

Strategic Plan

Texas State Board of Dental Examiners

Fiscal Years 2023 - 2027

AGENCY STRATEGIC PLAN

FISCAL YEARS 2023 – 2027

TEXAS STATE BOARD OF DENTAL EXAMINERS



Board Member	Dates of Term	Hometown
Dr. David H. Yu	2017 _ 2025	Austin, Texas
Dr. Jorge E. Quirch	2017 _ 2023	Houston, Texas
Dr. Bryan N. Henderson, II	2017 _ 2023	Dallas, Texas
Dr. Linda T. Burke	2019 – 2025	Harlingen, Texas
Ms. Lorie Jones, RDH	2017 – 2023	Magnolia, Texas
Dr. Margo Y. Melchor, Ed.D.	2017 – 2027	Houston, Texas
Dr. Robert G. McNeill	2017 – 2027	Dallas, Texas
Ms. Kathryn Sisk	2018 – 2023	Spring Branch, Texas
Ms. Lois M. Palermo, RDH	2019 – 2025	League City, Texas
Dr. Yvonne E. Maldonado	2021 – 2027	El Paso, Texas

DATE OF SUBMISSION:

June 1, 2022

Signed:

Approved:



Casey L. Nichols, JD
Executive Director



David H. Yu, DDS, MS
Presiding Officer

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Texas State Board of Dental Examiners

I. Strategic Plan

Introduction

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

Agency Mission

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

The agency's operational goals efficiently and effectively support the agency's mission to protect the public and enhance public safety. The 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, 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 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 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.

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.

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.
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 at in a single day.
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, website information, in person, and through phone calls.

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 scheduling, including telework.
 5. Further develop employee skills by offering training through continuing education programs.
 6. Provide quality management and supervision.
 7. Effectively communicate with employees to increase employee engagement.

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.
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, in Board rules, 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.

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 take 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. Provide employees the infrastructure necessary to transition to a fully paperless process.
 5. Continually review agency processes to identify redundancies and to find efficient solutions.
 6. 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 two stakeholder meetings to collect public input on the

implementation of a new teledentistry rule pursuant to House Bill 2056, which was passed during the 87th Texas Legislature, Regular Session (2021).

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**

Service, Statute, Rule or Regulation (Provide Specific Citation If Applicable)	Describe why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Provide Agency Recommendation for Modification or Elimination	Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change
<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. Most military applicants are seeking a fully privileged license to practice.</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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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 must 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.

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

A. Goal: QUALITY DENTAL CARE	2022	2023
Outcome (Result/Impact):		
Percent of Complaints Resulting in Disciplinary Action	12%	12%
Percent of Jurisdictional and Filed Complaints, Which Were Resolved during the Reporting Period, that Resulted in Remedial Action	8%	8%
Percent of Licensees with No Recent Violations: Dentist	97%	97%
Percent of Licensees Who Renew Online	85%	85%
Percent of New Individual Licenses Issued Online	60%	60%
A.1.1. Strategy: COMPLAINT RESOLUTION		
Output (Volume):		
Number of Complaints Resolved	1,000	1,000
Efficiencies:		
Average Time for <u>Official</u> 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	975	975
Number of Licenses Renewed (Individuals): Dentists	9,000	9,000
Number of New Licenses Issued to Individuals: Dental Hygienists	775	775
Number of Licenses Renewed (Individuals): Dental Hygienists	7,000	7,000
Number of New Registrations Issued: Dental Assistants	2,750	2,750
Number of Registrations Renewed: Dental Assistants	19,500	19,500
Explanatory:		
Total Number of Business Facilities Registered:		
Dental Labs	850	850

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

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

Outcome– Percentage of Complaints Resulting in Disciplinary Action

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

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

Data Source: The 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: Yes

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: Yes

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 TSBDE, 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 TSBDE, 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

In accordance with Sections 2161.181-182, Texas Government Code, and Section 1111.11 of the Texas Administrative Code, the Board is required to make a good faith effort to utilize historically underutilized businesses (HUBs) in contracts for construction, services (including professional and consulting services), and commodity procurements. The Board's internal HUB Program, administered by the Finance and Administration Division, works to procure products and services for agency users. The Director of Finance and Administration identifies HUBs to ensure they have an equal opportunity to bid on agency contracts and related subcontracts.

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

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

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

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

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

The TSBDE does not anticipate having any projects requiring capital expenditures, between 2023 and 2025, for:

