

Texas Board of Chiropractic Examiners

Agency Strategic Plan

FY 2017-2021

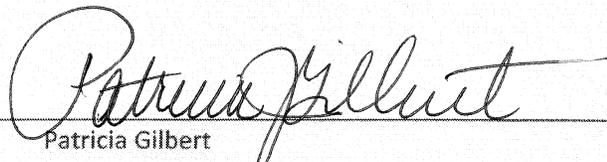


**Texas Board of Chiropractic Examiners
Agency Strategic Plan
Fiscal Years 2017 – 2021**

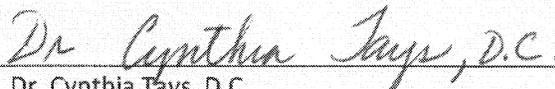
TEXAS BOARD OF CHIROPRACTIC EXAMINERS

Board Member	Dates of Term	Hometown
Cynthia Tays, D.C., President	04/16/13 – 02/01/19	Austin
Ms. Kenya Woodruff, J.D., Vice-President	05/23/11 – 02/01/17	Dallas
Karen Campion, D.C., Secretary	05/23/11 – 02/01/17	Bryan
Ms. Anne Boatright, Public Member	05/15/12 – 02/01/15	Smithville
Larry Montgomery, D.C.	03/25/09 – 02/01/15	Belton
John Riggs III, D.C.	04/16/13 – 02/01/19	Midland
Mr. John Steinberg, Public Member	04/16/13 – 02/01/19	Marion
Patrick Thomas, D.C.	03/25/09 – 02/01/15	Corpus Christi

SIGNED: _____


Patricia Gilbert
Executive Director

APPROVED: _____


Dr. Cynthia Tays, D.C.
Board Chair

Texas Board of Chiropractic Examiners
Agency Strategic Plan
Fiscal Years 2017 – 2021

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I. Strategic Plan

A. Agency Mission and Philosophy

The mission of the Texas Board of Chiropractic Examiners is to execute the statutory authority of the Texas Chiropractic Act (Texas Occupations Code, chapter 201) to ensure the health, safety and welfare of the people of Texas by licensing skilled professionals and enforcing standards of practice.

Philosophy

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

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

We seek to create a regulatory environment that will:

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

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

B. Agency Goals and Action Plans

Agency Operational Goals and Action Plans
IDENTIFY YOUR GOALS
Increase electronic communications with the Board and stakeholders (public, licensees and complainants) through use of social media, e-mail and website improvements.
SPECIFIC ACTION ITEMS AND TARGET DATE
The agency proposed and adopted Texas Occupations Code, Title 22, Part 3, Chapter 75, Rule 75.1(c) requiring all licensees and registrants to submit a valid e-mail address effective September 1, 2016.
DESCRIBE HOW YOUR GOAL OR ACTION ITEM SUPPORTS EACH STATEWIDE OBJECTIVE
<p>1. Accountable to the Board and stakeholders (public, licensees and complainants) of Texas.</p> <p>The requirement will reduce operating costs through reduced usage of postage and physical mail.</p> <p>2. Efficient in producing maximum results, with a minimum waste of taxpayer funds through the elimination of redundant and non-core functions.</p> <p>3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.</p> <p>4. Provide excellent customer service by increasing communication frequency and pace of communications.</p> <p>5. Transparent agency actions that can be understood by any stakeholder.</p>
DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

Agency Operational Goals and Action Plans
IDENTIFY YOUR GOALS
<p>Improve business processes for staff and licensees.</p>
SPECIFIC ACTION ITEMS AND TARGET DATE
<p>A significant item that would improve the business process for staff and licensees is the creation of a new web portal and database to replace the current, legacy File Maker Pro database. This new case management system will allow licensees to access a personal web portal (TBCE account) to apply, renew, pay fees and fines, track continuing education hours and receive and store communications and documents.</p>
DESCRIBE HOW YOUR GOAL OR ACTION ITEM SUPPORTS EACH STATEWIDE OBJECTIVE
<p>1. Accountable to the Board, staff and stakeholders (public, licensees and complainants) of Texas.</p> <p>The agency has identified resources that are of “no fiscal impact” to the agency and on contract with DIR (Department of Information Resources). The web portal provides a high level of customer service by providing licensees with access, 24/7, to information and services and is efficient and effective in the use of state resources to fulfill core functions of Licensing and Enforcement of rules and laws.</p> <p>2. Efficient in producing maximum results, with a minimum waste of taxpayer funds through the elimination of redundant and non-core functions.</p> <p>3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.</p> <p>4. Provide excellent customer service by furnishing stakeholders with real time access to their TBCE web portal account.</p> <p>5. Transparent agency actions that can be understood by any stakeholder.</p>
DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

