

Strategic Plan

Texas State Board of Dental Examiners

Fiscal Years 2021 - 2025

AGENCY STRATEGIC PLAN

FISCAL YEARS 2021 – 2025

TEXAS STATE BOARD OF DENTAL EXAMINERS



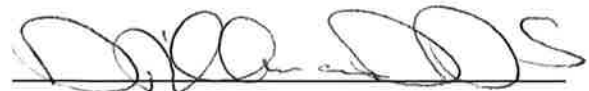
Board Member	Dates of Term	Hometown
Dr. M. David Tillman	2017 _ 2021	Aledo, Texas
Dr. Jorge E. Quirch	2017 _ 2023	Missouri City, Texas
Dr. Bryan N. Henderson, II	2017 _ 2023	Dallas, Texas
Dr. Linda Burke	2019 – 2025	Harlingen, Texas
Dr. David Yu	2019 – 2025	Austin, Texas
Ms. Lorie Jones, RDH	2017 – 2023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

DATE OF SUBMISSION:

June 6, 2020



W. Boyd Bush, Jr., Executive Director



M. David Tillman, DDS, Presiding Officer

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Texas State Board of Dental Examiners

I. Strategic Plan

Introduction

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

Agency Mission

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

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

Assessment of Issues and Trends

A thorough analysis was conducted of the Board's past Strategic Plans and considered when assessing strategic initiatives. The full Board met on March 5, 2020, to assess the needs of the agency and to create strategic initiatives to address the strategic needs of the Board for the next five years. The Board developed strategic initiatives to address the following goals: increase agency efficiencies, efficiently and effectively enforce the Dental Practice Act and Board rules, regulate the licensure of dental professionals, adopt rules to protect the public, and enhance the procedures related to consideration of violations of the Dental Practice Act and Board rules.

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. Ensure minimum licensing and permit standards for all applicants.
2. Maintain a timely licensing, permit, and renewal process
3. Ensure that Continuing Education credit is appropriate.
4. Provide appropriate communication to licensees, stakeholders, and the public.
5. Eliminate redundancies in the licensing process.
6. Monitor licensing fees to ensure the fee amounts align with the national averages and comply with the Governor's direction on fee amounts.

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 BoardBoard actively monitors proactive measures designed to eliminate redundancy.
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 the activities of staff members 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. The division is also tasked with oversight and administration of the continuing education of licensees to ensure they are prepared for and able to respond to the continually evolving demands of and technological changes in dentistry.

4. Attentive to providing excellent customer service.
The TSBDE licensing staff provide excellent customer service by quickly responding to phone calls and emails. Licensing staff are knowledgeable of agency operations and work with each division in response to calls and correspondence.
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: Pre-ISC Consideration

To enhance consideration by the Texas State Board of Dental Examiners of cases on violations of the Dental Practice Act and Board rules prior to an Informal Settlement Conference.

Specific Action Items Necessary in Achieving Goal:

1. Research and compile data regarding the categories of non-patient care violations most frequently offered a remedial plan, administrative penalty, or a dismissal at ISCs.
2. Use the compiled data to inform the categorization of a case as "pre-ISC" or more specifically to be reviewed and considered based on evidence within the case file prior to requiring the respondent and Board members be present to hear the case.
3. Extend the pre-ISC process to non-standard of care cases.
4. Further develop the categorization of cases as pre-ISC to create a detailed action menu for pre-ISC review.
5. Update the Board's disciplinary matrix in consultation with the Board and the Disciplinary Review Committee.
6. Analyze the effect of these changes on a probable reduction in funds spent for Board member/DRC ISC related travel and a likely reduction in the performance output measure that tracks the average time for complaint resolution.

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

1. Accountable to tax and fee payers of Texas.
The TSBDE's primary enforcement functions are accountable to the tax and fee payers of Texas through the biennial legislative process and through the accessibility of the agency's executive management, the executive director and general counsel. The Board also remains accountable through an individual's right to petition both state and federal courts for any relief allowed under law. As a governmental agency, the Board provides the public with swift, fair, and efficient enforcement of the Dental Practice Act and Board 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.
Prior Board policies dictated that cases involving patient care that found any violation would be considered in an Informal Settlement Conference (ISC). These ISCs require the respondent to appear in person along with at least two Board members or Dental Review Committee (DRC) members, who were required to travel and appear in person to hear the cases. To be more judicious with taxpayer money and provide an avenue for a more expedient resolution of cases, staff will categorize cases as pre-ISC so that any minor, non-patient care violations can be presented and considered before requiring both the respondent and at least two Board/DRC representatives to appear in person.
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 addressing statutory and regulatory violations. The Board continuously improves performance by modifying disciplinary processes as necessary, such as Informal Settlement Conference (ISC). Prior to assigning a case to an ISC, Board staff review the case for possible pre-ISC resolution. If a complaint does not involve direct patient care and does not have a Dental Review Panel (DRP) finding of violation, staff attorneys will offer the respondent a resolution based on the Board's disciplinary matrix and previous disciplinary actions. When a DRP finding of a violation is involved, staff will provide an opportunity for review of the case by

Board members, and the matter may be resolved by offering the respondent alternative forms of settlement prior to scheduling an ISC.