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

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

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

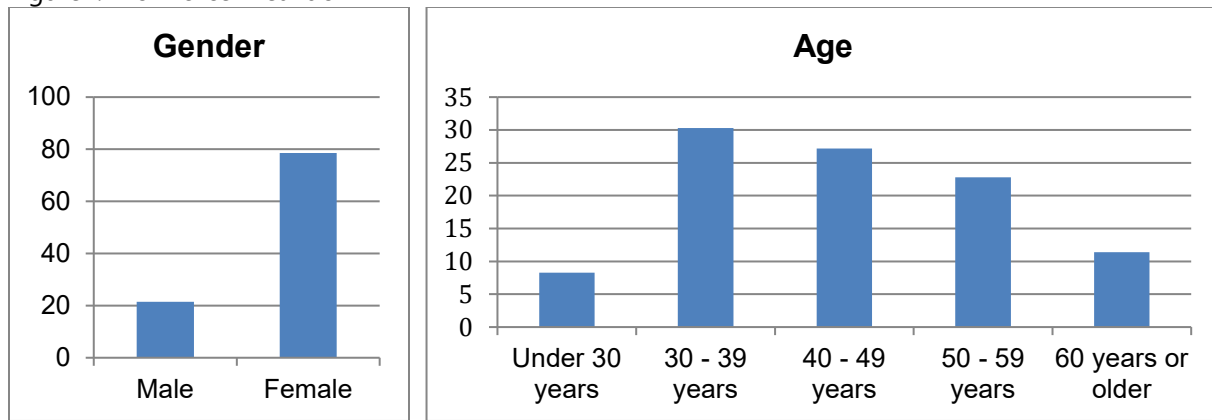
Texas State Board of Dental Examiners
Schedule F – Agency Workforce Plan and the Texas Workforce System Strategic Plan

Current Workforce Profile

The Board had the following workforce profile in FY2020:

- 78.5% female and 21.5% male
- 61% white, 11% black, 25.4% Hispanic, and 2.6% other
- 8.3% under 30 years, 30.3% 30 – 39 years, 27.2% 40 – 49 years, 22.8% 50 – 59 years, and 11.4% over 60 years; and
- 29.4% less than 2 years’ service, 45.6% 2 – 4 years, 20.2% 5 – 9 years, 4.8% 10 – 14 years and 0% 15 years or more.

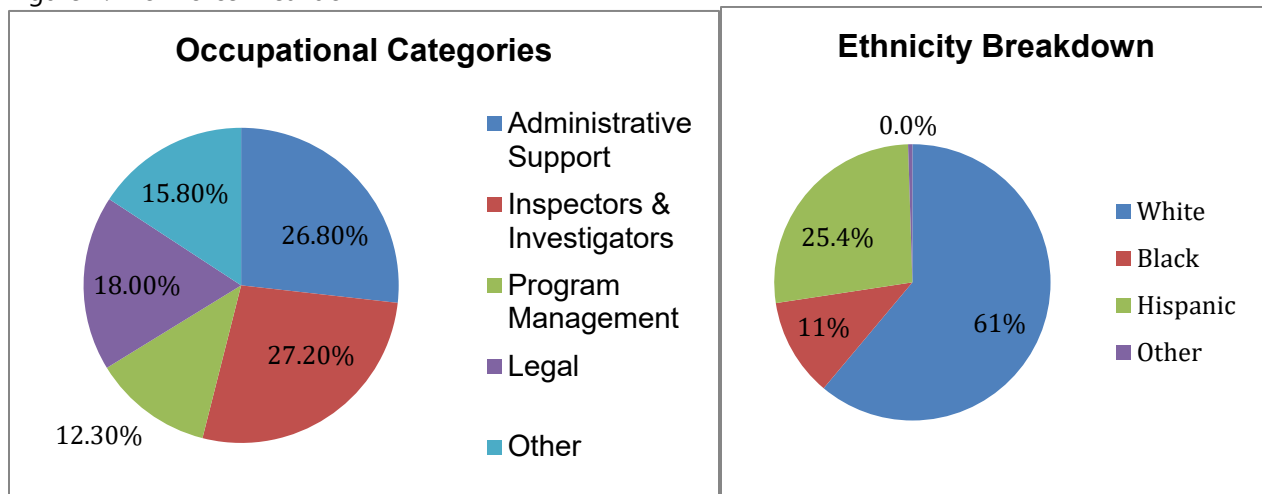
Figure1. Workforce Breakdown



Current Staffing Levels

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

Figure 2. Workforce Breakdown



Employee Turnover

The employee turnover rate for FY 2020 was 24.6 percent, which was higher than the statewide employee turnover rate of 18.6 percent and higher than the turnover rate for other Article VIII agencies. The high turnover rate is most likely based on gaps in staffing levels and low salary levels. Results from the Survey of Employee Engagement indicated that employees are most dissatisfied with their salary levels and staff do not feel their salaries are competitive with similar jobs in the community.

The projected turnover rate for the next five years should gradually fall more in line with 14.0 percent. Due to decreases in staffing levels and moderate salary increases, the agency expects the turnover rate to remain at the FY 2020 level.

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 \$51,156 in fiscal year 2020 represented a modest increase of only 4.8 percent compared to the average agency salary in fiscal year 2016 which is disproportionate to inflation. In fiscal year 2020, 83.8 percent of employees were paid below the median salary range for their respective positions. As such, the high turnover rate is harmful to the agency productivity when skilled workers leave and the agency population contains a high percentage of novice workers. The current budget constraints limit the Board's ability to provide salary increases for performance or even one-time merit increases.

Future Workforce Profile

Expected Workforce Changes

To continue to meet the Board's workload, 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 – Report of Customer Service**

The TSBDE report on Customer Service was submitted on June 1, 2022 and is attached.

Customer Service Report

Fiscal Years 2023 - 2027



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Inventory of External Customers

The Texas State Board of Dental Examiners (TSBDE) external customer base includes licensed dentists, licensed dental hygienists, registered dental assistants, registered dental laboratories, and registered mobile facilities; students and examination candidates of these professions; legal representatives of parties to a complaint; other state and law enforcement agencies; continuing education providers; dental patients and the general public; as well as non-registered persons working in the dental profession. Our newsletter list includes 73,849 email addresses and our Facebook page has approximately 8,200 followers. The actual number of licensees/registrants as of the end of April 2022 was 86,279. This number changes on an hourly basis with online account management and includes those who have active and renewable statuses.