Agency Operational Goals and Action Plans
IDENTIFY YOUR GOALS
The education of licensees and registrants on rules and statutes.
SPECIFIC ACTION ITEMS AND TARGET DATE
A significant item that would increase the education of our licensees and registrants is the creation of an online jurisprudence course to compliment the statutorily required jurisprudence exam for new licensees. The online jurisprudence course along with and test will be made available to all licensees and registrants for compliance with disciplinary actions. The course and test will be maintained and updated annually.
DESCRIBE HOW YOUR GOAL OR ACTION ITEM SUPPORTS EACH STATEWIDE OBJECTIVE
<p>1. Accountable to the Board, staff and stakeholders (public, licensees and complainants) of Texas.</p> <p>The online course and exam, creates a transparent agency where actions and information can be easily understood by our stakeholders, while improving compliance and the reduction of complaints against licensees and registrants. This allows our staff to focus on core functions and process improvement for a more efficient and effective use of state resources.</p> <p>2. Efficient in producing maximum results, with a minimum waste of taxpayer funds through the elimination of redundant and non-core functions.</p> <p>3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.</p> <p>4. Provide excellent customer service by furnishing stakeholders with a current, living online jurisprudence course and exam.</p> <p>5. Transparent agency actions that can be understood by any stakeholder.</p>
DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

IDENTIFY YOUR GOALS

The use and maximization of Texas.Gov services.

SPECIFIC ACTION ITEMS AND TARGET DATE

Texas.Gov currently supplies the agency with online renewal payments for online DC and facility renewal. To maximize the use of Texas.Gov services, a Fee Pay Lite portal is in creation for all other payments outside of renewal to be paid from our website. This new payment management system will allow all payments, fees, fines and services that the agency offers to be paid for online.

DESCRIBE HOW YOUR GOAL OR ACTION ITEM SUPPORTS EACH STATEWIDE OBJECTIVE

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

The agency has identified that this Texas.Gov, Fee Pay Lite resource is of “no fiscal impact” to the agency and on contract with DIR (Department of Information Resources). The payment management system provides a high level of customer service by providing licensees with access to pay for all payments, fees, fines and services and is efficient and effective in the use of state resources to fulfill core functions of Licensing and Enforcement of rules and laws.

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

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

4. Provide excellent **customer service** by furnishing stakeholders with real time access to the TBCE online payment management system.

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

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

C. Redundancies and Impediments

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

Service, Statute, Rule or Regulation	Describe why the Service, Rule or Regulation is Inefficient or Ineffective	Provide Agency Recommendation for Modification or Elimination	Describe the Estimated Cost or Other Benefit Associated with Recommended Change
[New] Occ. Code § 201.209	The law does not contain a compact – which permits coordinated licensure information sharing. Other agencies, such as the Nursing Board [Occ. Code. Ch. 304, Art. 7] use a compact to share information across jurisdictions.	Add a section to the Chiropractic Act that permits the Board to coordinate and report disciplinary history through the Federation of Chiropractic Licensing Board’s CIN-BAD reporting system.	Protection of the public from chiropractors with significant concerns regarding quality of care.
Occ. Code §§ 201.251 - 201.256	Subchapter F contemplates a peer review process that has not been embraced by the stakeholders and has been unfunded.	Modify the language to centralize the peer review process. Continue the Board’s current usage of standard of care doctors that serve as peer reviewers or authorize the Board to hire a doctor of chiropractic to supervise a review program as the Board’s chiropractic advisor.	Remove an unfunded process from the statute. Ensure patient protection and high quality of care and compliance reviews.
Occ. Code §201.312	Registration of chiropractic facilities may be insufficient to prevent fraud.	Modify the language to permit certification of chiropractic facilities and require compliance inspection prior to and on a routine basis while the facility is in operation. Additionally, require facility owners to learn and demonstrate basic mastery of chiropractic laws and regulations by requiring facility owner to take the jurisprudence course and pass the jurisprudence exam. Finally, modify the period	Protection of the public by enhanced initial compliance efforts. Prioritizes the prevention of fraud over its discovery.