4. Attentive to providing excellent customer service.
The TSBDE provides excellent customer service by efficiently handling violations of dental statutes and regulations. The Board categorizes appropriate cases as pre-ISC so that any minor, non-patient care violations are presented and considered prior to requiring both the respondent and at least two Board/DRC representatives to appear in person at an ISC.
5. Transparent such that agency actions can be understood by any Texan.
The TSBDE provides transparency in its disciplinary process so that licensees and the public are informed about the process through information provided in Board rules, on the agency website, 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.

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

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 finally 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 violations of state dental laws and Board rules.
6. Continually research innovative investigative approaches.
7. Continually review and modify processes for quality control.
8. Implement data analytics for use with performance measures.

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.

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. Provide employees with applicable training for professional and personal growth.
2. Enhance internal communications between divisions and staff within the agency.
3. Expand the use of digital services, such as VOIP phone system, Papervision database, and online CE audits, for a more efficient work environment and to reduce the intense level of manual labor required of minimally staffed divisions.
4. Explore cloud based IT and other innovative solutions.
5. Continually review agency processes to identify redundancies and to find efficient solutions.
6. Advocate for appropriate compensation of staff as compared to similar healthcare regulatory agencies through the legislative appropriation process.
7. Provide employees the infrastructure necessary to transition to a fully paperless process.
8. Promote agency growth through staffing and infrastructure reviews.

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. 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 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 an Internet website to provide Texans 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. Maintain evidence-based decision-making.
2. Monitor dental community changes and adopt rules to protect the citizens of Texas.
3. Review and revise Board rules as needed.
4. Engage in educational activities to strengthen the Board.
5. Implement 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 to tax payers and licensees by responding to complaints and investigating reported violations of the Dental Practice Act, Board rules, and other laws relating to the safe practice of dentistry and by making disciplinary recommendations to dental professionals.
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 response to violations of the Dental Practice Act, Board rules, and other laws pertaining to the safe practice of dentistry. The Board utilizes a disciplinary matrix when determining disciplinary action to eliminate inconsistencies and guesswork concerning Board actions.
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

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

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

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

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

Texas State Board of Dental Examiners
Schedule A – Budget Structure

A. Goal: QUALITY DENTAL CARE	2020	2021
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	17,000	17,000
Number of New Licenses Issued to Individuals: Dental Hygienists	775	775
Number of Licenses Renewed (Individuals): Dental Hygienists	13,000	13,000
Number of New Registrations Issued: Dental Assistants	7,175	7,175
Number of Registrations Renewed: Dental Assistants	39,000	39,000
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. **Note: Changes marked were approved by the LBB and Governor’s office on April 28, 2020.**

Outcome– Percentage of Complaints Resulting in Disciplinary Action

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

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

Data Source: The ~~Enforcement Division~~ 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: ~~The percentage~~ Percent of the total number of licensed, registered or certified individuals that initially renewed or ~~annually~~ 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 ~~annual~~ renewal technology by the licensee population.

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

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

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

Key Measure: Yes

Calculation Type: Noncumulative

New Measure: No

Target Attainment: Higher than target

Outcome – Percent of New Individual Licenses Issued Online

Definition: Percent of 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 ~~and because they cannot apply online. Dental Assistant Certificates are not included in this calculation because they cannot apply online.~~

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

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

Data Limitations: The agency has no control over the number of complaints it receives, or the complexity and seriousness of the complaints made. The number of complaints impacts the investigative workload. The complexity impacts the degree of effort required to investigate and potentially litigate the complaint. The level of seriousness is used to prioritize effort. Any combination of these factors will impact the length of time necessary to resolve the complaint. The agency is a law enforcement agency and investigates administrative and criminal cases. Criminal cases can be complex and increase the amount of time in complaint resolution. 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 ~~annual~~ renewal applications that were processed during the reporting period within 7 days or receipt, measured from the time (calendar days) elapsed from receipt of the initial completed renewal application until the date the renewal license is issued.

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

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

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

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

Key Measure: No

Calculation Type: Noncumulative

New Measure: No

Target Attainment: Higher than target

Explanatory - Total Number of Individuals Licensed: Dentists

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

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

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

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

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

Key Measure: No

Calculation Type: Noncumulative

New Measure: No

Target Attainment: Higher than target

Explanatory - Total Number of Individuals Licensed: Dental Hygienists

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

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

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

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

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

Key Measure: No

Calculation Type: Noncumulative

New Measure: No

Target Attainment: Higher than target

Explanatory - Total Number of Individuals Licensed: Dental Assistants

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

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

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

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

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

Key Measure: No

Calculation Type: Noncumulative

New Measure: No

Target Attainment: Higher than target

Explanatory - Total Number of Business Facilities Registered

Definition: Total number of dental laboratories and mobile dental facilities registered at the end of the reporting period.

