sure of the best answer provides a lot of good will to the customer.

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

Questions about internet access and the TSBDE’s website

12. I have access to the internet at home or at work.

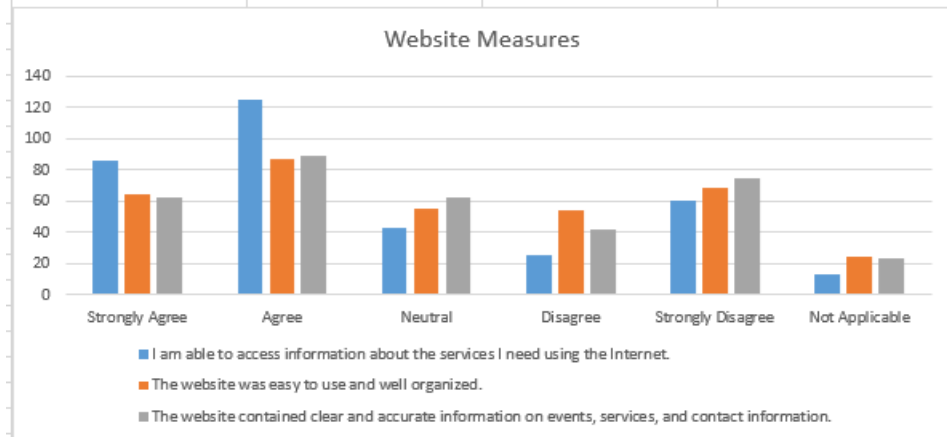
13. I am able to access information about the services I need using the internet.

14. The website was easy to use and well organized.

15. The website contained clear and accurate information on events, services, and contact information.

	Access to Internet	Percentage
Yes	336	95.18%
No	5	1.42%
Other	12	3.40%
	353	100.00%

	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	86	64	62
Agree	125	87	89
Neutral	43	55	62
Disagree	26	54	42
Strongly Disagree	60	69	75
Not Applicable	13	24	23
Total	353	353	353



Strongly Agree	24.36%	18.13%	17.56%
Agree	35.41%	24.65%	25.21%
Neutral	12.18%	15.58%	17.56%
Disagree	7.37%	15.30%	11.90%
Strongly Disagree	17.00%	19.55%	21.25%
Not Applicable	3.68%	6.80%	6.52%
Total	100.00%	100.00%	100.00%

2024-2026 Current	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
Positive	59.77%	42.78%	42.78%
Neutral	12.18%	15.58%	17.56%
Negative	24.36%	34.84%	33.14%

These measures relate to our digital presence. The numbers follow a similar pattern as the other categories but the negatives are a bit lower. This stresses the importance of reliable and clear information on our website and licensing platform.

**I have access to the internet at home or at work.**

With 95% of our responses showing internet capability, it is vital that we have good and accessible information on our website.

**I am able to access information about the services I need using the internet.**

At 60% this number is one of the higher positives among the measures analyzed so far. With only 24% of responses negative, this shows that we can help a lot of people by having a well-laid out and functional website. The easier we make it for our customers to self-service, the happier they will be to do it on their own terms.

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

In a reversal of the past measure, this question returns to the trend of a polarized response rate. This shows that survey-takers were able to access information about our services, but it either took them time to find it or it was difficult to understand once found. The agency updates the website on a continual basis to make sure our information is clear and accurate. However, we always want to keep improving the website to foster clarity and ease of access.

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

The numbers for this measure are almost identical to the last one. This once again stresses how important it is to continually review the information we place online for accuracy and simplicity.

