AGENCY STRATEGIC PLAN

FOR THE FISCAL YEARS 2019 – 2023

BY

TEXAS BOARD OF VETERINARY MEDICAL EXAMINERS

Jessica Quillivan, DVM, President	03-04-16 to 08-26-21	Magnolia
Keith Pardue, Vice-President	09-16-14 to 08-26-21	Austin
Sandra Lynn Criner, DVM, Secretary	03-04-16 to 08-26-21	Needville
Randy Skaggs, DVM, Member	10-02-17 to 08-26-19	Perrytown
Michael White, DVM, Member	10-02-17 to 08-26-23	Conroe
Carlos Chacon, Member	10-02-17 to 08-26-23	Houston
Samantha Mixon, DVM, Member	10-02-17 to 08-26-23	Boerne
Vacant, LVT, Member		
Vacant, Member		

June 8, 2018

Signed: _____

John M. Helenberg, Executive Director

Approved: _____
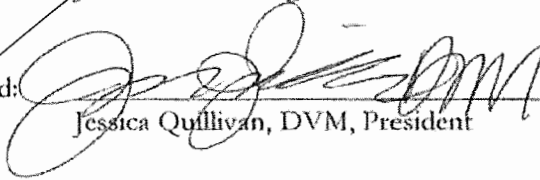
Jessica Quillivan, DVM, President

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AGENCY MISSION

The mission of the Texas State Board of Veterinary Medical Examiners (TBVME) is to establish and enforce policies to ensure the best possible quality of veterinary and equine dental provider services for the people of Texas.

Agency Overview:

The Texas State Board of Veterinary Medical Examiners (TBVME) was created in 1911 by the 32nd Legislature and charged with regulating the practice of veterinary medicine, surgery and dentistry. The 82nd Legislature added the licensure and regulation of equine dental providers and the 83rd Legislature added the licensure and regulation of licensed veterinary technicians. As the years have passed, different legislative bodies have refined the Board's responsibilities and authority. The Board's current enabling statute is located in Texas Occupations Code, Chapter 801.

Since its inception in 1911, the TBVME has grown and evolved to fit the changing needs of the public as well as the veterinary community. In order to continue to meet these needs, the Board continues to seek innovative, cost effective ways to regulate the field and provide the best possible product and superior customer service to the public, veterinarians, equine dental providers and veterinary technicians. Although TBVME provides direct services to the licensees, the agency's primary responsibility is to protect the public by assuring professional standards and accountability of those who care for Texas' animals.

Our Philosophy:

The Board and its staff will act in accordance with the highest standards of ethics, accountability, efficiency and openness. We affirm that protection from less than quality veterinary and equine dental provider services is a public and private trust. We approach our activities with a deep sense of purpose and responsibility. The public and regulated community alike can be assured of a balanced and sensible approach to regulation.

Our Goals:

The Board and its staff will ensure that Texans are effectively and efficiently served by quality veterinary professionals by ensuring that only qualified individuals receive a license, by setting clear standards for professional conduct, by assuring compliance with the rules of professional conduct and the community standard of care, and seeking solutions to issues that strengthen the profession and protect the public.

Agency Operational Goal & Action Plan

AGENCY OPERATIONAL GOAL AND ACTION PLAN
Veterinary Regulation Implement Standards of Veterinary Practice, Enforce Statutes and Rules

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL
1. Create, review, or repeal board rules to ensure only necessary rules exists in support of state law. 2. Administer examinations to potential qualified applicants for licensure. 2. License applicants who meet or exceed the minimum qualifications. 3. Renew the eligible licenses in a timely manner. 4. Receive jurisdictional complaints. 5. Investigate jurisdictional complaints. 6. Conduct inspections of licensees. 7. Ensure compliance with state law, board rules, and board orders.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE
1. Accountable to tax and fee payers of Texas. The agency acts in accordance with the highest standards of ethics, accountability, efficiency and openness. We affirm that protection from less than quality veterinary and equine dental provider services is a public and private trust. We approach our activities with a deep sense of purpose and responsibility. The agency is accountable to the tax and fee payers of Texas by setting and meeting performance measures to ensure efficient licensure of qualified applicants. The ability to submit agency forms through the agency website will allow the public of Texas to access the services of the agency in the most efficient manner possible, electronic submission. The creation of a licensee portal that will allow address changes, collect volunteer work hours, show outstanding application documentation, record continuing education and reduce phone calls to the agency will allow the licensees and potential licensees to provide information to the agency in the most efficient way possible, electronic submission. **2. Efficient such that maximum results are produced with a minimum of taxpayer funds, including through the elimination of redundant and non-core functions.** The ability to submit agency forms through the agency website is the most efficient way to receive complaints which is a core function in serving the public of Texas. The creation of a licensee portal that will allow address changes, collect volunteer work hours, show outstanding application documentation, record continuing education and reduce phone calls to the agency is a much more efficient way to gather information and provide information to the fee payers, allowing the licensee to have information available to them on their time schedule. **3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.**

The specific action item of converting all existing individual licensing files into digital format is an effective way to ensure a more efficient workflow by converting to a more paperless environment.

The ability to submit agency forms through the agency website will also allow the agency to be more effective in receiving agency forms electronically, such as license applications or criminal history evaluations.

The creation of a licensee portal to allow address changes, collect volunteer work hours, show outstanding application documentation, record continuing education and reduce phone calls to the agency is an effective way to have up to date information on licensees provided accurately by the licensees themselves.

4.   Providing excellent customer service.

The Licensing Division strives to provide the highest level of customer service of any agency in Texas. The agency consistently meets the performance measures of granting new licenses and renewal of current licenses thereby providing excellent customer service to the fee payers of the state of Texas.

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

These goals will increase transparency by allowing licensees and applicants to control how and when data is provided to the agency and being able to see in real time what information they have on file with the agency and what information is outstanding.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

AGENCY OPERATIONAL GOAL AND ACTION PLAN
Enforce the Veterinary Licensing Act and rules of the board to ensure competent veterinary and equine dental care by licensees to the citizens of Texas.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

1. Receive jurisdictional complaints
2. Investigate jurisdictional complaints.
3. Conduct inspections of licensees.
4. Ensure compliance with state law, board rules, and board orders.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

The public and regulated community alike can be assured of a balanced and sensible approach to regulation. The Enforcement Division is designed to protect consumers of veterinary and equine dental provider services and ensure that veterinarians, licensed veterinary technicians, and equine dental providers comply with the Veterinary Licensing Act and the Rules of Professional Conduct through the investigation of complaints and compliance inspections, as well as the investigation of the unlicensed practice of veterinary medicine.

The specific action item of converting all existing individual enforcement files into digital format is the most efficient and cost-effective way to store information for now and future generations. In addition, it ensures all files are available and the agency may continue its operations in the case of an emergency.

The ability to submit agency forms through the agency website is allowing the public of Texas to access the services of the agency in the most efficient manner possible, electronic submission.

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

The goal for the average number of days to resolve complaints is 180 days. We continue to believe that this is a worthy goal to achieve. Our efforts to reach that goal directly support the statewide goal of efficiency by bringing quick resolution to a case for both the complainant and the licensee responding to the complaint.

The specific action item of converting all existing individual enforcement files into digital format is the most efficient and cost-effective way to store information for now and future generations.
The ability to submit agency forms through the agency website, specifically the complaint form, is the most efficient way to receive complaints which is a core function in serving the public of Texas.

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

Another critical dimension to the regulatory role is conducting compliance inspections. The Board's compliance inspection program is a valuable tool not only to ensure standards are met, but also to educate licensees and reduce violations and subsequent complaints.

The specific action item of converting all existing individual enforcement files into digital format will be effective in allowing the agency to have more efficient workflow by converting to a more paperless environment.

The ability to submit agency forms through the agency website will also allow the agency to be more effective in receiving agency forms electronically, such as complaint forms.

5.   Providing excellent customer service.

Timely, competently performed complaint investigations are perhaps the most direct consumer services the Board staff performs. Both the complainant and the responding licensee are relieved when a complaint is resolved, often regardless of the outcome. This is particularly true if both believe that justice was served. Further, through routine inspections, agency investigators are able to educate licensees so as to prevent public complaints.

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

These goals are increasing transparency by allowing licensees to control how and when data is provided to the agency and being able to see in real time what information they have on file with the agency and what is possibly missing.

Inspection forms used by investigators on routine inspections are available on the agency website for any member of the public or licensee to see.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

Redundancies and Impediments

SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	Lack of transfer authority between strategies and lack of unexpended balance carryover authority as major impediments.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	The Legislature has mandated that funds may not be transferred between strategies unless approved by the chief administrative officer of the agency. This discretionary transfer of funds may not exceed 20% of the appropriation item for that fiscal year. This can be an impediment to our agency in instances such as an unexpected investigation and subsequent legal case that may include extensive travel to perform the initial investigation and additional legal expenses such as costs of expert witnesses, transcripts, etc. With the inability to potentially transfer funds from the Licensing Strategy to the Enforcement Strategy investigations and the subsequent legal cases may not be completed timely which ultimately impacts the Enforcement Division's Performance Measures.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION FOR OR ELIMINATION	Modification.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	Lack of authority to carryover unexpended balances from one fiscal year to the next as an impediment. In instances such as staff turnover during a fiscal year, the agency does not spend the full appropriated amount for the salary of the position that is vacant until that position is filled. This will potentially leave the agency with unexpended amounts that could be used for unexpected expenses that arise during the subsequent fiscal year.

SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	Fitness to Practice Statutory Provisions: The Veterinary Licensing Act has very simple language regarding a licensee's mental incompetence that is insufficient to protect the public.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	Currently, under the Veterinary Licensing Act, there is a conflict between Sections 801.157(b) and 801.405.Section 801.157(b) allows the Board to order a veterinary licensee, who is subject to disciplinary action under the Act based on a finding that the veterinarian is impaired by chemical dependency or mental illness, to submit to care, counseling, or treatment through the peer assistance program. Section 801.405 states that the Board may suspend or revoke a license if a court finds that the license holder is mentally incompetent. It also states that if a court determines that a person whose license is suspended or revoked under this section is mentally competent, the Board may reinstate the person's license. The Board has seen an increase in the number of licensees that have problems with dementia and are no longer fit to practice. These licensees present a risk to the public in

	that they are unable to practice veterinary medicine to an acceptable standard of care.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION FOR OR ELIMINATION	A potential solution is to add additional statutory language that would allow the Board on probable cause, to request the affected veterinarian or applicant to submit to a mental or physical examination by physicians designated by the Board (through the peer assistance program). The Board would be required to adopt guidelines, in conjunction with persons interested in or affected by this section, to enable the Board to evaluate circumstances in which a veterinarian or applicant may be required to submit to an examination for mental or physical health conditions, alcohol and substance abuse, or professional behavior problems. If the affected
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	None

SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	In Section 801.004(6) of the Texas Occupations Code, there is an incorrect reference to Chapter 829 of the Health and Safety Code. The statute should reference Chapter 821 of the Health and Safety Code.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	This change would provide greater clarity to the public and any animal shelter employee that performs euthanasia who wishes to understand how to be exempt from the Veterinary Licensing Act.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION FOR OR ELIMINATION	None
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	

Schedule A - Budget Structure

BOARD OF VETERINARY MEDICAL EXAMINERS

	For the Years Ending	
	August 31, 2018	August 31, 2019
Method of Financing:		
General Revenue Fund	$ 1,383,454	$ 1,379,454
Appropriated Receipts	5,528	5,527
Total, Method of Financing	$ 1,388,982	$ 1,384,981
Number of Full-Time-Equivalents (FTE):	21.0	21.0