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

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

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

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

Key Measure: Yes

Calculation Type: Noncumulative

New Measure: ~~No~~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 ~~annually~~ renewed their license during the current reporting period.

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

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

Methodology: Total number of dentist licenses renewed initially or ~~annually~~ 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 ~~annually~~ renewed their license during the current reporting period.

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

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

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

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

Key Measure: Yes

Calculation Type: Cumulative

New Measure: No

Target Attainment: Higher than target

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

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

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

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

Methodology: This measure counts the total number of registrations/certificates issued to previously uncertified dental assistants during the reporting period, regardless of when the application was originally received. Those individuals who received a certificate in the previous reporting period are not counted. Only new registrations/certificates are counted. Individuals who formerly held a Texas registration/certificate but are no longer under the jurisdiction of the ISBDE, 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 ~~initially or annually~~ renewed their license during the ~~current~~ reporting period.

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

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

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

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

Key Measure: Yes

Calculation Type: Cumulative

New Measure: No

Target Attainment: Higher than target

Texas State Board of Dental Examiners

Schedule C – Historically Underutilized Business Plan

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

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

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

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

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

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

The TSBDE does not anticipate having any projects requiring capital expenditures, between 2021 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.

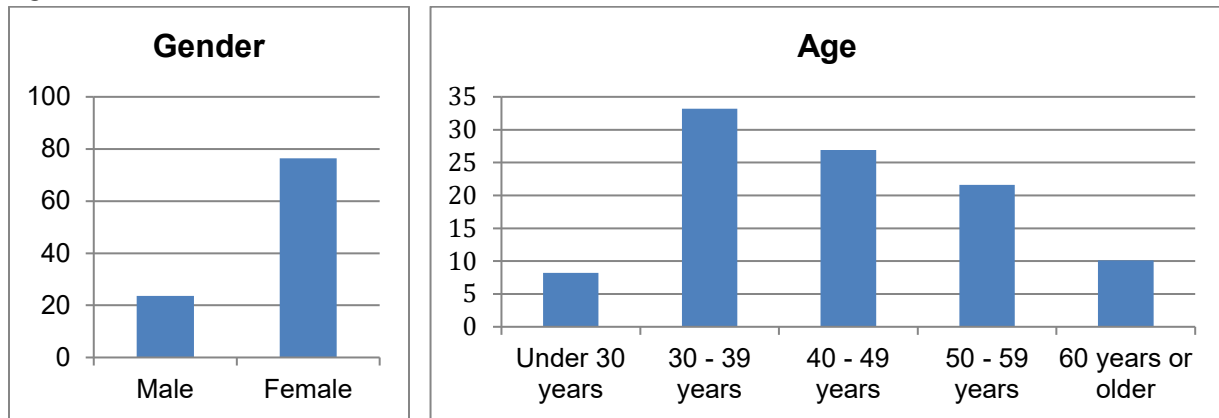
Texas State Board of Dental Examiners
Schedule F – Agency Workforce Plan and the Texas Workforce System Strategic Plan

Current Workforce Profile

The Board had the following workforce profile in FY2018:

- 76.4% female and 23.6% male
- 61.1% white, 11.5% black, 26.9% Hispanic, and .5% other
- 8.2% under 30 years, 33.2% 30 – 39 years, 26.9% 40 – 49 years, 21.6% 50 – 59 years, and 10.1% over 60 years; and
- 49.9% less than 2 years’ service, 38.0% 2 – 4 years, 6.3% 5 – 9 years, 5.8% 10 – 14 years and 0% 15 years or more.