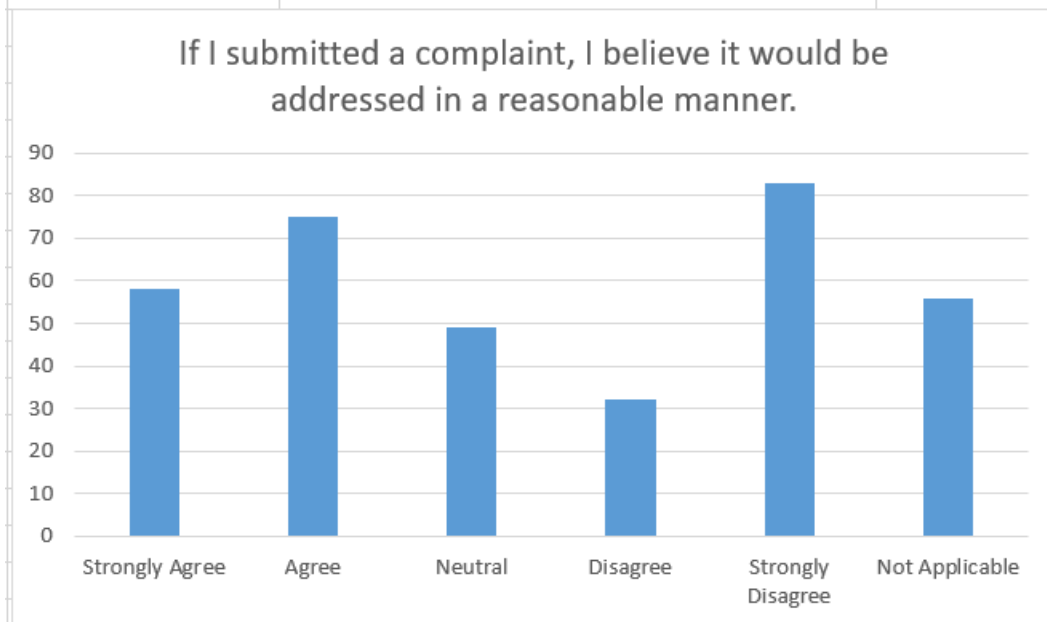
**5. TSBDE’s complaint handling process for agency operations – 2 questions**

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.

	If I submitted a complaint, I believe it would be addressed in a reasonable manner.	Percentage
Strongly Agree	58	16.43%
Agree	75	21.25%
Neutral	49	13.88%
Disagree	32	9.07%
Strongly Disagree	83	23.51%
Not Applicable	56	15.86%
Total	353	100.00%



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

2024-2026 Current	I know how to make a complaint regarding services at this agency.	Percentage
Yes	174	49.29%
No	179	50.71%
	353	100.00%

This measure is divided nearly evenly in half with 49% knowing how to submit a complaint and 51% not. It is important that we review how we publicize our complaint services. We certainly want the public and our professionals to know how to submit a complaint to us. Last year we added a button onto our homepage that takes the public to our investigations process. It may be a good idea to review what we currently have online and attempt to make it clearer and more accessible to the Texas public. However, our complaints received and complaints resolved gone up nearly 25% each, so we are improving our outcomes but we should also publicize our processes more.

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

2024-2026 Current	If I submitted a complaint, I believe it would be addressed in a reasonable manner.
Positive	37.68%
Neutral	13.88%
Negative	32.58%
Not Applicable	15.86%

This measure follows along a similar pattern as the rest of the survey, with the positive and negative numbers roughly equal. This measure speaks about the confidence the survey-takers have in the agency, worded as “If I submitted a complaint, I believe it would be addressed in a reasonable manner.” Some of the survey-takers may have had experience with this, but per the last question, half of the respondents did not know how to submit a complaint. I see these as linked, if one cannot even find how to submit a complaint, how could it be resolved in a timely manner? Consequently, this measure can be strengthened by improving the information on our website about complaints, but also in showing the public our process and our results.

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

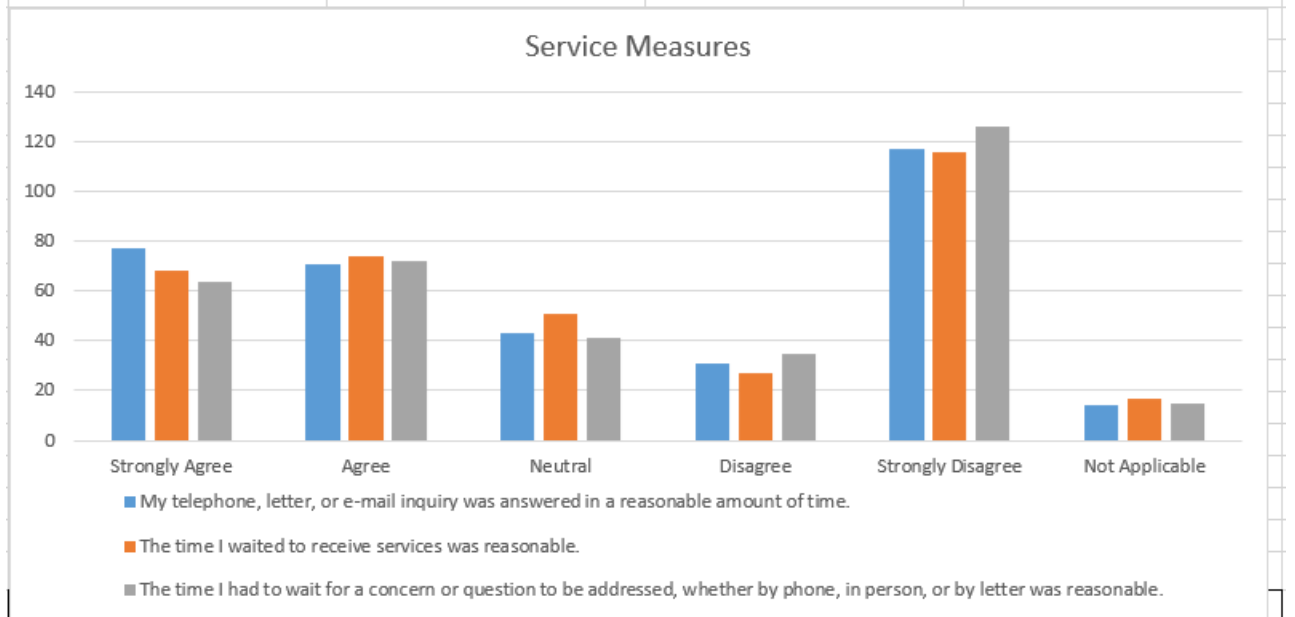
### Questions about the TSBDE’s service timeliness

