

# Texas Board of Chiropractic Examiners

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Agency Strategic Plan

FY 2019-2023



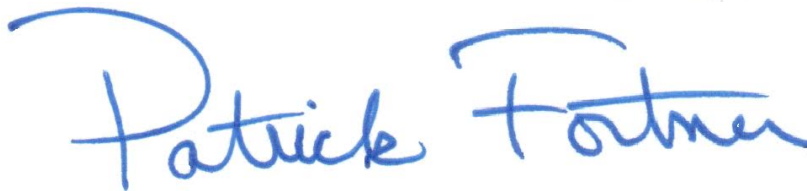
June 20, 2018

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**Texas Board of Chiropractic Examiners  
Agency Strategic Plan  
Fiscal Years 2019 – 2023**

**TEXAS BOARD OF CHIROPRACTIC EXAMINERS**

| <b>Board Member</b>       | <b>Position</b> | <b>Hometown</b> | <b>Term</b>             |
|---------------------------|-----------------|-----------------|-------------------------|
| Mark R. Bronson, D.C.     | President       | Aledo           | 08/2016 - 02/01/2021    |
| Karen Campion,,D.C.       | Vice President  | College Station | 05/2011-02/01/2017      |
| Amy Nicole Gonzalez, D.C. | Sec.-Treas.     | Mansfield       | 07/15/14 - 02/01/2017   |
| Kenya S. Woodruff,J.D.    | Public Member   | Dallas          | 09/13/2005 - 02/01/2017 |
| John W. Steinberg         | Public Member   | Marion          | 04/16/2013 - 02/01/2019 |
| Michael P. Henry, D.C.    | Member          | Austin          | 11/22/2016 - 02/01/2019 |
| Gustabo Ramirez           | Public Member   | Tyler           | 08/2016 - 02/01/2021    |
| Nicholas S. Baucum, D.C.  | Member          | Corpus Christi  | 08/2016 - 02/01/2021    |



**SIGNED:**

\_\_\_\_\_  
Patrick Fortner  
Executive Director

**APPROVED:**

  
\_\_\_\_\_  
Mark Bronson, D.C.  
President

Texas Board of Chiropractic Examiners  
Agency Strategic Plan  
Fiscal Years 2019 – 2023

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# I. Strategic Plan

## A. Agency Mission and Philosophy

The mission of the Texas Board of Chiropractic Examiners is to execute the statutory authority of the Texas Occupations Code, Chapter 201, and to promote, preserve, and protect the health, safety, and welfare of the people of Texas by licensing skilled professionals and enforcing standards of practice.

### **Philosophy**

The Texas Board of Chiropractic Examiners exists to protect and to serve the people of Texas through the regulation of the practice of chiropractic. We are accountable to the public, and we provide service in a manner that is ethical, efficient, and courteous. This Board and its employees strive to share knowledge, experience, and abilities in seeking ways to more effectively serve our customers.

We are an outstanding small state agency, with a culture of excellence in customer service and in the performance of all aspects of our responsibilities. We focus on protecting the health and welfare of the people of Texas while not over-regulating or being unnecessarily intrusive into the practices of our licensees.

We seek to create a regulatory environment that will:

- protect the public;
- allow competent doctors of chiropractic to provide services within their scope of practice to their patients without unnecessary, overly intrusive regulation while fully protecting the health and welfare of the patient;
- ensure quick and firm disciplinary actions against those who commit serious transgressions of the law, especially against those who endanger the health or economic welfare of the public;
- allow competition to flourish; and
- provide online, real time access to information and services for licensees, registrants, and the public.

The members of the Texas Board of Chiropractic Examiners and Agency management and staff recognize that they will be challenged in fulfilling these goals and in establishing the Board and the Agency as recognized leaders among small agencies in Texas state government. We are determined to rise to that challenge.

## B. Agency Goals and Action Plans

| <b>Agency Operational Goals and Action Plans</b>  |
|---|
| <b>IDENTIFY YOUR GOALS</b>  |
| Increase electronic communications with the Board and stakeholders (public, licensees and complainants) through use of social media, e-mail and website improvements.   |
| <b>SPECIFIC ACTION ITEMS AND TARGET DATE</b>  |
| A review and update of the agency's website is underway and will be completed by June 1, 2019.<br>An agency social media policy is under review and will be completed by February 1, 2019.  |
| <b>DESCRIBE HOW YOUR GOAL OR ACTION ITEM SUPPORTS EACH STATEWIDE OBJECTIVE</b>  |
| <ol style="list-style-type: none"><li>1. <b>Accountable</b> to the Board and stakeholders (public, licensees and complainants) of Texas.<br/><br/>The requirement will reduce operating costs through reduced usage of postage and physical mail.</li><li>2. <b>Efficient</b> in producing maximum results, with a minimum waste of taxpayer funds through the elimination of redundant and non-core functions.</li><li>3. <b>Effective</b> in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.</li><li>4. Provide excellent <b>customer service</b> by increasing communication frequency and pace of communications.</li><li>5. <b>Transparent</b> agency actions that can be understood by any stakeholder.</li></ol> |
| <b>DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM</b>   |

**Agency Operational Goals and Action Plans**

**IDENTIFY YOUR GOALS**

Improve business processes for staff and licensees.

**SPECIFIC ACTION ITEMS AND TARGET DATE**

A significant item that would improve the business process for staff and licensees is the creation of a new web portal and database to replace the current legacy File Maker Pro database. This new case management system will allow licensees to access a personal web portal (TBCE account) to apply, renew, pay fees and fines, track continuing education hours and receive and store communications and documents.

Implementation of this new database is targeted for completion by the end of Q1 FY2019.

**DESCRIBE HOW YOUR GOAL OR ACTION ITEM SUPPORTS EACH STATEWIDE OBJECTIVE**

1. **Accountable** to the Board, staff and stakeholders (public, licensees and complainants) of Texas.

The agency identified resources on contract with DIR (Department of Information Resources) that are able to be implemented under the existing budget without need to request an Exceptional Item by delaying the replacement of an FTE. The web portal and database will provide a high level of customer service by providing licensees with access, 24/7, to information and services and will be efficient and effective in the use of state resources to fulfill core functions of Licensing and Enforcement of rules and laws.

2. **Efficient** in producing maximum results, with a minimum waste of taxpayer funds through the elimination of redundant and non-core functions.

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

4. Provide excellent **customer service** by furnishing stakeholders with real-time access to their TBCE web portal data.

5. **Transparent** agency actions that can be understood by any stakeholder.

**DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM**

**Agency Operational Goals and Action Plans**

**IDENTIFY YOUR GOALS**

Creation of a standardized process to determine answers related to Scope of Practice (SoP) questions.

**SPECIFIC ACTION ITEMS AND TARGET DATE**

By the end of 3rd Qtr FY2019, the Board should update the process to review and make rulings on questions related to Scope of Practice under Occupations Code Chapter 201, either under the authority vested in the Board President or through rule.

**DESCRIBE HOW YOUR GOAL OR ACTION ITEM SUPPORTS EACH STATEWIDE OBJECTIVE**

1. **Accountable** to the Board, staff and stakeholders (public, licensees and complainants) of Texas by clarifying Scope of Practice questions.
  
2. The new process improves board **Efficiency** by standardizing a system to ensure quick and consistent reviews of SoP questions.
  
3. The efficient and consistent utilization of staff and board member time and resources will be **Effective**.
  
4. Provide excellent **customer service** by eliminating any uncertainty about what treatment practices are allowable under the care of a Chiropractor.
  
5. **Transparent** agency actions – reviews of SoP questions -- can be understood by any stakeholder.

**DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM**

### C. Redundancies and Impediments

| Service, Statute, Rule or Regulation  | Describe why the Service, Rule or Regulation is Inefficient or Ineffective  | Provide Agency Recommendation for Modification or Elimination  | Describe the Estimated Cost or Other Benefit Associated with Recommended Change   |
|---|---|--|---|
| <b>Service - General</b>  |   |  |   |
| <ol style="list-style-type: none"> <li>1. The review and possible elimination of the Non-Financial Annual Report and the Annual Procurement Plan.</li> <li>2. The lack of transfer authority between strategies and lack of unexpended balance carryover authority as major impediments.</li> <li>3. Duplicative fingerprint based background checks are one of those "across the board" redundancies. Once DPS has a set of prints from an individual, that individual should be allowed to authorize DPS to use those same prints to access criminal history records as often as needed for as many official purposes as required.</li> </ol> |   |  |   |
| <b>Statute - Occupations Code Chapter 201</b>   |   |  |   |
| Occ. Code § 201.002   | Chapter 201 discusses the “practice of chiropractic” as it pertains to the human body. At times, Veterinarians employ doctors of chiropractic to perform manipulation and adjustment under their supervision. | Modify the language to substantially comply with the Board of Veterinary Examiners’ rules on delegation of authority to a trained chiropractor for the limited purpose of performing manipulation and adjustment under a veterinarian’s supervision. | Provide clarification to the public and stakeholders concerning the practice of chiropractic on animals. Reduce the number of enforcement actions and obtain substantial harmony between Chapter 201 and rules for Veterinary Board of Examiners. |
| Occ. Code §201.207  | Language fails to provide Board with enough authority to completely protect the public. The limitations of on-site inspections disallow the Board to become fully proactive to ensure compliance.             | Modify the language to permit the Board to conduct an on-site investigation where the Board or the Executive Director has a reasonable suspicion of noncompliance.   | Provide additional clarity to the stakeholders on when the Board may conduct an on-site inspection. Ensure compliance in chiropractic facilities that might be noncompliant but have not received a complaint.                                    |



| Service, Statute, Rule or Regulation | Describe why the Service, Rule or Regulation is Inefficient or Ineffective | Provide Agency Recommendation for Modification or Elimination  | Describe the Estimated Cost or Other Benefit Associated with Recommended Change   |
|--------------------------------------|--|--|---|
| Occ. Code 201.6015                   | Language is unnecessarily restrictive.                                     | Modify the section to permit the TBCE to conduct binding in-house formal hearings to issue a Cease and Desist. Consideration to be given to following the TMB statutory language and practice.   | Preservation of resources for SOAH. Prompt resolution of definitive violations of practicing chiropractic or operating a facility without proper licensing or registration. |
| [New] Occ. Code 201.701              | Language is unnecessarily restrictive.                                     | Add a provision to permit no-contest to certain violations not of a sexual nature, fraud or violent crime that could be disposed of by the imposition of small fines <\$1000 and educational classes that are not reported to CIN-BAD unless there is a failure of compliance. Similar to TMB statutory provisions that authorize non-disciplinary corrective actions. | Reduce burden and expense on compliance efforts while simultaneously increasing efficiency.   |

## II. Supplemental Schedules

### Schedule A: Budget Structure

#### Goal A: To provide public protection through enforcement of chiropractic statutes

Stated simply, the primary goal of the Texas Board of Chiropractic Examiners is to protect the health and welfare of the people of Texas by effectively and fairly regulating the practice of chiropractic in the State of Texas. This is accomplished by the day-to-day management of agency programs in examination, licensure and CID (Compliance Investigation Division) to ensure only qualified individuals are licensed as Doctors of Chiropractic, to regulate our licensees in complying with the Statutes and Rules governing chiropractic in Texas, and to guarantee that the public is protected from incompetent services, fraud, and misrepresentation.

#### ***Objective A.1: Ensure All Chiropractors Meet Minimum Licensing Standards***

To maintain a licensing system that will guarantee that all chiropractors meet minimum compliance standards:

#### *Outcome Measures:*

- Percent of licensees with no recent violations.
- Percent of licensees who renew online.

#### Strategy A.1.1: Licensing System

Operate a comprehensive licensing system for chiropractors.

#### *Output Measures:*

- Number of individuals examined.
- Number of new licenses issued to individuals.
- Number of licenses renewed (individuals).

#### *Efficiency Measures:*

- Percentage of new individual licenses issued within ten days.
- Percentage of individual license renewals issued within seven days.

#### *Explanatory Measures:*

- Pass rate for examinations conducted.
- Total number of individuals licensed.

Strategy A.1.2: Texas Online

Operate a system (in conjunction with DIR) to allow licenses to renew licenses online and to apply for original licenses online.

Output Measures: None

Efficiency Measures: None

Explanatory Measures: None

***Objective A.2: Ensure Chiropractors Comply with Established Law***

To maintain an enforcement system that will guarantee that all chiropractors meet minimum compliance standards.

*Outcome Measures:*

- Percent of complaints resulting in disciplinary action.
- Recidivism Rate for those receiving disciplinary action.
- Percent of documented complaints resolved within six months.

STRATEGY A.2.1: Enforcement

Provide a system to investigate and resolve complaints.

Output Measures:

- Number of complaints resolved.

Efficiency Measures:

- Average time for complaint resolutions (days).

Explanatory Measures:

- Number of jurisdictional complaints received.
- Number of non-jurisdictional complaints received.

## **Goal B: Indirect Administration**

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### Strategy A.1.3: Licensing Indirect Administration

Provide indirect administration for the licensing strategy.

Outcome Measures: None

Output Measures: None

Efficiency Measures: None

Explanatory Measures: None

### Strategy B.1.2: Enforcement Indirect Administration

Provide indirect administration for the Enforcement strategy.

Outcome Measures: None

Output Measures: None

Efficiency Measures: None

Explanatory Measures: None

Agency: **508 Board of Chiropractic Examiners**

| GOAL<br>SEQUENCE | OBJECTIVE<br>SEQUENCE | STRATEGY<br>SEQUENCE |
|------------------|-----------------------|----------------------|
|------------------|-----------------------|----------------------|

1

SHORT NAME: ENSURE PUBLIC PROTECTION  
 FULL NAME: Provide Public Protection through Enforcement of Chiropractic Statutes  
 DESCRIPTION: To pursue the avenues of examination, licensure, and enforcement to ensure that only qualified individuals are licensed as Doctors of Chiropractic, and that they are abiding by the laws and rules governing chiropractic in Texas; to guarantee that the public is protected from incompetent services, fraud, and misrepresentation.

1

SHORT NAME: MINIMUM LICENSE STANDARDS  
 FULL NAME: Ensure All Chiropractors Meet Minimum Licensing Standards  
 DESCRIPTION: To maintain a licensing system that will guarantee that all chiropractors meet minimum compliance standards.

1

SHORT NAME: LICENSING SYSTEM  
 FULL NAME: Operate a Comprehensive Licensing System for Chiropractors  
 DESCRIPTION: Operate an efficient, cost-effective, and comprehensive chiropractic certification and licensure system.

2

SHORT NAME: TEXAS.GOV  
 FULL NAME: Texas.gov. Estimated and Nontransferable  
 DESCRIPTION: Provide for the processing of occupational license, registrations, or permit fees through Texas.gov. Estimated and nontransferable.

2

SHORT NAME: ENFORCE CHIROPRACTIC ACT  
 FULL NAME: Ensure Chiropractors Comply with Established Law  
 DESCRIPTION: To maintain an enforcement system that will guarantee that all chiropractors meet minimum compliance standards.