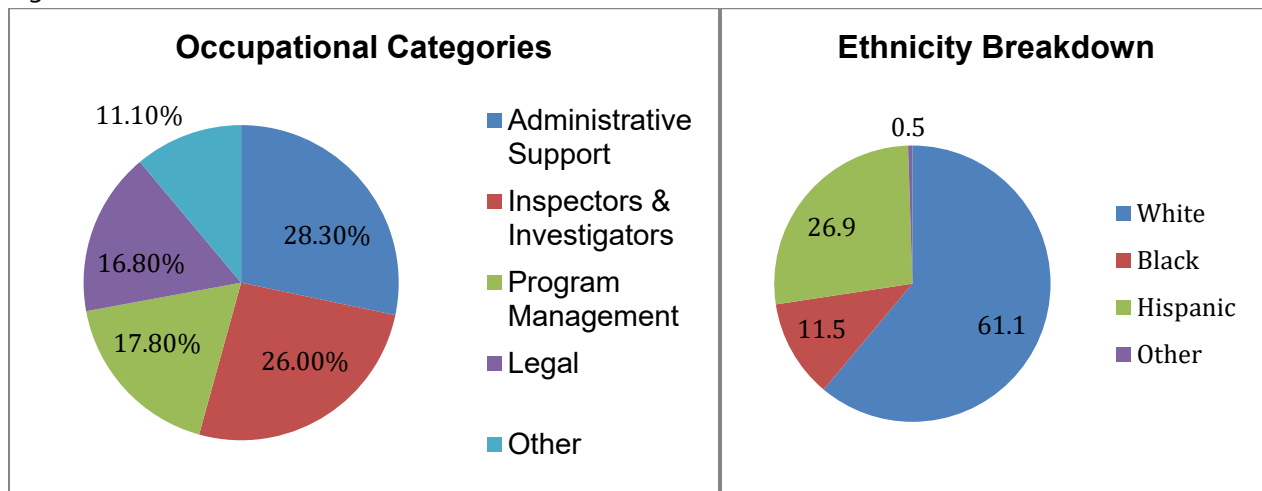
Figure1. Workforce Breakdown



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 2018 was 19.2 percent, which was lower than the statewide employee turnover rate of 19.3 percent and higher than the turnover rate for 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 increases in staffing levels and moderate salary increases, the agency expects the turnover rate will decrease from the FY 2018 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 \$50,057 in fiscal year 2018 represented an increase of 8.2 percent compared to the average agency salary in fiscal year 2014. In fiscal year 2018, 88.3 percent of employees were paid below the midpoint of the salary range in which they were assigned. 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 law enforcement 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 – find and hire qualified candidates and encourage current employees to stay due to increased job satisfaction
- Staff and Management Development – prepare employees and management to perform required job skills
- Succession Planning and Knowledge Transfer – ensure there are qualified employees to fill critical positions that become open and then transfer the required knowledge to perform the job from the departing employee to the new employee
- Reorganization – redeploy staff and make necessary organizational adjustments to respond to changes due to legislative mandates and technology improvements
- Position Classifications – add new job classifications and rewrite job descriptions to better reflect future functional requirements
- Salary Actions – institute equity adjustments, promotions, and merit increases as needed to meet future needs and encourage retention.

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

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

The TSBDE report on Customer Service was submitted on June 1, 2020 and is attached.

Texas State Board of Dental Examiners

Fiscal Years 2021 - 2025



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Inventory of External Customers

The Texas State Board of Dental Examiners (TSBDE) external customer base includes licensed dentists, licensed dental hygienists, registered dental assistants, registered dental laboratories, and registered mobile facilities; students and examination candidates of these professions; legal representatives of parties to a complaint; other state and law enforcement agencies; continuing education providers; dental patients and the general public; as well as non-registered persons working in the dental profession. Our customer list includes more than 130,000 email addresses. The actual number of licensees/registrants as of May 7, 2020 is 80,891. This number changes on an hourly basis with online account management and includes those who have active and renewable statuses.

Customer Service Related Strategies

TSBDE's responsibilities to both members of the public and dental community are reflected in strategies set out in the General Appropriations Act. For the 2020 – 2021 biennium, those strategies are:

- Complaint Resolution
- Peer Assistance Program
- Licensure and Registration

Information Gathering Methods

During this biennium, TSBDE obtained stakeholder feedback from an online customer service survey accessible online continuously from the date of our last review to present. The survey was promoted on the TSBDE website, posted on Facebook and Twitter. A link to the survey was also included in the signature line of all of TSBDE's Licensing Division employees. The survey was taken by 234 respondents in Fiscal Year 2019. We decided to focus on this year since it displays a complete life-cycle of our processes that includes that bump in licensing after dental school graduations and the steady yearly output of our Enforcement and Legal Departments.

The survey asked the respondent to rate TSBDE's processes and staff interaction based on statements. Each statement could be rated as "Strongly Agree," "Agree," "Neutral," "Disagree," "Strongly Disagree," or "Not Applicable." All questions must be answered to submit the survey, though we do offer the "not applicable" option for every question. At the end of the survey, the agency offers an open-ended question inviting respondents to identify ways the TSBDE could improve its service delivery.

Analysis of Findings

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

1. TSBDE's facilities – 3 questions

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

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

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

62.8% of applicable respondents had positive responses; namely, they selected "Agree" or "Strongly Agree" for questions regarding TSBDE's staff. Dissatisfaction is at 16.6%, where respondents recorded "Disagree" or "Strongly Disagree" to those same questions. Many of those respondents stated in the open-ended question that they want faster phone responses and faster processing of their licenses. We are aware of this issue and we are currently in the process of making improvements. We have also expanded the list of email contacts listed on the TSBDE website to reduce issues with routing questions to the appropriate division. In addition, we have been looking into developing a better automated telephone system with Texas Department of Information Resources to make certain that the employees assigned to the phones are answering calls and that hold times are kept to a minimum.

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

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

information about the dental profession, emerging trends in dentistry and tips for how to maintain compliance with TSBDE regulations.

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

Unsurprisingly, over 96% of respondents have access to the internet and 73.5% are able to obtain information about the services they need via the internet. 74.5% of responses to these questions indicate that the respondent "Agrees" or "Strongly Agrees" to the statements that the website provides clear and useful information. Only 11.2% "Disagree" or "Strongly Disagree" to these statements. This is very good to hear, since it was during FY 2019 where TSBDE revised our website to its current iteration. The IT staff spent a lot of effort working to make certain that the website was clear, concise and accessible. We are glad to see that these efforts paid off, but we will still monitor and make improvements based on stakeholder responses.