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	77	68	64
Agree	71	74	72
Neutral	43	51	41
Disagree	31	27	35
Strongly Disagree	117	116	126
Not Applicable	14	17	15
Total	353	353	353



Strongly Agree	21.81%	19.26%	18.13%
Agree	20.11%	20.96%	20.40%
Neutral	12.18%	14.45%	11.61%
Disagree	8.78%	7.65%	9.92%
Strongly Disagree	33.14%	32.86%	35.69%
Not Applicable	3.97%	4.82%	4.25%
Total	100.00%	100.00%	100.00%

2024-2026 Current	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
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			addressed ... was reasonable.
Positive	41.93%	40.23%	38.53%
Neutral	12.18%	14.45%	11.61%
Negative	41.93%	40.51%	45.61%

This category follows much of the same pattern of the positive and negative responses being almost equal. Similar to the staff measures, this category seeks to look into the timeliness of our responses and our services to our customers. We hope to improve these measures with less turnover of staff, better training, and a review of our processes to see where improvements can be made.

**My telephone, letter, or email inquiry was answered in a reasonable amount of time.**

Similar to the other questions about this measure, we want to make sure that our receptionists are equipped with the best technology and training to assist with our large call volume. We hope that better training and the better call system we have put in place will improve these numbers and help our customers faster.

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

Unfortunately, many of our processes depend on the board voting for these measures, which can delay these processes since our board only meets four times a year. Many of our other processes can be done online at any point by the licensees and registrants. We want to find a sweet spot where we can create processes that can be done by our customers on their own whenever they wish. While also, explaining to customers about the reason some of our processes take longer and when to expect a response. Being patient and courteous will alleviate much of the negative emotions our customers have about waiting for a service from the agency.

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

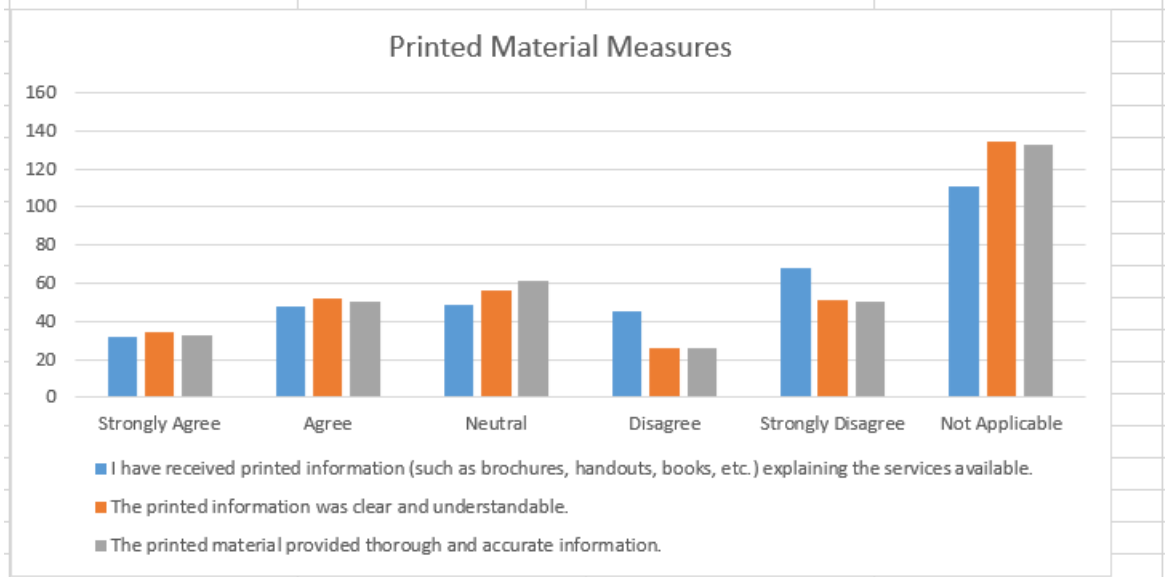
This measure is slightly worse than the measure beforehand despite being very similarly worded. The difference between this measure and the last is the immediacy of the response. Customers want to know that their query was submitted correctly and is being worked on by the agency. Being aware of a customer’s desire for acknowledgement is important on its own. People want to know that their issue has been received, logged successfully and routed to the correct person. Making sure that our employees respond to customers in a timely manner is vital, but it is also important to provide accurate feedback about the length of time it will take for their issue to be resolved. Being honest with our customers is extremely important, as well as, providing a timely reply.