Funding in Programs:
Program: ENFORCEMENT
Description: Provides investigations of complaints against licensees
and monitoring of licensee compliance with disciplinary orders.
Legal Authority:
  State: Occupations Code, Ch. 801

  A. Goal: VETERINARY REGULATION
  Implement Standards of Veterinary Practice, Enforce Statutes and Rules.

		2018	2019
A.2.1. Strategy: COMPLAINTS AND ACTION			
Investigate Complaints, Take Disciplinary Action, Compliance Program.			
1 General Revenue Fund		$ 943,409	$ 940,409
B. Goal: INDIRECT ADMINISTRATION			
B.1.2. Strategy: COMPLAINTS & ACTION INDIRECT ADMIN			
Complaints and Action Indirect Administration.			
1 General Revenue Fund		$ 85,000	$ 85,000
Subtotal, Enforcement		$ 1,028,409	$ 1,025,409

Program: LICENSING
Description: Provides licensure and examination of veterinarians and
equine dental providers; and pass-through payments for Texas.gov
subscription fees.
Legal Authority:
  State: Occupations Code, Ch. 801

  A. Goal: VETERINARY REGULATION
  Implement Standards of Veterinary Practice, Enforce Statutes and Rules.

	2018	2019
A.1.1. Strategy: OPERATE LICENSURE SYSTEM		
Examine and License Veterinarians and Renew Licenses.		
1 General Revenue Fund	$ 235,045	$ 234,045
666 Appropriated Receipts	$ 5,528	$ 5,527
A.1.2. Strategy: TEXAS.GOV		
Texas.gov. Estimated and Nontransferable.		
1 General Revenue Fund	$ 40,000	$ 40,000
B. Goal: INDIRECT ADMINISTRATION		
B.1.1. Strategy: LICENSING INDIRECT ADMINISTRATION		
1 General Revenue Fund	$ 35,000	$ 35,000
Subtotal, Licensing	$ 315,573	$ 314,572

BOARD OF VETERINARY MEDICAL EXAMINERS
(Continued)

Program: PEER ASSISTANCE
Description: Provides treatment for veterinarians impaired by chemical
dependency or mental illness through the peer assistance program.
Legal Authority:
  State: Occupations Code, Sec. 801.157; Health and Safety Code, Ch. 467

A. Goal: VETERINARY REGULATION
  Implement Standards of Veterinary Practice, Enforce Statutes and Rules.
    A.2.2. Strategy: PEER ASSISTANCE
    Provide a Peer Assistance Program for Licensed Individuals.

1 General Revenue Fund	$	45,000 $	45,000
Grand Total, BOARD OF VETERINARY MEDICAL EXAMINERS	$	1,388,982 $	1,384,981

Schedule B - Performance Measure Definitions

| Agency Code: | 578 | Agency: | **Board of Veterinary Medical Examiners** |

Goal No.	1	Implement Standards of Veterinary Practice, Enforce Statutes and Rules
Objective No.	1	License All Veterinarians Meeting Minimum Standards
Strategy No.	1	Examine and License Veterinarians and Renew Licenses
Measure Type	EF	
Measure No.	1	Percentage of New Individual Licenses Issued within Ten Days

Calculation Method: N   **Target Attainment: H**   **Priority: M**   Cross Reference: Agy 578 084-R-S70-1 01-01-01 EF 01

Key Measure: N   **New Measure: N**   **Percentage Measure: Y**

BL 2018 Definition

     Of all licenses issued within a reporting period, the percentage of licenses issued within ten (10) days.

BL 2018 Data Limitations

None identified.

BL 2018 Data Source

Data regarding the number of individual licenses issued is collected by agency staff and stored electronically in the agency's database.

(The Licensing Director has access to the dashlet interface to generate this report.

The Licensing Director enters the beginning date and ending date of the reporting period in the Start and End Date fields. Then selects "All Licenses Issued with 10 Day Stats" for the dropdown report option. Clicks the button "Licensing Performance Reports". The report is generated as an HTML page that can be printed. The HTML grid page that produces the report displays all the supporting structured query language that generates the report. This code is set for Screen Display only and it is set as No Print in the style sheets to prevent its output when printed.)

BL 2018 Methodology

The date a license is issued less the date the license is mailed is equal to or less than 10 days, the result is divided by the total number licenses issued for the reporting period and multiplied by 100 to show as a percent.

(Each of the 3 professions (Veterinarian, Equine Dental Provider, Licensed Vet Tech) are headers with 3 subsets (Regular, Special & Temporary) and a total count for each license type is displayed, with a total summation of all profession/license types as a grand total. Provisional veterinary licenses are not counted, as a provisional license is a transitory step to a regular license. The provisional license is not renewable nor can it be reissued. "Issued within 10 days" is a percentage based on the Total Compliant (the total license count issued within 10 days) divided by Total Licenses Issued within the reporting period, times 100 shown as a percentage.

BL 2018 Purpose

This measures the ability of the agency to issue new licenses in a timely manner.

BL 2019 Data Limitations

None identified.

Agency Code:	578	Agency:	**Board of Veterinary Medical Examiners**

Goal No.	1	Implement Standards of Veterinary Practice, Enforce Statutes and Rules
Objective No.	1	License All Veterinarians Meeting Minimum Standards
Strategy No.	1	Examine and License Veterinarians and Renew Licenses
Measure Type	EF	
Measure No.	2	Percentage of Individual License Renewals Issued within Seven Days

Calculation Method: N   **Target Attainment: H**   **Priority: H**   Cross Reference: Agy 578 084-R-S70-1 01-01-01 EF 02

Key Measure: N   **New Measure: N**   **Percentage Measure: Y**

BL 2018 Definition

The percentage of individual license renewals due for the current fiscal year that were processed during the reporting period within seven days of receipt of renewal request.

BL 2018 Data Limitations

None identified.

BL 2018 Data Source

Data regarding the number of licenses issued is collected by agency staff and stored electronically in the agency's database.

(The Licensing Director has access to the dashlet interface to generate this report.

The Licensing Director enters the beginning date and ending date of the reporting period in the Start and End Date fields. Then selects "All Renewals with 7 Day Stats" for the dropdown report option. Clicks the button "Licensing Performance Reports". The report is generated as an HTML page that can be printed. The HTML grid page that produces the report displays all the supporting structured query language that generates the report. This code is set for Screen Display only and it is set as No Print in the style sheets to prevent its output when printed.)

BL 2018 Methodology

The total number of renewals issued within seven days is divided by the total number of renewals issued within the reporting period.

(Each of the 3 veterinary professions (Veterinarian, Equine Dental Provider, Licensed Vet Tech) are headers with 5 subsets (Regular, Inactive, Special, Military, Retired) and a total displayed. Each profession type has a total count and then the total count of these three profession types is the agency's total count of issued license renewals. "Issued within 7 days" is a percentage based on the total compliant renewals divided by the total licenses renewed within the reporting period multiplied by 100 to show as a percentage. The total compliant renewals reflects the record count of licenses where Date of the Document Mailed minus the Actual Date of Renewal is equal to or less than 7 days.

Other report criteria:

• The issue date OR the reissue date must be within the reporting period

• Provisional license type is excluded from the count

BL 2018 Purpose

This measures the ability of the agency to process renewals in a timely manner.

BL 2019 Data Limitations

None identified.

Agency Code:	578	Agency:	**Board of Veterinary Medical Examiners**

Goal No.	1	Implement Standards of Veterinary Practice, Enforce Statutes and Rules
Objective No.	1	License All Veterinarians Meeting Minimum Standards
Strategy No.	1	Examine and License Veterinarians and Renew Licenses
Measure Type	EX	
Measure No.	1	Total Number of Individuals Licensed

Calculation Method: N	**Target Attainment: N**	**Priority: H**	Cross Reference: Agy 578 084-R-S70-1 01-01-01 EX 01
Key Measure: N	**New Measure: N**	**Percentage Measure: N**	

BL 2018 Definition
    Total number of all individuals licensed at the end of the reporting period.

BL 2018 Data Limitations
This is a "snapshot" of all licensees on the last day of the reporting period, not the total number of individuals who have been licensed during the year.

BL 2018 Data Source
Data regarding the number of licenses issued is collected by agency staff and stored electronically in the agency's database.

(The Licensing Director has access to the dashlet interface to generate the report "Agency License Statistics by fiscal Year". The report is a 'snapshot' of the current day's data.)

BL 2018 Methodology
The report gives the total count of individuals licensed by profession type (veterinarian, equine dental provider and licensed veterinary technician) and license type (regular, inactive, special, provisional, temporary, military and retired) on the last day of the reporting period. Licenses in a delinquent status are included. The summation of the sub-total counts of each profession is the total of all licensees.

BL 2018 Purpose
The measure shows the total number of individual licenses. This measure is used for budgeting, management and resource allocation purposes.

Agency Code:	578	Agency:	**Board of Veterinary Medical Examiners**

Goal No.	1	Implement Standards of Veterinary Practice, Enforce Statutes and Rules
Objective No.	1	License All Veterinarians Meeting Minimum Standards
Strategy No.	1	Examine and License Veterinarians and Renew Licenses
Measure Type	OP	
Measure No.	1	Number of New Licenses Issued to Individuals

Calculation Method: C   **Target Attainment: H**   **Priority: H**   Cross Reference: Agy 578 084-R-S70-1 01-01-01 OP 01

Key Measure: Y   **New Measure: N**   **Percentage Measure: N**

BL 2018 Definition

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

BL 2018 Data Limitations

The agency has no control over the number of applicants for licensure or the pass rate of applicants on the exam.

BL 2018 Data Source

The information comes from the agency database that records those individuals newly licensed in the state. A paper copy of the logs listing the names of individuals newly licensed (as a regular, special, temporary or provisional licensee) during the reporting period is printed by the director of licensing. Lists are maintained in the exam files and the main licensing book maintained by the agency. For the annual report, the number of licensees on the annual log is reconciled to the sum of the number of licenses issued each quarter.

BL 2018 Methodology

Only new licenses are counted. Provisional licensees are not counted. Licenses are counted as new for persons who were previously licensed, but whose license was cancelled by authority of law or upon request. These licensees are required to meet all criteria of a new applicant/licensee. Each license type and profession type is segmented and tallied as separate totals. The measure counts licenses where the issued date or re-issued date is within the date range of the reporting period.

BL 2018 Purpose

A successful licensing structure must ensure that legal standards for professional education and practice are met prior to licensure. This measure is a workload indicator showing the number of unlicensed persons who successfully meet all licensing criteria established by statute and rules as verified by the agency during the reporting period. A successful licensing structure must ensure that legal standards for professional education and practice are met prior to licensure.

BL 2019 Data Limitations

The agency has no control over the number of applicants for licensure or the pass rate of applicants on the exam.

| Agency Code: | 578 | Agency: | **Board of Veterinary Medical Examiners** |

Goal No.	1	Implement Standards of Veterinary Practice, Enforce Statutes and Rules
Objective No.	1	License All Veterinarians Meeting Minimum Standards
Strategy No.	1	Examine and License Veterinarians and Renew Licenses
Measure Type	OP	
Measure No.	2	Number of Licenses Renewed (Individuals)

Calculation Method: C   **Target Attainment: H**   **Priority: H**   Cross Reference: Agy 578 084-R-S70-1 01-01-01 OP 02

Key Measure: Y   **New Measure: N**   **Percentage Measure: N**

BL 2018 Definition

The number of licensed individuals who renewed their license during the reporting period for the current fiscal year.

BL 2018 Data Limitations

The agency has no control over the number of licensees who choose to renew or not renew their Texas license.

BL 2018 Data Source

The information comes from the agency's database which is populated by data files received from the agency's on-line vendor and manual upload of data by a licensing permit specialist.

BL 2018 Methodology

The total number of licenses renewed during the reporting period.