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

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

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

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

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

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

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

Approximately, 34% of respondents selected "not applicable" in response to these questions because the TSBDE has not distributed any printed information in the form of books, handouts and brochures in the past 4 years. The only printed materials we send on a regular basis are renewal reminder postcards to licensees and status update letters sent to complainants every 90 days. TSBDE has attempted to make our website as clear and concise as possible to distribute our information faster and cheaper than printing paper information.

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

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

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

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

- Happy with current services.
- Difficulty connecting with a staff member via phone or email. Many suggested hiring more staff to respond to queries.
- Displeasure with the licensing process and length of time for licenses/registrations to be issued.

- Displeasure with the result of their complaint, the complaint process and the turnaround time for the Enforcement Division.
- Website navigation issues.

Additional Observations

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

Customer Service Standards

Outcome Measures

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

62.4%

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

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

Output Measures

- Total Customers Surveyed: 234

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

- Total Customers Served:

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

Efficiency Measures

- Cost per Customer Surveyed

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

Explanatory Measures

- Total Customers Identified

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

- Total Customer Groups Inventoried

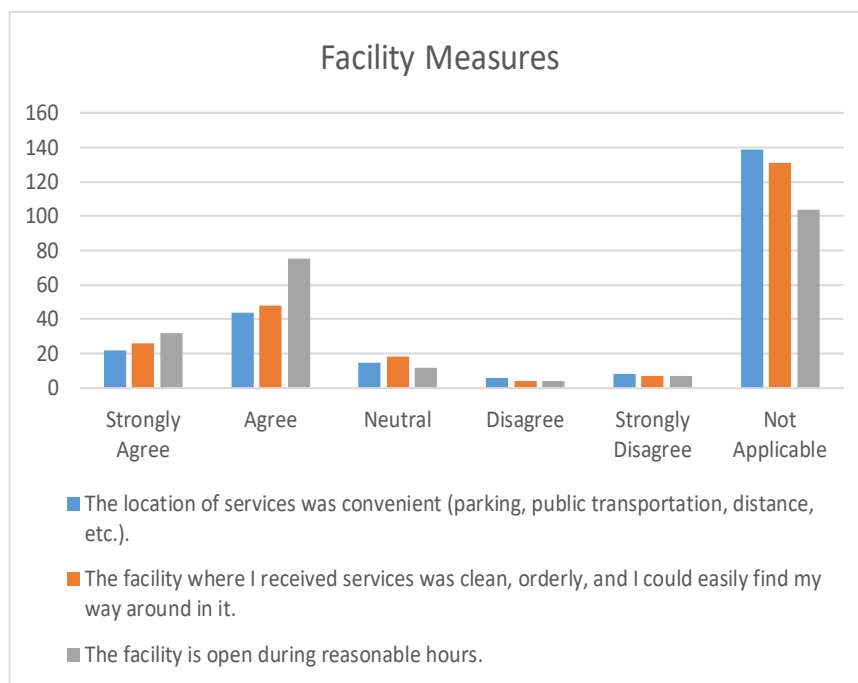
5 - Licensees; Applicants; Complainants and parties related to a complaint; General Public, Other

Survey Summary

Questions about the TSBDE’s facilities

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

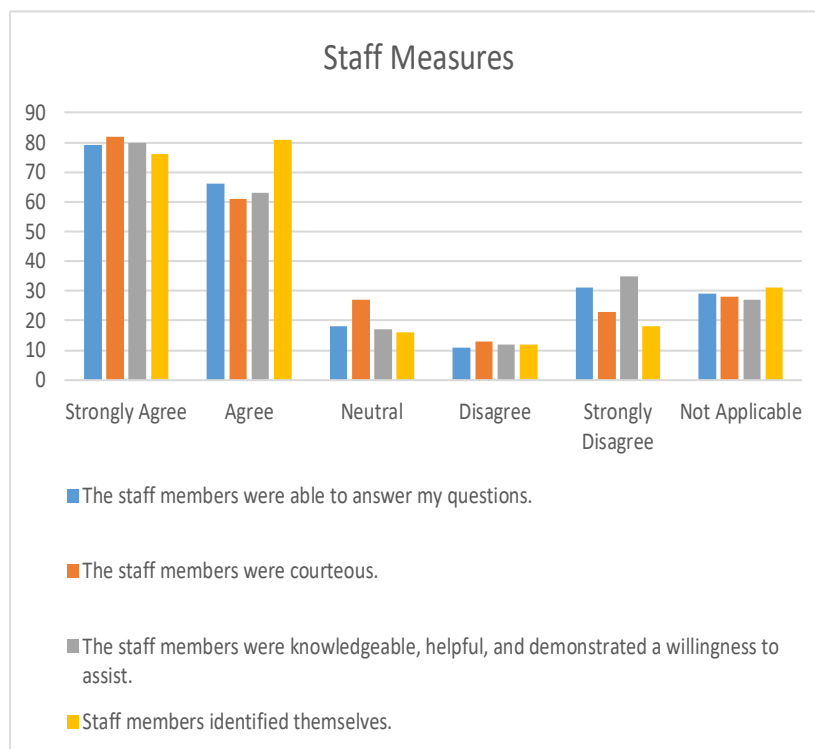
Facility Measures	The location of services was convenient (parking, public transportation, distance, etc.).	The facility where I received services was clean, orderly, and I could easily find my way around in it.	The facility is open during reasonable hours.
Strongly Agree	22	26	32
Agree	44	48	75
Neutral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