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

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	34	33
Agree	48	52	50
Neutral	49	56	61
Disagree	45	26	26
Strongly Disagree	68	51	50
Not Applicable	111	134	133
Total	353	353	353



Strongly Agree	9.07%	9.63%	9.35%
Agree	13.60%	14.73%	14.16%
Neutral	13.88%	15.86%	17.28%
Disagree	12.75%	7.37%	7.37%
Strongly Disagree	19.26%	14.45%	14.16%
Not Applicable	31.44%	37.96%	37.68%
Total	100.00%	100.00%	100.00%

2024-2026 Current	I have received printed information explaining the services available.	The printed information was clear and understandable.	The printed material provided thorough and accurate information.
Positive	22.66%	24.36%	23.51%
Neutral	13.88%	15.86%	17.28%
Negative	32.01%	21.81%	21.53%
Not Applicable	31.44%	37.96%	37.68%

The analysis of this measure can be broken down into the first question and the second two. Since most of our information has moved online or is requested by email, few of our services use printed material for communication. However, for the processes that do, we may need to investigate the information contained on the material to see if it is sufficient or if more information needs to be added to explain the services of TSBDE and how to access them. In addition, this may be folded into a larger public information campaign so that people are aware of the services we provide and how to access them.

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

The agency does not send out a lot of printed information regarding our services. We send out license renewal reminders and information to the people who submit complaints and the respondents who are the subject of those complaints. However, we do not typically send printed material since all of that material is available online. The 32% of negative responses may indicate a greater need for printed materials particularly for those with complicated requests or issues.

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

For this measure, the largest figure is “not applicable” at 38%, which shows that over a third of our customers get their information elsewhere, likely online. For the 22% who do not think our printed material is clear and understandable, it would be helpful to review our common forms and publications and see if they can be more easily explained or provide links to current information.

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

This measure has 38% “not applicable” with 24% positive, 17% neutral and 22% negative. It is hard to understand where this figure comes from since very little of what the agency publishes is printed out and mailed to our customers. Since 11% of survey-takers are involved in our complaint process, it could be related to the letters that we write to the complainants and respondents of public complaints. It could also reflect a desire to have more readily accessible information regardless of whether it is printed or published online. Either way, it is important to review our commonly published items for accuracy and ease of access.

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

Questions about overall satisfaction with TSBDE

24. Overall, I am satisfied with my experience.

	Overall, I am satisfied with my experience.	Percentage
Strongly Agree	77	21.81%
Agree	64	18.13%
Neutral	31	8.78%
Disagree	41	11.61%
Strongly Disagree	138	39.09%
Not Applicable	2	0.57%
	353	100.00%



2024-2026	Overall, I am satisfied with my experience.
Positive	39.94%
Neutral	8.78%
Negative	50.71

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

This figure shows the trend throughout this survey. We have 40% approving of our performance and another 51% disapproving. This division reflects theme of this report that our survey-takers represent two polarized and somewhat conflicting views of the agency. However, as I stated in the beginning, this is likely a normal outcome from a customer satisfaction survey. Namely, people are often inspired to give feedback if they had either a very bad or very good experience. This is not to excuse any of the negative feedback, but to put it into perspective. In fact, we want to hear about our faults from the people who we have failed in some capacity. Whether that failure is from a lack of knowledge from our staff, lack of statutory ability to resolve customer concerns, lack of information provided or lack of staff training—we want to know how to target our improvements.

From this report we know that the biggest areas for us to improve would be the accuracy and timeliness of our communications and services. For many of our processes, it takes time to conduct a proper analysis, whether that is to review applications or investigate complaints. While many things can be outside of our control, what we can control is setting proper expectations for timelines, explaining all of the options a customer may have and, most importantly, being courteous, friendly and honest when working with customers.