Service, Statute, Rule or Regulation	Describe why the Service, Rule or Regulation is Inefficient or Ineffective	Provide Agency Recommendation for Modification or Elimination	Describe the Estimated Cost or Other Benefit Associated with Recommended Change
		of renewal under subsection (f) to a bi-annual from the current annual renewal cycle.	
Occ. Code §§ 201.351 - .355	Language is obsolete. TBCE issues licenses to chiropractor and a registration would be redundant.	Remove the requirement for annual registration. Finally, modify the period of renewal to a bi-annual from the current annual renewal cycle.	Reduction of manpower with no incident reduction in protection of the public's safety and welfare.
Occ. Code §201.502	Language is unnecessarily restrictive.	Modify the section to permit the TBCE to consider deferred adjudication for sexual offenses, fraud and violent crimes.	Protection of the public from chiropractor that may have a problematic history may be best done by acting proactively. Saves time, money and expense of compliance efforts if the TBCE is able to provide upfront guidance to ensure a compliant and successful practice for a chiropractor that has had past difficulties.
Occ. Code 201.6015	Language is unnecessarily restrictive.	Modify the section to permit the TBCE to conduct binding in-house formal hearings to issue a Cease and Desist. Consideration to be given to following the TMB statutory language and practice.	Preservation of resources for SOAH. Prompt resolution of definitive violations of practicing chiropractic or operating a facility without proper licensing or registration.

Service, Statute, Rule or Regulation	Describe why the Service, Rule or Regulation is Inefficient or Ineffective	Provide Agency Recommendation for Modification or Elimination	Describe the Estimated Cost or Other Benefit Associated with Recommended Change
[New] Occ. Code 201.701	Language is unnecessarily restrictive.	Add a provision to permit no-contest to certain violations not of a sexual nature, fraud or violent crime that could be disposed of by the imposition of small fines <\$1000 and educational classes that are not reported to CIN-BAD unless there is a failure of compliance. Similar to TMB statutory provisions that authorize non-disciplinary corrective actions.	Reduce burden and expense on compliance efforts while simultaneously increasing throughout.

II. Supplemental Schedules

Schedule A: Budget Structure

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

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

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

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

Outcome Measures:

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

Strategy A.1.1: Licensing System

Operate a comprehensive licensing system for chiropractors.

Output Measures:

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

Efficiency Measures:

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

Explanatory Measures:

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

Strategy A.1.2: Texas Online

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

Output Measures: None

Efficiency Measures: None

Explanatory Measures: None

Objective A.2: Ensure Chiropractors Comply with Established Law

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

Outcome Measures:

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

STRATEGY A.2.1: Enforcement

Provide a system to investigate and resolve complaints.

Output Measures:

- Number of complaints resolved.

Efficiency Measures:

- Average time for complaint resolutions (days).

Explanatory Measures:

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

Goal B: Indirect Administration

Strategy A.1.3: Licensing Indirect Administration

Provide indirect administration for the licensing strategy.

Outcome Measures: None

Output Measures: None

Efficiency Measures: None

Explanatory Measures: None

Strategy B.1.2: Enforcement Indirect Administration

Provide indirect administration for the Enforcement strategy.

Outcome Measures: None

Output Measures: None

Efficiency Measures: None

Explanatory Measures: None

**REQUESTED CHANGES TO AGENCY BUDGET STRUCTURE ELEMENTS
(GOALS, STRATEGIES, MEASURES AND MEASURE DEFINITIONS)
FOR THE 2018–19 BIENNIUM**

AGENCY NAME: Board of Chiropractic Examiners

Note: The most recent goal, strategy and measure definition descriptions are located on Web ABEST. After logging on, select *Performance* then *Reports* to obtain the appropriate text. Measure definition must include all eight prescribed categories of information (i.e., short definition, purpose/importance, source/collection of data, method of calculation, data limitations, calculation type, new or existing measure and desired performance.)