Questions about TSBDE’s staff

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

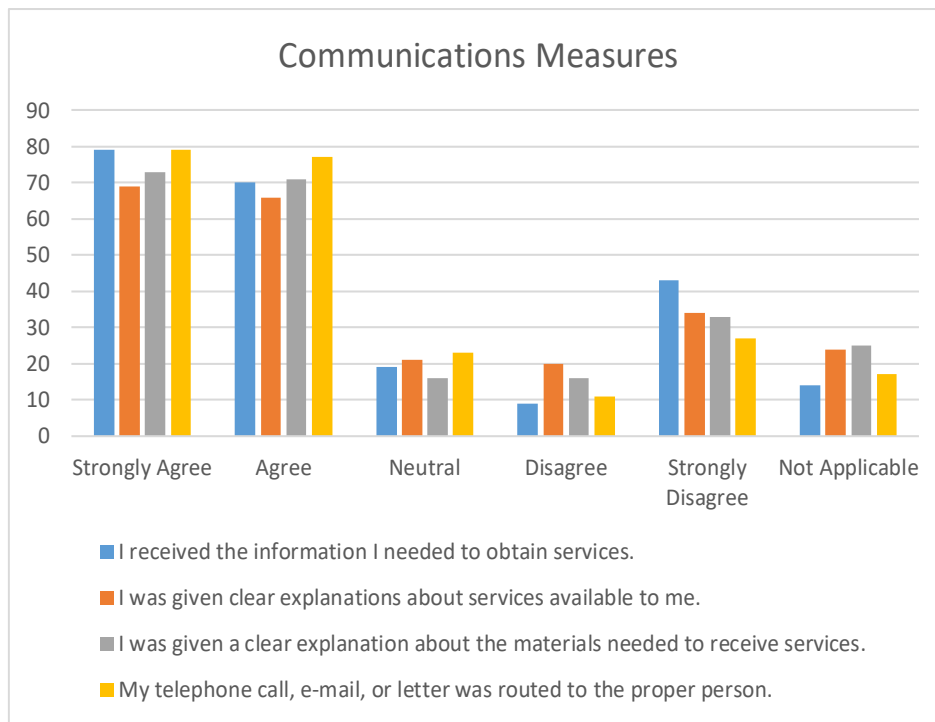
	The staff members were able to answer my questions.	The staff members were courteous.	The staff members were knowledgeable, helpful, and demonstrated a willingness to assist.	Staff members identified themselves.
Strongly Agree	79	82	80	76
Agree	66	61	63	81
Neutral	18	27	17	16
Disagree	11	13	12	12
Strongly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



Questions about the TSBDE’s communications

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

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



Questions about internet access and the TSBDE’s website

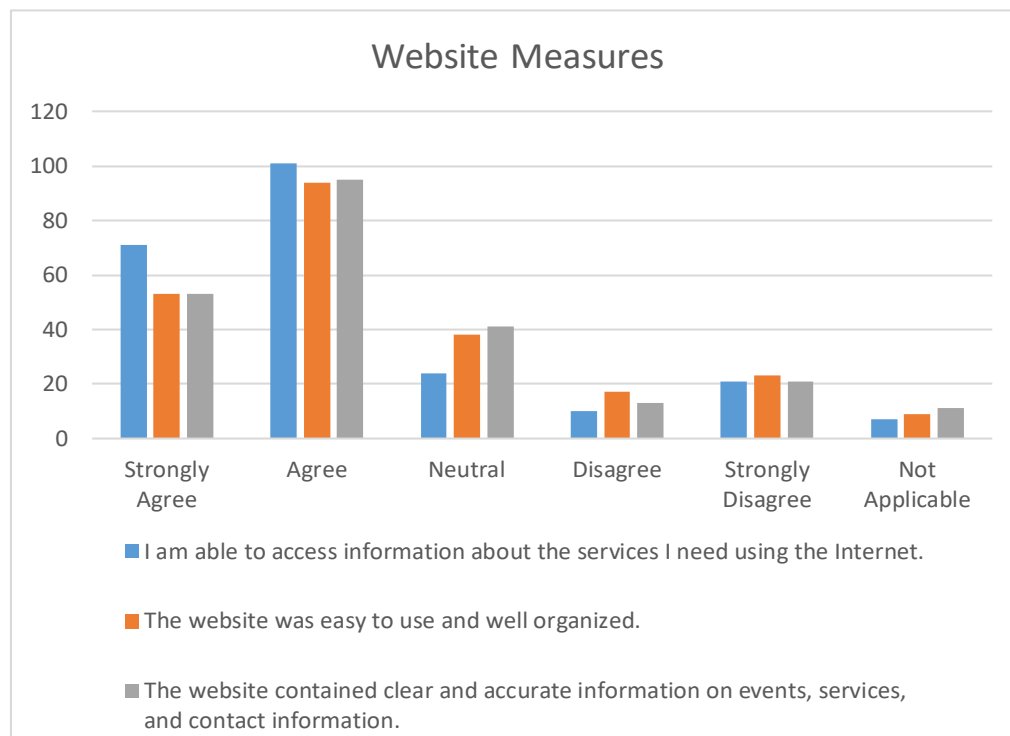
12. I have access to the internet at home or at work.