Lastly, one of the easiest ways to see where the agency needs improvement is by reviewing the suggestions of the survey takers themselves. 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.

## 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.”)  
2024 – 2026: 39.94%  
2022 – 2024: 57.59%  
2020 – 2022: 47.44%

### Output Measures

- Total Customers Surveyed:  
2024 – 2026: 353  
2022 – 2024: 790  
2020 – 2022: 1,657  
The survey is available to all customers via the TSBDE’s website, newsletter, Facebook postings, Twitter postings and in the email signatures of our staff.
- Response Rate:  
Google Forms does not provide us the information about incomplete forms. The survey cannot be submitted without all of the required questions being answered. The option for “not applicable” is available on all questions to allow the survey taker the option to skip questions.
- Total Customers Served:  
TSBDE serves all dental patients in the state, but directly licenses and registers dentists, hygienists, dental assistants, dental labs and dental mobile facilities.

### Efficiency Measures

- Cost per Customer Surveyed:  
TSBDE uses Google Forms, 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 and the public in the state of Texas. In addition, TSBDE has 94,559 licenses, registrations and certificates currently issued to dental professionals. Lastly, between March 18, 2024 and March 18, 2026 the agency received 2,574 complaints and resolved 2,113.
- Total Customer Groups Inventoried:  
6 customer groups: Licensees; Applicants; Complainants and parties related to a complaint; Respondents and parties related to a complaint, General Public, Other.

## Survey Summary

This survey shows the need for improvement of agency services and communications. When 51% of survey-takers show an unfavorable view, it is important to acknowledge this and work to find ways to better that.

As mentioned earlier, communication is vitally important to customer service. This means accurate and clear information on our website and printed materials. Courteous and knowledgeable information transfer via agency telephone and email communication. The proper setting of expectations regarding timing and outcomes. Taking the time and energy to explain agency processes and provide options for our customers. All of these measures are simple ways to increase our customers' satisfaction. As we saw earlier, staff does not need to know everything about everything we do, but they should be courteous and trained to know to whom to send our customers so that they can get the services they need.

The sample size of the survey also skews the responses to the extremes. We have had a sharp decline in our survey-takers, so it is important for the next two years to get this survey out to our customer base and encourage people to give us feedback. A small sample size tends to be U-shaped, namely a lot of responses at the extremes with fewer responses in the middle. This often indicates, as mentioned before, that the survey-takers are motivated to share their positive or negative experiences. It would be helpful to gather a larger number of responses to see a more nuanced vision of our performance.

Lastly, our customer base is growing! We had a growth of nearly 14,000 licensees and registrants since the last time we ran this report. That is almost 4 times the number of survey-takers! Some of the negative responses could be from the growing pains of the large number of new customers with the same number of staff members. The agency has 55 full time employees serving the public and 94,559 licensees and registrants. That's one employee for every 1,719 dental professionals. While we have taken steps to mitigate this, it is important that we grow our services as the population of Texas grows and with it, our licensees, registrants and members of the public.

## Appendix

### Customer Service Survey Sample Questionnaire

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#### 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.

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#### 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

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## 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

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## 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

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## Internet Sites

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

Yes  No  Other

**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

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## 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

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## 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

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## 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.**

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**Thank you for your feedback!**

**Texas State Board of Dental Examiners**  
**Schedule I – Certification of Compliance with Cybersecurity Training**



**CERTIFICATE**

**Texas State Board of Dental Examiners**

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2063.103 and 2063.104.

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Casey L. Nichols, JD  
Executive Director

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Bryan N. Henderson II, DDS  
Presiding Officer

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Date

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Date

**Texas State Board of Dental Examiners**  
**Schedule J – Certification of Compliance with Artificial Intelligence Training**



**CERTIFICATE**

**Texas State Board of Dental Examiners**

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the Artificial Intelligence training required under Government Code, Sections 2063.103 and 2063.104.

\_\_\_\_\_  
Casey L. Nichols, JD  
Executive Director

\_\_\_\_\_  
Bryan N. Henderson II, DDS  
Presiding Officer

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

**Texas State Board of Dental Examiners**  
**Schedule K – Report on Projects and Acquisitions Financed by Certain Fund Sources**

Not applicable to the State Board of Dental Examiners.

For additional information, please contact:

Texas State Board of Dental Examiners  
737.363.2320/Office  
512.649.0797/Fax  
[www.tsbde.texas.gov](http://www.tsbde.texas.gov)