(The measure is calculated by querying the agency database to produce a list containing the names of individuals who have renewed their license during the previous reporting period. Each license is tied to a transaction with the transaction type designated. Each license is also designated by a profession and license type. Performing a query for the date range of the transaction date of the renewal and the profession type and license type will produce a count to be displayed in a report.)

BL 2018 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 license renewals that were issued during the reporting period to individuals who currently held a valid license.

BL 2019 Data Limitations

The agency has no control over the number of licensees who choose to renew or not renew their Texas license.

BL 2019 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 license renewals that were issued during the reporting period to individuals who currently held a valid license.

Agency Code:	578	Agency:	**Board of Veterinary Medical Examiners**

Goal No.	1	Implement Standards of Veterinary Practice, Enforce Statutes and Rules
Objective No.	2	Investigate Complaints, Discipline Violators and Promote Compliance
Strategy No.	1	Investigate Complaints, Take Disciplinary Action, Compliance Program
Measure Type	EF	
Measure No.	1	Average Time for Complaint Resolution

Calculation Method: N   **Target Attainment: L**   **Priority: H**   Cross Reference: Agy 578 084-R-S70-1 01-02-01 EF 01

Key Measure: Y   **New Measure: N**   **Percentage Measure: N**

BL 2018 Definition
The average length of time to resolve a complaint, for all jurisdictional and non-jurisdictional complaints resolved during the reporting period.

BL 2018 Data Limitations
The agency has no control over the types of complaints filed. Board members review cases requiring veterinary expertise subsequent to investigation by the staff. This involves extra time for documents to be shipped and reviewed. Also, the board holds only three meetings per year and a significant amount of time can be accrued awaiting final action at the next board meeting. Complaints received in regards to people practicing veterinary medicine without a license also take more time to investigate.

BL 2018 Data Source
Data regarding the number of complaints, actions and license holders is collected by agency staff and stored electronically in the agency's database.

(The enforcement admin enters that date the complaint is closed and the reason the complaint was closed into the database for all complaints received by the agency. The Enforcement Director enters the beginning date and ending date of the reporting period in the Start and End Date fields on the report dashlet. Then selects "Report by Date Range" for the dropdown report option. Clicks the button "Enforcement Performance Reports". The report is generated as an HTML page that can be printed. The HTML grid page that produces the report displays all the supporting structured query language that generates the report. This code is set for Screen Display only and it is set as No Print in the style sheets to prevent its output when printed.)

BL 2018 Methodology
The total number of calendar days to resolve all complaints closed during the reporting period (numerator) divided by the total number of complaints resolved during the reporting period (denominator).

(This report Includes all closed jurisdictional complaints within the reporting period.
Then the difference of the date closed and date received is calculated, if the difference is less than 181 days it is considered closed within 180 days.
Then the count of jurisdictional complaints closed within 180 days is divided by the total count of jurisdictional complaints and multiplied by 100 for the percentage.)

BL 2018 Purpose
The measure shows the agency's efficiency in resolving complaints.

BL 2019 Purpose

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

Agency Code:	578	Agency:	**Board of Veterinary Medical Examiners**

Goal No.	1	Implement Standards of Veterinary Practice, Enforce Statutes and Rules
Objective No.	2	Investigate Complaints, Discipline Violators and Promote Compliance
Strategy No.	1	Investigate Complaints, Take Disciplinary Action, Compliance Program
Measure Type	EX	
Measure No.	1	Number of Jurisdictional Complaints Received

Calculation Method: N   **Target Attainment: N**   **Priority: H**   Cross Reference: Agy 578 084-R-S70-1 01-02-01 EX 01

Key Measure: Y   **New Measure: N**   **Percentage Measure: N**

BL 2018 Definition

    Data regarding the number of complaints, actions and license holders is collected by agency staff and stored electronically in the agency's database.

    (The enforcement admin enters that date the complaint is received into the database for all complaints received by the agency. The Enforcement Director enters the beginning date and ending date of the reporting period in the Start and End Date fields on the report dashlet. Then selects "Report by Date Range" for the dropdown report option. Clicks the button "Enforcement Performance Reports". The report is generated as an HTML page that can be printed. The HTML grid page that produces the report displays all the supporting structured query language that generates the report. This code is set for Screen Display only and it is set as No Print in the style sheets to prevent its output when printed.)

BL 2018 Data Limitations

The board has no control over the number of complaints received.

BL 2018 Data Source

When a complaint is received, it is entered into a manual log. Complaints are numbered sequentially within a fiscal year. (Example: 02-001, 02-002, etc.) The director of enforcement counts the number of complaints received during the reporting period and notes the total on a copy of the log. This copy is kept in the binder containing enforcement performance report documentation.

BL 2018 Methodology

The total number of jurisdictional complaints received by the agency during the reporting period.

(The HTML report is a breakdown of Jurisdictional and Non-Jurisdictional Complaints that were RECEIVED within the reporting period and shows the total.
A jurisdictional complaint is a complaint where the OPEN TYPE is not like Non-Jurisdictional or the CLOSED TYPE is not like Non-Jurisdictional.
A non-jurisdictional complaint is a complaint where the OPEN TYPE is Non-Jurisdictional or the CLOSED TYPE is like Non-Jurisdictional.
A received complaint is where the DATE_RECEIVED falls in the reporting period.)

BL 2018 Purpose

The measure shows the number of jurisdictional complaints which helps determine agency workload.

Strategy-Related Measures Definitions
85th Regular Session, Base Recon, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

BL 2019 Data Limitations

The board has no control over the number of complaints received.

BL 2019 Data Source

When a complaint is received, it is entered into a manual log. Complaints are numbered sequentially within a fiscal year. (Example: 02-001, 02-002, etc.) The director of enforcement counts the number of complaints received during the reporting period and notes the total on a copy of the log. This copy is kept in the binder containing enforcement performance report documentation.

BL 2019 Purpose

The measure shows the number of jurisdictional complaints which helps determine agency workload.

Agency Code:	578	Agency:	**Board of Veterinary Medical Examiners**

Goal No.	1	Implement Standards of Veterinary Practice, Enforce Statutes and Rules
Objective No.	2	Investigate Complaints, Discipline Violators and Promote Compliance
Strategy No.	1	Investigate Complaints, Take Disciplinary Action, Compliance Program
Measure Type	OP	
Measure No.	1	Number of Compliance Inspections

Calculation Method: C   **Target Attainment: H**   **Priority: H**   Cross Reference: Agy 578 084-R-S70-1 01-02-01 OP 01

Key Measure: N   **New Measure: N**   **Percentage Measure: N**

BL 2018 Definition
    The number of compliance inspections conducted during a reporting period.

BL 2018 Data Limitations
The number of compliance inspections conducted is limited by the amount of travel budget available and other agency resources. Also, many compliance inspections can be conducted in a short time within an urban area, where multiple veterinarians practice within one clinic and clinics are geographically located in close proximity. However, in a rural area, where there are many sole practitioners, mobile practitioners, and distances between clinics are geographically further apart, fewer compliance inspections can be conducted.

BL 2018 Data Source
Data regarding the number of complaints, actions and license holders is collected by agency staff and stored electronically in the agency's database.

(The enforcement admin enters that date the complaint is received into the database for all complaints received by the agency. The Enforcement Director enters the beginning date and ending date of the reporting period in the Start and End Date fields on the report dashlet. Then selects "Report by Date Range" for the dropdown report option. Clicks the button "Enforcement Performance Reports". The report is generated as an HTML page that can be printed. The HTML grid page that produces the report displays all the supporting structured query language that generates the report. This code is set for Screen Display only and it is set as No Print in the style sheets to prevent its output when printed.)

BL 2018 Methodology
The total count of inspections where the inspection date is within the reporting period.

BL 2018 Purpose
The measure shows the workload involved in conducting routine inspections of licensees. This is also an educational program which serves to identify problems and thereby potentially reduce the number of complaints.

BL 2019 Definition
The number of compliance inspections conducted during a reporting period.

Agency Code:	578	Agency:	**Board of Veterinary Medical Examiners**

Goal No.	1	Implement Standards of Veterinary Practice, Enforce Statutes and Rules
Objective No.	2	Investigate Complaints, Discipline Violators and Promote Compliance
Strategy No.	1	Investigate Complaints, Take Disciplinary Action, Compliance Program
Measure Type	OP	
Measure No.	2	Number of Complaints Resolved

Calculation Method: C   **Target Attainment: H**   **Priority: H**   Cross Reference: Agy 578 084-R-S70-1 01-02-01 OP 02

Key Measure: Y   **New Measure: N**   **Percentage Measure: N**

BL 2018 Definition

The total number of jurisdictional complaints resolved during the reporting period. Complaints are resolved when the staff or the reviewing veterinarians determine there is no violation, the complaint is dismissed during an Informal Conference, the Board and the individual sign the agreed order, or the complaint is referred to the State Office of Administrative Hearings.

BL 2018 Data Limitations

The board secretary (who is a practicing veterinarian) reviews cases requiring veterinary expertise subsequent to investigation by the staff. This involves extra time for documents to be shipped and reviewed. Also, the board holds only three meetings per year and a significant amount of time can be accrued awaiting final action at the next board meeting.

BL 2018 Data Source

Data regarding the number of complaints, actions and license holders is collected by agency staff and stored electronically in the agency's database.

(The enforcement admin enters that date the complaint is closed and the reason the complaint was closed into the database for all complaints received by the agency. The Enforcement Director enters the beginning date and ending date of the reporting period in the Start and End Date fields on the report dashlet. Then selects "Report by Date Range" for the dropdown report option. Clicks the button "Enforcement Performance Reports". The report is generated as an HTML page that can be printed. The HTML grid page that produces the report displays all the supporting structured query language that generates the report. This code is set for Screen Display only and it is set as No Print in the style sheets to prevent its output when printed.)

BL 2018 Methodology

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

(The report shows a breakdown of Jurisdictional and Non-Jurisdictional Complaints that were CLOSED within the reporting period and shows the total.
A jurisdictional complaint is a complaint where the OPEN TYPE is not like Non-Jurisdictional or the CLOSED TYPE is not like Non-Jurisdictional.
A non-jurisdictional complaint is a complaint where the OPEN TYPE is like Non-Jurisdictional or the CLOSED TYPE is like Non-Jurisdictional.
A closed complaint is where the Closed Date falls in the reporting period and the complaint has a status of closed.)

Strategy-Related Measures Definitions
85th Regular Session, Base Recon, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

BL 2018 Purpose

The measure shows the workload associated with resolving complaints.

BL 2019 Purpose

The measure shows the workload associated with resolving complaints.

Agency Code:	578	Agency:	**Board of Veterinary Medical Examiners**

Goal No.	1	Implement Standards of Veterinary Practice, Enforce Statutes and Rules
Objective No.	2	Investigate Complaints, Discipline Violators and Promote Compliance
Strategy No.	2	Provide a Peer Assistance Program for Licensed Individuals
Measure Type	OP	
Measure No.	1	Number of Individuals Particip in a Peer Assistance Program

Calculation Method: N   **Target Attainment: H**   **Priority: H**   Cross Reference: Agy 578 084-R-S70-1 01-02-02 OP 01

Key Measure: Y   **New Measure: N**   **Percentage Measure: N**

BL 2018 Definition

The number of eligible individuals who participated in a peer assistance program sponsored by the agency during the reporting period.

BL 2018 Data Limitations

Eligible participants are licensed veterinarians and veterinary medical students. Persons who are served before signing a contract are not counted. Involvement in the program customarily begins with intervention, then usually proceeds to in-patient treatment. Some hours of service may take place in the preliminary process prior to the signing of a contract.