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

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

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

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



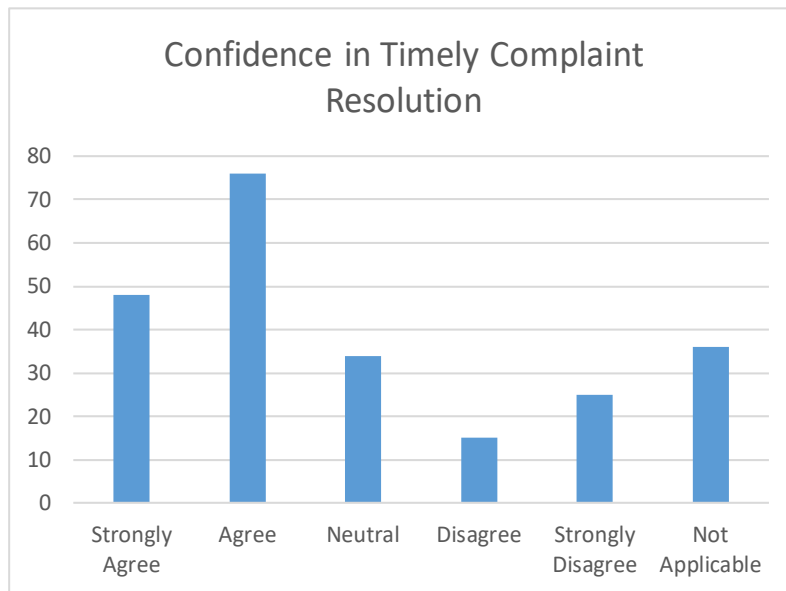
Questions about the TSBDE’s consumer complaint-handling processes

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

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

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

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



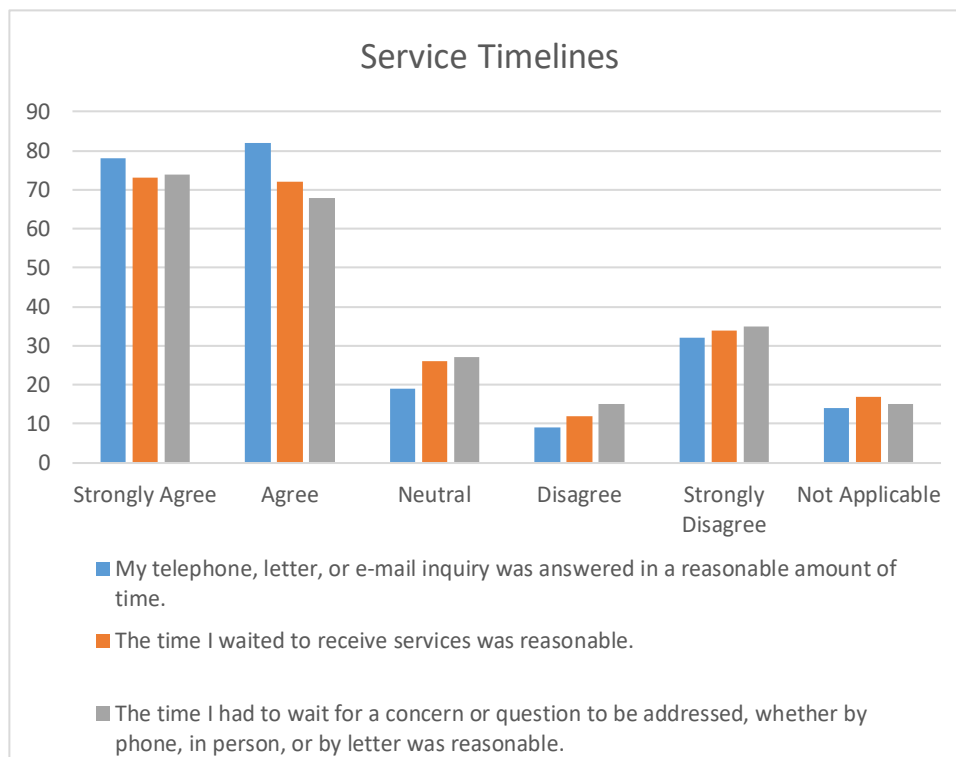
Questions about the TSBDE’s service timeliness