Customer Service Related Strategies

TSBDE's responsibilities to both members of the public and dental community are reflected in strategies set out in the General Appropriations Act. For the 2022 – 2023 biennium, those strategies are:

- Agency Efficiency
- Licensure and Registration
- Complaint Resolution

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 and Twitter. A link to the survey was also included in the signature line of all of TSBDE's Licensing Division employees. The survey was taken by 1,657 participants between the two years of April 15, 2020 and April 15, 2022.

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 we will be using the phrases "positive" and "negative" responses. We will be using the descriptor "positive" when respondents have chosen "Strongly Agree" or "Agree" for their response. When respondents select "Strongly Disagree" or "Disagree," we 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	272	16.42%
I am currently licensed	1131	68.26%
I have filed a complaint against a licensee	81	4.89%
A complaint has been filed against me	25	1.51%
Other	148	8.93%
Total	1657	100.00%

The vast number of participants come from our licensing pool. Namely, the 16.42% of new applicants, the 68.26% of current licensees and the 1.51% of licensees who have had cases filed against them. These three populations add up to be 86.18% 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. However, this may also be a good reminder for the agency to reach out to the greater public regarding our services.

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

1. TSBDE’s facilities – 3 questions

As many of TSBDE’s services have switched to online submissions, 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 69% for the question regarding the convenience of the facility, 71% for the cleanliness of the facility, and 54% for our hours. The remaining choices showed a bell curve that leaned towards the more positive responses with less than 10% of responses being negative.

It may be important to note that while 54% of respondents viewed our hours as “not applicable,” the other half did have something to say. The remainder is broken down with 27% of the respondents stating a positive response, 11% selecting “neutral,” and 9% selecting a negative response. While the majority are positive, it is important to read in between the lines. TSBDE’s hours are 8:00 AM to 5:00 PM Monday through Friday and many of our services are always available online. So, why would there be almost 20% of neutral and negative? Our suspicion is that this is reflective of our customers having trouble reaching our offices. TSBDE is aware of this and has taken great pains to improve our phone reception services and website clarity. With new technology like Jabber, our receptionists are better able to field and transfer calls, while their supervisors can monitor their performance. In addition, we have tried to move many of our services online to make sure that any customer who wants to engage our services can do so at any time of day.

Lastly, this survey ran the length of the COVID-19 pandemic. For licensing agencies like ours, we were trying our best to keep up with national and State health regulations during a frightening time for the lives and livelihoods of our licensees and stakeholders. Many of the measures we implemented were done out of necessity and some of them, like our video conferencing and hybrid meetings, were innovated during the crisis. Consequently, while we may have stumbled a little at first, TSBDE is now more mobile, more flexible, and better equipped to handle any emergencies.

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

The four questions about staff yielded some very interesting results. Foremost, it is clear to see that for all questions “not applicable” was the highest at above 30% for all questions. This is likely due to the fact that many of our services have moved online in an effort to streamline our processes and allow for 24 hour access.

The survey questions that involve the staff are split between the first question and the subsequent three. The first question, “staff members were able to answer my questions,” was very polarizing. The majority at 40% had positive responses, but almost 25% disagreed with the statement. This demonstrates a need to examine our systems and see where we can improve. One of the ways that we have done so is to refine our incoming telephone call procedure with DIR’s Jabber technology. This allows our team to more effortlessly transfer calls, maintain multiple phone queues and their supervisors to monitor their productivity.

The remaining three questions were much more positive. After removing the “not applicable” selections, we can see the remaining 70% were divided into 40% positive responses, roughly 10 – 15% neutral, and the remaining 10 – 15% negative. While it is important to look for ways to improve, our staff members consistently identify themselves and are knowledgeable and courteous.

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

The four questions that comprise this measure examine TSBDE’s communications. Of all the question sets on the survey, these four seem to have the greatest dichotomy. The responses for these questions were divided into 40 – 45% of positive responses contrasted with the roughly 25% of negative responses weighed towards “strongly disagree.” Clearly the agency is doing many things right, but there is great room for improvement.

It is important to interject the impact of COVID-19 into this area. Since the survey period took place over the past two years, there were many difficult decisions that TSBDE, a health regulatory agency, had to make. Regardless of how the agency operated, we fielded many calls and many emails saying we are doing too much, while at the same time receiving similar communications that said we were doing too little. Many dental professionals were eager to go back to work at their offices. While at the same time, numerous dental professionals were pressuring us to keep offices closed for the health and safety of their employees and patients. At the center of this, TSBDE followed the guidelines of the governor’s office and the Centers for Disease Control and attempted to provide real-time information as readily as we could.

The agency learned many lessons during the reporting period and it stressed the importance of providing timely and reliable information to our stakeholders. It is now common practice to post regular information on our website and share this information across our accounts in social media. In addition, the agency has hired a second receptionist to help assist with the volume of requests that come to our office. For while it is vitally important to provide up-to-the-minute information on our forums, it is also essential that we work individually with our stakeholders and the public when they need information regarding the services that we can provide.