BL 2018 Data Source

Due to the confidential nature of this program, the program administrator for the peer assistance program maintains the data. As a reference, case numbers are assigned to the participants by fiscal year (Example: 02-01, 02-02, etc). Agency records refer to participants only by initials and case number. The program administrator provides the data regarding participants for the reporting period. This is provided by the peer assistance program's quarterly report.

BL 2018 Methodology

The total number of all licensees who participated in the program at some point during the reporting period. Participants are individuals who have signed a contract to participate and are subject to ongoing monitoring requirements. Participants who have not yet signed a contract are not counted. Contracts are normally written for a two year period. Occasionally, the program administrator will extend the participant's contract (prior to expiration) beyond the initial two year period. In this case, the original case number is maintained and the individual is not counted again. Occasionally, a participant successfully completes the program and subsequently re-enters after a lapse of time. In this case, a new case number is assigned and the individual is treated as a new participant.

BL 2018 Purpose

The measure shows eligible individuals who continue to practice in their respective field who are participating in a peer assistance program.

BL 2019 Methodology

The total number of all licensees who participated in the program at some point during the reporting period. Participants are individuals who have signed a contract to participate and are subject to ongoing monitoring requirements. Participants who have not yet signed a contract are not counted. Contracts are normally written for a two year period. Occasionally, the program administrator will extend the participant's contract (prior to expiration) beyond the initial two year period. In this case, the original case number is maintained and the individual is not counted again. Occasionally, a participant successfully completes the program and subsequently re-enters after a lapse of time. In this case, a new case number is assigned and the individual is treated as a new participant.

Agency Code: **578**   Agency: **Board of Veterinary Medical Examiners**

Goal No.	1	Implement Standards of Veterinary Practice, Enforce Statutes and Rules
Objective No.	1	License All Veterinarians Meeting Minimum Standards
Outcome No.	1	Percentage of Licensees with No Recent Violations

Calculation Method: N   **Target Attainment: H**   **Priority: H**   **Cross Reference:** Agy 578 084-R-S70-1 01-01 OC 01

Key Measure: Y   **New Measure: N**   **Percent Measure: Y**

BL 2018 Definition

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

BL 2018 Data Limitations

The agency has no control over the number of individuals licensed or the number of incoming complaints that may result in violations. The data is dependent on the number of individuals licensed and the number of complaints received resulting in violations.

BL 2018 Data Source

Data regarding the number of complaints, actions and license holders is collected by agency staff and stored electronically in the agency's database.

(The data source is the agency's database. As complaints are received, all the complaint information is entered into the agency's database. Each complaint that is closed has a specific close code, the close code "No Violation" indicates the complaints did not result in disciplinary action against the licensee.
The Enforcement Director enters the beginning date and ending date of the reporting period in the Start and End Date fields on the report dashlet. Then selects "Report by Date Range" for the dropdown report option. Clicks the button "Enforcement Performance Reports". The report is generated as an HTML page that can be printed. The HTML grid page that produces the report displays all the supporting structured query language that generates the report.)

BL 2018 Methodology

The structured query language used to generate the percentage of licensees with no recent violations creates a subquery of all offenders in a date range of the start date and 3 years prior, where the complaint was closed to board order. Then a query of all current licensees tied to complaints within the date range and where the complaint is closed to Board Order and see if the group in the new batch of complaints is in the group of complaints 3 years back.
A repeat offender is licensee who has had more than one compliant closed to Board Order within last 3 years of the reporting period more than 1 time.
Repeat Offenders divided by Current Offenders times 100 is the percentage displayed.

BL 2018 Purpose

The purpose of this measure is to track the total number of licensees without a violation. This measure provides useful information for management purposes. It is helpful for noting variances and determining resource allocation.

BL 2019 Definition

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

Agency Code: **578**	Agency:	**Board of Veterinary Medical Examiners**

Goal No.	1	Implement Standards of Veterinary Practice, Enforce Statutes and Rules
Objective No.	1	License All Veterinarians Meeting Minimum Standards
Outcome No.	2	Percent of Licensees Who Renew Online

Calculation Method: N   **Target Attainment: H**   **Priority: M**   **Cross Reference:** Agy 578 084-R-S70-1 01-01 OC 02

Key Measure: Y   **New Measure: N**   **Percent Measure: Y**

BL 2018 Definition

Percentage of the total number of eligible licensed individuals that renewed their license during the reporting period. Ineligible licensees are those whose license has expired and owe for more than one renewal period. Licensees who have to renew but pay no fee such as military and retired practitioners are ineligible to renew on-line.

BL 2018 Data Limitations

The agency has no control over the number of licensees who avail themselves of the on-line renewal option.

BL 2018 Data Source

The data source for online renewals comes from the agency's online vendor and is stored in the agency's database.

(The data of which licensee that used a credit card to renew their license online comes from the vendor in a pipe delimited text file which is uploaded into the agency's database: this data upload is completed daily at 5 am.   Each individual licensee record is updated with the renewal information. An email is sent to the Director of Licensing and the License and Permit Specialist III containing a list of the individuals that renewed online the prior day. A second email is sent if the address information was unable to update within the database and requires individual data entry and confirmation of the new data.)

BL 2018 Methodology

The number of online renewals is divided by the total number of renewals for that reporting period and is multiplied by 100 to display as a percentage.

(The number of individual licenses renewed online is determined by the payment type which is unique to online imports and where the transaction type is a renewal or a 1st year retirement renewal. The online count total is divided by the total number of renewals during the reporting period. The result is multiplied by 100 to display as a percentage.)

BL 2018 Purpose

To track use of online license renewal technology by the eligible license population. This measure provides useful information for management purposes. It is helpful for noting variances and determining resource allocation.

| Agency Code: 578 | Agency: Board of Veterinary Medical Examiners |

Goal No.	1	Implement Standards of Veterinary Practice, Enforce Statutes and Rules
Objective No.	2	Investigate Complaints, Discipline Violators and Promote Compliance
Outcome No.	1	Percentage of Complaints Resulting in Disciplinary Action

Calculation Method: N **Target Attainment: H** **Priority: M** **Cross Reference:** Agy 578 084-R-S70-1 01-02 OC 01

Key Measure: Y **New Measure: N** **Percent Measure: Y**

BL 2018 Definition

Percent of complaints which were resolved during the reporting period that resulted in disciplinary action.

BL 2018 Data Limitations

When a disciplinary action resolves multiple complaints against one veterinarian, this figure is inflated. Also, resolution of a number of minor continuing education complaints can cause this figure to be inflated.

BL 2018 Data Source

The director of enforcement runs a report off the TexVets which lists all the complaints resolved for the period. The report contains a category which lists all the complaints resulting in disciplinary actions (complaints closed to board order). The total number of complaints resolved and the complaints resulting in disciplinary actions are calculated by TexVets and recorded on the report. The reports are kept in the binder containing enforcement performance report documentation.

BL 2018 Methodology

The total number of complaints resolved during the reporting period that resulted in disciplinary action (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result is multiplied by 100 to achieve a percentage. Disciplinary actions are contained in board orders, which may include reprimands, suspensions, probation, revocation, and/or fines on which the board has acted.

BL 2018 Purpose

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 act and this measure seeks to indicate agency responsiveness to this expectation.

BL 2019 Definition

Percent of complaints which were resolved during the reporting period that resulted in disciplinary action.

BL 2019 Data Limitations

When a disciplinary action resolves multiple complaints against one veterinarian, this figure is inflated. Also, resolution of a number of minor continuing education complaints can cause this figure to be inflated.

BL 2019 Data Source

The director of enforcement runs a report off the TexVets which lists all the complaints resolved for the period. The report contains a category which lists all the complaints resulting in disciplinary actions (complaints closed to board order). The total number of complaints resolved and the complaints resulting in disciplinary actions are calculated by TexVets and recorded on the report. The reports are kept in the binder containing enforcement performance report documentation.

BL 2019 Methodology

The total number of complaints resolved during the reporting period that resulted in disciplinary action (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result is multiplied by 100 to achieve a percentage. Disciplinary actions are contained in board orders, which may include reprimands, suspensions, probation, revocation, and/or fines on which the board has acted.

BL 2019 Purpose

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 act and this measure seeks to indicate agency responsiveness to this expectation.

Agency Code: 578   Agency: **Board of Veterinary Medical Examiners**

Goal No.	1	Implement Standards of Veterinary Practice, Enforce Statutes and Rules
Objective No.	2	Investigate Complaints, Discipline Violators and Promote Compliance
Outcome No.	2	Recidivism Rate for Those Receiving Disciplinary Action

Calculation Method: N   **Target Attainment: L**   **Priority: M**   **Cross Reference:** Agy 578 084-R-S70-1 01-02 OC 02

Key Measure: N   **New Measure: N**   **Percent Measure: Y**

BL 2018 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.

BL 2018 Data Limitations

The agency has no control of the recidivism of offenders.

BL 2018 Data Source

Data regarding the number of complaints, actions and license holders is collected by agency staff and stored electronically in the agency's database. (The enforcement department enters all the complaint information in the database, including when the complaint was received, the complainant information, the specifics of the complaint, and when the case is closed and if the case was closed to a violation. The closed status of being "Closed to a Board Order" indicates that a violation did occur and disciplinary action was taken by the Board. The Enforcement Director enters the beginning date and ending date of the reporting period in the Start and End Date fields on the report dashlet. Then selects "Report by Date Range" for the dropdown report option. Clicks the button "Enforcement Performance Reports". The report is generated as an HTML page that can be printed. The HTML grid page that produces the report displays all the supporting structured query language that generates the report.)

BL 2018 Methodology

The number of individuals against whom two or more disciplinary actions were taken 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.

BL 2018 Purpose

This measure provides useful information for management purposes. It is helpful for noting variances and resource allocation. The measure is intended to show how the agency enforces its regulatory requirements and prohibitions. It is important that the agency enforce its act and rules strictly enough to ensure consumers are protected from unsafe, incompetent and unethical practice by the licensed professional and unlicensed offenders.

BL 2019 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.

BL 2019 Methodology

The number of individuals against whom two or more disciplinary actions were taken 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.

Agency Code: **578**   Agency: **Board of Veterinary Medical Examiners**

Goal No.	1	Implement Standards of Veterinary Practice, Enforce Statutes and Rules
Objective No.	2	Investigate Complaints, Discipline Violators and Promote Compliance
Outcome No.	3	Percentage of Documented Complaints Resolved within Six Months

Calculation Method: N   **Target Attainment: H**   **Priority: H**   **Cross Reference:** Agy 578 084-R-S70-1 01-02 OC 03

Key Measure: N   **New Measure: N**   **Percent Measure: Y**

BL 2018 Definition

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

BL 2018 Data Limitations

Two board members, who are practicing veterinarians, review cases requiring veterinary expertise subsequent to investigation by the staff. This involves extra time for documents to be shipped and reviewed by these board members as staff lacks the requisite veterinary expertise to determine whether a standard of care violation has occurred. Also, the board holds only three meetings per year. Complaints resolved by board order are not complete until final action has been taken by the board; therefore, a significant amount of time can be accrued awaiting final action at the next board meeting. Complaints are often resolved when the staff or the reviewing veterinarian determine there is no jurisdiction, no violation, the complaint is dismissed during the Informal Conference, the Board and the individual sign the agreed order, or the complaint is referred to the State Office of Administrative Hearings.

BL 2018 Data Source

Data regarding the number of complaints, actions and license holders is collected by agency staff and stored electronically in the agency's database.

(The Enforcement Director enters the beginning date and ending date of the reporting period in the Start and End Date fields on the report dashlet. Then selects "Report by Date Range" for the dropdown report option. Clicks the button "Enforcement Performance Reports". The report is generated as an HTML page that can be printed. The HTML grid page that produces the report displays all the supporting structured query language that generates the report. This code is set for Screen Display only and it is set as No Print in the style sheets to prevent its output when printed.)