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

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

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

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



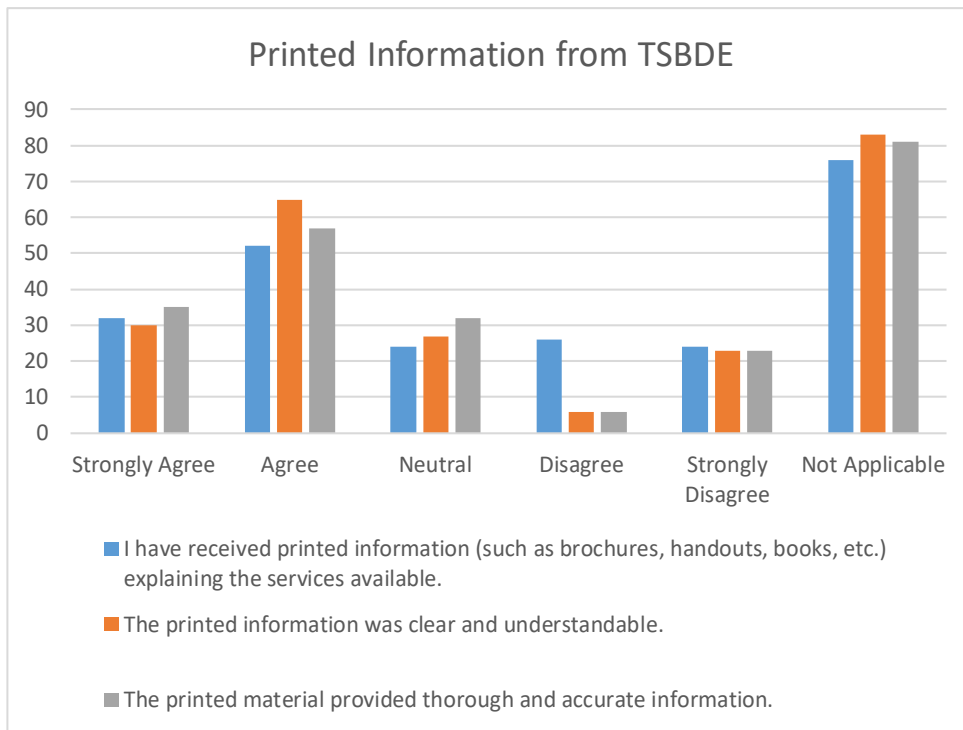
Questions about the TSBDE’s printed information

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

22. The printed information was clear and understandable.

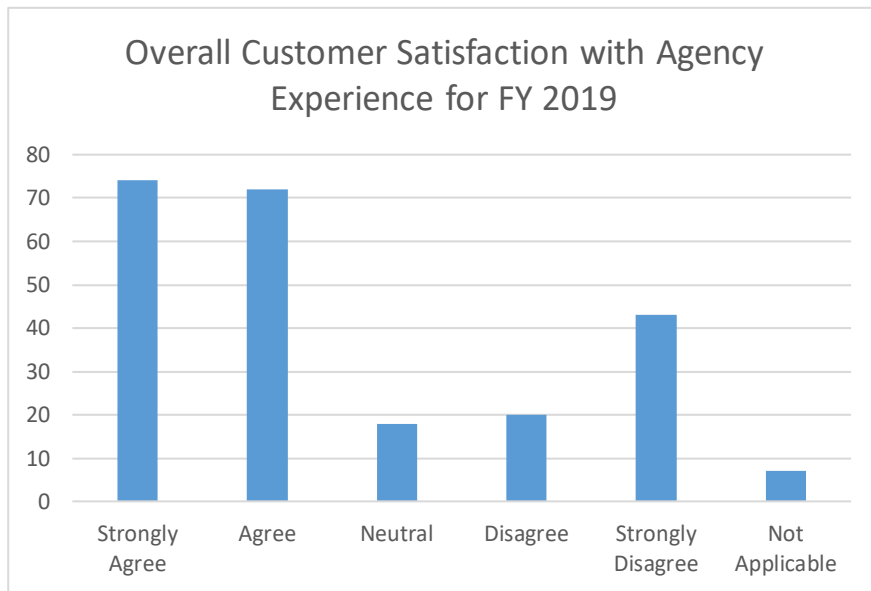
23. Printed material provided thorough and accurate information.

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



24. Overall, I am satisfied with my experience.

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



Appendix

Customer Service Survey Questions

Survey Introduction

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

Customer Group

1) Which category best describes you?*

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

Facilities

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

- Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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

- Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

4) The facility is open during reasonable hours.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Staff

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

6) The staff members were courteous.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

8) Staff members identified themselves.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Communications

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Internet Sites

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Customer Service Complaints

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Customer Service Timeliness

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Printed Information

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

23) The printed information was clear and understandable.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

24) Printed material provided thorough and accurate information.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Overall Experience

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

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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

Thank You!

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

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

As of May 2020, the TSBDE also has the following committees, which were created by the Board: Anesthesia Committee, Licensing Committee, Dental Practice Committee, CE Provider Committee and the Disciplinary Review Committee.

For more information, please contact:

Texas State Board of Dental Examiners

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