1

SHORT NAME: ENFORCEMENT  
 FULL NAME: Provide a System to Investigate and Resolve Complaints  
 DESCRIPTION: Operate a system of enforcement which includes investigating and resolving complaints.

Agency: **508 Board of Chiropractic Examiners**

| GOAL<br>SEQUENCE | OBJECTIVE<br>SEQUENCE | STRATEGY<br>SEQUENCE |
|------------------|-----------------------|----------------------|
|------------------|-----------------------|----------------------|

2

SHORT NAME: INDIRECT ADMINISTRATION  
 FULL NAME: Indirect Administration  
 DESCRIPTION: Indirect Administration

1

SHORT NAME: INDIRECT ADMINISTRATION  
 FULL NAME: Indirect Administration  
 DESCRIPTION: Indirect Administration

1

SHORT NAME: INDIRECT ADMIN ENFORCE AND LICENSE  
 FULL NAME: Indirect Admin Enforcement and License  
 DESCRIPTION: Indirect Administration provides leadership direction, oversight and support for licensing and enforcement programs. The main responsibilities include ensuring activities are in compliance with the government code, employment laws, and the general appropriations act as well as consistent with agency goals, objectives, purpose and policies. In addition, Indirect Administration ensures agency accountability and integrity; provides assistance and information to the Legislature, the public and the media, manages agency-wide budget including the Legislative Appropriations Request, the operating budget, performance measures, accounting and financial reporting, maintains payroll records and manages other personnel activities. Indirect Administration strives to maintain a highly serviceable administration to better allow agency programs time to focus on effective and efficient regulation.

86th Regular Session, Base Recon, Version 1  
Automated Budget and Evaluation System of Texas (ABEST)

Agency Code: **508** Agency : **Board of Chiropractic Examiners**

| OUTCOME TITLE   | DESCRIPTION | Key | New | % | Calc. Method | Priority | Range |
|---|-------------|-----|-----|---|--------------|----------|-------|
| Goal.: <b>1</b> <u>Provide Public Protection through Enforcement of Chiropractic Statutes</u> |             |     |     |   |              |          |       |
| Objective.: <b>1</b> <u>Ensure All Chiropractors Meet Minimum Licensing Standards</u>         |             |     |     |   |              |          |       |
| <b>1</b> SHORT NAME: % LICENSES/NO RECENT VIOLATIONS  |             | Y   | N   | Y | N            | H        | H     |
| FULL NAME: Percent of Licensees with No Recent Violations                                     |             |     |     |   |              |          |       |
| DESCRIPTION: Percent of Licensees with No Recent Violations                                   |             |     |     |   |              |          |       |
| <b>2</b> SHORT NAME: % OF LICENSEES WHO RENEW ONLINE  |             | Y   | N   | Y | N            | M        | H     |
| FULL NAME: Percent of Licensees Who Renew Online  |             |     |     |   |              |          |       |
| DESCRIPTION: Percent of Licensees Who Renew Online  |             |     |     |   |              |          |       |
| Objective.: <b>2</b> <u>Ensure Chiropractors Comply with Established Law</u>                  |             |     |     |   |              |          |       |
| <b>1</b> SHORT NAME: % DISCIPLINARY COMPLAINTS  |             | Y   | N   | Y | N            | H        | H     |
| FULL NAME: Percent of Complaints Resulting in Disciplinary Action                             |             |     |     |   |              |          |       |
| DESCRIPTION: Percent of Complaints Resulting in Disciplinary Action                           |             |     |     |   |              |          |       |
| <b>2</b> SHORT NAME: RECIDIVISM RATE/DISCIPLINE   |             | N   | N   | Y | N            | H        | L     |
| FULL NAME: Recidivism Rate for Those Receiving Disciplinary Action                            |             |     |     |   |              |          |       |
| DESCRIPTION: Recidivism Rate for Those Receiving Disciplinary Action                          |             |     |     |   |              |          |       |
| <b>3</b> SHORT NAME: % COMPLAINTS RESOLVED WITHIN 6 MO  |             | N   | N   | Y | N            | H        | H     |
| FULL NAME: Percent of Documented Complaints Resolved within Six Months                        |             |     |     |   |              |          |       |
| DESCRIPTION: Percent of Documented Complaints Resolved within Six Months                      |             |     |     |   |              |          |       |

Agency Code: **508** Agency: **Board of Chiropractic Examiners**

| MEASURE   | TITLE        | DESCRIPTION  | Key | New | % | Calc Method | Priority | Range |
|---|--------------|--|-----|-----|---|-------------|----------|-------|
| Goal: <u>1</u> Provide Public Protection through Enforcement of Chiropractic Statutes |              |  |     |     |   |             |          |       |
| Objective: <u>1</u> Ensure All Chiropractors Meet Minimum Licensing Standards         |              |  |     |     |   |             |          |       |
| Strategy: <u>1</u> Operate a Comprehensive Licensing System for Chiropractors         |              |  |     |     |   |             |          |       |
| <b>MEASURE TYPE: OP Output Measures</b>   |              |  |     |     |   |             |          |       |
| <u>1</u>  | SHORT NAME:  | NUMBER OF NEW LICENSES ISSUED                                      | Y   | N   | N | C           | H        | H     |
|   | FULL NAME:   | Number of New Licenses Issued to Individuals                       |     |     |   |             |          |       |
|   | DESCRIPTION: | Number of New Licenses Issued to Individuals                       |     |     |   |             |          |       |
| <u>2</u>  | SHORT NAME:  | NUMBER OF LICENSE RENEWALS   | Y   | N   | N | C           | H        | H     |
|   | FULL NAME:   | Number of Licenses Renewed (Individuals)                           |     |     |   |             |          |       |
|   | DESCRIPTION: | Number of Licenses Renewed (Individuals)                           |     |     |   |             |          |       |
| <b>MEASURE TYPE: EF Efficiency Measures</b>   |              |  |     |     |   |             |          |       |
| <u>1</u>  | SHORT NAME:  | % NEW INDIVIDUAL LICENSES ISSUED                                   | N   | N   | Y | N           | M        | H     |
|   | FULL NAME:   | Percentage of New Individual Licenses Issued within Ten Days       |     |     |   |             |          |       |
|   | DESCRIPTION: | Percentage of New Individual Licenses Issued within Ten Days       |     |     |   |             |          |       |
| <u>2</u>  | SHORT NAME:  | % INDIV LICENSE RENEWALS ISSUED                                    | N   | N   | Y | N           | M        | H     |
|   | FULL NAME:   | Percentage of Individual License Renewals Issued within Seven Days |     |     |   |             |          |       |
|   | DESCRIPTION: | Percentage of Individual License Renewals Issued within Seven Days |     |     |   |             |          |       |
| <b>MEASURE TYPE: EX Explanatory/Input Measures</b>                                    |              |  |     |     |   |             |          |       |
| <u>1</u>  | SHORT NAME:  | PASS RATE  | N   | N   | Y | N           | M        | N     |
|   | FULL NAME:   | Pass Rate  |     |     |   |             |          |       |
|   | DESCRIPTION: | Pass Rate  |     |     |   |             |          |       |
| <u>2</u>  | SHORT NAME:  | TOTAL NUMBER OF LICENSEES  | N   | N   | N | N           | H        | N     |