BL 2018 Methodology

All jurisdictional complaints that are closed within the reporting period.

(When difference of the date the complaint was closed and the date the complaint was received is less than 181 days these are considered closed within 6 months. Then the total count of complaints closed within 6 months is divided by the total of jurisdictional complaints closed within the reporting period and multiply by 100 for the percentage
SELECT COUNT(*) $sql closed AND $sqljuris AND ((TO_DAYS(date_closed)-TO_DAYS(date_received))<181))

BL 2018 Purpose

The measure is intended to show the percentage of complaints which are resolved within a reasonable period of time. It is important to ensure the swift enforcement of the Veterinary Act and Rules which is an agency goal.

Agency Code: 578	Agency:	**Board of Veterinary Medical Examiners**	

Goal No.	1	Implement Standards of Veterinary Practice, Enforce Statutes and Rules
Objective No.	2	Investigate Complaints, Discipline Violators and Promote Compliance
Outcome No.	4	Recidivism Rate for Peer Assistance Programs

Calculation Method: N   **Target Attainment: L**   **Priority: M**   **Cross Reference:** Agy 578 084-R-S70-1 01-02 OC 04

Key Measure: Y   **New Measure: N**   **Percent Measure: Y**

BL 2018 Definition

The percentage of individuals who receive related disciplinary action within three years of completion of the peer assistance program.

BL 2018 Data Limitations

The agency has no control over participants who relapse. In addition, the number of participants in the program is relatively small. Individuals must sign a contract to participate for a minimum of two years. Therefore, a very small number of participants complete the program each year. Consequently, the relapse of one person can produce a large percentage change.

BL 2018 Data Source

Due to the confidential nature of this program, the program administrator for the peer assistance program maintains the data and provides to the agency the names of known individuals who completed the program for that reporting period. Agency staff does not have access to any of the participant files. The Peer Assistance Program provides the names of individuals who completed the program for that reporting period. Agency records refer to participants only by initials and case number. The peer assistance contact on staff provides the names of licensees who have had disciplinary actions imposed which were related to substance abuse.

BL 2018 Methodology

Of all known individuals successfully completing the program in fiscal year X-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-3 and the end of fiscal year X (i.e, the current fiscal year).

BL 2018 Purpose

The measure is intended to show the three-year recidivism rate for those individuals who have been through the peer assistance program. It is important because it indicates the extent that consumers are being protected from impaired individuals as a result of participating in the peer assistance program.

BL 2019 Definition

The percentage of individuals who receive related disciplinary action within three years of completion of the peer assistance program.

BL 2019 Data Limitations

The agency has no control over participants who relapse. In addition, the number of participants in the program is relatively small. Individuals must sign a contract to participate for a minimum of two years. Therefore, a very small number of participants complete the program each year. Consequently, the relapse of one person can produce a large percentage change.

Agency Code:	578	Agency:	**Board of Veterinary Medical Examiners**

Goal No.	1	Implement Standards of Veterinary Practice, Enforce Statutes and Rules
Objective No.	2	Investigate Complaints, Discipline Violators and Promote Compliance
Outcome No.	5	One-year Completion Rate for Peer Assistance Programs

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Calculation Method: N   **Target Attainment: H**   **Priority: L**   **Cross Reference:** Agy 578 084-R-S70-1 01-02 OC 05

Key Measure: N   **New Measure: N**   **Percent Measure: Y**

BL 2018 Definition

Percent of known individuals who participated in the peer assistance program during the year prior to the reporting period and have not relapsed during the one year period.

BL 2018 Data Limitations

The agency has no control over participants who relapse. With so few participants in the program, the relapse of one person can produce a large percentage change. Eligible participants are licensed veterinarians and veterinary medical students.

BL 2018 Data Source

Due to the confidential nature of this program, the program administrator for the peer assistance program maintains the data. Agency staff does not have access to any of the participant files. As a reference, case numbers are assigned to the participants by fiscal year (Example: 02-01, 02-02, etc). Agency records refer to participants only by initials and case number. When a participant enters the program, the program administrator provides the entrance date, which is the date the participant signs the contract. For each reporting period, the program administrator identifies any participants who have suffered relapses and the relapse date. A relapse is defined as any use of mood-altering substances.

BL 2018 Methodology

Of all individuals who participated in the peer assistance program in fiscal year X-1 (where X is the current fiscal year), the percent who have successfully participated in the program for one year with no relapses. Numerator: Participants in the program in X-1 who have not suffered a relapse. Denominator: Participants participating in the program in X-1. The numerator is divided by the denominator and the result is multiplied by 100 to achieve a percentage.

BL 2018 Purpose

This measure is important because it indicates the extent that consumers are being protected from impaired individuals as a result of participating in the peer assistance program.

BL 2019 Methodology

Of all individuals who participated in the peer assistance program in fiscal year X-1 (where X is the current fiscal year), the percent who have successfully participated in the program for one year with no relapses. Numerator: Participants in the program in X-1 who have not suffered a relapse. Denominator: Participants participating in the program in X-1. The numerator is divided by the denominator and the result is multiplied by 100 to achieve a percentage.

ELEMENT **Identify** the current Goal, Strategy, Measure or Measure Definition.	REQUESTED CHANGE Indicate requested change using strike-through to delete text and underscore to add text.	JUSTIFICATION FOR REQUESTED CHANGE Explain the reason for the proposed change.	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS

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).

ELEMENT	REQUESTED CHANGE	JUSTIFICATION	LBB AND/OR OOG APPROVED CHANGE	LBB / OOG COMMENTS	STATUS
1.1 OC 1 Percentage of Licensees with No Recent Violations	1.1 OC 1 Percentage of Licensees with No ~~Recent~~ Violations **Definition** The percent of the total number of licensed individuals at the end of the reporting period who have not incurred a violation within the current reporting period~~and preceding two years (three years total).~~ **Data Limitations** ~~The agency has no control over the number of individuals licensed or the number of incoming complaints that may result in violations. The data is dependent on the number of individuals licensed and the number of complaints received resulting in violations.~~ None identified **Data Source** ~~Data regarding the number of complaints, actions and license holders is collected by agency staff and stored electronically in the agency's database.~~ ~~(The data source is the agency's database. As complaints are received, all the complaint information is entered into the agency's database. Each complaint that is closed has a specific close code, the close code "No Violation" indicates the complaints did not result in disciplinary action against the licensee.~~ ~~The Enforcement Director enters the beginning date and ending date of the reporting period in the Start and End Date fields on the report dashlet. Then selects "Report by Date Range" for the dropdown report option. Clicks the button "Enforcement Performance Reports". The report is generated as an HTML page that can be printed. The HTML grid page that produces the report displays all the supporting structured query language that generates the report.)~~ A member of enforcement staff will generate an Enforcement Performance Report from the agency's database, which includes the percentage of licensee with no recent violations. This measure is then entered in a shared spreadsheet. **Methodology**		1.1 OC 1 Percentage of Licensees with No Recent Violations **Definition** The percent of the total number of licensed individuals at the end of the reporting period who have not incurred a violation within the current reporting period and preceding two years (three years total). **Data Limitations** ~~The agency has no control over the number of individuals licensed or the number of incoming complaints that may result in violations. The data is dependent on the number of individuals licensed and the number of complaints received resulting in violations.~~ None identified **Data Source** ~~Data regarding the number of complaints, actions and license holders is collected by agency staff and stored electronically in the agency's database.~~ ~~(The data source is the agency's database. As complaints are received, all the complaint information is entered into the agency's database. Each complaint that is closed has a specific close code, the close code "No Violation" indicates the complaints did not result in disciplinary action against the licensee.~~ ~~The Enforcement Director enters the beginning date and ending date of the reporting period in the Start and End Date fields on the report dashlet. Then selects "Report by Date Range" for the dropdown report option. Clicks the button "Enforcement Performance Reports". The report~~	Recommend to keep measure as "Percentage of Licensees with No Recent Violations" since it is a standard measure across the regulatory agencies.	**Approve as Amended**

ELEMENT **Identify** the current Goal, Strategy, Measure or Measure Definition.	REQUESTED CHANGE Indicate requested change using strike-through to delete text and underscore to add text.	JUSTIFICATION FOR REQUESTED CHANGE Explain the reason for the proposed change.	LBB AND/OR OOG APPROVED CHANGE (if different from agency request)	LBB / OOG COMMENTS	STATUS
	~~The structured query language used to generate the percentage of licensees with no recent violations creates a subquery of all offenders in a date range of the start date and 3 years prior, where the complaint was closed to board order. Then a query of all current licensees tied to complaints within the date range and where the complaint is closed to Board Order and see if the group in the new batch of complaints is in the group of complaints 3 years back.~~ ~~A repeat offender is licensee who has had more than one compliant closed to Board Order within last 3 years of the reporting period more than 1 time.~~ ~~Repeat Offenders divided by Current Offenders times 100 is the percentage displayed.~~ <u>The number of licensees who received disciplinary action within the current reporting period is subtracted from the total number of individuals licensed by the board within the reporting period (numerator). This number is then divided by the total number of individuals licensed by the Board in the reporting period (denominator) and is then multiplied by 100 to receive a percentage.</u>		~~is generated as an HTML page that can be printed. The HTML grid page that produces the report displays all the supporting structured query language that generates the report.)~~ <u>A member of enforcement staff will generate an Enforcement Performance Report from the agency's database, which includes the percentage of licensee with no recent violations. This measure is then entered in a shared spreadsheet.</u> **Methodology** ~~The structured query language used to generate the percentage of licensees with no recent violations creates a subquery of all offenders in a date range of the start date and 3 years prior, where the complaint was closed to board order. Then a query of all current licensees tied to complaints within the date range and where the complaint is closed to Board Order and see if the group in the new batch of complaints is in the group of complaints 3 years back.~~ ~~A repeat offender is licensee who has had more than one compliant closed to Board Order within last 3 years of the reporting period more than 1 time.~~ ~~Repeat Offenders divided by Current Offenders times 100 is the percentage displayed.~~ <u>The total number of individuals holding a license at any point during the current reporting period or preceding two years, who have not incurred a violation within that same time period divided by the total number of individuals currently licensed by the agency. The numerator for this measure is calculated by subtracting the total number of licensees with violations during the three-year period from the total number of licensees at the end of the reporting period. The denominator is the total number of licensees at the end of the reporting period. The result is multiplied by 100 to achieve a percentage.</u>		
1.1 OC 2 Percent of Licensees Who Renew Online	**Definition** Percentage of the total number of eligible licensed individuals that renewed their license <u>on-line</u> during the reporting period. Ineligible licensees are those whose license has expired and owe for more				Approve

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	than one renewal period. Licensees who have to renew but pay no fee such as military and retired practitioners are ineligible to renew on-line. Licensees issued a special license are ineligible to renew on-line. **Data Limitations** ~~The agency has no control over the number of licensees who avail themselves of the on-line renewal option.~~ No Data limitations identified. **Data Source** The data source for online renewals comes from the agency's online vendor and is stored in the agency's database. ~~(The data of which licensee that used a credit card to renew their license online comes from the vendor in a pipe delimited text file which is uploaded into the agency's database; this data upload is completed daily at 5 am. Each individual licensee record is updated with the renewal information. An email is sent to the Director of Licensing and the License and Permit Specialist III containing a list of the individuals that renewed online the prior day. A second email is sent if the address information was unable to update within the database and requires individual data entry and confirmation of the new data.)~~ **Methodology** The number of online renewals is divided by the total number of renewals for that reporting period and is multiplied by 100 to display as a percentage. ~~(The number of individual licenses renewed online is determined by the payment type which is unique to online imports and where the transaction type is a renewal or a 1st year retirement renewal. The online count total is divided by the total number of renewals during the reporting period. The result is multiplied by 100 to display as a percentage.)~~				
1.2 OC 1 Percentage of Complaints Resulting in Disciplinary Action	**Definition** Percent of complaints which ~~were resolved during the reporting period that~~ resulted in disciplinary action during the reporting period. **Data Limitations** ~~When a disciplinary action resolves multiple complaints against one veterinarian, this figure is inflated. Also, resolution of a number of minor continuing education complaints can cause this figure to be inflated~~Multiple complaints may be received on one licensee or non-licensed individual for the same allegation. Those complaints can be combined and investigated as one complaint.			1.2 OC 1	Approve