REQUESTED CHANGE Indicate requested change using strike-through to delete text and underscore to add text.	ELEMENT Identify the current Goal, Strategy, Measure or Measure Definition.	JUSTIFICATION FOR REQUESTED CHANGE Explain the reason for the proposed change.	STATUS
Goal 2 INDIRECT ADMINISTRATION, Objective 1 INDIRECT ADMINISTRATION, Strategy 1 IN DIRECT ADMIN- LICENSURE; modification	Goal 2 INDIRECT ADMINISTRATION, Objective 1 INDIRECT ADMINISTRATION, Strategy 1 changes: -Short Name: LICENSING INDIRECT ADMINISTRATION <u>INDIRECT ADMIN ENFORCE AND LICENSE</u> -Full Name: Indirect Administration for Licensing system <u>Indirect Administration for Licensing System and Enforcement</u> -Description: Indirect Administration for Licensing system <u>Indirect Administration provides leadership direction, oversight and support for licensing and enforcement programs. Main responsibilities including ensuring activities are in compliance with the government code, employment laws, and the general appropriations act as well as consistent with agency goals, objectives, purpose and policies. In addition, indirect administration ensures agency accountability and integrity;</u>	Justification for combining strategies: Combining the indirect strategies for licensing and enforcement will allow TBCE to more efficiently allocate indirect resources. The agency has limited staff and this change will allow for flexibility in caring out the administrative functions of the agency.	Approve

	<u>provide assistance and information to the Legislature, the public and the media, manages</u>		
REQUESTED CHANGE Indicate requested change using strike-through to delete text and underscore to add text.	ELEMENT Identify the current Goal, Strategy, Measure or Measure Definition.	JUSTIFICATION FOR REQUESTED CHANGE Explain the reason for the proposed change.	STATUS
	<u>agency wide budget including the LAR, the operating budget, performance measures, accounting and financial reporting, maintains payroll records and manages other personnel activities. Indirect administration strives to maintain a highly serviceable administration to better allow agency programs time to focus on the effective and efficient regulation.</u>		
Goal 2 INDIRECT ADMINISTRATION, Objective 1 INDIRECT ADMINISTRATION, deletion of Strategy 2: IND ADMIN- ENFORCEMENT	Deletion of the strategy, combine strategy with 2.1.1.	Justification for combining strategies: Combining the indirect strategies for licensing and enforcement will allow TBCE to more efficiently allocate indirect resources. The agency has limited staff and this change will allow for flexibility in caring out the administrative functions of the agency.	Approve
Strategy A.1.1 Licensing System Outcome 1.1.1 "% of the total number of licensed individuals who have not incurred a violation within the current and previous 2 years	Removal of the outcome	TBCE's compliance system is compliant-based, making a licensee- based measure an inaccurate measure because TBCE is not allocated sufficient resources to proactively monitor and locate violators based on "licensees". The best output measure for this aspect of our compliance strategy is measure A.1.1 "Number of Complaints Resolved."	Disapprove

REQUESTED CHANGE Indicate requested change using strike-through to delete text and underscore to add text.	ELEMENT Identify the current Goal, Strategy, Measure or Measure Definition.	JUSTIFICATION FOR REQUESTED CHANGE Explain the reason for the proposed change.	STATUS
Strategy A.1.1 Licensing System Outcome 1.1.2 "% of the total number of licensees that renewed their license online during the reporting period	Removal of the outcome	This is not a useful measure because online renewal is a voluntary practice. Very few licensees renew offline, so this measure does not impact our strategy or budget and puts an undue burden on agency resources. The better measure for budget impact in this area is A.1.1: "Number of New Licenses Issued."	Disapprove
Strategy A.1.1 Licensing System Output 1.1.1.1. Number of Individuals Examined "The number of individuals to whom the Chiropractic Jurisprudence Examination was administered during the period.	Removal of the output	This is not a useful measure because the number of applicants who choose to take the exam is not something we can impact. The collection of data puts an undue burden on agency resources. The better measure for budget impact in this area is A.1.1: "Number of New Licenses Issued."	Approve
Strategy A.1.1 Licensing System, Explanatory: A.1.1.ex.3 "total number of business licensed"	Total number of business chiropractic facilities licensed	TBCE requests the element name change from "businesses" to "chiropractic facilities" to be consistent with the budget, reporting, and other documents.	Approve
Goal: 1.2.1 (Ensure Public Protection, Enforce Chiro Act, Disciplinary Complaints) Outcome 1.2.1: % of jurisdictional complaints that were resolved during the reporting period that resulted in disciplinary action.	Removal of the outcome	This measure is inconclusive because complaints can be frivolous, can lack evidence, and can be settled with other actions not considered "disciplinary." This measure puts an undue burden on staff to measure and maintain. The best measure for this aspect of our compliance strategy is measure B.2.1: "Number of Complaints Resolved."	Disapprove