Agency Code: **508** Agency: **Board of Chiropractic Examiners**

| MEASURE   | TITLE        | DESCRIPTION                                      | Key | New | % | Calc Method | Priority | Range |
|---|--------------|--|-----|-----|---|-------------|----------|-------|
|   | FULL NAME:   | Total Number of Individuals Licensed             |     |     |   |             |          |       |
|   | DESCRIPTION: | Total Number of Individuals Licensed             |     |     |   |             |          |       |
| Objective: <u>2</u> Ensure Chiropractors Comply with Established Law      |              |  |     |     |   |             |          |       |
| Strategy: <u>1</u> Provide a System to Investigate and Resolve Complaints |              |  |     |     |   |             |          |       |
| <b>MEASURE TYPE: OP Output Measures</b>                                   |              |  |     |     |   |             |          |       |
| <u>1</u>  | SHORT NAME:  | NUMBER OF COMPLAINTS RESOLVED                    | Y   | N   | N | C           | H        | H     |
|   | FULL NAME:   | Number of Complaints Resolved                    |     |     |   |             |          |       |
|   | DESCRIPTION: | Number of Complaints Resolved                    |     |     |   |             |          |       |
| <b>MEASURE TYPE: EF Efficiency Measures</b>                               |              |  |     |     |   |             |          |       |
| <u>1</u>  | SHORT NAME:  | AVG TIME PER COMPLAINT RESOLUTION                | Y   | N   | N | N           | H        | L     |
|   | FULL NAME:   | Average Time Per Complaint Resolution (Days)     |     |     |   |             |          |       |
|   | DESCRIPTION: | Average Time Per Complaint Resolution (Days)     |     |     |   |             |          |       |
| <b>MEASURE TYPE: EX Explanatory/Input Measures</b>                        |              |  |     |     |   |             |          |       |
| <u>1</u>  | SHORT NAME:  | JURISDICTIONAL COMPLAINTS                        | Y   | N   | N | N           | M        | N     |
|   | FULL NAME:   | Number of Jurisdictional Complaints Received     |     |     |   |             |          |       |
|   | DESCRIPTION: | Number of Jurisdictional Complaints Received     |     |     |   |             |          |       |
| <u>2</u>  | SHORT NAME:  | NON-JURISDICTIONAL COMPLAINTS                    | N   | N   | N | N           |          | L     |
|   | FULL NAME:   | Number of Non-jurisdictional Complaints Received |     |     |   |             |          |       |
|   | DESCRIPTION: | Number of Non-jurisdictional Complaints Received |     |     |   |             |          |       |

## Schedule B: Performance Measure Definitions

### A. GOAL: ENSURE PUBLIC PROTECTION

#### STRATEGY A.1.1 LICENSING SYSTEM

##### LICENSING OUTCOME MEASURES

#### 1. Outcome Measure 01-01-01: Percent of Licensees with No Recent Violations (Key)

##### **Short Definition**

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

##### **Purpose/Importance**

Licensing individuals helps ensure that practitioners meet legal standards for professional education and practice, which is a primary agency goal. This measure is important because it indicates how effectively the agency's activities deter violations of professional standards established by statute and rule.

##### **Source/Collection of Data**

The Enforcement Department staff enters all pertinent information about each complaint into the Enforcement database. The number of licensees with disciplinary action is extracted and printed from this database, and the total number of licensees is extracted from the Licensee database, which is maintained by the Licensing Department. These lists are maintained in the office of the Operations Manager.

##### **Method of Calculation**

The total number of individuals currently licensed by the agency who have not incurred a violation within the current and preceding two years is divided by the total number of individuals currently licensed by the agency. The numerator for this measure is calculated by subtracting the total number of licensed individuals with violations during the three-year period from the total number of licensed individuals at the end of the reporting period.

##### **Data Limitations**

The existing database does not automatically track this information. Enforcement staff must run lists of disciplined licensees for the years involved and manually compare the lists to note repeat offenders. It is important to note that replacement of the database is a priority for the agency.

##### **Calculation Type**

Non-cumulative

##### **New Measure**

No

##### **Target Attainment**

It is desired that a very high percentage of licensees (around 96% or higher) have not had any disciplinary action within the last three years. One hundred percent compliance may indicate that the agency is not sufficiently enforcing its statute and rules, while a significantly lower percent may indicate that the agency is unreasonably harsh in enforcing the statute and rules or else that an unacceptable number of licensees are engaging in violations of the law.

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**2. Outcome Measure 01-01-02: Percent of Licensees Who Renew Online (Key)**

**Short Definition**

The percent of the total number of licensed chiropractors that renewed their chiropractic license online during the reporting period.

**Purpose/Importance**

To track use of online license renewal technology by the licensee population.

**Source/Collection of Data**

The information comes from the Accounting module of the database. Licensing employees update each renewal record to show whether the renewal was done online or through manual paper process. At the end of each fiscal quarter, Licensing employees print a paper copy of two separate reports listing the names of all individual chiropractors whose license was renewed online or manually during the previous three months. These lists are maintained in the office of the Operations Manager.

**Method of Calculation**

The total number of individual chiropractic licenses renewed online during the reporting period is divided by the total number of individual chiropractic licenses that were renewed either online or manually during the reporting period.

**Data Limitations**

Approximately 95% or more of the chiropractors who renew their licenses each year do so online. The agency database does not automatically count the number who renew online or manually. Licensing employees must manually update the database to properly reflect that a renewal was done online. It is important to note that replacement of the database is a priority for the agency.

**Calculation Type**

Non-cumulative

**New Measure**

No

**Desired Performance:**

A high (75% or more) percentage is desired. Having licensees renew online provides convenience for the licensees and is more efficient for the agency.

## **LICENSING EFFICIENCY MEASURES**

### **1. Efficiency Measure 01-01-01-01: Percent of New Individual Licensing Issued Within Ten Days (Non-Key)**

#### **Short Definition**

The percentage of individual license applications that were processed during the reporting period within 10 days, measured from the time in days elapsed from receipt of the final information required to meet licensing requirements until the date the license is mailed.

#### **Purpose/Importance**

This measure demonstrates the ability of the agency to process new applications promptly and the agency's responsiveness to a primary constituent group.

#### **Source/Collection of Data**

The data for this performance measure comes from the Licensing database's New Examinee module. The Licensing Department enters the date of receipt of the final piece of information needed to license a new applicant into the New Examinee module in the database. The Licensing employees then enter the date the license is mailed, and extract a report from the Examinee module that shows the number of calendar days elapsed between the initial receipt of the final necessary information and license mailing date for each individual license issued during the quarter. The Licensing employees divide the number of licenses that were mailed in 10 days or less (numerator) by the total number of individual licenses issued.

#### **Method of Calculation**

The number of new individual licenses that were mailed within 10 days or less (numerator) is divided by the total number of new licenses issued during the quarter (denominator) and multiplied by 100 to convert to a percentage.

#### **Data Limitations**

The agency database does not automatically calculate this performance measure. Licensing Department employees must extract the data from the database and review the record for each license issued to determine if any fell outside the 10-day window. It is important to note that replacement of the database is a priority for the agency.

#### **Calculation Type**

Non-cumulative

#### **New Measure**

No

#### **Desired Performance**

The desired performance is 100% of new licenses issued within 10 days of the agency receiving the final information required before issuing the license.

**2. Efficiency Measure 01-01-01-02: Percentage of License Renewals Issued Within Seven Days (Non-Key)**

**Short Definition**

The percentage of license renewal applications that were processed during the reporting period with 7 days of receipt, measured from the time (in calendar days) elapsed from the receipt of the complete and accurate renewal application until the date the renewed license is mailed.

**Purpose/Importance**

This measure reflects the ability of the agency to process renewal applications promptly and the agency's responsiveness to a primary constituent group.

**Source/Collection of Data**

The data for the performance measure comes from the Accounting and Licensing modules of the agency database. Licensing employees enter the date that the completed renewal application was received either by mail or through Texas Online. They also enter the date the renewed license was mailed. They then extract reports from the Accounting database that show the number of calendar days elapsed between initial receipt and the date that the renewed license was mailed.