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	Data Source ~~The director of enforcement runs a report off the TexVets which lists all the complaints resolved for the period. The report contains a category which lists all the complaints resulting in disciplinary actions (complaints closed to board order). The total number of complaints resolved and the complaints resulting in disciplinary actions are calculated by TexVets and recorded on the report. The reports are kept in the binder containing enforcement performance report documentation.~~ A member of the enforcement staff will generate an Enforcement Performance Report from the agency's database, which includes the percentage of complaints resulting is disciplinary action. This measure is then entered in a shared spreadsheet.				
1.2 OC 2 Recidivism Rate for Those Receiving Disciplinary Action	**Data Source** Data regarding the number of complaints, actions and license holders is collected by agency staff and stored electronically in the agency's database. ~~(The enforcement department enters all the complaint information in the database, including when the complaint was received, the complainant information, the specifics of the complaint, and when the case is closed and if the case was closed to a violation. The closed status of being "Closed to a Board Order" indicates that a violation did occur and disciplinary action was taken by the Board. The Enforcement Director enters the beginning date and ending date of the reporting period in the Start and End Date fields on the report dashlet. Then selects "Report by Date Range" for the dropdown report option. Clicks the button "Enforcement Performance Reports". The report is generated as an HTML page that can be printed. The HTML grid page that produces the report displays all the supporting structured query language that generates the report.)~~				Approve
1.2 OC 3 Percentage of Documented Complaints Resolved within Six Months	**Definition** The percentage of all complaints resolved during the reporting period that were resolved within a six-month period from the time they were initially received by the agency. Complaints are resolved when the staff or the reviewing veterinarians determine there is no violation, the complaint is dismissed during an Informal Conference, and the individual signs the agreed order, or the complaint is referred to the State Office of Administrative Hearings. **Data Limitations**				Approve

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	~~Two board members, who are practicing veterinarians, review cases requiring veterinary expertise subsequent to investigation by the staff. This involves extra time for documents to be shipped and reviewed by these board members as staff lacks the requisite veterinary expertise to determine whether a standard of care violation has occurred. Also, the board holds only three meetings per year. Complaints resolved by board order are not complete until final action has been taken by the board; therefore, a significant amount of time can be accrued awaiting final action at the next board meeting. Complaints are often resolved when the staff or the reviewing veterinarian determine there is no jurisdiction, no violation, the complaint is dismissed during the Informal Conference, the Board and the individual sign the agreed order, or the complaint is referred to the State Office of Administrative Hearings.~~ <u>None Identified</u> **Data Source** Data regarding the number of complaints, actions and license holders is collected by agency staff and stored electronically in the agency's database. ~~(The Enforcement Director enters the beginning date and ending date of the reporting period in the Start and End Date fields on the report dashlet. Then selects "Report by Date Range" for the dropdown report option. Clicks the button "Enforcement Performance Reports". The report is generated as an HTML page that can be printed. The HTML grid page that produces the report displays all the supporting structured query language that generates the report. This code is set for Screen Display only and it is set as No Print in the style sheets to prevent its output when printed.)~~ **Methodology** All jurisdictional complaints that ~~are closed~~ <u>were resolved</u> within the reporting period. When difference of the date the complaint was closed and the date the complaint was received is less than 181 days these are considered closed within 6 months. Then the total ~~count~~ <u>number</u> of complaints ~~closed~~ <u>resolved</u> within 6 months is divided by the total of jurisdictional complaints ~~closed~~ <u>resolved</u> within the reporting period and multiplied by 100 for the percentage. ~~SELECT COUNT(*) $sql closed AND $sqljuris AND ((TO_DAYS(date_closed) TO_DAYS(date_received))<181))~~				
1.2 OC 4 Recidivism Rate for Peer Assistance Programs	**Data Limitations** ~~The agency has no control over participants who relapse. In addition, the number of participants in the program is relatively small. Individuals must sign a contract to participate for a minimum of two years. Therefore, a very small number of participants~~				Approve

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	~~complete the program each year. Consequently, the relapse of one person can produce a large percentage change.~~ None identified **Data Source** The data is a passthrough report from the peer assistance program to TBVME. ~~Due to the confidential nature of this program, the program administrator for the peer assistance program maintains the data and provides to the agency the names of known individuals who completed the program for that reporting period. Agency staff does not have access to any of the participant files. The Peer Assistance Program provides the names of individuals who completed the program for that reporting period. Agency records refer to participants only by initials and case number. The peer assistance contact on staff provides the names of licensees who have had disciplinary actions imposed which were related to substance abuse.~~				
1.2 OC 5 One-year Completion Rate for Peer Assistance Programs	**Data Limitations** ~~The agency has no control over participants who relapse. With so few participants in the program, the relapse of one person can produce a large percentage change. Eligible participants are licensed veterinarians and veterinary medical students.~~ None identified **Data Source** The data is a passthrough report from the peer assistance program to TBVME. ~~Due to the confidential nature of this program, the program administrator for the peer assistance program maintains the data. Agency staff does not have access to any of the participant files. As a reference, case numbers are assigned to the participants by fiscal year (Example: 02-01, 02-02, etc). Agency records refer to participants only by initials and case number. When a participant enters the program, the program administrator provides the entrance date, which is the date the participant signs the contract. For each reporting period, the program administrator identifies any participants who have suffered relapses and the relapse date. A relapse is defined as any use of mood altering substances.~~				Approve
1.1.1 EF 1 Percentage of New Individual Licenses Issued within Ten Days	**Data Source** Data regarding the number of individual licenses issued is collected by agency staff and stored electronically in the agency's database. ~~(The Licensing Director has access to the dashlet interface to generate this report.~~				Approve

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	The Licensing Director enters the beginning date and ending date of the reporting period in the Start and End Date fields. Then selects "All Licenses Issued with 10 Day Stats" for the dropdown report option. Clicks the button "Licensing Performance Reports". The report is generated as an HTML page that can be printed. The HTML grid page that produces the report displays all the supporting structured query language that generates the report. This code is set for Screen Display only and it is set as No Print in the style sheets to prevent its output when printed.)				
1.1.1 EF 2 Percentage of Individual License Renewals Issued within Seven Days	**Data Source** Data regarding the number of licenses issued is collected by agency staff and stored electronically in the agency's database. (The Licensing Director has access to the dashlet interface to generate this report. The Licensing Director enters the beginning date and ending date of the reporting period in the Start and End Date fields. Then selects "All Renewals with 7 Day Stats" for the dropdown report option. Clicks the button "Licensing Performance Reports". The report is generated as an HTML page that can be printed. The HTML grid page that produces the report displays all the supporting structured query language that generates the report. This code is set for Screen Display only and it is set as No Print in the style sheets to prevent its output when printed.)				**Approve**
1.1.1 EX 1 Total Number of Individuals Licensed	**Data Limitations** This is a "snapshot" of all licensees on the last day of the reporting period, not the total number of individuals who have been licensed during the year. None identified. **Data Source** Data regarding the number of licenses issued is collected by agency staff and stored electronically in the agency's database. (The Licensing Director has access to the dashlet interface to generate the report "Agency License Statistics by fiscal Year". The report is a 'snapshot' of the current day's data.)				**Approve**
1.1.1 OP 1 Number of New Licenses Issued to Individuals	**Data Limitations** The agency has no control over the number of applicants for licensure or the pass rate of applicants on the exam.None identified. **Data Source** The information comes from the agency database that records				**Approve**

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	those individuals newly licensed in the state. A paper copy of the logs listing the names of individuals newly licensed (as a regular, special, temporary or provisional licensee) during the reporting period is printed by the director of licensing. Lists are maintained in the exam files and the main licensing book maintained by the agency. For the annual report, the number of licensees on the annual log is reconciled to the sum of the number of licenses issued each quarter.				
1.1.1 OP 2 Number of Licenses Renewed (Individuals)	**Data Limitations** The agency has no control over the number of licensees who choose to renew or not renew their Texas license.None identified.				Approve
1.2.1 EF 1 Average Time for Complaint Resolution	**Definition** The average length of time to resolve a complaint, for all jurisdictional and non-jurisdictional complaints resolved during the reporting period. Complaints are resolved when the staff or the reviewing veterinarians determine there is no violation, the complaint is dismissed during an Informal Conference, and the individual signs the agreed order, or the complaint is referred to the State Office of Administrative Hearings. **Data Limitations** The agency has no control over the types of complaints filed. Board members review cases requiring veterinary expertise subsequent to investigation by the staff. This involves extra time for documents to be shipped and reviewed. Also, The board holds only three four meetings per year and a significant amount of time can be accrued awaiting final action at the next board meeting. Complaints received in regards to people practicing veterinary medicine without a license also takes additional more time to investigate. **Data Source** Data regarding the number of complaints, actions and license holders is collected by agency staff and stored electronically in the agency's database. (The enforcement admin enters that date the complaint is closed and the reason the complaint was closed into the database for all complaints received by the agency. The Enforcement Director enters the beginning date and ending date of the reporting period in the Start and End Date fields on the report dashlet. Then selects "Report by Date Range" for the dropdown report option. Clicks the button "Enforcement Performance Reports". The report is generated as an HTML page that can be printed. The HTML grid				Approve

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	page that produces the report displays all the supporting structured query language that generates the report. This code is set for Screen Display only and it is set as No Print in the style sheets to prevent its output when printed.)				
1.2.1 EX 1 Number of Jurisdictional Complaints Received	**Definition** Data regarding the number of complaints, actions and license holders is collected by agency staff and stored electronically in the agency's database. (The enforcement admin enters that date the complaint is received into the database for all complaints received by the agency. The Enforcement Director enters the beginning date and ending date of the reporting period in the Start and End Date fields on the report dashlet. Then selects "Report by Date Range" for the dropdown report option. Clicks the button "Enforcement Performance Reports". The report is generated as an HTML page that can be printed. The HTML grid page that produces the report displays all the supporting structured query language that generates the report. This code is set for Screen Display only and it is set as No Print in the style sheets to prevent its output when printed.) **Data Source** When a complaint is received, it is entered into a manual log the agency's database. Complaints are numbered sequentially within a fiscal year and maintained in the database. (Example: 02-001, 02-002, etc.) The director of enforcement counts the number of complaints received during the reporting period and notes the total on a copy of the log. This copy is kept in the binder containing enforcement performance report documentation. **Methodology** The total number of jurisdictional complaints received by the agency during the reporting period. (The HTML report is a breakdown of Jurisdictional and Non-Jurisdictional Complaints that were RECEIVED within the reporting period and shows the total. A jurisdictional complaint is a complaint where the OPEN TYPE is not like Non-Jurisdictional or the CLOSED TYPE is not like Non-Jurisdictional. A non-jurisdictional complaint is a complaint where the OPEN TYPE is Non-Jurisdictional or the CLOSED TYPE is like Non-Jurisdictional. A received complaint is where the DATE_RECEIVED falls in the reporting period.)				Approve