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

Over 97% of respondents stated that they had access to the internet, which stresses the importance of providing reliable, consistent and timely information to our website. Furthermore, TSBDE has moved many of our services online to accommodate this and provide support to our licensees and the public even when the office is closed.

Over half of our survey takers had positive responses for the performance of our website. They agreed that the site was easy to use, well-organized and contained clear and accurate information. However, roughly 25% of respondents disagreed with this statement. This may reflect that TSBDE completely renovated our website during the survey period. It is understandable that having to learn where information is on a new site may be daunting, so we endeavored to streamline it. We wanted to create a site that clearly funneled the user to where they wanted to be, while providing global navigation on every page to help guide the stakeholder to the correct place.

The TSBDE website is one of our easiest and fastest ways to reach out to our licensees and the greater public of Texas. Consequently, it is vitally important that we look at the negative responses and see how we can better relay our information to the public.

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

The first part of this measure is to ascertain if the survey taker knows how to submit a complaint with our agency. Unfortunately, it appears that only 54% of respondents know how to submit a complaint compared with 46% of respondents who do not. This is a strong indicator that TSBDE may need to engage in activities that promote access to our information particularly around how to submit a complaint against a dental professional to TSBDE. Many of the complaints that TSBDE receives are from members of the public against a dental professional. Since many of our communication avenues are sent directly to the dental professionals that we license and serve, we may need to break new ground for communication to the greater public, particularly for complaints.

The second question asks if respondents believe their complaints will be addressed in a reasonable manner. This measure is divided fairly starkly with 38% answering positively, 21% answering in the negative, 20% “neutral” and 21% “not applicable.” With the majority of respondents answering positively, TSBDE is clearly reaching the largest population of respondents outside of the “not applicable” group. However, with 41% answering negatively or neutral, we clearly need to communicate our processes to the public to better convey our role in the complaint process.

It is important to note that during the survey period our average days for complaint resolution is 361, which is well below our State-mandated performance measure of resolving cases in under 400 days. Viewing this question under this light, we can see that the agency is performing at a rate that is agreeable to the State, but is still viewed by the public as “not addressed in a reasonable manner.” Consequently, TSBDE may need to review the information we release about complaints and the complaint process so that we can update it with accurate wait times and key information about what to expect after submitting a complaint.

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

The questions about TSBDE’s service timeliness are always a pain point for our agency. While we do consistently garner positive responses for these measures, they are between 36 and 41%. Whereas our negative responses are almost as robust from 28 through 30%. Unfortunately, respondents who “agreed”

with this statement are almost equal to the ones that “strongly disagreed.” Clearly, this is a polarizing issue that demands that the agency review our communication procedures and practices. Since the agency is responsible for the livelihoods of dental professionals who receive their license or certificate to practice from TSBDE, it is important for our communication to be clear and upfront about our service response times and any impediments that are in the way of someone receiving their license.

In addition, this measure was almost certainly influenced by the COVID-19 outbreak, since many of the written responses we received indicate that the agency needs to answer our phones and emails more rapidly than we are doing. This was difficult in the early days of the lockdown, when the agency was still getting used to shifting gears and shifting health policy.

However, in the past year we have hired a second receptionist and instituted a virtual switchboard that monitors our callers and assists with call routing and wait times. This also may be where the agency engages in more public education by providing more accurate wait times or an explanation of our processes that details how long certain actions or procedures are presumed to take. This way, we can set the expectation of the public with facts about how TSBDE operates and offer realistic timelines.

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

With over 97% of respondents connected to the internet, printed information may seem outdated, but it serves a vital role in our agency’s operations. The three questions regarding this service measure seek to find more information about our printed material. Despite 40 to 48% of respondents selecting “not applicable” for all of these questions, it is necessary to analyze the answers of the remaining half in order to improve the printed services that we do send out to licensees, complainants and respondents.

The analysis of this measure can be broken down into the first question and the second two. The first question asks if the survey taker has “received printed information explaining the services available.” This is the most divided of the three questions, with 25% agreeing and 25% disagreeing. 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.

For the questions regarding whether or not the printed material that TSBDE provides is “clear and understandable” and is “thorough and accurate information,” the answers lean mostly positive. With 27% of respondents answering positively and only 11% answering negatively, it seems that the printed information that we are sending to individuals does hit the mark in nearly 1 of 3 respondents. However, this does mean there is room for improvement. Since the bulk of the printed material we send out are reminders about license renewal or updates about complaints, the agency needs to be aware of how sensitive this material is to people whose livelihood is affected by our actions. A re-examination of these printed materials may be in order to ascertain if more information can be added to ensure the licensee or member of the public understands exactly what TSBDE can do for them.

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

The overall satisfaction of survey takers displayed helpful information about our processes since it showed that 48% of respondents “agreed” or “strongly agreed” that they were satisfied with the performance of the agency as a whole. Unfortunately, like many of our categories, there is a significant portion of people, at 31%, who “Disagreed” or “Strongly Disagreed” with the question. The agency appears to be meeting the majority of respondents’ needs, but we still have areas upon which we need to focus.