REQUESTED CHANGE Indicate requested change using strike-through to delete text and underscore to add text.	ELEMENT Identify the current Goal, Strategy, Measure or Measure Definition.	JUSTIFICATION FOR REQUESTED CHANGE Explain the reason for the proposed change.	STATUS
A.2.1 ex.1 (Ensure Public Protection, Enforce Chiro Act, Enforcement, Jurisdictional Complaints) The total number of complaints received during the reporting period that are within the agency's jurisdiction of statutory responsibility	Removal of the explanatory measure	This is not a useful measure in terms of TBCE budget strategy for compliance. TBCE has no ability to control the jurisdictional status of complaints received to be able to regulate efficiency in this area. Collection and measurement puts an undue burden on agency resources. The best measure for this aspect of our compliance strategy is measure B.2.1: (Output) "Number of Complaints Resolved."	Disapprove
Goal 1, Objective 1, description	To maintain a licensing system that will guarantee that all chiropractors meet minimum compliance standards through <u>2019-2021</u> .	year update	Approve
Goal 1, objective 2, description	To maintain an enforcement system that will guarantee that all chiropractors meet minimum compliance standards through <u>2019-2021</u> .	year update	Approve

Schedule B: Performance Measure Definitions

A. GOAL: ENSURE PUBLIC PROTECTION

STRATEGY A.1.1 LICENSING SYSTEM

LICENSING OUTCOME MEASURES

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

Short Definition

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

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

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

Data Limitations

The database does not automatically track this information. Enforcement staff must run lists of disciplined licensees for the years involved and manually compare the lists to note repeat offenders.

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

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

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

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

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

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

Data Limitations

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

Calculation Type

Non-cumulative

New Measure

No

Desired Performance:

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

LICENSING EFFICIENCY MEASURES

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

Short Definition

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

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

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

Data Limitations

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

Calculation Type

Non-cumulative

New Measure

No

Desired Performance

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

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

Short Definition

The percentage of individual license renewal applications that were processed during the

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

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

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

Data Limitations

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

Calculation Type

Non-cumulative

New Measure

No

Desired Performance

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

LICENSING EXPLANATORY MEASURES

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

Short Definition

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

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

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

Data Limitations

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

Calculation Type

Non-cumulative

New Measure

No

Desired Performance

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

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

This is the total number of individuals (chiropractors and radiologic technologists) who hold current, active licenses at the end of the reporting period.

Purpose/Importance

The measure shows the total number of individual licenses currently active, which indicates the size of one of the agency's primary constituencies. Changes in the total number of licensees from year-to-year should reflect changes in the agencies workload.

Source/Collection of Data

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

Method of Calculation

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

Data Limitations

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

Calculation Type

Non-cumulative

New Measure

No

Desired Performance

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

3. Explanatory Measure 01-01-01-03: Total Number of Businesses Licensed (Key)**Short Definition**

The unduplicated number of chiropractic facilities licensed or registered by the agency at the end of the reporting period.

Purpose/Importance

The measure shows the number of chiropractic facilities (clinics) licensed (registered) at the end of the reporting period, which relates to the agency's workload.

Source/Collection of Data

At the end of each fiscal year, the Licensing Department retrieves the records in the Facilities module of the agency database and runs a count (list) of all chiropractic facilities that have a current (active) license. The list is checked for duplicates and the duplicate records are removed. The list is printed and then maintained in the office of the Executive Director.

Method of Calculation

The unduplicated list of actively licensed facility locations is counted. If a facility has more than one location each location is counted because the statute/rules require that a license be issued for each separate location.

Data Limitations

The agency's database can quickly and accurately count the number of actively licensed clinics at any point in time. The agency has little or no control over the number of chiropractic clinics in Texas as this is a function of the number of licensed chiropractors and of economic conditions.

Calculation Type

Non-cumulative

New Measure

No

Desired Performance

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

LICENSING OUTPUT MEASURES**1. Output Measure 01-01-01-01: Number of Individuals Examined (Key)****Short Definition**

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

Purpose

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

Source/Collection of Data

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

Method of Calculation

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

Data Limitations

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

Calculation Type

Cumulative

New Measure

No

Desired Performance

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

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

Short Definition

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

Purpose/Importance

A successful licensing structure must ensure that legal standards for professional education and practice are met prior to licensure. This measure is a primary workload indicator which is intended to show the number of previously unlicensed persons who were documented to have successfully met all licensure criteria established by statute and rule as verified by the agency during the reporting period.