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1.2.1 OP 1 Number of Compliance Inspections	**Definition** The number of <u>licensee</u> compliance inspections conducted during a reporting period. **Data Source** Data regarding ~~the number of complaints, actions and license holders~~ <u>inspections</u> is collected by agency staff and stored electronically in the agency's database. ~~(The enforcement admin enters that date the complaint is received into the database for all complaints received by the agency. The Enforcement Director enters the beginning date and ending date of the reporting period in the Start and End Date fields on the report dashlet. Then selects "Report by Date Range" for the dropdown report option. Clicks the button "Enforcement Performance Reports". The report is generated as an HTML page that can be printed. The HTML grid page that produces the report displays all the supporting structured query language that generates the report. This code is set for Screen Display only and it is set as No Print in the style sheets to prevent its output when printed.)~~				Approve
1.2.1 OP 2 Number of Complaints Resolved	**Definition** The total number of jurisdictional complaints resolved during the reporting period. Complaints are resolved when the staff or the reviewing veterinarians determine there is no violation, the complaint is dismissed during an Informal Conference, ~~the Board~~ and the individual signs the agreed order, or the complaint is referred to the State Office of Administrative Hearings. **Data Limitations** ~~The board secretary (who is a practicing veterinarian) reviews cases requiring veterinary expertise subsequent to investigation by the staff. This involves extra time for documents to be shipped and reviewed. Also, the board holds only three meetings per year and a significant amount of time can be accrued awaiting final action at the next board meeting.~~ <u>The agency has no control over the types of complaints filed. Board members review cases requiring veterinary expertise subsequent to investigation by the staff. This involves extra time for documents to be shipped and reviewed.</u> **Data Source** Data regarding the number of complaints, actions and license holders is collected by agency staff and stored electronically in the agency's database. ~~(The enforcement admin enters that date the complaint is closed~~				Approve

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	~~and the reason the complaint was closed into the database for all complaints received by the agency. The Enforcement Director enters the beginning date and ending date of the reporting period in the Start and End Date fields on the report dashlet. Then selects "Report by Date Range" for the dropdown report option. Clicks the button "Enforcement Performance Reports". The report is generated as an HTML page that can be printed. The HTML grid page that produces the report displays all the supporting structured query language that generates the report. This code is set for Screen Display only and it is set as No Print in the style sheets to prevent its output when printed.)~~ **Methodology** The total number of complaints during the reporting period upon which final action was taken by the board or for which a determination is made that a violation did not occur. A complaint that, after preliminary investigation, is determined to be non-jurisdictional is not a resolved complaint. ~~(The report shows a breakdown of Jurisdictional and Non-Jurisdictional Complaints that were CLOSED within the reporting period and shows the total.~~ ~~A jurisdictional complaint is a complaint where the OPEN TYPE is not like Non-Jurisdictional or the CLOSED TYPE is not like Non-Jurisdictional.~~ ~~A non jurisdictional complaint is a complaint where the OPEN TYPE is like Non-Jurisdictional or the CLOSED TYPE is like Non-Jurisdictional.~~ ~~A closed complaint is where the Closed Date falls in the reporting period and the complaint has a status of closed.)~~				
1.2.2 OP 1 Number of Individuals Participating in a Peer Assistance Program	**Data Limitations** ~~Eligible participants are licensed veterinarians and veterinary medical students. Persons who are served before signing a contract are not counted. Involvement in the program customarily begins with intervention, then usually proceeds to in-patient treatment. Some hours of service may take place in the preliminary process prior to the signing of a contract~~ <u>None identified.</u> **Data Source** <u>The data is a passthrough report from the peer assistance program to TBVME.</u> Due to the confidential nature of this program, the program administrator for the peer assistance program maintains the data. As a reference, case numbers are assigned to the participants by fiscal year (Example: 02 01, 02 02, etc). Agency records refer to participants only by initials and case number. The program administrator provides the data regarding participants for		**Definition** The number of eligible individuals who participated in a peer assistance program sponsored by the agency during the <u style="color:red">fiscal year</u><del style="color:red">reporting period</del>. **Data Limitations** ~~Eligible participants are licensed veterinarians and veterinary medical students. Persons who are served before signing a contract are not counted. Involvement in the program customarily begins with intervention, then usually proceeds to in patient treatment. Some hours of service may take place in the preliminary process prior to the signing of a contract~~ <u>None identified.</u>		**Approve as Amended**

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	the reporting period. This is provided by the peer assistance program's quarterly report.		**Data Source** The data is a passthrough report from the peer assistance program to TBVME. Eligible participants are licensed veterinarians and veterinary medical students who have a signed contract to participate in the peer assistance program and are subject to ongoing monitoring requirements. Due to the confidential nature of this program, the program administrator for the peer assistance program maintains the data. As a reference, case numbers are assigned to the participants by fiscal year (Example: 02-01, 02-02, etc). Agency records refer to participants only by initials and case number. The program administrator provides the data regarding participants for the reporting period. This is provided by the peer assistance program's quarterly report. **Methodology** The first quarter's report includes all eligible 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 eligible individuals who have had disciplinary orders entered / signed contacts 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. The total number of all licensees who participated in the program at some point during the reporting period. Participants are individuals who have signed a contract to participate and are subject to ongoing monitoring requirements. Participants who have not yet signed a contract are not counted. Contracts are normally written for a two year period. Occasionally, the program administrator will extend the participant's contract (prior to expiration) beyond the initial two year period. In this case, the original case number is maintained and the individual is not counted		

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			~~again. Occasionally, a participant successfully completes the program and subsequently re-enters after a lapse of time. In this case, a new case number is assigned and the individual is treated as a new participant.~~ **Purpose** The measure shows the number of eligible individuals who continue to practice in their respective field who are participating in a peer assistance program. **Calculation Method** C ~~N~~ **New Meausre** Y ~~N~~		
Goal 1, Objective 1, License Veterinarians Description	To operate a licensure system that will assure that all veterinarians meet minimum licensure standards ~~through 2021~~.				**Approve**
Goal 1, Objective 2, Investigate Complaints Description	To investigate all complaints received and take disciplinary action against veterinarians who have violated the law and/or board rules and conduct a compliance program to secure voluntary compliance with the law and board rules~~, through 2021~~.				**Approve**

Schedule C - Historically Underutilized Business Plan

Historically Underutilized Business Strategic Plan

Texas Board of Veterinary Medical Examiners (TBVME) is committed to a good faith effort to increase purchases from and contract awards to Historically Underutilized Business (HUB) firms consistent with the State's goals for HUB participation and overall economic development.

Program Goals

The function of the State HUB Program is to assist certified minority and woman-owned businesses in bidding for contracts and open market purchases with Texas State agencies, including institutions of higher education. HUB owners represent economically disadvantaged persons of a qualifying group (Black Americans, Hispanic Americans, Native Americans, Asian Pacific Americans, American Women, and Disabled Veterans). Texas Board of Veterinary Medical Examiners is committed to maximizing the opportunity for HUB firms to provide goods and services needed to support the University.

Through the implementation of this program, the University commits to fostering an environment to meet or exceed the State's annual percentage goals for HUB participation in purchases of and contracts for the following procurement categories:

11.2% Heavy Construction (other than building contracts)
21.1% Building Construction
32.9% Special Trade Construction
23.7% Professional Services
26.0% Other Services
21.1% Commodities

Objectives

In an effort to meet or exceed the State's annual goals for HUB participation, TBVME has established the following objectives:

- Establish administrative policies and procedures necessary for efficient and effective management control of the HUB program

- Enhance the ability of HUBs to compete for contracts and purchases

- Identify new potential HUB suppliers

- Encourage HUBs to participate in the competitive bid process with the objective of increasing the number of contracts awarded to HUB suppliers

- Heighten awareness of HUB utilization within the TBVME community

- Strive to meet the State's six (6) category goals of eligible contracts awarded to HUBs

- Participate in the Texas Universities HUB Coordinators Alliance in an effort to identify new programs, meet with area vendors, and cooperatively discuss strategies for meeting state HUB goals

Strategies

A. Create an environment to adequately manage the HUB program
Maintain a HUB group to provide functional staff expertise, advice and counsel regarding implementation of all aspects of the HUB program. The group shall include representatives of Procurement Services, Facilities Management, Budget Office and any other department responsible for major contracting opportunities. Operating procedures will be established to foster the success of the HUB program at TBVME.

B. Maintain an outreach program with the HUB business community
To encourage and enhance the ability for HUB vendors to compete for contracts and purchases, an outreach program with the local regional HUB business community is required. This effort will assist in identifying HUB firms capable of supplying needed materials, supplies, equipment and services. This outreach should foster further expansion and development of HUB businesses and actively assist HUBs and small businesses in Texas in becoming familiar with the procurement process of the University.

C. Establish procedures to promote utilization of HUB vendors within the TBVME community
Maintain internal procedures which encourage the use of HUB vendors for departments and individuals that exercise budget expenditure authority. All staff engaged in daily procurement should be knowledgeable of the HUB program policy, strategies and procedures. Procedures must encourage the utilization of competitive bid requirements for delegated purchases promulgated by the Texas Comptroller of Public Accounts in support of HUB objectives.

D. Identify Reporting Requirements
Maintain a HUB utilization reporting system with sufficient data to satisfy reporting requirements of the Texas Comptroller of Public Accounts and to produce output measures specified in this plan.

E. Actively Participate in the Texas Universities HUB Coordinators Alliance
Attend quarterly Alliance meetings to identify new programs, meet with area vendors, and develop a network to assist in promoting and meeting state HUB goals.

Output Measures of HUB Utilization Strategies

- Number of HUB firms solicited for bids/proposals

- Number of HUB suppliers awarded Purchase Orders and Contracts

- Number of economic opportunity forums supported and/or attended

- Percent of dollar volume of purchases from HUB firms

- Percent of purchases, contracts and subcontracts awarded to HUB firms

Finding HUB Vendors

A complete list of all certified Texas HUB vendors can be electronically accessed through the [CMBL - Centralized Master Bidders List](#). The state of Texas maintains the CMBL in which all registered vendors for the State of Texas and certified Texas HUBs are listed. You may search the CMBL by commodity class and item codes to find which Certified Texas HUBs provide certain commodities/services.

Schedule D - Statewide Capital Plan

This item is not applicable to the Texas Board of Veterinary Medical Examiners.

Schedule E - Health and Human Services Strategic Plan

This item is not applicable to the Texas Board of Veterinary Medical Examiners.

Schedule F - Workforce Plan

OVERVIEW OF AGENCY SCOPE AND FUNCTIONS

The Texas State Board of Veterinary Medical Examiners was created in 1911 by the 32nd Legislature and charged with regulating the practice of veterinary medicine, surgery and dentistry. The 82nd Legislature added the licensure and regulation of equine dental providers and the 83rd Legislature added the licensure and regulation of licensed veterinary technicians. As the years have passed, different legislative bodies have refined the Board's responsibilities and authority. The Board's current enabling statute is located in Texas Occupations Code, Chapter 801.

Agency Mission
The mission of the Texas State Board of Veterinary Medical Examiners is to establish and enforce policies to ensure the best possible quality of veterinary and equine dental provider services for the people of Texas.

Agency Programs
Today, the Board's primary program responsibilities include Licensing and Examination, Legal/Enforcement, and Peer Assistance.

Licensing and Examination
The Licensing Division is charged with ensuring that only those persons who have demonstrated the ability to meet or exceed the minimum qualifications required to be a licensed veterinarian in the state of Texas enter the practice and provide veterinary services to Texas citizens. The Board is also responsible for renewing the more than 10,000 licenses currently held by practitioners, and for collecting fees associated with the licensing and examination functions.