**Method of Calculation**

Licensing employees divide the number of renewed individual licenses that were mailed in 7 days or less (numerator) by the total number of individual licenses renewed during the period (denominator) and multiple the result by 100 to achieve a percentage.

**Data Limitations**

The agency database does not automatically calculate this performance measure. Licensing Department employees must extract the data from the database and review the record for each license renewed to determine if any fell outside the 7-day window. It is important to note that replacement of the database is a priority for the agency.

**Calculation Type**

Non-cumulative

**New Measure**

No

**Desired Performance**

The desired performance is that 100% of renewed licenses be issued within 7 days of the receipt of all necessary and correction information fees.

## **LICENSING EXPLANATORY MEASURES**

### **1. Explanatory Measure 01-01-01-01: Pass Rate (Non-Key)**

#### **Short Definition**

The percentage of individuals who passed the Chiropractic Jurisprudence Examination out of the total number of examinations given during the reporting period.

#### **Purpose/Importance**

The measure shows the rate at which those examined passed. This is an important step in the licensing process. A low pass rate may represent unnecessarily restrictive licensure requirements or inadequate preparation by licensure applicants.

#### **Source/Collection of Data**

The Director of Licensing retrieves the needed data from the Examinee module of the Licensing database.

#### **Method of Calculation**

The total number of individuals who passed the examination (numerator) is divided by the total number of examinations administered (denominator). The result is multiplied by 100 to achieve a percentage. Persons taking the examination multiple times are counted each time they take the exam.

#### **Data Limitations**

The agency receives reports regularly from its vendor that administers the examination. The vendor does not supply a quarterly report that provides the pass rate. Agency staff maintains a separate tally of how many individuals take and pass the examination each quarter.

#### **Calculation Type**

Non-cumulative

#### **New Measure**

No

#### **Desired Performance**

A pass rate around 90% is generally desired. This indicates that the exam is sufficiently difficult to require an individual to have some specialized knowledge of the applicable statutes and rules but not so difficult as to present an unfairly high barrier to licensure.

### **2. Explanatory Measure 01-01-01-02: Total Number of Licensees (Non-Key)**

#### **Short Definition**

This is the total number of individuals who hold current, active licenses at the end of the reporting period.

#### **Purpose/Importance**

The measure shows the total number of individual licenses currently active. Changes in the total number of licensees from year-to-year should reflect changes in the agency's workload.

**Source/Collection of Data**

At the end of each fiscal year, the Licensing Department retrieves the records in the Licensing database of all chiropractors licensed by the agency. The lists are checked for duplicate records and the duplicate records are removed. The lists are printed and maintained in the office of the Operations Manager.

**Method of Calculation**

This measure is the total unduplicated number of chiropractors licensed at the end of the reporting period whose licenses are current (active). It does not include any licenses that are in inactive, retired, expired, non-renewable or provisional status.

**Data Limitations**

The total number of individual licensees includes doctors of chiropractic. The agency has no direct control and little influence over which individuals choose to renew their licenses. The agency database provides a quick and reliable method of counting the number of licensees at any point in time.

**Calculation Type**

Non-cumulative

**New Measure**

No

**Desired Performance**

The only desired performance is that this measure be accurately reported. A higher or growing number indicates that the chiropractic profession is healthy and expanding in Texas. A static or decreasing number may indicate that the profession is encountering some difficulties for whatever reasons.

## **LICENSING OUTPUT MEASURES**

### **1. Output Measure 01-01-01-01: Number of Individuals Examined (Key)**

#### **Short Definition**

The number of individuals to whom the Chiropractic Jurisprudence Examination was administered during the period.

#### **Purpose**

The measure shows the number of individuals examined, which is a primary step in licensing the individual applicant. The measure serves as an indicator of the agency's workload and for tracking the trends in the number of new licensees and potential license renewals.

#### **Source/Collection of Data**

The information for this measure comes from the electronic reports supplied by the vendor that administers the jurisprudence exam. The Director of Licensing updates the licensing database to indicate who has taken the exam each time and who passed. The Licensing Department prints a list of the names of the individuals who have taken the exam for the period in question. The list is maintained in the office of the Operations Manager.

#### **Method of Calculation**

Each person who takes the jurisprudence exam is counted for the reporting period. If an individual fails the exam and takes it again, he/she is counted twice.

#### **Data Limitations**

The jurisprudence exam is administered only after the applicant meets all other licensing requirements. The number of people taking the exam is limited by the number of graduates from the 18 chiropractic colleges in the United States who desire to be licensed in Texas. Other examinees include doctors of chiropractic already licensed in other states who are moving to Texas to practice.

#### **Calculation Type**

Cumulative

#### **New Measure**

No

#### **Desired Performance**

A higher number of applicants taking the jurisprudence exam would indicate that the chiropractic profession is growing in Texas.



## 2. **Output Measure 01-01-01-02: Number of New Licenses Issued to Individuals (Key)**

### **Short Definition**

The number of chiropractic licenses issued to previously unlicensed individuals during the reporting period.

### **Purpose/Importance**

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 previously 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.

### **Source/ Collection of Data**

This information comes from the Examinee module of the agency database that records those individuals newly licensed by the agency. The Licensing Department prints a paper copy of the log listing the names of individuals newly licensed during the previous three months at the end of each fiscal quarter.

### **Method of Calculation**

This measure counts the total number of licenses issued to previously unlicensed individuals during the reporting period, regardless of when the application was officially received. Those individuals who had a license in the previous period are not counted. Only new licenses are counted. Provisional licenses are not counted. Licenses are counted as new for persons who were previously licensed but whose license expired so that they were required to meet all criteria for a new applicant.

### **Data Limitations**

The agency has little control over the number of new licenses that it will issue each year as this is primarily a function of new chiropractic graduates entering the profession or currently licensed DCs moving to Texas from other states. The agency assigns unique, consecutive numbers to each licensee and can easily determine the number of new licenses issued each year.

### **Calculation Type**

Cumulative

### **New Measure**

No

### **Desired Performance**

A high or growing number would indicate a healthy condition for the chiropractic profession in Texas.

### **3. Output Measure 01-01-01-03: Number of Licenses Renewed (Individuals)**

#### **Short Definition**

The number of licensed chiropractors who held licenses previously and renewed those licenses during the current reporting period.

#### **Purpose/Importance**

License renewal is intended to ensure that persons who want to continue to practice in the profession satisfy current legal standards established by statute and rule for professional education and practice. It is also a significant workload measure for the agency.

#### **Source/Collection of Data**

This information comes from the accounting module of the database, which keeps a log of those individuals renewing their licenses to practice. At the end of each fiscal quarter, the Licensing Department prints a paper copy of the log listing the names and license numbers of all individuals whose licenses were renewed during the period in question. These lists are maintained in the office of the Operations Manager.

#### **Method of Calculation**

The measure is calculated by querying the accounting module of the database to extract and print a list of the individuals who renewed their licenses during the period. This measure includes active or inactive status licenses that were renewed. It does not include retired licensees or those in non-renewable status.

#### **Data Limitation**

Active licenses that are not renewed and that remained Expired for longer than one year are cancelled and placed on Non-Renewable status. Renewals decrease when licensees move to another state and fail to renew their Texas license, when licensees retire or choose another profession. The database does not automatically count renewals for a period – staff must set up reports to extract the data for the count.

#### **Calculation Type**

Cumulative

#### **New Measure**

No

#### **Desired Performance**

An increasing number of renewed licenses would be preferable because it would indicate that the chiropractic profession in Texas is expanding.