This is not out of the ordinary, since surveys are typically taken by people who are passionate about a topic. Consequently, it is expected to find both high praise and frustrated consternation. It is essential to

review what the agency did right and wrong over the past two years in order to make the next two years even better. Suggestions for improvement have already been seeded in this report. Reviewing our communication methods and models is high on that list. Many of the services and actions the agency takes do move slowly through courts and the mail, but TSBDE can be more upfront about wait times and response times to set the correct expectations. In addition, many of our negative reviews came during the COVID-19 lockdown. While much of our procedures and policies were under the direction of the Texas State government and federal agencies, TSBDE has learned over the past two years how to operate during an emergency. These invaluable lessons will help our agency overcome similar obstacles in the future by incorporating the lessons we learned into our standard operation procedures. However, it is encouraging that despite the difficulties in the past biennium that nearly half of our respondents were overall satisfied with our services.

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.
- Questions or concerns about the COVID-19 response
- 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.
- Website navigation issues.

Additional Observations

Since our last survey had only 234 participants, TSBDE made the decision to increase community involvement highlighting our customer satisfaction survey frequently in the past two years. This has yielded very strong results with 1,657 completed surveys over the past two years, which is roughly seven times the number in our previous survey. This extra data is extraordinarily helpful in providing helpful customer feedback to our agency.

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.”)

47.44%

Output Measures

- Total Customers Surveyed: 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:

Unfortunately, the survey mechanism we use did not provide us the information about incomplete submissions. The survey cannot be submitted without all of the required questions being answered. We will look into a mechanism to log these for the future.

- Total Customers Served:

TSBDE serves all dental patients in the state of Texas with 86,279 licenses, registrations and certificates currently issued to dental professionals. In addition, the agency closed 1,799 jurisdictional and filed legal cases between April 15, 2020 and April 15, 2022 based on complaints submitted to our agency.

Efficiency Measures

- Cost per Customer Surveyed:

TSBDE uses an online survey website which is included in the Google Suite at no additional expense to the agency. The survey website is used to administer various survey needs throughout the agency. Promotion of the survey is accomplished via existing customer communications vehicles and does not present an additional cost to the agency.

Explanatory Measures

- Total Customers Identified:

TSBDE serves all dental patients and the public in the state of Texas. In addition, TSBDE has 86,279 licenses, registrations and certificates currently issued to dental professionals. Lastly, TSBDE received 1,710 jurisdictional complaints during the time of the survey.

- Total Customer Groups Inventoried:

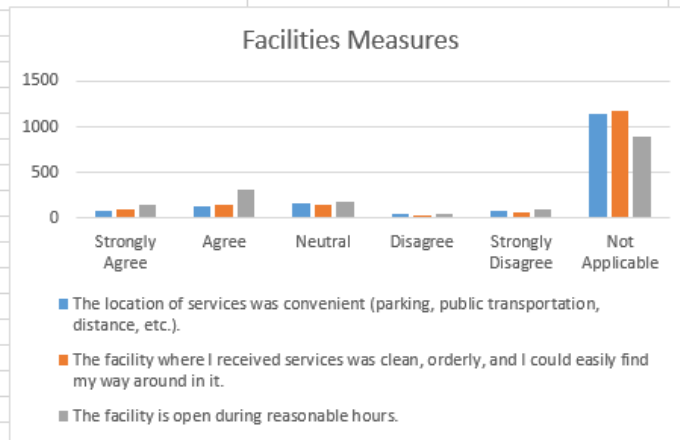
6 customer groups: Licensees; Applicants; Complainants and parties related to a complaint; Respondents and parties related to a complaint, General Public, Other

Survey Summary

Questions about the TSBDE’s facilities

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

	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	89	96	140
Agree	132	144	306
Neutral	157	148	182
Disagree	54	29	49
Strongly Disagree	85	59	93
Not Applicable	1140	1181	887
Total	1657	1657	1657

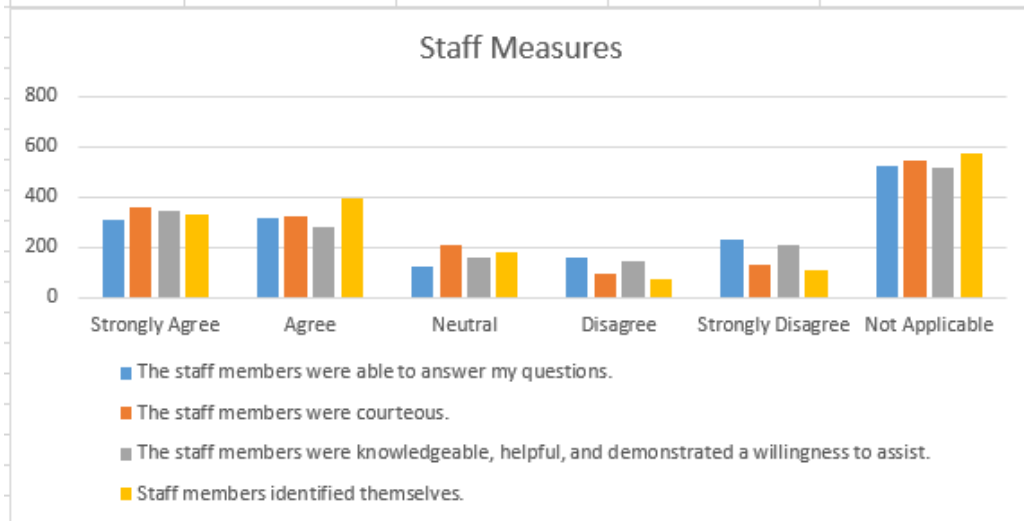


	The location of services was convenient	The facility where I received services was clean,	The facility is open during reasonable hours.
Strongly Agree	5.37%	5.79%	8.45%
Agree	7.97%	8.69%	18.47%
Neutral	9.47%	8.93%	10.98%
Disagree	3.26%	1.75%	2.96%
Strongly Disagree	5.13%	3.56%	5.61%
Not Applicable	68.80%	71.27%	53.53%
Total	100.00%	100.00%	100.00%