Source/ Collection of Data

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

Method of Calculation

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

Data Limitations

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

Calculation Type

Cumulative

New Measure

No

Desired Performance

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

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

Short Definition

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

Purpose/Importance

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

Source/Collection of Data

This information comes from the Accounting 1 and Accounting 3 modules of the database which keep a log of those individuals renewing their licenses to practice. At the end of each fiscal quarter, the Licensing Department prints a paper copy of the log listing the names and license numbers of all individuals whose licenses were renewed during the period in question. These lists are maintained in the office of the Executive Director.

Method of Calculation

The measure is calculated by querying the Accounting 1 and Accounting 3 modules of the database to extract and print a list of the individuals who renewed their licenses during the period. This measure includes active or inactive status licenses that were renewed. It does not include retired licensees or those in non-renewable status.

Data Limitation

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

Calculation Type

Cumulative

New Measure

No

Desired Performance

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

STRATEGY A.2.1 ENFORCEMENT**ENFORCEMENT OUTCOME MEASURES:****1. Outcome Measure 01-02-01: Percent of Complaints Resulting in Disciplinary Action (Key)****Short Definition**

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

Purpose/ Importance

The measure is intended to show the extent to which the agency exercises its disciplinary authority in proportion to the number of complaints received. It is important that both the

public and licensees have an expectation that the agency will work to ensure fair and effective enforcement of the statute and rules. This measure seeks to indicate agency responsiveness to this expectation.

Source/ Collection of Data

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

Method of Calculation

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

Data Collection

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

Calculation Type

Non-cumulative

New Measure

No

Desired Performance

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

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

Short Definition

The number of repeat offenders at the end of the reporting period as a percentage of all offenders during the most recent three-year period.

Purpose/ Importance

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

incompetent or unethical practices by the licensees.

Source/Collection of Data

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

Method of Calculation

The number of individuals (chiropractors, non-DC clinic owners or radiologic technologists) against whom two or more disciplinary actions were taken on different dates by the Board within the current and preceding two fiscal years (numerator) is divided by the total number of individuals receiving disciplinary actions within the current and preceding two fiscal years (denominator). The result is multiplied by 100 to achieve a percentage.

Data Limitations

The agency database does not automatically report this information. Enforcement Department employees must extract and list all individuals who were disciplined during the three-year period and then search the list for individuals who were disciplined more than once.

Calculation Type

Non-cumulative

New Measure

No

Desired Performance

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

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

Short Definition

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

Purpose/ Importance

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

Source/ Collection of Data

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

Method of Calculation

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

percentage.

Data Limitations

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

Calculation Type

Non-cumulative

New Measure

No

Desired Performance

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

ENFORCEMENT EFFICIENCY MEASURE

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

SHORT DEFINITION

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

PURPOSE/IMPORTANCE

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

SOURCE/COLLECTION OF DATA

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

METHOD OF CALCULATION

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

DATA LIMITATIONS

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

increase the average time to resolve an agency complaint.

CALCULATION TYPE

Non-Cumulative

NEW MEASURE

No

DESIRED PERFORMANCE

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

ENFORCEMENT EXPLANATORY MEASURES

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

Short Definition

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

Purpose/ Importance

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

Source/ Collection of Data

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

Method of Calculation

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

Data Limitations

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

Calculation Type

Cumulative

New Measure

No

Desired Performance

The agency has little control over the number of complaints it will receive. Generally, a very low

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

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

Short Definition

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

Purpose/ Importance

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

Source/ Collection of Data

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

Method of Calculation

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

Data Limitations

The agency has little control over the number of non-jurisdictional complaints it receives. Also, some complaints are not determined to be non-jurisdictional until a preliminary investigation has been completed.

Calculation Type

Cumulative

New Measure

No

Desired Performance

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

ENFORCEMENT OUTPUT MEASURE

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

Short Definition

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

Purpose/ Importance

The measure shows the workload associated with resolving complaints.