## STRATEGY A.2.1 ENFORCEMENT

### ENFORCEMENT OUTCOME MEASURES:

#### 1. **Outcome Measure 01-02-01: Percent of Complaints Resulting in Disciplinary Action (Key)**

##### **Short Definition**

Percentage of jurisdictional complaints that were resolved during the reporting period that resulted in disciplinary action.

##### **Purpose/Importance**

The measure is intended to show the extent to which the agency exercises its disciplinary authority in proportion to the number of complaints received. It is important that both the public and licensees have an expectation that the agency will work to ensure fair and effective enforcement of the statute and rules. This measure seeks to indicate agency responsiveness to this expectation.

##### **Source/Collection of Data**

The Enforcement Department retrieves this information from the Enforcement database and prints a list of resolved cases and a list of cases resolved with discipline. These lists are maintained in the office of the Operations Manager.

##### **Method of Calculation**

The total number of jurisdictional complaints resolved during the reporting period that resulted in disciplinary action (numerator) is divided by the total number of jurisdictional complaints resolved during the reporting period (denominator). The result is multiplied by 100 to achieve a percentage. Disciplinary actions include board orders, agreed orders, letters of reprimand, suspensions, probations, revocation, restitution, fines and/or licenses surrender in lieu of revocation on which the Board has taken final action. Warning letters do not constitute disciplinary action.

##### **Data Collection**

The database does not have reports that automatically list all cases that were closed during a period or that were closed with disciplinary actions. This data must be extracted with queries and summed each time.

##### **Calculation Type**

Non-cumulative

##### **New Measure**

No

##### **Desired Performance**

The desired performance range for this measure would be in the 15%-to-30% range. A lower percentage may indicate that the agency is not adequately enforcing its statute and rules, while a higher percentage may indicate that the agency is being overly aggressive in its enforcement efforts. However, the agency must always be cognizant of its responsibility to protect the people of Texas. Each complaint must be investigated and resolved fairly in accordance with the statutes and rules regardless of the effect of the outcome on this performance measure.

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**2. Outcome Measure 01-02-02: Recidivism Rate for Those Receiving Disciplinary Action (Non-Key)**

**Short 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/ Importance**

The measure is intended to show the degree to which disciplinary action taken by the Board is effective in preventing further violations by the same licensees. It is important that the agency enforce its act and rules strictly enough to ensure consumers are protected from unsafe, incompetent or unethical practices by the licensees.

**Source/Collection of Data**

Enforcement Department employees collect and print the data from the Enforcement database. The printed reports and agency calculations are maintained in the office of the Operations Manager.

**Method of Calculation**

The number of individuals against whom two or more disciplinary actions were taken on different dates by the Board 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 database does not automatically report this information. Enforcement Department employees must extract and list all individuals who were disciplined during the three-year period and then search the list for individuals who were disciplined more than once.

**Calculation Type**

Non-cumulative

**New Measure**

No

**Desired Performance**

A very low percentage is the desired performance for this measure because it would indicate that the disciplinary actions taken by the Board are effective in preventing repeat offenses by the same licensees.

**3. Outcome Measure 01-02-03: Percent of Documented Complaints Resolved Within Six Months (Non-Key)**

**Short Definition**

The percent of jurisdictional complaints resolved during the reporting period that were resolved within a six-month period from the time they were initially received by the agency.

**Purpose/ Importance**

The measure is intended to show the percentage of complaints that are resolved within a reasonable period of time. It is important to ensure the swift enforcement of Chapter 201 of the Occupations Code.

**Source/ Collection of Data**

The Enforcement staff extracts and prints the data from the Enforcement database. The reports and calculations are maintained in the office of the Operations Manager.

**Method of Calculation**

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

**Data Limitations**

The agency database automatically calculates the length of time that each case was open. However, Enforcement staff must be careful to select only jurisdictional complaints that have been closed when calculating this measure. The Board must approve the final disposition of all cases closed with disciplinary action. Because the Board meets only 4 times each year, most cases closed with disciplinary action take more than 6 months to resolve, especially if the licensee seeks a formal hearing at SOAH.

**Calculation Type**

Non-cumulative

**New Measure**

No

**Desired Performance**

Ideally, one would like to see a high percentage of jurisdictional complaints closed within six months, assuming that complaints are being closed with the appropriate disciplinary actions (or no actions) being taken in each case.

## **ENFORCEMENT EFFICIENCY MEASURE**

### **1. Efficiency Measure 01-02-01-01: Average Time Per Complaint Resolution (in Days) (Key)**

#### **SHORT DEFINITION**

The average length of time, in days, to resolve a complaint, for all jurisdictional complaints resolved during the reporting period.

#### **PURPOSE/IMPORTANCE**

The measure shows the agency's efficiency in resolving complaints.

#### **SOURCE/COLLECTION OF DATA**

The Enforcement staff extracts and prints the data from the Enforcement database. The printed reports and agency calculations are maintained in the office of the Operations Manager.

#### **METHOD OF CALCULATION**

The total number of calendar days per jurisdictional complaint resolved, summed for all jurisdictional complaints resolved during the reporting period, that elapsed from receipt of the complaint to the date upon which final action on the complaint was taken by the Board (numerator) is divided by the number of jurisdictional complaints resolved during the reporting period (denominator). The calculation excludes non-jurisdictional complaints.

#### **DATA LIMITATIONS**

The average length of time to resolve a complaint is directly related to the complexity of the complaint. Complaints in which the licensee admits that he/she violated the agency rules and accepts the recommended sanctions by the Enforcement Committee can be resolved relatively quickly (in a year or less). The cases that are complex or contested take much longer and increase the average time to resolve an agency complaint.

#### **CALCULATION TYPE**

Non-Cumulative

#### **NEW MEASURE**

No

#### **DESIRED PERFORMANCE**

Generally, a lower number is preferable for this measure, assuming that the complaints are being closed with the appropriate response by the agency.

## **ENFORCEMENT EXPLANATORY MEASURES**

### **1. Explanatory Measure 01-02-01-01: Number of Jurisdictional Complaints Received (Key)**

#### **Short Definition**

The total number of complaints received during the reporting period that are within the agency's jurisdiction of statutory responsibility.

#### **Purpose/ Importance**

The measure shows the number of jurisdictional complaints received during a period that the agency is expected ultimately to resolve, which is an agency workload indicator.

#### **Source/ Collection of Data**

The Enforcement staff enters all complaints into the Enforcement database. An employee extracts data on all complaints received during a period and determines which were jurisdictional and counts those jurisdictional complaints received.

#### **Method of Calculation**

The Enforcement staff extracts and lists all complaints received during a period. Complaints from that list that were closed as being non-jurisdictional are removed from the list. The remaining jurisdictional complaints are counted for this measure.

#### **Data Limitations**

Most complaints received by the agency are jurisdictional, but the agency does receive cases that are not within our jurisdictional authority. All jurisdictional complaints are processed according to agency policy. Each non-jurisdictional complaint is beyond the control of the agency, but the complainant is notified that the matter is not within our jurisdiction. It is not always apparent upon initial receipt that some complaints are non-jurisdictional.

#### **Calculation Type**

Cumulative

#### **New Measure**

No

#### **Desired Performance**

The agency has little control over the number of complaints it will receive. Generally, a very low number of complaints received may indicate that patients and other stakeholders are not aware of the agency's responsibility to investigate and resolve complaints. A very high number relative to the number of licensees may indicate that the profession is not being properly regulated. The agency expects to receive around 250-350 jurisdictional complaints each year.

**2. Explanatory Measure 01-02-01-02: Number of Non-Jurisdictional Complaints Received (Non- Key)**

**Short Definition**

The number of complaints received which, after preliminary investigation, are determined to be outside the agency's responsibility.