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	Staff members identified themselves.
Strongly Agree	311	362	347	329
Agree	314	324	282	392
Neutral	124	205	157	180
Disagree	155	92	144	74
Strongly Disagree	232	132	208	107
Not Applicable	521	542	519	575
Total	1657	1657	1657	1657

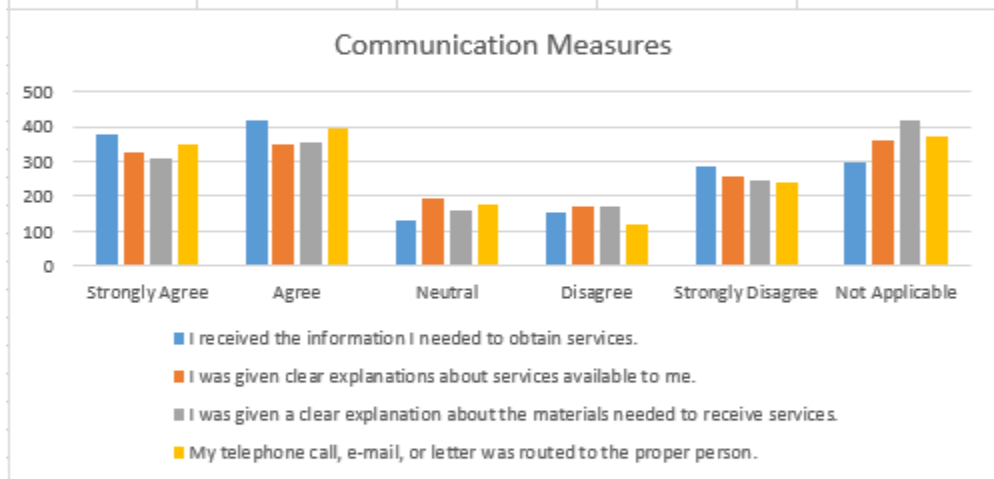


	The staff members were able to answer my questions.	The staff members were courteous.	The staff members were knowledgeable, etc.	Staff members identified themselves.
Strongly Agree	18.77%	21.85%	20.94%	19.86%
Agree	18.95%	19.55%	17.02%	23.66%
Neutral	7.48%	12.37%	9.47%	10.86%
Disagree	9.35%	5.55%	8.69%	4.47%
Strongly Disagree	14.00%	7.97%	12.55%	6.46%
Not Applicable	31.44%	32.71%	31.32%	34.70%
Total	100.00%	100.00%	100.00%	100.00%

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	377	324	309	349
Agree	415	347	352	395
Neutral	133	195	158	179
Disagree	153	174	171	122
Strongly Disagree	283	258	248	240
Not Applicable	296	359	419	372
Total	1657	1657	1657	1657

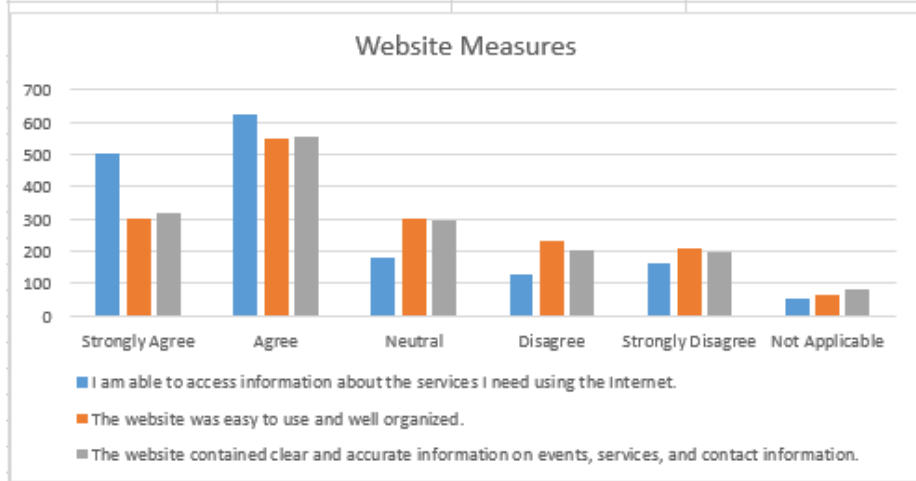


	I received the information I needed to obtain services.	I was given clear explanations about services available to me.	I was given a clear explanation about the materials needed to receive services.	My telephone call, e-mail, or letter was routed to the proper person.
Strongly Agree	22.75%	19.55%	18.65%	21.06%
Agree	25.05%	20.94%	21.24%	23.84%
Neutral	8.03%	11.77%	9.54%	10.80%
Disagree	9.23%	10.50%	10.32%	7.36%
Strongly Disagree	17.08%	15.57%	14.97%	14.48%
Not Applicable	17.86%	21.67%	25.29%	22.45%
Total	100.00%	100.00%	100.00%	100.00%