Enforcement
The enforcement program is designed to protect consumers of veterinary and equine dental provider services and ensure veterinarians, equine dental providers, and licensed veterinary technicians comply with the Veterinary Licensing Act through the investigation of complaints and compliance inspections as well as the investigation of the unlicensed practice of veterinary medicine.

The legislature has granted the Board authority to utilize many tools for the enforcement efforts. Those tools include the ability to refuse to examine an applicant; suspension, probation or revocation of a license; issue reprimands, require the make-up of missed continuing education and/or requiring additional continuing education; impose administrative penalties; and hold informal conferences concerning alleged violations of the Act.

Peer Assistance
The Peer Assistance program assists veterinarians and veterinary students who are impaired by chemical dependency or mental illness.

The program, authorized by Chapter 467 of the Health and Safety Code, is administered under contract through the Professional Recovery Network and is approved by the Texas Commission on Alcohol and Drug Abuse.

Our Compact with Texans

The Texas State Board of Veterinary Medical Examiners is the State's agency that regulates the practice of veterinary medicine by licensing and regulating veterinarians, equine dental providers, and licensed veterinary technicians. It also takes action against non-licensed persons who violate the Veterinary Licensing Act by practicing without a license. The Board and its staff are committed to excellence in their service to the public and the veterinary profession. The Board's first priority is to protect the public. It must maintain high standards for veterinarians who seek licensure in Texas and those who are already in practice. The Board also has a commitment to its licensees to keep them informed about the law, its rules, and related information.

All individuals who contact the Board can expect:
- Easy access to agency services;
- Consumer friendly processes;
- Agency staff that are courteous, knowledgeable, and responsive to their needs;
- Answers to questions and requests for information provided in a timely manner; and
- Services provided in an efficient manner that meets the customer's needs and yet remains fiscally responsible.

WORKFORCE ANALYSIS

A. Current Workforce

The Board's current workforce consists of 22 full time positions. Classifications include:
- Executive Director (1)
- Executive Assistant I (1)
- General Counsel II (1)
- Director I (2)
- Investigator IV (5)
- Investigator I (1)
- Manager III (1)
- Program Supervisor III (1)
- Administrative Assistant I (2)
- Administrative Assistant II (2)
- Purchaser (1)
- Licensing and Permit Specialist I (2)
- Legal Secretary II (1)
- Attorney II (1)

B. Critical Workforce Skills

There are numerous skills necessary for successful completion of the agency's core functions. These skills include:
- Executive Level Management
- Customer Service
- Investigative
- Analysis/Research
- Mediation/Arbitration
- Communication (Oral and Written)

- Legal Experience
- Problem Solving
- Critical Thinking
- State Budgeting/Governmental Fund Accounting
- Advanced Computer Skills
- Business Office Management
- Computer Skills (skill requirements range from entry-level to highly-skilled information technology specialists)

C.   Workforce Demographics

As of June 1, 2018, the Board was staffed with a total headcount of 18 employees. The following tables profile the agency's workforce.

Gender

	Number of Employees	Percent of Employees
Male	6	33%
Female	12	67%

Age

	Number of Employees	Percent of Employees
20 – 29 years	1	6%
30 – 39 years	5	28%
40 – 49 years	3	17%
50 – 59 years	6	33%
60 – 69 years	3	17%

State Tenure

	Number of Employees	Percent of Employees
0 – 5 years	7	49%
6 – 10 years	5	28%
11 – 15 years	2	11%
16 – 20 years	2	11%
21 – 25 years	1	6%
Over 25 Years	1	6%

Agency Tenure

	Number of Employees	Percent of Employees
0 – 5 years	18	100%
6 – 10 years	0	0%

D. Workforce as Compared with Statewide Civilian Workforce

The following table compares the Board's percentage of African American, Hispanic and Female employees to the statewide civilian workforce as reported by the Texas Workforce Commission Civil Rights Division. The State % is based on data reported from fiscal years 2015-2016.

Job Category	African American Board%	State %	Hispanic American Board %	State %	Female Board %	State %
Officials/Administrators	6%	7.4%	0%	22.1%	16%	37.4%
Professionals	6%	10.4%	6%	19.3%	16%	55.3%
Administrative Support	6%	14.8%	11%	34.80%	27%	72.1%

The Board is under-represented in all of the African American and Hispanic categories. Because the Board has a small number of staff, only 22 FTEs, and maintains a small budget, $1,443,792 for FY2018 and $1,439,791 for FY2019, the Board faces many challenges in attracting a diverse group of applicants from which to choose the most qualified applicants when vacancies arise. A small staff means that promotional opportunities are very limited. A small budget limits the Board in its competitiveness with larger governmental entities and its ability to recruit experienced personnel and retain newly trained employees.

The Board continues to utilize as many tools as possible to seek a diverse applicant pool, including advertising with WorkIn Texas, a web based job Board with the Texas Workforce Commission, providing copies of announcements for all positions to be filled externally to minority and women's organizations.

E. Employee Turnover

Turnover experienced by the Board in 2017 can be attributed largely to the Sunset Commission's Review of the agency. Most of the turnover in FY17 and FY18 was directly related to leadership changes and reorganization. In the past, a variety of internal and external factors including the lack of advancement opportunities with a small agency contributed to the high turnover rate. The Board has been able to utilize merit increases, one-time merits and other retention tools to encourage employees to remain with the Board.

Following is a chart that shows the Board's turnover rate as compared to the overall State turnover for fiscal years 2009 – 2017.

Fiscal Year	TBVME	State
2017	39%	18.6%
2016	33%	17.6%
2015	22%	18.0%
2014	22%	17.5%
2013	11%	17.6%
2012	33%	17.3%
2011	26.7%	16.8%
2010	19.0%	14.6%
2009	16.7%	14.4%

F. Agency Workforce Needs – Expected Workforce Changes
- Increased need for additional staff due to changes in workload;
- Increased use of technology to revise and streamline work processes; and
- Greater demand for web-related services;

G. Anticipated Program and Workload Changes and Shortfalls
Enforcement

Veterinary medicine is an ever-changing field. With constant advances in medical technology and changes in treatment protocols, the demands placed on veterinarians are increasing dramatically. In addition, many individuals see themselves as guardians of animals instead of owners, placing more emphasis on the emotional attachment to animals. Some individuals even see their animals as companions. This opens the door to more litigation and more complaints. As a result of these changes, the number of complaints received by the Board has increased.

The number of licensed veterinarians has increased from 8,136 in 2013 to 8,314 in 2018. In addition, we have 61 equine dental providers and 1,800 licensed veterinary technicians. Our current funding allows for 750 on-site inspections per year. We have seen a significant increase recently with drug diversion and serious mental health issues. Some of these problems have been discovered during on-site inspections and some have been long term problems. It certainly is better for the public and the licensee to discover drug diversion, substance abuse, and serious mental health problems as early as possible.

Each individual investigator has a responsibility to investigate a complaint by contacting both the complainant and the responding licensee, gathering information relating to the complaint including patient records and other documentation from both parties to support their argument and obtaining second opinions from veterinarians not connected to the case. In order to allow the Board to make a fair decision, investigators are required to delve into medical matters and understand medical processes and terminology to allow them to write comprehensive, informative reports of investigation that are then sent, along with supporting documentation, for medical review. In addition to the investigation of complaints, Board investigators complete special investigations as needed and enforcement staff spend significant hours per day on the phone answering questions relating to the laws and rules that govern veterinary medicine.

Unlike most medical professions, veterinarians purchase and maintain dangerous drug and controlled substance inventories within their practices. On-site inspections allow investigators to ensure that these controlled substances are maintained and utilized in a manner consistent with applicable laws and rules. These on-site inspections also allow investigators to review patient and continuing education records and licensees to receive one-on-one contact with the Board. This contact gives the licensee the opportunity to ask questions. On-site inspections also allow the Board an opportunity to keep up-to-date on the workings of a veterinary practice.

Legal

At this time there are two attorneys within the General Counsel's office: the General Counsel and a staff attorney. While the backlog of cases has decreased, a backlog remains. Further, the General Counsel's office has seen an increase in cases and an increase in the complex nature of those cases. The number of licensees is also on the rise which will logically lead to an increase in cases as well. This change in circumstances demands additional resources and experience. The Board's budget only permits a lower salary for its staff attorney; therefore, it often is only able to hire an attorney with less experience. This requires time and resources for training. Once the attorney has obtained such training and institutional knowledge, they often leave employment with the Board for higher salaries in other agencies, often within the Health Professions Council. The Board then begins the process again. This is a waste of the Board's time and resources. The amount and nature of cases the Board is currently experiencing and expects to experience in the future necessitates additional funding to obtain and maintain quality legal representation.

Licensing and Examination

The agency currently has four FTEs operating its licensing and examination program. The licensing and examination division is responsible for administering the State Board Examination, the Provisional and Special License examinations, issuing licenses to qualified individuals who apply for a State of Texas veterinary, veterinary technician or equine dental provider license, and annual renewal of each license. Fiscal Years 2014 and 2015 show a significant increase due in part to the addition of the licensed veterinary technicians.

I. **Future Workforce Skills Needed**

With the evolution of veterinary medicine, an increasingly mobile licensee base, changes in business processes, and the continued need for strong leadership, the agency anticipates a greater need in the following skills:

- Leadership;
- Critical thinking;
- Problem solving;
- Communication;
- Change management;
- Expanded technological; and
- Advanced time management.

The continued development of these skills within agency staff will enable the agency to successfully complete its mission in the coming years.

J. **Anticipated Surplus or Shortage of Skills**

Based on the agency's workforce analysis, the following issues must be addressed:

- The high number of employees with just a few years of experience in their positions requires more time and resources spent training.

III. STRATEGY DEVELOPMENT

While the Board faces many challenges in its workforce over the next five years, most can be addressed by the following objectives:

Objective: **Obtain additional staff necessary to successfully meet agency strategic responsibilities.**

Action Steps

- Identify staffing deficiencies;
- Seek FTEs and funding from the Legislature; and
- Hire appropriate staff.

Objective: **Adjustments to current employment placement within the State's compensation schedule.**

Action Steps:

- Identify staff inappropriately placed within the State's compensation schedule; and
- Seek funding to allow for appropriate placement.

Objective: **Continue to Develop and Document Job Procedures**

By continuing to develop and document job procedures, the Board can build a library of resource material for its future workforce. This action will effectively reduce the "brain drain" that will happen as experienced workers leave the agency.

Action Steps

- Identify undocumented procedures;
- Provide guidance to staff on process documentation techniques;
- Ensure sufficient available time to allow staff to complete the documentation process; and
- Include the protection of completed job procedure documentation in the agency's Business Continuity Plan.

Objective: **Continue Seeking Diversity Within the Applicant Pool and the Agency's Workforce.**

By continuing to seek a diverse applicant pool that includes all qualified individuals, the agency can build a resource of individuals with a wide range of ideas and experience. These attributes can better help the agency to deal with changes in workload and challenges as responsibilities are added.

Action Steps

- Continue to identify and refine ways to attract a more diverse pool of applicants;
- Continue to hire the most qualified applicants; and
- Continue to identify ways to retain those qualified individuals.

Objective: **Develop a competent, well-trained workforce.**

It is imperative that the agency continues to cross train all agency employees to ensure that agency processes are not disrupted as employees leave. The agency should provide training to its employees whenever possible, utilizing both free and low cost training. This measure will ensure that, where possible, current employees will have opportunities for advancement, thereby increasing the agency's retention ability and that new technologies will be added to the agency's repertoire.

Action Steps

- Identify agency critical skills and competencies with input from divisions;
- Assess the level of risk facing the agency regarding the potential loss of knowledge and focus
- Training efforts in those areas;
- Expand and enhance staff development to include effective leadership and mentoring; and
- Assessing and addressing division specific training needs.