**Purpose/ Importance**

The purpose of the measure is to eliminate non-jurisdictional complaints from agency reports and to gauge the impact that non-jurisdictional complaints might have on agency workloads.

**Source/ Collection of Data**

Data for this measure is extracted from the agency's Enforcement database by department employees. All complaints received, both jurisdictional and non-jurisdictional, are entered into the agency's Enforcement database.

**Method of Calculation**

Enforcement staff extracts a list of all complaints entered during the reporting period. They then review the list and count those that are identified as being closed because they were non-jurisdictional.

**Data Limitations**

The agency has little control over the number of non-jurisdictional complaints it receives. Also, some complaints are not determined to be non-jurisdictional until a preliminary investigation has been completed. This figure may be expected to increase, as chiropractic facilities and radiologic technicians are no longer under the agency's jurisdiction.

**Calculation Type**

Cumulative

**New Measure**

No

**Desired Performance**

The agency would prefer to receive no or almost no non-jurisdictional complaints.



## **ENFORCEMENT OUTPUT MEASURE**

### **1. Output Measure 01-02-01-01: Number of Jurisdictional Complaints Resolved**

#### **Short Definition**

The total number of jurisdictional complaints resolved during the reporting period.

#### **Purpose/ Importance**

The measure shows the workload associated with resolving complaints.

#### **Source/ Collection of Data**

The Enforcement staff extracts and prints the data from the Enforcement database. The printed report is maintained in the office of the Operations Manager.

#### **Method of Calculation**

The total number of complaints during the reporting period upon which final action was taken by the Board or for which a determination was made that a violation did not occur. A complaint that, after preliminary investigation, is determined to be non-jurisdictional is not a resolved complaint.

#### **Data Limitations**

The number of complaints that the agency can resolve during any period is limited by the resources available to the agency, especially the number of investigators on staff, the availability of legal support, and funds for necessary investigation expenses. The resolution of complaints is also affected by the complexity of the cases and the willingness of the respondents to fight the cases in SOAH or in district court. Another limiting factor is the fact that all cases resulting in disciplinary action must be approved by the Board, which meets quarterly.

#### **Calculation Type**

Cumulative

#### **New Measure**

No

#### **Desired Performance**

The desired performance is to close the highest number of cases possible each period with quality outcomes appropriate to each case.

## Schedule C: Historically Underutilized Business Plan

| PROCUREMENT CATEGORY | TOTAL EXPENDITURES | TOTAL \$/% SPENT WITH NON HUBS | TOTAL \$/% SPENT WITH HUBS | ANNUAL PROCUREMENT GOAL % |
|----------------------|--------------------|--------------------------------|----------------------------|---------------------------|
| HEAVY CONSTRUCTION   | \$00               | \$00 / 0.00%                   | \$00 / 0.00%               | 11.20%                    |
| BUILDING             | \$00               | \$00 / 0.00%                   | \$00 / 0.00%               | 21.10%                    |
| TRADING              | \$00               | \$00 / 0.00%                   | \$00 / 0.00%               | 32.90%                    |
| RECREATION           | \$00               | \$00 / 0.00%                   | \$00 / 0.00%               | 23.70%                    |
| OTHER SERVICES       | \$10,672           | \$10,672 / 100.00%             | \$00 / 0.00%               | 26.00%                    |
| COMMODITY PURCHASING | \$18,611           | \$11,695 / 62.84%              | \$6,915 / 37.16%           | 21.10%                    |
|                      | \$29,283           | \$22,368 / 76.38%              | \$6,915 / 23.62%           |                           |

| PROCUREMENT CATEGORY | TOTAL EXPENDITURES | TOTAL \$/% SPENT WITH NON HUBS | TOTAL \$/% SPENT WITH HUBS | ANNUAL PROCUREMENT GOAL % |
|----------------------|--------------------|--------------------------------|----------------------------|---------------------------|
| HEAVY CONSTRUCTION   | \$3,051,687,358    | \$2,966,621,573 / 97.21%       | \$81,097,934 / 5.93%       | 11.20%                    |
| BUILDING             | \$1,638,397,807    | \$1,604,989,756 / 98.20%       | \$192,462,192 / 11.75%     | 21.10%                    |
| SPECIAL TRADE        | \$363,073,982      | \$357,591,733 / 98.50%         | \$86,400,289 / 23.80%      | 32.90%                    |
| PROFESSIONAL         | \$533,855,383      | \$457,591,733 / 85.71%         | \$159,198,267 / 29.82%     | 23.70%                    |
| OTHER SERVICES       | \$2,366,104,013    | \$2,030,843,440 / 86.24%       | \$319,907,021 / 14.12%     | 26.00%                    |
| COMMODITY PURCHASING | \$2,387,048,953    | \$2,116,386,241 / 88.66%       | \$282,074,923 / 11.82%     | 21.10%                    |
|                      | \$10,240,167,499   | \$9,481,698,092 / 92.59%       | \$1,221,140,628 / 11.93%   |                           |

\*\* ANALYSIS OF AWARDS FOR BOARD OF CHIROPRACTIC EXAMINERS

| CERTIFIED HUB GROUP FOR HUB CREDIT | TOTAL # AND % OF HUB VIDS RECEIVING AWARDS | TOTAL DOLLAR AMOUNT AND % AWARDED TO HUBS |
|------------------------------------|--|---|
| ASIAN PACIFIC                      | 0 / 0.00%                                  | \$00 / 0.00%                              |
| BLACK                              | 1 / 33.33%                                 | \$19 / 0.28%                              |
| HISPANIC                           | 0 / 0.00%                                  | \$00 / 0.00%                              |
| NATIVE AMERICAN                    | 0 / 0.00%                                  | \$00 / 0.00%                              |
| SERVICE-DISABLED VETERAN           | 0 / 0.00%                                  | \$00 / 0.00%                              |
| WOMAN                              | 2 / 66.67%                                 | \$6,896 / 99.72%                          |
| TOTAL                              | 3 / 100.00%                                | \$6,915 / 100.00%                         |

\*\* ANALYSIS OF AWARDS FOR THE STATE OF TEXAS

| CERTIFIED HUB GROUP      | # OF VIDS ELIGIBLE FOR HUB CREDIT, % | # OF MALES, %  | # OF FEMALES, % | TOTAL # AND % OF HUB VIDS RECEIVING AWARDS | TOTAL DOLLAR AMOUNT AND % AWARDED TO HUBS |
|--------------------------|--------------------------------------|----------------|-----------------|--|---|
| ASIAN PACIFIC            | 1140 / 7.68%                         | 771 / 12.04%   | 369 / 4.37%     | 238 / 6.72%                                | \$175,431,780 / 14.37%                    |
| BLACK                    | 3289 / 22.16%                        | 1946 / 30.38%  | 1343 / 15.92%   | 314 / 10.56%                               | \$154,288,827 / 11.00%                    |
| HISPANIC                 | 4705 / 31.69%                        | 3334 / 52.04%  | 1371 / 16.25%   | 1114 / 31.56%                              | \$377,388,957 / 30.90%                    |
| NATIVE AMERICAN          | 291 / 1.96%                          | 210 / 3.28%    | 81 / 0.95%      | 78 / 0.71%                                 | \$24,759,167 / 2.03%                      |
| SERVICE-DISABLED VETERAN | 145 / 0.98%                          | 145 / 2.26%    | 0 / 0.00%       | 28 / 0.71%                                 | \$4,130,183 / 0.34%                       |
| WOMEN                    | 5272 / 35.51%                        | 0 / 0.00%      | 5272 / 62.49%   | 1712 / 48.35%                              | \$905,161,712 / 41.37%                    |
| TOTAL                    | 14845 / 100.00%                      | 6406 / 100.00% | 8436 / 100.00%  | 3541 / 100.00%                             | \$1,221,140,628 / 100.00%                 |