Source/ Collection of Data

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

Method of Calculation

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

Data Limitations

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

Calculation Type

Cumulative

New Measure

No

Desired Performance

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

Schedule C: Historically Underutilized Business Plan

HUB_CONSOLIDATION_AGENCY_RPT

TEXAS COMPTROLLER OF PUBLIC ACCOUNTS

PAGE 1

508 CONSOLIDATED REPORT FOR BOARD OF CHIROPRACTIC EXAMINERS

12-Apr-2016

PROCUREMENT CATEGORY	TOTAL EXPENDITURES	TOTAL \$/% SPENT WITH NON HUBS	TOTAL \$/% SPENT WITH HUBS	ANNUAL PROCUREMENT GOAL %
HEAVY CONSTRUCTION	\$00	\$00 / 0.00%	\$00 / 0.00%	11.20%
BUILDING	\$00	\$00 / 0.00%	\$00 / 0.00%	21.10%
SPECIAL TRADE	\$00	\$00 / 0.00%	\$00 / 0.00%	32.90%
PROFESSIONAL	\$4,149	\$00 / 0.00%	\$4,149 / 100.00%	23.70%
OTHER SERVICES	\$19,993	\$19,813 / 99.10%	\$179 / 0.90%	26.00%
COMMODITY PURCHASING	\$5,192	\$3,581 / 68.97%	\$1,611 / 31.03%	21.10%
	\$29,335	\$23,394 / 79.75%	\$5,940 / 20.25%	

CONSOLIDATED REPORT FOR THE STATE OF TEXAS

HEAVY CONSTRUCTION	\$3,010,788,938	\$2,945,750,261 / 97.84%	\$129,265,902 / 4.29%	11.20%
BUILDING	\$859,538,951	\$834,825,664 / 97.10%	\$160,051,962 / 18.62%	21.10%
SPECIAL TRADE	\$310,272,592	\$257,593,845 / 83.02%	\$83,662,994 / 26.96%	32.90%
PROFESSIONAL	\$383,386,907	\$339,648,262 / 88.59%	\$91,267,466 / 23.81%	23.70%
OTHER SERVICES	\$2,300,766,348	\$2,075,147,178 / 90.19%	\$314,396,614 / 13.66%	26.00%
COMMODITY PURCHASING	\$2,392,392,083	\$2,117,908,652 / 88.53%	\$287,718,229 / 12.03%	21.10%
	\$9,257,145,821	\$8,570,673,865 / 92.58%	\$1,066,363,170 / 11.52%	

508 ** ANALYSIS OF AWARDS FOR BOARD OF CHIROPRACTIC EXAMINERS

CERTIFIED HUB GROUP FOR HUB CREDIT	TOTAL # AND % OF HUB VIDS RECEIVING AWARDS	TOTAL DOLLAR AMOUNT AND % AWARDED TO HUBS
ASIAN PACIFIC	0 / 0.00%	\$00 / 0.00%
BLACK	1 / 16.67%	\$11 / 0.20%
HISPANIC	0 / 0.00%	\$00 / 0.00%
NATIVE AMERICAN	0 / 0.00%	\$00 / 0.00%
SERVICE-DISABLED VETERAN	0 / 0.00%	\$00 / 0.00%
WOMAN	5 / 83.33%	\$5,928 / 99.80%
TOTAL	6 / 100.00%	\$5,940 / 100.00%

** ANALYSIS OF AWARDS FOR THE STATE OF TEXAS

CERTIFIED HUB GROUP	# OF VIDS ELIGIBLE FOR HUB CREDIT, %	# OF MALES, %	# OF FEMALES, %	TOTAL # AND % OF HUB VIDS RECEIVING AWARDS	TOTAL DOLLAR AMOUNT AND % AWARDED TO HUBS
ASIAN PACIFIC	1097 / 7.49%	726 / 11.94%	371 / 4.33%	240 / 6.95%	\$150,339,766 / 14.10%
BLACK	3021 / 20.61%	1834 / 30.15%	1187 / 13.84%	324 / 9.38%	\$108,150,864 / 10.14%
HISPANIC	4552 / 31.06%	3235 / 53.20%	1317 / 15.36%	1039 / 30.08%	\$274,244,186 / 25.72%
NATIVE AMERICAN	299 / 2.04%	209 / 3.44%	90 / 1.05%	73 / 2.11%	\$16,259,403 / 1.52%
SERVICE-DISABLED VETERAN	77 / 0.53%	77 / 1.27%	0 / 0.00%	17 / 0.49%	\$3,382,539 / 0.32%
WOMEN	5609 / 38.27%	0 / 0.00%	5609 / 65.42%	1761 / 50.98%	\$513,986,410 / 48.20%
TOTAL	14655 / 100.00%	6081 / 100.00%	8574 / 100.00%	3454 / 100.00%	\$1,066,363,170 / 100.00%

** THE ANALYSIS IS BASED ON THE TOTAL # OF VENDOR ID NUMBERS THAT WERE ELIGIBLE TO RECEIVE HUB CREDIT. TOTAL # OF CERTIFIED HUBS FOR THE PERIOD OF FY2016 IS 14605.