Questions about internet access and the TSBDE’s website

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

	I am able to access information about the services I need using the Internet.	The website was easy to use and well organized.	The website contained clear and accurate information on events, services, and contact information.
Strongly Agree	506	299	318
Agree	626	550	558
Neutral	182	303	295
Disagree	127	230	204
Strongly Disagree	164	210	200
Not Applicable	52	65	82
Total	1657	1657	1657



	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
Strongly Agree	30.54%	18.04%	19.19%
Agree	37.78%	33.19%	33.68%
Neutral	10.98%	18.29%	17.80%
Disagree	7.66%	13.88%	12.31%
Strongly Disagree	9.90%	12.67%	12.07%
Not Applicable	3.14%	3.92%	4.95%
Total	100.00%	100.00%	100.00%

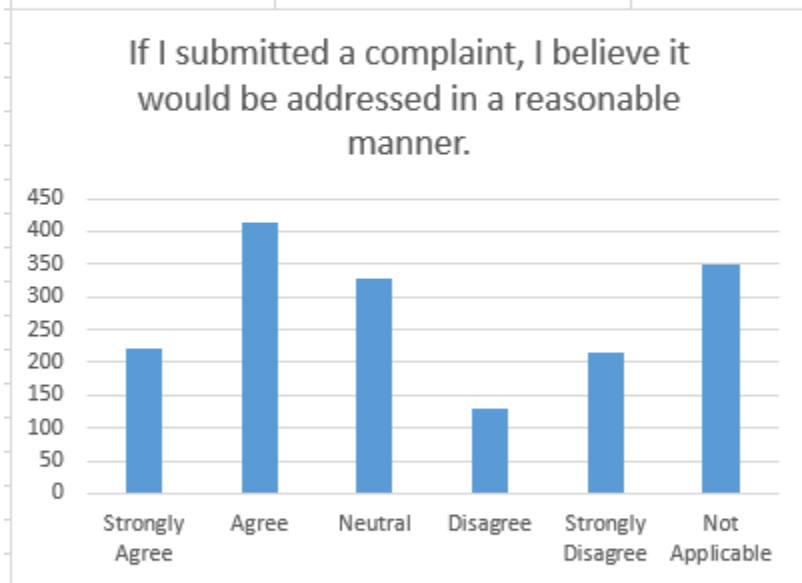
	Access to Internet	Percentage
Yes	1615	97.47%
No	20	1.21%
Other	22	1.33%
Total	1657	100.00%

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	222	13.40%
Agree	414	24.98%
Neutral	329	19.86%
Disagree	129	7.79%
Strongly Disagree	215	12.98%
Not Applicable	348	21.00%
Total	1657	100.00%



	I know how to make a complaint regarding services at this agency.	Percentage
Yes	895	54.01%
No	762	45.99%
Total	1657	100.00%

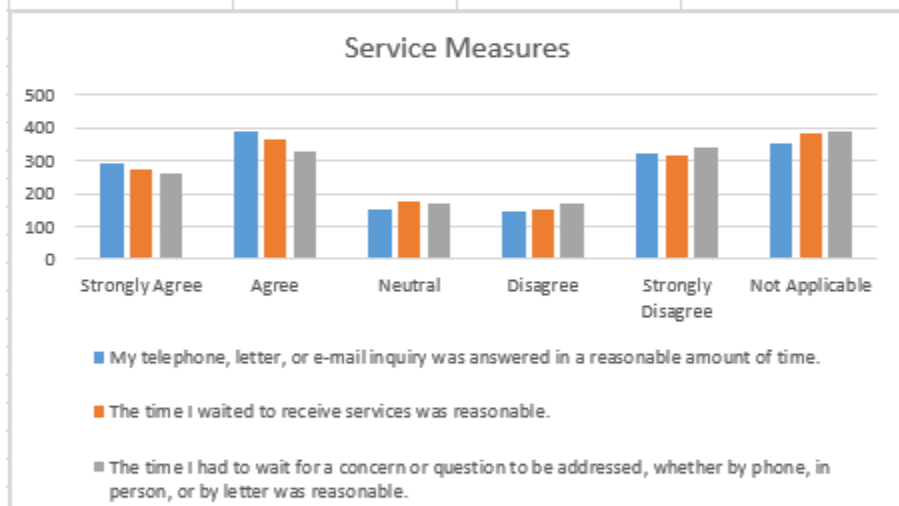
Questions about the TSBDE’s service timeliness

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	292	271	261
Agree	387	363	330
Neutral	154	174	172
Disagree	147	151	169
Strongly Disagree	323	317	338
Not Applicable	354	381	387
Total	1657	1657	1657