\*\* THE ANALYSIS IS BASED ON THE TOTAL # OF VENDOR ID NUMBERS THAT WERE ELIGIBLE TO RECEIVE HUB CREDIT. TOTAL # OF CERTIFIED HUBS FOR THE PERIOD OF FY2018 IS 14799. SUCH AS, 1140 (7.68%) OF VID NUMBERS ELIGIBLE TO RECEIVE HUB CREDIT WERE ASIAN PACIFIC OWNED BUSINESSES, 771 (12.04%) WERE ASIAN PACIFIC MALE OWNED BUSINESSES AND 369 (4.37%) WERE ASIAN PACIFIC FEMALE OWNED BUSINESSES. 238 (6.72%) AWARDS WERE MADE TO ASIAN PACIFIC OWNED BUSINESSES, TOTALING \$175,431,780.00 (14.37%) OF THE TOTAL DOLLARS AWARDED TO HUBS.

## **Schedule D: Statewide Capital Planning**

This schedule is not applicable.

## **Schedule E: Health and Human Services Strategic Planning**

This schedule is not applicable.

## Schedule F: Agency Workforce Plan and the Texas Workforce System Strategic Plan

### Overview

#### **A. Agency Mission**

The mission of the Texas Board of Chiropractic Examiners is to execute the statutory authority of the Texas Occupations Code, Chapter 201, and to promote, preserve, and protect the health, safety and welfare of the people of Texas by licensing skilled professionals and enforcing standards of practice.

#### **B. Agency Strategic Goals and Objectives**

Goal A: To ensure public protection

Objective A.1: Ensure all chiropractors meet minimum licensing standards

Objective A.2: Ensure chiropractors comply with established law

#### **C. Core Business Functions**

The Texas Board of Chiropractic Examiners licenses Doctors of Chiropractic (DCs). The Board also investigates alleged violations of the Chiropractic Act and the Board's rules.

#### **D. Anticipated Changes to the Mission, Goals and Strategies Over Next Five Years**

The TBCE does not anticipate any changes within the mission and goals over the next five years. The agency will reevaluate goals and strategies each year.

### Current Workforce Profile

#### **A. Critical Workforce Skills**

The Board of Chiropractic Examiners is a small state agency with an authorized workforce of thirteen (13) full time equivalent employees. Because of the agency's small size it is important that each employee have good general office skills and also have additional specific knowledge and skills related to his or her particular area of responsibility.

Some essential skills are listed below:

1. Knowledge of applicable statutes and rules.
2. Knowledge of state accounting and purchasing rules and procedures.
3. Knowledge of their specific area such as initial licensing, license renewals, complaint processing, investigative techniques, open records requests, the Administrative Procedures Act, and working with the State Office of Administrative Hearings (SOAH).
4. Commitment to customer service.
5. Willingness to cross train and develop skills to back-up fellow employees.
6. Skill in working with agency computer software and databases.

7. Willingness to acquire new skills as needs develop in the agency.
8. Good communication skills.
9. Skill in analyzing and solving problems.
10. Ability to produce large volumes of accurate work under time pressure.

**B. Workforce Demographics**

The following table presents a profile of the agency’s workforce as of May 2018.

| Agency Employees By Gender | Hispanic | African American | White | Total |
|----------------------------|----------|------------------|-------|-------|
| Female                     | 1        | 0                | 4     | 5     |
| Male                       | 0        | 1                | 4     | 5     |
| Total                      | 1        | 1                | 8     | 10    |

**C. Employee Turnover**

For the next five years, turnover is expected to be driven primarily by employees who leave because they find better opportunities and higher pay or retire.

**D. Retirement Eligibility**

Two employees are eligible to retire in the next two years.

**Future Workforce Profile**

These are the changes the TBCE anticipates in its workforce within the few years.

**A. Critical Functions**

Budget reductions may cause the agency to reduce its FTEs during the 2019 -2020 biennium. It is expected that any necessary staff reductions will be temporary and will be restored when the state’s fiscal condition improves. No other changes in the critical functions to be performed by staff are expected.

**B. Expected Workforce Changes**

TBCE’s workload has increased due to increased numbers of new licensees, as well as an increase in the complexity of enforcement cases and hearings. Advances in technology will continue to impact the agency by requiring that employees be able to function proficiently in a business environment that is dependent upon electronic data and documents. The agency expects the average age of its workers to continue to increase over the next five years.

### **C. Anticipated Increase/Decrease in Number of Employees Needed to Do the Work**

The agency was forced to reduce the number of FTEs by one employee during the 2018-2019 biennium due to 5%-10% budget reduction during the appropriations process and to statute changes related to sunset. The agency does not expect to add any employees during the 2019-2020, except to replace any FTEs lost to turnover or statutory changes.

Additional increased demands on the workforce will be met by changes in operations and better use of technology.

### **D. Additional Critical Competencies**

The agency relies on competent and knowledgeable staff to fulfill its obligation to protect the public. In addition to the critical competencies listed earlier, these additional attributes are essential for future positions:

1. Ability to set goals,
2. Ability to be self-directed, and
3. Ability to take ownership of responsibilities within agency guidelines.

### **Gap Analysis**

#### **A. Anticipated Surplus or Shortage of Workers or Skills**

Like most other small state agencies, retention of staff is frequently a challenge due to high workloads and lack of funding to provide competitive salaries.

TBCE employees continue to need training in critical and future workforce skills. There is a small deficit in change management, process re-engineering and problem-solving skills. Ongoing internal training will address these issues. Technology skills are also lacking in some employees, but skills are adequate for performance.

#### **B. Strategy Development**

In order to address some of the deficits between the current workforce and future demands, the agency has developed several goals for the current workforce plan. These are based on a range of factors identified through analyzing the agency and its workforce. The agency's workforce development plan can be grouped into two key areas.

1. Continue to develop skills of current employees.

**Goal:** Provide in-agency and off-site training for current employees.

**Rationale:** The training and development of current employees is critical to the success of the agency. It must analyze existing staff to determine which employees demonstrate the potential to develop new competencies and match the correct employee with the proper training best suited to develop his or her skills.



**Action Steps:**

- Identify new skill sets required as a result of program changes or technological advancements.
- Conduct assessment of the level of risk facing the agency regarding the potential loss of knowledge particularly in areas where there is a high turnover rate.
- Develop strategies to ensure that institutional knowledge is retained by promoting cross- training as an agency value.

2. The agency has some difficulty in attracting and retaining skilled employees.

**Goal:** Become an employer of choice.

**Rationale:** Finding and developing a workforce is just the beginning. If the agency is to recruit and retain the right workers in the right jobs at the right time, it must recognize that there is a competitive market for good workers and take appropriate actions. The agency will focus on rewarding good performance, providing a structured approach to staff development, creating a culture that supports innovation and excellence, and compensating staff fairly to the extent possible within the agency's budget.

**Action Steps:**

- Develop and implement plan to pay employees appropriately within the agency's budget limitations.
- Create a positive work environment in which employees know that they are appreciated and are empowered to do their jobs.
- Create opportunities that allow employees who are seeking new challenges to work on special projects or develop skills in new areas.
- Seek out state training opportunities for employees that are free to allow employees to continue to develop their skills.

## **Schedule G: Report on Customer Service**

This report already provided to the Legislative Budget Board.

## Schedule H: Assessment of Advisory Committees

This schedule is not applicable.