SUCH AS, 1097 (7.49%) OF VID NUMBERS ELIGIBLE TO RECEIVE HUB CREDIT WERE ASIAN PACIFIC OWNED BUSINESSES, 726 (11.94%) WERE ASIAN PACIFIC MALE OWNED BUSINESSES AND 371 (4.33%) WERE ASIAN PACIFIC FEMALE OWNED BUSINESSES. 240 (6.95%) AWARDS WERE MADE TO ASIAN PACIFIC OWNED BUSINESSES, TOTALING \$150,339,766.00 (14.10%) OF THE TOTAL DOLLARS AWARDED TO HUBS.

Schedule D: Statewide Capital Planning

This schedule is not applicable.

Schedule E: Health and Human Services Strategic Planning

This schedule is not applicable.

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

Overview

A. Agency Mission

The mission of the Texas Board of Chiropractic Examiners is to execute the statutory authority of the Texas Chiropractic Act (Texas Occupations Code, chapter 201) to ensure the health, safety and welfare of the people of Texas by licensing skilled professionals and enforcing standards of practice.

B. Agency Strategic Goals and Objectives

Goal A: To ensure public protection

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

Objective A.2: Ensure chiropractors comply with established law

C. Core Business Functions

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

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

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

Current Workforce Profile

A. Critical Workforce Skills

The Board of Chiropractic Examiners is a small state agency with an authorized workforce of fourteen (14) full time equivalent employees. Because of the agency's small size it is important that each employee have good general office skills and also have additional specific knowledge and skills related to his or her particular area of responsibility.

Some essential skills are listed below:

1. Knowledge of applicable statutes and rules.
2. Knowledge of state accounting and purchasing rules and procedures.
3. Knowledge of their specific area such as initial licensing, license renewals, complaint processing, investigative techniques, open records requests, the Administrative Procedures Act, and working

with the State Office of Administrative Hearings (SOAH).

4. Commitment to customer service.
5. Willingness to cross train and develop skills to back-up fellow employees.
6. Skill in working with agency computer software and databases.
7. Willingness to acquire new skills as needs develop in the agency.
8. Good communication skills.
9. Skill in analyzing and solving problems.
10. Ability to produce large volumes of accurate work under time pressure.

B. Workforce Demographics

The following table presents a profile of the agency's workforce as of May 2016.

Agency Employees By Gender	Hispanic	African American	White	Total
Female	2	0	4	6
Male	1	1	3	5
Total	3	1	7	11

C. Employee Turnover

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

D. Retirement Eligibility

Two employees are eligible to retire in the next two years. One employee is a returning retiree.

Future Workforce Profile

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

A. Critical Functions

Budget reductions may cause the agency to reduce its FTEs during the 2018 -2019 biennium. It is expected that any necessary staff reductions will be temporary and will be restored when the state's fiscal condition improves. No other changes in the critical functions to be performed by staff are expected.

B. Expected Workforce Changes

TBCE's workload has increased due to increased numbers of new licensees, as well as an increase in the complexity of enforcement cases and hearings. Advances in technology will continue to impact the

agency by requiring that employees be able to function proficiently in a business environment that is dependent upon electronic data and documents. The agency expects the average age of its workers to continue to increase over the next five years.

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

The agency may be forced to reduce the number of FTEs by one employee during the 2018-2019 biennium if the state decides to impose an additional 5%-10% budget reduction during the appropriations process. The agency does not expect to add any employees during the next five years, except to replace any FTEs whose positions may be eliminated because of budget reductions during the 2018-2019 biennium.

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

D. Additional Critical Competencies

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

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

Gap Analysis

A. Anticipated Surplus or Shortage of Workers or Skills

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

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

B. Strategy Development

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

1. Continue to develop skills of current employees.

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

Rationale: The training and development of current employees is critical to the success of the

agency. It must analyze existing staff to determine which employees demonstrate the potential to develop new competencies and match the correct employee with the proper training best suited to develop his or her skills.

Action Steps:

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

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

Goal: Become an employer of choice.

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

Action Steps:

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

Schedule G: Report on Customer Service

This report already provided to the Legislative Budget Board on June 1, 2016.

Schedule H: Assessment of Advisory Committees

This schedule is not applicable.