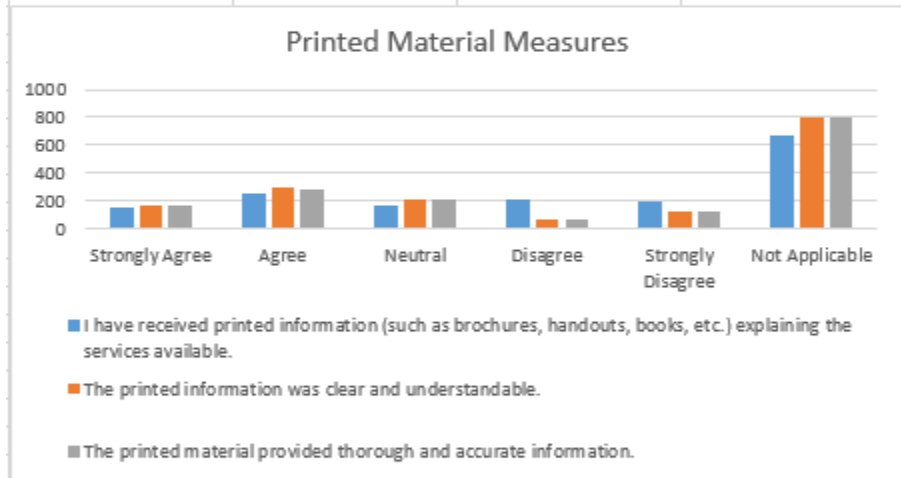


	My telephone, letter, or e-mail inquiry was answered in a reasonable amount of time.	The time I waited to receive services was reasonable.	The time I had to wait for a concern or question to be addressed ... was reasonable.
Strongly Agree	17.62%	16.35%	15.75%
Agree	23.36%	21.91%	19.92%
Neutral	9.29%	10.50%	10.38%
Disagree	8.87%	9.11%	10.20%
Strongly Disagree	19.49%	19.13%	20.40%
Not Applicable	21.36%	22.99%	23.36%
Total	100.00%	100.00%	100.00%

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	149	170	166
Agree	257	293	288
Neutral	173	205	212
Disagree	217	72	72
Strongly Disagree	192	119	119
Not Applicable	669	798	800
Total	1657	1657	1657

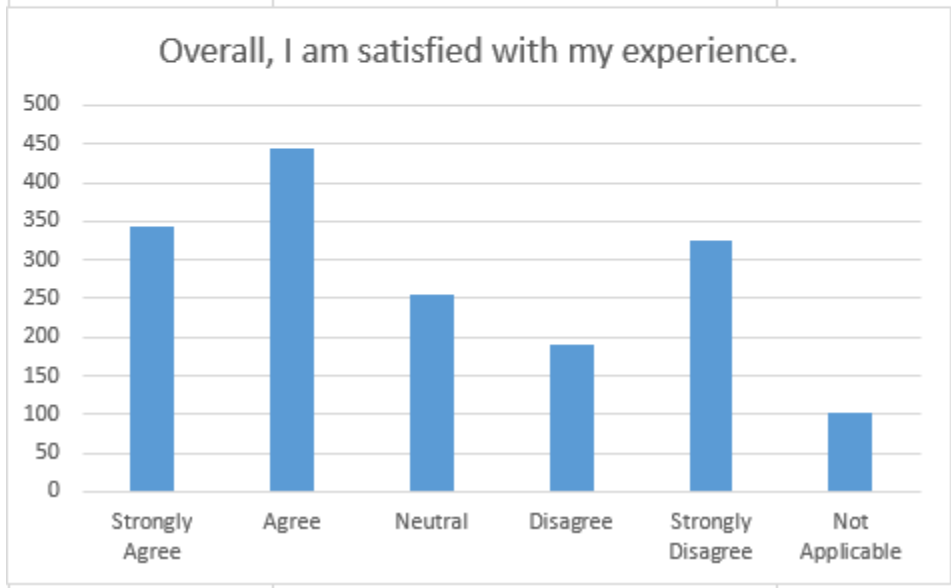


	I have received printed information explaining the services available.	The printed information was clear and understandable.	The printed material provided thorough and accurate information.
Strongly Agree	8.99%	10.26%	10.02%
Agree	15.51%	17.68%	17.38%
Neutral	10.44%	12.37%	12.79%
Disagree	13.10%	4.35%	4.35%
Strongly Disagree	11.59%	7.18%	7.18%
Not Applicable	40.37%	48.16%	48.28%
Total	100.00%	100.00%	100.00%

Overall Customer Satisfaction

Overall, I am satisfied with my experience.

	Overall, I am satisfied with my experience.	Percentage
Strongly Agree	342	20.64%
Agree	444	26.80%
Neutral	254	15.33%
Disagree	189	11.41%
Strongly Disagree	325	19.61%
Not Applicable	103	6.22%
	1657	100.00%



Appendix

Customer Service Survey Questions

Survey Introduction

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

Customer Group

1) Which category best describes you?*

- I am applying for a license
 - I am currently licensed
 - I have filed a complaint against a licensee
 - A complaint has been filed against me
 - Other
-

Facilities

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

- Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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

- Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

4) The facility is open during reasonable hours.*

- Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable
-

Staff

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

6) The staff members were courteous.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

8) Staff members identified themselves.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Communications

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Internet Sites

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

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

Customer Service Complaints

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Customer Service Timeliness

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Printed Information

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

23) The printed information was clear and understandable.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

24) Printed material provided thorough and accurate information.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Overall Experience

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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

Thank you for your feedback!

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

As of May 2022, the TSBDE also has the following committees, which were created by the Board: Anesthesia Committee, Licensing Committee, Dental Practice Committee, Continuing Education Review Committee and the Disciplinary Review Committee.

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